

**OHIO DEPARTMENT OF ADMINISTRATIVE SERVICES
FISCAL YEAR 2009 ANNUAL REPORT**

20 | 09

OhioDAS

Ted Strickland, Governor / Hugh Quill, Director

Letter to Governor Ted Strickland

Dear Governor Ted Strickland,

At the Ohio Department of Administrative Services we are committed to serving Ohioans by providing quality service, specialized support and innovative solutions for our state agency customers. This report highlights our major achievements of fiscal year 2009 along with providing examples of our day-to-day operations.

Examples of our efficiency and cost-saving efforts include:

- Procurement reforms are generating tremendous savings. As an example, the DAS Office of Procurement Services awarded contracts with projected savings of \$18.3 million.
- The DAS Office of Fleet Management captured two national awards for its creation and use of a scorecard measuring the use of alternative fuels in state vehicles.
- The DAS Office of Real Estate and Planning negotiated 72 percent of its 272 commercial leases for the next biennium, resulting in a cost avoidance of approximately \$4.5 million for state entities.
- Printing-related consolidation efforts continued with the merging of the printing and fulfillment operations managed by the Ohio Bureau of Workers' Compensation with the operations of the DAS Office of State Printing and Mail Services.
- Half of the state employee population participated in the state's comprehensive health management program, whose purpose is to help healthy employees and their families stay healthy and to assist those with health risks improve their health.
- The DAS Office of Information Technology and General Services Division renegotiated all contract prices for standard client computer hardware.
- Our new Project Success Center is working with agencies to identify project management practices for complex IT projects.

We also have been hard at work in other areas. For example:

- The number of businesses certified by the Minority Business Enterprise program increased 26.7 percent; the number of businesses certified by the Encouraging Diversity, Growth and Equity (EDGE) program increased 20.8 percent.
- The spirit of labor-management cooperation continued to grow during the fiscal year.
- To enhance the management of the state's workforce, the state began collaborating with the Pew Center on the States on a yearlong workforce planning initiative.
- The Human Resources Division's Office of Policy Development reviewed and assessed agency proposals for the voluntary cost-savings day programs.

We are pleased to share these and many other achievements with you in this report.

Sincerely,



Hugh Quill

Director, Ohio Department of Administrative Services

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Equal Opportunity Division: Overview

Melinda Carter, Deputy Director

The Equal Opportunity Division, within the Ohio Department of Administrative Services, is responsible for ensuring equal access to state employment and contracting opportunities.

Construction Compliance Unit is responsible for ensuring that contractors on state construction projects are in compliance with equal employment opportunity and affirmative action laws and regulations. The unit monitors construction contractors through five separate review processes.

Equal Employment Opportunity/Affirmative Action Unit is responsible for ensuring that state agencies comply with state and federal equal employment opportunity laws. The unit monitors equal employment opportunity and employment goals to ensure that state employees and job applicants are afforded equal access and opportunities for employment and advancement throughout state government. The unit also evaluates diversity and equal employment opportunity programming and conducts trainings to facilitate effective equal employment opportunity practices. In addition, the unit oversees the state employee discrimination complaint procedure program.

MBE/EDGE Certification Unit certifies businesses for participation in the Minority Business Enterprise (MBE) and Encouraging Diversity, Growth and Equity (EDGE) programs, which are designed to facilitate access to state government contracts and business services. The MBE program assists minority businesses in obtaining state contracts through a set-aside procurement program for goods and services. EDGE is a business development program for socially and disadvantaged businesses. EDGE establishes goals for state agencies in awarding contracts to certified businesses.

Minority Affairs Unit houses the Ohio Dr. Martin Luther King, Jr. Holiday Commission and provides administrative support for commission initiatives. Each year the commission sponsors the Ohio Dr. Martin Luther King, Jr. Commemorative Celebration, which includes an award ceremony honoring Ohioans who are carrying on the legacy of King. The commission also sponsors a statewide oratorical contest for Ohio youth as well as a calendar, which serves to educate Ohioans on topics of the past and present affecting equality in our society.

Equal Opportunity Division: *Highlights*

CONSTRUCTION COMPLIANCE UNIT

Nearly 2,800 certificates granted

During fiscal year 2009, the Construction Compliance Unit processed 2,773 certificates of compliance, providing those businesses an opportunity to do business with the State of Ohio.

Certificates are issued once the unit staff certifies that the contractor has not violated any affirmative action program requirements during the last five years.

The certificate permits a contractor to conduct business on state- or state-assisted contracts.

The number of construction compliance certificates processed during the fiscal year equates to an average of 346 applications processed per officer. In comparison to the prior fiscal year, the staff reviewed a total of 195 more applications.

Nearly 400 on-site reviews conducted

The Construction Compliance Unit conducts compliance reviews of contractors and construction sites to ensure equal opportunity laws are being adhered to while the contractors are performing on a state-funded contract.

The unit conducted 396 on-site compliance reviews during fiscal year 2009, an increase of 187 over the previous fiscal year.

The purpose of the reviews is to ensure that contractors and subcontractors on state and state-assisted construction projects comply with affirmative action and equal employment opportunity laws and regulations. These on-site reviews include interviews of female and minority workers.

When a company is found to have deficiencies in their affirmative action program, they are issued a conciliation agreement designed to bring them into compliance. While under the agreement, a compliance review is conducted to measure

their progress toward compliance. The purpose of this review is to evaluate the contractor's documented good faith efforts to comply with the corrective action steps outlined in their signed conciliation agreement and a specific timeline for accomplishment.

During fiscal year 2009, the unit conducted 42 conciliation compliance reviews.

More than 20,000 reports reviewed

During fiscal year 2009, the Construction Compliance Unit reviewed 20,200 monthly utilization reports from contractors and subcontractors documenting their total workforce while performing state-funded projects.

The unit reviews these reports to ensure the utilization of minorities and women in construction trades and verifies the data during compliance reviews.

The number of reports received increased by 4,554 over the previous fiscal year.

EQUAL EMPLOYMENT OPPORTUNITY/ AFFIRMATIVE ACTION UNIT

EEO strategic plans reviewed

State agencies are required to submit an Affirmative Action Strategic Plan to the Equal Employment Opportunity/Affirmative Action Unit.

The plans include strategies that ensure fairness in recruitment, selection, promotion, separation, discipline and ADA plan implementation.

The unit develops compliance standards and requirements for EEO strategic plans and provides consultation and training to agency EEO practitioners regarding EEO best practices for implementation.

The unit approved 46 plans for implementation during the fiscal year 2009 review period.

Trainings held for 600-plus

The Equal Employment Opportunity/Affirmative Action Unit trained 620 state employees during fiscal year 2009 to educate them on the Affirmative Action Strategic Plans as well as the prevention of sexual harassment, racial harassment and other discriminatory behaviors.

In addition, the unit held orientation training for eight state employees. The orientation is tailored for EEO officers, human resources administrators and legal counsel.

Discrimination complaints examined

The Equal Employment Opportunity/Affirmative Action Unit received 163 discrimination complaints from state employees and job applicants during fiscal year 2009.

Out of the 163 complaints, 122 were accepted for investigation. The remaining 41 did not fall within the unit's jurisdiction.

Out of the complaints reviewed, 17 complainants requested hearings with the unit. Thirteen of those requests were declined and two hearings were conducted before the end of the fiscal year.

MBE/EDGE CERTIFICATION UNIT

MBE businesses increase 27 percent

The number of businesses certified by the MBE program increased 26.7 percent from the end of fiscal year 2009 over the end of fiscal year 2008.

MBE – which stands for Minority Business Enterprise – is the state's minority business set-aside program designed to help facilitate access to state government contracts and business services.

A total of 959 businesses were MBE certified at the end of the fiscal year, including 519 businesses that were recertified.

EDGE businesses up 21 percent

The number of businesses certified by the EDGE

program increased 20.8 percent from the end of fiscal year 2009 over the end of fiscal year 2008.

EDGE – which stands for Encouraging Diversity, Growth and Equity – is a business and economic development program for economically and socially disadvantaged businesses. It is designed to help facilitate access to state government contracts and business services.

A total of 1,680 businesses were EDGE certified at the end of the fiscal year, including 298 businesses that were recertified.

In addition, 155 businesses were cross-certified with similar programs operated by other government entities.

1,900 applications processed

The unit processed 1,901 requests for certification, cross certification and recertification during the fiscal year.

The number equates to an average of 380 applications processed per staff member.

To ensure that applicants meet the minimum program requirements for admission into the EDGE or MBE program, the MBE/EDGE Certification Unit conducts desk audit reviews of business owners and their companies. During these audits, the submitted documentation is analyzed and the information is verified.

The unit also conducts on-site visits to each business location for each applicant.

In addition, the unit conducts on-site project reviews for each company requiring certification in the construction trades to ensure that the certified business is in full control of the business operations at the worksite. The review includes observing operations, counting equipment and resources, and interviewing employees.

The MBE/EDGE Certification Unit held the first State of Ohio Reverse Trade Fair in November 2008 at the Ohio Expo Center. More than 500 individuals representing 270 businesses participated in the fair.

Reverse Trade Fair attracts hundreds

The MBE/EDGE Certification Unit held the first State of Ohio Reverse Trade Fair in November 2008 at the Ohio Expo Center. More than 500 individuals representing 270 businesses participated in the fair.

The free fair was held to help business professionals learn about opportunities to sell goods and services to the state. The term “reverse” was used to describe the fair because agencies were marketing their needs to businesses.

Attendees also could begin the application process to apply for certification through the Encouraging Diversity, Growth and Equity (EDGE) and Minority Business Enterprise (MBE) programs.

In addition to the reverse trade fair, the unit conducted 58 trainings and presentations during the fiscal year. Forty-six programs were conducted for businesses and the remaining 12 were conducted for state agencies.

MINORITY AFFAIRS UNIT

MLK Commission honors legacy

The Ohio Dr. Martin Luther King, Jr. Holiday Commission, which is housed in the Equal Opportunity Division, held its 10th annual statewide oratorical contest in April 2009 at the King Arts Complex in Columbus.

Forty-six students in grades kindergarten through 12 competed. They shared their personal perspectives about the legacy of King. The purpose of the contest is to teach Ohio youth about the principles and values of King as well as how to apply those lessons in written and spoken forms.

The top winners in each of the five grade-based categories were invited to participate in the 2010 state celebration commemorating King. During this celebration, which is held each January, the commission recognizes Ohioans who have furthered King’s dream of peace and racial harmony.

In addition, each year the commission sponsors a calendar honoring King and educating Ohioans about topics of the past, present and future that affect equality in our society. A total 50,000 editions of the 2009 calendars were distributed throughout Ohio.

General Services Division: Overview

Jeffrey Westhoven, Deputy Director

The General Services Division, within the Ohio Department of Administrative Services, performs a variety of functions including procurement, fleet management, insurance, printing, construction management, mail services, real estate services, asset management, facilities management, security services and surplus property services.

THE OFFICE OF THE STATE ARCHITECT oversees capital improvements through its management of design and construction contracts. Its Office of Energy Services provides design services as well as energy auditing and contracting opportunities for the efficient use of energy resources in state government operations and facilities

THE OFFICE OF PROCUREMENT SERVICES is comprised of State Purchasing, Cooperative Purchasing and the Office of Procurement from Community Rehabilitation Programs (OPCRP). State Purchasing assists state agencies with the procurement of supplies and services through competitive selection and negotiated contracts. Cooperative Purchasing extends the benefit of state contract pricing to participating political subdivisions, such as local governments, schools and universities. OPCRPs purchase supplies and services from work centers that employ people with work-limiting disabilities.

THE OFFICE OF STATE PRINTING AND MAIL SERVICES provides printing services for state agencies and maintains five in-house publishing centers, a mainframe printing center and a large fulfillment operation. Other functions within State Printing and Mail Services include print procurement services; Central Mail Services which handles all state agency interoffice mail delivery, mail metering and presort services; and Records and Forms Management, which provides guidance to agencies regarding form design and utilization, records retention and information management.

THE OFFICE OF RISK MANAGEMENT administers insurance programs, including the state's self-insured vehicle liability program, which covers a wide variety of state vehicles. Risk Management is responsible for the placement of property and casualty insurance for state agencies and bonds for state employees.

THE OFFICE OF FLEET MANAGEMENT provides state agencies with comprehensive motor vehicle management services, including vehicle purchases, leasing, motor pool rental, fuel/maintenance procurement cards, compliance reporting and vehicle assignment authorizations.

THE OFFICE OF REAL ESTATE AND PLANNING assists state agencies and universities with their real estate-related needs and also audits the use of state land and space. Its Planning and Design Services office offers space planning and interior design services.

THE OFFICE OF PROPERTIES AND FACILITIES oversees and preserves the State of Ohio's substantial investment in real property managed by DAS. The Office of Properties and Facilities provides skilled and professional facility management services. For facilities managed by DAS, the office provides comprehensive property management services, including building management, contract and inventory management, maintenance, security and janitorial services.

THE OFFICE OF BUSINESS OPERATIONS oversees the business functions of the division including statewide services for asset management, surplus property, support for the state's financial software system (the Ohio Administrative Knowledge System's FIN module) and financial support for all programs of the division. Asset Management Services oversees the state asset management program, through which agencies maintain and report their assets. The federal and state surplus property program disburses and auctions property declared as surplus. The DAS FIN Support, Training and Project Center provides technical, help desk and training support for the OAKS purchasing, asset management and capital improvements modules.

General Services Division: *Highlights*

OFFICE OF THE STATE ARCHITECT

State Architect's Office manages 221 projects

During fiscal year 2009, the State Architect's Office managed 221 public construction projects with combined budgets of \$768 million. Nearly all of these are multi-year projects.

Payments to contractors for the fiscal year totaled \$101 million; payments to architects, engineers and construction managers were nearly \$12 million.

Major projects involving the State Architect's Office included:

- Start of construction for the new \$30 million Williamson College of Business Administration facility at Youngstown State University;
- Completion of a new dormitory at the Ohio Reformatory for Women for the Ohio Department of Rehabilitation and Correction;
- Start of construction for the \$18 million Academic Building E on Columbus State Community College's new Delaware campus;
- Finishing construction of the \$4 million Ohio Department of Transportation garage in Logan County.

Construction reform recommendations made

The state took some important first steps to transform public construction in Ohio by forming the Ohio Construction Reform Panel (OCRP).

This panel developed 25 recommendations to increase the flexibility, accountability, efficiency and transparency during the planning, design and construction of capital improvement projects. Through a collaborative and facilitated approach, the panel of public- and private-sector stakeholders identified industry best practices and recommended common-sense approaches for improving processes.

These recommendations include reforms that require changes in legislation, policy and procedures. The addition of new project delivery

methods are among the significant changes recommended by the panel requiring legislation. Many of the other recommendations necessitate modifications of policies or procedures and cooperation among agencies for effective implementation.

State achieves 5 percent energy reduction

In response to Executive Order 2007-02S, which mandated reduction of energy consumption by state agencies, SAO Energy Services supported the tracking of energy consumption of state facilities through ENERGY STAR's Portfolio Manager. By the end of fiscal year 2009, the state showed a reduction of 5.24 percent of its total energy.

In addition, SAO Energy Services designed a new daylight harvesting system for open office areas at the William Green Building with the aid of a consultant. This design, together with the retrofitting of existing fluorescent lamps in basement and garage areas, will reduce electrical consumption by \$129,870 annually for the Ohio Bureau of Workers' Compensation. The total project cost is \$893,852, funded by the Energy Conservation Fund.

SAO Energy Services has produced documented savings for the state of more than \$38 million through its energy saving programs and projects. Recent projections indicate annual savings that exceed \$5.2 million per year for state agencies.

During fiscal year 2009, Energy Services also actively monitored 12 performance-based contracts for four agencies on completed projects that are still within the 10-year guaranteed savings period. In addition, Energy Services managed eight active capital projects for five agencies.

OFFICE OF PROCUREMENT SERVICES

Procurement reforms create savings

Governor Ted Strickland signed Executive Order 2008 – 12S in June 2008 outlining procurement reform efforts and directing all state agencies to

work together for cost savings and efficiencies when purchasing supplies and services.

A great deal of progress was made during fiscal year 2009 including the following:

- Established and filled the state chief procurement officer position and established a network of agency procurement officers who met six times during the fiscal year.
- Procurement Services awarded contracts with projected savings of \$18.3 million.
- A “Think Ohio First” scorecard was created and posted quarterly starting in January 2009.
- Beginning April 1, 2009, all contracts and requirements above \$25,000 were posted on the Ohio Business Gateway Web site for increased public visibility.
- As a result of Executive Order 2009-07S, Procurement Services worked with agencies to eliminate all non-critical spending. Agency spending plans for fiscal years 2010 and 2011 reflect a 30 percent spend reduction over fiscal year 2009.
- Procurement Services sent more than 1,900 letters to suppliers requesting a 15 percent reduction in rates/prices. Of the responses, approximately 50 percent of IT suppliers agreed and 25 percent of non-IT suppliers agreed to the reduction.
- Procurement Services saved several million dollars due to the change in law allowing Ohio to participate on competitively bid agreements created by other public entities, including utilizing the Western State Contracting Alliance and an Ohio State University/Ohio Board of Regents agreement.

Cooperative Purchasing Program achieves record enrollment

Membership in the Cooperative Purchasing Program continued to climb during fiscal year 2009.

Membership again reached its highest level since the inception of the program in 1986 with 1,911 members, a 2.9 percent increase over fiscal year 2008.

The program extends the benefits of state contract pricing to participating political subdivisions, including local governments, schools and universities.

Cooperative purchasing members bought \$178.2 million in supplies and services from state contracts during fiscal year 2009, a 5.8 percent decrease from fiscal year 2008.

Rehabilitation programs gain 21 contracts

Despite an overall reduction in sales, community rehabilitation programs added 21 new government contracts during fiscal year 2009 while only six contracts were cancelled.

Although budget restrictions contributed to a 4.3 percent decline in sales to state and local governments, quality work opportunities were still available for Ohioans with work-limiting disabilities, according to the Office of Procurement from Community Rehabilitation Programs which connects the resources of Ohio companies employing people with work-limiting disabilities to the needs of state and local government buyers.

State agencies and political subdivisions spent more than \$35.5 million on contracts for products and services provided by the community rehabilitation programs during fiscal year 2009.

These contracts provided a total of 1.5 million direct labor hours of employment and training and \$11,845,338 in wages for 2,503 individuals with work-limiting disabilities.

The combined savings for the inter-office mail delivery, presort mail program, centralized metering and flat-sorting services offered by State Mail Service was \$6,912,650 for fiscal year 2009.

OFFICE OF STATE PRINTING AND MAIL SERVICES

Consolidation efforts continue

During fiscal year 2009, the state expanded printing-related consolidation efforts that began the previous fiscal year by merging the copy center as well as the mainframe printing and fulfillment center managed by the Ohio Bureau of Workers' Compensation in the William Green Building with the operations of the Office of State Printing and Mail Services.

In addition, State Printing processed 8,051 orders in the five in-house copy centers during the fiscal year, resulting in the total annual production volume of more than 43.4 million impressions.

State Printing also produced more than 100 million impressions in the mainframe printing operation, and 43.3 million pieces of mail were processed through the fulfillment operation during fiscal year 2009.

In addition, the number of copiers placed under the cost-per-copy program managed by State Printing and Procurement Services reached more than 400 machines during fiscal year 2009.

Printing customers saved \$2.5 million

State Printing oversaw the procurement of 2,427 printing projects through term contracts and competitive bids in the amount of \$9.3 million during fiscal year 2009.

Using the competitive process saved state agency customers more than \$2.5 million, a figure estimated by subtracting each job's lowest bid from the average of the other bids.

Central Mail Services saves \$6.9 million

The combined savings for the inter-office mail delivery, presort mail program, centralized metering and flat-sorting services offered by Central Mail Services was \$6,912,650 for fiscal year 2009.

More than 500,000 pieces of inter-office mail were processed during the fiscal year, saving more than \$704,730 in postage.

By presorting 73.7 million pieces of outgoing mail by ZIP code and preparing it for immediate distribution by the U.S. Postal Service, state agencies saved \$5,068,823 in postage. Because of the great savings opportunities, Central Mail Services is continually recruiting new customers to participate in the program.

A total of 777,205 pieces of mail were metered through the centralized metering program during the fiscal year, saving an estimated total of \$627,200 for 64 agencies by eliminating the cost of equipment, service contracts and supplies.

In addition 325,992 pieces of mail went through the flat-sorting program for bound-printed materials, such as booklets and calendars, saving \$511,897.

OFFICE OF RISK MANAGEMENT

Liability rate down 4 percent

The DAS Office of Risk Management administers the risk management reserve fund and the state's self-insured vehicle liability program.

The vehicle liability program covers more than 17,000 state-owned vehicles including off-road equipment and watercraft. Risk Management settles bodily injury and property damage claims and provides subrogation (damage recovery) services when state vehicles sustain damages caused by negligent third parties.

The liability rate for fiscal year 2009 was \$115 per vehicle, which is a 4 percent reduction from the previous fiscal year.

Loss control efforts pay off

Risk Management processed 1,620 claims during the fiscal year, which is a 16.8 percent reduction compared to the previous fiscal year.

The Office of Fleet Management motored its way to two national awards during fiscal year 2009. Both awards recognized Fleet Management for its creation and use of a scorecard measuring the use of alternative fuels in state vehicles.

The overall reduction reflects the office's loss control efforts, which includes providing the National Safety Council's four-hour defensive driver training at no additional cost to state agency stakeholders.

In addition, Risk Management recovered \$415,695 in subrogation for state agencies.

Property insurance premium drops

During fiscal year 2009, Risk Management successfully renewed the state's property insurance policy with favorable terms and conditions, which include a 9.5 percent reduction in premiums and increased limits of liability to \$250 million.

OFFICE OF FLEET MANAGEMENT

Alternative fuel use continues to rise

A continued shift toward alternative fuels and a significant overall decrease in fuel consumption was demonstrated during fiscal year 2009.

By statute, alternative fuel usage goals and reporting follow the calendar year. Annual usage goals on ethanol (E85) increased by 5,000 gallons to 75,000 and biodiesel (B20) goals increased by 100,000 gallons to 1.3 million gallons for calendar year 2009.

Statewide fuel usage was down more than 500,000 gallons in the first six months of calendar year 2009 as agencies responded to the state's need for conserving and reducing fuel consumption. E85 usage decreased by 9,000 gallons in the first six months of calendar year 2009 over the same period in calendar year 2008 and B20 usage decreased by more 430,000 gallons over the same time period.

Fleet Management wins two national awards

The Office of Fleet Management motored its way to two national awards during fiscal year 2009.

Both awards recognized Fleet Management for its creation and use of a scorecard measuring the use of alternative fuels in state vehicles.

The first award was the 2009 Larry Goill Memorial Quality Fleet Management Idea Award from the NAFA Fleet Management Association. This international competition recognized creative ideas that improve productivity and/or favorably impact bottom-line cost savings.

The State of Ohio was one of two winners of the Goill Award, which were announced April 27, 2009. Applications were accepted from anyone employed in a vehicle management role by any company, utility, government agency or not-for-profit organization in the United States or Canada.

The second award was the 2009 Outstanding Program Award from the National Association of State Chief Administrators (NASCA), which was awarded June 16, 2009. The State of Ohio joined the State of Georgia as co-winners of this award given to recognize innovative state agencies, organizations or individuals that have demonstrated outstanding leadership skills in innovation, originality, effectiveness and applicability.

The award-winning scorecard was created after the Ohio Revised Code mandated the use of alternative fuels in capable state vehicles in October 2006. The code spelled out the minimum amounts of biodiesel and E85 fuel required to be used annually.

To illustrate usage in an easy-to-read format, in 2007 Fleet Management created a scorecard indicating each state agency's alternative fuel use and its progress toward reaching its goal. The scorecard is shared with agency fleet managers and posted to the state Web site.

The results of the implementation of the scorecard were impressive. During calendar year 2008, E85 use increased 701 percent and biodiesel use increased 2,364 percent.

State fleet continues to use subcompacts

The state's 110 subcompact vehicle purchases accounted for 98 percent of all passenger vehicles

The Office of Real Estate and Planning negotiated 72 percent of its 272 commercial leases for the 2010-2011 biennium, resulting in a cost avoidance of approximately \$4.5 million for state entities.

purchased during fiscal year 2009, saving the state \$545,000 in acquisition costs over the mid-size sedans.

The subcompact offers a high-mileage rating and a low acquisition cost making it a fiscally and environmentally responsible choice.

Historically, mid-size sedans had been the default vehicle of choice for state agency drivers travelling on state business. During fiscal year 2009, Fleet Management notified agencies that the subcompact would be the default passenger vehicle in appropriate applications for the second consecutive year.

Mileage reimbursements down 6.2 million miles

The Office of Fleet Management, working with state agencies, has continued to reduce the number of payments to state employees for personal mileage reimbursement, particularly in situations where lower-cost transportation alternatives are available.

During fiscal year 2009, the number of employees receiving mileage reimbursement payments decreased by 2,498 individuals from fiscal year 2008.

In conjunction with the reduction in the number of employees being reimbursed, the number of miles being reimbursed decreased 6,251,733 miles for the year. Mileage reimbursement payments also were lower by \$810,691 for the fiscal year compared to the prior fiscal year.

The number of employees being reimbursed an amount over the mileage breakeven point for fiscal year 2009 increased by 62 because the breakeven point was lowered from 9,700 miles in fiscal year 2008 to 7,518 in fiscal year 2009. Payments over the breakeven point were \$299,075 more for fiscal year 2009 due in part to higher mileage reimbursement rates of 50.5 cents and 45 cents for fiscal year 2009, compared to 40 cents during fiscal year 2008.

Lease program offsetting mileage reimbursement

The DAS master lease financing option offers state entities the opportunity to operate state vehicles without the need for agency administrative staff to manage the vehicles. During fiscal year 2009, the Office of Fleet Management procured 75 vehicles using the Master Lease Agreement.

Of these 75 vehicles, 50 units were added to the state fleet for use by agencies to reduce mileage reimbursement payments.

The Ohio Department of Job and Family Services purchased 42 of these vehicles to offset mileage reimbursement costs. The agency will save \$128,000 in mileage reimbursement payments during fiscal year 2010.

OFFICE OF REAL ESTATE AND PLANNING

Real Estate saves \$8.3 million

The Office of Real Estate and Planning negotiated 72 percent of its 272 commercial leases for the 2010-2011 biennium, resulting in a cost avoidance of approximately \$4.5 million for state entities.

In addition, 29 commercial leases were terminated to allow occupying agencies to move to state-owned space, saving another \$3.8 million for a total cost avoidance of \$8.3 million.

Projects number 328

The total number of services and transactions provided by the Office of Real Estate and Planning totaled 328 for fiscal year 2009, including the following projects:

- A donation of real estate from Huntington National Bank gave Bowling Green State University ownership of a 35,000-square-foot building valued at \$1.5 million. The donation allowed Bowling Green State University to obtain responsibility of a newer facility and the ability to ensure its continued operation and maintenance.

Energy-conservation initiatives resulted in an 8 percent average decrease in energy consumption during fiscal year 2009 for four DAS-managed office buildings.

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- The office assisted the Ohio Department of Mental Health with the sale of 38.92 acres in Cambridge that included three patient cottages for \$3.2 million.
 - The office assisted Kent State University with six oil and gas leases that generated approximately \$205,000.
 - The office assisted the Ohio Department of Aging with the renegotiation of its commercial lease at 50 W. Broad St., Columbus. The negotiation resulted in a savings of approximately \$105,000 per year and a significant amount of tenant improvements.
 - The office assisted the Ohio Department of Natural Resources with the opening of a Mine Safety Training Center in Cadiz. The center provides hands-on life-saving training to Ohio miners and local emergency organizations through the use of mock underground mines and classroom instruction.
 - The office assisted the Ohio Department of Natural Resources with the relocation of the Division of Watercraft's Sandusky office to a new facility. The move is saving the agency more than \$30,000 annually in rent and providing a better layout for operational activities.
 - The office assisted the Adjutant General's efforts to divest surplus properties by conducting public auctions of sites in Ashtabula, Barberton and Mount Vernon.
 - The office assisted the Ohio School Facilities Commission in obtaining legislation to authorize the conveyance of school properties being held in trust by the state. Titles of land containing elementary or secondary schools were returned to the Williamsburg Local Schools in Clermont County and the Preble Shawnee Local Schools in Preble County.
 - The office assisted the Office of the Ohio Public Defender with relocating its Columbus offices from 8 E. Long St. to 250 E. Broad St.
- The move provided a more efficient layout and improved building conditions as well as a savings of approximately \$258,000 in future rent obligations.
 - The office facilitated the annexation of a portion of Headlands Beach State Park from the City of Painesville to the Village of Grand River. The site includes a pier that provides a direct route to Canada and is instrumental in the opportunity for global trade. The global trade opportunity is reported to generate approximately 1,000 jobs and \$56 million in local revenue while adding \$32 billion to the national economy.
 - The office assisted with the move of the Ohio Administrative Knowledge System (OAKS) project management office from commercial space to the state-owned William Green Building, 30 W. Spring St., Columbus. The move created cost savings of \$241,628 by eliminating the commercial lease and using salvaged furniture.

OFFICE OF PROPERTIES AND FACILITIES

Building rates remain stable

During fiscal year 2009, building rental rates for DAS-managed office building facilities remained the same, despite increases in utility costs, supplies and materials.

This was accomplished through the efficient use of resources, and the training and encouragement of staff and tenants to change past practices and behaviors that were counteractive to reducing energy costs.

Energy-conservation initiatives resulted in an 8 percent average decrease in energy consumption during fiscal year 2009 for four DAS-managed office buildings located in Columbus at 246 N. High St., 35 E. Chestnut St., 25 S. Front and 4200 Surface Road.

The Office of Properties and Facilities maintained the cost of providing facility management services 2.5 percent below the industry standard benchmark set by the Building Owners and Managers Association.

Building operators earn certification

The Office of Properties and Facilities worked with the Ohio Public Facilities Maintenance Association to provide building operator certification training to state agencies in accordance with House Bill 251, which requires the efficient use of energy in all state facilities.

Twelve employees from the Office of Properties and Facilities earned certification during fiscal year 2009.

Employees complete first aid training

Forty-seven employees from the office's Facilities Management Section completed a certification training program for cardiopulmonary resuscitation, emergency cardiovascular care and first aid.

The training program is designed to help staff identify and eliminate potentially hazardous conditions in the work environment, recognize emergencies and make appropriate decisions regarding first-aid care.

The training was part of a new health and safety program being developed in collaboration with the DAS General Services and Human Resources divisions. The training was provided by a Properties and Facilities employee who is a certified trainer.

Many building projects completed

The many projects completed in DAS-managed office buildings in Columbus during fiscal year 2009 included the following:

- Governor's Residence and Heritage Gardens Education Center Project – Completion of public restrooms and other Phase 1 improvements.
- State of Ohio Computer Center – Lobby area security re-design to improve the flow of visitors

entering the building and reduce the number of security staff required; rebuilding of all six cooling towers; replacement of 44 leaking exterior windows with energy-efficient window systems; replacement of four emergency generator radiators.

- 25 S. Front St. – Replacement of antiquated windows with energy-efficient window systems.
- 4200 Surface Road – Partial installation of Web-based HVAC direct digital control building automation system; security system control center upgrade.

OFFICE OF BUSINESS OPERATIONS OAKS Asset Management, Capital Improvements modules go live

The Office of Business Operations continued to provide support for the financial modules of the Ohio Administrative Knowledge System (OAKS). Accomplishments during fiscal year 2009 included the following:

- The OAKS Asset Management module went live across the state at the beginning of fiscal year 2009. This module, which is owned and overseen by DAS, holds 220,000 asset records, and is the book of record for 77 state agencies.
- During fiscal year 2009, Asset Management Services worked in conjunction with the OAKS office to create inbound and outbound interfaces to enable agencies to convert their asset records to the OAKS Asset Management module and to eliminate redundant agency in-house systems.
- The OAKS Capital Improvements module was completed. This enterprise capital project management system provides project owners, administrators, architects, engineers and contractors a reliable, Web-based tool for collaboration and project administration. By the end of the fiscal year, there were 36 projects in the OAKS Capital Improvements module from 12 agencies and universities with 192 users.

The funds raised from auctioning miscellaneous property totaled \$659,533. A total of 578 vehicles also were auctioned during fiscal year 2009, generating \$1,806,923.

-
- The DAS FIN Support, Training and Project Center became fully operational during the fiscal year. The duties of the center include resolving Tier 2 and 3 cases related to the OAKS financials (FIN) modules. During the fiscal year, the staff resolved 1,431 cases as well as delivered 47 classes to 318 end-users, provided 61 hands-on lab sessions and conducted 20 presentations for more than 785 state employees.

Recovery program generates \$3 million

During fiscal year 2009, \$3 million was generated in revenue for the state's investment recovery fund overseen by State and Federal Surplus Services.

Of those proceeds, \$2.1 million was returned to originating state agencies to replace assets.

This revenue included funds raised from six vehicle auctions and six warehouse auctions. The funds raised from auctioning miscellaneous property totaled \$659,533. A total of 578 vehicles also were auctioned during fiscal year 2009, generating \$1,806,923.

Before items are auctioned to the public, other government entities have the option of purchasing the property for a fixed fee. Public service entities purchased 105 surplus vehicles for a total of \$416,935 during fiscal 2009.

During the fiscal year, State and Federal Surplus Services also assisted with the transfer of excess federal property to political subdivisions and other eligible organizations within the State of Ohio. The total original acquisition cost of the items transferred during fiscal year 2009 was \$459,853.

Human Resources Division: Overview

Brenda Gerhardstein, Deputy Director

The Human Resources Division, within the Ohio Department of Administrative Services, provides human resources services and information to state employees and helps state agencies conduct their personnel functions.

THE OFFICE OF BENEFITS ADMINISTRATION SERVICES oversees health benefits and manages disability, workers' compensation and occupational injury leave cases as well as wellness initiatives for state employees.

THE OFFICE OF HUMAN CAPITAL MANAGEMENT SUPPORT AND AGENCY HR SUPPORT is responsible for all functions supported by the OAKS HCM module as well as providing customer service support for all agency human resources functions, including personnel action processing, certification lists, statewide employee records, and statewide payroll and benefits processing.

THE OFFICE OF LEARNING AND PROFESSIONAL DEVELOPMENT provides training and learning opportunities for state employees through customized training for agencies, the Human Resources Academy, the Ohio Certified Public Manager program, the Passport to Learning program, the Project Management program, supervisor training courses, and computer and job skill courses. The office also oversees the Exempt Professional Development Program.

THE OFFICE OF ORGANIZATIONAL DEVELOPMENT is responsible for workforce planning. The office administers the classification system and provides training, consulting, recruiting and testing services for state agencies, employees and applicants. The Classification and Compensation Unit manages the classification plan statewide. The County Services Unit creates and revises all classification specifications for county agencies, conducts position audits, performs compliance reviews and provides consultative services to county human resources officers. The Performance

Management Unit administers the state's annual personnel evaluations and appeals process. The Talent Acquisition Unit provides recruitment and consultation services to state agencies, employees and job applicants. The office also coordinates Ohio's drug-free workplace program and manages the Ohio Hiring Management System, which provides resources, support and consultation to agency human resources professionals and job seekers regarding the online hiring and application processes. The office also administers civil service and proficiency examinations for the state and manages the statewide testing program.

THE OFFICE OF POLICY DEVELOPMENT provides technical assistance and support to state agencies regarding the application of employment laws and regulations; tracks legislation and regulatory changes affecting state employment practices; trains agency HR professionals on employment law issues; works on proposed legislation and regulations; evaluates exempt parity requests from state agencies; and provides legal support.

THE OFFICE OF APPLICATIONS AND SECURITY provides support to the development and maintenance of enterprise-wide efforts for Ohio's human resources functions, including the Human Capital Management PeopleSoft information system and the Enterprise Learning Management system. Responsibilities include configuration of the systems to match the needs of the enterprise, security of the systems and planning for enhancements and upgrades.



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Human Resources Division: *Highlights*

OFFICE OF BENEFITS ADMINISTRATION SERVICES

Nearly 130,000 lives insured

More than 128,000 lives were insured through the five health plans offered to State of Ohio employees and their dependents during fiscal year 2009.

The health plan choices included a preferred provider organization (PPO), known as Ohio Med, which is administered by Medical Mutual of Ohio. The other health plans were offered through the following health maintenance organizations or exclusive provider organizations: Aetna, Paramount, The Health Plan and UnitedHealthcare.

All of these health plans offered to state employees are self-insured. Under the self-insured model, the state pays all claims from a fund reserved for such payments. The revenue for the fund comes from the premiums collected from state agencies and employees. The health insurance plans are paid an administrative fee for accepting and processing employee medical claims.

By assuming the risk for the claim costs of enrolled state employees and their dependents, the state saves on the fees charged when an insurance company assumes all of the risk and pays the claims themselves.

Conservative estimates show a savings of more than \$20 million annually through the use of self-insured plans.

Beyond the cost savings, self-insured plans give the state greater flexibility and more control regarding plan design, benefits offered, co-pay amounts, deductible amounts, claim and usage reports, and the ability to address unique individual employee needs.

Pharmacy strategy saves \$4.2 million

All health plan enrollees receive pharmacy benefits through the same pharmacy benefit manager, Catalyst Rx. This strategy that allows the state to

reduce overall prescription drug costs for state employees through leveraged purchasing power.

The consolidated program also encourages the use of generic drugs and mail-order services.

During fiscal year 2009, this approach resulted in a decrease of approximately \$4.2 million in pharmacy costs over the previous fiscal year.

Variety of other benefits offered

Benefits Administration Services continued to manage and administer several benefits for state employees beyond the health plans.

During fiscal year 2009, Benefits Administration Services managed plans that provided dental, vision and life insurance benefits for approximately 15,800 employees exempt from bargaining units.

Dental benefits were provided through the Delta Dental Plan of Ohio. Vision benefits were provided through Vision Service Plan and EyeMed. The administrative fees for providing these benefits have not increased since 2005.

Basic term life insurance coverage, equal to an exempt employee's annual salary, was provided at no cost to exempt employees. Exempt employees could elect to purchase additional life insurance from Prudential at their own cost, which was paid through payroll deductions.

Dental, vision and life insurance benefits for bargaining-unit employees were administered by the Union Benefits Trust, which received a per-employee monthly fee of \$70 from the state to pay for these benefits. Union Benefits Trust also offered a prepaid legal plan and supplemental life insurance to members who paid the full cost of the coverage.

Mental health and chemical dependency services were provided by United Behavioral Health (UBH) to employees and their dependents enrolled in a state-sponsored health care plan. The program was changed from a fully insured program to a self-insured program for an estimated savings of \$2 million during the fiscal year. Through its Disability Solutions program, UBH helps those on mental health short-term disability leave improve their outcomes and reduce the overall cost and duration of disability.

33,000 employees receive wellness incentive

The state completed its second year of a comprehensive health management program during fiscal year 2009.

The purpose of the program – branded *Take Charge! Live Well!* – is to help healthy employees and their families stay healthy and to assist those with health risks improve their health.

Take Charge! Live Well! encourages the adoption of healthy lifestyles, emphasizes the importance of preventive care and provides health care decision support tools. All employees and their spouses enrolled in a state health plan were encouraged to take a personal health assessment, set health goals, work with a personal health coach, and participate in chronic condition management programs and worksite health screenings.

Employees and their spouses were eligible to earn up to \$100 each in cash incentives for participating in the program. During the fiscal year, more than 33,000 employees received incentive payments totaling \$2.2 million. In addition, almost 13,000 participants completed a health assessment, more than 5,000 attended a health screening at one of 40 state worksites and more than 6,000 worked with a health coach.

Most state agencies have an active agency wellness committee, a joint labor-management collaboration that develops worksite wellness programs. These

committees held more than 200 agency wellness events conducted at 89 locations throughout the state, including health fairs, lunchtime educational sessions and other events.

A comprehensive communications effort, including print, in-person communications, a new *Take Charge! Live Well!* Web site and educational videos provided regular health management information and education to employees.

Salary Continuation Program developed

A new Salary Continuation Program has been developed for most state employees through the collective bargaining process.

The program provides for the continuation of an injured worker's regular wages at the onset of a work-related injury. The injured worker has the option to choose salary continuation or temporary total disability compensation.

The Salary Continuation Program provides an employee injured at work with ongoing pay and at the same time removes the compensation costs from the state's workers' compensation experience, reducing future premiums. While this reduction will not be immediately apparent, because workers' compensation premiums are paid in arrears, this is one more way in which the state is trying to reduce its costs without adverse impact to services or employees.

The program is limited to 480 hours per claim and requires injured workers to utilize medical providers from a pre-approved list. The state's goal over the next few years is to develop a list of providers that excel in safely and quickly returning injured workers back to the workplace.

Disability leave decreases

Although the disability program saw a 2 percent increase in the number of initial claims being filed within the last half of the fiscal year, overall for fiscal year 2009 there was a 7 percent decrease in

The Agency HR Support Unit processed approximately 27,200 personnel actions for state agencies to ensure that any activity affecting an employee was in compliance with the Ohio Revised Code, Ohio Administrative Code and collective bargaining agreements.

the number of days employees were off work over the previous fiscal year.

OFFICE OF HUMAN CAPITAL MANAGEMENT AND AGENCY HR SUPPORT \$4.45 billion in payroll processed

The Human Capital Management Payroll/Time and Labor Unit processed more than 1.5 million paychecks during fiscal year 2009.

The total cost of payroll, including fringe benefits, was approximately \$4.45 billion.

In addition, the unit processed approximately 134,000 court-ordered garnishments from employees' wages for reasons such as child support, bankruptcy, student loans and IRS levies. Garnishments totaled approximately \$1.2 million.

Employees using new timekeeping system

By the end of the fiscal year, 8,800 state employees were trained and using a new Web-based employee timekeeping system.

Introduced in the middle of the previous fiscal year, the new application allows employees to enter leave and overtime requests directly into the OAKS system.

By the end of the fiscal year, 66 agencies, boards and commissions were using the new system.

Customer Service answers 30,000 inquiries

In addition to those accomplishments explained above, the many other accomplishments of the Office of Human Capital Management and Agency HR Support during fiscal year 2009 included the following:

- The HCM Customer Service Unit responded to approximately 21,700 phone calls and approximately 10,800 e-mails.
- The Agency HR Support Unit processed approximately 27,200 personnel actions for state agencies to ensure that any activity affecting an employee was in compliance with

the Ohio Revised Code, Ohio Administrative Code and collective bargaining agreements.

- The HCM Position Management Unit responded to more than 1,500 requests for assistance from state agencies and other Human Resources Division units. The unit also held training sessions for 15 agencies and was responsible for providing communications to agencies about new OAKS functionality and updates.
- The HCM Benefits Unit processed approximately 22,000 life-change events, held 64 training sessions and coordinated the HCM Benefits Conference held in April 2009 for agency human resources professionals.
- The Employee Records Unit processed requests for 6,956 personnel records, which encompassed 15,044 pages. Out of those requests, 1,074 requests were from the public, including the media, and 5,882 requests were from state agencies and county governments.

OFFICE OF LEARNING AND PROFESSIONAL DEVELOPMENT

Model emphasizes organizational performance

During fiscal year 2009, the Office of Learning and Professional Development concentrated on moving from a traditional model of "training" to the current model of facilitating adult learning.

This new model focuses on improving individual and organizational performance.

Efforts included reinventing the Ohio Certified Public Manager's Program and establishing a new Introduction to Supervision program.

Highlights of the fiscal year included the following:

- 7,109 participants attended training to use the Cognos reporting tool and the new timekeeping system.
- 158 participants completed the Ohio Certified Public Manager program.

- 142 supervisors completed the newly designed supervisor program.
- A total of 123 participants completed the Passport to Learning or Project Management programs. PASS focuses on foundational knowledge and skill development. The latter program prepares students for the Project Management Institute certification examination.
- The Human Resource Academy, a comprehensive human resources and leadership development program certified by the Society for Human Resource Management, provided 600 hours of learning to 100 participants.
- More than 2,000 employees took advantage of the Exempt Professional Development Program's reimbursement programs for college and workshop fees.
- The office has continued to work with the Ohio Department of Health to identify department-specific competencies and core competencies as well as assist in helping to fill learning gaps. Individuals from each classification take part in focus groups where they sort and select competencies that fit their development needs.
- The Ohio departments of Health, Job and Family Services, and Rehabilitation and Correction joined DAS to steer state agencies to identify core competencies that will be used for learning and professional development purposes to reduce costs and duplication of efforts.
- Development opportunities were offered to employees of the Ohio Lottery Commission, Ohio Department of Developmental Disabilities, Ohio Office of Budget and Management and DAS on topics such as team building and leadership development, customer service, communicating non-defensively, assertiveness and creating PowerPoint presentations.

OFFICE OF ORGANIZATIONAL DEVELOPMENT

Workforce planning initiative begins

To enhance the management of the state's workforce,

the state began collaborating with the Pew Center on the States on a yearlong workforce planning initiative.

Workforce planning is defined as ensuring an organization has the right employee with the right skills in the right job position at the right time.

The project entails implementing a statewide workforce planning policy, creating a toolkit to assist agencies with planning for their workforce needs and developing tools to monitor the progress and success of the policy.

Ohio was selected in March 2009 along with two other states to participate in the project by the Pew Center on the States. In addition to receiving guidance from Pew advisers, the state was awarded a \$50,000 stipend toward the project.

By the end of the fiscal year, the intra-DAS team led by the HRD Office of Organizational Development, had developed the workforce planning framework, identified key workforce indicators, documented draft processes and created a Web site.

IT positions classification project implemented

To help ensure the information technology (IT) workforce is properly classified and the classifications reflect each employee's essential duties, the IT classification specifications were recreated during fiscal year 2009.

This statewide IT classification project began in early 2008. After months of reviewing feedback from subject-matter experts, a focus group, HR administrators, agency chief information officers, the Ohio Civil Service Employees Association IT subcommittee and those who submitted feedback online, a joint labor-management committee agreed to the creation of six new IT classifications series for bargaining unit employees with a total of 18 classification titles.

In addition to providing assistance to agencies faced with layoffs, the Office of Policy Development reviewed and assessed agency proposals for voluntary cost-savings day programs.

An agency-by-agency implementation of the new classifications began at the end of the fiscal year with the Ohio Department of Job and Family Services, which has more than 400 IT professionals covered by the bargaining unit.

In addition, classification specifications for IT managers exempt from bargaining units began to be drafted.

A transition toolkit was created for agencies to help them implement the new classifications.

New type of pay scale developed

Some of the many other accomplishments of the HRD Office of Organizational Development during fiscal year 2009 included the following:

- Developed a new classification specification and pay scale for Ohio Shared Services, a new division of the Ohio Office of Budget and Management, with pay based on completion of additional training and demonstrated proficiency in different skill blocks. This type of pay scale is new to the state.
- Revised 80 classifications, created 25 new classifications and deleted 16 classifications in support of state agency requests to better align job duties with agency objectives. This unit also assisted with the deletion of 376 classifications from county classification plans.
- Conducted compliance reviews of 17 of the state agencies who have decentralized position description approval authority.
- Reviewed seven Ohio State Troopers Association classifications and issued a detailed report of classification/compensation findings pursuant to the negotiated contract.
- Reviewed and approved 369 position descriptions, 300 position-specific minimum qualifications and processed 58 civil service status change requests.

- Processed approximately 238,902 job applications through the Ohio Hiring Management System.
- Expanded the functionality of the Ohio Hiring Management System, the state's online job application and tracking system. This new system was expanded to refine job application reviews and expedite applicant notification and provide a number of reporting tools on hiring, application and posting activity.
- Administered 4,875 civil service examinations.
- Provided six drug-free workplace training sessions for various state agencies.

OFFICE OF POLICY DEVELOPMENT

FMLA, ADA policies updated

The Office of Policy Development updated the state's Family Medical Leave Act (FMLA) policy and forms to coincide with new federal regulations.

In January 2009, the U.S. Department of Labor issued the first significant revisions to FMLA in 15 years. The final regulations clarified existing rules and implemented the statutory expansion of FMLA coverage for military families.

Also in January 2009, the Americans with Disabilities Act (ADA) Amendments Act of 2008 went into effect, making major changes that broadened the scope of the ADA.

The Office of Policy Development provided training on both the updated FMLA and ADA regulations to human resources professionals in early February 2009.

Cost-savings days implemented

In addition to providing assistance to agencies faced with layoffs, the Office of Policy Development reviewed and assessed agency proposals for voluntary cost-savings day programs.

The programs were created as a tool for appointing authorities to reduce costs and provide employees with the opportunity to reduce their schedules or be in a no-pay status for a period of time without reducing certain benefits or requiring them to exhaust paid leave.

During fiscal year 2009, the Office of Policy Development reviewed and approved 17 agency requests to establish voluntary cost-savings day programs.

The Office of Policy Development also helped to create the mandatory cost-savings days program as a tool to reduce costs. The program is a non-permanent reduction in wages for employees and requires employees to use 10 cost-savings days annually during fiscal years 2010 and 2011.

To facilitate implementation of the mandatory cost-savings days program, the office drafted statutory and regulatory changes, held numerous training sessions for agency personnel and drafted a number of training materials.

Office helps with negotiations

The Office of Policy Development participated in union contract negotiations as members of the state's management team.

Following negotiations, the office offered guidance and support on a number of procedural and systematic changes that were required as a result of the new contractual language.

In addition, the office made changes, additions and deletions to 14 statutes and 28 administrative rules to provide parity for exempt employees in regards to the language that was agreed to for bargaining-unit employees.

Policy created for funeral honors detail leave

The Office of Policy Development created the funeral honors detail leave policy in response to new statutory language introduced by the legislature.

The statute grants properly trained state employees a lifetime maximum of 20 hours of paid leave to participate in funeral honors details at the funerals of veterans.

Overtime dashboard created

Each year, the Office of Policy Development provides a report to the public on annual overtime costs for the State of Ohio.

As part of Governor Ted Strickland's initiative for transparency in state government, the office developed quarterly reports of state overtime costs for display on the DAS Web site.

Office of Collective Bargaining: Overview

Michael Duco, Deputy Director

The Office of Collective Bargaining, within the Ohio Department of Administrative Services, negotiates and administers collective bargaining agreements with five unions representing 14 bargaining units and provides labor relations guidance and dispute resolution services for state agencies, boards and commissions.

THE OFFICE OF COLLECTIVE BARGAINING

serves as the principle representative of the state as an employer and represents state agencies, boards and commissions in all aspects of collective bargaining, providing a central body of expertise in negotiations and administration of the state's collective bargaining agreements. The office assists in directing the state's labor relations policies to help agencies and their respective employees provide high quality services.

To carry out its mission as the state's labor relations representative, the Office of Collective Bargaining consists of the following sections:

LEGAL SERVICES provides legal advice for the other sections of the office and assists management staff within state agencies with legal issues related to collective bargaining, including providing advocacy services. Legal Services coordinates the negotiation of all of the collective bargaining agreements, from bargaining preparation and research through the printing of the agreements. This section also represents state agencies when employees file unfair labor practice charges with the State Employment Relations Board (SERB) and in representation matters with SERB.

FINANCE AND ADMINISTRATION prepares and analyzes statistical and costing data needed for negotiations and dispute resolution proceedings. This section also provides support for the office through budget development and appropriations, procurements and oversight of information technology.

LABOR RELATIONS AND DISPUTE RESOLUTION

works with the unions and agencies to schedule all cases that proceed to hearing. This section works directly with agency labor relations personnel representing management at mediations and arbitrations and also provides advocacy services and assists with mediations and arbitrations. In addition, this section assists with the consulting services and training provided to agency staff regarding employee relations.

TRAINING AND CENTRAL SERVICES helps state agencies remain current with the complex and numerous trends within the collective bargaining and labor relations arena. This section develops all training programs geared toward helping labor relations in state government run efficiently, resourcefully and economically.

The Office of Collective Bargaining was tasked with reducing the state's personnel costs through collective bargaining in order to reduce the number of layoffs necessary and allow agencies to maintain their operations.

Office of Collective Bargaining: Highlights

Agreements reached with five unions

The primary objective of the Office of Collective Bargaining during fiscal year 2009 was to negotiate successor agreements with the five unions representing state employees – Ohio Civil Service Employees Association (OCSEA), District 1199 of the Service Employees International Union (SEIU), Ohio Education Association (SCOPE/OEA), Fraternal Order of Police (FOP) and Ohio State Troopers Association (OSTA).

This round of negotiations was especially challenging due to the Ohio economy and the budgetary shortfalls. The Office of Collective Bargaining was tasked with reducing the state's personnel costs through collective bargaining in order to reduce the number of layoffs necessary and allow agencies to maintain their operations.

This round of negotiations resulted in concessionary agreements with every union. The terms included 10 cost-savings days for every state employee for fiscal years 2010 and 2011, a freeze on personal leave accrual and conversion until fiscal year 2012 and a freeze on step increases until fiscal year 2012.

For the first time in State of Ohio collective bargaining history, the parties used an interest-based bargaining process with the two largest state employee unions (OCSEA and SEIU/1199). Interest-based bargaining is a style of negotiations facilitated by an outside party that includes a full and open discussion of interests, team brainstorming of options and solutions selected through the use of mutually agreed to standards.

With assistance from the State Employment Relations Board (SERB), the parties were trained in the interest-based bargaining process and used a SERB facilitator for the negotiations. The interest-based bargaining process allowed the parties to reach a result that may not have been achieved through traditional negotiations.

Nearly 4,200 grievance cases resolved

A total of 4,194 grievances were closed during fiscal year 2009 through settlements, withdrawals or arbitration decisions, which represented 63 percent of the total number of grievance cases.

Of the closed cases, 2,657 cases pertained to contract issues, 1,407 were discipline-related cases and 128 were working-out-of-class issue cases.

During fiscal year 2009, the Office of Collective Bargaining processed 930 grievance cases through the alternative dispute resolution forum which includes mediations, non-traditional arbitrations and expedited arbitrations.

The alternative dispute resolution system produced a resolution rate of 88 percent.

A total of 138 cases were scheduled to go to main panel arbitration hearings, with 55 of those cases actually proceeding to arbitration and receiving an award from a mutually selected arbitrator.

Out of the 1,238 cases carried forward into the next fiscal year, 855 were contract issue cases, 372 were discipline-related cases and 11 were working-out-of-class issue cases.

In addition, the Office of Collective Bargaining handled 58 unfair labor practice charges. Of those, 10 were withdrawn and 39 were dismissed immediately following investigation by the State Employment Relations Board (SERB). Probable cause was found in two cases which are proceeding to hearing in fiscal year 2010. The remaining seven charges were pending resolution at SERB at the end of the fiscal year. Four representation cases also were handled by the Office of Collective Bargaining. Of those, two were withdrawn and two were certified by SERB.

Labor-management committee aids laid-off employees

The spirit of labor-management cooperation continued to grow during fiscal year 2009.

The most significant example of this spirit was demonstrated with the efforts of the Statewide Regional Worker Adjustment Committee (RWAC), assisted by six local RWAC committees. These committees are made up of equal numbers of labor and management.

The function of RWAC is to give assistance in whatever way possible to state employees who are affected by layoffs. This includes employees who actually lose their jobs as well as employees who are bumped and re-located into other positions. Assistance includes the organization of job fairs and highlighting re-educational opportunities.

The Office of Collective Bargaining expanded the efforts of RWAC by seeking employment opportunities from potential employers not connected with the state. This included adding links from the Web sites of other area employers to the RWAC Web site, granting laid-off employees their own access to these potential employers through which to apply for jobs with the added advantage of having the potential employer know they were laid-off state employees. This proved to be highly successful in creating different avenues to explore as well as helping the state demonstrate a cooperative spirit.

OCB trains more than 2,000 employees

More than 2,000 labor relations, human resources professionals and front-line supervisors received training from the Office of Collective Bargaining during fiscal year 2009.

The Office of Collective Bargaining (OCB) continued to enhance its OCB Academy. The academy was originally designed to help develop the advocacy skills of labor relations professionals within the State of Ohio and has expanded its focus

to include educating new supervisors on contractual provisions. Two trainings were developed to guide new supervisors in their role with contract administration: Introduction to Collective Bargaining and Handling Grievances.

Introduction to Collective Bargaining provides a crash course on public-sector collective bargaining, highlights the key articles of both the Ohio Civil Service Employees Association (OCSEA) and Service Employees International Union (SEIU)/ District 1199 contracts, and provides an overview of the legal and contractual requirements associated with discipline, investigations, pre-disciplinary meetings and grievances.

Handling Grievances provides specific guidance to front-line supervisors on how to process grievances at an agency level, including contractual requirements, timelines, common mistakes when processing, and offers a practical exercise.

OCB Academy has become more cohesive and now includes a graduation ceremony to celebrate the accomplishments of those who complete the necessary coursework.

The classes offered through OCB Academy and by agency request during the fiscal year were as follows:

Supervising Union Employees, with 115 participants; Arbitration Advocacy, 62 participants; Administrative Investigations, 90 participants; Class Change and Working Out of Class, 27 participants; Introduction to Collective Bargaining/ Supervisor Contract Training, 22 participants; Pre-Disciplinary Meetings, 147 participants; Handling Grievances, 53 participants; Introduction to Layoff, 28 participants; Introduction to Labor Management Committees, 58 participants; Settlement Writing, 16 participants; Drug Testing, 108 participants; Mediation/Non-Traditional Arbitration, 57 participants; and Ohio Performance Review System, 138 participants.

In addition, the Office of Collective Bargaining coordinated joint training to prepare for both contract negotiations and contract administration by conducting OCSEA Contract Training for 575 participants and Interest-Based Bargaining Training for 529 participants.

The training section continues to offer customized training in all areas pertaining to collective bargaining and has refined the process for agency-requested training to be specific to a department, division or work area as needed.

Agreement negotiated with child care providers

Independent Child Care Home Providers were granted the opportunity to collectively bargain by Governor Ted Strickland's Executive Order 2008-02S. The Independent Child Care Home Providers chose AFSCME, Ohio Council 8, as their exclusive representative.

The Office of Collective Bargaining represented the state during the election process and served as the governor's designee for the negotiations.

Office of Information Technology: Overview

H. Samuel Orth, Deputy Director

The Office of Information Technology, within the Ohio Department of Administrative Services, delivers statewide information technology and telecommunication services to state government agencies, boards and commissions as well as policy and standards development, lifecycle investment planning, and privacy and security management.

INVESTMENT AND GOVERNANCE assists state agencies by providing IT policy, standards, bulletins, and procedures; investment planning, contract management, research and project support services.

INFRASTRUCTURE SERVICES operates the IT infrastructure, which includes hardware, software and telecommunications, for the state. The division consists of the following business units:

- Enterprise Mainframe Computing Services is a provider of shared mainframe IT infrastructure and resources. Traditional Data Center services include Computer Operations, Systems Programming, Data Base Support and Disaster Recovery testing.
- Enterprise Open Systems is a provider of shared IT infrastructure and resources, offering a wide complement of traditional data center services across UNIX and Windows/Open platforms.
- Unified Network Services provides voice and data solutions to state and local governments, functions as the state's Internet service provider and administers telecommunication contract services.
- Enterprise Shared Services focuses on efficient use of technologies in support of enterprise and multi-agency initiatives by providing services that include electronic forms filing, secure data interchange and exchange, e-Payment engine, business intelligence and reporting, collaborative tools, GIS and Ohio Geographically Referenced Information Program (OGRIP) services.
- The Multi-Agency Radio Communication System (MARCS) provides an 800 Hz digital trunked voice and data communication

backbone for statewide interoperability in a single system for public safety agencies and first responders. MARCS serves state, county, local and other public safety responders.

DIGITAL GOVERNMENT coordinates strategies for delivery of government information and services electronically. Digital Government oversees the Ohio Portal, which enables constituent access to state information and services via the Web, including Ohio.gov and the Ohio Business Gateway, a multi-agency reporting and payment application for businesses.

THE OHIO ADMINISTRATIVE KNOWLEDGE SYSTEM (OAKS) PROJECT MANAGEMENT OFFICE oversees OAKS, an enterprise resource planning software system integrating central government business functions, including human resources, procurement, budgeting, accounting and asset management.

THE OFFICE OF INFORMATION SECURITY AND PRIVACY MANAGEMENT works with internal and external agency customers to lead the creation, implementation and management of enterprise efforts for information assurance, security, privacy, risk management, disaster recovery and business continuity.

Office of Information Technology: Highlights

INVESTMENT AND GOVERNANCE DIVISION

Server virtualization project begins

Server consolidation was among the initiatives state agencies were ordered to pursue in Governor Ted Strickland's Executive Order 2009-07S, "Implementing Additional Spending Control Strategies."

The DAS Office of Information Technology identified server virtualization as an approach to consolidating servers that will significantly decrease energy, server hardware and server provisioning costs while improving operational agility.

In April 2009 the Enterprise IT Architecture and Policy group teamed up with the Windows Systems Services group to develop a strategy that would enable the Office of Information Technology to achieve its goal of virtualizing 283 servers onto a 23-node cluster of virtual servers, resulting in a 91 percent reduction in the number of servers.

Virtualizing 283 servers is estimated to create the following savings:

- Server power and cooling consumption: \$255,360 savings over five years and a reduction in peak kilowatt demand for operating power of 105 kilowatts;
- Carbon emission reduction: 2,833,911 pounds a year difference;
- Server hardware: \$3,463,597, an 83 percent savings over three years;
- Server provisioning: \$687,305, a 92.5 percent savings over three years;

The first phase of the project was completed by the end of the fiscal year with the virtualization of 60 servers.

PC costs lowered

Throughout the fiscal year, the DAS Office of Information Technology participated in a multi-state collaboration of technology and purchasing professionals to establish market price benchmarks for commonly configured PCs used in state and local government.

Using these market price benchmarks for desktop and notebook computers, the Office of Information Technology and the DAS General Services Division renegotiated all contract prices for standard client computer hardware.

The result of using an informed market price for PCs was a 7 percent reduction in the average price paid by state agencies for standard desktop and notebook computers plus essential accessories, such as keyboards, from \$880 in fiscal year 2008 to \$820 in fiscal year 2009.

In addition, DAS worked on behalf of the Ohio Department of Job and Family Services to renegotiate the contract price for standard desktops deployed in its county operations, decreasing the unit price 21 percent. As a result, Job and Family Services' acquisition of 4,935 desktop computers during the fiscal year resulted in an accumulated savings to the agency of \$715,575. The savings benefit to other agencies that acquired similar equipment on the contract during the fiscal year is estimated at \$150,000 to \$200,000.

IT spending controls save \$4.2 million

During fiscal year 2009, the Investment and Governance Division continued to carry out the IT portion of the statewide equipment spending controls that began in the middle of the previous fiscal year as the result of an executive order from Governor Ted Strickland.

During the fiscal year, approximately \$4.2 million in deferred single agency hardware and software spending was realized.

In addition, agencies performed an increased self-governance role in their IT procurements.

Project Success Center launched

The Investment and Governance Division launched the Project Success Center, focusing on pilot projects with some of our state's largest systems implementation projects.

The purpose of the Project Success Center is to work with agencies to identify project management practices for complex projects and to improve coordination of complex issues between DAS and customer agencies.

According to a Pew Research Center study, 85 percent of large systems projects nationwide fail to come in on time or on budget.

The center began the effort by working with the following three projects:

- Ohio Department of Job and Family Services' Medicaid Information Technology System (MITS) project to replace the state's Medicaid system
- Ohio Department of Taxation's State Taxation Accounting and Revenue System (STARS) project to replace the state's taxation management system
- Ohio Lottery Commission's project to replace its game management system

During fiscal year 2009, the Project Success Center worked with the MITS team on significant changes to the project, including transitioning to having a vendor, HP/EDS, host the MITS system – unique in the state because this contract is one of the first solutions contracts of this type and this magnitude.

Through these three projects a significant body of practices was identified for large project efforts and changes to the state's contracting methods.

IT investment planning program deployed

The Investment and Governance Division deployed a new statewide IT Investment Planning program that incorporates an integrated approach to lifecycle investment planning.

The benefits of this integrated planning environment include the following:

- Provides oversight, instruction and guidance to state agencies in the development of their biennial IT plan;
- Supports the optimization of IT investments and IT assets through agency collaborations, leveraging technology solutions and identifying opportunities for enhanced business process and consolidation and unification of technology solutions;
- Oversees the development and evaluation of bid documents and proposals for the procurement of IT systems and services; and
- Provides evaluation and analysis support to agencies in the execution of IT procurements facilitated through the State of Ohio release and permit application.

INFRASTRUCTURE SERVICES DIVISION

OAKS infrastructure support provided

The Office of Information Technology's Infrastructure Services Division provided a variety of support to the Ohio Administrative Knowledge System (OAKS) during fiscal year 2009.

Projects included the Enterprise Computing staff assuming responsibility for monitoring OAKS batch processing after undertaking a significant amount of training in a short time period. This was a new and significant additional responsibility for the staff.

The staff monitored more than 4,000 batch jobs each week for OAKS financials and payroll systems.

E-mail Services Group helps migrate SERB

The accomplishments of the E-mail Services Group during fiscal year 2009 included the following:

- Migrated the State Employment Relations Board from its own Exchange e-mail system to the OIT Exchange service.
- Evaluated, procured and implemented a solution, ZIX, for encrypting outgoing e-mail messages that contain sensitive data.
- Implemented an Exchange global address synchronization process between the OIT Exchange system and the Exchange system of the Ohio Department of Development.

Ohio Statewide Imagery Program nearly complete

The Ohio Statewide Imagery Program is nearing completion. The project has successfully captured and processed high resolution imagery and elevation data for the entire state.

The resulting color orthophotography, LiDAR (light detection and ranging system) and digital elevation model is supporting the activities of numerous state and federal agencies ranging from emergency response and mitigation to landslide prediction, transportation project planning, floodplain management and coastal erosion.

In addition to the core imagery and elevation products received by the state, 28 Ohio counties have obtained enhanced imagery and elevation products resulting in a combined savings to state and local governments of approximately \$4.5 million.

GIS Shared Services helps state conservation efforts

The Geographic Information Systems (GIS) Support Center began building mapping applications for the Ohio departments of Natural Resources and Commerce during fiscal year 2009.

The Natural Resources project involves developing an Ohio Conservation GIS application integrating data from several state and local agencies to provide local soil and water conservation districts with a uniform set of tools for analysis and reporting.

The Commerce project for the State Fire Marshall provides access to a national incident reporting database and provides the ability to identify clusters of activity as well as analyze response time based on proximity of an incident to the location of responders, useful for identifying high growth areas and new fire house locations.

In addition, the GIS Support Center is providing operational support for projects previously completed for the Ohio Investigative Unit, the Bureau of Underground Storage Tanks Registry and the Ohio Department of Homeland Security. The center also is providing enterprise geocoding services supporting applications for the Ohio departments Health, Job and Family Services, Public Safety and Taxation.

Each of these projects leverage map services running on the GIServOhio platform, providing a shared service environment to allow the integration of individual map services into multiple mapping applications, resulting in cost savings to the agencies.

MARCS comes to rescue of flooded village

The Multi-Agency Radio Communication System (MARCS), which is the state's comprehensive wireless communication system for emergency and public safety forces, had several successes during fiscal year 2009, including the following:

- Maintained uninterrupted service for more than 99.9 percent of the time.
- To enhance communication among first-responders in northwest Ohio, eight counties joined MARCS because it was the most cost-

Nearly 14,000 physical tapes and racks were eliminated by the end of the fiscal year, resulting in the recapturing of 1,500 square feet of floor space.

effective means to improve communications among the counties in the region, providing an avoidance of more than \$28 million in costs during the first five years compared to a regional solution. The counties are Allen, Auglaize, Hancock, Hardin, Henry, Mercer, Putnam and Van Wert.

- Added the first responders of Carroll, Columbiana and Ashtabula counties to the system, utilizing MARCS as their voice radio platform.
- For the third time in two years, MARCS came to the rescue of the Village of Ottawa. After a severe storm in March 2009 caused two rivers in Putnam County to flood, MARCS personnel and equipment were deployed to the flooding scene.
- Finalized an agreement with the Ohio Rural Electric Cooperatives to provide the combined 27 co-ops with a single voice radio platform, allowing statewide interoperability not only amongst themselves but also with all other MARCS users.
- Completed lock-and-key upgrades for the system's 210 remote tower/shelter sites, greatly enhancing security and limiting access to these sites.
- Added more than 8,000 additional radios to the system to the benefit of all Ohio first responders.
- Coordinated all interoperability initiatives for all of Ohio's police, fire and emergency medical services by serving as the administrative agent for the Ohio Statewide Interoperability Executive Committee.
- Serve as the Statewide Interoperability Coordinator as designated by the U.S. State Department of Homeland Security.

By the end of the fiscal year, MARCS was serving 19 state agencies, 135 local health departments, 195 hospitals, all 88 county sheriff's offices and county Emergency Management Agencies, and more than 735 fire, police, first-responder and service department agencies. MARCS was supporting voice and data services using a total of 205 tower sites and supporting more than 31,790 voice users and more than 1,856 mobile data devices and computer-aided dispatch workstations.

Tape consolidation recaptures 1,500 square feet

The many other accomplishments of the Infrastructure Services Division during fiscal year 2009 included the following:

- In December 2008, Mainframe Tape Services began to reduce and condense its physical tape library. Nearly 14,000 physical tapes and racks were eliminated by the end of the fiscal year, resulting in the recapturing of 1,500 square feet of floor space.
- In May 2009, the division successfully upgraded its mainframe computer systems to dual IBM 2094-505's. The 18 percent increase in computing capacity was necessary due to significant and ongoing use of these mainframe systems, which support many online transactions such as child support payments, welfare entitlements and food stamps.
- The Microsoft Office SharePoint Server was established as an enterprise collaborative tool for agencies to meet growing functional and operational needs. Since its inception, numerous sites have been created to assist agencies with federal and state mandates.
- Enterprise Shared Services replaced numerous single-purposed database servers with a consolidated database cluster shared by multiple applications. This reduces costs to support applications, increases system efficiencies and decreases power consumption.

OAKS PROJECT MANAGEMENT OFFICE

OAKS transitioned to managed services model

Closing the original three-year implementation of the Ohio Administrative Knowledge System (OAKS) in July 2008 set the stage for efforts to stabilize the state's complex enterprise resource planning (ERP) environment.

To help create an OAKS organization that could most effectively support the current and future business needs of the state, the state entered a 5-year contract with Accenture to manage the application and infrastructure portion of OAKS under a management services model.

In June 2009 Accenture began to manage the application portion of OAKS.

The move to a managed services environment allows the state to access and leverage best practices, lower overall operating costs and contractually enforce service-level agreements across the OAKS environments.

In addition, the stabilization of the OAKS environment allows the state to prepare for additional opportunities to extend and leverage the ERP technology in support of state initiatives designed to lower the cost of state operations.

In this new environment, state employees retain management of the OAKS functions where significant knowledge capital and a deep understanding of state-related operations is required. This includes strategy, governance, business interfaces and other customer-facing support functions.

To effectively manage the transformation, the OAKS team worked closely with stakeholders on effective process definition and deployment, training and education, knowledge transfer and communications.

The OAKS project management office now serves as a service assurance group focused on strategy, architecture and project management. The office works with central agencies to strategically align across central agencies on stated priorities. A key function of the office is to direct the managed services vendor in delivery of those stated priorities across the portfolio of projects.

OFFICE OF INFORMATION SECURITY AND PRIVACY MANAGEMENT

Information security and privacy efforts expanded

Ohio's awareness about data protection issues and its ability to secure sensitive data has been a significant focus within DAS.

To further enhance the state's privacy and security efforts, DAS added the position of a statewide chief information security officer, who started in March 2009, to work in tandem with the state chief privacy officer. Together they lead the Office of Information Security and Privacy Management.

The Office of Information Security and Privacy Management's charter is to partner with internal and external agency customers to lead in the creation, implementation and management of enterprise efforts for information assurance, security, privacy, risk management, disaster recovery and IT business continuity services.

Accomplishments of the office during fiscal year 2009 included the following:

- Concluded an evaluation of 28 agency security compliance reports and completed an analysis of each agency's policy maturity as measured against the 16 statewide security policies.
- Conducted several IT security and privacy education and awareness activities to ensure state personnel responsible for safeguarding the state's IT assets are well informed in today's fast changing IT market and able to apply established security principles.

- Collaborated with individual state agencies to improve IT security and privacy. For example, the office provided support and guidance to the Ohio Office of Budget and Management's Office of Internal Audit on information security, privacy and control structures. The office also worked with the DAS Human Resources Division and Office of Collective Bargaining to improve the process of conducting new employee background checks.
- Implemented the use of a vulnerability manager tool. The office identified the need for such a tool based on previous vulnerability testing. The tool, purchased in August 2008, scans all devices -- including servers, routers, network switches and printers -- to determine if security patches have been applied to the software of the device.

Data Protection Subcommittee meets

The Data Protection Subcommittee of the Multi-Agency CIO Advisory Council represents the privacy and information security leaders of approximately 30 agencies. The subcommittee has met monthly to work to develop common solutions to the security challenges state agencies face.

The committee is lead by the chief information security officer and chief privacy officer along with an agency representative. The Office of Information Security and Privacy Management provides support for the subcommittee's projects.

Office helps implement House Bill 648

To protect citizens against inappropriate searches of their confidential personal information housed in state databases, DAS began helping to implement a new law during fiscal year 2009.

House Bill 648, which was proposed in late 2008 and enacted into law in April 2009, requires state agencies, boards and commissions to adopt policies governing state employee access to confidential personal information contained in state records.

The DAS IT security and privacy team worked with the Data Protection Subcommittee to determine the impact of the legislation and provide an analysis to the executive and legislative decision-makers.

Following the passage of the legislation, the team assisted executive decision-makers with the development of a management directive to serve as initial guidance to agencies on implementation of the statute. At the close of the fiscal year, a number of initiatives were underway to help agencies implement the new requirements.

Agency-wide Initiatives

ADMINISTRATIVE SUPPORT DIVISION

Division serves as backbone

The Administrative Support Division serves as the backbone for DAS. Its component offices and their duties are as follows:

- The Office of the Director provides oversight, guidance and policy for all DAS divisions.
- The Office of the Chief Legal Counsel provides legal services to DAS divisions, ranging from assisting the Ohio Attorney General in trial preparation and discovery to reviewing contract awards and certifications, advising on administrative rules and statutory requirements and providing recommendations on procurement, construction management, labor and human resources matters.
- The Office of Communications and External Relations oversees media relations and promotes DAS programs and services. The office also serves as the liaison between DAS and the legislature.
- The Office of Employee Services is responsible for all aspects of human resources for DAS, including payroll, benefits, EEO compliance, classification and compensation, recruitment and labor relations as well as several employee programs such as charitable campaigns, blood drives and the agency employee recognition program.
- The Office of Finance establishes fiscal policy for the agency and provides fiscal services and support in the areas of budgeting, accounting, financial reporting and internal control.
- The Office of Information Technology Services provides information technology support for DAS, the Office of the Governor and state boards and commissions.

INFORMATION TECHNOLOGY SERVICES

OAKS CI is in production

The DAS IT Services' local area network team completed building the physical hardware environment to house the Capital Improvements (CI) module of the Ohio Administrative Knowledge System (OAKS) during fiscal year 2009.

OAKS CI is a Web-based project management system which stores data for all capital construction projects. It includes requests for qualifications and construction bidding opportunities.

The Capital Improvements module team includes the State Architect's Office, which is a part of the General Services Division, representatives from the Ohio State University, Kent State University and the Ohio Department of Mental Health as well as stakeholders representing other state institutions and institutions of higher education.

All state agencies, state-funded colleges and universities and the State Architect's Office have access to the module, which is estimated to save the state about \$2.4 million annually.

Stimulus Web site created

The many Web sites created by the DAS IT Services' Web development team during fiscal year 2009 included the State of Ohio Federal Stimulus Initiative Web site for public submission of projects for potential stimulus funding.

The Web site, which includes an online form, is the primary point for entering requests for stimulus funding for the State of Ohio and immediately received hundreds of submissions.

The Central Service Agency processed more than 18,000 fiscal documents for state professional licensing boards and commissions who do not have staff to perform these functions.

CENTRAL SERVICE AGENCY

CSA brings boards into OAKS

During fiscal year 2009, the Central Service Agency continued setting up its customers into the Ohio Administrative Knowledge System (OAKS) and training them how to use the new electronic workflow process.

The Central Service Agency, which is part of the DAS Office of Finance, provides payroll, administrative and financial services for boards and commissions.

During fiscal year 2009, the agency processed more than 18,000 fiscal documents for state professional licensing boards and commissions who do not have staff to perform these functions.

The agency also processed about \$16 million in payroll for its customers and also served two non-customer agencies during gaps in staffing.

GIVING BACK

Employees continue tradition of giving

DAS employees continued their long tradition of giving back to the community during fiscal year 2009.

For example, employees contributed \$151,876 to the 2008 State of Ohio Combined Charitable Campaign, surpassing the assigned goal by nearly 18 percent. The statewide campaign was again co-chaired by DAS Director Hugh Quill.

Several employees used leave time to volunteer for the campaign's Community Care Day, a day held each September when volunteers from throughout the community assist nonprofit organizations. Volunteers from DAS spent the day at the Central Ohio Diabetes Association in Columbus. Their tasks included stuffing mailings, conducting surveys and inventorying supplies.

DAS employees also contributed \$5,181 and 844 pounds of food to the Mid-Ohio FoodBank as part of the 2008 Holiday Food Basket Campaign.

Employees also donated the equivalent of 16,389 meals to the Mid-Ohio FoodBank during the 2009 Operation Feed campaign.

In addition, DAS employees donated a total of 254 productive units of blood during drives held in the Rhodes Tower Blood Donor Center and DAS General Services Division headquarters, potentially saving an estimated 762 lives.

2009 Fiscal Year Departmental Disbursements

The disbursements of the Ohio Department of Administrative Services during fiscal year 2009 totaled \$360,828,692.

Disbursements included statewide support services totaling \$147.3 million. These funds consisted primarily of rent and maintenance payments for state-owned and -occupied buildings.

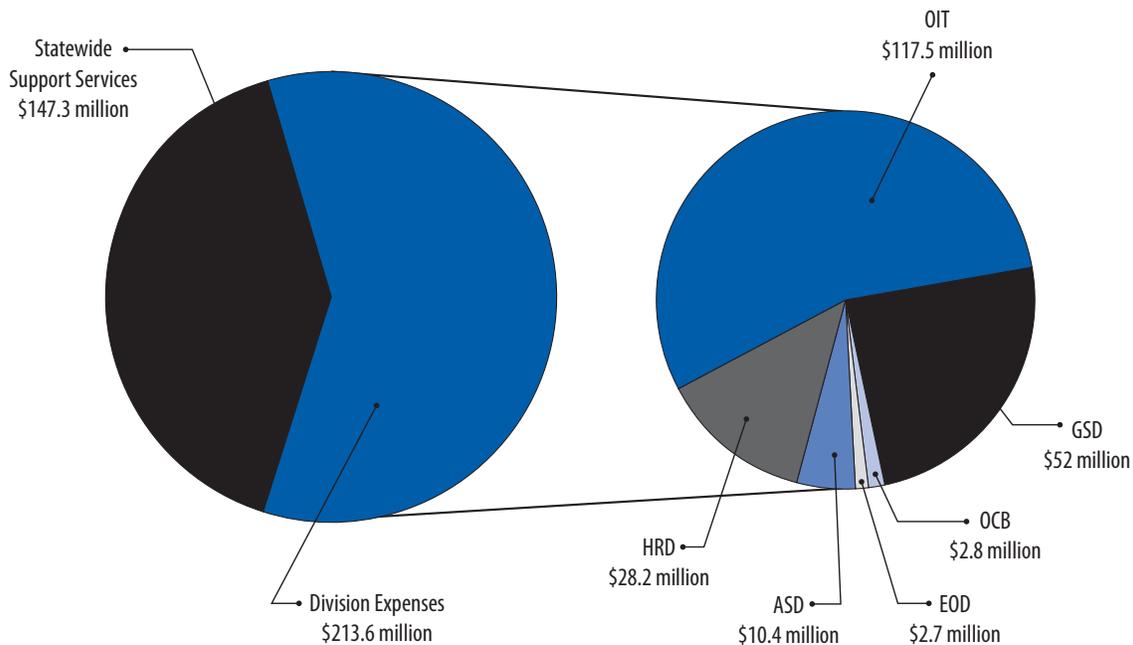
The remaining disbursements were the expenses of the DAS divisions, which totaled \$213.6 million, which equaled approximately 59 percent of the total DAS disbursements for the year.

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, \$2.7 million; General Services Division, \$52.0 million; Human Resources Division, \$28.2 million; Office of Collective Bargaining, \$2.8 million; Office of Information Technology, \$117.5 million; and Administrative Support Division, \$10.4 million.

Of the total division expenses, only 4.8 percent – \$10.1 million – was funded through the state’s general revenue fund.

DAS FY2009 Disbursements



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

Boards and Commissions

The Ohio Department of Administrative Services is assigned to the following boards, commissions, task forces and committees:

- Economic Growth Cabinet
- E-Tech Ohio Commission
- Governor's Residence Advisory Commission
- Health Information Partnership Advisory Board
- Multi-Agency Radio Communication System (MARCS) Steering Committee
- Ohio Academic Resources Network (OARnet) Governing Board
- Ohio Broadband Council
- Ohio Business Gateway Steering Committee
- Ohio Commission on African American Males
- Ohio Criminal Justice Information System Governing Board
- Ohio Dr. Martin Luther King, Jr. Holiday Commission
- Ohio Emergency Management Agency
- Ohio Geographically Referenced Information Program
- Ohio Minority Business Advisory Council
- Ohio School Facilities Commission
- Public Employees Deferred Compensation Program
- Public Employees Retirement System
- State of Ohio Combined Charitable Campaign Steering Committee
- State of Ohio Vehicle Management Commission

Acknowledgments

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