

Construction Contractors Board

Annual Agency Information Technology Strategic Plan Progress Report

Executive Summary

The Construction Contractors Board (CCB) mission is to protect and serve Oregon consumers, support responsible licensed contractors and promote a positive business climate. The CCB vision is to deliver customer-focused, outcome-based programs that support robust consumer protections and a fair and competitive construction industry. CCB's administration of licensing, statewide enforcement, contractor and consumer education and dispute resolution programs are focused on the following objectives:

- Protect Oregon consumers from unfair construction practices
- Promote a fair and competitive business climate in the construction industry
- Deliver valuable programs and services to consumers and contractors
- Provide timely and efficient customer service to all Oregonians

In support of the Board's mission and vision CCB's Information Technology Strategic Plan is centered on modernizing systems, expanding digital services to enhance efficiency, empower field staff, and improve customer experience. Key priorities include replacing the licensing and enforcement system, enabling mobile capabilities for investigators, expanding online licensing and self-service options, and reducing reliance on mailed documentation through digital alternatives.

CCB recognizes that modernization is a large undertaking is being very deliberate in preparing for this effort to ensure readiness and successful project implementation.

CCB has made significant progress supporting these priorities and advancing the agency's mission to protect and serve Oregon Consumers, support responsible licensed contractors and promote a positive business climate.

Strategic Objectives

CCB's IT Strategic Plan is structured around three strategic priorities: sustainable financial management, accountable service delivery and operational maturity.

Sustainable Financial Management

With the collection of software that has been developed over the last two decades, sustainable financial management is extremely difficult at best. Our expectation is that new software will provide the Board with better analytics and tracking in support of this objective. CCB continues to make progress toward system replacement.

Accountable Service Delivery

With the replacement of the existing software, CCB expects to see improved transparency and accountability. This will also allow for customer transparency about activities related to their licensing.

Operational Maturity

Licensing system replacement will significantly advance operational maturity by introducing modern capabilities such as automation, integrated workflows, improved data quality, and real-time reporting. By replacing outdated, manual, or siloed systems with a more unified and intelligent platform, organizations are better able to enforce consistent practices, monitor performance, reduce errors, and scale operations—thus moving up the maturity curve.

Metrics and Targets

CCB has seen significant reduction in the time required to process applications by allowing online application submittal and has exceeded the estimated target for online application submittals.

CCB expects to see a reduction in the amount of time spent on non-core business activities such as system and network administration by 30% after the move to SCC is completed. This has yet to be realized since the move is not yet complete.

Initiatives

Details of the initiatives or projects undertaken to support the strategic objectives. Including updates on the status of each initiative, any challenges encountered, and how they are being addressed.

Replace the licensing and enforcement system with a system that meets the needs of the Construction Contractors Board, consumers and contractors.

Significant progress has been made toward this priority. We have received stage gate two endorsement and continue to work with DAS procurement to finalize the request for proposal (RFP) with a plan to release the RFP towards the end of the legislative session. Readiness efforts for the project are ongoing, including data cleanup, development of a benefits management plan, and continued work on use case development and progress toward stage gate three endorsement.

Provide field investigators with tools and technology to enable them to perform all their work on-site.

The Board has provided hardware upgrades to 30% of field staff. The Board is targeting 70% by October with project completion by the end of this calendar year.

Provide the ability for contractors to apply for licenses on-line.

The ability for contractors to apply for licenses online has been successfully implemented and is fully operational. This has resulted in a reduction of application approval time and 95% percent of all new applications are now submitted online, which exceeded CCB's target of 50%.

Provide more services online giving the customer an opportunity to self-serve.

Providing more services online to enable customer self-service has been partially achieved, as contractors can now apply for licenses online. However, additional self-service opportunities remain and will be addressed through the licensing system replacement project, which will further expand online service offerings and improve the overall customer experience.

Reduce the amount of non-legal documents mailed to licensees by providing documentation in an alternative way.

Reducing the amount of non-legal documents mailed to licensees will be addressed through the licensing system replacement project by providing digital access to documentation, supporting expanded online services and improved self-service options for customers.

Move on-premises servers to the State Data Center.

The effort to move on-premises servers to the State Data Center is 10% complete, with anticipated full completion on or before July 31, 2025.

Resource Allocation

CCB has requested spending limitation for the licensing system replacement which included funding for a project management position to guide implementation. CCB will staff the remaining project with existing resources.

Risks and Mitigation Strategies

If construction activity declines and licensing fee revenue decreases, then available funding for the system replacement project may be insufficient, potentially causing delays or requiring a reduction in project scope. To mitigate this risk CCB continues to monitor revenue trends closely and establish contingency plans, such as phasing the project or prioritizing critical functionality and delaying other initiatives. CCB continues to maintain regular communication with stakeholders to align expectations and adjust scope as needed based on available resources.

CCB has a business need to move its computer space from their current leased space to the State Data Center on or before July 31, 2025. To mitigate this risk, CCB has engaged support from Data Center Services and has prioritized this activity as critical. If the project cannot be completed by the July 31st deadline, CCB has engaged with the building owner to confirm that additional time could be made available at the current site.

Next Steps

CCB will continue to engage Data Center Services to move our infrastructure to managed services in a modern data center. This will allow CCB IT staff to focus on services critical to the mission of the Board.

Work continues to progress on the license and enforcement system replacement. CCB will release the RFP early in the 2025-2027 biennium and begin the formal replacement of the existing system.

Conclusion

CCB has made significant progress supporting these priorities and advancing the agency's mission to protect and serve Oregon Consumers, support responsible licensed contractors and promote a positive business climate.

CCB recognizes that modernization is a large undertaking is being very deliberate in preparing for this effort to ensure readiness and successful project implementation.