

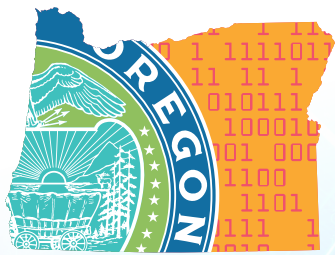
Strategic Framework

2020-2023

Version 1.0



ENTERPRISE
information services



ENTERPRISE information services

Our Mission

Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.

Our Vision

Ensuring user-friendly, reliable and secure state technology systems that serve Oregonians.

Our Values

» ACCOUNTABILITY

We are responsible for quality outcomes and share information openly and honestly.

» CUSTOMER-FOCUS

We listen and seek to understand our customer needs.

» COLLABORATION

We build trust and establish mutual purpose to forge effective partnerships across the enterprise.

» INNOVATION

We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.

Goals "Desired State"

INVESTMENT GOVERNANCE

Mature enterprise and agency IT governance to enable project prioritization and stewardship of IT resources based on business alignment, cost, return on investment and risk.

SUPPLY CHAIN MANAGEMENT

Partner with Procurement to identify, procure and pilot new enterprise services, and establish agency Centers of Excellence.

DATA UTILITY

Utilize data as a strategic asset to improve service delivery, facilitate cross-agency collaboration, identify cost savings and enhance transparency.

INFORMATION SECURITY

Unify cyber security to improve customer service for Oregonians while ensuring systems are secure and resilient.

TALENT, SKILLS AND LEADERSHIP

Partner with Human Resources to develop a roadmap for acquiring and retaining talent to help position the enterprise for the future.

Objectives

2019-2023

- » Mature Project Transparency and Accountability Strategy
- » Establish Statewide Cloud Strategy
- » Establish Statewide Data Strategy
- » Mature Statewide IT Security Strategy
- » Establish Legacy Systems Modernization Strategy

MESSAGE FROM THE STATE CIO

Dear Colleagues,

On behalf of Enterprise Information Services, I am pleased to present you with our Strategic Framework for 2020-2023. A great amount of thought went into creating a vision that is anchored to business strategy and intended to measure our success in direct relation to achieving business outcomes. As co-chair of the Enterprise Leadership Team (ELT) I am committed to working with agency directors in an open, collaborative and “enterprise-first” manner. Development of this document is in large part attributed to a unique opportunity where state agency business and IT leaders met with private sector IT leaders and the Governor’s office to discuss our common challenges and collaborate on strategies that will support a state government that is open, accessible and accountable and reflects the diverse experiences and communities of all Oregonians.



The 2020-2023 Strategic Framework contextualizes and honors the past while embracing a new operating model that provides for an expanded mission, vision and values. Five specific **Objectives** represent an exciting set of outcomes with corresponding **Goals** that reflect the “desired state.” Each goal is supported by key metrics aimed at providing baseline data for measuring and improving future performance.

We are passionate about our work and are committed to delivering services that support the health, safety and economic well-being of all Oregonians. We look at technology as a strategic investment and consider our customers at the core of everything we do. As technology leaders and innovators we remain committed to providing solutions that are user-friendly, reliable and secure.

I look forward to our continued partnership and hope that you will join us in building the next generation of modern technology.

Sincerely,

A blue ink handwritten signature of Terrence Woods, written in a cursive style.

Terrence Woods
Chief Information Officer
State of Oregon



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GUIDING PRINCIPLES (VISION)

The state provides numerous services to help Oregonians live healthy, fulfilled lives. From enrolling in healthcare to managing the criminal justice system, to tracking student's progress in school, Oregonians depend on software systems to deliver these services. In leveraging technology to transform service delivery, policy and technology leaders need to adhere to guiding principles that will lead to successful and measurable outcomes. The following principles are aligned with the Enterprise Leadership Team and Enterprise IT Governance Committee's vision for information technology and the Governor's action plan for modernizing state information technology systems:

User-Friendly: providing an experience that is intuitive, straightforward and provides quick access to common features and work streams.

Reliable: implementing, maintaining and operating information systems that consistently perform according to business and technical specifications for service delivery.

Secure: protecting the confidentiality of data, preserving the integrity of data and promoting the availability of data for authorized use.

ENTERPRISE INFORMATION SERVICES RETROSPECTIVE

The state has enormous resources devoted to software and information technology (IT): State agencies run hundreds of different systems ranging from off-the-shelf pieces of software to complex custom-designed software that can cost several hundred million dollars to build. The age and code bases of these software systems vary widely. Numerous legacy information systems are at or near 30 years old while others are brand new or offered as Software as a Service (SaaS). Historically, the state has not had a centralized approach to IT management. Agencies have been largely responsible for proposing, delivering, and managing their own individual IT systems and teams; however, this began to change following passage of HB3099, which restructured Enterprise Information Services into a quasi-separate state agency, with the state Chief Information Officer appointed by the Governor. The goal of this change was to place a renewed focus on data center operations, development of enterprise security capabilities, effective management of IT vendor relationships and further maturation of the IT governance framework. A program restructure led to the establishment of four distinct programs during the 2015-17 biennium:

Enterprise IT Governance – to help facilitate efficient decision making and policy and statutory adherence regarding IT investments and provide tools and training to assist agencies in achieving project success. Stage Gate is the central method by which Enterprise Information Services provides oversight to state agency IT projects.

Enterprise Shared Services – to provide shared services such as geographical information systems, quality assurance testing, and pre-approved information services contracts that agencies can leverage.

Enterprise Technology Services – to provide networking and data center services for the state.

Enterprise Security Office – to provide standard IT security standards and services for the state.

The Chief Technology Office was added in 2017 to focus on strategic technology initiatives, including broadband, O365 and enterprise architecture as it pertains to emerging technologies and replacement of legacy systems.

The Chief Data Office was established in 2018 (following passage of HB 3361 (2017)) to focus on open data standards, data governance and transparency.



To continue the maturation of information technology services, the Governor (in 2018) directed her team to evaluate national best practices around project execution and governance. As a result, the overarching focus for the next two biennia is to increase standardization and centralized oversight of IT processes and elevate overall IT expertise within State agencies. While business needs of the State must drive technology choices, information technology expertise is an important strategic component to agency decision making, both short- and long-term. While full centralization of all IT functions was evaluated as an option, it was determined that this would remove too much strategic insight from agencies at a time when they should be increasing their technological expertise. Gartner research indicates that 75% of “fit” enterprises fund innovation centrally; however, the technology model must be flexible enough to respond quickly to change¹. In other words, being responsive does not mean permanent centralization.

Following a year of discussion across the executive branch, the Governor and her team landed on a hybrid approach that provides both centralized expertise and accountability mechanisms when needed, while maintaining flexibility for agencies to design and deliver systems efficiently. This is the “Think Globally, Act Locally” approach. In support of this vision, and under the direction of the State Chief Information Officer, the Office of the State CIO went

through a program reorganization and name change during the summer of 2019. **Enterprise Information Services (EIS)**, comprised of six different programs operating under a unified mission, vision and values, is positioned to deliver a wide-ranging list of services:

Project Portfolio Performance

This program is key in implementing and using the IT Governance Framework which includes oversight and portfolio management of all major IT investments. Using a standard framework and statewide policies, staff work with all state agencies to identify and resolve IT project issues, striking a balance between central delivery and agency flexibility. The staff serves as advisors; making recommendations for agency alignment with enterprise strategies and architecture, project management and IT governance maturity, and industry best practices. They look for solutions and cost-sharing opportunities across multiple agencies and offer alternate solutions to business problems. This program helps facilitate efficient decision making, policy and statutory adherence, and provides tools and training to assist agencies in achieving project success.

¹ Chris Howard, Barbara Gomolski and Sanil Solanki, “Winning in the Turns: a CIO Action Guide,” *Gartner* G00421852 (2019).

Shared Services

Shared Services works to increase alignment of existing enterprise programs including E-Government, Quality Assurance and Statewide Interoperability. The program also focuses on the development of shared service models and management of long-term vendor relationships through the Basecamp offering and is responsible for management of a portfolio of information technology projects for EIS valued at nearly \$150 million.

Data Center Services

Data Center Services is organized around technical domains that align with its computing and network infrastructure services. Services are determined by customer demand, funding and computing environment needs, and are defined in the Data Center Service Catalog. All platforms are built using best practices and state security standards, and are maintained and monitored to ensure a reliable computing experience. Staff ensure that systems are delivered and meet defined customer requirements.



Cyber Security Services

Cyber Security Services brings together enterprise security - governance, policy, procedure and operations - under a single, accountable enterprise organization. This allows for end-to-end direction setting and execution for enterprise security. The team is comprised of a policy and controls section for setting enterprise security policy and the associated controls to ensure compliance, a solutions section driving enterprise security architecture, a services section to deliver on day-to-day enterprise security operations in the Data Center, and a security operations center – providing dedicated, real-time security monitoring and response across enterprise operations. Cyber Security Services personnel work collaboratively with Data Center domain teams to deliver secure solutions to customers.

Strategy and Design

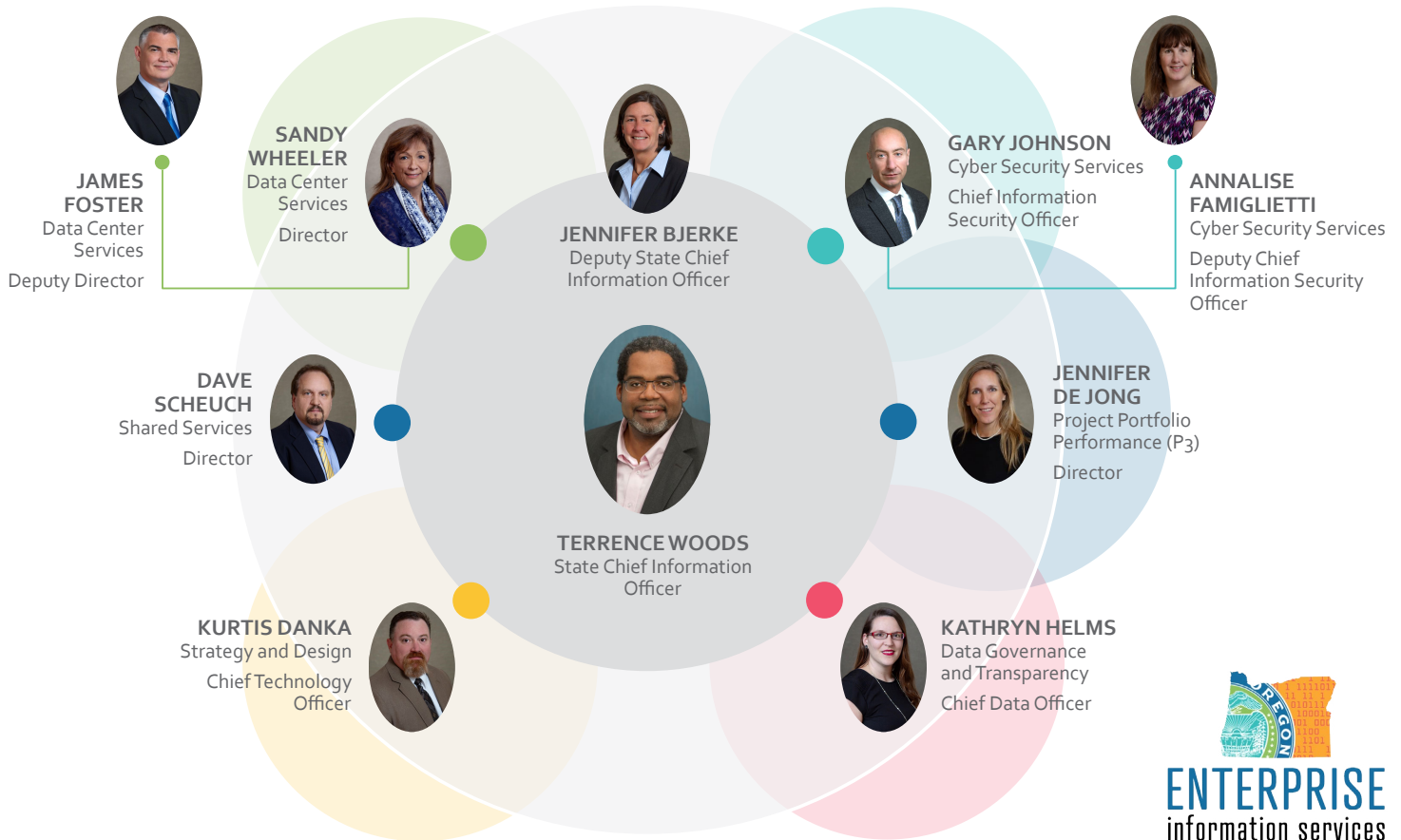
The Strategy and Design program works to instantiate strategic technology initiatives, enterprise technology standards and processes, and policy which align technology vision with business strategy. Key initiatives include a state network redesign, to include a partnership with Link Oregon and the enterprise roll-out of Microsoft 365 productivity capabilities.

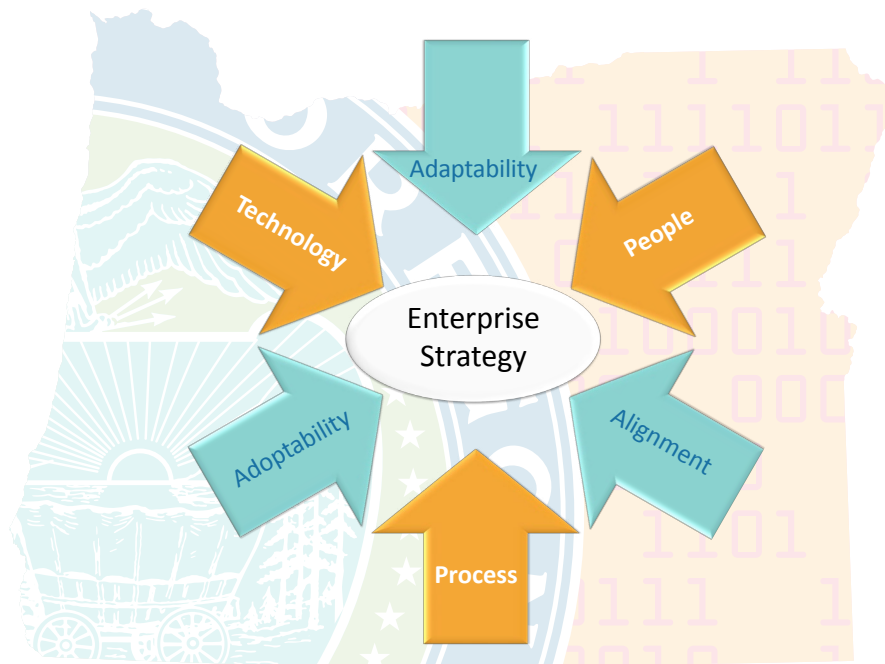
Data Governance and Transparency

With the passage of HB 3361 (2017), the Data Governance and Transparency program is tasked with the establishment of Open Data standards, providing technical guidance on the proactive release of publishable data, development of an enterprise data and information strategy, maintaining the data.oregon.gov web portal for the release of publishable data, and managing the Oregon Transparency and Geospatial programs.

ENTERPRISE INFORMATION SERVICES

Executive Team





There is a tendency in the information systems discipline to want to solve (sometimes complex) business problems by throwing a piece of technology at it; however, organizations that emphasize infrastructure and operations as a top priority tend to live in a perpetual, reactive state of incident management or “fire-fighting” mode. We value innovation but are cognizant that success is not measured by the number of technology implementations but through positive customer experiences - *adaptability*.

Our commitment to growing a culture that emphasizes investments in people and building trusted relationships, coupled with the establishment of mature and repeatable processes, will help transform EIS into a more agile, proactive operation as a means to achieve ever-changing business or customer-focused outcomes - *adaptability*.

Last, but not least, EIS acknowledges an obligation to work to minimize the creative tension between business owners and IT professionals. Information technology is an instrument that can absolutely transform a business; however, the ultimate value is not derived solely from the tools selected but in the way they are used in the organization. Without trusted partnerships and a mutual understanding and agreement of desired outcomes, it is often impossible to realize the gains and efficiencies made possible through IT. Through this Strategic Framework, EIS is committed to integration of information technology to the mission, vision and goals of the Enterprise – *alignment*. Invest in the people and focus on continuous process improvement and the technology takes care of itself.

ENTERPRISE TECHNOLOGY OBJECTIVES (OUTCOMES BY 2023)

OBJECTIVE 1. Mature Statewide IT Security Strategy

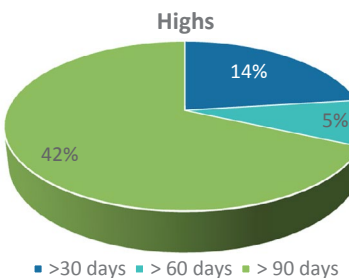
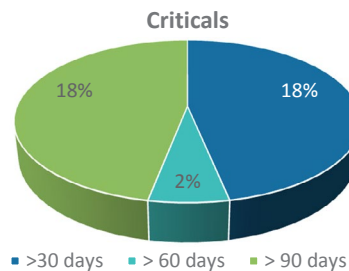
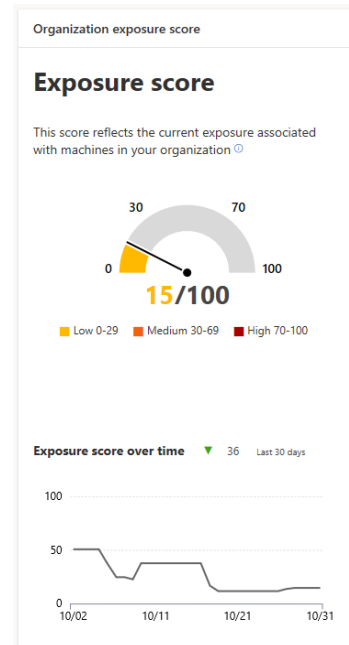
Information security is woven into the fabric of public trust—we owe Oregonians a duty to protect their personal information and ensure systems are secure. At the same time, Oregon requires a long-term multi-sector cyber strategy that leverages the private-sector expertise of Oregon’s cyber-related industries, enables information sharing, anticipates cyber disruptions and builds capacity across the State and with our local government partners and school districts. Cyber Security Services will report on metrics that communicate how efficiently and effectively our enterprise is balancing security risks and preventive measures so investments can be appropriately sized and targeted to meet overall security objectives.

GOAL 1. Information Security:

Unify cybersecurity to improve customer service for Oregonians while ensuring those systems are secure and resilient.

Metrics²

- ✓ Maintain an average number of critical vulnerabilities of no more than .5 per user device on the network (excluding routers and switches)
- ✓ Realize an annual reduction of 10% percent for high vulnerabilities per user device on the network (excluding routers and switches) until we reach a steady state of no more than 2.5 per host
- ✓ Reduction of risk exposure in the Oregon enterprise compute environment (weaknesses discovered on machines), the likelihood of machines to get breached and related alerts discovered on machines
 - Target is a score (out of 100) that is less than 30 (29 or below)
- ✓ Improve the amount of time it takes to mitigate high and critical vulnerabilities over 30, 60, or 90 day periods
 - Target of 10% reduction per year for 30 day period
 - Target of 15% reduction per year for 60 day period with a steady state target of less than 2% not addressed
 - Target of 20% reduction per year for 90 day period with a steady state target of less than .5% not addressed



² <https://www.tenable.com/cyber-exposure/platform>, <https://docs.microsoft.com/en-us/windows/security/threat-protection/microsoft-defender-atp/tvm-dashboard-insights>

OBJECTIVE 2. Establish Legacy System Modernization Strategy

Agencies are facing the next step in modernizing business capabilities and replacing numerous, antiquated systems to move toward a more collaborative and interoperable State government. Legacy systems maintenance and operations remains a challenge for agencies due to decreasing vendor support for end-of-life systems and limited funding and staff to maintain them and plan for their replacement. Modernization is no longer limited to the traditional “rip and replace” model but includes options like creation of an enhanced user interfaces (UI), re-architecting software for a modern streamlined user experience (UX), and building integration points so systems may interact with others.

As Oregon transitions from traditional business practices to innovative solutions, it will need to evaluate current and ongoing trends, investments in legacy systems and consider the scalable services of cloud and the efficiencies of shared services. Legacy modernization, cloud, and shared services will continue to increase in impact. Determining which services to use, with whom to share services, and how to get there may not be easy, but is essential to the future success of state agency IT. A statewide effort is now underway to help agencies identify and upgrade unreliable systems, but it will take planning, time, and ample resources before the state can resolve this challenge. The recent addition of a team of Assistant State Chief Information Officers, aimed at bridging the gap between agency operations and enterprise priorities, will result in consistent, coordinated and collaborative modernization strategies across the six policy verticals.

GOAL 1. Agency IT Strategic Plans:

Develop agency IT Strategic Plans to include but not limited to the people, processes, governance, roadmap, timelines and goals for achieving business outcomes.

Metrics

- ✓ Assistant State CIOs will work with CIOs in their policy areas to ensure that at least 80% of state agencies will have IT Strategic Plans that align to their agency (business) Strategic Plans by June 30, 2022.

GOAL 2. Legacy System Modernization Plans:

Develop plans for updating and replacing outdated or inefficient systems, processes and applications – in part or in full.

Metrics

- ✓ All six Executive Branch policy areas will have Legacy System Modernization Plans completed no later than December 31, 2021

GOAL 3. Talent, Skills and Leadership:

Partner with Human Resources to develop a roadmap for acquisition and retention of talent to help position the enterprise for a modern future.

Metrics

- ✓ 100% of staff have received a performance appraisal that includes a discussion for professional development
- ✓ 80% of vacancies will be posted within 60 days of separation
- ✓ 100% of staff will attend a diversity, equity and inclusion training

OBJECTIVE 3. Mature Project Transparency and Accountability Strategy

Effective IT governance and project and portfolio management maturity are critical for ensuring alignment between business and IT and prioritizing agency-specific and enterprise investment decisions. IT governance is about accountability and is a formalized process for making, communicating, and implementing IT investment decisions. It is a combination of three high-level aspects, including governance mechanisms, decision domains and approaches to decision making. Put differently, “What decisions must be made?”; “Who will make these decisions?”; “How will decisions be made?” and “What is the process for monitoring results?” IT governance requires sustained executive leadership and repeatable processes to ensure alignment between organizational strategies and objectives.

GOAL 1. IT Resource Management:

Mature enterprise and agency IT Governance to enable project prioritization and stewardship of IT resources based on business alignment, cost, return on investment and risk.

Metrics³

- ✓ 80% of agencies will have a formal IT Governance procedure and a functioning IT Governance Committee implemented by December 31, 2022
- ✓ Improve project average on-time percentage and schedule variance (Executive Branch portfolio by June 2023)
 - 62% of projects are completed on time
 - Average schedule variance is less than or equal to 20%
- ✓ Improve project average on-budget percentage and budget variance (Executive Branch portfolio by June 2023)
 - 70% of projects completed are on-budget
 - Average budget variance is less than or equal to 16%



GOAL 2. Maximize Technology Investments

Maximize the value of the state’s technology investments so the business of government runs efficiently, securely, and reliably.

Metrics

- ✓ Percentage of Executive Branch agencies utilizing Data Center Services (DCS) managed services, DCS colocation services or DCS brokered data center services is greater than or equal to 70% by June 2023.
- ✓ Data Center Services has a published Service Level Agreement (SLA) with corresponding performance metrics - https://www.oregon.gov/das/OSCIO/Documents/SLA_Baseline.pdf

GOAL 3. IT Supply Management:

Build trusted partnerships through collaboration it identify, procure and pilot new enterprise services and establish agency centers of excellence.

Metrics

- ✓ 100% of statewide price agreements are completed within 12 months from inception
- ✓ 100% of executed price agreements are aligned with the Goals outlined in the Enterprise Information Strategy

3 Stegman, E., Badlani, D., & Futela, S. (2018). Gartner IT Key Metrics (ID G00375669)

OBJECTIVE 4. Establish Statewide Cloud Strategy

Cloud technology provides an alternative to traditional IT delivery models. Cloud computing—a model that enables on-demand network access to resources—has the potential to change the way the state does business. A coordinated, enterprise approach to leverage as-needed delivery of services eases the burden for capital expenditures, and has the potential to minimize time to deployment for Data Center Services and its customers.

OBJECTIVE 5. Establish Statewide Data Strategy

Data has become a critical strategic asset, informing agency business processes and decisions. Implementing strategies to obtain greater benefit from data will provide improved service delivery across the enterprise and to the citizens of our State. While most agencies are mature in the traditional organization, administration, governance, and management of their data, there are opportunities for innovation that come from open data and data analytics. The state possesses an untapped asset in the data it collects and stores. To make it useful, the state must improve its approach to data management, which requires agencies to develop and execute data management and governance structures, practices, and procedures that properly manage the full data lifecycle. A coordinated, enterprise approach to data management promotes the availability of consistent, secure, accurate, timely, and accessible information.

GOAL 1. Decision Framework:

Develop a decision framework to systematically examine use-case scenarios for adopting cloud computing

Metrics

- ✓ Percentage of IT Investments leveraging the cloud decision framework (establish baseline June 2022-June 2023)

GOAL 1. Data Utility:

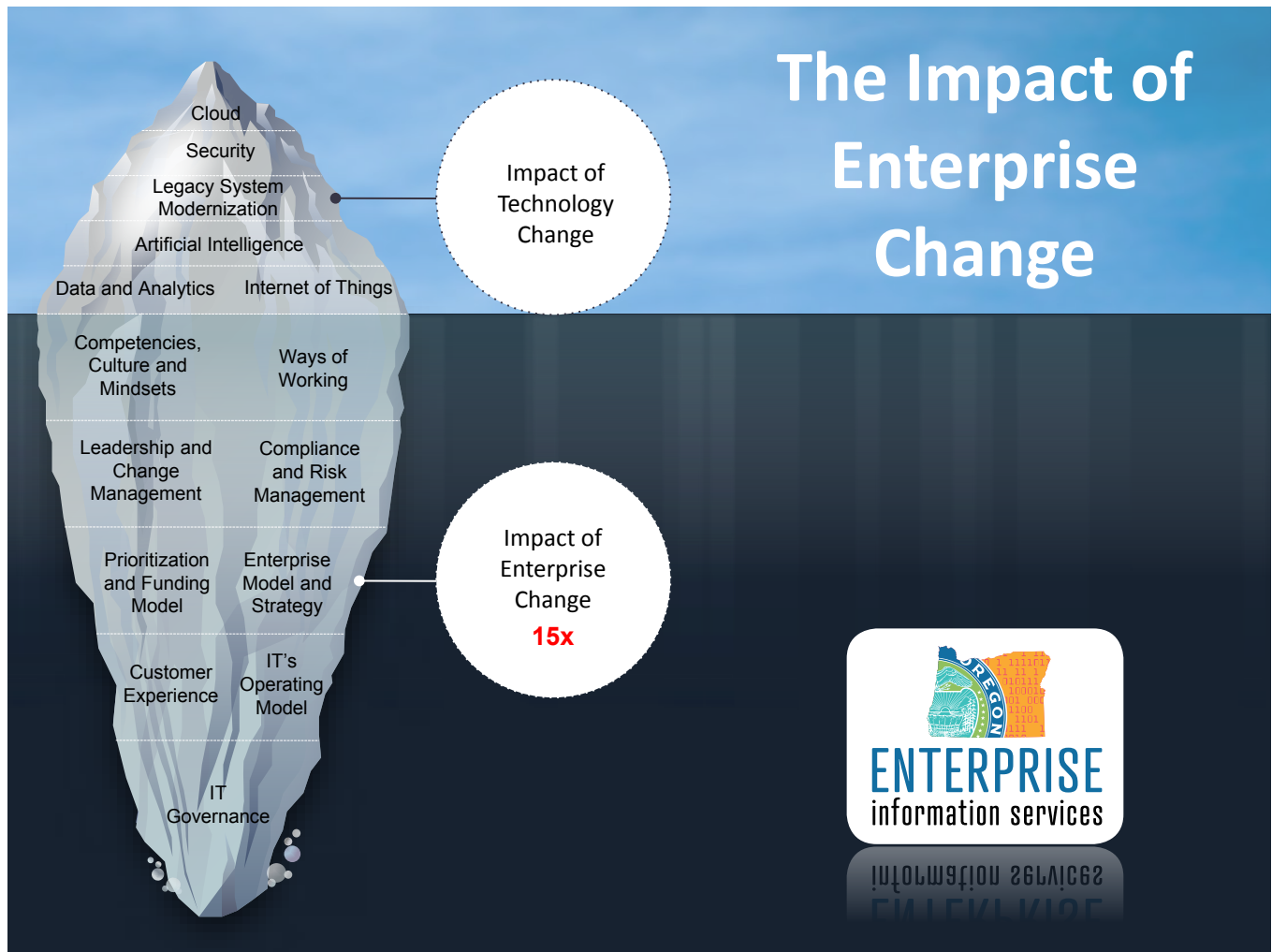
Utilize data as a strategic asset to improve service delivery, facilitate cross-agency collaboration, identify cost savings and enhance transparency

Metrics

- ✓ Achieve at least an A- in OSPIRG's Transparency Report by December 2021
- ✓ Percentage of State Agencies who have:
 - Identified a Data Coordinator (goal: 100 % by October 1 2021)
 - Initiated a data inventory (goal: 90% by end of 2021)
 - Completed a data inventory (goal: 60% by end of 2021)
 - Drafted an Open Data Plan (goal: 60% by March 2022)

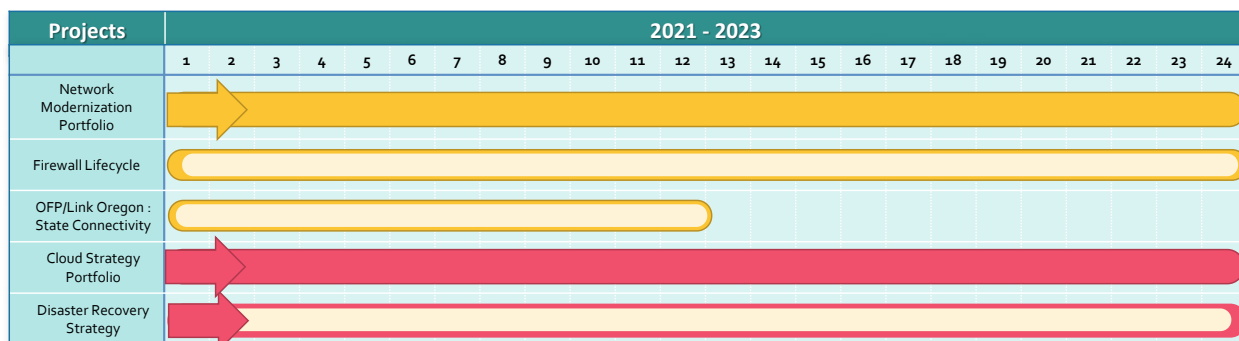
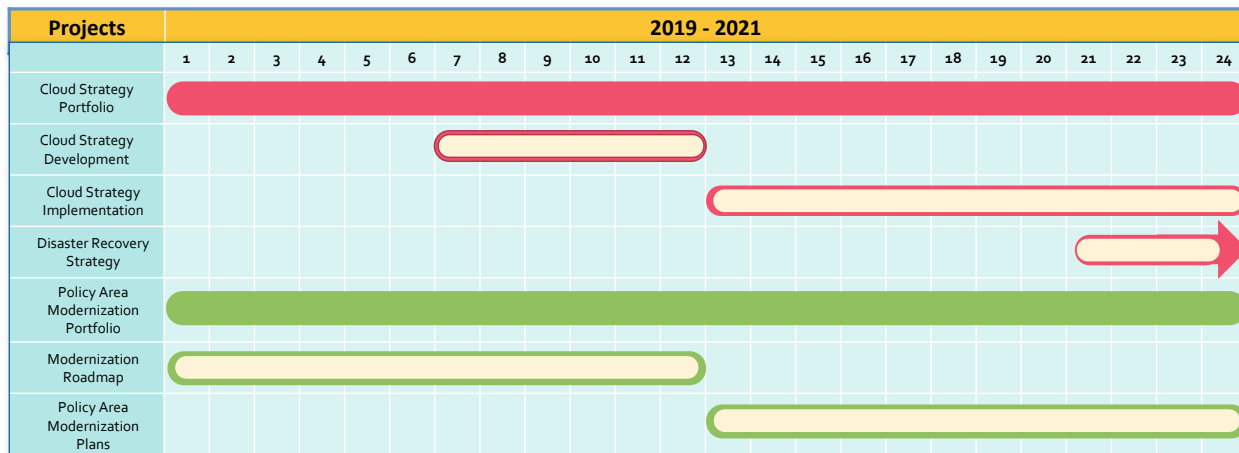
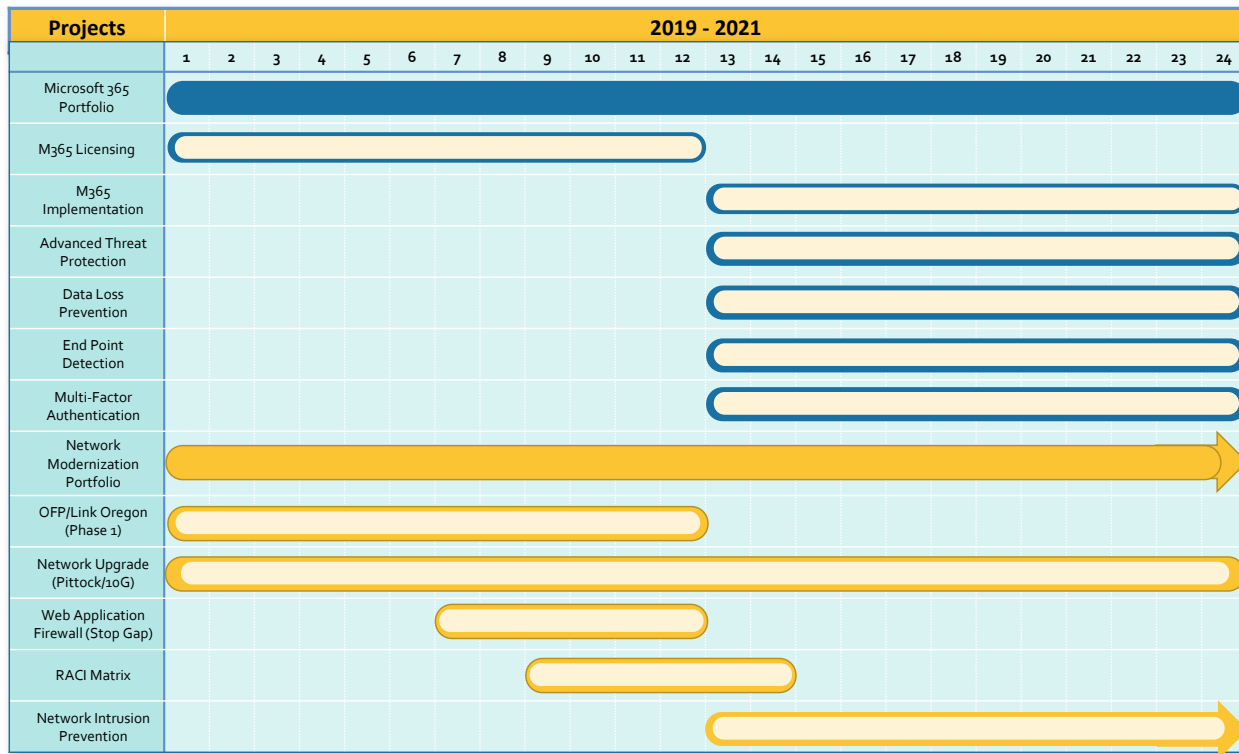
SUMMARY CONSIDERATIONS

With incremental but steady change towards an enterprise model, EIS will need to adapt and be ready to deal with whatever comes next. While this (Enterprise Information) framework is focused on addressing defined priorities through 2023, we acknowledge that preparation for the future means continuing to increase business interaction and focus on customer needs and interacting capabilities that help maintain momentum and describe the most important success behaviors through and beyond digital transformation.



ATTACHMENT A

EIS Strategic Project Priorities 2019-2023



Supporting Legislation

SB 87 (2017)

The bill amended ORS 291.035(2) (a) so that the State CIO has the discretion to determine whether an IT project exceeding \$5 million does not require independent quality assurance (QA) services. It also maintained a statutory presumption requiring independent QA, unless there was an explicit determination that QA was not required.

SB 88 (2017)

The bill amended ORS 182.128 (4) and (5), reduced the quorum requirements for the Electronic Government Portal Advisory Board (EPAB) from a majority of the entire advisory board to a majority of its voting members. Additionally, the bill amended ORS 182.126(1) and ORS 182.132(3)(a) and (b) by substituting the term “convenience fee” with “portal provider fee.”

SB 90 (2017)

The bill unified IT security functions and personnel within the Executive Branch of state government—extending Executive Order, 16-13 “*Unifying Cyber Security in Oregon.*” Additionally, the bill established Cybersecurity Advisory Council within the Enterprise Information Services (EIS), and it provided the legal foundation for establishing an Oregon Cybersecurity Center of Excellence (CCoE) through public-private-partnership enabling language and by enabling EIS to obtain grant funding. Lastly, the bill requires the EIS to return with a detailed CCoE proposal within 2 years. The cross-sector Cybersecurity Center of Excellence is part of a broader Cyber Oregon initiative and is intended to adopt a collective impact model that brings together Oregon’s Cyber-related industries, universities and local governments to improve Oregon’s overall cybersecurity ecosystem and statewide security posture.

HB 2906 (2017)

The bill establishes the Oregon Geographic Information Council (OGIC) under statute; provides for sharing of geospatial data (“framework data”) between public bodies beginning in 2020; requires the appointment of a State Geographic Information Officer (SGIO) by the State CIO; requires the SGIO to maintain, secure and provide access to a central geospatial data library for the purpose of sharing geospatial framework data; and establishes the Oregon Geographic Information Council Fund with biannual reporting requirements on funds expended.

HB 2946 (2017)

The bill amended ORS 184.483 (7) (a) (b) and (d), significantly expanding the range of transparency reporting to include revenue, expenditure, and budget data for the following entities: semi-independent state agencies, public universities, statewide programs operated by public universities, and any public corporation designated in statute. Directs State Chief Information Officer to include links on the Oregon Transparency website to the data, per established standards, in the format requested. Also, allows other entities to request that links to their websites be posted.

HB 3361 (2017)

The bill establishes the position of Chief Data Officer (CDO) within Enterprise Information Services. Directs CDO to establish an Open Data standard for the management of data as a strategic asset and proactive release of publishable data, develop an enterprise data and information strategy, and maintain a web portal for the release of publishable data. Requires state agencies to comply with the Open Data Standard and to release publishable data on the data.oregon.gov web portal.

APPENDIX B

	Agency Name	Agency Number
Education Program Area		
1	Higher Education Coordinating Commission	525
2	Department of Education	581
3	Teacher Standards & Practices Commission	584
Human Services Program Area		
4	Department of Human Services	100
5	Long Term Care Ombudsman	114
6	Psychiatric Security Review Board	399
7	Oregon Health Authority	443
8	Commission for the Blind	585
Public Safety Program Area		
9	Department of Justice	137
10	Oregon Criminal Justice Commission	213
11	Oregon Military Department	248
12	State Board of Parole & Post-Prison Supervision	255
13	Department of State Police	257
14	Department of Public Safety Standards & Training	259
15	Department of Corrections	291
16	Oregon Youth Authority	415
Economic & Community Development Program Area		
17	Oregon Business Development Department	123
18	Oregon Department of Veteran's Affairs	274
19	Employment Department	471
20	Housing & Community Services Department	914
Natural Resources Program Area		
21	Department of State Lands	141
22	Oregon State Marine Board	250
23	Department of Energy	330
24	Department of Environmental Quality	340
25	Columbia River Gorge Commission	350
26	Oregon Department of Agriculture	603
27	Department of Forestry	629
28	Department of Geology and Mineral Industries	632
29	Parks and Recreation Department	634
30	Oregon Department of Fish & Wildlife	635
31	Department of Land Conservation & Development	660

	Agency Name	Agency Number
32	Land Use Board of Appeals	662
33	Water Resources Department	690
34	Oregon Watershed Enhancement Board	691
Transportation Program Area		
35	Department of Aviation	109
36	Oregon Department of Transportation	730
Consumer & Business Services Program Area		
37	Mental Health Regulatory Agency	108
38	State Board of Tax Practitioners	119
39	Board of Accountancy	120
40	Board of Licensed Social Workers	124
41	Department of Consumer & Business Services	440
42	Oregon Board of Chiropractic Examiners	811
	Health Related Licensing Boards	833
43	• Board of Medical Imaging	833-26
44	• Oregon Mortuary & Cemetery Board	833-17
45	• Board of Naturopathic Medicine	833-18
46	• Oregon Occupational Therapy Licensing Board	833-20
47	• Board of Examiners for Speech-Language Pathology & Audiology	833-28
48	• Oregon Veterinary Medical Examining Board	833-29
49	Oregon Board of Dentistry	834
50	Bureau of Labor & Industries	839
51	Oregon Medical Board	847
52	Board of Nursing	851
53	Board of Pharmacy	855
54	Public Utility Commission	860
55	Construction Contractors Board	915
56	Real Estate Agency	919
Administration Program Area		
57	Department of Administrative Services	107
58	Employment Relations Board	115
59	Office of the Governor	121
60	Oregon Advocacy Commissions Office	131
61	Department of Revenue	150
62	Oregon Government Ethics Commission	199
63	Oregon Public Employees Retirement System	459
64	State Library	543
65	Oregon Liquor Control Commission	845
66	Oregon Racing Commission	862



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