

# 2024-2027 STRATEGIC PLAN

Quarterly Report

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# Table of Contents

|                                                                        |    |
|------------------------------------------------------------------------|----|
| Accessibility Statement .....                                          | 3  |
| Introduction .....                                                     | 4  |
| Eight Actions.....                                                     | 4  |
| Report Highlights .....                                                | 4  |
| Strategic Objective: Customer Service .....                            | 5  |
| Action 1: Improve Customer Service Data .....                          | 5  |
| Action 2: Modernize the Procurement System .....                       | 6  |
| Action 3: Update State Pay Practices .....                             | 8  |
| Strategic Objective: Diversity, Equity, Inclusion, and Belonging ..... | 10 |
| Action 4: Strengthen Diversity, Equity, Inclusion, and Belonging ..... | 10 |
| Action 5: Build an Equitable Decision-Making Framework.....            | 11 |
| Strategic Objective: Employee Success and Well-Being.....              | 12 |
| Action 6: Enhance Workforce Training.....                              | 12 |
| Strategic Objective: Operational Excellence and Innovation.....        | 13 |
| Action 7: Improve IT Security .....                                    | 13 |
| Action 8: Use Office Space More Efficiently .....                      | 14 |
| Conclusion .....                                                       | 15 |

## **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](mailto: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 second quarter of 2026, to meet our strategic objectives.

DAS State Procurement Services completed work to launch the Oregon Small Business Enterprise (OSBE), as part of our procurement modernization efforts, so that all state agencies operating under DAS procurement authority apply a preference for certified Oregon small businesses when purchasing goods and services, starting July 1, 2026. Established by House Bill 2337 (2025), the program reflects Oregon's commitment to creating a procurement system that is more competitive, transparent, and accessible while keeping more state investment in Oregon communities.

Earlier in the quarter, DAS announced major structural changes to how all state employees will be paid starting in July 2027, including the transition to a biweekly pay schedule, hourly pay for overtime eligible employees, and the elimination of forecasting hours worked. These changes will make pay more accurate and predictable by basing compensation on actual hours worked and ensuring clearer alignment with state and federal labor requirements. DAS will continue sharing updates and will provide training, resources, and support to help employees prepare for the transition.

# 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

The DAS Strategic Initiatives team is responsible for improving customer service data, and in the first quarter of 2026 we established foundational work by gathering baseline information, reviewing current survey practices, and identifying inconsistencies across programs to support a more unified approach to customer service measurement.

In the second quarter, the team analyzed these findings and developed a new unified survey aligned with Key Performance Measure requirements, consolidating all program-level surveys into a single DAS-wide instrument. The new model will provide agency-wide visibility into customer experience trends through a centralized dashboard. Next, DAS Strategic Initiatives will begin implementation planning to launch the standardized survey in early 2027.

## 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

State Procurement Services is leading the modernization of Oregon's procurement system, and in the first quarter we convened a Rules Advisory Committee, updated policies, revised procurement materials, and laid early groundwork for new tools and a future e-procurement system.

In the second quarter, the team completed work to launch the new Oregon Small Business Enterprise (OSBE) program. Starting on July 1, 2026, all agencies operating under the Department of Administrative Services' procurement authority will apply a preference for certified Oregon small businesses when purchasing goods and services. As part of this work, the team completed updates to related administrative rules and provided both group

and one-on-one training to help agencies identify Oregon small businesses. Work to rewrite other procurement rules progressed significantly, keeping the effort on track for completely new procurement rules by July 1, 2027.

State Procurement Services also launched the Procurement Impact Unit in the second quarter. The unit has already made significant progress revising statewide procurement templates, establishing a price agreement library and assessment process for expiring price agreements, and updating outreach strategies to support small business participation.

The quarter also saw further developments in e-procurement planning. DAS executed a new contract with Sovra, the owner of OregonBuys. The contract reduces the cost of the existing system by 45% for the next two years. State Procurement Services partnered with DAS-IT this quarter to begin planning for modernizing our e-procurement system. This effort goes beyond improving the current solicitation and vendor management capabilities. It will include implementing contract lifecycle management, spend tracking, evaluation and award tools, intake and demand management, supplier registration, procurement-to-pay processes, and enhanced analytics and reporting. Next quarter will mark the launch of the full e-procurement system project.

Additionally, a new procurement tracker is underway, which will allow State Procurement Services and agency partners to track procurements through procurement phases and handoffs.

## 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

In the first quarter, the DAS payroll transition team assessed current systems, evaluated future options, expanded project staffing, and began developing detailed plans to support the transition to a biweekly pay model. In the second quarter, the project began broader communications to prepare employees for these changes, including a [Payroll Transition website](#) and statewide messaging campaign to explain that all employees will move to a biweekly pay schedule by July 1, 2027. Annual compensation will remain the same, and DAS will provide ongoing updates, training, and support throughout the transition. Other



readiness efforts moved ahead as well, including launching the initial readiness assessment and defining readiness roles within agencies.

The transition team also finalized core project management plans, baselined scope and budget, and secured a key, Stage Gate 3 governance endorsement, allowing the work to move forward. The team executed several contracts needed for project readiness and evaluated initial quality management deliverables that will guide risk mitigation throughout the project. The Workday Architect Stage was completed along with development of several technical plans including tenant management, conversion strategy, and testing strategy. The configuration environment was prepared, design workshops were conducted, functional design documents were completed, and the team commenced and largely completed the initial round of configuration.

# **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 is leading efforts to strengthen DEIB across DAS. In the first quarter of 2026, we developed foundational materials such as a recruitment plan and draft charter to guide reformation of the DEIB Council. In the second quarter, we concluded our council recruitment process, welcomed 26 new applicants along with four continuing members, and onboarded all 30 members. The council now meets every two weeks to support agency-wide DEIB work. We also launched a new DEIB 101 training course, which council members will pilot and review before the training becomes available to more employees later in the year. Next quarter, the Office of Cultural Change will incorporate feedback from the pilot group to improve the DEIB 101 training, and work with the council to develop and finalize a charter.

## 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. In the second quarter, the team continued advancing this work by releasing the DEIB 101 training for DEIB council review and feedback, while beginning early planning for a campaign that will help divisions and programs practice a simplified version of an equitable decision-making framework. This approach will allow teams to build familiarity and confidence before a fuller framework is finalized and piloted. The Office of Cultural Change also maintained steady delivery of DASH monthly learning modules and cultural heritage month content to support ongoing employee learning and engagement. Next quarter, the team will incorporate council feedback into the training, continue campaign development, and prepare for broader rollout of tools that help integrate equity principles into everyday decision-making.

# 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 expanded access to training resources and improved communication about learning opportunities in the first quarter. In the second quarter, DAS continued this work, organizing a searchable list of statewide training courses available in Workday to help employees identify developmental training. We also shared the list with human resources directors and workforce development partners across state government. For DAS employees, mandatory training focused on core requirements including information security, responsible technology use, ethical conduct, and political activity rules for public employees will be assigned in the third quarter. DAS also highlighted courses every two weeks on DASH, including training that helps employees create accessible documents consistent with federal accessibility 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

During the first quarter of 2026, DAS IT advanced several initiatives to strengthen the agency's security. The team continued our work to align DAS systems with current cybersecurity standards and made 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.

In the second quarter, DAS IT focused on cyber security and comprehensive management of digital platforms and assets and expedited key project initiatives. For example, we revised the business impact and technical health assessment to expand findings on the usage and resilience of applications and how critical the applications are for daily operations. This work will inform future technology modernization project priorities. DAS IT also implemented new security benchmarks on end-user devices, reducing vulnerabilities and improving organizational compliance.

## 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

In the first quarter, DAS Enterprise Asset Management (EAM) advanced statewide efforts by strengthening clarity around the statewide space policy, supporting consistent application across agencies, and analyzing data that shows meaningful progress toward reducing the state's footprint.

In the second quarter, EAM continued to update statewide space planning policy and technical guidance that will offer clearer and more prescriptive direction for agency leaders and facilities teams as consolidation and restacking efforts accelerate. The private lease portfolio will be fully integrated into an integrated workplace management system in the third quarter, a major step toward unified asset management. Also, we are finalizing an audit of all lease records from the 2021 base year, with refreshed reduction data scheduled for release later this year. The improved data will guide restack sequencing, future budget alignment, and long-term space reduction strategies.

EAM also continued advancing building initiatives across the enterprise to maximize space efficiency. Key examples include the consolidation of the Oregon Department of Land Conservation and Development and the Oregon Department of Agriculture within the Agriculture Building, and the upcoming relocation of the Teacher Standards and Practices Commission into the General Services Building, which will allow DAS to relinquish a private lease. Since 2021, the statewide office footprint has been reduced by roughly 782,000 square feet, representing an 8% decrease. These changes have lowered the state's reliance on privately leased space and have generated approximately \$12.9 million in annual savings, including \$3.7 million through early lease terminations.

## **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 third 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.