



**Oregon Department of Forestry  
Information Technology Strategic Plan  
2023-2025 Biennium**

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## Message from the CIO

We are pleased to present the Oregon Department of Forestry (ODF) Information Technology (IT) Strategic Plan. IT management and staff developed this document with feedback from our many stakeholders. It also considers the agency's Strategic Plan and the State CIO's strategic framework.

This plan outlines the IT mission, vision, and values. It also describes critical focus areas and priorities guiding our work over the next several years. This plan is only the beginning. We will continue planning to ensure that each service area aligns with the strategic plan and meets our identified goals. We will measure and assess success and adjust where necessary to continue working toward achieving our mission and vision while demonstrating our agreed-upon values.

Many of our goals are focused on improving the way we operate internally. The goals centered around our people, culture, and communications will help us mature our organizational foundation, which in turn will aid us in better serving the agency. By involving managers and employees in the planning process, we believe each of our team members will be able to link their daily work to support the IT mission and vision.

I want to thank IT leadership and staff who have dedicated their time and knowledge to this planning effort. Their ongoing support keeps the vision alive as we work toward achieving the identified goals.

We remain steadfast and passionate about our work and are dedicated to delivering services that will be accessible, reliable, secure, and available wherever and whenever needed. We look forward to partnering in leading the technical modernization initiatives to meet the Oregon Department of Forestry's business outcomes.

Brent Grimsrud  
Chief Information Officer  
Oregon Department of Forestry

# 1. The Agency

The **Oregon Department of Forestry (ODF)** is the state of Oregon agency that performs various functions relating to managing, regulating, and protecting public and private forest lands in the state. It was established in 1911 with the creation of the State Board of Forestry, its governing board, and the State Forester office appointed by that Board.

## Mission

To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.

## Vision

- Healthy and resilient forested ecosystems and watersheds, with functional aquatic and terrestrial habitats, supporting vibrant local communities and providing quality outdoor opportunities for all Oregonians.
- A workforce that reflects the diversity and values of Oregonians and a safe, inclusive, and supportive workplace that values all employees and allows them to reach their full potential in providing excellent public service.
- An organization and culture that responsibly and collaboratively manages the public resources to achieve the outcomes valued by Oregonians.
- An innovative and adaptable organization with sufficient resources and appropriate policies to achieve its mission.

## Values

- Diversity, equity, and inclusion in all aspects of our business
- Honesty and integrity
- Safety in the workplace
- Respectful, strong, collaborative relationships
- Engagement and cooperation of all Oregonians
- Leadership in professional forestry
- Innovation based on sound science.
- Excellent, efficient, and effective service
- Individual initiative, effectiveness, and hard work

## 2. IT Environment

ODF has 34 remote locations in 12 districts and three Fire Protection Associations. Current agency staffing levels are approximately 1300 positions. During fire season, this number can increase by several hundred seasonal workers. The IT program supports these users with over 2800 devices (PCs, Phones, and Tablets).

### Historical context

The agency has grown in size and complexity in the last five years. From 2018 to today;

- ODF Biannual Budget has increased from 330 million to 576 million
- ODF Staffing levels have increased from 800 to 1300
- Supported devices have increased from 1500 to 2800
- Monthly Help Desk tickets have increased from 400 to 800

### IT workforce

ODF IT has 23 full-time permanent staff. Broken down in the following units:

- Help Desk Unit: 4
- System Administration Unit: 3
- GIS Unit: 4
- Application Unit: 7
- Admin/Management: 4

IT staffing levels have remained unchanged for the last five years.

### IT budget

At a high level, the IT budget contains five elements: Personnel Services, Services and Supplies, Data Center, Agency Software, and Network.

#### Yearly budget (example FY24)

Personnel Services	\$ 3,107,689.00
Services and Supplies	\$ 210,000.00
Data Center (servers)	\$ 1,300,000.00
Agency Software	\$ 1,350,000.00
Network Connectivity	\$ 425,000.00
Total	\$ 6,392,689.00

## **IT Systems Administration Unit**

**Planning and Acquisition:** The Systems Administration Unit is responsible for strategic network planning and acquiring hardware and software. This involves evaluating the agency's current and future needs, defining hardware and software standards, and procuring technology that aligns with the department's goals. **Maintenance of Network and Servers:** This unit maintains and updates the agency's wide area network (WAN) and 75 servers. Regular maintenance activities include security updates, software patches, and hardware upgrades to ensure the network's reliability and security. **Mobile Device and Computer Management:** Managing a significant number of mobile devices (1,300) and computers (1,500) is a critical responsibility. This involves configuring devices, ensuring security protocols are in place, and troubleshooting issues to guarantee optimal functionality.

## **IT Help Desk Unit**

**Technical Support:** The Help Desk Unit provides remote and on-site technical support to approximately 1,200 staff members across 35 Unit Offices in Oregon. This includes troubleshooting hardware and software issues, assisting with connectivity problems, and addressing other IT-related concerns. **Ticket Resolution:** Responding to an average of 780 monthly tickets over the last two years, the Help Desk Unit efficiently manages and resolves various IT-related incidents. This involves tracking issues, prioritizing tasks, and ensuring timely resolution to minimize disruptions.

## **IT GIS Unit**

The GIS Unit works with ODF to manage spatial data that drives and improves business workflows. Responsibilities of the ODF GIS Unit include agency coordination, providing a shared vision for the agency, and enhancing collaboration. The unit supports over 300 individual GIS users and approximately 50 power users working with GIS. The GIS Unit manages complex databases of ODF spatial datasets, maintaining an enterprise environment with over 500 data layers available for access by the entire agency. The ODF GIS Unit maintains access to over 60 Terabytes of statewide remote sensing imagery and topography data.

## **IT Applications Unit**

The IT Applications Unit plays a pivotal role in the organization by overseeing the creation, management, and maintenance of approximately 48 custom-built applications. This unit is a critical hub for IT initiatives through Enterprise Information Services, offering essential services such as project management and business analysis. Additionally, the team is actively modernizing existing applications by incorporating cutting-edge technology. To enhance collaboration and usage, the IT Applications Unit collaborates closely with other parts of the agency to raise awareness and promote the utilization of its applications. This multifaceted approach positions the unit as a central driver for innovation, efficiency, and strategic IT advancements within the organization.

## **IT Governance**

In the fall of 2023, ODF created an IT Governance committee called the Information Technology Steering Committee (ITSC). This included a new ODF Governance policy and committee charter. The committee consists of department and field office representation representing all agency areas. The committee is working on various policy and procedure documents, prioritization and decision criteria, and project tracking for ongoing efforts.

## **IT project management**

ODF currently has a low level of maturity for IT project management across the agency. State-certified or PMI-certified project managers are not commonly used. ODF has relied heavily on staff to function as IT project managers.

## **IT fire deployment**

During fire season, the IT Operations Unit and the IT GIS Unit deploy personnel as on-site Incident Technology Support Specialists (ITSS) and Geographic Information System Specialists. These specialists play a vital role in providing technological support for large fire suppression efforts, ensuring that the necessary technology and data are in place to support critical operations during emergency situations. Maintenance of Incident Management Team (IMT) Technology Assets: IT Operations maintains approximately \$150K of IMT technology assets. This involves regular checks, updates, and ensuring that these assets are ready for deployment as needed.

# **3. IT Context**

The IT program is dedicated to delivering services that will be accessible, reliable, secure, and available wherever and whenever needed.

## **Our Mission**

Provide technical expertise to ODF to fulfill its mission through transparent analysis, guidance, and solutions.

## **Our Vision**

Center of excellence for technology through responsive and innovative solutions.

## **Our Values**

- Integrity
- Positive Partnerships
- Accountability
- Innovation
- Knowledge

## 4. IT Strategic Initiatives

The IT Program goals are based on the agency's objectives and strategies. The agency is still in the process of developing these items. The IT strategy will be updated as the agency updates our overall strategy.

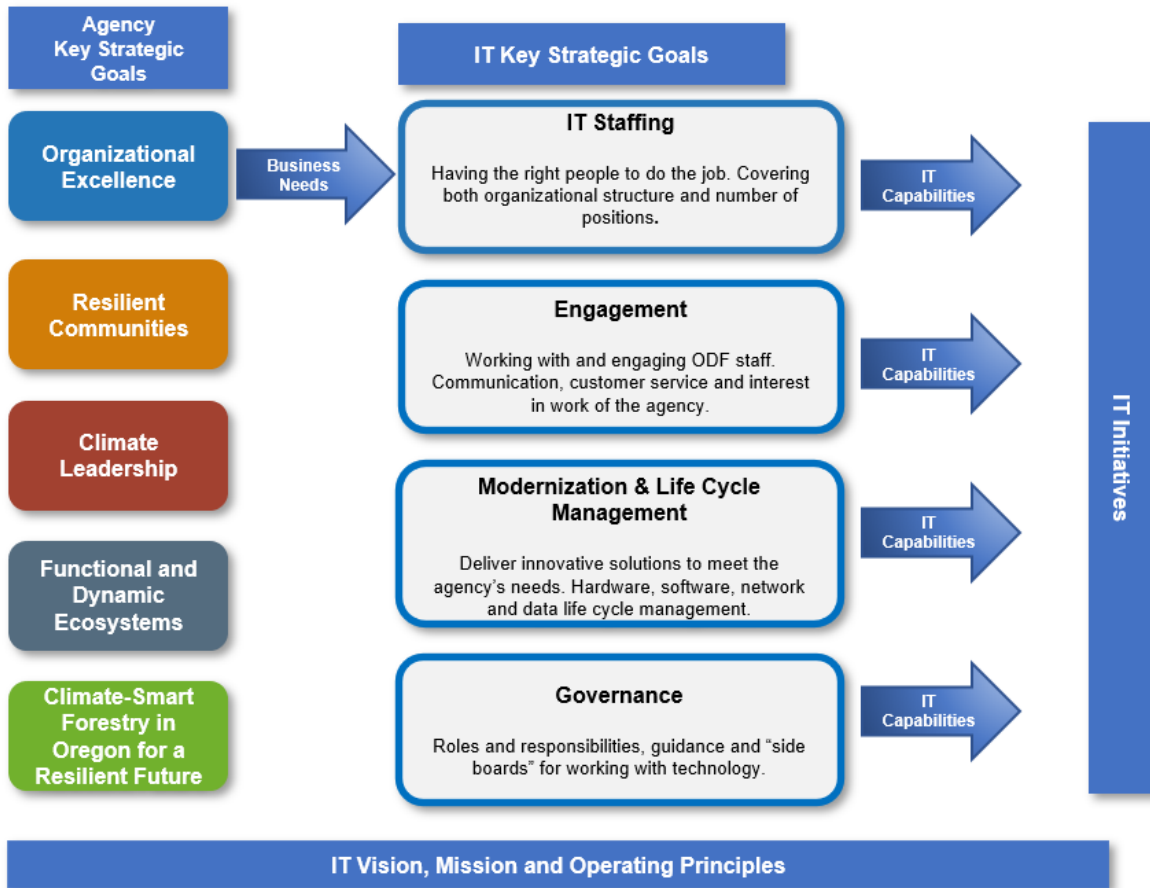
The agency does have a stated goal of “Operational Excellence,” which is the basis for this plan.

IT goals based on the agency goal - Operational Excellence:



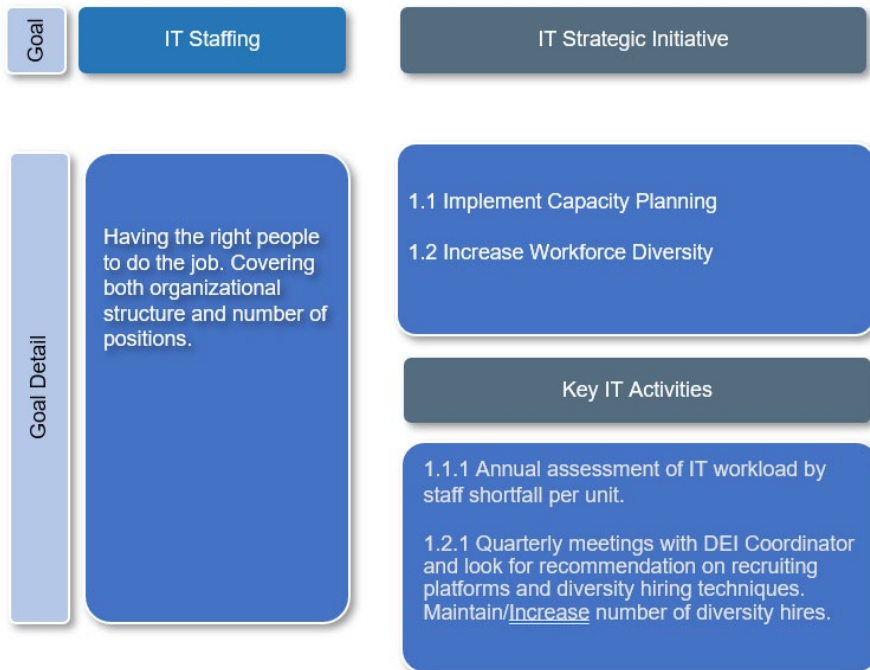


# Initiatives

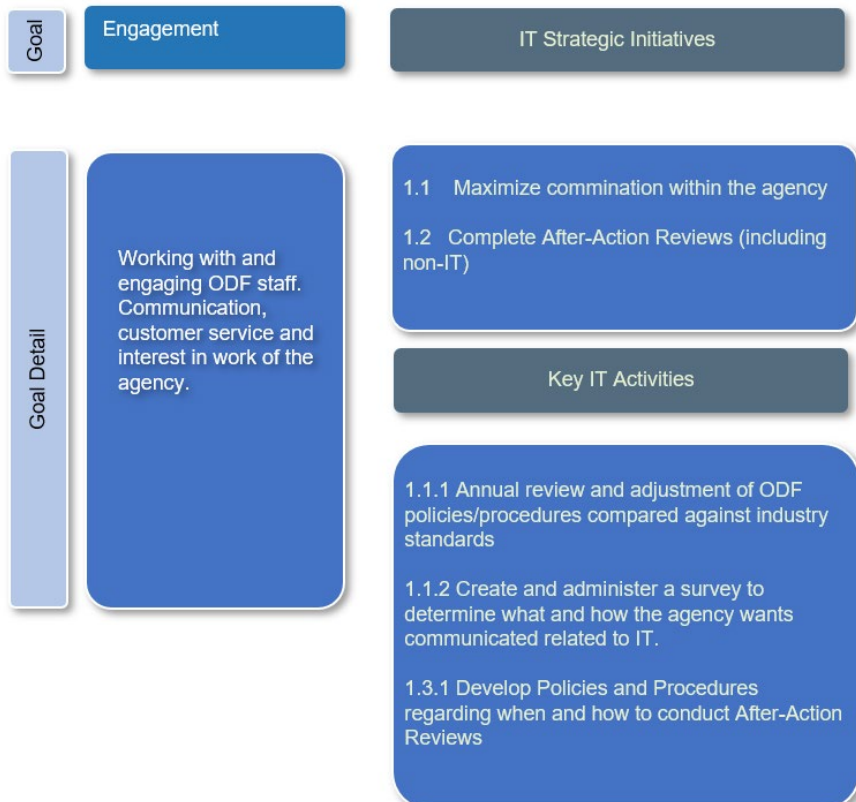


## 5. Metrics and Targets

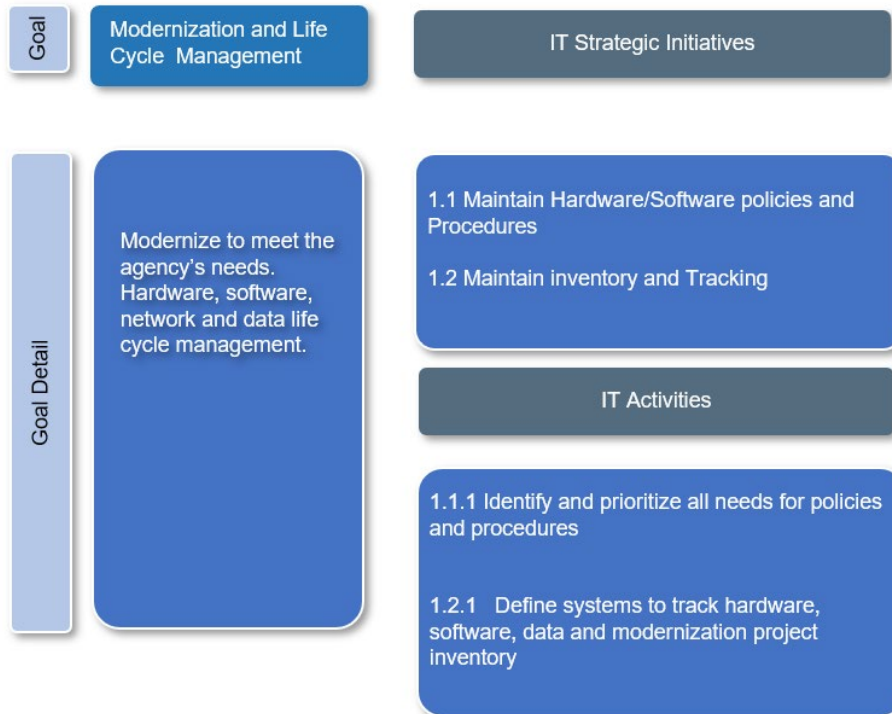
### Strategic Goal 1:



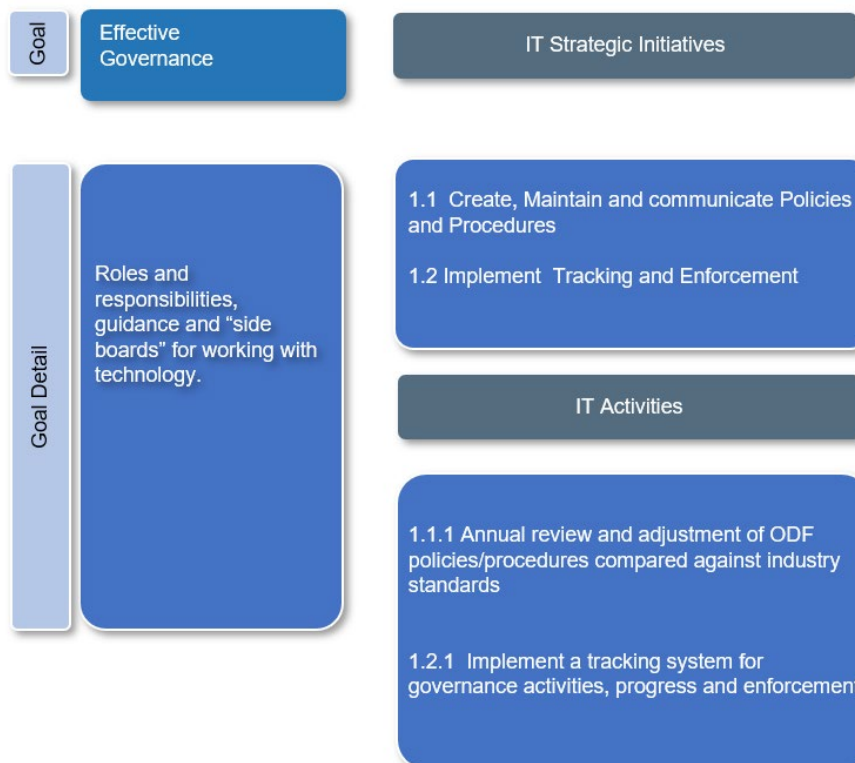
### Strategic Goal 2:



## Strategic Goal 3:



## Strategic Goal 4:



Standard Metrics currently collected to aid in benchmarking and measuring progress toward identified goals include:

- Help Desk Ticket Aging
  - Help Desk incidents that are older than 60 days.
  - The goal is 0
- Critical Vulnerability Score
  - Percentage of critical security issues found per workstation
  - Goal: below 50%
- Open Computer Orders
  - Current number of open PC orders.
  - The Goal is less than 30
- IT Budget vs Actuals
  - Percent of the IT Program Service and Supply budget spent.
  - The goal is between 90-110% spent

Detailed metric tracking data is shown in Appendix A.

## 6. IT Roadmap

### Mandatory Activities

- EMS Conversion (MaaS360 to Intune), Feb 2024 – Feb 2025
- Windows 11 Upgrade, December 2023 – October 2024
- Server 2016 Upgrade, March 2024 – December 2024

### Activities for the 23-25 Biennium

#### Yearly Capacity Planning

1.0 IT Staffing, 1.1.1 Annual assessment of IT workload by staff shortfall per unit.

#### Policy Review and Prioritization

2.0 Engagement, 1.1.1 Annual review and adjustment of ODF policies/procedures compared against industry standards.

#### After Action Review Procedure

2.0 Engagement, 1.3.1 Develop Procedures regarding when and how to conduct After-Action Reviews.

#### Hardware and Software Tracking

3.0 Modernization, 1.2.1 Define systems to track hardware, software, data, and modernization project inventory.

## Governance Tracking and Reporting

4.0 Governance, 1.2.1 Implement a tracking system for governance activities, progress, and enforcement.

Given current stagnate staffing levels and the likelihood of success for a policy option package in 25-27. ODF IT plans to remain on a low initiative, operational maintenance footing for the near future. If funding does become available, the plan will be adjusted in partnership with the agency and emerging priorities.

### **Communication**

DAS EIS and the ODF IT Steering Committee will review the IT Strategic plan. It will then be sent to all ODF Staff in an informational email. IT will also be available for download from our internal intranet site.

### **Lifecycle**

The ODF IT Strategic Plan will be updated annually, before the start of the fiscal year, with activities for the IT Program. The overall plan will be revised before the start of each Biennium.

# Appendix A: Key Metric Details

Oregon Department of Forestry  
**INFORMATION TECHNOLOGY**  
Key Metrics

## November 2023

Tickets Over 60 Days

**18**



Help Desk Incidents that are older than 60 days. The goal is 0.

Critical Security

**23**



Percentage of critical security issues found per workstation. The goal is less than 50

Open Orders


**23**



Current number of Open PC orders. The goal is less than 30.

Budget

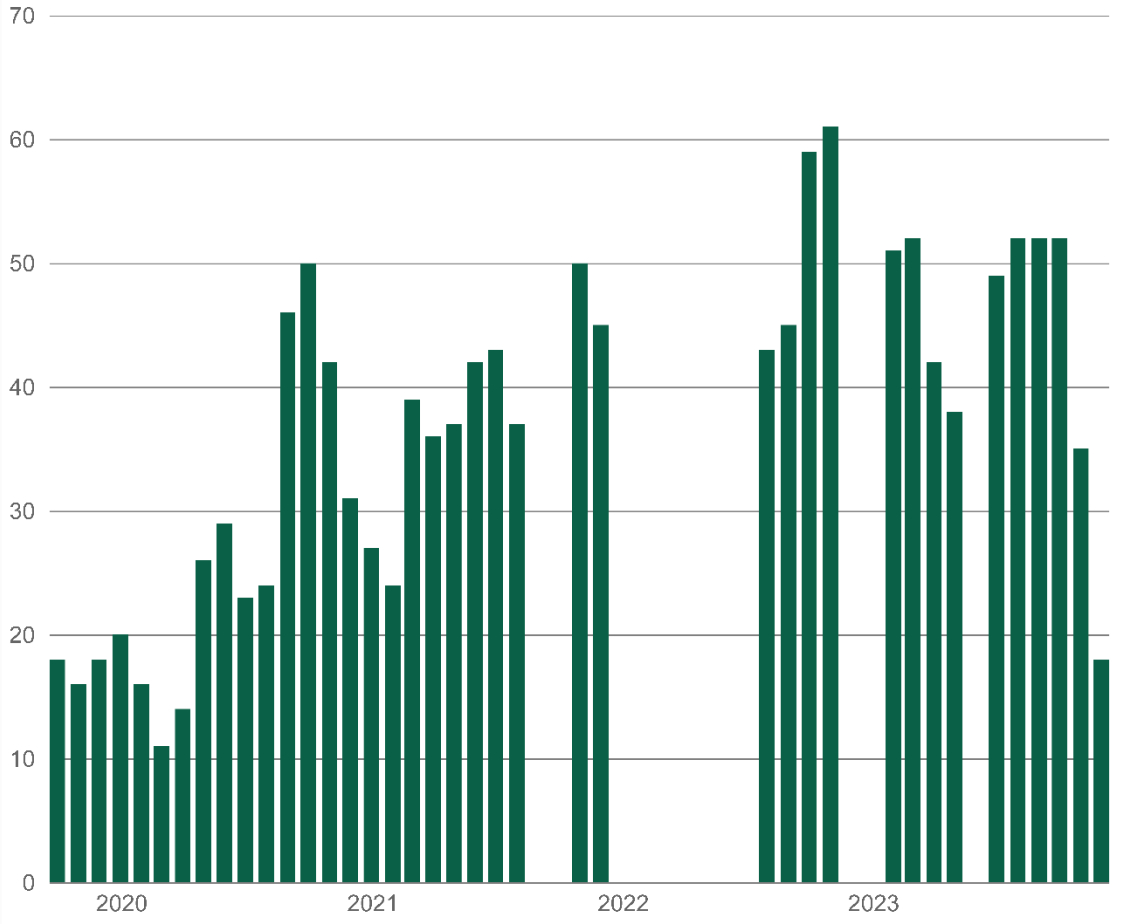
**97**



Percent of the IT Program Service and Supply budget spent. Goal 90-110% (new Nov 2023)



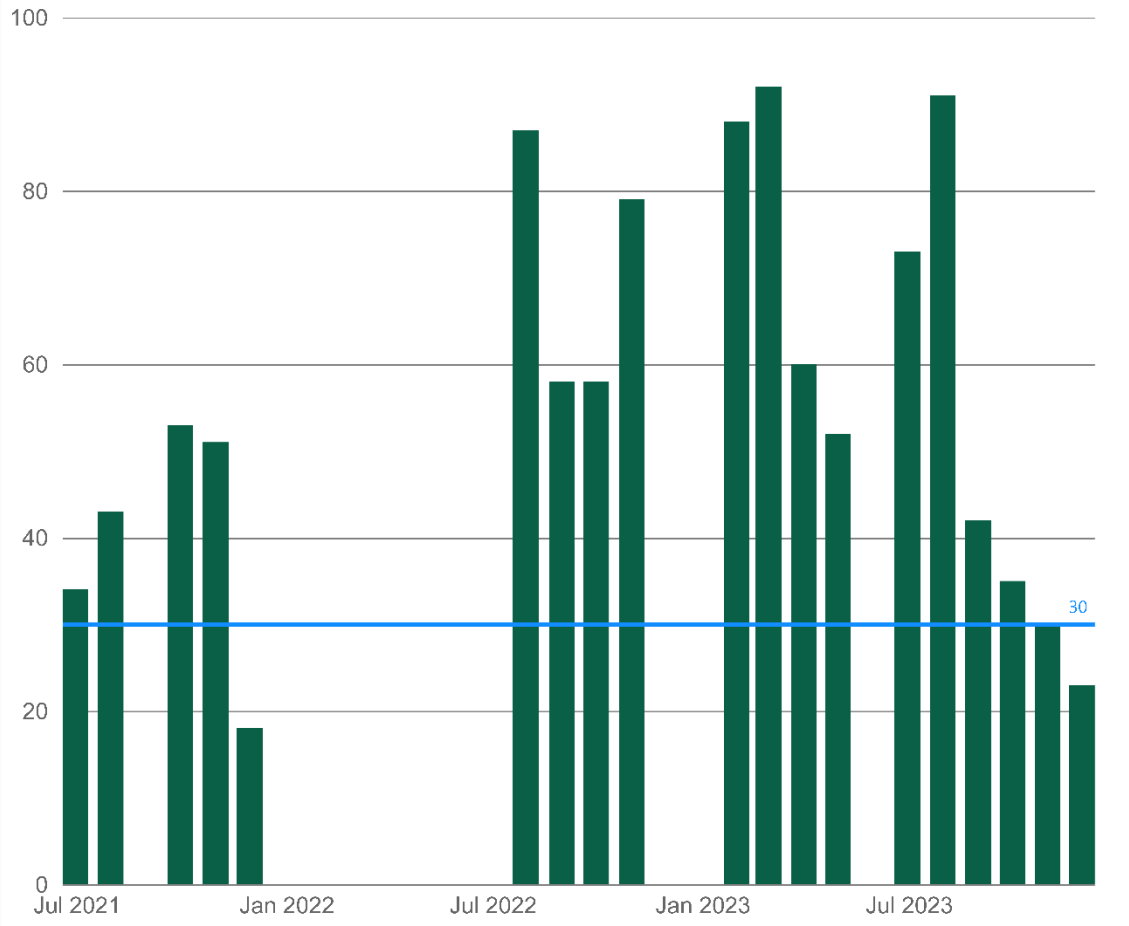
### Tickets Over 60 Days



Help Desk Incidents are older than 60 days.  
The goal is 0.



### Open PC Orders

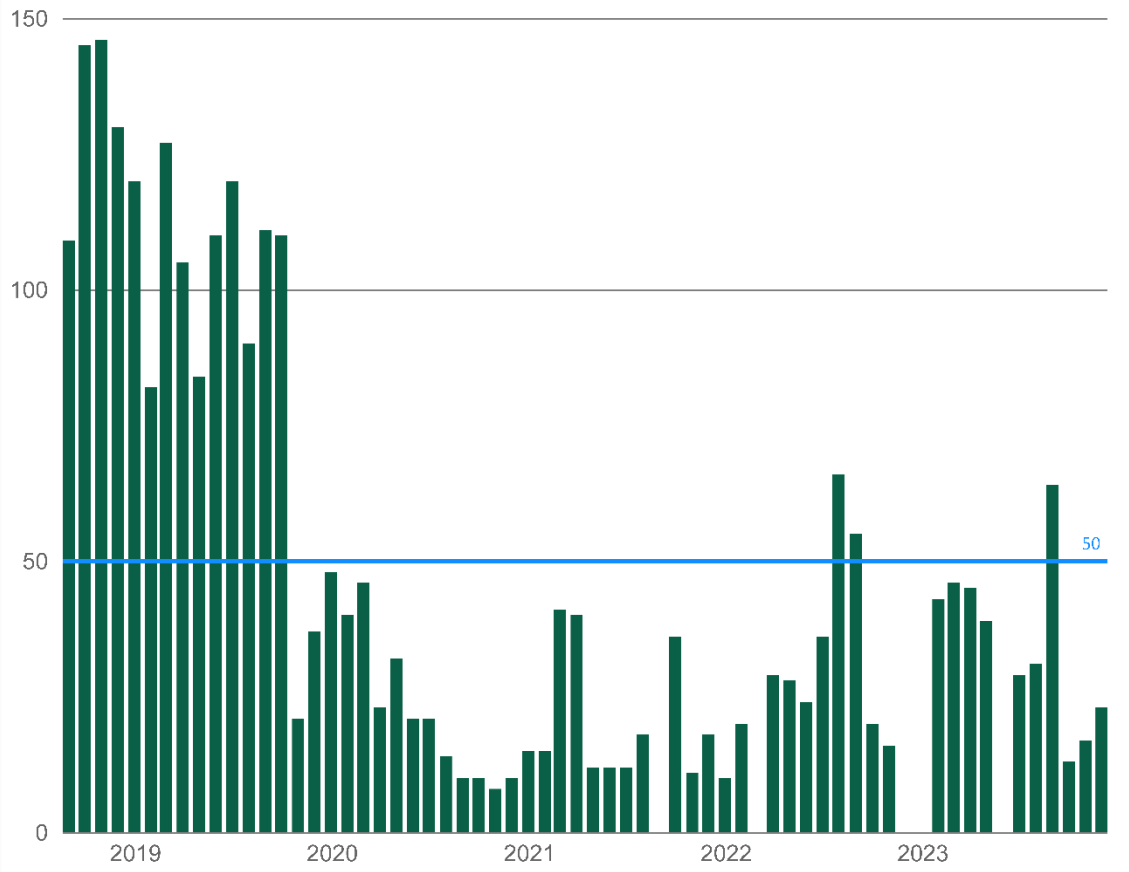


Current number of Open PC orders. The goal is less than 30.



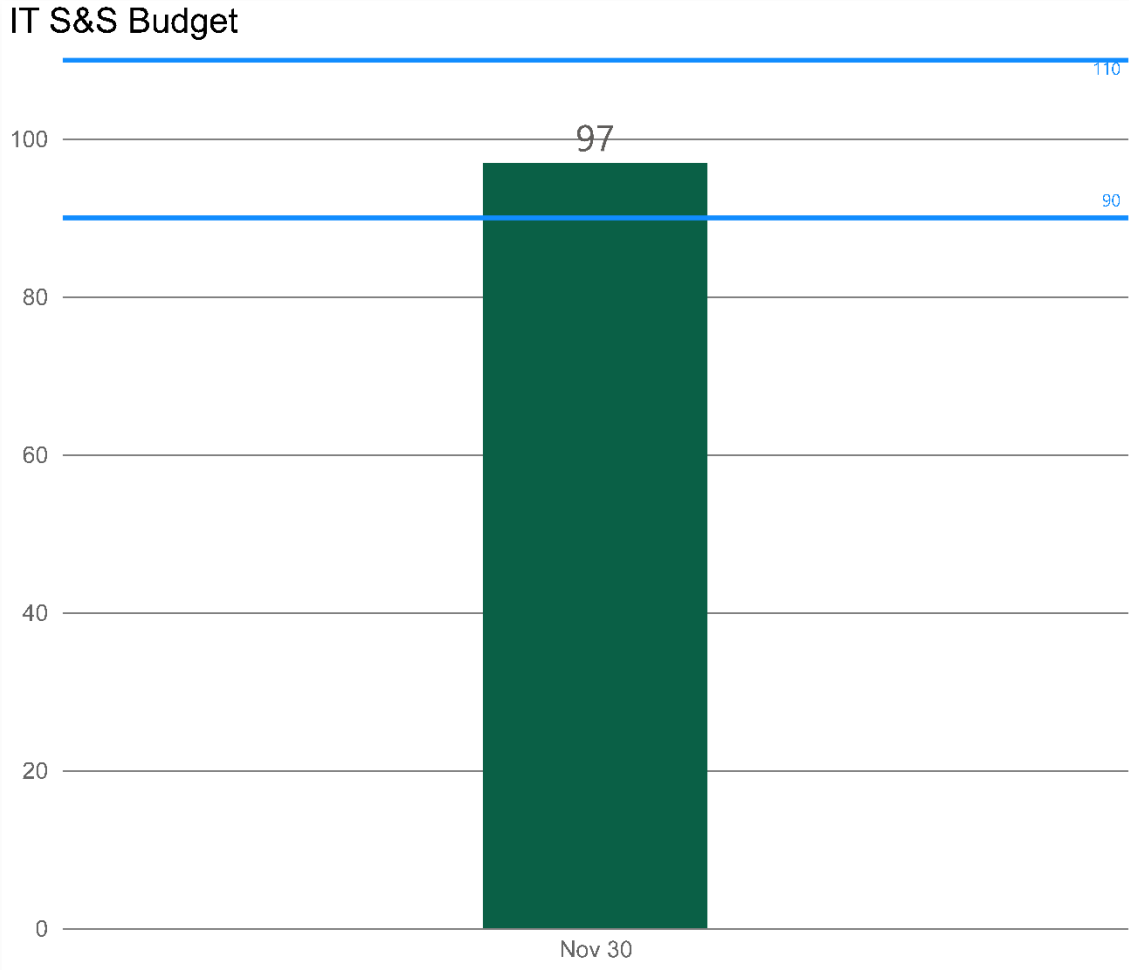


### Critical Security



Percentage of critical security issues found per workstation. The goal is less than 50





Percent of the IT Program Service and Supply budget spent. Goal 90-110%

