



Information Technology Program

Oregon Department of Forestry
Information Technology Strategic Plan
For the 2023-2025 Biennium
Update, May 15, 2025

Executive Summary

The Strategic Plan for the 2023-2025 Biennium, in general, was overly optimistic in the planning of Strategic Initiatives. The results were, by and large, limited by the prioritization of competing priorities.

Our metric tracking was successful and provided focus on important topics.

The ongoing support of basic IT infrastructure and functionality remained high, with an emphasis on customer service and end-user support.

Strategic Objectives

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

The agency has a stated goal of "Operational Excellence," which served as the basis for this plan.

Strategic Initiatives

The following Initiatives were included in the Oregon Department of Forestry's Information Technology Strategic Plan for the 2023-2025 Biennium.

Yearly Capacity Planning

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

No progress was made on this strategic initiative. Staffing for wildfire response, Intune mobile device management, Windows 11 updates, and the 20-year Landscape Resiliency project took precedence.

Policy Review and Prioritization

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

Limited progress was made on this strategic initiative. IT policies have been consolidated, with old policies rescinded, inventory updated, and documents located on the standard ODF police intranet page.

After Action Review Procedure

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



Information Technology Program

Limited progress was made on this strategic initiative. A proto type After-Action Review was conducted for the IT Program involvement and deployment during the 2025 fire season. This included a documented issue and recommendation discussion.

Hardware and Software Tracking

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

Limited progress was made on this strategic initiative. We created a software catalog for both desktop and mobile devices. The documentation procedures and publication efforts have yet to be completed.

Governance Tracking and Reporting

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

Limited progress was made on this strategic initiative. The project/initiative tracking number was established with a standard reporting methodology and consolidated information on a standard dashboard.

Metrics and Targets

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

Help Desk Ticket Aging

Help Desk incidents that are older than 60 days.

The goal is 0

Although the number has been trending towards the goal of 0, it has not yet been achieved. We continue to struggle with recording projects or service requests as incidents in our ticketing system.

Critical Vulnerability Score

Percentage of critical security issues found per workstation

Goal: below 50%

This goal has been achieved 11 out of the last 18 months with an average score of 43.4

Open Computer Orders

Current number of open PC orders.

The Goal is less than 30

The goal has been achieved 9 out the last 18 months with an average of 36.



Information Technology Program

Resource Allocation

Staffing remained consistent with 22 full-time staff. There was no significant new technology deployed.

FY25 (through month9)

	Budget	Actual
Personal Services*	3,537,795.84	(2,274,835.45)
Services and Supplies**	220,000.00	(136,816.00)
	3,757,795.84	(2,411,651.45)

*Spending is low due to fire deployments and vacancy savings

**Spending is low due to getting rid of bench stock computers

Risk and Mitigation Strategies

The most significant risks to planning by the Information Technology program are the ongoing limitations on program staffing levels.

Over the past five years, the agency's staffing levels and the number of IT devices have increased dramatically. The number of devices has risen from 1600 to 2700, and the number of incident and service request tickets received has increased from a monthly average of 530 in 2020 and 2021 to 750 in 2022 and to over 950 in 2024. In addition, the complexity of our network structure, application requirements, and GIS data has also increased significantly. This, combined with the heightened reliance on IT systems for all aspects of work at ODF, has made our staff shortages visible and felt across the agency.

The Information Technology staffing shortage was addressed through a Policy Option Package proposal to be included in the 2025-2027 Agency Request Budget. The Agency leadership did not approve this proposal. An updated Policy Option Package is under development for submission for the 2027-2029 Agency Request Budget.

Next Steps

The next iteration of the Oregon Department of Forestry's Information Technology Strategic Plan for the 2025-2027 Biennium will have an updated list of Strategic Initiatives.



Information Technology Program

Conclusion

Integration with Agency goals and priorities continues to be a challenge for the Information Technology Program. A more realistic approach to strategic initiatives, combined with a continued effort to address staffing levels, will make the next Strategic Plan more realistic.