Information Technology 2024-2026 Strategic Plan

May 2025

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Executive Summary

The State Library of Oregon plays a vital role in delivering library and information services to Oregonians. This is accomplished by cultivating, preserving, and delivering library and information services to foster lifelong learning and community engagement. This IT operational plan aligns with the State Library of Oregon's Strategic Plan to support its work in service to the people of Oregon.

This plan is intended to be a guide to focus on and measure the IT unit's work progress. This plan aligns with and supports the 2023-2026 Library's strategic plan – **Appendix A**. Progress will be reported as part of the library's quarterly strategic plan updates to the State Library Board.

Current State

The State Library of Oregon is made up of four business units. There are only three full-time IT employees to support the entire organization. Given the size of the team, they do not develop in-house software solutions, provide project management, or serve as business analysts. The business units conduct research and select the IT solutions that best fit their needs with the resources available. The IT team works with the business to advise on security and compatibility. Their key responsibilities are to provide technical advice around IT infrastructure and security best practices, ensure compatibility, educate the business on the Enterprise Technology Services requirements and processes when needed, support and maintain current infrastructure, and work with the business units to understand the current and future IT needs of the library. From the work session with the IT team and interviews with the business and the leadership, the current state of IT related to strengths, weaknesses, opportunities, and threats (SWOT) was developed – **Appendix B.**

As the agency grows, technological needs will continue to increase due to user demand, and technological advancements will require more IT staff, and resources will need to be requested through the legislative process.

Strategic Planning Process

The IT manager and team worked collaboratively to establish their mission and operating principles in alignment with the State Library of Oregon's Strategic Mission and the Library Operations Mission. The IT team held a work session to develop operating principles, key operational objectives, key goals, and actions. This work was reviewed by the business units and leadership to gain input and approval.

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State Library of Oregon Mission, Vision, and Values

Mission

"The State Library of Oregon cultivates, preserves, and delivers library and information services to foster lifelong learning and community engagement."

Vision

"Equitable access to library and information service for the people of Oregon."

Values

Equity: We challenge our personal and organizational biases to improve our practices and to better serve all communities.

Access: We commit to ensuring information is preserved, discoverable, and available.

Collaboration: We invest in sustained and intentional partnerships by sharing expertise and resources to support democracy and the public good.

Public Service: We deliver excellent customer service and stewardship of resources to support democracy and the public good.

Adaptability: We anticipate and evolve as needs change to deliver innovative results to our customers, to our partners, and to each other.

State Library Operations Mission

Mission

"Operations offer smooth and seamless functions, behind the scenes, so that the whole State Library can excel."

State Library
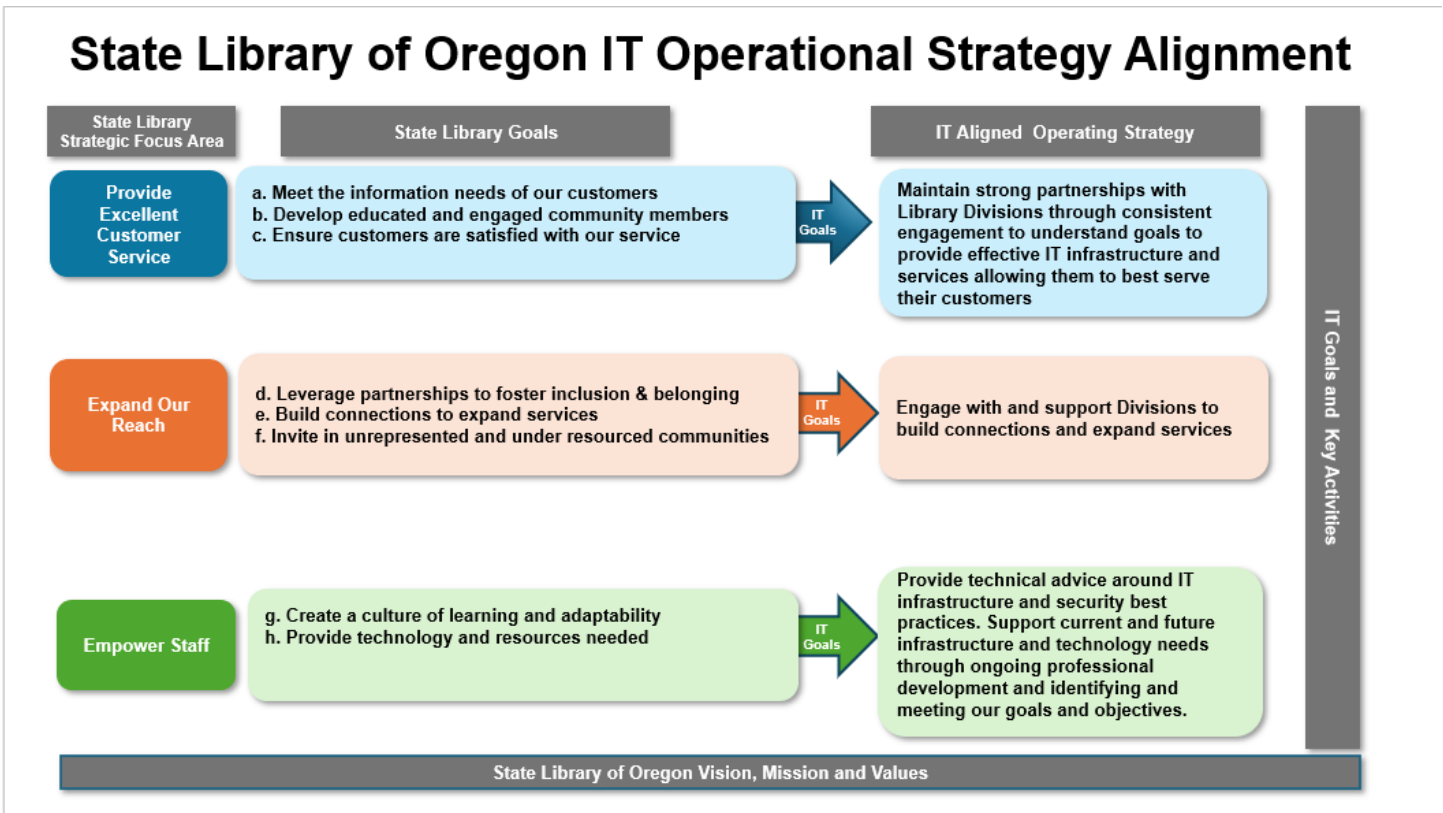of Oregon

State Library IT Operating Mission

Mission

"IT Operations meets the Library Operations mission by offering technology and infrastructure services so the whole State Library can excel and service its customers."

IT Operating Principles

- Integrity

- Shared Tasks

- Follow IT Best Practices

- Humor

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Alignment with the State Library Strategic Plan

The following graphic shows the Library IT vision, operating principles, key objectives, and key goals and how they align to the agency's key strategic objectives and priorities. These ultimately drive our work for this planning period, which will be measured to track performance. More detail on each objective follows.

State Library of Oregon IT Operational Strategy Alignment

State Library Strategic Focus Area	State Library Goals		IT Aligned Operating Strategy
Provide Excellent Customer Service	a. Meet the information needs of our customers b. Develop educated and engaged community members c. Ensure customers are satisfied with our service	IT Goals	Maintain strong partnerships with Library Divisions through consistent engagement to understand goals to provide effective IT infrastructure and services allowing them to best serve their customers
Expand Our Reach	d. Leverage partnerships to foster inclusion & belonging e. Build connections to expand services f. Invite in unrepresented and under resourced communities	IT Goals	Engage with and support Divisions to build connections and expand services
Empower Staff	g. Create a culture of learning and adaptability h. Provide technology and resources needed	IT Goals	Provide technical advice around IT infrastructure and security best practices. Support current and future infrastructure and technology needs through ongoing professional development and identifying and meeting our goals and objectives.

IT Goals and Key Activities

State Library of Oregon Vision, Mission and Values

Key Strategic Focus Areas and Priorities

SLO Strategic Focus Area 1: Provide Excellent Customer Service

SLO Focus Area #1	IT Operating Strategy	IT High Level Goals/Initiatives	WFD Key Activities 2024 -2026	
Provide Excellent Customer Service	Maintain strong partnerships with Library Divisions through consistent engagement to understand goals to provide effective IT infrastructure and services allowing them to best serve their customers	**SLO A.1: Create a Welcome Center and enhance the lobby display (IT Goal #1)**	SLO A.1.1 IT 1.1 Improve HW & SW for Welcome Center	SLO A.1.2 IT 1.2 Upgrade the lobby display hardware
		SLO C.8: Continue annual surveys & explore new opportunities for feedback (IT Goal #2)	SLO C.8.1 IT 2.1 Annual Feedback surveys to: • Library staff • Operations	SLO C.8.2 IT 2.2 Begin surveying Conference Rm users for baseline
		SLO C.9 Implement credit card payments for conference rooms (IT Goal #3)	SLO C.9.1 IT 3.1 Assist in obtaining through 3rd party	
		Upgrade systems and hardware (IT Goal #4)	IT 4.1 Upgrade ticketing system / IT 4.3 Upgrade servers for talking books	IT 4.2 Update security camera systems / IT 4.4 Life cycle replacement for cell phones, laptops, and desktop computers
			IT 4.5 Work with EIS for advice to aid Government Services in their single sign-on investigation.	IT 4.6 Update all laptops/desktops to Windows 11

State Library of Oregon IT Strategic Alignment

Note: SLO=State Library Goal reference
IT Goal=associated or stand-alone IT goal

SLO Focus Area #1	IT Operating Strategy	IT High Level Goals/Initiatives (continued)	WFD Key Activities 2024 -2026	
Provide Excellent Customer Service (continued)	Maintain strong partnerships with Library Divisions through consistent engagement to understand goals to provide effective IT infrastructure and services allowing them to best serve their customers	**Public File Sharing (IT Goal #5)**	IT 5.1 Create website for sharing "large files" to the public	
		De-commission Equipment and services which are relocated or no longer needed (IT Goal #6)	IT 6.1 De-commission co-location servers related to DCS managed services	
		Update Network Closet (IT Goal #7)	IT 7.1 New network switch from DAS	IT 7.2 Improve wire management
		Continuation of Operations (IT Goal #8)	IT 8.1 Create a IT disaster plan as part of continuation of operations plan	IT 8.2 Conduct a table-top IT disaster recovery exercise

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Key Goal Alignment and Target Completion Dates

IT Operating Strategy:
Maintain strong partnerships with Library Divisions through consistent engagement to understand goals, provide effective IT infrastructure services, allowing them to best serve their customers.

SLO Goal A: Meet the information needs of our customers
Objective: Enrich the visitor experience
- SLO Initiative 1: **Create a Welcome Center and enhance the lobby display**
- IT Initiative 1.1: Improve Hardware & Software for the welcome center (completed 1/24)
- IT Initiative 1.2: Upgrade the lobby display hardware (completed 1/24)

SLO Goal C: Ensure customers are satisfied with our services
Objective: Improve our services using customer feedback
- SLO Initiative 8: **Continue annual surveys and explore new opportunities for feedback**
- IT Initiative 2.1: Annual Feedback surveys to: Library staff and Operations (target date completion 7/31/2025)
- IT Initiative 2.2: Begin surveying Conference Room users for baseline (target date launch 5/19/25 – ongoing)

Objective: Streamline processes for our customers
- SLO Initiative 9: **Implement credit card payments for conference rooms**
- IT Initiative 3.1: Assist in obtaining through a 3rd party (completed 10/24)

IT Stand-alone initiative: **Upgrade systems and hardware** (IT goal #4)
- IT Initiative 4.1: Upgrade ticketing system (completed 4/24)
- IT initiative 4.2: Upgrade security camera systems (completed 10/24)
- IT initiative 4.3: Upgrade servers for talking books (completed 11/24)
- IT initiative 4.4: Life Cycle replacement for cell phones, laptops, and desktop computers (completed by 7/25)
- IT initiative 4.5: Work with EIS for advice to aid Government Services in their single sign-on investigation (target completion 6/26)
- IT initiatives 4.6: Update all laptops and desktops to Windows 11 (completed by 8/25)

IT Stand-alone initiative: **Public File Sharing** (IT goal #5)
- IT Initiative 5.1: Create a website for sharing "large files" to the public (completed 7/24)

IT Stand-alone initiative: **De-commission Equipment and services that are relocated or no longer needed** (IT goal #6)
- IT Initiative 6.1: Decommission co-location servers related to Data Center Services managed services (target completion 9/25)

IT Stand-alone initiative: **Update Network Closet** (IT goal #7)

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- IT Initiative 7.1: New network switch from DAS (target completion date 7/25)
- IT initiative 7.2: Improve wire management (completed 8/24)

IT Stand-alone initiative: **Continuity of Operations** (IT goal #8)
- IT Initiative 8.1: Create an IT disaster plan as part of the continuity of operations plan (completed 9/24)
- IT initiative 8.2: Conduct table-top IT disaster recovery exercise (target completion 12/25)

SLO Strategic Focus Area 2: Expand Our Reach

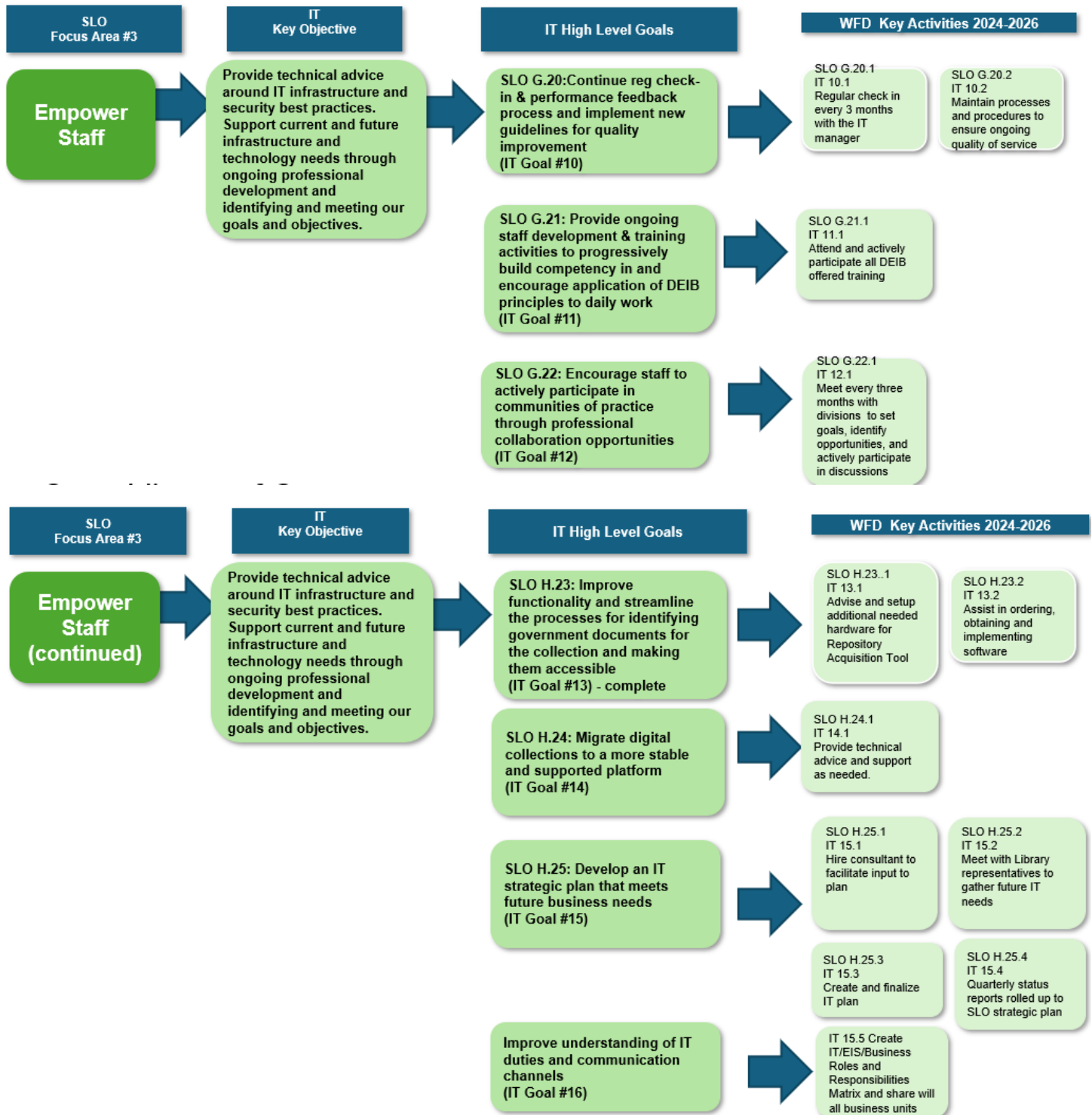# Key Goal Alignment and Target Completion Dates
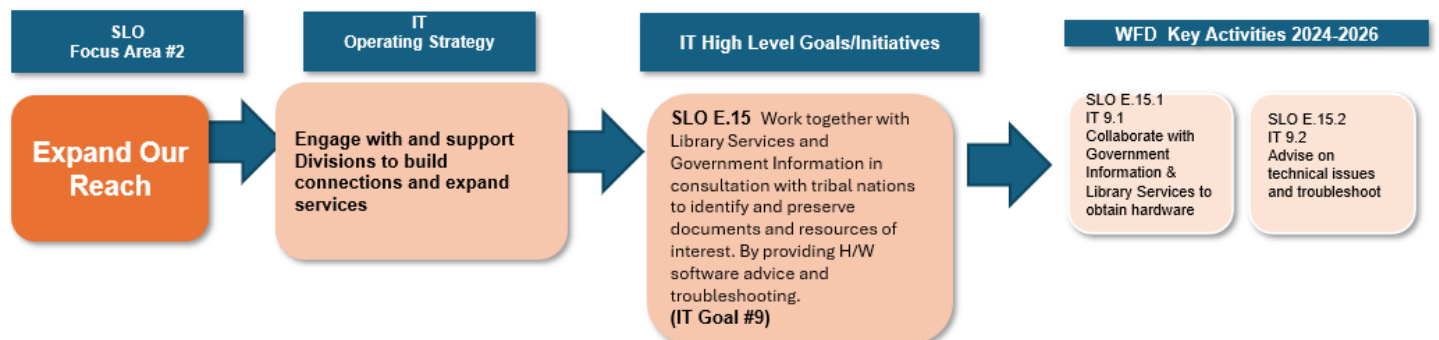
IT Operating Strategy:

Engage with and support Divisions to build connections and expand services.

SLO Goal E: Build Connections to Expand Services

Objective: Engage with partners to improve equity, access, and services
- SLO Initiative 15: **Work together with Library Services and Government Information in consultation with Tribal Nations to identify and preserve documents and resources of interest by providing H/W and software advice and troubleshooting**
- IT Initiative 9.1: Collaborate with Government Information & Library Services to obtain hardware (completed 7/24)
- IT Initiative 9.2: Advise on technical issues and troubleshoot (ongoing)

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SLO Strategic Focus Area 3: Empower Staff

SLO Focus Area #3	IT Key Objective	IT High Level Goals	WFD Key Activities 2024-2026

Empower Staff → Provide technical advice around IT infrastructure and security best practices. Support current and future infrastructure and technology needs through ongoing professional development and identifying and meeting our goals and objectives. →

SLO G.20: Continue reg check-in & performance feedback process and implement new guidelines for quality improvement (IT Goal #10) →
- **SLO G.20.1 IT 10.1** Regular check in every 3 months with the IT manager
- **SLO G.20.2 IT 10.2** Maintain processes and procedures to ensure ongoing quality of service

SLO G.21: Provide ongoing staff development & training activities to progressively build competency in and encourage application of DEIB principles to daily work (IT Goal #11) →
- **SLO G.21.1 IT 11.1** Attend and actively participate all DEIB offered training

SLO G.22: Encourage staff to actively participate in communities of practice through professional collaboration opportunities (IT Goal #12) →
- **SLO G.22.1 IT 12.1** Meet every three months with divisions to set goals, identify opportunities, and actively participate in discussions

SLO Focus Area #3	IT Key Objective	IT High Level Goals	WFD Key Activities 2024-2026

Empower Staff (continued) → Provide technical advice around IT infrastructure and security best practices. Support current and future infrastructure and technology needs through ongoing professional development and identifying and meeting our goals and objectives. →

SLO H.23: Improve functionality and streamline the processes for identifying government documents for the collection and making them accessible (IT Goal #13) - complete →
- **SLO H.23..1 IT 13.1** Advise and setup additional needed hardware for Repository Acquisition Tool
- **SLO H.23.2 IT 13.2** Assist in ordering, obtaining and implementing software

SLO H.24: Migrate digital collections to a more stable and supported platform (IT Goal #14) →
- **SLO H.24.1 IT 14.1** Provide technical advice and support as needed.

SLO H.25: Develop an IT strategic plan that meets future business needs (IT Goal #15) →
- **SLO H.25.1 IT 15.1** Hire consultant to facilitate input to plan
- **SLO H.25.2 IT 15.2** Meet with Library representatives to gather future IT needs
- **SLO H.25.3 IT 15.3** Create and finalize IT plan
- **SLO H.25.4 IT 15.4** Quarterly status reports rolled up to SLO strategic plan

Improve understanding of IT duties and communication channels (IT Goal #16) →
- **IT 15.5** Create IT/EIS/Business Roles and Responsibilities Matrix and share will all business units

Key Goal Alignment and Target Completion Dates

IT Operating Strategy:

Provide technical advice around IT infrastructure and security best practices. Support current and future infrastructure and technology needs through ongoing professional development and identifying and meeting our goals and objectives.

SLO Goal G: Create a culture of learning and adaptability

Objective: Support staff goals around professional development to inform agency-wide and individual training and development activities

- SLO Initiative 20: **Continue regular check-in & performance feedback process and implement new guidelines for quality improvement**
- IT Initiative 10.1: Regular check-in every 3 months with the IT manager (ongoing)
- IT Initiative 10.2: Maintain processes and procedures to ensure ongoing quality of services (ongoing)
- SLO initiative 21: **Provide ongoing staff development & training activities to progressively build competency in and encourage application of Diversity, Equity, Inclusion and Belonging (DEIB) principles to daily work.**
- IT initiative 11.1: Attend and actively participate in all DEIB offered training (ongoing)
- SLO initiative 22: **Encourage staff to actively participate in communities of practice through professional collaboration opportunities.**
- IT initiative 12.1: Meet every three months with divisions to set goals and identify opportunities, and actively participate in discussions (target start date 7/25 – ongoing)

SLO Goal H: Provide the technology and resources needed

Objective: Support infrastructure needs

- SLO Initiative 23: **Improve functionality and streamline the processes for identifying government documents for the collection and making them accessible.**
- IT Initiative 13.1: Advise and set up additional needed hardware for the Repository Acquisition Tool (target completion 6/2025)
- IT Initiative 13.2: Assist in ordering, obtaining, and implementing software (target completion 6/25)
- SLO initiative 24: **Migrate digital collection to a more stable and supported platform.**
- IT initiative 4.1: Provide technical advice and support as needed (target completion 6/24)
- SLO initiative 25: **Develop an IT strategic plan that meets the future business needs of the agency.**
- IT initiative 15.1: Hire a consultant to facilitate input into the plan (completed 10/24)
- IT initiative 15.2: Meet with Library representatives to gather future IT needs (completed 3/25)
- IT initiative 15.3: Create and finalize IT plan (completed 5/25)
- IT initiative 15.4: Quarterly status reports rolled up to SLO strategic plan (ongoing)

IT Stand-alone initiative: **Improve understanding of IT duties and communication channels** (IT goal #16)
- IT Initiative 16.1: Create IT/EIS/Business Roles and Responsibilities Matrix and share with all business units (target completion 7/25)

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Plan Governance

The State Librarian oversees the overall agency strategic direction and all operations for the agency. The Chief Operating Officer is responsible for managing and overseeing all operational programs, including IT services.

IT will report quarterly on progress made on the IT Strategic Operational Plan. State Library Leadership will provide input into the prioritization of IT work based on the needs of the agency. IT will recommend priorities, schedule, and/or budget changes as they work through the plan. (e.g., schedule extensions, additional funding requests, added/dropped work etc.) **Key Performance Measures:** Performance success for all initiatives will be measured by meeting targeted deadlines and customer service levels at or above satisfactory.

The goal of this governance approach is to strategically evaluate the IT initiatives in the following areas:
- Understand the challenges and external forces involved in accomplishing the stated goals.
- Understand the expected business value.
- Alignment with the State Library strategic plan.
- Reporting on progress made on the operational goals; and
- Identification of future IT needs and resources.

This structure enables the agency to coordinate, analyze, report on, track, and support its identified initiatives, goals, and key activities with the appropriate resources and guidance. Articulating the status of the initiatives, the inter-relationships between projects, and the impacts of one project on another provides State Library leadership information that is necessary to make informed decisions across the agency.

Approved by:

_____   _____
Agency Director   Date

5/28/2025

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Appendix A SLO Strategic Plan

STRATEGIC FOCUS AREA 1: PROVIDE EXCELLENT CUSTOMER SERVICE

GOAL A: Meet the information needs of our customers.

> Objective: Enrich the visitor experience at the State Library
> Objective: Improve customer experience with State Library services

GOAL B: Develop educated and engaged community members.

> Objective: Improve the knowledge and skills of library workers across Oregon through relevant and responsive continuing education
> Objective: Encourage libraries' inclusion and outreach efforts in their communities

GOAL C: Ensure customers are satisfied with our services.

> Objective: Improve our services using customer feedback
> Objective: Streamline processes for our customers

STRATEGIC FOCUS AREA 2: EXPAND OUR REACH

GOAL D: Leverage partnerships to foster inclusion & belonging.

> Objective: Create supportive frameworks

GOAL E: Build connections to expand services.

> Objective: Engage with partners to improve equity, access, and service

GOAL F: Invite in communities that are systemically underrepresented and under-resourced.

> Objective: Ensure that the State Library is welcoming for all
> Objective: Help libraries learn and use equitable, diverse, inclusive, and antiracist (EDIA) practices

STRATEGIC FOCUS AREA 3: EMPOWER STAFF

GOAL G: Create a culture of learning and adaptability.

> Objective: Support staff goals around professional development to inform agencywide and individual training and development activities

GOAL H: Provide the technology and resources needed.

> Objective: Support infrastructure needs

Strategic plan available at
https://www.oregon.gov/library/operations/Documents/Strategic Plan 2023-26 - Objectives Only.pdf

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Appendix B
Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT)

The information for the SWOT below was gathered during a teamwork session intended to better understand the current state and where there were opportunities for improvement from the teams' perspective, as well as interviews with the business customers and leadership team. A revised SWOT will be produced annually to gauge progress toward improvement.

Strengths

- Management team's dedication and support of IT
- Dedicated and committed IT team
- Humor
- Communication and flexibility in the IT team
- Infrastructure and desktop support skills and capabilities
- Customer service focus
- Aligned with agency vision, strategies, and goals
- Shared tasks among a small IT team to get work done

Opportunities

- Consistency in vision and leadership direction
- Create and communicate clear roles and responsibilities across the agency
- Continue to strengthen the partnership with external partners and customers
- Leverage existing infrastructure and past work
- Continue to understand the business needs & measure them for our staffing needs and performance
- Use the legislative process to gain new resources

Weaknesses

- IT staff levels alignment to business expectations
- Small team to support multiple business lines
- Balancing priorities between agency needs and EIS requirements
- Roles and Responsibilities (IT, EIS, Business)
- No dedicated project management or business analyst resources to move the agency forward more quickly

Threats

- No new resources to continue to enhance systems to continue to meet the needs of those we serve
- Major security breach or other unforeseen events
- Response time from partners, such as EIS request

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Appendix C
Quarterly Gantt Chart

	FY23 Q3 J-M 24	FY23 Q4 A-J 24	FY24 Q1 Jl-S 24	FY24 Q2 O-D 24	FY24 Q3 J-M 25	FY24 Q4 A-J 25	FY25 Q1 Jl-S 25	FY25 Q2 O-D 25	FY25 Q3 J-M 26	FY25 Q4 A-J 26
SLO Initiative 1: Create a Welcome Center and enhance the lobby display										
IT initiative 1.1: Improve hardware & software for the welcome center (1/24)	█									
IT Initiative 1.2: Upgrade the lobby display hardware (1/24)	█									
SLO Initiative 8: Continue annual surveys and explore new										
IT Initiative 2.1: Annual feedback surveys to: Library staff and Operations						█	█			
IT Initiative 2.2: Begin surveys Conference Room users for baseline						█	█	█	█	█
SLO Initiative 9: Implement credit card payments for conference rooms										
IT Imitative 3.1: Assist in obtaining through 3rd party	█	█	█	█						
IT Stand-alone initiative: Upgrade systems and hardware										
IT Initiative 4.1: Upgrade ticketing system	█	█								
IT Initiative 4.2: Upgrade security cameras systems			█	█						
IT Initiative 4.3: Upgrade servers for Talking Books			█	█						
IT Initiative 4.4: Life cycle replacement for cell phones, laptops, and desktop computers					█	█				
IT Initiative 4.5: Work with EIS for advice to aid Government Services in their single sign-on investigation									█	█

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	FY23 Q3 J-M 24	FY23 Q4 A-J 24	FY24 Q1 Jl-S 24	FY24 Q2 O-D 24	FY24 Q3 J-M 25	FY24 Q4 A-J 25	FY25 Q1 Jl-S 25	FY25 Q2 O-D 25	FY25 Q3 J-M 26	FY25 Q4 A-J 26
IT Initiative 4.6: Update all laptops and desktops to Windows 11					█	█	█			
IT Stand-alone initiative: Public File Sharing										
IT Initiative 5.1: Create website for sharing "large files" to the public		█	█							
IT Stand-alone initiative: De-commission equipment and services which are relocated or no longer needed										
IT initiative 6.1: De-commission co-location servers related to DCS managed services					█	█	█	█		
IT Stand-alone initiative: Update network closet										
IT initiative 7.1: New network switch from DAS						█	█			
IT initiative 7.2: improve wire management			█							
IT Stand-alone initiative: Continuity of Operations										
IT Initiative 8.1: Create a disaster plan as part of the continuity of operations plan			█							
IT Initiative 8.2: Conduct table-top disaster recovery exercise							█	█		
SLO Initiative 15: Work together with Tribal Nations in Oregon to digitize and preserve documents of interest to indigenous people										
IT Initiative 9.1: Collaborate with Government Information & Library Services to obtain hardware		█								
IT Initiative 9.2: Advise on technical issues and troubleshoot		█	█	█	█	█	█	█	█	█

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	FY23 Q3 J-M 24	FY23 Q4 A-J 24	FY24 Q1 Jl-S 24	FY24 Q2 O-D 24	FY24 Q3 J-M 25	FY24 Q4 A-J 25	FY25 Q1 Jl-S 25	FY25 Q2 O-D 25	FY25 Q3 J-M 26	FY25 Q4 A-J 26
SLO initiative 20: Continue regular check-in & performance feedback process and implement new guidelines for quality improvement										
IT initiative 10.1: Regular check-in every 3 months with IT manager	■	■	■	■	■	■	■	■	■	■
IT Initiative 10.2: Maintain processes and procedures to ensure on-going quality of services	■	■	■	■	■	■	■	■	■	■
SLO Initiative 21: Provide ongoing staff development & training activities to progressively build competency in and encourage application of Diversity, Equity, Inclusion, and Belonging (DEIB) principles to daily work										
IT Initiative 11.1: Attend and actively participate in all DEIB offered training	■	■	■	■	■	■	■	■	■	■
SLO Initiative 22: Encourage staff to actively participate in communities of practice through professional collaboration opportunities										
IT initiative 12.1: Meet every three months with divisions to set goals and identify opportunities and actively participate in discussions							■	■	■	■
SLO initiative 23: Improve functionality and streamline the processes for identifying government documents for the collection and making them accessible										

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	FY23 Q3 J-M 24	FY23 Q4 A-J 24	FY24 Q1 Jl-S 24	FY24 Q2 O-D 24	FY24 Q3 J-M 25	FY24 Q4 A-J 25	FY25 Q1 Jl-S 25	FY25 Q2 O-D 25	FY25 Q3 J-M 26	FY25 Q4 A-J 26
IT Initiative 13.1 Advise and set-up additional needed hardware for the Repository Acquisition Tool					■	■				
IT Initiative 13.2: Assist in ordering, obtaining, and implementing software					■	■				
SLO Initiative 24: Migrate digital collection to a more stable and supported platform										
IT initiative 4.1: Provide technical advice and support as needed	■	■								
SLO Initiative 25: Develop an IT strategic plan that meets the future business needs of the agency										
IT initiative 15.1: Hire consultant to facilitate input to plan			■							
IT initiative 15.2: Meet with Library representatives to gather future IT needs				■						
IT initiative 15.3: Create and finalize IT plan					■	■				
IT initiative 15.4: Quarterly status reports rolled up to SLO strategic plan							■	■	■	■
IT Stand-alone initiative: Improve understanding of IT duties and communication channels										
IT initiative 16.1: Create IT/EIS/Business Roles and Responsibilities Matrix and share with all business units							■			

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