



Oregon Department of
**Early Learning
and Care**

IT Strategic Plan Progress Report 2024





Introduction

The 2024 IT Progress Report reflects a foundational year for DELC IT. It highlights our progress in strengthening core systems, improving service delivery, and building out the infrastructure needed to support a modern and responsive agency. This report simply contains a subset of information recently prepared for the refreshed DELC IT Strategic Plan.

This report includes updated metrics aligned to our Strategic Plan goals, along with key accomplishments such as the launch of our new IT ticketing system, early cloud data foundations, and strengthened security and governance practices.

This work remains guided by our commitment to transparency, partnership with DELC programs, and alignment with the agency's strategic direction under Growing Oregon Together. Our IT Governance Committee continues to prioritize and guide investments that support DELC's operational excellence.

Thank you for your continued engagement and support. We welcome your thoughts at delc.it@delc.oregon.gov





2024 Metrics & Targets

IT Goals	Business Facing Metrics	2024 Baseline	2024 Target	2024 Actual	2025 Target
Be the Partner of Choice for all Technology Solutions	Overall IT Customer Satisfaction	84%	90%	88%	90%
	Percent of Business Initiatives in the IT Portfolio in which IT was Engaged in Initiation Activities	75%	80%	90%	95%
IT Operational Excellence	Service Desk Satisfaction (Management)	86%	90%	92%	95%
	Service Desk Satisfaction (Ticket Submitters)	(Metric not measured in 2024)			
	Timely Resolution	(Metric not measured in 2024)			
Data Excellence	Analytical Capability and Reports	64%	75%	68%	75%
IT & Data Governance	Percent of Projects in the IT Portfolio that have Completed the Risk Management Process	40%	100%	100%	100%
	Satisfaction with IT Strategic Decision-Making and Governance	83%	90%	87%	90%
Sustainable Solutions	Satisfaction with Business Applications	80%	85%	77%	85%
	Satisfaction with the Reliability of Network and Communication Systems	84%	90%	88%	90%
Enthusiastic & Adaptable Workforce	IT Staff Satisfaction	82%	85%	82%	85%
	Understands Business Needs	84%	90%	84%	90%



IT Goals, Metrics and Progress Note

IT Goals	Business Facing Metrics	2024 Baseline	2024 Target	2024 Actual	Progress Note
Be the Partner of Choice for all Technology Solutions	Overall IT Customer Satisfaction	84%	90%	88%	Overall improvement is positive; however, the slight shortfall in reaching the target may be due to process development bottlenecks and change fatigue.
	Percent of Business Initiatives in the IT Portfolio in which IT was Engaged in Initiation Activities	75%	80%	90%	Strong gains are attributed to improvements in project and portfolio management, as well as enhanced communication.
IT Operational Excellence	Service Desk Satisfaction (Management)	86%	90%	92%	Actual performance exceeded targets, likely due to enhanced service delivery, improved ticket escalation procedures, stronger management communication, streamlined processes and effective staff training.
	Service Desk Satisfaction (Ticket Submitters)	(Metric not measured in 2024)			
	Timely Resolution	(Metric not measured in 2024)			
Data Excellence	Analytical Capability and Reports	64%	75%	68%	Modest improvement reflects the emerging capabilities of the Research, Analytics, and Data team and the successful completion of the Data Infrastructure Project
IT & Data Governance	Percent of Projects in the IT Portfolio that have Completed the Risk Management Process	40%	100%	100%	Strong gains are attributed to improvements in project and portfolio management, as well as enhanced communication.
	Satisfaction with IT Strategic Decision-Making and Governance	83%	90%	87%	While there have been modest gains, the target was not fully met, highlighting the need for continued development in governance structures.



IT Goals, Metrics and Progress Note

IT Goals	Business Facing Metrics	2024 Baseline	2024 Target	2024 Actual	Progress Note
Sustainable Solutions	Satisfaction with Business Applications	80%	85%	77%	The modest decrease may be due to delays in modernizing legacy systems and platforms (e.g., secure file transfer and collaboration tools).
	Satisfaction with the Reliability of Network and Communication Systems	84%	90%	88%	Modest improvements were observed, driven by enhancements to VPN and softphone systems. Additional improvements in Wi-Fi and continued softphone roll-out are expected to further boost satisfaction.
Enthusiastic & Adaptable Workforce	IT Staff Satisfaction	82%	85%	82%	Satisfaction remains stable but below target, possibly due to ongoing efforts to clarify roles and manage workload expectations.
	Understands Business Needs	84%	90%	84%	Satisfaction remains stable but below target, which may reflect a stronger organizational focus on foundational IT projects over direct business engagement.



Appendix – Project/Initiatives Completed

Project/Initiative Name	Description
Awards Management System	Procure and implement a grant management system to resolve critical capability gaps for grant administration.
Azure F5 Writeback	Participate in the EIS Azure Writeback Pilot, enabling users to connect to the EIS-controlled VPN simply by signing on to a device.
BC/DR - File recovery initiative (Microsoft VSS)	Support Business Continuity and Disaster Recovery (BC/DR) with the implementation of Microsoft Volume Shadow Copy Service (VSS).
CCRIS Stabilization	Update the Child Care Regulatory Information System (CCRIS), stabilizing and securing it for continued use through Provider Management Platform (PMP) implementation.
Child Care Safety Portal	Replace the current, legacy Child Care Safety Portal. The Child Care Safety Portal informs parents, and the public of issues and information related to childcare providers, including inspections and violations.
Cloud Management	Build in-house capability related to administering and managing DELC cloud environments and systems.
Data Governance & Policy O11	Develop foundational structures and policies to manage, protect, and ensure quality, integrity, and confidentiality of DELC data, and clarify data-related roles and responsibilities.
Data Infrastructure Project	Implement Microsoft Azure Data Factory and Snowflake, which will enable a centralized data repository and agency analytics capability.
DISP - Data Inventory & Management Structure	Create current and future state data inventories and gather initial recommendations for future state data practices.
HFO Case Management System	Acquire a technical solution to streamline the way Healthy Families Oregon (HFO) data is collected, tracked, analyzed, and reported that aligns with Healthy Families America (HFA) accreditation and best practices.



Appendix – Project/Initiatives Completed

Project/Initiative Name	Description
ITSM Expansion	Leverage ManageEngine features to meet workflow and ticketing needs of other, non-IT agency business units and service areas.
ITSM IT ticketing and asset management	Procure and implement the IT Service Management (ITSM) system, ManageEngine with configuration limited in scope to improving the efficiency and effectiveness of IT Support ticketing and asset tracking processes while setting the stage for future expansion
Log Management (SIEM tool)	Implement a Security Information and Event Management (SIEM) system to aggregate logs from all DELC systems, enabling real-time threat identification and response and facilitating regulatory compliance, auditing, and reporting.
Project Management Training for Agency Leadership	Familiarize leaders throughout the agency with standard IT project management methodologies, focusing on the role of project sponsor.
Secure File Transfer	Provide a method for the secure transfer of large data files to and from external users via approved tools, including but not limited to SharePoint.
Security Foundations	Develop and implement foundational security-related procedures, processes, standards, controls, and plans.
Software Implementation (SCCM)	Implement System Center Configuration Manager (SCCM) to enable remote control, patch management, and software installation for DELC devices.
Strategic Planning Metrics/Targets	Refine survey and project processes to gather data, document baselines, and inform the development of Strategic Plan targets.
Tenable Implementation	Collaborate with EIS on the configuration of this cyber risk management platform.



Appendix – Project/Initiatives Canceled

Project/Initiative Name	Description	Reason
Customer Relationship Management System	Implemented a Customer Relationship Management (CRM) system to enable DELC staff to track and manage relationships with members of our broader community.	Without near-term funding available through 2026, removed from anticipated project list.
Data Autonomy	Consolidate the collection, control, cleaning, and ownership of DELC program data to improve service delivery, support research, and reduce data issues.	DELC has consolidated data functions into a new Research, Analysis, and Data team. That team is developing new strategic roadmaps, and this project has not prioritized for completion through 2026.
Data Loss Prevention	Acquire and configure tools to allow for the enforcement of data policies, ensuring that sensitive data is not lost, misused, or accessed by unauthorized users.	DELC has consolidated data functions into a new Research, Analysis, and Data team. That team is developing strategic roadmaps, and this project has not prioritized for completion through 2026.
Data Policy Automation	Implement and enforce DELC program and agency policies, ensuring compliance with program guidance and optimizing program efficiency.	DELC has consolidated data functions into a new Research, Analysis, and Data team. That team is developing strategic roadmaps, and this project has not prioritized for completion through 2026.
Provider Management Platform Expansion	Identify and implement additional business processes or data integrations for the Provider Management Platform.	The Provider Management Platform, now the Oregon Early Learning Management System, will not complete in time for prioritization of an expansion project.
VPN Evaluation/Replacement	Collaborate with EIS to evaluate potential improvements to, or identify replacement options for, the current VPN solution.	EIS implemented Multi-Factor Authentication and Single Sign-On, streamlining remote connections and making this project no longer necessary.
Wi-Fi Improvement	Improve the DELC Wi-Fi quality and coverage in DELC offices.	EIS initiated a separate network improvement project that includes addressing Wi-Fi issues.
Workload Management Tool	Identify and implement a tool to help business areas assign tasks, track team capacity, and monitor progress.	This larger effort was canceled as existing technology has been successfully utilized in many areas for workload management, including Service Desk Plus, Smartsheet, and Microsoft SharePoint.
Zero-Touch Deployment	Implement tools and policies necessary to automatically configure and deploy devices without manual intervention.	DELC uses Endpoint Central to deploy software, making zero-touch deployment less critical. This approach may be re-evaluated in the future.



Appendix – Project/Initiatives In Progress

Project/Initiative Name	Description	DELC Goal	IT Goal
AI Initiatives	Accessing the capabilities of AI technology and developing plans for potential agency implementations.	6	6
Collaboration Security Enhancement	Allow secure collaboration on documents owned by external partner organizations who do not use Microsoft, facilitating enhanced document security, administration, and discovery.	2, 6	1
Contract Management Systems	Provide a tool for secure management of procurement and other contracts.	6	1
End-user Technology Standards Update	Update and document technology standards for supported devices and software.	6	2
IT Policies and Procedures	Develop the DELC IT policies and procedures necessary to ensure effective and efficient IT operations and strategy.	6	3
ITSM Full Implementation	Continue configuration of ManageEngine to fully align with Information Technology Infrastructure Library (ITIL) standards.	6	2
Master Data Management	Develop and implement a strategy for how to manage unique identifying information about entities such as grantees, providers, facilities, sites, and, eventually, families and children.	6	5
Provider Management Platform	Implement a platform which will modernize legacy systems used for processing Employment Related Day Care (ERDC) subsidy payments and optimize service delivery to the childcare providers, background check applicants, and families receiving ERDC benefits.	1	4



Risk Management

IT Projects	Risk Management Plan
Provider Management Platform	✓
Awards Management System	✓
HFO Case Management System	✓
Data Infrastructure Project	✓

Risks to scope, schedule, and project budget have been detailed in risk logs by Project Managers as part of their Risk Management Plan development.



Next Steps

DELC will continue to move its In progress initiatives forward and assess whether new initiatives are needed to further support strategic plan execution.

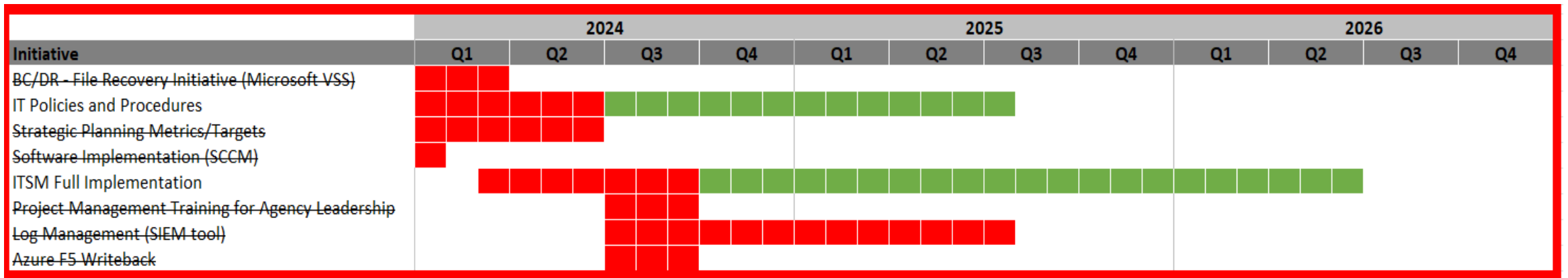
Initiatives Roadmap – Business Support

	2024				2025				2026			
Initiative	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Provider Management Platform												>
Awards Management System												
HFO Case Management System												
Data Governance & Policy O11												
Data Infrastructure Project												
DISP—Data Inventory & Management Structure Project												
ITSM Expansion												
Security Foundations												
Tenable Implementation												
Collaboration Security Enhancement												
Secure File Transfer												
ITSM IT Ticketing and Asset Management												
CCRIS Stabilization												
Child Care Safety Portal												
Master Data Management												
Contract Management Systems												
End-User Technology Standards Update												>

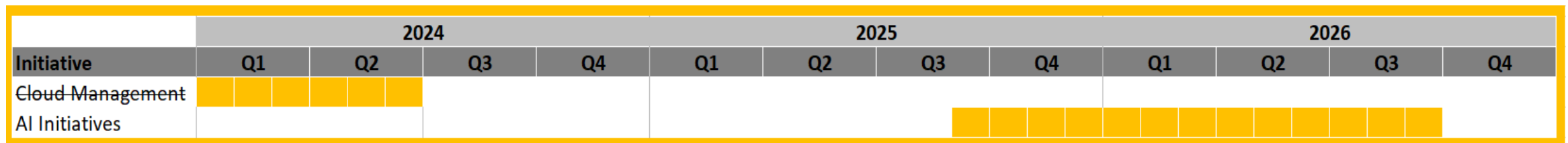


Next Steps

Initiatives Roadmap – IT Excellence



Initiatives Roadmap – Innovation



■	Extended Schedule
INT	Completed Initiatives



Conclusion

The 2024 progress report reflects a foundational year for DELC IT, with substantial movement toward core goals outlined in the strategic plan. The agency has emphasized:

- **Strengthening core IT systems**
- **Improving service delivery**
- **Building modern infrastructure to support agency responsiveness**

This progress is tightly aligned with DELC's overarching "Growing Oregon Together" strategic direction. A total of **19 initiatives** were fully completed, **8** initiatives are In Progress, **9** initiatives were Canceled.