Day 3

Presentation to

Joint Committee on Ways and Means, Subcommittee on General Government

IT management

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Presentation purpose

1. Has the project been completed?

2. Has the system been optimally configured to best practices?

3. Has GenTax been successfully integrated into the day-to-day business operations of DOR?

4. Are additional costs anticipated?

5. What value has the state of Oregon received, or is anticipated to receive, from the project?

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Has the project been completed?

- Yes, agency submitted closeout reports to OSCIO in July 2018.

- And, there are actions remaining to complete operationalization of the system post-CSR.

- Operationalization is focused on adjustments to improve alignment and balance between:
  - Business processes.
  - Technology tools.
  - People supporting the work.

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Has the system been optimally configured to best practices?

- Yes, during implementation 1,245 unique business requirements were met which configured the system to Oregon's business environment.

- The system is working as expected:
  - Processing payments and returns, issuing refunds.
  - Making disbursements as expected.
  - Support compliance activities.

- The community of practice allows Oregon to leverage improvements identified in other places.

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Has GenTax been successfully integrated into the day-to-day business operations of DOR?

- Yes, and this is ongoing work.

- The system is effectively supporting our core business activities.

- There are automated features available in the system that we have intentionally chosen not to use at this time.

- As we move through operationalization we anticipate integrating more of these features into day-to-day business operations.

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Are additional costs anticipated?

- Yes, ongoing support and maintenance costs post-CSR were anticipated at $8 million per biennium for:
  - Vendor software upgrades.
  - Vendor staff augmentation (will decrease over time).
  - Key support positions to maintain the system.

- GRB includes a POP for support and maintenance that covers approximately $4.7 million of these anticipated costs.

- These costs do not cover post-CSR operationalization activities.

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What value has Oregon received, or is anticipated to receive, from the project?

Benefits realized

- Business continuity risk mitigated.

- More self-service features for taxpayers.

- Automated compliance features.

- Improved processes and best practices.

- Real-time processing.

- Increased security.

- Automated notifications and secure messaging with taxpayers and partners.

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What value has Oregon received, or is anticipated to receive, from the project?

Anticipated benefits

- Ability to leverage use of data analytics.

- Additional streamlining through automated features.

- New web-based self-service options.

- Ongoing opportunities for improvements resulting from partnership with community of GenTax states.

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Questions?

If you have additional questions after today, please contact:

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Research staffing

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Research section background

- The Research Section produces descriptive information and analyses relating to Oregon's tax system and proposed changes to it.

- The work helps with understanding the factors that influence revenue flows to the state's tax programs.

- Historically, this work has been primarily externally focused. The 2018 Legislature allocated additional resources for more internally-focused work.

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Early focus: Understand available information

- Began to study GenTax data for operational topics.

- Identified issues with certain financial, collections, and return data.

- Produced revenue estimates for SB 1067 budget note.

- Participated in the outcome-based management assessment process.

- Reviewed and refined industry classification data for potential administration use.

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Future focus

- Quality reviews of select GenTax reports and reporting processes.

- Document how enforcement actions are reflected in data.
  - Collections and accounts receivable.
  - Audits.

- Work to replicate measures of enforcement revenue and components of change analysis for more comprehensive reporting of accounts receivable.

- Examine and describe debtor characteristics and behaviors.

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Project management and governance

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March 27, 2019

Project management and governance support in transition

Dedicated CSR PMO

One big project:
- Planning.
- Management.
- Execution.
- Quality assurance.
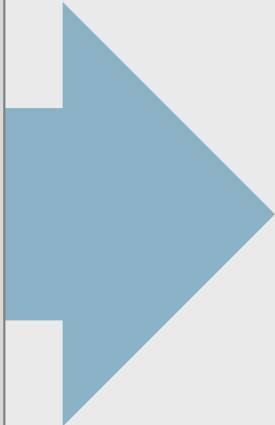- Business requirements and system alignment.
- Change management.

Current IT project management team

Multiple smaller projects:
- Set standards for project management.
- Manage cross-agency projects.
- Identify and analyze agency-wide issues.
- Manage portfolio.

Future agency project management

Working to define scope and structure.

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IT project management team

Classification	Title	Description
PEME	Manager	Manages project governance, project management, and business analysis functions.
IT project management team		
OPA3	Portfolio coordinator	Staffs the project governance committee.
ISS7	Project manager	Manage agency-level projects.
ISS7/ISS8	General business analyst	Generalist business analysts who support agency-wide issue identification and analysis.
Core-system team		
OPA3	Core system business analyst	Specialist business analysts who support core system corrections, changes, and enhancements. Also currently support core system training.

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Project governance and portfolio management

2017-19 finished projects

- Core Systems Replacement
- Financial Institution Data Match
- Fossil Field Office
- SB 1067 Collection Centralization
- Transportation Package Initiative

Projects in process

- Processing Center Modernization
- Heavy Equipment Rental Tax
- Tobacco Uniformity Phase 2
- Transient Lodging Tax Data Sharing
- Collection Agency Program re-write*
- Automated Garnishments*

Projects in queue = 9

* Recently initiated

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Questions?

If you have additional questions after today, please contact:

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