



Oregon Department of
**Early Learning
and Care**

IT Strategic Plan

2025-2027





Message from the DELC CIO

The DELC IT Strategic Plan was adopted in early 2024, establishing core strategies to support IT development within a new state agency. This refreshed version ensures alignment with Growing Oregon Together, DELC's agency-wide strategic plan adopted in mid-2024.

In addition to aligning to agency strategic plan goals, this refresh also highlights progress on critical initiatives, updates performance metrics, and refines objectives for the next 18 months.

An exciting development since the original plan was adopted is the formation of the Research, Analysis, and Data (RAD) office, which focuses on data governance, strategy, analysis, and reporting. As RAD continues to evolve, a separate strategic plan or guiding principles may be developed to shape that office's critical work. However, for now data continues to feature prominently in this Strategic Plan to help align with the diagnostic tools that we continue to leverage for IT analysis and planning.

Another significant development is the introduction of the IT Architectural & Operating Framework, which now accompanies our original guiding principles and goals, helping articulate and strengthen our approach to building a resilient and adaptable IT capability.

It is important to note that our work is guided by an IT Governance Committee, a group of DELC business leaders who help prioritize major IT initiatives, review system plans, and ensure alignment with DELC and DELC IT Strategic Plans.

At the core of our strategy is a commitment to partnership and transparency. Our DELC colleagues can continue to expect IT to be transparent in our processes and to demonstrate an eagerness to understand business opportunities, constraints, and priorities. Our external partners can rely on our forthright communication and ready collaboration.

It is an exciting time for DELC, and I look forward to continuing our foundational technology-forward work. Please feel free to share your thoughts, comments, and ideas at delc.it@delc.oregon.gov or with me directly at jared.choc@delc.oregon.gov.





Summary

Year 1 Strategic Plan Context:

This Strategic Plan provides guidance and a roadmap for 2025-2027 for both IT and Data & Analytics.

DELC published its agency Strategic Plan after developing an IT Strategic Plan. To ensure alignment between both plans, DELC is now refreshing the IT strategic plan.

DELC continues to refine its IT and Data & Analytics by monitoring measures and metrics to understand current state so as to continuously improve data-driven decision making.

Additionally, a focus on **constructing secure and sustainable data and technology foundations is critically important** and has guided plans for investments and projects.

Core Strategic Plan Elements:

Mission and Vision

These describe **WHY** we are here and that we support the important work of the agency

Guiding Principles and Measures

These describe **HOW** we accomplish our goals, what we prioritize, and how we innovate and grow

Roadmap of IT and Data Initiatives

These describe **WHAT** we will do in the coming years – what projects we will complete, what technology and data foundations we construct



DELDC Mission, Vision, & Values

Mission

The Department of Early Learning and Care fosters coordinated, culturally appropriate, and family-centered services that recognize and respect the strengths and needs of all children, families, and early learning and care professionals.

Vision

All children, families, early care and education professionals, and communities are supported and empowered to thrive.

Values

Equity

We are committed to dismantling the systems of oppression that harm and create disparities for communities who are historically and institutionally excluded. We are adopting anti-racist principles, expanding access to services, and ensuring community representation and shared power in agency efforts. We are fostering a culturally responsive environment in which all individuals can experience a sense of belonging as they access programs, services, and resources.

Respect

We believe that family is a child's first teacher. We are committed to nurturing family partnerships built on mutual respect. We recognize and value the knowledge and experiences of families, early care and education professionals, and community partners.

Trust

We value the public's trust through honesty, transparency, and keeping our commitments.

Relationships

We acknowledge the importance of nurturing relationships in the field and with community. We listen to, support, collaborate with, and celebrate the professionals, families, and children in our communities.

Safety

We put safety and well-being first for our children, families, and early learning and care professionals.

Continuous Improvement

We set goals, seek input from community, and use data to improve quality of service and programs, increase quality and efficiency, and drive innovation.

Integrity

We are accountable for our actions, decisions, and our work to reliably achieve high-quality outcomes.



Oregon Department of
Early Learning and Care





2024 IT Satisfaction Survey Results

The results from this Info-Tech Business Vision Survey were received in early 2025.

IT Satisfaction Scorecard



Business Satisfaction and Importance for Core Services

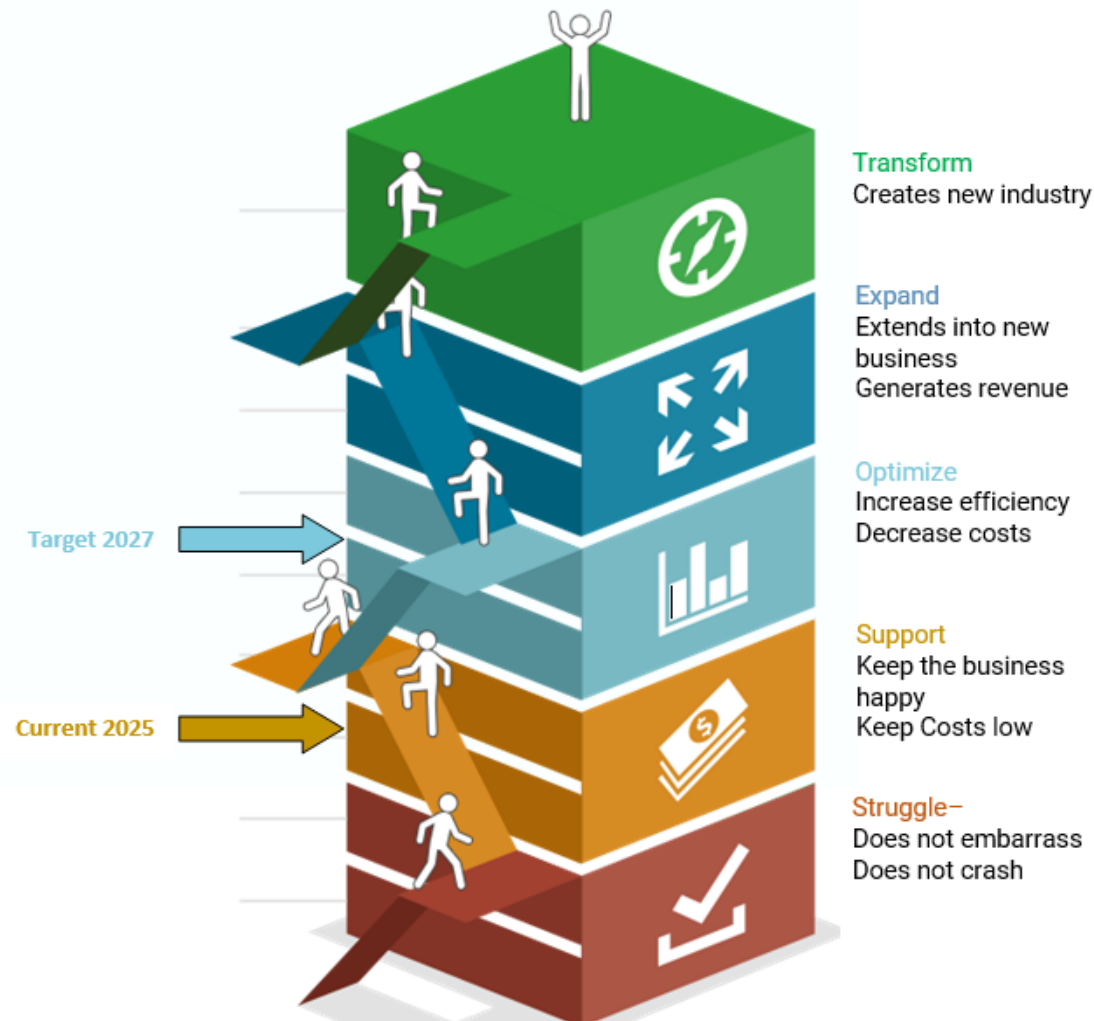
The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	92% Up 6% from last year	4 TH
Work Orders	Satisfaction with small requests and bug fixes	92% Up 9% from last year	12 TH
IT Security	Satisfaction that organizational devices and data are properly secured.	89% Up 4% from last year	1 ST
Devices	Satisfaction with desktops, laptops, mobile devices etc.	88% Down 2% from last year	6 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	88% Up 4% from last year	2 ND
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	87% Up 4% from last year	7 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	82% Down 1% from last year	10 TH
Projects	Satisfaction with large department or corporate projects	79% Down 1% from last year	9 TH
Business Apps	Satisfaction with applications and functionality	77% Down 3% from last year	3 RD
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	75% Down 5% from last year	13 TH
Data Quality	Satisfaction with providing reliable and accurate data	73% Up 8% from last year	5 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	68% Down 1% from last year	8 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	68% Up 4% from last year	11 TH



Current and Future State IT Maturity

Through this Strategic Plan, DELC IT and Data & Analytics will transition from a reactive posture to a position that focuses on strategic business partnerships.





Mission, Vision & Guiding Principles

Mission

Guided by collaboration and shared values, we provide secure, reliable, accessible, and user-friendly solutions that support our community.

Vision

We are a collaborative and trusted partner providing modern, forward-thinking, and data-driven solutions.

Guiding Principles



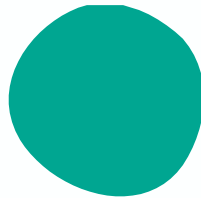
Business Driven

Understanding the business and its values helps ensure effective solutions.



Customer Centric

Focusing on people first, we deliver the best service and solutions to our customers.



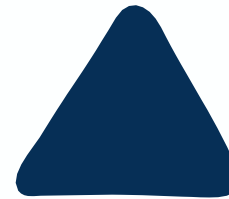
Strategic Collaboration

We provide technology leadership, lean into agency and external partnerships, and focus on long-term strategic goals.



Equity & Inclusion

We consider equity and inclusion in all technology decisions.



Data-Driven

We utilize data to inform decision-making processes and business objectives.



Value Optimization

We aim to balance benefit, cost, and risk through the collaborative development of clear objectives.



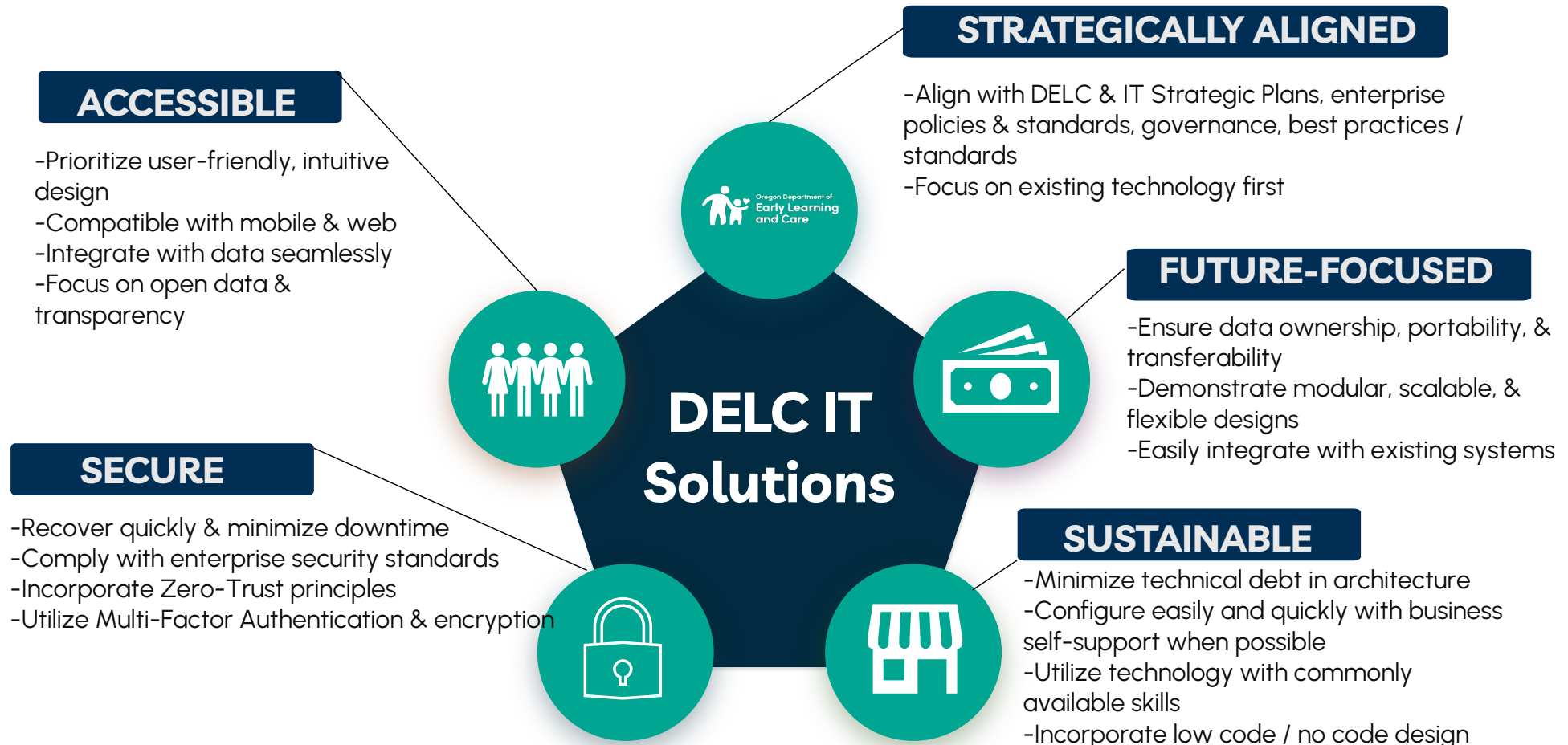
Trust

We build trust by working with consistency and integrity.



DELC IT Architectural & Operating Framework (AOF)

DELC IT developed the IT Architectural & Operating Framework (AOF) to guide solution decisions for service tickets and to support the selection of small, medium, and large systems.





Goals & Goal Statements

IT Goal	Goal Statements
Be The Partner of Choice for all Technology Solutions	<p>Collaborate transparently to maintain alignment and deliver business excellence. Provide the right solutions at the right time. Improve the customer experience and enable data driven business decisions.</p>
IT Operational Excellence	<p>Continuously improve our operational posture by:</p> <ul style="list-style-type: none"> • Balancing risk and reward • Optimizing IT investments across the agency • Providing responsive and timely resolutions • Delivering effective and efficient IT services and operations
Data Excellence	<p>Develop high-quality data analysis, data processes, data products, and the necessary infrastructure, considering:</p> <ul style="list-style-type: none"> • Data Strategy • Data Governance • Data Management • Data Sharing and Accessibility <p>Collaborate with strategic partners to build foundational connectivity and alignment.</p>
IT & Data Governance	<p>Facilitate agency compliance with technology, data, and security regulations. Support business-engaged Data Governance and IT Governance Committees which:</p> <ul style="list-style-type: none"> • Develop and sustain Data and IT strategies • Monitor and prioritize Data and IT services and strategic investments • Review Data and IT standards, processes, and policies • Ensure alignment with Statewide Data, Technology, and Security standards • Ensure Data and IT regulatory compliance and business alignment
Sustainable Solutions	<p>Implement key operational capabilities and practices to reduce risk through:</p> <ul style="list-style-type: none"> • Reliable, modern solutions • Secure, resilient systems • Scalable, extendable tools
Enthusiastic and Adaptable Workforce	<p>Attract and retain highly skilled and diverse IT staff. Provide a technologically advanced workplace that supports continuous learning and mobility. Promote digital literacy and collaboration across the agency. Foster a deeper understanding of the work required to fulfill the agency's mission. Develop relationships across the agency to understand the impact of employee work.</p>



IT Goals, Metrics, and Measures

IT Goals	Business Facing Metrics	Metric Source
Be the Partner of Choice for all Technology Solutions	<ol style="list-style-type: none">1. At what stage of the project lifecycle was IT engaged2. Overall IT customer satisfaction	<ol style="list-style-type: none">1. Project documentation2. Info-Tech Business Vision Diagnostic Survey (IT Satisfaction Scorecard)
IT Operational Excellence	<ol style="list-style-type: none">1. Timely resolution of issues2. Service Desk satisfaction	<ol style="list-style-type: none">1. ServiceDesk Plus KPIs - Average time to resolve tickets2. IT Satisfaction Scorecard
Data Excellence	<ol style="list-style-type: none">1. Data owners and stewards identified for all data domains2. Analytical capability and reports	<ol style="list-style-type: none">1. Data Governance Project2. IT Satisfaction Scorecard
IT & Data Governance	<ol style="list-style-type: none">1. Satisfaction with IT strategic decision-making and governance2. Percent of projects that include Risk Assessments	<ol style="list-style-type: none">1. IT Satisfaction Scorecard2. Project documentation
Sustainable Solutions	<ol style="list-style-type: none">1. Satisfaction with business applications2. Satisfaction with the reliability of network and communication systems	<ol style="list-style-type: none">1. IT Satisfaction Scorecard2. IT Satisfaction Scorecard
Enthusiastic & Adaptable Workforce	<ol style="list-style-type: none">1. Understands business needs2. IT staff satisfaction	<ol style="list-style-type: none">1. IT Satisfaction Scorecard2. IT Employee Satisfaction Survey

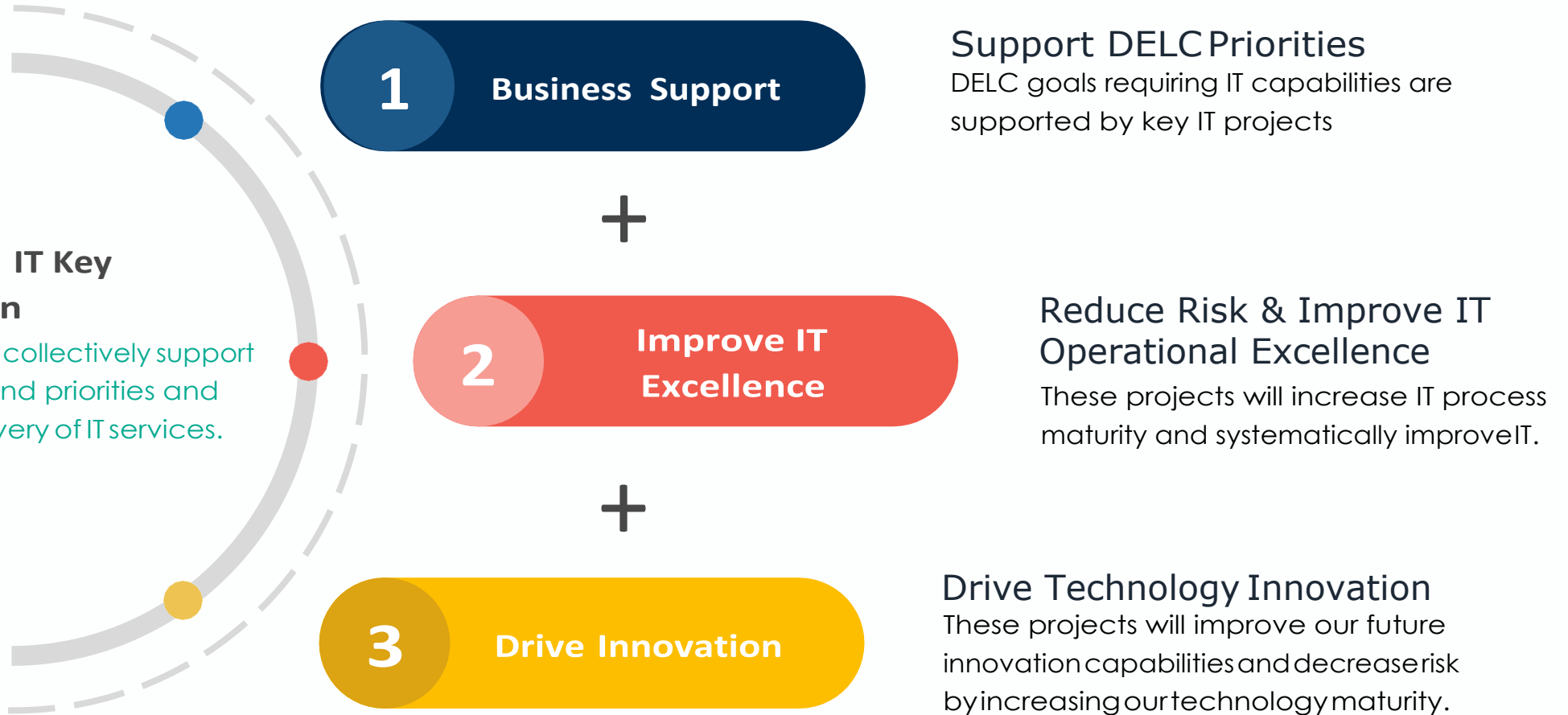


IT Initiative and Projects Categorization

IT departments have three key mandates:
Support the agency, run an effective IT shop, and lead IT innovation

2025-2027 IT Key Initiative Plan

Our key initiatives collectively support DELC's mission and priorities and improve the delivery of IT services.



Business Support Initiatives

IT will deliver over 5 inflight, or new initiatives directly supporting key business requirements

1

**Business Support
Initiatives/Projects**

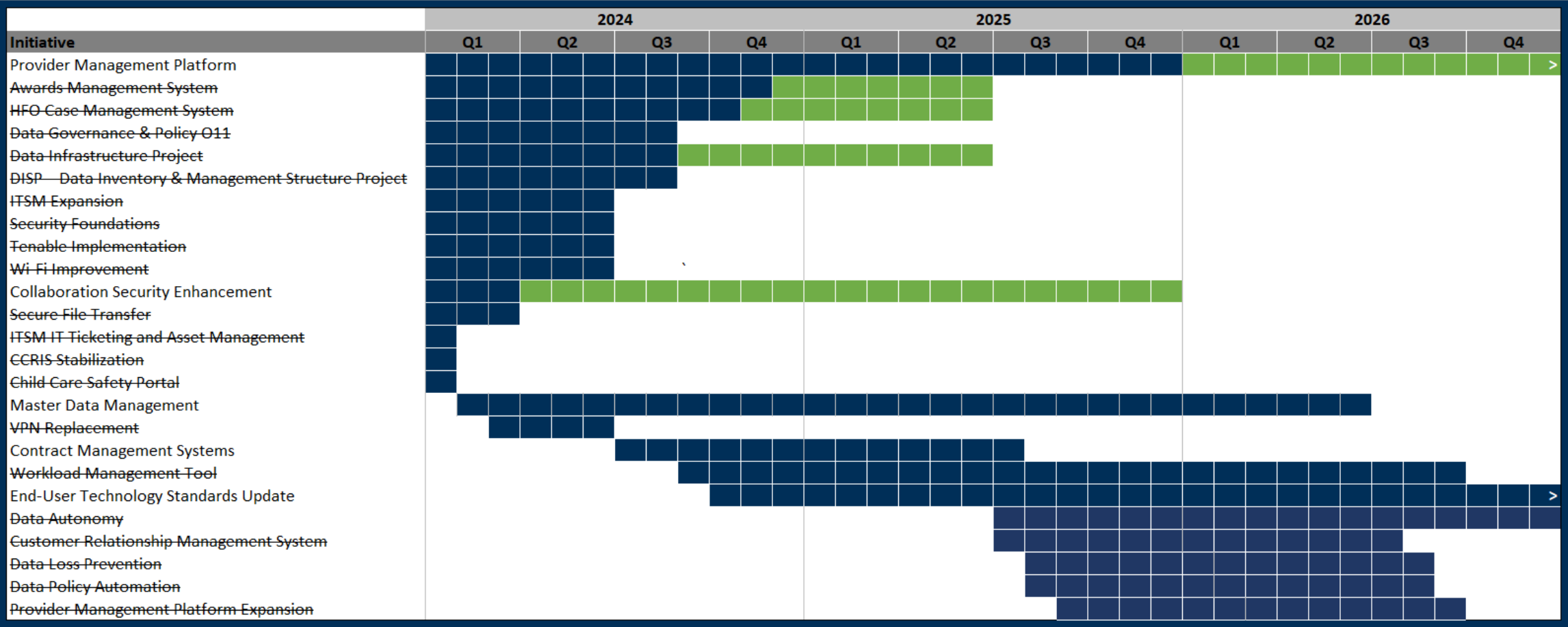
Business-Supporting IT Initiatives

- ✓ Master Data Management
 - ✓ Collaboration Security Enhancement
 - ✓ Contract Management Systems
 - ✓ Provider Management Platform
 - ✓ End-User Technology Standards Update
-

1

Key Initiative/Project Roadmap- Business Support

The IT Governance Committee will prioritize efforts in the active IT project portfolio.



IT Excellence Initiatives

IT identified 2 inflight initiatives for improving IT Operational Excellence

2

Improve IT
Operational
Excellence



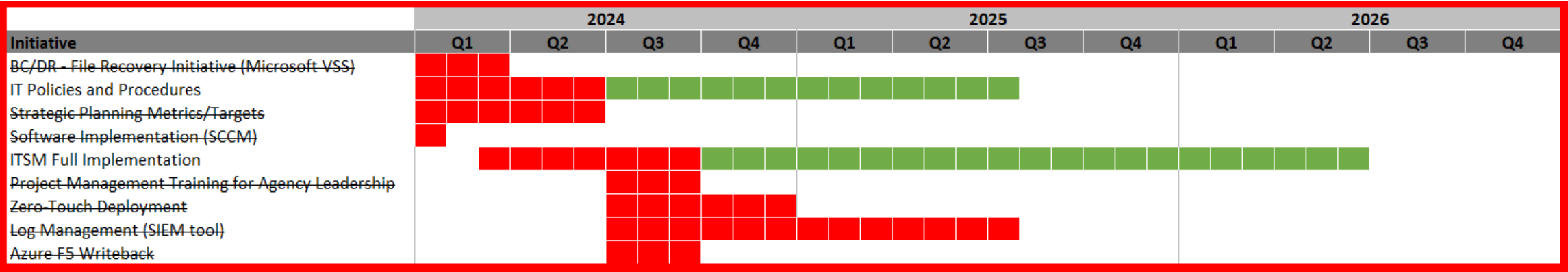
IT Excellence Initiatives

- ✓ ITSM Full Implementation
 - ✓ IT Policies and Procedures
-

2

Key Initiative Roadmap – IT Excellence

The IT Governance Committee will prioritize efforts in the active IT project portfolio.



Information on completed and canceled projects is provided on pages 30-32

■	Extended Project Schedule
INT	Complete/Canceled Project

Technology Innovation Initiatives

1 inflight initiative will help IT drive and support technology innovation

3

Drive/Support
Innovation



IT Initiatives Supporting Innovation

✓ AI Initiatives

3

Key Initiative Roadmap – Innovation

The IT Governance Committee will prioritize efforts in the active IT project portfolio.

	2024				2025				2026			
Initiative	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Cloud Management												
AI Initiatives												

Information on completed and canceled projects is provided on pages 30-32

	Extended Project Schedule
INT	Complete/Canceled Project

DELC Goals & IT Goal Alignment

IT and Data initiatives demonstrate alignment between DELC and IT goals.

The following page shows how IT and Data support agency work, with IT initiatives appearing next to both IT and DELC goals.

Additional details are available in the Project/Initiative Appendix.





IT Initiatives & IT Goal Alignment

IT Goals	IT Initiatives
1. Be The Partner of Choice for all Technology Solutions	Collaboration Security Enhancement
	Contract Management Systems
2. IT Operational Excellence	End-User Technology Standards Update
	ITSM Full Implementation
3. IT & Data Excellence	IT Policies and Procedures
4. Sustainable Solutions	Provider Management Platform
5. Data Excellence	Master Data Management
6. Enthusiastic & Adaptable Workforce	AI Initiatives



IT Initiatives & Business Alignment

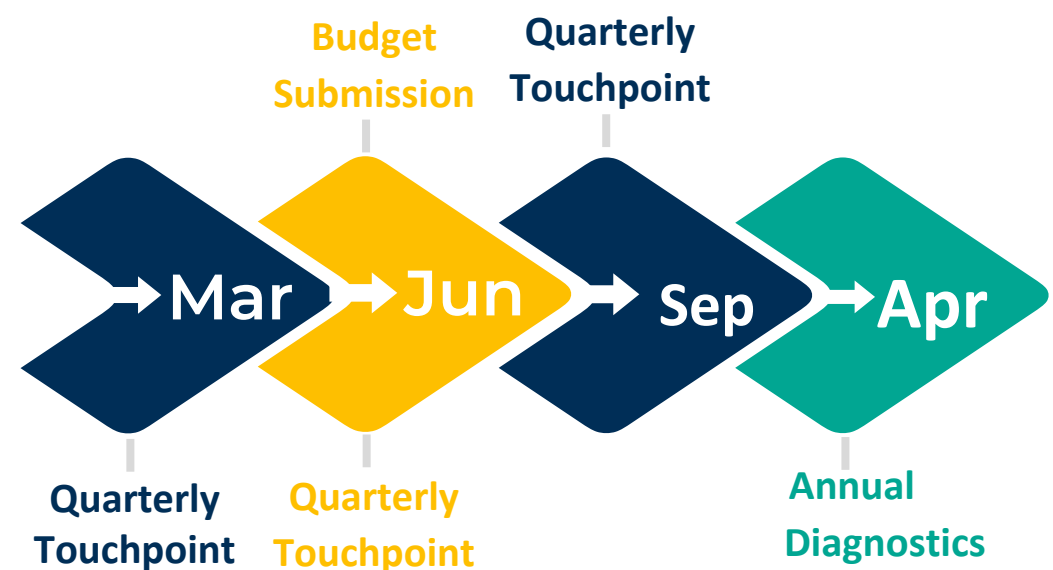
		DEL C Strategic Plan		
IT Initiatives	Description	DEL C Goals	DEL C Objectives	DEL C Objective Support Statement
AI Initiatives	Assessing the capabilities of AI technology and developing plans for potential agency implementations.	Foundations	6.1.c) Establish foundational technology, data tools, and staff capacity to deliver secure, reliable, accessible, and user-friendly solutions.	6.1.c) AI represents technology which may improve the accessibility and User-friendliness of agency solutions.
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.	Tribal Sovereignty, Foundations	2.1.b) Build internal capacity to support relationships, partnerships, collaboration, and sovereign nation awareness through training and technical assistance for all units. 6.1.c) Establish foundational technology, data tools, and staff capacity to deliver secure, reliable, accessible, and user-friendly solutions.	2.1.b) This project includes tools to assist with collaboration with external partners. 6.1.c) This project includes tools for secure and user-friendly agency solutions.
Contract Management Systems	Provide a tool for secure management of procurement and other contracts.	Foundations	6.1.c) Establish foundational technology, data tools, and staff capacity to deliver secure, reliable, accessible, and user-friendly solutions.	6.1.c) This project will implement a foundational tool necessary for tracking contracts and procurement.
IT Policies and Procedures	Develop the DELC IT policies and procedures necessary to ensure effective and efficient IT operations and strategy.	Foundations	6.1.a) Define, publish, and maintain formal policies, processes, procedures, and service catalogs. 6.4.a) Uphold commitments through consistent and transparent policies and on-time payments for grants and contracts.	6.1.a) This project tracks DELC IT's progress in developing foundational documentation. 6.4.a) This project develops policies to support transparent processes.



IT Initiatives & Business Alignment

		DEL C Strategic Plan		
IT Initiatives	Description	DEL C Goals	DEL C Objectives	DEL C Objective Support Statement
End-User Technology Standards Update	Update and document technology standards for supported devices and software.	Foundations	6.1.c) Establish foundational technology, data tools, and staff capacity to deliver secure, reliable, accessible, and user-friendly solutions.	6.1.c) This work defines and documents supported hardware and software standards to ensure consistent, secure, and efficient technology use across DELC.
ITSM Full Implementation	Continue configuration of ManageEngine to fully align with Information Technology Infrastructure Library (ITIL) standards.	Foundations	6.1.c) Establish foundational technology, data tools, and staff capacity to deliver secure, reliable, accessible, and user-friendly solutions. 6.3.b) Establish and implement training and infrastructure to serve customers in an inclusive, cohesive, timely, and accurate way, no matter how they contact DELC.	6.1.c) This work continuous efforts to develop a foundational information technology management system. 6.3.b) ITSM systems ensure consistent and appropriate customer service.
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.	Foundations	6.1.c) Establish foundational technology, data tools, and staff capacity to deliver secure, reliable, accessible, and user-friendly solutions. 6.5.a) Collect and expand access to data for decision making and maintain dashboards on publicly available data.	6.1.c) Master data management tools are foundational to continued data infrastructure development. 6.5.a) Master data management will improve efficient data analytics and dashboard development.
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.	Access	1.5.c) Create integrated technology tools to promote coordination between licensing and program administration.	1.5.c) PMP represents core system replacement, facilitating integration of multiple systems.

IT Strategy Refresh Plan



FREQUENCY	Participants	SCOPE	DATES
TOUCHPOINTS (QUARTERLY)	IT Leadership Team Team Leads/Supervisors (as needed)	<ul style="list-style-type: none">• Initiatives status updates• Organization updates• New projects/initiatives• Risks/constraints• Changes in priorities	<ul style="list-style-type: none">• Mar 2025• Jun 2025• Sep 2025
ANNUAL DIAGNOSTICS	Interested Parties IT Leadership Team	<ul style="list-style-type: none">• Re-survey (Info-Tech diagnostics)• Review/validate strategy• Update to schedule/initiatives	<ul style="list-style-type: none">• Mar 2026
2 - 3 YEARS (REBUILD)	Interested Parties IT Leadership Team	<ul style="list-style-type: none">• Full Strategy Update	<ul style="list-style-type: none">• Nov/Dec 2026

Our process will include frequent reviews of the IT strategy ensuring we are proactive in addressing changes to the IT strategy or direction.

IT is dedicated to frequent touch points throughout the year to ensure the strategy team and interested parties are on the same page about any changes or updates regarding strategic IT initiatives.



Oregon Department of Early Learning and Care

Contributors 2025

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Enterprise Information Services

Dan Miller, EIS Assistant State CIO

DELIC Executive Leadership

Cooper Brown, Chief Operations Officer



IT Strategy Communications

Audience	What	Mode Options	Owner	Timing
COO	<ul style="list-style-type: none"> IT Strategy Presentation (DRAFT) Relevant Workshop Details 	Email	CIO	May 2025
IT Governance Committee	IT Strategic Plan	Meeting	CIO	May 2025
Executive Leadership	IT Strategic Plan	Meeting	CIO	May 2025
Enterprise Information Services	IT Strategic Plan	Email	CIO	May 2025
Division Leadership Team	IT Strategic Plan	Email	CIO	May 2025
All DELC Staff	IT Strategic Plan	Email, SharePoint	CIO	June 2025





2024 Progress Report

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%

Information on In flight,completed and canceled projects is provided on pages 31-34



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.

Index- Required IT Strategic Plan Elements

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Appendix- Project/Initiative Descriptions

The following slides are a snapshot of current and potential IT projects and initiatives. The portfolio of active projects and investments is prioritized and approved through IT Governance processes.





Appendix- Project/Initiative Descriptions

DEL C Goals:

- 1 – Access
- 2 – Tribal Sovereignty
- 3 – Infants and Toddlers
- 4 – Workforce
- 5 – Relationships
- 6 – Foundations

IT Goals:

- 1 – Be The Partner of Choice for all Technology Solutions
- 2 – IT Operational Excellence
- 3 – IT & Data Excellence
- 4 – Sustainable Solutions
- 5 – Data Excellence
- 6 – Enthusiastic & Adaptable Workforce

DEL C Goal	IT Goal
3, 6	4
6	2
6	2
2, 3	4
3, 4, 6	4
5	6
2	1
5	1
6	1
4, 5, 6	5



Appendix – Project/Initiatives - In Progress

Project/Initiative Name	Description	DEL C 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 child care providers, background check applicants, and families receiving ERDC benefits.	1	4



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.



Data Sources

The following pages describe metric data sources





IT Satisfaction Scorecard

Reported Data (Goal / Metric):

Be the Partner of Choice for all Technology Solutions

- Overall IT Customer Satisfaction (88%)

IT Operational Excellence

- Service Desk Satisfaction (Management)(92%)

Data Excellence

- Analytical Capability and Reports (68%)

IT & Data Governance

- Satisfaction with IT Strategic Decision-Making and Governance (87%)

Sustainable Solutions

- Satisfaction with Business Applications (77%)
- Satisfaction with the Reliability of Network and Communication Systems (88%)

Enthusiastic & Adaptable Workforce

- Understands Business Needs (84%)

Source Description:

The IT Satisfaction Scorecard resulted from an Info-Tech Research Group administered survey of DELC leadership.

The February 2025 survey provided insight into overall customer satisfaction, capacity satisfaction, and satisfaction by department.

Info-Tech sent the survey to 30 recipients and received 28 full responses and 2 partial responses (93.99% completion rate).



IT Satisfaction Scorecard

IT Satisfaction Scorecard



Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	92% Up 6% from last year	4 TH
Work Orders	Satisfaction with small requests and bug fixes	92% Up 9% from last year	12 TH
IT Security	Satisfaction that organizational devices and data are properly secured.	89% Up 4% from last year	1 ST
Devices	Satisfaction with desktops, laptops, mobile devices etc.	88% Down 2% from last year	6 TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	88% Up 4% from last year	2 ND
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	87% Up 4% from last year	7 TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	82% Down 1% from last year	10 TH
Projects	Satisfaction with large department or corporate projects	79% Down 1% from last year	9 TH
Business Apps	Satisfaction with applications and functionality	77% Down 3% from last year	3 RD
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	75% Down 5% from last year	13 TH
Data Quality	Satisfaction with providing reliable and accurate data	73% Up 8% from last year	5 TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	68% Down 1% from last year	8 TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	68% Up 4% from last year	11 TH



IT Satisfaction Scorecard

IT Satisfaction Scorecard



Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction	Importance
Service Desk	Service Desk Satisfaction (Management)	92% Up 6% from last year	4 TH
Work Orders	Satisfaction with small requests and bug fixes	92% Up 9% from last year	12 TH
IT Security	Satisfaction that organizational devices and data are properly secured.	89% Up 4% from last year	1 ST
Devices	Satisfaction with desktops, laptops, mobile devices etc.	88% Down 1% from last year	2 ND
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	88% Up 1% from last year	3 RD
IT Policies	Satisfaction with IT's policies and procedures	87% Up 1% from last year	6 TH
IT Innovation Leadership	Satisfaction with IT's vision, innovation and leadership to improve the business	82% Down 1% from last year	10 TH
Projects	Satisfaction with large department or corporate projects	79% Down 1% from last year	9 TH
Business Apps	Satisfaction with Business Applications	77% Down 3% from last year	3 RD
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	75% Down 5% from last year	13 TH
Data Quality	Satisfaction with providing reliable and accurate data	73% Up 8% from last year	5 TH
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Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	68% Up 4% from last year	11 TH



IT Portfolio

Reported Data (Goal / Metric):

Be the Partner of Choice for all Technology Solutions

- Percent of Business Initiatives in the IT Portfolio in which IT was Engaged in Initiation Activities (71%)

IT & Data Governance

- Percent of Projects in the IT Portfolio that have Completed the Risk Management Process (38%)

Source Description:

The IT Portfolio is a collection of all active IT projects and investments, including summarized lists and detailed project artifacts such as Business Cases and Project Management Plans.

The data for these metrics was compiled by the Senior Systems Architect in February 2024 and reflects the then current portfolio.



IT Portfolio

Business Led Initiatives*

ECS EPP Warmline
Customer Service KPIs
Provider Management Platform
HFO Case Management System
Awards Management System
Data Infrastructure Project
Growing Oregon Together

Engaged at Initiation Phase



Projects completing risk activities

100%

IT Projects*

Provider Management Platform
Awards Management System
HFO Case Management System
Data Infrastructure Project

Risk Management Plan



Projects completing risk activities

100%

**Initiatives and Projects reflect active efforts in Feb 2025*



IT Portfolio

Business Led Initiatives*

ECS EPP Warmline
Customer Service KPIs
Provider Management Platform
HFO Case Management System
Awards Management System
Data Infrastructure Project
Growing Oregon Together

Engaged at Initiation Phase



Projects completing

Percent of Business Initiatives in the IT Portfolio in which IT was Engaged in Initiation Activities

100%

IT Projects*

Provider Management Platform
Awards Management System
HFO Case Management System
Data Infrastructure Project

Risk Management Plan



Projects completing

Percent of Projects that have completed the Risk Management Process

100%

**Initiatives and Projects reflect active efforts in Feb 2025*



IT Employee Satisfaction Survey

Reported Data (Goal / Metric):

Enthusiastic & Adaptable Workforce

- IT Staff Satisfaction(88%)

Source Description:

The IT Employee Satisfaction Survey was developed by IT Leadership and the IT Governance and Vendor Coordinator and administered by the Executive Assistant to the COO.

The February 2025 survey provided insight into DELC IT and Research, Data & Analytics employee satisfaction, engagement, and interests.

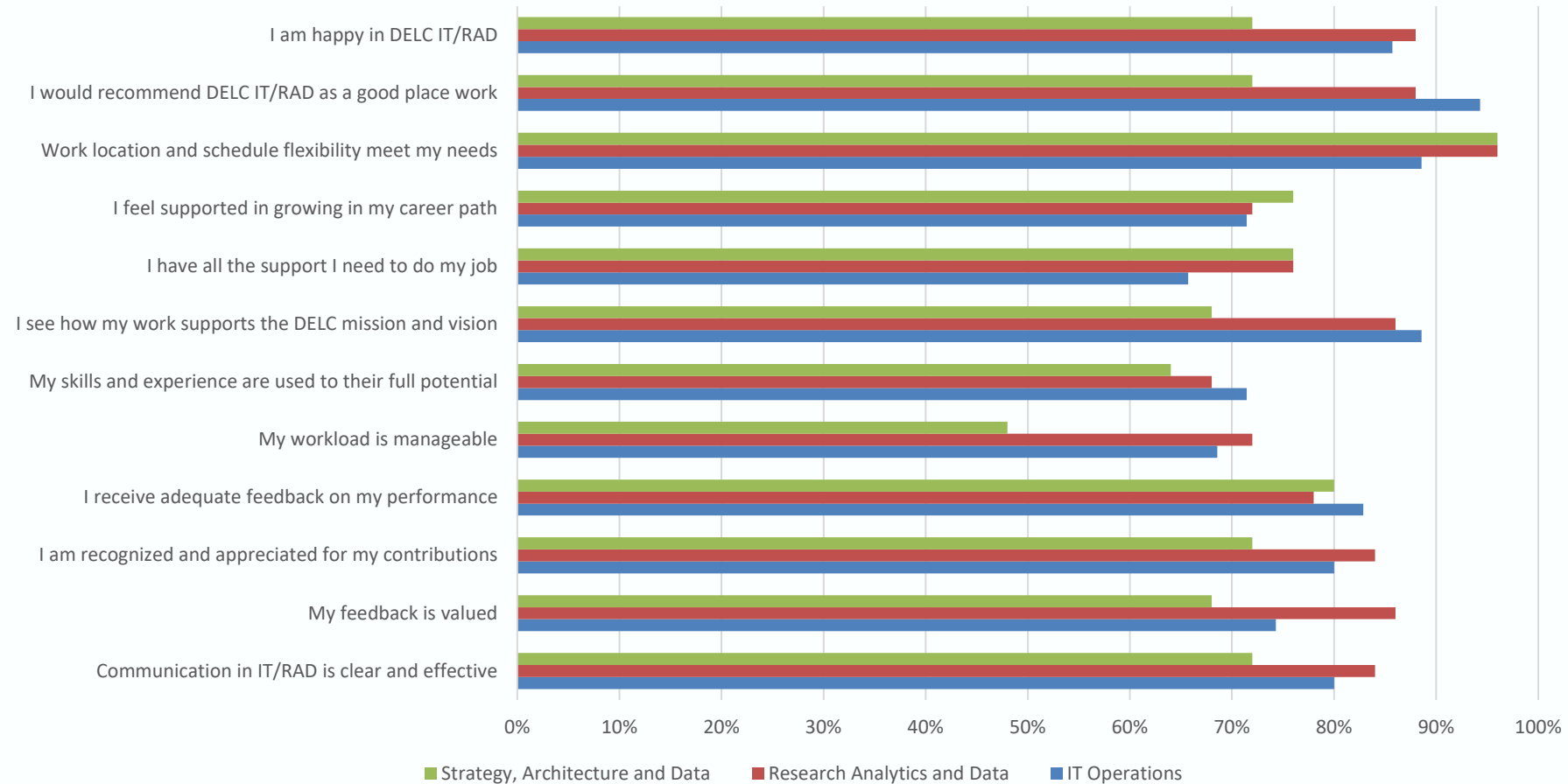
The survey was sent to 15 IT and 14 Research Data & Analytics recipients, with 12 IT (80% completion rate) and 10 Research Data & Analytics (71.43% completion rate) recorded responses.

IT Staff Satisfaction is measured by the number of respondents reporting 4 or 5 on the 5-point scale question, "I am happy in DELC IT/D&A".



IT Satisfaction Scorecard

Employee Satisfaction Survey (February 2025)

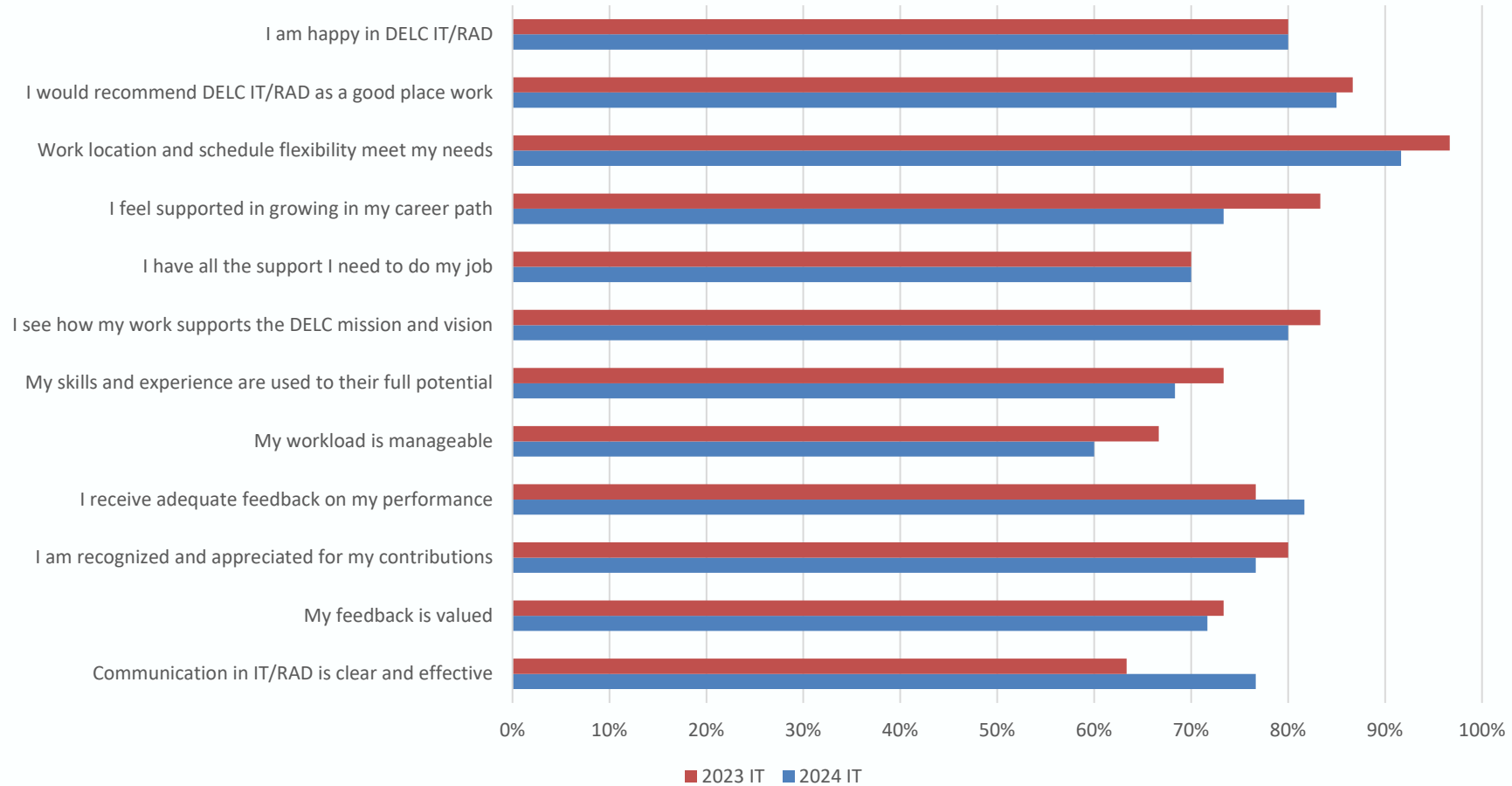


Note: Results reflect the percent of responses that were 4 or 5 on a 5-point scale



IT Satisfaction Scorecard

Employee Satisfaction Survey (IT) 2023 vs 2024

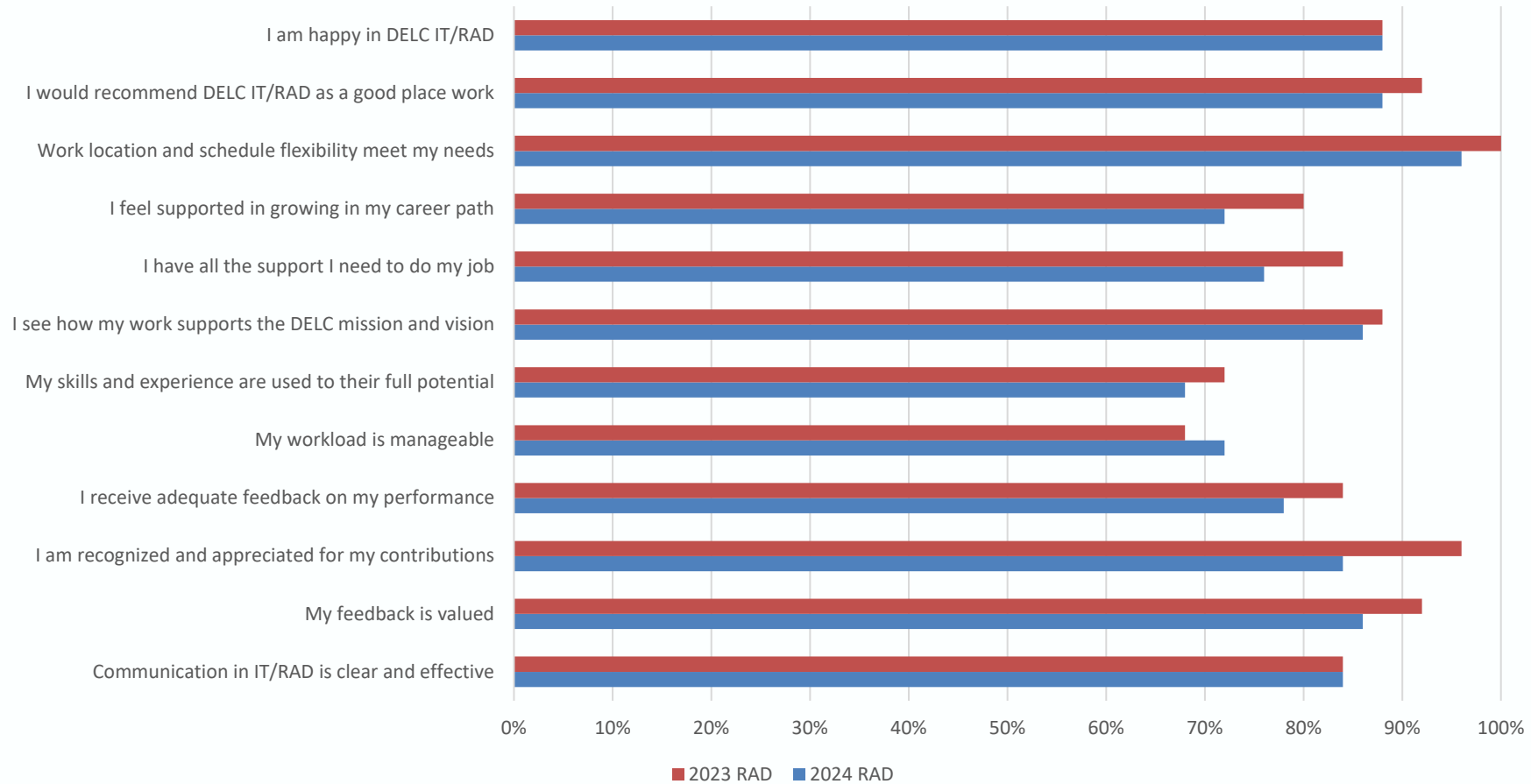


Note: Results reflect the percent of responses that were 4 or 5 on a 5-point scale



IT Satisfaction Scorecard

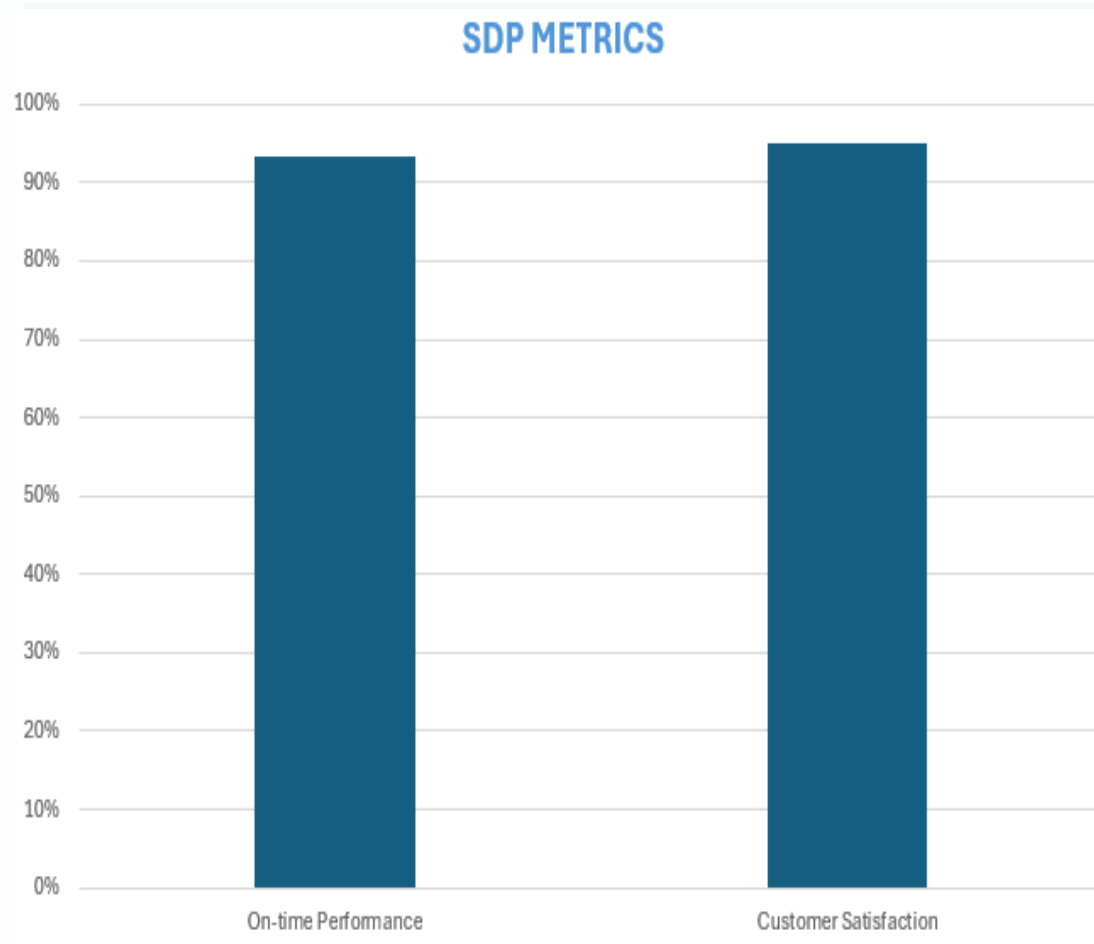
Employee Satisfaction Survey (RAD) 2023 vs 2024



Note: Results reflect the percent of responses that were 4 or 5 on a 5-point scale



ServiceDesk Plus



Source Description:

The Service Desk Plus (SDP) system is a comprehensive IT Service Management (ITSM) software suite. SDP includes features to help with Incident Management, Problem Management, and Change Management, and has initially been implemented by DELC IT to provide a centralized platform to manage IT service requests (tickets) and assets.

The first phase, IT ticketing and Asset Management, was implemented in February 2024. Reliable data for reporting from the system has now been gathered.

Quarterly data reporting for SDP to the IT Governance Committee has been ongoing since 2024. As of March 2025, the key metrics are as follows:

1. on-time performance - 93.4%
2. customer satisfaction - 94.9%