

**Finance Department**  
2015 Business Plan

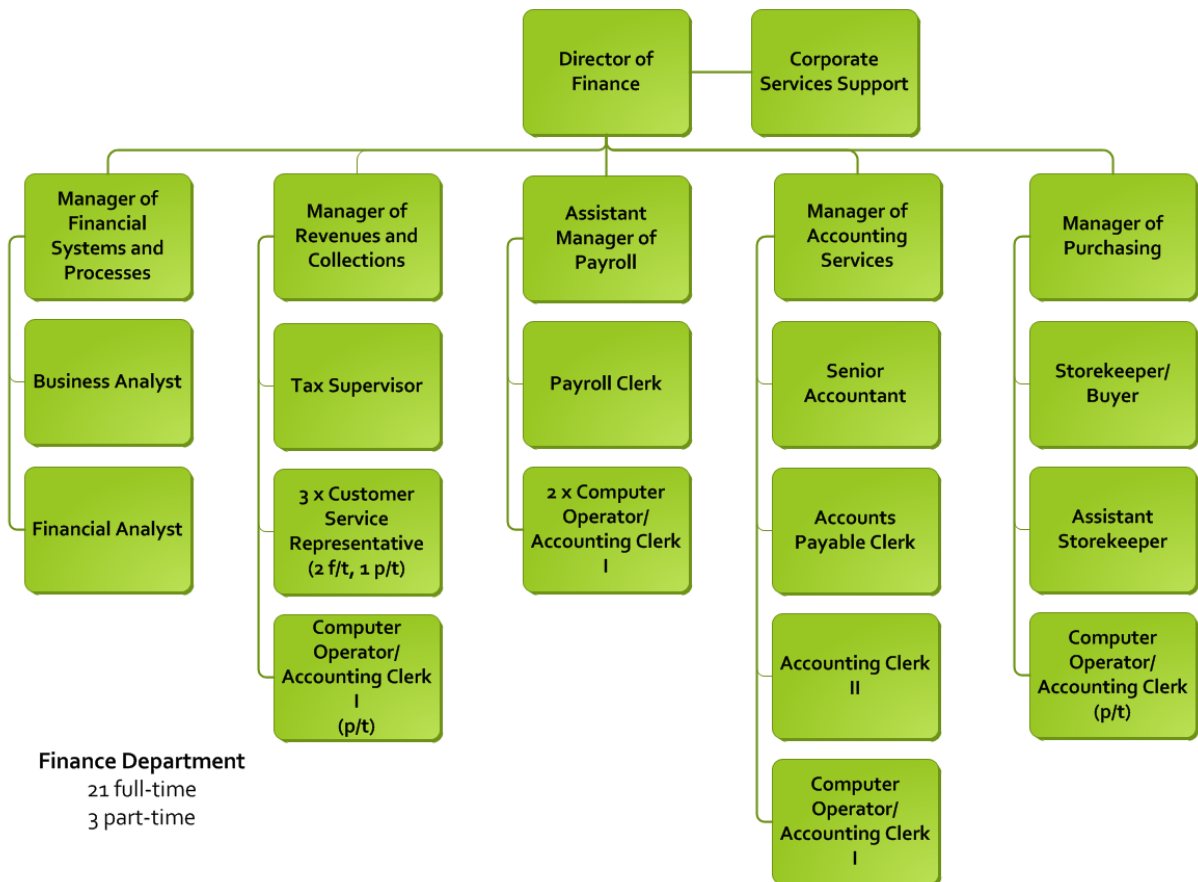
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**1. Department Focus**

The Finance Department provides financial services to citizens, City departments and City Council. The department also supports the other City departments with the safeguarding and administration of the City’s \$700 million of financial and non-financial assets and \$90 million of annual operating costs.

Key functions performed by the department include corporate financial planning, budgeting and reporting, financial policy development and implementation, payroll services, processing accounts payable and receivable, management of investments and banking, levying and collecting municipal taxes and utility fees, risk management, oversight of City procurement, inventory and stores.

**2. Organization Chart**



**3. Business Perspective/Environmental Scan**

- The fast moving pace of the digital world has required the Finance Department to develop new processes to respond more quickly to stakeholder information needs.
- Increasingly, the Finance Department is being called on to provide more sophisticated financial models to help with long range financial planning.
- There is an expectation of online services for the public and employees.
- Internally, all City departments are being asked to find ways of doing more with less and are relying on Finance to help provide them with timely financial information and analysis to allow them to make the appropriate strategic decisions.
- The implementation of the Agresso Financial System in 2015 will result in changes to the way we do business, including the automation of processes and electronic payments. Change management will be required for staff, internal and external customers.

**4. Highlights of 2014 Accomplishments**

Stated Deliverables - 2014 Financial Plan	How did we do?	What did we do?
Implement Financial Management, Project Cost and Billing and Procurement Management modules for the Enterprise Resource Planning system upgrade (Agresso).	✓	On target for “go-live” January 2015.
Long term infrastructure financial planning for new and existing assets.	<b>In Progress</b>	In Progress with Infrastructure Committee.
Continuous Improvement Assessment of the City’s purchasing functions.	✓	Review complete and implementation in progress.
Implement electronic tax and utility billing service.	✓	Completed for 2014 Tax & Utility Billings.
Meet application requirements for the 2013 GFOA Financial Reporting Award.	✓	Annual report submitted in June 2014.
Meet application requirements for the 2014 GFOA Distinguished Budget Presentation Award.	✓	Award received.

i. Day-to-Day Activities

- Disbursement of \$74 Million in Accounts Payable (~12,000 invoices).
- Administer payroll for 400+ employees on a bi-weekly basis, with 3 agreements.
- Billing and Collection of \$70 Million in Taxes and Utilities (19,570 tax customers).
- Provide procurement services to the City’s departments.
- Manage and provide support for the City’s \$91 Million annual budget.

ii. Other Key Accomplishments

- 2014 Financial Planning process was improved and with Communications were able to record the most public input ever.
- There was a significant change in staff over the last year with retirements and vacancies, allowing the department to increase the mid-level accounting positions, creating a succession path for Finance staff who want to develop and progress.
- Received Government Finance Officers Association awards for distinguished budget presentation for 16th consecutive year.
- Received Government Finance Officers Association award for financial reporting for 8th consecutive year.
- Improved customer service by implementing a web interface allowing residents to access their account information 24 hours a day, 7 days a week.
- Implemented eBilling where customers will be able to sign up to receive their 2014 tax and utility bills electronically.
- Supported the Port Coquitlam Committee Foundation with its successful first granting cycle.

iii. Carry-over Projects

- Continued roll-out of new Enterprise Resource Planning system with the Financial Management, Project Cost and Billing and Procurement Management modules expected to go live in January 2015. (Agresso)
- Continued review of financial reserves and development of long term financial planning strategies with the Infrastructure Advisory Committee.
- Standardization of City fleet purchases and purchasing process standardization.
- Upgrade, install and manage various components of the City's fuel system.

**5. Efficiency and Effectiveness in 2014**

- Worked with Information Systems to develop automated upload process of hours and absence data from Operations CMS timecard system. Reduced the input time of a day's information from an average of 45 minutes to 3 minutes.
- Worked with Aquatics leadership staff to develop and implement a new timecard format for approximately 80 Part-Time and Casual Aquatics staff. Aquatics staff previously completed an individualized weekly timecard but now complete a daily time sheet summary listing all staff. Efficiencies include reduced overall paper usage, the elimination of missing or late timecards, and the ability of payroll staff to enter aquatics time on a daily basis rather than waiting for the payroll period end.
- Moved 11 Part-Time and 9 Casual Customer Service employees from weekly paper timecards to bi-weekly electronic timesheets, again reducing overall paper usage and increased payroll efficiencies from the elimination of missing or late timecards.
- Through the Agresso Financial System implementation, business practices were reviewed and scrutinized. The new processes will be more automated, reducing time, and human error. These efficiencies will be implemented in 2015.
- The Purchasing Continuous Improvement Assessment resulted in a number of efficiencies being identified and included in the implementation in 2015.

6. **Workplan Highlights – 2015 Deliverables**

Key Goal	Alignment to Corporate Strategic Plan (CSP) and Council Priorities	Position(s) Responsible	Estimated Completion Date
Implement Financial Management, Project Cost and Billing and Procurement Management modules for the Enterprise Resource Planning system upgrade (Agresso).	<b>Council:</b> OD <b>CSP:</b> Strategic Service Delivery & Sustainable Future	Director of Finance, Director of Corporate Support, Finance Managers	Go Live January 2015
Provide financing options and analysis for the Community Recreation Complex.	<b>Council:</b> Rec Centre	Director of Finance	Q1-Q4
Long term infrastructure financial planning for new and existing assets.	<b>Council:</b> Infrastructure <b>CSP:</b> Sustainable Future	Director of Finance, Manager of Financial Systems & Processes, Manager of Accounting Services	ongoing
Implementation of Purchasing CIA Recommendations.	<b>Council:</b> OD <b>CSP:</b> Strategic Service Delivery & Sustainable Future	Director of Finance, Purchasing Manager	Q1-Q4
Partner with Communications to promote the use of tax and utility ebilling.	<b>CSP:</b> Strategic Service Delivery & Sustainable Future	Manager of Revenue & Collections, Manager of Communication	Q2
Implement Payroll, Timesheet, and Employee Self Service modules for the Enterprise Resource Planning system upgrade (Agresso).	<b>Council:</b> OD <b>CSP:</b> Strategic Service Delivery & Sustainable Future	Manager of Financial Systems & Processes, Assistant Manager of Payroll	Q3
Meet application requirements for the 2014 GFOA Financial Reporting Award.	<b>CSP:</b> Strategic Service Delivery	Manager of Accounting Services	Q2
Meet application requirements for the 2015 GFOA Distinguished Budget Presentation Award.	<b>CSP:</b> Strategic Service Delivery	Manager of Financial Systems & Processes	Q2

**7. Indicators and Measures**

<b>Indicator/Measure</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014 YTD*</b>
Current year taxes outstanding at December 31	2.37%	1.94%	2.05%	1.70%	n/a
Number of insurance claims (lawyer assigned)	6	14	9	11	5
Number of incidents (adjuster/ examiner assigned)	39	38	40	45	20
% of folios claiming electronic Home Owner Grant	38%	42%	44%	46%	48%
Number of invoices processed	10,353	11,612	11,686	11,531	7,736
# of special cheques issued as percentage of total payments	.56%	.40%	.39%	.46%	.15%
Number of tenders, requisitions, quotations & request for proposal calls processed by Purchasing	37	37	43	45	47
\$ of purchasing card transactions as percentage of total purchases	1.41%	1.76%	1.81%	2.16%	2.16%

\*As of September 19, 2014

**8. 2015 Operating Budget**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Change</b>
Personnel	\$ 1,967,000	\$ 2,013,900	\$ 2,059,900	2.3%
Contracted Services	785,400	743,300	781,500	5.1%
Rentals	217,100	220,800	289,300	31.0%
Utilities	105,900	111,500	84,800	-23.9%
Materials	170,000	170,200	162,400	-4.6%
Purchases	3,600	3,600	3,600	0.0%
<b>Operating Budget</b>	<b>\$ 3,249,000</b>	<b>\$ 3,263,300</b>	<b>\$ 3,381,500</b>	<b>3.6%</b>
Revenue	(323,200)	(326,500)	(311,800)	-4.5%
Internal Recovery Charges	(1,068,500)	(1,086,700)	(1,106,200)	1.8%
<b>Net Operating Budget</b>	<b>\$ 1,857,300</b>	<b>\$ 1,850,100</b>	<b>\$ 1,963,500</b>	<b>6.1%</b>

