



Information Technology Program

ODF IT Strategic Plan 2025–2027 Progress Report

Mid-Term Strategic Update

Overview

At the midpoint of the 2025–2027 biennium, the Oregon Department of Forestry (ODF) IT Program continues to advance the goals outlined in the IT Strategic Plan. This update reflects progress made to date, challenges we continue to navigate, and adjustments underway to stay aligned with agency priorities and statewide direction. Our emphasis remains on operational excellence, modernization, and strong engagement with staff across the agency.

Agency & Operational Context

ODF's operational footprint remains large and complex, with ~1300 staff and extensive seasonal expansion during fire season. IT continues to support approximately 2900 devices across 34 remote facilities. The agency's mission, vision, and values continue to guide IT's service delivery and long-term planning as we adapt to expanded workloads, increasing technology needs, and heightened expectations for reliability and security.

Progress in the IT Environment

- **Workforce & Capacity:** Staffing remains steady at 22 IT professionals across Help Desk, Systems Administration, Applications, GIS, and Admin units. Although capacity remains tight, teams have continued to meet rising demand, including sustained ticket volumes of ~780/month.
- **Infrastructure & Systems:** IT has maintained ongoing lifecycle work across servers, network, endpoint management, and the 48 custom applications used widely across the agency.
- **GIS & Data Services:** The GIS Unit continues to support over 300 users and maintains more than 500 data layers and 90 TB of imagery—critical tools during both routine operations and fire season deployments.
- **Governance:** The IT Steering Committee (ITSC), created in 2023, continues to strengthen its role in decision-making, policy development, and project prioritization, providing clearer “side boards” for technology work.

Progress Toward Strategic Goals

1. Engagement

We made early progress in increasing transparency and strengthening communication with program areas. The development of a customer satisfaction survey is underway and will help shape how IT communicates and gathers feedback. Engagement during agency initiatives and fire operations continues to improve.

2. Modernization & Lifecycle Management

Key modernization work is ongoing:

- *EMS Conversion (MaaS360 → Intune)* has been completed.



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- *Windows 11 upgrades* have been completed.
- *Inventory and tracking systems* for hardware and software are being defined to strengthen lifecycle management and reduce aging equipment risks.
- Application modernization efforts continue, though the pace is constrained by staffing levels. The ADA update of internally created applications has been completed.

Governance

Annual policy and procedure reviews have begun, comparing current practices against industry standards. These reviews, combined with ITSC oversight, are improving consistency, expectations, and organizational clarity around technology use and priorities.

Metrics & Performance

We continue to track key operational indicators—ticket aging, critical vulnerability rates, and open computer orders. Mid-biennium trends show gradual improvement but also highlight where resource constraints limit how quickly targets can be reached. These metrics will guide adjustments in workload management and prioritization moving forward.

Roadmap Status

Most mandatory initiatives remain on schedule. The biennium activity set—communications improvements, inventory tracking, and policy development—continues to progress. With staffing flat and significant and new staff increase initiatives deferred, IT maintains a cautious, sustainability-focused operational pace. Should additional resources become available, the plan will be adjusted in partnership with agency leadership.

Plan Lifecycle & Next Steps

The strategic plan remains a living document. The next annual refresh will incorporate updated metrics, achievements, and any course corrections needed to support the agency's evolving strategy.