



ENTERPRISE
information services

Assistant State Chief Information Officers: IT Modernization Planning

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State Chief Information Officer

Joint Legislative Committee on
Information and Technology

April 4, 2025





Agenda

- ▶ Linkage to IT Strategic Framework
- ▶ Common findings, risks and challenges
- ▶ Partnered next steps
- ▶ Accelerating modernization





Assistant State Chief Information Officers

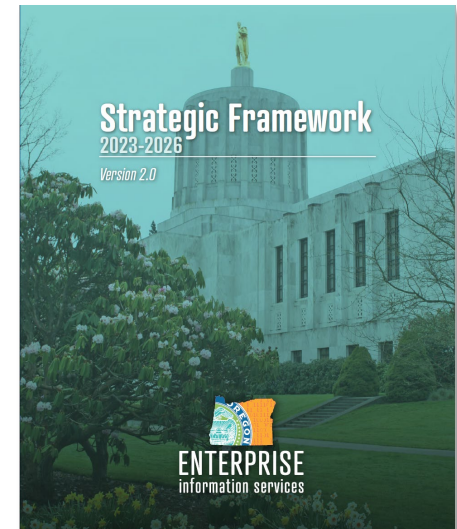




Mature Legacy System Modernization Strategy

► Strategic Framework Objective:

As IT systems are modernized, there is opportunity to fundamentally transform the service delivery mechanisms and improve the customer experience, as well as enhance the methods available for delivering these services. There is a broad and diverse customer base with varying levels of technology availability and skills. As such, Oregon services should be presented for consumption with many different methods and with a customer experience that is intuitive, effective, and satisfying.





Mature Legacy System Modernization Strategy

- ▶ Goal 1: Ensure policy-area and agency modernization plans align with enterprise strategies, architecture, and emerging IT standards.
 - Encourage agencies to strengthen their IT Governance
 - Support agency development of multi-year IT Strategic Plans
 - Position agency derived Modernization Action Plans to provide a roadmap demonstrating how projects will achieve program or modernization goals and outcomes that deliver continuous business value.





Agency IT Governance

- Strategic planning and prioritizing technology investments that best support the agency’s mission.

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Agency IT Governance

Enterprise Governance

- Governor
- State CIO, State COO, State CFO

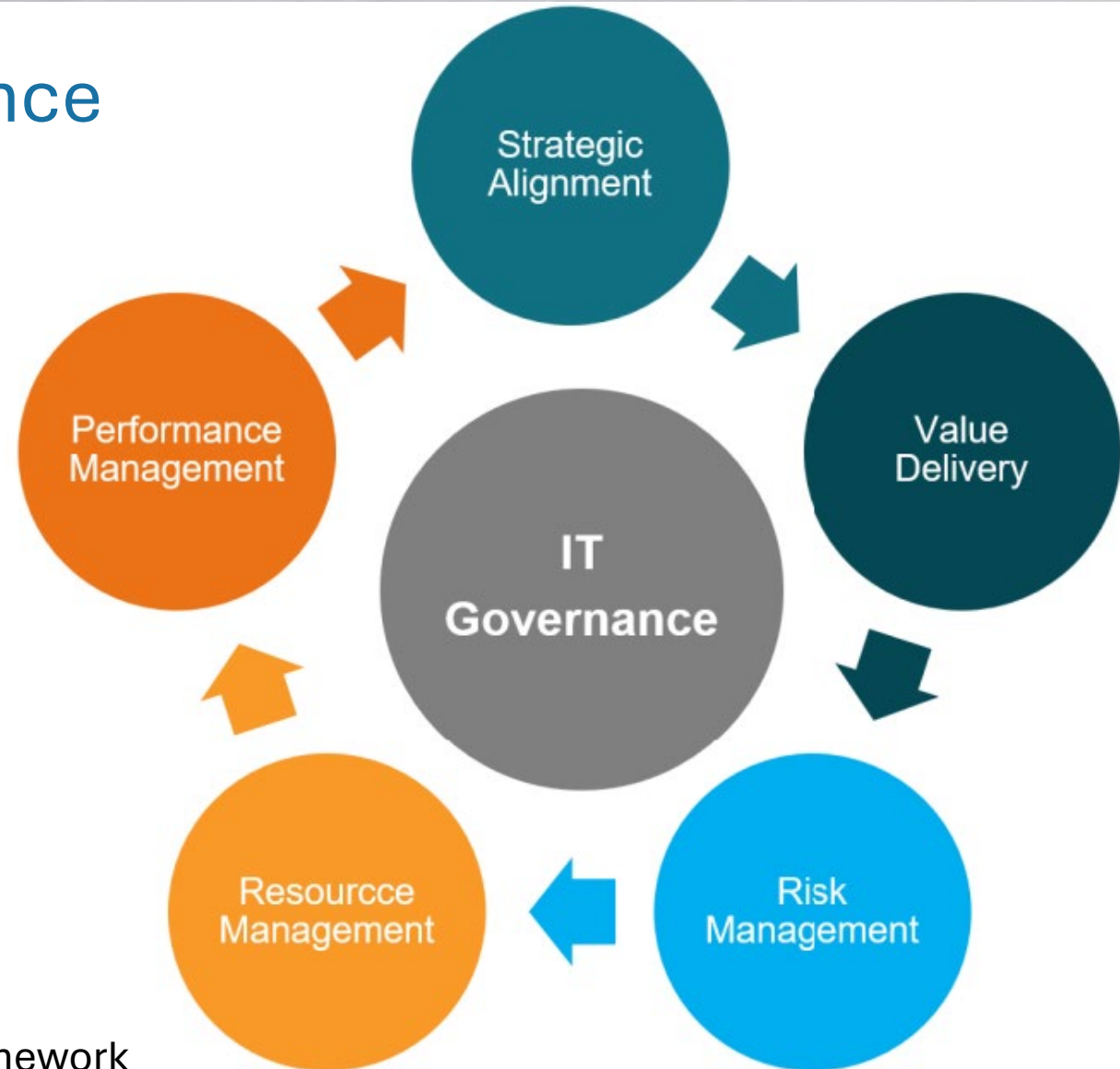
Agency Governance

- Agency Executive Team
- Agency IT Governance Committee
- Program and Project and Steering Committee





Agency IT Governance



ISACA COBIT® IT Governance Framework





Agency IT Strategic Plans

- ▶ ASCIOs worked with industry consultants to create the template.
- ▶ Prepared feedback and met with agencies to share the information and offer support to meet the criteria in the next Strategic Plan update, due in June of 2025.
- ▶ Recommend IT plans for State CIO approval.

**Review Criteria:
Agency Strategic Plans**

✓ ✗

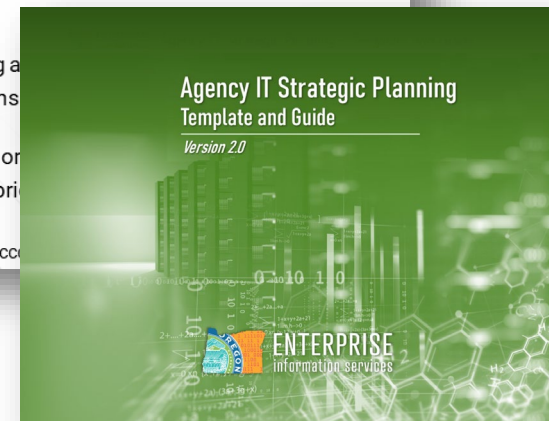
Mission	<input type="checkbox"/>	<input type="checkbox"/>	Does the plan articulate a clear mission statement that reflects the agency's mandate?
Objectives	<input type="checkbox"/>	<input type="checkbox"/>	Does the plan articulate high-level priorities that align to the organization's mission?
Goals	<input type="checkbox"/>	<input type="checkbox"/>	Does the plan articulate concrete goals that align to stated priorities?
	<input type="checkbox"/>	<input type="checkbox"/>	Are goals Specific Measurable Achievable Relevant Timebound?
Considerations	<input type="checkbox"/>	<input type="checkbox"/>	Does the plan indicate analysis of external factors that could impact achievement of mission?
	<input type="checkbox"/>	<input type="checkbox"/>	Does the plan reflect the agency's DEIB plan?
	<input type="checkbox"/>	<input type="checkbox"/>	Does the plan incorporate the agency's IT Strategic Plan?
Monitoring	<input type="checkbox"/>	<input type="checkbox"/>	Does the plan describe a process for performance monitoring and reporting?
	<input type="checkbox"/>	<input type="checkbox"/>	Does the plan describe an approach for regular reporting to ensure accountability?
Development process	<input type="checkbox"/>	<input type="checkbox"/>	Did agency engage their community in the development of priorities?
	<input type="checkbox"/>	<input type="checkbox"/>	Did agency consult with Governor's Policy advisors to shape priorities?

Criteria adapted from guidance for oversight of agency strategic plans published by the U.S. Government Accountability Office

Cross-check
for IT strategic
alignment



<https://www.oregon.gov/eis/Documents/eis-ascio-agency-IT-strategic-plan-template-and-guide-1.pdf>





Agency IT Strategic Plan - Governor's Expectation: Managing Information Technology Performance

- ▶ Agencies are to develop and maintain a business-driven and enterprise-aligned information technology (IT) strategic plan supporting the organization's strategic priorities.
- ▶ Goals/Objectives: Agency IT, program and executive leadership partner in the development of IT strategic plans that operationalize the agency's vision, values, strategic priorities and modernization roadmap.
 - Aligning with Cloud Forward Framework, Modernization Playbook, Oregon's Data Strategy, and EIS Strategic Framework.





Agency IT Strategic Plan - Governor's Expectations

- ▶ Governor Kotek made the following adjustments to adapt the expectations to the needs of the enterprise:
 - Agencies are to align updates to the IT Strategic Plan coinciding with their Agency Strategic Plan.
 - Next update will be due June 1, 2025.
 - Organizations employing fewer than 50 FTE will integrate IT strategies into their agency strategic plan, starting June 1, 2025.
 - Assistant State CIOs will support agencies through the effort.
 - Agencies will publish an Annual Progress Report on their IT Strategic Plan by June 1, 2025.





Agency Modernization Action Plan

► Modernization Playbook steps

- Put people at the center of modernization
- Know where you stand
- Define the future state
- Conduct a gap analysis
- Develop a Modernization Action Plan (MAP)
- Transition from planning to execution

State of Oregon Modernization Playbook An Agency Guide to Digital Transformation

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Common Findings, Risks, and Challenges

- ▶ Shortage of skilled project managers, business analysts, and change management professional
- ▶ IT professional recruitment and retention
- ▶ Upskilling technical skills
- ▶ Agile methodology adoption and delivery
- ▶ Extended procurement timelines





Partnered Next Steps

- ▶ IT Strategy Maturation
- ▶ Advance Small Agencies
- ▶ IT Modernization
- ▶ Institutionalizing Governance
- ▶ Agile and Incremental Delivery
- ▶ Enterprise Alignment
- ▶ AI and Data Innovation





Accelerating Modernization

Invest in Training and Development:

- Agencies need to equip staff with the necessary skills to understand, manage, and operate modernized systems effectively.

Leverage Shared Services:

- Leverage economies of scale by utilizing shared services and infrastructure to reduce costs and improve efficiency.





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Thank you

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