

APPENDIX "A"
CITY OF HAMILTON
PROPOSED 2013 PERFORMANCE AUDIT WORK PLAN PROJECTS

1. PREVIOUSLY APPROVED PERFORMANCE AUDIT PROJECTS

Audit Project	Project Description
Cheques	The City incurs more cost to issue a cheque payment as opposed to an electronic fund transfer (EFT) for low dollar value cheques. Cost savings may be realized if cheque payments were replaced using EFTs. A cheque listing will be extracted from the financial system and analyzed to determine when it is more efficient to issue an EFT payment. Related cost savings will be calculated.
Licence Revenue	Most businesses in Hamilton require a license to operate legally. Additional revenue may be realized by identifying unlicensed businesses. This project will entail identifying unlicensed businesses and calculating the related license revenue.
Employer Paid Parking	Employees who use their vehicle for City business at least three times per week are eligible for employer paid parking under the <i>Employee Parking Policy (Downtown)</i> . The <i>Employer Paid Parking Procedure for Confirming Continued Eligibility</i> contains a trip analysis to evaluate whether employees remain eligible to receive employer paid parking. Cost savings may be realized if the parking is no longer provided to employees who do not validate their continued eligibility. An analysis will be performed to identify ineligible employees and the related cost savings.
Global Positioning System Analysis	Various City vehicles are equipped with Global Positioning System (GPS) technology. Management may use recorded GPS travel information to assess employee productivity. This project will entail comparing GPS records to documented work assignments in order to identify areas where productivity and efficiencies may be gained.

2. ADDED PROJECTS

Audit Project	Project Description
Water – Water Main Emergency Repairs	Water main excavation and repair processes may be performed by both City and contracted work crews. According to the Ontario Municipal Benchmarking Initiative (OMBI) statistics and as quoted in the KPMG Service Delivery Review Report, "Hamilton experiences a higher rate of main breaks than most comparator municipalities". Per statistics provided by OMBI, the number of water main breaks continues to increase from 12.8 per 100 kilometres in 2008 to 17.1 per 100 kilometres in 2011. This audit will evaluate potential cost savings associated with alternatives available for water main emergency repairs.
City Clerks – Agenda Process	The City Clerk compiles, prints and distributes agendas and supporting documents for each Committee and Sub-Committee meeting to Council members and select department management. This audit will examine the processes involved in the preparation and distribution of agendas, benchmark with other municipalities and evaluate cost saving opportunities through efficiencies and alternative methods of providing the service.
Risk Management – Claims Adjusters	Claims adjusters investigate third party insurance claims to determine the extent of the City's liability. Internal claims representatives and external service providers carry out this function. This audit will evaluate potential cost savings associated with alternatives available for adjusting insurance claims.