

# Department of Administrative Services IT Strategic Plan Annual Report

## Executive Summary

This is a summary of the progress the Department of Administrative Services (DAS) has made to achieve the goals shown in the refreshed strategic plan submitted on May 31, 2025. The plan aligns our strategy with DAS priorities for 2024-27:

- Customer service
- Diversity, equity, inclusion and belonging (DEIB)
- Employee success and wellbeing
- Operational excellence and innovation

In compliance with the IT strategic plan submission deadline, which was before the agency's strategic planning schedule (completed June 2024), it was necessary to adjust the IT plan to better align with these priorities. This included adding DEIB objectives, goals and measurements, and modifying goals to match DAS processes regarding: being a valued partner and advisor, employee engagement and responsiveness. This summary also combined the strategic goals of "mature and grow" and "business transformation" to a single goal of "business transformation through technology" to better reflect the work completed and the current maturity level of our IT organization. The IT management and leadership team held work sessions in April 2024 and March 2025 to achieve this alignment.

We are pleased to report that we have accomplished or are on target to meet our objectives for most of the goals set for this planning period. This is a testament to the hard work and dedication of the teams involved, as well as the importance of the strategic initiatives we have accomplished.

## Challenges and Dependencies

Despite our successes, we continue to face challenges in accomplishing some of our goals, such as dependencies on other parts of the organization, funding and approval to move forward. We identified these dependencies and highlighted them in our planning documents and included them in this report.

Coordination and collaboration with the business units who use IT systems are essential to achieving these priorities, especially since final approval often depends on legislative decisions. To address these challenges, we will continue to strengthen our communication with business partners and collaborate closely to support them in aligning IT efforts with their technology priorities. This partnership will help ensure they can better serve DAS' customers. Additionally, DAS IT will support them in preparing their funding needs to present to the legislature while also advocating for the broader funding necessary to continue to securely advance our future IT initiatives.

## Resource Allocation

The DAS IT budget is currently \$18.3 million, which largely supports our strategic goals. Customer service levels may be impacted by reductions. Please refer to individual goal notes for specifics.

DAS IT has 42 FTE made up of the following work units:

- Solutions - Operations and Engineering
- Service Desk
- Risk and Compliance
- Project Management & Application Development

## Risk and Mitigation Strategies

To achieve the strategies outlined in our plan, our resource allocation must remain steady or increase. Any increase in workload would put existing opportunities at risk. Our mitigation strategy is to fully embrace and mature our governance processes to ensure resources are allocated appropriately. This includes any urgent recovery work and *unplanned* work such as unfunded policies or security mandates from EIS or other oversight entities.

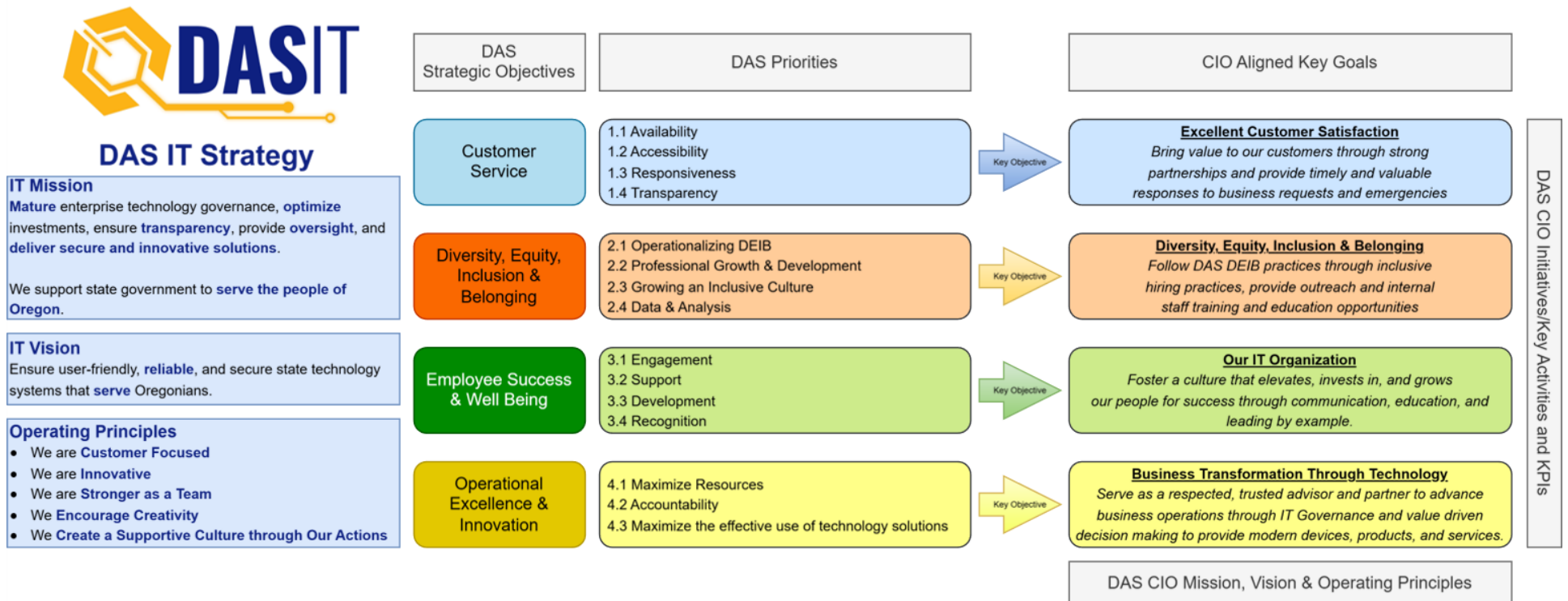
## Next Steps

- Work closely with DAS leadership by continuing to participate in the DAS strategic planning efforts and ensuring alignment of our strategies, priorities, and goals to best serve the agency and those they serve.
- Work with the business to submit a policy option package (POP) for modernizing the Statewide Financial Management Application (SFMA) system to begin to move forward with a comprehensive DAS modernization strategy.
- Continue the direction to become the IT administrative service provider for small boards and commissions.

Note: The 2024-27 IT strategic plan submitted May 31, 2025 outlines all adjustments based on the current DAS leadership, IT performance and available funding.

## Aligned Strategies





Below are the DAS IT 2024-27 strategies aligned with the DAS strategic objectives and priorities:



## DAS – IT Strategic Plan Summary (Refresh)

This one-page summary shows in more detail the DAS IT mission, vision, values and operating principles, as well as the key strategic goals, strategies and metrics.

# DAS - IT Strategic Plan Summary (Refreshed 2025)

Business Key Strategic Goals	IT Key Strategic Goals	Strategies	Strategic Roadmap			
<div> Customer Satisfaction</div> <div> Delivery Excellence</div> <div> Workforce</div> <div> Operational Excellence</div>	<p><b>Excellent Customer Satisfaction:</b> Bring value to our customers through strong partnerships and provide timely and valuable responses to business requests and emergencies.</p> <p><b>Diversity, Equity, Inclusion, and Belonging:</b> Follow DAS DEIB practices through inclusive hiring practices, provide outreach, and internal staff training and educational opportunities.</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> 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>	<div><div>2024</div><div>2025</div><div>2026</div><div>2027</div></div> <div><div>SG1/M1-4</div><div>SG1/M5</div><div>SG2/M1&amp;M3</div><div>SG2/M2&amp;M5</div><div>SG3/M1</div><div>SG3/M2 -5</div><div>SG4/M1</div><div>SG4/M2</div><div>SG4/M3</div><div>SG4/M4</div><div>SG4/M5</div></div>			
<p><b>Mission</b></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><b>Metrics/KPIs</b></p> <div><div><ul style="list-style-type: none"><li>SG1/M1: 100% of client agencies have signed IGA &amp; annual executive meetings</li><li>SG1/M2: 80+ "satisfied" or "very satisfied" on DAS customer services survey</li><li>SG1/M3: Maintain Incident Ticket Queue to &lt; 100</li><li>SG1/M4: Maintain Service Requests Queue to &lt;250</li><li>SG1/M5: Develop KPI for IT Governance maturity</li></ul></div><div><ul style="list-style-type: none"><li>SG2/M1: 100% of staff have participated in the DAS DEIB training</li><li>SG2/M2: Increase in number of applications following the process related to standards</li><li>SG2/M3: 100% of all new recruitments have an outreach plan</li><li>SG2/M4: Develop KPI related to adherence to DAS accountability strategy</li></ul></div><div><ul style="list-style-type: none"><li>SG3/M1: All Staff meetings held twice per year</li><li>SG3/M2: At or above 4.0 on DAS survey related to engagement, support, and recognition.</li><li>SG3/M3: 100% compliance with quarterly reviews and Workday Check-Ins.</li><li>SG3/M4: 100% of DAS IT staff engaged in formal training.</li><li>SG3/M5: 100% of DAS IT Staff on track according to their professional development plan.</li></ul></div><div><ul style="list-style-type: none"><li>SG4/M1: % of devices that meet the 4-year life cycle goal window.</li><li>SG4/M2: % of identified conference rooms that are hybrid enabled</li><li>SG4/M3: Modernization Roadmap –need business approval to move forward</li><li>SG4/M4: % of applications identified on the roadmap with a plan</li><li>SG4/M5: Create an accurate data systems and services supported inventory</li></ul></div></div>				
<p><b>Vision</b></p> <p>Ensure user-friendly, reliable and secure state technology systems that serve Oregonians</p>						
<p><b>Operating Principles</b></p> <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>		<p><b>IT Values</b></p> <div><div><div>1.</div><div>Accountability: We are responsible for quality outcomes and share information openly and honestly.</div></div><div><div>2.</div><div>Customer Focus: We listen and seek to understand the needs of our customers.</div></div><div><div>3.</div><div>Collaboration: We build trust and establish mutual purpose to forge effective partnerships across the enterprise.</div></div><div><div>4.</div><div>Innovation: We simplify complexity, challenge conventional wisdom, and seek creative and useful solutions.</div></div></div>				

## DAS - IT 2024-27 Strategic Goals Status Report

The table below outlines the current progress of the DAS IT division's four strategic goals and their associated initiatives. Additionally, it highlights the Governor's and DAS' overarching priorities, which are to be addressed by all DAS divisions. For further information on status definitions and additional context, please refer to the **Notes** section included in the report.

		Due Date	2024 Status	2025 Status	Notes
	<b>Governor and DAS Priorities</b>				
	Quarterly check-ins	Quarterly	COMPLETE	ON TARGET	
	DAS IT call tree	2023	COMPLETE	N/A	
	Agency emergency preparedness – Continuity of Operations Planning (COOP) Software	2023	COMPLETE	N/A	
	Agency emergency preparedness - COOP Plan V.1.	2023	COMPLETE	N/A	
	Agency emergency preparedness - COOP Plan V. 2. (List of applications – Recovery Point Objective (RPO) / Recovery Time Objective (RTO))	2024	COMPLETE	N/A	
	Position descriptions	2023	COMPLETE	N/A	
	Agency hiring practices (<90 days)	Continuous	51 days	ON TARGET	
	Audit accountability (findings to be resolved within 12 months)	Continuous	COMPLETE	COMPLETE	
	DAS – IT Strategic Plan template	2023	COMPLETE	N/A	
	DAS – IT Strategic Technology Plan (STP)	Yearly	COMPLETE	COMPLETE	Refreshed in 2024 to align with DAS – Strategic Plan and again in 2025 to meet EIS reporting timeline.
	DAS – IT Strategic Technology 12 Month Plan (12-month action plan)	Yearly	COMPLETE	COMPLETE	
	Succession plan	Continuous	COMPLETE	COMPLETE	Working the plan and updating as needed.

	Due Date	2024 Status	2025 Status	Notes
<b>1</b>	<b>Excellent Customer Satisfaction (Goal #1)</b>			
<b>Initiative</b>	<b>1. Deliver customer education and awareness</b>			
<b>Activity</b>	1.1 Provide customer training and efficient communication			
<b>KPI</b>	1.1.1 100% of client agencies have a signed Inter-Governmental Agreement (IGA) and annual executive meetings	Continuous	100%	ON TARGET
<b>KPI</b>	1.1.2 % of "satisfied" or "very satisfied" on the DAS customer survey	Yearly	90%	ON TARGET
<b>Initiative</b>	<b>2. Effective and timely resolution</b>			
<b>Activity</b>	2.1 Adopt A&M recommendations to set metrics for service desk ticket resolution performance			
<b>KPI</b>	2.1.1 Maintain DAS IT service desk incident ticket queue to < 100	Continuous	MET TARGET	ON TARGET
<b>KPI</b>	2.1.2 Maintain DAS IT service desk request queue to <250	Continuous	MET TARGET	ON TARGET
<b>Initiative</b>	<b>3. Timely responsiveness</b>			
<b>Activity</b>	3.1 Ensure all initial customers inquires receive a personal response within one business day			Aligned with the DAS related expectation for all divisions.
<b>KPI</b>	3.1.1 % of customers responding "always" or "usually" on the DAS customer survey		MET TARGET	MET TARGET
<b>Initiative</b>	<b>4. Continue to mature IT Governance through DAS IT Governance Council</b>			
<b>Activity</b>	4.1 Create a more effective model to include a process for tracking and reporting all projects			
<b>KPI</b>	4.1.1 TBD	2025-26	N/A	NOT STARTED
Re-evaluate and assess governance model and align to business strategy.				

		Due Date	2024 Status	2025 Status	Notes
		Due Date	2024 Status	2025 Status	Notes
<b>2</b>	<b>Diversity, equity, inclusion and belonging (Goal #2)</b>				
<b>Initiative</b>	<b>1. DEIB is understood by all staff</b>				
<b>Activity</b>	1.1 Engage with DAS DEIB office to make available and promote training opportunities to all staff				
<b>KPI</b>	1.1.1 100% of staff have participated in the DAS DEIB training	Continuous	N/A	ON HOLD	Dependency: waiting for comprehensive agency roll-out.
<b>Initiative</b>	<b>2. Our future solutions consider DEIB</b>				
<b>Activity</b>	2.1 Consult with DAS subject matter experts to help ensure new digital platforms comply with Web Content Accessibility Guidelines (WCAG) standards				
<b>KPI</b>	2.1.1 Increase in number of applications meeting identified standards	Continuous	N/A	BASELINE	Need to establish baseline.
<b>Initiative</b>	<b>3. DEIB is part of our recruitment strategy</b>				
<b>Activity</b>	3.1 All recruitments include an outreach plan				
<b>KPI</b>	3.1.1 100% recruitments have a plan	Continuous	MET TARGET	ON TARGET	
<b>Initiative</b>	<b>4. Adhere to DAS data strategy and governance for DAS IT applications and communications</b>				
<b>Activity</b>	4.1 Include standards in process documentation and new internal applications				
<b>KPI</b>	4.1.1 TBD	Continuous	N/A	ON HOLD	Dependency: implementation of governance and data strategy.

	Due Date	2024 Status	2025 Status	Notes
<b>3</b>	<b>Our IT Organization - Invest in Our Workforce (Goal #3)</b>			
<b>Initiative</b>	<b>1. Foster our culture and live our values and operating principles</b>			
<b>Activity</b>	1.1 Conduct all-staff meetings bi-annually			
<b>KPI</b>	1.1.1 All staff meetings are held twice a year are productive and engaging	Continuous	<b>MET TARGET</b>	<b>ON TARGET</b>
<b>Activity</b>	1.2 Participate in DAS employee engagement annual survey			
<b>KPI</b>	1.2.1 At or above 4.0 on DAS survey related to engagement, support and recognition	Continuous	<b>MET TARGET</b>	<b>ON TARGET</b>
<b>KPI</b>	1.2.2 100% compliance with quarterly reviews and Workday check-ins		<b>MET TARGET</b>	<b>ON TARGET</b>
<b>Initiative</b>	<b>2. Improve technology talent pipeline</b>			
<b>Activity</b>	2.1 Upskill IT staff to the level possible within current budget			All staff have access to technical training (Udemy). Develop a plan to develop or buy resource-capacity tool, training.
<b>KPI</b>	2.1.1 All DAS IT staff have professional development plans	Continuous	<b>MET TARGET</b>	<b>ON TARGET</b>
<b>KPI</b>	2.1.2 All staff on track according to professional development plans		<b>MET TARGET</b>	<b>ON TARGET</b>
<b>Activity</b>	2.2 Invest in and grow strategic partnerships to increase knowledge and resources			
<b>KPI</b>	2.2.1 increase the number of strategic partnerships	2025-2027	<b>N/A</b>	<b>ON TARGET</b> Utilize programs and internships such as Oregon State Center for Applied Systems Software (CASS)



Due Date    2024 Status    2025 Status    Notes					
4	Business Transformation Through Technology (Goal #4)				
Initiative	1. Maintain PC life-cycle program				
Activity	1.1 Track adherence to life-cycle plan				
KPI	1.1.1 % of devices that meet the four-year cycle window	Continuous	MET TARGET	ON TARGET	Note: 2023-25 target goal was four years. 2025-27 introduced reductions, which reset the goal to approximately seven years. Will submit POP in 2027-29 biennium to re-establish life-cycle funding.
Initiative	2. Mature and deliver automation for improved customer experience and process efficiency				
Activity	2.1 Hybrid enabled conference rooms				
KPI	2.1.1 100% of identified conference rooms are hybrid enabled		N/A	ON TARGET	
Activity	2.2 One-door initiative				
KPI	2.2.1 TBD	TBD	N/A	ON-HOLD	A&M Service desk assessment to reduce the number of IT help contact paths. Need business support.
Activity	2.3 Create an accurate data systems and services support inventory				
KPI	2.3.1 Inventory is complete and maintained	Continuous	N/A	COMPLETE	
Initiative	3. Seek to modernize legacy mainframe applications and reduce technical debt				
Activity	3.1 Create a modernization strategy to identify future risk and non-support issues				Consider DAS Enterprise Resource Planning (ERP) and enterprise applications already owned before seeking new solutions
KPI	3.1.1 % of application identified in strategy with a plan		N/A	ON-HOLD	Governance to set direction for modernization priorities and plan.
Activity	3.2 Stabilize Workday and mature technology processes				
KPI	3.2.1 The Workday application is in use and stable	2024-27	N/A	ON TARGET	

	Due Date	2024 Status	2025 Status	Notes
<b>Initiative</b>	<b>4. SFMA Modernization</b>			A POP was for funding was not carried forward in 25-27 biennium.
<b>Activity</b>	4.1 DAS re-introduce policy option package in the 2027-29 biennium			Priority and direction will need to be set. Different strategies should be considered for financial system management, as a complete "replacement" may not be feasible or practical.
<b>KPI</b>	4.1.1 TBD	TBD	N/A	ON-HOLD