



STATE OF VERMONT JOINT INFORMATION TECHNOLOGY OVERSIGHT COMMITTEE

July 29, 2026

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Oregon State Legislature





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Oregon Legislative Fiscal Office

- Legislative Fiscal Officer is appointed by co-chairs of Joint Committee on Ways and Means
- LFO is a permanent nonpartisan legislative service agency that:
 - Provides comprehensive research, analysis, and recommendations on state's biennial budget
 - Evaluates state expenditures, program administration, and agency organization
 - Assists in developing Legislature's adopted balanced budget
 - Prepares fiscal impact statements on legislative measures
 - Publishes detailed analyses, summary documents, and briefs on budget-related topics
 - Performs other duties as directed by the Legislative Fiscal Officer
- <https://www.oregonlegislature.gov/lfo>





Oregon Legislative Fiscal Office (LFO)

Provides Professional Staff Support

Emergency
Board
(Legislative
Interim)

Joint Committee
on Ways and
Means

Joint Legislative
Audits
Committee

Transparency
Oregon
Advisory
Commission

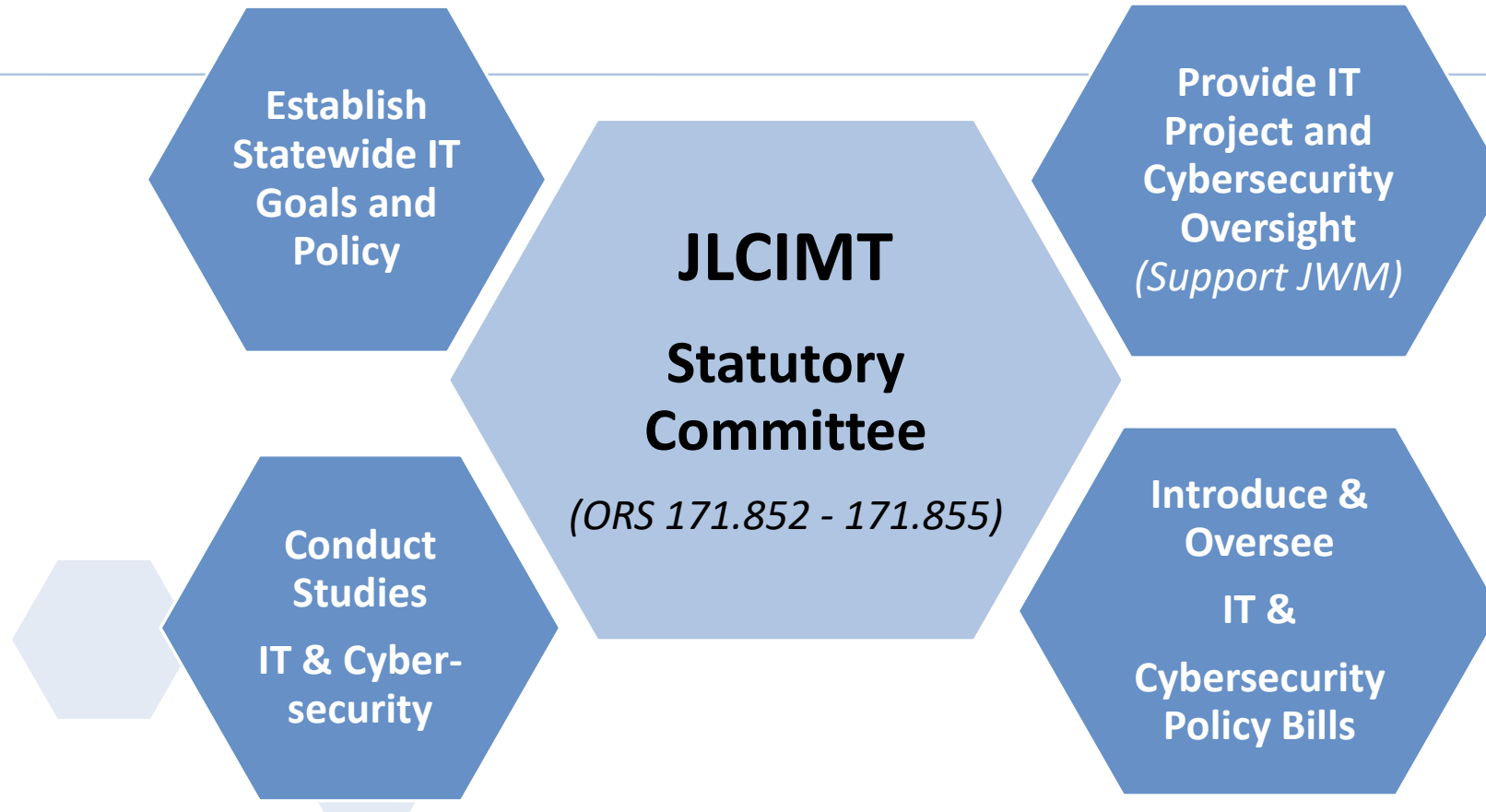
Joint Legislative
Committee on
Information
Management
and Technology

Other Special
Committees or
Task Forces





Joint Legislative Committee on Information Management and Technology



- https://www.oregonlegislature.gov/bills_laws/ors/ors171.html
- <https://olis.oregonlegislature.gov/liz/2025I1/Committees/JLCIMT/Overview>



Why Government IT Projects Fail (2006 - *Still relevant today*)

Top 10 Reasons Why IT Projects in Government Fail

1. Unclear or unrealistic business case
2. Misaligned accountability and incentive structure
3. Insufficient management or technical expertise by the external service provider or unfamiliarity with the agency's or government's architecture
4. Poor project discipline and process controls that impede the ability to make informed decisions
5. Inadequate performance management practices and tracking systems
6. Ineffective governance
7. Uncertain budget environments
8. Failure to define, control and track changing requirements
9. External factors such as change of administrations, excessive or intrusive oversight, and external service provider mergers or bankruptcies
10. Government and external service provider overconfidence as to risk

Gartner, Inc ("Why IT Projects Fail in Government" – 2006)



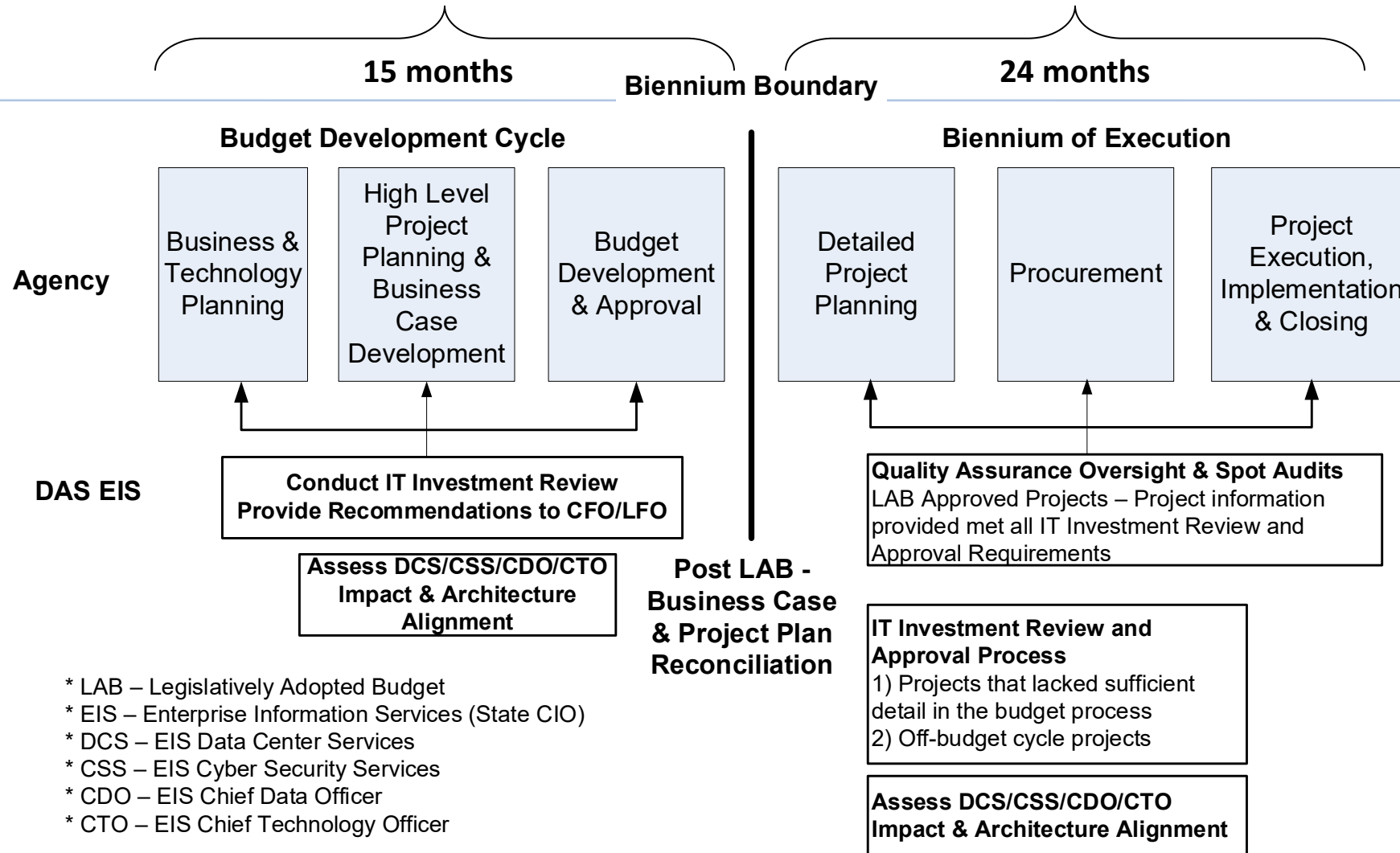


Large IT Projects

- ...(with few exceptions) exceed \$1M and span multiple years, sometimes multiple biennia, in duration.
- ...are typically mission critical, inherently risky and complex.
-have original budget and schedule estimates that were, in most cases, established twelve to fifteen months prior to biennium in which the agency plans to initiate or execute the project
- involve several procurements/contracts (e.g. Project Management, System Integration, Solution Provider, Change Management, etc.)
- ...require a control framework and may require the consistent and periodic application of “gated” controls for scoping, planning, funding, executing, and overseeing project work, and the transition to operations.



Oregon IT Investment Lifecycle - Diagram





Oregon Policy & Legislative Direction

- **IT-related Biennial Budget Instructions**

- Aligned with SB 1090 (2025) Policies and Procedures re: IT Budget and Project Prioritization
- Agency IT Plans
- Spreadsheet (Project and Portfolio Management - PPM Tool)- all projects >\$150,000 (POP)
- Policy Option Package (new and/or carryover \$, Positions, Limitation)
- Business Case for all projects >\$1M
 - Business Case Document (Initial/updates for continuing IT projects)
 - Detailed Project Plan for continuing IT projects not previously approved by the State CIO.

- **Strategic IT Plans**

- Governor Kotek's Expectations Document (January 2023), ORS 276A.206, ORS 276A.233 -276A.236
- Agency IT Strategic Planning Guide - https://www.oregon.gov/das/strategy/Documents/EIS_Agency_IT_Strategic_Plan_Template_and_Guide.pdf
- Agency Strategic IT Plans - <https://www.oregon.gov/transparency/Pages/strategic-planning.aspx>

IT Investment Oversight Policy

- IT Investment Form & Business Case for all projects >\$150,000, ORS 276A.233

IT Oversight & QA Policy Requirements

- ORS 276A.223 requires Independent Quality Assurance (via contracted Independent Quality Management Services, or IQMS) for major IT projects and distribution of reports to specific individuals including the State CIO and the LFO
 - https://www.oregonlegislature.gov/bills_laws/ors/ors276A.html

- **Other Statutory Obligations**

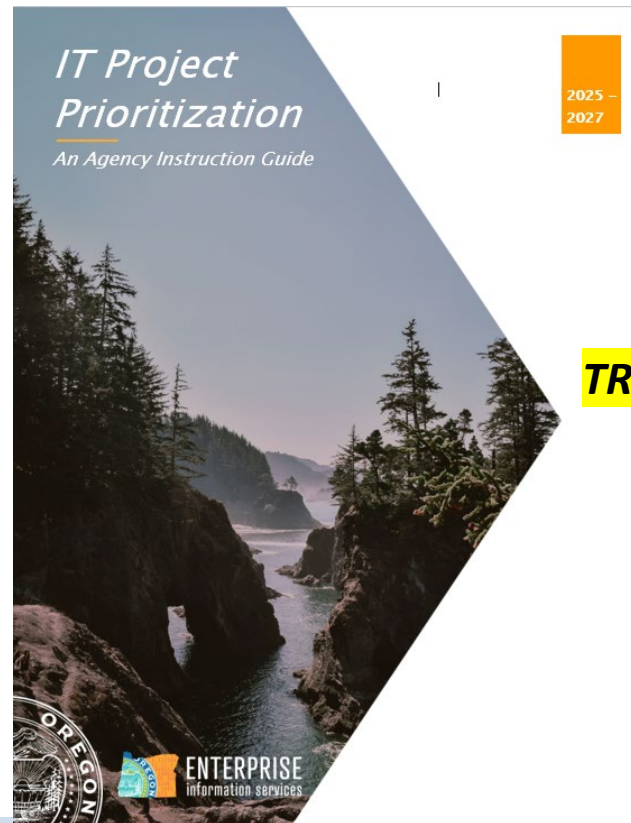
- e.g. ORS 276A.203, 276A.206, 276A.223, 276A.300, 276A.233 -276A.236, 276A.400 - 276A.415, etc.



Policy & Legislative Direction

IT Budget/Project Prioritization for 2027-29

2019-21 to 2025-27 Biennial Budget Development Process



SB 1090 (2025) - State IT Budget and Project Request Prioritization Process

33rd OREGON LEGISLATIVE ASSEMBLY—2025 Regular Session

**A-Engrossed
Senate Bill 1090**

Ordered by the Senate June 3
Including Senate Amendments dated June 3

Sponsored by Senators WOODS, MANNING JR, Senator FREDERICK

SUMMARY

The following summary is not prepared by the sponsors of the measure and is not a part of the body thereof subject to consideration by the Legislative Assembly. It is an editor's brief statement of the essential features of the measure. The statement includes a measure digest written in compliance with applicable readability standards.

Digest: Sets up a process for ranking state IT projects in order of priority. (Flesch Readability Score: 63.4).

Digest: Tells a state agency to start a program to give grants and loans to other state agencies so that they can replace their old computers and software, and for other purposes. Says that the agencies must pay back the money from cost savings. (Flesch Readability Score: 66.8.)

Digest: Requires the Oregon Department of Administrative Services to create a program to award grants and provide loans to state agencies for replacing outdated information technology and for certain other purposes. Creates an advisory board that the department must consult in awarding grants and providing loans. Establishes the Technology Modernization Fund and appropriates money in the fund to the department for the purpose of the department's program.

Directs the State Chief Information Officer to adopt a policy and procedure for state agencies to follow in requesting funding for information technology budgets and projects. Requires state agencies that intend to request funding for a budget or project to submit requests to the State Chief Information Officer for review. Directs the State Chief Information Officer to collaborate with the Legislative Fiscal Office to establish criteria for assigning priorities among state agency requests and directs the office of Enterprise Information Services to collaborate with state agencies to set priorities for the State Chief Information Officer's approval. Specifies reporting requirements.

Declares an emergency, effective on passage.

A BILL FOR AN ACT

Relating to information technology; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. (1) As used in this section:

(a) "Information technology" means all present and future forms of hardware, software and services for data processing, office automation and telecommunications.

(b) "State agency" means a board, commission, department, division, office or other entity within the executive department, as defined in ORS 174.112, except:

(A) The Secretary of State;

(B) The State Treasurer;

(C) The Oregon State Lottery; and

(D) A public university that is listed in ORS 352.002.

(2) The State Chief Information Officer shall adopt a policy and a procedure for state agencies to follow in requesting funding for information technology budgets and projects, including replacements, modernizations, upgrades and expansions of information technology systems. Each state agency that intends to request funding for a budget or project described in this subsection shall submit the request to the State Chief Information Officer and the office of Enterprise Information Services for review not later than the date in each biennium

NOTE: Matter in boldfaced type in an amended section is new; matter (italic and bracketed) in existing law to be omitted. New sections are in boldfaced type.

LC 409

 DAS DEPARTMENT OF ADMINISTRATIVE SERVICES STATEWIDE POLICY	NUMBER 107-##-###	SUPERSEDES IT Project Prioritization: An Agency Instruction Guide (2025-2027)
	EFFECTIVE DATE	PAGE NUMBER Pages 1 of ____
	REVIEWED DATE	
Division Enterprise Information Services (State CIO)	REFERENCE ORS 276A.203 Senate Bill 1090 (2025) Statewide Procedure 107-##-###: Information Technology Funding	
Policy Owner Administrative Services		
SUBJECT Information Technology Funding	APPROVED SIGNATURE Terrence Woods, State Chief Information Officer	

 DAS DEPARTMENT OF ADMINISTRATIVE SERVICES STATEWIDE PROCEDURE	NUMBER 107-##-###_PR	SUPERSEDES IT Project Prioritization: An Agency Instruction Guide (2025-2027)
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Senate Bill 1090 (2025)

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LC 4079

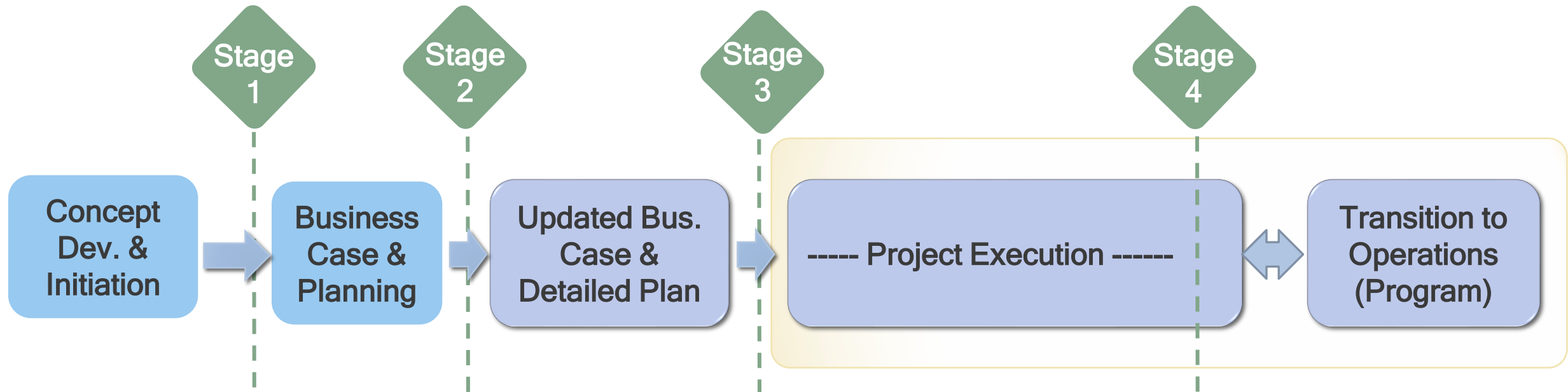
Overview - [Senate Bill 1090](#) (2025) requires

- State CIO to create a policy and procedure that state agencies must follow in requesting funding for IT operations and projects each biennium.
- State CIO to collaborate with LFO to set criteria to prioritize these requests.
- Office of Enterprise Information Services to evaluate and rank requests based on these criteria and submit recommendations to the State CIO for review and approval.
- *(After Legislature's adoption of state budget)* State CIO to collaborate with LFO to create and submit to the Governor and the JLCIMT a report that lists all IT budget and project requests the Legislative Assembly approved by October 31 (odd #'d Yrs)
- *(Prior to Governor's transmittal of recommended budget to the Legislature)* State CIO to report prioritized rankings and other specified information to Governor and JLCIMT by November 30 (even #'d Yrs).

Staff Measure Summary (for more detail) -

<https://olis.oregonlegislature.gov/liz/2025R1/Downloads/MeasureAnalysisDocument/92779>

Joint State CIO/LFO Stage Gate Review Process (2014 - forward)



- **Pre-Stage Gate 1:** Concept Development/Project Initiation
- **Stage 1.** High Level Planning & Business Case (Initial → Detailed)
- **Stage 2.** Updated Business Case + Foundational Planning
- **Stage 3.** Detailed Planning – Transition to Project Execution
- **Stage 4.** Transition from Project to Operations (Program)





LFO IT Analysts: Consultation & Support (Interim & Session)

- Review & analysis of SB1090 report to the JLCIMT (Prioritization of agency IT budget/project requests)
- Review & analysis of agency IT-related policy option packages, budget requests/reports
- Review and participation in fiscal analysis of IT-related bills
- Review of agency project reports, and IQMS Quality Control Reviews, Project Risk Assessments and Health and Status reports
- Collaborate with LFO Budget Analysts on IT-related Budget Analyses/Reports
 - Coordinate and conduct additional information gathering from agency, DAS EIS, and the Independent Quality Management Services contractors
 - Provide analysis and recommendations on Major IT Project Reports and Budget Requests to JLCIMT and JWM (during Legislative Interim and Session)
 - Work with analysts on proposed Budget Note Language – IT project reporting to Interim JWM/E-Board Subcommittees and/or JLCIMT



Oregon LFO IT Analysts: Ongoing Actions

Major IT Programs/Projects

- Review Monthly Project Status Reports & Oregon Secretary of State (SOS) IT/Cybersecurity Audits
- Attend Major IT Project Steering Committee Meetings (as schedule allows)
- Review Independent Quality Management Services Reports
- Meet regularly with Oregon Department of Administrative Services (DAS) Office of Enterprise Information Services (EIS) Chief Information Security Officer (CISO)
- Meet periodically with DAS EIS CTO, CDO, CPO & AI Strategist, Data Center Services Director, etc.
- Meet regularly with DAS EIS Assistant State CIOs & periodically with EIS Portfolio Managers/Oversight Analysts
- Meet periodically/as needed w/LFO & CFO Budget Analysts
- Lead/Facilitate or participate in meetings with agency leadership, project managers, and Independent Quality Management Services Contractors



Current Major IT Project/Program LFO Oversight Assignments

Principal Legislative IT Analyst 1	Principal Legislative IT Analyst 2
Education: HECC	Education: DELC, ODE, TSPC
Human Services: -----	Human Services: OCB, OMB, ODHS, OHA, Small Boards
Public Safety: ODOC, OPDC, OYA, OSP, ODEM, ODSFM, DPSST	Public Safety: DOJ
Economic Development: OED, OBDD	Economic Development: ODVA
Natural Resources: ODF, CRGC	Natural Resources: DEQ, DOGAMI, DSL, OPRD, ODA, LUBA
Consumer & Business Services: DCBS, OHCS	Transportation: Aviation, ODOT
Administration: DAS EIS, OLCC, DOR, PERS, OGEC, SOS, OST	Consumer & Business Services: PUC, BOLI, CCB
Judicial Branch; Legislative Branch	Administration: DAS

Note: As new Major IT projects are identified, responsibility for oversight is assigned



Contact Information & Resources

Sean McSpaden, Principal Legislative IT Analyst

Committee Administrator

Oregon Joint Legislative Committee on Information, Management and
Technology

Email: Sean.L.McSpaden@oregonlegislature.gov | Phone: 503-986-1835



Resources

- 2025-2027 Budget Instructions
 - <https://www.oregon.gov/das/Financial/Pages/Budgetinstruct.aspx>
- IT Project Oversight
 - <https://www.oregon.gov/eis/project-portfolio-performance/Pages/guidance-and-forms.aspx>
- IT Project Prioritization Guide & Matrix
 - <https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-2025-27-budget-spreadsheet.xlsx>
 - <https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-2025-27-IT-project-prioritization-guide.docx>
 - <https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-2025-27-IT-project-prioritization-matrix.xlsx>

IT Investment Oversight Policy

- <https://www.oregon.gov/das/policies/107-004-130.pdf>
- https://www.oregon.gov/das/Policies/107-004-130_PR.pdf
- <https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-it-investment-form.docx>
- IT Oversight & QA Policy Requirements
 - <https://www.oregon.gov/eis/shared-services/Pages/statewide-qa.aspx>
 - <https://www.oregon.gov/das/Policies/107-004-030.pdf>
 - https://www.oregon.gov/das/Policies/107-004-030_PR.pdf

Resources

Joint State CIO/LFO Stage Gate Review Process

- IT Investment Oversight - <https://www.oregon.gov/eis/project-portfolio-performance/Pages/it-investment-oversight.aspx>
- Diagrams - <https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-stage-gate-functional-reference-model.pdf>

Project Oversight

- Guide: <https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-guide-project-oversight.pdf>
- IT Investment Form - <https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-it-investment-form.docx>
- Business Case Template – <https://www.oregon.gov/eis/project-portfolio-performance/Pages/guidance-and-forms.aspx>
- LFO Business Case Evaluation Template – Available upon Request



Guidance, Methodologies, & Standards

IT Statutes and Policies

[ORS 276A.200 - 276A.575](#)

[State IT Policies](#)

[State IT Rules](#)

[State CIO Directives](#)

Procurement Statutes

[ORS 279A](#)

ORS 279A.050 Procurement authority

ORS 279A.075 Delegation

[ORS 279B](#)

ORS 279B.030 - Demonstration that procurement will cost less than performing service with contracting agency's own personnel and resources or that performing service is not feasible

ORS 279B.040 - Prohibition on accepting bid or proposal from contractor that advised or assisted contracting agency to develop specifications or solicitation documents

Methodology Standards

- Project Management
 - Project Management Body of Knowledge (PMBOK)
- IT Service Management
 - IT Infrastructure Library (ITIL)
- IT Security
 - NIST Cybersecurity Framework
 - NIST 800 series
 - ISO 27001, ISO 27002
 - Center for Internet Security (CIS)/MS-ISAC Controls
- Control Objectives for Information Technology (COBIT)
- Risk Management
 - ISO 31000, COSO ERM Framework
- Change Management – Varied
- Agile practices - Varied
- Other – To be determined/project specific



Questions?

Legislative Fiscal Office

900 Court Street NE, Room H-178, Salem, Oregon 97301

Oregon State Capitol | (503) 986-1828 | www.oregonlegislature.gov/lfo

