

2021

# *Forging the Path Towards Digital Transformation*

A Progress Report on Legacy System  
Modernization in Oregon



**ENTERPRISE**  
information services

Contents

Introduction.....3

The Modernization Imperative.....4

EIS Modernization Vision and Principles .....6

Modernization Milestones .....7

    High-level Modernization Roadmap .....7

Enterprise and Agency IT Governance.....9

    IT Governance Activities and Updates .....10

Administrative Business Services (ABS).....12

    Modernization Dashboard .....13

    Primary Topics of Engagement.....13

    Notable Activities, Significant Accomplishments, and Progress .....13

    Risks, Issues, Challenges for 2021-23 .....14

    Next Steps .....14

Education.....15

    Modernization Dashboard .....15

    Primary Topics of Engagement.....15

    Notable Activities, Significant Accomplishments, and Progress .....15

    Risks, Issues, Challenges for 2021-23 .....15

    Next Steps .....15

Healthy People .....17

    Modernization Dashboard .....18

    Primary Topics of Engagement.....18

    Notable Activities, Significant Accomplishments, and Progress .....18

    Risks, Issues, Challenges for 2021-23 .....19

    Next Steps.....19

Natural Resources.....20

    Modernization Dashboard .....21

    Primary Topics of Engagement.....21

    Notable Activities, Significant Accomplishments, and Progress .....21

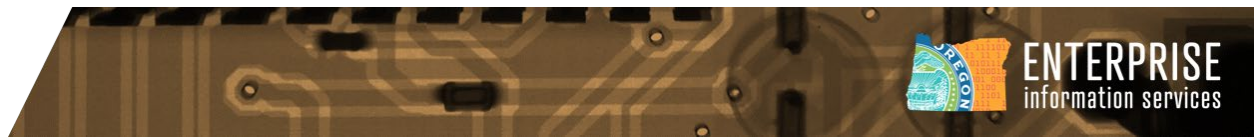
    Risks, Issues, Challenges for 2021-23 .....21

    Next Steps .....22

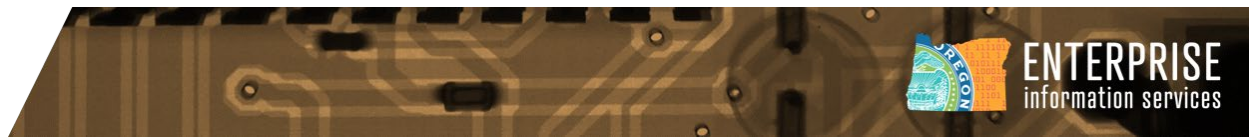
Public Safety .....23

    Modernization Dashboard .....23

    Primary Topics of Engagement.....23



Notable Activities, Significant Accomplishments, and Progress .....	24
Risks, Issues, Challenges for 2021-23 .....	24
Next Steps .....	24
Transportation and Economic Development (TED) .....	25
Modernization Dashboard .....	25
Primary Topics of Engagement.....	26
Notable Activities, Significant Accomplishments, and Progress .....	26
Risks, Issues, Challenges for 2021-23 .....	27
Next Steps .....	27
Appendix A. Policy Area Modernization Portfolios .....	28
ABS. <i>Current Modernization Portfolio</i> .....	28
Education. <i>Current Modernization Portfolio</i> .....	32
Healthy People. <i>Current Modernization Portfolio</i> .....	32
Natural Resources. <i>Current Modernization Portfolio</i> .....	34
Public Safety. <i>Current Modernization Portfolio</i> .....	35
TED. <i>Current Modernization Portfolio</i> .....	41
Appendix B. 2019-21 All Active Projects by Policy Area and Agency.....	49
All 2019-21 Active Projects by Policy Area and Agency .....	50



## Introduction

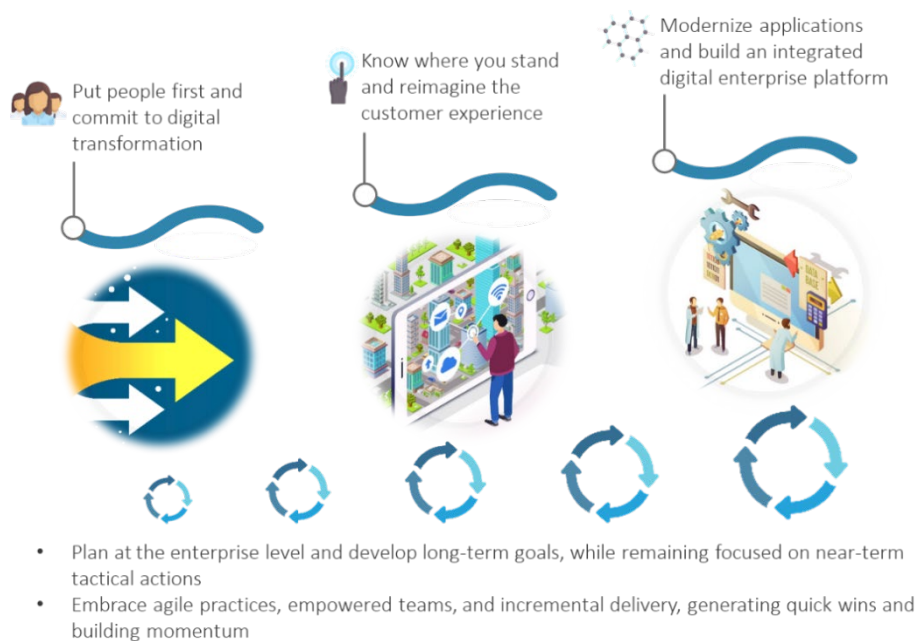
Now more than ever, people rely on the State of Oregon to provide essential services that keep them healthy and safe and enable them to live fulfilling lives. Whether enrolling for healthcare or unemployment benefits, paying their taxes, tracking student’s progress in school, or managing a public health crisis, the people of Oregon rely on the state’s information technology (IT) systems—often seeking such services in their times of greatest need. Unfortunately, many of the state’s IT systems have not aged well and have become increasingly complex and difficult to modify to adapt to changing circumstances.

Beyond the rigidity and fragility of these systems and lack of business agility, potential security vulnerabilities, and associated IT staffing challenges, the long-term total cost of ownership (TCO) of maintaining these antiquated systems may exceed the cost of replacing them. Furthermore, with the accelerated digitalization of our personal lives, there is a growing gap between customer expectations and their experience with state IT systems. Taken together, the persistence of legacy IT systems and manual processes, a lack of human-centered design (HCD), and the consequent failure to meet public expectations have contributed to the erosion of trust in state government.

Recognizing the modernization imperative, the *Governor’s Action Plan for IT, User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight* called on Enterprise Information Services (EIS) to partner with Executive Branch agencies in the development of multi-year IT modernization plans. Embedded within the EIS Strategic Framework 2020-2023, this work is being led by Assistant State CIOs (ASCIOs) within each policy area.

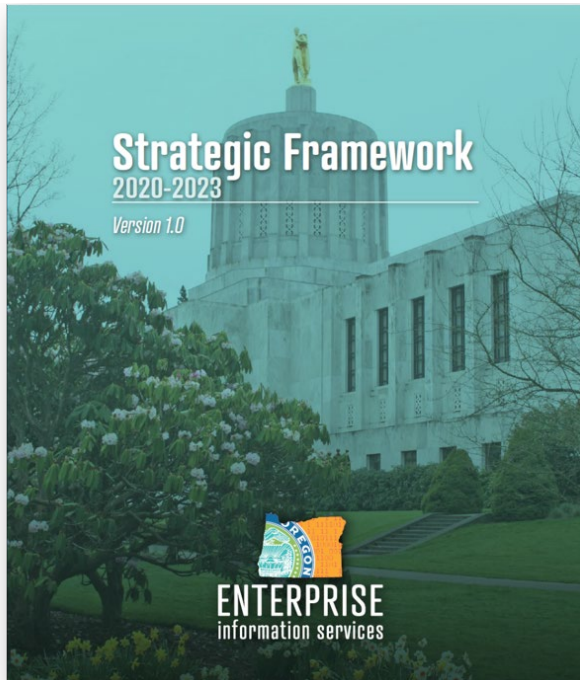
The report that follows provides a status update on these modernization efforts, highlighting progress on activities and deliverables that will inform the development of modernization action plans (MAPs), areas of specific ASCIO engagement, and the current portfolio of modernization initiatives. Beyond the activities within each area, the ASCIOs have continued to regularly advise agency IT and business leadership, develop assessment tools and templates, drafted a Modernization Playbook, and defined EIS’s modernization vision. With that, EIS appreciates the opportunity to provide an update on the State of Oregon’s digital transformation journey.

*Figure 1. Digital Transformation Journey*



# The Modernization Imperative

Recognizing the urgent need to modernize state IT systems and lay the foundation for digital transformation, the *Governor’s Action Plan for IT, User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight* called on Enterprise Information Services (EIS) to partner with Executive Branch agencies in the development of consistent, coordinated, and collaborative multi-year IT modernization plans for retiring legacy systems and optimizing service delivery.<sup>1</sup> As defined in the *EIS 2020-23 Strategic Framework – version 1.0*, Assistant State Chief Information Officers (ASCIO) will work towards the following goals.



## GOAL 1. Agency IT Strategic Plans.

*Develop* agency IT Strategic Plans to include but not limited to the people, processes, governance, roadmap, timelines and goals for achieving business outcomes.

### Metrics

- ✓ Assistant State CIOs will work with CIOs in their policy areas to ensure that at least 80% of state agencies will have IT Strategic Plans that align to their agency (business) Strategic Plans by June 30, 2022.

## GOAL 2. Legacy System Modernization Plans.

*Develop* plans for updating and replacing outdated or inefficient systems, processes and applications – in part or in full.

### Metrics

- ✓ All six Executive Branch policy areas will have Legacy System Modernization Plans completed no later than December 31, 2021<sup>2</sup>

The development of individual agency modernization action plans (MAPs) is foundational to this work. As is the establishment of common definitions, templates, assessment tools, and repeatable processes, development of business-driven Agency IT Strategic plans, and maturation of agency IT governance. Beyond these specific deliverables, ASCIOs are also tasked with building trusted relationships with their agency partners and promoting the values embedded within the modernization vision for Oregon (see below)—encompassing people, processes, and technology—and serving as a guide to agencies as they embark upon their journeys towards digital transformation. In collaboration with agency leadership and IT resources, ASCIOs will assist agencies in assembling plans and roadmaps related to:

- IT Governance
- Modernization
- Transformation of service delivery

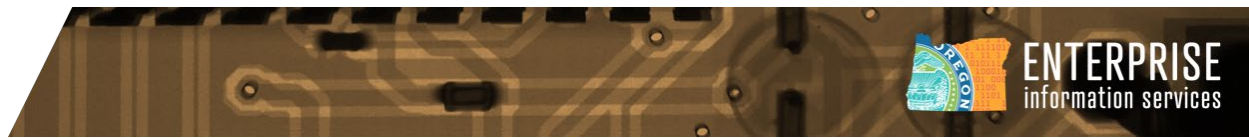
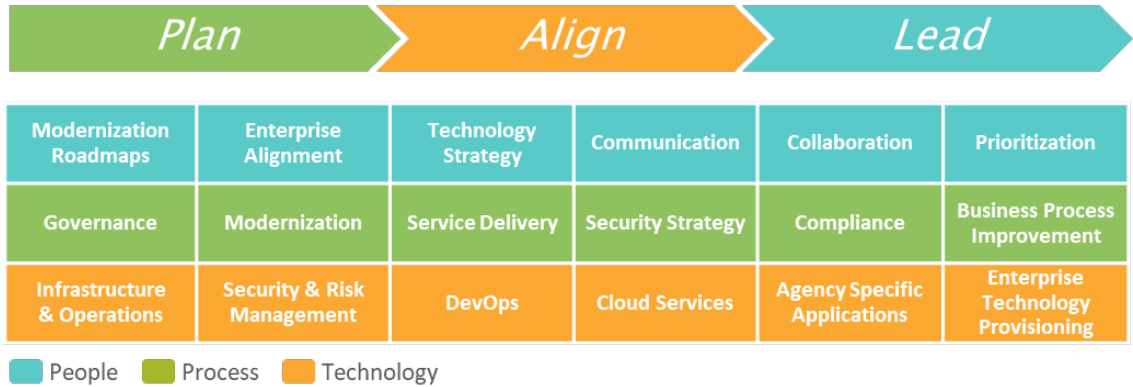
<sup>1</sup> Kate Brown, Nik Blosser, and Terrence Woods, “User-Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight” (State of Oregon, September 24, 2018).

<sup>2</sup> Terrence Woods, “Strategic Framework 2020-2023, version 1.0” (State of Oregon: Enterprise Information Services (EIS), n.d.).

- Alignment to enterprise policies and guidance, including EIS Framework, security, cloud, and data strategies.
- Business Process improvement

While some agencies have already embarked on their modernization journey—having made substantial progress—the ASCIOs are ready to assist agencies just beginning their modernization planning efforts.

*Figure 2. Assistant State CIOs – Alignment of Priorities*



## EIS Modernization Vision and Principles

While modernization can be defined as a “*phased, incremental approach to the improvement of the application portfolio, sometimes driven through demand for new digital functions and sometimes to simplify and reduce risk,*” such a narrow definition tends to reinforce an IT-centric view of modernization.<sup>3</sup> Modernization is not simply about identifying discrete legacy systems to replace and digitizing or automating current business processes, rather it is an opportunity to fundamentally transform service delivery. It encompasses more than planning, assessment, and specific application migrations. It represents a change in culture, a new way of doing business, and a means to ensure alignment between business and IT leadership. In short, modernization is not an IT initiative, rather it is an opportunity to reimagine how the state delivers essential services to the people of Oregon. The modernizations vision and principles that follow support the objectives outlined in the *Governor’s Action Plan for IT* and the *EIS Strategic Framework 2020-2023*—they embrace people, processes, and technology, and align agency modernization efforts with a common vision for digital transformation.

*Modernization Vision – “Optimizing essential services that the people of Oregon rely on through resilient, adaptive, secure and citizen-centered digital transformation.”*



◦ **Put People First.** Successful modernization starts and ends with people—the experience of people who rely on the essential services provided by the State of Oregon, the ability of state employees to effectively provide those services, and the ability of agency leadership to drive digital transformation



◦ **Aligned and Enabled.** Alignment with the EIS Vision for user-friendly, reliable and secure IT systems and between agency business and IT leadership will enable agencies to fulfill their mission and strategic objectives, while continuing to deliver the core services that the people of Oregon rely on



◦ **Data- and Privacy-Informed.** Modernization provides a unique opportunity to leverage data as a strategic asset across systems and programs, govern and manage that data throughout its lifecycle, enable data-driven decision-making and transparency by default, and to critically evaluate whether the collection and storage of sensitive personal information is truly necessary



◦ **Secure by Design.** Secure by design embraces secure coding practices and the seamless integration of security policy and controls into the fabric of the IT system itself



◦ **Agile and Continuous Improvement.** Modernization requires sustained investment in our people, the formation of empowered teams and embrace of agile practices, and a culture of continuous improvement encompassing people, processes and technology

<sup>3</sup> Don Scheibenreif, Kristin Moyer, and Peter Aykens, “Four Definitions Make a Digital Business Strategy Business More Effective” (Gartner, May 11, 2018).

## Modernization Milestones

---

The ability of EIS and state agencies to realize the Governor’s vision for the modernization of state IT systems and improved service delivery starts with people. Consequently, the successful recruitment and retention of great people to fill the six ASCIO positions and provide the leadership within each policy area has been and remains a critical priority. However, given staggered hiring and the inherent difficulty of recruiting IT talent within the public sector (for IT leadership in particular), three of the six ASCIO positions are currently vacant.<sup>4</sup> As evidenced within several policy areas without assigned ASCIOs, notably Natural Resources and Education, much of the policy-area- and agency-specific work has yet to be initiated—putting the agencies within these policy areas behind the curve in terms of modernization activities.

1. *Administration and Business Services (ABS)*, vacant (in recruitment)
2. *Education*, Scott Emery – starting June of 2021
3. *Healthy People, Tony Black* – started November of 2020
4. *Natural Resources*, Dan Miller – started June of 2021
5. *Public Safety*, Ben Gherezgiher – started January of 2020
6. *Transportation and Economic Development (TED)*, Cecily Warren – started May of 2020

## High-level Modernization Roadmap

The high-level modernization roadmap below outlines the engagement, activities, and deliverables that will support the strategies and goals outlined in the *Governor’s IT Action Plan* and the 2020-23 EIS Framework; mainly, the development of agency IT strategic plans and consistent multi-year legacy system modernization plans for each policy area.

At a high level these activities and associated deliverables can be summarized as follows:

- *Agency Engagement.* Engage and partner with agency business and IT leadership to deliver on enterprise objectives. Attend meetings and facilitate check-ins that ensure progress on collaborative efforts.
- *Develop Modernization Guiding Principles, Definitions, and Standards.* Establish enterprise modernization principles and standards that will be used within individual agencies and across policy areas to ensure alignment with the modernization vision outlined above.
- *Modernization Playbook.* Develop a step-by-step guide for agencies in working towards the development of a Modernization Action Plan (MAP).
- *IT Strategic Plan Development.* Engage and partner with agency business and IT leadership to develop IT Strategic Plans.
- *Agency IT Governance.* Engage and partner with agency business and IT leadership to establish and mature agency IT governance, develop agency IT investment guidance and templates, and ensure alignment between agency- and Enterprise IT governance.
- *Mission Critical Application Inventory.* Identify all existing apps (e.g. mission- or business-critical) that are essential to the survival of business within Oregon government.
- *Assess Agency Current State.* Gather data on existing applications and identify current and potential Legacy systems.

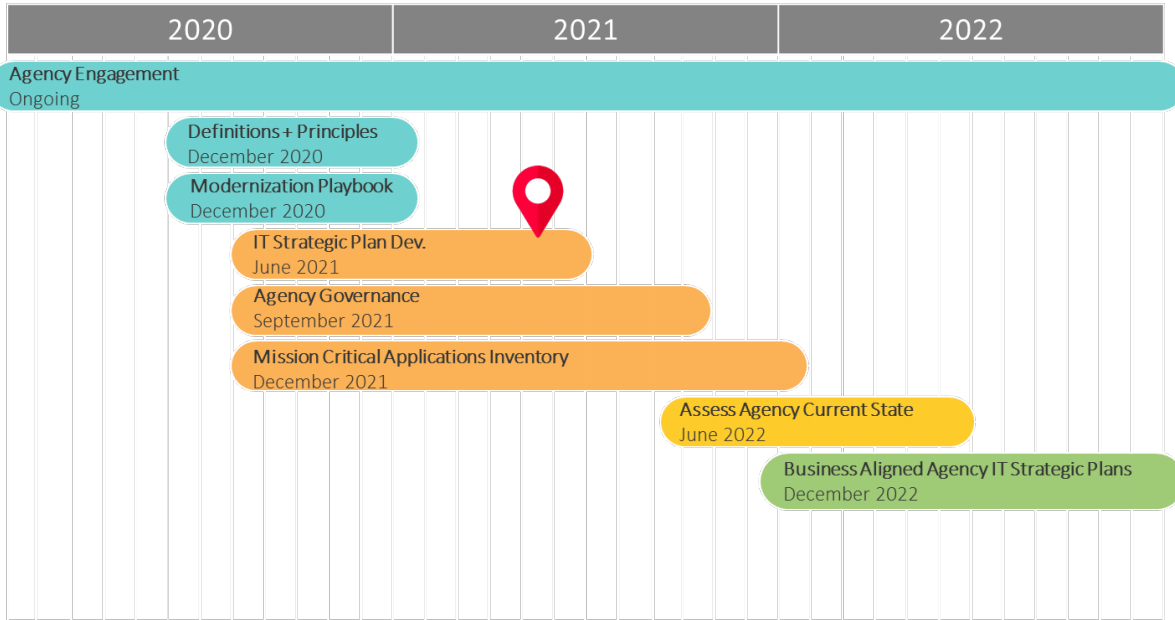
---

<sup>4</sup> SB 5502 (2019) Budget Report – “*Package 805, Assistant State CIO Positions.* This package increases Other Funds expenditure limitation by \$1,240,296 and establishes six permanent full-time Assistant State CIO positions (3.78 FTE) to work on coordination and approval of Executive Branch information technology modernization plans. The positions are phased in over the course of the 2019-21 biennium with two starting October 1, 2019, two starting April 1, 2020, and the final two positions starting October 1, 2020.”



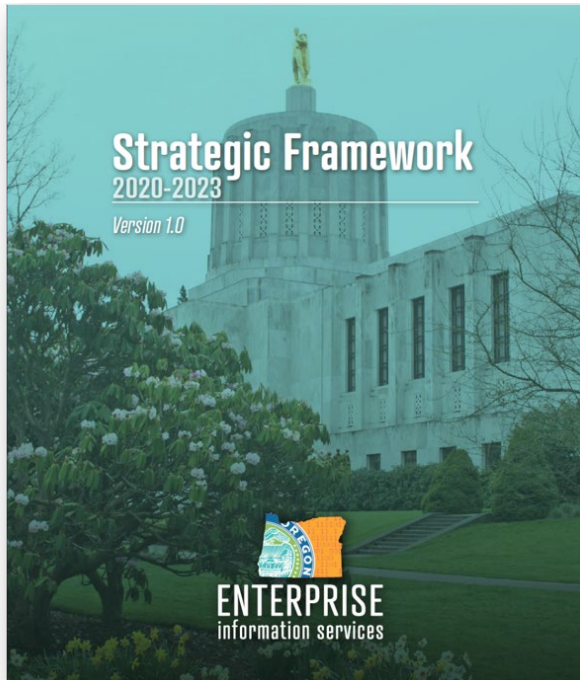
- *Business-Aligned Agency IT Strategic Plans.* Ensure agencies deliver IT strategic plans that align with the Governor’s Action Plan for IT.

Figure 2. High-level Modernization Roadmap



## Enterprise and Agency IT Governance

While modernization and the maturation of enterprise and agency IT investment governance are identified as separate objectives within the *EIS 2020-23 Strategic Framework* and represent distinct sets of processes and activities, investment governance is foundational to and a prerequisite for successful modernization. As described in the *Strategic Framework*, effective IT governance and project and portfolio management maturity enable the effective stewardship of IT resources and the prioritization of agency-specific and enterprise investment decisions based on alignment between business and IT, cost, return on investment, and risk.<sup>5</sup>



### GOAL 1. IT Resource Management.

**Mature** enterprise and agency IT Governance to enable project prioritization and stewardship of IT resources based on business alignment, cost, return on investment, and risk.

#### Metrics

- ✓ 80% of agencies will have a formal IT Governance procedure and a functioning IT Governance Committee implemented by December 31, 2022

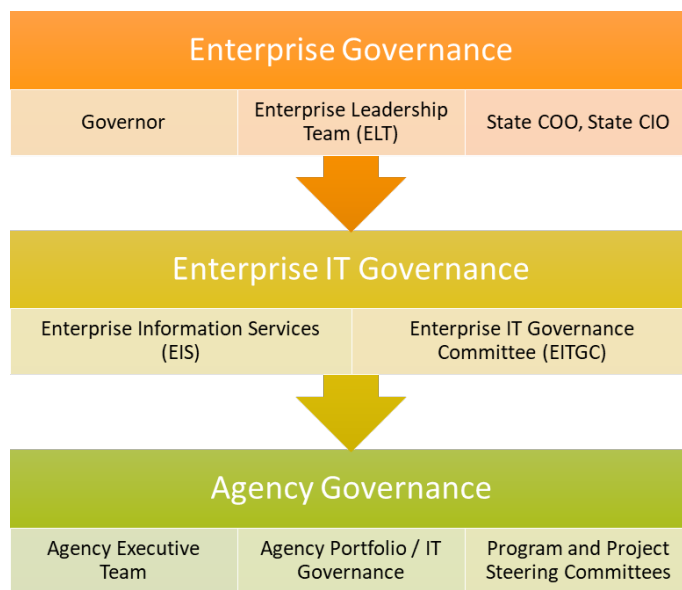
In short, IT governance is about accountability and can be defined as a formalized process for making, communicating, and implementing IT investment decisions—i.e., “*What decisions must be made?*”; “*Who will make these decisions?*”; “*How will decisions be made?*” and “*What is the process for monitoring results?*”. It is comprised of three high-level aspects, including governance mechanisms, decision domains, and approaches to decision making. Investment governance also requires sustained executive leadership and the creation of repeatable processes to ensure alignment between organizational strategies and objectives.

While the ASCIOs (and EIS more broadly) are currently focused on establishing and maturing agency-level IT governance, the State of Oregon’s three-tiered Enterprise IT Governance Framework (depicted below) outlines the structure and escalation paths between Enterprise Governance, Enterprise IT Governance, and Agency IT Governance.

---

<sup>5</sup> Terrence Woods, “Strategic Framework 2020-2023, version 1.0” (State of Oregon: Enterprise Information Services (EIS), n.d.).

Figure 3. Enterprise IT Governance Tiers



### IT Governance Activities and Updates

Based on the Enterprise IT Governance framework, ASCIOs have partnered with the agencies in their respective policy areas to guide the establishment of IT governance councils appropriate to the business need and size of each agency (this work is also being supported by Senior IT Portfolio Managers (SIPMs)—particularly, in policy areas without an assigned ASCIO). In the case of smaller Agencies, Boards, or Commissions, they may be advised to utilize their existing Executive Team, Commission or Boards, rather than establish a standalone body, given resource constraints. Larger and mid-sized agencies, however, are encouraged to establish formal IT governance, supported by a signed Charter and agency-wide policy directive.

Recognizing that agencies are starting at different places in their journey towards IT governance maturity, EIS and the ASCIOs are working to define the necessary or minimum attributes required to demonstrate formal IT governance in action, including:

- **Purpose.** The purpose of the IT Investment Governance Committee is to ensure the effective and efficient use of technology in enabling the agency to achieve its strategic goals within acceptable levels of risk. The council is tasked with and is accountable for ensuring that technology investments deliver business value and that expected benefits from new IT investments are fully realized.
- **Roles and Responsibilities.** The Information Technology Investment Governance Committee (IT Governance Committee) is responsible for the oversight and delivery of all IT investment decisions, including the overall strategic direction of the agency in terms of technology and business capability.
- **Best Practice.** It is recommended to utilize the principles of the COBIT-19 standard as it applies to governance and governance maturity assessment.

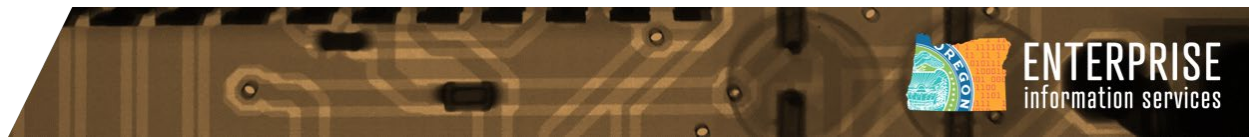
Additionally, SIPMs and ASCIOs are supporting the maturation of agency-IT governance through the development of the following deliverables:

- *An IT Investment Governance Guide*
- IT Governance Committee Charter templates
- A model IT governance policy

- An IT governance maturity level assessment (see below)
- IT investment performance metrics

*Figure 4. IT Governance Maturity*

1	2	3	4
<p><b>Description</b>            Effective IT governance helps to achieve desired outcomes and behaviors. An optimized process demonstrates transparency and is led by the business leadership. IT governance is measured from the adapted COBIT framework.</p> <p><b>Typical examples include:</b></p> <ol style="list-style-type: none"> <li>1. Optimized</li> <li>2. Managed and measurable OR Defined process</li> <li>3. Repeatable but intuitive OR Initial/ad-hoc</li> <li>4. No documented IT governance process</li> </ol>			



## Administrative Business Services (ABS)

---

The Administration Program Area includes statewide elected officials, commissions, and state agencies. The program area provides policy direction and core services throughout state government, including:

- Guiding state operations and ensuring accountability of public officials and state agencies.
- Providing central support services for state agencies.
- Managing elections and tax collection activities.
- Managing retirement benefits for public employees.
- Regulating the sale and distribution of alcoholic beverages and marijuana.
- Working to increase diversity and eliminate barriers to equity in governance.
- Managing the state's financial investments.

### *Agencies*

- Department of Administrative Services (DAS)
- Public Employees Retirement Systems (PERS)
- Department of Revenue (DOR)
- Department of Business and Consumer Services (DCBS)
- Office of the Governor (GOV)
- Oregon Advocacy Commissions Office (OACO)
- Bureau of Labor and Industry (BOLI)

### *Boards and Commissions*

- Board of Accountancy (BOA)
- Appraiser Certification and Licensing Board (ACLB)
- Oregon State Board of Architects Examiners (OSBAE)
- Construction Contractors Board (CCB)
- Employment Relations Board (ERB)
- Oregon Board of Tax Practitioners (OBTP)

### *Agencies exempt from EIS oversight\**

- \*Lottery, Oregon State (OSL)
- \*Secretary of State (SOS)
- \*Treasurer, State (OST)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	Current State Assessment	IT Strategic Plans
DAS	✓	🟡	✓	🟡	
PERS	✓	🟡	✓	🟡	
DOR	✓	🟡	✓	🟡	
BOA	✓	🟡	🟡	🟡	
DCBS	✓	🟡	✓	🟡	
ACLB	✓	🟡	🟡	✓	
OSBAE	✓	🟡	🟡	✓	
GOV	🟡	🟡			
CCB	✓	🟡		🟡	
OACO	✓	🟡	🟡	✓	
ERB	✓	🟡	🟡	✓	
BOLI	✓	🟡	🟡	✓	
OBTP	✓	🟡	🟡	✓	

✓ Implementation in progress

🟡 Initial planning underway

- Met with each Agency's Director/Deputy, CIO, and Managers
- Reviewed business priorities and critical services for each Agency
- Documenting Agency application inventory and current state
- Developing Agency modernization plans, standards, guidelines, and governance
- Meet monthly with Agency CIO's and PMO's
- Assist with resolving Agency technology challenges
- Help Agencies plan and prioritize modernization projects

### Primary Topics of Engagement

- Agency business and IT strategy plans, modernization, and oversight processes
- Connecting smaller Boards and Commissions with IT resources other support
- Modernizing critical Agency business services
- Agency integration of Enterprise services (M365, Cloud, Data, Security)
- Agency application inventory, rationalization, and scoring
- Data gathering for critical applications (age, usage, performance, risk)

### Notable Activities, Significant Accomplishments, and Progress

- Assisted with Covid-19 pandemic response for IT communication and technical support
- Resolved Multi-Factor Authentication issues for Agencies and their vendors
- Worked with Agencies to document systems, applications, criticality, budgeting, and staffing
- Participated in hiring panel for two SIPM positions and one Data Manager
- Collaborating with EIS to make it easier for Agencies to buy common services
- Working with Shared Services to offer statewide agreements with volume discounts
- Attend consulting presentations for in-flight modernization projects (DCBS, DAS, EIS)
- Actively engaged in advising Agency leadership on modernization planning

## Risks, Issues, Challenges for 2021–23

- M365 tenant convergence and adoption of a shared tenant.
- Lack of available staffing and other IT support resources to support modernization planning.
- IT budget visibility by agency CIO.
- Staff recruitment challenges.
- Remote workforce adoption challenges.

## Next Steps

- Continue to meet monthly with Agency CIO's to guide modernization progress
- Continue to assist Agencies with implementing M365
- Lead roundtable meetings/discussions to develop ABS modernization initiatives
- Fully identify core applications for delivering business value for each Agency
- Gather data and business insights for scoring Agency applications
- Collaborate with Agency modernization projects that are in-flight
- Create Agency modernization action plans
- Develop Agency modernization playbooks and templates

## Education

The value we place on education continues to be a marker of who we are as Oregonians. It is fundamental to transforming the lives of every Oregonian and breaking the cycle of intergenerational poverty. The Education Program Area includes the Oregon Department of Education, the Higher Education Coordinating Commission, and the Teacher Standards and Practices Commission.

### Agencies

- Oregon Department of Education (ODE)
- Higher Education Coordinating Commission (HECC)
- State Library of Oregon (SLO)

### Boards and Commissions

- Teacher Standards and Practices Commission (TSPC)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	Current State Assessment	IT Strategic Plans
ODE					
HECC					
SLO					
TSPC					

Implementation in progress

Initial planning underway

## Primary Topics of Engagement

- N/A

## Notable Activities, Significant Accomplishments, and Progress

- The Education area is well-positioned to invest in Modernization initiatives.
- Agencies within this area are predominantly focused on policy, data, and licensing.
- In general, business processes are well understood, and inter-agency collaboration is common.
- There has been work to update IT Strategic Plans

## Risks, Issues, Challenges for 2021–23

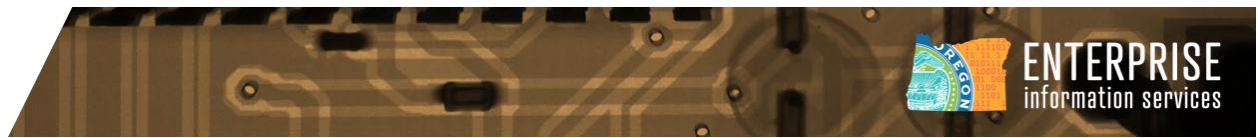
- IT governance is still in development at most Education agencies. Governance is foundational for modernization, as the processes of well-designed governance help resource, prioritize, and guide IT investments.

## Next Steps

- Fill the vacant ASCIO position responsible for the Education policy area.
- Have the currently assigned SIPM continue to meet monthly with Agency CIOs to guide modernization progress until an assigned ASCIO can be hired.
- Continue to assist Agencies with implementing M365
- Lead roundtable meetings/discussions to develop ABS modernization initiatives
- Fully identify core applications for delivering business value for each Agency



- Gather data and business insights for scoring Agency applications
- Collaborate with Agency modernization projects that are in-flight
- Create Agency modernization action plans
- Develop Agency modernization playbooks and templates



## Healthy People

---

*The Healthy People program area seeks to protect and promote the health and safety of all Oregonians. The agencies within this program area provide funding for services and programs including physical health, mental health, and addiction treatment, public health programs, employment, and family support services that promote self-sufficiency and economic stability, child protective services for abused or neglected children, and long-term care services for Oregon's seniors and people with physical, intellectual and developmental disabilities.*

### *Agencies*

- Oregon Department of Human Services (ODHS)
- Oregon Health Authority (OHA)
- Long Term Care Ombudsman (LTCO)
- Mental Health Regulatory Agency (MHRA)

### *Boards and Commissions*

- Blind, Commission for the (OCB)
- Chiropractic Examiners, Oregon Board of (OBCE)
- Dentistry, Oregon Board of (OBD)
- Massage Therapists, Oregon Board of (OBMT)
- Medical Board, Oregon (OMB)
- Nursing, Oregon State Board of (OSBN)
- Optometry, Oregon Board of (OBO)
- Patient Safety Commission, Oregon (OPSC)
- Pharmacy, Oregon Board of (BOP)
- Physical Therapy, Oregon Board of (OBPT)
- Psychiatric Security Review Board (PSRB)
- Social Workers, Board of Licensed (BLSW)

### *Health Related Licensing Boards (includes)*

- Medical Imaging, Oregon Board of (OMBI)
- Mortuary and Cemetery Board, Oregon (OMCB)
- Naturopathic Medicine, Oregon Board of (OBNM)
- Occupational Therapy Licensing Board (OTLB)
- Speech-Language Pathology & Audiology, Board of (BSPA)
- Veterinary Medical Examining Board, Oregon (OVMEB)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	Current State Assessment	IT Strategic Plans
DHS/ OHA	✓	✓	✓	✓	✓
OCB	✓	✓	✓	✓	
OBCE	✓	✓	✓	✓	
OBOD	✓	✓	✓	✓	
LTCO	✓	✓	✓	✓	
OBMT	✓	✓	✓	✓	
OMB	✓	✓	✓	✓	
MHRA	✓	✓	✓	✓	
OBON	✓	✓	✓	✓	
OBO	✓	✓	✓	✓	
OPSC	✓	✓	✓	✓	
OBOP	✓	✓	✓	✓	
OPTLB	✓	✓	✓	✓	
PSRB	✓	✓	✓	✓	
BSLW	✓	✓	✓	✓	
HRLB	✓	✓	✓	✓	

✓ Implementation in progress

○ Initial planning underway

## Primary Topics of Engagement

- Pandemic response
- Remote workforce
- Wildfire impact
- Accessibility and Racial inequity
- Strategic planning
- Budget development
- Enterprise initiatives
  - Microsoft Office 365
  - Cloud Strategy
  - Oregon Data Strategy
  - OregonBuys
  - Workday Learning Management System
  - Workday Payroll
  - Modernization Planning
- Projects and operations

## Notable Activities, Significant Accomplishments, and Progress

- Completing the successful implementation of the Oregon Eligibility (ONE) system. Working on obtaining Stage Gate 4 approval for Integrated Eligibility Project closeout.

- Worked with ODHS Office of Research, Reporting, and Analytics (ORRAI), OIS, and EIS to operationalize an ODHS Research Team proof-of-concept by moving the test environment Azure subscription into the EIS Azure Government Cloud tenant. Also assisting ORRAI with staff augmentation processes to onboard report-writers to move reports from the old ODHS data warehouse environment into the new environment.
- Working with ODHS/OHA, OIS, and EIS to move the ONE system disaster recovery Azure subscription from its own tenant into the EIS Government Cloud tenant to utilize enterprise systems and to eliminate a stand-alone active directory environment.
- Presented the Modernization Playbook to the OIS Exec Team.
- Engaged with the OIS Exec Team in the development of modernization principles, roadmaps, plans, communication strategies, and associated organizational change management.
- Presented the Oregon Data Strategy to both the ODHS and OHA IT Governance Committees.
- Established recurring strategy meetings with agency executive leadership and the OIS CIO.
- Progressing on Policy Area Modernization Portfolio. Identified modernization current 19-21 projects and planned projects for 21-23 biennia.
- Modernization for Healthy People Boards and Commissions. In addition to licensing system replacements, several boards are migrating to the State Data Center: Dentistry, Nursing Board, and Health Related License Boards. This brings 200 new mailboxes into the Healthy People tenant.

## Risks, Issues, Challenges for 2021–23

- Workload balancing between maintenance and operations, enterprise initiatives, agency projects, new legislation, and modernization planning.
- Capacity management, both technical and business resources.
- Rate of change in adverse circumstances.

## Next Steps...

- Identify mission-critical applications and systems that are in the Migrate quadrant of the Gartner TIME analysis to commence modernization efforts.
- Commence planning legacy mainframe applications migration to decommission the mainframe.
- Continue participation in the ongoing development of data reporting, analytics, and self-service capabilities within the Healthy People agencies, boards, and commissions.
- Participate with the SIPM to engage with Healthy People Boards and Commission leadership to learn about business areas, programs, and agency strategic plans and gather current state information.
- Continue to collaborate with ASCIOs to share policy area use cases and to build upon the modernization framework.

## Natural Resources

---

Oregon offers a wealth of natural resources that sustain people, animals, agriculture, fish and wildlife habitats, and our economy. The Natural Resources program area encompasses the work of 14 natural resource agencies across more than 30 programs. These agencies manage Oregon's air, water, land, and wildlife resources to support a healthy environment that provides for present and future generations.

### *Agencies*

- Oregon Department of Agriculture (ODA)
- Oregon Department of Energy (ODOE)
- Department of Environmental Quality (DEQ)
- Oregon Department of Fish and Wildlife (ODFW)
- Oregon Department of Forestry (ODF)
- Department of Geology and Mineral Industries (DOGAMI)
- Department of Land Conservation and Development (DLCD)
- Land Use Board of Appeals (LUBA)
- Department of State Lands (DSL)
- Oregon Parks and Recreation Department (OPRD)
- Water Resources Department (WRD)

### *Boards and Commissions*

- Columbia River Gorge Commission (CRGC)
- Oregon State Board of Examiners for Engineering & Land Surveying (OSBEELS)
- Oregon State Marine Board (OSMB)
- Oregon Watershed Enhancement Board (OWEB)
- Public Utility Commission (PUC)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	Current State Assessment	IT Strategic Plans
ODA		🟡			🟡
ODOE		🟡			🟡
DEQ		🟡			🟡
ODFW		🟡			🟡
ODF					🟡
DOGAMI					
DLCD		🟡			🟡
LUBA					
DSL		🟡			🟡
OPRD					🟡
WRD		🟡			
CRGC					
OSMB					
OSBEELS					
PUC		🟡			🟡
OWEB					

✔ Implementation in progress

🟡 Initial planning underway

### Primary Topics of Engagement

- N/A

### Notable Activities, Significant Accomplishments, and Progress

- Collaborating with EIS to make it easier for Agencies to buy common services
- Working with Shared Services to offer statewide agreements with volume discounts
- Attend consulting presentations for in-flight modernization projects (DEQ, DSL, PUC, OSBEELS, EIS)
- Actively engaged in advising Agency leadership on modernization planning
- The Natural Resource policy area has an incredibly active and engaged group of IT leaders who attend a monthly Natural Resources IT Summit to share best practices and communication around enterprise initiatives.

### Risks, Issues, Challenges for 2021–23

- M365 tenant convergence and adoption of a shared tenant.
- Lack of available staffing and other IT support resources to support modernization planning.
- IT budget visibility by agency CIO.
- Staff recruitment challenges.
- Remote workforce adoption challenges.
- IRM/Modernization strategy development

- Mature governance processes

## Next Steps

- Fill the vacant ASCIO position responsible for the Natural Resources policy area.
- Work with agencies on maturing their IT governance plans
- Develop critical application identification process for the policy area

## Public Safety

The agencies within the Public Safety program area are responsible for ensuring the public safety of Oregon’s people, property, and natural resources by maintaining a trained militia providing law enforcement services, prosecuting crimes, and incarcerating juvenile and adult offenders. Other major program objectives include legal representation of state agencies and consumer protection.

### Agencies

- Oregon State Police (OSP)
- Department of Justice (DOJ)
- Department of Corrections (DOC)
- Department of Public Safety Standards & Training (DPSST)
- Oregon Youth Authority (OYA)
- Oregon Military Department (OMD) and Office of Emergency Management (OEM)

### Boards and Commissions

- Criminal Justice Commission (CJC)
- Oregon Liquor Control Commission (OLCC)
- Oregon Government Ethics Commission (OGEC)
- Oregon Racing Commission (ORC)
- Board of Parole Post-Prison Supervision (BPPS)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	Current State Assessment	IT Strategic Plans
OSP	✓	✓	✓	✓	✓
DOJ	✓	✓	✓	🟡	🟡
DOC	✓	✓	✓	✓	🟡
OYA	✓	✓	✓	✓	🟡
OLCC	✓	✓	✓	✓	✓
DPSST	✓	🟡	✓	✓	🟡
CJC	✓	🟡	🟡	🟡	🟡
OEM/OMD	✓	🟡	✓	✓	🟡
OEC	✓	🟡	🟡	🟡	🟡
ORC	✓	🟡	✓	✓	🟡
PPB	✓	🟡	🟡	🟡	🟡

✓ Implementation in progress

🟡 Initial planning underway

## Primary Topics of Engagement

- Pandemic response, supporting emergency management state EOC
- FirstNet and broadband communication services for public safety
- Agency business-critical services and expected outcomes
- Mission Critical IT application portfolio assessment
- IT investment Governance
- Strategic Planning preparation
- Budget, Staffing, and current technology organizational posture



- Enterprise M365 implementation, Cloud Strategy adoption
- Public safety Grade Disaster Recovery & Business Continuity
- Cybersecurity & Public Safety Agencies Operational Readiness

## Notable Activities, Significant Accomplishments, and Progress

- Facilitated communication and technical support services in support of state effort during the COVID-10 Pandemic, coordinated services from FirstNet and other public safety agencies to ensure ESF-2 responsibilities are met.
- Prepared working templates to support ASCIO activities.
- Prepared policy area modernization support project portfolio.
- Developed and published a modernization playbook/guide for agencies.
- Collected completed Mission-critical IT application portfolio assessment template from all large and medium public safety agencies.
- Worked with Strategy & Design teams to facilitate M365 implementations in public safety agencies.
- Conducted round table discussions among public safety agency leadership to prepare for modernization planning.
- Working on Implementation of IT governance council (ITGC) in multiple public safety agencies.
- Facilitated discussions with agency leadership for CIO recruitments and mentoring.
- Statewide Alert, Warning, and Notification modernization (OR-Alert rollout)

## Risks, Issues, Challenges for 2021–23

- M365 tenant convergence and adoption of a shared tenant.
- Lack of available staffing and other IT support resources to support modernization planning.
- IT budget visibility by agency CIO.
- Pandemic, Fire, and other emergency responses to include civil unrest.
- Staff recruitment challenges.
- Remote workforce adoption challenges.
- Public Safety grade disaster recovery capability and related funding.
- NG 9-1-1 migration planning

## Next Steps

- Will continue focused communications with commissions and boards.
- Engage the medium to smaller agencies and start Mission-critical IT Application Portfolio assessment.
- Engage agencies to adopt the full implementation of M365 in public safety.
- Conduct public safety round table discussions to develop policy area-wide initiatives.
- Develop/adapt IT strategic plan template for agencies to follow
- Develop/Draft IT modernization action plan for each agency that aligns with modernization roadmap activities.
- Incorporate current modernization projects in flight in agency and policy are modernization opportunity maps.

## Transportation and Economic Development (TED)

The Transportation Program Area includes two agencies: the Department of Aviation and the Department of Transportation. Every region of Oregon relies on transportation to assure economic growth and improve Oregon’s quality of life. Quality airports, roads, bridges, and highways help keep Oregon’s economy strong.

Agencies in the Economic and Community Development Program Area aid Oregonians by partnering with and investing in communities and businesses throughout the state. Economic development activities include job creation, placement, retention services, business recruitment and assistance, and workforce assistance and training.

Agencies in this program area administer housing and infrastructure financing programs and provide technical assistance to individuals, businesses, and communities. Oregon’s vision is to support a diverse, dynamic, and sustainable economy as well as vibrant communities throughout the state that drives job creation and prosperity for all. State government agencies partner with the private sector, local governments, and nonprofits to grow a vibrant and innovative economy based on Oregon values.

### Agencies

- Oregon Department of Transportation (ODOT)
- Oregon Employment Department (OED)
- Oregon Housing and Community Services (OHCS)
- Oregon Business Development Department (OBDD) operating as “Business Oregon”
- Oregon Department of Veterans’ Affairs (ODVA)
- Oregon Real Estate Agency (OREA)
- Oregon Department of Aviation (ODA)
- Oregon Travel Information Council (TIC)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	Current State Assessment	IT Strategic Plans
ODOT	✔	✔	✔	✔	🕒
ODAV	✔		✔		
TIC	✔		✔		
OED	✔	✔	✔	✔	🕒
OHCS	✔	🕒	🕒	🕒	
ODVA	✔	🕒	🕒	🕒	🕒
OBDD	✔	✔	✔	✔	✔
REA	✔	✔	✔	✔	🕒

✔ Implementation in progress

🕒 Initial planning underway

## Primary Topics of Engagement

- Learning and understanding the business services for each agency
- Gathering agency application portfolio/inventory
- Pandemic Response
- Strategic planning
- Modernization Planning
- Budget development
- Enterprise initiatives
  - Microsoft Office 365
  - Cloud Strategy
  - Oregon Data Strategy
  - OregonBuys
  - Workday Payroll
- Projects and operations

## Notable Activities, Significant Accomplishments, and Progress

- Pandemic Response
  - For all agencies moving to a remote workforce with projects such as:
    - Microsoft Always-On VPN
    - Microsoft TEAMS implementation
    - Multi-Factor Authentication
    - Electronic Signatures
    - Secure File Sharing
    - SoftPhone conversion
    - Remote Call Center Capability
    - Web Conferencing Tools
  - ODOT –
    - Wildfire cleanup response
    - DMV Online Scheduling
    - DMV Call Center AI and Web Portal Chat Bot
    - Lobby Queuing
  - OED
    - 6 new programs +
    - Coding changes for waiver of waiting week
    - Additional Federal reporting
    - Imaging enhancement
    - Google Chat Bot
    - Increased filing volume and fraud
    - Additional staffing – hiring and contracted assistance
    - New call center
  - OHCS –
    - 4 new programs +
  - OBDD –
    - 8 new programs +
    - Additional staffing – Regional development teams
    - Website enhancements
    - OR-Alert
- Initial gathering of Mission Critical applications.
- Assessment of IT strategic plans, business alignment, IT resources, projects, and IT needs of the agency
- Support large modernization efforts in agencies

- Strategize and support the implementation of Paid Family Medical Leave and alignment with Employment Modernization
- Establish Quarterly TED CIO meetings
- Develop Policy Area support from P3, DCS, CSS
- Publish ASCIO status report, Modernization playbook.
- Development of templates to assist agencies in governance and IT strategic planning.

## Risks, Issues, Challenges for 2021–23

- New Programs and initiatives
- Limited Resources
- Skilled Resources
- Biennial Budget Cycles
- Length of time for Procurement
- Oversight

## Next Steps

- Continue to gather data on mission-critical applications – age, the total cost of ownership.
- Analysis of mission-critical applications for risk using Gartner’s TIME application analysis
- Hire CIO for ODVA
- Implement governance in ODVA and OHCS
- Start Modernization Planning with ODVA
- Start Modernization Planning with OREA
- Support development of agency IT Strategic plans, and Modernization plans
- Continued collaboration with all areas of EIS
- Assist in communications and issues resolution of enterprise projects and initiatives that affect agency IT resources.

## Appendix A. Policy Area Modernization Portfolios

The policy area modernization portfolios that follow provide additional details on specific initiatives within each agency, including the project category and a business justification summary. Please note that the policy area modernization portfolios are inclusive of agency initiatives that may not have yet been formally converted into an IT initiative and reported on within the Project Portfolio Management (PPM) tool.

### ABS. Current Modernization Portfolio

<b>Agency</b>	DAS	<b>Project Title</b>	DAS OregonBuys: Enterprise
<b>Budget</b>	\$19,600,000	<b>Status</b>	Active - SG3 pending
<b>Project Category</b>	Improving data management, reporting, and data analytics		
<b>Business Justification Summary</b>	<p><i>"The OregonBuys solution supports best practices in procurement and is intended to alleviate many of the problems and risks state agencies are experiencing with existing systems and manual processes . . . The project intends to deliver the following benefits (among others) as an enterprise service: Increased efficiency in completion of core procurement tasks and reduction in manual; processing, increasing time for strategic procurement activities; Accurate information supporting stronger contract negotiations; Improved administration and adherence to business controls; Consolidation into one enterprise application, stabilization of the technical environment and elimination of redundant data and processes; Once enterprise implementation is complete, the current ORPIN procurement system and other state agency systems used to manage procurement processes will be decommissioned."</i></p>		

<b>Agency</b>	DAS	<b>Project Title</b>	Workday - DAS Payroll/Time Tracking Project
<b>Budget</b>	\$25,000,000	<b>Status</b>	Active - SG3
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	Replace the aging Cobol Enterprise Payroll system with a modern SaaS solution that also includes Time Tracking. (Workday)		

<b>Agency</b>	DAS	<b>Project Title</b>	Workday - DAS Learning Management System
<b>Budget</b>	\$3,548,121	<b>Status</b>	Active - SG3
<b>Project Category</b>	Business process improvement, Technology strategic planning		
<b>Business Justification Summary</b>	Implementation of an enterprise Learning Management System (LMS) to replace the current iLearn application. The proposed solution is the implementation of the Workday Learning Management module, an integrated component of the Workday HCM (Human Capital Management) suite. Implementation of a modern LMS will improve the State's customer service to both internal and external learners.		

<b>Agency</b>	DAS - EIS	<b>Project Title</b>	EIS Microsoft 365 Foundations Project
<b>Budget</b>	\$5,452,222	<b>Status</b>	Active - SG3
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	Enterprise project to establish the foundation for a statewide implementation of Microsoft 365 digital workplace services including collaboration, productivity, and Identity and Access Management (IAM) capabilities supporting effective communication, information access, and collaboration for executive branch agencies. The project scope includes migrating executive branch agencies to Microsoft 365 for foundational (i.e. MVP) services including Exchange, Office, Teams, OneDrive, and MFA (initial foundation only).		

<b>Agency</b>	DAS - EIS	<b>Project Title</b>	EIS Microsoft 365 Service Enhancements Program
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	<p>Following completion of the Microsoft 365 Foundations project, EIS intends to initiate the Microsoft 365 Service Enhancements Program including multiple projects and work efforts to implement the remaining M365 services and deliver the associated business capabilities and security enhancements for all state agencies. Tentative priorities include:</p> <ol style="list-style-type: none"> <li>1. Enhance the Enterprise M365 service organization, enterprise business services, and security operations</li> <li>2. Implement and deploy additional M365 collaboration and productivity services for executive branch agencies</li> <li>3. Implement and deploy critical M365 Identity and Access Management (IAM) services for the enterprise</li> <li>4. Implement Enterprise Identity Management enhancements</li> <li>5. Complete Enterprise M365 tenant consolidation and federation</li> </ol>		

<b>Agency</b>	DAS - EIS	<b>Project Title</b>	EIS Integrated Risk Management (IRM) - Phase 1
<b>Budget</b>	\$1,100,000	<b>Status</b>	Active - SG3
<b>Project Category</b>	Improving data management, reporting, and data analytics		
<b>Business Justification Summary</b>	Planning and implementation of an enterprise Integrated Risk Management (IRM) system to support tracking and management of information security and other risks, compliance requirements (FERPA, HIPPA, PCI, CJIS, CIS, NIST CSF, FTI, etc.), and governance at the enterprise and agency level. Phase 1 includes procurement and initial implementation of the SaaS solution.		

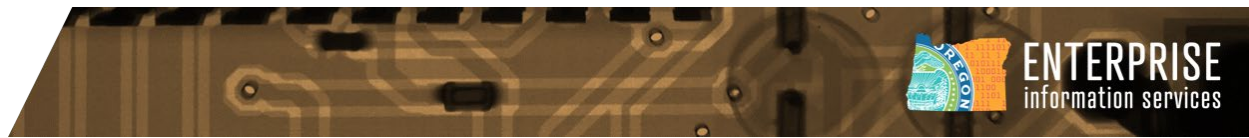
<b>Agency</b>	DAS - EIS	<b>Project Title</b>	EIS Enterprise ITSM / ITAM
<b>Budget</b>	\$2,885,180	<b>Status</b>	Active - SG3

<b>Project Category</b>	Improving data management, reporting, and data analytics
<b>Business Justification Summary</b>	Planning and implementation of an enterprise IT Service Management / Asset Management (ITSM / ITAM) system and initial deployment for EIS and DAS to enhance efficiency and effectiveness in providing IT services to customers and management of enterprise IT assets. The new Ivanti SaaS will replace several legacy applications. The project (and subsequent phases) will establish the initial foundation for enterprise ITSM / ITAM services.

<b>Agency</b>	DAS - EIS	<b>Project Title</b>	EIS Network and Security Modernization Program
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Improving data management, reporting, and data analytics		
<b>Business Justification Summary</b>	<p>Multi-biennium program: Modernize the State of Oregon network and associated enterprise network and security services to provide a reliable, secure, and scalable foundation in support of business functions for all state agencies. The program and its component projects are expected to deliver comprehensive and integrated capabilities including:</p> <ul style="list-style-type: none"> <li>• Network Connectivity</li> <li>• Network Security</li> <li>• Network Resiliency</li> <li>• Network &amp; Security Management</li> <li>• Network &amp; Security Operations</li> </ul> <p>This program is considered critical a dependency to supporting enterprise and agency modernization initiatives as well as enabling the State’s ongoing adoption of cloud services.</p>		

<b>Agency</b>	DCBS	<b>Project Title</b>	WCD: Modernization Program
<b>Budget</b>	\$42,000,000	<b>Status</b>	Active - SG2
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	Workers’ Compensation Division seeks to make a significant investment to transform business processes and implement modern technology to better serve customers. This effort will enhance Oregon’s workers’ compensation system for stakeholders by increasing regulatory efficiency and reducing regulatory burdens, data quality, data analysis, and delivery of services in support of the Workers’ Compensation mission. Modernized technology will also improve program flexibility and ability to respond timelier to program changes and evolutions.		

<b>Agency</b>	DCBS	<b>Project Title</b>	Tracking Tool Solution
<b>Budget</b>	\$1,524,000	<b>Status</b>	Completed - October 2020
<b>Project Category</b>	Enhancing service delivery and integration		

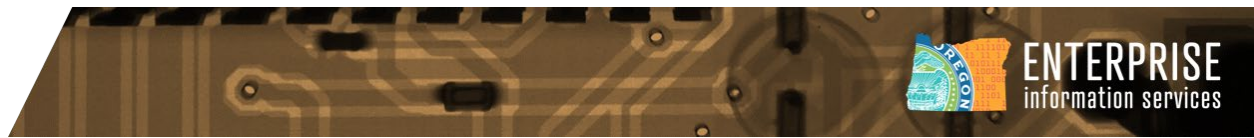


<b>Business Justification Summary</b>	DCBS currently lacks a consistent and effective tracking tool to receive, process, and track customer requests. Internal and external customers are currently unable to perform any self-service functions on their requests, such as submitting requests, tracking existing requests, and finding solutions to common issues. In addition, support staff experience reduced productivity in meeting customer needs and managers cannot collect essential data that would enable the improvement of these processes.
---------------------------------------	--

<b>Agency</b>	DOR	<b>Project Title</b>	Electronic Valuation Information System (ELVIS)
<b>Budget</b>	\$15,625,496	<b>Status</b>	Active - SG3
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	The scope of this project is to replace the various outdated appraisal systems and associated manual processes used by DOR's Property Tax Division's Valuation Section. This solution will replace and consolidate the numerous systems into a smaller handful of systems operating on modern platforms. This solution must provide a means for equitable real market value property valuations and reduce the reliance on manual paper-based business processes. This will result in improved service delivery to counties and taxpayers by moving away from paper and disk-based media to a more efficient web-based access point to submit and retrieve documents and correspond with the Valuation Section. It will serve as a single point to integrate data, supporting documents, and correspondence into a system of record. The ELVIS project seeks to modernize the technological foundation for the Valuation Section to continuously improve, facilitate voluntary compliance, enhance customer experience, provide data analytics reporting, and increase equity and uniformity.		

<b>Agency</b>	DOR	<b>Project Title</b>	Processing System Center Modernization Project
<b>Budget</b>	\$5,420,318	<b>Status</b>	Active - SG3
<b>Project Category</b>	Technology re-investment		
<b>Business Justification Summary</b>	The purpose of this project is to replace or upgrade the Oregon Department of Revenue's (DOR) aging, and in some cases unsupported, return and remittance processing systems. DOR's processing systems capture data from payments, returns, and correspondence that is then applied to individual and business accounts. The PCM project will replace DOR's multiple aging systems with an integrated solution.		

<b>Agency</b>	PERS	<b>Project Title</b>	PERS ORION Modernization Implementation Program
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		





<b>Business Justification Summary</b>	Multi-biennium program to modernize the PERS Retirement System (ORION)
---------------------------------------	--

### Education. *Current Modernization Portfolio*

<b>Agency</b>	HECC	<b>Project Title</b>	Financial Aid Management Information System (FAMIS)
<b>Budget</b>	\$8,000,000	<b>Status</b>	SG-3
<b>Project Category</b>	New Development		
<b>Business Justification Summary</b>	Modernization of disparate technology systems and work processes in the Office of Student Access and Completion (OSAC) to provide financial aid and scholarships to eligible Oregonians.		

<b>Agency</b>	ODE	<b>Project Title</b>	ODE Grant Management System
<b>Budget</b>	\$420,000	<b>Status</b>	-
<b>Project Category</b>	COTS Evaluation		
<b>Business Justification Summary</b>	Replacement of a legacy, internally developed grants management system with a modern system that will modernize the grant process, end-to-end.		

### Healthy People. *Current Modernization Portfolio*

<b>Agency</b>	ODHS / CW	<b>Project Title</b>	CCWIS
<b>Budget</b>	\$4,785,332	<b>Status</b>	Project Closing
<b>Project Category</b>	Modernization / System		
<b>Business Justification Summary</b>	A program of work to modernize the OR-KIDS Child Welfare system to meet federal requirements and improve the validity, quality, and timeliness of the data in the system.		

<b>Agency</b>	ODHS / OTIS	<b>Project Title</b>	Centralized Abuse Management (CAM)
<b>Budget</b>	\$14,866,721	<b>Status</b>	Project Closing
<b>Project Category</b>	New system		
<b>Business Justification Summary</b>	Implementation of a Centralized Abuse Management System capturing adult abuse allegations from intake and screening through investigation, documentation, referrals, and case closure.		

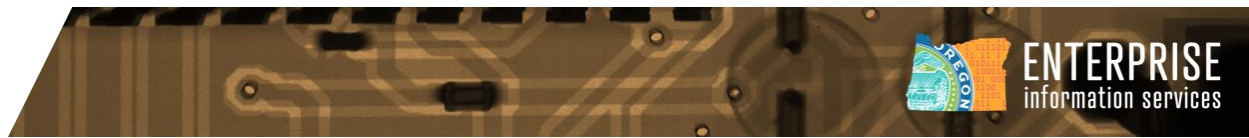
<b>Agency</b>	OHA / BH & HSD	<b>Project Title</b>	Compass – BH Data Warehouse
<b>Budget</b>	\$1,199,594	<b>Status</b>	Planning Phase
<b>Project Category</b>	Data, Analytics, and Reporting		
<b>Business Justification Summary</b>	Build a Behavioral Health Data Warehouse that will support the reporting needs of OHA, treatment providers, and state and federal stakeholders.		

<b>Agency</b>	OHA / BH	<b>Project Title</b>	Compass – MOTS Replacement
<b>Budget</b>	\$1,148,246	<b>Status</b>	Planning Phase
<b>Project Category</b>	Modernization / System		
<b>Business Justification Summary</b>	MOTS (Measures and Outcomes Tracking System) replaces the existing siloed, aged, and fragmented MOTS system. The new system will support the administration, planning, and monitoring of substance abuse disorder and mental health treatment programs.		

<b>Agency</b>	OHA / PH	<b>Project Title</b>	HIV-E
<b>Budget</b>	\$2,342,021	<b>Status</b>	Through Phase 1 of Execution
<b>Project Category</b>	Modernization / Enhancement		
<b>Business Justification Summary</b>	This project is to develop a solution that will replace the existing CAREAssist 1.0 application with a new custom-developed CAREAssist 2.0 application that addresses current system issues.		

<b>Agency</b>	ODHS / OHP, SSP, APD	<b>Project Title</b>	Integrated Eligibility
<b>Budget</b>	\$371,889,014	<b>Status</b>	Project Closing
<b>Project Category</b>	Modernization / Systems integration		
<b>Business Justification Summary</b>	The purpose of the Oregon Department of Human Services (DHS) OreGONEligibility Integrated Eligibility (ONE IE) Project, is to extend the Modified Adjusted Gross Income (MAGI) Medicaid enrollment and eligibility determination functionality to include Non-MAGI Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Employment-Related Day Care (ERDC).		

<b>Agency</b>	OHA / OSH	<b>Project Title</b>	IRIS System
<b>Budget</b>	\$697,000	<b>Status</b>	Project Closing
<b>Project Category</b>	Modernization / Enhancement		



<b>Business Justification Summary</b>	Replaces the existing Incident Reporting and Infection Surveillance (IRIS) systems with a new combined solution that improves operational processes, eases system maintenance, improves the quality of data, and improves the ability to alert the entire hospital of infection-based and non-infection-based incidents.		
---------------------------------------	--	--	--

<b>Agency</b>	OHA / HP&A	<b>Project Title</b>	OEBB-PEBB BMS Replacement
<b>Budget</b>	\$2,238,435	<b>Status</b>	Planning Phase
<b>Project Category</b>	Modernization / Legislative Requirement		
<b>Business Justification Summary</b>	Replacing two aging benefits management systems with a single modern system that supports the delivery of required functionality, to meet legislative requirements.		

<b>Agency</b>	ODHS / APD	<b>Project Title</b>	Provider Time Capture (PTC)
<b>Budget</b>	\$13,971,994	<b>Status</b>	Phase 1 of Execution
<b>Project Category</b>	New system		
<b>Business Justification Summary</b>	Enable DHS/OHA time capture system for HCW and PSW.		

<b>Agency</b>	OHA / PH	<b>Project Title</b>	TWIST to Web
<b>Budget</b>	\$14,338,751	<b>Status</b>	Project Closing
<b>Project Category</b>	Modernization / System		
<b>Business Justification Summary</b>	Replace the current eWIC MIS system (TWIST).		

### Natural Resources. *Current Modernization Portfolio*

<b>Agency</b>	ODFW	<b>Project Title</b>	Electronic Licensing System
<b>Budget</b>	\$1,581,300	<b>Status</b>	SG-3
<b>Project Category</b>	SaaS Solution		
<b>Business Justification Summary</b>	Modernizing system to support the sale of licenses, tags, and permits as well as the management, process, and logic of controlled hunts.		

<b>Agency</b>	DEQ	<b>Project Title</b>	Electronic Data Management System (EDMS)
---------------	-----	----------------------	--

<b>Budget</b>	\$9,264,636	<b>Status</b>	SG3
<b>Project Category</b>	COTS Solution		
<b>Business Justification Summary</b>	Core system modernization upgrade of all DEQ's program areas will eliminate over 110 disparate/siloed systems into one.		

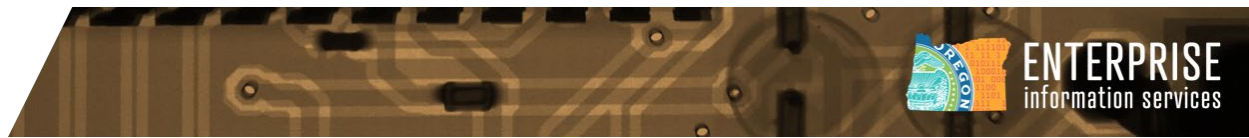
<b>Agency</b>	DSL	<b>Project Title</b>	Land Administration System (LAS)
<b>Budget</b>	\$3,707,273	<b>Status</b>	SG-1
<b>Project Category</b>	COTS/SaaS		
<b>Business Justification Summary</b>	Core system modernization of legacy system to support permitting, other authorizations and enforcements, and associated revenues.		

<b>Agency</b>	PUC	<b>Project Title</b>	PUC Dockets and Discovery System
<b>Budget</b>	\$1,202,000	<b>Status</b>	SG3
<b>Project Category</b>	SaaS Solution		
<b>Business Justification Summary</b>	Core system modernization effort to replace a legacy, internally developed "BizApps" dockets and discovery system with a modern system to better serve the stakeholders and the citizens of Oregon.		

<b>Agency</b>	OSBEELS	<b>Project Title</b>	OSBEELS System Replacement
<b>Budget</b>	\$381,500	<b>Status</b>	SG3
<b>Project Category</b>	COTS Solution		
<b>Business Justification Summary</b>	Core system modernization effort to replace the legacy system with an agency-wide system focused on transforming the agency's business processes and its core licensing and regulation system.		

### Public Safety. *Current Modernization Portfolio*

<b>Agency</b>	CJC	<b>Project Title</b>	STOP Project (HB 2355)
<b>Budget</b>	\$1,530,418	<b>Status</b>	Active - SG3
<b>Project Category</b>	Improving data management, reporting, and data analytics		
<b>Business Justification Summary</b>	The Statistical Transparency of Policing (STOP) program stems from the 2017 Oregon Legislative Session, where House Bill (HB) 2355 was enacted and signed into law. Law enforcement agencies (LEAs) in Oregon do not report similar data elements regarding officer-initiated traffic and pedestrian stops. OSP and the Criminal Justice		

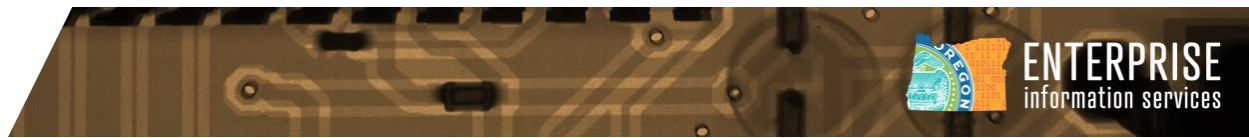


Commission (CJC) intend to support the collection of data elements by providing a technical solution to enable the ability to compile, analyze, and report on patterns and practices of profiling by law enforcement agencies.

<b>Agency</b>	DOC	<b>Project Title</b>	DOC Communications P25 Radio Upgrade
<b>Budget</b>	\$18,000,000	<b>Status</b>	
<b>Project Category</b>	Public Safety Radio communication modernization		
<b>Business Justification Summary</b>	These radio systems are critical for the safety and security of the staff, contractors, visitors, adults in custody, and others that come into the institutions. Radios are the primary form of communication in institutions. There are numerous agencies that DOC interacts with daily. These agencies include but are not limited to Oregon State Police, Parole and Probation, Community Corrections, Department of Human Services, Department of Motor Vehicles, City and County municipalities among others. Without a functioning communications system, the safety of these partners will be compromised.		

<b>Agency</b>	DOC	<b>Project Title</b>	Fundamentals Systems Roadmap Assessment
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Business process improvement, Technology strategic planning		
<b>Business Justification Summary</b>	The State of Oregon Department of Corrections (DOC) seeks to assess the viability of integrating and standardizing various systems written in various programming languages over the last 30 years. The Department seeks to engage third-party vendor(s) to assess DOC's various applications, identify current & future business needs, and define a roadmap and strategic plan/recommendation for transforming and modernizing DOC's systems. Integration processes are complex and will include enterprise technology planning, business process improvements, and large-scale system integration.		

<b>Agency</b>	DOC	<b>Project Title</b>	Electronic Health Records
<b>Budget</b>	\$20,400,000	<b>Status</b>	-
<b>Project Category</b>	Improving data management, reporting, and data analytics		
<b>Business Justification Summary</b>	Department of Corrections (DOC), Health Services (HS) provides around-the-clock care to Oregon's adult-in-custody (AIC) population at 14 institutions across the state. This includes medical, dental, mental health, and pharmacy services, with visits to outside hospitals or specialty providers when necessary. To deliver this level of care, DOC employs approximately 550 health care personnel and manages many agreements with health care organizations in communities throughout Oregon and surrounding states. For over a decade, business and technical challenges/issues have been identified and documented based on the current paper-based health record system that supports the need for an Electronic Health Record (EHR, e-HR) solution to aid staff in doing their work as effectively, efficiently, and safely as possible. This includes many functional units, including Health		

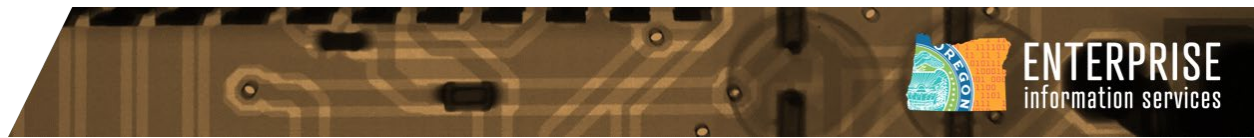


Services, Information Technology Services, and operational support for AIC transports, Facilities, and AIC medical trip schedules.

<b>Agency</b>	DOC	<b>Project Title</b>	Elite Community Financials
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Improving data management, reporting, and data analytics		
<b>Business Justification Summary</b>	Oregon Revised Statute 423.570 allows Community Corrections agencies to charge and collect fees from adults on supervision. Governor’s Executive Order 17-09 mandates all state agencies do financial reporting of their debt collection under SWARM, (ARPMs), parts due quarterly and annually. Linn and Douglas County Community Corrections have been out of compliance with the SWARM reporting requirements since its inception (over two years). Linn and Douglas County Community Corrections are also mandated to do financial reporting under LFO and CAFR. All state fiscal reporting requirements cannot be met with the current, outdated, unreliable fee system, and these two state-run agencies have been out of compliance for over two years. We need an accounting system in place to report financial data accurately and properly. This proposal is for the purchase of a module add-on to the current Elite suite previously purchased and currently in use by ODOC Central Trust/Accounting. This module would replace the failing 23-year old system currently in use by Community Corrections statewide and enable our two-state Community Corrections agencies to gain compliance with fiscal reporting requirements.		

<b>Agency</b>	DOC	<b>Project Title</b>	Inmate Communication System
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	A critical component to the ODOC’s ability to achieve its mission is directly related to the ability, the frequency, and the quality of communications between the Adult in Custody (AIC) with their Family and Friends (F&F). ODOC fulfills its mission to connect AIC with its F&F thru the Inmate Communication System (ICS). The ICS serves 14 facilities and 14,500+ AIC across the state of Oregon and includes electronic messaging, video phone calls, music services, entertainment, education, and telephony service.		

<b>Agency</b>	DOC	<b>Project Title</b>	ISDS Replacement
<b>Budget</b>	\$7,135,612	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	DOC seeks to replace the current security scheduling system, Institution Staff Deployment System (ISDS), with a modern vendor software program including vendor licensing, support & maintenance. Given the age (1999) and status of ISDS and the automation requirements brought about by a changing business and		



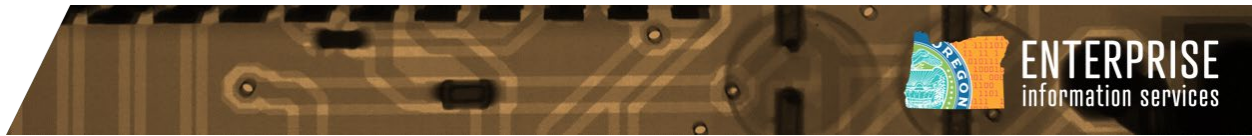
technological environment, it has become essential that DOC begin to modernize this mission-critical legacy system.

<b>Agency</b>	DOC	<b>Project Title</b>	Inmate Mail Scanners
<b>Budget</b>	\$2,932,400	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	The Oregon Department of Corrections (DOC) Inspector General has established a multidisciplinary drug task force with three focus areas: prevention, treatment, and enforcement. This initiative, supported by DOC's Opioid Overdose Prevention task force, is one strategy in a three-part effort to reduce drug use in prisons. It seeks to implement mail scanners based on institution needs.		

<b>Agency</b>	DOC	<b>Project Title</b>	Technology Reinvestment
<b>Budget</b>	\$5,222,061	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	State of Oregon Department of Corrections (DOC) IT Services (ITS) is responsible for providing reliable and convenient telephone service for 14 prisons, three administrative campuses, and three community corrections offices statewide. DOC needs to replace aging on-premise Private Branch Exchange (PBX) systems at 10 prison facilities. The solution preference for a replacement is a DOC-managed enterprise Voice over Internet Protocol (VoIP) system, such as Cisco Unified Communications Manager (CUCM). DOC is seeking an agency-managed solution where there are no other shared tenants to ensure complete control over communications, provide dependable security protocols and meet the security and safety needs of staff for 365/24/7 operations.		

<b>Agency</b>	DOJ	<b>Project Title</b>	
<b>Budget</b>	\$18,000,000	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	CMP includes the modernization of legal case management from end-to-end, case initiation to case closure. The core modernization scope includes: Time Management, Billing Management, Case Management including reporting, and data analytics, and will support future DOJ billing models and caseload statistics.		

<b>Agency</b>	DOJ	<b>Project Title</b>	Enterprise Content Management
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		



<b>Business Justification Summary</b>	Enterprise Content Management (ECM) provides for electronic capture, retrieval, and workflow processes of data and documents. The current system used by DOJ, DM (Document Management), which is currently used by 8 divisions, which include Trial, General Counsel, Appellate, Civil Enforcement, Criminal Justice, Child Support Enforcement, Crime Victims Survivors and Services, and Administrative Services and manages over 9 million documents, is functionally obsolete. This project seeks to implement a new ECM to replace, and significantly enhance services provided by DM. This project's goal is to evaluate the ECM business needs of current divisions and implement and subsequently migrate all data from DM over to the new ECM product where we will have a strong foundation to begin building productivity enhancements.
---------------------------------------	--

<b>Agency</b>	DOJ	<b>Project Title</b>	-
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		

<b>Business Justification Summary</b>	The Department of Justice Division of Child Support must procure updated receipting software and hardware to continue processing child support payments. The software is at end of life and will no longer be supported. The Oregon Child Support Program must be able to receive, record, distribute, and disburse child support payments. The federal standard is to have programs do so within two days of receipt. All physical payments must be deposited to the state's account and an audit trail of each payment and any supporting documentation must be captured. The current equipment requires manual operation.
---------------------------------------	--

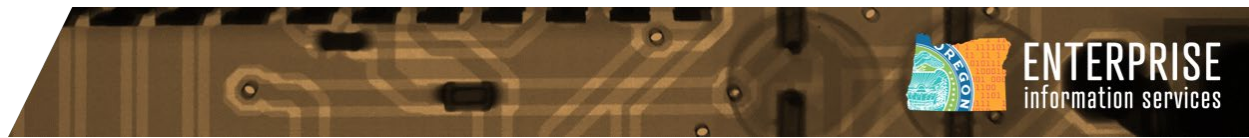
<b>Agency</b>	OLCC	<b>Project Title</b>	Enterprise Modernization
<b>Budget</b>	\$36,325,000	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		

<b>Business Justification Summary</b>	The Enterprise Modernization program consists of two related projects that will address insufficient, inefficient, and disjointed legacy Distilled Spirits supply chain and Marijuana/Alcohol licensing and compliance program technology systems.
---------------------------------------	--

<b>Agency</b>	OLCC	<b>Project Title</b>	Privilege Tax Online
<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		

<b>Business Justification Summary</b>	The OLCC's Privilege Tax Online Project will address insufficient, inefficient, and disjointed legacy systems currently supporting privilege tax. The privilege tax program needs a new system to support activities related to the submission and management of privilege tax filings. House Bill 2150 (HB2150), enacted during the 2017 legislative session, directs the OLCC to allow manufacturers or importing distributors of wine, cider, or malt beverages to file required statements and pay privilege taxes by electronic means.
---------------------------------------	---

<b>Agency</b>	ORC	<b>Project Title</b>	-
---------------	-----	----------------------	---





<b>Budget</b>	-	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	<p>The Oregon Racing Commission licenses close to 4,000 individuals and requires a database to maintain this information. The current system is not adequate for our needs due to security and the fragile state of the system. We also need to modernize our process and allow individuals to apply for licensure online as opposed to by paper. The Licensing department is the most impacted as that is their entire function. In addition, the Mutuels and Account Wagering Departments are impacted as they need to ensure that all their companies have their correct staff licensed. The Stewards use the system for rulings, hearings, and assessing and collecting fines. The accounting department uses the system to balance the agency books for licensing activity.</p>		

<b>Agency</b>	OSP	<b>Project Title</b>	COPS-Core Operational Policing Systems
<b>Budget</b>	\$9,012,500	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	<p>The COPS-Core Operational Policing Systems project is an opportunity to modernize and improve the overall structure, efficiency, supportability, and user experience of OSP's core operational policing systems into an integrated solution. The solution would replace Computer Aided Dispatch and Mobile First Responder (CAD/MFR), e-Citation and e-Crash software, and the Records Management System (RMS).</p>		

<b>Agency</b>	OSP	<b>Project Title</b>	LEDS 20/20
<b>Budget</b>	\$2,116,944	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	<insert narrative>		

<b>Agency</b>	OYA	<b>Project Title</b>	JJIS Modernization
<b>Budget</b>	\$30,300,000	<b>Status</b>	-
<b>Project Category</b>	Enhancing service delivery and integration		
<b>Business Justification Summary</b>	<p>Oregon's Juvenile Justice Information System was developed in partnership with the Oregon Youth Authority (OYA) and Oregon's 36 County Juvenile Departments nearly 20 years ago to provide a single, statewide electronic source of information about youth engaged in Oregon's juvenile justice system. Today the application tracks more than 12,000 youth per year statewide and has more than 3,000 users. JJIS supports an array of operational capacities throughout OYA and 36 County Juvenile Departments. As Oregon's Juvenile Justice System's service delivery becomes more interactive and community-centric, there is a need for JJIS information to be available in real-time and accessible from the web and mobile devices. The Smalltalk technology platform cannot be adapted to meet those needs.</p>		

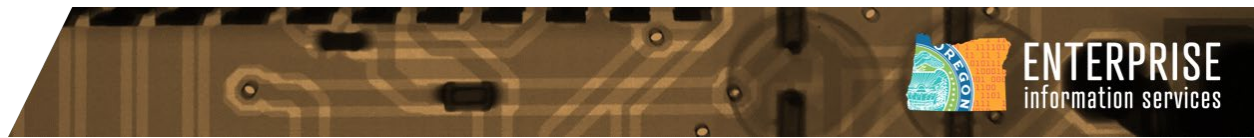
### TED. *Current Modernization Portfolio*

<b>Agency</b>	OBDD	<b>Project Title</b>	Modernization Initiative
<b>Budget</b>	\$1-5 Million	<b>Status</b>	-
<b>Project Category</b>	Modernization Program		
<b>Business Justification Summary</b>	<p>The system used to manage loans, grants, bonds, tax incentives, and other economic development resources is internal-facing only and provided on a Microsoft Access-based software application. Throughout most programs in the agency, information is manually captured on a combination of Excel spreadsheets, Word documents, etc., and stored in different places on the agency’s network, leading to inefficient data analytics and limited insight into real-time data across the agency. The agency wants to improve our organization’s performance by modernizing business workflows and technology systems to achieve a 21st-century delivery model. The agency wants to the ability to meet our mission better and more quickly, keep costs low, and have less risk by implementing modern and interconnected business processes and information technology systems. Modernization is an opportunity to reimagine the customer experience and assess the agency’s business workflows and technology in a holistic, agency-wide approach. Ultimately, the agency will achieve its mission and vision through increased accessibility, data management, quality, accuracy, timeliness, and improved accountability.</p>		

<b>Agency</b>	OBDD	<b>Project Title</b>	Economic Development Management System (EDMS)
<b>Budget</b>	\$550,000	<b>Status</b>	-
<b>Project Category</b>	New Development		
<b>Business Justification Summary</b>	<p>This Business Oregon project will digitally transform the agency's core financial information system. The agency wants to replace the current system, improve business processes, manage information efficiently and accurately; and position the IT system foundation for modernization initiatives to come. Users will be able to easily access data, and information for operations, strategic decision making, analytics, and predictive analysis.</p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	TAD - Local RUC Project
<b>Budget</b>	\$1,560,085	<b>Status</b>	SG-3
<b>Project Category</b>	New Development		
<b>Business Justification Summary</b>	<p>Expand the technology of the OReGO Program to test if road usage charging is a viable funding option for local governments. The project will conduct three simultaneous pilots to test the technology: area pricing, layered area pricing, and on/off ramp corridor pricing.</p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	TAD - Local RUC Project
<b>Budget</b>	\$500,000	<b>Status</b>	SG-3

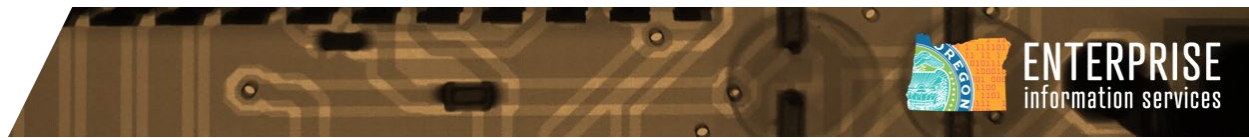


<b>Project Category</b>	New Development
<b>Business Justification Summary</b>	Expand the technology of the OReGO Program to test if road usage charging is a viable funding option for local governments. The project will conduct three simultaneous pilots to test the technology: area pricing, layered area pricing, and on/off ramp corridor pricing.

<b>Agency</b>	ODOT	<b>Project Title</b>	TAD - Traffic Count Management
<b>Budget</b>	\$2,747,706	<b>Status</b>	SG-4 (complete)
<b>Project Category</b>	New Development		
<b>Business Justification Summary</b>	Replace the traffic counting system software that is no longer supported by the vendor. This software collects, processes, and distributes Oregon traffic information. Traffic count data is an integral part of ODOT business processes, including all cycles of the Roadway System: Planning, Designing, Construction, Operation, and Maintenance.		

<b>Agency</b>	ODOT	<b>Project Title</b>	DMV - Service Transformation Program (STP)
<b>Budget</b>	\$90,000,000	<b>Status</b>	SG-4*
<b>Project Category</b>	New Development		
<b>Business Justification Summary</b>	<p>DMV is preparing to replace the division's 40-year-old computer systems with modern technology that will better serve Oregonians and the many customers and business partners that rely on DMV's services. The legacy systems have inherent limitations that significantly constrain DMV's ability to achieve its mission and impede the agency's and key business partner's efforts to implement critical system improvements. Oregonians expect new ways for DMV to provide services that match the convenience of the private sector.</p> <p><i>* The first STP "project" was completed and received a Stage Gate 4 endorsement on November 18, 2020. The "program" is technically ongoing, with Kiosks in initiation. The budget and completion date here reflect the overall program expectations, not the first STP project or kiosks. Was in 2019-21 IRM as a current project with a completion date of June 2025 and listed as in execution at that time.</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	DMV - Service Transformation Program (STP) - Kiosks
<b>Budget</b>	\$700,000	<b>Status</b>	SG-1*
<b>Project Category</b>	New Product or Service		
<b>Business Justification Summary</b>	Provide kiosks in field offices and at other locations throughout Oregon for customers to use to conduct some of their DMV business. Start with a proof of concept pilot then expand via subsequent phases/projects.		



*\* High priority initiative for ODOT/DMV. In early planning, has received Stage Gate 1 endorsement for initiation. EIS believes the current cost estimate is vastly underestimated. This is the continuation of the Service Transformation Program, and the second initiated project of that initiative.*

<b>Agency</b>	ODOT	<b>Project Title</b>	AASHTOWare - Project Construction & Materials
<b>Budget</b>	-	<b>Status</b>	*
<b>Project Category</b>	Enhancement		
<b>Business Justification Summary</b>	<p>ODOT Construction wants to move to the AASHTOWare application to manage the construction materials. This application is a plug-in that works with other AASHTOWare applications currently used by ODOT. Since this is part of the AASHTOWare suite, it will connect with the other tools seamlessly within the AASHTOWare toolbox. Most of the cost is vendor evaluation and migration.</p> <p><i>*Rolled into APOST Project. Was in 19-21 IRM as EITGC Prioritized Project.</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	AASHTOWare - Project Estimation
<b>Budget</b>	\$985,000	<b>Status</b>	*
<b>Project Category</b>	Enhancement		
<b>Business Justification Summary</b>	<p>This project is to deploy a plug-in module for AASHTOWare that connects to the Preconstruction modules. Migrate from AASHTOWare Project (AWP) Estimator to AWP Estimation, a web-based lifecycle update of highway construction cost estimating software. The project is required due to the sunset of the AWP Estimator in 2022.</p> <p><i>* Project is in execution, received Non-Stage Gate endorsement on November 4, 2019. Was in 19-21 IRM as EITGC Prioritized Project.</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	AASHTOWare - Project One Source of Truth (APOST) - Program
<b>Budget</b>	\$7,774,393	<b>Status</b>	SG-3*
<b>Project Category</b>	Enhancement		
<b>Business Justification Summary</b>	<p>ODOT Construction wants to move to the AASHTOWare application to manage the construction materials. This application is a plug-in that works with other AASHTOWare applications currently used by ODOT. Since this is part of the AASHTOWare suite, it will connect with the other tools seamlessly within the AASHTOWare toolbox. Most of the cost is vendor evaluation and migration. The Construction and Materials (C&amp;M) and Civil Rights and Labor (CRL) modules of the AASHTOWare Project, when added with the implemented Pre-Construction and Estimation modules, will enable ODOT to create a unified database that provides a consistent, integrated view of the contract process during each project phase. The proposed solution is to deploy AASHTOWare Project C&amp;M and CRL. These projects were initially proposed separately, but due to their dependencies have been combined into one effort.</p>		

*\*In execution. 19-21 AASHTOWare projects were rolled into this initiative. This was included in 21-23 Prioritization.*

<b>Agency</b>	ODOT	<b>Project Title</b>	Civil Rights Compliance Tracking
<b>Budget</b>	-	<b>Status</b>	*
<b>Project Category</b>	-		
<b>Business Justification Summary</b>	<p>Provide a software solution to replace the obsolete Civil Rights Compliance Tracking System. This in-house system was writing Visual Basic 6 and is no longer functioning adequately for the business. The software will not run successfully on Windows 10 machines and performance across the network is so poor that users in remote locations must log in directly to a server to use the application.</p> <p><i>*Rolled into APOST Project. Was in 19-21 IRM as EITGC Prioritized Project.</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	OpenRoads Designer and MicroStation CONNECT Edition Upgrade
<b>Budget</b>	\$5,006,757	<b>Status</b>	SG-3
<b>Project Category</b>	-		
<b>Business Justification Summary</b>	<p>This is a lifecycle update to the engineering applications used by the ODOT Highway division to create engineering designees and drawings. The current version of the application is not certified to work with WIN10 and will be at end of life with no support by December 2021. The largest cost for this project will be user training since there are over 130 users of these tools.</p>		

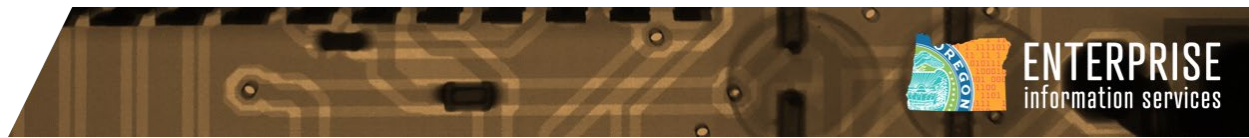
<b>Agency</b>	ODOT	<b>Project Title</b>	Integrated Collaboration and Environmental Review Tool (i-CERT)
<b>Budget</b>	\$2,804,050	<b>Status</b>	SG-2
<b>Project Category</b>	COTS Evaluation		
<b>Business Justification Summary</b>	<p>The environmental review process is a significant portion of that project delivery process. This initiative is to consolidate many data sources into a single authoritative information management system that would be integrated with other ODOT project delivery information systems to support a connected statewide agency approach to project delivery for environmental disciplines. This system is expected to assist in accelerating the pace and more efficiently deliver transportation infrastructure projects.</p> <p><i>*Currently in planning. The last endorsement received was Stage Gate 2 on March 3, 2020. Was in 19-21 IRM as EITGC Prioritized Project</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	ODOT OregonBuys
---------------	------	----------------------	-----------------

<b>Budget</b>	\$4,806,687	<b>Status</b>	SG-2*
<b>Project Category</b>	-		
<b>Business Justification Summary</b>	<p>Implementing OregonBuys will capitalize on existing efficiencies and identify opportunities to improve business practices, ultimately resulting in a state-of-the-art solution for capturing, storing, tracking, and reporting information related to the procurement and payment of agency goods and services.</p> <p><i>* This is the sub-project for ODOT's Oregon Buys implementation work. Was in 19-21 IRM as EITGC Prioritized Project with name PCMS. PCMS = Purchasing and Contract Management System</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	Financial Services Imaging System (FSIS) Replacement
<b>Budget</b>	\$1,100,000	<b>Status</b>	*
<b>Project Category</b>	Enhancement		
<b>Business Justification Summary</b>	<p>The Financial Services Imaging System (FSIS) is comprised of processes, application tools, training, and support of the Financial Services (FS) electronic document management activities. The FSIS system involves the capture of physical documents and their related data into an electronic format that is then stored in a database for retrieval and delivery. Currently, all invoices, timesheets, and other financial documents are forwarded from ODOT offices around the state and are imaged centrally and made available through financial system tools for viewing. The core software, Kofax Capture v9, used for this process has become obsolete and will not work on Windows 10. ODOT is moving all hardware to this operating system driving the need to upgrade this software to a compatible version or replace it.</p> <p><i>*Was in 19-21 IRM as EITGC Prioritized Project. There is no information on project status for this anywhere in PPM, and it appears this may be part of the Oregon Buys work that ODOT is undertaking as a sub-project of the enterprise effort.</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	Automated Routing and Permitting of Over-Dimension Permits
<b>Budget</b>	\$5,000,000	<b>Status</b>	*
<b>Project Category</b>	COTS Evaluation		
<b>Business Justification Summary</b>	<p>Commerce and Compliance Division (CCD) must adopt a statewide automated routing and permitting system for single trip permit issuance; an initiative supported by the Federal Highway Administration (FHWA) and the Specialized Carriers &amp; Rigging Association (SC&amp;RA). The system will integrate updated vertical clearance and infrastructural data, aligning multiple work units throughout the agency to make fully informed, data-driven investment decisions, and increase customer service.</p> <p><i>*Just initiating, no baselines at this point. In 21-23 Prioritization.</i></p>		

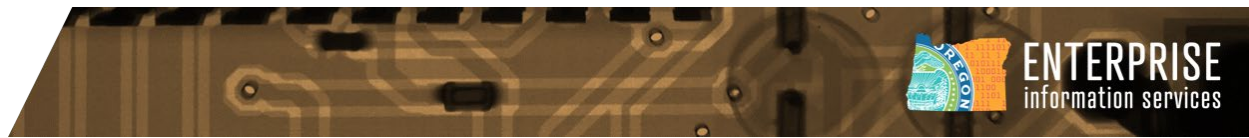


<b>Agency</b>	ODOT	<b>Project Title</b>	Connected Vehicle Ecosystem Program
<b>Budget</b>	\$60,000,000	<b>Status</b>	*
<b>Project Category</b>	Infrastructure Deployment/Distributed		
<b>Business Justification Summary</b>	<p>This CVE would provide a platform for CV data gathering and distribution, creating a link to communicate information to and from vehicles on the highway system and display safety-related information to drivers. Such a system will need to be capable of handling the massive volume of messages generated by connected vehicles at-scale deployment. (Currently, Oregon has over 3 million passenger vehicles registered.) The system could help to implement connected vehicle safety applications and roadway funding applications, including deployment-scale RUC and tolling systems.</p> <p><i>* Just initiating, not expecting completed initiation documents until 2022 (will be doing professional services engagement to assist with scoping and road mapping in 2021). Included in 21-23 Prioritization.</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	TAD - CHAMPS Rewrite
<b>Budget</b>	\$2,175,000	<b>Status</b>	*
<b>Project Category</b>	Enhancement		
<b>Business Justification Summary</b>	<p>The purpose of this project is to rewrite the existing Access Management Highway Permitting system that is currently written in PowerBuilder which is an unsupported technology in ODOT.</p> <p><i>*Currently on stop work. Re-evaluating vendor and re-baselining. The budget and schedule reflect the most recent baseline.</i></p>		

<b>Agency</b>	ODOT	<b>Project Title</b>	TAD - Time & Attendance System (TAMS)
<b>Budget</b>	\$8,951,950	<b>Status</b>	SG-3*
<b>Project Category</b>	New Product or Service		
<b>Business Justification Summary</b>	<p>This project will acquire and implement a single commercial-off-the-shelf standard time and attendance system for ODOT and partner agencies Department of Environmental Quality and Department of Agriculture. The procurement for the software will result in a statewide price agreement that other agencies can use to acquire software and services in the future.</p> <p><i>*Not included in prioritization. In execution with Stage Gate 3 endorsement. Re-baselining, and may be impacted by the enterprise Payroll &amp; Time Tracking project.</i></p>		

<b>Agency</b>	ODVA	<b>Project Title</b>	Conservatorship System Replacement
<b>Budget</b>	\$468,000	<b>Status</b>	*
<b>Project Category</b>	New Product or Service		



<b>Business Justification Summary</b>	<p>Modernize service delivery for the ODVA Conservatorship System: Rework and/or replace core application components to enhance and extend system services. Using smart technology to better protect and serve veterans, ODVA needs to:</p> <ul style="list-style-type: none"> <li>• replace outdated and inadequate applications with effective, efficient platforms designed for modern-day needs; and</li> <li>• leverage technology to improve services and lay a foundation to build a 21st-century ODVA.</li> </ul> <p><i>*Project is effectively on hold. Was in 19-21 IRM as a current project in the idea stage (so not yet baselined) with an end date of June 2021.</i></p>
---------------------------------------	--

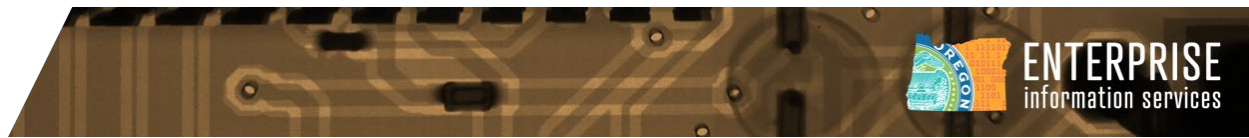
<b>Agency</b>	OED	<b>Project Title</b>	Modernization Program
<b>Budget</b>	\$85,500,000	<b>Status</b>	SG-1*
<b>Project Category</b>	Modernization Program		

<b>Business Justification Summary</b>	<p>The Modernization Program is a multi-year initiative focused on transforming the Employment Department's business and core technology systems. The agency is seeking to replace the aging computer systems that support receipt of unemployment insurance taxes, payment of benefits, and delivery of employment services. This effort will also transform business processes to take advantage of opportunities and benefits available through new system capabilities.</p> <p><i>*Overarching program received Stage Gate 1 endorsement on January 23, 2018. The program remains in planning; the component project for UI Mod is listed separately. The budget and date reflect current PPM information for program entry. Included in 21-23 Prioritization. Was in 19-21 IRM as a current project in initiation with a completion date of December 2024, though listed as in initiation so not baseline at that time.</i></p>
---------------------------------------	--

<b>Agency</b>	OED	<b>Project Title</b>	Unemployment Insurance (UI) Modernization
<b>Budget</b>	\$123,000,000	<b>Status</b>	SG-2*
<b>Project Category</b>	New Development		

<b>Business Justification Summary</b>	<p>The Unemployment Insurance (UI) Modernization Project is an initiative chartered through the Modernization Program. Its purpose is to replace the computer systems supporting receipt of UI taxes and payment of UI benefits and transform the business processes to take advantage of opportunities and benefits available through new system capabilities.</p> <p><i>*Stage Gate 2 endorsement received. The project is in detailed planning and negotiation, so not baseline yet. May be combined with some or all technology portions of Paid Family Medical Leave. Not separately in 21-23 Prioritization.</i></p>
---------------------------------------	--

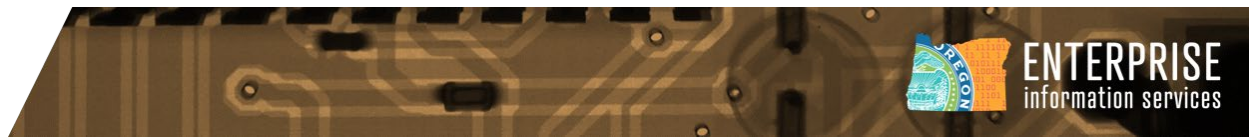
<b>Agency</b>	OED	<b>Project Title</b>	Paid Family Medical Leave (PFML) Implementation Program
<b>Budget</b>	\$63,725,000	<b>Status</b>	SG-2*





<b>Project Category</b>	New Development
<b>Business Justification Summary</b>	<p>Implement Oregon's new Paid Family and Medical Leave Insurance (PFMLI) program which provides employees with compensated time off from work to care for and bond with a child during the first year of the child's birth or arrival through adoption or foster care; to provide care for a family member who has a serious health condition; to recover from employees own serious health condition; and to take leave related to domestic violence, stalking, sexual assault or harassment (safe leave).</p> <p><i>* Still in initiation, no endorsements received. Scoping to determine the number of technology investments is active. Some portions may be combined with the Unemployment Modernization project. In 21-23 Prioritization. The current budget estimate includes all PFMLI activities, not just IT investment estimates.</i></p>

<b>Agency</b>	OHCS	<b>Project Title</b>	Homeless Management Information System (HMIS)
<b>Budget</b>	\$1,200,000	<b>Status</b>	SG-2*
<b>Project Category</b>	New Product or Service/Enhancement		
<b>Business Justification Summary</b>	<p>The purpose of this project is to invest in a statewide Homeless Management Information System (HMIS) that will enable clear outcome tracking for homeless individuals to meet the objectives of HB5201 and Legislative imperative-- SB5512 Budget Note. As a user of the HMIS system, OHCS would be changing its role to Lead for several COCs, CAAs. OHCS does not input any data into the system</p> <p><i>*In initiation, with the contracting vehicle being established to enable licensing and future implementation. Should have been included in 21-23 Prioritization. The current budget in PPM is \$860,000, reflecting early estimates that did not include required staffing. A further write-up of associated POP 104 occurred post-prioritization.</i></p>		



## Appendix B. 2019–21 All Active Projects by Policy Area and Agency

The following summary graphics and listing of projects include all active projects identified within the PPM tool for the 2019-2021 biennium as of April 26, 2021. Please note that the active project list is not inclusive of all modernization initiatives identified in Appendix A, as these may include new initiatives proposed as part of the 2021-23 Governor’s Recommended Budget. Furthermore, the budget figures provided reflect agency reporting data, which may not be available for all projects; particularly, for projects that are still in the planning phase.

Figure 5. Count of Active Projects by Policy Area

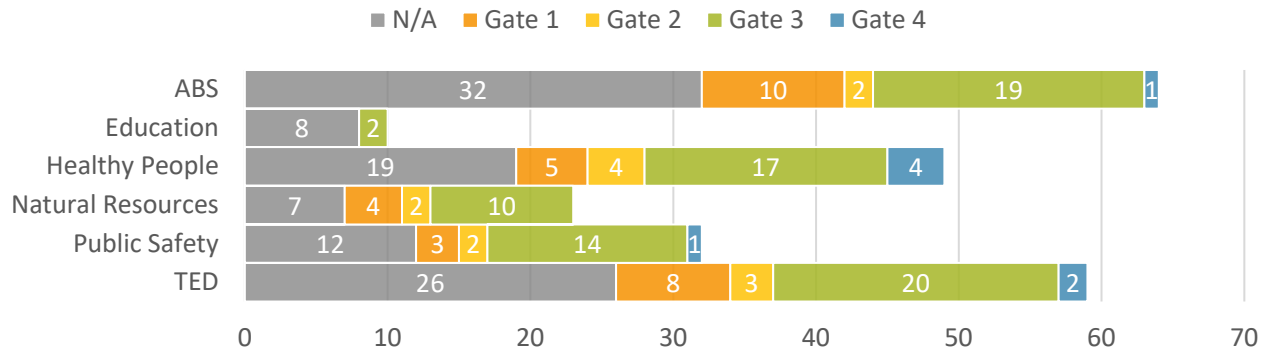
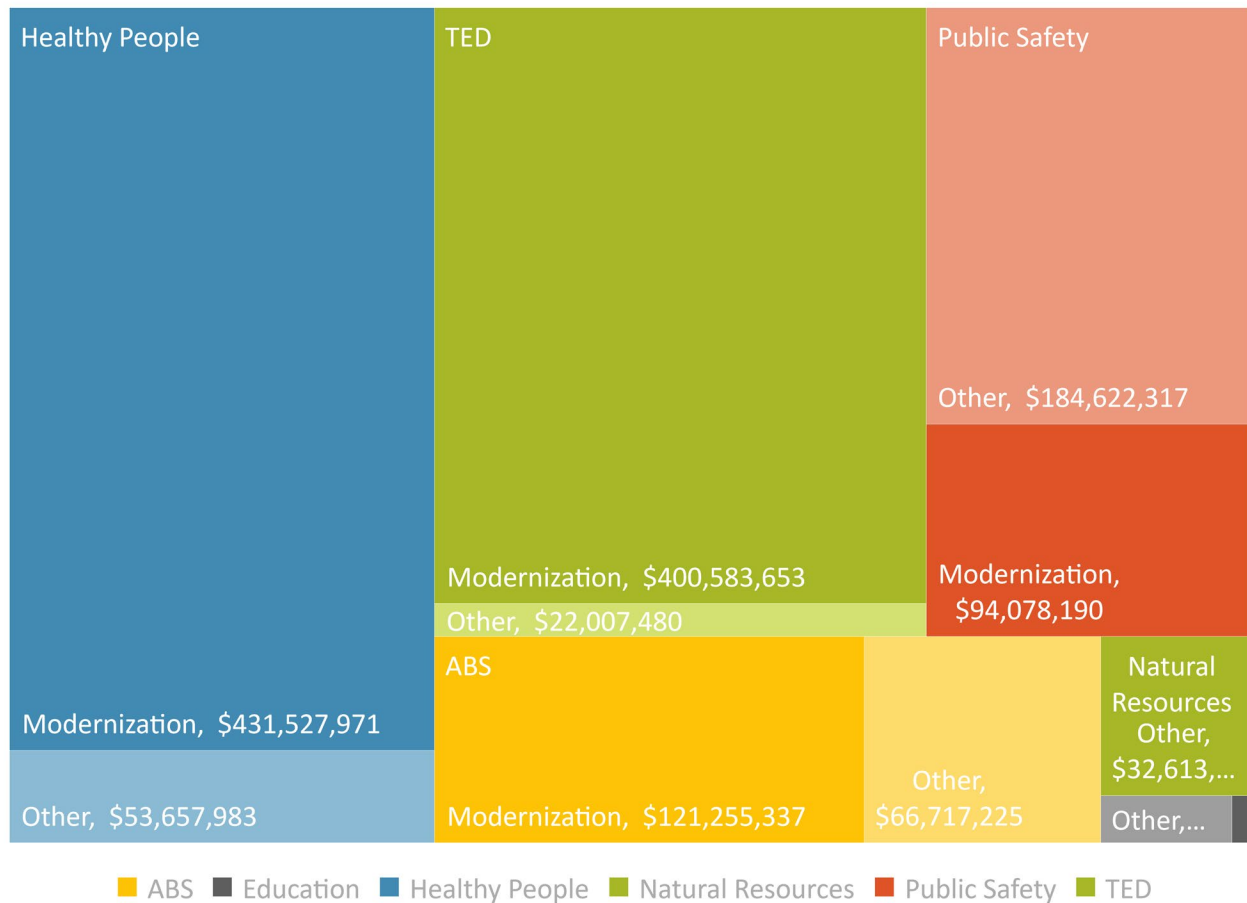


Figure 6. Sum Value of Active Modernization Projects versus Other by Policy Area



## All 2019–21 Active Projects by Policy Area and Agency

The active project listing identifies modernization (“Mod.”) initiatives, the last Stage Gate endorsement (“SG End.”), the start and end date of the project, and the project budget (if available).

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
ABS	CCB	Licensing and Enforcement System	-	Gate 1	02/18/20	06/30/25	\$0
ABS	DAS	DAS Payroll/Time Tracking Project	Yes	Gate 3	07/01/19	06/30/21	\$25,000,000
ABS	DAS	DAS OregonBuys: Enterprise	Yes	Gate 3	04/01/19	06/30/23	\$19,600,000
ABS	DAS	EIS Microsoft 365 Project	Yes	Gate 3	11/18/19	12/27/21	\$5,452,222
ABS	DAS	GEO Hub Spatial Data Sharing Program	-	-	06/28/18	12/31/23	\$4,000,000
ABS	DAS	DAS Learning Management System	Yes	Gate 3	07/01/19	06/30/21	\$3,548,121
ABS	DAS	EIS DCS Compliance Logging	-	Gate 1	10/01/19	06/30/23	\$3,300,000
ABS	DAS	EIS Enterprise ITSM / ITAM	Yes	Gate 2	10/01/19	06/30/23	\$2,885,180
ABS	DAS	DAS IWMS Implementation	-	Gate 4	07/18/18	10/14/20	\$1,537,235
ABS	DAS	EIS Integrated Risk Management (IRM) - Phase 1	Yes	Gate 2	10/01/19	06/30/21	\$1,100,000
ABS	DAS	OSCIO SDC Colocation Service	-	-	06/28/18	04/30/20	\$1,066,405
ABS	DAS	DAS Parking Facilities Management System	-	Gate 3	04/01/15	11/15/19	\$966,329
ABS	DAS	DAS Risk Management Information System	-	Gate 3	06/01/19	06/30/21	\$550,000
ABS	DAS	DAS Business Modernization Program	-	-	07/07/19	11/30/19	\$500,000
ABS	DAS	EIS Prioritization Tool	-	-	03/18/20	03/18/20	\$500,000
ABS	DAS	OSCIO Assessment: ETS Network Architecture	-	-	10/15/18	07/31/19	\$500,000
ABS	DAS	DAS Workday Security Controls Enhancement	-	-	05/01/19	06/30/20	\$491,040
ABS	DAS	EIS Network Strategy	-	-	03/01/21	06/30/21	\$467,000

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
ABS	DAS	DAS OBIEE Implementation for Financial Datamart	-	Gate 3	11/27/17	06/30/20	\$378,328
ABS	DAS	DAS SAP Concur Travel Booking and Expense Tracking Pilot	-	-	10/24/18	12/31/19	\$155,000
ABS	DAS	EIS Privileged Access Management (DCS)	-	-	10/01/19	06/30/21	\$147,500
ABS	DAS	EIS Statewide Emergency Alerting System (OR-Alert)	-	Gate 3	10/01/20	06/30/21	\$114,477
ABS	DAS	EIS Web Application Firewall (WAF) Pilot	-	Gate 1	01/01/20	06/30/20	\$65,000
ABS	DAS	EIS Immutable Backup	-	Gate 1	07/01/20	12/31/20	\$20,000
ABS	DAS	DAS CAFR Software Upgrade	-	-	02/18/20	04/26/20	\$10,800
ABS	DAS	DAS Bill Tracker Enhancements Project	-	-	07/15/20	12/31/20	\$0
ABS	DAS	DAS Microsoft Windows 10 Upgrade	-	-	06/04/18	10/14/20	\$0
ABS	DAS	EIS Cloud Strategy Implementation	-	-	07/01/20	06/30/21	\$0
ABS	DAS	EIS Network and Security Modernization Program	Yes	-	11/04/19	06/30/25	\$0
ABS	DAS	EIS SD-WAN Pilot	-	-	02/04/20	02/04/20	\$0
ABS	DAS	EIS Unified Compute Platform (UCP) Replacement	-	-	05/01/20	08/30/21	\$0
ABS	DAS	EIS DCS Billing System Replacement	-	Gate 1	06/01/20	06/30/21	\$0
ABS	DAS	OSCIO SOC 2.0	-	Gate 1	08/27/18	08/28/19	\$0
ABS	DAS	OSCIO SQL 2008/2008 R2 Upgrade to 2016/19 Project	-	Gate 3	04/15/19	09/05/19	\$0
ABS	DCBS	WCD: Modernization Program	Yes	Gate 1	10/26/16	12/31/28	\$42,000,000
ABS	DCBS	Tracking Tool Solution	Yes	Gate 3	04/14/16	10/16/20	\$1,524,000
ABS	DCBS	ORHIM: Consumer Choice Tool	-	Gate 3	10/01/18	10/31/19	\$1,315,000
ABS	DCBS	Quarantine Time Loss Project	-	Gate 3	07/15/20	06/01/21	\$505,200
ABS	DCBS	DFR: HB4005 Drug Transparency	-	-	10/15/18	07/16/21	\$391,230

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
ABS	DCBS	BCD: Upgrade MyLicense to MLO	-	Gate 3	03/07/16	01/06/22	\$366,000
ABS	DCBS	Smarsh Text Messaging Archive	-	Gate 3	06/03/19	10/04/19	\$0
ABS	DOR	Electronic Valuation Information System (ELVIS)	Yes	Gate 1	04/21/20	08/31/24	\$15,625,496
ABS	DOR	Corporate Activity Tax (CAT) Project	-	Gate 3	07/01/19	06/30/21	\$13,479,146
ABS	DOR	Processing System Center Modernization Project	Yes	Gate 3	03/01/17	05/31/21	\$4,520,318
ABS	DOR	Senate Bill 1067 Collection Centralization Project	-	Gate 3	07/15/17	12/12/19	\$1,795,987
ABS	DOR	Local Lodging Tax Administration	-	Gate 1	07/29/20	07/15/21	\$900,000
ABS	DOR	Heavy Equipment Rental Tax (HERT) Project	-	Gate 3	09/24/18	09/10/19	\$753,299
ABS	DOR	Auto Garn Project	-	-	06/03/19	03/05/20	\$260,877
ABS	DOR	CAP Rewrite	-	-	01/14/21	06/30/21	\$0
ABS	DOR	CPAR Centralized Partnership Audit Regime	-	-	01/29/21	06/30/21	\$0
ABS	DOR	Intranet Modernization Project	-	-	04/11/18	12/31/21	\$0
ABS	DOR	Intranet Modernization Project	-	-	09/02/19	09/30/21	\$0
ABS	DOR	IVR Replacement Project	-	-	02/16/21	06/30/21	\$0
ABS	DOR	Oil Train Tax (HB 2209 Railcar Project)	-	-	07/22/19	10/31/20	\$0
ABS	DOR	Software Development Lifecycle (SDLC)	-	-	02/19/21	06/30/21	\$0
ABS	DOR	Windows 10 Upgrade	-	-	08/28/19	05/31/21	\$0
ABS	DOR	Windows 10 Upgrade	-	-	07/29/19	05/31/21	\$0
ABS	PERS	PERS SB 1049 Implementation Program	-	Gate 1	07/01/19	04/20/24	\$28,559,714
ABS	PERS	PERS Production Data Center Migration	-	-	11/20/17	01/18/22	\$1,715,318
ABS	PERS	PERS Backup Data Center Project	-	Gate 3	11/20/17	06/30/22	\$1,361,540

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
ABS	PERS	Electronic Signature Solution	-	-	08/03/20	03/31/21	\$240,000
ABS	PERS	PERS IAP Administration Program- Project #1	-	-	01/28/19	12/31/20	\$184,800
ABS	PERS	PERS Data Loss Prevention (DLP) Project	-	-	03/09/20	08/03/20	\$120,000
ABS	PERS	Test Case Management Solution- QMETRY	-	-	06/12/19	09/30/19	\$0
Education	HECC	Private Career School & Degree Authorization Compliance	-	-	07/31/20	08/23/21	\$543,000
Education	HECC	Eligible Training Provider List	-	-	07/21/20	08/16/21	\$405,000
Education	ODE	Special Education Compliance and Data System	-	-	01/16/20	09/29/23	\$3,600,000
Education	ODE	CNP Administration System	-	-	07/22/19	09/30/22	\$1,636,775
Education	ODE	ODE Grant Management System	Yes	-	03/10/20	07/29/22	\$1,200,000
Education	ODE	Purchase and Install Data Center Hardware	-	-	07/14/20	05/28/21	\$984,000
Education	ODE	"Education Data Viewer" (Report Card Dashboard)	-	Gate 3	04/02/18	02/01/21	\$728,024
Education	ODE	CTE Information System	-	-	02/08/19	06/30/21	\$454,691
Education	ODE	Sexual Misconduct Verification System (SB 155)	-	Gate 3	01/01/20	05/31/21	\$100,000
Education	ODE	Healthy Families Oregon	-	-	03/18/21	03/18/21	\$0
Healthy People	BLSW	2019 BLSW Licensing system upgrade	-	Gate 3	03/11/19	11/30/19	\$90,000
Healthy People	BOP	MyLicense Office upgrade	-	Gate 3	04/13/18	12/20/19	\$351,989
Healthy People	DHS	ONE Integrated Eligibility & Medicaid Eligibility	Yes	Gate 3	07/01/15	05/28/21	\$371,889,014
Healthy People	DHS	Centralized Abuse Management (CAM)	Yes	Gate 3	07/01/15	06/30/21	\$14,299,728
Healthy People	DHS	Provider Time Capture	Yes	Gate 3	09/15/14	09/29/23	\$13,971,995

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
Healthy People	DHS	HIT Portfolio (OHIT) - Provider Directory	-	Gate 4	01/01/14	09/23/19	\$10,846,548
Healthy People	DHS	OBHAS-Oregon Behavioral Health Access System	Yes	-	10/22/20	12/31/20	\$6,841,244
Healthy People	DHS	HIT Portfolio (OHIT) - Clinical Quality Metrics Registry	-	Gate 4	01/01/14	09/23/19	\$5,922,170
Healthy People	DHS	CRIMS	-	-	07/03/18	07/29/20	\$3,000,000
Healthy People	DHS	CALMS	-	Gate 4	09/19/19	09/25/20	\$927,625
Healthy People	DHS	ORCA VR Alliance Project	-	Gate 3	09/01/18	01/31/20	\$727,386
Healthy People	DHS	Reunification Tool Project	-	-	08/26/19	08/26/19	\$298,847
Healthy People	DHS	eXPRS Platform Migration	-	Gate 1	05/11/20	06/04/21	\$153,000
Healthy People	DHS	CCWIS Modernization Program	Yes	-	07/01/19	06/30/24	\$0
Healthy People	DHS	IRMS ERMS - Child Welfare	-	-	07/31/19	11/18/20	\$0
Healthy People	HRLB	Core Information System for Health Related Licensing Boards	-	-	10/15/18	12/31/20	\$197,108
Healthy People	MHRA	MHRA Licensing System Replacement Project	-	Gate 3	03/11/19	11/30/19	\$90,000
Healthy People	OBCE	Licensing Database Management System	-	-	06/03/20	06/03/20	\$135,000
Healthy People	OBD	Dentistry License replacement project 2019	-	-	10/29/19	06/30/20	\$138,000
Healthy People	OBO	OBO 2018 Licensing system upgrade	-	Gate 3	11/21/18	08/30/20	\$90,000
Healthy People	OCB	OCB VR Case Management System Modernization Project	-	Gate 3	09/16/16	10/31/21	\$2,487,606
Healthy People	OHA	TWIST To Web	Yes	Gate 3	10/25/16	12/01/22	\$14,338,751
Healthy People	OHA	MMIS Program Integrity	-	Gate 3	11/26/18	12/31/21	\$8,205,546
Healthy People	OHA	Community Outcomes Management System (COMPASS)	-	Gate 1	11/26/18	08/04/21	\$6,739,793

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
Healthy People	OHA	Tracking Home visiting Effectiveness in Oregon (THEO)	-	Gate 4	06/15/16	07/31/19	\$2,563,000
Healthy People	OHA	HIV Electronics (HIV-E) formerly HIVCAT CAREAssist	Yes	Gate 3	02/04/16	06/07/21	\$2,260,190
Healthy People	OHA	OEBB-PEBB Benefit Management Systems (BMS)	Yes	Gate 2	07/01/19	07/01/21	\$2,238,435
Healthy People	OHA	HASP 2.0	-	Gate 2	09/11/19	08/31/22	\$1,638,378
Healthy People	OHA	ECWS - Eligibility Correspondence Workflow Solution	Yes	Gate 1	06/25/20	12/31/21	\$1,500,000
Healthy People	OHA	MES Interoperability - Claims & Provider Directory	-	Gate 1	01/27/21	01/27/21	\$1,350,000
Healthy People	OHA	Compass - Behavioral Health Data Warehouse (BHDW)	Yes	Gate 2	11/26/18	06/30/21	\$1,199,594
Healthy People	OHA	Oregon Testing Initiative	-	-	09/30/20	05/31/21	\$1,150,000
Healthy People	OHA	Compass - MOTS Replacement	Yes	Gate 2	01/23/20	08/04/21	\$1,148,246
Healthy People	OHA	APAC Data Vendor Transition	Yes	Gate 3	08/01/17	06/01/21	\$1,070,466
Healthy People	OHA	IT Asset Management System	-	Gate 3	03/27/18	01/20/21	\$818,183
Healthy People	OHA	Office 365 Implementation	Yes	-	05/02/18	08/24/21	\$770,308
Healthy People	OHA	OVERS_REALD	-	-	04/01/21	04/01/21	\$729,000
Healthy People	OHA	OSH Incident Reporting and Infection Surveillance (IRIS)	-	-	03/14/18	11/30/22	\$697,000
Healthy People	OHA	SERV-OR	-	Gate 1	03/02/21	03/02/21	\$480,000
Healthy People	OHA	CMMS Facilities Replacement	-	Gate 3	09/03/18	01/15/21	\$318,997
Healthy People	OHA	Toxic-Free Kids Data System	-	-	02/22/18	09/30/19	\$312,500
Healthy People	OHA	Stack Overflow for Enterprise	-	-	09/01/19	08/31/20	\$256,935
Healthy People	OHA	CCO 2.0 Web Application	-	-	06/03/19	09/27/19	\$254,873



Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
Healthy People	OHA	Electronic Child and Adolescent Needs and Strengths	-	-	02/15/17	08/14/20	\$0
Healthy People	OHA	Get Vaccinated Oregon (GVO)	-	-	01/22/21	04/30/21	\$0
Healthy People	OHA	MMIS 1095-B Solution	-	-	06/14/19	06/19/20	\$0
Healthy People	OHA	MMIS T-MSIS Phase 3	-	Gate 3	09/09/19	09/30/21	\$0
Healthy People	OMB	Medical Board Core Business Suite Replacement	-	-	06/01/20	06/30/23	\$2,592,354
Healthy People	OPTLB	Core Information System for Physical Therapy Board	-	Gate 3	10/15/18	06/30/20	\$96,145
Natural Resources	DEQ	Environmental Data Management System (EDMS)		Gate 3	01/01/18	12/20/22	\$9,264,636
Natural Resources	DEQ	EV Rebate Project		Gate 3	08/27/18	11/30/20	\$4,320,610
Natural Resources	DEQ	Clean Water State Revolving Fund Information System		Gate 1	07/29/16	05/30/22	\$2,640,648
Natural Resources	DEQ	Q-Time Replacement		-	03/10/20	02/14/22	\$1,150,000
Natural Resources	DEQ	Ballast Water Database Replacement Project		-	10/01/20	12/31/21	\$429,915
Natural Resources	DEQ	New Public Record System		Gate 3	06/28/18	08/30/19	\$281,010
Natural Resources	DEQ	Greenhouse Gas Emissions Cap and Reduce Information		-	05/22/20	07/01/21	\$0
Natural Resources	DSL	Next Gen Land Administration System		Gate 1	06/18/18	06/30/23	\$3,707,273
Natural Resources	DSL	Unclaimed Property System Replacement		-	01/01/18	11/01/19	\$1,755,832
Natural Resources	NRBC	LCB licensing system replacement		Gate 3	06/10/19	02/29/20	\$90,000
Natural Resources	ODF	AssetWorks		Gate 1	07/02/20	07/02/20	\$0
Natural Resources	ODF	FERNS & Helicopter Notifications Update		Gate 1	08/05/20	03/01/22	\$0
Natural Resources	ODFW	Electronic Licensing System		Gate 3	08/01/17	08/31/19	\$1,581,300
Natural Resources	ODFW	Volunteer and Event (VEM) Project		Gate 3	07/26/19	08/31/21	\$1,407,111

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
Natural Resources	ODFW	Asset Management System		Gate 3	02/28/19	08/30/19	\$95,000
Natural Resources	OPRD	OPRD Reservation System		Gate 2	02/01/19	03/31/22	\$3,948,000
Natural Resources	OPRD	ATV Day Permits		-	05/01/19	02/28/20	\$425,000
Natural Resources	OPRD	Coastal Parks Network Speed Update		-	08/20/19	08/20/19	\$144,000
Natural Resources	OSBEELS	OSBEELS System Replacement		Gate 3	04/15/20	04/15/20	\$0
Natural Resources	PUC	PUC Dockets and Discovery System		Gate 2	07/05/17	07/30/21	\$1,202,000
Natural Resources	PUC	PUC Data Center Migration		Gate 3	06/15/18	01/31/20	\$135,000
Natural Resources	PUC	PUC GovQA - Public Record Request Management System		Gate 3	05/10/19	04/21/20	\$36,000
Natural Resources	WRB	Statewide Irrigation Consumptive Use Estimates Project		-	02/26/20	06/30/22	\$0
Public Safety	CJC	STOP Project (HB 2355)	Yes	Gate 3	11/13/17	06/30/20	\$1,530,418
Public Safety	DOC	DOC Communications P25 Radio Upgrade	Yes	Gate 3	06/29/18	02/28/23	\$15,022,313
Public Safety	DOC	Electronic Health Records (New System)	Yes	Gate 1	10/25/16	06/30/23	\$13,756,800
Public Safety	DOC	DOC Capital Renewal Camera Project	-	Gate 3	06/29/18	06/30/23	\$8,633,805
Public Safety	DOC	POP 107b CIS Tool Upgrade	-	Gate 2	06/29/18	06/30/21	\$2,967,910
Public Safety	DOC	DOC VTC Equipment	-	-	04/23/21	07/31/21	\$836,350
Public Safety	DOC	Elite Community Financials	Yes	Gate 3	11/01/19	03/22/22	\$381,500
Public Safety	DOC	AIC Computing Platform Upgrade	-	-	09/01/18	06/30/21	\$374,500
Public Safety	DOC	Friends & Family - Procurement of Electronic Deposit Services	-	-	04/15/19	12/31/19	\$0
Public Safety	DOJ	Origin (CSEAS replacement)	-	Gate 4	12/01/13	06/29/21	\$127,877,040

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
Public Safety	DOJ	Case Information Project (CIP)	-	-	06/01/21	12/31/26	\$22,107,616
Public Safety	DOJ	Case Management Project	Yes	Gate 1	01/30/19	07/01/25	\$2,570,922
Public Safety	DOJ	Receipting Replacement Project	Yes	Gate 3	03/20/19	01/22/21	\$1,876,900
Public Safety	DOJ	Billing Management Project (BMP)	-	-	08/04/20	07/29/22	\$532,543
Public Safety	DOJ	Document Management Project	Yes	Gate 3	04/16/18	09/30/20	\$0
Public Safety	DOJ	Legal Tools Replacement (LTR) 2.0	-	-	04/16/18	08/14/27	\$0
Public Safety	OLCC	OLCC EM - Enterprise Modernization PROGRAM	Yes	Gate 1	09/20/18	01/29/26	\$10,271,211
Public Safety	OLCC	OLCC EM - Distilled Spirits Supply Chain	-	-	08/02/18	12/29/23	\$4,700,000
Public Safety	OLCC	OLCC EM - Marijuana and Liquor Licensing & Compliance	-	-	08/02/18	12/29/23	\$4,700,000
Public Safety	OLCC	Privilege Tax Online	Yes	Gate 3	02/13/18	07/01/19	\$2,500,000
Public Safety	OLCC	OLCC Online Liquor Licensing System Replacement Project	-	Gate 3	05/16/16	11/24/20	\$1,200,000
Public Safety	ORC	ORC Database	Yes	-	01/05/21	06/05/21	\$124,000
Public Safety	OSP	LEDS 20/20 (CRIMEvue Replacement)	Yes	Gate 3	04/01/15	01/31/20	\$10,331,626
Public Safety	OSP	Core Operational Policing Systems (COPS)	Yes	-	08/21/20	12/31/24	\$5,412,500
Public Safety	OSP	Dash Camera and Body Camera Replacement Project -	-	Gate 3	02/26/18	09/27/19	\$3,968,405
Public Safety	OSP	Mobile Data Terminal (MDT) LifeCycle Replacement	-	Gate 3	04/17/18	12/31/19	\$2,500,000
Public Safety	OSP	OSP MS Enterprise agreement renewal/move exchange to MS	-	-	08/11/17	08/11/20	\$1,300,000
Public Safety	OSP	Mobile Router Project - Cradlepoint	-	Gate 3	10/12/17	10/21/19	\$1,122,786
Public Safety	OSP	GIS Mapping Services	-	Gate 3	01/07/19	11/30/20	\$701,362

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
Public Safety	OSP	MRIP - Medical Examiner Case Management System	-	Gate 3	12/19/16	02/28/20	\$600,000
Public Safety	OYA	JJIS Modernization Project	Yes	Gate 2	06/29/18	06/30/25	\$30,300,000
Public Safety	OYA	OYA Duress System	-	-	02/27/19	07/01/21	\$500,000
TED	OBDD	Economic Development Management System (EDMS)	Yes	Gate 1	04/15/20	09/30/22	\$0
TED	OBDD	Agency Technology Modernization - Applications	-	-	07/01/19	06/30/25	\$0
TED	OBDD	Agency Technology Modernization - Loan/Grant Tracking	-	-	10/02/18	10/31/23	\$0
TED	OBDD	Biz Oregon Modernization Program	Yes	-	04/15/20	06/30/25	\$0
TED	OBDD	Financial Analysis Software	-	-	09/26/19	12/31/19	\$0
TED	ODOT	DMV - Services Transformation Program (STP) - COTS	Yes	Gate 4	02/02/15	10/08/20	\$90,000,000
TED	ODOT	TAD - Time & Attendance	Yes	Gate 3	06/02/14	12/31/21	\$8,951,950
TED	ODOT	TAD - AASHTOWare Project One Source of Truth	Yes	Gate 3	10/31/19	07/15/23	\$7,744,393
TED	ODOT	TAD - MicroStation and OpenRoads Connect Upgrade	Yes	Gate 3	01/01/19	06/30/21	\$5,006,757
TED	ODOT	TAD - Oregon Buys	Yes	-	06/17/20	03/31/23	\$4,806,687
TED	ODOT	TAD - ORCA Project (Pilot 1) OR/CA Pilot	-	Gate 2	04/02/18	09/30/20	\$3,954,000
TED	ODOT	TAD -Traffic Count Management	Yes	Gate 4	06/28/18	02/28/21	\$2,950,000
TED	ODOT	TAD - Integrated Collaboration and Review Tool (ICERT)	Yes	Gate 2	06/01/20	08/31/22	\$2,804,050
TED	ODOT	DMV - Driver License Issuance Replacement (DLIR)	-	-	09/01/12	01/31/20	\$2,191,200
TED	ODOT	TAD - CHAMPS Rewrite	Yes	Gate 3	09/01/16	04/30/21	\$2,175,000
TED	ODOT	TAD - Local RUC (2017 STSFA)	Yes	Gate 3	06/28/18	09/30/21	\$1,560,175

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
TED	ODOT	DMV - ATD Replacement	-	Gate 3	04/01/19	09/30/22	\$1,330,850
TED	ODOT	TAD - AWP Estimation	Yes	Gate 3	08/26/19	08/31/21	\$985,000
TED	ODOT	TAD - Facilities Maintenance Management System	-	-	06/01/17	09/30/19	\$869,252
TED	ODOT	TAD - SharePoint Content Migration	-	-	03/01/21	06/30/21	\$839,000
TED	ODOT	TAD - TOCS Resource Management	-	-	02/01/16	06/30/21	\$811,700
TED	ODOT	TAD - Safety Grants Management	-	Gate 1	10/01/20	11/30/21	\$810,000
TED	ODOT	DMV - STP Kiosks	Yes	Gate 1	10/01/20	06/30/23	\$700,000
TED	ODOT	TAD - Non-State Roads TransInfo Implementation	-	Gate 1	03/01/21	11/30/21	\$667,000
TED	ODOT	TAD - TOCS Home Screen Modernization	-	Gate 1	01/01/21	10/31/22	\$664,000
TED	ODOT	TAD - TripCheck Traveler Information Portal (TTIP)	-	Gate 3	04/02/18	10/31/20	\$643,250
TED	ODOT	TAD - Road Weather Information System (RWIS)	-	Gate 1	10/01/20	02/28/22	\$615,392
TED	ODOT	TAD - 511/HAT Transition	-	Gate 3	01/01/19	03/31/20	\$530,860
TED	ODOT	TAD - Trip Check Local Entry	-	Gate 3	02/01/18	07/31/19	\$530,000
TED	ODOT	TAD - ITS-2019 Server Replacement	-	Gate 3	01/02/19	12/31/19	\$516,760
TED	ODOT	TAD - HR Workload Tracking	-	Gate 3	08/01/17	07/01/20	\$500,000
TED	ODOT	TAD - OR/CA RUC (2017 STSFA)	-	Gate 3	10/01/20	05/31/21	\$500,000
TED	ODOT	ODOT Public Records Management System	-	-	03/01/21	08/31/21	\$472,560
TED	ODOT	TAD - ODOT/PDCC CAD Interconnect	-	-	06/01/21	07/31/22	\$470,000
TED	ODOT	TAD - ITS-2020 Server Replacement	-	Gate 3	01/01/20	12/31/20	\$386,000
TED	ODOT	TAD - Comments, Questions, Concerns, Requests (CQCR)	-	Gate 3	03/01/21	08/31/21	\$356,000
TED	ODOT	TAD - Road Weather Sign Automation	-	-	01/01/19	04/30/20	\$355,000
TED	ODOT	TAD - Ride Match	-	Gate 3	09/25/18	02/01/24	\$340,000
TED	ODOT	TAD - Intersection Identification	-	-	09/01/19	02/28/20	\$330,000

Policy Area	Agency	Project	Mod.	SG End.	Start	Finish	Budget
TED	ODOT	TAD - Images & Files on TripCheck	-	Gate 3	09/01/19	08/31/20	\$300,000
TED	ODOT	TAD - Zovy Email Archiving	-	-	12/01/20	01/31/23	\$291,940
TED	ODOT	TAD - Major Incident Report	-	-	10/01/18	11/30/19	\$280,000
TED	ODOT	TAD - Road Weather Forecasting Tool	-	Gate 1	10/01/20	02/28/22	\$256,950
TED	ODOT	ET - Windows 2008 Server Divestiture	-	Gate 3	03/15/18	02/01/21	\$211,848
TED	ODOT	TAD - Winter Operations AVL/Telematics	-	Gate 3	12/01/18	04/30/21	\$158,000
TED	ODOT	TAD - Facilities Security Camera	-	-	06/01/19	03/31/20	\$101,000
TED	ODOT	TAD - Azure DevOps	-	Gate 3	03/18/19	12/31/19	\$25,578
TED	ODOT	TAD - Connected Vehicle Ecosystem (CVE) Program	-	-	11/16/20	06/30/25	\$0
TED	ODOT	TAD - Regional RUC Program	-	-	07/08/19	07/31/21	\$0
TED	ODVA	Conservatorship	Yes	-	07/03/17	06/30/21	\$600,000
TED	ODVA	Home Loans Origination	-	-	07/03/17	06/30/21	\$250,000
TED	ODVA	ODVA Video Surveillance Replacement	-	-	10/04/19	01/31/20	\$80,000
TED	OED	Modernization Program - UI Modernization Project	Yes	Gate 2	12/28/18	12/31/23	\$123,000,000
TED	OED	Modernization Program	Yes	Gate 1	11/27/17	12/31/24	\$85,574,641
TED	OED	Paid Family and Medical Leave Insurance (PFMLI)	Yes	-	10/01/19	01/01/24	\$63,725,000
TED	OED	PROLEASE	-	-	01/21/20	01/21/20	\$0
TED	OHCS	HMIS	-	-	11/30/20	11/30/21	\$860,000
TED	OHCS	HMIS	-	-	05/12/20	05/12/20	\$300,340
TED	OHCS	Oregon Housing Stabilization Initiative Replacement system	-	-	01/17/20	11/30/20	\$209,000
<b>Total</b>				<b>237</b>			<b>\$1,416,714,981</b>