

ANNUAL REPORT – 2019



Capitol Building at Sunset

3/13/2019

Oregon Electronic Government Portal Advisory Board (EPAB)



EPAB is comprised of members from the public, the legislature and government executives, providing advice and guidance to state government concerning the delivery of services to the public online. Though it is mostly focused on the services provided by the Department of Administrative Services (DAS) E-Government Program offered by Enterprise Shared Services (ESS), its scope is not limited to that. Members of the legislature are non-voting and provide important feedback to the board on the needs they collect from residents to help our government advance. Public members keep our efforts connected to what matters to the residents of Oregon. The agency members understand the work and needs of government across the enterprise. The student member adds innovative diversity in our approach to delivering services online.

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Annual Report – 2019

OREGON ELECTRONIC GOVERNMENT PORTAL ADVISORY BOARD (EPAB)

MESSAGE FROM THE BOARD CHAIR

In this Annual Report you will find an overview of the key activities and successful implementations of online services that were completed last year to benefit the residents of Oregon.

The Electronic Government Portal Advisory Board provides advice on the E-Government Program's delivery of internet services and advances the effectiveness and satisfaction with Oregon's online internet services by advising the State Chief Information Officer.

This year a major focus has been on upgrading older agency, board, and commission websites to the new, mobile enabled, more useable and accessible designs. At the time of this writing, 71 websites have been redesigned and 33 websites are in the process of upgrading. Following the board's direction, each redesigned website is required to engage residents of Oregon to be usability tested. The agency, board, or commission will design tasks to be accomplished and ask the resident to attempt to accomplish them without help. In the areas that are not successful, those web pages are redesigned and retested until 80% or more of the testers can complete the task.

Another improvement last year happened to every oregon.gov webpage may seem invisible to many. All pages delivered to a browser are now encrypted while it is being transported to a computer, tablet or phone.

Several years ago, the board advised the E-Government Program that each page should ask Oregonians if the page was helpful. In the past year that was further improved upon. If the visitor to the website rates the page unhelpful, we now ask them to include more information on why it was not helpful. In this way, the agencies can learn from our fellow Oregonians how to improve the web pages even further.

The Board and I are looking forward to a successful 2019, with the continued development of more mobile enabled, secure and usable online services to help make government services easier for citizens and businesses alike.



Peter Threlkel

Chair, Electronic Government Portal Advisory Board

2018 brought new services and enhancements to Oregon agencies

Examples of new value provided include:

- 20 new, upgraded, or redesigned mobile enabled websites
- Commenting functionality added to website feedback tool
- Applications server upgrade to new virtual hardware

Examples of existing capabilities that were enhanced and continued:

- Two updates to the SharePoint website version 4.X templates
- Enterprise payment processing certified as level 1 compliant by the Payment Card Industry
- Usability testing with residents on new applications and new or redesigned websites
- Security update for SharePoint websites, all websites moved from HTTP to HTTPS
- Security update for e-commerce services, updating Transport Layer Security (TLS) to 1.1/1.2
- Capacity for redundant disaster recovery and fail over services retested across two AT&T tier 4 datacenters
- Added support for HTML blocks and short codes/tokens in the email subject field in Form Builder Manager
- V4.X template settings update to add left navigation collapse/expand state support, ability to alter the footer inheritance, and override/customize the Home breadcrumbs
- Added support for Google Events to toolbar’s search/filter so that agencies can see keyword usage and trends in Google Analytics
- Map Web Part: Added layer legend overlay feature and ability to hide/show layers via legend
- Accordion Web Part: Added support for the Date field type
- Data Tables Web Part: Added complex conditional filtering UI to toolbar
- Accessibility improvements to V4.X templates so the template passes WCAG2 SC 1.31A and 1.4.3 AA
- 24 hours a day, 7 days a week monitoring and response
- E-Government services subject matter experts with over 25 years’ experience
- State-of-the-art private cloud hosting technology

2018 Highlighted Usage Statistics

Website Visits	Over 51 million visits
Web Pages Loaded	Over 155 million pages viewed
Payments Collected	Over \$2.1 billion dollars
Payment Transactions	Over 3.5 million transactions

Meet the Board

Governor’s Agency Appointees

Tom Fuller
Department of Transportation

Peter Threlkel
Secretary of State

Vacant
Agency Executive Appointee

Governor’s Public Appointees

Richard Chaves
Chaves Consulting

Rebecca Gladstone
Public Member

Vacant
Student

Senate President Appointees

Chuck Riley
Senator, District 15

Kim Thatcher
Senator, District 13

Speaker of the House of Representatives Appointees

Marty Wilde
State Representative, District 11

Mike Nearman
State Representative, District 23

State Treasurer Appointee

Cora Parker
State Treasurer’s Office

State Chief Information Officer Appointee

David Scheuch
Office of the State CIO

Brian DeForest
Department of Administrative Services

AWARDS

In 2018 the following E-Government Program provided services were nationally recognized:



NAGW State/Federal Pinnacle Award

Oregon Department of Transportation Website

The National Association of Government Web Professionals Pinnacles Awards are awarded to the best entries based on the following judging criteria: team size, content, organization, design, performance and flexibility, accessibility standards, interactivity, open data, and responsive design.



2018 StateScoop 50 Awards State IT Innovation of the Year

Case Management System, Oregon Government Ethics Commission

“For the fifth year, we are honored to highlight the brightest leaders from government and the tech industry for their work in the government IT community.” - Goldy Kamali

LOOKING AHEAD TO 2019

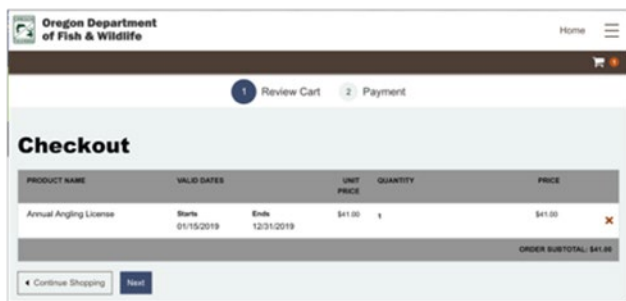
2018 closed with 6 new projects underway and 20 upcoming projects to be scheduled. The flexible funding options and broad range of services offered by the Office of the State CIO E-Government Program continues to spark enthusiastic demand from agencies. Here is a look at some of the applications, websites, and E-Commerce services poised for launch in 2019:

- Tsunami Safety Website and Learning Module
- Early Learning Division Payment Processing
- Teacher Standards and Practices Commission Licensing Application – Phase 3
- Blind Commission Donations Payment Processing
- Driver & Motor Vehicles Payment Processing
- Employment Relations Board Online Payment and Electronic Case Filing System
- Governor’s Office Marketplace Event Registration
- State Police Payment Processing
- Transportation Outdoor Advertising Payment Processing
- Park Pass and ATV Permit Payments
- Website Redesigns for:
 - Oregon.gov state portal
 - Alcohol and Drug Policy Commission
 - State Police
 - State Treasurer
 - Board of Dentistry
 - School for the Deaf
 - Chief Education Office
 - Department of Aviation
 - Criminal Justice Commission
 - Bureau of Labor and Industries
 - Government Ethics Commission
 - Public Utilities Commission
 - Physical Therapist Licensing Board
 - E-Government Portal Advisory Board
 - Department of Revenue
 - Teacher Standards and Practices Commission
 - Oregon Advocacy Commissions Board of Nursing
 - Board of Massage Therapists
 - Department of Corrections

NEWLY FEATURED SERVICES

Online Payments for Fish and Wildlife Licensing

On December 1st ODFW launched a new online licensing system through a third-party vendor. The E-Government Program provided two levels of payment processing integration for this new solution.



Online Payment Processing

The new licensing system integrates with the Common Checkout Page to enable the public to pay for licenses and permits online with a credit card.

Agent Transaction Logging & ACH Processing

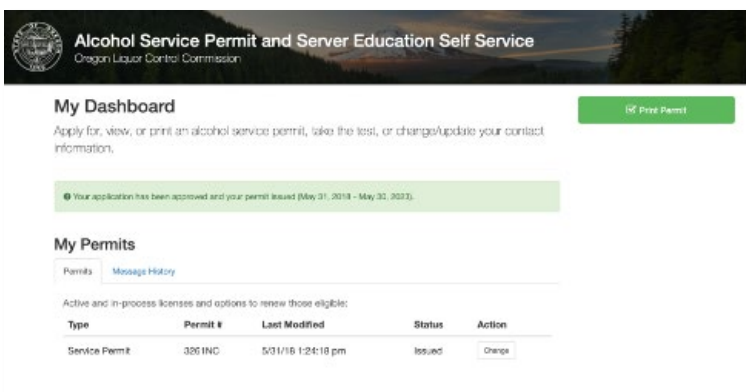
Over-the-counter sales of licenses are logged in an online ledger system, and a weekly ACH file is sent to collect logged fees from Agent bank accounts.

Employment Relations Board Case Management System

The new back-end Case Management System enables the Employment Relations Board to track complaints and cases, aiding staff in meeting required timelines and milestones more efficiently. The system was custom built to work with, streamline, and expand their current processes and customer interaction, upgrading ERB from a paper and spreadsheet-based system to an entirely electronic one, significantly improving accuracy and efficiency.

Liquor Control Commission Liquor Service Permits

The Oregon Liquor Control Commission launched a new online system to support liquor service permitting. This system provides public online permitting applications, testing, and payments. OLCC now receives test results as a consolidated part of the application process for the first time. Previously relying on various paper and electronic formats, this aspect represents significant staff time savings. The system also provides agency staff with workflow to process liquor service permits from initial review through permit issuance.



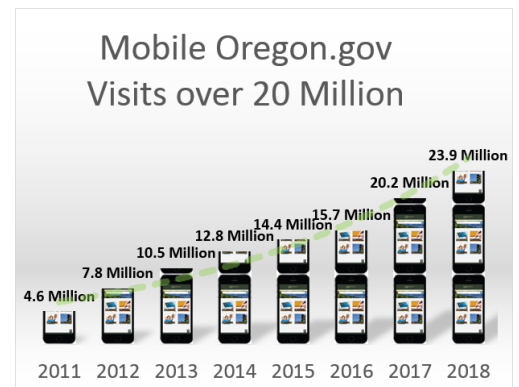
More 2018 Accomplishments

- Chiropractic Examiners License Renewal Phase 2
- Human Services Personal Injury Lien Reporting
- Liquor Control Commission Liquor Service Permits Phases 2 & 3
- Liquor Control Commission Marijuana Licensing Phase 7
- Tax Practitioners Applications Payment Processing
- Fish and Wildlife
 - E-Commerce Application
 - Bass Walleye Tournament Fees
- Advocacy Commissions Donations
 - Advocacy Commissions Office Donation Store
 - Asian Pacific Islanders
 - Black Affairs
 - Hispanic Affairs
 - Women
- Human Authority Stores
 - Communicable Disease Testing
 - CTS Growsite
 - CTS Dispensary Processors
 - Lead Based Paint
- Websites Redesigned:
 - Employment Relations Board
 - Employee's Charitable Fund Drive
 - Geological Examiners
 - Judicial Branch
 - Land Conservation and Development
 - Landscape Architect Board
 - Licensed Counselors and Therapists
 - Licensed Social Workers
 - Mental Health
 - Mortuary and Cemetery
 - Psychology Board
 - Public Defense Services
 - State Library
 - Tax Practitioners
 - Water Resources
 - Watershed Enhancement
- Websites Upgraded:
 - Building Codes Division
 - Financial Regulation
 - Marine Board
 - Occupational Safety and Health Administration

LEADING WITH A “MOBILE FIRST” STRATEGY

Oregonians are increasingly going mobile. In the 2017 E-Government Survey of Oregonians, 75% of Oregon residents emphasized that it is important for the state of Oregon websites to be optimized for smart phones and tablets. Those survey results align with the growth in number of visits to Oregon.gov websites. One in every three visitors are using a mobile device.

In 2012, the Oregon E-Government Program announced Oregon’s intent to follow a “mobile first” strategy. The board-prioritized projects and supported efforts have resulted in 148 Mobile Services for Oregonians. In 2018, 31 new mobile optimized services were delivered.



MOBILE ENABLED SERVICES

Mobile Websites	Mobile E-Commerce	Mobile Applications
Administrative Services Department	Advocacy Commissions Office	Advocacy Commissions E-Commerce Application
Agriculture Department	Asian & Pacific Islander Affairs	Analytics Mobile Application
Appraiser Certification & Licensure Board	Aviation Airport License Fee	Bureau of Labor and Industries Event Registration
Blind Commission	Aviation Duplicate Certificate	Chiropractic Examiners Board License Renewal Application
Building Codes Division	Aviation Lease Payments	Employment Relations Board Case Management System
Business Xpress	Aviation Property Tax	Geologist Examiners License Renewal
Construction Contractors Board	Aviation Public Records Request	Geologist Examiners Payment Processing
Consumer and Business Services Department	Aviation Registration Renewal	Government Ethics Commission Lobbyist/Client Reporting Application
Criminal Justice Commission	Aviation Storm Water Payments	Government Ethics Commission Case Management System
Education Department	Black Affairs	Human Services Personal Injury Lien Reporting
Emergency Management Office	Bureau of Labor & Industries E-Commerce Store	Human Services Secure 3rd Party Insurance Reporting
Employees Charitable Fund Drive	Commission for Women	Human Services/Health Authority Client Maintenance Unit

Mobile Websites	Mobile E-Commerce	Mobile Applications
Employment Department	DCBS Financial Division Payments	Human Services/Health Authority Ecommerce Application
Employment Relations Board	Employment Department Payment Processing	Landscape Architects License Renewal
Energy Department	Environmental Quality Vehicle Inspection Program	Landscape Architects Payment Processing
Environmental Quality Department	Environmental Quality VIP 2 Payment Processing	Liquor Control Commission Recreational Marijuana Licensing System
Examiners for Engineering and Land Surveyors	Fish & Wildlife Applications	Liquor Control Commission Liquor Service Permits
Examiners for Speech-Language Pathology & Audiology	Fish & Wildlife Bass Walleye	Public Meeting Manager Application
Finance and Corporate Services Division	Fish & Wildlife Gamefish Tournament	Secretary of State License Directory
Forestry Department	Fish & Wildlife License and Permit Payments	Service Desk Mobile Application
Geological Examiners	Fleet & Parking Services E-Commerce Store	SharePoint Form Builder
Geospatial Enterprise Office	Health Authority Dispensary	State Lands Unclaimed Property Reporting Application
Governor's Food Drive	Health Authority Medical Marijuana Payment Processing	State Lands E-Commerce Application
Governor's Office	Health Authority Patient Fees	State Library Talking Books Donations
Health Authority	Health Authority ORKids Overpayments	Teacher Standards & Practices Commission eLicensing Application
Healthcare, Oregon	Health Authority Processors	Veterans' Donation Application
Higher Education Coordinating Commission	Health Authority PACE Stores	E-Government Service Availability and Impairment Notification
Human Services Department	Health Authority Toxic Free Kids Biennial Notice Fee	
Independent Contractors, Oregon	Health Authority Toxic Free Kids Nonrefundable Exemption Request Fee	Secretary of State, Mobile My Vote
Job Opportunities, Oregon	Hispanic Affairs Donations	Secretary of State, Mobile Oregon Business Registry
Judicial Branch	Health Authority Communicable Disease Testing Services	

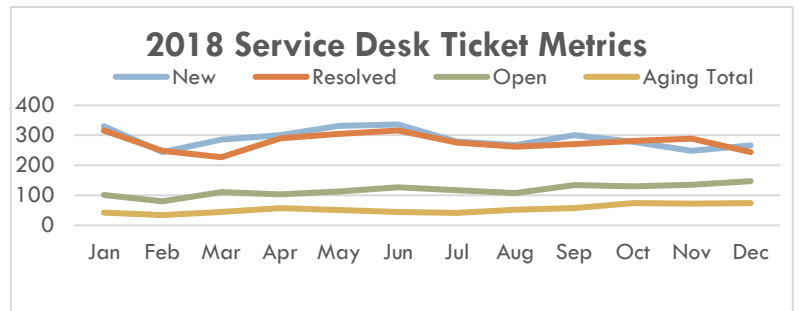
Mobile Websites	Mobile E-Commerce	Mobile Applications
Land Conservation & Development	Health Authority CTS Growsite	
Landscape Architect Board	Health Authority CTS Dispensary Processors	
Licensed Counselors and Therapists	Health Authority Lead Based Paint	
Licensed Social Workers	Human Services Accounts Receivable	
Marine Board	Human Services Drinking Water Cross Connection Annual Fee	
Medical Board	Human Services Drinking Water Cross Connection Specialist & Backflow Tester Certification	
Mental Health Regulatory Agency	Human Services Drinking Water Operator Certification	
Mortuary and Cemetery	Human Services Drinking Water Operator Certification Renewal	
Occupational Safety & Health Administration	Human Services Employed Persons with Disabilities	
Occupational Therapy Licensing Board	Human Services Homecare Choice	
Optometry Board	Human Services Maternal and Child Health	
Oregon.gov Portal	Human Services ORKids	
Psychology Board	Human Services Overpayments	
Public Defense Services	Labor and Industries Event Registration Application	
Public Employees Retirement System	Oregon Cooperative Procurement Program Payment Application	
Real Estate Agency	Revenue Tax Portal Payment Processing	
Revenue Department	State Lands Other Authorizations	
Secretary of State	State Lands Registrations	
State Chief Information Officer	State Lands Removal Fill	
State Interoperability Executive Council	State Lands Unclaimed Property	
State Lands Department	State Lands Wetlands	
State Library	Suicide Awareness and Support Fund Donations	

Mobile Websites	Mobile E-Commerce	Mobile Applications
State Treasurer (Oregon Retirement Savings Plan)	Tax Practitioners Payment Processing	
Tax Practitioner’s Board	Tax Practitioners Applications Payment Processing	
Transportation Department	Veterans Homes Fund Donations	
Veterans’ Affairs Department	Veterans Support Fund Donations	
Water Resources	Water System Survey Payment Processing	
Watershed Enhancement Board	Women Veterans Fund Donations	
Workers’ Compensation Board		
Workers’ Compensation Division		
Workforce Investment Board		

CONTINUALLY IMPROVING

SERVICE TO AGENCIES

The E-Government Service Desk provides technical support and training for program websites, applications and E-Commerce stores, and other services. The Service Desk averaged 67 new and 63 resolved tickets per week, carrying an average of 115 open tickets on any given day. These metrics are openly shared weekly with agencies through the Oregon GovSpace collaboration portal.



TRAINING PROGRAMS

An important aspect of support is providing useful training to equip agencies with the knowledge to use our services. In 2018 our program trained over 110 agency staff through 29 webinars, two E-Government User Group meetings, and 10 classroom sessions. The Service Desk team expanded the library of 148 how-to documents and added 12 video tutorials providing on-demand training and support for agencies. Self-help training information and resources can be found in the E-Government Training Space available to agencies on Oregon GovSpace.

IMPROVING COMMUNICATIONS

An ongoing priority is to improve communications. Those who use our services receive a monthly E-Government Update; timely and consistent maintenance notices, immediate incident notifications with real-time updates for a widespread incident during working hours. Weekly meetings between the Office of the State CIO E-Government

Program leadership and NICUSA managers review project and service ticket communication timeliness. Monthly updates, feedback, and guidance are sought from the multi-agency E-Governance Board. We facilitate and participate in the quarterly E-Government User Group. These sessions are popular and any one of the hundreds of agency staff who use the services we provide can attend to share information, learn more about services provided, and give feedback to the program. Topics for presentations and discussions are determined by attendees through a survey sent out after each meeting. Using the latest email marketing communication tools, we are able to get detailed reporting that provides us with feedback on the effectiveness of our messaging. The E-Government Program Manager, Analyst and NICUSA managers meet in person with agencies on any topic of interest upon request.

CONTINUAL SERVICE IMPROVEMENT

In response to a growing number of Service Desk tickets, an additional Service Desk Analyst position was added to the support team in 2018. Service Desk feedback effectiveness was reviewed and plans were made to improve feedback collection. The position also increases the Service Desk's first call resolution capability. In line with our goal to continually improve communications, a new incident communication tool, Statuspage, was introduced in 2018 to more efficiently provide service status and incident updates. Statuspage monitors services by category and offers a new subscription option to enable subscribers to receive notifications of system status updates as they occur. Statuspage provides a publicly available, mobile responsive, webpage where the current status of services is available at all times as well as the past 90 days of historical service availability.

PORTAL REVENUES

Services to agencies and the public provided by NICUSA through the Office of the State CIO E-Government Program are funded in one of five methods.

1. Funded by net Portal Revenue (no cost to agency or their customer)
2. Agency Portal Fee – Agency pays agreed upon fixed cost fee on a per use basis
3. Fixed Time and Materials – Agency pays Fixed cost based on agreed upon time and materials
4. Portal Provider Fee - Consumer pays the, EPAB reviewed and DAS approved, fee on a per use basis
5. Subscription Fee – Agency pays Fixed cost per period (monthly, quarterly, annually, etc.) based on agreed upon tasks and deliverables

SOURCES OF 2018 PORTAL REVENUES

The Portal Revenues support and maintain all of the existing E-Government Program services as well as the development and implementation of new services. The following reflects gross revenue only and does not account for any expenses incurred in providing the E-Government Program services.

Organization	Name of Service	Funding Type	Fee	Quantity	Total
Bureau of Labor and Industries	E-Commerce Store	Agency Portal Fee	\$5.00	4,911	\$24,555.00
Bureau of Labor and Industries	Online Event Registration System	Agency Portal Fee	4.75% of total monthly registration fee totals	1,590	\$20,489.45
Chief Information Office	Open Data Expansion and Training	Subscription Fee	n/a	n/a	\$52,464.89

Organization	Name of Service	Funding Type	Fee	Quantity	Total
Chiropractic Examiners	License Renewal	Agency Portal Fee	\$2.00	2,803	\$5,606.00
Department of Administrative Services	Fleet and Parking Services E-Commerce Store	Agency Portal Fee	\$5.00	528	\$2,640.00
Department of Administrative Services	Fleet and Parking Services Payment Processing Services	Agency Portal Fee	\$3.00	782	\$2,346.00
Department of Aviation	Payment Services	Agency Portal Fee	\$1.00	804	\$804.00
Department of Corrections	Learning Entrepreneurship Arts and Production Online Store	Portal Provider Fee	\$5.00	281	\$1,405.00
Department of Environmental Quality	Vehicle Inspection Program Payment Services	Agency Portal Fee	\$0.20	44,680	\$89,336.00
Department of Human Services	Client Maintenance Unit Request System	Subscription Fee	n/a	n/a	\$33,600.00
Department of Human Services	OPAR Third Party Insurance Reporting	Subscription Fee	n/a	n/a	\$33,000.00
Department of Human Services / Oregon Health Authority	WebPay System – Web	Agency Portal Fee	\$1.00	40,255	\$40,255.00
Department of Revenue	GenTax and Revenue Online Payment Processing Services	Agency Portal Fee	\$0.40	162,768	\$65,107.20
Department of Revenue	WebPay System – IVR	Agency Portal Fee	\$0.17	53,963	\$9,173.71
Department of Revenue	WebPay System – Web	Agency Portal fee	\$0.40	469,974	\$187,991.40
Department of State Lands	Payment Services	Agency Portal Fee	\$1.00	924	\$924.00
Department of Human Services	Personal Injury Lien Reporting	Subscription Fee	n/a	n/a	\$7,500.00
Driver & Motor Vehicle Services	Driver Record System	Portal Provider Fee	\$3.00	1,203,298	\$3,610,194.00
Employment Department	Payment Services	Agency Portal Fee	\$0.40	15,661	\$5,264.40
Employment Relations Board	Case Management System	Subscription Fee	n/a	n/a	\$33,750.00

Organization	Name of Service	Funding Type	Fee	Quantity	Total
Fish & Wildlife	Electronic Licensing Fee Services	Agency Portal Fee	\$0.15	11,159	\$1,673.85
Fish & Wildlife	Payment Services	Agency Portal Fee	\$1.00	66	\$66.00
Geologist and Examiners Board	Online License Renewal	Agency Portal Fee	\$3.00	744	\$2,232.00
Geologist and Examiners Board	Payment Services	Agency Portal Fee	\$1.00	61	\$61.00
Government Ethics Commission	Case Management System	Subscription Fee	n/a	n/a	\$42,033.00
Government Ethics Commission	Electronic Filing System	Subscription Fee	n/a	n/a	\$63,500.00
Landscape Architect Board	Online License Renewal	Agency Portal Fee	\$3.00	405	\$1,215.00
Landscape Architect Board	Payment Services	Agency Portal Fee	\$1.00	69	\$69.00
Liquor Control Commission	Liquor Service Permits	Portal Provider Fee	\$5.35-5.65	35,245	\$198,754.15
Liquor Control Commission	Recreational Marijuana Licensing System	Subscription Fee	n/a	n/a	\$228,630.00
Marine Board	Licensing System Address Data Services	Subscription Fee	n/a	n/a	\$76,035.00
Oregon State University	Kiosk Donation Services	Agency Portal Fee	\$0.60	2,307	\$1,384.20
Secretary of State	Business Express Portal	Fixed Time & Materials			\$37,500.00
Secretary of State	License Directory	Subscription Fee	n/a	n/a	\$57,600.00
Tax Practitioner Board	Payment Services	Agency Portal Fee	\$1.00	3,004	\$3,004.00
Teacher Standards & Practices Commission	eLicensing System	Portal Provider Fee	\$10.00	23,272	\$232,720.00
Water Resources Department	Payment Processing Services	Agency Portal Fee	\$0.40	1,069	\$427.60
Total Portal Revenues					\$5,173,310.85

MEASURING SUCCESS

With the establishment of Office of the State CIO E-Government Program’s new delivery model success measures were established on the advice of the multi-agency Transition Team and were reviewed by their Directors or Deputy Directors.

PUBLIC MEASURES

The E-Government Program selected DHM Research to assist in determining how to receive feedback from Oregonians how they use the internet to interact with government and their awareness of the services provided. This survey is conducted every 2 years. It is a key first step in learning how we can implement better ways to listen to the residents of Oregon. The internet gives us new opportunities to have dynamic conversations. This is the first step and the EPAB will guide the evolution and improvement of these measures. The latest 2017 survey results are attached to the end of this report.



NUMBER OF ONLINE SERVICES: 1,671

An online service is one where a resident can interact with and complete the service online. Examples would be submitting an application, verifying a professional certification, or renewing a license. Using this criteria, provided by the Center for Digital Government, a single application could offer all three services. A process that requires downloading a PDF form and completing offline would not meet this criteria.

Oregon’s measures of online services are significant and are continually being enhanced. There is not currently a requirement for an agency to report the services they deploy, though many do. The Secretary of State supported License Permits and Registrations system has over 1,000 applications identified using the criteria above.

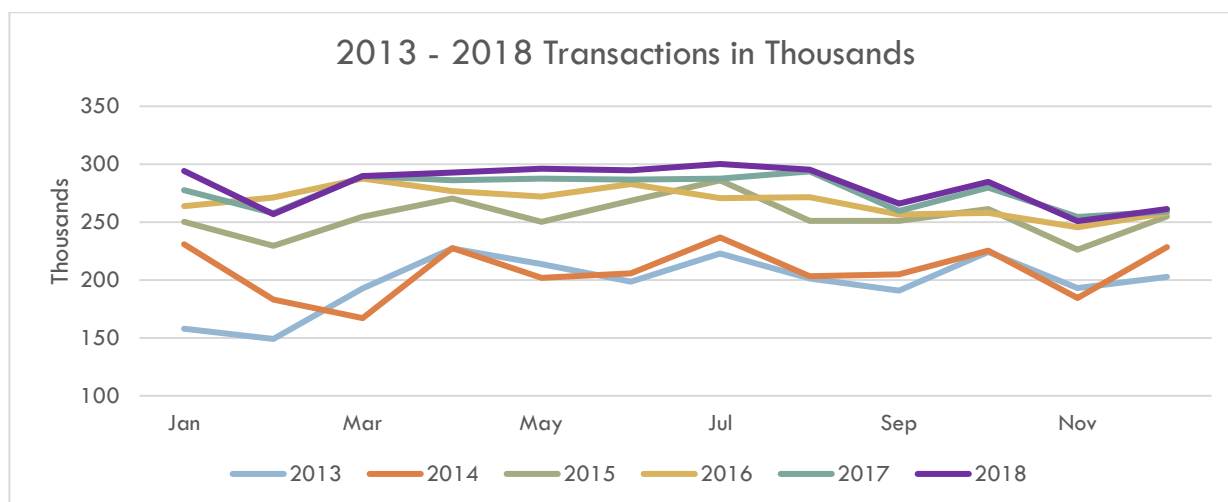
License, Permits and Registrations Online Services (LicenseInfo.oregon.gov)	890
Non-Licensing Online Services provided by the E-Government Program (https://data.oregon.gov/Administrative/Non-Licensing-Services-OSCIO-E-Government/w455-z3bz)	249
Other Non-Licensing Online Services (http://www.oregon.gov/Pages/OL_services.aspx)	67
Data services provided through Data.Oregon.gov (for example: looking up Active Trademark Registrations, Consumer Complaints, Agency Expenditures, etc. are all available through the enterprise open data platform)	465

AGENCY MEASURES

The multi-agency Transition Advisory Team worked together with the E-Government Program to establish an initial list of ongoing operational measures they agreed would be important to measure the success of the E-Government Program. The measures are as follows:

E-COMMERCE

1. Number of transactions over time:



2. Total NICUSA E-Commerce Cost to Agencies:

There is no (\$0.00) transaction cost charged to agencies.

3. E-Commerce Charges per Transaction:

NICUSA does not charge any transaction fees; however, NICUSA does negotiate with agencies either a portal provider fee or portal fee for the development and support of new E-Commerce Services. The following is a listing of new E-Commerce Services where a negotiated portal fee was agreed upon:

Organization	Name of Service	Type of Service	Revenue Type	Portal Fee per Transaction	Transaction Quantity	Total
Bureau of Labor and Industries	E-Commerce Store	E-Commerce + Application	Agency Portal Fee	\$5.00	4911	\$24,555.00
Bureau of Labor and Industries	Online Event Registration System	E-Commerce + Application	Agency Portal Fee	4.75% of total monthly registration fee totals	1590	\$ 20,489.45
Chiropractic Examiners	License Renewal	E-Commerce + Application	Agency Portal Fee	\$2.00	2803	\$5,606.00
Department of Administrative Services	Fleet and Parking Services E-Commerce Store	E-Commerce + Application	Agency Portal Fee	\$5.00	528	\$2,640.00
Department of Administrative Services	Fleet and Parking Payment Services	E-Commerce + Application	Agency Portal Fee	\$3.00	782	\$2,346.00

Organization	Name of Service	Type of Service	Revenue Type	Portal Fee per Transaction	Transaction Quantity	Total
Department of Aviation	Payment Services	E-Commerce + Application	Agency Portal Fee	\$1.00	804	\$804.00
Department of Corrections	Learning Entrepreneurship Arts and Production Online Store	E-Commerce + Application	Portal Provider Fee	\$5.00	281	\$1,405.00
Department of Revenue	WebPay System – IVR	E-Commerce + Application	Agency Portal Fee	\$ 0.17	53,963	\$9,173.71
Department of Revenue	WebPay System – Web	E-Commerce + Application	Agency Portal fee	\$0.40	469,974	\$ 187,991.40
Department of State Lands	Payment Services	E-Commerce + Application	Agency Portal Fee	\$1.00	924	\$924.00
Driver & Motor Vehicles Services	Driver Record System	E-Commerce + Application	Portal Provider Fee	\$ 3.00	1,203,298	\$3,610,194
Employment Department	Payment Services	E-Commerce	Agency Portal Fee	\$0.40	15,661	\$5,264.40
Environmental Quality	Vehicle Inspection Program Payment Services	E-Commerce	Agency Portal Fee	\$0.20	446,680	\$89,336
Fish & Wildlife	Electronic Licensing Fee Services	E-Commerce + Application	Agency Portal Fee	\$0.15	11,159	\$1,673.85
Fish & Wildlife	Payment Services	E-Commerce	Agency Portal Fee	\$1.00	66	\$66.00
Geologist and Examiners Board	Online License Renewal	E-Commerce + Application	Agency Portal Fee	\$3.00	744	\$2,232.00
Geologist and Examiners Board	Payment Services	E-Commerce + Application	Agency Portal Fee	\$1.00	61	\$61.00
Human Services / Oregon Health Authority	WebPay System (23 Stores)	E-Commerce + Application	Agency Portal Fee	\$1.00	40,255	\$40,255.00
Landscape Architect Board	Online License Renewal	E-Commerce + Application	Agency Portal Fee	\$3.00	405	\$1,215
Landscape Architect Board	Payment Services	E-Commerce + Application	Agency Portal Fee	\$1.00	69	\$69.00
Liquor Control Commission	Liquor Service Permits	E-Commerce + Application	Portal Provider Fee	\$5.35 - \$5.65	35,245	\$198,754.15
Oregon State University	Kiosk Donation Services	E-Commerce + Application	Agency Portal Fee	\$0.60	2,307	\$1,384.20
Revenue Department	GenTax Payment Processing Services	E-Commerce	Agency Portal Fee	\$0.40	162,768	\$65,107.20

Organization	Name of Service	Type of Service	Revenue Type	Portal Fee per Transaction	Transaction Quantity	Total
Tax Practitioners Board	Payment Services	E-Commerce	Agency Portal Fee	\$1.00	3,004	\$3,004.00
Teacher Standards & Practices Commission	eLicensing System	E-Commerce + Application	Portal Provider Fee	\$10.00	23,272	\$232,720.00
Water Resources Department	Payment Processing Services	E-Commerce + Application	Agency Portal Fee	\$0.40	1,069	\$427.60

4. Unmet needs for new E-Government Program provided online payment solutions used in the industry (feedback from agencies):

Online payment options requested by agencies	Need met in Oregon?
Visa	✓
MasterCard	✓
Discover	✓
American Express	✓
ACH E-Check	✓
ACH Batch File	✓
Interactive Voice Response (VR)	✓
Mobile enabled payment processing	✓
Convenience and Service Fee Programs	✓
PayPal	Not authorized in Oregon
Recurring Payments*	✓
Customer Billing*	✓
Payment Account Storage (E-Wallet)	✓

*Only available if NICUSA builds the application

Offline payment options requested by agencies	Need met in Oregon?
PIN Debit	✓
Self-help Kiosk payments	✓
Smartphone Near Field Communication (NFC) (Apple Pay, Samsung Pay, Android Pay)	No
Over-the-Counter payments	✓
Integrated point of sale with inventory management	No
Support for EMV Card transactions (point of sale chip and pin)	No

5. Estimated dollar savings of online transaction cost vs. estimated industry average manual transaction costs for different payment types:

An independent study analyzing the State of Utah Online Services conducted in 2012 by the Center for Public Policy & Administration of the University of Utah Government Program found that “in general, the cost for providing the services in an online format is less for the agency than providing the services in an offline format.” The study found there was an average cost of \$17 for offline services, compared to an average cost of \$4 for online services. Read the Government Technology report here: <http://goo.gl/Kk5DAe>.

Offline: \$17.00 estimated cost per transaction
Online: \$4.00 estimated cost per transaction

WEBSITE EFFECTIVENESS

1. Webpages are effective, making information easy to find for Oregon residents:

Total Websites	104
Usability Tested Websites*	71
Percentage Tested	68%
Percent change from Previous Year	25%

In 2018, usability testing was conducted during each website redesign and application project to ensure that webpages are effective, making information easy to find for residents of Oregon. These usability studies ensure that the navigation of the site is intuitive for the targeted users of the website, the functionality is easy to use, and the design enhances their experience. *Usability tests are now conducted as on every new website redesign through the E-Government Program.

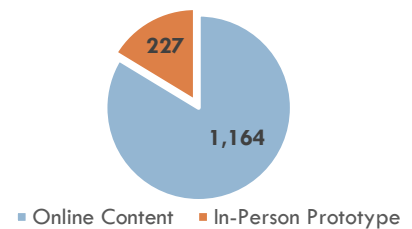
2. Search results are effective:

74% of Oregonians surveyed thought it was fairly or very easy to find contact information by searching on Oregon.gov websites as described in the bi-annual survey conducted in 2017 by the E-Government Program using DHM Research services. Oregonians were asked if they were generally able to find what they are searching for when visiting state websites.

3. Number of usability tests performed with residents:

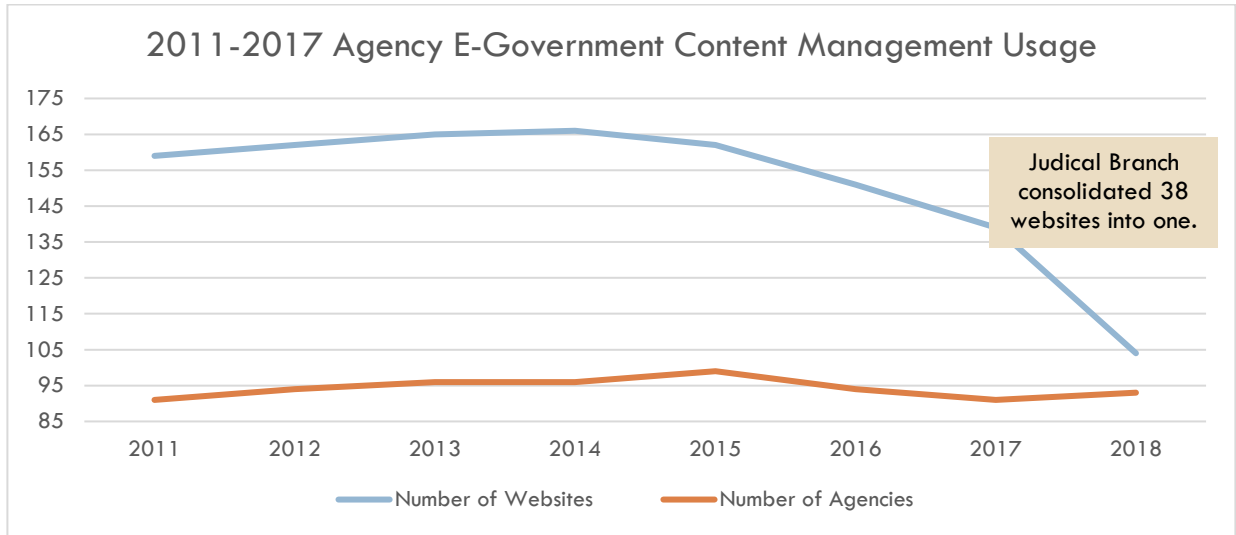
In 2018, the E-Government Program sought feedback from Oregon residents 1,391 times through usability tests conducted on 25 different projects. Some usability testing is conducted in-person with a prototype to help refine the functionality and design, other usability testing is conducted online with Oregon residents to sort navigation categories and specific tasks to help refine the information architecture of the website content.

1,391 Usability Tests

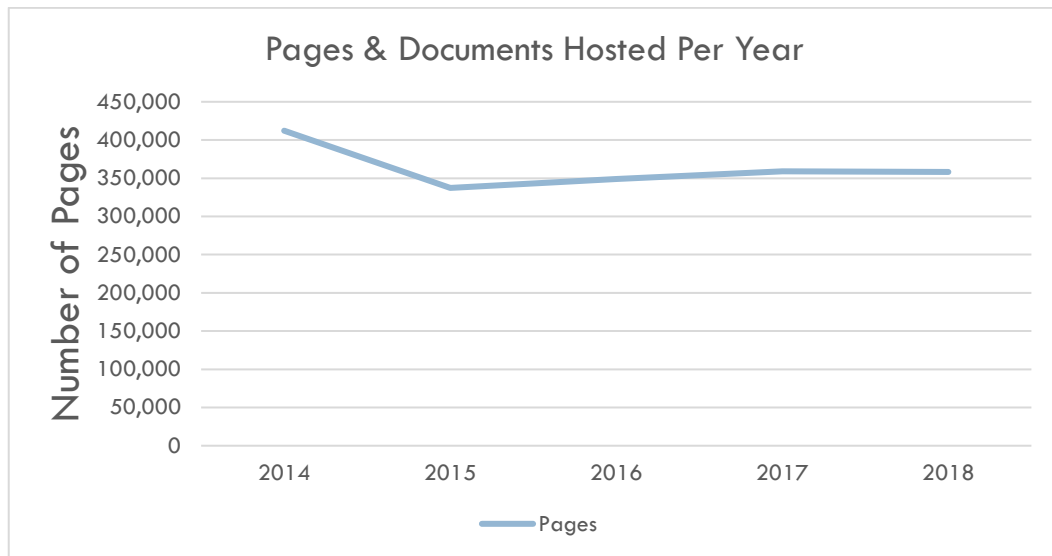


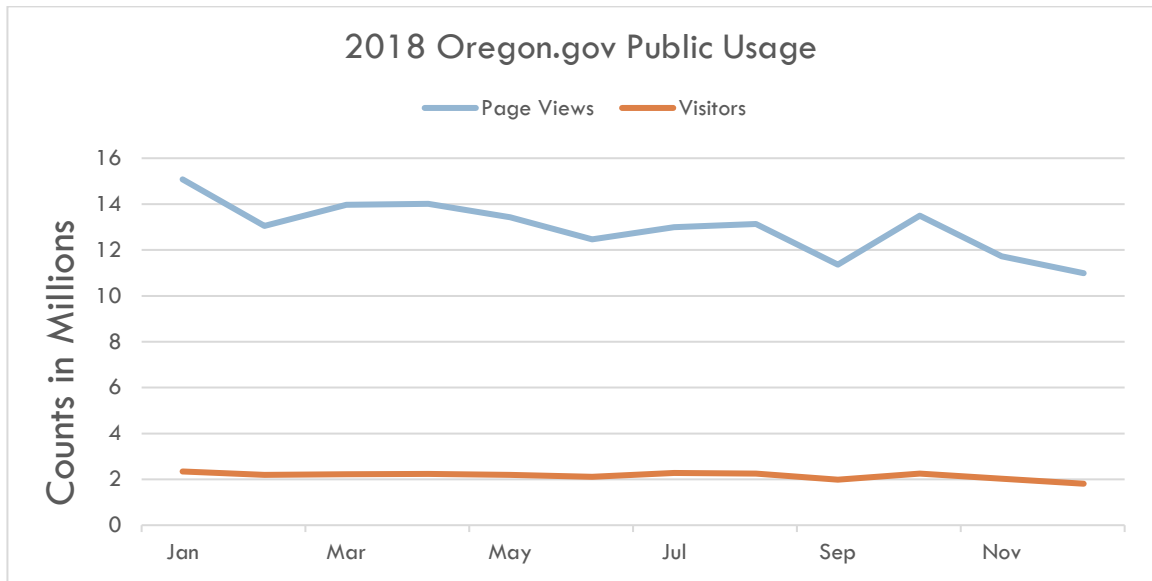
WEBSITE CONTENT MANAGEMENT

1. Number of agencies using the E-Government Content Management platform over time:



2. Amount of use over time (pages hosted, visitors, page views):





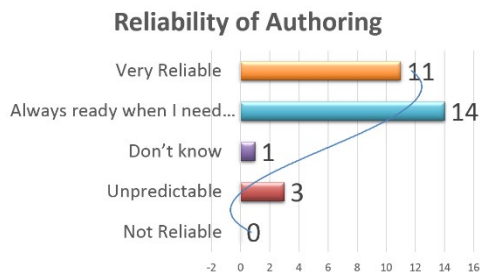
3. Survey of satisfaction with the Content Management Tool:

Overall, How Satisfied are you with SharePoint?

Satisfied or very satisfied: 62% (up 15pts)
 Neutral: 31% (down 4pts)
 Dissatisfied or very dissatisfied: 7% (down 10 pts)
 There were 30 responses



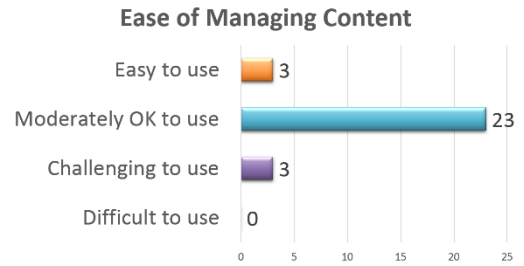
How Reliable is Authoring Content in SharePoint?



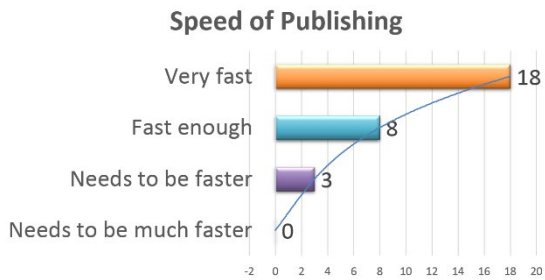
Reliable: 86% (up 3 pts)
 Don't Know: 3% (down 3pts)
 Unpredictable: 10% (down 1 pt)
 There were 30 responses

When Managing Content, How Easy Is It?

Easy or Moderately Ok: 90% (up 7pts)
 Challenging or Difficult: 10% (down 7pts)
 There were 30 responses



Is Publishing Content Fast Enough?



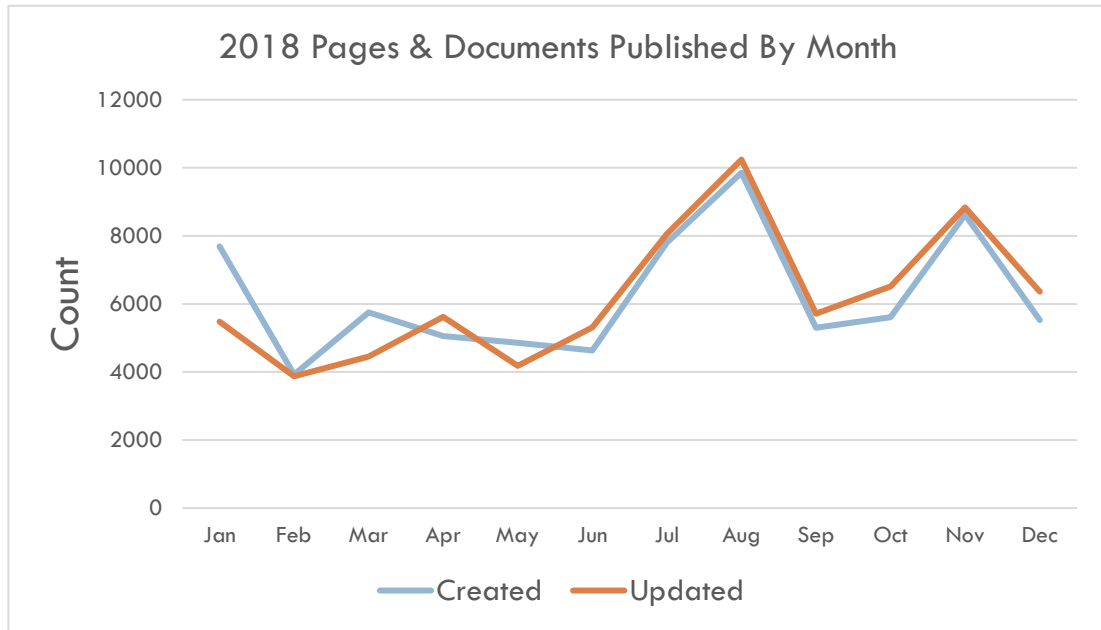
Fast Enough 90% (up 15 pts)
 Needs to be Faster: 10% (down 15pts)
 There were 30 responses

Does SharePoint Provide the Toolsets You Need?

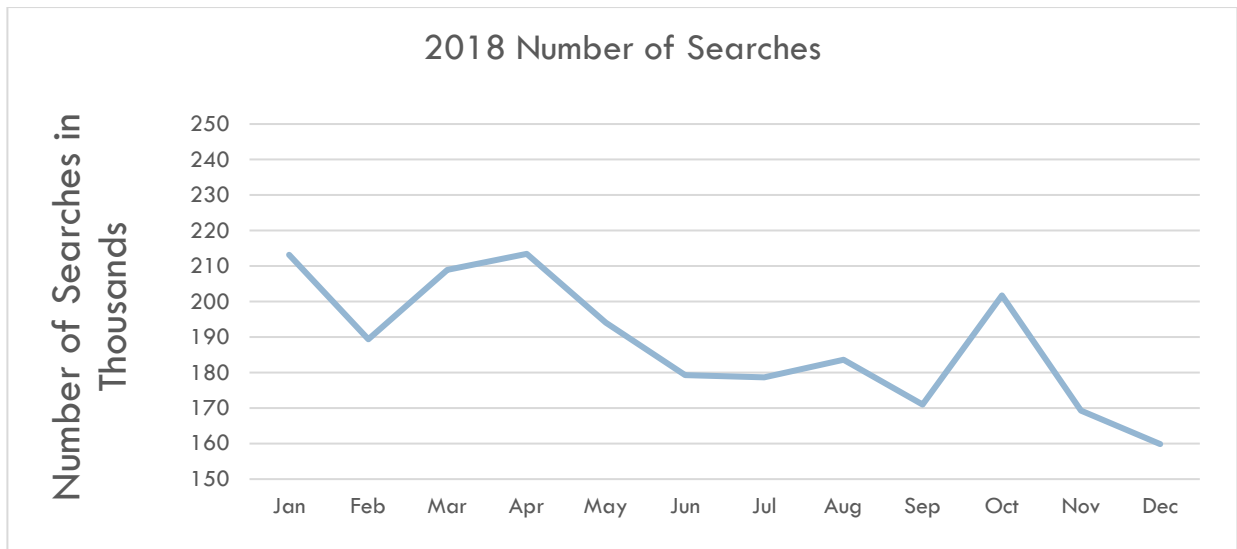
Toolsets are Mostly Provided 69% (down 12 pts)
 Need More Toolsets: 17% (up 11 pts)
 Don't know: 14% (no change)
 There were 30 responses



4. Number of pages posted/updated per month:



5. Number of successful searches:



6. How well does the Content Management System improve the functionality of the site?

By continually working to improve the features and functionality available to agencies, we ensure the Content Management System continues to improve the functionality of the website.

- **Dynamic Content** – SharePoint Lists provide agencies with the ability to manage and display data on webpages without editing the web pages individually. Dynamic data can also be reused without having to enter the same data in multiple locations.
- **Account Management** – Agency level account management allows key agency staff to quickly add content authors and adjust their permissions.
- **Page Level Design Flexibility** – Agencies have more flexibility to adjust the presentation of content.
- **Microsoft Office Like Editing** – Content editing using a familiar Microsoft Office interface.
- **Custom Publishing Workflows** – Agencies have the capability to create and edit their own publishing workflows.
- **Dynamic Link Management** – When content editors move content, links are automatically updated which prevents broken links to other content.
- **Content Updates over the Internet** – Agency staff are not limited to the state network when they need to securely update content on their websites.
- **Accessibility Template** – The webpage templates are custom designed to meet accessibility requirements, passing WCAG 2.0 AA, Section 508 guidelines, and the ISO 40500 Standard.
- **Advanced Web Parts** – All sites have access to advanced Web Parts and tools, e.g. Maps, dynamic tables, Public Collaboration, press newsroom, online web forms.

In 2018, the following features were added and made available to all agencies:

- **Improved Page Helpfulness Poll Feature** – New follow-up questions now appear which enable the visitor to submit a comment, question, or idea for a page
- **Improved Map Web Part Features** – New map legend enabling hide/show of map layers and Google Maps API support
- **NEW DataTables Web Part Toolbar** – New toolbar functionality, including fine-grain filter builder, sorting controls, and the ability to share a link to the page which retains the state of sort/filter setup
- **Improved Navigation Menu Features** – New collapse/expand controls enabling site owners to build more effective navigation patterns
- **Improved Footer Content Management** – New inheritance model, enabling site owners to use different footer content in different areas of their website
- **Improved Form Builder Management** – New features to duplicate forms, improving the management of multi-lingual forms
- **Improved Form Builder Features** – New features to use values submitted by visitors in confirmation emails (e.g. including the visitors name in a confirmation salutation message)
- **Improved Accessibility Features** – Improved template markup to be more usable for visitors with low vision and/or rely on screen reader technology

7. How current is the software upgrades?

All websites are currently using Microsoft SharePoint 2010 Version 14. In mid-2019, websites will begin transitioning to SharePoint 2016.

8. Number of websites/content management services provided:

V4 = Version 4 templates; our initial move into new mobile responsive templates benefitting from usability testing with Oregon residents. V4.X = Version 4.X templates; our latest version of templates that feature improved performance, responsiveness, accessibility and new web parts.

Page Layouts	Web Parts Features	Other Website Services
Replicant Page Layout	Agency Search Web Part	Form Builder
Standard Single Column	Contact Form Web Part	Broken Link Reporting
Standard	Featured Content Web Part	Google Custom Search
Agency Standard Home	Free Form Web Part	Google Language Translation
Agency Free-Form Home	Newsroom List Web Part	Auto YouTube Video Embedding
Free-Form	Quick Links Web Part	Social Media Widget
Newsletter	Right Navigation Web Part	V4.X FileSafe File Storage
Redirect	Content Query Web Part	Google Analytics
Summary Links	Form Viewer Web Part	301/302 Redirect Support
Body-Only	Content Editor Web Part	V4.X Data.Oregon.gov Integration
V4 Home Page	Reusable Content Functionality	V4.X Tableau Support
V4 2 Column Home Page	Google Translate Feature	V4.X Public Collaboration Tool with DISQUIS
V4 3 Column Home Page	Text-Only Feature	V4.X Asset Manager
V4 Home Page 2 Feature Box	V4 Flickr Thumbnails Web Part	Font Awesome
V4 Home Page 3 Feature Box	V4 Site Map Web Part	Optimized Imagery
V4 Sub-Home Page 2 Feature Box	E-Newsletter Web Part	
V4 Sub-Home Page 3 Feature Box	Agency Directory Web Part	
V4 Content Page 1 Column	Web Page Feedback Poll	
V4 Content Page 2 Column	V4 Site-Wide Alert Feature	
V4 Content Page 3 Column	V4 Home Page Carousel Feature	
V4 Special Feature 2 Column Content Page	V4 Filtering Form List Feature	
V4 Special Feature 3 Column Content Page	V4 Board Display Feature	
V4 Special Feature 2 Box Home	V4 Accordion & List Template	
V4 Special Feature 3 Box Home	V4 Carousel List Template	
V4 Google Maps Page	V4 Filterable List Category Web Part	
V4.X Homepage	V4 Filterable List Template	
V4.X Standard page	V4 Filterable Document Library	
V4.X Standard Page w Aside	V4 Footer Content List Template	
V4.X Standard Page w Left Nav	V4 Task Box Items List Template	

V4.X Standard Page w Left Nav & Aside	V4 Task Box Items Web Part	
V4.X Custom 404 Page	V4 Custom Content Query Web Part	
	V4 Site-Wide Alert List Template	
	V4 Enhanced Filtered Lists	
	V4 Search Filtered Lists	
	V4.X Accordion Web Part	
	V4.X Site/State-Wide Alert	
	V4.X Task Box Web Part	
	V4.X Site Map Web Part	
	V4.X JS/CSS Asset Manager	
	V4.X Off-Canvas Navigation	
	V4.X Accessibility Quick Check	
	V4.X Table with Search/Filter/Sort	
	V4.X SVG Logo Support	

9. Website Security (annual independent review)

An annual independent security audit conducted by FishTech, evaluates 166 National Institute of Standards and Technology controls. The initial NIST based 2018 security audit was submitted on April 30, 2018 and resubmitted with corrected revisions on December 12, 2018. The 2019 security audit is scheduled for review in April 2019. The annual Payment Card Industry Level 1 Data Security Standard compliance was completed, and certification was received on October 8, 2018.

10. Independent ranking for the State Portal (e.g. Best of the Web)

Benchmarking State Government Websites, Information Technology & Innovation Foundation (August 27, 2018)
<https://itif.org/publications/2018/08/27/benchmarking-state-government-websites>

Independent Source	Ranking
Information Technology & Innovation Foundation	Oregon.gov was ranked #43 in 2018

Average Desktop and Mobile Page-Load Speed Scores and Rank: 49 of 50

Rank consists of an evaluation of the following Oregon websites ranked on a 100 point scale:

Agency	Desktop	Mobile	Website Address (url)
Primary State Website	23	31	https://www.oregon.gov/pages/index.aspx
Business Registration	62	52	https://sos.oregon.gov/business/Pages/register.aspx
Driver's Licenses	38	44	https://www.oregon.gov/odot/dmv/pages/driverid/licenseget.aspx
Elections	56	46	https://sos.oregon.gov/voting-elections/Pages/default.aspx
Fishing / Hunting Licenses	69	56	https://www.dfw.state.or.us/resources/licenses_regs/licenses_fees.asp
Taxes	50	33	https://www.oregon.gov/dor/Pages/index.aspx
Traffic Citations	29	26	https://www.oregon.gov/osp/Pages/index.aspx

Average Accessibility Scores and Rank: 19 of 50

Rank consists of an evaluation of the following Oregon websites ranked on a 100 point scale:

Agency	Points	Website Address (url)
Primary State Website	85	https://www.oregon.gov/pages/index.aspx
Driver's Licenses	91	https://www.oregon.gov/odot/dmv/pages/driverid/licenseget.aspx
Elections	87	https://sos.oregon.gov/voting-elections/Pages/default.aspx
Fishing / Hunting Licenses	86	https://www.dfw.state.or.us/resources/licenses_regs/licenses_fees.asp
Taxes	91	https://www.oregon.gov/dor/Pages/index.aspx
Traffic Citations	65	https://www.oregon.gov/osp/Pages/index.aspx
Vital Records	88	https://www.oregon.gov/oha/ph/birthdeathcertificates/getvitalrecords

Average Mobile Friendliness Scores and Rank: 34 of 50

Rank consists of an evaluation of the following Oregon websites ranked on a 100 point scale:

Agency	Points	Website Address (url)
Primary State Website	99	https://www.oregon.gov/pages/index.aspx
Driver's Licenses	97	https://www.oregon.gov/odot/dmv/pages/driverid/licenseget.aspx
Elections	98	https://sos.oregon.gov/voting-elections/Pages/default.aspx
Fishing / Hunting Licenses	57	https://www.dfw.state.or.us/resources/licenses_regs/licenses_fees.asp
Taxes	93	https://www.oregon.gov/dor/Pages/index.aspx
Traffic Citations	60	https://www.oregon.gov/osp/Pages/index.aspx
Vital Records	86	https://www.oregon.gov/oha/ph/birthdeathcertificates/getvitalrecords

11. Does platform keep pace with criteria defined by the Center for Digital Government, Brookings Institute evaluation, or similar 3rd party evaluation of State Government Portals?

Center for Digital Government Best of the Web Criteria		Brookings Institute 2008 Study Criteria	
Criteria	Oregon.gov provides	Criteria	Oregon.gov provides
Innovation	✓	Publications	✓
Functionality		Databases	✓
- Security	✓	Audio clips	✓
- Privacy	✓	Video clips	✓
- Usability	✓	Foreign language access	✓
- Accessibility	✓	Not having ads	✓
Efficiency and Economy	✓	Not having user fees	✓
		Not having premium fees	✓
		W3C disability access	✓
		Having Privacy Policies	✓
		Security Policies	✓
		Allowing digital signatures on transactions	✓
		An option to pay via credit cards	✓
		Email contract information	✓
		Areas to post comments	✓
		Option for email updates	✓
		Allowing for personalization of the website	✓
		PDA or handheld device accessibility	✓

Center for Digital Government Best of Web Website Capabilities Criteria – How Oregon Compares
 Criteria provided by the Center for Digital Government, February 2017

	Yes	No
SEARCH		
Prominently Featured Search	✓	
Intelligent Search	✓	
Search Contents of all Websites	✓	
SITE DESIGN & USABILITY		
Highlights the Most Requested Topics with Fewest Clicks	✓	
Mobile First Design	✓	
Simple and Clean Experience for Public	✓	
Consistent Design & Branding Across Multiple Websites	✓*	
Device Responsive Design	✓	
Categorization By Visitor Type	✓	
Online Live Help	✓	
Self Help, FAQs	✓	
ACCESSIBLE		
Section 508, WCAG 2.0 Compliant	✓	
Supports Multiple Languages	✓	
Support Browser Adjustable Text	✓	
Regularly Analyzed & Optimized Based on Viewing Audience	✓	
PREDICTIVE GOVERNMENT		
Analytics On Each Specific Visitor		✓
At Portal, Prompt Visitor with Specific Payments Needed		✓

	Yes	No
SECURITY & PRIVACY		
Secure Online Transactions and Personal Information	✓	
Frequently Test Security Practices	✓	
Online Privacy, Security, & Intended Use Policy Statements	✓	
DATA		
Connects Disparate Data Sources	✓	
Real-time Data Interpretation		✓
Easy Data Interpretation		✓
ENGAGEMENT		
Social Media on Home Page and Portal of All Departments	✓	
Request a Service		✓
Crowdsourcing Co-Creation		✓
Collaborative Citizen Engagement	✓	
Geo-Location Based Services	✓	
“My Portal” Personalization		✓
Access N11 Services		✓
ONE-STOP SHOP		
Portal Access to Departments	✓	
Portal Access to Multiple Levels of Government	✓	
Make Payments to Multiple Departments in a Single Experience		✓
A-Z Online Services Directory		✓

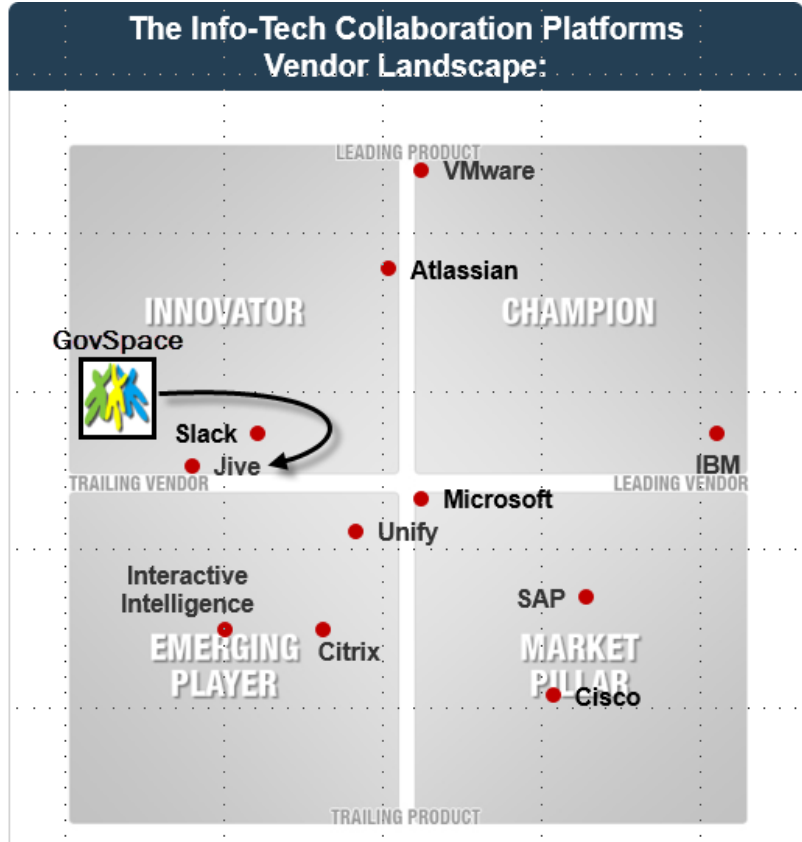
	Yes	No
FUNDING		
Funding for Redesigns	✓	
Staffing funding to Keep Knowledge Up-To-Date	✓	
Solutions Relieve Financial Pressures While Expanding Service	✓	
PROJECT		
Project Level Governance, Oversight, and Ownership	✓	
Stakeholder Engagement, Iterative Development, Pre-Launch Testing	✓	
INNOVATION		
Internet of Everything (IoE)	✓	
Cross Jurisdictional Innovations	✓	
Annually Bring Multiple Offline Services Online	✓	
OPEN GOVERNMENT		
Transparency Site (Spending)	✓	
Open Data Site with Analytics/ Infographics (downloadable)	✓	
Open Meetings (downloadable)	✓	
File Records Requests Online	✓	
Social Media Records Requests		✓
EMERGENCY		
Emergency Information	✓	
Emergency Alert Notifications	✓	
Volunteer Registration Portal		✓

* Branding change from V3 to V4 underway

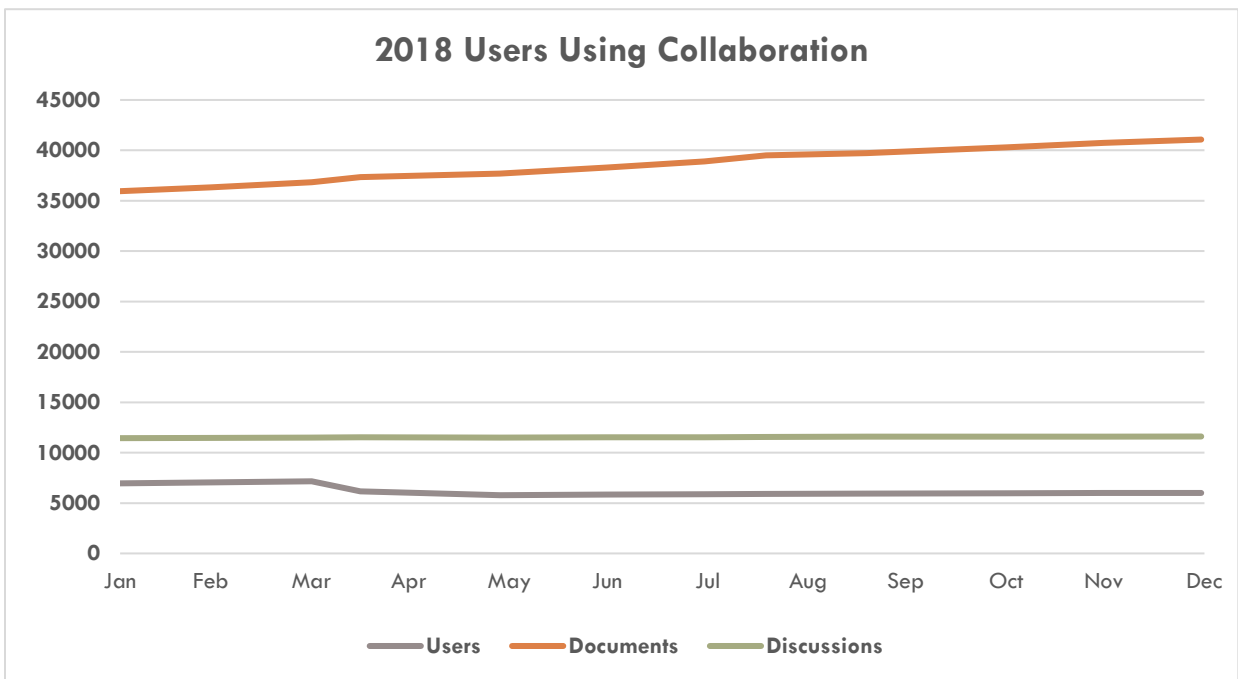
ENTERPRISE COLLABORATION

1. Is it offering in-line with industry standards?

Oregon’s enterprise collaboration platform, Oregon GovSpace, is built on the Jive platform by Aurea. In 2018, InfoTech’s “Vendor Landscape: Collaboration Platforms” publication identified Jive as one of the top five collaboration platforms.

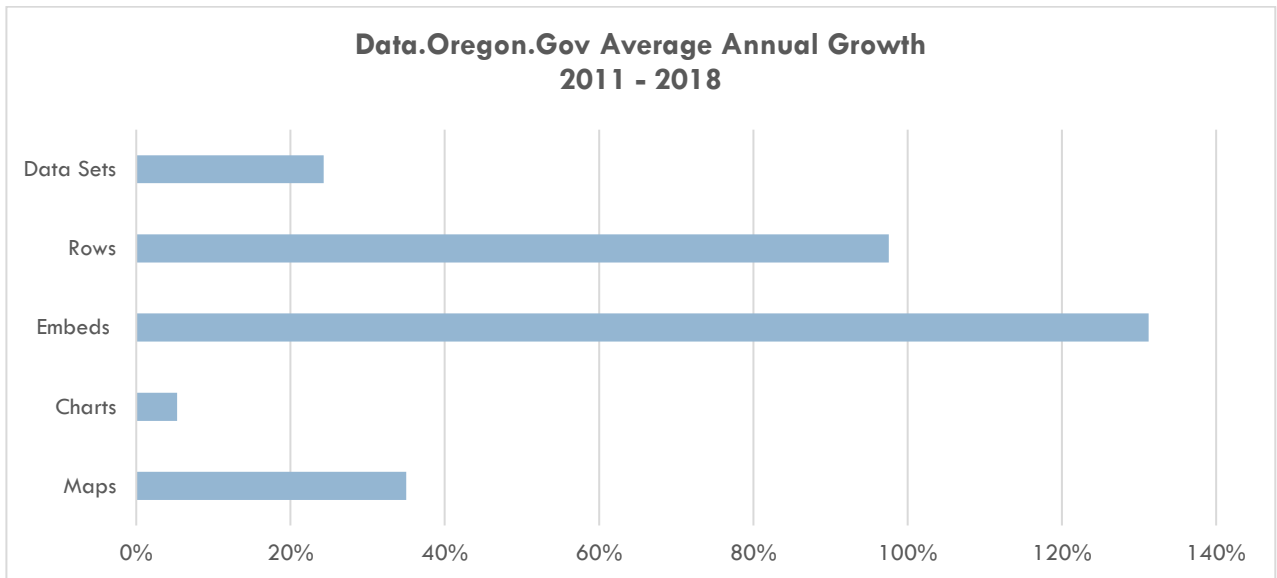
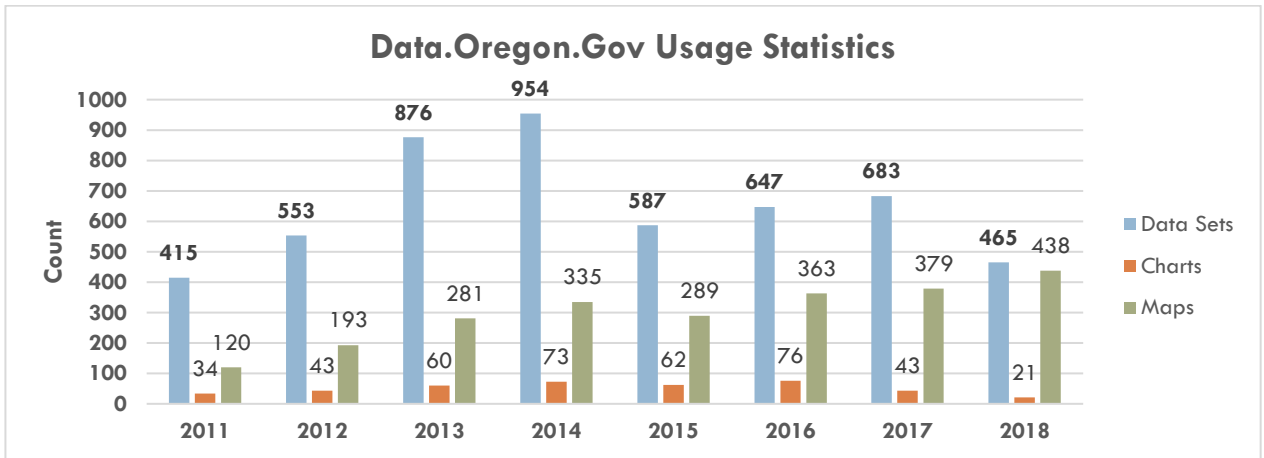


2. Number of users using collaboration, number of discussions, and number of documents:



As of 2018, the public viewed data sets in Data.Oregon.gov 32,345,374 times

Oregon state and local government organizations within Oregon use the Socrata driven Data.oregon.gov open data platform to make data available to the public in consumable ways. The often complicated, raw data table may be presented in the form of on-screen calendars, maps, charts and graphs as well as other exportable formats. In this way, organizational data is useful and understandable to an audience of Oregon residents with vastly differing needs where government related data is concerned.



TRAINING

1. Number of users trained by type:

Web Content	
People Trained	111
Training Documents Created	4
Video Tutorials Created	12
E-Commerce	
People Trained	19
Video Tutorials Created	0
Custom Applications	
People Trained	24
Collaboration	
People Trained	14
Open Data	
People Trained	23

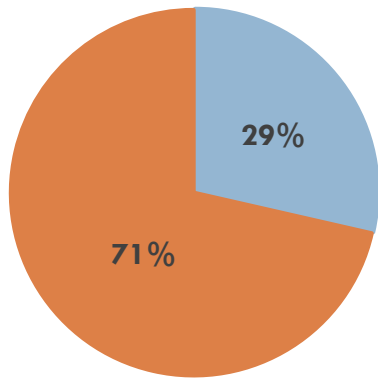
2. Availability and frequency of training by type:

- a. Web content live webinar training is available at least once per month, more when possible
- b. Web content live classroom training is available as requested
- c. Web content self-help training materials are available on demand
- d. TPE training is conducted based on demand and as new services are released
- e. Collaboration live classroom training is available as requested
- f. Open data training is made available based on direct agency interaction
- g. Website accessibility training

3. Post training survey results (questionnaire):

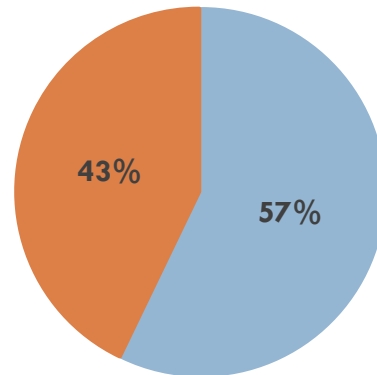
Data collected between January 2018 and December 2018.

Helpful Information Presented



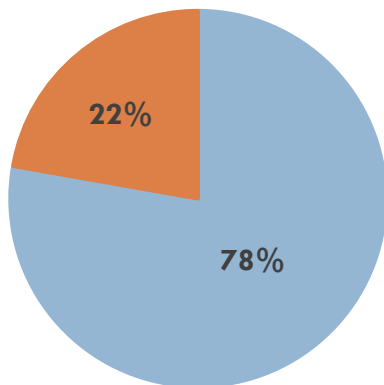
■ Very Satisfied ■ Satisfied
■ Neutral ■ Unsatisfied
■ Very Unsatisfied

Knowledgeable Trainer



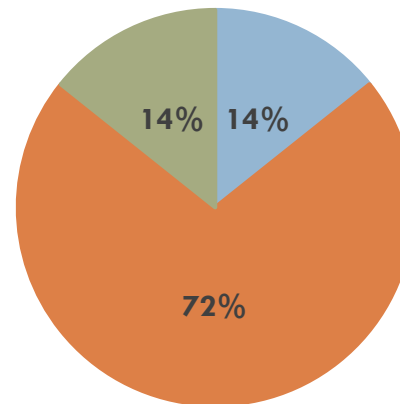
■ Very Satisfied ■ Satisfied
■ Neutral ■ Unsatisfied
■ Very Unsatisfied

Time of Training



■ Very Satisfied ■ Satisfied
■ Neutral ■ Unsatisfied
■ Very Unsatisfied

Overall Training Experience



■ Very Satisfied ■ Satisfied
■ Neutral ■ Unsatisfied
■ Very Unsatisfied

FOR EACH PROJECT**1. Measure time from start to finish on each project and amount of time delays to the agreed upon schedule; due to vendor, due to agency:**

Project Name	Estimated Start Date	Actual Start Date	Estimated Completion Date	Actual Completion Date	Reason for Delay
Fish and Wildlife Payment Processing Solutions	7/24/18	7/31/18	11/29/18	11/26/18	Project kick off meeting delayed for availability of project team scheduling, actual solution was delivered early.
Employment Relations Board Case Management System	3/4/16	3/4/16	5/29/18	5/29/18	n/a
Chiropractic Examiners License Renewal Phase 2	1/1/14	11/7/2016	4/1/14	5/30/18	Agency put phase 2 start of project on hold until they were ready to move forward for internal process reasons. The project was delayed in implementation to address new survey requirements from Human Services.
Human Services Personal Injury Lien Reporting	4/12/17	5/18/17	12/12/17	7/10/18	Changes in agency requirements and development delays due to resource availability related to family emergency.
Liquor Control Commission Marijuana Licensing Phase 7	12/7/17	12/7/17	3/13/18	12/9/18	Requirements changes as well as development resource changes combined to extend the estimated delivery date.
Liquor Control Commission Liquor Service Permits Phase 1	4/24/17	4/24/17	6/30/18	6/30/18	n/a
Liquor Control Commission Liquor Service Permits Phase 2	6/30/17	6/30/17	3/27/17	4/3/18	Phase 2 requirements changed.
Liquor Control Commission Liquor Service Permits Phase 3	3/26/18	3/26/18	5/1/18	5/8/18	Additional week of UAT testing required.

Project Name	Estimated Start Date	Actual Start Date	Estimated Completion Date	Actual Completion Date	Reason for Delay
Advocacy Commissions Office Donation Stores	3/19/18	3/19/18	4/3/18	11/13/18	Implemented Commission on Women store first and on-schedule. Delayed remaining programs for a WOC amendment to change funding type.
State Library Website Redesign	6/27/17	6/27/17	3/13/18	9/11/18	Change in partner executive management along with resulting project meeting delays and content build out delays.

2. Budget Overruns – 90% Delivered on Budget

This metric represents the agreed upon cost of providing a service to a given agency compared to the actual amount charged. In 2018 there nine of ten projects (90%) delivered to the original budget. One project, which provided the online Alcohol Service Permits for the Oregon Liquor Control Commission, had a Portal Provider Fee increase of 5.6%. This increase was based on the agency requested project scope enhancements which increased overall costs. The Work Order was amended to authorize the increased costs.

3. Were agreed upon requirements met? Exceeded?

Project	Project Deliverables – Assessment Against Requirements	Quality – Was what was expected to be delivered actually delivered?
Human Services' Office of Payment Accuracy and Recovery – Personal Injury Liens Request System	Requirements were met	Yes
State Chief Information Officer – Data.Oregon.gov dataset expansion	Requirements were met	Yes
Ethics Commission – Case Management System	Requirements were mostly met	Yes
Department of Fish and Wildlife - Payment Processing	Requirements were met	Yes

4. Measure of Key Stakeholders satisfaction with the project:

After each new project is completed, the E-Government Program Manager and NICUSA Account Manager meet with the Project Sponsor to conduct a customer satisfaction survey. In 2018, the following projects completed and scored their projects. Project satisfaction is measured on a scale of 1 to 5, 1 being “Poor”, 5 being “Excellent”. The average score of all projects through 2018 is 4.3. A score above 4.0 is “Exceeds Expectations”.

2018 Project Satisfaction Scores:

Project	Satisfaction Score
Fish and Wildlife Payment Processing	4
Labor and Industries Publications E-Commerce Store	5
Aviation Online Payment Processing	5

2018 Pre-Project Engagement Scores:

After every service is delivered, we ask the Project Sponsor to score their satisfaction with the engagement process that leads up to a signed Work Order. The average score of all project through 2018 is 3.8. A score of 3.0 is “Meets Expectations”.

Project	Satisfaction Score
Fish and Wildlife Payment Processing	4
Labor and Industries Publications E-Commerce Store	5
Aviation Online Payment Processing	5

OVERALL PROGRAM**1. Number of new solutions provided per year:**

2018 new solutions provided: 37

- 1) Advocacy Commissions Office Donation Store
- 2) Advocacy Commissions Black Affairs Donation Store
- 3) Advocacy Commissions Women’s Affairs Donation Store
- 4) Advocacy Commissions Hispanic Affairs Donation Store
- 5) Advocacy Commissions Asian Pacific Islanders Donation Store
- 6) Chiropractic Examiners License Renewal Phase 2
- 7) Employees Charitable Fund Drive Website Redesign
- 8) Employment Relations Board Electronic Case Management System
- 9) Employment Relations Board Website Redesign
- 10) Fish & Wildlife Licensing & Permits Payment Processing Solutions
- 11) Fish & Wildlife Bass Walleye Store
- 12) Fish & Wildlife Applications Store
- 13) Geological Examiners Website Redesign
- 14) Health Authority Communicable Disease Testing Services
- 15) Health Authority CTS Growsite
- 16) Health Authority CTS Dispensary Processors
- 17) Health Authority Lead Based Paint Permits
- 18) Human Services Personal Injury Lien Reporting
- 19) Judicial Branch Website
- 20) Landscape Architect Board Website Redesign
- 21) Land Conservation and Development Website Redesign
- 22) Licensed Counselors and Therapists Website Redesign
- 23) Licensed Social Workers Website Redesign
- 24) Liquor Control Commission Liquor Service Permits Phase 1
- 25) Liquor Control Commission Liquor Service Permits Phase 2
- 26) Liquor Control Commission Liquor Service Permits Phase 3
- 27) Liquor Control Commission Recreational Marijuana Licensing Phase 7
- 28) Mental Health Regulatory Agency Website Redesign
- 29) Mortuary and Cemetery Website Redesign
- 30) Psychology Website Redesign
- 31) Public Defense Services Website Redesign
- 32) State Library Website Redesign
- 33) Tax Practitioners Applications Payment Processing
- 34) Tax Practitioners Website Redesign
- 35) Water Resources Website Redesign

- 36) Watershed Enhancement Website Redesign
- 37) Workers Compensation Division Website Redesign

2017 new solutions provided: 36

2016 new solutions provided: 33

2015 new solutions provided: 22

2014 new solutions provided: 7

2013 new solutions provided: 3

2. Number of upgraded solutions provided per year:

2018 upgraded solutions provided: 14

- 1) Transport Layer Socket upgrade to 1.1/1.2
- 2) Security update to SharePoint Websites, upgrade from HTTP to HTTPS
- 3) Chiropractic License Renewal – added Health Authority Survey
- 4) State Police LEADS PDF download page upgrade
- 5) 4 version updates to the Website template, 4.10.3 was the last version deployed in 2018
- 6) Form Builder tool upgrades, added form duplication function, HTML blocks and field values and shortcodes in the email subject field
- 7) Map Web Part upgrade to add legend feature
- 8) Accordion Web Part upgrade to add support for Google Events to toolbar's search.
- 9) Updated color values, heading settings, and aria labels to meet WCAG2 SC 1.3.1. A and Section 508
- 10) Bureau Online Submission System Oracle Upgrade
- 11) Building Codes Division Website
- 12) Financial Regulation Website
- 13) Marine Board Website
- 14) Occupational Safety and Health Administration Website

2017 upgraded solutions provided: 9

2016 upgraded solutions provided: 15

2015 upgraded solutions provided: 15

2014 upgraded solutions provided: 9

2013 upgraded solutions provided: 7

3. Number of innovations provided per year:

2018 innovations provided: 7

- 1) Content inventory extended to include Google Custom Search metrics about pages and documents
- 2) Helpful Page Poll enhanced to ask visitors follow-up question to collect ideas, suggestions, or issues with the content of a webpage
- 3) Form Builder extended to enable site owners to build customizable confirmation messages using data submitted through a form
- 4) Streamlined document export process enabling site owners to request an output of all documents stored on their website
- 5) Built a process to report on all HTTP links and resources used on websites, enabling agencies to update links as the state upgraded to HTTPS protocol
- 6) Streamlined branding process for Common Checkout Pages
- 7) Statuspage mobile enabled availability and incident notification tool with subscription capability

2017 innovations provided: 7

2016 innovations provided: 5

2015 innovations provided: 2
 2014 innovations provided: 5
 2013 innovations provided: 5

PERFORMANCE

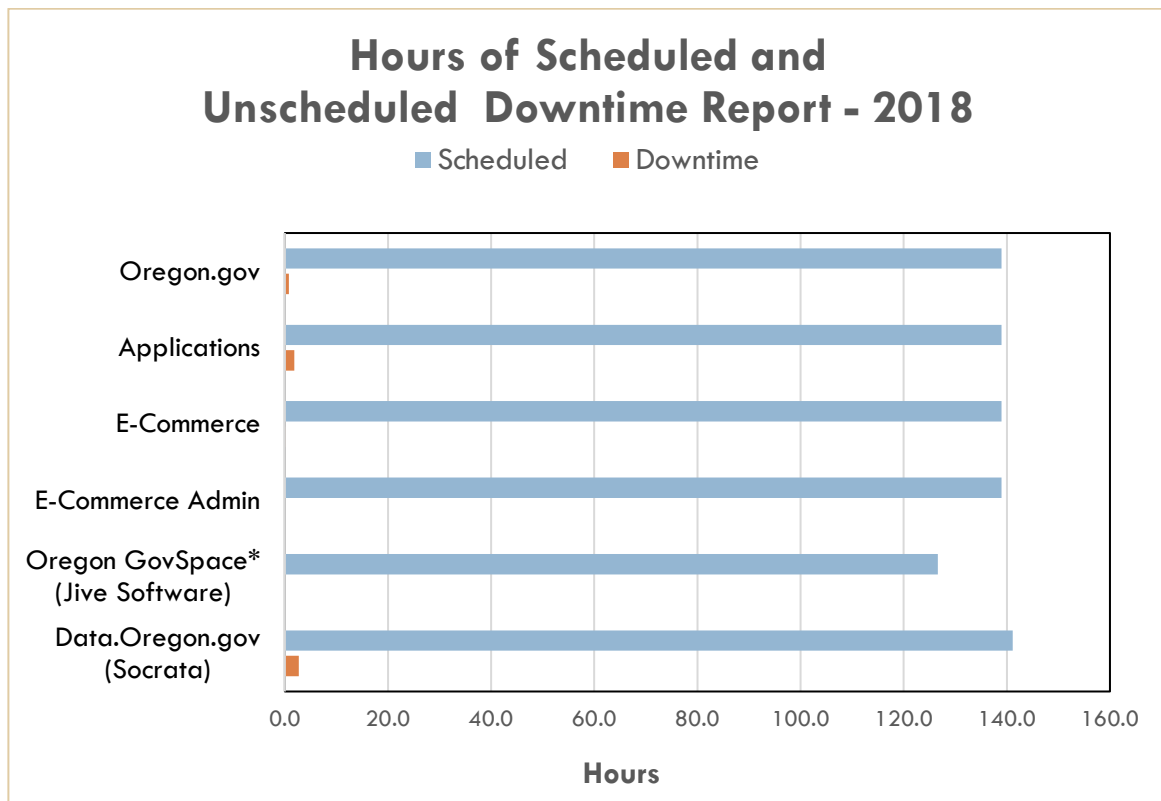
1. Response Times for All Online Services:

Service	Average Response Time
Oregon.gov	1.9 seconds (page load)
Applications	.3 seconds (response time)
E-Commerce	1.2 seconds (transaction time)

2. Uptime for All Online Services:

Service	Uptime Percentage
Oregon.gov	99.99%
Applications	99.99%
E-Commerce	99.62%

3. Amount of Scheduled and Unscheduled Down Time



E-GOVERNMENT BENCHMARK SURVEY



October 23, 2017

To: Oregon Department of Administrative Services, Office of the State CIO E-Government Program
From: DHM Research
Re: E-Government Benchmark Survey, #00636

INTRODUCTION & METHODOLOGY

From October 12 to 18, 2017, DHM Research conducted a phone survey of Oregon residents. The purpose of the survey was to gauge residents' use of and attitude towards the online delivery of government services. The survey assessed residents' Internet access, experience using the State of Oregon website, and preferences relating to the online delivery of services. Results are benchmarked against a similar surveys conducted by DHM Research in 2013 and 2015.

Research Methodology: The phone survey consisted of 1200 Oregon residents and took approximately 13 minutes to complete. Of those interviews, 400 were conducted in the Tri-County area (Clackamas, Multnomah, and Washington counties), 400 came from the Willamette Valley (Benton, Lane, Linn, Marion, Polk, and Yamhill counties), and 400 from the rest of the state. The survey took an average of 13 minutes to administer. The sample size is sufficient to assess opinions generally, and allows a review by multiple subgroups including age, gender, and other demographics.

For a representative sample, quotas were set by age, gender, and geographic area. In the annotated questionnaire, results may add up to 99% or 101% due to rounding. Although the sample was designed as evenly divided among three regions of the state, the total results reported in this survey have been weighted to account for the relative difference in size between these regions.

Respondents were contacted randomly using multiple samples including random digit dialing, listed cell phone, and voter samples. In gathering responses, a variety of quality control measures were employed, including questionnaire pre-testing and validation.

Statement of Limitations: Any sampling of opinions or attitudes is subject to a margin of error. The margin of error is a standard statistical calculation that represents differences between the sample and total population at a confidence interval, or probability, calculated to be 95%. This means that there is a 95% probability that the sample taken for this study would fall within the stated margin of error if compared with the results achieved from surveying the entire population. The margin of error for this survey is $\pm 2.8\%$.

DHM Research Background: DHM Research has been providing opinion research and consultation throughout the Pacific Northwest and other regions of the United States for 40 years. The firm is nonpartisan and independent and specializes in research projects to support public policy making.

Oregon DAS E-Government Benchmark Survey
October 12 to 18, 2017
N=1200 Oregon residents
(N=400 each Tri-County, Willamette Valley, Rest of State)
13 minutes; margin of error \pm 2.8%
DHM Research #00636

*****New questions**

LISTED SAMPLE: May I please speak with [listed respondent?]

RANDOM SAMPLE: May I please speak with the youngest person in the household age 18 or older?

INTRODUCTION

Hello, my name is _____ from DHM Research, an independent, non-partisan opinion research firm. We are not calling to sell you anything. We are doing an important, scientific survey of Oregonians about some important state issues. May I please speak with **[listed respondent]**?

The survey will take about 10 minutes and I think you will find it interesting. You may be assured of complete confidentiality.

1. Overall, when you have a question or something you need to do that requires contact with an Oregon state government agency, which method of contact do you find most convenient? **(Read list below. Rotate.)**

Response Category	2017 n=1200	2015 n=1200
Telephone call	31%	34%
Visit an office	7%	7%
Write a letter	3%	4%
Visit a website	26%	35%
Send an email	22%	14%
Other	5%	1%
(DON'T READ) Don't know	7%	4%

2. Do you have access to the internet through a computer, smartphone, or tablet device at your home?

Response Category	2017	2015
Yes	93%	91%
No	7%	9%
(DON'T READ) Don't know	0%	0%

3. **(Ask if Q2=2)** If you do not have access to the internet at your home from a computer, smartphone, or tablet, do you have access at a library, friend's house, the office, or somewhere else?

Response Category	2017 n=80	2015 n=103
Yes	62%	57%
No	37%	43%
(DON'T READ) Don't know	1%	0%

4. **(Ask if Q2 or Q3=1)** Have you heard of the website oregon.gov?

Response Category	2017 n=1170	2015 n=1155
Yes	91%	87%
No	8%	12%
(DON'T READ) Don't know	1%	1%

5. **(Ask if Q4=1)** Have you ever visited oregon.gov?

Response Category	2017 n=1067	2015 n=1010
Yes	79%	70%
No	19%	28%
(DON'T READ) Don't know	2%	2%

6. ***** (Ask if Q5 =1)** Overall, how useful is oregon.gov: very useful, somewhat useful, not too useful, or not at all useful?

Response Category	2017 n=839
Very useful	29%
Somewhat useful	59%
Not too useful	5%
Not at all useful	2%
(DON'T READ) Don't know	4%

7. ***** (Ask if Q5=1)** Overall, how easy is Oregon.gov to use: very easy, fairly easy, fairly difficult, very difficult?

Response Category	2017 n=839
Very easy	18%
Fairly easy	62%
Fairly difficult	13%
Very difficult	2%
(DON'T READ) Don't know	5%

8. **(Ask if Q5=1)** Have you visited oregon.gov in the last year?

Response Category	2017 n=839	2015 n=705
Yes	79%	77%
No	19%	17%
(DON'T READ) Don't know	2%	5%

9. **(Ask if Q8=1)** Do you believe that oregon.gov has become more useful since your earlier visits?

Response Category	2017 n=667	2015 n=546
Yes	36%	47%
No	31%	24%
(DON'T READ) Don't know/only visited once	34%	29%

10. *****(Ask if Q8=1)** Do you believe that the website oregon.gov has become easier to use since your earlier visits?

Response Category	2017 n=667
Yes	36%
No	33%
(DON'T READ) Don't know/only visited once	31%

I'm going to ask you about visiting State of Oregon government agency websites. If you don't have access to the internet or use a device to connect to the internet, these next questions will go fast.

(If needed: If you aren't sure a website is a State of Oregon site, answer to the best of your knowledge. State of Oregon websites are not the same as Metro/City/County websites.)

Have you ever visited a State of Oregon government agency website.... **(Randomize Q11-Q18)**

Response Category	Yes	No	Don't know
11. To look for information, data or services?			
2017	65%	34%	1%
2015	60%	39%	1%
12. To complete a transaction online such as reserving a campsite or renewing your car registration?			
2017	49%	50%	1%
2015	43%	57%	0%
13. To apply for a job with the State of Oregon?			
2017	19%	81%	0%
2015	17%	82%	0%
14. To access unemployment or welfare services?			
2017	21%	78%	0%
2015	22%	78%	0%
15. To access health insurance information?			
2017	26%	73%	0%
2015	26%	73%	1%

Response Category	Yes	No	Don't know
16. To pay fees or taxes?			
2017	33%	67%	1%
2015	26%	73%	1%
17. To receive small business assistance?			
2017	9%	91%	0%
2015	7%	93%	0%
18. To participate in a virtual public meeting or town hall?			
2017	8%	92%	0%
2015	5%	95%	1%

19. (Skip Q19 if all Q11-18 = 2 or 3) For what other reasons have you visited a State of Oregon government agency website? (Open. Probe for specifics)

Response Category	2017 n=994
Research, information, resources	14%
Information on Oregon laws/proposed laws	7%
Outdoor recreation information/licensing	6%
DMV, vehicle registration, driver license	6%
Jobs, unemployment	4%
Health insurance, health information	4%
Tax information	4%
Oregon Department of Education information	2%
As part of my work	2%
Has not visited website	2%
ODOT, traffic, transportation	2%
All other responses	1% or less
None, nothing	30%
Don't know	5%

20. Have you ever searched for a particular State of Oregon government service or information online but were unable to find it?

Response Category	2017	2015
a. Yes, I searched and was unable to find it	15%	13%
b. No, my search was successful	44%	49%
c. No, I never tried to search	38%	36%
(DON'T READ) Don't know	3%	2%

21. (Ask if Q20 =1) Do you recall what you were searching for? (Open. Probe for specifics.)

Response Category	2017 n=183
Taxes	6%
Laws, codes, zoning	5%
Health insurance, health information	4%
Hunting/fishing licenses/regulations	3%
Unemployment	3%
DMV information	2%
Department of Education	2%
Gun/firearm regulations	2%
All other responses	1% or less
Nothing, don't recall	38%

22. (ASK if Q20 = 1 or 2) Would you say searching for Oregon state government agency contact information is very easy, fairly easy, fairly difficult, or very difficult?

Response Category	2017 n=712	2015 n=742
Very easy	15%	22%
Fairly easy	58%	57%
Fairly difficult	16%	12%
Very difficult	4%	3%
(DON'T READ) Don't know	6%	6%

Next, I will ask about ways that the State of Oregon can engage residents through online services. For each, please tell me if you personally feel that service is very important, somewhat important, not too important, or not at all important (Randomize Q23-Q26)

Response Category	Very important	Somewhat important	Not too important	Not at all important	Don't know
23. The ability to visit a State of Oregon government agency website to provide your opinion or review other citizen opinions about a public policy or planning issue.					
2017	42%	35%	9%	10%	4%
2015	34%	38%	14%	14%	1%
24. The ability to provide virtual meetings or town halls so Oregon residents can attend and interact remotely.					
2017	35%	41%	10%	11%	3%
2015	25%	38%	19%	18%	1%
25. The ability to find public information and data about state finances, payroll, and services.					
2017	47%	32%	7%	11%	3%
2015	35%	34%	15%	15%	2%
26. The ability to get information and interact with government agencies through social media, such as Twitter and Facebook.					
2017	18%	27%	21%	30%	4%
2015	11%	27%	24%	37%	1%

27a. I'm now going to ask you about receiving State of Oregon government services online compared to the traditional mail, face-to-face, or telephone experience with State of Oregon government. If you have not received a State of Oregon government service online, just let me know now.

Response Category	2017	2015
Received services online	29%	39%
Did not receive services online	71%	57%
Don't know	--	4%

27. **(Ask if Q27a = 1)** Compared to traditional experiences, is the speed of online delivery faster, slower, or about the same for you?

Response Category	2017 n=347	2015 n=469
Faster	64%	54%
Slower	7%	6%
About the same	26%	36%
(DON'T READ) Don't know	3%	4%

28. Compared to traditional experiences, is online delivery more convenient, less convenient, or about the same for you?

Response Category	2017 n=347	2015 n=469
More convenient	72%	62%
Less convenient	7%	9%
About the same	19%	26%
(DON'T READ) Don't know	1%	3%

29. Compared to traditional experiences, is online delivery more costly, less costly, or about the same for you?

Response Category	2017 n=347	2015 n=469
More costly	6%	3%
Less costly	48%	48%
About the same	43%	45%
(DON'T READ) Don't know	3%	4%

30. ***Compared to traditional experiences, is online delivery more useful, less useful, or about the same for you?

Response Category	2017 n=347
More useful	57%
Less useful	7%
About the same	34%
(DON'T READ) Don't know	1%

I will now read you a statement about the State of Oregon's websites.

The State of Oregon is in the process of redesigning its website and the websites of state departments. The overall aim is to have consistent elements across state agency websites so visitors know they are doing business with the state of Oregon. This includes using the Oregon.gov logo, search, location of contact information, and navigation. For each department website, the design will vary based on feedback from actual Oregon residents who regularly use the site. This is done to provide the best user experience to accomplish the tasks performed by most Oregonians. Ease of use is of primary importance, within the standard framework of the State's websites.

31. Based on this description, do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the way the State of Oregon is redesigning its website?

Response Category	2017	2015
Strongly agree	40%	42%
Somewhat agree	40%	39%
Somewhat disagree	3%	3%
Strongly disagree	4%	3%
(DON'T READ) Don't know	13%	13%

32. (Ask if Q31 = 3 or 4) Why do you (answer from Q31)? (Open)

Response Category	2017 n=88
State does not spend money wisely	26%
Unimportant, should not be a priority	11%
Dislike the government	10%
Don't like computers/internet	9%
Make it simple	9%
Satisfied already, needs no changes	8%
Difficult to navigate/find what you need	6%
Voice of the people not being heard	3%
Healthcare exchange site mention	3%
Rather have face-to-face communication	2%
Website should be more user-friendly	2%
All other responses	1% or less
None, nothing	2%
Don't know	1%

33. How important to you is it that State of Oregon websites be optimized to work on mobile devices, such as smartphones and tablets: very important, somewhat important, not too important, or not at all important?

Response Category	2017	2015
Very important	49%	44%
Somewhat important	26%	27%
Not too important	8%	11%
Not at all important	14%	16%
(DON'T READ) Don't know	4%	2%

34. How good of a job has the State of Oregon done in communicating with Oregonians about what services are available online: very good, good, poor, or very poor?

Response Category	2017	2015
Very good	10%	6%
Good	46%	46%

Response Category	2017	2015
Poor	21%	23%
Very poor	8%	9%
(DON'T READ) Don't know	15%	17%

35. Have you seen any advertising or promotion about State of Oregon government services that are available online?

Response Category	2017	2015
Yes	21%	24%
No	74%	73%
(DON'T READ) Don't know	5%	3%

36. (If 'yes' to Q32) Where have you seen advertising or promotions? (Open)

Response Category	2017 n=254
Television, radio	33%
Internet	21%
Mail, emails	10%
Billboards	9%
Social media	7%
Newspapers	6%
Buses, public transportation	4%
Commercials, ads (general)	4%
Medical offices, health care resources	4%
Government agencies/websites (general)	3%
DMV	3%
Brochures, pamphlets	2%
College campus	2%
Magazines	2%
News (general)	2%
Department of Human Services	2%
All other responses	1% or less
Don't know	6%

We are just about finished, and before we go I'd like to ask you about security.

37. The State of Oregon collects and stores a great deal of personal information, including tax records, Social Security numbers, applications for benefits, and more. How confident are you that your personal information with the State of Oregon is stored securely and not vulnerable to hackers: very confident, somewhat confident, not too confident, or not at all confident?

Response Category	2017	2015
Very confident	9%	15%
Somewhat confident	40%	40%
Not too confident	25%	24%
Not at all confident	20%	18%
(DON'T READ) Don't know	5%	4%

38. The State of Oregon prioritizes its budget and staff resources for online services. Please tell me which of the following is closest to your opinion about how the State should prioritize securing residents' personal information so it is not vulnerable to hackers compared to improving the services provided to residents.

Response Category	2017
Security more important (total)	54%
Securing personal information is <i>most</i> important	41%
Securing personal information is very important, improving services is less important	13%
Securing personal information and improving program services are equally important	33%
Improving services more important (total)	7%
Improving services is very important, securing personal information is less important	2%
Improving services is <i>most</i> important	5%
(DON'T READ) Don't know	6%

DEMOGRAPHICS

39. County (Don't ask. Record from sample)

Response Category	2017
Tri-County	44%
Willamette Valley	27%
Rest of State	29%

40. Zip code (Record from sample)

41. Gender (Do not ask—record from observation)

Response Category	2017
Male	48%
Female	52%

42. Age (Listed sample: record from sample. Random sample: ASK question)

Response Category	2017
18-24	12%
25-34	18%
35-54	35%
55-64	8%
65+	26%

43. What is your ethnicity?

Response Category	2017
White/Caucasian	78%
African American/Black	1%
Hispanic/Latino	4%
Asian/Pacific Islander	2%
Native American/American Indian	2%
Other	6%
(DON'T READ) Refused	6%

44. What is the highest level of education you have achieved?

Response Category	2017
Less than high school	2%
High school diploma	17%
Some college	25%
College degree	34%
Graduate/professional school	17%
(DON'T READ) Refused	4%

45. Which category best describes your gross household income before taxes? Remember to include everyone living in your household. Your best estimate will do.

Response Category	2017
Less than \$25,000	13%
\$25,000 to less than \$50,000	18%
\$50,000 to less than \$75,000	19%
\$75,000 to less than \$100,000	14%
\$100,000 to less than \$150,000	12%
\$150,000 or more	9%
(DON'T READ) Refused	16%

46. Cell phone (From sample)

Response Category	2017
Yes	25%
No	75%