



PURPOSE

In early 2023, Governor Kotek tasked the Department of Administrative Services (DAS) to review the [reopening recommendations](#) issued in June 2021 –to evaluate the current remote policy, impact on space and the statewide footprint and safety in general.

DAS staff facilitated three workgroups made up of state agency personnel: deputy directors, HR staff, and subject matter experts. The following pages contain the outcomes from these groups.

REMOTE WORK POLICY

SUBGROUP MEMBERS:

Carol Williams, DAS (Senior Policy Analyst)
 Mary Dirksen, ODOT (HR Policy Analyst)
 Kristin Jones, OED (HR Director)

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 Mandi Standiford, PSRB (Deputy Director)
 Katie Thiel, DOR (Business Operations Manager)

OUTCOME:

Reimbursement of travel when out-of-state workers traveled to their office, was a primary concern of the post-pandemic remote work policy, garnering attention from both the media and legislators. In response, prior to this workgroup convening, Governor Kotek reinstated the remote work policy to end the pandemic-era practice of reimbursing any employees who work remotely for travel to their offices in Oregon. Under the reinstated policy (effective September 2023), state employees will continue to be allowed to work remotely as approved by their agencies, however, will no longer be reimbursed for travel to offices.

Recommendation	OUT OF COUNTRY WORK
Findings	The subgroup revisited the June 2021 recommendation to not allow employees to perform remote work internationally, as the recommendation indicated further research was needed. Based on the information the subgroup collected from Risk Management and DAS Enterprise Information Services, the recommendation to not allow remote work to be performed internationally is unchanged.

Recommendation	ESTABLISH UNIFORM METHODS FOR RECORDING AN EMPLOYEES' WORK MODALITY
Findings	Recommends continued use of Workday HRIS to capture and track employee remote work status. Agencies can continue to utilize remote work data held in Workday for workforce and space planning and remote work decision-making.

The Remote Work subgroup did not have any new recommendations as it relates to remote work.



SAFETY

SUBGROUP MEMBERS:

Todd Brown, DAS (Senior Risk Consultant)
 Josh Brooks, OSP (Deputy Superintendent)
 Yvette Elledge-Rhodes, PERS (Deputy Director)
 Danae Hammitt, ODOE (Finance and Ops Manager)

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 Michelle Patton, OHSE (Deputy Administrator)
 Josiah Roldan, ODOT (Business Ops Manager)

OUTCOME:

Safety continues to be a concern for employees and customers alike. The following are updated or new recommendations from the Safety Subgroup.

Recommendation:	<p>THREAT MANAGEMENT (updated)</p> <p>Workplace threats occur in state workplaces and manifest themselves in a variety of ways, including direct verbal threats and abuse, intimidation and physical confrontation. These threats can occur in person and by phone, email or post. The credibility and seriousness of threats varies, and not all state organizations experience the same degree of workplace threat. Some state organizations are more exposed to threats than others due to the nature of their business and/or sensitive interactions with the public.</p> <p>Increase employee awareness to existing threat management resources and processes by:</p> <ul style="list-style-type: none"> Improving employee visibility to existing resources on the <i>Work Reimagined</i> website. Highlighting de-escalation training available on Workday Learning. Educating employees on organization-specific threat management procedures including active shooter response, bomb threats and other potential acts of workplace violence. Consider adding threat management procedures to existing Emergency Action Plans.
Challenge:	State organizations experience routine workplace incidents that represent a threat to employee safety. Employees who work face-to-face with residents and clients are especially affected.
Workplace Consideration:	Workplace threats can affect the entire enterprise. State organizations need to assess their specific needs to adequately address threats in their workplaces.
Implementation Support:	<p>Support the visibility and awareness of threat management resources by linking the Work Reimagined website to organization homepages. DAS should consider committing to routine management of the <i>Work Reimagined</i> website to validate continued availability of existing resources, and to add any new threat-management resources that contribute to improvements in employee safety.</p> <p>State organizations may consider requiring de-escalation training (available on Workday Learning or through another source) for those employees with day-to-day contact with the public.</p> <p>State organizations must train employees on procedures related to emergency actions when required under Oregon OSHA safety statutes. Commonly, an Emergency Action Plan includes procedures for emergency evacuation and other minimum elements. We recommend state organizations consider adding threat management procedures into existing Emergency Action Plans, and implement training required under the statute. Reference Oregon OSHA for Emergency Action Plan requirements including guidance on how to develop a plan.</p>
Impacts:	<p>Possible impacts to state organizations include:</p> <ul style="list-style-type: none"> Ongoing commitment to management (updates/additions/deletions) of webpages and training content related to availability and awareness of threat management resources.



	<ul style="list-style-type: none"> • Potential organizational commitment to required de-escalation training of employees with day-to-day public-facing job duties. • Development of organization-specific threat management procedures, edits to Emergency Action Plans and associated training.
Timeline:	September 1, 2023

Recommendation:	<p>ERGONOMICS (updated)</p> <p>Increase employee awareness of ergonomic resources, encourage use of existing ergonomic self-assessment tools and provide supportive action by:</p> <ul style="list-style-type: none"> • Improving visibility of existing ergonomic resources on the <i>Work Reimagined</i> website. • Requiring the use of ErgoPoint (SAIF) for all new employees and encouraging completion of ErgoPoint self-assessments for current employees. • Encouraging changes to an employee’s workstation that are appropriate in improving ergonomic efficiency and are subject to an organization’s discretion.
Challenge:	State organizations may have a mix of in-office and remote work that represent unique challenges in providing ergonomic comfort to employees. Remote workers may be especially impacted by inadequate workstation set-up.
Workplace Consideration:	Poor workplace ergonomics represents health risks to employees that could result in higher insurance costs to the enterprise and may contribute to a reduction in job productivity and job satisfaction. State organizations should improve awareness and use of ergonomic resources to encourage improvements.
Implementation Support:	<p>Support the visibility and awareness of ergonomic resources by linking the Work Reimagined website to organization homepages. DAS should consider committing to routine management of the <i>Work Reimagined</i> website to validate continued availability of existing resources, and to add any new ergonomic resources that contribute to improvements in employee health.</p> <p>State organizations may consider requiring enrollment in the ergonomic self-assessment resource ErgoPoint for new employees and encourage the completion of ErgoPoint self-assessments for those employees who have already enrolled in the tool.</p> <p>Consider supporting actions that are recommended by an ErgoPoint self-assessment to help improve ergonomic efficiency of in-office and remote work environments. State organizations may consider establishing parameters on actions to align with financial or organizational limitations.</p>
Impacts:	<p>Possible impacts to state organizations include:</p> <ul style="list-style-type: none"> • Ongoing commitment to management (updates/additions/deletions) of webpages and training content related to availability and awareness of ergonomic resources. • Potential organizational commitment to requiring new employees to self-assess their workstations for ergonomic efficiency. • Encouraging completion of ErgoPoint self-assessments for those employees who have already started the process. • Establishing organizational parameters on ergonomic actions to be taken as a result of ergonomic self-assessments.
Timeline:	September 1, 2023

<p>Recommendation:</p>	<p>RECURRING SAFETY TASKS & ACTIVITIES (new)</p> <p>During COVID-related office closures, required and recurring safety tasks/activities may have been delayed or postponed in state offices as employees shifted to working remote. Now that offices have reopened to the public, organizations need to recommit resources to comply with completion of required safety tasks/activities such as:</p> <ul style="list-style-type: none"> • Holding annual emergency evacuation and earthquake drills • Performing quarterly safety hazard inspections • Re-establishing safety committee and/or safety meetings on a monthly or quarterly basis and training staff on safety committee tasks (as required) • Maintaining safety equipment such as first aid kits, AEDs, fire extinguishers and fire systems, two-way radios, public address systems, personal protective equipment, etc. • Reviewing safety policies and processes on an annual basis (as required) • Providing safety-related training such as first aid/CPR, etc. • Retraining employees on building security protocols such as displaying identification badges, tailgating prevention, visitor identification, securing computers and personal valuables
<p>Challenge:</p>	<p>With the temporary closure of state offices, safety tasks/activities that are required by Oregon OSHA may have been delayed or postponed due to lack of resources to complete them. State agencies must recommit to these actions for employee safety and compliance now that offices have reopened.</p>
<p>Workplace Consideration:</p>	<p>Safety tasks/activities required by the Oregon OSHA statute affect the entire enterprise, but tasks/activities vary depending upon the organization and must be identified and acted upon on a case-by-case basis.</p>
<p>Implementation Support:</p>	<p>Oregon OSHA provides resources to identify safety-related tasks and activities that may apply to an organization. State organizations may already have knowledge about the tasks and activities that apply to their business and if they haven't already recommitted to the performance of these activities, will need to do so at their earliest opportunity.</p> <p>State Procurement staff can assist their organizations in identifying contracts with external vendors that may be necessary to accomplish safety tasks and activities.</p> <p>Loss Control Consultants from the SAIF Corporation and Oregon OSHA Consultative Services are free resources to help state organizations get up to speed on their safety questions and obligations as needed.</p>
<p>Impacts:</p>	<p>Possible impacts to state organizations include:</p> <ul style="list-style-type: none"> • Financial commitment to meet requirements related to performance of safety tasks/activities as applicable to their workplaces. • Organizational commitment to: <ul style="list-style-type: none"> ○ Hold safety committee/safety meetings ○ Respond to safety committee recommendations ○ Act upon safety-related recommendations that are mutually agreed improvements to the organization's safety program • Provide safety-related employee training required by Oregon OSHA statutes.



	<ul style="list-style-type: none"> Review and/or edit safety-related policies and processes as required by the Oregon OSHA statute.
Timeline:	September 1, 2023

Recommendation:	<p>SAFETY CONSIDERATIONS FOR REMOTE WORKERS (new)</p> <p>Remote work has been made available to qualified employees at an organization’s discretion.</p> <p>Organizations should consider the occupational safety needs of their remote workers and how the agency will comply with safety rules and encourage employee safety outside of central offices.</p> <p>While not an all-inclusive list, we recommend taking the following initial actions to recognize and help manage the safety needs of remote workers:</p> <ul style="list-style-type: none"> Integrate the remote workforce into your existing safety committee meetings as a separate and distinct aspect of your business representing unique safety needs. Consider adding a remote worker to your committee, or otherwise explore ways to encourage inclusiveness. At time of hire, consider using a tool, such as a safety checklist, to initially identify safety-related hazards in an employee’s home office. Encourage mitigation of identified hazards to the extent that can be accomplished by the employee in their home. As part of an employee’s regular check-ins with their manager or in a group of remote workers (at a frequency to be determined by the organization), encourage holding a “safety discussion” as part of the check-in or team meeting process. The goal is to demonstrate organizational commitment to a culture of safety and to encourage two-way communication about an employee’s safety in a remote work environment.
Challenge:	Remote work outside of a traditional central office has become an option for state organizations to consider for qualified workers. Employee safety in an alternate workplace may not have been considered an issue as remote workers typically work out of their personal homes, in an environment and with safety hazards that are outside of the direct control of the employer.
Workplace Consideration:	While remote alternative work environments are outside of the direct control of an employer, they retain the responsibility for any work-related injuries/illnesses that occur in those work environments and any associated insurance costs. It is in the employer’s interest to assist remote workers in identifying safety hazards in their remote workplaces and encourage control of those hazards by the employee to avoid injuries/illnesses.
Implementation Support:	<p>A good background article in support of our recommendation comes from the Society for Human Resource Management, and there is considerable information online which supports the implementation of remote worker safety into an organization’s safety efforts.</p> <p>The use of a checklist is a first step in assessing a remote employee’s workplace. Included below are some linked examples, and a custom checklist could be based on the common hazard areas identified in the examples. Ongoing use of a checklist would likely be burdensome to an organization, so we have suggested using them at time of hire or when an employee starts</p>

	<p>working remotely for the first time. Use the results to tailor safety discussions as part of routine employee check-ins or as a virtual meeting of remote workers.</p> <p>Below are examples of remote worker safety checklists that an organization could consider using or editing to create their own version. Many other examples are available online. DAS Risk Management Checklist Federal Telework.gov Checklist</p>
<p>Impacts:</p>	<p>Possible impacts to state organizations include:</p> <ul style="list-style-type: none"> • Engaging with the organization’s safety committee to propose integration of remote worker safety into committee operations. Integration could include adding a remote worker as a regular safety committee member, introducing remote worker safety as an agenda item for committee discussion, or through some other means to promote visibility of the safety needs of this unique segment of workers. • Developing and implementing the use of a safety checklist for new employees and first-time remote workers to identify hazards in remote workplaces. This would require management participation. • Implementing “safety discussions” as a regular part of remote worker check-ins and/or team meetings. This would require management participation.
<p>Timeline:</p>	<p>September 1, 2023</p>

<p>Recommendation:</p>	<p>WORKERS’ COMPENSATION INSURANCE FOR OUT-OF-STATE REMOTE WORKERS (updated) Out-of-state remote work has been made available to qualified employees at an organization’s discretion. Regulations governing workers’ compensation insurance coverage vary considerably between states with rules and processes that are not always consistent with Oregon expectations.</p> <p>Organizations must consider the insurance risk needs of their remote workers and how the agency will comply with the workers’ compensation insurance process outside Oregon.</p> <p>DAS Risk Management has been charged with researching insurance process requirements including reporting injuries/illnesses, filing claims, and performing ongoing management of out-of-state claims. DAS Risk Management’s role is to partner with the state organization at the onset of a claim and aid the organization in navigating the state-specific regulations that may apply. This removes the burden of requiring individual state agencies, boards and commissions from having to independently research these requirements.</p> <p>We recommend taking the following initial actions to recognize and help manage the risk insurance needs of out-of-state remote workers:</p> <ul style="list-style-type: none"> • Promote awareness of unique processes that govern how an injured or ill employee reports and files a workers’ compensation claim in their remote work state. • Recognize and communicate that the process is not the same as in Oregon. • Communicate that should the need arise to file a claim in another state, DAS Risk Management will assist an organization in navigating the state-specific process.
<p>Challenge:</p>	<p>With of out-of-state remote work made available at an organization’s discretion to qualified employees in all 50 states, there has been a steady increase in the number of employees</p>

	<p>performing remote work outside of Oregon. It is expected that the likelihood of an occupational workplace illness/injury occurring at an out-of-state alternate workplace will increase over time as the number of out-of-state workers increase. State organizations must become aware of the regulatory differences between states to effectively manage time-sensitive workers' compensation for their out-of-state workers.</p>
<p>Workplace Consideration:</p>	<p>It is not expected or advised that state organizations conduct their own research on workers' compensation regulations outside of Oregon. DAS Risk Management has been given the task and resources to procure state-specific insurance, research state regulations and process and to assist state organizations in navigating the state-specific workers' compensation benefit entitlements and compliance requirements. State organizations may or may not have employees who perform out-of-state remote work, and there may be organization-specific limits placed on out-of-state work such as distance away from a central workplace in Oregon, or duration of out-of-state remote work.</p>
<p>Implementation Support:</p>	<p>It is recommended that organization management be made aware of the differences between states regarding reporting, submitting insurance claims and managing those claims from inception to closure. Employees working remotely outside of Oregon should be made aware of how to report and file a workers' compensation claim in their remote work state.</p> <p>To help promote awareness, DAS Risk Management has developed web resources specifically addressing various aspects of out-of-state remote work, and general awareness training is available upon request from DAS Risk Management for groups interested in this delivery method. Improvements have been made in electronic reporting of out-of-state injuries/illnesses in Workday for those organizations that utilize the Safety Incident Report functionality. This helps ensure that DAS Risk Management is notified as early as possible on any injury/illness that occurs out-of-state. In addition, claims processing with the SAIF Corporation now incorporates a check of address and a re-route of all claims with out-of-state addresses shown on the Oregon claim form 801 and 827 to the SAIF and DAS Risk Management out-of-state workforce teams for review.</p>
<p>Impacts:</p>	<p>Impacts to state organizations include implementing the method by which organization management and staff are made aware of the differences between states regarding reporting, filing claims and managing claims for out-of-state injuries/illnesses. This method could include adding to or creating an internal web page on the topic, communicating the information by email, holding general awareness training or by any other method which the organization finds effective. There are also impacts on those staff who intake safety-related reports, and process and manage workers' compensation claims.</p>
<p>Timeline:</p>	<p>September 1, 2023</p>



Recommendation:	<p>PRIORITIZATION OF FACILITY-RELATED SAFETY & SECURITY ISSUES (new)</p> <p>With fewer full-time workers on-site due to the availability of remote work, state organizations may have a need to improve facility-related infrastructure to increase the safety and security of workers within their facilities. Improvements could include exterior lighting, fencing and security equipment (cameras, door hardware, electronic readers, physical barriers), etc.</p> <p>We recommend that requests for facility-related safety and security support sent to DAS get prioritized over other facility-related considerations to the greatest extent possible. In addition, we recommend DAS send communication to the enterprise around the requesting process for safety/security enhancements that also articulates the service level agreement for customers.</p> <p>State organizations that lease facilities from private entities should consider equivalent actions to support worker safety and security in leased facilities.</p>
Challenge:	<p>Customers have experienced delays in resolution and/or communication loopback when requesting safety and security support using DAS’ facilities management online portal. This has caused frustration and not met agency needs in many instances.</p>
Workplace Consideration:	<p>Facility-related safety and security issues are typically high priority for the organization requesting resolution and requestors need frequent and regular communication on resolution status.</p>
Implementation Support:	<p>DAS should implement a prioritization protocol if one doesn’t already exist, to elevate resolution of facility-related safety and security issues requested by state organizations. DAS should also socialize the proper process for requesting such improvements.</p>
Impacts:	<p>Possible impacts to state organizations include:</p> <ul style="list-style-type: none"> • Dedicating DAS FTE as necessary to resolution of facility-related safety and security issues as soon as possible (assuming that this practice isn’t already established). • Engaging with private property owners in leased facilities to establish a mechanism to resolve facility-related safety and security issues as soon as possible. • Committing to financial support when needed and at an organization’s discretion to resolve safety and security issues that are considered high hazard exposures with increased risk to employees. • Ensuring agency personnel have full understanding of DAS processes, tools and resources.
Timeline:	<p>September 1, 2023</p>



Enterprise Footprint

SUBGROUP MEMBERS:

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OUTCOME:

In support of the *Repositioning Roadmap* dated April 2023 (see page 11), the following recommendations are offered for consideration: Recommendations 2-6 are intentioned to be an iterative process.

Recommendation	1. EXECUTIVE LEADERSHIP ASSURANCE THAT REMOTE WORK MODALITY IS PERMANENT / REASSESS BASELINE SPACE UTILIZATION.
Findings	DAS conducted an anonymous baseline space utilization survey in October 2020 to measure current space usage and gauge receptiveness to space sharing/space consolidation. At that time there was much uncertainty regarding the future of remote work and agencies were still experimenting with hybrid work models. Providing policy direction and leadership assurance regarding remote work and scalable hybrid work environments will empower agencies to aggressively right-size footprints. A new survey is needed to better assess receptiveness to space sharing/space consolidation.

Recommendation	2. ENCOURAGE AGENCIES TO ADHERE TO FORTHCOMING DAS SPACE UTILIZATION TARGETS AND POLICIES THAT WILL FOCUS ON CROSS-AGENCY SHARED SPACES, BUSINESS-DRIVEN LAYOUTS AND AMENITIES, COLLABORATION SPACE AND WORK ENVIRONMENTS THAT SUPPORT HEALTH AND WELLNESS.
Findings	DAS will use agency feedback, data and industry research to inform new space utilization policies that accommodate special space needs (i.e., laboratory, in-resident care, custody uses) while advancing best practices to support and enable hybrid working environments (e.g., “hoteling” or drop-in space and expanding conference/collaboration capabilities). DAS will also avail third-party space planning assistance for agencies to match programmatic activities with space needs.

Recommendation	3. DEVELOP ENTERPRISE-WIDE OCCUPANCY MANAGEMENT TECHNOLOGY THAT SUPPORTS CROSS-AGENCY SHARED SPACE, STANDARDIZED CONFERENCING ABILITIES, AND A SPACE RESERVATION SYSTEM.
Findings	Current network configurations do not allow for cross-agency access. The enterprise does not currently have a reservation platform in place.

Recommendation	4. ENCOURAGE AGENCIES TO CONSIDER COLLOCATING WITH OTHERS SHARING SIMILAR MISSIONS AND/OR CLIENTELE.
Findings	To the extent possible collocate agencies wherein synergies can be achieved. For example, this can take the form of clusters of public-facing functions (for more convenient service access for Oregonians) or operationally for optimization of shared resources and collaboration.

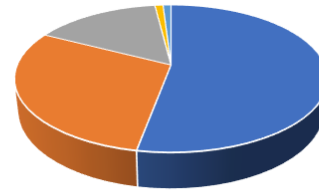


Recommendation	5. ASSESS AND DESIGNATE “ALL-AGENCY” DROP-IN SPACE THROUGHOUT THE STATE WHEREVER SUITABLE AND FEASIBLE.
Findings	Creation of regional “all agency” space will enable employees who have periodic need for office use and concierge services for service delivery and public interface. This option will negate the need for many discrete leases and support remote work in all areas of the state.
Recommendation	6. DEVELOP SCALABLE WORKSPACE PLANS AND POLICIES TO MEET FUTURE REQUIREMENTS.
Findings	Agency programs and services are not static. Space needs can and will fluctuate over time. Hybrid work plans and space sharing policies should factor for program changes with scalable solutions.

Current Conditions:

WORKFORCE: As of April 2023, Workday, the CHRO’s human capital management software platform, reflects Executive Branch employees’ work modality as follows:

In-person (at the central place)	21,718
In-state hybrid (both in-person and remote)	12,154
In-state full time remote	6,342
Out-of-state full time remote	414
Out-of-state hybrid	402
Total	41,030



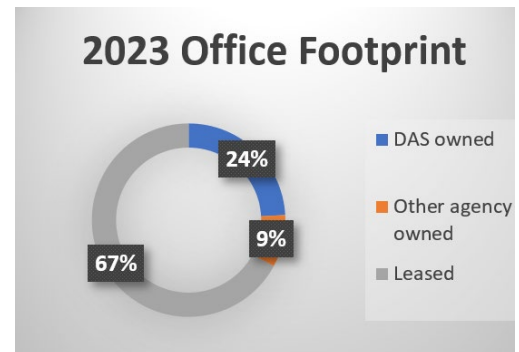
- In-person (at the central place)
- In-state hybrid (both in-person and remote)
- In-state full time remote
- Out-of-state full time remote
- Out-of-state hybrid

Since last queried in October 2022, all categories fluctuated by less than 10% except “in state hybrid” is up 13% and “out-of-state hybrid” increased by 32%.

FACILITIES:

In total, the Executive Branch owns or leases approximately 7 million square feet statewide.

- DAS owns 48 buildings in total, encompassing 2.5 million square feet in Portland, Salem, Wilsonville, Eugene and Pendleton. Of the 48, 12 are special use buildings, e.g., crime lab, state data center, etc., totaling 695,000 square feet. Office buildings constitute the remaining 1.8 million square feet (Attachment A). DAS’ building vacancy rate is 1.87% (5% is the industry standard).
- DAS also manages the Executive Branch’s private sector lease portfolio of 650 leases totaling nearly 5.5 million square feet statewide. Of those, 129 leases will expire in the next 15 months representing 1,046,000 square feet with most of the remainder terming out over the next 5-6 years.
- Several agencies also own and manage their agency headquarters buildings for an aggregate 651,000 square feet of additional state-owned assets.



POLICIES:

- DAS rescinded the statewide Space Utilization Policy at the outset of the pandemic, repealing a space allocation guideline based solely on densification.
- The CHRO policy around Remote Working, as recently amended, is in place.

With 45% of the workforce in some form of remote status, we know our office buildings and leased spaces are presently underutilized.

PORTFOLIO RIGHT-SIZING PROJECT:

DAS and its partner state agencies all agree there is significant savings opportunity in right-sizing office space footprints if current modalities become permanent. Given the scale of this undertaking, DAS offers the following:

Goals

- Reduce office footprint to the greatest extent possible.
- Optimize utilization of *all* Executive Branch-owned buildings.
- Identify building liquidation opportunities wherever possible.
- To the greatest extent possible, do no harm in the form of economic disruption to smaller markets and rural communities.
- Explore ownership opportunities of long-term leases that serve a permanent need, when and where prudent.

Outcomes

- Potentially unprecedented reduction in state real estate expense.
- Leverage this movement to culturally pivot to an ethos of a shared environment.
- Avail opportunities for communal benefit in our buildings such as childcare.
- Reduced carbon footprint through right-sized footprint and operational efficiencies.
- Optimal space to support evolved state business needs.
- More efficient service delivery to Oregonians.

Timeline

DAS has reconvened an iteration of the “Work Reimagined” work group from 2021. This group’s work will be instrumental in landing formal directives to guide overarching policy around space optimization. These recommendations will be completed by June 1, 2023, and will provide agencies with the direction needed to complete their space reduction analysis.

- May 31, 2023: Published formal recommendations from the “Work Reimagined” workgroup.
- June - December 2023: New DAS space utilization policies in place, agency analyses of reduced space needs, initial cost savings projections based on the same.
- Wholesale repositioning of the portfolios will take five to six years. This is largely driven by the rolling expirations in the private lease portfolio. Progress toward this goal will be increasingly evident over time; DAS will report results and projections every six months until completion.

Resources

- Anticipating needed investment in building reconfigurations, an \$11,250,000 Capital Construction Policy Option Package for DAS-owned buildings was included in the Governor’s Recommended Budget. This is a six-year appropriation, funding for which is included in DAS’ 2023-25 rental rates. Future funding needs, if any, are currently unknown.
- DAS has a host of existing contracts it can avail to agencies as additional planning resources, as needed.

PROJECT ROADMAP:

Because the hybrid/remote workforce model is so new and is based on flexibility, there isn't an industry rubric to program it. Nationally, private and public organizations grapple with this as well. That said, DAS believes we can start to clarify the enterprises' opportunities by calibrating around three foundational actions: (1) adoption of a uniform lexicon in how we describe space; (2) agencies' solid understanding, at the program level, of its business needs as that relates to employees' interface with the office; and (3) adoption of a new space utilization policy that reflects a changed workforce and provides optimal space for agencies to carry out their missions.

Given the scale of our workforce and real estate portfolios, DAS envisions two overlapping, ongoing work streams to address a wholesale repositioning of the latter. Tangible cost savings will become evident at the outset and increase as the project evolves.

Work Stream I – Agency-level: (starting now and continuing through completion)

- Survey agencies around: contemporary (1) office needs, e.g., what activities does it need to support, frequency, etc.; (2) fleet vehicle needs; and (3) willingness to share space, vehicles and other resources with fellow state agencies. (*Baseline survey results in October 2022 yielded 48% of agencies unwilling and 18% undecided when asked about openness to sharing space.*)
- Ensure all employees are accurately reporting work modalities “in Workday.
- Queue up existing, outside vendors that can stand by to assist agencies in auxiliary services, e.g., space planning if DAS exhausts capacity.
- Adoption of a replacement space utilization policy and supporting “tool kit” to accommodate an evolved work environment that focuses on setting standards for:
 - Appropriate space ratios for employees, e.g., 1:1 for on-site workers, 1:2 or greater for hybrid workers.
 - Varying types of space for different work activities, e.g., focus areas, small break out areas or phone booths, greater conferencing and collaboration space that integrates standardized technology, etc.
 - Designing for employee health and well-being and a positive user experience.
- Adoption of any needed corresponding CHRO policies.
- Agency analysis of its business space needs utilizing the new policy and provided planning resources. To be very clear, collaboration with DAS at this step is crucial to the enterprise's success. This is an iterative process over time in most cases. (*It should be noted ODOT and DHS have already begun this work.*)

Work Stream II – Portfolio level (commencing as information becomes available)

- Analyze both portfolios identifying co-location opportunities by mission/function. For example, group forward-facing “retail” agencies together (DMV, Vital Records, etc.) or co-locate agencies with related missions.
- Collaborate with agencies in proactively planning for imminent private lease expirations exploring the best available options.
- Collaborate with our land-owning agency partners in this calculus and identify colocation scenarios within their assets as well.
- Explore opportunities to avail space to the community for targeted needs.
- Plan and execute on capital projects.
- Adjust fleet vehicle and planned EV charging infrastructure accordingly.