



**Oregon Department of Forestry  
Information Technology Strategic Plan  
2025-2027 Biennium**

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## Message from the CIO

We are pleased to present the Oregon Department of Forestry (ODF) Information Technology (IT) Strategic Plan. Developed by IT leadership and staff with valuable input from our stakeholders. This plan reflects alignment with the agency's evolving Strategic Plan and the current strategic direction set by the State CIO.

This updated plan defines our IT mission, vision, and values, and outlines key focus areas and priorities that will shape our work in the coming years. It is a living document—one that we will revisit and refine as we continue to align each service area with our strategic goals. Through regular evaluation and adjustment, we will stay on course to achieve our mission and vision while upholding our shared values.

Our goals continue to emphasize the enhancement of internal operations. Prioritizing our people, culture, and communication strategies will strengthen the foundation of our organization, enabling us to more effectively support the agency as a whole. By engaging managers and staff in this process, we ensure that every team member can connect their daily responsibilities to the broader IT mission and vision.

We extend our appreciation to the IT leadership and staff who contributed their expertise and commitment to this planning effort. Their dedication is essential to turning strategy into action and sustaining momentum toward our goals.

We remain committed and passionate about our work, striving to provide services that are accessible, dependable, secure, and available when and where they are needed. We look forward to continued collaboration as we lead the technical modernization initiatives that will support the Oregon Department of Forestry in achieving its business objectives.

Brent Grimsrud  
Chief Information Officer  
Oregon Department of Forestry

# 1. The Agency

The **Oregon Department of Forestry (ODF)** is the state of Oregon agency that performs various functions relating to managing, regulating, and protecting public and private forest lands in the state. It was established in 1911 with the creation of the State Board of Forestry, its governing board, and the State Forester office appointed by that Board.

## Mission

To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.

## Vision

- Healthy and resilient forested ecosystems and watersheds, with functional aquatic and terrestrial habitats, supporting vibrant local communities and providing quality outdoor opportunities for all Oregonians.
- A workforce that reflects the diversity and values of Oregonians and a safe, inclusive, and supportive workplace that values all employees and allows them to reach their full potential in providing excellent public service.
- An organization and culture that responsibly and collaboratively manages the public resources to achieve the outcomes valued by Oregonians.
- An innovative and adaptable organization with sufficient resources and appropriate policies to achieve its mission.

## Values

- Diversity, equity, and inclusion in all aspects of our business
- Honesty and integrity
- Safety in the workplace
- Respectful, strong, collaborative relationships
- Engagement and cooperation of all Oregonians
- Leadership in professional forestry
- Innovation based on sound science.
- Excellent, efficient, and effective service
- Individual initiative, effectiveness, and hard work

## 2. IT Environment

ODF has 34 remote locations in 12 districts and three Fire Protection Associations. Current agency staffing levels are approximately 1300 positions. During fire season, this number can increase by several hundred seasonal workers. The IT program supports these users with over 2900 devices (PCs, Phones, and Tablets).

### Historical context

The agency has grown in size and complexity in the last five years. From 2018 to today;

- ODF Biannual Budget has increased from 330 million to 576 million
- ODF Staffing levels have increased from 800 to 1300
- Supported devices have increased from 1500 to 2800
- Monthly Help Desk tickets have increased from 400 to 800

### IT workforce

ODF IT has 22 full-time permanent staff. Broken down in the following units:

- Help Desk Unit: 4
- System Administration Unit: 3
- GIS Unit: 4
- Application Unit: 7
- Admin/Management: 4

IT staffing levels have remained unchanged for the last seven years.

### IT budget

At a high level, the IT budget contains five elements: Personnel Services, Services and Supplies, Data Center, Agency Software, and Network.

IT Program Yearly costs (example FY26)	
Personnel Services	\$3,840,833.00
Services and Supplies	\$220,000.00
	\$4,060,833.00
Agency Technology costs (example FY26)	
Data Center (servers)	\$1,000,000.00
Agency Software	\$1,450,000.00
Network Connectivity	\$540,000.00
	\$2,990,000.00
Yearly total	\$7,050,833.00

## **IT Systems Administration Unit**

**Planning and Acquisition:** The Systems Administration Unit is responsible for strategic network planning and acquiring hardware and software. This involves evaluating the agency's current and future needs, defining hardware and software standards, and procuring technology that aligns with the department's goals. **Maintenance of Network and Servers:** This unit maintains and updates the agency's wide area network (WAN) and 75 servers. Regular maintenance activities include security updates, software patches, and hardware upgrades to ensure the network's reliability and security. **Mobile Device and Computer Management:** Managing a significant number of mobile devices (1,300) and computers (1,500) is a critical responsibility. This involves configuring devices, ensuring security protocols are in place, and troubleshooting issues to guarantee optimal functionality.

## **IT Help Desk Unit**

**Technical Support:** The Help Desk Unit provides remote and on-site technical support to approximately 1,200 staff members across 35 Unit Offices in Oregon. This includes troubleshooting hardware and software issues, assisting with connectivity problems, and addressing other IT-related concerns. **Ticket Resolution:** Responding to an average of 780 monthly tickets over the last two years, the Help Desk Unit efficiently manages and resolves various IT-related incidents. This involves tracking issues, prioritizing tasks, and ensuring timely resolution to minimize disruptions.

## **IT GIS Unit**

The GIS Unit works with ODF to manage spatial data that drives and improves business workflows. Responsibilities of the ODF GIS Unit include agency coordination, providing a shared vision for the agency, and enhancing collaboration. The unit supports over 300 individual GIS users and approximately 50 power users working with GIS. The GIS Unit manages complex databases of ODF spatial datasets, maintaining an enterprise environment with over 500 data layers available for access by the entire agency. The ODF GIS Unit maintains access to over 60 Terabytes of statewide remote sensing imagery and topography data.

## **IT Applications Unit**

The IT Applications Unit plays a pivotal role in the organization by overseeing the creation, management, and maintenance of approximately 48 custom-built applications. This unit is a critical hub for IT initiatives through Enterprise Information Services, offering essential services such as project management and business analysis. Additionally, the team is actively modernizing existing applications by incorporating cutting-edge technology. To enhance collaboration and usage, the IT Applications Unit collaborates closely with other parts of the agency to raise awareness and promote the utilization of its applications. This multifaceted approach positions the unit as a central driver for innovation, efficiency, and strategic IT advancements within the organization.

## **IT Governance**

In the fall of 2023, ODF created an IT Governance committee called the Information Technology Steering Committee (ITSC). This included a new ODF Governance policy and committee charter. The committee consists of department and field office representation representing all agency areas. The committee is working on various policy and procedure documents, prioritization and decision criteria, and project tracking for ongoing efforts.

## **IT project management**

ODF currently has a low level of maturity for IT project management across the agency. State-certified or PMI-certified project managers are not commonly used. ODF has relied heavily on staff to function as IT project managers.

## **IT fire deployment**

During fire season, the IT Operations Unit and the IT GIS Unit deploy personnel as on-site Incident Technology Support Specialists (ITSS) and Geographic Information System Specialists. These specialists play a vital role in providing technological support for large fire suppression efforts, ensuring that the necessary technology and data are in place to support critical operations during emergency situations. Maintenance of Incident Management Team (IMT) Technology Assets: IT Operations maintains approximately \$150K of IMT technology assets. This involves regular checks, updates, and ensuring that these assets are ready for deployment as needed.

# **3. IT Context**

The IT program is dedicated to delivering services that will be accessible, reliable, secure, and available wherever and whenever needed.

## **Our Mission**

Provide technical expertise to ODF to fulfill its mission through transparent analysis, guidance, and solutions.

## **Our Vision**

Center of excellence for technology through responsive and innovative solutions.

## **Our Values**

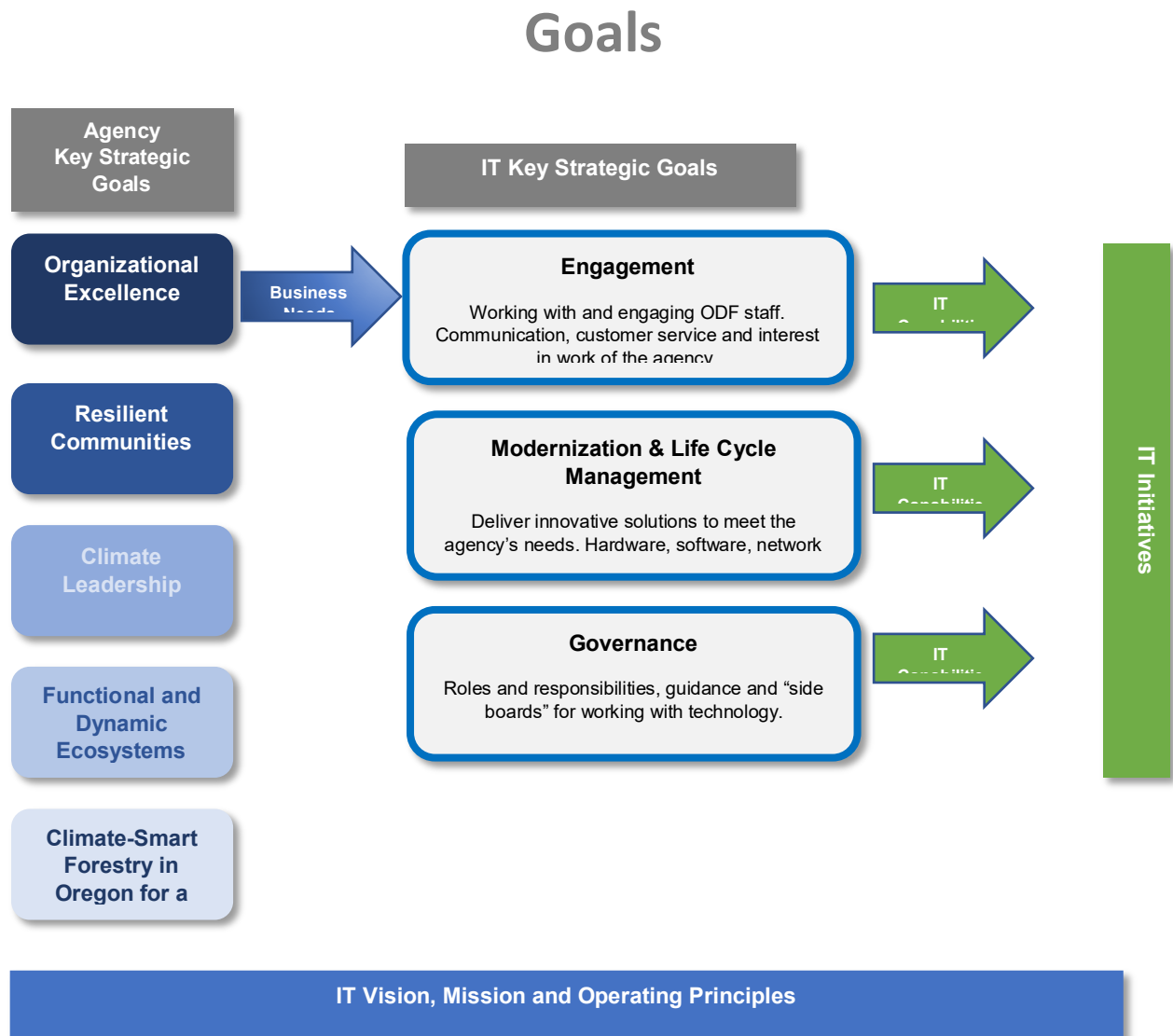
- Integrity
- Positive Partnerships
- Accountability
- Innovation
- Knowledge

## 4. IT Strategic Initiatives

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 as the agency updates our overall strategy.

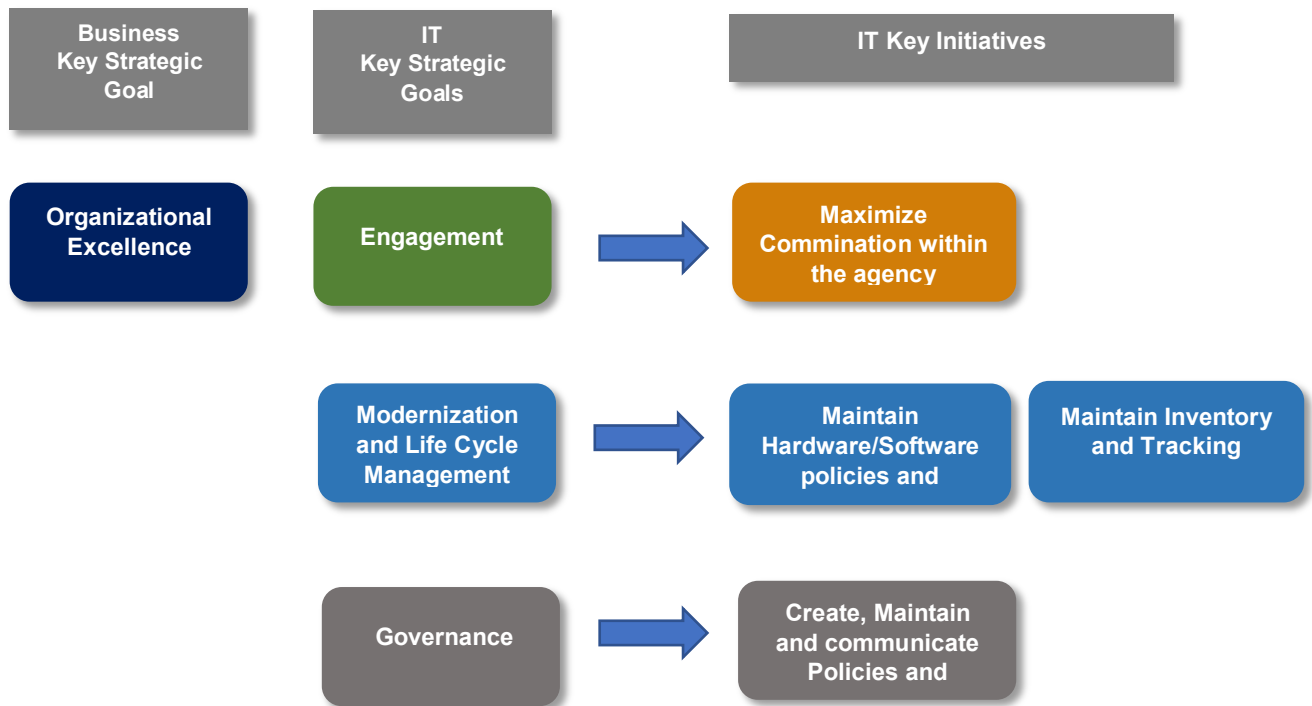
The agency does have a stated goal of “Operational Excellence,” which is the basis for this plan.

IT goals based on the agency goal - Operational Excellence:



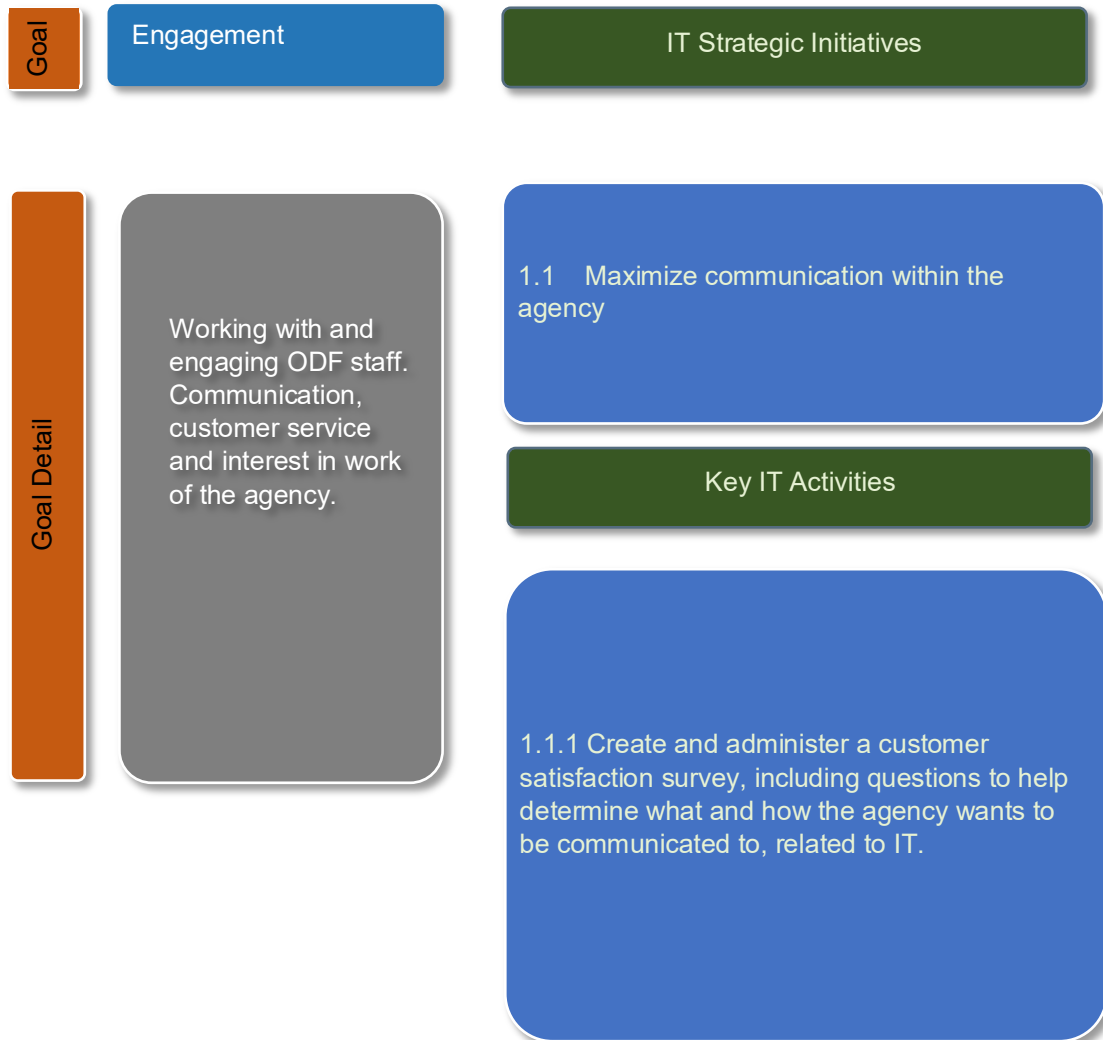


# Initiatives

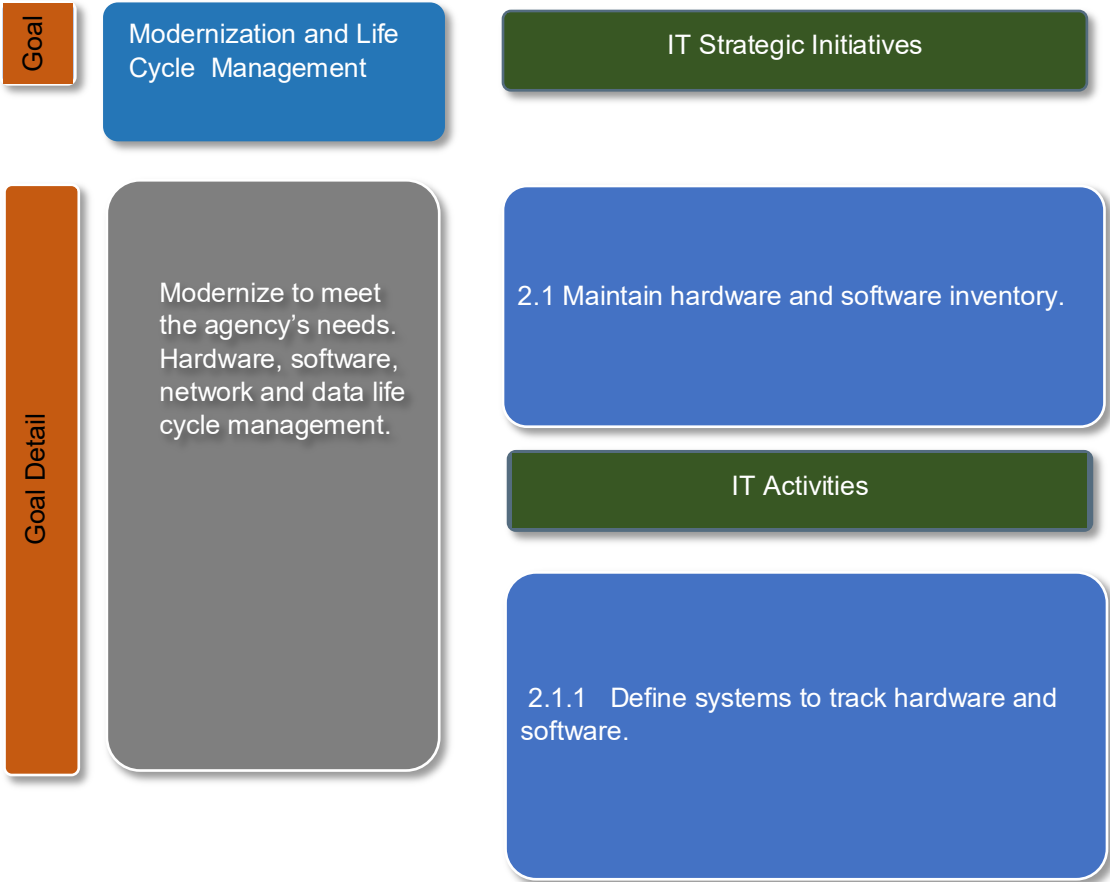


## 5. Metrics and Targets

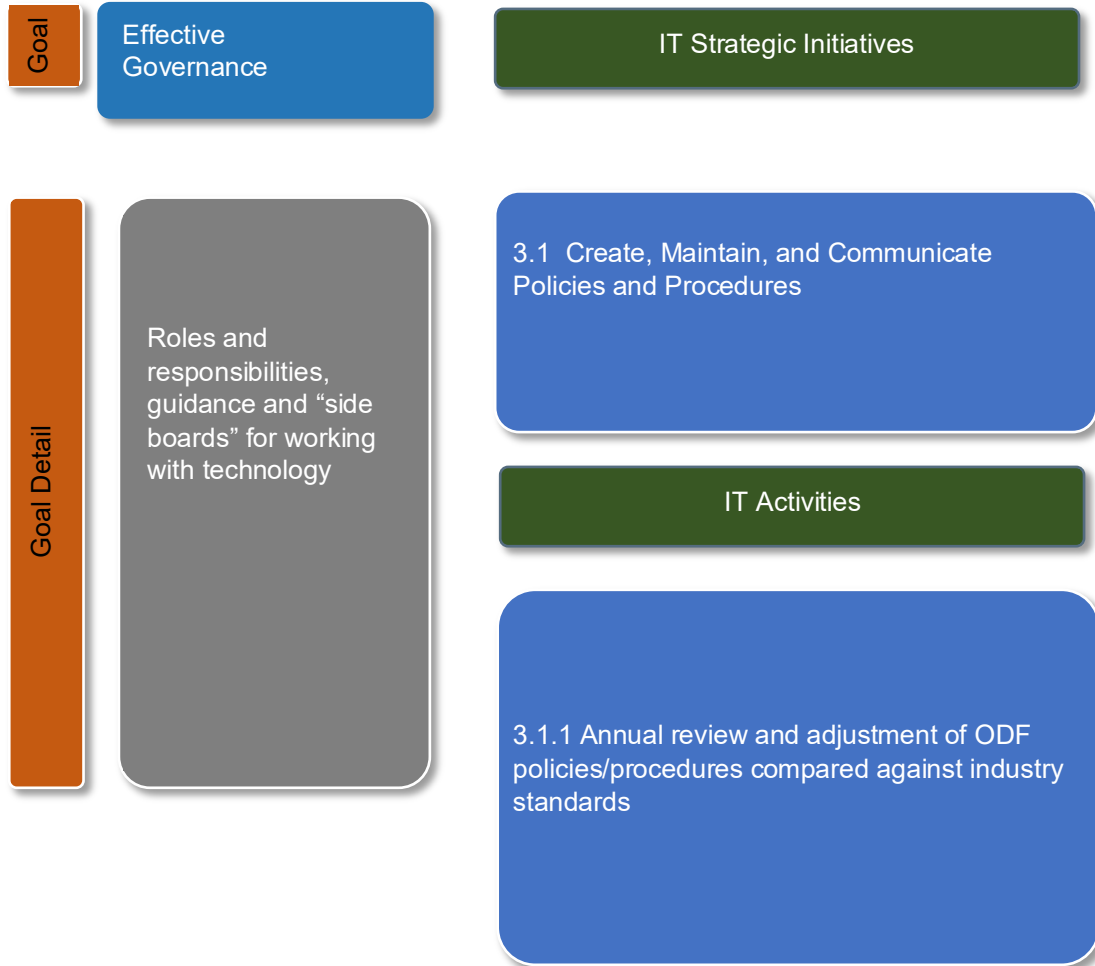
### Strategic Goal 1:



# Strategic Goal 2:



# Strategic Goal 3:



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
- Critical Vulnerability Score
  - Percentage of critical security issues found per workstation
  - Goal: below 50%
- Open Computer Orders
  - Current number of open PC orders.
  - The Goal is less than 30

Detailed metric tracking data is shown in Appendix A.

## **6. IT Roadmap**

### **Mandatory Activities**

- EMS Conversion (MaaS360 to Intune), Feb 2024 – Feb 2026
- Windows 11 Upgrade, December 2023 – October 2025
- InTune Endpoint rollout – July 2025 – December 2025
- Defender for Workstation anti-virus - TBD

### **Activities for the 23-25 Biennium**

#### **Communication**

1.1.1 Create and administer a customer satisfaction survey, including questions to help determine what and how the agency wants to be communicated to, related to IT.

#### **Hardware and Software Inventory**

2.1.1 Define systems to track hardware and software.

#### **Policies and Procedures**

3.1.1 Annual review and adjustment of ODF policies/procedures compared against industry standards

Given the current stagnant staffing levels and the likelihood of success for a policy option package in 2027-2029. ODF IT plans to remain on a low initiative, operational maintenance footing for the near future. If funding does become available, the plan will be adjusted in partnership with the agency and emerging priorities.

**Communication**

DAS EIS and the ODF IT Steering Committee will review the IT Strategic plan. It will then be sent to all ODF Staff in an informational email. IT will also be available for download from our internal intranet site.

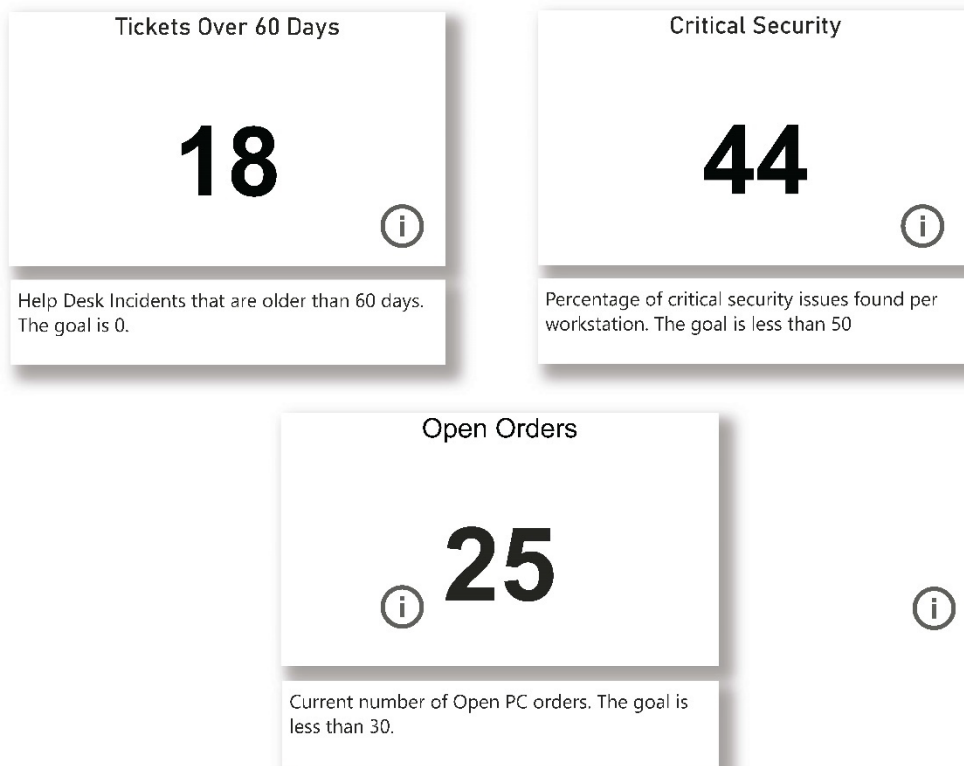
**Lifecycle**

The ODF IT Strategic Plan will be updated annually, before the start of the fiscal year, with activities for the IT Program. The overall plan will be revised before the start of each Biennium.

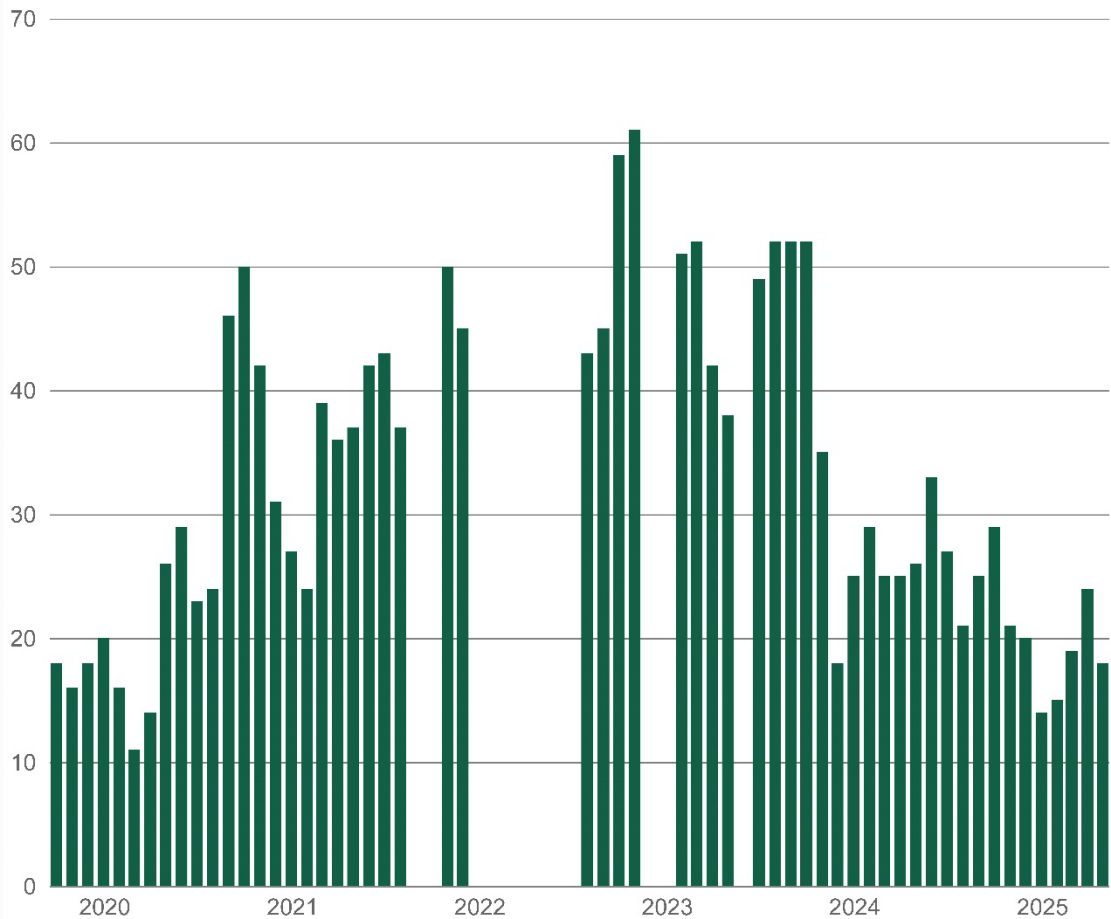
## Appendix A: Key Metric Details

Oregon Department of Forestry  
**INFORMATION TECHNOLOGY**  
Key Metrics

April 2025



## Tickets Over 60 Days

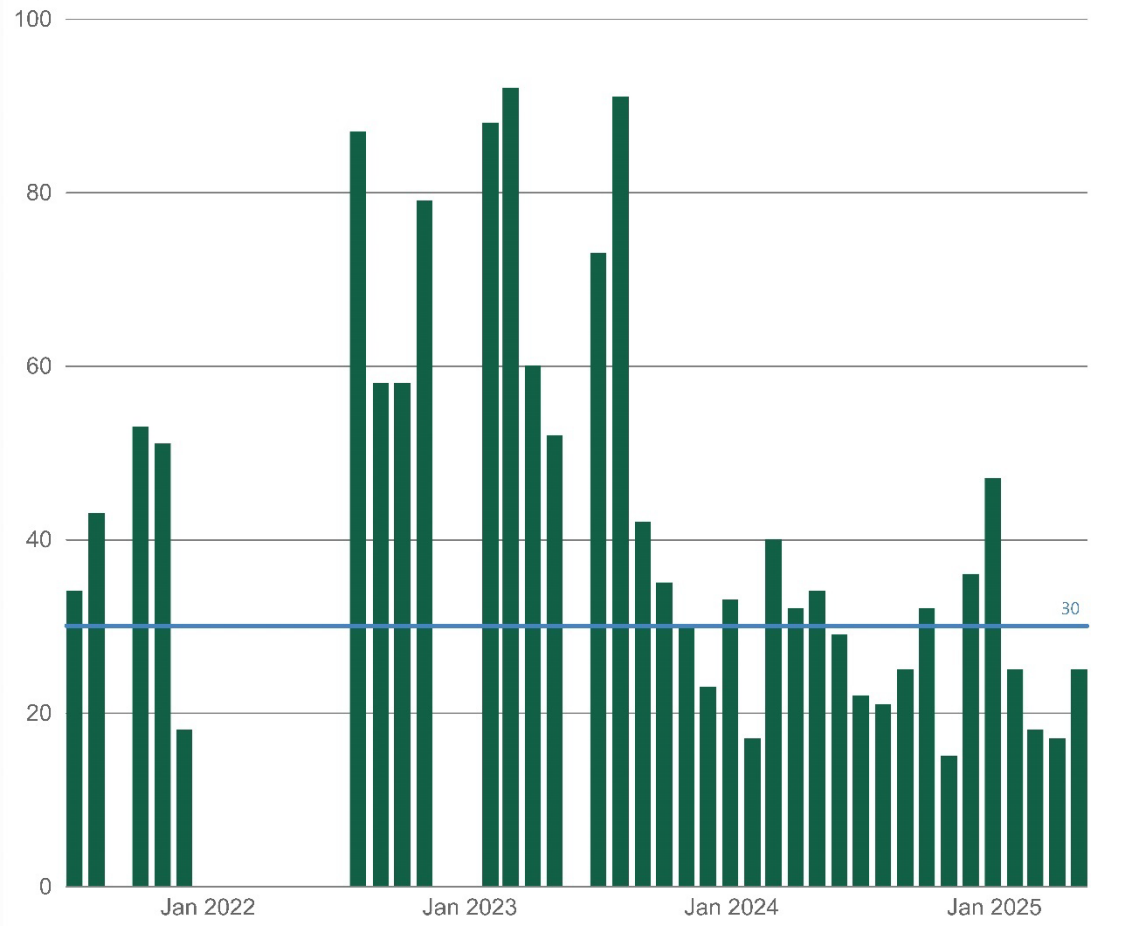


Help Desk Incidents are older than 60 days.  
The goal is 0





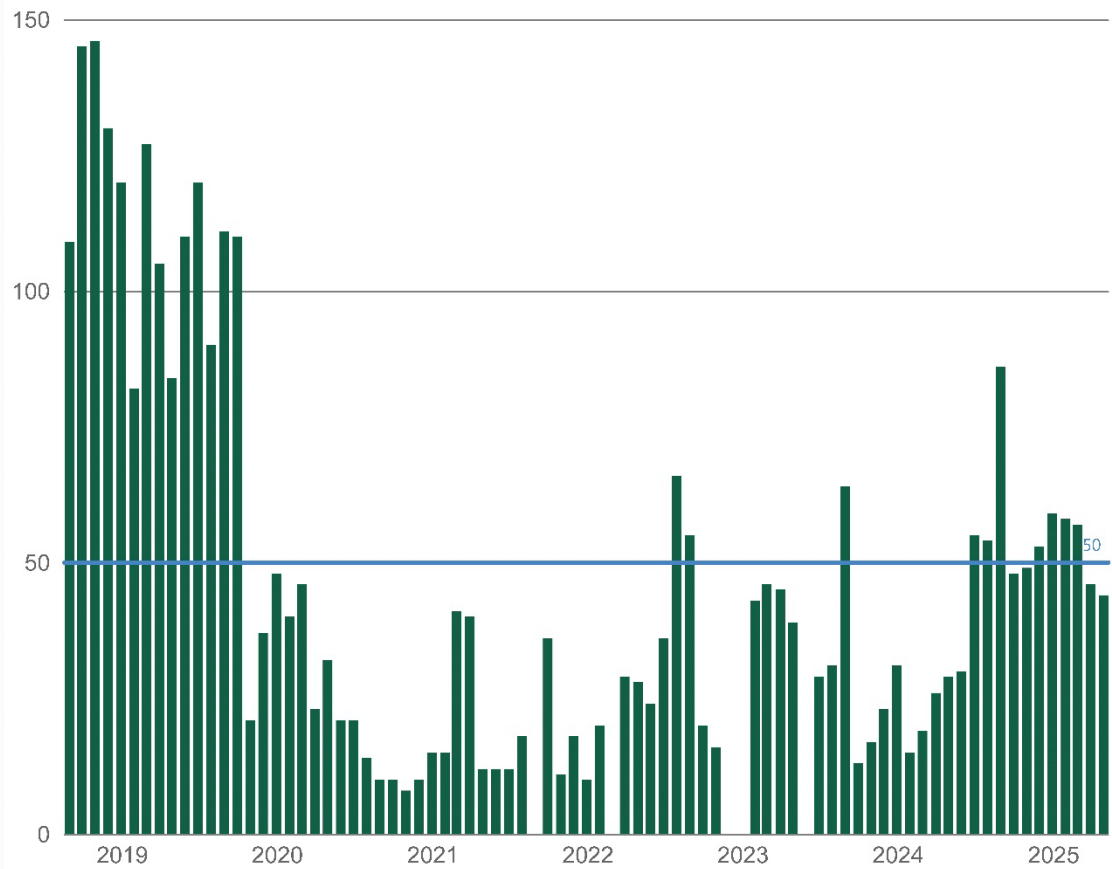
## Open PC Orders



Current number of Open PC orders. The goal is less than 30.



## Critical Security



Percentage of critical security issues found per workstation. The goal is less than 50

