Winnipeg Police Board

# 2015 ANNUAL REPORT

*A Culture of Safety for All*

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## MESSAGE FROM THE BOARD CHAIR

On behalf of the Winnipeg Police Board, I am pleased to provide you with this report on the Board's activities in 2015, the Board's third year in operation.

The Winnipeg Police Board provides independent civilian governance of the Winnipeg Police Service. In 2015, the Board made significant strides on implementing its governance framework and providing the Winnipeg Police Service with strategic direction to ensure it provides effective service to all of the City's residents and visitors.

2015 was the first time the Board used a business plan to formalize its goals for the year and share them with the public. The Board set ambitious goals and objectives for itself and succeeded at implementing them. The work the Board accomplished in 2015 sets us up to strengthen civilian governance of the Winnipeg Police Service by establishing the processes, relationships and precedents the Board will use to give strategic and policy direction to the Winnipeg Police Service. We will maintain momentum built in 2015 as we promote public confidence in police and ensure police services are delivered in a manner consistent with the community's needs, values and expectations.

This annual report shows another productive year for the Board, filled with important milestones. I look forward to providing further updates to citizens of Winnipeg and to engaging with as many of them as possible as we use their feedback to assess priorities and establish policies for the Winnipeg Police Service.

Sincerely,

Scott Gillingham
Chair, Winnipeg Police Board
Councillor, St. James-Brooklands-Weston



# EXECUTIVE SUMMARY

This report presents the highlights of the Winnipeg Police Board's work in its third year in operation, as well as audited financial statements for the Board and the Winnipeg Police Service. The Board is governed by the Police Services Act and the Winnipeg Police Board By-law. The Board is mandated to provide civilian governance respecting the enforcement of law, the maintenance of public peace and the prevention of crime in the City of Winnipeg, and to provide the administrative direction and organization required to provide an adequate and effective police service in the city.

The Board's mandate formalizes the requirement for the Winnipeg Police Service to operate with an awareness of and in accordance with community needs and values. The Board uses input from its civilian members and the wider community to identify policing priorities and holds the Chief of the Winnipeg Police Service accountable for adopting the priorities and strategies set by the Board. This model of civilian governance ensures the Winnipeg Police Service is continuously held to a high standard and receives a civilian perspective on its activities. This, in turn, strengthens public trust in the Service.

For the Board, 2015 was a year of transition and transformation. The Board started the year with two recently-appointed members and gained two new members in February. The Board navigated its first change in membership and incorporated the ideas and perspectives of its new members into its first Strategic Plan for the Winnipeg Police Service. There were many "firsts" for the Board in 2015, as it evolved from an organization in its infancy into an organization with its own vision and expertise.

Highlights from 2015 include:

- The Board publishing its first Strategic Plan for the Winnipeg Police Service
- Providing training for four new Board members
- Partnering with the Winnipeg Police Service and hosting annual community consultation meetings
- Adopting its first annual business plan and publicly reporting on its implementation
- Adopting its first annual communication plan
- Holding the first meeting of the Risk Management and Audit Committee
- Establishing the Indigenous Liaison Committee
- Holding consultations and a nomination process to establish the Indigenous Council on Policing and Crime Prevention in Winnipeg

# BRINGING CIVILIAN GOVERNANCE TO WINNIPEG

**Background**

The *Police Services Act* was enacted by the Province of Manitoba in 2009. The Act created a requirement for all municipalities with their own police services to have civilian police boards to govern the police, establish priorities and policies for the police and improve transparency and accountability. In 2012, Winnipeg City Council adopted By-Law No. 148/2012 to establish the Winnipeg Police Board. The first Board members were appointed in 2013 and the Board held its first meeting that June. Since then, the Board has been working to establish the relationships, governance structures, processes and policies needed to ensure police services in Winnipeg are adequate and effective.

**Board Composition**

The *Police Services Act* prescribes the size and composition of police boards in Manitoba. In the case of the City of Winnipeg, the police board must consist of at least seven members. Two of the members are to be appointed by the Lieutenant Governor in Council, and the other members are to be appointed by City Council. The Winnipeg Police Board By-Law ("the By-law") prescribes that the Board shall be composed of seven members, and five members shall be appointed by Council as follows:

(a) The Mayor or his or her nominee, subject to ratification by Council, who shall also be appointed as Chair of the Board;
(b) One Councillor; and
(c) Three Citizens.

The Act prescribes that the term of a council member on the police board ends when the person is no longer a member of the council; the term of a person appointed to the police board by council who is not a council member must be fixed in his or her appointment. The term of a person appointed to the police board by the Lieutenant Governor in Council must be fixed in the order appointing the person, and must not exceed four years.

**Board Membership**

In 2015, the terms of three of the Board's inaugural members had their terms expire:

- Paul Edwards
- David Keam
- Mary Jane Loustel

In February 2015, Winnipeg City Council re-appointed Mary Jane Loustel to the Board for another term. She agreed to continue to serve on the Board, and the Board has continued to benefit from her insights and expertise. City Council also appointed two new citizen members to the Board:

- Ken Matchett
- Barry Tuckett

The Board retained its four other members:

- Councillor Ross Eadie
- Councillor Scott Gillingham
- Angeline Ramkissoon
- Leslie Spillett

# TRANSPARENCY AND ACCOUNTABILITY

**Annual Report Requirements**

The Winnipeg Police Board By-law requires the Board to issue an annual report at the end of each year that summarizes the Board's activities for the year. The report is submitted to Council for information through the Standing Policy Committee on Protection and Community Services.

The Policy and Procedure Manual for Manitoba Police Boards developed by the Manitoba Police Commission ("the MPC Manual") states that the Commission must receive a copy of the Board's annual report as well. It prescribes that the annual report must include the following information:

a) a progress report on the strategic objectives, goals and/or tactics identified by the police board in their strategic plan;
b) highlights of activities and achievements throughout the year;
c) a breakdown of police service spending for the year;
d) a reporting of the number of police board meetings held in the fiscal year including private meetings; and
e) the minutes of any regular meetings of the police board in the form of an appendix to the annual report.

The Winnipeg Police Board also includes audited statements on its spending for the year, including the remuneration paid to Board members.

**Board Meetings**

The Board held ten meetings in 2015. The Board meets in public and, beginning in 2015, video streaming of Board meetings was available online. Meetings were held as scheduled on the following dates in 2015:

- January 9
- February 20
- March 6
- April 10
- May 1
- June 5
- September 11
- October 2
- November 6
- December 4

As required by the Manitoba Police Commission Manual, the Board has included minutes from its 2015 Board meetings as part of this report. Appendix 1 contains links to the meetings from each Board meeting held in 2015, which are available online through the City of Winnipeg's Decision Making Information System.

# ADOPTING A VISION FOR COMMUNITY SAFETY IN WINNIPEG

In 2015, the Board published its first strategic plan for the Winnipeg Police Service. It was the culmination of a year-and-a-half of work, including public consultation and collaboration with the Winnipeg Police Service. The result, *The 2015-2019 Strategic Plan for the Winnipeg Police Service*, was published in May and made available to the public through the Board's website.[1]

**Legislative and Policy Requirements**

The *Police Services Act*, the Winnipeg Police Board By-Law and the Manitoba Police Commission Manual all set out requirements related to the development of a strategic plan for the Winnipeg Police Service.

*The Police Services Act:*

- Section 28 of the Act provides that the Board must, after consulting with the Police Chief, establish priorities and objectives for the Service, and that the Board must ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies.

*The Winnipeg Police Board By-Law:*

- The Board "shall prepare an annual strategic plan which shall be submitted to Council for information through the Standing Policy Committee on Protection and Community Services."
- The Board must hold a minimum of two public consultations each year to solicit citizen input on policing issues and priorities.
- Consultation meetings will be held in locations throughout the city.

*The Manitoba Police Commission Manual:*

- The Board must develop a multi-year strategic plan for the Winnipeg Police Service.
- The Strategic Plan must include vision and mission statements, long- and short-term objectives and measurable performance indicators.

**The Strategic Planning Process**

The process to develop the Board's first strategic plan for the Winnipeg Police Service was initiated in 2014 and extended into 2015. The Board hired a third party to produce the report *The Environment for Policing in Winnipeg*, and to organize a series of six public consultation meetings that were held in August and September of 2014. The Board used the community input collected at those meetings to inform the priorities it set for the Winnipeg Police Service. To shape these priorities and identify ambitious but feasible targets for the Service to pursue, the Board met with the Police Chief and other executive members of the Winnipeg Police Service in September and October 2014.

[1] *2015-2019 Strategic Plan for the Winnipeg Police Service*, http://www.winnipeg.ca/clerks/boards/WpgPoliceBoard/pdfs/StrategicPlan2015.pdf. See also Appendix 2.

In Fall 2014, the Board opted to defer finalization of its strategic plan, pending the appointment of new Board members. With four new Board members in place by February 2015, strategic planning resumed. The new Board members were brought up to speed on the community consultation results and the advice provided by the Service. With input from each Board member and from the Service, the strategic plan was refined over multiple drafts.

A defining feature of the strategic planning process was the collaboration between the Board and the Winnipeg Police Service. Prior to the introduction of civilian governance of police in Manitoba, the Service engaged in its own strategic planning. The Service shared the benefit of this experience and the subject matter expertise of its members to assist the Board in developing a strategic plan that would successfully address community safety priorities and earn the support of the Service's members.

**Endorsing the Police Chief's Vision**

The Manitoba Police Commission requires police boards to include vision statements in their multi-year strategic plans. The Winnipeg Police Board was in the fortunate position of working with a Police Chief whose vision for the Winnipeg Police Service – creating a culture of safety for all – reflected the Board's priorities and captures the community's hopes for Winnipeg. The Board endorsed this vision and incorporated it into the strategic plan.

**Publishing the Strategic Plan**

After the Board and the Service jointly developed the vision, goals, strategic directions and targets for the strategic plan, the Board oversaw its editing and publication. The Board approved the content of the strategic plan on April 10, 2015. The final product was published in May. To promote awareness of the new strategic plan, the Board shared the document with its community partners and the Board Chair jointly hosted a media conference with Chief Clunis.

**Going Back to the Community**

The Board is committed to holding a minimum of two community consultation meetings each year. In 2015, the Board opted to use these meetings as an opportunity to report back to the public on how the Board had received, interpreted and incorporated community input from 2014 into the Board's first strategic plan for the Winnipeg Police Service. The Board sought to ask citizens whether they felt the Board "got it right" with the strategic plan, and if there were ways the Board should improve the strategic plan to better reflect community needs, values, and expectations.

The Board held six community consultation meetings in 2015: one meeting in each of the four policing districts into which the City of Winnipeg is divided, as well as two meetings where the Board partnered with community organizations to reach out to recent immigrants and refugees and Indigenous residents. The Board contracted a local community organization to provide facilitators for the roundtable discussions at each meeting.

| District/ Community | Meeting Location | Meeting Date | Number of Attendees |
|---|---|---|---|
| District 1 | Millennium Library | May 25, 2015 | 23 |
| District 2 | Westdale Community Centre | May 28, 2015 | 2 |
| District 3 | Garden City Community Centre | June 1, 2015 | 12 |
| District 4 | Park City West Community Centre | June 10, 2015 | 5 |
| Newcomer Communities | NEEDS Inc. | June 16, 2015 | 14 |
| Indigenous Communities | Indian and Metis Friendship Centre | June 22, 2015 | 26 |
| **Total** | | | **82** |
| Please note that the number of attendees listed above for each meeting does not include Board members, Board staff, members of the Winnipeg Police Service or the meeting facilitators | | | |

Attendance at the Board's public engagement meetings was lower than in 2014, so the Board emphasized opportunities for citizens to share comments and concerns through written submissions. The Board used its Twitter account to encourage citizens to e-mail the Board or to complete a short online questionnaire that asked many of the same questions that facilitators posed at the community consultation meetings. This supplemented the total volume of community input available for the Board to consider as it updated the strategic plan, as a total of 36 written submissions were received.

The Board published all of the feedback it received in reports available on its website.[2]

**Updating the Strategic Plan**

The Board used the community feedback it received in 2015 to review the 2015-2019 Strategic Plan with an eye for making improvements. As reported in the updated Strategic Plan, the Board found the community input it received was largely consistent with the goals and strategic directions of the strategic plan. Citizens were most supportive of the Strategic Plan's vision, "Creating a culture of safety for all." Based on the input it received, the Board made some revisions to the Strategic Plan. In particular, the Board clarified the scope of the Strategic Plan by providing more information on the strategic plan's relationship to the Winnipeg Police Service's 2016 Business Plan. The Service's 2016 Business Plan was reviewed by the Board's Governance Committee prior to publication and was presented at a public Board meeting in November 2015.

**Looking Ahead**

Following the community consultation meetings, Board staff debriefed with members of the community organization that provided facilitation services at the meetings. The Board also solicited and received input from the Winnipeg Police Service on strategies for improving public engagement in the future. The Board finished the year with a list of action items and a communications plan to improve the Board's consultation process in 2016.

[2] 2015 Consultation Results, http://www.winnipeg.ca/clerks/boards/WpgPoliceBoard/consultationsresults2015.stm

# A YEAR OF ACTIVITY AND ACHIEVEMENT

The Winnipeg Police Board had a highly productive 2015. In addition to reaching important strategic planning milestones, the Board completed a number of important projects.

**Using Training to Promote Board Excellence**

Between November 2014 and February 2015, four new Board members were appointed. To orient the new members and promote the capacity and cohesion of the entire Board, all Board members participated in training in 2015. Board members attended a day-long training session organized by the Manitoba Police Commission in March. Board members also attended numerous presentations given by the Winnipeg Police Service in March and April to provide the Board with information about the Service's structure and operations. In addition, new Board members reviewed large volumes of reference material on the Board, its governing legislation and its activities. The time and attention that Board members devoted to their training in the early part of 2015 enhanced the Board's effectiveness on all of its activities and projects.

**Participating in National Dialogue on Policing and Police Governance**

The Board continued to actively participate in the Canadian Association of Police Governance (CAPG) throughout 2015. The Board Chair accepted a nomination to CAPG's Board of Directors and became Chair of its Policy and Research Subcommittee. In September 2015, he attended the annual planning retreat for CAPG's Board of Directors, where the association shapes its future directions, events and activities.

In August 2015, the Board Chair, Board Member Loustel and the Executive Director represented the Board at CAPG's annual conference in Markham, Ontario. The conference included sessions on:

- Policing in diverse communities
- Understanding radicalization and responding with community mobilization
- Addressing the needs of victims of crime

There were also breakout sessions that allowed conference attendees to learn from the experience and best practices of other police agencies and a tour of Whitchurch-Stouffville's Community Safety Village, a facility that resembles a small village and hosts safety awareness training for students in the region.

The Board is also engaged in national dialogue on specific issues. Notably, Public Safety Canada hosted a summit on the economics of community safety and policing. The event brought together police agencies, police boards, academics, government and other stakeholders to discuss what resources are required to provide effective police services and whether there is a risk that policing costs will exceed the resources available to devote to them. In March 2015, the Board Chair represented the Board at this summit and shared his perspective on these discussions with his fellow Board members.

**Establishing the Indigenous Council on Policing and Crime Prevention**

In December 2014, the Board made a public commitment to establishing a council whose members would provide the Board with information and advice on how to ensure police services in Winnipeg met the needs, values and expectations of the city's Indigenous residents. After internal discussions about

the council's scope and objectives and the resources the Board could allocate to administrative support of the council, the Board consulted with local Indigenous leaders in May and June.

In July, the Board initiated an appointment process based on the advice of the Indigenous people with whom it consulted. The Board issued a call for nominations, reviewed submissions from the community and announced the inaugural members of the Indigenous Council on Policing and Crime Prevention in September 2015. The Council held two meetings and a ceremony before the end of the year and continues its work in 2016. As the Council begins to provide the Board with recommendations and advice, the Board will use the Council's input to find ways to improve police governance in Winnipeg and relations between Indigenous people and police.

**Planning for Performance**

For the first time in 2015, the Board developed and adopted an annual business plan. The Board is not required by legislation or by the Manitoba Police Commission to formalize its annual priorities in a business plan, but the Board took the initiative to set measurable goals and share them with the public. The Board adopted the 2015 Business Plan and published it on the Board's website.[3] Then, in December 2015, the Board published an implementation report that summarized its progress meeting each objective.[4]

**Strengthening Community Engagement**

The Board had many "firsts" in 2015. Several of these related to the Board's communication with citizens and stakeholders. In 2014, the Board hired a contractor to use advertisements and social media to promote the Board's annual consultation meetings. For 2015, the Board undertook these activities on its own. It advertised the Board's public consultation meetings in print and online media. Board staff created new content for the Board's website to explain the meeting process to citizens and provide them with the dates and locations of upcoming consultation meetings. Furthermore, the Board began using Twitter to share information on its activities with journalists, community organizations and citizens.

To strengthen its community presence, the Board acquired display materials so that it can have a booth at community events. Board staff used this equipment when they operated a booth at National Aboriginal Day Live at the Forks on June 20, 2015. Board staff distributed information about the Board, answered questions from the public, promoted the Board's public consultation meetings and offered comment cards for anyone wishing to submit written input on their public safety priorities.

With the benefit of this experience, the Board adopted its first annual communications plan[5] in November 2015. In the course of developing the document, the Board had critical discussions about the Board's message, its audiences, and how to make the best use of the Board's limited resources to promote public awareness of and engagement with the Board.

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[3] Winnipeg Police Service, *2016 Business Plan*, http://www.winnipeg.ca/police/stratplan/docs/2016_BP.pdf.
[4] Winnipeg Police Board, *2015 Business Plan Implementation Report,* http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14892&SectionId=&InitUrl=.
[5] 2016 Communications Plan, http://winnipeg.ca/clerks/boards/WpgPoliceBoard/pdfs/boardpublications/2016CommunicationsPlan.pdf.

# COMMITTEE HIGHLIGHTS

The Winnipeg Police Board has five committees, including two that were established in 2015. These committees are responsible for advising the Board and carrying out its day-to-day activities. Every Board member sits on at least two committees, and each committee provides the Board with public updates on its activities at regular meetings of the Board.

**Budget and Finance Committee**

***Mandate***

- Receives updates on the respective budgets of the Board and the Winnipeg Police Service
- Makes recommendations to the Board related to preparing and submitting budget estimates for the Winnipeg Police Service to Winnipeg City Council

***Members***

- Ken Matchett, Committee Chair
- Councillor Ross Eadie
- Leslie Spillett
- Councillor Scott Gillingham, ex officio member

***Highlights for 2015***

The Committee:

- Received regular budget reports and projections from the Winnipeg Police Service, asking questions and focusing on successive budget areas to improve Board understanding and oversight
- Studied issues that affect the Winnipeg Police Service budget, such as:
    - Equipment purchases
    - How the Service uses overtime to manage fluctuating workloads and critical events
- Heard proposals and advice from the Winnipeg Police Service before advising the Board with respect to budget estimates for the Winnipeg Police Service's 2015 and 2016 operating and capital budgets
- Heard proposals from the Winnipeg Police Service on the allocation of the Service's 2015 operating budget and providing a recommendation to the Board
- Received regular reports on the Board's budget performance

**Governance Committee**

***Mandate***

- Leads development of the Board's Rules of Practice and Procedure
- Leads development of the Board's policies for the effective management of the Winnipeg Police Service
- Provides advice and recommendations to the Board regarding its governance framework

***Members***

- Mary Jane Loustel, Committee Chair
- Angeline Ramkissoon
- Barry Tuckett

- Councillor Gillingham, ex officio member

***Highlights for 2015***

The Committee:

- Drafted revisions to the Rules of Practice and Procedure, Parts 1-8
- Drafted new additions to the Rules of Practice and Procedure:
    - Part 9 – Police Chief Position Description, Recruitment and Appointment
    - Part 10 – Police Chief Performance Monitoring
    - Part 11 – Complaints Against the Police Chief
- Drafted the Board's 2014 Annual Report for the Board's approval and publication
- Drafted the Board's 2015 Business Plan and 2015 Business Plan Implementation Report
- Assisted the Board in determining the critical path for administrative reports prepared by the Winnipeg Police Service
- Initiated the Board's policy development process and identifying the first eight policies to be developed

**Indigenous Liaison Committee**

***Mandate***

- Acts as the Board's point of contact for the Indigenous Council on Policing and Crime Prevention
- Advises the Board on how to consider and implement the Council's advice

***Members***

- Leslie Spillett, Committee Chair
- Mary Jane Loustel
- Councillor Scott Gillingham, ex officio member

***Highlights for 2015***

The Committee:

- Held its first meeting in September
- Established a working relationship with the Indigenous Council on Policing and Crime Prevention
- Provided the Council with information on the Board and its mandate so the Council can make informed recommendations on the Board's activities and its direction to the Winnipeg Police Service

**Risk Management and Audit Committee**

***Mandate***

- Reviews and assesses the Winnipeg Police Service's risk management framework and performance audits
- Leads the Board's internal risk management and evaluation activities

***Members***

- Barry Tuckett, Committee Chair
- Mary Jane Loustel
- Ken Matchett
- Councillor Scott Gillingham, ex officio member

***Highlights for 2015***

The Committee:

- Held its first meeting in April
- Reviewed four Winnipeg Police Service reports for audits in support of the Service maintaining its CALEA accreditation[6]
- Reviewed the Winnipeg Police Service's risk management framework
- Administered the Board's first annual informal performance evaluation by distributing questionnaires to all Board members and reviewing the preliminary results

**The Strategic Planning Steering Committee**

***Mandate***

- Provides direction on the organization of annual community consultation meetings and the development of multi-year strategic plans for the Winnipeg Police Service

***Members***

- Councillor Scott Gillingham, Committee Chair
- All members of the Winnipeg Police Board serve on this Committee
- Members of the Winnipeg Police Service Executive also sit on this Committee

***Highlights for 2015***

The Committee:

- Completed and published the Board's first strategic plan for the Winnipeg Police Service
- Organized and hosted six community consultation meetings
- Solicited and reviewed written submissions from the community on the Board's strategic plan
- Published reports on all community feedback collected as part of the consultation process
- Updated the strategic plan for 2016 and published it
- Identified ways to improve the Board's public consultation process in 2016

[6] For more information on the Winnipeg Police Service's accreditation with the Commission for the Accreditation of Law Enforcement Agencies, visit http://www.winnipeg.ca/police/abouttheservice/accreditation.stm.

## THE WINNIPEG POLICE BOARD BUDGET

The Board submitted its preliminary estimates for its own 2016 operating budget to the City of Winnipeg administration in June 2015. The Board does not undertake capital projects, so it does not have capital authorizations.

Board staff prepared quarterly reports on the Board's budget performance. These reports were reviewed by the Budget and Finance Committee and recommended to the Board for transmission to the City of Winnipeg's Standing Policy Committee on Finance. The Board's quarterly budget update reports were reviewed by the Board in April, June, September and November.

# THE WINNIPEG POLICE SERVICE BUDGET

The Winnipeg Police Board By-law requires the Board to provide Winnipeg City Council with an estimate for the Winnipeg Police Service's annual operating and capital budgets, along with any other budget information Council requires. The estimate must reflect the Board's assessment of what it will cost to provide police services that are adequate and effective. The estimate and any supporting materials shared by the Board help inform Council's decision of the what amount of the total City of Winnipeg budget to allocate to the Winnipeg Police Service.

Once the total amount of the Service's annual operating and capital budgets its set, the Board is responsible for allocating the budget and receiving regular reports from the Service on its budget performance.

**2015**

The City of Winnipeg initiated its budget development process for the 2015 fiscal year in 2014, and so the Board completed many steps in its budget planning process in 2014. In 2015, the Board refined its budget estimates based on the advice and data from the Winnipeg Police Service. After consulting with the Service, City administration and Executive Policy Committee, the Board's Committee of the Whole submitted its official budget estimates to City Council.

Allocation of the Service's capital budget was rolled into the Board's process for preparing its budget estimate. The Budget and Finance Committee met with the Winnipeg Police Service to discuss allocation of the 2015 operating budget in March and April. On April 24, the Committee of the Whole Board approved the allocations on the recommendation of the Budget and Finance Committee.

**2016**

The 2016 fiscal year will be the first year in which the Board's Strategic Plan for the Winnipeg Police Service will inform its preliminary work on the budget estimate. When, in May and June 2015, the Service presented information and advice to the Board on the 2016 budget, it included options that supported implementation of the Strategic Plan.

With input from the Service and the Board's Budget and Finance Committee, the Committee of the Whole Board passed a motion on June 16 authorizing submission of the preliminary budget estimates to the City of Winnipeg. The Board followed its submission up with a meeting with the Budget Working Group.

**Budget Reporting Throughout 2015**

Section 76 of the Board's Rules of Practice and Procedure require the Chief of the Winnipeg Police Service to provide monthly and quarterly budget update reports. These reports are reviewed by the Budget and Finance Committee. Quarterly reports are recommended to the Board for transmission to the City of Winnipeg's Standing Policy Committee on Finance.

The Budget and Finance Committee reviewed financial reports from the Winnipeg Police Service at each of its meetings in 2015. It used discussions with the Service to understand budget trends and risks.

Following review and discussion, the Committee recommended the Service's quarterly budget updates to the Board. The Board received these reports in April, June, September and December.

# FINANCIAL INFORMATION

**Audited Summary of Expenditures**

The Winnipeg Police Board submitted its financial records for audit and received an audited summary on June 22, 2016. The Board's audited summary of expenditures is attached as Appendix 3. An audited summary of revenues and expenditures for the Winnipeg Police Service is attached as Appendix 4.

**Board Member Remuneration Report**

The Winnipeg Police Board By-law states that citizen members of the Board shall receive remuneration. Board Members who are also City Councillors do not receive remuneration for their service to the Board. In 2015, this applied to Councillor Scott Gillingham, Chair of the Winnipeg Police Board, and to Councillor Ross Eadie. All other Board members received remuneration for any official Board or committee meetings they attended, as well as any training sessions arranged by the Board or the Manitoba Police Commission.

| | **Rate of Remuneration** | |
|---|---|---|
| **Meeting Length** | **Regular Members** | **Vice-Chair** |
| 4 hours or less | $109 | $190 |
| Over 4 hours | $192 | $336 |
| The Board Chair is entitled to remuneration at the same rate as the Vice-Chair in the event that Council appoints a citizen (who is not also a City Councillor) as Board Chair. | | |

| **2015 Board Member Remuneration Report as of December 31, 2015** | | |
|---|---|---|
| **Board Member** | **2015 Board & Committee Meetings Attended** | **Amount Paid** |
| Paul Edwards – Vice-Chair until February 2015 | 1 | $190.00 |
| Barry Tuckett – Vice-Chair as of February 2015 | 51 | $10,274.00 |
| David Keam – Board Member until February 2015 | 1 | $109.00 |
| Mary Jane Loustel – Board Member | 56 | $6,353.00 |
| Ken Matchett – Board Member as of February 2015 | 51 | $5,725.00 |
| Angeline Ramkissoon – Board Member | 32 | $3,571.00 |
| Leslie Spillett – Board Member | 47 | $5,372.00 |
| **Total** | | **$31,594.00** |

The five Board members who received remuneration for their participation on the Board and were active in December 2015 attended, on average, 47 meetings in 2015.

In 2014, a portion of Board members' remuneration was paid from the Board's commitment reserve and so a breakdown was necessary to show what portion of Board members' remuneration was paid with the commitment reserve. The Board did not have a commitment reserve in 2015.

# APPENDIX 1 – WINNIPEG POLICE BOARD MEETING MINUTES

To reduce the length of the Board's 2015 Annual Report, the Board is providing links to where its meeting minutes have been published on the City of Winnipeg's Decision Making Information System.

**January 9, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14006&SectionId=&InitUrl

**February 20, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14128&SectionId=&InitUrl

**March 6, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14162&SectionId=&InitUrl

**April 10, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14260&SectionId=&InitUrl

**May 1, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14325&SectionId=&InitUrl

**June 5, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14433&SectionId=&InitUrl

**September 11, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14609&SectionId=&InitUrl

**October 2, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14685&SectionId=&InitUrl

**November 6, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14794&SectionId=&InitUrl

**December 4, 2015:**
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=14892&SectionId=&InitUrl

# APPENDIX 2 – 2015-2019 STRATEGIC PLAN FOR THE WINNIPEG POLICE SERVICE

To reduce the length of the Board's 2014 Annual Report, the Board is providing a link to the Winnipeg Police Service Strategic Plan 2015-2019: http://winnipeg.ca/clerks/boards/pdfs/StrategicPlan2015.pdf.

The Board also published an updated version of the Strategic Plan in December 2015: http://winnipeg.ca/clerks/boards/WpgPoliceBoard/pdfs/StrategicPlanUpdate2016.pdf.

# APPENDIX 3 – WINNIPEG POLICE BOARD FINANCIAL INFORMATION

**KPMG LLP**
Suite 2000 - One Lombard Place
Winnipeg MB R3B 0X3
Canada

Telephone (204) 957-1770
Fax (204) 957-0808
Internet www.kpmg.ca

# INDEPENDENT AUDITORS' REPORT

To the Corporate Controller of the City of Winnipeg

We have audited the summary of expenditures of The City of Winnipeg - Winnipeg Police Board, ("the schedule") for the year ended December 31, 2015. This schedule has been prepared in accordance with the financial reporting provisions in The City of Winnipeg By-Law No 148/2012 dated November 28, 2012.

*Management's Responsibility for the Schedule*

Management is responsible for the preparation of the schedule in accordance with The City of Winnipeg By-Law No 148/2012 dated November 28, 2012 referred to above, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

*Auditors' Responsibility*

Our responsibility is to express an opinion on the schedule based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the schedule. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the schedule, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.
KPMG Canada provides services to KPMG LLP.

*Opinion*

In our opinion, the financial information in the statement of expenditures of The City of Winnipeg - Winnipeg Police Board is prepared in all material respects, in accordance with the financial reporting provisions in The City of Winnipeg By-Law No 148/2012 dated November 28, 2012.

*Basis of Accounting and Restriction on Use*

Without modifying our opinion, we draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to provide information to the City of Winnipeg and the Manitoba Police Commission regarding The City of Winnipeg By-Law 148/2012 dated November 28, 2012. As a result, the schedule may not be suitable for another purpose. Our report is intended solely for The City of Winnipeg and the Manitoba Police Commission, and should not be used by parties other than The City of Winnipeg and the Manitoba Police Commission.

KPMG LLP

Chartered Professional Accountants

June 22, 2016

Winnipeg, Canada

# THE CITY OF WINNIPEG
# WINNIPEG POLICE BOARD

Summary of Expenditures

Year ended December 31, 2015

| | 2015 | 2014 |
|---|---|---|
| Expenditures: | | |
| Staff wages | $274,878 | $215,516 |
| Consulting fees | - | 123,750 |
| Office rent | 56,851 | 42,638 |
| Honoraria | 32,512 | 26,227 |
| Public consultations and meetings | 14,309 | 19,244 |
| Other administration costs | 11,898 | 9,926 |
| Education and training | 11,115 | 15,286 |
| Professional services | 5,894 | 3,781 |
| WPS professional services | 5,400 | 12,960 |
| Furniture and equipment | 1,057 | 21,590 |
| Board memberships | 633 | 6,003 |
| Total expenses | $414,547 | $496,921 |
| Funded by commitment reserve (note 1 c) | - | (150,947) |
| Expenses charged against Winnipeg Police Board budget | $414,547 | $345,974 |

See accompanying notes to financial information.

# THE CITY OF WINNIPEG
# WINNIPEG POLICE BOARD

Notes to Financial Information

Year ended December 31, 2015

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**1. Significant accounting policies:**

(a) Basis of accounting:
This schedule has been prepared in accordance with the financial reporting provisions as set out in The City of Winnipeg ("the City") By-Law No. 148/2012 dated November 28, 2012. As a result, the schedule may not be suitable for other purposes. Winnipeg Police Board expenses are those charged against the Winnipeg Police Board budget in the General Revenue Fund and the Commitment Reserve Fund.

(b) Expenditures:
(i) Staff wages:
Agreements for employment of Board staff have been authorized and approved by The City of Winnipeg - Winnipeg Police Board ("the Board").

(ii) Honoraria:
The Board shall hold a minimum of nine (9) monthly meetings per year and shall annually hold a minimum of two additional public consultations to solicit community input on public safety issues and priorities.

Citizen members of the Board shall be paid the following remuneration by the City for time spent in attendance at meetings of the Board, including public consultations:
(a) Chair and Vice Chair:
(i) $190.00 for four (4) meeting hours or less;
(ii) $336.00 for more than four (4) meeting hours.
(b) Other Citizen members:
(i) $109.00 for four (4) meeting hours or less;
(ii) $192.00 for more than four (4) meeting hours.

(c) Commitment reserve:
An amount of $150,947 of the expenses reported during 2014 was charged to the City's Commitment Reserve Fund. The Commitment Reserve Fund was established by the City of Winnipeg for the purpose of allowing departments to carry forward committed budget dollars to the succeeding year thereby eliminating the need to re-budget.

# APPENDIX 4 – WINNIPEG POLICE SERVICE FINANCIAL INFORMATION

**Statement of Revenues and Expenses**

**THE CITY OF WINNIPEG -**
**WINNIPEG POLICE SERVICES**
**December 31, 2015**

**KPMG LLP**
Suite 2000 - One Lombard Place
Winnipeg MB R3B 0X3
Canada

Telephone (204) 957-1770
Fax (204) 957-0808
Internet www.kpmg.ca

# INDEPENDENT AUDITORS' REPORT

To the Winnipeg Police Board

We have audited the statement of revenues and expenses of The City of Winnipeg - Winnipeg Police Services, ("the schedule") for the year ended December 31, 2015. This schedule has been prepared in accordance with the financial reporting provisions in The City of Winnipeg By-Law No 148/2012 dated November 28, 2012.

*Management's Responsibility for the Schedule*

Management is responsible for the preparation of the schedule in accordance with The City of Winnipeg By-Law No 148/2012 dated November 28, 2012 referred to above, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

*Auditors' Responsibility*

Our responsibility is to express an opinion on the schedule based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the schedule. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the schedule, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.
KPMG Canada provides services to KPMG LLP.

*Opinion*

In our opinion, the financial information in the statement of revenues and expenses of The City of Winnipeg - Winnipeg Police Services for the year ended December 31, 2015 is prepared in all material respects, in accordance with the financial reporting provisions in The City of Winnipeg By-Law No 148/2012 dated November 28, 2012.

*Basis of Accounting and Restriction on Use*

Without modifying our opinion, we draw attention to Note 2 to the schedule, which describes the basis of accounting. The schedule is prepared to provide information to The City of Winnipeg, the Manitoba Police Commission and the Winnipeg Police Board regarding The City of Winnipeg By-Law No 148/2012 dated November 28, 2012. As a result, the schedule may not be suitable for another purpose. Our report in intended solely for The City of Winnipeg, the Manitoba Police Commission and the Winnipeg Police Board, and should not be used by parties other than The City of Winnipeg, the Manitoba Police Commission and the Winnipeg Police Board.

KPMG LLP

Chartered Professional Accountants

June 3, 2016

Winnipeg, Canada

**THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES**
**Statement of Revenues and Expenses**
**Year Ended December 31, 2015**

| | 2015<br>$ | 2014<br>$ |
|---|---|---|
| REVENUES | | |
| Provincial government grants | **19,322,948** | **19,354,474** |
| Regulation Fees | **22,019,959** | **19,530,674** |
| Sale of goods and services | **6,798,097** | **8,597,106** |
| Other revenue | **5,853** | **7,360** |
| Recoveries | **803,866** | **837,171** |
| TOTAL REVENUES | **48,950,723** | **48,326,785** |
| | | |
| EXPENSES (Schedule 1) | | |
| Salaries and benefits | **225,050,810** | **219,166,431** |
| Services | **15,886,959** | **15,374,223** |
| Materials - parts and supplies | **4,764,606** | **5,128,236** |
| Assets and purchases | **1,891,061** | **2,929,703** |
| Debt and finance charges | **362,384** | **477,337** |
| Grants transfers | **15,144,291** | **14,745,258** |
| TOTAL EXPENSES | **263,100,111** | **257,821,188** |
| Funded by Commitment Reserve (note 2 (b)) | **(1,210,596)** | **(698,216)** |
| NET TOTAL EXPENSES | **261,889,515** | **257,122,972** |
| **EXCESS OF EXPENSES OVER REVENUES** | **212,938,792** | **208,796,187** |

## 1. Nature of the organization:

Winnipeg Police Services, a department of The City of Winnipeg, has a mandate to ensure the safety of the lives and property of citizens; preserve peace and good order; prevent crimes from occurring; detect offenders; and enforce the law.

The City of Winnipeg (the "City") is a municipality that was created on January 1, 1972 pursuant to The City of Winnipeg Act, a statute of the Legislature of the Province of Manitoba (the "Province"). The City continued as a body corporate by virtue of the enactment by the Province of The City of Winnipeg Charter on January 1, 2003.

## 2. Significant Accounting Policies

The statement of revenue and expenses are prepared in accordance with Canadian public sector accounting standards.

(a) Basis of presentation:

These statements of revenue and expenses present the results of operations of the Winnipeg Police Services been accounted for on a stand-alone basis. Management has extracted the information used to prepare this statement of revenue and expenses from the consolidated financial statements of The City of Winnipeg.

This statement of revenue and expenses is not necessarily indicative of the results that would have been attained if the Winnipeg Police Services had been operated as a separate legal entity during the year presented.

The basis of accounting used in this statement of operations materially differs from Canadian public sector accounting standards because statements of financial position and cash flows are not included.

(b) Commitment reserve:

An amount of $1,210,596 of the expenses reported during 2015 (2014 - $698,216) was charged to the City’s Commitment Reserve Fund. The Commitment Reserve Fund was established by The City of Winnipeg for the purpose of allowing departments to carry forward committed budget dollars to the succeeding year thereby eliminating the need to re-budget.

### 3. Related party transactions

| Type of Charge | Category | 2015<br>$ |
|---|---|---|
| Municipal Accommodations | Rent | **$7,308,173** |
| City of Winnipeg- Corp Finance | Debt & finance | **$362,384** |
| City of Winnipeg – Fleet Service | Fleet-Insurance/Lease/Fuel | **$4,074,491** |
| City of Winnipeg – Corp Finance | Translation costs | **$9,000** |
| City of Winnipeg – Parking Authority | Parking rentals | **$175,329** |
| City of Winnipeg-Corporate Services | Postage meter | **$59,409** |
| City of Winnipeg- Corporate Finance | Cash to capital | **$4,986,000** |
| City of Winnipeg-Business Tech. | Radio shop services | **$389,166** |
| City of Winnipeg-Corporate Services | % of Salary of Occ. Health Nurse | **$83,157** |
| **Total** | | **$17,447,109** |

**THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES**
**Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses**
**Year ended December 31, 2015**

| | | 2015<br>$ | 2014<br>$ |
|---|---|---|---|
| **SALARIES** | | | |
| | Salaries - permanent | 170,915,862 | 168,109,831 |
| | Salaries - temporary | 420,121 | 349,926 |
| | Sick Leave and Severance Pay | 2,397,770 | 2,151,032 |
| | Vacation/Overtime cashout | 1,329,582 | 1,055,256 |
| | Shift premium | 975,373 | 985,107 |
| | Long service pay | 8,250 | 8,650 |
| | Overtime | 9,446,651 | 8,364,428 |
| | Standby Pay | 453,705 | 453,879 |
| | Fatality pension premium | 504,560 | 487,111 |
| | Payroll costs | 310,896 | 377,023 |
| | Pension Awards | 35,360 | 41,387 |
| | Vision care | 319,096 | 319,843 |
| | Interest and Administration | 332,469 | 314,261 |
| | Acting pay | 718,730 | 673,617 |
| | Furlough recoveries - permanent | (112,297) | - |
| **BENEFITS** | | | |
| | Civic pension | 26,852,084 | 25,286,480 |
| | Civic pension cash out | 30,791 | 118,710 |
| | Canada pension | 4,811,308 | 4,731,416 |
| | Employment insurance | 2,433,946 | 2,388,040 |
| | Dental plan | 2,026,737 | 1,882,629 |
| | Group insurance | 545,968 | 722,087 |
| | Medical Expenses | 237,059 | 288,744 |
| | Ambulance/hospital coverage | 56,789 | 56,974 |
| **TOTAL SALARIES AND BENEFITS** | | 225,050,810 | 219,166,431 |

**THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES**
**Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses**
**Year ended December 31, 2015**

| | | 2015<br>$ | 2014<br>$ |
|---|---|---|---|
| **SERVICES** | | | |
| | Professional and consultant services | 267,312 | 823,412 |
| | Office equipment maintenance | 1,005,836 | 925,890 |
| | Duffy's Taxi | 18,096 | 19,098 |
| | Freight and messenger services | 50,812 | 45,105 |
| | Non-professional services | 7,049,789 | 6,418,800 |
| | Janitorial Services | 5,077 | 12,992 |
| | Allocated department costs | 9,828 | 16,962 |
| | Auto allowance | 5,583 | 8,603 |
| | Light and Power | 14,572 | 15,872 |
| | Real property contracts - construction and maintenance | 38,472 | 23,716 |
| | Vehicle Maintenance | 162,061 | 191,842 |
| | Towing Services | 34,368 | 42,227 |
| | Cleaning and Laundry | 67,931 | 67,448 |
| | Other Equipment Servicing | 553,351 | 381,448 |
| | Printing,Binding,Photocopying | 62,226 | 71,490 |
| | Telephone-Regular Desk Set | 409,132 | 378,719 |
| | Telephone-Cellular | 419,112 | 398,168 |
| | Telephone-Alarm Systems | 698 | 4,654 |
| | Data Comm DSL | 631,794 | 572,301 |
| | Advertising | 1,150 | 72,512 |
| | Insurance and Licenses-Auto | 253,555 | 217,399 |
| | Fleet Insurance | 810,490 | 746,481 |
| | Drivers' Licenses | 21,204 | 13,096 |
| | Certificates,Permits,Licenses | 35,246 | 34,133 |
| | Hauling Expense | 42,849 | 38,149 |
| | Rentals | 583,105 | 558,403 |
| | Fleet Capital Lease | 1,949,162 | 1,941,301 |
| | Equipment Rental-External | 245,707 | 213,273 |
| | Parking Space Rental | 175,330 | 166,507 |
| | Meal Expense | 6,465 | 4,439 |
| | Luncheons, Receptions & Events | 47,685 | 50,676 |
| | Membership Fees | 26,949 | 30,546 |
| | Postage | 59,409 | 52,539 |
| | Training,Workshops and Tuition | 582,155 | 556,082 |
| | Conferences | 21,951 | 27,927 |
| | Conferences Involving Travel | 171,870 | 169,662 |
| | Travel-City Business | 46,627 | 62,351 |
| | | 15,886,959 | 15,374,223 |

**THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES**
**Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses**
**Year ended December 31, 2015**

| | 2015<br>$ | 2014<br>$ |
|---|---|---|
| **MATERIALS, PARTS AND SUPPLIES** | | |
| Photographic Supplies | 12,848 | 11,513 |
| Stationery and Office Supplies | 206,523 | 200,088 |
| Periodicals and Subscriptions | 33,044 | 17,927 |
| Computer Software | 40,228 | 54,615 |
| Medical,Dental & Lab Supplies | 64,072 | 45,169 |
| Animal Food and Supplies | 10,341 | 9,741 |
| Cleaning Supplies | 51,194 | 30,380 |
| Other Operating Supplies | 729,213 | 536,297 |
| Small Tools | 3,125 | 6,877 |
| Uniforms & Protective Clothing | 368,877 | 366,736 |
| Uniforms/Clothing Other | 757,983 | 866,964 |
| Motive Fuels and Lubricants | 260,898 | 304,332 |
| Lubricants | 2,170 | 23,288 |
| Fleet Fuel | 1,314,840 | 1,702,884 |
| Electrical and Communication | 3,164 | 4,767 |
| Automotive Parts | 495,276 | 529,472 |
| Clothing Allowance | 413,241 | 414,694 |
| Inventory Adjustment | (2,431) | 2,492 |
| | 4,764,606 | 5,128,236 |
| **ASSETS AND PURCHASES** | | |
| Motive Equipment | 113,278 | 90,820 |
| Elec,Light and Comm Equipment | 195,543 | 147,440 |
| Office Equipment | 5,639 | 1,615 |
| Other Equipment | 496,641 | 1,759,847 |
| Computer Hardware | 459,178 | 763,356 |
| Office Furniture | 613,816 | 154,238 |
| Books | 6,966 | 5,907 |
| Other Personal Property | - | 6,480 |
| | 1,891,061 | 2,929,703 |
| **TOTAL DEBT AND FINANCES** | | |
| Interest | 39,671 | 53,657 |
| Principal | 191,033 | 253,271 |
| Letter of Credit Fees | 101,092 | 142,099 |
| Debenture Issue Expense | 11,312 | 10,288 |
| Credit Card Commission | 19,276 | 18,022 |
| | 362,384 | 477,337 |
| **TOTAL GRANTS** | | |
| Grants-Cash | 55,814 | 54,514 |
| Claims | 26,118 | 51,123 |
| Claims-Vehicles | - | 2,758 |
| Claims | 252,196 | 260,460 |
| | 334,128 | 368,855 |
| **TRANSFERS TO OTHER FUNDS** | | |
| Tsf to General Capital Fund | 212,013 | - |
| Tsf to GCF-cash to capital | 4,986,000 | 4,143,000 |
| Tsf to Insurance Reserve | 27,232 | (95,712) |
| Tsf to Civic Accommodations | 7,308,173 | 7,405,120 |
| Tsf to Commitment Reserve | 1,826,440 | 2,466,505 |
| Inter-Dept Tsf to GRF - BTS | 389,166 | 387,230 |
| Inter-Dept Tsf to GRF - HRPS | 83,157 | 87,608 |
| Purchasing Card Rebate | (22,018) | (17,348) |
| | 14,810,163 | 14,376,403 |
| ***Total Expenses*** | 263,100,111 | 257,821,188 |