



SASKATOON POLICE SERVICE

“PUBLIC AGENDA”

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2021 March 03

SUBJECT: 2020 Year End Financial Report

FILE #: 2,017

ISSUE:

The 2020 fiscal year for the Saskatoon Police Service ended December 31, 2020. A report has been prepared summarizing the overall Operating and Capital Budget performance including a commentary regarding major variances between budget and actual results.

RECOMMENDATION:

That the information be received.

STRATEGIC PRIORITY:

Innovation – To accommodate Innovation, the SPS must ensure it is financially sustainable. This report is provided to the Board to ensure awareness and understanding of the financial resources the Service consumed in delivery of its mandate and how that compared to the approved budget.

Written by: Earl Warwick
Director of Finance and Asset Management

**Reviewed and approved
by:** Clae Hack
Executive Director, Corporate and Strategic Performance

Mitch Yuzdepski
Deputy Chief, Support Services

Submitted by: 
Troy Cooper
Chief of Police

Dated: March 8, 2021
(attachment)



SASKATOON

POLICE SERVICE
BE THE DIFFERENCE

2020 YEAR END
FINANCIAL REPORT
SUMMARY

PART A: OPERATING BUDGET

Performance Overview

The Saskatoon Police Service (SPS) ended fiscal 2020 with a budget surplus of \$914,200 (0.92%). Total revenues were \$200,600 (1.87%) higher than budgeted while total expenditures were \$713,600 (0.65%) under budget including an over expenditure of \$456,500 in staff compensation costs and an under expenditure in non-staff-compensation costs of \$1,170,100.

As others have experienced, 2020 was a difficult year with the strains caused by Covid. As you will see in the details of the report, SPS worked diligently to remain on budget by year end. In the end, some of the assumptions made at SPS were proven to be conservative, resulting in SPS coming in under budget.

	2020 Budget	2020 ACTUAL	Variance	% Variance
Revenues	\$ 10,749,000	\$ 10,949,600	200,600	1.87%
Expenditures				
Staff Compensation	\$ 88,129,700	\$ 88,586,200	-456,500	-0.52%
Non-Staff Compensation	\$ 22,301,400	\$ 21,131,400	1,170,100	5.25%
Total Expenditures	\$ 110,431,100	\$ 109,717,500	713,600	0.65%
Total Net Budget	\$ 99,682,100	\$ 98,767,900	914,200	0.92%

Variance - no sign means a positive variation, negative sign means a negative variation

Revenues

2020 revenues were \$200,600 (1.87%) more than budgeted.

Provincial Government funding was \$469,800 higher than budgeted. The increased funding was primarily related to funding beyond that budgeted for Traffic and CTSS support.

Federal Government revenue was \$130,900 more than anticipated. Increased Federal Government revenue was primarily attributed to funding the secondment of SPS officers overseas to train locals in policing techniques and federal reimbursement for support provided by SPS.

Other notable variances included: \$164,400 in lower than expected Criminal Record Check Revenue, which early in the pandemic had been projected to be as much as \$856,000 under budget; \$51,400 in below-budgeted Alarm Services Revenue; and, \$29,300 in below-budgeted revenue from Lost and Found. In addition, there were various, smaller revenue receipts that varied with respect to expectations.

Expenditures

Total expenditures were \$713,600 (0.65%) less than budgeted, including staff compensation which exceeded budget by \$456,500 (0.52%) and non-staff-compensation costs where spending was \$1,170,100 (5.25%) under budgeted amounts.

Staff Compensation

Staff compensation was over budget by \$456,500. The largest driver for this was overtime which was \$784,600 over budget offset by staff vacancies and other smaller staff compensation savings. Overall the service budgeted for 42,841 overtime hours in 2020, while actual overtime worked equaled 48,064 hours. Investigative support had the largest number of overtime hours at 10,661 which is due to higher serious and violent crime occurrences which began in 2019 and have carried over into 2020. While overtime hours of 48,064 were over the allocated budget, this was 10.7% below the 2019 overtime hours of 53,814. The SPS remains committed to actively managing overtime requirements as effectively as possible, however, increases in serious and violent crime continue to put pressure on staffing requirements and after hour responses.

Expenditures other than Staff Compensation

Expenditures lower than budget in non-staff-compensation costs were due to a variety of reasons. The Covid pandemic had a significant impact on non-staff compensations due to enhanced cleaning requirements, reductions in travel and training as well as a discretionary spending freeze to help offset the overall financial impact of the pandemic.

Overall, the SPS was \$743,700 over budget due to expenditures related to Covid – the largest portion of that was \$569,900 related to having City staff complete additional cleaning at SPS HQ and of SPS vehicles.

The SPS had offsetting savings related to Travel and Training of \$581,800. This was a combination of courses not being offered with savings resulting from that, and the SPS prudently delaying what it could for training in 2020.

The SPS had combined savings from Fuel (\$267,000) and cell phone contracts (\$138,300) of \$405,300. The sharp drop in fuel costs related to the world economy being affected by Covid was not expected and contributed towards the overall savings. Additionally, the SPS is part of a broader City-led savings initiative on cell phone plans, which has proven to be an ongoing efficiency and savings.

Finally, of note, the SPS had further energy savings related to the silver LEEDS certified SPS HQ. Savings totaling \$160,500 versus budgeted expenditures were realized in 2020. This is on top of cumulative budget reductions of \$632,400 since 2017 and included in a total of savings of 2.1M\$ achieved since 2017, when savings related to energy consumption were first tracked by the City.

Conclusion

The Saskatoon Police Service ended the year \$914,200 under budget. The surplus will be returned to the City of Saskatoon Corporation. The SPS is happy to have a positive contribution to the City's financial position in this challenging year.

PART B: CAPITAL BUDGET

Capital budget performance for fiscal 2020 has been summarized as follows:

Completed Projects

Nine capital projects were completed in 2020 with expenditures totaling \$1,233,100. The most notable included the Holsters and CEW Replacement (\$355,000) and Computer Disaster Recovery Site (\$295,700). Seven of the projects were completed within budget and two were completed over budget, net funding of \$36,600 has been returned to various capital reserves. One capital project, the Property Control Equipment Management System, was cancelled and the fund (\$50,000) has been returned to Police Renovation Reserve.

Active Projects

51 capital projects with approved funding of \$133,906,000 remain active. Among these is funding of \$122.1 million for the New Headquarters Facility. 27 projects were carried over from previous years. All projects are at varying stages of completion. Seven of them are expected to be running over budget ranging from less than \$400 to \$24,000 while all the others are expected to be within budget.

Amongst those, two of the projects are expected to be over budget by \$20,000 and one over by \$24,000. They are the EDU Explosives Containment Vessel, Body Armour, and In-car Camera Replacement projects respectively. Inflationary changes, including the timing of involvement of external agency approval, technology and model changes are the major causes for the expected over-expenditures. There are sufficient funds within the respective capital reserves to cover those over-expenditures.

On-Hold Project

The Roadside Screening Devices Equipment Expansion project with approved funding of \$100,000 has been categorized as on-hold and is subject to further review.

(Capital Project Summary Report Attached)

CAPITAL PROJECT REPORTING

**Capital Status Report
Dec-20**

PROJECT NUMBER	FUNDING YEARS	PROJECT COMPONENT NAME	PROJECT DESCRIPTION	APPROVED BUDGET \$	EXPENDITURES TO DATE	PURCHASE COMMITMENTS	REMAINING BUDGET	BUDGET STATUS & PROJECTIONS	Overall Project Status
1389	2020	Notebook Replacement - In Car	Replace in-car notebooks	(420,000)	8,481	-	(411,519)	Transfer \$62K from 22-448. In-car Notebook Replacement was budgeted in P2499 but should be in P1389.	Active
2119	2015	Recording Hub Server	Inform Logger that will store data for all 3 communication mediums	(186,000)	180,682	-	(5,318)	Project completed on budget. \$5.9K has been returned to reserve.	Complete Q3
2119	2013, 2015, 2016, 2017, 2018, 2019	Radio Replacement	Replacement of portable and mobile radios as end of useful life is reached	(2,224,203)	2,184,164	-	(40,039)	- This is an ongoing project that will be closed in 2020 once all radios are upgraded.	Active
2132	2008	New Headquarters Facility	Planning, Design, and Construction of new Headquarters facility	(122,100,000)	118,781,025	-	(3,318,975)	Facilities (Infrastructure Services) Project	Active
2339	2010	Document Management	Computer enhancements for implementation of document management software.	(42,000)	39,560	-	(2,420)	Project completed on budget. \$2.4K has been returned to reserve.	Complete Q3
2389	2016, 2017, 2019	Fleet Additions	Add new vehicles to the fleet.	(712,000)	568,900	13,588	(129,512)	Expected to be within budget.	Active
2389	2016	Fleet Additions	CNT Specialized Unit	(80,000)	74,158	-	(5,842)	Expected to be within budget.	Active
2389	2017	SRO Vehicle	Add new vehicle for SRO	(36,000)	22,472	-	(13,528)	Expected to be within budget.	Active
2389	2018	EDU Bomb Truck & Trailer	Purchase of a Trailer and Truck for the EDU Unit	(180,000)	148,033	-	(31,967)	Expected to be within budget.	Active
2489	2014-2020	Furniture Replacement	Replace furniture that has reached life expectancy	(350,000)	309,424	-	(40,576)	Expected to be within budget. Ongoing project.	Active
2490	2014	Computer Disaster Recovery Site #2	Leasehold improvements to house secondary location for servers and data storage.	(299,083)	295,744	-	(3,339)	Project completed on budget. \$3.3K has been returned to reserve.	Complete Q3
2493	2013	Information Audio Logging	Replace current analog logger. New logger to be SIP based	(60,000)	51,271	-	(8,729)	Project completed on budget. \$8.7K has been returned to reserve.	Complete Q3
2497	2014, 2019 & 2020	Traffic Radar Unit Replacement	Replace outdated Radar units	(116,000)	43,006	-	(72,994)	Expected to be within budget.	Active
2497	2017, 2018, 2019 & 2020 (Active)	Special Teams - Equipment Replacement	Replace Equipment for Various Special Team Units	(722,672)	614,436	104,900	(3,336)	Expected to be within budget	Active
2497	2016, 2019	Holsters, CEW's	Replace Holsters due to safety issues and CEW's due to life cycle	(355,000)	354,993	-	(7)	Project completed within budget.	Complete Q4
2497	Page 1 of 6	Tire Deflation Equip	Replace Tire Deflation due to life cycle	(55,000)			(55,000)	Expected to be within budget. Reports to the 886 C03-March Year End 2020_12 Capital Status - ERW edit	Active

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2497	2019 & 2020	Alcohol Screening Devices	Replace Approved Screening Devices	(30,000)	14,066	-	(15,934)	Expected to be within budget.	Active
2497	2019 & 2020	Pistol Replacement	Replace Pistol	(33,000)	16,683	-	(16,317)	Expected to be within budget.	Active
2497	2019 & 2020	Body Armour Replacement	Replace Armour	(309,000)	284,979	25,000	979	Estimated over expenditure of \$20K (2019 budget) has been approved by the Chief on Sept 3, 2019.	Active
2497	2019 & 2020	Tech Crime Equipment Replacement	Replace Tech Crime Equipment	(43,000)	38,203	-	(4,797)	Expected to be within budget.	Active
2497	2019 & 2020	Fleet Replacement - Installation of Equipment	Replace Fleet - Installation	(130,000)	45,423	-	(84,577)	Expected to be within budget.	Active
2497	2020	Carbine Rifles Replacement	Replace Carbine Rifles	(105,000)	101,150	4,850	-	Expected to be within budget.	Active
2497	2020	Indoor Range Equip	Replace Indoor Range Equip	(140,000)	-	-	(140,000)	Expected to be within budget.	Active
2497	2020	Large Items Equip	Replace Gym Large Items Equip	(25,000)	-	-	(25,000)	Expected to be within budget.	Active
2498	2014, 2017, 2018, 2019 & 2020	Special Teams Additional Equipment	Purchase of additional equipment used by Police Special Teams	(307,000)	273,523	23,379	(10,097)	Expected to be within budget	Active
2498	2016, 2017	Equip Expansion	Equip Expansion - Carbines	(400,000)	399,925	-	(1,075)	Expected to be within budget.	Active
2498	2018	Roadside Screening Devices	Purchase Roadside screening devices for new Legislation	(100,000)	-	-	(100,000)	Scope of Project being re-evaluated	On Hold
2498	2018	Recon Throw Robot	Purchase Throw Robot	(48,915)	22,915	-	(26,000)	Project completed on budget. \$27,725 received from Civil Forfeiture Fund and excess amount of 4,810.07 has been returned to Ministry of Justice. \$26,000 also budgeted from the reserve and can be returned.	Complete Prior Year - Q4
2498	2019	Communication Workstation	Purchase Communication Workstation	(25,000)	33,175	-	8,175	\$8.2K Over expenditure has been approved by the Chief. Installation and freight were not included in the budget leading to the over expenditure.	Complete Q2
2498	2019	Trace Scanner	Purchase Trace Scanner	(42,548)	46,643	-	4,095	Over expenditure of \$4K was due to an error that occurred when the vendor forgot to bill the warranty in May 2019 and discovered the error in April 2020. Actual funding received from Civil Forfeiture Fund is \$48,016 and \$5,467.60 has been returned to the fund in Sep. 2019 without knowing the warranty cost had not been paid. Over expenditure has been approved by the Chief	Complete Prior Year - Q4

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2498	2020	Clan Lab Response Safety Equip	Purchase Clandestine Lab Response Safety Equip	(31,690)	31,690	-	-	(0) Actual approved funding from Civil Forfeiture Fund.	Complete Q4
2499	2014, 2016, 2017, 2018, 2019	Network Server Replacement	Replacement of network servers	(579,000)	469,535	-	(109,465)	Ongoing project where Funding for each year will get combined.	Active
2499	2014, 2017, 2018, 2019	Network Printer Replacement	Replacement of network printers	(133,000)	121,265	-	(11,735)	Ongoing project where Funding for each year will get combined.	Active
2499	2015, 2016, 2017, 2018, 2019 & 2020	IT Project Administrator	Tech Services Staff Member coordinates the Capital Projects	(946,400)	824,682	-	(21,718)	Expected to be within budget.	Active
2499	2016	Interview Room Software Replacement	Get new software with additional capability and features that enhance storage and viewing ability	(160,000)	147,390	3,039	(9,571)	Expected to be within budget	Active
2499	2016, 2018	Network Upgrades	Upgrade existing server room core network, existing switches and remote	(325,000)	324,156	-	(844)	Expected to be within budget	Active
2499	2016 Adj, 2018	VMware Software Upgrade (Virtual Desktop)	Upgrade VMWare Software	(260,000)	170,303	-	(89,697)	Expected to be within budget.	Active
2499	2017, 2018, 2019	Laptop Replacement (non in-car)	Replace the laptops that are through out the service	(146,000)	136,877	-	(9,123)	Ongoing project where Funding for each year will get combined.	Active
2499	2018 & 2020	System Security Replacement	Replace the System Security System	(135,000)	120,174	-	(14,826)	Expected to be within budget.	Active
2499	2019	Wifi Access Point Replacement	Replace Wifi Access Point	(112,000)	-	-	(112,000)	Expected to be within budget.	Active
2499	2019	In-car Camera Replacement	Replace In-car Camera	(48,000)	62,976	-	14,976	Estimated over expenditure of \$24K has been approved by the Chief on Sept 13, 2019.	Active
2499	2019 & 2020	Desktop Computer Replacement	Replace Desktop Computer	(71,000)	62,457	-	(8,543)	Expected to be within budget.	Active
2499	2019	Notebook Replacement (In-Car P1389)	Replace in-car notebooks	(62,000)	12,455	-	(49,545)	Transfer the 2019 \$62K budget to 22-449. P1389 is the correct project. Expenditure posted to this GL will be transferred to 22-449 as well.	Active
2499	2020	Audio/Video	Replace Meeting & Training Rooms Audio/Video Equip	(15,000)	11,088	-	(3,912)	Expected to be within budget.	Active
2499	2020	Tech Crime Software	Replace Tech Crime Equipment	(5,000)	-	-	(5,000)	Expected to be within budget.	Active
2610	2014	E-Ticketing System	Purchase Equipment to provide ability of Electronic Tickets	(140,000)	137,209	-	(2,791)	Project completed on budget. \$2.7K has been returned to reserve.	Complete Q3
2610	2016, 2017, 2018, 2019 & 2020	Storage Area Network	Proactive plan to expand network storage capacity.	(504,913)	477,804	1,950	(25,160)	Expected to be within budget.	Active

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2610	2016, 2017	High-end Workstations Expansion	Additional specialized workstations that were not part of New HQ budget.	(100,000)	71,033	645	(28,322)	Expected to be within budget.	Active
2610	2017, 2018	Detention Video Storage Expansion	This storage is due to Detention Video retention time expanding to 31 months.	(253,000)	255,309	(1,950)	360	Slightly over budget.	Active
2610	2017, 2018	ASU Tech Package	Add Mapping to the FLIR capabilities	(415,700)	159,356	-	(256,344)	Further expenditures are dependent upon and external party providing funding.	Active
2610	2018, 2019 & 2020	Server Expansion	Add More Servers to the Tech Services Coffee Room	(90,000)	21,183	-	(68,817)	Expected to be within budget.	Active
2610	2019	Document Management System	Purchase Document Management System	(70,000)	-	-	(70,000)	Expected to be within budget.	Active
2610	2019	Follow Me Print and Scan	Implement Follow Me Print and Scan	(50,000)	-	55,000	5,000	Expected to be over budget by \$5K approved on July 25, 2019.	Active
2610	2019	Tech Crime Software	Purchase Tech Crime Software	(109,000)	108,766	-	(234)	Project completed within budget.	Complete Q4
2610	2020	Information Management System	Purchase Information Management System	(37,000)	2,350	-	(34,650)	Expected to be within budget.	Active
2610	2020	Body Worn Camera System	Pilot for Body Worn Camera System	(10,000)	31,141	-	21,141	Additional funding was received in 2021.	Active
2612	2017	CTSS - Fleet Addition	Additional vehicle for CTSS fleet, if funding available	(92,000)	49,486	50,412	7,898	Additional \$15K was approved by the Chief on January 7, 2020. This project will be fully funded by SGI.	Active
2613	2015	Predicative Analytics Lab	Create New Lab for behavior analysis	(212,171)	121,245	-	(90,926)	Expected to be within budget.	Active
2615	2016	Property Control Equip Mgmt System	Purchase key control board and access card distribution and storage system for equip.	(50,000)	-	-	(50,000)	Project has been cancelled. \$50K has been returned to reserve.	Complete Q2
2618	2017	Server Room Improvements	Increase the power distribution for newer servers.	(65,000)	33,473	-	(31,527)	Expected to be within budget.	Active
2618	2017, 2018	Outdoor Range - Disposal Pit Remediation	Funding for the Remediation of the shut down Range	(70,000)	17,853	-	(52,147)	City Hall will finalize costs once the work is complete.	Active
2618	2018	EDU Explosives Containment Vessel	A safe place to store items that go "boom"	(350,000)	-	370,000	20,000	Over expenditure of \$20K approved by the Chief. Higher cost due to the delay of government approval of the project.	Active
2618	2020	Facilities Renovations	Facilities Alteration & Improvements	(60,000)	-	-	(60,000)	Expected to be within budget.	Active
2619	2020	Aircraft Equip	Replace Aircraft Equip	(110,000)	95,133	-	(14,867)	Expected to be within budget.	Active

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64				(135,395,295)	129,028,443	650,813	(5,716,039)		

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SUMMARY:

Total Projects Active 2020

QTY.	BUDGET	EXPENDITURES TO DATE
51	\$ (133,906,059)	\$ 127,725,775

Completed Projects

Completed In 2019	QTY.	BUDGET	EXPENDITURES TO DATE
2020 Q1	2	\$ (91,463)	\$ 69,558
2020 Q2	0	\$ -	\$ -
2020 Q3	2	\$ (75,000)	\$ 33,175
2020 Q4	5	\$ (727,083)	\$ 704,486
Total Projects Completed 2020	12	\$ (1,389,236)	\$ 1,302,667

Total Projects On Hold 2020

1	\$ (100,000)	\$ -
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TOTALS

64	\$ (135,395,295)	\$ 129,028,443
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Active

Complete Prior Year
Complete Q1
Complete Q2
Complete Q3
Complete Q4

On Hold