

Innovation Based Budget



Results Driven
Performance Metrics
Savings & Efficiencies

Process:

Every month four departments will undergo review using the attached matrix. Managers will examine what services are being provided? Do they need to be provided? Can they be provided better?

Workflow will also be reviewed to determine: Is the department appropriately staffed? Is there potential for greater efficiencies? Is there duplication of services with other departments? Is there capacity to absorb more work?

The departmental ideas for IBB will also be more thoroughly reviewed to identify additional savings and efficiencies and any additional ideas that have been submitted by staff, or the public that relate to the department will also be reviewed.

The department will also begin to review the last 10 years of expenditures to identify additional areas of potential savings. Have spending patterns been driven by habit, budget or by need? All expenditures will be limited to absolute need.

Complete List:

Combine Office of Disabilities & Elderly Services	Flammable Material surcharge	Refuse Collection for HANH, Condos, Commercial
Move from Novell to Google Email	Medic Staff Increase	Flow Control Violations
Outsource Garbage Collection	Privatize Inspections	Recycling Initiatives
Pool w Other Cities for Insurance	Medicaid Reimbursements	Transfer Station
Elimination of Free Saturday Parking	Re-Focus on Policy	In-house all Fleet Repairs
Require Resident Card to prove City Residence	Regional Approach to Fair Rent	Eligible Cost Re-Capture
Creation of M&B Grant's Writing Team	Housing Mediation	Stormwater Authority
Mandatory Direct-Deposit/Bi-Weekly Payroll	Grants Management	Sidewalk Repair Initiative
Furloughs	Housing Code Compliance LCI	Amistad/Schooner Cost Recovery
Employee Accountability	Residential Certificate of Occupancy	Increased Contributions to Health Plans on Sliding Scale
Strategic Partnerships	Eliminate City Employee Parking Passes	Sell St. Mary's
Negotiation Tactics	Hotel & Entertainment Tax	Sale of Plaza on Orange St
Employee Assistance Program	Tour Bus Operator Lot	Check GIS map against assessors' database
Advertising	Commuter Tax	Title Search City Property for Potential Sales
Testing	Tennis Center as Venue	Outsource Payroll
Freeze Capital Requests	Analysis of Usage/Hours	Cross-train Planning & LCI Staff
Follow Capital Funds Barrowing Plan	Analysis of Transportation	Levy appropriate fines for Zoning Violations
End City Wide School Construction Program	Request Rent Reductions from Churches	Electronic Records storage and Permitting
Centralize Finance Functions from Departments	Creative New Locations	Furloughs
DMV Initiatives	Single Community Centers for Everyone	State Asphalt Tax
Collaboration w TT&P on Tickets Violators	Enhance Special Funds	Meter Enhancement Program
Electronic Info from Building	Merger of Rec & Youth Reduction in	PT/ Temp Workforce
BOE provide list of Leased PP	Publications/Memberships	Sell St. Mary's
Exempt Status Legislation	Non-NH Reimbursement	Structural Efficiencies/Flexibility
Statewide Effective Tax Rate	ADA Compliance	Nicole Jefferson
Secretary of State Biz Database	Elimination of Assistant Coordinator Position	Building Permit Fee Increase
PP Audit - Cost Recovery	Increase Handicap Violation to \$1,000 (like CA)	Certificate of Approval Fee
Oblique Photography	Pension Return to Work Provision	Reinspection Fee
Increase Fines	Elimination of Bottled Water	C of O Fee Increase
Additional Fundraising	Consolidate Publications	Outsource IT
Charge for Space Usage	Sugar Tax	Sale of St. Mary's
Renovation - add Cafe	Events Tax	Bi-Weekly Payroll
Assume Resident Cards	Increase NH Resident Card Fee	LCI Specialists
Demand Based Scheduling	NH Residents	Privatizing Sanitation services
Assume Resident Cards	Office of Development	Cross Train Building & City Plan on Zoning
Add self-check stations	SOWP	LCI as Maintenance Division
Ives Renovation	In House Sidewalk Repair	Public-Private New Haven
Volunteers	Pavement	Cultural Development Authority
Enhanced Website	Management/Treatment	Erik Johnson
Part Time Staff	Snow Removal Materials	Custodial Subcontracting
Bidding for Mowing	Management & Implementation of GPS	Security Subcontracting Review
Youth Services Coordination	Better Enforcement of	911 Monitoring
Absorb CMED	Trash/Dumping Enforcement	Armory
MV Violations	In-house Catch Basin Cleaning	Lease vehicle Fleet
Disband Mounted Unit	ROW Enforcement	Document Management
	Work Order Management	Bill Payment/Pcard

In addition to these target areas IBB and the Manager's Initiatives will also work on accomplishing the following goals:

Legislative: State Revenue Streams, in particular a re-write of the existing ECS law to protect and enhance this revenue stream.

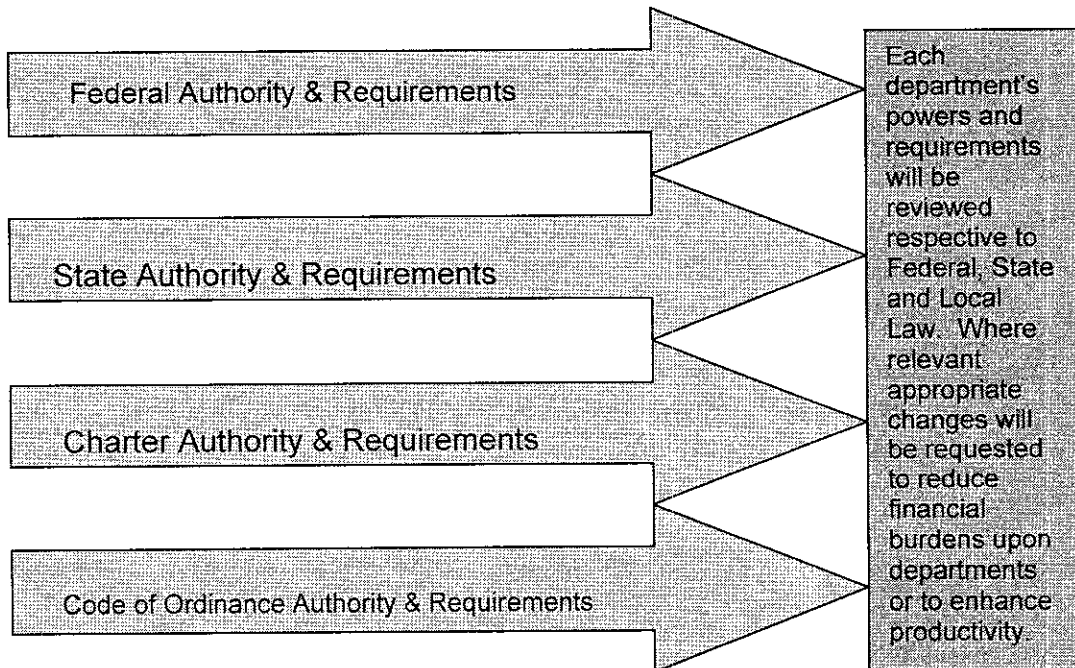
Labor: With 9 open contracts the City will take an aggressive stance to realize the \$1M in budgeted savings and restructure Health Care and Pensions to achieve long term savings.

Performance Based Budget: The FY 11/12 Budget will take on a whole new look. Using Performance Metrics funding decisions will be driven by outcomes. To achieve this goal, Management and Budget will begin the process of Departmental Reviews.

Departmental Reviews:

Departmental Missions

Each department will be asked to review its mission. Departments with similar missions may be combined or reorganized.



Departmental Staff, Structure & Workflow

Each departmental structure will be reviewed. Workflow will be charted and productivity will be evaluated. The process will look to maximize productivity by appropriately dividing responsibility and delegating tasks. Where appropriate staff will be reassigned or vacancies filled or eliminated to adequately reflect the City's current needs.

Performance Metrics

Performance metrics will be established to reflect a Department's performance in completing its mission.

Zero Based Budgeting

Every department's budget will be reviewed. For FY 11/12 each department will be required to submit a zero based budget that uses contracts, quotes, historic usage, or current trends to justify need. No allocations will be approved without detailed justification.

History: With less than a month to go in the budget process the Budget Office was still working with a significant budget gap. On February 11th the Mayor convened an initial meeting of managers to discuss the problems of the FY 10/11 Budget and the problems facing the State and City in FY 11/12 and FY 12/13.

The idea of additional layoffs was discussed and it was the opinion of Managers that current services could not be maintained with layoffs following the layoffs in each of the proceeding years.

Managers committed to working with M&B over the next year to determine additional savings. They were given a week to submit a list of ideas to generate revenue, cut expenses or enhance productivity. Over 150 ideas were submitted for discussion. On February 17th the group was convened again to discuss some of the ideas. Many of the ideas require enabling legislation, others are already implemented. M&B was able to work with department heads to implement several of the new ideas for inclusion in the FY 10/11 Budget. These include:

- Building Permit Increases
- Meter Rate Increases / Enhancement Strategies
- Engineering Cost Recovery
- Library Fundraising / Offset Books Expenses

A target of 8M in cuts was established. This was the largest target that staff felt comfortable with. While no hard numbers were assigned to initiatives since nothing is off the table, it was a target that managers and M&B felt could be accomplished. Sixteen areas that had sparked the most interest and dialogue among managers were selected for the initial concentration of FY 10/11. They are included in pages 1-3 to 1-7 of your budget.