OHIO AUDITOR OF STATE
KEITH FABER

2023 Ohio Performance Team Annual Report

to the Governor and General Assembly of State Agency Implementation of Performance Audit Recommendations

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Purpose of this Report

Ohio Revised Code (ORC) § 117.46 requires the Auditor of State to conduct performance audits of at least four state agencies each biennium. ORC § 117.463 requires the Auditor of State to submit a report in writing annually to the Governor, Speaker and Minority Leader of the Ohio House of Representatives, and President and Minority Leader of the Ohio Senate. The purpose of this report is to document the progress state agencies that received performance audits have made with the implementation of audit recommendations, and to report the amount of money saved as a result of the implementation.

Ohio Performance Team Overview and Experience

The Ohio Performance Team (OPT) was created to build upon the Auditor of State's long-standing reputation for conducting detailed and effective performance audits of local governments. The Auditor of State began conducting performance audits in the 1990s, and conducts performance audit engagements with schools, various types of local governments, and state agencies. In 2011, the General Assembly created § 117.46 to require the AOS to complete four performance audits of state agencies per biennium. In response to this statute, the Ohio Performance Team was created. Since 2011, OPT has identified taxpayer savings of approximately $22 for every dollar spent auditing state agencies and institutions of higher education and $20 for every dollar spent auditing local governments and school districts. In addition, OPT provides many recommendations for operational improvements for which quantifiable savings cannot be identified during the course of the audit, but are certain to create more efficient and effective operations. In calendar year 2022, OPT released performance audits of 1 city, 9 school districts, and 4 audits of state agencies and institutions of higher education.

State Agency Performance Audits

State agency performance audits examine the economy, efficiency, and effectiveness of government programs and functions. These audits use objective metrics and standards to measure the cost and productivity of services delivered by Ohio's state agencies. Where opportunities are identified, the audits make recommendations for increasing operational efficiencies and enhancing value on behalf of Ohio taxpayers. Since the creation of the Ohio Performance Team in state fiscal year (FY) 2011, OPT has completed performance audits of 14 different state agencies and 10 institutions of higher education, including:

Engagement	Biennium	Audit Release Date
Department of Natural Resources – Dredge Ops	FYs 2022-2023	02/28/2023
Department of Jobs and Family Services- Workforce Programs	FYs 2022-2023	02/16/2023
Co-Located Institutions of Higher Education [1]	FYs 2022-2023	09/22/2022
Dept. of Education and Dept. of Higher Education (College Credit Plus Program)	FYs 2022-2023	08/16/2022
Department of Natural Resources- Orphan Wells	FYs 2022-2023	08/09/2022
Department of Higher Education- Facilities	FYs 2022-2023	04/12/2022
Department of Jobs and Family Services- Unemployment	FYs 2022-2023	09/23/2021
Department of Public Safety	FYs 2020-2021	06/29/2021
Department of Health (COVID)	FYs 2020-2021	03/23/2021
Department of Transportation (Phase II)	FYs 2020-2021	02/25/2021
Department of Education	FYs 2020-2021	01/26/2021
Department of Transportation (Phase I)	FYs 2020-2021	12/31/2019
Department of Mental Health and Addiction Services	FYs 2018-2019	06/27/2019
Environmental Protection Agency	FYs 2018-2019	06/20/2019
Department of Administrative Services	FYs 2018-2019	06/06/2019
The Ohio State University	FYs 2018-2019	09/25/2018
Department of Health	FYs 2016-2017	06/29/2017
Department of Agriculture	FYs 2016-2017	06/27/2017
Bureau of Workers' Compensation	FYs 2016-2017	01/10/2017
Department of Transportation	FYs 2016-2017	10/11/2016
Environmental Protection Agency	FYs 2014-2015	06/30/2015
Department of Rehabilitation and Corrections	FYs 2014-2015	06/23/2015
Department of Transportation	FYs 2014-2015	06/09/2015
Department of Natural Resources	FYs 2014-2015	02/12/2015
Department of Education	FYs 2012-2013	07/01/2013
Department of Transportation	FYs 2012-2013	06/27/2013
Department of Jobs and Family Services	FYs 2012-2013	06/13/2013
Housing Finance Authority	FYs 2012-2013	09/20/2012

[1] This single performance audit made recommendations to 10 higher education institutions with co-located campuses.

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Results of completed state agency performance audits encompass a wide variety of recommendation types for a variety of program areas within Ohio's state agencies. Performance audit recommendations are designed to produce opportunities for increased effectiveness and efficiency for program management, gather and analyze data that can help management make operational decisions, and produce savings. Recommendations for the state agencies and higher education audits completed by OPT have identified opportunities for savings in excess of $183 million.

FYEs 2022-2023 State Agency Performance Audit Work

As of March 31st, 2023, OPT has released seven state agency audits for the current biennium, with one more audit to be released before the end of FY 2023. A brief description of the in-progress project is listed below:

Ohio Department of Administrative Services - MARCS

ODAS requested this audit to assess the financial performance of statewide multi agency radio communication system (MARCS). This audit is expected to be released in April of 2023.

Released Reports

According to ORC § 117.461 and § 117.462, each audited state agency has a 14-day public comment period following the release of the audit. Within three months following the end of the comment period, the agency must commence implementation of the recommendations. If implementation is not commenced, the agency must report the reasons to the Governor and the legislative leaders of the Ohio House and Senate. In addition, the agency must also report to the Governor and Ohio legislative leaders if the agency does not fully implement the performance audit recommendations within one year after the end of the comment period.

There are two recently released reports, ODJFS (2023) and ODNR Dredge, that were released during Calendar Year (CY) 2023 and will be included in next year's implementation reporting.

OPT has developed a collaborative, process-driven approach to assist agencies in meeting the requirements for reporting as set forth in the ORC regulations above. This approach is largely one of agency self-reporting, coupled with OPT follow-up. Due to the long-term nature of implementation for some of the recommendations, this report provides detailed implementation tracking for previously released state agency audits since FY 2016. It is important to note that while substantial or even full implementation is possible for some of the recommendations within OPT's annual reporting window, this is not the case for all audit recommendations. Many recommendations require information technology system development, support network expansion, statutory changes, or even additional detailed study prior to full implementation.

The agencies which have previously provided detailed reporting on implementation provided a follow-up on the status of implementation of recommendations.

Initial Reporting for Recently Released Reports

The following reports are reporting on the status of implementation of the performance audit recommendations for the first time: Ohio Department of Higher Education Facilities, ODE College Credit Plus, ODNR Orphan Wells, and Co-Located Institutions of Higher Education.

Overview beginning on page 8. The full response from each of the entities can be found in Section 1: Initial Reporting.

Continued Reporting for Reports released in previous Biennia

Additional information was requested from agencies that have received a performance audit but have previously reported. The thirteen agencies or institutions of higher education which received an audit in previous biennia provided an update on their implementation status for audit recommendations:

- Ohio Department of Job and Family Services (Unemployment Compensation);
- Ohio Department of Public Safety;
- Ohio Department of Health (COVID Data);
- Ohio Department of Transportation (2021);
- Ohio Department of Education;
- Ohio Department of Transportation (2019);
- Ohio Department of Administrative Services;
- The Ohio State University;
- Ohio Bureau of Workers' Compensation

Their updates can be found in Section 2: Continued Reporting.

Agencies Who Reported Full Implementation during the prior annual report period

The following agencies previously reported full implementation of all performance audit recommendation and therefore do not appear in this report.

- Ohio Department of Mental Health and Addition Services;
- Ohio Department of Transportation (2016);
- Ohio Department of Agriculture.
- Ohio Environmental Protection Agency;

Implementation Overview

The following reports were released from January of 2022 to December 2022, during the FYs 2021-2022 and FYs 2022-2023 Biennia. This section presents a high-level overview of the recommendations and associated financial implications provided in each agency performance audit as well as a brief update on any progress made towards implementation. For detailed, self-reported information from the Departments on implementation, please see **Section 1**. This is the first time they are appearing in this report to provide an update on implementation progress for the recommendations given in their performance audit. Final audit reports are available on the Auditor of State's website at: (http://ohioauditor.gov/auditsearch/Search.aspx)

Ohio Department of Higher Education – Facilities

The performance audit released on April 12th, 2022 focused on ODHE management of higher education facilities. The recommendations within the audit provided opportunities for both cost savings and improved operations and management.

In Ohio, there are 14 public universities, 24 regional campuses, 23 community or technical colleges, and one agricultural research center. Each year, these institutions are required to submit certain information to ODHE regarding the facilities they use for operational purposes. This includes facilities that are both owned and leased by an institution and reflects the status of areas based on the 15th day of the fall term. The data which is submitted contains detailed information regarding how space within the facilities is used, such as residential purposes, classroom purposes, or office space. Because the agricultural research center does not have students, it was excluded from our analysis, and we instead focused on Ohio's public colleges and universities. The Department provides instructions on how and when to submit this information. While data is supposed to be submitted annually, we found that there were gaps in submissions beginning in 2017, when seven institutions failed to submit the inventory data.

As of February 2023, ODHE is in the process of implementing 3 of 3 recommendations. This is an ongoing process which will take time to fully implement. Progress will be shared in subsequent annual reports.

Recommendations by Assessment Area	Financial Impact
Data Collection	
Updated Collection	Not Identified
Transparency	
Create Dashboard	Not Identified
Strategic Planning	
Develop Strategic Plan	Not Identified
Total Cost Savings from Performance Audit Recommendations	**Not Identified**

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Ohio Department of Natural Resources – Orphan Wells

The performance audit released on August 9th, 2022 focused on the orphan well program. House Bill (HB) 225 of the 132nd General Assembly, effective in fiscal year (FY) 2019, updated ORC §1509.071 to set an annual requirement for the Division to spend at least 30 percent of the previous fiscal year's Orphan Well Fund revenue on plugging orphan wells. Historically, the Division has been unsuccessful in reaching the spending requirement. Our audit examined the history of the oil and gas industry in Ohio to understand why the Division has failed to meet mandated spending requirements. We also examined the Orphan Well Program's current operations to determine if the Division could make any immediate changes that would allow it to meet the current spending requirements.

As of February of 2023, ODNR has implemented **1 of 3** recommendations, and is in the process of implementing **2 of 3** recommendations.

Recommendations by Assessment Area	Financial Impact
Data Collection	
Accuracy and Completeness	Not Identified
ORC Changes	
Seek ORC 1509.71 clarification	Not Identified
Planning	
Develop a compliance plan	Not Identified
Total Cost Savings from Performance Audit Recommendations	**Not Identified**

Ohio Department of Education and Ohio Department of Higher Education – College Credit Plus

The performance audit released August 16, 2022 provided recommendations in the operations of the college credit plus (CCP) program.

Ohio began offering dual enrollment in 1989 through the Post-Secondary Enrollment Option Program (PSEOP). This program, which existed for approximately 25 years, had several barriers to participation. For example, districts had the ability to discourage its use, such as by limiting a student's ability to participate in extra-curricular activities or requiring high school students to take multiple college courses to obtain high school credit for an individual class. CCP was established in 2015 as a replacement for PSEOP and was designed to alleviate many of the participation barriers identified in PSEOP. CCP participation has dramatically increased dual enrollment participation relative to PSEOP. In academic year (AY) 2015, PSEOP's final year, the total number of credit hours taken was approximately 190,000. CCP had more than 650,000 credit hours taken in AY 2021, or an increase of approximately 240 percent. While the program successfully provides many students with advanced educational opportunities, there is room for improvement in key areas. We identified multiple recommendations in the areas of program operations and participation which will enhance the success of the program.

As of February, of 2023, ODE and ODHE are in the process of implementing **10 of 10** recommendations.

Recommendations by Assessment Area	Financial Impact
Program Participation	
Communication and Marketing	Not Identified
Increase courses taught on location at HS	Not Identified
Grant funding requirements	Not Identified
Lower barriers to participation	Not Identified
Orientation program	Not Identified
Program Operations	
Develop formal goals	Not Identified
Clarify compliance monitoring	Not Identified
Improve data collection	Not Identified
Review default payment rate	Not Identified
Increase adoption of open educational resources	Not Identified
Total Cost Savings from Performance Audit Recommendations	**Not Identified**

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Co-Located Institutions of Higher Education

The performance audit released on September 22, 2022 focused on improving select areas at Ohio co-located college campuses.

There are seven co-located campuses in Ohio where two public institutions of higher education exist on either the same or adjacent property. Because these institutions exist in a shared location, they have a unique opportunity to collaborate closely with each other to provide services to students and the community in general. We focused our review of these institutions on seven key operational areas to determine how resources were used and shared on each co-located campus.

The seven Co-located campuses received 15 recommendations each, which means there are effectively 150 separate recommendations. As of February, of 2023, the ten Co-located campuses have implemented **88** of **150** recommendations, are in the process of implementing **55** of **150** recommendations, and two institutions have elected not to implement a total of **7** recommendations.

Recommendations by Assessment Area	Financial Impact
Programs and Courses	
Articulation agreements	Not Identified
Website	Not Identified
Facilities Utilization	
Space utilization	Not Identified
Submit updated data to ODHE	Not Identified
Information Technology	
IT security protocols	Not Identified
Security controls	Not Identified
Cyber insurance	Not Identified
Alternative hosting options	Not Identified
IT data collection	Not Identified
Software data	Not Identified
Cooperative purchasing	Not Identified
Student Services	
Library usage	Not Identified
Academic advising	Not Identified
Campus Safety	
Safety meetings	Not Identified
Staffing	
Shared staffing	Not Identified
Total Cost Savings from Performance Audit Recommendations	**Not Identified**

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Section 1: Initial Self-Reported Implementation Update

The following information is self-reported data submitted by the audited entities. This information is intended to provide detailed information regarding the efforts made to-date to implement audit recommendations. As some recommendations cannot be implemented immediately, all issues may not be addressed during the initial reporting phase.

Ohio Department of Higher Education – Facilities

RELEASE DATE: 04/12/22

Based on its report, ODHE is in the process of implementing **3** of **3** recommendations.

Recommendation 1:

Prior to FY 2013, capital allocations were distributed to colleges and universities based on a formula which took into consideration the age of an institution's facilities, enrollment numbers, and the amount of infrastructure the institution needed to maintain. In order to submit a budget request, ODHE collected facilities and enrollment data from institutions. While the formula is no longer used to allocate funds, data is still collected by the Department; however, the data is not collected in a timely manner and is not routinely verified by ODHE. This leads to stale and potentially inaccurate information being reported. The Department should work to ensure that all institutions report data by a specified date, and it should develop and follow internal data verification methods. Accurate information relating to facilities is an important tool for both policy makers and institutions when making decisions relating to allocations and investments as well as future educational needs.

ODHE Response:

To improve the timeliness of data submissions, ODHE reduced the number of allowable extension requests from institutions and the length of each extension request. Institutions are limited to one seven-day extension request per file. Second requests are escalated to the Vice Chancellor who determines if the file should be approved or not or should be further escalated to the Chief of Staff and/or the Chancellor for more serious action. Depending on an institution's history of submitting files, the Chief of Staff and/or the Chancellor may contact the institution's president.

To improve data quality,
- File validations are under continuous review and are revised as necessary to create more precise data parameters that will help ensure accurate data are accepted into HEI.
- The Data Team engages in the examination of record-level data contained in file submissions and has incorporated summary year-over-year file data comparisons prior to files being loaded in the HEI system.
- Email reminders are sent to institutions regarding when file submissions windows are open and when file submission windows close.

- ODHE emphasizes the importance of data quality and timeliness during monthly guidance meetings with institutional data leaders.
- ODHE hired a consultant (Gartner Group) to conduct an evaluation of the Data Team's capacity, personnel, and technical needs to improve its ability to better serve internal and external customers. These changes will improve data quality and timeliness of data submissions by providing the Data Team with the necessary capacity to provide more technical assistance and training to institutions.

Recommendation 2:

Collecting timely and accurate data is especially useful when it is used in a transparent manner. Once ODHE implements procedures to ensure the timely collection of data as discussed in Recommendation 1, it must also provide this information in a timely manner so that policy makers can make informed decisions relating to necessary changes in the state operating and capital budgets. This information could be provided to stakeholders and published in a dashboard similar to the one available on our website.

ODHE Response:

DHE has hired an intern to assemble multiple years of facilities data from HEI and design some possible dashboard presentations. Below, we have pasted a schematic representation of the current measures to be included in dashboard design. When final, the dashboards will be available on the DHE website for transparency to the general public and policy makers).

Recommendation 3:

Beginning in 1966, there have been several strategic planning documents created with the goal of advancing higher education in Ohio. These plans provided goals and a roadmap for the future of public higher education in Ohio. The most recent document from ODHE was a ten-year plan published in 2008. The Department should develop a strategic plan for higher education, with a focus on facilities. Due to the aging nature of existing facilities and declining demographic and enrollment trends, institutional leadership and policy makers will need data-driven guidance as they determine how to best address future facility needs.

ODHE's Response:

DHE has discussed the recommendations with CFOs from both the community colleges and the universities, and there is an agreement to form a working group to study facilities needs and the possible uses of a strategic plan, but there have as yet been no working group meetings. The next six-year capital improvement plans required each biennia by Ohio Revised Code section 126.03, will be prepared this fall.

Ohio Department of Natural Resources – Orphan Wells

RELEASE DATE: 08/09/2022

Based on its report, ODNR is in the process of implementing **3** of **3** recommendations.

Recommendation 1:

The Division collects extensive data on orphan wells. However, of the 970 wells in the orphan well inventory, 704 of the wells, or 72 percent, may lack accurate location and environmental data. Furthermore, the analysis found that key pieces of data that are helpful for tracking the orphan well plugging process are either missing or not regularly curated in a manner that makes the data useful for management decision making. The Division should improve the quality of orphan well data by collecting more data, aggregating data for business intelligence, and reducing the need for manual processes. Easily accessible data on the orphan well process will be essential as the Division works to increase its annual plugging capacity.

ODNR Response:

The Division developed an internal workgroup of program staff and administrators to assess the data being collected and future data needs for the program and the Division. The Division also assessed other Department data storage methods with other ODNR Divisions. After consideration of the information the Division is pursuing two data collection and storage systems. One will allow staff and consultants to collect data and generate inspections through a spatial data collection platform. The Division has sent a request to the Department of Administrative Services to hire a contractor to develop this system. The system will also allow for data collected to be analyzed and integrated for business intelligence. A request for a second system that will serve as a project management system is also being developed. The system will mirror a project management system that is currently being used within the Department. This system will track scheduling, accounting, and project data to improve business intelligence. The Division will continue to collect data through current methods until these two systems can be implemented. One outlier to finalizing these systems is the Division is awaiting final reporting requirements by the federal Department of Interior related to new federal funding available to plug orphan wells. Federal grants will have reporting requirements along with requirements to post information to the public. These projects will implement the recommendation suggested in the Auditor's Report.

Recommendation 2:

The Division is required, per ORC § 1509.071, to spend 30 percent of the previous year's Oil and Gas Fund revenue plugging orphan wells. The Division has historically struggled to meet this goal. ODNR should develop and publish a compliance plan to increase the capacity of the Division under the current interpretation of ORC § 1509.071. This compliance plan should include a plan to accurately capture all direct and indirect costs associated with researching, locating, and plugging orphan wells. In addition, the Division should make efforts to maximize the use of existing contractors within the current interpretation of the ORC. This published plan will allow the legislature to better understand the undertaking the Division would need to implement to reach the required spending amounts.

ODNR's Response

The Division drafted a compliance plan that is being finalized. The plan describes the history of the program, the challenges facing the program, and action items the Division will complete. The plan also

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develops compliance action items that the Division will complete in an effort to expend the funds required by law. As a part of the plan the Division is implementing a process to collect all costs associated with researching, locating, and plugging orphan wells.

Recommendation 3:

ORC § 1509.071 sets an expenditure requirement equal to 30 percent of the previous year's Oil and Gas Fund revenue to be spent plugging orphan wells. Even though an orphan well requires a significant amount of pre-work before it can be put out to bid, ODNR's interpretation of ORC § 1509.071 limits which expenditures can be counted against the 30 percent requirement to only contract payments directly for the plugging of wells. If ODNR can expand the interpretation of ORC to include all direct costs associated with plugging an orphan well, the Division would come closer to reaching its 30 percent spending requirement and have more money available for locating and conducting background research and verification on orphan wells.

ODNR's Response:

Prior to House Bill 430, the Division's interpretation of ORC § 1509.071 limited which expenditures could be counted against the 30 percent requirement to only expenditures directly for the cost of plugging, remediating and restoring wells. House Bill 430 provides clarification by stating "the chief may make expenditures for salaries, maintenance, equipment, or other administrative purposes, for costs directly attributed to locating, analyzing, stabilizing, designing, plugging, remediating, or restoring an orphaned well, and for determining if a well is an orphaned well." This clarification in the law allows the Division to account for the costs directly attributed to the Orphan Well Program. This clarification allows the Division to contract with consultants and contractors to complete well locating, analyzing, stabilizing, and designing with orphan wells funds. The Division has either executed or is executing contracts to include well locating and analyzing contracts for $12,427,200 (multiple year contract), design consultant contracts for $9,000,000 (multiple year contract), and well exploration and stabilization with contractors for $450,000 (single year contract). All of these contracts are counted toward the program's spending requirements established under ORC § 1509.071.

Ohio Department of Education and Ohio Department of Higher Education – College Credit Plus

RELEASE DATE: 08/16/22

Based on its report, ODE and ODHE are in the process of implementing **10** of **10** recommendations.

Recommendation 1:

Providing information and promoting CCP to families encourages and increases program participation. Traditional school districts are required by law to begin providing information regarding CCP to students and families beginning in 6th grade. However, several districts self-reported that they failed to comply with this requirement and there is wide variation as to when information is first provided to families. ODE is broadly responsible for administering the educational policies of the state including administrative responsibilities of school officials and personnel and should work to ensure compliance with requirements specific to CCP. ODE and ODHE should take a larger role in the marketing, communication, and compliance of the program. As a part of this, the Departments should consider, using rule writing authority if necessary, developing standard communication forms that Districts would be required to use to eliminate confusion regarding the use of state funding for the program. Ensuring consistent communication and marketing of the CCP program and offering clear CCP enrollment forms will help to increase program participation.

Joint Response:

Both agencies are committed to supporting requirements for the program set forth in the Ohio Revised Code and Ohio Administrative Code. ODE and ODHE are currently working to update their websites, standard communication forms, and templates to help districts comply with CCP requirements. Intent and Counseling templates were updated in November 2022 and were posted on the CCP "Resources" page on the ODHE website. Staff continues to review district and higher education websites to identify "best practices" that can be shared with the field. ODE and ODHE met with the Ohio Alliance of Dual Enrollment Partnerships (OADEP) Board on January 20, 2023, to discuss the agencies partnering with OADEP to deliver future workshops focused on compliance. The first in the series of workshops is scheduled for February 23, 2023.

Recommendation 2:

College courses can be taken through CCP on a college or university campus, in a high school setting, or online. Currently, the CCP delivery methods that are the most easily accessible to students are those models which are held at a high school campus. In order to improve overall CCP participation rates, school districts should work to increase the number of classes available in the high school setting. This will require decisions to be made at the local district level based on the needs of the community. In some instances, it may require the credentialing of additional high school teachers, sharing credentialed teachers among school districts, or leveraging county Educational Service Centers to provide CCP instruction. In others, it may require strong partnerships with colleges or universities to provide professors on the high school campus. By expanding access to CCP courses at the high school, students will be able to more easily participate in the programmatic Staffing Plan: a strategic staffing plan, tied to data collected in the timekeeping system utilized by OUIO (Office of Unemployment Insurance Operations), would allow the department to appropriately allocate staffing throughout the regular course of business and to respond expediently during periods of large-scale unemployment or periods of slow economic growth.

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Joint Response:
ODE and ODHE met with the Ohio School Counselor Association (OSCA) and the Ohio Alliance of Dual Enrollment Partnerships (OADEP) to assist with implementing this recommendation. In addition, team members met with a workgroup of the College Credit Plus Advisory Committee and identified this as a critical need. Additional workgroup opportunities for the Advisory Committee will be convened in February 2023 to provide the opportunity for detailed discussions and future recommendations. This recommendation, in correlation with Recommendations 3 and 4, will also be addressed through increased teacher supply.

Recommendation 3:
The General Assembly has allocated a total of $8 million in grant funding for the purpose of increasing the number of CCP credentialed high school teachers which was jointly administered by ODE and ODHE. The most recent grants were awarded in FY 2020 and provided funding through FY 2023. Entities were awarded funds to be used towards graduate coursework necessary to credential teachers to instruct CCP courses. Grantees received funding through a reimbursement of expenses once claims were verified by ODE. However, the law did not grant ODE the authority to require that individuals complete the credentialing process. This means that grant funding may not be maximized as individuals may ultimately choose to not seek out credentialing. If future grants are awarded, ODE and ODHE should work with the General Assembly to require the attainment of CCP instructor credentials as a condition of the award, along with a required service period. Doing so would help to ensure that the grant funds are fully maximized for their intended purpose of increasing the number of CCP credentialed teachers. In turn, this could result in increased program participation.

Joint Response:
ODE and ODHE have had discussions with the Auditor of State to discuss this recommendation. The current FY 2024-2025 executive budget proposal would provide $15 million over the biennium for CCP teacher credentialing grants for high school teachers. The ODE team attended a state policy workshop with the College in High School Alliance (CHSA) on increasing teacher credentialing. The ODE and ODHE team met with CHSA on January 23, 2023, for a follow-up meeting to the state policy workshop. Future discussions with the College in High School Alliance will occur in February related to the teacher credentialing topic. These opportunities allow the departments to connect with other states implementing similar opportunities for their dual enrollment instructors. The team is currently working through ideas for potential future funds and how to implement this with proven successful strategies with national leaders.

Recommendation 4:
Traditionally underserved students, particularly those that are low income or minority, participate in the CCP program at a lower rate than their peers. The reduced rate of participation is due, in part, to barriers that these populations face that impact the ability to attend courses online or on campus. To improve program participation, ODE and ODHE should work to minimize barriers to participation such as limited access to support services and high-speed internet for these students. In doing so, the Departments can improve CCP participation rates for traditionally underserved students, allowing more families to take advantage of program benefits, including exposure to advanced educational opportunities and cost savings associated with pursuing postsecondary education. As additional data is collected and incorporated into long-term strategic goals, ODHE and ODE can work with colleges and universities and districts to design and expand targeted initiatives to further address barriers and develop a plan to increase participation.

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Joint Response:
ODE and ODHE have had discussions with the Auditor of State to discuss this recommendation. The implementation of this recommendation includes the work being done for Recommendations 2 and 3 above. ODE and ODHE are developing a plan for the future expansion of Innovative Program Waivers aimed at serving underserved populations. The team received new applications recently and is discussing ways to increase the number of future applications. In addition, the College in High School Alliance (CHSA) project is conducting interviews to discover the best practices of districts and Institutions of Higher Education (IHE) that have successfully increased underserved participants. The Community College Research Center has partnered with ODHE to study the approved Innovative Program Waivers to identify and study participant performance and outcomes. A memo regarding this study will be released in the late spring.

Recommendation 5:
For those students who choose to attend CCP courses at a college or university, there is little to no program specific orientation available to them. While colleges and universities have orientation programs for traditional students, new CCP students may not benefit from those to the same degree as orientations specifically tailored to them. ODE and ODHE should work with colleges and universities to ensure there is a robust and uniform orientation program for CCP participants. These orientation programs should be designed in a way that the comfort level of CPP participants is increased as they navigate college course and so that they are prepared for the rigor and expectations of college courses.

Joint Response:
ODHE plans to develop a sample orientation process specific to the CCP program to communicate to colleges and universities. CCP staff have met with several universities to develop "best practices." Mini modules will be designed for ease of use for students, parents, and practitioners. Those will be linked to the CCP "Resources" page on the ODHE website. This project is underway and will continue through the spring.

Recommendation 6:
The CCP program does not have distinct, progressive, measurable program goals supported by routine data analysis and evaluation. While ODHE and ODE both collect significant amounts of data related to the CCP program and student participation, this information is focused on outputs, such as the number of courses taken in a year, and not outcomes, such as reduction in time spent pursuing a degree or certificate program. As appropriate program oversight is established, and data collection is enhanced to include outcome data, formal goals and metrics should be developed to ensure desired programmatic outcomes are being achieved and to identify areas for improvement.

Joint Response:
The collaborative team from ODE and ODHE is committed to setting clear goals, objectives, and metrics for the College Credit Plus program. In 2022, the teams were awarded a grant through the College in High School Alliance (CHSA) to chart a path forward for the coming years of College Credit Plus. ODE and ODHE are working to enhance the data collection process, which will enable the future establishment of more formal goals and metrics for the program. The CHSA is also partnering with the agencies to conduct interviews with the CCP Advisory Committee to discuss and develop goals.

Recommendation 7:

The laws governing CCP establish specific duties for ODHE and ODE related to the distribution of funds and data collection and reporting. They further require the establishment of an advisory committee to assist in the development of performance metrics and monitoring of the program's progress. However, the laws do not identify who is responsible for overall program oversight. ODHE, ODE, and the CCP advisory committee should work with the General Assembly to clarify and strengthen the management, oversight, and compliance monitoring functions necessary to allow CCP to reach its potential. In doing so, they should consider what structures and resources will be necessary to continue to monitor and improve the program in order to provide strategic direction that will support the evolving needs of Ohio's students, economy, and workforce.

Joint Response:

ODE and ODHE have started working on a project to map out the responsibilities of each department in administering the program. This project will continue through spring 2023.

Recommendation 8:

There is a significant amount of data collected by both ODHE and ODE regarding the CCP program, and the content and quality of this data exceeds that of most peer state dual enrollment programs. This data is largely related to program participation while students are in high school and is used to comply with annual reporting requirements that provide historic detail on the outputs of the program. While the data collection practices used by ODHE and ODE are generally good in comparison to peer states, there is room for improvement. In some cases, there are data fields that are incomplete, particularly as it relates to demographic information, and data that is inconsistent in nature, such as identifying the type of courses being taken. This type of information is critical in identifying where program improvements could be made. Both ODHE and ODE should work to ensure that the CCP data collected is both complete and consistent. This information can then be leveraged to identify and work towards strategic programmatic goals.

Joint Response:

ODHE proactively engaged a consulting firm to conduct a comprehensive review of data collection processes and procedures. On September 26, 2022, the firm conducted an interview session to discuss the needs of College Credit Plus, specifically. Over the spring of 2023, CCP staff, the consulting firm, and OH-Tech will continue their work on this data project with the goal of enhancing data collection practices and more effectively utilizing the data that is available. As the program matures and more cohorts of students matriculate through higher education, additional data will allow for more study of College Credit Plus.

Recommendation 9:

When a student takes college courses through the CCP program, ODE directs payment to the college or university based on a default rate that is specified in ORC. The default rate varies based on the delivery model and contains both a maximum and minimum charge. The current formula that establishes the default rate uses a set dollar amount identified in ORC as a baseline and has not been significantly updated since the program first began. The General Assembly should review the default payment rates to ensure that they appropriately reflect the current cost to IHE's to provide CCP courses to high school students. In doing so, the General Assembly should consider how future changes to the foundation funding model might impact the program's default fee rates.

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Joint Response:
ODE and ODHE have had discussions with the Auditor of State to discuss this recommendation. The agencies will communicate this recommendation to the General Assembly. Any changes to these rates by the General Assembly will be implemented with fidelity.

Recommendation 10:
In addition to CCP participation fees, school districts are also required by law to cover the costs of textbooks, which can be costly. One way to reduce the impact of purchasing textbooks is through the use of open educational resources (OER), which are freely accessible, openly licensed text, media and digital assets including college textbooks, online supplements, etc. While efforts have been made to expand opportunities for the use of open educational resources in the state, their current utilization appears to be limited. The General Assembly should require ODE and ODHE promote opportunities to increase the use of OER materials among CCP participants and could consider splitting the cost of educational materials between colleges and universities and high schools. A strategic effort should be made to align existing and available OER materials with CCP courses offered among the State's various colleges and universities. Collaborative efforts should be aimed toward gaining wider acceptance and adoption of OER materials among Ohio's colleges and universities. Increased adoption of OER textbooks would reduce costs to school districts, which could, in turn, encourage further participation in the program.

Joint Response:
ODHE will send out communications to colleges and universities to promote opportunities to increase the use of Open Educational Resources (OER) materials among CCP participants. ODHE met with Anna Bendo, Director of Affordable Learning Initiatives at OhioLink, to discuss implementing "library hours" for CCP instructors. Future opportunities to partner with OADEP on OER Workshops are also in development. Prospects for the usage of OER will also be linked to the "Resources" page for CCP as the ODHE website is updated.

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Co-Located Institutions of Higher Education

RELEASE DATE: 09/22/22

Based on its report, the seven Co-located campuses have implemented many of the recommendations since the release of the report. The remaining recommendations are in the process of being implemented with the exception of three institutions (Belmont College, Kent State, and Zane State) who has elected not to implement **7** recommendations. Due to the sensitive nature of information in Recommendations 5, 6, and 7 regarding cyber security, each Institution's implementation responses have been omitted from this report.

Recommendation 1:

Since 2015, ODHE has been working on establishing statewide agreements or pathways for programs and institutions across the state. Those agreements are in addition to the bilateral articulation agreements institutions can establish for any Auditor of State Performance Audit Performance Review suitable programs. While many programs were found to be covered by active articulation agreements there are still programs that would benefit from ensuring credits can be transferred between the co-located institutions. These additional program articulation agreements would guarantee the efficient use of credits from a transfer student between co-located institutions while staying in the articulated pathway. Co-located institutions should work to establish articulation agreements between overlapping programs to allow students to transfer credits more easily between institutions.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)

- Articulation agreement in place for 2-year Human Services degree at MTC and 4 year OSU social work degree for which all courses are offered in Marion. As the programs are finalized, there is the potential to develop articulation agreements for 2-year engineering degree and BSET, and nursing courses taught at Ohio State Marion with MTC's new 4 year degree in nursing.
- Ohio State Lima Associate Dean meets with Rhodes State Dean of Academic Affairs and RSC Vice President on a monthly to bi-monthly basis in 2023 to work on pathways and potential 2 + 2 agreements.
- Ohio State Newark will continue to collaborate with COTC and Ohio State's colleges to create articulation agreements between overlapping programs. Current possibilities include early childhood education and engineering technology.
- OSU Mansfield working toward formal 2 + 2, informal 2 + 3. Meetings were held last year regarding articulation programs with English.

Rhodes State College

RSC and OSU-L continue to meet monthly to discuss additional collaboration opportunities. On July 27, 2022, RSC, SVP and the Dean, Academic Affairs met with OSU-L, Associate Dean, to discuss RSC new courses and programs and discussed the opportunity to create articulation agreements between both schools to provide pathways for students. RSC sent OSU-L four (4) program curriculum plans: Associate of Arts (AA), AA Education concentration, Associate Science (AS), and Addition, Mental Health and Social Work Assistant. OSU-L continues to review the program curriculum plans. RSC is waiting on OSU-L curricular feedback and input about the development of pathways and possible articulation

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agreements. The meetings between RSC and OSU-L are ongoing and will continue as collaboration opportunities exist. We expect to complete our work on current program articulations by June 2023.

Rhodes State's Dr. Mason-Guffey, AVP and Dr. Tonette Baldin, Senior VP met with the Associate Dean, Marc Butler, from OSU on December 7th. Mr. Butler requested to have all of the curriculum (AA, AS, Addiction Mental Health/Social Work Assistant, AA Education Concentration) be sent to him again so he can review and present it to the Board at OSU–Columbus. Mr. Butler said he would get back with Dr. Mason-Guffey and Dr. Baldin toward the end of January to schedule another meeting to discuss. No meeting, as of yet, has been scheduled by OSU-Lima. Rhodes State will contact them to check on status.

North Central State College
Currently reviewing expired agreements and exploring an additional articulation possibility in education.

Marion Technical College
OSUM and Marion Tech currently only have 2 programs which might have overlap (social work and engineering technology). We will continue to work on developing an agreement for these programs, but will need support of OSU main campus for approval as OSUM is unable to approve any such articulations.

Central Ohio Technical College
COTC continues to work with our many university partners, both public and private, throughout the state of Ohio. It should be noted that articulation agreements are a two-way street. Community Colleges often struggle in attaining articulations with 4-year institutions that are unwilling or unable to accept coursework that doesn't align completely with the courses at a university. As a community and technical college, our focus will always be on serving our students and workforce partners with curriculum that aligns with the skills necessary to succeed in a career. We have and will continue to encourage our 4-year partners to ensure that they are engaging with industry to ensure that current 4-year degree designs and requirements are still relevant in an ever-changing workforce environment. COTC has always and will continue to be a student-centered institution. Specifically, as it pertains to articulation agreements, the college will continue to work with all willing partners to ensure that our students have the most seamless path possible when they transfer to a 4-year university.

Kent State Stark
A wide array of established transfer pathways between Stark State College and Kent State University at Stark already exists. They are listed on Kent State University's degree pathways website under Stark State College:

https://www.kent.edu/admissions/degree-pathways

These pathways include:

General Education
- Kent Core Transfer Guide

Business Management
- Business Management - AAB to BBA

Communication Studies
- Technical Communications to Communication Studies, Applied Concentration – AAS to BA (fully online option)

- Technical Communications to Communication Studies, General Concentration – AAS to BA (fully online option)

Health Degrees

- Nursing - RN to BSN, Nursing for Registered Nurses (fully online program)

Human Services

- Criminal Justice - AA to BA
- Human and Social Services to Human Development and Family Studies, Gerontology Concentration – AAS to BS

Information Technology (fully online option)

- Computer Network Administration and Security Technology – AAS to BSIT
- Computer Programming and Database – AAB to BSIT
- Computer Science and Engineering Technology – AAS to BSIT
- Cyber Security and Computer Forensics – AAS to BSIT
- Web Design and Development – AAB to BSIT

Stark State College
Stark State College signed an updated articulation agreement with Kent State in March 2022. We have approximately 17 updated articulation agreements in place for students.

Ohio University Eastern and Zanesville
We had implemented articulation agreements prior to the audit.

Belmont College
Articulation agreements have been in place for years.

Zane State College
We have a Social Work agreement in place. Our Provost meets with the OU campus Dean a few times a year to review these agreements and potential new ones.

Recommendation 2:
Articulation agreements help ensure that if a student follows the specific path detailed in the articulation agreement, the credits transfer to a certain program at the receiving institution. For those planning to transfer, an outdated articulation agreement means the student could take unnecessary courses, need to take additional courses, or pursue a pathway that no longer exists. An institution's website serves as an accessible channel of communication for this information. The reconciliation process of each institution's website containing active articulation agreements revealed discrepancies. Every co-located institution's website required at least one articulation agreement change. Co-located institutions should ensure articulation agreements are kept up-to-date and clearly communicated to students, faculty, and advisors. An updated website will help ensure the effective use of articulation agreements through updated communication.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)
Ohio State's central administration is and will continue maintaining records of articulation agreements.

Rhodes State College

In 2016, Rhodes State developed an Articulation Review process that provided the steps for the annual College website review and update. In 2022, the Articulation Review process was revised to include timelines and responsible parties. During summer 2022, the Articulation webpage was reviewed and updated. The updated Articulation webpage process will be communicated to the Academic Affairs leadership during the November 2022 meeting.

A second review and update of the College website will be completed during the second week of July 2023 by the Dean, Academic Affairs, and Academic Assistant Support.

The website continues to be monitored regularly for accuracy and updates that are needed through the process.

North Central State College

Currently reviewing expired agreements and exploring ad additional articulation possibility in education.

Marion Technical College

MTC will review our listed articulation agreements on an annual basis to ensure the website is up to date and accurate. Additionally, students are encouraged to utilize ODHE's website for credit transfer options (TAGS, CTAG, CLEP, etc.) for other credit transfer options. MTC also participates fully in creating and submitting OGTP pathways to ODHE.

Central Ohio Technical College

COTC recently revamped and completely updated our website with a new, fresh look. As part of that process, we are still refining and editing portions of the old website to ensure they are up-to-date and accurate. This process is done on a revolving basis to ensure that the most current information is available to our students on the website.

Kent State Stark

Transfer and articulation information may seem overwhelming, unclear, or confusing to students who review our website. Kent State University centrally manages website information regarding articulation and transfer partnerships. While it appears that this process is generally well managed at both Kent State University at Stark and Stark State College, we are committed to more effectively communicating with Stark State College about curricular changes (by either institution) and promptly updating relevant articulation agreements. These changes will also be shared with academic advisors and faculty at Kent State University at Stark and Stark State College in a timely manner. This will be one area of exploration and discussion in future joint KSUS/SSC meetings of student services and academic affairs personnel (see Recommendation 13).

Stark State College

Representatives from Stark State College and our co-located partner reviewed their websites and updated the changes that needed to be made. In the 2022 articulation agreement, we included language that states that "the academic units of both Stark State College and Kent State University, that have established transfer pathways, agree to meet annually in Spring semester to notify each other of programmatic changes resulting in changes to the transfer pathway. " Once these changes are identified, the website will be updated accordingly.

Ohio University Eastern and Zanesville
Maintaining and updating articulation agreements occurs through the Division of Enrollment Management at Ohio University.

Belmont College
All articulation agreements have been kept up to date.

Zane State College
We have spent significant time in the last year implementing a new computer system. We will be updating our website relating to articulation agreements.

Recommendation 3:

Excess facilities capacity existed at co-located institutions prior to the COVID-19 pandemic as a result of declining enrollment and changes in how students have been educated in the past decade. Further, even if enrollment at each institution were to return to its historical peak, all institutions would have remaining capacity. As a result, institutions should review their existing space and work with co-located partners as a part of long-term strategic plans in lieu of facility additions or replacement. Buildings that need notable repair to remain current or safe should be considered for decommission, demolition, or sale where appropriate.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)
The Newark campus continually reviews utilization of academic space and reassigns it for other uses. COTC and Ohio State Newark share all general classrooms and several labs. This allows for a great deal of flexibility with regard to class assignments and efficient deployment of resources, and gives the campus the ability to rapidly adjust space usage in response to increases and decreases in enrollment. In 2019, when enrollment was at a record high, the institutions worked together to convert non-academic space into general classrooms. Conversely, in response to the drop-off in enrollment since 2019, the campus repurposed, multiple general classrooms into spaces for administrative staff, student life, testing and tutoring services, recreation, faculty, and non-academic functions. Also, our Office of Technology and Digital Innovation has been assessing computer labs with the goal of converting underutilized spaces for other uses. In 2020, the two institutions worked with Ohio State's Office of Planning and Real Estate to perform a comprehensive classroom utilization study as a prelude to the renovation of Founders Hall, the campus's oldest and largest building. As a result, the building redesign includes a reduction of classroom, auditorium, and lab space in favor of more student-oriented spaces. Finally, we note that the campus's master plan, Framework 2.0, also addresses issues associated with growth, decline, and a changing campus environment. One example is the proposed decommissioning of Hopewell Hall. The institutions will meet in February to revisit the plan in light of the arrival of Intel in Licking County.
Monthly executive team meetings (OSU Lima & Rhodes). Facility team meetings biweekly.
All plans for executive committee and facility team are only focused on renovations of existing spaces. No plans by either of us to launch new construction.

Ohio State Marion and MTC annually review capital facilities and agree on which improvement or repair projects require financial support from our annual cost shared plant and operation budget during budget development in Spring each year. Both institutions collaborate on their separate submissions for the biannual capital funding cycle.

OSU Mansfield and co-located have monthly discussions on how we are using shared spaces. We are trying to balance efficiencies with current and future needs.
Rhodes State College

While we have no financial impact at this time, our cost-share agreement places a heavier burden on Rhodes State as we pay the higher proportion of any facility upgrades and maintenance. Discussions have ensued on several shared spaces for renovation, which are documented within our meeting notes. An Executive Committee (Rhodes President & Vice President for Finance; OSU Lima Dean/Director and Budget Manager meet to discuss cost-related factors for renovations as part of the Co-located Cost-share Agreement.

North Central State College
Exploring options for course share as we work to develop as Associates Degree in Chemistry.

Marion Technical College
MTC and OSUM review our campus facilities on an annual basis. We collaboratively develop a building update and upgrade plan. This plan currently is developed for each building into the 2030's. There are currently no facilities in such a state of disrepair which would result in decommission, demolition, or sale.

Central Ohio Technical College
COTC agrees with the recommendation that facility capacity should be regularly assessed and opportunities for other functional uses, decommissioning and/or efficiencies routinely evaluated, especially in times of low enrollment. Each semester, utilization of academic space is appraised and reassignment to other uses is considered by campus leadership. COTC and Ohio State Newark share all general classrooms and several labs. This allows for a great deal of flexibility with regards to class assignments and efficient deployment of resources. Another benefit of this cost-sharing model is the ability to rapidly respond to increases and decreases in enrollment as it pertains to space usage. For example, in 2019, when enrollment was at a record high, both institutions were able to work together to convert non-academic space into general classrooms. Conversely, when there are enrollment declines, COTC and Ohio State Newark work collaboratively to explore options to reassign classroom space to accommodate other needs. Over the past several years, multiple general classrooms have been repurposed into administrative, student life, testing and tutoring, recreation, faculty offices, faculty training and other non-academic functions. Also, our Office of Technology and Digital Innovation, in partnership with the academic departments and Facilities Planning & Operations, have been assessing computer labs with the goal of converting these underutilized spaces into other uses. The campus master plan, Framework 2.0, also addresses the issues associated with growth, decline, and a changing campus environment. One example is the proposed phased decommissioning of Hopewell Hall. Since the completion of Framework 2.0, another campus building, Baker Hall, has been returned to a local foundation and demolished. The site now serves as a new fire/EMS station for the City of Newark. Finally, in 2020, COTC and Ohio State Newark worked with OSU's Office of Planning and Real Estate to perform a comprehensive classroom utilization study as a prelude to the renovation of Founders Hall, the campus's oldest and largest building. As a result, the building redesign includes a reduction of classroom, auditorium, and lab space in favor of more student-oriented spaces.

Kent State Stark
Kent State University at Stark's strategy is to continue to be primarily an in-person educational institution. Based on current enrollment, our long-term plans do not include major facility additions. Building improvements are evaluated and planned for safety compliance and to maintain existing physical

assets. Kent State University at Stark does not have any buildings in a state of repair that would require decommissioning, demolition, or sale.

Stark State College
Stark State College has reviewed facility utilization of all existing space. This resulted in the decision to exit one lease by June 30, 2023, reducing our footprint by 18,000 square feet. We have no plans to add additional space and will continue to review options to better utilize facilities.

Ohio University Eastern and Zanesville
In progress.

Belmont College
We are not physically co-located.

Zane State College
We have rented out excess space to other state entities that needed the space.

Recommendation 4:
Institutions of higher education in Ohio report their building and space inventories to the ODHE. However, not all classrooms and laboratories reported to the ODHE were reserved over the five-year period of analysis, 2017-2021. The institutions should submit accurate self-reported facilities information to ODHE and ensure that area type descriptions for rooms remain up to date, so that leadership at co-located institutions and stakeholders around the state can make informed decisions about the use and needs of the institutions.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)
Regional campuses submit their data to central Ohio State offices for inclusion. We will be evaluating that process to ensure that we are accurately capturing data and submitting.

Rhodes State College
Rhodes' VP for Finance scheduled a meeting with the Facilities Team (RSC and OSU-L) for February 14, 2023 to review Area Inventory Data. This will include accurate space/room numbers and the purpose for the use of those spaces. A walkaround will be conducted after the first round of documenting spaces from the Area Inventory Data, to ensure that all spaces have accurately been captured.

North Central State College
We have worked over they past several years to better track room usage. This includes reflecting time and days of courses held versus blocking a room for the entire day. We are also tracking room usage for meeting on campus.

Marion Technical College
MTC submits our room usage each year through HEI. Some rooms have changed usage and will be updated as necessary.

Central Ohio Technical College
COTC agrees with the recommendation that institutions of higher education in Ohio report their building and space inventories to the ODHE. COTC and Ohio State Newark widely share in the use of space on campus. As such, both institutions work hand-in-hand with regards to space reporting. Area Inventory (AI), Core Section (CS), and Other Use of Room (OR) files for every campus room are reviewed annually by both institutions via the Facilities Planning and Operations Department. Along with data pertaining to regularly scheduled use of space, the annual assessment process also includes communication to faculty and the academic offices (on both sides of the house) to collect utilization information for classrooms and labs that are outside of the regularly scheduled course times to obtain an accurate appraisal of space usage. Space utilization data for COTC is submitted directly to ODHE. Ohio State Newark space data is sent to OSU Facilities Information and Technology Services, who in turn, submits to ODHE. ODHE then assembles the data from each institution to create one combined utilization report for the Newark Campus.

Kent State Stark
Recommendation number four is in-progress and is evaluated on an annual basis. Kent State University at Stark is included in the Kent State University HEI report on classroom and lab usage. The report parameters are standardized and reported on an annual basis. Kent State University at Stark will continue to report through the state HEI reporting process. The annual HEI reporting to ODHE has been submitted and accepted for this cycle.

Stark State College
Stark State College reports room usage and inventory data to ODHE annually as required. We have taken the necessary precautions to ensure the data being reported is accurate and our records are and remain up-to-date.

Ohio University Eastern and Zanesville
In progress.

Belmont College
Report is currently in progress.

Zane State College
Our Institutional Research department has been significantly involved in the implementation of the new computer system and creating new reports out of this system that are needed to support our students. This team will work on updating the facilities information to ODHE as we get up to speed with our new system.

Recommendation 5
Recommendation 5: The Gramm-Leach-Bliley Act (GLBA) was established to ensure the security and confidentiality of non-public consumer data that is collected and maintained by financial institutions. The Federal Trade Commission, which administers this law for institutions that are not regulated by other federal agencies, has determined that institutions of higher education, because they engage in activities related to the lending of money, are financial institutions and are required to comply with the Safeguards Rule section of the GLBA.

As the GLBA Safeguards Rule has been updated with new requirements that take effect in December of 2022, each co-located institution should review its IT security protocols to ensure compliance with these changes. Further, the institutions should identify an individual who is responsible for ensuring compliance with future updates to the GLBA or other cybersecurity statues. Doing so will meet minimum security

standards and prevent institutions from potentially becoming ineligible to participate in federal student aid programs and losing access to federal student aid information systems.

Institution Specific Responses:
Due to the sensitive nature of information in Recommendations 5, 6, and 7 regarding cyber security, each Institution's implementation responses have been omitted from this report.

Recommendation 6:
Not all co-located institutions use NIST or a similar set of security controls, which are considered best practices by the IT industry. Each institution should implement NIST, or a similar set of security controls, which are designed to prevent potential security breaches.

Institution Specific Responses:
Due to the sensitive nature of information in Recommendations 5, 6, and 7 regarding cyber security, each Institution's implementation responses have been omitted from this report.

Recommendation 7:
When preparing to purchase or renew cyber insurance, co-located institutions should predetermine critical areas of cyber risk based on industry trends and peers. Using these criteria, the institutions should analyze the cost, types of payouts, and coverage limits that exist within multiple policies, with the goal of accessing robust, yet affordable coverage. Institutions should maintain high cybersecurity standards as affordability of coverage can be improved through demonstrating minimized risk.

Institution Specific Responses:
Due to the sensitive nature of information in Recommendations 5, 6, and 7 regarding cyber security, each Institution's implementation responses have been omitted from this report.

Recommendation 8:
As opportunities present themselves, such as discontinuities in the physical hardware replacement cycle and the procurement of major new software programs, the co-located institutions that currently host servers on premise should explore alternative hosting options such as cloud providers or third-party commercial data centers. Institutions should also proactively anticipate these scenarios in IT strategic planning in advance of them occurring.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)
Ohio State manages this centrally.

Rhodes State College
Rhodes IT is currently reviewing all hardware and software as part of its comprehensive Disaster Recovery Plan.

In 2014, Canvas LMS, was implemented and on-prem servers for the previous LMS were decommissioned.

Between 2018 and 2020 an additional 9 physical servers were decommissioned due to either end of life on services provided or moving the physical servers to VMWare virtual servers.
Ellucian CRM Recruit (Online Applications), Advise (advisortrac, tutortrac) and Degree Works (Degree Auditing) services were migrated to the cloud in 2022.

IT investigated cloud options for its Ellucian ERP/Oracle environment. IT is working with Ellucian and Oracle to provide a quote moving the ERP to the cloud. IT has been working on discovery documents since August 2022 and finalized its a recommendation in January, 2023, and selected Ellucian and Oracle to move from the Rhodes on-site data center to the Oracle cloud (Cost - $200,000).

IT obtained quotes from 2 companies (Avalon and Tata Consulting) for moving student and faculty email to Exchange 365 (cloud). Avalon was the approved vendor (Cost - $26,600). As part of this project, IT will also implement a cloud intranet and portal (SharePoint 365); reduce internal data storage on the SAN; and provide a true Single Sign On environment. IT has been working on a solution since May 2022 and has started to migrate emails in during February 2023 due to vendor availability. This will eliminate 4 additional on-premises servers.

We are looking at having some other operating systems moved to the Cloud as well. This is pending approval from the Board and discussion with Dr. Spiers (President).

North Central State College
We current use hosting for our ERP system. As opportunity arise, we will continue to evaluate the transition to hosted environments.

Marion Technical College
MTC continues to review our current IT operations to determine if external hosting of servers (third-party, cloud, etc.) are appropriate, viable, and cost effective. We will continue to review options as current equipment approaches end of service life.

Central Ohio Technical College
COTC has a managed IT service agreement with The Ohio State University whereby Ohio State provides IT services to the college. Ohio State's Office of Technology and Distance Innovation (OTDI) confirmed that COTC is meeting recommendations 6-9 through the systems they have in place at OTDI. We have submitted documentation to the auditors addressing these topics over the last 10 months and believe we meet compliance with all these recommendations.

Kent State Stark
Kent State University and its regional campuses have cloud and third-party data centers to provide disaster recovery and backups. Applications that run in on-premises locations are routinely reviewed for viability in the cloud.

Stark State College
Stark State College has deployed a significant amount of cloud computing. We will continue to look at cloud/hosted solutions where appropriate for the college and will take this recommendation under advisement for strategic planning and all future decisions pertaining to purchases and renewals.

Ohio University Eastern and Zanesville
Neither the Zanesville nor the Eastern campus has any host servers. All servers are maintained through the central Office of Information Technology at Ohio University.

Belmont College
We are not co-located and have multiple third-party data centers.

Zane State College
Our new system is software as a service hosted in the cloud. We continue to migrate legacy platforms to Microsoft Azure.

Recommendation 9:

The co-located institutions should ensure they are collecting and storing useful data, such as unit cost, date acquired, location or user of the asset, and other information pertaining to their IT assets' useful life and current state, in a centralized location in order to assist in creating or carrying out a current management strategy. This data should be used to understand the current inventory status, and implement a formal lifecycle and refresh plan.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)
Ohio State manages this centrally.

Rhodes State College
Rhodes IT uses multiple excel spreadsheets to maintain asset and lifecycle management.
Assets are tracked by campus (Main Campus and Borra Center in Downtown Lima); Category (Office, Classroom, Other); and to track items such as, computers; laptops; monitors; speakers; webcams; doccams; printers; telephones; etc… with purchase dates; cost; location; and by users assigned to specific equipment.

These documents are used to assist with lifecycle management, which is part of the process outlined within the IT Technology Master Plan.
IT performed a comprehensive asset management audit in July 2022 to update the spreadsheets.

North Central State College
The IT staff maintains the tracking of IT equipment below the capital asset threshold, while the Accounting Staff tracks all items that classify as Capital Assets.

Marion Technical College
MTC already collects this information.

Central Ohio Technical College
COTC has a managed IT service agreement with The Ohio State University whereby Ohio State provides IT services to the college. Ohio State's Office of Technology and Distance Innovation (OTDI) confirmed that COTC is meeting recommendations 6-9 through the systems they have in place at OTDI. We have submitted documentation to the auditors addressing these topics over the last 10 months and believe we meet compliance with all these recommendations.

Kent State Stark

Kent State University Kent Campus has recently initiated an effort to build out an asset management module in its ITSM platform. All campuses, including the Stark Campus, are in scope to build out university inventory.

Stark State College

Stark State College collects and stores all relevant, useful data pertaining to IT assets in a centralized location. This information is used for lifecycle and refresh planning.

Ohio University Eastern and Zanesville

The Director of Information Technology for Regional Campuses is responsible for collecting and maintaining data in the asset management system (MEMCM).

Belmont College

Implemented and consistently reviewed.

Zane State College

This information is kept for assets in excess of $5,000

Recommendation 10:

Institutions should maintain data relating to software licenses including the number and types of licenses, the cost of those licenses, and authorized user data. Institutions should track the use of existing software in a centralized manner so that future purchasing is made through a data-driven decision-making process based upon need. Doing so will also allow for the possibility of future collaboration between co-located institutions.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)

Ohio State manages this centrally.

Rhodes State College

As part of the FY 2022 Budgeting process, all software licenses were moved to the Rhodes IT budget, centralizing them for improved tracking. IT uses excel spreadsheets in which to document and track software management.

Software such as Adobe, MS office, Trend antivirus, department specific software for Nursing, Dental Hygiene and Information Technology such as Autocad, Mastercam, Multisim, etc.. The types of software licenses are tracked along with purchase dates, cost, number of licenses, location and authorized users assigned per license.

Software contracts are reviewed annually for usage and cost. Licenses are renewed annually or on a 3-year basis.

IT performed a comprehensive asset management audit in October 2022 and updated the licensing spreadsheets.

North Central State College
The IT staff track all license agreements, their expiration date, etc.

Marion Technical College
MTC already collects this information.

Central Ohio Technical College
A significant portion of software & licensing that support OSU Newark and Central Ohio Technical College (COTC) is maintained centrally by the Office of Technology and Digital Innovation (OTDI) on the OSU Columbus campus. Contract and licensing information related to Newark Campus specific software, including software purchased directly by a department, is maintained by the Newark Application Services team in conjunction with the local purchasing office.

Cost-shared Purchasing staff on the Newark Campus works to recognize licenses purchased via Workday, OSU's financial system, and then reports those to the Sr Mgr of Newark App Services who logs the details (i.e., supplier, license or software type, number of licenses obtained, etc.). If a COTC department requisitions any IT related goods or services (including licenses for such), they are provided an 'Object Code' to use along with the budget information which triggers Colleague, COTC's financial software, to route that requisition directly to the OTDI staff for approval, notifying them immediately and allowing them in the opportunity to log the information before approving it and moving it forward for purchase.

Kent State Stark
Kent State University Kent Campus centrally purchases most enterprise level applications, and reviews smaller purchases to identify opportunities to eliminate redundancy. Kent State University at Stark is in scope for the review of purchases. As software lifecycles are always active, this is a continuous effort.

Stark State College
Stark State tracks all of our software licensing information in a software application we developed.
Ohio University Eastern and Zanesville
All software licenses are maintained through the central Office of Information Technology at Ohio University.

Belmont College
Evaluated regularly.

Zane State College
Software licenses are tracked by the IT department.

Recommendation 11:
When making large IT purchases, co-located institutions should consider existing cooperative purchasing agreements. Additionally, they should enhance purchasing polices to include the review of all purchasing options to ensure the most efficient method of purchasing is used.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)
Ohio State manages this centrally.

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Rhodes State College

Rhodes IT utilizes state purchasing agreements and consortium agreements, as available when purchasing software or equipment.
Software and Hardware renewals are reviewed Annually by Rhodes IT department.

Rhodes State, generally purchases equipment, based on its needs, through the purchasing and consortium agreements in place. There are two reasons for this that include: (1) the difference in the software and hardware used by Rhodes State vs. OSU-L, and (2) the fact that OSU-Columbus' central services controls OSU-L's purchases.

Rhodes IT will consult with OSU-L yet continue to review its purchasing practices with the consortium based on the software and hardware requirements it needs for specific Rhodes programs and institutional cyber security controls for its operations and equipment being used - it is incumbent upon each public institution to shop for the best price when looking to purchase IT equipment and software, as part of our commitment to taxpayers.

North Central State College

We currently use our purchasing policy of requiring quotes and or bids based on the dollar value of the purchase. Our policy is aligned with both State and Federal purchasing guidelines.

Marion Technical College

MTC utilizes state term pricing and receives competitive quotes when warranted.
Central Ohio Technical College

Most IT related purchases are completed centrally by the Office of Technology and Digital Innovation (OTDI) staff on the Columbus Campus. Both OSU and COTC reference the preferred use of either University or cooperative agreements in policy. OSU also includes punchout catalogs in Buckeye Buy, which is Ohio State's online store filled with catalogs from contracted university suppliers as well as some adopted from public purchasing cooperative organizations. When COTC makes purchases outside the OTDI, several purchasing agreements are available for utilization via cooperatives such as the Inter-University Council – Purchasing Group (IUCPG), the E&I (Education and Institution) Cooperative, and many others.

Kent State Stark

Kent State University and its regional campuses purchase from state term agreements, IUC agreements, cooperative purchasing agreements, or cross state compacts (MHEC) to realize efficiencies in purchasing. If a solution cannot be procured through these means, competitive bidding measures are done to state requirements. Additionally, where possible, Kent State University Kent Campus negotiates agreements that enable other institutions to procure goods and services and realize cost savings.

Stark State College

Stark State College regularly uses purchasing agreements such as Inter University Council (IUC), Educational & Institutional pricing (E&I), and CDW Government. We start negotiations with cooperative purchasing agreements and negotiate down. We secure at least three (3) quotes, when possible, before making a purchase decision.

Ohio University Eastern and Zanesville
Ohio University uses the existing cooperative purchasing agreements such as IUC and State Terms Contract.

Belmont College
We are not co-located, therefore, we are not implementing and not planning to implement.

Zane State College
Where applicable and feasible, large IT purchases will be shared with OUZ.

Recommendation 12:
Tracking usage of academic libraries on co-located campuses will better inform each institution of how and when students use library space, materials, and online services. Obtaining this data will allow each institution to adjust its services to more effectively meet student needs. Understanding this data can also be a useful asset for partnered institutions when discussing and negotiating cost-share agreements.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)
Ohio States Sr. Vice Provost for External Engagement is in communication with the Vice Provost and Dean of Libraries at Ohio State who is investigating potential options that are cost-effective.

Rhodes State College
Conversations started between the President of Rhodes State and the Dean/Director of OSU-Lima. In our last meeting, held on January 30, 2023. Dean Rehner informed us that that OSU-Columbus is looking for a solution. Our hands are tied, since the library services are offered through OSU-Columbus. I recommended that they follow the recommendation in the Audit report to track usage by hand for each institution but was informed that we need to wait on OSU-Columbus.

North Central State College
Our Library is a shared space, therefore, usage tracking is used and provided to NCSC for billing purposes at year end.

Marion Technical College
OSUM and MTC met to develop a process to track library usage. This process is being implemented and reports will be generated for review at the end of the academic terms.

Central Ohio Technical College
The John L. & Christine Warner Library serves the students, faculty and staff of Central Ohio Technical College and The Ohio State University at Newark; as a member of OhioLINK, we also serve the broader higher education community of Ohio as well as our local community members.

To understand the needs of our users, we collect statistics on study room usage, library instruction sessions, reference questions, and the use of online course guides. We also collect usage statistics for the COTC journal databases and electronic ebook platforms. Journal databases and ebook platforms for Ohio State University students are managed through University Libraries; University Libraries is aware of the report and is exploring recommendations. The data collected by the COTC and Ohio State Newark

library assist us in allocating resources for print and electronic materials, making space recommendations, and providing outreach to faculty and students regarding instruction and research support.

Kent State Stark

The Kent State University at Stark Campus Library has a long history of collecting and analyzing usage data. Annual reports on our website demonstrate our practice in this area. For space utilization, we count the number people in our building, where they are located, and to some degree what they are doing every hour we are open. An example of how these data are used: in 2019 we determined that more people were using their own devices rather than the public computers we offer on the second floor, so we reduced the number of public computers by half and purchased work tables and comfortable seating with imbedded power to accommodate people using their own devices (laptops, tablets, phones, etc.). Our integrated library system tracks usage of our materials. We can easily generate reports by patron type (Kent State/Stark State, students/faculty etc.). We have collected data regarding online usage and can access usage reports from vendors. We have used such data in the aggregate to make decisions about canceling subscriptions to expensive databases with minimal usage.

Stark State College

While Stark State College has a tracking process in place with our co-located partner, it does not provide the level of data defined in this recommendation. Stark State and our co-located partner do not use the same student ID system so we cannot capture detailed level data. We will continue our current tracking process since it provides us with some data on Stark State students who use the library at the co-located partner institution. Going forward, we will consider this recommendation as we review our library agreements with our co-located partner.

Belmont College

Ongoing.

Zane State College

The two institutions currently split the cost of the library. Zane State College students minimally use the library.

Recommendation 13:

Academic advising is critical to student success. Co-located partners should hold regularly scheduled, formalized meetings focused on academic advising topics to help facilitate communication and information sharing between them. More consistent discussions about student needs and trends can assist academic advising offices in tailoring their services to better meet those needs.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)

Academic topics are discussed during regular meetings between the Ohio State Marion dean and the MTC president. The advising teams from each institution have set their first meeting to share information about our respective processes and opportunities for greater collaboration.

Monthly meetings have been established to streamline communication. Parties include Ohio State Lima Assistant Dean of Student and Community Engagement and Academic Advising Manager along with Rhodes State Senior VP of Academic & Student Affairs, and the Dean of Student Affairs.

OSU Mansfield academic leadership meet once per month with NC State leadership as a group; advising is discussed monthly.

COTC and Ohio State Newark will hold an inaugural meeting of the institutions' advising staffs in March 21, 2023. Ohio State Newark's advising team will share its experience with the Gardner Institute's Pedagogy, Advising and Curricular Excellence project, and COTC's advising team will share its experience implementing a new student-support system based on the "Achieving the Dream" model.

Rhodes State College
RSC and OSU-L have held scheduled meetings, since President Spiers (Rhodes) and Dean Rehner (OSU-L) began to work together in 2019. In addition, Executive meetings that include the President, Dean/Director, and the CFO's from both institutions to discuss relevant topics have been regularly scheduled during this same time.

On November 1, 2022, Rhodes' Senior Vice President for Academic Affairs, Student Affairs and Workforce Development and Dean, Student Affairs (oversees advising) began regular meetings with the OSU-L Assistant Dean of Engagement and the Manager of Academic Advising to discuss redefining advising and student transfer processes between both institutions. Meetings will continue bimonthly through May 2023 to continue to identify areas for collaboration and enhancements for student advising and transfer, which will be captured in meeting minutes. Rhodes and OSU-L, due to programming, articulations, and operational management will continue to maintain separate Student Advising services, while placing the focus on collaboration to tailor services to better meet transient and transfer student needs and trends between the co-located campus'.

Dr. Passmore (Dean, Student Affairs) and Dr. Baldin (Senior VP) last met with Brian Albright, Associate Dean from OSU-L, on December 13, 2022, with the next meeting scheduled for February 13, 2023. Contact information was exchanged with regards to offices that handle transfers, advising, etc. Scheduled meetings are in place.

North Central State College
NCSC and OSU-M meet in January to discuss current and potential transfer pathways. NCSC has a Academic Advisor within the Liberal Arts Division that specializes in transfer nd maintains relationships with peer advisors at universities to help students best negotiate transfer.

Marion Technical College
The Dean of OSUM and President of MTC meet on a regular basis. The advising teams from each institution have started meeting to share information about our respective processes. However, there are significant differences in how each institution approaches the advising process. MTC has been implementing a guided pathways approach to student success, which includes a move towards intrusive advising and ensuring students remain on an academic path towards graduation without taking any unnecessary coursework.

Central Ohio Technical College
With this recommendation and its premise in mind, the COTC President and the Ohio State Newark Dean/Director would like to bring our advising staff and Ohio State Newark's advising staff together periodically. This year, we envision two meetings, and recognizing the higher-level exploration that both advising staffs have done or are doing, we would like the first meeting to be one in which the Ohio State Newark advising team shares its experience with the PACE project with COTC's advising team. The

second meeting would be one in which COTC's advising team shares its experience implementing a new student-support system based on the "Achieving the Dream" model. The first meeting is scheduled for March 21, 2023.

Kent State Stark
On November 30, 2022, Stark State College's Vice-President of Enrollment Management and Kent State University at Stark's Director of Regional Campus Operations met. To discuss strategies relative to joint meetings of all student services staff, including academic advising staff. The feasibility of regular and sustained joint academic advising remains an unknown at this time. This will be explored in future meetings, in addition to the transfer and articulation topics noted in Recommendations 1 and 2 above.

On December 5, 2022, Stark State College's Provost and Kent State University at Stark's Assistant Dean met to discuss opportunities for faculty-to-faculty collaboration and joint student life programming. At this meeting, existing curricular and co-curricular opportunities and pathways for students at both institutions were reviewed. A follow-up meeting of academic affairs leaders has been planned for Spring 2023, to be repeated annually, if not more frequently.

Stark State College
In the 2022 articulation agreement, we included language that states that "the academic units of both Stark State College and Kent State University, that have established transfer pathways, agree to meet annually in Spring semester to notify each other of programmatic changes resulting in changes to the transfer pathway." We used to hold meetings in the past with representatives from KSU-Stark but moved to email processes during Covid. We are working to schedule a meeting in April 2023 with representatives from KSU-Stark.

Ohio University Eastern and Zanesville
Ohio University Regional Campuses will be implementing a new student success advising model for Fall 2023. We will engage our co-located partners in a conversation about advising and student success after implementing and evaluating our new model.

Belmont College
We are not co-located, therefore, we do not share advising services with other institutions.

Zane State College
OUZ is the top transfer institution for Zane State College students. We are currently manage this advising well.

Recommendation 14:
Institutions of higher education are responsible for communicating important safety messages to staff and students along with being prepared for emergencies. While each institution has its own campus safety considerations, co-located partners should hold regular, formalized, standing meetings which include all relevant members of the campus and local communities, particularly first responders. These meetings should be held to discuss shared campus safety needs, concerns, and potential solutions and develop specific plans for communication needs during an emergency event.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)
The cost-shared relationship between COTC and Ohio State University allows for 24/7/365 public safety coverage by a staff of two full-time Ohio State police officers and a staff of non-commissioned trained security officers. The Ohio State-PD sergeant also serves in the cost-shared role of director of public safety for COTC, Ohio State Newark, and Ohio State's other regional campuses. Ohio State's police department provides a number of benefits associated with a large-scale police operation, including, but not limited to, specialized training opportunities for public safety staff and ties to other local law enforcement agencies through mutual-aid agreements. The director of public safety attends monthly departmental command meetings as well as the monthly local police chiefs' meetings. This position is also a standing member of the campus's Public Safety Advisory Committee. The membership of the committee includes a diverse group of faculty and staff from COTC and Ohio State Newark and meets quarterly. Its mission is to advise the director of public safety regarding best safety practices, services, policies, staffing, operations, policing strategies, and OSHA requirements to achieve and maintain a safe, healthful workplace. Finally, the Newark campus utilizes the RAVE alert notification system which allows for mass delivery of critical information across multiple channels (SMS, email, desktop, or social media). The RAVE system unifies the collaboration and communication experience under one umbrella, in a user-friendly platform. It also allows for public response.

Health and wellness evolved to campus initiatives at OSU Lima and Rhodes State. These meetings began during the summer of 2020 during the pandemic to establish a communication channel between the two institution to ensure joint messaging around COVID-19 was being presented to the campus community. These meetings continue two years later as the focus has shifted from COVID to campus concerns, needs, and updates. Those in attendance include HR, Marketing and Communications, Academic Affairs and Student Affairs from both Rhodes State and Ohio State Lima. Safety and campus security: Monthly meetings are held with OSU Police and Rhodes State Security. On Oct. 12, 2022 an emergency table top preparation/planning exercises was held involving the administrative staff of both schools. A follow-up exercise is being planned for fall '23. Safety services and facilities from both institutions are collaborating on a grant-funded project to install universal classroom door locks for the safety of students and faculty. The OSU officer is a member of the county Chiefs' Association and Crime Stoppers board involving area agencies. Ohio State University Dept. of Public Safety has proven policies and use of mass notifications. OSU has a standing offer, reiterated on Oct. 12, 2022 to provide Rhodes State with free access to the Rave (Buckeye Alert) system. Approaches for combining notification processes are ongoing.

Ohio State Marion and MTC regularly discuss safety needs on campus. Most recently MTC hosted an active shooter training on campus which involved local first responders and the campus police officer. Plans are underway for a table top exercise including both institutions for Summer 2023. MTC received a safety grant from ODHE and the funds will be used to provide additional safety infrastructure for a number of buildings on campus. Ohio State Marion and MTC regularly discuss safety needs on campus. Both institutions utilize Buckeye Alert to notify students, faculty, and staff of potential safety issues on campus.

OSU Mansfield and NC State leaders meet once per month as a group with representation from both campuses. We have recently begun including Don Wallis, who is head of security for both campuses. Student affairs representatives also attend, as they are in charge of ensuring that students have access to mental health services.

Rhodes State College

RSC Safety & Security & OSU-L' Police Officer have daily communication to determine if any items need to be addressed. RSC Safety and Security & OSU Police Officer receive email notices regarding area police concerns from a local police chief along with weather and general alerts from Allen County EMA.

RSC Safety & Security & OSU Police Officer will the first Wednesday of every month from 10:00 am to 10:30 from November through May of 2022. Meeting minutes will be taken and saved in the Safety & Security Office). During these meetings agenda items will include: Standing Safety Concerns, Emergency Preparedness Planning and General Communication. Standing items on the agenda include General Campus Safety, Training; Notifications; and type of support needed for upcoming campus events.

RSC & OSU-L leadership met on October 12, 2022 for an initial tabletop exercise, which included an OSU-Columbus representative for Homeland security and a Police officer for another Co-located campus. Multiple topics came out of the event, with the primary focus being Emergency Communication during and after an emergency event.

First Responders from Bath Township and Allen County EMA will be invited two (2) times per year to participate in Campus Safety discussions and/or tabletop exercises. The first discussion and exercise will be held Fall 2023.

Key employees from both OSU-L and RSC are on each other's emergency alert system. The emergency alert system is tested twice per year to ensure both entities receive the other's alerts. In addition, the OSU Dean & RSC President communicate prior to non-urgent alerts to ensure consistency in the messaging. President Spiers (Rhodes) and Dean/Director Rehner (OSU-L) have had conversations regarding future staffing of personnel for the safety of the campus.

North Central State College

NCSC has established a Critical Emergency Response Team (CERT). This team meets monthly to discuss what is happening across campus as well as within our community. The OSU-M police officer is invited to attend this meeting. We also have a Shared Services committee that meeting monthly to discuss items that affect both institutions on campus.

Marion Technical College

OSUM and MTC have been and will continue to meet regarding safety needs on campus. Most recently MTC hosted an active shooter training on campus which involved local law enforcement and fire departments. We are collectively working on updating our campus safety plan. Additionally, MTC received a safety grant and is utilizing some of the funds to provide additional safety equipment to the entire campus, not just our facilities.

Central Ohio Technical College

COTC agrees that public safety needs to be an extremely high priority on college campuses. Communicating important safety messages to staff and students and coordinating with the campus community and other local public safety organizations are critical components of the college's overall security strategy. The cost-shared relationship between COTC and Ohio State University brings extraordinary benefits with regards to public safety including 24/7/365 public safety coverage consisting of two full-time Ohio State police officers and a staff of non-commissioned trained security officers. The OSU-PD sergeant also serves in the cost-shared role of director of public safety for both institutions. The relationship with OSU-PD provides a number of benefits associated with a large-scale police operation, including, but not limited to, specialized training opportunities

for public safety staff and ties to other local law enforcement agencies through mutual aid agreements. The director of public safety attends monthly OSU-PD command meetings as well as the monthly local police chiefs' meetings. This position is also a standing member of the campus Public Safety Advisory Committee. The membership of the committee includes a diverse group of faculty and staff from COTC and Ohio State Newark and meets quarterly. Its mission is to advise the director of public safety regarding best safety practices, services, policies, staffing, operations, policing strategies, and OSHA requirements, to achieve and maintain a safe, healthful workplace. The director of public safety also serves as the police manager for the other OSU regional campuses. This group meets weekly. Finally, the Newark campus utilizes the RAVE alert notification system which allows for mass delivery of critical information across multiple channels (SMS, email, desktop, or social media). The RAVE system unifies the collaboration and communication experience under one umbrella, in a user-friendly platform. It also allows for public response.

Kent State Stark
The security teams at Kent State University at Stark and Stark State College communicate effectively, and meetings that include representatives from community first responder agencies are frequent. These occur when:
- One campus is planning an event or when there is a crime/crime prevention information to share.
- One campus has a notable incident or interaction with a student or member of the public, about which we share photos, video, and other intelligence relevant to safety at both campuses.
- We collaborate on public health/wellness events, such as the coordination of vaccine clinics during the pandemic.
- We are involved in planning large-scale events such as the Pro Football Hall of Fame Balloon Classic that require us to work closely with local police, fire, and EMT personnel; and
- We respond to (or plan responses to) critical incidents or large-scale emergencies that require immediate communication on our MARCS radio system or rapid deployment of security personnel.

We have excellent relationships with local law enforcement and call upon them when incidents occur. Within normal operations, the security team is supported by faculty and staff who are part of the CARES Team, Counseling Center, Student Services office, Student Conduct team, and Dean's office, as well as the Kent State University Police from the Kent Campus. We also share information with other institutions of higher education in the county (Walsh University, Malone University, University of Mount Union, University of Akron, etc.) This will always be an in-progress effort as security needs change regularly.

Stark State College
Stark State College has a good working relationship with the security staff at our co-located partner. We have developed specific plans for communication needs during an emergency event. We speak regularly to ensure each campus is aware of events and issues at each institution, are connected to each other's emergency alert systems, and alert each other when situations arise. We are not currently conducting formalized, standing meetings as defined but are working towards this final step.

Belmont College
We have several communication methods to ensure that all parties are notified of safety/emergency situations.

Zane State College
Meetings are held quarterly with all appropriate participants as noted in the recommendation.

Recommendation 15:
The co-located institutions should continue to assess their current and future staffing needs and consider sharing employees with their co-located partner where feasible. The institutions should also consider cost-

sharing opportunities with their co-located partner when hiring for new positions or when a position is difficult to fill or in demand. Sharing employees could assist institutions in achieving cost efficiencies, particularly in light of declining enrollment at most co-located institutions. Ultimately, keeping operating costs low helps keep the cost of education lower for students.

Institution Specific Responses:

The Ohio State University Regional Campuses (Lima, Mansfield, Marion, Newark)

Leaders from all four regional campuses regularly meet with counter parts at the co-located institutions. When appropriate and needed, leaders discuss staffing needs, including optimizing current structures in alignment with existing cost share agreements.

Rhodes State College

Current Shared positions included in the Cost-Share Agreement include: Safety & Security, Maintenance, Housekeeping, Librarian, and the Activities Coordinator. RSC currently Reviews all vacated positions to determine the most cost-effective way to fill the position and any cost-shared positions are discussed between the President (Rhodes) and Dean/Director (OSU-L). Both institutions will continue to discuss and review positions that may be able to be filled with shared staff.

Beginning February 2023 cost sharing opportunities, as they come up, will be on the agenda for scheduled meetings with Dr. Spiers and Dean/Director Rehner.

North Central State College

Currently shared on NCSC campus includes Facilities, Library, Child Development Center, Campus Recreation Center, Student Union, and Safety Services personnel.

Marion Technical College

The Dean of OSUM and the President of MTC regularly review any potential position which may be cost-shared. This has been part of standard operations for the last seven years.

Central Ohio Technical College

COTC along with its co-located partner Ohio State Newark were created under an extensive model of cost sharing and have taken the spirit of recommendation 15 as an operating philosophy and will continue to carry this philosophy into the future.

COTC shares its main and largest campus with Ohio State Newark. In addition to sharing a 175-acre campus, the two institutions have a strong partnership whereby they share all buildings and general-purpose classrooms, approximately 80 staff, operating expenses and a number of capital equipment investments. While the governance, mission, curriculum and faculty of each institution remain autonomous, an annual cost sharing agreement designates shared costs for select personnel, facilities, operating expenditures and capital equipment investments. Both institutions maintain separate operating budgets, which in FY21 included over $13.2 million of shared expenses. Cost-shared departments provide services to both institutions. Shared departments include Building and Grounds, Business and Finance, the library, Purchasing and Auxiliary Services, Student Life, Financial Aid, Development, and Marketing and Public Relations. The cost-share agreement is updated annually and is designed equitably to allocate expenditures to each institution and protect the institutions in times of shifting enrollments.

The sharing relationship significantly increases the range of facilities and programs that the community and COTC students, faculty and staff can access and use. For example, campus residence halls are an unusual technical college amenity and are a direct result of the cost-share arrangement. As a further demonstration of the depth of the partnership, COTC employees have access to The Ohio State University's health benefits. A recent example gives direct evidence that the campus follows the suggestion of recommendation 15. A position was identified in FY22 as a need and through conversations it was decided that a new position of chief diversity officer would be shared between the two schools. This position directly met a growing need and accomplished it in a cost-effective manner.

This partnership not only produces operational efficiencies but also is viewed favorably by community members and governing bodies, resulting in stronger community support. For example, the college's Next Generation Challenge scholarship campaign resulted in nearly $21 million to provide endowments yielding annual scholarship dollars for both COTC and Ohio State Newark students. Of that, $10.1 million was dedicated for COTC-specific scholarships. As a result, in FY22, the college offered over $1,000,000 in total scholarships. Further, a local philanthropic foundation, the Newark Campus Development Fund, supports both institutions by funding scholarships, grants, innovative projects and capital improvements that are not funded by state resources.

Kent State Stark
Kent State at Stark continues to assess its current and future staffing needs with co-located Stark State College. The two institutions already share adjunct faculty member, Rev. Ryan Johanning. Rev. Johanning is employed by the independent non-profit organization, Interfaith Campus Ministries and serves in a non-paid adjunct faculty status at Kent State Stark with access to office space and administrative support.

We are exploring the adoption of future Memorandums of Understanding to define the scope of additional shared staffing initiatives in three key areas: Grounds, Custodial Services, and Security.

To ensure compliance under Ohio Revised Code and collective bargaining agreements, additional shared services models will be explored with a commitment to prevent conflicts of interests and designed to support the integrity of the mission and brand of each individual institution.

Finally, as the only four-year public university in Stark County, Kent State at Stark intends to maintain its purpose, particularly in how its students are served, while still seeking to achieve cost efficiencies through collaboration with Stark State College when possible. It is understood that keeping operating costs low helps keep the cost of education lower for students, particularly during this time of declining enrollment.

Stark State College
Stark State College monitors staffing levels very closely. We have reviewed this recommendation and currently, have not identified any area where we could share employees. As personnel needs arise, we will consider all options and will keep this recommendation in mind as one of those options.

Belmont College
We are not co-located, therefore, staff sharing is not feasible.

Zane State College
We currently share the cost of a counselor, two librarians, and a campus safety officer. Any future needs will be considered.

Section 2: Previous Biennia Audit Self-Reported Implementation Updates

The following information is self-reported data submitted by the audited entities. This information is intended to provide detailed information regarding the efforts made to-date to implement audit recommendations. These entities have previously provided updates and may not comment on recommendations that have been fully implemented.

Ohio Department of Jobs and Family Services (ODJFS)

RELEASE DATE: 09/23/21

ODJFS had previously implemented **3** recommendations and based on its most recent report, implemented **1** of **3** remaining recommendations in the past year and is in the process of implementing the last **2** recommendations.

Recommendation 1:
Document, Formalize, and Coordinate USDOL Grant Submission Process.

ODJFS's 2022 Response:
We are currently interviewing vendors to assist with this recommendation to convert OAKS data to allow us to maximize grant funds available from US DOL.

ODJFS's 2023 Update:
Optimization of last year's submission was conducted with the help of process SMEs. We also ran DOL's Resource Justification Model (RJM) tool mid-year to proactively optimize the result for next year's RJM submission. The RJM process has been documented and updates will be done to this documentation as needed.

Recommendation 4:
Business Intelligence: The strategic use of existing data can assist the Department in improving the efficiency, effectiveness, and transparency of OUIO. In particular, using a data-driven approach to identify the most disruptive issues, and the causes of delays in resolving those issues, will allow OUIO to make continuous improvements to its claims process and system rules. Analysis of this type provides a path to improvements that will reduce the amount of time OUIO staff spend processing claims and provide claimants with faster decisions.

ODJFS's 2022 Response:
The SOURCE system for benefits targeted for December 2022.
Business Intelligence deployed for OJI issue processing was completed in 2021. We have consolidated our daily metrics in collaboration with the IOP for the call center, claims processing, and adjudication/appeals into a single source of truth.

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ODJFS's 2023 Update:

The Office had intentions on improving many different processes with the implementation of a new modernized system. However, the SOURCE system for Benefits and Appeals was paused early September 2022 due to contractual concerns. In January 2023, it was determined that we would not be moving forward with the vendor, Sagitec, for our new benefits and appeals system. The executive leadership at ODJFS are currently in discussions regarding our next steps to replace the current UI benefits and appeals systems, Ohio Job Insurance (OJI) and RC Express respectively. In those discussions, requirements for a new system will be included that are based on improving the efficiency, effectiveness, and transparency of OUIO for our customer community.

As the Office awaits the strategic direction for benefits and appeals modernization, the Office is pursuing further advancements in business intelligence and other areas within the OJI system that can improve efficiency and effectiveness. As those effort become reality, we will communicate the details.

Lastly, as previously updated for this recommendation, business intelligence was deployed for OJI issue processing in 2021 and daily metrics have been consolidated in collaboration with the Innovate Ohio Platform (IOP) team for the call center, claims processing, and adjudication/appeals.

Recommendation 5:

Website Improvements: Analysis in Section 4: Customer Service showed that applicants curious about their claim status was a substantial driver of call volume to the contact center and inbound email. Pushing key application status information directly to the applicant via the website has the potential to reduce staff-hours and wait times at the call center as well as increase customer satisfaction.

ODJFS's 2022 Response:

- We are currently journey mapping and identifying ways to notify claimants of milestones in the process (such as their application was approved/paid/denied).
- The SOURCE system for benefits targeted for December 2022.

ODJFS's 2023 Update:

The Office had intentions on improving the website with the implementation of a new modernized system. However, the SOURCE system for Benefits and Appeals was paused early September 2022 due to contractual concerns. In January 2023, it was determined that we would not be moving forward with the vendor, Sagitec, for our new benefits and appeals system. The executive leadership at ODJFS are currently in discussions regarding our next steps to replace the current UI benefits and appeals systems, Ohio Job Insurance (OJI) and RC Express respectively. In those discussions, requirements for a new system will be included that are based on improving the website to improve customer service and reduce contact center wait times.

An Initial website redesign occurred in June 2022. A vendor was selected to redesign ODJFS' websites, including those related to Unemployment. The project kicked off in early November, with a target completion of May 2023.

Also, working with our office of Transformation, website updates were made to the OUIO pages in September 2022. These included removing outdated information, streamlining the flow, changing the language to "plain" language, and updating the FAQs. OUIO is also engaged with NASWA Tiger Teams. We anticipate recommendations from the Tiger Teams will offer self-service improvements, including updates that would improve communicating claim status to claimants. Recommendations should be finalized first or second quarter of 2023.

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Ohio Department of Public Safety (ODPS)

RELEASE DATE: 06/29/21

ODPS had previously implemented **4** recommendations and based on its most recent report, implemented **10** of **10** remaining recommendations in the past.

Recommendation 1.1:

ODPS should reduce staffing by 147 full time equivalents1 (FTEs) in specific functional areas throughout the Department. This reduction in staffing could result in approximately $12 million in annual savings. While the Department has reduced staffing during this audit, it should be cautious as it rehires individuals in critical positions and seek to reduce staffing where efforts are duplicative or inefficient.

ODPS's 2022 Response:

We agree with making strategic staff reductions to lower costs. As noted by the performance audit, during the pandemic ODPS left vacancies unfilled and operated with a significantly reduced staff. The department reduced full time equivalents (FTEs) more aggressively than suggested by the performance audit, dropping 286 positions below our ceiling for a savings of about $1 million per pay period. While the performance audit highlighted functional areas that appeared to be "duplicative and overlapping," we believe further study is necessary to determine which positions could be potentially merged, redeployed or eliminated. The performance audit based its conclusions on job classifications, for example, whereas job duties can vary greatly among employees with the same job classifications.

Moving forward, we will evaluate the impact of our staff cuts on our effectiveness and service, and reposition the department accordingly in a landscape altered by COVID-19. Meanwhile, in response to staffing questions the audit highlighted for further study, the Ohio State Highway Patrol (OSHP) examined similar departments in other states and conducted a detailed peer review of its staffing levels. By a variety of measures – including state population, interstate miles, licensed drivers and roadway fatality rate, among others – the study found the OSHP provides more coverage with fewer officers and ranks favorably compared to its peers.

ODPS's 2023 Update:

ODPS reduced FTEs during the audit. Note, however, since then we have increased FTEs, in part because of major new statutory initiatives. For example, House Bill 99 significantly expanded the responsibilities and staffing of the Ohio School Safety Center, effective September 2022.

Recommendation 2.1:

ODPS should advertise the benefits associated with the on-line and telephone services provided by Ohio BMV. Increasing the number of transactions conducted on line or via telephone would reduce the incremental costs for operating these systems

ODPS's 2022 Response:

ODPS agrees online and telephone service are more cost-effective than in-person BMV transactions. Effective July 1, 2022, eligible drivers will be able to renew their driver license online, an option enabled by Senate Bill 68. Separately, to promote and improve online options, the department worked with the Citizen Interactions Workgroup, appointed by Lt. Gov. Jon Husted's InnovateOhio office. The initiative, which was launched near the end of the performance audit review, redesigned the BMV website and

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made it more streamlined and customer friendly. The BMV advertises its online services on posters in licensing agencies around the state; on social media; and in BMV mailings to customers, among other places, and will continue to look for opportunities to enhance and promote online options.

ODPS's 2023 Update:

ODPS broadened its promotion of BMV online and telephone services through paid ad campaigns in print and electronic media, which resulted in more than 100 million impressions from July -- December 2022. The BMV continues to promote the various services on ODPS/BMV social media channels, on posters in licensing agencies around the state, and in BMV mailings to customers.

Recommendation 2.2:

The Department should work with the General Assembly to lengthen the lifetime of products. By doing so, the number of transactions conducted by the BMV would decrease, while revenues would remain consistent – this would result in a net gain in income due to the decrease in expenditures related to individual transactions. During the course of the audit, legislation was passed creating an eight-year driver's license for most vehicle types.

ODPS's 2022 Response:

As noted, effective July 2021, the Ohio BMV began offering an eight-year driver's license for most vehicle types and drivers, an alternative to the standard four-year driver license. The option was authorized by Senate Bill 68. The BMV also offers multi-year vehicle registration options of up to five years for non-commercial vehicles. The changes provide significant customer conveniences. While the BMV does not anticipate significant cost savings for the department, we will monitor and study the financial impact of lengthening the lifetime of products.

ODPS's 2023 Update:

The eight-year option has accounted for approximately 20 percent of all credentials issued and more than 50 percent of eligible customers. In the 19 months the eight-year option has been available, approximately 1.2 million credentials have been issued to eligible customers.

Recommendation 2.3:

ODPS should work with the General Assembly to ensure the number of Deputy Registrar offices within each county is appropriate. Strategically reducing Deputy Registrar locations throughout the state may result in increased operational efficiency.

ODPS's 2022 Response:

The BMV continually evaluates the customer service needs and performance of Deputy Registrar offices, which can fluctuate based on numerous factors. Deputy Registrar offices operate on short-term contracts, ranging from one to five years, and their performance and volume of business, among other considerations, determine whether the BMV renews, adjusts or terminates a contract. For example, two Deputy Registrar offices closed in recent months and will not be reopened as the BMV deemed the locations no longer necessary or efficient. Other nearby locations were able to absorb the customers. As noted by the performance audit, the BMV saves an estimated $25 million a year by contracting with privately operated Deputy Registrar agencies.

ODPS's 2023 Update:

The as-introduced state operating budget for the next biennium proposes removing the requirement to maintain a Deputy Registrar agency in every county. Meanwhile, the number of Deputy Registrar agencies continues to shrink, as the BMV evaluates regular contract renewals based on costs and customer needs. There are four fewer Deputy Registrar agencies than during the audit period. Of eight agencies up for renewal in 2023, only seven were released for bid.

Financial Implications:
State purchased equipment at a small DR costs approximately $15,000 per location annualized over 10 years - or approximately $3,000 annually for each of the 2 locations eliminated.

Recommendation 3.2:
The Department should work to transition longer-tenured consultants into regular employee positions. This will prevent the loss of institutional knowledge and reduce costs related to consultant fees. By doing so, the Department could save up to $1.1 million in the first year of implementation.

ODPS's 2022 Response:
ODPS will continue working toward the transition of longer-tenured consultants into regular employee positions to reduce consultant fees and prevent the loss of institutional knowledge. During the height of COVID-19, consultants played a vital role as a surge in IT projects and work requests coincided with a state hiring freeze. But overall, ODPS has reduced IT consultants by 31 percent since 2019, from 90 to 62, and will look for opportunities to continue this transition, per the performance audit recommendation.

ODPS's 2023 Update:
ODPS has transitioned three longer-tenured IT consultants into regular employee positions since our March 2022 response, and overall reduced IT consultants by 33 percent since 2019, from 90 to 60.

Recommendation 3.5:
ODPS should implement audit and inventory procedures for software products to ensure it has the most up to date information on which software products are currently in use and for what purpose. In order to accurately track this information and make informed decisions related to software, ODPS should also track the usage of software products to determine which are truly necessary. Finally, costs pertaining to each software product should be tracked, as well as licensing and renewal periods.

ODPS's 2022 Response:
ODPS agrees with the value of auditing and inventorying software, and is researching the performance audit's suggestions for enhanced tracking, including the ServiceNow ITSM Asset Management tool and other tools specifically designed for this purpose (e.g. Tachyon). Currently, ODPS uses SCCM Asset Intelligence, which tracks only software installations, not actual usage.

ODPS's 2023 Update:
(Implementing Alternative Solution to this Recommendation) ODPS continues to use SCCM Asset Intelligence, which tracks software installations but not actual usage. To supplement the software tracking in SCCM, IT has also begun using a tracking component within the 1e Tachyon platform; this component captures live inventory of a device and it's software installations. We have researched other enhanced software tracking tools mentioned in the audit but they have been deemed not viable options at this time, based on available resources.

Recommendation 4.1:

The Department should ensure that all expenses, including car washes, are captured in FleetOhio. ODPS should also enforce reconciliation policies and procedures and improve Voyager/FleetOhio reconciliation practices to rectify erroneous work order entries by using the ODPS Vehicle Job Report, which breaks down maintenance activities.

ODPS's 2023 Update:

On September 1st, 2021 Fleet Management updated policy OSP 300.22-01 requiring all vehicle work orders to be updated in Fleet Ohio to accurately record work being completed on department owned vehicles specifically if the codes entered by the vendor were incorrect or non-specific to the work completed. An inter-office communication (IOC) was distributed division-wide communicating this policy change and the expectations moving forward, including accurate coding. Fleet Management will begin conducting random monthly audits of post, districts and sections to verify compliance. In March of 2023 Policy OSP 300.22-01 was updated to include the following language related to tracking car wash costs:

B. OPERATION, MAINTENANCE, AND SERVICING

15. Car Washes – All car washes must be reflected on the vehicle service history record maintained in FleetOhio. All car washes paid for with the Voyager/MC automatically populate a record in FleetOhio and further action is not necessary. Contract car washes that are not paid with the Voyager card at time of wash must be entered into FleetOhio as a manual work order to account for the car wash cost. From the DPS 050, the task ID number for adding a car wash is 06-008. Refer to the Proper Coding of Vehicle Repairs in FleetOhio attachment to this policy for assistance in adding or updating an existing work order.

Recommendation 4.2:

ODPS should right-size and consolidate pool fleet vehicles and also implement usage of the DAS Reservation Portal, or a similar system, for tracking daily utilization of pool fleet vehicles. Optimizing the number of pool vehicles would result in annual savings of $30,000 and generate $88,000 in one time revenue related to the salvage of excess vehicles.

ODPS's 2022 Response:

ODPS since the audit has eliminated two pools completely, and has reduced the number of vehicles in the remaining pools. ODPS is in the process of adopting the DAS Reservation Portal to improve efficiency in our current reservation process. Once fully implemented, ODPS will continue to look for opportunities to more efficiently allocate pool vehicles.

ODPS's 2023 Update:

ODPS has implemented an administrative email account (DPSPoolcar) as well as an electronic calendar system to receive, track and manage all pool vehicle requests and track daily usage, as well as mileage and maintenance requirements.

Recommendation 4.3:

Within OSHP, the existing policy of limiting the number of vehicles available to two vehicles for every three post troopers should be enforced. Eliminating vehicles in excess of this policy could result in annual savings of more than $730,000

ODPS's 2023 Update:

Policy DPS 300.01 was updated to include the following clarifying language:

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II. ALLOCATION OF OSP ENFORCEMENT VEHICLES

Assignment of OSP vehicles will be assessed at least annually by DPS Fleet Management to ensure that each district has sufficient vehicles assigned. Fleet Management will utilize the established guideline of two enforcement vehicles per every three post troopers (2:3 ratio). As this ratio will be the recognized minimum guideline for enforcement vehicles assigned to each post, operational circumstances may exist which require deviation by Fleet Management such as personnel strength, replacement vehicle availability, and individual post needs (ie. special details, overtime assignments).

It is the responsibility of each district commander or designee to assign enforcement vehicles to the posts based on operational necessity. This may require the reassignment of a vehicle from one post to another based on manpower changes or specialty position assignments.

Recommendation 4.5:

ODPS should develop and implement fleet cycling policies in order to ensure the most efficient use of fleet. Maintaining vehicles beyond their useful life results in increased costs of ownership. Switching to an optimized fleet cycling process could save the Department between $431,000 and $1.1 million annually.

ODPS's 2023 Update:

The current practice/procedure in Fleet Management for making a salvage determination is as follows: DPS Fleet Management requires that all high mileage or high-cost repairs be submitted for review and approval. When reviewing the cost of vehicle repair, Fleet Management uses the following formula to determine if a vehicle is approved for repair or salvage (replacement).

When the repair estimate arrives, Fleet divides that cost by the remaining service mileage. If that calculated amount is less than $.20 per mile (vehicle cost per mile), the repair is generally approved. The remaining service mileage is calculated by subtracting the current mileage of the vehicle from the projected trade mileage of a similar class vehicle. For example, if a Dodge Charger needed vehicle repairs in the amount of $2300 and was currently reporting 111,000 miles, it would have 14,000 miles remaining to reach the projected trade mileage of 125,000 miles. In calculating whether a repair is authorized, $2,300 is divided by 14,000. The resulting calculation of $.16 per mile falls under the threshold and the repair would normally be authorized. Other criteria that is also reviewed before approving a questionable repair (any repair that is at, or slightly above the $.20 per mile cost) include the following:

- Immediate availability of a replacement vehicle. If a replacement vehicle is not immediately available, but slightly above the $.20 per mile threshold, the repair will likely be approved.
- Prior repair history of the vehicle. If the vehicle had a recent repair for a high value item (e.g., engine or transmission replacement), repairs slightly above the $.20 per mile threshold will likely be approved. On the other end of the spectrum, a vehicle with a long history of repair needs but has a repair that is right at the $.20 threshold may have the repair disapproved and the vehicle sent for salvage.

It is the responsibility of each district commander or designee to work with Fleet Management to determine whether a vehicle is approved for repair or salvage using these guidelines.

When a marked enforcement vehicle is involved in a crash that requires frame repair or serious structural repairs but is under the $.20 threshold, it will have the crash repair denied and the vehicle sent to salvage if it is determined to be a safety concern by returning it to the enforcement fleet.

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The following objective criteria are utilized when determining the salvage mileage of the enforcement vehicle fleet:

- # of uniform personnel in the field and total # of vehicles needed to maintain operations (2:3 ratio)
- Cost of Replacement Vehicles (replacement vehicles are nearly double the cost of the vehicles in operation)
- Availability of Replacement Vehicles (Auto manufacturers have drastically limited fleet sales due to reduced supply and heavy consumer demand, as well as higher profits on individual sales. This has severely hampered our ability to purchase new replacement vehicles)
- Capacity for OSP Central Installation (CI) to strip and build new vehicles (Each new vehicle takes approximately 4 days to build, therefore lowering trade-in mileage will exceed CI's capacity to build them. Additional personnel need to be hired, however current posted positions are going unfilled).

Ohio Department of Health (ODH)

RELEASE DATE: 03/23/21

ODJFS had previously implemented **3** recommendations and based on its most recent report, implemented **3** of **4** remaining recommendations in the past year and is in the process of implementing the last recommendation.

Recommendation 2:
Though significant information is available to the public, the usability and clarity of this information could be improved to better guide policy decisions and individual actions. ODH should consider alternatives to daily updates to ensure data completeness and accuracy prior to reporting, as well as leverage trend data to improve public understanding of new case rates.

ODH's 2022 Response:
ODH provides aggregate data to the public and is still reported daily because CDC has not changed their requirements for daily case reporting at this time. This is also a condition of the funding; however, the data quality has improved dramatically as we continue to work with IOP to share data with the public. We have continued to update dashboards accordingly with new pieces of information, such as immunization rates, COVID-19 breakthrough cases, and variants. ODH is looking at moving away from daily reporting, but is assessing the impact that it may have on other stakeholders including other state agencies and local health departments. This assessment is needed because some of the
information is used to guide policy decisions. We are completing an impact analysis to understand how changes in reporting will impact the community and stakeholders.

ODH's 2023 Update:
ODH completed the assessment with stakeholders to determine the cadence for reporting and has moved away from daily reporting to weekly, which is a better reflection of disease and vaccine trends as artifacts (such as a decrease in testing over the weekend, holidays, etc.) do not impact the reporting. Daily reporting is more impacted than weekly reporting by artifacts, and trends in diseases may be more difficult to determine. ODH will continue to monitor the trends and update the dashboards accordingly.

Recommendation 3:
ODH should proactively explain, in a detailed manner, its rationale for the selection of data elements that it elects to share with the public. While the state dashboard was created in haste, subsequent refinements are needed to recalibrate some of its reporting elements, such as active infections versus recovered individuals. ODH should improve its dashboard reporting and terminology to ensure clear, concise communications to the public. Improvements include consistent data definitions, a better indication of active cases, and improved organization and navigation of the Dashboard.

ODH's 2022 Response:
ODH has made enhancements based upon what we are hearing from stakeholders to ensure that the entities needs are met. ODH also does a risk and cost benefit analysis whenever there is a request for information. Since the performance audit, there are pages on the website that have been archived, because they may be important to the local health departments but not to the general public. The data elements, definitions, and explanatory information are located on the pages in the footnotes or disclaimers sections.

ODH's 2023 Update:
ODH has made enhancements based upon stakeholders feedback. The data elements, definitions, and explanatory information are located on the pages in the footnotes or disclaimers sections.

As a success story, ODH has used the lessons learned from building these COVID-19 responses dashboards, and quickly applied them to other infectious diseases (Monkeypox and rabies) that affected the state. This ensured timely communication to the public, decision makers, and other stakeholders.

Recommendation 4:
ODH should work with local health departments LHDs to better align data reporting on daily county-level updates, thereby reducing skepticism generated by differing data. This could include better timing and coordination of data updates to increase consistency among LHDs and ODH, as well as clear expectations of jurisdictional authority.

ODH's 2022 Response:
ODH has given the local health department access to dashboards that were created for their use. These dashboards are based upon the data elements that they want to see in a secure format. Importantly, the inconsistent reporting of the data (daily vs weekly) at the local level to ODH impacts the accuracy of the data reported. ODH has not changed the reporting timing or cadence since COVID-19 started and orders were implemented. LHDs share their own data. With 113 different jurisdictions, it becomes impossible to align with all reporting without affecting their jurisdictional responsibilities.

ODH's 2023 Update:
ODH has gone to a weekly reporting and informed the LHDs, this has led to less discrepancy between local and state heath reporting. Additionally, we have engaged the LHDs and shared the importance of aligning their dashboards with ODH updates. In more recent responses to infectious disease, such as Mpox, we worked with the LHD to align reporting cadence. Ohio has a decentralized public health infrastructure, which allows local jurisdiction to tailor responses and public health specifically for their communities. However, it limits the ability of ODH to require standardized reporting.

Recommendation 6:
The Ohio Disease Reporting System (ODRS), the state's 20-year-old infectious disease system, collects a significant amount of data on Covid-19 but the age of the system contributes to limitations in and problems with data collection. ODH should proceed with existing plans to replace ODRS, targeting implementation within 24 to 36 months.

ODH's 2022 Response:
ODH has put out an RFP to obtain a vendor to assess all ODH applications including their interoperability. The vendor will determine the replacement of the ODRS, but we are implementing message mapping and end-user errors before a new system is built. While the system may be old, it is not antiquated. It has received a number of updates and has served Ohio well during the pandemic. It has been an agile system and we have been able to update it for data such as variants, vaccine information, etc.

ODH's 2023 Update:
ODH selected a vendor that completed the assessment of all ODH applications including their interoperability. As part of the modernization strategies, the ODRS system was prioritized for upgrade. Currently, the department has partnered with a third party consultant to work on the enhancements of the disease surveillance system.

Ohio Department of Transportation (ODOT)

RELEASE DATE: 02/25/21

Based on its report, ODOT has implemented 14 of 14 recommendations

Recommendation 1.1:

ODOT should implement performance monitoring through the use of well-developed performance indicators applied at the appropriate level. Developing and managing appropriate performance measures could lead to efficiency improvements across all areas of ODOT's operations.

ODOT's 2022 Response:

In response to this recommendation, ODOT used a portion of its Senior Leadership Retreat to brainstorm and revamp the Critical Success Factors (CSFs). This meeting was attended by the Director of ODOT, Assistant Directors, and all Deputy Directors of the Central Office sections and all 12 Districts. The information was then provided to a cross-sectional group (representing different levels and areas of the organization) to further refine the brainstormed CSFs around SMART (Specific, Measurable, Attainable, Reliable and Time-Bound) principles. This group broke the CSFs into five different areas to align with the ODOT Mission and Vision: Promote Safety, Preserve Our Assets, Program Stewardship, Value Employees and System Efficiency.

The group defined the goals and then put in mechanisms to collect the data and display the data. Below is a sample of the revamped Critical Success Factors, using the familiar green and red designations to help track success. A total of 21 CSFs has been established to cover the entire agency, a vast reduction of the Key Performance Indicators that were formerly used. The revamped CSFs were shared with ODOT leadership and staff to gain additional feedback and buy-in. The final revamped CSF documents were effective starting Quarter 2 of Fiscal Year 2022 (which started in October of 2021).

Recommendation 2.1:

ODOT Fleet Central Office should implement policies for the replacement of fleet and equipment for ODOT Districts. The policies should be supported by a data driven methodology, and should identify when districts should dispose of equipment and what should be considered when evaluating if a replacement is necessary. Finally, ODOT should take care to make sure the policy covers all pieces, including all sizes of vehicles, mowers, and equipment with small engines, such as weed whackers.

ODOT's 2022 Response:

The Statewide Equipment Optimization Project is a diversified group of ODOT professionals from several administrative areas, including District Deputy Directors, Central Office Deputy Directors, Highway Management Administrators, Office of Equipment Management, Roadway Services Managers, and Transportation Administrators. In addition to these members, the group included Finance, the Office of Highway Management, and various subject matter experts. This group was charged to perform a statewide review of ODOT's equipment fleet. ODOT's fleet is divided into 232 categories ranging from semi-trucks and trailers to riding lawnmowers.

Initially, the goal of this committee was to establish and implement a comprehensive plan for over 2,000 pickup trucks for the Fiscal Year 2022. Since the launch of this committee, the goal has broadened to

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develop consistency for the replacement of equipment within each of the 232 categories. Over a six-month period, the committee analyzed the most accurate usage data available, consulted subject matter experts as needed, and utilized the State Auditor's report to formulate a Fleet Plan.

Based on the data gathered, the group regularly distributed the findings and recommendations for concurrence to equipment managers and Highway Management Administrators at their respective meetings. Identified recommendations included: fleet reductions, state-wide fleet plan, equipment optimization and best practices. The efforts for these areas will be detailed below.

Fleet Reductions: The figure below shows the ODOT fleet reductions by equipment category. The group looked at usage data and availability of sharing resources to make these reductions.

Equipment Optimization: The Office of Highway Management, in concert with the Office of Research, is conducting a statewide research project examining the regional sharing of heavy equipment. The current goal for fleet optimization is 320 hours per unit. The result of maximizing the shared use of our heavy equipment will ensure the optimization of these assets.

Best Practices: Numerous promising practices have been identified during the review of the equipment utilization. These include, but are not limited to, the following: specific equipment refurbishing, regional mowing, plant growth regulator program, skid steer attachments, full-service maintenance facility equipment boilerplate, and fully implementing invisible boundaries. This list of best practices has been shared with the Highway Management leaders for further investigation on the viability of implementation into the organization. Best Practices will continue to be collected for consideration in the foreseeable future.

The figure below shows the statewide fleet plan and savings. ODOT is working towards a five-year replacement plan for ½-Ton pickups and ¾-Ton pickups and a four year replacement plan for 1-Ton pickups. To optimize return on investment of these assets, trade-in and auctions will be used when cycling vehicles.

Recommendation 3.1:
The Department currently uses bond funding for routine maintenance expenses, which can result in unnecessary interest charges; ODOT should reserve bonding for projects with a long useful life.

ODOT's 2022 Response:
There is no additional information regarding this recommendation. ODOT's previous responses on pp. 92 and 93 of the audit report (PDF format) still apply.

Recommendation 3.2:
The Department should require debt affordability studies to gauge when it can afford to take on new debt prior to pursuing new bond issuances.

ODOT's 2022 Response:
There is no additional information regarding this recommendation. ODOT's previous responses on pp. 92 and 93 of the audit report (PDF format) still apply.

Recommendation 4.1:
ODOT should implement and support a successful Bridge Management System (BMS) installation that meets the Federal Highway Administration (FHWA) minimum documented standards (23 CFR 515.17).

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ODOT's 2022 Response:
ODOT has purchased a license for AASHTO BrM (Bridge Management Software). This system is compliant with the FHWA standards for a Bridge Management System and is a system that other state DOTs are using. The Office of Structural Engineering has identified Brad Noll as the lead for the launch of this system.

Brad is currently working on configuring the system to meet the needs of the Department. The BrM goal for this year is to run the system with ODOT's current bridge data, bridge conditions, and bridge funding levels and compare them with the Districts bridge work plans. We will review the difference between the two work plans and see if the algorithms need to be adjusted.

Recommendation 4.2:
The General Assembly should revise ORC section 5501.47 to remove the requirement that ODOT conduct annual inspections of all bridges and instead adopt a risk based methodology for bridge inspection, consistent with peer states and federal guidelines that allow for a risk-based 24-month inspection cycle for some bridges.

ODOT's 2022 Response:
This recommendation has been accomplished. The General Assembly has revised ORC 5501.47, ORC 5501.48, ORC 5543.20, and ORC 723.54 to allow for the Director to establish a reliability based inspection standard. The reliability based standard has been created and included in the ODOT Bridge Inspection Manual. The ODOT Bridge Inspection Manual is the governing document for all bridge owners in Ohio.

The result of the new standard is approximately half of the bridges in Ohio can be inspected on a 2- year cycle, and the other half will continue to be inspected on an annual cycle. This new inspection requirement is currently being implemented by all Ohio bridge owners.

Recommendation 5.1:
ODOT collects data manually, which may not be as accurate or effective a method as automatic data collection. ODOT should develop an efficient and effective pavement data collection plan consistent with best practices.

ODOT's 2022 Response:
ODOT initiated a research project into automated data collection in 2013. The research concluded that the automated systems could not match the current PCR distress ratings and that there would be a significant increase in labor and equipment costs for the Department. Pavements are ODOT's largest asset and one of the largest annual expenditures for the Department. While additional data collection costs are not desirable, ODOT understood that the additional costs may be warranted if automated collection systems could provide better data, resulting in better management of our pavement network. With this in mind, ODOT initiated another research project in 2017, to develop a new rating system and decision tree logic using automated data.

Since the release date of the AOS report, ODOT has completed the research project with Applied Research Associates, initiated in 2017, with the goal of developing a new pavement rating system using automated data collection. This research found that automated systems continue to lack the ability to capture all the distresses that ODOT's manual ratings collect. The research also found that automated collection vehicles' failure to report many distresses leads to reduced accuracy of the automated models.

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Additionally, the research found that ODOT is not alone; other research and agencies have seen inconclusive results in regard to implementing fully-automated distress data into pavement management systems. The researcher concluded that today's technology falls short of ODOT's needs for pavement management, unless the Department is willing to accept a loss in terms of accuracy of decisions. The final research report has been submitted for publishing and can be made available upon request.

ODOT has determined that manual PCR data collection is currently the most efficient and effective pavement data collection method. We recognize that automated distress detection and classification is a new and evolving technology and may well overcome its current shortcomings in time. ODOT will continue to monitor the state of the practice with this technology to determine if it can add value in the future.

Recommendation 5.2:
ODOT should develop best practices for pavement projections. The Department currently fully projects expenditures five years in advance, and partially expenditures projects for up to 10 years. Moving to a longer time frame could improve pavement optimization.

ODOT's 2022 Response:
ODOT is now running some longer scenarios to ensure the mix of projects is optimized.

Recommendation 5.3:
ODOT should conduct a study to optimize project selection at the district level, including the maximum percentage match between PMS project recommendations and the timeframe Districts have to complete the projects.

ODOT's 2022 Response:
ODOT is ensuring the Districts maximize the compliance with optimized results during our annual Workplan process.

Recommendation 6.1:
The Department should explore every opportunity to optimize their existing system before committing to the purchase of something else. And adopt best practices to leverage the existing maintenance management system totals, including better integration with the Department's other IT systems and use in Work Planning.

ODOT's 2022 Response:
The Ohio Department of Transportation formed a group to review the current Maintenance Management System (EIMS) in comparison to purchasing a replacement system. This group was made up of end user representatives from various sections and IT. The group has recommended upgrading the current EIMS system (an upgrade that is not an additional cost) to make it a more user-friendly system that will fit the needs of the agency. ODOT is currently in the process of negotiation and planning to implement this upgrade. This system will allow for closer analysis of highway maintenance costs and better data.

The group also conducted a gap analysis of the current EIMS system to identify the best course of action. The figures below show the high-level steps of review, discover, and observations and high- level project business plan.

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Recommendation 6.2:
ODOT should ensure the maintenance management system captures the costs of maintenance activities and allows analysis of the most economical means for conducting highway maintenance.

ODOT's 2022 Response:
Please refer to 6.1, in which the upgraded EIMS system will accurately capture costs.

Recommendation 6.3:
ODOT should restart, strengthen and enhance the Maintenance Condition Rating (MCR) Program.

ODOT's Initial Response:
The Ohio Department of Transportation, using a cross-sectional group that includes various levels from the Highway Management section, has reviewed the Maintenance Condition Rating (MCR) program. The MCR program includes statewide inspections completed by county personnel, collection of data, and analysis of 7 highway maintenance deficiencies:
- Damaged or missing barriers;
- Obstructed or damaged pavement;
- Vegetation obstructions;
- Damaged or missing traffic control devices, signal obstructions;
- Damaged or missing pavement markings;
- Litter; and
- Drainage ditch obstructions.

The MCR is an application that was developed and created in house and can be accessed from tablets or computers within the agency. Training on the MCR process and application began March 1, 2022, for all Highway Maintenance County Supervisors and will be complete March 31, 2022. Inspections are scheduled to begin April 1, 2022, through October 1, 2022, and continue each year thereafter.

Recommendation 7.1:
ODOT should develop a standardized methodology for applying overhead to insourcing and outsourcing decisions and assist the various departments in their application of appropriate cost- benefit analysis.

ODOT's 2022 Response:
Although we determined that there is no single methodology for overhead that can be applied to all insource vs. outsource decisions, ODOT's Cost Accounting team has developed a standard methodology for establishing average hourly labor rates by job classification. This methodology is designed to promote consistency and accuracy in cost allocation, and the Cost Accounting team is available to assist the various ODOT offices and business units as required.

Recommendation 8.1:
ODOT should enhance its business intelligence capabilities to allow Department leadership to manage organizational strategy with quantitative inputs, using data to drive key business decisions.

ODOT's 2022 Response:
ODOT leadership understands the need for a more micro-level approach to Business Intelligence that will allow Districts and front-line division heads to leverage data to make better decisions. ODOT currently uses a data-driven process with information provided by multiple reports and agency specialist groups,

such as the Funding Council and Tech Council, to provide recommendations for decision making that impacts the entire Department. These resources allow the Director and leadership team to make well-informed, macro-level decisions with detailed input from representatives of each Division and District. Toward that effort, ODOT believes the Innovate Ohio initiative is a step in the right direction.

Additionally, HR50 is in alignment with this recommendation. It will help ODOT provide more guidance to its workforce strategy. HR50 requires agencies to view all of the work performed under their umbrella as a comprehensive whole. This will allow ODOT to better assess which work is permanent and best performed by State of Ohio staff and which work would be best performed by consultants, contractors, and other non-employees. Having access to usable and relevant data about work activities performed by both ODOT and non-ODOT staff will greatly help the department make more informed decisions about its workforce in both the short and long term.

As a part of HR 50, ODOT has assessed the work performed by its consultants and determined functions that can be brought in-house. ODOT has prioritized positions/functions currently being performed by consultants that could be converted into State of Ohio employees. ODOT has established a plan to make this conversion happen and is currently making progress in its implementation.

Ohio Department of Education (ODE)

RELEASE DATE: 01/26/21

ODE had previously implemented **6** recommendations and based on its most recent report, implemented **1** of **2** remaining recommendations in the past year and is in the process of implementing the last recommendation.

Recommendation 1.1:

Additional opportunities to drive efficiency and achievement could be realized by ODE examining the relationship between district spending and student performance. ODE should monitor districts the Department deems to be high performing or high improving, particularly those that achieve results at lower-than average expenditure levels in order to determine how other districts might achieve more cost-effective outcomes. This information can be used to assist other districts in areas of strategic spending; program utilization; and resource allocation.

ODE's 2022 Response:

Numerous studies, as well as information received by the Department, confirms that there is no single educational strategy that can be applied to each district to impact these areas. Given this and the Department's commitment to improving education for all students, the Department is dedicated to using various strategies that position districts to be designated as high performing and high quality.
The Department identified two categories of work to address this recommendation:

- Use of data to identify high performing and high improving schools; and
- Monitoring district performance.

The work for the category related to identifying high performing and high improving schools has been fully implemented. Concepts within the recommendation are embedded into the core work of the Department's Center for Performance and Impact. Finally, data will continue to be used in student and stakeholder impact discussions and will have implications on various Department efforts. The Department will continue releasing communications to districts each time data and reports are released, and when it is deemed necessary to ensure districts receive the most beneficial information.

Beginning mid-year, the department focused its resource allocation support efforts in 3 buckets of work: resource allocation review, strategic budgeting, and improvement review. The Department will analyze the results of these pilots and use the information it learns to adjust the supports it provides to all schools based on individual school needs.

ODE's 2023 Update:

As reported previously, the Department engaged Region 8 Comprehensive Center to assist with resource allocation support by reviewing a range of tools, resources, practices, and structures associated with the Department's school and district improvement processes as well as the alignment to federal funding rules and processes.

That work laid the foundation for training with the State Support Team (SST) staff as they assist districts with improvement initiatives to ensure focus on key issues for improvement. Once focused plans are developed, multiple offices within the Department will work to ensure adequate funding is available to

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support the plan. To implement this process, the Department developed the following FY23 action plan for Resource Allocation Reviews:

- Level 1 Review: LEAs in Ohio currently receive a level 1 (routine) resource allocation review as part of the Education Department System of Tiered E-Plans and Supports (ED STEPS) process. Allocations and budgets are reviewed both during the planning process (One Needs Assessment and One Plan) and throughout the execution of the plan (One Funding Application and Consolidated Monitoring System).
- Level 2 Review: In Ohio, LEAs that are or contain a significant number of comprehensive support and improvement (CSI), targeted support and improvement (TSI), or additional targeted support and improvement (ATSI) schools receive "intensive" levels of support.

These intensive LEAs will periodically participate in an Improvement Review, which is a deeper analysis of system functions within a district and its buildings, including a review of resource allocation. The review process is designed to help districts and schools improve student performance by identifying areas of strength and areas needing improvement, as well as aligning evidence and research-based practices.

The Department started a pilot phase of this process with two LEAs in January 2023. Plans are in place for at least 8-10 LEAs to participate in this intensive Improvement Review during FY23, contingent on approval of the update to the identification of Priority and Focus schools as part of the Department's Elementary and Secondary School Emergency Relief Fund (ESSER) application. The Department will make adaptations based upon what is learned from the pilot and will invite additional LEAs to participate in the improvement review process with the goal of scaling up to 8-10 reviews each year.

Recommendation 3.1:
The Education Management Information System (EMIS), the technology system used by districts and ODE to track relevant district and student data, has undergone significant improvements in the last several year but more opportunities exist for improvement. ODE should make strategic improvements to its internal processes involving EMIS to enhance user experience and ensure user needs are met.

ODE's 2022 Response:
The Department fully implemented the portion of the recommendation related to EMIS manual revisions, stakeholder communication, and training opportunities. Strategic improvements in the duplicative data and customization sections continue to be made with the work expected to be completed by July 2022.

ODE's 2023 Update:
The Department previously implemented the portion of the recommendation related to EMIS manual revisions, stakeholder communication, and training opportunities as reported in the February 2022 update. Strategic improvements in the duplicative data and customization sections were implemented later in 2022 as outlined below.

Duplicative Data – Fully Implemented
This portion of the EMIS and Data Management recommendation is similar to an overarching recommendation made by the EMIS Advisory Council to review regularly all data elements and eliminate those that are not needed. During its May 18, 2021 meeting, the EMIS Advisory Council discussed creating a "Data Elements Workgroup" to serve as advisors and offer comments on ways to streamline reporting and build efficiencies into the system. The Data Elements Workgroup met on November 9, 2021 to begin discussions on how to streamline EMIS reporting. The group identified a list of items they

would like to eliminate, those that are problematic to report and those they would like Department staff to derive from other data. In many cases, the EMIS elements they identified coincide with things identified by Department staff during the high-level review. Many of the data elements the work group members identified for elimination are required by state or federal law so much of the work centered on ways to make the reporting easier versus a complete elimination of the data element.

Several Department staff then began working with various offices to learn more about why each identified element was added and how it is used. The goal of the meetings was to identify elements where the Department can discuss elimination versus those that must be collected for a legal reason (e.g., the element must be reported to the federal government, it is used to drive funding or it is used on the report cards) and where the Department can discuss changing the reporting to make it easier for EMIS coordinators to collect and report data.

The Data Elements Workgroup met three times between its creation in 2021 and its final meeting on November 29, 2022. The group made 39 recommendations, which Department staff addressed at the meeting on November 29. The work group's final report will be sent to the EMIS Advisory Council and added to the annual report of the council that will go to the state superintendent in the late spring of 2023. The work group disbanded after its meeting as the work is done.

Customization – Fully Implemented
Reports - The Department increased opportunities for users to customize EMIS reports by recreating and improving existing reports in a new report portal with enhanced usability. A new version of the Secure Data Center (SDC), which uses Power BI instead of MicroStrategy, moved into production during June 2021. The SDC is now part of the Department's Report Portal which allows users to access easily their own unmasked, student-level data through a secure link in the Department's website. A public version of the tool was also released showing any user data which has been masked to comply with state and federal student privacy laws. On March 24, 2022, the "old" SDC was shut down and users now have access to all the reports from the new portal. Work continues building new reports in the portal that were not previously available in the old site, however the Department considers the recommendation for this area fully implemented at this time.

Report Writer - As part of implementing the EMIS Report and Data Management recommendation, the Department also gave users the ability to self-design reports by adding a "report writer" enhancement to the EMIS Data Collector. Adding a useful and functional "report writer" to the software is a major enhancement. The Department, in collaboration with representatives from the field, completed the design work on the new feature in January 2022 and deployed it in November 2022.

Ohio Department of Transportation (ODOT) – Phase 1

RELEASE DATE: 12/31/19

ODOT had previously implemented **6** recommendations and based on its most recent report, is in the process of implementing the last **3** recommendations.

Recommendation 2.1:
Based on the current cost structure, ODOT should deploy qualified internal staff before hiring consultant inspectors.

ODOT's 2022 Response:
An ODOT group is currently analyzing the HT Series. One of the main goals is identifying methods which allow for more internal (ODOT staff) performed construction inspections.

ODOT's 2023 Update:
An ODOT group is currently analyzing the HT Series. One of the main goals is identifying methods which allow for more internal (ODOT staff) performed construction inspections.

Recommendation 2.2:
Optimize highway maintenance work assignments by using HT1 seasonal employees to the full capacity.

ODOT's 2022 Response:
ODOT Districts have hired staff as best they can, given the current nationwide recruitment challenges. They utilize staff to maximize their utility including trying to minimize consultant inspection.

ODOT's 2023 Update:
ODOT Districts have hired staff as best they can, given the current nationwide recruitment challenges. They utilize staff to maximize their utility including trying to minimize consultant inspection.

Recommendation 2.3:
ODOT should collect and maintain data related to use of consultant construction inspectors in an easily retrievable electronic format.

ODOT's 2022 Response:
ODOT is currently working on developing this system.

ODOT's 2023 Update:
ODOT is currently working on developing this system.

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Ohio Department of Administrative Services (DAS)

RELEASE DATE: 6/6/19

ODOT had previously implemented **4** recommendations and based on its most recent report, is in the process of implementing the last recommendation.

Recommendation 1:
Withdraw fleet management authority from self-managed agencies. Consider agency requests for delegated authority on a case-by-case basis in accordance with statutory authority and DAS discretion. Continue to monitor delegated agencies to ensure compliance.

DAS's 2022 Response:
Since the last update in 2021, DAS has started transitioning the Department of Natural Resources division by division. After a smooth transition of their Coastal Division we continue to work with them to identify which of their divisions will be next. We continue to communicate with Bureau of Workers' Compensation and the Environmental Protection Agency to work through the remaining concerns they have and anticipate further productive meetings with them that will lead to transitions into the managed program.

DAS's 2023 Update:
Continuing to partner with and collaborate with EPA, BWC and DNR. DAS OFM continues to demonstrate the efficiencies and cost effectiveness of moving their fleet over to DAS managed. DAS is also looking at creative ways to offer additional support to these agencies and to work around specific agency requirements that may not be universal throughout the enterprise.

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The Ohio State University (OSU)

RELEASE DATE: 9/25/18

OSU had previously implemented **3** recommendations and based on its most recent report, implemented **3** of **4** remaining recommendations in the past year and is in the process of implementing the last recommendation.

Recommendation 1.1:
OSU should consider eliminating the practice of operating on-site server rooms in favor of migrating those servers and racks to a more efficient, secure data center such as the State of Ohio Computer Center (SOCC). In doing so, the Office of the Chief Information Officer and University areas should coordinate to prioritize smaller server rooms or those in need of immediate infrastructure or security upgrades as those offer the best immediate opportunity.

OSU's 2022 Response:
We currently have 166 racks representing 21 college/VP areas and MITS customers. We continue to expand our MITS clients who utilize centralized core technology services to increase operational efficiency. Currently the Office of the CIO has established 28 MITS partnerships, which include colleges/VP areas, regional campus locations and administrative offices.

OSU's 2023 Update:
We currently have 166 racks representing 21 college/VP areas and MITS customers. We continue to expand our MITS clients who utilize centralized core technology services to increase operational efficiency. Currently the Office of the Technology & Digital Innovation has established 29 MITS partnerships, which include colleges/VP areas, regional campus locations and administrative offices. (Note: The Office of the Chief Information Officer is now called the Office of Technology and Digital Innovation)

Recommendation 2.1:
OSU should reduce or eliminate on-program prepaid black and white copier pages that are currently underutilized. In doing so, the University should consider reducing the total number of underutilized copiers and also reducing the number of on-program printers and off-program printers. Shifting pages to fully utilize on-program copier leases will allow for higher volume, lower cost printing.

OSU's 2022 Response:
COVID is still slowing the progress some because users are waiting until fall of 2022 to decide on device removal or downgrade due to the hybrid work environments that still remain in place at OSU. In spite of that, UniPrint was able to eliminate or downgrade 122 devices which results in a savings $124,584 per year. Overall impression numbers are still much lower than pre-COVID and the university is still realizing a cost avoidance of $1.3m compared to pre-COVID

OSU's 2023 Update:
Black impressions on desktop printers has been decreasing each quarter over the last year and impressions on copiers has increased each quarter. The migration from printers to copiers combined with a reduction of copier impression costs has produced overall savings on black impressions of $214984.00. Additionally, a renegotiation of the ComDoc contract provides OSU with a provision for reimbursement of unused black impressions. This provision has produced additional savings to OSU of approximately $61,000.00.

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Financial Impact Realized-to-Date:
$588,799

Recommendation 2.2:
OSU should shift off-program desktop printing to on-program copiers. Doing so would allow for cost avoidance of off-program printing, but also improved utilization of on-program leases and elimination of additional unused prepaid black and white pages. However, if the University is not fully able to do so, it should, at minimum, shift to on-program desktop printing. Doing so can reduce the overall cost of page production as well as allow the University to better track page production.

OSU's 2022 Response:
Desktop printing has been capped and is not growing in comparison to last fiscal. UniPrint has also implemented a new desktop support model that will reduce the desktop printer fleet substantially by the end of this fiscal year. It will remove approximately 600 devices from the fleet that are printing low volumes and move that volume to MFDs. This will produce an average savings of $70,761.

OSU's 2023 Update:
The new desktop support model implemented has reduced the overall desktop printer fleet significantly. The fleet at the beginning of FY23 was around 3,826 desktop printers and at the end of this fiscal period will by 2040. This will produce an average savings of $164,385.   Additionally, any impressions from these removed devices should migrate to copiers which would produce cost-savings as well because the impressions are being done on the lowest-cost device and maximum device minimums.

Financial Impact Realized-to-Date:
$392,721

Recommendation 3.1:
OSU should develop and deploy a consistent, efficient, and effective process for recruit-to-hire that is uniformly enacted across all areas. In doing so, the University should ensure that the uniform process is reinforced by a single, end-to-end system while eliminating the current array of disconnected, and sometimes area specific, systems. However, prior to deploying the new process and system to support it, all University areas should collect standard data to inform the complete current state processes, ultimately allowing for a full measurement of the effectiveness and efficiency gains once the new process is implemented. Finally, the University should ensure that the new system has the capability to uniformly collect data that can be used for enterprise-wide performance measurement and management.

OSU's 2022 Response:
Since the implementation of Workday in January 2021, the university has hired, transferred or promoted over 31,000 faculty, staff and students. By aligning our WD processes and procedures with our HR Service Delivery Model we will be able to optimize the RTH process and enhance our customer experience. With optimized business processes, alignment between system security and improved role clarity, and additional training and resource, the university will achieve full effective and efficient use of the system and its impact on hiring at Ohio State in the future.

OSU's 2023 Update:
With the implementation of Workday in January of 2021, the process for PCard and reimbursement processes have been standard into one system, that is universally required for us. We have also built reports to assist with data management and review of transactions.

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Ohio Bureau of Workers' Compensation (OBWC)

RELEASE DATE: 1/10/17

OBWC had previously implemented **8** recommendations and based on its most recent report, is in the process of implementing the last recommendation.

Recommendation 3.2:
OBWC should right-size its office space within the William Green Building to a level comparable to industry benchmarks. In doing so, the Bureau can free up additional space to generate additional lease revenue.

OBWC's 2022 Response:
The prevalence of telework in state government has reduced the demand for office space overall. As such, there are no current prospective tenants for the William Green Building. OBWC will continue to work in conjunction with DAS Real Estate to offer space when DAS cannot find suitable space for other agencies in either the Rhodes or Riffe towers. Should the need arise, OBWC would be willing to evaluate our ability to reduce our occupied space in the William Green Building to assist DAS Real Estate in their mission.

OBWC's 2023 Update:
The prevalence of telework in state government has reduced the demand for office space overall. As such, currently, there is only one prospective tenant for the William Green Building. OBWC will continue to work in conjunction with DAS Real Estate to offer space to the known prospective tenant and any others identified by DAS, when DAS cannot find suitable space for other agencies in either the Rhodes or Riffe towers. Should the need arise, OBWC would be willing to evaluate our ability to reduce our occupied space in the William Green Building to assist DAS Real Estate in their mission.

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