



IT Strategic Plan

2024–2027

2025 Progress Report

Executive Summary

Oregon Department of Transportation launched our approved [IT Strategic Plan](#) in January 2024. ODOT has embraced this as an agency plan, not simply our IT organization's plan. Working in partnership with our Technology and Data Council, the plan was developed and communicated throughout the agency, with business partners, and within our Information Systems Branch.

We approached our 2025 progress review with an eye for clarification and simplification. In the short period of time since the plan's development, ODOT's focus and priorities have undergone refinement. And given we are in the midst of a long legislative session, we fully anticipate further shifts in direction which could significantly impact our IT strategies over the coming year.

With that in mind, modifications have been made to our strategic priorities, success indicators, and guiding principles which are reflected in our updated plan.

Key Highlights & Challenges

Our 2024 – 2027 plan was ambitious, providing promising opportunities to influence and transform ODOT's IT landscape, enhance our ability to fulfill our mission and vision, and support the agency's priorities. Not long after publishing this plan, the agency defined eight [strategic outcomes](#) which are threaded throughout our existing IT strategic objectives. Our [State of the System](#) dashboard tells the story of how ODOT is performing in key transportation areas.

Accomplishment Highlights

The following are some highlights of work since the beginning of 2024, aligned with the plan's strategic goal framework.

***STRATEGIC GOAL #1 – ENABLE TRANSFORMATIONAL INITIATIVES:** Enable and support ODOT's transformational initiatives, supporting reliable funding and a modern transportation system.*

A significant investment of time, budget, consultant and staff resources went into road user fee programs, including:

- Oregon Toll Program. ODOT successfully achieved P3 stage gate 1 and 2 approvals and entered into the final stage gate 3 approval process with EIS prior to Governor Kotek pausing this work in April 2024.
- Interstate Bridge Replacement Program. Work continues to move forward with tolling operated by Washington DOT. ODOT is working to support WSDOT's implementation of tolling in Oregon, including multiple, complex system integrations and potential upgrades. We formalized an interstate agreement with WSDOT for roles and responsibilities and activated an internal project coordination team to work with WSDOT on tolling implementation.

- OReGO - Oregon's Road Use Charge Program. Work is in progress to enhance and potentially expand this program in anticipation of potential legislative action in the 2025 session. We implemented account enrollment and mileage collection enhancements, established a RUC Connected Vehicle Ecosystem (CVE) roadmap for the 2025-2027 biennium, and executed a RUC Proof of Concept contract for CVE.

***STRATEGIC GOAL #2 – CUSTOMER FOCUS:** Improve equitable access to ODOT services with a focus on customer priorities and experience.*

- Included accessibility, inclusion and customer experience as key requirements in projects to renew and improve DMV testing services (including online access), appointment scheduling and lobby management services.
- We launched a project to improve call center experience using AWS Connect.

***STRATEGIC GOAL #3 – MODERNIZATION AND SUSTAINABILITY:** Modernize critical ODOT business functions and IT applications to deliver priority business outcomes and address technical debt.*

- ODOT modernized the ITS transportation operations center system home screen with new functionality using more supportable services.
- The agency deployed new cloud infrastructure to support modern active traffic signal management.
- We cleaned up legacy and abandoned TEAMS subsystems in preparation for financial system modernization.

***STRATEGIC GOAL #4 – COMMON / ENTERPRISE SERVICES:** Establish and leverage common IT services across ODOT to effectively deliver business outcomes, achieve efficiencies, and eliminate redundancy.*

- ODOT increased business integration points with Enterprise Microsoft 365 services and decommissioned all legacy agency mail systems and email archive systems.

***STRATEGIC GOAL #5 – EFFECTIVE PLANNING AND GOVERNANCE:** Mature project portfolio management and governance to support effective decision-making, prioritization, and successful delivery of intended business outcomes*

- We began a modern project and portfolio management tooling initiative.
- We developed and deployed new project portfolio metadata standards.
- We selected and modeled an application maturity and roadmap approach for 2025.

***STRATEGIC GOAL #6 – CYBERSECURITY AND BUSINESS CONTINUITY:** Improve ODOT's cybersecurity posture and address Business Continuity priorities.*

- ODOT deployed web application security services for advanced protection of high-value assets.

- The agency performed activities in support of three different security-based audits and reviews.
- We began a thorough mapping of gaps between agency common controls and statewide IT control standards.
- We moved agency certificate services to a more sustainable infrastructure.
- ODOT modified the agency password policy to align with statewide standards.
- We refreshed continuity of operations plans.
- We partnered with EIS for planning for the state's new resilient site infrastructure.

STRATEGIC GOAL #7 – IT SERVICE MANAGEMENT EXCELLENCE: Improve IT effectiveness by optimizing processes, enhancing service delivery, and leveraging technology to drive customer satisfaction, business value and operational efficiency.

- We increased use of DevOps for work assignments and approvals and Pipelines for automation.
- ODOT began scoping and procurement for a modern ITSM platform.
- We prioritized ongoing IT platform and infrastructure optimization to enhance performance and reduce costs by:
 - Moving legacy data to inexpensive cloud storage.
 - Virtualizing mission-critical application and database services.
 - Upgrading data warehouse SQL servers.

Challenges

As with any dynamic and large organization, challenges and complexity were our constant companions.

ODOT's careful management of its budget in light of its funding challenges has introduced resource constraints and elements of uncertainty that affect short and long range planning, and there is a real possibility of operational budget challenges in the 2025-2027 biennium. The agency also initiated a [Strategic Review](#) last spring to assess our effectiveness of key agency business functions, resulting in a series of recommendations, many of which have information technology implications. Finally, ODOT also was at the center of a voter registration data error uncovered last fall, the management of which required a shift of effort and redirection of resources to address.

While we didn't achieve as much as we desired in some areas, positive forward movement was made across our strategic objectives this first year.

Conclusion

The updated plan carries forward work we've begun, with some modifications, and reflects the shifts in Agency priorities. While ODOT has identified clear transportation priorities and related technology investments to the legislature, our full legislative direction is unknown at this time. The updated plan we are presenting will be subjected to periodic progress reviews, and reevaluated and reprioritized as needed, as we move deeper into 2025 and the next biennium.