

# DIGITAL STATES SURVEY

## THE 2010 DIGITAL STATE SURVEY



The Center for Digital Government's Digital States Performance Institute (DSPI) identifies and promotes best and emerging practices in the public sector IT community.

Central to that work is the Digital States Survey, the nation's original and only sustained assessment of state use of information and communications technology (ICT).<sup>1</sup>

The 2010 survey reflects the priorities of a uniquely challenging time both in content and in form. A complete submission includes (a) responding to the survey, and (b) taking the CIO Poll.

**Submissions are due online Friday, June 30, 2010.**

- Adaptive Leadership
- Outcomes
- Results

The Survey



- Priorities
- Practices
- Policies
- Preferences

The CIO Poll



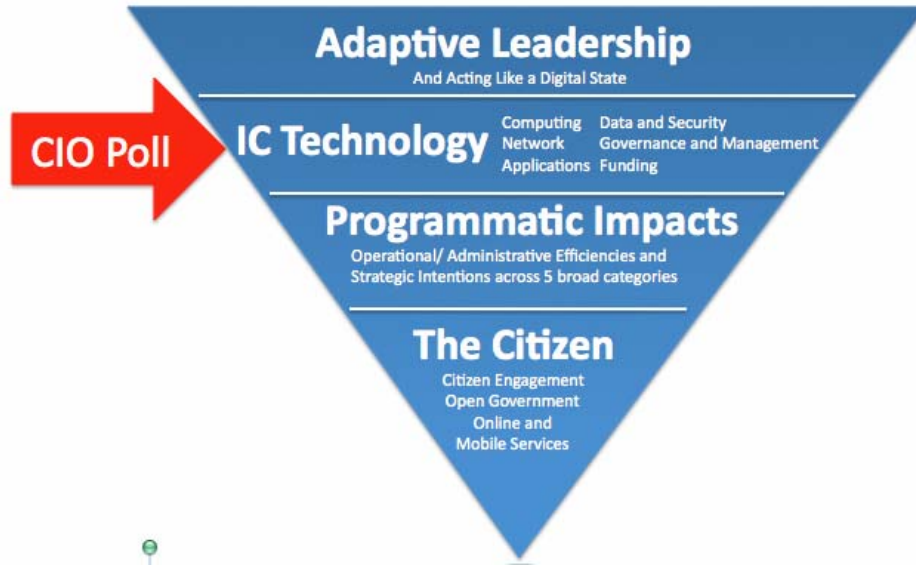
- Best Practices
- Trends
- Recognition
- Community

Digital States



### Scope, Focus and Flow of the Digital States Survey and CIO Poll

<sup>1</sup> Information and Communications Technology (ICT) connotes connectivity in multiple dimensions. It is used here to underscore the importance of connectivity, both in terms of the network infrastructure to make it work and the making of connections between government and citizens.



## BACKGROUND INFORMATION AND RESOURCES FOR COMPLETING SURVEY

### **Realigned Approach:** *Moving from Process to Results*

[Details in link on survey instrument; Appendix A in paper]

### **Digital States Survey:** *Programmatic Impacts and Transformation*

- The survey includes questions about results in each of the following programmatic areas:
  1. Adaptive Leadership and Innovation in Information and Communications Technology (ICT)
  2. Public Safety, Emergency Management and Corrections
  3. Health, Social and Human Services
  4. Commerce, Labor and Taxation- Economic, Business, Community and Workforce Development
  5. Finance, Administration and Human Resource Management, Licensing and Permitting
  6. Energy, Transportation, Environment, Natural Resources, Parks and Agriculture
  7. Citizen Engagement, Open Government and Online/ Mobile Services

### **Digital States CIO Poll:** *The View from ICT Leadership*

- The poll completes the context for analysis and the identification of best and emerging practices.

### **Realigned Scoring:** *Moving from Rankings to Letter Grades*

- Responses to Survey questions will be evaluated and scored.
- Responses to CIO Poll questions will not be scored but credit will be provided for completion.

[Details in link on survey instrument; Appendix B in paper]

### **Length of Responses:** *Streamlining the Process, Shortening the Answers*

- The Center and DSPI recognize the commitment of time and expertise needed to complete the survey.
- Under the new structure, a complete response should take approximately half the length of previous cycles.

### **Guidance for preparing responses:** *Ten points for a strong entry*

[Details in link on survey instrument; Appendix C in paper]

### **Sharing Lessons Learned/ Best and Emerging Practices**

- Taken together, the survey and poll provide a systematic way to learn about what works and why.
- Full state participation contributes to a complete view of the state landscape.
- We ask these questions to learn, and we learn so can give advice and contribute to informed collaboration among states and the identification of best and emerging practices.

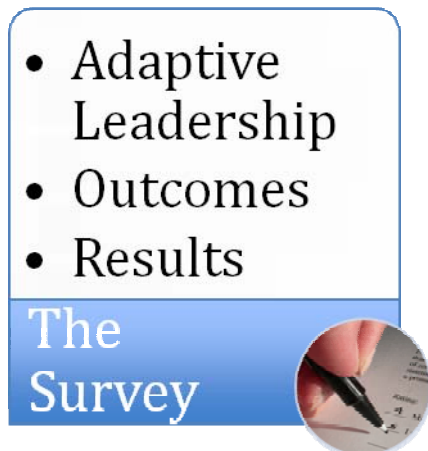
[More information in link on survey instrument; Appendix D in paper]

## Operational / Administrative Efficiencies and Strategic Intentions: Definitions and Examples

[More information in link on survey instrument; Appendix E in paper]

### Recognition

- States will be recognized for strong overall performance. The core questions in the survey will be the basis of assigning a letter grade; responses to the CIO Poll contribute credit for completion points. Scoring details will be included in Appendix B of the survey (see above Realigned Scoring).



### Adaptive Leadership and Innovation in Information and Communications Technology (ICT)

#### *A Word of context about these Questions*

Being a digital state is about bringing value quickly and consistently; it is also about adaptive CIO leadership, collaboration across the ICT community and creating trust among public officials – the state that does these things well is the “Digital State” indeed.

Since 1997, the Digital States Survey has measured and prodded in this direction. Now, it is time to go big or go home. The ‘great recession’ may be over, at least technically, but the unprecedented economic changes are still working their way through government, with significant effects on both budgets and service delivery. The immediacy and urgency of the moment is, like the external conditions, unprecedented.

The moment matters for the public sector ICT community – it is, to borrow a phrase from a current bestselling book, a game changer. Information technology becomes recognized and supported because it produces value where and when value is needed. ICT needs strategies and infrastructures, which are flexible and adaptive to needs as those needs arise. This is particularly necessary during times of political and institutional stress, public agitation and scarce resources.

### **SURVEY QUESTION 1: The Big Picture in Tough Times: Acting Like a Digital State – Because the Future Depends On It**

#### **1A. What has the state done with the hand that it was dealt? What changes have been implemented? With what results? What does it mean for the future?**

These questions are deliberately expansive to afford states the freedom and flexibility to tell their story. In developing responses, consider the following questions:

- How well is your state responding to the immediate challenges of their circumstances?
- What is its response to loss of jobs, high levels of unemployment, foreclosures in housing, increased demands for public services amid declining revenues?

- Is the state successful in receiving its share of support across the programs put in place to help counter dire economic conditions?
- Stimulus funding and reporting, new imperatives for openness and transparency and accountability?
- Is the state meeting the relevance test for ICT in a timely fashion and at reasonable cost?
- How responsive is ICT leadership to the demands of government programs as they change?
- What strategies, disciplines and investments have served the state well?

**Economic Downturn** - In 2008 Oregonians and the state of Oregon began to suffer the effects of the downturn in the economy, as did most other states. At the outset it was clear revenue for government operations would be dramatically curtailed. In the face of declining revenues, the Oregon Legislature and agencies anticipated substantial budget reductions across most agencies.

**Budget Reductions** - In February 2009 a first wave of budget reductions was implemented across Oregon state agencies. Those reductions range from elimination of programs, layoffs, salary decreases to the implementation of furlough days. In January 2010 a special election was held on two tax measures (Measure 66) and (Measure 67) submitted by the Oregon Legislature. Voters approved those measures preventing another immediate budget reduction of \$700 million unnecessary. Economic forecasts released in May 2010 for the state of Oregon concluded a further reduction of \$576 million in General Fund revenues. The Governor, under statutory authority, then [mandated a 9% across-the-board budget reduction](#) for General Fund agencies for the last year of the 2009-11 budget. In response [agencies proposed additional budget cuts](#) the Governor scheduled budget cuts to be implemented July 1, 2010. The Legislature is considering whether to meet in Special Session to strategically target cuts versus the across-the-board reductions.

**Challenges and Change Drivers** – As a result of the economic downturn the private sector businesses and Oregon’s citizens have an increased need for government services. Statistics reported:

- 700,000 of Oregon's citizens currently receive food stamps
- In May 2010, 202,944 Oregonians were unemployed (a steady rate of 10.6 percent since May of 2009)
- 2.21 percent of Oregon's 636,000 outstanding mortgages were in some stage of foreclosure in the first three months of the year.
- 33 % increase in Oregon homelessness noting unemployment tops the list of reasons for the increase. And, in 2010, children now comprise 31 percent of the state’s homeless population.

Throughout this time the Oregon citizen expectations for online government services and information have increased. The need to be trained and educated to re-enter the job market is critical, be healthy and save their homes from foreclosure are immediate drivers for change. These realities are causing the state of Oregon to be more proactive, strategic, and act with a sense of urgency to meet these demands.

To address the challenges and need for changes the state of Oregon has taken the following steps.

**“Fast Track” IT Cost Optimization** - In February 2009 Legislative staff asked the State CIO to convene the CIO Council to envision ways to optimize the cost, use and effectiveness of IT in response to the ongoing budget crisis. In a series of “Fast Track” brainstorming sessions CIO’s identified new opportunities for IT cost optimization, efficiency, effectiveness; while at the same time anticipating the strategic capabilities required to meet the demands of the future. Together CIOs identified well over 100 innovative ideas, as well as efforts underway by agencies, for IT

cost optimization and efficiency (for detail see [Progress Report](#) and [Report Appendices](#)). Agencies reported a second wave of IT cost optimization efforts in February 2010 (see [2<sup>nd</sup> Progress Report](#)).

**IT Strategy Revision** –Earlier strategies were not meeting current requirements, therefore the State CIO guided multi-agency teams of business and IT leaders in enterprise-level planning resulting in a revised [2010-2015 Enterprise Information Resource Management Strategy](#) (EIRMS) was completed in February 2010 and presented to the Legislature’s Joint Ways and Means Committee. The strategy was developed with a steering committee staffed with agency business service directors and agency CIOs. It incorporated a number of Fast Track Planning concepts that were strategic in nature. Addressed the changed economic and business environment in state government.

**Roadmap for Change** – The revised EIRMS lays out a more effective plan for state information and communications technology by providing a roadmap for: 1) governance; 2) improved organizational capacity; 3) optimized use; and 4) innovative solutions for Oregon’s citizens and businesses. The adoption of the strategy becomes the catalyst for initiating changes in information management at an enterprise level. This road map identifies actions that will further implement changes over the next 5 years. Some of those changes are underway and detailed below.

**Consensus Building** -The state of Oregon has followed a workshop methodology to gain understanding and build consensus among agencies. The process typically is as follows: key list of topics with multiple agency interest, analysis is performed regarding the topic, agencies participate in sensing sessions and the development of a workshop, the workshop is held where participants move through rigorous vetting and collaborating of ideas regarding the analysis options of the topic being discussed. The result is clear consensus on approach and roadmaps to follow. The following topics have successfully followed this path with demonstrated results:

[SaaS Strategy and Brokering IT Contracts Workshop](#): The objective was to synchronize agencies, industry and the Software Association of Oregon around the goals of: 1) developing a SaaS strategy and framework for deployment as an enterprise solution; 2) identify options to benefit government; and 3) adopt a streamlined process for SaaS procurements.

**IT SaaS Procurement Redesign** – Reduce the amount of time to procurement; streamline the procurement process; eliminate redundant efforts; and promote a one-government approach (versus siloed agencies). Efficiencies in the SaaS procurement process are projected to lower the average days-to-procure from 200 to 75, more than a 60% reduction.

**Desktop Power Management** – Reduced targets for energy consumption and greenhouse gas emissions have been set for state government operations. A [statewide policy](#) requires state buildings to conserve energy and other resources. A [Desktop Power Management Request for Information](#) (RFI) led to a pilot effort that now serves as a benchmark for future state government-wide desktop power management efforts.

**SDC Mainframe System Software Consolidation** –identified potential costs savings and efficiencies enabled by reducing the number of mainframe tools in moving toward a common set of mainframe software tools (see [Workshop Video](#) for detail). 43 consolidation candidates were identified noting \$5,142,440 in potential savings over the next 5 years. The SDC is acting on the list of savings allowing rate recovery to be reduced for the next biennium based on projected savings of \$1 million dollars from this effort.

**State Data Center (SDC) Cost Optimization** – Progress has continued through the SDC to optimize value and cost. Achievements include: consolidation of 3 iSeries mainframes to 1;

consolidation of 125 UNIX systems to 20 lessening hardware variations and complexities; implementation of a standard virtual server environment reducing server delivery times from average of 6 weeks to between 2 hours to 48 hours; increased hardware capacity of Automatic Tape Library to handle an additional 1,000 tapes at any one time allowing for less-expensive tape storage; implemented 435 terabytes tiered Storage Area Network; consolidated backup system to a single Enterprise Backup System; right-sized and renegotiated equipment maintenance contract to save \$519,000; lower costs through consolidation of hardware and software into a single standardized architecture; 30% energy savings to date, with 25% more anticipated based on blade server and virtualization; more responsive inter-agency troubleshooting services; improved disaster recovery and continuous service; absorbed high growth; improved reliability, performance and security; reduced carbon footprint; improved return on IT investments; and lower total cost of ownership.

**Market Viable IT Contracting** - IT suppliers were reluctant to agree to state terms and conditions. The lack industry viable terms and conditions caused delays, lack of RFP responses, impacted outcomes and drove up costs for IT projects. In 2009 the State CIO, State Chief Procurement Officer and other procurement analysts; the Deputy State CIO; CIOs from several agencies; as well as experts from Risk Management, the Office of the Oregon Attorney General, and the TechAmerica trade association participated in a task force that developed six forms to use as the default standard for terms and conditions. The new forms became effective in June 2010. [Terms and Conditions and related resources are available online](#) including: [Services](#) (when contracting for a combination of hardware, software, and services); [Hardware](#) (when contracting for hardware only or hardware and minor service); [Software](#) (when contracting for software only or software and minor services); [Consulting](#) (when using consulting services); [Maintenance Rider](#) (for use with Contractor's Software Terms and Conditions); and [Software Rider](#) (for use with Contractor's Maintenance Terms and Conditions).

**Standardized Geospatial Software / Enterprise License Agreement (ELA)** – GIS Software has been [standardized](#). The DAS Geospatial Enterprise Office (GEO), with the endorsement of the Governor's Oregon Geographic Information Council (OGIC) and on behalf of state agencies, then negotiated and executed an enterprise license agreement (ELA) with the provider of the standard GIS software for state agencies. Based on detailed tracking of licenses issued, the ELA has already produced nearly \$1 million in cost avoidance to date. The ELA has already proven useful in the development of two applications for planning, tracking and reporting state and Federal stimulus funds. DAS GEO has implemented a variety of geospatially-enabled viewers to support a range of business objectives. (I.e., Secretary of State Ballot Drop Box viewer, several county tax lot viewers, and a state owned/leased facilities viewer).

**Oregon GovSpace** – [Oregon GovSpace](#) provides all state employees and their public and private sector partners a web-enabled business collaboration “Software as a Service” environment. Oregon GovSpace has proven to be an excellent collaboration platform. A 200-user pilot phase was completed in September 2008. Since the completion of the pilot, the system has experienced exponential “viral” growth to nearly 3000 users. The use of Oregon GovSpace: reduces travel costs; lessens the need for expensive and time consuming in-person meetings; allows for concept development/document in a web-accessible 24x7 forum. The offering has had a tangible positive impact on multi-agency/jurisdictional efforts.

**Web Conferencing** - A Statewide Price Agreement with [iLinc Communications, Inc.](#) allows state and local government organizations to purchase Web conferencing software and services. The state of Oregon is in the process of assessing the best way to effectively implement iLinc's “Green Meter” functionality to track CO2, cost, and travel reductions enabled by meeting online versus physical travel. To date, the use of this tool measured in ODOT has dramatically reduced travel costs. ODOT anticipates this initiative will return cost avoidance of \$3,000,000 in 09-11 and \$3,000,000 in 11-13.

**Expand Online Learning Capacity - [iLearnOregon](#)** is a dynamic off-the-shelf online learning management system that integrates general learning management functions (course catalog, registration, enrollments, transcripts and administration) and performance management tools such as individual development plans and skills assessments. Initially established in 2007, it has grown to over 52,000 user accounts registered in 23 state agencies. That includes over 14,000 active state users and 7,000 local government/general public users. [iLearnOregon](#): centralizes all learning management functions and reporting and links to the Web Conferencing tool. It delivers and tracks on-line training and certifications; reduces training expenditures; integrates training and development activities with performance management tools; allows training courses to be shared statewide; and allows individual development plans to be tied to specific job classifications. The [iLearnOregon](#) enterprise license has: produced \$1,867,500 in annual cost savings across all state agencies; streamlined training management across the agencies by deploying a [self-registration](#) approach; created a valuable workforce management tool for the future.

**E-mail Consolidation** — Based on the SaaS Strategy and integrated into the E-Mail Consolidation Roadmap, a multi-agency workgroup sponsored by the CIO Council developed a Statewide Price Agreement for SaaS Email Services. Following this process, the winning proposer will provide secure Microsoft Exchange mail hosting and secure transport. Use of this agreement will be mandatory for those state agencies under DAS purchasing authority and will be available on a voluntary basis to all Oregon Cooperative Purchasing Program ([ORCPP](#)) members. The SaaS email services offering is expected to serve as a key component of the state's email migration roadmap designed to standardize on Microsoft exchange and better enabling the state to move to common/integrated calendar and directory services. Benefits to agencies include: access to the same or better email service; the same or lower cost per user; fewer and more secure, reliable and recoverable email systems; email services with broader capabilities, consolidating and optimizing costs and promoting a center of excellence.

**Oregon E-Recruitment System - [E-Recruitment](#)**, offered through contract by NeoGov, is an online process for state agency recruitment and hiring offered on a SaaS basis. The E-Recruitment System will allow DAS to retire the existing Applicant Recruitment and Certification system; a legacy COBOL application in service for 30 years. [E-Recruitment](#): provides potential applicants to indicate interest in specific job openings for future recruitments; increases agency customer service to applicants; creates efficiency by answering most common questions through the applicant self-service portal; reduces time to hire by approximately 33%; improves reporting through automated delivery of statistical reports; increases diversity of recruitment pools; and, improves processes and standardizes recruiting..

**Clear Path to Innovation** – A strategy in the EIRMS, this effort provides a streamlined process needed to explore and prove (or disprove) innovative technology-enabled solutions on behalf of all agencies (i.e., technical assessments, feasibility, cost/benefit, interoperability, return-on-investment, demonstration or proof-of-concept projects, etc.). Technical evaluation and enterprise architecture combine to highlight candidates for standardization reducing complexity and aligning agencies to business purpose.

**Cost Avoidance / Oregon Stimulus and Accountability Tracking System (ORSTATS)** - DAS brought together state program and technology leaders to define the state of Oregon's stimulus tracking and reporting requirements related to "[Go Oregon](#)" (Senate Bill 338 - 2009) and the [American Recovery and Reinvestment Act](#) of 2009 (ARRA). At issue were centralized reporting and the use of a single tool (or set of tools) that could be used by recipient agencies to report to the: Governor's Office; Federal government's recovery.gov website; and citizens. The Oregon Stimulus Transparency and Accountability Tracking System (ORSTATS) leverage existing systems and resources from three state agencies into a single reporting system resting on a strong GIS data layers. It is composed of three primary components: a database to capture information about projects and other stimulus mechanisms; a flexible reporting tool to deliver

project and program information; and a map-based visualization tool to estimate the impact of stimulus funds expended on projects throughout the state.

### **IT Cost Optimization - Agency Implemented Examples**

**Cost Savings / Information Systems Services Desk** – This function is the principal operational interface between IT and DHS and the newly formed Health Authority Agency staff and partners. The benefits of this approach are: reduced cost of service desk ticket (by \$7.70 or 22%); increased volume (90%) and timeliness (22%) of resolution to customer requests; more effective and efficient use of support resources; resulting in a 56% increase in productivity.

**Cost Savings / Email Archiving** – DAS is implementing an email archiving system that captures incoming and outgoing emails and will aid in e-discovery. In the process, the system automatically de-duplicates attachments to reduce storage costs.

**Cost Savings/Renegotiation of the E-Government Services Contract** – DAS, EISPD renegotiated its current E-government Managed Service Provider Contract to reduce storage costs for agency e-government content. Renegotiation achieved a savings of \$503,820 over the remaining life of the contract.

**Cost Avoidance / Direct Payment (ACH)** – The Department of Transportation has added Direct Payment, Automated Clearing House (ACH) capabilities to its Oregon Trucking Online program so the Motor Carrier Transportation Division can accept electronic payments from a customer's checking or savings account. The difference in cost per transaction is remarkable when comparing credit cards versus Direct Payment.

**Cost Avoidance / Collaboration Tools** - Blackberry Messaging Communications Collaboration Tools have been deployed by the Oregon Department of Transportation, a suite of collaboration tools and easy-to-access services regardless of their physical location. ODOT anticipates this initiative will return direct cost savings of \$350,000 in 09-11 and \$350,000 in 11-13.

**Improve Efficiency / Central Application Delivery** – The Department of Consumer and Business Services developed a central application delivery from Citrix for in-office as well as remote access to all DCBS applications. The next step in progress assumes the level of organizational maturity needed to proactively set and pursue target outcomes. The state of Oregon has the ability to make those decisions based on a balanced understanding of: agency business requirements; citizen expectations; value; cost; and risk. The enterprise-level strategies set out in the EIRMS envision new approaches aimed at striking the balance right between unique agency mission requirements and the effective use of information resources to help achieve citizen expectation and drive down costs. Coupled with processes and practices developed or piloted over the last two years, this approach should allow the state of Oregon to manage information resources more strategically in support of targeted business outcomes that will be needed to meet the challenges that lay ahead.

### **Future implications of EIRMS Roadmap**

- Realignment of executive level governance in a more integrated model will provide better alignment of limited IT resource to achieve enterprise level solutions that will be needed
- Demonstrated effective management of investments in technology. Continued maturity of the data center to a fully consolidated and model that demonstrates value.
- Consolidations when they help agencies be more successful in accomplishing their missions and save costs. The E-mail Road map is an example of a functional consolidation that can lead to acceptable performance at reduced costs. This consensus building roadmap approach that employs collaboration and transparency

can be a template for other consolidations efforts.

- Not all that is enterprise must be delivered through a central agency. Recognize, facilitate and enable centers of excellence to provide enterprise class service where it makes sense. This is the model that will support the new HA and DHS agencies and can expand when proven.
- Create affinity groups to collaboratively share information and data leading to exploration of joint or shared management of applications and desktop. Identify and act on joint opportunities to expand on projects that mutually benefit clusters of agencies that have common business purposes or data sharing and don't limit it to just state agencies as we have learned from GEO. Examples include the Child Support Enforcement Administrative System collaborations between the Department of Justice and Health and Human Services and the 911 CAD Connect cooperative development with ODOT, Emergency Management, Police and Counties.
- Collaborations between agencies and jurisdictions examples include the development of Electronic Records Management System by SOS Archives as a SaaS for other state agencies
- A Transformed and leaner agencies that are more responsive to citizen needs, while at the same time some functions will not be performed in government.
- Greater use of alternative funding models to deliver critical functions and services that have a value proposition such as benefits based contracting for replacement tax system and convenience fee self funding for E-government Portal Services.
- Entrepreneurial management that can compete services with market providers (E-mail SaaS vs. state furnished hub). This will result in a much closer link between payment and services received. Agency budget will demand acceptable performance at competitive prices.
- Enterprise architecture (design) efforts undertaken in support of individual agencies' business requirements have provided value for those agencies and demonstrate the potential opportunity to apply in segments at the enterprise.
- Greater and more user friendly interaction with the public through a newly redesigned E-government delivery system that will provide dynamic content management, user feedback, greater transparency, citizen evaluation, more robust e-commerce capabilities to more fully enable agency operations through the state portal.
- Collaborations between agencies and jurisdictions examples include the development of ERMS Electronic Records Management System by SOS Archives as a SaaS for other state agencies and the five state START health information system coalition that Oregon is participating in with Utah, Minnesota, Illinois and West Virginia.
- More effective agency applications development through the E-government portal provider.
- Development of federated identify management model to better enable citizen access.
- Greater use of social media adding to the 90 agency authorized site. This will be enabled by revised social media guidelines and policies under development.
- Greater transparency and accountability to the public with linkages to performance are expectations for the future as discussed by the Oregon Transparency Commission.
- Exploitation of state data network and closer public private partnerships will expand the broadband network for public purposes such as telemedicine and public safety, while enhancing private commerce options for citizens.

The State of Oregon has piloted and has begun to deploy a far more agile, "just enough," approach to enterprise-level technology governance and management. That approach has produced demonstrable success, direct value to agencies and citizens, and the more rapid pace required for transformational change. Collaborators have demonstrated the right questions are

being asked and quality answers produced. The concept development lifecycle has proven to be predictable, sustainable, and evidently more capable. There is a likelihood a developing concept will produce valuable results. Still, there is more work to do. Future projects must be delivered faster. Cost and performance must be measured and evaluated in enterprise services.

Budget shortfalls will increase the drive for pursuing new multi-agency solutions to common business requirements, especially with such significant potential to optimize cost, improve efficiency and effectiveness, and streamline government processes and support infrastructure.

With the response to the Big Picture question as context, we want to understand how those priorities and dynamics are playing themselves out in key areas of ICT infrastructure, operations and development.

In each of the five categories below please describe the major changes made in the last two years, including the level of scope, collaboration, investment and with what results. Also describe major changes planned for the next two years, including the level of scope, collaboration, investment and anticipated results.

### **1B. Computing**

Including but not limited to consolidation, virtualization, co-location, shared services and provisioning mix (on premises, cloud, hybrid) best suited to the needs and policy priorities of the state.

The [Oregon State Data Center](#) (SDC) is a 24/7 operation within a Tier III certified facility providing the shared services of computing, networking and voice technology to state agencies and partner jurisdictions. SDC [services](#) are described in the [SDC Service Catalog](#) and are provided through [Service Level Agreements](#). The SDC is a consolidation of the computing and networking infrastructure of the state's largest 11 agencies, originally estimated at roughly 80% of state government's total requirement. The Computing and Networking Infrastructure Consolidation (CNIC) [Project](#) closed June 30, 2007 creating the SDC at a total initial cost of \$95M. [SDC governance](#) is [organized](#) to include customer agency heads, CIOs, technical experts, and business stakeholders, as well as SDC staff and DAS management. The [SDC Director's Advisory Board](#) provides the forum for customer agencies to explore the full range of issues of a data center. An Agency [CIO Advisory Board](#) serves under the SDC Director's Advisory Board providing agency CIO recommendations and input about administration of the SDC. Ongoing SDC [rates](#) are developed and approved by the [chartered SDC Finance Committee](#) Chaired by a customer agency director using a jointly developed [rate model](#). Collaborative rate oversight and development have improved rates and reduced some rate volatility. Over the last two years a portfolio of continuous improvement initiatives ensures the SDC provides the value and scaled efficiency anticipated in its design. Over the same period the SDC governance framework has been revised to improve collaboration and alignment between agencies' (business requirements) and SDC (services and value). Agencies now have appropriate forums to interact with the SDC to address the full range of operational issues. SDC management has matured over the last three years of progress and benchmarking. The SDC has transitioned from an initial chaotic state, to a reactive state and now to a proactive level of maturity. [Architecture](#) ensures the SDC design features explicitly accomplish agencies' business requirements. Improvements over the last two years include: progressive consolidation of infrastructure; progress in the deployment of virtualization; energy consumption efficiencies; and streamlined administration. The most significant achievement is the ability to meet the demand for service without corresponding increase in costs. A February 2010 [2<sup>nd</sup> Progress Report](#) on IT cost optimization provides detail. (See Question 1, Changes Implemented, for quantified results.) Over the next two years budget realities will continue to impact SDC development, but as the consolidated computing and networking environment for state agencies a high-quality operation is imperative and assured. Detail of SDC's strategic goals, objectives and actions planned for the future are available in the

[SDC Annual Report](#). Actions in the next biennium include: further consolidation; standardizing infrastructure software and hardware reducing complexity and cost; creation of a staffing plan for migrations; rate stabilization; an energy plan; further refinement of the service catalog; measurable service levels with managed performance; disaster recovery services that support agencies' application priorities; a secure utility computing service; and management to provide a stable and responsive IT infrastructure. (For alternative computing approaches see Question 1C Applications)

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes   , but the results are not disclosed. No   

## 1C. Network

Including but not limited to broadband and wireless initiatives.

The SDC's [Network Services](#) provides a consolidated, network infrastructure to support state agencies and a number of local government operations, network management tools; utilities; systems software; and operating systems. These efforts align with the [agreed to SDC SLA's](#) for agencies and their partner jurisdictions. Network design considers impact on reliability, availability, performance, security, and serviceability. SDC network services are defined in the [SDC Service Catalog](#). Separate agency networks have been consolidated and end-of-life equipment replaced during the consolidation. 1,400 network former segments have been consolidated to under 300. A regional high-speed, redundant backbone has been established and upgrades provide for higher speed at lower cost. Some of the activities planned for the 09-11 biennium are described in detail in the [SDC Annual Report](#) and in a February 2010 [2<sup>nd</sup> Progress Report](#) on IT cost optimization. Plans for next biennium are detailed in the [SDC Annual Report](#). A 2011-13 SDC [rate schedule](#) and [methodology](#) is under joint construction now by the SDC Director's Advisory Board and Finance Committee. Budget issues are likely to impact that outcome.

The Public Utility Commission of Oregon (PUC) is the single eligible entity to receive a grant under the National Telecommunications and Information Administration (NTIA) State Broadband Data and Development Grant Program. The PUC applied for a \$1.6 million Broadband Data Collection and Mapping Grant and a \$498,610 Broadband Planning Grant. The OPUC awarded One Economy a contract to assist Oregon with fulfilling the requirements of these Grant Programs. Data Collection and Mapping: One Economy and its partners BroadMap, Sanborn, and the New America Foundation will work with the PUC and Oregon's Department of Administrative Services, Enterprise Information Strategy and Policy Division to collect and map specific data on broadband infrastructure and the availability of broadband services throughout Oregon, including tribal lands. Collected from sources, such as broadband providers, this data will: identify un-served and underserved areas at the most granular level possible; identify community anchor points; be displayed on a publically accessible and interactive state website in the form of a broadband map; be used as a source for ongoing endeavors to increase broadband availability to all Oregonians; be updated semi-annually through 2011 and; be provided to NTIA per the Grant Program. The newly created Oregon Broadband Advisory Council (Council) will design and administer a public survey to gather information on the demand for and use of the internet. Survey data will be used by the Oregon Broadband Advisory Council to develop and ensure the implementation of statewide broadband strategies. The Oregon Geospatial Enterprise Office is using \$274,000 of grant funds to begin building a data set of the approximately 3.4 million address points. The information will also allow the emergency responders to be accurately dispatched and to better protect the public. To date the state has collected addresses from 21 of 36 counties for the statewide map and has contracted to provide data for 11 additional counties. (For Wireless see Question 2 Public Safety)

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes   , but results are not disclosed. No

## 1D. Applications

Including but not limited to internal services (Enterprise applications, internal line of business (LOB) services, business intelligence, analytics) and external citizen and business-facing online services.

**SaaS Alternatives** - With limited funding and low project risk tolerance, SaaS solutions are becoming an attractive alternative to traditional system and application development. Several statewide enterprise applications and contracts are now in place including: the [Oregon E-Recruit System](#), and [iLinc Web Conferencing](#), [iLearnOregon](#), and a [collaboration suite](#). **E-mail Consolidation** - The State CIO initiated, and the CIO Council endorsed, an initiative to consolidate agencies' independent e-mail systems. The effort is also being used to pilot the steps and transparency of processes needed to develop other proposed consolidation and shared services opportunities. An [E-mail Webpage](#) provides events and work products: from the initial opportunity assessment undertaken by the state Enterprise Architecture Core Team and reported to the State CIO; to a multi-agency workgroup developed a [Value Proposition for Consolidated E-mail and Related Services](#); to an evolving [E-mail Roadmap](#) endorsed by the full CIO Council; to a [Rationale](#) to establish an E-Mail Server Software [Standard](#); and a series of multi-agency [E-mail Focus Groups and Workshops](#) including finance and cost, e-mail directories; and calendaring. All of these efforts will be built upon in a "Synchronize the Organization" Workshop with stakeholders. Expected deliverables include: refinement of the Roadmap; identification of agencies' costs; exploration of different consolidation alternatives (i.e., enterprise platform, SaaS solution, single system, standardized, Center of Excellence, approaches to administration, and cost per seat basis). The results will drive action in the coming biennia. **Enterprise Applications** - The State of Oregon transferred enterprise application development and support to the central business units providing the core applications and hosted the applications in the SDC in 2004. The revised 2010-2015 EIRMS calls for: an enterprise-level application development and support function to accommodate core enterprise applications; and the alternative business framework required to provide such services in a government setting as well as appropriate financing and funding models. Work to define that service model is underway. **Administrative Systems** - Current administrative systems have been designed to fulfill some agency and enterprise business requirements but do not address composite business needs. These systems have had to be modified with expensive and non-standardized work-arounds have been utilized to address specific agency requirements. In particular, they do not provide the real-time information needed to ensure facts-base management and decision-making. A joint effort between ODOT and DAS to develop an integrated ERP system in ODOT and an enterprise level Human Resources system. The Integrated ERP would become the platform for an eventual enterprise level ERP. Detailed planning, acquisition and implementation strategies including detailed cost estimates; and preparation of requests for proposals (RFPs) for quality assurance oversight, software acquisition, and system integration and implementation services were archived when the project was deferred due in 2009 in response to budget constraints. This is likely the model to be followed if funding or need causes the project to be restarted. The revised EIRMS proposes: inventory of agency business requirements for common administrative information systems; to identify legacy system lifecycles and evaluate alternative solutions; then to undertake planning and formulate implementation roadmaps.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes \_\_, and results are public. Yes \_\_, but results are not disclosed. No \_X\_

## 1E. Data and Security

Including measures to increase their availability, accuracy, integrity and share-ability (through common data standards, architectures, protocols and practices).

The [Oregon Geographic Information Council](#) (OGIC), authorized by [executive order](#), provides the model for multi-jurisdictional governance and data standardization. Members include representatives of Federal, state, and local jurisdictions, and Oregon universities. OGIC is supported by teams including: [policy](#); [technical](#); [data sharing partnership](#); [framework implementation](#); and a taskforce on [surveying/GIS/mapping](#). Oregon's Geospatial Enterprise

Office (GEO) serves as the state's coordination point for GIS. GEO provides statewide leadership to promote GIS technology use and ensure availability of easily accessible, high-quality geographic information. Together jurisdictions have established: [GIS data standards](#); a [geospatial data clearinghouse](#); and work progresses on a statewide GIS utility ([NavigatOR](#)). Last biennia GEO established the state's first [enterprise GIS software standard](#) and negotiated an enterprise license agreement for geospatial software lowering cost and improving availability. Next GEO will publish a revised state GIS strategy that will further improve value and cost effectiveness of GIS data and services. Over 400 statutory exemptions to public disclosure law impact GIS data sharing because of the complexity of data. A GIS workgroup will explore the matter and propose a solution.

Agencies' independent development of business processes, systems, infrastructure, and data has led to redundancy in each. Redundancy results in complexity. Complexity makes the path to optimize cost, value, efficiency, effectiveness and strategic capability far more difficult. The revised EIRMS calls for standardization, in particular the data governance to define data interoperability standards.

The goal of information security is to protect the confidentiality, integrity, and availability of information assets. [ORS 182.122](#) designates DAS as the "primary point of accountability and coordination" for information security in state government, a role performed by the [Enterprise Security Office](#) (ESO) with the advice of an executive-level multi-agency Enterprise Information Security Advisory Board, and a multi-agency Information Security Council. Funding for ESO comes largely from an assessment to agencies. Last biennia, ESO created: a [statewide security plan and associated security standards](#) (15 approved / 5 pending); [security policies](#); security training; a security [resource center](#); a [State Incident Response Team \(SIRT\)](#); plus conducted periodic agency vulnerability testing. Together that becomes the security segment of the enterprise architecture. ESO's [SIRT](#) responds to and is responsible for [resource coordination and communications](#) of information security incidents that impact multiple agencies or pose a significant threat. An important focus of ESO is the enterprise business risk assessment. That assessment informs agencies about [their current security maturity](#) and sets targets for progress. [Progress is evaluated annually](#). [Agency maturity scores are used as an enterprise-level measure of improvement and performance](#). [Administrative Rule](#) requires state agencies to [submit](#) information security plans to DAS for approval. ESO offered hands-on workshops to assist agencies in writing their security plans. Next biennium ESO will continue to collaboratively work with state agencies to determine appropriate state and agency security activities to maintain appropriate levels of security preparedness and competency. At the enterprise-level ESO will: continue to strengthen information security governance and accountability; continue to refine information security guidance and support; and continually manage information security risk.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes , and results are public. Yes , but results are not disclosed. No

## 1F. Governance, Management and Funding

Including structures, management disciplines and funding approaches that deliver sustained value and ensure the continued viability of ICT operations in an era of fiscal constraints and at a time when infrastructure, applications and data are shared across [previously separate entities and governance structures](#).

The current governance model for IT is comprised of individual agencies responsibility for their IT applications, desktop management and all IT funding. Each agency follows standards and policies adopted by IT by the Enterprise Strategy and Policy Division. Approximately 40 agencies have some level of IT staff. Of these nearly 30 have Agency CIO positions or other staff responsible for agency IT. The Department of Administrative Services (DAS) Enterprise Information Strategy and Policy Division is funded through agency assessments based on FTE. The DAS State Data Center is funded by rates. Advisory boards are chartered to provide

enterprise level guidance to DAS and its divisions that include: Administrative and Business Service Directors, Chief Information Officers Council, Chief Information Officer Management Council, E-government Advisory Board, E-governance Council, Oregon Geographic Information Council, Information Security Advisory Board, State Data Center Advisory Board and it's CIO Data Center CIO Advisory Board, and the Finance Committee,

Agency IT operating and capital expenses are funded within their agency budget request. Enterprise IT projects (EISPD and SDC) must be supported by the DAS Director's Agency Head budget advisory group before inclusion in the DAS budget request.

The revised [2010-2015 Enterprise IRM Strategy](#) contemplates revisions to enterprise – level governance. A key shift is to establish an executive-level multi-agency governance body that integrates and incorporates existing governance bodies as subject-specific sub-committees. This approach would provide agencies' executive leaders the value and relevance offered only by multi-agency solutions to common business challenges. Agencies' administrative business and technology leaders would be better able to synchronize their efforts with executive decision-makers in the creation of innovative business solutions not possible by any agency alone while also achieving enterprise-level objective of eliminating expensive redundancy of business process and technology-enabled support infrastructure. Each of these groups must have the advantage of having a portfolio view of information and communications technology assets, opportunities and ongoing activities.

Several parallel inquiries are likely to further impact the development of DAS' strategy and business plan including: the impact of the Governor's authorized across-the-board budget reductions to general fund agencies scheduled to become effective July 1, 2010; actions taken in response to recommendations made in the newly released final report of the Governor's Reset Cabinet; the recommendations workgroup report issued in response to a Budget Note required by the 2009 Joint Legislative Committee on Ways and Means; and the unknown potential of a special legislative session called by members themselves to more strategically guide budget reductions to mitigate or re-direct the societal impacts of across-the-board cuts. Notwithstanding these competing assessments and potentially conflicting direction, the update of DAS' strategy and business plan is scheduled to be completed late July or August 2010.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes \_\_, and results are public. Yes \_\_, but results are not disclosed. No \_\_X\_\_

**1G. Collaboration Context:** This matrix is intended to quickly capture the level of participation in each of the responses above without taking up scarce word count. For each of the above, please indicate the collaborating entities/ sectors. Please check all that apply.

	Infrastructure	Applications	Data and Security	Governance, Management and Funding
Public Safety, Emergency Management & Corrections	✓	✓	✓	✓
Health	✓	✓	✓	✓
Social and Human Services	✓	✓	✓	✓
Employment, Labor and Workforce	✓	✓	✓	✓
Commerce and Labor – Economic, Business, Community and Workforce Development	✓	✓	✓	✓
Taxation	✓	✓	✓	✓
Licensing and Permitting	✓	✓	✓	✓
Finance, Administration and Human Resource Management	✓	✓	✓	✓
Energy, Environment, Natural Resources	✓	✓	✓	✓
Transportation	✓	✓	✓	✓

Parks and Agriculture	✓	✓	✓	✓
Small Agencies, Boards and Commissions				
Legislature				
Judiciary				
Independently Elected Officials	✓	✓	✓	✓
Federal Agencies				
Local Governments				
K-12 Education				
Higher Education				
Public Private Partnerships				
Non-Profit Organizations				

*1G. Contact information:*

Who may we contact if we have questions about this question?

Name: Dugan Petty	Affiliation: Dept. of Administrative Services, EISPD
Title Oregon State Chief Information Officer	
E-mail: Dugan.A.Petty@state.or.us	Phone No. 503-378-2128

## Programmatic Impacts and Transformation

With the responses to the Big Picture question and those about ICT as background, we want to understand how those priorities and dynamics are playing themselves out in the work of government through examples drawn from five important programmatic areas.

Since its inception, the Digital States survey has prompted for narrative descriptions of accomplishments and plans in a number of functional areas. With the revised approach come new lines of questions:

- **Operational/ Administrative Efficiencies:** *How is technology being used to streamline internal processes and lower cost structures of service delivery?*

This is the classic and important role of ICT, which is becoming increasingly commoditized. In answering this question, consider initiatives such as common e-mail, communication and productivity tools; secure and robust transaction processing and case management; improved financial reporting and performance tracking; data analytics for planning and predictive purposes; high capacity infrastructure provisioning; the efficient management of agency resources (including but not limited to supporting online and mobile self service, mobile workforces, telework and the reduction of energy consumption); and, the termination and replacement of legacy systems.

- **Strategic Intentions:** *What are the top policy priorities being pursued by the state and how is technology being used to realize those results?*

Strategic intent is used here to capture: (a) game-changing aspirations; (b) strategic alignment with the Administration's priorities; (c) legislative partnerships or requirements, and (d) echoing commander's intent, a concise expression of the purpose of the operation, the desired end state and what ICT did (or will do) to win.

This is a stretch area for ICT, but one by which continued investments will be justified and the viability of government may depend. In answering this question, consider how technology is contributing to programs to: attract and retain investment and economic expansion; improve workforce readiness and reduce unemployment; and reduce recidivism among offenders or optimize revenue collection and reduce fraud. Examples may also include the rationalization or elimination of programs while maintaining service levels through reform, realignment and the application of technology.

Efficiency, cost-containment, consolidation of resources and broad strategy development are necessary but no longer sufficient attributes of a digital state.

For both these question types, the examples are not exhaustive but are intended to suggest the types of policy results sought under strategic intentions.

The programmatic areas are deliberately broad to allow for choice by state respondents. Respondents have the discretion to respond broadly or narrowly within each programmatic area.

## SURVEY QUESTION 2: Public Safety, Emergency Management and Corrections

**REMINDER:** In preparing responses, please familiarize yourself with *Guidance for Preparing Responses* and the definitions of *Operational/ Administrative Efficiencies* and *Strategic Intentions*. Also, to make the most of the short narratives, tell us about the nature of collaborations and the role of technology (among the criteria in *Guidance*) but please use the accompanying matrices to indicate the entities and technology involved.

### RETROSPECTIVE: IN THE LAST BIENNIUM

**2A. Operational/ Administrative Efficiencies:** Please describe examples of how technology has been used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

**Overview** - One theme emerges across the spectrum of public safety, emergency management and corrections – interoperability. Real-time information to deliver services to meet the public safety concerns and protect if and when disasters occur. Significant reductions in revenues complicate efforts to create a concise roadmap to achieve target interoperability. Department of Corrections, Oregon State Police, Department of Justice and Oregon Judicial Department and the Department of Transportation are addressing the public safety, emergency management and corrections challenges to create operational and administrative efficiencies as well as sharing future strategies.

**Department of Corrections (DOC)** – The DOC has custody of offenders sentenced to prison for more than 12 months. Oregon houses offenders in [14 state prisons](#) as defined in the [Oregon Accountability Model](#). The [General Services Division](#) supports much of the day-to-day business of DOC including delivery of [Information Services](#). **Operations** - Maintains and operates DOC's central computer systems and data network. Systems operate 24 hours-a-day, everyday.

**Technical Support** - Provides support to the DOC's desktop computers, troubleshoots local hardware and software problems, provides a telephone-accessible helpdesk, and generally supports the end user of technology. **Applications** - Writes and maintains the department's centrally managed applications, including the [Corrections Information System](#) (CIS). CIS has information about offenders, which allows law enforcement, courts, child support enforcement officers, and parole, probation and prison officials to get immediate information CIS also has tools to help corrections professionals. CIS has information on: over 306,000 offenders; 804,000 criminal offenses and sentences; approximately 3,000 law enforcement, court, parole, probation and prison staff uses CIS.

**Oregon State Police (OSP)** – OSP serves as a rural patrol, assists local city police and sheriffs' departments. OSP is organized into three bureaus and serves as the point of contact to the National Office of Homeland Security. The Law Enforcement Information Division has two major responsibilities. The [Criminal Justice Information Section](#) maintains the [Law Enforcement Data System](#) (LEDS) which connects law enforcement, criminal justice agencies, and other authorized users, to centrally maintained files. LEDS also operates the Oregon Uniform Crime Reporting Program, which collects, processes, and distributes Oregon crime and arrest statistics; and provides Oregon data to the FBI for the national crime statistics program. The LEDS program receives funds through fees charged to agencies using the system (\$660,000). Additional funds come from Identification Services including open records checks of criminal histories, firearms, concealed gun, and employment and licensing background checks (\$9 million). The [Identification Services Section](#) is comprised of the Criminal History, Regulatory Compliance, Automated Fingerprint Identification System, and Firearms programs.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes \_\_, and results are public. Yes \_\_, but results are not disclosed. No X\_

**2B. Strategic Intentions:** Please describe examples of the priority policy objective(s) pursued in the last biennium and detail how technology has been used to realize those objectives. (Include URLs in the response as appropriate.)

**DOC Priorities** - Budget constraints have narrowed the DOC ICT focus recently to reducing the number of computers outside of a five-year lifecycle replacement goal from 40% of the agency's computers to approximately 30%. The agency has doubled the number of personal communications devices (from 100 to 200) to improve the efficiency and effectiveness the DOC workforce. The DOC [2009-11 Strategic Plan](#) describes strategic priorities:

- Kiosks, with Department of Employment information located in reentry prisons to assist inmates as they look for work prior to release.
- Correctional Case Management. transition planning (back to community) begins at intake through post-prison supervision through the use of improved transition assessment tools

**The OSP [Computer Services Division](#)** manages, plans for and maintains OSP's information and voice/data telecommunication system resources.

**OSP's Priorities** - Operational changes have been made in the last biennium to prepare for major strategic improvements to allow increasing real-time interactivity/interoperability between systems and information required by users such as:

- Records Management and Records Sharing capabilities (RMS to RMS).
- [Computer Aided Dispatch](#) saves time by dispatching based on the geo-location of the trooper (and other first responders) versus a unit approach.
- Authorized LEADS-enabled Smartphone applications.
- 
- Enterprise Service Bus creates the modular flexibility needed to continuously refine the integration and interoperable performance of the various systems.

Oregon eCourt [vision](#) and [objectives](#) represent a large undertaking for the Judicial Department, both in new court technology and in changing how our courts function. With immediate access to case data, judges and staff will be able to improve people's lives more thoroughly and effectively than ever before, and have the [statistics](#) to quantitatively verify impact.

OWIN's current system puts first-responders at risk because it does not provide imperative interoperability. The legislature seeks cost efficiency enabled by [partnership agreements](#) formed with local, federal and tribal agencies. The current net value of these partnerships is projected to be \$44M. The OWIN Project is guided by a multi-jurisdictional [Steering Committee](#) that includes the League of Oregon Cities and Association of Oregon Counties. May 2010 the state of Oregon received a conditional waiver from the FCC to build its own statewide 700 MHz interoperable public safety broadband network as part of OWIN, avoiding having to deploy a much slower system for mission critical data. Waiver conditions require Oregon to: build networks that are interoperable with a nationwide broadband system; allow all public safety agencies and jurisdictions in the state to use the system; and, network users must also have access to the Internet, an incident command system and field-based server applications. OWIN is one of the state's most significant public works projects in decades. For the first responder, it will mean confidence in mission critical communications. For the Oregon economy, it's projected that \$250 million will be invested in Oregon with local workers and businesses. Coordinating development of the system leverages or saves many additional millions of dollars described in the [OWIN Finance Strategy](#). General Dynamics has been selected as the [OWIN Construction Manager / General Contractor](#). Adding to the urgency of the project, a mandate from the FCC converts all public safety radio systems to narrowband by 2012.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes \_\_, and results are public. Yes \_\_, but results are not disclosed. No \_\_X\_\_

## PROSPECTIVE: IN THE NEXT BIENNIUM

**2C. Operational/ Administrative Efficiencies:** Please describe examples of how technology will be used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

DOC is performing analysis of replacing a 21-year old legacy corrections information management system with an Open Source alternative, however, due to budget limitations this project may not be realized in the coming biennium.

OSP projects that will have significant measurable operational/administrative efficiencies are:

- E-fingerprinting allows a range of efficiencies and added performance.
- E-Citations saving time for troopers/citizens, 150,000 to 200,000 citations are currently processed manually.
- E-Courts PCI payment allows citizens to pay fees via credit card.
- Connection into Oregon Wireless Interoperability Network (see below) blends the capabilities of the secure broadband backbone with wireless capability to streamline multiple data sharing networks
- Consolidating Public Safety Answering points and 911 call centers eliminating the need for dedicated lines to service providers.

**eCourt** - Oregon eCourt provides a convenient alternative to increase public access to justice by keeping the doors of the courthouse open 24 hours a day, seven days a week. Oregonians will be able to conduct court business from any location that has Internet access. Using the court [services](#) provided through Oregon eCourt, citizens will be able to go to the courthouse electronically; to file a claim or to pay a traffic ticket, for example.

**Emergency Management, Virtual USA Pilot** - The need for real-time, actionable information is critical during day-to-day and emergency response operations where multiple jurisdictions and disciplines interact. Security-related information exists at the local, tribal, state, and Federal levels, but without a national strategy or standards potentially critical information often does not make it into the hands of the people who need it the most.

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes , and results will be public. Yes , but results will not be disclosed. No

**2D. Strategic Intentions:** Please describe examples of the priority policy objective(s) and their related metrics that will be pursued in the next biennium and detail how technology will be used to realize those objectives. (Include URLs in the response as appropriate.)

The [Virtual USA](#) Pilot leverages a system-of-systems approach to seamlessly share relevant information when needed. More specifically, it aims to foster the integration of disparate technologies across the information management lifecycle - linking tools used for collection, analysis, management, communication, and protection of actionable data. The state of Oregon, along with the states of Alaska, Idaho, Montana, and Washington, have agreed to partner with the U.S. Department of Homeland Security (DHS) on a component of the Virtual USA Initiative. The pilot will advance a technical and cultural shift in how the Nation shares information during an emergency. By October 2010, the effort is expected to enable information sharing by leveraging existing and emerging federal, state and local technologies resulting in a real-time demonstration that the required technology and governance are in place for seamless information sharing in the event of an emergency. Optimally, the effort will establish demonstrate that operational capability across the state of Oregon for use in the event of an emergency, and allow the State of Oregon to compare practices to other states. [Participating Virtual USA Pilot organizations in Oregon](#) included robust representation from every jurisdiction within Oregon's borders.

**Oregon Wireless Interoperability Network (OWIN)** – The OWIN Project will consolidate the state's four existing major radio networks and create a statewide "system of systems" for mission critical, public safety communications. The existing radio systems for the Oregon State Police, the Oregon Department of Transportation, and the Oregon Department of Corrections are aging and badly in need of repair. Public safety agencies systems around the state are often incompatible. The technology is outdated. The OWIN project will upgrade all the existing State of Oregon systems and include an important interoperability layer. This layer will allow emergency responders from different agencies and jurisdictions to subscribe to the OWIN system enabling all to transfer data and talk to each other seamlessly and immediately. The challenge of upgrading the old state-owned systems and providing interoperability on an improved "system of systems" is being met by OWIN in four phases to be completed in 2013. The goal of the OWIN is the construction of a digital, trunked, Project 25-based, wireless voice and data communications system with a digital microwave backbone.

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes \_\_, and results will be public. Yes \_\_, but results will not be disclosed. No \_\_X\_\_

**SURVEY QUESTION 2: Public safety, emergency management and corrections (Continued)**  
**2E. Collaboration Context:** This matrix is intended to quickly capture the level of participation in each of the responses above without taking up scarce word count. For each of the above, please indicate the collaborating entities/ sectors. Please check all that apply.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions – Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions - Next Biennium
Public Safety, Emergency Management & Corrections	✓	✓	✓	✓
Health	✓		✓	✓
Social and Human Services				
Employment, Labor and Workforce				
Commerce and Labor – Economic, Business, Community and Workforce Development				
Taxation				
Licensing and Permitting				
Finance, Administration and Human Resource Management	✓	✓	✓	✓
Energy, Environment, Natural Resources	✓	✓	✓	✓
Transportation	✓	✓	✓	✓
Parks and Agriculture				
Small Agencies, Boards and Commissions				
Legislature				
Judiciary	✓	✓	✓	✓
Independently Elected Officials				
Federal Agencies	✓	✓	✓	✓
Local Governments	✓	✓	✓	✓
K-12 Education				
Higher Education				
Public Private Partnerships	✓	✓	✓	✓
Non-Profit Organizations	✓	✓	✓	✓

**2F. Technology Tagging:** The matrix below will help us accurately categorize your responses for use in best practices and trend analysis. This matrix will not be scored – it is for categorization purposes only.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions - Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions – Next Biennium
Central Ledger (ERP)				
Budget (ERP)				
Payroll/ Personnel (ERP)				
Purchasing (ERP)	✓	✓	✓	✓
Grants Management	✓	✓	✓	✓
Enterprise Content Management, Document Management, Workflow	✓	✓	✓	✓
Customer Relationship Management	✓	✓	✓	✓
Case Management and Eligibility Determination	✓	✓	✓	✓
Benefits administration and electronic payment				
Transaction Processing	✓	✓	✓	✓
Business Intelligence	✓	✓	✓	✓
Data Analytics	✓	✓	✓	✓
Database/ Data Management	✓	✓	✓	✓
Geospatial Mapping	✓	✓	✓	✓
Web	✓	✓	✓	✓
Mobile	✓	✓	✓	✓

**2F. Contact information:** Who may we contact if we have questions about this question?

Name Albert Gauthier	Affiliation Oregon State Polic
Title CIO	
E-mail <a href="mailto:albert.gautheir@state.or.us">albert.gautheir@state.or.us</a>	Phone No. 503-934-0201

### SURVEY QUESTION 3: Health, Social and Human Services

**REMINDER:** In preparing responses, please familiarize yourself with *Guidance for Preparing Responses* and the definitions of *Operational/ Administrative Efficiencies* and *Strategic Intentions*. Also, to make the most of the short narratives, tell us about the nature of collaborations and the role of technology (among the criteria in *Guidance*) but please use the accompanying matrices to indicate the entities and technology involved.

#### RETROSPECTIVE: IN THE LAST BIENNIUM

**3A. Operational/ Administrative Efficiencies:** Please describe examples of how technology has been used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

The [Department of Human Services](#) (DHS) is Oregon's largest state agency with the Human Services program area making up over 98% of total program area expenditures. Overall, DHS' 2009-11 legislatively adopted budget comprises about 24% of the state's combined \$14.2 billion General Fund and Lottery Funds budget, and 27% of the state's \$55.9 billion total funds budget.

The DHS budget is organized by four [Program Areas](#):

**Children, Adults and Families** - includes self-sufficiency and family safety services; vocational rehabilitation services; child protection, child welfare, and adoption services; and the field staff who deliver these services.

**Health Services** consists of three divisions: the Public Health Division (PHD); the Addictions and Mental Health Division (AMH); and the Division of Medical Assistance Programs (DMAP), which includes the Oregon Health Plan.

**Seniors and People with Disabilities** includes Medicaid long-term care, Oregon Project Independence, Older Americans Act funding, and direct financial support for seniors and persons with disabilities, including those with developmental disabilities, and the field staff associated with these programs.

**Administrative Services Division** includes the DHS Director's Office and central administrative and support functions, as well as the debt service payments on DHS' capital construction financing.

Overall, the budget anticipates more than \$700 million in one-time revenues – from the ARRA federal stimulus package and provider tax ending balances – that reduce General Fund need for the 2009-11 biennium. This revenue helped address immediate needs and avoid more significant reductions than those that remain in the budget. The adopted budget maintains most program services, with significant caseload growth in self-sufficiency programs and the Oregon Health Plan, although some services are capped or reduced.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes , and results are public. Yes , but results are not disclosed. No

**3B. Strategic Intentions:** Please describe examples of the priority policy objective(s) pursued in the last biennium and detail how technology has been used to realize those objectives. (Include URLs in the response as appropriate.)

DHS initiated an agency [transformation initiative](#) in 2007. A [Transformation Roadmap](#) explains the rationale for change and the anticipated action path. In brief, the Transformation Initiative is a

strategy for reinventing DHS to improve service to clients. Transformation means changing the agency's culture, the way its business processes work and the way it engages with partners. Through transformation, DHS seeks to: cut red tape; deliver services better and faster to clients; increase transparency and accountability; and, save money. Transformation Initiative Themes include: developing people and culture; doing the right work the right way; engaging with DHS partners for improved performance; getting more with the DHS dollar; and working together across divisions.

In the 2009 legislative session, [House Bill 2009](#) (680 pages) required that over the next two year period, two new State agencies would be created: the Oregon Health Authority (OHA); and a reorganized Department of Human Services (DHS). OHA will encompass public health, behavioral health, medical assistance and Medicaid programs, and will pool all financial resources and funding sources for the purchase health care under one agency. DHS will continue to operate the programs for Children, Adults & Families, Seniors, and People with Disabilities. The [Oregon Health Authority](#) seeks to:

**Transform Delivery of Health Care:** statewide adoption of electronic health records.

**Expand Coverage and Access:** access to health care for all Oregon children under 19; aggressive outreach and enrollment of eligible children; coverage for 35,000 additional low-income adults.

**By December 31, 2010:** plan to provide access to affordable, quality healthcare for all Oregonians by 2015; plan for the Oregon Health Insurance Exchange; plan for the development of a publicly-owned health benefit plan within the Exchange; and investigate and report on the feasibility and advisability of future changes to the health insurance market. Improving Population Health including: Prevention and Wellness Fund for chronic disease prevention; Obesity Prevention and Education; Tobacco Prevention and Education; Oregon's North Star goal for patient safety; Statewide healthcare acquired infection prevention program; and Statewide Health Improvement Plan.

**Operational Challenges and Change Drivers** - DHS is increasingly expensive to support, has barriers to innovation, duplicates information and business processes, limits service coordination and frustrates stakeholders. Currently, information in DHS exists in multiple systems, with limited storage. Due to the integration of systems, it is difficult to change one system without causing problems in others.

### **IT Capabilities Timeline**

#### **2009 – 2011 - Evaluate as-is inventories; develop strategies; identify e-form opportunities**

Evaluate as-is inventories of tools and document experience as input to strategy development.

Research SharePoint capabilities.

Develop strategies that leverage investment in SharePoint and existing tools for: Enterprise Content Management; Collaboration; Portals

Identify initial opportunities for electronic forms and workflow.

Develop a Decision Support System (DSS) strategy that identifies tools to be continued, added or discontinued.

Develop a strategy for Service Oriented Architecture (SOA) framework to increase development agility.

Expand Data Warehouse and Data Store processes and utilities to provide generic capabilities.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes X, but results are not disclosed. No   

## PROSPECTIVE: IN THE NEXT BIENNIUM

**3C. Operational/ Administrative Efficiencies:** Please describe examples of how technology will be used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

**DHS 2009-2015 Technology Plan** - A six-year technology plan has been developed to: improve security and access to data; increase worker productivity; provide 24/7 access to DHS services; support the health and safety of children; track common clients across multiple systems; share standard business processes; integrate master data management services; and connect all systems of care. The goal of the plan is a coordinated delivery of Health & Human Services, enabled by an IT infrastructure that supports improved outcomes by providing a comprehensive view of the clients and populations served.

Presentation - [What Business Are We In? An Enterprise Approach to Health and Human Services](#) (3/26/10)

**DHS Core IT Services Project** - The Core IT Services Project will update DHS hardware and systems to support more electronic collaboration with staff, partners and stakeholders. The project has several components, but the biggest change to DHS users will be the switch from Novell GroupWise email to Microsoft Outlook/Exchange in 2010 and 2011. ([Link to FAQ](#))

**Future State Vision for DHS Technology** - The Technology Plan calls for IT to bring in enterprise content management services, collaboration tools and a service-oriented architecture. Work will be done to normalize data and drop it into data warehouses / data stores so that information is available via web services. The goal is to create an environment where legislators, stakeholders, case workers and clients can all use a modern platform to get the information and services they need. While implementing this plan, operational objectives are to: reduce costs; generate revenue; and avoid future costs.

One IT department will serve both OHA and DHS, with the emphasis on organizing around program areas versus departments. The reorganization requires an infrastructure that can share services. These changes require implementation of a unified business technology architectural framework. A business architecture oriented around a business services view can create systems that share information and meet business needs. Key components of OHA will be: electronic health records; the health care information exchange needed to transform health care; and a unified technical infrastructure to replace the many systems that perform the same functions but do not interoperate.

The goal will be to down break existing systems so they are accessible whether enabled by Software as a Service (SaaS), cloud computing, or new systems. Services are available in a standardized way across all programs.

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results will be public. Yes X, but results will not be disclosed. No   

**3D. Strategic Intentions:** Please describe examples of the priority policy objective(s) and their related metrics that will be pursued in the next biennium and detail how technology will be used to realize those objectives. (Include URLs in the response as appropriate.)

The goal will be to down break existing systems so they are accessible whether enabled by Software as a Service (SaaS), cloud computing, or new systems. Services are available in a

standardized way across all programs.

**External & Environmental Drivers:** demand is increasing; budgets are shrinking; costs of service delivery are rising; along with public expectations.

**Business Effectiveness Drivers:** self-directed client services; automated workflow processes; coordinated service delivery; do more with the same or less.

**Information Effectiveness Drivers:** information exchange & collaboration; financial management & forecasting; analytics and decision-making; are required to improve client outcomes.

**IT Agility Drivers:** control the costs of information technology; support a mobile 24/7 workforce; develop shared services; to respond quickly to changing needs.

**Technology Vision** - Enable the coordinated, consistent delivery of health and human services in Oregon by providing a technology infrastructure that supports increased organizational flexibility and responsiveness to changing customer needs

**2011 – 2013 - Leverage Core IT investment and existing tools; continue planning**

Develop strategy to provide common Data Warehouse and Data Store framework.

Integrate SharePoint with existing tools.

Implement strategies by expanding use of SharePoint and existing tools for: Enterprise Content Management (electronic forms and workflow and document management); Collaboration; Portals

Integrate any additional tools with SharePoint as identified in strategies.

Implement Decision Support System strategy by leveraging investments to expand management reporting.

Implement SOA strategy to provide a common framework for services.

User and technical training and support.

**Next Investment Cycle: 2011-2013 - Business Case Short List**

SharePoint enterprise licensing\*

Data Management Services: automated migration tools.

Service Oriented Architecture/Enterprise Service Bus\*

IT Enterprise Management: Phase 2

OR-Kids Child Welfare system Adult Protective Services.

Unified Collaborative Communications (UCC) Program\*

\*Collaboration/Coordinated Service Delivery

**2013-2015 - Expand Enterprise Capabilities / Continue strategy implementation; establish enterprise support**

Implement strategy to facilitate creation and management of data warehouse and data stores.

Continue strategy implementation through integration of SharePoint with additional tools to meet business needs for: Enterprise Content Management; Collaboration

Continue implementation of Decision Support System strategy.

Integration of Portals with implemented capabilities.

Implement Service Oriented Architecture governance processes.

Establish enterprise support and consulting for implemented capabilities.

Continue future planning (evaluate capabilities and gaps in functionality based on business needs).

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes , and results will be public. Yes , but results will not be disclosed. No

**SURVEY QUESTION 3: Health, Social and Human Services (continued)**

**3E. Collaboration Context:** This matrix is intended to quickly capture the level of participation in each of the responses above without taking up scarce word count. For each of the above, please indicate the collaborating entities/ sectors. Please check all that apply.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions – Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions - Next Biennium
Public Safety, Emergency Management & Corrections			✓	✓
Health	✓	✓	✓	✓
Social and Human Services	✓	✓	✓	✓
Employment, Labor and Workforce				
Commerce and Labor – Economic, Business, Community and Workforce Development	✓	✓	✓	✓
Taxation				
Licensing and Permitting	✓	✓	✓	✓
Finance, Administration and Human Resource Management	✓	✓	✓	✓
Energy, Environment, Natural Resources	✓	✓	✓	✓
Transportation				
Parks and Agriculture				
Small Agencies, Boards and Commissions	✓	✓	✓	✓
Legislature	✓	✓	✓	✓
Judiciary	✓	✓	✓	✓
Independently Elected Officials				
Federal Agencies	✓	✓	✓	✓
Local Governments	✓	✓	✓	✓
K-12 Education				
Higher Education				
Public Private Partnerships	✓	✓	✓	✓
Non Profit Organizations	✓	✓	✓	✓

**3F. Technology Tagging:** The matrix below will help us accurately categorize your responses for use in best practices and trend analysis. This matrix will not be scored – it is for categorization purposes only.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions - Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions – Next Biennium
Central Ledger (ERP)				
Budget (ERP)				
Payroll/ Personnel (ERP)				
Purchasing (ERP)	✓	✓	✓	✓
Grants Management	✓	✓	✓	✓
Enterprise Content Management, Document Management, Workflow	✓	✓	✓	✓
Customer Relationship Management			✓	✓
Case Management and Eligibility Determination	✓	✓	✓	✓
Benefits administration and electronic payment	✓	✓	✓	✓
Transaction Processing	✓	✓	✓	✓
Business Intelligence	✓	✓	✓	✓
Data Analytics	✓	✓	✓	✓
Database/ Data Management	✓	✓	✓	✓
Geospatial Mapping	✓	✓	✓	✓
Web	✓	✓	✓	✓

Mobile				
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3F. Contact information: Who may we contact if we have questions about this question?

Name Ric Howard	Affiliation Dept. of Human Services
Title CIO	
E-mail Richard.C.HOWARD@state.or.us	Phone No. 503.986.3217

## SURVEY QUESTION 4: Commerce, Labor and Taxation- Economic, Business, Community and Workforce Development

**REMINDER:** In preparing responses, please familiarize yourself with *Guidance for Preparing Responses* and the definitions of *Operational/ Administrative Efficiencies* and *Strategic Intentions*. Also, to make the most of the short narratives, tell us about the nature of collaborations and the role of technology (among the criteria in *Guidance*) but please use the accompanying matrices to indicate the entities and technology involved.

### RETROSPECTIVE: IN THE LAST BIENNIUM

**4A. Operational/ Administrative Efficiencies:** Please describe examples of how technology has been used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

**In direct response to Oregon's economic situation, there have been significant achievements in the area of commerce, labor and taxation and community and workforce development as well as aiding businesses. The Oregon Employment Department and the Department of Revenue (DOR) has been at the forefront of these efforts.**

**Simply stated the [Employment Department](#)** is to support business and promote employment. Through [43 offices](#) across Oregon, the department serves business and promotes employment by: helping workers find suitable employment; providing qualified applicants for employers; supplying statewide and local labor market information; providing unemployment insurance benefits to workers temporarily unemployed through no fault of their own; and assuring safe and quality child care. Statewide, regional, and local economic information is prepared for use by employers, community leaders, and policy makers. [Business and Employment Services](#) – Supports employers by recruiting workers with skills matching employers' needs, customizing state and local labor market information for use as a business planning tool, and by offering an innovative online matching tool called "[iMatchSkills](#)" to match qualified candidates to job openings listed by employers. "[iMatchSkills](#)" is an award-winning, Web-enabled service designed to match Employers with qualified Job Seekers and qualified Job Seekers with Job Listings that are a good fit based on the Job Seeker's Skills which helps job seekers find jobs that closely match their skills, provides them with up-to-date information about trends in occupations and skills needed for success in the job market, and works with other agencies to direct them to appropriate training programs and job experiences. [WorkSource Oregon](#) is an innovative partnership between the State of Oregon and Microsoft to provide free online technology training to Oregonians who are out of work and looking for opportunities to improve their computer skills. Microsoft will provide the state with over 16,000 vouchers for eligible Oregonians. [Unemployment Insurance](#) - provides wage replacement income to workers who are unemployed Job seekers and employers can access employment information through interactive job services on OED's website. OED coordinates services with other Workforce partners to access training, skills assessment counseling, and employability planning.

The Department of Revenue (DOR) administers more than 30 of Oregon's tax programs in addition to personal income tax including: corporation income and excise taxes; inheritance tax; and tobacco tax. DOR also collects revenues for some local governments, including TriMet and

Lane transit districts. In fiscal year 2009, \$5.4 billion was raised through personal and corporation income taxes. DOR processes 5 million documents each year. 1.8 million of those are personal income tax returns. DOR collects delinquent and liquidated accounts for nearly 300 public agencies, commissions, and boards. In 2009, collections totaled more than \$43.4 million. This revenue helps fund the services these agencies, commissions, and boards provide. Though DOR does not collect property taxes, it ensures that property tax laws are applied fairly in all of Oregon's 36 counties.

The role of DOR is an essential function of government operations. It is critical that DOR optimize performance due to the dependence of other organizations and citizens.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes \_\_, and results are public. Yes X\_\_, but results are not disclosed. No \_\_

**4B. Strategic Intentions:** Please describe examples of the priority policy objective(s) pursued in the last biennium and detail how technology has been used to realize those objectives. (Include URLs in the response as appropriate.)

The primary challenge for the Employment Department is to have an infrastructure that is robust enough to cope with wild swings in demand for service. One approach has been to distribute demand across several communication pathways. Oregon has responded to high levels of unemployment by making information about [unemployment benefits](#) available via the web, [Twitter](#) and [RSS Syndication](#). More importantly, the state served citizens by providing [Online Claims Filing](#) eliminating the need for waiting lines. The [Employment Department](#) established three consolidated, distributed [Employment Call Centers](#) operating in three regions of the state (Metro/Eugene/Bend). The department strives for a "one office" capability to ensure consistency for customers and to gain efficiencies. From these call centers: claims-takers process claims filed by phone and the internet; adjudicators can investigate issues and determine if benefits can be paid; and support staff help the team in a variety of roles. The Oregon Employment Department has undergone significant improvement in the area of desktop management to liberate technical resources to address priority challenges. New technology has been used to allow centralized patch and system upgrade distribution. Desktop systems are distributed through out the state in 47 field offices. Previously technicians would have to travel to those locations to perform the upgrades during business hours. Now upgrades can occur remotely during off hours with minimal disruption to business. In the highest demand periods over the last 1 ½ years the Employment Department successfully adapted on-the-fly solutions when needed to make the technical support infrastructure more robust to handle dramatically demand than thought feasible. Lessons learned from that experience have paid dividends since. Various portal configurations help to streamline online application process.

Oregon Employment Department is currently implementing an Identity Management solution that will allow secure services with the public. Claimants, job seekers and employers all do limited business with Oregon Employment Department now. The new system will allow more services to be delivered online creating greater opportunities for automating transactions.

Meanwhile, DOR pursued their Strategic planning and identified numerous potential opportunities to enhance the agency's performance and increase the benefit to the state. In 2009 DOR evaluated these potential opportunities and determined which should be pursued. Many elements are interdependent, so it was important to evaluate them from a broader perspective rather than the perspective of a single functional area. Additional work has been done to integrate the DOR business plan and strategic roadmap. In the coming biennium the implementation plans will be finalized and strong business cases presented to begin deployment of the transformation.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes , and results are public. Yes , but results are not disclosed. No

## PROSPECTIVE: IN THE NEXT BIENNIUM

**4C. Operational/ Administrative Efficiencies:** Please describe examples of how technology will be used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

The Oregon Employment Department defined a strategic objective to create a comprehensive technology environment that would support business function and improve flexibility. The strategy involves creating a standardized data environment so that new systems would pull from a core data source rather than replicate data over multiple sources. Standardized application code will be developed in modules that can be reused by multiple applications minimizing the amount of code connected to the technology of the user interface to allow more flexible shifts in technology in the future. The intent of this strategy is to create a technology environment that can provide access to critical information with the minimum amount of redundancy. Where flexibility is needed most, at the user interface, it will be less encumbered by heavy business rule-related code.

80% of existing Technology staff time is spent maintaining existing systems, leaving only 20% for enhancements and strategic initiatives. The new model is expected to reduce the maintenance footprint allowing more time and energy to focus on long-term strategy and systems improvements.

DOR has three high-level initiatives planned for the coming biennium.

**Tax Payer Self-Sufficiency** - Taxpayer self-sufficiency means taxpayers could resolve their debts and/or obtain information without having to contact a department employee.

**Core System Replacement** - An appropriate information technology (IT) infrastructure will allow DOR to transform and optimize business processes. Core legacy systems are coming to the end of their useful lives, and as DOR develops replacement systems they need to have a clear picture of how they will support business in the future.

**State Shared Property Tax System** – Create a statewide digital property tax map system that supports county assessment and taxation functions as well as an array of public and private geographic information systems (GIS) applications

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes , and results will be public. Yes , but results will not be disclosed. No

**4D. Strategic Intentions:** Please describe examples of the priority policy objective(s) and their related metrics that will be pursued in the next biennium and detail how technology will be used to realize those objectives. (Include URLs in the response as appropriate.)

The Oregon Employment's Foundational improvements of the last biennium create opportunities for efficiency. There will be additional work to be done in the coming biennium take redundant systems offline and then enable business process change through the use of document management, workflow, case management systems, business intelligence tools, data warehouse, and the unified call center system.

The Oregon Employment department will, in the next biennium, develop systems that feature business intelligence tools and data warehouse to innovatively identify fraudulent claims and tax practices. Data sharing with partner agencies will be expanded allowing the more complete

information needed for quality programmatic decision-making. Metrics on Overpayment and fraud are available through current federal reporting measures.

In the last biennium DOR completed Phase 1 of its most significant, long-range strategic planning and implementation process in more than a decade. The building blocks of success are the strategic goals. These strategic goals describe what must be accomplished to achieve DOR's mission including: incrementally shift the view of the DOR workforce to the future and the transformational roadmap; emphasize continuous improvement as part of transformation; refine operational processes to optimize business results; partner with other agencies and interact an enterprise-level to leverage experience and to synchronize DOR activities enabling the transformation; apply innovative practices to better understand and address customer expectations; promote voluntary compliance and collection of taxes due under law by streamlining and technically-enabling DOR processes and joining with other jurisdictions in transparently reporting revenue to citizens so they understand the value and impact of their investment.

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes \_\_, and results will be public. Yes X, but results will not be disclosed. No \_\_

**SURVEY QUESTION 4:** Commerce, Labor and Taxation- Economic, Business, Community and Workforce Development (Continued)

**4E. Collaboration Context:** This matrix is intended to quickly capture the level of participation in each of the responses above without taking up scarce word count. For each of the above, please indicate the collaborating entities/ sectors. Please check all that apply.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions – Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions - Next Biennium
Public Safety, Emergency Management & Corrections				
Health				
Social and Human Services				
Employment, Labor and Workforce	✓			
Commerce and Labor – Economic, Business, Community and Workforce Development	✓	✓	✓	✓
Taxation	✓	✓	✓	✓
Licensing and Permitting	✓	✓	✓	✓
Finance, Administration and Human Resource Management	✓	✓	✓	✓
Energy, Environment, Natural Resources	✓	✓	✓	✓
Transportation				
Parks and Agriculture	✓	✓	✓	✓
Small Agencies, Boards and Commissions	✓	✓	✓	✓
Legislature				
Judiciary				
Independently Elected Officials				
Federal Agencies	✓	✓	✓	✓
Local Governments	✓	✓	✓	✓
K-12 Education				
Higher Education				
Public Private Partnerships	✓	✓	✓	✓
Non Profit Organizations	✓	✓	✓	✓

**4F. Technology Tagging:** The matrix below will help us accurately categorize your responses for use in best practices and trend analysis. This matrix will not be scored – it is for categorization purposes only. Please select all that apply.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions - Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions – Next Biennium
Central Ledger (ERP)				
Budget (ERP)				
Payroll/ Personnel (ERP)				
Purchasing (ERP)				
Grants Management				
Enterprise Content Management, Document Management, Workflow	✓	✓	✓	✓
Customer Relationship Management	✓	✓	✓	✓
Case Management and Eligibility Determination	✓	✓	✓	✓
Benefits administration and electronic payment	✓	✓	✓	✓
Transaction Processing	✓	✓	✓	✓
Business Intelligence	✓	✓	✓	✓
Data Analytics	✓	✓	✓	✓
Database/ Data Management	✓	✓	✓	✓
Geospatial Mapping	✓	✓	✓	✓
Web	✓	✓	✓	✓
Mobile				

**4F. Contact information:** Who may we contact if we have questions about this question?

Name Troy Rutten	Affiliation Oregon Employment Department
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Title CIO	
E-mail Troy.M.RUTTEN@state.or.us	Phone No. 503-947-1560

## **SURVEY QUESTION 5: Finance, Administration and Human Resource Management, Licensing and Permitting**

**REMINDER:** In preparing responses, please familiarize yourself with *Guidance for Preparing Responses* and the definitions of *Operational/ Administrative Efficiencies* and *Strategic Intentions*. Also, to make the most of the short narratives, tell us about the nature of collaborations and the role of technology (among the criteria in *Guidance*) but please use the accompanying matrices to indicate the entities and technology involved.

### **RETROSPECTIVE: IN THE LAST BIENNIUM**

**5A. Operational/ Administrative Efficiencies:** Please describe examples of how technology has been used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

**[iLearnOregon](#) – Enterprise Learning Management** - Currently there are over 43,000 employees working in over 100 state agencies in Oregon. Agency size varies from the largest, Oregon Department of Human Services (DHS) with 10,000+ employees, to very small boards or commissions with only two or three employees. Most of the larger agencies have a training department, and there is also a central state training function. Agencies have registered and tracked training participants using database software or a manual process; class registration is done on-line in very few agencies and manually in most agencies. There has been no automated sharing of class information allowing employees from one agency to register and attend classes offered by another agency, and there is no tracking system allowing an employee's training history to be available to other agencies were that employee to transfer. Until recently, the state of Oregon did not have the ability to effectively and efficiently manage the training and development needs of the enterprise. The operational objective in the last biennium was to reduce the cost of learning and development while providing a tool that provides just-in-time, skill-based training for the workforce and statewide partners. That was accomplished. iLearnOregon agencies conducted over 370 sessions, saving over 98,000 total pounds of carbon emissions and 194,000 travel miles!

**[iLinc - Web Conferencing Software](#)** - iLinc is a well-documented leader in offering enterprise-class Web, video and audio conferencing software via a Software-as-a-Service (SaaS) rental model, or a traditional software purchase model with the option of hosting by iLinc or an on-premise installation. Participating iLearnOregon agencies now also have access to iLincOregon, our statewide virtual classroom tool providing additional effectiveness to the iLearnOregon suite.

**[Oregon GovSpace - Online Government Collaboration Suite](#)** - In October the state of Oregon negotiated a contract with a highly-rated Portland, Oregon-based vendor, Jive Software, to host and provide a "Software as a Service" (SaaS) pilot service. Two-hundred (200) state staff and business partners participated in that first successful six-month pilot completed in September 2008. Since that first pilot experience, word-of-mouth promotion continues to create increased demand for this collaborative, multi-agency/multi-jurisdictional planning forum. The contract has been extended and the number of participants continues to increase at a rate of approximately 20% per month. Current participants include over 180 different state agencies, local jurisdictions, and non-government organizations – and in one case, members of a national industry group, the Coalition of Geospatial Organizations (COGO).

**[Central Business Registry - One-Stop-Shop](#)** - Previously a business registrant may have been required to register with as many as six different state agencies. Each of these agencies has

separate requirements and forms that must be completed and processed. This process required days or even weeks to complete, and in some cases even required the business registrant to travel to the agency to complete the transaction. The initial phase was completed in the last biennium paving the way for advancements in the next.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes   , but results are not disclosed. No   

**5B. Strategic Intentions:** Please describe examples of the priority policy objective(s) pursued in the last biennium and detail how technology has been used to realize those objectives. (Include URLs in the response as appropriate.)

In the last biennium the state of Oregon sought to develop a blend of interactive workforce training and management tools that together pave the way for strategic management of that valuable asset in the future. Agencies that provide citizen and business facing services took a similar strategic approach.

**iLearnOregon – Enterprise Learning Management** – Learning management and competencies/skills management are critical to developing organizational capabilities. The strategic intention in the last biennium was to strengthen organizational capabilities creating a consolidated learning management information base for use in a range of planning and management efforts. Employee performance and development could be planned as a routine feature of all operational improvement efforts. Comprehensive learning management information would provide the facts-base needed for strategic management of the workforce over time through various HR activities, such as performance tracking and measurement, career development, and succession planning. The ability to tightly link learning initiatives with key business operations can be used to increase customer satisfaction and improve overall results. Centralizing training information into one system reduces duplication of information across agencies, streamlines and integrates processes, and provides a tool for assessing enterprise workforce needs and models for addressing future needs statewide. To accomplish these objectives, iLearnOregon was funded through an assessment to all agencies. The result was: 53,000 user accounts; in 24 state agencies; with over 14,000 active state of Oregon users; and over 7,000 local government / general public users.

**Oregon GovSpace - Online Government Collaboration Suite** – In the biennium the strategic intent was to provide powerful and feature-rich on-line collaboration environment for state employees and their collaborators through a software-as-a-service contract. Jive Software was selected to provide that service for the state of Oregon. The results exceeded expectations. Oregon GovSpace is currently used by thousands of users. Membership is growing quickly. Robust collaboration features enhance planning including: version control and change history for documents; discussion blogs with email notification; user-defined groups with different levels of privacy; individual profiles; shared task creation; project reporting; personal co-worker networks; and administrative functions. These features combine to provide a true enterprise tool to share ideas and information.

**Central Business Registry - One-Stop-Shop** - The Oregon Secretary of State guides a multi-faceted agency with program divisions that handle some of Oregon State Government's most vital tasks. September 2009, the Oregon Secretary of State's Information Systems Division was awarded a Digital Government Achievement Award in the Government-to-Business category for its development of the Central Business Registry. This strategic initiative streamlined the filing process for those wishing to start a business in Oregon. The vision for the Central Business Registry system (CBR) in the last biennium was to simplify the process of creating, managing, and distributing business registration related information by providing a 'one stop' system for businesses to file and maintain licenses, permits and registrations with multiple state, federal and local government agencies

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes   , but results are not disclosed. No   

## **PROSPECTIVE: IN THE NEXT BIENNIUM**

**5C. Operational/ Administrative Efficiencies:** Please describe examples of how technology will be used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

[iLearnOregon](#) – Next biennium the operational objective is to centralize all learning management functions and reporting to: dramatically increase the quality and accuracy of key agency and statewide training and development metrics: decrease the time associated with research and reporting about workforce training and skills; deliver and track on-line training and certifications; dramatically reduce training expenditures related to student/instructor related travel and facility costs; and, integrate training and development activities with performance management tools.

[iLinc - Web Conferencing Software](#) - iLinc is expected to expand the potential of the iLearnOregon service by including virtual meetings and integrated audio conferencing as a service component. iLinc also offers Green Meter; an automatic calculator inside the iLinc Web conferencing software that is expected to be used to track reductions in CO2, cost, and travel accrued by meeting online rather than traveling.

[Oregon GovSpace - Online Government Collaboration Suite](#) – Oregon GovSpace is an internet based collaboration tool and is available to all agencies, boards, commissions and their business partners in county/local government or key stakeholders as long as the agency determines they have a business purpose to collaborate online together. While the expectations for GovSpace were exceeded last biennium, state of Oregon intends to refine and expand use of the forum for multi-agency collaboration, planning, and communication. Mobile access components of Oregon GovSpace are expected to be used more in the next biennium including: reply to and comment on content; and create content (new blogs, discussions, documents, tasks, and status updates). The level of adoption is already having a positive impact. More candidate areas for multi-agency collaboration and planning will emerge in the coming biennium. Deployment of this web-based technology will prompt agencies of the state of Oregon and their business partners to expand and refine cross-agency collaboration and government to government planning practices on a scale not previously possible.

[Central Business Registry - One-Stop-Shop](#) - Now, using the Central Business Registry a registrant's experience in starting a business is more like "one stop shopping." Currently, customers can log on to the CBR and complete registration with the Oregon Corporation Division, Employment Department, and the Department of Revenue. The next phase of development will bring the Department of Consumer and Business Services into the mix, further streamlining the process. Making the process more efficient for customers is just one great benefit the CBR has produced. Another benefit of CBR is the tremendous number of hours that are saved when customers use CBR. The Secretary of State saves approximately 400 hours a month, while the Department of Revenue boasts a savings of roughly 135 hours a month in processing time. These savings translate to improved services to the State's business customers as well as savings to the agencies involved. That trend is expected to increase in the next biennium.

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes , and results will be public. Yes , but results will not be disclosed. No

**5D. Strategic Intentions:** Please describe examples of the priority policy objective(s) and their related metrics that will be pursued in the next biennium and detail how technology will be used to realize those objectives. (Include URLs in the response as appropriate.)

Central themes will be developed further in the coming biennium around the subjects of human resource management, licensing, permitting, and administration including: ease-of-use; integration; consolidation; data sharing, and access. In each area substantial progress will be made to provide intuitively usable, web-enabled, broad-spectrum solutions that create significant efficiencies for use, management, and cost advantages.

[iLearnOregon](#) – iLearnOregon ([detail](#)) will be fully deployed by implemented state agencies, boards, commissions, and their partners (cities / counties / general public) as a key tool used to support the state of Oregon's training and workforce development efforts. iLearnOregon will provide a dynamic online learning and knowledge management system integrating general

learning management functions (course catalog, registration, enrollments, transcripts and administration) as well as advanced tools such as, certification/license tracking, individual development plans, skill surveys and performance evaluations. iLearnOregon: streamlines reporting, tracking and scheduling; reduces the cost burden of learning and development activities and supports the growth of critical job-related skills enhancing workforce value and adaptability to meet changing needs. Through iLearnOregon the state will: deliver measurable results; deliver the "right" training at the right time; enable better decisions; increase productivity; and provide the foundation for actionable workforce management. The strategic objective for the coming biennium is to transform the way state government develops the workforce by providing dynamic skill-based individual development plans measured through skill-based assessments (skill / proficiencies / gaps).

**Oregon GovSpace - Online Government Collaboration Suite** - The state has gained the valuable experience needed to gauge the feasibility and potential return-on-investment of other future "Software as a Service" (SaaS) opportunities. Oregon GovSpace has opened the door to new possibilities in multi-agency collaboration, planning, and action. Further SaaS solutions will be deployed in the coming biennium.

**Central Business Registry - One-Stop-Shop** - Through CBR the State of Oregon will improve customer service further by offering a consolidated electronic alternative to the time consuming paper driven processes.

**Oregon ePermitting – Multi-jurisdiction Online Permitting** - Oregon Department of Consumer and Business Services provide an array of online services. ePermitting is to be implemented as a statewide, interoperable, Web-based, e-permitting system that allowing both businesses and individuals to conduct a wide range of building department-related business online, anywhere in the state, 24/7 The project envisions eventually all 134 cities and counties in Oregon with a building program to be on some version of state system. In addition to providing consolidated online permitting, the site will serve as a "Permits 411" resource; a one-stop location for nearly any question about permits in Oregon. Initial full-service jurisdictions are expected to come on-line now through the end of 2010. Ultimately, the ePermitting umbrella is expected to cover three electronic building permitting services: Basic Services (currently referred to as Quick Permits) Full Services (the ability to offer all building permitting services) and a link to the Minor Label program.

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results will be public. Yes   , but results will not be disclosed. No

**SURVEY QUESTION 5:** Finance, Administration and Human Resource Management, Licensing and Permitting (Continued)

**5E. Collaboration Context:** This matrix is intended to quickly capture the level of participation in each of the responses above without taking up scarce word count. For each of the above, please indicate the collaborating entities/ sectors. Please check all that apply.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions – Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions - Next Biennium
Public Safety, Emergency Management & Corrections	✓	✓	✓	✓
Health	✓	✓	✓	✓
Social and Human Services	✓	✓	✓	✓
Employment, Labor and Workforce	✓	✓	✓	✓
Commerce and Labor – Economic, Business, Community and Workforce Development	✓	✓	✓	✓
Taxation	✓	✓	✓	✓
Licensing and Permitting	✓	✓	✓	✓
Finance, Administration and Human Resource Management	✓	✓	✓	✓
Energy, Environment, Natural Resources	✓	✓	✓	✓
Transportation	✓	✓	✓	✓
Parks and Agriculture	✓	✓	✓	✓
Small Agencies, Boards and Commissions	✓	✓	✓	✓
Legislature				
Judiciary				
Independently Elected Officials	✓	✓	✓	✓
Federal Agencies				
Local Governments	✓	✓	✓	✓
K-12 Education				
Higher Education	✓	✓	✓	✓
Public Private Partnerships	✓	✓	✓	✓
Non Profit Organizations				

**5F. Technology Tagging:** The matrix below will help us accurately categorize your responses for use in best practices and trend analysis. This matrix will not be scored – it is for categorization purposes only.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions - Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions – Next Biennium
Central Ledger (ERP)				
Budget (ERP)				
Payroll/ Personnel (ERP)				
Purchasing (ERP)	✓	✓	✓	✓
Grants Management	✓	✓	✓	✓
Enterprise Content Management, Document Management, Workflow	✓	✓	✓	✓
Customer Relationship Management	✓	✓	✓	✓
Case Management and Eligibility Determination				
Benefits administration and electronic payment	✓	✓	✓	✓
Transaction Processing	✓	✓	✓	✓
Business Intelligence	✓	✓	✓	✓
Data Analytics	✓	✓	✓	✓
Database/ Data Management	✓	✓	✓	✓
Geospatial Mapping	✓	✓	✓	✓
Web	✓	✓	✓	✓
Mobile				

**5F. Contact information:**

Who may we contact if we have questions about this question?

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100 Blue Ravine Road, Folsom, CA 95630 916.932.1300 phone 916.932.1470 fax

Name Mark Rasmussen	Affiliation DAS, HRSD
Title HR Manager	
E-mail Mark.Rasmussen@state.or.us	Phone No. 503-373-7066

## **SURVEY QUESTION 6: Energy, Transportation, Environment, Natural Resources, Parks and Agriculture**

**REMINDER:** In preparing responses, please familiarize yourself with *Guidance for Preparing Responses* and the definitions of *Operational/ Administrative Efficiencies* and *Strategic Intentions*. Also, to make the most of the short narratives, tell us about the nature of collaborations and the role of technology (among the criteria in *Guidance*) but please use the accompanying matrices to indicate the entities and technology involved.

### **RETROSPECTIVE: IN THE LAST BIENNIUM**

**6A. Operational/ Administrative Efficiencies:** Please describe examples of how technology has been used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

In support of the Department of Transportation's [Intelligent Transportation System \(ITS\)](#) initiative, a variety of operational improvements have been made to further connect a fabric of management tools. **Freeway Management** – includes - **Traffic Incident Management** - a planned and coordinated process followed by state and local agencies to detect, respond to, and remove traffic incidents as quickly and safely as possible to keep Oregon's highways flowing as efficiently as possible. Steps include: planning; detection; verification; response (incident response, traveler information, and incident removal strategies), and evaluation. How? **Closed Circuit Television (CCTV) Camera** - Cameras are used by ODOT's maintenance crews and operations to quickly and efficiently detect, verify, and plan responses for highway incidents and to monitor weather and road conditions at remote locations. The images are also provided to the public through TripCheck to help drivers make more informed travel decisions. **Ramp Meter** - Help control the flow of vehicles entering a freeway. By regulating the flow of vehicles entering the freeway, ramp meters smooth the merging process resulting in increased freeway speeds and reduced crashes. Metering rates are automatically adjusted based on traffic conditions. Currently, they are found only in the Portland area. **Road and Weather Management** – includes - **Road Weather Information System (RWIS)** - weather stations used to monitor a variety of conditions. Sensors can provide data such as air and pavement temperatures, wind speed and direction, visibility, humidity, and precipitation. RWIS data is used for making winter road maintenance decisions and it is shared with the public through the TripCheck web site. **Flood Warning Sign and Beacons** - Automate monitoring water levels as well as notifying maintenance crews and the public of potentially hazardous conditions. **Wind Warning Sign** - Alert drivers to hazardous wind conditions at bridge crossings and along coastal highways. These systems monitor the wind, activate warning signs, and provide wind warning advisories to TripCheck's website. **Drum Snow Zone Sign and Beacons** - Signs notify motorists of chain and traction tire requirements ahead. There are manual and remotely operated signs. The remotely operated signs can be changed from an operations center based on reports from field crews and save time by eliminating the need for maintenance personnel to travel to each end of a corridor to manually change signs. **Crash Prevention & Safety** – includes - **Speed Warning** - Radar to determine an approaching vehicle's speed, especially in the area near sharp highway curves. If the speed exceeds a safe speed then a warning message is displayed on a VMS sign. **Over-length Detection & Warning** - Use detectors to determine whether approaching vehicles are too long to safely maneuver the challenging roadway geometry ahead. If a vehicle is too long, the sign's beacons flash to warn the driver. [Oregon Parks Online Reservation System](#) - Reserve America - Public / Private Partnership Half of Oregon's state park campgrounds accept campsite reservations; the other half are first-

come, first-served. Last biennium citizens could make Oregon parks campsite reservations online with a Visa or MasterCard through a private vendor, ReserveAmerica, at [www.reserveamerica.com](http://www.reserveamerica.com).

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes   , but results are not disclosed. No   

**6B. Strategic Intentions:** Please describe examples of the priority policy objective(s) pursued in the last biennium and detail how technology has been used to realize those objectives. (Include URLs in the response as appropriate.)

A strategic priority last biennium was expanding the nature and availability of **Traveler Information. Travel Information on the Web** - [TripCheck](#) website displays real-time data regarding road conditions, weather conditions, camera images, delays due to congestion and construction, advisories, etc. In addition, TripCheck provides travelers with information about travel services such as food, lodging, attractions, public transportation options, scenic byways, weather forecasts, and more. [TripCheck Mobile](#) allows drivers to get real-time travel information formatted for cell phones and personal digital assistants (PDAs). [TripCheck Statistics](#) are always available. **Variable Message Sign (VMS)** - Are used to provide information to motorists en-route regarding delays, work zones, travel time estimates, alternative routes, amber alerts, etc. **Highway Advisory Radio (HAR) Sign and Beacons** - Disseminate information via AM radio frequencies to motorists en-route on Oregon's highways. [511 Listen](#) allows drivers to hear travel information by phone. The information provided via 511 is the same as the data displayed on ODOT's website, TripCheck.com.

**Green Light Weigh Station Preclearance** - A strategic focus last year was continued expansion of the "Green Light" pre-clearance program. "Green Light" provides a way for truckers to save the time and money they waste stopping at Oregon weigh stations using a free truck weigh station "preclearance" system. In 2009, the Green Light program pre-cleared an average of 4,200 trucks a day. The program is now serving 4,642 companies with 37,988 trucks equipped with transponders. A motor carrier's truck qualifies for a Green Light transponder if it has permanent Oregon registration credentials, it has three axles or more in combination with a minimum registered GVW of 34,001 pounds, it visits Green Light sites an average of at least once per month, and the carrier does not have an unsatisfactory safety fitness rating. Green Light sites were busier than ever last year as they set a new record for preclearance activity. Truckers were weighed in-motion, screened, and signaled to bypass the weigh stations 1,504,040 times in 2009. Operating a heavy truck is estimated to cost \$1.96 per minute and stopping at a weigh station can take five minutes. On that basis, truckers saved 1 million hours of travel time and \$118 million in operating costs in the past ten years as they cleared Oregon weigh stations 12 million times. Moreover, emission testing confirms that trucks are far less polluting and far more fuel efficient when they avoid unnecessary stops. Based on Oregon Department of Environmental Quality tests, the 12 million weigh station preclearance events resulted in trucks emitting 8,004 pounds less particulate matter, 15,996 pounds less hydrocarbons, 36,000 pounds less carbon monoxide, 128,004 pounds less nitrogen oxides, and 22,932,000 pounds less carbon dioxide.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes   , but results are not disclosed. No   

## PROSPECTIVE: IN THE NEXT BIENNIUM

**6C. Operational/ Administrative Efficiencies:** Please describe examples of how technology will be used to improve internal operations, including the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

**Oregon's Solar Highway** - The nation's first [Solar Highway Project](#) started feeding clean, renewable energy into the electricity grid Dec. 19, 2008. The 104 kilowatt ground-mounted solar array, situated at the interchange of Interstate 5 — a federally designated Corridor of the Future — and Interstate 205, supplies about one-third of the energy needed for illumination at the site.

SunWay 1, LLC, a limited liability company managed by Portland General Electric, owns and operates this solar power plant. Solar energy produced by the array feeds into the grid during the day. At night, the meter essentially runs backward as energy flows back from the grid to light the interchange. ODOT, through a Solar Power Purchase Agreement with PGE, buys the energy produced by the array at the same rate the agency pays for regular energy from the grid. In the coming biennium ODOT will be investigating specific solar highway project development opportunities in PGE and PacifiCorp territories, including: adding 150 kilowatts to the demonstration project site (maximizing the available space); installing 1.3 Megawatts at the I-5 northbound Baldock Safety Rest Area south of Wilsonville; installing 3 Megawatts on the north side of I-205 at the ODOT Maintenance storage facility in West Linn; and developing a project with PacifiCorp in the Medford area. These partnerships with Oregon's investor-owned utilities, PGE and PacifiCorp, which supply almost two-thirds of the electricity used by ODOT, could make it possible to develop economic scale projects on ODOT owned land using essentially the same third-party financing model developed for the demonstration project. The utilities would contract with solar developers to design, build and install the arrays, which they — the utilities or limited liability companies involving the utilities — would own, operate and maintain, and which could count towards meeting statutory requirements to develop renewable energy resources. The utilities would also be responsible for maintenance and successful operation of the arrays, including any damage due to vandalism or crashes.

**Public Utility Commission / Smart Grid Investment** - Oregon and four other western states have been awarded an \$88 million grant for a regional smart grid demonstration project through the American Recovery and Reinvestment Act (Recovery Act). The [Pacific Northwest Smart Grid Demonstration Project](#) will span five states and affect more than 60,000 consumers. The states include Oregon, Washington, Idaho, Montana and Wyoming. The intent of the project is to: demonstrate and validate new smart grid technologies and inform business cases; provide two-way communication between distributed generation, storage, and demand assets and the existing grid infrastructure; quantify smart grid costs and benefits; and advance interoperability standards and cyber security approaches.

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results will be public. Yes \_\_, but results will not be disclosed. No \_\_

**6D. Strategic Intentions:** Please describe examples of the priority policy objective(s) and their related metrics that will be pursued in the next biennium and detail how technology will be used to realize those objectives. (Include URLs in the response as appropriate.)

The [Oregon Department of Transportation](#) (ODOT) is a 4,500 person organization comprised of: [Central Services](#); [Communications](#); [Driver and Motor Vehicles](#); [Highway](#); [Motor Carrier Transportation](#); [Public Transit](#); [Rail](#); [Transportation Development](#); and [Transportation Safety](#). While each of the operations relies on the innovative use of technology, one program stands out in the strategic use of technology to be expended and refined in the coming biennium. The [Intelligent Transportation System \(ITS\)](#) is the application of advanced technology to address transportation problems. ITS has the primary task of implementing devices that help improve traffic safety and mobility through the use of technology. The devices installed around the state collect data for road and weather conditions, vehicular speed and volume, congestion, etc. The incoming data is ultimately made available to the public via the internet, telephone, and radio to help keep motorists informed. ITS goals are to improve: safety; efficiency of the transportation system; mobility and accessibility; productivity of transportation system users; intermodal connections; and promote economic development in Oregon. ITS is the application of [advanced technology devices](#) to address transportation problems. ITS makes use of advanced communications and computer technology to address these problems, and to enhance the movement of people and goods. Public transportation provides good alternatives to driving a personal vehicle. Enhanced with the use of intelligent transportation systems (ITS) technologies, public transit providers have been able to improve customer service and become more efficient, ultimately resulting in even greater mobility and access. To promote this strategic alternative, ODOT now provides a one-stop-shop for public transportation options on its TripCheck website.

Information such as bus and train routes and schedules, rideshare information, pedestrian and bicycle programs can all be found under the section labeled "Transportation Options." Trucks annually transport nearly 320 million tons of freight to and from Oregon valued at approximately \$330 billion. Keeping trucks moving on Oregon's highways is vital to Oregon's continued economic vitality. For this reason, ODOT invests in a variety of ITS technologies that are intended to reduce delay and improve safety for truckers. The U.S. Department of Transportation (USDOT) has been collecting the benefits, costs, lessons learned, and deployment status information of ITS. Information, intended to assist ITS stakeholders in their planning, design, and deployment of ITS, is [available via the Web](#). All of these features will continue to be improved over the coming biennium

Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes , and results will be public. Yes , but results will not be disclosed. No

**SURVEY QUESTION 6:** Energy, Transportation, Environment, Natural Resources, Parks and Agriculture (Continued)

**6E. Collaboration Context:** This matrix is intended to quickly capture the level of participation in each of the responses above without taking up scarce word count. For each of the above, please indicate the collaborating entities/ sectors. Please check all that apply.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions – Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions - Next Biennium
Public Safety, Emergency Management & Corrections	✓	✓	✓	✓
Health				
Social and Human Services				
Employment, Labor and Workforce				
Commerce and Labor – Economic, Business, Community and Workforce Development	✓	✓	✓	✓
Taxation	✓	✓	✓	✓
Licensing and Permitting	✓	✓	✓	✓
Finance, Administration and Human Resource Management	✓	✓	✓	✓
Energy, Environment, Natural Resources	✓	✓	✓	✓
Transportation	✓	✓	✓	✓
Parks and Agriculture	✓	✓	✓	✓
Small Agencies, Boards and Commissions	✓	✓	✓	✓
Legislature				
Judiciary				
Independently Elected Officials				
Federal Agencies	✓	✓	✓	✓
Local Governments	✓	✓	✓	✓
K-12 Education				
Higher Education				
Public Private Partnerships	✓	✓	✓	✓
Non Profit Organizations	✓	✓	✓	✓

**6F. Technology Tagging:** The matrix below will help us accurately categorize your responses for use in best practices and trend analysis. This matrix will not be scored – it is for categorization purposes only.

	Operational/ Administrative Efficiencies – Last Biennium	Strategic Intentions - Last Biennium	Operational/ Administrative Efficiencies – Next Biennium	Strategic Intentions – Next Biennium
Central Ledger (ERP)	✓	✓		
Budget (ERP)	✓	✓		
Payroll/ Personnel (ERP)	✓	✓		
Purchasing (ERP)				
Grants Management	✓	✓	✓	✓
Enterprise Content Management, Document Management, Workflow	✓	✓	✓	✓
Customer Relationship Management	✓	✓	✓	✓
Case Management and Eligibility Determination	✓	✓	✓	✓
Benefits administration and electronic payment	✓	✓	✓	✓
Transaction Processing	✓	✓	✓	✓
Business Intelligence	✓	✓	✓	✓
Data Analytics	✓	✓	✓	✓
Database/ Data Management	✓	✓	✓	✓
Geospatial Mapping	✓	✓	✓	✓
Web	✓	✓	✓	✓
Mobile	✓	✓	✓	✓

**6F. Contact information:**

Who may we contact if we have questions about this question?

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100 Blue Ravine Road, Folsom, CA 95630 916.932.1300 phone 916.932.1470 fax

Name Ben Berry	Affiliation Oregon Dept. of Transportation
Title CIO	
E-mail Ben.Berry@state.or.us	Phone No. 503-986-4400

## **SURVEY QUESTION 7: Citizen Engagement, Open Government and Online and Mobile Services**

### **THE PROBLEM, THE POLICY AND THE PROPOSITION**

Public disclosure, a hallmark of open government, was first codified at the state level a century ago. The origins of the modern sunshine laws in state and federal government date from the mid-1960s.<sup>2</sup> In the 1990s, the commodity Internet rekindled the movement with a dual promise of digital government (information and transactions) and digital democracy (citizen participation and visibility on how decisions are made). In short order, it established the portal and online services as a permanent part of the service delivery landscape.

More recently, transparency and a campaign to make available and mash up government-held data – coupled with a rise in social media and the wide-scale adoption of mobile computing – has again begun to reset the public’s expectations about its access to and interactions with its government. Taken together, it portends significant opportunity and responsibility for government in the stewardship of the data and other information it holds.

### **7A. Please describe the state’s policy and approach (strategic and tactical) to citizen engagement, open government and online service delivery. (Include URLs in the response as appropriate.)**

The state strives to put more services online, increase transparency, increase engagement of citizens, improve online usability and increase mobile online services.

On January 13, 2010, a [Citizen Expectations Forum](#) was held. Citizens expect a 7X24 user experiences from government, the ability to conduct secure transactions on line, and to obtain data for their own use. Oregon’s E-Government approach is aimed at meeting citizen expectations and providing cost effect service alternatives for state agencies. In light of the economic crisis, the Governor signed [Executive Order 09-13](#) to establish a cabinet representing both public and private sectors to develop options for resetting state government in order to preserve and improve critical services provided to Oregonians. As part of the [Organization and Efficiency savings](#), on June 25 2010, the cabinet recommended Oregon “Build on continuous improvement, streamlining, and e-government efforts throughout state government, and require all agencies to report on progress regularly to the Governor, the legislature, and the public.”

Oregon currently has more than [1,200 online services](#) available including over [1,000 online licenses, permits and registration](#) services. Mobile services are growing rapidly as well.

The Legislature authorized a convenience fee-based funding model and a governance board with private citizen, legislative, university and agency membership. The funding model and new E-Government contract is expected to provide the scalability to meet demand and increase the number of online services available.

**Transparency – [House Bill 2500](#) (2009) requires agencies post certain existing data to a website**

<sup>2</sup> Florida’s tradition of open government dates back over a century to the passage of the Public Records Act in 1909. Its 1967 Sunshine Law is better known. At the federal level, Congress passed the Freedom of Information Act (FDIA) in 1966.

developed by existing staff resources. The Oregon Transparency Advisory Commission advises DAS regarding the site. Oregon's efforts were noted by USBIRG as one of the 25 emerging states. Since then Oregon has launched the data.oregon.gov pilot to provide more interactive and searchable access to data.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes   , but results are not disclosed. No   

## RETROSPECTIVE: IN THE LAST BIENNIUM

**7B. Operational/ Administrative Efficiencies:** Please describe how technology has been used to improve citizen engagement, open government and online/mobile service delivery, and the effects of those changes on internal operations. Please include the benchmarks and metrics used to measure results. (Include URLs in the response as appropriate.)

**Award Winning** - The state's portal was ranked #2 in the 2008 [US States E-Governance Report](#) based on, "...digital government (delivery of public service) and digital democracy (citizen participation in governance)."

Oregon's E-Government portfolio includes: [E-Commerce](#) (86 stores, processing over \$131M per year); 85% centralized web content management (95 agencies, boards and commission sites, 18M page views/mo in 25 languages); Authenticating Portals, applications; hosting; and help desk. [Metrics](#) are constantly captured and agencies have real time access to usage metrics agencies.

**Online and Mobile Services** - More than [1,200 online services](#) are available online, and increase from the 200 services reported in the last survey. Mobile services are growing rapidly as well. For example: Truck Road Use Electronics ([TRUE](#)) Automating Weight Mile Tax; [TripCheck Mobile](#) (highway alerts, incidents, road conditions); and [Business Oregon Mobile](#).

**Social Media** -A [Social Networking Online Guide](#) has been developed and endorsed by the E-Governance Board. A guide and policy review is underway to support more use. PodCasts, RSS and GovDelivery subscriber services are also used to inform and engage visitors. The state has over 90 different engagements on facebook, twitter, and youtube to interact with citizens. Two years ago, use of social media sites was not tracked.

**Stimulus Tracking and Reporting** is made available to the public through an interactive, geo-located mapping via the Web. [Data layers that allow a comparison tool \(funding/employment\)](#). [GEO Map Services](#) expanded that capability to produce innovative "mashups" including: [Criminal Justice Interactive Map](#); [Ballot Box Locator](#); [Oregon Latitude Longitude Locator](#); [West Nile Virus Activity](#); and [Wallowa County Tax Lot Map](#).

The [Geospatial Data Clearinghouse](#) provides easy and convenient ways to find, access and share Oregon's geospatial data.

Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results are public. Yes   , but results are not disclosed. No

## PROSPECTIVE: IN THE NEXT BIENNIUM

**7C. Strategic Intentions:** Please describe the priority policy objective(s) and their related metrics that will be pursued in the next biennium and detail how technology (including but not limited to online and mobile services) will be used to realize those objectives. (Include URLs in the response as appropriate.)

In light of the economic crisis, the Governor signed [Executive Order 09-13](#) to establish a cabinet representing both public and private sectors to develop options for resetting state government in order to preserve and improve critical services provided to Oregonians. As part of the [Organization and Efficiency savings](#), on June 25, 2010 the Governor's Reset Cabinet recommended Oregon "Build on continuous improvement, streamlining, and e-government efforts throughout state government, and require all agencies to report on progress regularly to the Governor, the legislature, and the public."

**Policy Objective:** Oregon's primary point of contact for citizen engagement is through Oregon.gov and single portal for agency and citizen interaction. An RFP has been released to replace the current Portal service with a new E-government Portal Delivery approach seeking both increased online services and full or partial self-funding. This new approach is expected to provide more value to both citizens and state agencies. The Legislature authorized a convenience fee-based funding model and a governance board with private citizen, legislative, student, agency and State CIO membership. The funding model is expected to provide the scalability to meet increasing demand for online services, provide technology that will enable increased engagement of citizens, increased transparency and mobile services. Additional functionality includes standard licensing applications, additional e-commerce capabilities, single sign on, data sharing, embedded collaboration, upgraded intranet and internal collaboration, help desk chat for citizens, improved online services search capabilities, increased dynamic and interactive content, full citizen centric redesign, and annual usability reviews. Implementation will be overseen by an [E-Government Transition Advisory](#) Team comprised of 29 members across 17 agencies, boards and commissions that are participating in the transition.

A multi-agency E-Government advisory board consisting of Agency Directors or their direct reports endorsed three high level success measures for the future E-Government program to be reported annually: 1) Measure of agency operational satisfaction; 2) Professionally contracted biennial qualitative and quantitative public constituent satisfaction surveys; and 3) measuring the number and use of all online services provided by Oregon.

Oregon seeks to increase citizen engagement, input and online transparency by enabling increase use of online collaboration and participation through hosted and publicly available social media technologies. A multi-agency Social Media team will release recommendations in August 2010 on any changes to guidelines, policy, or statutes that should be revised or put in place that can help expand the appropriate use of social media to inform and engage our citizens.

And example of enabling open government, citizen engagement and improved access to government data resulted in the launch the new [data.oregon.gov](#) pilot to make public datasets available that can be searched, sorted, filtered, and embedded in any other website. The public can be allowed to create online views or agencies can build online mash-ups standardized APIs. Datasets can also be rated and commented on by the public. This pilot is an important step in enabling easy access to Oregon data.

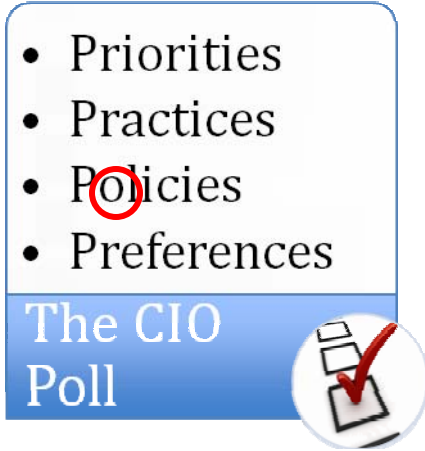
Will an established benchmark and measurement process be used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Yes X, and results will be public. Yes   , but results will not be disclosed. No   

7D. Contact information:

Who may we contact if we have questions about this question?

Name Wally Rogers	Affiliation DAS, EISPD, Egov
Title EGov Program Manager	
E-mail Wallace.B.Rogers@state.or.us	Phone No. 503-378-2973

**BE SURE TO TAKE THE DIGITAL STATES PUBLIC CIO POLL TO ENSURE A COMPLETE SUBMISSION**



## The Companion Digital States CIO Poll

The CIO Poll provides important context for understanding the survey responses and the strategic direction of state ICT programs. The poll responses also help answer the questions the Center most often receives from public agencies, legislative and other policy and planning staff, research organizations, commercial third parties and the media.

Taken together, the CIO Poll and the Digital States Survey provide a systematic way to learn about what works and why.

Full state participation contributes to a complete view of the state landscape. We ask these questions to learn, and we learn so we can give advice and contribute to informed collaboration among states and the identification of best and emerging practices.

**Credit will be applied for completion of this section. Responses are not weighted. In the poll, there are no right or wrong answers – only ones that accurately reflect the structure, priorities and preferences of the administration on matters related to ICT.**

### P1. ICT STRUCTURE AND FUNDING

P1A. On a scale of 1 to 5, please choose the number that best reflects the nature and structure of the ICT program.

1 2 3 4 5  
 Decentralized Federation Blended Model Centralized Federation

P1B. On a scale of 1 to 5, please choose the number that best reflects the adequacy of funding for the current state ICT program.

1 2 3 4 5  
 Very Inadequate Somewhat Adequate Very Adequate

P1C. On a scale of 1 to 5, please choose the number that best reflects the adequacy of funding for developing the state ICT program to meet future needs.

1 2 3 4 5  
 Very Inadequate Somewhat Adequate Very Adequate

P1D. What is the commonly used estimate of the state ICT budget? \$ \$1,070,963,634



### P3. ICT FOUNDATIONS

Responses should reflect structure and priorities of the jurisdiction as understood and implemented by the office of the CIO. **Please respond on a scale of 1 to 5, where 1 is “very low” and 5 is “very high.”** [Using pull down select boxes.]

	Need for consolidation*	Appropriate candidate for consolidation in your environment	Appropriate candidate for shared service	Likelihood of pursuing change in next year	Likelihood of using a third party provider
Data Centers	1	1	4	1	2
Servers	3	3	4	3	1
Storage	1	4	4	2	2
Networks/ Telecomm	1	1	4	1	4
Desktops	3	4	4	2	
Automation Tools	5	4	3	3	1
Software Licenses	3	4	3	3	1
IT Development and Operations Staff	3	3	4	1	3
Services/ Utilities	----	-----	-----	-----	-----
Disaster Recovery/ Back Up	3	3	3	3	4
Security	2	3	3	2	2
Geographic Information Systems (GIS)	2	4	4	3	2
Data Management	4	4	3	2	1
E-mail	5	5	4	5	5
Help Desk	5	3	3	3	3
Other _____					
Other _____					

\*If consolidation has just been completed, the need would be low (1) while appropriateness would be high (5) and likelihood would be low (1).

#### P4. ICT PRIORITIES, PRACTICES AND POLICIES – More on Self Assessment

This is the second-most requested category of information from public agency planners, associations and outside analysts. We ask the question once, and answer it dozens of times, with your assistance. Responses should reflect the views of the CIO. Please respond on a scale of 1 to 5, where 1 is “very low” and 5 is “very high.”

	Importance Now – Current Year/ Biennium	Importance Next – Next Year/ Biennium
<b>Participation in Federal Priorities</b>		
Transparency/ Open Government	3	4
Health Information Technology	3	4
National Broadband	4	4
Federal Transfer Systems	2	3
Other		
<b>ICT Governance and Management</b>		
Governance	4	5
Strategic ICT Plan	4	4
Alignment with Strategic Business Plan	3	4
Cross Agency/ Cross Jurisdictional Collaboration	4	4
Fiscal Stability/ New Service Delivery Cost Models	4	5
ICT Workforce: Skills Development and Retention	2	4
Enterprise Information Architecture (EIA)	2	3
Enterprise Information Management (EIM)	3	3
IT Service Management (ITSM) including ITIL, COBIT, etc.	2	3
Service Oriented Architecture (SOA)	2	4
Project Initiation and Oversight (Policy)	4	4
Project Management Process (Operations)	2	3
Cyber Security/ Information Security (Policy)	4	4
Cyber Security/ Information Security (Operations)	2	3
Identity and Access Management	3	3
Disaster Recovery/ Business Continuity	4	3
Privacy	2	2
Accessibility	2	2
Web 2.0 Policy Framework	3	4
Other		
<b>Computing Management</b>		
Consolidation	4	4
Virtualization	4	4
Shared services	3	3
Cloud Computing	2	3
Smart Computing	5	3
Context Aware Computing	2	2
GeoSpatial (GIS) Computing and Analysis	3	4
Mobile Computing – Equipped Field Staff	3	4
Mobile Computing – Direct Services to Citizens	3	4
Mobile Computing – Direct Services to Businesses	3	4
ERP and Legacy Application Upgrade/Replacement	2	2
<b>Network Management</b>		
Broadband	3	4
Wireless	2	3
Unified Communications, voice, data, video, presence	2	3
<b>Data and Business Process Management</b>		
Digital Records Management/ Preservation	3	
Business Process Modeling	2	3
Business intelligence	1	3
Predictive Analytics	1	3
Immersive Web, Social Software, Composite Applications	3	5
Data Surfacing (Creating and publishing data feeds)	4	4
Data Accuracy and Integrity	3	3
Data Standards and Modeling	4	4
Access to Public Records	3	4

Preservation of Public Records		
Other _____		
Other _____		

**P5. ICT, THE WEB AND ONLINE SERVICE DELIVERY**

This is the most requested category of information from public agencies, associations and the media alike. Here again, we ask the question once so we can answer it dozens of times, with your assistance. The data is also available to you so you can see where your state fits. Please select all that apply.

	Reflected in ICT policy framework	At Least One Instance in Place	Widespread Adoption	Implemented Agency by Agency	Implemented at Enterprise Level
Listservs	✓	✓	✓	✓	✓
RSS	✓		✓	✓	
Blogs		✓			
Micro blogs		✓	✓	✓	
Social Networks	✓	✓	✓	✓	✓
Social Platforms		✓	✓	✓	✓
Wikis, Collaboration, Knowledge Sharing		✓	✓	✓	✓
File Sharing		✓		✓	✓
Searchable Audio		✓		✓	✓
Video Sharing		✓		✓	
Photo Sharing		✓		✓	
Podcasts		✓		✓	
Webcasts		✓		✓	
Mash-ups		✓		✓	✓
Mobile		✓		✓	
GIS		✓		✓	✓
GeoIP		✓			
E-Mail	✓	✓	✓	✓	✓
Short Message Service (SMS)		✓		✓	✓
User Comments					
User Satisfaction Surveys		✓	✓	✓	✓
Integration with Call Center(s)		✓		✓	
Integration with One Stop Service Centers		✓		✓	✓
Integration with Kiosks		✓		✓	
Advertising/ Underwriting		✓		✓	
Transaction-based Funding	✓	✓		✓	
Income Tax Filing and Payment (Ready Return model)				✓	
Income Tax Filing and Payment (non-Ready Return model)		✓	✓	✓	✓
Electronic Payments		✓	✓	✓	✓
Alternative Text Website		✓	✓	✓	✓
Other _____					
Other _____					

*P5. Contact information:*

Who may we contact if we have questions about these questions?

Name Dugan Petty	Affiliation Dept. of Administrative Services
Title Oregon State CIO	
E-mail Dugan.A.Petty@state.or.us	Phone No. 503-378-2128

**P6. Thinking about IT systems and infrastructure initiatives, what are the Top 5 priorities for the coming biennium in the following four areas (A-D)?**

**P6A. Finance and Administration**

- 1) 1 E-government portal delivery system
- 2) E- mail consolidation
- 3) OR Stats
- 4) Revenue Core Systems Replacement (TAPR)
- 5) Self sufficiency services on the web for tax payers (TPSS)

**P6B. Transportation**

- 1) DMV Commercial Driver License Electronic Convictions & Withdrawals
- 2) TRANS Fleet Management System
- 3) MCAD Truck Road Use Electronics
- 4) DMV Records Portal
- 5) DMV Expanded Customer Number

**P6C. Health and Human Services**

- 1) Strategy to Apply Reusable Technology (START)
- 2) Behavioral Health Information Project
- 3) Self Sufficiency Modernization Project
- 4) Health IT
- 5) Health Exchange

**P6D. Criminal Justice and Public Safety**

- 1) OWIN
- 2) eCourts
- 3) Computer Aided Dispatch, Records Management Systems and Enterprise Service Bus
- 4) 911 Connect, CAD Integration of Public Safety Answering Points
- 5) Mobile Data Terminals in State Police Vehicles.

**Comments and Context about responses to the CIO Poll**

Is there anything else we should know about your responses?

***THANK YOU FOR YOUR PARTICIPATION IN THE DIGITAL STATES SURVEY  
(QUESTIONS AND CIO POLL)***

Please contact Janet Grenslitt, Surveys and Awards Director for questions regarding the survey at [jgrenslitt@centerdigitalgov.com](mailto:jgrenslitt@centerdigitalgov.com) or 916-932-1363