



# Oregon

Tina Kotek, Governor

Oregon State Police  
Headquarters  
3565 Trelstad Ave Se  
Salem, Oregon 97317  
503-378-3720  
503-378-8282 Fax  
503-585-1452 TTY

## OSP IT Strategic Plan Progress Report – June 2026

### Executive Summary

---

The OSP IT Division issues this annual progress report for the OSP IT Strategic Plan to ensure continued alignment with the overall OSP Agency Strategic Plan. This report summarizes the progress made so far, highlights key achievements, identifies areas needing continued attention, and confirms that all active IT initiatives are on track to meet their completion dates. As part of this review, the IT Division also re-examined the broader OSP Agency Strategic Plan to confirm continued alignment.

In December of 2023, the agency identifying four key strategic goals in its IT Strategic Plan: **Governance and Engagement, Secure and Standardize, Modernize and Innovate, and Continuous Improvement.** For each goal, the agency defined specific, measurable success indicators to track progress.

### Strategic Objectives

---

#### *1. Governance and Engagement*

This goal focuses on leveraging the IT Governance Committee (ITGC) meetings to set priorities and track progress. This ensures the IT Strategic Plan is reviewed periodically, encouraging the IT Division partners to work with internal stakeholders to complete new initiatives. The implementation of the statewide IT Readiness Policy has also given guidance on how large-scale IT projects will be structured for completion.

#### *2. Secure and Standardize*

This goal focuses on the enhancement of public safety while improving organizational efficiency and includes ten strategic enablers designed to support OSP's broader business objectives. Notable achievements include:

- Mobile Device Management. Developed a process for better management of state issued mobile devices.

- Hold weekly IT security meetings to assess current levels of security remediation needs.
- Provide monthly agency security briefs to Bureau leadership.
- Continued CSS Cybersecurity Assessment remediations.
- Continued CISA Assessment remediations.
- Ongoing development of IT Procedures (ITPs) and improved response to security assessments.
- Finalization of cybersecurity incident response plan.

### *3. Modernize and Innovate*

This goal encompasses five strategic enablers. The following are projects/areas which have shown strong advancement:

- Continued emphasis on cloud-forward hosting. This is in alignment with best practices implemented by the state CIO.
- Leveraging the M365 suite as a primary solution platform. Some examples are use of Power Apps in creating a Patrol scheduling solution, SharePoint for the OSP Connect intranet site and creating site specific content for projects such as Axon lifecycle replacement.
- Furtherance of the Connected Trooper model, adding Starlink-enabled devices for increased incident management, unit tracking via mapping in remote areas for officer safety.
- Migration of the Ignition Interlock Device (IID) program to a modern, cloud-based platform. New accounts will use this cloud-based platform while the previous accounts are still being migrated over.
- Exploring strategic investments in advanced artificial intelligence (AI) technologies, Axon and the Command Center AI Enhancement Initiative to better enhance operational efficiencies.
- Completion of a Firearms Inventory and Training (FIT) application. This replaced a vendor-based training scheduling product. The FIT app is hosted on an OSP internal network, uses open authentication with OSP Windows accounts, allows the issue and return of non-serialized items, extensive user logs, an inventory expiration report and 100% uptime.

### *4. Continuous Improvement*

Progress continues across all six strategic enablers:

- Development of IT policies, procedures, and system guides continue to be prioritized and published to a policy tracking system.
- Inclusive approaches to process improvement and inter-team collaboration, through creating daily team huddles and regularly scheduled cross team meetings.
- Strengthened IT investment management via the IT Governance program, with regular meetings held quarterly.
- Enhanced project reporting and communication tools, using developed templates to provide consistent information.

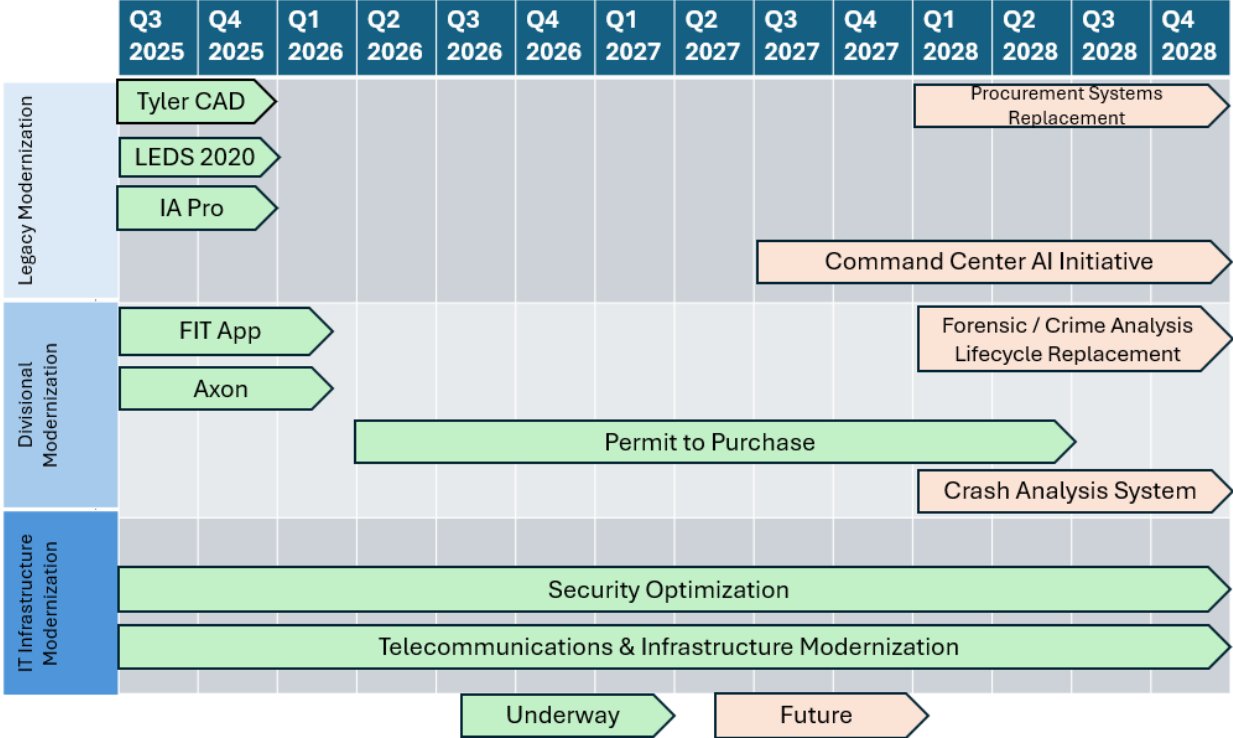
- Improved vendor and contract management in collaboration with OSP Procurement, through the implementation of regularly scheduled meetings to cover all IT procurements.
- Increased accessibility for patrol trooper scheduling. Previously, troopers relied on Excel spreadsheets that took an extended amount of time to load and were not accessible to the entire field. Now, a shared scheduling system allows reduced load times and ability for any trooper to view the entire patrol schedule.

## Metrics & Targets

Metrics tied to each goal area are used to assess progress and identify opportunities for adjustment. The graph included outlines current performance against strategic targets.

| Metric  | Target   |
|---|--|
| Security Optimization                             | Implement best practices, address audit findings, apply monitoring and create policies to increase security posture.   |
| Telecommunications & Infrastructure Modernization | At 10 of 33 OPS sites (either at the office itself or through satellite functionality via department cell phones) add satellite network capabilities to increase performance and resiliency by at least 30% by 2028. |
| Permit to Purchase                                | Implementation by January 2028.  |

# IT ROADMAP



## Initiative Status Overview

- Completed projects:**
  - LEDS 20/20 Project, completed December 2025.
  - Tyler Technologies CAD, completed June 2025.
  - IA Pro case management, Completed February 2025.
  - FIT application, completed January 2026.
  - Axon Vehicle & Body Camera Deployment, completed October of 2025.
- Permit to Purchase**  
 Target: January 2028.  
 Status: Implementation pending a legal ruling currently with the Oregon Supreme Court concerning the constitutionality of this law. Business case targeted to be completed May of 2026 and forwarded to EIS for approval and next steps.
- Security Optimization Program**  
 Target: December 2028  
 Status: On track. Two cybersecurity assessments completed: remediation underway. Improved risk mitigation documentation and clarity on roles within the vulnerability management program.

#### **4. Telecommunications & Infrastructure Modernization**

Target: December 2028

Status: Initial implementation of satellite networking at HQ completed. Additional site network bandwidth upgrades in progress across regional offices. Currently evaluating satellite functions within cellular devices for better connectivity in remote locations. Evaluating satellite resiliency options for OSP's Communications centers to provide resiliency capabilities.

#### **5. Procurement Systems Replacement**

Status: In consultation with the business owner, they will be looking at extending the existing solution. At this time, no anticipated IT support needed until Q1 2028.

#### **6. Forensic / Crime analysis Lifecycle replacement**

Status: In consultation with the business owner, they decided this initiative will not begin until Q1 2028, and no IT support needed until that time.

#### **7. Crash Analysis System**

Status: In consultation with the business owner, they decided this initiative will not begin until Q1 2028, and no IT support needed until that time.

#### **8. Command Center IA Enhancement Initiative**

Status: In consultation with the business owner, they decided this initiative may begin Q3 of 2026 dependent on funding source and no IT support needed until that time.

## Resource Allocation

---

Previous positions held for budget savings are in the process of being filled. Currently, we have a large pool of candidates and are optimistic those positions will be filled according to our business plan.

With the change of new technologies to the agency, we are reviewing position descriptions and evaluating priorities from a resource standpoint. With the implementation of the IT Readiness Policy / SB 1090, the agency is incorporating these IT planning and procurement policies into our preexisting process.

## Risks & Mitigations

---

### **Key risks include:**

- **Budget Constraints:** The finalized 2025–2027 budget may limit new project starts, particularly in areas like Forensics Crime Analysis modernization.
- **Staffing Limitations:** The IT Division continues to recruit and hire within our business plan.
- **Security Concerns:** Increased system vulnerabilities and cyber events across the State.

**Mitigation strategies:**

- CIO will check in with internal stakeholders for changes to IT needs and budget concerns.
- Use ITGC to review and allocate resources for Agency priorities.
- Maintain a positive work environment and promote staff development.
- Ongoing communication and coordination throughout the Agency about status changes.
- Following audit results and best practices to enhance security controls to OSP managed systems.

## Next Steps

---

To maintain momentum:

- Continue strategic plan reviews through ITGC to adjust timelines and priorities.
- Engage stakeholders for feedback, alignment, and collaboration.
- Monitor progress and prepare updates for the next reporting cycle.
- Look to next biennium for business needs and begin POP's or planning work.
- Work with EIS on IT Readiness Policy SB 1090 for upcoming agency IT needs.

## Conclusion

---

This report highlights the IT Division's strong commitment to our continued alignment of technology initiatives with the agency's broader goals. Overall, we feel we had a good year, successfully demonstrating meaningful achievements while making changes to stay on course. Despite the challenges that remain, these accomplishments have built a solid foundation for future progress. Our continued communication, focus, and teamwork put us in the best position to deliver our strategic priorities in alignment with the Agency's Strategic Plan.