# 2025 IT Strategic Plan Progress Report

Executive Summary

The Department of Land Conservation and Development (DLCD) is pleased to provide a progress report on our 2024-2028 IT Strategic Plan. Overall, the agency made excellent progress towards its IT goals that were set out in the strategic plan. Nearly every initiative that was outlined has had progress made and some have been completed early. Highlights so far have been the establishment of the Data, IT, and GIS Governance (DIGG) group, the hiring of a new Chief Information Officer and Business Analyst, the completion of the InTune mobile effort, and the forward movement of many other projects. DLCD looks forward to continuing this path forward.

Strategic Objectives, Metrics, and Targets

2025 Updates:

- A ✅ next to the metric indicates successful implementation.

- A ❌ indicates that the metric has not yes been achieved.

- A ✓ means partially implemented

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. 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. ✅

5. Provide semi-annual reminders in the Director's blog and regular updates at all staff meetings. ✅

6. 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. ❌

7. Provide annual reviews of IT infrastructure to the management team. ✅

8. Purchase and train employees on new cell phones. ✅

9. 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 (iRU*G) to implement the Open Data Plan and articulate the agency GIS staffing vision. (2025 Update: This initiative has been replaced entirely by the implementation of the DIGG team and the DMAPS team. Open Data Portal is currently in use.)*

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. ✓ *(2025 Update: See above.)*

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. ✓ *(2025 Update: The records have been scanned. Metadata needs to be applied. Awaiting completion of agency retention schedule in order to proceed with records management system.)*

4. Request funding for a Grants Accountant to lead the design of the Grants Management System. ✓ *(2025 Update: This position has been hired but two other existing positions will assist in 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. ✖

Initiatives

These initiatives are not in any particular order, however, DLCD felt it important to call out the Grants Management System and the Electronics Records Management System first, as they are the highest priority for our IT team.

Grants Management System

DLCD has gone from managing approximately two million dollars in grants per year in recent biennia 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.

(2025 Update: Analysis and requirements gathering has begun as of May 2025.)

ERMS (Electronic Records Management System)

Implementing an electronic records management system (ERMS) is 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.

(2025 Update: This project awaits the completion of the agency's retention schedule during summer 2025 in order to launch the next phase which is procuring the solution and continuing to scan our paper records.)

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.

(2025 Update: The DIGG team has been established, and regular governance meetings are being conducted.)

IT Budget Strategy

Working with DLCD's director, policy office, and financial 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 received budget support during the 2024 legislative session because of the Governor's Housing packages and establishment of the 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.

(2025 Update: A budget analyst on the FABS team has been assigned to cover the IT budget. The CIO and CFO meet regularly to discuss financial topics. We expect to have a budget established near the beginning of the 2025-27 biennium.)

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.

(2025 Update: The agency has completed a CIS security audit, and we are hard at work making improvements and creating rigor in our approach to cybersecurity. A significant component of this is onboarding DCS Managed Network Services to take over our firewall and networking infrastructure.)

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.

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.

(2025 Update: While we have not yet implemented a DR drill, the agency is preparing our technical architecture to do regular DR drills. The ITS team is currently implementing a multipronged effort to bring rigor to our operational capacity. We have recently started the process of replacing some of our older equipment through lifecycle replacement, we are bringing on Managed Network Services and moving our hardware into the state data center. Additionally, we will be choosing a new VPN product in the near future as well as a new backup product that will assist in performing regular DR drills.)

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.

(2025 Update: Project has been completed. All mobile devices are in the state's instance of InTune as well.)

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 annual DAS Enterprise Security training expected of all staff.

(2025 Update: This project has begun but it is in its infancy. We expect to have a robust training program developed by the end of Q1 2026.)

Data and GIS Spatial Analysis

The incorporation of data and spatial analysis is indispensable for DLCD as the agency delivers on its statutory mission of land use planning. 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.

(2025 Update: With the creation and staffing of the DMAPS team, we have begun this project in earnest.)

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.

(2025 Update: DLCD now utilizes the Open Data portal and the DMAPS team maintains the data therein.)

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.

(2025 Update: This project has been folded into IT governance at the agency. Prioritization exercises have started.)

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.

(2025 Update: A decision about how we want to proceed will be in front of the DIGG committee in June 2025.)

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.

(2025 Update: The agency has begun exploring using Planner in the M365 suite. We are also in the process of procuring pilot licenses for the project management software called Monday.)

Website Refresh

DLCD's website has grown in complexity, particularly with respect to housing initiatives. A modernization or refresh is in order. 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.

(2025 Update: This project has moved to the Communications team.)

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.

(2025 Update: While the agency has not yet migrated its workloads entirely to SharePoint online, we have begun this process. We hope to be completed with this project by the end of June 2026.)

Resources

The IT team at DLCD has increased its headcount by one (a Business Analyst) and the agency's CIO has changed. The team is now headed up by Colin Lancaster. DLCD has an additional Project Manager ISS8 recruitment that is currently on hold until we receive the finalized 2025-27 budget. The agency has a Chief Operating Officers (COO) position overseeing all business services, including IT; this was created in 2024 with the agency's re-structure as a Tier 5 agency. The DLCD Director remains committed to supporting and modernizing all of the agency's business services. The IT team has been utilizing M365 suite significantly, the cost of which is included in our G5 license. We have also started looking at other Consumer Off the Shelf (COTS) software that could help the agency modernize its operations.

Risks and Mitigations

1. Federal funding uncertainty impacts workload and available resources.
   - Mitigation: Triage via and look for new ways of more efficiently doing work.
2. Too much work to complete all projects successfully.
   - Mitigation: Governance to prioritize work and help assign more resources when necessary.
3. Global supply chain uncertainty makes it difficult to plan for lifecycle replacement.
   - Mitigation: Purchase backup supplies to keep in inventory, move to data center, transition firewall to CSS for management.

Next Steps

Next steps for DLCD are to continue the execution of its IT Strategic Plan. With a strong focus on cybersecurity and process modernization. Our priority project in terms of our internal customers will be procuring a Grants Management System and assisting with the analysis required to modernize the agency's grant workflows.

Conclusion

Overall, DLCD is very happy with our ability to execute against the goals that have been set by our strategic plan and executives. We will continue to aggressively execute against these goals and others as we move towards modernization of DLCD's technology.