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# Oregon Data Strategy 2023-2025 Biennial Action Plan

*Oregon Framework Forum  
October 24, 2023*





# Agenda

Introduction to Chief Data Officer

Oregon's Data Strategy

Data Strategy 2.0

2023-2025 Initial Portfolio



# EIS Executive Team

**GARY KREIGER**  
Data Center  
Services  
Deputy Director



**JAMES FOSTER**  
Data Center  
Services  
Director



**JENNIFER BJERKE**  
Deputy State Chief  
Information Officer



**BEN GHEREZGIHER**  
Cyber Security Services  
Chief Information  
Security Officer



**VACANT**  
Cyber Security Services  
Deputy Chief  
Information Security  
Officer



**JENNIFER DE JONG**  
Shared Services  
Director



**TERRENCE WOODS**  
State Chief Information  
Officer



**BETTINA DAVIS**  
Project Portfolio  
Performance (P3)  
Director



**JEREMY LYON**  
Strategy and Design  
Interim Chief Technology  
Officer



**KATHRYN DARNALL HELMS**  
Data Governance and  
Transparency  
Chief Data Officer





# Chief Data Officer Advisory Council

- Megan Bolton, Research Director, Oregon Housing and Community Services
- Mark Greenwald, Research Director, Oregon Youth Authority
- Rick Hanson, Chief Data Officer, Oregon Department of Human Services
- Nathan Johnson, Information Architect, Department of Consumer and Business Services
- Colin Lancaster, Chief Information Officer, Oregon Department of Energy
- Mary Moller, Chief of Strategic Initiatives and Enterprise Accountability, Department of Administrative Services
- Kelly Officer, Research Director, Criminal Justice Commission
- Ben Tate, Oregon Longitudinal Data Collaborative Director, Higher Education Coordinating Commission
- Bob Uhlenkott, Research Director, Oregon Employment Department
- Larry Warren, Director, Oregon State Marine Board
- Steve Westberg, Business Operations and Data, Oregon Health Authority
- Mike Woodford, Chief Data Officer, Oregon Department of Transportation
- Karen Grosulak-McCord, Department of Land Conservation and Development

*Thank you!*

# Oregon's Data Strategy



- Structure modeled after Federal Data Strategy
- Establishes Oregon's enterprise direction and vision for managing data as a strategic asset
- Built in partnership with Chief Data Officer Advisory Group and Gartner
- Public comment and feedback periods July – August 2020, October – December 2020

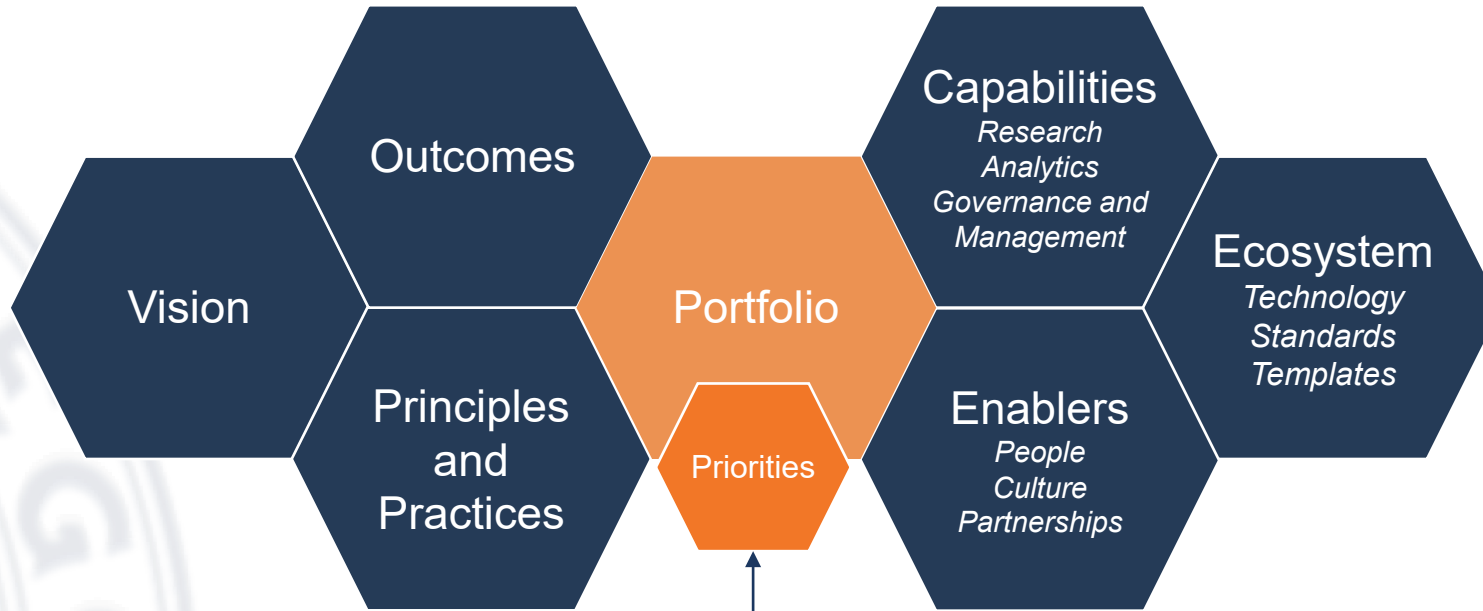
- Chief Data Officer Advisory Council kicked off Biennial Action Plan update in September 2022.
- Identified priorities included more flexibility in portfolio development, direct alignment to Governor Kotek's priorities, improving data sharing processes and procedures, data infrastructure and data literacy.
- 2023-2025 Biennial Action Plan and Initial Data Strategy Portfolio approved August 11, 2023 by CDO Advisory Council
- Currently working on release to state audience and communications throughout Q4 2023



# Data Strategy 2.0

Oregon's strategic vision

The operational elements that support delivery



A portfolio of work streams, projects, and initiatives that support priorities, mature our operational capacity, and deliver on our strategic vision



**Mission:** Empowering the state of Oregon to leverage data as a strategic asset and steward data effectively and ethically throughout its lifecycle to improve the lives of Oregonians

## Objectives

- **Support Executive Priorities.** Elicit and prioritize use cases that support the Governor’s Strategic Priorities and shared business outcomes.
- **Build Data and Analytics Center of Excellence.** Establish structures that increase Oregon’s capacity to deliver on data and analytics initiatives.
- **Improve data sharing and access.** Identify opportunities to improve data sharing and integration in a collaborative and strategic manner.
- **Foster capabilities and enablers.** Develop and nurture partnerships and people that are critical to successful and equitable delivery.
- **Promote a data-informed culture.** Promote activities and efforts that increase employee data literacy.

## Executive Priorities

**Housing and Houselessness**

**Behavioral Health**

**Education**

**Operational Excellence**

## Data Strategy Pillars

**Governance and Effective Management**

**Ethical Use**

**Data-Informed Culture**

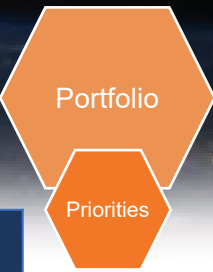
## Measures of Success

- % of data actions started and completed within the biennium
- # of use cases that yield executive engagement or action (e.g. policy, recommendations, investment)
- Additional measures depending on specific work streams’ desired outcomes

## Portfolio Criteria

- **Strategically Aligned.** Portfolio activities support or enable one of the four priority areas.
- **Enterprise Impacts.** Portfolio impacts extend across multiple agencies.
- **Advance Objectives.** Portfolio activities support the vision articulated through our data principles and practices in the Oregon Data Strategy.
- **SMART.** Portfolio activities are specific, measurable, achievable, relevant, and time-bound, with a clearly articulated scope and accountability.
- **RACI is clear.** Portfolio activities have clear roles and responsibilities, with agency participants committing to working with the Chief Data Officer to execute.





## OREGON'S INITIAL DATA STRATEGY PORTFOLIO

### ACTION

Advance data sharing as a program through a standardized memorandum of understanding (MOU) and data sharing process

Build data equity and ethics capacity within agencies using a variety of means such as consultation, resources, guidance, and training

Develop a methodology for agencies to modernize their data infrastructure according to a replicable process for efficient integration and operational efficiency

Evaluate opportunities to establish a statewide data trust

Enable a “menu of services” for agencies to select data products that meet their needs while establishing interoperable standards

Improve geospatial data sharing and coordination between public bodies

Expand upon development of the Oregon Data Literacy Framework with further implementation guidance

Assess current demographic reporting capabilities within state agencies and pursue recommendations for interoperable demographic reporting



- Data Strategy outcome to improve data sharing and access directly aligned to OGIC Strategic Plan for Geospatial Data
- Investment and focus on infrastructure, culture, and governance connect to OGIC Work Plan objectives and outcomes
- Building enterprise supports and vision for all data include addressing needs and perspectives of geospatial data professionals



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*Thank you and  
questions*

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