

# Agency IT Strategic Planning Template and Guide

*Version 2.0*



**ENTERPRISE**  
information services

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## BACKGROUND AND PURPOSE OF TEMPLATE

In January 2023, Governor Kotek issued a directive requiring agencies with 50 or more Full-Time Equivalent (FTE) staff to develop an information technology (IT) strategic plan. These plans were to be created in collaboration with agency leadership and should demonstrate alignment with the Enterprise Information Services (EIS) Strategic Framework, as well as how modernization efforts support the agency's goals.

In March 2024, Governor Kotek expanded this requirement to include all agencies, boards, and commissions, regardless of size, with IT strategic plans due by June 1, 2025. <sup>1</sup>

Agency Chief Information Officers (CIOs) and IT leaders are expected to work closely with agency leadership, Enterprise Information Services program leaders, and their respective Assistant State CIOs. This collaboration is essential to operationalize the State CIO's vision, values, and strategy across all agencies.

An IT Strategic plan helps the agency achieve its vision for service delivery and meeting its mission. The IT Strategic Plan outlines how IT Services will assist the agency in achieving its long-term goals, supporting the business, and assuring the security of applications and data that are in the custody of the agency. It is also a guide that helps the agency and IT in prioritizing, planning, implementing, and managing current and future technology investments and resources.

The value and benefits of having an IT strategic plan are:

*Alignment with Business Goals:* Aligns technology initiatives with the overall mission, vision, and goals of the agency to ensure technology investments support business objectives and drive value for the organization.

*Improved Resource Management:* Provides a framework for managing and allocating technology ensuring resources are used effectively and efficiently to meet the agency's goals related to people, hardware, and software.

*Better Decision Making:* Helps agencies make informed decisions regarding technology investments decisions and initiatives related to hardware and software purchases, upgrades, and replacements.

*Increased Flexibility:* Provides a flexible framework that can be updated and adapted as the agency's needs change over time helping to stay ahead of technology trends and ensure systems and services remain relevant.

*Improved Collaboration:* Promotes collaboration between agencies, stakeholders, and technology providers ensuring technology initiatives are aligned with the needs and goals of the entire state.

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<sup>1</sup> For organizations with fewer than 50 staff members, the *IT Strategic Plan* can be integrated directly into the *Agency Strategic Plan*, reflecting the reduced number of mission-critical systems in use.



## Agency IT Strategic Planning - *Template and Guide*

*Better Risk Management:* Helps agencies identify and mitigate potential risks associated with technology initiatives including risks related to data security, business continuity, compliance with regulatory and statutory requirements, as well as industry standards.

EIS offered IT strategic planning support through policy area Assistant State CIOs, their vendor training partners, and this template. Agencies are required to post updated IT strategic plans on their websites and report the updated link/URL to the Strategic Initiative and Enterprise Accountability email address: [strategic.initiatives@DAS.oregon.gov](mailto:strategic.initiatives@DAS.oregon.gov)

## Template Use

EIS recognizes the uniqueness of each agency given the size, complexity, and mission of the agency, and acknowledges the depth and breadth of an IT strategic plan will vary. This template describes the required minimum elements each IT strategic plan should contain for viability and uniformity, following best practices.

Agencies may use their own branding, layout, and document format of their choice consistent with the organization's separate and aligned business strategic plan. Required elements should be clear and unambiguous to a non-technical reader and at a level consistent with state of [Oregon plain language statute](#)<sup>2</sup> and to ensure agency Diversity, Equity, and Inclusion (DEI) Plan objectives are met. Diagnostics tools and templates are provided as a convenience and agency use is optional. However, the agency should develop sufficient supporting information, directly embedded within or external to the IT strategic plan, to justify the basis of the plan.

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<sup>2</sup> ORS 183.750 - Plain Language Standard: Oregon law requires all state agencies to prepare public communications in language that is as clear and simple as possible.

## Planning Overview

Developing an IT strategic plan involves several steps, and the following is a high-level overview of the process:

1. *Identify the agency's goals and objectives* - Start by understanding what the agency wants to achieve and how technology can help get the organization there as this information will guide the rest of the IT strategy.
2. *Engage stakeholders* - Get input from key stakeholders, management, employees, and customers to ensure the IT strategy aligns with the needs of the organization.
3. *Assess the current IT environment* - Look at the current technology infrastructure and identify areas for improvement including core operational components such as hardware, software, and network systems.
4. *Assess the agency for Improvements* – Use analytical tools, surveys, and interviews to diagnose the strengths, weaknesses, opportunities, and threats of the current technology environment to help identify areas for improvement and potential risks.
5. *Define future state* – Envision IT's services, support, and architecture that support the agency's mission and vision while considering emerging technologies that can help the agency achieve its goals such as cloud computing, artificial intelligence, and cybersecurity.
6. *Develop a roadmap* - Create a plan (goals and objectives) for how the agency will implement new technology and upgrade existing systems over time including a timeline and budget.
7. *Communication / Validation* – Gain approval of the IT strategic plan through an agency's IT governance process or executive leadership. Communicate and gain buy-in throughout the organization of IT's plan to support the agency's business, strategic plan, and vision.
8. *Implement and monitor* – Once the plan is in place, it's time to start implementing and regularly monitor progress while making adjustments as needed.

Remember, the IT strategic plan should be flexible and adaptable to changing business needs. It should evolve over time as the agency changes and technology evolves.

## Minimum Components of an IT Strategic Plan

Required Element	Description	Example Supporting Items	Available Tools & Templates
1 - Agency Drivers	Identification of the organization's overall mission and goals.	Agency Mission, Vision, Values, Goals, Objectives, Initiatives	02 - OR-Business-Context-Interview-Guide 03 - OR-PESTLE-Analysis-Template 04 - OR-IT-Strategy-Workbook (Tab 2)
2 – Current IT Landscape	Overview assessment of the agency current IT situation with regards to performance, effectiveness, and value.	Agency Value Realization, SWOT Analysis, Mission Critical Application Inventory, Project Portfolio, Current Maturity level, Budget, Customer/User Feedback, Service catalog, current standards	06 - OR-Business-SWOT-Analysis-Template 07 - OR-Business-Value-Realization-Template 08 - OR-IT-Cost-Forecasting-Tool A - Agency-Application-Inventory-Template B - Agency-IT-Governance-Self-Assessment-Tool
3 - IT Context	Establish the tone and scope of the IT strategic plan and establish the mandate and cultural guideposts of the IT function.	IT Vision, Mission, and Guiding Principles, Goals, Target Maturity level, Required Capability, Architecture, IT Operating Model	09 - OR-IT-Strategy-Vision-Mission-Guiding-Principles-Template 05 - OR-IT-Diagnostics-Template
4 – IT Strategic Initiatives	IT implications of the Agency Context and identification of initiatives that further improve IT current state towards target state and Enterprise alignment.	Identification of innovation initiatives, Improvements, DEI plans, Strategic IT initiatives, Operational Strategy, IT aligned Goals/Outcomes, Cloud Strategy, Open Data, Cyber Security, Mainframe Deprecation, Data Center Services Adoption	10 - OR-Initiatives-Documentation-Template 11 - OR-IT-Initiatives-Profiles-Book-Example 05 - OR-IT-Diagnostics-Template
5 – Metrics and Targets	Identification of metrics that measure the success of the IT strategic plan and linkages to agency measures	IT Metrics and related goals, alignment to agency metrics	12 - OR-IT-Goals-and-Metrics-Workbook
6 – IT Roadmap	Articulates specific IT projects with a high degree of detail over the course of the planning horizon and directly links IT goals to business goals and demonstrates where and how IT supports them.	Initiative prioritization criteria, Risks, Dependencies – People/Process/Technology, Budgetary Implications, Timing, Accountability, Roadmap Gantt Chart	04 - OR-IT-Strategy-Workbook (Tabs 3 & 4) 04 - OR-IT-Strategy-Workbook (Tab 5 - Gantt) 08 - OR-IT-Cost-Forecasting-Tool

## IT STRATEGIC PLAN APPROVAL AND COMMUNICATION

The effective use of the IT strategic plan comes from building awareness of the IT strategic plan at all levels of the organization to provide education on key plan objectives concepts to all audiences. Once the plan has been drafted, if there is an IT Governance Committee, sharing the draft plan for review and input can have long term positive outcomes. When prioritizing projects, having the IT Governance Committee understand the IT goals and initiatives will provide alignment to priorities.

The IT strategic plan should also be reviewed by Executive Leadership. Ultimately, agency Executive Leadership will be support for any IT initiatives. Like IT Governance, they should assure that the IT Strategic Plan is in alignment and supports the current Agency Strategic Plan. Other benefits of Executive Leadership review and input can help with obtaining budget and resources. They also gain an understanding of how IT supports the business areas and the agency. They can also learn about the challenges IT faces.

Required Element	Description	Example Supporting Items	Available Tools & Templates
7 – IT Strategy Communication	Structured approach for communicating IT Strategy to both internal and external stakeholders	IT Strategy Executive Presentation, Public posting of IT strategic plan, formal Communication Plan	01 - OR-IT-Strategy-Presentation-Template 19 - OR-IT-Strategy-on-a-Page-Template

## Maintaining the Strategic Plan

Once the plan is completed, measurement of progress for each goal and key objectives should be reported at least annually if not more frequently. This allows for reprioritization and the ability to address any issues or changes that arise during the year. Since strategic plans are typically a 3–5-year plans as the end of the plan duration approaches or as the agency refreshes its overall strategic plan, IT should review and refresh the IT strategic plan accordingly. Additionally, it should be updated for newer services, policies, and technologies implemented.

Required Element	Description	Example Supporting Items	Available Tools & Templates
8 - IT Strategy Continuous Lifecycle	Refresh Strategy and Accountability	IT Strategy Refresh Schedule and IT Strategy RACI	13 - OR-IT-Strategy-Refresh-and-RACI-Template



## Full List of Tools and Diagnostic Templates

The following list of diagnostic templates are available to capture and assess information in support of developing IT strategic plans, and use is at the discretion of the agency.

Title	Description	Tools & Templates
Agency Context – Interview Guide	Eliciting input from executives and stakeholders capturing key initiatives, goals, and alignment between agency and IT Initiatives	02 - OR-Agency-Context-Interview-Guide 14 - OR-CIO-Business-Vision-Questions 15 - OR-CXO-CIO-Alignment-Questions
Year in Review	Agency Value Realization (Current State)	07 - OR-Business-Value-Realization-Template
Mission Critical Application Inventory	Assessment of current systems and services producing a dashboard (Current State)	A - Agency-Application-Inventory-Template
IT Governance Self-Assessment	Self-assessment of agency maturity to best practices (Current State)	B - Agency-IT-Governance-Self-Assessment-Tool
PESTLE Analysis (Political, Economic, Social, Technical, Legal, Environmental)	IT Strategy Implications, IT Initiatives (Agency Support Initiatives)	03 - OR-PESTLE-Analysis-Template
SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)	IT Strategy Implications, IT Initiatives (IT Excellence Initiatives)	06 - OR-Agency-SWOT-Analysis-Template
Developing IT Vision, Mission, and Guiding Principles (Target State)	IT Vision, Mission, and Guiding Principles (Future State)	09 - OR-IT-Strategy-Vision-Mission-Guiding-Principles
IT Core process Maturity Analysis	Top 6 IT Core Processes needing improvement, Process owners, IT Initiatives (Future State)	10 - OR-Initiatives-Documentation-Template
Trend Analysis	Key Trends – Innovation Initiatives (Future State)	01 - A (NO DIAGNOSTICS) - OR-State-Government-IT-Strategy-Initiatives-Workbook-V1 01 - A (NO DIAGNOSTICS) - OR-IT-Strategy-Lite 18 - OR-IT-State-Budget-Pressures-IT-Research
Consolidation of IT Initiatives	IT Initiatives (Agency Support + IT Excellence + Innovation) (Gap Analysis)	04 - OR-IT-Strategy-Workbook
Prioritization of Initiatives	Prioritized Initiatives, Risks, Dependencies, Resources Required (Gap Analysis)	04 - OR-IT-Strategy-Workbook (Tabs 3 & 4)
Road mapping of IT Initiatives	Roadmap - Gantt Chart (Strategy)	04 - OR-IT-Strategy-Workbook (Tab 5) 16 - OR-Functional-Roadmaps-Template
Documentation of IT Goals to support IT initiatives	IT Goals and Cascade (Strategy)	12 - OR-IT-Goals-and-Metrics-Workbook 04 - OR-IT-Strategy-Workbook (Tab 2)
IT Metrics and Targets development	IT Metrics and related goals (Strategy)	12 - OR-IT-Goals-and-Metrics-Workbook 08 - OR-IT-Cost-Forecasting-Tool
Refresh Strategy and Accountability	IT Strategy Refresh Schedule and IT Strategy RACI	13 - OR-IT-Strategy-Refresh-and-RACI 17 - OR-ITM&G-Diagnostic-Questions-&-Process-List
IT Strategy items consolidation	IT Strategy Executive Presentation	19 - OR-Strategy-on-a-Page-Template 20 - OR-Strategy-Presentation-Template

## IT STRATEGIC PLAN GLOSSARY

For purposes of this template, the following are definitions for terms being used:

**Agency** – individual departments, boards, or commissions that administer programs and services.

**Agency Strategic Plan** – a plan that assesses the current environment of an agency, both internally and externally, establishing future goals and targets and describes the strategies it will implement to achieve the mission and vision.

**Current State** - how services are currently being delivered, the resources required to support delivery, and who is receiving services along with other affected stakeholders.

**Enterprise** – state of Oregon.

**Future State** – vision created by engaging with customers, stakeholders, and employees to understand needs and desired interactions helping to inform how much to invest in service delivery and how to make business processes more efficient to accommodate the diverse user base.

**Gap Analysis** - the work needed to get from the current state to the future state where the efforts are identified, predecessors and successors are arranged, and prioritized for planning modernization.

**Goals** – high level descriptions of outcomes to achieve an agency vision.

**Initiatives** - synonymous with objectives, initiatives are specific, actionable, measurable work that moves the agency to their goals.

**IT Roadmap** - a high-level visual representation of an agency's technology strategy and plans for future technology initiatives providing an overview of the organization's current and future technology goals and outlines the steps to be taken to achieve those goals.

**Objectives** – synonymous with initiatives, objectives are specific, actionable, measurable work that moves the agency to their goals.

## ANNUAL AGENCY IT STRATEGIC PLAN PROGRESS REPORT OUTLINE

The following information should be included in the Agency’s Annual IT Strategic Plan Progress Report to provide constituents and other stakeholders with valuable insights into performance. Reports are due to the Strategic Initiatives and Enterprise Accountability office by June 1<sup>st</sup> of each year starting in 2025.

Item	Description
<b>Executive Summary</b>	A brief overview of the progress made against the strategic plan.
<b>Strategic Objectives</b>	Outline each strategic objective from the plan and an update on progress made toward each.
<b>Metrics and Targets</b>	Report on the outcomes established to measure progress toward each objective. Includes both current performance metrics and any trends observed.
<b>Initiatives</b>	Details of the initiatives or projects undertaken to support the strategic objectives. Including updates on the status of each initiative, any challenges encountered, and how they are being addressed.
<b>Resource Allocation</b>	Description of resources such as budget, personnel, and technology allocated to support the strategic plan.
<b>Risks and Mitigation Strategies</b>	Identification of any risks that may impact the achievement of the strategic objectives and outline of the strategies in place to mitigate them.
<b>Next Steps</b>	Provide insight into the next steps to be taken to further progress toward the strategic objectives, including any adjustments to the plan based on current performance and conditions.
<b>Conclusion</b>	Summarization of the overall progress against the strategic plan and highlights of any significant achievements or areas for improvement.

**NOTE:** The agency has discretion over the format, and no template will be provided.