

Item	Description	Response
Executive Summary	A brief overview of the progress made against the strategic plan.	The Oregon Real Estate Agency (OREA) has made meaningful progress toward our draft strategic plan, which includes our key IT strategic initiatives for the current planning period. The Agency’s strategic plan is drafted and outlines two broad primary goals including: 1. Finalizing the execution, deployment and close out phases of the State Regulatory Platform Suite (SRPS) implementation or eLicense Replacement Project, scheduled for launch in April 2027, 2. Spearheading major Property Management customer protection oriented legislative reform.
Strategic Objectives	Outline each strategic objective from the plan and update on progress made toward each.	The current OREA strategic plan focuses on one primary IT related strategic goal and that is the deployment of the eLicense Replacement system in the current biennium.
Metrics and Targets	Report on the outcomes established to measure progress toward each objective. Includes both current performance metrics and any trends observed.	<p>The following metrics have been identified within the strategic plan to evaluate effectiveness of the replacement project. The Agency has collected additional baseline current system satisfaction data to evaluate overall deployment effectiveness:</p> <ul style="list-style-type: none"> • Reduced average user session time due to intuitive interface. • Reduced technical support calls related to system confusion. • Customer Service KPM improvements. • Automated workflows in licensing and registration processes. • Decrease initial complaint review time from 14 days to under 10 within two biennia.

		<ul style="list-style-type: none"> • Eliminate external tracking spreadsheets/tools. • Reduce mobile-browser-related complaints to 0–5/month. • Reduce incorrect document uploads to fewer than 10 per month. • Provide online complaint access in Oregon’s five most commonly spoken non-English languages.
Initiatives	Details of the initiatives or project undertaken to support the strategic objectives. Including updates on the status of each initiative, any challenges encountered, and how they are being addressed.	<p>Early milestones completed within the IT objective include obtaining appropriate funding, finalizing procurement efforts and executing a contract amendment, as well as conducting internal business process analysis. Following vendor onboarding and project kickoff with the vendor team, the team has worked through the review, feedback and approval cycle of vendor developed and contractually required project management artifacts, stabilization with the internal and external team, establishment of weekly project and separate weekly workshop standups, and ongoing gap/fit analysis.</p> <p>This status of this initiative is currently in the execution phase with system configuration, development and data conversion underway.</p> <p>User acceptance testing is expected toward the end of the current calendar year.</p> <p>The project remains on track for an April 2027 go live event.</p>
Resource Allocation	Identification of any risks that may impact the achievement of the strategic objectives and	<p>Key Risks Identified:</p> <ul style="list-style-type: none"> • Project staffing strain during SRPS implementation. • Regulatory changes occurring during the execution phase which impact requirements and increase costs as a result.

	<p>outline of the strategies in place to mitigate them.</p>	<p>Mitigation Strategies:</p> <ul style="list-style-type: none"> • To mitigate against staffing strain the Agency has reallocated many routine, ongoing duties of the eLicense Program Analyst to administrative staff and management, where appropriate. The Program Analyst has been deeply embedded on the project team as a core resource and project coordinator as well as business analyst. He will be filling in for the Project Manager during an approved leave period, expected from September through December 2026. The project team has also deliberately included business owners and key staff in testing and configuration feedback to ensure early buy-in and passive familiarity and training. External users will be introduced for testing during the UAT milestone. • To mitigate against regulatory/legislative impacts, the Agency is conducting heavy stakeholder engagement with lobbying organizations and legislators as well as the Governor’s office. Appropriately sized fiscal impact statements and policy option packages have been assessed where necessary, with sunrise dates that can be adopted post go live.
<p>Next Steps</p>	<p>Provide insight into the next steps to be taken to further progress toward the strategic objectives, including any adjustments to the plan based on current performance and conditions.</p>	<p>The Agency will continue to closely follow the project plan and schedule, adding resources where necessary. The project team will maintain close engagement with Oversight partners, the Steering Committee, and strictly enforce vendor contract management and requirements traceability.</p>

<p>Conclusion</p>	<p>Summarization of the overall progress against the strategic plan and highlights of any significant achievements or areas for improvement.</p>	<p>The eLicense Replacement System Project represents a major modernization effort for the Oregon Real Estate Agency, strengthening the Agency’s ability to deliver efficient customer and licensing related online services as well as effective consumer-centered regulatory compliance and investigatory processes. These activities have laid a strong foundation for implementing a system that not only preserves the essential functions of the existing platform but also expands the Agency’s capacity through improved search capabilities, mobile-enabled design, accessibility compliance, enhanced workflow automation, and more sophisticated tools for regulatory analysis and customer interactions.</p> <p>The Agency remains focused on delivering a system that meets identified metrics and targets and ultimately meaningfully enhances customer service, operational efficiency, and long-term regulatory effectiveness.</p>
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