



OREGON COUNTS ON US

ADOPTED STRATEGIC
PLAN | 2022-2027

Oregon Department of Revenue
Updated February 2026



Contact Us

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www.oregon.gov/dor

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How We Partner with Sovereign Nations

Native American tribes hold unique political status and are recognized as sovereign governments. This sovereignty means that tribes have the authority to govern themselves, manage their own affairs, and make decisions independent of state laws. We recognize and respect the sovereign status of Oregon's nine federally recognized tribes and their respective authorities on tribal lands.

It is our policy to promote positive government to government relations through consultation with the tribes in areas where the development, implementation, and administration of agency programs may affect tribal members, lands, activities, or interests. We believe that continuing to build on our relationships with the tribes makes our agency more effective overall while supporting our work across the state and region.

Oregon personal income tax law relating to the taxation of Native Americans is found under ORS 316.777 and OAR 150-316-0595. This statute and the associated administrative rules exempt certain income earned by Native Americans in Oregon.

Oregon property tax law relating to the taxation of Indian properties is found under ORS 307.181 and OAR 150-307-0220. This statute and the associated administrative rules exempt certain properties from taxation.

Oregon laws relating to refund agreements with Indian reservations is found under ORS 323.401 and 323.615. These statutes authorize the Department of Revenue to enter into agreements with tribal governing bodies to refund a mutually agreed amount of prepaid cigarette or tobacco products taxes on sales to tribal members on the reservation. This provision is in addition to other laws allowing tax refunds.

Message from Director David Gerstenfeld

The 2022-2027 Oregon Department of Revenue Strategic Plan charts a course of action for the agency that commits to racial equity, improves our customers' experience, supports our employees, and leverages our data.

The plan is informed by robust customer, external partner, and staff insights, and a comprehensive analysis of environmental factors. It identifies four priorities for the Oregon Department of Revenue. These priorities focus on: ensuring dignity and inclusion for all; making it simpler to work with us; training and preparing our workforce for the future; and enhancing data access and use.

Through this plan, the Oregon Department of Revenue is positioned to enhance its role as the agency that Oregon counts on for revenue.

The plan guides agency initiatives, programs, plans, budget decisions, and policy considerations. We know outcomes of our work will not be achieved alone. Embedded in this strategic plan is the acknowledgment that partnerships will be more important than ever if we are going to address the evolving needs of our customers and continue to collect the revenue that Oregon counts on. We are committed to working with our customers, partners, and local communities across Oregon to fulfill our mission and realize our vision.

During 2025, we navigated leadership changes and completed initial projects. As a result, the department's leadership team took stock of the work already done and identified new initiatives to support this current strategic plan. Work on these initiatives will continue, combined with broad community and employee engagement in 2026 to prepare for a new strategic plan for the future.

We look forward to the work ahead.

David Gerstenfeld



Acknowledgements

This plan is the result of many individuals and organizations engaging with the Oregon Department of Revenue as we gathered insights and created forward-looking strategies to drive the agency's priorities over the next six years. We could not have completed this strategic plan without our staff, our partners, and our customers who all contributed their voice and insight. There are many acknowledgments to go around, but in particular, we would like to thank:

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Our Story

Who is the Oregon Department of Revenue?

The Oregon Department of Revenue administers Oregon tax laws, supports partners' programs, and acts as a central debt collection agency for other state agencies, boards, commissions, and local governments. We provide services for the general public, tax professionals, cities, counties, local taxing districts, tribal governments, and other state agencies.

Mission

Together, we collect the revenue that Oregon counts on.

Vision

To create a clear and easy experience for our customers.

Values

- We work to earn the trust of taxpayers.
- We seek dignity and inclusion for all.
- We do the right thing.
- We build partnerships.
- We rise to the occasion.

The Oregon Department of Revenue is headquartered in Salem, with five field offices in Bend, Eugene, Medford, Portland, and Gresham. We also have a remote call center in Fossil.

We are committed to bringing in the revenue that Oregon counts on, whether it's through tax programs we administer, supporting our partners' revenue collection efforts, or collecting on debts owed to the state of Oregon. Our mission, vision, and values define our purpose and guide our work.

The department processed approximately \$34 billion in payments during the 2019-21 biennium. We also supported our local partners generating an additional \$15 billion in revenues.

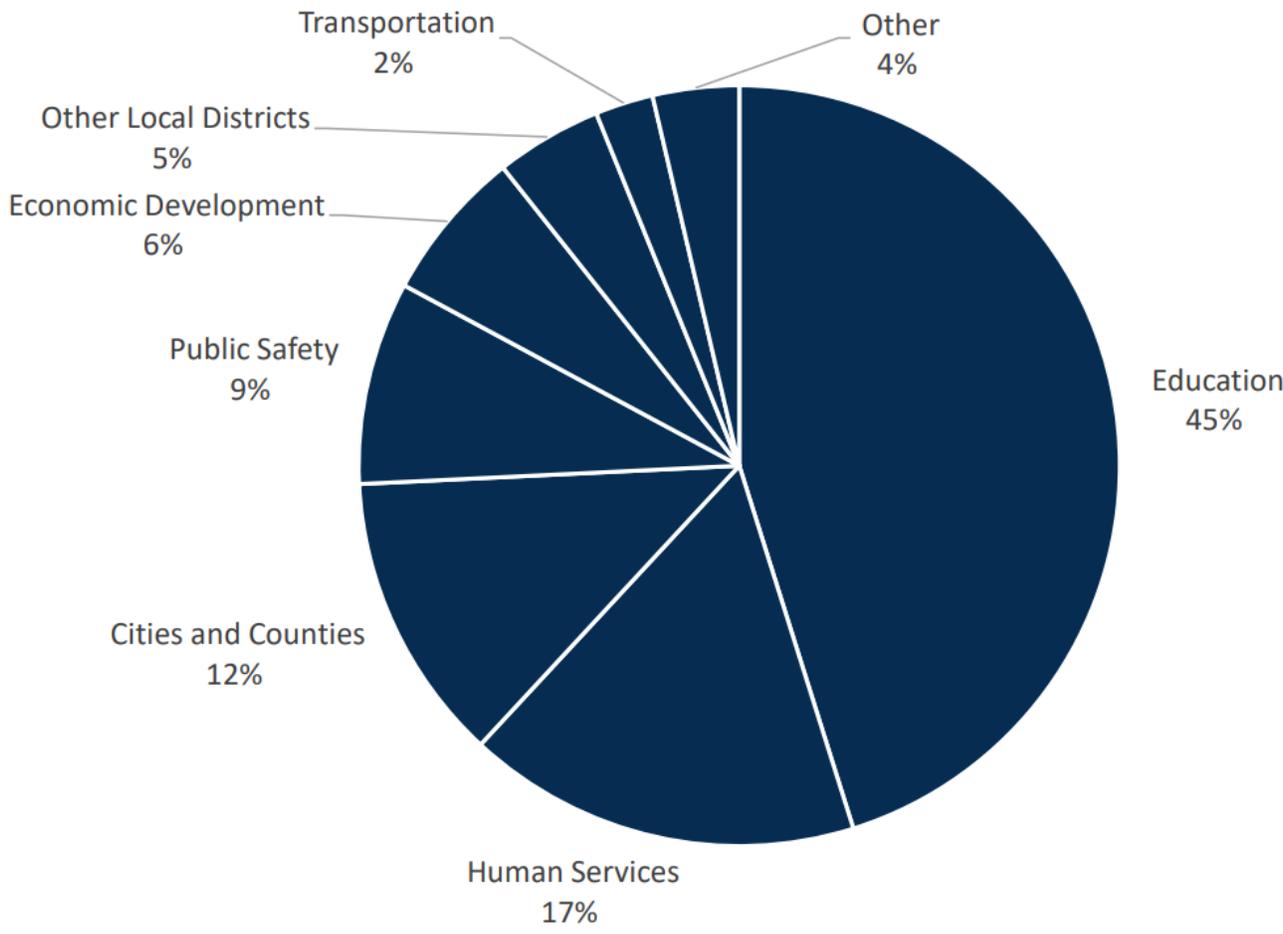
What happens to the money?

Oregon tax dollars pay for services such as:

- K-12 education
- Early learning services
- Community colleges
- Higher education
- Medicaid
- Food benefits
- Senior services
- Mental health services
- Child protective services
- Hospitals
- Police
- Fire
- Department of Justice
- Corrections facilities
- Juvenile corrections
- Highways
- Transit programs
- Forestry services
- Library services
- Agriculture
- Sewer systems
- Parks
- Environmental quality

Oregon tax dollars pay for the infrastructure of our daily lives, of our loved ones' lives, and the critical support systems for Oregon's most vulnerable. The Oregon Legislature creates the tax laws that we administer and determines what happens to the revenue after it is collected, including who receives it and what they do with it. Oregonians can participate in this process through getting involved with their local legislators and participating in legislative sessions.

For example, after refunds were made to taxpayers, 2021 fiscal year revenue that we processed, and our local partners processed funded the following services.



Our Programs

We administer 64 revenue streams that support bringing in money for Oregon. That includes 39 tax programs, 11 fee programs, and 14 other programs.

Taxes

- Amusement Device Tax
- Bicycle Excise Tax
- Cigarette Tax
- 988 Coordinated Crisis Service Tax
- Corporate Activity Tax
- Corporation Excise Tax
- Corporation Income Tax
- Emergency Communications Tax (E-911)
- Estate Transfer Tax
- Fiduciary Income Tax
- Forest Products Harvest Tax
- Heavy Equipment Rental Tax (HERT)

- Lane Transit District Payroll Tax
- Lane Transit District Self-Employment Tax
- Local Marijuana Retail Tax
- Local Transient Lodging Tax
- Mutual and Cooperative Electric Distribution Systems Tax
- Oil and Gas Production Tax
- Oral Nicotine Products Tax
- Paid Leave Oregon
- Partnership Privilege Tax
- Pass-Through Entity Elective Tax (PTE-E)
- Personal Income Tax
- Personal Income Tax Withholding
- Private Rail Car Tax
- Property Tax, Industrial Valuation, and Assessment
- Psilocybin Tax
- Small Tract Severance Tax – Eastern
- Small Tract Severance Tax – Western
- State Marijuana Retail Tax
- State Transient Lodging Tax
- Statewide Transit Tax
- Tobacco Products Tax
- TriMet Transit District Payroll Tax
- TriMet Transit District Self-Employment Tax
- Unemployment Insurance Tax
- Vehicle Privilege Tax
- Vehicle Use Tax
- Workers Compensation

Fees

- Assessment and Taxation Map Maintenance
- Assistance Program (CAFFA)
- Criminal Fines and Assessments
- Hazardous Substance Possession Fee
- Kratom Processor Registration
- Loaded Tank Railroad Car Fee
- Oregon Food Processors Fee
- Oregon Housing
- ORMap
- Petroleum Load Fee
- Tobacco Licensing Program

Other

- Charitable Check-off
- Collection of Other Governments' Accounts
- Greenlight Oregon Labor Rebate Fund
- Industrial Site Readiness
- Kicker Refund Donation
- Long Term Enterprise
- Multistate Tax Commission
- Non-Profit Homes
- Oregon Production Investment Fund
- Political Contributions
- Senior and Disabled Citizen Property Tax Deferral Program
- Small Tract Forestland Program
- Strategic Investment Program (SIP)
- Strategic Investment Program Gainshare (SIP)

This list does not include the large number of major tax credit programs such as Agricultural Overtime, Oregon Kids Credit, etc.

The Planning Process

Strategic planning is critical to the effectiveness of any organization. It enables an agency to establish goals, prioritize initiatives, measure progress, and carefully allocate limited time, resources, and attention. Skillful planning also contributes to organizational cohesion and helps foster a shared purpose with common values.

The Oregon Department of Revenue's strategic plan is the result of a year-long effort. The goal was to update the department's last adopted strategic plan and create a repeatable, inclusive, forward-looking strategic planning process for the department.

Phase one provided clarity into the existing perception of the agency and environmental factors impacting the agency's work. This guided the high-level elements of the plan such as a new vision, mission, and values.

The Oregon Department of Revenue communicated with hundreds of customers and partners. Participants included state agencies, local governments, tribal leaders, tax professionals, industry representatives, community-based organizations, and Department of Revenue staff.

The planning process included:

- 818 external partner completed surveys
- 527 staff completed surveys
- 14 workshops
- 3 all-staff meetings

Questions centered on areas such as:

- What are the challenges and opportunities facing the Oregon Department of Revenue?
- How can the Oregon Department of Revenue better serve our customers?
- What are the Oregon Department of Revenue's strengths and weaknesses?
- Where should the Oregon Department of Revenue be allocating resources?

These efforts ultimately provided themes that would directly inform the Oregon Department of Revenue's strategic plan.

Phase two of strategic planning transitioned into focus and action, where agency priorities, the strategies to impact those priorities, and the actions to carry out the strategies were developed. Finally, metrics were developed to evaluate and measure success over time.

Over the next six years, the primary and ongoing goal is to operationalize this strategic plan by implementing action plans; developing state funding and policy proposals to move key

objectives forward; and monitoring metrics to track progress. The Oregon Department of Revenue will continue to manage and monitor this strategic plan for the duration of the plan's six-year time horizon.

Phase 1: Clarity

Insights

What environmental factors do we need to consider, and what customer and partner perceptions about Oregon and the agency exist?

Vision

What is the ideal future state we are trying to create?

Mission

What is our purpose? What are we here to make happen?

Values

What are our internal fundamental beliefs that shape how we work together and serve our mission?

Phase 2: Focus and Action

Priorities

What must be accomplished over the planning horizon?

Goals

What collective action do we need to take to deliver on our priorities?

Metrics

How will we measure success?

Phase 3: Implement, Evaluate, and Measure

Action Plan

What actions need to be taken by teams to achieve plan priorities?

Track Progress

How are we doing? Do we need to adjust or take different actions?

Report

Share results and progress toward plan goals.

What We Learned

The department needs diversity, equity, and inclusion infrastructure critical to serving historically and currently underserved and under-resourced communities.

Many of the department's customers face barriers that interfere with their ability to voluntarily comply with the tax system, and appeal or pay amounts owed. Lack of trust in the system, fear of taxes, complex tax situations, language barriers, inability to access tax help sites, and individual hardships can prevent people from filing their taxes and from receiving other benefits they may be eligible for based on tax filing status. As described in the State of Oregon's 2021 Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, historically and currently underserved and under-resourced communities in Oregon include Oregonians who identify as:

- Native American, members of Oregon's nine federally recognized tribes, American Indian, Alaska Natives
- Black, African, African American
- Latina, Latino, Latinx, Hispanic
- Asian
- Pacific Islander (including Compact of Free Association Citizens)
- Immigrants, Refugees, Asylum Seekers, Deferred Status Holders, Temporary Protected Status
- Undocumented, Deferred Action for Childhood Arrivals (DACA) recipients, "Dreamers," Nonimmigrant Visa Holders
- Linguistically diverse, English language learners (ELL)
- Economically Disadvantaged
- People with disabilities
- LGBTQIA2S+
- Farmworkers, Migrant Seasonal Workers

We recognize that individuals often identify with multiple communities and are impacted by compounding systems of oppression, also known as intersectionality.

Customers and staff suggested that the department create a Taxpayer Advocate, offer services in more languages, and improve outreach to historically and currently underserved and under-resourced communities in Oregon. The passage of House Bill 3373 (2021) established the office of the Taxpayer Advocate housed within the Oregon Department of Revenue.

The department's purpose and role are muddled in customers' minds.

Customers often lack a comprehensive understanding of what the Oregon Department of Revenue does and does not do. There is an opportunity for improved communication and promotion of the agency's programs and services. Customers do not clearly delineate between areas where the department has policy discretion and where it does not have policy discretion. Customers are often confused about the difference between the Internal Revenue Service (IRS) at the national level and the Oregon Department of Revenue at the state level and do not distinguish between state and federal tax agencies.

The department has respected and service-oriented staff.

Professionalism is an area in which the department excels according to our customers. Overall, customers say our staff is helpful, courteous, friendly, and easy to work with.

Customers have difficulty accessing the department in all the ways they want to, and the department's systems and tools are not always clear or easy for them to use.

In general, customers would prefer to reach a person to talk to on the phone if they want to. Some customers struggle with long wait times, being transferred, having to call back, or being directed to automated or online options first and feel there is a lack of accessibility to a "human" when they feel they need it.

Conversely, customers also want to satisfy their needs and answer their questions without having to call and speak to the department in person. How customers access the department without making a phone call is through our Revenue Online services, website and email. Customers express frustration with their experience of our online services as well as the amount of information available to them. Our online systems can be confusing, difficult to navigate, unclear, and easy for customers to make mistakes. Customers also experience difficulty finding what they need on the department's website and in correspondence. Letters that go out to taxpayers are not always timely and are sometimes incorrect, inconsistent, or contradictory. This makes them confusing to understand and respond to correctly.

Staff share these concerns and feel the impact of customers' frustrations about accessibility. Staff and customer suggestions for improving accessibility include adding staff to call centers, adding a chat feature, staff availability on weekends, publishing email addresses and phone numbers for contacts for each tax program, and improving response times to mail and email. Additionally, businesses would prefer one-stop shopping with the department and would like to have one person that they can contact about all of their taxes rather than having to talk to multiple people about the various tax programs into which they pay. Suggestions for website and online service improvements include a better search tool for forms, more in-depth information about tax programs so customers can satisfy their needs and answer their own

questions without having to call, better website navigation overall, and improving correspondence.

Staff desire expertise across department programs and services, more opportunities for professional growth, and access to more training.

Expertise is about ensuring staff are properly trained and have developed knowledge of the department's programs and services. When a customer has a question staff should be prepared with an appropriate and accurate answer. Customers experience inconsistency in the level of staff expertise as well as sometimes receiving different answers to the same question based on talking to different department employees. This is confusing for the customer and can make it difficult for staff to resolve issues for customers. Customers, as well as staff, suggested department employees would benefit from more training as well as cross-training

Our Priorities

Racial Equity

We are committed to diversity, equity, and inclusion. The State of Oregon is committed to establishing strong leadership to eradicate racial and other forms of disparities in all aspects of state government. We look to center equity in budgeting, planning, procurement, and policymaking. We work to strengthen public involvement through community engagement, access to information, and decision-making opportunities. We work to improve equitable access to our services, programs, and resources. We work to foster an inclusive workplace culture.

Priority

Adapt our culture, modify our practices, and adjust our infrastructure to ensure dignity and inclusion for all.

Goals

- ❖ **Implement and monitor Diversity, Equity, and Inclusion (DEI) Plan.**
Implement the strategies and actions in the 2023-2027 DEI Plan and monitor the plan's progress. Strategies focus on DEI infrastructure, inclusive communications, community engagement, data as a lever for change, inclusive budget process, procurement equity, inclusive workplace, and transparency.
- ❖ **Analyze and train on Racial Equity Impact Statements.**
Analyze the Racial Equity Impact Statement (REIS) process for effectiveness. Provide training and guidance to employees on how to understand the impact of our decisions on underserved communities.
- ❖ **Provide training on unconscious bias and disparate impact.**
Provide unconscious bias identification and disparate impact training to all employees to raise awareness of unconscious bias and disparate impact, leading to a more equitable and inclusive workplace and experience for our customers.
- ❖ **Evaluate interpretation and translation service needs.**
Create a comprehensive, inclusive, and equitable plan to address gaps in interpretation and translation service needs for all programs through engagement with Limited English Proficiency (LEP) communities and diverse groups.

Our Customers

We have a robust group of customers at the Oregon Department of Revenue, including individual taxpayers, people who have delinquent debt with the state, businesses, industry groups, tax professionals, community-based organizations, state and local partners, and Oregonians. Our vision is to serve these customers in ways that are clear and easy for them.

Priority

Make it simpler for customers to work with us.

Goals

- ❖ **Upgrade to modern contact systems.**
Improve service to customers by cross-training staff, building and using data analytics, proactively planning for high-call peaks, and modernizing technology and systems.

- ❖ **Improve the quality of correspondence.**
Improve clarity and create more consistent letters and notices that are easy for our customers to read and understand. Make letters and notices available in multiple languages to better serve our historically and currently underserved and under-resourced communities in Oregon.

- ❖ **Prepare to revamp customer-centric approach.**
Create a plan that provides improved and more equitable customer service based on an evaluation of customer feedback and journey mapping results.

- ❖ **Expand outreach events to underserved communities.**
Partner with at least one other agency to provide six outreach events to our Personal Income Tax customers in underserved areas, meeting our customers where they are.

Our Employees

Our greatest strength is our people. We are a knowledge and information technology-based agency, and our people are the engine behind everything we do. Their determination and dedication ensure that together, we can collect the revenue that Oregon counts on.

Supporting our employees is the best way to support our partners and customers. We want to make sure people can see themselves in multiple roles here so we can capture and retain the knowledge in which we've invested.

We want our employees to see clear opportunities for professional growth and advancement at the Oregon Department of Revenue. Achieving our mission relies on ensuring our employees are supported, encouraged to grow professionally, and have the tools they need to do their work.

Priority

Train and prepare our workforce for the future.

Goals

- ❖ **Create opportunities for cross-functional communication.**
Facilitate cross-functional communication opportunities between employees and program areas to break down silos, foster networking, and improve coordination.
- ❖ **Improve meeting effectiveness and efficiency.**
Develop and implement targeted meeting facilitation training for employees to enhance effectiveness, efficiency, accessibility, and inclusiveness across the agency.

Our Data

Our investment in data analytics and related digital and technology approaches is critical to being prepared for the future, innovating with data, and improving results for Oregonians. Significant financial and non-financial benefits occur from using data analytics for data-driven government to improve financial returns, improve operational processes, and increase faith in government through greater transparency and public awareness.

Priority

Enhance data access and use.

Goals

- ❖ **Update data strategy.**

Create and approve a new data strategy. Information Technology will publish at least one data set that establishes clear, repeatable steps for sharing and accessing data to support equitable data-informed decisions across all areas of the agency. The DOR Data Governance Committee will guide the data selection and coordinate agency expertise for the process.

Tracking Our Progress

Taken together the priorities and goals build upon one another. With these connections in mind, we focus on making measurable progress toward achieving our strategic priorities by tracking progress indicators and metrics for each of our 11 goals. The following measures will be used to determine our success.

Goal 1: Implement and Monitor Racial Equity Plan.

Guidance from the Governor and Oregon Department of Administrative Services (DAS) for state agency racial equity plans.

Goal 2: Analyze and train on Racial Equity Impact Statements.

Guidance from the Governor and DAS for state agency racial impact statements.

Goal 3: Provide Training on Unconscious Bias and Disparate Impact.

Employee engagement survey results, specifically looking at DEI-related questions.

Goal 4: Evaluate Interpretation and Translation Service Needs.

Delivery of a written Language Access Improvement Plan.

Goal 5: Upgrade to modern contact centers.

Incoming call data, and customer service satisfaction ratings.

Goal 6: Improve the quality of correspondence.

Customer surveys and customer service satisfaction ratings.

Goal 7: Prepare to Revamp Customer-Centric Approach.

Customer surveys and customer service satisfaction ratings.

Goal 8: Expand Outreach Events to Underserved Communities.

Partnering with at least one other agency and completing six outreach events.

Goal 9: Create opportunities for cross-functional communication.

Surveys of employees' experience after department events.

Goal 10: Improve Meeting Effectiveness and Efficiency.

Surveys of employee's meeting effectiveness before and after training is provided.

Goal 11: Update Data Strategy.

A data strategy being published with an actionable roadmap.

Monitoring and Evaluating

Our strategic planning lifecycle is a six-year lifecycle based on the 2022-2027 strategic planning horizon. The lifecycle outlines the responsibilities and frequencies of monitoring and evaluating the implementation of the plan throughout the life of the plan.

The strategic planning coordinator in collaboration with executive sponsors and program and project managers shall report quarterly progress to the Revenue Leadership Team and all staff. The strategic planning coordinator, in collaboration with executive sponsors and program and project managers, shall report annually to the director on progress and accomplishments. The Revenue Leadership Team shall review and update strategic planning goals every two years and shall review and update the strategic plan every six years.

Monitoring and Evaluating Schedule

- Progress reports shared internally January, April, July, and October each year of the plan.
- Annual Reports will be created in February of every year of the plan.
- Plan actions will be updated in March 2023 and 2025. New actions will be adopted in September 2023 and 2025.
- The plan will be updated in September 2026 and adopted in 2027.

Appendix

2024-2025 Strategic Goal Progress

Racial Equity

Goal 1: Implement and monitor DEI Plan.

Completed Tasks

- ✓ Completed 19 of the 25 action items in the DEI Plan including updating the internal communications written style guide, creating and delivering accessibility training to staff, creating an inclusive communications guide, and creating a recruiting and marketing strategy.
- ✓ Reviewed and updated position descriptions to include the state's equity vision, values, and goals, and to use gender-neutral language.
- ✓ Created a community engagement team to work with community members and culturally-specific, community-based organizations. The team listens to the concerns of the community and asks communities what they need before conducting outreach, including the best ways to share information and through which media

Goal 2: Analyze and train on Racial Equity Impact Statements.

Completed Tasks

- ✓ Reviewed and analyzed the current REIS document and process.
- ✓ Received feedback from internal users and external resources to make updates to the document and process.
- ✓ Finalized the updated REIS document.

Our Customers

Goal 3: Upgrade to modern contact systems.

Completed Tasks

- ✓ Improved Revenue Online using customer feedback.
- ✓ Launched a chatbot named Doug to help customers 24/7 and provide them with instant responses.
- ✓ Hired a coordinator to support Revenue Online and the chatbot.
- ✓ Created dashboards for contact centers to make it easier for contact center leaders to access data, manage high-volume events, improve customer experiences, and make data-informed decisions.

- ✓ Improved email routing by automating email distribution for faster email response times.
- ✓ Improved the “Where’s My Refund?” tool using ideas from both customers and employees. This tool helps customers see the status of their tax refund more clearly.
- ✓ Completed an effort to transition our phone system to providing a consistent voice for both English and Spanish messaging.
- ✓ Created high call volume surge plans for the agency’s public-facing contact centers.
- ✓ Led an interagency contact center group to encourage collaboration, communication and coordination between agencies.
- ✓ Completed vendor evaluations, solutions analysis, business requirements, roles and responsibilities, and the contact center Organizational Change Management (OCM) Plan in support of adopting a new contact center technology platform.

Goal 4: Improve access and reduce barriers for online filing and payments.

Completed Tasks

- ✓ Successfully launched Direct File Oregon link to IRS Direct File on time in January 2025.
- ✓ Created a comprehensive online calendar of all tax program due dates in one location available on our external site.

Goal 5: Improve the quality of correspondence.

Completed Tasks

- ✓ Created a template to format and update all DOR correspondence and letters to ensure the letters customers receive are clearer, more concise, and consistent.
- ✓ Edited 310 out of 395 letters and retired more than 80 letters.
- ✓ More than 140 letters have been updated in GenTax Production and are being sent out to customers.

Goal 6: Accept all payments for all programs regardless of a customer’s access point.

Completed Tasks

- ✓ Collaborated with Contact Center Leadership to establish current state and challenges to accepting payments for other programs.

- ✓ Worked with GenTax developers to understand system capabilities and confirmed workaround for system limitations, and coordinated procedures, information sharing, and training.

Our Employees

Goal 7: Support employee growth.

Completed Tasks

- ✓ Expanded the internal mentorship program to all employees. This program develops employees and supports succession planning.
- ✓ Partnered mentors with mentees, updated mentorship resources, and held kick-off meetings.
- ✓ Developed and incorporated a mock interview process to allow employees to advance their application and interview skills.

Goal 8: Create opportunities for cross-functional communication.

Completed Tasks

- ✓ Established employee events called First Thursdays and hosted an All Staff Conference in Fall 2024.
- ✓ Coordinated with Communications and data analysts to develop a survey, distributed the survey agencywide in early 2025, analyzed survey results, and drafted a report.
- ✓ The final report identified gaps and challenges that will be used to continue efforts to improve cross-functional communication.

Our Data

Goal 9: Improve data literacy.

Completed Tasks

- ✓ Conducted a second data literacy survey to measure employees' self-reported assessment of the agency work environment for data analysts. Results showed progress since the 2022 survey.
- ✓ Recommended the creation of the Data Governance Board.

Goal 10: Improve data governance.*

Completed Tasks

- ✓ Launched a three-month pilot program in February 2025 to track the responses to external parties who submit ad hoc requests for department data.
- ✓ Provided recommendations to leadership based on the results of the pilot.

*The second half of this goal was to develop a pilot platform for internal centralized data access. This work was not completed and will not be going forward due to changes in environmental factors and agency direction. The goal that will be replacing this work will focus on building a new data strategy and setting standards for sharing and accessing data to support equitable data-informed decisions across all areas of the agency.