

Classification **PUBLIC**

Meeting **February 5, 2007**

Agenda Item **Monitoring Report:
Strategic and Financial Planning – 4th
Quarter 2006**



Recommended Motion:

THAT the Board find that all provisions of the Strategic and Financial Planning have been complied with.

Strategic and Financial Planning

I hereby submit my monitoring report on your Executive Limitations, “Strategic and Financial Planning” according to the schedule set out. I certify that the information contained in this report is true.

Signed: _____
Chief of Police

Date: _____

BROADEST POLICY PROVISION:

The Chief of Police shall not fail to produce an annual operational plan, derived from a multi-year plan that identifies strategies and actions for the accomplishment of the Board’s stated Ends policies.

Financial planning for any fiscal year, or the remaining part of the year, will not deviate materially from Board’s Ends policies and business plan, risk fiscal jeopardy, or fail to be derived from a multi-year financial plan.

Interpretation of the Chief of Police:

The Board’s Ends policies drive the business plan, which in turn drives the annual budget and the 5 year forecast. Furthermore, three-year business plans and annual budgets are subject to realistic revenue and cost projections in both the near and long term.

The 3 Year Business Plan is broken down into annual components and that is the annual operational plan. The plan was published on behalf of the Board with Board approval.

Annual financial planning is done with the input and participation of all operational levels, in order to meet Business Plan objectives and Board Ends, in accordance with specific Board direction which I seek prior to commencement of the Annual Budget process in June of each year. The Annual Business Plan Budget is always the first year of the 5 Year Forecast submitted to the Region of Durham and the Board.

Data in Support:

The supporting data is comprised of the 3 year Business Plan, the 5 Year Forecast, and the Annual Business Plan Budget, all of which have been presented at prior meetings.

2006 Year End Update on 3 year Business Plan Progress

The implementation of the 22 objectives in the 2005 – 2007 Business Plan is proceeding as planned, with major initiatives related to the Board Ends of Law Enforcement, Crime Prevention, and Emergency Response well underway. These include victims especially those related to domestic violence, mental health response with community partners, police work on gangs and intelligence-led policing, and a focus on renewing the DRP's youth programs with greater involvement from our community partners, more focus on youth at risk and implementation of a restorative justice process.

The Service is continuing to move ahead with the patrol staffing analysis project that is evaluating the frontline police service delivery model and making recommendations on officer deployment to support emergency call response, handling of non-emergency calls, and proactive community-based policing, given staffing availability. In 2006 the Service redeployed staff and implemented the Centralized Alternate Response Unit that has taken 39% of the Priority 3 calls from frontline patrol units. The Service also redeployed staff to the newly formed General Occurrence Audit Unit to ensure the accuracy, timeliness and integrity of the data being entered into the new Versadex System. The Service has started the process of building management reports that are aligned with the Strategic Direction of the Service and integrated with operational and business functions of the organization. The management reports will be set up to measure specific outputs that will evaluate the progress of the Service towards defined outcomes directly linked to community safety.

In 2006 the executive of the Service adopted a Project Based Management system that will position the Service well to monitor, sequence, align and integrate activities flowing from organizational wide initiatives.

Further details on the status of the 2005 – 2007 Business Plan objectives and action plans are included in the appendix of the Strategic and Financial Planning Board report (attached).

Statement of Compliance:

I therefore report **compliance** with the General Provision.

Further, without limiting the generality of the foregoing by the enumeration, the Chief of police will not allow budgeting that:

Policy Provision #1

Establishes conditions and activities that will be unnecessarily difficult to maintain.

Interpretation of the Chief of Police:

The policy prohibits me from undertaking or approving operating or financial activities, which would place the integrity of the service or Police Services Board in jeopardy. I will ensure any new operational or financial activities begun are within the financial limitations as set out within the approved budget for the upcoming year and are in furtherance of Board Ends and Limitations policies.

Data Support:

Current conditions and activities, which are required to maintain existing Board End compliance and service levels, result in an approximate ongoing annual increase in net expenditures of 4.5 %. (This figure represents an estimate of expected contractual increases in the collective agreements and estimated inflationary cost increases in non-salary expenditures, but does not include any provision for meeting increased demands as a result of population growth which is estimated at 2 %.)

I have not undertaken or approved any activities which would result in a higher level of ongoing cost increases than that described above.

Therefore, I report **compliance** with this provision.

Policy Provision #2

Omits credible projection of expenses, separation of capital and operational items, and disclosure of planning assumptions.

Interpretation of the Chief of Police:

I must ensure that the Service diligently plans and clearly reports on expected future revenues and expenses in a format which meets the requirements of the Board and the Region of Durham.

Data Support:

The Annual Business Plan Budget submitted to the Board and the Region meets these requirements. The Board reviewed the preliminary 2007 Business Plan Budget on October 10 2006.

M217-06:

Moved by Roger Anderson

Seconded by: Joe Drumm

“THAT the preliminary budget of 6.7 % increase(\$125.2 million in total) be forwarded to the Durham Finance Department as requested by 01 Nov 2006 as the Durham Regional Police Services’ preliminary budget”.

Therefore, I report **compliance** with this provision.

Policy Provision # 3

Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy.

Interpretation of the Chief of Police:

The DRPS will ensure that funds identified in the Board’s annual governance budget are provided.

Data Support:

The Board 2005 governance budget of \$455,000 was fully funded (and 99% spent). The 2006 budget approved by Council includes the full Board 2006 governance budget of \$455,000.

Therefore, I report **compliance** with this provision.

Policy Provision # 4

Provides for projection of revenues that exceed the Board’s revenue projection.

Interpretation of the Chief of Police:

The DRPS budget will be based upon realistic projections of revenue from Municipal, Provincial and Federal funding sources and user fees, as provided for by Board approved by-laws.

Data Support:

The Board has reviewed the 2007 Business Plan Budget of \$125.2 million. The Police Services Board has forwarded this preliminary budget to the Durham Region Finance Department.

Based on the above proof provided, I report overall compliance with the policy.

Attachments: Appendix on 2006 Year End 3 Year Business Plan Progress