2024-2027 STRATEGIC PLAN

Quarterly Report

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Accessibility Statement

The Department of Administrative Services is committed to ensuring that all individuals have equitable access to our services, resources, and programs.

If you have a disability and require assistance to read this document, please email the DAS coordinator at das.accessibility@das.oregon.gov.

Introduction

The Department of Administrative Services (DAS) adopted our 2024-2027 Strategic Plan in 2024. The plan identifies four strategic objectives:

1. Customer Service
2. Diversity, Equity, Inclusion, and Belonging (DEIB)
3. Employee Success and Well-Being
4. Operational Excellence and Innovation

In January 2026, DAS identified eight agency-wide action items to prioritize through the end of 2027.

Eight Actions

1. Improve customer service data
2. Modernize the procurement system
3. Update state pay practices
4. Strengthen DEIB
5. Build an equitable decision-making framework
6. Enhance workforce training
7. Improve IT security
8. Use office space more efficiently

Report Highlights

This report captures several activities occurring throughout DAS during the third quarter of 2026, to meet our strategic objectives, including these highlights.

The DAS Office of Cultural Change completed a significant milestone in its efforts to strengthen diversity, equity, inclusion, and belonging (DEIB) across the agency by successfully recruiting and onboarding 30 members to the reconstituted DEIB Council through an inclusive selection process designed to ensure broad representation across DAS. As part of this milestone, council members helped refine a new DEIB 101 training course by reviewing the content and providing input on clarity, usability, and DAS-specific examples. Their feedback is being incorporated into the final training, which will be made available to all DAS employees later this year. The council also began to establish its priorities for the coming year and drafted a charter that will guide its work, creating a strong foundation for advancing DEIB initiatives across the agency.

DAS also reached two major milestones in preparation for the statewide transition to biweekly pay beginning July 1, 2027. The payroll transition team completed a comprehensive evaluation of current payroll systems, business processes, policies, labor agreements, and agency readiness needs, while also defining the future-state biweekly pay model that will guide implementation. During the quarter, the team completed initial system configuration, successfully finished unit testing, and began end-to-end testing of payroll and human resources processes. Employee readiness efforts continued as more than 8,000 employees participated in a statewide readiness survey, helping inform communications, training, and support activities. DAS will continue preparing agencies and employees for the transition to a biweekly pay schedule.

Strategic Objective: Customer Service

Priorities: Availability | Accessibility | Responsiveness | Transparency

Action 1: Improve Customer Service Data

DAS is making it easier to access clear, accurate information about how we deliver services, so we can be more transparent and responsive to our customers.

Milestones

- Develop a consistent reporting schedule across all programs.
- Align customer service survey data with survey data collection methods used in the DAS Key Performance Measures and agency expectations.
- Share customer service data through a centralized dashboard for internal and external customers alike.
- Develop and maintain accurate program documentation to improve clarity, reduce duplication and support continuous improvement.

Success Metrics

- Continuous improvement in customer service survey results.
- A standardized reporting process is implemented and used consistently across teams.
- A customer-facing dashboard is launched and regularly updated with key metrics.
- Agency partners report improved access to and understanding of DAS performance data.

Progress Report

During the first half of 2026, the DAS Strategic Initiatives team laid the groundwork for a standardized approach to customer service measurement. The team collected baseline information, evaluated existing survey practices, identified inconsistencies across programs, and developed a unified customer service survey aligned with Key Performance Measure requirements. This work consolidated multiple program-level surveys into a single DAS-wide instrument designed to provide agency-wide visibility into customer experience trends through a centralized dashboard.

During the third quarter, the project team focused on identifying and evaluating vendor solutions to support implementation of the standardized customer service survey. DAS IT researched vendors with existing price agreements to determine which options best align with project requirements and long-term reporting needs. While this evaluation process is essential to selecting the most effective solution, it has introduced some uncertainty into the project timeline. To mitigate potential delays, the team is also considering contingency

options, including manual survey administration methods, to ensure continuity and minimize disruption if a vendor solution cannot be finalized and implemented on schedule. A vendor demonstration is planned for the beginning of the next quarter, and the results of that evaluation will play a key role in determining the project's implementation path. Based on the outcome, the team will either proceed with a vendor-supported solution or activate alternative approaches to maintain progress toward launching a standardized customer service survey.

Action 2: Modernize the Procurement System

DAS is creating a fair, efficient, and accountable purchasing process that delivers better value for the public.

Milestones

- Ensure equity is embedded through the system and that every decision is made with agency partners, the business community and Oregonians in mind.
- Interpret statute and set standards using Oregon Administrative Rules, guided by accurate analysis and inclusive committees with diverse membership.
- Develop a practical, step-by-step procurement manual, templates, and guidelines that are clear and easy to use.
- Develop a compliance strategy to track contract management.
- Improve our customer service by reporting contract status for customers and businesses and establishing service level standards.
- Update our price agreements so they are clear, easy to find, transparent, and save money for the state of Oregon and its local partners.
- Prepare our workforce through well-rounded and updated training and certification.
- Deliver both short-term and long-term e-procurement solutions that are reliable, user-friendly, efficient, and scalable.

Success Metrics

- Consistent, standardized reporting for customers and businesses.
- Rules, policies, procedures, templates, forms, procurement manual, and website are up to date, accurate, and user friendly.
- Progress toward the state's goal for agencies to contract with businesses certified by the Certification Office for Business Inclusion and Diversity.
- Customer feedback indicates improved satisfaction with procurement communication and responsiveness.

Progress Report

During the first half of 2026, State Procurement Services advanced several major modernization initiatives. The team convened a Rules Advisory Committee for the Oregon Small Business Enterprise (OSBE) program, updated policies and procurement materials, and established the foundation for Oregon's procurement transformation efforts. Significant accomplishments included launching the OSBE program, providing agency training, creating the Procurement Impact Unit, and making progress on the statewide procurement rule rewrite. The team also revised templates, developed a price agreement library, and planned for a modernized e-procurement system. A new contract for

OregonBuys reduced system costs by 45% over the next two years while supporting longer-term modernization planning.

During the third quarter, implementation and modernization efforts continued to gain momentum. The procurement administrative rule rewrite remained on track. Ten of twelve rule groups are in progress with seven fully drafted toward the goal of adopting new procurement rules by July 1, 2027. State Procurement Services formally established the Compliance Unit, which will develop statewide policies, procedures, training, and standards to strengthen contract administration and improve tracking of vendor performance and contractual issues.

The Procurement Impact Unit expanded its work by launching a comprehensive price agreement framework that evaluates market pricing, historical usage, agency feedback, vendor performance, small business availability, outreach strategies, and key economic factors. The new price agreement library was also implemented, providing agencies with easier access to statewide agreements and supporting more consistent procurement practices.

Significant progress was also made in procurement technology modernization. The Procurement Tracker Module tool was launched, enabling real-time monitoring of procurement activities. Data cleanup efforts were completed, and analysts now regularly update procurement statuses, providing agency leadership with improved visibility into workload, timelines, and project progress. In support of the broader e-procurement modernization effort, DAS-IT began to prototype key system components, including vendor management, solicitation management, evaluation and award processes, and procurement intake functions. The team also initiated procurement activities for supporting technologies, including contract lifecycle management, and electronic signature capabilities positioning the project for future implementation should the prototype advance into a formal modernization initiative.

Action 3: Update State Pay Practices

DAS is preparing to update our pay practices in 2027 to make employee pay more accurate, predictable, and aligned with best practices.

Milestones

- Evaluate current payroll systems, contracts, union agreements, business processes, statewide policies, and agency readiness. Identify legal, financial and operational implications of pay practice changes.
- Define the future-state biweekly pay model, including timelines, policy updates, roles for interested parties, and system/process changes needed for implementation.
- Create and carry out a comprehensive project plan that shows each phase of work, key deadlines, communication plans, training needs, and how decisions will be made. The plan will support successful launch by July 2027, manage the transition, fix issues after go-live and support customer needs before and after the change.
- Ensure employees receive communications, training, outreach, and customer service that prepares them for the change to a biweekly pay model.

Success Metrics

- A clear and complete project plan is created to deliver technical, operational, and organizational changes on schedule and within budget.
- Technical, legal, and operational requirements are implemented in compliance with collective bargaining agreements and state and federal laws, with readiness activities to prepare employees, ensure adequate staffing and support a positive customer experience.
- A validated model for biweekly pay is endorsed by interested parties and finalized, including policy and system change requirements.
- Organizational readiness scores are assessed, using the PROSCI ADKAR framework.

Progress Report

During the first half of 2026, the payroll transition team focused on preparing the state for the move from monthly to biweekly pay. Planning activities included reviewing current payroll processes and systems, building the project team, and developing the tools and resources needed to support implementation. The team also launched a statewide communication effort, including a payroll transition website, to help employees understand what is changing and what is staying the same. A key message throughout these efforts has been that all state employees will move to a biweekly pay schedule on July 1, 2027, while annual compensation will remain unchanged. Agencies also began

readiness activities to prepare for the transition, and work commenced to configure and design the new payroll system.

During the third quarter, the team reached two major milestones:

- Evaluate current payroll systems, contracts, union agreements, business processes, statewide policies, and agency readiness. Identify legal, financial and operational implications of pay practice changes.
- Define the future-state biweekly pay model, including timelines, policy updates, roles for interested parties, and system/process changes needed for implementation.

The team also continued building and testing the new payroll system while expanding employee and agency readiness efforts. Initial configuration of major payroll and human resources functions was completed, including payroll, benefits, compensation, time tracking, leave management, and employee records. The team successfully completed unit testing, executing test scenarios to verify that the system functions as intended. Broader end-to-end testing also began, allowing the project team to see if payroll and human resources processes work correctly from start to finish.

The team also continued work to ensure the new system will connect effectively with existing state systems and business processes. Development of critical integrations needed to process payroll is underway, and teams are working closely with agency partners and stakeholders to prepare for future testing and implementation activities.

Readiness and employee engagement remained a major focus during the quarter. More than 8,000 employees completed the project's baseline readiness survey, providing valuable feedback about awareness and preparedness for the upcoming changes. The project team shared survey results broadly, published additional frequently asked questions, and provided tools and information to agency leaders, human resources staff, payroll professionals, trainers, communicators, and other readiness partners. Agency employees are also being recruited to participate in testing activities, helping ensure the system works effectively for the people who will use it every day.

Strategic Objective: Diversity, Equity, Inclusion, and Belonging

Priorities: Operationalizing DEIB | Professional Growth and Development | Growing an Inclusive Culture | Data and Analysis

Action 4: Strengthen Diversity, Equity, Inclusion, and Belonging

DAS is expanding our DEIB Council to ensure all employees feel supported and valued.

Milestones

- Clarify the council's purpose, structure, support, and expectations to ensure shared understanding among DAS leadership and council members, and to guide recruitment, onboarding, and engagement.
- Recruit and onboard at least 15 members through a documented, inclusive selection process that seeks broad representation across DAS roles, identities, and perspectives.
- Establish a consistent and functional operating model by setting expectations for participation and defining how the council will collaborate and communicate.

Success Metrics

- Council seats are filled by a documented, repeatable, and inclusive process.
- A regular meeting cadence is established, and the work of the council is communicated regularly to DAS employees to foster transparency, learning, and engagement.
- DAS leadership has approved the goals and priorities recommended by the council, and the council is actively making progress on them.

Progress Report

The DAS Office of Cultural Change continued its work to strengthen DEIB across DAS throughout 2026. Earlier this year, the office onboarded 30 council members and established a regular biweekly meeting schedule. The office also piloted a DEIB 101 training course and gathered feedback from council members to help refine the training before it is offered more broadly to employees.

In the third quarter, the Office of Cultural Change completed an important milestone:

- Recruit and onboard at least 15 members through a documented, inclusive selection process that seeks broad representation across DAS roles, identities, and perspectives.

The DEIB Council also focused on establishing its direction and priorities for the coming year. Council members identified priority areas of work and drafted a charter outlining the council's purpose, responsibilities, and goals. The proposed priorities and charter will be presented to the DAS Leadership Team in the fourth quarter for review and approval. Following approval, the council will formally adopt the priorities and begin advancing them over the next year.

The council continues to meet every two weeks and remains actively engaged in supporting DEIB efforts across the agency. Work also began on a communications plan to provide employees with regular updates on council activities, priorities, and progress.

Action 5: Build an Equitable Decision-Making Framework

DAS is embedding equity principles into how we make decisions.

Milestones

- Deliver foundational learning opportunities to build a shared understanding of equity, systemic bias, and the purpose of using an equitable decision-making framework.
- Design and pilot an equitable decision-making framework that helps DAS teams apply DEIB principles to policies, programs, and operational decisions.
- Engage employees and leaders in testing, refining, and applying the equitable decision-making framework through a pilot project using real-world use cases, feedback sessions, and collaborative learning.

Success Metrics

- At least one foundational DEIB learning opportunity is offered agency-wide prior to the pilot project rollout.
- An equitable decision-making framework is developed, tested through a pilot project and refined based on user feedback.
- A pilot is completed with documented feedback from participants, and results are shared agency-wide to support learning and future application.

Progress Report

The DAS Office of Cultural Change continued building on its efforts to help employees build a shared understanding of DEIB throughout 2026. Earlier in the year, the office developed a DEIB 101 online training course focused on building a foundational understanding of diversity, equity, inclusion, and belonging to help build stronger connections to the people it works with and serves. Monthly learning opportunities and cultural heritage month content continued to support employee learning and engagement across DAS.

In the third quarter, the Office of Cultural Change worked with the DEIB Council to develop a simple equitable decision-making question to integrate in everyday decisions: “What could be the impact of this decision on different people?” A pilot is planned with DAS legislative coordinators and the DAS Leadership Team to gather feedback before broader implementation. The quarter also focused on finalizing the DEIB 101 training based on council feedback, including improvements to clarity, usability, and DAS-specific examples. The updated training is scheduled for agency-wide release in the fourth quarter.

Strategic Objective: Employee Success and Well-Being

Priorities: Engagement | Support | Development | Recognition

Action 6: Enhance Workforce Training

DAS is investing in training and resources that help employees succeed, manage workloads, and grow professionally.

Milestones

- Assess employee needs related to workload management, time management, and productivity.
- Develop and maintain a training resource on DASH to direct employees to existing training platforms such as O'Reilly (via the State Library of Oregon), Workday Learning, Microsoft 365 Hub and EIS AI training.
- Create and maintain an annual training calendar that clearly identifies mandatory training, responsible roles, and due dates.
- Develop a communications plan that uses multiple channels to promote training opportunities and deadlines and gather employee feedback to improve clarity and accessibility.

Success Metrics

- Increased employee awareness and participation in both required and optional training, as measured by completion rates and feedback surveys.
- An annual training calendar is created and updated regularly.
- Employee engagement surveys reflect continued high engagement in 1) support for development and 2) tools and resources employees need for success.

Progress Report

DAS Shared Human Resources and the Chief Human Resources Office continued expanding employee access to learning and development opportunities throughout 2026. Earlier in the year, the team improved communication about available training resources, created a searchable list of statewide courses available through Workday, and shared those resources with human resources and workforce development partners across state government. The team also continued promoting learning opportunities through regular DASH communications, including training to help employees create accessible documents and meet federal accessibility requirements.

In the third quarter, the agency launched the 2026 Annual Compliance Training program for all DAS employees. Assigned through Workday on July 27, 2026, the training covers

information security, responsible use of technology and artificial intelligence, ethics laws, political activity rules for public employees, and protection of state information assets. Employees are required to complete the training by December 31, 2026.

The training program was promoted through DASH and the DAS newsletter, and DAS continues to communicate new training opportunities, resources, and workforce development tools on a regular basis. These ongoing efforts support employee learning while helping ensure compliance with statewide policies and requirements.

Strategic Objective: Operational Excellence and Innovation

Maximize Resources | Accountability | Improvement

Action 7: Improve IT Security

DAS is aligning our systems and policies with current security standards to protect data and operations.

Milestones

- Collaborate with DAS leadership to assess IT risks, identify opportunities, and define key actions to enhance IT security and operations.
- Update policies and procedures.
- Increase IT security culture and awareness with training and presentations to key audiences.

Success Metrics

- IT policies and procedures are updated, maintained, and implemented.
- Agency-wide IT security measures continuously improve.

Progress Report

DAS IT continued to strengthen the agency's cybersecurity and technology infrastructure. Throughout 2026, the team has worked to align systems with current cybersecurity standards, address audit findings, and begin business impact and technical health assessments. These assessments evaluated application usage, resilience, and operational importance to help inform future technology modernization priorities. In the third quarter, DAS IT completed the business impact and technical health assessments, providing important information to guide future technology investments and modernization efforts.

DAS IT also partnered with EIS Cyber Security Services earlier in the year to audit the Center for Internet Security (CIS) control benchmarks for DAS and DAS-supported agencies, and the results of this audit were completed in the third quarter. DAS scored 72% on total benchmarks implemented, exceeding the target of 70% and exceeding the statewide average. Small agencies, boards, and commissions supported by DAS IT achieved higher scores compared to peer agencies in the same cohort, attributed to common controls and protective measures implemented by DAS IT. DAS IT will continue to provide planning and implementation support for client small agencies, boards, and commissions in managing cyber risk.

On other audit remediations, DAS IT continued making progress and remains focused on addressing recommendations within agreed-upon timelines. The team also began the review process to adopt two modernized information technology policies in December 2026. The policies will further support agency security and governance efforts.

Finally, DAS IT executed a major effort to migrate Oregon's publishing and distribution systems to meet security standards established by CIS and Internal Revenue Service. The project is progressing ahead of schedule.

Action 8: Use Office Space More Efficiently

DAS is reducing costs by making better use of state office space.

Milestones

- Continue messaging and engagement with agencies to ensure understanding and application of the space policy.
- Collect and analyze agency-submitted data on space utilization and reductions.
- Identify and evaluate opportunities for consolidation and optimization across state-owned and leased portfolios.

Success Metrics

- Decrease in market leased office space over base year 2021.
- Optimize utilization of state-owned buildings.
- Co-location of agencies or sited within close proximity for operational efficiencies and more convenient access to services for Oregonians.

Progress Report

Enterprise Asset Management (EAM) continued advancing statewide space optimization efforts through space planning policies and guidance, integrating the state's private lease portfolio into a centralized asset management system, and auditing lease records to improve the accuracy of space reduction data. EAM has also supported agency consolidations and relocations that reduced reliance on leased space and generated significant savings.

In the third quarter, EAM completed an initial draft update to the statewide space planning policy that will provide agencies with clearer expectations for managing and using office space. The team also completed the comprehensive audit of lease records and updated the baseline data used to measure space reductions across the state. Based on the refined methodology, the private lease portfolio has been reduced by 11.2% since 2021, reflecting continued progress through lease terminations and agency consolidations.

EAM also continued to advance major facility projects. At the Portland State Office Building, work progressed on tenant improvements and space planning activities that will support future agency consolidations and more efficient use of state-owned space. As procurement activities near completion for the Labor and Industries Building modernization project, EAM has solidified relocation logistics, and the construction phase is scheduled to begin in February 2027.

Conclusion

The actions outlined in this report reflect the agency's commitment to improving customer service, advancing diversity and inclusion, supporting employee success, and driving operational excellence.

As DAS continues into the fourth quarter, the agency's efforts will focus on implementing these prioritized actions and tracking progress toward milestones. We look forward to sharing progress and outcomes in the next quarterly report.