



February 6, 2026

The Honorable Senator Khanh Pham, Co-Chair
The Honorable Representative Nancy Nathanson, Co-Chair
Joint Committee on Information Management and Technology
900 Court Street NE, H-178
Salem, OR 97301

Dear Co-chairs:

Please find below additional details and updates regarding the Bureau of Labor and Industries Case Management Replacement Project:

Project Description / Scope

This project focuses on implementing a modern case management system to replace the current fragmented and email-dependent processes. The goal is to replace all systems currently maintained by our previous vendor. The primary system being replaced is the IMPACT database, with the goal of also incorporating Apprenticeship and Training, Prevailing Wage, and Labor Contracting portals as well. While the scope of this project does not include the decommissioning of the legacy system, we are not planning on running parallel systems for more than the minimum required time during a transition process. The primary goals of the new system are:

- **Internal Improvements:** Eliminate reliance on email for case management, standardize case lifecycle processes, and consolidate records management into one unified system.
- **External Improvements:** Provide a transparent, user-friendly portal for the public to track cases, securely upload documents, and access case records.
- **Expected Outcomes:** Significant reduction in administrative tasks, improved staff capacity for substantive case work, faster fulfillment of public records requests, and enhanced reporting capabilities through dashboards and metrics.
- **Some of the specific improvements we are aiming to achieve:**
 - **Case processing efficiency:**
 - Expecting a significant reduction in time spent on administrative tasks (e.g., evidence collection, email management, document generation) by streamlining workflows and automating routine steps.

- **Staff Capacity:**
 - By reducing time spent answering case status inquiries and managing fragmented records, staff will have more capacity to focus on substantive case work, which should naturally improve throughput and help with case backlogs.
- **Records Management:**
 - Faster fulfillment of public records requests through centralized storage of case data and communications, reducing manual search and retrieval time.
- **Customer Service Efficiency:**
 - Anticipated decrease in calls, voicemails, and emails to frontline (and investigatory) staff due to self-service tools for status updates and document submission.
- **Transparency & Reporting:**
 - Enhanced ability to generate dashboards and performance metrics, improving oversight and public report on Bureau outcomes.

Project Staffing

- **Day-to-Day Management:** Currently managed by the Business Operations Administrator. Once the ISU Manager is hired (~March 1), they will assume technical oversight. By Q3, ISS6 and the Project Manager will take on operational leadership.
- **Full-Time Roles:** Four full-time roles will be dedicated to this project: ISS6, OPA3 (change management), AS2, and Project Manager will be 100% dedicated to the project. Two management roles will be heavily supporting the project: ISU Manager and Business Operations Administrator will remain heavily involved alongside other agency roles.
- **Decision Authority:** Final decisions on cost, schedule, or scope changes rest with the Business Operations Administrator, informed by the Deputy and Commissioner. An IT and Information Governance Committee is being established for structured oversight.
- **Additional Staff:** Already involved through our bi-weekly case management group meeting include Business Operations Administrator, Apprenticeship and Training Administrator, Wage and Hour Administrator, Civil Rights Administrator, Public Records Manager, Legal Director, DEI Coordinator, Commissioner Stephenson, and depending on meeting topics, representatives from different units of the agency.

Project Budget

Total 5-year Project Budget (+/- 50%): \$3,997,295

5-year Contracts/Services: \$1,250,000

5-year Personnel: \$2,747,295

2023-2025 Budget: \$250,000, this was used to contract with two business analysts to assist with the RFI/RFP preparation and analysis, existing system documentation, and process improvements for the current system that will benefit future transition.

2025-2027 Budget: \$2.15 million

Breakdown:

- Software/Vendor: \$1,000,000
- BOLI Staff: \$500,000
- iQMS: \$250,000
- Contract Roles (Testing, Training, Data): \$125,000
- DAS Procurement + DOJ: \$75,000
- Contingency: \$200,000

Contingency for Unexpected Costs: \$200,000 currently budgeted. This “buffer” amount of funds, approximately 9% of the total estimated project budget, is set aside for potential unanticipated cost overruns. Such examples may include additional training/support needs for the agency, additional contractor/vendor hours and change orders to meet the Bureau’s requirements, additional temporary roles/staffing to assist with the transition from the old system to a new system.

Recurring Costs Post-Go-Live:

- Software/Support/Maintenance: \$400,000 per biennium (~\$200,000/year)
- Two internal staff roles (ISS6 and AS2): \$525,000 per biennium
- No other recurring expenses currently anticipated.

IQMS

We have recently received (January 26th, 2026) an updated IQMS determination from Statewide Quality Assurance requiring independent quality management services, updating the previous guidance issued on November 18th, 2025, where IQMS was determined to not be required. The Bureau has been coordinating with SWQA and EIS P3 on the IQMS procurement and is expecting to be proceeding with the procurement and contract by the end of February 2026.

As mentioned in the budget section, we have budgeted \$250,000 for IQMS for this project, which should cover the expenses related to the procurement and contractual deliverables.

Stage Gate Review Process

With our Stage Gate 1 endorsement, we do have the specific condition to complete the Project Management Plan, which will include scope, schedule, cost, stakeholder, resource, procurement, requirements, communications, risk and issue, change, and quality management plans. We are working on these artifacts now, while in a parallel process working with DAS Procurement to have all necessary RFP requirements in place to release the RFP before the end of March 2026.

Relationships Between Structures / Groups Named in Report

Decision-Making: The Business Operations Administrator holds primary authority, informed by the Deputy and Commissioner.

Oversight: IT and Information Governance Committee will provide structured oversight for major changes. We are in the process of getting these groups set up, but the intention is to have a cross-section of units and internal stakeholders (legal, public records, IT, fiscal, divisions/program representation) be able to weigh-in on decisions.

Operational Leadership: ISS6 and Project Manager will lead day-to-day operations by Q3.

Technical Oversight: ISU Manager will assume technical leadership after hiring (~March 1, 2026).

Support Roles: OPA3 (change management), AS2, and other agency staff will provide functional and operational support.

Sincerely,



Christina Stephenson
Labor Commissioner