



**SERVICE DELIVERY AND ORGANIZATION REVIEW COMMITTEE
AGENDA**

Date and Time Friday, February 28, 2014 at 10:00 a.m.
Place County of Frontenac Administrative Boardroom 2069 Battersea Road, Glenburnie
Members:
Warden Bud Clayton Deputy Warden Denis Doyle
Councillor Gary Davison Walter Knott, Community Member

Page

1. Call to order
2. Adoption of the agenda
3. Disclosure of pecuniary interest and general nature thereof
4. Adoption of minutes
 - Minutes of Meeting held January 6, 2014
5. Deputations and/or presentations
6. Reports
 - Continuation of the KPMG SDOR Report and Implementation Plan
 - Opportunities for further Staff Efficiencies
 - Council Resolution Sheets
 - Recommendations for Moving Forward
7. Other business
8. Next meeting date
9. Adjournment

2-9

10-11



**Minutes of the Service Delivery and Organization Review Committee Meeting
January 6, 2014**

A meeting of the Service Delivery and Organization Review Committee was held at the County Administrative Office, 2069 Battersea Road, Glenburnie on Monday, January 6, 2014 at 1:00 PM.

Present: Chair Walter Knott, Warden Clayton, Deputy Warden Doyle and Councillor Davison

Also Present: **Other Councillors:** Councillors Inglis and Jones;
County Staff: Marian VanBruinessen, Treasurer/Acting CAO; Paul Charbonneau, Director of Emergency and Transportation Services; Jannette Amini, Acting Clerk

1. Call to order

The Chair called the meeting to order at 1:03 p.m.

2. Adoption of the agenda

Moved By: Deputy Warden Doyle
Seconded By: Councillor Davison

THAT the agenda for the January 6, 2014 Service Delivery and Organization Review Committee be amended to move Reports ii. to be considered prior to i. and as amended be adopted.

CARRIED

3. Disclosure of pecuniary interest and general nature thereof

The Chair requested the Recording Secretary to make a note in the minutes that no members of the Committee declared any disclosures of pecuniary interest.

4. Adoption of minutes

Moved By: Councillor Davison
Seconded By: Warden Clayton

THAT the minutes of the Service Delivery and Organization Review Committee meeting held on December 9, 2013 be adopted as circulated.

CARRIED

5. Deputations and/or presentations

Mr. Todd MacDonald, Performance Concepts, who has been retained by the County of Frontenac for the Council Strategic Planning exercise, was scheduled to address the Service Delivery and Organization Review Committee on this matter; however due to inclement weather, Mr. Todd provided his presentation via teleconference.

Mr. MacDonald provided the Committee with his thoughts on the process for the County Strategic Planning session, taking into account the KPMG report and how Council will move forward with its priorities and how it will act on the report. This will also take into account budget decisions that Council will consider in 2014 budget including reserves and revenue flows. He is attempting to develop a strategy around these matters and is looking to this Committee around timing issues.

Mr. MacDonald made two points, the first being the strategic planning process and should it be the platform that Council uses to assess its strategy with respect to the KPMG report and in what order the recommendations will be implemented. He suggested that there is an opportunity to build a bridge with this Committee and felt that the strategic planning process would be a more collaborative way to do that which allows the work of the Service Delivery and Organization Review Committee to expand and include the perspectives of all council. The second point addressed timing of the implementation process of the KPMG report vs. strategic planning vs. the budget process and questioned if the budget decisions will drive the strategic planning or should that discussion take place in the strategic planning forum first. He advised that there should be a clearly understood game plan that Council's priorities should be determined through the strategic planning session prior to the budget process.

Mr. MacDonald was informed that the SDOR Committees mandate is to work on the implementation of the KPMG report and not the strategic planning process or the budget process. To Mr. MacDonald's question as to whether this Committee has a process of extending its discussions to full Council; he was advised that any recommendations coming from this Committee are forwarded to the Committee of the Whole Council for full discussion which are then forwarded to Council for confirmation. It was recognized by members that the outcome of both a Strategic Plan and recommendations around the implementation of the KPMG report will have budget

implications; however at present, the County has no Strategic Plan and the importance of Council moving forward with its budget process and County business was stressed.

Ms. VanBruinessen confirmed that the process typically would be to have a Strategic Plan, or longer term vision in place prior to budget decisions, noting the benefits of a Strategic Plan as noted in the draft Asset Management Plan which determines how tax revenues are allocated in the future.

Mr. MacDonald provided his interpretation of these discussions, those being that the Committee will continue its deliberations around KPMG report and then report to Committee of the Whole Council and Council.

6. Closed meeting

Moved By: Deputy Warden Doyle
Seconded By: Councillor Davison

RESOLVED THAT the Service Delivery and Organization Review Committee enter into a closed meeting as authorized under Section 239 of the Municipal Act, to consider:

(d) Labour Relations and Employee Negotiations - as it relates to the organizational review of municipal employees' responsibilities

CARRIED

Moved By: Deputy Warden Doyle
Seconded By: Warden Clayton

THAT the Service Delivery and Organization Review Committee rise from Closed Meeting without reporting.

CARRIED

7. Reports

This item was considered after ii. KPMG SDOR Report and Implementation Plan
See page 4

i. **2013-241**
Financial Services – Services and Organizational Review

The Committee noted that this recommendation is no longer valid given that County Council has assigned this task to the Service Delivery and Organization Review Committee through its amended mandate. Staff did point out that the second portion of the recommendation would still need to be addressed as there will be a need in the 2014 budget to facilitate the recommended opportunities in the KPMG report.

ii. **KPMG SDOR Report and Implementation Plan**

The Chair provided his reasoning and overview of the SDOR Implementation Plan (attached to the agenda) that incorporates the chart presented by KPMG regarding implementation. He developed this chart for the Committee in order to stimulate discussion and the Committee agreed to proceeding with this.

Do Now

#1 Review vehicle fleet

Ms. VanBruinessen noted that the Corporate Services vehicles are used during working hours to provide transportation to and from meetings and conferences as well as support IT circulation to ambulance bases. Chief Charbonneau advised that three of the four vehicles were approved by previous Councils based on a study that was done on where employees are going and what that would cost in mileage. The fourth vehicle is a temporary vehicle used during summer for GIS interns and students as it was more economical to use a surplus FPS vehicle and simply delay its sale. There are two Prius', one of which falls under FPS and is used by the FPS IT staff member who is on the road continually going to ambulance bases. It is; however identified as a corporate vehicle as IT falls within Corporate Services. The decision to purchase the Prius was made in recognition of the Council interest in promoting green technology.

The Committee reviewed the pros and cons of staff using their own vehicles on County business and the cost of mileage reimbursement. Councillor Clayton indicated that an assessment in North Frontenac determined that it was less expensive to buy a vehicle than to pay mileage. The Committee questioned the requirement for four vehicles but could support two vehicles; however questioned if the vehicles were required to be high end vehicles as there are many options now available that are more environmentally friendly and this should be done through a competitive process. Regarding staff concerns that two vehicles might not be sufficient, it was suggested that by example the GIS activities in North Frontenac were duplication of activity undertaken by North Frontenac staff and better coordination is required. *(County staff have since confirmed with the North Frontenac CAO that all GIS activity is coordinated with the Township and that there is no overlap of service)*

Moved by: Councillor Davison
Seconded by: Deputy Warden Doyle

THAT the Corporate Services vehicle compliment be reduced to the 2 Prius vehicles, with the other vehicles to be disposed of accordingly.

CARRIED

#3 Entrance issue

Staff advised that this item has been completed.

#5 Distribute FGT – “deferred revenue item”

It was agreed that some of the FGT reserve needs to be retained to meet County commitments; however through a Council resolution, any new FGT is distributed to the Townships. Ms. VanBruinessen advised that this discussion will come forward during budget deliberations.

#17 Determine lean6sigma

The Committee supported this idea and felt that two processes should take place immediately.

Moved by: Deputy Warden Doyle
Seconded by: Councillor Davison

THAT Council seek a consultant for the work of two (2) lean6sigma process reviews for Procurement and the second to be brought forward by staff.

CARRIED

#23 Vacated tax room – from Kingston charges

Ms. VanBruinessen confirmed that this is shown each year; however the uploaded dollars are often replaced with increases in other areas of the City requisition. This year Council has already directed that the surplus from the Defined Residency Benefit be placed in reserve for the Kingston Frontenac Renovates Program. Ms. VanBruinessen will report to Council on this matter.

↑Action Item

Ms. VanBruinessen to report to Council on this matter

#26 Reduce staff meetings

Staff advised that this item has been completed.

#28 Reduce staff at meetings

Ms. VanBruinessen noted that staff are in agreement with this and that this had already been identified. Staff attending both Council and Committee meetings has been reduced.

Stay Working On

#2 Absenteeism issue

It was noted that County Council has been dealing with this and that there is a process underway; however this information needs to go back to Council on how this issue will be resolved. Ms. VanBruinessen noted that Councils direction was for staff to provide an absenteeism report quarterly, with the first report considered at the October 2013 County Council meeting. The next report is due in February. Chief Charbonneau indicated the EMS does keep monthly statistics and that providing this report to Council on a monthly basis is possible. The Committee recognized that employee absenteeism is a large issue in both the Federal and Provincial governments and is not isolated to municipalities. The Committee also recognized that this will be a lengthy process as

collective agreements must also be adhered to; however if this practice is in the confines of the collective agreements then something is incorrect with those agreements. Ms. VanBruinessen suggested that staff request the County's Labour Lawyer to speak to this issue at the February Committee of the Whole meeting as he holds expertise in this field and would be more qualified to clarify opportunities which could be support.

↑Action Item

Ms. VanBruinessen to request the County Labour Lawyer to attend the February Committee of the Whole meeting
Chief Charbonneau agreed to provide monthly absenteeism reports

It was suggested that the absenteeism reports include the breakdown of absenteeism by departments as well as patterns of absenteeism and what is being done regarding those who do not meet the targets. Chief Charbonneau also noted that this includes the issue of the cost of part-time hours that are paid to cover sick time. Council has the right to set direction on how part-time hours are allocated.

#4 Formal cross training

Ms. VanBruinessen advised that cross training is ongoing and already takes place. This is also identified in the County's Emergency Plan and staff were surprised to see this as a recommendation.

#6 Standardize work week

Ms. VanBruinessen noted that there are complications with going to a standardized work week as it refers to both union and non union staff. The collective agreement identifies a 37.5 hour work week and would require re-negotiation, with approximately 7 employees in Corporate Services that are unionized. She also noted that this is a challenge as there are many employees that work 37.5 hours per week and are only paid for 35 hours as the County does not pay overtime. With respect to the history of how some positions came to work 37.5 hours per week, it was identified that the salaries of some working 35 hours per week were not competitive and it was decided to move those positions to a 37.5 hours per week, although this was not supported by Treasury at the time. Unionized employees in the Old House are included in the Fairmount union but it was noted that there is the opportunity to look at the non-union positions.

↑Action Item

Ms. VanBruinessen will provide Council with a report on this matter

#8 Align admin tasks

Ms. VanBruinessen was uncertain of where this recommendation came from. It was clarified that the CAO's Office opens the mail and not the CAO.

↑Action Item

Ms. VanBruinessen will address this matter

#9 Consider one policy – At a council meeting

It was noted that there are a substantial number of policies that have gone to Council for review. Specifically, HR policies, the Procurement Policy and legislated policies must go Council for approval; however there is a difference between administrative policies or standard operating procedures and policies of Council. The committee questioned if Council is open to spending its time reviewing policies.

Moved by: Deputy Warden Doyle
Seconded by: Councillor Davison

THAT the CAO bring forward to County Council any policies of a significant nature for which there could be risks.

CARRIED

#11 Council agenda changes

The agenda process has been streamlined and is being modified by staff to ensure that agendas are distributed in a timely manner.

The Committee also discussed the concerns around Deputations on the Council agenda that can take away from the time that Council has to discuss major report issues that might be on the agenda. Section 16 of the Procedural By-law concerning Deputations was reviewed and it was noted that the Warden must ensure that Deputations adhere to the timelines permitted in the Procedural By-law.

#15 Support AMO approach

It was noted that Mr. Jim VandenHoek, former County Councillor and Warden, was appointed to the AMO Board and spearheaded the 2009 long term care report referred to in the recommendation.

↑Action Item

Ms. VanBruinessen will follow up with AMO to get a status report on this matter

#16 Review communications

This discussion will be addressed during the strategic planning exercise.

#18 EMS cost/call issue

It was noted that this is a long term activity. Chief Charbonneau confirmed that costs are continually monitored in FPS; however any reductions must come at the direction of Council. When looking at costs per call, he noted that having the ambulance service on Wolfe Island costs the County \$350,000 per year, with 60 calls being received. This represents \$5000 per call. He agrees that Sudbury and Hastings are very similar to Frontenac County. It was noted that Frontenac County has more seniors per capita than average and that inhibits its ability to collect taxes or keep health costs down. The Committee also felt that Fairmount Home's expenses per bed should also be monitored.

↑Action Item

Chief Charbonneau and Ms. Shillington will review the KPMG report and the comparators used in the report and report back to the Committee in June.

#19 Strategic Plan

This process is underway.

#21 Operating reserves

Ms. VanBruinessen noted that this refers to additional reserves and will be addressed during budget deliberations in the context of reserves.

#24 Set budget plan for 2014

Staff are currently following this process.

#27 Review minute taking

It was noted that this recommendation refers to staff meetings and minutes have now been eliminated with just action items being recorded with the exception of Fairmount Home where some minutes are required for legislative purposes.

Longer Term

#20 Asset management

This process is underway.

8. Other business – Nil

9. Next meeting date

The next meeting of the Service Delivery and Organization Review Committee will be held on Friday, February 28, 2014 at 10:00 a.m.

10. Adjournment

Moved By: Warden Clayton

Seconded By: Deputy Warden Doyle

THAT the meeting be hereby adjourned at 3:50 p.m.

CARRIED

A SDOR IMPLEMENTATION PLAN

At the January 6, 2014 Service Delivery and Organization Review Committee meeting, the Chair provided the Committee with an SDOR Implementation Plan that incorporates the chart presented by KPMG regarding implementation. The chart was developed for the Committee in order to stimulate discussion and the Committee agreed to proceeding with this. The Implementation Working Plan Status Update is a review of those recommendations from the KPMG report that were discussed and resolved by the Committee at the January 6th meeting.

Implementation Working Plan Status Update

Timeline	Recommendation	Status
Do now	#1 Review vehicle fleet	Motion approved by Council to reduce the Corporate Services vehicle compliment be reduced to the 2 Prius vehicles; however during budget deliberations, it was approved that an additional vehicle (retired FPS Ford Explorer) be retained as required.
	#3 Entrance issue	Complete
	#5 Distribute FGT "deferred revenue item"	This was discussed at budget. All new FGT is transferred to the Townships; however the County will retain the FGT currently in reserves.
	#17 Determine lean6sigma	Council authorized, in the 2014 budget, 2 lean6sigma process for 2014
	#23 Vacated tax room from Kingston charges	This was discussed during the budget deliberations.
	#26 Reduce staff meetings	Complete
	#28 Reduce staff at meetings	Complete
Stay working on	#2 Absenteeism issue	County Labour Lawyer attended the February 5 Committee of the Whole meeting. Monthly absenteeism reports are now going to Council.
	#4 Formal cross training	This is already being done.
	#6 Standardize work week	A report to Council on this matter is pending.
	#8 Align admin tasks	This is currently being done.
	#9 Consider one policy At a council meeting	Council approved the Committee recommendation that the CAO bring forward to County Council any policies of a significant nature for which there

		could be risks.
	#11 Council agenda changes	Complete.
	#15 Support AMO approach	CAO to follow up with AMO on the status of this matter.
	#16 Review communications	This was discussed during Council's Strategic Planning session held January 28, 2014.
	#18 EMS cost/call issue	Chief Charbonneau and Ms. Shillington will review the KPMG report and the comparators used in the report and report back to the Committee of the Whole in June
	#19 Strategic Plan	Council held is Strategic Planning session on January 28, 2014 and this process is underway.
	#21 Operating reserves	This was addressed during the budget deliberations.
	#24 Set budget plan for 2014	This process is currently being followed.
	#27 Review minute taking	Complete
Longer term	#20 Asset management	This process is underway.

The following Implementation Working Plan that incorporates the chart presented by KPMG regarding implementation have yet to be discussed and resolved by the Committee.

Implementation Working Plan

Timeline	Recommendation	Responsibility	Report to Committee
Longer term	#7 Christmas Party	CAO	
	#10 Corporate services	Council	
	#12 GIS services(contract)	CAO	
	#13 IT projects (contract)	CAO	
	#14 Municipal dispatch	Council	
	#20 Asset management	Council	
	#22 Shared services	Council	
	#25 Cross training more	CAO	
	#29 Report EMS/Frmt quarterly	CAO	
	#30 Tax levy graduals	Council	