

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 focuses on modernizing systems and expanding digital services to improve efficiency, empower field staff, and enhance 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 significant undertaking and is approaching this effort deliberately to ensure organizational readiness and successful project implementation.

CCB has made measurable progress toward these priorities, further 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 goals: 1) sustainable financial management, 2) accountable service delivery and 3) operational maturity.

Sustainable Financial Management

Upgrading CCB's aging licensing and enforcement database—in operation since the 1990s—is a critical strategic priority. By replacing inefficient, paper-driven processes with modern, digital workflows, we eliminate operational bottlenecks, significantly improve the user experience, and ensure long-term financial stability.

Accountable Service Delivery

By modernizing and replacing legacy software, CCB aims to elevate service delivery through enhanced customer and staff user experiences. This digital shift will foster greater workflow transparency, establish enforceable accountability, and secure a sustainable cost structure, while expanding direct public access to contractor licensing services.

Operational Maturity

Systems modernization accelerates operational maturity by transitioning from legacy, siloed processes to a unified, secure and intelligent platform. This modern framework introduces automated workflows, enhanced data quality, and real-time reporting to enforce consistent operational standards. Consequently, these capabilities minimize processing errors, streamline performance tracking, and provide the infrastructure necessary to scale agency operations efficiently.

Metrics and Targets

Beginning with 30% completion and targeting 70% completion by October 2025, CCB completed 100% of the equipment refresh for field staff by November 2025.

Moving agency onsite server-hosted applications to the State Data Center (SDC) began July 2025 10% complete and targeted a completion date of July 31, 2025. The initiative was 100% complete by end of August 2025. Consistent with original targets CCB experienced an approximate 30% reduction in agency IT staff time spent on non-core business tasks.

Providing the ability for contractors to apply for licenses online was estimated to result in 50% of new licenses processed online. The results have continued to exceed target expectations with over 95% of new applications now processed online.

CCB has realized and sustained a 25% reduction in the average processing time for new applications by allowing online application submittals. This consistently saves an average of 10 days of processing time for staff and contractors.

Initiatives

Evolving details of projects and initiatives undertaken to support CCB's strategic objectives include:

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:

- Enterprise Information Services (EIS) Stage Gate 2 endorsement January 22, 2025
- Legislative Adopted Budget (LAB) approval June 6, 2025
- EIS Permit to Define approval November 24, 2025
- Request for Proposal (RFP) issued January 12, 2026
- Evaluator team 1st round scoring of 15 vendor proposals reported May 20, 2026
- 2nd round evaluation process in final development as of June 1, 2026

While a cross-functional team of evaluators continues to work towards vendor selection with procurement, other readiness efforts for the project continue in parallel. Legacy data cleanup, benefits management plan development and use case refinements will help the agency prepare for selected vendor planning and stage gate three endorsement.

Provide field investigators with tools and technology to enable mobile performance of their work on job sites.

Beginning the new biennium and fiscal year with this initiative 30% complete, CCB targeted 70% completion by October 2025. The agency achieved 100% completion November 2025 – all field staff moved to new equipment by November 5, 2025.

Move agency onsite servers and server-hosted applications to the State Data Center.

Beginning the new biennium and fiscal year 10% complete the CCB targeted a completion date of July 31, 2025, and fully completed the move by end of August 2025.

Refresh staff hardware according to planned replenishment lifecycle.

Cohorts of approximately 5 aging computers will be replaced each year in 2026 and 2027 to ensure robust agency platforms for security, performance and agency hardware inventory.

Transition agency to State of Oregon fiber optic networking infrastructure.

CCB switched to State of Oregon fiber optic network infrastructure in November 2025.

Provide the ability for contractors to apply for licenses online.

The ability for contractors to apply for licenses online has been successfully implemented and remains fully operational. The agency has sustained a 25% reduction in application approval time and 95% percent of all new applications continue to be submitted online, which exceeded CCB's initial target of 50%.

Provide more services online, giving customers an opportunity to self-serve.

While CCB successfully launched online license applications for contractors, current self-service capabilities remain limited by existing systems. The upcoming licensing system replacement project will address additional self-service opportunities. This expansion will streamline operations and improve 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. A new system will be expected to provide digital access to documentation, support expanded online services and improved self-service options for customers.

Resource Allocation

CCB has approved spending limitation for replacing the licensing and enforcement system in 2025-27, including funding for project management to guide implementation. With new budget development underway for 2027-29, project funding is planned to continue into the next biennium for completion. The remaining project will be staffed with existing resources.

Risk 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 a reduction in project scope.

To mitigate this risk CCB monitors industry, revenue and expense trends closely to support contingency planning, such as phasing the project, prioritizing critical functionality and delaying other spending. CCB continues to engage stakeholders to align expectations and potentially adjust scope as needed based on available resources.

Next Steps

CCB will continue final vendor selection and advance the licensing and enforcement system replacement project towards formal implementation.

CCB will continue to assess and refresh technology solutions and hardware for staff according to planned replenishment lifecycle. This ensures a solid foundation for security, performance and future system needs. In doing so the agency also maintains a robust inventory of adequate equipment to mitigate threat risks or critical system failures.

CCB will continue to assess, inventory and advance agency planning and procedures for critical systems back-up and recovery validations now that agency servers, hosted applications and system backups have moved to the State Data Center.

Conclusion

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

Modernization is a large undertaking and CCB continues to be very deliberate in advancing this effort to ensure readiness and successful project implementation.