



# *2008 ANNUAL REPORT*

## Enterprise Information Resources Management Strategy

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Enterprise Information Strategy and Policy Division

## 2008 Annual Report V1.0

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# 2008 Annual Report V1.0

<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
<b>State CIO Message</b>	5
<b>Executive Summary</b>	9
<b>2008 Enterprise Information Resources Management Strategy</b> <ul style="list-style-type: none"><li>• Progress - Accomplishments</li><li>• Strategy Update Process</li></ul>	13
<b>State Agency Information Technology Projects</b> <ul style="list-style-type: none"><li>• Major IT Projects</li><li>• Overview IT Projects proposed in 2007-09 and 2009-11</li></ul>	23
<b>State Information Resources - Facts and Figures</b> <ul style="list-style-type: none"><li>• IT Assets</li><li>• IT Staffing</li><li>• IT Expenditures</li><li>• IT Training</li><li>• IT Contracts</li></ul>	39
<b>Emerging Issues</b>	47
<b>Appendices</b>	
<b>Appendix A – Oregon’s Information Technology Leadership</b> <ul style="list-style-type: none"><li>• Enterprise IT Governance and Delivery Framework</li><li>• Enterprise IT Operational Function Diagram</li></ul>	51
<b>Appendix B – State Data Center Accomplishments (2007-2008)</b>	69
<b>Appendix C – Oregon E-government Program Accomplishments</b>	73
<b>Appendix D – 2009-11 GRB - Proposed IT Project List</b>	75
<b>Appendix E – Oregon IT Workforce Report - 2008</b>	89
<b>Appendix F – Oregon IT Expenditure Report – 2008</b>	107

## 2008 Annual Report V1.0

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### STATE CIO'S MESSAGE



As the State Chief Information Officer (CIO), I am pleased to issue the State of Oregon's 2008 annual report. This annual report highlights progress made to date in achieving the 2007-2011 Enterprise Information Resource management Strategy (EIRMS) goals and objectives, major information technology (IT) projects completed and underway, and key facts about the state's information resources.

Agencies made progress in all three EIRMS goal areas during 2008, but are challenged by the fiscal downturn impacting our economy and the state's budget. The lack of projected revenues has led to the termination of the Joint ODOT/DAS Enterprise Resource Planning project and will likely impact other IT plans and projects included in the current EIRMS. Significant program area budget cuts are also expected. As a result, the EIRMS must be revised to enable leaner and changing business strategies.

Several key accomplishments made under the EIRMS goals are worthy of special mention. These and other accomplishments highlighted throughout this report help achieve the Governor's priorities and helped agencies carry out their missions in 2008.

#### Goal #1

This year we revised Oregon's biennial budget instructions to strengthen the development and use of business cases for major IT projects over \$1 million. The budget instructions also included a process for reconciling agency Policy Option Package (POP) and base budget requests with the DAS State Data Center budget development effort. These changes reflect enterprise level progress designed to improve planning and execution of government IT projects. While this is a good start, we must do more. Both DAS and agencies have a responsibility to make sure we are prudent in how we develop, plan and deliver IT projects to achieve the most efficient and effective outcomes possible. Solid project planning and project delivery are at the heart of maintaining the trust and confidence of Oregonians.

#### Goal #2

During 2008, we saw progress in the form of enhanced management information and decision support capabilities within and across agency boundaries. One example involves the Department of Human Services Medicaid Management Information System. This federally mandated system, brought into production in December 2008, provides for the management and reporting of over \$3.1 billion in payments made to over 31,000 providers for services to over 400,000 Oregonians. While not without its challenges, the completion of this \$80 million, multi-biennial project will improve the efficiency and effectiveness of the DHS Medicaid program for many years to come. It is a significant project management accomplishment.

Another prime example of progress is Oregon's Central Business Registry (CBR) project. The CBR system improves the ability of businesses to simultaneously register with multiple state agencies via a single system and web-enabled access point. This is a great example of how common IT solutions can meet cross-agency business needs when agencies are willing to agree to common standards and use a shared system. Opportunities exist in other multi agency program areas to leverage common solutions that can improve outcomes and reduce cost of service delivery.

## 2008 Annual Report V1.0

### Goal # 3

In 2008, progress was also made to optimize the efficiency and cost effectiveness of state government infrastructure and services in a number of areas:

- The DAS State Data Center (SDC) continues on its path to consolidation and improved service delivery. By completing major hardware upgrades, normalizing its governance structure, creating a strategic plan and refining its rate setting models, the SDC moved closer to its goal of becoming a mature utility computing and networking hosting provider.
- Information security is improving within state government. State government's ability to assess and address enterprise business risk matured and improved from 2007 to 2008.
- Online agency services delivered through the state's Internet portal, Oregon.gov, continued to grow with over 400,000 online transactions valued at over \$48 million. In addition, thirteen new e-commerce stores were added.
- The State Interoperability Executive Council (SIEC) adopted Oregon's Statewide Communications Interoperability Plan in April 2008 and has continued to refine its statewide planning and oversight approach as the Oregon Wireless Interoperability Network (OWIN) project team seeks funding from the Oregon Legislature.

In 2008, the Chief Information Officer Management Council surfaced two key issues that require our attention as we develop the next Enterprise Information Resource Management Strategy.

1. What does it take to accomplish a successful enterprise project? This issue has vexed enterprise level activities in Oregon for some time. It is more than just a question about how to manage an enterprise level project, but leads instead to how we choose to act as federated organization balancing the needs of the enterprise and the individual agencies that comprise it.
2. Is there a maturity model that Oregon should devise or follow that will enable Oregon state agencies to effectively perform as a cohesive enterprise when needed and appropriate? This question seeks to answer the first through actions that measures our progress toward becoming an organization that operates effectively at both the agency and enterprise levels.

In addition to these foundational questions there are several issues that we must improve upon to exercise information resource management leadership and enable state agencies to effectively perform their mission.

- **IT procurement** – Oregon has taken a leadership role in some IT procurement areas such as the Managed Service Provider (MSP) contract. When contracting is appropriate, more access to contracts like the MSP will help agencies address their IT needs. Yet other aspects of contracting, such as IT terms and conditions, have not kept pace with industry practices and prevent state agencies from getting the best competitive solutions from a full range of suppliers. Long lead times in IT contracting processes also create challenges for agency IT project delivery. The DAS State Procurement Office has begun a strategic improvement process to address these and other important contracting issues. Over the next year we have an opportunity to support these efforts and continue improvement of our IT procurement practices.
- **Enterprise level application development and support** - The reorganization of the DAS Information Resource Management Division in late 2006, eliminated what was left of a limited enterprise application development and support unit. As a result, Oregon has no internal capability to deploy and support centralized e-mail, identify and access

management, IT service management, portfolio management or any number of other potential enterprise level applications. Until we address this gap, state government will not be able to benefit from appropriate enterprise applications.

- **Ineffective budgeting and funding models** – Enterprise level IT investments are difficult under the current budget development and funding models. Enterprise level services - those outside of the scope of the DAS State Data Center - are typically funded via an FTE based assessment model. This model does not match well to a number of enterprise services such as e-government because there is no clear connection between agency payment and value received. This model can also generate cross agency subsidies and raises concerns about equity from one agency to another.

Each biennium, DAS seeks agency review and recommendations to determine which Policy Option Package (POP) requests will be supported by agencies. Agencies provide their recommendations based on many competing priorities and with the knowledge that a decision to support an enterprise IT POP will result in an increased statewide assessment that may not have a strong relationship to an individual agency's perceived value of the project. This has resulted in agency reluctance to support enterprise level projects and programs. Consequently, projects such as IT service management, portfolio management, identify and access management and enterprise architecture have not been pursued beyond initial budget requests. Until this model is changed, the implementation of enterprise level IT programs and services will continue to lag.

- **Architecture and standards** – DAS adopted the state's first IT software standard this year. Appropriate and properly developed standards can lead to improvements in cost containment, oversight, security and interoperability for information sharing and for core and common systems. Without standards, information technology in Oregon government will continue to be a mix of various "gauges of train tracks" that do not interconnect. Collaboratively developed standards that implement a planned architecture will result in improved information sharing, better system solutions and lower costs.

As we update the Enterprise Information Resource Management Strategy over the next year, we must find answers that work in Oregon state government. We must draw on our unique and collective assets and strengths. We must design an IRM strategy that guides us to more efficient and cost effective outcomes and enables agencies to accomplish their mission amidst today's declining resources and demands for greater performance and accountability.

## 2008 Annual Report V1.0

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## CHAPTER 1 – Executive Summary

The 2008 Annual Report highlights additional progress made in achieving the goals and objectives of the 2007-2011 Enterprise Information Resources Management Strategy (EIRMS), those major information technology (IT) projects that have been completed or remain underway, and key facts about the disposition of the State's information resources.

### CONTINUED PROGRESS ON 2007-2011 EIRMS

The 2007-2011 EIRMS was adopted in June 2007, and initially was reported on in the 2007 Annual Report. Significant progress continued to be made on the strategic and tactical initiatives outlined therein. An overview is provided below (and more detail is provided in Chapter 2):

<p><b>Enterprise Planning and Governance</b></p>	<ul style="list-style-type: none"> <li>• Obtained joint endorsement of the 2007-2009 EIRMS Tactical Plan by the CIO Council and the Administrative Business Services Group.</li> <li>• Enterprise Resource Planning (ERP) - Training sessions were held in January 2008. Multiple presentations and product demonstrations were held throughout throughout the remainder of 2008. Note: Due to the severe budget downturn, the ODOT/DAS joint ERP project was indefinitely delayed and budget requests for the 2009-11 biennium were withdrawn.</li> <li>• Established and adopted revised charters for the state Chief Information Officers Council (CIO Council) and the Chief Information Officer's Management Council (CIOMC).</li> <li>• Over (240) state and local government professionals successfully completed the Oregon Project Management Certification Program (OPMCP) since March 2007</li> <li>• Provided business case development training to nearly (300) state staff since 2007. Developed Biennial Budget instructions requiring collaborative planning between the DAS State Data Center and its primary customer agencies, and the creation of business cases for major IT projects.</li> <li>• A Request for Proposal to establish a Statewide Price Agreement for Quality Assurance Services was completed. Anticipate contracts to be executed in early 2009. Major IT Project Oversight continues on a quarterly basis - portfolio value exceeds \$230 million.</li> </ul>
<p><b>Enterprise Architecture and Standards Development</b></p>	<ul style="list-style-type: none"> <li>• Provided Enterprise Architecture training to nearly fifty (50) state staff since October 2007.</li> <li>• Conducted an Enterprise Architecture Maturity Assessment to evaluate program development and established a web-based Enterprise Architecture Collaboration Workspace to provide an e-forum for those engaged in enterprise architecture and standards development efforts.</li> <li>• Completed a business case, implementation strategy and policy option package for an Enterprise Architecture and Standards Program. Note: Due to the severe budget downturn, the budget request for for the 2009-11 biennium was withdrawn.</li> <li>• Adopted a revised Statewide IT Asset Inventory and Management Policy and subsequently, conducted an IT Asset Inventory and published a Statewide IT Asset Inventory Report.</li> </ul>

<p><b>Consolidation</b></p>	<ul style="list-style-type: none"> <li>• Migrated from assessment-based to rate-based cost recovery methodology in 2007. Updated rates for 2008 under guidance of SDC Finance Committee</li> <li>• Developed plan to manage power consumption reduction through consolidation and virtualization</li> <li>• Delivered significant increases in technology performance with upgrades in computing speed and capacity on the mainframe, servers, and network.             <ul style="list-style-type: none"> <li>○ Completed 233 server consolidations and reduced the number of pSeries servers from 200 to 80</li> <li>○ Implemented of enterprise data backup system</li> <li>○ Upgraded the mainframe environment and, subsequently, completed a three (3) to one (1) mainframe consolidation</li> <li>○ Installed Network Access Control (NAC) Virtual Private Network (VPN) and Intrusion Detection infrastructure installed.</li> </ul> </li> <li>• Experienced a 42 percent increase in needed computing capacity while decreasing costs through standards, consolidations and other efficiencies.</li> <li>• Fulfilled twice as many agency service requests from 2007 to 2008 with no additional backlog.</li> <li>• Now able to provide 24/7, 365 response and service with redundant technical infrastructure</li> </ul>
<p><b>Geospatial data development and access</b></p>	<ul style="list-style-type: none"> <li>• Initiated a procurement process to establish an Enterprise License Agreement (ELA) for GIS Software. ELA execution is expected in 2009.</li> <li>• Delivered a geospatial Land Use ExplORer and a geospatially enabled Census Viewer for agency use.</li> <li>• Held the 10<sup>th</sup> annual GIS Standards Forum and held two (2) geospatial metadata standards workshops</li> <li>• Adopted an Enterprise Geographic Information Systems (GIS) software standard via administrative rulemaking.</li> <li>• Initiated seven (7) framework data development projects on behalf of the Oregon Geographic Information Council (Hydro Development, Cadastral Data Sharing, Wetlands, Geologic Data, Road Centerline, Soils, and Fish Habitat Distribution)</li> </ul>
<p><b>Enterprise Security and Business Continuity Planning</b></p>	<ul style="list-style-type: none"> <li>• Completed the Enterprise Information Security Strategic Plan and began implementing the Enterprise Information Security tactical plan.</li> <li>• Conducted a statewide business risk assessment and adopted three (3) statewide information security policies (Information Asset Classification, Transporting Information Assets, and Incident Response)</li> <li>• Provided statewide security awareness training and delivered the content for a new web-based Identity Theft training module..</li> <li>• Conducted statewide business continuity planning (BCP) training for small agencies, boards and commissions and held four (4) quarterly BCP Coordinator meetings addressing topics including:             <ul style="list-style-type: none"> <li>○ Lessons Learned from 2008 winter storm &amp; the Capitol fire</li> <li>○ Connection between the Emergency preparedness, disaster recovery, and business continuity planning efforts</li> <li>○ BCP examples and sample planning and BCP testing approaches from other agencies</li> <li>○ Emergency Communication Protocols</li> <li>○ Ensuring agency awareness about the DAS State Procurement Office (SPO) list of "Disaster Recovery Contracts" that can accessed by agencies during an emergency.</li> </ul> </li> </ul>

## 2008 Annual Report V1.0

### MAJOR INITIATIVES AND IT PROJECTS

In 2008, state agencies completed/closed (5) Major IT projects and were in the process of implementing sixteen (16) additional Major IT projects. The overall portfolio value of Major IT projects monitored in 2008 exceeds \$375 M (as of December 2008). A list of those projects is provided below (more detail provided in Chapter 3).

Agency	Project Name	2008 Status
Administrative Services	Oregon Educator's Benefits Board (OEBB) – Benefits Management System Project	Ongoing
	Enterprise Information Security– Phase 2	Ongoing
	Oregon Procurement Information Network (ORPIN) – Release 2 - phased development of a statewide e-procurement system	<b>Completed</b>
Consumer and Business Services (DCBS)	Statewide ePermitting Project – Phase I	Ongoing
Corrections	Corrections Information System (CIS) Rewrite - Phase 2	<b>Closed</b>
Education	Pre Kindergarten through Grade 16 Integrated Data System – Phase 3 (KIDS III)	Ongoing
Human Services	Behavioral Health Integration Project (BHIP)	Ongoing
	Electronic Death Registration System – vital records system designed to provide timely and accurate information about persons who die in Oregon	<b>Completed</b>
	Electronic Birth Registration System - vital records system designed to provide timely information about births in Oregon	<b>Completed</b>
	Medicaid Management Information System - federally required information system to manage and report on Medicaid payments made to over Oregon Medicaid providers for services rendered to Oregonians.	<b>Completed</b>
	Oregon Kids (OR-Kids) – Formerly known as the State Automated Child Welfare Information System project	Ongoing
Judicial	eCourt Project - project supports planned changes in the way the courts deliver services and includes the replacement of existing case management and financial systems.	Ongoing
Liquor Control Commission	OLCC Technology Modernization Package (OTMP) - modernize key systems supporting OLCC License Processing and Workflow, Enforcement Activity and Merchandising Daily Sales and Inventory.	Ongoing
Public Employees Retirement System	RIMS Conversion Program (RCP) Pension Administration System	Ongoing
Secretary of State, Employment, DCBS, Revenue	Central Business Registry (CBR) Project - 'one-stop' system for businesses to file and maintain licenses, permits and registrations with state, federal and local government agencies	Ongoing
State Police	Oregon Wireless Interoperability Network (OWIN) – Public Safety Wireless Communications	Ongoing
Transportation	Right of Way Data Management System – Acquisition Process Streamlining	Ongoing
	TransInfo - comprehensive system that can be used to track linear (roadway) assets.	Ongoing
	Transportation Operations Center System Event Management	Ongoing
	ODOT – DMV REAL ID Act and Senate Bill 640 Legislative Compliance, also known as Driver License Issuance (DLI)	Ongoing
	ODOT- DMV Commercial Driver License Information System and Problem Driver Pointer Record System Changes (CDLIS/PDPS) - Release 3	Ongoing

## STATE INFORMATION RESOURCES - FACTS AND FIGURES

The EIRMS states that, “to succeed, the enterprise must view information resources and IT infrastructure as a strategic asset that can be innovatively managed to optimize government efficiency and cost-effectiveness.” Below we provide a summary of information about the state’s IT hardware assets, workforce, training, contracts, and budget/expenditures as of 2007 (more detail is provided in Chapter 4).

Under the new Statewide Information Technology Asset Management policy, IT Asset Inventory data were provided to EISPD by 57 state agencies – nearly 70,000 Asset Records. That asset inventory data reveals the following:

2008 IT Asset Inventory (57 Agency Reports – nearly 70,000 Asset Records)	
<b>Monitor</b>	• 4994 devices (e.g., CRT, flat-panel, other)
<b>Network</b>	• 7203 devices (e.g., wireless access points, bridge, router, switch)
<b>Personal Computers (Desktop and Laptop)</b>	• 40447 devices (e.g., desktop, laptop, tablet, thin-client, other)
<b>Peripheral</b>	• 1152 devices (e.g., scanner, keyboard, camera, projector)
<b>Phone/PDA</b>	• 374 devices (e.g., phone, blackberry, pocket pc)
<b>Printer/Plotter</b>	• 8171 devices (e.g., plotter, printer, copier)
<b>Server</b>	• 3962 devices (e.g., fileserver, application server, database server)
<b>Storage</b>	• 850 devices (e.g., external disk, tape drive, storage disk)
<b>OTHER</b>	• 1453 devices (e.g., television, UPS, transcriber)
<ul style="list-style-type: none"> <li>Note: Statewide IT Asset Inventory information will be refreshed in 2009 per the Statewide IT Asset Inventory and Management Policy (107-004-010)</li> </ul>	

2008 IT Asset Inventory and Management Report:

[http://www.oregon.gov/DAS/EISPD/ITIP/ITAM\\_index.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/ITAM_index.shtml)

Executive Branch IT Workforce data collected in 2008 indicated that the state had 1768 Information Systems Specialist (ISS) and other IT-related positions. Approximately, 1269 (88%) of the state’s 1438 ISS Classified Positions reside within 15 state agencies. Approximately, 88% of all ISS positions are classified as ISS 4 – 8. Approximately, 81% of those positions paid at salary step 5 – 9 with 57% paid at salary step 9. The average length of service for those positions was twelve years with a turnover rate of 5.8%. Approximately 18% of the 2008 IT workforce (311 positions) are eligible for retirement within 1 year and 29% (510 positions) are eligible for retirement within 5 years.

Statewide IT related expenditure data indicated that the Legislatively Adopted Budget from seven relevant Oregon Budget Information Tracking System (ORBITS) accounts amounted to \$581,529,584 for 2007-2009 (incorporating Emergency Board Actions through December 2008) and \$849,652,414 proposed within the 2009-2011 Governor’s Recommended Budget. The significant increase 2007-09 to 2009-11 is largely attributable to the inclusion of proposed telecommunications equipment expenditures related to the Oregon Wireless Interoperability Network (OWIN) project. Note: While these accounts do not contain information about the State Lottery, they do reflect Legislative Branch information.

The remainder of this report provides additional details on progress made in achieving the 2007-2011 EIRMS goals and objectives, major information technology (IT) projects completed or underway and key facts about the state’s information resources.

## CHAPTER 2: Progress on 2007 – 2011 EIRMS Initiatives

The [2007-11 Enterprise Information Resources Management Strategy \(EIRMS\)](http://www.das.state.or.us/DAS/EISPD/cioc_index.shtml#Enterprise_IRM_Strategy) ([http://www.das.state.or.us/DAS/EISPD/cioc\\_index.shtml#Enterprise\\_IRM\\_Strategy](http://www.das.state.or.us/DAS/EISPD/cioc_index.shtml#Enterprise_IRM_Strategy)) was endorsed at a joint meeting of the state’s Administrative Business Services Directors and CIO Council members June 26, 2007 and subsequently approved by the DAS Director. This strategic document informed and guided the IT activities reported below and in the rest of this annual report.

### Oregon Enterprise IRM Strategy Summary – July 2007-2011

#### Mission

Maximize the value of government IT investments to best serve Oregonians

#### Vision

Oregon government services are optimized through the innovative use of information technology

#### Goal 1

Effectively plan and execute government IT projects

- Objective 1.1:** Recruit, select, train, and retain IT professionals who possess essential management and technical capabilities.
- Objective 1.2:** Implement IT governance required to manage and oversee the portfolio of enterprise IT projects
- Objective 1.3:** Develop an enterprise business and technical architecture and associated standards.
- Objective 1.4:** Adopt the policies, procedures, standards and guidelines needed to effectively and predictably initiate, plan for, acquire, implement, manage, and oversee the state’s portfolio of information resources.
- Objective 1.5:** Integrate enterprise IT planning within the biennial budgeting process.

#### Goal 2

Ensure adequate state government management information and decision support capabilities

- Objective 2.1:** Develop and improve access to geospatial information across Oregon government
- Objective 2.2:** Deploy statewide administrative information systems that meet agency business requirements
- Objective 2.3:** Enable system integration and data sharing across agency and jurisdictional boundaries
- Objective 2.4:** Prepare state government for the best value evaluation, acquisition, procurement and use of both open and closed source software solutions in compliance with Oregon statutes, rules and policies.

#### Goal 3

Optimize the efficiency and cost effectiveness of government infrastructure and services

- Objective 3.1:** Identify, prioritize, and develop detailed plans to act on opportunities for consolidation and shared services in the State Data Center.
- Objective 3.2:** Provide cost effective and reliable on-line government services
- Objective 3.3:** Build a statewide interoperable public safety wireless network
- Objective 3.4:** Ensure the continuity of state government operations in the event of a disaster or other business interruption
- Objective 3.5:** Secure and protect the confidentiality, integrity, and availability of state information resources
- Objective 3.6:** Continuously improve the use of IT in support of state government programs and services

## 2008 Annual Report V1.0

Progress continues to be made on the EIRMS goals and objectives and initiatives outlined within the EIRMS Tactical Plan. A selected list of those achievements follows below.

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### Goal 1 – Effectively plan and execute government IT projects

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1. The EIRMS Tactical Plan was endorsed by the CIO Council and the Administrative Business Services Directors group.  
Web site: [http://www.oregon.gov/DAS/EISPD/cioc\\_index.shtml#EIRMS\\_Tactical\\_Planning](http://www.oregon.gov/DAS/EISPD/cioc_index.shtml#EIRMS_Tactical_Planning)
2. Biennial Budget instructions were developed requiring agency IT project alignment with the 2007-2011 EIRMS, coordinated IT planning and budget development with the State Data Center, and the development of business case documents for major IT projects. Web site: [http://oregon.gov/DAS/EISPD/ITIP/IT\\_Budget.shtml](http://oregon.gov/DAS/EISPD/ITIP/IT_Budget.shtml)
3. A Request for Proposal to establish a Statewide Price Agreement for Quality Assurance Services was completed. Anticipate contracts to be executed in early 2009. The agreement features a standard statement of work, quality standards, and reporting templates.  
Web site: [http://oregon.gov/DAS/EISPD/ITIP/IT\\_Investment\\_Oversight.shtml](http://oregon.gov/DAS/EISPD/ITIP/IT_Investment_Oversight.shtml)
4. Major IT Project Oversight continues on a quarterly basis – current portfolio value exceeds \$230 million.  
Web site: [http://oregon.gov/DAS/EISPD/ITIP/IT\\_Investment\\_Oversight.shtml](http://oregon.gov/DAS/EISPD/ITIP/IT_Investment_Oversight.shtml)
5. Formed a multi-agency project team to assess and identify improvements for the state’s Information Resource Request (IRR) process. The IRR is the mechanism by which state agencies submit IT Project requests for State CIO review and approval prior to procurement per the Statewide IT Investment Review and Approval Policy.  
Website: <http://www.oregon.gov/DAS/EISPD/IRR.shtml>
6. Two revised charters for the CIO Council and CIO Management Council were adopted.  
Web site: [http://www.oregon.gov/DAS/EISPD/cioc\\_index.shtml](http://www.oregon.gov/DAS/EISPD/cioc_index.shtml)
7. In partnership with the Public Management Association, nearly (300) people received business case development training since May 2007. Templates and guidelines for agency use and an online business case development repository were developed.  
Web site: [http://www.oregon.gov/DAS/EISPD/Business\\_Case.shtml](http://www.oregon.gov/DAS/EISPD/Business_Case.shtml)
8. Over (240) state and local government professionals successfully completed the Oregon Project Management Certification Program (OPMCP) since March 2007.
9. Nearly fifty (50) state staff were trained and many certified as “The Open Group Architecture Framework” (TOGAF) practitioners since October 2007.  
Web site: [http://oregon.gov/DAS/EISPD/ITIP/pol\\_Arch\\_Overview.shtml](http://oregon.gov/DAS/EISPD/ITIP/pol_Arch_Overview.shtml)
10. Completed a business case, implementation strategy and policy option package for an Enterprise Architecture and Standards Program.

## 2008 Annual Report V1.0

11. Completed Version 1 of an Oregon Enterprise Architecture Business Reference Model (BRM). The BRM is a foundational component of the Enterprise Architecture and serves to define and document state government lines of business, including operations and the delivery of services to citizens, and the independent organizations that perform them.
12. The state conducted an Enterprise Architecture Maturity Assessment in the second quarter of 2008. Maturity assessments provide a means of evaluating program development. The 2008 assessment results indicate that the maturity of the EA program increased in seven (7) of the (8) categories evaluated as compared to the initial maturity assessment conducted in the 4<sup>th</sup> quarter of 2006.

Website:

[http://oregon.gov/DAS/EISPD/ITIP/docs/Enterprise\\_Architecture/GartnerMaturityAssessmentEA2008.pdf](http://oregon.gov/DAS/EISPD/ITIP/docs/Enterprise_Architecture/GartnerMaturityAssessmentEA2008.pdf)

13. A web-based Enterprise Architecture Collaboration Workspace was established to provide an e-forum for those across Oregon state government engaged in enterprise architecture. Website:  
[https://oregon.jivesoftware.com/community/forall/enterprise\\_architecture](https://oregon.jivesoftware.com/community/forall/enterprise_architecture)
14. Based on the IT training needs assessment that was completed in 2006, a Statewide IT training Request For Proposal (RFP) was completed and an intent to award contracts with multiple vendors was issued in January 2009. These training vendors will provide training services across six primary categories:
  - Management (e.g. Change Mgt., Business Continuity Planning (BCP), IT Infrastructure Library (ITIL), Control Objectives for IT (COBIT), etc.)
  - Infrastructure (e.g. Network, Operating Systems, Firewalls, Security, etc.)
  - Application Development (e.g. Java, Visual Basic, XML, etc.)
  - Database Management (e.g. Oracle, SQL, DB2)
  - Technical Support Services (e.g. Helpdesk, LAN/Desktop)
  - Use of Information as an Asset (e.g. Data Mgt., Geographic Information Systems (GIS), Enterprise Resource Planning (ERP), etc.)

15. An updated statewide IT Staffing Report was completed (See Appendix E)
16. A revised Statewide IT Asset Inventory and Management Policy was adopted in September 2008. Subsequently, an IT Asset Inventory was conducted and a Statewide IT Asset Inventory Report was published.

Website: [http://www.oregon.gov/DAS/EISPD/ITIP/ITAM\\_index.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/ITAM_index.shtml)

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### Goal 2 – Ensure adequate state government management information and decision support capabilities

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1. An Enterprise Learning Management System (ELMS) was implemented and is currently in use by the following agencies: Parks and Recreation, Revenue, Forestry, Employment, Housing and Community Services, Public Employees Retirement System, Liquor Control Commission, Fish and Wildlife, Oregon State Police – State Fire Marshall, and Department of Administrative Services. The initial features of the ELMS include a course catalog, student registration system, course enrollment and wait listing, classroom scheduling, enrollments and transcript management, course evaluations, and reporting.  
Website: <http://www.oregon.gov/DAS/HR/e-lms.shtml>
2. A Request for Proposal to establish a Statewide Price Agreement for Electronic Records Management System (ERMS) products and services was completed. Anticipate multiple contracts to be executed in early 2009. The agreement features DoD 5015.2 and 5015.02 Certified Products capable of performing, Records Management, Document Management (including imaging), Web Content Management, E-mail Management, Etc.  
Web site: [http://www.oregon.gov/DAS/EISPD/ITIP/Comm\\_of\\_Practice\\_ERM.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/Comm_of_Practice_ERM.shtml)
3. Enterprise Resource Planning (ERP) - Training sessions were held in January 2008. Multiple presentations and product demonstrations were held throughout throughout the remainder of 2008. Note: Due to the severe budget downturn, the ODOT/DAS joint ERP project was indefinitely delayed and budget requests for the 2009-11 Biennium were withdrawn.
4. An e-Discovery and Electronic Records Management Systems (ERMS) forum was held in September 2008 to ensure agency awareness of their legal and records retention and archival obligations. The forum provided agencies with an overview of: e-Discovery and electronic records management from an Oregon and a national perspective; the state's effort to establish a statewide price agreement for ERMS products and services; and, specific guidance from the Department of Justice (DOJ) and Secretary of State (SOS) Archives Division related to legal and records retention/archival requirements. DAS, DOJ and SOS Archives have formed a working group and plan additional e-Discovery and ERMS related activities in 2009.  
Website: [http://www.oregon.gov/DAS/EISPD/ITIP/e\\_discovery.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/e_discovery.shtml)
5. A statewide standard for Geographic Information Systems (GIS) Software (125-600-7550) was adopted by the DAS Director via administrative rulemaking in June 2008.  
Web site: [http://arcweb.sos.state.or.us/rules/OARS\\_100/OAR\\_125/125\\_600.html](http://arcweb.sos.state.or.us/rules/OARS_100/OAR_125/125_600.html)
6. A procurement process was initiated to establish an Enterprise License Agreement (ELA) for GIS Software. ELA execution is expected in early 2009. The ELA is expected to: lower the amount of time and money required to administer and maintain GIS software; allow delivery of unlimited software to state agencies; and provide continual access to the most current versions of software throughout the duration of the ELA.

## 2008 Annual Report V1.0

7. Version 1 of a Geospatial Land Use ExplORer and a Geospatially enabled Census Viewer were delivered and are available for agency use.

Land Use ExplORer Website: <http://www.oregonexplorer.info/landuse/>

Census Viewer Website: <http://navigator.state.or.us/sdl/CensusViewer.html>

8. Two geospatial metadata standards workshops were held in Coos Bay and Medford, Oregon. The purpose of the workshops was to present the Federal Geographic Data Committee (FGDC) Metadata Standard, demonstrate useful tools and encourage compliance with the Standard. The FGDC coordinates the development of the National Spatial Data Infrastructure (NSDI). Workshop participants included participants representing State, Federal, County, Local governments, private business.

Framework Implementation Team (FIT) Website:

<http://www.oregon.gov/DAS/EISPD/GEO/fit/FIT.shtml>

9. The 10th GIS Standards Forum was held in Corvallis, Oregon. The purpose of this 10<sup>th</sup> annual forum was to present materials and methods relevant to framework data development, specifically:

- Climate Mapping and Analysis using PRISM and GIS (OSU climate Service)
- Draft lidar Data Standard
- Fish Habitat Distribution Data Standard

Website:

[http://www.oregon.gov/DAS/EISPD/GEO/standards/standards.shtml#GIS\\_Standards\\_Forums](http://www.oregon.gov/DAS/EISPD/GEO/standards/standards.shtml#GIS_Standards_Forums)

10. Initiated seven (7) framework data development projects on behalf of the Oregon Geographic Information Council (Hydro Development, Cadastral Data Sharing, Wetlands, Geologic Data, Road Centerline, Soils, and Fish Habitat Distribution)
11. The Department of Human Services (DHS) Electronic Death Registration System Project was completed in March 2008. \*
12. The Department of Human Services (DHS) Electronic Birth Registration System was completed in August 2008. \*
13. The DAS Oregon Procurement Information Network (ORPIN) Project was completed in December 2008.\*
14. The Department of Human Services (DHS) Medicaid Management Information System Project was completed in December 2008. \*

\* See Chapter 3 - State Agency Major IT Projects for more detail

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### Goal 3 – Optimize the efficiency and cost effectiveness of government infrastructure and services

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1. Substantial progress by the DAS State Data Center has been made over the past year
  - a. Migrated from assessment-based to rate-based cost recovery methodology  
Website: <http://www.oregon.gov/DAS/SDC/rates.shtml>
  - b. Implemented major hardware upgrades and consolidations in all service areas:
    - Upgraded the z990 and migrated the z890 mainframes to one consolidated single z10 mainframe.
    - Made substantial progress in Unix Consolidation via the decommissioning of all AIX 650 & 670 Servers
    - Replaced the McData SAN infrastructure and fiber cabling with a new Cisco SAN infrastructure and expanded cabling
    - Network Access Control (NAC) Virtual Private Network (VPN) and Intrusion Detection infrastructure installed.
  - c. Experienced a 42 percent increase in needed computing capacity while decreasing costs through standards, consolidations and other efficiencies.
  - d. Fulfilled twice as many agency service requests from 2007 to 2008 with no additional backlog.
  - e. Delivered significant increases in technology performance with upgrades in computing speed and capacity on the mainframe, servers, and network. As an example, SDC technicians can now deploy a standard server in days versus months for the previous "custom" configurations
  - f. Provided significant improvements in security by implementing two additional layers of security and intrusion detection.
  - g. Now able to provide 24/7, 365 response and service with redundant technical infrastructure

Web site: <http://www.oregon.gov/DAS/SDC/index.shtml>

July 2008 Strategic Plan Report -

[http://www.oregon.gov/DAS/SDC/docs/SDC\\_Annual\\_Report\\_2008.pdf](http://www.oregon.gov/DAS/SDC/docs/SDC_Annual_Report_2008.pdf)

2. Substantial improvements to online government services are measurable and on-going
  - a. The State of Oregon's E-government program:
    - Completed a Memorandum of Understanding with the Oregon State Treasury completed providing other payment tool options for agency use.
    - Initiated a planning and business case development effort that is expected to be completed in early 2009. The business case is designed to assess each of the E-government program lines of business (portal, content management, e-commerce, e-forms, and collaboration tools) and include recommended options and funding models for accelerating the development of and the secure access to e-government services in the future.

## 2008 Annual Report V1.0

- Initiated an enterprise collaboration tool pilot and completed a major upgrade of the state's enterprise collaboration software tool. Thirteen (13) agencies with 575 User Accounts and eleven (11) cross-organizational spaces are now served.
- Made web conferencing software tools available for agency use
- Currently support 32 active e-commerce stores. Thirteen (13) new stores were added in 2008 with five (5) more in progress for 2009.
  - 405,476 transactions worth over \$48 million dollars were collected in 2008. The \$48 million represents 27% of all **online** credit card transactions and 10% of all credit card transactions in 2008.
  - Five (5) e-commerce stores directly connect to the State's Accounting System.
- Completed four (4) adobe forms projects in 2008.
- Provides the portal for most of the Executive Branch of Government. Currently hosts content for 83 of approximately 100 agencies, boards and commissions and provides the portal gateway to jump to the remaining agencies, legislature, and university web sites. Portal content is increasing online content 40 percent annually.
- 14.7 million visitors to Oregon.gov in 2008 - Increase in online visitors about 25 percent annually. Currently, serve 21 million pages to 1.2 million visitors each month.

Web site: <http://www.das.state.or.us/DAS/EISPD/EGOV/index.shtml>

- b. In addition, state agencies continue to make more and more information and services available to the public online. The growing list of on-line services can be found at: [http://www.oregon.gov/OL\\_services.shtml](http://www.oregon.gov/OL_services.shtml)

3. The Oregon Statewide Communications Interoperability Plan (SCIP) was submitted to the federal DHS – Safecom Program in late 2007 and was adopted by the State Interoperability Executive Council (SIEC) in April 2008. The SCIP serves as the reference and roadmap for stakeholders regarding public safety wireless voice and data interoperability across Oregon.

Web site: <http://oregon.gov/SIEC/> and [http://oregon.gov/SIEC/docs/statewide\\_com\\_interop\\_pln\\_4-08.pdf](http://oregon.gov/SIEC/docs/statewide_com_interop_pln_4-08.pdf)

4. Two (2) Business Continuity Planning (BCP) workshops were provided for small agencies, boards and commissions and four (4) quarterly BCP Coordinator meetings addressing topics including:
  - a. Lessons Learned from 2008 winter storm & the Capitol fire
  - b. Connection between the Emergency preparedness, disaster recovery, and business continuity planning efforts
  - c. BCP examples and sample planning and BCP testing approaches from other agencies
  - d. Emergency Communication Protocols
  - e. Ensuring agency awareness of the DAS State Procurement Office (SPO) list of "Disaster Recovery Contracts" that can be accessed during an emergency.

Web site: <http://www.oregon.gov/DAS/EISPD/BCP/index.shtml>

## 2008 Annual Report V1.0

5. The Enterprise Information Security Strategic Plan was completed, endorsed by the Enterprise Information Security Advisory Board and approved by the DAS Director. Implementation of a tactical plan is now underway.
6. A business case development effort for the Identity and Access Management program was initiated. Expect completion in early 2009.
7. A Statewide Information Security Business Risk Assessment (ISBRA) was conducted and three (3) statewide information security policies were adopted:
  - a. Information Asset Classification
  - b. Transporting Information Assets
  - c. Information Security Incident Response

Web site: <http://www.oregon.gov/DAS/EISPD/ESO/Policies.shtml>

The purpose of the ISBRA is to identify key business functions and areas of information security concerns and assess risks from an agency executive management perspective. The 2007 ISBRA identified several common risk areas that required management attention. The 2008 ISBRA highlighted significant improvement in the following areas:

- a. Security Policies, Security Awareness and Training
- b. Asset Management; and, Portable Media Security

Common areas for continued focus include:

- a. Formalization of agency security plans
  - b. Augmenting job responsibilities and staffing models to provide resources for information security; and, Structure compliance monitoring and reporting
8. Statewide Security Awareness Training was provided and the content for a new web-based Identity Theft training module was completed to help ensure awareness of and compliance with SB583 - Oregon Consumer Identity Theft Protection Act - passed in the 2007 Legislative session.

Web site: <http://secureinfo.oregon.gov/>

9. A two part Desktop Power Management Forum was held in December 2008.
  - a. The first session included presentations on: Governor Kulongoski's Sustainability goals and objectives and Oregon's commitment to the Climate Savers Computing Initiative; power management capabilities inherent with available chip sets, operating systems, hardware and power management-focused software; current Oregon policy and practices related to desktop power management; and recommended the best power management practices.
  - b. The second session showcased the power management-focused software of four vendors each of whom had formally responded to a state Request for Information. Each of the vendors presented the business and technical aspects concerning their respective product lines and related services.

The forum was designed to increase agency awareness of the importance of desktop power management and to lay the groundwork for the development of statewide policies, energy reduction targets, and/or statewide price agreements related to desktop power management products and services in 2009.

Website: [http://www.oregon.gov/DAS/EISPD/ITIP/desktop\\_power\\_management.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/desktop_power_management.shtml)

## Enterprise Information Resources Management Strategy Update

### BACKGROUND

Oregon's 2007-2011 EIRMS was developed under the review of a Steering Committee comprised of members of both the CIO Council and Administrative Business Services Directors (ABSD). The EIRMS and the 2007-2009 Tactical Plan were endorsed jointly by the CIOC and ABSD. Links to the 2007 documents are included below.

- 2007-11 EIRMS:  
[http://www.das.state.or.us/DAS/EISPD/cioc\\_index.shtml#Enterprise\\_IRM\\_Strategy](http://www.das.state.or.us/DAS/EISPD/cioc_index.shtml#Enterprise_IRM_Strategy)
- 2007-09 EIRMS Tactical Plan:  
[http://www.das.state.or.us/DAS/EISPD/cioc\\_index.shtml#EIRMS\\_Tactical\\_Planning](http://www.das.state.or.us/DAS/EISPD/cioc_index.shtml#EIRMS_Tactical_Planning)

When the Enterprise IRM strategy was adopted, DAS committed to refresh the strategy and tactical plan on at least a biennial basis. In the past 18 months, the operating environment of state government (i.e. priorities, trends, the current and projected 09-11 revenue downturn, etc.) has changed. These changes compel the state to update the strategy to ensure we are properly focused on addressing the priorities, issues and challenges state agencies now face.

To gain the best understanding of agency business needs and to develop a meaningful and focused vision for state information resource management, the strategy update will again be guided by a multi-agency Steering Committee comprised of CIOC and ABSD members.

### PROPOSED ACTION PATH

The update of the Enterprise IRM Strategy is planned in three phases with the final version scheduled for completion in 2009. Below is a high-level action path for the effort. This plan will be discussed in more detail and refined at the first Steering Committee meeting to be held in January 2009. **Note:** Some of the work in each phase will necessarily overlap.

#### **Phase I** - Determine agencies' business needs and how IT can address those needs

- Review the Governor's priorities, goals and objectives
- Review agency budget documents/plans and IT project requests
- Survey agencies to determine key agency business needs and planned accomplishments
- Conduct 3-4 facilitated workshops (business and IT representatives) to determine common business needs and potential core and common IT support and solutions needed to enable those business needs. **Note:** The workshops are anticipated to be ½ to one full day in duration.
- Gain stakeholder insights and guidance from stakeholder meetings (CIOC, ABSD, other) leading to the finalization, endorsement and adoption of the revised EIRMS.

#### **Phase II** – Determine the ability of IT to respond to the business requirements

- Determine the current capabilities of IT to respond to the business requirements given current resource constraints
- Develop a list of potential strategic initiatives to support achievement of the business requirements
- Draft a revised Tactical Plan that best aligns business priorities with IT capabilities

## 2008 Annual Report V1.0

**Phase III** – Determine the final set of strategic initiatives and finalize the Tactical Plan

- Work with business and IT leaders to focus the tactical plan implementation on the most promising/important strategic initiatives
- Provide IT and business executives with the analysis leading to the tactical plan in order to refine options and minimize rework
- Finalize and gain endorsement and approval of the revised EIRMS Tactical Plan

### **EIRMS UPDATE STEERING COMMITTEE MEMBERSHIP**

DAS Director Scott Harra will serve as the executive sponsor of this initiative.

Dugan Petty, State CIO will serve as Chair of the Steering Committee.

The Steering Committee is anticipated to have between 10 and 15 members including:

- Administrative Services Directors (3-5 members)
- Chief Information Officers Council (3-5 members)
- John Koreski, DAS State Data Center (SDC) Administrator
- George Naughton, DAS Budget and Management Division Administrator
- Other members/participants (2-3 members).
- DAS EISPD IT Investment and Planning Analysts and administrative staff will provide professional support for the effort.

## CHAPTER 3 – STATE AGENCY MAJOR IT PROJECTS

On behalf of the State CIO, DAS Enterprise Information Strategy and Policy Division (EISPD) staff must perform the initial review of all IT Investment (project) requests that exceed \$75,000. In addition, all major IT projects with a dollar value that exceeds \$1 M are monitored as part of the state’s IT oversight process. For more information go to:  
[http://www.oregon.gov/DAS/EISPD/ITIP/IT\\_Investment\\_Oversight.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/IT_Investment_Oversight.shtml)

### Major IT Projects Completed in 2008

In 2008, state agencies completed/closed five (5) major information technology projects with an overall portfolio value that exceeds \$90 M. An overview of those projects is provided below.

Agency/Project Name	Start	Completion	Budget
<b>Department of Administrative Services</b> Oregon Purchasing Information Network (ORPIN) – Release 2	June 2005	December 2008	\$2.5 M
<b>Project Description</b>			
<p>ORPIN is a phased development of a statewide e-procurement system. Phases 1-5 of this project were completed and the system has been in use by the DAS State Procurement Office (SPO), suppliers, and external users (both state agency and local government) since March 2005. ORPIN Phase 6 enhancements were deployed on August 16, 2006 to 4000 internal - state and other government agency - and 15,500 external customers. Phase 7-A involved conducting a feasibility study of ORPIN and Oregon’s State Financial Management Application (SFMA) to determine the feasibility of using ORPIN for creating invoices for payments, and any additional financial transaction processing as determined by the financial community. If determined feasible, Phase 7-B was to create additional linkages between ORPIN and SFMA (and possibly ORPIN and other financial systems in State government), to link release orders (i.e. Purchase Orders, Contract Release Orders, Work Orders) to a specific ORPIN contract, and track spend data by the agencies. The feasibility study was completed and it was determined that Phase 7b would not be pursued. Phase 8 will involve completion of additional ORPIN system enhancements as prioritized by procurement business users, with remaining funding.</p>			
<p><b>Alignment with Governor’s Goals/Priorities:</b> Government Efficiency &amp; Accountability</p>			
<p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.2, 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Department of Human Services</b> Electronic Death Registration System (EDRS)	April 2005	March 2008	\$2.8 M
<b>Project Description</b>			
<p>Existing vital records systems within the DHS Center for Health Statistics (CHS) are primarily paper-based and use outdated technology. This paper-based system no longer meets the needs of CHS customers or public health officials who need immediate access to data for public health surveillance.</p> <p>In support of CHS, U.S. Office of Homeland Security and U.S. Center for Disease Control goals and objectives, this project will implement a commercially available-off-the-shelf (COTS) based Electronic Death Registration System (EDRS) that replaces paper based vital records processes, provides timely and accurate information about persons who die in Oregon, contributes to the State's ability to automatically send death data as a component of an emergency readiness system, and contributes to the rapid identification and notification of rare or unusual causes of death to public health officials in case of a bio-terrorist event.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Health and Basic Needs, Public Safety, Government Efficiency &amp; Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Human Services</b> Electronic Birth Registration System (EBRS)	December 2006	August 2008	\$2.4 M
<b>Project Description</b>			
<p>The Oregon Department of Human Services (DHS), Center for Health Statistics (Center) supports the collection of birth, death, marriage, divorce, abortion and fetal death records information. The existing DOS based birth system limits the Center's ability to improve performance and no longer meets the needs of our customers or public health officials who need immediate access to data for public health surveillance. DHS acknowledged the need to have a faster, more accurate, and for a more efficient birth registration system and decided to re-engineer the current system.</p> <p>EBRS is the second module of the OVERS (Oregon Vital Events Registration System). OVERS involves implementation of a five module COTS application to modernize the collection of vital events data (death, birth, marriage, divorce, &amp; ITOP) along with creation of external interfaces to State and Federal agencies and customers. In support of the goals of the Intelligence Reform and Real ID, this project will implement a COTS based system that replaces an aging legacy DOS-based birth system and integrates with the existing EDRS (Electronic Death Registration System).</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Health and Basic Needs, Public Safety, Government Efficiency &amp; Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Department of Human Services</b> Medicaid Management Information System (MMIS)	July 2000	December 2008	\$80.7 M
<b>Project Description</b>			
<p>The Medicaid Management Information System (MMIS) is a federally required information system to manage and report on the \$3.1 billion per year in Medicaid payments that are made to over 31,000 Oregon Medicaid providers for services rendered to over 400,000 Oregonians.</p> <p>Originally implemented in 1982, Oregon's current MMIS was designed as a mainframe-based batch payment process to handle paper claims submitted by health care providers and to track the medical eligibility of Oregon's Medicaid Clients. Since its initial implementation, the MMIS has been expanded multiple times to meet Oregon's evolving business needs. The current MMIS is no longer able to efficiently and effectively process the nearly 1.7 million claims, encounters, and capitation payments received every month.</p> <p>The purpose of the Project is to replace DHS' current MMIS with one that is technically state-of-the-art, functionally superior to the current MMIS, and meets State of Oregon and federal government functional and business requirements including HIPAA.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Health and Basic Needs, Economic Development, Government Efficiency &amp; Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Project Closed	Budget
<b>Department of Corrections (DOC)</b> Corrections Information System (CIS) Rewrite Phase 2	July 2007	May 2008	\$4.7 M (\$1.7 M spent)
<b>Project Description</b>			
<p>The purpose of the project was to replace DOC's legacy CIS system in multiple phases over multiple biennia. The current CIS – DOC's main offender management system – is 16 years old, was built on a technology of an earlier era, and is rapidly becoming unsupportable. This replacement project has been closed, with the following lessons learned:</p> <p><u>a) Internal Development Timeframes:</u> Phase 1 and 2 internal development efforts took longer than originally anticipated and an expected increase in complexity in future phases led DOC to reevaluate its approach to CIS replacement.</p> <p><u>b) Change in Vendor Landscape:</u> DOC became aware that several COTS solutions were available in the market place, which dramatically lowered anticipated cost and risk for a COTS solution.</p> <p><u>c) Project Management:</u> Turnover of DOC's Project Manager led management to conclude that a new project manager could not be hired and up-to-speed prior to the end of 2008.</p> <p><u>d) Agency Funding/Budget deficits:</u> To address anticipated budget deficits, DOC deferred the requirements gathering efforts and procurement activities until the 2009-2011 biennium. The DOC Policy Group has directed the project team to complete the following activities this biennium:</p> <ul style="list-style-type: none"> <li>• Engage a third party to assess the "Buy" vs. "Build" to ensure the decision making process was sound.</li> <li>• Build a policy option package for requirements and procurement work beginning in the 2009-2011 biennium.</li> </ul> <p>A Policy Option Package for the design, development, and implementation phase is not anticipated until the 2009-11 biennium due to competing agency priorities. DAS EISPD supported this agency decision.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Government Efficiency and Accountability; Public Safety</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

### Ongoing Major IT Projects – 2009 and beyond

As of December 31, 2008, state agencies were in the process of implementing sixteen (16) major IT projects with an overall portfolio value exceeding \$375 M.

Investment values ranged from approximately \$2.2 M for the Secretary of State’s Central Business Registry System project to just over \$118 M for the Oregon Judicial Department eCourts Project. A summary listing of those projects is provided below.

Agency/Project Name	Start	Completion	Budget
<b>Department of Administrative Services</b> Enterprise Information Security Project – Phase 2	January 2006	March 2009	\$14.6 M
<b>Project Description</b>			
<p>In response to a vulnerability assessment conducted in November 2004, the state embarked on enterprise information security Initiatives in the areas of Network Security, Server/Host Security, Identity and Access Management (I&amp;AM), and Strategic Planning and Oversight. These Initiatives were undertaken to improve the security of the state’s IT infrastructure and to ensure the confidentiality, integrity, and availability of state information assets. The total budget for all phases of the project is \$22.8M. The first ESO Certificate of Participation (COP) funded projects for the Short Term Action Plan closed out in December 2005 and were completed through the use of a different contractor. Funds from this first COP are not included in the budget number identified above (\$14,588,566). This second set of ESO COP funded projects for the Long Term Action Program was initiated in January 2006. The COP spending authority for this second set of projects (\$14,588,566) will expire in June 2008.</p> <p><b>Alignment with Governor’s Goals/Priorities:</b> Government Efficiency &amp; Accountability, Public Safety</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 3.5 <b>ORS Alignment:</b> HB 3145</p>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Administrative Services</b> Oregon Educator’s Benefit Board (OEBB) – Benefits Management System	November 2007	April 2009	\$2.4M
<b>Project Description</b>			
<p>The Oregon Educators Benefit Board was mandated by SB 426, passed in the 2007 Legislative session, to provide medical/Pharmaceutical, Dental, Vision, and other benefit plans to Oregon Public School Districts, K-12 and Education Service Districts (ESD’s) by October 1, 2008. OEBB has proposed a programming modification to the Public Employees Benefit Board (PEBB) Benefit Management System (pebb.benefits) and the adding of modules to facilitate three important functions of 1) submission of eligibility populations, 2) enrollment of members, and 3) premium payments. OEBB has submitted a request for additional funding in the 09-11 biennium for MyOEBB that will allow for ongoing maintenance of the system and small enhancements to continue the systems viability to support the needs of approximately 70,000 OEBB members and 160,000 lives.</p> <p><b>Alignment with Governor’s Goals/Priorities:</b> Government Efficiency and Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.4</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Department of Consumer and Business Services</b> Statewide ePermitting Project – Phase I	July 2007	June 2009	\$6.6 M
<b>Project Description</b>			
<p>The purpose of this project is to acquire, implement and deploy a statewide, interoperable e-permitting system with the capacity to serve all 132 local building jurisdictions and their stakeholders. The e-permitting system will provide construction plan review, permitting, inspection, and project tracking activities. The system would allow for and enable:</p> <ul style="list-style-type: none"> <li>• Model permit methodology and incorporation of best practices.</li> <li>• Web-based submittal, payment, and receipt of permits.</li> <li>• Web-based intake, tracking and support of plan reviews.</li> <li>• Web-based scheduling, tracking, and reporting of inspections.</li> <li>• Interface with existing jurisdiction software permit tracking systems.</li> <li>• Project tracking of construction and permit activity from plan review through final sign-off by jurisdiction and contractor/home owner.</li> <li>• A statewide repository for building information (emergency preparedness management).</li> <li>• Match addresses to jurisdictions, permits, and inspections and</li> <li>• Compliance/enforcement capabilities.</li> </ul> <p><b>Alignment with Governor's Goals/Priorities:</b> Government Efficiency and Accountability; Economic Development, Public Safety</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objectives 2.3, 3.2</p>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Education</b> Pre Kindergarten through Grade 16 Integrated Data System – Phase 3 (KIDS III)	October 2007	October 2009	\$7,2 M
<b>Project Description</b>			
<p>Throughout Oregon there are a significant number of information systems serving School and Education Service Districts (ESDs), ranging from custom systems installed in only one district to systems serving dozens of districts. These systems are not well connected or on the same technology platform, making meaningful district-to-district and district-to-state reporting difficult and costly.</p> <p>The purpose of the Pre-Kindergarten through Grade 16 (PK-16) Integrated Data System (KIDS) project was to develop a comprehensive data system encompassing the entire Oregon Education System. The KIDS project phase I study documented a compelling business case to change the data management environment for PK-12 education in Oregon. KIDS Phase III is a statewide expansion of the successful KIDS Phase II project, which was a pilot project for a PK-12 Integrated Data Warehouse (DW) system involving the development four major school district regional operational data stores. KIDS III involves the addition of two additional regions (total of six), and the integration of the remaining school districts (approximately 200 total), serving over 500,000 students. Additional enhancements include: the ability to transfer individual student data to and from any school in the state, and additional regional and statewide reporting and analytical capabilities.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Education and Workforce Development; Government Efficiency and Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Department of Human Services</b> Behavioral Health Integration Project (BHIP)	October 2008	2013	\$27.9 M
<b>Project Description</b>			
<p>The Oregon State Hospital, Blue Mountain Recovery Center, and community mental health and addiction service programs face a critical need for a modernized information system for hospital management and community integration. The system must support the delivery of high quality patient care, support the continuum of care model embraced in the hospital master plan, and ensure that future licensing and accreditation are not jeopardized.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Health and Basic Needs, Economic Development, Government Efficiency &amp; Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Human Services</b> Oregon Kids (OR-Kids) (formerly – State Automated Child Welfare Information System)	January 2005	February 2010	\$62 M
<b>Project Description</b>			
<p>DHS currently uses the Integrated Information System (IIS), the Family and Children Information System (FACIS), and various ancillary applications to manage Oregon child welfare programs. IIS, FACIS, and associated systems, track clients, providers and services statewide, provide fiscal functions, and produce management and required state and federal reports. IIS was developed in phases from 1979 to 1984. Although IIS and FACIS are considered to be Oregon's primary OR-Kids, it is estimated that they meet only about 25 percent of the current state and federal OR-Kids and Oregon Child Welfare program requirements.</p> <p>The purpose of the OR-Kids project is to replace FACIS, IIS and multiple stand-alone child welfare systems with a single, comprehensive, and integrated OR-Kids solution that: 1) meets federal and state requirements and 2) supports the efficient and timely delivery of services for Oregon's abused, neglected and dependent children.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Health and Basic Needs, Government Efficiency &amp; Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Oregon Judicial Department</b> eCourt Project	July 2007	June 2015	\$118.6 M
<b>Project Description</b>			
<p>The Oregon eCourt project supports planned changes in the way the courts deliver services. It replaces the current electronic records management system – Oregon Judicial Information Network (OJIN), solving two problems: 1) OJIN is at risk of failure, being a 20 year old COBOL system. 2) Current court records and transactions are paper-based, which creates access as well as storage challenges. The OJD determined that an electronic-access system will expand access to and streamline the work of the courts. Additionally, changing the business model to follow cases by-person rather than by-case will improve users’ ability to get all available information on individuals involved in the court system. Under planning for several years, the project was begun as authorized by the 2007 Legislature and augmented by the February 2008 legislative session. Oregon eCourt also replaces the current financial tracking system – OJIN Financial Integrated Accounting System.</p> <p><b>Alignment with Governor’s Goals/Priorities:</b> Public Safety; Government Efficiency and Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

Agency/Project Name	Start	Completion	Budget
<b>Oregon Liquor Control Commission</b> OLCC Technology Modernization Package (OTMP)	February 2006	June 2009	\$3.6 M
<b>Project Description</b>			
<p>The purpose of the Oregon Liquor Control Commission (OLCC) Technology Modernization Project is to reshape and modernize key information systems supporting OLCC business processes in the following areas: License Processing and Workflow, Enforcement Activity and Merchandising Daily Sales and Inventory.</p> <p><b>3/1/09 – Project Budget Rescinded by Legislature</b></p> <p>Remaining limitation/funds rescinded as part of OLCC’s 2009 budget rebalance. OLCC will continue work on the project in the future as internal resources and budget allow.</p> <p><b>Alignment with Governor’s Goals/Priorities:</b> Public Safety; Government Efficiency and Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objectives 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Public Employees Retirement System (PERS)</b> RIMS Conversion Program (RCP) Pension Administration System	May 2005	June 2010	\$30.7 M
<b>Project Description</b>			
<p>PERS is in the process of executing a two-phase project to implement an enterprise-wide technology architecture, the goal of which is to create an integrated platform for providing pension administration services across all retirement plans. Phase I is the House Bill 2020 project, which was completed at the start of 2006. Phase II of this implementation is the RIMS Conversion Program (RCP). The purpose of RCP is to extend and further customize the jClarety application template developed in Phase I. The scope this project includes the retirement plan administration components needed to administer the PERS Chapter 238 Program, currently being managed by the Retirement Information Management System (RIMS), its associated desktop applications, and manual processes. This project will provide PERS with an integrated platform for providing member services and benefits across all retirement programs.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Government Efficiency &amp; Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

Agency/Project Name	Start	Completion	Budget
<b>Secretary of State, Employment, Consumer and Business Services and Revenue</b> Central Business Registry	April 2006	June 2009	\$2.2 M
<b>Project Description</b>			
<p>The Central Business Registry (CBR) project is a multi-phase effort designed to simplify the process of creating, managing, and distributing business registration related information. The project will provide a 'one-stop' system for businesses to file and maintain licenses, permits and registrations with multiple state, federal and local government agencies. The CBR Phase I pilot was completed in January 2007 providing support for online registration of Assumed Business Names (ABN) with SOS.</p> <p>CBR Phase II began shortly thereafter. Initial work for Phase II included the delivery of functionality to provide support for online registration of Oregon Limited Liability Companies (LLC). This was followed by expanding CBR functionality to provide support for online registration of the Combined Employer Registration (CER) with the Oregon departments of Employment (OED) and Revenue (DOR) with or without an ABN or LLC filing with SOS. Support for multiple agency filings was implemented in February 2008. Phase II continued to build upon CBR by implementing support for additional SOS registrations (e.g., Oregon Domestic Business Corporations, Domestic Non-Profit) and the majority of the remaining CER ownership types for DOR / OED).</p> <p>Phase II continued with functionality that sends updated Business Identification Number (BIN) and North American Industry Classification System (NAICS) codes to from OED to CBR for later transmission to DOR. Throughout all of Phase II, enhancements have been implemented to improve overall functionality and usability of CBR. Phase II will be completed June 2009. Overall expenditures are expected to be under the original \$2.2M budget estimate.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Econ. Development, Govt. Efficiency &amp; Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>State Police</b> Oregon Wireless Interoperability Network (OWIN) – Phase 1	February 2008	October 2009	\$76 M
<b>Project Description</b>			
<p>The State of Oregon’s public safety communications infrastructure is rapidly aging, outdated, and at risk of failure. Further, the Federal Communications Commission (FCC) has ordered a nationwide change in radio spectrum allocated for public safety radio operations and has mandated upgrades (“ narrow-banding”) to accommodate these changes by 2013. Narrow-banding requires replacing most existing mobile, portable and base station radios. Oregon must replace and modernize its statewide public safety communications infrastructure to meet known FCC deadlines and to avoid the loss of essential FCC public safety radio spectrum licenses. Oregon presently has three separate statewide radio systems in Forestry, State Police and Transportation Departments.</p> <p>In recognition of these facts, the 2005 Legislative Assembly passed House Bill 2101. To fulfill the statutory obligations outlined in House Bill 2101, Oregon State Police initiated the Oregon Wireless Interoperability Network (OWIN) Project.</p> <p>Phase 1 is the design and construction of a network and infrastructure build out in Western Oregon. The primary work effort for this phase of the OWIN Project is to complete a backbone microwave network in Western Oregon that will support the Project efforts and participating public safety entities. To complete the backbone microwave network, it is estimated that 70 Communications Sites will need to be established consisting of adequate towers, communications buildings, power, and reliable microwave path to support the network.</p> <p>This Phase will be implemented in 20 Oregon counties. The OWIN requirements for the communications network are an OC3 for backbone site connectivity and a DS3 for spur sites. The total sites (backbone &amp; spurs) required for this phase of the Project are estimated at 70. The spur sites will be built out for select areas in the northwest seven counties (Tillamook, Clatsop, Columbia, Washington, Multnomah, Clackamas, and Yamhill, collectively referred to as “ NW7”) consisting of at least 35 Communications Sites. The total number of operational Communication Sites at the end of Phase 1 is estimated to be 115 (this includes the 45 Communication Sites (approximate) in existence prior to the phased project commencement.</p> <p>Phase 1 of the Project is anticipated to be completed by October 1, 2009. The State estimates the Phase 1 costs to be \$76,000,000. The total cost to the State of Oregon for all OWIN phases (assuming funding is approved by the Oregon Legislative Assembly) estimated at: \$405,000,000.</p> <p><b>Alignment with Governor’s Goals/Priorities:</b> Public Safety</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 3.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Oregon Department of Transportation</b> Right of Way Data Management System – Acquisition Process Streamlining	January 2008	November 2010	\$3.7 M
<b>Project Description</b>			
<p>This project will streamline and automate certain acquisition Right of Way business processes and make select ODOT property information available to the public. This project will include the use of electronic forms and workflows with the goal of moving toward electronic work processes.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Public Safety  <b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

Agency/Project Name	Start	Completion	Budget
<b>Oregon Department of Transportation</b> TransInfo	July 2007	March 2010	\$2.5 M
<b>Project Description</b>			
<p>This project will consolidate the functions and data currently contained in the ITIS (Integrated Transportation Information system) and Features Inventory Repositories into a comprehensive system that can be used to track linear (roadway) assets.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Public Safety  <b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Oregon Department of Transportation</b> Transportation Operations Center System Event Management (TOCS-EM)	December 2003	April 2009	\$5.4 M
<b>Project Description</b>			
<p>Oregon has four Transportation Operations Centers (TOCs) with the goal to provide and track transportation information for dissemination to ODOT operations, law enforcement, other State and public transportation systems, and the general public through a series of mission critical services (e.g. traffic surveillance devices, road/weather condition monitoring, event detection and dispatch systems, etc). Today, the TOCs operate separately from one another. This project will integrate stand-alone systems and processes currently used within the TOCs.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Livability and the Environment, Public Safety; Government Efficiency &amp; Accountability</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

Agency/Project Name	Start	Completion	Budget
<b>Oregon Department of Transportation</b> ODOT – DMV REAL ID Act and Senate Bill 640 Legislative Compliance, also known as Driver License Issuance (DLI)	November 2005	June 2013	\$10.9 M
<b>Project Description</b>			
<p>This project involves all the business, policy and technology related efforts required to interpret and implement the Federal Real ID Act and Oregon Senate Bill 640. This project will be subdivided and implemented through multiple project components. Some components may be implemented alone, while others may be implemented as a group. Passage of Senate Bill 1080 would authorize the implementation of legal presence related project components.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Public Safety</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

Agency/Project Name	Start	Completion	Budget
<b>Oregon Department of Transportation</b> ODOT- DMV Commercial Driver License Information System and Problem Driver Pointer Record System Changes (CDLIS/PDPS) Release 3	October 2005	August 2010	\$3.5 M
<b>Project Description</b>			
<p>The purpose of this project is to comply with federal mandates pertaining to commercial driver notification, and changes to the national Commercial Driver License Information System (CDLIS) and Problem Driver Pointer System (PDPS).</p> <p>This project will carryout the policy, business architecture and information technology activities required to avoid decertification of Oregon's Commercial Driver License (CDL) Program and/or jeopardizing Federal Highway Funds as a result of substantial non-compliance with federal mandates; Commercial Motor Vehicles Safety Act of 1986, the Motor Carrier Safety Improvement Act of 1999, and other Federal Motor Carrier Safety Administration (FMCSA) regulations. This project will include critical requirements not addressed by prior CDLIS/PDPS initiatives (Releases 1 and 2) and the implementation of House Bill 2107. This project will be subdivided and implemented via multiple project components. Some components may be implemented alone, while others may be implemented as a group.</p> <p><b>Alignment with Governor's Goals/Priorities:</b> Public Safety</p> <p><b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.3</p>			

## 2008 Annual Report V1.0

### Statewide Information Technology Project Requests

#### 2007-2009 Legislative Adopted Budget (LAB) – July 2007

The 2007-09 LAB included a total of one hundred and seven (107) IT Project Requests (Base Budget and Policy Option Package). In addition to the thirty-five (35) requests listed below, seventy-two (72) Requests totaling ~\$25.7M were included in the LAB.

Project Requests By Dollar Amount - >\$1 M Including Non-Exec Agencies		
Agency	Number of IT Project Requests	Total Funds for all IT Project Requests
Human Services	6	\$ 63,061,696
Transportation	11	\$ 27,884,626
PERS	1	\$ 13,539,884
Secretary of State	4	\$ 11,858,195
Education	2	\$ 10,118,718
State Police	3	\$ 6,904,919
Forestry	1	\$ 4,200,000
Administrative Services	2	\$ 3,565,678
Corrections	1	\$ 3,214,528
Consumer & Business Services	1	\$ 4,614,315
Employment	1	\$ 2,121,443
Judicial Dept.	1	\$ 2,000,000
Community Colleges & Workforce Development	1	\$ 1,700,000
<b>Totals</b>	<b>35</b>	<b>\$154,784,002</b>

#### 2009-11 IT Project Requests - Governor's Recommended Budget – As of December 2008

The following is a summary overview of the IT project requests submitted as part of the 2009-11 Governor's Recommended Budget.

2009-11 GRB - IT Project Request Overview	
Total \$ Value	\$ 169,961,753
Total # of Projects	50
# of Policy Option Package Projects	14
# of Base Budget Projects	36
# Projects >\$1 Million	20
\$ value of projects >\$1 Million	\$ 156,534,828
# of Projects <\$1 Million	30
\$ Value of projects <\$1 Million	\$ 13,426,925
# of multi-biennial projects	17

## 2008 Annual Report V1.0

The table below provides an overview of proposed projects with a value that exceeds \$1M. The full list of the IT project requests submitted as part of the 2009-11 Governor's Recommended Budget is provided in Appendix D.

2009-11 IT Project Requests By Dollar Amount - >\$1 M		
Agency	Number of IT Project Requests	Total 09-11 Funds for all IT Project Requests
Human Services	9	\$127,395,432
Transportation	4	\$6,507,107
Education	2	\$10,692,400
Administrative Services	3	\$6,507,107
Consumer & Business Services	1	\$4,170,900
Employment	1	\$1,112,989
<b>Totals</b>	<b>20</b>	<b>\$156,534,828</b>

**Note:** The information presented in the table above does not include Oregon Judicial Department e-Court or OSP Oregon Wireless Interoperability related project requests. This information will be updated when the Legislative Adopted Budget is finalized in July 2009.

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## CHAPTER 4: State Information Resources

### State Information Resources

Information resource management is central to the functioning of every large organization, and critical to the functions and services provided by state agencies and state government as a whole. As stated in the EIRMS, "to succeed, the enterprise must view information resources and IT infrastructure as a strategic asset that can be innovatively managed to optimize government efficiency and cost-effectiveness." To that end, this chapter documents information about the state's IT hardware assets, workforce, training, contracts, and budget/expenditures as of 2008.

### 2008 Information Technology Asset Inventory

The Statewide IT Asset Inventory and Management Policy - Mandatory Attributes Table identified a specific list of asset types and attributes that agencies were required to track and report to DAS EISPD.

The mandatory asset types to be reported on were: Personal Computer, Printer/Plotter, Network Devices (Routers, switches, etc), Mainframe, Controllers, Storage Devices, and Servers. The mandatory attributes to be reported about those asset types were: Agency ID, Asset Tag #, Serial Number, Type, SubType, Manufacturer, Model, and Purchase Date. A series of optional asset attributes were also identified to be reported on a voluntary basis.

A detailed document describing these attributes can be found at:

[http://www.oregon.gov/DAS/EISPD/ITIP/docs/ITAM\\_Inventory\\_Definition\\_Document.pdf](http://www.oregon.gov/DAS/EISPD/ITIP/docs/ITAM_Inventory_Definition_Document.pdf)

Several agencies submitted information to DAS EISPD on assets beyond the required list of mandatory asset types such as: phones, PDAs, peripheral devices, monitors and other devices. That information is also summarized in this report.

A number of agencies submitted information about assets that are not considered 'active' (i.e. assets that were surplus, disposed, or otherwise not in service). To improve the relevance and accuracy of this 2008 IT Asset Inventory Report those "in-active" records were omitted.

2008 IT Asset Inventory (57 Agency Reports – nearly 70,000 Asset Records)	
<b>Monitor</b>	• 4994 devices (e.g., CRT, flat-panel, other)
<b>Network</b>	• 7203 devices (e.g., wireless access points, bridge, router, switch)
<b>Personal Computers (Desktop and Laptop)</b>	• 40447 devices (e.g., desktop, laptop, tablet, thin-client, other)
<b>Peripheral</b>	• 1152 devices (e.g., scanner, keyboard, camera, projector)
<b>Phone/PDA</b>	• 374 devices (e.g., phone, blackberry, pocket pc)
<b>Printer/Plotter</b>	• 8171 devices (e.g., plotter, printer, copier)
<b>Server</b>	• 3962 devices (e.g., file, application, and database servers)
<b>Storage</b>	• 850 devices (e.g., external disk, tape drive, storage disk)
<b>OTHER</b>	• 1453 devices (e.g., television, UPS, transcriber)
• Note: Statewide IT Asset Inventory information will be refreshed in 2009 per the Statewide IT Asset Inventory and Management Policy (107-004-010)	

2008 IT Asset Inventory and Management Report:

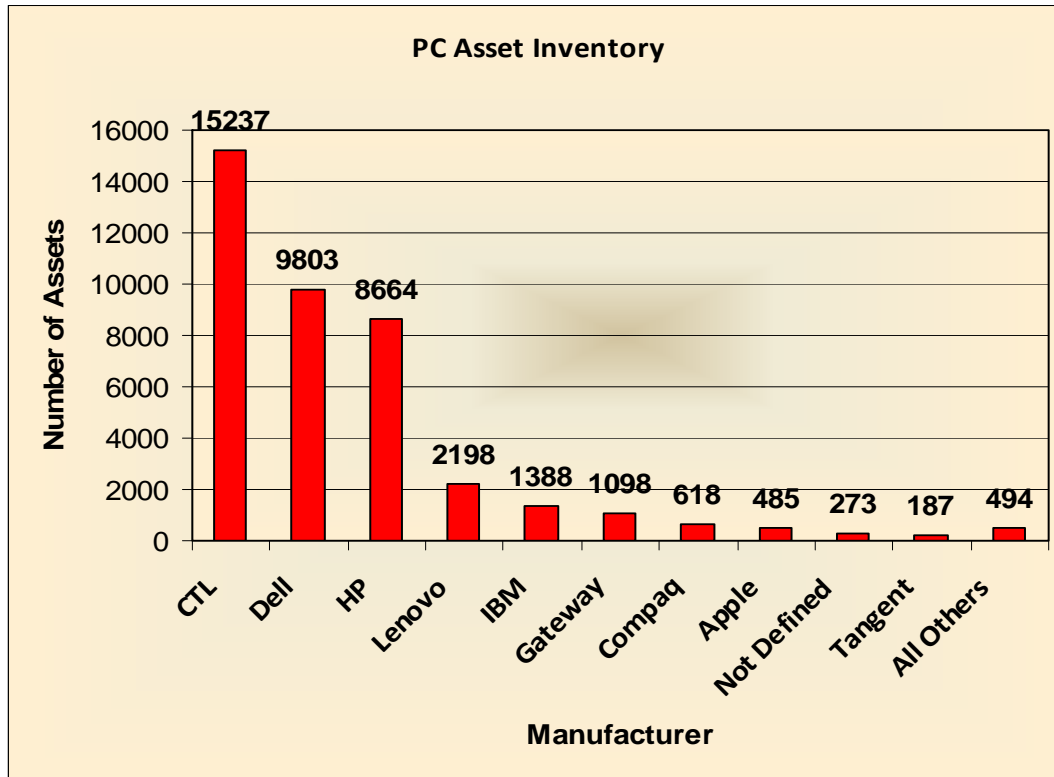
[http://www.oregon.gov/DAS/EISPD/ITIP/ITAM\\_index.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/ITAM_index.shtml)

## 2008 Annual Report V1.0

### Statewide PC Asset Analysis (57 Agencies reporting)

Asset Type: PC – All Subtypes by Manufacturer – (Updated Jan 13, 2009)

Note: 40447 devices - includes all PC inventory including Desktop, Laptop, and Thin Client systems.



### Statewide Personal Computer Asset Inventory

40,447 PC devices (e.g., desktop, laptop, tablet, thin-client, other)

Human Services	• 11261 devices
Transportation	• 6310 devices
Employment	• 3094 devices
Corrections	• 2429 devices
Consumer and Business Services	• 1679 devices
Justice	• 1664 devices
Revenue	• 1451 devices
Environmental Quality	• 1376 devices
State Police	• 1235 devices
Fish and Wildlife	• 1162 devices
Administrative Services	• 1132 devices

Only 11 Agencies with more than 1000 PC devices – Total 32,793 (81%)

## 2008 Annual Report V1.0

### Oregon's Information Technology Workforce

The following information provides a high level summary of Oregon's Executive Branch IT Workforce as of December 31, 2008. The IT workforce data was gathered by the Department of Administrative Services (DAS) Human Resources Management Division and includes information on employees with an Information Systems Specialist - ISS (represented and unrepresented) and Principal Executive Manager positions with an "I" designation only.

State Executive Branch IT Workforce (as of December 31, 2008)	
<b>Total Executive Branch positions – all classifications</b>	<b>33991</b>
<b>Information Systems Specialist (ISS) and other IT-related Positions</b>	<b>1768</b>
• IT Percentage of Total Executive Branch Workforce	5.2%
• # of ISS classified positions	1438
• # of Principal Executive Manager (PEM) positions "I" designation	169
• Number of vacancies	161 positions
• Average Length of Service	12.44 years
• Average Salary – ISS classified staff	\$5,395/month
• Average salary – management service	\$8,414/month
• Eligible for Retirement in 1 year (~18% of IT Workforce)	311 positions
• <b>Eligible for Retirement in 5 years (~29% of IT Workforce)</b>	<b>510 positions</b>
• IT Turnover Rate (Total Workforce Turnover Rate – 8.17%)	5.8%

Note: Biennial IT personnel costs including other payroll expenses (OPE) are estimated at ~\$300 M – not including vacancies

### Agencies with greater than 20 Information Systems Specialist Positions

Agency Name	ISS 1	ISS 2	ISS 3	ISS 4	ISS 5	ISS 6	ISS 7	ISS 8	Grand Total
Human Services	5	10	27	66	48	43	58	38	295
Transportation	0	2	5	26	47	57	62	19	218
Administrative Services	1	2	26	10	19	34	33	73	198
Corrections	0	0	9	0	41	9	20	2	81
Revenue	1	3	8	27	7	21	20	2	89
Consumer and Business Services	0	4	8	8	13	8	20	5	66
Employment	0	5	0	12	7	13	15	7	59
Justice Department	0	1	0	16	11	13	9	2	52
Environmental Quality	0	3	0	10	19	10	2	2	46
Public Employees Retirement System	0	4	0	10	9	5	5	6	39
Education	1	0	3	8	3	2	11	6	34
Fish and Wildlife	0	2	11	1	2	6	2	0	24
Secretary of State	0	1	0	1	3	0	7	11	23
Forestry	1	0	4	7	1	8	1	1	23
State Police	1	0	2	3	5	4	2	5	22
<b>TOTAL (as of December 31, 2008)</b>	<b>10</b>	<b>37</b>	<b>103</b>	<b>205</b>	<b>235</b>	<b>233</b>	<b>267</b>	<b>179</b>	<b>1269</b>

Note: 1269 (88%) of the state's 1438 ISS Classified Positions reside within 15 state agencies.

# 2008 Annual Report V1.0

## Compensation/Pay Range

Statewide Count of Employees in ISS Classifications by Salary Step – Executive Branch												
Classification	Off Step	1	2	3	4	5	6	7	8	9	Total	%
Info Systems Specialist 1		2			1			1	1	6	11	1%
Info Systems Specialist 2			8	2	6	4	2	1	3	17	43	3%
Info Systems Specialist 3	1	16	13	7	10	13	4	4	8	43	119	8%
Info Systems Specialist 4	1	10	27	12	17	21	16	15	11	110	240	17%
Info Systems Specialist 5	2	10	18	19	8	14	23	23	26	126	269	19%
Info Systems Specialist 6	1	1	11	5	14	19	13	17	17	165	263	18%
Info Systems Specialist 7			10	11	12	17	11	20	23	197	301	21%
Info Systems Specialist 8		1	2	1	5	5	9	5	12	152	192	13%
<b>Total</b>	<b>5</b>	<b>40</b>	<b>89</b>	<b>57</b>	<b>73</b>	<b>93</b>	<b>78</b>	<b>86</b>	<b>101</b>	<b>816</b>	<b>1438</b>	<b>100.0%</b>
Percentage of Total	0.3%	3%	6%	4%	5%	6%	5%	6%	7%	57%	<b>100.0%</b>	

**Note:** 88% of all ISS positions are classified as ISS 4 - 8. 81% of all ISS classified positions are paid at salary step 5 – 9 with 57% paid at salary step 9.

A more comprehensive Oregon IT Workforce report is provided in Appendix E.

### Information Technology-related Expenditures

Excluding items like general administrative costs and debt service on Certificates of Participation, seven of the Oregon Budget Information Tracking System's (ORBITS) accounts comprise the best available budgetary record of Oregon state agencies' biennial investment in Information Technology and Information Resources.

Estimated Information Technology – related Expenditures	Statewide 07-09 (LAB) <sup>1</sup>	Statewide 09-11 GRB <sup>2</sup>
<b>Services and Supplies</b>		
4200 – Telecommunications	159,805,481	135,463,789
4250 – Data Processing	112,944,002	129,624,062
4315 – IT Professional Services	169,882,262	187,076,217
4715 – IT Expendable Property	71,869,055	92,847,648
<b>Capital Outlay</b>	<b>Statewide 07-09 (LAB)<sup>1</sup></b>	<b>Statewide 09-11 GRB<sup>2</sup></b>
5150 – Telecommunications Equipment	20,216,804	243,931,381 <sup>3</sup>
5550 – Data Processing – Software	23,060,170	29,198,610
5600 – Data Processing – Hardware	23,751,810	31,510,707
<b>Total IT-related budgeted expenditures</b>	<b>581,529,584</b>	<b>849,652,414</b>
Estimated IT Personnel Costs (as of December 2008) <sup>4</sup>	\$304,024,513 <sup>4</sup>	\$304,024,513 <sup>4</sup>
<b>ESTIMATED STATEWIDE TOTAL IT SPEND</b>	<b>885,554,097<sup>5</sup></b>	<b>1,153,676,927<sup>5</sup></b>

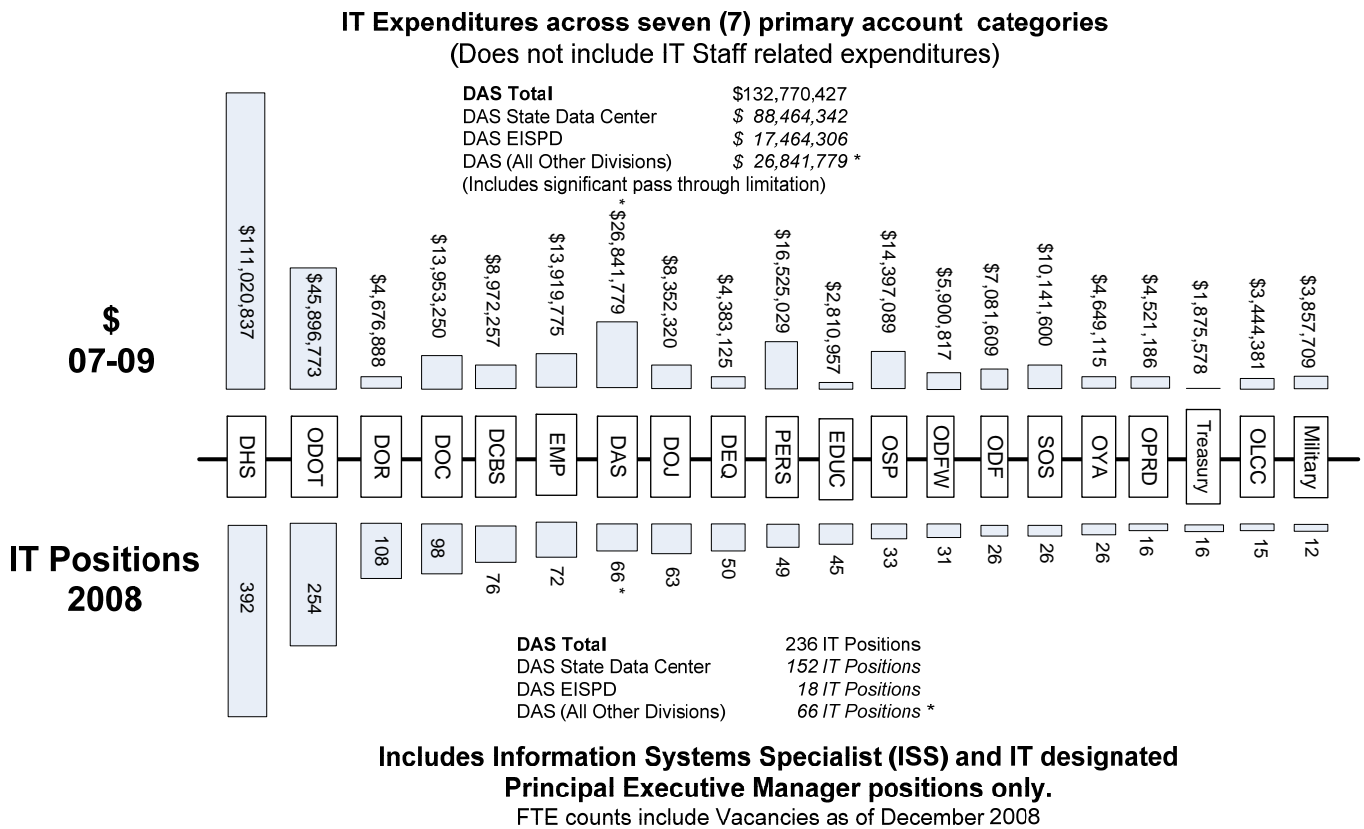
# 2008 Annual Report V1.0

**Note:** The seven ORBITS accounts reflect Legislative Branch, Judicial Department and Oregon University System information but do not contain state lottery information.

- 1 - Legislatively Adopted Budget (LAB) including Emergency Board actions through December 2008
- 2 - Governor's Recommended Budget as of February 2009
- 3 - Includes OSP OWIN related costs. OSP portion of Account # 5150 - \$235,755,410
- 4 - December 31, 2008 estimated personnel costs. Estimates based on average adjusted salary rates for ISS and Principal Executive Manager "I" designated positions (1607 filled positions of 1768 total positions). This estimate does not include personnel costs for the Legislative Branch, Judicial Department, Oregon University System or the state lottery.
- 5 - For context, the 2007-09 Governor's Recommended Budget (GRB) - All Funds Expenditures was ~\$49.2 B. The 07-09 Estimated Statewide Total IT Spend amounted to ~1.8% of the GRB All Funds expenditures. The 2009-11 GRB - All Funds Expenditures was ~\$54.2 B. The 09-11 Estimated Statewide Total IT Spend amounted to ~ 2.1% of the GRB All Funds Expenditures.

A more comprehensive Oregon IT Expenditure report is provided in Appendix F.

## Information Technology-related Expenditures and Positions Distribution across 20 state agencies



## 2008 Annual Report V1.0

### Statewide Information Technology Training

The DAS Human Resource Services Division - Statewide Training, Development and Recruitment Section provides a wide array of IT course offerings to state and local governments. To enhance the skill development of IT and non-IT professionals across the state, DAS HRSD implemented an Enterprise Learning Management System called iLearnOregon in 2008. The initial features of the iLearnOregon include a course catalog, student registration system, course enrollment and wait listing, classroom scheduling, enrollments and transcript management, course evaluations, and reporting.

DAS HRSD Training Website: <http://www.oregon.gov/DAS/HR/training.shtml>

iLearnOregon - online learning/knowledge management system website:

<http://www.oregon.gov/DAS/HR/e-lms.shtml>

- Course Catalog: <https://ilearn.oregon.gov/ORCustom/Utilities/CourseCatalog.aspx>
- Sample Course Offerings include:
  - Oregon Project Management Certification Program (OPMCP)
  - Enterprise Architecture (TOGAF), IT Infrastructure Library (ITIL)
  - Java and Visual Basic programming
  - Microsoft (Project, Word, Excel, Access, Powerpoint, etc.)
  - Information Security (multiple modules available)
  - BrioQuery

Based on the IT training needs assessment that was completed in 2006, a Statewide IT training Request For Proposal (RFP) was completed and an intent to award contracts with multiple vendors was issued in January 2009. These training vendors will provide training services across six primary categories:

- Management (e.g. Change Mgt., Business Continuity Planning (BCP), IT Infrastructure Library (ITIL), Control Objectives for IT (COBIT), etc.)
- Infrastructure (e.g. Network, Operating Systems, Firewalls, Security, etc.)
- Application Development (e.g. Java, Visual Basic, XML, etc.)
- Database Management (e.g. Oracle, SQL, DB2)
- Technical Support Services (e.g. Helpdesk, LAN/Desktop)
- Use of Information as an Asset (e.g. Data Mgt., Geographic Information Systems (GIS), Enterprise Resource Planning (ERP), etc.)

### Statewide Information Technology Price Agreements & Contracts

Over the past several years, the Department of Administrative Services (State Procurement Office, Enterprise Information Strategy and Policy Division, State Data Center), Department of Justice, and various state agencies have partnered to put multiple Statewide IT Price Agreements and Contracts in place. Most of these agreements can be accessed by state agencies and local government entities (Oregon Cooperative Purchasing Program members). A brief listing of those agreements and contracts and point of contact information for each are provided below:

- **ASAP Software Express (PA 0121 & PA 2257)**
  - PA 0121 - Publisher Specific Software – Large Account Reseller
  - PA 2257 - Shrink Wrap Software for items not on PA 0121
- **AT&T Long Distance and Related Services (PA 4121)**
  - Audio, video and Web conferencing services available for purchase by state and local government users
- **iLearn Oregon (Services provided through DAS HRSD)**
  - State's enterprise learning management system.
  - Leverages iLinc long distance learning and conferencing software
  - Web site: <http://www.oregon.gov/DAS/HR/e-lms.shtml>
- **DAS E-Government's GovSpace**
  - Collaboration workspace for state and local government users
  - Web site: [http://www.oregon.gov/DAS/EISPD/EGOV/Govspace/Govspace\\_index.shtml](http://www.oregon.gov/DAS/EISPD/EGOV/Govspace/Govspace_index.shtml)
- **IT Managed Services Provider (PA 5488)**
  - Over 125 vendors can be accessed through NextSource
  - Deliverables Based Project Work
  - Staff Augmentation Work

#### PCs/Laptops/Peripherals

- **Oregon Smart Buy Agreements open to State/Local government users**
  - PA 4140 with CDW/G for diverse branded Peripherals
  - PA 4141 with Disys for diverse branded Peripherals
  - PA 4142 with CDW/G for Lenovo laptops
  - PA 4143 with CTL
  - PA 4144 with HP

#### WSCA Agreements open to Local government users

- PA 5155 with Sun
  - PA 5215 with Howard
  - PA 5438 with Dell
  - PA 5479 with IBM
  - PA 6823 with Apple
- Both sets of agreements are set to expire in September 2009
  - New WSCA solicitation for PC/Laptop/Peripherals Hardware
    - DAS SPO participation

## 2008 Annual Report V1.0

- WSCA plans to launch new price agreements in September 2009.
- **IT Research and Advisory Services (PA 102-1089-06)**
  - Gartner, Inc.
  - Comprehensive collection of analysis and advice for users and vendors of technology through different subscription offerings
- **IT Quality Assurance Services (PA in development – March '09)**
  - Multi-Award Price Agreement for Quality Management Services
    - Quality Planning, Quality Assurance, Quality Control, IV&V, Risk Assessment
  - IT Oversight Website -  
[http://www.oregon.gov/DAS/EISPD/ITIP/IT\\_Investment\\_Oversight.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/IT_Investment_Oversight.shtml)
- **ERMS Software and Services (PA in development – April '09)**
  - Multi-Award Price Agreement for Electronic Records Management Software and Related Services
    - DoD 5015.2 and 5015.02 Certified Products capable of performing:
      - Records Management
      - Document Management (*including imaging*)
      - Web Content Management
      - E-mail Management
      - Etc.
  - DoD 5015.02 certified manufactures who did not submit a proposal for the 2008 ERMS RFP, will have an opportunity to participate in the future through an annual contract refresh process

# CHAPTER 5: Emerging Issues

In 2009 and beyond, a number of emerging issues and trends will affect the way government operates and how information technology is used to more effectively and efficiently provide information and services to Oregonians.

### **Web 2.0 and Government Transparency**

The public's use of the internet has progressed beyond simple access of static information posted by state agencies. A new generation of users (citizens and government employees) are expecting to fully interact with one another via a new set of Web-based capabilities, known as Web 2.0 through fixed and mobile computing devices.

*Web 2.0 enables people with no specialized technical knowledge to create their own websites, to self-publish web content, create and upload audio and video files, share photos and information and complete a variety of other tasks. Web 2.0 facilitates creativity, information sharing, and, most notably, collaboration among users via 'social networking' tools (e.g. wikis, blogs, discussion threads, etc.).*

In addition, several states and the cities across the country are developing transparency websites providing citizens with performance data about government in the hopes of increasing citizen input and interaction. Web 2.0 and social networking will have a profound impact on government/citizen interaction in the coming years.

### **Electronic Records Management and e-Discovery**

A key component of state government's provision of public services involves the creation of information, generally structured in the form of records. Although records are essential to state government operations, states continue to struggle with new challenges presented by a growing portfolio of electronic records and digital content that must be preserved.

*Electronic Records Management (E-records) is an approach to organizing government records so that they are locatable, retrievable, and stored in accordance with state records retention schedules. This also includes the timely deletion or destruction of E-records after the expiration of retention time periods, unless extenuating circumstances such as litigation occur.*

With federal rule changes related to electronic records discovery (e-discovery) state agencies must be prepared to retrieve digital information captured on their computer systems or within their e-mail systems. If faced with litigation, agencies will need to quarantine digital information and preserve it for legal review. Being prepared to address e-discovery requires planning, establishing data preservation methods and being able to readily retrieve all types of electronic information. The financial consequences of not being prepared for e-discovery can be costly for an agency. For agencies with a high incidence of litigation, E-records management is important and is a key vulnerability that must be responsibly addressed.

### **Email archiving**

As e-mails continue to pile up, the costs of storage increase and the legal and financial threats posed by e-discovery requests continue to rise, most agencies recognize the need to better manage and properly archive agency e-mails in line with agency records retention schedules. This can be addressed through internal policies and procedures coupled with internal or external e-mail archival solutions designed to create a systematic approach to saving and protecting the data contained in e-mail messages.

## 2008 Annual Report V1.0

As email archiving affects almost every agency in state government, it begins to raise the question of whether a single solution should be pursued. At this time the DAS State Data Center is not in a position to become the provider for such a service, but this issue should be examined in the near future. Also, a single e-mail system standard could lead to an integrated e-mail and e-mail archival solution. Multiple uncoordinated approaches to e-mail and e-mail archiving do not lead to cost effective enterprise level solutions.

### **Software as a Service (SAAS) and Cloud Computing**

Software as a Service (SaaS) is a software deployment model whereby a third party provider licenses a software application to customers for use as a service on demand. SaaS software vendors may host the application at their facility or allow the customer to download the application to the customer hosting environment, disabling it after use or after the on-demand contract expires. The on-demand function may be handled internally to share licenses within a customer organization or by a third-party application service provider (ASP) sharing licenses between customer organizations.

Cloud computing services provide common business applications online that are accessed by users from a web browser, while the software and data are stored on servers in the customer or third-party provider hosting environments. In this computing model, users no longer need to have knowledge of, expertise in, or control over the technology infrastructure in the "cloud" that supports them. The term cloud is used as a metaphor for the Internet.

SaaS is being used now by agencies now for a variety of purposes. Examples include: Web-based conferencing; e-mail and e-mail archiving; portfolio management; grant management; on-line recruiting, etc. As SaaS emerges at an enterprise level, we must determine how to best provide agencies with access to a portfolio of SaaS solutions resulting in substantial cost savings and/or improved practices while establishing prudent enterprise standards.

### **Information security**

All agency operations have become increasingly dependent on information and technology. Information has become a strategic asset and protecting it has become one of the state's highest priorities. At stake are the state's physical and financial resources, reputation, legal position, employees, partners, and the trust and confidence of Oregonians.

Since the passage of ORS 182.122 in 2005, much has been done to improve the information security posture of state agencies and the state as a whole. A number of key actions have been taken including: multiple information security business risk assessments, vulnerability assessments, information security related hardware and software enhancements, development of agency and statewide incident response capabilities, multiple information security training forums, and the development of agency and statewide information security policies and plans.

In 2009 and beyond, information security will continue to be a primary issue for state agencies in Oregon and around the nation. DAS and state agencies will have to stay vigilant and work closely together to strengthen the security of our information resources and ensure the sustained confidentiality, integrity and availability of state information assets.

### **Disaster recovery**

Disaster Recovery (DR) is a subset of the larger business continuity planning process and should include advance planning and preparations for recovery of applications, data, hardware, communications (such as networking) and other IT infrastructure in the event of disaster or unplanned event.

## 2008 Annual Report V1.0

Since 2007 the SDC has made Disaster Recovery Management a key focus area. The SDC is establishing processes, procedures, and third-party contacts designed to ensure that the technical infrastructure supporting agency-identified mission critical business applications is recoverable. This includes providing for restoration of a functional technical environment consisting of hardware, software, data, and network services.

While progress has been made in this critical area over the past year, much more needs to be done within the SDC and across state government to ensure the state's critical IT infrastructure can be recovered after a disaster has been declared.

### **Data governance**

Data Governance refers to the operating discipline for managing data and information as a key enterprise asset. This operating discipline includes organization, processes and tools for establishing and exercising decision rights regarding valuation and management of data. Key aspects of data governance include decision making authority, compliance monitoring, policies and standards, data inventories, full lifecycle management, content management, records management, preservation, data quality, data classification, data security and access, data risk management, and data valuation.

As Oregon state government pursues an enterprise approach to managing its data and information assets, the disparity in data and data management maturity levels within and across agencies and program areas has become more and more apparent. This is particularly evident where cross agency or cross jurisdictional data and information exchange is concerned. The recognition of the importance and prevalence of cross line of business information exchanges has created new demand for formal information sharing agreements and opportunities for improved data governance.

### **Enterprise architecture and standards**

Enterprise Architecture (EA) results in a logical and consistent set of principles - a "blueprint" for state and agency business objectives and how data, information systems and technology infrastructure should be organized to support the achievement of those objectives.

State government program and IT managers are beginning to use enterprise architecture to better understand the interrelationships among agency business processes, information (data), technology and solutions to drive operational efficiencies and to design their future organization. These and other emerging efforts are expected to continue into 2009 and beyond.

### **Green IT and energy management**

Through the emerging trend of Green IT, organizations across the nation have begun to take a hard look at their enterprise IT practices and explore how IT can help reduce energy consumption, greenhouse gas emissions and overall negative environmental impacts.

Oregon's leadership in sustainability is well recognized. Through the Governor's Sustainability Initiative and his commitment for Oregon's participation in the Climate Saver's Initiative, Governor Kulongoski has established a series of reduction targets for energy consumption and greenhouse gas emissions across state government operations. Agency Chief Information Officers and Information Technology staff can play a major role in helping Oregon state government achieve those targets by working with the State Data Center to collaboratively plan and implement power management strategies and by putting the people, processes, policies and technologies in place within their agencies to better manage the agency desktop environment.

### **Leveraging IT to help deal with the fiscal crisis – IT optimization and cost savings**

The State of Oregon is faced with a severe revenue shortfall which will result in the need for budget reductions and improved efficiencies throughout state government. In 2009 and beyond, State IT organizations will be challenged to reduce operational costs and improve the efficiency and effectiveness of existing IT resources to the greatest extent possible.

## Appendix A – OREGON’S IT LEADERSHIP

### ABOUT THE STATE CHIEF INFORMATION OFFICER



Dugan Petty has served as Oregon’s State Chief Information Officer (State CIO) since September 2006 and has led an ambitious and comprehensive effort to bring an “enterprise” approach to planning the future of state government’s information systems. A key feature of the strategy is to reduce costly duplication of efforts and resources, and maximize the benefits of unified systems that save money for taxpayers and solves problems more effectively.

Before taking his present position, Petty served as deputy administrator of the Department of Administrative Services State Services Division, with responsibilities for risk management, procurement, surplus services and the state fleet. In 2001, he led the development of the Sustainable Supplier Council, whose recommendations helped change specifications in various products the state buys.

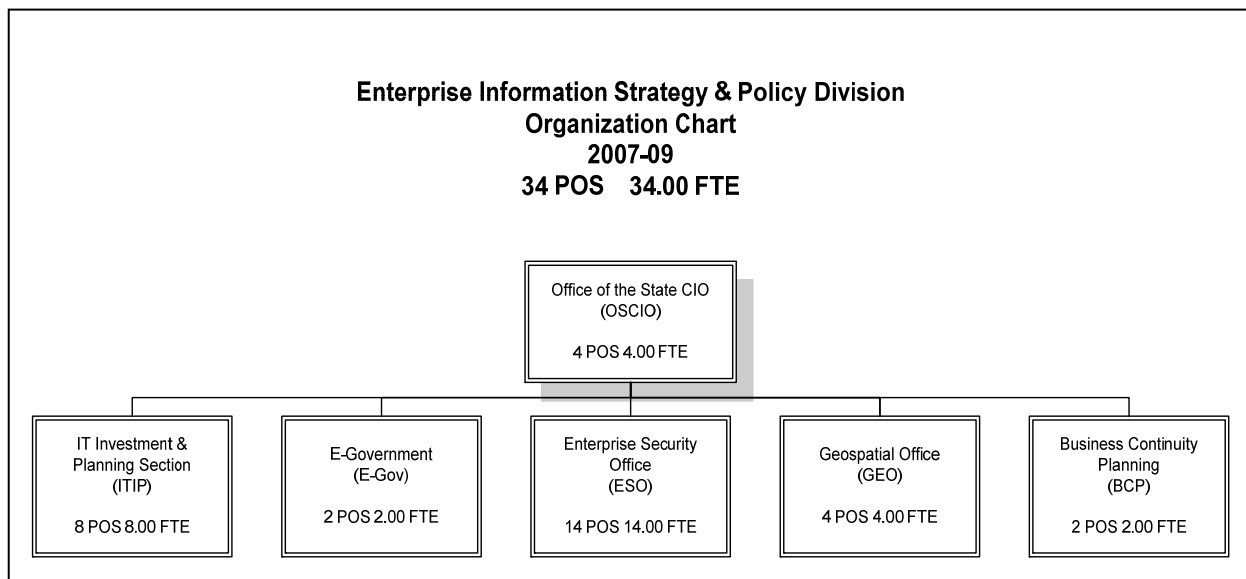
A graduate of the University of Oregon, Petty has chaired the Western States Contracting Alliance, and has served on the board of directors of the Universal Public Purchasing Council. He has also served as the president of the National Association of State Procurement Officials and on the board of directors of the National Electronic Commerce Coordinating Council. In 1997 and 1998, he collaborated with the National Association of State Information Resource Executives (now NASCIO) on ways to improve practices in contracting for services and products in information technology, leading to the publication of Buying Smart—State Procurement Reform Saves Millions.

### ABOUT THE ENTERPRISE INFORMATION STRATEGY AND POLICY DIVISION (EISPD)

Website: <http://www.oregon.gov/DAS/EISPD/index.shtml>

EISPD Business Plan: <http://www.oregon.gov/DAS/docs/businessplans/EISPD.pdf>

The DAS Enterprise Information Strategy and Policy Division (EISPD) leads state government in enterprise information resource management, strategic planning and policy. As previously mentioned, the division’s administrator also serves state government as the State CIO.



## 2008 Annual Report V1.0

DAS EISPD supports its enterprise customers with the following central functions:

**E-government (E-Gov):** E-government uses technology to help state agencies offer online services to the public, such as registering a car or truck online, and it facilitates agencies' efforts to move information, forms, and payment processes to the Internet, allowing them to provide timely and efficient services to citizens and organizations - giving them what they need, when they need it.

**Business Continuity Planning (BCP):** This program helps state agencies prepare business continuity plans to ensure that state government remains stable, responsive and operational through an unanticipated disruption in services. The BCP program supports agencies by providing an automated business continuity planning tools, education and awareness training, and guidance on the testing of disaster preparedness and business continuity plans.

**Enterprise Security Office (ESO):** This office, led by the State Chief Information Security Officer, coordinates state agency efforts to ensure the integrity and security of the state's information resources. ESO leads the development of information security policies and provides training that helps state agencies protect private or sensitive information from improper access or distribution. ESO supports and guides state agency information security efforts through an information security risk management program, strategic security plan, standardized security processes and systems, security planning and training.

**Geospatial Enterprise Office (GEO):** The GEO coordinates state agencies' development and stewardship of geographic data. GEO supports statewide communication about Geographic Information Systems (GIS) issues, and helps develop Oregon's GIS data standards. GEO is the state's first point of contact for other agencies and organizations interested in Oregon's geographic data or geographic information systems. GEO hosts the Oregon Geospatial Data Clearinghouse (a website that serves statewide, standardized geospatial data).

**IT Investment and Planning (ITIP):** This section leads statewide IT planning and budgeting processes. It develops and implements state IT management strategies, rules, policies, guidelines and standards in response to statutory mandate. ITIP is responsible for the state's IT portfolio and asset management program, and for monitoring and oversight of the state's major IT projects. ITIP leads and coordinates statewide IT initiatives and provides management support to the State CIO and various IT-related governance bodies, including the state's CIO Council and CIO Management Council.

### **NATIONAL OUTREACH AND RECOGNIZED LEADERSHIP**

On behalf of the State CIO, DAS EISPD has intentionally sought to lead and/or participate actively in regional and national information technology efforts, as this participation allows us to benchmark our activities against peer organizations. Those leadership activities include:

- NASCIO Green IT Workgroup - Dugan Petty State CIO, Chair
- NASCIO Green IT Workgroup – Nick Betsacon, Member
- NASCIO Legacy Systems Modernization Committee - Sean McSpaden, Deputy State CIO, Vice Chair
- NASCIO Awards Committee - Sean McSpaden, Deputy State CIO, Member
- NASCIO Innovative Funding for State IT - Sean McSpaden, Deputy State CIO, Member
- NASCIO Security and Privacy Committee - Theresa Masse, Member
- NASCIO Enterprise Architecture and Governance Committee – Dugan Petty, Co-Chair; Scott Riordan, Member

## 2008 Annual Report V1.0

- NASCIO E-Records Management and Digital Preservation Work Group – Paula Newsome, Member
- NASCIO Health Information Technology Work Group – Rick Howard, Department of Human Services Chief Information Officer - Member
- NASCIO Project Management Forum Advisory Board – Sean McSpaden, Deputy State CIO, Member
- NASCIO State IT Workforce Working Group – Jennifer Lara, DAS HRSD Statewide Recruitment Development and Training Manager, Member
- National States Geographic Information Council (NSGIC) - Cy Smith, President
- Urban and Regional Information Systems Association (URISA)- Cy Smith, Bd. of Directors

### ABOUT THE DAS STATE DATA CENTER ADMINISTRATOR



John Koreski became the DAS State Data Center's new administrator on January 26, 2009. John has served state government in several leadership roles during his 30-year career. Since 2002, he held the position of assistant director and chief information officer at the Department of Corrections. In that role he served as a long-standing member of the State Data Center's Chief Information Officer Advisory Board and the state Chief Information Officer's Council. Before that, he held the deputy Chief Information Officer post in the Department of Human Resources (now DHS).

### ABOUT THE DAS STATE DATA CENTER

Website: <http://www.oregon.gov/DAS/SDC/index.shtml>

SDC Business Plan: <http://www.oregon.gov/DAS/docs/businessplans/SDC.pdf>

The DAS State Data Center became fully operational in July 2007 and is a 24/7 operation that provides shared information technology (IT) infrastructure services to thousands of state and local government programs. Those infrastructure services include: Mainframe, Server, Storage, Voice and Data Network, and operational security for the computing environment.

The State Data Center employs about 170 staff and is guided by a six-year plan that organizationally incorporates account services, enterprise operations, utility engineering and the business controls. The SDC is a major division of the Department of Administrative Services and functionally organized into five areas:

- **Plans and Controls:** Provides senior level of customer account management, technical project management, strategic planning, and business controls to deliver computing and network services.
- **Enterprise Systems:** Ensures high availability, performance, and optimization of systems, subsystems, shared applications, storage systems, and all associated hardware and software. Responsible for data center mainframes, large Unix/AIX/Solaris systems, AS/400, SAN/storage and automated tape library.
- **Distributed Systems and Storage:** Ensures high availability, performance and optimization of systems, subsystems, shared applications, storage systems and all associated hardware and software.
- **Network, Security and Voice Services:** Ensures day-to-day health of the network infrastructure and is responsible for ensuring uptime and performance. Responsible for data security and voice operations.
- **Operations:** Ensures high availability, performance, and optimization of SDC systems, subsystems, shared applications, storage systems, and all associated hardware and software. Responsible for customer 24/7 Customer Support Center, a single point of contact service desk for incident, problem and change management.

## 2008 Annual Report V1.0

### ABOUT THE STATE'S CHIEF INFORMATION OFFICER COUNCIL

The Chief Information Officer Council (CIO Council) provides leadership and a forum for all agencies to collaborate in the management of information resources across state government. This successful governance group has changed the way state government plans, manages and implements information technology (IT). When advising the State Chief Information Officer (State CIO) and state business leaders on policy and strategic direction, the CIO Council considers the full spectrum of information technology-related issues facing the state of Oregon.

CIO Council Website: [http://www.das.state.or.us/DAS/EISPD/cioc\\_index.shtml](http://www.das.state.or.us/DAS/EISPD/cioc_index.shtml)

#### CIO Council (CIOC)

Website: [http://www.oregon.gov/DAS/EISPD/ITIP/docs/CIOC/Charters/CIOC\\_CHARTER\\_Final.pdf](http://www.oregon.gov/DAS/EISPD/ITIP/docs/CIOC/Charters/CIOC_CHARTER_Final.pdf)

Name	Agency
Bob DeVyldere	Oregon Water Resources Department
Julie Pearson	Oregon Secretary of State
David Almond	Oregon Department of Revenue
Don Altermatt	Oregon Department of Public Safety Standards & Training
Vikie Bailey-Goggins	Oregon Public Utility Commission
Ben Berry	Oregon Department of Transportation
Tony Black	Lane County (representing Oregon Association of Government IT Managers)
Brian Rhodes	Benton County (representing Oregon Association of Government IT Managers)
Bud Borja	Oregon Judicial Department
Bill Carpenter	Oregon Department of Housing & Community Services
Albert Gauthier	Oregon State Police
Mark Hall	Oregon Liquor Control Commission
Rick Howard	Oregon Department of Human Services
Sandy Jefferson	Oregon Department of Forestry
Doug Juergensen	Oregon Department of Fish and Wildlife
John Koreski	Oregon Department of Administrative Services
Trygve Larson	Oregon Department of Parks and Recreation
Lloyd Lowry	Oregon Department of Corrections
Jeff Marecic	Public Employees Retirement System
John Margaronis	Oregon State Lottery
Dorothy Oliver	Oregon Department of Consumer and Business Services
Curt Pederson	Oregon University System
Jill Petersen	Oregon Youth Authority
Dugan Petty	Oregon Department of Administrative Services
Steve Poland	Oregon Department of Agriculture
Ron Pope	Oregon State Treasury
Herb Riley	Oregon Department of Veterans' Affairs
Baron Rodriguez	Oregon Department of Education
Troy Rutten	Oregon Employment Department
Sohng Shin	Oregon Department of Environmental Quality
Bret West	Oregon Department of Administrative Services
Shelly Wiles	Construction Contractors Board
Marc Williams	Oregon Department of Justice
David Yandell	Oregon State Police

## 2008 Annual Report V1.0

### CIO Management Council (CIOMC)

Website: [http://www.oregon.gov/DAS/EISPD/ITIP/docs/CIOC/Charters/CIOMC\\_CHARTER\\_FINAL.pdf](http://www.oregon.gov/DAS/EISPD/ITIP/docs/CIOC/Charters/CIOMC_CHARTER_FINAL.pdf)

Name	Agency
Dugan Petty	Oregon Department of Administrative Services
Ben Berry	Oregon Department of Transportation
Rick Howard	Oregon Department of Human Services
Bob DeVyldere	Oregon Water Resources Department
Baron Rodriguez	Oregon Department of Education
Trygve Larson	Oregon Department of Parks and Recreation
Dorothy Oliver	Oregon Department of Consumer and Business Services
Troy Rutten	Oregon Employment Department

# 2008 Annual Report V1.0

## ABOUT DAS STATE DATA CENTER - GOVERNANCE

Website: <http://www.oregon.gov/DAS/SDC/governance.shtml>

**State Data Center (SDC) Advisory Board**— The SDC Advisory Board is comprised of state agency heads— advises the Director of the Department of Administrative Services (DAS) in accordance with the overall SDC governance model. Functioning within DAS as a shared service, the Board addresses the computing needs of state agencies and their partners.

According to its charter, the SDC Advisory Board provides advice on governance of the SDC through the DAS Director. The Advisory Board also serves as a forum wherein participants can explore the full range of issues and alternatives associated with running a shared-service data center.

*Scope* - The scope of the SDC Advisory Board is broad. The Board addresses issues of governance that include strategic direction, budget, budget and e-board requests, finances, rates, charges, policies and other matters that affect the operation of a sharedservices data center.

### State Data Center Advisory Board (as of May 12, 2008)

Website: [http://www.oregon.gov/DAS/SDC/docs/Governance/Advisory Board Charter.pdf](http://www.oregon.gov/DAS/SDC/docs/Governance/Advisory_Board_Charter.pdf)

Name	Agency
Matthew Garrett	Director, Oregon Department of Transportation
Lorna Youngs	Deputy Director, Oregon Department of Transportation
Bruce Goldberg	Director, Oregon Department of Transportation
Clyde Saiki	Deputy Director, Oregon Department of Transportation
Fariborz Pakseresht	Oregon Department of Transportation
Elizabeth Harchenko	Director, Oregon Department of Revenue
Scott Harra	Director, Oregon Department of Administrative Services
Tim McLain	Superintendent, Oregon State Police
Victor Merced	Director, Oregon Department of Housing and Community Services
Clark Seely	Assistant Director, Oregon Department of Forestry
Cory Streisinger	Director, Oregon Department of Consumer and Business Services
Greg Malkasian	Deputy Director, Oregon Department of Consumer and Business Services
Laurie Warner	Director, Oregon Employment Department
Max Williams	Director, Oregon Department of Corrections
Jim Willis	Director, Oregon Department of Veterans Affairs
Paula Brown	Deputy Director, Oregon Department of Veterans Affairs

## 2008 Annual Report V1.0

**SDC Finance Sub-Committee:** The SDC Advisory Board convenes the SDC Finance Subcommittee. The Subcommittee reports to the Board. The DAS Director appoints the Chair of the SDC Finance Sub-committee from the membership of the SDC Advisory Board.

Membership on the Finance Subcommittee includes representation from the Advisory Board, SDC CIO Advisory Board, Agency Financial Managers, DAS Operations Administrator, SDC Administrator, State CIO and other members whose contribution is appropriate to the work of the Finance Sub-Committee.

The DAS Director recommends members for appointment to the Finance Subcommittee, and the full Advisory Board confirms appointments. The Board encourages member agencies to send representation to Finance Subcommittee meetings.

*Scope* - The scope of the Finance Subcommittee is advisory and adds value by partnering with DAS on rate development, financial analysis and financial reporting. The Finance Subcommittee performs financial advisory activities that assist DAS in achieving financial goals. DAS has the primary responsibility to develop budgets, rates and other financial work products for the Finance Subcommittee. Finance Subcommittee activities include, but are not limited to:

- o Collaborate with DAS staff assigned to the Finance Subcommittee on analysis of SDC financial data
- o Collaborate with DAS on cost recovery plans, rate development, rate-related policy, and the adequacy of rates to support service agreements
- o Review methodology of capital purchases and make recommendations
- o Assist DAS with conformance with financial regulations
- o Collaborate with DAS on methodologies for reporting achievement of financial goals and objectives.

### State Data Center Advisory Board – Finance Committee (as of March 9, 2009)

Name	Agency
Elizabeth Harchenko	Director, Oregon Department of Revenue
Scott Harra	Director, Oregon Department of Administrative Services
Bret West	Oregon Department of Administrative Services – Operations Division
Dugan Petty	Oregon Department of Administrative Services – State CIO
John Koreski	Oregon Department of Administrative Services – State Data Center
Peter Lundberg	Oregon Department of Administrative Services – Operations/Fiscal Services
Ben Berry	Oregon Department of Transportation
Barry Nathan	Oregon Department of Transportation
Cory Chain	Oregon Employment Department
Kay Erickson	Oregon Department of Consumer and Business Services
Jim Scherzinger	Oregon Department of Human Services
Clark Seely	Oregon Department of Forestry
Tracy Cooper	Oregon Department of Human Services
Kailean Kneeland	Oregon State Police
Jill Petersen	Oregon Youth Authority
Bill Carpenter	Oregon Housing and Community Services
Albert Gautier	Oregon State Police
Robin Buchholz	Oregon Housing and Community Services

## 2008 Annual Report V1.0

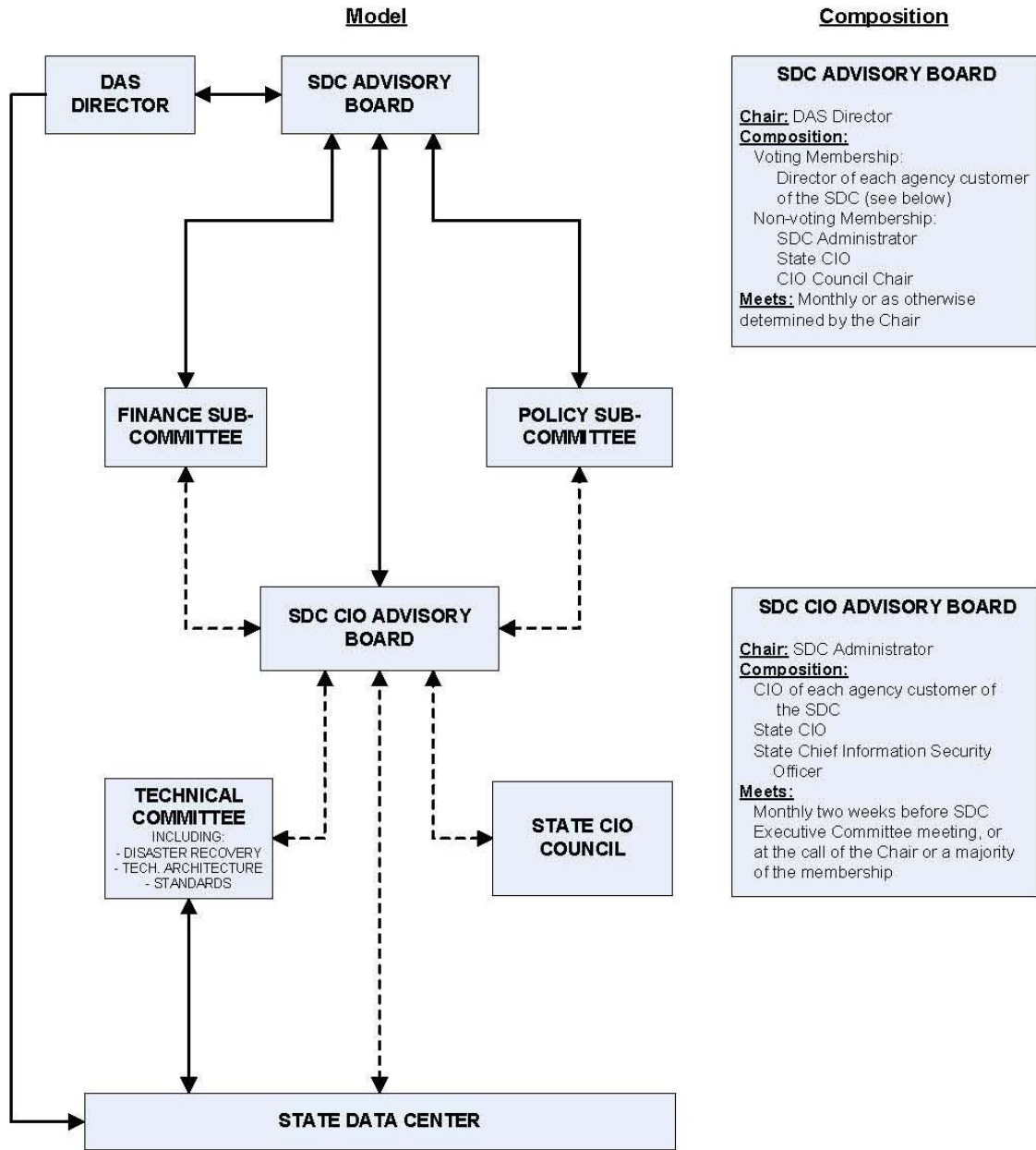
**SDC CIO Advisory Board** - The SDC CIO Advisory Board ensures concepts are vetted before information and decisions are forwarded to the SDC Advisory Board. The SDC CIO Advisory Board's charter is approved by the SDC Advisory Board. The SDC CIO Advisory Board is available to the SDC Advisory Board to undertake delegated activities. The SDC CIO Advisory Board may assist the SDC Finance and Policy Subcommittees upon their request.

### State Data Center CIO Advisory Board (as of January 22, 2009)

Website: [http://www.oregon.gov/DAS/SDC/docs/Governance/CIO\\_charter.pdf](http://www.oregon.gov/DAS/SDC/docs/Governance/CIO_charter.pdf)

Name	Agency
David Almond	Oregon Department of Revenue
Ben Berry	Oregon Department of Transportation
Bud Borja	Oregon Judicial Department
Julie Bozzi	Oregon Department of Administrative Services - State Data Center
Bill Carpenter	Oregon Housing and Community Services
Albert Gautier	Oregon State Police
Scott Harra	Oregon Department of Administrative Services
Rick Howard	Oregon Department of Human Services
Sandy Jefferson	Oregon Department of Forestry
Kris Kautz	Oregon Department of Administrative Services
John Koreski	Oregon Department of Administrative Services - State Data Center
Trygve Larson	Oregon Parks and Recreation Department
Jeff Marecic	Public Employees Retirement System (PERS)
Theresa Masse	Oregon Department of Administrative Services - Enterprise Information Strategy and Policy Division (EISPD)
John Margaronis	Oregon State Lottery
Dorothy Oliver	Oregon Department of Consumer and Business Services
Jill Petersen	Oregon Youth Authority
Dugan Petty	Oregon Department of Administrative Services - State CIO
Steve Poland	Oregon Department of Agriculture
Kevin Potter	Local Government - Douglas County
Herb Riley	Oregon Department of Veterans Affairs
Troy Rutten	Oregon Employment Department
Jim Sellars	Local Government - Lane County RIS
Bret West	Oregon Department of Administrative Services - Operations Division
Dallas Weyand	Legislative Fiscal Office
David Yandell	Oregon State Police
Marc Williams	Oregon Department of Justice

STATE DATA CENTER - GOVERNANCE MODEL



**SDC Advisory Board Member Agencies:** Department of Agriculture, Department of Administrative Services, Department of Consumer and Business Services, Department of Corrections, Employment Department, Department of Forestry, Housing and Community Services, Department of Human Services, State Lottery, Department of Justice, Judicial Department, Parks and Recreation Department, Oregon State Police, Public Employees Retirement System, Department of Revenue, Department of Transportation, Department of Veteran's Affairs, Youth Authority, and a County Representative

## 2008 Annual Report V1.0

### ABOUT THE OREGON GEOGRAPHIC INFORMATION COUNCIL (OGIC)

The Oregon Geographic Information Council (OGIC) is the governing body for GIS activities across the enterprise of Oregon state government. OGIC develops policy guidelines and provides coordination and leadership for the management and use of geographic information and Geographic Information Systems (GIS) technology. The OGIC also endorses and coordinates the development of data standards for geographic information.

The enabling Executive Order, EO-00-02, establishes a relationship between the policies and guidelines of OGIC and the Enterprise IRM Strategy.

OGIC Website: <http://www.oregon.gov/DAS/EISPD/GEO/ogic/OGIC.shtml>

Executive Order 00-02 can be found at:

[http://arcweb.sos.state.or.us/governors/Kitzhaber/web\\_pages/governor/legal/execords/eo00-02.pdf](http://arcweb.sos.state.or.us/governors/Kitzhaber/web_pages/governor/legal/execords/eo00-02.pdf)

### Oregon Geographic Information Council (OGIC)

Name	Agency
Dugan Petty	Oregon Department of Administrative Services
Dean Anderson	Polk County (representing Oregon GIS Association)
Roy Elicker	Oregon Department of Fish and Wildlife
Vicki McConnell	Department of Geology and Mineral Industries
Bob Bailey	Oregon Department of Land Conservation and Development
Tim Wood	Oregon Department of Parks and Recreation
Phil Ward	Oregon Department of Water Resources
Rick Howard	Oregon Department of Human Services
Dr. Duane Dippon	Bureau of Land Management, U.S. Dept. of the Interior
Kerri Nelson	Oregon Department of Environmental Quality
Jeannette Holman	Oregon Department of State Lands
Greg Sieglitz	Oregon Watershed Enhancement Board
Jim Bucholz	Oregon Department of Revenue
Jim Meacham	Oregon University System
Larry Harker	Association of Oregon Counties
Robert Swank	Lane Council of Governments
Sandy Jefferson	Oregon Department of Forestry
Graham Slater	Oregon Department of Employment
Jane Bacchieri	Oregon Governor's Office
Julie Pearson-Ruthven	Oregon Secretary of State's Office
Sheri Schneider	U.S. Geological Survey, U.S. Dept. of the Interior
Ray Jaindl	Oregon Department of Agriculture
Jerri Bohard	Oregon Department of Transportation
John Koreski	Oregon Department of Corrections
Ken Murphy	Oregon Emergency Management
Dennis Ruth	Oregon Military Department
Cy Smith	Oregon Department of Administrative Services

# 2008 Annual Report V1.0

## OGIC Policy Advisory Committee

Website: <http://www.oregon.gov/DAS/EISPD/GEO/pac/PAC.shtml>

Name	Agency
Dean Anderson	Polk County
Bob Devyldere	Oregon Water Resources Department
Bob Swank	Lane Council of Governments
Cy Smith	Oregon Department of Administrative Services
David Ringeisen	Oregon Department of Transportation
Duane Dippon	Bureau of Land Management, U.S. Department of the Interior
Gail Achterman	Oregon State University, Institute for Natural Resources
Gary Gipson	Oregon Employment Department
Gillien Duvall	Oregon Emergency Management
Laer Haider	Oregon Department of Human Services
Mark Kinslow	Oregon Department of Revenue
Mike Schuft	Oregon Department of Forestry
Raymond Jaindl	Oregon Department of Agriculture
Renee Davis-Born	Oregon Watershed Enhancement Board
Rick Kepler	Oregon Department of Fish and Wildlife
Sheri Schneider	U.S. Geological Survey, U.S. Department of the Interior
Terri Noble	Oregon Military Department

## OGIC - GIS Program Leaders (GPL - Technical Advisory Committee)

Website: <http://www.oregon.gov/DAS/EISPD/GEO/gpl/GPL.shtml>

Name	Agency
Cress Bates	Lane County Public Works Department
Joe Bernert	Oregon Employment Department
Malavika Bishop	Oregon Department of Environmental Quality
Brady Callahan	Oregon Parks & Recreation Department
Randy Dana	Oregon Department of Land Conservation & Development
Milton Hill	Oregon Department of Administrative Services
Laer Haider	Oregon Department of Human Services
Robert Harmon	Oregon Water Resources Department
Brett Juul	Oregon Department of Revenue
James Meacham	University of Oregon
Emmor Nile	Oregon Department of Forestry
Terri Noble	Oregon Military Department
Grant Robinson	Oregon Department of Transportation
Mike Schuft	Oregon Department of Forestry
Dennis Scofield	Oregon Department of Transportation
Cy Smith	Oregon Department of Administrative Services
Randy Sounhein	Oregon Department of State Lands
Diana Walker	Oregon Department of Agriculture

## 2008 Annual Report V1.0

### ABOUT OREGON E-GOVERNMENT PROGRAM - GOVERNANCE

**E-Governance Board** - The State E-governance Board is sponsored by the Governor's Office and receives direction from the DAS Director's Office. The board provides leadership to state agencies and makes decisions regarding Oregon.gov and shared Web structure to the DAS E-government Program. The E-governance Board does not get involved in technology decisions; however, it recommends business needs for the enterprise.

Website: <http://www.oregon.gov/DAS/EISPD/EGOV/BOARD/index.shtml>

#### E-governance Board Membership

Name	Agency
Lonn Hoklin	Oregon Department of Administrative Services
Wally Rogers	Oregon Department of Administrative Services
Jeri Chase	Oregon Department of Forestry
Thomas Fuller	Oregon Employment Department
Gene Evans	Oregon Department of Education
Katherine Kennedy	Oregon Department of Agriculture
Robert Hulshof-Schmidt	Oregon State Library
Lisa Morawski	Oregon Department of Consumer and Business Services
Dan Postrel	Oregon Department of Forestry
Pam Rouske	Oregon Department of Human Services
Scott Smith	Oregon Judicial Department
Bill Sweeney	Oregon State Legislature
Michael Topik	Oregon Department of Transportation
Beth Wilson	Oregon Parks and Recreation Department

**E-Government Advisory Board** – The State E-government Advisory Board is chartered to advise the DAS Director. The primary purpose of the advisory board is to provide agency executive advice on e-government program policy and program direction.

#### E-government Advisory Board Membership

Name	Agency
Darren Bond	Oregon State Treasury
Roy Elicker	Oregon Department of Fish and Wildlife
William Fink	Oregon Employment Department
Deputy State Treasurer	Oregon State Treasury
Elizabeth Harchenko	Oregon Department of Revenue
Scott Harra	Oregon Department of Administrative Services
Kristine Kautz	Oregon Department of Administrative Services
Sue Nelson	Oregon Department of Human Services
Dugan Petty	Oregon Department of Administrative Services
Jim Schepcke	Oregon State Library
Cory Streisinger	Oregon Department of Consumer and Business Affairs
Phillip Ward	Oregon Water Resources Division
Laurie Warner	Oregon Employment Department
Lorna Youngs	Oregon Department of Transportation

## 2008 Annual Report V1.0

### ABOUT ENTERPRISE INFORMATION SECURITY - GOVERNANCE

The purpose of information security is to protect the state's valuable information assets. Through the assessment of risk to the state's information resources and the selection and application of appropriate safeguards, information security promotes the state's mission by protecting the confidentiality, integrity and availability of its information assets in support of business objectives, physical and financial resources, reputation, legal position, employees, partners, and other tangible and intangible assets.

DAS is responsible for Enterprise Security which encompasses setting the vision and direction of information security across state government, strategic planning, policy development, enterprise-level risk management, and identification and management of enterprise-level information security initiatives. It includes oversight of security operations from a risk management and policy compliance perspective. To be successful it seeks the advice and recommendations from the Enterprise Security Advisory Board.

**Enterprise Information Security Advisory Board** - The Enterprise Information Security Advisory Board is chartered and sponsored by the DAS Director to provide recommendations to the DAS Director and support the above-stated purpose through collaborative efforts to ensure the confidentiality, integrity and availability of the state's information assets. These efforts include, but are not limited to, identification and support of enterprise strategies, and policies and initiatives that protect and enhance the security of state information assets. It is the role of the Enterprise Security Advisory Board, as the embodiment of leaders in state government, to evaluate the feasibility of enterprise information security initiatives and strategies, and make informed recommendations to the DAS Director's Office and agency peers.

#### Enterprise Information Security Advisory Board Membership Roster

Name	Agency
Scott Harra	Oregon Department of Administrative Services
Laurie Warner	Oregon Employment Department
Marvin Brown	Oregon Department of Forestry
Jim Schepcke	Oregon State Library
Dale Penn	Oregon State Lottery
Elizabeth Harchenko	Oregon Department of Revenue
Matthew Garrett	Oregon Department of Transportation
Bobby Mink	Oregon Youth Authority

**Information Security Council** - The Information Security Council (ISC) is chartered and sponsored by the ESO. The ISC is chartered to support information security, as described above, through collaborative efforts to ensure the confidentiality, integrity and availability of the state's information assets. The ISC is the avenue for agencies to participate and assist in the development of strong enterprise security and to provide input for security initiatives to meet agency business needs. These efforts include, but are not limited to, identification and development of enterprise strategies, policies and initiatives that protect and enhance the security of state information assets. It is the role of the ISC, as the embodiment of information security subject matter expertise in state government, to validate the feasibility of enterprise information security initiatives and strategies and make informed, clearly defined and prioritized recommendations to the Enterprise Security Office.

*Membership Roster – Next Page*

# 2008 Annual Report V1.0

## Information Security Council Membership

Name	Agency
Debbie Fery	Oregon Department of Administrative Services
Al Grapoli	Oregon Department of Administrative Services
Scott Hale	Oregon Commission on Children and Families
Al Pierce	Oregon Dept. of Community Colleges and Workforce Development
Greg Malkasian	Oregon Department of Consumer and Business Services
Dana McLaughlin	Oregon Department of Consumer and Business Services
Dion Baird	Oregon Department of Education
Larry Parker	Oregon Employment Department
Leslie Cummings	Oregon Employment Department
Mike Auman	Oregon Department of Energy
Duncan Souza	Oregon Department of Fish & Wildlife
Janice Sloan	Oregon Department of Fish & Wildlife
Amber Hollister	Oregon Governor's Office
Bill Carpenter	Oregon Department of Housing and Community Services
Kyle Miller	Oregon Department of Human Services
Rich Gresham	Oregon Judicial Department
Lorraine Odell	Oregon Judicial Department
Richard Rylander	Oregon Department of Justice
Cheryl Corning	Oregon Legislative Administration Committee
John McKean	Oregon State Lottery
Pete Senser	Oregon Military Department
Dewayne Hatcher	Oregon Board of Nursing
Rita Brown	Oregon University System
Lisa Van Laanen	Oregon Parks and Recreation Department
Randy Whitehouse	Oregon State Police
Jason Stanley	Oregon Public Employees Retirement System
Clint Christopher	Oregon Public Employees Retirement System
Isabel Joslen	Oregon Public Employees/Oregon Educators Benefit Board
Don Altermatt	Oregon Department of Public Safety Standards and Training
Vikie Bailey-Goggins	Oregon Public Utility Commission
Kate Nass	Oregon Real Estate Agency
Annalise Famiglietti	Oregon Department of Revenue
Cyndi Wickham	Oregon Department of State Lands
Aaron Meyers	Oregon Student Assistant Commission
Stan Wall	Oregon Teachers Standards and Practices Commission
Karina Stewart	Oregon Department of Transportation
Steve Gallant	Oregon Department of Transportation
Curtis Hartinger	Oregon State Treasury
Bruce Craig	Oregon Department of Veterans' Affairs
Jerry Sevey	Oregon Youth Authority
Jill Petersen	Oregon Youth Authority

## 2008 Annual Report V1.0

### ABOUT BUSINESS CONTINUITY PLANNING - GOVERNANCE

Business continuity planning is the process of preparing for possible disasters. Organizations (agencies, communities, businesses, etc.) develop business continuity plans (BCP's) to describe procedures that will be followed in case a disruption occurs. The goal is to help organizations restore critical services as quickly as possible.

Agencies and boards in Oregon are required to develop BCP's. The Enterprise Business Continuity Planning Program at the Department of Administrative Services assists Oregon's agencies to develop, test, and update these plans.

#### Business Continuity Planning Agency Coordinators

BCP Coordinator meetings are held once a quarter. These meetings provide coordinators with information to help them lead their agencies in developing business continuity plans. Staff from the Enterprise BCP Program at DAS facilitates these meetings.

#### Business Continuity Planning Agency Coordinators

Website: <http://www.oregon.gov/DAS/EISPD/BCP/coordinators/index.shtml>

Name	Agency
David R. Hunter	Oregon Board of Accountancy
Mini Kobbervig	Oregon Department of Administrative Services
Chuck Leonard	Oregon Department of Agriculture
Bob Keith	Oregon Appraiser Certification and Licensure Board
Tralee Knapp	Oregon Department of Aviation
John Wilson	Oregon Department of Aviation
Scott Hale	Oregon Commission on Children and Families
Philip DeLong	Oregon Commission on Children and Families
Kelly Edmundson	Oregon Board of Chiropractic Examiners
Jon Langenwalter	Oregon Board of Clinical Social Workers
Al Pierce	Oregon Dept. of Community Colleges and Workforce Development
Linda Teet	Oregon Construction and Contractors Board
Joshua Hardage	Oregon Department of Consumer and Business Services
Debra Slater	Oregon Department of Corrections
John Lewis	Oregon Department of Corrections
Tami Dohrman	Oregon Department of Corrections
Susan Roberts	Oregon Department of Corrections
Becky Eklund	Oregon Board of Licensed Professional Counselors and Therapists
Patrick Braatz	Oregon Board of Dentistry
Janelle Lacefield	Oregon Economic and Community Development Department
Deborah Lincoln	Oregon Department of Education
Suzanne Toepfer	Oregon Employment Department
Rick Erickson	Oregon Employment Department
Leann Wilcox	Oregon Employment Relations Board
Deanne Henry	Oregon Department of Energy
Mike Auman	Oregon Department of Energy
Mari Lopez	Oregon State Board of Examiners for Engineering and Land Surveying
Bruce Gilles	Oregon Department of Environmental Quality
Janice Sloan	Oregon Department of Fish and Wildlife
Michelle Remmy	Oregon Department of Forestry
Susanna Knight	Oregon Board of Geologist Examiners
Don Lewis	Oregon Department of Geology and Mineral Industries
Gary Lynch	Oregon Department of Geology and Mineral Industries
Dawn Marshall	Oregon Department of Geology and Mineral Industries
Danny Santos	Oregon Governor's Office
Felicia Holgate	Oregon Health Related Licensing Boards
Sandy McDonnell	Oregon Department of Housing and Community Services

## 2008 Annual Report V1.0

### Business Continuity Planning Agency Coordinators (Continued)

Name	Agency
Liem Ngo	Oregon Department of Housing and Community Services
Kelli Heflin	Oregon Department of Human Services
Debbie Bowers	Oregon Department of Human Services
Larry Raaf	Oregon Judicial Department
Evan West	Oregon Judicial Department
Ronelle Shankle	Oregon Department of Justice
Teddy Leland	Oregon Department of Land Conservation and Development
Kelly Burgess	Oregon Land Use Board of Appeals
Susanna Knight	Oregon Landscape Architects Board
Michael Snyder	Oregon Landscape Contractors Board
Daniel Russell	Oregon Legislative Administration Committee
Shawn Range	Oregon State Library
Farshad Allahdadi	Oregon Liquor Control Commission
Mindi Randall	Oregon Liquor Control Commission
Julie Graham	Oregon State Lottery
Heidi Zinsmann	Oregon State Lottery
Mari Ann Koloszar	Oregon State Marine Board
Patty Glenn	Oregon Board of Massage Therapists
Margaret Peeples	Oregon Medical Board
Karl Jorgenson	Oregon Military Department
David Koach	Oregon Mortuary and Cemetery Board
Marilyn Wachal	Oregon Nursing Board
David Plunkett	Oregon Board of Optometry
Ronald A. Bersin	Oregon Government Ethics Commission
Dixie Bryant	Oregon Health Licensing Agency
Tom Hughes	Oregon Parks and Recreation Department
Nancy Sellers	Oregon Board of Parole and Post-Prison Supervision
Tony Burt	Oregon Board of Pharmacy
Maj. Chris Brown	Oregon State Police
David Yandell	Oregon State Police
Julie Jellison	Oregon State Police
Mari Claire Buckley	Oregon Psychiatric Security Review Board
Debra Orman	Oregon Psychologist Examiners Board
Bonnie Krieger	Oregon Public Employees Retirement System
Tami Hinshaw	Oregon Department of Public Safety Standards and Training
Tracy Camillo	Oregon Public Utility Commission
Bob Valdez	Oregon Public Utility Commission
Gordon Tallman	Oregon Racing Commission
Bill Norfleet	Oregon Department of Revenue
Scot Thomas	Oregon Department of Revenue
Dave Whitbeck	Oregon Secretary of State
Cyndi Wickham	Oregon Department of State Lands
Liz Martino	Oregon Department of State Lands
Monica Walker	Oregon Board of Tax Practitioners
Keith Menk	Oregon Teacher Standards and Practices Commission
Rose Gentry	Oregon Department of Transportation
Doug Bovee	Oregon State Treasury
Janet Sheehan	Oregon Department of Veterans' Affairs
Natalie West	Oregon Department of Veterans' Affairs
Sandra Todd	Oregon Water Resources Department
Cindy Silbernagel	Oregon Watershed Enhancement Board
Lori Widder	Oregon Youth Authority

# 2008 Annual Report V1.0

## Enterprise IT Governance and Delivery Framework

There are three primary IT Governance models that can be applied to enterprise IT operating environments.

**Centralized Model** – top down responsibility for implementing IT solutions for all parts of the business – controlled by a central authority. Works well in more unified business delivery units where there is a high alignment of common IT solutions and the lines of business.

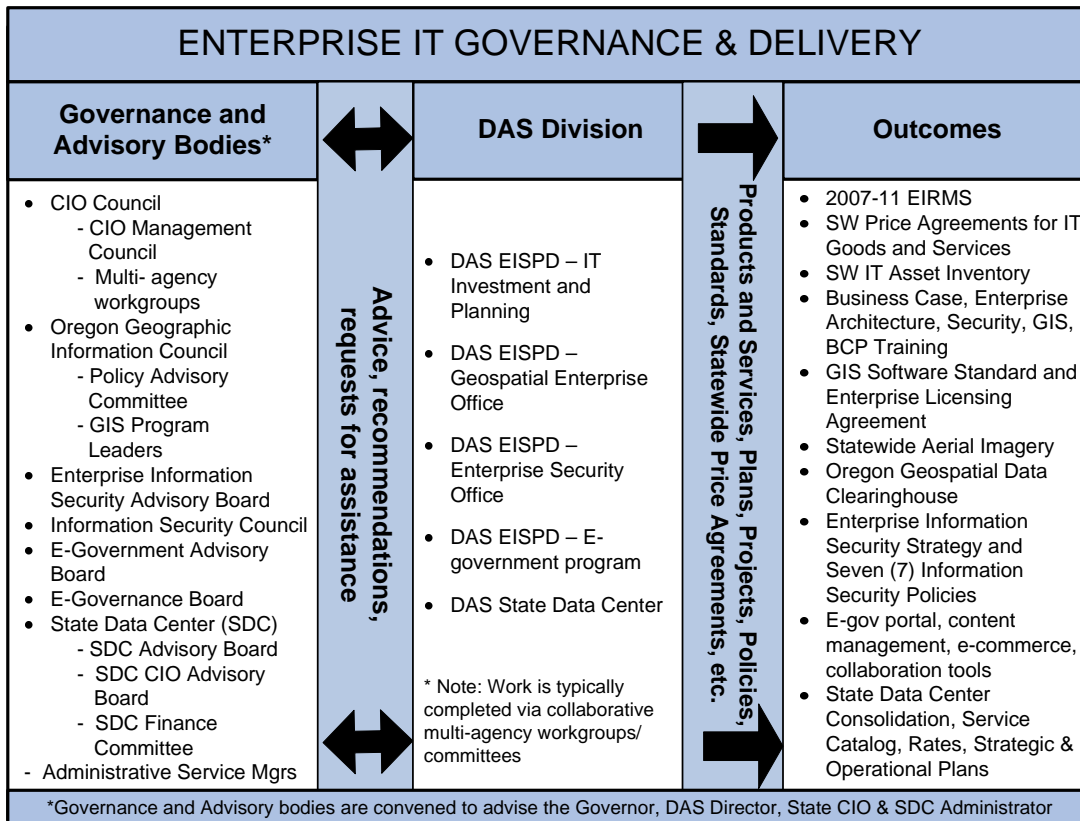
**Federated Model** – central state IT unit has responsibility for architecture, standards, common infrastructure, and services – each agency IT unit has responsibility application resource decisions. Agency IT managers report to agency director and central state IT unit. Provides a balance between enterprise and agency IT needs. It has complexity due to the coordination between the high number of stakeholders and dual reporting.

**Decentralized Model** – IT solution delivery is aligned with the agency line of business. IT manager reports to agency director. Coordination at an agency level can happen in IT management and executive councils. Agencies have most control over IT direction and closely aligns IT service delivery with agency needs

\* Courtesy of Phillip J. Windley, PhD, former Chief Information Office for Utah

Within Oregon’s IT Enterprise, IT operations and projects are governed in a hybrid fashion somewhere between the Decentralized and Federated models described above.

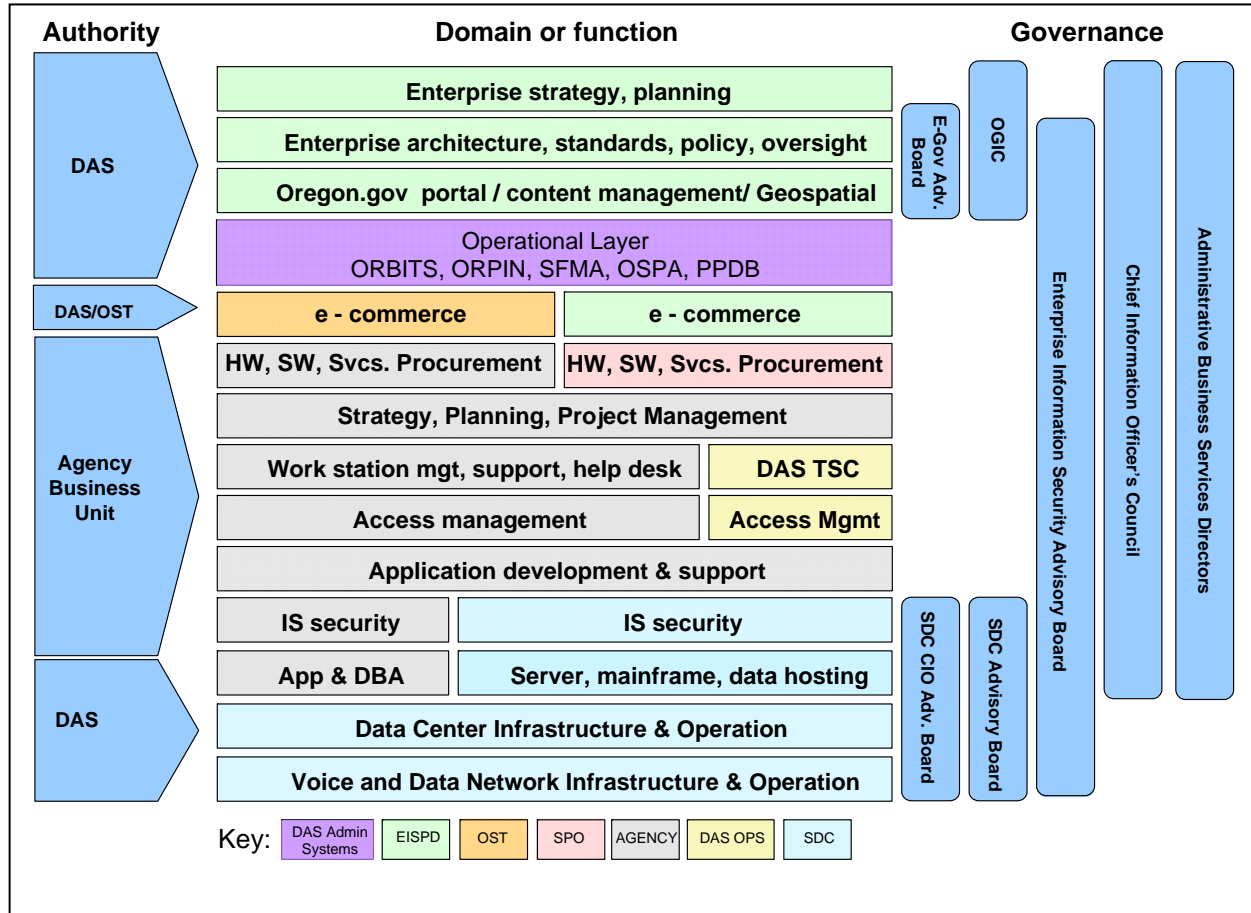
The Oregon specific Governance and Advisory bodies identified on page 46-58 above are convened to advise the Governor, the DAS Director, the State Chief Information Officer and the State Data Center Administrator. The work of the DAS Enterprise Information Strategy and Policy Division and the DAS State Data Center Division is typically completed via collaborative multi-agency workgroups and/or committees. A diagram that describes this Enterprise IT Governance and Delivery framework is provided below.



# 2008 Annual Report V1.0

## Enterprise IT Operational Function Diagram

IT operational functions throughout Oregon's IT Enterprise are fulfilled by various divisions within the Department of Administrative Services and by state agency IT organizations. A functional diagram depicting lines of authority for various functions or domain areas, function or domain area descriptions, and governance across all domains is provided below.



### Key:

- |                   |   |
|-------------------|---|
| DAS Admin Systems | DAS Administrative Systems operated/maintained by various DAS Divisions |
| EISPD             | DAS Enterprise Information Strategy and Policy Division                 |
| OST               | Oregon State Treasury   |
| SPO               | DAS State Services Division – State Procurement Office                  |
| Agency            | Agency IT operations  |
| DAS OPS           | DAS Operations Division   |
| SDC               | DAS State Data Center Division  |

## Appendix B - State Data Center Accomplishments (2007-2008)

Full information on the strategic planning efforts for the SDC can be found at:

<http://oregon.gov/DAS/SDC/index.shtml>

[http://www.oregon.gov/DAS/SDC/docs/SDC\\_Annual\\_Report\\_2008.pdf](http://www.oregon.gov/DAS/SDC/docs/SDC_Annual_Report_2008.pdf)

### FOCUS AREA 1: CONSOLIDATION

#### Program 1: Network Consolidation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Network Infrastructure Implementation Engineering		Not Available	Completed
2.	Network Segmentation - Phase 1		Not Available	Completed

#### Program 2: Voice Upgrade and Consolidation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	HiPath 8000		Not Available	Completed

#### Program 3: Server Consolidation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Standard Process Development	OP	~\$250 K	Completed

#### Program 4: pSeries Consolidation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
Action items - in process of completion in 07-09				

#### Program 5: iSeries Consolidation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Operating Systems Standardization	OP	~\$44 K	Completed

## 2008 Annual Report V1.0

### Program 6: zSeries Consolidation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Upgrade mainframe operating system to z/OS 1.7, maintaining support and serviceability	OP	Not available	Completed
2.	Consolidate ODOT/DHS/DAS onto single enterprise zSeries hardware platform; 36 month lease	OP	~\$2.9 M	Completed

### Program 7: Storage Consolidation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Tivoli Storage Manager (TSM) Implementation	COP	~\$1.5 M	Completed
2.	McData/Cisco SAN Migration	OP	~\$650 K	Completed
3.	Limited Tape Library Upgrade	OP	~\$500 K	Completed

### Program 8: Operations Consolidation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Enterprise Service Operations Center	OP	~\$50 K	Completed
2.	Enterprise Management Toolsets	OP	~\$329 K	Completed

## FOCUS AREA 2: STAFFING AND WORKFORCE MANAGEMENT

### Program 9: Staffing Plan and Report

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
Action Items – in process of completion in 07-09 or tabled and proposed as a Policy Option Package for 09-11				

## 2008 Annual Report V1.0

### FOCUS AREA 3: COST RECOVERY AND RATES MANAGEMENT

#### Program 10: Cost Recovery and Rate Implementation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Review rates and adjust as determined by SDC Finance Committee	OP	Not Available	Completed

### FOCUS AREA 4: POWER AND ENERGY MANAGEMENT

#### Program 11: Energy Management

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
Action Items – in process of completion in 07-09				

### FOCUS AREA 5: CUSTOMER AND SERVICE LEVEL MANAGEMENT

#### Program 12: Service Level Management Implementation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	SDC Service Catalog	COP	Not Available	Completed

### FOCUS AREA 6: DISASTER RECOVERY MANAGEMENT

#### Program 13: Disaster Recovery Plan

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Acquired Disaster Recovery (DR) Services	OP	~\$15 K	Completed
2.	Initially deploy a discovery tool to validate agency application interdependencies - TADDM – Phase 1	OP	~\$250 K	Completed

## 2008 Annual Report V1.0

### FOCUS AREA 7: SYSTEM SECURITY MANAGEMENT

#### Program 14: Systems Security Implementation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Distributed Systems Server Anti-virus and Patch Management	OP/COP	~\$300 K	Completed
2.	Enterprise Firewall Management Tool	COP	~\$150 K	Completed
3.	Implement integrated network intrusion detection and prevention to protect segments of the state's network – Cisco network intrusion prevention devices	COP	~\$500 K	Completed

### FOCUS AREA 8: MANAGEMENT PROCESS AND CONTROLS

#### Program 15: Process and Controls Implementation

FY 07-09	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Service Management Workflow	OP	~\$120 K	Completed

## Appendix C

### Oregon E-government Program Accomplishments – 2008

<b>Action</b>	<b>Secure Pay E-Commerce Stores</b>
1.	OJD Supreme/Appellate e-filings
2.	Water Resources Well Constructor
3.	Board of Clinical Social Workers
3.	Board of Licensed Psychologists, Counselors and Therapists.
4.	Board of Radiological Technologists
5.	Board of Clinical Social Workers
6.	Veterinary Medical Examining Board
7.	Board of Naturopathic Examiners
8.	Board of Licensed Professional Counselors and Therapists
<b>Action</b>	<b>E-commerce Security Enhancements</b>
1.	Obtained PCI Security certifications for 2008
2.	Motor Carriers - Moved legacy store to new web services model
3.	DMV - Moved legacy store to new web services model
<b>Action</b>	<b>E-Commerce Store SFMA Accounting interfaces</b>
1.	Water Resources
2.	Legislative Council
3.	Employment
<b>Action</b>	<b>Portal</b>
1.	OJD Supreme/Appellate portal implemented
<b>Action</b>	<b>E-Forms</b>
1.	Revenue Claim Detail expense E-form
2.	Implemented Adobe Lifecycle Enterprise for Forms Factory
3.	DAS IT Project List Budget Form
4.	OR Patient Safety e-form
<b>Action</b>	<b>Moved to Enterprise Web Content Management</b>
1.	Oregon Board of Massage Therapists
2.	Board of Examiners for Engineering and Land Surveying
3.	Patient Safety Commission
<b>Action</b>	<b>Teamsite and Web Content Management</b>
1.	Installed major Content Management upgrade and completed training
2.	Configured Intranet architecture for ODOT
3.	Completed a TeamSite on-line training video
<b>Action</b>	<b>Collaboration (Oregon GovSpace)</b>
1.	Implemented Jive Clearspace collaboration tool pilot
2.	Major Upgrade of Jive Clearspace Collaboration tool
<b>Action</b>	<b>Search Engine</b>
1.	Implemented Alternative Search Services
<b>Action</b>	<b>Administration</b>
1.	Began reporting all E-gov projects on Oregon GovSpace for increased visibility Implemented E-government Project Satisfaction Evaluations for all projects
2.	Introduced the E-government Oregon Peak Award to recognize and encourage agencies that are providing Online Services to the Citizens of Oregon
3.	Completed E-Government Business Case
4.	Streamlined the contractual process for starting new Commerce projects

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## Appendix D – 2009-11 GRB Proposed IT Project List

The following Base Budget and Policy Option Package IT project requests were proposed as part of the Governor’s Recommended Budget as of December 2008.

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Bureau of Labor and Industries (BOLI)	POP 102	<b>BOLI - Migrating Database Applications to the Web</b> - This migration moves BOLI to a current, supported version of Oracle Forms and Reports and migrates the BOLI database applications from client-server to a web-based environment. This project includes software, staff training and application conversions.	\$ 256,000
Administrative Services	POP 164	<b>(E-LIMS) Enterprise Learning Management System -</b> System Upgrades, system maintenance and purchase of e-Learning tools and software.	\$ 1,367,700
Administrative Services	POP 81	<b>MyOEBB - Oregon Educators Benefit Board - Oregon Public School District additions to PEBB -</b> OEBB received funding at the 2008 Special Legislative Session for a programming modification to the Public Employees Benefit Board, benefit management system to create MyOEBB. The core system modules, eligibility determination, enrollment of new members will be completed by September 2008. The 0911 POP for MyOEBB will consist of ongoing maintenance of the system and small enhancements to continue the systems viability to support the needs of approximately 70,000 OEBB members and 160,000 lives.	\$ 1,930,967
Administrative Services	POP 253	<b>Voice Services Upgrade -</b> Voice services operates and maintains a core group of network switches which are used to deliver telephone services to state agencies. This infrastructure was installed in 1986 and was last upgraded in 2003. This infrastructure provides telephone services to over 20,000 state employees and is out of capacity on Salem, Bend and Medford. This POP will update the core group of network switches.	\$ 3,208,440
Administrative Services	POP 151	<b>PEBB Benefits - Public Employees Benefit Board System Modifications -</b> To modify the PEBB benefits system to comply with IRC125 cafeteria plans. PEBB Board Plan design changes, HIPAA regulations, PEBB plans requirements and to further increase efficiencies of PEBB staff, agencies and universities payroll and benefits officers. The PEBB benefits system is the authoritative source of member eligibility information for the Oregon state payroll system, the OUS payroll system, benefits plans, PEBB's third party administrator, PEBB staff, agency staff and PEBB members.	\$ 200,000

# 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Consumer and Business Services	POP 192	<p><b>Statewide ePermitting</b> - Continue implementation of Statewide ePermitting Project mandated by HB2405 in 2007. Acquire, implement and deploy a statewide, interoperable e-permitting system with the capacity to serve all 132 local building jurisdictions and their stakeholders. The e-permitting system will provide construction plan review, permitting, inspection, and project tracking activities.</p>	\$ 4,170,900
Human Services	Base	<p><b>CRIMS - Criminal Records Information Management System</b> - During the 2007-09 biennium a POP was approved to acquire another state's Criminal Record Check software system bring it to DHS and customized it to suit the needs of the Dept. During the requirements phase of this project the Dept recognized several areas of opportunity to interface with other systems and provide automation. Funding for these functions was not available within the budget to implement them. This policy option package will complete the CRIMS system by adding functionality to interface with other DHS systems and provide automation to several functions manually being performed by CRU staff. Note: Budget amount revised per DAS BAM 3/19/09</p>	\$ 507,440
Human Services	POP 328	<p><b>Children Adults and Families (CAF) &amp; Public Health Division (PHD) Self-Sufficiency Automation &amp; Modernization Project</b> - This is a continuation of efforts started in the 2007-2009 biennium to automate manual processes and modernize aging self sufficiency data systems. Eight major improvements are included: 1) Rollout of consolidated Online Eligibility Estimators 2) Rollout of an Online Application Suite 3) Rollout of automated Medical Determination for Medicaid Eligibility 4) Rollout of a consolidated Caseworker Service Portal 5) Planning and design of a unified Self Sufficiency Case Management system 6) Planning design and development of Legacy Systems Replacement 7) Planning, design and development of a Self Sufficiency Data Warehouse 8) Planning, design and development of a Web-Based Child Health Data Warehouse (Family Net).</p>	\$ 24,593,610
Human Services	POP 378	<p><b>BHIP - Behavioral Health Integration Project</b> - BHIP will provide the electronic flow of individual information across the continuum of behavioral health (mental health and addictions) services provided through the Oregon State hospitals acute care hospitals and community-based service programs.</p>	\$ 14,700,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Human Services	Base	<p><b>ICM - Integrated Collections Management</b> - The Integrated Collections Management (ICM) Project was designed to bring the Office of Overpayment Accuracy and Recovery (OPAR); a common collections management system that will help identify; investigate and recover more payment funds due to the Dept. These recovered funds can be reinvested for use in DHS programs; benefiting more clients.</p>	\$ 3,883,833
Human Services	Base	<p><b>DHS Learning Center Implementation</b> - Procure and deploy an enterprise-wide Learning Management System. 2004 procurement processes resulted in DHS purchasing the Meridian Knowledge Solutions; Inc. "Knowledge Centre" under DAS contract #4138. System implementation for DHS' "Learning Center" is now scheduled to be fully completed by April 2010; and the system will be in maintenance for the remainder of the biennium. Funding for the 2009-11 biennium is estimated at 50% Federal and 50% State.</p>	\$ 798,757
Human Services	POP 379	<p><b>Provider Payment/Payroll System &amp; Services</b> - DHS Provider Payment systems are not designed to deliver 'payroll' services. They are designed to pay invoices and fee-for-service claims. These systems are designed to meet the requirements of different funding streams program requirements and client population needs. Most current DHS systems (including the new MMIS) do now allow deductions to be withheld (either dues withholdings for Union entities or taxes). Recently there have been several initiatives set forth for these systems to be enhanced to provide these services. A change must be made to the Community Based Care (CBC) system in order to properly withhold Union withholdings as agreed to in the collective bargaining agreement.</p> <p>This POP will secure the funding for those changes but also allow for analysis to take place to determine if DHS should make modifications to the existing CBC system OR implement a new department wide payment/payroll system.</p>	\$ 2,500,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Human Services	POP308	<p><b>OR-Kids - Oregon KIDS (Formerly State Automated Child Welfare Information Systems - SACWIS)</b> - The Oregon Dept of Human Services is requesting funding authority to complete the OR-Kids Project. In late 2004; the OR-Kids project was begun to replace FACIS; as FACIS is not SACWIS compliant and does not adequately support the needs of the Oregon Child Welfare practice. The OR-Kids project will provide necessary improvements in DHS Child Welfare practices and automation to better protect the safety and welfare of children in Oregon. DHS is committed to using strategies that will reduce risk and help ensure success; including comprehensive organizational change management work. The OR-Kids (formerly SACWIS) Project is requesting funding in 09-11 to complete the development and implementation with 38 LD positions and 8 permanent-full time position in the base budget.</p>	\$ 42,777,801
Human Services	Base	<p><b>MMIS - Medicaid Management Information System enhancement project</b> - MMIS operations &amp; maintenance - The current MMIS is no longer able to efficiently and effectively meet Oregon's evolving business needs and is being replaced with one that is technically state of the art, functionally superior to the current MMIS, and meets State of Oregon and federal government functional and business requirements including HIPAA. The initial system implementation occurred in the 07-09 biennium, this budget is for the ongoing enhancement phase of the MMIS, and the ongoing operations and maintenance of the MMIS for the 09-11 biennium.</p>	\$ 26,417,570
Human Services	Base	<p><b>Health Record Bank</b> - DMAP Medical Assistance Program - The Health Records Bank of Oregon (HRB Oregon) is Oregon's Medicaid Transformation Grant project; funded through a \$5.5 million grant from the Centers for Medicare and Medicaid Services (CMS). Oregon is the only state using Transformation Grant funds to create an electronic health records bank; however; some other states are using state funds to develop various models of EHR. HRB Oregon will provide the platform for patient-centric health records that will facilitate health information availability where and when it is needed.</p>	\$ 4,125,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Human Services	Base	<p><b>Environmental Public Health Tracking</b> - The Environmental Public Health Tracking currently is in the development and implementation phase of an Environmental Public Health Tracking Network; funded through a CDC (Centers for Disease Control) grant. The purpose of this effort is to establish a nationwide tracking network to obtain health and environmental data that can be integrated and used to provide information in support of actions that improve the health of communities. Oregon's program works with both environmental and health data owners to gain access to public and confidential information; integrate these data; provide summaries to the CDC; and provide access to summarized and de-identified data through a secure web environment. Information provided in this forecast is based on 2008-2009 projections based on unconfirmed scope. The EPHT project will be in force through 2011 but there are currently no high level requirements beyond 2009.</p>	\$ 771,065
Human Services	Base	<p><b>LIMS - Public Health Laboratory Information Management System</b> - This project's purpose is to select and implement a new LIMS (laboratory information management system) for communicable disease testing and public health preparedness at the OSPHL (Oregon State Public Health Laboratory). The LIMS must support a high-volume clinical laboratory by providing security; speed; operational efficiency; quality assurance functions; data transmission; instrument interfaces; workload measurement; and regulatory compliance.</p>	\$ 1,364,568
Human Services	POP 109	<p><b>Core IT Services Modernization &amp; Sustainability - IT Core Services (standard desktop operating system email file and print services)</b> Infrastructure modernization and sustainability. Core IT services can help DHS manage electronic information stay connected to the organization from any location and collaborate internally and external to the organization. This package would add desktop application and operating system licenses to support industry standard business applications current desktop hardware and increased efficiency for end-user computing. Tool set would also support collaboration tools mobile computing and email/file archiving tools. Project costs include professional/consulting services initial software licensing (OS Office Suite Email and Collaboration Tools) training for IT staff training for agency staff.</p>	\$ 7,033,050

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Education	Base	<p><b>KIDS - Integrated Data System</b> - A phased implementation of K-12 integrated data system within the State of Oregon. Phase III was a statewide implementation which enabled a timely and accurate exchange of comparable students' information between schools and districts by means of an exchange application known as Oregon Students' Transcript Exchange (OSTX) and between districts and Oregon Department of Education (ODE) including data and business rules and standardization across school districts and metadata repository (data dictionary).</p>	\$ 8,532,400
Education	Base	<p><b>OVSD - Oregon Virtual School District</b> - OVSD provides the following resources to Oregon Public schools to improve teaching and learning and assist with the Oregon Modified Diploma implementation. OVSD supports: Teacher portal to access courses, create course access, professional development resources and engage in peer communication. Rich digital content aligned to standards for course creation and supplemental class room instruction. Professional development for use of OVSD tools. District grants for integration of OVSD tools into existing online teaching. The knowledge community for integration of content, applications and information across a district.</p>	\$ 2,160,000
Employment	Base	<p><b>Tax Online Reporting</b> - This is Phase 2 of a project to replace obsolete employer reporting systems. Unlike the current system limited to smaller employers the new online system will allow all sizes/types of employers and their representatives to file quarterly tax reports online. The new web based online system is also expected to replace an offline system now distributed on CD and may include support for downloading the system web pages for offline use. Phase 1 migrated multiple MS Access databases to Oracle. The specific content and sequence of this project has not been planned in detail. While the cost and scheduling are not finalized it is anticipated that this project will meet the criteria of "Projects that Equal or Exceed \$150000" for 2009-11. This document is a placeholder for more detailed planning information. Initially OED estimates this large new development project to be of medium complexity.</p>	\$ 470,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Employment	Base	<p><b>Data Warehouse Expansion</b> - The agency currently has data storage fragmentation and needs to expand its data warehouse to more effectively and efficiently respond to Federal State Local and agency data and reporting needs. The expanded data warehouse will provide organized systematic easily accessible layperson-friendly data for policy making management and continuous improvement. The data warehouse spans multiple initiatives and is under active design and development within the WISPR project; the development will extend into the 2009-11 biennium. This enterprise multi-initiative effort is deemed to be a large and complex project.</p>	\$ 989,538
Employment	Base	<p><b>Common Workforce Applications</b> - The Oregon Employment Dept (OED) and Dept of Community Colleges and Workforce Development (CCWD) recognized a convergence of business drivers and federal mandates requiring coordinated management of several related technology initiatives. This work was begun in biennium 07-09 and OED expects to complete the common intake; integration of the assessment function; a framework for statewide workforce automation; operational reporting; and begin work on integration of all workforce modules including case management. Work in the 09-11 biennium will complete the migration initiative including the components deferred during 07-09 to meet scheduled deadlines.</p>	\$ 666,125
Employment	Base	<p><b>Office of Administrative Hearings (OAH) Case Management</b> - The Office of Administrative Hearings (OAH) represents a consolidated group of services for programs including Employment Hearings DMV Hearings and Social Services (DHS) Hearings. Currently the OAH has segregated and aging solutions that do not provide comprehensive case management information. The purpose of this initiative is to develop a single integrated case management system for the entire OAH that will collect accurate data for reporting and managing hearing operations and enable operational staff to schedule hearings for administrative law judges across divisional lines. Both will promote operational efficiencies for approximately 120 OAH staff members.</p>	\$ 500,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Employment	Base	<p><b>Unemployment Insurance (UI) Center Server Consolidation</b> - This project will consolidate an array of servers currently residing in three UI Centers at one location; reducing the number of servers and increasing maintenance and support efficiencies. Consolidation of these servers will also save operating costs and will insure consistency in service delivery across all UI centers. In addition; the technology currently operating in the UI centers is aging and due for review.</p>	\$ 800,000
Employment	Base	<p><b>Office of Administrative Hearings (OAH) Interactive Voice Response (IVR) Replacement</b> - The agency successfully replaced the majority of its aging IVR technology used for Unemployment Insurance during the 05-07 biennium. OAH and Tax continue to reside on aging technology and must be migrated to a more current technology solution before the system fails. The technology used for the UI Call Centers is highly complex and customized for the centers specifically and is not a feasible solution for the OAH and TAX IVR replacement; a smaller less complex solution is more appropriate. The specific content and sequence of this project has not been planned in detail. While the cost and scheduling are not finalized it is anticipated that this project will meet the criteria of "Projects that Equal or Exceed \$150000" for 2009-11. This document is a placeholder for more detailed planning information.</p>	\$ 205,000
Employment	Base	<p><b>Child Care Electronic Document Management</b> - The Child Care Division needs to improve the processing and storage of critical customer records. Options will be explored to reduce storage and provide licensing specialists with access to the records they need. The US Department of Health and Human Services Administration for Children and Families has provided guidance in development of technology to meet Federal reporting requirements and to manage child care programs. The current OED Child Care Division retrieval of provider records is limited to manual single-indexed retrieval from about 17 file cabinets of paper documents in Central Office (not easily accessible to field staff) and about 50 file cabinets distributed in field offices (not easily accessible to Central Office staff). This initiative will identify strategies to convert paper based storage of critical records to image based storage and retrieval which will allow licensing specialists and Central Office staff to immediately access records.</p>	\$ 300,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Employment	Base	<p><b>Unemployment Insurance (UI) Adjudication Case Management</b> - This project will develop a case management system in support of the Unemployment Insurance program's Strategic Initiative to improve the quality and consistency in UI program delivery and to improve customer satisfaction. This initiative will improve UI efficiency and help the agency meet quality standards set by the Dept of Labor.</p> <p>Analysis and some of the development is taking place during biennium 2007-09. A business case document has been prepared for submission to the OED IT Governance Committee. While the cost and scheduling are not finalized it is anticipated that this project will meet the criteria of "Projects that Equal or Exceed \$150000" for 2009-11. Initially OED estimates this new development to be a large project of high complexity.</p>	\$ 1,112,989
Transportation	Base	<p><b>Automated Testing Device Replacement (ATD) DMV</b> - The ATD replacement will replace the current ATD system which has been used beyond its useful life and is now becoming functionally problematic, cumbersome and increasingly costly to support and maintain. This replacement will provide a reliable automated testing solution that is supportable, easy to maintain and sustainable while providing efficient and cost effective services to DMV customers. In addition, this is an opportunity to improve productivity, reduce costs and improve citizen and business satisfaction of the public perception of state government.</p>	\$ 1,456,000
Transportation	Base	<p><b>Motor Carrier Transportation Division - Modernize Legacy Systems</b> - MCAD will redesign its legacy information systems using a general set of design principles called service oriented architecture. This will provide the ability for MCAD to meet the business demand for a new level of agility MCTD with the tools needed to carry out the divisions' mission through the use of COBOL stored procedures and the development of web services MCAD will create new composite applications by stringing together by process driven applications. These new services will access information and functions not only on the mainframe but other applications as well. These new composite applications will be browser based and integrated into a streamlined workflow.</p>	\$ 330,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Transportation	Base	<b>Over Dimensional Permit (OD) Motor Carrier Transportation Division</b> - The over dimensional permit system was acquired by MCTD as part of a customer service effort to consolidate trucking applications under the same division. MCTD now wants to incorporate the financial aspects of the OD permit system in to the mainstream MCTD systems and provide additional improvements to make it more efficient.	\$ 350,000
Transportation	Base	<b>Payment Card Industry (PCI) Compliance for Over the Counter Transactions</b> - MCTD must make changes to its ecommerce and point of sale transactions to better protect the sensitive information it collects from motor carriers adding an interactive voice response component to the business for example, will eliminate the need for staff to handle credit card information when providing customer service for licenses and permits over the phone. The customer can interact directly with a hosted payment system for the payment part of any transaction. This project will be in compliance with PCI data security standards and Oregon statute passed in 2007.	\$ 144,000
Transportation	Base	<b>Motor Carrier Transportation Division (MCTD) 2009 Leg Mandates</b> - During previous Oregon legislative sessions, bills were passed into law that had major impacts on MCTD and several required system modifications. The 2009 session will undoubtedly pass legislation that will impact MCTD. The purpose of this initiative is to address the IT impact of this legislation.	\$ 158,000
Transportation	Base	<b>Remedy Upgrade Phase 2</b> - Remedy is a COTS application that tracks and reports on held desk trouble tickets for ODOT's computer support desk and DMV help desk, records and tracks citizen calls for the Directors Office, and manages technology devices through purchasing through retirement. The software is comprised of three components to support these functions - the basic software engine or core application called AR, the asset module and the help desk module. This project will bring remedy to the latest version and will include business process reengineering for the asset management process to reduce/remove the customization the current version utilizes.	\$ 750,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Transportation	Base	<b>Transportation Information (Trans Info) formerly ITIS Features Inventory</b> - Consolidate the Integrated Transportation Information System (ITIS) and Features Inventory databases and systems providing a central repository and application that can be used to manage roadway (linear) assets. Application and data store must be flexible so additional asset types can be added in the future without major impact.	\$ 800,000
Transportation	Base	<b>Traveler Information System Enhancements</b> - This project will enhance customization options for ODOT trip check systems including trip check.com, 511, and mobile trip check. Additional enhancements will be made to accommodate other data from non ODOT sources; both public and private. Specific enhancements are depended on the traveling publics needs.	\$ 450,000
Transportation	Base	<b>Automatic Vehicle Location for Maintenance</b> - This project will equip snow plows and truck, incident response vehicles with sensors and automatic vehicle location technology to report location and data from the vehicle. This information will be used by managers and dispatchers to make better tactical operations decisions.	\$ 400,000
Transportation	Base	<b>Electronic Processing Contractor Payroll - Civil Rights</b> - The Office of Civil Rights is required to report on contractor payroll compliance. Contractors working on specific construction jobs are required to submit payroll documentation that the Office of Civil Rights utilizes to report compliance. This effort will look at ways to receive and validate contractor payroll information electronically correcting problems and importing the validated information into the Civil Rights Compliance Tracking System.	\$ 250,000
Transportation	Base	<b>ECM - Geology/Geotechnical Content Management</b> - The purpose of this project is to analyze the current Geo/Hydro Project Files content business process and database(s) and to determine whether to scan and store historical content or just move forward with capturing current and future content. Once this is determined the project will implement the appropriate technology components to capture store and search on the Geo/Hydro Project Files data and content. The scope of content for this project is intended to capture all new and historical technical documents in the field of Engineering Geology and Geotechnical Engineering including but not limited to: walls landslides bridge foundations subsurface investigations sub grade stabilization and material sources. Files are located in headquarters and in every Region Tech Center.	\$ 150,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Transportation	Base	<b>Mandatory Withholding Vendor Payments</b> - This effort will bring the agency into compliance with the 3% Federal Mandatory Withholding on all vendor payments. (Tax Reconciliation Bill H.R. 4297 signed into Federal law on May 17 2006). The law requires: withholding 3% tax on certain vendor payments made by government entities after December 31 2011. Remit these taxes to the IRS using current tax deposit rules and report the withholding to the vendors/IRS on form 1099-MISC. All government entities are required to withhold from payments made to any person providing any property or services. Includes any payment made in connection with voucher or certificate program and payments to provide health care/other services.	\$ 150,000
Transportation	Base	<b>Collaboration Tool</b> - To provide a product that will promote collaboration between Depts within ODOT while complying with ODOT's security policies and document retention policies. An example of such a tool would be Microsoft Sharepoint Server.	\$ 1,500,000
Transportation	Base	<b>E-Discovery Tools</b> - Tool for indexing files and\or documents on all servers and desktops to facilitate retrieval of information associated with specific projects or keywords.	\$ 2,200,000
Transportation	Base	<b>Email Archiving</b> - This is a continuation of the current email archiving project. Filenet is the management software and is purchased and implemented via TAD. This project focuses on Tech Management's component which covers administration and storage requirements for email messages. Note: Storage costs will be ongoing beyond the 09-11 biennium.	\$ 690,000
Transportation	Base	<b>Encryption</b> - This is the continuation of the encryption software project to meet DAS policies 107-004-050, 107-004-051 and support efforts relating to Senate Bill 583. The project consists of installing full disk encryption software, port blocking software and port auditing software on the 4500+ ODOT PCs.	\$ 320,000
Transportation	Base	<b>Instant Messaging</b> - To provide a secure enterprise-wide instant messaging solution. This server and software will provide management of IM clients and storage of messages per ODOT's data retention policies.	\$ 200,000

## 2008 Annual Report V1.0

Agency	POP/BASE #	Title of Base Budget or Program Option Package Request	Amount in 2009-11 GRB
Transportation	Base	<b>Intelligent Transportation Systems Server Domain -</b> To create a new domain for Intelligent Transportation Systems (ITS) for ease of administration and separation from state data center resources. This would dovetail with the ITS server lifecycle project that is just beginning. A basic domain structure would be built and administered by Tech Management. As ITS specific servers are replaced via the lifecycle project they will be installed within the new domain.	\$ 450,000
Transportation	Base	<b>Email Exchange Upgrade -</b> This project will upgrade email systems from exchange 2003 to exchange 2007. Server hardware replacement is inclusive, upgrade to exchange 2007 will accommodate mobile messaging initiatives and increase security & stability of ODOT's messaging infrastructure.	\$ 1,500,000
Real Estate	POP 103	<b>Replace Existing Licensing System -</b> This package is to support the agencies movement toward the licensing system that will provide better service to our licensee while allowing staff to use resources more efficiently. Examples that the industry has indicated that they would like the agency to provide online via the internet are the following: apply for background check, schedule a test/examination, apply for an initial license, change companies, upgrade their license status, monitor their continuing education status, renew their license and change status from active to inactive, or the reverse. Our licensees use the internet as part of their normal business activities; this will allow the license to interact with the agency in a fast and efficient manner.	\$ 500,000
Nursing	POP 101	<b>Replace Existing Licensing System -</b> The board is requesting other fund revenue to replace and/or upgrade the existing License 2000 software which is at the end of its' maintenance contract this year. The License 2000 database contains all the license information for more than 50,000 nurse licensees' and almost 19,000 nursing assistants' certificates. The internal licensing system also provides the cash reporting function, allowing individual fee collection to be audited and balanced with the state financial management system (SFMA).	\$ 571,000
Public Utilities Commission	POP 107	<b>Information Asset Management Program -</b> The agency wishes to acquire a software and hardware solution to implement asset management, data classification, records retention and personnel screening and background checks.	\$ 300,000
<b>Total</b>			\$ 169,961,753

**Note:** List does not include Oregon Judicial Department e-Court or OSP Oregon Wireless Interoperability related project requests - will be added when the Legislative Adopted Budget (LAB) is finalized in July 2009.

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## Appendix E – Oregon IT Workforce Report - 2008

The following information provides a high level summary of Oregon’s Executive Branch IT Workforce as of December 31, 2008. The IT workforce data was gathered by the Department of Administrative Services (DAS) Human Resources Management Division and includes information on employees with an Information Systems Specialist - ISS (represented and unrepresented) and Principal Executive Manager positions with an “I” designation only.

### Overview

State Executive Branch IT Workforce (as of December 31, 2008)	
<b>Total Executive Branch positions – all classifications</b>	<b>33991</b>
<b>Information Systems Specialist (ISS) and other IT-related Positions</b>	<b>1768</b>
• IT Percentage of Total Executive Branch Workforce	5.2%
• # of ISS classified positions	1438
• # of Principal Executive Manager (PEM) positions “I” designation	169
• Number of vacancies	161 positions
• Average Length of Service	12.44 years
• Average Salary – ISS classified staff	\$5,395/month
• Average salary – management service	\$8,414/month
• Eligible for Retirement in 1 year (~18% of IT Workforce)	311 positions
• <b>Eligible for Retirement in 5 years (~29% of IT Workforce)</b>	<b>510 positions</b>
• IT Turnover Rate (Total Workforce Turnover Rate – 8.17%)	5.8%

Note: Biennial IT personnel costs including other payroll expenses (OPE) are estimated at ~\$300 M – not including vacancies

### Agencies with greater than 20 Information Systems Specialist Positions

Agency Name	ISS 1	ISS 2	ISS 3	ISS 4	ISS 5	ISS 6	ISS 7	ISS 8	Grand Total
Human Services	5	10	27	66	48	43	58	38	295
Transportation	0	2	5	26	47	57	62	19	218
Administrative Services	1	2	26	10	19	34	33	73	198
Corrections	0	0	9	0	41	9	20	2	81
Revenue	1	3	8	27	7	21	20	2	89
Consumer and Business Services	0	4	8	8	13	8	20	5	66
Employment	0	5	0	12	7	13	15	7	59
Justice Department	0	1	0	16	11	13	9	2	52
Environmental Quality	0	3	0	10	19	10	2	2	46
Public Employees Retirement System	0	4	0	10	9	5	5	6	39
Education	1	0	3	8	3	2	11	6	34
Fish and Wildlife	0	2	11	1	2	6	2	0	24
Secretary of State	0	1	0	1	3	0	7	11	23
Forestry	1	0	4	7	1	8	1	1	23
State Police	1	0	2	3	5	4	2	5	22
<b>TOTAL (as of December 31, 2008)</b>	<b>10</b>	<b>37</b>	<b>103</b>	<b>205</b>	<b>235</b>	<b>233</b>	<b>267</b>	<b>179</b>	<b>1269</b>

Note: 1269 (88%) of the state’s 1438 ISS Classified Positions reside within 15 state agencies.

## 2008 Annual Report V1.0

### Compensation/Pay Range

Statewide Count of Employees in ISS Classifications by Salary Step – Executive Branch												
Classification	Off Step	1	2	3	4	5	6	7	8	9	Total	%
Info Systems Specialist 1		2			1			1	1	6	11	1%
Info Systems Specialist 2			8	2	6	4	2	1	3	17	43	3%
Info Systems Specialist 3	1	16	13	7	10	13	4	4	8	43	119	8%
Info Systems Specialist 4	1	10	27	12	17	21	16	15	11	110	240	17%
Info Systems Specialist 5	2	10	18	19	8	14	23	23	26	126	269	19%
Info Systems Specialist 6	1	1	11	5	14	19	13	17	17	165	263	18%
Info Systems Specialist 7			10	11	12	17	11	20	23	197	301	21%
Info Systems Specialist 8		1	2	1	5	5	9	5	12	152	192	13%
<b>Total</b>	<b>5</b>	<b>40</b>	<b>89</b>	<b>57</b>	<b>73</b>	<b>93</b>	<b>78</b>	<b>86</b>	<b>101</b>	<b>816</b>	<b>1438</b>	<b>100.0%</b>
Percentage of Total	0.3%	3%	6%	4%	5%	6%	5%	6%	7%	57%		

**Note:** 88% of all ISS positions are classified as ISS 4 - 8. 81% of all ISS classified positions are paid at salary step 5 – 9 with 57% paid at salary step 9.

## 2008 Annual Report V1.0

### Agency IT Workforce – Information Systems Specialists

Employees in Information Systems Specialist Classifications (As of December 31, 2008)		
Agency Title	Class Title	Total
ADMINISTRATIVE SRVCS, DEPT OF	INFO SYSTEMS SPECIALIST 1	1
	INFO SYSTEMS SPECIALIST 2	2
	INFO SYSTEMS SPECIALIST 3	26
	INFO SYSTEMS SPECIALIST 4	10
	INFO SYSTEMS SPECIALIST 5	19
	INFO SYSTEMS SPECIALIST 6	34
	INFO SYSTEMS SPECIALIST 7	33
	INFO SYSTEMS SPECIALIST 8	73
<b>ADMINISTRATIVE SRVCS, DEPT OF Total</b>		<b>198</b>
AGRICULTURE, DEPT OF	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 5	2
	INFO SYSTEMS SPECIALIST 6	1
	INFO SYSTEMS SPECIALIST 7	3
	INFO SYSTEMS SPECIALIST 8	1
<b>AGRICULTURE, DEPT OF Total</b>		<b>8</b>
BLIND, COMMISSION FOR THE	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	1
<b>BLIND, COMMISSION FOR THE Total</b>		<b>2</b>
CHILDREN & FAMILIES COMMISSION	INFO SYSTEMS SPECIALIST 7	1
<b>CHILDREN &amp; FAMILIES COMMISSION Total</b>		<b>1</b>
COMM COLL/WRKFRCE DEV, DEPT OF	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	1
	INFO SYSTEMS SPECIALIST 7	3
<b>COMM COLL/WRKFRCE DEV, DEPT OF Total</b>		<b>5</b>
CONSTRUCTION CONTRACTORS BOARD	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	2
<b>CONSTRUCTION CONTRACTORS BOARD Total</b>		<b>5</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Information Systems Specialists (Continued)

<b>Employees in Information Systems Specialist Classifications (As of December 31, 2008)</b>		
<b>Agency Title</b>	<b>Class Title</b>	<b>Total</b>
CONSUMER AND BUS SRVCS, DEPT OF	INFO SYSTEMS SPECIALIST 2	4
	INFO SYSTEMS SPECIALIST 3	8
	INFO SYSTEMS SPECIALIST 4	8
	INFO SYSTEMS SPECIALIST 5	13
	INFO SYSTEMS SPECIALIST 6	8
	INFO SYSTEMS SPECIALIST 7	20
	INFO SYSTEMS SPECIALIST 8	5
<b>CONSUMER AND BUS SRVCS, DEPT Of Total</b>		<b>66</b>
CORRECTIONS, DEPT OF	INFO SYSTEMS SPECIALIST 3	9
	INFO SYSTEMS SPECIALIST 5	41
	INFO SYSTEMS SPECIALIST 6	9
	INFO SYSTEMS SPECIALIST 7	20
	INFO SYSTEMS SPECIALIST 8	2
<b>CORRECTIONS, DEPT OF Total</b>		<b>81</b>
ECONOMIC & COMMUNITY DEV DEPT	INFO SYSTEMS SPECIALIST 4	2
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 8	1
<b>ECONOMIC &amp; COMMUNITY DEV DEPT Total</b>		<b>4</b>
EDUCATION, DEPT OF	INFO SYSTEMS SPECIALIST 1	1
	INFO SYSTEMS SPECIALIST 3	3
	INFO SYSTEMS SPECIALIST 4	8
	INFO SYSTEMS SPECIALIST 5	3
	INFO SYSTEMS SPECIALIST 6	2
	INFO SYSTEMS SPECIALIST 7	11
	INFO SYSTEMS SPECIALIST 8	6
<b>EDUCATION, DEPT OF Total</b>		<b>34</b>
EMPLOYMENT DEPT	INFO SYSTEMS SPECIALIST 2	5
	INFO SYSTEMS SPECIALIST 4	12
	INFO SYSTEMS SPECIALIST 5	7
	INFO SYSTEMS SPECIALIST 6	13
	INFO SYSTEMS SPECIALIST 7	15
	INFO SYSTEMS SPECIALIST 8	7
<b>EMPLOYMENT DEPT Total</b>		<b>59</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Information Systems Specialists (Continued)

Employees in Information Systems Specialist Classifications (As of December 31, 2008)		
Agency Title	Class Title	Total
ENERGY, DEPARTMENT OF	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	1
<b>ENERGY, DEPARTMENT OF Total</b>		<b>4</b>
ENVIRONMENTAL QUALITY, DEPT OF	INFO SYSTEMS SPECIALIST 2	3
	INFO SYSTEMS SPECIALIST 4	10
	INFO SYSTEMS SPECIALIST 5	19
	INFO SYSTEMS SPECIALIST 6	10
	INFO SYSTEMS SPECIALIST 7	2
	INFO SYSTEMS SPECIALIST 8	2
<b>ENVIRONMENTAL QUALITY, DEPT OF Total</b>		<b>46</b>
FISH & WILDLIFE, DEPT OF	INFO SYSTEMS SPECIALIST 2	2
	INFO SYSTEMS SPECIALIST 3	11
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	2
	INFO SYSTEMS SPECIALIST 6	6
	INFO SYSTEMS SPECIALIST 7	2
<b>FISH &amp; WILDLIFE, DEPT OF Total</b>		<b>24</b>
FORESTRY, DEPT OF	INFO SYSTEMS SPECIALIST 1	1
	INFO SYSTEMS SPECIALIST 3	4
	INFO SYSTEMS SPECIALIST 4	7
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	8
	INFO SYSTEMS SPECIALIST 7	1
	INFO SYSTEMS SPECIALIST 8	1
<b>FORESTRY, DEPT OF Total</b>		<b>23</b>
GEOLOGY & MINERAL IND, DEPT OF	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	2
<b>GEOLOGY &amp; MINERAL IND, DEPT OF Total</b>		<b>3</b>
HOUSING & COMM SRVCS, DEPT OF	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	3
	INFO SYSTEMS SPECIALIST 7	1
	INFO SYSTEMS SPECIALIST 8	2
<b>HOUSING &amp; COMM SRVCS, DEPT OF Total</b>		<b>7</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Information Systems Specialists (Continued)

<b>Employees in Information Systems Specialist Classifications (As of December 31, 2008)</b>		
<b>Agency Title</b>	<b>Class Title</b>	<b>Total</b>
HUMAN SERVICES, DEPARTMENT OF	INFO SYSTEMS SPECIALIST 1	5
	INFO SYSTEMS SPECIALIST 2	10
	INFO SYSTEMS SPECIALIST 3	27
	INFO SYSTEMS SPECIALIST 4	66
	INFO SYSTEMS SPECIALIST 5	48
	INFO SYSTEMS SPECIALIST 6	43
	INFO SYSTEMS SPECIALIST 7	58
	INFO SYSTEMS SPECIALIST 8	38
<b>HUMAN SERVICES, DEPARTMENT OF Total</b>		<b>295</b>
JUSTICE, DEPARTMENT OF	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 4	16
	INFO SYSTEMS SPECIALIST 5	11
	INFO SYSTEMS SPECIALIST 6	13
	INFO SYSTEMS SPECIALIST 7	9
	INFO SYSTEMS SPECIALIST 8	2
<b>JUSTICE, DEPARTMENT OF Total</b>		<b>52</b>
LABOR & INDUSTRIES, BUREAU OF	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	1
<b>LABOR &amp; INDUSTRIES, BUREAU OF Total</b>		<b>3</b>
LAND CONSERV & DEV, DEPT OF	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	2
	INFO SYSTEMS SPECIALIST 7	1
<b>LAND CONSERV &amp; DEV, DEPT OF Total</b>		<b>4</b>
LANDS, DEPARTMENT OF STATE	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	3
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	1
	INFO SYSTEMS SPECIALIST 7	1
<b>LANDS, DEPARTMENT OF STATE Total</b>		<b>7</b>
LIBRARY, OREGON STATE	INFO SYSTEMS SPECIALIST 4	2
	INFO SYSTEMS SPECIALIST 5	1
<b>LIBRARY, OREGON STATE Total</b>		<b>3</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Information Systems Specialists (Continued)

Employees in Information Systems Specialist Classifications (As of December 31, 2008)		
Agency Title	Class Title	Total
LIQUOR CONTROL COMMISSION	INFO SYSTEMS SPECIALIST 3	3
	INFO SYSTEMS SPECIALIST 5	3
	INFO SYSTEMS SPECIALIST 6	3
	INFO SYSTEMS SPECIALIST 7	2
	INFO SYSTEMS SPECIALIST 8	1
<b>LIQUOR CONTROL COMMISSION Total</b>		<b>12</b>
MARINE BOARD	INFO SYSTEMS SPECIALIST 7	1
<b>MARINE BOARD Total</b>		<b>1</b>
MILITARY, DEPT OF	INFO SYSTEMS SPECIALIST 4	5
	INFO SYSTEMS SPECIALIST 5	3
	INFO SYSTEMS SPECIALIST 6	1
	INFO SYSTEMS SPECIALIST 7	3
<b>MILITARY, DEPT OF Total</b>		<b>12</b>
NURSING, BOARD OF	INFO SYSTEMS SPECIALIST 7	1
<b>NURSING, BOARD OF Total</b>		<b>1</b>
OR HEALTH LICENSING AGENCY	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 7	1
<b>OR HEALTH LICENSING AGENCY Total</b>		<b>2</b>
OREGON MEDICAL BOARD	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 7	1
<b>OREGON MEDICAL BOARD Total</b>		<b>2</b>
PARKS & RECREATION, DEPT OF	INFO SYSTEMS SPECIALIST 2	2
	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	6
	INFO SYSTEMS SPECIALIST 5	3
	INFO SYSTEMS SPECIALIST 6	1
	INFO SYSTEMS SPECIALIST 7	1
<b>PARKS &amp; RECREATION, DEPT OF Total</b>		<b>14</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Information Systems Specialists (Continued)

Employees in Information Systems Specialist Classifications (As of December 31, 2008)		
Agency Title	Class Title	Total
POLICE, OREGON STATE	INFO SYSTEMS SPECIALIST 1	1
	INFO SYSTEMS SPECIALIST 3	2
	INFO SYSTEMS SPECIALIST 4	3
	INFO SYSTEMS SPECIALIST 5	5
	INFO SYSTEMS SPECIALIST 6	4
	INFO SYSTEMS SPECIALIST 7	2
	INFO SYSTEMS SPECIALIST 8	5
<b>POLICE, OREGON STATE</b>	<b>Total</b>	<b>22</b>
PRIVATE HEALTH PARTNERSHIPS	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	1
<b>PRIVATE HEALTH PARTNERSHIPS</b>	<b>Total</b>	<b>2</b>
PUBLIC EMPS RETIREMENT SYSTEM	INFO SYSTEMS SPECIALIST 2	4
	INFO SYSTEMS SPECIALIST 4	10
	INFO SYSTEMS SPECIALIST 5	9
	INFO SYSTEMS SPECIALIST 6	5
	INFO SYSTEMS SPECIALIST 7	5
	INFO SYSTEMS SPECIALIST 8	6
<b>PUBLIC EMPS RETIREMENT SYSTEM</b>	<b>Total</b>	<b>39</b>
PUBLIC SAFETY STANDARDS & TRNG	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	1
<b>PUBLIC SAFETY STANDARDS &amp; TRNG</b>	<b>Total</b>	<b>4</b>
PUBLIC UTILITY COMMISSION	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 6	3
	INFO SYSTEMS SPECIALIST 7	2
<b>PUBLIC UTILITY COMMISSION</b>	<b>Total</b>	<b>7</b>
RACING COMMISSION	INFO SYSTEMS SPECIALIST 1	1
<b>RACING COMMISSION</b>	<b>Total</b>	<b>1</b>
REAL ESTATE AGENCY	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	1
<b>REAL ESTATE AGENCY</b>	<b>Total</b>	<b>2</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Information Systems Specialists (Continued)

Employees in Information Systems Specialist Classifications (As of December 31, 2008)		
Agency Title	Class Title	Total
REVENUE, DEPARTMENT OF	INFO SYSTEMS SPECIALIST 1	1
	INFO SYSTEMS SPECIALIST 2	3
	INFO SYSTEMS SPECIALIST 3	8
	INFO SYSTEMS SPECIALIST 4	27
	INFO SYSTEMS SPECIALIST 5	7
	INFO SYSTEMS SPECIALIST 6	21
	INFO SYSTEMS SPECIALIST 7	20
	INFO SYSTEMS SPECIALIST 8	2
<b>REVENUE, DEPARTMENT OF Total</b>		<b>89</b>
SECRETARY OF STATE	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	3
	INFO SYSTEMS SPECIALIST 7	7
	INFO SYSTEMS SPECIALIST 8	11
<b>SECRETARY OF STATE Total</b>		<b>23</b>
STUDENT ASSISTANCE COMMISSION	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	2
<b>STUDENT ASSISTANCE COMMISSION Total</b>		<b>4</b>
TEACHER STANDARDS & PRACTICES	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 8	1
<b>TEACHER STANDARDS &amp; PRACTICES Total</b>		<b>2</b>
TRANSPORTATION, DEPT OF	INFO SYSTEMS SPECIALIST 2	2
	INFO SYSTEMS SPECIALIST 3	5
	INFO SYSTEMS SPECIALIST 4	26
	INFO SYSTEMS SPECIALIST 5	47
	INFO SYSTEMS SPECIALIST 6	57
	INFO SYSTEMS SPECIALIST 7	62
	INFO SYSTEMS SPECIALIST 8	19
	<b>TRANSPORTATION, DEPT OF Total</b>	

## 2008 Annual Report V1.0

### Agency IT Workforce – Information Systems Specialists (Continued)

Employees in Information Systems Specialist Classifications (As of December 31, 2008)		
Agency Title	Class Title	Total
TREASURY, OREGON STATE	INFO SYSTEMS SPECIALIST 3	2
	INFO SYSTEMS SPECIALIST 4	2
	INFO SYSTEMS SPECIALIST 6	2
	INFO SYSTEMS SPECIALIST 7	3
	INFO SYSTEMS SPECIALIST 8	4
<b>TREASURY, OREGON STATE Total</b>		<b>13</b>
VETERANS' AFFAIRS, DEPT OF	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	2
	INFO SYSTEMS SPECIALIST 7	2
<b>VETERANS' AFFAIRS, DEPT OF Total</b>		<b>6</b>
WATER RESOURCES, DEPT OF	INFO SYSTEMS SPECIALIST 4	3
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	2
	INFO SYSTEMS SPECIALIST 7	3
<b>WATER RESOURCES, DEPT OF Total</b>		<b>9</b>
WATERSHED ENHANCEMENT BOARD	INFO SYSTEMS SPECIALIST 7	1
<b>WATERSHED ENHANCEMENT BOARD Total</b>		<b>1</b>
YOUTH AUTHORITY, OREGON	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 4	2
	INFO SYSTEMS SPECIALIST 5	5
	INFO SYSTEMS SPECIALIST 6	5
	INFO SYSTEMS SPECIALIST 7	3
	INFO SYSTEMS SPECIALIST 8	3
<b>YOUTH AUTHORITY, OREGON Total</b>		<b>19</b>
<b>Total Number of Information System Specialist Positions (as of December 31, 2008)</b>		<b>1438</b>

# 2008 Annual Report V1.0

## Agency IT Workforce – Principal Executive Managers “I” designation

Principal Executive Managers (IT -“I” - Designation) by Agency/Classification (As of December 31, 2008)		
Agency Title	Class Title	Total
ADMINISTRATIVE SRVCS, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER C	1
	PRINCIPAL EXECUTIVE/MANAGER D	1
	PRINCIPAL EXECUTIVE/MANAGER E	5
	PRINCIPAL EXECUTIVE/MANAGER F	12
	PRINCIPAL EXECUTIVE/MANAGER G	2
	PRINCIPAL EXECUTIVE/MANAGER H	2
<b>ADMINISTRATIVE SRVCS, DEPT OF Total</b>		<b>23</b>
AGRICULTURE, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER D	1
<b>AGRICULTURE, DEPT OF Total</b>		<b>1</b>
COMM COLL/WRKFRCE DEV, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>COMM COLL/WRKFRCE DEV, DEPT OF Total</b>		<b>1</b>
CONSTRUCTION CONTRACTORS BOARD	PRINCIPAL EXECUTIVE/MANAGER C	1
<b>CONSTRUCTION CONTRACTORS BOARD Total</b>		<b>1</b>
CONSUMER AND BUS SRVCS, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER D	1
	PRINCIPAL EXECUTIVE/MANAGER E	1
	PRINCIPAL EXECUTIVE/MANAGER F	1
	PRINCIPAL EXECUTIVE/MANAGER G	1
<b>CONSUMER AND BUS SRVCS, DEPT OF Total</b>		<b>4</b>
CORRECTIONS, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER D	1
	PRINCIPAL EXECUTIVE/MANAGER E	3
	PRINCIPAL EXECUTIVE/MANAGER F	1
	PRINCIPAL EXECUTIVE/MANAGER G	1
<b>CORRECTIONS, DEPT OF Total</b>		<b>6</b>
ECONOMIC & COMMUNITY DEV DEPT	PRINCIPAL EXECUTIVE/MANAGER D	1
<b>ECONOMIC &amp; COMMUNITY DEV DEPT Total</b>		<b>1</b>
EDUCATION, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER E	3
	PRINCIPAL EXECUTIVE/MANAGER F	1
	PRINCIPAL EXECUTIVE/MANAGER G	1
<b>EDUCATION, DEPT OF Total</b>		<b>5</b>
EMPLOYMENT DEPT	PRINCIPAL EXECUTIVE/MANAGER C	1
	PRINCIPAL EXECUTIVE/MANAGER D	4
	PRINCIPAL EXECUTIVE/MANAGER E	2
	PRINCIPAL EXECUTIVE/MANAGER F	1
<b>EMPLOYMENT DEPT Total</b>		<b>8</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Principal Executive Managers “I” designation (Continued)

Principal Executive Managers (IT -“I”- Designation) by Agency/Classification (As of December 31, 2008)		
Agency Title	Class Title	Total
ENVIRONMENTAL QUALITY, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>ENVIRONMENTAL QUALITY, DEPT OF Total</b>		<b>1</b>
FISH & WILDLIFE, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>FISH &amp; WILDLIFE, DEPT OF Total</b>		<b>1</b>
FORESTRY, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER D	1
	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>FORESTRY, DEPT OF Total</b>		<b>2</b>
HOUSING & COMM SRVCS, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>HOUSING &amp; COMM SRVCS, DEPT OF Total</b>		<b>1</b>
HUMAN SERVICES, DEPARTMENT OF	PRINCIPAL EXECUTIVE/MANAGER B	1
	PRINCIPAL EXECUTIVE/MANAGER C	2
	PRINCIPAL EXECUTIVE/MANAGER D	24
	PRINCIPAL EXECUTIVE/MANAGER E	11
	PRINCIPAL EXECUTIVE/MANAGER F	13
	PRINCIPAL EXECUTIVE/MANAGER H	1
<b>HUMAN SERVICES, DEPARTMENT OF Total</b>		<b>52</b>
JUSTICE, DEPARTMENT OF	PRINCIPAL EXECUTIVE/MANAGER C	1
	PRINCIPAL EXECUTIVE/MANAGER D	2
	PRINCIPAL EXECUTIVE/MANAGER E	2
	PRINCIPAL EXECUTIVE/MANAGER F	1
<b>JUSTICE, DEPARTMENT OF Total</b>		<b>6</b>
LIQUOR CONTROL COMMISSION	PRINCIPAL EXECUTIVE/MANAGER D	1
	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>LIQUOR CONTROL COMMISSION Total</b>		<b>2</b>
PARKS & RECREATION, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>PARKS &amp; RECREATION, DEPT OF Total</b>		<b>1</b>
POLICE, OREGON STATE	PRINCIPAL EXECUTIVE/MANAGER A	1
	PRINCIPAL EXECUTIVE/MANAGER C	1
	PRINCIPAL EXECUTIVE/MANAGER D	1
	PRINCIPAL EXECUTIVE/MANAGER E	2
	PRINCIPAL EXECUTIVE/MANAGER F	1
<b>POLICE, OREGON STATE Total</b>		<b>6</b>
PUBLIC EMPS RETIREMENT SYSTEM	PRINCIPAL EXECUTIVE/MANAGER E	2
	PRINCIPAL EXECUTIVE/MANAGER F	1
<b>PUBLIC EMPS RETIREMENT SYSTEM Total</b>		<b>3</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Principal Executive Managers “I” designation (Continued)

Principal Executive Managers (IT -“I” - Designation) by Agency/Classification (As of December 31, 2008)		
Agency Title	Class Title	Total
PUBLIC SAFETY STANDARDS & TRNG	PRINCIPAL EXECUTIVE/MANAGER C	1
	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>PUBLIC SAFETY STANDARDS &amp; TRNG Total</b>		<b>2</b>
PUBLIC UTILITY COMMISSION	PRINCIPAL EXECUTIVE/MANAGER D	1
<b>PUBLIC UTILITY COMMISSION Total</b>		<b>1</b>
REVENUE, DEPARTMENT OF	PRINCIPAL EXECUTIVE/MANAGER D	5
	PRINCIPAL EXECUTIVE/MANAGER F	1
<b>REVENUE, DEPARTMENT OF Total</b>		<b>6</b>
SECRETARY OF STATE	PRINCIPAL EXECUTIVE/MANAGER E	2
	PRINCIPAL EXECUTIVE/MANAGER G	1
<b>SECRETARY OF STATE Total</b>		<b>3</b>
TRANSPORTATION, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER C	2
	PRINCIPAL EXECUTIVE/MANAGER D	2
	PRINCIPAL EXECUTIVE/MANAGER E	11
	PRINCIPAL EXECUTIVE/MANAGER F	4
	PRINCIPAL EXECUTIVE/MANAGER G	2
	PRINCIPAL EXECUTIVE/MANAGER H	1
<b>TRANSPORTATION, DEPT OF Total</b>		<b>22</b>
TREASURY, OREGON STATE	PRINCIPAL EXECUTIVE/MANAGER E	1
	PRINCIPAL EXECUTIVE/MANAGER F	1
<b>TREASURY, OREGON STATE Total</b>		<b>2</b>
VETERANS' AFFAIRS, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER D	1
	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>VETERANS' AFFAIRS, DEPT OF Total</b>		<b>2</b>
WATER RESOURCES, DEPT OF	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>WATER RESOURCES, DEPT OF Total</b>		<b>1</b>
YOUTH AUTHORITY, OREGON	PRINCIPAL EXECUTIVE/MANAGER D	4
	PRINCIPAL EXECUTIVE/MANAGER F	1
<b>YOUTH AUTHORITY, OREGON Total</b>		<b>5</b>
<b>Total Number of Principal Executive Managers “I” - Designation(as of December 31, 2008)</b>		<b>169</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Vacancies

Vacant Positions by Agency/Classification (as of December 31, 2008)		
Agency Title	Class Title	Total
ADMINISTRATIVE SRVCS, DEPT OF	INFO SYSTEMS SPECIALIST 3	2
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 6	2
	INFO SYSTEMS SPECIALIST 7	4
	INFO SYSTEMS SPECIALIST 8	2
	PRINCIPAL EXECUTIVE/MANAGER A	1
	PRINCIPAL EXECUTIVE/MANAGER E	1
	PRINCIPAL EXECUTIVE/MANAGER F	1
	PRINCIPAL EXECUTIVE/MANAGER H	1
<b>ADMINISTRATIVE SRVCS, DEPT OF Total</b>		<b>15</b>
AGRICULTURE, DEPT OF	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 6	1
<b>AGRICULTURE, DEPT OF Total</b>		<b>2</b>
CHILDREN & FAMILIES COMMISSION	INFO SYSTEMS SPECIALIST 6	1
<b>CHILDREN &amp; FAMILIES COMMISSION Total</b>		<b>1</b>
CONSTRUCTION CONTRACTORS BOARD	INFO SYSTEMS SPECIALIST 6	1
<b>CONSTRUCTION CONTRACTORS BOARD Total</b>		<b>1</b>
CONSUMER AND BUS SRVCS, DEPT O	INFO SYSTEMS SPECIALIST 1	1
	INFO SYSTEMS SPECIALIST 3	2
	INFO SYSTEMS SPECIALIST 4	2
	INFO SYSTEMS SPECIALIST 7	1
<b>CONSUMER AND BUS SRVCS, DEPT O Total</b>		<b>6</b>
CORRECTIONS, DEPT OF	INFO SYSTEMS SPECIALIST 5	8
	INFO SYSTEMS SPECIALIST 6	1
	INFO SYSTEMS SPECIALIST 7	1
	PRINCIPAL EXECUTIVE/MANAGER D	1
<b>CORRECTIONS, DEPT OF Total</b>		<b>11</b>
EDUCATION, DEPT OF	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	2
	INFO SYSTEMS SPECIALIST 7	1
	INFO SYSTEMS SPECIALIST 8	1
<b>EDUCATION, DEPT OF Total</b>		<b>6</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Vacancies (Continued)

Vacant Positions by Agency/Classification (as of December 31, 2008)		
Class Title		Total
EMPLOYMENT DEPT	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	1
	INFO SYSTEMS SPECIALIST 7	1
	INFO SYSTEMS SPECIALIST 8	1
<b>EMPLOYMENT DEPT</b>	<b>Total</b>	<b>5</b>
ENVIRONMENTAL QUALITY, DEPT OF	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	1
	PRINCIPAL EXECUTIVE/MANAGER E	1
<b>ENVIRONMENTAL QUALITY, DEPT OF</b>	<b>Total</b>	<b>3</b>
FISH & WILDLIFE, DEPT OF	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	2
	INFO SYSTEMS SPECIALIST 5	2
	INFO SYSTEMS SPECIALIST 6	1
<b>FISH &amp; WILDLIFE, DEPT OF</b>	<b>Total</b>	<b>6</b>
FORESTRY, DEPT OF	INFO SYSTEMS SPECIALIST 3	1
<b>FORESTRY, DEPT OF</b>	<b>Total</b>	<b>1</b>
HUMAN SERVICES, DEPARTMENT OF	DATA ENTRY CONTROL TECHNICIAN	1
	INFO SYSTEMS SPECIALIST 2	3
	INFO SYSTEMS SPECIALIST 4	5
	INFO SYSTEMS SPECIALIST 5	10
	INFO SYSTEMS SPECIALIST 6	3
	INFO SYSTEMS SPECIALIST 7	7
	INFO SYSTEMS SPECIALIST 8	6
	PRINCIPAL EXECUTIVE/MANAGER C	1
	PRINCIPAL EXECUTIVE/MANAGER D	4
	PRINCIPAL EXECUTIVE/MANAGER E	2
	PRINCIPAL EXECUTIVE/MANAGER F	3
<b>HUMAN SERVICES, DEPARTMENT OF</b>	<b>Total</b>	<b>45</b>
JUSTICE, DEPARTMENT OF	INFO SYSTEMS SPECIALIST 4	3
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	1
<b>JUSTICE, DEPARTMENT OF</b>	<b>Total</b>	<b>5</b>
LAND CONSERV & DEV, DEPT OF	INFO SYSTEMS SPECIALIST 5	1
<b>LAND CONSERV &amp; DEV, DEPT OF</b>	<b>Total</b>	<b>1</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Vacancies (Continued)

Vacant Positions by Agency/Classification (as of December 31, 2008)		
Class Title		Total
LEGISLATIVE ADMIN COMMITTEE	INFORMATION SYSTEMS SPEC 6	2
<b>LEGISLATIVE ADMIN COMMITTEE Total</b>		<b>2</b>
LIQUOR CONTROL COMMISSION	INFO SYSTEMS SPECIALIST 6	1
<b>LIQUOR CONTROL COMMISSION Total</b>		<b>1</b>
PARKS & RECREATION, DEPT OF	INFO SYSTEMS SPECIALIST 7	1
<b>PARKS &amp; RECREATION, DEPT OF Total</b>		<b>1</b>
PAROLE/POST PRISON SUPV, BRD O	INFO SYSTEMS SPECIALIST 5	1
<b>PAROLE/POST PRISON SUPV, BRD O Total</b>		<b>1</b>
POLICE, OREGON STATE	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 6	3
<b>POLICE, OREGON STATE Total</b>		<b>5</b>
PUBLIC EMPS RETIREMENT SYSTEM	INFO SYSTEMS SPECIALIST 4	3
	INFO SYSTEMS SPECIALIST 6	2
	INFO SYSTEMS SPECIALIST 7	1
	INFO SYSTEMS SPECIALIST 8	1
<b>PUBLIC EMPS RETIREMENT SYSTEM Total</b>		<b>7</b>
PUBLIC SAFETY STANDARDS & TRNG	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 4	1
<b>PUBLIC SAFETY STANDARDS &amp; TRNG Total</b>		<b>2</b>
REVENUE, DEPARTMENT OF	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 3	1
	INFO SYSTEMS SPECIALIST 4	5
	INFO SYSTEMS SPECIALIST 6	2
	INFO SYSTEMS SPECIALIST 7	1
	PRINCIPAL EXECUTIVE/MANAGER D	3
<b>REVENUE, DEPARTMENT OF Total</b>		<b>13</b>
TRANSPORTATION, DEPT OF	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 4	1
	INFO SYSTEMS SPECIALIST 5	6
	INFO SYSTEMS SPECIALIST 6	5
	INFO SYSTEMS SPECIALIST 7	1
<b>TRANSPORTATION, DEPT OF Total</b>		<b>14</b>
TREASURY, OREGON STATE	INFO SYSTEMS SPECIALIST 6	1
<b>TREASURY, OREGON STATE Total</b>		<b>1</b>

## 2008 Annual Report V1.0

### Agency IT Workforce – Vacancies (Continued)

Vacant Positions by Agency/Classification (as of December 31, 2008)		
Class Title		Total
VETERANS' AFFAIRS, DEPT OF	INFO SYSTEMS SPECIALIST 2	1
	INFO SYSTEMS SPECIALIST 3	2
	INFO SYSTEMS SPECIALIST 6	1
<b>VETERANS' AFFAIRS, DEPT OF Total</b>		<b>4</b>
YOUTH AUTHORITY, OREGON	INFO SYSTEMS SPECIALIST 5	1
	INFO SYSTEMS SPECIALIST 8	1
<b>YOUTH AUTHORITY, OREGON Total</b>		<b>2</b>
<b>Total Number of Vacant (as of December 31, 2008)</b>		<b>161</b>

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## Appendix F – Oregon IT Expenditure Report – December 2008

Expenditure Category	2007-09 LAB	2009-11 GRB	\$ change	% change
<b>Telecommunications (S&amp;S) - Account #4200</b>				
General Fund	\$ 30,474,591	34,739,127	\$ 4,264,536	14%
Lottery Funds	\$ 1,690,743	2,421,141	\$ 730,398	43%
Other Funds	\$110,733,060	83,671,119	\$ (27,061,941)	-24%
Federal Funds	\$ 16,907,087	14,632,402	\$ (2,274,685)	-13%
<b>SUBTOTAL</b>	<b>\$159,805,481</b>	<b>135,463,789</b>	<b>\$ (24,341,692)</b>	<b>-15%</b>
<b>Data Processing (S&amp;S) - Account #4250</b>				
General Fund	\$ 22,209,108	26,479,027	\$ 4,269,919	19%
Lottery Funds	\$ 1,022,765	891,654	\$ (131,111)	-13%
Other Funds	\$ 82,715,340	94,698,850	\$ 11,983,510	14%
Federal Funds	\$ 6,996,789	7,554,531	\$ 557,742	8%
<b>SUBTOTAL</b>	<b>\$112,944,002</b>	<b>129,624,062</b>	<b>\$ 16,680,060</b>	<b>15%</b>
<b>IT Professional Services - Account #4315</b>				
General Fund	\$ 9,637,069	12,248,877	\$ 2,611,808	27%
Lottery Funds	\$ 589,686	428,672	\$ (161,014)	-27%
Other Funds	\$106,459,639	133,873,217	\$ 27,413,578	26%
Federal Funds	\$ 53,195,868	40,525,451	\$ (12,670,417)	-24%
<b>SUBTOTAL</b>	<b>\$169,882,262</b>	<b>187,076,217</b>	<b>\$ 17,193,955</b>	<b>10%</b>
<b>IT Expendable Property - Account #4715</b>				
General Fund	\$ 25,144,786	28,342,597	\$ 3,197,811	13%
Lottery Funds	\$ 500,594	925,795	\$ 425,201	85%
Other Funds	\$ 34,961,917	48,585,547	\$ 13,623,630	39%
Federal Funds	\$ 11,261,758	14,993,709	\$ 3,731,951	33%
<b>SUBTOTAL</b>	<b>\$ 71,869,055</b>	<b>92,847,648</b>	<b>\$ 20,978,593</b>	<b>29%</b>
<b>Telecommunications Equipment - Account #5150</b>				
General Fund	\$ 1,020,444	531,976	\$ (488,468)	-48%
Other Funds	\$ 11,328,347	*243,336,044	\$232,007,697	2048%
Federal Funds	\$ 7,868,013	63,361	\$ (7,804,652)	-99%
<b>SUBTOTAL</b>	<b>\$ 20,216,804</b>	<b>243,931,381</b>	<b>\$223,714,577</b>	<b>1107%</b>
<b>Data Processing (Software) - Account #5550</b>				
General Fund	\$ 152,978	142,851	\$ (10,127)	-7%
Other Funds	\$ 17,989,594	23,985,049	\$ 5,995,455	33%
Federal Funds	\$ 4,917,598	5,070,710	\$ 153,112	3%
<b>SUBTOTAL</b>	<b>\$ 23,060,170</b>	<b>29,198,610</b>	<b>\$ 6,138,440</b>	<b>27%</b>
<b>Data Processing (Hardware) - Account #5600</b>				
General Fund	\$ 3,431,132	3,536,510	\$ 105,378	3%
Lottery Funds	\$ 84,002	86,354	\$ 2,352	3%
Other Funds	\$ 18,882,084	26,344,040	\$ 7,461,956	40%
Federal Funds	\$ 1,354,592	1,543,803	\$ 189,211	14%
<b>SUBTOTAL</b>	<b>\$ 23,751,810</b>	<b>31,510,707</b>	<b>\$ 7,758,897</b>	<b>33%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$581,529,584</b>	<b>\$849,652,414</b>	<b>\$268,122,830</b>	<b>46%</b>

\* Includes OSP OWIN related costs. OSP portion of Account # 5150 - \$235,755,410