IT STRATEGIC PLAN 2025 - 2027

by the

OREGON DEPARTMENT OF ENERGY

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EXECUTIVE SUMMARY

The Oregon Department of Energy (ODOE) recognizes that a modern, resilient, and innovative IT environment is fundamental to fulfilling our mission of shaping an equitable clean energy transition. This refreshed IT Strategic Plan provides a roadmap for how the agency will harness technology to improve operations, drive data-informed decision-making, enhance stakeholder engagement, and support energy programs critical to Oregon's future.

In alignment with the Governor's Strategic Enterprise Initiatives and the Enterprise Information Services (EIS) guidelines, this plan is designed to:

- Align IT priorities with ODOE's mission and strategic plan
- Improve data governance and availability
- Modernize legacy applications and optimize IT operations
- Enhance service delivery and customer experience across the agency
- Maintain cybersecurity and support resilient infrastructure

The plan has been developed collaboratively across divisions and is anchored in principles of business-centricity, equity, and transparency. It also reflects lessons learned from the 2023–2025 biennium and positions ODOE to meet its evolving operational and strategic needs.

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AGENCY MISSION, VISION, AND STRATEGIC PRIORITIES

Agency Vision

A safe, equitable, clean, and sustainable energy future for all Oregonians.

Agency Mission

The Oregon Department of Energy helps Oregonians make informed decisions and maintain a resilient and affordable energy system. We advance solutions to shape an equitable clean energy transition, protect the environment and public health, and responsibly balance energy needs and impacts for current and future generations.

Agency Values

- We listen and aspire to be inclusive and equitable in our work.
- We are ethical and conduct our work with integrity.
- We are accountable and fiscally responsible in our work and the decisions of the agency.
- We are innovative and focus on problem-solving to address the challenges and opportunities in Oregon's energy sector.
- We conduct our agency practices and processes in a transparent and fair way.

Strategic Imperatives Supported by IT

- **Expand and Improve Stakeholder Engagement**
  - IT improves transparency through public-facing tools and better reporting.
- **Build Inclusive and Equitable Outcomes**
  - IT supports accessibility, multilingual resources, and inclusive design.
- **Enhance Organizational Data Capabilities**
  - IT enables enterprise data strategy and analytics platforms.
- **Modernize Agency Programs and Activities**
  - IT replaces outdated systems with agile, secure, user-friendly tools.
- **Optimize Organizational Efficiency and Impact**
  - IT streamlines workflows and improves service quality via automation.

IT VISION, MISSION, AND GUIDING PRINCIPLES

IT Vision

A technologically advanced and seamlessly connected agency where IT empowers every energy initiative while fostering collaboration, efficiency, and innovation.

IT Mission

To leverage the power of technology to anticipate the evolving needs of our agency. To offer proactive solutions, reliable support, and a commitment to IT excellence, thereby enabling our program staff to shape the energy future of our state.

Guiding Principles

- **Business Centricity**
  - Prioritize agency mission and strategic goals over technology for technology's sake.
- **Customer Service Focus**
  - Ensure every interaction improves the end-user experience.
- **Accountability**
  - Own outcomes and continuously improve services and solutions.
- **Documentation & Standardization**
  - Promote consistent practices and seamless knowledge transfer.
- **Security & Resilience**
  - Adhere to cybersecurity best practices to ensure availability, integrity, and confidentiality.
- **Transparency**
  - Communicate initiatives, metrics, and IT service expectations clearly and frequently.

IT GOVERNANCE STRUCTURE

ODOE's IT Governance ensures that technology initiatives align with agency priorities, enable cross-divisional collaboration, and are delivered effectively and securely. In 2023, ODOE consolidated its governance structure to increase agility and effectiveness.

IT Governance Committee

Chaired by the Agency Director, this committee includes division administrators, the CIO, and the HR Director. It meets quarterly (or as needed) to:

- Align IT strategy with agency goals
- Review and approve IT policies, procedures, and standards
- Prioritize and approve major IT initiatives
- Provide oversight of IT spending and resourcing

Workgroups Under Governance

- **Data Governance**
  - Establishes data standards, prioritizes data projects, and supports agency data literacy.
- **GIS Workgroup**
  - Coordinates geospatial initiatives and identifies GIS needs across divisions.

- **Dynamic Workgroups**
  - Formed for time-bound projects, composed of subject-matter experts and end users.

Decision-Making & Communication

Recommendations from work groups are presented to the Governance Committee for review and approval. Communication back to the agency occurs via intranet updates, IT project dashboards, and briefings at all-staff meetings.

This governance structure ensures that ODOE's IT direction is accountable, informed by diverse perspectives, and aligned with Oregon's enterprise-wide digital goals.

IT STRATEGIC GOALS (2025 – 2027)

Goal 1: Drive Operational Efficiency and Deliver Data-Driven Insight

Strengthen ODOE's data infrastructure and culture by advancing enterprise-level tools, governance frameworks, and automated delivery across divisions.

Goal 2: Optimize Applications and Processes to Enhance Customer Experience and Increase Agility

Modernize and streamline ODOE's application system by replacing legacy systems, reducing low-code platform reliance, and building user-focused digital services that improve accessibility, usability, and responsiveness.

Goal 3: Strengthen IT Service Delivery and Internal Support Operations

Elevate IT's internal service delivery through improved help desk systems, better communication, documentation practices, and training, ensuring reliable and responsive support across the agency.

Goal 4: Institutionalize Enterprise Data Governance and Quality Assurance

Build a sustainable data governance program that ensures data quality, transparency, and accountability through standardized practices, stewardship roles, and metadata management.

Goal 5: Improve IT Security and Infrastructure Resilience

Advance ODOE's cybersecurity and infrastructure stability by enforcing security best practices, expanding cloud capabilities, and aligning with statewide enterprise architecture standards.

Key Initiatives and Projects

Initiative	Description	Linked Goal	Target Date	Status
Help Desk Modernization	Replace current ad-supported tool with enterprise IT Service Management (ITSM) system (MS Dynamics Case management) to improve issue tracking, response times, and knowledge base accessibility.	Goal 3	Q4 FY2025	In Progress
Application Modernization	Replace legacy applications (e.g., SID, LECPPP) with scalable web-based platforms.	Goal 2	Q2 FY2026	In Progress

Dynamics Portal Reform	Standardize low-code development practices and reduce reliance on unsupported solutions.	Goal 2	Q3 FY2026	Planned
Data Warehouse Implementation	Implement enterprise-grade data warehouse with 70% of key operational datasets integrated and validated, supporting automated reporting for BER, BiZEV, and program dashboards.	Goal 1	Q4 FY2027	In Progress
Data Governance Program	Formalize stewardship roles, metadata standards, and QA protocols across agency datasets.	Goal 4	Q2 FY2026	Planned
Enhanced Software License Management	Improve tracking and renewal of vendor licenses through centralized documentation of support paths and renewal timelines.	Goal 3	Q1 FY2026	In Progress
Cybersecurity Maturity Improvements	Achieve 100% MFA coverage for agency applications, expand data loss prevention (DLP), and increase cybersecurity training participation.	Goal 5	Q3 FY2026	In Progress

IT CAPABILITIES AND SERVICES

The ODOE IT team provides full-service support in the following capability areas, aligned with the DAS enterprise IT service taxonomy:

End User and Customer Support

- Tier I and II Help Desk Services
- Device Management & Configuration
- Workday IT Ticket Support
- Meeting Technology Support

Application Development & Support

- Custom Web Applications (.NET, JavaScript, SQL, C#)
- Microsoft Dynamics 365 Applications
- SharePoint Online Development
- Power Platform Development (Power Apps, Power Automate)
- Agile Project Management & SDLC

Data & Analytics Services

- Data Warehouse Management
- ETL and Data Pipeline Automation

- Power BI and Tableau Dashboarding
- Data Governance Support and QA Testing

Infrastructure & Cloud Services

- Hybrid Cloud Management (Azure workloads)
- Virtual Server Administration (VMs, AD, SCCM)
- Co-location expansion (DAS)
- On-site assistance with DAS for Networking switches, wireless access points, and firewalls

Security & Compliance

- MFA and Identity Management (AD, Azure AD)
- System Hardening and Patch Management
- Endpoint Protection and Vulnerability Scanning
- Cybersecurity Awareness Training Coordination

These services are cataloged and documented within the ODOE IT Employee Self-Service Portal, and each service is supported by internal SOPs and response SLAs (pending full ITSM implementation).

INFRASTRUCTURE AND ARCHITECTURE OVERVIEW

ODOE has fully transitioned its server infrastructure from on-premises hosting to the State of Oregon's DAS-managed data center colocation environment. This migration was completed in FY2024 and supports enhanced uptime, disaster recovery, and compliance with enterprise security standards. The infrastructure strategy now focuses on hybrid operations with cloud-native services and scalable architecture aligned with state enterprise IT principles.

Current Infrastructure Components:

- All virtual and physical servers are now hosted in DAS data center colocation
- Active Directory domain environment maintained across three domain controllers (including Azure-based redundancy)
- Microsoft Azure-hosted databases and services for Dynamics, Power Platform, and other applications
- End user computing fleet composed of Lenovo T14 laptops, LG and Samsung monitors, and Logitech webcams
- Modern phone infrastructure with iPhone 14 & VOIP XR handsets for employees working in the office
- Agency-wide SaaS usage includes Microsoft 365 (Exchange Online, Teams, SharePoint), Adobe, Smartsheet, and others

PERFORMANCE METRICS AND SUCCESS MEASURES

To support transparency, accountability, and continuous improvement, ODOE will be establishing formalized IT performance metrics aligned with the goals outlined in this strategic plan. These metrics will be used to help track progress over time and ensure agency-wide visibility into IT services and strategic initiatives.

The development of these metrics will occur in consultation with the IT Governance Committee and other key stakeholders, ensuring alignment with agency priorities, enterprise standards, and operational capacity.

Initial focus areas for metric development include:

- Help desk responsiveness and customer satisfaction
- Progress on replacing or modernizing legacy systems
- Adoption and implementation of enterprise data governance practices
- Cybersecurity posture and staff engagement with training and protocols

As these metrics are finalized, they will be reported on regularly through the agency's new IT Service Management (ITSM) platform and Power BI dashboards. This approach will support both strategic oversight and operational transparency, while maintaining the flexibility needed for continuous improvement.

COMMUNICATIONS AND ENGAGEMENT PLAN

To ensure transparency and stakeholder alignment, progress on ODOE's IT Strategic Plan will be communicated and maintained through a structured outreach process.

Communication Activities:

- Executive briefing deck to agency leadership through regular IT Governance meetings
- Staff-friendly summary published on the intranet and linked to All-Staff emails
- Live presentation or Q&A session at an All-Staff meeting or scheduled as needed
- Project dashboards shared with program leads and governance bodies

Engagement Methods:

- Feedback solicitation from IT Governance Committee and Data Governance
- Integration of staff feedback via anonymous surveys or town halls
- Highlighting success stories and metrics quarterly via newsletter or blog

This plan will be reviewed and refreshed annually or when major shifts in agency direction, technology policy, or governance occur.

PLAN MAINTENANCE AND EVALUATION

This section outlines how the IT Strategic Plan will be maintained over time to ensure it remains aligned with evolving agency needs and statewide policies.

Review Cadence and Triggers:

- Reviewed annually by the CIO, with input from agency leadership and IT Governance Committee
- Updated upon:
  - Change in executive leadership or IT governance structure
  - Major technology shifts (e.g., migration to new platforms)
  - Release of new DAS/EIS statewide directives
  - Legislative mandates impacting IT operations

Evaluation Criteria:

- Progress toward strategic goals and initiative milestones
- Relevance of key initiatives to current agency priorities
- Performance against IT operational and strategic metrics
- Feedback from IT Governance, program areas, and end users

Responsible Roles:

- IT Governance Committee – engaged as contributors through regular committee participation and feedback opportunities
- Chief Information Officer – leads authorship, coordination, and update facilitation
- ~~Executive~~ Agency Director – approves the plan and any formal revisions

Future Alignment:

As a strategic planning document, this plan is intended to remain flexible and responsive to evolving agency priorities. In 2025, the agency will undertake an agency-wide strategic planning process. Following that effort, the IT Strategic Plan may be modified or updated as appropriate to ensure alignment with any new organizational goals, while maintaining continuity with existing technology initiatives and operational commitments.

APPENDICES OVERVIEW

For transparency and operational continuity, the following appendices support this plan and are maintained by the ODOE IT Division:

Appendix	Title
A	IT Governance Charter
B	Data Governance Charter
C	IT Infrastructure Inventory
D	Application Inventory
E	IT Service Catalog
F	SWOT Analysis

Each appendix is updated in conjunction with the strategic plan review process and available upon request or through the agency's IT governance SharePoint.

APPENDIX A: IT GOVERNANCE CHARTER

Purpose and Scope

IT Governance is the collection of tools, processes, and methodologies that enable an organization to align business strategy and goals within the IT department. The ODOE IT Governance Committee is composed of division administrators with additional positions held by the Agency Director (chair) and Director of Human Resources. The IT Governance Committee provides oversight for agency IT projects, standards, methodologies, and expenditures.

The overall purpose of the Oregon Department of Energy's (ODOE) IT Governance Committee is to:

- Ensure that the agency's IT work provides value to the agency and is tightly aligned with the agency's mission, goals, and values.
- Ensure that IT provides excellent customer service to the agency.
- Increase awareness of IT projects and initiatives across the agency.
- Review and approve agency-wide IT policies and procedures.
- Review and approve agency-wide IT improvements.
- Reviewing and prioritizing major IT initiatives.

Membership

Membership consists of the agency Director, who will serve as the chair of the committee, as well as the agency Division Administrators, the agency's Chief Information Officer, and the agency's manager of Human Resources.

- ODOE Agency Director (Chair)
- ODOE Chief Information Officer
- ODOE Human Resources Manager
- Assistant Director, Energy Planning and Innovation Division
- Assistant Director, Central Services Division
- Assistant Director, Energy Development Services Division
- Assistant Director, Energy Facility Siting Division
- Assistant Director, Nuclear Safety and Emergency Preparedness Division
- Associate Director, Communications
- ASCIO, EIS (Non-voting member)

Policies

- The IT Governance Committee will be chaired by the director of the agency. In the absence of the agency director, the Chief Information Officer will chair the IT Governance Committee.
- The IT Governance Committee meetings will be facilitated by the Chief Information Officer. In the absence of the Chief Information Officer, the agency director will facilitate the meetings. The group will meet quarterly or as needed.
- If a member of the committee cannot attend, they may not designate a proxy.

- The quorum for group decision making will be a simple majority of 50% of attendees plus one.

Desired Outcomes

- Provide an executive forum for decision making as it relates to IT Governance.
- Keep pace with industry and government IT standards, where possible.
- Reduce the time and cost of IT projects, where possible.
- Increase agency-wide visibility of IT projects and expenditure.
- Assist in communicating IT goals, progress, and changes.

Workgroup Organization

While the membership composition of the IT Governance Committee is static, both static and dynamic work groups will be instantiated to support business initiatives. Dynamic workgroups will be small (5 or less participants) and, typically, time bound.

Workgroups may establish standardized processes, methodologies, or reports. The IT Governance committee will review and, if necessary, approve (or deny) any substantive proposals. Workgroups can be created by the Committee or the CIO.

Static Work Groups

- Data Governance
    - The composition will be made up of front-line supervisors or data champions selected by a front-line supervisor with at least one representative per division in the agency. Workgroup participants are expected to create standards, guidelines, and procedures for the agency about how they should handle data. This may be the one example of a workgroup that is not time bound but continuous (i.e., static).
- GIS Workgroup
    - This group would be a newly instantiated group with the purpose of identifying, prioritizing, and planning any GIS work across the agency. This group would likely be time bound or called to meet on an “as needed” basis.

Dynamic Work Groups

- Task-specific Workgroups
    - These groups will be created based on initiatives approved by the IT Governance Committee initiated by the CIO for the purpose of identifying, prioritizing, and planning specific IT initiatives across the agency. Membership will be by invitation and with the advance approval of the supervisor. This group would likely be time bound or called to meet on an “as needed” basis.

Workgroup Decision Making

Workgroups will have some autonomy to work independently. Workgroups should be focused on high-level strategic goals such as:

- Creating standards and guidelines
- Creating documentation

- Creating processes and procedures
- Bring these artifacts to the IT Governance committee for review

APPENDIX B: DATA GOVERNANCE CHARTER

Purpose

The Data Governance Team provides oversight and coordination for data governance initiatives within the Oregon Department of Energy (ODOE). The team ensures that data is treated as a strategic asset, aligns with the State of Oregon's Data Governance Framework under the Department of Administrative Services (DAS) Enterprise Information Services (EIS), and supports data-driven decision-making across the agency.

The core objectives of the Data Governance Program are to:

- Ensure compliance with statewide data governance policies and best practices.
- Promote standardized data definitions and structures to enhance consistency.
- Improve data integrity, accessibility, and security while maintaining regulatory compliance.
- Facilitate cross-functional collaboration and communication regarding data governance changes.

Authority & Scope

The Data Governance Team is an advisory and oversight body that reports to leadership (within the IT Governance Committee) with the following responsibilities and limitations:

- Recommends data structure and classification changes for consistency and compliance.
- Reviews and advises on data quality, integrity, and governance policies.
- Coordinates with DAS/EIS to align data governance with state-mandated frameworks.
- Does not manage operational budgets, staffing decisions, or direct IT project execution.
- Provides recommendations to executive leadership; does not enforce changes.
- Escalates unresolved issues to the Executive Leadership Team as needed.

All decisions and recommendations must align with the Oregon Enterprise Data Strategy and relevant DAS/EIS governance policies.

Responsibilities/Activities

The Data Governance Team will:

- Advise on data structure and definition changes across ODOE systems.
- Ensure alignment with DAS/EIS data governance policies.
- Develop and maintain ODOE-specific data governance guidelines that reflect state standards.
- Promote best practices for data classification, retention, access, and security.
- Liaise between IT, programming areas, and external agencies on data-related initiatives.
- Review and prioritize proposals through a standard business case methodology.
- Track initiative progress and submit quarterly reports to ODOE leadership.

Membership

The Team is chaired by the Chief Information Officer (CIO) or designee and consists of representatives with decision-making authority in their respective areas.

Voting Members:

- **Chief Information Officer / Central Services Representative (Chair)**
- ~~**(Chair)**~~
- ~~**Central Services Representative**~~
- **Energy Efficiency and Conservation Representative**
- **Energy, Technology and Policy Representative**
- **Energy Development Services Representative**
- **Energy Siting Representative**
- **Nuclear Safety and Energy Security Representative**

Data Stewards

- **Data Analyst**
- **Application Developer**
- **Data Integration Specialist**

Advisory Members:

- **Research Analysts**
- **Communications**

Data Stewards investigate and resolve data quality issues in enterprise applications. They prevent data quality issues by working with business units to strengthen user competence.

Advisory members include others that have business input into the data governance process.

Meetings & Decision-Making

- Chaired by the CIO or a designee.
- Held quarterly or more frequently as needed.
- Agendas include updates on initiatives, review of proposals, and evaluation of new guidance or changes.
- Proposals must comply with DAS/EIS frameworks and include impact analysis.
- Recommendations are made by consensus among voting members; final recommendations are submitted to ODOE leadership for approval.
- Subcommittees may be formed to manage specific initiatives or working groups.

Compliance & Alignment

All data governance activities will comply with:

- Oregon Administrative Rule (OAR) 166-300-0030
- DAS/EIS Enterprise Data Management Policies and Framework

- Oregon Enterprise Data Strategy
- Statewide Security and Privacy Guidelines

Reporting & Documentation

- Meeting minutes and actions will be stored in an official ODOE collaboration repository (e.g., Teams).
- Quarterly reports will summarize project progress, policy updates, and upcoming priorities.
- Documents and recommendations will be accessible to authorized agency staff.

Deliverables and Guidance Documents

The Data Governance Team will maintain:

- This Charter (reviewed annually by the Data Governance Team)
- ODOE-specific Data Governance Plan
- Policies and procedures for:
  - Data collection, storage, maintenance, destruction
  - Data grading and evaluation
  - Metadata standards and classification
  - Forms/templates for governance workflows
  - Data plan and guidelines

Escalation and Conflict Resolution

If consensus cannot be reached or if proposals are disputed, the issue will be escalated to the Executive Leadership Team.

This ensures clear accountability and prevents unauthorized policy enforcement.

APPENDIX C: IT INFRASTRUCTURE INVENTORY

Computer / Server Name	Server Type	Function
Dell EMC PowerVault (SAN)	Storage Device	SAN Device/Storage
ENERGYARCHIVE	Physical Server	Backup Storage Server
ENERGYHCI1	Physical Server	Core Cluster
ENERGYHCI2	Physical Server	Core Cluster
ENERGYHCI3	Physical Server	Core Cluster
ENERGYHCI4	Physical Server	Core Cluster
ENERGYVEEAM2	Physical Server	Backup Server
ENERGYPAPER	Virtual Machine	Printer Server
WEBOPSSVR	Virtual Machine	Azure DevOps Automation
Cisco ISE	Virtual Machine	Identity Services Engine
CISCOUDNSB	Virtual Machine	DNS Server
CISCOUDNSP	Virtual Machine	DNS Server
DEVTFS2016	Virtual Machine	Local Azure DevOps
ENERGYAUDITOR	Virtual Machine	Network AD Auditor
ENERGYBDC	Virtual Machine	Domain Controller
ENERGYDATAGATE	Virtual Machine	Power Bi Gateway Server
ENERGYDC1	Virtual Machine	Primary Domain Controller, DHCP and DNS Server
ENERGYDC3	Virtual Machine	Backup DC
ENERGYFS1	Virtual Machine	File Server
ENERGYGATE	Virtual Machine	RD Gateway w/MFA from NPS
ENERGYHDCONNECT	Virtual Machine	SpiceWorks – old Ticketing System
ENERGYLIC	Virtual Machine	GIS License Server
ENERGYLOG	Virtual Machine	Log Management Server
ENERGYNPS	Virtual Machine	Network Policy Server: Azure MFA adds security to NPS.
ENERGYON	Virtual Machine	VPN Server
ENERGYPKI	Virtual Machine	Public Key Infrastructure Server
ENERGYPKI2	Virtual Machine	Public Key Infrastructure Server internal
ENERGYREMOTE	Virtual Machine	Remote Desktop Gateway Server
ENERGYSCCM	Virtual Machine	SCCM Server
ENERGYSCOM1	Virtual Machine	System Center Operation Manager Server
ENERGYSCOM2	Virtual Machine	System Center Operation Manager Server
ENERGYSCOMSQL	Virtual Machine	System Center Operation Manager Server (SQL Database)
ENERGYSP	Virtual Machine	ODOE SharePoint server
ENERGYSPSQL	Virtual Machine	SharePoint SQL Server
ENERGYSQL2017	Virtual Machine	Dev Environment
ENERGYSQL22TEST	Virtual Machine	Dev - Test Environment
ENERGYSQLDEV17	Virtual Machine	Dev Environment
ENERGYVBO	Virtual Machine	Veeam Backup for Office 365 - EFSC
ENERGYWEBDEV16	Virtual Machine	Dev Environment
ENERGYWEBSERVER	Virtual Machine	ODOE Web Server

APPENDIX D: APPLICATION INVENTORY

Below is a list of the customer-facing applications we support in some fashion.

- Windows 10/11
- Adobe Creative Cloud
- Adobe Sign
- ArcGIS OnPrem
- ArcGIS Online
- BlueZone
- Everbridge
- Foxit
- Google Earth Pro
- Interview Assistant
- IT Glue
- Microsoft Dynamics
- Microsoft Power Platform
- Microsoft 365 (3 environments)
- Microsoft Teams
- Microsoft Office Suite
- Microsoft Visio
- Microsoft SharePoint Online
- Microsoft SharePoint OnPrem
- Microsoft OneNote
- Microsoft Access
- Microsoft Power BI
- Google Chrome
- Microsoft Edge
- OregonBuys
- PowerClerk
- Smartsheet
- Spiceworks
- Tableau
- Tenable
- Webex

- Workday
- VidCruiter
- Zoom
- Zotero

The custom applications that we manage are as follows:

- LECPPP
- SID
- SELP
- Dynamics 365-based portal projects
- Community Heat Pump Program
- Community Renewable Energy Grant Program
- Rural and Agricultural Audit Program
- Energy Efficient Wildfire Rebuilding Incentive Program
- Oregon Rental Home Heat Pump Program
- Public Comments Forms
- Procurement Forms

The IT-facing applications that we manage are as follows:

- Cisco Umbrella
- CodeView
- ScreenConnect
- Veaam
- Hyper-V
- AT&T Portal
- Verizon Enterprise Portal
- Oregon Energy M365 Tenant
- EFSC M365 Tenant
- Microsoft Azure
- Tenable
- Cisco Umbrella
- Apple Business Manager
- ARS
- BlueCat
- SCCM

- SQL Server 2017
- SQL Server 2022
- Ubuntu Server 2022 LTS
- SSMS
- Visual Studio
- Visual Studio Code
- Redgate SQL Toolbelt
- Azure Dev Ops
- VOIP Phones

APPENDIX E: IT SERVICE CATALOG

Application Development Services

- Dynamics Application Development and Administration
- SharePoint Application Development and Administration
- Teams Integration
- Native Web Application Development
- Languages Supported
- HTML
- CSS
- JavaScript
- SQL/T-SQL
- C# and .NET

Help Desk (Tier I and Tier II)

- Tier I Help Desk Support
- Application Support
- PC Support
- Phone Support
- SMS Alerts (Everbridge)
- General Technology Troubleshooting
- Workday Ticket Support and Learning Administration
- Meeting Support

Infrastructure Services

- Server Administration
- M365 Administration
- Tier II Helpdesk
- Device Management (Auto push updates, auto install apps, etc.)
- Windows 10 and Windows 11 administration.
- Records Requests & E-Discovery
- Identity Management (Active Directory)
- Security
- System Monitoring
- On-site assistance with DAS for Networking switches, wireless access points, and firewalls

Data Services

- SQL Server Management
- DB Creation
- Data Normalization
- Query Writing
- API Integration
- Dashboard Creation and Support
- Power BI
- Tableau

Severity Level Explanation

- **Critical** (1 business hour to first response)
  - Any business impact on more than 5 staff members that impacts on the employee's ability to send email, access network resources, or access cloud resources or applications. Work cannot continue. No workaround exists.
- **High** (4 business hours to first response)
  - Any business impact on 3 or more users that significantly slows down the employee's ability to send email, access network resources, or access cloud resources or applications. Work can continue with a workaround, but productivity impacted.
- **Medium** (1 business day to first response)
  - Any impact on users that slows down the employee's ability to send email, access network resources, or access cloud resources or applications. Work continues with minor productivity impacts.
- **Low** (3 business days to first response)
  - Any impact on users is an annoyance or doesn't significantly affect the employee's ability to send email, access network resources, or access cloud resources or applications. Work can continue relatively unhindered, but employees prefer a different solution.

APPENDIX F: SWOT ANALYSIS

Strengths

- Fully transitioned infrastructure to DAS-managed collocation (improved reliability and compliance)
- Strong alignment between IT goals and agency strategic imperatives
- Mature IT Governance structure and active workgroups (Data, GIS)
- Established software development lifecycle (SDLC) and business requirements standards
- Momentum in Dynamics 365, Power Platform, and custom development maturity
- Skilled IT staff with strong customer service orientation and problem-solving ability
- Proactive cybersecurity posture with MFA, endpoint protection, and training
- Increasing access to validated, centralized data through the new data warehouse initiative

Weaknesses

- Historical lack of documentation is still being backfilled, slowing some transitions
- Gaps in cross-training among staff for backup coverage and knowledge continuity
- Legacy app replacement in progress, with some mission-critical workflows still reliant on unstable platforms
- Limited historical performance metrics due to prior help desk system limitations
- Low-code platform sprawl and inconsistent legacy SharePoint app behaviors

Opportunities

- The new ITSM system will enable improved SLA tracking, self-service, and transparency
- Expanding the agency's cloud maturity (Azure PaaS, SaaS, and automation pipelines)
- Enabling data-driven decision making across divisions via the enterprise data warehouse
- Renewed focus on data stewardship and training via the Data Governance
- Improve employee engagement and trust by increasing communication and showcasing IT successes
- Strengthening relationships with DAS, EIS, and other agencies to share best practices

Threats

- Capacity risks due to increasing IT workload and fixed staffing levels
- Potential loss of institutional knowledge as legacy systems and processes are retired
- Resistance to system/process changes among end users accustomed to legacy workflows
- Rising cybersecurity risks (phishing, data loss, supply chain compromise)
- Vendor dependence on critical systems (e.g., Microsoft, Adobe, etc.) and potential for cost volatility

FOR MORE INFORMATION

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