

# 2025

Fiscal Year

# ANNUAL REPORT



Department of  
Administrative  
Services

[DAS.Ohio.gov](http://DAS.Ohio.gov)

# Ohio Department of Administrative Services

## Message from DAS Director:

I am pleased to present this report highlighting the work of the Ohio Department of Administrative Services (DAS) during fiscal year 2025.

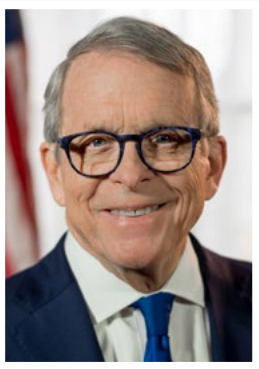
As the engine of state government, DAS is at the center of the infrastructure that supports the operation of state government. We help procure goods and services; manage statewide information technology, human resources, and collective bargaining services; recruit and train personnel; process payroll; print publications; lease and manage state-owned facilities; and much more.

The reach of our services also extends directly to Ohioans through our efforts to support the work of first responders to protect Ohioans and save lives by increasing the state's investments in the Multi-Agency Radio Communication System and transition to Next Generation 911.

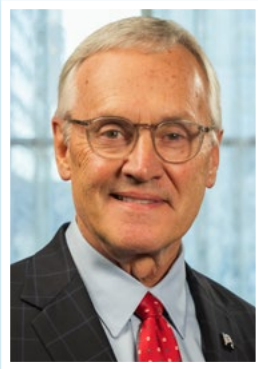
We are pleased to support the priorities of the DeWine-Tressel administration to ease access for those doing business with the state, secure state data and technology resources, and create efficiencies for our state government partners.

We look forward to further innovating and refining our services to support the state's commitment to building Ohio's economy and strengthening our communities.

Sincerely,  
Kathleen C. Madden, Director



**Mike DeWine**  
*Governor*



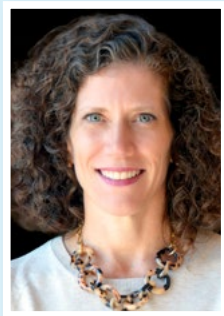
**Jim Tressel**  
*Lt. Governor*



**Kathleen C. Madden**  
*Director*



**Ryan Garber**  
*Assistant Director*



**Katrina Flory**  
*State Chief  
Information Officer/  
Assistant Director*



## INFORMATION TECHNOLOGY

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 2025 included:*

- Expanding use of OHID, which has an average of 11 million logins per month supporting over 7.3 million users.
- Implementing single sign on OHID for the citizen-facing Ohio Benefits Self Service Portal in partnership with IOP. The portal serves more than 1.2 million users and increases security while paving the way for more user-friendly data collection and verification.
- Completing multiple projects to expand services and provide increased stabilization for agencies leveraging the InnovateOhio Platform (IOP), including a project which successfully migrated over 1,000 applications across 26 agencies to the cloud.
- Remaining on guard to protect state data and assets, the Office of Information Security and Privacy (OISP):
  - Launched tools to quickly detect and automatically respond to cyberthreats.
  - Launched an Identity Dashboard to help agencies efficiently clean up their user access.
  - Published a statewide IT Policy for Incident Response and conducted 23 tabletop exercises across state agencies.
  - Formalized response practices for state suppliers and local governments, conducting 360 supplier risk assessments, and providing cybersecurity consultation on more than 200 contracts.
- Working with 12 agencies to review their application portfolios and identify opportunities to improve performance, security, and cost efficiency by modernizing to the cloud.
- Receiving a Special Achievement in GIS Award at the Environmental Systems Research Institute user conference for the creation of a statewide parcel dataset. Created by the Ohio Geographically Referenced Information Program (OGRIP) Program office within DAS, the project pulled together digital parcel data that was previously within each Ohio county's disparate database schemas.
- Completing the statewide elevation collaboration with the United States Geological Survey to collect highly detailed surface topography using LiDAR (Light Detection and Ranging) technology.
- Beginning the development of a statewide surface water mapping project to leverage existing LiDAR data to derive a highly accurate representation of Ohio's streams, lakes, ponds, culverts, and watershed boundaries.
- Onboarding the Ohio Department of Health Alcohol and Drug Testing Program to the Ohio Professional eLicense system.
- Handling 80,698 calls through the Customer Service Center that serves the IT needs of state government.
- Supporting various activities throughout the year to help foster Artificial Intelligence adoption in the state, including training for the state's workforce.
- Earning an A grade in the 2024 Digital States Survey that evaluates states on the use of emerging technology to improve constituent services. This is the 5th straight survey in which Ohio received the highest possible grade.
- Receiving recognition by the National Association of State Chief Information Officers for work in data management, analytics and visualization, business process innovation, cross-boundary collaboration and partnerships, and cybersecurity.

## HUMAN CAPITAL AND PLANNING

**Human Capital and Planning consists of the State Human Resources Division and the Office of Collective Bargaining.**

The State Human Resources Division (SHRD) provides centralized human resources services and guidance to state agency HR offices as well as approximately 50,000 State of Ohio employees and their dependents. This division's services include benefits administration, drug testing, payroll administration, classification and compensation, central recruiting, and professional development.

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### ***SHRD accomplishments for fiscal year 2025 included:***

- Upgrading the state's learning management system to a new system that will make it easier for state employees to find and take required training and more easily access content that can help grow their career.
- Launching a new timekeeping application across state government.
- Coordinating with Opportunities for Ohioans with Disabilities to host a skills-based hiring event supporting Ohio's role as a disability inclusion state and model employer of individuals with disabilities.
- Training more than 500 individuals through the Office of Opportunity and Accessibility and hosting the Annual Inclusion Conference covering various diversity and disability inclusion-related topics.
- Hosting the 3rd cohort of the HR Insights program designed to give up-and-coming HR professionals greater understanding of leadership and facilitate networking across agencies. This program has now prepared 128 HR professionals for the next step in their careers.
- Delivering an extensive range of data and reporting solutions to state agencies, covering topics such as pay insights and recruitment data.
- Strengthening partnerships with Career Technical Education organizations. More than 120 students have been hired as CTE Employees in 14 different classifications, with 45 transitioning to full time permanent employment. As of March 2025, these students lived in 47 of the 88 Ohio counties.
- Establishing a new diabetes management program as part of the state employee health benefits plan.
- Participating in a working group to have Mobile Response and Stabilization Services as a covered service in the state's employee health plan.
- Collaborating with agency partners on wellness initiatives, including providing healthier eating options in DAS-owned buildings.

The **Office of Collective Bargaining (OCB)** directs 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, training state agencies on the labor contracts, and daily contract administration as well as guidance on business continuity plan development, human resources policies, and application of the civil service law.

### ***OCB accomplishments for fiscal year 2025 included:***

- Completing the negotiations process and implementing successor contracts with all five unions representing state employees.
- Achieving 706 enrollments for the 2025 Spring OCB Academy training for labor professionals with an overall training satisfaction of 4.6 on a 5.0 scale.
- Launching OCB Academy II, an advanced level training with a mentoring component.
- Participating in 20 exercises across the state, the Office of Business Continuity partnered with stakeholders on reviewing best practices for responding to major emergency situations such as radiological incidents, complex plane crashes, cyber-attacks, and mass casualty events.
- Leading a multi-agency working group for the replacement of the state's current web-based business continuity software.

## **GENERAL SERVICES DIVISION**

**The General Services Division (GSD) is comprised of the following offices: Fleet Management, Procurement Services, Properties and Facilities, Real Estate and Planning, and State Printing and Mail Services. GSD services also include management and sale of assets and state and federal surplus property.**

### ***GSD accomplishments for fiscal year 2025 included:***

- Managing 153 active major capital projects valued at \$297,649,239 while working to initiate an additional 91 planned capital projects through 2030 valued at \$194,439,100.
- Adding devices in all DAS-owned buildings that allow visitors to check in with mobile IDs.

- Refreshing the James A. Rhodes State Office Tower Lobby Hearing Room with new flooring, furniture, and technology.
- Selling more than \$8 million worth of state surplus merchandise and vehicles via the GovDeals online marketplace and achieving a one-week sales record of \$480,000 for the State and Federal Surplus Program.
- Negotiating the fiscal years 2026 and 2027 commercial lease portfolio, the Office of Real Estate and Planning is saving state entities over \$3 million.
- Facilitating the sale of real estate valued at over \$4.6 million for various state entities and institutions of higher education.
- Saving the state approximately \$5 million by repurposing surplus furniture to prepare office spaces for various state entities.
- Saving an anticipated \$8 million through a new presort postage services contract.
- Upgrading State Printing and Mail Services shop floor production software to improve workflow and production.
- Ordering and mailing 93 million envelopes with the 988 Suicide Crisis Lifeline logo from the Office of Mail Services.
- Implementing and expanding a Fleet Hub that saves agencies 72 staff hours by enabling them to automatically submit fleet plans, access data, input estimates and photos, and track purchase requests.
- Awarding ten complex IT Request for Proposal contracts more than 30 days sooner than the targeted goal.
- Administering 263 contracts through the Community Rehabilitation Program that enables state purchasing from nonprofits and organizations that employ Ohioans with work-limiting disabilities.
- Helping 2,803 political subdivisions purchase more than \$500 million from DAS contracts through the Cooperative Purchasing Program.
- Onboarding the Ohio Department of Transportation, and 15 boards and commissions to the OhioBuys state procurement platform.
- Releasing more than 65 enhancements to OhioBuys that support efficiency and improve customer service. As a result of automated workflows, agencies are saving 1.3 million days of purchase order processing time, and there has been a 126% increase in solicitations that led to an estimated \$11.5 million in savings resulting from increased competition.

## AGENCY OPERATIONS

**Agency Operations includes the Director's Office and the Administrative Support Division. The Administrative Support Division (ASD) manages the business and support functions for DAS. The Director's Office oversees approximately 800 full-time employees and every division and program throughout the organization.**

### ***ASD accomplishments for fiscal year 2025 included:***

- Hiring 33 analysts at seven agencies through the Ohio Digital Academy, which seeks to create a technology workforce pipeline by training and employing early entrants to the IT industry and setting them on a path for a successful career in high demand fields.
- Hosting the agency's first IT Career Exploration Fair for high school students to learn about the variety of IT careers available in state government and get tips for interviewing and résumé writing.
- Implementing a new web-based case management system in the Office of Legal Services, which protects the legal responsibilities and rights of the agency.
- Reviewing over 200 administrative rules for clarification, consolidation, and rescission of unnecessary processes, policies, and procedures.
- Reorganizing financial tasks within DAS to enhance operational effectiveness and support strategic workforce management.
- Celebrating the 50th anniversary of the James A. Rhodes State Office Tower with an exhibit in the building's lobby highlighting before and after photos of the Columbus skyline and images of construction from groundbreaking to completion.
- Partnering with the Ohio Dr. Martin Luther King, Jr. Holiday Commission to host its annual Oratorical Contest that featured 26 youth orators from throughout Ohio.

## FIRST RESPONDER COMMUNICATIONS INITIATIVES

The Office of First Responder Communications Initiatives supports the work of first responders to protect citizens and save lives by increasing the state's investments in the Multi-Agency Radio Communication System and transition to Next Generation 911.

### *First Responder Communications Initiatives accomplishments for fiscal year 2025 included:*

- Leading efforts to launch Next Generation 911 (NG911), which offers Ohioans text messaging and other advanced communication capabilities when calling for emergency services. NG911 also reduces call transfers and provides more precise information about the location of callers using cell phones.
- Deploying an 80-foot-high Tower on Wheels (TOW), a cache of radios, and a portable generator, along with two Multi-Agency Radio Communication System (MARCS) staff members joining with the Ohio Telecommunicator Emergency Task Force to assist with recovery efforts in Asheville, North Carolina following Hurricane Helene.
- Continuing to grow MARCS tower sites across the state by helping all or portions of five counties join the system.
- Working with the Ohio Facilities Construction Commission on the MARCS in Schools Radio Grant to provide over 160 new radios to 16 counties.
- Providing MARCS support for the recent NATO Spring Parliamentary Session that was held in Dayton in May. The team supported law enforcement responsible for security of the event by providing staff, two TOWs, a generator, and the communications plan for the entire event.

## OFFICE OF DATA AND EFFICIENCY

The Office of Data and Efficiency develops and leads Ohio's roadmap initiatives to build and implement sustainable strategies to advance data management and process improvement activities in the state. It also includes the LeanOhio program that targets making government services in Ohio simpler, faster, better, and less costly.

### *Data and Efficiency accomplishments for fiscal year 2025 included:*

- Employing data as a strategic asset by applying advanced analytics to multi-agency projects, such as the development of an interactive dashboard for Recovery Ohio that predicts when communities may be at heightened risk for a spike in drug overdoses so local leaders can act in time to save lives.
- Reaching nearly 900,000 dataset views on the DataOhio Portal that features 330 datasets from 115 state programs, facilitating public access to state data with transparency and ease.
- Kicking off the development of an Enterprise Data Catalog, a "Checkbook of State of Ohio Data" that will transform Ohio's management of data as a strategic asset.
- Establishing a contract vehicle of pre-qualified vendors to support state agencies in data analytics work.
- Improving the state's workforce data analytics capabilities through the Data Analytics Learning Center by:
  - Awarding Data Literacy badges to more than 2,000 employees at 41 agencies.
  - Enrolling more than 100 state employees in a newly established Data Professionals and Data Leaders certification program.
- Leading four Kaizen events, the Office of Lean Ohio facilitated a 59% average reduction in process steps and a 52% average reduction in process lead time.
- Conducting three LeanOhio Boot Camp trainings with 67 participants from various state agencies.

# DAS FY 2025 *Spending*

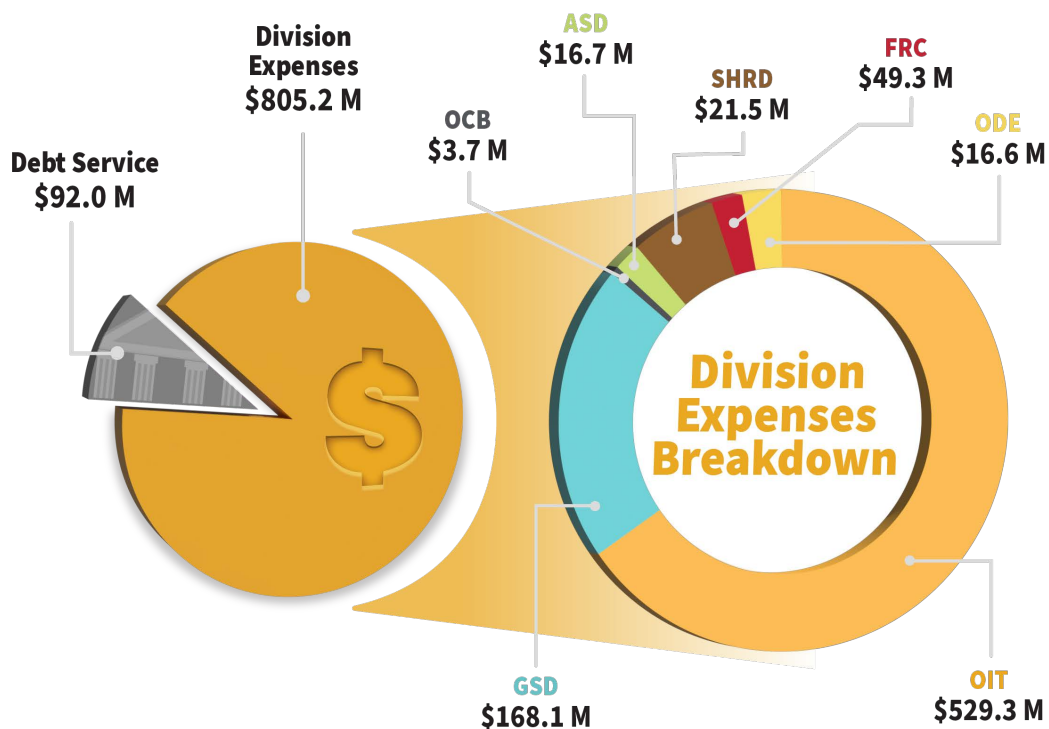
The disbursements of the Ohio Department of Administrative Services during Fiscal Year 2025 totaled \$897.2 million.

Disbursements included debt service of \$92.0 million, which equaled approximately 10.3% of the total DAS disbursements for the year. The remaining disbursements were the expenses of the DAS divisions, which totaled \$805.2 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: General Services Division, \$168.1 million; Office of Collective Bargaining, \$3.7 million; Administrative Support Division, \$16.7 million; First Responder Communications Initiatives, \$49.3 million; Office of Data and Efficiency, \$16.6 million; State Human Resources Division, \$21.5 million; and Office of Information Technology, \$529.3 million.

Of the total division expenses, only 5.4% (\$48.7 million) was funded through the State's General Revenue Fund.

The following chart illustrates the distribution of the disbursements:



## KEY

**ASD** – Administrative Support Division  
**FRC** – Office of First Responder Communications Initiatives  
**GSD** – General Services Division

**SHRD** – State Human Resources Division  
**OCB** – Office of Collective Bargaining  
**ODE** – Office of Data and Efficiency  
**OIT** – Office of Information Technology





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