



IT Strategic Plan

2024–2027

2025 Update

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1 MESSAGE FROM THE CIO

With pleasure, I share Oregon Department of Transportation's updated IT Strategic Plan. This document has been refined in consultation with ODOT's Technology and Data Council, agency business leadership, and IT management. It accounts for shifts in state and agency priorities, presents a more direct business objective focus, and highlights our highest-value IT foundational work. The plan still charts a course that promises to transform our IT landscape, making it more efficient, secure, and agile, while enhancing ODOT's ability to fulfill our mission and provide business value.

In our dynamic and ever-evolving world, complexity is a constant companion and one we cannot eliminate. Our agency's diverse operations, combined with traditional IT practices and budget/funding challenges, have given rise to a current state of hundreds of technical systems and services, of varying degrees of significance and age, residing on an abundance of technical platforms. This complexity imposes familiar IT challenges of high resource allocation to maintenance, mounting technical debt, competing priorities, reduced workforce agility, lengthy project backlogs, and ever-expanding security demands.

This plan continues to be a call to action. The path forward is not without challenges, but is one with potential for increased innovation, greater sustainability and security, and more agile solutions. We extend our heartfelt thanks to all who have contributed to this plan and to those who will play a crucial role in bringing its goals to fruition.

Thomas Amato

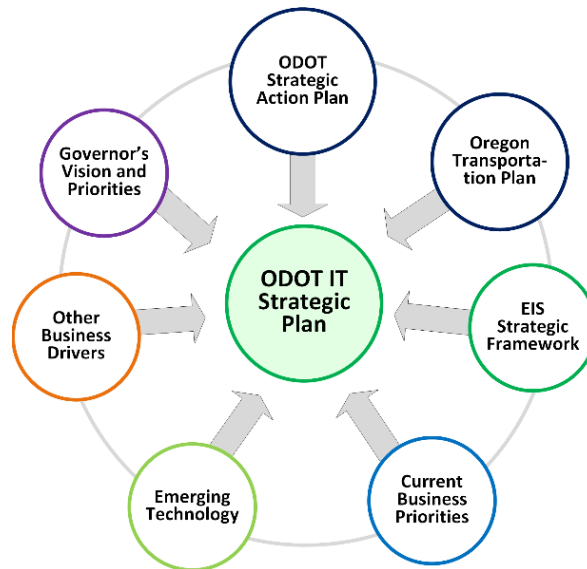
ODOT Chief Information Officer

May 30, 2025

2 BUSINESS CONTEXT

The purpose of ODOT's IT Strategic Plan is to promote a common understanding of IT priorities to support agency and enterprise goals, align IT investments to achieve successful business outcomes, and enable ODOT to achieve its vision and mission for transportation in Oregon.

ODOT's IT strategies and priorities are primarily informed by several influencing factors.



Various analysis techniques were used to engage executives, leaders, IT professionals, and business partners throughout the agency and obtain diverse perspectives to identify priorities and develop our original strategies. These included:

- **Business Context Interviews:** Conducting interviews with ODOT executive leadership, business unit managers, and other management personnel.
- **PESTLE Analysis:** Performing analysis on the primary external factors (Political, Economic, Social, Technological, Legal and Environmental) influencing the organization.
- **SWOT Analysis:** Conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) session and analysis, with a specific focus on IT.
- **Documentation Review:** Reviewing relevant strategic documents for guidance and alignment
- **Portfolio Analysis:** Reviewing current and pending projects and programs.
- **Industry Guidance:** Assessing industry trends and IT strategic planning resources.
- **Collaborative Evaluation:** Evaluating the resulting business context information with the ODOT Technology and Data Council, executive leadership, and EIS personnel.

In our updated plan, we have reviewed this prior work and considered subsequent priority setting work (including ODOT's updated Agency Strategic Action Plan, an agency Strategic Review, DMV Data Integrity Review, and legislative direction around accountability) to make needed adjustments and shifts for the next plan period. As a result, we've increased our focus on systems that will reduce risk and promote accountability in our work.

Additional detail on related guidance and documents is provided in the [Appendix](#).

3 MISSION, VISION, AND GUIDING PRINCIPLES

ODOT's Mission

ODOT provides a safe and reliable multimodal transportation system that connects people and helps Oregon's communities and economy thrive.

ODOT IT Mission

Deliver business tailored information technology services and capabilities that align with industry standards and practices and directly contribute to fulfilling the mission and priorities of ODOT.

ODOT IT Vision

Enable excellence throughout ODOT by creating an environment where technology's full potential transforms the way we solve problems and deliver services and products.

Guiding Principles establish and communicate our core values and philosophies, informing the organization's approach to achieving its goals and objectives.

Business Alignment

Collaborate with business partners to ensure IT strategies and investments align to critical business needs. Enable secure, integrated data sharing that promotes optimal use of enterprise information assets and informed decision-making.

Accountability

Foster transparent and accountable practices for ODOT IT investments and business outcomes. Measure and evaluate success; identify opportunities to improve.

Maximize Benefit & Value

Leverage state and ODOT enterprise IT solutions, (e.g. common public service delivery and payment platforms; technical debt reduction; increased cloud-based services; partnering in state ERP and utility solutions), to effectively deliver business outcomes, gain efficiencies, maximize limited resources, and achieve long-term value for the agency.

Continuous Learning

Promote a culture of continuous learning and adaptability to grow organizational capabilities, drive improvement in service delivery, and support adoption of new IT solutions.

4 STRATEGIC OBJECTIVES

The following table shows our strategic objectives for this 2025 Update. It contains two sections. The first section captures strategic business objectives, and the second captures strategic IT foundational objectives.

Business Objectives	Business Outcomes	IT Enabling Actions	Success Indicators
Capital investment program management optimization and accountability	<ul style="list-style-type: none"> Capital investments that are on-time and on-budget Comprehensive and integrated capital planning, program execution, and project delivery Modernized accounting practices to ensure accurate and trustworthy budgetary planning and analysis, federal billing, and general ledger activities 	<ul style="list-style-type: none"> Co-sponsor Delivery and Operations IT strategic plan development Stand up ISB enterprise architecture capability Actively support Delivery and Operations business systems architecture capability Coordinate, and contribute to, inter-departmental efforts to improve transportation system asset data management 	<ul style="list-style-type: none"> Delivery and Operations IT plan project underway by end of Q3 2025, with plan complete by June 2026 Enterprise Architecture charter and resource plan defined by end of 2025
Preserve transportation assets through efficient and cost-effective maintenance	<ul style="list-style-type: none"> Proactive maintenance planning and delivery Responsive and timely resolution of maintenance needs Modernized accounting practices to ensure accurate and trustworthy budgetary planning and analysis, federal billing, and general ledger activities 	<ul style="list-style-type: none"> Continue MicroMain system replacement Participate on next-generation maintenance management system concept of operations strategy team Coordinate, and contribute to, inter-departmental efforts to improve transportation system asset data management Establish a unified ArcGIS Enterprise application support team 	<ul style="list-style-type: none"> Intent to award for MicroMain replacement in Q3 2025 Delivery and Operations IT plan project underway by end of Q3 2025, with plan complete by June 2026 ESRI GIS Enterprise IT program charter by July 2025
Improved commercial vehicle registration transaction integrity and operational adaptability	<ul style="list-style-type: none"> Authoritative regulatory engagement and compliance Functional adaptability with lower risk Strategic workforce focus Trusted commercial alliances 	<ul style="list-style-type: none"> Continue focus on multiple legacy system modernization efforts Actively support Commerce and Compliance modernization program standup Co-sponsor development of effective system interfaces to build a better unified data source for vehicle identification 	<ul style="list-style-type: none"> Greater reliance on authoritative data from government or industry sources, (e.g., Federal Motor Carrier Safety Administration (FMCSA) / International Registration Plan (IRP) / International Fuels Tax Agreement (IFTA)), over agency created record sets Fully compliant and zero-error FMCSA Innovative Technology Deployment (ITD) quarterly data error

			<p>reports</p> <ul style="list-style-type: none"> • Broader user of the agency's commercial vehicle information exchange window (CVIEW) service
Assured DMV data integrity and operational confidence	<ul style="list-style-type: none"> • Reduced risk levels tied to data operations • Improved data exchange quality assurance • Improved insight into operational fulfillment of legal and policy requirements • Improved data quality upon record creation 	<ul style="list-style-type: none"> • Complete OLIVR FAST Core version upgrade • Implement system modifications to improve data quality and decrease error pathways • Develop service request scoring that prioritizes risk reduction and data integrity • Co-sponsor development of effective system interfaces to build a better unified data source for vehicle identification 	<ul style="list-style-type: none"> • Data asset risk awareness incorporated into system change reviews • Data quality metrics established with measurable improvements • Improved assurance of transfer stability and accuracy with more ability to identify transfer issues
Use of high-quality data to inform safety actions	<ul style="list-style-type: none"> • Efficient citizen and law enforcement crash reporting • Efficient workflows and more timely and actionable analysis • Ability to adapt to changing business and governmental requirements 	<ul style="list-style-type: none"> • Continue Crash Data System Replacement project • Support electronic law enforcement electronic data collection (LE-EDC) with modern data integration capabilities 	<ul style="list-style-type: none"> • LE electronic collection pilot underway with participating agency • Decrease in complexity of system interactions and file types involved in overall reporting and analysis workflow • Improved crash data timeliness (time from event to data availability)
Secure reliable and long-term funding solutions for sustainable transportation services	<ul style="list-style-type: none"> • Reduced road usage charge (RUC) program administrative costs as a percentage of revenue • Improve enrollment processes and data acquisition methods for easier adoption and better user experience • Tolling capability for the Interstate Bridge in partnership with Washington State Department of Transportation 	<ul style="list-style-type: none"> • Co-sponsor development of effective system interfaces to build a better unified data source for vehicle identification • Enhance RUC data collection and extraction capabilities to ensure accurate, timely, effective data transfers and support any legislative action to expand the program • Continue Connected Vehicle Ecosystem (CVE) platform development • Enhance RUC enrollment system integration for new electric vehicle purchases 	<ul style="list-style-type: none"> • Completion of the final CVE architecture planning and design documents by end of Q4 2025 • CVE RUC soft launch by end of Q2 2026, with completion of the first CVE RUC project by end of Q4 2026 • ODOT's IBR Tolling project plan for interface development completed by end of Q2 2026

Improving customer interactions across ODOT services	<p>A vision for how customers access our services to include:</p> <ul style="list-style-type: none"> • A unified agency understanding of our customers • Electronic and self-services that are convenient, easy to use and understand • Easier enrollment and participation in ODOT sponsored services • Reduce time spent in line, on the phone, or searching the website for different service access points 	<ul style="list-style-type: none"> • Conduct a study or peer exchange to understand other DOT approaches to customer service infrastructure • Contribute to design and implementation of DMV customer service improvement initiatives • Extract customer service dimensions from application roadmap work • Work with EIS to explore digital identity options for Oregonians • Seek opportunities for RUC, DMV, and Commerce and Compliance process integration 	<ul style="list-style-type: none"> • Increased understanding of diverse customer needs, our current delivery methods, and opportunities for integration to improve seamless delivery • Initial draft of a strategic long-term vision for seamless customer service
IT Foundational	Outcome and Benefit	IT Strategic Initiatives	Success Indicators
Cybersecurity and risk management	<ul style="list-style-type: none"> • Reduced exposures to vulnerabilities and improved agency security posture and policy compliance • Reduced likelihood of security compromise • Reduce risks within the intelligent transportation system (ITS) and faster integration of new ITS services into the established infrastructure • Increased resilience for business critical application services 	<ul style="list-style-type: none"> • Complete an enterprise control standards gap assessment, close priority gaps, and improve vulnerability management program effectiveness • Shift to an identity-first security strategy through the creation of a two-year (multi-phase) zero-trust network access (ZTNA) strategy and implement it's early phases • Develop updated ITS technology security architecture and implement prioritized improvements • Improve resiliency for prioritized services using the Oregon EIS resilient site infrastructure 	<ul style="list-style-type: none"> • Prioritized standards compliance and vulnerability remediation list • Fewer deviations from enterprise standards • Fewer critical and high vulnerabilities • Modernized IDM strategy • Refreshed remote access technology strategy • Successful resilience tests • Targeted monitoring and contingency plans
Strategy, governance and application portfolio management	<ul style="list-style-type: none"> • More efficient use of resources against areas of need with product management plans merged with business application roadmaps • Better technology decisions through divisional, and inter- 	<ul style="list-style-type: none"> • Create business application health metrics encompassing business value, technical health, application effectiveness and total cost of ownership • Partner with divisions to build and establish application roadmaps 	<ul style="list-style-type: none"> • Agency business application inventory baseline health ratings completed by end of Q4 2025 • Start building initial business application roadmaps by Q1 2026

	divisional, transparency and governance	<ul style="list-style-type: none"> • Develop agency and divisional portfolio tooling that integrates application health metrics with business application roadmaps • Stand-up standardized tactical and strategic working groups within divisions to use application portfolio health metrics to guide IT project prioritization decisions 	<ul style="list-style-type: none"> • Divisional portfolio governance groups begin utilizing APM health condition and roadmaps by Q2 2026 • Initial agency health and roadmap dashboards published by Q2 2026 • Business application portfolio performance metrics and reporting by Q4 2026
Project portfolio management	<ul style="list-style-type: none"> • Improved project management discipline and project delivery excellence • Improved compliance with ODOT and statewide standards for project management • Resource optimization for projects and subsequent IT operations and maintenance activities 	<ul style="list-style-type: none"> • Implement an enterprise project portfolio management application and foundational BI reporting capabilities to support the resourcing, cost tracking and delivery of projects by ODOT IS Branch • Leverage outputs from ODOT business application road mapping and divisional governance practices for portfolio intake improvements • Further standardize task scheduling and delivery practices 	<ul style="list-style-type: none"> • Enterprise project portfolio management application in use by Q4 2025, with 80% enterprise compliance by Q4 2026 • Initial suite of BI Reports serving critical-path portfolio functions by Q2 2026 • Improved content and information repository standardization • Established project performance metrics by Q1 2026
IT service management excellence	<ul style="list-style-type: none"> • More efficient and complete incident and service request management processes for business and IT • Improved visibility into operational workload and work processes 	<ul style="list-style-type: none"> • Implement modern cloud-based IT service management tooling and develop and release an IT service catalog • Improve configuration management process and data reliability 	<ul style="list-style-type: none"> • Successful procurement, deployment and transition to a modern cloud-based ITSM platform • Reduction in quantity of legacy IT service request applications and systems of record for ITSM data

5 CHALLENGES AND CONSTRAINTS

ODOT continues to face multiple challenges and constraints as it undertakes the initiatives outlined in this plan. Some notable challenges include:

- **Funding:** ODOT is facing a critical revenue shortfall, and the 2025 Legislative Session outcomes are pivotal in shaping ODOT's future. Absent the passage of a transportation funding package that provides sufficient revenue to accomplish the objectives in this plan, reprioritization of actions or the development of alternatives will be required.
- **Resource constraints and contention:**
 - There is a real possibility of budget challenges for the 2025-2027 biennium. We have held many positions vacant during the 2023-2025 biennium to carefully manage our budget.
 - Persistent gaps exist, stemming from overall demand for IS resources to support business and IT modernization endeavors.

- Contention exists between operational demands supporting core ODOT business functions and modernization and transformative initiatives.
- **Business strategy alignment:** ODOT business lines can bring competing priorities and competing solutions to common, cross-divisional strategic needs. This divergent business architecture puts stress on technical architecture, and we don't currently have the enterprise technical architecture resources and processes in place to address this challenge.
- **Workforce skill management amidst demand evolution:** Across its workforce, ODOT must maintain capabilities for supporting legacy systems while developing skills for new platforms and services.
- **Enterprise dependencies:** A significant portion of ODOT's modernization initiatives is dependent on capabilities delivered through enterprise initiatives sponsored by EIS or DAS, requiring dependency tracking, prioritization, and managing foreseen operational transitions.

6 PLAN GOVERNANCE AND MAINTENANCE

The ODOT Technology and Data Council is the leadership governing body for agency technology and data initiatives and is responsible for prioritizing and aligning efforts through informed and collaborative decision-making. The Council is responsible for approving the plan and monitoring progress.

To ensure relevance and applicability, ODOT will review and update the IT Strategic Plan annually to address any significant changes in the agency's priorities or business strategies, such as new legislative mandates, enterprise IT directives, or major technological advancements.

7 APPENDIX

BUSINESS CONTEXT INFORMATION

ODOT's IT Strategic Plan is informed and guided by various strategic guidance artifacts. Review the referenced documents for more detailed information.

GOVERNOR'S VISION AND PRIORITIES

Governor Kotek has emphasized several statewide priorities, including Housing and Homelessness, Behavioral Health, and Education. Additionally, she has established a vision to enhance customer service for Oregonians with an increased focus on agency accountability, ensuring that mission-specific services are delivered consistently and meet citizens' daily needs.



[Governor's Priorities](#)

[Agency Accountability and Expectations](#)

EIS STRATEGIC FRAMEWORK

The EIS Strategic Framework for 2023-2026 identifies strategic enterprise objectives to support the state's continued digital transformation journey.

[EIS Strategic Framework](#)



OREGON TRANSPORTATION POLICY PLANS

The Oregon Transportation Plan and modal/topic plans define long-range transportation policy for the movement of people and goods across the state and directs the work of ODOT.

[Statewide Policy Plans](#)



ODOT STRATEGIC ACTION PLAN

The *ODOT Strategic Action Plan*, updated for 2024 – 2028, describes ODOT’s strategic priorities including specific outcome areas to inform agency work and guide decision making.

[ODOT Strategic Action Plan](#)

[ODOT State of the System Dashboard](#)



ODOT STRATEGIC REVIEW 2024

In spring 2024, ODOT underwent a rapid assessment of ODOT’s effectiveness in performing specific processes and agency functions, producing several new priority actions to increase performance and credibility.

[ODOT Strategic Review Report](#)