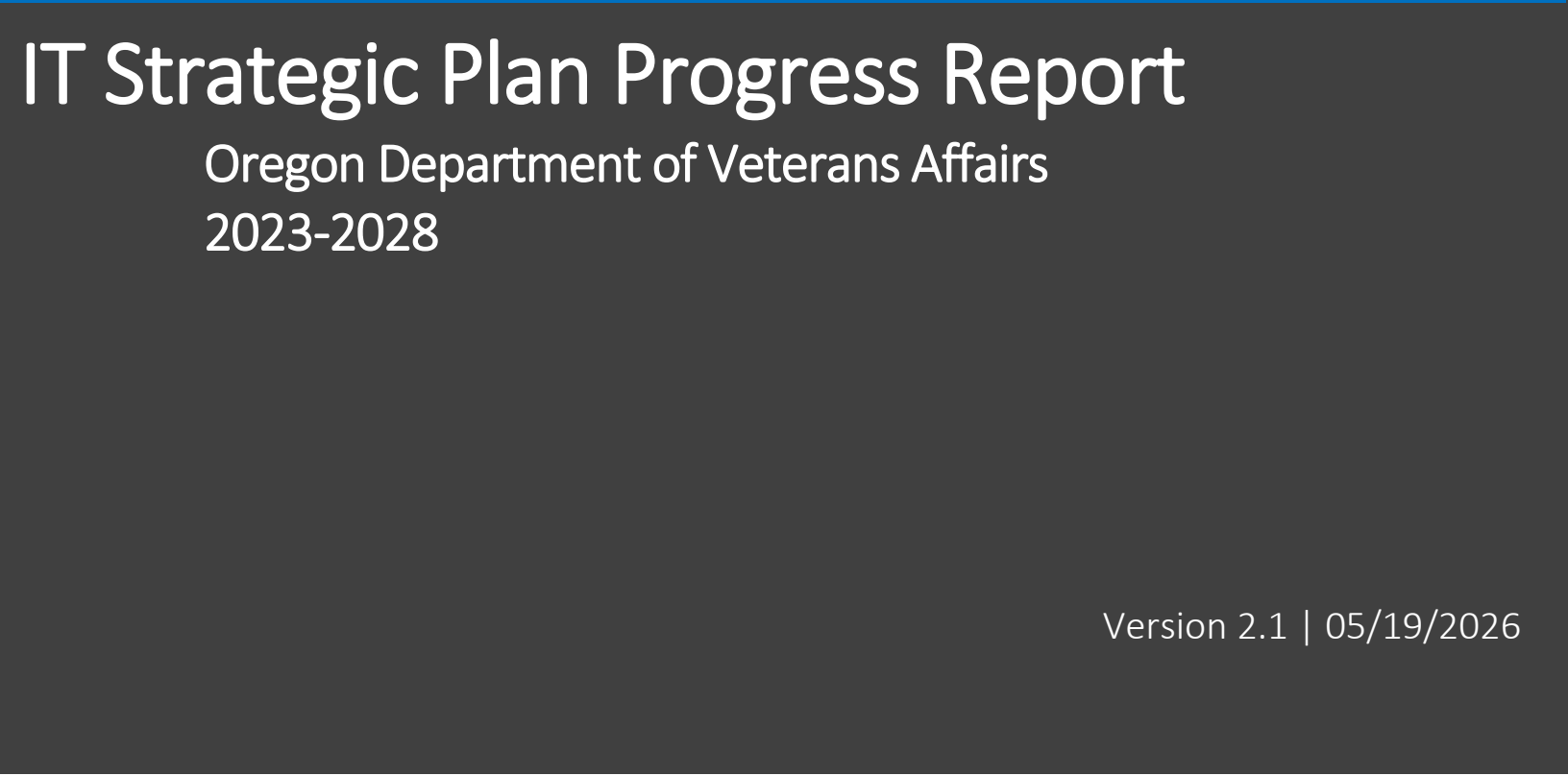




**OREGON DEPARTMENT**  
*of* **VETERANS' AFFAIRS**

**INFORMATION**  
**SERVICES**



# IT Strategic Plan Progress Report

Oregon Department of Veterans Affairs  
2023-2028

## Executive Summary – Message from the CIO

It is with great pleasure that I provide you with our updated 2023-2028 ODVA IT Strategic Plan. Since publishing this plan roughly 18 months ago, the Information Services Division (IS) has continued to work to implement a culture of accountability and adopt processes, procedures and methodologies that are aligned with our state enterprise and reflective of industry best practices. This plan is intended to provide a vision and framework for moving ODVA to a new technical future while addressing our ever-evolving mission.

We are on a path of continuous improvement and modernization. Recent successes have included refining our agency Directory Services, developing and implementing a communication strategy for Information Services, achieving greater security and compliance through standard processes for managing workstations and monitoring of device health, and improving our customer experience and service delivery approach by creating and publishing online self-service technical guides. Additionally, we have procured contractor-based support services from Fresche Solutions that ensure continuity of operations of agency RPG and COBOL-based legacy applications.

We have continued to mature our agency's IT Governance where Program and Division leaders ensure that technological investments are aligned with the agency's strategic vision and determine the priorities of which technology projects the agency can reasonably manage. ODVA's IT Governance has given agency leadership visibility into the issues and strategic importance of IT and creates a framework for implementing the strategies required to advance IT in response to future needs of the agency and the veterans that we serve.

These successes have laid a solid foundation, setting the stage for where we go next. Outlined in this document is the strategic framework we are using to align technology with ODVA business strategy and create a path for continuous modernization in both the short and long term. As we move towards a new technological future, enterprise thinking will be imperative, and we encourage and welcome you to join us in taking advantage of new and emerging technologies and methodologies along the way.

This is exciting work, and I look forward to partnering with ODVA leadership to help transform our digital landscape to support the evolution of ODVA's needs.

**Dave Kampf**

**Chief Information Officer**

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## Introduction

Oregon Department of Veterans' Affairs utilizes a five-year Information Technology (IT) Strategic Plan to guide it in prioritizing, planning, implementing, and managing current and future technology investments and resources. This plan aligns a technology roadmap and proposed investments with the agency's Strategic Plan. It also guides agency leadership in the effective use of technology to support agency operations.

### Information Services Mission

We provide timely and effective technology services that empower ODVA business programs to serve and support veterans and their families.

### Information Services Vision

To be a customer- focused operation, recognized for quality, responsiveness, flexibility, and a leading example in efficient technology services.

### Guiding Principles

ODVA must have a common vision and understanding of the Business' functions and processes, and the role of technology in supporting those processes. All parties have the responsibility for defining business needs and ensuring that all delivered solutions meets the agreed upon benefits. The principles below, in addition to the mission state, goals, and vision, describe the way IT provides technology services and leadership to the agency.

- **Commitment to customer service.** *The Information Services department exists to service the needs of its internal customers, the programs of ODVA, other public-sector agencies, and veterans and their families throughout Oregon. In fulfilling this role, all IT staff members will recognize the need to provide value in every interaction.*
- **Communication is critical.** *Another corollary to customer service is the need to constantly update customers on what we are doing to solve their problems and on project progress.*
- **Operationally supportable.** *Finding technology solutions that can be supported by both business and IT resources.*
- **Cohesive and integrated.** *Technology solutions and services work together for efficient and sustainable service to business programs. IT strives for systems that have the same or similar platforms/languages, and uniform hardware for ease of support. We treat our customers equally and fairly in our approach to solving problems.*
- **Usable, user-friendly, and efficient.** *Agency staff and customers can easily understand, consume, and rely on the services and solutions provided by IT.*

### Goal 1: Mature ODVA’s Data Stewardship

Data continues to be one of the most valuable strategic assets of the agency, but it should be managed and used appropriately, effectively, ethically, and with equity in mind.

#### Objective



Establish a reporting architecture and management practice for veteran data.



#### Agency Strategic Alignment

This goal supports the following agency strategies:

- Diversity, Equity, Inclusion, and Accessibility (DEIA)
- Every Veteran Approach
- Division-Level SMART Goals



Initiative	Due Date
<p>1.1 <b>Establish Data Governance</b>                      Data and information are strategic assets of ODVA and must be actively governed to preserve and enhance their value. Data Governance is foundational to managing data as an asset. Proper data governance gets the right data to the right people—data producers, data stewards, consumers, and decision makers—at the right time. It means establishing and enforcing standards using data dictionaries, consistent use of fields, eliminating duplicate or noncompliant record systems, managing data across the enterprise, and having the ability to display, share, and report data accurately and timely.</p>  <p>10%</p> <p>ODVA has begun taking the first steps towards a more mature Data Governance framework and has completed the agency’s first ever data inventory. ODVA continues to strive towards eliminating non-compliant records system or legacy record systems. However, this initiative and the work surrounding it is still in its nascent stages.</p>	<p>12/31/2028</p>
<p>1.2 <b>Identify, Classify and Organize Unstructured Data within the Agency</b>                      Identify and organize ODVA’s unstructured data to enhance usability, security, and compliance. Analyze files for relevance to current business practices and dispose of those no longer needed, as allowed by document retention schedules, to eliminate data bloat and reduce risk of unauthorized disclosure.</p>  <p>95%</p> <p>ODVA IT has been coordinating with agency division leaders and program areas to address the unstructured data within the agency. This initiative is 95% complete and ODVA IT has established a new drive on our agency file server that includes proper nomenclature for divisions, appropriate folder structure, correct security controls, and proper access levels for users. Due to constraining factors such as the biennium budget cycle and leadership turnover, some program areas have yet to be completed. We anticipate that this work will be completed before the end of the 2026 calendar year.</p>	<p>12/31/2025</p>

1.3	<p><b>Design and Implement Role-Based Access</b></p> <p>Adopt the principle of least privilege to enhance data security and manage access to systems and resources by assigning permissions to roles, not individual users. IS will collaborate with ODVA business programs to identify distinct roles within the agency, determine the specific permissions needed for each role to perform its tasks, and assign users to those roles that align with their job functions.</p>  <p>10%</p> <p>ODVA IT is currently meeting with agency business program areas to document each position in the agency and establish baseline authorization and authentication for each position. We are currently assigning roles to each position, documenting the authorization of each of these roles, and assigning the correct permissions based on those roles. We anticipate completing this initiative by the end of the 2027 calendar year.</p>	12/31/2027
1.4	<p><b>Create an Agency Data Inventory</b></p> <p>To ensure compliance, data cleanliness and usability, and determine appropriate access levels, a data inventory for all agency information systems will be created and continually maintained by qualified and knowledgeable staff.</p>  <p>100%</p> <p>This initiative has been successfully completed.</p>	12/31/2025

## Goal 2: Enhance Customer Service and Business Partnerships

Excellent customer service is vital to establishing strong and productive business relationships.

### Objective



Convergence of business strategy and technology staff.



### Agency Strategic Alignment

This goal supports the following agency strategies:

- Agency SWOT Analysis
- Diversity, Equity, Inclusion, and Accessibility (DEIA)
- Every Veteran Approach
- Division-Level SMART Goals



Initiative		Due Date
2.1	<p><b>Document and Share Information Services Service Catalog</b>                      Clearly identify services offered by IS to assist business partners by studying business objectives, defining and categorizing service offerings, organizing the service fulfillment strategy, documenting workflows, and designing and publishing the catalog. This catalog should improve user experience, increase self-service capability, streamline service delivery, and enhance communication.</p> <p style="text-align: center;">                       20%                 </p> <p>ODVA IT has been evolving our IT Service Desk ticketing process to help track the registration, discovery, request, execution, and tracking of desired services for agency staff members. We are currently assessing what is required for successful service delivery, operation, and support of agency business technology needs, and intend to establish metrics that create transparency regarding what services the ODVA IT team can support, the necessary resources required to support those services, and the success of supporting those services. We intend to fully define and document service areas and communicate them to divisions by the end of the 2027 calendar year. REX**</p>	12/31/2026
2.2	<p><b>Develop IT Key Performance Measurements</b>                      Develop key performance measures used to gauge internal customer satisfaction, assess IT’s understanding of user needs, and determine areas where IT support is performing well and areas where improvements can be made to enhance customer experience.</p> <p style="text-align: center;">                       20%                 </p> <p>ODVA Information Services has begun to identify potential key performance measures and is working to standardize IT services and business expectations around them. A key focus is on business satisfaction with core IT services and balancing that against the value or importance of those core services. We intend to fully define and document key performance measurements and communicate them to divisions by the end of the 2026 calendar year.</p>	12/31/2026

<p>2.3</p>	<p><b>Implement an Intranet</b>                  Implement an Intranet to communicate and share services, policies, processes, standards, and training for shared services at ODVA. Implementation of the Intranet will include necessary steps, timelines, roles and responsibilities, and governance of the information.</p> <div style="text-align: center;">  <p>95%</p> </div> <p>The ODVA IT team has gathered preliminary feedback and requirements from ODVA management and identified specific information topics for employees. A vendor selection process to locate an accelerator service for the development, testing, and implementation of a modern, feature-rich SharePoint-based intranet solution has been completed. We are continuing to partner with the ODVA Communications Division on this initiative to assist in instantiating this new technology.</p>	<p>6/30/2026</p>
<p>2.4</p>	<p><b>Develop an Action Plan to Transfer Specific Non-IS Work to Program Areas</b>                  Develop an action plan that will enhance partnerships and increase competencies agency-wide by fostering shared ownership of certain IT-related and business-specific tools and products. This plan would promote self-sufficiency and ideally lead to professional development and enhanced knowledge of ubiquitous systems and applications.</p> <div style="text-align: center;">  <p>70%</p> </div> <p>Information Services has continued to identify and document IT-related and business-specific workflows and responsibilities. Information Services and ODVA business divisions have begun assigning duties that more closely align with areas of expertise and enterprise standards. We anticipate this initiative will be completed by the end of the 2026 calendar year.</p>	<p>12/31/2026</p>

### Goal 3: Improve the Security and Privacy Posture of ODVA Information Systems

Effectively prevent, monitor, and rapidly respond to emerging threats and vulnerabilities.

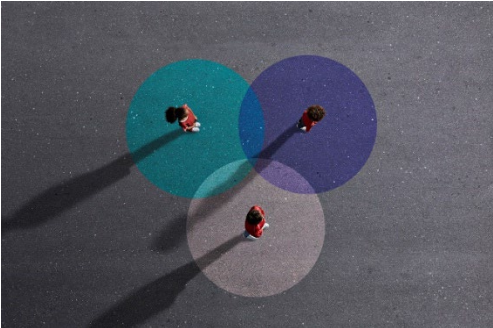
#### Objective



Achieve 100% compliance with CSS auditable CIS Controls.


#### Agency Strategic Alignment

This goal supports the following agency strategies:

- Diversity, Equity, Inclusion, and Accessibility (DEIA)
- Every Veteran Approach
- Division-Level SMART Goals



Initiative	Due Date
<p>3.1 <b>Establish an Information Security Risk Management Framework</b>                      Identify the appropriate risk level for the information ODVA collects and stores as a function of its service. The agency must have an agency risk management framework that employs an organization-wide or holistic approach to the risk management process. This framework will comply with statewide risk management policy and will assist in identifying, assessing, and taking steps to avoid or mitigate risk to agency information assets.</p>  <p>100%</p> <p>ODVA has adopted the enterprise framework for Information Security Risk Management. This initiative will be updated in ODVA’s next IT Strategic Plan to reflect the work associated with implementing practices and protocols guided by this framework.</p>	6/30/2026
<p>3.2 <b>Develop IT Security Incident Response Plan</b>                      Develop an incident response plan that includes a framework to implement the plan, identify critical positions, and documented processes and procedures for timely and well-communicated responses to IT security incidents. This plan will include steps to notify the ESO Security Incident Response Team (SIRT) of reportable incidents and will align with the Statewide Information Security Incident Response plan.</p>  <p>100%</p> <p>This initiative has been successfully completed.</p>	12/31/2025
<p>3.3 <b>Identify, Inventory, and Adopt IT Policies and Procedures</b>                      Identify, inventory, and update IT policies to ensure compliance with State policy and statute, while verifying effectiveness of related procedures and identifying any potential gaps or shortfalls. These policies will be reviewed annually to ensure accuracy and applicability.</p>	12/31/2025

	 <p data-bbox="253 310 808 344">This initiative has been successfully completed.</p>	
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### Goal 4: Planning and Forecasting

IT resources are limited and the capacity to take on projects is limited. ODVA needs to be thoughtful and strategic with the use of shared services. Knowing and understanding the needs of the agency will allow IS to set technology foundations that enable IS to be nimble when future needs arise.

#### Objective


IT resources are used effectively and aligned to support the agency priorities.


#### Agency Strategic Alignment

This goal supports the following agency strategies:

- Diversity, Equity, Inclusion, and Accessibility (DEIA)
- Every Veteran Approach
- Division-Level SMART Goals



Initiative	Due Date
<p>4.1 <b>Mature ODVA’s IT Governance Process</b>                      IS will use IT Governance for informing the agency on IT project activities, IT performance, and input to policies and standards. IS will establish and communicate an IT request process for ODVA business programs to submit potential IT projects for assessment, review, and prioritization by the IT Governance Committee. This process will include cycles of vetting and approval steps, and clear communication back to the business on the status and outcome of the IT project requests. Standardized scoring criteria grounded in Diversity, Equity, Inclusion, and Accessibility will ensure projects are aligned with ODVA’s mission and strategic goals.</p>  <p>75%</p> <p>ODVA IT Governance has been meeting regularly and has created criteria for consistent and equitable prioritization of agency IT projects. All current agency IT projects have been prioritized; however, work remains to ensure that all anticipated or proposed initiatives that would rise to IT project level have been properly evaluated and prioritized by the governance committee. Focus is now on creating guidance around how to bring potential IT projects to the governance committee so proper intake, thereby maturing the intake process and ensuring programmatic comprehension and usability to reduce adoption difficulties while increasing value of information present during initial evaluation.</p>	<p>12/31/2025</p>
<p>4.2 <b>Create a Modernization Action Plan and Multi-year Roadmap</b>                      Develop an IT Modernization Plan that includes a multi-year roadmap aligned with agency and enterprise strategies, determines the replacement, implementation, or maturing of systems that support functions in ODVA. The goal is to maximize efficiency, support business process improvements for all program areas within ODVA and continuously examine the potential to leverage enterprise or cloud-based systems to meet ongoing business needs.</p>	<p>12/31/2025</p>

	 <p data-bbox="391 268 444 294"><b>35%</b></p> <p data-bbox="250 317 1295 468">The Information Services Division has been working to establish a format, content, and deployment of an agency Modernization Action plan adjoined by a multi-year roadmap. We have completed the preliminary work necessary to formulate a strategy and blueprint design for the action plan and roadmap. We anticipate that the first version of these documents will be completed by the end of the 2026 calendar year.</p>	
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## Goal 5: Develop ODVA IS Staff

Invest in ODVA IS staff through meaningful development and knowledge enhancement opportunities.

### Objective

Create a staff development strategy to address training needs and skill-gaps, including opportunities and venues for learning, exploring, and innovation.

### Agency Strategic Alignment

This goal supports the following agency strategies:

- **Diversity, Equity, Inclusion, and Accessibility (DEIA)**
- **Every Veteran Approach**
- **Division-Level SMART Goals**



Initiative	Due Date
<p>5.1 <b>Create an IS Staffing Plan</b>                      Develop an IS staffing plan that identifies and defines capability and capacity to forecast staffing needs. This plan will outline the roles and responsibilities of IS positions within ODVA, required qualifications of positions, necessary budget and training, and succession planning.</p> <p>This initiative is no longer being tracked. The activities described are administrative in nature and fall within standard workforce-planning practices. IS leadership has partnered closely with Human Resources to ensure this work is completed comprehensively and in alignment with ODVA's broader workforce strategy. We will continue collaborating with HR to finalize the plan and ensure all required components are fully addressed.</p>	3/31/2026
<p>5.2 <b>Create and Maintain Professional Development Plans for IS Staff</b>                      Assist IS staff in meeting personal and professional goals by identifying areas of focus and improvement based on desired enterprise values and competencies. This plan will provide developmental tools, resources, and pathways to help employees develop or enhance their knowledge, skills and abilities.</p> <p>This initiative is no longer being tracked. The activities described are administrative in nature and fall within standard workforce-planning practices. IS leadership has partnered closely with Human Resources to ensure this work is completed comprehensively and in alignment with ODVA's broader workforce strategy. We will continue collaborating with HR to finalize the plan and ensure all required components are fully addressed.</p>	12/31/2025
<p>5.3 <b>Provide Mentorship Opportunities for IS Staff</b>                      Provide mentoring opportunities for interested IS staff to encourage professional growth, broaden perspectives, and improve teamwork and communication capabilities. This would also provide the opportunity to create or expand professional networks and exterior support frameworks.</p>	12/31/2025

	<p>This initiative is no longer being tracked. The activities described are administrative in nature and fall within standard workforce-planning practices. IS leadership has partnered closely with Human Resources to ensure this work is completed comprehensively and in alignment with ODVA's broader workforce strategy. We will continue collaborating with HR to finalize the plan and ensure all required components are fully addressed.</p>	
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## Revision History

This document will be updated and revised annually.

Version	Description	Author	Date
1.0	Original	Dave Kampff	10/13/2023
1.1	Original Progress Report	Dave Kampff	5/13/2025
2.0	Updated	Dave Kampff	5/27/2025
2.1	2026 Progress Report	Dave Kampff	5/19/2026