



Toronto 2016 BUDGET

OPERATING BUDGET NOTES



Policy, Planning, Finance & Administration

2016 OPERATING BUDGET OVERVIEW

The Policy, Planning, Finance and Administration (PPF&A) Division provides centralized financial and administrative support to the Deputy City Manager and Cluster B Programs so that they can focus on providing services to the residents and businesses in the City of Toronto

2016 Budget Highlights

The total cost to deliver this services to Toronto residents is \$21.783 million gross and \$9.589 million net as shown below.

(in \$000's)	2015 Approved		Change	
	Budget	2016 Budget	\$	%
Gross Expenditures	21,957.0	21,782.9	(174.1)	(0.8%)
Gross Revenues	12,214.3	12,194.0	(20.3)	(0.2%)
Net Expenditures	9,742.7	9,588.9	(153.8)	(1.6%)

For 2016, PPF&A identified \$0.060 million in opening base budget pressures primarily arising from the inflationary and progression increases to staffing expenditures. The Program was able to fully offset these pressures through expenditure reductions of \$0.214 million. As a result, PPF&A will maintain their level of service in 2016 while at the same time reducing net expenditures from 2015 levels.

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Fast Facts

- Process over 25,000 purchasing documents.
- Issue over 36,000 customer invoices and credit notes.
- Process \$180 million in accounts receivable transactions.
- Process bi-weekly payroll files for over 6000 Cluster B employees, requiring more than 680,000 payroll line entries.
- Conduct 80 public consultation events to support Cluster B projects.

Trends

- The average purchasing line items processed per employee has increased by 125.5% since 2013.
- The number of invoices/credit note line entered per employee has increased by 101.5% since 2013.
- These increases in productivity have resulted from a continuous business process review occurring in PPF&A over the last 5 years.
- For 2016 and onwards, the Program anticipates that it will continue to maintain achieved service levels.

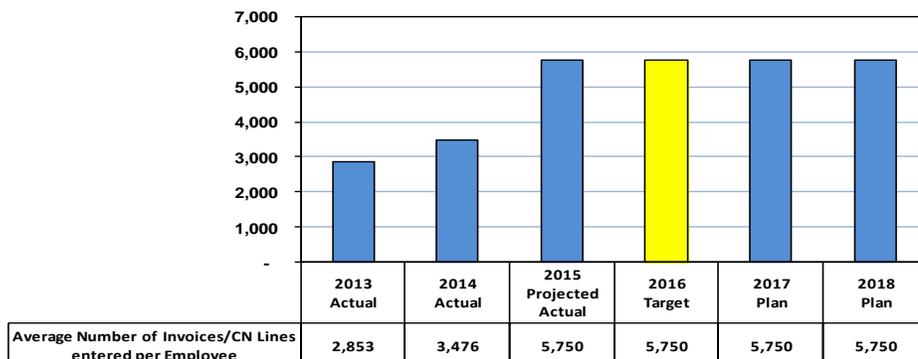
Our Service Deliverables for 2016

PPF&A offers centralized financial and administrative support to the Deputy City Manager and Cluster B Programs so they can focus on providing services to residents and businesses.

The 2016 Preliminary Operating Budget will:

- Continue implementation of PPF&A’s Strategic Plan objectives: Service Excellence, Responsible Management of Public Resources; and Commitment to Staff.
- Provide financial and administrative support to Cluster B Programs.
- Continue reviews of business processes to identify and improve efficiencies.
- Continue development of coordinated Five-year Capital Programs.
- Enhance T.O.INview to become a more comprehensive tool for capital planning and communication.
- Enhance emergency staffing levels and training for staff at the Emergency Operation Centre and at Emergency reception centres.
- Improve public outreach to vulnerable segments of the population and public education on the importance of personal emergency preparedness.

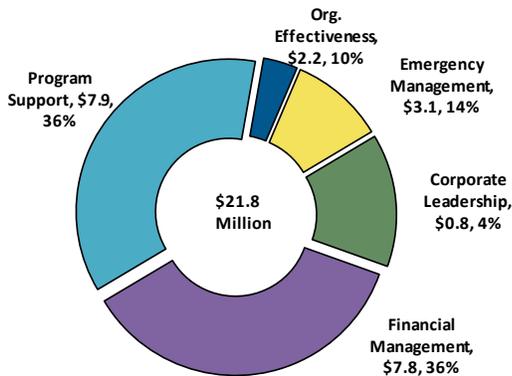
Average Number of Invoices/ CN Lines Entered per Employee



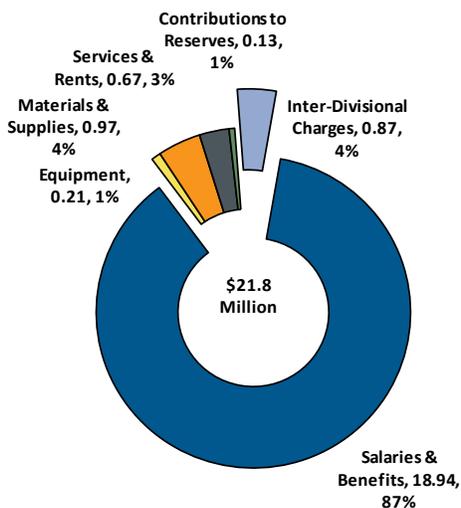
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

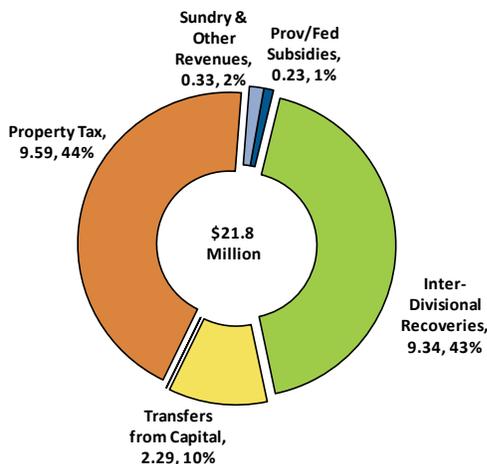


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- Meeting increasing demand for service with existing resources.
 - ✓ Continue to review business processes to identify and improve efficiencies.
- Implementing new corporate technology improvements while maintaining service levels.
 - ✓ Leverage corporate technology improvements to automate manual processes.
- Attracting and retaining skilled staff to improve service delivery.
 - ✓ Work with Human Resources to fill vacant positions.
 - ✓ Continue focus on staff training.
 - ✓ Identify opportunities to cross-train staff.

2016 Operating Budget Highlights

- The 2016 Preliminary Operating Budget for PPF&A of \$21.8 million in gross expenditures provides funding for five services: Corporate Leadership, Organizational Effectiveness, Emergency Management, Financial Management and Program Support.
- The Program has exceeded the budget target of a 1% decrease from the 2015 Approved Budget through measures taken based on the following criteria:
 - ✓ The identification of sustainable, on-going savings including line by line reductions (\$0.214 million) and;
 - ✓ Target achievement without impacting on Council approved Service Levels.

Actions for Consideration

Approval of the 2016 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2016 Preliminary Operating Budget for Policy, Planning, Finance and Administration of \$21.783 million gross, \$9.589 million net for the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Corporate Leadership	791.4	791.4
Organizational Effectiveness	2,183.2	770.0
Emergency Management	3,056.7	2,821.7
Financial Management	7,838.4	3,804.7
Program Support	7,913.2	1,401.1
Total Program Budget	<u>21,782.9</u>	<u>9,588.9</u>

2. City Council approve the 2016 preliminary service levels for Policy, Planning, Finance and Administration as outlined on pages 14, 17, 20 and 24 of this report, and associated staff complement of 196.4 positions.

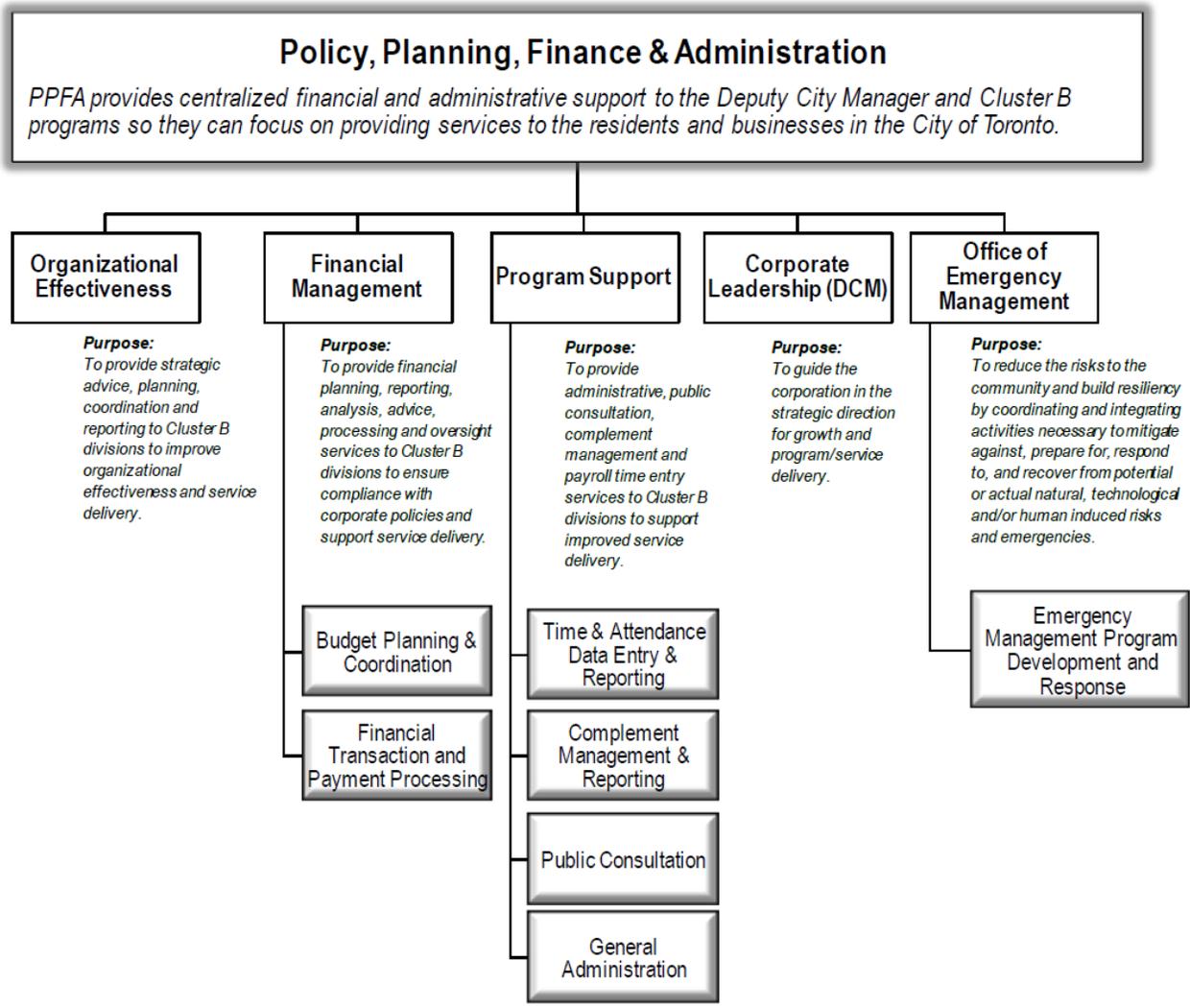


Part I:

2016 – 2018

Service Overview and
Plan

Program Map



Organizational Effectiveness	Financial Management	Program Support	Corporate Leadership	Office of Emergency Management
<ul style="list-style-type: none"> DCM's Office Toronto Water Solid Waste Management Transportation Services Toronto Building Engineering & Construction Services City Planning Fire Services Municipal Licensing & Standards Waterfront Secretariat Office of Emergency Management City Manager Other City Divisions - e.g. Accounting Services, Financial Planning Customers of Cluster B divisions 	<ul style="list-style-type: none"> DCM Cluster B Toronto Water Solid Waste Management Services Fire Services (Oversight Relationship) Transportation Services Engineering & Construction Services City Planning Toronto Building Municipal Licensing & Standards Waterfront Secretariat Office of Emergency Management Major Capital Infrastructure Coordination Office Corporate Divisions Residents and businesses in the City of Toronto Suppliers of Cluster B divisions 	<ul style="list-style-type: none"> DCM Cluster B Toronto Water Solid Waste Management Services Fire Services (Oversight Relationship) Transportation Services Engineering & Construction Services City Planning Toronto Building Municipal Licensing & Standards Waterfront Secretariat Office of Emergency Management Major Capital Infrastructure Coordination Office Corporate Divisions Residents and businesses in the City of Toronto 	<ul style="list-style-type: none"> Toronto Water Solid Waste Management Transportation Services Toronto Building Engineering & Construction Services City Planning Fire Services Municipal Licensing & Standards Policy, Planning, Finance & Administration Waterfront Secretariat Office of Emergency Management City Manager Residents and businesses in the City of Toronto 	<ul style="list-style-type: none"> Toronto Police Service Toronto Fire Services Toronto Paramedic Services Toronto Public Health Strategic Communications Toronto Water Transportation Services Shelter, Support and Housing Administration Toronto Building Toronto Transit Commission Purchasing and Materials Management Facilities and Real Estate Engineering & Construction Services Solid Waste Management Services Parks, Forestry and Recreation Toronto Office of Partnerships Finance and Administration Human Resources Information and Technology City Clerk's Office

Table 1
2016 Preliminary Operating Budget and Plan by Service

(In \$000s)	2015		2016 Operating Budget			2016 vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Corporate Leadership											
Gross Expenditures	777.6	732.5	791.4		791.4	13.9	1.8%	2.7	0.3%	8.8	1.1%
Revenue	-	-	-		-	-	-	-	-	-	-
Net Expenditures	777.6	732.5	791.4	-	791.4	13.9	1.8%	2.7	0.3%	8.8	1.1%
Org. Effectiveness											
Gross Expenditures	1,938.0	1,825.6	2,183.2		2,183.2	245.2	12.7%	26.7	1.2%	45.2	2.0%
Revenue	1,266.2	1,176.0	1,413.2		1,413.2	147.0	11.6%	(48.1)	(3.4%)	20.4	1.5%
Net Expenditures	671.8	649.6	769.9	-	769.9	98.2	14.6%	74.9	9.7%	24.8	2.9%
Emergency Management											
Gross Expenditures	3,031.1	2,855.2	3,056.7		3,056.7	25.7	0.8%	2.6	0.1%	18.8	0.6%
Revenue	235.0	218.2	235.0		235.0	-	-	-	-	-	-
Net Expenditures	2,796.1	2,637.0	2,821.7	-	2,821.7	25.7	0.9%	2.6	0.1%	18.8	0.7%
Financial Management											
Gross Expenditures	8,027.0	7,561.4	7,838.4		7,838.4	(188.6)	(2.3%)	(82.1)	(1.0%)	81.9	1.1%
Revenue	4,119.5	3,825.8	4,033.7		4,033.7	-	-	(3.2)	(0.1%)	(2.2)	(0.1%)
Net Expenditures	3,907.5	3,735.5	3,804.7	-	3,804.7	(188.6)	(4.8%)	(79.0)	(2.1%)	84.1	2.3%
Program Support											
Gross Expenditures	8,183.4	7,708.7	7,913.2		7,913.2	(270.2)	(3.3%)	143.9	1.8%	77.4	1.0%
Revenue	6,593.5	6,123.4	6,512.1		6,512.1	(81.4)	(1.2%)	(3.2)	(0.0%)	(2.2)	(0.0%)
Net Expenditures	1,589.8	1,585.3	1,401.1	-	1,401.1	(188.8)	(11.9%)	147.2	10.5%	79.6	5.1%
Total											
Gross Expenditures	21,957.0	20,683.3	21,782.9	-	21,782.9	(174.0)	(0.8%)	93.8	0.4%	232.2	1.1%
Revenue	12,214.3	11,343.4	12,194.0	-	12,194.0	(20.3)	(0.2%)	(54.5)	(0.4%)	16.1	0.1%
Total Net Expenditures	9,742.7	9,339.8	9,588.9	-	9,588.9	(153.8)	(1.6%)	148.3	1.5%	216.2	2.2%
Approved Positions	196.4	192.4	196.4	-	196.4	(0.0)	(0.0%)				

The PPF&A's 2016 Total Operating Budget is \$21.783 million gross and \$9.589 million net, representing a 1.6% decrease to the 2015 Approved Net Operating Budget, resulting in the Program exceeding the reduction target of -1% set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to salary and benefit cost increases totaling \$0.110 million and Inter-Divisional cost increases of \$0.092 million.
- These base pressures are fully offset by line by line review savings of \$0.214 million.
- Approval of the 2016 Preliminary Operating Budget will result in no change to PPF&A's total staff complement of 196.4 positions.
- The 2017 and 2018 Plan increases are attributable to inflationary cost increases for progression pay, step and fringe benefits and interdepartmental service requirements of \$0.148 million and \$0.216 million respectively.

Table 2
Key Cost Drivers

(In \$000s)	2016 Operating Budget										2016 Base Budget	
	Corporate Leadership		Org. Effectiveness		Emergency Management		Financial Management		Program Support		Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Gross Expenditure Changes												
Salary & Benefits Changes	4.3		102.4		55.0		(14.1)	(1.0)	(37.4)	1.0	110.1	
Adjustments to Salaries & Benefits							(233.2)		(68.9)		(302.1)	
Other Base Changes												
Fleet Fuel Adjustment									1.5		1.5	
Functional Area Correction to Opening Balance	9.6		7.9		9.6		9.6		(36.7)			
Interdivisional Charges			133.5		(38.9)				(2.5)		92.1	
Total Gross Expenditure Changes	13.9		243.8		25.7		(237.7)	(1.0)	(144.0)	1.0	(98.3)	
Revenue Changes (Increase) / Decrease												
Interdivisional Recoveries			(145.6)				153.3		156.5		164.2	
Recovery from TTC for 1 FTE in Public									(6.2)		(6.2)	
Total Revenue Changes			(145.6)				153.3		150.4		158.0	
Net Expenditure Changes	13.9		98.2		25.7		(84.4)	(1.0)	6.4	1.0	59.7	

Key cost drivers for PPF&A are discussed below:

- Salary and Benefit Changes:
 - Salary and benefit cost increases for union/non-union staff consistently experienced in all services within PPF&A relative to their level of staffing total \$0.110 million.
 - Cost of Living Adjustments (COLA) are not included in the above figures as these costs are subject to ongoing negotiations.
 - Base pressures have been offset by a reduction of \$0.302 million in Financial Management and Program Support Service, resulting from an adjustment to salary and benefits to reflect actual requirements.
- Other Base Changes:
 - Additional interdivisional service requirements result in an increase of \$0.092 million primarily in Organizational Effectiveness to support capital planning and coordination automation.
- Revenue Changes:
 - Revenues from interdivisional recoveries have decreased by \$0.164 million, mainly in Financial Management and Program Support. This change is driven by the transfer of 3 positions from PPF&A to Toronto Water, whereby both the expense and the recovery are no longer included in the 2016 Operating Budget.

In order to offset the above net pressures, the 2016 service cost changes for PPF&A consist of base expenditure savings of \$0.214 million net as detailed below.

Table 3
2016 Total Preliminary Service Cost Change Summary

Description (\$000s)	2016 Service Changes										Total Service Changes			Incremental Change					
	Corporate Leadership		Org. Effectiveness		Emergency Management		Financial Management		Program Support		Service 6		\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.		
Base Changes:																			
Base Expenditure Changes																			
<i>Line by Line Review</i>							(18.4)	(18.4)	(195.1)	(195.1)			(213.5)	(213.5)					
Base Expenditure Change							(18.4)	(18.4)	(195.1)	(195.1)			(213.5)	(213.5)					
Total Changes							(18.4)	(18.4)	(195.1)	(195.1)			(213.5)	(213.5)					

Base Expenditure Changes (Savings of \$0.214 million gross & net)

Line by Line Review Savings of Non-Staff Costs

- Savings of \$0.214 million net will be realized through a line by line expenditure review, which aligned the 2016 Operating Budget with actual experience in previous years, while considering projected 2016 requirements.

Approval of the 2016 Preliminary Budget for Policy, Planning, Finance and Administration will result in a 2017 incremental net cost of \$0.148 million and a 2018 incremental net cost of \$0.216 million to maintain 2016 service levels, as discussed in the following section:

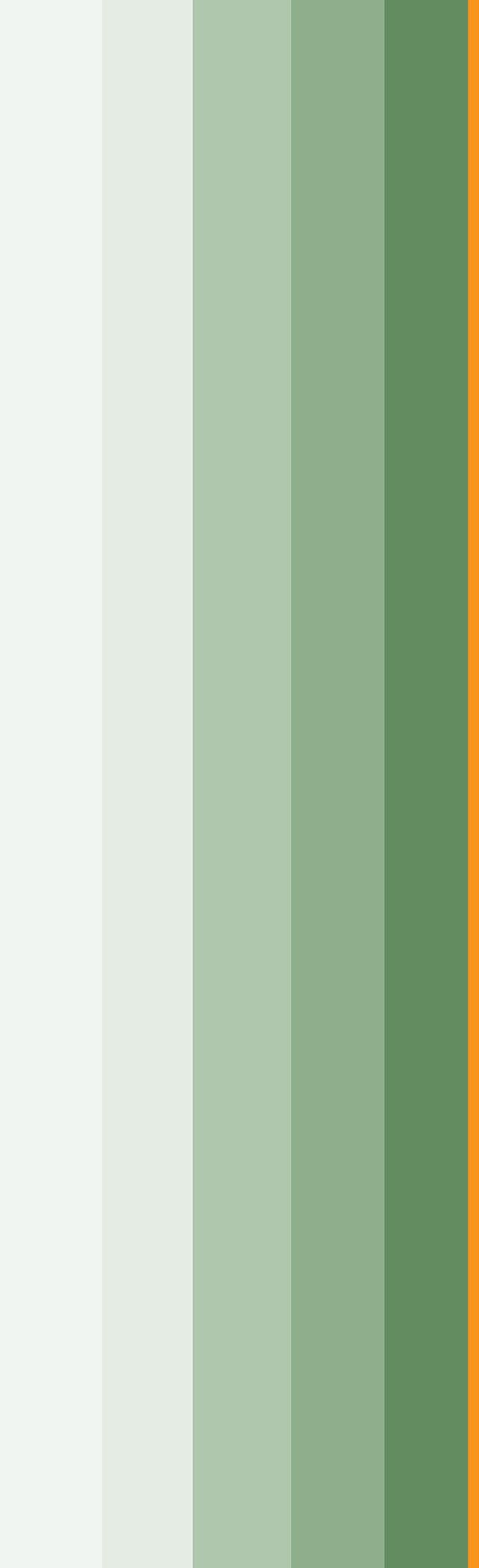
Table 5
2017 and 2018 Plan by Program

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross		Net	%	#	Gross		Net	%	#
	Expense	Revenue	Expense	Change	Positions	Expense	Revenue	Expense	Change	Positions
Known Impacts:										
Adjustments to Salaries & Benefits	87.4		87.4	0.5%		231.6		231.6	1.2%	
IDC/IDR	6.4	(54.5)	60.9	0.2%		0.6	16.1	(15.5)	(4.9%)	
Sub-Total	93.8	(54.5)	148.3	1.5%		232.2	16.1	216.1	2.2%	
Total Incremental Impact	93.8	(54.5)	148.3	1.5%		232.2	16.1	216.1	2.2%	

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Projected salary and benefit increases require \$0.087 million in 2017 and \$0.232 million in 2018.
- Recoveries for interdivisional service requirements are anticipated to reduce in 2017 resulting in a net pressure of \$0.061 million; and increase in 2018 for an incremental net recovery of \$0.016 million.



Part II:

2016 Budget by
Service

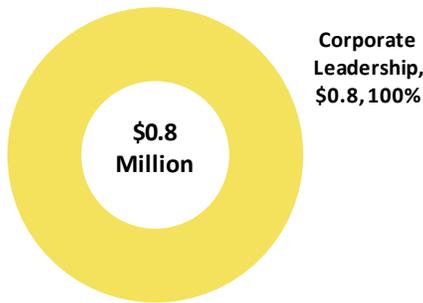
Corporate Leadership (DCM)



What We Do

- Guide the corporation in the strategic direction for growth and program/service delivery.
- Provide corporate oversight and administrative governance of Cluster B Programs.
- Provide coordination on major City-wide initiatives and projects.

2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)

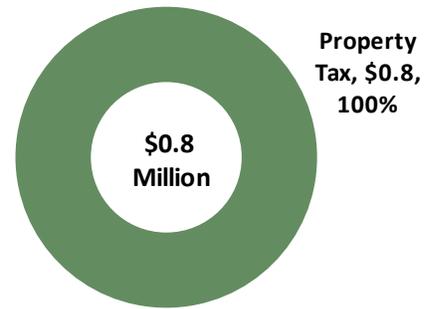


Table 6

2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget		New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Corporate Leadership	777.6	791.4		791.4	13.9	1.8%		791.4	13.9	1.8%	2.7	0.3%	8.8	1.1%	
Total Gross Exp.	777.6	791.4		791.4	13.9	1.8%		791.4	13.9	1.8%	2.7	0.3%	8.8	1.1%	
REVENUE															
Corporate Leadership															
Total Revenues															
NET EXP.															
Corporate Leadership	777.6	791.4		791.4	13.9	1.8%		791.4	13.9	1.8%	2.7	0.3%	8.8	1.1%	
Total Net Exp.	777.6	791.4		791.4	13.9	1.8%		791.4	13.9	1.8%	2.7	0.3%	8.8	1.1%	
Approved Positions	5.0	5.0		5.0				5.0							

The **Corporate Leadership (DCM)** guides the corporation in the strategic direction for growth and program/service delivery; provides corporate oversight and administrative governance of Cluster B Programs; and provides coordination on major City-wide initiatives and projects

The Corporate Leadership's 2016 Operating Budget of \$0.791 million gross and net is \$0.014 million or 1.8% over the 2015 Approved Net Budget.

Base budget pressures in Corporate Leadership are due to increases that are common across all services (i.e. salary and benefits).

Organizational Effectiveness

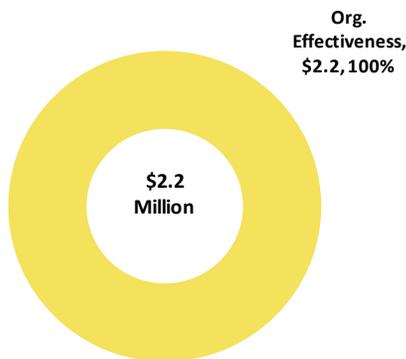


What We Do

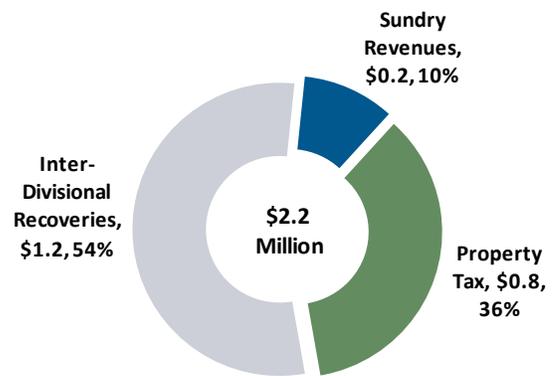
Provide strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery. The core activities include:

- Coordination and cross-divisional planning of major capital infrastructure projects through the Major Capital Infrastructure Coordination Office (MCIC);
- Development of a coordinated 5-Year Capital Plan that integrates City Programs with external agencies and utilities; and
- Management reporting and management consultant support for business process reviews, development of key performance indicators, and continuous improvement initiatives.

2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



2016 Service Levels Organizational Effectiveness

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Cross Divisional Planning & Coordination	Administrative Support and Coordination	Approved	This assignment is completed within agreed upon timeline 100% of the time		The assignment is completed within agree upon timeline 100% of the time	The assignment is completed within agree upon timeline 100% of the time
	Strategy and Policy Development	Approved	This policy or plan is completed within agreed upon timeline 100% of the time			
	Implementation Support	Approved	The change is completed within agreed upon timeline 100% of the time			
Performance Measurement/ Management Reporting	Monitoring and Tracking	Approved	The indicator is updated/maintained according to the predetermined schedule 100% of the time		The Indicator is updated/maintained according to the predetermined	Report issued within the agreed upon schedule 100% of the time
	Monthly Reports	Approved	Report issued within the agreed upon schedule 100% of the time		Report issued within the agreed upon schedule 100% of the time	
	Quarterly Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
	Annual Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
	Ad hoc Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
Program Review	Service Improvement	Approved	Report issued within the agreed upon schedule 100% of the time		Business process improvement recommendations are developed within the agreed upon timeframe 100% of the time	
	Organizational Design	Approved	Report issued within the agreed upon schedule 100% of the time			
	New Business Process documentation Development	Approved	The new business process documentation is developed within the agreed upon timeframe 100% of the time			
	Existing Business Process Documentation	Approved	business process documentation is maintained 100% of the time			
	Process Improvement Recommendation	Approved	Business process improvement recommendations are developed within the agreed upon timeframe 100% of the time			

Overall, the 2016 Preliminary Service Levels are consistent with the approved 2015 Service Levels for Organizational Effectiveness. The changes highlighted in the above table indicate how the service levels are being articulated, not in the actual level of services that are being delivered.

Table 6
2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015			New/Enhanced	2016 Budget	2016 Budget vs. 2015		2017 Plan		2018 Plan		
				2016 Base	Budget	% Change			Budget	%	\$	%	\$	%	
GROSS EXP.															
Org. Effectiveness	1,938.0	2,183.2		2,183.2	245.2	12.7%		2,183.2	245.2	12.7%	26.7	1.2%	45.2	2.0%	
Total Gross Exp.	1,938.0	2,183.2		2,183.2	245.2	12.7%		2,183.2	245.2	12.7%	26.7	1.2%	45.2	2.0%	
REVENUE															
Org. Effectiveness	1,266.2	1,413.2		1,413.2	147.0	11.6%		1,413.2	147.0	11.6%	(48.1)	-3.4%	20.4	1.5%	
Total Revenues	1,266.2	1,413.2		1,413.2	147.0	11.6%		1,413.2	147.0	11.6%	(48.1)	-3.4%	20.4	1.5%	
NET EXP.															
Org. Effectiveness	671.8	770.0		770.0	98.2	14.6%		770.0	98.2	14.6%	74.8	9.7%	24.8	2.9%	
Total Net Exp.	671.8	770.0		770.0	98.2	14.6%		770.0	98.2	14.6%	74.8	9.7%	24.8	2.9%	
Approved Positions	13.8	13.8		13.8				13.8							

The **Organizational Effectiveness Service** provides strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery.

The **Organizational Effectiveness Service** provides strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery.

The Organizational Effectiveness Service's 2016 Operating Budget of \$2.183 million gross and \$0.770 million net is \$0.098 million or 14.6% over the 2015 Approved Net Budget.

Aside from pressures common across all services, the base budget pressures unique to Organizational Effectiveness is an increase of interdivisional charges for increased support for capital planning and coordination automation (\$0.136 million).

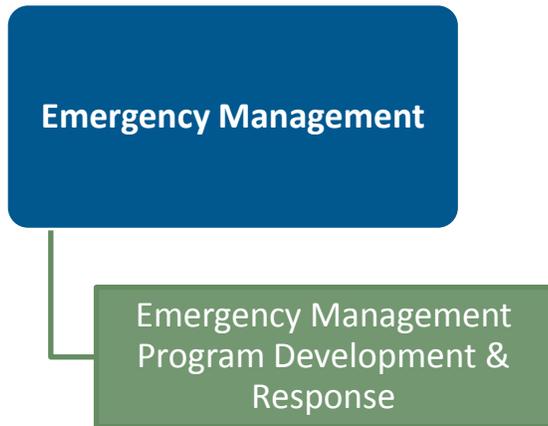
These costs are partially offset through increased interdivisional recoveries reflecting cost escalation to deliver services to "client" divisions (\$0.146 million net).

Office of Emergency Management

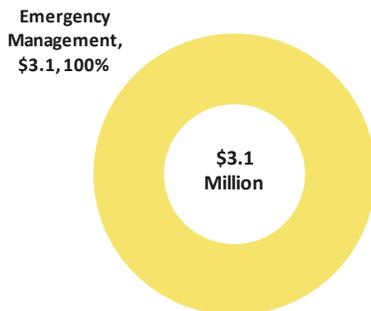
What We Do

Assist residents in preparing for and dealing with major emergencies. The core types of activities include:

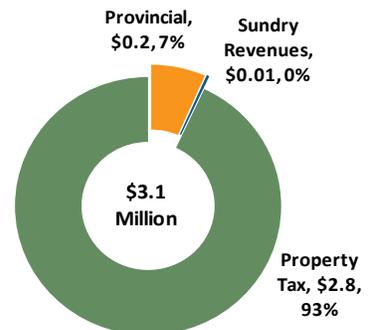
- Coordination for emergency preparedness and response activities as part of the City's Emergency Management Program;
- Development of plans and programs to help mitigate, respond to and recover from emergencies;
- Organization and coordination of emergency responses, including Emergency Social Services, when emergencies occur; and
- Ongoing public education and community outreach.



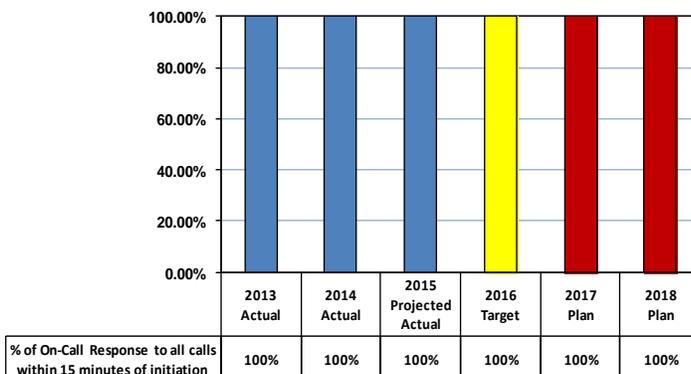
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



% Of On-Call Response to all Calls within 15 minutes of Initiation



- This measure indicates the percentage of On-Call response to all calls within 15 minutes of initiation.
- The Program is projecting that 100% of On-Call response to all calls within 15 minutes of initiation.
- For 2016 and onwards, the Program anticipates that it will meet the target of 100%.

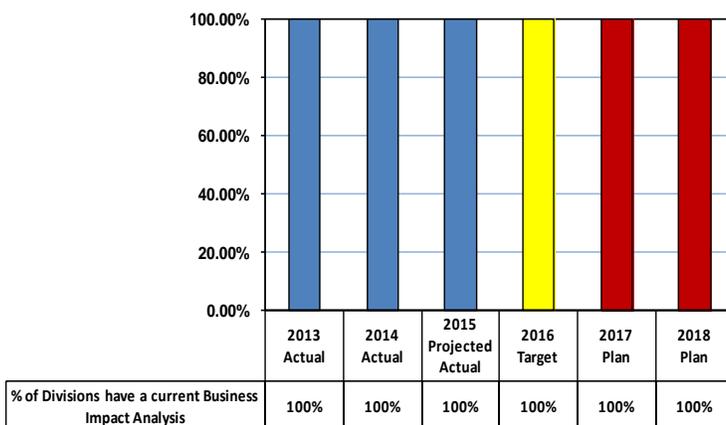
2016 Service Levels Office of Emergency Management

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Customer Service - Phone, Email, Material Request	Monthly	Approved	Acknowledge in 1 business day and respond within 3 business days 90% of the time.			Acknowledge in 1 business day and respond within 3 business days 90% of the time.
Municipal Program Requirements	Annually	Approved	100% compliance with the requirements under the Toronto Municipal Code			100% compliance with the requirements under the Toronto Municipal Code
Provincial Program Requirements	Annually	Approved	100% compliance with the requirements under the Act			100% compliance with the requirements under the Act
Training Program	Quarterly	Approved	Achieve 80% on satisfaction survey for all training courses, 50 Basic Emergency Management provincial certificates levels achieved, 75 Basic Incident Management System, 75 Incident Management System Level 200 provincial certificates achieved			Achieve 80% on satisfaction survey for all training courses, 50 Basic Emergency Management provincial certificates levels achieved, 100 Basic Incident Management System, 100 Incident Management System Level 200 provincial certificates achieved
Exercise Program	Annually	Approved	Achieve 80% satisfaction survey for annual exercise			Achieve 80% satisfaction survey for annual exercise
Public Education Program	Monthly	Approved	Achieve 80% satisfaction survey for public education/awareness presentations			Achieve 80% satisfaction survey for public education/awareness presentations
Business Continuity	Monthly	Approved	Ensure 90% of all Divisions have a current Business Impact Analysis, Ensure 90% of Divisions have a current Business Continuity Plan, Ensure 90% of Divisions have in place tested/exercised BC Plans			Ensure 90% of all Divisions have a current Business Impact Analysis, Ensure 90% of Divisions have a current Business Continuity Plan, Ensure 90% of Divisions have in place tested/exercised BC Plans
OEM 24/7 Standby	As required	Approved	Standby responds to all calls within 15 minutes of initiation			Standby responds to all calls within 15 minutes of initiation
Emergency Operation Centre (EOC)	Operationally ready to activate	Approved	Normal Hours: EOC staffed with OEM members within 15 minutes of requests, After Hours: EOC staffed with OEM members within 2 hours of request, To ensure that the 5 Deep EOC Staffing Plan remains at 80%			Normal Hours: EOC staffed with OEM members within 15 minutes of requests, After Hours: EOC staffed with OEM members within 2 hours of request, To ensure that the 5 Deep EOC Staffing Plan remains at 80%

The 2016 Preliminary Service Levels are consistent with the approved 2015 Service Levels for Office of Emergency Management.

Service Performance

% Of All Divisions Have a Current Business Impact Analysis



- This measure indicates the percentage of all Divisions have a current Business Impact Analysis.
- The Program is projecting that 100% of all Divisions have a current Business Impact Analysis.
- For 2016 and onwards, the Program anticipates that it will meet the target of 100%.

Table 6

2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget	\$	%	2017 Plan		2018 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Emergency Management Program Development & Response	3,031.1	3,056.7		3,056.7	25.7	0.8%		3,056.7	25.7	0.8%	2.6	0.1%	18.8	0.6%
Total Gross Exp.	3,031.1	3,056.7		3,056.7	25.7	0.8%		3,056.7	25.7	0.8%	2.6	0.1%	18.8	0.6%
REVENUE														
Emergency Management Program Development & Response	235.0	235.0		235.0				235.0						
Total Revenues	235.0	235.0		235.0				235.0						
NET EXP.														
Emergency Management Program Development & Response	2,796.1	2,821.7		2,821.7	25.7	0.9%		2,821.7	25.7	0.9%	2.6	0.1%	18.8	0.7%
Total Net Exp.	2,796.1	2,821.7		2,821.7	25.7	0.9%		2,821.7	25.7	0.9%	2.6	0.1%	18.8	0.7%
Approved Positions	18.0	18.0		18.0				18.0						

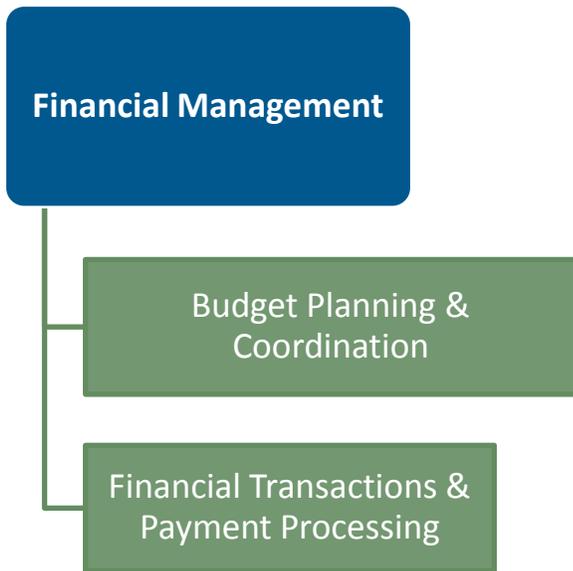
The **Office of Emergency Management Service** reduces the risks to the community and build resiliency by coordinating and integrating activities necessary to militate against, prepare for, respond to, and recover from risks and emergencies.

The Office of Emergency Management Service's 2016 Operating Budget of \$3.057 million gross and \$2.822 million net is \$0.026 million or 0.9% above the 2015 Approved Net Budget.

In addition to base budget pressures that are common across all services (\$0.055 million), a realignment of various non-salary items based on actual experience between services increased base budget pressure in this Service by an additional \$0.010 million.

These costs are somewhat offset through decreased interdivisional charges due to reduction of occupancy costs by Facilities (\$0.039 million).

Financial Management

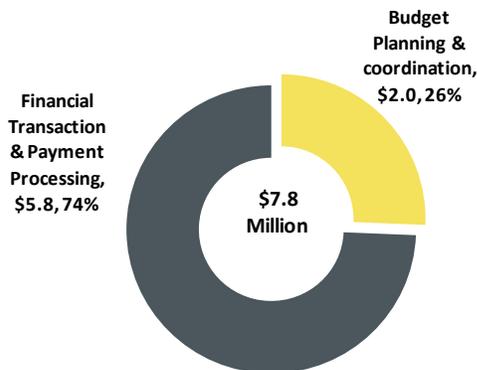


What We Do

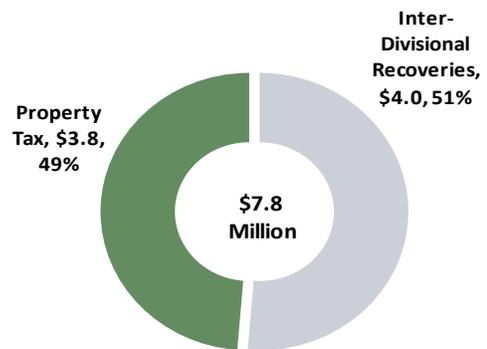
Provide financial planning, reporting, analysis, advice, processing, and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery. The core activities include:

- Budget planning and coordination; and
- Financial transaction and payment processing.

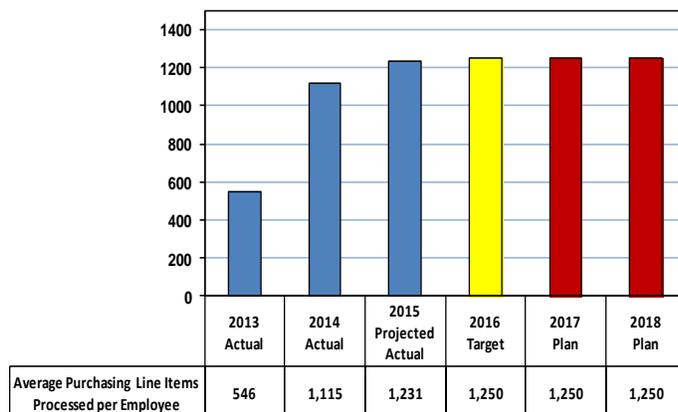
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Average Purchasing Line Items Processed per Employee



- This measure indicates the average number of purchasing line items processed per employee, which has increased by 125.5% since 2013.
- The Program is projecting that 1,231 lines per employee will be processed for 2015 and is estimating 1,250 lines per employee for 2016, 2017 and 2018.

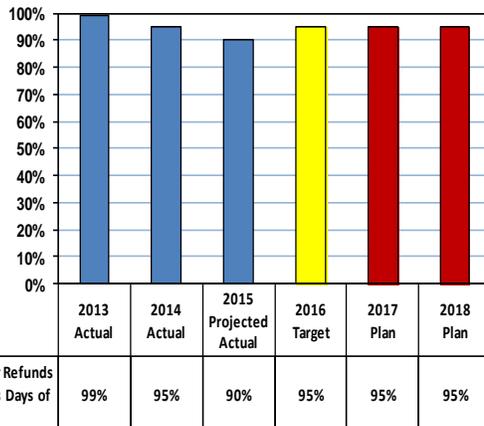
2016 Service Levels Financial Management

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Budget Planning & Coordination	Budget coordinated, prepared and submitted	Approved	100% of Cluster B budgets supported and coordinated within deadlines			100% of Cluster B budgets supported and coordinated within deadlines
	Research, data generation, analysis and presentation	Approved	Provide acknowledgement of request within 2 days 95% of the time			Provide acknowledgement of request within 2 days 95% of the time
	Assistance with service planning	Approved	100% of Cluster B Service Plans Supported to submit within prescribed deadlines			100% of Cluster B Service Plans Supported to submit within prescribed deadlines
	Management Reporting & Control	Approved	Monthly variance reports issued within 7 days after month end 80% of the time. Corporate variance reports meet prescribed deadlines 100% of the time.			Monthly variance reports issued within 7 days after month end 80% of the time. Corporate variance reports meet prescribed deadlines 100% of the time.
	Business advice & consultation	Approved	Provide acknowledgement of request within 2 days 100% of the time.			Provide acknowledgement of request within 2 days 100% of the time.
Financial Transaction & Payment Processing	Management Reporting & Control	Approved	Ensure reconciliation of accounts within 30 days of month end 100% of the time.			Ensure reconciliation of accounts within 30 days of month end 100% of the time.
	Business advice & consultation	Approved	Provide acknowledgement of request within 2 days 100% of the time.			Provide acknowledgement of request within 2 days 100% of the time.
	Purchasing and procurement	Approved	Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls (\$7,500 to \$50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.			Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls (\$7,500 to \$50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.
	Purchasing and procurement (TW)	Approved	Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls (\$7,500 to \$50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.			Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls (\$7,500 to \$50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.
	Accounts payable	Approved	85% of invoices confirmed for payment within 60 days.			85% of invoices confirmed for payment within 60 days.
	Accounts receivable	Approved	90% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request.			90% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request.
	Collects and process customer payments	Approved	Undisputed accounts receivable collected within agreed upon payment terms 70% of the time. Customer payments deposited by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.			Undisputed accounts receivable collected within agreed upon payment terms 70% of the time. Customer payments deposited by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.
	Collects and process customer deposits and prepare refunds for payment	Approved	100% of customer deposits processed within 48 hours of receipt. 90% of completed refund requests processed within 10 business days of receipt.			100% of customer deposits processed within 48 hours of receipt. 90% of completed refund requests processed within 10 business days of receipt.

The 2016 Preliminary Service Levels are consistent with the approved 2015 Service Levels for Financial Management Service.

Service Performance

Quality Measure – % of Completed Requests for Refunds Processed within 10 Business Days of Receipt



- 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 95% of refunds within 10 business days after receiving a request for refund from the division authorizing satisfactory completion of the work.

Table 6

2016 Preliminary Service Budget by Activity

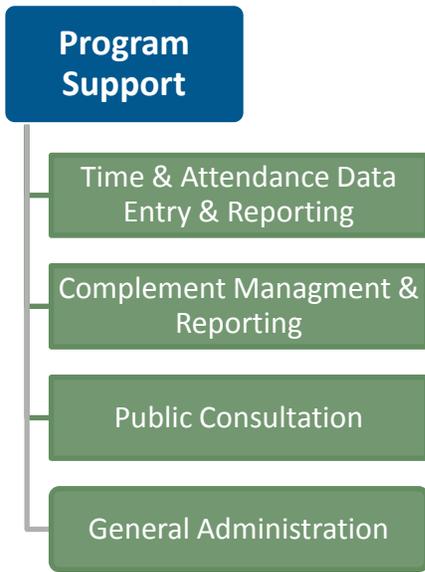
(\$000s)	2015	2016 Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015 Budget			New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan		
	\$	\$	\$	2016 Base	Budget	% Change	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Budget Planning & coordination	2,025.6	2,038.3		2,038.3	12.7	0.6%		2,038.3	12.7	0.6%	13.0	0.6%	20.4	1.0%	
Financial Transaction & Payment Processing	6,001.4	5,800.1		5,800.1	(201.3)	(3.4%)		5,800.1	(201.3)	(3.4%)	(95.2)	-1.6%	61.6	1.1%	
Total Gross Exp.	8,027.0	7,838.4		7,838.4	(188.6)	(2.3%)		7,838.4	(188.6)	(2.3%)	(82.1)	-1.0%	81.9	1.0%	
REVENUE															
Budget Planning & coordination	966.8	946.7		946.7	(20.1)	(2.1%)		946.7	(20.1)	(2.1%)	(0.7)	-0.1%	(0.5)	(0.1%)	
Financial Transaction & Payment Processing	3,152.7	3,087.0		3,087.0	(65.7)	(2.1%)		3,087.0	(65.7)	(2.1%)	(2.4)	-0.1%	(1.7)	(0.1%)	
Total Revenues	4,119.5	4,033.7		4,033.7	(85.8)	(2.1%)		4,033.7	(85.8)	(2.1%)	(3.2)	-0.1%	(2.2)	(0.1%)	
NET EXP.															
Budget Planning & coordination	1,058.7	1,091.6		1,091.6	32.8	3.1%		1,091.6	32.8	3.1%	13.8	1.3%	20.9	1.9%	
Financial Transaction & Payment Processing	2,848.7	2,713.1		2,713.1	(135.6)	(4.8%)		2,713.1	(135.6)	(4.8%)	(92.7)	-3.4%	63.2	2.4%	
Total Net Exp.	3,907.5	3,804.7		3,804.7	(102.8)	(2.6%)		3,804.7	(102.8)	(2.6%)	(79.0)	-2.1%	84.1	2.2%	
Approved Positions	84.5	83.4		83.4	(1.0)	(1.2%)		83.4	(1.0)	(1.2%)					

The **Financial Management Service** provides financial planning, reporting, analysis, advice, processing, and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery

The Financial Management's 2016 Operating Budget of \$7.838 million gross and \$3.805 million net is \$0.103 million or 2.6% below the 2015 Approved Net Budget.

Net savings have been achieved in this Service following a decrease in salary and benefit costs following an adjustment to reflect actual staff expenditure requirements (\$0.233 million) as well as a further base expenditure reduction of \$0.018 million resulting from a line by line review of non-salary accounts.

Program Support

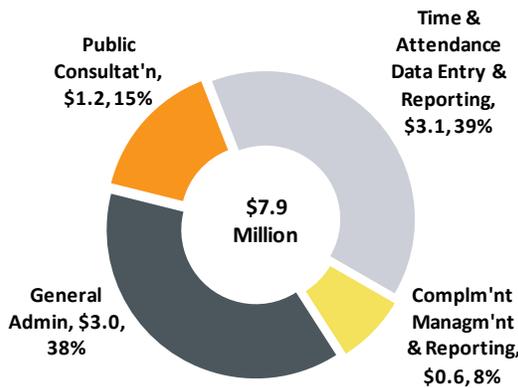


What We Do

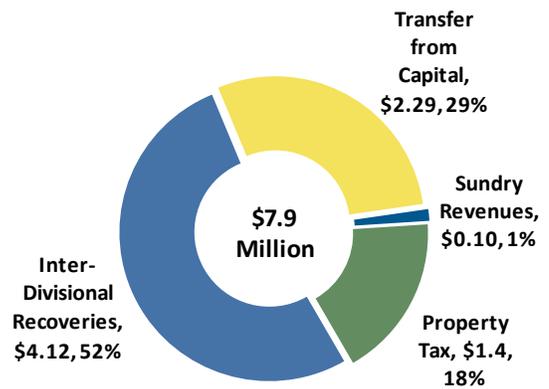
Provide Administrative, Public Consultation, Complement Management and Payroll time entry services to Cluster B divisions to support service delivery. The core activities include:

- Payroll time entry and reporting for over 6,000 Cluster B employees;
- Complement management and reporting activity;
- Public consultation, facilitation and support; and
- General administration support including courier/mail delivery services and coordination of office space and telephones.

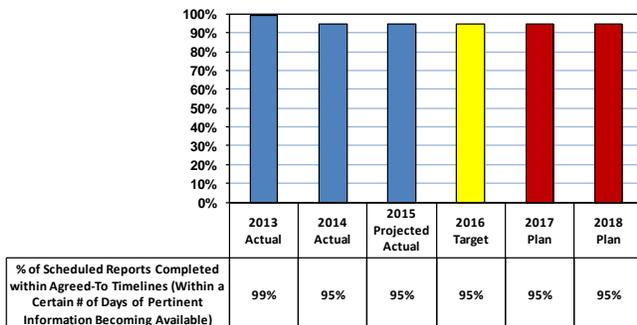
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



% of Scheduled Reports Completed within Agreed to Timelines



- This measure indicates the percentage of scheduled reports completed within agreed-to timelines (within certain # of days of pertinent information becoming available).
- The Program is projecting that in 2015 it will be in line with the 95% target.
- It is anticipated that this measure will continue to be met in 2016 and onwards.

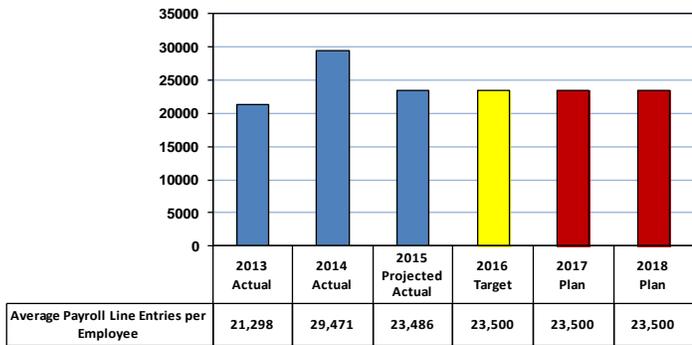
2016 Service Levels Program Support

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Time & Attendance - Data Entry & Reporting	Payroll Advice & Reporting	Approved	Provide Monthly Attendance Management Reports 100% of the time. Other reports within 5 days 95% of the time.			Provide Monthly Attendance Management Reports 100% of the time. Other reports within 5 days 95% of the time.
	Time & Attendance Data Entry &	Approved	Enter Time Sheet on time 100% of the time			Enter Time Sheet on time 100% of the time
Complement Management & Reporting	Complement Management	Approved	Employee records update is completed within 2 days or as agreed upon 95% of the time.			Employee records update is completed within 2 days or as agreed upon 95% of the time.
	Various Monthly and/or Ad Hoc	Approved	Monthly reports are completed within agreed upon			Monthly reports are completed within agreed upon
	Client Consultation / Support	Approved	Acknowledgement request in 2 business days			Acknowledgement request in 2 business days
Public Consultation		Approved	One business day			One business day
General Administration		Approved	Meet notification guidelines, legislated requirements and client or program needs			Meet notification guidelines, legislated requirements and client or program needs.
	Office Space Coordination	Approved	Meet client needs met within Corporate Guidelines.			Meet client needs met within Corporate Guidelines.
	Telephony Coordination	Approved	Within 5 working days 95% of the time.			Within 5 working days 95% of the time.
	Courier/Mail Services	Approved	Delivery within 2 working days 90% of the time.			Delivery within 2 working days 90% of the time.

The 2016 Preliminary Service Levels are consistent with the approved 2015 Service Levels for Program Support Service.

Service Performance

Efficiency Measure – Payroll Lines per Employee



- This measure indicates the average number of payroll lines per employee, which has increased by 10% since 2013.
- The Program is projecting that 23,486 lines per employee will be processed for 2015 and is estimating 23,500 lines per employee for 2016, 2017 and 2018

Table 6

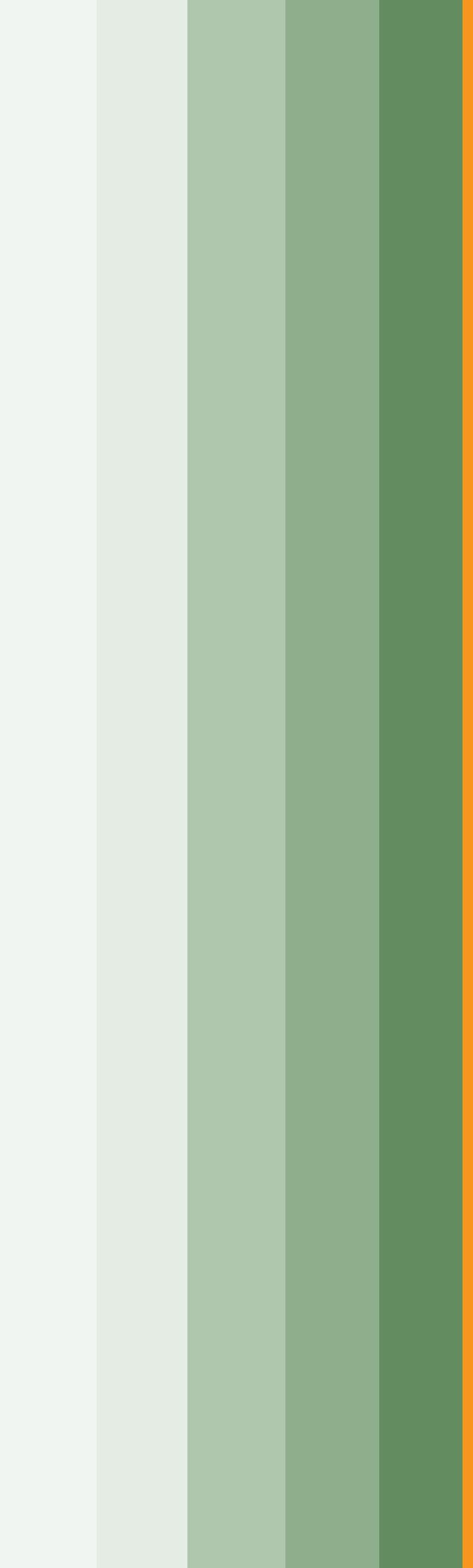
2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget	\$	%	2017 Plan		2018 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Complement Management & Reporting	490.3	558.7		558.7	68.4	14.0%		558.7	68.4	14.0%	31.2	5.6%	5.7	1.0%
General Administration	3,294.7	3,022.7		3,022.7	(272.0)	(8.3%)		3,022.7	(272.0)	(8.3%)	36.4	1.2%	20.5	0.7%
Public Consultation	1,177.0	1,210.6		1,210.6	33.5	2.8%		1,210.6	33.5	2.8%	41.4	3.4%	21.8	1.7%
Time & Attendance Data Entry & Reporting	3,221.4	3,121.3		3,121.3	(100.1)	(3.1%)		3,121.3	(100.1)	(3.1%)	35.0	1.1%	29.5	0.9%
Total Gross Exp.	8,183.4	7,913.2		7,913.2	(270.2)	(3.3%)		7,913.2	(270.2)	(3.3%)	143.9	1.8%	77.4	1.0%
REVENUE														
Complement Management & Reporting	324.8	320.4		320.4	(4.4)	(1.3%)		320.4	(4.4)	(1.3%)	(0.2)	-0.1%	(0.1)	(0.0%)
General Administration	1,624.0	1,602.1		1,602.1	(21.9)	(1.3%)		1,602.1	(21.9)	(1.3%)	(0.8)	-0.1%	(0.6)	(0.0%)
Public Consultation	2,046.4	2,026.3		2,026.3	(20.1)	(1.0%)		2,026.3	(20.1)	(1.0%)	(1.0)	0.0%	(0.7)	(0.0%)
Time & Attendance Data Entry & Reporting	2,598.4	2,563.3		2,563.3	(35.0)	(1.3%)		2,563.3	(35.0)	(1.3%)	(1.3)	-0.1%	(0.9)	(0.0%)
Total Revenues	6,593.5	6,512.1		6,512.1	(81.4)	(1.2%)		6,512.1	(81.4)	(1.2%)	(3.2)	0.0%	(2.2)	(0.0%)
NET EXP.														
Complement Management & Reporting	165.5	238.2		238.2	72.8	44.0%		238.2	72.8	44.0%	31.4	13.2%	5.8	2.1%
General Administration	1,670.7	1,420.6		1,420.6	(250.1)	(15.0%)		1,420.6	(250.1)	(15.0%)	37.2	2.6%	21.0	1.4%
Public Consultation	(869.4)	(815.7)		(815.7)	53.6	(6.2%)		(815.7)	53.6	(6.2%)	42.3	-5.2%	22.5	(2.9%)
Time & Attendance Data Entry & Reporting	623.0	557.9		557.9	(65.1)	(10.4%)		557.9	(65.1)	(10.4%)	36.3	6.5%	30.4	5.1%
Total Net Exp.	1,589.8	1,401.1		1,401.1	(188.8)	(11.9%)		1,401.1	(188.8)	(11.9%)	147.2	10.5%	79.6	4.9%
Approved Positions	75.2	76.2		76.2	1.0	1.3%		76.2	1.0	1.3%				

The **Program Support Service** provides administrative, public consultation, complement management and payroll time entry services to Cluster B divisions to support service delivery.

The Program Support's 2016 Operating Budget of \$7.913 million gross and \$1.401 million net is \$0.189 million or 11.9% below the 2015 Approved Net Budget.

Similar to the experience in the Financial Management Service, net savings in Program Support have been achieved following a decrease in salary and benefit costs following an adjustment to reflect actual staff expenditure requirements (\$0.037 million) as well as a further base expenditure reduction of \$0.195 million resulting from a line by line review of non-salary accounts.



Part III:

Issues for Discussion

Issues for Discussion

Issues Referred to the 2016 Operating Budget Process

Productivity Improvements

- The 2016 Operating Budget for PPF&A reflects a 1.6% decrease to the 2015 Approved Net Operating Budget. This is consistent with past years, as PPF&A has been reducing its budget every year since 2009 with no impact on services provided.
- The Program has also been setting the foundation for increased efficiency and demonstrated productivity improvements over the last 5 years based on continuous business process review to identify efficiencies, including:
 - Office space utilization
 - Implementation of best practices, such as:
 - ✓ Staff training;
 - ✓ Documentation of policies and procedures; and
 - ✓ Review of staff roles and responsibilities and ensuring alignment with job rating.
 - Continuous monitoring of staff productivity and re-balancing staff workloads to match the changing requirements of the work.
 - Automation of routine tasks, which has built capacity within the Program enabling additional work to be assumed within existing resources. For example, in 2015, PPF&A assumed the responsibility of managing an additional 25,000 accounts receivable transactions. The impact was a doubling of the workload without adding any additional staff, resulting in cost avoidance of approximately \$500,000.
- PPF&A will continue to review its business processes across all its services to find additional service efficiencies.



Appendices:

Appendix 1

2015 Service Performance

2015 Key Service Accomplishments

In 2015, PPF&A accomplished the following:

- ✓ Improved PO compliance of Cluster B by 19% due to implementation of pre-assigned CRO.
- ✓ Reduced number of parked documents by 24% in Financial Services due to enhanced tracking system, and by 40% in Financial Services (Toronto Water).
- ✓ Conducted 80 public consultation events for Cluster B Programs.
- ✓ Activated 24/7 Office of Emergency Management Stand-by Coordinator for 45 emergency responses, including 23 emergency social services incidents.
- ✓ Prolonged activation of the Emergency Operations Centre for the Pan American Games.
- ✓ 250 training certificates awarded; achieving 92% satisfaction survey for all training courses participants.
- ✓ 100% of Divisions have completed business impact analyses; 82% of Divisions have completed business continuity plans.

Appendix 2

2016 Preliminary Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2013	2014	2015	2015	2016	2016 Change from		Plan	
	Actual	Actual	Budget	Projected	Budget	2015 Approved		2017	2018
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	16,624.2	17,540.2	18,994.5	18,762.2	18,940.3	(54.2)	(0.3%)	19,027.8	19,259.4
Materials and Supplies	1,101.7	704.4	1,092.6	553.5	969.4	(123.2)	(11.3%)	969.4	969.4
Equipment	98.3	50.1	88.0	88.0	213.9	125.9	143.1%	213.9	213.9
Services & Rents	357.0	216.0	881.2	490.5	665.0	(216.2)	(24.5%)	665.0	665.0
Contributions to Capital									
Contributions to Reserve/Res Funds	109.3	116.7	125.7	125.7	125.7			125.7	125.7
Other Expenditures	0.2	0.3							
Interdivisional Charges	1,391.9	811.1	774.9	662.4	868.6	93.7	12.1%	875.0	875.5
Total Gross Expenditures	19,682.6	19,438.8	21,957.0	20,682.3	21,782.9	(174.0)	(0.8%)	21,876.7	22,109.0
Interdivisional Recoveries	7,276.1	8,260.9	9,367.3	8,566.9	9,340.9	(26.4)	(0.3%)	9,286.4	9,302.4
Provincial Subsidies	85.0	85.0	225.0	225.0	225.0			225.0	225.0
Federal Subsidies									
Other Subsidies									
User Fees & Donations		6.4		21.6					
Transfers from Capital Fund	2,292.3	2,292.3	2,389.9	2,355.9	2,292.3	(97.6)	(4.1%)	2,292.3	2,292.3
Contribution from Reserve/Reserve Funds	122.5		0.9		0.9			0.9	0.9
Sundry Revenues	19.5	168.0	231.2	174.1	334.9	103.8	44.9%	334.9	334.9
Total Revenues	9,795.4	10,812.6	12,214.3	11,343.5	12,194.0	(20.3)	(0.2%)	12,139.5	12,155.6
Total Net Expenditures	9,887.2	8,626.2	9,742.7	9,338.8	9,588.9	(153.8)	(1.6%)	9,737.2	9,953.4
Approved Positions	171.1	180.4	196.4	192.4	196.4			196.4	196.4

For additional information regarding the 2015 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled, *Operating Variance Report for the Nine-Month Period Ended September 30, 2015* approved by City Council at its meeting on December 9, 2015.

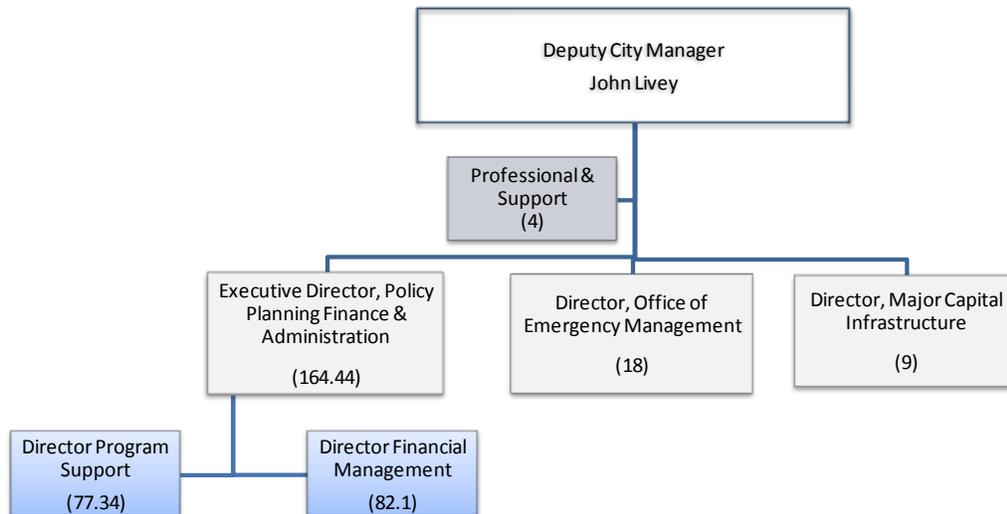
<http://www.toronto.ca/legdocs/mmis/2015/bu/bgrd/backgroundfile-85376.pdf>

Impact of 2015 Operating Variance on the 2016 Preliminary Budget

The line by line expenditure review savings of \$0.214 million net aligned the 2016 Operating Budget with 2015 actual experience while considering projected 2016 requirements.

Appendix 3

2016 Organization Chart



2016 Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	2.0	23.0	45.0	119.0	189.0
Temporary			1.4	6.1	7.4
Total	2.0	23.0	46.4	125.1	196.4

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		22.1	22.1	44.2	66.3
<i>Vehicle Reserve - OEM</i>	XQ1802				
<i>Contributions (+)</i>			22.1	22.1	22.1
Total Reserve / Reserve Fund Draws / Contributions		22.1	44.2	66.3	88.4
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		22.1	44.2	66.3	88.4

* Based on 9-month 2015 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		25,335.2	25,335.2	25,438.8	25,542.3
Insurance Reserve Fund	XR1010				
<i>Contributions (+)</i>					
- <i>Insurance Reserve Fund - PPF&A</i>			103.3	103.3	103.3
- <i>Insurance Reserve Fund - OEM</i>			0.3	0.3	0.3
Total Reserve / Reserve Fund Draws / Contributions		25,335.2	25,438.8	25,542.3	25,645.9
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		25,335.2	25,438.8	25,542.3	25,645.9

* Based on 9-month 2015 Reserve Fund Variance Report