

navigatOR BUSINESS CASE ABSTRACT

Title: A Business Case for the Development of navigatOR – Oregon’s statewide GIS utility (a confederated enterprise infrastructure for the development of and access to a shared information resource supporting better and more consistent decisions, encouraging public involvement, and permitting more efficient and accountable government.)

Author(s): State of Oregon Geospatial Enterprise Office (housed within the Dept. of Administrative Services, Enterprise Information Strategy & Policy Division), with the assistance of PlanGraphics, Inc.

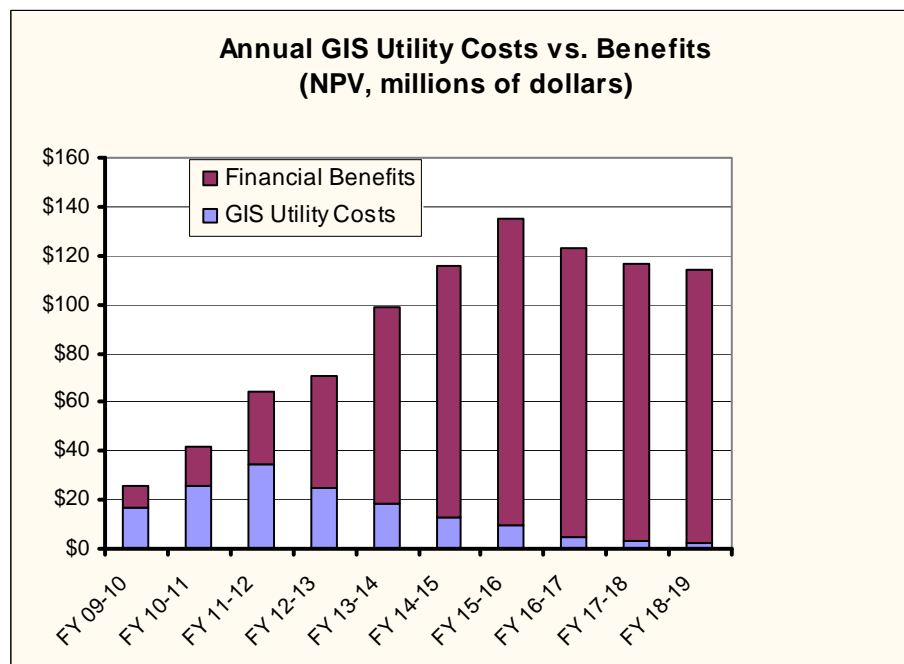
Sponsor: The Governor’s Oregon Geographic Information Council

Abstract Date: 01 September 2007 (GIS Utility Business Case was completed as of June 7, 2005, revised as of January 17, 2006, and refreshed as of October, 2007)

Subject: This business case examines the likely costs and benefits associated with fully implementing navigatOR.

Purpose: Legislators, Governor’s Office, DAS Director’s Office, other jurisdictional leaders (e.g., County Commissioners, US Congressional delegation), and other stakeholders will use this business case during upcoming legislative sessions to determine the amount and timeframe of expenditures to implement navigatOR.

Executive Summary: The business case for developing navigatOR is compelling. Substantial net benefits begin to accrue to state and local agencies in the fourth year of the ten-year period covered by this cost-benefit analysis. The information was originally derived from 2003-2005 state agency budget documents, funded commitments for GIS data and resources, and additional projected information concerning future benefits and costs. The information has since been updated based on 2007-2009 state agency budget documents, with similar revisions made to the local government information. The analysis does not include federal, regional or tribal governments, special service districts, or the private sector. The graph below represents the net present value of projected benefits and costs for navigatOR.



Key assumptions:

- Institutional support for navigatOR from the State CIO and the Oregon Geographic Information Council will continue and grow;
- State and local agency investments in geographic information technologies will continue at a steady or expanding rate; and
- An accounting mechanism will be implemented for tracking the accrual of benefits to state and local agencies.

Objectives:

- Accelerated completion of 14 key GIS data layers
- Formal and thorough geographic information management for all governmental agencies in Oregon.
- Extension of GIS capabilities to underserved, rural areas in Oregon
- Development of Web-based GIS applications and services for the public
- Ready resource for routine operations, emergencies, and multi-agency problem-solving
- Network of partnerships for leveraging funding and expertise
- Incorporate local business drivers and concerns into statewide actions.

Actions required to meet objectives:

- Grant additional spending authority and limitation to the Geospatial Enterprise Office, with oversight by the Oregon Geographic Information Council (OGIC)
- Expand OGIC membership to provide better representation of all stakeholder groups
- Develop at least one regional service hub in an underserved area
- Implement an enterprise infrastructure to provide better access to information, e.g. digital libraries
- Generate and maintain broad support from local users, state agencies, and business partners
- Initiate and maintain consistent, clear communications with stakeholders.

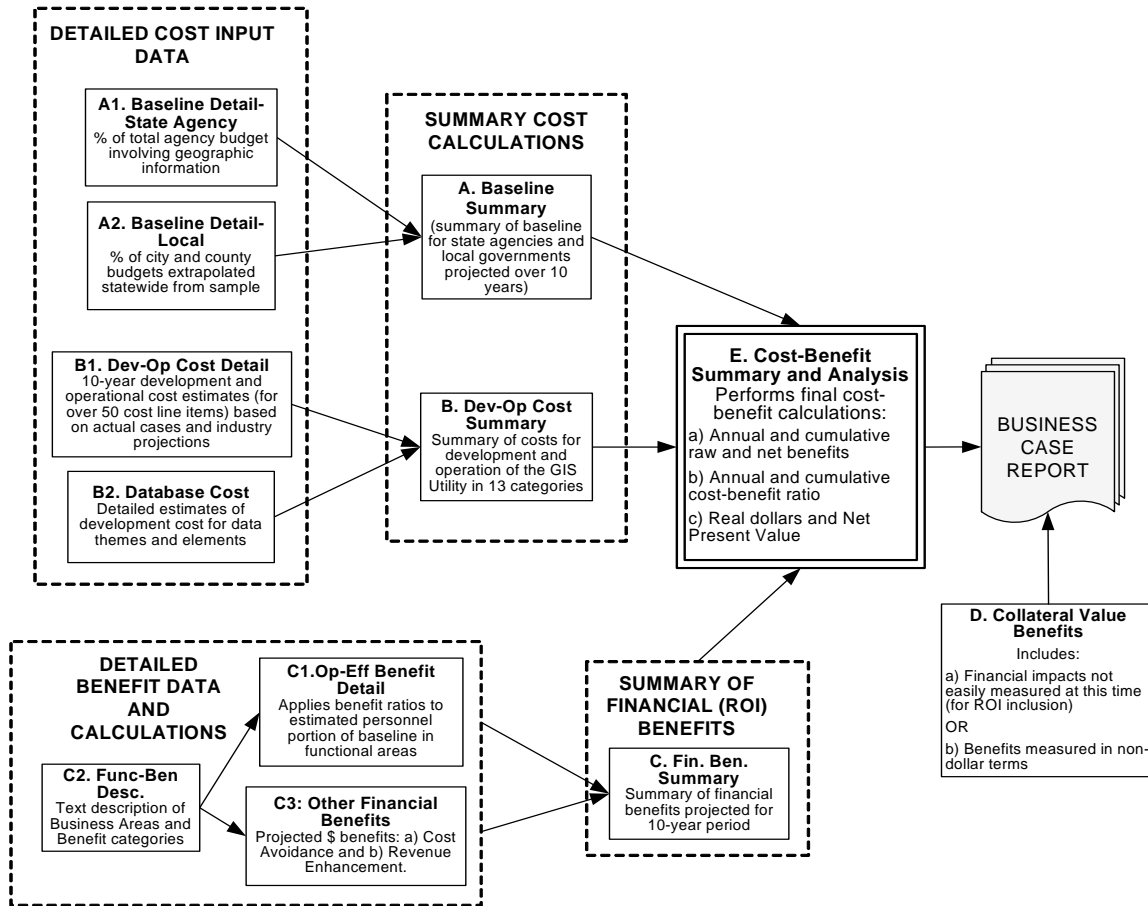
Current and future GIS investments in state and local agencies were analyzed to determine the costs and benefits of implementing navigatOR. The result was a net benefit of nearly \$800 million (\$609 million NPV, at a 4% discount rate) accrued over a ten-year planning horizon. Most of the benefits are accrued through operational efficiencies, though there are clearly identified cost savings and revenue enhancements estimated at more than \$80 million over ten years, as well as significant non-financial benefits. The full implementation cost is estimated to be about \$148 million, with the State's share of that expected to be \$25 million.

The benefit accrual figures are based on a very conservative review of other states' enterprise GIS consolidation efforts, as documented in Appendices A and H of the Business Case. The figure below shows the data compilation process and calculations used, which provide an indication of the rigor applied and the level of detail available in the full Business Case.

Challenges:

Historically, the coordination and funding of enterprise GIS initiatives have suffered from lack of organizational support (e.g., DAS Director, State CIO, BAM), legislative support (LFO, Legislators), and steady support from local government agencies.

Timeframes are tight, and staff resources are limited. The financial figures used in the business case have been updated from the 2007-2009 Legislatively Approved Budget, but many of the identified benefits are difficult to measure as they accrue to individual agencies and to the public. The business case could be strengthened by the inclusion of explicit performance



measures and benefit tracking methods. There is an opportunity to address these issues during the process of updating the 2001 Oregon Strategic Plan for Geographic Information Management, which is scheduled for action in the first quarter of 2008.

Conclusion:

Despite the challenges, the business case for developing navigatOR is compelling. navigatOR will enable Oregon government to transform its information systems to meet its citizens' expectations for faster, better decision-making and greater accountability.