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Message from DAS Director:

The Department of Administrative Services has long been considered the engine of State government. This past year, we helped State agencies and local governments not only respond to the pandemic but accelerate our state’s economic recovery and growth.

Thank you for taking the time to learn about some of our team’s accomplishments. To learn more, connect with us on social media through LinkedIn and Twitter, or visit us at das.ohio.gov.

We now look eagerly into the future to find ways to use lessons learned from COVID-19 to improve our service, support, and delivery of innovative solutions for all Ohioans.

Sincerely,
Kathleen C. Madden, Director
DAS Overview

The Ohio Department of Administrative Services is the engine of State government. We work behind the scenes to deliver innovative services and solutions that support the operation of State agencies, boards, and commissions.
STATE AND FEDERAL SURPLUS SERVICES
Facilitates the recycling of property within government and attaining maximum return on investment.

OFFICE OF FLEET MANAGEMENT
Provides State agencies with comprehensive motor vehicle management services.

OFFICE OF PROPERTIES AND FACILITIES
Manages the State’s largest and most complex buildings.

OFFICE OF REAL ESTATE AND PLANNING
Provides State entities with diverse services related to office space and real estate needs.

OFFICE OF PROCUREMENT SERVICES
Assists State agencies and political subdivisions with the procurement of supplies and services.

STATE HUMAN RESOURCES DIVISION
Assists State agencies in conducting their human resources functions.

HR OPERATIONS
Assists State agencies with payroll, payroll deductions, garnishments, document management, and records requests.

OFFICE OF TALENT MANAGEMENT
Provides assistance regarding classification and compensation, performance management, talent acquisition, and learning and professional development.

OFFICE OF DIVERSITY, EQUITY, & INCLUSION
Promotes an inclusive work culture and handles compliance, education, and enforcement of diversity, equity, and inclusion for the State enterprise.

OFFICE OF BENEFITS ADMINISTRATION SERVICES
Provides high quality, cost-effective benefits for State employees and their dependents.

LEANOHIO
Leads and supports efforts to make State government services simpler, faster, better, and less costly.

INFRASTRUCTURE SERVICES DIVISION
Operates the IT infrastructure for the State, which includes hardware, software, and telecommunications.

ENTERPRISE SHARED SOLUTIONS
Coordinates strategies for delivery of government information and services electronically.

OFFICE OF INFORMATION SECURITY AND PRIVACY
Manages enterprise efforts for information assurance, security, privacy, and risk for the State.

OHIO 9-1-1 PROGRAM OFFICE
Coordinates and facilitates communication concerning 9-1-1 issues among State, federal, regional, and local 9-1-1 officials.

OFFICE OF FINANCE
Provides budget, fiscal, financial reporting, asset management, finance policy, and compliance and audit management.

OFFICE OF LEGAL SERVICES
Provides services to advance and protect the legal responsibilities and rights of DAS.

OFFICE OF LEGISLATIVE AFFAIRS
Monitors legislation and engages with legislators and other stakeholders.

CENTRAL SERVICE AGENCY
Provides fiscal and human resources services for boards and commissions.

INTERGOVERNMENTAL RELATIONS
Works with State agencies to improve and promote the services, initiatives, policies, and resources available or advanced through DAS.

Fiscal Year 2021 Annual Report
The General Services Division (GSD) is comprised of six offices – Fleet Management, Procurement Services, Properties and Facilities, Real Estate and Planning, Risk Management, and State Printing and Mail Services – as well as the State and Federal Surplus Services Program.

GSD accomplishments for fiscal year 2021 included:

• Saving tax dollars, adding three more agencies to the DAS-managed fleet program for an estimated savings of $750,000 over the next fiscal year.

• Combining agency presort postage for a cost savings of over $7.4 million.

• Assisting agencies, boards, and commissions in processing over 46,000 requisitions and 108,000 purchase orders valued at over $10 billion.

• Hosting over 600 hours of training to educate 1,750 Ohio buyers and suppliers on the new Ohio|Buys online procurement system.

• Reducing the overall State fleet by 5% for an estimated $1.5 million savings.

• Completing the sale of the long-vacant former State-owned property at 145 S. Front St., Columbus, to the Columbus Partnership for $3 million.

• Facilitating the donation of 148 computers to PCs for People, which repurposed and distributed them to eligible, low-income families across Ohio in need of an affordable internet-enabled device.

• Refunding more than $3.9 million to agencies, boards, and commissions through the State Surplus Program.

• Upgrading the State of Ohio Records Information Management System to enhance the user experience for both the public and State employees.

• Contributing to the successful completion of the Ohio Administrative Knowledge System (OAKS) modernization project by providing system expertise toward functional and performance testing as well as new feature configuration and development.

• Administering the enterprise-wide Self-Insured Vehicle Liability Program and the Ohio Judges’ Professional Liability Self-Insurance Program for the Supreme Court of Ohio.

• Collecting over $8.9 million in insurance recovery from insurance carriers and at-fault parties in fiscal year 2021.

• Completing the window replacement portion of the James A. Rhodes State Office Tower Modernization project, which was a major milestone, enabling a projected on-time final completion of the $70 million project in January 2022.

• Completing the three-year, $8.5 million elevator controls upgrade project for the Riffe Center for Government and the Arts, assuring safe, reliable operations for the future.
Human Capital and Planning

During fiscal year 2021, Human Capital and Planning consisted of the Equal Opportunity Division, State Human Resources Division, and Office of Collective Bargaining.

The Equal Opportunity Division (EOD) managed the State's certification programs for eligible businesses owned by minorities, women, veterans, and socially and economically disadvantaged individuals. With the signing of the biennial budget on June 30, 2021, Governor Mike DeWine approved the transfer of the responsibilities of the Equal Opportunity Division to the Ohio Department of Development effective July 1, 2021.

EOD accomplishments for Fiscal Year 2021 included:

- Establishing rules for the new Women's Business Enterprise (WBE) certification program to support the success of Ohio women-owned businesses. On the first day of the new program, DAS certified 800 women-owned businesses that already were certified by the MBE or EDGE programs.

- Strengthening program rules to improve the Minority Business Enterprise (MBE) and Encouraging Diversity, Growth, and Equity (EDGE) certified business programs that help minority and disadvantaged businesses compete and grow.

- Establishing a hotline for Ohioans to submit tips about alleged fraud or misconduct related to business certification programs.

- Seeking to widen access for businesses that have been historically underrepresented in the ranks of suppliers of the goods and services that keep State government operating, the State of Ohio spent $227,117,269 with 274 certified MBE-certified businesses, or 15.14% of $1.5 billion in eligible expenditures.

- Exceeding goals, State agencies spent $98,231,388, or 3.07% of eligible expenditures, with businesses certified through the EDGE program.

- Honoring Ohio citizens and organizations who work to promote diversity and eliminate discrimination, the Ohio Dr. Martin Luther King Jr. Holiday Commission hosted its 36th annual commemorative celebration virtually. DAS provides administrative support to the Commission.

The State Human Resources Division (SHRD) performs overall administration of the State’s human resources operations for approximately 50,535 State of Ohio employees. This division provides services and information to State employees and assists State agencies in conducting human resources functions in the

Continued on next page
Human Capital and Planning Continued

areas of benefits administration, drug testing, payroll administration, document management, classification and compensation, central recruiting, training and development, and workforce planning.

State HRD accomplishments for fiscal year 2021 included:

• Establishing the Office of Diversity, Equity, and Inclusion to enhance diversity and create a culture of inclusion within State government. This included moving the State affirmative action and equal opportunity unit from EOD to State HRD in August 2020 where the team is now better situated for their responsibilities.

• Hosting the first-ever Disability Inclusion Conference: Celebrating Ohio’s Commitment to Disability Inclusion as a building block toward meeting Ohio’s goals of inclusion and employment excellence for individuals with disabilities. More than 700 participated in the conference that focused on raising awareness of disability inclusion in the workplace and the importance of reflecting the diversity of Ohio throughout State government.

• Training more than 300 State employees through the new Office of Diversity and Inclusion during the D&I Institute: Explore the Diversity & Inclusion Journey, a virtual conference addressing diversity and inclusion topics for human resources administrators, ADA coordinators, EEO staff, and other State employees.

• Creating the Diversity, Equity, and Inclusion statewide performance competency for all State employees.

• Motivating the workforce to accomplish personal goals, the LeanOhio Office shared tips on personal goal setting and attainment.

• Facilitating meetings of the Children Services Transformation Advisory Council, LeanOhio helped create a structured environment using Lean tools to engage council members from diverse backgrounds. The council supports the goal of Governor DeWine’s Children’s Initiative in reforming the State’s foster care system to give vulnerable children opportunities to succeed and live fulfilling lives.

• Upgrading the Human Capital Management application of the Ohio Administrative Knowledge System (OAKS). This upgrade brought a new self-service interface that is mobile friendly and process improvements to benefits life events, ePerformance, and other areas.

11 Additional Agencies Joined 10 Other Agencies, Completing the Effort to Migrate All State Users to the New Statewide Learning Management System.
Onboarding five agencies to the Kronos timekeeping management system, adding 2,300 employees. There are now 31 agencies and a total of 29,700 (59%) employees utilizing the Kronos enterprise timekeeping system.

Challenging employees to live active, healthy lives through the enhanced Take Charge! Live Well! program. The Virgin Pulse platform features a new member the Hub with global benefit resources, community events, and other wellness-related events for employees and their families.

Creating a third level of Lead Ohio for executive leadership in collaboration with the Ohio University’s Voinovich Academy for Excellence in Public Service. The program, which offers a unique and engaging learning opportunity that hones critical executive skills, was piloted with 21 executive level leaders from across the State.

Onboarding 11 additional agencies to Ohio Learn. Those new agencies joined 10 other agencies, completing the effort to migrate all State users to the new statewide learning management system.

The Office of Collective Bargaining (OCB) is primarily responsible for directing the State’s labor relations and human resources policy. This includes representing the State of Ohio as the chief labor relations entity in the negotiation of State labor contracts, managing dispute resolution through advocacy in mediation and arbitration, training State agencies on the labor contracts, daily contract administration, and providing guidance to State agencies on the development of business continuity plans. OCB also provides guidance on human resources policies and application of the civil service law to the State agencies, boards, and commissions under the Governor’s authority.

OCB accomplishments for fiscal year 2021 included:

- Reaching a successor agreement on behalf of the State of Ohio with the Ohio Civil Service Employees Association (OCSEA), which represents approximately 27,700 employees. The new agreement that allows for more effective and efficient management of the workforce is balanced and fair, and the process for reaching it was constructive and respectful.

- Reaching a tentative agreement on behalf of the State of Ohio with the Ohio Education Association, State Council of Professional Educators, representing approximately 470 employees.

- Negotiating with the remaining three unions on behalf of the State of Ohio for the 2021-2024 collective bargaining term. This includes the Service Employees International Union, District 1199, representing 3,800 employees, the Ohio State Troopers Association, representing 1,700 employees, and the Unit 2 Association, representing 530 employees.

- Offering more than 20 training events to 550 exempt State personnel, which obtained an average satisfaction rating of 3.5 out of 4. The training events included Lead Ohio Labor Relations classes as well as the first completely virtual OCB Academy, a certificate program offering comprehensive labor relations training to human resources professionals. In order to maintain the learning engagement offered through in-person group exercises and mock student presentations in the OCB Academy, staff developed exercises that required participants to submit relevant reports, briefs, and advocacy notes and then provided personalized feedback. OCB also offered the first virtual contract training for OCSEA collective bargaining updates to more than 400 exempt professionals from the State’s human resources and labor relations community.

- Managing 4,159 grievances that were filed between July 1, 2020, and June 15, 2021. As of June 15, OCB scheduled 556 grievances for mediation and non-traditional arbitration. Of the cases scheduled for mediation, 12% were settled, and 21% were withdrawn. The overall resolution rate at mediation was 33%. Twenty-six arbitrations were scheduled between July 1, 2020, and June 15, 2021, and 65% were either denied or withdrawn.

- The virtual mediation pilot that started in 2018 with OCSEA and Service Employees International Union, District 1199 transformed into 100% of all cases scheduled for alternative dispute resolution (ADR) beginning in June 2020. The use of virtual ADR over the last year has led to permanent changes to the grievance process in the OCSEA contract and likely will be the statewide model for all ADR with other unions, significantly reducing release, travel time, and operational impact.

- Updating and reissuing statewide administrative policy (HR-32: Teleworking) in December 2020. The Labor Relations and Human Resources Policy Office continues to provide statewide guidance on the various aspects of teleworking arrangements depending on operational needs, including the continued review of updated and renewed agency teleworking policies.

- Modifying StateAlert to a new fully integrated employee emergency notification system. This endeavor is imperative to maintaining State government in the event of an emergency.

Challenging Employees to Live Active, Healthy Lives Through the Enhanced Take Charge! Live Well! Program
The Office of Information Technology (OIT) delivers enterprise information technology and telecommunication services, as well as IT policy and standards, lifecycle investment planning, and privacy and security management.

OIT accomplishments for fiscal year 2021 included:

- Launching, in conjunction with Lt. Governor Jon Husted, the DataOhio Portal which offers a first-of-its-kind State technology allowing unprecedented access to key State of Ohio data through an innovative, data-sharing platform. The portal includes public and secured datasets from multiple State agencies, several of which are available to the public for the first time, “Made with Ohio Data” featured projects, and interactive visualizations that make the data more consumable and easy-to-understand.

- Partnering with the Ohio Department of Development Office of Broadband Ohio and Lt. Governor Jon Husted to expand high-speed internet access to underserved Ohio Appalachian communities using DAS-managed Multi-Agency Radio Communication System (MARCS) towers.

- Launching a pilot program through Broadband Ohio to provide grants to Internet Service Providers to offset the monthly cost of access to the MARCS towers.

- Co-hosting the 2020 Ohio Geographic Information Systems (GIS) Conference, the Ohio Geographically Referenced Information Program (OGRIP) focused on collaboration during the COVID crisis, Next Generation 9-1-1 and GIS, and more.

- Demonstrating Ohio’s role as a thought-leader in the IT industry, OIT senior staff participated in various industry events and helped garner national recognition for Ohio:
  - Ohio achieved an "A" rating from the Center for Digital Government in its 2020 Digital States Survey, a biennial evaluation of the technology practices of all 50 states. Ohio was among four other states that were recognized for its data governance and transparency.
  - Former State Chief Information Officer (CIO) and DAS Assistant Director Ervan Rodgers was featured in a National Association of State Chief Information Officers (NASCIO) podcast discussing the importance of workforce diversity.
  - Joining the NASCIO executive committee, former State CIO Rodgers helped guide the organization in its mission to foster government excellence through the leadership of quality business practices, information management, and technology policy. Rodgers also served as NASCIO representative on the Global Justice Information Sharing Initiative, which advises the U.S. Attorney General on justice information sharing and integration initiatives.
- NASCIO named Ohio a finalist in its 2020 State IT Recognition Awards under the Data Management, Analytics, and Visualization category.

- Ohio received a Center for Digital Government 2020 Government Experience Award for helping educate citizens and provide direction on COVID-19 in the state.

- Ohio IT leaders had a strong showing in the annual StateScoop 50 Awards. Former State CIO Rodgers was recognized with the StateScoop Golden Gov Award that recognizes visionary executives who lead State government into a new technology landscape with innovative ideas and inspiring others to get on board. State Chief Transformation Officer Kristina Hagberg received the Up & Comer of the Year award, and Anupam Srivastava received the State Cybersecurity Leader of the Year award.

- Providing a MARCS “tower on wheels” to connect first responders and security officials during the 2020 U.S. presidential debate in Cleveland.

- Partnering with the Governor’s Office of Workforce Transformation (OWT) enhancements were made to the Top Jobs website and In-Demand Jobs List which highlights jobs in fast-growing industries with a high need for additional talent. The Top Jobs website hosts the In-Demand Jobs List and dashboard, transforming the way In-Demand Jobs are displayed and consumed by Ohio’s employers and job seekers. By leveraging an embedded data visualization tool offered on DAS’ InnovateOhio Platform (IOP), the In-Demand Jobs List is displayed as an interactive dashboard, allowing users to customize searches and gain valuable insight from results.

- Partnering with Lt. Governor Jon Husted, the OWT, and the Ohio Department of Job and Family Services, to unveil a redesigned, more accessible OhioMeansJobs.com website for Ohio jobseekers and employers. The changes, driven by user feedback and upgraded technology tools, make it much easier to register for an account, navigate job opportunities, and apply for positions on mobile devices.

- Upgrading hardware to maintain the State of Ohio’s private cloud environment and to continue to be “Cloud Smart.” One-hundred-seventy-five servers were purchased to replace original hardware used to build the private cloud.
Agency Operations

Agency Operations encompasses the Director’s Office and the Administrative Support Division, which set strategic direction and provide agency management and support services.

The Director’s Office oversees the approximately 800 full-time employees and every division and program throughout the organization. It collaborates with other agencies, boards, and commissions and represents the State on important stakeholder boards and Governor’s initiatives.

Director’s Office accomplishments for fiscal year 2021 included:

- Co-chairing the State of Ohio Combined Charitable Campaign which raised $2,227,852.22 for more than 1,100 charities, including $62,699 in donations from DAS staff.

- Leading the Prescription Drug Transparency and Affordability Advisory Council, which submitted a report with recommendations to the General Assembly, Governor Mike DeWine, and the Joint Medicaid Oversight Committee regarding Ohio’s best path forward for issues such as prescription drug price transparency, affordable payment models, and health care efficiency.

- Meeting with most cabinet agency directors to promote DAS services and solicit feedback and input.

- At the appointment of the Governor, leading the State’s Personal Protective Equipment (PPE) Strike Force during the COVID-19 pandemic response.

The Administrative Support Division manages the business and support functions for DAS.

ASD accomplishments for fiscal year 2021 included:

- Saving 25 autonomous boards and commissions an estimated $3.9 million by providing shared fiscal and human resources support services through the DAS Central Service Agency.

- Establishing DAS Update, a new brief review of the latest DAS news and information distributed twice each month for external subscribers.

- Presenting a dynamic panel of professionals from across State government through the DAS Mentoring Circles program to discuss tips, tricks, and stories to enhance our customer service.

- Overseeing employee training and development, and providing DAS employees with engagement opportunities.

- Leading the budget proposal and implementation plan to merge the DAS Equal Opportunity Division to the Ohio Department of Development effective July 1, 2021.

- Overseeing and implementing the State’s COVID-19 response as it relates to State buildings and protecting State employees to help prevent the spread of the virus.
The disbursements of the Ohio Department of Administrative Services during fiscal year 2021 totaled $842.4 million. Disbursements included debt service of $114 million, which equaled approximately 13.5% of the total DAS disbursements for the year. An additional $69.9 million was spent on the Coronavirus Relief Fund. The remaining disbursements were the expenses of the DAS divisions, which totaled $668.5 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, $2.2 million; General Services Division, $163.8 million; State Human Resources Division, $19 million; Office of Collective Bargaining, $3.1 million; Office of Information Technology, $456.7 million; and Administrative Support Division, $13.7 million.

Of the total division expenses, only 5.7% ($37.5 million) was funded through the State’s general revenue fund.

The following chart illustrates the distribution of the disbursements:
Leading PPE acquisition and distribution
As the hub of procurement operations for the enterprise, the DAS Office of Procurement Services led Ohio’s work to secure much-needed, but initially difficult to acquire, PPE. As head of Governor Mike DeWine’s PPE Strike Force, DAS led the combined efforts of the Ohio Departments of Health (ODH), Public Safety/Ohio Emergency Management Agency, Transportation, and Development as well as JobsOhio and others to tackle procurement, storage, and distribution challenges. The work of the strike force began in March 2020 and continued into fiscal year 2021.

As of the end of fiscal year 2021, the State received and distributed nearly 185 million pieces of PPE in total. These much-needed resources were provided to health care and community support services, including public health inpatient health care providers, outpatient and home health providers, and long-term care facilities; nursing homes; emergency and public safety sector personnel, including EMS, law enforcement, and fire services; State institutional agencies; at-risk communities including minorities and senior citizens; schools and higher education; nonprofits; and more to protect emergency and health care workers and prevent the spread of the virus.

DAS also worked directly with multiple State agencies and the Ohio National Guard to distribute PPE throughout the state for special situations. This included assisting the Ohio Bureau of Workers’ Compensation with mailing reusable cotton masks to employers and sourcing a vendor to prepare and partner with the Ohio Departments of Aging and Health to send 10 million masks to Ohioans 65 and older. DAS also helped coordinate the delivery of 800,000 surgical masks, 64,000 face shields, and 27,000 gowns to Ohio Secretary of State Frank LaRose for distribution to county boards of elections.

Supporting a remote workforce
The DAS Office of Information Technology (OIT) took on extraordinary challenges early in the pandemic. OIT led an effort that had never been undertaken – shifting a large percentage of the State’s workforce to teleworking by rapidly scaling up the technology that State employees need to remain productive from their home offices. OIT’s technical support of the remote workforce continued throughout fiscal year 2021 as the virus surfaced and delayed their return to the office.

In addition, the DAS Office of Collective Bargaining and State Human Resources Division helped develop policies, provide guidance, and work with the labor unions on issues related to remote working.

The State Human Resources Division also undertook efforts to encourage all State employees to connect with others to lessen feelings of isolation and disconnection. The division also challenged employees to participate in wellness activities through the Take Charge! Live Well! program and seek needed mental health assistance through the Ohio Employee Assistance Program.

Internally, the DAS Office of Employee Services offered monthly opportunities for employees to gather virtually and talk openly about topics relevant to self-care, wellness, and mental health.

Building websites to help Ohioans
The Coronavirus.Ohio.gov website that was created by OIT’s InnovateOhio Platform (IOP) in a matter of days grew to be a
A robust source for important information about the pandemic. The site displays key metrics, trends, and reports using dashboards that are updated daily. This was a key source of information to the public and is referenced during Governor Mike DeWine’s press briefings.

**Providing data**

While significant, these actions above are just a fraction of the contributions made by OIT.

The Ohio Department of Health quickly onboarded Ohio COVID-19 data onto IOP to analyze data and create dashboards in order for ODH and leadership to make informed policy decisions. In addition, the COVID-19 Vaccination Provider Dashboard includes a map and list of COVID-19 vaccine provider locations throughout Ohio who have been allocated vaccine inventory for the coming week. Users can filter by provider name, county, and ZIP code. This dashboard has been viewed over 5.6 million times.

The Ohio Geographically Referenced Information Program (OGRIP) developed a COVID-19 GIS Portal with geo-spatial datasets and resources pertaining to the pandemic. Work also occurred in countless offices – and in the personal homes – of Ohio’s IT professionals, including gathering needed data from local health departments; building data dashboards to share key case numbers and demographic data; and analyzing real-time data that helped inform policy decisions.

**Applying expertise to help our customers**

Additional DAS contributions to the COVID response included:

- Modifying the Cooperative Purchasing Program to grant local governments access to statewide contracts now and worry about the paperwork and fees later, benefiting 36 entities due to the postponement of the program requirements and deferring fees totaling $5,490.

- Sourcing and procuring transportation carrier services to assist with the distribution of PPE throughout Ohio.

- Ensuring that State institutional agencies received the PPE they needed to care for their residents and staff.

- Assisting State agencies in the implementation of the Families First Act leave.

- Working with State, federal, and local partners to refer small, minority-, women-, and veteran-owned businesses to resources that support their growth and success.

- Supporting administration of the new Ohio Micro-Enterprise Grant Program by verifying certification requirements and working with nonqualifying grant applicants.

- Collaborating with other State Strike Force teams to get much-needed PPE to vulnerable populations including minority communities, senior citizens, congregate-care residents, school children and teachers, and more.

- Serving an integral role for the State Emergency Operations Center (EOC) during the height of the pandemic. The Business Continuity section of the Office of Collective Bargaining provided 24-hour service for pandemic responses as it pertained to fielding questions relating to PPE distribution, medical mass surge, mass fatality management, and mass care.

- The Office of Printing and Mail Services maintained its copy center, mainframe, and fulfillment operations and tackled several high priority projects with some team members working from home and others in the production facilities. One of the biggest projects was helping ODH distribute facemasks.