



**OREGON
DEPARTMENT OF FISH
AND WILDLIFE**

2026 IT Strategic Plan Status Report



Executive Summary

The Oregon Department of Fish & Wildlife (ODFW) Information Services Division (ISD) made steady progress toward the goals set in the June 2025 IT Strategic Plan, despite organizational changes that initially slowed some efforts. Over the past year, ISD has strengthened IT governance, improved cybersecurity awareness, enhanced data management practices, and maintained high vendor performance in project delivery. Key internal process improvements—such as a standardized IT governance intake and an improved data governance program—are ensuring technology initiatives align with ODFW’s mission and are executed effectively.

Major modernization projects, notably comprehensive website overhaul, are on track, supported by robust oversight and cross-agency collaboration. The division has also expanded its capacity to support staff and infrastructure, managing over 1,100 computing devices and 1,500 user accounts to empower agency operations. Heightened focus on security and staff training has reduced the agency’s susceptibility to cyber threats, with phishing simulation “click rates” largely remaining below the 5% target. Overall, ODFW’s IT strategy is yielding visible benefits in efficiency, service delivery, and risk mitigation, positioning the agency for continued progress in the coming year.

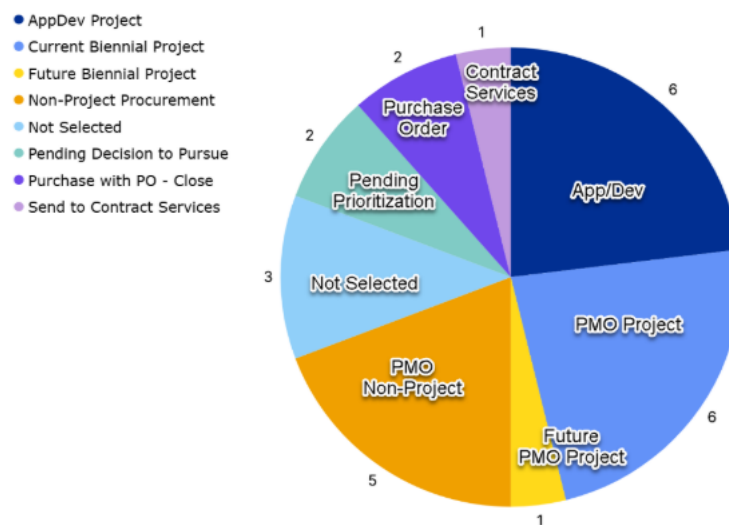
Strategic Objectives Progress

ODFW's IT Strategic Plan defined seven strategic IT objectives aligned with the agency's business needs and the State's enterprise IT framework. Below is a summary of each objective and the progress made to date:

1. IT Governance: Improve Alignment and Oversight

Objective: Mature IT governance to align technology decisions with agency goals, prioritizing projects based on business value and risk.

Progress: ODFW implemented a standardized IT governance intake and evaluation process, resulting in 26 IT solutions being formally reviewed and prioritized in the past year. This structured intake has stabilized the governance process and ensured that limited resources are assigned to projects that best support the agency's mission. Internal IT Governance is operational, providing transparent oversight of IT investments. As a result, technology initiatives are better vetted and aligned with ODFW's strategic goals, reducing ad-hoc projects and improving executive insight into IT portfolios. The strong adoption of the new process (with all major IT proposals undergoing review) demonstrates a maturation of IT governance over the past year.



2. Data Governance: Strengthen Data Management and Quality

Objective: Implement an enterprise data governance program to ensure ODFW's data is accurate, consistent, secure, and accessible, thereby supporting science-based decision-making.

Progress: Data governance maturity is showing slight improvement across domains (Leadership, Stewardship, Data Processes, Lifecycle Management, Value Creation, and Privacy/Security) from primarily "Reactive" levels toward more "Managed" level (Level

3). The agency's Data Governance Gap Analysis indicates that ODFW has begun closing some gaps: for example, strong executive support, strong security and regulatory risk management. These steps align with the plan's target of reducing data governance "gaps" by 0.5 maturity level in each category, and they have already yielded better data quality and consistency across the agency. ODFW has additional work complete to meet the previously established benchmarks by annual evaluation cycle but work well underway to meet it.

3. Contract Administration: Ensure Vendor Deliverables and Value

Objective: Enhance IT contract management to ensure vendors meet project deliverables on time and technology investments achieve intended outcomes in support of agency goals.

Progress: Over the past year, key vendors have achieved an average on-time delivery rate of 88% for major IT project milestones. This includes notable projects such as the Volunteer & Event Management (VEM) system (~70% on-time deliverables) and the new Statewide Wildlife Action Plan (SWAP) website (100% of milestones on schedule). The primary ODFW Website Redesign has also maintained a high on-time rate (95%), contributing to the strong overall average. The high on-time performance indicates that ODFW's approach to contract management is effectively supporting project success and aligning vendor work with agency expectations. In addition, as part of the restructuring of ODFW Central Services, all IT contract administration has moved under the purview of the CIO. This change, effective Q2 of 2026, will strengthen a consistent and coordinated approach to contract administration for the agency.

4. Project Management Schedules: Deliver Projects On Time and Within Scope

Objective: Strengthen project management practices to ensure that IT projects are delivered on schedule, within scope, and aligned with agency priorities.

Progress: As part of the restructuring of ODFW Central Services ODFW's Project Management Office (PMO) has been integrated under the CIO's organization, reinforcing project oversight and standardizing methodologies. All major IT initiatives are currently on track or completed as planned. Notably, the Statewide Wildlife Action Plan (SWAP) Website project was delivered 100% on time, finishing one week ahead of schedule in Q1 2026. Other enterprise projects – including the website modernization project – remain on schedule with regular status checkpoints and risk monitoring in place. The PMO's adoption of a formal project intake and tracking system, combined with better resource planning, has minimized schedule slippage. Where minor delays

have occurred, they were managed through re-prioritization by IT Governance to keep overall portfolio timing aligned with strategic objectives. This focus on timeline discipline has ensured that technology projects are delivered when expected, providing timely support to critical agency programs.

5. IT Maturity Improvement: Enhance Project Management Maturity

Objective: Continuously improve the agency’s IT management maturity – particularly in governance, project management practices, and oversight experience – as measured by the annual Enterprise Information Services (EIS) Agency Maturity Assessment. The plan set a goal of raising ODFW’s overall IT maturity by *0.5 points per year* across eight key process areas.

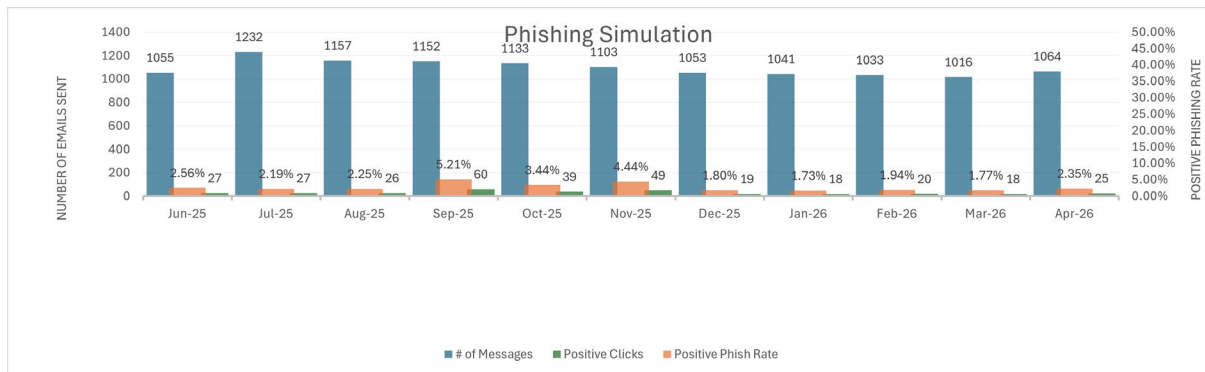
Progress: ODFW’s IT maturity score has held steady at 3.0 (on a 5-point scale) in 2024 and 2025. This score, which reflects how consistently and effectively the agency delivers IT initiatives, had dipped to 2.88 in 2023 but rebounded to 3.0 in 2024 and remained at that level in 2025. While the target of 3.5 was not yet reached, maintaining a Level 3 (“Defined/Managed”) maturity indicates that foundational project management and governance processes are in place and repeatable. EIS considers this score when determining the required oversight for ODFW’s projects. To advance toward a higher maturity, ISD has been expanding documentation, standard operating procedures, and training for project managers. The slower-than-anticipated improvement is partly attributable to the significant organizational changes in 2025 (new leadership and structural reorganization) that temporarily diverted focus. With those changes now stabilized, the division is renewing efforts to mature this area. These steps are expected to resume progress toward the plan’s maturity targets in the next year.

6. Employee Security & Phishing Resilience: Foster a Security-Aware Culture

Objective: Reduce ODFW’s cybersecurity risk by improving staff awareness and decreasing susceptibility to phishing attacks and other social engineering threats. ISD set a target to keep the rate of employees falling for simulated phishing attempts under 5% for the 2025–2026 period.

Progress: ODFW’s phishing simulation program has significantly improved employee resilience to email attacks. Throughout 2025–2026, the percentage of employees clicking on test phishing emails ranged from 5.2% at worst to as low as 1.7%, consistently meeting the <5% failure-rate target. This positive trend indicates that the ongoing security awareness training and monthly phishing simulation campaigns are effective. The reduction in click rates from earlier highs to around 2–3% in recent months shows a notable cultural shift toward security mindfulness. These efforts

directly mitigate the risk of real cyber incidents by reducing the likelihood that staff will fall victim to phishing attempts, thereby protecting ODFW’s systems and data.



7. IT Security Vulnerability Management: Reduce System Vulnerabilities

Objective: Proactively identify and remediate critical security vulnerabilities in ODFW’s IT environment through regular scanning, patching, and system lifecycle management, thereby reducing the risk of security incidents and ensuring compliance with state security standards.

Progress: ODFW ISD has worked closely with EIS CSS to manage vulnerabilities over the past year. Like many agencies, ODFW is not able to fully manage this process independently due to changes with the Tenable client in the shared tenant environment. Compensating controls have been identified to scan, monitor, and remediate security vulnerabilities. The biannual Cyber Security Services agency assessment is currently underway, with an exit meeting scheduled later this month where we anticipate significant improvement over previous assessments. No major incidents have been reported, and the number of critical vulnerabilities has been kept to a minimum through timely updates. Going forward, ODFW will continue to apply patches regularly and leverage CSS to ensure that identified high-risk vulnerabilities are addressed within mandated timeframes. This vigilant approach to vulnerability management is critical in reducing ODFW’s exposure to cyber threats.

Metrics and Targets

To measure progress toward these objectives, key performance indicators (KPIs) and targets were established in the strategic plan. The table below summarizes the primary metrics, the targets (if defined), and the latest performance results for the 2025–2026 period:

Strategic Goal	Key Metric (Target)	2025–2026 Performance
1. IT Governance	# of IT solutions completing governance intake (no set target)	26 projects completed intake & prioritization. Alignment with agency strategy and oversight by IT Governance improved.
2. Data Governance	Maturity level in 6 domains (target: +0.5 level increase each)	Mild improvement overall, increased score in Security.
3. Contract Administration	% of vendor IT deliverables on time (target: >90%)	88% on-time delivery average across major contracts. Two large web projects on or ahead of schedule (100% and 95% on time).
4. Project Schedules	% of projects delivered on or before schedule (target: 100%)	100% of major projects on track or completed on time. e.g., SWAP website delivered 1 week early. Regular PMO oversight in place.
5. IT Maturity	Annual PM maturity score (target: +0.5/year increase)	Held steady through organizational changes.
6. Security & Phishing	% keep the rate of employees falling for simulated phishing attempts under 5%	Averaged 2.7% monthly range. Target met as failures stayed at or below 5%, indicating rising security awareness.
7. Vulnerability Management	Count of unresolved critical/high vulnerabilities (target: minimize)	Interim actions have kept critical vulnerabilities to a minimum (no major unmitigated issues reported).

These metrics illustrate the agency’s strong performance trends. **Highlights include:** the continued growth of IT governance (26 projects governance-reviewed), steady improvement in data governance maturity, high on-time project delivery rates, and a consistently low phishing susceptibility. While the project management maturity score has yet to show the targeted increase (remaining at 3.0), the initiatives in place are expected to yield gains in the next cycle. Additionally, ongoing vulnerability scans and quick patching have helped maintain a secure environment, with no critical security gaps unaddressed at this time.

Initiatives and Project Updates

To support the strategic objectives, ODFW ISD has undertaken several key initiatives and projects during 2025–2026:

Project	2025–2026 Performance	Status
Electronic Licensing System (ELS)	Enhancements implemented in 2025-2026 to improve customer experience and add programs: <ol style="list-style-type: none"> 1. Added support for new Mule Deer Hunt Areas 2. Added support for the new Ocean Endorsement 3. Created the ability to issue landowner damage tags electronically 4. Enhanced the MyODFW mobile app with updated button designs and layout 5. Added support for bulk sales of one-day angling licenses for fishing charter businesses 6. Added push notification capabilities to MyODFW mobile app 7. Laid a foundation for improving the purchase experience with Recreation Bundles 	Operations and Maintenance
Volunteer and Event Management System (VEM)	<ol style="list-style-type: none"> 1. At no additional cost to the Agency, the vendor conducted user experience interviews and is implementing UI changes requested by ODFW and end users, improving overall usability and workflow clarity. 2. Priority enhancement requests were developed and deployed to production, directly addressing issues experienced by staff and volunteers. 3. Parents can now transfer an event registration to another member of their household account (such as a child), greatly simplifying correction of accidental self-registration. 4. Volunteer Leads can now see attendee registration statuses on event rosters, eliminating confusion 	Phase 2 On Track

	<p>caused by previously included “withdrawn” participants.</p> <p>5. Event duplication functionality allows Volunteer Leads and Control Center users to quickly copy existing events, saving significant time and reducing errors when setting up repeat events.</p> <p>6. System enhancements, such as expanded configurable vocab and ability to add page content to all pages, have improved workflow transparency for both staff and volunteers, reducing support requests and improving overall satisfaction.</p>	
State Wildlife Action Plan (SWAP) Website Modernization	The Statewide Wildlife Action Plan (SWAP) sub-site updates completed in Q1 2026 in alignment with the overall Web Modernization project.	Complete
ODFW Website Modernization	The agency initiated a comprehensive redesign of its public-facing web presence. The project aims to consolidate ODFW’s disparate websites into a unified, modernized platform by Summer 2027, providing a one-stop, mobile-friendly destination for constituents. The modernization is on schedule, with Phase I deliverables (including back-end framework updates and content migration planning) completed on time.	On Track
Granicus Gov QA	This system, designed to streamline public records request processing, went live in July 2025.	Complete
Procurement Information Exchange (PIE) Enhancements		Complete
Hatchery Management System Enhancements	Enhancements to HMS are to enable hatcheries to report daily pond counts, track disease and medications administered to fish, and improve overall value of data collected in hatchery operations.	On Track
Resource Allocation Cost Recovery (RACR)	This application allows biologists who provide assistance to other agencies to track their time, enabling accurate billing for those agencies.	Complete

Damage Complaint System	Enhancements are being made to integrate damage tags into the Electronic Licensing System (ELS), allowing customers to purchase tags and submit outcome reports online, eliminating the need to visit the office and streamlining the entire process.	Complete
Fixed Gear Logbook	Replaced access database with SQL Server.	Complete
Wildlife Habitat Conservation Monitoring Program	The WHCMP application is being developed to streamline the process of managing habitat conservation efforts and reporting on program outcomes.	Completed

Resource Allocation

ODFW ISD is comprised of 40 full time permanent positions across Service Desk, Information Management, Infrastructure, Application Development, Architecture, Application Development, Project Management Office, Deputy Administrator, Office Manager, statewide volunteer coordinator, and CIO.

The Biennium operating budget across all fund types is \$24,972,637 which supports system licensing, hardware, vendor contracts, limited duration staff, etc.

ISD manages over 1,100 computing devices and 1,500 user accounts to empower agency operations.

Risks and Mitigation Strategies

Throughout the plan's implementation, ODFW ISD identified several key risks that could impact the achievement of strategic objectives. For each risk area, proactive mitigation strategies have been put in place:

Risk	Description	Risk Management Approach
1. Technical Debt	Homegrown legacy systems are both business critical and outdated.	Where feasible, we will leverage commercial off-the-shelf (COTS) solutions to minimize development time and reduce operational overhead, and we will engage external contractors as needed to supplement internal expertise and capacity.
2. Resource Constraints	Limited internal capacity could impact both the timely delivery of IT projects.	Prioritize projects based on their alignment with the agency's strategic goals, the availability of resources, and ROI.

4. Technology Landscape	The rate of change is out pacing the speed of current practices bringing new tools, technology, and skills needed to be successful.	Investment in upskilling and repurposing positions when possible to meet new demands. Regularly assess business needs to continue current workstreams.
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In addition to the above, ongoing executive support and stakeholder engagement are pivotal in mitigating risks. The CIO and executive leadership regularly review IT project status and risks via the governance committees, ensuring that obstacles (from funding to policy issues) are addressed proactively. By recognizing these risks early and taking coordinated action, ODFW has so far avoided major setbacks in its strategic plan execution.

Next Steps

Building on the progress to date, ODFW’s Information Systems Division has charted clear next steps for 2026 and beyond to continue advancing its strategic goals:

- **Finalize the Enterprise Data Governance Structure:** Establish a fully operational Data Governance Committee and formalize data stewardship roles and policies across all divisions. This will cement the gains made in data management and ensure consistent data practices agency-wide, closing remaining maturity gaps.
- **Complete Major Modernization Projects:** Drive the ODFW Website Modernization to its 2027 completion, including consolidation of the main ODFW website and sub-sites into a unified platform. These modernization efforts directly support increased public engagement and efficient service delivery.
- **Improve Documentation & Processes:** Continue developing and updating IT policy frameworks, project templates, and standard operating procedures to reach higher maturity levels. By strengthening documentation and standardization (e.g. for project management and system development), ISD aims to surpass a maturity score of 3.5 in the next EIS assessment.
- **Maintain High Vendor Performance:** Leverage contract management best practices (like clear SLAs and regular vendor scorecards) to push on-time deliverables above 90%. Continued collaboration with state oversight (EIS) and proactive issue management will help keep vendors accountable and project timelines on target.

Each of these next steps represents a refinement or extension of current initiatives, ensuring that the IT Strategic Plan remains a living document. By adjusting to current

performance and lessons learned, ODFW's ISD is positioned to accelerate progress in the latter half of the biennium.

Conclusion

In the first year of the IT Strategic Plan, ODFW's Information Services Division has delivered meaningful improvements in technology governance, data management, cybersecurity, and project execution. Although some organizational changes (such as leadership transitions and restructuring of the PMO) temporarily slowed the initial pace of implementation these changes have laid a stronger foundation for long-term success. The division has shown resilience and adaptability by continuing to prioritize high-value initiatives and maintain service continuity with limited resources.

Notable achievements include a more disciplined project intake process ensuring that IT investments drive business value, completion of critical projects on schedule, and a workforce that is increasingly vigilant about security threats. ODFW's IT staff remain deeply committed to customer service and collaboration – consistently providing timely, solution-focused support that enables agency employees to work effectively. This strong partnership between IT and program areas has been vital in advancing the agency's mission to protect and enhance Oregon's fish and wildlife resources.

Looking ahead, ODFW ISD will continue to build on the progress made. The focus will be on completing major modernization projects, further improving internal processes and documentation, and sustaining the enhancements in governance, data integrity, and security. By doing so, ODFW's technology environment will remain robust, secure, and aligned with the agency's strategic goals.