

Ohio Department of Administrative Services

Fiscal Year 2015 Annual Report



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Service · Support · Solutions

John R. Kasich, Governor / Robert Blair, Director

Ohio Department of Administrative Services

Annual Report Fiscal Year 2015



John R. Kasich, Governor



Robert Blair, Director



*Eric Harrell,
Chief of Operations*



*Randall Howard,
Chief of Performance
and Results*



*Stephanie Loucka,
Chief of Human
Resources*

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Ohio Department of Administrative Services

OVERVIEW

The Ohio Department of Administrative Services (DAS) is committed to providing quality centralized services, specialized support and innovative solutions to state agencies, boards and commissions. Because DAS is a customer service organization, DAS team members continually look for ways to improve our work processes and final products. We listen earnestly to customers and empower team members to make a positive difference.

DAS has more than 40 program areas serving our Ohio government customers, who in turn directly serve the interests of Ohio citizens. We help procure goods and services, deliver information technology and mail, train personnel, promote equal access to the state workforce, lease and manage office space, process payroll, print publications and perform a variety of other services.

Central Service Agency

OVERVIEW

The Central Service Agency, which is part of the Ohio Department of Administrative Services, provides the following services to select State of Ohio boards and commissions: human resources and payroll functions, fiscal and budget assistance, procurement, administrative directives and other ad hoc, mutually agreed services.

The Central Service Agency currently provides services to 32 boards and commissions (listed on the right), 25 of which are autonomous licensing boards and commissions which receive no general revenue funds.

Combined, these boards and commissions license or assist more than 1,061,727 active or inactive licensed individuals, businesses and schools throughout Ohio.

ACCOMPLISHMENTS

Central Service Agency saves state millions

The Central Service Agency saved the State of Ohio nearly \$5 million during Fiscal Year 2015 by providing centralized human resources management for the 32 boards and commissions and centralized fiscal services for 30 boards and commissions. The Central Service Agency provides these extensive services with a staff of six individuals.

Related accomplishments for Fiscal Year 2015 included the following:

- Worked with the boards and commissions to help them meet the goals for the state's procurement preference programs for socially and economically disadvantaged businesses, known as the EDGE (Encouraging Diversity, Growth and Equity) and Minority Business Enterprise (MBE) certification programs. Fiscal Year 2015 marked the first time all 29 applicable boards and commissions met both goals;
- Worked with licensing boards during the design phase of a new cloud-based electronic licensing system. This system will provide boards a more efficient workflow system tied to work rules and online options. The new system will improve online license renewal, license application, licensure verification and reports related to licensure;
- Implemented a new merchant services credit card processing product in conjunction with the Treasurer of State. This electronic gateway provider contains a payment portal and links the merchant's website to the processing company and eventually the financial institution. This product will improve reconciliation and reporting to more efficiently deposit revenues into state accounts;
- Worked with select boards to adopt rules to improve the licensing processes for current and former members of the military and their spouses;
- Collaborated on the Health Professions Data Warehouse project, integrating historical and current health professions licensure board data. The creation of this data warehouse is a multi-phase project that extends into December 2016 with the Ohio Department of Medicaid, Ohio Department of Health and other stakeholders;
- Worked with the Office of Governor John R. Kasich to implement the governor's initiative on human trafficking prevention and awareness. The Central Service Agency worked with boards and commissions to create a coordinated effort to identify and rescue victims through training programs, public awareness and continuing education accreditation for related training;
- Successfully completed a financial and compliance audit conducted by the Auditor of State, improving accountability and efficiencies;
- Expanded the use of the State of Ohio's payment card program to all boards and commissions served by the Central Service Agency to simplify and streamline the acquisition process and lower overall transaction costs;
- Filled more than 40 open positions, created 174 personnel actions, conducted more than 110 interviews, posted more than 33 open positions and wrote 55 position descriptions to find the best candidates to serve Ohioans;
- Worked with the Ohio Office of Budget and Management and the DAS Human Resources Division to develop workforce plans for all customer boards and commissions.

Efficiencies and planning have resulted in an aggregate reduction in headcount from 455 employees in April 2014 to 436 in April 2015;

- Developed and implemented a paid voucher report to improve the efficiency and accuracy of accounts payable;
- Partnered with the DAS Office of Information Technology to develop a Small Agency Assessment and Remediation Program aimed at improving efficiency and data security through technology; and
- Collaborated with the DAS General Services Division's Office of Procurement Services to implement the Ohio Marketplace eCatalog tool for all boards and commissions served by the Central Service Agency, bringing improved communication and efficiency to the procurement process.

Boards and Commissions Served

- Accountancy Board of Ohio
- Broadcast Educational Media Commission
- Counselor, Social Worker and Marriage and Family Therapist Board
- Ohio Air Quality Development Authority
- Ohio Architects Board/Ohio Landscape Architects Board
- Ohio Athletic Commission
- Ohio Board of Dietetics
- Ohio Board of Embalmers and Funeral Directors
- Ohio Board of Motor Vehicle Repair
- Ohio Board of Speech-Language Pathology and Audiology
- Ohio Board of Tax Appeals
- Ohio Chemical Dependency Professionals Board
- Ohio Commission on Minority Health
- Ohio Commission on Service and Volunteerism
- Ohio Latino Affairs Commission
- Ohio Liquor Control Commission
- Ohio Manufactured Homes Commission
- Ohio Occupational Therapy, Physical Therapy and Athletic Trainers Board
- Ohio Optical Dispensers Board
- Ohio Respiratory Care Board
- Ohio State Barber Board
- Ohio State Board of Career Colleges and Schools
- Ohio State Board of Chiropractic Examiners
- Ohio State Board of Cosmetology
- Ohio State Board of Optometry
- Ohio State Dental Board
- Ohio Veterinary Medical Licensing Board
- State Board of Orthotics, Prosthetics and Pedorthics
- State Board of Psychology
- State Board of Registration for Professional Engineers and Surveyors
- State Board of Sanitarian Registration
- State Employment Relations Board

LEANOhio

Office of LeanOhio

OVERVIEW

The mission of LeanOhio is to make state government services simpler, faster, better and less costly. The LeanOhio Office accomplishes this by helping state agencies learn and use the principles and tools of Lean and Six Sigma. Services include:

- Providing diagnostic expertise to help state agencies thoroughly understand their process-related challenges. This thoughtful approach ensures that recommended next steps are ideally suited for a given situation;
 - Facilitating major Lean events, such as week-long Kaizen events, to transform high-priority processes and achieve significant measurable improvements;
 - Training, mentoring and coaching state employees so they are well-equipped to effect major improvement in their own state agencies and enterprise-wide. Learning paths include LeanOhio Boot Camp (one week), Green Belt training (two weeks and an improvement project) and Black Belt training (five weeks and an improvement project);
 - Expanding, supporting and leveraging a network of Lean practitioners throughout state government and Ohio's political subdivisions. The LeanOhio Network is nearly 700-people strong, representing a tremendous in-house capacity for improvement;
 - Keeping Lean practitioners in state government well supplied with new tools, guides and other practical resources; and
 - Promoting the latest best practices and newest proven approaches for improvement. By serving as a pipeline of new ideas, the LeanOhio Office is setting the stage for even more gains as the months and years unfold.
- **FASTER:** Kaizen teams made their processes twice as fast, from the time a customer asks for a service to when that service is delivered. They reduced start-to-finish process times by 52 percent on average, ensuring far faster service to customers. And they eliminated backlogs of work in the process.
 - **BETTER:** A primary goal of LeanOhio is to improve services to the customer. By eliminating activities that do not add value, Kaizen teams have redirected more than 500,000 staff hours to higher-priority efforts that improve customer service, which is the equivalent of 250 full-time employees who are now available for mission-critical work.
 - **LESS COSTLY:** Since January 2011, the projected cost savings produced by Kaizen teams when their improvements are fully implemented exceeds \$155 million. In terms of a return on investment for every \$1 invested in LeanOhio activities, the state gained \$40 in projected savings.

ACCOMPLISHMENTS

The results continue to add up

- Since January 2011, LeanOhio has completed more than 80 major improvement projects and events. All of them have aimed for measurable results. With Kaizen events in particular, where teams overhaul their biggest high-priority processes, gains have been especially noteworthy.
- **SIMPLER:** In calendar year 2014, Kaizen teams cut an average of 73 percent of the steps in the processes they improved – resulting in far fewer delays, decision points, loopbacks, handoffs and frustration for the users of government services.



Major results from Kaizen-powered transformation

Throughout Fiscal Year 2015, the LeanOhio Office continued to lead Kaizen events – while building the capacity among embedded Black Belts to do the same in their state agencies.

In a Kaizen event, staff map the current process, identify inefficiencies and build a new process that is far simpler, faster, better and less costly. A Kaizen event typically takes a full week – from Monday (when the team begins mapping the current-state process) to Friday (when team members present the future-state process, implementation plans and projected results).

Kaizen events are not about making small changes. They are about transformational changes that achieve major gains that benefit customers, staff and government's bottom line.

Transformation is the central theme in this sample of recent Kaizen event results:

- Ohio Department of Youth Services – A transformed process for treatment teams will strengthen the focus on youth while freeing up 12,000 hours per year for mission-critical

activities. The team set out to transform their approach to interdisciplinary treatment team meetings. These are monthly sessions where youth in Youth Services' institutions meet individually with counselors, staff, teachers and others to discuss goals, progress, next steps and more. The meetings are crucial to the development of these young people. Over the course of their five-day Kaizen event, the team developed a transformed process that has 58 percent fewer steps.

- Ohio Supreme Court – 91 percent of all purchase requests will be processed in one day thanks to a simplified workflow.
- Ohio Office of Budget and Management – One simple accounts receivable process will become standard practice, replacing five agency processes.
- Ohio Department of Insurance – Streamlined enforcement process will bring quicker resolution to complaints regarding insurance agents and agencies.
- Youth Services – Thousands of hours will be redirected from paperwork to meaningful interactions with youth, thanks to a transformed intervention hearing process.
- Youth Services – Improved orientation process will ensure greater personalized training and faster assignments for youth.
- Governor's Office of Health Transformation – Grant-application processes from nine state agencies were streamlined into one standardized process.
- Ohio Turnpike and Infrastructure Commission – Procurement process for Turnpike facilities will move up to 85 days faster.

Increased results from belt projects

State employees and other individuals who take LeanOhio belt training must complete a Lean improvement project to receive their official belt certification. This ensures that people move from learning Lean tools to using the tools as quickly as possible.

These belt projects became commonplace during Fiscal Year 2015. In one day alone, five newly trained Black Belts and 15 newly trained Green Belts presented 11 completed improvement projects for the following seven agencies: Ohio Bureau of Workers' Compensation; Ohio Departments of Insurance, Job and Family Services, and Public Safety; Ohio Environmental Protection Agency; Ohio Office of Budget and Management; and Opportunities for Ohioans with Disabilities.





Example: One of the projects will bring about faster resolutions to complaints regarding insurance agents and agencies. With guidance from a new Black Belt, an Ohio Department of Insurance team transformed the enforcement process, eliminating two-thirds of the steps – and cutting process time from 60 days to as few as 15 days.

27 new Black Belts embedded in 20 state agencies

LeanOhio developed its first in-house trained cohort of Black Belt recipients. With training completed in January 2015, these 27 Black Belts are now putting their Lean Six Sigma know-how to work at 20 state agencies. They join 28 additional Black Belts who received their training earlier from state government's private-sector partners.

Black Belt training is an intensive five-week course (extending over a number of months) focused on Lean and Six Sigma principles and tools. The course provides instruction and practice on methods to cut waste, save time, increase customer focus and reduce costs. A full week focuses on how to scope and conduct a Kaizen event. Black Belts can collect and analyze data, co-facilitate Kaizen events, guide other types of improvement projects and measure agency results.

In addition to the five weeks of training, the development process includes project-selection guidance, a major improvement project for each Black Belt and ongoing coaching and mentoring.



Expanding the LeanOhio Network – now 683 people strong

The LeanOhio Network grew to 683 state employees in Fiscal Year 2015 – a 37 percent increase from the end of Fiscal Year 2014.

The network includes everyone who has attended LeanOhio training, such as the LeanOhio Boot Camp, Green Belt training and Black Belt training. Network members are well-versed in the tools, techniques and methodologies of Lean.

Much of the increase in network capacity resulted from a robust program of ongoing training and development led by the LeanOhio Office.

Ohio has become a national leader with its community of internal Lean and Six Sigma expertise. This group represents a tremendous in-house capacity for bringing about major process improvement in state government.

Lean now being used for enterprise-wide improvement

More than ever, Lean approaches are being used on major multi-agency improvement projects. One notable example in Fiscal Year 2015 is a project to create an enterprise-wide grants management process. Historically, 22 state agencies have been using more than 50 systems to receive billions of federal grant dollars. A multi-agency team used Lean tools and methods to develop a standardized work flow, which will serve as a guide during the upcoming technology phase.

Another example is the e-licensing project. With DAS Office of Information Technology (OIT) as the sponsor, staff from three state boards used Lean tools to simplify and standardize the e-licensing workflow. The aim of this project is to make it easier for professionals to apply for, renew and pay for their professional licenses online – and easier for the boards and OIT to manage and maintain the new e-licensing system currently in development. The initial pilot will implement one license type for each of three boards. When fully implemented beyond the pilot, the new system will provide improved online licensing and renewals for many more boards and hundreds of license types.

The LeanOhio network grew to 683 state employees in Fiscal Year 2015.

In these and other multi-agency situations, Lean tools were brought to the table by LeanOhio staff and Lean-trained employees from other agencies. Their knowledge of process, combined with their neutrality as facilitators, contributed toward maximizing group productivity.

Five-fold increase in local government Lean activity

Enthusiastic response to the Local Government Efficiency Program made Fiscal Year 2015 a time of exciting growth. The Local Government Efficiency Program network now includes 17 training partners and 24 authorized trainers offering the LeanOhio Boot Camp training at 34 locations. More than 800 local government employees participated in the week-long training in Fiscal Year 2015 – a five-fold increase over the 160 people trained in the previous fiscal year.

The Local Government Efficiency Program includes two major components: scholarships for local government employees to attend the LeanOhio Boot Camp and grant money for political entities to use Lean experts to conduct process improvement projects. The entire program is tailored to the public-sector workplace and public-sector processes. LeanOhio staff developed the Boot Camp course and materials.

The program, which is a partnership between DAS and the Ohio Development Services Agency, was created through House Bill 59 of the 129th General Assembly and rolled out in Fiscal Year 2014.

Grants totaling \$1,088,977 have been awarded for Lean improvement projects at the local government level and results are occurring. As an example, the Stark Area Regional Transit Authority streamlined its contract services process, which will lead to improved on-time performance, reduced overtime and a better customer experience for passengers.

In addition, the City of Stowe tackled its administrative process for building, engineering, fire, water and zoning inspections through a grant. The overhauled approach involves 42 percent fewer steps. The average time for inspections is going from 20.5 hours to an estimated average of six hours – a 71 percent reduction.



Photos

Page 8: Top, State employees team up as they analyze their work processes. Bottom, Scot Burbacher of LeanOhio. Page 9: Top, Racquel Graham of LeanOhio. Middle, John Yoho of the DAS Office of Finance participates in a Kaizen event. Bottom, Process mapping. (Photos courtesy of LeanOhio.)



Equal Opportunity Division

OVERVIEW

The Equal Opportunity Division supports and encourages equal opportunity and fair treatment in government contracting and state employment. The division strives to achieve its mission by implementing and enforcing the state's affirmative action and equal employment opportunity policies, and implementing and monitoring the state's procurement-preference programs for minority-owned, women-owned, and socially and economically disadvantaged businesses.

The **Affirmative Action/Equal Employment Opportunity (AA/EEO) Unit** provides leadership and guidance to state agencies on affirmative action and equal employment opportunity programs and policy. The unit's overall responsibilities include the following: administering the state employee discrimination complaint system; reviewing and approving state agencies' affirmative action plans; compiling and publishing workforce composition reports; conducting compliance reviews of state agencies to verify compliance with affirmative action and equal employment opportunity programs and policies; and providing and conducting training on affirmative action and equal employment opportunity programs and policy.

The **Construction Compliance Unit** is responsible for ensuring that state contractors implement and adhere to the state's affirmative action policy. The unit's overall responsibilities include the following: conducting project-site reviews to ensure contractors are in compliance with the state's affirmative action laws, including ensuring that contractors utilize minorities and women in the construction trades, and issuing affirmative action certifications.

The **Minority Business Enterprise (MBE)/Encouraging Diversity, Growth and Equity (EDGE) Business Certification Unit** is responsible for helping to implement, along with the MBE/EDGE Research and Reporting Unit, the state's procurement preference programs for socially and economically disadvantaged businesses, known as the MBE and EDGE programs. This unit certifies businesses into both the MBE and EDGE programs, helps maintain a list of MBE- and EDGE-certified businesses, and ensures that certified businesses are in compliance with the programs.

The **MBE/EDGE Research and Reporting Unit** is responsible for helping implement, along with the MBE/EDGE Business Certification Unit, the state's MBE and EDGE procurement preference programs. This unit conducts research on and publishes reports regarding the MBE and EDGE programs, assists state agencies with planning for their utilization of MBE-



and EDGE-certified businesses, manages a database of all MBE- and EDGE-certified businesses, and ensures that state agencies and other businesses are in compliance with the programs.

The **Ohio Dr. Martin Luther King, Jr. Holiday Commission** is housed in and receives administrative support from the Equal Opportunity Division. The commission is a statewide advocate of Dr. King's principles of nonviolence and annually honors Ohio citizens who work to promote diversity and eliminate discrimination through nonviolent methods. Each year, the commission presents awards to Ohioans to celebrate the life of Dr. King, whose teachings encourage nonviolent actions to secure equal rights for all Americans.

ACCOMPLISHMENTS

Historic milestones for state MBE program

Under the Kasich Administration, the state has made steady progress in expanding its base of suppliers by identifying more qualified minority businesses and encouraging them to work with the state to supply the goods and services it needs to operate. Official data for Fiscal Year 2015 is expected to be finalized in August 2015.

*The Ohio Business Expo,
which was held in March 2015,
attracted more than 300
business owners.*

Outreach efforts increased for minority-owned, women-owned, other small businesses

During Fiscal Year 2015, the Equal Opportunity Division collaborated with the DAS General Services Division and the Ohio Development Services Agency to increase outreach events for minority-owned, women-owned, and socially and economically disadvantaged businesses.

The events included two business expos and five regional events. Most notably, the Ohio Business Expo, which was held in March 2015, attracted more than 300 business owners.

The Business Expo provided opportunities to network with state procurement professionals from state agencies and state universities as well as diversity procurement representatives from select private companies. The expo also included workshops that explained to business owners how to do business with the state and a panel discussion featuring MBE-certified and EDGE-certified business owners who shared their success stories.



Expedited certification process continues

In partnership with the Ohio Development Services Agency, the Equal Opportunity Division completed its first full year of an expedited certification process. The purpose of the expedited process is to ensure timely execution of MBE and EDGE applications submitted by the Minority Business Assistance Centers, which are operated by the Ohio Development Services Agency, when an applicant has a pending contract award that requires certification or is a candidate for and in need of financing or bonding where certification is a requirement.

All of the MBE- and EDGE-certification requirements of the standard certification process apply. The expedited process can be completed within five days, however, as opposed to the average 19-day processing time of a standard application.

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Affirmative Action Plan processes improved

State agencies are required to submit an affirmative action plan to the Equal Opportunity Division every three years. In Fiscal Year 2015, the affirmative action plan process was improved to include a more comprehensive review of the agency's workforce composition and recruitment efforts as well as the establishment of employment goals.

On an annual basis, state agencies will submit progress reports to the division to demonstrate efforts to improve workforce diversity. The AA/EEO Unit conducted four training sessions to provide instructions on the new affirmative action plan process and employment recruitment strategies.

DR. MARTIN LUTHER KING, JR. MLK

MLK Commission expands regional oratorical contests into Appalachia

The MLK Commission, which receives administrative support from the Equal Opportunity Division, hosted the 16th annual Dr. Martin Luther King, Jr. statewide oratorical contest in April 2015, at the Kings Arts Complex in Columbus. The theme was “Give Us the Ballot: A Hope for Change,” in recognition of the 50th anniversary of the Voting Rights Act.

This year contestants included winners from the new Southeastern Ohio regional contest. The region consists of Gallia, Jackson, Lawrence, Pike, Ross, Scioto and Vinton counties.

The top winners in each of the four grade-based categories have been invited to participate in the 2016 annual celebration commemorating Dr. King. During this January celebration, the commission recognizes Ohioans who have furthered Dr. King’s dream of peace and racial harmony.

This year contestants included winners from the new Southeastern Ohio regional contest. The region consists of Gallia, Jackson, Lawrence, Pike, Ross, Scioto and Vinton counties.

Photos

Page 12: Top, Cassandra Sellan of EOD speaks at a workshop (by Molly O'Reilly). Bottom, Pam Osborne of EOD works an MBE outreach event (by Shelle Davis).

Page 13: Top, EOD Deputy Director Gregory L. Williams appears on TV Africa (by Molly O'Reilly). Middle, Cathym Armstrong of EOD works an MBE outreach event (by Shelle Davis). Bottom, 2015 State of Ohio MLK Commemorative Celebration (by Eric Hagely).



General Services Division

OVERVIEW

The DAS General Services Division is comprised of seven offices of distinct back-office service areas that support state agencies, boards and commissions.

The **Office of Procurement Services** includes State Purchasing, Cooperative Purchasing and the Office of Procurement from Community Rehabilitation Programs (OPCRP). State Purchasing assists state agencies with the purchase of supplies and services through a number of methods, including competitive selection and negotiated contracts. Cooperative Purchasing extends the benefit of the state's contract pricing to participating political subdivisions, such as local governments, schools and universities. OPCRP assists work centers that employ people with work-limiting disabilities to establish contracts for providing supplies and services to state and local government agencies.

In addition, the Procurement MBE team is dedicated to ensure 15 percent or more of all contracts issued by the Office of Procurement Services are awarded to Ohio-certified Minority Business Enterprise businesses through the MBE set-aside procedure.

The **Office of State Printing and Mail Services** provides printing services for the state's many agencies through the operation of four in-house publishing centers, a mainframe printing center and a large packaging and mailing operation. Other functions within State Printing and Mail Services include procurement specialty printing services; Central Mail Services, which performs interoffice mail delivery, mail metering and presort services; and Records and Forms Management, which provides guidance regarding records retention and information management.

The **Office of Risk Management** provides comprehensive risk management programs and services to all state agencies, boards and commissions, as well as the judicial and legislative branches of state government. The Office of Risk Management is responsible for the administration of self-insurance and private insurance programs protecting the assets and liabilities of the State of Ohio, its agencies, officials and employees.

The **Office of Fleet Management** provides state agencies with comprehensive fleet management services for more than 12,000 state vehicles, including vehicle purchases, leasing, motor pool rental, fuel and maintenance credit cards, compliance reporting and vehicle assignment authorizations.

The **Office of Real Estate and Planning** provides state entities with diverse services related to office space and real estate needs. Services include office space assessments, space

The Office of Procurement Services exceeded the 15 percent MBE goal for Fiscal Year 2015, as also was accomplished during Fiscal Year 2014.

allocation, planning and design, and project management activities; commercial leasing, acquisition and disposal of real estate; transfers of property between state entities; leasing of state buildings and land; appraisal review and valuation; surveyor services; and oversight of eminent domain actions. The office assists state entities in leasing more than four-million square feet of commercial office, warehouse and storage space while overseeing the use of space in five-million square feet of occupancy in DAS-owned buildings.

The **Office of Properties and Facilities** manages and maintains more than five-million square feet of state buildings operated by DAS. The office provides comprehensive property management services, including building management, contract and inventory management, maintenance, security and janitorial services.

The **Office of Business Operations** provides Asset Management Services, OAKS FIN Program Management, and State and Federal Surplus Services. Asset Management Services assists agencies in maintaining, reporting and certifying accurate inventories of state-owned assets. OAKS FIN Program Management provides statewide technical and training support for the purchasing, asset management, strategic sourcing and Ohio Marketplace modules of the financial systems of the Ohio Administrative Knowledge System (OAKS). State and Federal Surplus Services oversees property declared as surplus from state agencies, and makes it available to other state agencies and political subdivisions. Remaining property is sold at public auctions.

ACCOMPLISHMENTS

Office of Procurement Services

Minority Business Enterprise goal exceeded

A major goal of the state's procurement activities is that 15 percent of the value of all competitively selected contracts be set aside as accessible only by businesses certified through the Minority Business Enterprise (MBE) program. The Office of Procurement Services exceeded the 15 percent goal for Fiscal Year 2015, as also was accomplished during Fiscal Year 2014.



The Office of Procurement Services, the DAS Equal Opportunity Division and the Ohio Development Services Agency continue to collaborate to recruit and educate certified MBE businesses about the increasing number of MBE set-aside procurement opportunities available. Procurement Services' MBE set-aside projection plan identified more than \$83 million to be contracted with certified MBE businesses during Fiscal Year 2015.

An MBE recruitment task force was formed during the fiscal year and began to create an action plan to aggressively add more qualified and capable MBE suppliers to the certification list for all state customers to utilize.

Contracts likely to save customers \$24.6 million

During the first three quarters of Fiscal Year 2015, state agencies spent \$675,110,859 through the more than 2,135 contracts established and administered by the Office of Procurement Services. As a result of these competitive and negotiated contracts, a total estimated savings of nearly \$25 million should be realized by the agencies making use of them.

Cooperative Purchasing Program enables continued purchasing power

More than 1,500 Ohio governmental entities are members of the Cooperative Purchasing Program, including counties, cities, villages, townships, public school districts and others. These members take advantage of volume discounts and administrative savings available to them through DAS cooperative contracts. Member entities spend nearly \$180 million annually using DAS cooperative contracts.

Strategic sourcing process being implemented

The Office of Procurement Services has begun an initiative to assess each of its spending categories to help determine the most effective strategies for procuring each particular category of product or service. Upon the completion of each category's opportunity assessment, the recommendation may be a change in the current methodology to achieve the best value while maintaining or improving quality and performance for agencies. This effort also will improve the overall administration of state contracts, utilizing a more proactive approach to meeting or exceeding customer agency needs.

The assessments take into consideration all required sources such as Community Rehabilitation Programs and Ohio Penal Industries; incorporate set-aside opportunities for certified Minority Business Enterprise businesses; and include stakeholder input from state agencies and businesses.



Ohio Marketplace eCatalog implementation

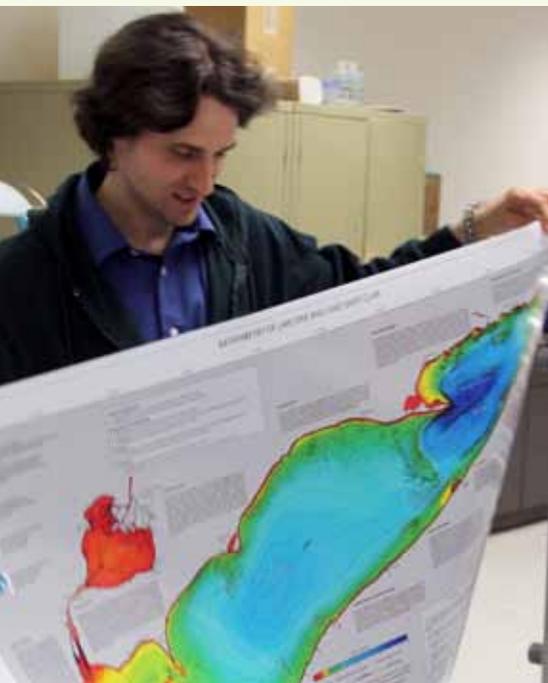
Fiscal Year 2015 was the first full year of implementation of the Ohio Marketplace eCatalog, an electronic requisitioning, order and delivery solution for goods and services available from DAS contracts. The Ohio Marketplace allows state agencies to more efficiently manage their procurement processes and capture enhanced vendor and product spend analytics.



During the fiscal year, 34 agencies, boards and commissions used 143 DAS purchasing contracts from 140 vendors accessible through the eCatalog (up from 83 contracts in Fiscal Year 2014). Of those 143 contracts, 25 contracts are with certified MBE businesses and 21 contracts are with Community Rehabilitation Programs.

State agencies spent more than \$22 million through the Ohio Marketplace during the fiscal year.

Another addition to the Ohio Marketplace is information about many of the items available through the DAS Federal and State Surplus program.



Office of State Printing and Mail Services

State Printing helps agencies meet MBE Goals

The Office of State Printing and Mail Services' Procurement Services has been working with all of its customer agencies to assist them in reaching their Minority Business Enterprise (MBE) set-aside goals. State Printing has managed to maintain an average of 30 percent set-aside for all one-time bids awarded by State Printing for agency customers. State Printing continues to identify and work with new vendors as well as identify ways to assist and contribute to the enterprise-wide MBE goal.

*State Printing orders
increased 24%
with new equipment.*



Mainframe Print Services lowers rates

Mainframe Printing Services lowered its printed impression rate by \$0.01 per impression, saving customer agencies \$151,188.35 for the first three quarters of Fiscal Year 2015. Mainframe Printing also lowered the warrant printing rate by \$0.015 per impression, saving agencies an additional \$30,312.75 for the first three quarters of Fiscal Year 2015.

Orders increase 24 percent with new equipment

State Printing customers identified the need for wide-format printing of posters, signs and banners. The document centers' old, outdated equipment was slow, costly to operate and did not provide the print width customers required. After researching equipment and material costs, it was determined that the document centers could offer larger-size items at a lower cost than customers had been paying.

The document centers now offer larger posters, indoor signage and banner printing as well as retractable 7-foot banners with stands used for conferences and lobby displays. Since installing the equipment, orders of these items have increased by 24 percent over the same fiscal period the previous year.

Presort savings to exceed \$6 million

The presort program is on pace to set records in both total pieces and postage dollars saved. Through three quarters of Fiscal Year 2015, Mail Services has presorted 55,690,681 letters and 334,513 flats. For the first time, the program is expected to exceed \$6 million in total postage savings.

Office of Risk Management

Claim dashboard unveiled

The Office of Risk Management created a new website dashboard that shows real-time data for its self-insured and commercially insured risk programs. Real-time data includes claims reported, financial data, auto accident trends and key performance measures. Agency customers can visit the dashboard to learn more about auto accident trends that could assist them with loss control measures, plus learn more about the financials and results of the office's risk programs.

Crime/bond renewal

The Office of Risk Management, with the assistance of the state's broker of record, was able to leverage the state's book of business to secure the Fiscal Year 2015 crime/bond renewal at a flat rate. This was despite a loss ratio (premiums vs. losses) of 395 percent due to the recent settlement of one employee dishonesty claim that exceeded the state's coverage limit and an Ohio Office of the Inspector General investigation of another employee dishonesty claim.

Office of Fleet Management

MBE vehicle purchases exceed goal

During Fiscal Year 2015, 67 percent of the state agency-submitted vehicle orders were placed with certified Minority Business Enterprise (MBE) businesses.

The Office of Fleet Management worked with the Office of Procurement Services, the DAS Equal Opportunity Division, state agency customers and automotive manufacturers to maximize the annual fleet purchasing opportunities with minority-owned car dealers. Several meetings were held with current and potential vendors and manufacturers throughout each phase of the acquisition process to emphasize the importance of the MBE program. Discussions were held with agency fleet managers and fiscal personnel to ensure that their MBE and vehicle replacement plans aligned. Deadlines were established to ensure that vehicle orders were placed in time to receive and pay for the vehicles by the end of the fiscal year.

During the fiscal year, state agencies submitted vehicle orders totaling \$21 million, of which \$14.1 million were placed with certified MBE businesses.

Fleet Management obtained vehicle orders totaling \$21 million, of which \$14.1 million were with certified MBE businesses.

Consolidation of fleet management services

The Office of Fleet Management consolidated fleet management services for approximately 500 state vehicles in operation at the Ohio Department of Mental Health and Addiction Services, Ohio Department of Developmental Disabilities and Ohio Development Services Agency to reduce their overall transportation costs and allow personnel to focus on their core mission. Through consolidation the Office of Fleet Management streamlines administrative processes, optimizes utilization and leverages purchasing power to acquire and maintain state vehicles.

Vehicle lease program diversifies and expands

The Office of Fleet Management worked with three state agencies to lease 125 vehicles in lieu of the traditional purchase method in order to stretch their current funds to replace older, high maintenance vehicles. The requests included paratransit vans, semi tractors, and medium duty cabs and chassis which are beyond the typically leased passenger vehicles and light trucks.

Office of Real Estate and Planning

Property sold above appraised value

The Office of Real Estate and Planning successfully secured authorization from the state legislature (Amended House Bill 477) to transfer or sell 20 parcels of real estate currently owned by various state agencies, colleges and universities. The value of the real estate is estimated to be nearly \$23 million.

In response to the efforts to sell, the office assisted the Ohio Department of Mental Health and Addiction Services to complete a real estate sale of 102 acres of vacant land in Cambridge at \$310,000, an amount 20 percent above the appraised value of the property.

In addition, the office assisted the Ohio Adjutant General's Department with securing a real estate sale of 3.8 acres of vacant land in Eaton at \$50,500, an amount 50 percent above the appraised value.

Savings near \$4.5 million

The Office of Real Estate and Planning negotiated 200 commercial leases for the Fiscal Years 2016-2017 biennium, resulting in an approximate cost avoidance of \$3.5 million for

Real Estate and Planning anticipates an additional cost avoidance of nearly \$1 million during Fiscal Year 2016.

various state entities. In addition, through efforts to fill state-owned facilities and consolidate offices, Real Estate and Planning anticipates an additional cost avoidance of nearly \$1 million during Fiscal Year 2016.

Investment totals \$20 million

The Office of Real Estate and Planning assisted the University of Toledo in securing a development lease with MPT of Toledo. The lease covers six acres of vacant land at the intersection of Medical Loop and Conference Drive in Toledo to construct a 22-bed inpatient rehabilitation hospital, at an estimated investment of approximately \$20 million. The hospital will augment and supplement inpatient rehabilitation care.

Office of Properties and Facilities

Prompt response to the Toledo water crisis

In response to the water emergency declared by Toledo authorities on Aug. 2, 2014, the staff of the Office of Properties and Facilities obtained bottled water to support continuing operations of the tenants at the DiSalle Government Center in downtown Toledo. Those initial response efforts were later expanded to include logistics support and distribution of bottled water to other affected state agencies in northwest Ohio in a cooperative effort with local Ohio Department of Transportation staff.

Software deployment enhances tenant services

The acquisition and deployment of a Web-based facility management program, which features tenant work-order entry, was accomplished over a seven-month period during Fiscal Year 2015. While the primary benefit of the program was to enhance facility services, the secondary goals of effectively managing preventative maintenance tasks and tracking performance data also were achieved.

Outreach to other government facility managers

The Office of Properties and Facilities created and sponsors a regional facility managers forum for the exchange of innovative or best practice methods and procedures in facilities management. Reaching out to colleagues from seven state agencies as well as municipal, county and school facilities, the Office of Properties and Facilities has presented topical

speakers, new products and innovative approaches to help ensure that government facilities receive the benefit of a collaborative approach to management. Created in the summer of 2014, attendance continues to grow at each quarterly meeting.

Roofing project at Ohio School for the Deaf

During the second quarter of Fiscal Year 2015, employees of the Office of Properties and Facilities were assigned to a pilot project to replace the roof of one residential building at the Ohio School for the Deaf campus in Columbus. The collaborative arrangement allowed the school to purchase the tools, equipment and materials for the project while Office of Properties and Facilities employees who typically are assigned to various other Columbus buildings became the roofing crew. The school obtained a new roof at a greatly reduced cost from what a contractor would have provided. Due to the success of the pilot project, the crew reroofed two more of the buildings in the spring and began a reroofing project at the adjoining campus of the Ohio School for the Blind.

Office of Properties and Facilities employees replaced roofs for the Ohio School for the Deaf at a reduced cost.

Office of Business Operations

Asset Management Services helps oversee nearly \$5.4 billion in assets

Asset Management Services assisted state agencies in overseeing and maintaining approximately \$5.38 billion worth of state-owned assets. To help ensure agency asset managers are up to date regarding state laws, policies and best management practices, the Asset Management Services team trained 295 people from 92 state agencies.

DAS OAKS FIN Program Management Office resolves 1,700-plus cases

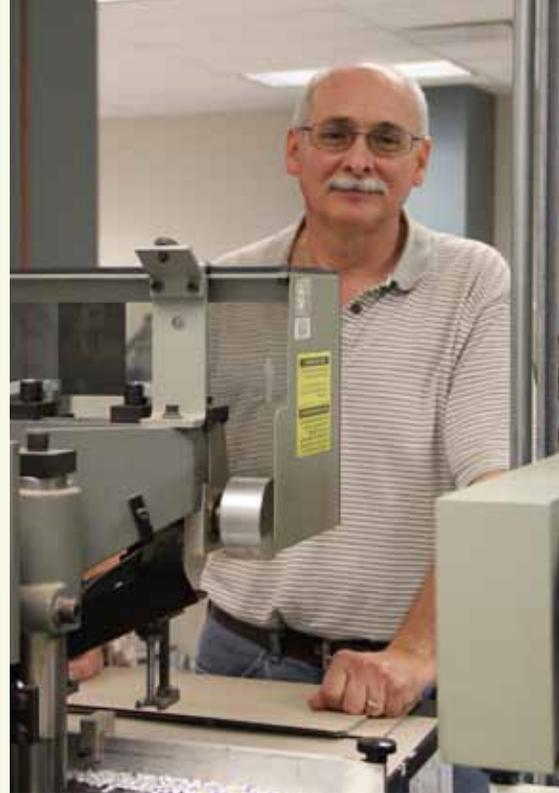
The DAS OAKS FIN Program Management Office team resolved 1,728 customer support cases for state employees during the first three quarters of Fiscal Year 2015. The cases were resolved within an average of 2.27 days and with a customer satisfaction rate of 90.7 percent. The team also led many training and outreach efforts, including trainings and presentations for 4,386 participants through the first three quarters of Fiscal Year 2015.

State Surplus refunds agencies \$2.3 million

During Fiscal Year 2015, the State and Federal Surplus Services team focused on increasing state agency transfers of property, increasing refunds and internal sales to state agencies and other tax-supported entities. Through the first three quarters of Fiscal Year 2015, Surplus Services initiated numerous inter-agency transfers with a total fair market value of approximately \$13,359; refunded state agencies \$2,309,463; and sold \$302,961 of property to state agencies and tax-supported entities.

In addition to revenue generated from sales to state agencies and other governmental entities, more than \$2.5 million resulted from public auctions of vehicles and other miscellaneous surplus property held during the first three quarters of Fiscal Year 2015.

*State Surplus
refunded state agencies
\$2,309,463.*



Photos

Page 16: Top, Chadd Pope of Mail Services. Middle, Jason Davis of State Printing displays 3D-format printing. Bottom, Doug Krivicich of Properties and Facilities.

Page 19: Top, Scott Dipaolo at the main copy center. Bottom, Jeff Scanlan of State and Federal Surplus Services oversees vehicle auctions. (Photos by Beth Gianforcaro.)



Human Resources Division

OVERVIEW

The Human Resources Division is responsible for the overall administration of the state's civil service and human resources operations for state employees. This division provides services and information to state employees and assists state agencies in conducting their human resources functions.

The **Office of Benefits Administration Services** oversees health benefits and wellness initiatives for state employees. In addition, the office is responsible for the vendor management of state-sponsored benefits.

The **Office of Human Resources Operations** is responsible for all functions supported by the Human Capital Management (HCM) module of the Ohio Administrative Knowledge System (OAKS) and for providing direct assistance to agency HR, benefits and payroll staff including personnel action processing, certification lists, statewide employee records, state payroll processing, statewide benefits processing, statewide drug testing and the reconciliation and funding of all payroll deductions including retirement, medical, dental, vision and other payroll-related deductions. This office also serves as front-line support for all customers of the OAKS HCM module and provides planning, design and configuration functions for multiple, enterprise-facing human resources programs which include payroll, position management and HR, benefits, HR reporting and HR system security approvals.

The **Office of Talent Management** provides support and solutions to agency customers by supporting compliance with applicable state and federal statutes, regulations and contractual obligations such as classification, compensation, civil service and proficiency testing as well as supporting a variety of tasks related to workforce planning, recruitment, hiring, advertisement, screening and performance management at a statewide level. This office also provides enterprise-wide educational and professional development opportunities to state employees to support our customer agencies in developing a high-performance workforce in addition to administering the exempt employee educational program and employee educational development programs.

The **Office of Policy for the Human Resources Division and Office of Collective Bargaining** performs a variety of functions including providing technical assistance and support to state agencies regarding the application of employment laws and regulations; tracking legislation and regulatory changes affecting state employment practices; training agency HR professionals on employment law issues; working on proposed legislation and regulations; and evaluating and making recommendations to the director of DAS regarding exempt parity requests from state agencies; and providing policy support to the division.

The **Business Continuity Program** assists in preparing the state's workforce for emergencies by coordinating and providing guidance to state agencies on the development, implementation and maintenance of operations and emergency preparedness plans.

ACCOMPLISHMENTS

Office of Benefits Administration Services

- Reduced administrative fees by rebidding the contract to administer the Flexible Spending Accounts and the Commuter Choice programs. The monthly administrative fee for the Flexible Spending Accounts was reduced from \$4.60 to \$3.40. In addition, the administrative fee for Commuter Choice was reduced from \$4.60 to \$3.95 per participant. The annual savings to the State of Ohio is estimated to be \$100,000.
- Rebid the benefits consulting services contract to procure one comprehensive health and welfare benefits consulting, auditing and actuarial firm. The consulting services assist the Office of Benefits Administration Services with requests for proposals, health plan rate setting, compliance with state and federal regulations, actuarial services, audits of all third-party administrators and other plan design initiatives. By combining services provided by one vendor, the state will reduce administrative burden, reduce program education ramp-up time and increase efficiency of data reporting processes.
- As a result of rebidding, the contract for the third-party administrator of the state's behavioral health plan became effective July 1, 2014. The focus of the new contract is to enhance integrated services to employees and dependents as part of the state's medical plan. Also, the Ohio Employee Assistance Program (OEAP) continues to provide support services to employees on behavioral health issues, which include training. OEAP conducted 104 training events to state agencies and institutions with 3,971 employees participating during calendar year 2014.
- Launched the new Employee Workplace Mediation Program statewide on March 31, 2015. OEAP and agency partners created this new statewide conflict management system to address unresolved workplace conflicts and issues. All permanent state employees can request to participate in this confidential and voluntary process. Employees will realize benefits such as the elimination of communication barriers and improved workplace relationships and morale. The process is driven by the parties rather than the mediators, which means the conversations and decision-making are participant-driven. The process provides an opportunity to encourage employees to communicate in a positive and constructive conversation.

Office of Human Resources Operations

- The HR Operations Team began two enterprise-wide projects:
 - o Kronos Project – Currently, 11 state agencies, representing more than 50 percent of all state employees, use Kronos software to record their time and attendance. The purpose of the project is to create a unified platform for time reporting via Kronos. The project will transition the 11 agencies currently using Kronos to a single platform. This move to a single platform will allow for standardization among agencies. Once implemented in Fiscal Year 2016 for existing agencies, all other agencies will be eligible for this solution.
 - o Document Management – This project is focused on the development of an enterprise-wide solution for an electronic personnel records system. In Fiscal Year 2015 a vendor was selected. Four agencies will begin a pilot project in Fiscal Year 2016. The pilot agencies are the Ohio Departments of Agriculture and Medicaid as well as Opportunities for Ohioans with Disabilities and DAS.
- Implemented a new page in the Ohio Administrative Knowledge System (OAKS) to maintain employee data needed to comply with the federal Patient Protection and Affordable Care Act (ACA). In addition, the Application and Reporting team created a tool to accurately calculate employee time from a variety of parameters to determine employee health care eligibility and to ensure compliance with the act.

*New Employee Workplace
Mediation Program launched
March 31, 2015.*



Office of Talent Management

Classification Plan

- Continued work to optimize the state's classification system. Revisions were made to 78 classes; 38 classifications were deleted; and 22 new classifications were added. This consolidated classification plan results in increased efficiencies for DAS agency partners who utilize the plan for position management.

ePerformance Management and Succession Planning

- Provided training on the ePerformance online performance review system to 262 supervisors and 24 agency human resources staff members. Based upon post-training survey results, attendee knowledge improved by nearly 33 percent as a result of this training. Another important by-product of the ePerformance system training was the increase of completed ePerformance evaluations. Completed evaluations increased 32 percent in Fiscal Year 2015 over the previous fiscal year.
- Created and implemented statewide a succession planning program, which helped agencies develop talent pools by transferring existing agency knowledge to employees who are identified as viable internal recruitment candidates based on current and past performance.

Learning and Professional Development

- Launched a new statewide initiative, Lead Ohio, to provide consistent, topical leadership training for new and existing supervisors. Lead Ohio includes three levels of training. The first level, Foundations of Supervision, is for all State of Ohio managers and includes topics such as labor relations, coaching, goal setting and leadership skills. As of April 2015, a total of 947 managers participated in Foundations of Supervision. Beginning July 1, 2015, Foundations of Supervision will be mandatory for all new State of Ohio supervisors.

The remaining two levels of Lead Ohio, Inspirational Leaders and Visionary Leaders, will launch during Fiscal Year 2016. These programs are currently in the design phase with the Lead Ohio Steering Committee, a committee comprised of state agency representatives and led by DAS.

Talent Acquisition

- Implemented scorecard consultation and training plans for the Ohio Hiring Management System (OHMS) to ensure improved and efficient hiring practices. Met with human resources leadership from the cabinet agencies to review agency-specific OHMS scorecard evaluation results. Conducted eight training sessions on OHMS best practices for 108 HR professionals from 21 cabinet agencies to help standardize and maximize OHMS utilization. OHMS scorecard evaluations will be repeated in Fiscal Year 2016 and measured against Fiscal Year 2014 scorecard results.
- Developed and launched the State of Ohio Total Rewards website, totalrewards.ohio.gov. Complete with employee self-service links and a welcome message from Governor John R. Kasich, the State of Ohio Total Rewards site provides new, prospective and current employees information about state government and delivers brief descriptions of important public service concepts and statewide policies. The site also includes an easy-to-navigate overview of State of Ohio benefits, ranging from health care, insurance and financial planning. In addition, Total Rewards provides tools for career management in state government and a comprehensive employee resources page. The agency toolkit feature provides resources and information to agencies to help facilitate effective onboarding of new employees.

DAS implemented the Disclosure of Criminal Convictions policy, which became effective June 1, 2015.

Office of Policy

- Implemented the Barbara Warner Workplace Domestic Violence training through the myOhio.gov Enterprise Learning Management (ELM) module. The training was implemented in conjunction with the updated Statewide Barbara Warner Workplace Domestic Violence policy. The training is available to all state employees and consists of two versions, one with information for managers and one with general information for employees. The training focuses on the impact that domestic violence has on the workplace and provides valuable resources to employees. Approximately 21,000 state employees have taken the training via the ELM module. Many other employees have received the training via other delivery methods.
- DAS implemented the Disclosure of Criminal Convictions policy, which became effective June 1, 2015. The purpose of the policy is to prevent applicants for state jobs from being automatically excluded from consideration based solely on a previous criminal conviction. As a result of the policy, questions were removed from the Ohio Civil Service application that asked applicants if they had ever been convicted of a felony. Applicants may not be asked about past felony convictions until an interview. For applicants who have a prior conviction, a detailed analysis of the factors surrounding any previous criminal conviction will be done before any final offer of employment is made. As part of this policy, all applicants who are considered to be final candidates for a position with the state must undergo a criminal background check prior to beginning employment.

Business Continuity Program

During Fiscal Year 2015, several steps were made to help enhance the business continuity of state operations in the event of an emergency.

- Piloted the Enterprise Business Continuity Program with seven state agencies, boards and commissions. The program ensures continuation of state essential functions in the event of an emergency. The state essential functions include maintaining civil law and order; providing essential services; and ensuring the availability of public works, continuity of government and economic stability.
- Procured a single business continuity Web-based planning tool for agencies to leverage in building continuity of operations plans and business continuity programs.
- Added functionality to support text messaging from the state employee emergency notification system, eNotify.
- Created administrative policy, procedures, planning standards and best practices for agencies to follow in developing their business continuity programs.

Photos

Page 22: Top, Ray Geis (left) of the DAS Office of Employee Services and Brett Winner, representing the Take Charge! Live Well! program, at a wellness fair. Bottom, Debora Branham of the Ohio Employee Assistance Program (OEAP) at the 2014 OEAP Annual Resource Conference. (Photos by Eric Hagely.)

Page 23: Top, Tony Bonfiglio of Benefits Administration Services (by Beth Gianforcaro). Middle, Julie Trackler of the Director's Office participates in a strategic planning session (by Beth Gianforcaro). Bottom, Ohio Certified Public Manager program graduation ceremony for cohort 48 (by Susan Russell).





Office of Collective Bargaining

OVERVIEW

The Office of Collective Bargaining (OCB) serves as the principal labor relations representative for the State of Ohio as the employer. OCB represents those state agencies, boards and commissions under the governor's authority in all aspects of the employment relationship, up to and including binding arbitration, with the five statewide unions.

OCB provides expertise in negotiation, advocacy and administration of the state's collective bargaining agreements. The division also guides the state's labor relations policies to help agencies and their employees provide high quality services to citizens within a positive labor relations environment.

OCB consists of the following sections:

Office of Policy for the DAS Human Resources Division and Office of Collective Bargaining

- Provides advice for the other sections of OCB;
- Assists management staff within state agencies with legal issues related to collective bargaining, including providing advocacy services;
- Coordinates the negotiation of all of the collective bargaining agreements, from bargaining preparation and research through the printing of the agreements;
- Represents state agencies when employees file unfair labor practice charges with the State Employment Relations Board (SERB) and represents the state on other matters with SERB; and
- Provides guidance to other sections of the Human Resources Division and guidance to agencies on matters related to exempt employees. For more information, see the overview for the Human Resources Division.

Analysis and Operations

- Provides a variety of support services related to the labor contracts, including development of statistical and costing data necessary for contract negotiations and dispute resolution proceedings;
- Using wage progression and other models, advises negotiators on the impact of potential costs of contract changes;
- Provides assistance to employee representatives and agencies in the resolution of contract implementation and maintenance issues;
- Oversees and maintains Web-based grievance databases, electronic information storage systems and management reporting functions; and
- Manages the division's budget, facility and other ancillary services.

Labor Relations and Training Administration

- Provides statewide guidance and direction to local management representatives regarding issues arising under all of the statewide contracts;
- Assists agencies with contractual issues that were not settled at the agency level;
- Advises agencies regarding how to resolve difficult contract interpretation grievances;
- Represents the employer in mediation and arbitration proceedings;
- Provides board-level labor relations services, in conjunction with the DAS Central Service Agency, for state professional licensing boards that do not possess the



OH Grievance, a comprehensive online grievance filing system, was launched.

resources to perform these functions internally. Provides guidance, coordinates and/or conducts investigations, conducts pre-disciplinary meetings and serves as the Step 3 designee on behalf of these boards; and

- Develops training materials for management representatives to ensure that state agencies remain current with the latest trends within the labor relations arena. All training programs are geared to support the management position regarding labor relations in state government.

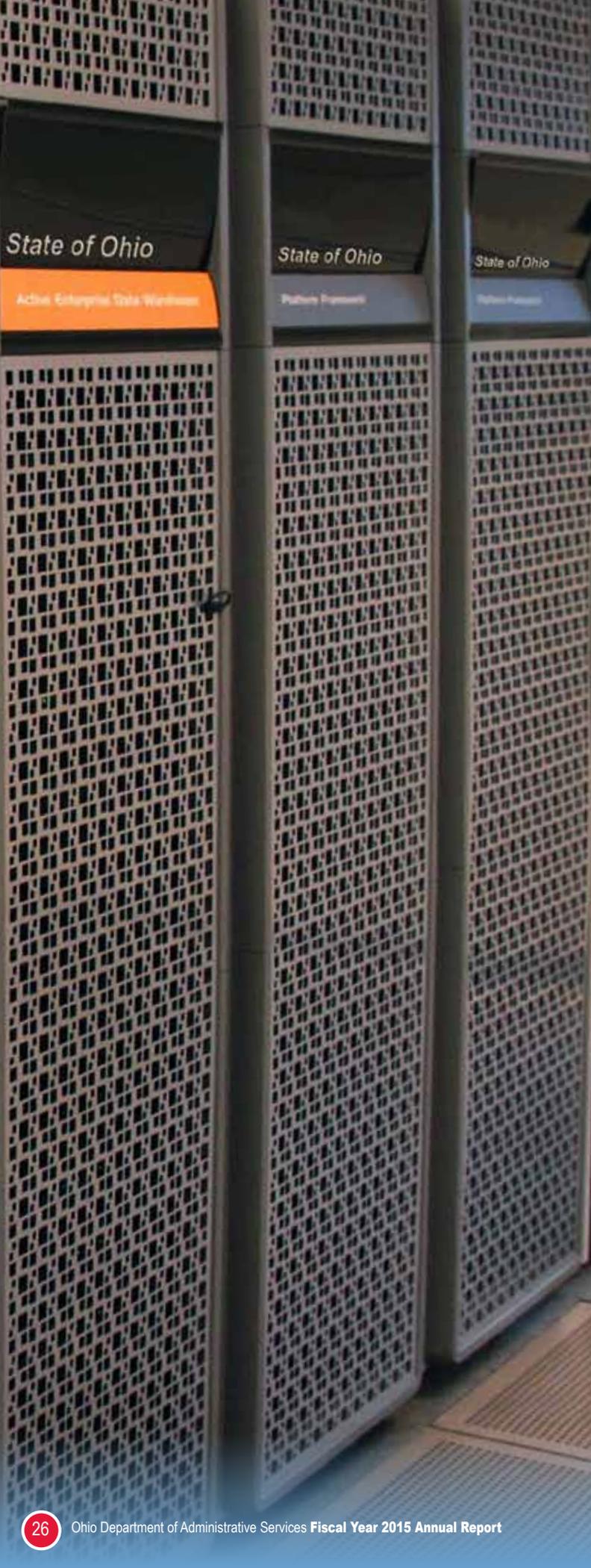
ACCOMPLISHMENTS

- OCB, on behalf of the State of Ohio, reached agreement with the Ohio Civil Service Employees Association (OCSEA), representing approximately 28,000 employees. The state achieved significant gains in language that will allow more effective and efficient management of the workforce. Some of the key changes include a 365-day probationary period for all new hires, performance evaluations completed on one annual cycle to better align with the agencies' strategic goals and a one-year increase in the timeframe for retention of disciplinary actions. The state also negotiated a fair, but fiscally responsible, wage and health care package.
- Graduated the largest OCB Academy class in the six years of the academy with 47 graduates in the fall of 2014 class. OCB Academy is a certificate program that offers comprehensive labor relations training to exempt supervisors, managers, exempt labor relations personnel and human resources personnel. Two e-learning modules and 15 instructor-led classes comprise the OCB Academy curriculum and provide both contractual and practical information on many of the day-to-day HR and labor processes. These classes provide a forum to share solutions and best practices to assist agencies in their daily operations.
- Launched a comprehensive online grievance filing system, OH Grievance. The new system went live in stages. All unions were moved to the new system as of December 15, 2014. Since the launch of OH Grievance, the average number of days that a grievance remains in open status has decreased from 83.7 days to 52 days.

Photos

Page 24: Top, Megan Schenk of Collective Bargaining reviews a training script (courtesy of the Ohio Department of Rehabilitation and Correction). Middle, Kristen Rankin of the Office of Policy participates in a strategic planning session (by Beth Gianforcaro). Bottom, OCB Academy graduation (by Susan Russell).





Office of Information Technology

OVERVIEW

The DAS Office of Information Technology (OIT) delivers state-wide information technology and telecommunication services to support state government agencies, boards and commissions in the delivery of programs and services to the citizens and businesses of Ohio as well as policy and standards development, lifecycle investment planning and privacy and security management.

Specialized sections carry out the responsibilities below.

The **Office of the State Chief Information Officer** provides the overall management and IT leadership for the state. The state chief information officer is responsible for the strategic direction and efficient use of information technology throughout state government and for oversight of state IT activities. As such, this program emphasizes planning, research, communication and collaboration among government entities and is supported by the following program areas:

- OIT Administration; and
- Business Office.

The **Investment and Governance Division** assists state agencies by providing IT policy and standards as well as investment planning and management, IT procurement and contract management, research and project support services through the following program areas:

- Enterprise IT Architecture and Policy;
- Enterprise IT Contracting;
- Project Success Center; and
- Strategic Investment Management.

The **Infrastructure Services Division** operates the IT infrastructure for the state, which includes hardware, software and telecommunications. The division consists of the following program areas:

- Business Support Services;
- Data Center Operations;
- Enterprise Mainframe Computing and Database Services;
- Enterprise Operations;
- Enterprise Server Team;
- Enterprise Storage Team;
- Multi-Agency Radio Communication System; and
- Unified Network Services.

Enterprise Shared Solutions coordinates strategies for delivery of government information and services electronically. This includes oversight of the Ohio portal, which enables constituent access to state information and services via the Internet, including Ohio.gov and the Ohio Business Gateway. Enterprise

Shared Solutions also partners with the Health and Human Services Cabinet and the Governor's Office of Health Transformation to streamline health and human services. The office consists of the following program areas:

- OAKS Service Assurance;
- Ohio Benefits;
- Ohio Geographically Referenced Information Program; and
- Enterprise Applications and Management.

The **Office of Information Security and Privacy** supports and collaborates with internal and external agency customers to lead the creation, implementation and management of enterprise efforts for information assurance, security, privacy and risk management.

ACCOMPLISHMENTS

IT Optimization

Plan the work, work the plan – the plan is working

The statewide IT Optimization effort continues to progress in the expansion and agency adoption of Ohio's private cloud, related infrastructure delivery and management including network, storage, servers and data center facilities. The continued goals of IT Optimization are to identify and drive efficiencies and lower the state's overall IT costs, resulting in a redirection of those savings into improved IT services and into programs, applications and services that directly benefit Ohio citizens and businesses.



After savings of more than \$53 million in Fiscal Year 2014, IT Optimization is on track to save more than \$75 million in Fiscal Year 2015 through numerous strategic initiatives. A few of the fiscal year highlights are as follows:

- Completed the migration of all state agencies to a single email platform – for the first time in the history of the state, all employees are in a unified communication and collaboration environment with a single enterprise-wide address book and calendaring system;
- Established quarterly billing approach for IT services which has increased the predictability and consistency in agency billing for OIT services;
- Migrated an additional 2,500 servers to Ohio's private cloud. Currently more than 5,000 physical and virtual servers are now located at the State of Ohio Computer Center (SOCC). Of these 5,000 servers, DAS now manages more than 3,600 server environments;
- Enhanced the state's IT security through the implementation of solutions for end-point protection on more than 37,000 devices as well as network vulnerability management at 20 agencies which are centrally monitored and administered by OIT. OIT is currently scanning approximately 67,000 devices out of approximately 100,000 devices, including mobile devices, personal computers and printers for vulnerabilities;
- Established co-location services for several public-sector customers at the SOCC. Agreements are in place with The Ohio State University, The Ohio State University Wexner Medical Center, Ohio Supreme Court, University of Cincinnati and Cuyahoga County; and
- Migrated an additional 8,000 phone lines to the state-hosted Voice over Internet Protocol (VoIP) solution. Counties and higher education institutions are adopting the enterprise VoIP solution as well.

*An additional 2,500 servers were
migrated this fiscal year to
Ohio's private cloud.*

Enterprise solutions and cross-agency collaboration

- Initiated two projects designed to position Ohio as one of the most business-friendly states in the nation: Lt. Governor Mary Taylor's Ohio Business Gateway modernization project and the DAS eLicensing project are designed to streamline interactions between state agencies and businesses;



- Launched upgrade of the Kronos time and labor solutions to offer enhanced features and reporting. Kronos WorkForce Central will interface with the Ohio Administrative Knowledge System (OAKS) and allow many agencies to eliminate non-productive manual processing and reconciliation.
- Initiated an enterprise Document Management System project that is initially designed to enable agency human resources departments to streamline document management functionality, aggregate key sources of personnel documents into one official repository of record, manage the retention of documents and empower human resources personnel to focus on core services. The overall vision is to extend this system to become an enterprise shared service;
- Launched a new customer-friendly IT Enterprise Service Portal to streamline request and issue management; and
- Successfully completed mainframe disaster recovery tests through a cross-agency approach. OIT in conjunction with the Ohio Departments of Job and Family Services and Mental Health and Addiction Services successfully conducted a 48-hour mainframe disaster recovery exercise. The exercise resulted in a record fast recovery time.



Driving public good

- Implemented a Next Generation 9-1-1 system in Morgan County which is capable of accepting “calls” from any communication device, regardless of whether the call is in the form of analog or digital voice, text, data, streaming audio, streaming video or VoIP.
- Morgan County’s Next Generation 9-1-1 system is housed at the State of Ohio Computer Center and includes comprehensive system fail over and overload call testing. As a result of this implementation, the state is positioned to better collaborate and coordinate the resources of federal and state agencies as well as regional and local authorities. The successful implementation of this critical project was a direct result of the expertise and support provided by federal, state and county representatives and will serve as a model for other implementations.
- Expanded the Ohio Business Intelligence (BI) application to include benefits information. OIT, in partnership with the Governor’s Office of Health Transformation and the Ohio Departments of Job and Family Services and Medicaid, rolled out BI Ohio Benefits Eligibility analytics in September 2014 to support the vision for an integrated enterprise approach to accessing and sharing information across all of the state’s health and human services operations and to strengthen decision support at all levels and for all programs and services. Standard reports help state and county users understand benefits eligibility information, including application timeliness, pending applications, and the number of approved and denied applicants, by status and demographic categories.



Ohio recognized as a national leader by the Center for Digital Government

2015 NASCIO Technology Champion

Governor John R. Kasich was selected as the 2015 Technology Champion by the National Association of State Chief Information Officers (NASCIO). Each year NASCIO recognizes an individual for contributions to technology public policy and practice.

Governor Kasich’s vision and leadership have been integral to the success of multiple technology projects from the OARnet 100 gig network upgrade to the creation of the Ohio Benefits/Integrated Eligibility system and the IT Optimization effort. The progress of IT Optimization positions Ohio for future major improvements in government with a focus on serving the citizens and businesses of Ohio. Governor Kasich understands

*Ohio recognized as
a national leader by the
Center for Digital Government.*

the critical nature of technology in delivering services to citizens and businesses and the importance of technology in supporting education and development of Ohio's future leaders.

2014 Digital States Survey

Ohio received an A- on the 2014 Digital States Survey. This survey is issued by the Center for Digital Government and scores states according to their implementation of best practices, policies and use of digital technology to serve citizens and streamline operations.

The survey covered a variety of topics, including:

- Adaptive Leadership and Innovation in Information and Communications Technology (policy alignment, value and results, leadership and collaboration, leveraging investment to improve services);
- Service Delivery Highlights (areas such as finance and administration; public safety, emergency management, criminal justice and corrections; health and human services; transportation and motor vehicles; commerce, labor and taxation; environment, natural resources and agriculture; and education);
- Citizen Engagement (e.g., open government, citizen online services, mobile services, social media); and
- Innovation, Collaboration and Jurisdictional Differentiators.

Ohio has maintained A- status since 2012 while continuing to trend upward from a B- in 2010 with recognition for exemplary work in the category of "Adaptive Leadership." This is a statewide accomplishment, which further demonstrates the commitment of State of Ohio agencies, boards and commissions to IT Optimization.



Photos

Page 28: Top, Fay Ghoorkanian of IT Services heads into the 2014 DAS All Hands meeting. Middle, Security Team members include (from left) Jillian Burner, Russ Forsythe, John McCarty, Bob Pardee and Paul Kamenan. Bottom, Tyler Booker of the Server Team.

Page 29: Top, Cathy Herron and Hamid Danesh of the OIT Project Success Center. Bottom, Participating in a Technology Board meeting include (from left) Randy Cole, Michelle Burk, Jencie Smith and Mark Walker. (Photos by Beth Gianforcaro.)

Fiscal Year 2015 Disbursements

The disbursements of the Ohio Department of Administrative Services during Fiscal Year 2015 totaled \$588.2 million.

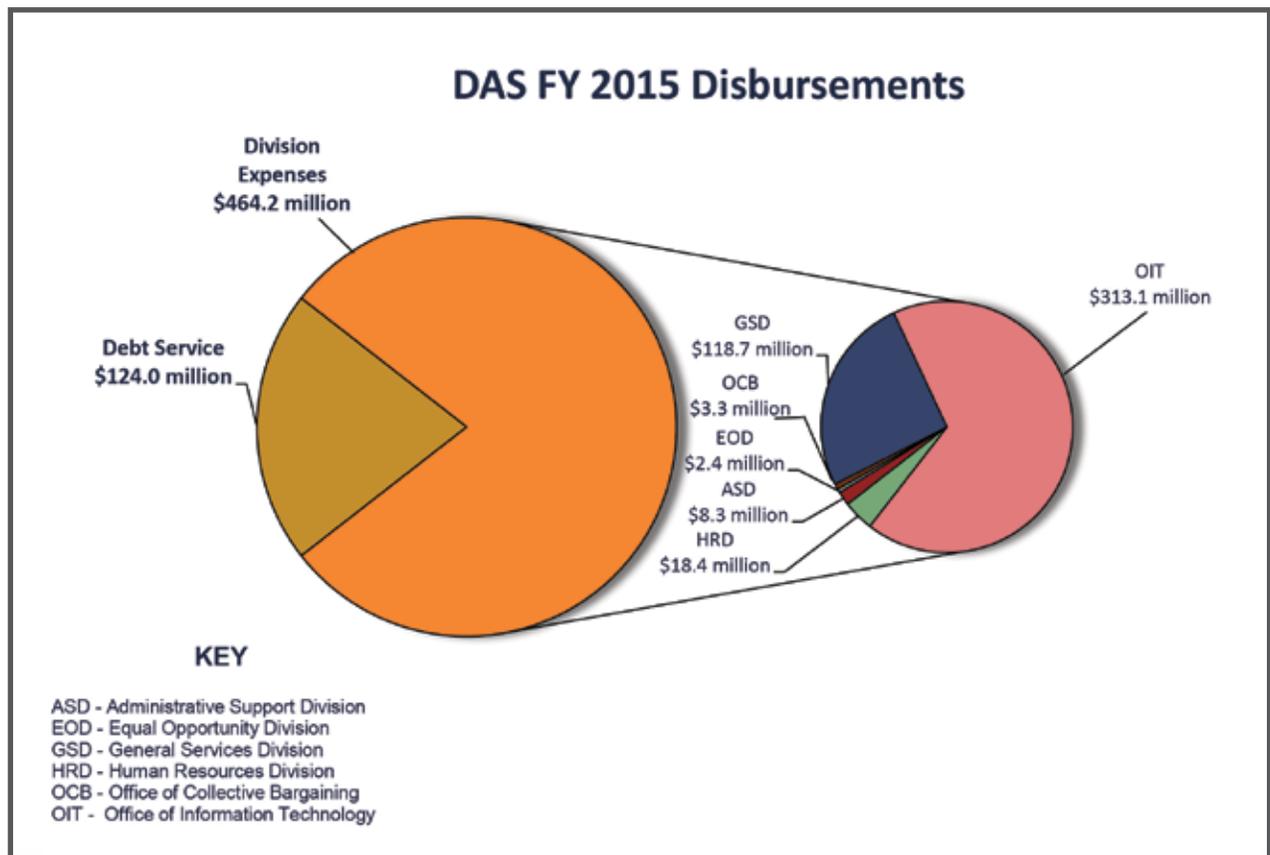
Disbursements included debt service totaling \$124.0 million, which equaled approximately 21.1 percent of the total DAS disbursements for the year.

The remaining disbursements were the expenses of the DAS divisions, which totaled \$464.2 million. The expenses of the divisions included personnel services, supplies, maintenance, equipment, and certain pass-through and transfer payments.

The individual expenses of the divisions within DAS were as follows: Equal Opportunity Division, \$2.4 million; General Services Division, \$118.7 million; Human Resources Division, \$18.4 million; Office of Collective Bargaining, \$3.3 million; Office of Information Technology, \$313.1 million; and Administrative Support Division, \$8.3 million.

Of the total division expenses, only 7.7 percent (\$35.7 million) was funded through the state's general revenue fund.

The chart below illustrates the distribution of the disbursements.



2015



OhioDAS
Service · Support · Solutions

John R. Kasich, Governor / Robert Blair, Director