Oregon Department of Justice
Information Technology Strategic Plan

2024 - 2029

Contents

Introduction

The Oregon Department of Justice's (DOJ) Information Technology Strategic Plan (IT Strategic Plan or Plan) focuses on supporting DOJ's mission within a rapidly evolving technology landscape. The Plan is aligned to the needs of the agency while acknowledging the requirement to remain visionary and aspirational in the face of near constant change and advancement within Information Technology (IT). DOJ's IT Strategic Plan has a five-year planning horizon, with an emphasis on initiatives that can be undertaken and measured over the next twelve months.

DOJ's Information Services Section (IS) leadership team (team) partnered with Info-Tech Research Group, Inc. (Info-Tech), leveraging guided sessions on strategic plan development, diagnostics, and templates to ensure the Plan reflects best practices, responds to current and future IT advancements, and incorporates a variety of business engagement activities. The Plan's initiatives, objectives, and goals reflect feedback from the Chief Information Officer (CIO), agency executive leadership, division administrators, IS senior leadership and IS team members. Future refinement and maturation of DOJ's IT Strategic Plan will be accomplished in consultation with industry experts such as Info-Tech and regular business partner feedback.

1 Agency Drivers

At the onset of this effort, the IS team recognized the importance of identifying the agency's overall mission and goals, also referred to as agency drivers, as a contextual precursor to the IT Strategic Plan development. These agency drivers serve as the foundation for the Plan and work that IS will undertake over the planning horizon.

1.1 Agency Mission

The Oregon Department of Justice serves state government and supports safe and healthy communities throughout Oregon by providing essential justice and child support services. We are dedicated to fighting crime and protecting crime victims; improving child welfare; protecting the environment; fighting for Oregon consumers, workers, investors, and taxpayers; promoting a positive business climate; providing great legal services to Oregon's state government; and defending the rights of Oregonians.

In addition to providing legal representation to state government, DOJ advocates for and protects all Oregonians, especially the most vulnerable, such as children and seniors. DOJ and its ten divisions are tasked with running programs related to child support, charitable activities, district attorney assistance, crime victim compensation, and consumer protection. DOJ's ten divisions include:

- o Office of the Attorney General
- o Administrative Services Division
- o Appellate Division
- o Child Advocacy and Protection Division
- o Child Support Division
- o Civil Enforcement Division
- o Crime Victim and Survivor Services Division
- o Criminal Justice Division
- o General Counsel Division
- o Trial Division

1.2 Agency Objectives

The agency objectives listed here were developed in collaboration with DOJ executives and will be updated in the next iteration of the Plan.

1. Provide high quality legal services to state agencies and programs.
2. Protect Oregon's consumers and vulnerable populations.
3. Assist District Attorney offices with fighting crime and prosecuting cases.
4. Deploy modernized technology solutions to increase efficiency and reliability for employees.
5. Provide opportunities to enhance employee growth and satisfaction.

2 Strategic Plan Inputs

Development of the Plan encompasses business and technical diagnostics, analyses, and assessments to deliver a value driven and actionable plan. These diagnostics and assessments served as the foundation for this work and set the tone for the subsequent components of the Plan.

2.1 Business Driver Analysis

The IS team conducted a Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) analysis exercise to assess factors that influence agency drivers and the environment in which the agency operates. The team examined each factor and identified their respective high-level impacts. The PESTLE analysis resulted in a list of potential IT initiatives that the team utilized as a starting point for additional brainstorming and refinement of IT objectives.

2.2 Executive Diagnostics

To ensure the objectives and initiatives included in the Plan align as closely as possible with the overall mission and goals of the agency, and to ensure that the IS team focuses on the correct projects and priorities, DOJ's Chief Information Officer (CIO) and Deputy Attorney General (CEO) completed Info-Tech's CEO_CIO diagnostic. The top IT priorities summarized in the results of this diagnostic informed the development of the IS objectives and initiatives with the intention of driving increased alignment with business needs.

2.3 Agency KPMs and Risk Assessment

A component of the team's work to clearly define agency drivers was a review of DOJ's 2023-2025 Key Performance Measures (KPMs) and the DOJ Risk Assessment for Audit Plan 2023. The key takeaways documented by the were incorporated throughout the development of the Plan.

2.4 Executive Inputs

To identify IT initiatives that support agency drivers as closely as possible, a brief three question survey was submitted to key division administrators. The survey questions, listed below, were selected to obtain feedback from agency leadership on their perspectives of current IT landscape and goals. The administrators' responses were analyzed by the team and directly informed development of the objectives and initiatives.

- o What are your division's top business initiatives over the next 36 months?
- o How do you envisage the role of IT in supporting your business initiatives?
- o Do you know what strategic business capabilities IT should enable over the next 36 months (e.g., what services or capabilities would allow your division to improve or excel in delivering core business functions)?

3 Current IT Landscape

As part of the detailed work above, IS partnered with Info-Tech in the development of this Plan. The DOJ IS team also established an internal facilitation plan, utilized Info-Tech diagnostic tools and templates, and analyzed feedback from business partners. The focus of this effort was to develop an overall assessment of the agency's current IT status regarding performance, effectiveness, and value. In addition to reviewing the diagnostic results for key takeaways and potential initiatives, the team performed multiple analyses to establish the current IT landscape.

3.1 Diversity, Equity, Inclusion, Accessibility, and Belonging in Information Services

Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB) are not only ethical principles, but strategic assets for IS and DOJ. By developing and fostering a culture of DEIAB, IS will leverage the diverse perspectives, experiences, and skills of the team, as well as the needs and expectations of its business and partners. Leveraging DEIAB to enhance innovation, creativity and problem-solving, while improving equity in the design and delivery of technologies, must be an integral part of the organization. The integration of DEIAB into technology as a value-add means aligning the vision, mission, and guiding principles of IS with the principles of DEIAB and embedding them into every stage of the technology lifecycle, from ideation to operation. IS will engage in this effort in conjunction with the DOJ Diversity and Inclusion Committee and DOJ Affirmative Action Plan.

3.2 IS Success Stories

As part of envisioning the future state of DOJ IS during the Plan development, the team considered the initiatives undertaken over the last biennium that have enhanced productivity, collaboration, communication, security, and business partner satisfaction. Some of the IS team success stories include:
- Successful transition to a fully hybrid work model while maintaining a high level of customer service including the development of a hoteling application to easily schedule in-office workdays.
- Significant advancements in the Legal Tools Program, including the hiring of a fully dedicated cross-disciplinary staff, the introduction of organizational change management to DOJ, and the release of a Request for Proposal (RFP) for a modern product to replace DOJ's legacy case, time, and billing systems.
- Full switch deployment and subnet restructuring project for all DOJ offices to enhance security and replace end-of-life hardware.
- Completion of the Server 2012 replacement project, replacing end-of-life operating system to enhance security and functionality.
- Maintaining the Origin system over the last twenty-four months without significant downtime or impact to business partners.
- Creation and delivery of a request tracking system for the Medicaid Fraud Unit eliminating a largely manual processes for tracking work and making it easier to meet federal reporting requirements.
- Development of the Hope Card, a resource for at risk Oregonians spearheaded by the Crime Victims and Survivor Services division.

These achievements have improved operations and increased the IS team's ability to meet current and future business needs. The Legal Tools program and Origin Refactoring project are examples of two such initiatives to modernize and transform technology and business processes that are ongoing.

3.3 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The IS team completed a SWOT analysis to identify the agency's strengths, weaknesses, opportunities, and threats. The concepts identified during this exercise served as inputs for the IT context, objectives, and initiatives.

3.4 Business Vision Diagnostic

Info-Tech's Business Vision Diagnostic survey was distributed to a variety of respondents representing all divisions of the agency for the purpose of aiding the IS team in understanding the business' current level of satisfaction with DOJ Information Services, providing an objective measurement, and soliciting the business' suggestions for improvements and actionable projects they'd like to see completed. This diagnostic resulted in an IT Satisfaction Scorecard which measures business satisfaction in 13 key categories and ranks their importance. The scorecard served as an essential input for the subsequent components of the Plan.

3.5 Technology Management Diagnostic

The DOJ IS management team responded to Info-Tech's Management and Governance Diagnostic (MGD) survey. The MGD requires participants to answer a series of questions for 45 process categories to measure management team alignment and perception of priority, while identifying capabilities and areas for enhancement across the process categories. This diagnostic produced an IT Management and Governance Framework that identified areas of focus for process improvement. These areas of focus heavily informed the team's selection of IT objectives, initiatives, metrics, and targets.

4 Information Services Purpose

4.1 IS Mission

Our mission is to deliver secure, integrated information technology solutions and services that advance the mission and goals of the Oregon Department of Justice.

4.2 IS Vision

Our vision is to be customer-focused, providing trusted technology solutions and services, while maturing and leveraging our expertise and best practices to continually provide value to the Oregon Department of Justice.

4.3 IS Guiding Principles

IS Guiding Principle	IS Guiding Principle Description
Excellent User Experience	We will partner with the business to ensure needs are met while finding ways to enhance the user experience.
Compliance	We will strive to meet or exceed data and operational requirements based on applicable frameworks.
Security and Privacy	We will protect the confidentiality, integrity, and availability of Agency data and systems.
Standardized Solutions	We will emphasize the use of standardized solutions across the Agency to reduce operational complexity while meeting the needs of the business.

Data Governance	We will establish governance processes that ensure data is accurate, consistent, secure, and appropriately accessible in support of reliable data analytics and reporting.
Enterprise-Value Focus	We will engage business leadership to establish IT priorities, integrating their input and needs into our strategy to provide Agency value.
Alignment with Best Practices	We will align Information Services Section operations, governance, strategic planning, and project management with industry best practices.
Collaborative Learning Culture	We will support and prioritize a culture of collaboration, learning, and continuous improvement.
Diversity, Equity, and Inclusion	We will welcome all people and perspectives. We will ensure IS policies, procedures, and decisions enhance equity for the Agency and those we serve. We will create a safe space for all contributions to be included.

4.4   Cloud First

The cloud first approach for IS will leverage the benefits of cloud computing to enhance business agility, efficiency, and innovation. Cloud first means adopting cloud solutions as the preferred option for the delivery of services, applications, and infrastructure, while ensuring security, compliance, and governance. Cloud first also means transforming the IS team and culture to support and embrace cloud-native practices such as microservices and serverless architectures. By adopting a cloud-first strategy as part of the IT Strategic Plan, IS will deliver faster and better outcomes for the business and our partners. See Appendix A for the full Cloud Strategy.

4.5   Target Maturity Level

The initial planning horizon of the Plan will move DOJ's IT operations from the "firefighter" category, defined by Info-Tech as "supports the organization" to the "trusted operator" category defined as "optimizes the organization." This increase in maturity level will be measured by Info-Tech's CEO_CIO alignment diagnostic.

4.6   Required Capability Development Analysis

To deliver upon the Plan, it is essential that IS develop the required technology team capabilities and the analysis required to support it. This involves identifying the current and future state technology needs, assessing the existing skills and gaps, and designing a roadmap for capability development and prioritizing initiatives based upon their alignment with the business strategy and value proposition.

4.7   Architectural Gap Analysis

The current technology architecture is the set of components, process, and standards that define how DOJ information systems are designed, implemented, and operated. As part of the technology roadmap, to move to a future state, it is critical to understand and identify gaps between the current and desired architecture. These gaps can be related to the business needs, technical capabilities, security requirements, performance metrics, and value delivery. In the near term, a gap analysis will help assess the current state, define the future state, prioritize the actions required to bridge the gaps and align technology architecture with the strategic vision of DOJ. Across the long term, DOJ will be learning, developing, and implementing an enterprise architecture framework to fully define business objectives to ensure a holistic view of the organizational technology landscape, achieve a demonstrable ROI across all technology systems, and to empower ongoing business and technology transformation.

4.8   IT Operating Model Analysis

Meeting current and future operational needs as part of the long-term technology roadmap requires the evaluation of current and future state technology operations to include, people, processes, technologies, and governance. The analysis will identify gaps, risks, and opportunities for improvement across technology functions and to align with DOJ's strategic objectives and initiatives. As part of the Plan, a technology operational model analysis will play a central component to ensure all technology functions support and empower business success and effective service delivery.

5   IT Strategic Objectives and Initiatives

After careful analysis of the diagnostic results and array of agency artifacts collected as part of identifying agency drivers and establishing the IS purpose, the IS team compiled a list of strategic initiatives intended to improve the current state and increase business value. From this, three objective statements were identified in the business support, IT excellence, and innovation categories. These objective categories from Info-Tech align closely with the diagnostic tools that will be used to measure their progress. Structuring the objectives in this way, and organizing the initiatives within them, ensures that they align closely with business needs and facilitate future measurement.

IT Strategic Objectives

5.1.1 Objective #1: Business Support

Information Services supports DOJ's business objectives by prioritizing information technology projects and workstreams that advance business outcomes, reflect best practices, and align with the Department's mission.

5.1.2 Objective #2: IT Excellence

Information Services maintains excellence by aligning operations and maintenance and project work with information technology strategic initiatives that support data governance, service planning and architecture, security, and project management.

5.1.3 Objective #3: Innovation

Information Services drives innovation by delivering data-driven, risk conscious, and measurable technologies that empower the business and maximize value.

5.2 IT Strategic Initiatives

Appendix B illustrates DOJ's IT Strategic Initiatives organized under the objective category they support. Red text indicates initiatives that the IS team intends to significantly advance or accomplish during the first year of the planning horizon. All initiatives are outlined in the corresponding roadmaps attached as appendices.

6 Metrics and Targets

Metrics and targets were identified for each objective. The initiatives identified above support these metrics and targets. This structure ensures alignment to agency drivers by focusing on business informed initiatives that support improvement in the three objective categories. The team ensured targets can be reliably measured using established and vetted Info-Tech diagnostic tools. Additionally, because these diagnostics were completed as part of the Plan development, the initial results will serve as a baseline against which improvement and future diagnostic results can be measured.

The IS team is committed to maturing its benefits realization and measurement processes. To realize the benefits of the Plan initiatives, each project's business case will establish benefits and specific, measurable, attainable, relevant, and timely (SMART) metrics as part of the intake and screening process for being added to the portfolio. The IS team is leveraging guidance and best practices provided by Info-Tech and Project Management Institute (PMI) resources to inform the methodology for establishing baseline measures, tracking benefits, and benefit reporting. The metrics, baselines, and targets in the table below represent the IS team's best effort to establish baselines and measure progress during the first year of the planning horizon.

IT Metrics and Targets Table – Year One

Objective	Metric	Baseline	IS Target	Business Target
Business Support	Business satisfaction with IT services	Business satisfaction with service desk effectiveness is 78% as measured by the business vision diagnostic scorecard in Appendix C	Increase business satisfaction with service desk effectiveness to 80% as measured by the business vision diagnostic by the end of 2024	Reduction in business partner time spent resolving Help Desk tickets resulting in increased efficiency and reliable outcomes as measured by the business vision diagnostic by the end of 2024
IT Excellence	Portfolio and project management and data governance processes	Effectiveness of core IT processes in the project management, strategy, and data governance categories assessed as "improve process immediately" by the MGD survey results framework in Appendix D	Improve the effectiveness of core IT processes in the project management, strategy, and data governance categories to "maintain process" as assessed by the MGD survey by the end of 2024	Increase in business satisfaction with IS engagements resulting from more consistent and mature project management, strategy, and data governance processes as assessed by the MGD survey by the end of 2024
Innovation	IT-Business alignment and IT service delivery	CEO and CIO overall satisfaction is established at 71% as measured by the CEO_CIO diagnostic results summary in Appendix E	Increase CEO and CIO overall satisfaction to 75% as measured by the CEO_CIO diagnostic by the end of 2024	Improve IS and business leadership alignment resulting in increased IS value and satisfaction amongst business partners as measured by the CEO_CIO diagnostic by the end of 2024

7   IT Roadmap

The year one roadmap, attached hereto as Appendix F, illustrates the initiatives the IS team will address during the first year of the Plan. Appendix G and Appendix H include initiatives that will be initiated over the remaining four years of the planning horizon. These roadmaps will be updated annually.

8   IT Strategy Communication

DOJ's IT Strategic Plan visualization presentation tool is attached as Appendix I. This presentation will be used to communicate the Plan to agency business partners and leadership. As part of carrying out the first initiative in the IT excellence category, addressing communication of the Plan, the IS team will develop a formal communication plan during the initial months of the planning horizon.

9   IT Strategy Continuous Lifecycle

The strategic objectives and initiatives outlined in the Plan will be monitored and updated annually to ensure accountability, progress, and responsiveness to business priorities and changing technologies. This is a living document that will drive and reflect the continuous improvement of IT

performance, effectiveness, and value. The IS leadership team will provide regularly scheduled updates to the business, referred to as touchpoints, to ensure updates are communicated. The graphic attached as Appendix J represents the year one refresh schedule for the Plan.

10 Year One Initiative Estimated Budget Cost

The estimated budget costs for the year one IT initiatives identified in the Plan are attached as Appendix K.

11 Appendix List

Appendix A – Cloud-First Strategy

Appendix B – IT Strategic Initiatives

Appendix C – Business Vision Diagnostic Scorecard

Appendix D – Management and Governance Diagnostic Framework

Appendix E – CEO_CIO Diagnostic Results Summary

Appendix F – Year One Roadmap

Appendix G – Year Two Roadmap

Appendix H – Years Three-Five Roadmap

Appendix I – Strategy Visualization Tool

Appendix J – IT Strategic Plan Refresh Strategy

Appendix K – Year One IT Initiative Estimated Budget Costs

Oregon Department of Justice

Cloud-First Strategy

Introduction

The Oregon Department of Justice (DOJ) Information Services Section (IS) strives to be a technology leader within Oregon state government, continuously delivering innovation, modernization, business partnerships and teamwork to the agency, implementing the best technology systems and solutions available, and cultivating a diverse and positive work environment where people thrive. As technology evolves around us, and DOJ's portfolio of services grows and changes with time, it is critical that IS intentionally initiates and implements strategic improvements to infrastructure and services that support the work of agency business units. Through thoughtful research on industry innovations and practical experience, many significant benefits have been realized about the migration to a Cloud-based system of information services. As a result, DOJ IS has established a Cloud-First Strategy, which will guide all future planning and decision-making.

Cloud-First Strategy

DOJ IS will evaluate all future infrastructure upgrades and system solutions for implementation in the Cloud *first*, tapping into the innumerable advantages found in these cutting-edge technology platforms. Not only will this position DOJ as a strategic-adopter of technology that propels staff to effectively meet constituent needs, it also aligns with Enterprise Information Services' goal to move 75 percent of the state's business to the Cloud by 2025.

By establishing this strategy and defining deliverables and targets now, IS can immediately shift to a Cloud-First approach in all future research, decision making and implementation planning processes; this will lead to efficiencies, innovations, use of cutting-edge technologies and business transformation on behalf of the constituents DOJ serves.

Specifically, DOJ IS has identified the Microsoft (MS) Azure platform as its Cloud services provider of choice. MS Azure is a comprehensive and reputable Cloud services provider, offering products and services that meet DOJ's rigorous requirements for data storage, application development and general support. Importantly, MS Azure meets Federal and other critical data security requirements that DOJ adheres to strictly. DOJ IS will work to ensure all new systems are compatible with MS Azure; if new systems cannot be deployed in MS Azure, they will be evaluated for implementation elsewhere in the Cloud, prior to exploring other alternatives.

Current Cloud Service Value

DOJ has leveraged Cloud technologies for several recent system upgrades. Agency experience demonstrates Cloud technologies are capable, agile, reliable, secure, and indicative of future cost savings. As of February 2023, DOJ houses 1,535 terabytes of data on-premises, and has implemented several new Cloud-based systems, migrating 56 terabytes (just over 3.5 percent) of data to the Cloud. To date, DOJ has successfully utilized Cloud solutions for the following systems:

- Email Services

- Collaboration and Productivity Services
- Endpoint Device Management
- Remote Desktop Services
- Identity and Access Management Services
- SharePoint Online
- Security Information and Event Management
- Security Awareness and Training
- Advanced Threat Protections and Security Services
- Delivering E-Discovery Services
- Continuity of Operations

Budget Opportunity

Historically, technology procurement has followed a traditional cycle of projecting hardware and software needs for a specific future period (a biennium, for instance), seeking budget approval for planned purchases, procuring hardware and software, and then performing a series of labor-intensive activities involving replacement and migration of systems. This has been standard practice throughout state government and the entire technology sector because it was the primary option available. Under this Capital Expense (CapEx) model, there were times when DOJ found itself under-provisioned because of the way technology purchases were made.

With the advent of Cloud computing, DOJ can now purchase technology services on an as-needed basis, under an Operational Expense (OpEx) model. Moving agency data, applications and development work into the Cloud provides freedom and flexibility like never before. Because Cloud service platforms and providers can meet all hardware and software needs in a "hosted" environment, technology supply can be matched with user and system demands in a very fluid way, ultimately creating a much more reliable, consistent purchase-planning process.

IS and Organizational Opportunity

While DOJ has "dipped its toes in the proverbial waters" of available Cloud technology and services, it is recognized complete migration will take thoughtful planning and effort. Two significant strategic initiatives, outlined in DOJ's *Strategic Information Technology Plan 2023-27,* are in alignment with this Cloud-First Strategy and will facilitate the agency's next steps towards migrating systems, services, and data to the Cloud.

Strategic Modernization Initiative 1 – Legal Tools Program

DOJ will make significant forward progress modernizing its technology systems and migrating to the Cloud through the Legal Tools Program. The Program is composed of four subsidiary projects and will: replace DOJ's legacy case, time, and billing systems; decommission outdated legacy systems; and rationalize replacement or reconfiguration of a significant number of ancillary systems developed in-house or purchased to meet critical business needs.

The Program will receive thoughtful organizational change management supports (business process re-engineering, stakeholder engagement and training) to ensure full implementation and adoption by users. The Program assumes replacement systems will be aligned with DOJ's Cloud-First Strategy, and that DOJ will be ready to implement Cloud-based systems and data storage options.

Upon completion of the Legal Tools Program, DOJ will realize several important benefits including an overall reduction of its technology footprint, systems that are built and configured using modern technology solutions, and systems that are capable of meeting stringent internal, state and Federal data security requirements. These benefits will be realized, in part, because of DOJ's readiness preparations and selection/implementation of system solutions that are Cloud-based.

Strategic Modernization Initiative 2 – Origin Cloud, Refactoring, Operations and Maintenance

DOJ will migrate the Child Support Program's recently modernized Origin system to the Cloud. The Origin system is hosted with a third-party vendor due to State Data Center hosting limitations that existed when the system was established. Since the development and implementation phases of the Origin project are complete, the system is now in a maintenance and support period. After completion of a refactoring project, DOJ plans to migrate the Origin system to a Cloud Infrastructure as a Service (IaaS) provider to meet DOJ's Cloud adoption goals.

Migration of Origin to the Cloud will enable IS to realize cost savings over the current solution, streamline business continuity, and reduce operations and maintenance complexity.

Benefits of Cloud-First

DOJ IS has also identified several general benefits of adopting a Cloud-First approach to future technology implementations:

- Technology economies of scale (increasing and decreasing system capabilities to meet organizational and customer needs)
- Access to innovative technologies, such as artificial and business intelligence applications (chat bots, transcription services, machine learning, etc.)
- Reduced reliance of on-premises servers and storage (enhanced redundancy to ensure continuity of operations)
- Accessibility to collaboration tools and assistive technologies
- Enhanced data security and management
- Access to up-to-date productivity suites, like MS Office 365
- A more reliable, resource utilization-based costing methodology for hardware, compute, memory and storage space
- Utilization of Cloud service level agreements (SLAs) that ensure uptime requirements are met, or that enable monetary remediation should uptime requirements go unmet

- Availability of SLA-governed, vendor-provided technical support options that are often unavailable with on-premises solutions

Cloud-Migration Planning and Goals

In order to move any strategy forward, it is important to set specific action steps, identify measurable improvement goals and track incremental progress. High-level readiness assessment, planning and preparations will take place during the 2023-25 biennium, while migration will begin in the 2025-27 biennium. DOJ expects the following outcomes and objectives will be met:

- Development of a shared vision for desired future-state with business units, clearly articulating value and expected outcomes of migration to the Cloud
- Preparation of organization and infrastructure for migration efforts
    - Facilitation of environmental scan
    - Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
    - Readiness assessment and gap analysis on organization, existing systems, infrastructure, workstreams, data, security, and staff knowledge, skills, and abilities (KSAs)
    - Redevelopment of current personnel with needed KSAs to support Cloud migration and ongoing operational efforts
    - Updates to IS operating model and associated policies and procedures
    - Preparation of infrastructure, systems, and data for migration
    - Implementation of Cloud governance as part of overall technology governance framework
- Creation and execution of detailed Cloud migration plan
- Migration of 10 percent of systems to the Cloud in coordination with Legal Tools Program by June 30, 2027
- Develop requirements for the Origin Migration Initiative during the 2023-25 biennium and make potential funding request for actual migration during 2025 Legislative Session for 2025-27 implementation

Conclusion

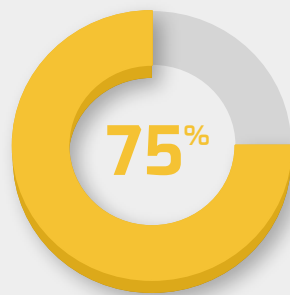The goals of DOJ IS are clear – to provide technology subject matter expertise and innovative, modern, safe technology solutions in support of the agency's work to serve Oregonians. Migration to a Cloud-First Strategy for all future technology research, decision making, and implementation planning will position DOJ to take advantage of efficiencies, innovations and cutting-edge technologies offered in the Cloud.

Appendix B
IT Strategic Initiatives

| Objectives	**Business Support** Information Services supports DOJ's business objectives by prioritizing information technology projects and workstreams that advance business outcomes, reflect best practices, and align with the Department's mission.	**IT Excellence** Information Services maintains excellence by aligning operations & maintenance and project work with information technology strategic initiatives that support data governance, service planning and architecture, and project management.	**Innovation** Information Services drives innovation by delivering data-driven, risk conscious, and measurable technologies that empower the business and maximize value.
Initiative 1	Establish a data retention and destruction plan	Develop and implement a formal communication plan for the IS five-year strategic plan	Implement system modernization and innovation projects: Legal Tools Replacement Program
Initiative 2	Implement system modernization and innovation projects: Origin Refactoring	Develop general IS governance framework, policies and processes for cloud, data, project, and security	Implement strategic initiative and metric progress report-out process
Initiative 3	Implement system modernization and innovation projects: Help Desk System Replacement	Apply the InfoTech Project Portfolio Management Framework to develop a phased approach to standing-up an IS Project Portfolio Management Office utilizing existing resources to deliver a high level of business value	Create a plan to realign IS business unit structure to achieve desired future state
Initiative 4	Implement system modernization and innovation projects: Sanctuary Investigations Application	Develop a business case and corresponding policy option packages (POP) for the establishment of an IS portfolio and project management (PPMO) office and the permanency of limited duration Legal Tools positions.	Identify and implement required funding model changes in alignment with cloud-first strategy
Initiative 5	Align IS resource and position funding requests to the IS strategic plan	Develop staff relationship-building plan including celebrating team successes with regularity and authenticity	Develop use of enterprise architecture framework to align IS products, services and supports to business objectives and goals
Initiative 6	Mature data analysis and reporting capabilities	Identify and implement operations and maintenance, change management, release management, and resource tracking systems	Develop operations and maintenance, and application development evaluation and prioritization process
Initiative 7	Develop an application portfolio management framework to rationalize business applications in accordance with business priorities to eliminate redundancy and waste and to maximize business value.	Develop a current state Help Desk staff training plan that supports excellence in customer service and awareness of how technology solutions support the business	Develop a data management and governance plan, policies and procedures to improve consistency, accuracy and ease of analysis
Initiative 8	Develop a future-state IS excellence in customer service training plan including service delivery standards and service level expectations	Implement general IS governance framework, policies and processes for cloud, data, project, and security	Develop and implement a comprehensive security plan that supports future state architecture, applications and infrastructure
Initiative 9		Develop a comprehensive cloud-based IS Disaster Recovery Plan and Continuity of Operations Plan (COOP)	Develop IS outcome and output metrics and improvement targets focused on demonstrating business value
Initiative 10		Implement the cloud-first strategy	
Initiative 11		Implement systems to gather and utilize data to inform advanced IS technology planning, budgeting, implementation and evaluation cycle	
Initiative 12		Identify, document, define, and align on the future state of IT including developing succession and staffing plans and facilitating a role and competency mapping (RACM) process for all IS positions based on current and desired future state	
Initiative 13		Create staff development and recruitment plans, including position-specific onboarding plans, to achieve desired future state and ensure success of new employees	
Initiative 14		Identify and role-model principles of a learning organization	
Initiative 15		Enhance IS management team procurement and vendor management practices	
Initiative 16		Develop IS equity lens statement and integrate it into IS services, systems and data management practices	
Initiative 17		Develop and document best-practice business requirements and organizational change management processes	
Initiative 18		Implement systems to gather and utilize data to inform advanced IS technology planning, budgeting, implementation and evaluation cycle	

Appendix C
Business Vision Diagnostic Scorecard

INFO~TECH
RESEARCH GROUP

IT Satisfaction Scorecard

IT Satisfaction
75%
Satisfaction with the IT department and its ability to support your needs

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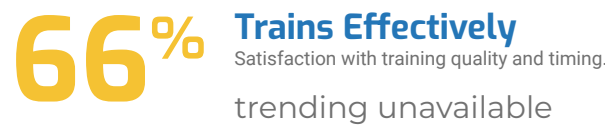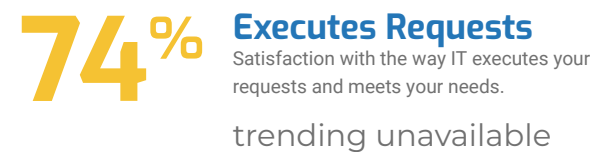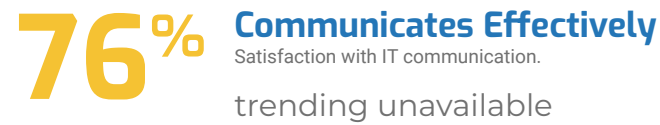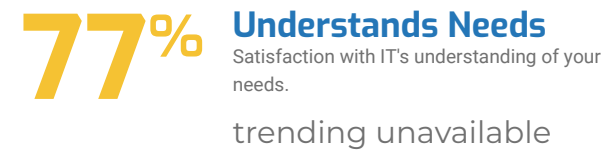● ● ● ● ● ● ● ● ●
NET PROMOTER SCORE: 48%
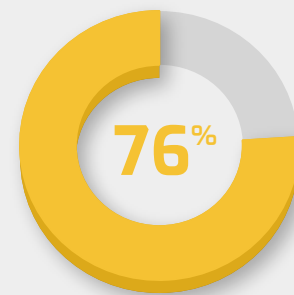
IT Value
76%
Satisfaction that IT provides high value relative to your perception of cost and staffing

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● ● ● ● ● ● ● ● ●
NET PROMOTER SCORE: 48%

Relationship

77% **Understands Needs**
Satisfaction with IT's understanding of your needs.
trending unavailable

76% **Communicates Effectively**
Satisfaction with IT communication.
trending unavailable

74% **Executes Requests**
Satisfaction with the way IT executes your requests and meets your needs.
trending unavailable

66% **Trains Effectively**
Satisfaction with training quality and timing.
trending unavailable

Security Friction

Office/Desktop Security Friction is acceptable
96 % AGREE

Regulatory Compliance-driven Friction is acceptable
93 % AGREE

Remote/Mobile Device Access Friction is acceptable
89 % AGREE

Data Access Friction is acceptable
85 % AGREE

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

Service	Description	Satisfaction		Importance
IT Security	Satisfaction that organizational devices and data are properly secured.	88%	trending unavailable	5TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	80%	trending unavailable	4TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	79%	trending unavailable	1ST
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	78%	trending unavailable	3RD
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	78%	trending unavailable	13TH
Work Orders	Satisfaction with small requests and bug fixes	73%	trending unavailable	6TH
Data Quality	Satisfaction with providing reliable and accurate data	70%	trending unavailable	7TH
Business Apps	Satisfaction with applications and functionality	69%	trending unavailable	2ND
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	67%	trending unavailable	12TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	66%	trending unavailable	9TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	66%	trending unavailable	8TH
Projects	Satisfaction with large department or corporate projects	64%	trending unavailable	10TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	63%	trending unavailable	11TH

IT Management & Governance Framework

A comprehensive and connected set of research to
help you optimize and improve your core IT processes

STRATEGY & GOVERNANCE

EDM01 — IT Governance

APO02 — IT Strategy

APO01 — IT Management & Policies

MEA01 — Performance Measurement

APO04 — Innovation

EDM02 — Business Value

APO08 **EDM**05 — Stakeholder Relations

APO06 — Cost & Budget Management

APO10 — Vendor Management

EDM04 — Cost Optimization

PEOPLE & RESOURCES

APO07 — Human Resources Management

ITRG01 — IT Organizational Design

BAI08 — Knowledge Management

ITRG02 — Leadership, Culture & Values

INFRASTRUCTURE & OPERATIONS

APO03 — Enterprise Architecture

BAI04 — Availability & Capacity Management

BAI06 — Change Management

APO09 — Service Management

BAI09 — Asset Management

BAI10 — Configuration Management

ITRG03 — Manage Service Catalog

APO11 — Quality Management

DSS01 — Operations Management

DSS02 — Service Desk

DSS03 — Incident & Problem Management

SECURITY & RISK

APO13 — Security Strategy

DSS05 — Security Management

DSS06 **MEA**02 — Business Process Controls & Internal Audit

APO12 **EDM**03 — Risk Management

MEA03 — External Compliance

BAI07 — Release Management

DSS04 — Business Continuity

DSS04 — Disaster Recovery Planning

APPLICATIONS

ITRG04 — Application Portfolio Management

BAI03 — Enterprise Application Selection & Implementation

BAI03 — Application Development Throughput

BAI07 — Application Development Quality

ITRG05 — Application Maintenance

DATA & BI

ITRG06 — Business Intelligence & Reporting

ITRG07 — Data Architecture

ITRG08 — Data Quality

APO05 — Portfolio Management

BAI01 — Project Management

BAI05 — Organizational Change Management

BAI02 — Requirements Gathering

FINANCIAL MANAGEMENT

SERVICE PLANNING & ARCHITECTURE

PPM & PROJECTS

This diagnostic program was developed using the Info-Tech World Class Operations framework which is made up of IT processes that map to the COBIT standard based on the numbers in the top right corner. This page is a snapshot of the IT process landscape within your IT department. The processes have been colour coded based on your team's importance and effectiveness scores for each IT process. Use this page to help you prioritize your IT process improvement initiatives.

Legend:
- Improve Process Immediately — High Importance and Low Effectiveness
- Evaluate Process — Low Importance and Low Effectiveness
- Maintain Process — Low Importance and High Effectiveness
- Leverage Process — High Importance and High Effectiveness

COBIT 5 — AN ISACA® FRAMEWORK

Oregon Department of Justice's CXO-CIO Alignment Program

👍 Evaluating IT Fundamentals

Misalignment is easier to spot than alignment. It is most obvious when core activities – strategic planning, budget & staffing, and project management – are out of sync with business goals. Understand expectations around these core activities so you can determine where to focus IT business alignment efforts.

Overall Satisfaction

Overall satisfaction provides insight into the CXO's perception of IT performance as a business partner. Keep in mind that the CEO is the most important business stakeholder.

CXO - 71%   CIO - 71%
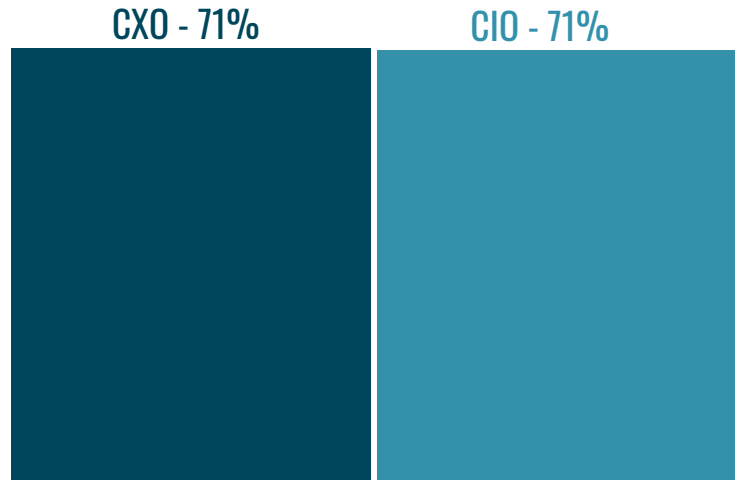
Appendix F
Year One Roadmap

IT Strategic Initiatives

Business Support – Year One (2024)

	January	February	March	April	May	June	July	August	September	October	November	December
Align IS resource and position funding requests to the IS strategic plan	███	███	███	███	███	███	███	███	███			
Implement system modernization and innovation projects: Origin Refactoring		███	███	███	███	███	███	███	███	███	███	███
Implement system modernization and innovation projects: Help Desk System Replacement				███	███	███	███	███	███	███	███	███
Implement system modernization and innovation projects: Sanctuary Investigations Application	███	███	███									
Establish a data retention and destruction plan						███	███	███	███	███	███	███

IT Excellence – Year One (2024)

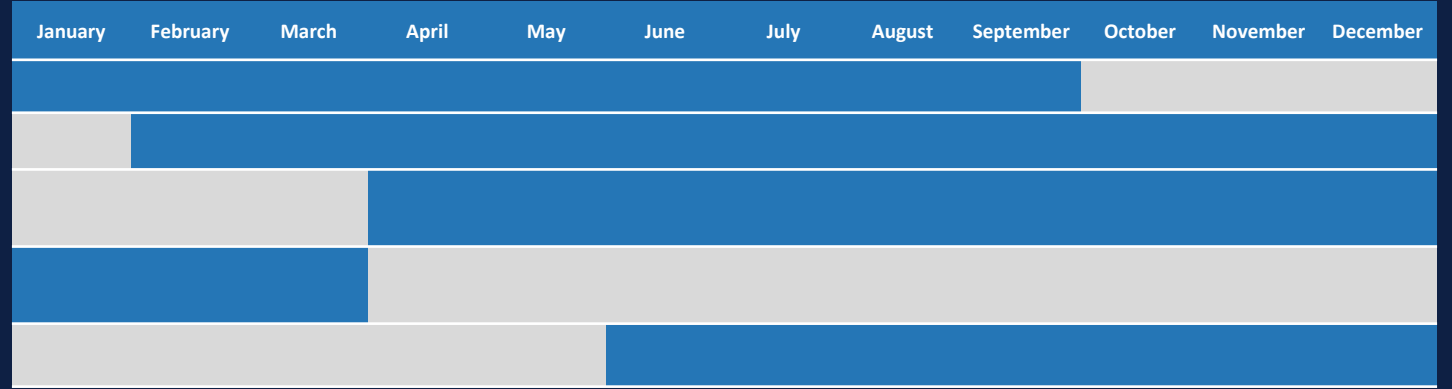|	January	February	March	April	May	June	July	August	September	October	November	December
Develop and implement a formal communication plan for the IS five-year strategic plan	███	███	███									
Develop general IS governance framework, policies and processes for cloud, data, project, and security	███	███	███	███								
Develop a business case and policy option packages for the establishment of an IS PPMO office and the permanency of limited duration Legal Tools positions.	███	███	███	███								
Identify and implement operations and maintenance, change management, release management, and resource tracking systems	███	███	███	███	███	███	███	███	███	███	███	███
Apply the InfoTech PPM Framework to develop a phased approach to standing-up an IS PPMO office	███	███	███	███	███	███	███	███	███	███	███	███
Develop staff relationship-building plan including celebrating team successes				███	███	███	███	███	███			
Develop a current state Help Desk staff training plan that supports excellence in customer service and awareness of how technology supports the business				███	███	███	███	███	███	███	███	███

Innovation – Year One (2024)

	January	February	March	April	May	June	July	August	September	October	November	December
Implement system modernization and innovation projects: Legal Tools Replacement Program	███	███	███	███	███	███	███	███	███	███	███	███

IT Strategic Initiatives

Business Support – Year Two (2025)

Initiative	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Implement system modernization and innovation projects: Origin Refactoring	█	█	█									
Establish a data retention and destruction plan	█	█	█									
Mature data analysis and reporting capabilities			█	█	█	█	█	█				
Develop a future-state IS excellence in customer service training plan including service delivery standards and service level expectations			█	█	█	█	█	█				
Develop an application portfolio management framework to rationalize business applications in accordance with business priorities to eliminate redundancy and waste and to maximize business value.					█	█	█	█	█	█	█	█

IT Excellence – Year Two (2025)

Initiative	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Identify and implement operations and maintenance, change management, release management, and resource tracking systems	█	█	█									
Apply the InfoTech Project Portfolio Management Framework to develop a phased approach to standing-up an IS Project Portfolio Management Office utilizing existing resources to deliver a high level of business value	█	█	█	█	█	█						
Develop a current state Help Desk staff training plan that supports excellence in customer service and awareness of how technology solutions support the business	█	█	█	█								
Develop IS equity lens statement and integrate it into IS services, systems and data management practices	█	█	█	█	█	█						
Implement systems to gather and utilize data to inform advanced IS technology planning, budgeting, implementation and evaluation cycle	█	█	█	█	█	█	█	█	█	█	█	█
Identify, document, define, and align on the future state of IT including developing succession and staffing plans and facilitating a role and competency mapping (RACM) process for all IS positions based on current and desired future state	█	█	█	█	█	█	█	█	█	█	█	█
Implement general IS governance framework, policies and processes for cloud, data, project, and security	█	█	█	█	█	█	█	█	█	█	█	█
Develop and document best-practice business requirements and organizational change management					█	█	█	█	█	█	█	█

Innovation – Year Two (2025)

Initiative	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Implement system modernization and innovation projects: Legal Tools Replacement Program	█	█	█	█	█	█	█	█	█	█	█	█
Develop and implement a comprehensive security plan that supports future state architecture, applications and infrastructure	█	█	█	█	█	█	█	█	█	█	█	█
Create a plan to realign IS business unit structure to achieve desired future state	█	█	█	█	█	█	█	█	█	█	█	█
Develop IS outcome and output metrics and improvement targets focused on demonstrating business value		█	█	█	█	█	█	█	█	█	█	█
Identify and implement required funding model changes in alignment with cloud-first strategy	█	█	█	█	█	█	█	█	█	█	█	█
Implement strategic initiative and metric progress report-out process			█	█	█	█						
Develop a data management and governance plan, policies and procedures to improve consistency, accuracy and ease of analysis	█	█	█	█	█	█	█	█	█	█	█	█
Develop operations and maintenance, and application development evaluation and prioritization process					█	█	█	█	█	█	█	█

Appendix H
Years Three-Five Roadmap

IT Strategic Initiatives

Business Support – Years Three to Five (2026-2028)

Timeline: Jan 26 | Apr 26 | Jul 26 | Oct 26 | Jan 27 | Apr 27 | Jul 27 | Oct 27 | Jan 28 | Apr 28 | Jul 28 | Oct 28

- Mature data analysis and reporting capabilities
- Develop an application portfolio management framework to rationalize business applications in accordance with business priorities to eliminate redundancy and waste and to maximize business value

IT Excellence – Years Three to Five (2026-2028)

Timeline: Jan 26 | Apr 26 | Jul 26 | Oct 26 | Jan 27 | Apr 27 | Jul 27 | Oct 27 | Jan 28 | Apr 28 | Jul 28 | Oct 28

- Identify, document, define, and align on the future state of IT including developing succession and staffing plans and facilitating a role and competency mapping (RACM) process for all IS positions based on current and desired future state
- Implement general IS governance framework, policies and processes for cloud, data, project, and security
- Develop and document best-practice business requirements and organizational change management processes
- Develop a comprehensive cloud-based IS Disaster Recovery Plan and Continuity of Operations Plan (COOP)
- Create staff development and recruitment plans, including position-specific onboarding plans, to achieve desired future state and ensure success of new employees
- Identify and role-model principles of a learning organization
- Enhance IS management team procurement and vendor management practices
- Implement the cloud-first strategy

Innovation – Years Three to Five (2026-2028)

Timeline: Jan 26 | Apr 26 | Jul 26 | Oct 26 | Jan 27 | Apr 27 | Jul 27 | Oct 27 | Jan 28 | Apr 28 | Jul 28 | Oct 28

- Implement system modernization and innovation projects: Legal Tools Replacement Program
- Create a plan to realign IS business unit structure to achieve desired future state
- Develop IS outcome and output metrics and improvement targets focused on demonstrating business value
- Identify and implement required funding model changes in alignment with cloud-first strategy
- Develop a data management and governance plan, policies and procedures to improve consistency, accuracy and ease of analysis
- Develop operations and maintenance, and application development evaluation and prioritization process
- Develop use of enterprise architecture framework to align IS products, services and supports to business objectives and goals

Guide   Enable

Message from the CIO

Diversity and engagement are not just ideals but essential pillars for team success. The DOJ 2024-2029 IT Strategic Plan embraces the many perspectives of the agency to drive innovation, enhance problem-solving, and ensure our solutions and services resonate with our organization leading to superior performance and customer satisfaction.

IS' Mission

Our mission is to deliver secure, integrated information technology solutions and services that advance the mission and goals of the Oregon Department of Justice.

IS' Vision

Our vision is to be customer-focused, providing trusted technology solutions and services, while maturing and leveraging our expertise and best practices to continually provide value to the Oregon Department of Justice.

IT Guiding Principles

- Excellent User Experience
- Compliance
- Security and Privacy
- Standardized Solutions
- Data Governance
- Enterprise-Value Focus
- Alignment with Best Practices
- Collaborative Learning Culture
- Diversity, Equity, and Inclusion

IT Initiatives

- Align IS resource and position funding requests to the IS strategic plan
- Implement system modernization and innovation projects: Origin Refactoring
- Implement system modernization and innovation projects: Help Desk System Replacement
- Implement system modernization and innovation projects: Sanctuary Investigations Application
- Establish a data retention and destruction plan
- Develop and implement a formal communication plan for the IS five-year strategic plan
- Develop general IS governance framework, policies and processes for cloud, data, project, and security
- Develop a business case and policy option packages for the establishment of an IS PPMO office and the permanency of limited duration Legal Tools positions.
- Identify and implement operations and maintenance, change management, release management, and resource tracking systems
- Apply the InfoTech PPM Framework to develop a phased approach to standing-up an IS PPMO office
- Develop staff relationship-building plan including celebrating team successes
- Develop a current state Help Desk staff training plan that supports excellence in customer service and awareness of how technology supports the business
- Implement system modernization and innovation projects: Legal Tools Replacement Program

Agency Objectives

Provide high quality legal services to state agencies and programs.

Protect Oregon's consumers and vulnerable populations.

Assist District Attorney offices with fighting crime and prosecuting cases.

Deploy modernized technology solutions to increase efficiency and reliability for employees.

Provide opportunities to enhance employee growth and satisfaction.

IT Success Metrics

Increase business satisfaction with service desk effectiveness to 80% as measured by the business vision diagnostic

78% → 80%

Improve the effectiveness of core IT processes in the project management, strategy, and data governance categories to "maintain process" as assessed by the MGD survey

! → ✓

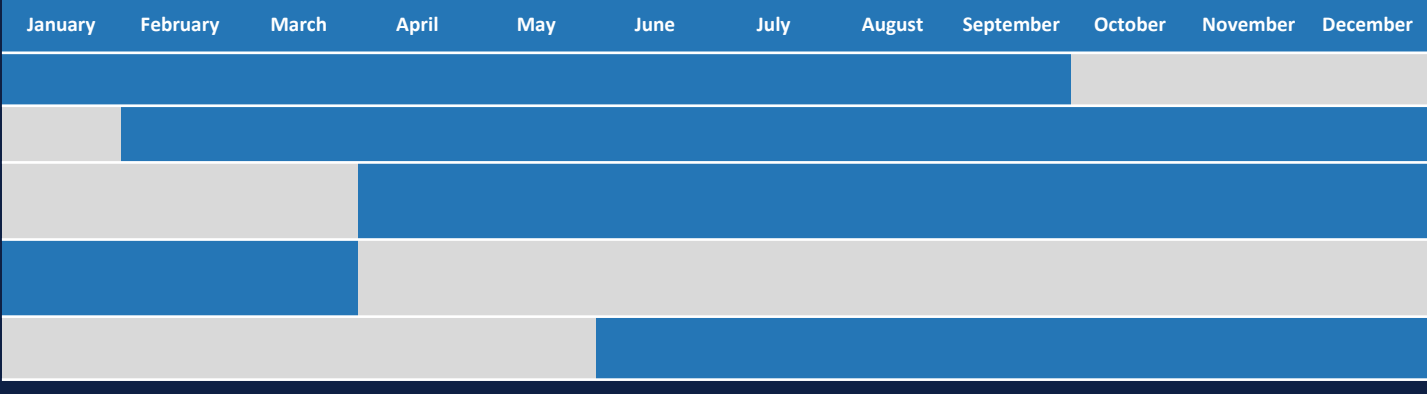Increase CEO and CIO overall satisfaction to 75% as measured by the CEO_CIO diagnostic
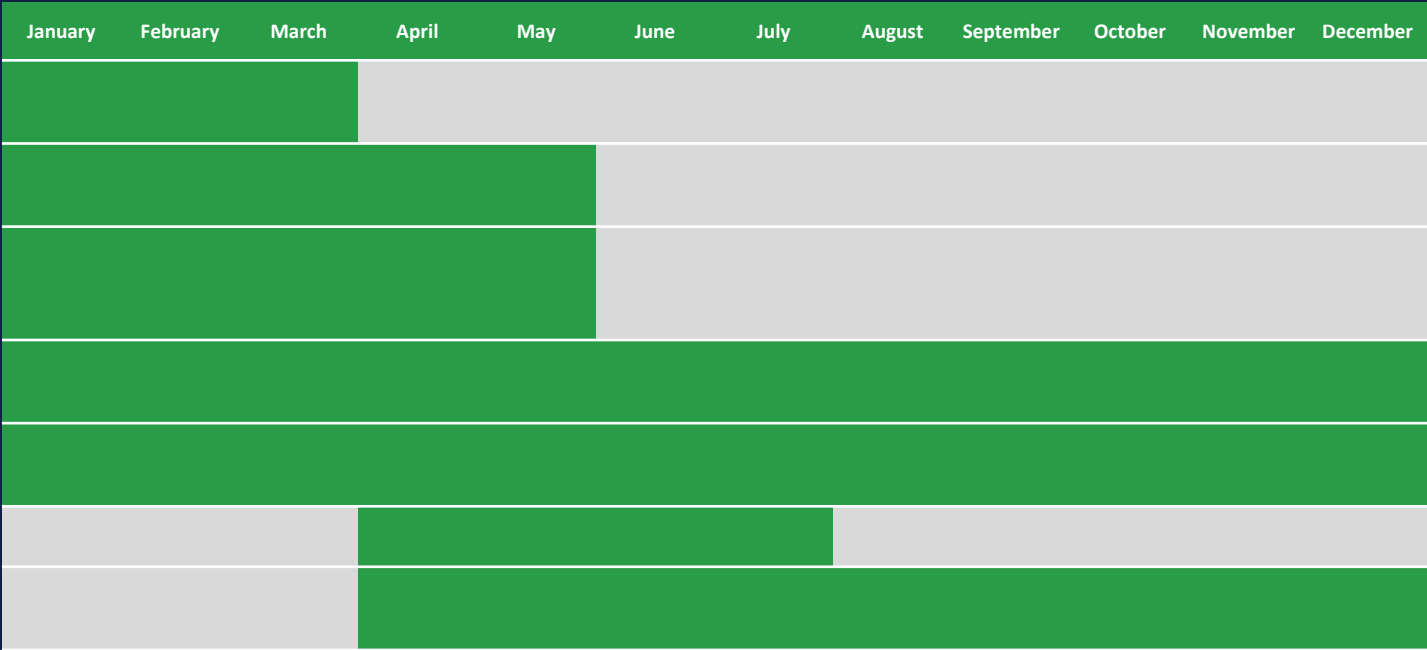
71% → 75%

IS Year One Technology Roadmap - 2024

Business Support

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Align IS resource and position funding requests to the IS strategic plan	■	■	■	■	■	■	■	■	■			
Implement system modernization and innovation projects: Origin Refactoring		■	■	■	■	■	■	■	■	■	■	■
Implement system modernization and innovation projects: Help Desk System Replacement				■	■	■	■	■	■	■	■	■
Implement system modernization and innovation projects: Sanctuary Investigations Application	■	■	■									
Establish a data retention and destruction plan						■	■	■	■	■	■	■

IT Excellence

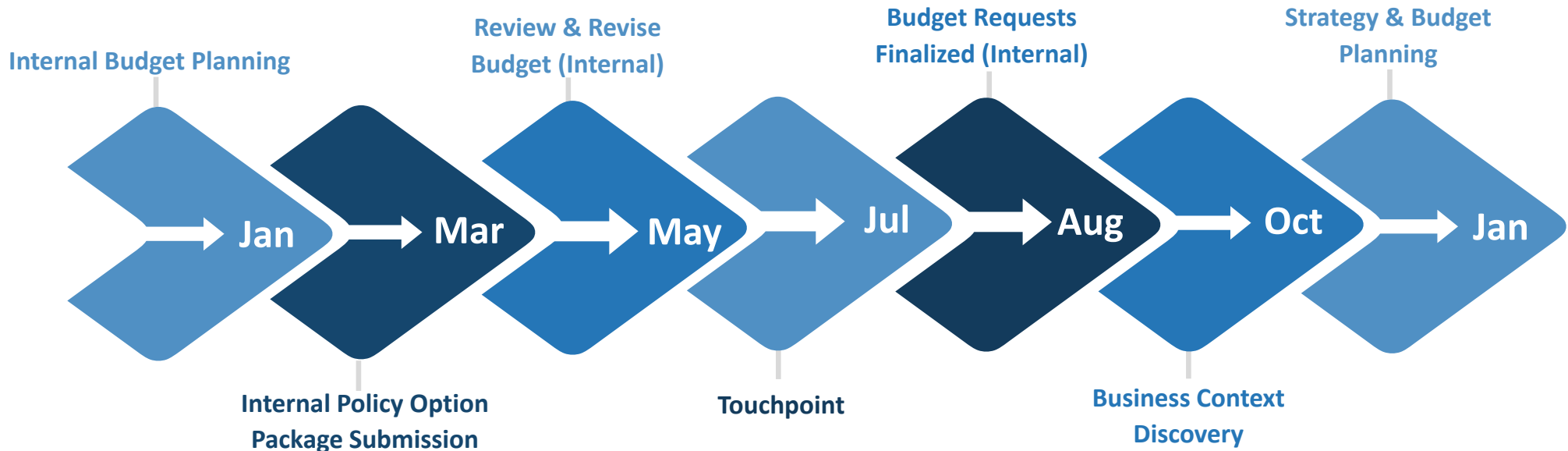| Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Develop and implement a formal communication plan for the IS five-year strategic plan	■	■	■									
Develop general IS governance framework, policies and processes for cloud, data, project, and security	■	■	■	■	■							
Develop a business case and policy option packages for the establishment of an IS PPMO office and the permanency of limited duration Legal Tools positions.	■	■	■	■	■							
Identify and implement operations and maintenance, change management, release management, and resource tracking systems	■	■	■	■	■	■	■	■	■	■	■	■
Apply the InfoTech PPM Framework to develop a phased approach to standing-up an IS PPMO office	■	■	■	■	■	■	■	■	■	■	■	■
Develop staff relationship-building plan including celebrating team successes				■	■	■	■	■	■			
Develop a current state Help Desk staff training plan that supports excellence in customer service and awareness of how technology supports the business				■	■	■	■	■	■	■	■	■

Innovation

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Implement system modernization and innovation projects: Legal Tools Replacement Program	■	■	■	■	■	■	■	■	■	■	■	■

DOJ IT Strategic Plan Refresh Strategy – Year One 2024

Internal Budget Planning

Review & Revise Budget (Internal)

Budget Requests Finalized (Internal)

Strategy & Budget Planning

| Jan | Mar | May | Jul | Aug | Oct | Jan |

Internal Policy Option Package Submission

Touchpoint

Business Context Discovery

Frequency	Audience	Scope	Date
Annually	IS Leadership Team Business Administrators Agency Executive Leadership	• Business Context Discovery (re-survey using Info-Tech diagnostics) • Review and validate the Plan • Update schedule and initiatives	• Jan 2024: Budget planning begins • Oct 2024: Business context discovery • Jan 2025: Strategy update planning
Touchpoint – Annually or as needed	IS Leadership Team Business Leadership	• Provide initiative and project status update • Review risks and SWOT • Discuss updates and changes in priority	• July 2024: Update regarding Plan refresh and progress
Every 4 Years (rebuild)	IS Leadership Team	• Full strategic planning effort for the next planning horizon	• Jan 2029: Full planning effort for 2030 – 2035 IT strategic plan

Appendix K
Year One Initiative Estimated Budget Cost

IT Initiatives *does not represent fully loaded costs or offsets	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
1	Establish a data retention and destruction plan	N/A	N/A	N/A	N/A	N/A	N/A
2	Implement system modernization and innovation projects: Origin Refactoring	$5,344,000	$6,261,000	$869,600	N/A	N/A	N/A
3	Implement system modernization and innovation projects: Help Desk System Replacement	$34,000	$36,000	$38,000	$40,000	$42,000	$44,000
4	Implement system modernization and innovation projects: Sanctuary Investigations Application	N/A	N/A	N/A	N/A	N/A	N/A
5	Align IS resource and position funding requests to the IS strategic plan	N/A	N/A	N/A	N/A	N/A	N/A
6	Develop and implement a formal communication plan for the IS five-year strategic plan	N/A	N/A	N/A	N/A	N/A	N/A
7	Develop general IS governance framework, policies and processes for cloud, data, project, and security	$75,000	$75,000	$75,000	$90,000	$90,000	$90,000
8	Apply the InfoTech Project Portfolio Management Framework to develop a phased approach to standing-up an IS Project Portfolio Management Office utilizing existing resources to deliver a high level of business value	N/A	$800,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
9	Develop a business case and corresponding policy option packages (POP) for the establishment of an IS portfolio and project management (PPMO) office and the permanency of limited duration Legal Tools positions.	N/A	N/A	N/A	N/A	N/A	N/A
10	Develop staff relationship-building plan including celebrating team successes with regularity and authenticity	N/A	N/A	N/A	N/A	N/A	N/A
11	Identify and implement operations and maintenance, change management, release management, and resource tracking systems	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000
12	Develop a current state Help Desk staff training plan that supports excellence in customer service and awareness of how technology solutions support the business	N/A	N/A	N/A	N/A	N/A	N/A
13	Implement system modernization and innovation projects: Legal Tools Replacement Program	$10,000,000	$600,000	$8,000,000	$8,000,000	$3,000,000	$3,000,000
	Total:	$15,478,000	$7,797,000	$10,007,600	$9,155,000	$4,157,000	$4,159,000