



# Forging the Path Towards Digital Transformation

ASSISTANT STATE CIO AGENCY POLICY AREAS  
JANUARY 2026



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# Administrative and Business Services

## Scott Emry, Assistant State Chief Information Officer

*The Administrative and Business Services policy area includes statewide elected officials, commissions, boards, and state agencies. This policy 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 collection activities.*
- *Managing retirement benefits for public employees.*
- *Working to increase diversity and eliminate barriers to equity in governance.*
- *Managing the state's financial investments.*
- *Protecting consumers and workers while supporting a positive business climate.*

### *Agencies*

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

### *Boards and Commissions*

- State Board of Accountancy (SBOA)
- Construction Contractors Board (CCB)
- Employment Relations Board (ERB)
- Oregon Advocacy Commissions Office (OACO)
- Oregon Board of Tax Practitioners (OBTP)

### *Semi-Independent*

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

- Appraiser Certification and Licensure Board (ACLB)
- Oregon State Board of Architect Examiners (OSBAE)
- Citizens' Initiative Review Commission
- Office of Public Records Advocate (PRA)

## Education & Natural Resources

### Vacant (Contact James Foster or Dan Miller)

The value we place on education continues to be a marker of who we are as Oregonians. It is fundamental to transforming the lives of every Oregonian and breaking the cycle of intergenerational poverty.

#### *Agencies*

- Oregon Department of Education (ODE)
- Higher Education Coordinating Commission (HECC)
- Department of Early Learning and Care (DELC)
- State Library of Oregon (SLO)

#### *Boards and Commissions*

- Teacher Standards and Practices Commission (TSPC)

Oregon offers a wealth of natural resources that sustain people, animals, agriculture, fish and wildlife habitats, and our economy. The Natural Resources policy area encompasses the work of 20 natural resource agencies, boards, and commissions across more than 30 programs. These agencies manage Oregon's air, water, land, and wildlife resources to support a healthy environment that provides for present and future generations.

#### *Agencies*

- Department of Environmental Quality (DEQ)
- Department of Land Conservation and Development (DLCD)
- Oregon Department of Agriculture (ODA)
- Oregon Department of Energy (ODOE)
- Department of Geology and Mineral Industries (DOGAMI)
- Department of State Lands (DSL)
- Land Use Board of Appeals (LUBA)
- Oregon Department of Forestry (ODF)
- Oregon Department of Fish and Wildlife (ODFW)
- Oregon Parks and Recreation Department (OPRD)
- Water Resources Department (WRD)

#### *Boards and Commissions*

- Columbia River Gorge Commission (CRGC)
- Oregon State Marine Board (OSMB)
- Oregon Watershed Enhancement Board (OWEB)
- Public Utility Commission (PUC)

#### *Semi-Independent*

- Oregon State Examiners for Engineering and Land Surveying (OSBEELS)
- Oregon State Board of Geologist Examiners (OSBGE)
- Oregon State Landscape Architects Board (OSLAB)
- State Landscape Contractors Board (LCB)
- Oregon Wine Board (OWB)

# Healthy People

## Debbie Dennis, Assistant State Chief Information Officer

*The Healthy People policy area seeks to protect and promote the health and safety of all Oregonians. The agencies within this policy area regulate health-related professions, 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*

- Long Term Care Ombudsman (LTCO)
- Mental Health Regulatory Agency (MHRA)
- Oregon Department of Human Services (ODHS)
- Oregon Health Authority (OHA)

### *Semi-Independent*

- Oregon Board of Massage Therapists (OBMT)
- Oregon Board of Optometry
- Oregon Patient Safety Commission (OPSC)
- Oregon Physical Therapist Licensing Board

### *Boards and Commissions*

- Board of Licensed Social Workers (BLSW)
- Board of Speech-Language Pathology & Audiology (BSPA)
- Oregon Board of Chiropractic Examiners (OBCE)
- Oregon Board of Dentistry (OBD)
- Oregon Board of Medical Imaging (OBMI)
- Oregon Board of Naturopathic Medicine (OBNM)
- Oregon Board of Pharmacy (OBOP)
- Oregon Commission for the Blind (OCB)
- Oregon Medical Board (OMB)
- Oregon Mortuary and Cemetery Board (OMCB)
- Oregon State Board of Nursing (OSBN)
- Occupational Therapy Licensing Board (OTLB)
- Oregon Veterinary Medical Examining Board (OVMEB)
- Psychiatric Security Review Board (PSRB)

# Public Safety

## James Foster, Assistant State Chief Information Officer

The agencies within the Public Safety policy area play a pivotal role in safeguarding the well-being of Oregon's residents, protecting their lives, property, and natural resources. Their multifaceted responsibilities encompass maintaining a highly skilled militia, delivering exemplary law enforcement services, prosecuting criminal activities with diligence, and overseeing the incarceration of both juvenile and adult offenders, and the establishment of exacting standards for police and fire training. These agencies are dedicated to upholding the highest standards of public safety, fostering a secure environment for all. In addition to their core functions, they also actively pursue objectives such as providing legal representation for state agencies and championing consumer protection initiatives, further fortifying their commitment to the overall welfare of the community.

### *Agencies*

- Department of Corrections (DOC)
- Department of Justice (DOJ)
- Department of Public Safety Standards & Training (DPSST)
- Oregon Department of Emergency Management (ODEM)
- Oregon Military Department (OMD)
- Oregon State Fire Marshall (OSFM)
- Oregon State Police (OSP)
- Oregon Youth Authority (OYA)

### *Boards and Commissions*

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

### *Semi-Independent*

- Oregon Corrections Enterprise (OCE)
- Oregon Public Defense Services (OPDS)<sup>1</sup>

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<sup>1</sup> Oregon Public Defense Services by way of Senate Bill 337 is transitioning to the Executive Branch

# Transportation and Economic Development

## Dan Miller, Assistant State Chief Information Officer

*The Transportation policy area includes two agencies: the Department of Transportation and the Department of Aviation. 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 policy 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 non-profits to grow a vibrant and innovative economy based on Oregon values.*

### *Agencies*

- Oregon Department of Transportation (ODOT)
- Oregon Employment Department (OED)
- Oregon Business Development Department (OBDD) operating as “Business Oregon”
- Oregon Department of Veterans’ Affairs (ODVA)
- Oregon Housing and Community Services (OHCS)

### *Boards and Commissions*

- Oregon Real Estate Agency (OREA)
- Oregon Department of Aviation (ODAV)

### *Semi-Independent*

- Oregon Tourism Commission – aka Travel Oregon
- Oregon Travel Information Council (TIC)