

2020/2021 Preliminary Police Operating Budget Estimates**“PUBLIC AGENDA”**

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Chief of Police

DATE: 2019 August 28

SUBJECT: 2020/21 Preliminary Police Operating Budget Estimates

FILE #: 2,017

ISSUE:

Attached are the 2020/21 preliminary operating budget estimates for the Saskatoon Police Service.

RECOMMENDATION:

That the Board reviews and approves the preliminary 2020/21 operating budget estimates and forwards to Saskatoon City Council for consideration and approval.

BACKGROUND:

This is the first year a multi-year budget has been prepared. Further details are in the attached document.

The preliminary 2020 operating budget has been prepared to increase efficiency, improve the patrol availability factor and respond to the mental health of our staff.

The preliminary 2021 operating budget has been prepared to improve employee wellness, address funding shortfalls for a prevention program (Strengthening Families) and fund a pilot program of sustainable, low risk policing. It also provides resources for sexual assault and fraud investigations; areas where we have seen a sustained increase in reported offences.

Both budget years have been informed by the Collective Agreement, the Business Plan, the Operational Review and current operating pressures.

DISCUSSION:

Please see the tables below for proposed budgets for 2020 and 2021.

SASKATOON POLICE SERVICE 2020 OPERATING BUDGET SUMMARY				BOARD PUBLIC
	2020 Budget	2019 Budget	Variance	%Variance
Revenues				
General Revenue	2,296,200	2,078,700	217,500	10.46%
Prov. of Sask. Revenue	7,800,500	7,400,600	399,900	5.40%
Govt of Canada Revenue	652,300	931,000	(278,700)	-29.94%
Total Revenues	10,749,000	10,410,300	338,700	3.25%
Expenditures				
Staff Compensation	87,524,500	83,676,900	3,847,600	4.60%
Operating Costs	19,991,300	19,263,900	727,400	3.78%
Debt Charges	-	-	-	
Cost Recovery	(384,800)	(398,700)	13,900	-3.49%
Transfer to Reserves	2,471,900	2,471,900	-	0.00%
Total Expenditures	109,602,900	105,014,000	4,588,900	4.37%
Total Net Budget	\$ 98,853,900	\$ 94,603,700	\$ 4,250,200	4.49%
Total Staff - Full Time Equivalents (FTE)	673.53	666.53	7.00	1.05%
Total Staff - Positions	673.53	666.53	7.00	1.05%

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				BOARD PUBLIC
	2021 Budget	2020 Budget	Variance	%Variance
Revenues				
General Revenue	2,376,600	2,296,200	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	7,800,500	76,700	0.98%
Govt of Canada Revenue	525,200	652,300	(127,100)	-19.48%
Total Revenues	10,779,000	10,749,000	30,000	0.28%
Expenditures				
Staff Compensation	90,575,500	87,524,500	3,051,000	3.49%
Operating Costs	21,104,900	19,991,300	1,113,600	5.57%
Debt Charges	-	-	-	
Cost Recovery	(387,000)	(384,800)	(2,200)	0.57%
Transfer to Reserves	2,675,900	2,471,900	204,000	8.25%
Total Expenditures	113,969,300	109,602,900	4,366,400	3.98%
Total Net Budget	\$ 103,190,300	\$ 98,853,900	\$ 4,336,400	4.39%
Total Staff - Full Time Equivalents (FTE)	679.33	673.53	5.80	0.86%
Total Staff - Positions	679.33	673.53	5.80	0.86%

Significant details are included in the attached document.


“PUBLIC AGENDA”

CONCLUSION:

The proposed Operating Budget is the recommendation of the SPS to prudently and responsibly improve upon the continued, positive service that has been provided to the community by the SPS.

Written by: Earl Warwick
Director of Finance

Approved by: Mitch Yuzdepski
Deputy Chief, Support Services

Submitted by: 

Troy Cooper
Chief of Police

Dated: September 11, 2019

Attachment: 2020/21 Operating Budget

Saskatoon Police Service

Honour - Spirit - Vision



2020/21 OPERATING BUDGET

August 2019



Saskatoon Police Service
2020/21 Operating Budget

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SPS 2020/21 Operating Budget

OPENING REMARKS

Consistent with the new practice at the City of Saskatoon, the Board of Police Commissioners has undertaken a multiyear budget (MYB) for a period of two years encompassing the fiscal years of 2020 and 2021. Though this is a MYB, legislation dictates the budget will need to be passed one year at a time. The intent is there will be no changes when the 2021 budget is presented for formal approval, unless there have been substantial, quantifiable occurrences that would materially affect the accuracy of the 2021 budget prepared this year.

Recognizing the above, this report will be a bit longer than usual as key elements of two budget years are being captured.

OVERVIEW OF MAJOR PRESSURE POINTS – 2020

SASKATOON POLICE SERVICE 2020 OPERATING BUDGET SUMMARY				BOARD PUBLIC
	2020 Budget	2019 Budget	Variance	%Variance
Revenues				
General Revenue	2,296,200	2,078,700	217,500	10.46%
Prov. of Sask. Revenue	7,800,500	7,400,600	399,900	5.40%
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Total Expenditures	109,602,900	105,014,000	4,588,900	4.37%
Total Net Budget	\$ 98,853,900	\$ 94,603,700	\$ 4,250,200	4.49%
Total Staff - Full Time Equivalents (FTE)	673.53	666.53	7.00	1.05%
Total Staff - Positions	673.53	666.53	7.00	1.05%

The Saskatoon Police Service (SPS) net operating budget for 2020 is requested to be \$98,853,900. This includes \$109,602,900 in gross expenditures and \$10,749,000 in anticipated revenues. Total net increases over 2019 amount to \$4,250,200 (4.49%) and have been broadly categorized into three areas Base, Growth and Service Level Changes.

Base \$4,012,300 (4.24%)

Base increases are related to additional funding requirements to maintain existing service levels and deal with the impact of changes in staff compensation and inflation. Also contained in this category is the operating impact for the occupancy of the SPS Headquarters Facility which will decrease by \$170,000, thanks in no small part to the energy efficient nature of the SPS HQ.

SPS 2020/21 Operating Budget

Service Level Changes \$132,600 (0.14%)

2020 Service Level Changes include the increase in service and increased funding of a provincial program. The net result of these funding and service level changes is an increase of 4 FTEs. The Operational Review undertaken by the Board of Police Commissioners figures prominently in the non-base aspects of this budget.

Communications:

In the 2019 budget the Board funded one Communications Operator with the understanding that we were lobbying for increased provincial funding (Sask9-1-1) in order to add two additional Communication Operators. We were successful in obtaining new revenue mid-year 2019. Two new Special Constables in Communications are now included in the operating budget. The Operational Review acknowledges the Morale Committee as a positive aspect of SPS culture. A standing item on the Morale Committee agenda had been the strain the Communications group is under, due to call loads increasing without a proportional increase in staffing. These additions will work toward addressing that identified issue and will ensure we have adequate resources to safely respond to the increased workload.

Civilian Executive Director:

Another position being added to the operating budget is that of an Executive Director. This will help to address comments in recommendation 2 of the Operational Review, Organizational Chart. Reporting to the Deputy Chief – Support Services, the Executive Director will be responsible for Corporate Strategy and Performance and will oversee the areas of Finance, HR, IT and Central Records and Asset Management, as well as oversee the planning unit. The position was partially funded by eliminating a vacant 17th Year Constable position to mitigate the expense, with the remainder of the expense offset by increasing budgeted vacancy savings (decreasing the budget). There are net savings in salary expenditures as a result of this transition.

Employee Health and Wellness Strategy:

An approved 2018/19 pilot project to have a Clinical Psychologist on staff rather than contracting services has proven successful. Adding this position also helps to fulfill recommendation 9, the Value of Staff, from the Operational Review. The opportunity to tend more immediately to the mental health and well-being of SPS members and to position the members for improved sustained follow up is an improvement over past practice. The position was added in April rather than January to leave some end-load budget implication in 2021. Funds that had been previously used for contract psychologist services will offset the cost of the salary. Further in 2021, a part time (0.8 FTE) Wellness Coordinator will be added to augment the Employee Health and Wellness Strategy. A pilot process to have a part time Wellness Coordinator on staff has proven successful. All of our staff are able to access this resource and we have found it valuable in improving morale and increasing fitness levels. It also reflects the commitment in our Collective Agreement to address health and wellness of our membership. Adding this position was also done fiscally prudently in using funds that had been earmarked for the pilot to offset the cost of the salary.

SPS 2020/21 Operating Budget

Video Retrieval:

In 2020 a Programmer Analyst (PA) has been added to the IT division. This is an efficiency measure and assists with patrol officer availability. The PA will be used to gather video-based evidence, freeing up a sworn member from this activity. Currently, police officers are required to attend scenes and retrieve and file electronic evidence. It is time consuming and could be done more efficiently by using the PA. This partially fulfills both recommendations 3, Increasing Patrol Availability Factor, and 6, Civilianization. During the time the PA is not busy helping retrieve video evidence, they will have the ability of furthering IT support within the SPS.

Growth \$105,300 (0.11%)

Authorized Strength:

3 Constables are being proposed for late 2020 (August). This will help to address recommendation 3 of the Operations review, Increasing Patrol Availability Factor, and has been done in a fiscally prudent way, not adding the positions earlier in the year, which would detrimentally affect the 2020 budget. The projected growth in City population and increased workload for officers would support this increase in authorized strength. One of the positions will be used to manage our Alternative Measures Programs, which are linked to the City's Poverty Reduction Strategy. The other positions will increase patrol availability and provide options to improve our Tactical Support Unit.

OVERVIEW OF MAJOR PRESSURE POINTS - 2021

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The Saskatoon Police Service (SPS) net operating budget for 2021 is requested to be \$103,190,300. This includes \$113,969,300 in gross expenditures and \$10,779,000 in anticipated revenues. Total net increases over 2020 amount to \$4,336,400 (4.39%) and have been broadly categorized into three major areas Base, Growth and Service Level Changes.

SPS 2020/21 Operating Budget

Base \$3,062,600 (3.10%)

Base increases are related to additional funding requirements to maintain existing service levels and deal with the impact of changes to staff compensation costs and inflation. Also contained in this category is the operating impact for the occupancy of the SPS Headquarters Facility which will increase by \$77,500, reflecting anticipated inflation.

Service Level Changes \$731,000 (0.74%)

2021 Service Level Changes include the increase in service to residents of Saskatoon. The net result of these funding and service level changes is an increase of 1.8 FTEs. The Operational Review undertaken by the Board of Police Commissioners figures prominently in the non-base aspects of this budget.

Fraud:

The SPS has identified the need for a civilian Forensic Accountant position. This is both an efficiency measure and a recognition of the increased call volume for specialized fraud investigations. This will help to address comments in recommendation 6, Civilianization, and will help increase the effectiveness of the Economic Crime section. Rather than training officers to investigate the more complex and large scale frauds, the civilian can be used more effectively, reducing the human resource requirement and with no need for expensive training.

Low Risk Policing Model Pilot:

A new pilot to test the effectiveness of Community Safety Officers (CSOs) is budgeted in 2021. The intent of this pilot is to respond to recommendation 3, Increasing Patrol Availability Factor and also to examine long term sustainable options for public safety. We are currently lobbying for funding at a provincial level as well, and the framework for a CSO model will be discussed as part of collective bargaining

Strengthening Families:

The federal funding for the Strengthening Families Program is earmarked to end mid-year in 2021. The budget increase requested allows the program to complete the calendar year of 2021 when it can be evaluated for future budget years. The program is proactive, and it is seen to benefit the community by providing family and parenting skills to high risk families.

The resulting endload from 2020 positions accounts for the remainder of the requested budget in this category in this year.

SPS 2020/21 Operating Budget

Growth \$542,800 (0.55%)

Authorized Strength:

4 Constables are being added to the budget with a start date of January 1, 2021. This will help to address recommendation 3 of the Operations review, Increasing Patrol Availability Factor. The officers will again be deployed strategically to address pressures relating to an increase in calls for service and in reported sexual assaults.

The resulting endload from 2020 positions accounts for the remainder of the requested budget in this category in this year.

The schedule on the following page itemizes the budget pressure points from both years.

SPS 2020/21 Operating Budget

2020/21 OPERATING BUDGET - MAJOR PRESSURE POINT SCHEDULE

Draft for Board		2020 Increase	%	2021 Increase	%	
BASE						
	2020	2021				
Contractual Salary & Payroll Cost Increases			\$ 3,415,500	3.6103%	\$ 2,371,800	2.3993%
Cross Charges Related to SPS Headquarters						
New Headquarters Building - Reserve Increase	0	0				
New Headquarters Building - Operating Increases	(12,600)	28,900				
New Headquarters Building - Energy Cost Increases	(157,400)	48,600				
	(170,000)	77,500	(170,000)	-0.1797%	77,500	0.0784%
Base Adjustments						
Revenues - General	(176,100)	(30,000)				
Inflation Impact	942,900	439,300				
Contribution to Capital Reserves	0	204,000				
	766,800	613,300	766,800	0.8105%	613,300	0.6204%
Base Budget Increase			4,012,300	4.24%	3,062,600	3.10%

SERVICE LEVEL CHANGES					2020 Increase	%	2021 Increase	%
	FTE	FTE	Endload					
	2020	2021	2020	2021				
Government Funded Positions								
Communications - Special Constable	2		139,600					
Gov't Revenue Increase			(162,600)					
Extra funds non-salary costs	2	0	(23,000)	0	(23,000)	-0.0243%	-	0.0000%
New City Funded Positions								
	FTE		Endload					
	2020		2020	2021				
Civilian								
Executive Director	1		175,000					
Remove Constable - 17th Year	-1		(114,100)					
Increase vacancy savings budget			(60,900)					
Clinical Psychologist	1		103,500	38,300				
Reduce Budget offset			(59,100)					
Programmer Analyst	1		58,100	19,400				
Forensic Accountant		1		97,100				
Wellness Coordinator		0.8		62,600				
Reduce Budget offset				(50,000)				
	2	1.8	102,500	57,700	102,500	0.1083%	167,400	0.1693%
Non-salary increase for all positions listed above					53,100	0.0561%	110,400	0.1117%
Initiatives								
Community Safety Officer Pilot				350,000				
Strengthening Families Program Extension				103,200				
				453,200			453,200	0.4585%
Service Level Changes					132,600	0.14%	731,000	0.74%

GROWTH					2020 Increase	%	2021 Increase	%
	FTE	FTE	Endload					
	2020	2021	2020	2021				
New City Funded Positions								
Police								
Patrol Constables	3		71,300	129,700				
Patrol Constables		4		238,600				
	3	4	71,300	129,700	71,300	0.0754%	368,300	0.3726%
Non-salary increase for all positions listed above					34,000	0.0359%	174,500	0.1765%
Growth Budget Increase					105,300	0.11%	542,800	0.55%

	FTE	FTE	2020 Increase	%	2021 Increase	%
	2020	2021				
Total Budget Increase	7.00	5.80	\$ 4,250,200	4.49%	\$ 4,336,400	4.39%

2019 Net Approved Budget	94,603,700
2020 Increases	4,250,200
2020 Proposed Budget	98,853,900

2020 Proposed Budget	98,853,900
2021 Increases	4,336,400
2021 Proposed Budget	103,190,300

SPS 2020/21 Operating Budget

SASKATOON POLICE SERVICE 2020 OPERATING BUDGET SUMMARY				BOARD PUBLIC
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Cost Recovery	(384,800)	(398,700)	13,900	-3.49%
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Total Expenditures	109,602,900	105,014,000	4,588,900	4.37%
Total Net Budget	\$ 98,853,900	\$ 94,603,700	\$ 4,250,200	4.49%
Total Staff - Full Time Equivalents (FTE)	673.53	666.53	7.00	1.05%
Total Staff - Positions	673.53	666.53	7.00	1.05%

REVENUE SUMMARY - 2020

Total revenues are budgeted to increase \$338,700 (3.25%) compared to 2019.

General Revenue sources are anticipated to net increase \$217,500 (10.46%). Notable changes are increases to anticipated Criminal Record Check revenue (\$152,800) and Lost and Found Revenue (\$29,700).

Provincial Government revenue will increase \$399,900 (5.40%). The most significant change is an increase in funding by the Sask911 program. There is also a shift in funding of the CFSEU program to provincial funding from federal funding.

Federal Government revenue will decrease \$278,700 (29.94%). The decrease is nearly exclusively attributable to the funding change in CFSEU as noted in the provincial section above.

EXPENDITURE SUMMARY - 2020

Staff Compensation

Staff Compensation is budgeted to increase \$3,847,600 (4.60%) over 2019.

Contractual salary and payroll costs are budgeted to increase \$3,342,000 including increases for police and civilian personnel and the impact of a large number of staff moving up through negotiated pay levels.

Staffing changes as discussed in the first part of this document comprise the remainder of the value increase.

SPS 2020/21 Operating Budget

SPS 2020 BUDGET STAFFING SUMMARY

Full-Time Equivalents (FTE)

	2020	2019	Change	%
Police Personnel				
Police Executive	14.00	14.00	0.00	0.0%
NCO's	127.00	127.00	0.00	0.0%
Constables	326.00	324.00	2.00	0.6%
Total Regular Police Members	467.00	465.00	2.00	0.4%
Special Constables	64.50	62.50	2.00	3.2%
Total Police Personnel	531.50	527.50	4.00	0.8%
Civilian Personnel				
Civilian Executive	7.00	6.00	1.00	16.7%
Exempt	26.80	25.80	1.00	3.9%
CUPE	108.23	107.23	1.00	0.9%
Total Civilian Personnel	142.03	139.03	3.00	2.2%
Total Personnel (FTEs)	673.53	666.53	7.00	1.1%

Operating Costs other than Staff

Operating costs are budgeted to increase \$741,300 (3.47%) over 2019. Major pressure points impacting 2020 operating costs include the following:

- **General Operating Costs** will increase \$727,400.
- The biggest single category of increases from a dollar value perspective is Contracts and Services, representing a net increase of \$341,200. Within Contracts and Services, the three largest contributors to the increase are Special Services, Contractual Services, and License and Insurance. The primary increases are inflationary costs associated with service provision to support the police service. Two items of note are increased health and wellness expenses plus specific contract changes totaling \$121,500 and a \$36,000 increase in License and Insurance.
- Materials and Supplies contribute an increase of \$300,900 to the operating cost increases. The largest component of that is ammunition prices increasing \$152,900
- Further, computer software expenses increased \$316,400 with a large cost increase for Microsoft products.
- There were further net increases and decreases beyond those highlighted above.
- **Debt Charges**
The Service will not be carrying any debt charges in the 2020 Operating Budget.

SPS 2020/21 Operating Budget

- **Cost Recovery**

Cost recovery is estimated to decrease \$13,900 compared to 2019.

- **Transfers to Reserves - Capital Contributions**

Total transfers to SPS reserves, capital and other, will remain static compared to 2019. This still fits Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				BOARD PUBLIC
	2021 Budget	2020 Budget	Variance	%Variance
Revenues				
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Total Revenues	10,779,000	10,749,000	30,000	0.28%
Expenditures				
Staff Compensation	90,575,500	87,524,500	3,051,000	3.49%
Operating Costs	21,104,900	19,991,300	1,113,600	5.57%
Debt Charges	-	-	-	
Cost Recovery	(387,000)	(384,800)	(2,200)	0.57%
Transfer to Reserves	2,675,900	2,471,900	204,000	8.25%
Total Expenditures	113,969,300	109,602,900	4,366,400	3.98%
Total Net Budget	\$ 103,190,300	\$ 98,853,900	\$ 4,336,400	4.39%
Total Staff - Full Time Equivalents (FTE)	679.33	673.53	5.80	0.86%
Total Staff - Positions	679.33	673.53	5.80	0.86%

REVENUE SUMMARY - 2021

Total revenues are budgeted to increase \$30,000 (0.28%) compared to 2020.

General Revenue sources are anticipated to net increase \$80,400 (3.50%). Notable changes are increases to anticipated Criminal Record Check revenue (\$62,700) and the False Alarm Admin Fee (\$10,200).

Provincial Government revenue will increase \$76,700 (0.98%). The changes are generally minor, though appreciated.

Federal Government revenue will decrease \$127,100 (19.48%). The decrease is nearly exclusively attributable to the winding down of funding for the Strengthening Families Program, with the full funding being stopped in 2022.

SPS 2020/21 Operating Budget

EXPENDITURE SUMMARY - 2021

Staff Compensation

Staff Compensation is budgeted to increase \$3,051,000 (3.49%) over 2020.

Contractual salary and payroll costs are budgeted to increase \$2,371,800 including increases for police and civilian personnel and the impact of a large number of staff moving up through negotiated pay levels.

Staffing changes as discussed in the first part of this document comprise the remainder of the value increase.

SPS 2021 BUDGET STAFFING SUMMARY

	Full-Time Equivalents (FTE)			
	2021	2020	Change	%
Police Personnel				
Police Executive	14.00	14.00	0.00	0.0%
NCO's	127.00	127.00	0.00	0.0%
Constables	330.00	326.00	4.00	1.2%
Total Regular Police Members	471.00	467.00	4.00	0.9%
Special Constables	64.50	64.50	0.00	0.0%
Total Police Personnel	535.50	531.50	4.00	0.8%
Civilian Personnel				
Civilian Executive	7.00	7.00	0.00	0.0%
Exempt	28.60	26.80	1.80	6.7%
CUPE	108.23	108.23	0.00	0.0%
Total Civilian Personnel	143.83	142.03	1.80	1.3%
Total Personnel (FTEs)	679.33	673.53	5.80	0.9%

Operating Costs other than Staff

Operating costs are budgeted to increase \$1,315,400 (5.96%) over 2020. Major pressure points impacting 2020 operating costs include the following:

- **General Operating Costs** will increase \$1,113,600.
- The biggest single category of increases from a dollar value perspective is Contracts and Services, representing a net increase of \$477,300. The bulk of the increase is for a \$350,000 Community Safety Officer pilot program as previously noted in this report.

SPS 2020/21 Operating Budget

- Vehicles – Operating and Maintenance comprises the next largest increase of \$398,500 to the operating cost increases. V&E rentals and fuel costs account for substantially all of that figure.
- There were further net increases and decreases beyond those highlighted above.
- **Debt Charges**
The Service will not be carrying any debt charges in the 2021 Operating Budget.
- **Cost Recovery**
Cost recovery is estimated to increase \$2,200 compared to 2020.
- **Transfers to Reserves - Capital Contributions**

Total transfers to SPS reserves, capital and other, will increase \$204,000 compared to 2020. This is required to fit Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

SPS 2020/21 Operating Budget

2020/21 Preliminary Operating Budget – Appendix Additional Information

1. Budget Components

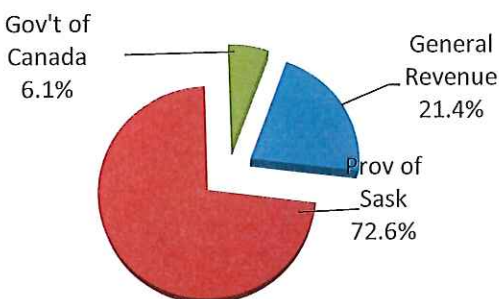
Revenue Sources

The Saskatoon Police Service 2020/21 Operating Budgets include \$10,749,000/\$10,779,000, respectively, in anticipated revenues. Province of Saskatchewan funding grants are the major source of this revenue. These grants fund programs such as the Provincial Enhanced Community Policing Program, the 911 emergency telephone answering program, the Serious Habitual Youth Offender Comprehensive Action Program (SHOCAP), the Internet Child Exploitation unit (ICE) and the Combined Traffic Services Saskatchewan unit to name a few. A change reflected in 2020 and carrying through to 2021 is the province providing funding for the CFSEU program, with that funding being removed from federal funding.

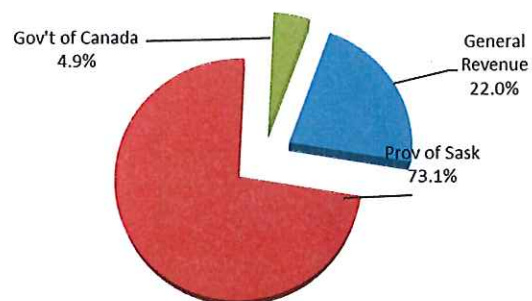
General Revenue sources account for \$2,296,200/\$2,376,600 respectively. Revenues in this category are generated from providing services such as managing false alarms, providing criminal record checks, providing special duty services and disposing of lost and found items.

The final revenue source comes from the Federal Government accounting for \$652,300/\$525,200 respectively. This revenue funds programs such as the national firearm enforcement program (NWEST) with some other program funding sprinkled throughout other areas of the Service. As noted above, the Combined Forces Special Enforcement Unit (CFSEU) funding is being administered through the province in 2020 resulting in a shift of funding. 2021 marks the beginning of the finalization of the Strengthening Families Program, with funding being reduced in 2021 and eliminated in 2022.

SPS 2020 Revenues



SPS 2021 Revenues



SPS 2020/21 Operating Budget

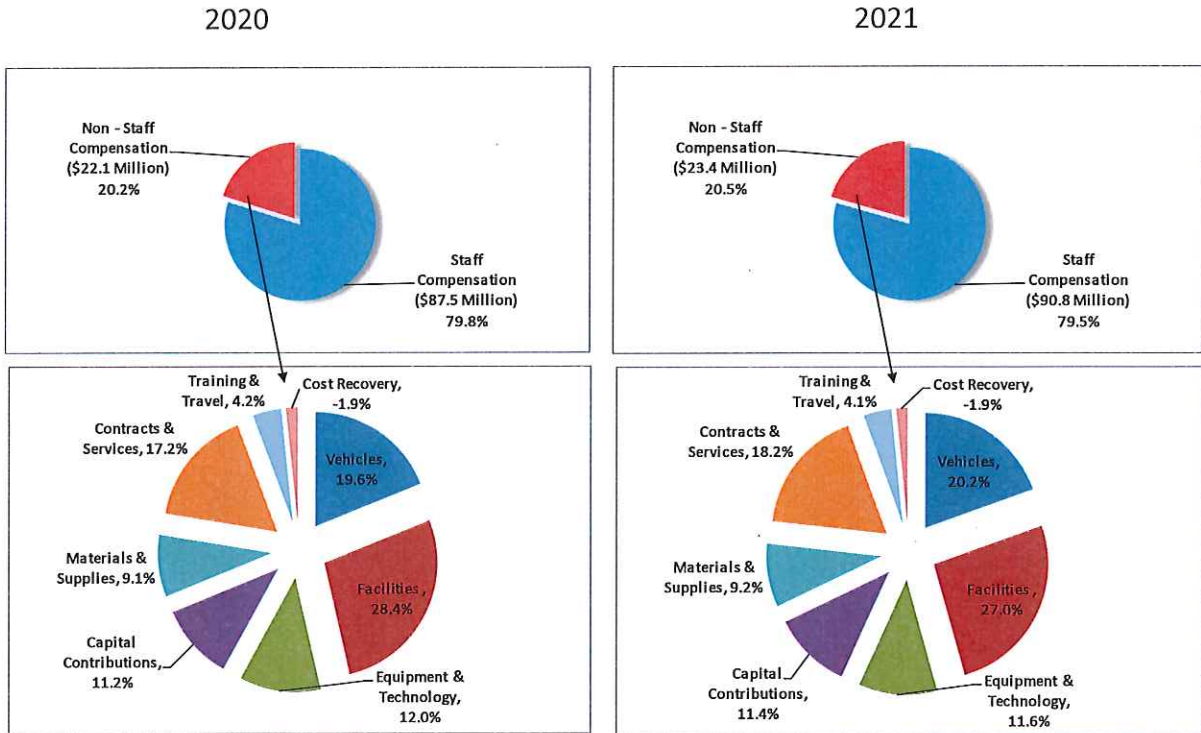
Appendix - Additional Information

Expenditure Categories

The Saskatoon Police Service 2020/21 operating budgets include \$109.6 million/\$114.0 million in gross expenditures respectively. Staff compensation, which covers the cost of 673.53/679.33 positions respectively, is the largest expenditure category. The remaining \$22.1 million/\$23.4 million covers essential non-staff-compensation expenditures such as vehicles, equipment, training, technology and facility operations.

As shown in the following graph, a significant proportion, 48.0%/47.1% respectively of non-staff compensation expenditures, are used to cover vehicles and facility related costs. The operating budget is also a source of funding for capital projects. 18.7%/18.6% respectively of non-staff compensation expenditures are set aside to fund capital projects related to technology & equipment, police radios and vehicles as well as facility furnishings and renovations and cross charges from Corporate Asset Management related to facility reserve contributions.

SPS 2020/21 Expenditures with Non-Staff Compensation Expanded



SPS 2020/21 Operating Budget

Appendix – Additional Information

2. Review of Budget Changes by Major Budget Component

Major Budget Components	2020 OPERATING BUDGET SUMMARY				BOARD PUBLIC	
	2020 BUDGET		2019 BUDGET		VARIANCE	%VARIANCE
REVENUES						
General Revenue	2,296,200	21.4%	2,078,700	20.0%	217,500	10.46%
Prov. of Sask. Revenue	7,800,500	72.6%	7,400,600	71.1%	399,900	5.40%
Gov't of Canada Revenue	652,300	6.1%	931,000	8.9%	(278,700)	-29.94%
Total Revenues	10,749,000	100%	10,410,300	100%	338,700	3.25%
EXPENDITURES						
Staff Compensation						
Salaries	75,329,700		72,056,200		3,273,500	4.54%
Severance Pay	326,400		326,400		-	0.00%
Allowances	341,600		334,900		6,700	2.00%
Payroll Costs	11,526,800		10,959,400		567,400	5.18%
Total Staff Compensation	87,524,500	79.9%	83,676,900	79.7%	3,847,600	4.60%
Non- Staff Compensation						
Operating Costs						
Vehicles - Operating & Maint.	4,329,500	4.0%	4,201,900	4.0%	127,600	3.04%
Facilities - Operating & Maint.	6,251,000	5.7%	6,493,400	6.2%	(242,400)	-3.73%
Contract & Services	3,798,300	3.5%	3,457,100	3.3%	341,200	9.87%
Technology & Equipment	2,661,200	2.4%	2,490,900	2.4%	170,300	6.84%
Training & Travel	934,300	0.9%	904,500	0.9%	29,800	3.29%
Materials & Supplies	2,005,000	1.8%	1,704,100	1.6%	300,900	17.66%
Grants/Subsidies	12,000	0.0%	12,000	0.0%	-	0.00%
Total Operating Costs	19,991,300	18.2%	19,263,900	17.9%	727,400	3.78%
Transfers to Reserves	2,471,900	2.3%	2,471,900	2.4%	-	0.00%
Debt Charges	-	0.0%	-	0.0%	-	-
Cost Recovery	(384,800)	-0.4%	(398,700)	-0.4%	13,900	-3.49%
Total Non-Staff Compensation	22,078,400	20.1%	21,337,100	20.3%	741,300	3.47%
Total Expenditures	109,602,900		105,014,000		4,588,900	4.37%
Total Net Budget	\$ 98,853,900		\$ 94,603,700		\$ 4,250,200	4.49%
Total Staff - Full Time Equivalents (FTE)	673.53		666.53		7.00	1.05%
Total Staff - Positions	673.53		666.53		7.00	1.05%
Major Budget Components	2021 OPERATING BUDGET SUMMARY				BOARD PUBLIC	
	2021 BUDGET		2020 BUDGET		VARIANCE	%VARIANCE
REVENUES						
General Revenue	2,376,600	22.0%	2,296,200	21.4%	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	73.1%	7,800,500	72.6%	76,700	0.98%
Gov't of Canada Revenue	525,200	4.9%	652,300	6.1%	(127,100)	-19.48%
Total Revenues	10,779,000	100%	10,749,000	100%	30,000	0.28%
EXPENDITURES						
Staff Compensation						
Salaries	78,055,500		75,329,700		2,725,800	3.62%
Severance Pay	326,400		326,400		-	0.00%
Allowances	343,600		341,600		2,000	0.59%
Payroll Costs	11,850,000		11,526,800		323,200	2.80%
Total Staff Compensation	90,575,500	79.5%	87,524,500	79.9%	3,051,000	3.49%
Non- Staff Compensation						
Operating Costs						
Vehicles - Operating & Maint.	4,728,000	4.1%	4,329,500	4.0%	398,500	9.20%
Facilities - Operating & Maint.	6,258,400	5.5%	6,251,000	5.7%	7,400	0.12%
Contract & Services	4,275,600	3.8%	3,798,300	3.5%	477,300	12.57%
Technology & Equipment	2,710,800	2.4%	2,661,200	2.4%	49,600	1.86%
Training & Travel	962,800	0.8%	934,300	0.9%	28,500	3.05%
Materials & Supplies	2,157,300	1.9%	2,005,000	1.8%	152,300	7.60%
Grants/Subsidies	12,000	0.0%	12,000	0.0%	-	0.00%
Total Operating Costs	21,104,900	18.5%	19,991,300	17.9%	1,113,600	5.57%
Transfers to Reserves	2,675,900	2.3%	2,471,900	2.3%	204,000	8.25%
Debt Charges	-	0.0%	-	0.0%	-	-
Cost Recovery	(387,000)	-0.3%	(384,800)	-0.4%	(2,200)	0.57%
Total Non-Staff Compensation	23,393,800	20.5%	22,078,400	20.1%	1,315,400	5.96%
Total Expenditures	113,969,300		109,602,900		4,366,400	3.98%
Total Net Budget	\$ 103,190,300		\$ 98,853,900		\$ 4,336,400	4.39%
Total Staff - Full Time Equivalents (FTE)	679.33		673.53		5.80	0.86%
Total Staff - Positions	679.33		673.53		5.80	0.86%

SPS 2020/21 Operating Budget

Appendix – Additional Information

Commentary

Key revenue and expense changes were highlighted on pages 7 - 13.

Though highlights of the Non-Staff Expenditure changes were touched on in those pages, a curious reader may want a bit more detail related to the major budget components.

Please note M\$ denote millions of dollars and K\$ denote thousands of dollars. An example is 0.1M\$ equals 100K\$ equals \$100,000.

Please see the following commentary:

Non-Staff Compensation Expenditures

Total non-staff compensation expenditures are budgeted to total 22.1M\$/23.4M\$ respectively, increases of 741.3K\$/1.3M\$ respectively.

Major changes are as follow:

Vehicle – Operating & Maintenance

Vehicle related costs are budgeted to total 4.3M\$/4.7M\$ respectively. This funding supports capital replacement and operating costs for vehicles leased from the City's Vehicle & Equipment Branch, the cost of a small number of externally leased units as well as fuel, including fuel for the airplane. Generally, the biggest changes relate to fuel.

Facilities – Operating & Maintenance

Expenditures for facility operations, maintenance and telephones are budgeted to total 6.2M\$/6.2M\$ respectively. This expenditure category includes all facility repairs, maintenance, utilities, telephones, custodian services and offsite leasing costs. The primary cause for the decrease in 2020 was related to cross charges from the City related to Maintenance and Energy consumption at SPS headquarters.

Contracts & Services

Contracts and Services are budgeted at 3.8M\$/4.3M\$ respectively. The three largest contributors to the increase are Contractual Services, Special Services and License & Insurance. The primary increases are inflationary costs associated with service provision to support the police service. Of note in the 2021 budget is a budgeted pilot for Community Safety Officers budgeted at 350.0K\$.

SPS 2020/21 Operating Budget

Appendix - Additional Information

Technology & Equipment

Technology and equipment related expenditures are budgeted to total 2.7M\$/2.7M\$, respectively. The 2020 increase is primarily related to software support costs. In 2020 there is a recategorization of managed print services from T&E to Materials & Supplies. This removed about 148.0K\$ from T&E and moved it to M&S in 2020.

Training & Travel

Training and travel expenditures are budgeted at 934.3K\$/962.8K\$ respectively remaining relatively static.

Materials & Supplies

2.0M\$/2.2M\$ respectively has been budgeted for expenditures on materials and supplies. Aside from the recategorization of managed print services as noted above, ammunition prices have increased significantly resulting in a 152.9K\$ increase in 2020.

Transfers to Reserves - SPS Capital Contributions

Budgeted transfers to reserves in 2020/21 will be distributed as follows:

	2020	2021
Radio Reserve	\$109,300	\$0
Renovations Reserve	\$92,800	\$93,800
Equipment & Technology Reserve	\$1,938,200	\$2,250,500
General Capital Reserve (Additional Vehicles)	\$322,500	\$322,500
Corporate Digital Data Reserve	\$9,100	\$9,100
	<u>\$2,471,900</u>	<u>\$2,675,900</u>

Total transfers to reserves, capital and other, will remain unchanged in 2020 and will increase \$204,000 in 2021. This meets Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average projected cash flow requirement.

Transfers to Reserves – Facility Reserve Contribution

As noted on page 7, the police headquarters facility will have an impact of \$30,100/\$30,500 respectively in City of Saskatoon Corporate Asset Management cross charges for facility reserve contributions. Though 2017 was the last year for a significant increase in cross charges from Corporate Asset Management related to facility reserve contributions, this increase is related to a minor, inflationary increase reflecting an increase in the value of the building as a City asset.

Grants/Subsidies

Grants/Subsidies are budgeted to total \$12,000 in 2019, which is an amount set aside to support the Police Pipes and Drums Band. This line is reflected in the Contracts and Services category above.

SPS 2020/21 Operating Budget

Appendix - Additional Information

Debt Charges

The Service will not be carrying any debt charges in the 2018 Operating Budget.

Cost Recovery

\$384,800/\$387,000 respectively has been budgeted for Cost Recovery. This budget category reflects cost recovery situations including staff parking fees and recovery of travel costs related to Saskatchewan Police College and Canadian Police College courses.

Other key items the reader may wish to know include:

The funded positions do not change between 2020/21; however, the ratio will change in 2021. This has not been updated.

2020/21 GOVERNMENT FUNDED POSITIONS

The Police Service budget includes a number of positions funded through Provincial and Federal government funding agreements.

Provincial Government Funded	Police	S/Cst	Civilian	Total
CFSEU (Organized Crime Unit)	6			6
Enhanced Community Policing Program	11			11
Police and Crisis Team (PACT)	2			2
Combined Traffic Services Sask. (CTSS)	5			5
Combined Traffic Services Sask. (SGI - CTSS)	5			5
VICE - Child Sexual Exploitation	3			3
ICE	3			3
Street Gang (SHOCAP- 4, HRO- 2, 2 G&G)	8			8
GIS- SHOCAP	2			2
Targeted Enforcement - Missing Persons Unit	2			2
Serious Violent Offender	1		1	2
Subtotal	48	0	1	49
Victim Services & ARO			4	4
Missing Person Liaison			1	1
Victim Services Responder			1	1
911 Program	0.75	12	0.25	13
Automated Speed Enforcement	1			1
Total Provincial Government Funded	49.75	12	7.25	69
% of SPS by category	10.7%	18.6%	5.1%	10.2%
Federal Government Funded				
NWEST	1			1
International Secondments	2			2
Strengthening Families Program	1		0.5	1.5
Total Federal Government Funded	4	0	0.5	4.5
% of SPS by category	0.9%	0.0%	0.4%	0.7%
Total Government Funded Positions	53.75	12	7.75	73.5
% of SPS by category	11.5%	18.6%	5.5%	10.9%

SPS 2020/21 Operating Budget

Appendix - Additional Information

3. Program Budgets

2020/21 budget expenditures by program allocation are included here.

SASKATOON POLICE SERVICE - 2020 OPERATING BUDGET - MAJOR PROGRAM ALLOCATION				
	BOARD		PUBLIC	
	FTE	% OF TOTAL	BUDGET	% OF TOTAL
POLICE BOARD	0.00	0.0%	343,900	0.3%
OFFICE OF THE CHIEF	2.00	0.3%	536,500	0.5%
LEGAL SERVICES DIVISION	5.00	0.7%	655,000	0.7%
OPERATIONS				
OPERATIONS - DEPUTY CHIEF	1.50	0.2%	491,900	0.5%
PROFESSIONAL STANDARDS DIVISION	5.50	0.8%	749,000	0.8%
PUBLIC AFFAIRS	6.00	0.01	694,100	0.7%
PATROL	270.00	40.1%	36,304,000	36.7%
CRIMINAL INVESTIGATIONS	155.00	23.0%	18,425,100	18.6%
TOTAL - OPERATIONS	438.00	65.0%	56,664,100	57.3%
SUPPORT SERVICES				
SUPPORT SERVICES - DEPUTY CHIEF	2.50	0.4%	601,900	0.6%
OPERATIONAL SUPPORT DIVISION	116.55	17.3%	15,898,200	16.1%
CORPORATE STRATEGY AND PERFORMANCE - PLANNING	5.00	0.7%	544,700	0.6%
HUMAN RESOURCES DIVISION	17.00	2.5%	3,166,000	3.2%
TECHNOLOGICAL SERVICES DIVISION	11.75	1.7%	3,183,700	3.2%
CENTRAL RECORDS & ASSET MANAGEMENT DIVISION*	64.73	9.6%	11,581,500	11.7%
FINANCE DIVISION*	11.00	1.6%	5,678,400	5.7%
TOTAL - SUPPORT SERVICES	228.53	33.9%	40,654,400	41.1%
SPS TOTAL	673.53	100.0%	98,853,900	100.0%
*Asset Management includes general overhead costs such as facilities management, insurance, patrol uniforms and office supplies.				
*Finance includes general service-wide costs such as severance pay and capital reserve provisions.				

SASKATOON POLICE SERVICE - 2021 OPERATING BUDGET - MAJOR PROGRAM ALLOCATION				
	BOARD		PUBLIC	
	FTE	% OF TOTAL	BUDGET	% OF TOTAL
POLICE BOARD	0.00	0.0%	394,600	0.4%
OFFICE OF THE CHIEF	2.00	0.3%	894,200	0.9%
LEGAL SERVICES DIVISION	5.00	0.7%	679,000	0.7%
OPERATIONS				
OPERATIONS - DEPUTY CHIEF	1.50	0.2%	492,200	0.5%
PROFESSIONAL STANDARDS DIVISION	5.50	0.8%	747,000	0.7%
PUBLIC AFFAIRS	6.00	0.01	698,200	0.7%
PATROL	274.00	40.3%	37,297,700	36.1%
CRIMINAL INVESTIGATIONS	156.00	23.0%	18,605,500	18.0%
TOTAL - OPERATIONS	443.00	65.2%	57,840,600	56.1%
SUPPORT SERVICES				
SUPPORT SERVICES - DEPUTY CHIEF	2.50	0.4%	610,900	0.6%
OPERATIONAL SUPPORT DIVISION	116.55	17.2%	16,222,500	15.7%
CORPORATE STRATEGY AND PERFORMANCE - PLANNING	5.00	0.7%	544,400	0.5%
HUMAN RESOURCES DIVISION	17.80	2.6%	3,246,200	3.1%
TECHNOLOGICAL SERVICES DIVISION	11.75	1.7%	3,271,700	3.2%
CENTRAL RECORDS & ASSET MANAGEMENT DIVISION*	64.73	9.5%	11,703,800	11.3%
FINANCE DIVISION*	11.00	1.6%	7,782,400	7.5%
TOTAL - SUPPORT SERVICES	229.33	33.8%	43,381,900	42.0%
SPS TOTAL	679.33	100.0%	103,190,300	100.0%
*Asset Management includes general overhead costs such as facilities management, insurance, patrol uniforms and office supplies.				
*Finance includes general service-wide costs such as severance pay and capital reserve provisions.				

SPS 2020/21 Operating Budget

4. Five Year Historical Budget Summary

A schedule containing five year historical budget information is attached.

Approved Operating Budget					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2015	2016	2017	2018	2019
REVENUES	9,523,700	9,831,900	9,129,200	9,890,200	10,410,300
EXPENDITURES					
STAFF COMPENSATION	72,422,700	75,652,300	77,250,200	79,671,100	83,676,900
OPERATING EXPENSES	15,330,000	16,626,300	16,650,800	17,716,300	18,865,200
TRFS TO RESERVES	1,837,200	1,877,200	1,877,200	1,966,300	2,471,900
TOTAL EXPENDITURES	89,589,900	94,155,800	95,778,200	99,353,700	105,014,000
NET BUDGET	80,066,200	84,323,900	86,649,000	89,463,500	94,603,700

Actual Revenues and Expenditures					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2015	2016	2017	2018	2019
REVENUES	10,417,125	9,843,174	10,598,100	11,330,700	11,492,600
EXPENDITURES					
STAFF COMPENSATION	73,146,475	76,639,005	78,397,900	80,568,200	84,496,600
OPERATING EXPENSES	14,965,050	14,763,895	16,652,600	18,063,400	19,127,800
TRFS TO RESERVES	1,837,200	1,877,200	1,877,200	2,003,800	2,471,900
TOTAL EXPENDITURES	89,948,725	93,280,100	96,927,700	100,635,400	106,096,300
NET ACTUAL	79,531,600	83,436,926	86,329,600	89,304,700	94,603,700
BUDGET SURPLUS/	534,600	886,974	319,400	158,800	0
(DEFICIT)	0.67%	1.05%	0.37%	0.18%	0.00%

Projected June

Approved Budget Change from Previous Year (\$)					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2015	2016	2017	2018	2019
REVENUES	803,300	308,200	(702,700)	761,000	520,100
EXPENDITURES					
STAFF COMPENSATION	2,811,300	3,229,600	1,597,900	2,420,900	4,005,800
OPERATING EXPENSES	1,992,200	1,296,300	24,500	1,065,500	1,148,900
TRFS TO RESERVES	57,400	40,000	0	89,100	505,600
TOTAL EXPENDITURES	4,860,900	4,565,900	1,622,400	3,575,500	5,660,300
NET BUDGET CHANGE	4,057,600	4,257,700	2,325,100	2,814,500	5,140,200
	5.34%	5.32%	3.94%	3.25%	4.57%

Approved Budget Change from Previous Year (%)					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2015	2016	2017	2018	2019
REVENUES	9.21%	3.24%	-7.15%	8.34%	5.26%
EXPENDITURES					
STAFF COMPENSATION	4.04%	4.46%	2.11%	3.13%	5.03%
OPERATING EXPENSES	14.94%	8.46%	0.15%	6.40%	6.48%
TRFS TO RESERVES	3.23%	2.18%	0.00%	4.75%	25.71%
TOTAL EXPENDITURES	5.74%	5.10%	1.72%	3.73%	5.70%
NET BUDGET CHANGE	5.34%	5.32%	3.94%	3.25%	4.57%