



OREGON DEPARTMENT
of VETERANS' AFFAIRS

INFORMATION
SERVICES

IT Strategic Plan

Oregon Department of Veterans Affairs
2023-2028

Executive Summary – Progress Report from the CIO

It is with great pleasure that I provide you with our progress report for our 2023-2028 ODVA IT Strategic Plan. Since we first published our plan at the end of the 2023 calendar year, the Information Services Division (IS) has been working diligently to complete our identified initiatives, achieve our listed goals, continue improving our internal processes, and implement strategies to advance IT in response to future needs of the agency and the veterans that we serve.

Included below in this document you will find progress updates detailing the actions we have taken to support each of our strategic initiatives. Of the 27 initiatives listed in this IT Strategic Plan, IS has successfully concluded 15 initiatives. These successes have laid a solid foundation and have set the stage for where ODVA will go next.

This is exciting progress and highlights the maturity that IS was able to achieve in a short period of time. These successes enable ODVA to move away from a tactical approach focused on immediate actions and short-term goals, transition to a more strategic thinking approach that focuses on long-term planning and a vision that aligns technology with ODVA business strategy and creates a path for continuous modernization in both the short and long term.

Dave Kampff

Chief Information Officer

Table of Contents

Executive Summary – Message from the CIO 2

Introduction 4

 Goal 1: Mature ODVA’s Data & Records Stewardship 5

 Goal 2: Enhance Effective Communication to Strengthen Business Partnerships 7

 Goal 3: Effective Information Technology Procurement 9

 Goal 4: Better Understand IS and Business Roles and Responsibilities to Better Serve the Agency 11

 Goal 5: Modernize the Services, Applications, and Areas of Responsibility of Information Services 13

 Goal 6: Develop ODVA Staff 15

 Goal 7: Planning and Forecasting..... 17

Revision History 19

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 & Records Stewardship

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

Objective



Re-envision how agency data is stored, accessed, and maintained.



Agency Strategic Alignment

This goal supports the following agency strategies:

- **Update Internal Policies and Procedures Process**
- **Evaluate and Streamline the Organization**
- **Strategically Use Data to Measure ODVA's Performance and Tell Meaningful Stories About ODVA's Ability to Serve the Veteran Community**



Initiative	Due Date
<p>1.1 Refine Directory Services Standardize and organize <u>Active Directory</u> structure and settings to ensure permissions, access, security, and global resources are properly configured. This effort will reestablish correct configurations and provide a foundational building block for refinement of user addition and removal processes, clarify data management responsibilities, and assure agency compliance with enterprise security standards.</p>  <p>100%</p> <p>This initiative has been completed successfully. ODVA IT team assessed current state configurations and determined a framework for directory services security and resources that aligned with enterprise standards and industry best practices. Newly configured structure and standards for Active Directory permissions were established, and ODVA is now in compliance with enterprise security standards.</p>	12/31/2025
<p>1.2 Classify and Organize Unstructured Data within the Agency Organize and refresh ODVA's current <u>unstructured data</u> to enhance organization, 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.</p>  <p>90%</p>	12/31/2025

	<p>ODVA IT has been coordinating with agency division leaders and program areas to address the unstructured data within the agency. This initiative is 90% 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, only the Financial Services division and Director's Office program areas have yet to be completed. We anticipate that this work will be completed before the end of the 2025 calendar year.</p>	
1.3	<p>Develop and Prioritize Project for Agency Records Compliance Inventory, catalog, and store all agency records according to statute, regulation, and retention policies. Ensure documents past their retention are properly disposed of, procedures are in place for the proper retrieval of records, and staff with record-related responsibilities are identified and trained.</p> <p>This initiative no longer resides within the Information Services division as the RIMS program has been moved and now resides under the Communications division. Information Services has transferred this initiative to the Communications division, and they are now tracking this work effort. Information Services is now focused on internal records retention compliance. Compliance with Agency-wide records requirements lies with RIMS, which is no longer part of Information Services. This initiative has been closed.</p>	N/A
1.4	<p>Design and Implement Role-Based Access Adopt the principle of least privilege to enhance data security and establish a defined list of needs and access for each business role.</p> <p>↓</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
1.5	<p>Create a Data Inventory To ensure compliance, data cleanliness and usability, and access levels, a records and data inventory will be created and continually maintained by qualified and knowledgeable staff.</p> <p>↓</p>  <p>10%</p> <p>Due to the RIMS program being moved to the Communications division, this initiative has been revised. It no longer includes a requirement for the IS division to complete records inventory for the agency. Work has begun on establishing a data inventory for all applications within ODVA, and we are approximately 10% complete, with 2 major applications having been successfully reviewed and data inventories completed. The IS division is currently working through our agency application inventory to ensure that all applications within the agency have a completed and up to date data inventory, and we anticipate this work will be completed by the end of the 2025 calendar year.</p>	12/31/2025

Goal 2: Enhance Effective Communication to Strengthen Business Partnerships

Communication 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:

- **Improve Internal communications around ODVA Mission and Strategic Goals**
- **Communication with Employees**
- **Enhance Staff Engagement**



Initiative	Due Date
<p>1.1 Strengthen Information Services Communication Strategy Develop a communication strategy that ensures information is shared in a consistent, predictable, and comprehensive manner. This strategy will include standard practices and communication methods, defined ownership, responsibilities, and templates routine information and communiques.</p> <p style="text-align: center;">  100% </p> <p>This initiative has been completed successfully. The ODVA IT team identified key user group and subject areas that require current and future business communications. Division and program specific shared mailboxes have been established, and templates have been created for routine information and communication, and appropriate ownership of all IT communications has been defined and documented. This communication strategy will be reviewed annually to ensure it is kept up to date and accurate.</p>	12/31/2024
<p>1.2 Implement an Intranet Implement an Intranet to communicate and share policies, processes, standards, training, and IS Services. Implementation of the Intranet will include necessary steps, timelines, roles and responsibilities, and governance of the information.</p> <p style="text-align: center;">  10% </p> <p>ODVA IT team has gathered preliminary feedback and requirements from ODVA management to identify specific information topics for employees, and the vendor selection process has been initiated to locate an accelerator service for the development, testing, and implementation of a modern, feature-rich SharePoint-based intranet solution. We are in the process of working with ODVA divisions and agency leadership to help complete a current state review and analysis, establish a detailed</p>	6/30/2026

	workplan, and secure necessary funding for this initiative. We anticipate competing this initiative by the end of Quarter 2 of 2026.	
--	--	--

Goal 3: Effective Information Technology Procurement

Effective management of resources through efficient purchase and fielding of IT solutions.

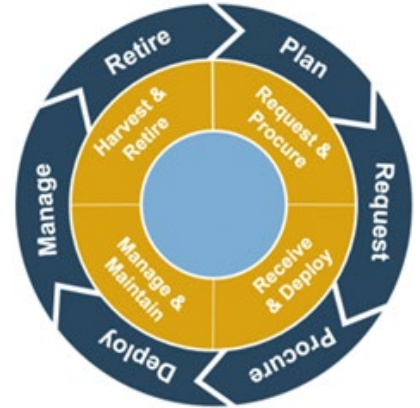
Objective

Reduce the number of Ad hoc purchases and enhance budget forecasting abilities.




Agency Strategic Alignment

This goal supports the following agency strategies:

- **Update Internal Policies and Procedures Process**
- **Evaluate and Streamline the Organization**
- **Strategically Use Data to Measure ODVA's Performance and Tell Meaningful Stories About ODVA's Ability to Serve the Veteran Community**



Initiative	Due Date
<p>1.1 Implement Lifecycle Replacement Process for Agency IT Assets Develop and implement a formal replacement process and schedule for all IT hardware to better anticipate equipment lifespans, costs, replacement windows, and available support.</p> <div data-bbox="253 1129 786 1226"> <p>95%</p> </div> <p>ODVA IT has developed and implemented a formal replacement process for all IT hardware to include preliminary budget forecasts, regularly scheduled hardware lifecycle replacements, asset disposal processes, and a focus on compliance with CIS controls for hardware and software management. Adjoining policies have been created, and we anticipate the review and approval of these policies by the end of the 2025 calendar year. Additionally, ODVA IT has been working closely with the Finance division to clarify and establish an accurate forecast of budget requirements for proper lifecycle replacement for agency IT assets.</p>	12/31/2025
<p>1.2 Implement Standardized IT Equipment Implement equipment standards to streamline support and maintenance, simplify stock management, and reduce approval burden for new hardware and software.</p> <div data-bbox="253 1667 786 1764"> <p>95%</p> </div> <p>The ODVA IT team has assessed agency current state technology and compared that to the business needs of agency programs. An IT standard list for hardware and software has been developed, and a formal process for evaluating and implementing exceptions</p>	8/30/2025

	to the standard IT equipment list has been established and documented. The creation of a governing Standards & Exceptions Committee to review and approve agency exception requests has been proposed, and committee membership has been determined. We anticipate the instantiation of the committee by the conclusion of Quarter 3 of 2025.	
1.3	<p>Standardize Process for Managing Workstations Standardize images and updates to reduce compatibility issues, increase reliability, simplify update timelines, and correct workstation irregularities when encountered.</p>  <p>100%</p> <p>This initiative has been completed. The ODVA IT team has implemented Microsoft Enterprise Configuration Manager (MECM), which is now used for consistent standard workstation builds and updates. We have developed, documented, and implemented a standard process for equipment imaging and scheduled application updates that include consistent timelines with established roles and responsibilities for IT staff involved in the process.</p>	6/30/2024
1.4	<p>Implement Standard Request Process for Purchasing IT Assets Provide a standard request process to streamline intake and fulfillment of IT asset purchase requests. This process will ensure all necessary information and approvals are acquired in a logical and streamlined manner which will ensure the timely and accurate fulfillment of requests with a minimum waste of resources.</p>  <p>100%</p> <p>This initiative has been completed. The ODVA IT team has created and implemented our agency request and purchasing process for IT assets. This process is standardized and flows through ODVA's Service Desk Ticketing System. Necessary information for IT purchasing and asset requests has been communicated throughout the agency, and numerous IT purchasing requests have been successfully completed following our new approach, proving the effectiveness of the process.</p>	12/31/2024
1.5	<p>Implement Device Health Monitoring Implement a device health monitor which will identify the status of IT assets to include overall device health, connection and update status, anticipated issues based upon device status, and corrective measures to address potential deficiencies.</p>  <p>100%</p> <p>ODVA IT has implemented Microsoft Endpoint Configuration Manager, enabled the scanning of hardware and software assets on agency laptops through ManageEngine Service Desk Plus, now conducts regular vulnerability scans through the Tenable security center, fully adopted Microsoft Defender for all devices, and review vulnerability reports for all agency IT assets weekly.</p>	6/30/2025

Goal 4: Better Understand IS and Business Roles and Responsibilities to Better Serve the Agency

Thoroughly understand and clearly communicate roles and responsibilities to identify areas of responsibility and capability.

Objective


Clearly define roles and responsibilities to identify areas of focus, capability, and improvement.

Agency Strategic Alignment

This goal supports the following agency strategies:

- **Enhance Staff Engagement**
- **Evaluate and Streamline the Organization**
- **Create Training about ODVA to Educate Partners**
- **Update Internal Policies and Procedure Processes**



Initiative	Due Date
<p>1.1 Document and Share Information Services Service Catalog Clearly identify services offered by IS to assist business partners in better utilizing the IS Service Catalog and enable greater self-service capabilities for customers.</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.</p>	12/31/2027
<p>1.2 Develop an Action Plan to Transfer Specific IS Responsibilities to Program Areas 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>	12/31/2026

	<div><div><div></div></div><div>20%</div><p>Information Services has a fully staffed IT Business Analyst position which has begun to collaborate with ODVA business programs 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></div>	
1.3	<div><div><div></div></div><div>20%</div><p>Inventory IT Policies and Procedures Identify, inventory, and update IT and records policies to ensure compliance with State policy and statute, while verifying effectiveness of related procedures and identifying any potential gaps or shortfalls.</p><p>Due to the RIMS program being moved to the Communications division, this initiative has been modified. It will no longer include a requirement to inventory agency records policies and procedures. ODVA IT has identified multiple policy areas focusing on Center for Internet Security (CIS) controls, internal agency operations, standardization, and enterprise alignment to prioritize policy development and compliance. A policy associated with IT Asset Lifecycle has been drafted and will be sent to the ODVA Policy Review Committee by then end of May 2025 for approval. We anticipate this initiative will be completed by the end of the 2026 calendar year.</p></div>	12/31/2026

Goal 5: Modernize the Services, Applications, and Areas of Responsibility of Information Services

Continually modernize critical business components and functions to better support the agency, align with enterprise best-practices, and enhance capability.

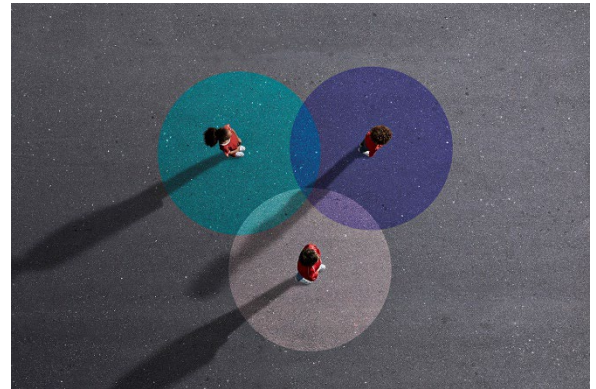
Objective

Mature systems and processes to enhance security, reliability, and sustainability, while also aligning with the enterprise.



Agency Strategic Alignment

This goal supports the following agency strategies:

- **Modernize Building and Employee Workspaces**
- **Evaluate and Streamline the Organization**
- **Update Internal Policies and Procedure Processes**
- **Ensure Financial Viability of the Conservatorship/Representative Payee Program**



Initiative	Due Date
<p>1.1 Create a Modernization Action Plan and Multi-year Roadmap 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.</p> <div data-bbox="248 1276 781 1381"> <p>30%</p> </div> <p>The Information Services Division has been meeting regularly with the TEDS Assistant State CIO to help 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 2025 calendar year.</p>	12/31/2025
<p>1.2 Create Infrastructure Plan for Agency Physical Workspaces Create infrastructure plan for access, compliance, and usability to ensure the physical workspace is modernized effectively, costs are adequately projected, and employees have all tools necessary to succeed.</p> <div data-bbox="248 1759 805 1854"> <p>100%</p> </div>	4/30/2025

	<p>ODVA IT has created a list of standard hardware and software assets for use by the agency, implemented a standardized process for agency employees to request additional hardware or software as well as exceptions should they be necessary for employee use, and created a process to support ADA accommodations throughout the agency.</p>	
1.3	<p>Create IS Support Plan for Portland Office Reassess how Portland personnel connect to, and utilize, ODVA systems to ensure all necessary functionality is preserved or enhanced, system information and updates are received by necessary systems, and necessary security levels are enforced.</p>  <p>100%</p> <p>ODVA IT completed an assessment of how agency staff located in the Portland office connected to, and utilized, ODVA systems. A request by ODVA to install a state network in the building was denied by the Veterans' Benefits Administration. Additionally, the current Portland office lease is set to expire on 10/1/2025, and there may be a need for the agency to explore alternative location options. This initiative has been closed to allow time for the ODVA Appeals and Special Advocacy (ASA) division to complete the required assessment of alternative locations and budget requirements. Once a decision regarding the location of ASA staff has been made, ODVA IT will assess the need to decommission any legacy equipment in use within the Portland office and document the needs of ASA staff that may reside in a new location.</p>	12/31/2025
1.4	<p>Mature IS Processes Continually assess processes to identify new areas where IS can serve the agency, areas where they can improve their service or expertise, and areas where IS has excelled.</p> <p>This initiative has been merged with initiative 1.1 under Goal 4 of this strategic plan.</p>	N/A
1.5	<p>Procure Staffing Services and Expertise for Critical iSeries Applications Procure contractor-based staff augmentation services and expertise dedicated to ensuring continuity of operations of agency RPG and COBOL-based legacy systems.</p>  <p>100%</p> <p>This initiative has been completed. ODVA IT received EIS, DOJ, and DAS SPS approvals to proceed with contracted support services from Fresche Solutions to help ensure continuity of operations of agency RPG and COBOL-based legacy applications. A Fresche customer account manager has been assigned to our agency, and two developers have been successfully onboarded as contracted personnel, and both have access to the agency iSeries environment and critical legacy systems. Developers from Fresche have been resolving break/fix requests through our agency IT Service Desk ticketing system and have been involved in the modernization project for the Home Loan Servicing application replacement. ODVA anticipates that funding will be approved in the 2025-2027 biennium so that these contracted services can continue to help the agency support its critical legacy applications.</p>	6/30/2024

Goal 6: Develop ODVA Staff

Enhance knowledge and develop staff throughout ODVA to foster confidence, competence, and capacity.

Objective

Create and implement plans to professionally develop staff, both internal and external to IS. Identify and make available increased opportunities for professional development.



Agency Strategic Alignment

This goal supports the following agency strategies:

- Create Staff Development Plans
- Create a Mentoring Program
- Create Training about ODVA to Educate Partners



Initiative		Due Date
1.1	<p>Create and Maintain Professional Development Plans for IS Staff Develop a staffing plan that identifies the agency’s IT needs and IT staff developmental resources. This plan will include training plans and recruiting strategies for each position and will ensure IT resources are staffed appropriately.</p> <p>↓</p> <div><div></div></div> <p>40%</p> <p>A succession plan is currently being developed, and the criticality of each position within Information Services has been assessed and documented. Additionally, an IT Service Catalog is being developed to help identify agency IT needs and the required staff necessary to support those needs. Once the succession plan and IT Service Catalog have been completed, a professional development plan will be created for each position which empowers employees to help drive their professional development and meet their career goals. We anticipate this initiative will be completed by the end of the 2026 calendar year.</p>	12/31/2026
1.2	<p>Develop Mentorship & Training Opportunities for IS Staff Provide mentoring opportunities for interested IS staff to encourage professional growth, broaden perspectives, and improve teamwork and communication capabilities.</p> <p>↓</p> <div><div></div></div> <p>100%</p> <p>This initiative has been completed. Information Services has been proactive in creating opportunities for staff to engage in training and other professional development</p>	9/30/2024

	opportunities including attending statewide conferences and connecting with mentors from other agencies. Additionally, members of the Information Services team have joined professional organizations such as the International Institute of Business Analysis (IIBA) and now can attend training for certifications related to their specific professional goals.	
1.3	<p>Create Employee Onboarding Material for New IS Employees</p> <p>Ease transition of new employees and expedite onboarding by creating understandable and relevant material for each IS position. This material would consist of basic practices and procedures, areas of responsibility, and contacts and SMEs as needed to ensure available knowledge pools could be utilized.</p>  <p>100%</p> <p>ODVA Information Services deployed Nuclino, and online wiki service, and have populated the application with necessary information to successfully onboard and train new IS employees. This wiki includes standard operation procedures, relevant policies, recommended training, and detailed answers to common Information Services questions.</p>	12/31/2024
1.4	<p>Create and Disseminate Knowledge Sharing Documentation for Agency Use</p> <p>Create and disseminate knowledge sharing documentation usable by agency staff for training, development, and improved familiarity with IT systems, tools, and capabilities.</p>  <p>100%</p> <p>This initiative has been completed. The ODVA IT team has created and deployed solution articles for areas such as hardware, network, software, common self-help topics, and processes via our ODVA IT Service Desk ticketing system, as well as disseminating “Tech Tips” to all agency staff through quarterly e-mail blasts. Additionally, ODVA IT has internally deployed Nuclino, and online wiki containing standard operating procedures for supporting the agency. ODVA IT will continue to add additional support documentation for both agency use and internal use through these channels.</p>	6/30/2027

Goal 7: Planning and Forecasting

Anticipate various needs associated with strategic initiatives, program growth and maturation, and increased IS responsibilities.

Objective

IT decisions are informed and supported by strong governance processes.


Agency Strategic Alignment

This goal supports the following agency strategies:

- Evaluate and Streamline the Organization



Initiative		Due Date
1.1	<p>Strengthen IT Governance</p> <p>IT Governance activities are targeted at understanding the issues and strategic importance of IT, enabling the agency to sustain its operations, and implementing the strategies required to advance IT in response to future needs of the agency and the veterans that we serve.</p> <div><div></div><div>60%</div></div> <p>ODVA IT Governance has been meeting regularly since Quarter 3 of 2024. Our committee has been focusing on knowledge sharing and assisting committee members with understanding their roles and responsibilities. Our next committee meetings will be centered around the creation of criteria that will allow consistent and equitable prioritization of agency IT projects, with the goal of having all pending agency IT projects prioritized by the end of the 2025 calendar year.</p>	12/31/2025
1.2	<p>Develop an IT Staffing Plan</p> <p>Develop an IT staffing plan that identifies current and future IT staffing needs to ensure continuity of operations and fulfillment of strategic initiatives. Continue to enhance capabilities while anticipating additional staff requirements to support the ever-growing and ever-changing IT environment.</p> <p>This initiative has been merged with Goal 6 Initiative 1.1.</p>	N/A
1.3	<p>Establish Data Governance</p> <p>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 through the use of data dictionaries, consistent use of fields, eliminating duplicate or noncompliant record systems, managing data across the</p>	12/31/2028

	<p>enterprise, and having the ability to display, share, and report data accurately and timely.</p> <p>↓</p>  <p>5%</p> <p>ODVA Information Services has begun working to establish a framework for governing data within ODVA. Data inventories for two major IT applications have been completed (Goal 1 initiative 1.5), and a data compliance plan is being developed by ODVA's lead data steward. We are working to create a plan to establish a data governance committee, identify owners of data residing in ODVA business program areas, and create policies and procedures that help govern how agency data will comply with enterprise and industry standards. We anticipate this initiative will be complete by the end of the 2028 calendar year.</p>	
--	---	--

Revision History

This document will be updated and revised annually at minimum.

Version	Description	Author	Date
1.0	Original	Dave Kampff	10/13/2023
1.1	Original Progress Report	Dave Kampff	5/13/2025