



IT Strategic Plan

2024-2027

2026 Progress Report

Executive Summary

The Oregon Department of Transportation continues to advance the IT Strategic Plan first adopted in 2024 and [updated in 2025](#). The plan remains an agencywide framework, developed collaboratively with the Technology and Data Council, business partners, and the Information Systems Branch. It guides how we prioritize technology investments, address risks, and support the operational and strategic needs of the agency.

During the past year, our progress reflects steady movement across most strategic objectives, even as funding pressures, workforce limitations, and external dependencies shaped the pace and sequencing of work. The updates presented here highlight meaningful progress in foundational areas such as cybersecurity, enterprise services, and modernization efforts, along with continued support for major transportation initiatives.

As part of our forward-looking approach, we are preparing to develop an agencywide approach to artificial intelligence once statewide policy guidance is finalized, recognizing both the opportunities and responsibilities associated with its use.

This report summarizes achievements and challenges from the past year and reinforces our commitment to delivering secure, sustainable, and business-aligned technology capabilities. As legislative direction evolves, we remain prepared to adjust strategies while maintaining focus on the outcomes most critical to ODOT’s mission and to the communities we serve.

Key Highlights

Business Objective #1: Capital investment program management optimization and accountability

This objective focuses on improving how ODOT plans, manages, and delivers capital investments by strengthening the supporting technology, data, and architectural foundations. It aims to promote integrated planning, increase transparency and accuracy in financial and project information, and ensure that systems and practices enable reliable, well-coordinated program execution across Delivery and Operations.

IT Enabling Action	Status or Forward Thoughts
Co-sponsor Delivery and Operations IT strategic plan development	Planning work for this effort has not yet commenced. Leadership agrees that this planning activity will benefit from external consultative support. In the interim, modernization architecture efforts are progressing, and we continue to clarify and build alignment around the core problem areas requiring strategic attention.

Stand up ISB enterprise architecture capability	The enterprise architecture function is emerging and continues to develop. A dedicated staff member is now leading this capability within ISB, with initial areas of focus aligned to the needs of this business objective.
Actively support Delivery and Operations business systems architecture capability	Support for business systems architecture within Delivery and Operations is aligned with, and directly reinforced by, the enterprise architecture efforts described above.
Coordinate, and contribute to, inter-departmental efforts to improve transportation system asset data management	This work is supported through substantial IT participation in the Migration from TransInfo project, led by the Policy, Data, and Analysis Division. The project is modernizing business practices, technology platforms, and data quality while implementing Esri Roads & Highways. The multi-year effort, initiated in 2024, is scheduled for completion in 2028.

Business Objective #2: Preserve transportation assets through efficient and cost-effective maintenance

This objective focuses on strengthening ODOT’s maintenance operations by improving how asset information is managed, modernizing supporting systems, and enabling proactive, reliable, and cost-effective maintenance planning and delivery. It emphasizes integrated data, modernized tools, and processes that support timely maintenance decisions and efficient resource use.

IT Enabling Action	Status or Forward Thoughts
Continue MicroMain system replacement	IT continues to support and advance this project, which remains on track for completion prior to 2028. The resulting asset management capabilities may also serve as a foundation for broader maintenance management modernization in the future.
Participate on next-generation maintenance management system concept of operations strategy team	This effort is currently paused and will be incorporated into broader strategic planning activities within Delivery and Operations rather than pursued as a separate initiative.
Coordinate, and contribute to, inter-departmental efforts to improve transportation system asset data management	Progress in this area aligns with the asset data management work described under Business Objective 1 and continues to advance through coordinated inter-departmental efforts.
Establish a unified ArcGIS Enterprise application support team	This initiative has been de-prioritized for the time being. IT and GIS resources continue to collaborate effectively on current GIS-related projects, and the concept of a unified support team may be reconsidered as future needs evolve.

Business Objective #3: Improved commercial vehicle registration transaction integrity and operational adaptability

This objective focuses on ensuring accurate, reliable, and adaptable commercial vehicle registration processes by modernizing supporting systems, strengthening data exchange

capabilities, and improving the technical foundations that enable compliance, operational resilience, and responsiveness to evolving regulatory and business requirements.

IT Enabling Action	Status or Forward Thoughts
Continue focus on multiple legacy system modernization efforts	Work in this area is supported through ongoing IT involvement in the Commercial Vehicle Registration replacement project, which is planned for a 2029 go-live. The recently completed ORION over-dimension permitting project also represented a significant modernization effort under this objective.
Actively support Commerce and Compliance modernization program standup	The Commerce and Compliance Division established a new Modernization & Operations Branch and completed leadership recruitment. ISB participated in the selection process and will continue to engage with the branch on modernization strategy and project execution.
Co-sponsor development of effective system interfaces to build a better unified data source for vehicle identification	This work is progressing through IT support for the Commercial Vehicle Information Exchange (CVIEW) project, which aims to create an accessible, standards-aligned data repository for motor carrier and vehicle information. The first release is planned for completion in 2027.

Business Objective #4: Assured DMV data integrity and operational confidence

This objective focuses on strengthening the accuracy, quality, and reliability of DMV data and the systems that support it. It emphasizes reducing data related risks, improving data exchange and error prevention capabilities, and enhancing confidence in operational processes and outcomes across DMV programs.

IT Enabling Action	Status or Forward Thoughts
Complete OLIVR FAST Core version upgrade	Significant work has been completed, and the project remains on track for production completion in July 2026
Implement system modifications to improve data quality and decrease error pathways	Multiple system enhancements have been implemented across the OLIVR solution, including Core26 UI improvements, to reduce errors and strengthen data quality.
Develop service request scoring that prioritizes risk reduction and data integrity	Service request prioritization now incorporates an elevated focus on risk reduction and data integrity.
Co-sponsor development of effective system interfaces to build a better unified data source for vehicle identification	IT and business teams collaborated to develop a VIN lookup application to support accurate vehicle identification. Testing and refinement of the application are currently underway.

Business Objective #5: Use of high-quality data to inform safety actions

This objective focuses on improving the quality, timeliness, and usability of crash and safety-related data to support effective analysis, informed decision-making, and compliance with evolving reporting and regulatory requirements. It emphasizes modernizing data collection

systems, strengthening integration capabilities, and enabling more efficient workflows for both internal users and external partners.

IT Enabling Action	Status or Forward Thoughts
Continue Crash Data System Replacement project	Data analysis activities are in progress, a vendor has been selected, and ISB is serving as a co-lead in contract negotiations for the acquisition and deployment of the new system.
Support electronic law enforcement electronic data collection (LE-EDC) with modern data integration capabilities	This project is scheduled to begin in January 2027.

Business Objective #6: Secure reliable and long-term funding solutions for sustainable transportation services

This objective focuses on strengthening the technology, data, and integration capabilities necessary to support long-term, sustainable transportation funding models. It emphasizes improving road usage charge (RUC) processes, enhancing data collection and exchange methods, and enabling systems that support tolling, enrollment, and related administrative functions.

IT Enabling Action	Status or Forward Thoughts
Co-sponsor development of effective system interfaces to build a better unified data source for vehicle identification	IT and business teams collaborated to develop a VIN lookup application to support accurate vehicle identification. Testing and refinements are currently underway.
Enhance RUC data collection and extraction capabilities to ensure accurate, timely, effective data transfers and support any legislative action to expand the program	The Oregon Mandatory RUC Project is updating business processes and preparing for the increased scale of mandatory RUC registration anticipated in 2027.
Continue Connected Vehicle Ecosystem (CVE) platform development	Two RUC CVE proof-of-concept projects are currently underway, both planned for completion by the end of 2026.
Enhance RUC enrollment system integration for new electric vehicle purchases	Work in this area remains in the planning phase, with an implementation plan expected to be finalized by the end of 2027

Note: With the passage of HB 3991 (2025), IT is a key partner in implementing Mandatory RUC Phase 1, which is required to be completed by Q1 2027. Project work is underway and remains on track.

Business Objective #7: Improving customer interactions across ODOT services

This objective focuses on enhancing how customers engage with ODOT services by strengthening service delivery channels, improving convenience and accessibility, and supporting integrated, user-centered processes across programs. It emphasizes clearer customer understanding, streamlined service experiences, and expanded digital and self-service options.

IT Enabling Action	Status or Forward Thoughts
Conduct a study or peer exchange to understand other DOT approaches to customer service infrastructure	This action has not yet been initiated.
Contribute to design and implementation of DMV customer service improvement initiatives	ISB is actively supporting efforts to enhance DMV call center capabilities while also contributing to cost-reduction initiatives. Work in this area is ongoing.
Extract customer service dimensions from application roadmap work	Customer service considerations have been incorporated into the application roadmap tooling
Work with EIS to explore digital identity options for Oregonians	This enabling action has not yet begun. While ODOT has engaged in preliminary conversations with other agencies, further advancement of this work is expected to be de-prioritized.
Seek opportunities for RUC, DMV, and Commerce and Compliance process integration	This work is not currently organized as a formal initiative, but the underlying approach continues to generate tactical opportunities for process integration. Some of these opportunities will be realized through the Mandatory RUC project.

IT Foundational #1: Cybersecurity and risk management

This objective focuses on strengthening ODOT’s cybersecurity posture by improving vulnerability management, advancing identity and access strategies, enhancing security architecture for critical systems, and increasing operational resilience. It emphasizes consistent standards, reduced exposure to threats, and improved readiness to support secure and reliable agency operations.

IT Enabling Action	Status or Forward Thoughts
Complete an enterprise control standards gap assessment, close priority gaps, and improve vulnerability management program effectiveness	The standards gap assessment has been completed, and work continues to advance the closure of priority gaps.
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	This action is currently on hold pending budget constraints and Enterprise Information Services procurement activities.
Develop updated ITS technology security architecture and implement prioritized improvements	Work on this action has progressed incrementally with the recent completion of a security assessment.
Improve resiliency for prioritized services using the Oregon EIS resilient site infrastructure	ODOT is not participating in the initial onboarding group for the EIS resilient site infrastructure but is planning to adopt the service in a future implementation wave.

IT Foundational #2: Strategy, governance and application portfolio management

This objective focuses on strengthening ODOT’s governance, planning, and application portfolio management practices by establishing clear health metrics, improving roadmap development, and enhancing transparency and decision-making across divisions. It emphasizes consistent

evaluation of business applications, better alignment of technology investments, and more effective prioritization of IT initiatives.

IT Enabling Action	Status or Forward Thoughts
Create business application health metrics encompassing business value, technical health, application effectiveness and total cost of ownership	The development of approach and tooling for this action is complete, with health metrics developed and socialized internally. The effort leverages low-cost, capable tools to support ongoing evaluation.
Partner with divisions to build and establish application roadmaps	This work is underway using the application roadmap tooling referenced above.
Develop agency and divisional portfolio tooling that integrates application health metrics with business application roadmaps	Reporting tooling that integrates health metrics with application roadmaps is in development. The solution will utilize low-cost reporting capabilities.
Stand-up standardized tactical and strategic working groups within divisions to use application portfolio health metrics to guide IT project prioritization decisions	Progress on this action has been limited. Approaches vary across divisions, and work is ongoing to strengthen these practices.

IT Foundational #3: Project portfolio management

This objective focuses on improving ODOT’s project delivery discipline through strengthened portfolio management practices, enhanced reporting and analytics, and standardized scheduling and governance processes. It emphasizes better visibility into project performance, consistent adherence to statewide standards, and more effective use of resources across the project lifecycle.

IT Enabling Action	Status or Forward Thoughts
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	The initial version of the PPM system, including business intelligence reporting capabilities, is live and has completed hyper-care. The system provides strong holistic visibility into the IT portfolio. Current work is focused on strengthening resource management practices and completing migration activities associated with the retirement of Microsoft Project Online, with migration planned for completion before year-end.
Leverage outputs from ODOT business application road mapping and divisional governance practices for portfolio intake improvements	Pre-planning for this effort is underway. Required intake datasets are in development, and initial reporting to support divisional governance discussions is planned for 2026.
Further standardize task scheduling and delivery practices	Monthly compliance reviews for schedule completeness have been implemented, and progress continues toward strengthening adherence to scheduling standards. Planned investments in staff and services will further enhance the quality and consistency of project delivery practices across the portfolio.

IT Foundational #4: IT service management excellence

This objective focuses on improving the quality, consistency, and efficiency of IT service delivery by implementing modern service management tools, strengthening configuration and operational practices, and enhancing visibility into service workloads. It emphasizes reliable support processes, improved customer experience, and better alignment of service operations with agency needs.

IT Enabling Action	Status or Forward Thoughts
Implement modern cloud-based IT service management tooling and develop and release an IT service catalog	Procurement activities for the ITSM platform are underway. Design and configuration work is expected to begin in late summer or early fall.
Improve configuration management process and data reliability	Progress in this area is dependent on the implementation of the new ITSM platform.

Challenges and Conclusion

ODOT continues to face several significant challenges as it advances the initiatives outlined in this plan. Key factors include the agency’s critical revenue shortfall and the importance of the 2027 Legislative Session in determining future funding direction. In the absence of a transportation funding package sufficient to support planned objectives, reprioritization or alternative approaches may be required. Additional challenges include workforce capacity limitations, competing operational and modernization demands, and varying levels of alignment across business lines. Enterprise dependencies, particularly on statewide initiatives led by EIS or DAS, also influence sequencing and prioritization of ODOT’s modernization efforts.

These challenges remain influential as we move forward. While ODOT has avoided layoffs, budget realities continue to shape planning horizons and contribute to uncertainty for long-term initiatives. As the next legislative session approaches, the agency is developing reduction plans and preparing for multiple potential outcomes.

Despite these pressures, our primary objectives remain unchanged, and steady progress continues across most areas. We remain committed to advancing legislative priorities, supporting agency needs, and delivering secure, sustainable, and business-aligned technology capabilities.