

2024-2027 STRATEGIC PLAN

Quarterly Report

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Betsy Imholt, DAS Director



Department of Administrative Services

155 Cottage Street NE

Salem, OR 97301

503-378-3104

Oregon.gov/das

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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 its 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 first quarter of 2026, to meet its strategic objectives. Two developments stand out this quarter. First, DAS State Procurement Services made significant progress toward modernizing procurement by convening a Rules Advisory Committee to establish a program that provides procurement preferences for Oregon small businesses. The committee met in March to review draft rules, and DAS will post the rules for public comment in the second quarter of 2026. This effort will contribute toward a fair and efficient purchasing process that delivers better value for the public and helps boost Oregon businesses.

Second, DAS Enterprise Asset Management reports on gains it has made toward meeting the Governor's goal to reduce the statewide office footprint by 30%. Since 2021, the statewide office footprint has been reduced by roughly 700,000 square feet, representing a 7% decrease, with another 8% in planned reductions. These changes have lowered the state's reliance on privately leased space and have generated approximately \$11.7 million in annual savings, including \$3.7 million through early lease terminations. These efforts reduce state government costs by making better use of office space.

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

This action is being led by the DAS Strategic Initiatives and Enterprise Accountability team, and this quarter, the team advanced foundational work to strengthen the consistency and quality of customer service data across programs. Efforts centered on understanding variations in current survey practices and beginning analysis to determine whether those differences may influence reported results.

Key progress includes gathering baseline information from all participating programs, reviewing Customer Service Key Performance Measure requirements and policy expectations, and identifying where current practices diverge. DAS also began engaging program staff to understand the advantages and challenges of existing survey schedules.

These activities provide the groundwork necessary for a more consistent reporting approach, enhancing the availability and accessibility of customer service data, improving organizational responsiveness, and supporting greater transparency in how DAS evaluates and delivers services.

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

In the first quarter of 2026, State Procurement Services convened a Rules Advisory Committee to implement House Bill 2337 (2025) with a program that provides a procurement preference for Oregon small businesses. The committee and community representatives reviewed drafts. Next, the rules will be available for public comment.

DAS also changed a policy in the Oregon Accounting Manual to ensure prompt payment for businesses who contract with state agencies and did early work to revise general procurement and purchasing rules, update price agreements, consolidate templates, build dashboards, and automate fees. The agency also made advances to develop procurement technology tools, and to negotiate and plan a new e-procurement system.

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

So far in 2026, the project team advanced all major milestones by assessing current processes, evaluating future state options, developing core project plans, and expanding team capacity. Enterprise Information Services authorized the team to advance to the next phase of the project, moving from resource and solution analysis to implementation planning. DAS signed the contract with Workday, Inc., the implementation vendor for the project, and the project team began detailed planning in March. The team also completed preliminary work to contract for independent quality management services, added a success metric for organizational readiness, and expanded staffing in key functional areas.

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

This action is being led by the DAS Office of Cultural Change. During the first quarter of 2026, the team developed foundational materials that will guide the formation and future contributions of the DEIB Council. Key efforts included developing a recruitment plan to support an inclusive and transparent selection process and a draft council charter to clarify purpose and expectations for future council members to use as a starting point for their efforts. These activities help establish the groundwork needed to launch a well-supported and structured council that reflects diverse perspectives across DAS and strengthens inclusion agencywide. Recruitment is set to launch in the second quarter.

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

During the first quarter of 2026, the DAS Office of Cultural Change developed an online course to serve as a foundational learning opportunity to support employees in gaining a shared understanding of equity, systemic bias, and the purpose of using an equitable decision-making framework. Monthly DEIB self-paced learning also continues to be available to DAS employees, providing ongoing opportunities for employees to deepen their understanding of equity and inclusion. These efforts lay important groundwork for future phases of designing, piloting, and refining the framework.

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

This quarter, the DAS Chief Human Resources Office (CHRO) expanded access to training and professional development resources to better support DAS employees. A centralized set of learning materials now makes it easier to find required training and skill-building opportunities, with new resources added every two weeks to keep content current.

DAS CHRO also undertook efforts to promote available learning opportunities and gather employee input, so resources remain relevant and responsive to workforce needs. These efforts strengthen engagement, support development, and ensure employees have the tools they need to succeed.

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

During the first quarter of 2026, DAS IT advanced several initiatives to strengthen the agency's security. The team continued its work to align DAS systems with current cybersecurity standards and held itself accountable by making meaningful progress on audit priorities.

DAS IT also worked with a contractor on an IT health assessment and business impact analysis. These assessments will help identify risks, guide future improvements, and maximize the use of agency resources, including potential future efficiencies across current software applications. Finally, DAS IT updated one internal policy to align with statewide requirements on information asset classification. Together, these activities strengthen security and accountability, promote efficiency, and support continuous improvement across DAS.

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

During the first quarter of 2026, DAS Enterprise Asset Management continued to advance statewide efforts to use office space more efficiently and reduce costs across the enterprise. Building on earlier work that established reduction targets and the statewide space utilization policy, the agency is now focused on strengthening policy clarity and ensuring consistent application across all state agencies. Enterprise data shows meaningful progress to date. Since 2021, the statewide office footprint has been reduced by roughly 700,000 square feet, representing a 7% decrease, with another 8% in planned reductions.

These changes have lowered the state's reliance on privately leased space and have generated approximately \$11.7 million in annual savings, including \$3.7 million through early lease terminations. Through these efforts the state is making meaningful progress toward its goal of reducing its office footprint by 30%. Looking ahead, DAS is preparing for the next phase of work to make better use of state-owned buildings through strategic restacking and consolidation, supporting long-term financial sustainability and more efficient use of public resources.

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 moves into the second quarter, the agency's efforts will continue to focus on implementing these prioritized actions and tracking progress toward milestones. The agency looks forward to sharing progress and outcomes in the next quarterly report.