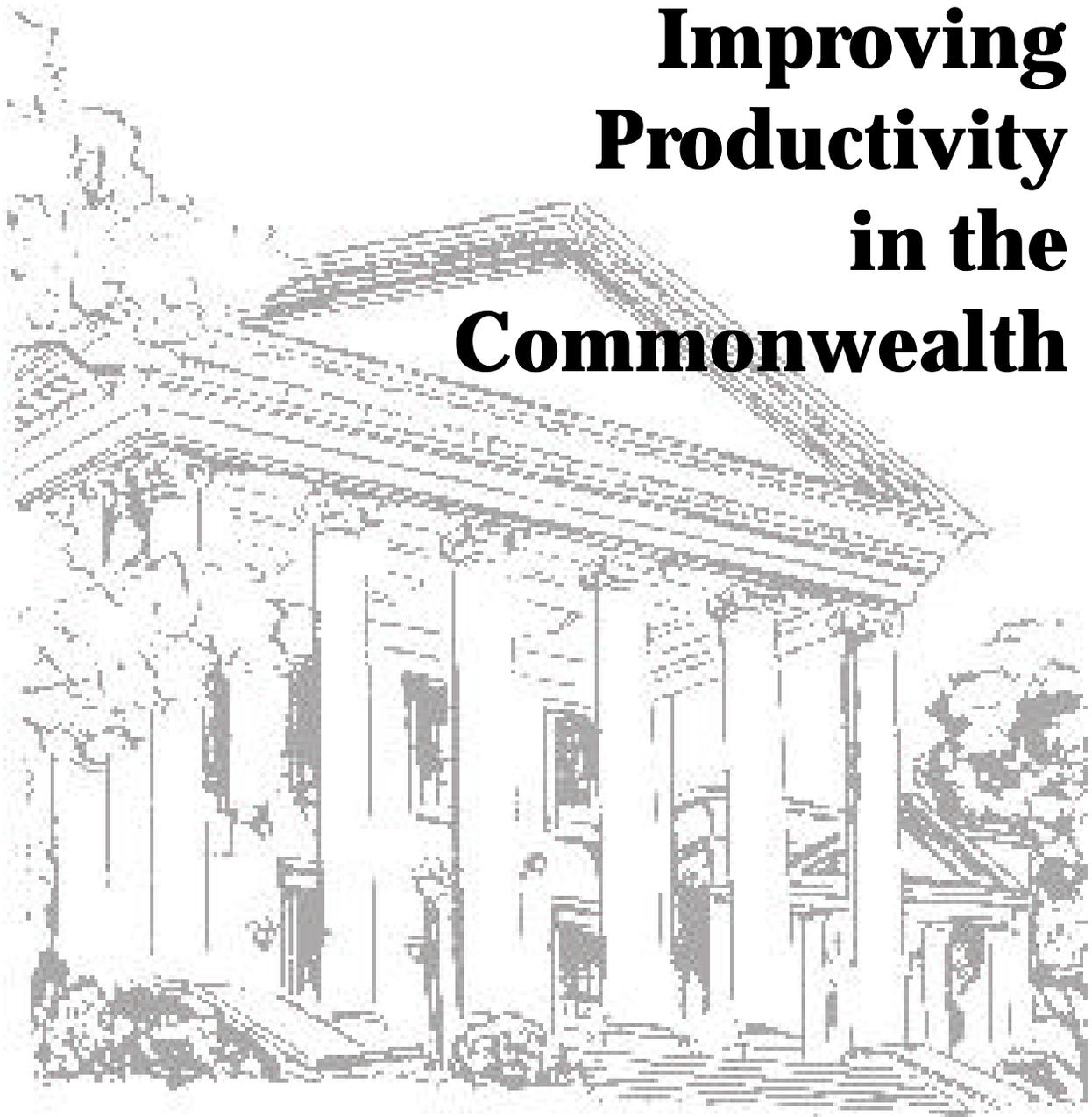


Improving Productivity in the Commonwealth



**Commonwealth
of Virginia**



Prepared by the Virginia Department
of Planning and Budget
October 2000

IMPROVING PRODUCTIVITY IN THE COMMONWEALTH

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Improving Productivity in the Commonwealth

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Improving productivity in the Commonwealth

Overview

The taxpayers of the Commonwealth deserve the most efficient government possible. That is why Governor Gilmore has, since the beginning of his administration, emphasized improving the way state agencies do business. One of the principal objectives of this administration is to encourage state agencies to develop innovative and effective ways to accomplish the mission of state government. That mission is to deliver services to the people of the Commonwealth in the most efficient way at the least cost.

Last year, in his budget for the 2000-2002 biennium, Governor Gilmore asked state agencies to develop specific plans for achieving productivity savings through the increased use of technology and other efficiency-enhancing methods. He challenged agencies to look for ways not just to save money through traditional one-time actions, but to operate government “smarter.”

This report presents the Governor’s plan for achieving these productivity savings in the 2000-2002 biennium. These initiatives, based largely on the many excellent ideas proposed by agencies, will foster a smarter and more effective state government, while at the same time providing better service delivery to the citizens of the Commonwealth.

Governor Gilmore does not see improving productivity savings as a one-time exercise. During the remainder of his administration, he intends to continue to explore ways in which state government can become more productive and better serve the people of Virginia. As the use of advanced technology increases, so too will the efficiency of state agencies and institutions.

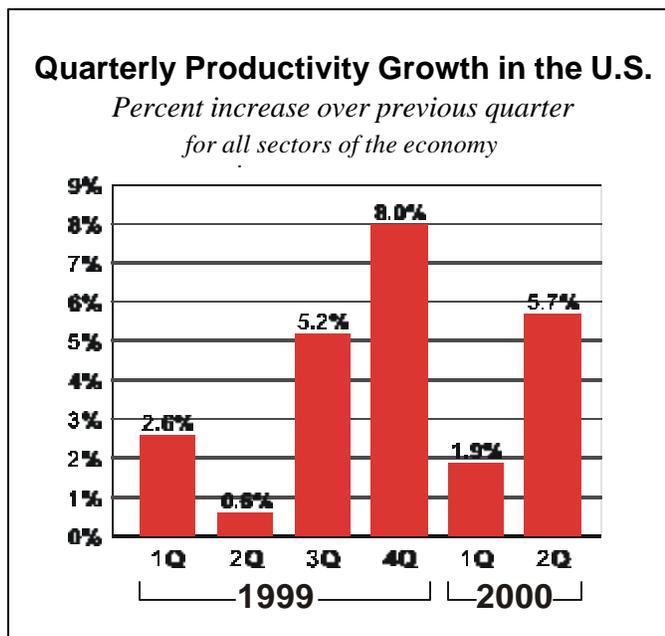
What is productivity?

Increased productivity is one of the most important variables for long-term economic growth. Increases in wages are often directly correlated with labor productivity, as are changes in the standard of living in the economy. Labor productivity is defined as “the average output per labor hour of

workers in the economy.”¹ An increase in productivity means that the average output per labor hour has increased. In other words, workers are producing more goods and services in the same or fewer hours.

Productivity increases boost national economy

In September, the Bureau of Labor Statistics of the U.S. Department of Labor reported national labor productivity data for the second quarter of 2000. The level of labor productivity, that is the output of labor per hour worked, increased by 6.5 percent² in the business sector over the previous quarter. Advancements in U.S. productivity have allowed companies to boost production, lower costs, and pass those savings on to consumers in the form of stable prices for goods and services.



Source: Bureau of Labor Statistics, U.S. Department of Labor. These percent figures are seasonally adjusted annual rates.

Rapid technology changes increase productivity

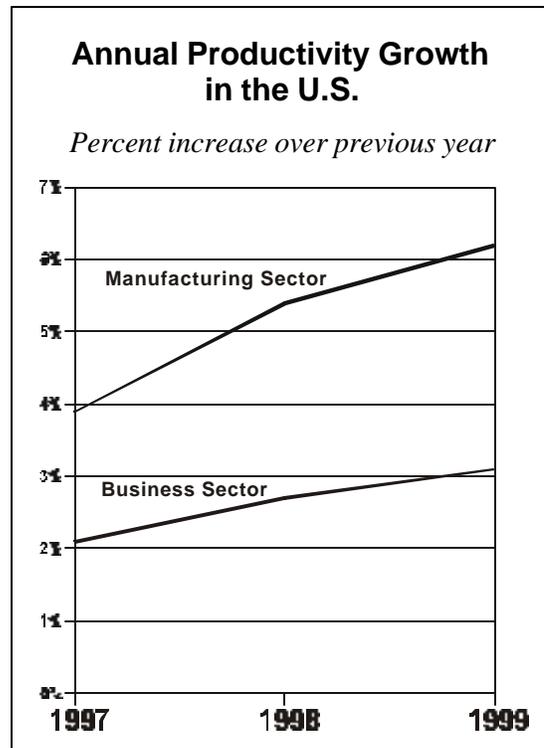
Productivity over the last five years has been rising at rates greater than those recorded between 1970 and 1990. With computers becoming more integrated into daily life and with the Internet becoming a major medium for doing business, it is clear that technology is playing a large part in the growing economy. According to some analysts, the U.S. economy has become more resistant to inflation because of various factors, including sound monetary policy and technological changes.

The explosive growth of the information technology industry has been instrumental in boosting productivity. The power and continuing evolution of the Internet, made possible by advances in the information technology industry, is enhancing productivity growth in nearly every industry, including government. The latest productivity numbers provide more evidence for analysts and investors that massive strides in technology have boosted productivity and kept costs down for companies.

¹ Hyman, David N., "Economics." 2nd Ed., Washington, DC, 1992. ² Seasonally adjusted annual rates

This argument is echoed by a recent study indicating that approximately 80 percent of the increase in labor productivity in the U.S. since 1995 has been attributed to the increase in the ratio of information technology stock to total capital stock. Further, the analysis indicates that information technology investments have increased technological advancement through increased productivity of other capital investments.

Therefore, the rapid technological advancement brought on by personal computers and the Internet would seem to be plausible explanations for these national productivity increases, as well as overall economic growth.



Source: Bureau of Labor Statistics, U.S. Department of Labor.

Enhancing services and increasing productivity in Virginia

Building on gains

If the private sector can generate such large productivity gains, it is clear that state government can also become more efficient and productive. During the Gilmore administration, many initiatives have been proposed and implemented to enhance the services provided to the Commonwealth's citizens while also increasing the productivity and efficiency of state government. Some of these initiatives include:

- Increased use of technology.** Agencies have enhanced “web-enabled government” by placing government services on the Internet for immediate, low-cost access by citizens. These online services reduce costs for agencies in many areas, including the receiving and processing requests, copying, printing, and postage. For example, the Department of Motor Vehicles now allows citizens to renew drivers’ licenses on the Internet, and the Virginia Employment Commission and Department of Human Resource Management have paved the way for citizens to use the Internet to search for state job openings and download state employment applications.

- **Improved energy management.** State facilities have achieved energy improvements through the application of alternative and renewable technologies. The Department of Mines, Minerals and Energy has worked with agencies to determine the viability of various energy efficiency proposals. Examples of these projects include improvements in heating and air conditioning environmental controls, modernization of electrical and lighting systems, and physical upgrades to buildings.

Productivity savings in the 2000-2002 biennium

The Governor's dedication to improving the efficiency of state government did not, however, end with these initiatives. In his budget for the 2000-2002 biennium, the Governor proposed that a productivity savings account be established to continue the focus on this effort. The Governor believes that agencies can and must develop ways to perform their missions more efficiently and effectively, with both savings and better services for the taxpayers.

The 2000 General Assembly accepted the Governor's challenge and recommendation. Item 541 of the 2000 Appropriation Act requires each agency in the Executive Branch, except institutions of higher education, to develop a plan for increasing productivity during the 2000-2002 biennium. These plans are to generate productivity savings that amount to \$91.7 million from the general fund.

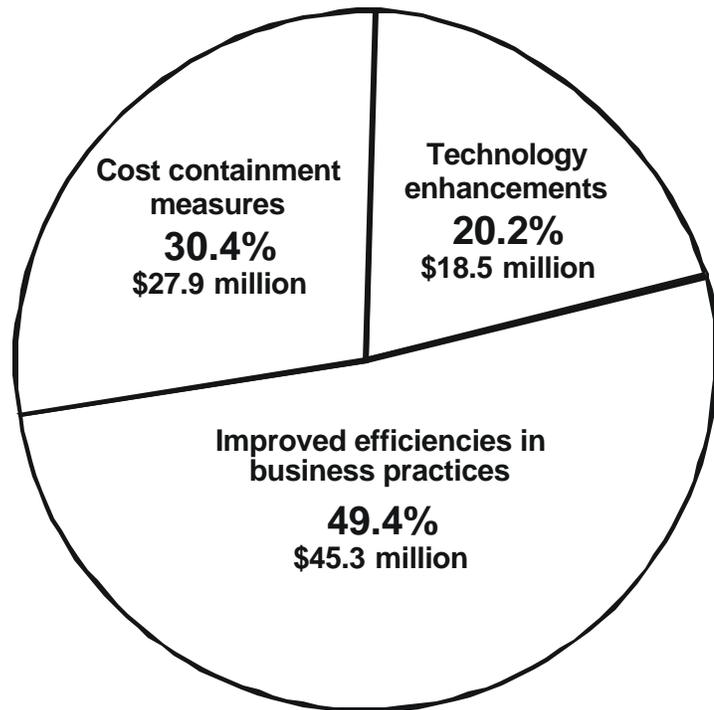
To implement this initiative, the Governor asked agencies to submit plans containing specific strategies to enhance productivity. Agencies were encouraged to build upon previous productivity enhancing and saving techniques in developing new innovative ways to do business smarter. Agencies were also urged to think "outside the box" to develop creative means of increasing productivity and saving money for the Commonwealth both in the 2000-2002 biennium and in the longer-term.

Since technological improvements and advancements are among the key drivers of productivity increases in the private sector, agencies were instructed to place special emphasis on using technology to improve productivity. By increasing the use of technology, using electronic procurement, improving energy efficiency and improving business processes, state government can become more efficient and effective, and will deliver a higher quality product to citizens of the Commonwealth.

Agency ideas and innovations generate \$91.7 million in savings

The Governor's productivity savings plan, presented in this report, includes many innovative ideas generated by agencies that create efficiencies in operation. Agencies developed hundreds of strategies that will increase productivity and reduce the cost of government. These strategies can be classified into three broad categories: technology enhancements, efficient business practices, and cost containment actions.

As shown in the chart, 20.2 percent or \$18.5 million of the total savings is achieved through technology enhancements, 49.4 percent or \$45.3 million is from efficient business practices, and 30.4 percent or \$27.9 million is from cost containment actions.



Technology enhancements

The Governor's productivity savings plan includes a number of savings strategies that generate savings due to technological enhancements, such as the following:

Achieve telecommunications contract savings

Many agencies will experience significant savings in telecommunications costs due to a new statewide telecommunications contract successfully negotiated by the Department of Information Technology (DIT) during the summer of 2000. Named COVANET, the agreement was signed with MCI WorldCom on June 1, 2000. Under COVANET, an expanded infrastructure and slate of service offerings are available to users of the state's telecommunications services.

The advantages this new contract brings to the Commonwealth are significant: lower costs; a world class infrastructure; leveraged buying power; and an extension of services across all areas of the Commonwealth, even in rural areas. As a result of the new contract, state agencies have access to high-speed and high-data voice and video services across the Commonwealth.

By aggregating Virginia's demand and including experts from agencies and universities, the Commonwealth has been able to leverage its buying power and gain a strategic advantage in negotiations. The competition that this type of procurement attracted virtually guaranteed that the state would receive the highest quality technology at the lowest possible price available.

Implement e-procurement

The Commonwealth will also achieve significant savings by implementing a statewide e-procurement system that will reduce the administrative costs associated with the state's procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and promoting the use of more statewide contracts. In addition, relying upon the Internet to advertise the Commonwealth's business opportunities will increase the level of competition between vendors seeking to do business with the Commonwealth. This increased level of competition may reduce the cost of the goods and services bought by state agencies.

The Department of General Services (DGS) issued a Request for Proposals for the development of an e-procurement system for the Commonwealth on June 15, 2000. Nine proposals were ultimately received from vendors interested in providing an e-procurement "solution." Those proposals were culled to three, and the selected offerors were asked to prepare oral presentations to be delivered to DGS' evaluation team. A contract will be established for developing the e-procurement system in mid-October. Once a contract has been established, the selected offeror will be responsible for implementing by February 15, 2001, Phase One of the new e-procurement system, which will include:

- An "e-mall" where state agencies can purchase goods and supplies on-line through an easy "shopping cart" experience;
- Electronic posting and distribution of procurement and procurement-related notices and information for vendors;
- An electronic "warehouse" that records vendor registration data and can be used to produce vendor lists for state agencies, as well as e-mail notification to vendors of state solicitations; and
- An electronic purchasing "warehouse" that records and retrieves procurement transactions, providing a valuable statewide database.

Because the e-procurement contract will not be established until October, and Phase One implementation will not conclude until February, savings are not expected to begin accruing to state agencies until fiscal year 2002.

Some organizations that have implemented e-procurement systems have reduced personnel resources by an average of four percent per year. According to the National Association of Purchase Management and the National Electronic Commerce Coordinating Council, e-procurement systems can reduce the costs of processing a purchase order from between \$85 and \$150 per order to between \$5 or \$10 per order.

Achieve newspaper advertisement savings

State agencies that advertise in newspapers for classified employees will benefit from a plan to centralize advertising and increase reliance on the Internet for recruitment actions within the Commonwealth. The Department of Human Resource Management (DHRM) will become the agency responsible for placing advertisements for classified positions in newspapers, and agencies will reimburse DHRM for the costs.

Other technology enhancements

Other examples of savings strategies that will boost productivity as a result of an increased use of the Internet to provide services or other innovative technological improvements include:

- **The Department of Medical Assistance Services** will add coverage for a Personal Emergency Response System to the Elderly and Disabled Waiver. This electronic device is issued to individuals at risk of institutionalization in order to reduce their need for personal care services. (\$1.8 million GF)
- **The Science Museum of Virginia** will use new software to permit citizens to access its Standards of Learning materials through the Internet or by e-mail notification, thus avoiding printing and mailing costs. (\$70,000 GF)
- **The Department of Housing and Community Development** will rely upon technology to improve its administrative procedures and reduce its need for part-time staff. (\$97,455 GF)
- By making greater use of the Commonwealth's small purchase charge card, the **Department of Agriculture and Consumer Services** will reduce the number of staff working in the agency's purchasing office. (\$68,564 GF)

Details of Governor's Productivity Savings Plan

This section provides details of each approved strategy in the Governor's productivity savings plan for the 2000-2002 biennium. The strategies are organized by secretarial area, and within secretariats, by agency.

For each strategy, a short description is followed by the net dollar amount of general fund savings associated with the strategy for each year of the 2000-2002 biennium. The net amount consists of the total savings offset by any costs of implementing the action. In the few cases where initial implementation costs outweigh the savings in the first year, the amount appears as a negative number (in parentheses).

Office of Education

Science Museum of Virginia

Allow e-venue ticket sales on the Internet

The existing museum admissions system can be made to accept credit card transactions over the Internet and allow reservations and ticket sales to be made. This will produce personal service savings in the sales and information office and at the admissions desk. Additional investment in software and hardware to provide full capabilities will cost \$100,000, half of which the museum has already committed to the project.

The net general fund savings are (\$20,000) for 2001 and \$30,000 for 2002.

Automate leave and time sheets

Personal and non-personal service costs will decrease as the personnel hours and supplies needed are reduced as a result of automation. The nongeneral fund savings identified are produced by personnel efficiencies gained via automation in the act of payroll processing by DMV for SMV.

The net general fund savings are \$20,000 for 2001 and \$20,000 for 2002.

Improve mailing list data base

The museum has invested in labor and software to move to compliant formats which will allow for e-mail notification and web based access to SOL materials resulting in mailing and printing savings.

The net general fund savings are \$35,000 for 2001 and \$35,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$9,891 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$14,636 for 2001 and \$51,244 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$6,797 for 2001 and \$13,594 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$355 for 2001 and \$1,139 for 2002.

Totals for Science Museum of Virginia

The total net general fund saving are \$56,788 for 2001 and \$160,868 for 2002.

Commission for the Arts

Delay upgrade of web design

The agency planned ongoing upgrades of the design elements of the agency web site, currently managed in house and by VIPnet. Deferral of the upgraded design will not affect the content or ongoing efforts to make the site more interactive.

The net general fund savings are \$6,569 for 2001 and \$6,569 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$240 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$63 for 2001 and \$204 for 2002.

Totals for Commission for the Arts

The total net general fund saving are \$6,632 for 2001 and \$7,013 for 2002.

Secretary of Education

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$62 for 2001 and \$197 for 2002.

Totals for Secretary of Education

The total net general fund saving are \$62 for 2001 and \$197 for 2002.

Department of Education

Transfer telecommunications services for the Virginia Public Education Network (VA PEN)

The Department of Education will end its contract for local dial-up services used to access the Virginia Public Education Network (Va. PEN) since the contract is no longer necessary. The department currently uses the Department of Health's network infrastructure to provide school divisions with local access to Va. PEN. Due to improvements in technology, users can now access this service by dialing directly into the Department's existing computer systems via 1-800 lines. Therefore, it is no longer necessary to maintain the current system. Savings are derived from ending the contract with the Department of Health for use of their network and by eliminating the local phone lines used to dial into the network.

The net general fund savings are \$597,000 for 2001 and \$597,000 for 2002.

Switch to an in-house voice mail system

The Department of Education will purchase a premise-based server to provide voice mail services to the agency. Currently, the department purchases this service from the Bell-Atlantic Voice Optimail system. The department will spend \$50,000 in FY 2001 to purchase the new server. The estimated savings from this switch are \$3,000 per month.

The net general fund savings are (\$14,000) for 2001 and \$36,000 for 2002.

Discontinue printing hard copies of the Educational Directory

The Department of Education will no longer need to print hard copies of the Educational Directory, which provides information on school divisions, and will publish this document on the department's web site. The estimated savings will be realized from eliminating the printing and distribution costs that are associated with producing hard copy directories.

The net general fund savings are \$20,000 for 2001 and \$20,000 for 2002.

Stop mailing weekly Superintendent's Memoranda

The Department of Education will no longer need to print and mail hard copies of the Superintendent's Memoranda that are produced and distributed each week to school divisions and other organizations and provide this information via email and the web. Savings will be derived from eliminating the costs for printing (paper, toner, and equipment charges estimated at \$300 per week) and the cost of postage (estimated at \$500 per week).

The net general fund savings are \$41,600 for 2001 and \$41,600 for 2002.

Reduce agency-wide costs for printing forms and materials

The Department of Education will reduce agency-wide costs for printing documents and forms that are now being distributed to the public and school divisions by publishing these materials on the department's web site. Savings will be derived by reducing the department's printing and distribution budgets by approximately five percent.

The net general fund savings are \$31,595 for 2001 and \$31,595 for 2002.

Reduce agency-wide costs for travel by using interactive video conferencing

The Department of Education will reduce agency-wide costs for travel by using the two-way, interactive video system that was funded in FY2000 using carryover funds. It is expected that annual travel expenditures will be reduced by approximately five percent by using the new two-way video communications system to conduct small meetings and certain training programs.

The net general fund savings are \$19,517 for 2001 and \$19,517 for 2002.

Reduce procurement costs

The Department of Education will reduce procurement costs through a variety of strategies including: using the new Oracle Financials procurement system that was funded in FY 2000 using carryover funds and implementing the small purchase credit card for all purchases that are \$1,000 and less. Savings will be derived from a variety of efficiency improvements including, but not limited to, eliminating the cost of using multi-part forms for purchase orders by using an electronic data system, reducing handling costs, and reducing the need for temporary staff.

The net general fund savings are \$52,535 for 2001 and \$52,535 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$49,618 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$65,681 for 2001 and \$230,755 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$34,740 for 2001 and \$69,479 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$16,054 for 2001 and \$48,022 for 2002.

Totals for Department of Education

The total net general fund saving are \$864,722 for 2001 and \$1,196,121 for 2002.

The Library Of Virginia

Restructure Virginia Library Information Network (VLIN)

The Library of Virginia has improved service to the Commonwealth's libraries and saved money by restructuring access to the Virginia Library and Information Network (VLIN). Access is now available through the Internet rather than through dial-up access. This initiative has also expanded the Library's offerings and the local libraries' access to information. Through the purchase of statewide database licenses, libraries can have a much broader range of information available than through individual purchase, allowing them to offer better service to patrons.

The net general fund savings are \$114,570 for 2001 and \$114,570 for 2002.

Implement administrative efficiencies

The library continues to streamline overall administrative costs through (a) contracts, such as for statewide licensing of databases, allowing libraries to have a much broader range of information available than through individual purchase, (b) small purchase credit card transactions and (c) obtaining services of private contractors for highly specialized services, as Disaster Planning specialists and contract administrators for special projects. The use of contractors allows library staff to devote their time to mission-critical activities and to meet the library's goals and the public's expectations for service.

The net general fund savings are \$53,000 for 2001 and \$53,080 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____\$0_____ for 2001 and _____\$31,137_____ for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____\$41,561_____ for 2001 and _____\$145,555_____ for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____\$19,218_____ for 2001 and _____\$38,436_____ for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____\$1,291_____ for 2001 and _____\$4,124_____ for 2002.

Totals for The Library Of Virginia

The total net general fund saving are _____\$229,640_____ for 2001 and _____\$386,902_____ for 2002.

Virginia School for the Deaf and Blind at Staunton**Reduce expenditures in purchasing areas**

The agency will implement the Small Purchase Charge Card Program during fiscal year 2001. This implementation will eliminate the fee assessed by DOA, reduce the number of paper purchase orders needed, and save labor costs. The methodology used for the calculation of estimated savings is based on the agency's annualized historical voucher count of 670 for American Express vendors from October through March 2000.

The net general fund savings are _____\$3,000_____ for 2001 and _____\$3,000_____ for 2002.

Eliminate one publication of the Virginia Guide

The Virginia Guide is published by the agency three times a year. The publication highlights students' work and accomplishments and the educational programs of the agency. It is distributed to parents, various government agencies, and other schools. The agency believes that the Winter publication of this guide is no longer necessary.

The net general fund savings are \$780 for 2001 and \$780 for 2002.

Reduce transportation expenditures

Because of the home locations of the current enrolled students, the bus routes will be changed accordingly, resulting in reduced mileage. The savings incurred are a direct result of a reduction in fees, which are based on mileage, charged by the transportation provider. These savings are considered one-time, as they are contingent on the home locations of students enrolled in the agency's education programs.

The net general fund savings are \$6,000 for 2001 and \$0 for 2002.

Improve procurement process

The implementation of an electronic procurement system will eliminate many processing costs through reductions in paper, improved delivery of items, and the almost instantaneous transfer of information.

The net general fund savings are \$0 for 2001 and \$1,500 for 2002.

Reduce administrative personnel costs

The agency anticipates reducing personnel costs associated with hourly administrative staff through the increased availability of and training in the use of technology. Savings are based on an estimated reduction of approximately 540 hours annually at \$7.75 per hour (\$4,180) plus employer FICA (\$320).

The net general fund savings are \$0 for 2001 and \$4,500 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$7,668 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$27,794 for 2001 and \$97,311 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$2,843 for 2001 and \$5,686 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$424 for 2001 and \$1,282 for 2002.

Totals for Virginia School for the Deaf and Blind at Staunton

The total net general fund saving are \$40,841 for 2001 and \$121,727 for 2002.

Virginia School for the Deaf, Blind and Multi-Disabled at Hampton

Improvement in assistive technology

After a review of the assistive technology program, the agency determined that a contract to provide student assessments is no longer necessary and that trained staff can assess the needs of the students. Assistive technology services are related to the special needs of the deaf and blind children (i.e.: hearing aides).

The net general fund savings are \$9,000 for 2001 and \$8,249 for 2002.

Improve the services for the delivery of office supplies

The functions within the warehouse will be reorganized and the stocking, ordering, and delivery of the office supplies will be delegated to the departments. The departments will be able to order office supplies based on a next day delivery service. The contractor will deliver the items to the departments and the agency will recognize a savings on the fuel for the vehicle used to deliver the office supplies. Additionally, the agency will save on items that may become obsolete, problems with the shelf life of the items, and the disposal of the items.

The net general fund savings are \$6,000 for 2001 and \$6,000 for 2002.

Improve efficiency of procurement of office supplies and small purchases

The agency will be ordering office supplies and small purchases through the Internet and a software program provided by the state contract vendor for office supplies. This will improve the efficiencies in placing the orders, delivery of the items, and the paper flow. Additionally, the agency will no longer have to stock and purchase internal requisitions and purchase orders for the procurement of office supplies. The forms will be processed on-line. When the system is down, the vendor will provide the forms to the agency and the agency will fax the order forms. There will be no cost to the agency for the ordering of the supplies.

The net general fund savings are \$1,500 for 2001 and \$1,500 for 2002.

Improve the knowledge and estimating of projects

The agency will develop term contracts with architectural and engineering firms for capital and maintenance reserve projects. By establishing term contracts for small projects, the agency can better estimate the cost of the architectural and engineering services and the agency will save on the time and cost for conducting a procurement for each project. The agency will save on the paper to produce the solicitation, postage for mailing, and copying costs.

The net general fund savings are \$2,000 for 2001 and \$2,000 for 2002.

Improve the efficiency of agency technology support services

The agency will implement seat management, a contract that provides hardware, software, maintenance, and help desk services for each employee. Savings will result from the elimination of maintenance and services contracts and supply costs.

The net general fund savings are \$14,880 for 2001 and \$18,600 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$18,823 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$27,379 for 2001 and \$95,857 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$14,399 for 2001 and \$28,798 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$289 for 2001 and \$920 for 2002.

Totals for Virginia School for the Deaf, Blind and Multi-Disabled at Hampton

The total net general fund saving are \$75,447 for 2001 and \$180,747 for 2002.

Melchers-Monroe Memorials

Reduce discretionary activities and purchases of the museum

Savings will be produced through the elimination of discretionary non-personal service expenditures.

The net general fund savings are \$4,133 for 2001 and \$4,133 for 2002.

Reduce use of an hourly position

Savings will be produced by a reduction in the use of an hourly position.

The net general fund savings are \$6,158 for 2001 and \$0 for 2002.

Manage wage employees and overtime

Savings will be produced as a result of reducing the amount of overtime required of tour guides.

The net general fund savings are \$0 for 2001 and \$6,159 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$329 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$448 for 2001 and \$895 for 2002.

Totals for Melchers-Monroe Memorials

The total net general fund saving are \$10,739 for 2001 and \$11,516 for 2002.

Virginia Museum of Fine Arts

Reduce institutional costs

The museum will reduce some institutional costs, including activities relating to Buildings & Grounds and hardware and software purchases. For example, the museum has determined that it can reduce the frequency of tree pruning and window washing without noticeable effect. The revised schedules will be adequate to ensure the safety of visitors and staff, and to maintain the attractive appearance of the museum. None of these reductions is expected to have long-term consequences.

The net general fund savings are \$18,400 for 2001 and \$16,400 for 2002.

Produce ticket confirmation letters in-house

The museum will use its in-house computer equipment and volunteer resources to produce and print ticket confirmation letters for upcoming ticketed exhibitions. This is a one-time savings because it applies only to blockbuster exhibitions, and would not affect expenditures in most years.

The net general fund savings are \$4,000 for 2001 and \$0 for 2002.

Reduce use of temporary staff

The museum will reduce its use of temporary staff throughout the institution. It will reduce the use of wage employees in exhibitions due to the reduced design features (see strategy entitled "Reduce exhibition costs"), and will redeploy staff for blockbuster exhibitions more efficiently.

The net general fund savings are \$6,728 for 2001 and \$6,728 for 2002.

Defer institutional costs

The museum will defer certain expenditures during the biennium. For example, the museum will defer purchase of a software module for volunteer management. None of these deferrals is expected to have long-term consequences.

The net general fund savings are \$5,000 for 2001 and \$955 for 2002.

Achieve savings through procurement efficiencies

The museum expects to implement additional savings by encouraging staff to take advantage of e-procurement opportunities through use of Internet resources currently available and those which will be made available through the Department of General Service's e-Mall. The museum estimates it can meet this savings target through lower prices, and through administrative savings from using its American Express card for purchases, eliminating the need for purchase orders in some cases. This initiative will also increase accountability in purchasing.

The net general fund savings are \$14,750 for 2001 and \$14,750 for 2002.

Streamline operational processes

The museum will streamline some operational functions to make them more efficient and achieve savings through these efficiency increases. For example, the museum will promote membership through incentives and through its existing calendar, reducing direct mail expenses. The museum will reduce data needs and streamline admission processes for its school and family programs.

The net general fund savings are \$9,782 for 2001 and \$14,782 for 2002.

Reduce unnecessary expenses

The museum will reduce those costs not absolutely necessary to the operation of the museum, and/or will find less expensive alternatives to items currently included in the museum's budget. For example, the museum will reduce the reserve balance for unemployment compensation to a lower yet appropriate level which is consistent with reserve requirements; will revise its processes for recruiting and retaining docents; will reduce travel; will reduce subscriptions and memberships to associations; and will conduct more research over the Internet rather than in person.

The net general fund savings are \$59,391 for 2001 and \$80,530 for 2002.

Reduce exhibition costs

The museum will reduce costs relating to its 2001 exhibition schedule. The savings will come from decreasing the number and extent of special design features (such as alterations to the galleries) for new exhibitions.

The net general fund savings are \$18,357 for 2001 and \$0 for 2002.

Restructure staffing

The museum will achieve savings by reorganizing some staff functions. No staff layoffs are expected by these actions. Reorganizations include converting two wage positions to one classified position; upgrading one full-time position while reducing another to part-time; and assigning contract security officers more efficiently. The museum is also exploring the use of more electronic surveillance to reduce its need for contract security officers.

The net general fund savings are \$24,999 for 2001 and \$24,999 for 2002.

Reduce travel and training costs

The museum will reduce its institutional travel and training by taking advantage of technological alternatives to face-to-face meetings, such as teleconferencing, e-mail/chat room exchanges of information, and other available strategies.

The net general fund savings are \$13,580 for 2001 and \$14,580 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$8,346 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$29,022 for 2001 and \$101,613 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$5,657 for 2001 and \$11,314 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$548 for 2001 and \$1,835 for 2002.

Implement "Media Village"

The museum has begun to implement its "Media Village" concept, which involves the electronic distribution of images to the media. Formerly, these images were photographically reproduced and mailed to media outlets. In the future, they will be uploaded to a central website, and media representatives will be notified by postcard that the images are available on the site.

The net general fund savings are \$10,300 for 2001 and \$0 for 2002.

Totals for Virginia Museum of Fine Arts

The total net general fund saving are \$220,514 for 2001 and \$296,832 for 2002.

Frontier Culture Museum

Increase savings for mowing services

The agency will contract with the Department of Corrections for grounds upkeep.

The net general fund savings are \$8,951 for 2001 and \$8,848 for 2002.

Automate of business office forms

The museum will implement forms in Excel format templates for employee use, eliminating need to purchase these forms from the Department of General Services (i.e., Travel vouchers, Deposit Certificates , ATV , Revenue Refund Vouchers and IAT blank forms).

The net general fund savings are \$350 for 2001 and \$350 for 2002.

Reduce electricity costs at old DeJarnette Center

The museum will reduce electricity costs at the old DeJarnette Center by retrofitting external security lights to provide for dusk-to-dawn lighting coverage with lights that activate only by individual motion detectors. The museum owns and manages this property which is separate from the neighboring mental health facility.

The net general fund savings are \$8,500 for 2001 and \$9,000 for 2002.

Increase rent for on-site related tenant to market level

The museum will reduce its overhead by increasing the rent for the Museum's related 501 (c) 3 non profit foundation (the American Frontier Culture Foundation, Inc.), which leases space at the museum's building.

The net general fund savings are \$1,200 for 2001 and \$1,200 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$2,904 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$6,075 for 2001 and \$21,267 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$736 for 2001 and \$1,473 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$448 for 2001 and \$1,185 for 2002.

Totals for Frontier Culture Museum

The total net general fund saving are \$26,260 for 2001 and \$46,227 for 2002.

State Council of Higher Education

Utilize payroll services unit

In March 2000, the State Council of Higher Education entered into an agreement with the Payroll Services Bureau (a unit within the Department of Accounts) to perform payroll processing for the agency. Prior to this, the Virginia Community College System was paid an annual fee to process SCHEV's payroll because the council does not have the staff or equipment to perform this function.

The net general fund savings are \$15,000 for 2001 and \$15,000 for 2002.

Eliminate unnecessary audit of equipment purchases

Savings will result from the elimination of the Equipment Trust Fund audit function (actual equipment purchased versus approved plan).

The net general fund savings are \$9,320 for 2001 and \$9,320 for 2002.

Implement video conferencing technology

SCHEV will implement video-conferencing technology so that SCHEV staff can conduct or participate in meetings with Council members, advisory committees, or meetings off-site. This will result in savings in travel expenses.

The net general fund savings are \$925 for 2001 and \$3,120 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$1,554 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$15,076 for 2001 and \$52,787 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,989 for 2001 and \$3,977 for 2002.

Totals for State Council of Higher Education

The total net general fund saving are \$42,310 for 2001 and \$85,758 for 2002.

Gunston Hall Plantation**Reduce cost of distribution of information**

Gunston Hall Plantation established an Internet-based intranet late in FY1999-2000. Through increased use of this intranet as a communications tool Gunston Hall anticipates that it will both improve communications and realize cost savings. Gunston Hall communicates with a 52 member Board of Regents, 124 Former Regents, more than 50 staff members (both full- and part-time), and over 100 volunteers, all of whom receive copious amounts of material on a monthly basis. Use of the intranet will save not only on the cost of production and mailing of this huge volume of information, but also on the manpower costs associated with production and distribution of hard copy. Per-person savings are estimated to exceed \$100/year.

The net general fund savings are \$11,615 for 2001 and \$11,615 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$653 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$313 for 2001 and \$626 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$111 for 2001 and _____ \$389 for 2002.

Totals for Gunston Hall Plantation

The total net general fund saving are _____ \$12,039 for 2001 and _____ \$13,283 for 2002.

Jamestown - Yorktown Foundation

Delay hiring of new positions

The agency has 20 new positions approved for FY2001. The agency will realize a one-time savings by delaying the fill of these new positions for up to three months.

The net general fund savings are _____ \$64,882 for 2001 and _____ \$0 for 2002.

Reduce maintenance costs

The installation of new audio-visual equipment at the Yorktown Victory Center will reduce high maintenance costs associated with the visitor orientation film.

The net general fund savings are _____ \$800 for 2001 and _____ \$800 for 2002.

Increase visitation

Increased productivity in the ticketing/reservation system and in use of the Internet have increased the number of visitors, including structured groups with reservations. Increased visitation generates additional nongeneral fund revenue.

The net general fund savings are _____ \$47,790 for 2001 and _____ \$56,740 for 2002.

Capture turnover and vacancy saving

Due to the tight job market, the foundation expects to maintain a vacancy rate of almost two positions throughout the year. The foundation's average salary plus benefits is approximately \$33,000 per year.

The net general fund savings are _____ \$0 for 2001 and _____ \$59,833 for 2002.

Centralize UPS pick-up services

The agency will consolidate pick-up points for United Parcel Service (UPS) services and reduce UPS charges.

The net general fund savings are _____ \$2,000 for 2001 and _____ \$2,000 for 2002.

Reduce bank card fees

The agency will renegotiate bank card processing fees based on higher volumes. The agency expects to reduce fees by \$0.25 per transaction.

The net general fund savings are _____ \$8,900 for 2001 and _____ \$8,900 for 2002.

Eliminate copier maintenance

The agency has switched from purchased to leased copier equipment and has reduced the need for ongoing maintenance costs.

The net general fund savings are \$1,200 for 2001 and \$1,200 for 2002.

Reduce travel expenses

The agency plans to delay filling a new position. This will also save travel costs until the position is filled.

The net general fund savings are \$3,900 for 2001 and \$0 for 2002.

Automate travel reimbursement

The agency plans to use the spreadsheet version of a Travel Reimbursement Form to reduce errors and improve processing time.

The net general fund savings are \$700 for 2001 and \$700 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$13,171 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$29,974 for 2001 and \$59,947 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1,030 for 2001 and \$3,235 for 2002.

Totals for Jamestown - Yorktown Foundation

The total net general fund saving are \$161,176 for 2001 and \$206,526 for 2002.

Office of Executive Offices

Attorney General and Department of Law

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$312 for 2001 and _____ \$994 for 2002.

Totals for Attorney General and Department of Law

The total net general fund saving are _____ \$312 for 2001 and _____ \$994 for 2002.

Office of the Secretary of the Commonwealth

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$231 for 2001 and _____ \$737 for 2002.

Totals for Office of the Secretary of the Commonwealth

The total net general fund saving are _____ \$231 for 2001 and _____ \$737 for 2002.

Virginia Liaison Office

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$99 for 2001 and _____ \$342 for 2002.

Totals for Virginia Liaison Office

The total net general fund saving are _____ \$99 for 2001 and _____ \$342 for 2002.

Office of Health & Human Resources

Department for the Aging

Continue database for the toll-free aging services hotline

The agency has developed a computer program that will allow an employee to enter a caller's information into a database while the caller is on the telephone. At the end of the day, reports produce printed mailing labels, individually customized acknowledgement letters, and pick sheets identifying the publications requested. The agency has had this database since November 30, 1998. The savings amount is based on analysis of a year before and after implementation of the database.

The net general fund savings are \$12,000 for 2001 and \$12,000 for 2002.

Recruit volunteers for the Center for Elder Rights

Volunteers will be used to assist the elderly in the Center for Elder Rights in lieu of two part-time employees. The agency is confident it can recruit volunteers to assist in staffing the Center for Elder Rights. If they cannot fulfill this strategy, they plan to rely on a Title V employee from the Capital Area Agency on Aging.

The net general fund savings are \$15,000 for 2001 and \$15,000 for 2002.

Access organizational memberships and publications through technology

The agency will review the Federal Register and the Dominion Media Services Guide on-line and discontinue hard-copy subscriptions.

The net general fund savings are \$934 for 2001 and \$934 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$823 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$3,501 for 2001 and \$7,002 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$276 for 2001 and _____ \$902 for 2002.

Totals for Department for the Aging

The total net general fund saving are ___\$31,711 for 2001 and ___\$36,661 for 2002.

Secretary of Health and Human Resources

Improve communication with constituents

The Secretary of Health and Human Resources will develop computer applications that will allow paperless tracking and management of constituent mail. By replacing the existing fax and diskette system, this strategy will not only improve the Office's communication with constituents, but also allow for a more efficient utilization of staff.

The net general fund savings are ___\$12,000 for 2001 and ___\$12,000 for 2002.

Develop a web-based procedures manual for operations and intergovernmental affairs

The Office of the Secretary of Health and Human Resources will improve its operations and generate savings by developing an interactive web-based procedures manual to communicate with its agencies. By adding this manual to a secure directory on the Secretary's website, the Office will gain numerous efficiencies, for example allowing agencies to access standing instructions and interoffice forms for legislative operations.

The net general fund savings are ___\$12,000 for 2001 and ___\$12,000 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$94 for 2001 and _____ \$301 for 2002.

Totals for Secretary of Health and Human Resources

The total net general fund saving are ___\$24,094 for 2001 and ___\$24,301 for 2002.

Woodrow Wilson Rehabilitation Center

Initiate workstation seat management

The agency will utilize the new statewide seat management contract opportunity. The agency used workstation purchase history and assumptions of future need to calculate savings.

The net general fund savings are \$17,500 for 2001 and \$17,500 for 2002.

Inaugurate inventory reduction through e-procurement

Accessing e-procurement should allow the reduction of items in inventory, and reduce the need for one hourly employee. The agency will also access e-procurement and electronic technology to streamline purchasing and receiving. This will also reduce the need for one hourly employee. The position is not currently filled.

The net general fund savings are \$4,336 for 2001 and \$15,072 for 2002.

Re-negotiate billing and charge capture contract

The agency will renegotiate its third-party billing and charge capture contract to exclude the annual increase to the contractor. This is identified as a one-time savings as the contract has no additional renewals. Woodrow Wilson Rehabilitation Center will re-bid the contract in FY 2002.

The net general fund savings are \$5,000 for 2001 and \$0 for 2002.

Reorganize Customer Support Division

The agency is currently reorganizing its Customer Support Division. One hourly position has already been eliminated. The agency expects to eliminate another hourly employee during the next year.

The net general fund savings are \$52,821 for 2001 and \$52,821 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$29,208 for 2001 and \$102,265 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,618 for 2001 and \$3,235 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____\$51 for 2001 and _____\$157 for 2002.

Consolidate Fiscal Division activities

The agency will further refine and reduce duplication of duties between Fiscal Divisions at the Department of Rehabilitative Services and at Woodrow Wilson Rehabilitation Center. This strategy calls for examination of the areas of payable, payroll, cashier, and budget for ways to eliminate duplication.

The net general fund savings are _____\$22,996 for 2001 and _____\$22,996 for 2002.

Totals for Woodrow Wilson Rehabilitation Center

The total net general fund saving are _____\$133,530 for 2001 and _____\$214,046 for 2002.

Department of Rehabilitative Services

Capture savings associated with transfer of a vacant Auditor Senior position

DRS has budgeted for an Auditor Senior position in the Internal Audit Unit. The position is not needed and has been vacant for three months. This position will be transferred to the Field Rehabilitation Services Division, which is funded by federal dollars, and be used to provide direct service to agency clients. The Internal Audit Unit will be able to maintain the current level of service with existing staff; however, should the need arise for emergency audit services, DRS will contract for audit services using federal funds.

The net general fund savings are _____\$55,000 for 2001 and _____\$55,000 for 2002.

Reduce personnel costs by freezing vacant positions and eliminating a contract position

The Medicaid Unit has budgeted for three positions that have been vacant for a considerable length of time. The Medicaid Unit is able to maintain the current level of services without filling these positions through the biennium. If at that time the workload remains stable, these positions may be determined unnecessary. In addition, the Medicaid Unit will eliminate one contractual position. This will have minimal impact on the workload in the unit. The agency anticipates no loss of service.

The net general fund savings are _____\$60,028 for 2001 and _____\$60,028 for 2002.

Reduce general fund match in field offices

DRS will maximize federal funding by collaborating with the Woodrow Wilson Rehabilitation Center (WWRC), a Division of DRS, to identify general fund dollars not currently included as matching dollars, but expended on vocational rehabilitation clients. In turn, this strategy will reduce general fund dollars committed to the non-personal services administrative budget for the Field Rehabilitation Services (FRS) Division. If there is a documented need in the FRS Division, expenditures can be made using federal dollars. Additionally, the agency will identify WWRC employees whose duties and responsibilities include vocational rehabilitation. Additional general fund matching dollars will be identified from those employees reporting all, or a portion of, their time devoted to vocational rehabilitation activity.

The net general fund savings are _____\$34,486 for 2001 and _____\$34,487 for 2002.

Reduce agency-wide travel, convention, and conference expenditures

DRS has budgeted for state-wide travel to provide direct services, for attending convention and conferences, and for training. A ten percent across-the-board reduction in this category will not result in a loss of services. The agency will make use of video conferencing, in-service training, and classes/training through the Internet.

The net general fund savings are \$14,139 for 2001 and \$14,139 for 2002.

Expand the use of the American Express card to all field offices by July 1, 2001

This strategy involves the issuance of the American Express small purchase card to each field office statewide. The card will be used for office supplies locally at every office. This action will reduce purchase orders, administrative time, central inventory, and shipping cost from the central office to the field offices. DRS currently spends approximately \$10,000 annually in shipping of centrally purchased stock supplies to the field offices. Savings in this area will be realized partially in the first year of the biennium, with full savings in the second year.

The net general fund savings are \$2,500 for 2001 and \$8,000 for 2002.

Replace the general fund appropriation for the non-severely disabled consumers

DRS receives \$1,250,000 in general fund dollars annually to provide physical restoration to persons with non-severe disabilities. Funds are used to provide direct services to clients and to reimburse Woodrow Wilson Rehabilitation Center for services provided to this population. DRS' federal mandates emphasize serving persons with severe disabilities; however, the agency is allowed to provide services to the non-severely disabled out of federal funds. DRS has the federal funding available to provide \$130,000 to this population. Therefore, a general fund reduction of \$130,000 can occur without reducing services.

The net general fund savings are \$130,000 for 2001 and \$130,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$26,754 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$7,123 for 2001 and \$14,246 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$574 for 2001 and _____ \$1,764 for 2002.

Totals for Department of Rehabilitative Services

The total net general fund saving are _____ \$303,850 for 2001 and _____ \$344,418 for 2002.

Center for the Blind

Repair swimming pool

The agency will make the necessary repairs to the swimming pool as a one-time expense and incur savings in the second year of the biennium.

The net general fund savings are _____ \$0 for 2001 and _____ \$7,500 for 2002.

Capture savings associated with reduced advertising costs

The agency will reduce the number of advertisements for vacant positions. The agency experienced a high number of vacancies during fiscal year 2000 and this was reflected in the advertising costs. The agency does not expect as much expense in media services during this biennium.

The net general fund savings are _____ \$0 for 2001 and _____ \$6,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$265 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____ \$63 for 2001 and _____ \$219 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$84 for 2001 and _____ \$265 for 2002.

Totals for Center for the Blind

The total net general fund saving are _____ \$147 for 2001 and _____ \$14,249 for 2002.

Department of Health

Capture savings derived from the deregulation of the Certificate of Public Need (COPN) program

Chapter 1073 includes \$755,687 in general fund dollars per year to be paid to the regional health planning agencies, as well as language that reappropriates excess Certificate of Public Need (COPN) revenue to these agencies. As the deregulation of COPN progresses, the department is expected to experience a decline in COPN applications. Therefore, Appropriation Act language in the second year will be modified to reflect the removal of the increase in funding from the 1996 General Assembly session. This increase raised the planning agency funding from \$0.09 per capita to \$0.12 per capita.

The net general fund savings are _____ \$0 for 2001 and _____ \$227,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$253,753 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____ \$249,701 for 2001 and _____ \$881,990 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are ___\$65,550_ for 2001 and ___\$131,101_ for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are ___\$18,394_ for 2001 and ___\$60,683_ for 2002.

Totals for Department of Health

The total net general fund saving are __\$333,645_ for 2001 and __\$1,554,527_ for 2002.

Department of Medical Assistance Services

Capture transportation savings

Making transportation an administrative service will allow DMAS to contract out to providers who will control fraudulent abuse by limiting the modes and amounts of transportation by Medicaid recipients. The strategy has the support of the Office of the United States Inspector General. In fact, several states have implemented similar actions. The regulations required to implement this change have received approval from DPB, the Secretary of HHR, and the Governor's Office.

The net general fund savings are ___\$900,317_ for 2001 and ___\$3,911,848_ for 2002.

Utilize CD-ROMs to reduce printing expenditures

DMAS is in the process of placing Medicaid manuals online. The strategy proposes changing the distribution of the provider manuals from printed form to CD-ROM. This change in procedure will permit DMAS to issue a complete set of manuals to each provider annually with interim updates issued as necessary in printed format. There are currently 41,000 providers, of which approximately 24,000 receive periodically updated manuals or manuals for new programs. This approach will greatly reduce printing and mailing costs.

The net general fund savings are ___\$78,160_ for 2001 and ___\$146,160_ for 2002.

Capture savings by ensuring accurate inpatient hospital services billing

The strategy adopts the use of skilled nurses to conduct chart reviews. The goal is to ensure that information on bills submitted by hospitals for reimbursement of inpatient services is correct.

The net general fund savings are ___\$194,983_ for 2001 and ___\$579,260_ for 2002.

Increase revenue by ensuring accurate inpatient hospital services billing

The strategy adopts the use of skilled nurses to conduct chart reviews. The goal is to ensure that information on bills submitted by hospitals for reimbursement of inpatient services is correct. This is the revenue-generating portion of the strategy.

The net general fund savings are \$258,816 for 2001 and \$221,658 for 2002.

Capture savings by validating prior authorization of services

The strategy adopts the use of skilled nurses to validate information provided for the prior authorization of services. The goal is to ensure that prior authorization is being performed properly based upon accurate information.

The net general fund savings are \$45,356 for 2001 and \$172,827 for 2002.

Increase revenue by validating prior authorization of services

The strategy adopts the use of skilled nurses to validate information provided for the prior authorization of services. The goal is to ensure that prior authorization is being performed properly based upon accurate information. This is the revenue-generating portion of the strategy.

The net general fund savings are \$101,860 for 2001 and \$101,775 for 2002.

Capture savings by enhancing utilization review for community-based services

The strategy expands DMAS' current contract with the West Virginia Medical Institute (WVMI) to perform the utilization review for the community-based services. By contracting out these utilization review responsibilities to a vendor, DMAS will devote its staff to pursue other efficiencies and priorities.

The net general fund savings are \$279,707 for 2001 and \$1,972,112 for 2002.

Increase revenue by enhancing utilization review for community-based services

The strategy expands DMAS' current contract with the West Virginia Medical Institute (WVMI) to perform the utilization review for the community-based services. By contracting out these utilization review responsibilities to a vendor, DMAS will devote its staff to pursue other efficiencies and priorities. This is the revenue-generating portion of the strategy.

The net general fund savings are \$565,080 for 2001 and \$847,620 for 2002.

Improve estate recoveries

The strategy requires automating the process of notification of the death of recipients and the generation of recovery letters to the estates of the deceased recipients, or the local Department of Social Services offices in the case of nursing home recipients. Currently, DMAS has a computer system that provides third party liability search and billing processes for Medicaid claims paid by the agency. However, the current system only focuses attention on living Medicaid recipients, their medical care providers, and any other sources of medical insurance. This is the revenue-generating portion of the strategy.

The net general fund savings are \$237,750 for 2001 and \$481,500 for 2002.

Capture savings by enacting third party liability pharmacy mass billings

The strategy calls for improvements to DMAS' current computer system so that, in addition to generating third party liability search and billing processes for medical care claims being paid by the agency, the same approach may be applied to pharmacy claims. DMAS is confident that its system can be revised to process pharmacy claims with the same efficiency currently applied to medical claims.

The net general fund savings are \$32,224 for 2001 and \$79,448 for 2002.

Increase revenue by enacting third party liability pharmacy mass billings

The strategy calls for improvements to DMAS' current computer system so that, in addition to generating third party liability search and billing processes for medical care claims being paid by the agency, the same approach may be applied to pharmacy claims. DMAS is confident that its system can be revised to process pharmacy claims with the same efficiency currently applied to medical claims. This is the revenue-generating portion of the strategy.

The net general fund savings are \$80,651 for 2001 and \$161,302 for 2002.

Apply technology enhancements for the Elderly and Disabled Waiver

The strategy will add coverage of a Personal Emergency Response System (PERS) to the Elderly and Disabled (E&D) Waiver. PERS is an electronic device that enables certain individuals at risk of institutionalization to secure help in an emergency. For those individuals who are physically frail and impaired, this service could greatly improve their autonomy and ability to remain in the community without requiring an aide's presence. This service is not currently offered under the E&D Waiver; therefore, people must rely on supervision under personal care.

The net general fund savings are \$0 for 2001 and \$1,829,700 for 2002.

Increase staffing for fraud and abuse investigations

DMAS has long maintained that the demands placed upon its staff by Medicaid fraud and abuse investigations result in only a portion of recoveries actually being collected. The agency expects the proposed increase in staffing in this area to result in additional revenue being collected for the Commonwealth. This is the revenue-generating portion of the strategy.

The net general fund savings are \$0 for 2001 and \$136,243 for 2002.

Shorten the pre-assignment process from 75 to 45 days

The passage of Chapter 1073 (Item 319J) established this strategy. DMAS' rationale for shortening the pre-assignment process by 30 days was to improve the efficiency of the program by ensuring quicker access to preventive care for new Medicaid recipients, especially pregnant women. The agency believes that this strategy will improve pre-natal care and reduce low birth weight babies and neo-natal intensive care unit (NICU) days. As a result of the expedited access to and the quality of health care, there will be a reduction in costly and lengthy hospital stays.

The net general fund savings are \$345,717 for 2001 and \$692,000 for 2002.

Capture savings resulting from eliminating payment on equity paid to leased nursing facilities

In the late 1980s, DMAS ceased reimbursing nursing facility owners for Return on Equity (ROE) for facilities they owned and operated. However, it continued to pay ROE on leased nursing facilities. Medicare also ceased paying ROE on all nursing facilities during the same time period. DMAS maintains that as the Commonwealth works toward implementing the new Fair Rental Value (FRV) system, it makes sense to eliminate the ROE payment for the leased nursing facilities. However, there is no correlation between the implementation of the FRV method of payment and elimination of the ROE payment for lease nursing facilities. DMAS believes that since it is making significant changes in how it reimburses capital (FRV) and operating costs (resource utilization groups), it stands to reason that the elimination of ROE should also be addressed while the regulations are being revised.

The net general fund savings are \$240,750 for 2001 and \$481,500 for 2002.

Foster enhancements to the Drug Utilization Review program

The enhancements addressed by this strategy will involve three components. First, criteria for new and expensive drugs on the market will be developed once a reconstituted Drug Utilization Review Board is appointed. Second, a provider-profiling component will be added to the present system to focus on providers with a high number of exceptions in selected areas. Third, the current system of "overrideable" denials will be expanded so that certain claims are denied unless the pharmacy submits additional justification through an override.

The net general fund savings are \$722,250 for 2001 and \$963,000 for 2002.

Adjust general fund amounts in the Medicaid concentration bank account

DMAS currently has a bank account used to fund checks written weekly by its fiscal agent. The account currently has a balance of mostly state funds. However, approximately two thirds of that amount serves as a compensating balance to address the level of services provided to the account. The strategy funds the account in stages, leaving the cash with the Treasurer of Virginia in an interest bearing account, thus earning overnight interest for the Commonwealth on the difference between the agency's average balance and the amount it needs to address services. DMAS estimates that the interest would be derived by investing the difference at the current three month T-bill rate of 6.17 percent.

The net general fund savings are \$88,993 for 2001 and \$177,985 for 2002.

Limit payment for dispensed drugs to one month's supply

The strategy will limit prescriptions to monthly amounts. Medicaid eligibility is on a month to month basis. The goal is to eliminate situations where Medicaid recipients may receive prescriptions for several months, but then lose eligibility before prescription amounts are depleted.

The net general fund savings are (\$2,500) for 2001 and \$180,056 for 2002.

Require nursing home credit balance reporting

Hospitals are currently required to self-report to DMAS when they receive third party liability payments that result in them owing the agency refunds. The strategy applies the same requirement to nursing facilities. This is the revenue-generating portion of the strategy.

The net general fund savings are \$481,500 for 2001 and \$337,050 for 2002.

Require physician credit balance reporting

Hospitals are currently required to self-report to DMAS when they receive third party liability payments that result in them owing the agency refunds. The strategy applies the same requirement to physicians. This is the revenue generating portion of the strategy.

The net general fund savings are \$481,500 for 2001 and \$481,500 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$21,796 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$31,977 for 2001 and \$111,960 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$6,797 for 2001 and \$13,595 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$4,858 for 2001 and \$14,916 for 2002.

Generate savings in case management expenditures to the Mental Retardation Waiver

DMAS has determined that some children, currently being served under the Mental Retardation Waiver, should be receiving case management services through Medicare Part C, which is federally funded. In some cases, the community service boards (CSBs) throughout the state are billing these as Medicaid services. This strategy will require that CSBs be educated on this change in procedure and start seeking reimbursement through Medicare Part C.

The net general fund savings are \$108,338 for 2001 and \$216,675 for 2002.

Totals for Department of Medical Assistance Services

The total net general fund saving are \$5,285,084 for 2001 and \$14,333,486 for 2002.

Virginia Board for People with Disabilities**Move to rent-free meeting space**

The agency will use rent-free meeting space that also affords free parking for all board meetings. The strategy also calls for pursuing free use of audio-visual equipment.

The net general fund savings are \$729 for 2001 and \$729 for 2002.

Expand the use of the Internet for recruitment actions

The agency will forego at least one job advertisement per hiring action and opt to list the position on its website and other appropriate state and national sites. The strategy implements the use of technology without increased costs.

The net general fund savings are _____ \$600 for 2001 and _____ \$600 for 2002.

Expand the use of e-mail for recurring communications with board members

The agency will save funds by disseminating information to its board members by e-mail instead of postal mail. This strategy implements the use of technology and represents true productivity savings.

The net general fund savings are _____ \$237 for 2001 and _____ \$237 for 2002.

Use volunteers

The agency will realize the dollar savings from the use of volunteers and Community Work Experience Program (CWEP) participants during periods when positions are vacant.

The net general fund savings are _____ \$1,068 for 2001 and _____ \$1,068 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$112 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$72 for 2001 and _____ \$236 for 2002.

Totals for Virginia Board for People with Disabilities

The total net general fund saving are _____ \$2,706 for 2001 and _____ \$2,982 for 2002.

Virginia Department for the Visually Handicapped

Extend purchasing cycle of administrative and regional office furniture

This strategy reduces expenses for office furniture in the six regional offices by \$12,500 each year. In addition, the agency will reduce the amount of funding available for purchase of office furniture by \$2,500 each year for administrative staff.

The net general fund savings are _____ \$15,000 for 2001 and _____ \$15,000 for 2002.

Streamline regional administrative convention and educational expenses

Reducing regional office travel for conferences, conventions, courses, seminars, and workshops is feasible for the agency. The net general fund savings are \$3,000 for 2001 and \$3,000 for 2002.

Utilize existing staff resources and technology to fulfill clerical duties

This strategy reduces regional office expenses for temporary clerical services. Other staff will absorb additional duties when the need for temporary clerical services arises.

The net general fund savings are \$3,000 for 2001 and \$3,000 for 2002.

Maximize use of equipment and travel for the Randolph-Sheppard Program

This strategy reduces purchase of staff equipment and travel for conferences, conventions, courses, seminars, and workshops. Its implementation will not result in the loss of services.

The net general fund savings are \$2,000 for 2001 and \$2,000 for 2002.

Adjust bonus and excess annual leave payments

The agency identified these additional expenses in FY2000 for Y2K preparedness. DVH does not foresee the need for these expenses in this biennium. The strategy is feasible for the agency.

The net general fund savings are \$8,000 for 2001 and \$8,000 for 2002.

Implement seat management

The agency plans to take advantage of the statewide seat management contract when available. The proposed savings are based on technology procurements in FY2000.

The net general fund savings are \$5,000 for 2001 and \$5,000 for 2002.

Utilize technological resources in lieu of personal and state vehicle travel

The agency will use teleconferencing, e-mail, and Internet capabilities to replace travel in some instances. Increased expenses for teleconferencing will be minimal. This strategy will reduce costs for use of personal and state vehicles.

The net general fund savings are \$2,000 for 2001 and \$2,000 for 2002.

Utilize technology to reduce the number of hard copies of the library newsletter and the use of courier services

The agency will provide the newsletter on-line and in e-mail format instead of using the postal service to mail hard copies. The agency will experience savings of \$4,440 general fund each year. In addition, this strategy will reduce costs for courier services by using web-enabled activities to send documents/materials. The agency will save \$3,000 general fund each year.

The net general fund savings are \$7,440 for 2001 and \$7,440 for 2002.

Use web-based technology instead of skill services for Computer Assisted Real-Time Transcription (C.A.R.T.)

The agency currently uses a Real Time Writer (professional who can write the speed of speech) for a deaf employee. The option of using web-based technology is available and can reduce the cost for this service.

The net general fund savings are \$5,000 for 2001 and \$5,000 for 2002.

Utilize technology and existing staff to fulfill clerical duties

This strategy eliminates a clerical vacancy in the Richmond regional office. The position is not currently filled. Another clerical position was eliminated from this office in 1997 due to increased efficiency resulting from use of technology. The remaining staff will absorb all necessary duties of the position. The savings amount is the general fund portion of this staff position's personal services costs.

The net general fund savings are \$18,400 for 2001 and \$18,400 for 2002.

Convert data support technician and education coordinator positions to wage positions

The agency currently has a wage employee filling the data support technician position. This position is responsible for providing statewide maintenance of the automated client data system and provides technical support for regional data entry staff. The position also enters all employee leave transactions and provides other administrative support including mail room, shipping receiving services, and copying services. By converting the position, the agency will save \$10,000 each year in general fund. In addition, the agency has converted one classified education coordinator position to a wage position in the Bristol regional office. This will represent \$5,000 savings in general fund each year.

The net general fund savings are \$15,000 for 2001 and \$15,000 for 2002.

Replace signage at agency consistent with name change

The 2000 General Assembly changed the name of the Department and the Rehabilitation Center for the Blind and Visually Impaired effective January 1, 2001. The agency will replace the sign in FY 2001 as a one-time expense and recoup the savings in FY 2002.

The net general fund savings are \$0 for 2001 and \$7,500 for 2002.

Delay filling newly created positions

This strategy represents estimated savings for anticipated delay in filling three new positions effective July 1, 2000. These new positions were included in the Governor's budget and we are actively recruiting to fill the vacancies. Due to a tight labor market, the agency anticipates some delay in locating fully qualified candidates for the position and this results in potential savings.

The net general fund savings are \$20,000 for 2001 and \$0 for 2002.

Replace janitorial contracts with wage positions

The department currently contracts for custodial services for the buildings on the Azalea Avenue complex and at the Library and Resource Center. The contractual services are not satisfactory. Establishing wage positions for this service that are supervised by DVH will give the agency greater control over daily custodial activities and will reduce costs.

The net general fund savings are \$15,000 for 2001 and \$15,000 for 2002.

Reduce purchase of manufacturing supplies

Library and Resource Center will purchase less manufacturing supplies by buying supplies as needed.

The net general fund savings are \$1,500 for 2001 and \$3,000 for 2002.

Reduce travel for Library Advisory Council and sub-regional library meetings via technology

The agency will reduce travel and meal expenses by conducting meetings via teleconferencing. Increased expenses for teleconferencing will be minimal.

The net general fund savings are \$2,000 for 2001 and \$2,000 for 2002.

Capture savings associated with surplus reduction

The agency will reduce the purchase of low vision aids to reduce surplus.

The net general fund savings are \$3,000 for 2001 and \$3,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$12,219 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$0 for 2001 and \$87,500 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$954 for 2001 and \$1,908 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$2,422 for 2001 and \$7,182 for 2002.

Totals for Virginia Department for the Visually Handicapped

The total net general fund saving are \$128,716 for 2001 and \$223,149 for 2002.

Central State Hospital

Capture savings from census reduction

Central State Hospital has reduced its census by 19 long term patients. The patients were transferred to community programs and beds were closed. Ongoing savings in supplies and staff will be realized. There is no expense related to the reduction in staffing since it is being handled through attrition. This strategy is already being implemented.

The net general fund savings are \$196,720 for 2001 and \$196,720 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$34,805 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$74,620 for 2001 and \$261,380 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$26,687 for 2001 and \$53,373 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$839 for 2001 and \$2,627 for 2002.

Totals for Central State Hospital

The total net general fund saving are \$298,866 for 2001 and \$548,905 for 2002.

Eastern State Hospital

Capture savings from reducing food inventory

As a result of the "just in time" food delivery system at Eastern State Hospital, the facility will be able to reduce level of inventory that has to be maintained in order to meet its daily demand for food/food supplies. This strategy is already being implemented.

The net general fund savings are \$34,000 for 2001 and \$34,000 for 2002.

Capture savings from reducing Building & Grounds inventory

As a result of the implementation of the inventory module of the Facility Maintenance Management System, Eastern State Hospital is better able to maintain and manage the inventory of building and repair/maintenance supplies. It will be able to better track usage and determine what materials/supplies need to be on inventory versus what should be purchased on an as-needed basis. This strategy is already being implemented.

The net general fund savings are \$20,000 for 2001 and \$20,000 for 2002.

Increase use of Medical College of Virginia for non-emergency services

Increased use of Medical College of Virginia (MCV) for non-emergency patient surgery as opposed to sending patients to local hospitals will generate savings. Contract rates for surgery services provided by MCV are lower than the cost of having surgery performed in local hospitals. By securing services provided through an existing contract with MCV, the facility will generate savings through reduced utilization of more costly local hospitals.

The net general fund savings are \$25,000 for 2001 and \$25,000 for 2002.

Capture savings associated with contract expiration

The current contract for medical consultation upon admission to Eastern State Hospital has been eliminated. Needed consultation will be obtained from medical staff on other units within the facility. This strategy is already being implemented.

The net general fund savings are \$10,000 for 2001 and \$10,000 for 2002.

Convert from coal to natural gas

By converting from using coal to gas in the power plant, Eastern State Hospital has been able to reduce the operating cost of the power plant. This strategy is currently being implemented.

The net general fund savings are \$61,000 for 2001 and \$61,000 for 2002.

Capture savings associated with electrical peak load agreement

Through an agreement with Dominion Virginia Power, during peak load periods Eastern State Hospital will use its own generators to produce the electricity needed. This agreement generates a lower usage rate charge for the facility. This strategy is currently being implemented.

The net general fund savings are \$50,000 for 2001 and \$50,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$70,535 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____ \$44,241 for 2001 and _____ \$155,106 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$3,432 for 2001 and _____ \$6,864 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$1,361 for 2001 and _____ \$4,123 for 2002.

Totals for Eastern State Hospital

The total net general fund saving are _____ \$249,034 for 2001 and _____ \$436,628 for 2002.

Southwestern Virginia Mental Health Institute

Reduce facility energy costs

Southwestern Virginia Mental Health Institute will be closing building #8. Based on the average yearly energy consumption over the past two to three years, not cooling or heating this vacated building will save \$6,000 per year. The strategy will be achieved through consolidation of patients within fewer buildings.

The net general fund savings are _____ \$3,000 for 2001 and _____ \$6,000 for 2002.

Capture savings associated with contract expiration

The need for the contract with a vendor for laundering patients' personal clothing and wearing apparel has been eliminated. The service is now being performed by current housekeeping and laundry staff. Southwestern Virginia Mental Health Institute has been able to absorb this service without hiring additional staff. This strategy has already been implemented.

The net general fund savings are \$18,900 for 2001 and \$18,900 for 2002.

Eliminate unnecessary vacated position

A material management technician position (Grade 8) was recently vacated at Southwestern Virginia Mental Health Institute. After reviewing the manpower needs of the department, it was decided not to refill this position but convert a Grade 4 P-14 position to a P-3 position. It is felt that unless workload demands increase significantly, a full time Grade 4 position could meet the demands of the function. This strategy is already being implemented.

The net general fund savings are \$36,890 for 2001 and \$36,890 for 2002.

Capture savings associated with reducing overtime/wage costs

Through active management of staffing assignments, scheduling and the institution of an incentive bonus, Southwestern Virginia Mental Health Institute has been able to realize savings in overtime and wage expenditures. This strategy is already being implemented.

The net general fund savings are \$50,620 for 2001 and \$50,620 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$40,711 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$6,909 for 2001 and \$13,817 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1,806 for 2001 and \$6,585 for 2002.

Totals for Southwestern Virginia Mental Health Institute

The total net general fund saving are \$118,125 for 2001 and \$173,523 for 2002.

Western State Hospital

Eliminate vacated positions

A pharmacist, budget analyst, executive secretary, and a social worker have retired at Western State Hospital. Due to declining census, the pharmacist and social worker positions are no longer needed. Existing financial staff will absorb duties of budget analyst and executive secretary. This strategy is already being implemented.

The net general fund savings are \$232,319 for 2001 and \$232,319 for 2002.

Implement ozone technology

Ozone technology has recently been installed in the laundry operation at Western State Hospital. Savings will be derived from efficiencies in utility, water, sewage, and supply. This strategy is already being implemented.

The net general fund savings are \$20,156 for 2001 and \$20,156 for 2002.

Reduce stock purchases

At Western State Hospital, a reduction of purchases in materials management and nutritional services has been accomplished due to declines in patient census and implementation of on-line purchasing with central warehouse and other vendors. This strategy is already being implemented.

The net general fund savings are \$58,924 for 2001 and \$58,924 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$60,529 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$3,612 for 2001 and \$7,225 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$2,596 for 2001 and \$7,386 for 2002.

Totals for Western State Hospital

The total net general fund saving are \$317,607 for 2001 and \$386,539 for 2002.

Central Virginia Training Center

Improve training methodologies

Video tapes and computers will be used to provide in-service training for second and third shifts at Central Virginia Training Center. The use of technology will eliminate the overtime associated with training staff outside of their normal work hours.

The net general fund savings are \$28,750 for 2001 and \$57,500 for 2002.

Implement teleconferencing training methods

The use of teleconferencing at Central Virginia Training Center will reduce travel costs associated with sending staff to community colleges and other areas to receive mandatory training.

The net general fund savings are \$1,750 for 2001 and \$3,500 for 2002.

Restructure housing at Central Virginia Training Center

Residents currently housed in the Smith Square Complex at Central Virginia Training Center will be housed in other living areas, thus reducing the number of staff required to maintain adequate resident/staff ratios. Reductions will be realized through attrition.

The net general fund savings are \$45,450 for 2001 and \$90,900 for 2002.

Capture e-procurement savings at Central Virginia Training Center

E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$49,152 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$25,327 for 2001 and \$88,784 for 2002.

Totals for Central Virginia Training Center

The total net general fund saving are \$101,277 for 2001 and \$289,836 for 2002.

DeJarnette Center

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$3,582 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$10,813 for 2001 and \$37,879 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$5,596 for 2001 and \$11,191 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1,023 for 2001 and \$3,332 for 2002.

Totals for DeJarnette Center

The total net general fund saving are \$17,432 for 2001 and \$55,984 for 2002.

Department of Mental Health, Mental Retardation and Substance Abuse

Capture savings associated with position vacancy lag

This strategy allows a three month gap to occur between a position being vacated and being refilled. It is already being implemented.

The net general fund savings are \$200,000 for 2001 and \$200,000 for 2002.

Increase revenue from medication billings

The agency's reimbursement office performed a sampling of Community Services Boards clients receiving medications to determine Medicaid eligibility. Application of the results of this sample to the entire population enabled the agency to forecast anticipated billings and the resultant savings.

The net general fund savings are \$650,000 for 2001 and \$1,300,000 for 2002.

Increase efficiency in projecting atypical medication needs

As a result of a change in the methodology used to capture and project atypical anti-psychotic medication needs, the agency has been able to achieve a more accurate forecast.

The net general fund savings are \$500,000 for 2001 and \$500,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$16,234 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$28,270 for 2001 and \$56,540 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$4,506 for 2001 and \$14,274 for 2002.

Totals for Department of Mental Health, Mental Retardation and Substance Abuse

The total net general fund saving are \$1,382,776 for 2001 and \$2,087,048 for 2002.

Southeastern Virginia Training Center

Capture e-procurement savings at Southeastern Virginia Training Center

E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$14,544 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$9,645 for 2001 and \$33,804 for 2002.

Totals for Southeastern Virginia Training Center

The total net general fund saving are \$9,645 for 2001 and \$48,348 for 2002.

Catawba Hospital

Capture savings associated with power plant conversion

The power plant at Catawba Hospital has been converted from coal to heating oil. This conversion will eliminate the need for wage backup that was required when coal was being used. This strategy has already been implemented.

The net general fund savings are \$30,000 for 2001 and \$30,000 for 2002.

Capture e-procurement savings at Catawba Hospital

E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$17,668 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$12,927 for 2001 and \$45,293 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$498 for 2001 and \$997 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$128 for 2001 and \$379 for 2002.

Totals for Catawba Hospital

The total net general fund saving are \$43,553 for 2001 and \$94,337 for 2002.

Northern Virginia Training Center

Maximize staff utilization

Through the implementation of an electronic time and attendance system, Northern Virginia Training Center is able to accurately schedule and track staff time, allowing for maximum staff utilization. This has permitted the facility to reduce overtime and wage expenditures. This strategy is already being implemented.

The net general fund savings are \$44,000 for 2001 and \$44,000 for 2002.

Capture e-procurement savings at Northern Virginia Training Center

E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$22,246 for 2002.

Totals for Northern Virginia Training Center

The total net general fund saving are \$44,000 for 2001 and \$66,246 for 2002.

Southside Virginia Training Center

Increase use of technology

Through the implementation of an intranet web page, client record system database and Kronos time keeping system, Southside Virginia Training Center has been able to reduce the costs of supplies and forms, as well as wage cost associated with providing same level of service through manual means. This strategy is already being implemented.

The net general fund savings are \$195,700 for 2001 and \$195,700 for 2002.

Capture e-procurement savings at Southside Virginia Training Center

E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$115,239 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$36,503 for 2001 and \$127,948 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1 for 2001 and \$3 for 2002.

Totals for Southside Virginia Training Center

The total net general fund saving are \$232,204 for 2001 and \$438,890 for 2002.

Northern Virginia Mental Health Institute

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$25,039 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____ \$25,278 for 2001 and _____ \$88,574 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$23,507 for 2001 and _____ \$47,014 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$977 for 2001 and _____ \$3,040 for 2002.

Totals for Northern Virginia Mental Health Institute

The total net general fund saving are _____ \$49,762 for 2001 and _____ \$163,667 for 2002.

Piedmont Geriatric Hospital

Capture e-procurement savings at Piedmont Geriatric Hospital

E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$20,125 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____ \$6,936 for 2001 and _____ \$24,320 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$107 for 2001 and _____ \$214 for 2002.

Totals for Piedmont Geriatric Hospital

The total net general fund saving are _____ \$7,043 for 2001 and _____ \$44,659 for 2002.

Southwestern Virginia Training Center

Capture e-procurement savings at Southwestern Virginia Training Center

E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$12,884 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$8,969 for 2001 and \$31,440 for 2002.

Totals for Southwestern Virginia Training Center

The total net general fund saving are \$8,969 for 2001 and \$44,324 for 2002.

Southern Virginia Mental Health Institute

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$11,149 for 2002.

Implement personal services efficiencies

The agency will capture non-direct care personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$8,933 for 2001 and \$31,306 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,618 for 2001 and \$3,235 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$973 for 2001 and \$2,947 for 2002.

Totals for Southern Virginia Mental Health Institute

The total net general fund saving are \$11,524 for 2001 and \$48,637 for 2002.

Hiram W. Davis Medical Center

Reorganize Aftercare Pharmacy and restructure services

Transfer the Aftercare Pharmacy functions at Hiram Davis Medical Center by allowing Community Services Boards to manage the medication funding, purchasing medications from state-contracted vendors, will provide accountability, an incentive to keep costs down, and properly determine patients who are to receive the medications. This strategy will produce savings in turnover and vacancy.

The net general fund savings are \$220,000 for 2001 and \$440,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$27,331 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$66 for 2001 and \$131 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$51 for 2001 and \$163 for 2002.

Totals for Hiram W. Davis Medical Center

The total net general fund saving are \$220,117 for 2001 and \$467,625 for 2002.

Department for the Deaf and the Hard-of-Hearing

Provide administrative documents on-line

The posting of administrative documents on the VDDHH homepage will reduce printing, mailing, and fax costs for brochures, fact sheets, interpreter directories, library materials, etc. This strategy represents good use of technology and true productivity savings.

The net general fund savings are \$1,000 for 2001 and \$1,000 for 2002.

Provide agency newsletter on-line

The posting of the VDDHH quarterly newsletter on the VDDHH homepage will reduce printing and mailing costs for dissemination of the publication.

The net general fund savings are \$2,000 for 2001 and \$2,000 for 2002.

Substitute software for text telephones in Technology Assistance Program

By substituting software for qualified Technology Assistance Program (TAP) applicants who own a compatible modem, the agency will save \$100 per unit and an estimated total of \$2,000 GF each year.

The net general fund savings are \$2,000 for 2001 and \$2,000 for 2002.

Offer single skill assessments for the Virginia Quality Assurance Screening (VQAS)

Single performance assessments will be offered to candidates in the Virginia Quality Assurance Screening (VQAS) program to reduce the costs of contracted ratings and diagnostics. As candidates elect to take a single assessment, the agency will be able to accommodate a greater number of candidates. Total savings will depend on the number of candidate choosing this option compared to the total number of candidates registering for the program. The savings calculated is based on the belief that half of those taking the skills assessment will opt for the single performance assessment.

The net general fund savings are \$6,800 for 2001 and \$6,800 for 2002.

Defer purchase of library materials

The agency will briefly defer purchase of library materials targeted for loan to regional outreach contractors. Materials include publication subscriptions, specialized newsletters, overheads, videotapes, and training packets. This strategy will not result in a loss in services in that these are new materials.

The net general fund savings are \$5,500 for 2001 and \$5,500 for 2002.

Align funding used for interpreters in Centers for Independent Living (CILs) with actual costs

Through analysis of the prior fiscal year's expenditures, the agency will adjust funding to correspond to actual reimbursement of interpreters for intake of new clients at Centers for Independent Living.

The net general fund savings are \$7,000 for 2001 and \$7,000 for 2002.

Substitute contractor for wage hours

The agency will reduce the number of hours budgeted for a wage position in the outreach program by substituting services by a private sector contractor in Planning District 6. A request for proposals will be issued in the fall of 2000.

The net general fund savings are \$5,250 for 2001 and \$10,500 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____\$0 for 2001 and _____\$5,322 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____\$444 for 2001 and _____\$888 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____\$329 for 2001 and _____\$1,102 for 2002.

Totals for Department for the Deaf and the Hard-of-Hearing

The total net general fund saving are _____\$30,323 for 2001 and _____\$42,112 for 2002.

Department of Social Services

Extend computer replacement cycle

The replacement cycle of DSS computer equipment will be adjusted from three years to four years. Most equipment is currently on a three year cycle. If replacement is extended to every four years, the department can save on replacement costs. Current trends in computer reliability and agency requirements make this initiative achievable.

The net general fund savings are _____\$80,520 for 2001 and _____\$161,040 for 2002.

Conduct information technology activities within agency resources

Several information technology systems have been completed, thus allowing the agency to conduct its business without the services of the contractor staff who developed the systems.

The net general fund savings are _____\$390,676 for 2001 and _____\$390,676 for 2002.

Restructure administrative responsibilities

During the first quarter of FY 2001, the department restructured top administrative responsibilities and eliminated two positions. By streamlining administrative responsibilities, the department will be able to operate more efficiently.

The net general fund savings are \$131,250 for 2001 and \$175,000 for 2002.

Capture savings in General Relief

General Relief is a non-mandated program that provides short-term services and financial support for individuals and families not eligible for assistance in federal programs. Localities participate at their option and must provide a local match of 37.5 percent. Local requests for funding does not fully utilize appropriated resources. The department projects a savings of \$301,140 each year due to the decline in need.

The net general fund savings are \$301,140 for 2001 and \$301,140 for 2002.

Increase direct deposit of child support payments to custodial parents

Increasing the percentage of direct-deposited child support payments to custodial parents from 30 to 40 percent will save the postage on mailing child support checks to custodial parents and the related cost for check issuance, signing, and mailing.

The net general fund savings are \$46,750 for 2001 and \$93,500 for 2002.

Change the child support policy on forwarding returned checks

The Division of Child Support Enforcement currently pays the U.S. Postal Service to provide addresses when custodial parents move to a new address. By using "Forwarding Service Requested," the department will save the cost of re-mailing the checks with manually updated addresses. At the termination of the forwarding service period, the Postal Service will notify the Department of Social Services, allowing the address to be updated.

The net general fund savings are \$15,300 for 2001 and \$29,700 for 2002.

Replace printing and reproduction expenses by using web-based publication

The department will disseminate reports and manuals through the internet to reduce expenditures for printing, reproducing, and distributing documents. The web-based publishing will also provide quicker, more convenient access to local departments of social services, as well as the public.

The net general fund savings are \$21,515 for 2001 and \$21,515 for 2002.

Improve mail room procedures

The department will streamline mailroom procedures by using bar-coding and reducing the use of messenger services. This is expected to achieve savings and distribute materials more efficiently, both to the public and to local social services departments.

The net general fund savings are \$75,000 for 2001 and \$150,581 for 2002.

Replace subscription and publication expenses with web-based information sources

The Department plans to reduce its subscriptions to professional journals by relying on web-based information. This is achievable due to the wide spread availability of needed information on professional web sites.

The net general fund savings are \$4,441 for 2001 and \$8,882 for 2002.

Reduce forms storage due to web-based forms usage

Producing web-based forms that users can access reduces the need for forms storage, allowing the agency to reduce rental payments for warehouse space.

The net general fund savings are \$57,500 for 2001 and \$115,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$88,011 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$12,488 for 2001 and \$24,976 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$66,577 for 2001 and \$196,083 for 2002.

Reduce use of business consultants

Reducing the number of outside contractors that the agency employs for the performance of consulting services will yield over \$800,000 in total savings each year. Since the regulations for the federal Temporary Assistance for Needy Families program and the Child Care Development Fund are complete, operations can stabilize and these functions can be carried out within existing agency resources.

The net general fund savings are \$408,931 for 2001 and \$408,931 for 2002.

Totals for Department of Social Services

The total net general fund saving are \$1,612,088 for 2001 and \$2,165,035 for 2002.

Office of Public Safety

Department of Military Affairs

Utilize used computers

The department has been cycling computer terminals on a five to six year useful life basis. The Virginia Defense Force had been using computer stations that were eight to 10 years old and needed replacing. Instead of replacing the Defense Force computer stations with new computers, the department transferred used computers from its financing and accounting section to the Defense Force. This saved purchasing five new computer stations at a cost of \$1,000 each. This is surplus property one time savings.

The net general fund savings are \$5,000 for 2001 and \$0 for 2002.

Streamline billing

The agency will streamline billing by using electronic rather than paper processes. Currently, the department's state finance and accounting section prepares separate invoices that are presented to the federal government for payment of expenses to numerous vendors during the month. Each invoice contains several paper documents along with the copies of the vendor's invoice. The detailed packages will be provided electronically thus saving costs for copying, staff time and storage.

The net general fund savings are \$10,000 for 2001 and \$10,000 for 2002.

Consolidate training events and travel

The agency will coordinate training events and opportunities to maximize the most effective use of travel and training funds. Expenses for consolidated training between the Army National Guard and Aviation National Guard will be used more productively. The department seeks to avoid one-of-a-kind classes and to consolidate many individual requests into one event that can be presented close to the employee's home stations thus avoiding the need for many employees to travel to different training locations. When practical, employees traveling to the same location will travel in one state vehicle instead of two, three or four vehicles. Moreover, the agency will provide self help training through computer prompted training courses and other training that is computer based and obtained at the employee's work location. Training pertains to both federally funded and general fund employees.

The net general fund savings are \$5,950 for 2001 and \$5,950 for 2002.

Provide internal vehicle leasing

The Commonwealth Challenge Program has a need for three 15-passenger vans. By regulation the Challenge Program is not authorized to purchase vehicles but may lease vehicles. The Department of Military Affairs purchased the required vans and leased the vehicles to the Challenge Program at less cost than the Challenge Program would pay if leased from a commercial vendor. Moreover, the vehicles will remain property of the Commonwealth. The savings are generated in the Challenge Program.

The net general fund savings are \$2,154 for 2001 and \$2,154 for 2002.

Reduce energy consumption

The agency will implement 13 energy conservation projects throughout most facilities under its management to reduce energy consumption and implement best management practices when winterizing and maintaining the facilities.

The net general fund savings are \$32,400 for 2001 and \$32,400 for 2002.

Market facilities to other agencies

The agency will make more use of the internet and other marketing tools to promote the use of both Fort Pickett and the State Military Reservation by local, state, and federal government organizations for conferences and training events. This activity will bring in additional revenues.

The net general fund savings are \$2,000 for 2001 and \$5,500 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,751 for 2001 and \$1,752 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$358 for 2001 and \$1,350 for 2002.

Totals for Department of Military Affairs

The total net general fund saving are \$59,613 for 2001 and \$59,106 for 2002.

Department of Emergency Management

Improve agency communications and costs with use of digital cellphones

The agency will replace all staff pagers and cellphones with digital cellphones that have telephone, voice mail, and e-mail reception capabilities. The monthly fee structure for such digital cellphones includes sufficient time to cover all of the long distance calls staff will be projected to make, thereby saving long distance charges from traditional providers.

The net general fund savings are \$64,550 for 2001 and \$68,950 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$5,348 for 2001 and \$10,695 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$255 for 2001 and \$940 for 2002.

Totals for Department of Emergency Management

The total net general fund saving are \$70,153 for 2001 and \$80,585 for 2002.

Department of Criminal Justice Services

Reduce printing and postage expenses

The agency plans to reduce printing and postage expenses by disseminating grant information (such as application kits and guidelines) via e-mail and the agency web site.

The net general fund savings are \$10,750 for 2001 and \$10,750 for 2002.

Regionalize training

The agency conducts training throughout the year on grant related issues and other criminal justice topics. The agency believes that by coordinating training events and pursuing the use of RFPs to contract for training sites on a regional basis, it can achieve significant savings in facility costs.

The net general fund savings are \$0 for 2001 and \$50,000 for 2002.

Convert grant awards to biennial cycle

The agency believes that by shifting the agency's annual grant-making cycle to a biennial cycle, it can reduce the demand on staff time for reviewing and processing grant applications. The free time can be used for improved grant monitoring. The agency indicates that without this strategy it will be forced to hire additional P-14 wage monitors.

The net general fund savings are \$0 for 2001 and \$75,000 for 2002.

Reduce Division of Forensic Science overtime expenditures

The agency will reduce the Division of Forensic Science's overtime expenditures by discontinuing the use of mandatory overtime. This action will not impact the ability of the Division to meet forensic analysis deadlines.

The net general fund savings are \$225,000 for 2001 and \$225,000 for 2002.

Reduce general fund appropriation for Byrne funding match

Each year the agency receives a general fund appropriation for use in meeting the matching funds requirement when it awards Byrne federal anti-drug grants to state agencies. The agency proposes to reduce that appropriation by \$100,000 per year as a reflection of the shift in the Criminal Justice Services Board's priority in awarding funds to localities rather than to state agencies.

The net general fund savings are \$100,000 for 2001 and \$100,000 for 2002.

Convert to faster digital data communication lines

The agency will convert data communication lines to Digital Subscriber Lines (DSL). This conversion will allow the agency to transmit data between the forensic laboratories at a lower cost with no loss in speed or capabilities.

The net general fund savings are \$25,800 for 2001 and \$25,800 for 2002.

Regionalize the jail trainers

The agency believes that it can reduce the travel expense of its jail trainers by assigning each to a specific region of the state. These assignments will allow the trainers to spend fewer nights in hotels and thereby result in travel savings. However, in order to have permission to have a vehicle assigned to an individual, Central Garage requires that a minimum number of miles be placed on the vehicle. The trainers would be unable to reach that minimum unless the agency can obtain a waiver from Central Garage.

The net general fund savings are \$11,000 for 2001 and \$11,000 for 2002.

Reduce agency travel expenses

By exercising stricter management controls, the agency can reduce agency travel expenses by 10 percent each year.

The net general fund savings are \$19,000 for 2001 and \$19,000 for 2002.

Transfer expungement processing to State Police

The agency proposes to transfer responsibility for processing criminal record expungement orders to the Department of State Police which will allow it to eliminate one position. The State Police already houses and maintains the central criminal records repository and actually performs the expungement.

The net general fund savings are \$29,171 for 2001 and \$29,171 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$8,667 for 2001 and \$17,334 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$4,040 for 2001 and \$11,571 for 2002.

Re-engineer procurement practices

Based upon the results of a project carried out by the Department of Corrections, the Secretary believes that the re-engineering of procurement practices, when combined with e-procurement, can produce substantial savings in the secretariat's larger agencies. Agencies will be issued instructions to develop and implement plans to accomplish this strategy.

The net general fund savings are \$64,343 for 2001 and \$64,342 for 2002.

Assume technical support for Comprehensive Community Corrections Act case management system

The agency will assume technical support responsibility in-house for the CCCA case management system and cancel its existing contract. The management system assists localities in managing their community corrections programs.

The net general fund savings are \$110,000 for 2001 and \$110,000 for 2002.

Totals for Department of Criminal Justice Services

The total net general fund saving are \$607,771 for 2001 and \$748,968 for 2002.

Department of State Police

Delay the start of basic schools

The agency proposes to delay the start of basic training schools for new troopers by two months in each year of the biennium. This action will defer salary and benefits costs for approximately 70 positions without significantly impacting operations.

The net general fund savings are \$521,660 for 2001 and \$521,660 for 2002.

Reduce overtime costs

The agency will reduce the costs of overtime by increasing the threshold for paying sworn employees from 40 hours to 43 hours. Currently, sworn employees who have accumulated 96 hours of overtime leave are paid overtime for all hours in excess of 40 hours per week. The Fair Labor Standards Act requires overtime payment for hours worked in excess of 43.

The net general fund savings are \$517,450 for 2001 and \$517,450 for 2002.

Reduce the use of wage and third party contractors

The agency proposes to reduce expenditures for wage employees and third party contractors by 15 percent.

The net general fund savings are \$195,000 for 2001 and \$195,000 for 2002.

Implement charge for special duty payments

The agency currently provides troopers working on overtime for off-duty, special projects such as workzone safety. The agency bills for the direct costs of overtime, meals, and mileage incurred while on the assignment. The agency proposes to charge an additional 10 percent administrative/overhead charge to cover the indirect costs of supervising the troopers, preparing the billings, and to cover other costs such as gasoline consumption.

The net general fund savings are \$250,000 for 2001 and \$250,000 for 2002.

Utilize civilian personnel in traditionally sworn positions

Over the last several years, the department has converted several sworn positions to civilian positions. A review will be made to determine if the use of civilians can be used in areas such as aviation, attorneys, and selected training positions. The use of civilian positions in administrative and specialty areas will reduce cost in salary, benefits, and vehicle related costs. It is assumed that six positions will be converted the first year of the biennium.

The net general fund savings are \$154,263 for 2001 and \$96,911 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$48,996 for 2001 and \$97,992 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$32,912 for 2001 and \$105,087 for 2002.

Delay hiring Medevac helicopter crew

The agency will be able to postpone the hiring of flight staff to operate the medevac twin-engine helicopter since the manufacturer is unable to deliver the item until next fiscal year (FY2002).

The net general fund savings are \$280,000 for 2001 and \$0 for 2002.

Change make of full-size police cars and limit custom paint scheme

Savings are to be realized by procuring different make of patrol vehicle and limiting custom paint options. New vehicles will have a lower base price and agency will limit itself to one custom color (instead of two).

The net general fund savings are \$300,000 for 2001 and \$300,000 for 2002.

Re-engineer agency procurement practices

Savings will be achieved through the implementation of bulk buying and the re-engineering of the agency's procurement practices.

The net general fund savings are \$426,506 for 2001 and \$426,507 for 2002.

Totals for Department of State Police

The total net general fund saving are \$2,726,787 for 2001 and \$2,510,607 for 2002.

Secretary of Public Safety

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$64 for 2001 and _____ \$204 for 2002.

Totals for Secretary of Public Safety

The total net general fund saving are _____ \$64 for 2001 and _____ \$204 for 2002.

Correctional Enterprises

Increase enterprise revenue

The Department of Corrections anticipates signing a public/private partnership agreement with a major national company to develop an industry program within one of its prisons. It is expected that this agreement will result in significant additional income for Virginia Correctional Enterprises, enabling the transfer of some of this revenue to the general fund.

The net general fund savings are _____ \$0 for 2001 and _____ \$655,000 for 2002.

Repay loan to general fund

In order to cover the costs of assuming all responsibility from the Department of Motor Vehicles for the manufacture of license plates several years ago, Virginia Correctional Enterprises (VCE) borrowed \$1 million from the general fund budget of the Department of Corrections. As a result of improved sales and management practices, VCE is now able to repay the loan to the general fund.

The net general fund savings are _____ \$700,000 for 2001 and _____ \$300,000 for 2002.

Totals for Correctional Enterprises

The total net general fund saving are _____ \$700,000 for 2001 and _____ \$955,000 for 2002.

Department of Correctional Education

Delay implementation of teacher parity pay increase to correspond with state employee raises

Pursuant to Section 22.1-342.1, salaries for DCE teachers are structured so they are on parity with the pay scales of local public schools. The amount of the adjustment varies depending on the geographic region in which the DCE school is located and is recalculated annually to keep pace with changes in the salary structures of local public schools. The first statewide implementation of parity took place on August 25, 1999. This strategy involves shifting implementation of the annual parity adjustments to November 25 each year to coincide with the general salary adjustments afforded state employees. This shift will have negligible impact on employees but will cut in half the workload of human resource and payroll staff who have to implement the adjustments manually for each employee.

The net general fund savings are _____ \$145,000 for 2001 and _____ \$145,000 for 2002.

Centralize software licensing

Currently, software licenses are purchased by individual unit managers on an individual computer-by-computer basis. This strategy involves centralized purchasing of licenses taking advantage of economies available to system-wide educational purchases.

The net general fund savings are \$100,000 for 2001 and \$100,000 for 2002.

Improve oversight of travel and related costs

The agency has identified a number of strategies which lower the costs associated with travel and meeting activities. These strategies include the use of teleconferencing rather than travel to Richmond; decreasing the number of meetings for the DCE Board; staff and volunteers; better management of interview panels; placing more stringent limits on out-of-state travel; better enforcement of policies related to the use of state cars instead of private vehicles; and limiting meal reimbursements to actual costs rather than per diems.

The net general fund savings are \$30,000 for 2001 and \$30,000 for 2002.

Implement stronger administrative controls

The agency has identified several strategies which lower the costs associated with the agency's administrative management. Such strategies include expanding the use of electronic purchasing and more judicious use of discretionary items such as cellular phones and pagers.

The net general fund savings are \$10,000 for 2001 and \$10,000 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$50,000 for 2001 and \$50,000 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$7,660 for 2001 and \$24,667 for 2002.

Totals for Department of Correctional Education

The total net general fund saving are \$342,660 for 2001 and \$359,667 for 2002.

The Parole Board

Reduce travel expenditures

The Parole Board will reduce discretionary travel, educational, and meeting expenses.

The net general fund savings are \$9,000 for 2001 and \$9,000 for 2002.

Expand web page content

The agency will expand the information on their web page, resulting in fewer mailings of information packages and written responses.

The net general fund savings are \$0 for 2001 and \$1,200 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$287 for 2001 and \$937 for 2002.

Totals for The Parole Board

The total net general fund saving are \$9,287 for 2001 and \$11,137 for 2002.

Division of Community Corrections

Delay opening of day reporting center

Funding was provided to operate a new day reporting center in the Fredericksburg area for only part of FY 2001. The agency will delay the opening until the beginning of FY 2002. No significant impact on services is expected.

The net general fund savings are \$200,000 for 2001 and \$0 for 2002.

Improve probation and parole drug testing methods

The agency will achieve the savings by using lower-priced testing kits, better targeting of its testing procedure so as to match the type of test with the suspected "drug of preference" of the offender, and using more sophisticated testing machines on a regional basis.

The net general fund savings are \$300,000 for 2001 and \$300,000 for 2002.

Reduce parole examiners

The Department of Corrections uses parole examiners to interview inmates prior to the Parole Board considering them for parole. Because the number of inmates eligible for parole has decreased, the Department of Corrections is able to conduct the interviews with the use of two fewer parole examiners than it has used in the past.

The net general fund savings are \$96,200 for 2001 and \$96,200 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,552 for 2001 and \$3,103 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$5,937 for 2001 and \$21,138 for 2002.

Totals for Division of Community Corrections

The total net general fund saving are \$603,689 for 2001 and \$420,441 for 2002.

Department of Juvenile Justice

Restructure private provider bed contracts

The department has developed a new classification system for youths committed to it. As a result, it is able to use the bedspace in its existing facilities more efficiently and to identify better those youths needing more intensified and specialized services. As a result, the department will restructure the contracts it uses to house juveniles in privately-operated facilities, resulting in fewer contract beds being used.

The net general fund savings are \$1,050,000 for 2001 and \$1,200,000 for 2002.

Eliminate funding of administrative costs of local services program

This strategy proposes to remove the administrative funding related to the Richmond Continuum program. This is the program that provides a continuum of services for juveniles in the City of Richmond.

The net general fund savings are \$154,000 for 2001 and \$556,000 for 2002.

Restructure training for computers, network and correctional officers

The department will consolidate agency and contracted training efforts in cooperation with other public entities in order to share training space and facilities where appropriate and applicable. Training to orient new and promoted employees to the emerging DJJ network and Microsoft Office products will be consolidated at several sites around Virginia. Contracted training programs will cease when the new strategy is in place in FY 2002. Training of new juvenile correctional officers will be co-located with computer training at one site, to allow training to proceed without the serious space constraints at the Bon Air Campus.

The net general fund savings are \$0 for 2001 and \$140,000 for 2002.

Expand vocational opportunities for youth work crews

Using new data procedures and practices and the emerging DJJ network, the department has instituted a classification system for committed youths. The ability to classify youths based on security and program needs will enable the department to identify those youths who can benefit from new vocational experiences. Youths deemed eligible and appropriate for these experiences will be made available for work crews to perform maintenance tasks at JCCs. Savings will be generated through reduced contract fees for small repairs and maintenance tasks. Existing officers and materials purchases will support this effort.

The net general fund savings are \$75,000 for 2001 and \$100,000 for 2002.

Realign off-hours nursing coverage due to classification of youth's in JCCs

By classifying youths based on security and program needs, the prediction of risk at specified JCCs will improve. Off-hours nursing coverage can be managed more closely. A shared nurse position which serves two JCCs can be eliminated, and other smaller efficiencies will be achieved.

The net general fund savings are \$60,000 for 2001 and \$90,000 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$41,726 for 2001 and \$100,000 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$28,999 for 2001 and \$81,667 for 2002.

Re-engineer procurement practices

Based upon the results of a project carried out by the Department of Corrections, the Secretary believes that the re-engineering of procurement practices, when combined with e-procurement, can produce substantial savings in the secretariat's larger agencies. Agencies will be issued instructions to develop and implement plans to accomplish this strategy.

The net general fund savings are \$71,637 for 2001 and \$71,637 for 2002.

Totals for Department of Juvenile Justice

The total net general fund saving are \$1,481,362 for 2001 and \$2,339,304 for 2002.

Division of Institutions

Increase revenues from housing out-of-state inmates

The agency has been able to increase the number of out-of-state inmates it anticipates housing in its prisons, thereby increasing the revenue projected from this source.

The net general fund savings are \$1,200,000 for 2001 and \$1,200,000 for 2002.

Reduce inmate food costs

While still providing meals that meet the nutritional requirements of inmates, the agency will be able to decrease the cost of feeding inmates through the adoption of several management practices. These best management practices include the increased use of spot market purchasing, better portion control, and better planning of the number of meals needed.

The net general fund savings are \$1,500,000 for 2001 and \$1,500,000 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$51,107 for 2001 and \$102,214 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$16,904 for 2001 and \$64,835 for 2002.

Realize security technology efficiencies

As a result of the installation of sophisticated electronic detection devices and security cameras on perimeter fences and inside support buildings of prisons, the Department of Corrections will no longer need to staff guard towers, except during those periods when large numbers of inmates are in the prison yards or recreation fields. The department will be able to re-align its staffing patterns and realize savings by staffing only those posts which are critical.

The net general fund savings are \$1,700,000 for 2001 and \$1,700,000 for 2002.

Increase competition for medical services contracts

The Department of Corrections currently contracts with a large national medical services provider for a wide variety of medical services throughout the prison system. However, the department has determined that certain specialty services, notably dialysis, are more competitive in the marketplace than others. The department expects to realize these savings by re-bidding its dialysis services because there are several qualified providers of this specialty service.

The net general fund savings are \$350,000 for 2001 and \$700,000 for 2002.

Realize procurement efficiencies

Through a reengineering of its procurement practices and greater utilization of e-procurement opportunities, the department will be able to realize substantial savings. The reengineering will include the adoption of such best management practices as greater utilization of bulk buying and more efficient management of inventory.

The net general fund savings are \$1,500,000 for 2001 and \$1,403,800 for 2002.

Reduce direct inmate costs

Because it is now projected that the department will be housing fewer inmates than had been projected earlier, the agency will be able to save on the amounts it spends for direct inmate costs--food, medical care, clothing, etc.

The net general fund savings are \$540,000 for 2001 and \$540,000 for 2002.

Totals for Division of Institutions

The total net general fund saving are \$6,858,011 for 2001 and \$7,210,849 for 2002.

Department of Corrections, Central Activities

Compost food waste

The agency is developing a pilot composting system for the State Farm complex of correctional institutions. It is projected that composting food waste will reduce the volume of solid waste generated by those facilities by one-half, producing comparable savings in waste disposal fees.

The net general fund savings are \$0 for 2001 and \$166,500 for 2002.

Cancel segregation cell renovation

Because the Department of Corrections has modified its procedures on housing inmates assigned to segregation, the renovation of the segregation cells at Brunswick Correction Center is no longer necessary. The balance in this capital project can therefore be reverted to the general fund.

The net general fund savings are \$945,000 for 2001 and \$0 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$648 for 2001 and \$1,295 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$61,219 for 2001 and \$193,214 for 2002.

Totals for Department of Corrections, Central Activities

The total net general fund saving are \$1,006,867 for 2001 and \$361,009 for 2002.

Commonwealth Attorneys Services Council

Distribute various documents via electronic mail

The agency distributes, on a regular basis, information to all 121 elected Commonwealth's Attorneys. By distributing this information through e-mail, the agency will save on printing and postage costs.

The net general fund savings are \$547 for 2001 and \$2,188 for 2002.

Reduce storage facility rental costs

The council currently rents two private storage facility units to accommodate its storage needs because the agency's location does not have the capacity to provide on-site storage. The strategy is for the council to electronically scan many of the files contained in storage and save them to compact disks (CD's). By doing this, the council can eliminate its need for one of the storage facility units.

The net general fund savings are \$0 for 2001 and \$1,080 for 2002.

Delay filling new position

The 2000 General Assembly provided funding for an information technology support position. Because there was a delay in filling the position, the agency realized savings.

The net general fund savings are \$3,380 for 2001 and \$0 for 2002.

Reduce equipment rental costs at Spring Institute

During FY 2000, the council was able to purchase a data projector, which is the piece of equipment required for PowerPoint presentations at the council's training programs. Previously, the council rented a projector from the conference site during the Spring Institute Program. Given the recent purchase, the council no longer must rent a projector.

The net general fund savings are \$1,946 for 2001 and \$1,946 for 2002.

Eliminate technical support costs at Spring Institute

Because not all prosecutors statewide are able to attend the Spring Institute Program, the council staff videotapes the program in its entirety. Upon request, the council distributes copies of the video series to prosecutors and the Attorney General's Office. Due to the limited council staff and concurrent tracks of instruction at Spring Institute, the council has, in years past, been required to seek technical support services from the conference site to accomplish the videotaping of the program as well as to set up presentation equipment. The strategy is for the newly hired technology support position to perform these duties, thus saving the costs of additional support.

The net general fund savings are \$1,050 for 2001 and \$1,050 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$81 for 2001 and \$308 for 2002.

Totals for Commonwealth Attorneys Services Council

The total net general fund saving are \$7,004 for 2001 and \$6,572 for 2002.

Department of Alcoholic Beverage Control

Reduce credit card fees

Fees for use of debit cards are less than those for credit cards. Industry data suggest that many people who cannot obtain credit cards do qualify for debit cards and use them for retail purchases.

The net general fund savings are \$0 for 2001 and \$130,000 for 2002.

Open new stores

The agency will open new stores, thereby increasing its sales and profits transferred to the general fund.

The net general fund savings are \$700,000 for 2001 and \$1,000,000 for 2002.

Close unprofitable stores

The agency will close stores that are not profitable.

The net general fund savings are \$872,000 for 2001 and \$872,000 for 2002.

Enhanced category management

The agency will develop an optimum business plan that involves stocking those items that have the highest profit margin and sales turnover. The outcome will be better use of store's shelf space and increased profits.

The net general fund savings are \$520,800 for 2001 and \$500,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$160,268 for 2001 and \$160,268 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$200,000 for 2001 and \$200,000 for 2002.

Totals for Department of Alcoholic Beverage Control

The total net general fund saving are \$2,453,068 for 2001 and \$2,862,268 for 2002.

Office of Administration

Department of Human Resource Management

Reduce printing and mailing costs for "RECRUIT"

The agency will reduce printing and mailing costs for the "RECRUIT" publication, which lists job openings in state agencies. Savings will be accomplished by distributing the publication by way of the Internet where possible and by charging a subscription fee for a printed version.

The net general fund savings are \$30,000 for 2001 and \$30,000 for 2002.

Reduce software expenses

The agency will reduce software expenses by more efficient and effective distribution and utilization.

The net general fund savings are \$18,557 for 2001 and \$18,658 for 2002.

Reduce printing and mailing costs for "Commonwealth Currents"

The agency will reduce printing and mailing costs for "Commonwealth Currents," which provides human resource-related communications to state employees. Savings will be achieved by distributing the publication electronically where possible.

The net general fund savings are \$16,194 for 2001 and \$16,194 for 2002.

Eliminate printing and mailing costs for all statewide human resource forms

The agency will eliminate printing and mailing of all statewide human resource forms (i.e., state application, employee position description, employee evaluation, and grievance forms). Savings will be achieved by making the forms available electronically to the general public, state agencies, and state employees.

The net general fund savings are \$16,135 for 2001 and \$16,135 for 2002.

Eliminate printing of Personnel Policy Manual

The agency will eliminate printing of the Personnel Policy Manual. Savings will be achieved by distributing the policy manual electronically to other state agencies.

The net general fund savings are \$2,635 for 2001 and \$2,635 for 2002.

Eliminate microfiche storage

The agency will eliminate the need and thus, the cost involved with transferring documents into the microfiche format. In lieu of storing documents on microfiche, records will be archived electronically.

The net general fund savings are \$3,000 for 2001 and \$3,000 for 2002.

Eliminate analog telephone lines

The agency will eliminate the current system used to receive telephone calls from the hearing and speech impaired by utilizing the toll-free 711 number for Virginia Relay which became available July 1, 2000.

The net general fund savings are \$228 for 2001 and \$456 for 2002.

Reduce publication expenses

The agency will reduce publication expenses by eliminating duplicate subscriptions and utilizing information available electronically.

The net general fund savings are \$4,808 for 2001 and \$4,580 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$4,960 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$18,708 for 2001 and \$65,770 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are (\$138,824) for 2001 and (\$117,648) for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$698 for 2001 and \$2,036 for 2002.

Totals for Department of Human Resource Management

The total net general fund saving are (\$27,861) for 2001 and \$46,776 for 2002.

Department of Veterans' Affairs

Improve efficiency of information systems

By reallocating two existing staff, the department filled a previously vacant database manager position. Although the cost of reallocating these positions was \$10,601, the agency had been appropriated \$50,000 for the database manager position. Therefore, the net annual savings from this action equal \$39,399.

The net general fund savings are \$39,399 for 2001 and \$39,399 for 2002.

Improve efficiency in training methods

An annual, agency-wide training session, which required two to three days to complete, will be eliminated in favor of two one-day regional training sessions each year. Savings will accrue from this process change by eliminating the need for lodging and by reducing travel distances and meal expenses.

The net general fund savings are \$3,500 for 2001 and \$3,500 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$3,932 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$12,251 for 2001 and \$42,893 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,237 for 2001 and \$2,474 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$550 for 2001 and _____ \$1,830 for 2002.

Totals for Department of Veterans' Affairs

The total net general fund saving are _____ \$56,937 for 2001 and _____ \$94,028 for 2002.

State Board of Elections

Reduce on-hand forms inventory

Currently, the board produces, distributes, and supplies local General Registrar offices with a complete inventory of candidate filing packets and forms. To achieve savings and promote efficiency, the board will provide only one complete original packet for each registrar's office. In addition, all candidate forms and packets will be made available over the Internet for downloading. Savings for postage and UPS costs are estimated to be \$4,950 the first year. The board and General Registrars also use numerous other forms related to elections that are currently produced in large quantities at the board and distributed via UPS and USPS to the local voter registration offices. Web enabling many of these forms and encouraging local offices to access and reproduce them as needed will result in printing, shipping and handling savings estimated to equal \$6,675 the first year.

The net general fund savings are _____ \$11,625 for 2001 and _____ \$11,800 for 2002.

Eliminate the printing of registration "alpha rosters"

This strategy will eliminate the printing of "Alpha" rosters by providing an alphabetical list of locality voters on CD-ROM disk or other electronic media. For each general election, the board currently produces computer printouts of precinct rosters (a listing of voters in the precinct), poll books (a listing of precinct voters used as a "cross-check"), and alpha rosters (alphabetically a listing of a locality's voters). The alpha rosters are used as a backup in case of system failure to allow lookup of a voter's eligibility. Eliminating the production of the hard copy alpha roster (given 3.7 million registered voters) will result in a \$5,580 savings for the November 2000 general election and additional savings in future elections. Peripheral savings of \$11,150 will be realized in shipping costs and shipping material.

The net general fund savings are _____ \$16,730 for 2001 and _____ \$17,000 for 2002.

Reduce frequency of running voter lists against NCOA lists

The National Voter Registration Act requires the board to match the voter roster against the National Change Of Address (NCOA) list software or some other method of list maintenance once each year to ascertain the integrity of the voter address information. This process is commonly referred to as a "confirmation mailing." In the past, the board ran this matching process and produced confirmation mailings twice a year. Eliminating one of these runs will save \$40,000 this year in NCOA vendor charges, postage, and mailer vendor charges.

The net general fund savings are _____ \$40,000 for 2001 and _____ \$41,250 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$1,834 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____ \$6,368 for 2001 and _____ \$22,293 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$80 for 2001 and _____ \$159 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$10,970 for 2001 and _____ \$27,628 for 2002.

Totals for State Board of Elections

The total net general fund saving are _____ \$85,773 for 2001 and _____ \$121,964 for 2002.

Compensation Board

Implement Internet-based access to reduce long-distance dial-in charges from localities

The agency has two major financial and data collection systems. Currently, these systems are accessed by constitutional officers and local governing bodies on a routine basis through dial-up toll-free lines. The agency pays for equipment and long distance charges for the local government officers' access to these two mainframe systems. The agency will implement a user authentication system that will provide access to these systems through local officers' Internet access. Officers and local governments will be able to access the mainframe system through their existing internet connections, thus saving a large portion of the Compensation Board's cost of monthly long-distance telephone bills and equipment charges. Both the dial-up toll-free lines and the Internet service are provided through the Department of Information Technology.

The net general fund savings are \$35,155 for 2001 and \$64,183 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$2,475 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$183 for 2001 and \$367 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$11,817 for 2001 and \$37,807 for 2002.

Totals for Compensation Board

The total net general fund saving are \$47,155 for 2001 and \$104,832 for 2002.

Commonwealth Competiton Council

Reduce the cost of issuing quarterly "Competition Watch" newsletter

The newsletter will be published on the council's web site for recipients to review, print, or download. This will eliminate the current cost of mailing approximately 200 newsletters four times per year.

The net general fund savings are _____ \$264 for 2001 and _____ \$272 for 2002.

Reduce the cost of mailing the council's Annual Report

The Annual Report will be mailed to recipients using a book rate instead of a first class rate, thereby producing savings of approximately \$1.62 per report.

The net general fund savings are _____ \$486 for 2001 and _____ \$490 for 2002.

Reduce the cost of telecommunications

Long-distance communications will be conducted more frequently using e-mail rather than the telephone.

The net general fund savings are _____ \$500 for 2001 and _____ \$500 for 2002.

Reduce the cost of attending annual ESOP national conference

In the past, two employees attended the annual employee stock ownership plan (ESOP) Association Conference in Washington, DC. With more staff experience explaining the employee stock ownership plan concept, only one staff person representing the Commonwealth will need to attend the national conference.

The net general fund savings are _____ \$325 for 2001 and _____ \$325 for 2002.

Improve the efficiency of agency support services

The agency will reduce the use of outside management consulting services. Instead, agency staff will provide more training and consultations to other agencies on all privatization or competition matters.

The net general fund savings are _____ \$2,300 for 2001 and _____ \$2,300 for 2002.

Reduce the cost of outside skilled services

To reduce the use of outside skilled services, agency staff will provide more training and consultation to other agencies on the use of the council's cost comparison program, "COMPETE."

The net general fund savings are _____ \$1,000 for 2001 and _____ \$1,000 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$49 for 2001 and _____ \$156 for 2002.

Totals for Commonwealth Competiton Council

The total net general fund saving are _____ \$4,924 for 2001 and _____ \$5,043 for 2002.

Council on Human Rights

Reduce the use of part-time employees

In the past, the council had employed two wage employees. Due to administrative efficiencies, the council will eliminate one of those positions.

The net general fund savings are \$3,441 for 2001 and \$3,441 for 2002.

Reduce postage expenses

The council has traditionally mailed all correspondence to the parties in a discrimination investigation by certified mail. However, because of the agency's reporting requirements, it is only required to mail case acceptance letters and determination letters by certified mail. By using certified mail only in these two instances, savings will result from reduced certified mail expenses.

The net general fund savings are \$845 for 2001 and \$845 for 2002.

Reduce telecommunications costs

The council has determined that its toll-free number is no longer necessary. Staff reported that many individuals abused the toll-free number, tying up investigators for extended portions of the business day. Given the agency's size, this resulted in lost investigation hours. Consequently, by eliminating the toll-free number, the council can both improve the effectiveness of its investigators and reduce its telecommunications costs. In addition, it should be noted that victims of discrimination can still contact agency personnel by phone, mail, or fax.

The net general fund savings are \$800 for 2001 and \$800 for 2002.

Reduce unnecessary training expenses

The agency will seek out more effective training opportunities for staff and will seek to partner with other agencies that offer similar types of services to the Commonwealth's citizens.

The net general fund savings are \$279 for 2001 and \$280 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$75 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$171 for 2001 and \$341 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$48 for 2001 and _____ \$154 for 2002.

Totals for Council on Human Rights

The total net general fund saving are _____ \$5,584 for 2001 and _____ \$5,936 for 2002.

Secretary of Administration

Reduce discretionary contractual services and supplies and materials expenses

The Office of Administration will reduce its contractual services and supplies and materials expenses to achieve its productivity savings goal. The Office will use strategic travel plans and purchase minimal supplies and materials.

The net general fund savings are _____ \$14,468 for 2001 and _____ \$14,473 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$51 for 2001 and _____ \$161 for 2002.

Totals for Secretary of Administration

The total net general fund saving are _____ \$14,519 for 2001 and _____ \$14,634 for 2002.

Department of General Services

Increase on-line auctions of surplus property

In the past, the Department of General Services has used on-line auction services to sell unique items such as surplus laboratory equipment. The department will expand its use of these services to include cars, computer equipment, and other items that state agencies no longer need. By using on-line auctions, the agency can secure higher prices for the sale of these goods.

The net general fund savings are _____ \$25,000 for 2001 and _____ \$25,000 for 2002.

Reduce printing expense (War Memorial)

The Virginia War Memorial will reduce its printing expenses by using its own computer software and copier capabilities to produce programs "in-house" for ceremonies held at the facility. Previously, these programs would have been produced by private sector firms. In the future, the Memorial will also use "in-house" program design services. The total savings produced by this proposal will be offset some by increased paper purchases.

The net general fund savings are \$2,600 for 2001 and \$2,600 for 2002.

Sell more surplus real property

The Department of General Services will sell sixteen parcels of real property declared surplus by state agencies. This action will yield approximately \$2.4 million. The Code of Virginia requires that 50 percent of the proceeds of this land sale be reverted to the general fund after the department's expenses have been deducted. These properties' sale would, therefore, create \$1.2 million for the general fund.

The net general fund savings are \$0 for 2001 and \$1,200,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$71,540 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$43,146 for 2001 and \$86,292 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1,450 for 2001 and \$4,659 for 2002.

Totals for Department of General Services

The total net general fund saving are \$72,196 for 2001 and \$1,390,091 for 2002.

Department for the Rights of Virginians with Disabilities

Realign field offices

The agency has determined that it can operate its programs and services effectively and efficiently using three fully staffed field offices and its Central Office. As a result, the agency has closed its vacant Falls Church field office. Ongoing savings will include rent and other costs associated with maintaining this fourth field office. Customers will continue to be served statewide and all citizens will have access to the agency's toll free telephone number.

The net general fund savings are _____ \$812 for 2001 and _____ \$937 for 2002.

Increase reliance on web-based versions of agency publications

The agency will provide increased access to its publications, including brochures and legal fact sheets, by including all brochures in an easily accessible format on its web site. While many customers who directly contact the agency will continue to desire "hard copy" publications, as well as customers who live in rural areas or those without access to the Internet, the agency projects that a large percentage of citizens who desire information, but not direct agency services, will increasingly utilize its web-based publications. The agency projects a decrease in hard copy publication (printing and mailing) costs of about 20 percent.

The net general fund savings are _____ \$2,010 for 2001 and _____ \$2,200 for 2002.

Reduce private storage space

The agency currently utilizes privately-owned storage space for which it pays a small fee. The agency will forego this space to create small but ongoing savings.

The net general fund savings are _____ \$240 for 2001 and _____ \$240 for 2002.

Obtain "Smart Tags" for state cars

The agency will save approximately one percent of its travel budget by obtaining "Smart-Tags" for its state cars.

The net general fund savings are _____ \$50 for 2001 and _____ \$50 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$96 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$100 for 2001 and _____ \$200 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$323 for 2001 and _____ \$979 for 2002.

Totals for Department for the Rights of Virginians with Disabilities

The total net general fund saving are _____ \$3,535 for 2001 and _____ \$4,702 for 2002.

Virginia Public Broadcasting Board

Reduce funding for part-time position

This strategy reduces by \$5,000 the amount in the 2000 Appropriation Act for a part-time staff person. The position has not yet been filled.

The net general fund savings are _____ \$1,000 for 2001 and _____ \$1,000 for 2002.

Totals for Virginia Public Broadcasting Board

The total net general fund saving are _____ \$1,000 for 2001 and _____ \$1,000 for 2002.

Department of Employment Dispute Resolution

Distribute Grievance Procedure electronically

The agency will reduce its printing expenditures by publishing its Grievance Procedure Manual on-line. Although the agency will still make hard copies of the document available free of charge to employees without Internet access, state agencies that request hard copy versions of the document will be assessed a charge equal to the department's costs for printing hard copies.

The net general fund savings are _____ \$6,000 for 2001 and _____ \$6,000 for 2002.

Distribute annual report electronically

The agency will no longer print hard copy versions of its annual report. Instead, the report will be provided to interested parties on the agency's web site. By reducing the number of hard copy annual reports it prints, the agency expects to save about one-third of the costs associated with this document's preparation (\$1,800). Greater savings could be achieved, but the agency expects that it will still have to provide this document to a number of people in hard copy form.

The net general fund savings are _____ \$600 for 2001 and _____ \$600 for 2002.

Send correspondence to hearing officers electronically

The agency will reduce its mailing expenses by requiring grievance hearing officers to maintain e-mail addresses for correspondence purposes. It is anticipated this requirement will eliminate about 300 pieces of mail per year. The minimum cost for these mailings was estimated to be \$0.33 per mailing.

The net general fund savings are _____ \$100 for 2001 and _____ \$100 for 2002.

Distribute training schedules electronically

The agency will reduce its mailing expenses by placing its training schedule on the agency's web site and by e-mailing the document to other agencies' human resources officers and directors. The agency expects this action will reduce its training mailings by 700 pieces. Each training mailing has traditionally cost the agency about \$0.55.

The net general fund savings are _____\$385 for 2001 and _____\$385 for 2002.

Take advantage of vacancy savings

The agency will capture the savings from a vacant position.

The net general fund savings are _____\$8,460 for 2001 and _____\$8,460 for 2002.

Reduce training course food costs

The agency will use an alternative method for funding the costs of refreshments at its training sessions. Instead of using general fund dollars to support these costs, the agency will use its training fund, which consists of revenue collected from the training fees charged to employees attending the agency's courses. The agency has increased its training fees to insure those fees correctly reflect the full costs of its training activities.

The net general fund savings are _____\$938 for 2001 and _____\$938 for 2002.

Reduce employee transportation costs

The agency will eliminate its payments for an employee's bus tickets. No employees currently use the bus to travel to and from work. These tickets had cost the agency about \$50 each month per employee.

The net general fund savings are _____\$600 for 2001 and _____\$600 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____\$0 for 2001 and _____\$451 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____\$359 for 2001 and _____\$718 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$361 for 2001 and _____ \$1,087 for 2002.

Totals for Department of Employment Dispute Resolution

The total net general fund saving are _____ \$17,803 for 2001 and _____ \$19,339 for 2002.

Commission on Local Government

Achieve personal service savings

The agency will fill a vacant position (agency management lead analyst) in the second quarter of FY 2001. As a result, turnover and vacancy savings are captured in the first year. Given a full-time staffing contingent, the agency can then reduce its reliance on hourly employees in FY 2002.

The net general fund savings are _____ \$3,000 for 2001 and _____ \$3,000 for 2002.

Reduce contractual services costs

The agency will defer discretionary and unnecessary expenses for contractual services, off-site staff training, and educational conferences.

The net general fund savings are _____ \$5,102 for 2001 and _____ \$5,105 for 2002.

Reduce costs of supplies and materials

The Commission will use technology to reduce its reliance on paper products, postage, and office supplies.

The net general fund savings are _____ \$600 for 2001 and _____ \$600 for 2002.

Reduce or delay equipment purchases

Costs for equipment including computers, office furniture, and other hardware materials, will be delayed or deferred. The agency will extend the life or usefulness of its existing computers, computer peripheral equipment, and other office incidentals.

The net general fund savings are _____ \$1,100 for 2001 and _____ \$1,100 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$184 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____\$607 for 2001 and _____\$1,214 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____\$33 for 2001 and _____\$104 for 2002.

Totals for Commission on Local Government

The total net general fund saving are ___\$10,442 for 2001 and ___\$11,307 for 2002.

Office of Finance

Department of Planning and Budget

Capture savings through advancements in technology

As the department refines its performance budgeting process through the utilization of interactive web-based technology, the need for personal service dollars should diminish. For example, the need for staff to conduct extensive "face-to-face" performance budgeting training could be reduced by an interactive web-site module that addresses training needs and performance budgeting concerns. Savings will be generated through these work efficiencies. However, because the department estimates that it will initially incur costs to develop the necessary technology to create an interactive, web-based performance budgeting system, staff savings in the first year will not be as large as in the second year of the biennium.

The department also provides political decision-makers with budgetary information on proposed legislation through the fiscal impact statement (FIS) process. Because more and more legislation is being introduced each year, the current manual process for assigning and tracking legislation is stressed and no longer the most efficient way for communicating essential budget data. The department is moving forward by using a computer software package called "ColdFusion" to automate the FIS process. The process of assigning and tracking legislation and distributing the FISs will now be managed electronically. This will result in less spending on part-time staff.

The net general fund savings are \$20,893 for 2001 and \$48,792 for 2002.

Achieve savings through use of a state-of-the-art voice-mail system

By using an automated voice-mail telephone system, the department can all but eliminate the need for a full-time receptionist. Only during peak periods (budget development and legislative sessions) will coverage be necessary. This demand can be met with existing staff.

The net general fund savings are \$28,674 for 2001 and \$28,674 for 2002.

Achieve printing and postage savings using technology advancements

By using "ColdFusion," a computer software package that allows users to interact through the web, the department will be able to automate the budget submission process and manage it electronically. Such advances can reduce paper and postage expenses by about 25 percent in the first year and 50 percent in the second year. In addition, the department will be able to terminate a photocopier lease, which would produce additional savings equal to \$3,000 in the first year and \$6,000 in the second year.

The net general fund savings are \$7,430 for 2001 and \$12,555 for 2002.

Use DPB's web site to reduce printing costs for the Governor's budget document

By placing the Governor's budget document on DPB's web site, the need to print costly hard copies for state agencies and other government bodies is reduced significantly. The department spends about \$11,000 annually to produce this document, and it is estimated this amount could be reduced by \$5,000 by utilizing web site technology.

The net general fund savings are \$5,000 for 2001 and \$5,000 for 2002.

Defer discretionary expenses

The department will reduce training and conference travel expenditures by \$10,000.

The net general fund savings are \$5,000 for 2001 and \$5,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$3,539 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$2,998 for 2001 and _____ \$5,996 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$278 for 2001 and _____ \$827 for 2002.

Totals for Department of Planning and Budget

The total net general fund saving are _____ \$70,273 for 2001 and _____ \$110,383 for 2002.

Department of the State Internal Auditor

Delay filling by one month an Audit Supervisor position

The agency proposed filling an Audit Supervisor position after a one month delay.

The net general fund savings are _____ \$6,000 for 2001 and _____ \$0 for 2002.

Reduce media costs

Advertising positions in local papers is very expensive. Using alternative sources such as the Internet, for advertising positions will help to reduce recruiting costs.

The net general fund savings are _____ \$2,000 for 2001 and _____ \$2,000 for 2002.

Reduce hours for temporary position

By taking advantage of technology improvements DSIA can reduce the need for this position. The agency is automating training registration procedures and many administrative tasks. Once these procedures have been brought up to date, the need for this position can be reduced or eliminated.

The net general fund savings are \$1,000 for 2001 and \$6,000 for 2002.

Reduce expenditures for office supplies

By automating certain processes, the agency will be able to reduce expenditures for office supplies. The agency specifically purchased a digital printer that includes a scanner to allow documents to be scanned into working papers and other files. The digital printer allows the agency to print two-sided documents in an effort to save paper and can also act as a copier to eliminate the need for a separate machine. The agency has created an intranet where documents are stored and has automated its working papers which eliminates the need to make hard copies for each employee and reduces the need for storage space.

The net general fund savings are \$1,500 for 2001 and \$2,000 for 2002.

Reduce the need for outsourcing printing

DSIA has made an agreement with the Department of Accounts to use its high speed copier and network copier to do large printing jobs. This particularly pertains to the printing of training manuals for training classes. In the past these jobs were outsourced to a vendor at a cost of approximately \$300 per class. The cost per page to print is reduced considerably and administrative staff can manage the print jobs.

The net general fund savings are \$1,500 for 2001 and \$1,500 for 2002.

Eliminate unnecessary subscriptions

DSIA will subscribe to web based media and eliminate any unnecessary subscriptions to periodicals, newspapers, manuals and updates.

The net general fund savings are \$500 for 2001 and \$0 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$814 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$94 for 2001 and \$298 for 2002.

Totals for Department of the State Internal Auditor

The total net general fund saving are \$12,594 for 2001 and \$12,612 for 2002.

Department of Accounts

Eliminate microfiche for archival purposes

The Department of Accounts (DOA) is eliminating the use of microfiche for archiving its reports. The agency will now store its reports electronically, which will greatly reduce the cost of archiving accounting reports while also improving the efficiency of accounting staff in the department. The new software will allow desktop access to accounting reports throughout the agency. Eventually this technology will allow agencies to view DOA accounting reports over the Internet, thereby improving agency efficiency and reducing the cost of printing accounting reports at DOA.

The net general fund savings are \$60,000 for 2001 and \$71,000 for 2002.

Eliminate non-state agency position

Most of the Department of Accounts' responsibilities associated with transmitting payments to non-state agencies were transferred from the agency to the Department of Historic Resources in the 2000 General Assembly Session. The agency has redistributed other responsibilities associated with the position to other employees and proposes that the position remain vacant.

The net general fund savings are \$59,000 for 2001 and \$59,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$8,946 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$39,225 for 2001 and \$137,331 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$581 for 2001 and \$1,163 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1,328 for 2001 and \$3,460 for 2002.

Totals for Department of Accounts

The total net general fund saving are \$160,134 for 2001 and \$280,900 for 2002.

Department of the Treasury

Improve electronic funds transfer disbursement float - Revenue

This strategy delays an electronic funds transfer (EFT) payment made by the Department of Criminal Justice Services. The quarterly payment is usually made in the middle of the month, but now the EFT will be completed at the end of the month. This strategy will increase general fund revenue since the Commonwealth will earn additional interest income by holding onto the cash longer.

The net general fund savings are \$75,000 for 2001 and \$75,000 for 2002.

Change Medicaid bank account - Revenue

This strategy will move the Medicaid account to a bank where the Commonwealth can fully use the earnings credit to offset bank service costs. The earnings credit is the interest the state earns on average daily balances held at the bank. By offsetting the bank service costs the result is a reduction in the compensating balances that must be maintained by the Commonwealth, which can then be invested, generating additional interest income for the general fund.

The net general fund savings are \$120,000 for 2001 and \$240,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$3,751 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$15,086 for 2001 and \$52,829 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$270 for 2001 and _____ \$540 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$910 for 2001 and _____ \$2,710 for 2002.

Totals for Department of the Treasury

The total net general fund saving are _____ \$211,266 for 2001 and _____ \$374,830 for 2002.

Treasury Board

Realize debt issuance savings

Debt service savings will be realized from the reduced size of a projected bond issuance, lower interest rates on two bond issues, and from delaying a bond issuance by one month.

The net general fund savings are _____ \$704,319 for 2001 and _____ \$1,080,448 for 2002.

Totals for Treasury Board

The total net general fund saving are _____ \$704,319 for 2001 and _____ \$1,080,448 for 2002.

Department of Taxation

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$19,657 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$224,798 for 2001 and \$787,352 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$19,246 for 2001 and \$38,492 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$14,105 for 2001 and \$45,871 for 2002.

Totals for Department of Taxation

The total net general fund saving are \$258,149 for 2001 and \$891,372 for 2002.

Secretary of Finance

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$14 for 2001 and \$45 for 2002.

Totals for Secretary of Finance

The total net general fund saving are \$14 for 2001 and \$45 for 2002.

Office of Natural Resources

Secretary of Natural Resources

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$54 for 2001 and _____ \$175 for 2002.

Totals for Secretary of Natural Resources

The total net general fund saving are _____ \$54 for 2001 and _____ \$175 for 2002.

Department of Conservation and Recreation

Reduce employment advertising costs

Savings can be achieved by reducing the content included in job announcements posted in newspapers. The costs of ads are directly related to their size. Reducing the amount of content, therefore, reduces advertisement expenses. Rather than including detailed job duty and qualification statements in ads, a brief synopsis of the job can be printed with instructions on ways applicants can learn more about those jobs. Applicants will be directed to the agency's web site for detailed job postings.

The net general fund savings are _____ \$110,000 for 2001 and _____ \$110,000 for 2002.

Hold agency meetings at state parks during off-season

A reduction in agency meeting costs will be realized by holding meetings at state park facilities during the "off-season" period. These savings result from comparatively lower lodging expenses.

The net general fund savings are _____ \$4,000 for 2001 and _____ \$4,000 for 2002.

Manage turnover and vacancy savings

Even with a concerted effort to achieve full employment, vacancies are going to occur in an agency whose authorized employment level is over 400. For instance, in FY 1999, DCR averaged 46.67 vacant positions. In FY 2000, DCR averaged 48.85 vacant positions. This strategy, therefore, identifies turnover and vacancy savings that can be used for productivity savings.

The net general fund savings are _____ \$112,530 for 2001 and _____ \$337,679 for 2002.

Increase audio/video conferencing

Through the expanded use of telephonic and audio/video conferencing, savings will be realized. Cost savings will result from reduced travel, meal per diem, and lodging expenses. Also, the productivity of staff will be improved by reducing the time dedicated to less productive travel.

The net general fund savings are _____ \$20,000 for 2001 and _____ \$40,000 for 2002.

Utilize e-mail solicitations for Requests for Proposals

This strategy proposes sending solicitations for goods and services to vendors by e-mail. During FY 2000, the agency issued 46 Requests for Proposals (RFP). There were on average 15 vendors per solicitation, leading to approximately 690 mailings. Given an average mailing cost of \$2.50 per solicitation package, sending these solicitations by U.S. Mail cost more than \$1,700. The agency estimates 60 percent of vendors have e-mail addresses. Therefore, the savings are based on 60 percent of the FY 2000 expenditures.

The net general fund savings are \$1,000 for 2001 and \$1,000 for 2002.

Improve public access to grants

The application process for grants from the Virginia Recreation Trails Fund, the Virginia Land Conservation Fund, and the Land and Water Conservation Fund will be made available through the Internet. This will save DCR an estimated 50 percent of the cost of processing, printing, and mailing grant applications.

The net general fund savings are \$1,600 for 2001 and \$1,600 for 2002.

Reduce storage space

Because current technologies allow for archiving materials in an electronic format, the amount of leased storage space needed for the agency's files will be reduced.

The net general fund savings are \$17,263 for 2001 and \$17,263 for 2002.

Reduce number of pool vehicles

The agency is currently assigned 40 vehicles from the Central Garage. By more efficiently using its vehicles, this department can return two vehicles to the Central Garage.

The net general fund savings are \$5,968 for 2001 and \$5,968 for 2002.

Utilize the Internet for making reservations at state parks

The Internet reservation system for state parks will soon be operational. As the usage of this service increases, the agency will be able to reduce the number of part-time employees manning telephones at the Reservation Center.

The net general fund savings are \$45,000 for 2001 and \$90,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$59,381 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$8,063 for 2001 and \$27,373 for 2002.

Utilize bulk paper purchases

The agency will centrally purchase paper in sufficient quantities so that the vendor pays the freight costs.

The net general fund savings are _____ \$600 for 2001 and _____ \$600 for 2002.

Totals for Department of Conservation and Recreation

The total net general fund saving are _____ \$326,024 for 2001 and _____ \$694,864 for 2002.

Marine Resources Commission

Reduce newspaper advertising for regulations

This strategy proposes that rather than publish notice of proposed regulation changes in the newspaper, that the proposed regulatory changes be posted on the Marine Resource Commission's web site. However, because MRC is required by Section 28.2-209 of the Code of Virginia to publish notice of proposed regulation changes in the daily papers of Richmond, Norfolk, and Newport News, this Code section would need to be amended in order to implement this strategy.

The net general fund savings are _____ \$0 for 2001 and _____ \$15,000 for 2002.

Recover costs from the Marine Products Board

The fees paid by commercial fishermen for "gear licenses" pursuant to Section 28.2-200 et seq., Code of Virginia, are collected by the Marine Resources Commission (MRC) and transferred to the Virginia Marine Products Fund at the Department of Agriculture and Consumer Services (DACS). From the Marine Products Fund DACS pays the operating expenses of the Marine Products Board and promotes the consumption of seafood. MRC, however, is responsible for paying the commission fee paid to license dealers from its general fund operating budget. As a matter of equity, MRC should be authorized to recover its administrative costs from the Marine Products Fund. Appropriation Act language must be added for both fiscal years that would allow MRC to recover from the Marine Products Fund the cost of issuing the gear licenses.

The net general fund savings are _____ \$10,000 for 2001 and _____ \$10,000 for 2002.

Digitize permit site photography and reduce film developing

The use of new camera technology and electronic projection images will reduce the need for commercial film developing. Digital photographs will replace the glossy pictures currently included in permit application reports.

The net general fund savings are _____ \$3,000 for 2001 and _____ \$3,000 for 2002.

Reduce employment advertising costs

Savings can be achieved by reducing the content included in job announcements posted in newspapers. The costs of ads are directly related to their size. Reducing the amount of content, therefore, reduces advertisement expenses. Rather than including detailed job duty and qualification statements in ads, a brief synopsis of the job can be printed with instructions on ways applicants can learn more about those jobs. Applicants will be directed to the agency's web site for detailed job postings.

The net general fund savings are _____ \$1,500 for 2001 and _____ \$1,500 for 2002.

Consolidate field offices

This strategy consolidates two Marine Patrol field offices. The office in Isle of Wight County will be closed and the affected Marine Patrol Officers will work out of the Newport News Operations Center. The leased office in Lancaster County will also be closed and the affected Marine Patrol Officers will use the office in Heathsville.

The net general fund savings are _____ \$0 for 2001 and _____ \$3,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$17,666 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____ \$21,040 for 2001 and _____ \$73,813 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$1,174 for 2001 and _____ \$3,827 for 2002.

Reduce non-entitlement grants for shellfish cultivation projects

This strategy will reduce the annual amount for non-entitlement grants to shellfish growers by 15 percent from \$50,000 to \$42,250. Grant awards are made to individual shellfish lease holders for shellfish cultivation projects based upon the merit of the applications received by the agency.

The net general fund savings are _____ \$7,750 for 2001 and _____ \$7,750 for 2002.

Defer oyster repletion activities

Oyster replenishment work is done between May and August/September, so the strategy will not reduce the level of replenishment work that will be completed by the agency. This strategy defers expenses for oyster replenishment activities from FY 2002 to FY 2003.

The net general fund savings are _____ \$0 for 2001 and _____ \$52,500 for 2002.

Totals for Marine Resources Commission

The total net general fund saving are _____ \$44,464 for 2001 and _____ \$188,056 for 2002.

Chesapeake Bay Local Assistance Department

Increase use of web-based media for job vacancy advertisements

CBLAD will design a new job announcement protocol using a smaller advertisement in local papers directing the applicant to our web site for further information. CBLAD will also utilize the growing number of Internet job banks to advertise vacancies. This will reduce recruitment costs.

The net general fund savings are \$200 for 2001 and \$200 for 2002.

Eliminate the use of pagers

CBLAD will eliminate the pagers used by the director and staff working with the General Assembly.

The net general fund savings are \$528 for 2001 and \$528 for 2002.

Increase the use of in-house Geographical Information System (GIS) expertise

CBLAD will reduce the number of technical assistance grants awarded to localities to develop GIS data. It is less expensive for CBLAD to develop the GIS data for the localities in-house.

The net general fund savings are \$5,000 for 2001 and \$5,000 for 2002.

Increase the use of e-mail to disseminate information

CBLAD will redirect the dissemination of information from fax and land mail to the Internet and e-mail.

The net general fund savings are \$200 for 2001 and \$200 for 2002.

Reduce hard-copy production of manuals

CBLAD will reduce its copying and mailing expenses by offering all CBLAD manuals and hand books on the web site as downloadable documents, as well as offer the local assistance manual on CD. The hard copy of the manual costs \$50.00 to produce and mail, however, the CD will cost approximately \$1.50 to produce.

The net general fund savings are \$0 for 2001 and \$1,500 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$2,135 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$114 for 2001 and \$362 for 2002.

Reduce the number of software licenses

CBLAD will eliminate the use of two licensed software packages by combining them into a new database system that is under development.

The net general fund savings are _____ \$2,000 for 2001 and _____ \$2,300 for 2002.

Totals for Chesapeake Bay Local Assistance Department

The total net general fund saving are _____ \$8,042 for 2001 and _____ \$12,225 for 2002.

Department of Historic Resources

Increase the usage of video conferencing

This strategy will help reduce the costs associated with attending agency meetings, making interagency long-distance calls, and conducting teleconferences through DIT. In FY 2001, video conferencing will be available at each regional office for Netmeetings. By utilizing Netmeetings, agency staff will be able to conduct meetings over the Internet (similar to a live teleconference). The majority of the one-time costs for the Netmeeting software were incurred during FY 2000 and purchased through the equipment lease program. To arrive at savings, the agency considered reductions in the following cost categories: travel to plenary meetings, travel to ad-hoc meetings, conference calls, and using e-mail and the internet to communicate.

The net general fund savings are _____ \$830 for 2001 and _____ \$1,136 for 2002.

Enhance the operation of the State Review and Historic Resources boards

DHR will reduce the number of mailings to the State Review and Historic Resources boards by increasing the use of e-mail. One-time costs include the purchase of a scanner.

The net general fund savings are _____ (\$163) for 2001 and _____ \$337 for 2002.

Enhance easement inspection process

Currently there are approximately 280 easement properties and this number is expected to increase by 25 per year. Ideally, an inspection should be conducted every 12 months, however our goal is approximately 120 inspections per year. The current method of doing an easement inspection is to send a letter to the property owner notifying them that an inspection is planned. Staff will contact the property owner to set up the appointment and travel to the property for the inspection. DHR can increase productivity by streamlining this process. Instead of making on-site visits, each owner will receive a questionnaire. The owner will be requested to complete the questionnaire and include current photographs of the property. A second mailing will consist of a follow-up letter to thank those responding or a letter reminding individuals to complete the questionnaire. Savings will result from reduced travel and photo processing expenses.

The net general fund savings are _____ \$194 for 2001 and _____ \$194 for 2002.

Increase use of available technology

With electronic signature capability, DHR can reduce copying and postage cost as well as streamline the receiving and processing of requests. DHR will increase the number of publications placed on the Internet and eliminate the current newspaper clipping service used to obtain articles of historic nature.

The net general fund savings are _____ \$2,345 for 2001 and _____ \$2,345 for 2002.

Increase usage of web-based media for job vacancy advertisements

DHR will increase the use of web-based media for recruiting.

The net general fund savings are \$3,551 for 2001 and \$5,755 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$1,340 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$9,396 for 2001 and \$32,895 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1,268 for 2001 and \$3,567 for 2002.

Totals for Department of Historic Resources

The total net general fund saving are \$17,421 for 2001 and \$47,569 for 2002.

Department of Environmental Quality

Reduce agency vehicle fleet

The agency will revise its vehicle management practices to make more efficient use of its current vehicles and to replace aging agency-owned vehicles with pool cars leased from the Virginia Department of Transportation. This strategy will reduce vehicle replacement costs.

The net general fund savings are \$100,000 for 2001 and \$384,000 for 2002.

Expedite the determination of watersheds for wetlands mitigation banking

The agency is currently conducting a study of the overlapping watersheds with respect to the Chesapeake Bay and the Chowan River. The original expectation was that \$200,000 in annual general fund support was needed through FY 2002 to complete the study. However, by utilizing data that has already been and is being collected by the U.S. Geological Survey, the agency will be able to complete the study without the need to contract for additional data in FY 2002.

The net general fund savings are _____\$0 for 2001 and _____\$200,000 for 2002.

Use communication devices more efficiently

The agency will reduce its service costs for cellular phones and pagers by pooling equipment among its staff.

The net general fund savings are _____\$4,000 for 2001 and _____\$12,000 for 2002.

Utilize leased space more efficiently

The agency will reduce the amount of office and warehouse space being leased by co-locating agency operations serving the same geographical area.

The net general fund savings are _____\$0 for 2001 and _____\$12,763 for 2002.

Avoid the need to increase office space

The agency will develop and implement a telecommuting policy to avoid the necessity of acquiring additional space in regional offices as previously planned.

The net general fund savings are _____\$0 for 2001 and _____\$219,270 for 2002.

Eliminate positions responsible for manual permit compliance system data submission

Through the development of the Comprehensive Environmental Data System, the agency will be able to more efficiently transmit data required by U.S. EPA for the water program permit compliance system.

The net general fund savings are _____\$24,264 for 2001 and _____\$60,022 for 2002.

Reduce the reliance on newspapers for position recruitment

By better targeting recruitment and utilizing web-based communication and interaction, the agency can reduce by 75 percent its annual costs for newspaper advertising for position recruitment.

The net general fund savings are _____\$20,000 for 2001 and _____\$54,525 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____\$0 for 2001 and _____\$51,647 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$131,996 for 2001 and \$462,150 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$812 for 2001 and \$2,430 for 2002.

Totals for Department of Environmental Quality

The total net general fund saving are \$281,072 for 2001 and \$1,458,807 for 2002.

Virginia Museum of Natural History

Improve grant application process

The agency can save staff time by using "Fastlane" software to apply for National Science Foundation grants. The agency has already purchased the software and is currently using it.

The net general fund savings are \$1,946 for 2001 and \$1,946 for 2002.

Implement a new order process for collection materials

The agency can save on collections material purchases by using the NH-COLL, an international discussion list for natural history collections staff, to place bulk orders.

The net general fund savings are \$300 for 2001 and \$300 for 2002.

Improve energy management

The agency has installed a more efficient HVAC system and added a glycol solution to the HVAC chiller water in order to avoid draining and filling the system annually. This strategy will save on electricity and gas bills as well as maintenance man-hours. Other changes to save energy include: installing water saving devices, changing outside lighting fixtures to photocell-controlled fixtures, using lower wattage bulbs, and replacing the roof on the main building and annex. The agency has also installed steel exterior doors to reduce the risk of theft and vandalism. No costs are identified with this strategy since the costs have already been incurred or obligated.

The net general fund savings are \$12,564 for 2001 and \$12,564 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$3,000 for 2001 and \$4,480 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$9,996 for 2001 and \$34,997 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,650 for 2001 and \$3,300 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$320 for 2001 and \$1,071 for 2002.

Totals for Virginia Museum of Natural History

The total net general fund saving are \$29,776 for 2001 and \$58,658 for 2002.

Office of Commerce and Trade

Department of Housing and Community Development

Reduce agency central platform hardware procurement costs

The agency's current HP3000 minicomputer is nearing the end of its useful life. Purchased in 1992, the minicomputer is scheduled for replacement in 2002 at a cost of approximately \$40,000. The agency has proposed rewriting a number of applications to run on Oracle or Access, so that the minicomputer can be replaced by a conventional Intel-based server that costs approximately \$10,000.

The net general fund savings are _____ \$0 for 2001 and _____ \$30,000 for 2002.

Reduce agency software support cost

Retiring the agency's HP3000 minicomputer will yield annual savings of approximately \$18,000 due to reduced operating system, database management system, and administrative utility software support costs. Since all HP3000 based applications will be moved to other software environments already owned by DHCD, no offsetting support costs will be incurred.

The net general fund savings are _____ \$0 for 2001 and _____ \$9,000 for 2002.

Reorganize the Division of Administration

Because of advances in technology, the Division of Administration will undergo an organizational study to determine the necessary number of and classification of staff. By streamlining processes and procedures, administrative savings will be generated.

The net general fund savings are _____ \$43,000 for 2001 and _____ \$54,455 for 2002.

Increase use of Internet online services and technology

The agency has initiated plans to increase online services to its customers. This should reduce costs for answering information requests, copying, printing, and postage. A more interactive web site will be available during the first quarter of FY 2001, and all forms necessary to do business with DHCD will be available on that web site by December 31, 2000.

The net general fund savings are _____ \$15,000 for 2001 and _____ \$15,000 for 2002.

Realize turnover and vacancy savings

Agency turnover and vacancy savings for classified and part-time positions will generate savings throughout the biennium.

The net general fund savings are _____ \$31,415 for 2001 and _____ \$94,275 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$5,177 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$8,160 for 2001 and \$16,320 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$2,491 for 2001 and \$7,190 for 2002.

Totals for Department of Housing and Community Development

The total net general fund saving are \$100,066 for 2001 and \$231,417 for 2002.

Department of Labor and Industry

Increase the use of electronic distribution processes

By increasing Internet-based distribution of agency program information and forms, DOLI will reduce its dependence on printing and postal services, with associated cost reduction. Agency customers with Internet access will have immediate access to materials currently available only by direct pickup or mail.

The net general fund savings are \$3,115 for 2001 and \$3,115 for 2002.

Increase the use of multi-media training programs

Staff training is a top priority for the agency. As more multi-media and other e-based training vehicles are made available, DOLI will reduce the number of employees attending offsite and out of town training. Consequently, more training can be offered to more employees, more economically. The biggest economy is expected in reduced travel costs. However, the purchase of multimedia training modules and online access to Internet-based training courses will require some up front investment.

The net general fund savings are \$17,025 for 2001 and \$27,025 for 2002.

Reduce personnel replacement costs

There are a number of senior level employees throughout the agency who have exercised available retirement options or plan to during the next biennium. It is anticipated that their retirement will create promotional opportunities, but at lower salary and fringe benefit costs.

The net general fund savings are \$32,823 for 2001 and \$98,501 for 2002.

Defer replacement of information technology hardware

DOLI will defer the planned purchase of new computer equipment.

The net general fund savings are \$33,850 for 2001 and \$33,850 for 2002.

Increase use of web-based media for job vacancy advertisements

DOLI will reduce dependence on traditional media and advertising methods, as it expands usage of electronic recruitment services through the Department of Human Resource Management and VIPNet.

The net general fund savings are \$1,000 for 2001 and \$1,500 for 2002.

Increase online data entry efficiencies

Throughout DOLI, multiple program data management systems are under development, which will decentralize point of entry and enable statewide online data entry. Implementation will lead to a reduction in the agency's wage staffing budget.

The net general fund savings are \$21,150 for 2001 and \$21,150 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$4,585 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1,189 for 2001 and \$3,646 for 2002.

Totals for Department of Labor and Industry

The total net general fund saving are \$110,152 for 2001 and \$193,372 for 2002.

Virginia Employment Commission

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$42 for 2002.

Totals for Virginia Employment Commission

The total net general fund saving are _____ \$0 for 2001 and _____ \$42 for 2002.

Secretary of Commerce And Trade

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$78 for 2001 and _____ \$249 for 2002.

Totals for Secretary of Commerce And Trade

The total net general fund saving are _____ \$78 for 2001 and _____ \$249 for 2002.

Department of Minority Business Enterprise

Enhance electronic technology applications

The agency will reduce postage, printing, and hard copy publication expenses by enhancing the agency's web site to provide more information online as well as the capability to download forms, in accordance with Executive Order 51.

The net general fund savings are _____ \$10,000 for 2001 and _____ \$10,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$210 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____\$64 for 2001 and _____\$129 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____\$60 for 2001 and _____\$182 for 2002.

Totals for Department of Minority Business Enterprise

The total net general fund saving are ___\$10,124 for 2001 and ___\$10,521 for 2002.

Department of Agriculture and Consumer Services

Reduce agency out-of-state convention and education travel

Agency staff will decrease travel to conventions by 25 percent. In addition, travel in the Agriculture Stewardship program will be reduced with better planning and use of resources.

The net general fund savings are ___\$118,309 for 2001 and ___\$118,309 for 2002.

Improve the efficiency of agency support services in the purchasing office

Staff in the agency's procurement office will be reduced by one position (which is currently vacant). Offsetting efficiencies will be produced by increased use of the Small Purchase Charge Card and replacement of a position with a wage employee.

The net general fund savings are ___\$34,282 for 2001 and ___\$34,282 for 2002.

Increase use of current available technology

The agency will decrease costs of postage and printing by using the jefax to disseminate agency news releases and by eliminating funding for the United States Department of Agriculture (USDA) data transmission services for Market News Reports. The USDA has implemented a web-based program to replace these contract services. The agency will also make better use of the world wide web for international trade contact and business.

The net general fund savings are ___\$33,826 for 2001 and ___\$33,826 for 2002.

Reduce discretionary expenses

The agency will reduce expenditures for office supplies, office furniture, and office incidentals.

The net general fund savings are ___\$61,000 for 2001 and ___\$61,000 for 2002.

Reduce wage funds in the Internal Audit and Veterinary Services Divisions

The agency will reduce the use of wage staff in Internal Audit and Veterinary Services Divisions.

The net general fund savings are \$35,000 for 2001 and \$35,000 for 2002.

Use nongeneral funds to support nongeneral fund activities

The agency will make adjustments to achieve maximum utilization of revenue received from regulated industries and effectively align funding sources with staff responsibilities. Currently, 42 percent of the Division's programs involve nongeneral fund activities, accordingly, 42 percent of salary and fringe benefit costs for the Director and Executive Secretary will be paid from nongeneral funds. The agency will also make other adjustments required for four positions within the Consumer Affairs Office based on support given to nongeneral fund activities.

The net general fund savings are \$97,638 for 2001 and \$97,638 for 2002.

Improve the efficiency of billing customers in Animal Industry Services

The agency will issue invoices for amounts less than \$25 quarterly rather than monthly to reduce the costs associated with mailing and processing payments.

The net general fund savings are \$27,445 for 2001 and \$27,445 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$26,127 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$112,446 for 2001 and \$393,701 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$6,500 for 2001 and \$13,000 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$6,767 for 2001 and \$21,084 for 2002.

Enhance the operation of the various policy and advisory boards

The agency will explore administrative and legislative duplication in its policy and advisory boards. The agency anticipates savings from future efficiencies that may include reduced meeting costs by combining or decreasing the number of meetings.

The net general fund savings are \$35,000 for 2001 and \$35,000 for 2002.

Totals for Department of Agriculture and Consumer Services

The total net general fund saving are \$568,213 for 2001 and \$896,412 for 2002.

Virginia Economic Development Partnership

Reduce cellular phone costs

The partnership has negotiated a more favorable cellular phone contract with two vendors, reducing its communications costs.

The net general fund savings are \$15,000 for 2001 and \$15,000 for 2002.

Delay filling certain positions

The partnership will defer filling certain vacant positions as necessary to meet its management objectives.

The net general fund savings are \$160,000 for 2001 and \$160,000 for 2002.

Reduce long distance phone costs

When practical, the partnership will use cellular phones to take advantage of free long-distance services.

The net general fund savings are \$15,000 for 2001 and \$15,000 for 2002.

Reduce travel costs

The partnership will negotiate reduced air fares, hotel rates, and other travel-related expenses.

The net general fund savings are \$40,000 for 2001 and \$40,000 for 2002.

Reduce spending on computer equipment

The partnership proposes extending the replacement cycle for its desk top and lap top computers and peripherals.

The net general fund savings are \$20,000 for 2001 and \$20,000 for 2002.

Reduce the use of contracted public relations services

The partnership will use in-house resources rather than contracted public relations services for a portion of its public relations efforts.

The net general fund savings are \$20,000 for 2001 and \$40,000 for 2002.

Reduce publication and printing costs

The partnership will place informational publications on the web or on CDs to reduce or eliminate its costs for printing hard copies.

The net general fund savings are \$40,000 for 2001 and \$40,000 for 2002.

Reduce advertising and promotion costs

The partnership will reprioritize the number and scope of marketing events and reduce the amount of media advertising.

The net general fund savings are \$40,000 for 2001 and \$40,000 for 2002.

Delay awarding one shell building

The partnership will delay awarding one shell building in the second year of the biennium.

The net general fund savings are \$0 for 2001 and \$80,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$8,360 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$5,771 for 2001 and \$11,542 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$3,850 for 2001 and \$11,448 for 2002.

Totals for Virginia Economic Development Partnership

The total net general fund saving are \$359,621 for 2001 and \$481,350 for 2002.

Virginia Tourism Authority

Eliminate underperforming promotional programs

Two promotional programs (the "Virginia is for Lovers" hot air balloon and the Hambletonian Society horseracing sponsorship) are targeted to be eliminated. The Virginia Tourism Authority does not believe that these programs are as effective as other marketing efforts.

The net general fund savings are \$352,000 for 2001 and \$352,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$3,671 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$4,332 for 2001 and \$8,663 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$1,528 for 2001 and \$4,679 for 2002.

Totals for Virginia Tourism Authority

The total net general fund saving are \$357,860 for 2001 and \$369,013 for 2002.

Department of Business Assistance

Defer update of audio-visual edit equipment

The agency will defer its biennial update of equipment used to produce training videos for client companies.

The net general fund savings are \$50,000 for 2001 and \$50,000 for 2002.

Increase preplanning and coordination of visits to Virginia companies and defer hiring external trainers

The Workforce Services Division will increase preplanning and coordination of visits to client companies as well as defer hiring outside trainers to train staff. Savings will be realized in travel and training costs.

The net general fund savings are \$25,000 for 2001 and \$25,000 for 2002.

Restructure Existing Industry Division

The Existing Industry Division (EID) will be restructured to reduce the number of company visits to existing industry, while at the same time increasing the quality and value of visits. The number of part-time field representatives will be reduced from the current 12 employees to four. The remaining four field representatives will increase their hours from 888 per year to 1,500 per year. Through training, the duties and skills of the remaining field representatives will expand from information gathering to providing assistance and counseling, similar to full-time EID project managers. The full-time EID project managers will also increase their visibility and visits to businesses.

The net general fund savings are \$175,000 for 2001 and \$175,000 for 2002.

Improve efficiency of small business development activities

Services provided to the small business community by the Small Business Development Centers will increase as a result of more accessibility through an improved agency web site. Web-enabled services will allow a faster response to clients and a reduction in administrative costs for such items as mailings and printing.

The net general fund savings are \$20,000 for 2001 and \$20,000 for 2002.

Implement Virginia Small Business Financing Authority administrative efficiencies

The agency will reduce costs through increased planning of travel, increased use of in-house resources for graphics and printing, and increased validation and screening of mailing lists.

The net general fund savings are \$10,000 for 2001 and \$10,000 for 2002.

Implement agency-wide administrative efficiencies

The agency will reduce costs by establishing a centralized, agency-wide small purchase function, deferring procurement of computer equipment and software upgrades, increasing audit and review of telecommunications activities, reducing attendance at tradeshows and placement of advertising, increasing in-house production of promotional and educational materials, and increasing use of electronic mail for distribution of newsletters and quarterly seminar announcements.

The net general fund savings are \$40,000 for 2001 and \$40,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are _____ \$0 for 2001 and _____ \$6,764 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are _____ \$14,787 for 2001 and _____ \$51,774 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$1,950 for 2001 and _____ \$3,901 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$917 for 2001 and _____ \$2,663 for 2002.

Totals for Department of Business Assistance

The total net general fund saving are _____ \$337,654 for 2001 and _____ \$385,102 for 2002.

Department of Mines, Minerals and Energy

Reassign staff to consolidate job duties

The agency proposes to eliminate a vacant division director position and rotate the duties among four senior managers. The four senior managers have been serving as the division management team on a pilot basis and rotating division-wide duties on a monthly basis since the position became vacant. The agency now proposes to make this arrangement permanent. Due to efficiencies gained from technology improvements as a result of the department's electronic permitting initiative, the agency also proposes to eliminate one office services specialist position. The incumbent in the position is scheduled to retire.

The net general fund savings are \$36,000 for 2001 and \$62,715 for 2002.

Reassign mine inspection staff to consolidate job duties

The agency completed a reassessment of coal mine inspector workloads in its mine safety program. It determined that the duties of one inspector position could be reassigned due to productivity improvements from the automation of inspection forms and the declining number of active coal mines in Virginia. One Division of Mines inspector position has been vacant because the inspector is on long-term disability and will not return to work.

The net general fund savings are \$0 for 2001 and \$71,298 for 2002.

Reduce computer costs

The agency has begun moving all computer applications currently running on an IBM RS6000 server to a newly acquired Intel-based server. This will result in cost savings in hardware and software maintenance and will provide more customer access to department information systems.

The net general fund savings are \$15,000 for 2001 and \$18,102 for 2002.

Manage turnover and vacancy

The agency will fill positions on a schedule that will produce turnover and vacancy savings.

The net general fund savings are \$54,203 for 2001 and \$162,672 for 2002.

Reduce agency vehicle fleet

The agency proposes a one-time savings resulting from a reduction of three vehicles in its vehicle fleet. The reduction can be achieved due to reassigning staff at the Divisions of Mined Land Reclamation and Mines, and changing vehicle management at the Division of Mineral Resources based on a vehicle efficiency study. Two vehicles will not be replaced in FY 2001 and one vehicle will not be replaced in FY 2002.

The net general fund savings are \$30,000 for 2001 and \$20,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$16,765 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,386 for 2001 and \$2,771 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$3,228 for 2001 and \$9,308 for 2002.

Totals for Department of Mines, Minerals and Energy

The total net general fund saving are \$139,817 for 2001 and \$363,631 for 2002.

Department of Forestry

Reduce the number of housekeeping contracts

The agency will replace the housekeeping contract in the Charlottesville headquarters with wage positions.

The net general fund savings are \$5,000 for 2001 and \$16,000 for 2002.

Increase use of available technology to disseminate information

The agency will redirect the dissemination of information from fax and land mail to web site and e-mail.

The net general fund savings are \$4,000 for 2001 and \$0 for 2002.

Reduce personnel replacement costs

There are a number of senior level employees throughout the agency who have exercised available retirement options or plan to during the biennium. It is anticipated that this will yield overall savings due to reduced salary and fringe benefit costs.

The net general fund savings are \$0 for 2001 and \$92,000 for 2002.

Reduce the number of miles traveled in daily work

The agency will establish a mileage allotment for each regional forester to enhance planning of daily work and to save on the number of miles traveled.

The net general fund savings are \$10,000 for 2001 and \$10,000 for 2002.

Reduce vehicle purchases

The agency will not purchase vehicles for each regional resource forester. Regional foresters will share vehicles. This strategy will save on the purchase of approximately four vehicles.

The net general fund savings are \$80,000 for 2001 and \$0 for 2002.

Realize savings from vacant positions

This strategy utilizes savings resulting from the delay in filling the 20 new positions given to the agency by the General Assembly for FY 2001.

The net general fund savings are \$103,125 for 2001 and \$0 for 2002.

Realize savings from normal attrition

The agency will capture savings from turnover and normal attrition

The net general fund savings are \$97,875 for 2001 and \$32,000 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$32,893 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are \$1,000 for 2001 and \$2,000 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are \$3,066 for 2001 and \$11,137 for 2002.

Totals for Department of Forestry

The total net general fund saving are \$304,066 for 2001 and \$196,030 for 2002.

Office of Technology

Department of Technology Planning

Use e-mail in lieu of regular mailings

The agency will use electronic mail for regular mailings to boards, committees, and workgroups supported by the agency. This will eliminate copying and postage charges and the need for staff preparation of hard-copy mailings.

The net general fund savings are \$1,900 for 2001 and \$1,900 for 2002.

Provide web-based IT plan submission

Beginning in FY 2001, agencies will prepare and submit to the Department of Technology Planning via the Internet agency information technology (IT) plans instead of traditional free-form plans. The department will use software to analyze these submissions. This will reduce staff effort in compiling results derived from the submissions. These savings will come from the reduced need and reduced reliance on hourly employees.

The net general fund savings are \$4,700 for 2001 and \$4,700 for 2002.

Economize on office space needs

In expanding current office space to accommodate additional employees allocated by the 2000 General Assembly, extensive use of open office workstations is being employed. This reduces the per employee space allocation from the Department of General Services' standard of 250 square feet per employee to an average of 192 square feet.

The net general fund savings are \$12,467 for 2001 and \$12,467 for 2002.

Implement e-procurement

The agency will capture nonpersonal services savings through e-procurement opportunities. E-procurement will reduce the administrative costs associated with procurement activities by reducing the time required to process procurement documents, reducing the paper costs of procurement, and by promoting the use of more statewide contracts. In addition, by relying upon the Internet to advertise the Commonwealth's business opportunities, the level of competition between vendors seeking to do business with the Commonwealth will increase. This increased level of competition will directly reduce the cost of the goods and services bought by state agencies.

The net general fund savings are \$0 for 2001 and \$657 for 2002.

Implement personal services efficiencies

The agency will capture personal service savings through a variety of actions such as leveraging the use of technology, structural redesign, redefinition of job roles and responsibilities, improved efficiencies, and the simplification and modernization of business practices. These actions will result in lower labor costs through position vacancies and turnover.

The net general fund savings are \$1,727 for 2001 and \$6,049 for 2002.

Expand the use of the Internet for recruitment actions

This proposal centralizes advertising for recruitment actions within the Commonwealth. The basic concept will make the Department for Human Resources Management (DHRM) the agency responsible for placing the ads in newspapers with the agencies reimbursing DHRM for the costs. The ads will be simple three-line ads, probably by work title, with no logos and will refer the reader to a web site, RECRUIT, or the Virginia Employment Commission where details of each position advertisement can be obtained. DHRM will negotiate with the newspapers for special state rates, and in the case of the capitol area, possibly a Commonwealth page. All state agencies will be required to use RECRUIT. The agencies will be involved in developing the process.

The net general fund savings are _____ \$44 for 2001 and _____ \$87 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$180 for 2001 and _____ \$576 for 2002.

Totals for Department of Technology Planning

The total net general fund saving are _____ \$21,018 for 2001 and _____ \$26,436 for 2002.

Secretary of Technology

Combine duties of two deputy secretaries

The Office has eliminated one of its two deputy secretary positions. The support staff of the office has been strengthened, both in terms of number and skill sets. This, along with the growing role and importance of the Council on Technology Services (COTS) and the ability of this organization to assert leadership across state government, should ensure the successful accomplishment of the goals and mission of the Secretary of Technology.

The net general fund savings are _____ \$8,135 for 2001 and _____ \$8,138 for 2002.

Implement telecommunications contract savings

The agency will capture nonpersonal service savings through the Commonwealth's new telecommunications contract. The Department of Information Technology (DIT) recently signed a multi-year contract with MCI WorldCom to provide long-distance and data services for state agencies and institutions. Having taken effect on June 1, the contract provides substantial price reductions over the previous long-distance and data contract. DIT customers began their savings with their June 2000, telecommunications services bill.

The net general fund savings are _____ \$166 for 2001 and _____ \$542 for 2002.

Totals for Secretary of Technology

The total net general fund saving are _____ \$8,301 for 2001 and _____ \$8,680 for 2002.

Center for Innovative Technology

Encourage the use of video teleconference

Recently, the agency upgraded its teleconferencing equipment to connect its 10 office locations. Greater use of this teleconferencing capability will reduce travel expenses.

The net general fund savings are \$19,240 for 2001 and \$19,240 for 2002.

Install new telephone system

In April 2000, the agency installed a new phone system at the headquarters office. This system offers advantages over the former Bell Atlantic Centrex system by providing voice over the Internet, which dramatically reduces or avoids altogether long distance charges. It also offers integrated messaging and simplifies any service modifications.

The net general fund savings are \$52,931 for 2001 and \$52,931 for 2002.

Implement balance score card system

Starting in July 2000, the agency implemented a new process to monitor its progress against its goals by implementing a Balance Score Card System. In the past, the agency contracted with George Mason University Institute of Public Policy to perform an Economic Impact Assessment to record the impact its program efforts had on its customers. Under the newly introduced system, the agency will monitor its own progress with its customers and have an independent organization validate the results at year-end.

The net general fund savings are \$20,000 for 2001 and \$20,000 for 2002.

Outsource network management function

The agency will not seek to fill the vacant network manager position with a permanent employee. An outside company will provide similar services with more expertise at less cost.

The net general fund savings are \$59,236 for 2001 and \$59,236 for 2002.

Use intern to coordinate studies

The agency had planned to hire an employee to fill a new position called Policy Research Director. This position was created to provide services involved in the coordination of studies requested by the Office of the Secretary of Technology, the General Assembly, or other public bodies. The agency has decided not to hire a full-time permanent employee for this position. Instead, an intern will be hired to do the work.

The net general fund savings are \$90,436 for 2001 and \$90,436 for 2002.

Provide publications on-line

In the past, the agency published a book called "Technologies In Virginia Regions," a 200-page report with colored maps. Starting in July 2000, instead of producing a hard copy version of this publication, the agency will make it available on its web site for its customers to download, thus saving printing and distribution costs.

The net general fund savings are \$11,500 for 2001 and \$11,500 for 2002.

Consolidate coordination of staff training

The agency will reduce costs by streamlining training, using in-house courses or obtaining group discounts.

The net general fund savings are \$9,341 for 2001 and \$9,341 for 2002.

Totals for Center for Innovative Technology

The total net general fund saving are \$262,684 for 2001 and \$262,684 for 2002.

Efficient business practices

Agencies plan to achieve savings through greater efficiencies in administration of day-to-day operations, restructuring or reorganizing, reductions in labor costs, and other improved business practices and processes. Some examples:

- **The Department of the Treasury** has recommended moving the Commonwealth's Medicaid account to a bank that will charge lower bank service fees. This action will free additional general fund dollars for investment. (\$360,000 GF)
- The **School for the Deaf, Blind and Multi-Disabled at Hampton** will reorganize its warehouse functions so that ordering, stocking, and delivery of office supplies will be delegated to departments rather than handled centrally. This will result in savings in fuel for the vehicle used to deliver office supplies, and will reduce the need to dispose of obsolete items no longer kept "on the shelf." (\$6,000 GF)
- Due to administrative efficiencies, the **Department of State Police** will reduce its use of wage staff and contractors by 15 percent. (\$390,000 GF)
- By actively managing staffing assignments and developing an incentive bonus plan, the **Southwestern Virginia Mental Health Institute** reduced its overtime and wage expenditures. (\$101,240 GF)
- The **Jamestown-Yorktown Foundation** will reduce costs by centralizing pickup for United Parcel Service at one facility. (\$4,000 GF)
- The **Frontier Culture Museum** will reduce costs for mowing by contracting with the Department of Corrections rather than using a more costly private service (\$17,799 GF)
- The **Department of Correctional Education** will switch to centralized purchasing of software licenses for system-wide educational software, instead of the current more costly practice of buying individual licenses for each computer. (\$200,000 GF)

Cost containment measures

Agencies also plan to institute a number of actions that will reduce costs through better energy management, reduction of unnecessary discretionary spending, and other cost-saving measures.

Examples include the following:

- Several agencies, including the **Parole Board**, the **Department of Correctional Education**, the **Council on Human Rights**, and the **Department of Agriculture and Consumer Services**, will

reduce spending for staff training and travel through methods such as consolidating classes and other meetings and making greater use of teleconferencing.

- **The Virginia Tourism Authority** will eliminate under-performing promotional campaigns. (\$704,000 GF)
- By using its own generators during peak load periods, **Eastern State Hospital** can receive a lower usage rate for electricity. (\$100,000 GF)
- **The Frontier Culture Museum** will reduce energy costs by retrofitting its external security lights at DeJarnette Center so that individual motion detectors activate the lights. (\$17,500 GF)
- **The Department of Social Services** has proposed extending its replacement schedule for computer equipment from three to four years. (\$241,560 GF)
- By contracting out Medicaid recipients' transportation services to a single provider, the **Department of Medical Assistance Services** can reduce the level of abuse within the program as well as better define its own transportation costs. (\$4.8 million GF)