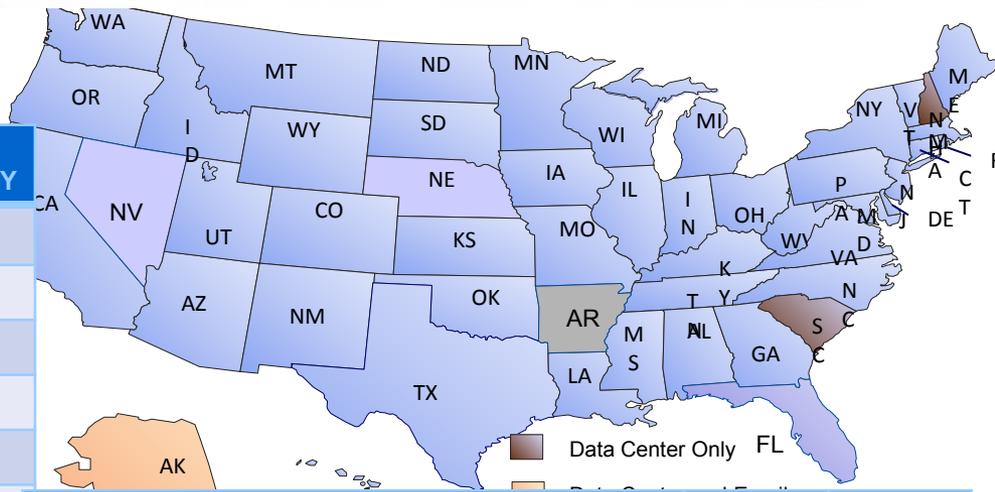


IT Optimization Business Partner Briefing

4 February 2014

- Welcome – Stu Davis
- IT Optimization Scope
 - Consolidated Plan Approach – Stu Davis
 - Data Center Operations – Spencer Wood
 - Network Operations – John Conley & Henry Smith
 - Security – David Brown
 - Enterprise Applications – Deven Mehta
 - Enterprise Procurement – Dan Orr
- Technology Board – Stu Davis
- Progress to Date – Stu Davis
- Q&A
- Adjourn

- Federated, decentralized IT environment is not sustainable
 - 26 Cabinet Agencies and over 70 Boards and Commissions
 - FY13 IT spend of more than \$930 million
- More than 9,000 servers in more than 30 data centers
- More than 1,600 applications
 - 20% more than 10 years old
 - 54% more than 5 years old
 - Aging legacy systems (10-20yrs) are more expensive to maintain
- 14 separate statewide networks, \$54M annual contract spend
- 2,500 IT professionals supporting duplicative IT functions
 - 32% of IT workforce eligible for retirement
- Competing projects distracting Agency focus and resources supporting infrastructure



Priority Strategies, Management Processes and Solutions	NASCIO PRIORITY	OHIO PRIORITY
1) Security	✓	✓
2) Consolidation / Optimization	✓	✓
3) Cloud Services	✓	✓
4) Project and Portfolio Management	✓	✓
5) Strategic IT Planning	✓	✓
6) Budget and Cost Control	✓	✓
7) Mobile Services/Mobility	✓	✓
8) Shared Services	✓	✓
9) Interoperable Nationwide Public Safety Broadband Network (FirstNet)	✓	✓
10) Health Care	✓	✓

Priority Technologies, Applications and Tools	NASCIO PRIORITY	OHIO PRIORITY
1) Cloud computing: software as a service	✓	✓
2) Security enhancement tools: continuous diagnostic monitoring (CDM), digital forensics	✓	✓
3) Mobile Workforce: technologies and solutions	✓	✓
4) Enterprise Resource Planning (ERP)	✓	✓
5) Virtualization: servers, desktop, storage, applications, data center	✓	✓
6) Legacy application modernization/renovation	✓	✓
7) Business Intelligence (BI) and Business Analytics (BA): applications, big data	✓	✓
8) Disaster Recovery/Business Continuity	✓	✓
9) Identity and access management	✓	✓
10) Networking: voice and data communications, unified	✓	✓ ⁴

Consolidated Plan - Bringing Value to Ohio

Key Ways IT Transformation will Bring Value to Ohio

Cost Reduction/Cost Avoidance	<ul style="list-style-type: none"> • IT Cost Reductions - 15 to 25% • Workforce Reduction - approximately 400+ FTE through attrition/retirement • Cost Avoidance by leveraging existing resources, assets and past investments
Value Add Focus	<ul style="list-style-type: none"> • Focus on proprietary business applications that support employees & constituents
Quality & Process	<ul style="list-style-type: none"> • Adoption of standard policies, practices & procedures • Result - fewer disruptions in service, faster resolution times & better internal controls
Security	<ul style="list-style-type: none"> • Reduce # of devices, facilities, systems to patch & external access points • Build confidence that state is a trusted custodian of confidential & business data
Scalability	<ul style="list-style-type: none"> • Private cloud environment ensures scalability & flexibility through peaks & troughs of computing resource demand
Enterprise Automation Tools	<ul style="list-style-type: none"> • Leverage enterprise automation tools • Greater efficiency in IT operation, reduces manual error rates & enhances system availability
Skill Development	<ul style="list-style-type: none"> • Pulling IT expertise from across the state will result in cross training opportunities & skill development • Allow the state to replace long-term, high cost contractors with existing staff
Best Practices	<ul style="list-style-type: none"> • Adopt a standard set of industry best practices • Allows comprehensive market analysis & improves IT business decision making
Vendor Management	<ul style="list-style-type: none"> • Consolidation of contracts & technologies allows Ohio to leverage economies of scale

Consolidated Plan - Targeted Cost Savings

Target areas for cost reduction through IT Optimization

Target Area	Annual Cost	Conservative Savings Estimate			
		Conservative Savings Estimate		Optimistic Savings Estimate	
		%	Amount	%	Amount
Internal Labor**	\$277,800,000	15	\$41,670,000	25	\$69,450,000
Contract/Consultant	\$178,700,000	20	\$35,740,000	30	\$53,610,000
OIT billed Excluding Labor	\$74,600,000		\$0		\$0
Maintenance/Lease/Rent/repair	\$70,500,000	15	\$10,575,000	25	\$17,625,000
Hardware/Software Cost Avoidance*	\$70,400,000	15	\$6,315,000	25	\$10,525,000
Misclassified	\$64,500,000		\$0		\$0
Network	\$46,100,000	20	\$9,220,000	30	\$13,830,000
Exempt Agency Direct	\$15,500,000		\$0		\$0
Desktop Related	\$14,000,000		\$0		\$0
Mainframe Exp	\$12,100,000		\$0		\$0
Telecommunications	\$7,900,000		\$0		\$0
misc	\$5,600,000		\$0		\$0
Total***	\$837,700,000		\$103,520,000		\$165,040,000

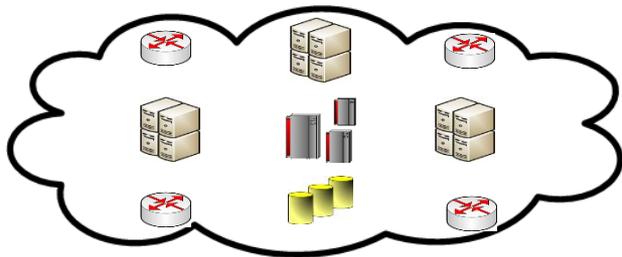
* Assumes that 60 Percent of hardware and software can be optimized

** This would require a workforce reduction of between 380 and 650 respectively

*** Total does not include COPS

Consolidated Plan - Three Focus Areas

Ohio's Private Cloud



- Consolidate, standardize & integrate State's technical infrastructure
- Re-focus resources on applications that directly serve Ohio's citizens and businesses
- Work well underway...
 - SOCC Remediation
 - Ohio One Network
 - Storage & Server Virtualization
 - Storage & Server Consolidation
 - Mainframe Consolidation

Enterprise IT Shared Solutions



- Address common technology needs
- Provide tools & application platforms for collaboration, communication & data analysis
- Provide a platform for consumer specific application development
- Work well underway...
 - OAKS
 - Ohio Shared Services
 - MARCS
 - E-mail Consolidation
 - VoIP
 - E-Licensing /E-Payment Platform
 - BI Platform
 - SharePoint /Mobile App Platform

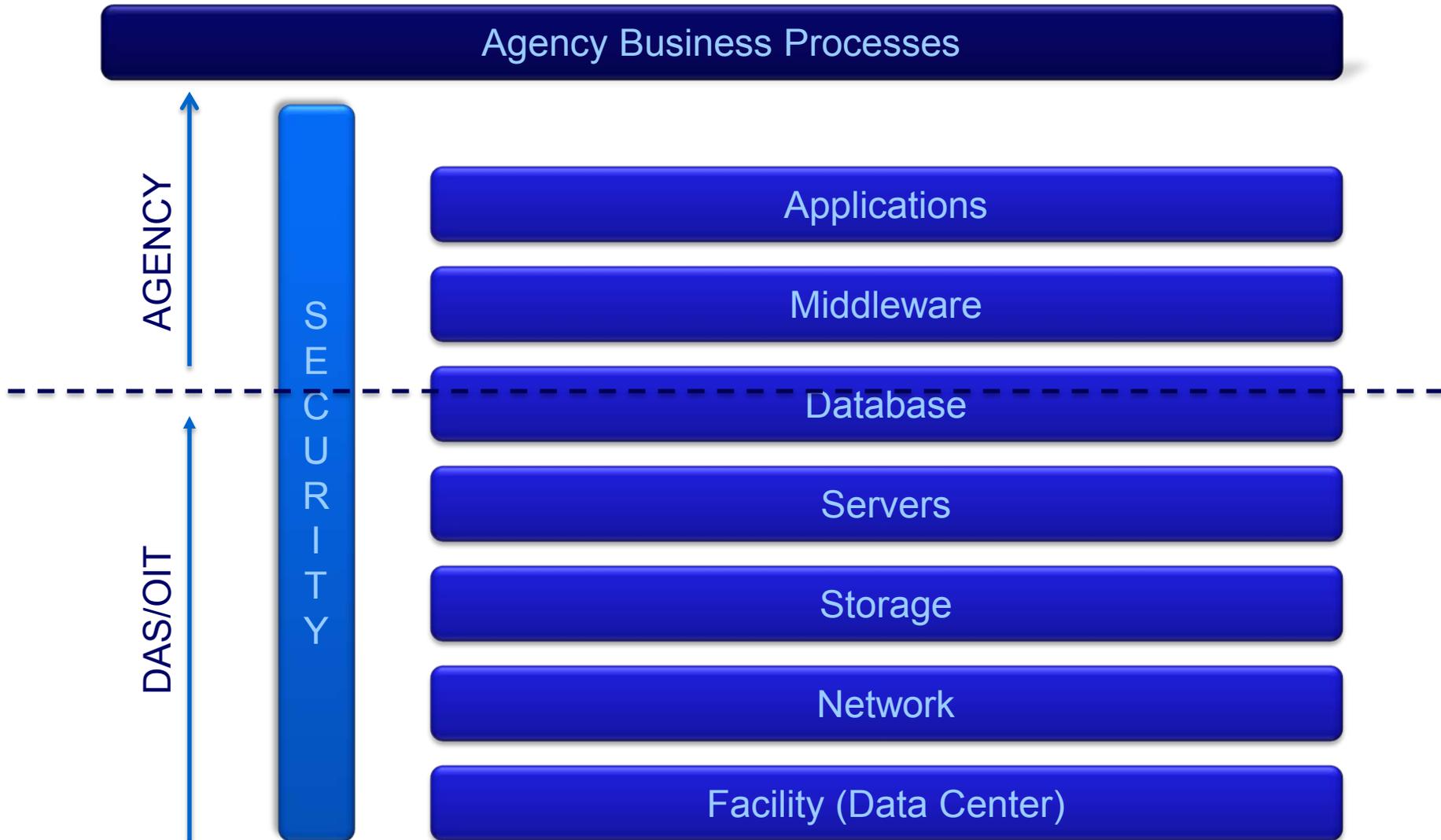
Online Services



- Provide easy to use, accessible & secure online services
- Deliver reliable and cost effective solutions
- Expand the scope of online services
- Work well underway...
 - OBG
 - Ohio Benefits
 - MyOhio

- Private Cloud
 - Server Administration
 - Providing Windows and Unix (AIX/Linux) Server Services
 - Storage Management
 - Providing Storage and Backup Service Management
 - Mainframe
 - Management of the Mainframe Environment
- We will be managing the following services inside the Private Cloud:
 - Hardware Management
 - Operating Systems & Components
- We will NOT be managing agency applications running in the Private Cloud.





Agency = DOH Project		Start	End	O 13	N 13	D 13	J 14	F 14	M 14	A 14	M 14	J 14	J 14	A 14	S 14	O 14	N 14	D 14	
Network																			
IP Addressing	Complete	Complete																	
Network Extension	TBD	TBD																	
Virtual - Virtual Migrations (213)	10/07/13	11/03/13																	
Physical Migrations (94)	12/09/13	01/05/14																	
Tools Implementation	02/10/14	03/16/14																	
Agency = DMH Project		Start	End	O 13	N 13	D 13	J 14	F 14	M 14	A 14	M 14	J 14	J 14	A 14	S 14	O 14	N 14	D 14	
Network																			
IP Addressing	Complete	Complete																	
Network Extension	TBD	TBD																	
Virtual - Virtual Migrations (209)	12/09/13	01/05/14																	
Physical Migrations (64)	01/20/14	02/02/14																	
Tools Implementation	03/24/14	04/27/14																	
Agency = DYS Project		Start	End	O 13	N 13	D 13	J 14	F 14	M 14	A 14	M 14	J 14	J 14	A 14	S 14	O 14	N 14	D 14	
Network																			
IP Addressing	Complete	Complete																	
Network Extension	TBD	TBD																	
Virtual - Virtual Migrations (141)	01/27/14	02/16/14																	
Physical Migrations (48)	03/03/14	03/09/14																	
Tools Implementation	03/17/14	04/27/14																	
Agency = DOE Project		Start	End	O 13	N 13	D 13	J 14	F 14	M 14	A 14	M 14	J 14	J 14	A 14	S 14	O 14	N 14	D 14	
Network																			
IP Addressing	TBD	TBD																	
Network Extension	TBD	TBD																	
Virtual - Virtual Migrations (230)	01/27/14	03/02/14																	
Physical Migrations (42)	03/24/14	03/30/14																	
Tools Implementation	02/10/14	04/13/14																	

Agency = ODOT Project		Start	End	O 13	N 13	D 13	J 14	F 14	M 14	A 14	M 14	J 14	J 14	A 14	S 14	O 14	N 14	D 14	
Network																			
IP Addressing	TBD	TBD																	
Network Extension	TBD	TBD																	
Virtual - Virtual Migrations (358)	06/16/14	08/10/14																	
Physical Migrations (75)	04/14/14	06/01/14																	
Tools Implementation	04/28/14	08/17/14																	
Agency = ODRC Project		Start	End	O 13	N 13	D 13	J 14	F 14	M 14	A 14	M 14	J 14	J 14	A 14	S 14	O 14	N 14	D 14	
Network																			
IP Addressing	Complete	Complete																	
Network Extension	TBD	TBD																	
Physical - Virtual Migrations (95)	11/29/13	TBD																	
Physical Migrations (46)	06/23/14	08/24/14																	
Tools Implementation	07/07/14	09/07/14																	
Agency = DPS Project		Start	End	O 13	N 13	D 13	J 14	F 14	M 14	A 14	M 14	J 14	J 14	A 14	S 14	O 14	N 14	D 14	
Network																			
IP Addressing	TBD	TBD																	
Network Extension	TBD	TBD																	
Virtual - Virtual Migrations (297)	07/07/14	08/24/14																	
Physical Migrations (194)	09/08/14	12/21/14																	
Tools Implementation	07/21/14	12/31/14																	
Agency = BWC Project		Start	End	O 13	N 13	D 13	J 14	F 14	M 14	A 14	M 14	J 14	J 14	A 14	S 14	O 14	N 14	D 14	
Network																			
IP Addressing	TBD	TBD																	
Network Extension	TBD	TBD																	
Virtual - Virtual Migrations	N/A	N/A																	
Physical Migrations (52)	10/20/14	11/23/14																	
Tools Implementation	11/03/14	12/07/14																	

Agency = Pilot Project (Tentative)			Start	End	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
					13	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14
Network																				
IP Addressing	TBD	TBD																		
Network Extension	TBD	TBD																		
Virtual - Virtual Migrations (121)	N/A	N/A																		
Physical Migrations (9)	N/A	N/A																		
Tools Implementation	01/23/14	02/09/14																		
Agency = DAS/OIT Project			Start	End	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
					13	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14
Network																				
IP Addressing	TBD	TBD																		
Network Extension	TBD	TBD																		
Virtual - Virtual Migrations (635)	N/A	N/A																		
Physical Migrations (359)	N/A	N/A																		
Tools Implementation	02/10/14	05/11/14																		
Agency = EPA Project			Start	End	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
					13	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14
Network																				
IP Addressing	TBD	TBD																		
Network Extension	TBD	TBD																		
Virtual - Virtual Migrations (113)	N/A	N/A																		
Physical Migrations (20)	N/A	N/A																		
Tools Implementation	05/05/14	06/01/14																		
Agency = OOD Project			Start	End	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
					13	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14
Network																				
IP Addressing	TBD	TBD																		
Network Extension	TBD	TBD																		
Virtual - Virtual Migrations	N/A	N/A																		
Physical Migrations (9)	N/A	N/A																		
Tools Implementation	05/05/14	06/01/14																		

Agency = ODJFS Project			Start	End	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
					13	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14
Network																				
IP Addressing	TBD	TBD																		
Network Extension	TBD	TBD																		
Virtual - Virtual Migrations (634)	N/A	N/A																		
Physical Migrations (388)	N/A	N/A																		
Tools Implementation	06/02/14	09/01/14																		
Agency = TAX Project			Start	End	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
					13	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14
Network																				
IP Addressing	TBD	TBD																		
Network Extension	TBD	TBD																		
Virtual - Virtual Migrations (141)	N/A	N/A																		
Physical Migrations (93)	N/A	N/A																		
Tools Implementation	08/11/14	09/14/14																		
Agency = OBM Project			Start	End	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
					13	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14
Network																				
IP Addressing	TBD	TBD																		
Network Extension	TBD	TBD																		
Virtual - Virtual Migrations (108)	N/A	N/A																		
Physical Migrations (0)	N/A	N/A																		
Tools Implementation	09/08/14	10/05/14																		
Agency = DODD Project			Start	End	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
					13	13	13	14	14	14	14	14	14	14	14	14	14	14	14	14
Network																				
IP Addressing	TBD	TBD																		
Network Extension	TBD	TBD																		
Virtual - Virtual Migrations (311)	N/A	N/A																		
Physical Migrations (2)	N/A	N/A																		
Tools Implementation	09/29/14	11/02/14																		

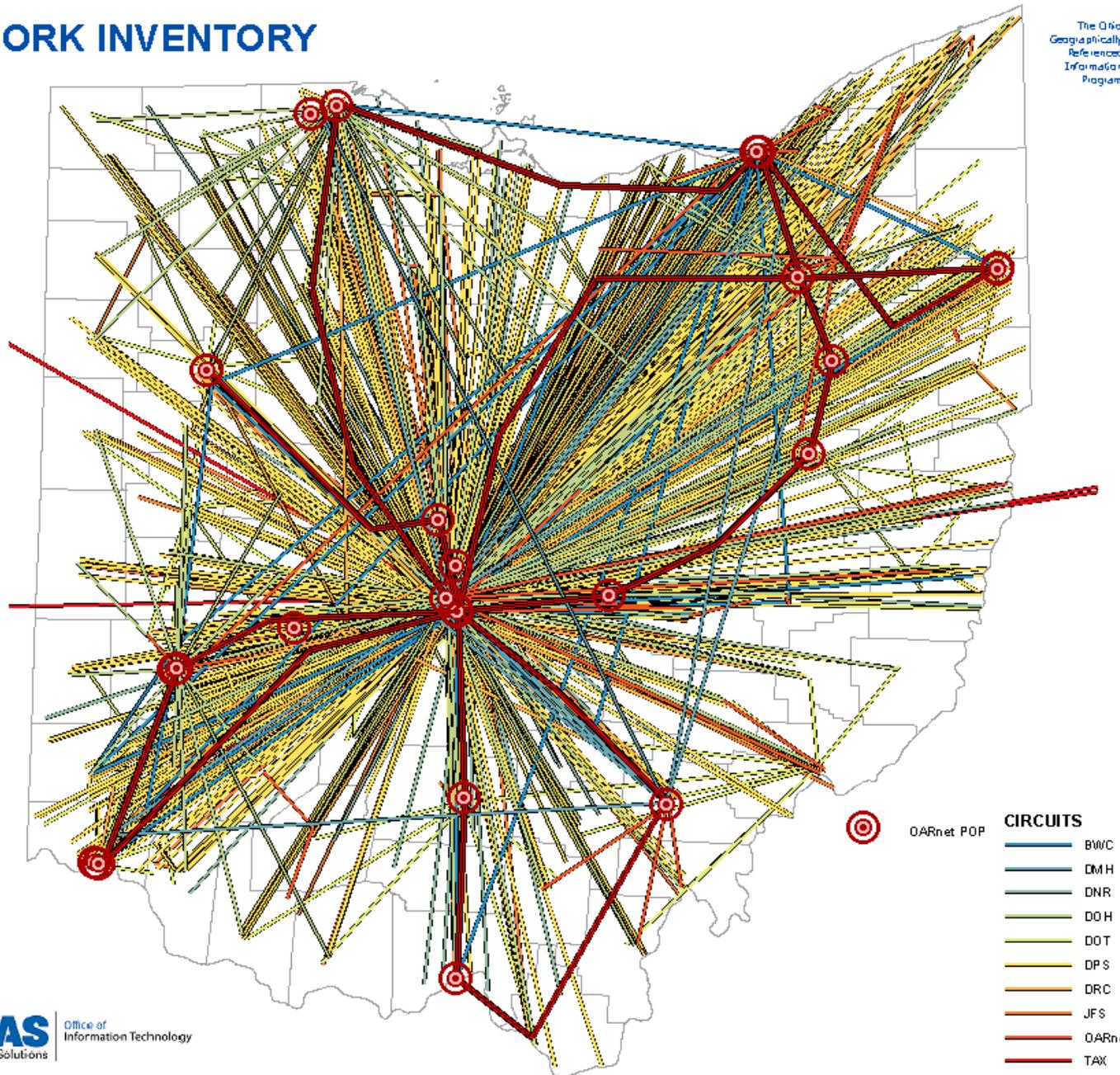




Focus on business!

- IP Address Resolution:
 - How do we get it done
 - What is the timeframe
 - Why is it important
- WAN Consolidation:
 - How will it work and what are the benefits
- Data Center Consolidation:
 - What will that look like for the agencies
- Benefits Summary

NETWORK INVENTORY



Three General Efforts:

- Centralize Security Services
- Develop Common Solutions (Standardization)
- Staff Development

Goal: To increase the state's security posture and compliance with NIST 800-53 and the Consensus Audit Guidelines (aka Critical Security Controls for Effective Cyber Defense)

- Security Services:
 - Security Architecture
 - Risk Management
 - Security Compliance
 - Security Engineering
 - Endpoint Protection, Intrusion Prevention, SIEM, Web Application Firewalls, Database Activity Monitoring, Internet Filtering, Data Loss Prevention
 - Security Monitoring
 - Vulnerability Assessments & Penetration Testing
 - Incident Handling & Forensics
 - Security Program Management
 - Information Security Training and Awareness

- Phase 1 initiatives:
 - Enterprise Security Information & Event Management (SIEM)
 - Intrusion Prevention
 - Vulnerability Management & Pen Testing
 - Endpoint Protection
 - Web Application Firewalls
 - Operations Center

Products chosen for enterprise security efforts will feed security events and logs into the IBM QRadar SIEM and therefore should offer tight integration.

- Phase 2 initiatives:
 - Database Activity Monitoring
 - Network Based Data Loss Prevention System
 - Firewall Auditing, Configuration & Change Management System
 - Internet Filtering/Web Gateways
 - Forensics

Products chosen for enterprise security efforts will feed security events and logs into the IBM QRadar SIEM and therefore should offer tight integration.

- **Design and develop the vision, standards, and organization for Enterprise Applications and service delivery across the State enterprise**
- **Proprietary business application development and support will not be consolidated**
- **Existing competencies, projects, programs, and applications will be leveraged for the establishment of the State of Ohio Enterprise**
- **Application delivery organization**
 - **Examples of initiatives to be leveraged include Health Transformation, State of Ohio Business Intelligence, OAKS ERP, Ohio Business Gateway etc.**
- **Initiative will develop standards, policies, and procedures in key business application areas to improve efficiency and effectiveness in acquisition, development and support**

- **Enterprise Application Rationalization**
 - Identification, consolidation, migration, and retirement of disparate applications in order to improve the business value delivered by the enterprise application portfolio and reduce the cost.
- **Application Modernization**
 - Transition of the application portfolio to more-modern languages, architectures, and runtime environments.
- **Application Standardization**
 - Standardizing business processes and performance measures across the organization, incorporating the best ideas from across the enterprise, and driving change in performance.
- **Standardization of Development Tools**
 - Reduce number of supported tools and technologies allowing effective use of IT professionals/assets and achieve resource savings through economies of scale, resource pooling, and the elimination of duplicative technologies.

The objective of the Ohio Integrated Eligibility project is to transform the state's health and human services benefit delivery for years to come.

Ohio Integrated Eligibility objectives:

- **Redesign business processes** helping offices gain efficiencies
- **Transform and improve** the way over 15,000 county and state workers support Ohioans
- **Improve the efficiency** of state and local services
- **Simplify eligibility** following the new guidelines through automated-technology processes
- **Support multiple HHS programs** servicing millions of Ohioans
- **Optimize technology** used by Health and Human Services

Key Accomplishments:

- Deployed the first incremental update to the Ohio Benefits and OIES systems to enable Medicaid Extension on **December 9th**, which extends Medicaid eligibility to additional Ohio citizens based on income eligibility, and also provides No Touch capabilities .
- Preparation included performance testing of **300,000 concurrent users** and adding an additional **2,300 county users**.
- Deployed an **Operational Data Store** and operational reports to enable effective metrics and support for State and County Workers.
- Provided more than 16,000 hours of training to state representatives and county workers, in a combination of hands-on instructor-led training and web-based training classes.
- Working with the Executive Committee of county Directors in subcommittees to formulate recommendations on different **Shared Solutions models**.

■ EA Shared Service Capabilities Implemented or Planned

- Master Client Index – implemented master client index for individuals with common attributes including name, address, eligibility status, and other base demographic data; uses SOAP/Web Services to expose functionality for master data consumers and producers
- Master Provider Index – plan to implement master provider index for health providers with common attributes, relationships, and other base provider data; uses SOAP/Web Services to expose functionality for master data consumers and producers
- Engineered Systems Platforms – implemented extensible Oracle engineered systems platform using Exadata and Exalogic with Cloud Control capabilities
- Database Platform – POC for Database as a Service capability using the currently implemented Oracle Exadata platform
- Secure Environments – implemented extensible CMS-compliant platform and environment, inclusive of compensating security controls for compliance with NIST, HIPAA, and FISMA security requirements as required by CMS
- Centralized Rules Engine (Oracle Policy Automation)
- Enterprise Service Bus (Oracle Service Bus)
- Document Management

Ohio's Health & Human Services Cabinet made a commitment to streamline its services and improve health system performance. Enterprise Business Intelligence responds to that commitment. More than just a data warehouse, it brings together technology, human capital and a set of business protocols to study, share and secure Ohio's public health data.

Release 1.0 – Eligibility Data

- Ad-hoc Reporting Available with first iteration 1st Half 2014

Release 1.1 – MITS Claims/Provider Data

- Load MITS Data
- Provide Reports and Dashboards for Integrated Eligibility Data
- Delivery Reports Training
- 2nd Half 2014

SAS Platform

- 1st Half 2014



- Alignment of Resources
- Standardization and Modernization
- Strengthen Core Competencies
- Promote Standards and Best Practices

OAKS Roadmap Key Scope

- Application
 - Determine upgrade paths
 - Prioritize adoption and expansion opportunities
 - Evaluate SaaS options
 - Integrate business and process priorities
- Infrastructure
 - Define capacity requirements
 - Evaluate technical refresh options
 - Plan for optimal performance
 - Minimize ops and upgrade risk
 - Plan to keep pace with technology
- Support
 - Ensure support continuity
 - Evaluate support options
 - Determine support requirements
 - Identify desired improvements
 - Identify outstanding current MS scope
- OAKS Org
 - Validate mission, values, and objectives
 - Organize for continuous improvement
 - Support professional development
 - Build cross-functional capacities
 - Align with OIT & partners

November

December

January

February

Define Scope,
Resources, Plan,
Timeline

Identify Priorities
& Options,
Capacity

Option Pricing,
Support Planning,
Org Assessment

Finalize Roadmap

Execute



Overview of OAKS Strategic Roadmap:

- Modernize and standardize infrastructure – Evaluating Exa platform options leveraging state data center (procurement strategy TBD).
- Upgrade Applications – FIN, EPM, BI upgrade scope and business priorities being identified for targeted spring commencement (procurement strategy TBD).
- CRM/ITSM strategy – Requirements have been identified to standardize OAKS, OBM, HRD, OSS onto an enterprise CRM/ITSM solution with a targeted spring commencement (procurement strategy TBD).
- Grants Management – Planning BPR and standardization during calendar year 2014 under leadership of the Governor’s Office of Health Transformation, OBM, and granting agency representatives. PeopleSoft capabilities and other technologies may be evaluated against requirements once BPR has progressed later in the year.
- OAKS Adoption – Opportunities to further extend OAKS services, including additional PeopleSoft modules, are being identified and prioritized for implementation following the infrastructure refresh and major upgrades (targeting late 2015 through 2017).
- Application support – Plan to extend current managed service contract through June 2015 while application support scope is defined and procurement strategy is established/executed. Application scope emphasizes continuous improvement model including upgrades and expansion.

- IT Procurement
 - Align Ohio’s IT contracting model with the IT Optimization plan.
 - A “concept to contract delivery”, full-lifecycle approach.
 - Shift the current review and approval process from the procurement phase to the planning phase
 - Business requirements defined during the planning phase drives sourcing strategy
 - Proactive “category contract management” based on identified common business needs
 - MBE/EDGE focus

Consolidated Approach – Culture Shift – Technology Board

Restructure around Lines of Business (LoBs) – Agency CIOs report to LoB Lead and Directors

LoB Leads would report to the State CIO

Runs through Enterprise Architecture and Governance Process

Line of Business Lead	Line of Business Lead	Line of Business Lead	Line of Business Lead	Line of Business Lead
Health and Human Services	Business and Industry	Administration and Finance	Public Safety and Criminal Justice	Infrastructure and Environment
<ul style="list-style-type: none"> • Aging • DODD • DVS • MHAS • JFS • Health • MCD • OOD 	<ul style="list-style-type: none"> • BWC • Commerce • DSA • PUCO • IC • Insurance • Taxation 	<ul style="list-style-type: none"> • BOR • DAS • OBM • ODE • Lottery 	<ul style="list-style-type: none"> • Adjutant General • DPS/EMA • DRC • DYS • Inspector General 	<ul style="list-style-type: none"> • Agriculture • DNR • DOT • EPA • Ohio Turnpike & Infrastructure Commission*
* Voluntary Participation	• Secretary of State*	<ul style="list-style-type: none"> • State Auditor* • HR/Senate/LIS* • Treasurer* 	<ul style="list-style-type: none"> • Attorney Gen* • Public Defender* • Supreme Court* 	

Goals:

- Increase the level of adoption for enterprise shared solutions and services
- Identify new enterprise shared solution opportunities across common agencies that share business and technical components
- Manage enterprise shared solutions across LoB and work with the agency CIOs to leverage initiatives, resources, tools, infrastructure and solutions

Purpose and objectives:

- Ensure alignment with State strategies, enterprise architecture and major expenditures and purchases
- Provide guidance on the direction and development of strategies for future enterprise shared solutions
- Ensure adoption of current enterprise solutions
- Support prioritization of agency initiatives/projects
- Ensure budget controls are in place across agencies
- Facilitate resource alignment on business needs
- Create opportunities to share resources in/across LoB

- Outreach
 - 15 agency IT Staff meetings to date
 - Union IT Committee
 - State Audit Committee
- Ohio Integrated Eligibility launch
- Medicaid Elevation
- Email
 - 86 of 88 agencies migrated (62,000+ accounts)
 - DYS & JFS migrate CY14
- SOCC Remediation
 - 2nd Floor remodel
 - OSC separate power
 - Broke ground on exterior power house
- Servers – DOH, DNR and MHAS migrations

- VoIP
 - Contract established for \$13 for basic service – potential annual savings of \$3.2M as users migrate from Centrex
 - 12,600+ lines migrated to date
- Software Licensing – Service desk software negotiated from \$104 to \$45 per seat
- OAKS HCM upgrade
- Maintenance Agreement – Consolidated Cisco agreement will save \$1.5M for participating agencies
- Security
 - Extended Enterprise Security Information Event Manager to AOS and Commerce. Additional capacity for IE & JFS
 - Established penetration testing service
 - Centralizing staffing approach to support consistent practices

- Next Steps:
 - Consolidated IT Transformation Implementation Approach published
 - Plan the Work ... Work the Plan
 - Staffing & budget
 - Organizational Change Management
 - Outreach
 - Weekly emails state IT professionals
 - Agency Meetings
 - Union Meetings
 - Agency Director/CIO/HR/CFO Meeting – January 9
 - Business partner briefing – February 4

Thanks for your time...

Questions?

Feel free to send any questions directly to the IT Transformation Office at:
IT.Transformation@ohio.gov.

Stu Davis, Tom Croyle, Katrina Flory, & Spencer Wood
Office of Information Technology
Ohio Department of Administrative Services
30 East Broad Street, 39th Floor
Columbus, Ohio 43215

IT Optimization webpage: <http://das.ohio.gov/ittransformation>