



## **Brantford Police Service Board**

Final Strategic Plan

**OCTOBER 2024**



# Introduction

Strategic planning is about setting direction and planning for the future. A strong strategic plan, with clear objectives, communicates the Board's vision and priorities for the Police Service. It gives staff clear direction to advance priorities and communicates to residents, community, partners, and government partners where the Police Service is going and why it is going in that specific direction.

This updated strategic plan, created in collaboration with the Brantford Police Service Board (the Board) and the Brantford Police Service (the Service), will act as the Service's overarching roadmap for the next four years. It will inform the Service's planning and actions for how it will grow the service internally, how it will collaborate with the broader community, and how it will reduce crime. This plan should be reviewed on a regular basis and updated as needed to ensure that it continues to reflect the Board's and the Services' priorities and adapts to evolving community needs and available resources.

*The Community Safety and Policing Act 2019 (CSPA 2019) came into force on April 1, 2024, and was used in the creation of this document.* Should new regulations for strategic planning come into force, this plan should be reviewed and amended as required.

## Consultation Methodology and Process

The Brantford Police Services Board received significant feedback from across the community. The following activities provided critical insights that informed the Strategic Planning process:

- Conducted 1:1 **interviews** with 14 members of the Board and Police Service
- Conducted an **online community survey** and achieved 775 responses
- Conducted four **community pop-ups** and achieved 150+ interactions

The *Community Safety and Policing Act 2019*, stipulates the key stakeholder groups that must be consulted in the course of preparing a Strategic Plan. The section below outlines how each requirement under the Act was satisfied based on consultation.

Group or Entity to be Consulted	Consultation Method
Chief of Police and Police Service	1:1 Interviews and Workshops
Police Services Board	1:1 Interviews and Workshops
Municipal Council(s) in the Board's area of policing responsibility	1:1 Interviews
Community at large	Online Survey and Community Pop-Ups
Groups representing diverse and under-represented communities	Online Survey and Letters Requesting Input
School boards and post-secondary institutions	Online Survey and Letters Requesting Input
Community organizations, businesses, and members of the public	Online Survey and Letters Requesting Input
Neighbouring police services and potential collaboration partners	1:1 Interviews and Online Surveys

## Identified Priorities

When asked to name the top three priorities the community would like to see the Police Service Board focus on, the following were provided (in descending order of priority):

1. Downtown strategy to enhance safety and security
2. Addressing issues of major crime, drug trafficking, and organized crime activity
3. Addressing crime related to theft, vandalism, or property crime
4. Safer roads and pathways
5. Dependable and effective emergency response

When asked “***What actions can the Brantford Police Service take to serve you better?***” the community responded most frequently with the following themes:

**Improve  
Response and  
Engagement**

Community members desire **quicker response times, more visibility, and better engagement with the community**, including schools and youth.

They also want increased communication regarding police actions and plans, and for complaints to be addressed with full attention.

**Address  
Homelessness  
and Drug Issues**

There is significant concern about homelessness and drug-related issues in the community. Suggestions include taking more action against drugs, providing supports for the unhoused, keeping public spaces safe, and partnering with community organizations to provide support and resources.

**Enhance  
Approachability  
and  
Accountability**

Some community members feel that the police need to be more approachable and more accountable. They also suggest that police should listen more to the victims and the public's needs. More training should be available to assist with specific populations such as the elderly and Indigenous peoples.

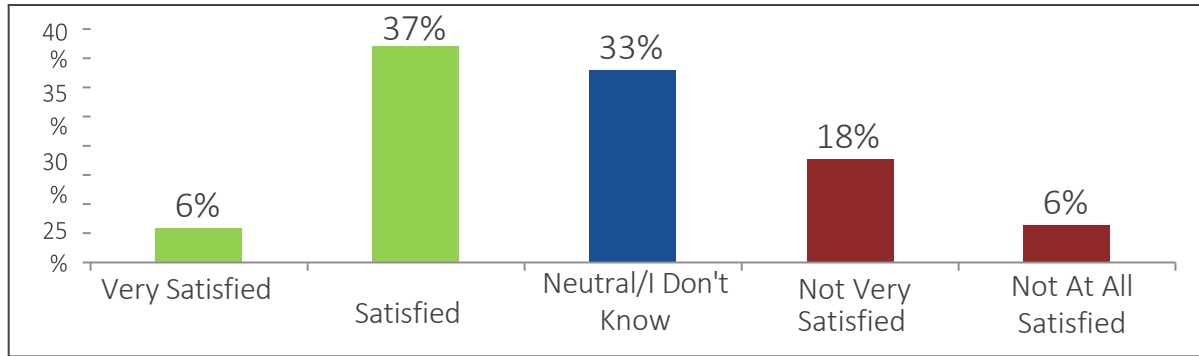
**Focus on Major  
Community Issues  
over Minor  
Violations**

There is a sentiment that the police should focus more on major community issues rather than minor violations such as speeding. Some suggest using technology like photo radar to manage minor traffic violations, freeing up police resources for more significant issues.

**Improve Safety  
Downtown and  
Increase Police  
Presence**

An improved focus on safety in the downtown area was noted. Suggestions were made to hire more officers in order to increase police presence in the community, particularly in high crime areas and downtown.

When asked, ***“Overall, how satisfied are you with the delivery of services provided by the Brantford Police Service?”*** the community responded as follows:



As part of the consultation, the Board talked to over 150 people in the local community. Pop-ups occurred in the following locations:

#### September 22, 2023

- Brantford Public Library
- Wayne Gretzky Centre

#### October 5, 2023

- Laurier, Brantford Campus
- Sobeys, Brantford

From these engagements, the following key themes emerged:

<b>Downtown Safety</b>	<ul style="list-style-type: none"> <li>• Changes to the downtown in recent years have caused some to feel unsafe walking alone</li> <li>• Increased police presence in the downtown core was noted as a welcome change</li> <li>• Others felt that the presence of police could still be improved</li> </ul>
<b>Safe Roadways and Pathways</b>	<ul style="list-style-type: none"> <li>• Concern regarding reckless driving, especially near school zones</li> <li>• Failure to stop/speeding through red lights a concern</li> <li>• Increased police presence requested at major intersections and school zones</li> </ul>
<b>Police Presence</b>	<ul style="list-style-type: none"> <li>• Some felt police were doing a good job maintaining visibility and felt that improvements to presence in the downtown have occurred</li> <li>• Others felt that the police could still improve their presence in the downtown</li> </ul>
<b>Response Time</b>	<ul style="list-style-type: none"> <li>• Some mentioned long wait times after calls as a concern.</li> <li>• Some also mentioned that they felt the police respond quickly</li> </ul>
<b>Mental Health and Supports</b>	<ul style="list-style-type: none"> <li>• Some mentioned the need for more diversion to supports related to mental health and trauma</li> </ul>

In addition, the Board considered the Community Safety and Well-Being plan as well as other resources outlining leading practices in policing and community safety.

# Strategic Plan Framework

The strategic plan aligns with the Brantford Police Service's Mission, Vision, and Values:

## Mission

The Brantford Police Service is committed to enhancing safety for all by engaging and supporting a unified community.

## Vision

A safe and harmonious community.

## Values

- **Integrity** – Maintaining a strong moral compass based upon trust, dignity, and respect.
- **Commitment** – Dedicated to professional service for our citizens and community at large, community partners, and police members. Participating together, enhancing wellbeing and safety.
- **Innovation** – Innovative and adaptable in the delivery of police services. Taking opportunities to learn from experiences and making appropriate changes.

## Objectives

1. Prevent and Reduce Crime to Increase Community Safety
2. Improve Trust and Deepen Community Partnerships
3. Improve Our Workplace Culture and Maximize Organizational Excellence, and
4. Build Sustainability Through Innovation and Fiscal Management

### Police Functions

As per *the Act*, in order to provide adequate and effective policing, the Service is required to perform the following functions:

1. Crime prevention
2. Law enforcement
3. Maintaining the public peace
4. Emergency response
5. Assistance to victims of crime
6. Any other prescribed policing functions

# Key Priorities

Listed below are the key priorities the Brantford Police Service will undertake over the course of this strategic plan. Qualitative and quantitative methods will be used to evaluate progress and results for each priority in a manner that complies with Ontario's policing legislation.

<p><b>Prevent and Reduce Crime and Increase Community Safety</b></p> <p><i>We will optimize the Brantford Police Service to decrease violent crime, reduce incidents, and support victims by implementing community-based crime prevention initiatives</i></p>	<ul style="list-style-type: none"> <li>1.1 Optimize response and deployment strategies to implement an effective approach to public safety</li> <li>1.2 Enhance road safety program, including prevention measures and enforcement</li> <li>1.3 Optimize the Special Constable Program</li> <li>1.4 Seek additional opportunities to collaborate with policing partners in neighboring jurisdictions to enhance community safety</li> <li>1.5 Collaborate and implement key aspects of the Community Safety and Well-Being Plan</li> <li>1.6 Ensure adequate and effective courthouse security</li> </ul>
<p><b>Improve Trust and Deepen Community Partnerships</b></p> <p><i>We will work with our community to increase trust and address the needs of everyone in our community</i></p>	<ul style="list-style-type: none"> <li>2.1 Increase capacity to respond to mental health and addiction calls for service, in collaboration with community partners</li> <li>2.2 Improve capacity to address the needs of vulnerable populations and victims, in collaboration with community partners</li> <li>2.3 Improve trust and build relationships in diverse communities and with youth</li> <li>2.4 Strengthen volunteer and partner programs that leverage our capacity to deliver services</li> <li>2.5 Modernize and expand external communications to increase trust, allow for reporting on community satisfaction and build support for front-line policing activities</li> </ul>
<p><b>Improve Our Workplace Culture and Maximize Organizational Excellence</b></p> <p><i>We will recruit, retain, train, support, and equip the Service to ensure success</i></p>	<ul style="list-style-type: none"> <li>3.1 Create a strategy to ensure sufficient human resources that deliver adequate and effective policing through improved resource planning</li> <li>3.2 Modernize recruitment and onboarding practices to reflect diversity and inclusion within the Service</li> <li>3.3 Continue to promote member health and wellness and resilience to post-traumatic stress disorder, occupational injury, and long-term disability</li> <li>3.4 Continue to promote member health and wellness and resilience to PTSD, occupational injury, and long-term disability</li> <li>3.5 Enhance operational readiness and emergency preparedness through access to training, tools, and resources</li> </ul>
<p><b>Build Sustainability Through Innovation and Fiscal Management</b></p> <p><i>We will research and implement new technologies to support our response to emerging challenges</i></p>	<ul style="list-style-type: none"> <li>4.1 Continue to modernize capital infrastructure, police equipment, and police facilities</li> <li>4.2 Resource and implement requirements to respond to new provincial and federal legislation</li> <li>4.3 Increase IT capacity to enable real time analytics and improve evidence-based business decisions including artificial intelligence</li> <li>4.4 Continue to ensure adequate and effective resources for records management</li> <li>4.5 Ensure effective financial systems and processes and implement multi-year budgeting</li> </ul>



# Expanded Strategic Plan Framework

## Objective 1: Prevent and Reduce Crime and Increase Community Safety

*We will implement community-based crime prevention to decrease violent crime, reduce incidents, and support victims*

Goal	Initiatives	KPIs
<b>1.1 Optimize response and deployment strategies to implement an effective approach to public safety</b>	<ul style="list-style-type: none"> <li>Conduct a review of existing practices and update policies as needed</li> <li>Explore opportunities to improve community safety through enhancement of the Special Constable Program</li> <li>Maximize the efficiency of the Alternative Response Unit (ARU) program</li> <li>Review current zone deployment as a function of community patrol and emergency calls for service</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Conduct analysis of calls referred to other corporate entities (Bylaw, Special Constables, etc.)</li> <li>Conduct a community satisfaction survey</li> <li>Conduct analysis of emergency calls for service and community patrol effectiveness</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Community satisfaction in efficiencies with service provided</li> </ul>
<b>1.2 Enhance road safety program, including prevention measures and enforcement</b>	<ul style="list-style-type: none"> <li>Review existing road safety policies and update as needed</li> <li>Support the City of Brantford's "Vision Zero" initiative</li> <li>Ensure effective community enforcement measures including Reduce Impaired Driving Everywhere (RIDE) programs</li> <li>Ensure effective community awareness of enforcement measures</li> <li>Implement measures to address traffic-related noise pollution and nuisance vehicles</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Analyze year over year change in traffic collisions resulting in injury and fatality</li> <li>Analyze year over year number of drivers educated</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Achieve a year over year increase in Reduce Impaired Driving Everywhere (RIDE) programs</li> <li>Increase the number of prevention campaigns promoted through social media (commercial vehicle blitz, etc.)</li> </ul>
<b>1.3 Optimize the Special Constable Program</b>	<ul style="list-style-type: none"> <li>Review the existing Special Constable Program and expand scope as needed</li> <li>Develop a Special Constable role within the Forensic Unit to enhance investigation capabilities</li> <li>Assess viability of zone deployment for low threshold offences</li> <li>Explore using Special Constables as School Resource Officers</li> <li>Review the process of prisoner transport to facilities</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Maximize duties taken on by Special Constables in compliance with the <i>Community Safety and Policing Act, 2019</i></li> </ul>



Goal	Initiatives	KPIs
<b>1.4 Seek additional opportunities to collaborate with policing partners in neighboring jurisdictions to enhance community safety</b>	<ul style="list-style-type: none"> <li>Utilize appropriate resources for organized crime investigations and to suppress violent crime</li> <li>Review participation in additional specialty units such as the Organized Crime Towing and Auto Theft Team</li> <li>Support multi- agency efforts</li> <li>Liaise with Federal and Provincial agencies to explore additional collaboration opportunities</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Analyze number of officers deployed to special projects, secondments</li> <li>Analyze number of investigative probes</li> <li>Analyze number of collaborations with other policing partners</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Report to the Board on annual crime rates and analyzed trends</li> </ul>
<b>1.5 Collaborate and implement key aspects of the Community Safety and Well-Being Plan</b>	<ul style="list-style-type: none"> <li>Introduce measures to achieve specific goals from the Community Safety and Well-Being Plan</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Conduct a year over year analysis of the Community Safety and Well-Being Plan and identify which objectives have been achieved</li> </ul>
<b>1.6 Ensure adequate and effective courthouse security</b>	<ul style="list-style-type: none"> <li>Ensure appropriate resources are applied for courthouse security</li> <li>Analyze the use of Special Constables to focus on courthouse security to meet increased demand</li> <li>Review courthouse security service delivery to improve service</li> <li>Review and implement a new shift schedule to enhance quality of life for officers</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Analyze year over year resources</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Ensure a safe and supported courthouse</li> </ul>

## Objective 2: Improve Trust and Deepen Community Partnerships

*We will work with our community to increase trust and address the needs of everyone in our community.*

Goal	Initiatives	KPIs
<b>2.1 Increase capacity to respond to mental health and addiction calls for service, in collaboration with community partners</b>	<ul style="list-style-type: none"> <li>Conduct a service delivery review involving Brantford General Hospital</li> <li>Seek funding to expand Mobile Crisis Rapid Response Team to 24/7 capacity</li> <li>Expand community engagement to improve relationships and interactions with vulnerable persons</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Analyze completion data</li> <li>Increase number of referrals</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Supportive approach to vulnerable population</li> </ul>
<b>2.2 Improve capacity to address the needs of vulnerable populations and victims in collaboration with community partners</b>	<ul style="list-style-type: none"> <li>Reinstate a crime prevention officer program with an emphasis on providing assistance to vulnerable persons</li> <li>Conduct presentations for seniors on fraud risk avoidance and situational awareness</li> <li>Work with community partners to better assist the unhoused and those facing addictions issues</li> <li>Promote involvement of BPS officers on various community boards and organizations</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>Analyze number of cases assigned to unit</li> <li>Collaborate with Brant Community Response Team (BCRT)</li> <li>Analyze HealthIM data</li> <li>Seek community feedback from victims, persons requiring police assistance, and service provision partners</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Improve capacity to address the needs of vulnerable populations and victims in collaboration with community partners</li> </ul>
<b>2.3 Improve trust and build relationships with diverse communities and youth</b>	<ul style="list-style-type: none"> <li>Enhance engagement with communities including racialized groups and Indigenous groups (First Nations, Inuit, and Metis)</li> <li>Explore opportunities to reinstate School Resource Officers and seek opportunities to prevent and reduce youth crime</li> <li>Expand community engagement in areas with high calls for service levels through the micro-hub program and address specific problems to improve community patrol</li> <li>Encourage participation in activities involving youth</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>Increase number of youth involved in programs</li> <li>Increase number of partnerships and liaisons with community groups</li> </ul>

Goal	Initiatives	KPIs
<b>2.4 Strengthen volunteer and partner programs that leverage our capacity to deliver services</b>	<ul style="list-style-type: none"> <li>• Restructure volunteer programming such as Auxiliary Officers and the Citizens on Patrol Program</li> <li>• Increase capabilities by training and empowering volunteers</li> </ul>	<b>Outcomes</b> <ul style="list-style-type: none"> <li>• Increase number of volunteer hours per year</li> <li>• Explore feasibility of new volunteer programs</li> <li>• Increase number of Auxiliary Officers in program</li> <li>• Increase number of hours and officers committed to volunteer engagement</li> </ul>
<b>2.5 Modernize and expand external communications to increase trust, allow for reporting on community satisfaction, and build support for front line policing activities</b>	<ul style="list-style-type: none"> <li>• Develop and implement a communications strategy</li> <li>• Develop and implement a new branding strategy</li> <li>• Seek to expand engagement opportunities including: <ul style="list-style-type: none"> <li>• Town Hall or Focus Group sessions</li> <li>• Law Enforcement Torch Run to raise funds for Special Olympics</li> <li>• Hosting Special Olympics Summer Games (2025)</li> </ul> </li> <li>• Increase social media presence</li> <li>• Launch external dashboard to provide easy public access to information and statistics</li> <li>• Implement mechanisms to allow for the public to communicate satisfaction with policing</li> </ul>	<b>Activities</b> <ul style="list-style-type: none"> <li>• Modernize website to enhance visibility and ease of access to information for public</li> <li>• Utilize analytics to maximize effectiveness of communications</li> </ul> <b>Outcomes:</b> <ul style="list-style-type: none"> <li>• Effective partner agencies</li> <li>• Ensure community involvement</li> <li>• Ensure effective public engagement</li> </ul>

## Objective 3: Improve Workplace Culture and Achieve Organizational Excellence

*We will recruit, retain, train, support, and equip the Brantford Police Service to ensure success.*

Goal	Initiatives	KPIs
<b>3.1 Create a strategy to ensure sufficient human resources that deliver adequate and effective policing through improved resource planning</b>	<ul style="list-style-type: none"> <li>• Develop a strategy which includes all aspects of HR from recruitment, training, and retention</li> <li>• Develop programming and policies designed to stabilize deployment and encourage retention of sworn and civilian members</li> <li>• Increase use of Special Constables to alleviate overtime and workload on sworn officers</li> <li>• Complete Joint Job Evaluation process and review outcome</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Analyze year over year adherence to benchmarks in HR strategy</li> <li>• Analyze year over year retention of employees</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Recruit experienced officers and enhance hires within the existing compliment</li> <li>• Achieve benchmarking of roles between Special Constables and Sworn Officers</li> </ul>
<b>3.2 Modernize recruitment and onboarding practices to reflect diversity and inclusion within the Service</b>	<ul style="list-style-type: none"> <li>• Review and update HR policies, processes, and questions with an EDI lens to identify and remove systemic barriers</li> <li>• Develop a transparent recruitment plan that is equitable and fair</li> <li>• Conduct targeted recruiting campaigns (civilian and sworn) to help identify diverse candidates</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Analyze year over year reporting on strategic plan</li> <li>• Analyze self-disclosure from persons who may identify from diverse groups</li> <li>• Measure attendance, actual applications, and actual hires</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Have a robust recruitment plan that removes barriers and attracts quality employees</li> </ul>
<b>3.3 Update and implement policies to facilitate a culture of mutual respect and recognize diversity in the workplace</b>	<ul style="list-style-type: none"> <li>• Develop improved Equity, Diversity, and Inclusion (EDI) programming that includes best practices for interactions with youth, members of racialized groups, and Indigenous communities.</li> <li>• Create a Chief's advisory board made up of diverse leaders from within the community</li> <li>• Reinstate officer exchange programs to increase awareness between Six Nations Police and BPS</li> <li>• Support and enhance the current Wellness Committee</li> <li>• Enhance internal support networks</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Track and expand initiatives supported by the EDI and Wellness Committees</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Creation of advisory board that provides feedback to the Chief on matters impacting the community.</li> </ul>

Goal	Initiatives	KPIs
<b>3.4 Continue to promote member health and wellness and resilience to PTSD, occupational injury, and long-term disability</b>	<ul style="list-style-type: none"> <li>Seek operational savings through review of redundant policies, tools, and infrastructure</li> </ul>	<b>Activities:</b> <ul style="list-style-type: none"> <li>Year over year analysis of access to peer support, sick time, WSIB claims, etc.</li> </ul>
<b>3.5 Enhance operational readiness and emergency preparedness through access to training, tools, and resources</b>	<ul style="list-style-type: none"> <li>Conduct a review of training, tools, and resources and update as needed</li> <li>Improve Operational Continuity and Emergency Preparedness</li> <li>Conduct a review of emergency preparedness and update policies</li> <li>Collaborate with the community on operational and emergency scenarios</li> <li>Complete implementation of back-up Communications Centre</li> <li>Seek operational savings through review of redundant policies, tools, and infrastructure</li> </ul>	<b>Activities</b> <ul style="list-style-type: none"> <li>Track year over year reporting on overall training of people who took courses on their own initiative</li> <li>Track number of policies updated</li> <li>Track number annual exercises for emergency preparedness</li> </ul> <b>Outcomes</b> <ul style="list-style-type: none"> <li>Increase frequency of training</li> <li>Diversify types of training</li> </ul>

## Objective 4: Build Sustainability Through Innovation and Fiscal Management

*We will modernize practices to address emerging challenges.*

Goal	Initiatives	KPIs
<b>4.1 Continue to modernize capital infrastructure, police equipment, and police facilities</b>	<ul style="list-style-type: none"> <li>• Conduct a review of existing capital infrastructure</li> <li>• Review and enhance policy to ensure fiduciary responsibility</li> <li>• Collaborate with stakeholders on a new facility</li> </ul>	<b>Outcomes</b> <ul style="list-style-type: none"> <li>• Complete new facility that meets the growing needs of the city</li> <li>• Analysis of asset management plan</li> </ul>
<b>4.2 Resource and implement requirements to respond to new provincial and federal legislation</b>	<ul style="list-style-type: none"> <li>• Monitor emerging federal and provincial legislation, regulations and standards to ensure compliance</li> </ul>	<b>Activities</b> <ul style="list-style-type: none"> <li>• Ensure compliance with the Community Safety and Policing Act, 2019</li> </ul>
<b>4.3 Increase IT capacity to enable real time analytics and improve evidence-based business decisions, including artificial intelligence</b>	<ul style="list-style-type: none"> <li>• Conduct a review of existing IT capabilities and resources</li> <li>• Develop a technology roadmap</li> <li>• Develop and increase the use of dashboards</li> <li>• Implement a Digital Evidence Management System</li> <li>• Review shared services agreements</li> </ul>	<b>Outcomes</b> <ul style="list-style-type: none"> <li>• Increase number of dashboards</li> <li>• Generate metrics to be used to find efficiencies in processes</li> <li>• Track against the roadmap to observe progress in implementation</li> </ul>
<b>4.4 Continue to ensure adequate and effective resources for records management</b>	<ul style="list-style-type: none"> <li>• Conduct a review of current document management procedures</li> <li>• Review human resources in Records to address changes in demands</li> </ul>	<b>Activities</b> <ul style="list-style-type: none"> <li>• Track use of DEMS and SCOPE</li> <li>• Track document management metrics including retention, archiving, and deletion</li> </ul>
<b>4.6 Ensure effective financial systems and processes, and implement multi-year budgeting</b>	<ul style="list-style-type: none"> <li>• Conduct a review of financial systems to ensure practices are utilized</li> <li>• Upgrade existing scheduling system</li> <li>• Develop a multi-year budgeting process</li> </ul>	<b>Outcomes</b> <ul style="list-style-type: none"> <li>• Ensure an effective and efficient financial system</li> <li>• Implementation of new systems</li> <li>• Increased efficiencies from the new financial processes</li> </ul>