Amendment Proposal: ODOT Accountability and Performance – The "Five P" Framework

Background

In 2024, a Strategic Review of ODOT was conducted to assess the agency's alignment and effectiveness across key functions. The review aimed to identify actions that would help ODOT become a high-performing transportation agency with credible stewardship of public funds and infrastructure.

Yet despite this effort, serious accountability issues remain. Miscalculations, misalignments, and mismanagement at ODOT continue to erode public trust and raise concerns about the agency's ability to responsibly oversee the additional $1.9 billion in revenue from increased taxes and fees Oregonians are being asked to pay. The Move Oregon Forward campaign urges that the following tools be written into statute to help restore trust, uphold Oregon's fiduciary duty to manage public resources responsibly, and ensure Oregon delivers on its promise of a safe, low-carbon, multimodal transportation system for all.

Our proposed framework aligns with the recommendations in the strategic review, which include:

- Tools, structures, and systems to improve outcomes;
- Greater strategic alignment, collaboration, and shared ownership of transportation decisions and outcomes; and
- Strengthening ODOT's culture of performance management and accountability.

The "Five P" Accountability & Performance Framework

To improve trust, transparency, and fiscal responsibility, Oregon must adopt a performance-based, outcomes-oriented framework for how transportation projects are selected, evaluated, and delivered. We propose codifying a **"Five Ps" accountability model**: **Planning & Prioritization, Performance Management & Public Reporting, and Partnerships** framework into the transportation package to align spending with results and ensure public oversight.

1. **Prioritization & Planning**:
   Projects must undergo rigorous pre-STIP (Statewide Transportation Improvement Program) evaluation. ODOT should apply transparent and objective screening criteria to ensure projects support statewide and regional goals, including eliminating traffic deaths and serious injuries, reducing climate pollution, and increasing equity, *before* they are added to the STIP. This mirrors best practices from states like Virginia (Smart Scale), Kentucky (SHIFT), Colorado (GHG Pollution Reductions Planning Standard, SB 21-260, 2021), and Minnesota (GHG Planning Requirements, HF 2887, 2023), where

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projects are competitively scored based on clearly delineated priorities, clearly defined metrics, and public goals. Project scoring and prioritization should be transparent and standardized. Scores should be vetted before inclusion in any funding plan. Compliance with relevant state and regional rules and plans should be assessed in this phase, such as Oregon Transportation Plan (OTP), Climate Friendly & Equitable Communities (CFEC), Regional Transportation Plans.

2. **Performance Management & Public Reporting**
   All projects in the STIP must demonstrate expected outcomes across standardized measures, such as lives saved, emissions reduced, congestion relieved, or cost efficiency (Note: ODOT's MOSAIC corridor planning tool enables such evaluations.) Projects that fail to perform should not advance. ODOT must conduct mandatory, quarterly public reporting of transportation performance metrics via a public dashboard modeled on, for example, Missouri's "Tangible Results," Virginia "Smart Scale" Dashboard or Minnesota's annual performance reports. These reports must include outcome-based metrics tied to state goals and may require audits, evaluations, or investigations through an independent body or Inspector General model (e.g., California's SB1 OIG office via SB1, 2017). This streamlines reporting for ODOT staff by eliminating duplicative for ODOT staff completing separate reports for OTC, lawmakers, and the public, while ensuring consistent, timely public access to project delivery and outcomes evaluated independently from in-department sponsors and project teams.
3. **Partnerships/Shared Governance**:
   We need to reform the state-regional dynamic, such as exemplified in Utah's Unified Transportation Plan model (which coordinates long-term transportation investments among the state's Metropolitan Planning Organizations (MPOs), transit agencies, and UDOT). Following a similar model, Oregon's long-range state planning should align with and build upon the MPOs and regional plans, not override them. ODOT should be required to convene with MPOs and transit authorities to co-develop timeframes, modeling assumptions, shared goals, and investment strategies. Likewise, the composition and administration of the Oregon Transportation Commission (OTC) should be revised to reflect the diversity of stakeholders engaged in the above processes, and OTC FTE and funding updated to reflect the enhanced scope of their financial/administrative responsibilities.

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Greenlight 10: A One-Page Roadmap to a More Accountable, Climate-Focused ODOT

Why this matters — right now: Oregon is racing to repair aging roads **and** meet aggressive safety-and-climate targets. Yet the Legislature's 2024 managerial review found chronic cost overruns, slow project delivery, and limited transparency. Meanwhile, community advocates drafted the "Five P" amendment calling for clearer priorities, performance tracking, and public oversight. **Greenlight 10** braids those two documents into ten practical reforms that let ODOT deliver projects **faster, fairer, and cleaner**—while giving Oregonians a front-row seat to the results.

The 10 recommendations at a glance (pulling from

#	Action	What success looks like
1. Score before you spend	Safety, climate, equity, and economic metrics applied to every project *before* it enters the funding queue.	Dollars flow first to the projects that save the most lives and cut the most carbon.
2. Lock a lean 3-year STIP	Only top-scoring, fully costed projects advance into a rolling three-year construction pipeline.	Fewer wish-lists, fewer delay-driven cost spikes.
3. 30 / 60 / 90 design checkpoints	Publish cost, schedule, and risk updates at each design milestone.	Early warning lights catch overruns before they explode.
4. Community-seated Major Projects Committee	Local governments, transit agencies, and two public members vote on scope changes.	Shared governance = shared trust.
5. Real-time Transportation Dashboard	One website shows budget burn-rates, crash-reduction progress, and GHG cuts for every major project.	Anyone can track ODOT performance like checking the weather.
6. Clear RACI chart + delegated decisions	Who is **Responsible, Accountable, Consulted, Informed** for each task is public; low-risk decisions resolved in 7 days.	Fewer bottlenecks—communities know *exactly* who to call.
7. Standard contracts & 30-day pay	Pre-approved templates and a strict 30-day payment clock for vendors.	Small, local firms stay solvent and bids stay competitive.

8. 24/7 feedback & dispute hotline	Hotline number on every work-zone sign; issues triaged and tracked online.	Complaints become data that improve future projects.
9. Invest in People & Partnerships	Fund project-management training, pay equity, and mentor-protégé teams focused on climate-smart design.	A skilled, diverse workforce ready to deliver low-carbon infrastructure.
10. Annual Transportation Accountability Day	ODOT, the oversight committee, and advocates present a plain-language report card to the Legislature.	Continuous public loop that locks reforms into law.

What Oregon gains

- **Cleaner, safer projects — faster.** Front-end scoring and tight pipelines slash lag time and channel money toward emission-cutting, crash-reducing investments.
- **Fiscal discipline.** Design checkpoints and a public dashboard expose cost creep early, protecting taxpayers and freeing funds for multimodal needs.
- **Stronger public trust.** Community seats, live dashboards, and a yearly report card make ODOT's work visible and verifiable.
- **Local economic lift.** Quick pay and streamlined contracts help Oregon-based contractors—especially MWESB* firms—compete and grow.
- **Future-ready talent.** Targeted training builds an internal bench versed in resilience, electrification, and complete-streets design.

Bottom line: Greenlight 10 shifts ODOT from reactive to proactive—delivering the right projects, at the right price, on a timeline that meets Oregon's climate and safety promises.

*Minority-, Women-, and Emerging Small-Business.