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# Assistant State Chief Information Officers: IT Modernization Planning

Terrence Woods  
State Chief Information Officer

Joint Legislative Committee on  
Information and Technology

February 14, 2025

## Agenda

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



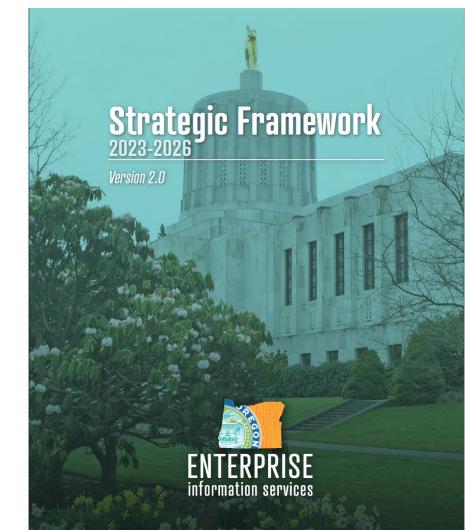
# Assistant State Chief Information Officers



## 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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IT Governance Guide  
Agency Modernization

DECEMBER 2024

# Agency IT Governance

## Enterprise Governance

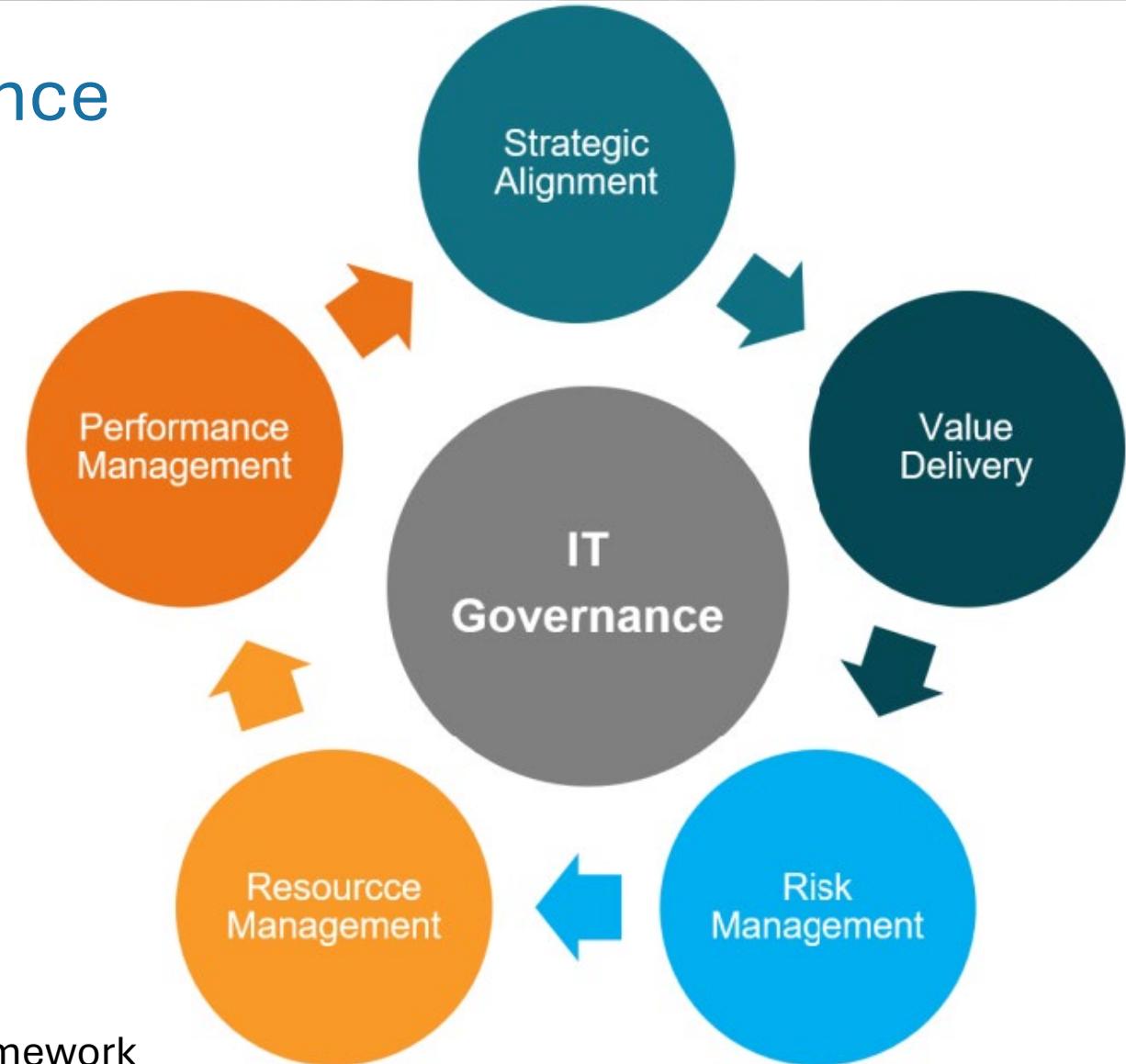
- Governor
- State CIO, State COO, State CFO

## Agency Governance

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



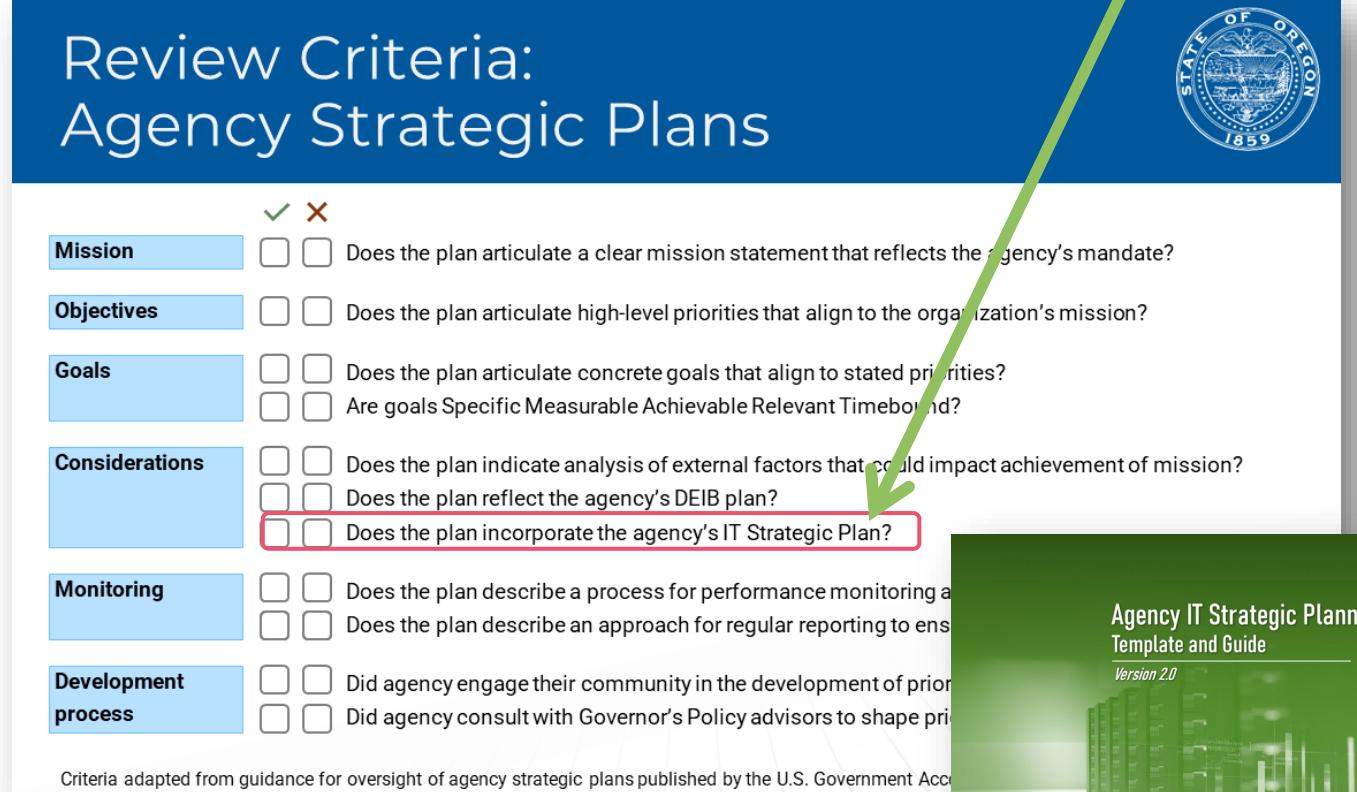
## Agency IT Governance



# 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.

Cross-check  
for IT strategic  
alignment

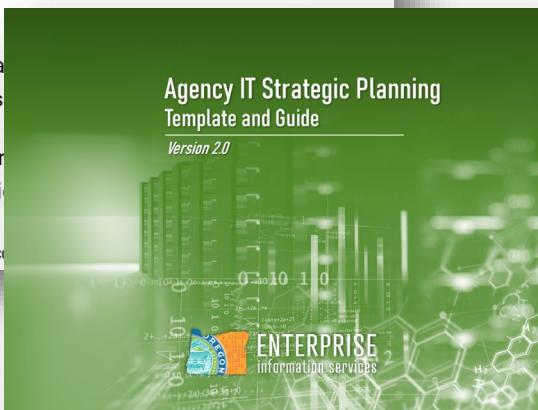


**Review Criteria:  
Agency Strategic Plans**

STATE OF OREGON  
1859

	✓	✗
<b>Mission</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Objectives</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Goals</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Considerations</b>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
<b>Monitoring</b>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Development process</b>	<input type="checkbox"/>	<input type="checkbox"/>

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



Agency IT Strategic Planning  
Template and Guide  
Version 2.0

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<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



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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

Shirlene A Gonzalez

Legislative Director

[shirlene.a.gonzalez@das.oregon.gov](mailto:shirlene.a.gonzalez@das.oregon.gov)

