

**The County of Erie, New York
FY2005 Four-Year Financial Plan**



XI. B. INITIATIVE MATRIX

#	Name of Initiative	Summary Description	Department	Page	Revenue Savings or Productivity	Strategy	FY2005 Impact	FY2006 Impact	FY2007 Impact	FY2008 Impact	FY2009 Impact	Total Impact	Approval Authority*
1	Increase Green Fees for County Golf Courses	Increase County green fees toward matching fees of comparable muni golf courses in region	Parks	V - 137	Revenue	Cost Recovery	\$0	\$329,000	\$336,000	\$343,000	\$350,000	\$1,358,000	C
2	Secure Wendt Mansion Concessionaire	Continue Parks initiative to contract operation of Wendt Mansion for use as a catering facility	Parks	V - 143	Revenue	Cost Recovery	\$0	\$0	\$20,000	\$40,000	\$60,000	\$120,000	C
3	Pursue Competitive Practices for Golf Course Operation	Pursue competitive practices for golf course operation, potentially to include private management	Parks	V - 140	Savings	Productivity	\$0	\$0	\$233,000	\$281,000	\$288,000	\$802,000	U
4	Institute Active Forest Management Program	Develop forest management program similar to statewide program.	Parks	V - 150	Revenue	Cost Recovery	\$0	\$120,000	\$239,000	\$244,000	\$250,000	\$853,000	C
5	Increase Camping Fees	Raise camping fees towards matching comparable sites in region.	Parks	V - 148	Revenue	Cost Recovery	\$0	\$13,000	\$13,000	\$13,000	\$14,000	\$53,000	C
6	Institute Parking Fee for County Parks	Establish parking fee for County park facilities, reestablishing ranger program to support collections/enforcement.	Parks	V - 143	Revenue	Cost Recovery	\$0	\$117,000	\$318,000	\$325,000	\$330,000	\$1,090,000	C
7	Institute Boat Launch Fee	Establish boat launch fee to match \$6 fee of neighboring Tonawanda.	Parks	V - 146	Revenue	Cost Recovery	\$0	\$25,000	\$26,000	\$26,000	\$27,000	\$104,000	C
8	Support Creation of Regional Parks Conservancy to, in Time, Assume Responsibility for Managing the County's Park System	There is already precedent for a non-profit organization, the Olmstead Conservancy, to manage on a day-to-day basis a component of the County park system. Beginning in FY2006, the County will undertake a process to support the development of a Regional Parks Conservancy, to take on increasing levels of responsibility for managing the County's parks by 2008	Parks	V - 134	Revenue	Cost Recovery	\$0	\$0	\$0	\$550,000	\$825,000	\$1,375,000	C
9	Restore Park Staffing to Sustainable Levels until Transferred to Regional Parks Conservancy	Partially reinvest into current park staffing, with consolidated district management to provide a moderate but sustainable level of parks services	Parks	V - 136	Savings	Labor Strategy	\$0	(\$232,000)	(\$357,000)	(\$376,000)	(\$395,000)	(\$1,360,000)	C
10	Develop Marketing, Sponsorship, and Naming Rights Program	Issue RFP for marketing and advertising revenues for city and county parks	Parks	V - 149	Revenue	Cost Recovery	\$0	TBD	TBD	TBD	TBD	TBD	C
11	Establish Parks and Recreation Management Information System	Implement park management information system to improve revenue management, asset management and inventory, and customer activity measurement.	Parks	V - 149	Productivity	Process Improvement	\$0	\$0	\$48,000	\$60,000	\$60,000	\$168,000	C
12	Review City of Buffalo Parks Fees for Potential Adjustments	Monitor City fees and concessions agreements to assure they are keeping with regional norms in order to maximize revenues received by county	Parks	V - 148	Productivity	Cost Recovery	TBD	TBD	TBD	TBD	TBD	TBD	C
13	Explore Potential Expansion of Driving Range Opportunities and Other Recreational Concessions	Issue RFP for concessionaire to develop and operate additional county driving range(s) at Como Lake, Emery Creek, Ellicott Creek, or Akron along with batting cages, mini golf, etc. where appropriate.	Parks	V - 141	Revenue	Cost Recovery	TBD	TBD	TBD	TBD	TBD	TBD	C

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14	Review Probation Caseloads and Adjust Staffing to Meet Supervision/Investigation Responsibilities and Reduce Unnecessary and Costly Incarceration	Review backlog of court cases pending pre-sentence investigations and evaluation of alternatives to incarceration - determine whether resultant incarceration costs exceed savings achieved from staff reductions	Probation/ Youth Detention	V - 78	Savings	Realign Services	\$0	(\$1,169,000)	(\$1,176,000)	(\$1,237,000)	(\$1,260,000)	(\$4,842,000)	C
15	Establish Supervision Fee for Probationers	Establish supervision fees to match comparable counties	Probation/ Youth Detention	V - 80	Revenue	Cost Recovery	\$0	\$252,000	\$257,000	\$262,000	\$268,000	\$1,039,000	C
16	Institute Fee for Probationer Testing	Establish fees for drug offenders / testing in keeping with regional comparables	Probation/ Youth Detention	V - 81	Revenue	Cost Recovery	\$0	\$31,000	\$32,000	\$32,000	\$33,000	\$128,000	C
17	Establish Pre-Sentence Investigation Fee	Establish pre-sentence investigation fee in keeping with regional comparables	Probation/ Youth Detention	V - 83	Revenue	Cost Recovery	\$0	\$150,000	\$306,000	\$312,000	\$319,000	\$1,087,000	C
18	Implement an Electronic Monitoring Fee	Implement an electronic monitoring fee to help offset the costs of this program	Probation/ Youth Detention	V - 84	Revenue	Cost Recovery	\$0	\$29,000	\$29,000	\$30,000	\$31,000	\$119,000	C
19	Increase DWI Supervision Fee	Increase the DWI supervision fee to better offset the costs of this program	Probation/ Youth Detention	V - 85	Revenue	Cost Recovery	\$0	\$70,000	\$72,000	\$73,000	\$75,000	\$290,000	C
20	Evaluate Youth Detention Food Services Contract	Evaluate food services contract in preparation for upcoming bid cycle; scale to residential population	Probation/ Youth Detention	V - 85	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
21	Reduce Medical Expenditures for Youth Detention Services	Evaluate cost of medical services for youth detention to determine more cost efficient service provision, including potential Rx savings through Personnel purchasing initiative	Probation/ Youth Detention	V - 86	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
22	Maximize Revenue Potential of Secure Youth Detention Facility	Evaluate fiscal cost-benefit of leasing available beds in youth detention center (48 of 64 now used) to other jurisdictions	Probation/ Youth Detention	V - 87	Revenue	Cost Recovery	\$0	\$341,000	\$395,000	\$393,000	\$392,000	\$1,521,000	C
23	Implement Custody and Visitation Investigations Fee	Implement the Custody and Investigations Fee to reduce demand and recover costs	Probation/ Youth Detention	V - 82	Revenue	Cost Recovery	\$0	\$4,000	\$4,000	\$4,000	\$4,000	\$16,000	C
24	Encourage Use of Juvenile Alternative Home Services	Increase use of Alternative Home Services to offset the costs of secure, non-secure, and group juvenile programs (requires caseload review and likely increased staffing). Present ratio of staff to youth is over 50 to 1 -- an unsustainable level	Probation/ Youth Detention	V - 88	Savings	Realign Services	\$0	(\$117,000)	(\$121,000)	(\$126,000)	(\$130,000)	(\$494,000)	C
25	Reduce Inmate Medical Expenditures through Various Cost Containment Initiatives	Develop ECMC contract to reduce inmate medical costs; reduce Rx expenditures through acquisition of 340b pharmaceutical pricing; adopt stop-loss insurance for protection against catastrophic care; review potential cost savings achievable from increased in-house provision of specialty care	Corrections	V - 94	Savings	Process Improvement	\$0	\$230,000	\$236,000	\$242,000	\$248,000	\$956,000	C

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26	Criminal Justice System Protocols for Release	An inter-agency criminal justice committee will establish written protocols to assist in the determination of whether to send an individual to jail or apply alternatives to incarceration	Sheriff, Court, Others	V - 123	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	S
27	Realign Workforces in Corrections Facility and Holding Center to Maximize Cost-Effective Service Delivery	Fully leverage existing facilities through elimination of staffing and assignment constraints resulting from separate bargaining units at jail and holding center. Develop target staffing levels to maximize cost-effective service delivery and limit overtime expenditures	Corrections/ Labor Relations	V - 108	Savings	Labor Strategy	TBD	TBD	TBD	TBD	TBD	TBD	U
28	Review Inmate Trends for County in Conjunction with Overall Criminal Justice Coordination	Conduct average length of stay analysis to inform program and staffing decisions for Probation and related services (pre-sentence investigations, alternatives to incarceration, etc.)	Corrections	V - 89	Productivity	Process Improvement	\$0	\$1,092,000	\$1,273,000	\$1,477,000	\$1,541,000	\$5,383,000	C
29	Update Federal Marshal Reimbursement	Update federal marshal reimbursement so as to maximize County cost recovery	Corrections	V - 106	Savings	Cost Recovery	\$0	\$131,000	\$268,000	\$275,000	\$282,000	\$956,000	F
30	Pursue Increased State Reimbursement to Improve Cost Recovery	Pursue legislative actions to increase state subsidy rate for state ready prisoners and parole violators as well as other State reimbursements	Corrections	V - 107	Savings	Cost Recovery	TBD	TBD	TBD	TBD	TBD	TBD	S
31	Contain Jail Food Costs	Reduce Jail food costs through increased use of best practices: portion control, purchasing agreements, inventory management	Corrections	V - 103	Savings	Process Improvement	\$0	\$93,000	\$172,000	\$176,000	\$181,000	\$622,000	C
32	Competitively Contract Commissary	Competitively contract commissary to eliminate time-consuming and labor intensive function	Corrections	V - 100	Savings	Managed Competition	\$0	\$0	\$25,000	\$25,000	\$25,000	\$75,000	C
33	Establish Inmate Housing Fee	Establish housing fee for inmates to generate additional revenues	Corrections	V - 102	Revenue	Cost Recovery	TBD	TBD	TBD	TBD	TBD	TBD	C
34	Establish Inmate Co-pays for Medical Services	Discourage frivolous requests for medical care through the imposition of a medical co-pay for inmates	Corrections	V - 103	Revenue	Cost Recovery	CQ	CQ	CQ	CQ	CQ	CQ	OLC
35	Reduce Transportation Costs through Video Arraignments	Introduce video arraignments to reduce transportation costs	Corrections	V - 97	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
36	Minimize Utilities Expenditures	Review and expand use of energy saving upgrades to facilities. While some retrofits have recently been pursued, Sheriff staff receive no management information regarding costs	Corrections	V - 105	Savings	Capital and Productivity Improvements	TBD	TBD	TBD	TBD	TBD	TBD	C
37	Pursue Federal Part D Reimbursement for Providing Retiree Prescription Drug Benefit	Under the Medicare Modernization Act, employers may now receive federal reimbursement for providing retiree Rx benefits. Erie County is already pursuing, and projects potential \$766,500 savings. Longer-term, plan redesign to become an authorized Medicare provider and/or to develop "wrap around" benefits may yield even greater savings	Personnel	IV - 22	Savings	Process Improvement	\$0	\$600,000	\$800,000	\$1,000,000	\$1,200,000	\$3,600,000	C

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38	Improve Attendance Monitoring and Payroll Controls	Create a Countywide position to monitor and enforce leave usage policies. Centralize review of payroll to minimize likelihood of inappropriate and/or inattentive management	Personnel	IV - 23	Savings	Process Improvement	\$0	\$50,000	\$57,000	\$63,000	\$64,000	\$234,000	C
39	Co-Locate Personnel and Labor Relations to Support Coordinated Approach and Minimize Support Staff Needs	Co-locate Labor Relations and Personnel to support functional coordination and improve each group's capacity to manage support and general staffing pressures while minimizing added personnel	Personnel/ Labor Relations	IV - 25	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
40	Restore One Front-Line Personnel Department Position to Ensure Appropriate Service, Supported by Increased Exam Fees	Increase civil service exam fees consistent with regional and large county norms; Restore civil service staffing	Personnel	IV - 25	Rev/Exp	Cost Recovery	\$0	(\$28,000)	(\$5,000)	(\$31,000)	(\$36,000)	(\$100,000)	C
41	Conduct Training Needs Assessment and Enhance Employee Development	Given budget cuts, there is current no central employee training and development program; needs perceived to exist broadly, particularly at middle management levels	Personnel	IV - 27	Productivity	Process Improvement	\$0	\$0	(\$100,000)	(\$250,000)	(\$250,000)	(\$600,000)	C
42	Achieve Target Savings from Collective Bargaining	Savings targets to be achieved through the collective bargaining process from a "menu" of options: 1) Cost sharing for active healthcare premiums, 2) Restructuring of medical coverage "opt-out" provisions to eliminate provisions for those still covered under the County plan, 3) Restructuring sick leave benefits while providing safeguards for catastrophic events, 4) Restructuring vacation and other leave, 5) Reducing the number of paid holidays and/or conversion to floating days, 6) Elimination of summer hours, 7) Reforming contract provisions driving unnecessary overtime, 8) Reducing premium pays, 9) Requiring completion of probation for full benefits, and 10) Restructuring medical benefits for future retirees. Targets to be equivalent to wage, longevity, and step freeze	Labor Relations	IV - 7	Savings	Labor Strategy	\$0	\$4,500,000	\$13,700,000	\$21,200,000	\$28,900,000	\$68,300,000	U

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43	Continue Active Focus on Benefit Cost Containment via Labor-Management Health Care Coalition (LMHC) to Hold Annual Cost Increases at or Below 7% by 2007 and 10% Thereafter	Work through the LHMC to reduce healthcare cost growth from forecast of 14.1%, 15.3%, and 13.2% in FY2007, 2008, and 2009, respectively, to a more affordable 7% in 2007 and 10% in FY2008 and 2009 through the adoption of measures from the following "menu": 1) Aggressively negotiating insurance terms, 2) Exploring a carve-out of the prescription drug program, 3) Evaluating potential savings from re-bidding of the overall medical claims administration at the next option, 4) Auditing claims processing results to ensure accuracy, 5) Pursuing access to low-cost federal 340b drug pricing, 6) Eliminating massage and acupuncture benefits, 7) Establishing a mandatory mail order program for maintenance prescriptions, 8) Adjusting Rx copays and plan provisions, 9) Increasing office visit co-pays, and 10) Revising dental plan provisions	Labor Relations	IV-16	Savings	Labor Strategy	\$0	\$0	\$1,800,000	\$3,600,000	\$5,100,000	\$10,500,000	U
44	Negotiate Greater Flexibility to Subcontract	Negotiate clear County process for competitive contracting to ensure flexibility to move forward with optimal approach for service delivery. Examples include: golf course operation, payroll production, and mowing and grounds maintenance.	Labor Relations	IV - 20	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	U
45	Negotiate Flexibility and Tools for Effective Workforce Operational Management	Reform work rules and human resource structures to improve productivity	Labor Relations	IV - 22	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	U
46	Restructure Managerial Confidential Employee Compensation Package	Restructure Managerial and Confidential compensation to reflect desired overall approach (e.g., health plan contribution and plan redesign, leave reforms) to achieve savings and demonstrate leadership	Personnel	IV - 6	Savings	Labor Strategy	\$0	\$215,000	\$390,000	\$484,000	\$586,000	\$1,675,000	C
47	Charge Administrative Surcharges	Although fees are capped by the State, there may be the possibility to charge an additional surcharge for some services which takes into consideration the administrative costs associated with providing the service. An example where this could be implemented would be with pistol permits	Clerk	V - 159	Revenue	Cost Recovery	TBD	TBD	TBD	TBD	TBD	TBD	S
48	Increase Pistol Permits to Comparable Rates	Adjust Pistol Permits form \$5 to \$10, consistent with a number of New York counties	Clerk	V - 157	Revenue	Cost Recovery	\$0	\$38,000	\$38,000	\$38,000	\$38,000	\$152,000	C
49	Restore Registrar's Office	1 FTE +10 Part-Time Employees	Clerk	V - 158	Revenue	Process Improvement	\$0	(\$176,000)	(\$183,000)	(\$190,000)	(\$201,000)	(\$750,000)	C
50	Increase of Motor Vehicle Fees	The State authorized an increase in the Motor Vehicle fees which will take effect before the start of FY2006	Clerk	V - 156	Revenue	Cost Recovery	\$0	\$800,000	\$820,000	\$830,000	\$840,000	\$3,290,000	C

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51	Reopen Auto Bureaus Previously Closed: Revenue Enhancement	County residents can go to DMVs in other counties. There was a drop in revenues accompanying the closing of regional offices due to people going to other counties. Three options to do this: a) reopen closed spaces: County doesn't own space but leased it so would still have to pay for space. b) mobile stations in local offices: since in town offices, there is low overhead and the main cost would be salaries. c) A few small satellite offices and a larger satellite in a community college	Clerk	V - 155	Revenue	Cost Recovery	\$0	\$1,317,000	\$1,719,000	\$1,789,000	\$1,858,000	\$6,683,000	C
52	Establish Work Rules for Satellite Office Staff in Auto Bureau to Schedule Shifts on Saturdays and other Days & Times when Service Demand is Highest	Memorandum of Understanding already in place for one facility. Would provide better opportunity to generate revenue through being open on days when demand for service is highest	Clerk	V - 160	Productivity	Labor Strategy	\$0	TBD	TBD	TBD	TBD	TBD	U
53	Merge Emergency Services into Central Police Services	This initiative would provide for joint, integrated communication with Central Police Services, while maintaining County's commitment to providing critical Homeland Security and other Emergency Services functions, while eliminating one Commissioners position	Emergency Services	V - 162	Savings	Organizational Restructuring	\$0	\$115,000	\$136,000	\$146,000	\$128,000	\$525,000	C
54	Consolidation & Managed Competition for Radio Maintenance	At present, Emergency Services has in-house staff performing radio maintenance. It is reported that Public Works, Senior Services, Sheriff, and Parks use a blend of in-house and outsourced staff to perform this work. In a managed competition process, in-house staff would compete for the County's radio maintenance work with outside providers, with the winning proposal engaging all of the work. Savings of at least 10% can be reasonably expected, given present lack of economies	Emergency Services	V - 162	Savings	Managed Competition	TBD	TBD	TBD	TBD	TBD	TBD	U
55	Reduce Residential Treatment Facility (RTF) Expenditures	Reduce RTF expenditures (\$120,000 per child per year) by increasing community-based services	MH	V - 61	Savings	Realign Services	\$0	\$1,499,000	\$2,366,000	\$2,868,000	\$3,293,000	\$10,026,000	C
56	Increase Medicaid and Private Insurance Collections for Early Intervention Program Participants	Identify Medicaid eligible and potential eligible families and children; pursue third party health insurance payment for children in the EIP	Health	V - 55	Savings	Cost Recovery	\$0	\$350,000	\$467,000	\$467,000	\$467,000	\$1,751,000	C
57	Develop a Regional Automated Public Health Laboratory Testing Program	Invest in robotics technology and turnkey testing services to increase sexually transmitted disease testing; increase fee to cover direct and indirect costs and offer volume pricing discounts to attract bulk purchasers	Health	V - 56	Savings	C	\$0	\$65,000	\$210,000	\$320,000	\$383,000	\$978,000	C

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58	Increase Revenue by Increasing Medicaid Reimbursement	Increase the number of enrollees in the Family Planning Benefit Program and secure cooperation of public managed care programs in credentialing providers on a timely basis and making appropriate payments	Health	V - 58	Savings	Realign Services	\$0	\$50,000	\$101,000	\$100,000	\$99,000	\$350,000	S
59	Increase Revenue by Increasing Inspection and Other Fees	The Department's licensing and inspection fees have not been raised since 1995. New York State Public Health Law requires that fees be charged at a rate comparable to providing the cost of services.	Health	V - 60	Revenue	Cost Recovery	\$0	\$1,468,000	\$1,505,000	\$1,543,000	\$1,582,000	\$6,098,000	C
60	Develop Integrated Data Warehouse System	Create an ERP system. To transfer client data to appropriate departments for targeted case management also allows for single point of entry. Reduces the amount of redundant case management and other services	DSS	V - 63	Productivity	Process Improvement	\$0	\$0	CQ	CQ	CQ	CQ	C
61	Combat Medicaid Fraud and Abuse	Approach NYS Department of Health re. MOU to initiate county initiated fraud and abuse activities	DSS	V - 67	Savings	Process Improvement	\$0	\$0	\$1,398,000	\$2,190,000	\$3,852,000	\$7,440,000	S
62	Fiscal Sanction Avoidance	Meet with NYS Department of Health to provide actions and timeframes which resulted in reduction in admin. costs in 2005 to avoid upward adjustment in 2005 Medicaid base year calculation	DSS	V - 69	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	S
63	Special State Assistance	Meet in Sept 2005 with NYS Department of Health and pursue special State assistance (e.g. waivers, demonstration authority, staff supplementation, etc.)	DSS	V - 70	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	S
64	Increase Use of Donated Funds to Provide Match for State Children's Services Funding	Seek a two-year waiver from the NYS Office of Children and Family Services to permit additional donated rather than Erie County tax dollars to provide the match for State child care preventive services funding	DSS	V - 69	Savings	Cost Recovery	TBD	TBD	TBD	TBD	TBD	TBD	S
65	Increase Third-Party Health Insurance Collections	Restore TPHI unit staffing to increase payments from health insurers	DSS	V - 65	Revenue	Cost Recovery	\$0	\$250,000	\$100,000	\$100,000	\$100,000	\$550,000	C
66	Expand Use of Facilitated Enrollers	Facilitated enrollers are contracted workers who can do basic Medicaid eligibility screening, which frees caseworkers for more complicated client work. Medicaid caseloads are now running about 1,000 per caseworker, 3 times the optimal level.	DSS	V - 64	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
67	Meet Waiver Requirements for Case Supervisory Review	DSS has a waiver from the State which exempts it from required review of all cases by a supervisor. Because of its extremely high caseloads, it is a more productive use of time to focus on staff training and support as opposed to routine reviews.	DSS	V - 63	Productivity	Process Improvement	CQ	CQ	CQ	CQ	CQ	CQ	C
68	Implement Automated Medicaid Eligibility System	Request early implementation of the State developed Electronic Eligibility Determination System (EEDS)	DSS	V - 67	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	S

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69	Social Services FTE Restoration	Reductions in Social Services are jeopardizing federal and state funding, increasing caseloads in more expensive programs and creating concerns about federal penalties and maintenance of effort regulations. This initiative addresses the most compelling concerns in these areas.	DSS	V - 71	Savings		\$0	(\$710,000)	(\$973,000)	(\$1,024,000)	(\$1,075,000)	(\$3,782,000)	C
70	DISS FTE restoration	Reductions in DISS are delaying successful implementation and utilization of the County's ERP system. This initiative addresses those concerns, as well as basic staffing necessary to ensure security and maintenance of the system.	DISS	V - 46	Productivity		\$0	(\$498,000)	(\$690,000)	(\$726,000)	(\$763,000)	(\$2,677,000)	C
71	Monitor Payments from OMRDD	OMRDD has an allocation to reimburse counties for the transition from Day Treatment to Day Habilitation. Payments received in 2005 will decrease the Medicaid Base	DSS	V - 70	Savings	Realign Services	\$0	\$180,000	\$180,000	\$180,000	\$180,000	\$720,000	S
72	Transfer Additional Responsibilities to Contract Service Providers	Senior Services in 2005 underwent nearly \$0.5 million in staff reductions, including the elimination of 13 drivers from its transportation services. Going forward, Senior Services will use a Cluster Review Committee process to identify effective contract providers to take on an increasing share of Senior Services program resources and service delivery responsibilities, expanding the amount of Senior Services resources transferred to outside entities from 65% to 75% of total resources. As an initial step, an in-house senior case manager position is being eliminated as part of the FY2006. At least one additional position would be unfunded each of the following three years of the Four-Year Plan. While positions will be eliminated, General Fund savings are modest due to the high percentage of case manager costs that are grant funded	Senior Services	V - 163	Savings	Realign Service Levels	\$0	\$4,000	\$8,000	\$12,000	\$17,000	\$41,000	C
73	Institute 911 Wireless Phone Surcharge of \$0.30	Institute a \$0.30 wireless surcharge on all wireless phone lines in the County in order to offset the costs of administering E-911 services to wireless callers	Central Police Services	V - 127	Revenue	Cost Recovery	\$0	\$830,000	\$1,229,000	\$1,351,000	\$1,474,000	\$4,884,000	C
74	Add the City of Buffalo and the Erie County Sheriff to the Emergency Communications Center	Achieve additional economies of scale by including the City of Buffalo Police and Fire dispatching services as well as the Erie County Sheriff's Department dispatching to the Emergency Communications Center	Central Police Services	V - 128	Savings	Organizational Restructuring	TBD	TBD	TBD	TBD	TBD	TBD	OLC
75	Criminal History Record Information Home Health Care	Raise fees charged for Criminal History Record Checks for potential home health care employees from \$7 to \$10	Central Police Services	V - 129	Revenue	Cost Recovery	\$0	\$20,000	\$21,000	\$22,000	\$23,000	\$86,000	C

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76	Criminal History Record Information Landlords	Offer criminal history record checks on potential tenants to landlord for \$10	Central Police Services	V - 130	Revenue	Cost Recovery	\$0	\$6,000	\$6,000	\$6,000	\$7,000	\$25,000	C
77	Police Training in ECC	Contract with the Erie County Community College to provide law enforcement training	Central Police Services	V - 1 31	Savings	Managed Competition	\$0	\$111,000	\$392,000	\$453,000	\$616,000	\$1,572,000	C
78	Homeland Security Radio System Pilot Project	Use Homeland Security Funds to Partner with the State of New York on an Updated Radio Communications System	Central Police Services	V - 132	Productivity	Capital and Productivity Improvements	TBD	TBD	TBD	TBD	TBD	TBD	S
79	Daily Download of Felonies in Localities Other than Buffalo	Enable to District Attorney's Office to Download Daily a Record of Felonies Committed Across the County	District Attorney	V - 115	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	OLC
80	Feed CPS Data into District Attorney's Office	Feed Data from Central Police Services to District Attorney's Office to allow for District Attorney's Office to become aware sooner of their cases	District Attorney	V - 112	Productivity	Organizational Restructuring	CQ	CQ	CQ	CQ	CQ	CQ	C
81	Assess Establishment of Complaint Room Approach to Avoid Unnecessary Jail Time through Prosecutorial Decision-making Immediately after Arrest	Install a Complaint Room which increases the contact between the D.A.'s office and arresting officers, reduces officer's appearances in court, and reduces the caseload the D.A.'s office handles beyond the Complaint Room	District Attorney	V - 115	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
82	Scan Misdemeanors and Records	Record misdemeanor records through scanning	District Attorney	V - 112	Productivity	Process Improvement	\$0	(\$52,000)	\$27,000	\$27,000	\$27,000	\$29,000	C
83	Reduce Unnecessary Jail Time	The County will investigate the feasibility of a program which would allow for immediate access to the District Attorney's office during the heaviest arrest periods in a day	District Attorney	V - 113	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
84	Automated Resolution Filing (Partnership Report)	Support implementation of cost reductions in County Executive's Office through establishment of automated resolution filing system, reducing the workload associated with handling 1,000 resolutions a year	County Executive	V - 1	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
85	Establish "Countystat" System to Improve Management Accountability and Planning	Identify clear performance targets and manage to results through a Countystat system. Could coordinate this with City's interest in establishing a Citistat system	County Executive	V - 2	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
86	Reduce Office of County Executive Expenditures while Maintaining Capacity to Implement Four-Year Plan Savings and Cost-Recovery Initiatives	The Office of the County Executive will identify organizational efficiencies to achieve \$120,000 in savings	County Executive	V - 1	Savings	Organizational Restructuring	\$0	\$120,000	\$120,000	\$122,000	\$124,000	\$486,000	C

#	Name of Initiative	Summary Description	Department	Page	Revenue Savings or Productivity	Strategy	FY2005 Impact	FY2006 Impact	FY2007 Impact	FY2008 Impact	FY2009 Impact	Total Impact	Approval Authority*
87	Add Clerk to Improve Productivity	Attorneys presently consumed with clerical tasks would be freed to better perform legal duties on County's behalf with the support of a restored clerical position	County Attorney	V - 13	Savings	Realign Service Levels	\$0	(\$53,000)	(\$54,000)	(\$56,000)	(\$59,000)	(\$222,000)	C
88	Engage Professional Risk Manager to Lead Proactive, Comprehensive Risk Management Program	Engage a professional Risk Manager to coordinate with the County Executive, County Attorney, Personnel, and department risk management representatives to establish a comprehensive Risk Management Program which strengthens controls on Risk Monitoring, Employee Disability & Safety, support active pursuit of Subrogation/Third Part Suits & Claims, Identification of Most Cost-Effective use of County Insurances, Risk Management Budgeting & Reporting and other initiatives to contain risk-related costs. Savings estimates, net Risk Manager's cost, also cover Workers' Compensation initiative. Overtime savings from avoided need to backfill positions vacated by employee disability are not factored in, to be conservative	Risk Management	IX - 2	Savings	Internal Controls	\$0	(\$137,000)	(\$131,000)	(\$136,000)	(\$141,000)	(\$545,000)	C
89	Establish Comprehensive Risk Management Program	At present, the County is served on Workers' Compensation management by an outside Third-Party Administrator and Risk Management consultant, but without the services a professional risk manager to manage this important function internally. As part of its comprehensive Risk Management Program, the newly hired in-house Risk Management would establish and manage processes for controlling Workers' Compensation claims, costs, worker safety, and days of work missed, such as the establishment of a Workers' Compensation Abuse Hotline, a Loss-Prevention Program, Return-To-Work policies which are uniformly followed throughout the County Government, coordination with the County Attorney on pursuit of payments from third-party insurers in cases when appropriate to the case of an employee's injury, systematic review of the accuracy of Medical Bills, receipt of timely department reports, and dissemination of monthly Third-Party-Administrator and Consultant reports to department managers and County policy officials to promote improved focus on employee disability costs	Risk Management	IX - 3	Savings	Internal Controls	\$0	\$277,000	\$752,000	\$1,224,000	\$1,769,000	\$4,022,000	C

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90	Pursue Pooled Insurance Bidding	Consistent suggestions of "Who Does What?" and Partnership Report, form a consortium of County and local government units to acquire insurances on a pooled basis, achieving savings through economies of purchasing power, providing localities with flexibility on joining all or a select number of coverages. Prior to implementation, consultant support likely necessary to formulate the bid, villages and towns would have to be encouraged to join. Ability to join existing school-district provided insurance programs, if legal barriers removed, will be considered	Risk Management	V - 14	Savings	Process Improvement	\$0	TBD	TBD	TBD	TBD	TBD	OLC
91	Wrap Up Insurance Policy for Capital Construction	At present, the County requires contractors engaged for capital projects to acquire insurance naming the County as the insured in the case of loss. These insurance costs are typically passed through to the County. Under this initiative, the County will actively explore acquisition of "wrap up" insurance which all contractors would have to engage. The County's advantage of scale in acquiring wrap up insurance would reduce costs. Fiscal impacts would be determined following further analysis to determine analytical, legal, procedural requirements/impediments, and willingness of towns, villages, and other local governments to join in this program	Risk Management	V - 14	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
92	Centralize Collections & Receivables Management	Overcome present organizational fragmentation of receivables management and collection through establishment of a specialized, central unit focused on this responsibility	Div of Budget, Management & Finance	V - 10	Productivity	Revenue	\$0	\$766,000	\$4,122,000	\$4,554,000	\$5,032,000	\$14,474,000	C
93	Create a Productivity Bank	The County will create a Productivity Bank to fund initiatives that will result in future cost savings. When investment is made in a new project or technology that is anticipated to save the County money, it expects a return on that investment. Using a Productivity Bank system, department heads will propose projects to a central committee that will evaluate requests and develop a formal framework for the savings to be achieved. Savings can come through reduced hardware or software maintenance, decreased overtime, the elimination of positions through attrition, or other ways. By agreeing to project terms in a formal agreement up front, there can be a clear understanding about how the cost savings will be reflected in subsequent budgets	Div of Budget, Management & Finance	V - 9	Productivity	Cost Recovery	TBD	TBD	TBD	TBD	TBD	TBD	C

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94	Develop and Implement Market-Based Revenue Program	Maximize the revenue-generating capacity of County assets by employing various entrepreneurial concepts, including advertising, exclusivity arrangements, rental agreements, and corporate sponsorships	Div of Budget, Management & Finance AND Comptroller's Office	V - 6	Revenue	Cost Recovery	\$0	\$166,000	\$416,000	\$1,039,000	\$1,039,000	\$2,660,000	C
95	Develop Meaningful Budget Monitoring Reports	Produce Budget Monitoring Reports with accurate year-end forecasts - It is important that the County finance professionals provide estimated year-end forecasts. Forecast caveats and assumptions should be explicitly stated and updated when appropriate	Div of Budget, Management & Finance AND Comptroller's Office	VIII-1	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
96	Develop Meaningful Monthly Budget Variance Status Reports	Produce monthly budget variance status reports - The County's financial systems should be updated to provide monthly budget variance reports. This can be very useful to the County since it can help decision makers identify 'off track' budgets variances. Recommendations and clear action plans should then be produced to help diminish or eliminate 'off track' budgets variances	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 2	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
97	Develop Meaningful Monthly Budget Reports	Provide meaningful monthly budget numbers/reports – Monthly budgets should be more accurate than a 1/12th partition of the annual budget. Though this methodology is valid for many revenues and expenditures it is not a valid method for 'seasonal' revenues and expenditures. The County's system-generated reports appear to have most of the monthly budgets set at a fixed 1/12th per month. The County recognizes this, and has provided some high-level adjustments that correct for seasonality. While a manual intervention helps, the county needs to make its system generated monthly budget reports reflect the expected seasonality in its revenues and expenses.	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 2	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
98	Develop Meaningful Current Period Surplus/Deficit Reports	Produce current period surplus/deficit reports with year end balances and projections – The current surplus/deficit reports produced by the County show surplus/deficit for the period covered but they do not carry the surplus/deficit forward to show the estimated total ending fund balance. The ending fund balance must be explicitly shown along with forecasts going forward that show 'worst case scenarios'.	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 2	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C

#	Name of Initiative	Summary Description	Department	Page	Revenue Savings or Productivity	Strategy	FY2005 Impact	FY2006 Impact	FY2007 Impact	FY2008 Impact	FY2009 Impact	Total Impact	Approval Authority*
99	Develop Meaningful Accurate Budget Monitoring Reports	Produce accurate budget monitoring reports – The County's current budget monitoring reports treat appropriated fund balance as revenue. Though this is not wrong, budget monitoring reports must show the structural balance at the end of the year by clearly displaying how recurring revenues (excluding fund balance, land sales, etc.) match recurring expenditures.	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 2	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
100	Develop Meaningful Balance Sheet Monitoring Reports	Produce balance sheet monitoring reports – Balance sheet monitoring reports should be produced monthly that focus on the County's cash position, receivables (which are increasing, decreasing, etc.). Additionally, there should be clear policies that highlight what is important from the reports and how the information from the reports gets disseminated to decision-makers	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 3	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
101	Develop Accurate Revenue Estimates	It is important, when developing budgets that estimates for revenues (as well as expenditures) be accurate as data permit. Estimates should lean on the side of conservatism, unless the government has substantial reserves from which to draw. Additionally, revenue estimates should be updated to reflect current information. No revenues should be estimated to increase aggressively to make the budget balance, even if there is fund balance that is available to cover it	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 6	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
102	Develop Fiscal Performance Indicators/Benchmarks	Identify or develop meaningful performance indicators/benchmarks that help gauge or explain fiscal performance	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 2	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
103	Develop Flexible Reporting Tools	Develop flexible reporting tools either using My SAP Financials or SAP and a spreadsheet product (i.e., Excel)	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 1	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
104	Develop Formal Debt Affordability/Criteria Policy	Develop analytical methods, such as debt targets (e.g., ratios) and reports that measure the impact of short and long-term borrowing. Develop projection reports that highlight the effects of borrowing on the short end (i.e., monthly and yearly) and long-term (i.e., 5 yrs out)	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 9	Productivity	Debt and Investment Management	TBD	TBD	TBD	TBD	TBD	TBD	C
105	Restore Budget's Central Role in Capital Planning	Because the County will develop a formal debt affordability criteria and policy, it is necessary that capital planning become a function of budgeting and be located in the budget office	Planning	VIII - 8	Productivity	Debt and Investment Management	TBD	TBD	TBD	TBD	TBD	TBD	C

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106	Centralize the Assessment, Distribution, and Collection of the Real Property Billing Process	Reduce overall costs in the real property tax collection process by centralizing the assessing, delivering, and collecting functions of the real property process	Div of Budget, Management & Finance	V - 12	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
107	Establish Clear Fund Balance Policies	The County needs to revise its current fund balance policies and set clear definitions that consider the following: (a) Volatility and unpredictability of key revenues sources; (b) Unpredictability of expenditures; (c) The extent to which the county can realistically adjust in the middle of a fiscal year, either by revenue measures or by expenditure cuts; (d) How accurately (and how conservatively) the county's track record is for estimating revenues and expenditures; (e) The potential for outside sources imposing mid-stream costs on the County; (f) The County's cash flow pattern; i.e., if key revenues are collected early in the fiscal year; (g) The County's willingness and ability to use cash flow borrowing if needed, as well as how rapidly it can be implemented; (h) The extent to which the County's General Fund us also used as a reserve for other funds, which have no fund balance of their own; (i) The level of lag in the receipt of receivables, as well as the county's willingness (and ability) to use interim borrowing to address this cash flow issue; (j) The level	Div of Budget, Management & Finance	VIII - 4	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
108	Evaluate the Current Check Disbursement Process	Quantify the impacts that the current check disbursement process has on the Comptroller's office. What penalties or fines has the County paid because of back log?	Comptroller's Office	V - 161	Revenue	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
109	Develop Clear Inter-fund Borrowing Policies	Develop clear inter-fund borrowing policies that set standards/guidelines on how surpluses are treated (applied to "rainy-day" fund or capitol projects)	Div of Budget, Management & Finance AND Comptroller's Office	VIII - 7	Productivity	Internal Controls	TBD	TBD	TBD	TBD	TBD	TBD	C
110	Investment Management	Improved cash flow techniques and extending maturities on some investments will increase investment returns. Another \$78,000 could be generated in accounts for capital projects	Comptroller's Office	VII - 10	Revenue	Debt and Investment Management	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	C

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111	Reevaluate Existing Banking Relationships	In aggregate, the County's current banking relationships offer competitive interest rates and reasonable fees. However, there appears to be significant cost savings achievable through a competitive procure process for banking services. 'In addition to fee savings, the County may also realize improvements in earnings on bank deposits. Renegotiation of banking services would lead to the largest cost savings and/or earnings enhancement of any of the cash management initiatives. 'A more detailed analysis needs to be completed in order to quantify the potential fiscal impact of new banking contracts	Comptroller's Office	VII - 11	Revenue	Debt and Investment Management	TBD	TBD	TBD	TBD	TBD	TBD	C
112	Adopt Flexible Bond Resolutions		Comptroller's Office	VI -23	Process Improvement	Debt and Investment Management	CQ	CQ	CQ	CQ	CQ	CQ	C
113	Sell Mobile Library Tractor	The Library has determined it is not cost effective to operate a mobile library program. They purchased a Tractor and Mobile Library Trailer Unit in 2001 for approximately \$200,000. As with other Library initiatives, this one will not affect the General Fund. The potential impact on the Library Fund is shown	Library	V - 161	Revenue	Organizational Restructuring	\$0	\$100,000	\$0	\$0	\$0	\$100,000	C
114	Expand Centralized Human Resources (All Libraries Join CHR)	Currently, participation in the Centralized Human Resources (CHR) Program is contingent on access to the County's SAP System. The Library must request HR transactions be conducted by County staff. Certain community libraries have not been able to join the CHR program because the County can not process the transactions quickly enough. Giving Library staff limited access to the SAP system would allow the Library staff to take on all HR functions. This would allow the elimination of up to 5 clerical positions. As with other Library initiatives, this one will not affect the General Fund. The potential impact on the Library Fund is shown	Library	V - 161	Savings	Process Improvement	\$60,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,060,000	C
115	Charge Local Developers for 239 Reviews	The Department of Planning and Environment conducts 239 reviews for local developers. Monroe county charges \$75 per review. Each review takes approximately two hours which equates to \$100 per review	Environment and Planning	V - 164	Revenue	Cost Recovery	\$0	\$40,000	\$41,000	\$42,000	\$43,000	\$166,000	C

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116	Consolidate Veterans, Commission of Status of Women, and EEO into New Office of Public Advocacy	Maintain these important functions, but do so more efficiently by creating a new Office of Public Advocacy led by one Commissioner, with savings associated with reduction of clerical staff and reduction of all but one Commissioner to Director level	Veterans, EEO, Others	V - 163	Savings	Organizational Restructuring	\$0	\$88,000	\$100,000	\$104,000	\$107,000	\$399,000	C
117	Consolidate 911 Call Taking & Dispatch	Consolidate Sheriff, Central Police Services & Emergency Services Call Taking & Dispatch. In addition use per diem dispatcher to achieve additional savings. This initiative will require capital expenditures already included in the capital plan	Sheriff, CPS, Emergency Services	V - 123	Productivity	Organizational Restructuring	\$0	\$260,000	\$429,000	\$466,000	\$485,000	\$1,640,000	C
118	Assess Opportunities to Consolidated Specialized Services of Sheriff's Department and City Police	Identify approach to combining services such as SWAT Team, Underwater Recovery Team, Arson Squad	Sheriff	V - 126	Savings	Organizational Restructuring	TBD	TBD	TBD	TBD	TBD	TBD	OLC
119	Charge Local Jurisdictions without Own Police Departments for Patrol Services	The City of Buffalo and most inner-ring suburbs have local police departments. The outer ring suburbs are patrol by County Sheriffs. The percentage of Sheriff "Road Patrol" responses outer-ring communities without police departments is far greater than these communities' share of population. These communities would enter into contracts for dedicated level of policing services from Sheriff, reimbursing for cost	Sheriff	V - 115	Revenue	Cost Recovery	\$0	\$2,971,000	\$4,038,000	\$4,499,000	\$4,726,000	\$16,234,000	C
120	Call to Court	Institute a system which allows members of the Sheriff's office to call in and determine whether their trial has been rescheduled	Sheriff	V - 125	Savings	Process Improvement	\$0	\$18,000	\$64,000	\$69,000	\$71,000	\$222,000	U
121	Improve Contract Competition	Use alternative purchasing strategies, like reverse auctions and vendor access through SAP system, to improve cost competition on master contracts	Purchase	V - 18	Savings	Process Improvement	\$0	\$20,000	\$134,000	\$252,000	\$375,000	\$781,000	C
122	Strategic Sourcing Initiative	Current purchasing is reactive and purchase intensive; system should switch to buying structure that is more proactive, where buyers use bulk purchasing techniques to drive down costs.	Purchase	V - 16	Savings	Process Improvement	\$0	\$0	\$0	\$1,413,000	\$2,898,000	\$4,311,000	S
123	Increase Other Government Purchasing on County Contracts	Provide rebate incentives for local governments for purchases on county contracts and renegotiate these contracts based on larger volumes	Purchase	V - 21	Savings	Process Improvement	\$0	\$105,000	\$161,000	\$221,000	\$227,000	\$714,000	C

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124	Resume, with Better Internal Processes, the Use of Procurement Cards	Past experience created a system that increased, rather than reduced, paperwork and processing for minor purchases. Streamlined purchasing procedures for minor purchases have been shown to save time and money in both the public and private sectors	Purchase	V - 22	Savings	Process Improvement	\$0	\$43,000	\$66,000	\$90,000	\$116,000	\$315,000	C
125	Paperless Systems	Need to fully implement paperless systems – resources are wasted, for example, by doing paper timesheets and travel requests and then re-entering that data into the SAP system	DISS	V - 27	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
126	Restore Internal Print Shop Services	Department copying costs have increased because of eliminating copy center personnel and equipment Internal print services copies cost 0.5 cents per page while convenience center copies cost 1.78 cents per page	DISS	V - 24	Productivity	Process Improvement	\$0	\$109,000	\$170,000	\$178,000	\$186,000	\$643,000	C
127	Resume IT Replacement	Use consultants to quickly replace older work stations – they have been paid for and reduce costs for workstation administration and maintenance	DISS	V - 24	Productivity	Capital and Productivity Improvements	TBD	TBD	TBD	TBD	TBD	TBD	C
128	Determine the Economic Viability of the "Community Owned Dark Fiber Project" (Erie Niagara Partnership)	Done in conjunction with U of Buffalo, there is a question whether the availability of cheap bandwidth in the county makes this a continued priority.	DISS	V - 23	Savings	Capital and Productivity Improvements	CAPITAL	CAPITAL	CAPITAL	CAPITAL	CAPITAL	CAPITAL	C
129	Assess Use of the WAN Infrastructure to Reduce Circuits No Longer in Use (Erie Niagara Partnership)	Can reduce monthly recurring charges (avg. T-1 connection is \$250/month)	DISS	V - 27	Savings	Capital and Productivity Improvements	TBD	TBD	TBD	TBD	TBD	TBD	C
130	Convene an Interdepartmental Fleet Management Coordinating Council	A FMCC would assemble representatives from DISS, fleet user departments and other relevant/appropriate parties on a regular basis to formulate strategies collectively, address challenges and exploit opportunities. Convening an FMCC will help eliminate/mitigate duplicative efforts. Prospectively, a FMCC could substantively discuss consolidation and privatization implementation and form strategies for advancing such, including the creation of a policies/procedures manual	DISS	V - 42	Productivity	Process Improvement	CQ	CQ	CQ	CQ	CQ	CQ	C

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131	Establish Support and Authority for Full Fleet Consolidation	Consolidation will temporarily disturb current operations and may personally affect employees; therefore, it is important to officially memorialize administrative (e.g., County Executive) support for consolidation through an executive order or similar instrument that explicitly outlines the newly created fleet management function's responsibilities and confers upon it authority to assume control of fleet related activities. Consequently, the fleet management program can move forward with ample authority and organizational confidence	DISS	V - 41	Savings	Organizational Restructuring	\$0	\$0	\$287,000	\$402,000	\$459,000	\$1,148,000	C
132	Appoint a Fleet/Contract Manager and Support Staff	A professional fleet manager should be appointed. This position would have general oversight responsibilities and would also perform contract management, if operations became outsourced. A job specification that clearly articulates qualitative and quantitative responsibilities should establish expectations at the onset. The Fleet Manager will need an adequate mechanic staff to bring the central garage back online	DISS	V - 43	Productivity	Organizational Restructuring	\$0	(\$277,000)	(\$277,000)	(\$277,000)	(\$277,000)	(\$1,108,000)	C
133	Conduct Competitive Contracting Process for Fleet Manager	Subsequent to an RFP process, Erie County should select either a private operator or the current in-house provider to achieve lower cost and higher levels of service	DISS	V - 32	Savings	Managed Competition	\$0	\$0	\$266,000	\$266,000	\$266,000	\$798,000	U
134	Reduce the Size of the Vehicle and Equipment Fleet	Fleet size is the super-variable driving overall costs. Aggregate fleet costs ("FC") can be represented by the following equation: $FC = [A + R/M + F + I/O] \times \#V$ A = acquisition expenditures; R/M = repair/maintenance costs; F = fuel costs; I/O = indirect/overhead costs; and #V = number of vehicles. The right side of the equation is calculated for each departmental vehicle class (using averages for the four variables) and then summed to determine aggregate fleet costs. Regardless of how well costs are managed and efficiencies generated through process reengineering for the first four variables, fleet costs will be proportional to the overall fleet size. It is assumed that savings would be realized in the capital budget	DISS	V - 28	Savings	Capital and Productivity Improvements	\$0	\$222,000	\$222,000	\$222,000	\$1,665,000	\$2,331,000	C

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135	Revise Vehicle Specifications	Specifications should produce a vehicle that provides adequate functionality and efficiency, without jeopardizing safety or service delivery capacity. The general rule is that fleet operations should buy the least expensive, task-appropriate vehicle. Savings would be \$66,000, and is assumed to apply to the capital budget	DISS	V - 34	Savings	Process Improvement	\$0	\$66,000	\$66,000	\$66,000	\$66,000	\$264,000	C
136	Create Comprehensive Policies and Procedures	Operating a fleet without comprehensive and uniform policies and procedures is problematic. The inability to dispense uniformly with similar issues in a standard fashion produces inequity and confusion, and extra time and work will necessarily be dedicated to management and administrative functions	DISS	V - 45	Productivity	Process Improvement	CQ	CQ	CQ	CQ	CQ	CQ	C
137	Improve Fuel Management	The County administers nearly 30 fueling stations; shutting these stations down and pursuing a credit card based program could achieve long-term savings and facilitate better fuel management and control	DISS	V - 44	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
138	Acquire Automated Fleet Management Tracking Capabilities	The County has a home-grown system that provides some functionality, but a better option is to use an off the-shelf, fleet specific, automated tracking system	DISS	V - 43	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
139	Implement an Automated Vehicle Sharing Program/Outsource Motor Pool Management	Automated vehicle sharing can help reduce the size of Erie's fleet, reduce costs, and improve utilization by enabling multiple drivers to easily use the same vehicle. Technology available from vendors enables reliable, secure, and automated 24-hour a day, seven day a week access to vehicles in one or more locations. Automated scheduling and vehicle access systems process all administrative, scheduling, key management, usage tracking, and billing tasks	DISS	V - 36	Savings	Process Improvement	\$0	\$41,000	\$75,000	\$75,000	\$75,000	\$266,000	C
140	Purchase Pre-Owned Light-Duty Vehicles	Purchasing pre-owned vehicles is another effective and cost-efficient method of accommodating the County's light-duty vehicle purchasing needs. Pre-owned vehicles are less expensive than comparable new vehicles (approximately 15 percent less) while providing an equivalent level of functionality and quality. It is assumed savings will be realized to the County's capital budget	DISS	V - 39	Savings	Capital and Productivity Improvements	\$0	\$11,000	\$11,000	\$11,000	\$11,000	\$44,000	C
141	Create an Annual Purchasing Plan ("APP")	An APP fixes yearly vehicle acquisitions at a certain base level; greater efficiency is achieved when managers know which vehicles are coming out of the fleet and when they are being replaced	DISS	V - 45	Productivity	Capital and Productivity Improvements	\$0	TBD	TBD	TBD	TBD	TBD	C

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142	Explore Implementation of Global Positioning System ("GPS") Technology	GPS can be an invaluable management tool. It can detail vehicular movements with incredible specificity, making it possible to accurately assess efficacy of vehicle usage	DISS	V - 40	Savings	Process Improvement	\$0	(\$7,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$10,000)	C
143	Use Online Auctions for Disposing of Surplus Property	Many governments are using "eBay" strategies for disposing of surplus property. In general, they are realizing greater rates of return than previous physical auctions	DISS	V - 48	Revenue	Process Improvement	CQ	CQ	CQ	CQ	CQ	CQ	C
144	Space Audit and Optimization	The County should conduct an office space and configuration audit to identify unnecessary surplus and to optimize usage. Subsequently, the County should systematically identify properties that are not needed for County purposes and maximize returns on them by selling or leasing them, or vacating buildings that they lease	DPW	V - 50	Savings	Capital and Productivity Improvements	\$0	\$171,000	\$341,000	\$512,000	\$681,000	\$1,705,000	C
145	Managed Competition for Janitorial Services	Subject the County's current janitorial services function to private sector operations in a managed competition exercise	DPW	V - 52	Savings	Managed Competition	\$0	\$0	\$72,000	\$72,000	\$72,000	\$216,000	U
146	Achieve Staffing Efficiencies on Snow Plow Operations	At present, County snow plows are staffed with two-person crews. Most towns and New York State operate with one-person crews. DPW believes that only 50% of routes require as second crew member. Changing to one-person crews on for the other 50% of routes would allow for 37 employees to be reduce. This initiative appears to require union consent. Savings, which could range from \$2.5 million in FY2006 to nearly \$3.0 million by FY2009, would better allow DPW to operate at present level of reduced staffing	DPW	V - 49	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C **
147	County Maintains Coordination Responsibility for Snow Plowing Operations, while Contracting Operations with Cities, Towns, and Villages	The County's plowing resources are overextended and plowing operations are often scattered, confusing, and inefficient. Cities, towns, and villages could provide more responsive services at a cost lower than the County. Under this initiative, the County would act as contract manager and compensate municipalities for undertaking plowing functions	DPW	V - 53	Savings	Managed Competition	TBD	TBD	TBD	TBD	TBD	TBD	C

#	Name of Initiative	Summary Description	Department	Page	Revenue Savings or Productivity	Strategy	FY2005 Impact	FY2006 Impact	FY2007 Impact	FY2008 Impact	FY2009 Impact	Total Impact	Approval Authority*
148	Review Energy Purchasing Policies	Ensure that current purchasing consortiums are broad and effective and that peak load sharing programs offered by the State are being applied	DPW	V - 53	Savings	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
149	Better Allocation of Road/Highway Responsibilities	The County's centerline road portfolio is larger than any other New York county; gradual transfer of County roads should move forward, subsequent to identification of which roads are appropriately the responsibility of the County and which should go back to the constituent municipalities or to the State	DPW	V - 51	Savings	Organizational Restructuring	\$0	\$0	\$263,000	\$263,000	\$263,000	\$789,000	C
150	Automate Inspections (Fire & Building)	Automated inspections - facilitated by a PDA with functionally relevant software - improve the efficiency and management of inspection processes	DPW	V - 54	Productivity	Process Improvement	TBD	TBD	TBD	TBD	TBD	TBD	C
151	Continue Identifying Savings in the County Legislature's Operations	The Partnership Report outlined an approach to realign the Legislature's resource allocation toward core services as outlined in County Charter. Not restoring the Legislature's \$750,000 contractual expense budget, nor reversing other cuts associated with the reduction of the Legislature's budget from \$4.6 million in 2004 to \$2.6 million in March 2005 maintains this direction. The Four-Year Plan does not specify the location of the \$120,000 in reductions, leaving this decision to the discretion of the Legislature, but maintains the \$2.0 million of FY2005 reductions, and trims another \$120,000 from the central office or other Legislature operations	County Legislature	V - 4	Savings	Process Improvement	\$0	\$120,000	\$124,000	\$128,000	\$132,000	\$504,000	C
152	Adjust Legislators' Salaries to Regional Norms (Partnership Report)	Analysis presented in the Partnership Report compares Legislature salaries in Erie County (\$42,500 for non-leadership position) to that of Albany (\$32,000), Onondaga (\$22,000), Monroe (\$18,000), and Niagara (\$15,000) Counties, indicating that Erie is well above the norm. This initiative would implement the Partnership's recommendation of reducing salaries downward by \$22,500 a year. The Administration neither promotes nor rejects this initiative, but presents it as an option for the Legislature to consider for gap reduction through the Charter	County Legislature	V - 4	Savings	Organizational Restructuring	\$0	\$0	\$338,000	\$350,000	\$362,000	\$1,050,000	C
153	Evening Meetings for County Legislature (Partnership Report)	Evening meetings would both enhance public access to the legislative process and encourage "citizen legislators" who can work at another job during the day	County Legislature	V - 5	Savings	Organizational Restructuring	TBD	TBD	TBD	TBD	TBD	\$0	C

#	Name of Initiative	Summary Description	Department	Page	Revenue Savings or Productivity	Strategy	FY2005 Impact	FY2006 Impact	FY2007 Impact	FY2008 Impact	FY2009 Impact	Total Impact	Approval Authority*
154	Refunding by Erie County Fiscal Stability Authority	Savings are front loaded to provide budget relief in FY2006, given that many management initiatives will be in early implementation	Comptroller's Office	VI - 13	Savings	Debt and Investment Management	\$578,000	\$1,765,000	\$0	\$0	\$0	\$2,343,000	C
155	Use Tobacco Proceeds to Close FY2005 Gap	The use of tobacco proceeds to close the FY2005 Budget Gap does not solve the County's structural imbalance between revenues and expenditures going forward, but does provide the County the time in FY2005 to develop a plan to be implemented in FY2006 to move the County toward sustainable fiscal balance	Comptroller's Office	VI - 12	Revenue	Debt and Investment Management	\$90,000,000	\$0	\$0	\$0	\$0	\$90,000,000	C
156	Debt Service Costs for an Additional \$30 Million of New Money Financing for Capital Projects in FY2005	An additional \$30 million in funding for capital projects will be funded in FY2005 beyond the amount included in the baseline financial projections	Comptroller's Office	VI - 12	Productivity	Debt and Investment Management	\$0	(\$1,210,000)	(\$3,290,000)	(\$3,290,000)	(\$3,295,000)	(\$11,085,000)	C
157	Deficit Financing/Restructuring County Bonds: Proceeds	Options to restructure the County's current front loaded debt into a more level or back loaded structure should be evaluated with the intent of adding immediate cash flow relief to the County. In addition, refunding options should be analyzed in conjunction with any restructuring options. The County could also request that the Authority issue deficit bonds or restructure the County's debt	Comptroller's Office	VI - 14	Savings	Debt and Investment Management	\$0	\$47,000,000	(\$2,124,000)	(\$5,313,000)	(\$5,313,000)	\$34,250,000	C
158	Property tax restoration of 25% in FY2006 and 24% in FY2007	Increase, while painful, will generate essential recurring revenue while maintaining a levy which is very competitive compared to other Upstate New York counties	General	III - 9			\$0	\$35,853,000	\$80,687,000	\$82,301,000	\$83,947,000	\$282,788,000	C
159	Enhance Efforts to Implement Blueprint for Change and Other Cost Saving Initiatives	The Department has made significant progress and has many notable results in cost saving, particularly in case management, disease management, and use of community services. The Department should work to continue and enhance those efforts, particularly by partnering with other agencies and resources within the County.	Social Services	V - 76	Savings	Organizational Restructuring	TBD	TBD	TBD	TBD	TBD	TBD	C
							FY2005	FY2006	FY2007	FY2008	FY2009	Accumulated	
FISCAL GAP							\$105,691,000	\$140,020,000	\$153,880,000	\$168,934,000	\$183,819,000	\$752,344,000	

#	Name of Initiative	Summary Description	Department	Page	Revenue Savings or Productivity	Strategy	FY2005 Impact	FY2006 Impact	FY2007 Impact	FY2008 Impact	FY2009 Impact	Total Impact	Approval Authority*
COUNTY EFFICIENCY INITIATIVES							\$0	\$17,687,000	\$38,667,000	\$52,666,000	\$68,082,000	\$183,564,000	
Savings & Cost Recovery Initiatives: County Control							\$0	\$16,342,000	\$26,532,000	\$31,130,000	\$35,843,000	\$116,309,000	
Savings & Cost Recovery Initiatives: Union, State, Other Government Approval Required							\$0	\$4,699,000	\$16,102,000	\$25,866,000	\$36,728,000	\$83,395,000	
Less: Add Backs in Staff & Non-Staff Costs to Improve Revenues, Controls							\$0	(\$3,354,000)	(\$3,967,000)	(\$4,330,000)	(\$4,489,000)	(\$16,140,000)	
ECMCC SUBSIDY REDUCTION							\$0	\$13,500,000	\$13,500,000	\$13,500,000	\$11,500,000	\$52,000,000	
SUB-TOTAL: FISCAL GAP CLOSURE BY COUNTY EFFICIENCY INITIATIVES + ECMCC SUBSIDY REDUCTION							\$0	\$26,488,000	\$52,167,000	\$66,166,000	\$79,582,000	\$224,403,000	
0.25% SALES TAX INCREASE ALREADY IN PLACE							\$15,400,000	\$31,600,000	\$32,400,000	\$33,200,000	\$34,000,000	\$146,600,000	
25% PROPERTY TAX INCREASE IN FY2006 & 24% PROPERTY TAX INCREASE IN FY2007							\$0	\$35,853,000	\$80,687,000	\$82,301,000	\$83,947,000	\$282,788,000	
SUB-TOTAL: FISCAL GAP CLOSURE BY TAX INCREASES							\$15,400,000	\$67,453,000	\$113,087,000	\$115,501,000	\$117,947,000	\$429,388,000	
TOTAL: RECURRING REVENUE & SAVINGS							\$15,400,000	\$93,941,000	\$165,254,000	\$181,667,000	\$197,529,000	\$653,791,000	
TOBACCO PROCEEDS, DEBT REFUNDING							\$90,000,000	\$1,765,000	\$0	\$0	\$0	\$91,765,000	
DEBT SERVICE ON DEFICIT BORROWING, NEW MONEY FOR CAPITAL BORROWING								(\$1,210,000)	(\$5,414,000)	(\$8,603,000)	(\$8,608,000)	(\$23,835,000)	
REMAINING GAP CLOSED BY DEFICIT BORROWING (NEGATIVE \$ = CONTRIBUTION TO COUNTY FUND BALANCE)								\$45,524,000	(\$5,960,000)	(\$4,130,000)	(\$5,102,000)	\$30,623,000	
Minimum Recurring Gap Closing Required by Statute, in Dollars**							\$11,840,000	\$49,007,000	\$69,246,000	\$101,360,000	\$147,055,000	\$378,508,000	
Minimum Recurring Gap Closing Required by Statute, in Percentages							10% - 15%	35% - 40%	45% - 50%	60% - 65%	80% - 85%	x	

* Approval Authority: C = County Management/Legislature; U = Union or Arbitrator; S = State; F = Federal; OLC = Other Local Government.