



**OREGON**  
Department of  
Land Conservation  
& Development

# INFORMATION TECHNOLOGY STRATEGIC PLAN

January 2024 – December 2028

December 21, 2023

Contents

- Executive Summary ..... 3
- 1. Introduction ..... 4
- 2. Agency Strategic Plan ..... 5
- 3. Information Technology Landscape ..... 6
  - 3.1 Agency IT Maturity ..... 6
  - 3.2 Strengths Weakness Opportunities and Threats (SWOT) Analysis: ..... 7
- 4. IT Specific Context..... 7
- 5. IT Strategy ..... 8
  - 5.1 Invest in Robust Operations..... 8
  - 5.2 Improve Data and GIS Capacities..... 9
  - 5.3 Modernize Internal and External Systems..... 10
- 6. DLCD IT Project List – Road Map ..... 11
- 7. Communication Plan ..... 16
- 8. IT Strategy Lifecycle..... 16
- 9. Dashboard ..... 17

## Executive Summary

The Department of Land Conservation and Development (DLCD) Information Technology (IT) Strategic Plan is a five-year plan. With annual updates to certain elements such as the project list, this plan outlines the direction and goals of the Agency's IT team and its integration with the agency to accomplish DLCD's mission.

The plan is built on interviews with staff and managers compiled into a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. It was also developed with close guidance from the Assistant State Chief Information Officer for Natural Resources.

DLCD's mission is to help communities plan for, protect and improve the built and natural systems that provide a high quality of life. In partnership with Oregonians and local governments, we foster sustainable and vibrant communities and protect our natural resources legacy.

DLCD's IT vision for this planning period is to implement information technologies that support data-driven decision-making in land use planning.

This IT Strategic Plan is based on three main strategies to address our strengths, weaknesses, opportunities and threats:

1. Invest in Robust Operations  
*To create governance, security and training processes and procedures to enable agency success in achieving its strategic goals.*
2. Improve Data and GIS Capacities  
*To establish a culture that uses data to support informed decision-making.*
3. Modernize Internal and External Systems  
*Empower users with the knowledge and skills to effectively utilize internal and external systems.*

With DLCD's Management Team, DLCD's Chief Information Officer (CIO) will update the project list annually.

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## 1. Introduction

As the state agency entrusted with the responsibility of land conservation and development, the Department of Land Conservation and Development (DLCD) recognizes the profound impact agency decisions have on the environment, communities, interested parties, and the future of the state.

In an era of rapid technological advancement, embracing Information Technology (IT) is not only a necessity, but an opportunity to elevate our capabilities to serve our constituents – internal staff and external interested parties including the Land Conservation and Development Commission (LCDC), cities, counties, Oregon Tribes, regional planning organizations, service providers and community members.

During summer 2023, the agency's Chief Information Officer (CIO) contacted 20 staff and managers, almost 30 percent of the agency, to ask them for their observations and perspectives regarding the status of DLCD's information technology. Respondents described their current and future / expected work, how they use technology, the pain points or frustrations they face in the use of that technology, and how they think their external customers are experiencing DLCD's technology. Their responses were thoughtful and productive.

This IT Strategic Plan is based on three main strategy areas. It outlines our IT vision to employ information technologies that support data-driven decision-making in land use planning.

DLCD staff and our Chief Information Officer have drafted the IT Strategic Plan with a forward-looking approach, acknowledging that DLCD and its partners require agile and innovative IT solutions on a daily basis. The plan underscores the need for updated technology integrated into the agency's daily business operations.

DLCD's IT staff share the agency's commitment to transparency and community engagement. We aim to leverage data, GIS, and associated technologies to improve access to information, foster informed decision-making, and facilitate enhanced communication. By doing so, we endeavor to build trust, gain valuable insights from diverse perspectives, and ensure our initiatives resonate with the needs and aspirations of our commissioners, Oregonians, and communities throughout the state.

## 2. Agency Strategic Plan

### **DLCD Mission**

The Department of Land Conservation and Development’s mission is to help communities plan for, protect, and improve the built and natural systems that provide a high quality of life. In partnership with Oregonians and local governments, we foster sustainable and vibrant communities and protect our natural resources legacy.

As represented in the agency’s 2023-2031 Strategic Plan, the agency’s values, guiding principles, and five-year focus areas are reflected below.

### **DLCD Values**

DLCD’s work is:

- Adaptative
- Collaborative
- Equitable
- Holistic
- Inclusive
- Professional
- Resourced
- Service-focused
- Stewardship-focused

### **DLCD Guiding Principles**

- Develop a strategic plan that is actionable with a work plan that is implementable.
- Provide flexibility to change and adapt to emerging issues.
- Model behavior that is inclusive and equitable.
- Review and monitor; create space to re-examine and question previous assumptions.

### **2023-2031 Strategic Plan Focus Areas**

DLCD’s agency Strategic Plan spans the eight-year period from 2023 to 2031. Each of the five focus areas features an eight-year guiding focus area statement, broken down into four-year objectives and two-year actions. In consultation with Land Conservation and Development Commission and its statutory advisory committees, DLCD plans to update the actions every odd-numbered year. See the full agency Strategic Plan [here](#).

#### Focus Area 1: Ensure Equitable Planning and Engagement

- Objective 1.1: Data and Training
- Objective 1.2: Communication
- Objective 1.3: Engagement
- Objective 1.4: Indigenous Priorities

#### Focus Area 2: Invest in Robust Operations

- Objective 2.1: Information and Technology
- Objective 2.2: Professional Development
- Objective 2.3: Workforce Development
- Objective 2.4: External Customer Experience
- Objective 2.5: Policy and Procedures

#### Focus Area 3: Build Community Resilience

- Objective 3.1: Statewide Planning
- Objective 3.2: Community Planning
- Objective 3.3: Internal Coordination
- Objective 3.4: External Relationship-Building
- Objective 3.5: Communication and Capacity Building

#### Focus Area 4: Promote Healthy and Equitable Communities

- Objective 4.1: Jobs and Housing – Affordability
- Objective 4.2: Jobs and Housing – Science, Market- and Equity-Based
- Objective 4.3: Jobs and Housing – Planning Support
- Objective 4.4: Jobs and Housing – Supported by Infrastructure

#### Focus Area 5: Conserve Farm and Forest Lands, Coastal and Natural Areas

- Objective 5.1: Farm and Forest Protection
- Objective 5.2: Cultural and Natural Resource Protection
- Objective 5.3: Coastal and Marine Protection

## 3. Information Technology Landscape

DLCD IT infrastructure and systems form the backbone of our operations, supporting various functions critical to our operations. The existing IT landscape comprises a mix of hardware, software, networks, the DLCD website, and databases that have evolved over time to meet specific needs. The key components of our IT infrastructure are as follows:

- **Hardware Infrastructure:** Our hardware includes servers, workstations, laptops, and mobile devices distributed to commissioners and staff located across the state.
- **Software Systems:** Our software ecosystem comprises of a variety of applications, including Geographic Information Systems (GIS) for mapping and spatial analysis, land management systems, data analytics tools, collaboration software, and administrative applications.
- **Network Infrastructure:** We have a central network infrastructure, housed at DLCD, that enables our staff to fully access our internal resources remotely.
- **Web presence:** The current website contains several links related to the agency's work, e.g., Commission, Laws and Rules, Planning and Programs.

### 3.1 Agency IT Maturity

As a small agency, DLCD has not needed to procure or manage a threshold IT project under DAS EIS guidelines. Accordingly, in 2022, Enterprise Information Services (EIS) rated DLCD's IT Maturity as level one in the areas of IT governance, IT portfolio and project management, and participation in EIS oversight projects during the past three years.

## 3.2 Strengths Weakness Opportunities and Threats (SWOT) Analysis:

### Strengths:

- Dedicated and skilled IT team with expertise in the technology arena.
- Strong collaborative culture that fosters cross-departmental cooperation and knowledge sharing.
- Good communication and transparency with staff.
- Staff and interested parties expect information to be shared securely and efficiently.

### Weaknesses:

- Lack of governance documentation and process.
- Outdated software/hardware that may hinder efficiency and limit the deployment of applications.
- Limited data integration, document storage and retrieval framework, and cloud technologies adoption.
- Inconsistent disaster recovery and business continuity planning.
- Inconsistent staff training and development.
- Decentralized data and GIS capacity.

### Opportunities:

- Agency leadership with a commitment to IT and GIS.
- Better coordination of data and GIS technologies.
- Integrating data from various sources for internal and external use.
- Exploring cloud-based solutions to enhance scalability, accessibility, and cost-effectiveness.

### Threats:

- Small general fund agency, with a modest budget for IT maintenance and upgrades.
- Governor's priority on housing without a consolidated Data and GIS capacity.
- Rapid program growth outpacing IT infrastructure and staff capacity.
- Comprehensive plan records that are in hard copy only.
- Need for a centralized federal and state grant database,

## 4. IT Specific Context

**IT Vision:** To implement information technologies that support data-driven decision-making in land use planning.

### **IT Values:**

- **Technology:** embrace emerging technologies and creative solutions.
- **Collaboration:** foster a culture of teamwork and knowledge-sharing.
- **Integrity:** uphold the highest ethical standards in data management and security.
- **Excellence:** strive for continuous improvement and service excellence.

## IT Guiding Principles:

The following guiding principles support agency IT activities.

- Customer service – respond to customer needs in a timely and effective manner and maintain effective communication.
- Alignment and agility – set priorities based on DLCD’s Strategic Plan and adapt to changing needs.
- Predictability – strive to accurately schedule and scope IT projects and results.
- Workforce excellence – recognize employee performance, communicate effectively, develop IT skills to meet changing technology and DLCD’s needs.
- Innovation– encourage technology curiosity and leverage new approaches in solving DLCD’s workflow and processes.

## 5. IT Strategy

Quotes in italics in this section came from DLCD’s internal interviews, conducted as a part of developing this plan.

### 5.1 Invest in Robust Operations.

*“It is too difficult to make decisions about data management and data governance. There is no group inside DLCD that has responsibility for making technical decisions about data standardization, organization, or access. This problem doesn't belong just to IT one program. We need a cross-agency team to help with this.”*

**Objective:** To create governance, security and training processes and procedures to enable agency success in achieving its strategic goals.

Goals:

50% of initiatives are completed within 1 year.

75% of initiatives are completed within 3 years.

100% of initiatives are completed within 5 years.

**Initiatives:**

1. Establish and implement an IT Governance framework.
2. Establish a mechanism for DLCD staff and external users to provide feedback on IT systems and services, ensuring continuous improvement.
3. Develop a clear budget strategy that aligns with the agency’s priorities and ensures the sustainability of IT initiatives.
4. Maintain cyber security by improving staff awareness.
5. Review and enhance system backup and restoration process.



6. Review and enhance DLCD IT infrastructure to ensure reliability, security, and scalability.
7. Upgrade staff cell phones to support mobile productivity, secure communication, and access to agency resources while in the field.
8. Ensure staff, including IT, and commissioner IT skills stay current, and aligned with industry best practices and promote a culture of continuous learning to adapt to evolving technology trends.

**Metrics:**

1. Develop an IT governance program.
2. Conduct an annual survey of DLCD staff and commission to assess satisfaction and areas of training or other improvement needed.
3. Participate in biennial budget development processes; manage IT project list throughout the biennium.
4. Conduct new employee orientation on Phishing and other security protocols. Provide semi-annual reminders in the Director's blog and regular updates at all staff meetings.
5. Conduct an annual disaster recovery test. Work with IT staff and state Enterprise Information Services (EIS) to provide a recommendation to agency leadership on any improvements needed.
6. Provide annual reviews of IT infrastructure to the management team.
7. Purchase and train employees on new cell phones.
8. Support professional development of IT staff; provide regular training to all staff and commissioners.

## 5.2 Improve Data and GIS Capacities

*“When we ask local land-use planners what their greatest data needs are related to land-use planning, they remind us that their hard copy records are susceptible to loss or damage from flood and fire. We need to digitize the comprehensive plans (comp plans) and post-acknowledgement plan amendments (PAPAs) that we have on file for Oregon's 241 cities and 36 counties. In their current hardcopy form, these records are not easily accessible to local planners or the public.”*

**Objective:** Establish a culture within the agency that uses data to support informed decision-making.

**Goals:**

- 50% of initiatives are completed within 1 year.
- 75% of initiatives are completed within 3 years.
- 100% of initiatives are completed within 5 years.

**Initiatives:**

1. Reconvene the Information Resources User Group (iRUG) to implement the Open Data Plan and articulate the agency GIS staffing vision.

2. Seek funding to implement the IT and GIS staffing vision for near term agency needs.
3. Develop a Data and GIS five-year strategy that includes defining agency business needs for spatial analysis across all programs, training and data maintenance elements. Begin by collecting representative program-level analysis questions from across DLCD programs in order to define data and information needs.

**Metrics:**

1. Reconvene the Information Resources User Group to update charter and lead implementation of the Open Data Plan, articulate the IT and GIS staffing vision; update the Management Team every six months.
2. Seek funding to implement the IT and GIS staffing vision for near term agency needs.
3. Hire a GIS Coordinator to, as part of their position description, develop a Data and GIS five-year strategy with the DLCD Management Team.

### 5.3 Modernize Internal and External Systems

*“IT is a partner on many of our projects, and the website is one example. There’s a constant need to maintain and update information online, as well as a need to modernize the software platform to help with navigation and accessibility. The site contains a lot of old information, which is a distraction when readers go looking for specific items. And we have a lot of duplication. Fixing this feels overwhelming.”*

**Objective:** To empower users with the knowledge and skills to effectively utilize internal and external systems.

**Goals:**

- 50% of initiatives are completed within 1 year.
- 75% of initiatives are completed within 3 years.
- 100% of initiatives are completed within 5 years.

**Initiatives:**

1. Develop and maintain an IT Project List.
2. Working with Oregon Housing and Community Services and DLCD staff, develop a housing database and user-friendly portal for cities, counties and community members to access information on housing production.
3. Identify and implement an Electronic Records Management System (ERMS) to digitize and manage documents, ensuring easy retrieval, version control, and compliance with records retention policies.
4. With the Administrative Services Division, research and design a Grants Management System (GMS) to streamline the application, approval, and reporting processes for federal grants DLCD pursues and state grants DLCD administers.

5. Design and implement a unified Project Management system to support DLCD projects, including timelines, budgets, roles, communication strategies and other milestones.
6. Refresh the agency's website with improved user experience and accessibility, and up-to-date content. Ensure the website is mobile-responsive and compliant with accessibility standards.
7. Migrate SharePoint and other relevant systems to the cloud for scalability, flexibility, and improved collaboration.

#### **Metrics:**

1. With the agency's Management Team, develop a 2023-2025 IT Project list.
2. Design of the Housing Portal in the first quarter of 2024; request funding for staff to implement the development of the Housing Portal.
3. Scan documents in the DLCD acknowledgement room by the end of the first quarter in 2024; request funding for an archivist to move the data to the Oregon Records Management System according to state records retention policies.
4. Request funding for a Grants Accountant to lead the design of the Grants Management System.
5. Design and implement a unified project management system to track and manage DLCD projects in 2024.
6. Request an FTE to manage the DLCD website.
7. Migrate SharePoint and other relevant systems to the cloud.

## **6. DLCD IT Project List – Road Map**

### **Project 1 – ERMS (Electronic Records Management System)**

Implementing an electronic records management system (ERMS) as imperative for DLCD to efficiently organize, store, and retrieve crucial information. Such a system will streamline the agency's operations by digitizing and centralizing land records, permits, environmental assessments, and development plans, ensuring quick access to critical data. The ERMS will enhance collaboration among agency staff, facilitate compliance with regulatory requirements, and significantly reduce the risk of data loss or mismanagement. Additionally, the system will improve transparency, accountability, and overall data integrity, fostering a more sustainable and effective approach to land conservation and development initiatives.

### **Project 2 – IT Governance Framework**

Implementing an IT Governance Framework is essential for DLCD to ensure strategic alignment, risk management, and efficient use of information technology resources. Developed with the management team, this framework will establish clear policies, procedures, and decision-making structures that govern the planning, acquisition, implementation, and monitoring of IT systems. In the context of a state agency

overseeing land conservation and development, effective IT governance is critical for maintaining data security, complying with regulatory standards, and optimizing technological investments. The framework will provide a structured approach to assess and address potential risks, enhance operational efficiency, and align IT initiatives with the agency's overarching goals while enhancing transparency and accountability.

### Project 3 – IT Budget Strategy

Working with DLCD's director and policy office, establishing a robust budget strategy is imperative for DLCD operations, and is focused on ensuring the successful implementation of Governor and agency priorities. DLCD is currently refining a draft list of policy initiatives for discussion with the Governor's office for the 2025-2027 period. DLCD has a budget request for the 2024 legislative session focused on the Governor's Housing packages and internal support staff and systems to establish and Oregon Housing Accountability and Production Office. Reviewing the IT budget annually in the context of the agency's Strategic Plan and budget build process is part of our core work.

### Project 4 – Cyber Security

Ensuring robust cybersecurity measures is imperative for DLCD to safeguard sensitive data, preserve the integrity of critical systems, and protect against evolving cyber threats. A comprehensive cybersecurity framework is essential for mitigating potential breaches, securing confidential information, and maintaining public trust. The agency's ability to successfully execute its mission hinges on the resilience of its IT infrastructure against threats such as data breaches, ransomware, and unauthorized access. By prioritizing cybersecurity at new staff orientations, at quarterly all staff meetings and in the director's monthly blog in addition to specific email IT notices and posting on the IT blog, staff will find these expectations a normal aspect of working at DLCD. In this process, DLCD IT staff are committed to protecting the confidentiality and reliability of the data crucial for the agency's work.

### Project 5 - Staff and External Users' Feedback

Obtaining feedback from both staff and external users is essential for DLCD to foster continuous improvement and ensure that its operations align with the diverse needs of the interested parties. Internal feedback from staff members provides valuable insights into the efficiency of internal processes, identifies potential bottlenecks, and enhances overall organizational effectiveness. By actively seeking and incorporating feedback from both internal and external sources, the agency will enhance transparency, build trust, and adapt its strategies as a regular part of core work. Internal surveys will be annual. External surveys will be every two years as part of our Customer Satisfaction Key Performance Measure.

## Project 6 – Disaster Recovery and Feedback

Implementing a regular disaster recovery and backup system is imperative for DLCD to safeguard critical data and ensure the continuity of operations in the face of unforeseen events. Given the agency's reliance on digital platforms for managing local government land use and zoning changes, and associated planning documents, the potential impact of data loss due to natural disasters, cyber threats, or system failures is significant. A comprehensive disaster recovery and backup strategy not only mitigates the risk of information loss but also facilitates a swift recovery in the aftermath of a disruptive event, minimizing downtime and ensuring the agency can quickly resume its essential functions. By prioritizing these measures, DLCD will protect vital information and maintain public trust.

## Project – 7 Cell Phones Upgrade

Upgrading to Apple cell phones at DLCD will enhance mobile communication, productivity, and data security. Apple devices, known for their seamless integration and user-friendly interfaces, can optimize communication channels among agency staff, allowing for swift coordination in the field and efficient exchange of information and projects. The iOS ecosystem offers a robust platform for specialized applications and GIS tools essential for on-the-go data collection and analysis. Moreover, Apple's stringent security features contribute to safeguarding sensitive information, ensuring compliance with data protection regulations, and mitigating potential cybersecurity risks. By embracing Apple cell phones, the agency can improve operational efficiency, streamline fieldwork, and fortify the overall effectiveness of its endeavors. Many staff are looking forward to this change.

## Project 8 – Staff and Commissioner Training

Providing comprehensive training for staff and commissioners within DLCD is essential to communicate expectations around IT infrastructure. Annual training sessions ensure that new and existing personnel stay abreast of emerging trends, new technologies, and evolving regulatory frameworks, enabling the agency to adapt to dynamic challenges and opportunities. This investment in education not only enhances individual competencies but also collectively strengthens the agency's capacity to achieve its goals and responsibilities in a rapidly changing landscape. We expect the IT staff to obtain a minimum of 20 hours of training in areas of their specialty annually. Commissioners receive training at onboarding and are also required to take the DAS Enterprise Security training expected of all staff.

## Project 9 - Data and GIS Spatial Analysis

The incorporation of data and spatial analysis is indispensable for DLCD as the agency delivers on its statutory mission. By utilizing data and spatial analytics including GIS, DLCD staff gain insights into land-use patterns, environmental considerations, housing production, urban growth boundary changes, industrial and other buildable land supply

and other development trends. Spatial analysis aids in assessing the interconnectedness of landscapes and ecosystems, allowing the agency, cities, counties and Tribal government partners to formulate more sustainable and ecologically sound development plans. The integration of data-driven spatial analysis enhances the precision and efficacy of decision-making and empowers the agency to adapt and respond proactively to evolving challenges and opportunities.

#### Project 10 – Open Data Plan Implementation

Implementing DLCD's open data plan is an IT and agency priority as we make data the agency keeps available to the public. By making key datasets publicly accessible, the agency fosters a culture of openness and accountability, allowing Oregonians, Tribal governments, cities, counties, researchers, and others outside Oregon to leverage the data for community planning and environmental research. DLCD looks forward to implementing our open data plan in alignment with our core values and statutory responsibilities.

#### Project 11 - IT Project List

DLCD's IT project list prioritizes and coordinates technology initiatives that directly align with the unique needs and goals of DLCD divisions. This list provides a structured framework for identifying, planning, and executing IT projects tailored to enhance efficiency and development of functions. By delineating division-specific projects, the agency can strategically allocate resources, streamline communication channels, and ensure that technological advancements address the distinct challenges faced by each division. This approach not only optimizes the use of limited resources but also facilitates a more targeted and impactful implementation of technology solutions, ultimately contributing to the overall effectiveness and success of the agency's mission. We will refresh the project list annually at the management team.

#### Project – 12 – Housing Database

Establishing a housing database is essential for the agency to respond to the Governor's priorities, the Oregon Housing Needs Analysis legislation and expected legislation associated with a Housing Accountability and Production Office. We will be producing this database in partnership with Oregon Housing and Community Services. By consolidating this information, our agencies will elevate tracking, reporting and progress toward Oregon's goal of producing 36,000 units a year, twice the current rate.

#### Project – 13 – Grants Management System

DLCD has gone from managing approximately two million dollars in grants per year to nearly twenty, a tenfold increase. Developing a coordinated grants management system is imperative. Such a system will streamline the grants lifecycle, from application and approval to monitoring and reporting, ensuring that the agency can effectively manage

and track financial resources. By providing a centralized platform, the grants management system facilitates consistent and standardized processes, enabling staff to focus on strategic decision-making and implementation rather than administrative burdens. This system not only strengthens compliance with funding requirements but also improves communication with grantors, fostering trust and credibility. Ultimately, a well-implemented grants management system will empower the agency to maximize the impact of available funds, promoting sustainable land conservation and development initiatives that align with its mission and broader community goals. This work would be led by a grants accountant, expected with the 2024 Legislative Session.

#### Project – 14 – Project Management System

Adopting a project management system at DLCD assists DLCD project managers to consistently plan, execute, and communicate progress consistently. While we have several steps now (project launch, project management, equity framework for decision making and communications and engagement plan), they are not unified in one protocol or database. Such a system will provide a structured and consistent framework. By making this information more consistent, the system will enhance communication and collaboration among teams and interested parties, promoting transparency and accountability.

#### Project 15 – Website Refresh

DLCD's website has grown in complexity, particularly with respect to housing and climate change initiatives. A modernization or refresh is in order. We have requested staff to conduct this work with the 2024 housing package. The agency's website plays a pivotal role in engaging Oregonians, cities and counties as well as tribal governments in the state's land use system. A refresh will help ensure that the site remains visually appealing, user-friendly, and aligned with modern web standards, thereby improving accessibility and responsiveness across various devices. Additionally, an updated website allows the agency to showcase recent conservation and development initiatives, share critical data, and streamline communication channels, fostering transparency and public trust. By incorporating the latest technologies and design trends, the agency can optimize its online presence, making information more accessible and reinforcing its commitment to effective land management practices and sustainable development.

#### Project 16 – Migrate SharePoint to the Cloud

Migrating SharePoint to the cloud is imperative for DLCD to modernize its information management infrastructure, enhance collaboration, and achieve operational flexibility. By transitioning to the cloud, the agency will capitalize on scalable resources, reducing the burden on in-house servers and ensuring seamless access to SharePoint services from various locations. Cloud migration fosters greater collaboration among dispersed teams, facilitating real-time document sharing, version control, and efficient project management. Moreover, it offers improved security protocols and regular updates,

mitigating potential vulnerabilities associated with on-premises solutions. The cloud-based SharePoint environment empowers the agency to adapt swiftly to evolving technological landscapes, optimize costs, and focus on its core mission, without the constraints of traditional infrastructure limitations.

DLCD IT Project List - Road Map			
	Project	Importance (High or Medium)	Timeline (years 1-5)
1	ERMS (Electronics Records Management System)	High	1
2	IT Governance Framework	Medium	1
3	Budget Strategy	Medium	Biennial, updates annually
4	Cyber Security	High	Quarterly
5	Staff and External Users Feedback	Medium	Annually
6	Disaster Recovery and Back Up	High	Annually
7	Cell Phones Upgrade	High	1
8	Staff and Commissioners Training	Medium	Annually
9	Data and GIS Spatial Analysis	High	1
10	Open Data Updates	Medium	3
11	IT Project List	Medium	1
12	Housing Database	Medium	2
13	Grants Management System	Medium	3
14	Project Management System	Medium	2
15	Website Refresh	High	2
16	Migrate SharePoint to the Cloud	High	1

## 7. Communication Plan


A structured approach to communicating the IT strategy for DLCD involves a communication plan tailored for internal and external interested parties. Internally, information will be conveyed through regular updates to staff via the Director’s blog, monthly all staff meetings, IT specific emails and the IT blog on DLCD Inside. Our external communication will focus more on the housing portal, enhanced GIS and mapping services and Open Data through Gov Delivery notices and other website updates. As a part of the biennial Customer Satisfaction Survey, we will check in with city, county, Tribal and community interested parties.

## 8. IT Strategy Lifecycle

The IT strategy lifecycle for DLCD entails a dynamic process of continuous improvement, periodic refresh, and steadfast accountability. Our planning cycles are generally two years, aligned with the state’s budget process. DLCD’s Management Team, will review the IT Strategic Plan and Project List annually and as needed. With a regular lifecycle refresh associated with the budget and planning cycle, the IT team will demonstrate a commitment to transparency, efficiency, and responsible, responsive governance.



## 9. Dashboard



**DLCD Mission:** Help communities plan for, protect, and improve the built and natural systems that provide a high quality of life. In partnership with Oregonians and local governments, we foster sustainable and vibrant communities and protect our natural resources legacy.

**IT Values:**


- Technology: embrace emerging technologies and creative solutions
- Collaboration: foster a culture of teamwork and knowledge-sharing
- Integrity: uphold the highest ethical standards in data management and security
- Excellence: strive for continuous improvement and service excellence

**IT Vision:** Employ information technologies that support data-driven decision-making in land use planning.

<p><b>Strategy 1</b> – Invest in robust operations to create governance, security and training processes and procedures to reach agency goals.</p> <p><b>Initiatives:</b> 1.1 Establish an IT Governance Framework. 1.2 Establish feedback loops with staff. 1.3 Develop and maintain a budget strategy. 1.4 Maintain cyber security. 1.5 Review and enhance system backup and restoration processes. 1.6 Review and enhance DLCD IT Infrastructure. 1.7 Enhance information security. 1.8 Staff information and training.</p> <p><b>Metrics:</b> 1.1 Develop an IT Governance program. 1.2 Conduct an annual survey of DLCD staff and commission to identify areas of training or other improvement needed. 1.3 Create and maintain an annual IT budget. 1.4 Train all staff at onboarding and quarterly. 1.5 Review and enhance system backup and restore processes. 1.6 Annual assessment of DLCD IT infrastructure. 1.7. Upgrade staff cell phones to support productivity and secure communication. 1.8 Conduct regular training on DLCD IT protocols and use.</p>	<p><b>Strategy 2</b> – Improve data and GIS capacities to establish a culture that uses data to support informed decision-making.</p> <p><b>Initiatives:</b> 2.1 Reconvene Information Resources User Group (IRUG) to implement the Open Data Plan, articulate agency GIS staffing vision. 2.2 Seek funding to implement the IT and GIS staffing vision for near term agency needs. 2.3 Develop a Data and GIS five-year strategy.</p> <p><b>Metrics:</b> 2.1 Six months updates to managers on Open Data Plan, GIS Vision. 2.2 Seek funding to implement the IT and GIS staffing vision. 2.3 Hire a GIS coordinator to develop a Data and GIS five-year strategy with the DLCD management team.</p>	<p><b>Strategy 3</b> – Modernize internal and external systems to empower stakeholders with the knowledge and skills to effectively utilize these systems.</p> <p><b>Initiatives:</b> 3.1 Develop and maintain an annual IT project list. 3.2 Develop a housing database and portal for cities, counties and community access. 3.3 Identify and implement an Electronic Records Management System. 3.4 Research and design a Grants Management System. 3.5 Establish a unified project management system. 3.6 Refresh the agency's website with improved user experience and accessibility. 3.7 Upgrade SharePoint efficiency and updates.</p> <p><b>Metrics:</b> 3.1 Review annual project list. 3.2 implement Housing Portal with OHCS for OHNA and HAPO state housing priorities. 3.3 Complete electronic scanning of acknowledgement room files. 3.4 Request funds for a Grant Accountant; design updated grants management system for federal then state funds. 3.5 Design and implement a unified project management system. 3.6 Request FTE to help manage the DLCD website, including housing web-based interface. 3.7 Migrate DLCD Inside (SharePoint) and other relevant systems to the cloud.</p>
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**IT Maturity Level:**



0 1 2 3 4 5

**Key Steps: Five-Year Plan**

- Develop Governance Strategy, reconvene IRUG, develop annual project lists, align IT with agency budget on a biannual basis with quarterly reporting.

**Investments:**

- Strategy 1 main costs: Cell phone purchase.
- Strategy 2 main costs: GIS staff and data layers.
- Strategy 3 main costs: Electronic records management system, website update, SharePoint migration to the cloud.

**Cost Projections:**

- Under development.