

CITY OF HAMILTON

CORPORATE SERVICES DEPARTMENT
Financial Planning & Policy Division

TO: Chair and Members Audit, Finance and Administration Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: February 17, 2011	
SUBJECT/REPORT NO: 2011 Tax Supported Operating Budget – Corporate Services (FCS11023c) (City Wide)	
SUBMITTED BY: Roberto Rossini General Manager Finance & Corporate Services Department	PREPARED BY: Gershom Moyo (905) 546-2424 ext 4522 Tom Hewitson (905) 546-2424 ext 4159
SIGNATURE:	

RECOMMENDATION

- (a) That the 2011 net operating levy for Corporate Services of \$18,870,924 be considered;
- (b) That the 2011 Requested Program Enhancements pertaining to Corporate Services as per Appendix Three to report FCS11023c be considered.

EXECUTIVE SUMMARY

The draft 2011 Corporate Services budget is submitted for Council's consideration.

2010 Budget	\$18,935,900
2011 Base Budget ¹	\$18,870,900
2011 Savings Options	\$0
2011 Draft Budget	\$18,870,900
\$ Change	(\$65,000)
% Change	(0.3%)

¹ inclusive of base budget savings (see Appendix Two for details)

As shown above, the draft 2011 Corporate Services budget results in a net levy reduction of approximately -\$65,000 or -0.3%. The major cost drivers being:

✓ Increase in OMERS costs	\$195,000
✓ Increase in Government/Employer Benefits	\$88,900
✓ Software License Fees	\$178,000
✓ Net Increase in Investment Income	\$(201,000)

These increases have been mitigated by reductions in administrative and operating expenses across the department. As well, there has been an increase in cost recoveries from eligible program areas and capital projects in line with the Council approved cost recovery methodology.

Base Budget Savings

In preparation of the 2011 draft budget, Senior Management Team directed departments to thoroughly review their budgets in an effort to identify all potential budget savings which can be achieved with no impact on service delivery. These "base" budget savings include such things as efficiencies, revenues and zero impact reductions. Although SMT continues its internal process to develop additional budget savings, included in the 2011 draft budget are the base budget savings which have been identified to date. Appendix Two to report FCS11023c identifies these base budget savings totalling -\$193,000 (updated from -\$144,000 identified in the Budget Summary Report FCS11023) which have been identified within the Corporate Services budget.

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Requested Program Enhancements

Corporate Services is requesting additional program enhancements totalling \$184,000 (net) / 3.0 FTE as identified in the following table. These enhancements are not included in the draft 2011 budget pending Council consideration.

Requested Program Enhancements	FTE	Annualized Impact	
		Gross	Net
Provide a single point of contact for Automated Vehicle Location for EMS, Water, and By-law enforcement	0.50	46,500	-
Wireless Network expansion required for various City departments	1.00	97,000	97,000
Infrastructure sustenance required for Transit support systems	0.50	46,500	-
Manage Office Printing and Supplies Contract per Audit recommendation	1.00	87,000	87,000
Total Requested Program Enhancements	3.00	\$ 277,000	\$ 184,000

The detailed forms on these requested program enhancements are included in Appendix Three to report FCS11023c.

Complement

The 2011 draft complement for the Corporate Services is 300.84 FTE, representing a reduction of -1.06 FTE when compared to the 2010 restated complement. This reduction is as a result of -1.0 FTE reduction to a Customer Service Representative and a small -0.06 FTE reduction for a part-time student in Clerks.

	2010		2011 Draft	2011 Draft vs 2010 Restated	
	Approved	Restated			
Corporate Services	301.90	301.90	300.84	(1.06)	-0.4%

Alternatives for Consideration – See Page 5

FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)

Financial: The draft 2011 Corporate Services budget results in a net levy decrease of approximately -\$65,000 or -0.3%.

Staffing: The draft 2011 Corporate Services budget results in a complement of 300.84 FTE. This represents a reduction of -1.06 FTE from the 2010 restated complement.

Legal: N/A

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HISTORICAL BACKGROUND (Chronology of events)

As directed by the General Issues Committee (GIC) on January 21st, staff are bringing forward the 2011 draft budget based on the City's current position. The budget summaries and overviews for Corporate Services are included in the attached Appendix One to report FCS11023c. Senior Management Team will continue its internal process to develop further budget savings and present these during budget deliberations in March/April, 2011.

POLICY IMPLICATIONS

N/A

RELEVANT CONSULTATION

The budget has been developed in conjunction with internal and external partners.

ANALYSIS / RATIONALE FOR RECOMMENDATION

(include Performance Measurement/Benchmarking Data, if applicable)

As indicated, the Corporate Services draft budget is decreasing by approximately -\$65,000 or -0.3%. The following table identifies the draft budget by division.

	2010		2011			2011 Draft vs. 2010 Budget	
	Budget	Projected Actuals	Base Budget	Savings Options	Draft Budget	\$	%
CORPORATE SERVICES							
Administration	237,067	227,891	235,575	0	235,575	(1,492)	(0.6)%
Financial Planning and Policy (1)	878,483	450,685	504,926	0	504,926	(373,558)	(42.5)%
City Clerk	1,489,222	1,499,222	1,512,152	0	1,512,152	22,930	1.5%
Customer Service, Access & Equity	4,453,897	4,259,053	4,468,487	0	4,468,487	14,590	0.3%
Information Services (2)	7,231,723	7,231,723	7,430,666	0	7,430,666	209,428	2.9%
Treasury Services	4,655,967	4,939,261	4,719,118	0	4,719,118	63,152	1.4%
TOTAL CORPORATE SERVICES	18,935,874	18,607,835	18,870,924	0	18,870,924	(64,950)	(0.3)%

Major year-on-year variances are due to the following:

1. Financial Planning & Policy
 - ✓ Increase in cost recoveries \$ (222,000)
 - ✓ Net increase in investment income \$ (201,000)
 - ✓ Increase in Govt/Employer Benefits \$ 48,000

**SUBJECT: 2011 Tax Supported Operating Budget - Corporate Services
(FCS11023c) (City Wide) - Page 5 of 5**

2. Information Services

✓ Increase in Software License Fees	\$178,000
✓ Increase in Govt/Employer Benefits	\$83,000
✓ Reductions in administrative and operating costs	\$(52,000)

Increases in the other divisions are largely driven by OMERS and benefits costs.

ALTERNATIVES FOR CONSIDERATION

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

As part of the budget deliberations, Council can direct changes to the budget as required. Staff will also continue to monitor the 2010 year-end actuals in an effort to identify further opportunities to reduce the 2011 budget.

CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

Financial Sustainability

◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

Healthy Community

◆ An engaged Citizenry

APPENDICES / SCHEDULES

Appendix One – 2011 Departmental & Divisional Overviews

Appendix Two – 2011 Base Budget Savings

Appendix Three – 2011 Requested Program Enhancements

APPENDIX 1

DEPARTMENT / DIVISIONAL OVERVIEWS

2011 Budget

CORPORATE SERVICES



Hamilton

Corporate Services

2011 Budget

OVERVIEW

Purpose / Function

- To provide for the efficient delivery of administrative services by supporting Council and Operating Departments in the delivery of customer-focused City services. To advise Council on financial management strategies in order to assist Council in meeting its' goals while maintaining the City's credit worthiness.

Services Provided

- General Manager Financial Planning & Policy
- Treasury Services Customer Service, Access & Equity
- City Clerk Information Services

2010 NET BUDGET	\$18,935,874
2011 NET REQUESTED BUDGET	\$18,870,924
2011 NET CHANGE	\$(64,950)
2011 FTE	402.39 *

* Includes 101.55 FTE F&A staff whose budgets are included within operating departments

Corporate Services

2011 Budget

OVERVIEW

Major CHALLENGES the Department is facing, today...

- Financial Sustainability and need to grow the economy and non-residential tax base
- 2011 Budget challenges and pressures and keep tax increase to 2% or less.
- Tax Arrears and Revenue pressures eg. POA, Supplementary Assessment
- Lack of IT resources and investments
- Web site problems: governance, search engine, managing info, more business transactions, etc.
- Increasing Customer Service expectations, AODA Legislation & Regulatory compliance
- Proactive Risk Management and reducing legal exposures and law suits
- Maintaining a balance between effective, streamlined Purchasing and transparency / fairness
- Post Election de-brief / Ward Boundary Review for 2014 Election
- Demands to continually reduce costs, but achieve results with limited resources
- Infrastructure financing and impacts on future debt and reserves
- Need for change management process, tools and resources to assist in development and implementation of efficiency measures
- Legislative changes (Bill 212) affecting POA



Corporate Services

2011 Budget

OVERVIEW

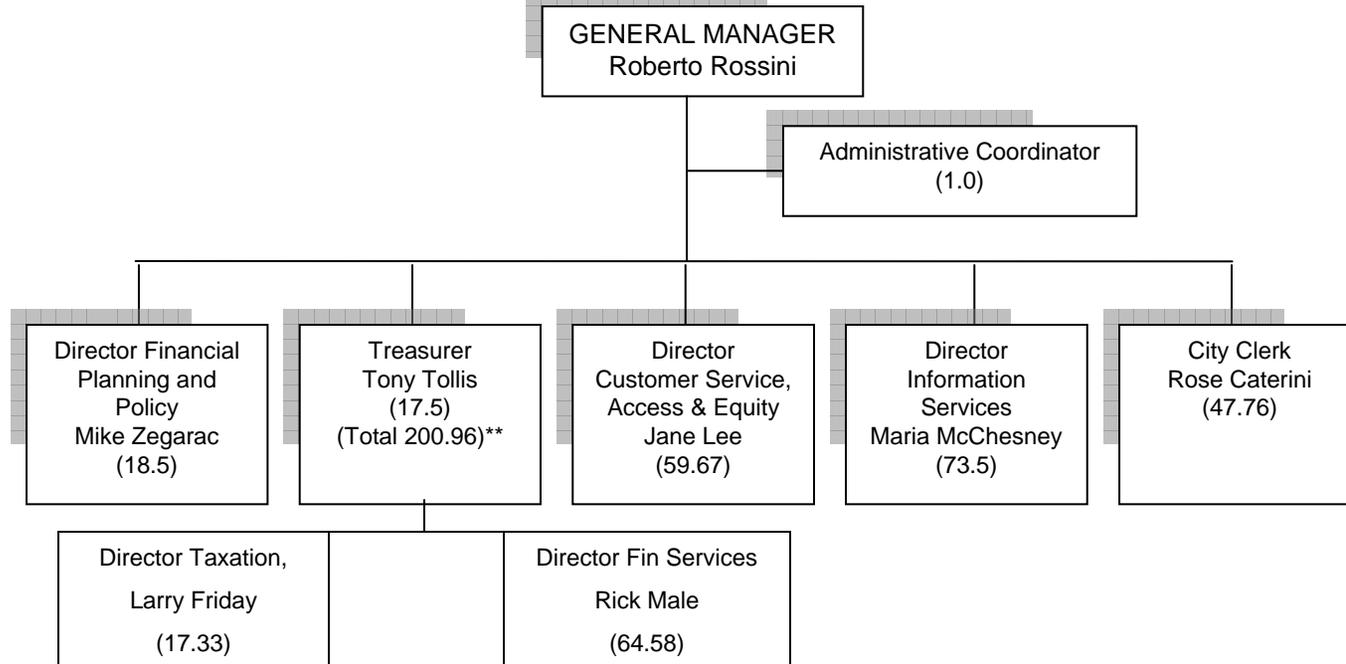
Corporate Priority Plan / Strategic Plan – 2011 Initiatives/Objectives

- Continue to maintain 90% rate responding to MFIPPA requests within 30 days
- Move to new facility for off-site records storage
- 2010 Municipal Election de-brief and Ward Boundary Review
- Implementation of Payment Card Industry (PCI) Compliance requirements for Credit Card Security
- Accounts Payable Program Review
- Review & Improvement of Efficiencies in Payment Processing
- Pan Am Games (stadium and Velodrome Business Case and Financing Plan, and Social Inclusion Strategy)
- Preparing Financial Sustainability Plan
- Continuing to lobby the Province for fair funding and uploading the cost of social services
- Building an Information Services Strategy
- Institute dynamic pension investments policy
- Implement new corporate contracts and management policies for printers, cellular devices and desktops/laptops
- Develop 2011 Departmental Business and Work plans
- Maintain City Credit Rating (F2-DER 2.2)
- Call Rationalization Implementation
- Implement Workforce Management & Quality Monitoring
- Corporate implementation of AODA Regulations
- Developing and implementing the 2011 AODA Accessibility Plan
- Implementing the Equity & Inclusion Policy – tools development & communications
- Review, Revise and Develop Financial Policies and Procedures (F2-DER 2.2)
- Initiate Development of Multi-Year Budgeting and Business Planning (F2)
- Performance Management “Dashboard” Pilot Project (F2)
- Manage Development Charge Appeals (F2)
- Deliver 2011 Levy Rate Supported Budgets (F2)
- Build Disaster Recovery Facility
- Implement recommendations from the Purchasing Program Review

Corporate Services

2011 Budget

OVERVIEW



Complement (FTE)	Management	Distributed Management**	Other Staff	Distributed Staff**	Total	Staff to Mgt Ratio
2010	23.00	3.00	277.84	98.55	402.39	14.48
2011	25.00	3.00	275.84	98.55	402.39	13.37
Change	2.00	0.00	(2.00)	0.00	0.00	(1.13)

** Includes 101.55 fte F&A staff whose budgets are included within operating departments

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Corporate Services

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
City Clerk	1,489,222	1,499,222	1,512,152	0	1,512,152	22,930	1.5%
Corporate Services - Administration	237,067	227,891	235,575	0	235,575	(1,492)	(0.6)%
Customer Service	4,453,897	4,259,053	4,468,487	0	4,468,487	14,590	0.3%
Financial Planning & Policy	878,483	450,685	504,926	0	504,926	(373,558)	(42.5)%
Information Services	7,221,238	7,231,723	7,430,666	0	7,430,666	209,428	2.9%
Treasury Services							
> <i>Financial Services</i>	3,303,748	3,350,000	3,359,606	0	3,359,606	55,858	1.7%
> <i>Taxation</i>	707,109	705,200	683,497	0	683,497	(23,612)	(3.3)%
> <i>Other</i>	<u>645,110</u>	<u>884,061</u>	<u>676,016</u>	<u>0</u>	<u>676,016</u>	<u>30,905</u>	<u>4.8%</u>
<i>Total</i>	4,655,967	4,939,261	4,719,118	0	4,719,118	63,152	1.4%
NET LEVY	18,935,874	18,607,835	18,870,924	0	18,870,924	(64,950)	(0.3)%

CITY OF HAMILTON

2011 TAX OPERATING BUDGET

By Cost Category

Corporate Services

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	2011 Draft \$	%
<i>EMPLOYEE RELATED COST</i>	25,927,230	26,024,313	26,123,066	0	26,123,066	195,835	0.8%
<i>MATERIAL AND SUPPLY</i>	2,328,463	2,433,970	2,486,544	0	2,486,544	158,081	6.8%
<i>VEHICLE EXPENSES</i>	22,190	22,190	23,300	0	23,300	1,110	5.0%
<i>BUILDING AND GROUND</i>	417,454	416,622	355,288	0	355,288	(62,166)	(14.9)%
<i>CONSULTING</i>	199,470	199,470	201,470	0	201,470	2,000	1.0%
<i>CONTRACTUAL</i>	2,895,990	2,901,223	2,906,542	0	2,906,542	10,552	0.4%
<i>RESERVES / RECOVERIES</i>	(2,066,606)	(2,119,288)	(2,039,754)	0	(2,039,754)	26,852	1.3%
<i>COST ALLOCATIONS</i>	(4,490,462)	(4,470,361)	(4,734,766)	0	(4,734,766)	(244,304)	(5.4)%
<i>FINANCIAL</i>	1,079,020	1,087,661	1,199,720	0	1,199,720	120,700	11.2%
TOTAL EXPENDITURES	26,312,749	26,495,800	26,521,409	0	26,521,409	208,660	0.8%
<i>FEES AND GENERAL</i>	(5,987,433)	(6,431,255)	(6,054,354)	0	(6,054,354)	(66,921)	(1.1)%
<i>TAX AND RATES</i>	(130,000)	(130,000)	(133,000)	0	(133,000)	(3,000)	(2.3)%
<i>RESERVES</i>	(1,259,442)	(1,326,710)	(1,463,131)	0	(1,463,131)	(203,689)	(16.2)%
TOTAL REVENUES	(7,376,875)	(7,887,965)	(7,650,485)	0	(7,650,485)	(273,610)	(3.7)%
NET LEVY	18,935,874	18,607,835	18,870,924	0	18,870,924	(64,950)	(0.3)%

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Corporate Services - Administration
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	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
General Manager	237,067	227,891	235,575	0	235,575	(1,492)	(0.6)%
NET LEVY	237,067	227,891	235,575	0	235,575	(1,492)	(0.6)%

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Cost Category

Corporate Services - Administration

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
<i>EMPLOYEE RELATED COST</i>	326,870	317,602	324,332	0	324,332	(2,538)	(0.8)%
<i>MATERIAL AND SUPPLY</i>	7,730	7,730	7,730	0	7,730	0	0.0%
<i>BUILDING AND GROUND</i>	460	460	340	0	340	(120)	(26.1)%
<i>CONTRACTUAL</i>	5,806	5,890	5,890	0	5,890	84	1.4%
<i>RESERVES / RECOVERIES</i>	8,702	8,710	8,682	0	8,682	(20)	(0.2)%
<i>COST ALLOCATIONS</i>	(116,211)	(116,211)	(115,108)	0	(115,108)	1,103	0.9%
<i>FINANCIAL</i>	3,710	3,710	3,710	0	3,710	0	0.0%
TOTAL EXPENDITURES	237,067	227,891	235,575	0	235,575	(1,492)	(0.6)%
TOTAL REVENUES	0	0	0	0	0	0	0.0%
NET LEVY	237,067	227,891	235,575	0	235,575	(1,492)	(0.6)%

Corporate Services

2011 Budget

CITY CLERK'S

Purpose / Function

- To provide efficient and timely support and regulatory programs to Council, citizens, staff and external groups in order to ensure compliance with legislative requirements and procedures.

Services Provided

Information Management and Records

Vital Statistics

Legislative Services

Print Shop / Mail Room

Provincial Offences Court Admin

Freedom of Information

Elections

2010 NET BUDGET	\$1,489,222
2011 NET REQUESTED BUDGET	\$1,512,152
2011 NET CHANGE	\$22,930
2011 FTE	47.76



Hamilton

Corporate Services

2011 Budget

CITY CLERK'S

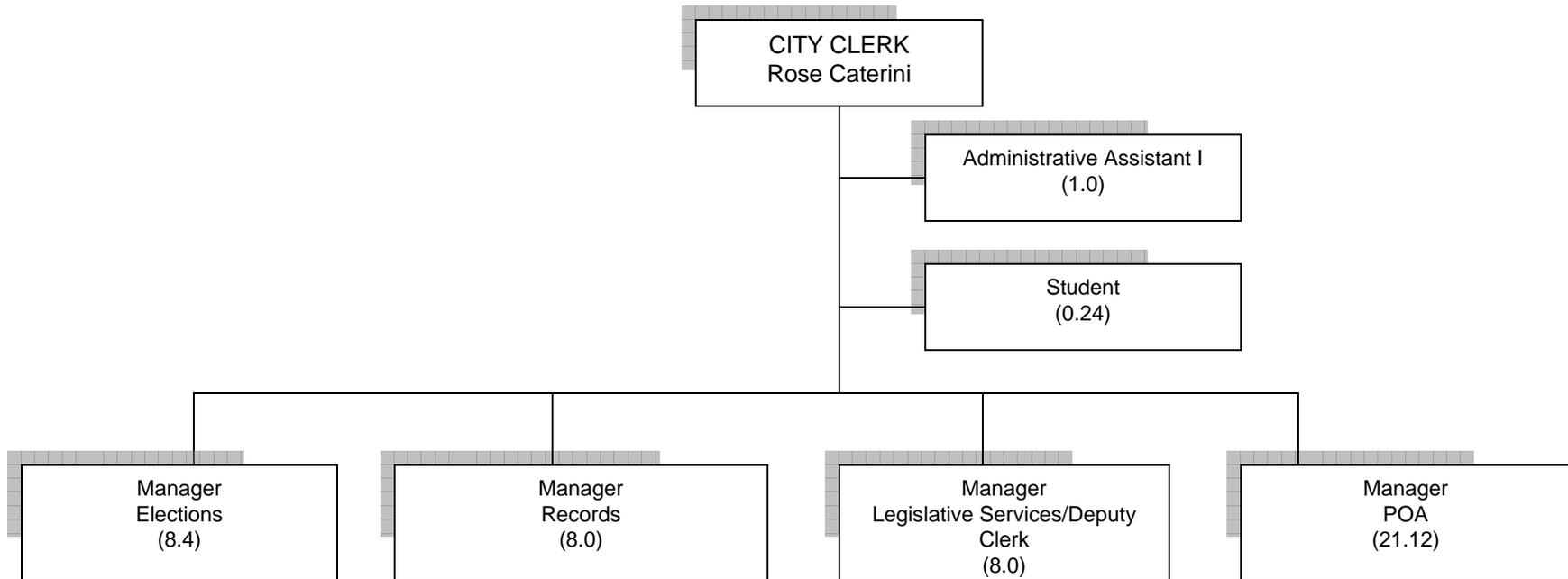
Corporate Priority Plan / Strategic Plan – 2010 Accomplishments

- Maintained 90% plus response rate on responding to MFIPPA requests within 30 days
- Updated Procedural By-law enacted incorporating amendments to legislation and parliamentary practice
- Implementation of Electronic Document Records Management System
- Supported Governance Committee
- Implementation of 2010 Municipal Election
- New term Governance Meetings – Orientation Meeting, Nominating Meeting & Inaugural Meeting
- Organized orientation sessions for Citizens applying to Volunteer Committees
- Participated in implementation of electronic voting system in Council Chambers
- Participated in implementing webcasting services for Council/Committee meetings to improve customer service to public

Corporate Services

2011 Budget

CITY CLERK'S



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2010	4.00	43.82	47.82	10.96
2011	6.00	41.76	47.76	6.96
Change	2.00	(2.06)	(0.06)	(4.0)



CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

City Clerk

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
City Clerk - Admin	1,705	0	(3,965)	0	(3,965)	(5,670)	(332.5)%
Counter Services	(166,299)	(160,000)	(164,567)	0	(164,567)	1,732	1.0%
Elections	246,720	252,685	249,382	0	249,382	2,662	1.1%
FOI	112,569	110,500	125,446	0	125,446	12,877	11.4%
Legislative Support	735,822	729,562	723,445	0	723,445	(12,377)	(1.7)%
POA	0	0	0	0	0	0	0.0%
Print & Mail	155,718	159,584	169,410	0	169,410	13,692	8.8%
Records	402,986	406,891	412,999	0	412,999	10,013	2.5%
NET LEVY	1,489,222	1,499,222	1,512,152	0	1,512,152	22,930	1.5%

CITY OF HAMILTON

2011 TAX OPERATING BUDGET

By Cost Category

City Clerk

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	\$	%
<i>EMPLOYEE RELATED COST</i>	3,983,182	4,091,800	3,981,397	0	3,981,397	(1,785)	(0.0)%
<i>MATERIAL AND SUPPLY</i>	864,947	867,493	864,947	0	864,947	0	0.0%
<i>VEHICLE EXPENSES</i>	17,150	17,150	18,140	0	18,140	990	5.8%
<i>BUILDING AND GROUND</i>	151,222	151,494	149,920	0	149,920	(1,302)	(0.9)%
<i>CONTRACTUAL</i>	416,834	420,398	417,105	0	417,105	271	0.1%
<i>RESERVES / RECOVERIES</i>	(572,995)	(556,435)	(552,378)	0	(552,378)	20,617	3.6%
<i>COST ALLOCATIONS</i>	(479,527)	(477,400)	(561,750)	0	(561,750)	(82,223)	(17.1)%
<i>FINANCIAL</i>	501,930	530,830	501,930	0	501,930	0	0.0%
TOTAL EXPENDITURES	4,882,743	5,045,330	4,819,311	0	4,819,311	(63,432)	(1.3)%
<i>FEES AND GENERAL</i>	(3,351,811)	(3,504,398)	(3,265,449)	0	(3,265,449)	86,362	2.6%
<i>RESERVES</i>	(41,710)	(41,710)	(41,710)	0	(41,710)	0	0.0%
TOTAL REVENUES	(3,393,521)	(3,546,108)	(3,307,159)	0	(3,307,159)	86,362	2.5%
NET LEVY	1,489,222	1,499,222	1,512,152	0	1,512,152	22,930	1.5%

Corporate Services

2011 Budget

CUSTOMER SERVICE, ACCESS & EQUITY

Purpose / Function

- Customer service through telephone & e-mail at the Customer Contact Centre 546-CITY (2489); a 24/7 operation which responds to After Hours Municipal Emergency calls
- In person customer service at the Citizen Service Centre in City Hall & 5 Municipal Service Centres
- Access & Equity Office develops & implements internal & external initiatives that ensure equitable & inclusive access to city services, programs & opportunities
 - work with departments & community to identify needs, barriers & strategies to address inequities;
 - an emphasis on anti-racism and accessibility;
- Provide support/training/advice to internal departments & Council regarding customer service, access & equity matters

Services Provided

- Administration
- Customer Contact Centre
- Access & Equity
- Municipal Service Centres

2010 NET BUDGET	\$4,453,897
2011 NET REQUESTED BUDGET	\$4,468,487
2011 NET CHANGE	\$14,590
2011 FTE	59.67

Corporate Services

2011 Budget

CUSTOMER SERVICE, ACCESS & EQUITY

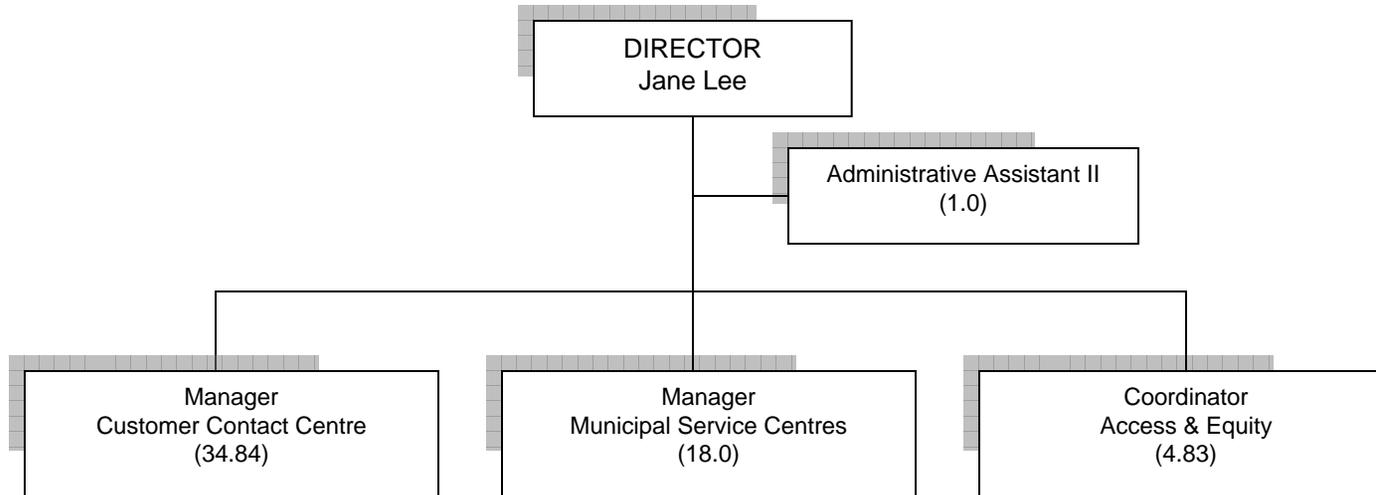
Corporate Priority Plan / Strategic Plan – 2010 Accomplishments

- Completed consolidation of Citizen Service Centre at City Hall
- Completed restructuring of Municipal Service Centre staffing model
- Confirmed Service Canada partnership to expand service to Ancaster Municipal Service Centre and Citizen Service Centre at City Hall
- Workforce and Quality Management project launch at Customer Contact Centre
- Developed an enhanced security plan at Customer Contact Centre with Bill 168 amendments to the Occupational Health and Safety Act
- Enhanced Customer Contact Centre Business Continuity Plan
- Analysis of operational impacts and development of preliminary steps to implementation of the Call Handling Efficiency Review
- Completion and Approval of Corporate Equity and Inclusion policy
- Continued inter-departmental implementation of the Customer Service Standard of the Accessibility for Ontarians with Disabilities Act
- Developed policies and procedures for implementation of AODA Customer Service Standard
- Completion of first Compliance report for Compliance with the AODA Customer Service Standard
- Completed AODA Customer Service Handbook
- Completed 2010 Accessibility Plan

Corporate Services

2011 Budget

CUSTOMER SERVICE, ACCESS & EQUITY



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2010	4.00	56.67	60.67	14.17
2011	4.00	55.67	59.67	13.92
Change	0.00	(1.00)	(1.00)	(0.25)



CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Customer Service

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Access & Equity	475,716	558,329	485,574	0	485,574	9,858	2.1%
AODA Accessibility	100,000	0	100,000	0	100,000	0	0.0%
Customer Contact Centre	2,296,878	2,124,695	2,277,501	0	2,277,501	(19,378)	(0.8)%
Customer Service - Administration	287,004	286,452	290,007	0	290,007	3,003	1.0%
Municipal Service Centre	1,294,298	1,289,577	1,315,406	0	1,315,406	21,107	1.6%
NET LEVY	4,453,897	4,259,053	4,468,487	0	4,468,487	14,590	0.3%

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Cost Category

Customer Service

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	\$	%
<i>EMPLOYEE RELATED COST</i>	4,144,159	3,953,460	4,175,206	0	4,175,206	31,047	0.7%
<i>MATERIAL AND SUPPLY</i>	95,687	94,487	94,487	0	94,487	(1,200)	(1.3)%
<i>BUILDING AND GROUND</i>	77,492	76,388	63,430	0	63,430	(14,062)	(18.1)%
<i>CONSULTING</i>	149,510	149,510	149,510	0	149,510	0	0.0%
<i>CONTRACTUAL</i>	82,716	77,975	83,194	0	83,194	478	0.6%
<i>RESERVES / RECOVERIES</i>	89,013	91,913	87,340	0	87,340	(1,673)	(1.9)%
<i>COST ALLOCATIONS</i>	(213,740)	(213,740)	(213,740)	0	(213,740)	0	0.0%
<i>FINANCIAL</i>	29,060	29,060	29,060	0	29,060	0	0.0%
TOTAL EXPENDITURES	4,453,897	4,259,053	4,468,487	0	4,468,487	14,590	0.3%
NET LEVY	4,453,897	4,259,053	4,468,487	0	4,468,487	14,590	0.3%

Corporate Services

2011 Budget

FINANCIAL PLANNING & POLICY

Purpose / Function

- To provide sound financial planning in the areas of Operating and Capital Budgets, Tax and Fiscal Policy, and Investments, as well as, providing accurate and timely financial information to Senior Management Team and Council.

Services Provided

Provides corporate financial planning, policy and strategic advice through the General Manager of Finance and Corporate Services, to Council, its committees, the City Manager, and to divisions, agencies, boards and commissions.

Performs short and long-term borrowing and investment for the Corporation, and develops and monitors related policies

2010 NET BUDGET	\$878,483
2011 NET REQUESTED BUDGET	\$504,926
2011 NET CHANGE	\$(373,558)
2011 FTE	18.5



Corporate Services

2011 Budget

FINANCIAL PLANNING & POLICY

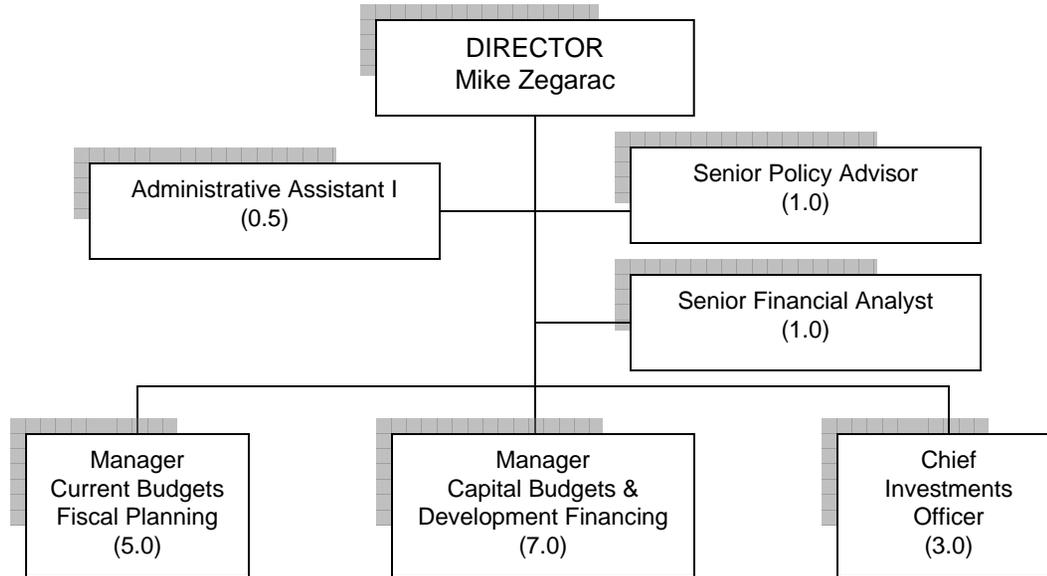
Corporate Priority Plan / Strategic Plan – 2010 Accomplishments

- Review /revise & develop Financial Policies and Procedures F2-DER 2.1
- Maintain City Credit Rating AA Stable F2-DER 2.2
- Completed and received Council approval for 2009 Annual Reserve Report F2-DER 2.2
- Coordinated and completed working group review of Works in Progress (WIPs) F2-DER 2.6
- Ongoing maintenance of Development Agreements F2-DER 2.3
- Supported in the Area Rating Review – Citizens Panel F7
- Completed and received Council approval of 2010 Tax-Supported Capital Budget and 2010-2019 Capital Forecast F2-DER 2.6
- Completed and received Council approval of 2010 Tax-Supported and Rate-Supported Budgets F2-DER 2.1
- Federal Gas tax Amending Agreement Executed for 2010-2104 F2-DER 2.6
- Directed \$25 million municipal loan through CMHC F2-DER 2.6
- Directed \$2.5 million loan and \$300,000 grant for hybrid bus purchases F2-DER 2.6
- Coordinated Grant Reporting & Amending Agreements (ISF, RInC/REC, MIII, IOA) F2-DER 2.6
- Horizon Utilities Service Level Amending Agreement Executed for 2010-2014 F2-DER 2.1
- Managed Reserves, Future Fund, Cemetery Trust, and Pensions F2-DER 2.5
- Directed revision of Policies for Reserves/Revenues to reflect changes to Municipal Act 2009 F2-DER 2.2

Corporate Services

2011 Budget

FINANCIAL PLANNING & POLICY



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2010	4.00	14.50	18.50	3.60
2011	4.00	14.50	18.50	3.60
Change	0.00	0.00	0.00	0.00

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Financial Planning & Policy
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	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2011 Budget / 2010 Draft	
						\$	%
Administration	71,156	85,685	135,060	0	135,060	63,904	89.8%
Capital Budget	207,881	0	0	0	0	(207,881)	(100.0)%
Current Budget	363,846	365,000	369,866	0	369,866	6,020	1.7%
Investments	235,600	0	0	0	0	(235,600)	(100.0)%
NET LEVY	878,483	450,685	504,926	0	504,926	(373,558)	(42.5)%

CITY OF HAMILTON

2011 TAX OPERATING BUDGET

By Cost Category

Financial Planning & Policy

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	\$	%
<i>EMPLOYEE RELATED COST</i>	1,942,006	1,895,065	1,989,854	0	1,989,854	47,848	2.5%
<i>MATERIAL AND SUPPLY</i>	19,500	19,500	19,500	0	19,500	0	0.0%
<i>BUILDING AND GROUND</i>	4,370	4,370	3,740	0	3,740	(630)	(14.4)%
<i>CONSULTING</i>	20,000	20,000	22,000	0	22,000	2,000	10.0%
<i>CONTRACTUAL</i>	57,656	56,960	57,680	0	57,680	24	0.0%
<i>RESERVES / RECOVERIES</i>	23,898	24,641	23,499	0	23,499	(399)	(1.7)%
<i>COST ALLOCATIONS</i>	147,793	145,685	89,740	0	89,740	(58,053)	(39.3)%
<i>FINANCIAL</i>	422,670	404,061	547,870	0	547,870	125,200	29.6%
TOTAL EXPENDITURES	2,637,893	2,570,282	2,753,883	0	2,753,883	115,989	4.4%
<i>FEES AND GENERAL</i>	(1,087,981)	(1,384,597)	(1,289,315)	0	(1,289,315)	(201,334)	(18.5)%
<i>RESERVES</i>	(671,429)	(735,000)	(959,642)	0	(959,642)	(288,213)	(42.9)%
TOTAL REVENUES	(1,759,410)	(2,119,597)	(2,248,957)	0	(2,248,957)	(489,547)	(27.8)%
NET LEVY	878,483	450,685	504,926	0	504,926	(373,558)	(42.5)%

Corporate Services

2011 Budget

INFORMATION SERVICES

Purpose / Function

- To take a leadership role in delivering comprehensive IT services, to meet the City's vision and corporate goals in an efficient and cost-effective way, for the benefit of the City organization and the community.

Services Provided

- Desktop Hardware and Software Support
- Voice and Data Network Communications
- Corporate and Departmental Business System Support
- Web-Based Applications and Services
- Geographical Information Systems (G.I.S)
- IT Consulting – Business Process Reengineering support
- Data Management Services
- Project Management Services
- IT Strategic Planning

2010 NET BUDGET	\$7,221,238
2011 NET REQUESTED BUDGET	\$7,430,666
2011 NET CHANGE	\$209,428
2011 FTE	73.5



Corporate Services

2011 Budget

INFORMATION SERVICES

Corporate Priority Plan / Strategic Plan – 2010 Accomplishments

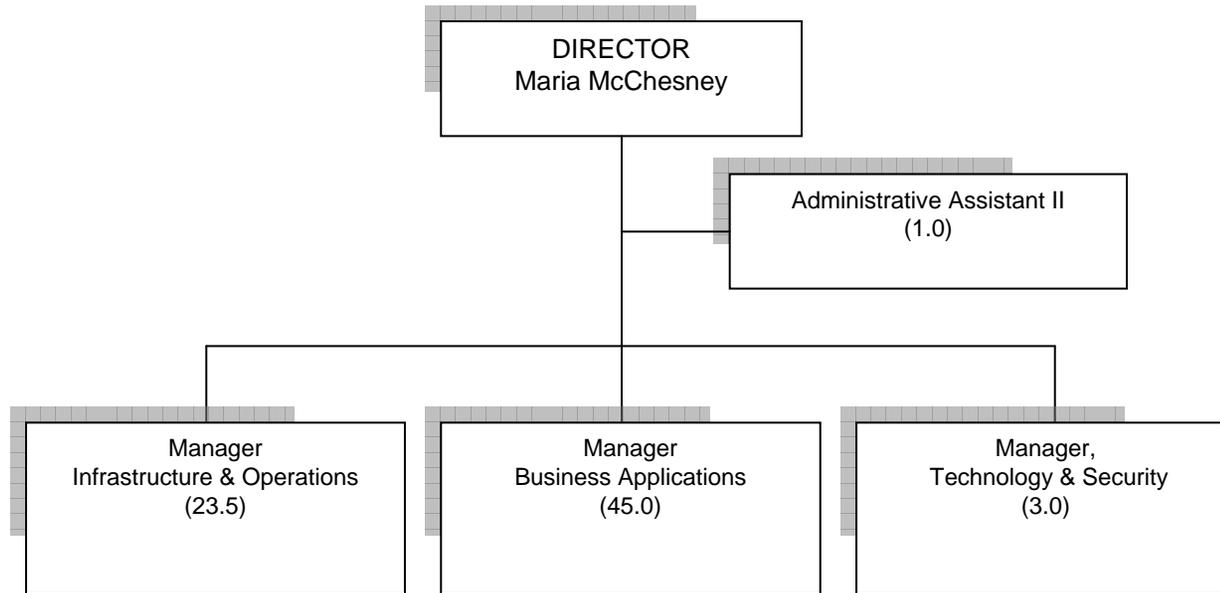
- Developed and implemented all the necessary application changes to support the Harmonized Sales Tax
- Completed the impact assessment and implemented changes required to ensure PCI DSS Compliance (Credit Card Security requirements)
- Provided all the IT infrastructure and application support required to support the 2010 Election
- Worked with HES – Fire to support their requirements for Corporate Radio CAD Training Center, Fire Truck Mobile Devices and Fire Station Alerting.
- Worked with Public Health to complete several enhancements to their Dental Application (ABELDent), completed the upgrade for the Mental Health Application and implemented the ACES - Acute Care Enhanced Surveillance application.
- Supported Public Works on the Hanson Upgrade Project Charter as well as the Presto Card Initiative.
- Worked with community services to provide information technology for Cultural Mapping Project, Residents for lodges, Overpayments Recovery, Family Support Unit System, Employment System
- Implemented a support model for the budget application Clarity and also implemented several enhancements to our tax applications, Vailtech.
- Upgraded the Voice Application and commenced delivery of several features to support AODA. Several upgrades were completed for the network, including the wireless implementation at the lodges and increasing the internet bandwidth.
- Implemented the infrastructure required for the new City Hall and completed all the staff desktop moves back to City Hall.
- Awarded the contract for Printers and Cellular
- Selected a Service Management Tool to support our internal business processes and Re-engineer IS business process for the service management application



Corporate Services

2011 Budget

INFORMATION SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2010	4.00	69.50	73.50	17.37
2011	4.00	69.50	73.50	17.37
Change	0.00	0.00	0.00	0.00



CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Information Services

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Business Applications	4,256,258	4,262,939	4,343,853	0	4,343,853	87,595	2.1%
Equipment and Maintenance	5,000	5,000	5,000	0	5,000	0	0.0%
Infrastructure & Operations	4,372,655	4,339,095	4,468,916	0	4,468,916	96,261	2.2%
IS - Admin	(1,756,503)	(1,725,000)	(1,719,607)	0	(1,719,607)	36,896	2.1%
Technology & Security	343,829	349,689	332,505	0	332,505	(11,324)	(3.3)%
NET LEVY	7,221,238	7,231,723	7,430,666	0	7,430,666	209,428	2.9%

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Cost Category

Information Services

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	\$	%
<i>EMPLOYEE RELATED COST</i>	7,224,675	7,230,000	7,276,275	0	7,276,275	51,600	0.7%
<i>MATERIAL AND SUPPLY</i>	896,978	990,760	1,075,388	0	1,075,388	178,410	19.9%
<i>VEHICLE EXPENSES</i>	5,040	5,040	5,160	0	5,160	120	2.4%
<i>BUILDING AND GROUND</i>	151,800	151,800	112,408	0	112,408	(39,392)	(25.9)%
<i>CONTRACTUAL</i>	1,736,973	1,745,000	1,795,308	0	1,795,308	58,335	3.4%
<i>RESERVES / RECOVERIES</i>	438,369	341,883	421,498	0	421,498	(16,871)	(3.8)%
<i>COST ALLOCATIONS</i>	(3,009,837)	(3,010,000)	(3,091,581)	0	(3,091,581)	(81,744)	(2.7)%
<i>FINANCIAL</i>	19,500	19,500	19,500	0	19,500	0	0.0%
TOTAL EXPENDITURES	7,463,498	7,473,983	7,613,956	0	7,613,956	150,458	2.0%
<i>FEES AND GENERAL</i>	(242,260)	(242,260)	(183,290)	0	(183,290)	58,970	24.3%
TOTAL REVENUES	(242,260)	(242,260)	(183,290)	0	(183,290)	58,970	24.3%
NET LEVY	7,221,238	7,231,723	7,430,666	0	7,430,666	209,428	2.9%

Corporate Services

2011 Budget

TREASURY

Purpose / Function

- To provide sound financial policy, support services and monitoring in the areas of Financial Services (A/R, A/P, Payroll, Pensions, Accounting), Taxation and Risk Management, as well as, providing accurate and timely Financial and Administrative support services to assist the Operating Divisions/Management to effectively produce, monitor and control Operating and Capital Budgets.

Services Provided

Financial Services -Financial Services provides various corporate services, including financial reporting, record keeping, payroll/pension services, procurement of goods, accounts payable services and collection of general revenues (non-tax);

Provides support to users of corporate software applications, such as, payroll, accounts receivable, purchasing and general ledger.

Taxation - Responsibilities include the issuance of tax bills and reminder notices, together with the processing of payments and adjustments, to tax accounts; Arrears collections, tax registrations, tax sales, assessment appeals processing, challenging and participating in the assessment appeal process; Administration of programs e.g., seniors' tax credit, senior and disabled tax deferral program, compassionate appeals and charitable and vacancy appeals



Corporate Services

2011 Budget

TREASURY

Services Provided –Con't

Finance and Administration - Finance & Administration Managers and their staff provide Finance and Administration support to all Operating Departments;

They process all their Payroll, Accounts Payable and other financial requirements;

They also co-ordinate the preparation of the detailed annual Budgets for their respective portfolios.

Risk Management- Risk Management is responsible for the administration of the City of Hamilton's Insurance Program. The premiums for the City are approximately \$4 million per year and the claims costs are approximately \$7 million per year. Work with other departments in developing Risk Management strategies.

2010 NET BUDGET	\$4,655,967
2011 NET REQUESTED BUDGET	\$4,719,118
2011 NET CHANGE	\$63,152
2011 FTE	200.96 *

* Includes 101.55 FTE F&A staff whose budgets are included within operating departments

Corporate Services

2011 Budget

TREASURY

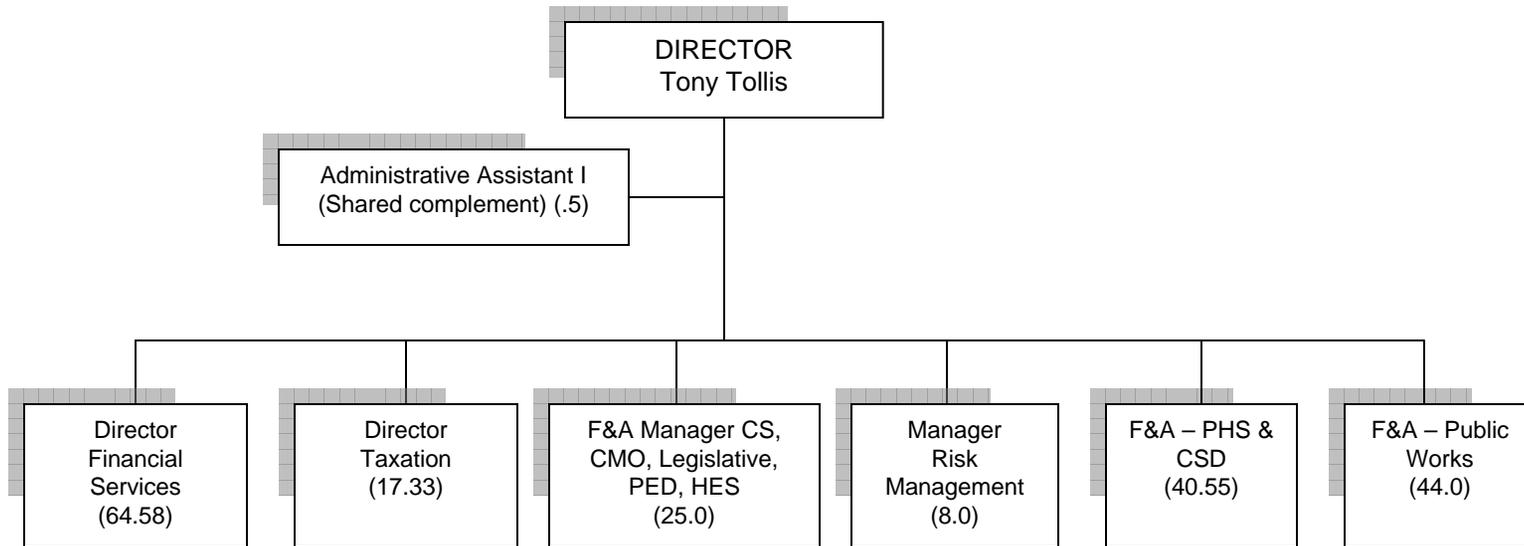
Corporate Priority Plan / Strategic Plan – 2010 Accomplishments

- Completion of Corporate Procurement review
- Complete Purchasing Card Review and implement recommendations.
- Completed Finance and Administration re organization.
- Assisted in the financial assessment of the Recreation Division review and re-organization.
- Completed Tangible Capital Assets Accounting Policy, Valuation and Reporting for 2009 Financial Statements
- Implemented HSR Pension and OMERS conversion
- Coordinated the implementation of Harmonized Sales Tax at the City
 - Commenced the analysis to move to an external E-Procurement solution
- Reviewed Travel Policy
- Developed Transit Receivables Write Off Policy
- Implementation of new Cost Allocation methodology resulting in movement from Cost Allocations to Direct Charges for Utilities, Rent and Vehicle charges
- Successful Collection of 2008 PIL of taxes from Federal Government (\$980,000).
- Successful resolution of 2007 - 2010 assessment appeal on New Federal Building at 55 Bay St. N.
- Creation of new Mid -Month Pre-Authorized Tax Payment Plan.
- Re-Organization of Tax Area with transfer of front counter duties to Customer Service Division.
- Organization of Move back to City Hall from City Centre.
- Successfully negotiated the placement of City's Property and Liability Insurance program for 2011/2012 through Jardine Lloyd Thompson Canada Inc resulting in a premium savings of \$259,000 or 7%
- Negotiated with new insurer to freeze premiums for municipal liability coverage at their proposed level until 2013 (subject to specified Loss Ratios), representing potential savings of approximately \$1.0 million over 3 years.

Corporate Services

2011 Budget

TREASURY



Complement (FTE)	Management	Distributed Management *	Other Staff	Distributed Staff *	Total	Staff to Mgt Ratio
2010	10.00	3.00	89.41	98.55	200.96	14.46
2011	10.00	3.00	89.41	98.55	200.96	14.46
Change	0.00	0.00	0.00	0.00	0.00	0.00

* Represents distributed staff whose budgets are in operating departments.

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Treasury Services

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Finance & Administration	415,061	594,061	427,771	0	427,771	12,710	3.1%
Financial Services	3,303,748	3,350,000	3,359,606	0	3,359,606	55,858	1.7%
Risk Management Administration	27,712	40,000	38,347	0	38,347	10,636	38.4%
Taxation	707,109	705,200	683,497	0	683,497	(23,612)	(3.3)%
Treasury Administration	202,338	250,000	209,897	0	209,897	7,559	3.7%
NET LEVY	4,655,967	4,939,261	4,719,118	0	4,719,118	63,152	1.4%

CITY OF HAMILTON

2011 TAX OPERATING BUDGET

By Cost Category

Treasury Services

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	\$	%
<i>EMPLOYEE RELATED COST</i>	8,306,338	8,536,386	8,376,002	0	8,376,002	69,664	0.8%
<i>MATERIAL AND SUPPLY</i>	443,621	454,000	424,492	0	424,492	(19,129)	(4.3)%
<i>BUILDING AND GROUND</i>	32,110	32,110	25,450	0	25,450	(6,660)	(20.7)%
<i>CONSULTING</i>	29,960	29,960	29,960	0	29,960	0	0.0%
<i>CONTRACTUAL</i>	596,005	595,000	547,365	0	547,365	(48,640)	(8.2)%
<i>RESERVES / RECOVERIES</i>	(2,053,593)	(2,030,000)	(2,028,395)	0	(2,028,395)	25,198	1.2%
<i>COST ALLOCATIONS</i>	(818,940)	(798,695)	(842,327)	0	(842,327)	(23,387)	(2.9)%
<i>FINANCIAL</i>	102,150	100,500	97,650	0	97,650	(4,500)	(4.4)%
TOTAL EXPENDITURES	6,637,651	6,919,261	6,630,197	0	6,630,197	(7,453)	(0.1)%
<i>FEES AND GENERAL</i>	(1,305,381)	(1,300,000)	(1,316,300)	0	(1,316,300)	(10,919)	(0.8)%
<i>TAX AND RATES</i>	(130,000)	(130,000)	(133,000)	0	(133,000)	(3,000)	(2.3)%
<i>RESERVES</i>	(546,303)	(550,000)	(461,779)	0	(461,779)	84,524	15.5%
TOTAL REVENUES	(1,981,684)	(1,980,000)	(1,911,079)	0	(1,911,079)	70,605	3.6%
NET LEVY	4,655,967	4,939,261	4,719,118	0	4,719,118	63,152	1.4%

APPENDIX 2

BASE BUDGET SAVINGS: SUMMARY

2011 Tax Operating Budget - Budget Savings (Efficiencies / Revenues / Reductions)

DEPARTMENT: Corporate Services

Note: identified budget savings have no impact on program / service levels and have been incorporated into the 2011 departmental base budget

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUDGET SAVINGS	\$ GROSS IMPACT	\$ NET IMPACT
Treasury Services	Fees	Increase in Tax Certificate Fees	\$ (20,000)	\$ (20,000)
Information Services	Contractual	Decrease in IP Telephony Costs	\$ (63,166)	\$ (63,166)
Customer Services	Salaries & Benefits	Reduction of 1FTE in Customer Contact/Call Centre	\$ (60,970)	\$ (60,970)
Treasury Services	Contractual	Decrease in Contractual Services Budget	\$ (48,640)	\$ (48,640)
TOTAL BUDGET SAVINGS INCORPORATED INTO THE 2011 DEPARTMENTAL BASE BUDGET			(\$192,776)	(\$192,776)

APPENDIX 3

REQUESTED PROGRAM ENHANCEMENTS



Proposed Operating Budget Changes - Year 2011

	Program Enhancements			Impact - High		
Department	Corporate Services		Division	Information Services		
Service	Automated Vehicle Location (AVL) Sustainability - Network Analyst 1					
Current Service Level	108 vehicles are equipped with the Automatic Vehicle Location (AVL) system in Water/Wastewater, Municipal Law Enforcement and Emergency Medical Services. The project did not provide for a sustainability model. The City is experiencing performance and reliability problems. There is no identified funding model, no maintenance or growth strategy and no required expert resources.					
Proposed Service Level & Potential Impact	To ensure that the AVL program is sustainable, a dedicated Subject Matter Expert (SME) at 0.5 FTE is required. The SME will be a single point of contact for AVL issues. They will handle all application development activities including reports and vendor coordination, monitor architectural needs to assure system performs to realistic expectations. They will also ensure that the server architecture is sufficient to meet known requirements and will handle database licensing, maintenance, vendor development and system improvements. The 2011 annual sustainability costs are estimated at \$93,000 but funding is being provided by the operating departments and only the FTE is required to fill position permanently rather than temporarily.					
Financial Analysis:						
Operating Budget Impact				Strategic Plan Linkage:		
Description	Annualized Amount	Pro Rata for 2011 @ 58%	2.1: Financial Sustainability			
Employee Expenses	46,500	27,125	Tax increase/hold at or below rate of inflation, net of downloading, program changes and service level enhancements			
Other Expenses	-	-				
Total Gross Expenditure	46,500	27,125				
Less: Revenues	-	-				
- 100%	(46,500)	(27,125)				
Net Impact	-	-				
FTE	0.50	0.50				
				Capital Budget Impact		
				Year 2011	Years 2012 & Beyond	Total
				-	-	-
CS_IS_1				Update Ver: 1.00		



City of Hamilton

Proposed Operating Budget Changes - Year 2011

		Program Enhancements			
Department	Corporate Services	Division	Information Services		
Service	Wireless Network Infrastructure - Network Analyst 1				
Current Service Level	Over the past three years City departments have been requesting expansion to the City's internal wireless network. This expansion facilitates key operational, network applications and services for an number of departments such as; Macassa and Wentworth Lodge, Hamilton Public Library, Hamilton Emergency Services, Hamilton Street Railway, Council Chambers and general wireless hot spot data connections.				
Proposed Service Level & Potential Impact	Over the past 3 years the wireless network has seen a growth rate of approximately 220%, totaling approximately 275 access points. It is anticipated that this growth will continue over the next few years. One staff position (Network Analyst) is required to manage the implementation of new wireless access points as well the maintenance of the existing wireless network infrastructure including access points, wireless controllers, control systems, management software and maintenance contracts.				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount	Pro Rata for 2011 @ 58%	2.1:Financial Sustainability		
Employee Expenses	97,000	56,583	Tax increase/hold at or below rate of inflation, net of downloading, program changes and service level enhancements		
Other Expenses	-	-			
Total Gross Expenditure	97,000	56,583			
Less: Revenues	-	-			
- 0%	-	-			
Net Impact	97,000	56,583			
FTE	1.00	1.00			
			Capital Budget Impact		
			Year 2011	Years 2012 & Beyond	Total
			-	-	-
CS-IS-3			Update Ver: 1.00		



City of Hamilton

Proposed Operating Budget Changes - Year 2011

		Program Enhancements			
Department	Corporate Services	Division	Information Services		
Service	Transit Technology Upgrades - Network Analyst 1				
Current Service Level	With the implementation of the transit technology replacement project a number of systems were replaced including but not limited to; scheduling applications, radio system infrastructure, web site enhancements, database enhancements (redundancies), and IVR upgrades. The implementation of these new and upgraded systems over the past four years is now complete and operational.				
Proposed Service Level & Potential Impact	This increase in usage impacts the Infrastructure and Operations section in that there is a net increase in infrastructure support (servers, data backups, patching and maintenance), network infrastructure, and after hours support. Through the implementation HSR funded 1 full time temporary Network Support Analyst position. This expired in August 2010 (18 months). Also identified through the project implementation was the requirement for a permanent Network Analyst position to look after the above noted support impacts. Transit has agreed to transfer the funding for .5 of an FTE salary to Information Services. Therefore this enhancement request is for only the .5 FTE increase in the compliment and does not require any additional funding.				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount	Pro Rata for 2011 @ 58%	2.1:Financial Sustainability		
Employee Expenses	46,500	27,125	Tax increase/hold at or below rate of inflation, net of downloading, program changes and service level enhancements		
Other Expenses	-	-			
Total Gross Expenditure	46,500	27,125			
Less: Revenues	-	-			
- 100%	(46,500)	(27,125)			
Net Impact	-	-			
FTE	0.50	0.50			
			Capital Budget Impact		
			Year 2011	Years 2012 & Beyond	Total
			-	-	-
CS-IS-4			Update Ver: 1.00		



Proposed Operating Budget Changes - Year 2011

		Program Enhancements			
Department	Corporate Services	Division	Information Services		
Service	Contract Management - Network Analyst				
Current Service Level	Currently, cellular services are managed by a combination of Purchasing (ordering of cell phones) and Information Services (responsible for establishing a standard for and ordering Blackberry devices and cellular modems). Neither group is responsible for managing the contract, monitoring usage, or enforcing policies.				
Proposed Service Level & Potential Impact	<p>The responsibility for all cellular services will be consolidated into the I.S. Division of Corporate Services to increase efficiency with having a single contact point, reduce cost through appropriate plan management, ensure policy adherence and implement a cellular management solution. It will also address a recommendation approved by Council (AUD10009). As indicated in report FCS10053, a temporary 12 month IS position has been created to manage the Office Printing Equipment and Related Support Services and Supplies contract (Print Contract) funded from existing resources in the approved capital project budget. This position will verify the savings that are anticipated through cellular contract management, as well as those savings anticipated for the other major IS contracts. The position will transition into full time after an initial 12 month period, subject to Council approval. The position would also be directly involved in the deployment of the new cellular equipment ensuring that:</p> <ul style="list-style-type: none"> • Regular reporting and trend analysis of cellular usage is provided to management, including semi-annual reports to the General Managers and the City Manager. • Cellular needs assessments are completed and required cellular equipment is provided to business units. • A customer satisfaction is monitored and addressed appropriately for cellular services. • Requests for new cellular equipment are received and managed in accordance with the new Cellular Management Policy. • Mandated service performance is managed and cellular services and charges associated with them are verified 				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount	Pro Rata for 2011 @ 58%	2.1: Financial Sustainability		
Employee Expenses	87,000	50,750	Tax increase/hold at or below rate of inflation, net of downloading, program changes and service level enhancements		
Other Expenses	-	-			
Total Gross Expenditure	87,000	50,750			
Less: Revenues	-	-			
- 0%	-	-			
Net Impact	87,000	50,750			
FTE	1.00	1.00			
			Capital Budget Impact		
			Year 2011	Years 2012 & Beyond	Total
			-	-	-
CS-IS-2			Update Ver:		1.00