IT STRATEGIC PLAN

OREGON DEPARTMENT OF EMERGENCY MANAGEMENT

2025-2027

CONTENTS

CIO Introduction

The Oregon Department of Emergency Management (OEM) has experienced a period of transformation and rapid evolution, and the agency's Information Technology function has grown with it. As the CIO, I have the privilege of leading a team committed to enabling mission success through secure, resilient, and forward-looking technology solutions.

OEM IT operates at the intersection of service, innovation, and accountability. Our primary responsibility is to ensure that every community and partner across Oregon has access to dependable tools and infrastructure before, during, and after emergencies. Whether responding to wildfires, coordinating mutual aid, or modernizing critical systems, our role is to deliver technology that serves people—and ultimately saves lives.

This IT Strategic Plan provides a roadmap for maturing our IT capabilities to support statewide readiness and equity. It articulates our current environment, strategic vision, priorities, and project portfolio. The initiatives outlined in this plan will help drive modernization, improve internal and external user experiences, and build lasting value across Oregon's emergency management enterprise.

With deep appreciation for the people we serve and the professionals I work alongside, I am proud to present this strategy as a declaration of purpose—and as a commitment to continuous improvement.

Anthony Clem
Chief Information Officer
Oregon Department of Emergency Management

Agency Drivers

Agency Mission

Lead collaborative statewide efforts, inclusive of all partners and the communities we serve, to ensure the capability to get help in an emergency and to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.

Agency Vision

Our vision is an established, equitable culture of preparedness that empowers Oregon's whole community to thrive in times of crisis.

Agency Values

OEM is guided by these core values in all aspects of our work:

Advocacy – We value the perspectives of our team, our partners, and those we serve, and support their efforts to advance our shared interests.

Collaboration – We value sincere, communicative, and supportive partnerships that encourage trust and make us better than we are on our own.

Innovation – We value ideas that challenge current practices while we seek out and leverage new opportunities to improve our ability to serve.

Leadership – We value opportunities to lead our emergency management and 9-1-1 communities with integrity, respect, courage, and accountability, and to foster the development of leaders within our organization.

Service – We value our partners and others we serve and strive to deliver excellence in all that we do.

Agency Strategic Goals

OEM has established strategic goals that reflect our core values and guide the agency's direction:

Accountability - Clear prioritization of agency goals and objectives communicated transparently throughout all levels of the agency and externally to our partners.

Equity and Service - Create a culture of excellence that empowers and supports IDEA and a customer service ethic in delivering emergency management services to partners throughout all phases of emergency management.

Modernization - Standardization and prioritization of systems and processes to ensure the right tool is used at the right time to meet the right need.

Readiness - Cultivate and retain a skilled workforce scalable to respond to blue-sky and grey-sky days effectively and efficiently.

IT Strategic Initiatives

OEM IT has built a project portfolio focused on modernizing core systems, improving interoperability, and increasing the efficiency and impact of emergency management technology across the state. Projects are prioritized based on alignment with agency strategic goals, scalability, and ability to improve outcomes for the communities we serve.

Key Projects (2025–2027)

IT Governance Framework – Establishment of a formal governance model, including prioritization, intake, and policy alignment with EIS and CSS standards.

Grants Management Modernization – Deployment of an automated system to streamline application, tracking, and reporting for state-managed emergency grants, ensuring compliance and transparency.

Task Management System – A business process platform to align agency objectives with daily work tasks and improve key performance metric tracking.

Crisis Management System Replacement – Full-scale modernization of the legacy OpsCenter to enhance coordination, communication, and emergency situational awareness.

Integrated Watch Center (OERS) – Transformation of the OERS function into a proactive Watch Center with new monitoring technology and processes.

Data Center Services Migration – Transition of critical systems to the State Data Center for improved security, availability, and disaster recovery.

Learning Management System – Centralized training and certification platform developed in collaboration with DPSST and OSP to support readiness and compliance.

State-Wide Interoperability Coordinator (SWIC) Transition - The State-Wide Interoperability Coordinator (SWIC) program is transitioning from the Department of Administrative Services (DAS) to the OEM beginning July 2025.

Next Generation 9-1-1 - The Next Generation 9-1-1 (NG9-1-1) project will modernize Oregon's emergency communication infrastructure by upgrading legacy systems to a digital, IP-based platform.

OEM IT will continue to refine and expand the project portfolio through formal governance and ongoing engagement with internal and external stakeholders.

Current IT Landscape

OEM's current IT landscape is shaped by its transformation into a mission-driven, cloud-smart, and partner-connected emergency management agency. This evolution reflects our need for secure, flexible, and resilient technology that can support a statewide, mobile, and often field-based workforce. As Oregon faces more frequent and complex emergencies, the ability to ensure continuity, interoperability, and real-time coordination across agencies and jurisdictions is critical.

Our shift from traditional on-premise models to scalable, enterprise-aligned platforms is both a response to vendor trends and a strategic move to enhance preparedness, reduce risk, and improve equity in access to services. This approach enables OEM to remain agile during both blue-sky planning and grey-sky response while focusing IT investments on high-impact, community-serving outcomes.

Key features of the current IT environment include:

Infrastructure – OEM maintains a hybrid network model that supports both day-to-day operations and resilient emergency response. This includes integration with the state network via the State Data Center, while also operating a standalone network aligned with the agency's PACE (Primary, Alternate, Contingency, Emergency) communications plan. Satellite Internet systems, land mobile radios, and terrestrial network gear ensure field operability across Oregon's diverse terrain.

Mobility and Accessibility – OEM equips its mobile, remote, and field-based teams with secure connectivity, ruggedized equipment, and tools that support real-time situational awareness. Platforms and devices are selected to maximize accessibility and support all conditions of emergency response.

Application Portfolio – OEM supports a growing suite of enterprise and mission-critical applications, including Microsoft Power Platform solutions, Software as a Service (SaaS) tools, and purpose-built systems supporting finance, grants, planning, mitigation, and response. Application modernization efforts focus on automation, user experience, and data integration.

Data and Analytics – The agency is expanding its capacity for data-informed decision-making through integrated dashboards, Graphical Information Systems (GIS) mapping, and the creation of centralized data repositories. Social vulnerability data and performance metrics help target services and track outcomes.

IT Governance and Cybersecurity – OEM is implementing formal governance processes for project intake, prioritization, and change management. IT efforts are aligned with Department of

Administrative Services (DAS) Enterprise Information Services (EIS) Cyber Security Services (CSS) cybersecurity frameworks to ensure compliance, risk mitigation, and operational integrity.

Workforce and Support – A dedicated IT team supports infrastructure, applications, analytics, GIS, and customer service. Staff development, cross-training, and a strong service desk function are prioritized to build a responsive and resilient IT culture.

While significant progress has been made, OEM continues to address challenges related to staffing capacity, asset visibility, and ensuring sustainable IT investment aligned with future growth.

IT Context

IT Mission

OEM IT supports the agency in delivering its mission by providing secure, reliable, and innovative technology solutions that ensure help is accessible during emergencies, and that operations are resilient, data-informed, and inclusive.

IT Vision

To be a trusted and proactive technology partner delivering secure, modern, and mission-critical solutions that strengthen Oregon's emergency management capabilities.

IT Values

OEM IT aligns its values with the agency's core principles to guide how technology supports statewide emergency management:

Advocacy – We advocate for thoughtful, mission-driven technology solutions that meet the needs of OEM staff, partners, and the communities we serve.

Collaboration – We build and maintain strong partnerships across agencies, jurisdictions, and partners to co-create effective and sustainable IT services.

Innovation – We pursue modern, scalable, and forward-thinking technologies to improve how OEM prepares for and responds to emergencies.

Leadership – We take initiative in setting IT standards, enabling strategic direction, and mentoring the next generation of technology leaders within OEM.

Service – We deliver reliable, secure, and accessible systems with a focus on responsiveness, customer satisfaction, and continuous improvement.

IT Guiding Principles

OEM IT follows these guiding principles to ensure that all technology efforts align with the agency's mission, values, and emergency management responsibilities:

Mission First – Prioritize technology decisions that support OEM's core purpose: helping Oregonians before, during, and after emergencies.

Cloud-Smart Approach – Adopt cloud-based solutions that are scalable, flexible, cost-effective, and aligned with the State's enterprise strategies.

Modernize the Experience – Improve both employee and partner experiences by streamlining processes, reducing technical debt, and leveraging modern tools.

Empower our Staff - Invest in training and development to allow our staff to be as effective as possible

Security by Design – Embed security and privacy into every aspect of system design, procurement, and operation following CSS and EIS guidance.

Exemplary Customer Service – Ensure consistent, responsive, and inclusive support that meets the needs of internal and external stakeholders.

Data-Informed Decision-Making – Use data to drive business outcomes, improve transparency, and inform emergency management strategies.

Resilient Infrastructure – Maintain a technology environment that performs reliably in both blue-sky and grey-sky conditions.

Continuous Improvement – Embrace feedback, measure outcomes, and refine tools and processes to deliver long-term value.

IT Strategic Goals

OEM IT has identified strategic goals aligned with the agency's strategic plan and that reflect the agency's mission, technology priorities, and values. These goals are designed to deliver resilient, scalable, and service-focused capabilities in support of statewide emergency management.

1. **Accountability through Established Foundational IT Business Processes –** Implement agency-wide IT governance, standard operating procedures, and transparent project prioritization to ensure sustainable, secure, and responsive IT operations.
2. **Modernization Through Integrate Core Applications and Data Capabilities –** Replace legacy and shadow systems with modern, cloud-based platforms that are accessible, scalable, and aligned with state enterprise standards. Expand data and GIS capabilities to enable better decision-making and public service through data centralization, quality improvement, and the use of geospatial tools and social vulnerability indicators.

3. **Readiness Through Empowered and Equipped Agency Staff –** Provide training, support, and technical resources to ensure staff can fully leverage enterprise technologies and continuously improve operations.
4. **Equity and Serviced Through Enhanced External Partner Engagement and Accessibility –** Develop and maintain technology solutions that facilitate information sharing, collaboration, and operational support with local governments, tribes, 9-1-1 partners, and emergency response stakeholders. Develop and maintain technology solutions that facilitate information sharing, collaboration, and operational support with local governments, tribes, 9-1-1 partners, and emergency response stakeholders.

Budget

OEM IT's budget is allocated legislatively within a broader administration function. OEM is evolving organizationally to be able to support OEM IT with a dedicated IT budget that would allow for greater autonomy and accountability. Historically, technology-related expenses have been absorbed into broader operational categories or funded through project-specific grants. OEM's ability to strategically plan for modernization, resource growth, and long-term investments in secure, resilient infrastructure are slowed down by OEM as a new agency not having the IT business and portfolio resources.

Recognizing this gap, OEM is actively developing a sustainable and transparent IT budget model. This effort includes:

Establishing Baseline Needs – Identifying core IT functions, assets, and service levels that require consistent, predictable funding.

Aligning Budget to Strategy – Connecting financial planning with IT and agency strategic goals through IT governance to ensure prioritization of mission-critical initiatives.

Federal and State Compliance – Ensuring all technology expenditures meet federal grant management requirements and align with state IT governance standards.

Improving Visibility – Developing internal tracking and reporting tools to monitor technology investments and their outcomes.

As this model is developed, OEM remains focused on maximizing the impact of current resources while building the foundation for future technological growth and sustainability.

IT Staffing

OEM IT is staffed by a team of technology professionals committed to advancing the agency's mission through secure, reliable, and responsive services. As of 2025, the team includes five full-time IT Specialists, one GIS Coordinator, and one temporary staff member supporting infrastructure, applications, GIS, enterprise platforms, and customer service.

While the current team structure has enabled important progress in modernization and service delivery, OEM IT faces growing demands across cybersecurity, cloud management, data analytics, and field-deployed technology. To meet the increasing scale and complexity of its technology environment, OEM is actively assessing future staffing needs and developing a long-term personnel strategy.

Staffing priorities include:

Strategic Resource Alignment – Ensure IT staffing levels reflect current and projected business needs, including support for core applications, field-deployed technologies, cybersecurity, and data-driven initiatives.

Professional Development and Retention – Build a high-performing team by investing in staff through role-based training, professional certifications, cross-training, and career pathways that promote retention and advancement.

Flexible Service Models – Incorporate adaptable support structures such as surge staffing, contract resources, and interagency collaboration to manage workload spikes and specialized project needs.

Inclusive and Equitable Workforce – Recruit, retain, and develop a diverse team that reflects the communities OEM serves, with a commitment to equity, accessibility, and inclusion in IT talent strategies.

As OEM's responsibilities continue to grow, so must its IT workforce. Strategic investment in talent is essential to ensure that technology can deliver real-time support and long-term value to the people of Oregon.

IT Maturity

OEM IT is advancing from a reactive support organization to a mature, strategic technology partner. Currently operating in a "Support" phase—focused on meeting immediate needs and stabilizing operations—the team is actively progressing toward an "Optimize" phase by 2028.

This evolution is guided by intentional investments in governance, cybersecurity, project management, service delivery, and workforce capability. Through formal IT governance, defined procedures, and a focus on continuous improvement, OEM is aligning its IT operations with enterprise standards and the agency's growing mission needs.

Key indicators of maturing IT capability include:
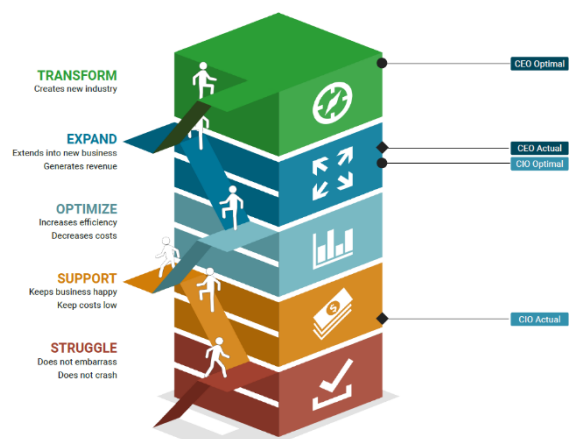
- Adoption of project prioritization and intake processes through IT governance
- Implementation of secure, scalable infrastructure via cloud services and data center migration
- Improved service management through documentation, training, and a service-oriented culture
- Use of data and performance metrics to inform planning and decision-making
- Demonstrated success in delivering strategic IT initiatives on time, within budget, and with measurable outcomes

As OEM's operational demands grow, IT maturity will play a critical role in ensuring reliability, agility, and alignment between technology services and mission outcomes.

Key Project Details

IT Governance Framework

The IT Governance Framework project is the cornerstone of OEM's strategy to align technology investments with agency-wide priorities. This effort focuses on formalizing decision-making processes for project intake, evaluation, and prioritization, ensuring consistency, transparency, and accountability. OEM has established governance structures, including a committee with broad representation and a charter to guide IT policy development and oversight.

This framework will enable the agency to proactively manage technology initiatives, allocate resources effectively, and measure the impact of IT on business outcomes. Through this structure, OEM will institutionalize a culture of responsible IT stewardship and continuous improvement.

Attribute	Status
Project Stage	Implementation
Estimated Completion	Ongoing
Dependencies	Policy Approval, Governance Team Operations
Strategic Alignment	Accountability
IT Goal Alignment	Establish Foundational IT Business Processes
Cost Projection	$0

Grants Management Modernization

OEM is implementing a comprehensive modernization of its grant management processes. The current system relies heavily on manual spreadsheets, resulting in delays, inefficiencies, and limited visibility into award lifecycle performance. This project will automate the grant lifecycle—from application to reporting—using a configurable, cloud-based platform that integrates with state financial systems and supports both federal and state compliance requirements.

The project has completed its selection process, and with contract execution scheduled by summer, implementation will begin shortly thereafter. The new system will enhance transparency for grantees, streamline program oversight, and support equitable funding distribution statewide.

Attribute	Status
Project Stage	Procurement
Estimated Completion	Dec, 2026 (6 grant programs)
Dependencies	SFSM, Funding
Strategic Alignment	Equity & Service, Accountability, Modernization
IT Goal Alignment	Modernize and Integrate Core Applications and Data Capabilities
Cost Projection	$3,741,015

Task Management System

The Task Management System project will establish a centralized digital platform that enables OEM divisions to assign, track, and manage work across teams. It is designed to ensure that agency priorities cascade clearly into team-level workstreams, deadlines are met, and operational progress can be reported accurately. This system will support accountability, transparency, and alignment with agency strategic goals, especially in workforce planning and performance measurement. This project is based on M365 tools such as power apps, power automate, and power BI.

Attribute	Status
Project Stage	Implementation

Estimated Completion December, 2025

Attribute	Status
Dependencies	User Acceptance Testing
Strategic Alignment	Accountability, Service
IT Goal Alignment	Empower and Equip Agency Staff
Cost Projection	$56,316.86

Crisis Management System Replacement

OEM is planning a full-scale replacement of the aging OpsCenter platform, which currently operates on-premises with only two years left in its server lifecycle. The existing application is outdated and not at the current code level. OEM has received funding to initiate planning efforts and has made measurable progress in engaging stakeholders and defining requirements. Due to the complexity of the system and the wide range of users—including state, county, tribal, and local partners—this project requires thoughtful, phased planning, inclusive stakeholder engagement, and robust change management strategies. The new platform must support real-time emergency coordination, resource tracking, situational awareness, and continuity of operations across Oregon's emergency response ecosystem.

Attribute	Status
Project Stage	Initiation
Estimated Completion	6/1/2027
Dependencies	Funding Approval, Watch Center
Strategic Alignment	Modernization, Accountability, Readiness
IT Goal Alignment	Modernize and Integrate Core Applications and Data Capabilities
Cost Projection	$6,142,000

Integrated Watch Center

The Integrated Watch Center project is a transformational initiative aimed at evolving OEM's Oregon Emergency Response System (OERS) into a fully functional, real-time monitoring and coordination hub. This effort will unify multiple sources of information, such as threat alerts, weather systems, and partner agency notifications, into a shared situational awareness platform. The Watch Center will provide OEM with a 24/7 capability to detect, assess, and respond to emerging hazards.

As both a technology and operational investment, this project includes facility upgrades, staffing models, and the deployment of systems that support collaboration, automation, and continuity across state and local partners.

Attribute	Status
Project Stage	Initiation
Estimated Completion	July, 2026
Dependencies	Facility Design, Staffing
Strategic Alignment	Readiness, Service
IT Goal Alignment	Enhance External Partner Engagement and Accessibility
Cost Projection	$1,750,000

Data Center Services Migration

The Data Center Services Migration project supports OEM's shift toward secure, scalable, and resilient infrastructure by migrating key on-premise systems to the State Data Center (SDC). This move enhances uptime, centralizes support, and ensures continuity of operations during both day-to-day business and statewide emergencies. It also allows OEM to align its infrastructure with statewide enterprise standards, simplify support models, and improve disaster recovery preparedness.

This migration will reduce technical debt, minimize equipment lifecycle management challenges, and enable the agency to leverage virtual server environments, cloud connectivity, and enhanced cybersecurity protocols managed by the state.

Attribute	Status
Project Stage	Initiation
Estimated Completion	June 2026
Dependencies	State Data Center Scheduling
Strategic Alignment	Resilience, Modernization
IT Goal Alignment	Establish Foundational IT Business Processes
Cost Projection	$50,000

Learning Management System

The Learning Management System (LMS) project is a multi-agency initiative led by DPSST, in collaboration with OEM, OSP, and OSFM. This project will deliver a unified, cloud-based platform that streamlines the delivery, tracking, and management of emergency management and public safety training across Oregon.

OEM's role in the LMS initiative focuses on ensuring the platform meets operational readiness needs, supports interagency credentialing requirements, and delivers improved access to critical training content. Once implemented, the LMS will strengthen workforce preparedness, enable consistent documentation of certifications, and support compliance with training mandates for response personnel and agency partners.

Attribute	Status
Project Stage	Initiation
Estimated Completion	TBD
Dependencies	Funding, Stakeholders (DPSST, OSP, OSFM)
Strategic Alignment	Readiness, Service
IT Goal Alignment	Empower and Equip Agency Staff

Cost Projection	$400,000

State-Wide Interoperability Coordinator (SWIC) Transition

The State-Wide Interoperability Coordinator (SWIC) program is transitioning from the Department of Administrative Services (DAS) to the Oregon Department of Emergency Management (OEM) beginning in July 2025. This move reflects the state's commitment to improving coordination and communication across emergency response agencies. As part of this transition, OEM will assume responsibility for the SWIC's tools, technology platforms, and operational infrastructure, ensuring a seamless migration and continuity of services. This project will strengthen statewide interoperability efforts by integrating them more closely with OEM's mission, systems, and strategic direction.

Attribute	Status
Project Stage	Planning
Estimated Completion	September, 2025
Dependencies	DAS
Strategic Alignment	Readiness, Service
IT Goal Alignment	Empower and Equip Agency Staff
Cost Projection	$0

Next Generation 9-1-1

The Next Generation 9-1-1 (NG9-1-1) modernization project represents a statewide effort to transform Oregon's emergency communications infrastructure. This initiative will transition legacy analog systems to a digital, IP-based platform that enhances the accuracy and speed of call routing, enables multimedia data sharing (text, video, images), and improves interoperability across 9-1-1 Public Safety Answering Points (PSAPs). The project is essential to meeting public expectations for modern emergency services, increasing accessibility, and ensuring the system's resiliency in both daily and large-scale incident response scenarios.

Attribute	Status

Project Stage   Initiation

Estimated Completion June, 2027

Dependencies   None

Strategic Alignment   Readiness, Service

IT Goal Alignment   Empower and Equip Agency Staff

Cost Projection $37.1M

Governance and Metrics

OEM's IT Governance and Metrics section ensures that all technology initiatives remain accountable to the agency's mission and values. Governance supports consistent oversight and decision-making, while metrics provide the transparency and benchmarks necessary for long-term improvement.

IT Governance Structure

The OEM IT Governance Committee will oversee strategic alignment and decision-making for major technology investments. As this committee becomes formally operational, it will:

- Prioritize and approve IT projects
- Manage and monitor key performance indicators
- Ensure agency-wide visibility into technology progress
- Promote alignment with enterprise policies and cybersecurity standards

Key Performance Management

OEM's technology strategy is measured by both project progress and alignment with agency-wide Key Performance Measures (KPMs). Where possible, OEM IT applies the SMART framework, Specific, Measurable, Achievable, Relevant, and Time-Bound to establish clear expectations and enable meaningful evaluation of IT initiatives. The primary metric for this IT Strategic Plan is the documented progress of the major projects and programs outlined in the "Project Detail" section. These projects reflect the agency's long-term priorities for modernization, service, equity, and resilience.

Additional metrics and activities are tracked using OEM's Department Action Plan Tracker and Dashboard, including:

- Completion of a full landscape analysis of current applications and platforms
- Evaluation of external collaboration tools and strategies
- Development of a unified "source of truth" for agency data and communications
- Advancement of statewide emergency operations and disaster response capabilities

Reference to Agency KPMs

OEM's enterprise-level performance also supports and reflects agency-wide KPMs such as:

- Customer Satisfaction
- Emergency Information Equity and Accessibility
- State Response and Recovery Capabilities
- 9-1-1 Reliability and Redundancy
- Hazard Mitigation Plan Status

The most recent version of OEM's performance data is available at:
https://www.oregon.gov/oem/Pages/key-performance-measures.aspx

Together, governance and measurement ensure that OEM's IT program remains strategic, transparent, and accountable to Oregonians.

Roadmap

The roadmap aligns directly with OEM's IT Strategy Plan, structuring implementation into phased fiscal-year objectives that reflect the maturity and readiness of each initiative. Projects are prioritized based on criticality to OEM's emergency mission, lifecycle urgency, and funding availability.

FY 2025–2026

Q1 (July – Sept)

- Launch IT Governance Committee with charter and work plan

- Begin Phase II of Grants Management Modernization (implementation and training)

- Complete user acceptance testing for Task Management System

- Begin Crisis Management System Replacement planning and stakeholder engagement

- Initiate Microsoft 365 governance policy development

Q2 (Oct – Dec)

- Execute interagency agreement for LMS and begin deployment planning

- Start Data Center Services Migration Phase I (non-critical systems)

- Launch Task Management System pilot

- Continue enhancements to the Integrated Watch Center (OERS transition)

Q3 (Jan – Mar)

- Finalize Grants Management System Phase I evaluation and Phase II configuration

- Continue LMS deployment

- Begin Watch Center infrastructure upgrades (networking, facilities)

Q4 (Apr – June)

- Advance Crisis Management System RFP or procurement

- Begin Data Center Services Migration Phase II (critical systems)

- Initiate IAM enhancements and provisioning reviews

FY 2026–2027

Q1 (July – Sept)

- Agency-wide rollout of Task Management System

- Begin implementation of Crisis Management System

- Formalize M365 governance enforcement and adoption training

Q2 (Oct – Dec)

- Agency-wide deployment of Learning Management System

- Finalize Data Center Services Migration

- Launch BC/DR planning and tabletop exercises

Q3–Q4 (Jan – June)

- Evaluate all newly implemented systems

- Conduct stakeholder and user satisfaction surveys

- Develop proposals for future modernization priorities

IT Strategic Communication

OEM recognizes that consistent, intentional communication is critical to the success of its IT Strategic Plan. Effective communication ensures awareness, engagement, and alignment across agency leadership, staff, external partners, and stakeholders.

OEM will use multiple channels to share progress, gather feedback, and support transparency throughout the lifecycle of the strategic plan.

Key Components of IT Strategic Communications Include:

- **Leadership Updates** – Regular updates to OEM leadership and governance committees on plan progress, key milestones, and risks.

- **Staff Engagement** – Inclusion of staff through briefings, meetings, and digital platforms to ensure awareness and promote ownership.

- **Stakeholder Collaboration** – Ongoing engagement with external stakeholders including partner agencies, tribal governments, and local jurisdictions through formal communications and collaborative planning.

- **Performance Reporting** – Public-facing dashboards or summary reports that illustrate progress on IT strategic goals and projects.

OEM's communications strategy will support a culture of transparency, inclusion, and accountability reinforcing IT's role in advancing the agency's mission and delivering measurable public value.

IT Strategy Continuous Lifecycle

OEM's IT Strategic Plan is not a static document—it is a living framework that evolves through active governance, stakeholder input, and organizational learning. This continuous lifecycle approach ensures the plan remains responsive to emerging needs, shifting priorities, and advances in technology.

OEM's IT Strategy Lifecycle includes the following key phases:

- **Plan** – Develop and align the IT strategic plan with the agency mission, statewide enterprise priorities, and stakeholder needs.

- **Implement** – Execute strategic initiatives, projects, and governance structures with clear timelines, resourcing, and accountability.

- **Measure** – Track progress using defined metrics, project milestones, and agency Key Performance Measures (KPMs).

- **Refine** – Use insights from performance data, stakeholder feedback, and environmental changes to adjust priorities, resources, and strategies.

- **Communicate** – Share updates and outcomes with internal teams, leadership, and external stakeholders to promote transparency and engagement.

This ongoing cycle enables OEM to manage IT as a strategic asset—building resilience, ensuring value delivery, and positioning the agency to meet both present and future emergency management challenges.