

ANNUAL REPORT – 2018



Bronze State Seal located in the Capitol Rotunda

3/14/2018

Oregon Electronic Government Portal Advisory Board (EPAB)



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

Annual Report – 2018

OREGON ELECTRONIC GOVERNMENT PORTAL ADVISORY BOARD (EPAB)

MESSAGE FROM THE BOARD CHAIR

I am pleased to present the 2018 Annual Report for the Oregon Electronic Government Portal Advisory Board. This report highlights key activities and successful implementations to improve online government services and access for Oregon citizens over the past year.

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



This year the Board continued its focus on improving website accessibility by supporting American Sign Language (ASL) workshops to assist agencies on producing “how to” ASL and closed caption videos for the deaf and hard of hearing community. Additionally, 112 in-person usability tests assisted in the development of websites and online applications, helping government provide websites and applications that meet the needs of the residents we serve.

These activities build on past success working with the Oregon Blind Commission to improve online accessibility for all Oregonians.

The State of Oregon continues to expand and enhance mobile optimized online services. In the past year, state agencies have added 26 additional mobile enabled services bringing the total number of mobile services offered to 120. While a 27% increase in mobile services delivered is good, there is much more work to be done as one third of all visitors to Oregon.gov websites utilized a mobile device. The board supports the continued expansion of a mobile-first, responsive design strategy in website and application development so state agencies can deliver online services when and where Oregonians want to receive them.

Currently, 1,962 online services are accessible to residents through the Oregon.gov portal. Of note, is the new Public Collaboration Commenting Tool, which increases government transparency by allowing agencies to solicit resident feedback and providing Oregonians access to view comments made by others. This is in addition to the open data portal which has improved integration into Oregon.gov websites. The open data portal's datasets have been viewed over 29 Million times.

The board and I are looking forward to a successful 2018, with the continued development of more mobile enabled online services to make government services easier for citizens and businesses alike.

Peter Threlkel

Chair, Electronic Government Portal Advisory Board

2017 brought new services and enhancements to Oregon agencies

Examples of new value provided include:

- 19 new or redesigned, usability tested, mobile enabled websites
- Public Collaboration Commenting Tool agencies can deploy which allows Oregon residents to see each other’s comments
- Oregon.gov drop-in web parts:
 - Newsroom webpart that pulls data from the Oregon open data portal data.oregon.gov
 - Calendar web part that pulls calendar data from dynamic lists
- First of it’s kind central American Sign Language (ASL) workshops introduced to assist agencies in producing “how to” ASL and closed captioned videos for the deaf and hard of hearing community

Examples of existing capabilities that were enhanced and continued:

- 10 updates to the SharePoint website templates
- Enterprise payment processing certified as level 1 compliant by the Payment Card Industry
- Usability testing with residents on new applications and new or redesigned websites
- Open data portal to enable transparency for all agencies
- Template authoring improvements to assist agencies customizing the behavior and appearance of their website
- Update to responsive design framework for improved mobile experience
- Check-as-you-go tool to aid website authors in building webpages that are more accessible to those with disabilities
- Introduced top of page alert announcement capability
- Tested and verified successful disaster recovery and fail over services across two tier-4 datacenters
- Annual independent security audits
- Bi-annual Survey of Oregonians
- 24 hours a day, 7 days a week monitoring and response
- E-Government Program and vendor service subject matter experts with over 55 years’ experience
- State-of-the-art private cloud hosting technology

2017 Highlighted Usage Statistics

Website Visits	Over 52.9 million visits
Web Pages Loaded	Over 161 million pages viewed
Payments Collected	Over \$2.4 billion dollars
Payment Transactions	Over 3.3 million transactions

Meet the Board

Governor’s Agency Appointees

Peter Threlkel
Secretary of State

Kurtis Danka
Department of Transportation

Tom Fuller
Department of Transportation

Governor’s Public Appointees

Richard Chaves
Chaves Consulting

Vacant

Vacant

Senate President Appointees

Chuck Riley
Senator, District 15

Kim Thatcher
Senator, District 13

Speaker of the House of Representatives Appointees

Phil Barnhart
State Representative, Central Lane and Linn Counties

Mike Nearman
State Representative, District 23

State Treasurer Appointee

Cora Parker
State Treasurer’s Office

State Chief Information Officer Appointee

Larry Warren
Office of the State CIO

Brian DeForest
Department of Administrative Services

AWARDS

In 2017 the following E-Government Program provided services were nationally recognized:



AVA Digital Awards Gold Award for best web redesign:
Department of Transportation

“This excellent recognition for the many people throughout the agency who put in so much work to create a mobile-first, useful and usable website,” said Communications Manager Tom Fuller.



Oregon State CIO Gold Award: Oregon Recreational Marijuana Online Licensing System, Oregon Liquor Control Commission

“In just over a year, the system received 2200 applications (from draft to completion). This far outpaced initial expectations, which had initially estimated receiving enough applications, as a basis for issuing between 900 and 1200 licenses during the entire 2015-2017 biennium.”

LOOKING AHEAD TO 2018

2017 closed with 10 new projects underway and 22 upcoming projects to be scheduled. The flexible funding options and broad range of services offered by the Office of the State CIO E-Government Program continues to spark enthusiastic demand from agencies. Here is a look at some of the applications, websites, and E-Commerce services poised for launch in 2018:

- Liquor Control Commission Service Permits
- Employment Relations Board Case Management System
- Human Services/ Health Authority Personal Injury Claim Interface Application
- Recreational Marijuana Phase 7
- Teacher Standards and Practices Commission Phase 3
- Chiropractic License Renewal Phase 2
- Open Data Portal Expansion
- Education Early Learning Division Payment Processing
- Advocacy Commission Donations
- Blind Commission Donations
- Website Redesigns for:
 - Oregon.gov State Portal
 - Oregon State Library
 - Government Ethics Commission
 - Board of Geologist Examiners
 - Landscape Architect Board
 - Watershed Enhancement Board
 - Aviation
 - Land Conservation & Development
 - Criminal Justice Commission
 - Bureau of Labor and Industries
 - Mental Health Regulatory Agency
 - Marine Board
 - Water Resources Department
 - Public Utilities Commission
 - Consumer & Business Services:
 - Building Codes Division
 - Occupational Safety & Health Administration
 - Financial Regulation

NEWLY FEATURED SERVICES

Government Ethics Case Management System

The Government Ethics Commission launched a robust case management system in two phases throughout 2017. This system replaces a process that was previously handled through email, postal mail, and boxes of paper. The new system provides:

- Public may submit ethics complaints online
- Public may search for Commission advice and case information
- Agency staff may review complaints and elevate complaints to cases
- Robust tracking, workflow management and records for case activity

Search Advice and Case Information
Oregon Government Ethics Commission

What do you want to do?

<p>Search Advice</p> <p>Advice given by the Commission or Commission staff based on specific facts provided to the Commission.</p> <p>View Advice</p>	<p>Search Final Dispositions</p> <p>Final results of cases before the Commission. Additional information about any case can be requested via a public records request.</p> <p>View Final Dispositions</p>	<p>Submit Complaint</p> <p>Submit a complaint that is within the jurisdiction of the Oregon Government Ethics Commission.</p> <p>Complaint Form</p>
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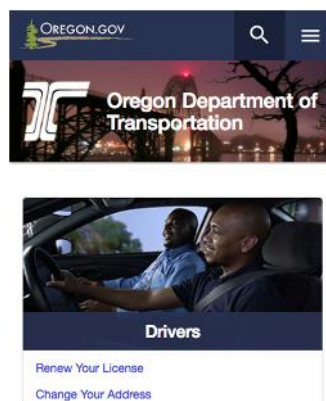
Bureau of Labor & Industries Store



The Bureau of Labor & Industries (BOLI) launched an E-Commerce store with shopping cart functionality that enables employers and employees to purchase multiple items such as posters and handbooks. These purchases support Technical Assistance for Employers, a BOLI program. This store replaces a paper based purchase process, streamlining customer purchasing and agency fulfillment processes.

Transportation reduces content by 91%

Leveraging the agency-managed website redesign process, Oregon Department of Transportation rebuilt their website from the ground up, creating a useful, usable, mobile first website. The usability and mobile first considerations helped them clear out needless content and document clutter, resulting in a 91.4% reduction in content and a significantly simpler while more effective website.



Recreational Marijuana Licensing

As the Oregon Liquor Control Commission's Recreational Marijuana program moves from infancy to maturity, processes, requirements and rules have evolved. With those planned improvements deployed, the capability of the licensing system is increasing. Phased enhancements include license renewal, administrative workflow for packaging and labeling, and a license investigation checklist to consolidate elements of application inspection lifecycle.

More 2017 Accomplishments

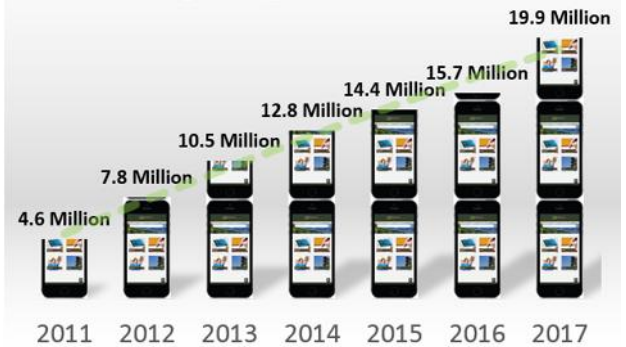
- Fish and Wildlife Gamefish Tournament Permit
- Fleet & Parking Services E-Commerce Store
- Aviation Stores:
 - Duplicate Certificate
 - Registration Renewal
 - Lease Payments
 - Airport License Fee
 - Property Tax
 - Storm Water Payments
 - Public Records Request
- Human Services Stores:
 - ORKids Overpayments
 - In-Home Services Pay In
 - Medical Marijuana Patient Fees
 - Toxic Free Kids Biennial Notice Fee
 - Toxic Free Kids Nonrefundable Exemption Request Fee
- Public Collaboration Commenting Tool
- Website Redesigns Completed:
 - Oregon.gov portal
 - State Lands
 - Emergency Management
 - Energy
 - Environmental Quality
 - Speech-Language Pathology & Audiology
 - State Interoperability Executive Council
 - Public Employees Retirement System (PERS)
 - Occupational Therapy Licensing Board
 - Health Authority
 - Judicial Branch
 - Veterans' Affairs
 - Board of Examiners for Engineering & Land Surveying
 - Healthcare
 - Consumer & Business Services
 - Workers' Compensation Division

LEADING WITH A “MOBILE FIRST” STRATEGY

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

In 2012, the Oregon E-Government Program announced Oregon’s intent to follow a “mobile first” strategy. The board-prioritized projects have resulted in 120 Mobile Services for Oregonians. In 2017, 26 new mobile optimized services were delivered.

Mobile is 1/3 of all Oregon.gov Visits



MOBILE ENABLED SERVICES

Mobile Websites	Mobile E-Commerce	Mobile Applications
Department of Administrative	Asian & Pacific Islander Affairs	Analytics Mobile Application
Agriculture Department	Aviation Airport License Fee	Bureau of Labor and Industries Event Registration
Appraiser Certification & Licensure Board	Aviation Duplicate Certificate	Chiropractic Examiners Board License Renewal Application
Blind Commission	Aviation Lease Payments	Geologist Examiners License Renewal
Board of Exam. for Engineering and Land Surveyors	Aviation Property Tax	Geologist Examiners Payment Processing
Building Codes Division	Aviation Public Records Request	Government Ethics Commission Lobbyist/Client Reporting Application
Business Xpress	Aviation Registration Renewal	Government Ethics Commission Case Management System
Construction Contractors Board	Aviation Storm Water Payments	Human Services Secure 3rd Party Insurance Reporting
Criminal Justice Commission	Black Affairs Donations	Human Services/Health Authority Client Maintenance Unit
Department of Administrative Services	Bureau of Labor & Industries E-Commerce Store	Human Services/Health Authority ECommerce Application

Mobile Websites	Mobile E-Commerce	Mobile Applications
Department of Consumer and Business Services	Commission for Women Donations	Landscape Architects License Renewal
Division of Finance and Corporate Services	DCBS Financial Division Payments	Landscape Architects Payment Processing
Employment Department	Employment Department Payment Processing	Liquor Control Commission Recreational Marijuana Licensing System
Examiners for Speech-Language Pathology & Audiology	Environmental Quality Vehicle Inspection Program	Public Meeting Manager Application
Forestry Department	Environmental Quality VIP 2 Payment Processing	Secretary of State License Directory
Governor's Office	Fish & Wildlife Gamefish Tournament	Service Desk Mobile Application
Higher Education Coordinating Commission	Fleet & Parking Services E-Commerce Store	SharePoint Form Builder
Human Services Department	Health Authority Dispensary	State Lands Unclaimed Property Reporting Application
Occupational Safety & Health Administration	Health Authority Medical Marijuana Payment Processing	State Lands E-Commerce Application
Occupational Therapy Licensing Board	Health Authority Patient Fees	State Library Talking Books Donations
Office of the State Chief Information Officer	Health Authority ORKids Overpayments	Teacher Standards & Practices Commission eLicensing Application
Oregon Department of Education	Health Authority Processors	Veterans' Donation Application
Oregon Department of Energy	Health Authority PACE Stores	
Oregon Department of Environmental Quality	Health Authority Toxic Free Kids Biennial Notice Fee	
Oregon Department of State Lands	Health Authority Toxic Free Kids Nonrefundable Exemption Request Fee	
Oregon Department of Transportation	Hispanic Affairs Donations	
Oregon Department of Veterans' Affairs	Human Services Accounts Receivable	
Oregon Emergency Management	Human Services Drinking Water Cross Connection Annual Fee	

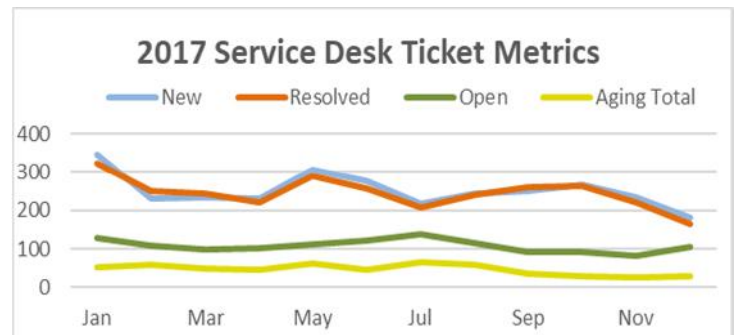
Mobile Websites	Mobile E-Commerce	Mobile Applications
Oregon Geospatial Enterprise Office	Human Services Drinking Water Cross Connection Specialist & Backflow Tester Certification	
Oregon Governor's Food Drive	Human Services Drinking Water Operator Certification	
Oregon Health Authority	Human Services Drinking Water Operator Certification Renewal	
Oregon Healthcare	Human Services Employed Persons with Disabilities	
Oregon Independent Contractors	Human Services Homecare Choice	
Oregon Job Opportunities	Human Services Maternal and Child Health	
Oregon Judicial Branch (Courts)	Human Services ORKids	
Oregon Medical Board	Human Services Overpayments	
Oregon Optometry Board	Labor and Industries Event Registration Application	
Oregon Real Estate Agency	Oregon Cooperative Procurement Program Payment Application	
Oregon State Interoperability Executive Council	Revenue Tax Portal Payment Processing	
Oregon State Marine Board	State Lands Other Authorizations	
Oregon Workforce Investment Board	State Lands Registrations	
Oregon.gov Portal	State Lands Removal Fill	
Public Employees Retirement System	State Lands Unclaimed Property	
Department of Revenue	State Lands Wetlands	
Secretary of State	Suicide Awareness and Support Fund Donations	

Mobile Websites	Mobile E-Commerce	Mobile Applications
State Treasurer (Oregon Retirement Savings Plan)	Tax Practitioners Payment Processing	
Workers' Compensation Board	Veterans Homes Fund Donations	
Workers' Compensation Division	Veterans Support Fund Donations	
	Water System Survey Payment Processing	
	Women Veterans Fund Donations	

CONTINUALLY IMPROVING

SERVICE TO AGENCIES

The E-Government Service Desk provides technical support and training for program websites, applications and E-Commerce stores, and other services. The Service Desk averaged 58 new and 57 resolved tickets per week, carrying an average of 107 open tickets on any given day. These metrics are openly shared weekly with agencies through the Oregon GovSpace collaboration portal.



TRAINING PROGRAMS

An important aspect of support is providing useful training to equip agencies with the knowledge to use our services. In 2017 our program trained over 85 agency staff through 31 webinars, 1 E-Government User Group meeting, and 4 classroom sessions. The Service Desk team expanded the library of 141 how-to documents and added 10 video tutorials providing on-demand training and support for agencies. Self-help training information and resources can be found in the E-Government Training Space available to agencies on Oregon GovSpace.

IMPROVING COMMUNICATIONS

The Oregon E-Government program prioritizes communications as an integral aspect of great service delivery and risk management. Those who use our services receive a monthly E-Government Update; timely and consistent maintenance notices, immediate incident notifications with live information webinars for a widespread incident during working hours. Weekly meetings between the Office of the State CIO E-Government Program leadership and NICUSA managers provide an opportunity to review project status and service ticket communication timeliness. Monthly updates, feedback and guidance are sought from the multi-agency E-Governance Board. We facilitate and participate in the quarterly E-Government User Group. These sessions are popular and any one of the hundreds of agency staff who use our services can attend to share information, learn more about services provided and provide feedback to the program. Topics for presentations and discussions are determined by attendees through a survey sent out after each meeting. Using the latest email marketing communication tools, we can analyze detailed reporting that provides us with feedback

on the effectiveness of our messaging. The E-Government Program Manager, Analyst and NICUSA managers meet in person with agencies on any topic of interest upon request.

CONTINUAL SERVICE IMPROVEMENT

In 2017, we continued the E-Government Program Customer Satisfaction Survey. At the end of each project, we conduct a project lessons-learned session. The lessons learned from these feedback sessions are invaluable and are used to identify improvement areas that can be implemented going forward. The Office of the State CIO E-Government Program meets with NICUSA managers to identify from the lessons learned sessions what is working well and which identified improvements can be put into action. Once that is completed, the E-Government Manager and NICUSA manager meet with the Executive Sponsor of the project and ask them to provide us feedback on their level of satisfaction with the service provided. We ask them to simply score their level of satisfaction on a scale of 1 - 5 where 5 is excellent. To date, 45 customer satisfaction surveys have been completed with a cumulative satisfaction score of 4.3 (exceeds expectations). In 2017, there were 14 new customer satisfaction surveys conducted for projects completed.

PORTAL REVENUES

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

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

SOURCES OF 2017 PORTAL REVENUES

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

Organization	Name of Service	Funding Type	Fee	Quantity	Total
Bureau of Labor and Industries	E-Commerce Store	Agency Portal Fee	\$5.00	3,087	\$15,435.00
Bureau of Labor and Industries	Online Event Registration System	Agency Portal Fee	4.75% of total monthly registration fee totals	1,605	\$20,434.02
Chiropractic Examiners	License Renewal	Agency Portal Fee	\$2.00	1,610	\$3,220.00
Department of Administrative Services	Fleet and Parking Services Payment Processing Services	Agency Portal Fee	\$3.00	1,222	\$3,666.00

Organization	Name of Service	Funding Type	Fee	Quantity	Total
Department of Administrative Services	Fleet and Parking Services E-Commerce Store	Agency Portal Fee	\$5.00	320	\$1,600.00
Department of Aviation	Payment Services	Agency Portal Fee	\$1.00	204	\$204.00
Department of Corrections	Learning Entrepreneurship Arts and Production Online Store	Convenience Fee	\$5.00	229	\$1,145.00
Department of Environmental Quality	Vehicle Inspection Program Payment Services	Agency Portal Fee	\$0.20	425,492	\$85,098.40
Department of Human Services	OPAR Third Party Insurance Reporting	Subscription Fee	n/a	n/a	\$33,000.00
Department of Human Services	Client Maintenance Unit Request System	Subscription Fee	n/a	n/a	\$33,600.00
Department of Human Services / Oregon Health Authority	WebPay System – Web	Agency Portal Fee	\$1.00	41,027	\$41,027.00
Department of Revenue	WebPay System – Web	Agency Portal fee	\$0.40	673,519	\$269,407.60
Department of Revenue	WebPay System – IVR	Agency Portal Fee	\$0.17	74,834	\$12,721.78
Department of Revenue	GenTax and Revenue Online Payment Processing Services	Agency Portal Fee	\$0.40	162,303	64,921.20
Department of State Lands	Payment Services	Agency Portal Fee	\$1.00	603	\$603.00
Driver & Motor Vehicle Services	Driver Record System	Convenience Fee	\$3.00	1,159,506	\$3,478,518.00
Employment Department	Payment Services	Agency Portal Fee	\$0.40	18,077	\$7,230.80
Geologist and Examiners Board	Payment Services	Agency Portal Fee	\$1.00	79	\$79.00
Geologist and Examiners Board	Online License Renewal	Agency Portal Fee	\$3.00	655	\$1,965.00

Organization	Name of Service	Funding Type	Fee	Quantity	Total
Government Ethics Commission	Electronic Filing System	Subscription Fee	n/a	n/a	\$63,500.00
Government Ethics Commission	Case Management System	Subscription Fee	n/a	n/a	\$42,033.00
Landscape Architect Board	Payment Services	Agency Portal Fee	\$1.00	94	\$94.00
Landscape Architect Board	Online License Renewal	Agency Portal Fee	\$3.00	309	\$927.00
Liquor Control Commission	Online Liquor Licensing System	One Time Implementation Fee	n/a	n/a	\$250,000.00
Liquor Control Commission	Recreational Marijuana Licensing System	One Time Implementation Fee	n/a	n/a	\$277,000.00
Liquor Control Commission	Recreational Marijuana Licensing System	Subscription Fee	n/a	n/a	\$175,000.00
Marine Board	Licensing System	Fixed Time & Materials	n/a	n/a	\$97,856.00
Marine Board	Licensing System Address Data Services	Subscription Fee	n/a	n/a	\$3,715.00
Advocacy Commissions Office	Payment Processing Services	Agency Portal Fee	\$0.30	14	\$4.20
Oregon State University	Kiosk Donation Services	Agency Portal Fee	\$0.60	1,341	\$804.60
Secretary of State	License Directory	Subscription Fee	n/a	n/a	\$57,600.00
Secretary of State	Business Express Portal	Fixed Time & Materials	n/a	n/a	\$37,500.00
Tax Practitioner Board	Payment Services	Agency Portal Fee	\$1.00	3,120	\$3,120.00
Teacher Standards & Practices Commission	eLicensing System	Convenience Fee	\$10.00	25,779	257,790.00
Water Resources Department	Payment Processing Services	Agency Portal Fee	\$0.40	873	\$349.20
Total Portal Revenues					\$5,341,168.80

MEASURING SUCCESS

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

PUBLIC MEASURES

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



NUMBER OF ONLINE SERVICES: 1,962

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

Oregon’s measures of online services are significant and are continually being enhanced. There is not currently a requirement for an agency to report the services they deploy, though many do. The Secretary of State supported License Permits and Registrations system has over 900 applications identified using the criteria above.

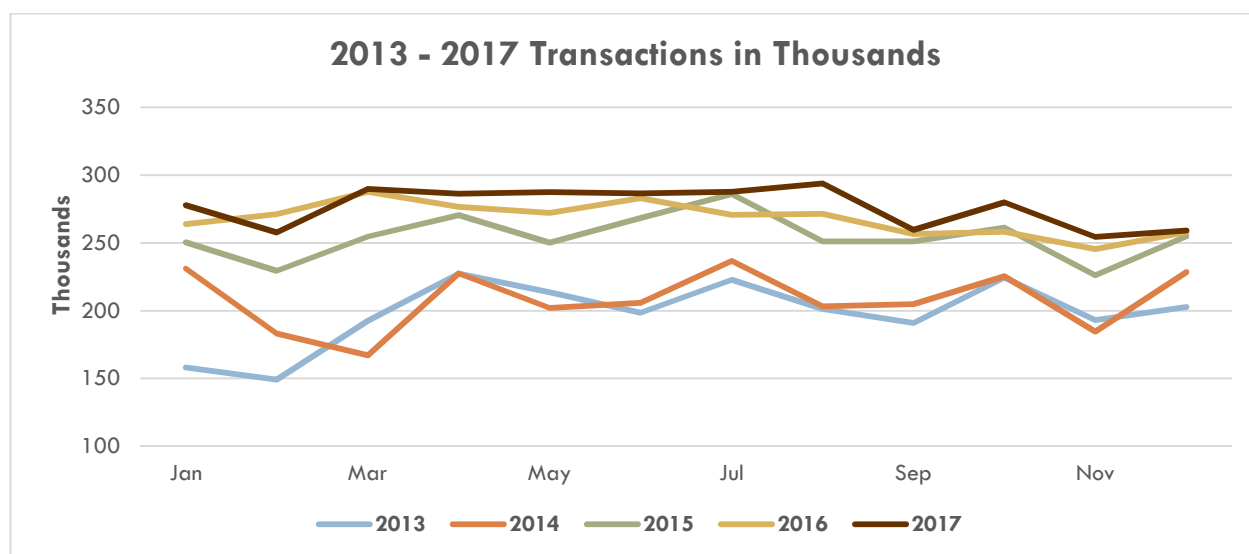
License, Permits and Registrations Online Services (LicenseInfo.oregon.gov)	902
Non-Licensing Online Services provided by the E-Government Program (https://data.oregon.gov/Administrative/Licensing-vs-Non-licensing-Services/gw7q-68zt)	282
Other Non-Licensing Online Services (Non-licensing services tab from Oregon.gov portal search results)	98
Data services provided through Data.Oregon.gov (for example: looking up Active Trademark Registrations, Consumer Complaints, Agency Expenditures, etc. are all available through the enterprise open data platform)	680

AGENCY MEASURES

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

E-COMMERCE

1. Number of transactions over time:



2. Total NICUSA E-Commerce cost to agencies: There is no (\$0.00) transaction cost charged to agencies.

3. E-Commerce charges per transaction:

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

Organization	Name of Service	Type of Service	Revenue Type	Portal Fee Per Transaction	Transaction Quantity	Total
Driver & Motor Vehicles Services	Driver Record System	E-Commerce + Application	Convenience Fee	\$3.00	1,159,506	\$3,478,518.00
Department of Revenue	WebPay System – Web	E-Commerce + Application	Agency Portal fee	\$0.40	673,519	\$269,407.60
Teacher Standards & Practices Commission	eLicensing System	E-Commerce + Application	Convenience Fee	\$10.00	25,779	\$257,790.00
Environmental Quality	Vehicle Inspection Program	E-Commerce	Agency Portal Fee	\$0.20	425,492	\$85,098.40

	Payment Services					
Department of Revenue	GenTax Payment Processing Services	E-Commerce	Agency Portal Fee	\$0.40	162,303	\$64,921.20
Human Services / Oregon Health Authority	WebPay System – Web (21 Stores)	E-Commerce + Application	Agency Portal Fee	\$1.00	41,027	\$41,027.00
Bureau of Labor and Industries	Online Event Registration System	E-Commerce + Application	Agency Portal Fee	4.75% of total monthly registration fee totals	1,605	\$20,434.02
Bureau of Labor and Industries	E-Commerce Store	E-Commerce + Application	Agency Portal Fee	\$5.00	3,087	\$15,435.00
Department of Revenue	WebPay System – IVR	E-Commerce + Application	Agency Portal Fee	\$ 0.17	74,834	\$12,721.78
Employment Department	Payment Services	E-Commerce	Agency Portal Fee	\$0.40	18,077	\$7,230.80
Department of Administrative Services	Fleet and Parking Services Payment Processing Services	E-Commerce + Application	Agency Portal Fee	\$3.00	1,222	\$3,666.00
Chiropractic Examiners	License Renewal	E-Commerce + Application	Agency Portal Fee	\$2.00	1,610	\$3,220.00
Tax Practitioners Board	Payment Services	E-Commerce	Agency Portal Fee	\$1.00	3,120	\$3,120.00
Geologist and Examiners Board	Online License Renewal	E-Commerce + Application	Agency Portal Fee	\$3.00	655	\$1,965.00
Department of Administrative Services	Fleet and Parking Services E-Commerce Store	E-Commerce + Application	Agency Portal Fee	\$5.00	320	\$1,600.00
Department of Corrections	Learning Entrepreneurship Arts and Production Online Store	E-Commerce + Application	Convenience Fee	\$5.00	229	\$1,145.00
Landscape Architect Board	Online License Renewal	E-Commerce + Application	Agency Portal Fee	\$3.00	309	\$927.00
Oregon State University	Kiosk Donation Services	E-Commerce + Application	Agency Portal Fee	\$0.60	1,341	\$804.60

Department of State Lands	Payment Services	E-Commerce + Application	Agency Portal Fee	\$1.00	603	\$603.00
Water Resources Department	Payment Processing Services	E-Commerce + Application	Agency Portal Fee	\$0.40	873	\$349.20
Department of Aviation	Payment Services	E-Commerce + Application	Agency Portal Fee	\$1.00	204	\$204.00
Landscape Architect Board	Payment Services	E-Commerce + Application	Agency Portal Fee	\$1.00	94	\$94.00
Geologist and Examiners Board	Payment Services	E-Commerce + Application	Agency Portal Fee	\$1.00	79	\$79.00
Advocacy Commissions Office	Payment Processing Services	E-Commerce	Agency Portal Fee	\$0.30	14	\$4.20
				Total		\$4,270,364.80

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

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

*Only available if NICUSA builds the application

Offline payment options requested by agencies	Need met in Oregon?
PIN Debit	✓
Self-help Kiosk payments	✓
Smartphone Near Field Communication (NFC) (Apple Pay, Samsung Pay, Android Pay)	No
Over-the-Counter payments	✓

Integrated point of sale with inventory management	No
Support for EMV Car transactions (point of sale chip and pin)	✓

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

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

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

WEBSITE EFFECTIVENESS

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

Total Websites	131
Usability Tested Websites*	57
Percentage Tested	44%
Percent change from Previous Year	58%

In 2017, usability testing was conducted during each website redesign and application project to ensure that webpages are effective, making information easy to find for residents of Oregon. These usability studies ensure that the navigation of the site is intuitive for the targeted users of the website, the functionality is easy to use, and the design enhances their experience.

*Usability tests are conducted as on every new website redesign through the E-Government Program.

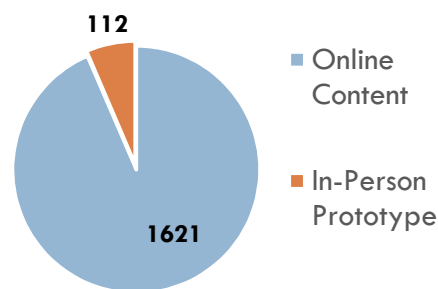
2. Search results are effective:

80% of Oregonians surveyed thought it was fairly or very easy to find contact information by searching on Oregon.gov websites as described in the bi-annual survey conducted in 2017 by the E-Government Program using DHM Research services. Oregonians were asked if they were generally able to find what they are searching for when visiting state websites.

3. Number of usability tests performed with residents:

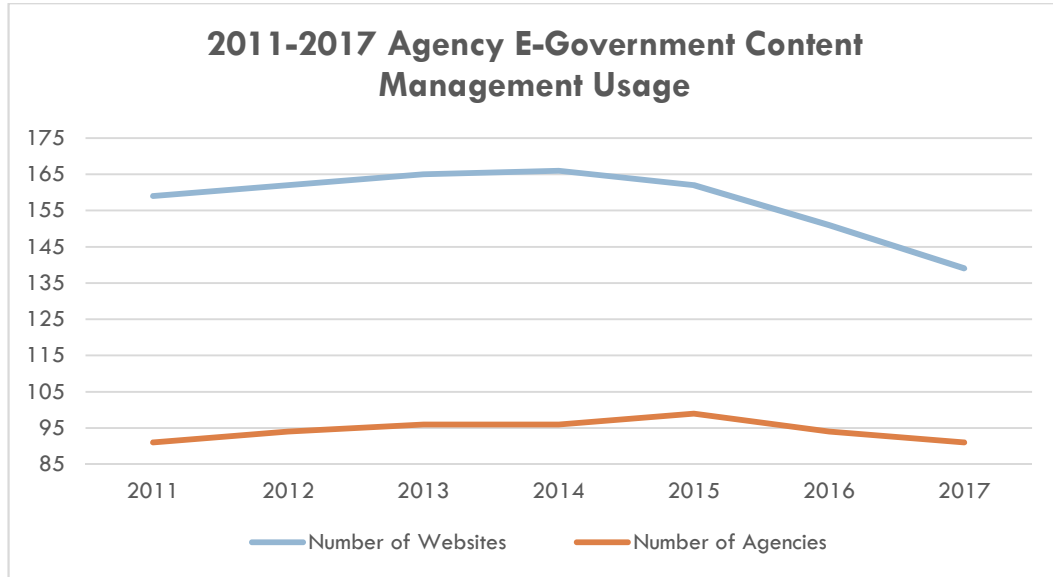
In 2017, the E-Government Program sought feedback from Oregon residents 1,733 times through usability tests conducted on 14 different projects. Some usability testing is conducted in-person with a prototype to help refine the functionality and design, other usability testing is conducted online with Oregon residents to sort navigation categories and specific tasks to help refine the information architecture of the website content.

1,733 Usability Tests

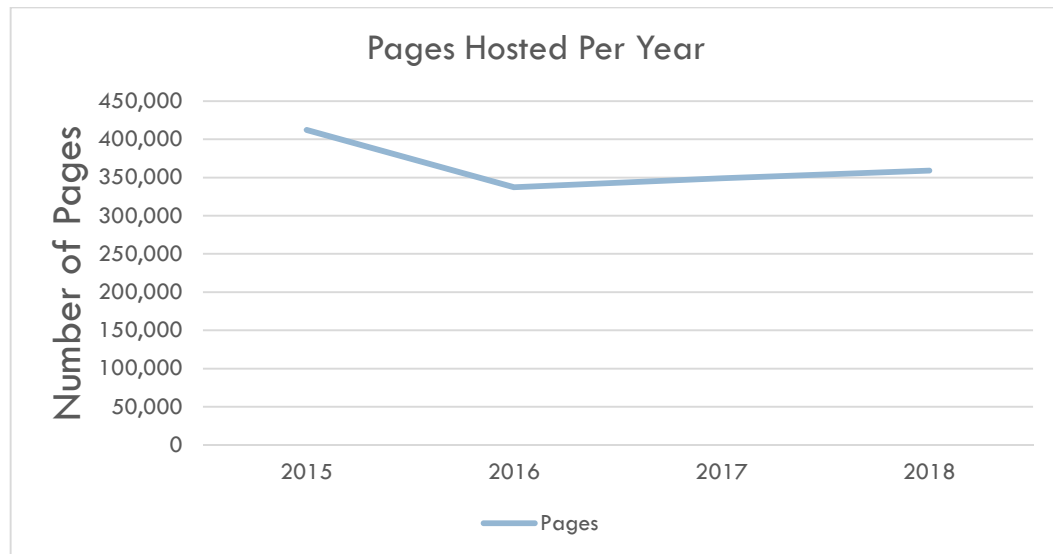


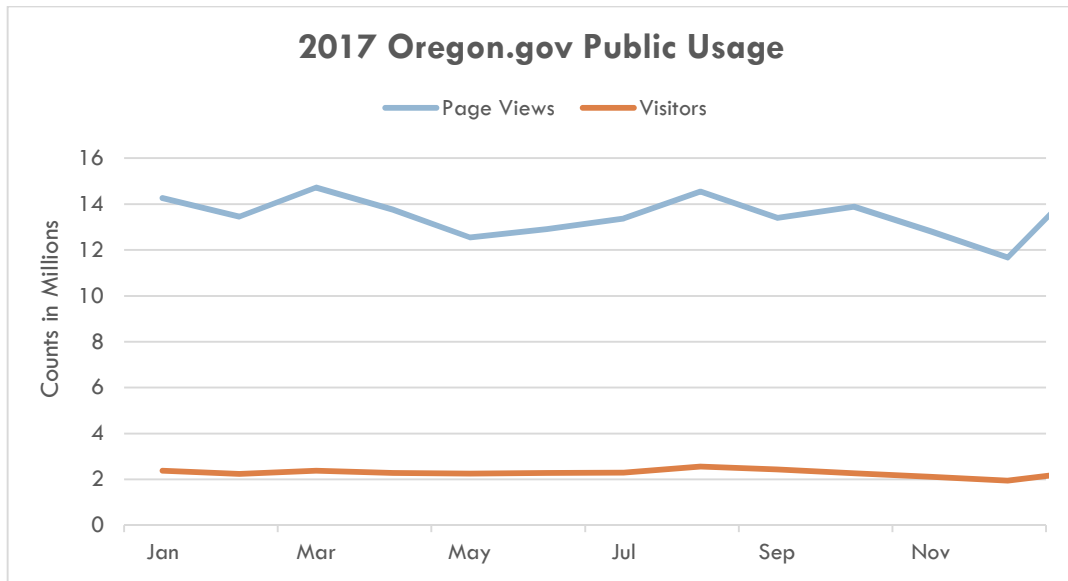
WEBSITE CONTENT MANAGEMENT

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



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

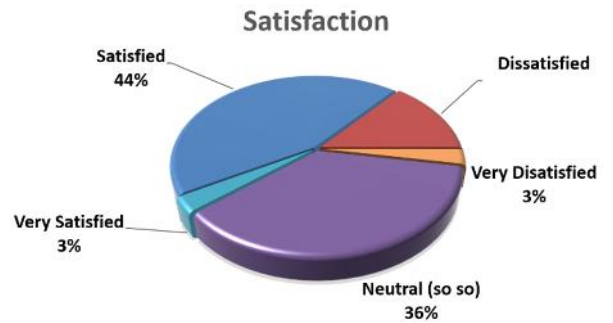




3. Survey of satisfaction with the Content Management Tool:

Overall, How Satisfied are you with SharePoint?

Satisfied or very satisfied: 47% (down 15 points)
 Neutral: 36% (up 6 points)
 Dissatisfied or very dissatisfied: 17% (up 8 points)
 There were 36 responses



How Reliable is Authoring Content in SharePoint?



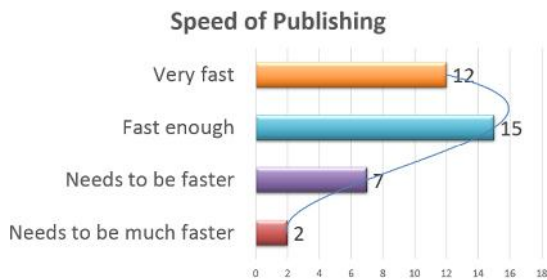
Reliable: 83% (up 2 points)
 Don't Know: 6% (up 2 points)
 Unpredictable: 11% (down 4 points)
 There were 36 responses

When Managing Content, How Easy Is It?

Easy or Moderately Ok: 83% (down 6 points)
 Challenging or Difficult: 17% (up 8 points)
 There were 36 responses



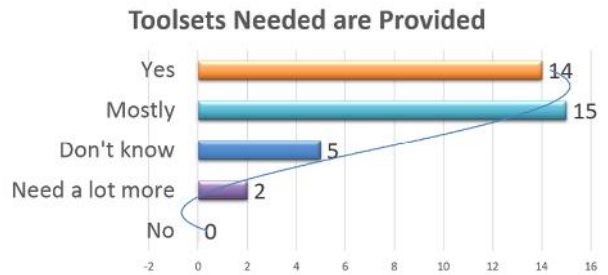
Is Publishing Content Fast Enough?



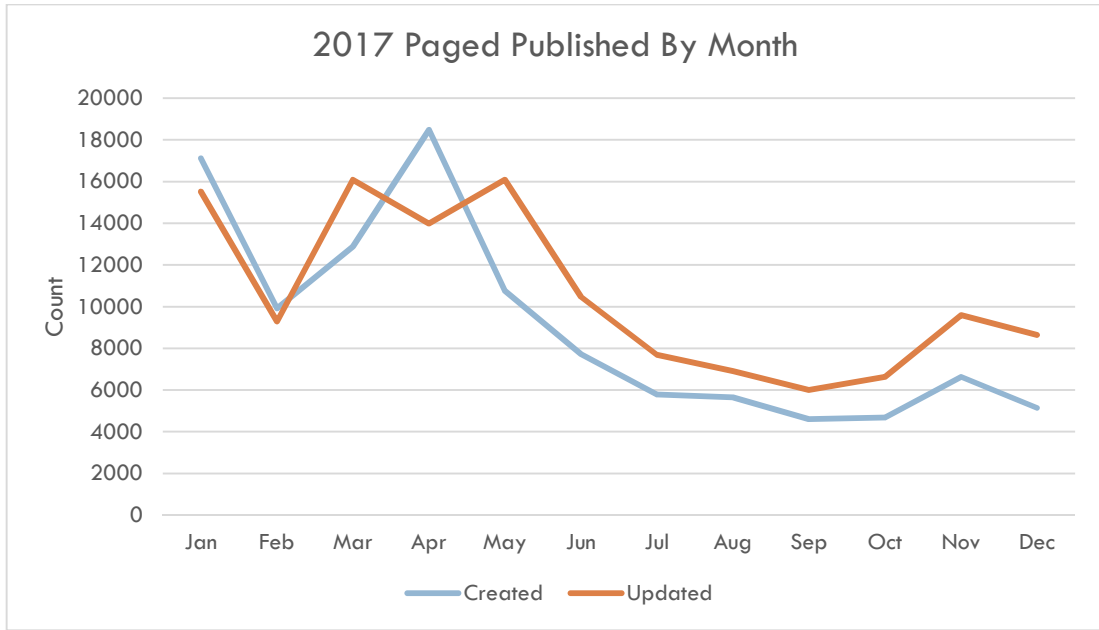
Fast Enough 75% (up 13 points)
 Needs to be Faster: 25% (down 13 points)
 There were 36 responses

Does SharePoint Provide the Toolsets You Need?

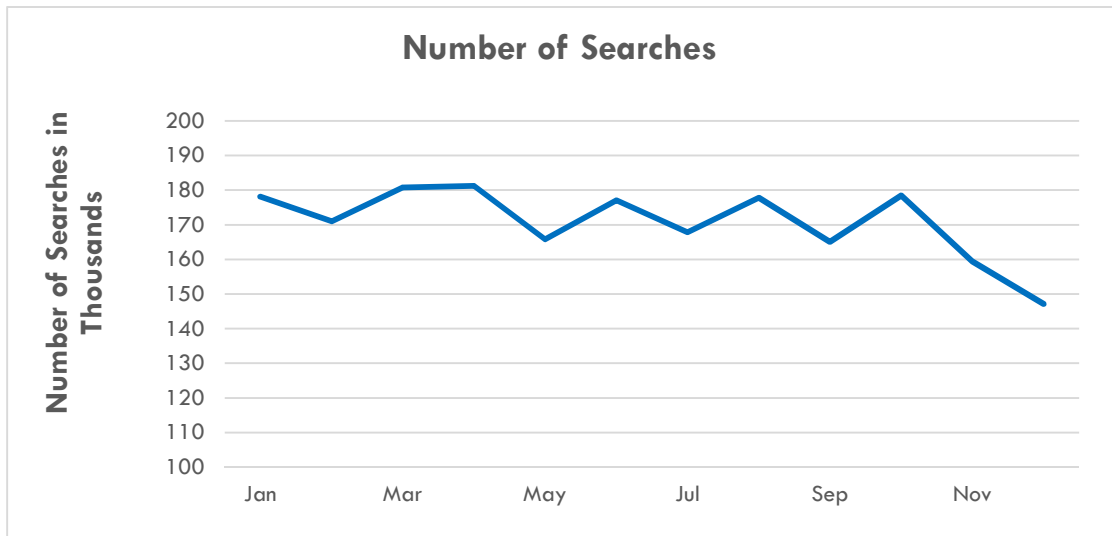
Toolsets are Mostly Provided 81% (up 13 points)
 Need More Toolsets: 6% (down 11 points)
 Don't know: 14% (up 14 points)
 There were 36 responses



4. Number of pages posted/updated per month:



5. Number of successful searches:



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

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

- **Dynamic Content** – SharePoint Lists provide agencies with the ability to manage and display data on webpages without editing the web pages individually. Dynamic data can also be reused without having to enter the same data in multiple locations.
- **Account Management** – Agency level account management allows key agency staff to quickly add content authors and adjust their permissions.
- **Page Level Design Flexibility** – Agencies have more flexibility to adjust the presentation of content.
- **Microsoft Office Like Editing** – Content editing using a familiar Microsoft Office interface.
- **Custom Publishing Workflows** – Agencies have the capability to create and edit their own publishing workflows.
- **Dynamic Link Management** – When content editors move content, links are automatically updated which prevents broken links to other content.
- **Content Updates over the internet** – Agency staff are not limited to the state network when they need to securely update content on their websites.
- **Web Parts and Template** – The template is custom designed to meet accessibility requirements, passing WCAG 2.0 AA, Section 508 guidelines, and the ISO 40500 Standard.
- **Accessibility Improvements** – Using WCAG 2.0 Success Criteria and the Section 508 guidelines, the newest version of the website template vastly improved accessibility for people with disabilities and the tools they use to access websites.
- **Content Delivery Network (CDN)** – A new content delivery server, framework management system, and file bundler system was created.
- **DataTables Web Part** – A dynamic, accessible, mobile-friendly, searchable, filterable table was made available in the newest version of the template. This table can display content sourced from local lists and libraries or Oregon’s statewide data portal, <http://data.oregon.gov>.
- **Form Builder Web Part** – A flexible, accessible, responsive solution to create complex, multi-page web forms, collect and store responses and file attachments, and receive emails containing submission details and links to retrieve file attachments.
- **Webpage Feedback Helpful Page Poll** – A page-level satisfaction feedback from visitors on all Oregon.gov websites through a simple Yes/No mechanism.
- **Task Box Web Part** – A card-based information container, with a heading and grouped, unordered list of links, as well as optional image cap and/or description.
- **Accordion Web Part** – A vertical stack of accessible, expandable/collapsible information panes, each designated by a heading containing a title, subtitle, and/or thumbnail image.
- **Site-Wide and State-Wide Alerts Feature** – Both a state-wide alerting system, as well as an opt-in site-wide alerting system, producing one or both on a website at the top of the page.

In 2017, the following features were added and made available to all agencies:

- **Template Settings User Interface** – Settings which aid agencies to customize the behavior and appearance of their website by setting simple selections.
- **Responsive Design** – Using the latest version of the Bootstrap framework, each page is optimized for viewing in desktops and mobile devices (e.g. phones and tablets).
- **Accessible Design Tools** – Check-as-you-go tool to aid agencies in building compliant content, and an extended scan for accessibility issues during the Quality Assurance portion of the design process

7. How Current is the Software Version?

All websites are currently using Microsoft SharePoint 2010 Version 14. In mid-2018, websites begin transitioning to SharePoint 2016.

8. Number of websites/content management services provided:

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

Page Layouts	Web Parts Features	Other Website Services
Replicant Page Layout	Agency Search Web Part	Form Builder
Standard Single Column	Contact Form Web Part	Broken Link Reporting
Standard	Featured Content Web Part	Google Custom Search
Agency Standard Home	Free Form Web Part	Google Language Translation
Agency Free-Form Home	News List Web Part	Auto YouTube Video Embedding
Free-Form	Quick Links Web Part	Social Media Widget
Newsletter	Right Navigation Web Part	V4.X FileSafe File Storage
Redirect	Content Query Web Part	V4.X Template Settings UI
Summary Links	Form Viewer Web Part	V4.X Form Builder UI
Body-Only	Content Editor Web Part	V4.X Public Collaboration Commenting Tool
V4 Home Page	Reusable Content Functionality	
V4 2 Column Home Page	Google Translate Feature	
V4 3 Column Home Page	Text-Only Feature	
V4 Home Page 2 Feature Box	Flickr Thumbnails Web Part	
V4 Home Page 3 Feature Box	Site Map Web Part	
V4 Sub-Home Page 2 Feature Box	E-Newsletter Web Part	
V4 Sub-Home Page 3 Feature Box	Agency Directory Web Part	
V4 Content Page 1 Column	V4 Board Display Feature	
V4 Content Page 2 Column	V4 Site-Wide Alert Feature	
V4 Content Page 3 Column	V4 Home Page Carousel Feature	
V4 Special Feature 2 Column Content Page	V4 Filtering Form List Feature	
V4 Special Feature 3 Column Content Page	V4 Accordion Web Part	
V4 Special Feature 2 Box Home	V4 Accordion List Template	
V4 Special Feature 3 Box Home	V4 Carousel List Template	
V4 Google Maps Page	V4 Filterable List Category Web Part	
V4.6 Homepage	V4 Filterable List Template	

V4.5 Standard page	V4 Filterable Document Library	
V4.5 Standard Page w/ Aside	V4 Footer Content List Template	
V4.5 Standard Page w/ Left Nav	V4 Task Box Items List Template	
V4.5 Standard Page w/ Left Nav & Aside	V4 Task Box Items Web Part	
	V4 Custom Content Query Web Part	
	V4 Site-Wide Alert List Template	
	V4 Enhanced Filtered Lists	
	V4 Search Filtered Lists	
	V4.X Accordion Web Part	
	V4.X Site/State-Wide Alert	
	V4.X Task Box Web Part	
	V4.X Site Map Web Part	
	V4.X JS/CSS Asset Manager	
	V4.X Off-Canvas Navigation	
	V4.X Web Page Feedback Poll	
	V4.X DataTables Web Part	
	V4.X Calendar Web Part	
	V4.X Newsroom Web Part	
	V4.X Map Web part	

9. Website Security (annual independent review)

An annual independent security audit conducted by FishTech will evaluate 209 National Institute of Standards and Technology controls. The 2017 security audit is ongoing will evaluate the period of April 2017 to March 2018. The annual Payment Card Industry Level 1 Data Security Standard compliance was completed and certification was received on October 4, 2017.

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

The Center for Digital Government Best of the Web Awards program was discontinued in 2016.

Independent Source	2015 Ranking
Center for Digital Government – Best of the Web	Oregon.gov was recognized as a finalist in 2015
Center for Digital Government – Best of the Web	Oregon.gov was recognized as a finalist in 2014

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

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

2017 Center for Digital Government Best of Web Website Capabilities Criteria – How Oregon Compares

Criteria provided by the Center for Digital Government, February 2017

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

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

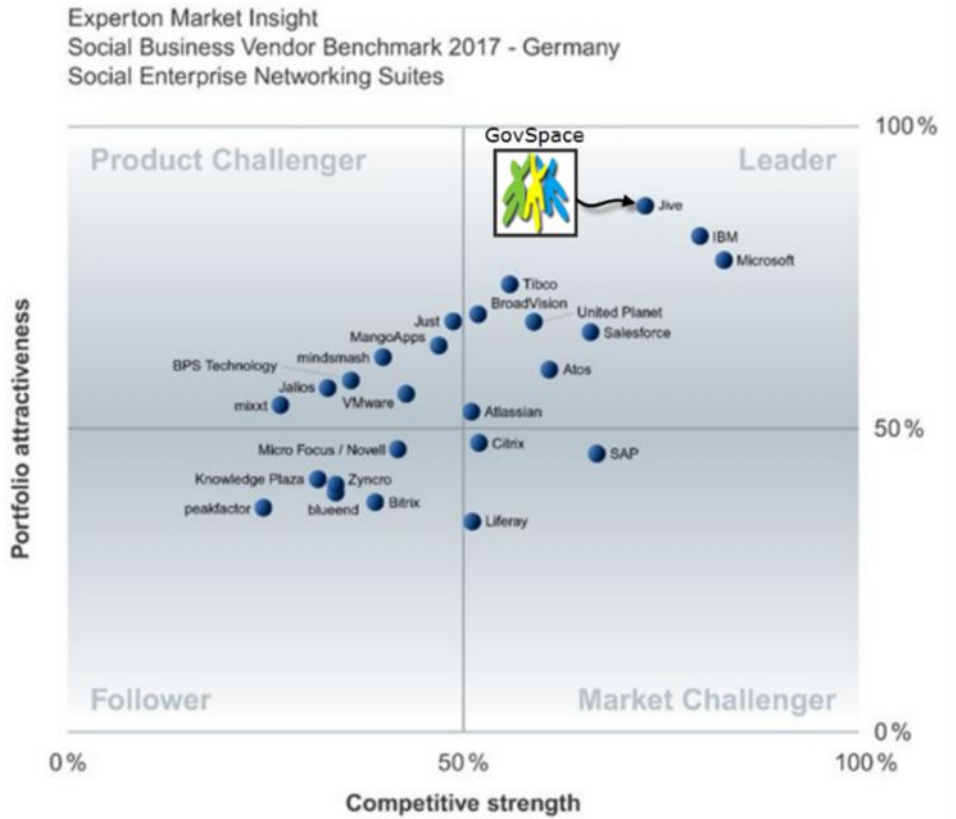
	Yes	No
FUNDING		
Funding for Redesigns	✓	
Staffing funding to Keep Knowledge Up-To-Date	✓	
Solutions Relieve Financial Pressures While Expanding Service	✓	
PROJECT		
Project Level Governance, Oversight, and Ownership	✓	
Stakeholder Engagement, Iterative Development, Pre-Launch Testing	✓	
INNOVATION	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

* Branding change from V3 to V4 underway

ENTERPRISE COLLABORATION

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

Oregon’s enterprise collaboration platform, Oregon GovSpace, is built on Jive Software. In 2017 Expert on Market Insight listed Jive Software as one of the top three leaders in enterprise collaboration.

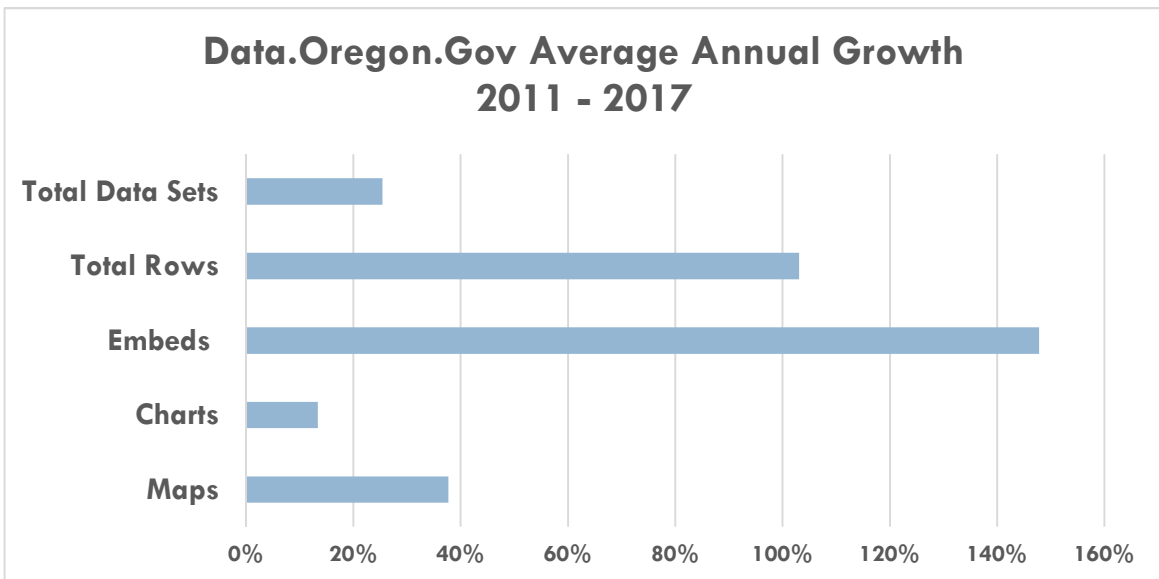
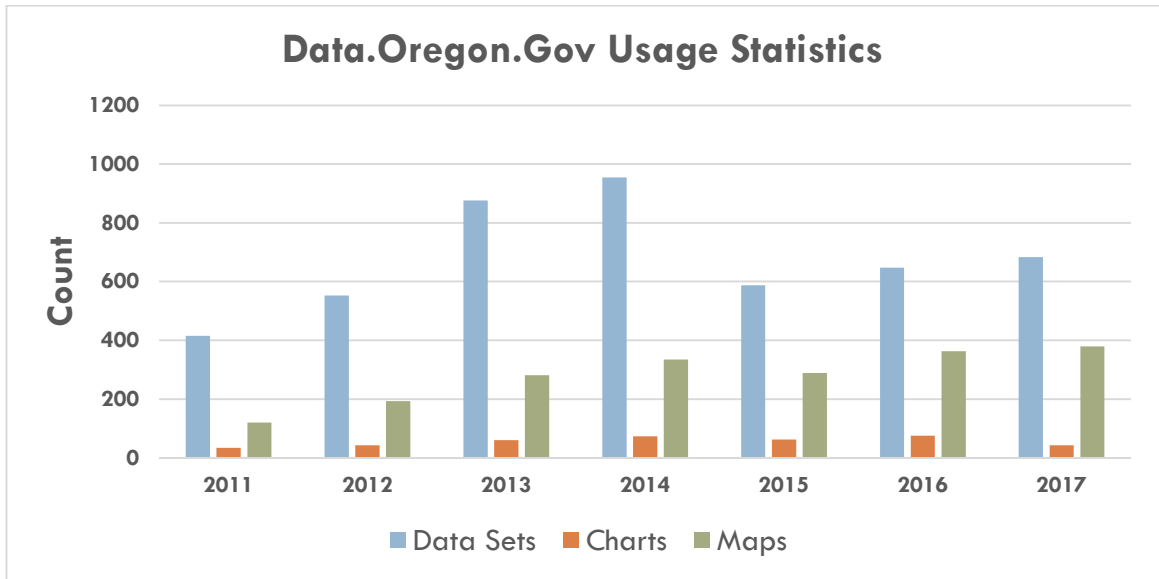


2. Number of organizations using collaboration, number of discussions, and number of documents:



As of 2017, the public viewed data sets in Data.Oregon.gov 29,687,302 times

The number of datasets in Data.Oregon.gov increased in 2017 as requested dataset were delivered, and new data sharing opportunities identified. Examples of new datasets include: Voter Registration Change Over Time, Voter Registration by County, 2017 State Agencies Expenditures Report, Commercial Crab biotoxin status by zone, and Timber Harvest Data 1942 – 2016.



Training

1. Number of user trained by type:

Web Content	
People Trained	85
Training Documents Created	13
Video Tutorials Created	10
E-Commerce	
People Trained	9
Video Tutorials Created	10
Custom Applications	
People Trained	35
Collaboration	
People Trained	15
Open Data	
People Trained	0

2. Availability and frequency of training by type:

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

3. Post training survey results (questionnaire):

Data collected between January 2017 and December 2017.



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

Project Name	Estimated Start Date	Actual Start Date	Estimated Completion Date	Actual Completion Date	Reason for Delay
Government Ethics Case Management Phase 2	1/9/17	1/9/17	5/23/17	5/23/17	n/a
Government Ethics Case Management Phase 3	6/5/17	6/5/17	10/10/17	12/19/17	Agency change requests and additional functionality requested added to development time.
Liquor Control Commission Recreational Marijuana Licensing Phase 6	2/13/17	2/13/17	12/6/17	12/5/17	n/a
Energy Website	12/1/15	1/13/16	1/25/17	1/24/17	Agency and NIC scheduling considerations delayed project start date.
Environmental Quality Website	12/2/15	12/9/15	1/31/17	1/31/17	n/a
Aviation Payment Processing	3/14/17	3/21/17	5/16/17	7/5/17	There was a delay related to agency network firewall configuration.
Bureau of Labor & Industries E-Commerce Store	12/21/16	12/21/16	5/23/17	5/23/17	n/a
Administrative Services Fleet & Parking Services E-Commerce Store	10/18/16	12/29/16	3/21/17	3/21/17	NIC resource availability delayed start date.

Project Name	Estimated Start Date	Actual Start Date	Estimated Completion Date	Actual Completion Date	Reason for Delay
Fish and Wildlife Gamefish Tournament Permit	4/1/17	4/1/17	7/31/17	12/17/17	Agency E-Commerce integration delayed for resource change.

2. Budget Overruns – 97% Delivered on Budget

This metric represents the agreed upon cost of providing a service to a given agency compared to the actual amount charged. In 2017 there were thirty-four out of thirty-five projects (97.1%) delivered on budget. There was a single project, Recreational Marijuana Licensing System with the Oregon Liquor Control Commission, where the monthly subscription fee increased by 49.1%. This was based on the agency requested project scope enhancements which increased overall costs. The Work Order was amended to authorize the increased costs.

3. Were agreed upon requirements met? Exceeded?

Project	Project Deliverables – Assessment Against Requirements	Quality – Was what was expected to be delivered actually delivered?
Education Website Redesign	Requirements were met	Yes
Revenue Payment Processing	Requirements were met	Yes
Human Services Client Maintenance Request System	Requirements were met	Mostly: Agency acceptance testing hit some stumbling blocks due to bugs and underdeveloped requirements.
Geologist Examiners and Landscape Architects License Renewal and Payment Processing	Requirements were met	Yes
Environmental Quality Website Redesign	Requirements were met	Yes
Water Resource Board Online Payments	Requirements were met	Mostly: a key State Financial Management Application (SFMA) integration requirement was overlooked and was added. Implementation was delayed.
Administrative Services Fleet & Parking Shopping Cart Services	Requirements were met	Yes
Labor and Industries E-Commerce Store Services	Requirements were met	Yes
Aviation Online Payment Processing	Requirements were met	Yes

4. Measure of Key Stakeholders satisfaction with the project:

After each new project is completed, the E-Government Program Manager and NICUSA Account Manager meet with the Project Sponsor to conduct a customer satisfaction survey. In 2017, the following projects completed and scored their projects. Project satisfaction is measured on a scale of 1 to 5, 1 being Poor, 5 being Excellent.

2017 Project Satisfaction Scores: Average is 4.1 – Exceeds Expectations

After every service is delivered, the Project Sponsor is asked to score their satisfaction with the new service they now have in place.

Project	Satisfaction Score
Corrections E-Commerce Shopping Cart	4
Tax Practitioners Payment Services	5
Government Ethics Commission	4
Education Website Redesign	3
DEQ Vehicle Inspection Program Too Smog Reporting E-Commerce	5
Human Services Client Maintenance Unit Request System	4
Department of Revenue Payment Processing	4
Environmental Quality Website Redesign	5
Geologist Examiners Payment Processing	3
Geologist Examiners License Renewal	4
Landscape Architect Payment Processing	3
Landscape Architect License Renewal	4
Department of Energy Website Redesign	5
Water Resources E-Commerce Services	4
Administrative Services Fleet Online Payment Processing	5

2017 Work Order Engagement Scores: Average is 3.8 – Meets Expectations

After every service is delivered we ask the Project Sponsor to score their satisfaction with the engagement process that leads up to a signed Work Order.

Project	Satisfaction Score
Corrections E-Commerce Shopping Cart	4
Tax Practitioners Payment Services	5
Government Ethics Commission	4
Education Website Redesign	4
DEQ Vehicle Inspection Program Too Smog Reporting E-Commerce	5
Human Services Client Maintenance Unit Request System	4
Department of Revenue Payment Processing	3
Environmental Quality Website Redesign	No Response
Geologist Examiners Payment Processing	3
Geologist Examiners License Renewal	3
Landscape Architect Payment Processing	3
Landscape Architect License Renewal	3
Department of Energy Website Redesign	3
Water Resources E-Commerce Services	3
Administrative Services Fleet Online Payment Processing	5

OVERALL PROGRAM

1. Number of new solutions provided per year:

2017 new solutions provided: 35

- 1) Government Ethics Commission Case Management System Phase 2
- 2) Government Ethics Commission Case Management System Phase 3
- 3) Liquor Control Commission Recreational Marijuana Licensing Phase 6
- 4) Fish and Wildlife Gamefish Tournament Permit Payment Processing
- 5) Administrative Services Fleet & Parking Services E-Commerce Store
- 6) Bureau of Labor & Industries E-Commerce Store
- 7) Aviation Duplicate Certificate Payment Processing
- 8) Aviation Registration Renewal Payment Processing
- 9) Aviation Lease Payment Processing
- 10) Aviation Airport License Fee Payment Processing
- 11) Aviation Property Tax Payment Processing
- 12) Aviation Storm Water Payments Payment Processing
- 13) Aviation Public Records Request Payment Processing
- 14) Human Services / Health Authority ORKids Overpayments Payment Processing
- 15) Human Services / Health Authority In-Home Services Pay In Payment Processing
- 16) Human Services / Health Authority Medical Marijuana Patient Fees Payment Processing
- 17) Human Services / Health Authority Toxic Free Kids Biennial Notice Fee Payment Processing
- 18) Human Services / Health Authority Toxic Free Kids Nonrefundable Exemption Request Fee Payment Processing
- 19) Public Collaboration Commenting Tool
- 20) Oregon.gov portal website
- 21) Transportation website
- 22) State Lands website
- 23) Emergency Management website
- 24) Energy website
- 25) Environmental Quality website
- 26) Speech-Language Pathology & Audiology website
- 27) State Interoperability Executive Council website
- 28) Public Employees Retirement System (PERS) website
- 29) Occupational Therapy Licensing Board website
- 30) Health Authority website
- 31) Judicial Branch website
- 32) Veterans' Affairs website
- 33) Board of Examiners for Engineering & Land Surveying website
- 34) Healthcare website
- 35) Consumer & Business Services website
- 36) Workers' Compensation Division website

2016 new solutions provided: 33

2015 new solutions provided: 22

2014 new solutions provided: 7

2013 new solutions provided: 3

2. Number of upgraded solutions provided per year:**2017 upgraded solutions provided: 9**

- 1) State library Talking Books & Braille Donation store upgraded to responsive version of CCP, added additional data fields, and updated graphics to reflect new branding.
- 2) Oregon Cultural Trust donation store branding update
- 3) 10 version updates to the Website template, 4.9.2 was the last version deployed in 2017
- 4) Public Collaboration Commenting Tool
- 5) Calendar Web Part
- 6) Newsroom Web Part
- 7) Template Settings User Interface
- 8) Responsive Design upgrade to latest version of the Bootstrap framework
- 9) Site-Wide and State-Wide Alerts Feature

2016 upgraded solutions provided: 15**2015 upgraded solutions provided: 15****2014 upgraded solutions provided: 9****2013 upgraded solutions provided: 7****3. Number of innovations provided per year****2017 innovations provided: 7**

- 1) Accessibility Design Tools improved to provide in-authoring accessibility scans improving websites for disabled residents
- 2) Update to website digital archiving process with Oregon State Library simplified agency processes and improved efficiency
- 3) Added support for additional agency branding (favicons, browser colors, etc.)
- 4) Process improvement delivered to standardize website template updates and bug fixes
- 5) Content inventory report extended to include a new inlinks report and pivot table
- 6) Improved performance and efficiency of the Content Delivery Network (CDN) bundling mechanism used to compress code libraries used in the template
- 7) Added support for custom Google Analytics Events and a second Google Analytics tracking code

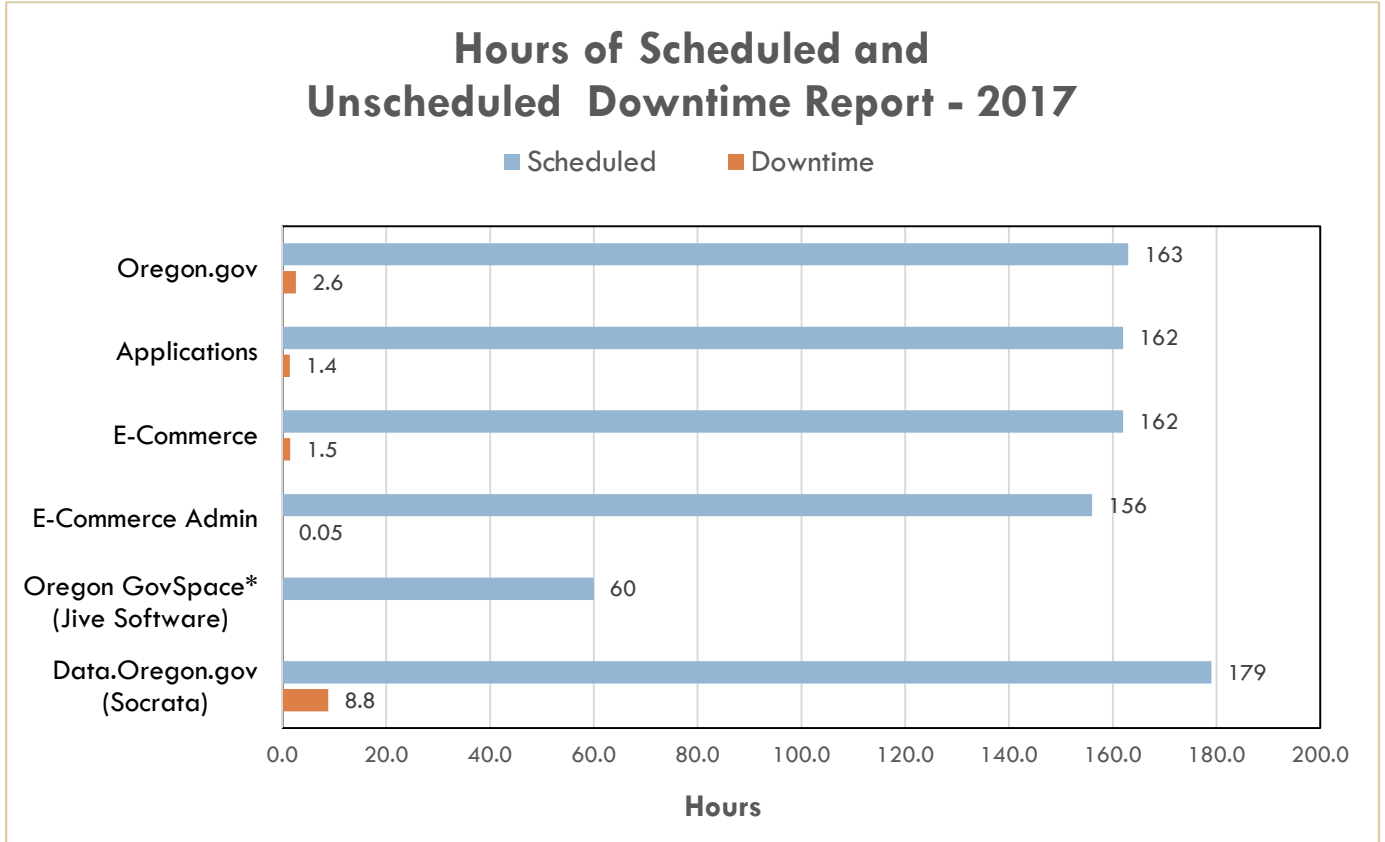
2016 innovations provided: 5**2015 innovations provided: 2****2014 innovations provided: 5****2013 innovations provided: 5****PERFORMANCE****1. Response Times for All Online Services:**

Service	Average Response Time
Oregon.gov	1.7 seconds (page load)
Applications	1.2 seconds (transaction time)
E-Commerce	1.2 seconds (transaction time)

2. Uptime for All Online Services:

Service	Uptime Percentage
Oregon.gov	99.95%
Applications	99.99%
E-Commerce	99.63%

3. Amount of Scheduled and Unscheduled Down Time



* Independent monitor for GovSpace Enterprise Collaboration was not enabled for 2017

October 23, 2017

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

INTRODUCTION & METHODOLOGY

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

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

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

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

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

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

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

*****New questions**

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

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

INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Response Category	2017	2015
Very good	10%	6%
Good	46%	46%
Poor	21%	23%
Very poor	8%	9%
(DON'T READ) Don't know	15%	17%

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

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

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

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

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

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

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

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

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

DEMOGRAPHICS

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

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

40. Zip code (**Record from sample**)

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

Response Category	2017
Male	48%
Female	52%

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

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

43. What is your ethnicity?

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

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

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

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

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

46. Cell phone (From sample)

Response Category	2017
Yes	25%
No	75%