SEP
2020

Assistant State CIOs

Charting the Course for User-Friendly, Reliable and Secure IT Systems Modernization

ENTERPRISE
information services

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ASCIOs. *Charting the Course for User-Friendly, Reliable and Secure IT Systems Modernization*

Now more than ever, people rely on the State of Oregon to provide essential services that keep them healthy and safe and enable them to live fulfilling lives. Whether enrolling for healthcare or unemployment benefits, paying their taxes, tracking student's progress in school or effectively managing a public health crisis, effective service delivery increasingly demands modern, user-friendly, reliable and secure state information technology (IT) systems.[1]

The Governor's Action Plan for IT, *User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight* calls for EIS to partner with agencies on the development of multi-year IT modernization plans by policy area for retiring legacy systems and improving service delivery. At the same time, the *Governor's Action Plan for IT*, also recognizes the need for strategic coordination beyond individual agencies and traditional agency groupings (Education, Natural Resources, Public Safety, Healthy People, Transportation, Economic Development, and Administration and Business Services)—particularly, given the number of common business capabilities and end-user requirements among agencies (e.g., professional licensing) and the number of services that span agency boundaries.

With the adoption of the *EIS 2020-2023 Strategic Framework 1.0* and the addition of a team of Assistant State Chief Information Officers (ASCIOs) capable of providing strategic coordination and bridging the gap between agency operations and enterprise priorities, EIS is now positioned to collaborate with state agencies in realizing the Governor's vision for user-friendly, reliable and secure state IT systems and helping to make Oregon a place where everyone has an opportunity to thrive.

As part of the *EIS 2020-23 Strategic Framework,* ASCIOs will partner with agencies and work to develop a modernization playbook and guiding principles, a common set of definitions, templates and assessment tools, resulting in the development of business-driven Agency IT Strategic plans and a set of consistent, coordinated and collaborative multi-year modernization strategies for each of the six policy verticals.

[1] Kate Brown, Nik Blosser, and Terrence Woods, "User-Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight" (State of Oregon, September 24, 2018).

The EIS Strategic Framework goals and corresponding metrics are listed and described below:

GOAL 1. Agency IT Strategic Plans.

Develop agency IT Strategic Plans to include but not limited to the people, processes, governance, roadmap, timelines and goals for achieving business outcomes.

Metrics

- ✓ Assistant State CIOs will work with CIOs in their policy areas to ensure that at least 80% of state agencies will have IT Strategic Plans that align to their agency (business) Strategic Plans by June 30, 2022.

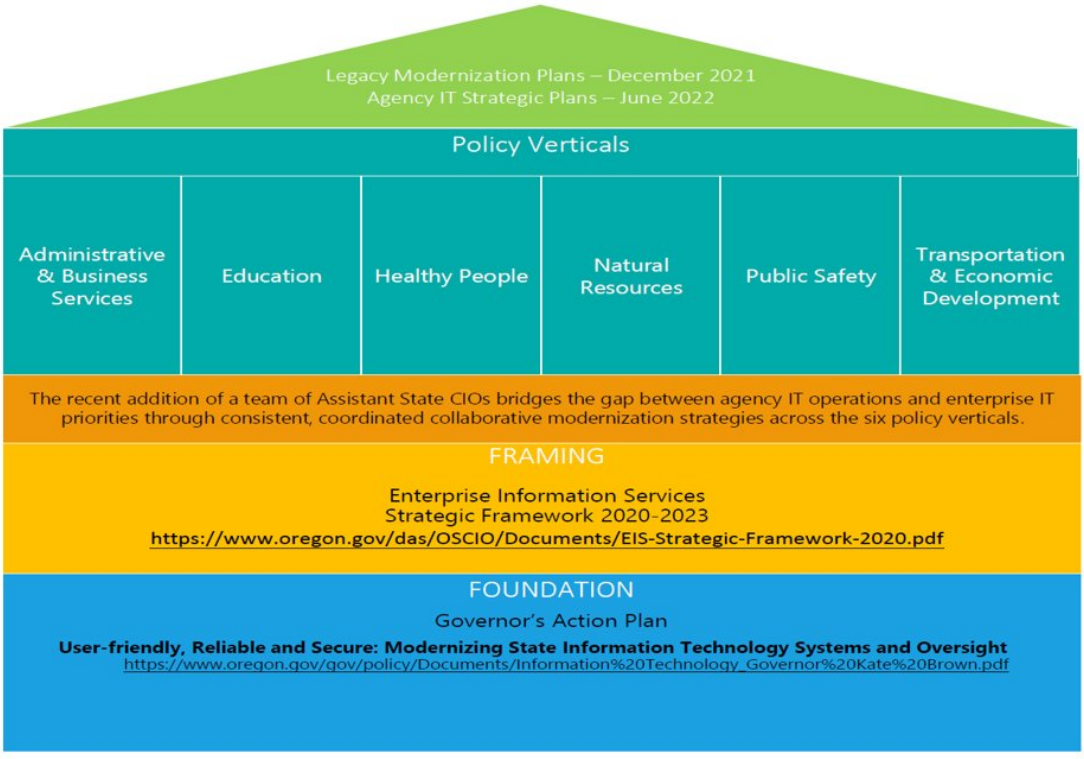
GOAL 2. Legacy System Modernization Plans.

Develop plans for updating and replacing outdated or inefficient systems, processes and applications – in part or in full.

Metrics

- ✓ All six Executive Branch policy areas will have Legacy System Modernization Plans completed no later than December 31, 2021

Figure 1. ASCIO Strategic Frame



Modernization, Properly Understood

Across the Executive Branch in Oregon, state agencies maintain hundreds (and in some cases thousands) of different applications, ranging from off-the-shelf software like Microsoft Office, to highly-complex and custom-built and monolithic IT systems that cost hundreds of million dollars to develop and maintain. In notable cases, there is continuing reliance on 20- to 30-year-old "green screen" legacy systems developed using nearly-extinct programming languages (e.g., COBOL). Unfortunately, these systems do not age well with the underlying code becoming increasingly complex over time and difficult to modify to accommodate new business rules or legislative changes.[2]

While traditional notions of IT modernization are limited to the migration of legacy systems to new applications or platforms (i.e., "rip and replace") and reducing technical debt, IT and application modernization increasingly emphasizes improved use interfaces (UI), enhanced user experience (UX), use of integration points or APIs, cloud-native or server-less infrastructure and a shift away from monolithic- to modular-IT systems comprised of loosely coupled micro-services. However, even this expanded description misses the mark, given its primary emphasis on technology over people, process and business outcomes.

Modernization, properly understood, offers the potential to fundamentally transform how state agencies deliver services to the people of Oregon and enable them to thrive. Consequently, it encompasses more than planning, assessment and specific application migrations, it represents a change in culture, a new way of doing business, of looking forward and ensuring alignment between program, agency and IT leadership. In short, modernization is not an IT problem, it is an opportunity to reimagine how the sate conducts its business on behalf of the people of Oregon.

Agency CIOs & ASCIOs & SIPMs, Oh my!

With the recent establishment of ASCIO positions pursuant to SB 5502 (2019) and its accompanying Budget Note, there have been calls to clarify the relative roles and responsibilities between state agency Chief Information Officers (CIO), ASCIOs Senior IT Portfolio Managers (SIPMs) within EIS.

Agency CIOs—Keeping Things Running

Given the State of Oregon's relatively decentralized IT operating environment, dissimilarities among agencies in terms of size (i.e., budget and positions), internal IT staffing and capacity, and IT governance maturity, it is important to note that substantial variation present among state agencies with respect to internal IT operations and the role of agency CIO.

In many cases, CIOs at larger agencies (e.g., Oregon Department of Transportation) most closely resemble their private-sector counterparts, having responsibility for managing physical IT infrastructure,

[2] For example, an Oregon Employment Department (OED) analysis estimated that it would take between 2,000 to 6,000 development hours to eliminate the now infamous "waiting week" from its mainframe code to take advantage of the Federal waiver. This is just one of several developments stemming from the continuing economic consequences of the COVID-19 and the establishment of new federal programs (i.e., Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020) that require changes to OED's legacy systems to accommodate expanded eligibility for unemployment benefits and changed the criteria by which people qualify.

IT staff representing multiple technology silos, internal development teams and overseeing IT project delivery, whereas CIOs at smaller and mid-sized agencies may be primarily responsible for desktop support. In the case of smaller agencies, boards and commissions, there may be no dedicated IT staffing, let alone an agency CIO.

There is also the question of placement of the CIO within the agency's organizational hierarchy; i.e., whether the CIO has a seat at the leadership table and substantial decision authority. While the private-sector has increasingly embraced the role of CIO as being critical to strategic decision-making, business-enablement and enterprise agility, state agencies have tended to hold a more limited conception of the role of IT generally, and CIOs within their organizations in particular.

Suffice to say, in seeking to differentiate the role of agency CIOs from SIPMs or ASCIOs, it is important to recognize this variability in attitudes among agencies towards IT leadership within their agency in particular. It is not uncommon for IT to be viewed as little more than a cost-center and for agency CIOs to be relegated to IT operations; i.e., simply keeping the lights on. Put simply, not all CIO positions are created equal. Consequently, there is no unitary conception of an "agency CIO" and their roles and responsibilities are as varied as the agencies they represent.

Just as Tolstoy wrote, "All happy families are alike; [and] each unhappy family is unhappy in its own way"—successful modernization requires alignment between business and IT leadership, governance maturity and talent, whereas, the State of Oregon's accrued technical debt, persistence of 30-year old legacy systems and track record of stalled modernizations is unique in its own way. While much of this can certainly be traced to leadership instability, recessionary cycles, long-term IT disinvestment and risk aversion, a narrow view of IT and lack of alignment between business and IT leadership has almost certainly contributed to the state of Oregon's long-neglected IT systems. The establishment of ASCIOs pursuant to the Governor's Action Plan for IT, represents a critical intervention to address long-term gaps in agency IT leadership and a lack of strategic coordination within and across policy verticals.

ASCIOs—Planning for the Right Things

Digital government transformation and successful modernization is ultimately driven by the business outcomes and the policy priorities of the Office of the Governor, the Oregon Legislature, individual state agency leadership and an array of external stakeholders and constituents. However, the State CIO in Oregon is uniquely responsible for charting the course and facilitating this transformation at an enterprise-level through the integration of IT initiatives, promotion of coordination, consolidation and alignment of existing information resources, and in managing the state's and agency's IT portfolios in the most effective manner possible.[3]

By extension and pursuant to the *Governor's Action Plan for IT*, ASCIOs are focused on partnering with key agency leadership to craft and promote enterprise IT values and strategic initiatives, support digital government transformation at an agency-level and within policy verticals, to improve internal IT operations through continual process improvement and by re-envisioning current business operating models. In effect, ASCIOs are senior-level executives and strategic advisors empowered to act on behalf of the State CIO within their assigned policy vertical. Work that requires deep business and IT expertise,

[3] ORS 276A.203(4)(a)(M).

executive presence and encompasses people, processes and technology. In terms of individual responsibilities and business outcomes, ASCIOs are primarily responsible for:

- Achieving enterprise goals outlined in the Governor's Action Plan for IT, EIS Strategic Framework and Enterprise Information Resource Management Strategy;
- Ensuring that every state agency has a business-aligned IT strategy;
- Partnering with agencies to develop multi-year modernization plans for state IT systems within their assigned policy vertical;
- Providing strategic engagement, enterprise alignment, continuity and visibility for all agencies within their policy vertical; and
- Forging a bridge between agency IT operations and enterprise solutions and services.

In terms of their engagement model and relative spheres of influence, the work of ASCIOs span multiple organizations and stakeholders, including: the Office of the Governor, Enterprise Leadership Team (ELT), Enterprise IT Governance Committee (EITGC), individual agency business and IT leadership, the Oregon State Legislature and a variety of private- and public-sector technical partners.

While the establishment of these positions may disrupt existing dynamics between agency business and IT leadership, ASCIOs are agency CIOs greatest potential allies in seeking to modernize and elevate the importance of IT within their organizations. ASCIOs provide an escalation point for long-neglected IT systems, IT disinvestment and the need to embrace IT leadership as a business enabler, source of enterprise agility and strategic partner.

SIPMs—Doing Things Right

ASCIOs are focused on digital transformation and our engaged with business and IT leadership at the highest levels within individual agencies and across their assigned policy verticals—working to align IT and business leadership, improving maturity and planning for the right things. In contrast, SIPMs are primarily focused on IT governance maturity, assisting agencies manage their existing IT portfolios and selecting the right IT investments. They ensure that new IT investments are justified by sound business, provide measurable impact and value, and align with the strategic direction established by ASCIOs and agency business and IT leadership. Additionally, SIPMs manage IT investment portfolios to effectively achieve the goals of the strategic plans developed for each agency and guide these portfolio activities to align with policy area modernization plans. Furthermore, SIPMs stay out of agency IT operations and are solely focused on new IT investments.

ASCIO Milestones

In no small measure, the ability of EIS and state agencies to realize the Governor's vision for the modernization of state IT systems and improved service delivery, hinges on the successful recruitment and retention of the necessary leadership talent to fill the ASCIO positions within each policy vertical. Particularly, given the clear intent that ASCIOs are to serve as senior-level executives and strategic advisors within the highest levels of state government and to serve as a proxy for the State CIO within their assigned policy vertical. A challenge made only more difficult given the partial funding of the six ASCIO positions during the 2019-2021 biennium (3.78 FTE) requiring a three-phased staggered appointment schedule.[4] Despite these constraints, EIS has successfully hired four of the six ASCIO positions as described below:

1. *Administration and Business Services*, Ron Groenendaal – started January of 2020
2. *Public Safety,* Ben Gherezgiher – started January of 2020
3. *Healthy People,* Gina Salang – started April of 2020
4. *Transportation and Economic Development,* Cecily Warren – started May of 2020
5. *Natural Resources,* vacant – unfunded until October 1, 2020
6. *Education,* vacant – unfunded until October 1, 2020

At the same time, the State of Oregon's unique disposition towards IT and highly decentralized IT operating model presents its own challenges, given that there are few if any precedents among other states let alone identified best practices for structuring agency engagement and developing multi-year modernization plans by policy vertical. As in so many other ways, Oregon flies with her own wings (alis volat propriis). Consequently, the ASCIOs hired to date adopted an agile approach to engaging the relevant stakeholders within their assigned policy verticals, in assessing the current state, and in working to define the guiding principles and agency playbook that will structure the state's over-arching approach to the modernization of state IT systems and improved service delivery.

Beyond these initial developments, activities and the associated deliverables outlined in the high-level Modernization Roadmap that follows, other ASCIO cross-policy-vertical-milestones include:

- Clarifying the relative roles and responsibilities between ASCIOs and SIPMs;
- Developing an Executive Summary presentation for engagement with Executive EIS and Agency Executives.
- Developing and standardizing progress reports across policy verticals
- Developing definitions for modernization and key concepts
- Identifying the current state of mission critical application portfolios from agencies within each policy vertical

[4] SB 5502 (2019) Budget Report – "*Package 805, Assistant State CIO Positions. This package increases Other Funds expenditure limitation by $1,240,296 and establishes six permanent full-time Assistant State CIO positions (3.78 FTE) to work on coordination and approval of Executive Branch information technology modernization plans. The positions are phased in over the course of the 2019-21 biennium with two starting October 1, 2019, two starting April 1, 2020, and the final two positions starting October 1, 2020."*

High-level Modernization Roadmap

The high-level modernization roadmap below outlines the engagement, activities and deliverables that will support the strategies and goals outlined in the *Governor's IT Action Plan* and the 2020-23 EIS Framework; mainly, the development of agency IT strategic plans and consistent multi-year legacy system modernization plans for each policy vertical.

Figure 2. High-level Modernization Roadmap

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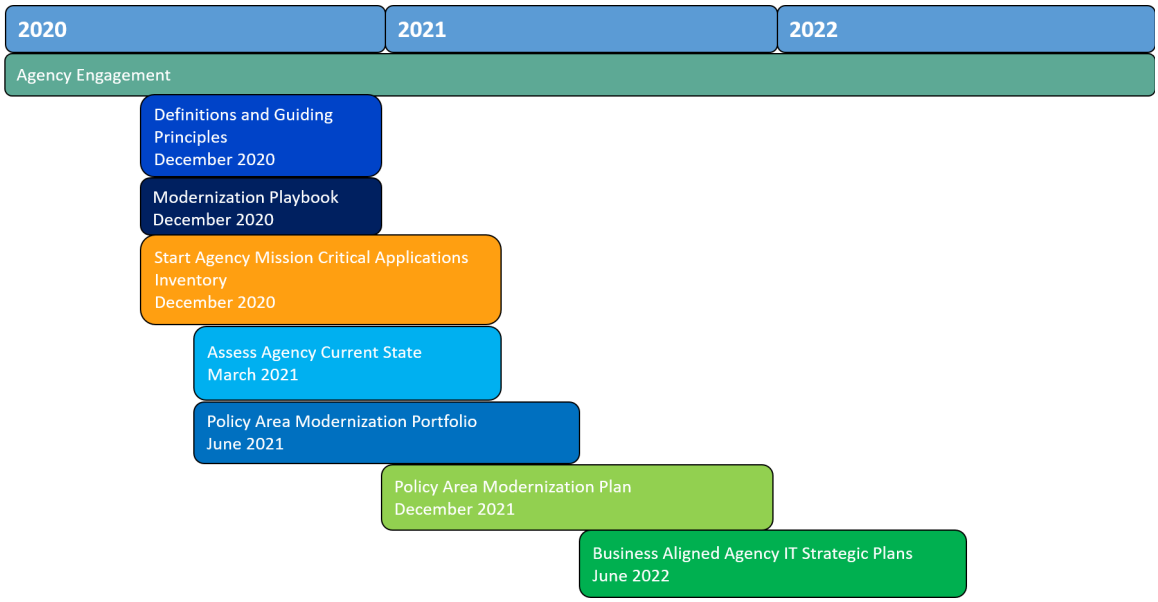


At a high-level these activities and associated deliverables can be summarized as follows:

- *Agency Engagement.* Engage and partner with agency business and IT leadership to deliver on enterprise objectives. Attend meetings and facilitate check-ins that ensure progress on collaborative efforts.
- *Develop Modernization Guiding Principles, Definitions and Standards.* Establish enterprise modernization principles and standards will be used within individual agencies and across policy verticals to ensure user-friendly, reliable and secure state IT systems.
- *Modernization Playbook.* Develop a step-by-step guide agencies in working towards the development of a Modernization Action Plan (MAP).
- *Mission Critical App Assessment.* Identify all existing apps (*e.g.* mission- or business-critical) that are essential to the survival of business within Oregon government.
- *Assess Agency Current State.* Gather data of existing applications and identify current and potential Legacy systems.
- *Policy Vertical Modernization Portfolio.* Identify current and planed IT initiatives that support modernization.

- *Policy Vertical Modernization Plans.* Partner with agencies to produce comprehensive modernization plans in agreement with EIS guidance
- *Business Aligned Agency IT Strategic Plans.* Ensure agencies deliver IT strategic plans that align with the Governor's Action Plan

Agency Engagement—*The Foundation for Successful Modernization*

During the initial phase of agency engagement, ASCIOs will seek to gain an understanding of the operational context within which the agencies in their policy vertical operate. This engagement is framed by the *Governor's IT Action Plan*, the *2020-2023 EIS Strategic Framework* and grounded in a review of the agency-specific artifacts including but not limited to strategic plans, information resource management (IRM) plans, recent legislative actions and Budget Notes. Additionally, ASCIOs will seek to understand the relevant business drivers, long-term fiscal outlook, stakeholder dynamics and the regulatory landscape.

This initial phase of engagement is also characterized by relationship building with agency business and IT leadership. ASCIOs will work to foster the development of mutual trust and the common purpose necessary to sustain long-term collaboration. ASCIOs will also seek to understand each agency's core services and the mission critical applications they rely on to deliver them. This will also provide insights into the relative alignment between agency business and IT leadership; i.e., to what extent is IT viewed as a business enabler.

By and large, agency engagement will be driven by curiosity and integration of shared knowledge dispersed throughout these organizations. While not exhaustive, the list of questions that follow illustrate these emergent themes.

- Understand the business drivers and landscape – who do they serve? Are they regulated? Federal?
- What is the agency mission? What apps deliver on the mission?
- Understand the current state of IT – by the numbers, key stats, size, scope, FTE, customer base, revenues, etc.
- Assess current state of mission critical applications, application rationalization. This data will inform Legacy System Modernization plan development
- Where do they reside on the modernization continuum?
- Will they need replacement or upgrade? Does the agency have a plan?
- What does their Portfolio look like today?
- Is modernization a priority in terms of what they are investing in?
- How many IT Projects are in the Portfolio?
- What percentage of the portfolio consists of modernization projects in 19-21? In 21-23?
- What do their budget requests look like for 21-23? What percentage of new projects are modernization focused?

Healthy People

The Healthy People program area seeks to protect and promote the health and safety of all Oregonians. The agencies within this program area provide funding for services and programs including physical health, mental health and addiction treatment, public health programs, employment and family support services that promote self-sufficiency and economic stability, child protective services for abused or neglected children, and long-term care services for Oregon's seniors and people with physical, intellectual and developmental disabilities.

Agencies

- Department of Human Services (DHS)
- Oregon Health Authority (OHA)

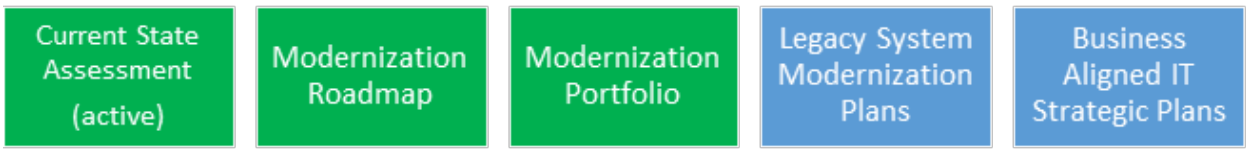
Boards and Commissions

- Blind, Commission for the (OCB)
- Chiropractic Examiners, Oregon Board of (OBCE)
- Dentistry, Oregon Board of (OBOD)
- Human Services, Department of (DHS)
- Health Authority, Oregon (OHA)
- Long Term Care Ombudsman (LTCO)
- Massage Therapists, Oregon Board of (OBMT)
- Medical Board, Oregon (OMB)
- Mental Health Regulatory Agency (MHRA)
- Nursing, Oregon State Board of (OBON)
- Optometry, Oregon Board of (OBO)
- Patient Safety Commission, Oregon (OPSC)
- Pharmacy, Oregon Board of (OBOP)
- Physical Therapists Licensing Board, Oregon (OPTLB)
- Psychiatric Security Review Board (PSRB)
- Social Workers, Board of Licensed (BLSW)

Health Related Licensing Boards (includes)

- Medical Imaging, Oregon Board of (OMBI)
- Mortuary and Cemetery Board, Oregon (OMCB)
- Naturopathic Medicine, Oregon Board of (OBNM)
- Occupational Therapy Licensing Board (OTLB)
- Speech-Language Pathology & Audiology, Board of (BSPA)
- Veterinary Medical Examining Board, Oregon (OVMEB)

Modernization Roadmap Status



High-level Engagement Activities

	Leadership Engagement	Mission Critical App Assessment	Current State Assessment	Policy Area Modern... Portfolio	Enterprise Modern... Principles + Standards	Policy Area Modern... Plans	IT Strategic Plans	Agency IT Governance
DHS/ OHA	✓	✓	◑	✓	◑		◑	✓
OCB	✓	✓	✓	✓	◑			✓
OBCE	✓				◑			✓
OBOD	✓	✓		✓	◑			✓
LTCO	✓	◑	◑		◑			✓
OBMT	◑				◑			
OMB	✓	◑	◑		◑			✓
MHRA	✓	✓		✓	◑			✓
OBON	✓	✓		✓	◑			✓
OBO	✓	✓		✓	◑			✓
OPSC	◑				◑			
OBOP	✓	✓		✓	◑			✓
OPTLB	✓	✓		✓	◑			✓
PSRB	✓	◑	◑		◑			✓
BSLW	✓	✓		✓	◑			✓
HRLB	✓	✓	✓	✓	◑			✓

✓ Implementation in progress

◑ Initial planning underway

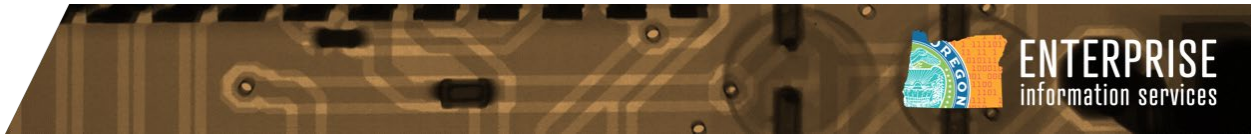
- Introduction to Agency CIOs and agency business leaders
- Reviewing agency websites, strategic plans, if available, budget, and initiatives
- Participating in EITGC budget prioritization
- Participating in agency Technology Strategic Planning work
- Assisting is issue escalations for agency operations
- Joining Modernization Work Group

Primary Topics of Engagement

- Pandemic response
- Strategic Planning
- Budget
- Enterprise level initiatives (M365, Cloud Strategy, Oregon Data Strategy)
- Projects and Operations

Notable Activities, Significant Accomplishments and Progress

- Supporting Strategy & Design on M365 Healthy People Tennant work to foster mutual understanding on this critical change



- Contributed to onboarding of new Assistant State CIO's and Senior IT Portfolio Managers
- Engaged with OIS Exec Team on IT Strategic Plan development and Federal Health IT Strategic Plan (2020-2025)
- Engagement with DHS/OHA OIS Chief Enterprise Architect in Strategy and Digital Transformation to study methodology, approach and potential use case for other policy areas to emulate
- Progressing on Policy Area Modernization Portfolio. Identified modernization current 19-21 projects and planned projects for 21-23 biennia.
- Joining DHS/OHA Modernization Work Group
- Lead Occupational Licensing conference with over 20 Boards and Commissions. ASCIO relevance in terms of Boards wanting to modernize their licensing databases and systems. Partnering with Basecamp towards the goal of a statewide price agreement for Occupational Licensing.
- Modernization for Healthy People Boards and Commissions. In addition to licensing system replacements, several boards are migrating to the State Data Center: Dentistry, Nursing Board, and Health Related License Boards. This brings 200 new mailboxes into the Healthy People tenant.
- Participated on CIO recruitments for both Department of Human Services/Oregon Health Authority and the Oregon Department of Transportation. Met with newly appointed Oregon State Police CIO in support of effective onboarding
- CIO engagement. Recurring 1 on 1's established with Debbie Estabrook, Interim CIO, DHS/OHA
- Attending Executive Leadership Team and Agency Director's meetings to understand what is top of mind for agency directors

Next Steps…

- Engage as a new member of the DHS/OHA OIS Modernization Work Group to go deeper into the work that is happening with Gartner and KPMG in support of mission critical application portfolio and rationalization efforts. 800 applications accounted for in DHS/OHA. All applications were tracked with metadata to further classify as Tier 1 (Mission Critical), Tier 2 (Business Critical), and Tier 3 (Business Important), with 70 mission critical applications identified.
- Engage with Healthy People Boards and Commissions leadership to learn about business areas, programs, and agency strategic plans and gather current state information.
- Continue to collaborate with ASCIOs to share policy area use cases, build on Modernization Guiding principles and best practices.

Transportation and Economic Development

The Transportation Program Area includes two agencies: the Department of Aviation and the Department of Transportation. Every region of Oregon relies on transportation to assure economic growth and improve Oregon's quality of life. Quality airports, roads, bridges and highways help keep Oregon's economy strong.

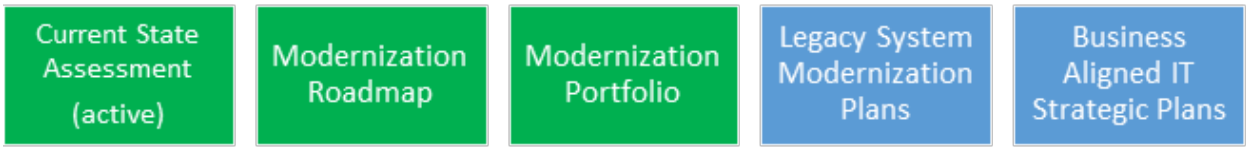
Agencies in the Economic and Community Development Program Area aid Oregonians by partnering with and investing in communities and businesses throughout the state. Economic development activities include job creation, placement, retention services, business recruitment and assistance, and workforce assistance and training.

Agencies in this program area administer housing and infrastructure financing programs and provide technical assistance to individuals, businesses and communities. Oregon's vision is to support a diverse, dynamic and sustainable economy as well as vibrant communities throughout the state that drives job creation and prosperity for all. State government agencies partner with the private sector, local governments, and nonprofits to grow a vibrant and innovative economy based on Oregon values.

Agencies

- Oregon Department of Transportation (ODOT)
- Oregon Employment Department (OED)
- Oregon Housing and Community Services (OHCS)
- Oregon Business Development Department (OBDD) operating as "Business Oregon"
- Oregon Department of Veterans' Affairs (ODVA)
- Oregon Real Estate Agency (OREA)
- Oregon Department of Aviation (ODA)
- Oregon Travel Information Council (TIC)

Modernization Roadmap Status



High-level Engagement Activities

	Leadership Engagement	Mission Critical App Assessment	Current State Assessment	Policy Area Modern... Portfolio	Enterprise Modern... Principles + Standards	Policy Area Modern... Plans	IT Strategic Plans	Agency IT Governance
ODOT	◑	◑	◑	◑	◑	◑		◑
ODA	✓	◑	◑		◑			
TIC	✓	◑	◑		◑			
OED	◑	◑	◑	◑	◑	◑		◑
HCS	◑	◑	◑		◑			◑
ODVA	◑	◑	◑		◑			
OBDD	◑	◑	◑	◑	◑	◑	◑	◑
REA	✓	◑	◑		◑			

✓ Implementation in progress

◑ Initial planning underway

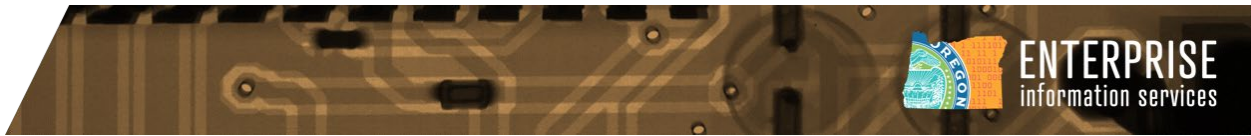
- Introduction to Agency CIOs and smaller agency directors/deputy/operations manager
- Reviewing agency websites, strategic plans, if available, budget, and initiatives
- Listening to boards and commission meetings
- Assisting in EITGC prioritization, if applicable
- Assisting in POP development, if applicable
- Assisting is issue escalations for agency operations

Primary Topics of Engagement

- Learning and understanding the business services for each agency
- Gathering agency application portfolio/inventory
- ASCIO has been able to meet with all agencies in the policy area. Most have been at the CIO level, but smaller agencies – Real Estate, Aviation, and Travel Information Council – included meeting the director.
- There are new CIOs that have started in ODOT and OHCS.
- Working on collecting an application portfolio from each agency has with some detailed information on platform, use, age, etc.
- Modernization program engagement and large project initiatives
- Engaging with CIOs on strategy of supporting IT project in prioritization and budget request
- Agency Budget (POP) support
- Resource planning
- Issue Escalation

Notable Activities, Significant Accomplishments and Progress

- Onboarding with various divisions within EIS.
- Met with all agencies in the policy area. Most have been at the CIO level, but smaller agencies – Real Estate, Aviation, and Travel Information Council – included meeting the director.



- Engaged with OED to assist with an assessment of handling claims and waiver of the waiting week.
- Engaged with Gartner to assess OED's estimate of the waiting week effort, and paying claims.
- Participated on Housing and Community Services CIO panel.
- Participated on SIPM hiring panels
- There are new CIOs that have started in ODOT and OHCS.
- Working with ASCIOs on templates, presentations, and reporting tools.
- Working on collecting an application portfolio from each agency has with some detailed information on platform, use, age, etc.
- Listening to Commission and board meetings to understand business issues.
- Gathering agency strategic plans, any IT strategic plans, and modernization plans,
- Working with Project Portfolio Performance (P3) on project oversight, in absent of permanent Senior IT Portfolio Manager.
- Engaging in OED Modernization Oversight.
- Assisting in gathering M365 information from Agencies.
- Assisting OED in removing roadblocks to completing initiatives, as requested.
- EITGC prioritization.
- Gathering data from agencies for M365 project.

Next Steps…

- Will be scheduling time with Agency leadership to meet and learn about business areas, programs, and agency strategic plans.
- Will be scheduling time with Agency leadership to meet and learn about programs, and agency strategic plans.
- Will continue to gather agencies' current state information.
- Work with agencies on business outcomes.
- Will start meeting with TED policy area CIOs quarterly for updates, and share knowledge.
- Work with ASCIOs on Modernization Guiding principles.
- Work with ASCIOs on definition and scope of Modernization for agencies.

Public Safety

The agencies within the Public Safety program area are responsible for ensuring the public safety of Oregon's people, property and natural resources by maintaining a trained militia providing law enforcement services, prosecuting crimes and incarcerating juvenile and adult offenders. Other major program objectives include legal representation of state agencies and consumer protection.

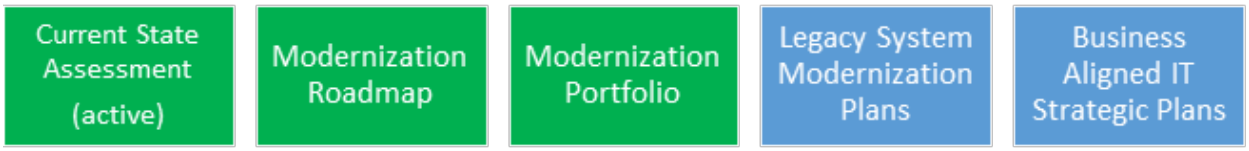
Agencies

- Oregon State Police (OSP)
- Department of Justice (DOJ)
- Department of Corrections (DOC)
- Department of Public safety Standards & Training (DPSST)
- Oregon Youth Authority (OYA)
- Oregon Military Department (OMD) and Office of Emergency Management (OEM)

Boards and Commissions

- Criminal Justice Commission (CJC)
- Oregon Liquor Control Commission (OLCC)
- Oregon Government Ethics Commission (OGEC)
- Oregon Racing Commission (ORC)
- Board of Parole Post-Prison Supervision (BPPS)

Modernization Roadmap Status



High-level Engagement Activities

	Leadership Engagement	Mission Critical App Assessment	Current State Assessment	Policy Area Modern... Portfolio	Enterprise Modern... Principles + Standards	Policy Area Modern... Plans	IT Strategic Plans	Agency IT Governance
OSP	✓	✓	◑	◑	◑			◑
DOJ	✓	✓	◑	◑	◑			◑
DOC	✓	✓	◑	◑	◑			◑
OYA	✓	◑	◑	◑	◑			◑
OLCC	✓	◑	◑	◑	◑			◑
DPSST	✓	◑			◑			◑
CJC	✓	◑			◑			◑
OEM/ OMD	✓	◑		◑	◑			◑
OEC	✓	◑			◑			◑
ORC	◑	◑			◑			◑
PPB	◑	◑			◑			◑

✓ Implementation in progress

◑ Initial planning underway

- Introduction to Agency business leadership teams, to include agency CIOs and agency directors/deputy/operations managers
- Reviewing agency mission critical services, mission and vision statements, budget statements and organizational make up including assessing of agency's influence in the public safety policy area.
- Understanding potential agency customers and business drivers
- Listening to boards and commission meetings
- Collaboration with SIPM and assisting in EITGC prioritization preparation
- Reviewing modernization projects in flight and monitoring progress of potential modernization projects
- Attending monthly policy area meetings with staff from (PPP, DCS and CSS)
- Reviewing/assisting in POP development, as needed
- Assisting in issue escalations for agency operations
- Assisting agencies with CIO level staff recruitments

Primary Topics of Engagement

- Pandemic response, supporting emergency management state EOC
- FirstNet and broadband communication services for public safety
- Agency business critical services and expected outcomes
- Mission Critical IT application portfolio assessment
- IT investment Governance
- Strategic Planning preparation

- Budget, Staffing and current technology posture
- Enterprise level initiatives (M365, Cloud Strategy, Oregon Data Strategy)
- Public safety Grade Disaster Recovery & Business Continuity
- Cybersecurity & Operational Readiness

Notable Activities, Significant Accomplishments and Progress

- Facilitated communication and technical support services in support of state effort during the COVID-10 Pandemic, Coordinated services from FirstNet and other public safety agencies to ensure ESF-2 responsibilities are met.
- Drafted working documents/templates to support ASCIO activities
- Engaged with directors/deputy directors and divisional directors from State Police, Department of Corrections and Department of Justice.
- Release the Mission critical IT application portfolio assessment template the three largest agencies in the policy area and worked with the agency CIO staff to move that forward.
- Worked with Strategy & Design teams to facilitate M365 implementations in public safety agencies
- Have received completed Mission Critical IT Application portfolio list from Oregon State police and Department of Corrections.
- Prepared presentation materials and engagement handouts to facilitate conversations with agency leadership.
- Participated in CIO recruitments for Department of Corrections and Oregon State Police.

Next Steps…

- Will continue focused communications with commissions and boards.
- Engage the medium to smaller agencies and start Mission critical IT Application Portfolio assessment.
- Engage agencies to adapt full implementation of M365 in public safety.
- Conduct public safety round table discussions to develop policy area wide initiatives.
- Develop/adapt IT strategic plan template for agencies to follow
- Develop/Draft IT modernization action plan for each agency that aligns with modernization roadmap activities.
- Incorporate current modernization projects in flight in agency and policy are modernization opportunity maps.

Administrative Business Services (ABS)

The Administration Program Area includes statewide elected officials, commissions and state agencies. The program area provides policy direction and core services throughout state government, including:

- *Guiding state operations and ensuring accountability of public officials and state agencies.*
- *Providing central support services for state agencies.*
- *Managing elections and tax collections activities.*
- *Managing retirement benefits for public employees.*
- *Regulating the sale and distribution of alcoholic beverages and marijuana.*
- *Working to increase diversity and eliminate barriers to equity in governance.*
- *Managing the state's financial investments.*

Agencies

- Department of Administrative Services (DAS)
- Public Employees Retirement Systems (PERS)
- Department of Revenue (DOR)
- Department of Business and Consumer Services (DCBS)
- Office of the Governor (GOV)
- Oregon Advocacy Commissions Office (OACO)
- Bureau of Labor and Industry (BOLI)

Boards and Commissions

- Board of Accountancy (BOA)
- Appraiser Certification and Licensing Board (ACLB)
- Oregon State Board of Architects Examiners (OSBAE)
- Construction Contractors Board (CCB)
- Employment Relations Board (ERB)
- Oregon Board of Tax Practioners (OBTP)

*Agencies exempt from EIS oversight**

- *Lottery, Oregon State (OSL)
- *Secretary of State (SOS)
  *Treasurer, State (OST)

Modernization Roadmap Status

Current State Assessment (active)	Modernization Roadmap	Modernization Portfolio	Legacy System Modernization Plans	Business Aligned IT Strategic Plans

High-level Engagement Activities

	Leadership Engagement	Mission Critical App Assessment	Current State Assessment	Policy Area Modern... Portfolio	Enterprise Modern... Principles + Standards	Policy Area Modern... Plans	IT Strategic Plans	Agency IT Governance
DAS	✓	◑	◑	◑	◑			◑
PERS	✓	◑	◑	◑	◑			◑
DOR	✓	◑	◑	◑	◑			◑
BOA	✓	◑	◑	◑	◑			◑
DCBS	✓	◑	◑	◑	◑			◑
ACLB	✓	◑	✓		◑			◑
OSBAE	✓	◑	✓		◑			◑
GOV	◑				◑			◑
CCB	✓	◑	◑	◑	◑			◑
OACO	✓	◑	✓		◑			◑
ERB	✓	◑	✓		◑			◑
BOLI	✓	◑	✓		◑			◑
OBTP	✓	◑	✓		◑			◑

✓ Implementation in progress

◑ Initial planning underway

- Met with each Agency's Director/Deputy, CIO, and Managers
- Reviewed business priorities and critical services for each Agency
- Documenting Agency application inventory and current state
- Developing Agency modernization plans, standards, guidelines, and governance
- Meet monthly with Agency CIO's
- Assist with resolving Agency technology challenges
- Help Agencies plan and prioritize modernization projects

Primary Topics of Engagement

- Agency business and IT strategy plans, modernization, and oversight
- Modernizing critical Agency business services
- Agency integration of Enterprise services (M365, Cloud, Data, Security)
- Agency application inventory, rationalization, and scoring
- Data gathering for critical applications (age, usage, performance, risk)
- Working with SIPM on budget analysis for EITG prioritization

Notable Activities, Significant Accomplishments and Progress

- Assisted with Covid-19 pandemic response for IT communication and technical support
- Resolved Multi Factor Authentication issues for Agencies and their vendors
- Worked with Agencies to document systems, applications, criticality, budgeting, and staffing

- Met with Agency Directors/CIO's to evaluate projects for EITG prioritization
- Participated in hiring panel for two SIPM positions and one Data Manager
- Collaborating with EIS to make it easier for Agencies to buy common services
- Working with Shared Services to offer statewide agreements with volume discounts
- Attend consulting presentations for in-flight modernization projects (DCBS, DAS, EIS)
- Actively engaged in advising Agency leadership on modernization planning

Next Steps

- Continue to meet monthly with Agency CIO's to guide modernization progress
- Continue to assist Agencies with implementing M365
- Lead roundtable meetings/discussions to develop ABS modernization initiatives
- Fully identify core applications for delivering business value for each Agency
- Gather data and business insights for scoring Agency applications
- Collaborate with Agency modernization projects that are in-flight
- Create Agency modernization action plans
- Develop Agency modernization playbooks and templates