



# IT STRATEGIC PLAN PROGRESS REPORT

May 22, 2026

*Oregon Watershed Enhancement Board*

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## Executive Summary

The Oregon Watershed Enhancement Board (OWEB) is a small state agency that administers funding for watershed restoration and environmental protection and remediation. OWEB's mission is to protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies.

OWEB maintains a variety of IT systems developed in-house to facilitate grantmaking, financial administration, and reporting. These systems help OWEB provide outstanding customer service to grantees and maintain a high quality of financial administration of state and federal funds from diverse funding sources.

OWEB's IT staff continued to work on key initiatives this year that mitigate risk, modernize the technology base for key systems, and improve the user experience. These initiatives are reflected in [OWEB's IT strategic plan](#), which was developed and submitted last year using the template for small state agencies.

## Strategic Objectives

- Through our grantmaking, build awareness of the relationship between people and watershed protection and restoration
- Leverage our position as an anchor funder to engage the diversity of Oregonians in watershed enhancement work
- Use our funding to strengthen and leverage capacity of people and organizations to achieve healthy watersheds
- Advance learning about watershed protection and restoration effectiveness through coordinated monitoring
- Increase investment connecting urban and working lands to watershed health
- Take bold and innovative action toward funding projects that advance climate resilience

## Metrics and Targets

- **Operations**
  - **Metric/Target:** OWEB Workforce and Domain Knowledge Transition Plan helps avoid service disruptions to customers and mitigates risk
  - **Status:** OWEB IT systems continued to be fully staffed this year, avoiding service disruptions related to staff shortages.
- **Customer service**
  - **Metric/Target:** OWEB's numeric and narrative customer service KPM results show an increase due to an easier experience submitting applications and metrics; less duplicative data entry; and due to an improved customer experience and zero disruptions in service.
  - **Status:** OWEB's first KPM report since this plan was published came out in September 2025. Customer service survey results for 2025 were higher than 2024 across all survey questions. Many narrative comments from the 2025 survey noted appreciation for OWEB's outstanding customer service. Some comments noted interest in more streamlined applications or noted difficulty in navigating OWEB's online grant systems. Several commenters expressed appreciation for the streamlining work that has already occurred and suggested further simplifying elements of OWEB's grantmaking processes.

## Initiatives

- Initiative: Workforce and domain knowledge transition plan
  - Description: Documentation, knowledge sharing, succession planning, resource inventory, and plan testing – these elements were developed during a risk analysis
  - Status: This work is underway; OWEB IT staff continue building in documentation as they modernize OWEB's online systems.
- Initiative: Finishing PCSRF metrics
  - Description: OWEB is using API technology to gather metrics that we report to a federal funder (National Marine Fisheries Service, which awards Pacific Coast Salmon Recovery Funds or PCSRF) rather than asking for it in applications. It improves the user experience while ensuring that we are a responsible administrator of the funds.
  - Status: This project is nearly complete. The final step is determining process of converting Oregon Watershed Restoration Inventory (OWRI) restoration data into PCSRF Actuals data and determining the proper edit/status chain.
- Initiative: OGMO grant to OWRI project wizard
  - Description: OWEB gathers project implementation information via two systems that are not currently connected. OWEB plans to connect these two systems to save users duplicative data entry.
  - Status: This project remains on our priorities list but is not yet started.
- Initiative: Migrate green OGMO/ARM into Blue OGMS
  - Description: Future-proof and modernize the technology base of OWEB's core grantmaking systems. This will be a multi-year initiative that will be implemented incrementally as sections are upgraded and enhanced.
  - Status: This project has started and migration work is ongoing.
- Initiative: Additional improvements
  - Description: Implement additional, prioritized projects identified by the OWEB Executive Team once the projects are fully scoped and business analysis has been completed.
  - Status: OWEB's Executive Team has approved an IT prioritization process this past year and shared this process with agency staff. Through this process, Executive Team has prioritized several enhancements with our online systems and they are underway.

## Resource Allocation

- OWEB's IT strategic plan included very minimal resource needs. These needs were included in OWEB's 25-27 Legislatively Adopted Budget through POPs 111 and 108 (reclassification of an NRS2 to an ISS3 and a new ISS4 position). OWEB's other IT resources, our two developer staff, were already included permanently in OWEB's budget.
- OWEB's expenditures during the first year of the strategic plan reflect the successful transition from a NRS2 to an ISS3. The agency has not filled the ISS4 position yet; it was kept vacant so that vacancy savings could be proposed as a reduction option in the February 2026 legislative session. The reduction option was not taken and OWEB plans to fill the position in the future.

## Risks and Mitigation Strategies

- Risk: Small agency with only 2 IT developer positions
  - **Issue:** OWEB's IT developers are highly critical positions and if both left, it would take a good deal of time for our shared services partner agency to get up to speed on OWEB's in-house systems and for OWEB to recruit and on-board new staff.

- **Status:** OWEB's IT staff continue building out system documentation as they modernize OWEB's systems. This does not eliminate the risk, but would enhance our shared services partner agency's ability to assist if needed.
- Risk: Disruption to service in unlikely event of a system outage
  - **Issue:** In the unlikely event of a system outage, day-to-day operations for staff and grantees would be significantly affected as OWEB has gained many efficiencies in grant and application management through our software.
  - **Status:** OWEB's modernization of its systems and participation in cybersecurity testing continue to help mitigate this risk.
- Risk: Need to be aware of and stay up with rapidly changing technology; and update older systems
  - **Issue:** Some of OWEB's older systems (grey OGMS) are harder to update, with varying levels of documentation
  - **Status:** OWEB's modernization of its systems includes enhancements to our online systems that can and may replace some of the grey OGMS dependency. However, at this time grey OGMS remains a pivotal system for power users for establishing and funding grants.

## Next Steps

OWEB's developer team and Executive Team meet regularly to review and update the agency IT priorities list. Our first year IT strategic plan progress report reflects work on the agency IT priorities list. Our IT team will continue working on the priorities described in the strategic plan over the next year.

## Conclusion

OWEB is on track with the agency's IT Strategic Plan. Processes have been enhanced to more transparently prioritize system enhancement requests and the agency's software developers are on track with all of their key priorities.