



# IT Strategic Plan 2024-2027

**Version 1.01**

12/31/2023

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## Executive Summary

*The Department of Administrative Services (DAS) serves a vital role in the delivery of services to the citizens of Oregon. This is primarily accomplished through Oregon’s many agencies, boards, and commissions. This strategic plan builds upon the decades of DAS and DAS IT (the division of DAS that supports IT) supporting the Oregon agencies in this cause.*

*Delivery of IT services in Oregon is complex. With the exception of infrastructure (data center services) and security services, information technology in Oregon is primarily decentralized. Agencies are responsible for the delivery of IT services within their own respective organization. DAS does, however, support several enterprise applications including Workday, OregonBuys, Statewide Financial Management Application (SFMA), the Oregon Budget Information Tracking System (ORBITS), and the Oregon Position Information Control System (ORPICS). Generally, Enterprise Resource Management (ERP) IT functions and business-specific systems continue to be supported by the respective business units within DAS (such as HR, Payroll, Printing and Procurement). DAS and IT leadership have recognized that there are areas of opportunity for improvement in this structure and have outlined those in this plan.*

*Likewise, DAS and the delivery of IT services to its partner agencies is also complex and has evolved over many years of service to the State. While DAS has a central IT division: DAS IT, the information technology services provided by DAS IT are not comprehensive across all of DAS and its partner agencies.*

*This plan is intended to be a comprehensive IT strategic plan for DAS – not just for the IT functions supported by DAS IT. The various divisions of DAS were included and consulted in the development of this plan and the intent is for this to guide overall IT strategic direction for the agency. DAS is currently in the process of updating the agency strategic plan (as outlined in the Governor’s Expectations Document – **Appendix A**). When the agency strategic plan is complete, this IT Strategic Plan will be reviewed and updated accordingly to ensure business alignment.*

## Introduction & Message from the CIO



*The Department of Administrative Services (DAS) charge is primarily to support the agencies so that they can best support the citizens of Oregon. Technology is instrumental in supporting the business units such that they can deliver services in an efficient and secure manner. This plan is being created, not only to meet the objectives outlined in the Governor’s Expectations (**Appendix A**), but to also serve as a pillar document for DAS, DAS IT, and partner agencies to set and outline the technology strategy for the agency for the next 4 years.*

*It is important to note that Strategic Plans are NOT static documents. Technology is constantly evolving, and business and IT strategy must also evolve to keep pace with our ever-changing and dynamic world. The onset of the “pandemic era” in 2019-2020 dramatically changed*

## DAS – IT Strategic Plan

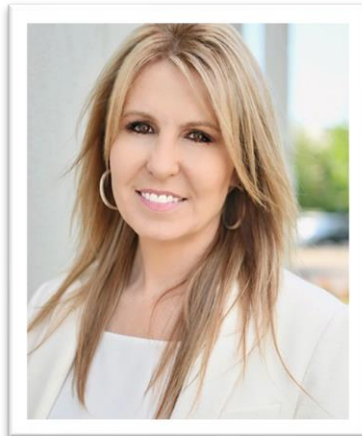
*our world and how we utilize technology. This created great challenges as our workforce transitioned from a traditional “office” environment to a new “remote” and “hybrid” environment that essentially changed the way business is conducted. The State of Oregon and the way government services are delivered in Oregon was no exception to this and Oregon government experienced many growing pains during this transition. However, this fundamental shift also offered great opportunity to re-assess how business is conducted and how technology can be leveraged in a safe, secure, and efficient manner that’s best supports our citizens.*

*Application, infrastructure, and systems modernization continue to be important objectives for DAS and for the agencies. Oregon and DAS must continue this pursuit and make it a priority such that our critical systems remain safe, secure, and efficient to operate as the systems and technologies in the industry continuously mature and improve. All States have been challenged with successful implementations of Enterprise Resource Management (ERP) systems. Oregon must continue this pursuit in order to provide the best possible services to its employees and to its citizens. Oregon continues to improve and modernize its recent implementations of Workday (HR & Payroll) and OregonBuys (Procurement) while planning for a future replacement of its Statewide Financial Management and Accounting System (SFMA).*

## DAS IT Management Team



KURTIS DANKA – CHIEF INFORMATION OFFICER



KRISTI IVERS – DEPUTY CHIEF INFORMATION OFFICER



DENVER PETERSON – INFORMATION TECHNOLOGY OPERATIONS MANAGER



DAVID BLACK - SERVICE DESK MANAGER

## Current State

*Technology in Government has evolved over the past decades. In fact, the business of Government in Oregon is one of the few places where technology was developed from “nothing” into what it is now. As such, DAS evolved a decentralized technology support structure – where the business supports Enterprise Resource Management (ERP) functions such as HR, Payroll, Procurement, Facilities Maintenance, and Print functions. All other IT functions are supported by the IT division of DAS, called DAS IT.*

*DAS IT primarily supports the technology service desk for DAS, the Governor’s Office, and 22 agencies, boards, and commissions, representing approximately 1300 end users (**Appendix D**). DAS IT also assists and consults the business units that are managing the Enterprise Resource Management (ERP) applications for the State: Oregon Buys, Workday, and legacy applications used statewide. While the business units have the primary responsibility for managing and maintaining these applications, DAS IT provides support when needed.*

*DAS is beginning to have the discussions about future support of its enterprise applications. As mentioned earlier, IT “grew up” in the business units and has remained in the business units to the present day. As applications are modernized, opportunity exists to look holistically at the support models and whether DAS IT should be providing oversight and support for these applications – in a more typical business/IT team partnership. As the DAS agency strategic plan is developed (June 2024), these topics will be considered.*

*It should also be noted that DAS IT does not support ALL small agencies, boards, and commissions. DAS will be discussing these partnerships as it develops its strategy. DAS IT partners very closely with EIS to bring the enterprise perspective and requirements to the smaller agencies that may not have the expertise to understand the complex enterprise requirements. Citizens and agencies have the expectation that their data is handled securely and consistency across all agencies. There remains opportunity for Oregon to grow in these areas, but standardizing on DAS IT support for the smaller agencies helps bridge these gaps and ensure the agency is on the right path with regard to enterprise direction and strategy. While DAS IT is happy to consult with any agency, those paying for services have direct access to the resources with technical knowledge and skillsets.*

*Currently, DAS is staffed to support current-state so these strategies for future growth must also look at current resources and alignment.*

*DAS IT offers the following services:*

***Administration:*** *The Office of the DAS CIO provides leadership and strategic direction, working with multiple partners within DAS and other state agencies. In addition, they work closely with EIS to help educate agencies on enterprise requirements and direction.*

## DAS – IT Strategic Plan

**Technology Operations:** *The Operations group provides technology service delivery to support DAS' mission and support to client agencies and is comprised of the following units:*

**Service Desk:** *The DAS IT Service Desk provides first and second-level technical support to all supported users in a professional and informative manner. The DAS IT Service Desk is dedicated to servicing the computer and technical support needs of all users by providing detailed resolutions and general system information for common problems. The DAS IT Service Desk typically receives over 11,000 incident & service requests per year.*

**Project Management Office:** *The Project Management Office (PMO) group provides services to DAS and some client agencies through the implementation of approved projects. The team is comprised of Senior Project Managers, Integration and Deployment Project Managers, who focus on internal Maintenance and Operations projects. Recent notable projects managed by the PMO include OregonBuys, Workday Efforts, assistance to the Oregon Department of Emergency Management's Continuity of Operations and Planning (COOP – as noted in the Governor's Agency Expectations – **Appendix A**).*

**IT Solutions and Application Development:** *The team provides services to DAS and some client agencies by designing, developing, and recommending IT solutions that leverage technology to solve business problems. These solutions are designed to meet the needs of our business partners and current security standards. The team is comprised of IT Service Engineers and Application Development engineers. IT Solutions and Application Development receives over 300 service requests per month.*

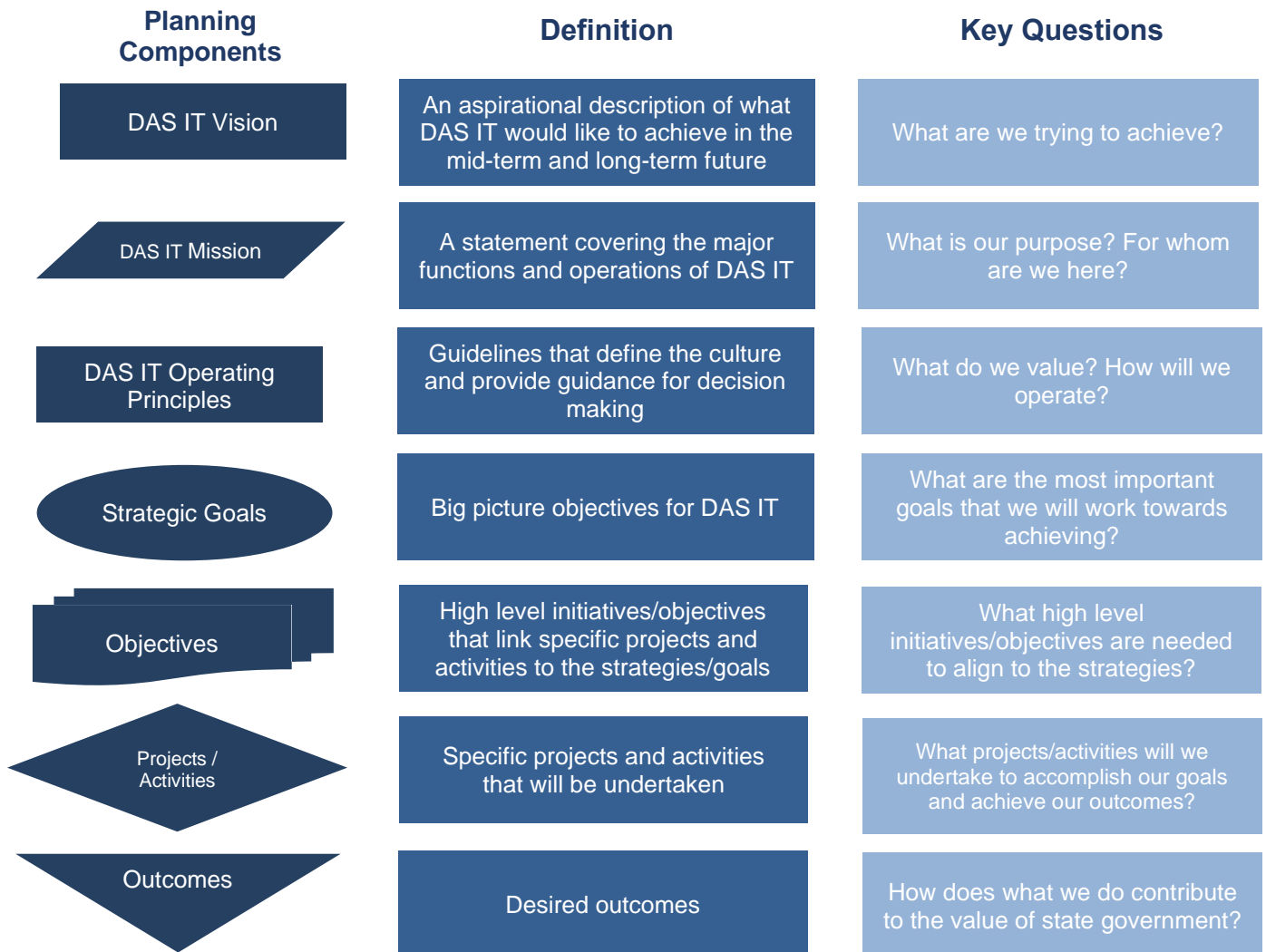
## Strategic Planning Process

*Our strategic planning process is an iterative process guided by business goals, industry best practices, and the input and influences of our stakeholders including the Governor's priorities, Oregon State Legislature, the Oregon Governor's policy agenda, state statutes, policies and mandates, and alignment to the Office of the State CIO's Strategic Framework.*

*DAS IT worked collaboratively with key leadership from across the DAS business units and employed the "SMART" (Specific, Measurable, Achievable, Relevant, and Time-Bound) method to create actions and measurements. Additionally DAS IT partnered with DAS leadership to conduct SWOT (Strengths, Weaknesses, Opportunities, and Threats) to better understand what it does well and where there are areas in need of improvement. These results are summarized in **Appendix B**.*

*The following components provide an overview of the components within the DAS IT strategic planning framework and how they align to desired outcomes:*

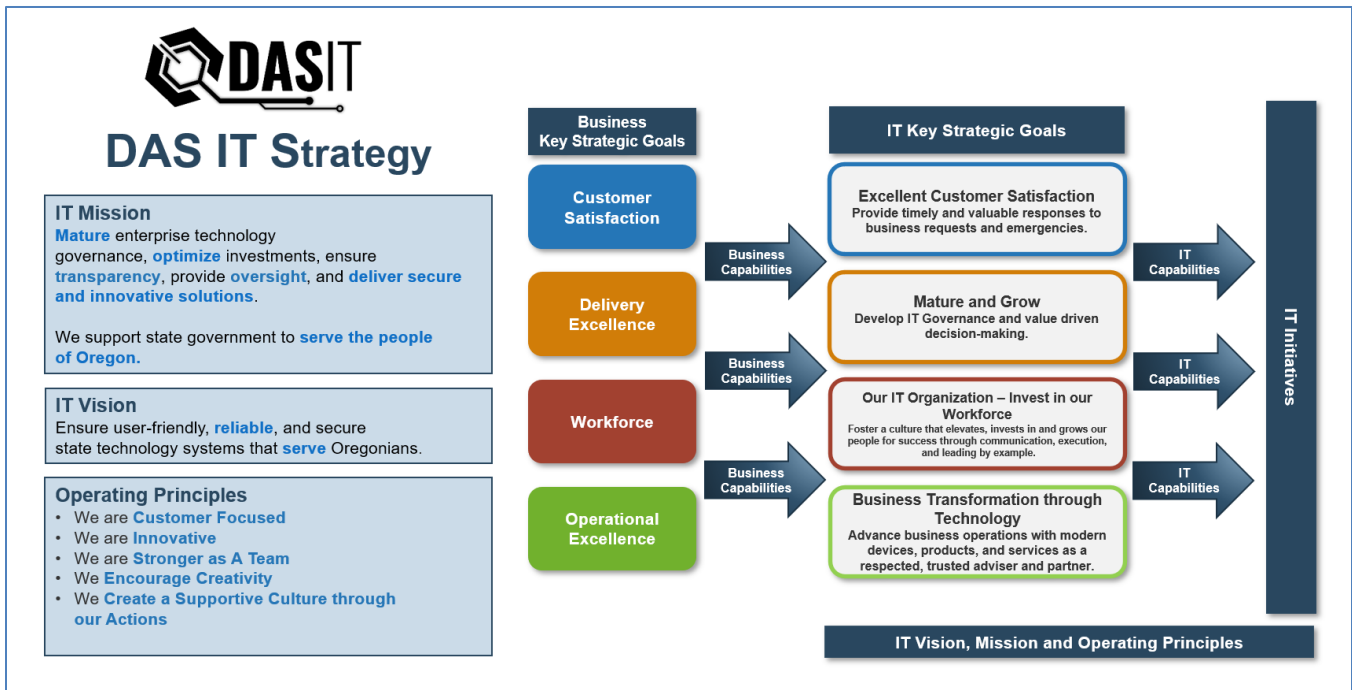
## DAS – IT Strategic Plan



## DAS – IT Mission, Vision, and Operating Principles

*DAS IT collaborated internally and with business partners when creating its Mission, Vision, and Values (MVV). This work was based on the DAS Business Strategy from 2020 and is under revision as a part of the Agency Strategy work as outlined in the Governor’s Agency Expectations (**Appendix A**) and refreshed as DAS IT updated its Strategic Plan work from 2022.*

*The following is a summary (more detail follows the graphic) of DAS’ Mission, Vision, and Operating Principles, and how they align to its Business Key Strategic Goals and IT Key Strategic Goals. These ultimately drive IT capabilities which drive IT initiatives, which will be measured to track performance.*



## DAS - IT Mission

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*Mature enterprise technology governance, **optimize** investments, ensure **transparency**, provide **oversight**, and **deliver secure and innovative solutions**.*

*We support state government to **serve the people of Oregon**.*

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## DAS - IT Vision

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*Ensure user-friendly, **reliable**, and secure state technology systems that **serve Oregonians**.*

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## Operating Principles

*DAS, in its support of the agencies served created the following operating principles. We utilized these in our pursuit to deliver the best possible services to our customers.*

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*We are **Customer Focused***

*We are **Innovative***

*We are **Stronger as a Team***

*We **Encourage Creativity***

*We **Create a Supportive Culture through our Actions***

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## IT Values

- 
- 1. **Accountability:** We are responsible for quality outcomes and share information openly and honestly.*
  - 2. **Customer-Focus:** We listen and seek to understand the needs of our customers.*
  - 3. **Collaboration:** We build trust and establish mutual propose to forge effective partnerships across the enterprise.*
  - 4. **Innovation:** We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.*
-

## Business Key Strategic Goals

*DAS IT partnered closely with its constituents, partners, and stakeholders to develop the following key strategic business goals. Note: these are in draft as DAS and the other agencies develop their Agency Strategy Documents. For the purposes of this DAS – IT Strategic Plan, we based these on key business in place today, and are core to the business of DAS:*

- 
1. **Customer Satisfaction:** *Provide timely and valuable responses to business requests and emergencies.*
  2. **Delivery Excellence:** *Mature and Grow the business of DAS. Develop and Mature IT Governance and value driven decision making.*
  3. **Workforce:** *Foster a culture that elevates, invests in, and grows our people for success through communication, execution, and leading by example.*
  4. **Operational Excellence:** *Transform the business through technology. Advance business operations with modern devices, products, and service as a respected, trusted advisor and partner.*
- 

## IT Key Strategic Goals

*The Business Key Strategic Goals drive business capabilities, which lead to the following IT Key Strategic Goals. These will be updated as DAS develops its strategy (July 2024).*

- 
1. **Excellent Customer Satisfaction:** *Provide timely and valuable responses to business requests and emergencies.*
  2. **Mature and Grow:** *Develop IT Governance and value driven decision making.*
  3. **Our IT Organization – Invest in our Workforce:** *Foster a culture that elevates, invests in, and grows our people for success through communication, execution, and leading by example.*
  4. **Business Transformation through Technology:** *Advance business operations with modern devices, products, and services as a respected, trusted advisor and partner.*
-

## Strategic Goal 1: Excellent Customer Satisfaction

*Provide timely and valuable responses to business requests and emergencies.*

### Key Initiatives

- *Deliver Customer Education and Awareness*
- *Effective and Timely Resolution (A&M Assessment of the Service Desk used as a basis for this initiative – analysis document can be provided)*

### IT Activities

- *Provide Customer Training & Efficient Communication*
- *Adopt recommendations from A&M assessment to set metrics for service desk performance*

### Measures

- *100% of client agencies have signed IGA & annual executive meetings (completed - ongoing)*
- *Educate Customers on new service offerings (email, workshops, and/or individualized trainings)*
- *Maintain DAS IT service desk Incident Ticket Queue to < 100*
- *Maintain DAS IT service desk Service Request Queue to <250*

## Strategic Goal 2: Mature and Grow

*Develop IT Governance and Value Driven Decision Making*

### Key Initiatives

- *Mature IT Governance*
- *Drive Growth and Performance*

### IT Activities

- *Further mature IT Governance through DAS IT Governance Council*
- *Reduce the Drivers for Business-Embedded IT: Develop a plan including organization structure to reduce the reliance of embedded IT within the business. This would entail a phased approach.*
- *Establish bi-yearly Performance Meetings*
- *Establish Data Strategy and Governance*
- *New App/Data Systems (standards developed, trained, and implemented)*
- *Establish repeatable processes for hiring and retaining IT staff quickly*

## Measures

- *90% or greater IT maturity (Governance) items on track*
- *95% or greater PC, data, and servers in compliance with risk standards*
- *Number of data/IT systems standards developed, implemented, and trained on annually (baseline not yet established)*
- *Average time to fill vacancies (< 90 days)*

## Strategic Goal 3: Our IT Organization - Invest in our Workforce

*Invest in our People: Foster a culture that elevates, invests in, and grows our people for success through communication, execution, and leading by example.*

### Key Initiatives

- *Foster our Culture and Live Our Values and Operating Principles*
- *Improve Technology Talent Pipeline*

### IT Activities

- *Organize and conduct all-staff meetings 2x per year*
- *Conduct DAS IT satisfaction survey annually*
- *Hire Cloud Team/Resources*
- *Utilize partnership with Oregon State CASS (Center for Applied Systems and Software) program / Internships*
- *Upskill DAS IT*
  - *Provide Udemy license to all staff (Udemy is a training/upskilling resource)*
  - *Develop a plan to develop or buy a resource demand and capacity tool*
  - *Conduct internal technical trainings*

### Measures

- *All Staff meetings held twice per year (conduct business but also make it fun)*
- *% of IT staff at 90 or above satisfaction rating on internal organization survey*
- *100% compliance with quarterly reviews and Workday Check-Ins*
- *% of DAS IT staff engaged in formal training*

# Strategic Goal 4: Business Transformation Through Technology

*Advance business operations with modern devices, products, and services as a respected, trusted advisor and partner.*

## Key Initiatives

- *Mature PC Life-Cycle Program*
- *Mature & Deliver Automation for improved customer experience and process efficiency*
- *Modernize Applications and Reduce Technical Debt. Seek to modernize legacy systems currently residing on the Mainframe*
- *SFMA Modernization (DAS has introduced a planning Policy Option Package for the 2025-2027 biennium)*
- *Consider ERP and Enterprise Applications that we already own first, before seeking new solutions (i.e. additional modules in Workday, OregonBuys, etc.)*

## IT Activities

- *Implement PC Life-Cycle Program (QTR 1 2024)*
- *Implement ITSM Self-Service Portal*
- *“One Door Initiative”*: From A&M Service Desk Assessment to reduce the number of contact paths for help to needed resources. DAS and DAS IT currently have multiple contact “doors” (multiple computer helpdesk lines for desperate systems, portals, etc.)
- *Determine IT Operational Metrics*
- *Create Modernization Roadmap*
- *Stabilize Workday and Mature Technology Processes*

## Measures

- *PC Life-Cycle Implementation [On Target | Off Target]<sup>1</sup>*
- *% of identified conference rooms that are hybrid enabled*
- *Modernization Roadmap [On Track | Off Track]<sup>2</sup>*
- *% of applications identified on the roadmap with a plan*
- *# of solutions and services supported (baseline not yet established)*

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<sup>1</sup> – Current Target is 4-year PC Lifecycle. On Target indicates PCs are being replaced at this frequency. If reductions occur, a new target would be 6-years and the measure would then be on this new timeframe.

<sup>2</sup> – Measured by compliance to the agreed-to modernization timelines. Actual roadmap will be determined during the development of the DAS Strategic Plan.

## DAS – IT Strategic Plan

Below is a graphical representation of the goals, goal detail, and objectives:

| 23-25 IT Key Strategic Goals & Objectives |   |  |  |  |
|---|---|--|--|--|
| Goal                                      | Excellent Customer Satisfaction   | Mature and Grow  | Our IT Organization – Invest in our Workforce  | Business Transformation Through Technology   |
| Goal Detail                               | Provide timely and valuable responses to business requests and emergencies        | Develop IT Governance and value driven decision-making | Foster a culture that elevates, invests in and grows our people for success through communication, execution, and leading by example | Advance business operations with modern devices, products, and services as a respected, trusted advisor and partner  |
| Objectives                                | 1.1 Deliver Customer Education and Awareness<br>1.2 Effective & Timely Resolution | 2.1 IT Governance<br>2.2 Drive Growth and Performance  | 3.1 Foster our Culture and Live Our Values and Operating Principles<br>3.2 Improve Technology Talent Pipeline                        | 4.1 PC Life-Cycle Program<br>4.2 Deliver Automation for improved customer experience and process efficiency<br>4.3 Modernize Applications and Reduce Technical Debt<br>4.4 Support Technology Solutions and Services |

## Plan Lifecycle

The following describes the intended lifecycle for the DAS – IT Strategic Plan



The intent is to “refresh” the plan yearly keeping a 4-year horizon in view for the DAS.

## DAS – IT Strategic Plan

As stated above, DAS is currently in the process of refreshing the business Strategic Plan (as outlined in the Governor’s Agency Expectations – **Appendix A**) and this plan is being submitted in advance of the publication of our agency strategic plan. This plan is based on current-state and best practices based on the work we do today – and should be considered draft until the business strategy is complete at which time this plan will be updated in alignment with the new DAS Business Strategy.

## DAS – IT Governance

DAS introduced structured IT governance in September of 2022.

The DAS Director oversees the overall agency strategic direction and all operations for the agency. The DAS CIO is responsible for managing and overseeing the technology systems and technology resources.

The Council is made up of DAS Leadership who will provide input into the prioritization of the technology projects. Additionally, the voting members will vote on the recommended agency priorities, schedule and/or budget changes to technology projects that are in flight (e.g., project schedule extensions, additional funding requests, etc.).

The following diagram illustrates the Governance Structure (Figure 1) for DAS:



This structure provides the foundation to consistently initiate, prioritize and align IT projects across all DAS programs, whether or not they are led or managed by DAS IT. The goal of this structured governance approach is to strategically evaluate the agency’s initiatives and projects in the following areas:

- The cost to undertake a technology project (both internal resources and external procurements);
- Ensure resources are available for the successful completion of the project;
- Understand the risk involved in the project;
- Understand the expected business value or return on investment;
- Alignment with the DAS strategic technology plan;
- Alignment and coordination with DAS IT for Business led/managed IT projects;
- External driving forces; and
- Alignment with the EIS Strategic Framework for technical and security standards.

## DAS – IT Strategic Plan

*This structure enables the agency to coordinate, analyze, report on, track and support its various projects with the appropriate tools, techniques, and guidance. Articulating the status of the projects (in terms of scope, time, cost, resource, quality, and change management), the inter-relationships between projects, and the impacts of one project on another provides the Council members critical information that is necessary to make informed decisions.*



## Appendix A: Governor's Agency Expectations



January 11, 2023

Dear Agency Leaders:

I want to begin by saying thank you. Thank you for serving Oregon and the people who call our state home. Thank you for your professionalism and commitment to public service. And thank you for your partnership with my transition team as we hustled to get ready for Day One.

I am eager to get to work, and I view each of you as partners in my mission to deliver results and make everyday life better for Oregonians.

A core part of my vision for the next four years is to improve customer service for Oregonians – whether they are coming to us for a service, or we are coming to them in the wake of a disaster. That means being more efficient, more effective, and creating systems that will empower our collective 42,000 public servants to deliver for Oregonians.

So today, I am delivering a new set of expectations to you, the leaders of our state agencies. These expectations will serve as guideposts for our work together, providing us with new data that will help us break down silos and make enterprise-wide systems improvements.

To support this effort, my office will be organized with a new focus on public administration. I am hiring a talented group of experienced leaders who I expect to be partners with you in solving problems and delivering on my priorities, which as you know are housing and homelessness, behavioral health and addiction care, and education.

Finally, as Oregon's Governor, I understand that I have 42,000 employees counting on me for compassion and leadership. The pandemic was hard on workers and managers across the board – private or public, it has been tough. We all had to pivot on short notice, support each other through workforce shortages, and do our jobs while our families were facing the same uncertainty as the rest of the world. These workforce challenges are not going away, and I hope to partner with all of you as we continue to strive to make the State of Oregon a great place to live and work.

It is my pledge to all Oregonians, and to you, that I will work every day to be a partner with you in solving problems, big and small. We will not be perfect, but we will improve every year, so Oregonians can proudly say their state government was there for them.

## DAS – IT Strategic Plan

January 11, 2023

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I am directing the Department of Administrative Services (DAS) to provide my office with updates on our progress in meeting these new expectations quarterly beginning June 1, 2023. Please engage with DAS Director Berri Leslie throughout this process. She will help measure and manage these goals and I have asked her to be a partner with you to ensure you have what you need to be successful.

As a first step, please email Director Leslie by February 1st to confirm that you are ready and willing to work with us toward these enterprise goals.

Thank you for your commitment to Oregon, and I look forward to a great partnership.

Sincerely,

A handwritten signature in black ink, appearing to read "Tina Kotek". The signature is fluid and cursive, with the first name "Tina" and last name "Kotek" clearly distinguishable.

Governor Tina Kotek

## Oregon Agency Expectations

### **Performance Reviews for Agency Directors:**

The DAS Chief Human Resources office will complete a 360-performance evaluation, for every director who reports to the Governor, every two years. Agencies without a review in the prior 12 months will be prioritized. Agency directors who report to a board or commission should have a review completed every two years by their governing body. DAS will provide a price agreement with available vendors to facilitate this process. DAS will also provide a 360-performance template for boards and commissions to use as a model by June 1, 2023. DAS will have the price agreement and template in place by June 1, 2023. DAS will provide quarterly compliance reporting to the Governor's office.

### **Performance Feedback for Employees:**

Each agency will maintain compliance with the quarterly performance feedback meeting requirement for all employees at a quarterly performance rate of 90% completion or higher. Quarterly check ins must be documented in Workday. Agencies will comply by June 1, 2023. DAS will provide quarterly compliance reports to the Governor's office.

### **Measuring Employee Satisfaction:**

Agencies of a size to be determined by vendor recommendation will complete an anonymous annual employee satisfaction survey. All agencies will use the same DAS approved vendor and a list of approved questions from DAS. Agencies shall create an action plan to follow up on substantial findings and use the annual process to measure improvement. DAS will identify the vendor and questions by June 1, 2023. Agencies will complete the first satisfaction survey by December 31, 2023 and submit their scores to DAS by February 1, 2024. DAS will use the information to provide a roll-up report card of enterprise-wide employee satisfaction on an annual basis.

### **Supporting Strategic Planning and Measuring Agency Performance:**

Agencies are required to develop and follow a strategic plan using goals outlined by the Governor's office. Plans should be developed with agency leadership and in partnership with direct service employees, community partners, tribes, underrepresented communities, and applicable boards and commissions responsible for oversight of the organization. Plans should include a section that aligns with the agency's information technology strategy to include how modernization efforts will support the goals of the organization.

DAS will provide a list of approved vendors on price agreement to facilitate this process. DAS will also provide a template for vendors and agencies to use to support consistency and measurement across agencies. Agencies will post strategic plans with dashboards outlining progress on their public facing web sites. DAS will prepare price agreements and templates by June 1, 2023. Agencies with strategic plans completed within the last 36 months can update their plans into the new template format aligning with Governor Kotek's goals with a target completion date of December 31, 2023. Agencies with strategic plans older than 36 months should begin a new planning process, using the standardized template format, with a goal of

completing their plans by June 1, 2024. DAS will provide an annual progress report to the Governor's office.

### **Managing Information Technology Progress:**

Agency CIO/IT leaders shall collaborate with Enterprise Information Services program leaders, Agency Leadership, and their policy area Assistant State CIO as it pertains to operationalizing the vision, values, and strategy of the State CIO.

Agencies of 50 FTE or larger are required to develop an information technology strategic plan. Plans should be developed with agency leadership and include how the agency aligns with the Enterprise Information Services' Strategic Framework and how modernization efforts will support the goals of the organization. EIS will provide IT Strategic Planning assistance through policy area Assistant State CIOs and their vendor partners as well as a template by June 1, 2023. IT strategic plans should be completed and submitted to EIS by December 31, 2023. The State CIO will review and approve all plans. DAS will provide an annual compliance report to the Governor's office.

### **Succession Planning for the Workforce:**

Agencies are required to have an agency succession plan in place. DAS provides a succession planning toolkit to facilitate this process which can be found online at: <https://www.oregon.gov/das/HR/Pages/success-plan.aspx>. Agencies without a current plan must complete a plan by December 31, 2023. Plans should be submitted to the DAS Strategic Initiatives & Accountability Division. DAS will provide an annual compliance report to the Governor's office.

### **State Government Commitment to Diversity, Equity and Inclusion:**

Agencies are required to have a Diversity, Equity, and Inclusion Plan (DEI Plan), updated every two years. Agencies without a current DEI Plan must complete an initial plan by June 1, 2023. Agencies are encouraged to adopt the strategies, goals, and implementation processes from the statewide [Diversity, Equity, and Inclusion Action Plan](#) to fit their mission. This can be used as a toolkit to guide the development and implementation of your agency's DEI Plan.

An agency's DEI Plan serves as an overarching DEI strategy tool. In addition to the DEI Plan, agencies are required to have an Affirmative Action Plan, updated annually. Both the DEI and affirmative action plans should be submitted to the DAS Affirmative Action Manager. Agencies without a current plan must complete an initial plan by June 1, 2023. The Affirmative Action Plan serves as an element of the DEI Plan and supplements the implementation to achieve both DEI and Affirmative Action goals.

DAS will provide an annual compliance report to the Governor's office.

### **Additional Information:**

- Executive Order 22-11 as it relates to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion. Direct link to executive order: [https://www.oregon.gov/gov/eo/eo\\_22-11.pdf](https://www.oregon.gov/gov/eo/eo_22-11.pdf).
- Resource: <https://youtu.be/hDXQdcQ0InU> (51 Minutes).

- Affirmative Action Plan Workshop: <https://youtu.be/AcX7vmL6pPc> (48 Minutes).

### **Agency Emergency Preparedness:**

Agencies are required to have in place and update annually their continuity of operations plan (COOP). DAS Policy [107-001-010](#) outlines COOP requirements for agencies. Additionally, the Oregon Department of Emergency Management has a Continuity of Operations Plan Toolkit available on their website. The toolkit includes a link to [FEMA's Continuity of Guidance Circular](#), which provides additional guidance on what a COOP should include. Agencies without a current plan must complete an initial plan by September 30, 2023. Plans should be submitted to the Department of Emergency Management who will report compliance annually to the Department of Administrative Services and the Governor's office.

Note: ODEM and DAS are in the process of implementing a new COOP software package. This software will provide a step-by-step guide for developing a COOP. Deadline for full implementation is June 30, 2023; agencies will be kept apprised of progress.

### **Agency Hiring Practices:**

Agencies will monitor hiring practices to ensure that the average time to fill positions does not exceed more than 50 days. Time to fill means from the day the recruitment is open to the day a job offer is made to the candidate. Executive recruitments can be excluded from this calculation given the more expansive nature of those recruitments. DAS will provide the Governor's office with a quarterly progress report to identify agency hot spots. This is intended to be both a stretch goal for agencies and an early warning indicator of a potentially struggling agency.

DAS will monitor enterprise vacancy rates and report on those rates quarterly to the Governor's office.

### **Audit Accountability:**

Agencies will work collaboratively with the Secretary of State (SOS) and ensure that all SOS and internal audit findings are resolved within the target date the agency specified in their management response to the audit recommendations, or if there is no management response, findings are to be resolved 12 months from the date the audit report is issued. Agencies will demonstrate their quarterly progress on key findings if implementation or resolutions takes longer than 12 months or they miss their targeted specified date. Unresolved audit findings should be reported to the DAS Strategic Initiatives & Enterprise Accountability Division. DAS will provide a process and template by June 1, 2023. DAS will provide an annual update to the Governor's office.

### **Developing New Employees and Managers:**

All agencies will develop new employee orientation programs and be able to demonstrate that 100% of their employees participate in their onboarding programs within 60 days of hire. Agencies will comply by December 31, 2023.

All new state employees will participate in DAS' customer service training within 60 days of hire. DAS will develop and implement this training by June 1, 2023. Agencies will be responsible for ensuring employee participation and DAS will provide quarterly reports to the

## DAS – IT Strategic Plan

Governor's office about compliance. Agencies are expected to achieve compliance by December 31, 2023.

All agencies will ensure that every new employee participates in Uplift Oregon's benefits workshop within 30 days of hire, so that the education supports employees to make fully informed decisions when choosing their benefits. Agency onboarding systems will incorporate time for each employee to access a virtual, two-hour training ideally within 14 days of hire, or before an employee completes their benefits enrollment documents. Agencies will comply by June 1, 2023. DAS will provide quarterly performance reports.

All agencies will ensure that managers new to managing in state government complete the introductory manager training program within three months of starting their new management position. Agencies will comply by June 1, 2023. DAS will provide quarterly reports to the Governor's office about compliance.

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

*DAS IT conducted two separate SWOT exercises. These exercises were facilitated half-day sessions intended to better understand the current state and where there were opportunities for improvement. The following are the results of these exercises. There is still work to be done to categorize the results of these exercises to be incorporated in the DAS Business Strategic Plan which is to be completed by 6/30/2024.*

## DAS IT SWOT – Conducted 2/22/2022

### Strengths

- DAS IT Management team dedication
- DAS People Dedication to Program Areas
- DAS IT People dedication
- DAS Leadership
- DAS Dedication to DEIB
- DAS IT Spirit
- Like to laugh but take things seriously
- Communication and flexibility in Leadership team
- Solid leadership (as long as it doesn't change:-)
- Project coordination
- Communication and change management are maturing.
- App development processes
- DAS IT Technical staff
- Strong Technical skills and capabilities
- Solutions internal process (non-standards, project review, problem management)
- Strong customer focused team
- Onboarding customers
- IT Governance Program Established

### Opportunities

- Making this a fun place to work – continue to be creative and think “out of the box”
- Build a cohesive leadership team through trust building
- Be good leaders (from any seat)
- Promote “leading from any seat”
- Strive to be a model IT Agency
- Re-org to better align to DAS as the DAS Strategy is built out - a chance to create change
- Create clear vision for DAS and DAS IT
- Clear directions “what’s the plan, man”?
- Embrace the cloud & align with EIS cloud strategy
- Embrace our enterprise infrastructure (i.e. Identity, MFA)
- Change mindset by demonstrating new technologies
- Build good processes that align to the business
- Strengthen partnership with stakeholders and customers
- Leverage existing infrastructure and past work
- ERP “the right way”
- Work to move ERP support under DAS IT in partnership with the business and their programs. Be intentional.
- Continue to build processes for our customers (automation, user self service)
- Governance Maturity
- Serve the remaining small agencies, boards, and commissions (to better align to industry best practice, security standards, EIS standards) – this would also need to be supported in the DAS strategy.
- Understand our business & measuring it for our staffing needs and performance
- Pivot from being a small agency to a leader in the State
- GOV support could be improved. Perhaps assign “advisor” role?
- Use legislative process to gain new resources (people/budget)



| Weaknesses  | Threats   |
|---|---|
| <ul style="list-style-type: none"> <li>• Past leadership turnover at DAS IT (have to re-start a lot). This is especially impactful when efforts take longer than typical staff or administration longevity (“4 CIOs in 5 years”)</li> <li>• Change management across DAS (bring the IT discipline to other parts of DAS – work to integrate change management)</li> <li>• Agencies are eager to support the EIS Vision/Direction as it pertains to enterprise technology.</li> <li>• Building DAS/EIS &amp; DAS IT strategies. For now it seems confusing as these plans are being laid and dates are being “adhered to”.</li> <li>• Process oriented but some lack of processes/procedures</li> <li>• Cross team communications (still needs improvement)</li> <li>• Under resourced - staffing and skills</li> <li>• Rework because of communication gaps</li> <li>• Staff/skills alignment to business expectations</li> <li>• Small team with lots to do – often too “wide” and not deep</li> <li>• Still siloed in DAS which creates challenges for prioritization (Governance is helping).</li> <li>• Shadow IT still prevalent and in some areas still desired</li> <li>• Weak internal communications and processes</li> <li>• Continue to receive direction from multiple priorities and leadership (i.e. DAS vs. EIS vs. Policy). Governance is helping.</li> <li>• Balancing priorities between DAS and EIS.</li> <li>• Budget/Staffing structure</li> </ul> | <ul style="list-style-type: none"> <li>• Major Security Breach (#1)</li> <li>• DAS Strategy due AFTER DAS IT strategic plan is due. This will result in re-work to re-align IT strategy to the business strategy</li> <li>• Re-organization impacts staff morale and attitude, decreases performance and causes anxiety for some</li> <li>• Budget cycles often “reset” efforts</li> <li>• Legislative support is limited - “lack of confidence in IT”</li> <li>• Technology strategy initiatives move too slow to realize benefits for the business. Often the time to implement an “effort” is much longer than the personnel or administration longevity.</li> <li>• Doesn’t adapt quickly enough to industry best practices or security threats</li> <li>• Political environment: POPs for 2025-2027 (POP submission?). No new resources will impact customer service and programs</li> <li>• Retaining our people and not investing in our people</li> <li>• The state is not consistently able to hire qualified technical staff, due to salary thresholds. The private sector pays some technical roles 2x more than what the State will pay</li> <li>• Hard to fill positions/time to fill position is time consuming and difficult</li> <li>• Continuing shadow IT</li> <li>• Non-conformance to standards (Identity, MFA)</li> <li>• Not instituting and mandating standards quickly enough (identity, MFA). The threat here is that there will be future work to reverse &amp; align.</li> <li>• Work being done to meet a deadline which can compromise quality.</li> <li>• DAS/DAS IT/EIS: confusion from agencies on role(s) of each.</li> <li>• Hybrid environments are creating facility and technology challenges</li> </ul> |

## DAS - IT Business SWOT – Conducted 11/15/2023

### Strengths

- Utilize EIS support and insight
- Establish best practices
- Provides a commitment to funding
- People/Funding/Alignment focused
- Openness to feedback and continuous improvement
- Harmonious internal team partnerships
- Learn new improvements
- Already partnered to other elements of the enterprise like CHRO, Facilities, and business systems
- Provides excellent customer service and support with responsiveness
- Trusted problem solving
- High visibility to users and agencies
- Respectful and collaborative Internal team partnerships
- Actively train and learn new ways of improving existing environments
- Continuous modernization of systems
- DAS IT already serves twenty Boards and commissions
- Trusted people, oriented to solving problems
- Courageous, willing leadership
- Safeguard and actively monitoring systems
- Plan and think proactively
- Hold the highest-level security standards
- Provide a breadth of application and support
- Broad state knowledge and expertise
- Well trained, talented staff
- Strong historical state knowledge and use of it to move forward
- Leverage enterprise resources
- User-friendly & effective IT portal
- Strive for economy of scale
- Efficient desktop support/helpdesk
- Incorporate broad state knowledge
- Ensure efficiency and safety in remote capability
- In alignment with programs
- Furnish step by step “how to” resources
- Utilization of KPMG assessment
- LFO support

### Opportunities

- Continuous exploration of growth opportunities for agency
- Additional clarification in roles and responsibilities
- Provide support to additional smaller agencies
- Provide additional Business Analyst resources
- Write out more thorough SLAs, share info on what to incorporate
- Integrate alignment to programs
- Improved coordination between agencies
- Stronger affiliation between Legislative partnership/programmers etc.
- Could request budget to make more affordable services for other boards and commissions
- Modernize SFMA in the next few biennia
- Improved vendor management
- Migrate hosted systems
- Advertise options to improve business processes
- Consolidating IT
- Continuous training and guidance
- Improved education for State users
- Incorporate Governor’s expectations for agencies to establish improved changes
- Continuously improve the efficiency and security of a Hybrid work environment
- Streamline processes for Hybrid workforce
- Improve security support across state & nationwide
- Align purpose to DAS Mission/Vision/Values?
- Sharpen overall strategic planning coordination
- Explore advantageous opportunities for End of life (systems)
- Establish a more centralized “OR” citizen database
- Awareness of improved business processes
- Research best business practices that lead to economies of scale
- Fine-tune Electronic File Management System and file sharing platform options
- Streamline getting equipment ready for new hires
- Enhance interconnectivity of system
- Standardize systems
- Maintaining a user friendly & effective IT ticket/tracking system
- Utilize testing & change management obligations

## DAS – IT Strategic Plan

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Ensuring secure File sharing between agencies on a single platform</li> <li>• Expanded single-sign-on</li> <li>• Improving Navigator (AI to assist with directing to answers)</li> <li>• Data Warehouse</li> <li>• Continuously explore AI capabilities</li> </ul>  |
| <h3 style="text-align: center;">Weaknesses</h3> <ul style="list-style-type: none"> <li>• Unclear delineation between DAS IT and EIS</li> <li>• Imprecise relationship with EIS</li> <li>• Confused ownership/accountability</li> <li>• Elusive roles and responsibilities between businesses and IT</li> <li>• Blurry alignment and coordination with other agencies/Programs</li> <li>• Decentralized IT program support</li> <li>• Lack of centralized lifecycle/replacement strategy</li> <li>• No CRM to see/track how DAS supports client agencies</li> <li>• Internal Transparency</li> <li>• Customer relations/service management</li> <li>• Not willing to adapt the business to software</li> <li>• Funding Gaps/full cost of software</li> <li>• Life-cycle replacement – Needs budget and planning</li> <li>• Disconnected management of IT systems</li> <li>• Multiple opinions</li> <li>• Providing adequate training for users before launch</li> <li>• Diversity/Inconsistency Statewide</li> <li>• Resources</li> <li>• Legacy systems</li> <li>• Multiple major system replacements</li> <li>• Launching preparedness</li> <li>• Change Management</li> <li>• Strict government structure / security / procurement</li> <li>• Limited funding and hours</li> <li>• Ability to monitor for compliance</li> <li>• Procurement/Slow-downs</li> <li>• Customization of products</li> <li>• Security Barriers</li> <li>• Access database/Customization</li> <li>• Not having familiarity of business needs</li> <li>• Launch staff at the table with correct knowledge</li> <li>• Lack of expertise on enterprise systems</li> <li>• Stabilizing what we currently have</li> <li>• Reforming Workday with additional resources</li> <li>• Lack of planning ahead of the end user</li> </ul> | <h3 style="text-align: center;">Threats</h3> <ul style="list-style-type: none"> <li>• Unclear autonomy over enterprise</li> <li>• Alignment of DAS statewide</li> <li>• Out of step with other agencies</li> <li>• Desperate responsibilities</li> <li>• Changing technology and updates adversely impact existing applications and systems</li> <li>• Multiple options for agency need</li> <li>• Funding Gaps</li> <li>• Budget and staffing resources</li> <li>• Would take significant investment, education and enterprise to keep up with the rapid pace that technology changes</li> <li>• Reliance on third party vendors</li> <li>• Depending on vendors means more area the mercy of big corporations</li> <li>• Security of single-sign on systems and cost benefit</li> <li>• Specialized talent</li> <li>• Knowledge is scares</li> <li>• Not willing to change process (adapting new business flow)</li> <li>• Keeping long term employees</li> <li>• Staff turnover/Knowledge transfer documentation</li> <li>• Standardization is often at odds with DEI</li> <li>• Ability to lead across the state and nationwide</li> <li>• Legacy systems</li> <li>• No central monitoring of systems</li> <li>• Reliance on compliance</li> <li>• Security data breach</li> <li>• Data compromise/Systems going down</li> <li>• Cybersecurity</li> <li>• External Attacks (hacks, virus, ransomware, etc.)</li> <li>• Legislative mandates</li> <li>• Hosted systems/vendor “hostages”</li> <li>• Reliance on compliance</li> <li>• Continuously investigate possible AI threats</li> <li>• Statutory requirements before system are ready create challenges (timing, resources, etc.)</li> </ul> |

# DAS – IT Strategic Plan

|   |  |
|---|--|
| <ul style="list-style-type: none"><li>• DAS IT more expensive than buying on the market for small organizations</li><li>• Newer systems need structured project management</li><li>• How many FTE?</li><li>• Large diversity of business lines &amp; needs</li><li>• Version changes and patches</li><li>• Too many one-off solutions</li><li>• No way to monitor compliance</li><li>• Decentralized IT program support</li></ul> |  |
|---|--|

## Appendix C: Catalog of IT services

Department of Administrative Services, Information Technology Services (“DAS IT”) provides cost-effective Information Technology Services to DAS employees, DAS Business partners and authorized contractors. Below are Services provided by DAS IT. Current DAS IT rates located at: [www.Oregon.gov](http://www.Oregon.gov), specifically at: [pricelist.pdf \(oregon.gov\)](#) page 3.

### IT Service Desk

(Provide Initial of Authorized Purchaser in the box next to the service requested.)

#### 1. IT Service Desk

The DAS IT Service Desk provides first and second-level technical support to all supported users in a professional and informative manner. The DAS IT Service Desk is dedicated to servicing the computer and technology support needs of all users by providing detailed resolutions and general system information for common problems.

#### 2. Hours of Availability:

Monday thru Friday 7:00 A.M. – 5:00 P.M.

#### 3. Requesting Process:

Contact Service Desk as follows:

- 503-378-2135
- [dasit.servicedesk@das.oregon.gov](mailto:dasit.servicedesk@das.oregon.gov)

#### 4. Services

Desktop Support provides information, diagnostics, repair, configuration, setup for all desktop hardware & software including network connections and printing. DAS IT has a standard set of hardware that support is given. If an agency has hardware that is outside of the standard, the agency may not receive the full spectrum of support listed below including hardware and firmware updates. Included are the following services:

- Device setup;
- Deployment & configurations of new desktops, laptops, tablets, or printers;
- Multifactor Authentication setup, which includes setup of the Microsoft Authenticator App and/or YubiKey;
- Workstation moves & transfers;
- Software & hardware management, which includes software application installs and upgrades, patches, hardware upgrades and hardware accessory installs;
- Assist in enterprise identity integration;
- Assist and support external file sharing;
- DAS IT will liaise with the Oregon State Data Center for any IT service requests not provided under this agreement but authorized by ERB. IT services performed by the State Data Center are not included in DAS IT rates; e.g. cost of networking equipment, server hosting, and M365 licensing.

A listing of the State Data Center rates located at: [www.Oregon.gov](http://www.Oregon.gov), specifically at:

## IT Service Desk

[pricelist.pdf \(oregon.gov\)](#) page 3;

- DAS IT will be the technical resource to support access to the state environment securely for any vendors that DAS, boards and commissions utilize for supporting their various applications, e.g., E-Commerce Applications provided by NIC-USA; and
- Upon request of ERB, DAS IT will participate in discussions between ERB and its IT contractors that provide database or other specialty services. The goals for DAS IT in such discussions will be to: (a) help facilitate communications about IT-related issues, (b) determine needs or limitations with respect to providing IT services to support the work of ERB's IT contractors, and (c) provide recommendations as requested to ERB about work provided by or potentially to be requested of IT contractors.

### 5. Related Services:

- Managed File Server Service:
  - DAS IT File-Sharing Service offers offsite storage for both individual and Team information in a single location. This service provides data storage and sharing options for all users connected to the DAS domain.
  - Service is available 24 x 7, with a planned maintenance schedule for patching and updates.
- Print services
- Oregon Mail List Service

### 6. Options:

- File Server Service
- Messaging and Collaboration Service

### 7. Cost:

- Yearly assessment per user as determined by DAS Business Services Division and by service level agreement.
- DAS Service rates located at: [www.Oregon.gov](#) specifically at: [pricelist.pdf \(oregon.gov\)](#) page 3.

### 8. Incident Response:

- Critical = 4 hour, 8:00 A.M. thru 5:00 P.M., Monday thru Friday
- General = 24 hours business hours, 8:00 A.M. thru 5:00 P.M., Monday thru Friday

## MESSAGING AND COLLABORATION SERVICES

(Provide Initial of Authorized Purchaser in the box next to the service requested.)

### 1. Messaging and Collaboration Services:

- Provides endpoint email, calendar, and collaboration tools.
- Industry standard email and calendaring tools for all DAS employees, DAS Business partners and authorized contractors who communicate electronically with internal and external users.
- Email
- File attachments
- Global directory of users
- Personal and shared calendars
- Meeting scheduling
- Shared folders for team collaboration
- Remote conferencing

### 2. Hours of Availability:

- Service are available 24 x 7, with a planned maintenance schedule for patching and updates.
- 95% Expected uptime.

### 3. Requesting Process:

Contact Service Desk as follows:

- 503-378-2135
- [dasit.servicedesk@das.oregon.gov](mailto:dasit.servicedesk@das.oregon.gov)

### 4. Services

MS Outlook client and MS Windows PCs or laptop. Requires remote access service for telecommuters and travelers.

### 5. Options:

Secure message exchange (encrypted email); Executive message storage – 2 GB  
Web access to corporate email from any location.

### 6. Cost

- a) See Official IT Price List for current rates.
- b) Note – Office 365 Licenses not included as part of this service.

### 7. Incident Response:

- Critical = 4 hour, 8:00 A.M. thru 5:00 P.M., Monday thru Friday
- General = 24 hours business hours, 8:00 A.M. thru 5:00 P.M., Monday thru Friday

## OREGON MAIL LIST

(Provide Initial of Authorized Purchaser in the box next to the service requested.)

### 1. Oregon Mail List

- The Oregon Mail List Service is a web-based email distribution list manager that allows list owners to create and modify email lists, either for notification to subscribers or discussion among subscribers.
- The Oregon Mail List Service is powered by a standard, open-sourced application that allows for the creation and maintenance of mailing lists for the purpose of disseminating information electronically to a broad number of constituents internal and external to the state.
- List owners are responsible for creating, maintaining and configuring their lists. DAS-IT is responsible for supporting the service and providing training and support to Mailman list-owners and users.

### 2. Hours of Availability:

- Service is available 24 x 7
- Web Management Interface available 24 x 7
- Maintenance Window: 3-Hour planned maintenance, Thursdays at 9:00 A.M. – 12:00 AM.

### 3. Requesting Process:

Contact DAS IT Service Desk as follows:

- 503-378-2135
- [dasit.servicedesk@das.oregon.gov](mailto:dasit.servicedesk@das.oregon.gov)

### 4. Related Services:

Requires access to email client and internet web browser.

### 5. Options: The following are available options:

- Disseminate information to a group of subscribers efficiently
- Create group discussion email list
- Create and modify lists as well as add and remove subscribers
- Control who can subscribe and post, and moderate postings
- Modify list subscriptions and preferences easily
- User-controllable delivery options
- Auto-response controls

### 6. Cost:

No cost for 23-25 biennium.



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|-------------------------|
| <b>OREGON MAIL LIST</b> |
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| <b>7. Incident Response:</b> |
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- |   |
|---|
| <ul style="list-style-type: none"><li>• Critical = 4 hour, 8:00 A.M. thru 5:00 P.M., Monday thru Friday</li><li>• General = 24 hours business hours, 8:00 A.M. thru 5:00 P.M., Monday thru Friday</li></ul> |
|---|

## Appendix D: Agencies Served by DAS IT

*The following agencies receive services from DAS IT:*

- 1. Department of Administrative Services (DAS)*
- 2. Governor’s Office (GOV)*
- 3. Teacher Standards and Practices Commission (TSPC)*
- 4. Psychiatric Security Review Board (PSRB)*
- 5. Oregon Criminal Justice Commission (CJC)*
- 6. Mental Health Regulatory Agency (MHRA)*
- 7. Employment Relations Board (ERB)*
- 8. Board of Examiners for Engineering and Land Surveying (OSBEELS)*
- 9. Oregon Government Ethics Commission (OGEC)*
- 10. State Board of Licensed Social Workers (BLSW)*
- 11. Land Use Board of Appeals (LUBA)*
- 12. Oregon Advocacy Commissions Office (OAC)*
- 13. Board of Chiropractic Examiners (OBCE) – email only customer*
- 14. State Board of Accountancy (BOA)*
- 15. Appraiser Certification and Licensure Board (ACLB)*
- 16. ASCENT Leadership Program (ACNT)*
- 17. Oregon Board of Optometry (OBO)*
- 18. Tax Practitioners Board (OBTP – TAX)*
- 19. Oregon State Board of Geologist Examiners (OSBGE)*
- 20. Oregon Judicial Fitness - email only customer*





# Appendix E – Current Project Portfolio Summary

The following is a summary of current projects and their status as of 12/08/2023:

| November 2023 IT Program Portfolio Summary |             |  |   |                |          |        |        |           |         |        |        |
|--|-------------|--|---|----------------|----------|--------|--------|-----------|---------|--------|--------|
| ID   | Type        | Project Name   | Project Description   | Overall Health | Schedule | Scope  | Budget | Resources | Quality | Risks  | Issues |
| 1  | Stage Gate  | OregonBuys Enterprise                                  | Replacing ORPIN with OregonBuys as the eProcurement solution  | RED            | RED      | YELLOW | GREEN  | YELLOW    | YELLOW  | YELLOW | YELLOW |
| 2  | Stage Gate  | DAS Facilities Conditions and Capital Planning System. | The overall purpose of this project is to migrate the CFO-administered statewide facilities inventory and existing FCA data into TRIRIGA, and procure FCA services provided by a third party contractor   | GREEN          | GREEN    | GREEN  | GREEN  | GREEN     | GREEN   | GREEN  | GREEN  |
| 3  | Stage Gate  | Public Records Request Project                         | DAS COO received funding (POP 101) for implementation of a Public Records Request System at DAS. DAS seeks to implement a public records request management system for the enterprise, which will help streamline the public records request process for agencies and records requesters.   | GREEN          | GREEN    | GREEN  | GREEN  | GREEN     | GREEN   | GREEN  | GREEN  |
| 4  | Stage Gate  | Workday Payroll Stabilization Project                  | Workday payroll stabilization effort.   | YELLOW         | YELLOW   | GREEN  | GREEN  | RED       | YELLOW  | YELLOW | YELLOW |
| 5  | Work Effort | Disparity Study Dashboards - Proof of Concept          | The Oregon Disparity Study seeks to understand how minority and women-owned businesses are treated in Oregon, as well as ascertain the overall access and opportunities.  | NA             | NA       | NA     |        | NA        | NA      |        | NA     |
| 6  | Dev Ops     | Application SMS Rewrite                                | Procurement Services currently use in-house developed MS Access databases and applications to manage a set of their mission critical essential functions. These include agency specific billing, procurement-related workloads, project tracking, vendor updates/management, VSR - Volume Sales Report entry (both with and without VCAF - Vendor Collected Admin Fees), and expenditure reporting/metrics.   | GREEN          | YELLOW   | GREEN  |        | RED       | GREEN   |        | YELLOW |
| 7  | Dev Ops     | REFBPS Rebuild 2.0 (FPS)                               | Used to run reports to view expenditures vs. budget across all DAS program areas, as well as report to the executive leadership.  | GREEN          | GREEN    | GREEN  |        | GREEN     | GREEN   |        | YELLOW |
| 8  | Dev Ops     | RISK Origami FTP Update                                | A request to automate a manual process that RISK does every day to transfer files from SFMS to the new RISK Origami SaaS solution.  | YELLOW         | YELLOW   | GREEN  |        | YELLOW    | GREEN   |        | YELLOW |
| 9  | Dev Ops     | C&C Market application Review and Refactor             | The primary objectives of the CnCMarket application are to: Provide the Governor with a snapshot of the Executive Branch's current competitive position in the labor market. Provide Executive Branch leadership information to make compensation decisions and plan budgets. Provide collective bargaining teams and the employer with data for use in negotiations, and fulfill contractual obligations for specific market compensation studies. | GREEN          | GREEN    | GREEN  |        | YELLOW    | GREEN   |        | GREEN  |

# Appendix E – Gartner – “IT Strategic Plan on One Page” Summary / Placemat

## DAS - IT Strategic Plan Summary

| Business Key Strategic Goals   | IT Key Strategic Goals   | Strategies or Initiatives  | Strategic Roadmap   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
|--|--|--|---|-----------|-----------|-----------|-----------|--------------|--|--|--|--------------|--|--|--|--------------|--|--------------|--|--------------|--|--|--|--------------|--|--|--|--|--------------|--|--|--|--------------|--|--|--|--------------|--|--|--|--------------|--|--|
| <br><b>Customer Satisfaction</b>  | <p><b>Excellent Customer Satisfaction:</b> Provide timely and valuable responses to business requests and emergencies</p> <p><b>Mature and Grow:</b> Develop IT Governance and value driven decision making</p> <p><b>Our IT Organization – Invest in our Workforce:</b> Foster a culture that elevates, invests in, and grows our people for success through communication, execution, and leading by example.</p> <p><b>Business Transformation through Technology:</b> Advance business operations with modern devices, products, and services as a respected, trusted advisor and partner.</p> | <ol style="list-style-type: none"> <li>Deliver Customer Education and Awareness</li> <li>Effective and Timely Resolution</li> </ol> <ol style="list-style-type: none"> <li>Mature IT Governance</li> <li>Drive Growth and Performance</li> </ol> <ol style="list-style-type: none"> <li>Foster our Culture and Live Our Values and Operating Principles</li> <li>Improve Technology Talent Pipeline</li> </ol> <ol style="list-style-type: none"> <li>Mature PC Lifecycle Program</li> <li>Mature and Deliver Automation</li> <li>Modernize Applications and Reduce Technical Debt</li> <li>SFMA Modernization (Planning)</li> </ol>   | <table border="1"> <thead> <tr> <th>FY24-24##</th> <th>FY25-25##</th> <th>FY26-26##</th> <th>FY27-27##</th> </tr> </thead> <tbody> <tr> <td colspan="4">Initiative 1</td> </tr> <tr> <td colspan="4">Initiative 2</td> </tr> <tr> <td colspan="2">Initiative 1</td> <td colspan="2">Initiative 2</td> </tr> <tr> <td colspan="4">Initiative 1</td> </tr> <tr> <td colspan="3">Initiative 2</td> <td></td> </tr> <tr> <td></td> <td colspan="2">Initiative 1</td> <td></td> </tr> <tr> <td></td> <td colspan="2">Initiative 2</td> <td></td> </tr> <tr> <td></td> <td colspan="2">Initiative 3</td> <td></td> </tr> <tr> <td></td> <td colspan="2">Initiative 4</td> <td></td> </tr> </tbody> </table> | FY24-24## | FY25-25## | FY26-26## | FY27-27## | Initiative 1 |  |  |  | Initiative 2 |  |  |  | Initiative 1 |  | Initiative 2 |  | Initiative 1 |  |  |  | Initiative 2 |  |  |  |  | Initiative 1 |  |  |  | Initiative 2 |  |  |  | Initiative 3 |  |  |  | Initiative 4 |  |  |
| FY24-24##  |  |  | FY25-25##   | FY26-26## | FY27-27## |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| Initiative 1   |  |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| Initiative 2   |  |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| Initiative 1   |  | Initiative 2   |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| Initiative 1   |  |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| Initiative 2   |  |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
|  | Initiative 1   |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
|  | Initiative 2   |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
|  | Initiative 3   |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
|  | Initiative 4   |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| <br><b>Delivery Excellence</b>  |  |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| <br><b>Workforce</b>  |  |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| <br><b>Operational Excellence</b>   |  |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| <b>Mission</b><br>Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.<br><br>We support serving the people of Oregon through transparent technology governance, optimized investments, and delivering secure innovative solutions. |  | <b>Metrics/KPIs</b>  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| <b>Vision</b><br>Ensure user-friendly, reliable and secure state technology systems that serve Oregonians  |  | <ul style="list-style-type: none"> <li>SG1/M1: 100% of client agencies have signed IGA &amp; annual executive meetings (completed - ongoing)</li> <li>SG1/M2: Educate Customers on new service offerings (email, workshops, and/or individualized trainings)</li> <li>SG1/M3: Maintain Incident Ticket Queue to &lt; 100</li> <li>SG1/M4: Maintain Service Requests Queue to &lt;250</li> <li>SG2/M1: 90% or greater IT maturity (Governance) items on track</li> <li>SG2/M2: 95% or greater PC, data, and servers in compliance with risk standards.</li> <li>SG2/M3: Number of data/IT systems standards developed, implemented, and trained on annually (baseline not yet established).</li> <li>SG2/M4: Average time to fill vacancies (&lt; 90 days).</li> <li>SG3/M1: All Staff meetings held twice per year</li> <li>SG3/M2: % of IT staff at 90 or above satisfaction rating on internal organization survey</li> <li>SG3/M3: 100% compliance with quarterly reviews and Workday Check-Ins.</li> <li>SG3/M4: % of DAS IT staff engaged in formal training</li> <li>SG4/M1: PC Life-Cycle Implementation</li> <li>SG4/M2: % of identified conference rooms that are hybrid enabled</li> <li>SG4/M3: Modernization Roadmap [On Track   Off Track]</li> <li>SG4/M4: % of applications identified on the roadmap with a plan implemented, and trained on annually (baseline not yet established).</li> <li>SG4/M5: # of solutions and services supported (baseline not yet established)</li> </ul> |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |
| <b>Operating Principles</b> <ul style="list-style-type: none"> <li>We are Customer Focused</li> <li>We are Innovative</li> <li>We are Stronger as a Team</li> <li>We Encourage Creativity</li> <li>We Create a Supportive Culture through our Actions</li> </ul>   | <b>IT Values</b> <ol style="list-style-type: none"> <li>Accountability: We are responsible for quality outcomes and share information openly and honestly.</li> <li>Customer-Focus: We listen and seek to understand the needs of our customers.</li> <li>Collaboration: We build trust and establish mutual propose to forge effective partnerships across the enterprise.</li> <li>Innovation: We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.</li> </ol>   |  |   |           |           |           |           |              |  |  |  |              |  |  |  |              |  |              |  |              |  |  |  |              |  |  |  |  |              |  |  |  |              |  |  |  |              |  |  |  |              |  |  |

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