

INFORMATION TECHNOLOGY SERVICES DIVISION

STRATEGIC PLAN | 2023-2027

Oregon Department of Revenue

October 2023



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Land Recognition

We would like to acknowledge the many tribes and bands who call Oregon their ancestral territory, including: Burns Paiute, Confederated Tribes of Coos, Lower Umpqua and Siuslaw, Confederated Tribes of Cow Creek Lower Band of Umpqua, Confederated Tribes of Grand Ronde, Confederated Tribes of Siletz Indians, Confederated Tribes of Warm Springs, Confederated Tribes of Umatilla Indian Reservation, Coquille Tribe, and Klamath Tribes; and honor the ongoing relationship between the land, plants, animals, and people indigenous to this place we now call Oregon. We recognize the continued sovereignty of the nine federally recognized tribes who have ties to this place and thank them for continuing to teach us how we might all be here together, and we continue to strive to work on a government-to-government basis with the nine federally recognized tribes.

Message from CIO Kathy Terman



Colleagues,

I am pleased to present the IT strategic plan for 2023-2027. The purpose of IT is to enable the business, and our goal is to support the agency with innovative systems and services so that it can create a clear and easy experience for our customers. As we followed this strategic plan journey, we partnered with the agency to get feedback on what the agency appreciates about the current IT organization and where the agency wants us to focus over the next five years. We also heard from the IT Services Section what they like about working for the Department and what their concerns are. From this input, we crafted this IT strategic plan to move the division forward into an exciting future.

IT is investing in four major focus areas to support our internal and external partners. These four areas are:

- Implement innovative technology to enable the agency to achieve its mission and vision
- Empower the agency and its staff to be as effective as possible
- Continuously improve IT service delivery, including cybersecurity
- Invest in IT staff and unleash the potential of our employees

As we look to the future, IT is ready to support the agency's new strategic direction by implementing innovative technology through the agency's strategic projects. We will continue to improve the service delivery of the IT division as well as empower both the agency and IT staff to leverage the new tools and technologies to take the agency to the next level. Finally, IT will continue to protect the confidential data that Oregon's taxpayers have entrusted to us.

At Revenue, we are inspired by the state we live in and we care deeply about the well-being of all Oregonians. We are committed to being the best we can be. After all, Oregon counts on us!

I wish to thank the Revenue Leadership Team, the Section Managers, and the IT leadership team for their input and direction on this strategic plan. I especially want to thank Julie Graham and Sophia Sakoff for guiding us through the strategic planning process.

Kathy Terman

Chief Information Officer
Oregon Department of Revenue

Acknowledgments

This plan is the result of many individuals engaging with the Information Technology Services Division as we gathered insights and created forward-looking strategies to drive the agency's and the ITSD's priorities over the next five years. We could not have completed this strategic plan without our staff, our partners, and our customers who all contributed their voice and insight. There are many acknowledgments to go around; in particular, we would like to thank:

Oregon Department of Revenue Leaders

Betsy Imholt, Director
Satish Upadhyay, Deputy Director
Megan Denison, Personal Tax and Compliance Division Administrator
Bram Ekstrand, Property Tax Division Administrator
Zack Gehringer, Research Director
Stefan Hamlin, Financial Services Administrator
Katie Lolley, Business Division Administrator
Deanna Mack, Collection Division Administrator
Katie McCann, Policy Assistant
Jay Messenger, Internal Controls Officer
Joanna Robert, Communications Director
Marjorie Taylor, Legislative Director
Kathy Terman, Chief Information Officer
Katie Thiel, Human Resources Director

Our Business Leaders, IT Managers, and IT Team Leads

Matthew Bilka	Kristin Barnett	Cheryl Fletcher
Steven Bouchard	Christopher Ebner	Ruben Garibay
Jason Brockie	Michael Hostetler	Julie Graham
Melody Charpentier	Kenny Kreick	Connie Hamel
John Galvin	Dawn Vlahandreas	Mike Krosman
Benjamin Gille		Tracy Leith
Leah Hinton		Sandhya Nagaraj
Kathryn Jones		Michael Om
Amy Kormendy		Sophia Sakoff
Mindy McPherson		Brian Schiffer
Lisa Pineda-Volk		Chris Solario
Joseph Royston		Katrina Staley
Michael Saladino		Joel Weigel
Marie Trucco		Gregory White
Christopher Wytoski		

We would also like to extend our thanks to the agency's strategic planning coordinator, Jessica Millett, for her guidance and help.

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Oregon tax dollars pay for the infrastructure of our daily lives, of our loved ones' lives, and the critical support systems for Oregon's most vulnerable.

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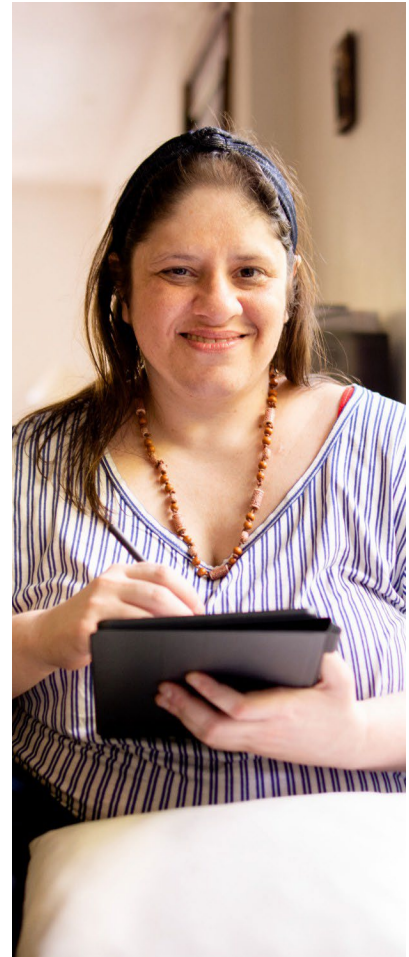
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How we will measure success.

We administer 65 revenue streams that support bringing in money for Oregon.

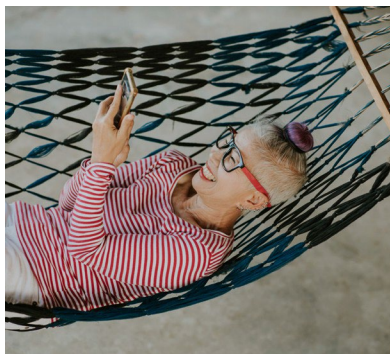


We provide services for the general public, tax professionals, cities, counties, local taxing districts, and other state agencies.



Strategic planning is critical to the effectiveness of any organization. It enables an agency to establish goals, prioritize initiatives, measure progress, and carefully allocate limited time, resources, and attention.

The Oregon Legislature creates the tax laws that we administer and determines what happens to the revenue after it is collected, including who receives it and what they do with it.



Oregonians can participate in the legislative process through getting involved with their local legislators and participating in legislative sessions.

OUR STORY

Who is the Oregon Department of Revenue?

The Oregon Department of Revenue administers Oregon tax laws, supports partners' programs, and acts as a central debt collection agency for other state agencies, boards, commissions, and local governments. We provide services for the general public, tax professionals, cities, counties, local taxing districts, tribal governments, and other state agencies.

Mission

Together, we collect the revenue that Oregon counts on.

Vision

To create a clear and easy experience for our customers.

Values

- We work to earn the trust of taxpayers.
- We seek dignity and inclusion for all.
- We do the right thing.
- We build partnerships.
- We rise to the occasion.

The Oregon Department of Revenue is headquartered in Salem, with five field offices in Bend, Eugene, Medford, Portland, and Gresham. We also have a remote call center in Fossil.

We are committed to bringing in the revenue that Oregon counts on, whether, it's through tax programs we administer, supporting our partners' revenue collection efforts, or collecting on debts owed the state of Oregon. Our mission, vision, and values define our purpose and guide our work.

The department processed approximately \$45 billion in payments during the 2021-2023 biennium. We also supported our local partners generating an additional \$15 billion in revenues.

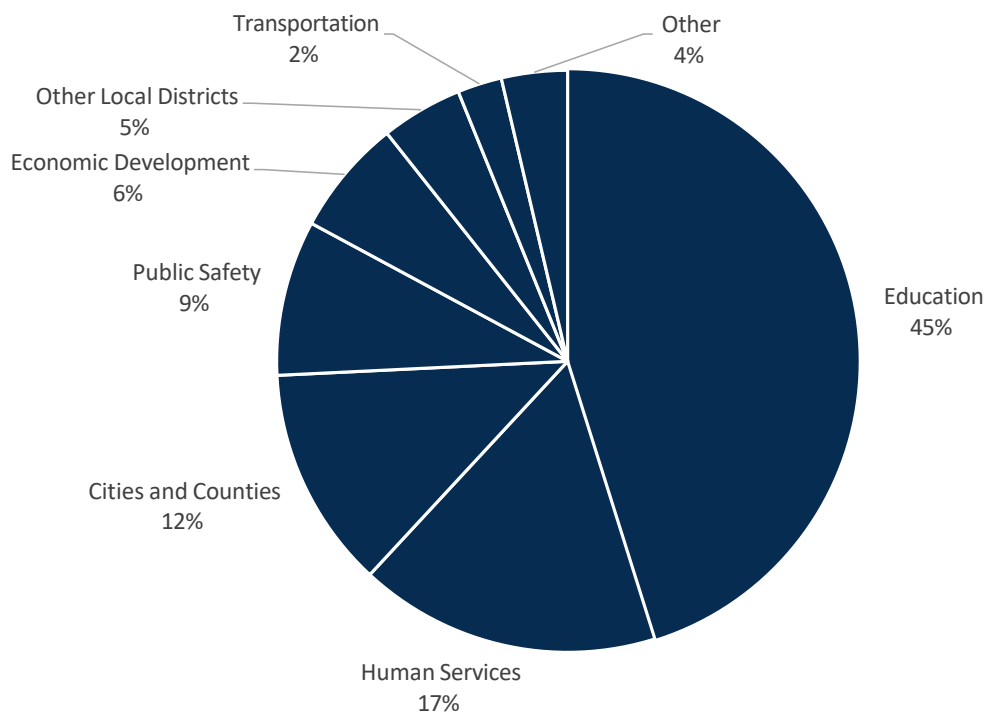
What happens to the money?

Oregon tax dollars pay for services such as:

- K-12 education
- Early learning services
- Community colleges
- Higher education
- Medicaid
- Food benefits
- Senior services
- Mental health services
- Child protective services
- Hospitals
- Police
- Fire
- Department of Justice
- Corrections facilities
- Juvenile corrections
- Highways
- Transit programs
- Forestry services
- Library services
- Agriculture
- Sewer systems
- Parks
- Environmental quality

Oregon tax dollars pay for the infrastructure of our daily lives, of our loved ones' lives, and the critical support systems for Oregon's most vulnerable. The Oregon Legislature creates the tax laws that we administer and determines what happens to the revenue after it is collected, including who receives it and what they do with it. Oregonians can participate in this process through getting involved with their local legislators and participating in legislative sessions.

For example, after refunds were made to taxpayers, 2021 fiscal year revenue that we processed and our local partners processed funded the following services.



Our Programs

We administer 65 revenue streams that support bringing in money for Oregon. That includes 36 tax programs, 10 fee programs, and 11 other programs.

Taxes

- 988 Coordinated Crises Service Tax
- Amusement Device Tax
- Bicycle Excise Tax
- Cigarette Tax
- Corporate Activity Tax
- Corporation Excise Tax
- Corporation Income Tax
- Emergency Communications Tax (E-911)
- Estate Transfer Tax
- Fiduciary Income Tax
- Forest Products Harvest Tax
- Heavy Equipment Rental Tax (HERT)
- Lane Transit District Payroll Tax
- Lane Transit District Self-Employment Tax
- Local Marijuana Retail Tax
- Local Transient Lodging Tax
- Mutual and Cooperative Electric Distribution Systems Tax
- Oil and Gas Production Tax
- Paid Leave Oregon
- Partnership Privilege Tax
- Pass-Through Entity Elective Tax (PTE-E)
- Personal Income Tax
- Personal Income Tax Withholding
- Private Rail Car Tax
- Property Tax, Central Assessment, and Industrial Valuation
- Psilocybin Tax
- Small Tract Severance Tax – Eastern
- Small Tract Severance Tax – Western
- State Marijuana Retail Tax
- State Transient Lodging Tax
- Statewide Transit Tax
- Tobacco Products Tax
- TriMet Transit District Payroll Tax
- TriMet Transit District Self-Employment Tax
- Unemployment Insurance Tax
- Vehicle Privilege Tax
- Vehicle Use Tax
- Workers Compensation

Fees

- Assessment and Taxation Map Maintenance
- County Assessment Function Funding Assistance Program (CAFFA)
- Criminal Fines and Assessments
- Hazardous Substance Possession Fee
- Loaded Tank Railroad Car Fee
- Oregon Food Processors Fee
- Oregon Housing
- ORMap
- Petroleum Load Fee
- Tobacco Licensing Program

Other

- Charitable Check-off
- Collection of Other Governments' Accounts
- College Opportunity Grant Fund
- Greenlight Oregon Labor Rebate Fund
- Kratom Processor Registration
- Long Term Enterprise
- Multi State Tax Commission
- Oregon Production Investment Fund
- Senior and Disabled Citizen Property Tax Deferral Program
- Small Tract Forestland Program
- Strategic Investment Program (SIP)
- Strategic Investment Program Gainshare (SIP)

IT CURRENT STATE

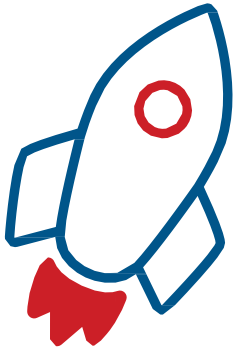
Over the last five years, The Department of Revenue has seen an extraordinary amount of change. In 2018, the agency completed the Core System Replacement project, which replaced 30 legacy tax applications with a modern tax processing system called GenTax. This large modernization project was followed by the completion of the Processing Center Modernization project in 2021, which modernized the processing of paper tax returns and voucher payments, and phase 1 of the Electronic Valuation Information System (ELVIS) in 2023, which moved the functions supporting Central Assessment in the Property Tax division into GenTax. In addition to these application modernization projects, the agency also replaced its Interactive Voice Response Unit, migrated to the Windows 10 operating system, removed legacy server hardware from the environment, and began a security camera refresh program for building security.

As these modernization efforts were completed, the IT division took the opportunity to proceduralize our service delivery functions. We created new work intake and prioritization methodologies, established a Systems Development Lifecycle for IT development, upgraded our project management standards, and implemented portfolio management. Finally, we established the agency's Testing Center of Excellence, which standardized testing at the agency, improved unit testing, established a testing metrics program, and created a regression test bed for GenTax.

All this occurred over a five-year legislatively-active period, where the agency implemented 11 new tax programs, centralized Collections, implemented pandemic relief efforts, and supported other agencies as they also modernized their IT portfolios.

Lastly, Revenue IT is part of the wider state of Oregon IT organization. Just as Revenue IT has modernized and matured, so too has the Enterprise IT organization. Revenue IT has participated in important enterprise IT initiatives such as the rollout of Microsoft's cloud-based M365, multi-factor authentication, the mobile device management migration, and several cybersecurity initiatives. All these efforts have made both Revenue and the enterprise more secure, modern, and effective.

Information Technology Services Division (ITSD)

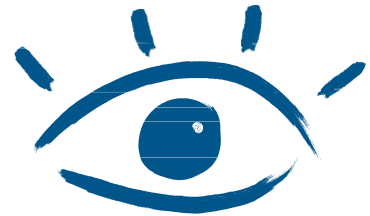


Mission

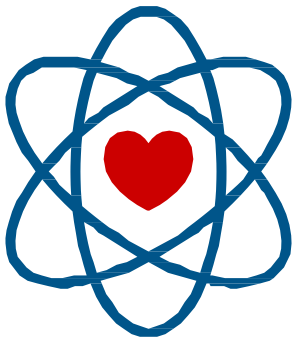
We deliver the systems and services to collect the revenue that Oregon counts on.

Vision

To transform the customer experience through innovative systems and services.



Values



- We work to earn the trust of taxpayers.
- We seek dignity and inclusion for all.
- We do the right thing.
- We build partnerships.
- We strive to be transparent.
- We rise to the occasion.

THE PLANNING PROCESS

Strategic planning is critical to the effectiveness of the agency's IT organization. Without a good strategic plan, the IT organization may not support the goals of the agency to deliver on its mission. During the IT strategic planning process, the division reviewed its last adopted strategic plan (2019-2024) and created a new plan with a repeatable, inclusive, forward-looking process.

The first step in the IT strategic planning process was to start with the agency's mission, vision, and values. From there, the division crafted a new mission, vision, and values for itself that supported the agency's.

The next step was to gain insight into the current state of IT at the agency. The division utilized several diagnostic tools and had face-to-face conversations to get a clear understanding of the current state of IT from both an internal and external perspective. The goal of these diagnostic activities was to understand what the agency and what the IT Services section appreciated about the current IT organization as well as what they would like IT to focus on moving forward. These efforts were then grouped into themes or focus areas.

The third step was to look at the current state of each focus area and envision the ideal state. In this step, the IT leadership team brainstormed ideas and discussed how to achieve our goals in each focus area. We developed these goals to take us from the "as is" current state to the "to be" ideal state. We then broke down the goals into specific initiatives that would lead us to accomplish our objectives. Finally, we developed metrics that will help us evaluate and measure the success of each initiative.

The overall goal of the IT strategic planning process is to have the strategic plan provide the roadmap to how IT can support the agency over the strategic planning horizon. From the roadmap, we will then create operational plans to move our key objectives forward. As this is a living document, we will review the document every two years and update it to reflect changes in the agency's direction as it adjusts to external and internal factors.

Phase 1: Clarity



Insights

What environmental factors do we need to consider, and what customer and partner perceptions about Oregon and the agency exist?



Vision

What is the ideal future state we are trying to create?



Mission

What is our purpose? What are we here to make happen?



Values

What are our internal fundamental beliefs that shape how we work together and serve our mission?

Phase 2: Focus & Action



Priorities

What must be accomplished over the planning horizon?



Goals

What collective action do we need to take to deliver on our priorities?



Metrics

How will we measure success?

Phase 3: Implement, Evaluate, & Measure



Action Plan

What actions need to be taken by teams to achieve plan priorities?



Track Progress

How are we doing? Do we need to adjust or take different actions?



Report

Share results and progress toward plan goals.

WHAT WE LEARNED

The second step in creating the IT strategic plan was to determine how IT is viewed, both among our internal and external partners as well as by the IT staff. We utilized several diagnostic tools to elicit what the division is doing well, what could be improved, and what the agency and IT staff need IT to focus on moving forward. These instruments, and the face-to-face conversations that followed, gave us valuable insight into the state of IT at the agency.

Our partners see great value in IT.

Overall, our partners see great value in IT. The agency leadership sees how IT can contribute to the agency's mission and is eager to work with IT to achieve their goals. Most areas of the organization feel that we deliver effectively and are satisfied with IT services; however, there is concern with some of the IT tools used by the agency. In addition, the agency values security, and does not feel that IT's cybersecurity controls unnecessarily restrict their ability to get work done.

Managing risk is a high priority of Revenue leadership and critical to our ability to deliver safe and secure systems.

The Department of Revenue is the repository of taxpayer information for the state of Oregon. As such, it is imperative that the department safeguard this information to ensure we do not lose the trust of Oregon's taxpayers. The department places a great deal of emphasis throughout the organization on confidentiality and privacy. IT must also do its part to continue to improve its cybersecurity posture and enforce standards to ensure that the agency lives up to the trust the state has placed in us.

Exploring new solutions and technology is key to supporting the agency's strategic goals.

Most of the agency's strategic goals are heavily dependent on information technology. The IT division needs to support these efforts with innovative solutions that address the needs of our customers. In addition, there are a number of new technologies on the horizon that may drastically change the way the Department of Revenue works. IT needs to gain expertise in these new areas so that we may propose solutions to increase the agency's productivity, streamline operations, and service our customers more effectively.

Agency staff want technology training to effectively use the new tools available to them to manage their respective areas better.

Agency personnel are interested in using technology to gain insight into how to improve their operations and hence to manage their operations better. Staff have many training options available to them, but don't have the time to figure out what courses would be best to achieve a given skill level. In addition, the department has continued to invest in GenTax, upgrading the system and adding new functionality. Staff are looking for refresher training to expand their knowledge of how the system works to do their jobs better.

Much like the rest of society, employees want to be able to self-serve as much as possible instead of having to work through the IT Service Desk. IT needs to invest in tools to allow employees to access information, answer their own questions, and see the status of requests quickly and easily.

IT staff enjoy working for the department, but feel over-extended.

IT staff are positive about working for the Department of Revenue. They feel a great sense of purpose in serving the agency and the state in their capacity of collecting the revenue that Oregon counts on. They enjoy the work, their teams, and believe management cares about them and has a plan for the future. On the flip side, however, staff feel over-extended and are burnt out by the pace of work at the department. They want time to be able to do their work well instead of feeling rushed to get to the next thing that requires their attention. They also have a great desire to keep their skills up-to-date, but feel that they don't have time for the training opportunities that would allow them to do so.



IT SERVICE DIVISION FOCUS AREAS



Focus Area 1: Innovation

IT will explore new solutions and technology to create value for the agency.



Focus Area 2: Empower the Agency

Unleash the power of the agency's employees to innovate new solutions to operational problems.



Focus Area 3: IT Service Delivery

IT is committed to continuous improvement of its service offerings to deliver outstanding value to the agency.



Focus Area 4: Invest in IT Staff

Create and maintain a culture that attracts IT talent.

INNOVATION



Priority

Support the agency's strategic projects by developing innovative systems and services to move the agency forward in its goal to provide a clear and easy experience for our customers.

Goals



Support the Customer Service Center of Excellence.
Complete telephony, Revenue Online, and web projects as prioritized by the agency.



Improve correspondence coming out of GenTax.
Support the Correspondence and Letters project.



One payment.
Allow customers to make one payment for multiple tax programs and miscellaneous debts.



Implement electronic filing of personal income tax returns on Revenue Online.
Implement electronic filing of personal income tax returns on Revenue Online and install self- service kiosks in the field offices.



Expand data management capabilities.
Expand data governance, classification, security, and analytics capabilities.

Priority

Explore emerging technology for use at the agency to transform delivery of its mission.



EMPOWER THE AGENCY

Priority

Create training roadmaps for specific technology products to increase the technology skills of agency employees.

Goals



Build technology knowledge acquisition roadmaps.

Create technology skills roadmaps for SQL and Power BI for independent self-study. Create sandbox area for employees to perform exercises to deepen their familiarity with these products.



Provide additional training opportunities for GenTax and other technology products.

Explore refresher training for GenTax.

Priority

Invest in self-service technology to allow agency employees to manage their IT needs better.

Goals



Develop self-service capability in the IT service management tool to enable employees to view and manage their service desk requests.



Develop self-service capability for managers to view and manage the IT equipment of their teams.



IT SERVICE DELIVERY

Priority

Mature IT services in all areas to optimize delivery.

Goals



Focus on foundations.

Complete the rollout of the new IT service management tool and mature Service Desk functions. Ensure employees have the tools they need to be productive.



Complete process documentation for IT operations.

Complete Service Desk processes and document Engineering Services processes.



Complete modernization effort.

Complete the Electronic Valuation Information System project as well as the remaining modernization efforts.



Improve cybersecurity footprint.

Continue to improve our cybersecurity footprint to ensure the security of our systems and data.

INVEST IN IT STAFF



Priority

Create and maintain a culture that attracts IT talent.

Goals



Streamline IT onboarding.

Simplify onboarding, document processes and create knowledge database for Service Desk employees.



Identify IT capacity limitations.

Identify IT capacity limitations and possible solutions to prevent IT staff burnout.



Succession management.

Ensure IT has no single point of failure.

Priority

Develop IT skills to support the agency now and into the future.

Goals



Create opportunities for IT staff to grow and develop.

Create role-based training plans, explore setting up job rotations and job shadowing opportunities and highlight examples of career pathing inside and outside of IT.

Tracking Our Progress

Taken together the priorities and goals build upon one another. With these connections in mind, we focus on making measurable progress toward achieving our strategic priorities by tracking progress indicators and metrics for each of our goals.

Goal 1: Focus on foundations

Measure success based on employee satisfaction with the Service Desk from ticket completion surveys and from annual survey.

Goal 2: Complete modernization effort

Measure success based on agency risk reduction due to outdated computer systems.

Goal 3: Support the agency's strategic plan projects: Customer Service Center of Excellence; Correspondence and Letters; One Payment; Data Literacy, Governance, and Strategy; and electronic filing of personal income tax returns on Revenue Online

Measure success based on whether the agency received the business benefits associated with each strategic project.

Goal 4: Build technology knowledge acquisition roadmaps

Measure success based on surveys of employees' satisfaction with training and employee training data.

Goal 5: Provide additional training opportunities for GenTax and other technology products

Measure success based on surveys of employees' satisfaction with training and employee training data.

Goal 6: Develop self-service capability in the IT service management tool

Measure success based on surveys of employees' satisfaction with IT services.

Goal 7: Streamline IT onboarding

Measure success based on surveys of employees' satisfaction with their onboarding experience.

Goal 8: Identify IT capacity limitations and succession management options

Measure success based on surveys of IT staff's employee engagement scores.

Goal 9: Create opportunities for IT staff to grow and develop

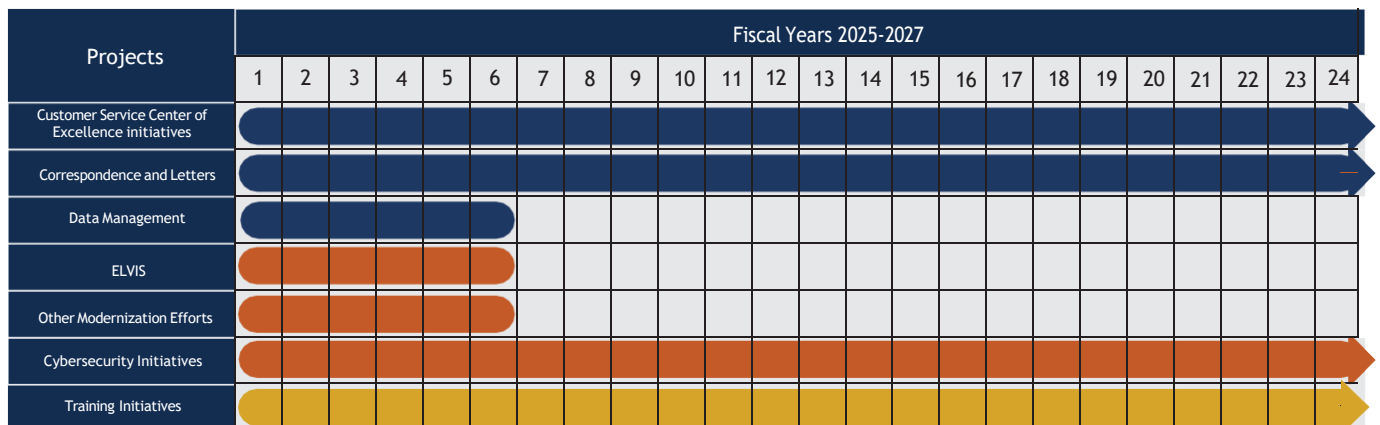
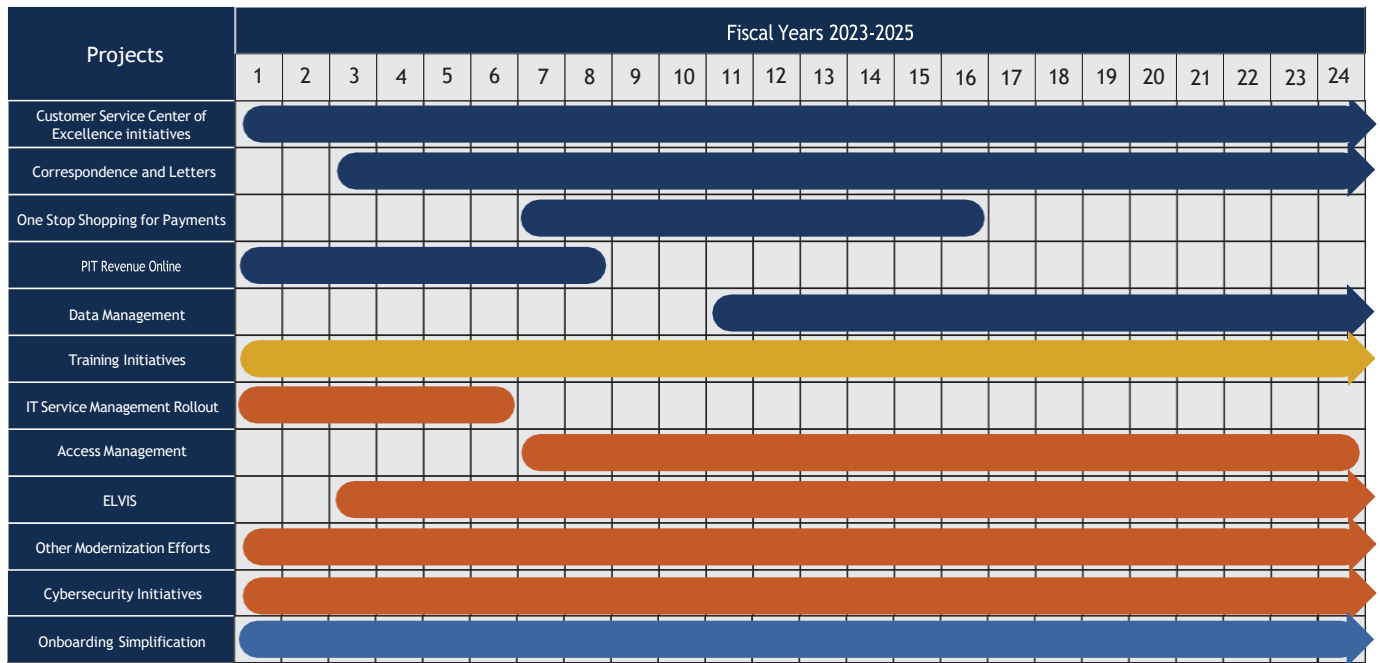
Measure success based on surveys of IT staff's employee engagement scores.

Summary

It is an exciting time to work in Information Technology at the Department of Revenue. We are coming to the end of our modernization journey, and the vast world of innovation is opening up before us. This IT strategic plan is our roadmap to continuing to add value and contribute to the mission, vision, and goals of the agency. However, we all know that change is inevitable. This strategic plan will be a living document, adjusting and adapting as the agency grows and changes, and as the information technology world expands.

It will take leadership to achieve the goals of this plan, from the agency's leadership, to the leadership of the IT division, and down to the leadership of each individual employee in the area. Together, we have and will continue to achieve amazing things.

DOR STRATEGIC PROJECT PRIORITIES 2023-2027



Timeline Key

Innovation

Empower the Agency

IT Service Delivery

Invest in IT Staff

OREGON COUNTS ON US

