



Efficiency and Effectiveness Task Force Highlights

February 2010

EXECUTIVE SUMMARY

Over the past three years as the City of Tampa has eliminated 10.4% of its workforce, much of the emphasis has been on shrinking city government through personnel reductions. However, the city has been very focused on organizational efficiencies that have resulted in real savings. In 2007, Mayor Iorio appointed an Efficiency and Effectiveness Task Force (EETF) to take a fresh look at how the city delivers services. In 2009, the initial EETF was expanded to include a city-wide EETF program that involved every department in the city.

The ideas coming from the EETF process originated from employees. This work has resulted in millions of dollars in savings, greater efficiencies and increased revenue.

The following summaries highlight some of the successful initiatives accomplished by city employees participating in the EETF program during the last three years.

PROJECTED SAVINGS AND REVENUE SUMMARY FOR HIGHLIGHTED EETF INITIATIVES

	Annualized	One-Time
Savings	\$9,283,315	\$219,364
Revenue	\$2,833,872	\$3,797,226
Total	\$12,117,187	\$4,016,590

Total Impact	
Savings and Revenue	\$16,133,777

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REVENUES

On-Line Auctions

- Since the pilot project began in July 2007, the City adopted as policy in October 2008 the sale of surplus property via On-Line Auctions. On-Line Auctions evolved into a division of the Purchasing Department known as the Surplus Property Auctions Division.
- The total number of On-Line Auctions in FY09 was 343 resulting in total sales revenue of \$1,049,345.72. To date, the Surplus Property Auctions Division has conducted a cumulative total of 892 On-Line Auctions, resulting in more than \$3 million dollars in vehicle sales and obsolete equipment.
- Vehicle sales of \$1.53 million have generated an average **annual increase of \$189,000** in revenue, as compared to the conventional live auction method previously utilized. The City has also been able to auction an **additional \$1.47 million** in obsolete equipment that would not have been sold at a live auction.

Extra Duty Fee Review

- During calendar year 2007, the Tampa Police Department (TPD) Extra Duty Office generated receivables of approximately \$1,022,000.00. Effective July 1, 2008, TPD raised the administrative fee per hour from \$4.00 to \$7.00 per hour and eliminated charging a vehicle fee altogether. It was estimated that these changes could generate an additional \$444,000.00 per year. From July 1, 2008 to December 31, 2009, TPD billed for 296,016 hours, total receivables were approximately \$2,072,112.00.
- As of December 31, 2009, the new administrative rate has **generated approximately \$888,048** additional revenue annually for TPD.

Single Family Residency Rental Certificate: Non Homestead

- The Code Enforcement and Business Tax Department, in partnership with the Technology & Innovation Department and the Internal Audit Department, created a single residence property database from which a mass mail out was conducted. Non homesteaded single family residential properties received the letter and application for a rental certificate. Approximately 13,000 letters were mailed, which resulted in over 2,000 responses with payments. The additional 2,000 new rental certificates/business tax receipts on the tax rolls will generate additional annual recurring revenue. Starting November 2009, the **net revenue is \$127,226** for this program.

Fee Increases

- Fire Medical Transport: Fee structure realigned to meet state/regional norms resulted in an additional **annual income of \$500,000.**
- Fire Inspections: Fee structure was realigned to meet state/regional norms resulting in an additional **annual income of \$400,000.**
- Construction Services Division restructured permit fees to a cost recovery basis. Revenue generated for FY09 reflects an **increase of \$1.2 million** over base year of FY07.
- The Parks and Recreation Department implementation of the department's fee restructuring to increase revenue based services to ensure direct costs are met while maintaining core services to the public. Increased revenues are expected to exceed **\$400,000 annually** beginning in FY10.

Rent Revenue and Sales Initiative

- Tampa Convention Center initiated "Sell Like Crazy" revenue and sales action plans which restructured the way services are sold to prospective clients. Both city sales staff and partner sales staffs (food, beverage and audio visual) presented a united front through a "one facility, one team" approach. The net result in Rent Revenue exceeded budget by 25% or **\$700,000** for FY09.

Reserved Parking Spaces

- The Parking Division implemented a reserved parking space program at the Fort Brooke parking garage based on tenant feedback and underutilized general capacity. Although the state of the current economy has depressed original expectations, the return on the initial investment will be made within 14 months if no additional spaces are sold. At full capacity, charging a premium rate of \$156 per space per month, additional revenues will be a minimum of **\$84,000 annually**.

Revenue Source Redirect

- The Internal Audit Department identified more than **\$1 million dollars** in one-time verified benefits that were directed to the general operating fund. The two resources were streetlight districts accumulated interest funds and the sidewalk trust funds.

SAVINGS

Audit

The goal in Internal Audit is to provide real, sustainable, measurable value to the City. Internal Audit identifies and helps departments achieve savings through opportunities recognized during audits. The departments take the steps that bring in the savings or are often assisted by Internal Audit in obtaining refunds or credits from vendors or other governments. To date the Internal Audit Department has documented **savings/benefits exceeding \$1.5 million dollars annually.** The Budget Department verified the savings last fall as being reflected in the City's budget.

Consolidation

In an effort to reduce costs, increase efficiency and improve accountability, the EETF has been looking for areas that have common services, processes and goals to centralize similar functions. The following areas were identified for the initial consolidations.

Technology and Innovation (T&I)

- The first EETF city-wide consolidation success was the merger of technology support personnel into the T&I department. Phase 1 of this consolidation focused primarily on General Revenue department personnel and resulted in significant improvement in cross-training of critical support personnel as well as much greater adherence to standard technology practices, thus eliminating much duplication of effort. Phase 1 has already netted an **annual savings of \$695,208 through the reduction of 7.5 positions and the consolidation of software licenses.** Phase 2, which will focus primarily on Enterprise funded departments, is already in progress and is expected to also yield significant results in efficiency improvements, accountability and cost savings.

Human Resources (HR)

- Consolidating personnel functions required a city-wide effort to identify and centralize personnel assistants. Fifteen personnel assistants are currently performing the duties that were once executed by nineteen personnel assistants. From April 2009 when the consolidation was completed, through December 2009, the salary and benefits cost savings is \$109,050 with an expected **annualized savings of \$145,404.** The consolidation also resulted in the elimination of a position by reallocating resources for maintaining personnel files. This savings will account for **an additional \$54,262 annually.** Total expected **annual savings is \$199,666.**

Fiscal Units (City-wide)

- The Fiscal units from Police and Economic & Urban Development were consolidated into the Revenue & Finance and the Human Resource Departments. By more efficiently utilizing resources and eliminating duplication of efforts, four positions were eliminated in the Police finance area alone resulting in **annual savings of over \$250,000.**
- A consolidation of all fiscal positions (budget and accounting) from various departments throughout the City into the Revenue and Finance Department is currently underway. This consolidation will save dollars by increasing efficiency, while eliminating duplication of work and significantly improving standardization and accountability in

fiscal management and oversight. Preliminary projects indicate that 10 to 15 positions can be eliminated as a result of this consolidation with projected annual savings of **\$1 million per year.**

Fire

- Consolidated Fire Vehicle Maintenance into City Fleet Maintenance. Initially, all TFR sedans and light trucks were assigned to City Fleet Maintenance for maintenance allowing reduction in Fire Maintenance staffing by three persons, including a mid-level supervisor. Subsequently, the entire Fire Vehicle Maintenance Operation and all remaining TFR personnel were organizationally assigned to City Fleet Maintenance. This consolidation generates an **annual savings of \$231,000** in salaries and materials.

Departmental Staffing and Process Modifications

Workforce Reductions

- In FY09, the Construction Services Division (CSD) reduced its workforce by 35% for a division reduction of 31 full-time equivalents' (FTE's) and a net change of 27 FTE's after placement, in response to a reduction in workload. CSD staff was then reorganized into a more efficient operation moving from a focus on specialized services to more general staff functions. Since 2007, the overall workforce of the Growth Management and Development Services (GMDS) Department has been reduced by 58 FTE's. For that same time period, budgeted positions salaries have been reduced by \$2.2M dollars. The difference from FY2009 – 2010 alone was 35 FTE's and an **annual savings of \$1.9M dollars.**

Contracted Staffing

- In 2007, Tampa Convention Center identified labor costs as the primary area for cost control. A plan was developed to embrace “doing more with less” in conjunction with staffing reductions due to attrition, thus reducing City payroll by 15% or 8 FTE's equating to an average of \$400,000 over 3 years. A successful part of the plan is the strategy to increase contracted staffing, which is only utilized when the business levels can justify the expenditure. **Annual** expected **savings is \$140,000** based on FY09 figures.

Overtime Reduction

- The Stormwater Department's Operations and Maintenance Division averaged \$190,000 in overtime during the last 10 years. Most of this time was for standby time to provide service when needed. Significant improvements to the work methods in the Operations and Maintenance division along with key capital improvements drastically reduced the number of calls that needed emergency response, significantly reducing the number of staff on standby. The changes **reduced** overtime by 35% or **\$66,000 annually.**
- Actual annual city-wide overtime costs have decreased by 27% or \$3 million from FY07 to FY09. The overtime budget for FY10 is 18.5% less than the FY09 actual overtime costs.

Communications Restructure

- Tampa Police Department (TPD) Communications was utilizing a large amount of overtime (25,000 hours at a cost of \$425,000.00 per year). By restructuring the staffing and adjusting the placement of personnel, duplication of effort was minimized and downtime was utilized for ancillary functions. Through these efforts that began in October 2008 a total savings of \$266,957.00 was realized as of December 31, 2009. **Annualized** overtime **savings is \$248,907.**

Reduction in Hours at Fleet Maintenance

- In response to reduced staffing levels due to attrition and schedule coverage shortage due to same, a team of fleet employees proposed the idea of reducing the hours of operation from 6 AM to 8 PM, and adjusting the schedules of certain employees so that there is adequate coverage and supervision throughout the day. These changes allowed Fleet to absorb the loss of three positions without significantly affecting service delivery and provided an **annual savings of \$155,200** in personnel costs.

Internal Reorganization

- An internal reorganization of the Fire Prevention Bureau resulted in an Assistant Fire Marshal position downgrade to Assistant Fire Inspector and three current personnel upgraded to supervisor level. The change provided direct supervision to each of the three divisions and increased personnel on the street to do inspections for an **annual savings of \$20,000.**

Sweep Collection Schedule Change

- In January 2009, the Solid Waste Department began conducting SWEEP collection on weekdays instead of weekends to eliminate or lessen overtime expense. Residents were notified of this change through the department web page, neighborhood association contacts, utility bill inserts and road signage placed in the area the week prior to their SWEEP. The Special Service area utilized their personnel during weekdays to complete the SWEEP collection along with other special pick-up and illegal dumping demands. A cost comparison of FY08 v. FY09 shows an **annualized savings of \$125,000** from this effort.

Brush Hauling and Disposal Method

- Historically, brush hauling was accomplished by utilizing department open body trucks loaded by a pay loader for delivery to the McKay Bay Transfer Station.
- An **employee suggestion** led to a hauling method change in May 2009 whereby 40 cubic yard roll-offs were loaded by the pay loader and hauled to McKay Bay by a roll-off truck. This improvement in the **hauling method** contributed to a **cost savings of over \$30,000** for FY09. In October 2009, the department initiated a piggyback **contract** for service with Mothers Organics to provide loading, hauling and disposal of brush from the Manhattan Brush Site for \$25.75 per ton. It is anticipated that this **method in hauling and disposal** will result in **FY10 cost savings of over \$100,000.**

Fuel Type Switch

- An easily implemented change of switching to off-road diesel for generators used by the Water Department **saves approximately \$7,000 annually.**

Bi-Weekly Payroll Employee Reimbursements

- The Payroll initiative minimizing the number of checks cut, and centralizing all IRS-taxable payments to the Payroll division, improved efficiency and enhanced compliance with IRS regulations. The centralized approach was engineered and tested with the assistance of Human Resources, Technology & Innovation and Training, and successfully implemented city-wide October 1, 2009. Estimated **annual savings of \$11,000.**

Lower Fees for Accepting Credit Card Payments

- Revenue and Finance successfully **saved approximately \$34,354 in annual** credit card costs by canceling use of Cybersource through Bank of America (BOA) and dealing directly with Cybersource. An additional savings has been realized by changing to a high volume, low transaction amount code classification with BOA in Parking, with an estimated nine-month savings of \$5,000 in avoided costs.

Change Bank Account Types to take Advantage of Pricing

- Revenue and Finance eliminated the need to manually initiate wire transfers at Bank of America (BOA) to fund payroll checking (effective 8/3/2009) and government payments accounts (effective 12/1/2009) through a “zero balance account” option at Bank of America. These accounts will be automatically funded from the pooled cash checking account as debits are posted, allowing the City to earn additional interest revenue and saving on wire transfer fees as well as the time and effort to calculate the amount, initiate and approve individual wire transfer instances. The migration provides an **annual savings of \$7,248** in avoided costs.

Budget Methodology and Processes

- Effective October 1, 2010, Budget implemented process and methodology changes to garner efficiencies and savings. Areas changed include the method of determining budget thresholds; the Budget Office Transmittal (BOT) requirements; forms reduction; automated CIT index code status report; printed document reduction; increased web availability of forms. Estimated **annual savings is \$25,585.**

Purchase Process

- Parks and Recreation consolidated office supply purchasing resulting in **\$134,000 annual cost savings.**

Mowing Contract Consolidation

- Contractual mowing services were reviewed on a city-wide basis for contract consolidation and efficiency increases by reducing unit and mobilization costs. As a result of the assessment and the timing of mowing contracts already in progress, the decision was made to consolidate Fire, Wastewater and Building Maintenance contracts leaving Stormwater's ditch mowing contracts separate. Over the past several years, Stormwater had already taken the initiative to reduce mowing cycles from 13 annually to 10. Total **annual savings** distributed among all Departments in this initiative is estimated to be **\$896,000.**

Vehicle Reductions

- Fleet contracted with Mercury Associates, a fleet management consulting firm, to analyze the fleet and identify vehicles and equipment that could be eliminated, reassigned or pooled. Over 500 vehicles from all city departments were surveyed based on a statistical analysis of historical utilization data. Of these, 212 underutilized vehicles will be eliminated and/or not replaced. 135 units have been removed from service thus far, for an avoided replacement cost of approximately \$2.02 million dollars. The **annual savings** will be a minimum **of \$440,000**. The study also reviewed alternatives for financing vehicle acquisitions, which are still being evaluated.

Parking Meter Implementation

- The Parking Division replaced honor box payment devices, bill-changing machines and single-spaced, coin operated meters in the downtown Crosstown Expressway surface lots in FY09 with multi-space, pay and display devices.
- Additionally, the Parking Division has eliminated \$150K of annual contract labor to staff these surface lot locations for special event revenue collection. The estimated rate of return on investment is expected to be less than 18 months. The **projected annual savings is \$200,000**.

Garbage Pick-up: Eliminate holiday make-up days

- Holiday make-up collection services for garbage, recycling and yard waste was eliminated in FY09 and absorbed into the regularly scheduled pick-ups with the exception of the major holidays. Each holiday, the change saves approximately \$72,000 in personnel expenses, 900 gallons of fuel (\$2,268). In FY09, this saved approximately \$144,000 in overtime and 9,000 gallons of fuel. Total projected **annual savings is over \$500,000**.

Service Level Standardization

Grounds Maintenance Mowing

- Clean City standardized the level of service provided to the grounds maintenance mowing contracts affording a significant cost savings to the City and a uniform level of service to the contracts. A reduced level of cuts per contract period was implemented and resulted in a **cost savings** of approximately **\$154,000**.

Contract Sod Placement

- Stormwater changed the work method for grading ditches. Now graded with 3:1 side slopes it provides more flood protection and lengthens the maintenance cycle by almost 10 fold. The new practice requires the ditch to be sodded. The City staff cost to lay the sod was \$.53 per square foot. The contract cost is \$.19 per square foot. For FY-09, a total of 645,186 (\$122,585) square feet of sod was placed by contract. The City crews would have cost \$341,949. The contract **saved \$219,364**.

Centralized Procurement of Computers

- Previously, departments procured their own computers, resulting in multiple brands and models to maintain. Decentralized budgeting for purchases led to some departments struggling with old, outdated, unusable computers. Computer procurement has been centralized under the T&I department. Centralized procurement has resulted in better prices, fewer brands/models to maintain, 5 year warranties on all computers, certified in-house technicians to repair hardware, and no computers older than 5 years. **Savings over the last nine months: \$250,000+.**

Centralized Procurement of Multipurpose Devices (Copiers, Printers, Fax, Scanners)

- Following the theme established with centralized procurement of computers and offering the same expectations for efficiencies and cost savings is the centralization of multipurpose devices. Although in the early stages of implementation, significant improvements are already being made in areas such as Parks and Recreation. Fully implemented, the expected **annual savings should exceed \$100,000.**

Re-bid Bad Debt Collection Service Contract

- Utility Accounting in cooperation with Purchasing, Parking and Technology and Innovation, successfully re-bid the bad debt collection service contract in FY09. The city-wide initiative offers savings including contracted services and provides a choice of more than one allowable collection service, depending upon a department's needs. FY2010 **annual savings** in Revenue and Finance are estimated **at \$110,000.**

Traffic Signal Change

- A switch to LED Signal Lamps enabled Public Works to cut traffic signal electric bills and maintenance by 75%-85%. **Annual savings** is approximated at **\$365,000**, with investment payback of 5.25 years.

Certified Letter Tracking Automation

- Code Enforcement is scheduled to automate the certified letter tracking process and storage of the delivery of receipts in FY10 as required by Florida State law using the Pitney Bowes Code Enforcement module. It performs two primary functions: embeds the actual random certified number onto the Notice(s) & stores the electronic signature with a certified number electronically, eliminating the need for the current green certified return receipt form. Based on the reduction of \$1.20 per mail piece count the expected **annual savings**, once implemented, is **\$9,147.**

Electronic Distribution Exchange

- Contract Administration completed the transition to an all-electronic distribution of bid documents, including the issuance of drawings in .pdf format. It allows for immediate distribution of documents when they are ready, use of all available document outlets for wide distribution, and elimination of printing costs of documents issued to potential bidders. **Annual savings** in printing is **approximately \$10,000.**

Conservation Committee

- The Conservation Committee's mission is to establish a robust conservation program that conserves and reduces the City's use of fuel, electricity and water in its operations and facilities. The committee is comprised of the city's Green Officer, Chief of Staff, and senior staff members from most city departments. The inventory of facility use of water and electricity is approaching completion and the Committee is now in the process of crafting programs and policies that will reduce power use and water consumption where ever possible. By maximizing existing staff rather than a consultant and once policies and programs are in place, there will be **actual dollar savings**.
 - Example: In FY09, Public Works began a lighting cost reduction in City parking garages through in-house replacement of metal halide and sodium vapor lights with inductive lighting which uses 50% less electricity, having an annual **savings of approximately \$316,000**.