



Administration and Business Services
Information Resource Management (IRM)
Strategic Plan
2017-2019

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1 EXECUTIVE SUMMARY

The Administration and Business Services Information Resource Management (IRM) Strategic Plan describes the strategic drivers, current state of Information Technology (IT) and a forward-looking approach to supporting the mission, goals and priorities of the agencies within the policy area. The plan is intended to help realize the vision of the Governor and the State CIO (Chief Information Officer) for the future of technology in state agencies, identifying opportunities, strategic goals and objectives to improve IT alignment within the individual agencies, across the policy area and the enterprise.

The agencies, boards and commissions currently included in the Administration and Business Services policy area are listed below:

Administration and Business Services Agencies	
Department of Revenue (DOR)	Department of Consumer and Business Services (DCBS)
Department of Administrative Services (DAS)	Public Employees Retirement System (PERS)
Public Utility Commission (PUC)	Bureau of Labor and Industries (BOLI)
Construction Contractors Board (CCB)	Office of the Governor (GOV)
Employment Relations Board (ERB)	Board of Accountancy (BOA)
Oregon Board of Architect Examiners (ORBAE)	Oregon Board of Tax Practitioners (OBTP)
Appraiser Certification and Licensure Board (ACLB)	Oregon Advocacy Commissions Office (OACO)
*Oregon State Lottery (OSL)	*Secretary of State (SOS)
*Oregon State Treasurer (OST)	

**Exemptions from OSCIO oversight by statute*

The IRM Plan identifies several policy area **strategic goals** to inform the future state. These common goals provide guidance to the Administration and Business Services agencies on IT strategy development, project planning and prioritization:

- **Strategic Goal #1 - Customer Focus:** Improve access to state services with a focus on customer priorities and improving the customer experience.
- **Strategic Goal #2 - Sustainability:** Modernize critical state business functions and IT services using technologies and approaches that provide for:
 - a. Increased business agility
 - b. Maintainability (continuous improvement and lifecycle management)
 - c. Ongoing compliance with data protection, transparency and accountability requirements
- **Strategic Goal #3 - Enterprise Focus:** Increase use of enterprise and shared IT services to eliminate redundancy and achieve business efficiencies.
- **Strategic Goal #4 - IT Strategy and Governance:** Mature IT strategic planning and governance processes to support critical modernization efforts and improve enterprise alignment.

2 INTRODUCTION AND IRM PURPOSE

The Administration and Business Services Information Resource Management (IRM) Plan reflects existing agency priorities, the State CIO's Enterprise IRM Strategy (EIRMS¹) and the Governor's vision. Alignment of IT investments with enterprise and policy area strategies is the goal, and the purpose of this IRM Plan is to serve that goal. It represents part of the State CIO's statutory obligation to support the Enterprise IRM Strategy through biennial information resource management planning.

The IRM Plan describes the strategic drivers, current state and planned IT activities within the policy area for the 2017-2019 biennium. Strategic goals and objectives are provided to guide agencies in development of their IT strategic and operational plans. The plan will also support multi-agency shared service approaches to IT services and information management.

Current Business Context:

As the first ever IRM Plan developed for the entire Administration and Business Services policy area, the majority of this document pertains to the current state, reflecting existing IT operations and initiatives and identifying future opportunities to improve information and technology management. The document provides a foundation for more aspirational IT planning in the future; It is expected that as greater alignment occurs, future IRM plans will provide more strategic direction.

One outcome of this planning effort will be the ongoing interactions between the agency CIOs and the Office of the State CIO (OSCIO) Strategic Technology Office to continue exploring opportunities related to the shared strategies, initiatives and objectives identified in this document.

3 STRATEGIC INFORMATION MANAGEMENT FRAMEWORK

3.1 OVERVIEW

Several strategic plans and drivers inform the development of the policy area IRM Plans:

- At the highest level, the policy area IRM Plan and priority project initiatives must support the **Governor's Vision** as well as align with and support the State Chief Information Officer's **Enterprise Information Resource Management Strategy (EIRMS)**.
- At the next level, the **Administration and Business Services IRM Strategic Plan** supports the information resource management of the agencies, boards and commissions, establishing shared IT strategies and objectives for the policy area. These strategies and objectives represent areas where there are commonalities among the agency business models.
- **Agency Strategic Plans** provide specific guidance and direction on priorities unique to the agency's individual mission. All of the agencies of the Administration and Business Services policy group have developed organizational mission statements to describe the primary objective of the organization. Many have also adopted agency vision, values, and strategic goals. These components are often developed as part of a comprehensive strategic plan for the organization, providing direction on specific priorities to focus the organization's resources and establishing shared expectations between stakeholders, employees and customers. For the agencies that have developed strategic plans, these will clearly inform the organization's IT strategies and project initiatives included in this policy area IRM Plan.

^{1 1} The Enterprise Information Resource Management Strategy (EIRMS) can be accessed at the following site:
https://services.oregon.gov/das/OSCIO/Documents/2015_EIRMS_Final.pdf

This section highlights the business drivers and strategic planning documents supporting alignment of IT within the policy area and informing future IT strategy, as summarized in the diagram below:



3.2 DRIVERS

State and Federal Mandates:

Many state and federal mandates drive the agencies in the Administration and Business Services policy area. These include:

- Statutory requirements defining the mission, legal obligations and legislative direction for the agencies
- Federal Tax Information, IRS Publication 1075 (FTI)
- Center for Medicaid Services (CMS) requirements impacting the Oregon Health Insurance Marketplace (ORHIM), managed by DCBS
- Federal regulations related to banking, credit unions, securities, insurance and mortgage impacting the DCBS, Division of Financial Regulation (DFR)
- Federal Occupational Safety and Health Administration (OSHA) regulations and requirements impacting Oregon OSHA, DCBS
- Office of the State Chief Information Officer (OSCIO) enterprise IT and Information Security policies, standards and guidelines
- Governor Brown's Executive Order 16-13 unifying cybersecurity through the remainder of the biennium, and Legislative Concept [LC] 779 which would make the unification permanent
- Secretary of State audit findings

These mandates inform both IT planning and management in areas such as information asset classification and security, enterprise architecture and transparency.

Stakeholder Expectations:

The stakeholder community for the agencies in this policy area is very diverse, including the citizens of Oregon as taxpayers and consumers, the statewide business communities, state employees and other state agencies in the case of the Department of Administrative Services. In addition, the smaller agencies also serve a variety of customers including the many small businesses across the state. Due to this diversity, there is a large range of expectations for stakeholder groups. A few examples of priority stakeholder expectations influencing the Administration and Business Services agencies include:

- Increasing customer demand for simple, accessible and integrated IT services including mobile access and self-service
- Continued need for modern IT solutions that enable administrative agencies to reliably provide and administer critical state services and attract potential employees to work for state agencies
- Consistent protection of customer information, in conjunction with a focus on transparency and accountability
- Increased demand for public data, collected or stewarded by the State, to be made proactively available and easy to access
- Increased demand from state agencies for data access and tools to support decision-making associated with financial management, human resources and other enterprise data managed by the Department of Administrative Services (DAS)
- Increased public, legislative and OSCIO interest in use of enterprise and shared services to reduce redundancy and cost associated with state services

Fiscal Responsibility:

Increasing demands and fiscal constraints require additional leadership and innovation across all state organizations, programs and partnerships. Agencies are looking for new opportunities for IT to help eliminate redundancy and provide efficiencies in meeting business demands. Addressing the risks associated with technology obsolescence and utilizing shared IT services for common business requirements will reduce resource and funding needs both within and across agencies.

External Factors:

The evolving landscape of technology solutions supporting common business functions as well those specific to the mission of public sector agencies continues to introduce new opportunities for improving administrative functions of the State of Oregon. However, these innovations frequently put a strain on the current technical infrastructure that is often outdated and not designed with future integration in mind. Agencies must continue to stay informed of technology and public sector trends and develop modernization strategies that support more flexible and incremental approaches to transforming and maintaining the state's critical IT services.

Agency Priorities:

Every agency in the Administration and Business Services policy area has a unique mission and role to play in supporting the overall mission of providing excellence in government. Each has a different set of immediate goals, organizational strengths and challenges.

Many of the individual agency priorities are reflected in the IT initiatives and shared objectives highlighted in this document. In addition, the mission and current priorities for each agency are included in [Appendix B – Agency Specific Information](#).

3.3 GOVERNOR'S VISION

Governor Brown has established the following strategic vision for the state:

Vision: Oregonians succeed in vibrant communities that offer opportunities for all individuals to engage their full potential.
A thriving Oregon is resilient and sustains the well-being of current and future generations.

Focus area leadership identified several key themes for consideration within the policy area and across the enterprise to provide **Excellence in Government**:

In working to achieve the Governor’s vision, Oregon state government will:

- Be open, accessible and accountable to its people
- Reflect the diverse experiences and communities of all Oregonians
- Add value to Oregon’s overall economic enterprise

3.4 ENTERPRISE INFORMATION RESOURCE MANAGEMENT STRATEGY

The policy area IRM Strategic Plan aligns with the **Enterprise Information Resource Management Strategy (EIRMS)** developed by Dr. Alex Pettit, the State Chief Information Officer (CIO). The EIRMS provides a shared vision to guide decision making related to Information Technology. The strategy provides a roadmap for a multi-agency approach to information resource management as well as a framework for understanding Enterprise Architecture and a desired model for the future state.

Several guiding principles are provided in the 2015 EIRMS that directly support and align with the current Enterprise Leadership Team (ELT) vision. These principles (abbreviated for inclusion here) also represent the guiding principles for this policy area IRM Strategic Plan:

Business-driven: Information resource management is focused on achievement of state and agency mission objectives and the overarching operational requirements of state government.

Oversight, Control, and Transparency: Effective oversight and control mechanisms guide information resource investments, deployment and use. Transparency assures fiscally responsible investment management without applying unnecessary procedural burdens or roadblocks.

Iterative Progress and Solutions: Incremental approaches to both solution design and implementation in an iterative process will be incorporated into our meta-models for process definitions. Iterative development of IT solutions allows us to take advantage of what was learned during development of earlier parts or versions, supporting course corrections and enabling “go” or “no-go” decisions on whether to continue the investment at predefined points of delivery.

Innovation: IT innovations appear routinely, disrupting the best practices for delivering services. Identifying and successfully incorporating these disruptions into the delivery of state services is both a challenge and obligation.

Risk Tolerance: Risk tolerance and management too tightly controlled can keep solutions from meeting business needs. Understanding and addressing risk using the full range of options (avoidance, transfer, mitigation, and acceptance) is a key role of governance.

Optimization: IT solutions which address common business needs and lend themselves to shared services will support optimization by reducing the resources necessary to sustain the resulting systems.

Changeability / Adaptability: Develop project plans and solutions that can adapt in response to emerging challenges or as other opportunities evolve.

Security Foundation: Information security and integrity provide the foundation for optimized government operations, making every agency's contribution to that fabric of trust critical. Due diligence in the realm of information security and integrity is an imperative.

Strategic Simplicity: Standardization and elimination of redundancy is used to progressively simplify the information and technology resource base making more innovation and optimization possible. A bias to using existing state-owned solutions to meet newly articulated needs ensures maximum leveraging of previous taxpayer investments, organizational value, comprehensive functionality and strategic capabilities for all stakeholders.

Measured Achievement and Value: Ensure achievement and accrued value are incrementally measured and routinely reported as a means to verify and validate achievement and performance.

Additionally, the EIRMS provides several priorities for the state. These priorities are:

Transparency & Open Government
Stakeholder Focus
Enterprise Architecture
Business Intelligence and Analytics
Project Oversight

As with policy group strategies and agency-specific objectives, these priorities should be considered and reflected in each agency's IT strategic plans and project initiatives.

3.5 IRM GOALS AND OBJECTIVES

Several priority IT strategic goals and shared objectives have been identified for the Administration and Business Services policy area.

3.5.1 Strategic Goals

Based on the themes identified through the Governor's Excellence in Government focus area, the State CIO's EIRMS as well as current priorities of the agencies, the following common IT strategic goals have been identified for the Administration and Business Services policy area:

Strategic Goal #1 - Customer Focus: Improve access to state services with a focus on customer priorities and improving the customer experience.

- Customer-driven strategies focus on understanding and targeting the needs of an organization's customers. Although private sector businesses have embraced these strategies for some time, this is a relatively new priority for public sector organizations. As mentioned above, there is a diverse set of customers for the agencies in this policy area including citizens, consumers, businesses, employees, vendors, etc.
- Both the external and internal State of Oregon customer experiences with private sector services are changing the expectations for government agencies. Customer-focused businesses commonly provide access to services featuring easy-to-use and frequently updated web and mobile services using customer specific information and self-service options.
- Customer requirements and customer experience (CX) improvements should be a primary consideration for all business transformation projects involving IT services.
- Focusing on customer requirements can also provide opportunities for shared services as agencies must work together to provide services viewed from the customer perspective.

Strategic Goal #2 - Sustainability: Modernize critical state business functions and IT services using technologies and approaches that provide for:

- a. Increased business agility
- b. Maintainability (continuous improvement and lifecycle management)
- c. Ongoing compliance with data protection, transparency and accountability requirements

Other considerations for modernization strategies focused on sustainability include:

- Addressing current risks associated with technology obsolescence
- Avoiding the need for future replacement of outdated, monolithic systems
- Considering increased use of cloud services where appropriate (reference strategic guidance provided through the OSCIO Cloud Policy)

Strategic Goal #3: Enterprise Focus: Increase use of shared and enterprise IT services to eliminate redundancy and achieve business efficiencies.

The primary opportunities for increased use of enterprise or shared services currently include:

- **IT infrastructure:** All areas of state government are working on increasing the effectiveness of their IT infrastructure. It is imperative for agencies to deliver IT infrastructure to meet their business needs. This requirement also detracts from the agency's ability to focus on IT services more directly tied to the agency's mission. One key opportunity for agencies is to leverage the enterprise infrastructure services provided at the State Data Center (SDC) where possible.
- **Cross-agency partnerships:** It is equally important for agencies to leverage the effectiveness of their limited technology resources through increased cross-agency partnerships for common IT services. This is especially true for agencies that do not internally possess some of the required IT capabilities.

- **Data sharing:** There is an increasing interest in how the state’s enterprise administrative systems integrate and how enterprise data can better support customer needs and decision-making. This has led to a need for increased data sharing and governance both within and between agencies in the policy area, across the state and with external partners.

Fundamentally, the IT functions of the Administration and Business Services agencies must support the business outcomes of their agencies. Technology services support and enhance the business of the agencies. Therefore, the opportunities for cross-agency partnerships for shared services and data sharing must be **business-driven**, supporting the achievement of the agencies unique missions and priorities in addition to the overall enterprise objectives. The projects highlighted in this document represent some of the specific initiatives agencies are planning to enhance their business while also aligning with enterprise and policy area strategic objectives.

In support of these three primary strategic priorities, a fourth supporting strategy focuses on continued maturity of the IT organization:

Strategic Goal #4 - IT Strategy and Governance: Mature IT strategic planning and governance processes to support critical modernization efforts and improve enterprise alignment.

- Supports improved enterprise alignment within each agency and across the policy area
- Assists business leaders with decision-making regarding competing IT investments
- Aligns with the Governor’s vision and the EIRMS guiding principles for ensuring IT investments are business-driven and support transparency and open government

Each of these strategic goals describe opportunities and outcomes to guide development of shared objectives, more detailed agency IT planning and governance of IT investments. For FY 17-19, the policy area IT leadership has identified shared IT management objectives highlighted in the next section. Alignment of these goals and objectives is covered in [Section 6 – Mapping Strategic Goals and Objectives](#).

3.5.2 Objectives

Policy area IT leadership have identified seven (7) specific IT management objectives in support of the shared strategic goals for FY 17-19:

1. Objective 1 – Support cross agency partnerships for shared services

There are several shared service projects currently underway within the policy area:

- Five (5) administrative and health related boards are currently implementing a shared licensing system.
- DCBS and CCB are also partnering on a *Licensing System Upgrade* project based on their shared customers and business processes.
- DOR, DCBS and DAS are engaged in a multi-agency shared procurement for a new eProcurement system to replace legacy solutions and provide better end-to-end visibility on the procurement process. The Department of Forestry will be the initial agency to implement the solution.
- Following initial implementation of the HR Time and Attendance SaaS (Software as a Service) solution currently being implemented as a shared service by ODOT, DEQ and ODA. DAS will be assuming responsibility for administration of the service as an enterprise option.

Moving forward, agencies will explore additional opportunities for shared application services, where possible.

2. Objective 2 – Explore cross-agency partnerships for IT resource sharing and project support.

The agencies within the policy area recognize the need to improve collaboration between agencies in order to provide more effective IT support. Opportunities to be considered moving forward include:

- Partnerships between large agencies and smaller agencies or boards to provide ongoing IT support services. As an example, DAS currently provides technology support services to the Governor's Office.
- Partnerships to provide project support for smaller agencies (i.e. for implementation of enterprise IT services).
- Resource sharing between smaller agencies supported by interagency agreements.

3. Objective 3 – Increase cross-agency involvement with major transformation projects to encourage collaboration on modernization strategies.

Each of the larger agencies in the policy area are in the process of initiating or implementing major technology modernization programs. Including additional representation from other agencies on the steering committees or stakeholder teams for these programs and projects will provide an opportunity to collaborate on approaches and technologies that address the strategic goals for customer focus and sustainability.

4. Objective 4 – Support IT Security unification and a community focus on security.

The Administration and Business Services agencies will promote and support information security as a community effort. Specifically, agencies will support the Cybersecurity unification process, sharing security resources, technologies, policies and practices to provide a unified front to address priority security requirements both within the individual agencies and across the state.

5. Objective 5 – Migrate services to ETS to address infrastructure and disaster recovery priorities

In an effort to leverage enterprise grade technology, provide improved backup and DR (Disaster Recovery) services and an opportunity for agency IT resources to focus on their mission-specific IT services, both DCBS and PERS are currently engaged with Enterprise Technology Services (ETS) in planning to migrate specific infrastructure services to the State Data Center (SDC). DCBS is targeting completion of this process by the end of 2017. PERS' initial priority is utilizing the SDC to provide critical backup and DR services. Other systems will be migrated over time in conjunction the *ORION Business Modernization Program*. SDC migration for the smaller agencies should be considered at the next technology upgrade cycle.

6. Objective 6 – IT Strategic Planning

The agency CIOs that do not currently have a documented IT strategic plan have identified a need to develop strategies to drive IT investments and support their agency governance processes. Both DAS and DCBS are committed to making IT strategic planning a priority moving into the next biennium. The DCBS executive team recently began working on a strategic plan for the agency. Strategic planning efforts within the policy area will be supported by the OSCIO.

7. Objective 7 – Collaborate on IT governance improvements and best practices

All agencies have some challenges with obtaining the required level of maturity and effectiveness of governance within the agency. In addition, each of the larger agencies have plans to make IT governance process improvements with their leadership teams in order to improve decision-making. Policy area IT leadership have agreed to meet regularly to collaborate on challenges, shared strategies and successes related to improving IT governance within their agencies. This

will include documenting best practice guidelines for internal IT governance and discussing potential options for establishing IT governance across the policy area.

The next section provides an overview of the current IT environment for the agencies within the policy area. The information from the current state summary strongly influenced the development of the IRM strategic goals and objectives discussed in this section. Mapping alignment of these strategic goals and objectives is covered in [Section 6 – Mapping Strategic Goals and Objectives](#).

4 POLICY AREA IT OVERVIEW

4.1 IT ENVIRONMENT

The sections below provide an overview of the current state of IT within the policy area including information on IT workforce, budget, infrastructure, governance, strategy, information security and business continuity. Data was self-reported by the agencies through a survey administered by the OSCIO in August 2016 in addition to discussion with agency IT leaders. The survey is a valuable tool for assessing agency status and direction as well as creating a baseline for the future. In some cases, the answers to survey questions require additional context from the individual agency. Moving forward, OSCIO will consider improvements to the survey, while also ensuring meaningful longitudinal data.

Where applicable, this section also identifies opportunities for IT improvements. These opportunities strongly influenced development of the shared IRM strategic goals and objectives for the policy area.

4.2 IT WORKFORCE

The IT workforce is critical to supporting the State of Oregon and agency-specific missions. Each of the agencies with IT staff within the policy area have ongoing challenges in attracting and retaining the IT expertise and diverse work force required to meet current business needs. In addition, the larger agencies are on the front-end of major technology modernization efforts requiring shifts in the types of IT disciplines required to plan, transition and support the IT services required to deliver and maintain new business capabilities. In most cases, this includes a move away from siloed solutions to integrated enterprise technology services in addition to increased management of vendor-provided services.

Common staffing challenges identified by the agencies within the policy area and across the enterprise include lack of sufficient IT resources to support planning and implementation of new or improved IT services. These include Project Management, Business Analysis, Information Security and Architecture positions, among others. Other challenges include succession planning and addressing ongoing technology training needs.

One unique challenge currently facing DAS and the other agencies maintaining mainframe and other legacy applications is the limited number of technical resources supporting these systems. The staff resources providing ongoing maintenance for mission-critical systems are also required to support the transition to the new solutions. Agencies must explore options for retaining these staff as well as identifying options for training, sharing and contracting for additional support to mitigate the related risks.

The small boards and commissions also have a variety of IT needs but limited or no resources. This requires that agency staff support multiple responsibilities, utilize share services or contract for IT services to third party providers. This presents opportunities for use of enterprise and shared

services to address common business needs as well as some challenges related to maintaining and securing IT solutions managed independently by these organizations.

The following table provides a summary of the overall IT staffing currently supporting the agencies within this policy area:

Agency:	Agency FTE	IT FTE	IT FTE %
Department of Revenue (DOR)	1,012	69	6.8%
Department of Consumer & Business Services (DCBS)	953	65	6.8%
Department of Administrative Services (DAS)	813	49	6%
Public Employees Retirement System (PERS)	380	56	14.7%
Public Utility Commission (PUC)	126	7	4.7%
Bureau of Labor and Industries (BOLI)	101	3	2.9%
Construction Contractors Board (CCB)	62	3	4.8%
Office of the Governor (GOV)	61	0	N/A
Employment Relations Board (ERB)	13	0	N/A
Board of Accountancy (BOA)	8	0	N/A
Oregon Board of Tax Practitioners (OBTP)	4	0	N/A
Appraiser Certification and Licensure Board (ACLB)	6	0	N/A
Oregon Board of Architect Examiners (ORBAE)	3	0	N/A
Oregon Advocacy Commissions Office (OACO)	2	0	N/A

Note:

- *Because agencies each operates with different mandates, constraints and practices, comparisons between agencies should be made with significant caution.*
- *Source for staffing information: Total FTE from 2015-17 Legislatively Adopted Budget except for ACLB and ORBAE (information from agency); IT FTE from agencies*

4.3 IT BUDGET

High-level information on total budget and last fiscal year IT costs for the agencies within the policy area are summarized below:

Agency	Total 2015-17 Adopted Budget	*FY 2016 IT Costs
Department of Revenue (DOR)	\$317,633,809	\$23,742,087
Department of Consumer & Business Services (DCBS)	\$457,228,905	\$14,643,892
Department of Administrative Services (DAS)	\$1,190,718,485	\$7,300,000
Public Employees Retirement System (PERS)	\$9,818,619,966	\$11,304,297
Public Utility Commission (PUC)	\$111,106,254	\$1,404,685
Bureau of Labor and Industries (BOLI)	\$26,107,611	\$248,147
Construction Contractors Board (CCB)	\$14,659,027	\$125,000

Office of the Governor (GOV)	\$19,658,687	\$306,676
Employment Relations Board (ERB)	\$4,408,024	\$95,000
Board of Accountancy (BOA)	\$2,454,268	\$88,373
Oregon Board of Tax Practitioners (OBTP)	\$1,235,571	\$34,000
Appraiser Certification and Licensure Board (ACLB)	\$1,763,229	\$45,458
Oregon Board of Architect Examiners (ORBAE)	\$1,156,384	\$13,666
Oregon Advocacy Commission Office (OAC)	\$644,451	\$17,323

**Note: FY 2016 IT costs as reported by agency in OSCIO IT survey August 2016*

4.4 IT INFRASTRUCTURE

The Administration and Business Services agencies currently support a variety of IT infrastructure and support models. Of the four (4) agencies managing the most technology infrastructure, the agencies either are hosting their systems at the **State Data Center (SDC)** or are actively planning to migrate to the SDC. The three smaller agencies with IT staff (PUC, BOLI and CCB) currently maintain server infrastructure at their agency's administrative offices.

For the agencies or boards with no IT resources, applications are hosted by ETS or a third party provider. Several of the small administrative boards (OBTP, ACLB and ORBAE) have implemented a shared occupational licensing system hosted at the SDC.

A summary of the Data Center profile for the Administration and Business Services agencies is below:

Agency	At SDC	Data Center Profile
DOR	Yes	All DOR systems are hosted at the State Data Center (SDC)
DAS	Yes	158 of 164 DAS servers are hosted at the SDC. Print management systems are currently located at the Printing and Distribution facility.
DCBS	Yes / Migrating	DCBS currently maintains a data center at Labor and Industries building in Salem, (175 servers) and has some servers (35) already hosted at the SDC. Data Center migration planning is currently in progress with ETS with a target completion by the end of 2017.
PERS	Migrating	PERS currently maintains a data center at their administrative offices in Tigard (350 servers). Data Center migration planning is currently in progress with OSCIO/ETS with an initial focus on providing critical Disaster Recovery services.
BOLI	No	Data Center/ infrastructure located at the Portland State Office Building (9 servers)
PUC	No	Data Center / infrastructure located at Salem office (shared communications room with CCB, 29 servers)
CCB	No	Data Center / infrastructure located at Salem office (shared communications room with PUC , 12 servers)

Technology Support Services:

Several of the smaller agencies within the policy area utilize technology support services from the Department of Administrative Services (DAS) Technology Support Center (TSC). In addition to the Governor's Office, these agencies currently include the Board of Accountancy (BOA), Appraisers Certification and Licensure Board (ACLB), Employment Relations Board (ERB), Oregon Advocacy Commission (OAC) and Oregon Board of Tax Practitioners (OBTP).

Network Services:

Most of the administrative agencies utilize ETS to procure and manage wide-area network (WAN) services to provide connectivity between state offices. The state is in need of a new statewide network transport model that includes standardized pricing, terms, optimization of existing network infrastructure and improved service levels. Most importantly, a new statewide network model must provide flexibility, capacity and scalability to meet current and future needs for increased bandwidth and support enterprise security requirements. The OSCIO is currently partnering with state agencies, education and local government to develop proposals for improving broadband services statewide.

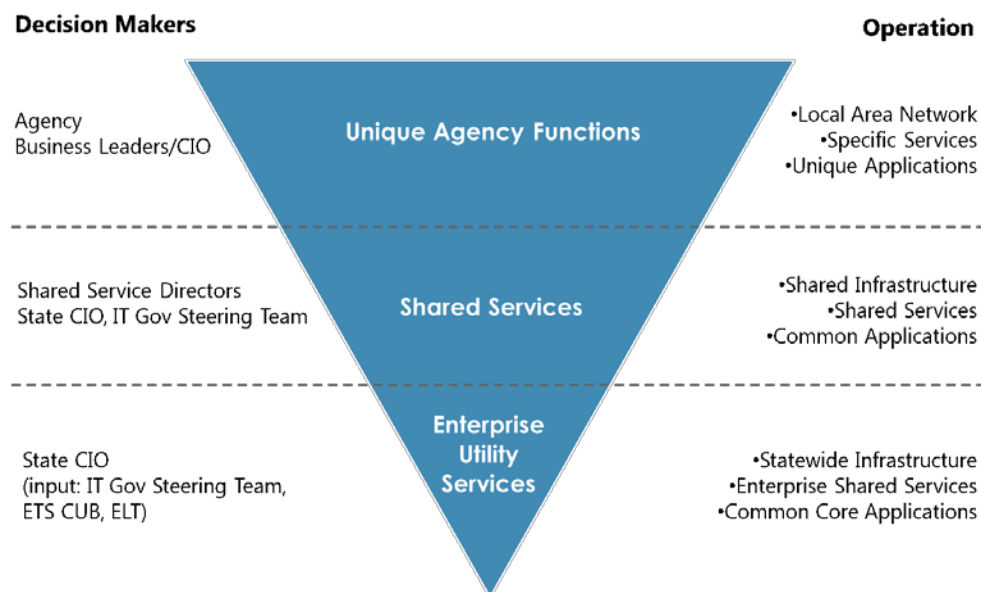
4.5 IT GOVERNANCE

IT governance refers to a business management processes established to ensure the most effective use of IT for achieving the organization's goals. Through establishing IT governance frameworks and practices, organizations manage the evaluation, prioritization and resource allocation for competing investments. IT governance also provides oversight and measures the outcomes of IT projects.

Enterprise IT Governance:

The Enterprise Information Resource Management Strategy (EIRMS) provides a governance framework (depicted in the diagram below) which helps provide the appropriate level of oversight for each project or service. This governance occurs along a spectrum from agency leadership to the enterprise level. Enterprise IT governance supports statewide review, prioritization and oversight for all agencies.

This high-level governance occurs through the Office of the State CIO (OSCIO) with input from several governing bodies including the Enterprise Leadership Team (ELT), the Enterprise Information Technology Governance Council (EITGC) and the Enterprise Technology Services (ETS) Customer Utility Board (CUB).



For the 2017-19 biennium, OSCIO will have increased visibility into IT projects being considered and initiated as state agencies are required to enter all projects meeting specific criteria into the enterprise Project and Portfolio Management (PPM) system. This will be beneficial as agency IT departments and OSCIO continue to look for shared service opportunities within and across policy areas. The level of oversight for individual projects will vary based on a number of factors including project risk, total estimated cost and scope. For major projects, the stage gate requirements developed jointly by the OSCIO and the Legislative Fiscal Office (LFO) guide the oversight process.

Agency IT Governance:

One of the opportunities for the upcoming biennium will be for Administration and Business Services agency CIOs and the OSCIO Strategic Technology Officer (STO) to work with agency leadership to review existing governance processes and assess the extent to which their governance model addresses the agency's business needs as well as the policy area and enterprise IT governance.

Internal IT governance processes within the policy area vary from agency to agency:

- PERS (Public Employees Retirement System) utilizes an established corporate governance framework including IT governance and management of the agency's enterprise project portfolio.
- The Department of Revenue (DOR) and Department of Consumer and Business Services (DCBS) both utilize established governance committees that review, prioritize and approve IT projects; however each agency is managing multiple portfolios independently and are not currently structured to support an overall IT governance framework and portfolio management process for the agency. This presents challenges for managing shared IT resources across the organization and ensuring alignment with the organization's strategic priorities. Both agencies have identified governance improvements as a focus area for the upcoming biennium.
- The Department of Administrative Services (DAS) established a centralized IT department in 2016, however many decisions regarding IT investments and priorities are currently made by individual business units which also directly manage some of the IT resources. In addition, there is not currently a validated and prioritized project portfolio for the agency approved by the executive leadership team. Since hiring a CIO position, DAS has recently established an IT Advisory Committee to develop initial IT governance processes for the agency.
- Other agencies have less formal methods for review and approval of IT initiatives and services.

For IT governance to be successful, business leadership engagement and responsibility at the executive level is critical. One indicator of this is the CIO's position within the organization and the level of CIO participation in the strategic planning and executive decision-making processes. IT leaders are commonly staffed within the Support Services division for each agency and, due to limited resources, may be operationally focused in supporting the day-to-day needs of the agency vs. serving as a strategic advisor to the agency's leadership role.

The CIO of PERS reports directly to the agency's Executive Director. The DOR CIO reports to the Deputy Director and the DCBS CIO reports to the Central Services Administrator. Both are actively participating on their agency's executive leadership teams. The DAS CIO, reporting to the agency's Chief Administrative Officer, has recently been included in the DAS Executive team meetings.

The assessment of existing governance processes and adaptation to policy area and enterprise considerations will present some challenges for the policy group:

- **The need for increased focus on enterprise and shared services:** Individual agencies currently undertake some level of IT resource planning around enterprise utilities (base of triangle), such as the DCBS and PERS initiatives to migrate IT infrastructure to the State Data Center as a means of achieving the agency's mission. Individual agency IT projects highlighted in this plan address unique agency functions (top of the triangle). In addition, several shared service initiatives (middle of the triangle) are identified. Agencies recognize the need to increase focus on shared and enterprise services and identify initiatives that can benefit common business functions.
- **Agency Director and CIO relationships:** As referenced above, the relationships between CIOs and agency directors within the policy area vary based on agency size, organization structures

and the fact that some agencies have new CIOs (less than one year with agency) and/or new directors. A strong relationship between policy leaders and IT leaders is key to structuring the IT governance processes required for effective use of IT to achieve agency goals.

- **Agency agendas for change:** Some agencies simply wish to replace legacy technology solutions and are focused primarily within their own organizations. Others are looking for opportunities to share IT services and data, which requires cross-agency leadership buy-in. DAS in particular has a unique opportunity based on the agency's role as the sole provider of many statewide business functions and the need to modernize many of the business processes and legacy systems supporting enterprise services for all other customer agencies. The breadth and aggressiveness of a change agenda for each agency will influence the need for specific IT governance improvements.

Policy Area IT Governance:

Due to the priority for IT governance improvements within each of the major agencies, there are no current plans to establish IT governance across the policy area in addition to the existing enterprise IT governance framework. However, policy area IT leadership acknowledge and support the need for increased collaboration on IT governance improvements within the group. For additional information, reference the FY 17-19 shared objectives in [Section 3.5 – IRM Goals and Objectives](#).

Moving forward, there are opportunities for improving IT governance both within agencies and across the enterprise. Improvements at all levels will require an increased focus on IT strategy and enterprise architecture, discussed in the following section.

4.6 IT STRATEGY AND ENTERPRISE ARCHITECTURE:

IT Strategy:

The level IT strategic planning varies among the agencies represented in the Administration and Business Services policy area. For reference purposes, the agency responses below were based on the following questions from the 2016 OSCIO statewide IT survey:

Q30 - To what degree does an IT Strategy exist within your agency?

- a. Formal and structured: A formal strategic plan exists and is used to guide and direct IT investment decisions
- b. Ad hoc and loose: No formal plan exists. IT strategy is set as needed, in the context of agency strategy
- c. Does not exist: IT decisions are tactical rather than strategic

Q34 - Is the IT Strategy endorsed by senior agency leadership team?

- a. Not endorsed: Agency leadership is silent on IT strategy.
- b. Only the CIO endorses: IT strategic plans are created by IT; strategic decisions are made by IT leadership.
- c. Endorsed by the CIO and Division managers: IT strategic plans are created, and/or strategic decisions are made, in collaboration with individual programs.
- d. Endorsed by the agency leadership team: IT strategic plans are created, and/or strategic decisions are made, in collaboration with executive leadership.

Q35 - Is the IT Strategy built upon / aligned with defined agency strategic priorities?

- a. No (no business strategies): IT decisions are tactical or reactive, with little connection to agency priorities.
- b. Loosely: Efforts are made to align IT decisions with agency priorities where possible.
- c. Tightly: IT decisions are consistently and strongly informed by agency priorities.

The following table summarizes the current state of IT strategic planning for the agencies that have an IT leadership role and staffing.

Agency	State of IT Strategy	Strategy endorsed by Agency Leadership Team?	Alignment of IT and Business Strategy
Department of Revenue (DOR)	Formal and Structured	Yes	Tightly
Department of Consumer and Business Services (DCBS)	Does not exist	Yes / Ad-hoc endorsement by leadership team	Loosely Aligned (Agency Strategic Plan under development)
Department of Administrative Services (DAS)	Does not exist	No	Loosely Aligned (No Agency Strategic Plan)
Public Employees Retirement System (PERS)	Formal and Structured	Yes	Tightly
Public Utilities Commission (PUC)	Formal and Structured	Yes	Tightly
Bureau of Labor and Industries (BOLI)	Formal and Structured	Yes	Tightly

All of the agencies reported that IT capabilities represent critical services essential to the business. The new CIOs for both DAS and DCBS are committed to making IT strategic planning a priority moving forward. In addition, the DCBS executive team recently began working on strategic planning for the organization. PUC is currently formalizing their IT strategic plan.

Enterprise Architecture:

Enterprise Architecture (EA) is a proven business practice that helps organizations effectively align their business and IT strategy with the successful execution of that strategy.

Agencies currently have limited resources supporting EA within their organization. DOR, DCBS and PERS all have one or more resources trained in Enterprise Architecture methodologies, however resources are also performing other job functions.

Given the current level of support for developing enterprise and shared services, there is an opportunity and need to develop a better understanding of each agency's current and future state architecture in order to establish roadmaps for delivering required business benefits and IT services. From an enterprise perspective, EA can help identify opportunities for shared services and improve engagement with stakeholders and customers. This will require additional resources as well as support from business leaders within the state.

The Office of the State CIO (OSCIO) is developing a statewide Enterprise Alignment program to help the state and individual agencies to make more effective decisions about which IT projects to pursue as well as the target information, application and technology architecture required to deliver new business capabilities identified through strategic project initiatives. Moving forward, this will be part of the policy area's ongoing IT strategy.

4.7 INFORMATION SECURITY

In a broad sense, security includes two aspects defined in Oregon statute: Information Security and Information Technology (IT) security, also defined in statute as information systems security.

Information Security primarily focuses on protection of information from various threats. This protection results in minimized business risk, maximization of the return on investments and maintained business continuity. All state agencies are responsible for information security by establishing controls within existing business processes. As identified in [Section 3.2 - Drivers](#), there are a number of federal and state security mandates that Administration and Business Services agencies must comply with to perform their missions (FTI, etc.).

IT Security is a subset of Information Security. The state's Chief Information Security Officer (CISO) is responsible for implementing the State Information Security Plan, which outlines requirements for each agency to follow when creating individual agency security plans. The state's IT Security plan is based on International Organization for Standardization (ISO). Using the ISO contributes to the standardization of IT security across the state and allows agencies to uniformly assess risk and establish appropriate controls for managing information security.

Security continues to be a focus for agencies within the policy area and across the enterprise. Agencies are implementing IT projects and supporting existing services for which meeting security requirements is critical to addressing data protection and compliance mandates. Most agencies lack sufficient IT security resources to support these needs.

Agency survey responses related to IT security are summarized in the following table:

Agency	Role Based Security Implementation	# of Security Breaches	Severity of Security Breaches
Department of Revenue (DOR)	Low	0	None
Department of Consumer and Business Services (DCBS)	Medium	0	None
Department of Administrative Services	Low	*>5	Slight
Public Employees Retirement System (PERS)	Medium	0	None
Public Utilities Commission (PUC)	Low	0	None
Bureau of Labor and Industries (BOLI)	High	0	None
Construction Contractor's Board (CCB)	High	**2-5	Slight
Office of the Governor	Low	0	None

**DAS: Reported information represented security incidents (i.e. malware infections), not security breaches*

***CCB: Reported information includes one security breach involving disclosure of user credentials (email addresses and passwords) which were also potentially used for other state and public sector agency systems including ODOT, City of Salem, etc. This incident highlighted the connected nature of state agencies and the critical importance of a more unified security posture.*

Several agencies have completed or are the process of completing external risk assessments. PERS completed a security risk assessment with an independent security consultant in February 2016. In coordination with the OSCIO ESO (Enterprise Security Office), the agency initiated an *Information*

Security Enhancements project, contracting with a vendor to complete planning for a proposed Cybersecurity Program in addition to addressing specific IT security priorities. Construction Contractor's Board (CCB) has also engaged an information security consultant to complete a comprehensive risk assessment following a recent security breach (referenced above). In addition, DOR and DCBS were included in the recent Secretary of State information security audit.

As part of the recent Governor's Executive Order (EO) 16-13, Unifying Cybersecurity in Oregon, additional risk assessments are being performed to provide a baseline of the state's risk profile across all agencies and information assets.

4.8 BUSINESS CONTINUITY:

The majority of Administration and Business Services agencies have a documented Business Continuity Plan (BCP), however many do not have a validated Disaster Recovery (DR) solution.

PERS is currently working with OSCIO Enterprise Technology Services (ETS) on data center migration planning which includes an initial focus on providing a DR capability to meet the agency's critical business needs.

The following table summarizes agency survey responses related to the current state of business continuity planning and DR capabilities:

Agency	*Extent BCP Documented	*Last time BCP Tested	*DR Tested	Backup Site
Department of Revenue (DOR)	Medium	Less than 6 months	No	Yes
Department of Consumer and Business Services (DCBS)	Medium	12-24 months	No	Yes
Department of Administrative Services (DAS)	Medium	12-24 months	Yes	Yes
Public Employees Retirement System (PERS)	High	Greater than 24 months	No	No
Public Utilities Commission (PUC)	Medium	Greater than 24 months	No	No
Bureau of Labor and Industries (BOLI)	Medium	12-24 months	No	No
Construction Contractor's Board (CCB)	Low	Never	No	No

**BCP = Business Continuity Plan, DR = Disaster Recovery*

5 IT PROJECTS

This section includes information on current and planned projects within the policy area as well a summary of the alignment between the current strategic priorities and projects.

Summary descriptions for some of the major projects within the policy area are included in [Appendix A – Project Summaries](#).

Note: Following the recent settlement with Oracle, agencies are required to evaluate the appropriateness and feasibility of applicable products contained in the Oracle ULA (Unlimited License Agreement) as part of the alternatives analysis in their business case, considering benefits, costs and risks.

5.1 CURRENT PROJECTS:

The major projects currently in progress for the Administrative and Business Services agencies include:

Agency	Project	Budget	Estimated Completion
DAS	Human Resources Information System (HRIS)	\$28,500,000	2019
DAS	Enterprise Business Intelligence	\$800,000	TBD
DAS	Print Management Information System	\$331,000	June 2017
DAS	Parking Management Facilities System	\$255,000	November 2017
DAS/OSCIO	Integrated IT Service Management (ITSM) System	\$388,134	January 2018
DAS/OSCIO	MUSIC (Enterprise Voice Services)	\$42,000,000	June 2018
DAS/OSCIO	Office 365 E-mail Migration	\$4,982,000	Fall 2017
DAS/OSCIO	Orthoimagery Acquisition and Storage	\$900,000	November 2017
DOR	Core System Replacement (CSR)	\$53,806,787	June 2018
DOR	Property Valuation System (PVS)	\$5,280,000	2019
DOR	Processing Center Modernization (PCM)	\$3,500,000	2019
DCBS/OHA	Cover Oregon Archive (CORE) and Medicaid Tax Reporting System (METS)	\$890,000	November 2016 (DCBS components)
DCBS	Oracle Forms to .Net Migration	\$900,000	December 2017
DCBS	OSHA Appeals Redesign	\$227,500	August 2017
DCBS	Workers Compensation Penalty Tracking System	\$479,500	June 2018
DCBS	Data Center Migration	TBD	December 2017
DCBS / CCB	Licensing System Upgrade (Shared Service)	*\$366,000	June 2017
PERS	IAP integration into ORION	\$6,072,750	December 2018
PERS	Information Security Program Enhancements	\$381,000-TBD	June 2017
OBTP, ORBAE, ACLB, OBO, OBMT	Licensing System Implementation (Shared Service)	~ \$75,000 per board	December 2016

**Represents estimated costs for initial migration of BCD (Building Codes Division) data. Costs for migration of CCB data is TBD.*

5.2 PLANNED PROJECTS:

The major projects planned for the upcoming biennium for the Administrative and Business Services agencies include:

Agency	Project	Estimated Cost	Target Completion
DAS	Risk Management Information System (RMIS)	\$600,000	TBD
DOR	Legacy Application Migration	TBD	TBD
DOR	Revenue Procurement System	\$1,817,880	TBD
DCBS	IT Service Management / Ticketing System	TBD	December 2017
DCBS	Workers Compensation Claims System	TBD	TBD
PERS	Cybersecurity Program	\$2,251,860	June 2019
PERS	ORION Business Modernization Program	\$6,401,007	June 2019
PERS	Data Center Migration (Disaster Recovery)	\$709,398	TBD
PUC	eFiling System	\$400,000	June 2018

5.3 STRATEGIC ALIGNMENT:

The following table depicts the strategic drivers and alignment for the enterprise and shared service projects as well as agency projects continuing or initiating in FY 17-19:

Project:	Administration and Business Services IRM Plan Shared IT Strategies			Governor's Vision / State CIO EIRMS Other strategic priorities:		
	1. Customer Focus	2. Sustain-ability	3. Enterprise Focus	Transparency & Accountability	Business Intelligence / Decision Support	Business Driven
DAS Human Resources Information System (HRIS)	✓	✓	✓		✓	✓
DAS Enterprise Business Intelligence	✓		✓	✓	✓	✓
DAS Risk Management Information System (RMIS)	✓	✓		✓	✓	✓
OSCIO MUSIC (Enterprise Voice Services)		✓	✓			
OSCIO Office 365 E-mail Migration	✓	✓	✓	✓		
OSCIO Orthoimagery Acquisition and Storage		✓	✓		✓	✓
DOR Core System Replacement (CSR)	✓	✓		✓	✓	✓
DOR Property Valuation System (PVS)	✓	✓		✓		✓
DOR Processing Center Modernization (PCM)	✓	✓		✓		✓
DOR Legacy Application Migration	✓	✓				✓
DOR Procurement System		✓	✓	✓		
DCBS Data Center Migration		✓	✓			
DCBS Worker's Compensation Claims System	✓	✓				✓
DCBS / CCB Licensing System Upgrade (Shared Service)	✓	✓	✓	✓		✓
PERS IAP Administration into ORION	✓	✓		✓		✓
PERS Cybersecurity Program		✓		✓		✓
PERS ORION Business Modernization Program	✓	✓		✓		✓
PERS Data Center Migration (Disaster Recovery)		✓	✓	✓		
PUC eFiling System	✓	✓		✓		✓
Licensing System Upgrade (Shared Service – 5 boards)	✓	✓	✓	✓		✓

6 MAPPING STRATEGIC GOALS AND OBJECTIVES

[Section 3.5 – IRM Goals and Objectives](#) identifies several priority IT strategic goals and shared objectives for the Administration and Business Services policy area.

The following table provides a summary of the shared strategic goals and objectives to support improved IT services and enterprise alignment within the policy area for FY 17-19 and indicates overall alignment of the specific objectives with the policy area strategic goals.

Objectives:	Administration and Business Services IRM Strategic Plan Strategic Goals:			
	Strategic Goal 1 – Customer Focus: Improve access to state services with a focus on customer priorities and improving the customer experience.	Strategic Goal 2 – Sustainability: Modernize critical state business functions and IT services using technologies and approaches that provide for: a. Increased business agility b. Maintainability c. Ongoing compliance	Strategic Goal 3 – Enterprise Focus: Increase use of shared and enterprise IT services to maximize opportunities to eliminate redundancy, utilize cost-effective solutions and achieve business efficiencies	Strategic Goal 4 (Supporting) - IT Strategy and Governance: Mature IT strategic planning and governance processes to support modernization efforts and improve enterprise alignment.
1. Support cross-agency partnerships for shared services	✓	✓	✓	✓
2. Explore cross-agency partnerships for IT resource sharing and project support	✓	✓	✓	
3. Increase cross-agency involvement with major transformation projects to encourage collaboration on modernization strategies	✓	✓	✓	✓
4. Support IT Security unification and a community focus on security	✓	✓	✓	✓
5. Migrate services to ETS address infrastructure and disaster recovery priorities		✓	✓	
6. IT Strategic Plan development		✓		✓
7. Collaborate on IT governance improvements and best practices		✓		✓

7 APPENDIX A: PROJECT SUMMARIES

Summary descriptions for some of the major agency IT projects (current and planned) within the policy area are provided below:

7.1 HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

AGENCY: DAS

Project Overview: The state cannot meet current and future business objectives due to constraints within the legacy systems currently supporting enterprise human resources functions. These systems are decentralized, outdated and inflexible. As a result, state agencies are supplementing the current systems maintained by DAS with manual processes or other systems commonly referred to as “shadow systems” when their business requirements cannot be met. DAS is seeking to procure and implement a comprehensive, sustainable, secure and integrated HR solution to capture, organize and analyze human resources data while attracting, engaging, retaining and managing the state’s workforce. Additionally, the new HR system must interface with the other DAS legacy mainframe systems (ORBITS, OSPA and SFMA) and have the ability to interface with future enterprise applications (payroll, time and attendance, procurement, financial management, etc.) identified as part of a broader modernization effort. A few goals for the new HR application include:

- Enable users at various levels (human resources, managers, employees, etc.) to work collaboratively and view up-to date information in real time
- Allow business processes to be standardized and automated (i.e. processed through an electronic workflow, across modules within the system)
- Provide self-service functions for employees to maintain personal information and managers to view and maintain team information
- Provide valuable, accurate and timely data and reporting through intuitive and user-friendly tools.

Current Status: Project has received OSCIO Stage Gate 2 approval. DAS issued an intent to award in November to IBM and Workday following the RFP evaluation. Negotiations are in progress for an initial contract to complete the fit-gap process.

7.2 ENTERPRISE BUSINESS INTELLIGENCE

AGENCY: DAS

Project Overview: DAS currently maintains an enterprise data mart providing consolidation of summary data from several enterprise mainframe systems for query and reporting purposes. The associated reporting tools are broadly utilized by DAS and client agencies to support financial management, payroll and other reporting needs based on the current data sources. A custom-developed application also uses the data mart as a source for budget reporting. The agency is looking to replace the current reporting and query tools with modern Business Intelligence (BI) solution(s) providing data management, reporting and self-service analytics. Other business drivers:

- Improved reporting and analytics capabilities are required to support a number of other business functions within DAS.
- As part of the Legacy Applications Modernization / ERP program (the HRIS component is the only project currently in execution), the need for an Enterprise BI capability was identified as one of several shared technology solutions required to support the overall modernization effort and deliver the intended business benefits.

Delivery of an enterprise BI solution for DAS is strongly aligned with agency and policy area strategies regarding customer focus and delivering services that meet the reporting and decision support needs for both DAS and the customer agencies.

Current Status: Project is in the initial planning phase.

7.3 RISK MANAGEMENT INFORMATION SYSTEM (RMIS)

AGENCY: DAS

Project Overview: DAS Risk Management seeks to replace its current legacy Risk Management Information System (RMIS) with a more robust and user-friendly system that will support integration of data from multiple sources and a process to securely manage claims, and insure and protect state assets. The RMIS is critical to the Risk Management business functions supported by DAS on behalf of the state including insuring all state property, liability and worker's compensation exposures, utilizing self-insurance and commercial insurance. Risk Management insures approximately 39,000 state employees and \$8.4 billion in state property assets, while the claims team handles an annual average of 2,500 property and liability claims. State agencies access RMIS so they can better manage and mitigate their agency specific risks. A more advanced RMIS system will include capabilities to trend and control losses as well as calculate risk charges, which assists in maintaining the actuarially soundness of the Self-Insurance Fund, as required by state statute.

Current Status: Project is in the initial planning phase. DAS Risk Management is currently documenting business requirements.

7.4 MUSIC (ENTERPRISE VOICE SERVICES)

AGENCY: DAS/OSCIO

Project Overview: This project includes planning, implementation and transition to a single vendor-managed state-wide telephony system that provides advanced unified communications capabilities to all agencies in an outsourced services model. The new IBM telephony services will replace many aging and unsupported systems currently used by state agencies that lack some functionality available from the newer VoIP (Voice over IP) solutions. This project provides the State of Oregon an industry standard unified communications platform including the following services: statewide telephone service, desktop video conferencing, mobile integration, desktop presence, instant messaging and call center functionality. The migration phase includes over 600 agency locations and over 50,000 users.

Current Status: Project is in the execution phase. Approximately 60% of the migrations have been completed as of November 2016.

7.5 INTEGRATED IT SERVICE MANAGEMENT SYSTEM

AGENCY: DAS/OSCIO

Project Overview: This project is intended to deliver solutions to help ETS (Enterprise Technology Services) improve service delivery and enhance maturity of its service management processes by replacing three (3) open source point-solution tools with an integrated IT Service Management (ITSM) system. The major functionality provided by the current set of ITSM tools is to facilitate tracking customer requests, management of infrastructure assets and management of processes to deliver ETS services. ETS struggles with the manual processing, inaccuracies and lack of data integration in the current environment. Solutions currently available in the marketplace provide opportunities to increase productivity and customer satisfaction through improved data integration, embedded workflow and self-help capabilities. This project is directly aligned with the ETS Strategic Plan.

Current Status: OSCIO Stage Gate 2 approval. Formal requirements development is in progress.

7.6 OFFICE 365 E-MAIL MIGRATION

AGENCY: DAS/OSCIO

Project Overview: The purpose of this project is to replace the current ETS Enterprise Email system with the Microsoft government community Office 365 Hosted Email Software as a Service (SaaS) cloud solution. The expected results of this project is to provide and improve service delivery to ETS customers, reduce or eliminate the need for email infrastructure, reduce software updates/upgrades and improve response times. This project includes configuration and implementation of enterprise email services with the possibility of incorporating an additional optional catalog of related services. OSCIO and ETS Management will need to make decisions regarding the initial scope of this project and identify a catalog of services ETS will provide in the future.

Current Status: Initial project planning (including stakeholder engagement) is in progress.

7.7 ORTHOIMAGERY ACQUISITION AND STORAGE

AGENCY: DAS/OSCIO

Project Overview: The Geospatial Enterprise Office (GEO) acquires and hosts statewide high-resolution aerial imagery and provides access to public entities throughout the state. In certain cases, state and local agencies require imagery with greater resolution than what is available through independently negotiated agreements. This project includes establishing an enterprise agreement for both acquisition and hosting of high-resolution imagery to meet business needs and reduce aggregated costs for public entities.

Current Status: Stage Gate 2 approval. Initial project planning and RFP development is in progress.

7.8 CORE SYSTEM REPLACEMENT (CSR)

AGENCY: DOR

Project Overview: The purpose of the CSR project is to replace a majority of the Revenue's core systems with the GEN-TAX solution provided by Fast Enterprises, LLC (FAST). GEN-TAX is a commercial-off-the-shelf integrated tax solution and data warehouse that has been successfully implemented in over 20 other states and municipalities. Revenue is working with FAST to implement its solution, configure the system to meet Oregon's requirements, and adopt industry best practices supported by GEN-TAX. Revenue's tax programs will be migrated to GEN-TAX over four rollouts. Each rollout will provide end-to-end functionality when installed, including entity identification, return processing, taxpayer and revenue accounting, case selection, financial and case management, collection, audit and enforcement, and reporting. Implementation will occur in the fall of each year when volumes of incoming returns are lowest. Below is a breakdown of the tax programs that are included in each rollout:

- Rollout 1 (completed 11/12/2014): Corporation and tobacco programs
- Rollout 2 (completed 12/01/2016): Personal, transit, self-employment, deferral, estate, and 911 programs
- Rollout 3 (11/15/2016): Withholding, transit payroll, OAA, marijuana, and small programs
- Rollout 4 (Fall 2017): Timber and remaining programs

Current Status: Revenue successfully completed Rollout 3 on November 15, 2016.

7.9 PROCESSING CENTER MODERNIZATION (PCM)

AGENCY: DOR

Project Overview: The focus of this project is to replace DOR's data capture and imaging systems, ensuring the infrastructure and systems are stable, maintainable and scalable. Introducing modern

technology and adopting best practices for workflow and processes will increase operational efficiency, improve customer service, and enhance program administration.

Current Status: Business case development is in progress following project restart.

7.10 PROPERTY VALUATION SYSTEM (PVS)

AGENCY: DOR

Project Overview: The goal of the Property Valuation System (PVS) project is to replace multiple systems, spreadsheets and databases with one modern Computer Assisted Mass Appraisal (CAMA) system to perform these functions.

Current Status: OSCIO Stage Gate 2 approval. RFP evaluation is currently in progress with a target to execute a contract with a selected vendor by June 2017.

7.11 LEGACY APPLICATION MIGRATION

AGENCY: DOR

Project Overview: The Department of Revenue is migrating the majority of its critical tax processing functions (approximately 65%) to an integrated system (GEN-TAX) as part of the *Core System Replacement (CSR)* project. The IT department currently maintains the remaining legacy applications external to the GenTax system. These applications are also critical to the agency's tax processing and customer-facing services. In addition, there are a number of business support applications to be migrated from the legacy systems platform hosted at the State Data Center. As part of this ongoing program, IT is migrating, replacing or eliminating each of the legacy applications. DOR manages each application migration as a discrete project.

Current Status: Pending additional funding, work will continue but limited based on existing resources. The current project priority, migration of the CAFFA (County Assessment Function Funding Assistance) application, is targeted for completion by July 2017.

7.12 CORE-METS

AGENCY: DCBS/OHA

Project Overview: The purpose of the Cover Oregon Archive (CORE) and Medicaid Tax Reporting System (METS) project was to archive Cover Oregon health insurance and PeopleSoft data and provide the ability to generate required 1095A and 1095B insurance tax forms.

Current Status: The DCBS components of this project were completed in November. OHA continues to pursue system modifications to support needed functionality.

7.13 ORACLE FORMS TO .NET MIGRATION

AGENCY: DCBS

Project Overview: Migration of application functionality from the legacy Oracle Forms platform to a more supportable Microsoft .NET version.

Current Status: Project is in the execution phase. Additional focus and resources have been added to this long-running project to bring it to completion by December 2017.

7.14 LICENSING SYSTEM UPGRADE (SHARED SERVICE)

AGENCY: DCBS/CCB

Project Overview: Upgrade the licensing system (License 2000) currently used by the Building Codes Division (BCD) to the latest version (My License Office) and move from a DCBS-hosted solution to a vendor-hosted solution. Both DCBS and CCB will migrate to the new system based on their shared customers and business processes.

Current Status: Project is in the project initiation / procurement phase.

7.15 WORKERS COMPENSATION CLAIMS SYSTEM

AGENCY: DCBS

Project Overview: Project initiative to replace / redesign the current Claims Information System and adopt standard processes to receive claim information electronically.

Current Status: Project is currently in the initial envisioning and planning phase.

7.16 IAP ADMINISTRATION INTO ORION

AGENCY: PERS

Project Overview: The purpose of this project is to eliminate the use and annual cost of a Third Party Administrator (TPA) for the Individual Account Program (IAP) administration and allow all aspects of IAP administration (accounts, contributions, payments, associated recordkeeping, and related participant services) to be administered completely by PERS. This will be accomplished by integrating functionality into the agency's Oregon Retirement Information Online Network (ORION) system, centralizing PERS' responsibility for the IAP processes, costs, member services, and quality by using a single environment within PERS operations. Benefits of this work include:

- Savings of over \$2.5 million per year in TPA fees
- Streamlining annual crediting process. PERS determines the amount of earnings to be credited, which is outside of the TPA's normal methodology.
- Making IAP account balances available in ORION providing a "one stop shop" and eliminating file transfer and reconciliation.
- Improving customer service by having information about all benefit components available in a single place, whether by phone or the web.
- Establishing direct accountability for IAP processes and improvements, allowing for better integration with Tier One, Tier Two, and OPSRP Pension programs.

Current Status: The project is currently in the execution phase. Phase 3 of the implementation and project completion is planned for December 2018.

7.17 CYBERSECURITY PROGRAM

AGENCY: PERS

Project Overview: The focus of this project is to enhance PERS Information Security program, including establishing an information risk assessment process and development of a formal Cybersecurity organizational structure. As highlighted in PERS' five-year strategic plan, information governance, security, and technology are core to delivering upon its mission to pay the right person the right benefit at the right time. The program focuses on the protection of information from a wide range of threats in order to ensure business continuity, protect member information, minimize business risk and maximize return on investments.

Current Status: As part of the current *Information Security Enhancements* project, PERS is working with HP Enterprise Services to complete planning for specific aspects of the proposed Cybersecurity Program and address current information security priorities.

7.18 ORION BUSINESS MODERNIZATION PROGRAM

AGENCY: PERS

Project Overview: This is the first phase of longer-term program to modernize, enhance and sustain PERS' communication and technological foundation. To better align with industry standards in line with member expectations, we need to establish a technology platform that is flexible, secure and aligned with today's service-driven technology standards.

Since 2005, PERS has administered benefit programs on the Oregon Information Online Network (ORION), which includes a customized benefit administration platform (jClarety) that is integrated with other compatible components, a system architecture that was designed over 20 years ago. Data volume and transactions have increased, while member and employer business needs have evolved, so that ORION's limitations, flaws, and inefficiencies have emerged. These limitations have had a direct impact to members and stakeholders. This modernization effort will prepare our technology foundation to adequately support the following strategic plan goals:

- Engage members throughout their public careers so they are better prepared for retirement
- Brand PERS as a retirement education and planning resource
- Support members by providing easy-to-use navigational tools will provide them with flexibility and convenience currently not available
- Improve members' online access to secure content
- Establish members as the primary quality checkpoint on the data of record
- Ensure data remains static after it is used in a transaction or payment
- Improve IT efficiency and responsiveness to business operational changes

To accomplish these strategic goals, more robust Information Technology (IT) capabilities will be delivered through this modernization effort:

1. Develop tools and profiles relevant to members;
2. Enhance the member online experience through a variety of platforms and devices;
3. Implement enterprise-wide information governance and management;
4. Provide staff access to consistent, prompt and reliable data and reports;
5. Modernize ORION to improve performance, maintainability and extensibility; and
6. Improve data reliability and security

In addition to establishing the framework for the overall program, PERS' initial project priority will be procurement and implementation of a Pension Case Management system.

Current Status: Program planning and initiation is planned for FY 17.

7.19 eFILING SYSTEM

AGENCY: PUC

Project Overview: The PUC seeks to provide an integrated and efficient solution for stakeholders to do business with the Commission. Currently, stakeholders access several distinct systems to participate in cases before the Commission. The current docketing system does not accommodate secure electronic records management for protected information or voluminous documents. Parties must provide the PUC and each other with physical copies of these protected or voluminous documents. Providing an integrated solution for the stakeholders decreases the regulatory burden on utilities. The new system will replace the custom-built legacy docketing system and the agency's use of a third party eDiscovery service. The targeted solution will integrate 90 percent of the systems used to do business with the Commission and allows other solutions to be integrated in the future.

Current Status: Project initiation is planned for FY 17.

8 APPENDIX B: AGENCY-SPECIFIC INFORMATION

8.1 DEPARTMENT OF REVENUE

Agency:	Department of Revenue (DOR)		
Agency Overview:	<p>The Department of Revenue (DOR) administers Oregon tax laws and collect taxes for more than 30 programs including Personal Income tax, Business tax, Property tax, Timber, Cigarette and Tobacco products, Marijuana, Other Agency Accounts and Deferral Programs.</p> <ul style="list-style-type: none">• Mission: We make revenue systems work to fund the public services that preserve and enhance the quality of life for all citizens.• Values: We are a model of revenue administration through the strength of our people, technology, innovation, and service.		
CURRENT STATE:			
Total FTE:	1,012	Total IT Staff:	69
Major Systems:	<ul style="list-style-type: none">• GEN-TAX: Comprehensive tax processing system• ORMAP: Provides online property mapping information and forms for counties, assessors, realtors, title companies and the general public• KAST: Controls building access privileges and maintains IRS-required database storing signed MOU secrecy clause statements• ACED: Maintains certified training records for property tax appraisers.• Mail Processing Production: Tracks mail processing productivity• Non-filer Enforcement Tracking System: Repository for non-filer historical information not in GEN-TAX• eTime: Timekeeping system to record staff time at project level• LegOp: Tracks requests for legal assistance and repository of legal opinions• CAS: Cost Allocation System, allocates and assigns DOR costs to the correct program and allows for proper funding reimbursement• HRCIS: HR database supporting several administrative systems• Forms & Publications: Maintains current DOR forms and publications and tracks usage, costs and inventory• Quick Copy: Reproduction request system that incorporates electronic transmittal of documents and facilitates proper assignment of charges• PC Daily: Monitors backlog status in the Processing Center• Batch Header: System for ensuring proper coding of payments		
Recent Accomplishments:	<ul style="list-style-type: none">• <i>Core System Replacement</i>: Successful deployment of Rollout 2 completed November 2015 and Rollout 3 (withholding, transit payroll, other agency accounts, marijuana, and small programs) in November 2016		
FUTURE STATE:			
FY 17-19 Project Priorities:	<ul style="list-style-type: none">• <i>Core System Replacement: Project completion</i>• <i>Processing Center Modernization (PCM)</i>• <i>Property Valuation System (PVS)</i>• <i>Legacy Application Migration</i>• <i>Revenue Procurement System</i>		

Opportunities and Challenges:	<ul style="list-style-type: none"> • DOR enterprise IT governance improvements • DOR customer service enhancements • Resource management challenges associated with legacy application support and modernization efforts and ongoing compliance requirements
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8.2 DEPARTMENT OF CONSUMER AND BUSINESS SERVICES

Agency:	Department of Consumer and Business Services (DCBS)		
Agency Overview:	<p>The Department of Consumer and Business Services (DCBS) is Oregon’s largest consumer protection and business regulatory agency. The agency’s mission is to protect and serve Oregon’s consumers and workers while supporting a positive business climate. The department’s 930+ employees are a resource to consumers and businesses in areas involving:</p> <ul style="list-style-type: none">• Finance (insurance, investments, Oregon-chartered banks and credit unions, consumer finance companies, mortgage lenders, pawnbrokers, payday lenders)• Oregon’s Health Insurance Marketplace• Workplace health and safety• Building safety		
CURRENT STATE:			
Total FTE:	953	Total IT Staff:	65
Major Systems:	<ul style="list-style-type: none">• OSHA Technical Information System (OTIS): Tracks OSHA’s consultation and enforcement work• Workers Compensation Division Employer Data System (EDS): Tracks employment data from a number of sources and provides a data source for numerous business processes and reports• Workers Compensation Division Claims Data System (Claims): The system tracks data about workers' compensation claims filed with the department from the initial filing of the first report of the claim until no further activities occur.• Workers’ Compensation Board Case Tracking System (BTRACK): This system tracks cases and docketed events at both the Hearings and Board Review appeal levels.• Financial Institution Registration and Enforcement (FIRE): Used by the Division of Financial Regulation (DFR) to track licenses and audits• Access Control System (ACS)• Accela ePermits System• License 2000 / MyLicense Licensing System		
Recent Accomplishments:	<ul style="list-style-type: none">• Pharmacy Benefit Managers to iReg: Completed July 2015• Assessment Notice of Audit Finding & Payment Coupon (iDoc): Completed July 2015• OTIS to OIS Data Exchange Update: Completed October 2015• Securities Registration to FIRE: Completed October 2015		

	<ul style="list-style-type: none"> • ePermitting – Crystal Reporting: Completed November 2015 • Oregon Life and Health Insurance Guaranty Assessment in iReg (OLHIGA): Completed November 2015 • Citrix Netscaler: Completed January 2016 • Sanctions Log: Completed January 2016 • Settlement Documents: Completed February 2016 • Business Intelligence (SaaS): Completed February 2016 • Enrollment Assessments: Completed March 2016 • Consultation (ORCA) Data Exchange: Completed May 2016 • DCBS Information Security Policies Approved: Completed May 2016 • MUSIC (Enterprise Voice Services): Successful migration August 2016
FUTURE STATE:	
FY 17-19 Project Priorities:	<ul style="list-style-type: none"> • <i>Data Center Migration</i>: Completion (Estimated December 2017) • <i>IT Service Management / Ticketing System</i> • <i>Workers Compensation Claims System</i>: Initial planning
Opportunities and Challenges:	<ul style="list-style-type: none"> • Continued focus on enterprise IT governance improvements • Resource management challenges addressing technical risk associated with outdated infrastructure and applications while continuing to support new business requests

8.3 DEPARTMENT OF ADMINISTRATIVE SERVICES

Agency:	Department of Administrative Services (DAS)		
Agency Overview:	<p>The Department of Administrative Services (DAS) is the central administrative agency for the state of Oregon. DAS works to effectively implement the policy and financial decisions made by the Governor and the Oregon Legislature. The department also sets and monitors high standards of accountability to ensure that state government uses tax dollars productively.</p> <p>To fulfill its mission of serving state government to benefit the people of Oregon, DAS is responsible for managing a number of statewide programs and services including Budget and Management, Economic Analysis, Capital Finance and Facilities Planning, Statewide Accounting, Payroll and Financial Management Services, Risk Management, Publishing and Distribution, Procurement Services and Enterprise Asset Management.</p>		
CURRENT STATE:			
Total FTE:	814	Total IT Staff:	49
Major Systems:	<ul style="list-style-type: none">• Statewide Financial Management Application (SFMA)• Oregon State Payroll Application (OSPA)• Oregon Budget Information Tracking System (ORBITS)• State Personnel and Position Database (PPDB)• Position Information Control System (PICS)• ePayroll Administration and Portal		

	<ul style="list-style-type: none"> • iLearn LMS (Learning Management System) • NeoGov (Recruitment) • DAS Enterprise Data Mart • REFBPS: Budget Reporting • STARS Enterprise Risk Management Information System (RMIS) • State Agency Risk Report • PERS Reporting • Mun-Ease: Municipal Bond / Debt Management Software • iPlan: Facilities planning / management of the state's portfolio • Financial Edge • Parking System • Tririga Facilities Management • Fixed Asset System
Recent Accomplishments:	<ul style="list-style-type: none"> • Human Resources Information System (HRIS): OSCIO Stage Gate 2 approval, RFP development and evaluation • DAS CIO hiring and initial accomplishments related to IT organization realignment • Focused effort on documenting DAS business functions and IT application portfolio to support DAS IT alignment • Commenced ITAC Governing body in support of establishing improved IT governance at DAS
FUTURE STATE:	
FY 17-19 Project Priorities:	<ul style="list-style-type: none"> • <i>Human Resources Information System (HRIS)</i> • <i>Risk Management Information System (RMIS)</i> • <i>Enterprise Business Intelligence</i> • <i>Parking Facilities Management System: Project completion</i>
Opportunities and Challenges:	<ul style="list-style-type: none"> • IT Governance: Develop new IT governance processes to support decision-making regarding IT services and allocation of limited resources for the agency's priority business objectives • Enterprise Business Applications / ERP: Need to define and develop program and target architecture for enterprise business applications (Human Resources, Payroll, Time and Attendance, Procurement, Inventory Management and Financial Management) • Ongoing challenges related to IT resource constraints associated with supporting enterprise projects and critical IT operations.

8.4 PUBLIC EMPLOYEES RETIREMENT SYSTEM

Agency:	Public Employees Retirement System (PERS)
Agency Overview:	PERS was established in 1946 to provide retirement, disability, and death benefits to Oregon's state, school district, and local government employees. The Agency's 370 employees serve approximately 207,000 non-retired members, 130,000 retired members or beneficiaries, and 925 public employers. PERS is governed by a five-member board. PERS also administers a deferred compensation plan, known as the Oregon Savings Growth Plan

	<p>(OSGP), a tax qualified 457 plan. By statute, OSGP is available to all state employees and the employees of those local government units that have chosen to offer OSGP.</p> <p>Mission: The agency’s mission is to serve the people of Oregon by administering public employee benefit trusts to pay the right person the right benefit at the right time.</p>		
Total FTE:	380	Total IT Staff:	56
Major Systems:	<ul style="list-style-type: none">• HP jClarety: Core retirement application for Oregon Retirement Information Online Network (ORION)• IBM FileNet: Enterprise Content Management• Microsoft Dynamics AX: Financial Management / General Ledger• Microsoft SQL Server / SSRS: Central Data Warehouse		
Recent Accomplishments:	<ul style="list-style-type: none">• <i>IAP Administration into ORION</i>: Stage Gate 3 approval, development and testing in progress• <i>Information Security Program Enhancements</i>: RFP and contract execution with HP Enterprise Services to support program enhancements, project execution in progress• <i>General Ledger Upgrade</i>		
FUTURE STATE:			
FY 17-19 Project Priorities:	<ul style="list-style-type: none">• <i>IAP Administration into ORION: Project completion</i>• <i>Cybersecurity Program: Project initiation</i>• <i>ORION Business Modernization Program</i>• <i>Data Center Migration (Disaster Recovery)</i>		
Opportunities and Challenges:	<ul style="list-style-type: none">• Completion of IAP integration into ORION resulting in improved customer experience for members and reduced cost• Opportunity to deliver improved member services and sustainable IT services through the ORION Modernization program• Ongoing challenges balancing resource allocation to modernization efforts while maintaining critical operations for current retirement services• Data Center migration (beyond initial DR phase) must be planned and coordinated in conjunction with the <i>ORION Business Modernization Program</i>		

8.5 PUBLIC UTILITY COMMISSION

Agency:	Public Utility Commission (PUC)
Agency Overview:	The Public Utility Commission of Oregon (PUC) regulates customer rates and services of the state's investor-owned electric, natural gas and telephone utilities; and certain water companies. The PUC ensures Oregon utility customers have access to safe, reliable, and high quality utility services at just and reasonable rates, while allowing regulated companies the opportunity to earn an adequate return on their investment. The PUC does this through a

	<p>robust and thorough analysis and independent decision-making in an open and fair process. PUC is divided into several sections:</p> <ul style="list-style-type: none">• Utility Program whose research, analysis and technical support makes sure regulated companies provide safe, reliable and high-quality service at reasonable rates. Their efforts also promote effective competition in those industries.• Residential Service Protection Fund (RSPF) includes three telephone assistance programs that provide services to qualifying low-income or disabled Oregonians and allow those with hearing and speech disabilities to place and receive calls to and from those without disabilities.• Policy and Administration is comprised of several divisions within the agency. It includes three Commissioners, who head the Public Utility Commission. The remainder of the program serves PUC by providing human resources, accounting and budget assistance, information systems support, consumer services, and general administrative support including support to the Board of Maritime Pilots. The Consumer Services Section provides assistance to the public in resolving concerns, conflicts and disputes with utilities.• Administration Hearings Division conducts rulemaking and contested case hearings on issues concerning utility services.		
CURRENT STATE:			
Total FTE:	126	Total IT Staff:	7
Major Systems:	<ul style="list-style-type: none">• BizApps: Custom-developed case management• eFiling and Docketing: Custom-developed legacy applications supporting PUC filings• Consumer Services: Custom-developed legacy applications supporting Consumer Services section• RSPF: Custom-developed legacy applications supporting RSPF section• OTAP: Oregon Telephone Assistance Program• TDAP: Telecommunication Devices Access Program• OBMP: Oregon Board of Maritime Pilots, Incident tracking system		
Recent Accomplishments:	<ul style="list-style-type: none">• AlienVault (Security Information and Event Management)• WebSense (Web site filtering)• Cybersecurity awareness annual employee training• EasyVista (IT Service Management)• Information Security gap analysis• RSPF web site security assessment		
FUTURE STATE:			
FY 17-19 Project Priorities:	<ul style="list-style-type: none">• <i>eFiling System</i>• <i>Server Replacement</i>		
Opportunities and Challenges:	<ul style="list-style-type: none">• IT staffing / talent retention• Updating technology		

8.6 CONSTRUCTION CONTRACTOR'S BOARD

Agency:	Construction Contractor's Board (CCB)		
Agency Overview:	<p>The Construction Contractor's Board (CCB) mission is focused on regulating the construction industry through management of these key programs:</p> <ul style="list-style-type: none"> • Licensing: Oregon law requires anyone who works for compensation in any construction activity involving improvements to real property to be licensed with the Oregon CCB. • Enforcement: We investigate reports of unlicensed and illegal activity on construction sites in Oregon. • Dispute Resolution: We help consumers, contractors and others resolve their construction disputes. • Education: We educate contractors and consumers about ways to make home projects a success. 		
Total FTE:	62	Total IT Staff:	3
IT Highlights:	<ul style="list-style-type: none"> • <i>Licensing System Upgrade</i> (shared service with DCBS): Initial planning • Information Security assessment: Contracted with an Information Security consulting firm to perform an information security risk assessment 		

8.7 OFFICE OF THE GOVERNOR

Agency:	Office of the Governor (GOV)		
Agency Overview:	<p>The governor is the chief executive of Oregon. The Oregon Constitution charges the governor with faithfully executing the laws, making recommendations to the Legislature and transacting all necessary business of government. The governor may veto bills of the Legislature and shall fill vacancies by appointment. In addition to the Policy Advisors for each of the state's policy areas, administrative functions managed by the Governor's Office include communications, constituent services, executive appointments, extraditions and clemency.</p>		
Total FTE:	61	Total IT Staff:	0
IT Highlights:	<ul style="list-style-type: none"> • Project concept: Initial planning for an integrated system to replace several legacy applications supporting the critical Governor's Office business functions including executive appointments, constituent services, clemency and extraditions, etc. 		

8.8 BUREAU OF LABOR AND INDUSTRIES

Agency:	Bureau of Labor and Industries (BOLI)		
Agency Overview:	<p>The Bureau of Labor and Industries (BOLI) is organized into four divisions with responsibilities in three broad program areas:</p> <ul style="list-style-type: none"> • Civil Rights – Enforcement of laws that prohibit unlawful discrimination in employment, housing, public accommodation, and career schools. These protections are provided on the basis of: race, color, national origin, sex, 		

	<p>religion, age, marital status, sexual orientation, disability, and injured worker status. Protection is also provided against retaliation for filing civil rights complaints, and for reporting illegal activity (“whistleblower” protection) or violations of family leave laws.</p> <ul style="list-style-type: none"> • Wage and Hour – Enforcement of laws relating to wages and hours worked (including prevailing wage rates on public works contracts) and terms and conditions of employment; investigation of claims and complaints from workers involving wages and working conditions, including the minimum wage and overtime; protection of children in the workplace; enforcement of regulations pertaining to private employment agencies; calculations of prevailing wage rates for public works projects; licensing and regulation of farm and forest labor contractors; and enforcement of newly-enacted sick time requirements. • Apprenticeship and Training – Regulation of apprenticeship programs that promote the development of a highly skilled workforce. 		
Total FTE:	101	Total IT Staff:	3
IT Priorities:	• <i>Electronic Apprenticeship Verification Application (FY 17-19 priority)</i>		

8.9 ADMINISTRATIVE BOARDS - OTHER

Other small boards currently included in the Administration and Business Services policy area include:

Agency:	Employment Relations Board (ERB)		
Agency Overview:	<p>The Employment Relations Board (ERB) resolves disputes concerning labor relations for an estimated 3,000 different employers and 250,000 employees in public and private sector under its jurisdiction. The Board administers the collective bargaining law that covers public employees of the State of Oregon and its cities, counties, school districts, and other local governments; hears and decides appeals from state employees concerning personnel actions; and administers the collective bargaining law that regulates private employers who are not covered by the National Labor Relations Act.</p> <p>The mission of the Employment Relations Board is to resolve disputes concerning employment relations for approximately 3,000 employers and 250,000 employees in the public and private sector under its jurisdiction.</p>		
Total FTE:	13	Total IT Staff:	0
IT Highlights:	• Case Management System (in progress)		

Agency:	Board of Accountancy (BOA)		
Agency Overview:	<p>The Board is responsible for licensing and regulating Certified Public Accountants (CPAs) and Public Accountants (PAs) in Oregon.</p> <p>The Board of Accountancy assures that approximately 8,500 CPAs, PAs, municipal auditors and public accounting firms registered to practice in Oregon demonstrate and maintain professional competency to serve the needs of their clients and other users of their services.</p>		
Total FTE:	8	Total IT Staff:	0
IT Highlights:	• Initial planning for implementation of a new licensing system (shared service)		

Agency:	Oregon Board of Tax Practitioners (OBTP)		
Agency Overview:	<p>The Board of Tax Practitioners protects Oregon consumers by ensuring Oregon tax practitioners are competent and ethical in their professional activities. The Tax Board carries out its mission through four programs:</p> <ul style="list-style-type: none"> • Licensing • Examination and Education • Compliance Enforcement/Consumer Awareness • Administration 		
Total FTE:	4	Total IT Staff:	0
IT Highlights:	• Implementation of new eLITE Licensing System (shared service): Fall 2016		

Agency:	Appraiser Certification and Licensure Board (ACLB)		
Agency Overview:	<p>The Appraiser Certification and Licensure Board (ACLB) certifies and regulates real estate appraisers and appraiser assistants in Oregon. Its functions are independent of other realty-related regulatory agencies.</p>		
Total FTE:	6	Total IT Staff:	0
IT Highlights:	• Implementation of new eLITE Licensing System (shared service): Fall 2016		

Agency:	Oregon Board of Architect Examiners (ORBAE)		
Agency Overview:	<p>The Oregon State Board of Architect Examiners was established by the Oregon Legislature in 1919 to protect public health, safety, and welfare through regulating the practice of architecture in Oregon. The Board is charged with ensuring that applicants for registration meet the requirements set forth in its statutes and rules, and disciplining those who violate the law. The Board's staff is committed to providing outstanding customer service to the public, each architect and architectural firm, served.</p>		
Total FTE:	3	Total IT Staff:	0
IT Highlights:	• Implementation of new eLITE Licensing System (shared service): Fall 2016		

Agency:	Oregon Advocacy Commission Office (OACO)		
Agency Overview:	<p>The Oregon Advocacy Commissions Office (OACO) was created to support the work of the Commissions on Asian and Pacific Islander, Black and Hispanic Affairs, and the Commission for Women, which serve as the liaisons between communities of color and women, and government entities. The OACO is responsible for administrative support to the Commissions as they strive for implementation and establishment of economic, social, legal and political equality for communities of color and women in Oregon.</p>		
Total FTE:	2	Total IT Staff:	0
IT Highlights:	• Currently focused on integration of five (5) separate web site into one unified site for OACO		

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