

2015 School Division and General Government Efficiency Committee Matrix

| Subcommittee                   | Efficiency                                                                                                                            | Potential Savings                                                                                                                                                                                          | Implementation Process/ Additional Information                                                                                                                                                                                                                                                                      |
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| <b>Tier 1 - FY16</b>           |                                                                                                                                       |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                     |
| Records Management             | Reducing Paper File Storage                                                                                                           | Cost Savings will be known as a result of a cost benefit analysis of current costs spent on onsite and offsite locations.                                                                                  | This will require an implementation plan which measures the current file storage in office spaces, evaluates how that area will be reduced over time, and what advantages/cost savings come out of <u>removing the need for paper files</u>                                                                         |
| Records Management             | Implementation of Human Resources Electronic Records Management System Project plan                                                   | Time savings, cost avoidance resulting from less storage.                                                                                                                                                  | Vendor has stated that overall the County can anticipate \$500,000 per year in cost savings and cost avoidance. (More information to come from consultant).                                                                                                                                                         |
| Records Management             | Implement Shared Records Management Infrastructure                                                                                    | Potential for cost avoidance of up to \$100,000 for the School Division if found that the General Government's Laserfiche system can be used to support the School's needs for student record management.. | Local Government already has the technical setup that could be applied for the School Division record keeping. Potential to use this same infrastructure for school staff records – and will provide a short analysis of the costs avoided by including schools in the initial roll-out of Human Resources records. |
| Building & Grounds Maintenance | Provide increased School Division grounds maintenance by Parks & Recreation Department. (Geo Maintenance concept)                     | Estimated savings range from \$100K to \$200K over a 10 year period.                                                                                                                                       | This change would have a significant number of coordination items.                                                                                                                                                                                                                                                  |
| Building & Grounds Maintenance | Consolidate General Government and School Division's Building and Grounds equipment inventory throughout County.                      | Potential for cost avoidance by utilizing County owned equipment and School Division equipment and avoiding rentals and replacement.                                                                       | Compile and maintain database.                                                                                                                                                                                                                                                                                      |
| Purchasing/Warehousing         | Expand utilization and consolidation of term contracts for bulk purchases and utilizing the warehouse facilities for these purchases. | Potential cost savings to be gained by combining bulk purchases of the School Division and General Government.                                                                                             | Research purchase histories and identify items best suitable for consolidation; Solicit vendors and evaluate offers for most favorable terms; award contracts. Work with City of Charlottesville and UVA for potential cooperative purchasing.                                                                      |
| Purchasing/Warehousing         | Create and publish policy and procedures for surplus property and warehouse operations and improve delivery logistics.                | Potential for cost and time savings with the elimination of trailer rentals (\$4,800 per year) due to timely disposition of surplus.                                                                       | Publish for review and comment and incorporate change recommendations. Issue county-wide.                                                                                                                                                                                                                           |

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| Purchasing/Warehousing                  | Consolidate dual surplus property websites into one site that is available for all schools and general government.                                                                                                                          | Potential for cost and time savings as Materials Manager would only have one site to maintain. Proper setup of site could save staff time and could increase availability and utilization of site and increase reuse of items and decrease new purchases | Coordination of Information Technology and the School Division's Department of Assessment, Research and Technology on the technical logistics required to make the site available.                                                                                                              |
| Purchasing/Warehousing                  | In addition to current auction of surplus online, consider periodic public/in person sales of surplus materials and equipment for sale of items that are not successful online. The goals are to increase revenue and lower disposal costs. | Cost savings – elimination of current system fees; possible increased sales; more sales could save disposal cost                                                                                                                                         | Visit City of Charlottesville's similar operation; assess potential; plan logistics – space; advertising methods; cash and or card management; management of preparation and sale days.                                                                                                         |
| Language Assistance                     | Provide for contract language translation services across departments                                                                                                                                                                       | Cost avoidance (Potential to maintain compliance with Federal Title VI regulations). Time savings (effective language program puts resources in the hands of staff for timely response).                                                                 | Request for Proposal submitted to purchasing; time for response and award of contracts; with providers identified, education of staff in how to use; assistance provides appropriate resources for tele-interpretation, face-to-face interpretation, filed visitation, translation of documents |
| Healthcare:<br>Pharmacy/Clinic/Wellness | Increase promotion of wellness culture. Provide a greater number of employees with wellness activity flex time. (This concept is currently practiced within the Fire & Police Departments)                                                  | General healthier population leads to reduced health costs overall. Potential for Health Care cost avoidance due to healthier lifestyles for more employees.                                                                                             | Increase participation in current programs (such as Weight Watchers, Lose Well, flu vaccinations, tobacco cessation, Mobile Mammography, etc.), and grow Wellness Champion program. Develop policies & departmental procedures.                                                                 |
| Healthcare:<br>Pharmacy/Clinic/Wellness | Initiate additional programs such as fitness tracker (i.e. Fitbit) programs.                                                                                                                                                                | General healthier population leads to reduced health costs overall, and builds culture of health and wellness.                                                                                                                                           | Evaluate budgetary impact and potential return on investment.                                                                                                                                                                                                                                   |
| Records Management                      | Shared Records Management Digital Storage (in addition to what we have & improved monitoring).                                                                                                                                              | Cost Savings To Be Determined                                                                                                                                                                                                                            | Scope the additional digital storage needed for existing system and compare against purchasing a new system.                                                                                                                                                                                    |

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| Records Management                      | Improve records loss, disaster recovery, and compliance                                                                                                                                                                                  | Cost Avoidance is determined by eliminating the potential for either penalties imposed by the Library of Virginia and/or the cost of recovering lost paper records as a result of theft, fire, or other disaster. The plan will attempt to detail the impact of any of these events occurring with paper records versus digital records.                                                                                                                  | County will work with vendor to further define the cost avoidance of having digital versus paper records when it comes to disaster recovery and general compliance with Library of Virginia Records Retention laws. |
| <b>Tier 2 - FY17</b>                    |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                     |
| Healthcare:<br>Pharmacy/Clinic/Wellness | Reduce costs associated with pharmacy expenses by either providing an in-house pharmacy or other reduced pharmacy cost options to reduce both employees and employer costs.                                                              | Reduced costs of pharmaceutical products for employees & the county. Cost savings could potentially be substantial given the increasing costs of pharmaceuticals.                                                                                                                                                                                                                                                                                         | Continue review of options and upfront investment, choose approach, and proceed with RFP. Including the possibility of partnering with the City and/or expanding existing sites with UVA.                           |
| Grants Administration                   | Improve School Division and Local Government's grant management coordination, oversight and compliance efforts                                                                                                                           | Cost savings would be obtained by increasing outside resources to fund county programs and initiatives. Cost avoidance by ensuring grants that are obtained to the County remain focused on strategic and financial plan alignment and by increased monitoring and adherence to grant compliance and stewardship. Increased revenue could be obtained by implementing county wide grants administration fees now applicable per Federal standard changes. | Determine viability, approach and resources.                                                                                                                                                                        |
| Healthcare:<br>Pharmacy/Clinic/Wellness | Consider establishing onsite health clinic for employees (often these are combined with in-house pharmacies) & explore potential for other cost-effective telemedicine opportunities that may involve telephone and/or skype type tools. | Potential cost avoidance (potential costs savings increase if 1000+ employees are located on one campus); time savings                                                                                                                                                                                                                                                                                                                                    | Continue review of options and upfront investment, choose approach, proceed with RFP.                                                                                                                               |

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| Healthcare:<br>Pharmacy/Clinic/Wellness | Provide employees with fiscal incentives to participate in biometric health screenings.                                                                                                                                                                 | Potential for identification of developing health risks earlier on and earlier establishment of preventative care that could avoid more expensive emergency care and or/ further more extensive expenses. | Identify upfront funding requirements and issue RFP. Ideally pair this with Health Risk Assessments (HRA). Total upfront cost ranges from \$80,000-\$560,000 based on level of incentives provided for participation. In first year, incentivize for participation and could increase incentives based on progression towards health-related goals. |
| Building & Grounds<br>Maintenance       | Maintenance and Strategic Design of Capital projects                                                                                                                                                                                                    | Potential to significantly mitigate our maintenance costs for the future.                                                                                                                                 | Perform data collection on current design choices and perform a cost benefit analysis on alternative choices.                                                                                                                                                                                                                                       |
| Healthcare:<br>Pharmacy/Clinic/Wellness | Provide employees with financial subsidy to join health clubs.                                                                                                                                                                                          | General healthier population leads to reduced health costs overall.                                                                                                                                       | Evaluate budgetary impact and potential return on investment.                                                                                                                                                                                                                                                                                       |
| Language Assistance                     | Coordination of foreign language program and language translation services (above) across departments. Individual oversees an effective and efficient language assistance program, builds resources, monitors vendor performance and handles complaints | Cost avoidance (Time lost in responding to audits, ability to effectively improve compliance with Title VI regulations). Increases ability to provide a more timely response.                             | Board Approval of a position request.                                                                                                                                                                                                                                                                                                               |
| Records Management                      | Shared Records Management Staffing. Establish one county records manager for School Division and Local Government rather than having one position in local government and one position in schools.                                                      | Cost avoidance with potential for cost savings of \$75,000. A digital records program should result in labor savings.                                                                                     | Identify funding source and initiate the hiring process.                                                                                                                                                                                                                                                                                            |

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| Budgetary Management and Appropriations | Continue to streamline annual Resolution of Appropriations process for both the School Division and General Government, concentrating first, on the improvement of the grant appropriations process. Then work to identify further potential appropriation efficiencies in the areas of the General Fund, Capital Improvement Funds and the School Fund. | Potential to save staff time which will increase time available for fiscal management, analysis, compliance and other duties. Should also save review time for staff in other administrative departments. Also, these potential improvements will enable grant resources to be accessed more quickly, ensuring that the benefits to the community and school children are not delayed by administrative processes that may add significant value. | Plan to implement initial change effective July 1, 2016. Ensure on-going relevant fiscal information is provided to Board of Supervisors and School Board in existing monthly and quarterly reports. |
| <b>Tier 3 - Future review</b>           |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                      |
| Going Paperless                         | Establish baseline on costs of paper and printers/ink across county. Work with Information Technology and set short term and long term goals.                                                                                                                                                                                                            | Cost savings - TBD                                                                                                                                                                                                                                                                                                                                                                                                                                | Augment current Information Technology initiatives                                                                                                                                                   |
| Building & Grounds Maintenance          | Potential for consolidation of services                                                                                                                                                                                                                                                                                                                  | Cost savings by combining departments/service                                                                                                                                                                                                                                                                                                                                                                                                     | Potential to merge departments/services                                                                                                                                                              |
| Fleet Management & Services             | Consider improvement/current practices to fleet maintenance across all county vehicles                                                                                                                                                                                                                                                                   | Potential to decrease external vendor usage and improve service quality level. Improve maintenance guidelines and procedures.                                                                                                                                                                                                                                                                                                                     | Document current practices and potential areas for improvement. Review alternatives and current practices across benchmark localities.                                                               |