



# Policy, Planning, Finance & Administration

## Service Level Review

---

Standing Committee Presentation  
June 15, 2015



# Overview

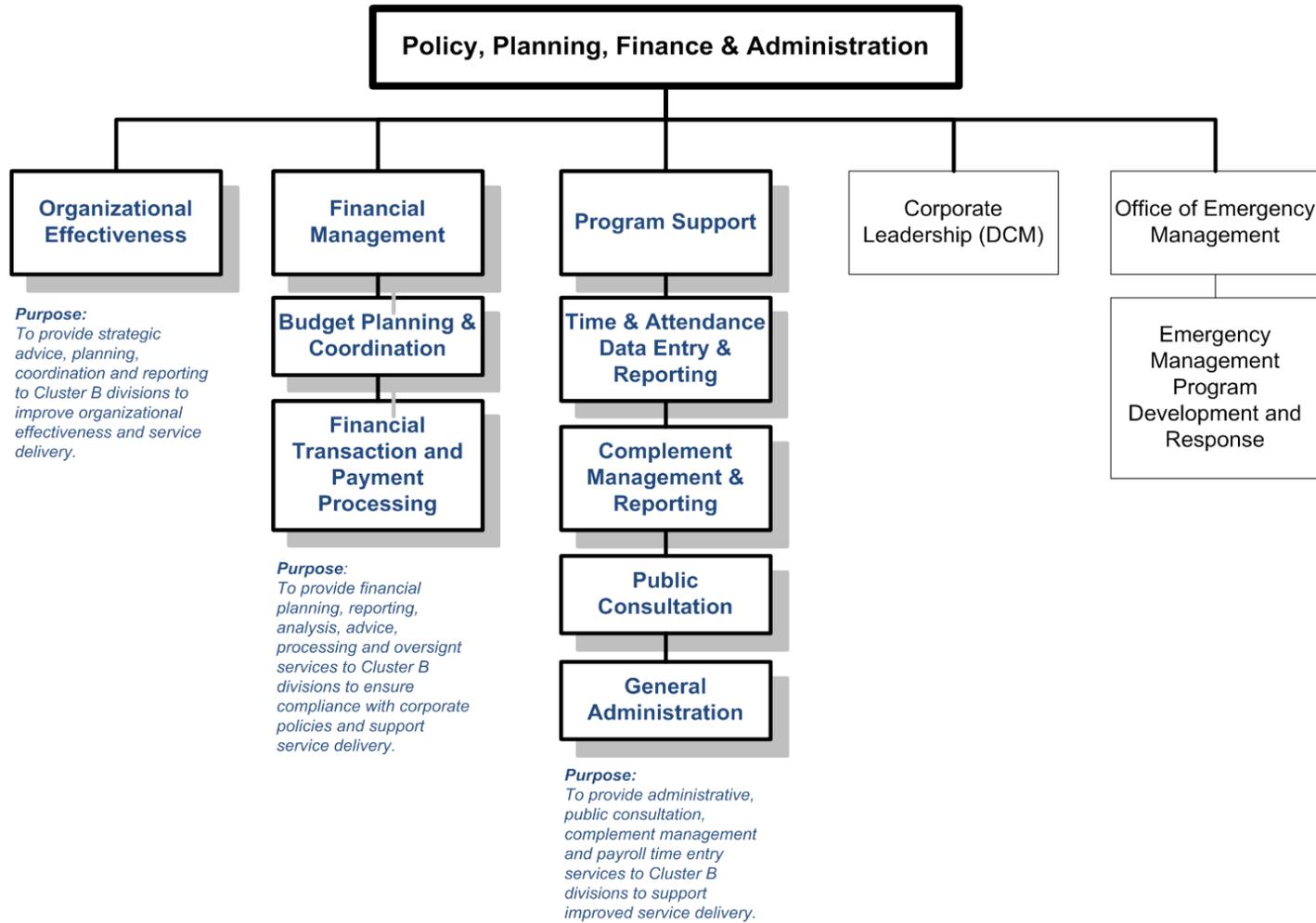
---

- Program Map
- Program Overview
- Performance Measures
- Program Challenges & Opportunities
- Priority Actions



# Policy, Planning, Finance & Administration

## 2015 Program Map



# Program Overview

- PPFA provides centralized financial and administrative support to the Deputy City Manager and Cluster B divisions so they can focus on providing services to residents and businesses.
  - ❖ Processes financial and payroll transactions
  - ❖ Coordinates the development of capital and operating budgets
  - ❖ Provides monthly financial and management reports to divisions to support their operations
  - ❖ Ensures compliance with the City's policies and procedures
- Emphasis is on customer service and responsible management of public resources.



# Program Overview (*cont.*)

## Key Service Volumes:

- Processed over \$487 million accounts payable transactions and 21,600 purchase documents.
- Issued 21,000 invoices valued at \$159 million.
- Processed \$180 million accounts receivable transactions.
- Processed bi-weekly payroll files for over 6,000 Cluster B employees.
- Conducted 86 public consultation events to support over 50 Cluster B projects.



# Organizational Effectiveness

Supports a culture of excellence in Cluster B:

- Provides strategic advice and consultation to support continuous improvement.
- B Excellent Team.
- Strategic planning and divisional work plans.
- Cluster Management Reporting:
  - ❖ Monthly Cluster B Management Information Dashboard.
  - ❖ Monthly Cluster B KPI Reporting.



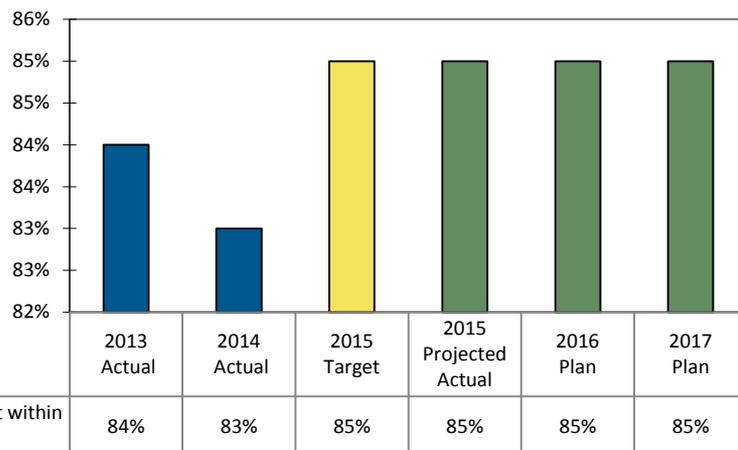
# Service Levels – 2012 - 2015

Service Level Description		2012	2013	2014	2015
<b>Financial Management</b>					
Cluster B Budgets Supported and Co-ordinated	Approved	100%	100%	100%	100%
	Actual	N/A	N/A	N/A	100%
Monthly Variance Reports Issued within 7 days	Approved	75% within 5 days	80%	80%	80%
	Actual	N/A	N/A	47%	70%
Purchasing Documents Processed within 3 Business Days.	Approved	90% within 5 bus. days	90%	90%	90%
	Actual	N/A	N/A	97%	97%
Customer Invoices Issued within 48 hours	Approved	90%	90%	90%	90%
	Actual	N/A	N/A	88%	90%
Customer Payments Deposited by Next Business Day	Approved	100%	100%	100%	100%
	Actual	N/A	N/A	93%	100%
<b>Program Support</b>					
Payroll Files Processed within Deadlines	Approved	100%	100%	100%	100%
	Actual	100%	100%	100%	100%
Monthly Payroll Information Reports Distributed	Approved	95%	95%	95%	95%
	Actual	95%	95%	95%	95%
Complement Change Requests Processed within 2 days	Approved	Monthly	95%	95%	95%
	Actual	Monthly	95%	95%	95%
Public Consultation Activities Conducted As Required	Approved	100%	100%	100%	100%
	Actual	100%	100%	100%	100%



# Performance Measures

## Invoices Confirmed for Payment



Invoices Confirmed for Payment within 60 Days

Vendor invoices are reviewed and confirmed that goods and services have been received before payment.

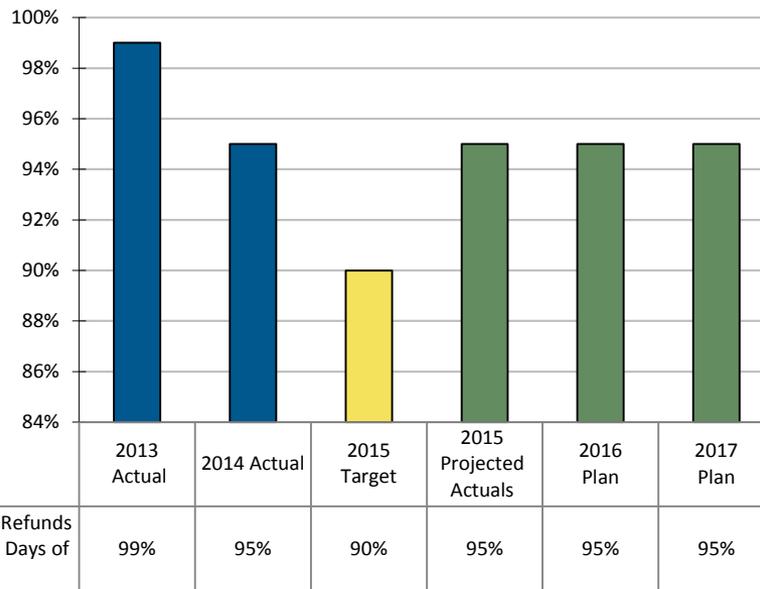
PPFA has set a target of 85% of invoices to be reviewed and confirmed within 60 days of the invoice date.

The division is expecting to achieve the target in 2015 and beyond.



# Performance Measures (cont.)

## Refunds of Customer Deposits



The City holds deposits from customers to guarantee completion of work according to approved contractual terms.

A refund to the customer is processed once the City is satisfied the work is completed as agreed.

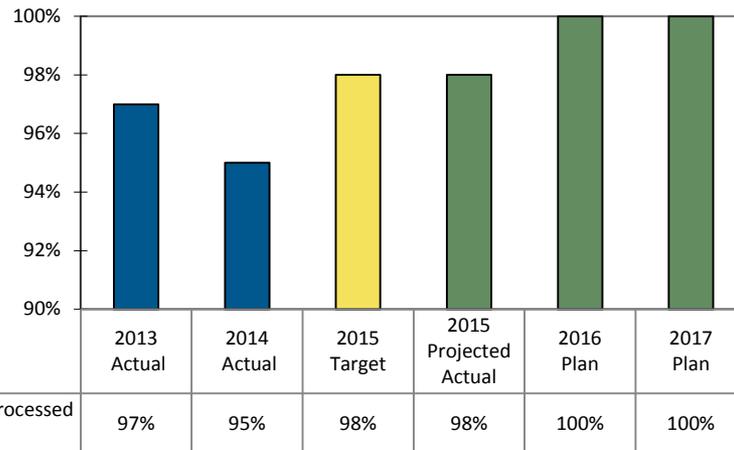
PPFA has set a target of processing 90% of refunds within 10 business days after receiving a request for refund from the division authorizing satisfactory completion of the work.

The division has, and will continue to exceed the target.



# Performance Measures (cont.)

## Journal Entries Processed



PPFA processes month-end journal entries to ensure the City's financial records are accurate.

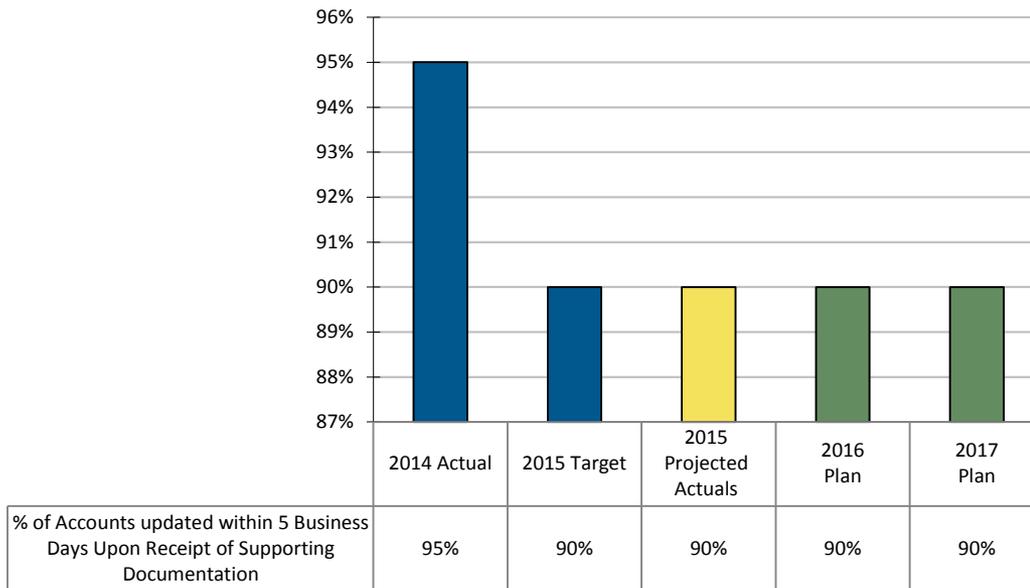
The division has set a target of processing 98% of required month-end journal entries.

The division expects to meet or exceed the target.



# Performance Measures (cont.)

## Banking and Financial Accounts Updated



Cluster B Divisions collect revenues from customers at various locations across the City. The funds are deposited in the bank on the next business day.

PPFA updates banking and financial information to ensure the City's records are accurate.

PPFA has set a target of updating banking and financial information within 5 business days of receiving supporting documentation 90% of the time. The division has met, and will continue to meet this target.



# Program Challenges & Opportunities

- Meeting increasing demand for service with existing resources.
- Implementing new corporate technology improvements while maintaining service levels.
- Attracting and retaining skilled staff to improve service delivery.



# Priority Actions to Achieve Results

- Streamline Operations
  - ❖ Continue business process reviews to identify efficiencies
- Leverage corporate technology improvements to automate manual processes
  - ❖ Eg. Employee Self Serve/Management Self Serve
- Build Workforce Capacity
  - ❖ Work with Human Resources to fill vacant positions
  - ❖ Continue focus on staff training
  - ❖ Identify opportunities to cross-train staff





Thank You

