

## OWRD IT Strategic Plan Annual Progress Report 2025 - 2026

### Executive Summary:

The Oregon Water Resources Department (OWRD) continues to navigate a period of transition, and meaningful progress has been made toward the 2025–2030 IT Strategic Plan. While considerable advancement has been made, the pace has varied in some areas due to resource limitations and inherited operational and technical debt.

### 2025–2030 Oregon Water Resources IT Strategic Goal

The IT Section’s primary goal is to improve its maturity level with the following objectives:

1. Assess and close infrastructure and foundational system gaps to strengthen IT stability and performance.
2. Implement comprehensive IT governance, security, and compliance frameworks to ensure accountability and regulatory alignment.
3. Right size our IT services and establish standardized work intake processes to streamline operations and improve service delivery.
4. Minimize technical debt by modernizing legacy systems and improving code and infrastructure quality.
5. Thoroughly document existing systems to support effective collaboration and ensure continuity of operations.

**Note:** [Appendix A](#) represents the mapping of our IT Strategic Plan to the Agency’s Strategic Plan

The details reflected in this report represent a pragmatic progression achieved within current resource and operational constraints.

### Metrics and Targets:

The metrics are as follows:

- IT Satisfaction:
  - 64% (2025)
  - 54% (2026) *New*
- IT Value:
  - 73% (2025)
  - 67% (2026) *New*

**Note:** Although IT Satisfaction and IT Value scores declined in 2026, they are expected to rebound as the organization adjusts to the new structures. IT section’s transition to formal work intake processes and governance frameworks alongside the team’s focus on stabilization activities initially created a perception gap with our division partners who were accustomed to an ad hoc service model. We learned that pockets of our survey respondents were largely unaware of the significant operational work underway. As governance, intake, and stabilization processes mature, partners will gain clearer visibility into work efforts and experience greater transparency,

predictability, and service consistency, factors that historically drive higher satisfaction and stronger perceptions of value.

### **Key Achievements (2025–2026)**

- Reviewed and evaluated IT governance framework; started process of revising governance based on lessons learned
- Implemented a working three-channel work intake process
  - Ticketing, IT Governance, IT Operations
- Completed foundational assessments of infrastructure
- Reduced some of the operational and technical debt
- Improved licensing documentation and processes
- Strengthened cybersecurity posture through ad hoc means on multiple fronts
- Initiated IT outreach via IT Essentials and IT Introduction Trainings for all staff
- Set up a Grant Management System for grants section
- OWRD & OWEB Windows 11 upgrade completed
- Hardware refresh lifecycle implemented; Cell Phone upgrades to better serve staff in the field with SOS function
- Patch Tuesday established
- Extended collaboration with DAS and EIS on multiple efforts
- Migrated our code repository solution
- Agile Methodology set up in Application development Unit
- ArcGIS licensing transformation
- Teams Rooms Setup
- NMOB Conference Room Improvements

## Oregon Water Resources IT Strategic Plan – Initiative Status Table (2026 Update)

### Business Support Initiatives

Initiative	Status	Progress Summary	Dependencies / Risks	Next Milestones	Target Completion
Assess and Address Security Gaps	In Progress	2025 CSS Assessment was done; Remediation of security gaps continues.	Limited staffing capacity is a risk Dependency on DAS/EIS security	Requesting resourcing from POP; Continue addressing security gaps with guidance from CSS BSA's.	2031
Stabilize IT Infrastructure	In Progress	Continued stabilization work; IAA agreement with DCBS then ODVA for system admin support due to missing critical positions and resources to do basic work.	Reliance on external partners to just maintain operations; limited internal staffing.	Requesting resourcing from POP	2029
Improve Remote Office Connectivity	In Progress	Significant troubleshooting efforts done last year; Evaluated ASA solution and identified need for new approach; New DAS-EIS pilot solution using SDWAN implemented in 1 office; Starlink pilot for emergency and secondary circuit completed.	DAS-EIS-DCS troubleshooting limitations; budget for additional SDWAN rollouts.	Expand SDWAN to remaining offices.	2027
Revise Hardware Refresh Lifecycle	Substantial Progress	Major laptop/phone refresh complete; server room cleanup; new networking equipment underway with help of DAS-EIS.	Resource constraints; dependency on DAS-EIS for networking.	Complete new networking equipment rollout.	2027
Implement FTP/SFTP Solutions	Completed	Fully functional, secure, monitored agency-wide SFTP service implemented.	Ongoing maintenance and monitoring.	Document long-term support model.	Completed 2026
Establish IT Asset & Licensing Management Processes	In Progress	Software inventory created; Oregon Buys setup as primary system for purchasing now we have full tracking in it; SPOTS purchases reduced considerably; Hardware refresh improved tracking; inventory still ad hoc.	Limited staffing; need for formalized asset management system.	Implement structured asset tracking workflow. Improve AIMS system and replace it with other software.	2029
Develop a Comprehensive Data Dictionary	Phase 1 In Progress	<ul style="list-style-type: none"> <li>- Phase 1 of data dictionary effort initiated;</li> <li>- Basic Data Dictionary effort underway</li> <li>- SQL metadata entry using Redgate</li> </ul>	<ul style="list-style-type: none"> <li>- Resource constraints remain significant</li> <li>- ER Studio being phased out; historical reliance on it for DB design</li> <li>- Need to determine future DB management</li> </ul>	<ul style="list-style-type: none"> <li>- Complete Phase 1</li> <li>- Define Phase 2 scope</li> <li>- Phase 2 discussions: confirm DB management processes,</li> </ul>	- <b>Phase 1 SWAG:</b> June 2026 (refined timeline)

		<ul style="list-style-type: none"> <li>- GIS documentation exists; updates required</li> <li>- High level data inventory of structured &amp; unstructured data in progress</li> <li>- For each structured repository (starting with SQL), store metadata in the repository when possible</li> </ul>	<p>processes</p> <ul style="list-style-type: none"> <li>- ERD diagrams outdated; require updates (Visio reverse-engineering possible; Redgate extension may be needed)</li> <li>- Master Data Management considerations</li> <li>- Domain-based common fields require alignment</li> </ul>	<p>determine tooling, address MDM and domain alignment</p> <ul style="list-style-type: none"> <li>- Phase 3: Develop business-facing data catalogs</li> </ul>	<p>expected as work progresses) - <b>Phase 2–3:</b> TBD</p>
Documentation of IT Application Portfolio	Minimal Progress	Ad hoc updates only due to limited resources.	Lack of dedicated staff time.	Assign ownership and create structured documentation plan.	2033

### Innovation IT Initiatives

Initiative	Status	Progress Summary	Dependencies / Risks	Next Milestones	Target Completion
Launch Agency-Wide Intranet Redesign	Waiting on Prerequisites	<ul style="list-style-type: none"> <li>- Redesign efforts are on hold pending the upgrade from SharePoint 2016 to SharePoint SE, which represents two full product release iterations and will provide enhanced capabilities needed for the new intranet</li> <li>- SharePoint SE upgrade is scheduled for July 2026</li> <li>- While awaiting the upgrade, an initial assessment of the current site hierarchy and security model has been completed</li> </ul>	<ul style="list-style-type: none"> <li>- SharePoint upgrade timeline</li> <li>- DAS support requirements</li> </ul>	<ul style="list-style-type: none"> <li>- Begin redesign work following SE upgrade</li> </ul>	2029
Implement Agile Methodology for Software Development	In Progress	<ul style="list-style-type: none"> <li>- Major components of the Agile Scrum framework have been implemented</li> <li>- Backlog created and actively maintained</li> <li>- Epics defined to organize work into high-level categories; initial Features created under each Epic</li> <li>- Sprints established with a 4-week cadence aligned to calendar months</li> <li>- All work is now visible on the sprint board, providing a single view of team activity</li> </ul>	<ul style="list-style-type: none"> <li>- Continued team adoption and consistency</li> <li>- Ongoing training needs to reinforce Agile practices</li> </ul>	<ul style="list-style-type: none"> <li>- Mature estimation discipline</li> <li>- Refine and stabilize sprint cadence</li> </ul>	2026–Ongoing

		<ul style="list-style-type: none"> <li>- Stories created to define actionable work; stories further broken down into tasks</li> <li>- Story estimation discipline improving as the team gains experience</li> <li>- Core Scrum ceremonies in place: Daily Stand-Up, Sprint Planning, and Backlog Refinement</li> </ul>			
Initiate Data Quality Improvement Efforts	On Hold	Data dictionary effort underway as foundational work.	Dependent on Data Dictionary progress and staffing.	Define broader data quality framework; Requesting resourcing from POP	2027
Migrate Code Repository from SVN to Git	Completed	Migration completed Q1 2026; Azure DevOps Projects created; staff trained; SVN read-only in Q3 2026.	Significant achievement but will require continued care	Archive SVN fully.	Completed 2026

### IT Excellence Initiatives

Initiative	Status	Progress Summary	Dependencies / Risks	Next Milestones	Target Completion
Establish a Right-Sized IT Governance Framework	In Progress	Major pieces of IT governance are set up to do project prioritization, and work allocation is mostly traceable; Portfolio manager from external team added to help with next level of IT Governance framework.	Limited staff time.	Revise governance charter.	2027
Establish Work Intake Channels	Completed	Three intake channels established.	None.	Monitor usage and refine.	Completed 2026
Launch Agency-Wide IT & Security Engagement	Early Progress	Initial groundwork completed.	Competing priorities; limited communications resources.	Develop engagement calendar and materials.	2029
Enhance HALO ITSM to Support	On Hold	Work was done to align HALO with intake workflows.	HALO configuration complexity; staff availability.	Complete workflow mapping.	2027

Intake Processes					
Address Staffing Gaps in Critical IT Roles	In progress	Leveraging DAS and IAA partners; multiple attempts to secure resources; planning POP for 2027–29.	Budget constraints; hiring limitations.	Submit POP for 2027–29 biennium.	2029
Expand Use of the IT Wiki	No Progress	No updates made.	Lack of time and ownership.	Identify content owners; begin structured updates.	2029

### Gaps and Capabilities Not Yet Implemented

- Data ownership and classification
- Formal project management methodologies
- Stakeholder metrics for success
- Data centralization & normalization
- Evaluating/addressing data schema gaps
- Agency Specific IT Policies and Procedures

## Resources Update:

There are significant position and skill gaps within the IT Section, as outlined in both the previous and updated IT strategic plans. Current staffing levels support only minimal operational needs. Despite being a small agency, OWRD manages numerous large systems and extensive custom development due to unique operational requirements such as field data collection, water master activities, and dam safety monitoring.

The IT Section requires the following positions to maintain basic operational continuity, meet statutory obligations and support modernization:

- 1 ISS7 Senior Network & Systems Engineer
  - Critical for infrastructure modernization, cybersecurity, and operational resilience.
- 1 ISS7 Business Intelligence Analyst
  - Establishes the agency's first formal data integration and reporting function.
- 1 ISS7 IT Business Analyst
  - Establishes the agency's first capability on business analysis. Enables accurate project scoping, requirements gathering, and alignment with business needs.
- 1 ISS8 IT Project Manager
  - Establishes the agency's first capability on project management function to ensure consistent planning and delivery.

## Risks & Mitigation Update:

OWRD has made progress in identifying and mitigating risks:

- We completed a risk register and education of the risk management process with the IT staff as well as compiled a draft critical application list with their business areas.
  - The agency's next step will be to have defined business SME's and system owners.
- For our critical data backup operations, created a contact list for each of the key areas of data and started sharing information about the data backup and restoration process within the IT team.
- SFTP Solution setup for agencies complete data transfer needs
- Implementation and setup of Tenable suite
- Initial coordination with DAS on Thousand Eyes for field office troubleshooting
- Field office connectivity effort
  - SDWAN setup started in a pilot field office
  - Pilot completed for Starlink pilot for Internet connectivity in Field offices or conferences
- Evaluation of the ISP contracts with help of DAS to put the regional and field offices on the On-Net contract.

However, significant risks remain:

- **Resource & Skill Gaps:**
  - Insufficient staffing to execute most parts of the IT roadmap
  - Critical systems relying on single points of failure
  - Limited capacity for project or data governance work
  - Limited knowledge of best practices in security, for both computing infrastructure and application development.
- **Security:**
  - Evolving cyber threats
  - Increased strain on limited security resources
  - Competing priorities affecting risk response
- **Missing or outdated Documentation**

If unresolved, these risks may lead to operational disruptions, security incidents, and compliance failures.

### **Next Steps:**

Stabilizing IT operations and building a foundation for sustainable digital transformation will require an ongoing recalibration of the IT strategic plan. Key priorities include:

- Realigning initiatives to match the organization's limited resources and capacity
- Addressing critical skills shortages and infrastructure gaps amid significant constraints
- Updating the strategic plan to reflect current realities and future operational demands

### **Conclusion:**

OWRD IT is at a pivotal moment. Stabilizing infrastructure, addressing structural staffing gaps, and realigning the strategic plan are essential to building a modern, resilient, and sustainable IT environment. While IT is focused primarily on IT operations at this time, as we stabilize IT functions, we will be looking to expand the amount of time IT can spend on strategic functions for our programs to advance our mission and the Director's Vision. OWRD is seeking to position IT as a strategic partner across the agency and the State of Oregon.

**Appendix A: IT Strategic Plan Reference and Alignment in OWRD Agency Strategic Plan:**

The “2025–2030 Oregon Water Resources IT Strategic Plan” is also aligned in the Agency strategic plan as strategic objectives under Priority Area 4: Advance Agency Workforce & Operations:

	Priority Area 4: Advance Agency Workforce & Operations				
Outcomes	P4.1 Information Technology, Hardware, Software, and Staffing				
IT Objectives (aka AGENCY TASKS)	Assess and close infrastructure and foundational system gaps to strengthen IT stability and performance	Implement comprehensive IT governance, security, and compliance frameworks to ensure accountability and regulatory alignment	Right size our IT services and establish standardized work intake processes to streamline operations and improve service delivery	Minimize technical debt by modernizing legacy systems and improving code and infrastructure quality	Thoroughly document existing systems to support effective collaboration and ensure continuity of operations
2025-27 IT Initiatives (aka Agency Milestone)	<ol style="list-style-type: none"> <li>1. Assess and Address Security Gaps</li> <li>2. Stabilize IT Infrastructure</li> <li>3. Improve Remote Office Connectivity</li> <li>4. Revise Hardware Refresh Lifecycle</li> <li>5. Implement FTP/SFTP Solutions</li> <li>6. Establish IT Asset and Licensing Management Processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish a Right-Sized IT Governance Framework</li> <li>2. Launch Agency-Wide IT and Security Engagement</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish Work Intake Channels</li> <li>2. Enhance HALO ITSM to Support Intake Processes</li> <li>3. Address Staffing Gaps in Critical IT Roles</li> </ol>	<ol style="list-style-type: none"> <li>1. Launch Agency-Wide Intranet Redesign</li> <li>2. Implement Agile Methodology for Software Development</li> <li>3. Migrate our code repository system from SVN to Git for better collaboration and modern tools.</li> <li>4. Initiate Data Quality Improvement Efforts</li> <li>5. Implement AI adoption roadmap <small>New 2026</small></li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a Comprehensive Data Dictionary</li> <li>2. Document IT Application Portfolio</li> <li>3. Expand use of the IT Wiki</li> </ol>
2027-29	We are going to do rolling wave planning and fill this information during strategic refresh.				
2029-31	We are going to do rolling wave planning and fill this information during strategic refresh.				