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Project Delivery	2018-2019	Department needs a project delivery dashboard to track performance metrics	In 2024, the agency created a State of the System Dashboard, which can be found here: https://www.oregon.gov/odot/state-of-the-system/Pages/default.aspx	External transparency about performance and establishment on internal performance measures to drive external metrics up.
		Dashboard should address monitoring and mitigating identified risks	In January 2020, the Agency implemented a risk management policy that requires project teams to create a risk register and note associated costs. During that same time period the agency developed multiple internal reports on health and performance of projects for agency managers and project managers. In Summer 2025, the agency began developing a dashboard that measures project health, based upon a variety of factors, which indicate the risk to scope, schedule and budget.	Implementation of risk registers in project development has improved quantification of uncertainty in project financial planning and is shifting project decision making to be risk-based and engaging upline leadership in risk-based decision making about both projects and the whole capital portfolio. Roll out of risk registers did not automatically improve effectiveness but they initiated a change in culture about project decision making and cost responsibility.
		Third-party reviews, alternative delivery methods, and project bundling and phasing should be used when practicable.	**Alternative Delivery** Alternative Delivery Program was established in 2018. The Alternative Delivery Services (ADS) team was formed to execute the program. The program created a selection tool to apply to projects to decide whether an alternative method would work and to select which one. May 2018: ODOT hosted a FHWA Sponsored Design-Build Peer Exchange with WSDOT, UDOT and MNDOT. This event was focused on Design-Build best practices and included lessons learned from each state, procurement, quality management and construction best practices. ADS also benefited from various discussions on risk mitigation, specifically for Design-Build. 2019: ADS team joined another peer group hosted by WSDOT. ODOT provided an overview of its tools to evaluate and provide recommendations to project teams on which delivery method option would be a viable choice for a project looking to use an alternative contract method. 2022: ODOT joined an Alternative Contracting Peer group that included 17 other states. This peer group meets quarterly to	Through the Alternative Delivery Program, CM/GC was selected for the delivery of the Rose Quarter project and Design-Build was selected for the Bend North Corridor Project. Contract specifications for these two alternative delivery projects were developed by the ADS team in collaboration with the project teams, Procurement Office and DOJ. In 2024 the ADA program put a large Design Build RFP out for a project in Region 2 and will follow with a similar project in Region 3 in 2025. ADS working with WSDOT to develop contract specifications for

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			discuss topics of interests, it also serves as a peer group between meetings, members seek advice from other DOT programs through various questions, of what other DOTs do regarding process, etc. ODOT is still part of this group and the discussions on various topics are helpful for our own program implementation. 2022: ADS team established an internal peer group for ODOT's Practitioners of CM/GC and Design-Build. These meeting are held quarterly to provide feedback on best practices, lessons learned and support to Project teams using CM/GC and Design-Build and develop the Agency's bench strength for project delivery using CM/GC and Design-Build. Since 2018: ADS team evaluated over 30 projects through its tools to evaluate a viable alternative contracting method by using objective data and the risk assessments. Although there have been only a handful of projects using these alternative contracting methods, the dollar volume is higher, as often larger projects opt to utilize alternative contracting methods.	the Interstate Bridge Replacement project.
			PROJECT BUNDLING AND PHASING Project bundling and phasing practices are our standard of practice to design and construct projects that are geographically related –for the benefit of communities from a single coordinated project that delivers a range of improvements in a corridor, for the benefit of construction efficiency and to provide a range of contracting opportunities both for the consultant community (on outsourced design projects) and construction contractors. This approach to bundling projects was utilized in the programming of both the 2021-2024 and 2024-2027 STIP cycles. In these cycles we developed projects that ranged in size from less than $1M construction contracts to up to $45M. For projects that are outsourced in design, bundling projects and developing projects at a range of scales provides contracting opportunities for consultant firms of different sizes. This is delivered through our approach to tiered consultant price agreements with the Procurement Office. This approach establishes tiers of contracting opportunities – for different classifications of consultants to pursue projects of different contract sizes.	The ADA Program utilizes project bundling to increase the number of curb ramps delivered. ADA funds are added to the project which reduces the cost to the agency by minimizing the number of contracts and the associated contract management staffing. This has allowed us to utilize existing staff to deliver the program through reassignment/rotations. To improve project cost estimation, we have begun programming projects in phases as opposed to all at once. A good example of this change of practice is the Great Streets Program. We have programmed funds for design that will allow us to determine the full cost of the project before we

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			The current ADA Delivery Program most similarly mimics the bundling approach taken during delivery of the OTIA III State Bridge Program. Since the establishment of the ADA Delivery Program's funding plan in 2022, projects are bundled to allow for a range of contract sizes and contracting opportunities. Projects range from less than 50 curb ramps in a single project to 800+ ramps. We are also constructing compliant curb ramps through both design-bid-build and larger design-build contracts that include 1000+ curb ramps for the purpose of engaging a wider range of contractors.	program construction dollars. This will also provide an opportunity for us to bundle project funding types in the 27-30 STIP.
		Explore competitive pay options to retain workforce, especially in urban areas	In 2018, the CIAC recognized that ODOT was experiencing recruiting and retention challenges due to below-market pay for some highly skilled or highly competitive positions. This challenge was not, and is not, unique to ODOT. Rather, agencies across the enterprise face these same barriers when recruiting and retaining highly sought-after employees. The Department of Administrative Services (DAS) is responsible for managing all aspects of job classifications and categories, including determining base, or periodic changes to, pay ranges. DAS is also responsible for negotiating the Collective Bargaining Agreements (CBA), including those with the SEIU and AEE to which ODOT is a party. The CBAs govern COLA adjustment pay differentials for specialized skills, licensure, and training. While ODOT participates in the bargaining process and may be consulted as to pay challenges within our organization, ODOT does not have the ability to self-select or determine any pay rates, pay ranges, or differentials.	ODOT identified several positions for which pay challenges currently exist and is working with DAS to advance consideration of modifications to minimum qualifications and/or pay ranges, or further segmenting classifications or classes of positions to more adequately address market changes.
Audits	2018-2019	Establish Audit Subcommittee and develop governance policies	In 2018, the CIAC created an audits subcommittee, but in 2020, the subcommittee was disbanded. The CIAC directly still weighs in on the audits plan and provides feedback on implementation plans.	This recommendation was designed to decrease repetitive work and to increase CIAC and agency efficiency.
Performance Management	2018-2019	Explore possibility of putting reasons for late/not	Information related to project time and budget is provided upon completion of the project on the TAP website. As part of the implementation of the Strategic Review, we are re-	This is being re-evaluated as part of the agency Strategic Review implementation.

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		on-time project delivery on the TAP website	examining our change management codes to ensure they are meaningful and provide useful information for the public.	
		Refining 2021-2023 Key Performance Measures	Throughout 2019, the CIAC conducted several KPM development exercises to develop a set of KPMs strongly aligned with the department's goals to recommend to the OTC. The committee presented these recommended KPMs to the OTC for consideration in early 2020. In the spring of 2020 ODOT submitted these OTC-approved KPMs to the Legislative Fiscal Office for legislative review during the 2021 Legislative Session. The committee discussed expanding the DMV service index, recognizing the evolving nature of service delivery. A new KPM was developed and approved, with these components: • DMV Field Office Wait Time - Percentage of DMV field office customers served within 20 minutes (once they enter the office.) • DMV Call Center Response Time - Average time to reach a phone agent in 15 minutes or less. • DMV Title Issuance - Average time from receipt to issuance is six weeks or less. • DMV Self-Service Options - Percentage of customers who complete their transaction using a DMV self-service option. To develop the new the Bicycle/Pedestrian measure, ODOT initiated partnerships with MPOs, universities, advocacy groups, consultants, and data specialists to devise new performance indexes tailored for pedestrian and bicycle facilities. ODOT also undertook a comprehensive assessment of its priority pedestrian and bicycle corridors. Criteria such as land use patterns, equity considerations, historical accident data, and potential risks were brought into the evaluation process. Such a nuanced approach ensured heightened safety measures and enhanced local network access. A specific emphasis was placed on optimal crossing spaces, especially in areas with higher needs. The updated measure, the Pedestrian and Bicycle Facilities Index, measures walking and biking system completeness: Percent of miles of ODOT priority pedestrian and bicycle corridors in fair or better condition and percent of miles of	This work has allowed for the agency to adjust KPMs that are both relevant to increasing outcomes for the agency and to provide more effective KPMs for the legislature to review during development of agency's biennial budget.

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			ODOT priority pedestrian and bicycle corridors that meet target crossing spacing.	
Efficiency	2018-2019	Work with DOJ to streamline the legal sufficiency review process to streamline the procurement process	The ODOT Chief Procurement Officer led a consortium of state agency representatives to propose changes to the DOJ Legal Sufficiency administrative rules, which led to these changes: ○ Information Technology legal sufficiency threshold remained at $150,000. ○ All other procurement transactions raised to $250,000. ○ An exemption from legal sufficiency review for addenda that solely extend the date that offers are due are not subject to the review requirements of this rule. ○ Changed emergency procurement legal sufficiency requirements to eliminate the need to submit individual transactions to DOJ and only require a yearly report. The ODOT Procurement Office & Delivery and Operation's representatives have developed an Architectural and Engineering Standardized Statement of Work to achieve consistency in contractual work requirements of consultants, improve negotiation timelines, and to seek a DOJ legal sufficiency review class exemption when fully implemented across the agency. The ODOT Procurement Office maintains standard Contract templated Terms and Conditions that have been approved by DOJ for use by the agency to create consistency and streamline the DOJ legal sufficiency review.	The ability to utilize standard templates for procurement can reduce the amount of time by anywhere from 2-4 weeks by DOJ typically takes 2-4 weeks to turn around a legal sufficiency review. Thus, saving time and cost.
Strategic Action Plan (SAP)	2020-2021	Streamline and focus the priorities, goals and associated outcomes that drive the agency's actions into the future.	The OTC approved the 2021-23 Strategic Action Plan (fall 2020). • Identified key milestones for each of the SAP actions annually. • In developing the second iteration of the plan, the 2024-2028 ODOT Strategic Action Plan (approved by the OTC in March 2024), the agency identified discrete implementing actions and milestones and ensured they aligned with existing metrics and KPMs wherever possible. Adopt the Oregon Transportation Plan, setting goals and priorities for Oregon over the next 25 years.	Having the CIAC focus on the SAP provided the agency additional oversight and review of our implementing actions to ensure the SAP was aligning with the work. Adopted state transportation vision and goals to unify state and local transportation efforts for a seamless system for users.

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Project Delivery	2020-2021	Consider adding a representative to the committee with DBE (disadvantaged business enterprise) experience.	A consultant specializing in DBE contracting joined the committee (spring 2021). Met with DBE experts on the committee to identify areas to expand DBE participation (summer 2021).	Adding a DBE member to the CIAC provided external expertise to provide feedback to CIAC topics, specific to project delivery and engagement, including where the agency had gaps to address.
	2020-2021	Apply ODOT's Social Equity Engagement Toolkit to all projects (2023).	This recommendation was identified in the Strategic Action Plan; however, with leadership and staffing changes, the scope has changed over time. This is currently under review for a reassessment of implementation. The SAP milestone for 2025 is: "Implement agency-wide and external engagement tools as well as best and promising practices that enhance equitable outcomes for rural, underserved and underrepresented communities."	Under review
Performance Management	2020-2021	Expand use of data to develop, refine and support metrics to ensure they inform and drive decisions. Use metrics to "manage up" in programs and processes. Ensure goals and outcomes recognize differences in metro and rural needs and circumstances.	Created and staffed the Chief Data Office (fall 2021). Align legislative, federal, and internal department metrics to the ODOT Strategic Action Plan (in progress).	The direction on data from the CIAC has been used to align the Chief Data Office with SAP goals. This work is ongoing but has had an impact in identification of data challenges that the agency is working to resolve.

Audits	2020-2021	Ensure best use of committee member time in engaging with internal audits.	This recommendation resulted in the Audits Sub-Committee sunsetting. Audit plans are reviewed by the full committee and updates are received periodically.
			
			The committee's recommendations on audits included:
			• Assess the department's response to the COVID-19 pandemic and opportunities for improvement.
			   o Considered, topic was not included.
			• Systematically follow up on themes, such as congestion pricing project pilot, progress on road use charges versus gas tax, and progress on policy innovation.
			   o Considered; RUC theme already a focus. Completed prior audits on the RUC program and OreGO included in recent audits of DMV MPG ratings.
			• Assess the department's exposure to cybersecurity risks.
				Feedback from the CIAC on audits is directly correlated to audit implementation implemented by the divisions.

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			○ Considered; specialized expertise would likely have been needed for this topic. Have audit of IT Security currently underway.
			• Assess the extent ODOT provides training & assistance to DBE/Minority contractors so they can be successful.
			  ○ Considered; have completed DBE/minority related audits including Mentor-Protegee' Program, DBE Goal Setting, Prompt Pay, and Paid Summary Report Monitoring, and continued emphasis going forward.
			• Consider construction costs and challenges in project estimation in a climate of supply-chain issues.
			  ○ Considered; audit of construction cost estimating currently underway.	

		Align the Audit Plan to ODOT's Strategic Action Plan and goals to organize by topics or themes, such as Project Delivery, climate, and social equity.	Beginning with the 2022-2023 Audit Plan, the published audit plan shows how planned audit topics are aligned with the Strategic Action Plan.	This has helped with agency efficiency around audit alignment and tracking to ensure we are using audits to achieve the right outcomes.
Climate	2020-2021	Measure improvement in regard to electrification.	2021-2023 Strategic Action Plan (SAP) identified electrification goals and measures, including tripling the number of EVs in Oregon by 2023 and increasing electric charging infrastructure by 10%. This measure was met. New targets were set for 2024-2028 SAP to triple the number of charging ports statewide by 2028. Progress is measured quarterly on ODOTs State of the System Dashboard.	Established a target to ensure progress on SAP outcome area, which was achieved. Shows Agency ability to meet goals.
		Use Road Usage Fee revenue as a funding source to maintain the state highway transportation system.	This has not been implemented.	N/A
Social Equity	2020-2021	CIAC will review ODOT's Social Equity efforts and provide feedback in the fall and winter of 2021. By the end of 2023, ODOT should materially increase the hiring and retention of minorities, women, and	• Launched an interview toolkit to increase equity in hiring, including standardized best practices for interviews, training for interview panel participants, and strengthened intern programs. • Developed a Workforce Choice Index Heat Map to track our progress at increasing workforce diversity in applicant pools, interviewing, hiring, promotions, leadership, and retention. This keeps agency leaders and OTC informed about our progress measuring our efforts to increase workforce diversity.	The work around this has allowed for the agency to better track our data specific to diversity in hiring. However, we have not seen an increase in our workforce diversity hiring. We have seen an increase in our workforce promotions specific to diversity—including 6.2% being veterans and over 10%

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		people who live with disabilities at all levels of the organization. This was encompassed in the 2021-2023 Strategic Action Plan.	• Launched Employee Resource Groups to improve the development, belonging and retention of a diverse workforce.	being women. We are continuing to assess the work in this area.
Transportation Electrification	2022-2023	Examine requirements and ODOT approach while focusing on incorporating the needs of disadvantaged communities. Ensure bidders can support stations long term, manage costs and supply chain issues, and improve vendor selection processes.	• Launched the Community Charging Rebate program to reimburse up to 75% of the eligible costs of EV chargers in communities. At least 70% of the funds are directed to disadvantaged and rural communities. • In Oregon's Notice of Funding Opportunity and subsequent grant awards for the National Electric Vehicle Infrastructure (NEVI) program, ODOT is requiring a reserve of funding to be held for longer-term maintenance – ensuring bidders can support stations long-term. • In the selection of vendors to deliver transportation electrification, ODOT used a number of factors in the vendor selection process that sought entities with experience in EV charging infrastructure, those that have been around for awhile (have staying power), and entities that demonstrated cost and scope management controls.	Ensured investments made now, retain long-term benefits. Created check-points to ensure vendors selected could deliver on services.
Climate	2022-2023	Consider using GHG methodology the agency established to vet transportation projects and compete for grants Develop strategic public-private partnerships Measure the outcomes of investment to drive positive climate and economic impacts Show how climate investments are helping people	• ODOT is evaluating transportation projects' greenhouse gas (GHG) emissions and resilience impacts. Those are compared to a baseline, with limits established for not to exceed GHG increases as part of the project selection process. • ODOT convenes other state agencies, local jurisdictions and private sector interests around climate action. For example, ODOT pulled together utilities, local jurisdictions and private charging companies to identify electrical grid capacity needs and establish strategies. • ODOTs State of the System Dashboard reports on the Agency's progress on climate action overall and impacts to people and communities.	Ensures Agency is working towards GHG emission reductions overall, with accountability through reported progress.
Data Stewardship	2022-2023	• Move away from an application-centric	• ODOT's Chief Data Officer (CDO) is actively engaged at the state level, working at the behest of the state CDO	The Data Solutions Office has worked with the data stewards

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		system and toward a data-centric system to break down data silos and make data interoperable and more usable. • Use data to tell meaningful stories to help build understanding of value of changes needed in our data culture and practice. • Keep track of savings and efficiencies gained by improvements in management and data usage. • Communicate across the agency about data collection and stewardship to enable more data-driven decision-making.	and the CDO of the Oregon Department of Human Services (ODHS) to pilot an interagency data-sharing process/platform. • The Data Solutions Office is heavily involved in sharing its data stewardship program with other agencies and has helped develop the State Data Literacy Framework, which will be released by the enterprise this year. • ODOT has created roles and responsibilities for data stewards, data trustees and coordinating data stewards across the agency. Data literacy training has rolled out to all in these roles, and more modules are under development. • Coordinating data stewards have monthly meetings to collaborate, communicate and share best practices. • Data Solutions Office staff are working with division and programs to identify success stories where problems have been solved and efficiencies gained, including timed saved by automated and backend processes. • ODOT launched the State of the System Dashboard evaluating agency progress towards: safety, equity, climate, mobility, customer service, maintenance and operations, project delivery, and transportation funding. Data on the site is used for managing ODOTs services to make improvements and address issues. It is also publicly reported to improve transparency into what ODOT is doing well and where improvements are needed.	across the agency to make improvements to data access with units including Human Resources, Several core agency data sets have been moved out of spreadsheets and into PowerBI – a central resource to ensure access, with new analytics tools. In particular, in Human Resources, changes made to data access have reduced a 40-hour process down to 5-6 hours, allowing for more custom reporting to make better informed decisions. The State of the System Dashboard sheds new light on key activities and deficiencies for staff to address; also creating public transparency and accountability.
Social Equity	2022-2023	Share information and framework with other state agencies who can learn from work ODOT has already done; determine which agencies and programs "overlap and partner" with ODOT and how state government can best utilize its collective scope and reach to build more equitable systems and communities. Share information and collaborate with AASHTO; share ODOT's work with other state DOTs to build	The Office of Equity and Civil Rights now participates in the national Equity in Infrastructure Project (EIP) and is meeting regularly with other state leaders and social equity program peers. The Assistant Director for Equity and Civil Rights visited regions across the state. She was able to connect and visit with leaders and employees on the topic of social equity within ODOT and its communities.	This recommendation has allowed for the Office of Equity and Civil Rights to have more visibility both nationally and throughout the state, leaning into how we are effectively engaging as an OECR partner to both embed the work at every level of the agency and learn from others on a larger scale. This has also provided greater engagement and training opportunities with DBE partners outside of the metro area.

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		acumen across the country, share lessons learned, and learn from other states. Visit different areas of Oregon to engage with ODOT staff across the state in addition to focused, one-on-one conversations around equity.		
Major Projects	2022-2023	Hold statewide events to facilitate interactions between DBE and primary construction firms' highlighting opportunities in eastern Oregon.	In 2023 OECR held a training for Region 5 on Doing Business with ODOT to train Eastern Oregon firms on ODOT practices for procurement, contracting thresholds, risk management and other topics for certified and non-certified firms. July 2024, Small Business Navigators attended DAS Connect 2 Oregon session in Redmond, Oregon. Presented on DBE program and networked with attendees. COBID office was in attendance and provided drop-in support for firms interested in certification. https://www.youtube.com/watch?v=x9jZ7CWgPnk Collaborations with Department of Administrative Services (DAS), other state agencies and local agencies for Connect 2 Oregon to provide training on procurement and state contracting to rural communities outside the I-5 corridor. This includes Pendleton and Ontario in Region 5 scheduled for summer 2025. OECR offers scholarships to firms in our subscriber lists, including Region 5, to attend events offered by our partners so that certified firms can attend at no cost that focus on state contracting, certification, upcoming projects, and procurement practices.	
		Expand the DBE pool by collaborating with ODOT Office of Equity and Civil Rights to identify and encourage potential DBE firms in eastern Oregon to explore certification.	In June 2024, Small Business Navigator compiled list of construction firms in Oregon with COBID certifications that would potentially be eligible for DBE certification. Did individualized outreach to 45 firms. During the Doing Business with ODOT (DBwO) virtual work session, the intention was for it to be virtual so that the firms in rural regions can more easily attend without having to travel to Portland or Salem.	This has helped with our relationship building with contractors in Eastern Oregon and to extend our network of engagement. The Doing Business with ODOT (DBwO) virtual work session, included 40+ firms in eastern Oregon.

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			For DBwO there was a Collaboration with the Certification Office for Business Inclusion and Diversity (COBID) to develop a PowerPoint presentation on how to get certified in Oregon since it is a common inquiry that Navigators For DBwO the three marketing campaigns that were developed using our newsletter subscriber lists to reach to Region 5 that target both certified and non-certified firms. Our subscriber list for Region 5 has over 4,220 subscribers. OECR annual compliance training has component about DBE program. Compliance training is held in each region. Training was held in Pendleton on October 3, 2024.	
Major Projects		Engage in early project marketing, contractor meetings, pre-bid meetings to increase contactor awareness (both DBE and non-DBE), mitigate potential risks, and curb unnecessary cost escalation.	Small Business Navigators have done two introductory presentations to ODOT area managers, sharing information about Navigator role and how area managers can support. In Region 1, Small Business Navigators assisted with marketing opportunities for Outer Powell project to encourage DBE firms to attend pre-bid meeting and network with primes. In OECR's Equity Line Newsletter, solicitation projects in all regions including Region 5 are being shared to subscribers. There are also highlight and business spotlights of firms doing good work with ODOT including firms in Region 5.	In Fall 2024 there was a 15% DBE goal on Contract 15566, Key #22383, OR86: Guardrail Upgrades. Targeted outreach was completed in conjunction with the Region 5 field coordinator. Project exceeded DBE participation goal, 18.28%, very unusual for an eastern Oregon project. This engagement helps our effectiveness in working with our DBEs so they have a better understanding of the work, how to engage and when and to be successful on our projects. It helps us meet and exceed our DBE goals.
		Explore OSU-recommended, ODOT-tested and -verified concrete mix material as an eco-friendly concrete mix for other transportation structures like barriers, sidewalks, and retaining walls.	Climate Office and Construction are working in partnership on expansion of use of low-carbon materials, including the material listed above. Received a federal Grant to implement this work and other low-carbon materials. Efforts will include product testing, durability analysis, pilot test locations, and establish standards and design guidelines.	Brought substantial federal funding into ODOT to test and use low carbon materials, determining where and how to use long-term. Outcomes include lower emissions and industry support for transition of materials.
Cost Estimating	2022-2023	Collaborate/peer exchange with DOTs across the country on cost estimating best practices, tools, and protocols that ODOT could learn from.	We participated in and received the results of a North Carolina DOT nationwide survey on cost-estimating. Results indicated that 17 DOTs in the United States are struggling to maintain project budgets due to inflation and evolving cost estimates. ODOTs tools for risk assessment, constructability reviews and value engineering are consistent with DOTs nationwide and recognized as best practice for managing risk	For the US26 (Outer Powell): SE 99th – East City Limits project we developed a cost-estimate progression incorporating risk factors and used this in discussions with the OTC to share

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		Improve communications and project narratives on cost estimating progression and actual costs. Partner with ODOT communications to address media inaccuracies and improve public understanding of cost estimating on projects. Develop campaigns for major projects to demonstrate how ODOT's community engagement efforts address community needs. These efforts often result in changes to project scopes and therefore changes to project cost estimates. Develop visualizations or illustrations to inform the public that cost estimates are dynamic and change over time.	and scope/schedule/budget during design and construction. Widespread understanding and application of these tools is critical to seeing the benefits, so education / training / mentorship are critical next steps. Requirements around the application of constructability reviews and risk assessment are being developed in 2025, as well as approach to training and coaching. We have not proactively advanced an external communications campaign or community outreach effort to share background on ODOT cost estimating practices or approach to managing cost risks during project development.	narrative of managing project risks and rising costs.
ADA Program	2022-2023	Establish a comprehensive revenue and funding strategy for the entire ADA Delivery Program through completion. Encourage innovation by utilizing Alternative Delivery Methods instead of the standard design-bid-build. Consider the use of an Outsourced Manager Model like the OTIA Bridge Program.	In Sept 2022 the OTC approved an ODOT-recommended comprehensive funding strategy for this program. Program funding comes from multiple sources and will total just over $1.6 billion through the end of 2032. Two design-build projects are being developed under this program. Procurement for the mid-Willamette Valley project began in 2024 and procurement for a similar project on US101 in North Bend / Coos Bay will occur later in 2025. In 2024 the ADA Delivery Program contracted a consultant team to serve as Owner's Representative for the ADA Delivery Program. This model, recommended by the CIAC, will provide technical expertise, resources, and program management and enable success.	Establishment of a dedicated funding plan for the ADA Program resulted in substantial increase production for compliant ramp delivery since 2022. Prior to 2022, about 1000 ramps were remediated annually. Since 2022 the production rate increased to 2400-2500 ramps annually. The Owners Rep is responsible for building an external dashboard to report on program delivery status and progress – which we anticipate will be in place in 2025.

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PRELIMINARY				
Performance Management	2024	The CIAC saw a preview of the State of the System dashboard, a new site designed to be transparent about our performance and our system. The committee recommended plain language review, hybrid between data and narrative, emphasis on identifying what ODOT does and doesn't control, an added focus on key messages, and a robust communications plan. They also suggested an FAQ, definitions list, showing some datasets by region or district, and adding information about money we put into the economy and other potential data sets.	The published version of the State of the System dashboard was guided heavily by the committee feedback and took into consideration all of the first set of recommendations. The project team addressed the FAQ suggestion with a resource list for each area and addressed a need for definitions by including plainer language.

Outreach was conducted to specialized GovDelivery contact lists for each of the outcome areas included in the dashboard.

In the future, the team will look for opportunities to add more specialized data sets. | This dashboard is currently being used as an external transparency tool to measure outcomes that Oregonians care about. It is also being utilized as an internal management tool to ensure that the agency is tracking and managing to a level of service and better performance expectations. The data is updated on a regular cadence (varying by data set) but is reviewed quarterly by the leadership team to identify areas that need improvement, how to address that and areas that are improving and why we see positive or negative trends. |
| | 2024 | The committee flagged some concerns about the Disadvantaged Business Enterprise-certification process, which is controlled by Business Oregon, being cumbersome, leading some firms to decide not to pursue recertification. The committee recommended working closely with the manager of the Certification Office for Business Inclusion and Diversity (COBID) program, | The Office of Equity and Civil Rights is actively engaging with Business Oregon on ways to streamline the COBID process and evaluating appropriate engagement and ways to add value to certified firms. | This is TBD as conversations are still ongoing. |

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		hired in 2024, and the Oregon division office of the FHWA to see if there are aways to simplify the process.		
Project Delivery	2024	When looking at project delivery metrics, the committee suggested breaking down the statistics by cost or size of projects to get a better sense of whether large projects are struggling the most.	ODOT is finding more ways to show this data effectively and to analyze trends based on project type and project size. At a higher level, the agency's work on the Capital Improvement Plan will allow the agency to be more precise in both budgeting and scoping, leading to better cost forecasting.	This work is ongoing, but there is clarity that the larger projects carry greater risk and higher impact of risks that are realized.
		Provide more feedback to design teams from construction teams so that design plans are aligned with the situation on site for the people doing the work.	The Agency implemented Quarterly Project Portfolio Reviews in all five Regions. Construction and maintenance staff are included in the reviews to provide meaningful feedback on the design plans and scope of work. Their attendance is required, not optional. It also allows our maintenance teams to provide feedback to both design and construction team members on how well the improvements are working. Construction staff are expected to actively participate in the project delivery milestone reviews at Design Acceptance, Preliminary Design Reviews and the Advanced Plans in Hand meeting. This ensures they provide feedback along the way to minimize design rework. Maintenance and Construction representatives are also expected to participate in project scoping and the final project walk through before the work is accepted.	We will be monitoring the projects that have gone through this process to determine if we observe an improvement in cost estimation, improved constructability and on-time performance.
		To improve bidding competition in local areas, give adequate time for contractors to prepare bids, have better communication about the project ahead of time and improve pre-bid communication about scope and risk.	The agency has already engaged AGC related to project communication and notification of bid letting dates. This will be a continuing effort as we look to change the way in which we program project funding.	This work is ongoing.
Funding	2024	Regarding budget and revenue conversations, the committee suggested landing on a high-level set	ODOT refined and focused its budget messaging, including using more visuals, over the course of the Joint Committee on Transportation tour last fall and in legislative workgroups and committees last fall and during the 2025 legislative session.	This recommendation has allowed the agency to more effectively tell our budget story through refinement and additional

Focus Area	Biennium Recommended	Recommendation to the OTC	ODOT Implementation	Impact on Agency Effectiveness & Efficiency
		of bullets that outline the budget problem and make it easier to grasp, and to use more photos to tell the story.	Include fund balance over time and inflationary impacts in outward facing communications.	engagement that the legislature, public and media is able to track.