Ohio DAS

SERVICE · SUPPORT · SOLUTIONS
DEPARTMENT OF ADMINISTRATIVE SERVICES

John R. Kasich, Governor
Robert Blair, Director

2018 Fiscal Year Annual Report

July 1, 2017 - June 30, 2018

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Ohio Department of Administrative Services

MESSAGE FROM DAS DIRECTOR ROBERT BLAIR:

On behalf of the employees of the Ohio Department of Administrative Services, we are proud to share some of our accomplishments from Fiscal Year 2018 in this report. In addition, as we near the end of the Kasich administration, we look back on our top accomplishments from the past nearly eight years, which are highlighted on Page 22.

Our dedicated team of employees is committed to long-term projects and daily duties that help fulfill our agency mission of providing quality centralized services, specialized support and innovative solutions to state agencies, boards and commissions.

DAS has more than 40 program areas serving our Ohio government customers, who in turn directly serve the interests of Ohio citizens and businesses. As examples, we help procure goods and services, deliver innovative information technology solutions, train personnel, promote equal access to the state workforce, lease and manage office space, process payroll, print publications, and help minority-, women- and veteran-owned businesses sell goods and services to the state.

Because DAS is a customer service organization, our 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.

Thank you for taking time to learn more about our services and accomplishments.

Sincerely,
Robert Blair, Director
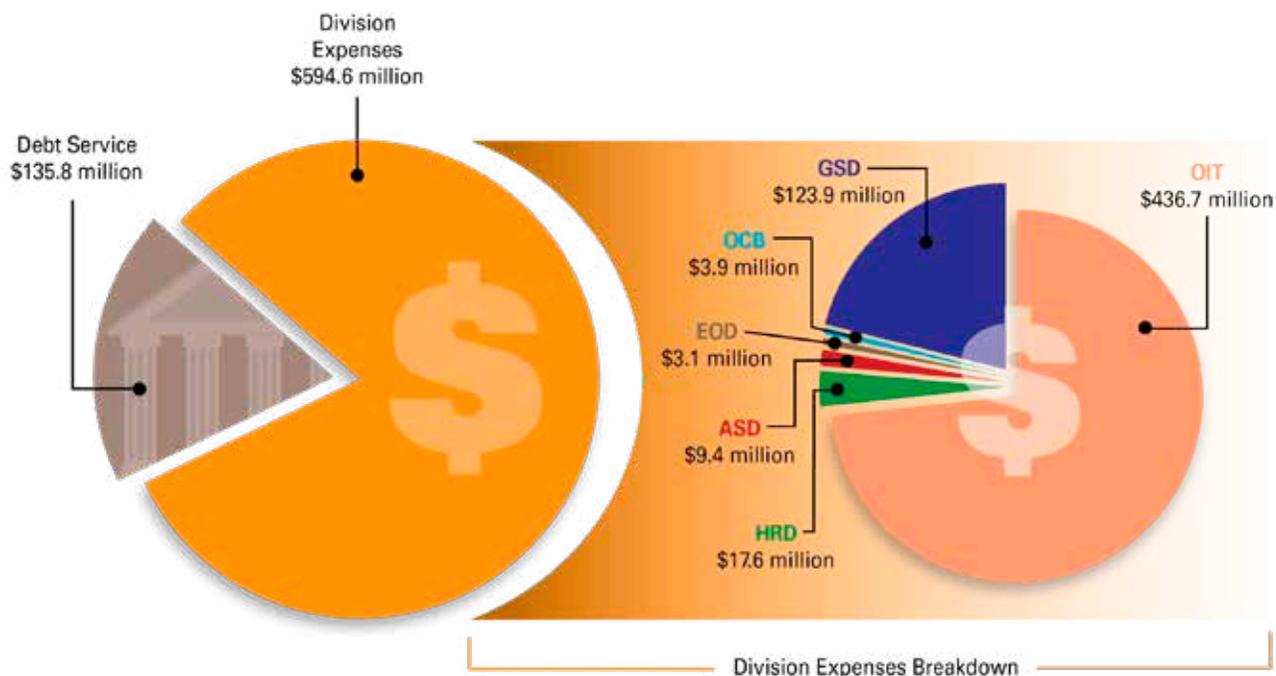
DAS FY 2018 Disbursements

The disbursements of the Ohio Department of Administrative Services during Fiscal Year 2018 totaled $730.4 million.

Disbursements included debt service of $135.8 million, which equaled approximately 18.6 percent of the total DAS disbursements for the year. The remaining disbursements were the expenses of the DAS divisions, which totaled $594.6 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, $3.1 million; General Services Division, $123.9 million; Human Resources Division, $17.6 million; Office of Collective Bargaining, $3.9 million; Office of Information Technology, $436.7 million; and Administrative Support Division, $9.4 million.

Of the total division expenses, only 4.5 percent ($26.8 million) was funded through the state's general revenue fund.

The following chart illustrates the distribution of the disbursements:

Division Expenses $594.6 million

Debt Service $135.8 million

GSD $123.9 million

OCB $3.9 million

EOD $3.1 million

ASD $9.4 million

HRD $17.6 million

OIT $436.7 million

Division Expenses Breakdown

KEY

ASD - Administrative Support Division
EOD - Equal Opportunity Division
GSD - General Services Division

HRD - Human Resources Division
OCB - Office of Collective Bargaining
OIT - Office of Information Technology

Equal Opportunity Division

The Minority Business Enterprise Program is on target for exceeding the set-aside goal for the fourth consecutive year. Prior to the Kasich Administration, this statutory target had never been accomplished.

140 businesses were certified into the new Veteran-Friendly Business Enterprise (VBE) Program.

EOD offered 23 in-person trainings on sexual harassment awareness, which were attended by more than 870 senior leaders.

The Ohio Dr. Martin Luther King, Jr. Holiday Commission sponsored an event honoring Dr. Martin Luther King, Jr.'s 50-year legacy on April 4, 2018, the 50th anniversary of his assassination.

OVERVIEW

The mission of the Equal Opportunity Division (EOD), which is part of the DAS Human Capital and Planning group, is to serve, support and find solutions for Ohioans by ensuring equal opportunity to 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 (EEO) policies, and implementing and monitoring the state's procurement preference programs for eligible businesses owned by minorities, women, veterans, and socially and economically disadvantaged individuals.

The mission of the **Affirmative Action and Equal Employment Opportunity Unit** is to ensure equal opportunity to and fair treatment in state employment. The unit strives to achieve its mission by managing the state's internal discrimination complaint process and providing guidance and training to state agencies in the development, administration and enforcement of affirmative action and EEO programs.

The mission of the **Business Certification and Compliance Unit** is to ensure equal opportunity access to and fair treatment in government contracting. The unit strives to achieve its mission by maximizing contracting opportunities through certification of eligible businesses owned by minorities, women, veterans, and socially and economically disadvantaged individuals and enforcing the affirmative action laws and regulations required of contractors doing business with the State of Ohio.

The mission of the **Research, Reporting and Recruitment Unit** is to ensure equal opportunity to government contracting by consistently providing accurate and timely program data for the Minority Business Enterprise (MBE), Encouraging Diversity, Growth and Equity (EDGE), and VBE procurement preference programs as well as the affirmative action and EEO programs. The unit also recruits businesses for the MBE, EDGE and VBE programs.

ACCOMPLISHMENTS

Minority Business Enterprise Program Set-Aside Goal

The State of Ohio MBE program establishes a 15 percent set-aside goal for state agencies, boards and commissions in awarding contracts to certified MBE businesses. The MBE program applies only to the procurement of goods and services.

The MBE program was developed because the state recognized the need to encourage, nurture and support the growth of minority businesses to foster their development and increase the number of qualified competitors in the marketplace. In Fiscal Year 2018, the state is on target to exceed the set-aside goal for the fourth consecutive year. Prior to the Kasich Administration, this statutory target had never been accomplished.

Veteran-Friendly Business Enterprise Certification Program

During Fiscal Year 2018, EOD certified 140 businesses into the new VBE Program (by April 30, 2018).

The VBE program provides preference or bonus points to certified companies that compete to contract with the state to supply the goods or services it needs, including eligible construction services.

The program applies to all state agencies' purchases made by bid or proposal under Chapter 125 of the Ohio Revised Code.

Sexual Harassment Awareness Training

EOD, in collaboration with the DAS Human Resources Division, developed in-person and web-based trainings to educate state employees to better recognize and report sexual harassment.

EOD offered 23 in-person trainings on sexual harassment awareness, which were attended by more than 870 senior leaders. The web-based sexual harassment awareness training was completed by more than 39,800 state employees.

In addition, 1,259 state employees attended at least one of 38 EOD trainings which covered mediation, disability and age discrimination, diversity and inclusion, and more.

State Honors MLK's 50-Year Legacy

The Ohio Dr. Martin Luther King, Jr. Holiday Commission sponsored an inspirational event at the Ohio Statehouse honoring Dr. King's life and legacy on April 4, 2018, the 50th anniversary of his assassination.

Speakers included the Rev. Joel L. King, Jr., a first cousin of the late Civil Rights leader and the vice chair of the commission.

The commission, which is housed in EOD, also holds an MLK commemorative celebration each January near Dr. King's birthday, produces an annual MLK calendar and holds a Statewide MLK Oratorical Contest each April.

Human Capital and Planning

Human Resources Division

DAS joined 12 other state agencies in using the Kronos Workforce timekeeping system.

1,777 learners have graduated from the Lead Ohio: Foundations of Supervision program.

HRD eliminated their dedicated customer service center for a cost savings of approximately $100,000 annually.

Take Charge! Live Well! increased the number of biometric screening sessions by 3.6 percent, locations by 10 percent and overall member participation by 4.7 percent.

OVERVIEW

The Human Resources Division (HRD), which is part of the DAS Human Capital and Planning group, performs a variety of functions including overall administration of the state's human resources operations for the state's approximately 51,000 employees. This division provides services and information to state employees and assists state agencies in conducting their human resources functions. Services are offered in the areas of policy development, payroll administration, benefits administration, classification and compensation, drug testing, central recruiting, training and development, workforce planning and records maintenance.

The **Office of Benefits Administration Services** provides cost-effective benefits for state employees. The office solicits, procures and manages benefit services administered by commercial vendors of insurance products such as medical, dental, prescription drug, vision, and basic and supplemental life as well as health management services. Benefits Administration also

coordinates the administration of workers' compensation, COBRA, Ohio Employee Assistance Program and disability benefits.

The **Office of Human Resources Operations** is responsible for all functions supported by the Ohio Administrative Knowledge System's (OAKS) Human Capital Management (HCM) module and for providing assistance to agency human resources offices through processing personnel actions, payroll, benefits and drug tests. The team also provides technical support for the OAKS HCM, Enterprise Learning Management (ELM), Kronos timekeeping, document management and recruiting systems by planning, designing and configuring these enterprise programs.

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, advertising, screening and performance management at a statewide level. This office also provides enterprise-wide educational and professional development opportunities to state employees to support customer agencies in developing a high-performance workforce.

ACCOMPLISHMENTS

- The wellness program for state employees and their spouses enrolled in health care – *Take Charge! Live Well!* – showed continued growth during Fiscal Year 2018. Previously, $200 incentives were available if participants completed coaching calls or an online Pathway program. Now participants can earn rewards by completing coaching calls, well-being challenges and financial well-being lessons. Changes also were made to increase the incentive for the completion of biometric screenings from $75 to $100. In addition, the program increased the number of biometric screening sessions by 3.6 percent, locations by 10 percent and overall member participation by 4.7 percent.

- Eliminated the HRD Customer Service Center for a cost savings of approximately $100,000 annually while still maintaining a high level of customer service.

- As part of the effort to reduce the number of enterprise timekeeping systems and operational costs, DAS joined 12 other state agencies in using the Kronos Workforce timekeeping system. These agencies account for approximately 40 percent of all state employees using the system. The project was implemented in coordination with the DAS Office of Employee Services and Office of Information Technology.

- In partnership with the DAS Office of Information Technology's Business Intelligence (BI) Team, HRD created six new BI reports to assist state agencies with tracking information in the Ohio Administrative Knowledge System's (OAKS) Electronic Personnel Action Requests (ePAR) module. The reports assist agencies in tracking these requests through the work-flow process to identify missing documents and other errors, resulting in increased efficiencies.

- As part of a six-week pilot program, a Human Resources Operations employee worked on-site at the Ohio Department of Taxation. The employee participated in agency human resources and labor relations functions. The program strengthened customer relationships between agencies, provided cross-training opportunities, gave HRD the opportunity to better understand the challenges faced by agency human resources staff and helped identify ways HRD could better serve them.

- Collaboratively worked with eight agency HR representatives and the BI Team to utilize the new Tableau reporting tool to deliver 14 new HR dashboards. The interactive business analytics tool assists agencies in evaluating and benchmarking their HR-related outcomes against other agencies as well as the enterprise.

- In partnership with 10 agencies, the Ohio Hiring Management System software was updated with new tools for recruiting and onboarding employees. The software streamlined and modernized the State of Ohio's selection processes by improving the way agencies create job requisitions, advance candidates through the selection process and onboard them to their new roles. The update also introduced a separate job board exclusively for current state employees.

- Revitalized course content for the Lead Ohio: Foundations of Supervision course to increase the effectiveness of the program. Of the 61 agencies, boards and commissions that HRD serves, 1,777 learners have graduated from the program. In addition, a total of 2,354 learners have taken at least one Foundations of Supervision course.

- Worked with the DAS Office of Collective Bargaining on several enterprise-wide training initiatives, including brown bag events and management training for the initiative to support employees who are caregivers to adults. In addition, mandatory trainings were created regarding active aggressor response and sexual harassment awareness.

Human Capital and Planning

Office of Collective Bargaining

Reached agreement with the Ohio Civil Service Employees Association on a new contract, which represents approximately 27,700 employees.

Offered more than 30 training events to approximately 600 exempt state personnel, obtaining an average satisfaction rating of 4.4 out of 5.

Launched a caregiver initiative at the governor's direction and in partnership with the Ohio Department of Aging, the DAS Human Resources Division and the DAS Office of Communications.

OVERVIEW

The Office of Collective Bargaining (OCB), which is part of the DAS Human Capital and Planning group, 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 collective bargaining 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 and human resources policies to help agencies and their employees provide high quality services to citizens within a positive labor relations environment.

Labor Relations and Human Resources Policy

- Assists management staff within state agencies with 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 if an employee files unfair labor practice charges with the State Employment Relations Board (SERB) and represents the state on other matters with SERB.

- Provides guidance to other sections of HRD and guidance to agencies on matters related to exempt employees and issues related to statewide human resources policy.

Analysis and Operations

- Delivers 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.

- Gives advice and consultation on business continuity planning, including policies, procedures, standards, tools, templates and strategies.

- Using wage progression and other models, advises negotiators on the impact of potential costs of contract changes.

- Assists employee representatives and agencies with the resolution of contract implementation and maintenance issues.

- Oversees and maintains web-based grievance databases, electronic information storage systems and management reporting functions.

- Manages the division's budget, facility and other ancillary services.

Dispute Resolution and Training

- Provides statewide guidance and direction to local management representatives regarding issues arising under all of the statewide contracts.

- Assists agencies with contractual issues that are not settled at the agency level.

- Advises agencies in resolving difficult contract interpretation grievances.

- Represents the employer in mediation and arbitration proceedings.

- Offers board-level labor relations services, in conjunction with the DAS Central Service Agency, for state licensing and other boards that do not possess the 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 commissions.

- 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 a successor agreement with the Ohio Civil Service Employees Association, which represents approximately 27,700 employees. The state achieved significant gains in language that allows more effective and efficient management of the workforce. The new agreement is balanced and fair, and the process for reaching it was constructive and respectful.

- OCB offered more than 30 training events to approximately 600 exempt state personnel, obtaining an average satisfaction rating of 4.4 out of 5. The training events included an abbreviated OCB Academy, a certificate program offering comprehensive labor relations training to human resources professionals, as well as grievance system training and the Lead Ohio Labor Relations class. OCB Academy attendees accounted for three-fourths of the training participation numbers. During Fiscal Year 2018, OCB Academy held its eighth graduation with more than 30 participants graduating.

- Dispute Resolution monitored more than 4,100 grievances filed since July 1, 2017, for challenges to new contract language, trends and resolutions. In addition, OCB coordinated and scheduled mediation and non-traditional and main-panel arbitration for approximately 1,510 grievances. Of the 140 grievances scheduled for main-panel arbitration, 38 of those cases went forward to hearing.

- Labor Relations and Human Resources Policy launched a caregiver initiative in June 2017 at the governor's direction and in partnership with the Ohio Department of Aging, the DAS Human Resources Division and the DAS Office of Communications. This initiative focused on sharing resources with employees to help them understand where to turn for support and information about existing benefits and other resources. In addition, training for supervisors and a Caregiver Resources website, das.ohio.gov/caregiver, were developed. The website features information about being a caregiver, leave plans, tips for common caregiver needs, support organizations and frequently asked questions about being a caregiver. The Policy section also continued to work on updating statewide policies based on input provided at state agency focus group sessions.

- The Analysis and Operations section expanded the state's business continuity program to move beyond developing and approving individual agency's Continuity of Operations plans to encompass Continuity of Government (COG) planning. The COG plan was developed in conjunction with a working group of representatives from the Governor's Office and the Ohio Senate, House of Representatives and Supreme Court. This plan outlines constitutional authority, alternate work locations, essential employees, prioritized functions and emergency response actions that must be taken to maintain state government (executive, legislative and judiciary branches) in the event of an emergency. In addition, this section also worked in conjunction with the Workplace Injury Labor Management Approved Provider Committee to complete a provider recruitment initiative that added 5,500 providers to the approved provider panel.

Human Capital and Planning

Office of LeanOhio

Since its inception in 2011, the Office of LeanOhio has trained more than 1,000 process improvement experts in state agencies, boards and commissions in the methods of Lean and Six Sigma. These experts have completed more than 250 process improvement projects, resulting in a total of more than 10,000 days of reduced process time.

LeanOhio certified more state employees who earned 52 Camo Belts, 26 Green Belts and seven Black Belts during Fiscal Year 2018.

Online White Belt training is accessible now to all employees through the state's Enterprise Learning Management system.

OVERVIEW

The mission of the Office of LeanOhio, which is part of the DAS Human Capital and Planning group, is to make government services in Ohio simpler, faster, better and less costly through teaching, coaching and spreading the concepts of Lean and Six Sigma throughout state government.

The office provides services to state agencies, boards and commissions by leading major process improvements and supporting and coaching a network of more than 1,000 LeanOhio-trained employees to complete projects and generate results.

Continuous improvement training is another major component of LeanOhio. Training offered includes the Belt program. Modeled after the martial arts belt progression system is LeanOhio's training belt progression of White, Yellow, Camo, Green and Black Belts. Completion of each level signifies the achievement of an increasing level of

knowledge and mastery of Lean and Six Sigma tools, methods, systems and culture. Trainees in Camo Belt and above are required to complete a culminating project to demonstrate their learning.

ACCOMPLISHMENTS

Core Functions

Throughout Fiscal Year 2018, the LeanOhio team has accomplished its mission by:

- Facilitating major process improvements, including Kaizen events that continue to yield great results.
- Providing continuous improvement consulting services such as strategic planning, value stream mapping, 5S principles (sort, straighten, shine, standardize and sustain), data analysis and customer survey design.
- Delivering Lean and Six Sigma courses, including progressive training in the Belt disciplines and procedures.
- Developing and publishing Lean and Six Sigma tools, most of which are accessible at: lean.ohio.gov/resources.aspx.

Belt Projects

The Office of LeanOhio continues to further embed the "continuous improvement mindset" into state agency management and operations. During Fiscal Year 2018, LeanOhio certified 52 Camo Belts, 26 Green Belts and seven Black Belts. These associates completed a rigorous training process (32 hours for Camo Belts, 80 hours for Green Belts, 200 hours for

Black Belts), and they demonstrated their learning by scoping, developing and completing Lean and Six Sigma process improvement projects.

These projects are producing tangible results across many core processes at many state agencies including the Ohio Bureau of Workers' Compensation; Ohio departments of Administrative Services, Medicaid and Youth Services; Opportunities for Ohioans with Disabilities; Public Utilities Commission of Ohio; State Medical Board of Ohio; and more.

A complete listing of belt projects is available at lean.ohio.gov/results/BeltProjects.aspx.

Online Training

LeanOhio's past trainings were limited to in-classroom sessions, which limits audiences and can require travel and out-of-office time for attendees and trainers. LeanOhio now has the ability to reach a much broader audience located throughout the state. Online White Belt training is accessible now to all employees through the state's Enterprise Learning Management system. This online training not only benefits employees throughout the different regions of Ohio but also helps employees who like to take their time assimilating and retaining information at their own pace.

White Belt training offers a high-level overview of why and how LeanOhio utilizes continuous improvement methodologies to improve processes in state government. It introduces participants to core Lean and Six Sigma concepts and aims to shift mindsets from tolerating process problems to addressing those problems and seeking solutions – while pointing the way to improvement opportunities and building interest in furthering people's Lean learning.

For more information about how to access the training, visit: lean.ohio.gov/Training/WhiteBeltTraining.aspx.

Human Capital and Planning

Office of Information Technology

IT Optimization cumulative savings is in excess of $162 million.

The state spend has "flipped" from spending less than 19 cents of every IT dollar on public-facing services and systems to more than 59 cents of every IT dollar spent in Fiscal Year 2018.

Ohio is leading the nation in addressing challenges facing the state with data driven decision-making by leveraging data analytics that harvest and unify state data.

IBM Watson technology joined the Customer Service Center team in June 2018, saving at least 30 hours of labor each business day, freeing staff time for other pertinent tasks.

OVERVIEW

The Office of Information Technology (OIT) delivers statewide 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.

The **Office of the State Chief Information Officer** provides overall management and leadership of the division. 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
* Business Office

The **Investment and Governance Division** assists state agencies by providing IT policy and standards, as well as investment planning and management, research and project support services through the following program areas:
* Enterprise IT Architecture and Policy
* Project Success Center
* 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
* 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:

• Enterprise Applications and Management
• Ohio Administrative Knowledge System (OAKS) Service Assurance
• Ohio Benefits Project
• Ohio Digital Experience
• Ohio Geographically Referenced Information Program

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.

The **Ohio 9-1-1 Program Office** coordinates and facilitates communication concerning 9-1-1 issues among state, federal, regional and local 9-1-1 and public safety communications officials. The office coordinates all Emergency Services Internet Protocol Network Steering Committee activities to facilitate Next Generation 9-1-1 state-level efforts within the scope of wireless 9-1-1.

ACCOMPLISHMENTS
IT Optimization and Beyond

The state is nearing the completion of the nationally recognized IT Optimization initiative that has transformed the way Ohio manages its IT infrastructure and delivers information technology services to Ohio's 120-plus agencies, boards and commissions. To date, IT Optimization cumulative savings is in excess of $162 million.

The goal of IT Optimization is to lower the state's total IT costs while driving business agility and redirecting those savings into improved IT applications, programs and services that directly benefit Ohio citizens and businesses.

Agency IT expenditures have been redirected from being infrastructure and IT operations focused to driving innovation in what matters – citizen- and business-centric applications and services. In essence, the state spend has "flipped" from spending less than 19 cents of every IT dollar on public-facing services and systems to more than 59 cents of every IT dollar spent to date. This is a result of migrating 90 percent of the state's infrastructure to the cloud and increasing the adoption of shared services, such as server, storage, enterprise Voice-over Internet Protocol (VoIP), email and mainframe services, as well as the engagement of local government and higher education in co-location services.

As the infrastructure consolidation will be completed in early Fiscal Year 2019, IT Optimization is evolving to ensure continuous improvement and refinement in enterprise application service offerings, legacy systems modernization and next-generation business models.

Ohio is leading the nation in addressing challenges facing the state with data driven decision-making by leveraging data analytics that harvest and unify state data from more than 1,600 applications and 4 petabytes of operational data to solve public problems such as infant mortality, opioid abuse, criminal justice and transportation optimization.

Ohio is positioning itself as a national leader for a digital future that includes intelligent automation, autonomous and connected vehicles, machine learning and robotic process automation, digital citizen engagement and paperless processes. The central IT organization is structured to help reduce complexity and bureaucracy, increase the use of enterprise and shared IT applications and services, and support advanced business intelligence and data analytics, while working to strengthen the enterprise IT strategic planning and governance functions.

Ohio Data Analytics Program

The mission of the new Ohio Data Analytics program is to unlock state data that drives meaningful social change to make a difference for Ohioans – fixing communities, restoring hope to those most in need, identifying inefficiencies, creating jobs and economic growth, adjusting policies, and predicting and preparing for otherwise unexpected events.

DAS issued a request for proposals (RFP) in Fiscal Year 2017 to obtain data analytics expertise and platforms across 14 domains that encapsulate the general needs of Ohio agencies. The domains are life sciences and public health; waste, fraud and abuse; risk management; cyber security; environment and natural resources; workforce; public safety/security; crime, corrections and recidivism; education; government process automation/decision making; audit, compliance and regulation; commerce and industry; transportation; and utilities.

As envisioned, the RFP successfully created a pool of new, smaller Ohio-based vendors. The award resulted in 50 firms achieving at least one category of expertise. Seven firms demonstrated very broad expertise, qualifying in more than 12 categories. On average, each category has more than 19 firms that were qualified to perform exploratory projects.

An additional 22 vendors were offered contracts through a reissue of the RFP in Fiscal Year 2018, of which 18 were qualified in multiple categories.

The first data analytics exploratory project solicitation – regarding infant mortality – was awarded. The goal of the infant mortality project is to expand and enhance predictive models and profiling models to determine those at-risk for infant mortality in Ohio and design targeted interventions. DAS is working with agencies to define additional projects such as managed care and opioid use.

Office of Information Technology

Ohio Digital Experience Program

The mission of the new Ohio Digital Experience (ODX) program is to offer proven, market-leading, secure and private portal and website state technology services and digital identity management.

ODX is committed to:
- Making secure the digital identities of citizens, business constituents and workforce members.
- Offering a streamlined, intuitive and interactive user experience.

Programs and agencies taking advantage of ODX services can leverage the enterprise platform capabilities and benefits while also tailoring solutions to meet the program or agency's own unique requirements.

ODX offerings are based on four components – identity, fraud and risk analytics, user experience, and digital experience platform and portal services.

The capabilities of ODX's identity solution include user lifecycle management, identity proofing, strong authentication, coarse-grain authorization, fraud analytics and threat monitoring. The ODX program offers an end-to-end solution that fosters a simpler, more trustworthy and secure experience between the state and constituents.

Along with the initial platform go live, the Ohio Department of Taxation went live with the release of an identity proofing application. The ODX team continues to work with agencies to onboard additional applications to the platform including the modernized Ohio Business Gateway. Enhanced user experience is evident in the recently launched Ohio Department of Agriculture website (agri.ohio.gov) as well as the recently upgraded myOhio.gov, the enterprise portal for the state workforce and county Job and Family Services workers.

eLicense Ohio System Now Complete

The final phase of an electronic licensing system, eLicense Ohio, was implemented in April 2018, bringing the total number of system participants to 21 state licensing boards and commissions.

More than 250 professional license types and 810,000 active licenses are being managed through this modern, secure on-line system. The system features enhanced security, more capabilities, additional efficiencies, improved communications, and ease of use for licensees, businesses and the licensing boards. Individuals and businesses requiring a license can use the system to create and submit an initial application, renew or reinstate a license, pay associated fees, file required documents, update their communication preferences and more.

Ohio Opts in to FirstNet

The State of Ohio decided to opt-in to FirstNet during Fiscal Year 2018. FirstNet is a public/private partnership venture aimed at building, operating and maintaining a nationwide wireless broadband data network.

The network is designed to meet the distinct communications needs of public safety: interoperability, security, availability and reliability at the speed and level of efficiency required by first responders. This new wireless network will be built at no cost to the state.

FirstNet was established by the U.S. Congress, in partnership with the U.S. Department of Commerce. The governor of each state and territory had a choice of whether to "opt-in" and take advantage of FirstNet, or "opt-out" of participation and assume responsibility for building a network capable of interoperating with FirstNet.

Ohio officially began its effort to implement FirstNet when the Multi-Agency Radio Communication System (MARCS) hosted the State of Ohio FirstNet Kickoff Conference on Jan. 17, 2018. There were more than 160 people in attendance from federal, state and local government as well as vendors.

Pilot Launched for Ohio Benefits System SNAP/TANF

DAS, in partnership with the Ohio departments of Job and Family Services (ODJFS) and Medicaid, launched a pilot of the Ohio Benefits system platform for the Supplemental Nutrition Assistance Program (SNAP)/Temporary Assistance for Needy Families (TANF) programs in Clark, Fairfield, Licking, Summit and Warren counties this fiscal year.

The launch of the pilot set in motion the process to begin to sunset a legacy system, ultimately bringing the state closer to achieving the Governor's Office of Health Transformation's vision of enhancing and transforming the delivery of human services.

The Ohio Benefits journey began in Fiscal Year 2013 when DAS launched the Ohio Benefits integrated eligibility project to be a flexible platform for all income-tested programs in Ohio. Since the project's initiation, the Ohio Benefits project has implemented a portfolio of projects and solutions that have advanced the vision for human services transformation in Ohio.

With the launch of the SNAP/TANF pilot project, all counties statewide also received Medicaid-only system improvements, enhancements and defect fixes to further streamline the case processing experience for case workers.

Along with new functionality and enhancements, Ohio also launched a centralized enterprise document management and workflow solution that is tightly integrated with the Ohio Benefits system platform. The pilot counties above joined the Canton district on the new solution. The statewide rollout to the remaining counties is occurring during the summer of 2018.

In addition, the Ohio Benefits Project also launched the online version of the ODJFS Child Care application.

Customer Service Center Evaluates Watson Technology

To automate its ticket-assignment process, the OIT Customer Service Center (CSC) initiated an IBM Watson Cognitive Help Desk Proof-of-Concept effort in November 2017 to assess Watson's value in handling the high volume of tickets.

To develop the knowledge and experience required to properly assign the tickets, Watson reviewed months of tickets to learn how to automatically assign tickets to the appropriate group. A proof-of-concept was conducted with the Watson technical team in January 2018 and achieved an 80 percent effectiveness rate in the test ticket system. Watson continuously reviewed tickets during the month of January to expand its knowledge even further.

Watson joined the CSC team in June 2018, saving at least 30 hours of labor each business day, freeing staff time for other responsibilities.

SOCC Fiber Expansion Project

To support infrastructure scalability, OIT expanded and diversified the fiber optic pathways into and throughout the State of Ohio Computer Center (SOCC).

This fiber expansion project provides additional underground entrance paths to the facility to be used by the state's multiple data center providers, similar to the other infrastructure utilities.

The fiber backbone system is designed to support ongoing day-to-day IT hardware additions, upgrades and preparation for the SOCC facility to support high speed data transmission.

This work further diversifies physical distribution of the SOCC fiber-optic backbone system to enhance the fault-tolerant design with the redundancy required in an enterprise data center.

Preparations for Next Generation 9-1-1

Twelve counties in Ohio (Butler, Cuyahoga, Delaware, Franklin, Geauga, Greene, Hamilton, Lucas, Mercer, Miami, Montgomery and Warren) have implemented text-to-9-1-1 at the local level.

The ability to send a text message to 9-1-1, as well as the ability to send photos, videos and other forms of data, will be an integral part of Next Generation (NG) 9-1-1 throughout Ohio.

In preparation for NG 9-1-1, work of the Ohio 9-1-1 Program Office has included holding training sessions to help prepare the Public Safety Answering Points (PSAP) initially answering wireless 9-1-1 calls to be in compliance with PSAP operations rules.

Office of Information Technology

General Services Division

Agencies saved approximately $9.6 million as a result of participating in the Managed Fleet Program.

The Training Academy launched the Ohio Public Procurement Certification Program.

The Office of Real Estate and Planning negotiated nearly 170 commercial leases, resulting in an approximate $2.7 million cost avoidance.

Office of Risk Management was able to renew the commercial insurance policies with a decreased or flat rate while attempting to keep deductibles as low as possible.

Mail service centers processed more than 2.1 million pieces of state agency mail to be submitted to the U.S. Postal Service's mail stream.

OVERVIEW

The General Services Division is comprised of six offices that perform distinct back-office services as well as the State and Federal Surplus Services Program.

The **Office of Fleet Management** provides cost-effective fleet management services for approximately 12,500 vehicles comprising the fleets of 49 state agencies, boards and commissions for which the office has super-intending authority. This includes overseeing the acquisition, management, maintenance, analysis and disposal of all motor vehicles owned or leased by the state. Services include motor pool rental, fuel and mainte-nance credit cards and compliance reporting. The office monitors agency fleet perfor-mance, vehicle assignment authorizations and mileage reimbursements to identify cost-savings opportunities.

The **Office of Procurement Services** is comprised of three branches: IT Procure-ment, Non-IT Procurement and Operations. The IT and Non-IT Procurement teams assist state agencies with the purchase of IT and non-IT supplies and services through competitive selection and negotiated contracts. Operations encompasses the eProcurement Program, the Transactional Requirements Architecture Configuration Support (TRACS) Team, Data Analytics, Procurement Support, Procurement Programs, Training Academy and Asset Management Services.

The eProcurement Program leads Ohio's electronic procurement efforts, provides support for the Ohio Administrative Knowledge System's (OAKS) financials modules through the TRACS Team (which functionally manages the OAKS ePro, Purchase Order, Strategic Sourcing and Asset Management modules), and relies on the Data Analytics Team to monitor procurement-specific metrics and reporting.

Procurement Support provides admin-istrative support to the office, including
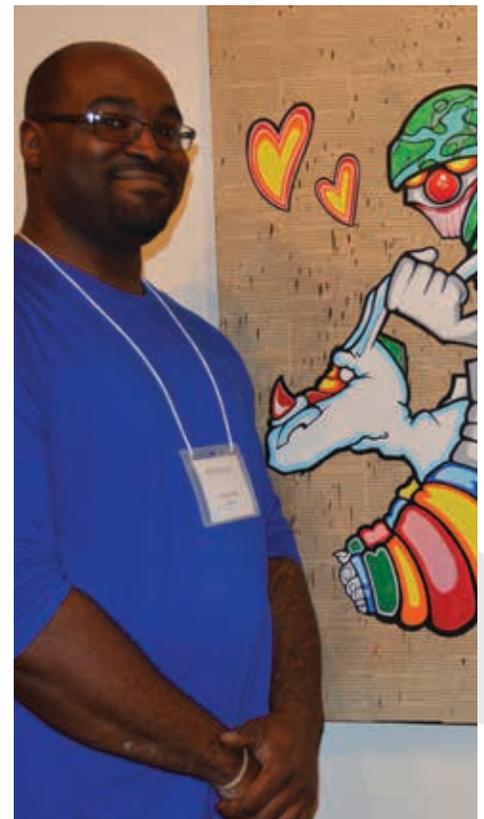
management of the State Bid Desk and oversight of the Community Rehabilitation Program, which assists organizations employing people with work-limiting disabilities in establishing contracts with state agencies and local governments for supplies and services.

Procurement Programs is responsible for administering the Cooperative Purchasing Program, which extends the benefit of State of Ohio contract pricing to participating political subdivisions, and for overseeing the use of contracts with businesses certified through the state's Minority Business Enterprise and EDGE programs.

The Training Academy provides all procurement-related supplier, agency and internal office training. This includes delivering the new Ohio Public Procurement Certification and Examination Training.

Finally, Asset Management Services assists agencies in maintaining, reporting and certifying accurate inventories of state-owned assets.

The **Office of Properties and Facilities** manages the state's largest and most complex buildings. With approximately 5 million square feet of managed space and a portfolio asset value in excess of a half billion dollars, these buildings house many of Ohio's working government activities. The Office of Properties and Facilities manages 10 buildings that house an average daily population of more than 11,000 public employees, located in four Ohio cities (Akron, Cleveland, Columbus and Toledo).

The Office of Properties and Facilities provides three primary services to occupants: physical security for people and property, mechanical and engineering services, and cleaning and housekeeping services.

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 allocation, planning and design, 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 approximately 4.2 million square feet of commercial office and warehouse space while overseeing the allocation of space and use of approximately 5 million square feet of occupancy in DAS-owned buildings.

The **Office of Risk Management** administers all property and casualty self-insurance and commercial insurance programs for the state. Risk Management, along with the state's insurance broker of record, serves as a liaison between state agencies and commercial insurance companies for the marketing and placement of commercial policies, along with the settlement of claims associated

with those policies. Self-insurance program administration and claim handling is done in-house by risk management staff.

The **Office of State Printing and Mail Services** provides printing services for state agencies and maintains three in-house document management publishing centers, a mainframe printing center and a large fulfillment operation. Other functions include commercial print procurement services; state agency interoffice mail delivery, mail metering and presort services; and records management, which provides guidance to state agencies regarding records retention and information management.

The **State and Federal Surplus Services Program** facilitates the recycling of excess supplies within government and attaining maximum return on investment. Property declared as surplus is made available to other state agencies and political subdivisions. Remaining property is sold at public auctions. State agencies and members of the Federal Surplus program also may acquire excess federal property.

ACCOMPLISHMENTS

Office of Fleet Management

The Office of Fleet Management expanded its Managed Fleet Program, which provides day-to-day operational services, with the addition of the Ohio Department of Rehabilitation and Correction's fleet, increasing the total number of vehicles managed by the office to approximately 3,000 vehicles. Through economies of scale and operational optimization, agencies saved approximately $9.6 million as a result of participating in the program. Expansion of the DAS Managed Fleet Program generated savings by providing vehicle financing, reducing the number of vehicles, further centralizing vehicle acquisitions and processing, improving maintenance and accident management, consolidating motor pool operations, promoting vehicle standardization and vehicle sharing, and streamlining administrative functions.

In collaboration with the state agencies, the state fleet inventory was reduced by 249 vehicles in Fiscal Year 2018. The reduction effort focused on vehicles that had below-average utilization and would not have an impact on the operational effectiveness of the agency in performing its core mission. The annual operating expense of the vehicles removed from the fleet was approximately $747,000.

In support of ongoing efforts to promote cost-effective vehicle sharing within the state fleet, the Office of Fleet Management opened an additional motor pool in downtown Columbus. This is the third DAS motor pool location in the Columbus area that provides rental needs to nearly 4,400 state employees who collectively drive more than 1 million miles a year.

General Services Division

Office of Procurement Services

Enterprise IT Contracting, which had been a part of the DAS Office of Information Technology, joined the Office of Procurement Services in October 2017. This change not only centralized state procurement, but also provides a significant benefit to DAS internal and external customers by establishing a single point of accountability, enhancing coordination and communication, supporting a customer-centric approach and establishing a robust data analytics capability across central procurement.

In addition, a request for proposals was released to contract for an eProcurement solution that will fundamentally change how the State of Ohio purchases goods and services. Procurement processes, policies and contracts will be transformed through implementation of an innovative, proven and secure cloud-based solution that enhances open, fair and good-faith competition.

The Training Academy launched the Ohio Public Procurement Certification Program in October 2017. This program, designed to provide Ohio's procurement professionals with state-specific credentials, was based on national-level credential standards established by the Universal Public Procurement Certification Council. Participants successfully completing the program and passing an examination receive either the Certified Ohio Procurement Agent or Certified Ohio Procurement Manager designation based on their level of experience and responsibilities within their organizations.

Office of Properties and Facilities

During Fiscal Year 2018, the Office of Properties and Facilities obtained funding approval for several capital projects at the State of Ohio Computer Center (SOCC), completed major maintenance projects at the Surface Road facility and the SOCC, both located in Columbus, and made significant improvements to other DAS-owned facilities.

The modernization of the Rhodes State Office Tower began during Fiscal Year 2018. As part of this project, the window system and sealants will be replaced with energy efficient window glass, the granite panels that have visible damage will be repaired or replaced, and all exterior wall sealants will be removed and replaced, both inside and outside.

Projects completed during the fiscal year included the replacement of six critical infrastructure cooling towers at the SOCC.

An expansion of the Surface Road facility's parking capacity added a new 150 space parking lot. The need for the increased capacity became more urgent as utilization of the facility's conference center continued at record levels and as the business volume of the Office of Fleet Management increased sharply over the past several years.

At the Rhodes Tower, the lighting was upgraded to LED fixtures in the lobby and mechanical rooms. The LED lights are brighter and more energy efficient. The cost to convert to LED fixtures will be recovered in 12 to 14 months.

Major improvements also were completed to the Office of Properties and Facilities' security monitoring center. These improvements focused on expanding the video streaming capability, which allows monitoring of all 10 DAS-managed properties from one location.

In addition, four wind turbines, which were initially part of a 2010 demonstration project for wind-powered electricity generation, were removed from the Michael V. DiSalle Building in Toledo. Strong winds in the spring of 2017 caused irreparable damage to the wind turbines, which were decommissioned in 2012 due to a lack of operating reliability and high maintenance costs.

Office of Real Estate and Planning

The Office of Real Estate and Planning assisted The Ohio State University with a perpetual arrangement to allow the City of Columbus to relocate Cannon Drive, situated on the university's main campus in Columbus. The project, estimated to cost $51.5 million, will straighten about half of the road, protect the university from a historic flood and open up approximately 12 acres of developable land. The office was involved in creating and facilitating 12 agreements for this complex transaction.

The office also assisted Youngstown State University with a development lease to allow the construction of a 160-bed, apartment-style, student housing complex. The 3.4-acre development sits on the university campus and is estimated to cost $16 million.

The office assisted the Ohio Department of Commerce with a lease renewal of approximately 100,000 square feet of space on Tussing Road in Columbus. The efforts of the office resulted in a $2.5 million renovation of the building, which houses several divisions of Commerce, at the building owner's expense.

The office used public sealed-bid auctions to lease more than 7,500 acres of agricultural lands under the jurisdiction of the Ohio Department of Rehabilitation and Correction. The leases total nearly $1.8 million per year, 29 percent higher than market projections.

In addition, to maximize the use of state-owned space, the office planned and designed nearly 1 million square feet of space, resulting in approximately $1 million in enhanced tenant improvements to support the efficiency and effectiveness of various state entities.

The office also negotiated nearly 170 commercial leases for the Fiscal Years 2018-2019 biennium, resulting in an approximate $2.7 million cost avoidance for various state entities.

Office of Risk Management
The Office of Risk Management was able to renew the commercial insurance policies with a decreased or flat rate while attempting to keep deductibles as low as possible. In addition, the office assisted the Ohio Department of Natural Resources in reaching a multi-million-dollar property settlement.

The Office of Risk Management continued to utilize its risk management information system to automate business functions. The yearly values collection process for the statewide property policy and the calculation of premium allocations are now fully automated. In addition, a new billing module for the creation of invoices was developed that allows invoices to be uploaded to the Ohio Administrative Knowledge System (OAKS).

Finally, the Office of Risk Management exceeded most claim performance measures for Fiscal Year 2018 by scoring 92 percent on the constituent customer satisfaction survey, contacting claimants making new claims within 24 hours, 96 percent of the time and paying property damage claims within 90 days, 83 percent of the time. Even with harsh winter weather creating a high volume of incoming claims, the office was able to close 92 percent of the claims received over the fiscal year.

Office of State Printing and Mail Services
To streamline printing and fulfillment processes, the Office of State Printing and Mail Services is developing new standards through print standardization which include expediting large mailings using a standard envelope, updating print file naming conventions and print streams, and using barcodes that can be read by mail-inserting equipment. The office is partnering with state agencies to implement these new standards.

Standardization of envelopes is expected to reduce costs through increased buying power and reduced inventory levels and spoilage. The addition of barcodes will improve the tracking of print and mail jobs, further reducing the likelihood of errors.

During Fiscal Year 2018, the mail service centers at the Rhodes State Office Tower and Riffe Center processed more than 2.1 million pieces of state agency mail to be submitted to the U.S. Postal Service's mail stream.

Finally, the office's management of contracted services to provide mail presort services saved state agencies more than $5.7 million with more than 74 million mail pieces processed.

State and Federal Surplus Services Program
During Fiscal Year 2018, the State and Federal Surplus Services Program collaborated with stakeholders to upgrade the systems it uses to manage customer information and inventory, produce invoices and issue refunds to state agencies for surplus property sold. Key improvements were the redesign and development of an online application and turn-in documents. These online resources make it easier for customers to submit information to State Surplus, streamline processes and reduce the likelihood of data entry errors. As turn-in documents are received, the new system creates an inventory list available online for customers to view.

State and Federal Surplus Services also partnered with an online auction service to generate more return on investment for surplus property. More than 260 items have been sold via the online auctioning service, generating more than $247,000 in sales.

State and Federal Surplus Services continued to focus on donating and selling surplus property to other governmental entities and local municipalities. As of March 31, 2018, 58 transfers worth approximately $301,416 had been conducted and more than $280,000 worth of sales had taken place.

Property not disposed of in one of these manners was sold to the public at auction. State Surplus auctioned more than 900 vehicles and heavy equipment, generating more than $3.4 million in proceeds.

In addition, more than 2,300 lots of general property were auctioned, generating more than $800,000 in proceeds. Surplus sales generated more than $2.5 million in refunds to state agencies.

General Services Division

Director's Office and Administrative Support Division

DIRECTOR'S OFFICE OVERVIEW AND ACCOMPLISHMENTS

The Director's Office oversees approximately 800 employees as well as the divisions and programs throughout DAS, informs and collaborates with other agencies, and represents the state on important boards and initiatives.

Accomplishments for Fiscal Year 2018 included updating the agency strategic plan and promoting deeper adoption of the plan throughout the agency. More metrics were added, performance was regularly reviewed and goals continue to be tracked.

ADMINISTRATIVE SUPPORT DIVISION OVERVIEW AND ACCOMPLISHMENTS

The responsibilities of the Administrative Support Division, which is part of the DAS Agency Operations group, include providing leadership, guidance and support to the other five divisions of DAS.

The functions of the **Office of Communications** include media relations, internal and external publications and marketing, agency communications and public relations efforts.

Accomplishments included coordinating an all-agency meeting in December 2017, implementing two MLK Commission observances for the community, designing and producing the employee benefits guide and successfully managing complex media and public relations matters throughout the year, including the active aggressor response and adult caregiver initiatives.

Employees of DAS receive personnel, payroll, benefits, labor relations and equal employment opportunity/diversity services from the **Office of Employee Services**.

Accomplishments of Employee Services this past fiscal year included agency-wide implementation of the Kronos Workforce timekeeping system and the implementation of an IT apprenticeship program. The two-year apprenticeship program, which helps DAS recruit and train IT talent, allows the agency to expose apprentices to a variety of areas and assess them for future full-time employment.

The **Office of Finance** provides budget, fiscal, financial reporting, asset management, compliance and audit management, finance policy and financial information services for DAS. The office also provides business office services to the following five divisions of DAS: Administrative Support, Collective Bargaining, Equal Opportunity, General Services and Human Resources.

The Office of Finance continues to improve the timeliness of accounts receivable transaction processing and had a successful capital budget submission.

The **Office of Legal Services** provides services to advance and protect the legal responsibilities and rights of DAS through the development of solutions designed to minimize legal liabilities. Duties of the chief legal counsel include serving as the department's chief ethics officer.

Accomplishments for Fiscal Year 2018 included conducting customer service feedback sessions with each DAS division and establishing cycle times for managing and tracking various matters. The office also completed numerous complex projects related to policy and rules development, public records requests, audits, investigations and legal cases.

The **Office of Legislative Affairs** has effectively advanced agency legislative priorities and budget requests before the members of the Ohio General Assembly. The team monitors legislation that may impact the agency and actively engages with legislators and other stakeholders to inform them about agency and state enterprise programs and initiatives. Legislative staff also advocate to the members of the Ohio Controlling Board and have helped to gain approval for agency requests throughout the year.

The DAS **Central Service Agency** (CSA) provides centralized payment processing, procurement, fiscal administration, payroll-related processing and human resources services to select State of Ohio boards and commissions as they provide licensing and other public services to their constituents.

The CSA team serves 25 autonomous boards and commissions, including 15 licensing boards that are self-supported by licensing fees and receive no state general revenue funds. Combined, these 25 boards and commissions employ nearly 400 staff members and appointed board members and operate with a total funding appropriation of approximately $48 million.

The 15 licensing boards administer more than 250 types of licenses and more than 800,000 active licenses of individuals and businesses. While fulfilling an important function of state government, the work of these boards and commissions extends to protect the safety, health and financial well-being of Ohioans, especially as they interact with licensed professional service providers throughout the state.

Significant Reorganization of Boards and Commissions Implemented

The most notable Central Service Agency (CSA) accomplishment this year was the implementation of Governor John R. Kasich's initiative to consolidate some of Ohio's boards and commissions.

As a result of House Bill 49 of the 132nd General Assembly, 10 boards and commissions were abolished as of January 2018.

The licensing responsibilities of these boards were merged into other existing boards or agencies, or became part of a newly created board. The reorganization combined boards with similar functions and responsibilities to reduce redundancies, create efficiencies and save money. CSA played a key leadership role in orchestrating the implementation of this significant change.

While CSA led the coordination of the effort and implemented hundreds of fiscal and personnel-related tasks, numerous other areas of DAS also provided significant assistance, including:

- Human Resources Division – Applications and Reporting, Payroll Administration, State Services, Learning and Professional Development, Drug-Free Workplace, Benefits Administration and Talent Management.

- General Services Division – Surplus Services, Fleet Management, Asset Management, Properties and Facilities, Real Estate and Planning, State Printing and Mail Services, Cost-Per-Copy Program, Records Management and Risk Management.

- Office of Information Technology – Infrastructure Services, Desktop Services, Business Office, Ohio Administrative Knowledge System (OAKS) Service Assurance, Application Services, Project Success Center, Customer Service Center and eLicense Ohio.

- Office of Finance – Fiscal Services

- Office of Legal Services

- Office of Legislative Affairs

- Office of Collective Bargaining

- Equal Opportunity Division

- Office of Communications

Other important assistance for this project came from the Ohio Office of Budget and Management which led all of the back-office changes to state systems; State Treasurer's Office; Ohio Attorney General's Office and its Bureau of Criminal Identification and Investigation; Ohio Auditor of State's Office; Ohio Penal Industries; Ohio Department of Job and Family Services; Ohio Bureau of Workers' Compensation; and the Ohio Public Employees Retirement System.

This restructuring was an important improvement to the way the state conducts professional licensing and is expected to lead to further efficiencies and savings while maintaining a high-level of services to licensees throughout the state.

CSA Saves State Millions

CSA saved the State of Ohio an estimated nearly $4 million during Fiscal Year 2018 by providing shared fiscal and human resources services in lieu of each board or commission employing additional staff of their own to do this work. Additional savings could include training, equipment, work space and other costs associated with in-house employees.

Agency Operations

DAS Key Accomplishments During the Kasich Administration

Fiscal Years
2011 - 2018

- For the first time since the establishment of the state's Minority Business Enterprise program in 1980, state agencies, boards and commissions reached, and in some cases, surpassed the statutory equirement for purchasing 15 percent of goods and services from certified minority vendors in Fiscal Year 2015. The state is on target for exceeding the set-aside goal again for the fourth consecutive fiscal year.

- Since launching the IT Optimization initiative in Fiscal Year 2012, the Office of Information Technology and fellow agencies successfully centralized IT infrastructure (data centers, networks, computer storage and operations), resulting in:

  o Savings of more than $162 million through the consolidation of infrastructure;

  o Consolidation of 30-plus agency data centers to the state's primary data center, the State of Ohio Computer Center;

  o 'Flipping' IT expenditures from 80 percent infrastructure focused in 2011 to 60 percent enterprise applications focused;

  o A 98 percent reduction in IT hardware spending and 88 percent reduction in spending on IT maintenance and repairs;

  o Achieved an 800 percent efficiency gain through migration from a "physical asset" orientation to a "virtual cloud" model;

  o Consolidating five agency mainframes down to one mainframe running agency and local government applications, a 10-fold increase in consolidated and virtual-ized servers (more than 6,900) during the last three years;

  o Migration of more than 22,000 users from an antiquated Centrex phone system to a hosted Voice over Internet Protocol (VoIP) solution with more than 50,000 state and local government users to date; and

  o A comprehensive and coordinated defense, reaction and resolution capability necessary to defend the state from cybersecurity threats.

- Since the Fiscal Year 2017 issuance of a request for proposal (RFP), 72 firms with expertise in data analytics have been selected by the state as certified vendors to provide services across 14 domains to meet the needs of Ohio agencies. Fifty firms initially were offered contracts with seven qualifying in more than 12 categories. An additional 22 vendors received contracts through a recent reissue of the RFP, of which 18 were qualified in multiple categories.

- Through the efficiency efforts of agencies, boards and commissions, the state reduced the number of state employees by approximately 11.4 percent (from 58,393 on Dec. 31, 2010, to 51,716 at the end of calendar year 2017).

- The expansion of the DAS Managed Fleet Program has generated operational savings by financing vehicles over time instead of outright purchases, reducing the number of vehicles in the state fleet, centralizing vehicle acquisitions and processing, improving maintenance management, consolidating motor pool operations and streamlining administrative functions.

- The Office of Collective Bargaining, on behalf of the State of Ohio, twice successfully completed contract negotiations with each of the five employee unions representing approximately 34,000 bargaining unit employees, negotiating fair, but fiscally responsible, wage and health care packages and achieving significant gains in language that will allow more effective and efficient management of the workforce. Negotiations on a new contract with the five unions currently are ongoing. An agreement with the Ohio Civil Service Employees Association, the state's largest public employee union, already has been reached.

- The Office of LeanOhio, introduced in 2011, has trained more than 1,000 process improvement experts in state agencies, boards and commissions in the methods of Lean and Six Sigma to complete more than 250 process improvement projects, resulting in a total of more than 10,000 days of reduction in process time.

- The Central Service Agency oversaw the legislative abolishment of 10 licensing boards and commissions and the transfer of their licensing responsibilities to other existing boards, commissions and agencies to create operational efficiencies while still providing accurate, convenient and timely services to these more than 340,000 licensees and the public.

- OIT implemented the final phase of an electronic licensing system, eLicense Ohio, which provides 21 state licensing boards and commissions with a modern, secure solution for more than 810,000 active licensees to apply and renew their licenses as well as allows the public to verify the licenses of professionals and other regulated service providers.

- Oversaw the implementation and completion of a $90 million upgrade to the Multi-Agency Radio Communication System (MARCS) which is Ohio's wireless, digital communication network for first responders, providing fiber optic and microwave technology that enables state, local and federal agencies to communicate instantly with one another during public safety events. The upgrade was completed in Fiscal Year 2016, a year ahead of schedule and $10 million under budget.

- DAS lead the effort for passage of the Ohio Construction Reform law, which was signed in June 2011. This law allows public sector entities to use alternative project delivery methods, such as General Contracting (also known as Single Prime), Construction Manager at Risk and Design-Build. Prior to that, the law required contracting with multiple vendors (e.g., electrical, carpentry, plumbing, bricklaying) on each project. The new law allows for more efficiency, less risk and reduced costs for state and local governments, institutions of higher education, school districts and others.

- In October 2013, DAS launched the Ohio Benefits system as a flexible and interoperable solution that supports the full continuum of health and human services programs. In close partnership with the Ohio departments of Medicaid and Job and Family Services, the Ohio Benefits system delivered on the Governor's Office of Health Transformation's goal to modernize and streamline state and local responsibility for eligibility determination.