

Adopted 04-28-08

**State of Oregon  
State Data Center Advisory Board  
Charter**

## **1. Background**

The State Data Center (SDC) Advisory Board—comprised of state agency heads—advises the Director of the Department of Administrative Services (DAS) in accordance with the overall SDC governance model. Functioning within DAS as a shared service, the Board addresses the computing needs of state agencies and their partners.

The SDC's purpose is to eliminate duplication of effort and expense in computing and networking services. It seeks to provide agencies equal or improved service while reducing cost. The SDC also facilitates major improvements, such as:

- 24-by-7 operations
- Better tools and processes through collective purchasing
- Greater security
- Reduced electrical power consumption
- Better and more reliable technologies
- Improved ability to recover from disaster
- Standardization.

The SDC serves as the foundation upon which agencies can build other enterprise- and technology-related projects to save money and make their work more effective. Participation in SDC governance by agency representatives is critical to making the best use of collective IT resources.

The following groups advise the SDC and participate in its governance:

- Customer agency heads
- Agency CIOs
- Technical experts
- Agency business stakeholders
- SDC staff
- DAS management.

## **2. Purpose**

According to its charter, the SDC Advisory Board provides advice on governance of the SDC through the DAS Director. The Advisory Board also serves as a forum wherein participants can explore the full range of issues and alternatives associated

with running a shared-service data center. The Advisory Board is committed to actively addressing issues within the scope of this charter.

The Advisory Board values:

- Collaboration to achieve results that mutually benefit SDC customers
- Strong voice for agency business and technical representatives
- Customer driven services
- Accountability for performance
- Transparency in operations and governance.

### **3. Authority**

The Department of Administrative Services is responsible for providing statewide information systems and applied technologies that agencies can use to exchange information and make the best use of their resources (ORS 184.305). The law also requires DAS to develop and implement a plan to manage distributed information technology assets, with the goal of minimizing ownership costs while maximizing benefits in transacting state business and delivering services (ORS 184.477). A key requirement is to obtain input and recommendations from state agencies in developing and implementing the plan.

The State Data Center is a key vehicle by which DAS meets the requirements of ORS 184.305 and ORS 184.477. Under the sponsorship of the DAS Director, and acting in accordance with its charter, the SDC Advisory Board provides advice, input and recommendations to the DAS Director, which are essential to DAS in carrying out its statutory responsibilities with respect to the State Data Center.

### **4. Roles**

Among the roles of the SDC Advisory Board are the following:

1. Achieve an appropriate balance between pursuit of shared-service benefits and individual agencies' business requirements.
2. Link the business objectives of agencies and the objectives of the SDC Advisory Board.
3. Ensure consistent communication that leads to a uniform understanding.
4. Communicate with stakeholders to ensure success of the SDC shared-service concept, and to build a culture that promotes the shared-service.
5. Communicate the business interests of members' agencies.
6. Identify and recommend action and commitments that DAS and member-agencies must take to make the SDC successful.

7. Establish mutual commitments that DAS and member-agencies must meet, as well as impacts and consequences for failure to meet them.
8. Collaborate in the active engagement in issues that relate to the SDC.
9. Furnish expertise to solve technical issues collaboratively, thus facilitating the SDC's success.

## **5. Scope**

The scope of the SDC Advisory Board is broad. The Board addresses issues of governance that include strategic direction, budget, budget and e-board requests, finances, rates, charges, policies and other matters that affect the operation of a shared-services data center.

## **6. Principles**

The following principles guide the SDC Advisory Board:

1. All shared-service clients have a compelling interest in achieving maximum efficiency, while simultaneously optimizing service.
2. The State Data Center strives to provide competitively priced services to its member-agencies.
3. The SDC will recover operating costs through rates and charges that are necessary, reasonable, equitably allocated, and in accordance with OMB circular A-87.
4. The SDC provides a utility service based on defined business need.
5. Helping the SDC operate successfully is in the best interest of participating agencies.
6. Within the scope of the charter, relevant stakeholders vet all issues and consider the consequences of their decisions.
7. Tradeoffs are necessary to support the greater good, but they should be explicit and transparent.
8. The SDC is a trusted, valued partner that provides an essential and unique perspective.
9. The SDC is the principal provider for shared data center services.

10. Transparency builds trust in SDC governance and operations.
11. A fully engaged SDC Advisory Board working collaboratively as a team leads to successful SDC governance outcomes.

## **7. Relationship with Other Advisory Boards**

The SDC Advisory Board routinely interacts with several other SDC governance bodies. The Advisory Board may convene other technical or business committees to provide advice to the Advisory Board on matters affecting the SDC operations.

Routine interactions include:

SDC Executive Committee: The SDC Advisory Board may convene an Executive Committee to conduct specific work designated by the SDC Advisory Board. If the Advisory Board convenes an Executive Committee, it will approve an Executive Committee charter that—at a minimum—identifies the roles, responsibilities, membership, meetings, and relationship of the Executive Committee to other SDC advisory boards and committees.

SDC Finance Sub-Committee: The SDC Advisory Board convenes the SDC Finance Subcommittee. The Subcommittee reports to the Board. The DAS Director appoints the Chair of the SDC Finance Sub-committee from the membership of the SDC Advisory Board.

Membership on the Finance Subcommittee includes representation from the Advisory Board, SDC CIO Advisory Board, Agency Financial Managers, DAS Operations Administrator, SDC Administrator, State CIO and other members whose contribution is appropriate to the work of the Finance Sub-Committee.

The DAS Director recommends members for appointment to the Finance Subcommittee, and the full Advisory Board confirms appointments. The Board encourages member-agencies to send representation to Finance Subcommittee meetings.

The scope of the Finance Subcommittee is advisory and adds value by partnering with DAS on rate development, financial analysis and financial reporting. The Finance Subcommittee performs financial advisory activities that assist DAS in achieving financial goals. DAS has the primary responsibility to develop budgets, rates and other financial work products for the Finance Subcommittee. Finance Subcommittee activities include, but are not limited to:

- Collaborate with DAS staff assigned to the Finance Subcommittee on analysis of SDC financial data
- Collaborate with DAS on cost recovery plans, rate development, rate-related policy, and the adequacy of rates to support service agreements

- Review methodology of capital purchases and make recommendations
- Assist DAS with conformance with financial regulations
- Collaborate with DAS on methodologies for reporting achievement of financial goals and objectives.

SDC Policy Subcommittee: The SDC Advisory Board convenes the SDC Policy Subcommittee. The Subcommittee reports to the Board. The DAS Director appoints the Chair of the SDC Policy Subcommittee from the membership of the SDC Advisory Board.

SDC CIO Advisory Board: The SDC CIO Advisory Board ensures concepts are vetted before information and decisions are forwarded to the SDC Advisory Board. The SDC CIO Advisory Board's charter is approved by the SDC Advisory Board. The SDC CIO Advisory Board is available to the SDC Advisory Board to undertake delegated activities. The SDC CIO Advisory Board may assist the SDC Finance and Policy Subcommittees upon their request.

SDC Technical Committee: The SDC CIO Advisory Board receives the work products of the SDC Technical Committee to endorse in accordance with the principles of this Charter before the work products go to either the SDC or the SDC Advisory Board. The SDC Technical Committee operates under the guidance of the SDC CIO Advisory Board.

## **8. Responsibilities of Members**

Members of the SDC Advisory Board are responsible to:

1. Participate fully in meetings.
2. Fairly and objectively exercise their best judgment in the application of the Principles of this charter.
3. Review and make recommendations that affect the State Data Center's enterprise service delivery (e.g., strategic direction, policies, policy related issues, consolidation planning, and strategic architecture).
4. Review and make recommendations concerning the annual report and quarterly progress reports submitted by the SDC Administrator.
5. Review and make recommendations on SDC budget, budget requests, policy option packages, Emergency Board submissions, and financial goals and objectives.
6. Review and make recommendations on SDC cost recovery plan, charges and rates.

7. Provide recommendations on changes that affect financial and accounting models.
8. Provide recommendations to add participants to SDC shared service.
9. Provide recommendations to expand or reduce the scope of the SDC shared service.
10. Provide recommendations to resolve customer service disputes that have not otherwise been resolved.
11. The SDC Administrator will provide an annual report each July 1 to the SDC Advisory Board and a quarterly progress report each three months after the submission of the annual report. The annual report and quarterly update must address the following:
  - a. Strategic direction, goals and strategies of the SDC
  - b. An SDC consolidation plan that outlines the current state of consolidation and the future state of consolidation; how, when and to what degree the SDC will consolidate network servers, system tools, mainframe operations, operating system platforms, staff; and other opportunities for consolidation
  - c. A staffing plan that includes a staffing report that covers the past year and projected staffing for the next annual period. The report will include the identification of initial positions transferred to the SDC, position changes and the basis for position changes
  - d. A cost-recovery plan and rates that assesses the effectiveness of cost recovery for the past year, and provides expected rates for the future year; and addresses changes in financial plans and rates as a result of operating experience
  - e. An energy report that provides an energy-consumption baseline for SDC operations, reviews actions taken and energy saved during the past year, and projects energy consumption for the upcoming year as well as planned actions during the upcoming year related to energy consumption
  - f. Customer service activities that measure agency service levels and describe actions taken to improve and meet agency service needs
  - g. Disaster-recovery service plan that outlines plans and actions taken to provide agency disaster-recovery services as determined necessary by the state agency

- h. System security planning that describes progress in addressing SDC system security
- i. Management process and controls implemented to effectively manage an enterprise level computing environment.

## **9. Membership**

The State Data Center Advisory Board membership includes each head of a customer-agency (Appendix A). An agency head may designate a representative. A designated representative has full authority to represent and commit the agency. Non-voting members include: the State CIO; CIO Council Chairperson; and SDC Administrator.

## **10. Recommendations**

The SDC Advisory Board makes recommendations to the DAS Director on matters within the scope of this charter. A recommendation will reflect a consensus of the members, or will occur by a vote of the members.

## **11. Chair**

The Director of the Department of Administrative Services serves as the Chair of the SDC Advisory Board. The Chair solicits and receives recommendations from the Advisory Board on matters within the scope of this Charter. The Chair values and gives strong consideration to recommendations of the SDC Advisory Board when making decisions and taking actions related to the operations of the SDC. The Chair reports to the Advisory Committee on how decisions and actions addressed recommendations of the Advisory Board.

## **12. Meetings**

Unless otherwise determined by the Chair, the SDC Advisory Board will meet monthly.

## **13. Meeting support**

The DAS Director will prepare and distribute a meeting agenda at least one week in advance of every meeting. The DAS Director will arrange for minutes to be taken at each meeting. Members will review and approve the minutes of the previous meeting.

## **14. Changes to the Charter**

Changes to the charter may occur upon recommendation by the SDC Advisory Board and approval of the Director of the Department of Administrative Services. If warranted, an update to this charter will occur at least biennially.

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Appendix A

The State Data Center Advisory Board Membership is comprised of the following agencies.

Department of Agriculture  
Department of Administrative Services  
Department of Consumer and Business Services  
Department of Corrections  
Employment Department  
Department of Forestry  
Department of Housing and Community Services  
Department of Human Services  
Oregon State Lottery  
Department of Justice  
Judicial Department  
Parks and Recreation Department  
Oregon State Police  
Public Employees Retirement System  
Department of Revenue  
Department of Transportation  
Department of Veteran's Affairs  
Oregon Youth Authority  
Oregon County Representative