



Oregon Department of  
**Early Learning  
and Care**

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# IT Strategic Plan Progress Report 2025





# Introduction

The DELC IT 2025 Strategic Plan Progress Report reflects the reporting period of calendar year 2025 and highlights progress made in support of DELC IT's strategic goals and priorities. It highlights ongoing efforts to strengthen core systems, improve service delivery, and advance technology and data capabilities that support a modern and responsive agency.

This report includes updated metrics aligned to our Strategic Plan goals, along with key accomplishments such as enhancements to IT service management processes, progress in cloud and data infrastructure initiatives, 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](mailto:delc.it@delc.oregon.gov)





# 2025 Strategic Objectives, Metrics & Targets

IT Goals	Business Facing Metrics	2025 Baseline	2025 Target	2025 Actual
Be the Partner of Choice for all Technology Solutions	Overall IT Customer Satisfaction	88%	90%	◇ 86%
	Percent of Business Initiatives in the IT Portfolio in which IT was Engaged in Initiation Activities	90%	95%	☑ 100%
IT Operational Excellence	Service Desk Satisfaction (Management)	92%	95%	◇ 93%
	Service Desk Satisfaction (Ticket Submitters)	-	-	-
	Timely Resolution	-	-	12h 22m
Data Excellence	Analytical Capability and Reports	68%	75%	◇ 68%
IT & Data Governance	Percent of Projects in the IT Portfolio that have Completed the Risk Management Process	100%	100%	☑ 100%
	Satisfaction with IT Strategic Decision-Making and Governance	87%	90%	◇ 86%
Sustainable Solutions	Satisfaction with Business Applications	77%	85%	◇ 76%
	Satisfaction with the Reliability of Network and Communication Systems	88%	90%	◇ 87%
Enthusiastic & Adaptable Workforce	IT Staff Satisfaction	82%	85%	☑ 85%
	Understands Business Needs	84%	90%	◇ 83%

◇ Near target, ☑ Met or exceeded target

## Progress:

Three performances measures met or exceeded established targets during the 2025 reporting period, while remaining measures continued to trend close to target goals, reflecting steady progress across the DELC IT portfolio.

Metric values of “-” reflect emerging data as the Service Desk system is enhanced.

The preceding metrics are aligned with DELC IT Goals identified in the DELC IT Strategic Plan 2025-2027. The full strategic plan is available here:

<https://www.oregon.gov/delc/about-us/Documents/DELC%20IT%20Strategic%20Plan%202025-2027.pdf>



# Appendix – Project/Initiatives Accomplishments

Project/Initiative Name	Description	Status
Awards Management System II	This project expands on the minimum viable product (MVP) already implemented and includes new functionality like SFMA integration and other enhancements. This project has concluded, with some scope transitioning to operations for further exploration. This project has concluded, with some scope transitioning to operations for further exploration.	Concluded
AI Initiatives	Assess the capabilities of AI technology and developing plans for innovation for various use cases and agency implementations	Completed
Change Enablement - ITSM	Implement ServiceDesk Plus tool to process of tracking and managing a change throughout its entire life cycle, from start to closure, with the aim to minimize risk.	Completed
Data Infrastructure Project (DIP)	This project involves building new data infrastructure (fully cloud-based) that supplies all the data needs for reporting and analysis to the business.	Completed
EIS Firewall Migration - Phase 3	Enterprise firewall border is being migrated which changes all firewall rules and connections.	Completed
Google Project	Google Workspace implementation the purpose of the solution is to prevent usage of the platform for anything other than accessing externally owned documents hosted on other organizations' Google	Completed
Healthy Families Oregon	This project replaces the multiple systems used by multiple sites across Oregon to collect and track case information	Completed
Multi-Function Devices	Refresh of fleet of multi-function devices including copiers, scanners, printers and implementation of security controls. Elimination of analog phone lines and implementation of cloud backend solution	Completed
Project Management Unification	Development of PMU processes and templates.The project has concluded, with some scope transitioning to the Project Management Center for further exploration.	Concluded



# Appendix – Project/Initiatives In Progress

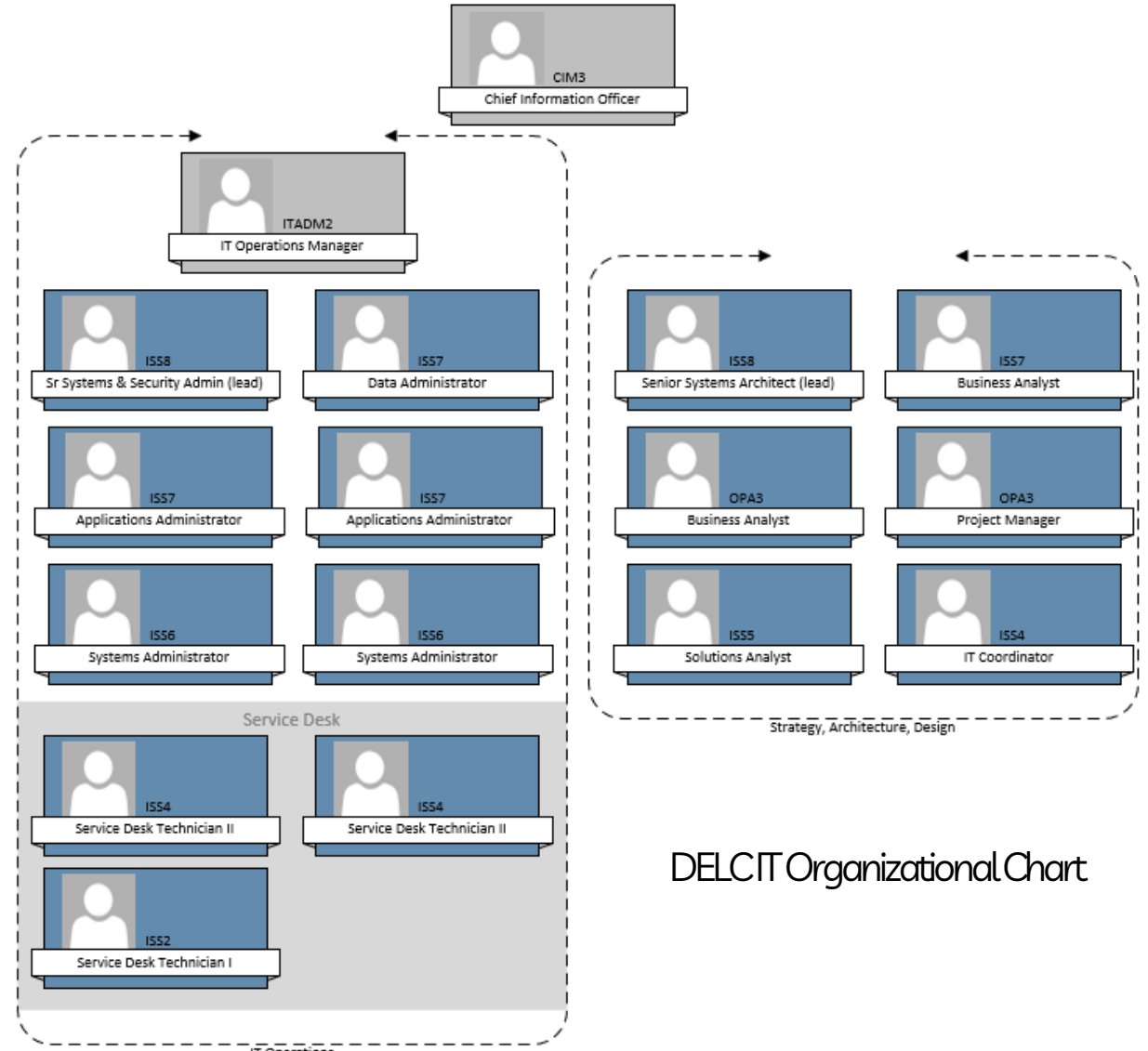
Project/Initiative Name	Description	Status	Challenges	Risk	Mitigation Note
Develop Capacity and Capability Reporting (Resource Management)	Develop mechanisms to track and report on IT staff capabilities and capacities, allowing for effective project and effort planning, justifiable resource requests, and integration with partner Operations units.	New	Data does not exist in a central source currently.	If there is not a single source of truth for the data, it is difficult to tell if IT resources have capacity to take on new work.	IT is working on establishing a central location for standardized processes and reporting on resource management.
Information Security Strategy	Development of security strategy which includes CIS assessment, security workshop, rollout of necessary changes.	New	Creating a strategy to meet the needs of the agency and the varied departments within it.	If DELC's Security Strategy is not informed by critical teams in DELC, then gaps in security focused business processes or systems will exist	As the strategy is developed, critical teams will be identified and leveraged to ensure a full range of business perspectives.
Oregon Early Learning Management System	Procure and implement a long-term solution to replace CCRIS that handles a minimum of intake, licensing, and complaints.	In Progress	Coordinating development sprints, testing, training, and deployment activities.	Scope management, leadership and capacity availability.	Risks are managed through project planning, contracted resourcing, executive engagement and stakeholder communication.
Preschool Development Grant Sub-activity 2.2.1.1 Developing a Strategic Technology Vision and Plan	Develop a strategic technology vision and roadmap to support DELC's future technology and data environment. This initiative includes collaborative planning efforts to identify current and future state systems, services, data sources, and integrations, along with prioritized technology initiatives to support long-term agency planning and operational alignment.	New	DELC's multiple competing priorities require subject matter experts to be involved in one or more overlapping activities, making it difficult to secure their participation.	If SMEs are unable to participate in developing the technology vision and plan, it may not be an accurate reflection of business needs and priorities.	Ensuring feedback loop by providing extended review times and interviewing SMEs individually if needed.
Smartsheet Governance & Licensing Updates	The purpose of this project is to continue using Smartsheet while understanding future licensing efficiencies, governance improvement and aligning to EIS-CSS expectations for Level 3+ data.	New	The current environment is complex and difficult to administer.	If licensing, governance, and security constraints are not management appropriately, the tool may become unusable.	Formalizing current state, future state, and identifying gaps to ensure compliance.

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



# Resource Allocation

DELC IT Strategic Plan initiatives during the 2025 reporting period were supported by a team of 17 FTE delivering broad IT support, administration, planning, and project management services. DELC IT operates in close partnership with the agency's Research, Analytics, and Data (RAD) department to address agency data needs, and works in coordination with Enterprise Information Services (EIS) for statewide oversight and operational support functions.



DELC IT Organizational Chart



# Next Steps

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

Part of this work includes engaging a contractor to identify and confirm business needs and priorities in the development of a strategic technology vision and plan.

## Initiatives Roadmap – Business Support

Initiative	2023		2024				2025				2026			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Awards Management System II	■	■	■	■	■	■	■	■	■	■				
Data Infrastructure Project			■	■	■	■	■	■	■	■	■			
Google Project									■	■	■	■		
Healthy Families Oregon				■	■	■	■	■	■	■				
Oregon Early Learning Management System					■	■	■	■	■	■	■	■	■	■
Preschool Development Grant Sub-activity 2.2.1.1 Developing a Strategic Technology Vision and Plan											■	■	■	■
Smartsheet Governance & Licensing Updates												■	■	■

Initiative	InProgress
Initiative	Completed



# Next Steps

## Initiatives Roadmap – IT Excellence

Initiative	2023		2024				2025				2026			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Change Enablement – ITSM					■	■	■	■	■	■				
Develop Capacity and Capability Reporting (Resource Management)												■	■	■
EIS Firewall Migration – Phase 3												■	■	
Information Security Strategy													■	■
Multi-Function Devices						■	■	■	■	■	■	■	■	■

## Initiatives Roadmap – Innovation

Initiative	2025							2026		
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AI Initiatives	■	■	■	■	■	■	■			

Initiative	InProgress
Initiative	Completed



# Conclusion

The 2025 progress report reflects continuous progress 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**

DELC has made strides in improving metrics from previous baselines including ServiceDesk Satisfaction(Management) and plans to build on this by implementing Business Relationship Management capabilities in 2026. This progress is tightly aligned with DELC's overarching "Growing Oregon Together" strategic direction. A total of **7** Completed initiatives, **2** Concluded initiatives, **4** New initiatives, and **1** In Progress initiative are reflected in this report.