



# *2007 ANNUAL REPORT*

## Enterprise Information Resources Management Strategy

Version 1.1

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Enterprise Information Strategy and Policy Division

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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 2007 annual report. This annual report highlights progress made to date in achieving the 2007-2011 Enterprise Information Resource management Strategy (EIRMS) goals and objectives, agency major information technology (IT) projects completed and underway; and key facts about the state's information resources.

Information resources include the data requirements, information assets, policies, methods, and deployed information technologies (hardware, software, and staff) that enable effective decision-making in state agencies and across the enterprise of state government. These resources help state agencies provide Oregon citizens and businesses with more effective and efficient government services and greater access to government information. Efficient and effective state government demands information resource management tools and staff expertise that can meet the challenges of today's complex computing needs. The 2007-11 EIRMS outlines the mission, vision, goals, and objectives that will help state agencies to meet those challenges.

In 2004 and again in 2006, state IT leaders and staff interviewed a variety of agency directors and CIOs in order to understand their individual agency business needs, and how technology applied at an enterprise level would help to address those needs. Those interviews disclosed business needs that are common to all state agencies. In response, the 2007-2011 EIRMS describes the state's information resources management plan to address those common business needs. The fundamental thread woven through the 2007-2011 EIRMS is that business needs and defined outcomes must drive information resource planning and implementation.

In 2007, we emphasized that targeted IT expertise must exist within agencies in order to collaboratively plan and implement enterprise level initiatives. To that end, nearly 160 state employees are now trained in business case development. Similar development efforts took place in the areas of governance, project initiation, enterprise architecture and standard setting, information security, business continuity planning, quality assurance and IT controls. Our goal is to ensure that the State of Oregon is capable of successfully planning and implementing the enterprise-level initiatives that are required to achieve the strategic objectives outlined in the 2007-2011 EIRMS.

Although there is much work to be done over the next four years, significant progress was made in the five months since the EIRMS was endorsed. I am proud of the work done by Executive Branch agencies to align their IT activities with the EIRMS goals and objectives and to improve access, quality and cost effectiveness of government information and services to the public.

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## CHAPTER 1 – Executive Summary

This 2007 Annual Report highlights the progress made in achieving the 2007-2011 Enterprise Information Resources Management Strategy (EIRMS) goals and objectives, major information technology (IT) projects completed/underway, and key facts about the state’s information resources.

### PROGRESS ON 2007-2011 EIRMS

The 2007-2011 EIRMS was adopted in June 2007. Since that time, significant progress has been made. An overview is provided below (more detail provided in Chapter 2):

<b>Enterprise Planning and Governance</b>	<ul style="list-style-type: none"> <li>• Obtained joint endorsement of the 2007-2011 EIRMS by the CIO Council and the Administrative Business Services Group.</li> <li>• Developed an EIRMS Tactical Plan that identifies specific deliverables and milestone dates for completion of those deliverables in 2007-09.</li> <li>• Established a collaborative governance model for the State Data Center (SDC). Revised charters have been completed for the SDC Advisory Board and the SDC CIO Advisory Board.</li> <li>• Provided business case development training to over 160 state staff. Developed Biennial Budget instructions requiring the creation of business cases for major IT projects.</li> <li>• Developed Quality Assurance procurement documents and reporting templates for agency use. Major IT Project Oversight continues on a quarterly basis - portfolio value exceeds \$205 million.</li> </ul>
<b>Enterprise Architecture and Standards Development</b>	<ul style="list-style-type: none"> <li>• Provided Enterprise Architecture (EA) training to 20 state staff and held an EA conference featuring nationally recognized experts.</li> <li>• Developed an Enterprise Geographic Information Systems (GIS) software standard and are pursuing establishment of the standard via administrative rulemaking.</li> <li>• Developed an initial SDC technical architecture strategy/action plan and a consolidation architecture migration strategy for distributed systems. The SDC also held four technical architecture forums.</li> </ul>
<b>Consolidation</b>	<ul style="list-style-type: none"> <li>• Completed the Computing and Networking Infrastructure Consolidation (CNIC) Project and transitioned to full State Data Center (SDC) operations. Completed major upgrades to the state’s network, mainframe, server and storage environments. Established an SDC Finance Committee to oversee rate development.</li> </ul>
<b>Geospatial data development and access</b>	<ul style="list-style-type: none"> <li>• Delivered statewide aerial imagery (color, with ½ meter ground resolution) and implemented the Oregon Imagery Portal in partnership with Oregon State University</li> <li>• Geospatial data sharing partnerships have been formed with ten local governments</li> </ul>
<b>Enterprise Security and Business Continuity Planning</b>	<ul style="list-style-type: none"> <li>• Conducted a statewide business risk assessment and adopted four (4) statewide information security policies</li> <li>• Provided statewide security awareness training and two (2) web based information security training modules for agency use</li> <li>• Implemented the infrastructure for the state’s Identity &amp; Access Management (I&amp;AM) project.</li> <li>• Conducted statewide business continuity planning training. Over 70 state agencies and boards developed preliminary business continuity plans (BCP).</li> <li>• Developed a BCP and Disaster Recovery (DR) Testing Manual and implemented an Enterprise Business Recovery Planning (eBRP) system for collecting &amp; organizing BCP/DR information.</li> </ul>

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## MAJOR INITIATIVES AND IT PROJECTS

In 2007, state agencies completed eight (8) Major IT projects and were in the process of implementing thirteen (13) additional Major IT projects. The overall portfolio value of Major IT projects monitored in 2007 exceeded \$260 M. A list of those projects is provided below (more detail provided in Chapter 3).

Agency	Project Name	2007 Status
<b>Administrative Services</b>	Computing and Networking Infrastructure Consolidation (CNIC) – Data Center and Network Consolidation	<b>Completed</b>
	Enterprise Information Security Project – Phase 2	Ongoing
	Oregon Procurement Information Network (ORPIN) – Release 2	Ongoing
<b>Agriculture</b>	Pesticide Use Reporting System (PURS)	<b>Completed</b>
<b>Consumer and Business Services</b>	Statewide ePermitting Project – Phase I	Ongoing
<b>Corrections</b>	Corrections Information System (CIS) Rewrite Phase 2	Ongoing
<b>Education</b>	Pre Kindergarten through Grade 16 Integrated Data System (KIDS) – Phase 2 - integrated pilot data warehouse system with four school districts and Education Service Districts - specific focus on student information	<b>Completed</b>
<b>Environmental Quality</b>	Air Contaminant Source Information System (ACSIS) and Integrated Compliance and Enforcement module (ICE) Application Re-engineering - permit application tracking, permit administration, compliance monitoring, invoicing and Environmental Protection Agency reporting	<b>Completed</b>
<b>Fish and Wildlife</b>	Point of Sale (POS) Replacement Project – Hunting and Fishing licenses	<b>Completed</b>
<b>Human Services</b>	Electronic Death Registration System	Ongoing
	Electronic Birth Registration System	Ongoing
	Medicaid Management Information System	Ongoing
	Oregon Kids (OR-Kids) – State Child Welfare Information System	Ongoing
<b>Liquor Control Commission</b>	OLCC Technology Modernization Package (OTMP) - License Processing and Workflow, Enforcement Activity and Merchandising Daily Sales and Inventory	Ongoing
<b>Public Employees Retirement System</b>	Retirement Information System (RIMS) Conversion Program (RCP) Pension Administration System	Ongoing
<b>State Police</b>	Oregon Wireless Interoperability Network (OWIN) – Phase I: Design and Engineering – Public Safety Wireless/Radio Communications system	<b>Completed</b>
<b>Transportation</b>	Right of Way Data Management System – Release 1.0 - scanning, storage and retrieval of right-of-way documents and creation of a database to improve access to those documents and supplemental property information.	<b>Completed</b>
	Regional Trip Planner - Release 1.0 - one-stop website for all travel information related to Oregon’s public transportation systems and service providers	<b>Completed</b>
	Transportation Operations Center System Event Management (TOCS-EM)	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, and budget/expenditures as of 2007 (more detail is provided in Chapter 4).

As of 2005, IT Asset Inventory data indicate that the state had deployed 3 mainframes, 2150 servers and 36,848 PCs and Laptops across 50 state agencies. Limited 2007 IT Asset inventory data indicate that 3 mainframes, 2484 servers and 16843 PCs and Laptops were deployed across three (3) selected agencies – Administrative Services, Human Services, and Transportation. Note: Administrative Services data includes those IT assets deployed within the newly formed State Data Center. All Statewide IT Asset Inventory information will be refreshed in 2008.

Executive Branch IT Workforce data collected in 2007 indicated that the state had 1,553 Information Systems Specialist (ISS) and other IT-related positions. The average length of service for those positions was thirteen years with a turnover rate of 7.9% (about 122 positions per year). Approximately 13 percent of the 2007 IT workforce (196 positions) are eligible for retirement within 1 year and 24 percent (374 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 \$512,383,023 for 2005-2007 and \$538,120,023 for 2007-2009, which represents an increase of approximately 5%. 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/underway, and key facts about the state's information resources.

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## 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.

The following summarizes the EIRMS vision, mission, and objectives across the 2007-2011 action horizon.

### 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

Significant progress has been made in the five months since the EIRMS was endorsed in June 2007. 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 developed and awaits endorsement 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. Two revised charters for State Data Center (SDC) governance were completed: the SDC Advisory Board and the SDC CIO Advisory Board. The charters incorporated lessons learned from the CNIC assessments and established a viable governance structure and strategic plan process for state agency stakeholders to engage and provide recommendations to the SDC and the Director of DAS.  
Web site: <http://www.das.state.or.us/DAS/SDC/governance.shtml>
3. In partnership with the Public Management Association, one hundred and sixty (160) people received business case development training. 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)
4. Twenty (20) state staff were trained and many certified as “The Open Group Architecture Framework” (TOGAF) practitioners. A statewide Enterprise Architecture (EA) conference featuring nationally recognized experts was conducted in 2007.  
Web site: [http://oregon.gov/DAS/EISPD/ITIP/pol\\_Arch\\_Overview.shtml](http://oregon.gov/DAS/EISPD/ITIP/pol_Arch_Overview.shtml)
5. A database of the over 775 state employees that have attended the State of Oregon’s Project Management Training was created and is being made available for use.
6. Based on the IT training needs assessment that was completed in 2006, a Statewide IT training Request for Proposal (RFP) was developed.
7. A Statewide IT Staffing Report was completed and a statewide IT Human Capital Management/Workforce Planning Workshop was held.
8. Quality Assurance procurement documents and reporting templates were developed for agency use. Major IT Project Oversight continues on a quarterly basis – current portfolio value exceeds \$205 million.  
Web site: [http://oregon.gov/DAS/EISPD/ITIP/IT\\_Investment\\_Oversight.shtml](http://oregon.gov/DAS/EISPD/ITIP/IT_Investment_Oversight.shtml)
9. A complete inventory of policies related to information resource management was completed.
10. Biennial Budget instructions were developed requiring agency IT project alignment with the 2007-2011 EIRMS 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)
11. An IT Contracting Study was completed. The study involved a cost comparison of state staff vs. contractors performing work over a specified period of time.

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

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1. Statewide aerial imagery (color, with ½ meter ground resolution) was delivered and made available for statewide use. In partnership with Oregon State University the Oregon Imagery Explorer portal was implemented.  
Web site: <http://oregonexplorer.info/imagery/>
2. The Oregon Geographic Information Council and the CIO Council endorsed the establishment of an Enterprise Geographic Information Systems (GIS) software standard via administrative rulemaking. The public hearing for rulemaking was held.  
Web site: [http://www.das.state.or.us/DAS/EISPD/ITIP/OAR\\_Development.shtml](http://www.das.state.or.us/DAS/EISPD/ITIP/OAR_Development.shtml)
3. Geospatial data sharing partnerships were formed with ten local governments.
4. The Department of Consumer and Business Services initiated the Statewide Electronic Permitting Project. The purpose of the 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
5. The Oregon Departments of Transportation and Administrative Services signed an interagency agreement and adopted a Joint Enterprise Resource Planning (ERP) Project Charter. A joint ERP program office was formed and ERP training was conducted for executive, management and technical staff from multiple state agencies (ODOT, DAS, Corrections, Lottery). This project will lead to consistent enterprise level human resource processes, information and reporting. For ODOT this project will result in an integrated management system to provide consistent and interoperable financial, human resources and contracting information. By combining the two initiatives this lays the strategic groundwork for an enterprise level ERP system for evaluation as replacement of the legacy financial system (SFMA) and the contracting system (ORPIN).
6. An Electronic Records Management System (ERMS) community of practice was formed and guidelines for ERMS System Planning and Acquisition were completed. The CIO Council endorsed the establishment of a statewide ERMS standard based on the federal government's DOD 5015.2 standard. The foundational work of the community of practice set the stage for the establishment of a statewide price agreement for ERMS products and services thereby leveraging buying power and the benefits of interoperability through a standard systems.  
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)
7. An Open Source Software (OSS) community-of-practice was formed. An inventory of existing use of OSS across state government was conducted. A Desktop Evaluation Methodology for OSS/proprietary software was developed. A comprehensive report with recommendations concerning OSS acquisition, procurement, use, distribution and licensing was completed.  
Web site: [http://www.oregon.gov/DAS/EISPD/ITIP/Comm\\_of\\_Practice\\_OSS.shtml](http://www.oregon.gov/DAS/EISPD/ITIP/Comm_of_Practice_OSS.shtml)

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

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1. The Computing and Networking Infrastructure Consolidation (CNIC) Project was completed and the State Data Center (SDC) was declared operational. See Appendix B for more details.

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

2. The SDC developed an initial technical architecture strategy/action plan and a consolidation architecture migration strategy for distributed systems. The SDC held four technical architecture forums:

- a. Server Architecture
- b. Secure Network Architecture
- c. Storage Architecture
- d. Security Architecture

Web site: [http://www.oregon.gov/DAS/SDC/initiatives/arch\\_index.shtml](http://www.oregon.gov/DAS/SDC/initiatives/arch_index.shtml)

Substantial progress was made on the operational aspects of the SDC. The details of these efforts are described in Appendix B.

3. Substantial improvements to online government services are measurable and on-going

- a. The State of Oregon's E-government program:

- Processed 320,000 commerce transactions valued at \$38 million, which represent a 39% transaction and 58% dollar increase over 2006
- Processed more than 120,000 publishing transactions for 83 agencies, managing 235,000 pages (38% annual increase)
- Deployed new publishing tools to enable dynamic content, live editing and drag/drop publishing
- Was recognized for its website use-ability by the Brookings Institute as ranked 18<sup>th</sup> in the nation

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.

Web site: [http://www.oregon.gov/OL\\_services.shtml](http://www.oregon.gov/OL_services.shtml)

A list of additional accomplishments by the DAS Enterprise Information Strategy and Policy Division (EISPD) E-government section is included as Appendix C.

4. The State Public Safety Wireless Interoperability Plan was created and published.

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

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5. Over 70 state agencies and boards developed preliminary business continuity plans (BCP). BCP training courses were provided to state agencies. A BCP and Disaster Recovery (DR) Testing Manual was developed and an Enterprise Business Recovery Planning (eBRP) system for collecting & organizing BCP/DR information was implemented.

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

6. Thirteen (13) state agencies participated in a statewide Information Security Business Risk Assessment, which led an independent consulting firm to remark that Oregon was "on par" with other states.
7. Four (4) statewide information security policies were adopted:
  - a. Acceptable Use of State Information Assets
  - b. Controlling Portable and Removable Storage Devices
  - c. Employee Security
  - d. Information Security

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

8. Two (2) information security communications forums were conducted:
  - a. Transporting Information Assets (pursuant to statewide policy 107-004-100)
  - b. ID Theft Protection Act (pursuant to Senate Bill 583, currently implemented per Oregon Revised Statute 646A.600)
9. An Information Asset Classification Community of Practice was formed to develop a statewide policy in this critical area of Information Security.

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

10. The infrastructure for the State's Identity & Access Management (I&AM) solution was implemented and a Digital Certificates pilot was completed.
11. Statewide Security Awareness Training was provided and the content for web-based information security training modules was completed.

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

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## 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 2007

In 2007, state agencies completed eight (8) major information technology projects with an overall portfolio value of nearly \$60 M. An overview of those projects is provided below.

Agency/Project Name	Start	Completion	Budget
<b>Department of Administrative Services</b> Computing and Networking Infrastructure Consolidation (CNIC)	March 2004	June 2007	\$44.1 M
<b>Project Description</b>			
<p>In support of Governor Kulongoski’s priorities relating to government efficiency and effectiveness and the Enterprise Information Resources Management Strategy, the state of Oregon commenced a two-phased project (Phase I: Planning; Phase II: Implementation) designed to consolidate the state’s computing (data center) and networking infrastructure.</p> <p>This initiative was completed with the assistance of an experienced outside vendor and involved 11 state agencies (listed in alphabetical order): Administrative Services, Consumer and Business Services, Corrections, Employment, Forestry, Housing and Community Services, Human Services, Oregon State Police, Revenue, Transportation and Veterans Affairs.</p> <p>Web site: <a href="http://www.oregon.gov/DAS/SDC/cnic/welcome.shtml">http://www.oregon.gov/DAS/SDC/cnic/welcome.shtml</a></p>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Agriculture</b> Pesticide Use Reporting System (PURS)	January 2006	January 2007	\$1.9 M
<b>Project Description</b>			
<p>The Oregon Pesticides Use Reporting System (PURS) developed and implemented a comprehensive, reliable and cost effective system for collecting, organizing, and reporting information on pesticide use in Oregon. Based on legislation from the 2001 Oregon Legislature, the Oregon Department of Agriculture (ODA) was directed to develop a Web based application to manage the data entry and reporting of pesticide use in Oregon, and ensure the system could be used on a daily basis by agencies, commercial operators, businesses and individuals to report pesticide use.</p>			

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Agency/Project Name	Start	Completion	Budget
<b>Department of Education</b> Pre Kindergarten through Grade 16 Integrated Data System (KIDS) – Phase 2	February 2006	April 2007	\$2.5 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 II was designed to develop an integrated pilot Data Warehouse System with four districts/ESDs, and with specific focus on Student Information System (SIS). This system will enable districts and other education stakeholders to access, retrieve, and share accurate and timely student information.</p>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Environmental Quality</b> Air Contaminant Source Information System (ACSIS) and Integrated Compliance and Enforcement module (ICE) Application Re-engineering	June 2005	January 2007	\$1.5 M
<b>Project Description</b>			
<p>This project replaced the "Title V" air discharge permit program, and the Air Contaminant Discharge Permits program for smaller pollution sources, with a single new application that spans the functions of permit application tracking, permit administration, compliance monitoring, invoicing and EPA reporting.</p>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Fish &amp; Wildlife (ODFW)</b> Point of Sale (POS) Replacement Project	November 2005	August 2007	\$0.6 M
<b>Project Description</b>			
<p>This project replaced the existing ODFW POS system with a vendor-hosted solution for the public sale of fishing and hunting tags and licenses.</p>			

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Agency/Project Name	Start	Completion	Budget
<b>Oregon State Police</b> Oregon Wireless Interoperability Network (OWIN) – Phase I Design and Engineering	January 2006	January 2007	\$1 M

### Project Description

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.

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.

In February 2006, the department entered into a contract with Federal Engineering, Inc. to perform the conceptual engineering and design of the state public safety wireless communication infrastructure: buildings and towers, microwave system and interoperable radio system. That contract had a not-to-exceed value of \$1 million and work was completed in 2007.

Agency/Project Name	Start	Completion	Budget
<b>Department of Transportation</b> Right of Way Data Management System – Release 1.0	April 2005	April 2007	\$3 M

### Project Description

The Right of Way Data Management System helps ODOT more efficiently track and manage the land assets acquired for highway projects. This project focused on scanning, storage and retrieval of right-of-way documents and created a database to improve access to those documents and supplemental property information.

Agency/Project Name	Start	Completion	Budget
<b>Department of Transportation</b> Regional Trip Planner - Release 1.0	July 2002	January 2007	\$2.3 M

### Project Description

This project deployed a transit information "Clearinghouse" data system to deliver enhanced public transportation information via the ODOT TripCheck.com web site. This system provides a one-stop for all travel information related to Oregon's public transportation systems and service providers.

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### Ongoing Major IT Projects – 2008 and beyond

As of December 31, 2007, state agencies were in the process of implementing thirteen (13) Major IT projects with an overall portfolio value exceeding \$205 M.

Investment values ranged from approximately \$2.4 M for the DHS Electronic Birth Registration System Project to just over \$80 M for the DHS Medicaid Management Information System replacement 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	June 2008	\$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>			

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Agency/Project Name	Start	Completion	Budget
<b>Department of Administrative Services</b> Oregon Purchasing Information Network (ORPIN) – Release 2	June 2005	June 2009	\$3.3 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  <b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objective 2.2, 2.3</p>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Consumer and Business Services</b> Statewide ePermitting Project – Phase I	July 2007	June 2009	\$4.6 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  <b>2007 Enterprise IRM Strategy (EIRMS) Alignment:</b> Objectives 2.3, 3.2</p>			

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Agency/Project Name	Start	Completion	Budget
<b>Department of Corrections</b> Corrections Information System (CIS) Rewrite Phase 2	July 2007	June 2009	\$4.7 M
<b>Project Description</b>			
<p>The purpose of the project is to replace the 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 utilizes modern technology to develop a solution that better supports inmate assessment, development and tracking of inmate plans, the sharing of offender intervention information with community corrections and criminal justice partners, and other DOC business needs.</p> <p>Phase 2 which is to be accomplished in the 2007 to 2009 timeframe is to develop and implement the following CIS modules: Visitor/Volunteer, Internet Offender Information, Religious Diets, Offender General Information, Detainers, Inmate Health Status, Structured Sanctions, Supervision Fees, Warrant Request, Non Cash Incentives, Sentence Calculator (analysis only). In addition, the project team will be working on Navigation &amp; Application Security which will cross all modules.</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>			

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>			

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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>			

Agency/Project Name	Start	Completion	Budget
<b>Department of Human Services</b> Medicaid Management Information System (MMIS)	July 2000	June 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>			

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Agency/Project Name	Start	Completion	Budget
<b>Department of Human Services</b> Oregon Kids (OR-Kids)	January 2005	February 2010	\$41.3 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>			

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>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>			

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Agency/Project Name	Start	Completion	Budget
<b>Public Employees Retirement System (PERS)</b> RIMS Conversion Program (RCP) Pension Administration System	May 2005	November 2009	\$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>Oregon Department of Transportation</b> Transportation Operations Center System Event Management (TOCS-EM)	December 2003	November 2008	\$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>			

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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	September 2008	\$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>			

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>			

## CHAPTER 4 – 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, and budget/expenditures as of 2007.

### Information Technology Hardware Assets

2005 Statewide IT Hardware Asset Inventory	
<b>Mainframes</b>	<ul style="list-style-type: none"> <li>3 Mainframes (Human Services, ODOT, Administrative Services)</li> </ul>
<b>Servers</b>	<ul style="list-style-type: none"> <li>2150 Servers across 36 state agencies</li> </ul>
<b>Personal Computers and Laptops</b>	<ul style="list-style-type: none"> <li>36,848 PCs and Laptops across 50 state agencies                             <ul style="list-style-type: none"> <li>Does not include: Oregon University Systems, Lottery, Legislative Administration, Judicial Department, Secretary of State, Treasury, and other independent state entities</li> <li>30,959 PCs and Laptops deployed in the original 12 CNIC participating agencies (Administrative Services, Consumer and Business Services, Corrections, Education, Employment, Forestry, Housing and Community Services, Human Services, Revenue, State Police, Transportation, Veterans Affairs)</li> </ul> </li> </ul>
2007 IT Hardware Asset Inventory (Selected Agencies)	
<b>Administrative Services</b>	<ul style="list-style-type: none"> <li>State Data Center (SDC – customer agency assets)                             <ul style="list-style-type: none"> <li>Z-Series (Mainframes) - 3</li> <li>Wintel-based Servers - 1,914</li> <li>Unix/AIX/Solaris Systems - 182</li> </ul> </li> <li>Technology Support Center (DAS internal assets)                             <ul style="list-style-type: none"> <li>Personal Computers and Laptops - 920</li> </ul> </li> </ul>
<b>Human Services</b>	<ul style="list-style-type: none"> <li>Personal Computers and Laptops – 10,200</li> <li>Network Servers – 38 (Out of scope for the SDC)</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>Personal Computers and Laptops – 5,723</li> <li>Unix Servers – 32 (Out of scope for the SDC)</li> <li>Wintel-based Servers – 318 (Out of scope for the SDC)</li> </ul>
Note: Statewide IT Asset Inventory information will be refreshed in 2008	

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## Oregon's Information Technology Workforce

<b>Executive Branch Workforce (as of September 2007)</b>	
Total positions – all classifications	32,569
<b>Information Systems Specialist (ISS) and other IT-related Positions</b>	<b>1,553</b>
• Percentage of Exec. Branch Workforce	4.8%
• Number of vacancies (9/30/07)	253 positions
• Average Length of Service	13 years
• Average Salary – represented staff	\$4,481/month
• Average salary – unrepresented staff	\$5,149/month
• Average salary – management service	\$7,782/month
• Eligible for Retirement in 1 year (~13% of IT Workforce)	196 positions
• Eligible for Retirement in 5 years (~24% of IT Workforce)	374 positions
• IT Turnover Rate (Total Workforce Turnover Rate – 10.7%)	7.9%

Note: Executive Branch Workforce Data was gathered in September 2007. The data was gathered by DAS HRSD and included employees with an ISS (represented and unrepresented) and "I" designations (management service positions) only.

### Information Technology-related Expenditures

Seven of the Oregon Budget Information Tracking System's (ORBITS) accounts comprise the budgetary record of Oregon state agencies' biennial investment in Information Resources.

<b>State Information Technology-related Budgeted Expenditures</b>			
<b>Services and Supplies</b>	<b>05-07 (LAB)</b>	<b>07-09 (LAB)</b>	<b>Net \$ (+/-)</b>
4200 – Telecommunications	\$149,011,920	\$165,916,303	\$16,904,383
4250 – Data Processing	\$159,485,443	\$113,736,954	(\$45,748,489)
4315 – IT Professional Services	\$124,892,063	\$140,773,334	\$15,881,271
4715 – IT Expendable Property	\$24,246,987	\$62,297,217	\$38,050,230
<b>Capital Outlay</b>	<b>05-07 (LAB)</b>	<b>07-09 (LAB)</b>	
5150 – Telecommunications Equipment	\$1,939,217	\$12,381,727	\$10,442,510
5550 – Data Processing – Software	\$23,094,172	\$20,097,778	(\$2,996,394)
5600 – Data Processing - Hardware	\$29,713,221	\$22,916,710	(\$6,796,511)
<b>Total IT-related budgeted expenditures</b>	<b>\$512,383,023</b>	<b>\$538,120,023</b>	<b>\$25,737,000</b>

Note: While these accounts do not contain information about the State Lottery, they do reflect Legislative Branch information.

## Appendix A – OREGON’S IT LEADERSHIP

### ABOUT THE STATE CHIEF INFORMATION OFFICER



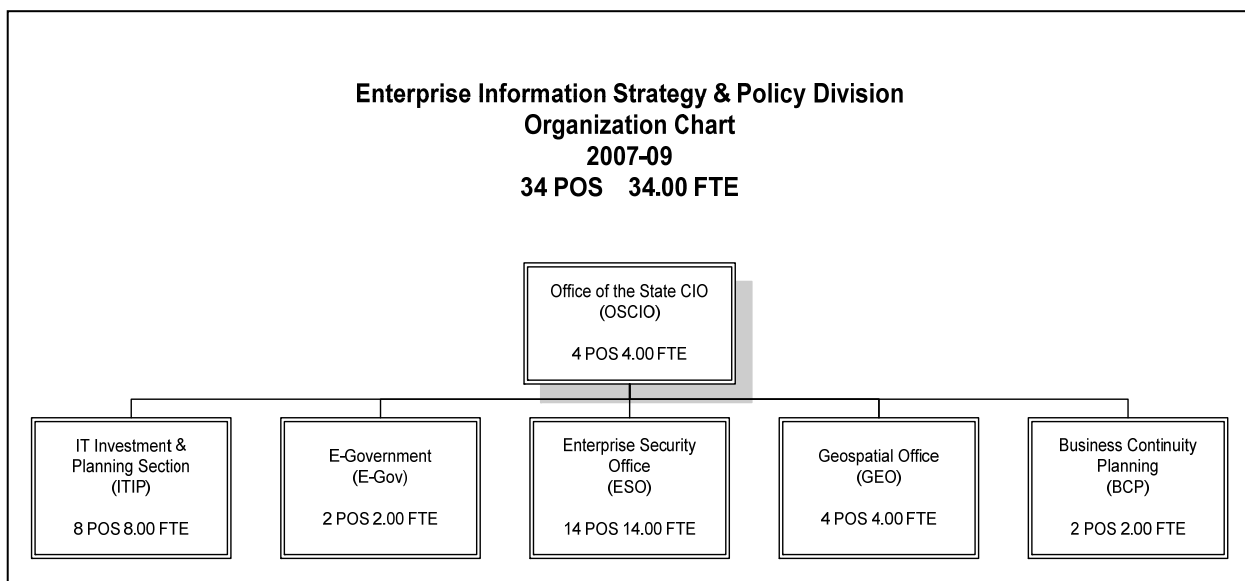
Dugan Petty has served as Oregon’s State Chief Information Officer (State CIO) since September 2006 and has led an ambitious and comprehensive effort to bring an “enterprise” approach to planning the future of state government’s information systems. A key feature of the strategy is to reduce costly duplication 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)

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.



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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 Legacy Systems Modernization Committee - Sean McSpaden, Deputy State CIO, Vice Chair
- NASCIO Security and Privacy Committee - Theresa Masse, Member
- NASCIO Enterprise Architecture Committee - Scott Riordan, Member
- Information Systems Security Association (ISSA) - Theresa Masse selected by Portland Chapter to receive the 2006-2007 Information Security Professional of the Year award.
- Executive Alliance and the Computer Security Institute (CSI) Information Security Executive (ISE) of the Year National Awards™ 2006 - Theresa Masse, Finalist
- National States Geographic Information Council (NSGIC) - Cy Smith, President-elect
- Urban and Regional Information Systems Association (URISA)- Cy Smith, Bd. of Directors

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Oregon's participation and leadership in these important arenas has been recognized and will reap a broad array of benefits for Oregon and other states across the nation for some time to come.

### 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)

### 2007 CIO Council Roster

Name	Title	Organization
<b>Ben Berry, Chair</b>	CIOC Chair Chief Information Officer	Department of Transportation
<b>John Margaronis</b>	CIOC Vice Chair Chief Information Officer	Oregon State Lottery
<b>Dugan Petty</b>	State Chief Information Officer Division Administrator	Dept of Administrative Services Enterprise Information Strategy and Policy
<b>Dorothy Oliver</b>	Administrator, Information Management Division	Dept. of Consumer and Business Services
<b>Vikie Bailey-Goggins</b>	Administrator, Regulatory Operations Division	Public Utility Commission
Alternates: <b>Tony Black</b> <b>Ken Sigesmund</b>	Chief Information Officer, Lane County Chief Information Officer, Washington County	Oregon Association of Government Information Technology Managers
<b>Bill Carpenter</b>	Administrator, Information Services Division	Housing & Community Services
<b>Rick Howard</b>	Chief Information Officer	Department of Human Services
<b>Bob DeVyldere</b>	Information Services Manager	Water Resources Department
<b>Trygve Larson</b>	IS Manager	Parks and Recreation Department
<b>Mark Hall</b>	IT Director	Oregon Liquor Control Commission
<b>Sandy Jefferson</b>	Director, Information Technology Program	Department of Forestry
<b>Doug Juergensen</b>	Administrator, Information Systems Division	Oregon Department of Fish and Wildlife

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## 2007 CIO Council Roster (Continued)

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>John Koreski</b>	Assistant Director, Information Systems and Services Division	Department of Corrections
<b>Lloyd Lowry</b>	Information Systems Director	Dept of Public Safety Standards & Training
<b>David Almond</b>	Chief Information Officer	Department of Revenue
<b>Kathryn Naugle</b>	Chief Information Officer	Employment Department
<b>Curt Pederson</b>	Chief Information Officer	Oregon University System
<b>Jill Petersen</b>	Information Systems Manager	Oregon Youth Authority
<b>Ron Pope</b>	Director of Information Systems	Oregon State Treasury
<b>Herb Riley</b>	Administrator, Administrative Services Division	Department of Veterans' Affairs
<b>Baron Rodriguez</b>	Director of Technology and Information Services	Department of Education
<b>Marty Adolf</b>	Manager, Business Systems Development	Department of Environmental Quality
<b>Julie Pearson</b>	CIO/Director of Information Systems	Secretary of State
<b>Bret West</b>	Administrator, Operations Division	Dept of Administrative Services
<b>Mark Reyer</b>	Administrator, State Data Center	Dept of Administrative Services
<b>Shelly Wiles</b>	Information Technology Manager	Construction Contractors Board
<b>Marc Williams</b>	Chief Information Officer	Department of Justice
<b>David Yandell</b>	Director, Information Management Division	Department of State Police
<b>Steve Poland</b>	Chief Information Officer	Department of Agriculture
<b>Bud Borja</b>	Chief Information Officer	Judicial Department

## Appendix B

### State Data Center Accomplishments (2005-2007)

(Full information on the strategic planning efforts for the SDC can be found at their website: <http://oregon.gov/DAS/SDC/index.shtml>)

#### FOCUS AREA 1: CONSOLIDATION

##### Program 1: Network Consolidation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Install redundant fiber loop connections from the SDC to the telecommunications vendor and cut over agency home circuits from agency locations to the SDC	COP	~\$1.2 M	Completed
2.	Build out high-speed network on SDC floor	COP	~\$7.5 M	Completed
3.	Begin movement from co-managed network devices	COP	~\$1.1 M	Completed

##### Program 2: Voice Upgrade and Consolidation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Upgrade EOL equipment to ensure stable and reliable operation	OP	\$3.4 M	Completed
2.	Consolidate Portland telephone systems for more efficient operation	OP	\$1.7 M	Completed

##### Program 3: Server Consolidation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Complete lift and drop of in-scope agency servers	COP	\$7.2 M	Completed
1a.	Develop shared services infrastructure	OP	\$500 K	Completed
2a.	Implement virtual and Blade Center technology along with boot from Storage Area Network (SAN)	COP	\$2.5 M	Completed

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## Program 4: pSeries Consolidation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Lift and drop in-scope agency servers	COP	\$2.3 M	Completed
2.	Acquire new pSeries hardware and consolidate non-standard systems for SDC utility and management services (approximately 10)	COP	\$2.9 M	Completed

## Program 5: iSeries Consolidation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Lift and drop in-scope agency servers	COP	\$1.4 M	Completed

## Program 6: zSeries Consolidation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Lift and drop ODOT mainframe	COP	\$1.1 M	Completed
2.	Purchase IBM z990 hardware	COP	\$2.1 M	Completed
3.	Migrate DHS and DAS onto IBM z990 hardware	COP	\$2.0 M	Completed
4.	Upgrade major sub-system software packages, maintaining support and serviceability	OP	\$474 K	Completed
1a.	Upgrade mainframe operating system to z/OS 1.7, maintaining support and serviceability	OP	Not available	Completed

## Program 7: Storage Consolidation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Purchase and install 435 TB of tiered storage	COP	\$2.2 M	Completed
2.	Purchase and install virtual tape system (VTS)	COP	\$2.0 M	Completed
3.	Purchase and install automated tape library	COP	\$2.6 M	Completed
1a.	Purchase and install additional storage for agency capacity needs	COP	\$10 M	Completed

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### Program 8: Operations Consolidation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Establish basic service desk and tools	OP	\$457 K	Completed
2.	Implement open source monitoring toolset in network infrastructure	OP	~\$10 K	Completed
3.	Transfer ad hoc operational responsibility to SDC staff	OP	\$72 K	Completed
1a.	Expand implementation of open source monitoring toolset to provide initial enterprisewide event management functions	OP	~\$15 K	Completed

## FOCUS AREA 2: STAFFING AND WORKFORCE MANAGEMENT

### Program 9: Staffing Plan and Report

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Determine in-scope positions	OP	Not Available	Completed
2.	Acquire staff to support agency migrations and initial support through contract or job rotations	OP	Not Available	Completed
3.	Hire round 1 staff to support technical environments migrated to SDC	OP	Not Available	Completed
4.	Hire round 2 staff to support gaps in technical positions needed	OP	Not Available	Completed
5.	Hire round 3 staff to support in specialty areas – i.e. process, architecture, account management, service desk	OP	Not available	Completed

## FOCUS AREA 3: COST RECOVERY AND RATES MANAGEMENT

### Program 10: Cost Recovery and Rate Implementation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Establish assessment-based cost recovery	OP	Not Available	Completed
2.	Establish Finance Committee	OP	Not Available	Completed
3.	Deploy usage-based collectors for billing on DHS LPAR and ODOT mainframe	OP	Not Available	Completed
1a.	Migrate from assessment-based to rate-based cost recovery	OP	Not Available	Completed

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### FOCUS AREA 4: POWER AND ENERGY MANAGEMENT

#### Program 11: Energy Management

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Establish the minimum manual monitoring of power usage and growth in order to function	OP	Not Available	Completed
2.	Provision power for all equipment moved into the SDC during the initial lift and drop migrations, as well as new equipment for initial capacity such as the tape library and enterprise storage arrays	COP	\$335 K	Completed
1a.	Engage engineering firm to provide an estimate and strategy for increasing the power capacity in the SDC	OP	~\$5 K	Completed

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

#### Program 12: Service Level Management Implementation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Develop, get approval, and implement service catalog and scope matrix	COP	Not Available	Not Implemented
2.	Develop, get approval, and implement SLA template	COP	Not Available	Not Implemented

### FOCUS AREA 6: DISASTER RECOVERY MANAGEMENT

#### Program 13: Disaster Recovery Plan

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Collect agency and SDC requirements for RFP to solicit disaster recovery services	OP	\$184 K	Completed

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### FOCUS AREA 7: SYSTEM SECURITY MANAGEMENT

#### Program 14: Systems Security Implementation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Migrate in-scope firewall administration to data center security staff with a single process for approving changes	OP	~\$35 K	Completed
2.	Deploy interim network intrusion detection and staff for appropriate monitoring	COP	~\$35 K	Completed
3.	Procure standard security tools for Windows and Linux systems	COP	~\$860 K	Completed
4.	Develop standard secure builds for Windows and Linux systems	OP	~\$15 K	Completed
1a.	Implement technology to allow vendors and customer agencies to securely work remotely with system implementations and repair – Cisco MeetingPlace	COP	~\$100 K	Completed

### FOCUS AREA 8: MANAGEMENT PROCESS AND CONTROLS

#### Program 15: Process and Controls Implementation

FY 05-07	Program Outcomes Description	Fund - OP/COP/POP	Gross Estimate \$	Status
1.	Implement minimum to function processes for incident, change, request, release, and service catalog	OP	Not Available	Completed
2.	Hire a process architect, initiate process implementation planning for policy, process, and procedures	OP	Not Available	Completed
3.	Certify process owners and managers in ITIL	OP	\$12 K	Completed
1a.	Develop blueprints for strategy, design, transition, operation and improvement processes to mature	OP	\$25 K	Completed

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## Appendix C

# Oregon E-government Program Accomplishments

### *2007 Project Accomplishments (17)*

#### **New E-commerce stores (3)**

1. Marine Board - registration, temporary permit issuance and electronic payment application. Interfaces with OSMB mainframe boater registration application.
2. Employment - Child Care on-line payments.
3. Dept of Justice – Donations for Victims of Crime.

#### **New Oregon.gov Enterprise Web Content Management sites (4)**

1. Oregon Liquor Control Commission
2. State Marine Board
3. Oregon Health Policy and Research
4. TransNet (ODOT Intranet)

#### **Teamsite and Web Content Management (6)**

1. OJD Law Library – Designed and implemented hosting solution for OJD and provided to Law Library documents via the web.
2. Find and Replace enhancement - implemented to Teamsite
3. Electronic Newsletter enhancement - implemented to Teamsite
4. OSL Digital Library - enhancement implemented for OSL
5. Tax Practitioner Search App - Created search application for Tax Practitioners
6. Sitemap - completed Teamsite Sitemap enhancement.

#### **E-forms (4)**

1. Signed Amendment #2 to provide E-forms services to state agencies.
2. Completed SOW template
3. Completed DOR pilot form
4. Installed Forms Factory servers and environment