



At the 2012 NASCA Institute in Salt Lake City, we asked our state members to share their accomplishments, best practices, and initiatives they have achieved in their states. *[Last updated 11-29-2012]*

State of Connecticut



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Accomplishments:

- For the fourth consecutive year surpassed the billion dollar mark in collecting in excess of \$1.12 billion in paid claims due to the state through partnerships with sister state agencies, continued streamlining of processes, and innovative use of technology.
- Achieved over \$8 million in cost reductions during this fiscal year through negotiation, reverse auction, cooperative contracting or rebates in the administration of over 1,000 contracts for executive branch agencies.
- Implemented the Online Bid Response system, a new user friendly bid submission tool for our vendors and customers which significantly reduced paper, printing, shredding and storage costs.
- Saved the state approximately \$913,000 for FY 2012 by reducing leases, renegotiating renewal rates and obtaining credits for unnecessary carpet and paint.
- Reduced the number of state leases from 176 to 152 and reduced the square footage of leased space by consolidating agencies in state-owned space
- Stood up a new 24/7 security operations center for the Department of Administrative Services to improve overall security services to state employees, assets and visitors to state facilities using more cost effective methods.
- Supported and participated in the National Level Exercise sponsored by US Department of Homeland Security to test the nation's ability to coordinate and implement prevention, preparedness, response and recovery plans and capabilities pertaining to a significant cyber event or a series of events.
- Worked collaboratively with the Secretary of the State on the deployment of a new Voter system.

- Upgraded lighting and installed various lighting control elements, and installed new high-efficiency burners in the boilers, at the State Office Building, 165 Capitol Avenue, Hartford.
- Worked collaboratively with the Department of Construction Services on the new Data Center project that will provide a state-owned data center by 2015 with ongoing savings related to server consolidation and energy efficiency.
- Established and executed technology and policies to prevent unauthorized access to state systems and data from the internet. In FY 2012, the efforts system blocked over 2.1 billion access attempts and approximately 42 million access attempts weekly.

State of Georgia



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Accomplishments:

- Consolidation of the HR Function
- Development of Community in each function
- Legislation for \$25K no-bid threshold

Initiatives:

- Delivering value
- Engaged employees
- Customer relationships

State of Illinois



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Accomplishments:

- Information Technology
 - Created the State's first private "Cloud Computing" environment, which allows for the centralization of computing resources

(infrastructure, software, storage, and systems) that are in turn delivered as a service over a network.

- Business Enterprise
 - Implemented a third-party specialty finance program intended to provide working capital to Illinois vendors and service providers who have been affected by the State's delayed payment cycle.
 - Held first annual CMS Business Diversity Summit. Outreach events have been instrumental in reinforcing the State's commitment to networking, Q&A, and contract opportunities for diverse businesses, State agencies and universities in Illinois.
- Personnel
 - In an effort to increase access to employment opportunities, CMS has initiated the Mobile Assessment Program which enables individuals to test for employment at locations statewide.
- Client Relations
 - Recently launched a Client Relations initiative which utilizes feedback from services rendered to CMS clients. It is designed to better serve the people of Illinois by providing more effective and efficient services to state agencies, employees, the business community and the legislature.
- Property Management
 - Surpassed \$50M in lease cost reductions of state owned facilities.
 - Surpassed 1.6M square feet of leased space elimination.
- State Fleet
 - CMS recently launched a sustainable transportation option for state employees in Chicago and Springfield, with car sharing services through Zipcar, Inc. Zipcar's hybrid and fuel-efficient vehicles will help support the State's goal to reduce overall fuel consumption and promote environmentally-friendly forms of transportation for State business.

Initiatives:

- Business Outreach – Collaborating with State agencies, business organizations, and community institutions to provide regular workshops on the State's procurement process.
- Statewide Voice Over Internet Protocol("VoIP")/Unified Communications—A more extensive use of VOIP will enable the State to develop a unified communications strategy that will ultimately combine and simplify all forms of communications, independent of location, time or device. This transition will significantly reduce costs associated with telephony services to our customers and will avail new capabilities and efficiencies.

Commonwealth of Kentucky



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Accomplishments:

- **Broadband:** Kentucky ranked #2 in the amount of total grant awards for Infrastructure receiving a total of \$315 million dollars. On May 31st, 2012 the Office of Broadband Outreach and Development launched its statewide effort on conquering the lack of broadband awareness and use among our citizens. We have partnered with all 15 Area Development Districts. Through our partnership, we expect to make our citizens aware of the benefits and opportunities that broadband can provide across our state.
- **The Commonwealth Energy Management and Control System (CEMCS) pilot:** an ARRA-funded enterprise software system designed to monitor, analyze, control, and optimize energy utilization in 43 participating public state buildings at 23 sites across the state. Since implementation in 2011, CEMCS has saved approximately \$1.3 million, vastly surpassing originally projected savings, and won the National Association of State Facilities Administrators' (NASFA) 2012 Innovations Award.
- **DOR Revenue Enhancement Initiative:** During the 2009 Legislative Session, the Department of Revenue was appropriated additional funds for a Revenue Enhancement Initiative (REI). The total collection for fiscal year 2012 (through May 2012) was \$85.9 million. REI distributed over \$13.6 million in delinquent debt collection during fiscal year 2012 and \$29.9 million since the programs' inception. HB 499 of the 2012 session authorized an additional 85 employees to expand the revenue enhancement initiative. The Department will continue to track the new employees' progress to further demonstrate the benefits of this effort.
- **ESPCs:** Since 2008, the Finance Cabinet has helped implement Energy Savings Performance Contracts (ESPCs) in 774 buildings. The estimated annual savings resulting from these ESPCs is over \$68 million.
- **Facilities:** The Division of Historic Properties completed major improvements and renovations on the Capitol Campus leading up to the centennial event. Murals in the rotunda, refurbishment of 150 windows, redesign of the rose garden and general repairs have been completed. The Division of Surplus Property was aggressive in using e-Bay to increase the efficiency of their operations and contribute to SGI. The Division of Real Property participated in the SGI and achieved annual savings of \$943,064.83 by reducing the rental rate by 5%.

- **Green Bank:** The Green Bank of Kentucky revolving loan program has been nationally recognized for its innovative use of ARRA funding to finance energy-efficient improvements in state buildings. Since the launch of the Green Bank of Kentucky in September 2009, the program has financed nine projects for a total of \$14.4 million, having disbursed all of its original ARRA funding. With the initial balance of funds loaned out, going forward all funds repaid into the Green Bank will be 'rolled over' to finance future energy-efficient improvements in other state buildings on an on-going basis.
- **IT Infrastructure Consolidation, Managed Print Services, and an Alternate Data Center:** After an in-depth assessment of IT service delivery in the commonwealth earlier this year (resulting from SGI), it was determined that decentralized delivery of IT infrastructure services results in costly asset redundancy and exceeds best practice standards. The IT Infrastructure Initiative will take immediate actions to improve efficiency and service delivery of IT infrastructure services:
 - Hire a new chief information officer and elevate the position to be a member of the Governor's Executive Cabinet;
 - Create a Technology Advisory Council to improve coordination, accountability and oversight of IT across the executive branch;
 - Consolidate IT infrastructure services under the chief information officer.
 - In addition to cost savings, these actions will significantly reduce the risk of system failure, privacy or security breach. These changes also will position the commonwealth to take advantage of emerging technologies and sourcing alternatives for IT services in the future. Streamlining IT service delivery is estimated to yield annual net savings ranging from \$16.7 to \$27.8 million upon full implementation.
 - Managed Print Services (MPS) will commence in November under a contract recently awarded to Xerox. The goal is to optimize equipment to ensure the state has the right amount of print devices and that those devices are physically situated to satisfy business needs. The contract will allow agencies to update their equipment with more efficient technology while reducing our carbon footprint and IT infrastructure costs. Managed print services savings are estimated at \$19 million over five years.
 - The commonwealth recently entered into a contract to establish an Alternate Data Center (ADC). The ADC improves the commonwealth's ability to provide uninterrupted service in the event of a disaster or other interruption of services at the Commonwealth Data Center in Frankfort. The added security and ability to provide enhanced services during emergency situations allows peace of mind to COT's customer agencies and to the citizens of Kentucky.
- **Kentucky Housing Corporation:** KHC partners work with 20 housing counseling agencies throughout the state to provide homeownership education and counseling services to Kentuckians. Services vary from pre-purchase to foreclosure recovery and all distressed homeowners begin process with the Homeownership Protection Center and are referred to a qualifying counseling agency for free assistance. KHC also offers an Unemployment Bridge Program (UBP) for Kentucky homeowners who have suffered job or employment income losses in the last 3 years through not fault of their own. The program pays mortgage payments for 12 months or for a maximum of \$25,000, whichever comes first. To further assist in relief to distressed borrowers and direct

payments to states and the federal government, Kentucky received \$58.75 million from the National Mortgage Settlement. KHC received \$7.5 million of that \$58.75.

- KHEAA/KHESLC: In 2012, the financial aid organizations worked with the legislature to establish the Asset Resolution Corporation, a collection agency that will work on behalf of the federal government's direct loan program, sustaining the self-funding model for KHEAA and KHESLC. This will ensure continued financial assistance for students pursuing a post-secondary education.
- Open Door: The Cabinet hosts the Open Door website, an award-winning transparency website offering a comprehensive, searchable portal, providing a more transparent, accountable state government. Open Door has received national attention from a number of independent public advocacy groups and other states, and international attention from representatives in over forty countries.
- Procurement: The Office of Procurement Services (OPS) began hosting reciprocal vendor preference agreements, meaning Kentucky businesses get equal preference in participating states for contracts as we provide the same preference to businesses from these states when they bid on our own state contracts. This, along with the Cabinet's Minority and Women Business Enterprise Certification, increases the opportunities for jobs and contracts for Kentucky businesses. OPS also established a working relationship with the Department of Revenue in the Vendor Offset Program. This prevents the Commonwealth from procuring goods or services from a vendor that is delinquent on his/her taxes, as well as preventing payment to current vendors who are delinquent on his/her taxes. Through SGI, OPS renegotiated and/or rebid master agreements and contracts with vendors to save more than \$7 million. OPS also updated the Exceptions to Executive Order 2008-11 procurement limits to reduce the burden on state agencies.
- Self Insurance: Resulting from an SGI workgroup, the Office of the Controller implemented the Kentucky Self-Insured Auto Program (KSAP), a lower-cost, self-insurance plan for the State's vehicle fleet. KSAP will be providing a 15% state-wide savings in vehicle insurance premium costs for FY 2013, saving the Commonwealth approximately \$600,000 compared to FY 2012.
- Smart Government Initiative (SGI): When Governor Beshear began his Smart Government Initiative (SGI), he tasked the Finance and Administration Cabinet with oversight and implementation of the recommendations made by the various workgroups. More efficient and effective government operations in the areas of transportation, asset management, procurement, postal services and information technology continue to be tracked and implemented and yield recurring savings. To date, SGI has saved over \$25 million.
- Tax Amnesty: On October 1, 2012, the commonwealth kicked off the third amnesty program in its history. Nearly 170,000 delinquent taxpayers were identified and sent prefilled applications prior to October 1. To date, nearly 12,000 taxpayers have submitted payments from each of the 120 counties in Kentucky and all states except Montana and Vermont. The Department of Revenue has received over 26,000 phone calls regarding the program.

State of Michigan



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Accomplishments

- Reforming Business process for Administrative Services
- Internal & External Strategic Alignment
- Dashboard & Scorecards
- Sourced pharmacy benefits, saving \$30M annually at current volumes
- Co-Generation Power Plant
- Eliminated 255,946 square feet of leased space FYTD, with savings of over \$10 million over the life of the lease
- Established DTMS Accounting Service Center serving 4 other state agencies
- Michigan Building Intelligence System (Mi-BIS), NASCIO Award Winner

Initiatives:

- \$7 M - Space consolidation, restacking state buildings
- eProcurement System
- Facility Maintenance
- Michigan Asset Location and Executive Information System (MiALEIS)
- Rate review process that is customer friendly

State of Michigan



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Accomplishments:

- Building budgets based on structural balance, eliminated perpetual \$1.5B deficit
- Developed and implemented a plan to invest in core assets, including facilities and IT
- Post-retirement benefit reform, reduced unfunded liabilities by more than \$20B
- Internal and external strategic alignment
- Dashboard and scorecards, budget tied to metrics for first time
- Implemented plan to invest in infrastructure (\$32.8M)

Initiatives:

- Space standards, eliminating vacant space and shrinking size of state government by more than 1 million square feet
- Good Government Initiative
- FY 2014 and FY 2015 Budgets
- \$47 M in ongoing funding for IT

State of Minnesota

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Accomplishments:

- Strategic contracting and purchasing, including multistate contracting alliances and cooperative purchasing efforts, are creating savings for the state. Savings and cost avoidance of \$12.1 million in Fiscal Year 2012.
- Effective lease negotiations reduced facility lease costs by more than \$6.5 million in Fiscal Year 2012.
- Driving fleet management operational costs below industry standards through use of life-cycle and per unit cost targets. Gasoline consumption has been reduced by 15.1 percent since 2005 and E85 usage has increased by nearly 900 percent.
- The Lean/continuous improvement program has trained more than 1800 employees from more than 20 state agencies, 36 counties and 12 cities. Process improvements create an average time savings of 68 percent and average cost savings of \$105,000.
- Focused energy consumption reductions in Capitol Complex buildings of 26.6 percent to date have surpassed the 20 percent energy usage reduction goal set in Executive Order 11-12.
- Reducing pharmacy costs through increased participation in an alternative low-cost pharmacy program for state employees receiving workers' compensation has achieved savings of \$137,000.
- Reducing property and casualty insurance operating expense ratios below industry standards has reduced rates and returned an estimated \$2.5 million in dividends to state agencies and other entities.

Initiatives:

- Capitol Preservation, a \$241 million effort to ensure that the Minnesota State Capitol will continue to serve the needs of citizens and state government for the next 100 years.

- Strategic Partnerships with the University of Minnesota, Minnesota State College and University system, local governments, non-profits, foundations and the business community are being forged to achieve savings and improve services.
- Shared Services initiatives will build on our success providing shared human resources and financial management services across 14 small boards and councils.
- Space Management opportunities, where state agencies reduce their footprint through guidelines/standards and telework opportunities.

State of Missouri



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Accomplishments:

- Office of Administration's fiscal savings
 - Fleet cost/mileage cost-reduction: OA reduced mileage reimbursement rates by \$.13 per mile during 2010 to the current rate of \$.37 per mile. Saved over \$950,000 during FY 10, over \$2.5 million in FY 11 and \$3.7M in FY 12. Three year total savings of over \$7.1 M.
 - Since 2010, state agencies have reduced their fleets by 571 vehicles, returning nearly \$1.4 million to the state.
 - Energy cost reduction initiative - Energy consumption down 15.24% in the 2nd quarter of CY12 compared to the same quarter in CY11 and down 24.41% since CY2008 during the same quarter.
 - Leases - Since January 2009, reduction of 419,814 square feet with annual rent reductions of \$5,175,628 and janitorial reductions of \$1,279,611, both totaling \$6,455,249 in savings.
 - Contract cost inflators - Since November 2009, the Division has a cost avoidance of \$22,749,348
 - Debt restructuring
 - On September 11, State Board of Fund Commissioners gave final approval on the refinancing of the General Obligation Refunding Bonds, Series A 2012, which will result in \$23.3 million in savings in the current fiscal year.
 - The State Board of Public Buildings on Aug. 2 approved the refinancing of the Board of Public Buildings Series A 2012 Refunding Bonds, which will save an additional \$20.3 million this fiscal year.
- eGovernment initiatives
- HR Transformation Phase I
 - Employee-Self Service Portal

- HR Call Center
- Broadband Initiative
- Unified Communications

Initiatives:

- ITSD outsourcing and reallocation of resources
- E-procurement and accounting system upgrade
- HR Transformation/consolidation
- Merit system restructuring
- ITSD recruitment program

State of New Mexico



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Accomplishments:

- Renegotiated total lease savings of more than \$9 million
- Developed outcome-based performance measures
- Sale of the state's executive jet and reduction in state aircraft fleet size from 8 to 3 aircraft
- Reduced the number of state vehicles by 15 percent
- Overhauled GSD website and allow for B2B
- Developed a web-based listing/accounting of all state-owned buildings, structures, land and leases
- Reduced outside legal counsel costs through better litigation risk processes
- Established an intranet site for tracking all job vacancies in GSD
- Eliminated vendor fees for registering with State Purchasing Division

Initiatives:

- Directing the Governor's Task Force on Procurement Reform
- Leading state government's transition to electronic procurement
- Improving the life-cycle cost management of state-owned buildings
- Reforming the capital outlay process
- Optimizing GSD website for use on mobile devices
- Implementing a web-based online auctioning capability for surplus property

State of New Mexico



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Accomplishments:

- Moving state government to electronic procurement
- Elimination of vendor fees for registering with State Purchasing Division
- Shifted from contracts database to online Sunshine Portal to promote transparency
- Development of outcome-based performance measures

Initiatives:

- Managing the Governor's Task Force on Procurement Reform
- Leading state government's transition to electronic procurement
- Managing an agency that makes \$5 billion in annual purchases
- Developing statewide chief procurement officer identification and education
- Establishing a vertical matrix management classification system of purchasing agents
- Revision of Debarment/Suspension law and regulations
- Raising small-purchase levels in procurement to boost efficiency

State of Pennsylvania



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Accomplishments:

- Launched the Governor's Innovation Office (GIO) –The GIO works with agencies to drive innovation with a focus on reducing costs, increasing efficiency and improving customer service. Over 140 initiatives with a total projected savings of more than \$100 million are currently underway.
- Negotiated Union Contracts Saving \$870 million – Negotiated new four-year labor contracts with 13 unions, covering over 55,000 employees. Savings were achieved through very modest pay increases, reducing the number of

- sick days earned each year from 13 to 11, and increasing the employee contribution to healthcare from 3 percent to 5 percent of gross annual salary.
- Implemented New Travel Policy Saving \$2 million annually – The new travel policy eliminated per diems and requires receipts for all travel-related reimbursements.

Initiatives:

- Launch Transparency Website – OA launched the PA Open Government in March 2011 to consolidate existing online resources for the budget, performance measures, workforce statistics and procurements. In December 2012, OA will launch PennWATCH, a searchable database of agency expenditures, revenues and employee complement and compensation.
- Implementing Unified Communications Telecommunications System – OA is currently transitioning the commonwealth’s telecommunications infrastructure to Voice Over Internet Protocol (VOIP) and providing over 57,000 employees with unified communications tools. Anticipated savings include lower costs for travel, email storage, and conference and long distance calling.
- Further Consolidating Data Center Services –The commonwealth’s current data center contract and related equipment contracts expire in 2014. OA is developing a strategy to consolidate servers and supporting services resulting in significant efficiency gains and cost savings.
- Implementing Self Funded Portal – The commonwealth is working with a third party vendor (NIC) to upgrade the infrastructure and add state-of-the-art functionality, redesigning the portal to be more intuitive and easier to navigate.
- Expanding PA’s Centralized HR Shared Service Center to Include Onboarding –In December 2012, OA will launch an online orientation tool that new employees will use before their first day of work to complete their hiring paperwork, receive and sign up for their healthcare benefits, and learn about commonwealth employment. Onboarding will impact an average of 800 new employees each month. We anticipate this initiative will reduce HR administrative workload by approximately 1,600 hours per month.
- Implementing Electronic Personnel File – OA is conducting a pilot in the Department of Aging to automate the employee Official Personnel File system. The initiative will result in faster retrieval of personnel files, and the elimination of paper and associated costs. Our existing SAP system will be leveraged and plans are already underway to expand the pilot to other agencies.

State of Pennsylvania



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Accomplishments:

- Reduced leased space by over 350,000 SF for an annual savings of \$7 million.
- Reduced vehicle fleet by 14%, outsourced temporary fleet, and revised vehicle and travel policies, all of which resulted in annual savings of almost \$20 million, and one time savings of \$14 million.
- Reduced unnecessary building expenses and maintenance contracts for a savings of \$475,000.

Initiatives:

- Continue the preparation of all documents for the Small Business Procurement Initiative, which sets aside certain procurement contracts, as well as construction and design projects under \$300,000, for bids from self-certified small businesses.
- Continue building additional phases of database for the online self-certification for small business procurement initiative.
- Reviewing critical functions to determine if outsourcing is less expensive than performing in-house.

State of Tennessee

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Accomplishments:

- In December 2011, the State of Tennessee entered into a contract with Enterprise Holdings via a cooperative agreement with the University of Tennessee. Effective February 1st, 2012 the WeCar program replaced General Services' MVM Dispatch program. This partnership with Enterprise provides short-term rentals for State employees traveling for business, and allows us to consolidate spending, simplify program management and significantly reduce our annual car rental expenditures. It also provides State employees with special recognition, service and speed whether renting a motor pool vehicle locally, across the state, or at an airport.
- The State also recently passed legislation to centralize procurement functions and create cost savings and efficiencies, while ensuring transparency and accountability in the procurement and contracting process. The creation of central contract and grant management processes has helped maximize workflow and minimize procedural steps that would otherwise impede productivity, and through benchmarking and sourcing we have seen a significant savings of tax payer dollars. We also credit our success in the ability to re-class positions and getting top quality people with extensive private sector experience.

Initiatives:

- On September 30, 2011, Governor Haslam signed Executive Order No. 7, effectively transferring the management and operation of the Division of Real Property Administration (RPA) from the Department of Finance and Administration (F&A) to the Department of General Services (DGS). The subsequent merger of RPA with DGS's Property Services Management Division (PSM) on October 1, 2011 resulted in the creation of STREAM: the State of Tennessee Real Estate Management Division.

Two key STREAM initiatives include:

- Project T3, Transforming Tennessee for Tomorrow - The goal of this project is to reduce lease space across the state by "densifying" State owned buildings and moving those terminated leases in State owned space. Project T3 will save the state an anticipated \$100 million over the next 10 years while putting State employees in a more efficient and productive work environment.
- Pre-Planning of Capital Projects - Previously the budget office has had to rely on "best guesses" on both scope and budget for projects. Through the recognition that the scopes need to be better defined to make the budget estimates more accurate, we have developed a program to utilize proper expertise to help put these together. We have identified that the scope of a project should be based on the needs of an agency, feasibility of the goal market at the time, and the long term operating costs of both doing and not doing the project. Only in this way can DGS know that the right decisions are being made.

State of Utah



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Accomplishments:

- Consolidated Budget and Accounting Group – Created in May 2011, the CBA is DAS' initial implementation of the shared services concept of operations.
- Enterprise Risk Management – ERM provides DAS with a strategic approach to identifying risks to achieving its strategic goals.
- Operational Excellence in all core business processes is our current prime focus.
- Rapid Implementation of Fee Based Programs – Finding new ways to fund critical programs and exploring cross-jurisdictional services by implementing minimum fee-based programs

Initiatives:

- Implementation of a shared services model throughout the Department's seven divisions to improve efficiency and reduce costs.
- Institutionalization and continued development of the Department's Enterprise Risk Management (ERM) plan and use of the plan in strategic planning to mitigate disruptions to service delivery.
- Improvement of relationships with state agency customers through Service Level Agreements, Customer Service Summaries, and heightened assessment of customer needs.

State of Utah



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Accomplishments:

- Developed a new method of financing transportation projects using existing state resources rather than issuing \$185 million of general obligation debt.
- Implemented a consolidated internal service fund model for human resource management statewide.
- Mediated the consolidation of fleet vehicles from the Department of Natural Resources into the larger state fleet administered by the Department of Administrative Services.
- Created a dynamic model to balance complex revenue forecasts with potential debt scenarios, which influenced the Legislative decision to bond for \$2.2 billion.

Initiatives:

- Implementation of a shared services model throughout the Department's seven divisions to improve efficiency and reduce costs.
- Institutionalization and continued development of the Department's Enterprise Risk Management (ERM) plan and use of the plan in strategic planning to mitigate disruptions to service delivery.
- Improvement of relationships with state agency customers through Service Level Agreements, Customer Service Summaries, and heightened assessment of customer needs.

State of Wisconsin



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Accomplishments:

- Submitted and passed a budget that eliminated a \$3.6 billion deficit without raising taxes
- Implemented major reforms related to collective bargaining
- Developed a new compensation plan that includes merit pay
- Added money to the rainy day fund in two consecutive years, first time in state history
- Improved “Best state for Business” ranking from 41st to 20th

Initiatives:

- Development of 2013-2015 Biennial and Capitol Budget
- Update and improve the State’s information technology infrastructure to allow leadership to reform operations and thereby improve service while reducing cost
- Implement State Capitol security plan

State of Wisconsin



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Accomplishments:

- Submitted and passed a budget that eliminated a \$3.6 billion deficit without raising taxes
- Implemented major reforms related to collective bargaining
- Developed a new compensation plan that includes merit pay
- Engaged the “Management Cabinet” (Deputies from all cabinet agencies) that meet regularly to jointly problem solve, make decisions and implement best practices

Initiatives:

- Update and improve the State's information technology infrastructure to allow leadership to reform operations and thereby improve service while reducing cost
- Create and implement an employee evaluation process that provides meaningful feedback to employee that leads to improved performance and better recognition of exceptional performance

Initiatives:

- Conducting more reverse auctions in partnership with an area council of governments.
- Getting more residual value from surplus property through use of "eBay" style bidding rather than on-site auctions.
- Completing upgrade and enhancements to our Core-CT PeopleSoft/Oracle installation (HRMS, FIN, Payroll, Benefits) to include eRecruit, punchout, pCard, OBIEE, enhanced self-service, and other cost saving and efficiency improvements.
- Identifying and funding long term IT improvements within agencies through enterprise grant program.
- Acquiring and populating more "owned" property for state offices including relocating the state Data Center and configuring it to be highly energy efficient and scalable to meet most future needs of the state.
- Identifying and making process improvements to managerial hiring and promotion activities.
- Addressing issues on managerial pay compression/inversion.
- Evaluating the efficacy of further centralization such as FMLA and Workers' Compensation processing across the state.
- Making on-line bidding for state contracts universal and warehousing submission of time consuming forms so vendors need not resubmit for each bid.