

Application Form

Program Title: Statewide Alternative Fuel Usage Scorecard

If applicable, identify Partner: Not applicable

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Application Process

When preparing and entering your submission, please follow these guidelines:

1. The application form is available online at www.nasca.org.
2. All applications must be submitted electronically at nasca@csg.org. If you have any questions, contact NASCA staff by email at nasca@csg.org or by phone at 859-244-8181.
3. Adobe Acrobat (PDF) documents will be accepted.
4. More than one program may be submitted from the same entity.
5. **Deadline:** All submissions must be received by **March 6, 2009**.

Program Questions

Please provide a one (1)-page summary of the program. Provide a narrative answer for each question listed below. You are limited to two (2) pages, based on regular 8 ½ by 11 inch paper, single spaced in 12 point font. The two page limit does not include the one-page summary. Do **not** send supporting documentation.

1. How long has the program been operational?
2. What was the program's start-up cost? Provide detailed information about specific purchases for this program, including staffing needs and other expenditures, as well as existing materials, technology and staff already in place.
3. What are the program's operational costs?
4. How is the program funded?
5. How do you calculate actual savings, i.e., short-term and/or long-term?
6. How do you measure this program's success? Provide quantitative benefits realized by service recipients, taxpayers and/or state agencies?
7. How has the program grown or changed since its implementation?
8. Describe the program's applicability to other states/local/federal governments?

Deadline - March 6, 2009

The application package must be received no later than **March 6, 2009** for consideration.

Send Submission(s) to: nasca@csg.org or mstone@csg.org.

Executive Summary

Statewide Alternative Fuel Usage Scorecard

Concept. A simple green-yellow-red scorecard ranked by state agencies' progress and posted to the Internet to track and encourage state agencies' use of alternative fuels.

Elements. This scorecard is:



- Fair: goals are prorated fairly to each state agency and progress is measured accordingly.
- Simple: results are easily understood and interpreted.
- Familiar: like a stoplight, green means progress, yellow is caution, red is no progress.
- Transparent (in three steps): first share progress with each state agency individually, then share all state agencies' progress with all state agencies, then post all state agencies' progress to the Internet.
- Competitive: every state agency wants to be first, and no one wants to be last.

The Problem. In October 2006, a new Ohio law made alternative fuel use mandatory in capable state vehicles and required minimum annual amounts of alternative fuel to be used statewide. The traditional approach of communicating requirements via mass e-mails and user group meetings resulted in minimal gains. By mid-2007 the state of Ohio had reached just 12 percent of its ethanol (E85) goal and 5 percent of its biodiesel (B20) goal. The state's decentralized fleet needed a better way to set agency-specific goals, communicate results, and add transparency and accountability.

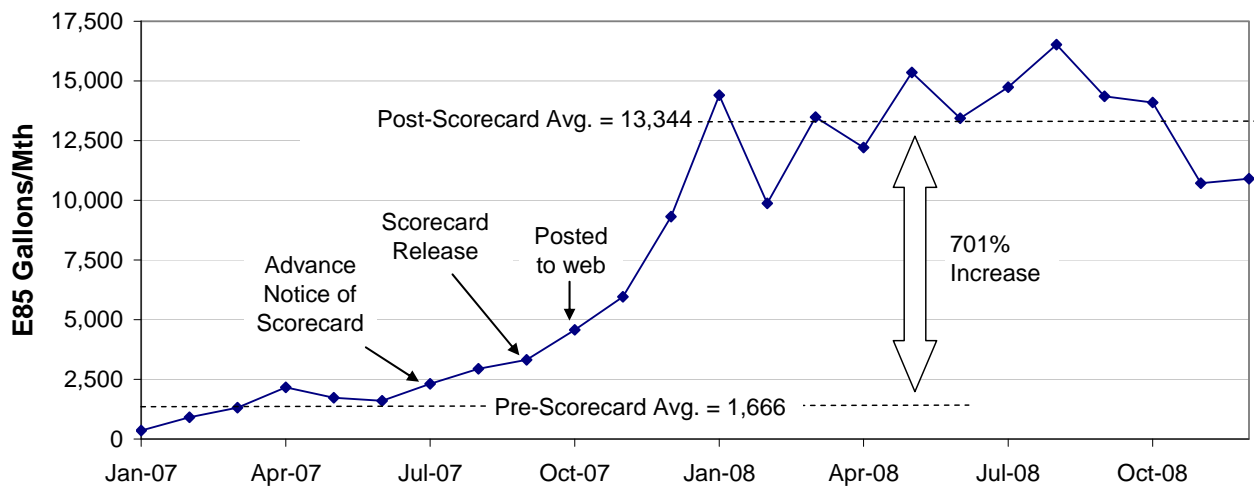
The Solution. In the spring of 2007, the Ohio Department of Administrative Services' Office of Fleet Management reviewed state agency fuel data, and then prorated state agency goals in a format that could be easily understood. The spreadsheet indicates each state agency's goal by percentage and by gallons, a running usage tally by gallons and percentage. In September 2007, the Office of Fleet Management distributed the reports to state agency fleet managers and supervisors. Ohio's state agencies also were notified that an Alternative Fuel Scorecard would be sent to them monthly and would be posted to the Office of Fleet Management Web site in October. The Alternative Fuel Scorecards were color coded for quick reference as to state agency compliance. State agencies shown in green were at 90 percent of goal or above, yellow = 11 percent-89 percent and red = 10 percent or less. State agencies scoring Green were listed on top to emphasize the positive. For the current scorecard, see <http://das.ohio.gov/gsd/Fleet/Fltmail.htm>.

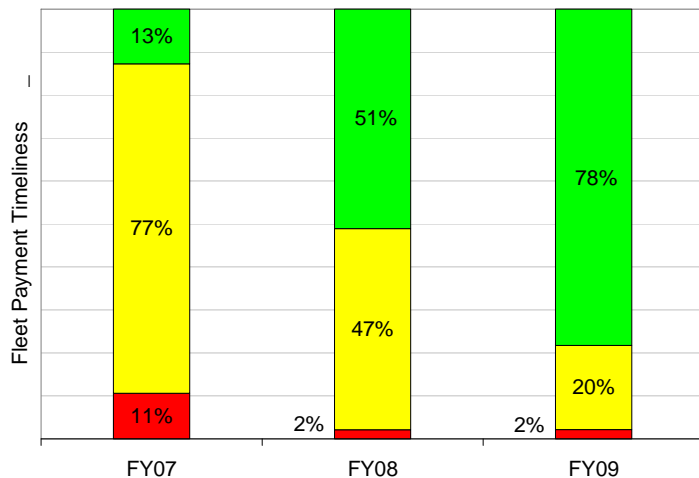
The Results. Prior to the September 2007 release of the scorecard, the state was using a monthly average of 1,666 gallons of E85 and 7,021 gallons of B20. In calendar year 2008 after the release of the scorecard, E85 use **increased 701 percent** to a monthly average of 13,344 gallons. B20 use **increased 2,364 percent** to a monthly average of 172,994 gallons.

Other Results. The Office of Fleet Management also has implemented a scorecard for tracking timely payment of fleet invoices. The state receives discounts for prompt payment on its fleet credit card contract. On the scorecard, state agencies shown in green paid 90 percent or more of their invoices within 10 days, yellow = 11-89 percent on-time and red = 10 percent or less on-time. In FY07 prior to the scorecard, just 13 percent of state agencies paid 90 percent of their invoices within 10 days. When the scorecard was implemented during FY08, the on-time percentage increased to 51 percent. For the first half of FY09, 78 percent of the state agencies paid within ten days. With the help of this scorecard, the state's prompt payment **rebate more than tripled** from \$7,762 in FY07 to \$23,934 in FY08. For the current scorecard, see <http://das.ohio.gov/gsd/Fleet/Fltmail.htm>.

Program Questions.

1. *How long has the program been operational?* Since September 2007.
2. *What was the program's startup costs? Provide detailed information about specific purchases for the program including staffing needs and other expenditures, as well as existing materials, technology and staff already in place.* There were no hard expenditures for this program. There was an expenditure of time with two current staff members. The scorecard itself is in an Excel workbook and is posted to the state's Office of Fleet Management Web site. Data is collected through a fuel upload from our current fuel and maintenance credit card vendor to our state's Fleet Management Information System.
3. *What are the program's operational costs?* \$0 hard costs; small expenditure of time. When compared to other options, this is a very low-cost approach. In the case of alternative fuels, other approaches could have been an extensive marketing campaign (posters, fliers, training) or alternative fuel subsidies to encourage use. Both of these approaches would have been much more expensive and probably less effective. For the state's fleet credit card system, there could have been substantial reprogramming of financial systems to reroute approval workflows. Again this would have been much more expensive and probably less effective. In the end, the scorecard approach focuses on results, and leaves it to the creativity of the state agencies to find ways to improve.
4. *How is the program funded?* There is no funding needed for this program.
5. *How do you calculate savings, i.e., short term and/or long term?* With the prompt payment scorecard, the Office of Fleet Management tracks the additional rebate due to contract discounts. For alternative fuels, it tracks compliance rather than savings.
6. *How do you measure this program's success? Provide quantitative benefits realized by service recipients, taxpayers and/or state agencies.* The scorecard shows success compared to a baseline period. See results below for E85. Regarding B20, the state of Ohio now uses more than two million gallons annually and has become one of the largest biodiesel users in the country.





With fleet payment timeliness, the chart at the left shows the proportion of state agencies in green which have paid 90 percent or more of their invoices within 10 days; yellow = 11-89 percent on time, and red = 10 percent or less. In FY07 prior to the scorecard, just 13 percent of state agencies paid 90 percent of their invoices within 10 days. When the scorecard was implemented during FY08, the on-time percentage increased to 51 percent. For the first half of FY09, 78 percent of the state agencies paid within 10 days.

7. *How has the program changed or grown since its implementation?* There is now additional information added to the scorecard regarding month-to-month usage and trends by state agency. There are currently two scorecard applications for the Office of Fleet Management. In addition, there is a third scorecard being utilized by the DAS State Architect's Office, which uses a similar scorecard to track compliance with overall state energy goals. Ohio DAS will soon be creating a fourth scorecard to track agencies' facility space utilization. State agencies within the space allocation guidelines of 250 to 350 square feet per person will be coded green. The yellow and red zones are being determined. A five percent reduction in commercial leased space would save the state about \$3 million annually.
8. *Describe the programs applicability to other states/local/federal governments?* The stoplight scorecard can be used by other governmental entities in many applications in which quantitative data can be consistently and regularly collected. It is very effective in situations where a central authority has enterprise-wide responsibility but little or no direct control over the actions of decentralized groups. The scorecard puts the onus on the groups by creating healthy competition, and having a fair way to assign and assess each other's results. No state agency wants to be on or near the bottom of any list.

Success factors for implementation to be considered include:

- Must have a fair basis for prorating and goal setting. It must be fair but will not necessarily be popular.
- Can be used in situations where goal measurement is divisible into three categories for color coding.
- Need solid data collection and quick correction of any data errors when state agencies notify that data is incorrect.
- Give adequate notice to state agencies before posting to the Internet. Ohio was able to get media coverage on our scorecard, which definitely improved the performance of some low-scoring state agencies.

The Ohio Department of Administrative Services, Office of Fleet Management thanks you for your consideration of this program as a candidate for the 2009 NASCA Outstanding Program Award.