



Dave Yost
Auditor of State



Skinny Ohio
Local Government Officials' Conference

Presented by: Lori Gabet

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SKINNY OHIO



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Overview

- Gathers best practices in critical areas from performance audits
- Semiannual update with Ohio and National examples



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SkinnyOhio.org

- Critical areas with drop down of more specific topics
- Information on Performance Audits
- Current News
- Local Government Toolkit
- Performance Audit Database



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Planning & Financial

- Financial Forecasting
 - Forecasting is key component in determining future operations, problems, and opportunities
 - Quantitative or qualitative methods, or combination of the two



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Planning & Financial

- Financial Forecasting
 - City of Lakewood
 - Developed five-year forecast
 - Montgomery County
 - Developed a General Fund, five-year financial plan



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Planning & Financial

- Strategic Planning
 - Identifies goals and develops process to best meet those goals
 - Helps organizations better utilize their resources and improve efficiency and accountability



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Planning & Financial

- Strategic Planning
 - Mahoning County Solid Waste District
 - Comprehensive solid waste management plan
 - City of Dayton
 - Adopted initial strategic plan in 1999
 - Updated and revised on ongoing basis



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Human Resources

- Staff Planning
 - Helps organizations better plan for future by identifying current and future staffing needs
 - Improves employee utilization, overall effectiveness, and competitive positioning



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Human Resources

- Staff Planning
 - Cincinnati City School District
 - Incorporates state requirements, contractual agreements, available resources, and educational goals



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Human Resources

- Cross Training
 - Employer benefits:
 - Increase workforce flexibility
 - Lower turnover
 - Develop higher skill set
 - Employee benefits:
 - See the big picture
 - Become happier at work



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Human Resources

- Cross Training
 - Lake County Clerk of Courts
 - Chief Finance Clerk and bookkeepers duties are segregated and rotated randomly on a monthly basis
 - City of Barberton, Finance Department
 - All clerks cross-trained to eliminate need for overtime or hire temporary help



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Human Resources

- Shared Administrators
 - Helps smaller governments recruit and afford more experienced administrators and executives
 - Extends to operations management, support positions, and technical jobs



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Human Resources

- Shared Administrators
 - Orrville City School and Rittman Exempted Village Schools
 - Share Superintendent, Treasurer, other administrators, and some teachers



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Human Resources

- Sick Leave Management
 - Document and monitor absences
 - Look for pattern of abuse
 - Find out why employee is abusing leave
 - Enforce policies and take appropriate action



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Human Resources

- Succession Planning
 - Capture and pass on expertise, judgment, and insight of senior leaders
 - Identify employees within organization who have potential for leadership roles



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Fleet

- Consolidated Operations & Fleet Maintenance Partnerships
 - Consolidating vehicle maintenance increases efficiency
 - Creating internal service funds and charging back ensures fair distribution of costs



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Fleet

- Consolidated Operations & Fleet Maintenance Partnerships
 - Stark County
 - Centralized garage provides routine maintenance to most county offices
 - City of Gahanna
 - Partnered with Mifflin and Jefferson Townships over the past 10 year to share a service garage



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Fleet

- Centralized Fleet Management
 - Fleet Management Plan addresses fleet life cycle
 - “Right-sizing” ensures the quantity and types of vehicles matches the organization’s requirements



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Fleet

- Centralized Fleet Management
 - City of Columbus
 - Right-sizing vehicles reduced fuel consumption by 3 percent and earned the City a \$1.3 million grant for an alternative fuel truck



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Fleet

- Fuel Management & Oversight
 - Coordinating fuel access
 - Centralizing tanks
 - Obtaining bulk discounts
 - Sharing facilities



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Fleet

- Fuel Management & Oversight
 - City of Barberton and Barberton City Schools
 - Partnered to share a fuel depot and purchase motor fuel



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Fleet

- Fuel Conservation Policies
 - Maintenance policies
 - Limit weight
 - Avoid unnecessary trips
 - Reduce long idling
 - Maintain adequate tire pressure
 - Perform regular oil and air filter changes



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Fleet

- Fuel Conservation Policies
 - General policies
 - No idling
 - Establish maximum speeds
 - Minimize aggressive starts and stops
 - Track location and use with GPS



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Facility

- Energy Management
 - Reduce costs and energy usage
 - No to low cost options
 - Purchasing consortiums
 - Education initiatives
 - Significant investments
 - Facility upgrades (new windows, doors, etc.)
 - Energy management program



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Facility

- Energy Management
 - Medina City Schools
 - Purchases utilities through a consortium
 - Tracks energy costs and usage by building and compares to previous years
 - Uses policies, administrative guidelines, and staff newsletters to communicate goals and steps to reduce usage



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Facility

- Facility Use Management
 - Process of regularly evaluating square footage operated against benchmarks to make decisions or plan for future uses and needs
 - US General Services Administration (GSA) completed case studies regarding optimal space and utilization



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Facility

- Facility Use Management
 - Columbus Metropolitan Library
 - Developed facilities master plan including assessment of building usage and space, among other criteria, for facilities-related decisions



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Operations

- Snow & Ice Control
 - Snow and ice control plan
 - Preparation begins before snow season
 - Inspect and maintain vehicles and equipment during the off season
 - Train personnel in proper equipment operation and snow and ice control strategy



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Operations

- Snow & Ice Control
 - Cities of Dublin, Westerville, and Fairfield
 - Snow and ice control plans accredited by The American Public Works Association (APWA)



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Operations

- Communications Center Accreditation
 - Process to systematically review and assess operations and procedures
 - Strengthens accountability, internally and externally
 - Can limit liability and risk exposure



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Operations

- Dispatch Consolidation
 - Produces long-term cost efficiencies
 - Requires intense planning
 - Put into place mechanisms to develop, promote, and preserve trust
 - Draft clear agreement for responsibilities, tasks, and command and control of field units



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Operations

- Dispatch Consolidation
 - Westshore Central Dispatch Center
 - Sends fire and EMS responders to calls in several western Cuyahoga County cities
 - Montgomery County Regional Dispatch Center
 - Montgomery County Sheriff's Office dispatches police/fire calls for 29 police/fire departments



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Operations

- Police Shifts
 - Economic challenges make it difficult for departments to meet staffing needs
 - Alternative scheduling re-distributes officers to meet higher workload periods
 - 10 or 12 hour shifts
 - Staggered shifts



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Operations

- Police Shifts
 - City of Lakewood
 - Officers scheduled to work either a traditional 8-hour shift or a modified work schedule of six 12-hour shifts and one 8- hour shift
 - Increases the number of officers available for response during peak times of the day



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Technology

- Server Consolidation
 - Reduces number of servers or server locations
 - Saves money by reducing administration and support
 - Virtualization reduces number of physical servers



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Technology

- Server Consolidation
 - State of Ohio
 - Virtualized 1,400 servers saving approximately \$10 million over three years
 - South-Western City Schools
 - Network contains 25 virtualized servers on three physical servers



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Technology

- Process Automation for Procurement
 - Any process automated through use of computers and computer software
 - Requires less human intervention and less human time to deliver



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Technology

- Process Automation for Procurement
 - Vermilion City Schools
 - Web-based purchasing software enables quicker approval process
 - Users can review prior year requisitions for comparison



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QUESTIONS & DISCUSSION



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