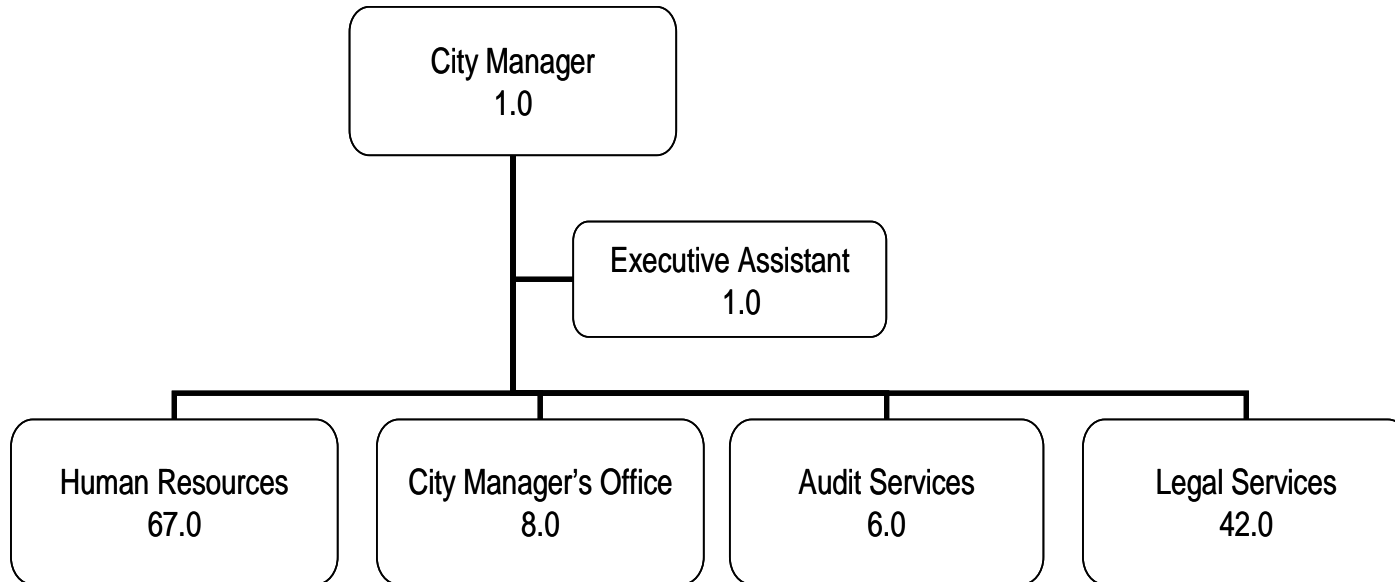


# City Manager's Office



**OVERVIEW**



Complement (FTE)	Management	Other	Total	# of staff/ Management
2010	14.0	111.0*	125.0*	7.93
2011	14.0	111.0*	125.0*	7.93
Change	0	0	0	0

\* 14 positions included in HR's complement are funded by the operating departments and appear in their budget

**2011 NET OPERATING BUDGET BY DIVISION**

**CITY OF HAMILTON**  
**2011 TAX OPERATING BUDGET**  
*By Program*

**City Manager**

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Administration - City Manager	1,215,733	777,267	1,248,596	0	1,248,596	32,863	2.7%
Audit Services	657,081	612,580	660,784	0	660,784	3,703	0.6%
Human Resources	4,746,474	4,296,757	4,746,147	0	4,746,147	(327)	(0.0)%
Legal	2,205,475	3,221,090	2,258,871	0	2,258,871	53,396	2.4%
<b>NET LEVY</b>	<b>8,824,763</b>	<b>8,907,694</b>	<b>8,914,398</b>	<b>0</b>	<b>8,914,398</b>	<b>89,635</b>	<b>1.0%</b>

**2011 GROSS - NET DEPARTMENTAL BUDGET**

**CITY OF HAMILTON  
2011 TAX OPERATING BUDGET  
By Cost Category**

**City Manager**

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
<i>EMPLOYEE RELATED COST</i>	11,377,635	10,711,852	11,575,920	0	11,575,920	198,285	1.7%
<i>MATERIAL AND SUPPLY</i>	657,615	255,185	612,359	0	612,359	(45,256)	(6.9)%
<i>BUILDING AND GROUND</i>	30,320	29,320	24,450	0	24,450	(5,870)	(19.4)%
<i>CONSULTING</i>	265,140	248,120	289,490	0	289,490	24,350	9.2%
<i>CONTRACTUAL</i>	1,046,936	1,037,349	1,026,868	0	1,026,868	(20,068)	(1.9)%
<i>RESERVES / RECOVERIES</i>	170,017	197,668	167,867	0	167,867	(2,150)	(1.3)%
<i>COST ALLOCATIONS</i>	(3,480,297)	(2,462,351)	(3,506,103)	0	(3,506,103)	(25,806)	(0.7)%
<i>FINANCIAL</i>	957,840	957,840	960,040	0	960,040	2,200	0.2%
<b>TOTAL EXPENDITURES</b>	<b>11,025,206</b>	<b>10,974,982</b>	<b>11,150,891</b>	<b>0</b>	<b>11,150,891</b>	<b>125,685</b>	<b>1.1%</b>
<i>FEES AND GENERAL</i>	(157,860)	(165,706)	(157,860)	0	(157,860)	0	0.0%
<i>RESERVES</i>	(2,042,583)	(1,901,583)	(2,078,633)	0	(2,078,633)	(36,050)	(1.8)%
<b>TOTAL REVENUES</b>	<b>(2,200,443)</b>	<b>(2,067,289)</b>	<b>(2,236,493)</b>	<b>0</b>	<b>(2,236,493)</b>	<b>(36,050)</b>	<b>(1.6)%</b>
<b>NET LEVY</b>	<b>8,824,763</b>	<b>8,907,694</b>	<b>8,914,398</b>	<b>0</b>	<b>8,914,398</b>	<b>89,635</b>	<b>1.0%</b>

**2011 MAJOR COST DRIVERS**

- Significant pressures driving budget
  - Employee Related Costs
    - includes merit & benefit costs \$198,285
- Offset by
  - Increased recoveries
    - from WSIB and Benefit Reserves (\$ 36,050)
  - Increased Indirect Recoveries
    - for HR & Admin CMO (\$ 25,806)



## 2011 BASE BUDGET SAVINGS

- Budget savings (efficiencies, revenues, reductions) included in base budget
  - Reductions in Human Resources (\$45,256)
    - Savings in rent for new Return to Work Services location
    - Savings from new contract for Employee & Family Assistance Program (EFAP)



# 2011 Draft Budget by Division

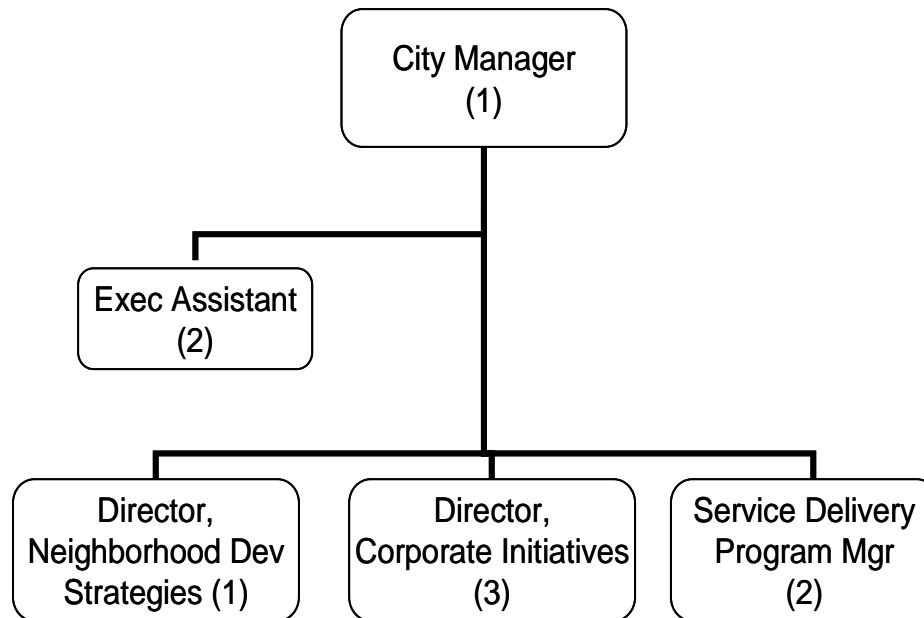


# Administration - CMO





**OVERVIEW**



Administration - City Manager				
Complement (FTE)	Management	Other	Total	# of staff/ Management
2010	3.0	6.0	9.0	2.0
2011	3.0	6.0	9.0	2.0
Change	0	0	0	0

**2011 NET OPERATING BUDGET BY SECTION**

**CITY OF HAMILTON**  
**2011 TAX OPERATING BUDGET**  
*By Program*

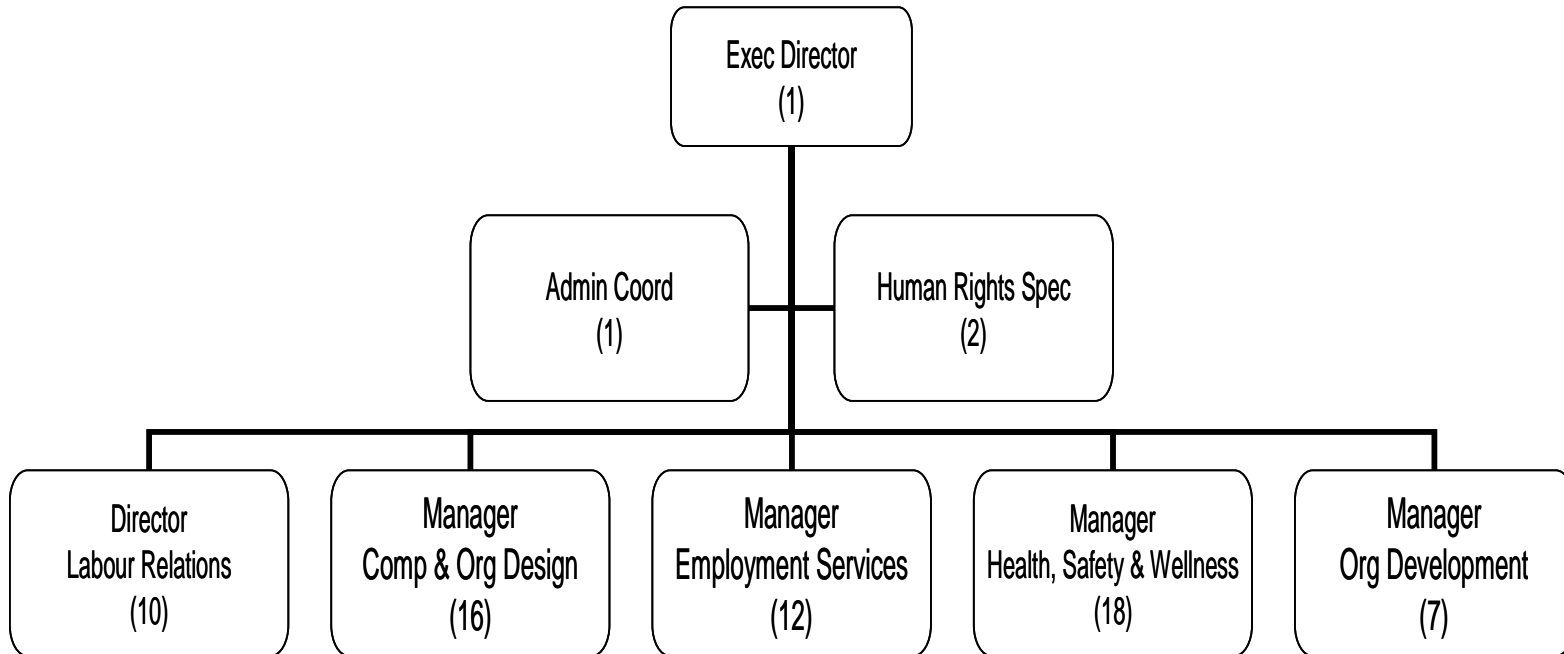
**Administration - City Manager**

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
City Manager's Office	1,170,733	732,267	1,218,596	0	1,218,596	47,863	4.1%
Best Practices	45,000	45,000	30,000	0	30,000	(15,000)	(33.3)%
<b>NET LEVY</b>	<b>1,215,733</b>	<b>777,267</b>	<b>1,248,596</b>	<b>0</b>	<b>1,248,596</b>	<b>32,863</b>	<b>2.7%</b>

# Human Resources



**OVERVIEW**



Human Resources				
Complement (FTE)	Management	Other	Total	# of staff/ Management
2010	6.0	61.0*	67.0	10.17
2011	6.0	61.0*	67.0	10.17
Change	0	0	0	0

\* 14 of these HR positions are funded by the operating departments and appear in their budget

**2011 NET OPERATING BUDGET BY SECTION**

**CITY OF HAMILTON**

**2011 TAX OPERATING BUDGET**

*By Program*

**Human Resources**

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Compensation & Benefits	1,114,471	1,115,048	1,127,146	0	1,127,146	12,675	1.1%
Employment Services	901,689	901,689	915,118	0	915,118	13,429	1.5%
Health Safety & Wellness	1,108,518	650,818	1,037,691	0	1,037,691	(70,827)	(6.4)%
Human Resources Admin & Human Rights	(310,569)	(303,163)	(301,965)	0	(301,965)	8,604	2.8%
Labour Relations	1,503,308	1,503,308	1,518,381	0	1,518,381	15,073	1.0%
Organizational Development	429,057	429,057	449,777	0	449,777	20,720	4.8%
<b>NET LEVY</b>	<b>4,746,474</b>	<b>4,296,757</b>	<b>4,746,147</b>	<b>0</b>	<b>4,746,147</b>	<b>(327)</b>	<b>0.0%</b>

**2011 MAJOR COST DRIVERS****Significant pressures driving budget**

- Employee Related Costs \$97,480
  - Merit increases, and higher benefit costs

**Offset by:**

- Increased Reserve Recoveries (\$36,050)
  - Resulting from Case management review
  - Funding increased benefit costs
- DIR/IND Recoveries (\$15,285)
  - Reduction in DIRECT costs from Fleet, IP Telephony
  - Increased INDIRECT recoveries



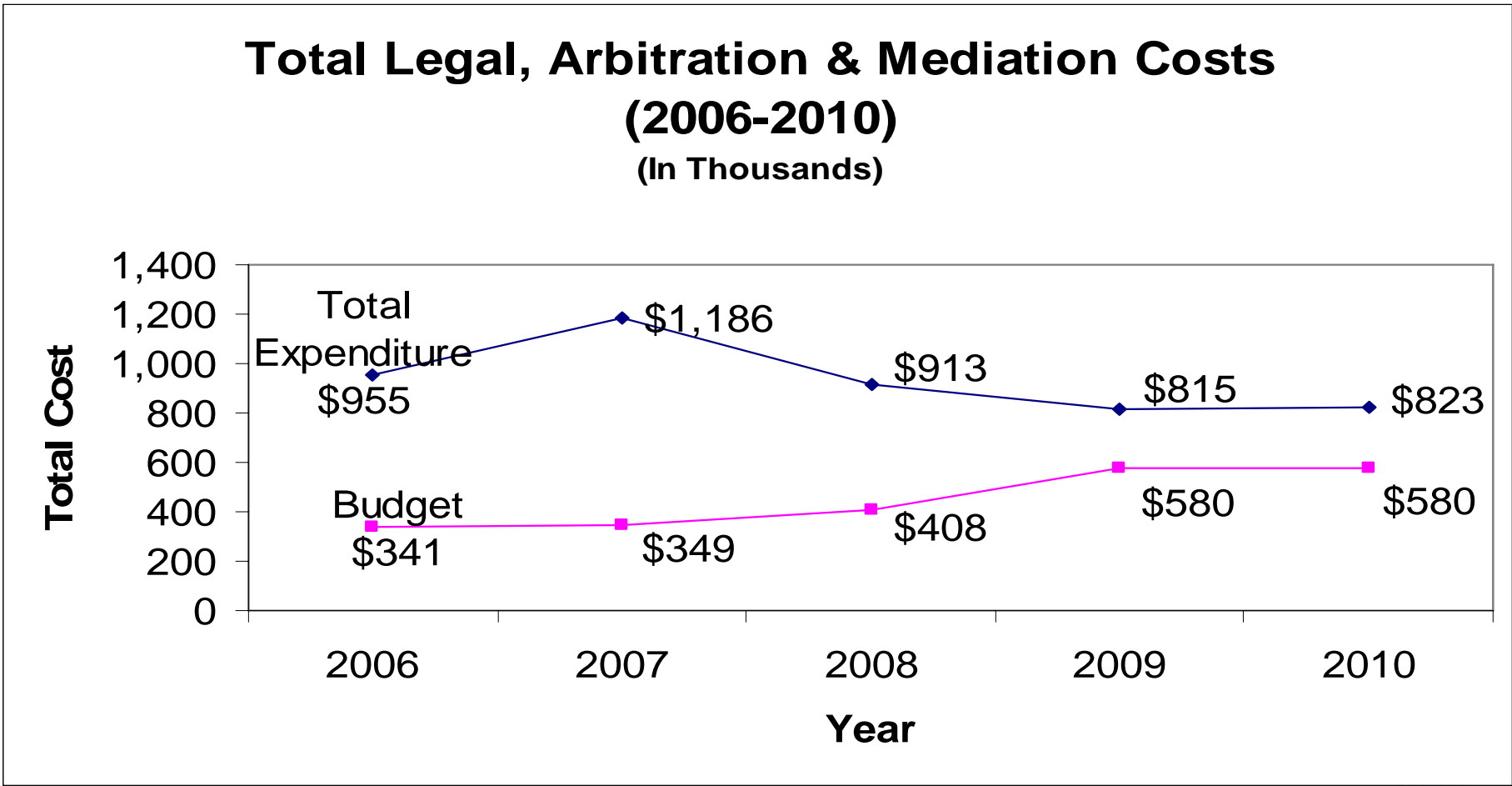
**2011 BASE BUDGET SAVINGS**

- Budget savings (efficiencies, revenues, reductions) included in base budget
  - Rent savings from RTW new location (\$18,106)
  - Savings from new fixed cost contract versus fee for service contract with EFAP provider (\$28,366)
  - \$4,490 was found to reallocate to corporate employee recognition program



**ADMINISTRATIVE EFFICIENCIES**

- Maintained legal fees & arbitration costs





## ADMINISTRATIVE EFFICIENCIES

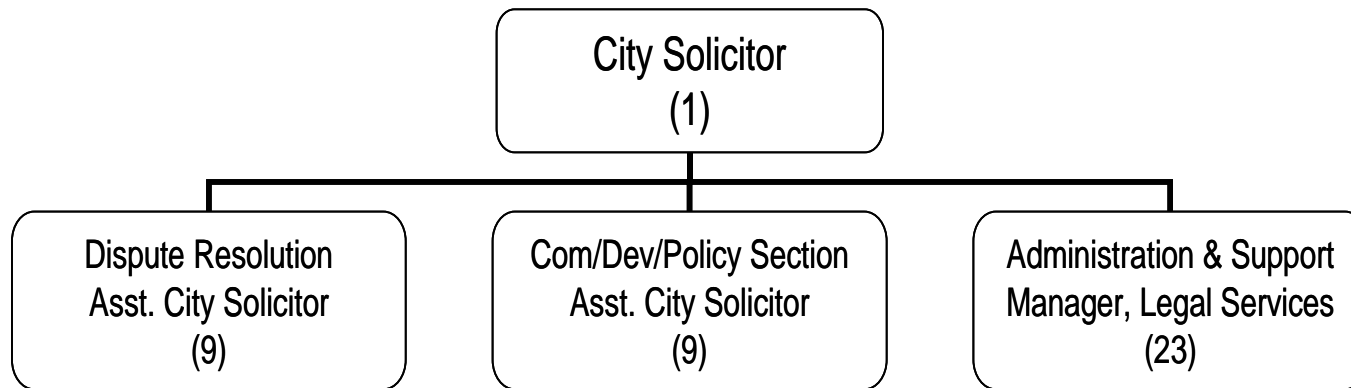
- Decreased grievances (460 versus 622 in 2009, a 26% drop)
- Administrative savings and cost avoidance within Benefits Administration (\$267,000)
- Decreased absenteeism in 2010 (9.68 average sick days versus 10.07 in 2009)



# Legal Services



**OVERVIEW**



Legal Services				
Complement (FTE)	Management	Other	Total	# of staff/ Management
2010	4.0	38.0	42.0	9.5
2011	4.0	38.0	42.0	9.5
Change	0	0	0	0

**2011 NET OPERATING BUDGET BY SECTION**

**CITY OF HAMILTON**  
**2011 TAX OPERATING BUDGET**  
*By Program*

**Legal**

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Inhouse-Outside Counsel - City	2,205,475	3,221,090	2,258,871	0	2,258,871	53,396	2.4%
<b>NET LEVY</b>	2,205,475	3,221,090	2,258,871	0	2,258,871	53,396	2.4%

**2011 MAJOR COST DRIVERS**

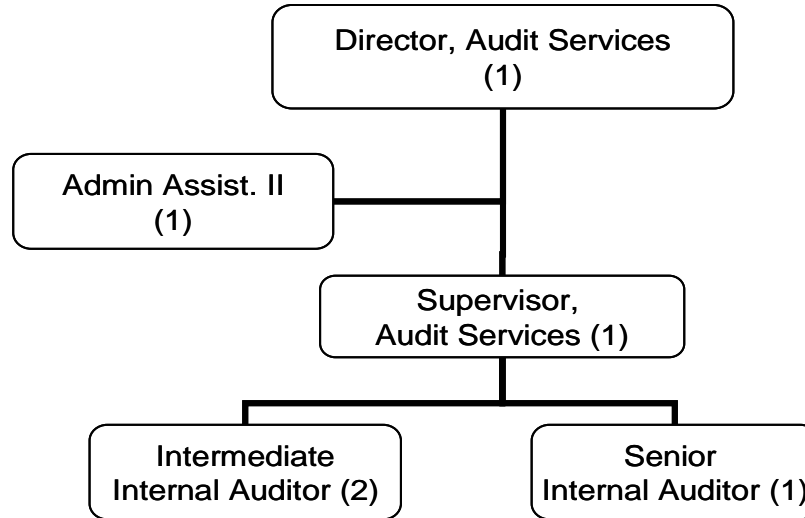
- Highlight significant pressures driving budget
  - Employee Related Costs \$66,003
    - Merits and increased benefit costs
  - IND recoveries (\$13,079)



# Audit Services



**OVERVIEW**



Administration - City Manager				
Complement (FTE)	Management	Other	Total	# of staff/ Management
2010	1.0	5.0	6.0	5.0
2011	1.0	5.0	6.0	5.0
Change	0	0	0	0

**2011 NET OPERATING BUDGET BY SECTION**

**CITY OF HAMILTON**  
**2011 TAX OPERATING BUDGET**  
*By Program*

**Audit Services**

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Audit Services	657,081	612,580	660,784	0	660,784	3,703	0.6%
<b>NET LEVY</b>	657,081	612,580	660,784	0	660,784	3,703	0.6%



**2011 MAJOR COST DRIVERS**

- Highlight significant pressures driving budget
  - Employee Related Costs \$5,214
    - Merit and benefit costs
  - Other reductions: (\$1,511)
    - Office supplies
    - Subscriptions
    - IP Telephony

