



IT Strategic Plan 2024-27

Version 2.1

May 31, 2025
Refresh for Enterprise Information Services Submission

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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.

This *DAS – IT Strategic Plan* represents the **first refresh** of the plan, which was originally created and submitted on December 31, 2023, in support of Governor Kotek’s priorities. This plan aligns with the DAS strategy work completed in June 2024.

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, especially at the application and middle layers that connect systems together. 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 Planning (ERP) IT functions and business-specific systems are supported by the respective business units within DAS (such as human resources, payroll, printing and procurement).

Likewise, DAS and the delivery of IT services to its partner agencies is also complex and has evolved organically over many years. While DAS has a central IT division, DAS IT, the information technology services provided by DAS IT are not comprehensive across all of DAS nor its partner agencies.

Given the decentralized IT model, DAS IT has endeavored to collaborate across the disparate IT divisions to develop this and future plans.

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 current refresh. The intent is for this to guide overall IT strategic direction for the agency.

DAS and IT leadership are committed, as a part of this planning process (and the strategy work performed with the business plan) to assess and continuously improve the IT operations and support structure within DAS to ensure the best continuity of service.

Introduction and Message from the Chief Information Officer



The 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 so 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 four years and in alignment with the DAS business strategy.

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 2020-21 dramatically changed 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 were 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 can best supports our citizens.

Application, infrastructure and systems modernization continue to be important objectives for DAS and the agencies. Oregon and DAS must continue this pursuit and make it a priority so our critical systems remain safe, secure and efficient to operate as the systems and technologies in the industry continuously mature and improve. Every state has been challenged with successful implementations of 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 (human resources and payroll) and OregonBuys (procurement) while planning for a future replacement of its Statewide Financial Management and Accounting System.

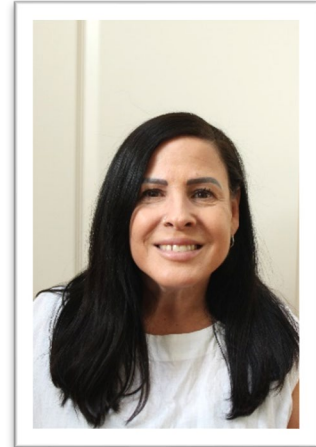
DAS IT Management Team



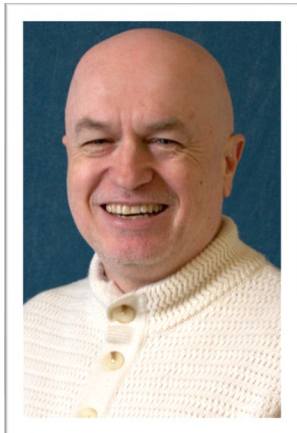
KURTIS DANKA – CHIEF INFORMATION OFFICER



DENVER PETERSON – DEPUTY CHIEF INFORMATION OFFICER



ROBIN JENKINS - EXECUTIVE SUPPORT SPECIALIST



JONATHAN CORBITT – APPLICATION DEVELOPMENT/PMO MANAGER



DAVID BLACK - SERVICE DESK MANAGER



JESSICA BUTLER - RISK AND COMPLIANCE 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 our “pre-technology” office environment (typewriters, paper and calculators) into what it is today. As such, DAS evolved a decentralized technology support structure where the business supports ERP functions such as human resources, payroll, procurement, facilities maintenance and print functions. All other IT functions are supported by DAS IT.

DAS IT primarily supports the technology service desk for DAS, the Governor’s Office and 22 other agencies, boards and commissions, representing approximately 1,300 end users (**Appendix D**). DAS IT also assists and consults the business units that are managing the ERP applications for the state:

DAS – IT Strategic Plan

OregonBuys, Workday and legacy applications used statewide. While business units have primary responsibility for managing and maintaining these applications, DAS IT provides support when needed.

DAS is beginning to have 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 decide whether DAS IT should be providing oversight and support for these applications.

It should also be noted that DAS IT does not support ALL small agencies, boards and commissions. DAS will be discussing these partnerships and opportunities to expand services to additional organizations 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 nor resources to address the complex enterprise requirements. This is the value-proposition of utilizing DAS IT, as we are used to security regulations, requirements, law, and EIS standards and mandates. Citizens and agencies have the expectation that their data is maintained securely and consistently across all agencies. There remains an opportunity for Oregon to grow in these areas, but standardizing on DAS IT support for the smaller agencies helps bridge these gaps and ensure each 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 IT 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 DAS CIO office 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.

Technology Operations: The operations group provides technology service delivery to support DAS’ mission and support client agencies. Technology Operations contains 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 and 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 and assistance to the Oregon Department of Emergency Management’s Continuity of

DAS – IT Strategic Plan

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.

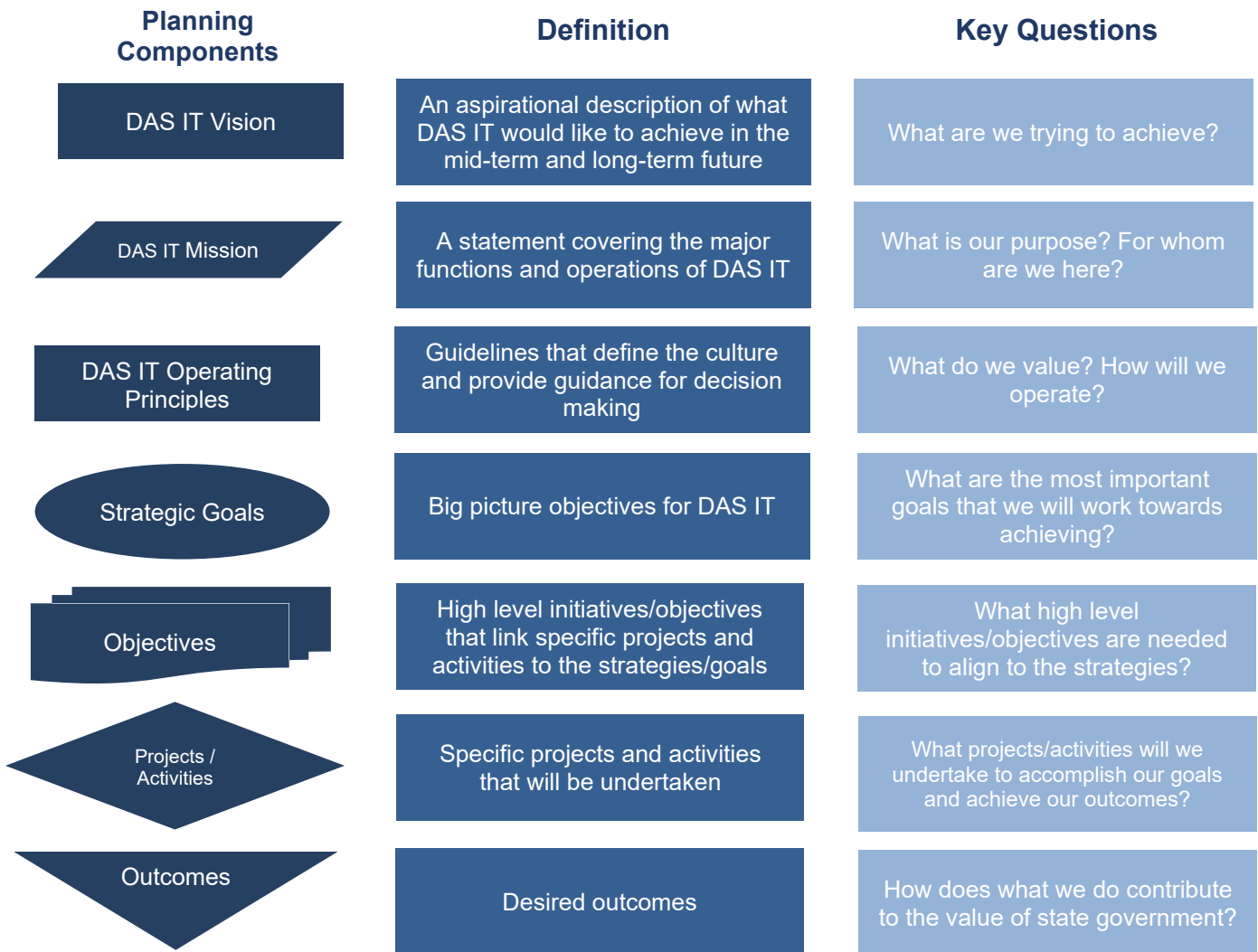
Strategic Planning Process

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

DAS – IT Strategic Plan

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 Mission, Vision and Operating Principles

To create the plan and this refresh, DAS IT collaborated internally and with business partners when creating its mission, vision and values. As part of the agency strategy work as outlined in the Governor’s Agency Expectations (**Appendix A**) DAS updated its plan after the initial DAS IT plan was published. This plan refresh is based on the current DAS plan.

The following is a summary (more detail follows the graphic) of the current 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 that drive IT initiatives, which will be measured to track performance.

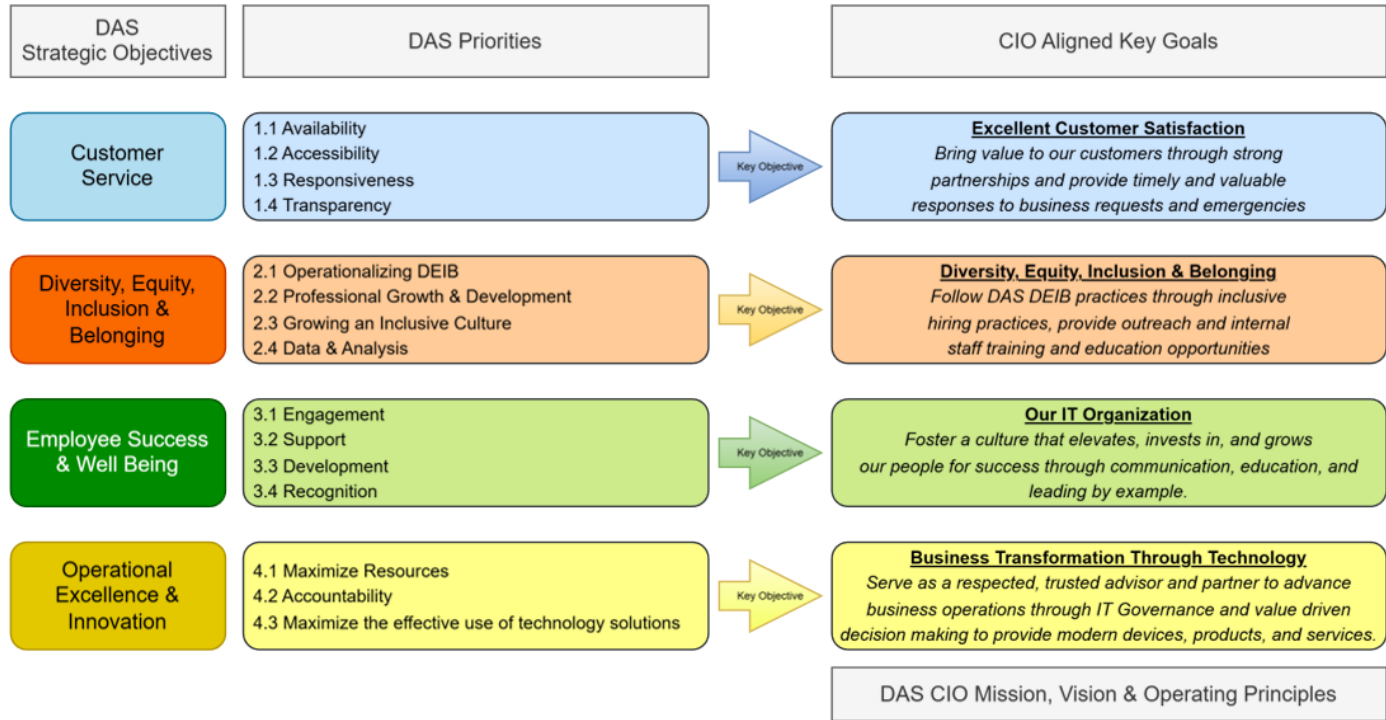


DAS IT Strategy

IT Mission
 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.

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

- Operating Principles**
- We are Customer Focused
 - We are Innovative
 - We are Stronger as a Team
 - We Encourage Creativity
 - We Create a Supportive Culture through Our Actions



DAS CIO Initiatives/Key Activities and KPIs

DAS - IT Mission

***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**.*

DAS - IT Vision

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

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.

*We are **customer focused***

*We are **innovative***

*We are **stronger as a team***

*We **encourage creativity***

*We **create a supportive culture through our actions***

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 partnered closely with its constituents, partners and stakeholders to develop the following key strategic business goals. DAS IT goals are aligned with the 2024-27 DAS strategic business goals:

-
1. **Customer service:** Availability, accessibility, responsiveness, transparency
 2. **Diversity, equity, inclusion and belonging:** Operationalizing DEIB, professional growth and development, growing an inclusive culture, data and analysis
 3. **Employee success and wellbeing:** Engagement, support, development, recognition
 4. **Operational excellence & innovation:** Maximize resources, accountability, maximize the effective use of technology solutions
-

IT Key Strategic Goals

The business key strategic goals drive business capabilities, which lead to the following IT key strategic goals. These were updated based on the DAS strategy developed July 2024.

-
1. **Excellent customer satisfaction:** Bring value to our customer through strong partnerships and provide timely and valuable responses to business requests and emergencies.
 2. **Diversity, equity, inclusion and belonging:** Follow DAS DEIB practices through inclusive hiring practices, providing outreach and internal staff training and educational opportunities.
 3. **Our IT organization:** 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:** Serves as a respected trusted advisor and partner to advance business operations through IT Governance and value driven decision-making to provide modern devices, products, and services
-

Strategic Goal 1: Excellent Customer Satisfaction

Bring value to our customers through strong partnerships and provide timely and valuable responses to business request and emergencies

Key Initiatives

- Delivering customer education and awareness
- Effective and timely resolution
- Timely responsiveness
- Continue to mature IT governance through DAS IT Governance Council

IT Activities

- Provide customer training and efficient communication
- Adopt recommendations from A&M assessment to set metrics for service desk performance related to ticket resolution
- Ensure all initial customer inquiries receive a personal response within one business day
- Create a more effective governance model to include a process for tracking and reporting “all” projects, including recovery and unplanned mandates

Measures

- 100% of client agencies have signed IGA & annual executive meetings **ON TARGET**
- <80% of satisfied or very satisfied on DAS customer service survey **ON TARGET**
- Maintain DAS IT service desk incident ticket queue to < 100 **ON TARGET**
- Maintain DAS IT service desk service request queue to <250 **ON TARGET**
- % of customers responding “always” or “usually” on the DAS customer satisfaction survey **ON TARGET**
- KPI being developed for IT governance maturity **IN PROGRESS**
 - plan to revisit with new DAS director

Strategic Goal 2: Diversity, Equity, Inclusion & Belonging

Follow DAS DEIB practices through inclusive hiring practices, provide outreach and internal staff training and educational opportunities

Key Initiatives

- DEIB is understood by all CIO staff

DAS – IT Strategic Plan

- Our future solutions consider DEIB
- DEIB is part of our recruitment strategy
- Adhere to DAS data strategy and governance (list of non-negotiables according to standards) for DAS IT applications and communications

IT Activities

- Engage with DAS DEIB office to make available and promote DEIB training opportunities to all current and new staff
- Through consultation with DAS subject matter experts, help ensure all new digital platforms comply with WCAG+, Accessibility, and ADA Standards and imbed in processes
- All recruitments include an outreach plan
- Include standards in process documentation and new internal applications

Measures

- 100% of staff have participated in the DAS DEIB training () **ON HOLD**
 - Dependency on DEIB office training roll-out in DAS' Learning Management System
- Increase in number of applications following the process related to standards- **IN PROGRESS**
 - Needs baseline established
- 100% of all new recruitments have an outreach plan **ON TARGET**
- KPI to be developed related to adherence to DAS data strategy. **ON HOLD**
 - Dependency on DAS Accountability Office strategy

Strategic Goal #3: Our IT Organization

Invest in our people: Fosters a culture which evaluates, 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 our technology talent pipeline to the level possible with current available funding
- Invest in and grow strategic partnerships to increase knowledge and resources

IT Activities

- Organize and conduct all-staff meetings two times per year
- Participate in the DAS Employee Engagement Annual Survey
- Upskill DAS IT

DAS – IT Strategic Plan

- Udemy license provided to all staff. Udemy is a training and upskilling resource.
- Develop a plan to develop or buy a resource demand and capacity tool
- Conduct internal technical training
- Invest in and grow strategic partnerships to increase knowledge and resources. Utilize organizations such as the Oregon State Center for Applied Systems and Software (CASS) and other programs or/ internships

Measures

- All staff meetings are held twice per year - conduct business while making it fun
ON TARGET
- At or above 4.0 on DAS survey related to engagement, support and recognition **ON TARGET**
- 100% compliance with quarterly reviews and Workday check-ins **ON TARGET**
- 100% of DAS IT staff have a professional development plan **ON TARGET**
- 100% of DAS IT staff are on track according to their professional development plan
ON TARGET
- Increase the number of strategic partnerships **ON TARGET**

Strategic Goal 4: Business Transformation Through Technology

Serve as a respected, trusted advisor and partner to advance business operations through IT governance and value driven decision-making to provide modern devices, products and services.

Key Initiatives

- Maintain PC Life-Cycle Program (target four-year lifecycle)
- Mature and deliver automation for improved customer experience and process efficiency
- Seek to modernize legacy applications and reduce technical debt
- SFMA modernization
- DAS IT continues to work with the DAS divisions in support of their operations and plans to help them achieve their technology goals while staying compliant with current privacy and security policies and rules.

IT Activities

- Track adherence to life-cycle plan
- Hybrid-enabled conference rooms
- “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

DAS – IT Strategic Plan

contact “doors” (multiple computer helpdesk lines for desperate systems, portals, etc.)-

On hold. Needs business support

- Create accurate up-to-date data systems and services support inventories
- Create a modernization strategy to identify future risks and non-support issues
- Consider ERP and enterprise applications that we already own first, before seeking new solutions (i.e. additional modules in Workday, OregonBuys, etc.)
- DAS introduced a policy option package for SFMA which was postponed. A planning package will be reintroduced in 2027-29 biennium.
- Stabilize Workday and mature technology processes – **completed in a steady and operational state**

Measures

- % of devices that meet the four-year life-cycle goal window **IN PROGRESS**
- 100% of identified conference rooms that are hybrid enabled **ON TARGET**
- Modernization strategy needs a business decision to move forward **ON HOLD** (dependency)
- % of applications identified on the roadmap with a plan **ON HOLD** (dependency)
- The data systems and services supported inventories are created and maintained **ON TARGET**

DAS – IT Strategic Plan

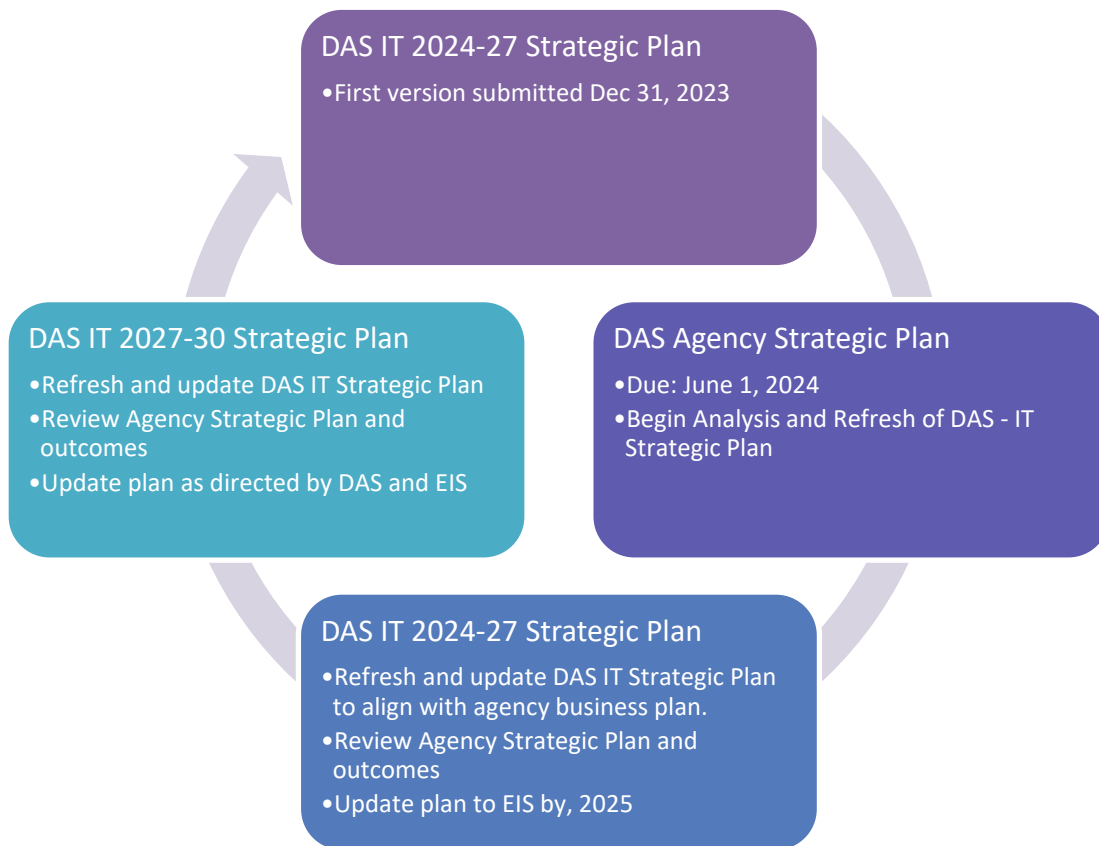
Below is a graphical representation of the goals, goal detail, and objectives:

DAS IT 2025-2027 Strategic Goals and Objectives

Goal	Excellent Customer Service Satisfaction	Diversity, Equity, Inclusion & Belonging	Our IT Organization- Invest in our People	Business Transformation through Technology
Goal Detail	Bring value to our customers through strong partnerships and provide timely and valuable responses to business request and emergencies	Follow DAS DEIB practices through inclusive hiring practices, provide outreach and internal staff training and educational opportunities	Foster a culture that elevates, invests in, and grows our people for success through communication, education, and leading by example	Serve as a respected, trusted advisor and partner to advance business operations through IT Governance and value driven decision-making to provide modern devices, products, and services
Objectives	<ol style="list-style-type: none"> 1. Deliver Customer Education & Awareness 2. Effective & Timely Resolution 3. Timely Responsiveness 4. Continue to Mature IT Governance 	<ol style="list-style-type: none"> 1. DEIB Understood by All Staff 2. Our Future Solutions Consider DEIB 3. DEIB is Part of our Recruitment Strategy 4. Adhere to DAS Data Strategy related to DEIB 	<ol style="list-style-type: none"> 1. Foster Our Culture and Live Our Values and Operating Principles 2. Improve the Technology Pipeline 3. Invest in and Grow Strategic Partnerships 	<ol style="list-style-type: none"> 1. Maintain PC Life-Cycle Program 2. Mature and Deliver Automation for Improved Customer Experience and Process Efficiencies 3. Seek to Modernize and Reduce Technical Debt

Plan Lifecycle

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



The intent is to refresh the plan annually keeping a four-year horizon in view for the DAS.

DAS – IT Governance

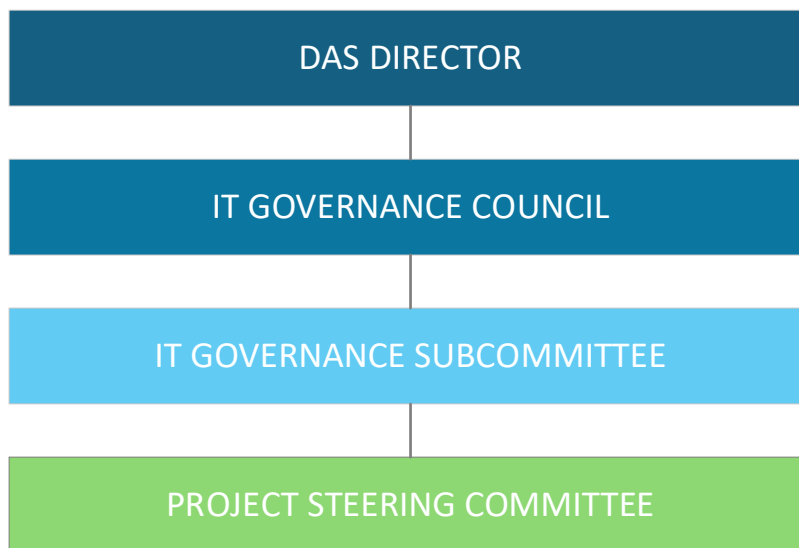
DAS introduced structured IT governance in September 2022.

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

The DAS IT Governance 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 or budget changes to technology projects that are in flight (e.g., project schedule extensions, additional funding requests, etc.).

DAS – IT Strategic Plan

The following diagram illustrates the governance structure (Figure 1) for DAS:



As reflected in goal #1, DAS continues to mature the governance process to strengthen buy-in, effectiveness and transparency in the work that IT does to support the DAS priorities, as summarized in the DAS strategy. This structure provides the foundation to consistently initiate, prioritize and align IT projects across all DAS programs, whether 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 of undertaking 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 or effort
- Understand the expected business value or return on investment
- Alignment with the DAS strategic plan
- Alignment and coordination with DAS IT for business led or managed IT projects
- External driving forces
- Alignment with the EIS strategic framework for technical and security standards
- Awareness of unplanned and planned work that are or will require IT resources or assets

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 provide the Council members with 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 that reads "Tina Kotek". The signature is fluid and cursive, with the first name "Tina" and last name "Kotek" clearly legible.

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.
- 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

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 SWOT exercises to build its IT strategic plan. Two of these exercises were conducted to produce the original version of this plan and was refreshed in April 2025 to align to the published DAS business strategy. These exercises were facilitated half-day sessions intended to better understand the current state and where there were opportunities for improvement. The following pages contain the results of these exercises.

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 established across
- Project coordination
- Communication and change management continuing to mature.
- 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
- Developing future IT leaders and succession planning
- Promoting being a good leader from any seat
- A resource for small boards and commissions
- Ensuring no position is a “single” point of failure
- Employee engagement is high
- A clear IT Vision aligned to DAS vision, mission and goals
- Staff are learning new skills and are happy to work here
- IT leadership alignment
- Retaining people and investing in their success through funded development plans and sharing of other resources

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 promote “leading from any seat”
- Strive to be a model IT agency
- Embrace cloud and align with EIS cloud strategy
- Continue to provide clear directions
- Embrace our enterprise infrastructure (i.e. identity, multi-factor authentication)
- Change mindset by demonstrating new technologies
- Continue to build good processes that align to the business
- Continue to 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
- Continue to 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 & measure it for our staffing needs and performance
- Pivot from being a small agency to a leader in the State
- Governor support could be improved. Perhaps assign “advisor” partnership role? Use legislative process to gain new resources (people or budget)
- Obtain knowledge skills to understand and educate on new tech (Microsoft-Copilot)
- Be creative in resource obtainment
- Provide new IT staff development opportunities for small agencies through memorandums of understanding
- Continuing cross-team communications

Weaknesses

- Change management across DAS (bring the IT discipline to other parts of DAS – work to integrate change management)
- Aligning to DAS strategies and EIS strategic plan requirements. The due dates for refreshing and reporting are not in sync, causing inefficiencies and rework.
- Process oriented but some lack of
- Processes and procedures
- Under resourced - staffing and skills
- Rework because of communication process gaps – getting right information to the right people across DAS
- Staff and skills alignment to business expectations
- Small team with lots to do – often too “wide” and not deep
- Still siloed in DAS which creates challenges for prioritization (governance is helping)
- Shadow IT is prevalent and, in some areas, still desired
- Continue to receive direction from multiple priorities and leadership (i.e. DAS vs. EIS vs. policy). Governance is helping.
- Balancing priorities between DAS and EIS
- Budget and Staffing structure

Threats

- Major security breach (1)
- 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.
- Budget cycles often “reset” efforts
- Limited legislative support - “lack of confidence in IT”
- Technology strategy initiatives move too slowly to realize benefits for the business. Often the time to implement and “effort” is much longer than the personnel or administration longevity.
- Business doesn’t adapt quickly enough to industry best practices or security threats
- Political environment: POPs not being approved to enable moving forward. No new resources will impact on our customer service and programs.
- The state is not consistently able to hire qualified technical staff due to salary thresholds. The private sector pays some technical roles two times more than what the state will pay.
- Hard to fill positions and time to fill position is time consuming and difficult. When not filled they have been taken away.
- Continuing shadow IT
- Non-conformance to standards (identity, MFA)
- Not instituting and mandating standards quickly enough (identity, MFA). The threat here is that there will be future work to reverse & align.
- Work being done to meet a deadline which can compromise quality.
- DAS, DAS IT, EIS: confusion from agencies on role(s) of each.
- Hybrid environments are creating facility and
- Technology challenges
- New DAS leadership
- Budget cuts impacting resourcing

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, 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

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, 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

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

PRINT SERVICES

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

1. Print Services

The DAS Print Service provides access to all multifunction printers on the domain.

2. Hours of Availability:

Service is available 24 x 7, with a planned maintenance schedule for patching and updates.

3. Requesting Process

Contact Service Desk as follows:

- 503-378-2135
- dasit.servicedesk@das.oregon.gov

4. Services

DAS IT Printing Services provides usage of all multifunction printers (MFPs) on the network. Like other technical services, the DAS IT Print Service is maintained, updated and patched according to the State Data Center Patch Management schedule.

5. File Sharing

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. The solution allows you to automatically sync your files online and across the devices you use. Files can be managed as you do on your Desktop, Documents, and Pictures libraries.

6. Cost:

Included as part of IT Desktop 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

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.

OREGON MAIL LIST

7. Incident Response:

- | |
|---|
| <ul style="list-style-type: none">• 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 |
|---|

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. Enterprise Information Services (EIS) – DAS IT maintains EIS desktops
4. Teacher Standards and Practices Commission (TSPC)
5. Psychiatric Security Review Board (PSRB)
6. Oregon Criminal Justice Commission (CJC)
7. Mental Health Regulatory Agency (MHRA)
8. Employment Relations Board (ERB)
9. Board of massage therapists (OBMT)
10. Board of Examiners for Engineering and Land Surveying (OSBEELS)
11. Oregon Government Ethics Commission (OGEC)
12. State Board of Licensed Social Workers (BLSW)
13. Land Use Board of Appeals (LUBA)
14. Oregon Advocacy Commissions Office (OAC)
15. Board of Chiropractic Examiners (OBCE)
16. State Board of Accountancy (BOA)
17. Appraiser Certification and Licensure Board (ACLB)
18. Oregon Board of Optometry (OBO)
19. Tax Practitioners Board (OBTP – TAX)
20. Oregon State Board of Geologist Examiners (OSBGE)
21. Oregon Judicial Fitness (OJF)
22. Oregon State Board of Nursing (OSBN)
23. Public Records Advocate (PRA)
24. Real Estate Agency (REA)

Appendix E – Current Project Portfolio Summary

The following is a summary of current projects and their status through April 2025





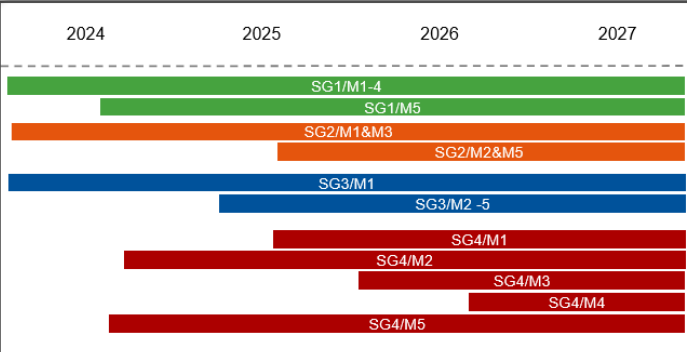
ID	Type	Project Name	Project Description	Overall Health	Schedule	Scope	Budget	Resources	Quality	Risks	Issues
1	Stage Gate	DAS Facilities Conditions and Capital Planning System.	The overall purpose of this project is to migrate the CFO-administered statewide facilities inventory and existing FCA data into TRIRIGA, and procure FCA services provided by a third party contractor	YELLOW	YELLOW	YELLOW	GREEN	GREEN	GREEN	GREEN	GREEN
2	Stage Gate	DAS TRIRIGA RES Lease Administration	The purpose of this project is to migrate EAM RES property management and lease administration data from their current ProLease System into DAS EAM's existing TRIRIGA SaaS instance.	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

DAS – IT Strategic Plan

ID	Type	Project Name	Project Description	Overall Health	Schedule	Scope	Budget	Resources	Quality	Risks	Issues
3	Dev Ops	C&C Market application Review and Refactor	The primary objectives of the CnC Market application are to: 1) Provide the Governor with a snapshot of the Executive Branch's current competitive position in the labor market. 2) Provide Executive Branch leadership information to make compensation decisions and plan budgets. 3) Provide collective bargaining teams and the employer with data for use in negotiations and fulfill contractual obligations for specific market compensation studies.	YELLOW	GREEN	GREEN	YELLOW	YELLOW	GREEN	N/A	GREEN
4	Dev Ops	Governor's Executive Appointment Application Portal (BC Portal)	This project will be building out a new web application for the Governor's Executive Appointments Office that will include a fillable webform accessible to the public, internal depository for applications to be received and reviewed, and an archive to store applications at various stages in the process.	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	N/A	GREEN

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

DAS - IT Strategic Plan Summary (Refreshed 2025)

Business Key Strategic Goals	IT Key Strategic Goals	Strategies	Strategic Roadmap			
			2024	2025	2026	2027
 Customer Satisfaction  Delivery Excellence  Workforce  Operational Excellence	<p>Excellent Customer Satisfaction: Bring value to our customers through strong partnerships and provide timely and valuable responses to business requests and emergencies.</p> <p>Diversity, Equity, Inclusion, and Belonging: Follow DAS DEIB practices through inclusive hiring practices, provide outreach, and internal staff training and educational opportunities.</p> <p>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.</p> <p>Business Transformation Through Technology: Serve as a respected, trusted advisor to advance business operations through IT governance and value-driven decision making to provide modern devices, products, and services.</p>	<p>Provide timely and valuable responses to business requests and emergencies.</p> <p>Advance DEIB practices through inclusive hiring practices expanded outreach, and internal staff training and educational opportunities.</p> <p>Create and maintain a culture which evaluates, invests in, and grows our people for success through communication, execution, and by leading by example.</p> <p>Advance business operations with modern devices, products, and services as a respected, trusted advisor and partner.</p>				
<p>Mission</p> <p>Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.</p> <p>We support serving the people of Oregon through transparent technology governance, optimized investments, and delivering secure innovative solutions.</p>		<p>Metrics/KPIs</p> <ul style="list-style-type: none"> SG1/M1: 100% of client agencies have signed IGA & annual executive meetings SG1/M2: 80+ "satisfied" or "very satisfied" on DAS customer services survey SG1/M3: Maintain Incident Ticket Queue to < 100 SG1/M4: Maintain Service Requests Queue to <250 SG1/M5: Develop KPI for IT Governance maturity SG2/M1: 100% of staff have participated in the DAS DEIB training SG2/M2: Increase in number of applications following the process related to standards SG2/M3: 100% of all new recruitments have an outreach plan SG2/M4: Develop KPI related to adherence to DAS accountability strategy SG3/M1: All Staff meetings held twice per year SG3/M2: At or above 4.0 on DAS survey related to engagement, support, and recognition. SG3/M3: 100% compliance with quarterly reviews and Workday Check-Ins. SG3/M4: 100% of DAS IT staff engaged in formal training. SG3/M5: 100% of DAS IT Staff on track according to their professional development plan. SG4/M1: % of devices that meet the 4-year life cycle goal window. SG4/M2: % of identified conference rooms that are hybrid enabled SG4/M3: Modernization Roadmap –need business approval to move forward SG4/M4: % of applications identified on the roadmap with a plan SG4/M5: Create an accurate data systems and services supported inventory 				
<p>Vision</p> <p>Ensure user-friendly, reliable and secure state technology systems that serve Oregonians</p>						
<p>Operating Principles</p> <ul style="list-style-type: none"> We are Customer Focused We are Innovative We are Stronger as a Team We Encourage Creativity We Create a Supportive Culture through our Actions 	<p>IT Values</p> <ol style="list-style-type: none"> Accountability: We are responsible for quality outcomes and share information openly and honestly. Customer Focus: We listen and seek to understand the needs of our customers. Collaboration: We build trust and establish mutual purpose to forge effective partnerships across the enterprise. Innovation: We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions. 					