

Oregon Department of Justice
24-29 Information Technology Strategic Plan



Year One Plan Update
June 2025

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1. Executive Summary

In 2023, the Oregon Department of Justice (DOJ) finalized its five-year [IT Strategic Plan 2024-2029](#) (Plan). With the first year of the Plan now complete, DOJ looks to update the Plan and streamline its IT strategic initiatives. By incorporating lessons learned and a variety of new inputs in the 2025 Plan update, Information Services (IS) strives to ensure the IT strategy remains responsive and accurately reflects the priorities of the business and capacity of the IS team. The 2025 Plan update inputs include the Administrative Services Division (ASD) Strategic Plan; DOJ Diversity, Equity, Inclusion, & Belonging (DEIB) Plan; 2024 Enterprise Information Services (EIS) recommendations; identified risks; and current agency priorities. The DOJ inaugural Plan delivered significant value to the development of the current Plan update and its strategic initiatives, metrics & targets, and progress accomplished in year one. Progress toward achieving the updated Plan's initiatives will continue to be tracked and reviewed quarterly with regular reporting to DOJ executive leadership.

2. Year One Overview

How did we get here?

As the IS leadership team monitored strategic progress throughout 2024, they recognized that the volume of stated initiatives exceeded the team's capacity. IS identified that a narrower focus, and more streamlined set of initiatives, would help ensure that the team's appetite for maturity and progress does not exceed its capacity; thus, enhancing responsiveness to the needs of its business partners. The beginning of 2025 also brought new leadership to DOJ in Oregon Attorney General Dan Rayfield and an unplanned change in IS leadership and organizational structure when the DOJ Chief Information Officer (CIO) accepted an interim appointment as the DOJ Budget and Accounting Manager, effective for six months, starting January 30, 2025. This resulted in multiple work out of class assignments to support these leadership shifts and ensure smooth operations including the positions of the CIO, IT Operations Manager, Help Desk Manager, and Help Desk Team Lead.

In addition to making progress toward completion of its year one strategic initiatives, the entire IS team also devoted time and bandwidth to the team building and lean process improvement activities that have resulted from the new ASD Strategic Plan. IS anticipates that this time commitment will increase in the coming months and represents a worthwhile investment in the efficiency and success of ASD, of which Information Services is a section. The team has also made significant strides toward establishing a business-led IT Governance group to increase transparency, collaboration, and scrutiny of IT investments. Consideration of these transformations and opportunities for growth informed this Plan update and refreshed set of strategic initiatives while incorporating the new inputs, targets, and lessons learned from executing against the Plan for the first year.

Where are we going?

The IS team's goals for this update are to:

- plan strategic initiatives in consideration of a more accurate estimation of the team's capacity
- align more fully to the business-led priorities and new inputs, such as the new ASD Strategic Plan
- respond to the changing political and leadership environment
- implement a more streamlined, less granular set of initiatives

The updated set of strategic initiatives, reduced from 35 to 13, will continue to align with the business verticals and strategic objectives set forth in the original Plan:

1. Business Support
2. IT Excellence
3. Innovation

4. Strategic Objectives

Objective #1: Business Support

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

Objective #2: IT Excellence

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

Objective #3: Innovation

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

These strategic objectives remain unchanged for the original Plan. Progress toward each strategic objective is measured in the metrics and target table in the next section.

5. Metrics and Targets

The metrics and targets included in the original Plan are summarized in the table below. The Info-Tech diagnostic surveys completed in 2023 served as the baseline for these metrics and established the year one targets. These diagnostics were repeated in quarter four of 2024 and the results are also summarized below along with updated targets for 2025. All three Info-Tech diagnostic surveys will be repeated in late 2025 to support the year two plan update in 2026 and will inform the next set of targets. The IS team anticipates increased traction toward its targets during year two due to the more focused approach of the current Plan update.

Objective	Metric	2024 Baseline	2024 Target	2025 Update	2025 Target
Business Support	Business satisfaction with IT services	Business satisfaction with service desk effectiveness is 78% as measured by the business vision diagnostic scorecard	Increase business satisfaction with service desk effectiveness to 80% as measured by the business vision diagnostic by the end of 2024	2024 results indicate Service Desk satisfaction is down 3% from last year. This score was heavily impacted by the addition of a new Division to DOJ whose leadership had not previously been included in the survey (Appendix C)	Increase overall business satisfaction with IT by 2 percentage points, as measured by the business vision diagnostic, by the end of 2025
IT Excellence	Portfolio and project management and data governance processes	Effectiveness of core IT processes in the project management, strategy, and data governance categories assessed as “improve process immediately” by the MGD survey results framework	Improve the effectiveness of core IT processes in the project management, strategy, and data governance categories to “maintain process” as assessed by the MGD survey by the end of 2024	2024 results indicate no change when compared to the 2023 results. This outcome is likely an indication of taking on too many initiatives during the first year of the plan resulting in a lack of measurable impacts to key processes (Appendix D)	Improve the effectiveness of core IT processes in the portfolio & project management, strategy, and governance as assessed by the MGD survey by the end of 2025
Innovation	IT-Business alignment and IT service delivery	CEO and CIO overall satisfaction is established at 71% as measured by the CEO_CIO diagnostic results summary	Increase CEO and CIO overall satisfaction to 75% as measured by the CEO_CIO diagnostic by the end of 2024	Per the 2025 results, CEO alignment increased from 71% to 86%. CIO alignment remained at 71% (Appendix E)	Move CEO actual assessment of IT effectiveness toward the “Organizational Partner” role, as measured by the CEO_CIO diagnostic, by the end of 2025

6. Initiatives

The IS leadership team met quarterly in 2024 to assess the progress of each of its year one initiatives. Several strategic initiatives stated in the original plan were successfully completed, listed below, and IS made progress toward the completion of many others, as detailed in Appendix G.

- Implement system modernization and innovation projects: Sanctuary Investigations Application
- Develop and implement a formal communications plan for the IT Strategic Plan

- Develop a business case and corresponding policy option packages (POP) for the establishment of an IS portfolio and project management (PPMO) office and the permanency of limited duration Legal Tools positions
- Apply the InfoTech Project Portfolio Management Framework to develop a phased approach to standing-up the IS Project Portfolio Management Office utilizing existing resources to deliver a high level of business value (Phase 1 – Project Intake completed)
- Implement system modernization and innovation projects: Origin Refactoring (anticipated completion in July 2025)

Based on a comprehensive review of the year one plan progress, the remaining initiatives have been streamlined and consolidated into the new initiative list below. Activities for each of the updated initiatives will be undertaken in phases, as illustrated by the updated roadmaps in Appendix B, to show how the team will progress toward completion of each during the remaining four years of the plan. This will allow IS to estimate the duration of the initial phase for each initiative, except where we have an established project schedule to rely on, preventing the team from taking on too many initiatives at once.

2025 Updated IT Strategic Initiatives

Seamless and Responsive Service Delivery (Objective #1: **Business Support**)

1. **Legal Tools Program**
2. **Lean Process Improvement**
3. **Organizational Change Management**

Key Points:

The Lean Process Improvement initiative will support the ASD Strategic Plan initiative of the same name and align with the Enterprise Information Services (EIS) recommendation to emphasize how DOJ is refining business processes in the updated version of the Plan.

Transparent Initiative & Resource Tracking (Objective #2: **IT Excellence**)

4. **Project and Portfolio Management Office**
5. **Azure DevOps Pilot**
6. **Technology Governance**

Key Points:

The Technology Governance initiative supports the EIS recommendation that DOJ increase business participation in its Governance oversight of IT investments and activities to more clearly define measurable business benefits. This will also support assessment and updating of DOJ's technical architecture. The Azure DevOps Pilot initiative will enable cohesive and structured work tracking across IS.

Strategic Technology Development (Objective #3: **Innovation**)

- 7. Cloud Migration Program**
- 8. IT Security and Compliance**
- 9. Organizational Structure Redesign**
- 10. Artificial Intelligence (AI) Exploration**

Key Points:

The Organizational Structure Redesign initiative will support maturity of DOJ's architecture, mitigate enterprise risk, and enhance its ability to advance all initiatives in the Plan.

Collaborative Team Culture

- 11. Meeting & Communication Standards**
- 12. Cross Team Training**
- 13. Teambuilding**

Key Points:

The initiatives in the Collaborative Team Culture category will support the ASD Strategic Plan, specifically team and leadership development, and DOJ's 2024 DEIB Plan.

8. Resource Allocation

Team capacity and bandwidth continue to be the biggest risk to achievement of the Plan's stated objectives and desired outcomes. To establish baseline capacity measurements and ensure the current resource structure is reflective of current demands on the team, the IS team incorporated two new strategic initiatives to the updated plan, Azure DevOps Pilot and Organizational Structure Redesign. These initiatives will support the team's ability to:

- more accurately anticipate capacity
- ensure the team possesses the necessary knowledge, skills, and abilities to carry out the Plan
- obtain more resources where needed, including developing future POPs
- update the organization structure of the IS team to enhance business support, IT excellence, and innovation
- provide the best possible person-centered service to our partners

Additionally, the team has updated the description and duties of an existing position to be dedicated to strategic business delivery and planning to ensure that the benefits of the Plan are fully realized and that the team is moving in a strategic direction. Current leadership rotational opportunities have allowed IS to gain more insight and understanding of its Continuity of Operations Plan (COOP) and the budgetary processes within DOJ. This firsthand insight into filling leadership gaps, monetary appropriation cycles, cost-allocation models, and budgetary checkpoints will strengthen how the IS team forecasts, justifies,

and tracks spending. This cross-functional vantage point embeds IT strategy in day-to-day financial decisions, giving both teams a common language and prioritization framework for projects, performance indicators, and cost management.

9. Risk and Mitigation Strategies

The table below provides a visual overview of DOJ's IT Risk Register. The Register includes additional details for each risk and a tailored mitigation strategy. Each of these risks can also be mapped to one or more strategic initiatives that support mitigation. For instance, the Organizational Structure Redesign initiative will greatly mitigate risk DOJR7 by adjusting the structure of the IS team to better respond to current operational conditions.

5 (Existential)			Unauthorized Access (DOJR1)			Unacceptable risk
4 (Critical)		Insufficient Training (DOJ R3)	Lack of Standard SOPs (DOJR2)		Siloed Leadership Team (DOJ R6)	Risk to be mitigated
3 (Moderate)		Critical Staff Departures (DOJ R7)	Outdated Recovery Plan/COOP (DOJ R4)	Lack of Formal PPMO (DOJ R5)		Risk to be monitored
2 (Marginal)						
1 (Negligible)						
Risk Impact ⓘ	1 (~5% Rare)	2 (~25% = Unlikely)	3 (~50% = Possible)	4 (~75% = Likely)	5 (~90% = Almost Certain)	
Risk Probability ➡						

DOJ Risk #	Mitigation Initiative(s)
DOJR1	IT Security and Compliance, Cross Team Training
DOJR2	Lean Process Improvement
DOJR3	Organizational Structure Redesign, Cross Team Training, Teambuilding
DOJR4	Lean Process Improvement, Technology Governance, Organizational Structure Redesign
DOJR5	Project and Portfolio Management Office
DOJR6	Azure DevOps Pilot, Organizational Structure Redesign
DOJR7	Azure DevOps Pilot, Organizational Structure Redesign, Cross Team Training

IS will continue to partner with Info-Tech Research Group, Inc., leveraging guided sessions on strategic plan development, diagnostic surveys, and templates to ensure the Plan continuously reflects best practices, responds to current and future IT advancements, and actively mitigates risk. Additionally, the Technology Governance initiative will enhance business-led oversight of IT investments and Plan implementation.

10. Next Steps

This Plan update represents an overall strategic adjustment based on year one performance and current political and environmental conditions. While the fundamental strategic objectives and desired outcomes remain the same, this update's initiative reorganization will enhance DOJ's ability to carry out the Plan and provide the greatest value to its business partners. The team will closely monitor progress toward the strategic objectives in year two of the Plan and actively identify areas for continuous improvement, process improvement, and technical architecture advancement. IS will focus on increased engagement with all sections of DOJ throughout year two of the plan to ensure the highest possible level of strategic alignment.

11. Conclusion

Information Services continues to look toward future implementation of the updated Plan and its strategic initiatives including:

- continued initiative tracking
- more mature regular reporting
- metric and target measurement
- accurate resource allocation
- active risk mitigation

IS will measure year two progress toward stated outcomes by repeating the Info-Tech diagnostic surveys for a third time in the final quarter of 2025. The updated Plan and streamlined initiatives, in alignment with new inputs such as the ASD Strategic Plan and DOJ DEIB Plan, will deliver maximum value to the entire agency. Active strategic planning and regular plan adjustments will support continuous improvement across IS and enable DOJ to fulfill its essential mission for the people of Oregon.

APPENDICES

- A. Updated Strategy on a Page (2025)
- B. Updated Roadmaps
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Our top initiatives collectively support business goals and improve the delivery of IT products and services as we strive to provide the best possible person-centered customer service.

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



APPENDIX B

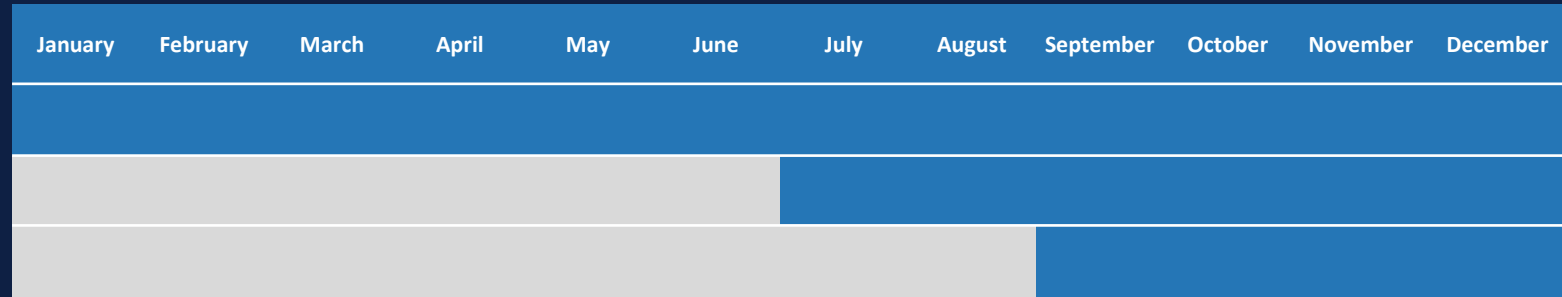
2025 DOJ IT Strategy – Year Two Roadmap

Business Support – Year Two (2025)

Legal Tools Program

Lean Process Improvement

Organizational Change Management

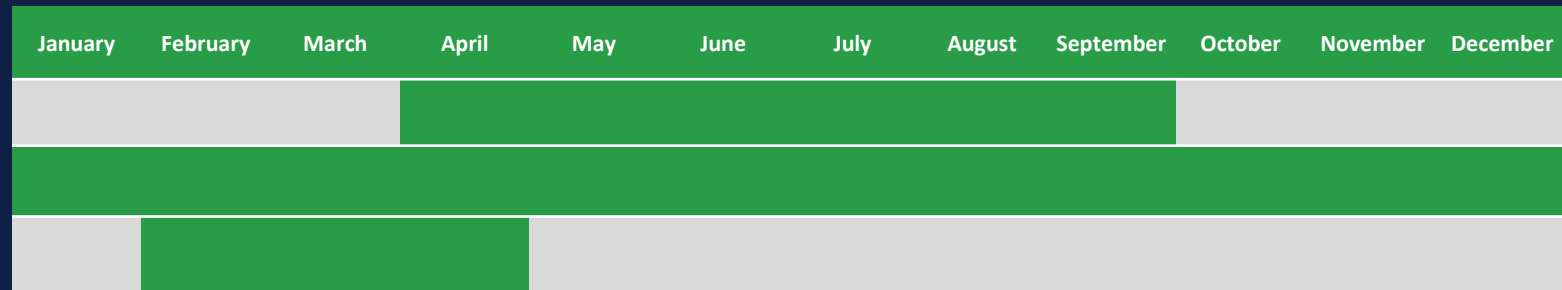


IT Excellence – Year Two (2025)

Azure DevOps Pilot

Technology Governance

Teambuilding

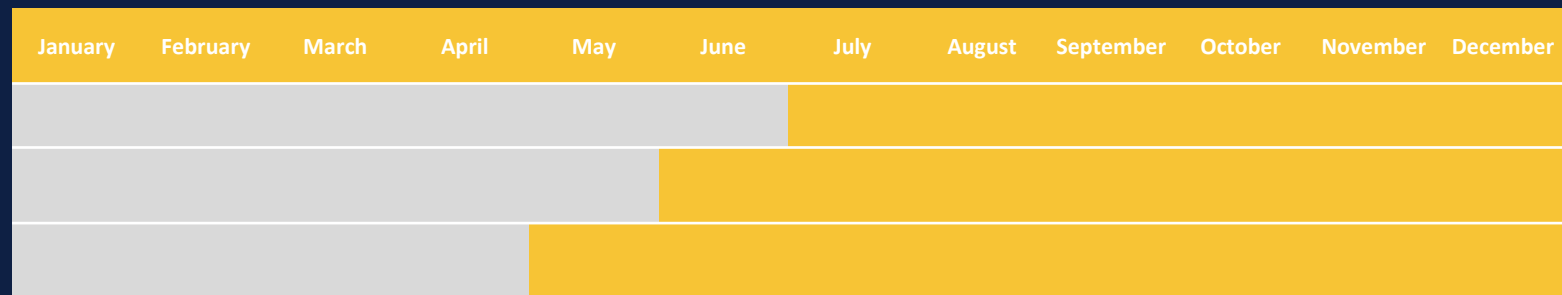


Innovation – Year Two (2025)

Cloud Migration Program

Organizational Structure Redesign

Artificial Intelligence (AI) Exploration





DOJ IT Strategy – Years Three to Five Roadmap

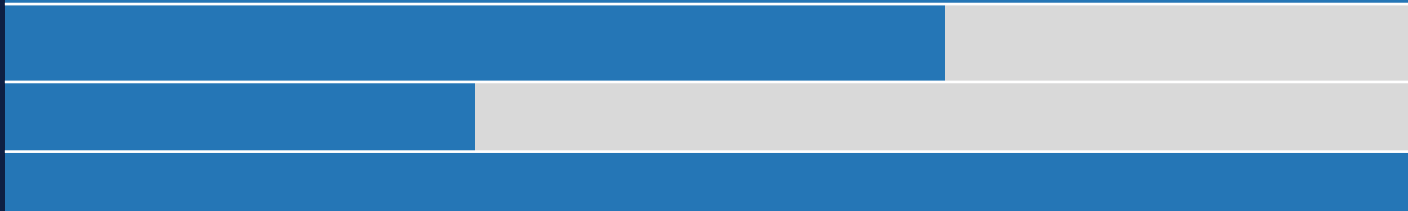
Business Support – Years Three to Five (2026-2028)

Legal Tools Program

Lean Process Improvement

Organizational Change Management

Jan 26 Apr 26 Jul 26 Oct 26 Jan 27 Apr 27 Jul 27 Oct 27 Jan 28 Apr 28 Jul 28 Oct 28



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

Technology Governance

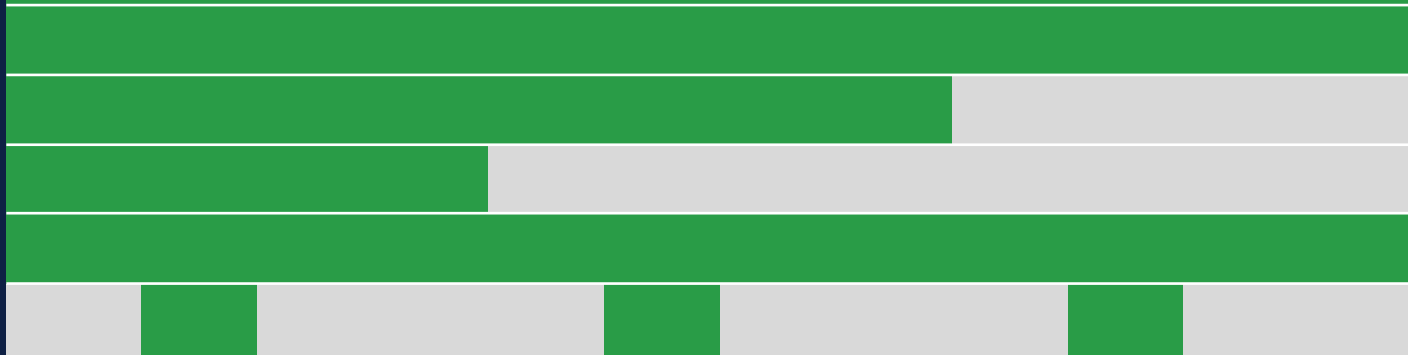
Project and Portfolio Management Office

Meeting & Communication Standards

Cross Team Training

Teambuilding

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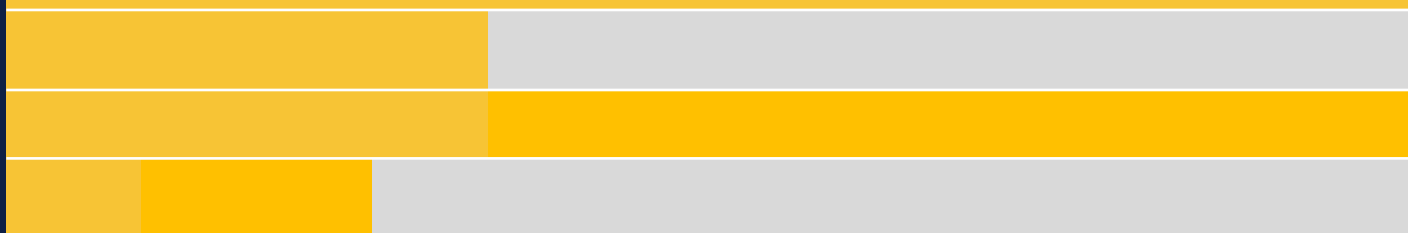
Innovation – Years Three to Five (2026-2028)

Cloud Migration Program

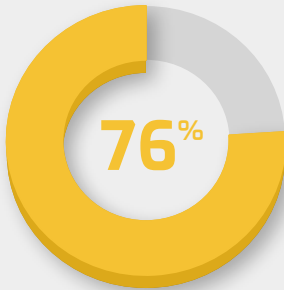
IT Security and Compliance

Artificial Intelligence (AI) Exploration

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IT Satisfaction Scorecard

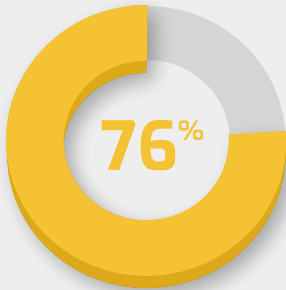


IT Satisfaction

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

Up 1%
from last year

NET PROMOTER SCORE: 48%



IT Value

Satisfaction that IT provides high value relative to your perception of cost and staffing

0%
from last year

NET PROMOTER SCORE: 40%

78%

Understands Needs

Satisfaction with IT's understanding of your needs.

Up 1%
from last year

76%

Communicates Effectively

Satisfaction with IT communication.

0%
from last year

75%

Executes Requests

Satisfaction with the way IT executes your requests and meets your needs.

Up 1%
from last year

61%

Trains Effectively

Satisfaction with training quality and timing.

Down 5%
from last year



Security Friction

Regulatory Compliance-driven
Friction is acceptable

100% AGREE
Up 7%
from last year

Data Access Friction is acceptable

96% AGREE
Up 11%
from last year

Remote/Mobile Device Access Friction is acceptable

84% AGREE
Down 5%
from last year

Office/Desktop Security Friction is acceptable

84% AGREE
Down 12%
from last year

Business Satisfaction and Importance for Core Services

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

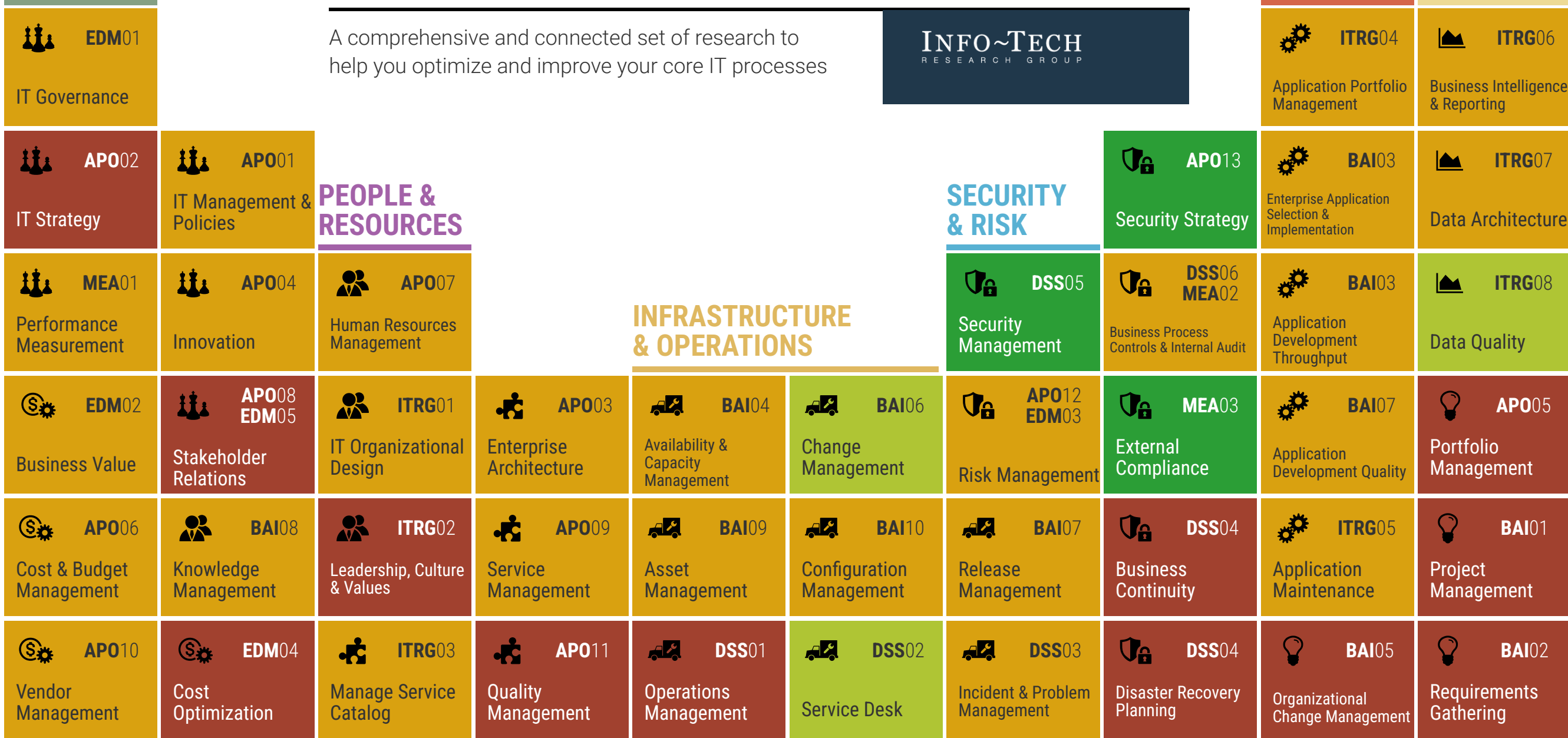
		Satisfaction	Importance
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	83% Up 5% from last year	13 TH
IT Security	Satisfaction that organizational devices and data are properly secured.	82% Down 6% from last year	5 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	80% Up 1% from last year	2 ND
Devices	Satisfaction with desktops, laptops, mobile devices etc.	79% Down 1% from last year	3 RD
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	75% Down 3% from last year	4 TH
Work Orders	Satisfaction with small requests and bug fixes	75% Up 2% from last year	6 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	71% Up 5% from last year	11 TH
Business Apps	Satisfaction with applications and functionality	69% 0% from last year	1 ST
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	68% Up 2% from last year	12 TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	66% Down 1% from last year	7 TH
Projects	Satisfaction with large department or corporate projects	64% 0% from last year	10 TH
Data Quality	Satisfaction with providing reliable and accurate data	63% Down 7% from last year	9 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	48% Down 15% from last year	8 TH

APPENDIX D - Management and Governance Diagnostic Framework (2024)

STRATEGY & GOVERNANCE

IT Management & Governance Framework

APPLICATIONS DATA & BI



FINANCIAL MANAGEMENT

SERVICE PLANNING & ARCHITECTURE

PPM & PROJECTS

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



APPENDIX E - CEO_CIO Diagnostic Results Summary (2024)

Oregon Department of Justice's CXO-CIO Alignment Program

Lisa Udland, Deputy Attorney General | Richard Rylander, CIO



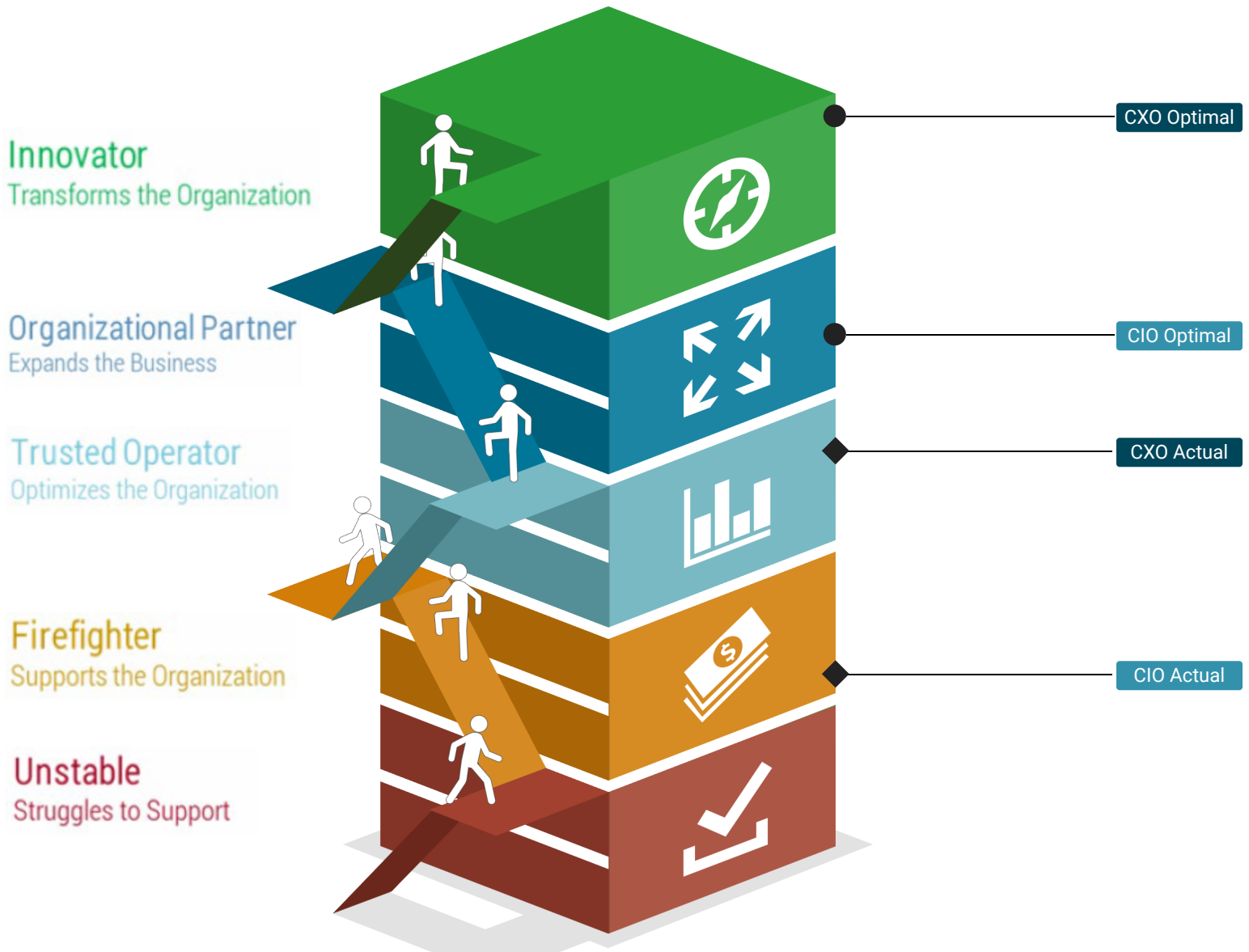
👍 Aligning with Business Goals

For IT to serve as a valuable business partner, IT leaders must direct resources toward supporting and achieving business goals. A CXO functions as the primary business stakeholder. Not only does the CXO need to be consulted on these big ticket items, but more importantly he or she must be understood. IT leaders ignore this reality at their own peril.

The Role of IT at Oregon Department of Justice

Does IT struggle with, support, optimize, expand, or transform the organization? Understanding how the CXO defines the IT role is critical for the development of the IT mandate and a necessary precursor to building an IT strategy.

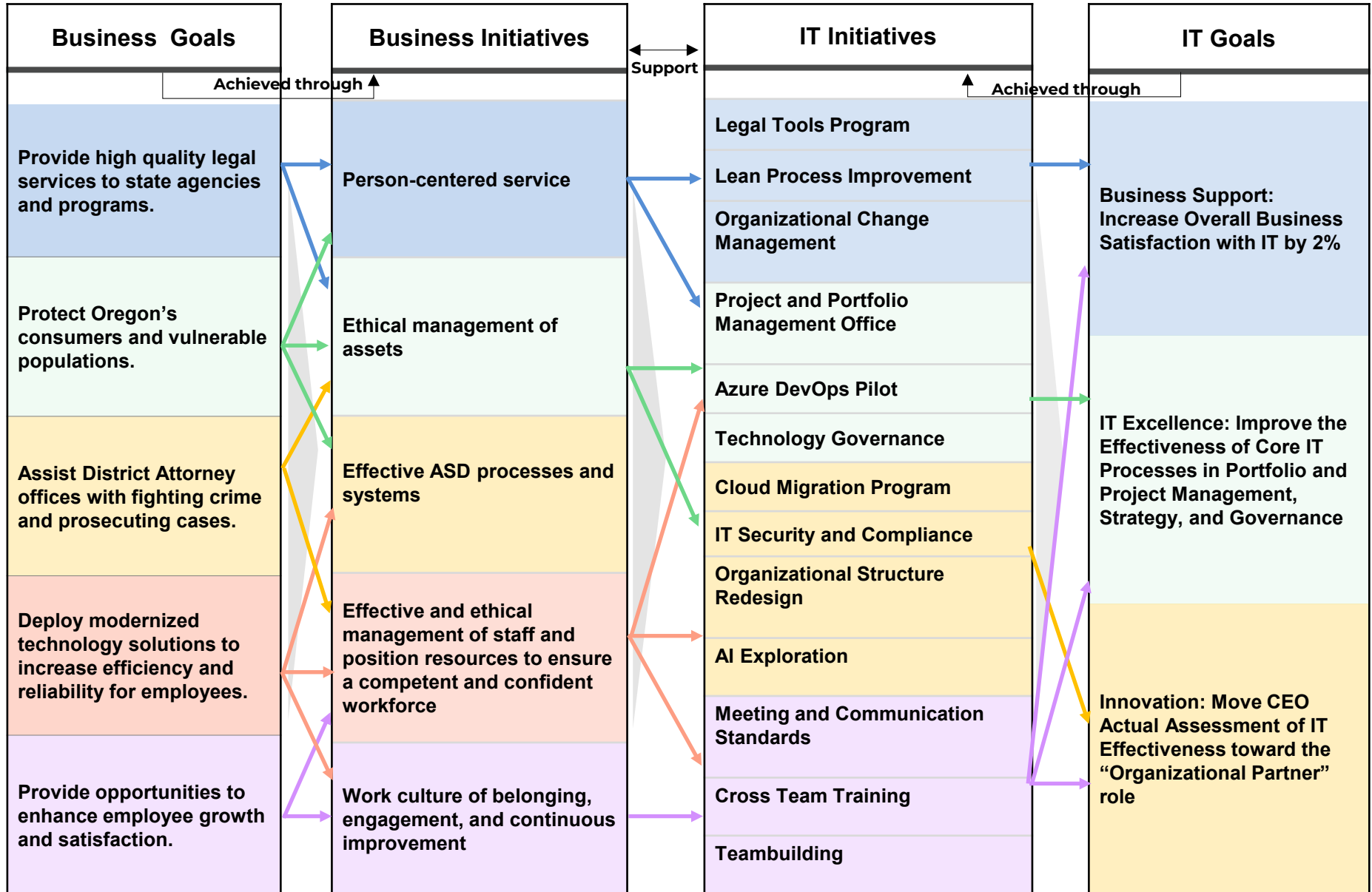
? Describe the role of IT in your organization – now and in the future.



The role of IT needs to be defined by the business and realized by IT. Maximize value created by IT by ensuring that the CXO and CIO agree on how the IT role is defined so that IT effectively addresses business needs.

APPENDIX F

Goals Cascade: 2025 DOJ IT Strategy



APPENDIX G - 2024 IT Strategic Initiative Review (Quarters 1-4)

	Year 1 (2024) Initiative	Category	Anticipated Start 2024	Updated Start	Anticipated Completion	Started	Project	Quarter 4 2024 Status	Quarter 2 & 3 2024 Status	Quarter 1 2024 Status	Initiative Owner	Risks and Benefits	What is the driver?	Action Item	Action Item Owner
1	Align IS resource and position funding requests to the IS strategic plan	Business Support	January	N/A	June	Yes	No	Repeat Info Tech survey and ensure respondent pool accurately reflects our resource structure and is aligned to our goals; provide context for responders. With the growing requirement to have agency wide alignment and consider enterprise needs and resources there is a need to present unified requests. It is essential for the agency's business led IT Governance to intensify its participation in the scrutiny of IT investments.	InfoTech IT Staffing survey will need to be repeated; planning for this will take place during plan refresh. POPs are being considered now.	InfoTech IT Staffing survey results will support this moving forward. This will be an ongoing effort and tie closely to POPs being developed. We need to address current POPs by mid April and consider future POPs.	Richard Rylander			Finalize narrative and supporting documentation for all POPs that move forward by June (week 3).	Team
2	Implement system modernization and innovation projects: Origin Refactoring	Business Support	April		1-Jun	No	Yes	The project is underway and on track and will continue into 2025 (July).	Project kickoff completed April 10. Anticipated completion 6/30/25.	Project expected to kickoff April 1, 2024.	Annette Casper (reporting to this group)	see project documentation and status reports	IRS finding		
3	Implement system modernization and innovation projects: Help Desk System Replacement	Business Support	January		Q2 2025	Yes	Yes	Kickoff complete; first workstream will be starting soon. Anticipated completion date is Dec 2026 including project closeout.	Charter has been executed. Project documentation around schedule and requirements are being developed. New BA will be included in the project. Anticipated completion moved from Q3 to Q2 2025.	Core group has been established and charter has been drafted (awaiting approval). Requirements are being drafted and current state is being documented. Next up will be a project plan.	Judah Keiber	Charter includes some risks around staff adoption and project staffing. Benefits will be updated processes and better outcomes for staff.			
4	Implement system modernization and innovation projects: Sanctuary Investigations Application	Business Support	January	N/A	June	Yes	Yes	This project has been completed and closed. Aligns with SPACER project.	Project "go live" is wrapping up; moving into bug fixes and training by end of June. Anticipated completion updated to June 2024 from March.	Ongoing project, expected to close late March.	Chris Bowers		Compliance - system of record for required duty of DOJ		
5	Establish a data retention and destruction plan	Business Support	June	September	10 month duration for the plan development but not including implementation	Yes	TBD	Revisit 2019 retention schedule and DAR. This will be a component of the future enterprise data governance project. The business will be a primary driver of the effort. The rules we will create for IT under its data governance project will be adaptable.	First recruitment was not successful. Second recruitment closed in May 2024. This will set the anticipated completion date back 3 months (from June to September).	We have this in two places (ones we inherit from SO2/OAR and DOJ special retention schedule + federal where, we need one plan for all of IS. Information exists but is in a variety of locations. This needs to be scoped well include everything along with email archive solution). This is dependent on the digital records manager recruitment. Project determination will be made at scoring but we anticipate this could be a project with a lot of business buying required. In progress but needs significant additional action. Start approx. 1 month after records position is filled.	Richard Rylander		Compliance		
6	Develop and implement a formal communication plan for the 15 five-year strategic plan	IT Excellence	January	N/A	March	Yes	No	Complete; the plan is posted on our public website. Will need to consider communication for our refresh.	Plan has been communicated to the Exec team, Management Assistant team, and all IS staff. This initiative is now complete. We will need to refresh this communication plan every year.	Strategic Plan when out to the Exec team with the communication developed. Plan has not gone out to all DOJ and we do not have approval to do so. We can share the Plan internally with all IS. We still need to determine where to post it. DOJ is an option however the IS page is outdated.	Richard Rylander		Socialization of our plan and helping team connect jobs to purpose and goals and increasing excellence.		
7	Develop general IS governance framework, policies and processes for cloud, data, project, and security	IT Excellence	April	May	August	Yes	TBD	This is a dense initiative; consider breaking down into component parts; we will address this on refresh.	This is a dense initiative; consider breaking down into component parts. Planning for this initiative continues to be ongoing. Start updated to May 2024. This will take longer than 5 months. This initiative is BIG; we may consider breaking this into component programs/projects at the time of plan refresh.	We have started on most aspects of this initiative with some general planning. Data has received the least attention so far. This will likely be a project if all aspects are addressed together but has not been scoped/scored yet. 5 months seems reasonable to plan for the plan of establishing these frameworks.	Richard Rylander		Discuss with Eric (InfoTech) how best to determine who should scope project and submit a project request form and how best to proceed.	Richard Rylander	
8	Develop a business case and corresponding policy option packages (POP) for the establishment of an IS portfolio and project management (PPMO) office and the permanency of limited duration Legal Tools positions.	IT Excellence	January	N/A	June	Yes	No	We are taking a different approach to establishing our PPMO. We have established it and will be looking at POP to properly staff the PPMO. With the growing requirement to have agency wide alignment and consider enterprise needs and resources there is a need to present unified requests.	The PPMO POP is moved to 27-29. There is a current Legal Tools POP being moved forward for limited duration positions. PPMO could possibly be established administratively with a future POP to leverage and expand success.	Work on the POP is underway. Position mapping with InfoTech also supports this. Goal to increase visibility by adding tasks to PWA.	Christa Harrison		Being able to properly implement the IT strategic roadmap.		
9	Identify and implement operations and maintenance, change management, release management, and resource tracking systems	IT Excellence	January	N/A	Mar-25	Yes	No	O&M Tracker: Development is underway. Server and Network teams are working on a model to use and potentially expand to other teams. Currently work is being added to Microsoft Project. Identify other low risk/low impact ways to start tracking this work. Could look like a list of items with an emphasis on transparency to track capacity. Change Management: Release Management: Resource Management:	This is a dense initiative; consider breaking down into component parts. O&M tracker is being developed but not currently fully utilized. Teams are currently working on defining what needs to go into PWA and adding those tasks. Change Management: Work to explore options for this are on hold due to Helpdesk project. Release Management: CTS has robust processes for this; they utilize RTC (code and ticketing repository). AppDev utilizes TFS. No work currently being done specific to this. Resource Tracking: See notes for O&M.	Started on O&M aspect of this and PWA is being populated with associated tasks. Change mgmt, release mgmt, resource tracking - will Service Desk Plus address any of these? Resource tracking might be in scope for Helpdesk replacement. InfoTech may have guidance; suggested tracking project and O&M resources separately. Referring to change request management rather than traditional OCM. Some of this may be addressed by O&M committee Judah is establishing.	Judah Keiber (& Chris Bowers)				
10	Apply the InfoTech Project Portfolio Management Framework to develop a phased approach to standing-up an IS Project Portfolio Management Office utilizing existing resources to deliver a high level of business value	IT Excellence	January	N/A	Jun-25	Yes	Yes	This is ongoing and we will begin the next Info-Tech chevron once we conclude the intake pilot.	PPMO POP is on hold. PPMO project is ongoing and being tracked in PWA. First chevron/phase of InfoTech work is complete and implementation planning is underway. Work on InfoTech phases will continue.	Ashley and Brittany are working to establish a schedule for working through the InfoTech process. Work on a PPMO POP is in progress. Team is also actively working through the first phase of the InfoTech framework.	Christa Harrison		Being able to properly implement the IT strategic roadmap.	Establish a schedule for working through the InfoTech process.	Ashley Buol Brittany Daoud
11	Develop staff relationship-building plan including celebrating team successes with regularity and authenticity	IT Excellence	April	July	August	No	No	Gulfair poll may provide some inputs for this. We will support the enterprise effort to do this and will leverage that work to accomplish this goal. We have team building sessions scheduled for February. Agency and division level objectives are being developed.	Plan development has not started but managers have discussed the topic and started rec. staff at all IS meeting.	Delivering information during the all IS meeting in April including survey results (Carole Anne), InfoTech survey results, sharing IT Strategic Plan, etc. Annette recommends starting at the team level, capture key takeaways and call that up. Management group will brainstorm ideas for weaving this through teams. MacKenzie - culture improvement plan + change management including a feedback loop (How will we know we are achieving what we set out to do?).	Richard Rylander		Add to Richard agenda.	Christa Harrison	
12	Develop a current state Help Desk staff training plan that supports excellence in customer service and awareness of how technology solutions support the business	IT Excellence	April	October	Apr-25	No	No	Formal plan development has not started but details are being compiled as new Helpdesk staff is onboarded. New hires anticipated in the coming months and the ServiceDesk plus project.	Formal plan development has not started but details are being compiled as new Helpdesk staff is onboarded. New hires anticipated in the coming months.	May be later start than April based on hiring and onboarding schedule. Will be impacted by the Helpdesk replacement project.	MacKenzie Wright				
13	Implement system modernization and innovation projects: Legal Tools Replacement Program	Innovation	January	N/A	Q3 2027	Yes	Yes	We have a signed contract and kickoff is complete. Progress is underway and fit gap sessions will happen soon. Working to determine realistic end date.	We are in contract negotiations with the solution vendor are ongoing. Contract may be completed by the end of June 2024.	We are in contract negotiations with the solution vendor.	Christa Harrison	see project documentation and status reports			

APPENDIX H

DOJ IT Strategy Pyramid

