

10 Year Reform and Efficiency Action Plan

(These reforms and efficiencies came from the work of the Economic Advisory Committee and will partially solve the structural imbalance in the General Fund; many of these efforts will need to be negotiated with the six city bargaining units)

	Initiative	Description
Employee Benefits	Phase-out pension pick-up	The practice of paying the employee share of retirement costs cannot continue. This benefit cost the City's General Fund approximately \$30 million in 2008 and contributes significantly to the structural imbalance. The City should phase out the current benefit over time, and discontinue the practice for new employees of the City.
	Increase employee share of health insurance	Offset the cost of employee health care insurance by continuing to increase the employee contribution to the cost of coverage. The City should continue its successful strategies for holding down the cost of care, and at the same time reduce operating costs by requiring the employee to share more of the cost burden.
	Health Benefits Dependant Audit	To reduce premium costs associated with the City's health insurance plan, a review, of the plan's current enrollment was conducted to ensure that the City is only providing health insurance to individuals eligible under the City's employee benefit plan.
Safety	Manage Overtime	Revisit overtime policies and establish new policies that discourage excessive overtime.
	Redeploy uniformed police and firefighters	A significant number of police and firefighters are performing jobs that could be done by civilians (e.g., using firefighters to staff the fire alarm office). Civilianizing these jobs could save money by filling the positions with less expensive personnel and redeploying specific uniformed personnel doing direct public safety work in the neighborhoods, with police patrol, and in the fire stations.
Efficient Management & Using Technology	Continue and expand energy efficiency measures	As part of the Get Green Initiative, the City has been incorporating energy efficiency in all its operations. Continued progress would include building weatherization, more efficient lighting, and HVAC system upgrades.
	Continue to improve the efficiency of Fleet Management	The City provides centralized Fleet Management services for all General Fund operations, significantly improving the efficiency of this support service. Continued progress involves better vehicle parts management and other cost-savings initiatives.
	Continue to improve the efficiency of Facilities Management	The City provides centralized Facilities Management services for most General Fund operations, significantly improving the efficiency of this support service. Continued progress involves better space management and more efficient maintenance, custodial and security services.
	Continue and expand on-line auctions for City asset sales	Recently, the City conducted an online auction for fire apparatus, generating a 40% increase in revenue over prior auctions. Expanding this tool to all surplus asset sales could significantly increase revenue to the City's Permanent Improvement Fund.
	Continue and expand the use of Technology	The City is currently in the process of changing the phone system to Voice Over IP which will allow greater functionality at a lower cost. This new phone system, a new Human Resource Information System (comprehensive payroll and human resource system), Telestaff (scheduling program for fire fighters), and Distance Learning (on-line training system in fire stations) will all result in greater efficiencies and savings. Technology should continue to play a role in planning for efficiencies in the future.
Partnership	Partner with Metroparks on Bikeways	Incorporate bike trails currently operated by the City Recreation and Parks Department into Metroparks' regional trail network. In addition to enhanced maintenance, Metroparks can also provide trail patrol services.

Total ten-year savings for these initiatives is estimated at \$100 to \$150 million.

The City of Columbus will research and evaluate the below initiatives.

Initiative	Description
Explore contracting out parking meter enforcement activities	The Economic Advisory Committee identified parking meter enforcement activities as an area to explore contracting out where the city might be able to save money and still provide the basic service.
Review EMS response protocols	Conduct a study to determine the benefits and expenses of using an Advanced Life Support (ALS) response protocol versus a Basic Life Support (BLS) response protocol on emergency runs. Determine whether an ALS system or a tiered ALS/BLS system would be most appropriate for the City.
Explore partnerships with other governments and organizations	The Economic Advisory Committee identified several areas (e.g., provision of primary health care and funding of our Neighborhood Health Centers, Weights & Measures, and Trash and Recycling Services) where the City, County, SWACO, jurisdictions within the region, and other organizations could benefit through new or expanded partnerships.
Review collection of delinquent income taxes	In cooperation with the City Auditor, prepare an updated analysis of the cost/benefit of a mandatory filing of tax returns by taxpayers.