



2022 Windsor Police Service Proposed Operating Budget *For Public Release

The 2022 Windsor Police Service (WPS) Operating Budget is the product of a several month, in depth review and prioritization process executed in consultation with the entire WPS Senior Leadership Team. The budget pressures are a result of contractual obligations, external inflationary pressures, and strategic initiatives, which will better position the WPS to achieve their strategic goals.

The Service's net budget request of \$1,483,097, a 1.6% increase over 2021 will enable:

- The hiring of 1 Corporate Communications Professional:
 - To provide consistent, accurate, timely, and effective messaging to both internal and external audiences
 - To work to ensure excellence in the communications provided
 - To support the Communications Unit team members by developing, coordinating, and implementing communication processes
- Continued progress towards fulfilling the recommendations brought forward by the Ontario Civilian Police Commission (OCPC)
- The implementation of strategic initiatives

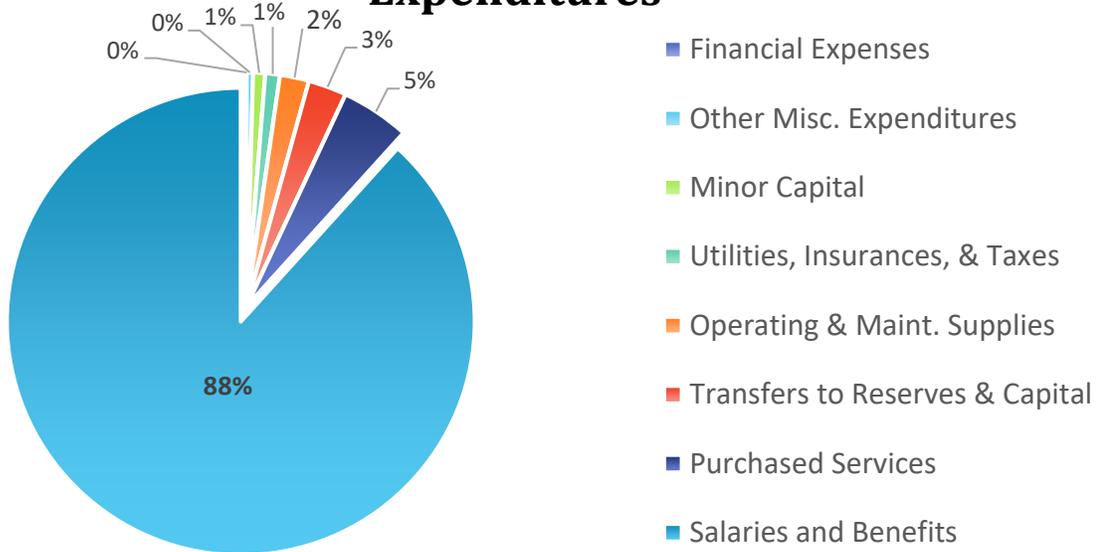
The following report identifies the five-year trend in each category of expenditure and the internal budget process undertaken.

Section 1: Budget Detail

Appendix A provides a detailed breakdown of each major expense category and the accounts contained therein. As depicted in Chart 1, the Salaries and Benefits category accounts for 88% of the 2022 proposed gross expenditures. Purchased Services is the second largest category representing 5% of budgeted expenditures. Transfers to Reserves and Capital Funds account for 3%, followed by Operating and Maintenance Supplies at 2%. Utilities, Insurances, and Taxes combined represent 1% of budgeted expenditures as well as Minor Capital. Finally, Other Miscellaneous Expenditures accounts for less than one-half of a percent, and Financial Expenses less than one tenth of a percent.

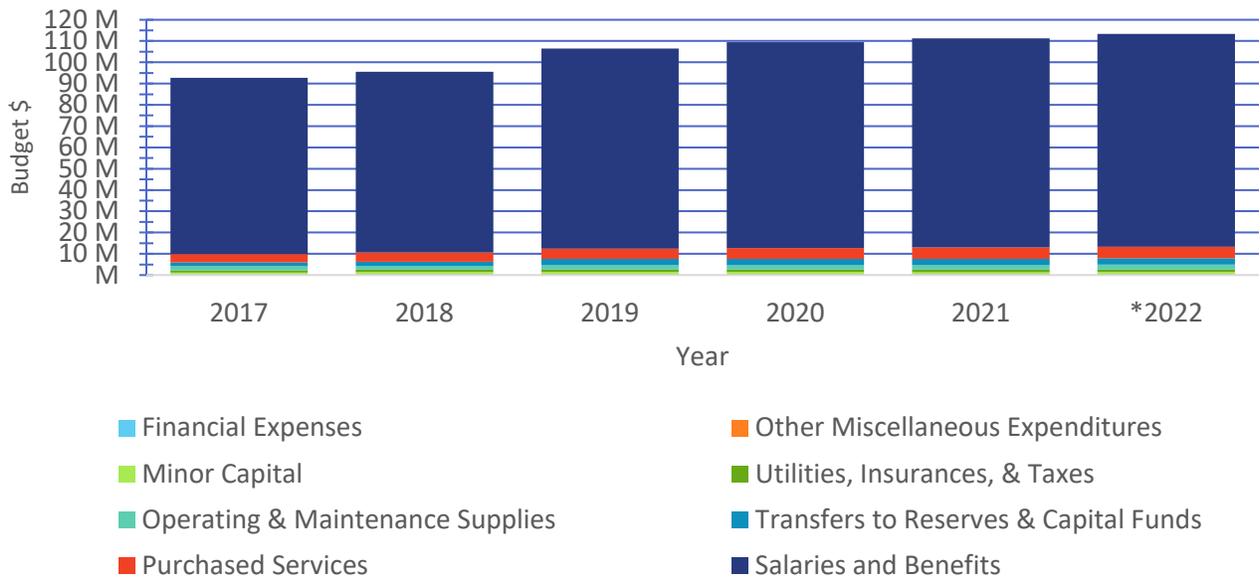
December 3, 2021

Chart 1: 2022 WPS Proposed Operating Budget Expenditures



As shown in Chart 2, the distribution of expenditures has been relatively consistent, varying by no more than 1%, since 2017.

Chart 2: Budgeted Expenditures by Major Category



Salaries and Benefits

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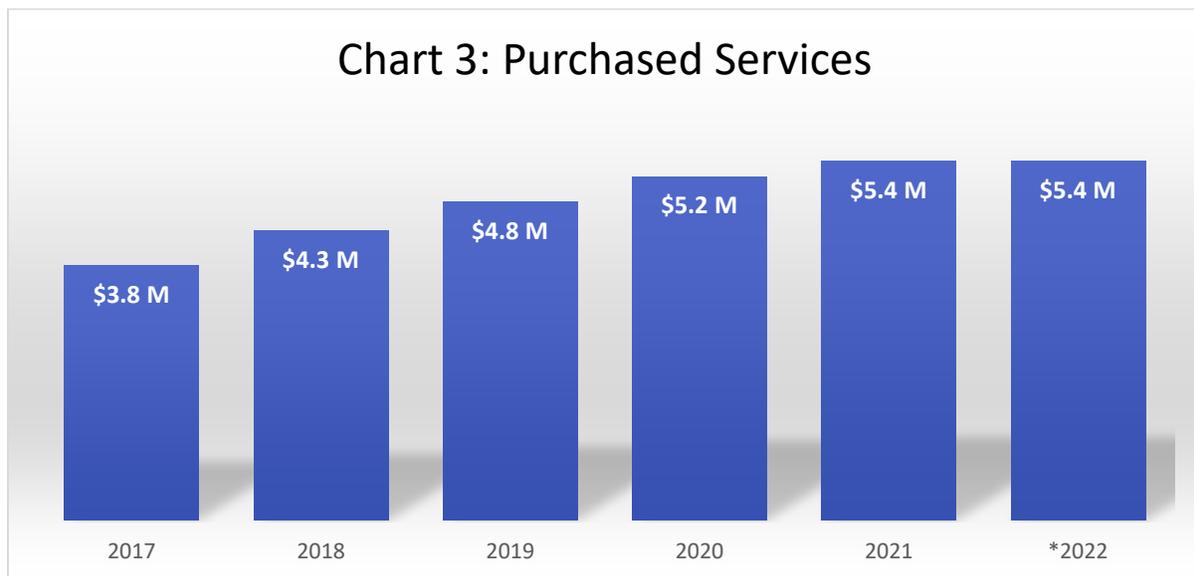
Salaries and Benefits represent 88%, or \$100.1M of the 2022 proposed gross expenditures. Within the Salaries and Benefits category, salaries is the largest component at \$73M or 73% of the category. Sworn salaries represent 80% of total salaries, and civilian salaries account for the remaining 20%. Fringe benefits is the second largest component at \$22.5M, representing 22.5% of this category. Other contractual allowances including special pays, allowances, medicals, clothing, training, WSIB, and LTD are the third largest category, budgeted at \$3M, or 3%. The remaining 1.5% is attributed to overtime at \$1.6M.

Salaries and Benefits have represented 88% of budgeted gross expenditures since 2019. For the period of 2016 to 2018, this category represented 89% of budgeted gross expenditures. The 1% shift in distribution in 2019 was due to the increase in annual contributions to the Police Equipment Replacement Reserve fund, which has enabled the Service to fund the replacement of capital needs.

Purchased Services

Next to Salaries and Benefits, the largest expense category is Purchased Services. This category accounts for 5% of the 2022 proposed gross expenditures at \$5.4M.

Analysis of the previous five-year trend indicates that this category has grown by approximately 1% to reach 5% of gross budgeted expenditures at \$5.4M for 2022. Chart 3 indicates that the use of purchased services has increased from \$3.8M in 2017 to \$5.4M for 2022. The majority of this increase is attributable to the introduction of new technologies, and the corresponding contractual maintenance and support fees that coincide with these technological advancements. The cost of various licenses, consulting, and contracts have increased by \$600K over the last 5 years. During 2018 and 2019, police contributions to the corporate radio reserve were increased by \$280K to fund the replacement of the corporate digital radio system components.



Transfers to Reserves and Capital Funds

Transfers to Reserves and Capital Funds account for 3%, or \$3M of the proposed 2022 Operating Budget.

Chart 4 depicts the previous five-year trend for this category. Transfers to the Fleet reserve and contributions to the HQ capital fund have not changed during the period of 2017-2022. The most substantial increase transpired in 2019 when contributions to the Equipment reserve fund were increased by \$1M in pursuit of a self-sufficient capital equipment replacement model.



Operating and Maintenance Supplies

Operating and Maintenance Supplies represents 2%, or \$2.3M of the 2022 proposed gross expenditures. The main theme of this category are the items contained therein are consumables.

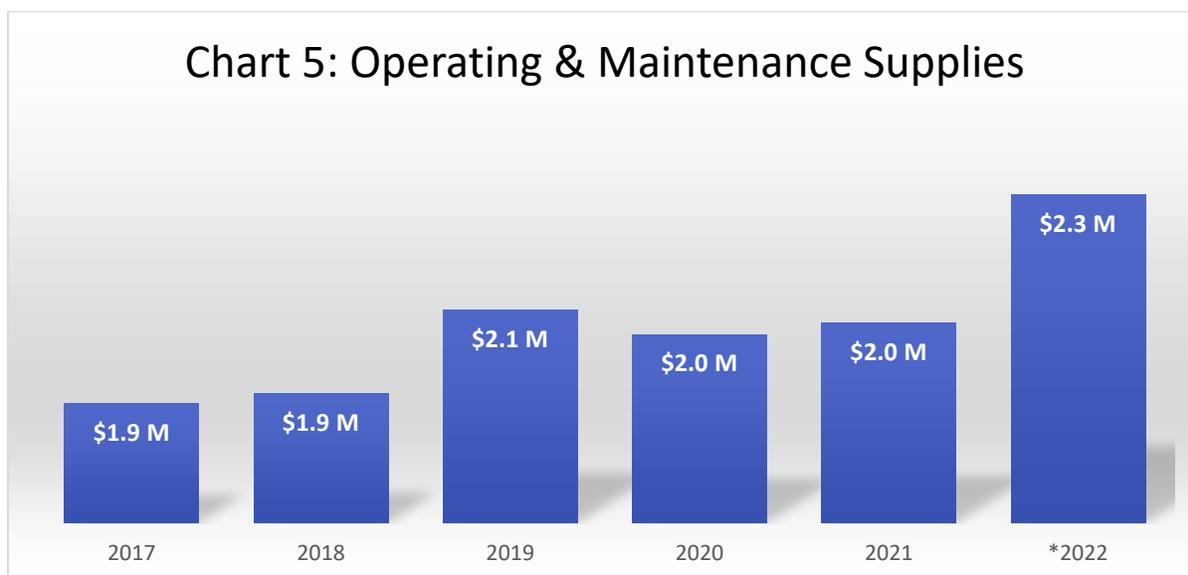
The building maintenance component includes the following items for all police facilities (HQ, Jefferson, Training Branch, and Sandwich/Brock SCP)

- Labour and supply costs related to caretaking, trash removal, and pest control
- Engineering services
- Repairs and interior maintenance
- Exterior maintenance such as lawn maintenance, landscaping, snow removal, and window washing
- Administrative services such as administrative fees charged by facility management, management fees, auditing services, and building insurance
- Contribution to the Training Branch reserve fund

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Inflationary pressures have severely influenced the price of motor fuels. The price of fuel has increased 25% year to date compared to average 2020 pricing. In 2019, the Federal Carbon Tax was introduced. Today, it is responsible for increasing fuel costs by 8.8 cents per litre, which will grow to 11.05 cents per litre in 2022. Gas prices across Canada are expected to rise by more than 37.5 cents per litre by 2030. The increased prices have significantly increased fuel costs.

Examination of the five-year trend reveals slight movement in this category. Chart 5 depicts the 2017 budget at \$1.9M, and the 2022 requested budget at \$2.3M. The 2022 requested increase is directly related to the inflationary pressure on the price of motor fuels.

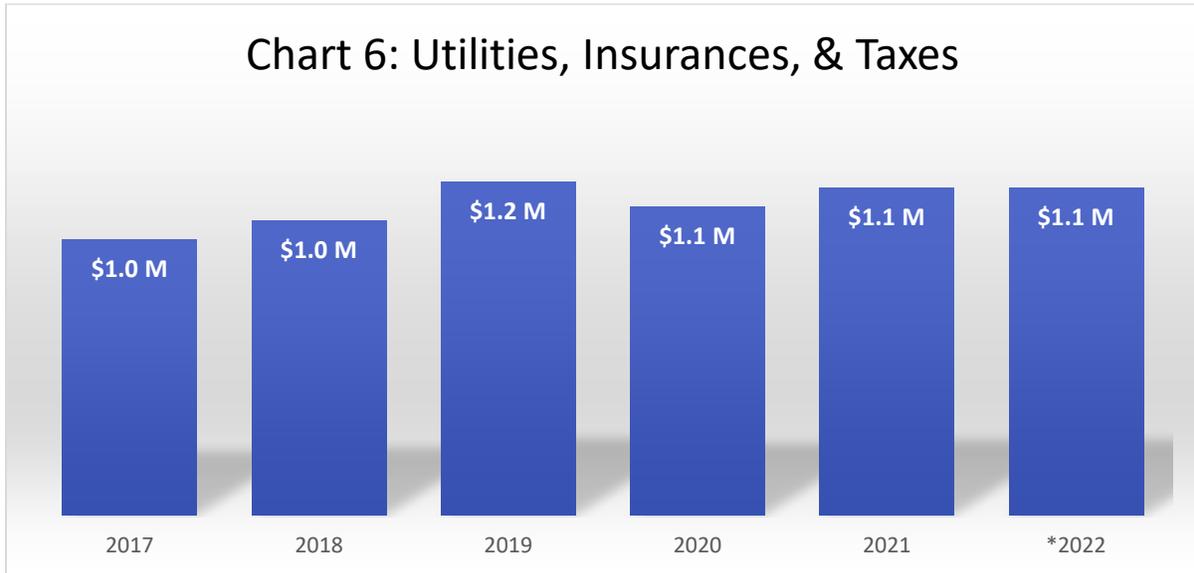


Utilities, Insurances, and Taxes

Utilities, Insurances, and Taxes account for 1%, or \$1M of the proposed 2022 proposed gross expenditures.

As displayed in Chart 6, this category has remained relatively consistent over the five-year period beginning \$1M and ending at \$1.1M. All elements of this category are solely based on allocations by City Finance in consultation with City Facility Management.

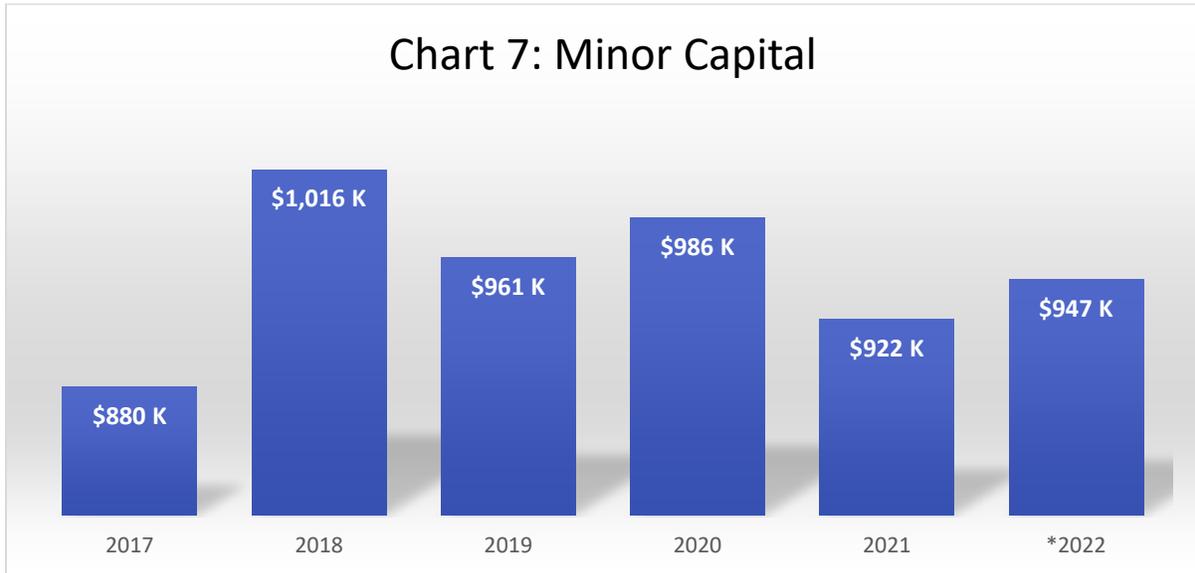
Any adjustments to these accounts are performed on a corporate level, once the City Wide budget process is complete.



Minor Capital

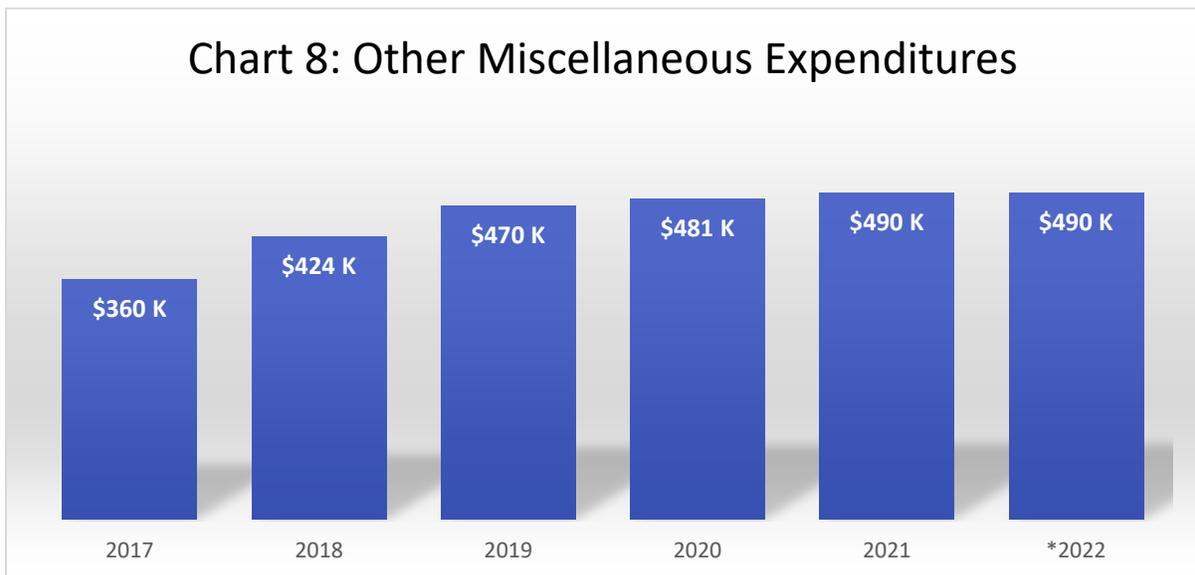
All Minor Capital accounts combined account for 1%, or \$1M of the 2022 proposed gross expenditures.

The Machinery and Equipment account includes a litany of police specific equipment that requires annual replacement. Examination of the previous five years indicates that this category has experienced some minor variations as demonstrated in Chart 7. On an annualized basis, this category has grown by approximately 1% per year from \$880K in 2017 to the current budget of \$947K.



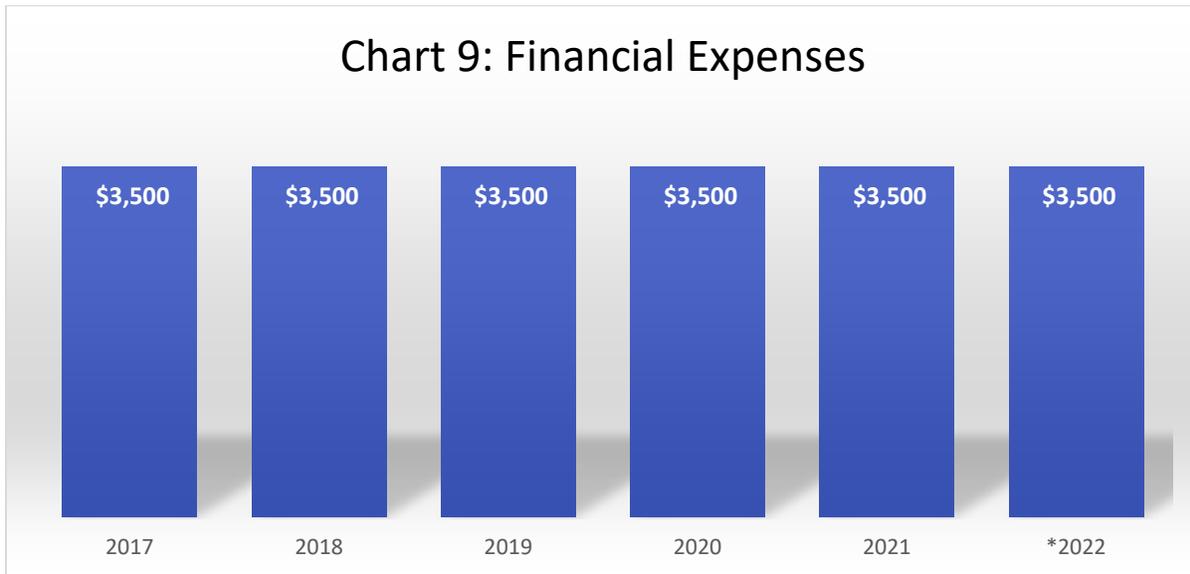
Other Miscellaneous Expenditures

Other miscellaneous expenditures account for approximately \$490K, or 0.4% of the 2022 proposed gross operating expenditures. Chart 8 demonstrates some minor growth of this category from 2017 to 2019, and that the category has remained relatively consistent since this time.



Financial Expenses

Chart 9 provides a graphical depiction of the Financial Expenses category. This category contains the budgetary allocation for all bank charges and service fees. The proposed budget for bank charges and fees remains at \$3,500 per year for 2022.



Section 2: WPS Administrative Review

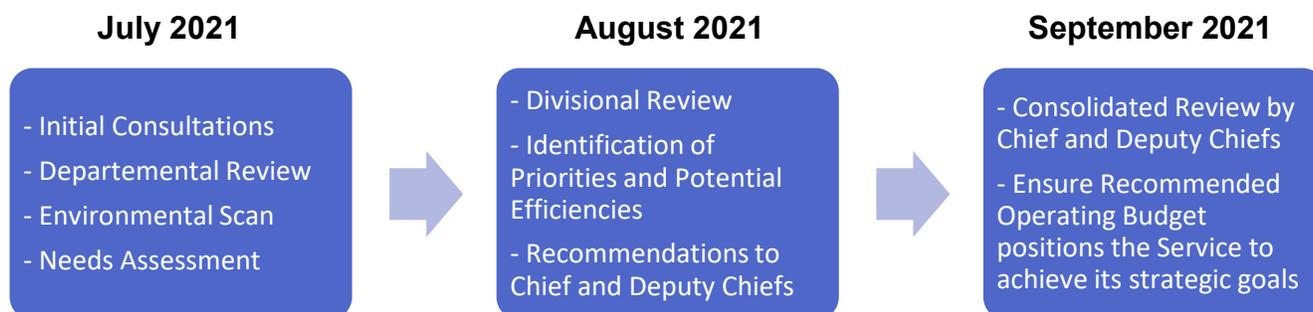
The internal operating budget process begins annually in June with compilation of the salary budget. During the salary budget phase, each budgeted position is compared to the authorized strength. Reallocations are made to ensure that the budget aligns with the organizational chart as approved by the WPSB. A provision for any negotiated increases is established, along with adjustments for rank increases or joint job evaluations that transpired throughout the year.

The internal operating budget development process spans over several months each year. The initial consultation process of reviewing the current operating budget begins in July. Each department head is tasked to perform an environmental scan, gathering information on internal and external events and their potential impact on that specific area of the organization. A needs assessment is undertaken to identify any gaps that may be preventing the organization from achieving its goals.

Once the departmental assessment is complete, the data is consolidated by division and reviewed by the divisional Superintendent. Each Superintendent reviews all of the changes, identifies priorities, as well as potential efficiencies.

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The recommendation of each Superintendent is consolidated to an organizational level and submitted to the Chief and Deputy Chiefs for review. At this stage, all remaining changes are reviewed and vetted against the strategic priorities of the Service. Initiatives that are not congruent with the overall organizational goals are amended or removed accordingly. The Chief and Deputy Chiefs provide an overall recommendation to the WPSB to ensure the operating budget financially positions the Service to achieve its strategic objectives.



During all stages of the internal operating budget process, budget reductions are made where possible. The WPSB Finance Committee and the WPSB provide the final recommendation.

Conclusion

The 2022 WPS Operating Budget is the result of a several month, in depth review and prioritization process executed in consultation with the entire WPS Senior Leadership Team.

The six budget issues are a result of contractual obligations, external inflationary pressures, and strategic initiatives as prescribed by the Windsor Police Services Board.

The Service's net budget request of \$1,483,097, a 1.6% increase over 2021 will enable:

- The hiring of 1 Corporate Communications Professional:
 - To lead a wide range of communications initiatives
 - To support the Communications Unit team members by developing, coordinating, and implementing communication processes
 - To provide consistent, accurate, timely, and effective messaging to both internal and external audiences
 - To work to ensure excellence in the communications provided to the public and to employees
- Continued progress towards fulfilling the recommendations brought forward by the Ontario Civilian Police Commission (OCPC)
- The implementation of strategic initiatives

December 3, 2021

Respectfully,

A handwritten signature in cursive script that reads "M Brindley".

Melissa Brindley B.Comm (Hons), CPA, CMA
Director of Finance

cc: D/C Providenti, D/C Bellaire

Attachments: Appendix A - *2022 WPS Operating Budget Detail

* Denotes 2022 Proposed Operating Budget



Windsor Police Service
2022 Proposed Operating Budget
Budget Detail

Acct #	Account Description	2021 Annual Operating Budget	2022 Proposed Operating Budget
Revenues:			
6310	Grants	(6,967,157)	(7,497,922)
6460	Sale of Goods and Services	(121,000)	(121,000)
6610	Police Certificates	(625,000)	(625,000)
6651	Fees and Recoveries - Internal	(383,108)	(383,108)
6725	Fees & Service Charges - External	(5,557,863)	(5,557,863)
6735	Recovery of Expenses - External	(1,262,481)	(1,262,481)
6740	Recovery of Salaries - Internal	(220,000)	(220,000)
6985	Casino Hosting Fee	(1,800,000)	(1,800,000)
6990	Other General Revenue	(448,064)	(448,064)
	Total Revenues	(17,384,673)	(17,915,438)
Expenses:			
Financial Expenses:			
4540	Bank Charges	3,500	3,500
	Financial Expenses	3,500	3,500
Minor Capital:			
2220	Maintenance Parts & Materials	41,700	41,700
2520	Vehicle Repairs	220,881	245,881
5110	Machinery & Equipment - TCA	486,520	486,520
5111	Machinery & Equipment - Non TCA	98,300	98,300
5130	Furniture & Furnishings	39,805	39,805
5410	Construction Contracts - TCA	35,000	35,000
	Minor Capital	922,206	947,206
Operating & Maintenance Supplies:			
2010	Office Supplies	100,435	100,435
2060	Computer Supplies	194,455	194,455
2115	Motor Fuels	541,776	716,776
2170	Operating & Other Supplies	65,890	65,890
2175	First Aid Safety Supplies	21,025	21,025
2180	Program Supplies	54,026	54,026
2255	Outside Vehicle Parts	211,000	261,000
2310	Food & Confections	6,000	6,000
2970	Building Maintenance	817,925	817,925
3165	Inventory Variance	3,000	3,000
3176	Facility Operations - Labour	33,805	33,805
	Operating & Maintenance Supplies	2,049,337	2,274,337
Other Miscellaneous Expenditures:			
4020	Membership Fees and Dues	73,485	73,485
4050	Training Courses	401,304	401,304
4295	Public Relations	14,775	14,775
	Other Miscellaneous Expenditures	489,564	489,564
Purchased Services:			
2020	Postage and Courier	28,194	28,194
2070	Imaging & Print External	49,765	49,765
2085	Publications & Manuals	24,217	24,217
2609	Mileage	5,000	5,000
2610	Travel	282,100	282,100



**Windsor Police Service
2022 Proposed Operating Budget
Budget Detail**

Acct #	Account Description	2021 Annual Operating Budget	2022 Proposed Operating Budget
2620	Car Allowance	29,400	29,400
2710	Telephone	224,243	224,243
2711	Cell Phones	223,305	223,305
2915	Consulting Services - External	108,000	108,000
2920	Legal Services	144,425	144,425
2940	Advertising	3,100	3,100
2950	Other Professional Services	769,076	769,076
2957	Fleet Car Washes	20,000	20,000
2980	Contracted Services	1,517,617	1,517,617
2990	Business Meeting Expense	18,870	18,870
2995	Other Purchased Services	196,562	196,562
3120	Rental Expense	1,526,742	1,526,742
3175	Facility Rental	75,600	75,600
3250	Licenses	38,123	38,123
4030	Prisoner Custody	100,184	100,184
	Purchased Services	5,384,523	5,384,523
Salaries & Benefits:			
8110	Base - Salary	67,389,986	67,438,137
8115	Salary - RPT	1,113,067	1,166,327
8150	Salary - Temporary	313,500	313,500
8130	Overtime - Salary	1,266,764	1,096,764
8140	Overtime - Wages	750	750
8194	Overtime - Court	500,000	500,000
8190	Mat top-up/Special/Intox Pay	2,838,870	4,316,847
8192	Shift Differential	206,875	276,875
8193	Coach Officer Pay	10,500	10,500
8210	Meal Allowance	26,420	45,420
8220	Education Allowance	500	500
8221	Police Education Allowance	58,600	58,600
8240	Other Training Expenses	482,000	482,000
8260	Pre-Employment Medicals	17,000	17,000
8290	Clothing-Uniforms	413,921	413,921
8291	Clothing Allowance	113,050	113,050
8390	Employer Health Tax	12,000	12,000
8380	Workers Comp - Admin	210,000	210,000
8381	Workers Comp - Medical	200,000	200,000
8382	Workers Comp - Salary	18,000	18,000
8383	Workers Comp - Pension	434,000	434,000
8345	LTD Plan	192,000	432,000
8399	Fringe Benefits - Note 1	22,489,207	22,514,681
	Salaries and Benefits	98,307,010	100,070,872
Transfers to Reserves & Capital Funds:			
4250	Transfer to Reserve Fund	2,768,000	2,768,000
4255	Transfer to Trust Fund	246,960	246,960
	Transfers to Reserves & Capital Funds	3,014,960	3,014,960
Utilities, Insurances, & Taxes			
3010	Utilities	805,795	805,795
3210	Building Insurance	14,995	14,995



**Windsor Police Service
2022 Proposed Operating Budget
Budget Detail**

Acct #	Account Description	2021 Annual Operating Budget	2022 Proposed Operating Budget
3220	Vehicle Insurance	164,197	164,197
3230	Liability Insurance	160,995	160,995
	Utilities, Insurances, & Taxes	1,145,982	1,145,982
	Total Expenses	111,317,082	113,330,944
	Net Budget	93,932,409	95,415,506

Note 1: 2022 Fringe Benefits will increase by approximately \$1.2M due to the 2020, 2021, and 2022 salary provisions