

Ohio Shared Services Survey

The term “Shared Services” is used in many different ways. For the purposes of this survey, “Shared Services” is defined as:

“A collaborative strategy, which is fundamentally about the provision of services by an organization where that service had previously been provided separately in more than one organization or group. It is about optimizing staff, equipment and facilities and other corporate or public resources across jurisdictions to standardize processes, improve operational efficiencies and related outcomes. The key is the idea of 'sharing' within an organization or group of public sector organizations.”

Examples of shared services include, but are not limited to, the following: shared use of facilities, shared personnel, cooperative purchasing, insurance consortia, transportation services, information technology, and facilities management; shared personnel, transportation services, information technology, and facilities management; cooperative purchasing; insurance consortia; and shared use of facilities.

The survey questions that follow are organized into four broad categories as follows:

1) Respondent Information, 2) Current State of Shared Services, 3) Future State of Shared Services, and 4) Public Policy.

Each organization should only submit ONE survey response. Respondents should plan to complete the survey in one sitting. Therefore, please have all required information in advance when preparing to respond to the survey.

Section I: Respondent Information

1) What is the NAME of your organization?

Name _____

2) From the list below, which term best describes your organization? If none of the terms best describes your organization, select “Other” at the bottom of the list and comment in the specify box.

- A. Traditional School District
- B. Joint Vocational School District
- C. Community School
- D. STEM School
- E. Chartered Non-public (Private) School
- F. Educational Service Center (ESC)
- G. Information Technology Center (ITC)
- H. Education Technology Center (Ed Tech)
- I. County Office (Commissioner)
- J. County Office (Auditor)
- K. County Office (Engineer)
- L. County Office (Sheriff)
- M. County Office (Recorder)
- N. County Office (Treasurer)
- O. County Office (Coroner)
- P. County Office (Prosecuting Attorney)
- Q. County Office (Clerk of Courts)
- R. Municipality or Village
- S. Court
- T. Township
- U. Hospital
- V. College or University

- W. Joint Fire or Ambulance District
- X. Library District
- Y. Metropolitan Housing Authority
- Z. Park District
- AA. Regional Solid Waste Management Authority
- BB. Regional Transit Authority
- CC. Regional Water and Sewer District or Authority
- DD. Metropolitan Planning Organization
- EE. Council of Governments (COG) not listed above
- FF. Other (please specify)** _____

***Upon analysis of those respondents selecting the "FF. Other" response, 51 respondents identified as "Board of Developmental Disabilities." Due to the volume of these responses, they were subsequently re-coded into a new category "GG. Board of Developmental Disabilities"; this re-coding occurred only for Question 2.*

3) What is the location of the lead agency or headquarters' office for your organization?

Street Address _____

City _____

Zip Code _____

County** _____

**For those respondents that included County information, a regional code was also assigned and added to the dataset*

4) In round numbers, what was your organization's total estimated or actual annual all-funds operating expenses for your most recent fiscal year?

\$ _____

Section II: Current State of Shared Services

5) Does your organization PURCHASE or RECEIVE services from other publicly funded organizations?

- Yes [Proceed to Question 5a]
- No [Skip to Question 6]
- I don't know [Skip to Question 6]

5a) From WHICH TYPES of publicly funded organizations did you purchase or receive services?

- A. Traditional School District
- B. Joint Vocational School District
- C. Community School
- D. STEM School
- E. Chartered Non-public (Private) School
- F. Educational Service Center (ESC)
- G. Information Technology Center (ITC)
- H. Education Technology Center (Ed Tech)
- I. County Office (Commissioner)
- J. County Office (Auditor)
- K. County Office (Engineer)
- L. County Office (Sheriff)
- M. County Office (Recorder)
- N. County Office (Treasurer)
- O. County Office (Coroner)
- P. County Office (Prosecuting Attorney)
- Q. County Office (Clerk of Courts)
- R. Municipality or Village
- S. Court
- T. Township
- U. Hospital
- V. College or University

- W. Joint Fire or Ambulance District
- X. Library District
- Y. Metropolitan Housing Authority
- Z. Park District
- AA. Regional Solid Waste Management Authority
- BB. Regional Transit Authority
- CC. Regional Water and Sewer District or Authority
- DD. Metropolitan Planning Organization
- EE. Council of Governments (COG) not listed above
- FF. Other (please specify) _____

5b) Indicate which of the following services you PURCHASE or RECEIVE (check all that apply)

Technology

- Audio-visual, copier or facsimile equipment purchasing or management
- Server, storage or network deployment, management, or operation
- Datacenter or colocation of technology infrastructure
- End-user device management and support (computers, computer labs, imaging, helpdesk, training)
- Application development, database administration, application support
- Application hosting
- Website design, maintenance, or hosting
- Telephone, VoIP and/or Internet services
- Computer and software licensing and subscription fees
- Data recovery, disaster recovery
- Other Technology

Administration

- Administrative office space
- General Administrative Staff
- Grant Administration
- Management Staff
- Custodial and Maintenance Staff
- Joint Purchasing
- Human Resources
- Staff contract negotiation
- Purchasing of heating fuel
- Purchasing of natural gas
- Purchasing of electricity
- Purchasing of alternative energy
- Purchasing of gasoline and diesel fuel
- Purchasing of office supplies
- Purchasing of maintenance supplies
- Food Service operation, hiring, purchases
- Food Service RFP and contract award
- Business services such as payroll, accounts payable, budgeting
- Benefits management
- State or federal grant administration and reporting
- Insurance - general liability
- Insurance - worker's compensation
- Pooled Healthcare
- Printing Services
- Audit RFP and contract
- Other Administration

Public Works

- Paving
- Infrastructure maintenance
- Capital improvements
- Stormwater
- Planning
- Equipment or vehicle purchase
- Salt purchase or storage
- Snow removal
- Other Public Works

Public Safety

- Consolidated/joint district
- Joint dispatch
- Communications system
- Equipment purchase
- Staffing
- Other Public Safety

Education – Instructional Support

- Purchasing of educational supplies
- Textbook selection and purchasing
- Special education
- PT, OT, speech and other therapy services
- School-based Medicare Health Services Billing
- Alternative Education programs
- Pre-K Programs
- After School Programs
- Counseling services
- School Nurses or other Health Services
- Administrator Professional Development
- Teacher Professional Development
- Curriculum Development
- Teacher Coaching or Mentoring
- Ohio Improvement Process or other School Improvement Services
- Supervision/Evaluation of Staff
- Vocational education services
- Music/Art/Physical Education teaching staff
- Reading specialists
- Library and/or media center staffing
- Other Education – Instructional Support

Economic Development

- Staffing
- Databases/technology
- Marketing/advertising/Outreach
- JEDD/Revenue Sharing
- Land use planning
- Corporate/industrial park
- Tax incentives
- Other Economic Development

Health and Human Services

- Executive/administrative staff
- Client services staff
- Client services equipment
- Client service delivery
- Other Health and Human Service

Fleet Management and Operations

- Transportation operation
- Transportation contract RFP and contract award
- Vehicle Purchase
- Vehicle Maintenance
- Vehicle Routing and Dispatch
- Other Fleet Management and Operations

Facilities

- Administrative space
- Client services
- Public meeting space
- Athletic fields, gymnasiums
- Auditoriums, theatre space
- Facility maintenance
- Facility maintenance RFP and contract award
- Capital planning
- General security services
- Grounds maintenance
- Other Facilities

Miscellaneous

- Other (Please Specify) _____

5c) In estimated or actual dollars, HOW MUCH did you spend or purchase through shared service arrangements provided by another governmental entity in your most recent fiscal year?

\$ _____

6) Does your organization PROVIDE shared services to other public sector organizations?

- Yes [Proceed to Question 6a]
- No [Skip to Question 7]
- I don't know [Skip to Question 7]

6a) For WHICH TYPES of publicly funded organizations did you provide services?

- A. Traditional School District
- B. Joint Vocational School District
- C. Community School
- D. STEM School
- E. Chartered Non-public (Private) School
- F. Educational Service Center (ESC)
- G. Information Technology Center (ITC)
- H. Education Technology Center (Ed Tech)
- I. County Office (Commissioner)
- J. County Office (Auditor)
- K. County Office (Engineer)
- L. County Office (Sheriff)

- M. County Office (Recorder)
- N. County Office (Treasurer)
- O. County Office (Coroner)
- P. County Office (Prosecuting Attorney)
- Q. County Office (Clerk of Courts)
- R. Municipality or Village
- S. Court
- T. Township
- U. Hospital
- V. College or University
- W. Joint Fire or Ambulance District
- X. Library District
- Y. Metropolitan Housing Authority
- Z. Park District
- AA. Regional Solid Waste Management Authority
- BB. Regional Transit Authority
- CC. Regional Water and Sewer District or Authority
- DD. Metropolitan Planning Organization
- EE. Council of Governments (COG) not listed above
- FF. Other (please specify) _____

6b) Indicate which of the following services you PROVIDE or SELL to other publicly supported organizations (check all that apply)

Technology

- Audio-visual, copier or facsimile equipment purchasing or management
- Server, storage or network deployment, management, or operation
- End-user device management and support (computers, computer labs, imaging, helpdesk, training)
- Datacenter or colocation of technology infrastructure
- Application development, database administration, application support
- Application hosting
- Website design, maintenance, or hosting
- Telephone, VoIP and/or Internet services
- Computer and software licensing and subscription fees
- Data recovery, disaster recovery
- Other Technology

Administration

- Administrative office space
- General Administrative Staff
- Grant Administration
- Management Staff
- Custodial and Maintenance Staff
- Joint Purchasing
- Human Resources
- Staff contract negotiation
- Purchasing of heating fuel
- Purchasing of natural gas
- Purchasing of electricity
- Purchasing of alternative energy
- Purchasing of gasoline and diesel fuel
- Purchasing of office supplies
- Purchasing of maintenance supplies
- Food Service operation, hiring, purchases
- Food Service RFP and contract award

- Business services such as payroll, accounts payable, budgeting
- Benefits management
- State or federal grant administration and reporting
- Insurance - general liability
- Insurance - worker's compensation
- Pooled Healthcare
- Printing Services
- Audit RFP and contract
- Other Administration

Public Works

- Paving
- Infrastructure maintenance
- Capital improvements
- Stormwater
- Planning
- Equipment or vehicle purchase
- Salt purchase or storage
- Snow removal
- Other Public Works

Public Safety

- Consolidated/joint district
- Joint dispatch
- Communications system
- Equipment purchase
- Staffing
- Other Public Safety

Education – Instructional Support

- Purchasing of educational supplies
- Textbook selection and purchasing
- Special education
- PT, OT, speech and other therapy services
- School-based Medicare Health Services Billing
- Alternative Education programs
- Pre-K Programs
- After School Programs
- Counseling services
- School Nurses or other Health Services
- Administrator Professional Development
- Teacher Professional Development
- Curriculum Development
- Teacher Coaching or Mentoring
- Ohio Improvement Process or other School Improvement Services
- Supervision/Evaluation of Staff
- Vocational education services
- Music/Art/Physical Education teaching staff
- Reading specialists
- Library and/or media center staffing
- Other Education – Instructional Support

Economic Development

- Staffing

- Databases/technology
- Marketing/advertising/Outreach
- JEDD/Revenue Sharing
- Land use planning
- Corporate/industrial park
- Tax incentives
- Other Economic Development

Health and Human Services

- Executive/administrative staff
- Client services staff
- Client services equipment
- Client service delivery
- Other Health and Human Service

Fleet Management and Operations

- Transportation operation
- Transportation contract RFP and contract award
- Vehicle Purchase
- Vehicle Maintenance
- Vehicle Routing and Dispatch
- Other Fleet Management and Operations

Facilities

- Administrative space
- Client services
- Public meeting space
- Athletic fields, gymnasiums
- Auditoriums, theatre space
- Facility maintenance
- Facility maintenance RFP and contract award
- Capital planning
- General security services
- Grounds maintenance
- Other Facilities

Miscellaneous

- Other (Please Specify) _____

6c) In round numbers, how much estimated or actual revenue resulted from providing shared services and other consortia programs or services to other governmental entities in your most recent fiscal year?

\$ _____

7) Which of the following best describes the level of shared services participation in your organization?

- Right level of shared services
- Not enough use of shared services
- Too much use of shared services
- No shared services
- I don't know

8) Has a specific collaboration or shared service activity directly resulted in reduced personnel costs as a result of eliminating or combining positions, whether through termination or attrition?

- Yes
- No

- I don't know

9) What is the estimated or actual amount of financial savings from use of shared services by your organization in your most recent fiscal year?

- Amount \$ _____
- I don't know

10) In areas where your organization is CURRENTLY sharing services, has your organization generally improved its quality of services provided to customers?

- Yes
- No
- About the same level of service
- I don't know

11) In your opinion, what are the most important Conditions for Success in existing or future shared service initiatives? (Check no more than three)

- Prior relationship
- Resources from external sources
- Willing Partners
- Shared Governance
- Employee Buy-in
- A well-researched plan of action
- Geographic Proximity
- Projected Cost Savings
- Privacy/Security
- Quality Product/Service
- Other (please specify) _____

12) What are the most significant barriers or obstacles that need to be overcome in existing or future shared services initiatives? (Check no more than three)

- Organizational inertia
- Legal and/or policy barriers
- Existing negotiated agreements
- Governance
- Issues related to competition
- Cost model for the particular service
- General budget difficulties
- Lack of public support
- Geographic obstacles
- Job Security and/or Lack of Employee Cooperation
- Does not make financial sense
- Other (please specify) _____

13) How many computing servers does your organization maintain within your organization's facilities by the following types? Please indicate the number for relevant selections. If your organization does not host any physical or virtual servers in your own environment, please type a zero into each category.

Type	Quantity
x86 Server (Standalone, Tower, Rack or single Blade = 1 server)	_____
Unix or Midrange Server	_____
Mainframe	_____
Vmware (ESX or ESXi)	_____
MicroSoft (Hyper-V)	_____
Oracle VM	_____

Linux (KVM)
Citrix (Xen)
Other Virtual Machine (please specify details below)
Other Virtual Machine details:

Section III: Future State of Shared Services

14) Is your organization currently developing any shared service initiatives that you did not previously have?

- Yes [Proceed to Question 14a]
- No [Skip to Question 15]
- I don't know [Skip to Question 15]

14a) Please list the type of agency with which you are currently developing the most significant shared services (check no more than three):

- A. Traditional School District
- B. Joint Vocational School District
- C. Community School
- D. STEM School
- E. Chartered Non-public (Private) School
- F. Educational Service Center (ESC)
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- W. Joint Fire or Ambulance District
- X. Library District
- Y. Metropolitan Housing Authority
- Z. Park District
- AA. Regional Solid Waste Management Authority
- BB. Regional Transit Authority
- CC. Regional Water and Sewer District or Authority
- DD. Metropolitan Planning Organization
- EE. Council of Governments (COG) not listed above
- FF. Other (please specify) _____

14b) Please list the most significant shared services you are currently developing (check no more than three):

Technology

- Audio-visual, copier or facsimile equipment purchasing or management
- Server, storage or network deployment, management, or operation
- Datacenter or colocation of technology infrastructure
- End-user device management and support (computers, computer labs, imaging, helpdesk, training)

- Application development, database administration, application support
- Application hosting
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- Other Technology

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- Purchasing of electricity
- Purchasing of alternative energy
- Purchasing of gasoline and diesel fuel
- Purchasing of office supplies
- Purchasing of maintenance supplies
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- Food Service RFP and contract award
- Business services such as payroll, accounts payable, budgeting
- Benefits management
- State or federal grant administration and reporting
- Insurance - general liability
- Insurance - worker's compensation
- Pooled Healthcare
- Printing Services
- Audit RFP and contract
- Other Administration

Public Works

- Paving
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- Capital improvements
- Stormwater
- Planning
- Equipment or vehicle purchase
- Salt purchase or storage
- Snow removal
- Other Public Works

Public Safety

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- Joint dispatch
- Communications system
- Equipment purchase
- Staffing
- Other Public Safety

Education – Instructional Support

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- Pre-K Programs
- After School Programs
- Counseling services
- School Nurses or other Health Services
- Administrator Professional Development
- Teacher Professional Development
- Curriculum Development
- Teacher Coaching or Mentoring
- Ohio Improvement Process or other School Improvement Services
- Supervision/Evaluation of Staff
- Vocational education services
- Music/Art/Physical Education teaching staff
- Reading specialists
- Library and/or media center staffing
- Other Education – Instructional Support

Economic Development

- Staffing
- Databases/technology
- Marketing/advertising/Outreach
- JEDD/Revenue Sharing
- Land use planning
- Corporate/industrial park
- Tax incentives
- Other Economic Development

Health and Human Services

- Executive/administrative staff
- Client services staff
- Client services equipment
- Client service delivery
- Other Health and Human Service

Fleet Management and Operations

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- Vehicle Routing and Dispatch
- Other Fleet Management and Operations

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- Athletic fields, gymnasiums

- Auditoriums, theatre space
- Facility maintenance
- Facility maintenance RFP and contract award
- Capital planning
- General security services
- Grounds maintenance
- Other Facilities

Miscellaneous

- Other (Please Specify) _____

Section IV: Public Policy

15) In your view, what would be the most effective state policy levers and/or incentives to get your organization and others to move forward with a more collaborative strategy that utilizes shared services or other operational efficiency strategies?

Additional contact information:

If we have questions or need clarification regarding your responses, which PERSON from your organization is taking primary responsibility for completing this survey?

First and Last Name _____

Title _____

Email _____