

Oregon Department of
Transportation

2015-2017

**LEGISLATIVELY ADOPTED
PROGRAM BUDGET**

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
Table of Contents

Oregon Department of Transportation Overview

Mission Statement.....	2
Oregon Transportation Commission	2
Area Commissions on Transportation	3
Partnerships	4
Strategic Direction: Goals and Values.....	5
2015 Oregon Legislative Session - Transportation Highlights.....	6
Sources and Uses of Funds: Flow Chart.....	7
Sources and Uses of Funds: Biennial Comparison Table	8
Sources of Funds (Revenue) Description.....	9
Uses of Funds (Expenditures) Description	12
Organization Chart	14

Highway Division

Highway Division Description	15
Highway Maintenance Programs	20
Highway Construction Programs.....	24
Statewide Transportation Improvement Program	
Preservation Program	24
Bridge Program	25
Modernization Program.....	27
Highway Safety and Operations Program	28
Local Government Programs	29
Special Programs.....	30
Performance Measures	32
Budget Highlights	41

Driver and Motor Vehicle Services Division

Program Description.....	43
Legislative Highlights.....	49

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
Table of Contents

Performance Measures	50
Budget Highlights	54

Motor Carrier Transportation Division

Program Description.....	55
Performance Measures	59
Budget Highlights	61

Transportation Safety Division

Program Description.....	63
Performance Measures	66
Budget Highlights	68

Public Transit Division

Program Description.....	69
Performance Measures	82
Budget Highlights	83

Rail Division

Program Description.....	85
Legislative Highlights.....	89
Performance Measures	90
Budget Highlights	93

Transportation Program Development

Program Description.....	95
Performance Measures	103
Budget Highlights	104

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
Table of Contents

Central Services Limitation

Services Description.....	105
Performance Measures	113
Budget Highlights	115

Other

Capital Improvement and Construction	117
Budget Highlights	119
Debt Service and Infrastructure Bank	121
Budget Highlights	127

Appendix

A. STIP Project Selection and Delivery	129
B. Legislatively Adopted Policy Package Summary.....	135
C. Partnerships List	139

Oregon
Department of Transportation
Overview

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

MISSION STATEMENT

The mission of the Oregon Department of Transportation (ODOT) is to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

ODOT administers programs related to Oregon’s system of highways, roads and bridge, railways, public transportation services, transportation safety, driver and vehicle licensing, and motor carrier regulation. ODOT was established in 1969 and reorganized in 1973 and 1993 by the Oregon Legislature.

OREGON TRANSPORTATION COMMISSION

The Oregon Transportation Commission (OTC) is a five-member, voluntary citizen’s board. The governor, with the consent of the Oregon State Senate, appoints members. Numerous state and local committees, agencies and public groups provide comment, advice, and counsel directly to the OTC.

The OTC:

- Develops and maintains a state transportation policy and comprehensive, long-range plan for a multi-modal transportation system;
- Provides policy and oversight for programs relating to rail, highway, motor vehicles, public transit, transportation safety and other transportation–related activities.

OTC Members

Tammy Baney – Chair

Bend , Oregon

Current Term: July 1, 2011–June 30, 2016

David H. Lohman

Medford, Oregon

Current Term: July 1, 2013–June 30, 2017

Susan Morgan

Roseburg, Oregon

Current Term: March 1, 2014–June 30, 2016

Alando Simpson

Portland, Oregon

Current Term: July 1, 2014-June 30, 2018

Sean O’Hollaren

Portland, Oregon

Current Term: May 22, 2015-June 30, 2016

AREA COMMISSIONS ON TRANSPORTATION (ACT)

An Area Commission on Transportation is an advisory body chartered by the OTC. Membership consists primarily of community decision makers such as local elected officials, business, industry and public advocacy groups. ACTs address all aspects of transportation (surface, marine and air and transportation safety), but focus primarily on the state transportation system. ACTs also consider regional and local transportation issues if they affect the state system.

ACTs play a key advisory role in the development of the Statewide Transportation Improvement Program (STIP), the ODOT's schedule for funding transportation projects. ACTs establish a public process for area project selection priorities for the STIP. Through that process, they prioritize transportation problems and solutions and recommend local projects for inclusion in STIP.

There are twelve ACTs in Oregon:

Cascades West Area Commission on Transportation

Representing Benton, Lincoln and Linn counties

ODOT contact: Amy Ramsdell, Cascade West Area Manager
(541) 757-4167 or email Amy.J.Ramsdell@odot.stat.or.us

Central Oregon Area Commission on Transportation

Representing Crook, Deschutes and Jefferson counties

ODOT contact: Gary Farnsworth, Central Oregon Area Manager
(541) 388-6071 or email Gary.C.Farnsworth@odot.state.or.us

Lane County Area Commission on Transportation

Representing Lane County

ODOT contact: Frannie Brindle, Area 5 Manager
(541) 747-9611 or email Frances.Brindle@odot.state.or.us

Lower John Day Area Commission on Transportation

Representing Gilliam, Sherman, Wasco and Wheeler counties

ODOT contact: Gary Farnsworth, Central Oregon Area Manager
(541) 388-6071 or email Gary.C.Farnsworth@odot.state.or.us

Mid-Willamette Valley Area Commission on Transportation

Representing Marion, Polk and Yamhill counties

ODOT contact: Tim Potter, Mid-Willamette Valley Area Manager
(503) 986-2900 or email James.T.Potter@odot.state.or.us

North East Area Commission on Transportation

Representing Baker, Morrow, Umatilla, Union, and Wallowa counties and the Confederate Tribes of the Umatilla Indian Reservation

ODOT contact: Craig Sipp, North East Area Manager
(541) 963-1328 or email Craig.A.Sipp@odot.state.or.us

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

Northwest Oregon Area Commission on Transportation

Representing Clatsop, Columbia and Tillamook counties and western rural Washington County

ODOT Region 2 contact: Tim Potter, Area Manager

(503) 986-2764 or email James.T.Potter@odot.state.or.us

Region 1 Area Commission on Transportation

Most of Washington, Hood River, Multnomah and Clackamas counties

ODOT contract: Andrew Plambeck

(503) 731-8248 or email Andrew.R.Plambeck@odot.state.or.us

Rogue Valley Area Commission on Transportation

Representing Jackson and Josephine counties

ODOT contact: Art Anderson, Rogue Valley Area Manager

(541) 774-6353 or email Art.H.Anderson@odot.state.or.us

South Central Oregon Area Commission on Transportation

Representing Klamath and Lake Counties

ODOT contact: Norman C, “Butch” Hansen, South Central Oregon Area Manager

(541) 883-5662 or email Norman.C.Hansen@odot.state.or.us

South East Area Commission on Transportation

Representing Grant, Harney and Malheur counties and the Burns Paiute Tribe

ODOT contact: Sean Maloney

(541) 823-4025 or email Sean.Maloney@odot.state.or.us

South West Area Commission on Transportation

Representing Coos, Curry and Douglas counties

ODOT contact: Mark Usselman, South West Area Manager

(541) 396-3707 or email Mark.Usselman@odot.state.or.us

PARTNERSHIPS

STIP Stakeholder Committee

The Statewide Transportation Improvement Program (STIP) Stakeholder Committee was established by the Oregon Transportation Commission in 2001.

The committee provides advice on policies and procedures, feedback, recommendations and, where requested, decisions regarding the issues and actions relating to the development of the STIP. Committee members represent diverse transportation interests including freight, private business, public transit, local governments, and state agencies.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

Additional Partnerships

ODOT works with a variety of other organizations on diverse issues from maintenance and road management agreements, to safety issues, to multi modal planning and execution involving transit, rail, bike and pedestrian advisory groups.

See the Appendix C for the Additional Partnerships list.

STRATEGIC DIRECTION

ODOT believes in reliable, innovative solutions to Oregon's transportation needs. The agency sees this as a work in progress. The direction ODOT takes now affects current transportation choices and helps establish priorities for the future.

ODOT GOALS

- Improve safety
- Move people and goods efficiently
- Improve Oregon's livability and economic prosperity

ODOT VALUES

Safety: We protect the safety of the traveling public, our employees and the workers who build, operate and maintain our transportation system.

Customer Focus: We learn from and respond to our customers so we can better deliver quality, affordable services to Oregonians and visitors. Our customers include travelers, freight movers and others who use our services and facilities.

Efficiency: We strive to gain maximum value from the resources entrusted to us for the benefit of our customers.

Accountability: We build the trust of customers, stakeholders and the public by reporting regularly on what we are doing and how we are using the resources entrusted to us.

Problem Solving: We work with the appropriate customers, stakeholders and partners to find efficient, effective and innovative solutions to problems.

Diversity: We honor and respect our individual differences and we work to ensure that people from diverse backgrounds have equitable opportunities, both internally and externally, to work for and conduct business with ODOT.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

Sustainability: We balance economic, environmental and community well-being in a manner that protects the needs of current and future generations.

2015 OREGON LEGISLATIVE SESSION

Oregon’s annual legislative session came to a close on July 6, 2015. There were 2799 bills, memorials and resolutions introduced during the 2015 session and of those, the legislature passed 921.

While transportation issues were not the focus of the 2015 session, legislators advanced several bills, memorials and resolutions that directly or indirectly affect the Oregon Department of Transportation.

Copies of ODOT’s budget bill (HB5040 Enrolled), program change bill (SB501 Enrolled), the end of session bill (SB5507 Enrolled) and other 2015 enrolled bills may be found on the legislative web site: <https://olis.leg.state.or.us/liz/2015R1>

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

SOURCES AND USES OF FUNDS

	2011-2013 Actuals	2013-2015 Actuals	2015-2017 Legislatively Adopted
SOURCES			
Beginning Balance	556,987,601	426,525,688	503,926,947
Beginning Balance adjustment	(19,879)	104,660,380	463,162
Motor Fuels Taxes	978,646,997	1,003,000,121	1,087,114,501
Federal Funds	1,092,369,770	988,749,238	858,918,182
Weight-Mile Taxes	506,868,237	554,620,727	608,108,654
Driver and Vehicle Licenses	633,925,390	675,959,867	676,914,615
Transportation License & Fees	99,247,365	90,979,855	101,040,034
Transfers To ODOT	13,358,241	56,740,260	123,862,413
General Fund	1,970,000	12,710,074	27,827,995
Lottery Funds	71,927,819	92,643,018	107,020,978
Bond, COP, and Refunds Proceeds	347,851,302	1,938,970,686	481,354,734
Sales and Charges for Services	80,017,714	52,490,399	29,959,173
All Other Revenue	122,835,857	88,259,762	38,403,962
Mandated Distributions and Transfers Out	(835,591,237)	(864,909,755)	(945,261,448)
AVAILABLE REVENUE	3,670,395,177	5,221,400,320	3,699,653,902
USES			
Highway Division	1,865,766,317	1,996,085,466	2,040,568,172
Driver and Motor Vehicle Services Division	150,904,376	160,965,212	209,397,660
Motor Carrier Transportation Division	59,086,049	60,595,019	65,423,763
Transportation Safety Division	26,398,744	25,580,509	36,397,561
Public Transit Division	88,647,088	91,852,408	95,572,166
Rail Division	56,838,272	51,415,608	77,916,495
Transportation Program Development	163,554,625	148,454,610	177,379,941
Central Services	171,774,712	184,585,958	207,455,609
Debt Service	646,055,379	1,897,714,641	580,538,676
Capital Improvement & Construction	9,683,453	5,335,007	52,438,165
Non-Limited Programs	5,160,475	11,280,128	18,158,214
TOTAL EXPENDITURES	3,243,869,489	4,633,864,566	3,561,146,422
ENDING BALANCE	426,525,688	587,535,754	138,507,480
Positions	4649	4569	4510
Full-Time Equivalent (FTE)	4531.65	4462.48	4400.89

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

ENDING BALANCE DETAIL

	2011-2013 Actuals	2013-2015 Actuals	2015-2017 Legislatively Adopted
Highway Fund	88,321,849	145,639,323	18,039,433
OTIA Bond Proceeds	73,850,709	(34,532,740)	0
JTA Bond Proceeds	0	252,509,969	60,000,000
OWIN	57,990,124	19,342,693	0
Environmental Quality Fund	0		0
Emerging Small Business	3,422,356	8,087,022	1,100,193
Snowmobile/Winter Recreation Funds	7,576,878	8,835,404	6,550,573
Motor Vehicles	399,133	756,409	6,453,027
Motor Carrier	84,481	89,256	12,451,370
Public Transit Division	6,879,932	7,703,012	265,696
Rail Division	7,594,256	20,531,038	2,553,381
Transportation Program Development	65,917,618	54,191,122	17,486,086
Transportation Safety Division	10,406,393	12,191,002	7,026,882
Transportation Operating Fund	2,615,219	3,731,276	3,731,561
Central Services	238,694	230,932	0
Debt Service	70,205,111	58,580,543	0
Special City Allotment	1,397,922	1,177,548	877,685
OTIB	29,625,013	28,471,945	1,971,593
TOTAL	426,525,688	587,535,754	138,507,480

SOURCES OF FUNDS (REVENUE)

Beginning Balance—Estimated cash position at beginning of biennium. Cash is committed to highway projects, debt service payments, and minimum cash balance to ensure payment of extraordinary and ongoing costs.

2015-17 Beginning Balances

	Dollars in Millions
Highway Fund Programs	\$ 405
Debt Service	0.4
Infrastructure Bank	18
Transportation Operating Fund	4
Transportation Safety Division	11
Rail Division	10
Public Transit Division	7
Transportation Program Development	49
Total	\$ 504.4

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

Motor Fuel Tax—\$1,087 million. Includes motor fuel and aviation fuel taxes.

Federal Funds—\$858 million. Primarily for Highway Division, with lesser amounts for Transportation Safety, Transportation Program Development, Public Transit, and other programs.

Weight Mile Taxes—\$608 million. Graduated tax based on vehicle's weight and miles traveled on public roads. Forecasted revenues for 2015–2017 reflect a 25 percent increase over 2013–2015 actuals.

Driver and Vehicle Licenses and Fees—\$677 million. (Includes driver license fees, vehicle registrations and titling fees for passenger vehicles, buses, trailers, motorcycles, etc.) This category contains a large number of fees for various areas, from snowmobile titling to specialty license plates. This revenue category increase was authorized by the 2001 Legislature: HB 2132 (four-year vehicle registration) and HB 2142 (OTIA).

Transportation Licenses and Fees—\$101 million. (Includes truck registrations, vehicle, and Sno-Park permits.)

Transfers to ODOT—\$124 million. These funds come from dedicated revenues from the cigarette tax, local government match on construction projects, and Transportation Growth Management match from Land Conservation and Development.

General Fund—\$28 million. General Fund allocation for Public Transit Division's Senior & Disabled Transportation Operating Grant program, Passenger Rail, and State Radio Project debt service.

Lottery Proceeds—\$107 million. Legislatively directed pass-through bond payments for Rail Short Line, Rail Industrial Spur Projects, South Metro Commuter Rail, *ConnectOregon*, Southeast Metro Milwaukie Extension, and Street Car Project Fund.

Bond/Certificates of Participation—\$481 million. Proceeds from JTA bond issuance (\$390 million), Rail one-time projects, and *ConnectOregon* (\$45 million).

Sales and Charges for Service—\$30 million. Includes sale of DMV records, damage recovery, and sale of property, timber, and equipment.

All Other Revenue—\$39 million. Items in this category include railroad gross revenue receipts (\$4 million), interest income (\$10 million), Infrastructure Bank loan repayment (\$7 million), rent and fines (\$3 million), policy option package and miscellaneous other revenue.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — ODOT Overview —

Mandated Distributions and Transfers Out

Counties—\$517 million. From fuels tax, weight mile tax and licensing.

Cities—\$341 million. From fuels tax, weight mile tax, and licensing.

Other State Agencies—\$86 million. Parks, Marine Board, Aviation and other agencies.

Committed Reserves and Ending Balance—\$138 million. Estimated committed reserves and ending cash balance to carry forward into 2017–2019:

	Dollars in Millions
Highway Fund Programs:	
STIP	80
Snowmobile Fund	5
Winter Recreation Fund	1
Special City Allotment	1
Highway Programs Subtotal	87
Emerging Small Business	1
Connect Oregon Bond Proceeds	15
Infrastructure Bank	2
Transportation Operating Fund	4
Transportation Safety Division	7
Rail Division	3
Public Transit Division	0
Other Dedicated Programs	\$ 19
Total	\$ 138

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

USES OF FUNDS (EXPENDITURES)

Highway Division

- Highway Division program budget decreased by 9 percent from the 2013-2015 Legislatively Approved Budget. This is due removal of the Columbia River Crossing Project.

Driver and Motor Vehicle Services Division

- Driver and Motor Vehicle Services Division budget increased 22 percent from the 2013-2015 Legislatively Approved Budget, primarily due to the Service Transformation Policy Option Package.

Motor Carrier Transportation Division

- The Motor Carrier Transportation Division budget decreased 2 percent from the 2013-2015 Legislatively Approved Budget primarily due to reduction in the cost of personal services.

Transportation Safety Division

- The budget for Transportation Safety Division increased 13 percent from the 2013-2015 Legislatively Approved Budget, primarily due to cost of living increases and inflation for personal services and the transfer-in of three positions from Central Services.

Public Transit Division

- The Legislatively Adopted Budget for the Public Transit Division increased 3 percent primarily related to cost of personal services.
- The Legislatively Adopted Budget granted \$9.4 million general funds to go to the senior and disabled program.

Rail Division

- The Rail division budget increased by 3 percent due to investment in the passenger rail program and SB 5007 approving \$10 million for additional Coos Bay Rail project.

Transportation Program Development

- The Legislatively Adopted Budget provides \$45 million for *ConnectOregon VI*.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ODOT Overview —

Central Services Division

- Central Services Division budget increased 6 percent from the 2013-2015 Legislatively Approved Budget, primarily due to organizational shift of positions.

Debt Service

- The Legislatively Approved Budget increased the lottery debt service 14 percent.

Non-Limited Programs (Infrastructure Bank)

The only remaining Non-Limited program is the Infrastructure bank. The bank was established by the 1997 Legislature as a revolving loan fund for transportation projects. The Oregon Transportation Infrastructure Bank makes loans to local governments, transit providers, ports, and other eligible borrowers.

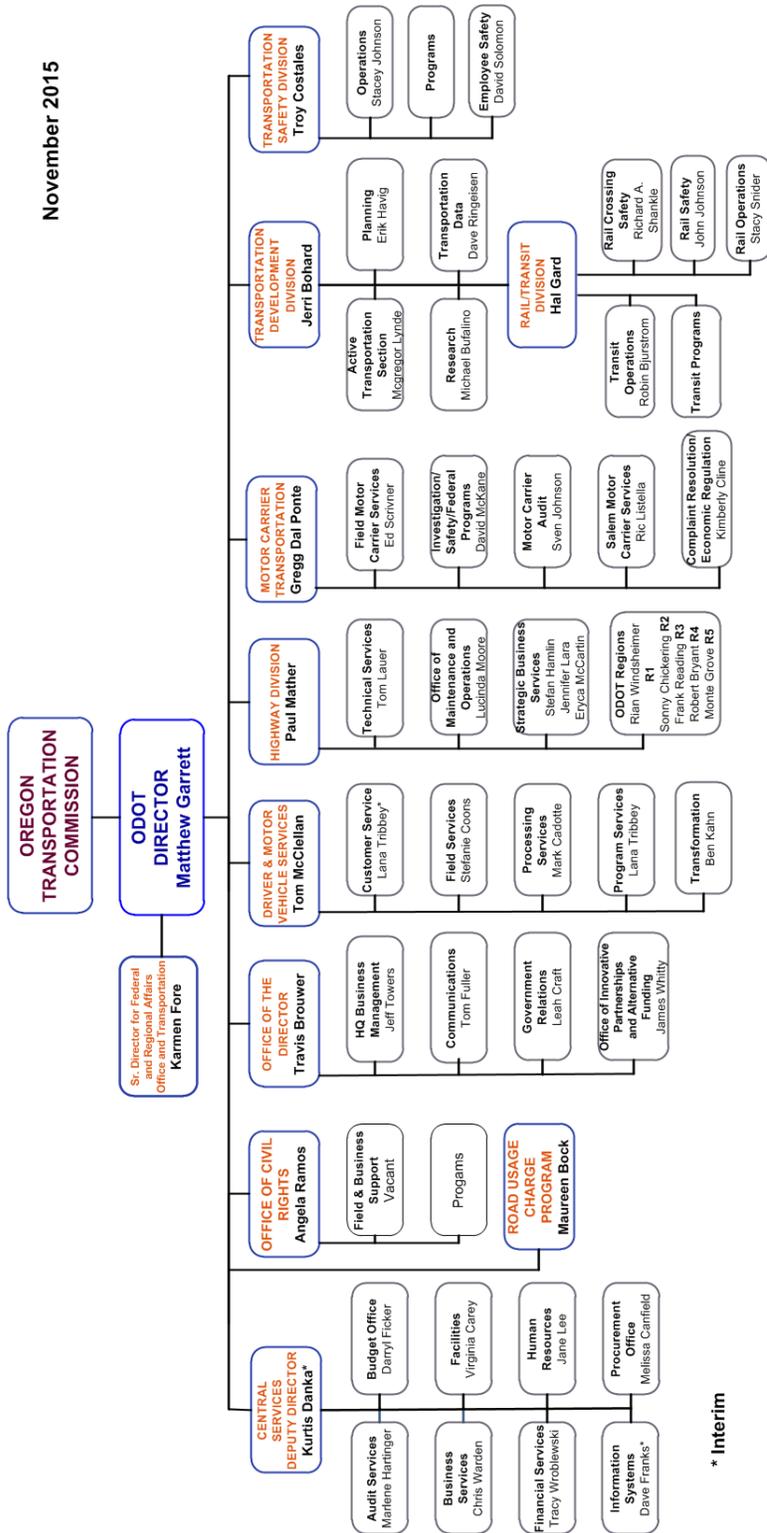
Oregon Department of Transportation

2015–2017 Legislatively Adopted Program Budget

— ODOT Overview —

Oregon Department of Transportation

November 2015



* Interim

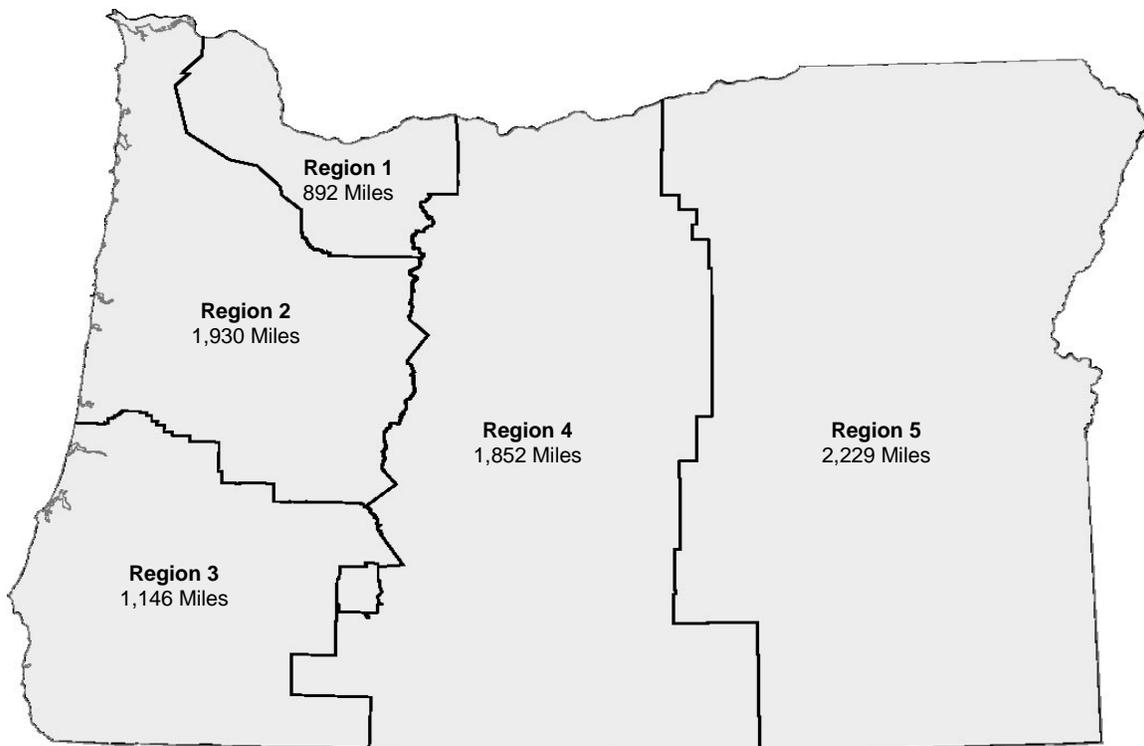
Highway Division

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

HIGHWAY DIVISION

ODOT operates and maintains approximately 8,000 miles of highways throughout Oregon. The highway system is as diverse as the state itself. It ranges from six-lane, limited-access freeways with metered entrances in the Portland area, to a graveled state highway in central Oregon. Oregon's economy and industries—including agriculture, timber, tourism, and technology—all depend on a sound highway system.

Oregon has more than 74,000 miles of roads owned by federal, state, county and city governments. State highways comprise less than 11% percent of total road miles, but carry 58 percent of the traffic and more than 20.7 billion vehicle miles a year. More people are driving more cars more miles than ever before, but are doing so on the same highways, streets and roads. About 73 percent of commuters drive alone to and from work. Congestion is worsening, especially on urban freeways.



8,049 HIGHWAY MILES

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

A strong economy needs good highways. State highways link producers, shippers, markets and transportation facilities and provide access to airport freight services, ports and many other kinds of transportation facilities.

Fixing America’s Surface Transportation Act (FAST Act)

FAST Act reauthorizes federal highway, transit, transportation safety, and rail programs for federal fiscal years 2016 through 2020 (federal fiscal years, or FY, run October 1 – September 30). After several years of flat funding, FAST Act provides modest increases to states over the five-year life of the bill.

Commercial trucks rely on state highways for both short- and long-haul freight movements. Annually, trucks travel more than two billion miles on Oregon Highways. According to a Federal Highway Administration (FHWA) report, trucks moved an estimated 287 million tons of goods to, from and within Oregon in 2013. This same report estimates that by 2040, trucks will move some 612 million tons of freight on Oregon roads. (Source: <http://faf.ornl.gov/fafweb/FUT.aspx>)

Many state highways, especially heavily traveled routes and urban-area highways, are built to support alternative modes to travel. Special features include bicycle and walking paths, transit stops, bus pullouts and shelters, and park-and-ride lots. Intercity buses, transit buses and vans, car pools, motorcycles, bicycles, and pedestrians also use highways. Electric, gas, telephone and other utility lines use highway right-of-way.

Organizationally, the Highway Division is administered through the five regional offices and the headquarters office. In the past, the agency had completed most engineering and design work in-house while contracting with private companies for the actual construction of projects.

Highway Division Mission

The Highway Division supports the ODOT mission by planning, developing, implementing, maintaining and operating a safe and efficient highway system in context with the built and natural environment that provides economic opportunities for Oregonians.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Highway Division Goals and Outcomes

Goal	Desired Outcomes
<p>I. Safety. Enhance the Safety of the Highway System</p>	<ol style="list-style-type: none"> 1. Reduced incidence of crashes, fatalities and injuries related to roadway design, condition or operations. 2. Reduced work-zone related injuries to motorists and highway workers
<p>II. Preservation. Preserve and Maintain the Highway System</p>	<ol style="list-style-type: none"> 1. Highway system condition that allows for safe and efficient movement of people and goods 2. Asset condition maintained at sustainable levels 3. Maintenance and operations activities on-budget and at targeted levels of service 4. Reduction of delay related to construction, incidents, events and weather to the maximum extent possible 5. Protection of the functional integrity of the highway system while providing for access consistent with established system designations
<p>III. Livability. Enhance Oregon's Livability Through Highway System Improvements</p>	<ol style="list-style-type: none"> 1. Maintained or reduced travel times and delays between communities in key freight corridors 2. Efficient highway system operation from the user perspective, considering linkages with other transportation system components and services 3. Enhanced scenic qualities of byways and tourist routes 4. Environmental requirements and commitments met 5. Near-term construction-related benefits to the Oregon economy 6. Long-term benefits to the Oregon economy from highway system investments
<p>IV. Customer Satisfaction. Meet or Exceed Customer Expectations</p>	<ol style="list-style-type: none"> 1. Positive customer and stakeholder perceptions of Highway Division planning, delivery, maintenance and operations
<p>V. Efficiency. Employ Innovative, Efficient and Cost-Effective Practices</p>	<ol style="list-style-type: none"> 1. Projects on-time, on-budget, on-scope 2. High quality work delivered efficiently 3. Diverse, talented, well trained, guided and motivated workforce 4. Timely and accurate information provided to support management decisions

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

HIGHWAY DIVISION PROGRAMS

The Highway Division consists of two major program areas: Maintenance and Construction. A detailed description of each program follows.

Maintenance Programs

Highway Maintenance Program including the Emergency Relief Program

Construction Programs

- STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP):
 - Preservation Program
 - Bridge Program
 - Modernization Program
 - Highway Safety and Operations Program
- LOCAL GOVERNMENT PROGRAM
- SPECIAL PROGRAMS

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

HIGHWAY MAINTENANCE

Highway maintenance includes the routine daily activities of maintaining, preserving, repairing or restoring existing highways to keep them safe and usable for travelers. Highway maintenance may include replacing what is necessary to keep highways safe (such as signs, pavement markings, and traffic signal components), but generally does not include road reconstruction. There are two types of general highway maintenance functions: reactive and proactive.

REACTIVE: If it breaks, fix it. Reactive maintenance resolves an existing problem or concern and is incident-driven.

PROACTIVE: Spend now to save later. Proactive maintenance includes inspection, preservation and restoration activities that will prevent damage to the transportation infrastructure, extend the infrastructure's life cycle or reduce life cycle costs. Proactive maintenance is driven by resources and cost-benefit analyses.



Highway maintenance also includes maintaining the buildings and equipment used by ODOT employees. ODOT's maintenance offices are a visible presence in communities throughout Oregon. They serve as local points of public contact regarding questions about state highways, requests for special highway-use permits and general maintenance information.

HIGHWAY MAINTENANCE PROGRAMS

Surface and Shoulder Repair

Surface repair activities include sealing cracks to keep water out, filling potholes, digging out and replacing small sections of pavement and overlaying larger portions of failed pavement. Shoulder repair activities include rebuilding and smoothing shoulders to correct drop-offs from the pavement edge.

Drainage

Drainage activities remove water, a significant danger, from roads. Water that doesn't drain from the top of roads, decreases traction and can cause drivers to lose control of vehicles. Water trapped under pavement can cause roads to deteriorate. Water trapped in hillsides can cause slides that block roads. Drainage includes cleaning and shaping ditches, cleaning and repairing culverts and restoring vegetation on slopes to limit erosion.

Roadside and Vegetation

Roadside and vegetation activities include sweeping debris, fixing access-control fences, removing hazardous trees and clearing roadside weeds and other vegetation that could block visibility. Additional activities include maintaining access to sidewalks and bike paths, removing litter, repairing damage due to vandalism, maintaining landscaping and rest areas and installing sidewalk wheelchair ramps.

Snow and Ice

Keeping roads open in winter conditions involves plowing snow, sanding for increased traction and applying environmentally friendly anti-icing chemicals.

Bridge Maintenance

Bridge maintenance activities include cleaning, spot painting, patching and removing debris from bridge piers and fixing deck substructures or superstructures. This program also includes drawbridge operations.

Traffic Services

Traffic Services activities guide drivers to keep traffic moving or prevent vehicles from straying into oncoming traffic or off the road. It involves marking traffic lanes, fixing and replacing signs, repairing traffic signals and ramp meters, replacing light bulbs, cleaning and replacing sight posts, and straightening or replacing guard rails and barriers.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Extraordinary Maintenance/Damage

Maintenance crews respond as quickly as possible to unplanned incidents that close roads or restrict traffic to reopen or protect roadways from extraordinary damage. Crews also open roads blocked by storms or other natural events not large enough to be included in emergency maintenance.

Emergency Relief

Highways may suffer serious damage from natural disasters such as floods and earthquakes or from catastrophic failure, such as bridge collapse. The Emergency

Relief program provides for repair and restoration of highway facilities to pre-disaster conditions. All repair work is classified as emergency and permanent. Emergency repairs are those activities during and immediately after a disaster to restore essential traffic, minimize damage or protect remaining facilities. State forces, with additional support from outside contractors, perform this work. Permanent repairs restore the highway to its pre-existing condition and are primarily contracted.



200 to 300 feet of damage and a four foot overall drop on the Salmon River Highway 18.

Congress created an emergency fund to repair or rebuild highways, roads, and trails that suffer serious damage from natural disasters such as earthquakes and floods. The Federal Highway Administration Emergency Relief program supplements state resources to help pay for significant, unusual expenses on federal aid highways and roads on federal lands resulting from natural disasters or catastrophic failures. Most of Oregon's state highways are on the federal-aid system. Application for these funds requires a declaration of emergency by the governor. Damage must generally exceed \$700,000 for a single event.

Facilities

ODOT manages statewide department maintenance offices, region and central office buildings, shops, yards and storage sites. Facilities services include statewide Americans with Disabilities Act program management, lease negotiations and coordination, office space planning and allocation, and building maintenance, repair and improvements.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Fleet Services and Supply Operations

Fleet Services purchases and repairs the fleet equipment used for all of ODOT. Fleet equipment is budgeted within the limitation where it is used. Most of ODOT's fleet resides within the Maintenance limitation and is used for the Maintenance activities described previously. Supply Operations includes manufacturing highway signs, warehousing forms and supplies and transporting new and used fleet equipment.

State Radio System

The State Radio System provides radio communications systems, products, and maintenance and repair services for radio needs for ODOT, Oregon State Police, Oregon Department of Corrections and Oregon Department of Forestry. For ODOT, these radio systems support the daily operations of highway maintenance and construction office crews.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

HIGHWAY CONSTRUCTION PROGRAMS

Highway Construction is made up of the many activities that support the design and construction of projects, as well as the operation of the highway system. These activities are included in the Statewide Transportation Improvement Program (STIP), which includes the Preservation, Bridge, Modernization, and Highway Safety and Operations programs. Highway construction also includes the Local Government Program and Special Programs. A description of the STIP and how projects are selected for construction is included in Appendix A.

Preservation Program

Pavement preservation projects, such as asphalt overlays, add useful life to a road without increasing traffic capacity. Preservation projects rehabilitate existing surfaces and extend their service life. The program strives to conduct resurfacing treatments at the most cost-effective time in the life cycle of a pavement. This approach allows highways to be resurfaced while they are still in “fair or better” condition and require only relatively thin paving.



Pavement Condition: Good

The primary reason for this focus is that the cost of treating a pavement in “poor” condition can be four to five times greater than the cost of treating a pavement before it reaches “poor” condition.

The Oregon Highway Plan sets priorities by highway classification. The current average statewide condition rating for all state highway miles is 87 percent fair or better. ODOT has used innovative and cost-effective strategies to maintain a high percentage of miles in fair or better condition despite an aging system.



Pavement Condition: Poor

Inflation of material and construction costs and more stringent design standards for safety, mobility and accessibility are increasing project costs. Pavement conditions are expected to drop in the future.

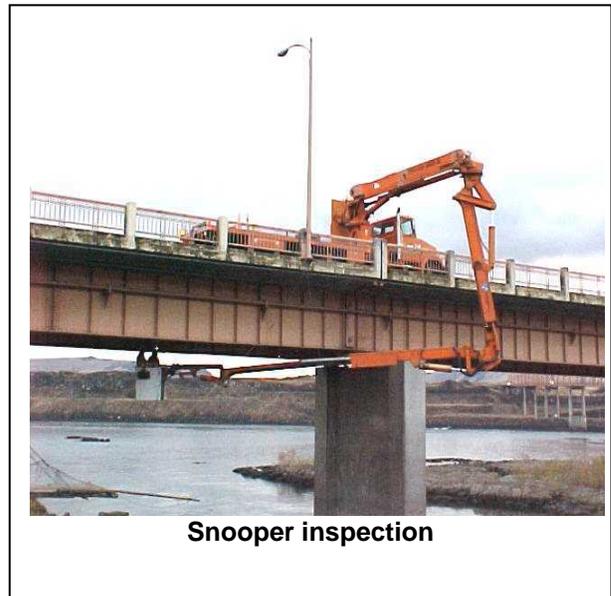
Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Bridge Program

The Bridge program preserves more than 2,700 bridges, overcrossings, railroad undercrossings, tunnels and culverts on the state highway system. ODOT inspects most bridges every two years; those that are beginning to show signs of significant wear are inspected more frequently. Bridge maintenance and minor repairs fall to ODOT maintenance crews and are covered in the maintenance portion of the budget. Bridge structural repair, rehabilitation and replacement are part of the Statewide Transportation Improvement Program (STIP).

Most of Oregon’s bridges are nearing the end of their “design life”. Over time, in each successive construction era, bridge design life has increased. From a design life of 50 years in the past, today it is possible to design for 100 years or even 150 years with contemporary design and construction. The life of a bridge, though long, is not infinite. No series of continued repairs regardless of how well timed, can continue to extend the life of a bridge forever. Eventually, all bridges will need to be replaced.

In face of significant future funding challenges, the bridge inventory will deteriorate based on projected investment levels. In recognition of these facts, ODOT has adopted the following strategies to preserve the investment in bridges made over generations.



BRIDGE PRESERVATION STRATEGIES:

- **Protection of High Value Bridges**
Protect high value coastal, historic, major river crossings and border structures by acting before cost becomes prohibitive.
- **Practical Design**
Use practical design and fund only basic rehabilitations and rare replacements with bridge program funds. Attempt to stretch available program dollars as far as possible.
- **Maintaining Freight Mobility**
Give priority to maintaining the highest priority freight corridors. Work closely with the freight industry as bridges on lower priority routes deteriorate and are subject to weight restriction.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

- **Preventive Maintenance**

Develop bridge preventive maintenance programs to extend the service life of decks and other bridge components.

- **Seismic Vulnerability**

Continue to raise awareness of the lack of seismic preparation following a large seismic event. Currently, there is no dedicated funding for the seismic retrofit of bridges. As funds become available, the strategic seismic retrofitting of bridges in high priority corridors can be completed.

- **Protect Public Safety**

Bring lower priority bridges in Poor condition to Fair condition focusing projects on specific deficiency that is a safety concern.

- **Bridge Health Monitoring**

Use bridge inspection, health monitoring and improved deterioration prediction methods to anticipate future bridge conditions.

BRIDGE ISSUES

The service life of a bridge is an estimate of the number of years a bridge may remain in service. The expected service life can vary depending on the quality of the construction materials and methods; the quality and timing of maintenance activities; environmental factors; and usage.

At ODOT, bridge service life is analyzed using three categories of bridges, based on the period of construction and importance to the highway network. The categories are: high value coastal, historic and major river crossings, and border structures; bridges built during the 1950's 1960s; and all others.

With increased maintenance, we expect that most of ODOT's bridges can have a longer service life, except for those constructed in the 1950s and 60s. These bridges were designed with very low safety factors and for loads much less than allowed by state law since the 1980s. It is not cost effective to preserve those bridges because of their weak elements. This is the largest group of bridges in the ODOT inventory. While it is not cost effective to preserve them, there is currently no funding to start systematically replacing them. This represents a huge unmet need in the Bridge Program that will cause widespread freight restrictions in 20-30 years if not addressed.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Modernization Program

The intent of the Modernization Program (ORS 366.507) is to enhance or expand the transportation system in order to facilitate economic development, reduce congestion and improve safety. This program is also called the Enhance Program.

In recognition of the need to focus funds on preserving the state's existing infrastructure, the Oregon Transportation Commission has reduced the Modernization Program to the minimum level allowed under the law. As a result, few new modernization projects have been considered over the last several years. The exception is the \$200 million Modernization Program funded through Oregon Transportation Investment Act (OTIA) in 2001 and 2002 as well as \$500 million identified in 2003. With the passage of the Jobs and Transportation Act (House Bill 2001), the 2009 Legislature increased funding to ODOT and directed a portion of this new funding to be spent on projects within Maintenance, Preservation, Safety and Modernization. In the same Act, the Legislature also authorized ODOT to bond for projects that mainly will be Modernization projects but will also fund projects in Preservation, Safety, Special Programs and Local Government.

The project selection process for the Enhance program is developed with statewide stakeholders and approved by the Oregon Transportation Commission (OTC) per ORS 184.621. The process is updated as needed in consultation with the Statewide Transportation Improvement Program (STIP) Stakeholder Committee, and other stakeholders.

Immediate Opportunity Fund (IOF)

The Immediate Opportunity Fund is a discretionary grant program that distributes funds for street and road improvements that will influence the location, relocation or retention of firms in Oregon. Grants may not exceed \$1 million and are distributed to private firms or their local government sponsors. The IOF also provides procedures and funds for the Oregon Transportation Commission to respond quickly to unique economic development opportunities. The IOF funds only those projects for which other moneys are unavailable or insufficient, that serves a strategic economic purpose and require immediate action. All IOF projects are included in ODOT's Modernization Program.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Highway Safety and Operations Program

The Highway Safety and Operations Program is comprised of two separate programs – Highway Safety and Highway Operations. The primary purpose of ODOT’s Highway Safety Program is to reduce the number of fatal and serious injury crashes that occur on the state system. The primary purpose of ODOT’s Highway Operations Program is to improve the safety and efficiency of the transportation system through operational improvements and enhanced system management.



Shoulder rumble strips, like the one above, help save lives.

ODOT’s Highway Safety Program is focused on reducing the number of fatal and serious injury crashes that occur on the state system. The program includes several system management tools that help guide and prioritize how public investments are made to improve traffic safety and reduce the potential for crashes.

The Highway Safety Improvement Program provides for infrastructure improvements at high crash locations and systemic relatively low cost and cost effective countermeasures on target highway segments or intersections with a history of crashes.

The Safety Priority Index System (SPIS) is the primary tool used for the identification of possible safety problems. The SPIS is a method developed by ODOT for identifying and scoring safety problem locations on state highways. SPIS identifies crash history in 0.10 mile segments on state highways. SPIS scores are developed based on crash frequency (25 percent), severity (50 percent) and rate (25 percent). A prioritized list is created for each Region (the top 5 percent of statewide SPIS sites) and is provided to the Regions annually for analysis and possible corrective action.



Variable Message Signs help convey road conditions to travelers

The primary purpose of ODOT’s Highway Operations Program is to improve the safety and efficiency of the transportation system. ODOT accomplishes this through implementing strategies, tools and projects that optimize the operation and management of the system. Operations solutions provide a cost effective approach to meet the challenge presented by increased demands on the system coupled with increasing constraints on available funding.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Response from the public shows strong support for continued and expanded use of Operations Program system efficiency tools. The key components of the Operations Program include traffic signals, signs, and roadway lighting, Intelligent Transportation Systems (ITS), and landslide and rockfall mitigation. In addition to these project areas, the Highway Operations Program funds Transportation Operations Centers; ODOT's dedicated incident response staff; management and operations of intelligent transportation systems infrastructure; Transportation Demand Management; and services such as the TripCheck traveler information system.



The Powers Landslide at Mile Post 14

Local Government Program

This program provides project delivery oversight and funding program administration for the development and delivery of transportation improvement projects within local jurisdictions in Oregon.

The ODOT Local Program provides support for various local and discretionary transportation programs that are funded by the state or federal government and account for approximately 25 percent of Oregon Statewide Transportation Improvement Program (STIP) funding and up to 30 percent of the projects delivered among ODOT regions and program years. ODOT administers these programs and helps local governments fund transportation projects. The Local Program delivers the Federal-aid Highway Program that is a cost-based reimbursement program between ODOT and the Federal Highway Administration (FHWA)



*Recent Local
Government Project*
Small community of Echo,
located 20 miles west of
Pendleton in northeast
Oregon.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

ODOT's Federal-aid Program reimburses federal funds to local agencies such as cities and counties, ports, special districts, tribes and other federal agencies eligible for federal transportation funding. FHWA provides funds to ODOT through the Federal-aid Highway Program, and ODOT reimburses these funds to eligible local agencies.

Costs of this program are driven by the transportation needs of Oregon's local agencies and the number and costs of local agency projects funded and delivered by various programs.

Special Programs

The Special Programs Limitation provides indirect, technical and program support for the Highway Division construction program through the development and delivery of the tools necessary to optimize management of infrastructure assets, deliver projects efficiently, and promote sustainability and best practices for Oregon's transportation system. This limitation also has a number of construction projects that do not fit the general construction limitation categories and usually fall under special rules or program areas.

Special Programs delivers technical support for project delivery, construction, operations, maintenance, and planning programs in a variety of roles. This support uses a wide number of technical disciplines and expertise to produce statewide standards, policies and guidelines for the design, development and bid of contract plans, construction and operations of transportation projects. To ensure statewide strategic infrastructure management through the maintenance of transportation asset inventories, data analysis and reports to optimize system investment decision-making is an important piece of our mission. The development of long-term comprehensive strategic approaches to technical staff recruitment, development and retention is critical to ensure continuity, innovation and advancement of our state-wide mobility goals. Support for projects is delivered in a number of formats such as technical training, written specifications, manuals, advisories, conducting research, mentoring, hands-on inspections and testing, collaboration with federal, state and local agencies, professional organizations, and internal, statewide leadership teams.

Along with technical support, the Special Programs Limitation supports specialized projects such as: Lifeline Routes, which facilitates implementation of Policy 1E, Lifeline Routes, in the Oregon Transportation Plan, which states, "It is the policy of the State of Oregon to provide a secure lifeline network of streets, highways, and bridges to facilitate emergency services response and to support rapid economic recovery after a disaster"; and Speed Zones, to help ensure traffic moves safely and efficiently. Speed Zoning reflects a reasonable balance between the needs of drivers, pedestrians and bicyclists using public roads for travel and for those who live along these roads. These and many similar projects address special transportation issues that ultimately save time, resources, money and lives.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Special Programs is also charged to deliver construction projects and services in several distinct program areas, including the following:

- Pedestrian and bicycle. State law (ORS 366.514) requires ODOT, cities, and counties to spend reasonable amounts of their share of the State Highway Fund (not less than 1%) on footpaths and bicycle trails.
- Salmon and Watersheds. This program repairs and replaces priority culverts that do not currently provide fish passage in support of the Oregon Plan for Salmon and Watersheds.
- Forest Highway Program. This program involves projects on roads that are located within or provide access to national forests. Federal funding is used on projects selected by the Federal Highway Administration, U.S. Forest Services, ODOT, and Oregon counties.
- Winter Recreation Parking. This program ensures snow is removed to provide access to designated winter recreation locations. Revenues come from selling Sno-Park parking permits.
- Snowmobile Facilities. This program develops and maintains snowmobile facilities. Revenues come from registration fees and fuel taxes attributed to snowmobile use.

ISSUES AND TRENDS

- The highway infrastructure, including pavements, bridges, and traffic control systems, continues to age, and as it does, it requires more maintenance and a larger share of ODOT's revenue each year. An aging infrastructure becomes more difficult to keep pace with growing costs through efficiency gains.
- Oregon is expected to grow to 4.3 million people by 2020. Sixty-nine percent of this growth will occur in the Willamette Valley (Portland to Eugene). Growth places additional stress on highways and bridges.
- Increased vehicle travel causes safety concerns for drivers, highway employees, and contractors in work zones.
- Growing demand for driveway access to state highways creates congestion, slows traffic, and increases safety concerns for both vehicles and pedestrians.
- Oregon's population is aging. Ensuring mobility for older citizens requires creative solutions, such as innovative traffic control devices (e.g., more visible pavement markings, traffic signal displays signing, etc.).
- Strategies must be found to help Oregon meet long-term highway revenue needs.
- Environmental concerns require changes to practices, additional work and increase in costs to accomplish traditional activities. Without additional resources, less can be accomplished while addressing environmental concerns.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

Key Performance Measures

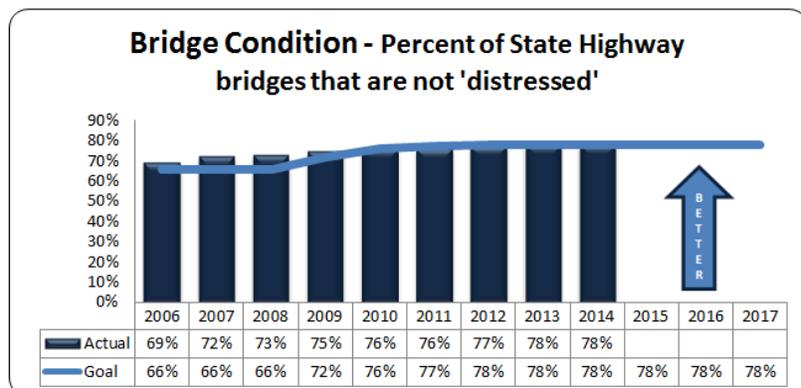
KPM #2 – Bridge Condition: Percent of state highway bridges that are not “distressed”

The largest portion of the existing bridge inventory was built prior to 1970. 1,450 bridges will reach the end of their 50 year design life by 2020. Of these, approximately 29% are currently just one point away from structural deficiency as defined by FHWA. Although this level of deficiency is not terminal, it generally signifies that a major rehabilitation project is required to keep the bridge in service.

The current ODOT bridge preservation strategy was developed when the Bridge Program began repaying OTIA III bonds, impacting the funding available for bridge projects, and in recognition of the significant number of bridges reaching the end of their service life over the next several decades. Bridges “not distressed” means that the bridges have not been identified by the Oregon Bridge Management System as having freight mobility, deterioration, safety or serviceability needs and have not been rated as Structurally Deficient based on the Federal Highway Administration criteria.

The Bridge Program adopted seven strategies: protect high-value coastal, historic, major river crossings and border structures; use practical design and fund only basic bridge rehabilitation and rare replacements; give priority to maintaining the highest priority freight corridors; develop a bridge preventive maintenance program; continue to raise awareness to the lack of seismic preparation; address significant structural problems on all bridges to protect public safety; and monitor the health of bridges.

The target for “not distressed” bridges is established by assessing program funding approved by the Oregon Transportation Commission, deterioration rates of our aging structures and considering the historic performance of the Bridge Program.



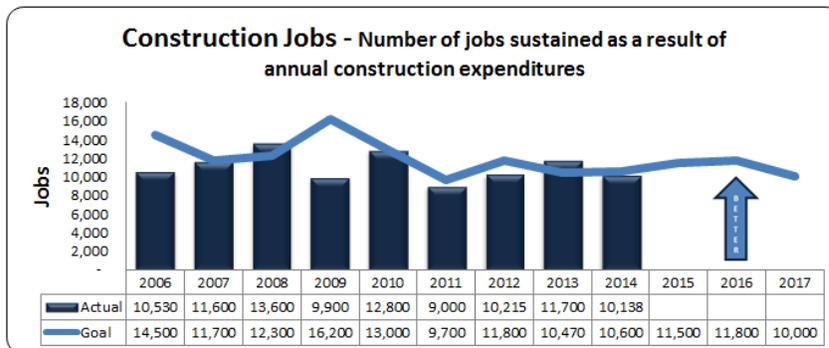
The improvement in the percent ‘not distressed’ measure since 2007 is largely due to the OTIA III State Bridge Delivery Program. With the completion of this program, bridge condition will be primarily influenced by the State Bridge Program funding level, which has been reduced about 35 percent to repay OTIA III bonds.

As a result of bridge construction through 2015, it is expected that there will be fewer distressed bridges through 2017. After a relatively flat period, bridge conditions are expected to begin to decline gradually and then at an increasing rate based on current and projected levels of funding. In order to stretch bridge construction dollars, more bridges are being repaired and fewer bridges are being replaced. This has the effect of postponing, but not eliminating the costs associated with an older population of bridges.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— HIGHWAY DIVISION —

**KPM# 10 - Jobs from construction spending:
Number of jobs sustained as a result of annual construction expenditures**

ODOT's strategy is to improve Oregon's livability and economic prosperity by stimulating the economy in the near-term and supporting long-term economic growth through investment in highway and bridge infrastructure. This measure estimates the number of jobs sustained in the short-term (during construction) by annual construction project expenditures. Job impacts in the short-term are: Direct - preliminary engineering, right-of-way and construction activity; Indirect - purchases of supplies, materials, and services; and Induced - the spending by workers and small business owners. Direct, indirect, and induced jobs are summed to calculate the total short-term job estimation.



The goals reflect short-term job estimates based on projects currently in the State Transportation Improvement Program. “Actual” figures are the result of the programmatic spending that actually occurred during the state fiscal year. Labor

multipliers, representing the number of jobs created per million spent, change with each biannual model update to reflect the current economy. The fiscal year 2015 jobs impact factor decreased to 10.1 jobs per \$1M, due to inflation. The forecasted targets are directly correlated to legislatively approved planned construction spending.

The total number of actual jobs supported by agency project spending in fiscal year 2014 was approximately 10,138. This measure is not currently used by other states.

The two largest factors affecting the number of jobs from construction spending are the number and size of construction projects funded and the rate of inflation; therefore jobs created, are largely out of the control of ODOT. Additionally, difficulty in accurately predicting future federal funding of projects makes goal setting for this measure difficult.

The measure always presents estimated and projected jobs impacts. The measure identifies jobs sustained by state level contractor payments occurring within specific Oregon fiscal years.

This differs from total budgets for current projects under contract. ODOT Highway Budget Office and Highway Division provide actual (and for targets - projected) construction-related spending data. The current jobs impact factor is about 10.1 jobs per \$1 million of construction-related spending. Annual construction-related spending (actual or projected) is multiplied by the jobs impact factor to project the total number of short-term jobs sustained. Adjustments are made for inflation in projected jobs numbers.

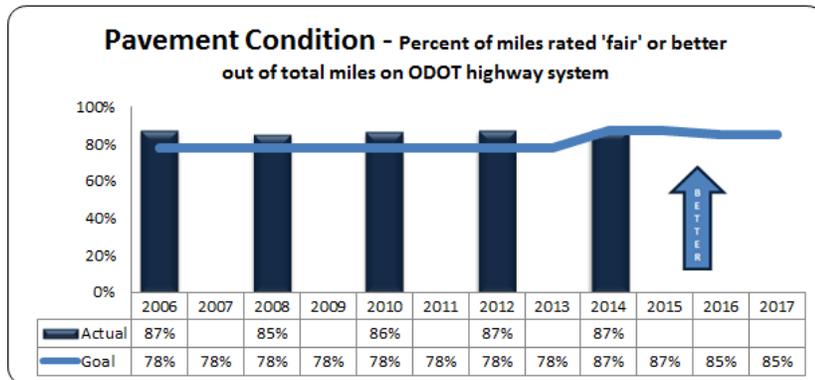
Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — HIGHWAY DIVISION —

KPM #11 - Pavement condition: Percent of pavement centerline miles rated “fair” or better out of total centerline miles in the state highway system

The goal of the ODOT pavement preservation program is to keep highways in the best condition possible, at the lowest cost, by taking a preventive approach to maintenance. The most cost-effective strategy is to resurface highways while they are still in “fair” or better condition, which extends pavement life at a reduced resurfacing cost.

A higher percentage of miles in good condition translates to smoother roads and lower pavement and vehicle repair costs. Funding allocations to the pavement program are set to maintain pavement conditions at a target of 78 percent “fair” or better over the long term. The legislature increased the target to 87 percent for 2014 and 2015.

For the last few years, pavement condition has exceeded the target. However, reduced funding will cause pavement conditions to drop below target in a few years impacting safety and mobility.



Pavement funding for 2015-2018 is about \$100 million per year short of what is needed to maintain pavement conditions at or above target levels for the long term. Lower than anticipated federal revenues may result in major funding reductions to the Preservation program, which is the primary program for resurfacing work. The funding shortfall is most acute in urban areas. ODOT has taken several steps to help offset some of the declines, including use of more low-cost chip seal treatments, and implementing a 1R paving (pave only) program which focuses preservation investments in the pavement surface when only minor deterioration exists.

No standardized system exists for classifying the pavement condition of all highways nationwide. A smoothness comparison between Oregon and our neighboring states of California, Idaho, Washington, and Nevada based on 2012 Highway Statistics data <http://www.fhwa.dot.gov/policyinformation/statistics/2012/> shows that Oregon’s interstate pavements are in better condition than the surrounding states, while Oregon’s remaining arterial and primary highways are mid-pack compared with the neighboring states but better than the nationwide average.

Pavement conditions are measured via a combination of automated equipment and visual assessment. Rigorous checks are made on the data to ensure integrity. Conditions are measured and reported every two years on even numbered years. Our Pavement Condition Report is available online at: http://www.oregon.gov/ODOT/HWY/CONSTRUCTION/pms_reports.shtml.

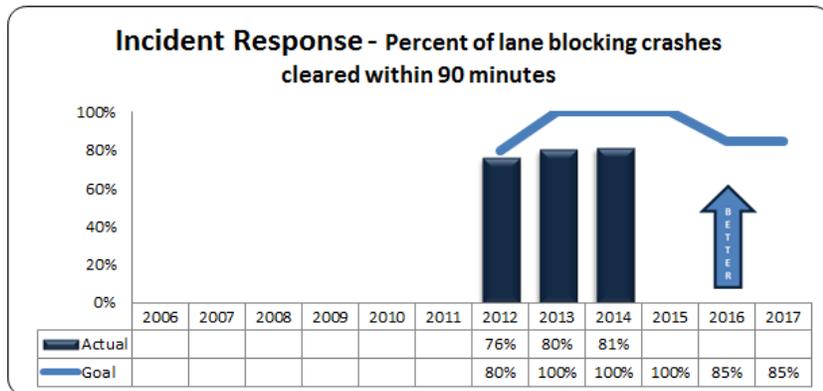
Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — HIGHWAY DIVISION —

**KPM #12 - Incident response:
 Percent of lane blocking crashes cleared within 90 minutes**

A focused strategy to quickly clear traffic incidents reduces travel delay. It is an important component for improving operations and management of the state highway system. Traffic incidents account for approximately 25 percent of the congestion on the highway system, according to research from the Federal Highway Administration.

Our target for this measure is to clear lane blocking crashes in 90 minutes. The time to clear an incident is measured from the time we are first aware of a lane blocking crash to the time all lanes are re-opened to traffic.

A legislative change in 2013 increased ODOT's target from 80 to 100 percent of lane-blocking crashes cleared within 90 minutes. In 2014, we cleared 81 percent of lane blocking crashes in under 90 minutes.



Actions to clear travel lanes after a crash can range from simple to complex. More complex incident clearance activities often involve multiple public and private responders. Incidents involving a police investigation, hazardous material spill, cargo recovery effort, or fatality are all factors that influence the roadway clearance time for the incident.

While the initial on-scene focus must be on responder and public safety, collaborating with other responders on a secondary focus to reestablish traffic flow can result in opening the lanes more quickly. Oregon is implementing the federal Traffic Incident Management Responder Training program. Currently Oregon has 67 individuals who have received the SHRP 2 TIM Responder Train the Trainer program. These individuals represent 35 different agencies from among all of the response disciplines involved in TIM activities. With leadership from ODOT and OSP, in 2014 these trainers collaborated to deliver the SHRP 2 TIM Responder Training to 1,435 of Oregon's responders across the state. Each of the classes held enhanced cross-disciplined, inter-agency coordination, communication and collaboration, advancing safe, quick clearance of highway incidents.

While the initial on-scene focus must be on responder and public safety, collaborating with other responders on a secondary focus to reestablish traffic flow can result in opening the lanes more quickly. Oregon is implementing the federal Traffic Incident Management Responder Training program. Currently Oregon has 67 individuals who have received the SHRP 2 TIM Responder Train the Trainer program. These individuals represent 35 different agencies from among all of the response disciplines involved in TIM activities. With leadership from ODOT and OSP, in 2014 these trainers collaborated to deliver the SHRP 2 TIM Responder Training to 1,435 of Oregon's responders across the state. Each of the classes held enhanced cross-disciplined, inter-agency coordination, communication and collaboration, advancing safe, quick clearance of highway incidents.

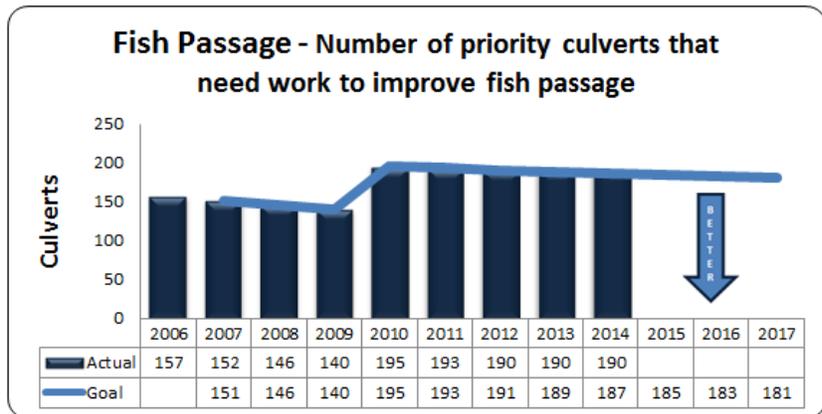
Our neighboring states of California and Washington have incident response clearance goals and definitions that differ significantly making direct comparison difficult.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — HIGHWAY DIVISION —

KPM #13 - Fish passage at state culverts: Number of high priority ODOT culverts remaining to be retrofitted or replaced to improve fish passage

ODOT is committed to supporting *The Oregon Plan for Salmon and Watersheds*. This includes supporting the recovery of threatened and endangered fish and native migratory fish by removing fish passage barriers on the state highway system. The program uses limited transportation funds to retrofit and replace culverts in the most cost effective way. We partner with government agencies, watershed councils and other stakeholders to improve fish passage.

We have used different program targets to evaluate performance for this KPM. **Starting in fiscal year 2010, culvert numbers were adjusted to reflect the Oregon Department of Fish and Wildlife’s most recent inventory.** The goal reflects the balance of high priority culverts (actuals) that need repair from the previous year minus the number of culverts planned for completion during the target year. Program goals are determined based on available annual funding levels. The actuals represent the total number of statewide high priority culverts owned and managed by ODOT that still need to be replaced or retrofitted.



Our projected fish passage target is to complete two or three projects each year as funds allow. From 1997-2013 this program repaired or replaced a total of 142 fish passage-impaired culverts and opened or improved access to 461 miles of stream. During fiscal year 2013-2014, the planned fish passage project was slipped to 2015.

Salmon Program funds are being used to retrofit and replace culverts that address water quality improvement for the benefit of salmon. We are exploring programmatic processes to streamline project permits and plan review timelines. We are also evaluating fish passage ‘banking’ that would provide mitigation options while targeting high value streams.

Unlike other states, our program is discretionary and independent of other STIP and maintenance projects. Current fish passage design criteria generally require larger, more expensive structures to replace existing infrastructure. Our program has the ability to target high value streams that bring the greatest benefit to native migratory fish.

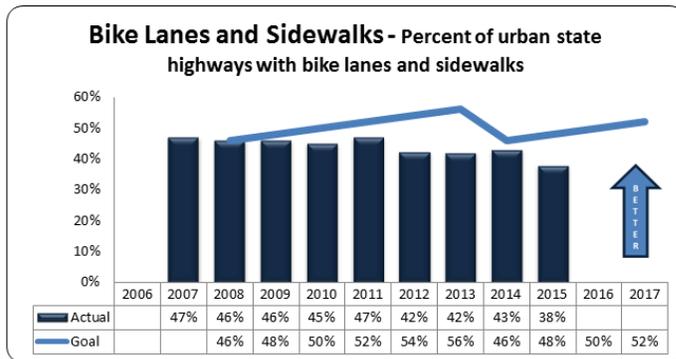
Oregon Department of Fish and Wildlife manages the statewide fish passage culvert inventory list at highway-stream crossings. This list is updated based on projects completed, changes in habitat condition, and new culvert survey data.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — HIGHWAY DIVISION —

KPM # 14 - Bike lanes and sidewalks: Percent of urban state highway miles with bike lanes and pedestrian facilities in “fair” or better condition

Along with our local partners, ODOT is working towards creating safe, walkable and bikable networks in communities in Oregon. To further that goal, Oregon law requires bike lanes and sidewalks be provided as a part of road construction projects and mandates that a minimum one percent of the state highway fund be used for bike and pedestrian facilities.

This measure reports our performance of bike lanes and sidewalks on the state system in cities and urban areas with targets based on total highway roadside miles in those areas. Urban areas are those with populations over 5,000 and a population density that meets the federal definition for the area bordering the highway. Incorporated cities with populations under 5,000 are also included.



Sidewalks must be five feet or more in width and in fair or better condition. Bicycle facilities are defined as a marked and striped bike lane five or more feet in width, a paved shoulder that is five feet or more in width, a travel lane that is shared by both bicyclists and motor vehicles where the posted speed is 25 MPH or less or a multi-use path within the right of way.

In 2008, a physical inventory and assessment of all highways in urban areas and small cities statewide was completed and has been updated annually. The report is based on data from 100 percent of the statewide urban areas and small cities. Annual reporting cycles will be based on a federal fiscal year because the summer seasons are the optimum time for field validation.

ODOT is making investments in biking and walking facilities where Oregon communities have identified the greatest need, working with local government to increase funding. As a result, the number of people who bike and walk in Oregon continues to increase. As of 2012, bicycling to work accounts for 2.1% of commute trips in Oregon and between 5% and 10% of commute trips in Portland, Eugene and Corvallis, compared to the national average of 0.6 percent.² Walking to work is also on the rise.

ODOT is currently updating its Bike and Pedestrian Plan to better understand the needs for biking and walking, and prioritize those needs given the limited funding available. Current funding levels are inadequate to complete the state system by the 2030 Oregon Transportation Plan target date.

Not reflected in these results is the fact that many people travel by bike or foot on the local system, rather than the state system. We will continue to look for ways to measure multi-modal travel on state-owned highways as well as local streets and paths.

² “Bicycling and Walking in the U.S.: 2012 Benchmarking Report,” Centers for Disease Control and Prevention.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — HIGHWAY DIVISION —

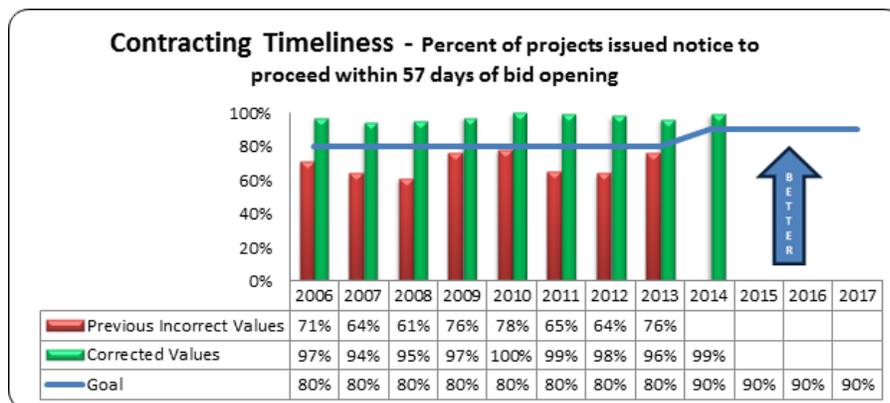
**KPM #15 - Construction Contracting Timeliness:
 Percent of projects issued notice to proceed within 57 days of bid opening**

Our strategy is to develop efficient, complete and attainable project development schedules, and aggressively manage all milestones, ensuring all deliverables are complete and on time. Specific timelines for milestones start at bid opening and end at Notice to Proceed.

ODOT’s Procurement Office (OPO) reviews bids for responsiveness and responsibility, and when applicable, OPO coordinates the review for projects with Disadvantaged Business Enterprise (DBE) goals. OPO identifies the low, responsive bidder and requests costs analysis and award recommendation from the Office of Project Letting. After the recommendation, a Notice of Intent to Award is posted on OPO’s website, starting a three day protest period.

OPO obtains all appropriate approvals (Highway Division Administrator, Chief Engineer, FHWA) and assembles the contract, award letter, and requests the project construction engineering budget. The timeframe from bid opening to contract award is specified to occur within 30 days. (00130.10 Award of Contract)

Upon receipt of the award letter, the bidder has 15 days to return signed contracts and bonds. OPO has seven days to execute the contract. (00130.50(a) and (b) Execution of Contract and Bonds). OPO then has five days to issue a Notice to Proceed. (00130.90 Notice to Proceed). These specifications add up to 57 days from bid opening to Notice to Proceed.



An internal assessment of this measure showed that it had been incorrectly defined and calculated. The graph now represents corrected results from 2009 through 2014. Data is for both state and locally administered projects.

Process performance is actually much better than had shown using the incorrect measure definition. Currently, OPO awards contracts on average in 14 days. OPO issues Notice to Proceed, on average, in 31 days.

Items that delay the award phase of project delivery include: valid bid protests and approval of additional funding from local agencies. In 2014, three projects exceeded 57 days. Two of those projects were local agency funding issues. The third project was an unusual issue regarding the bidder’s TERO certification.

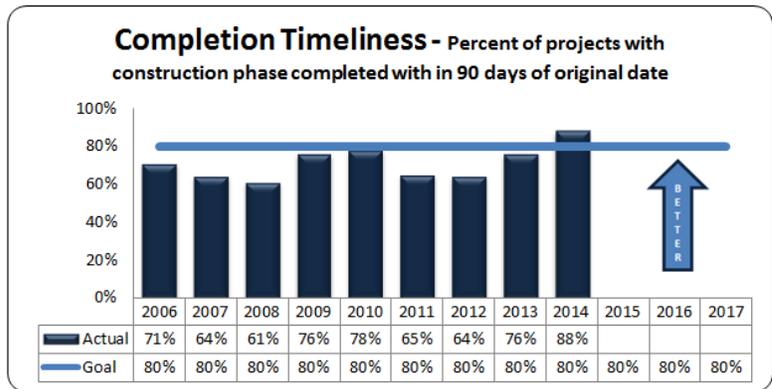
Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — HIGHWAY DIVISION —

KPM #16 - Construction Project Completion: Percent of projects with the construction phase completed within 90 days of original contract completion date

The goal is to ensure development of viable and efficient construction schedules which minimize freight and traveler impact and then aggressively manage adherence to the final construction schedule. Project construction schedules are created during development of the project prior to bidding. This information becomes the basis for the project special provisions which contractually define completion, by specific ending dates or allowable construction days.

Contracts have financial consequences, via liquidated damages, for failure to complete on time. Some contracts have financial incentives for the contractor to finish early. These are contracts where there is a significant quantifiable cost benefit to the public to minimize road closure time.

A goal of 80 percent on-time was set for this measure. While this percentage needs to remain relatively high (70–80 percent range), having it approach 100 percent would likely cause other issues. For example, by keeping the original construction completion date, we could not make changes to the project in the best interest of the investment and/or the public.



In 2009 and 2010, we hovered just below the goal of 80 percent, an improvement from prior years when it ranged between 60 and 64 percent. For 2011 and 2012, we dropped to 65 percent. An examination of each delayed project reveals a variety of valid reasons to extend the contract completion date. 2014 results (88%) surpassed the goal of 80 percent.

Data entry and processing times can delay reporting by a month. The construction completion notice may be rescinded if a problem is found or if additional work is needed. Justified reasons for moving the contract completion date include: added work from local agencies; unanticipated site conditions; efficiencies in project delivery by combining work done by the same contractor on adjacent projects; weather delays that can push a project into the next construction season; and delays in obtaining additional right-of-way.

Accurate comparisons between Oregon's on-time delivery to other state's on time delivery may not be possible due to differences in contracting methods, the types of projects compared, and differences in measurement methodologies and definitions.

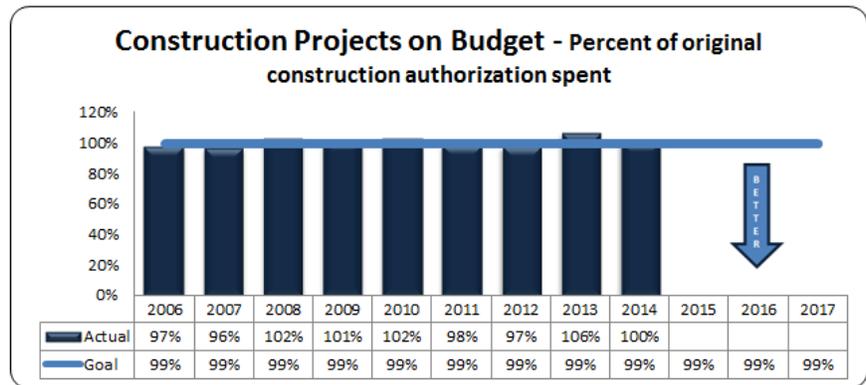
The construction contract specifies a date for construction to be completed, known internally as the 2nd note date. This measure reports projects that reach 2nd note no later than 90 days after the contract specified date. In the future, the date used for determining construction completion will be the date in which the project is open for public use. Landscaping and final payments may not be complete. This change will more accurately reflect the public experience.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — HIGHWAY DIVISION —

**KPM #17 - Construction projects on budget:
 Percent of construction authorization spent**

Our goal is for construction costs to be 99 percent of original construction authorization or lower and to more accurately estimate costs early in project development and then manage costs, paying special attention to the tendency of complex projects to increase in scope. In support of this goal, we ensure that any changes to the programmed construction cost are approved by program managers, (e.g. Bridge or Area Manager). We strive to continuously improve our estimating skills – both scoping estimating (parametric estimating for different project types and elements, accounting for inflation and commodity issues) and final engineering estimating. We also use a robust construction quality control/quality assurance program coupled with a very structured statewide contract administration program to ensure effective project management.

In an environment of double digit inflation, previous years showed slightly higher construction costs than originally authorized, by about 1-2 percent. Many of the recent project cost increases were caused by adding federal American Recovery Response Act work to existing projects to ensure jobs were created as soon as possible. On



average, project construction expenses have come in within 99.9 percent of their original authorization over the last 13 years. For 2011 and 2012, we once again dropped back down under 99 percent, coming in at a healthy 98 percent and 97 percent respectively. For 2013 ODOT reversed the positive trend, with projects coming in at 106 percent of the original authorization primarily due to overruns on a single project (Highway 20 - Pioneer Mountain /Eddyville). Due to differing methodologies and definitions, there are no direct correlations with other states' measures.

All factors are examined when project budgets are established, but world trends such as higher than expected inflation and rises in steel, oil, and asphalt prices contribute to cost increases. Unanticipated geological features, archeological finds, or environmental impacts may also contribute to cost increases. We must continually monitor to ensure ODOT's construction expenses remain under the authorized amount.

For projects which final payment has been issued in the given year, the amount spent is divided by the original contract authorization. The reporting cycle is the Oregon state fiscal year. In the past, we reported data for this measure (not as a KPM) using calendar year. **Projects included in this metric include the major work types of BRIDGE, PRESERVATION, MODERNIZATION, SAFETY and OPERATIONS. Locally administered projects and projects let through Central Services Division are not included.**

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — HIGHWAY DIVISION —

BUDGET HIGHLIGHTS

Highway Division Expenditures

	2011–2013 Actuals	2013-2015 Actuals	2015–2017 Legislatively Adopted
Programs			
Maintenance	425,699,691	437,682,724	472,301,517
Construction:			
STIP:			
Preservation	216,372,476	234,800,179	265,978,839
Bridge	352,890,864	248,543,009	204,288,566
Modernization	259,214,988	404,269,772	304,976,141
Highway Safety	0		0
Highway Operations	120,546,093	133,844,375	134,672,311
STIP subtotal	949,024,421	1,021,457,335	909,915,857
Special Programs	201,574,301	225,919,667	260,443,420
Local Government Program	289,467,907	311,025,740	397,907,378
Total	1,865,766,320	1,996,085,466	2,040,568,172

Positions	2668	2631	2532
Full-Time Equivalent (FTE)	2587.88	2561.26	2469.38

**Driver and Motor Vehicle
Services Division**

DRIVER AND MOTOR VEHICLE SERVICES DIVISION

The Driver and Motor Vehicle Services Division’s mission is to promote driver safety, protect financial and ownership interests in vehicles and collect revenue for Oregon’s roads.

Driver Safety

DMV licenses drivers, verifies the identification of people applying for a driver license or identification card, and tests the skills, knowledge and vision of drivers. DMV promotes driver safety by providing educational tools such as driver manuals, by ensuring driver tests meet or exceed national standards and by suspending or revoking the driving privileges of problem drivers.



An applicant completes a driver license knowledge test on an automated testing device in a DMV field office.

Protecting Ownership

DMV also issues vehicle titles. Titles prove ownership and help protect the financial interest of vehicle owners and security interest holders. DMV inspects the vehicle identification number of newly registered vehicles, examines the title and other ownership documents and checks for information on stolen vehicles through state and national law enforcement data systems before issuing titles.



License plates identify vehicle registration. Some raise funds and awareness for various Oregon groups or causes.

DMV business regulation services licenses vehicle- and driver-related businesses in the state to ensure titles are correctly transferred and security interest holders are promptly paid or recorded. DMV licenses vehicle dealers, wreckers, vehicle appraisers, transporters, driving instructors and driving schools. Business regulation staff conducts routine inspections and respond to customer complaints. If a problem is found, DMV issues warnings, imposes civil penalties or sanctions the business.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DRIVER and MOTOR VEHICLE SERVICES DIVISION —

Revenue Collection

DMV registers close to four million vehicles in Oregon. The division registers and titles vehicles and issues trip permits to raise revenue for highway construction and maintenance.

DRIVER AND MOTOR VEHICLE SERVICES DIVISION PROGRAMS

DMV is organized to deliver driver and vehicle services through four Service Groups:

- **PROGRAM SERVICES**
- **FIELD SERVICES**
- **PROCESSING SERVICES**
- **CUSTOMER SERVICES**

PROGRAM SERVICES

This group coordinates major changes to DMV programs and operations resulting from federal/state laws, policy direction, business process improvements, and computer system initiatives. Program Services also develops and implements policies, procedures, and administrative rules for DMV's driver, vehicle, and business licensing services. Employees analyze the policy and fiscal impacts of proposed legislation and other changes, and evaluate the effectiveness of DMV programs.

They design and publish forms and manuals, ensure adequate supplies of license plates and stickers, and manage service contracts. Employees interpret business needs and priorities; lead strategic and tactical IT planning; coordinate DMV involvement in IT projects and other major system changes; and ensure computer systems meet business needs through testing and monitoring. Staff license and inspect vehicle dealers and related businesses, investigate unlicensed vehicle dealer activity, and support the Oregon Dealer Advisory Committee. Program Services also provides support for DMV efforts to prevent, detect, and investigate fraudulent activity.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DRIVER and MOTOR VEHICLE SERVICES DIVISION —

FIELD SERVICES

This group operates DMV's 60 field offices statewide in which approximately 12,000 customers are served each day. Field offices administer driver knowledge, skill and vision tests; issue photo driver licenses and identification cards; reinstate driving privileges; register vehicles; issue plates and stickers; handle title applications; and inspect vehicle identification numbers.

Field offices also do work for other ODOT divisions and other agencies:

- Issue motor carrier credentials
- Issue truck oversize/weight permits
- Sell Sno-Park permits
- Register voters
- Verify that vehicles have passed emissions tests, as required

PROCESSING SERVICES

This group processes all mail-in business for driver licenses, titles, and registrations, and completes all of the business accepted at local offices around the state. Employees process financial transactions for customers; issue titles, plates, and stickers; renew driver licenses; enter data into DMV's computer systems, and prepare paperwork for imaging. DMV produces 840,000 titles and issues almost 1.8 million registrations every year. Employees record traffic violations, convictions, and other driving record information; process accident reports, suspensions, and license reinstatements; manage driver improvement activities and medically at risk driver case reviews; use facial recognition software to review and clear drivers prior to issuance of all drivers' licenses and ID cards; issue driver licenses with previous photos to eligible military personnel and others who are temporarily out of the state; and issue hardship permits to eligible suspended drivers. Employees work by mail, telephone, and in-person to help customers who have lost or could lose their driving privileges.

CUSTOMER SERVICES

This group provides call center services and record services for DMV customers. Three call centers provide telephone assistance for about 1.6 million customers per year. The call centers answer all calls directed to DMV field offices as well as general information calls directed to DMV headquarters. Employees answer questions, schedule drive tests statewide, and help callers conduct business with DMV. Two call centers employ 40-50 inmates at the Oregon Coffee Creek Correctional Facility and the Oregon State Correctional Institution. The third call center is staffed by DMV employees at the Salem headquarters building.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DRIVER and MOTOR VEHICLE SERVICES DIVISION —

Customer Services also provides DMV driver and vehicle records requested by public and private entities and administers programs designed to ensure the security of personal information held by DMV. Law enforcement agencies access about 160,000 records each day on the DMV database, and businesses and individuals make over 2.9 million DMV record requests each year. This group manages the DMV contract with Oregon State Police for access to DMV records through LEDS and the contract with the Employment Department for administrative hearings for people who appeal DMV actions. The majority of the hearings involve driver license suspensions under Oregon's implied consent laws for driving while intoxicated.

This group also manages the DMV headquarters facility, and provides incoming and outgoing mail services for the entire facility.

DIVISION ADMINISTRATOR'S OFFICE

This office provides the policy, oversight, and administrative functions of the division.

OFFICE OF TRANSFORMATION

The Office of Transformation is a new working group within DMV that will manage the projects associated with Service Transformation Program (STP). The STP will modernize DMV's technology and business tools over 9-10 years at a projected total cost of \$90 million. Specifically, the office will oversee project and change management; ensure alignment with the organization's strategy; manage governance and procurement processes; and recommend opportunities to optimize cost/benefits and mitigate risks. DMV will work closely with the Department of Administrative Services Enterprise Technology and Chief Financial Office staff, legislative staff and other external stakeholders. This office will be responsible for managing and reporting on the progress of the program.

ISSUES AND TRENDS

Demographic Changes – Oregon is becoming more ethnically diverse and older. Both factors are important to DMV from a customer service and workforce perspective. Language and cultural differences must be bridged to enable people to complete their driver and vehicle transactions, and increasingly we are seeing older drivers referred to the Medically At-Risk Driver Program. From the workforce view, DMV must hire employees that reflect the communities that we serve and begin replacing employees who are retiring with significant experience and knowledge about our programs.

Eligibility for Driver Licenses and ID Cards – Eligibility for an Oregon driver license or identification card is becoming more rigorous as standards for proving identity and

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DRIVER and MOTOR VEHICLE SERVICES DIVISION —

legal status are tightened. Fewer documents are accepted from applicants, and more electronic systems for verifying the data contained on some documents are now being used. The Oregon Legislature adopted a legal presence standard in February 2008 (SB 1080) with provisions phased in by January 2010. Federal regulations called for full compliance with Real ID driver license issuance standards by January 2013. In December 2012, the Department of Homeland Security granted deferments to states and announced plans for a phased-in enforcement. Oregon has received an extension until October 10, 2016. Non-compliance can result in state-issued credentials not being accepted for federal identification purposes.

Identity Theft/Fraud – State-issued driver licenses and ID cards are used widely as identity documents to conduct business with public agencies and private companies. Increasing concern about identity theft has created the need for a robust fraud prevention program at DMV. DMV continues to strengthen its policies and procedures to prevent, detect, and investigate instances of internal and external fraud. Criminal investigations are turned over to law enforcement agencies.

Service Delivery -- DMV field offices will evolve as we change the way services are delivered and what services are available. Driver licenses and ID cards are no longer issued over-the-counter at field offices, and facial recognition software is used to avoid issuing multiple cards under different names to the same person and to check previous photos on file. Fraudulent documents are reported to local law enforcement and more people are turned away because of insufficient documents to prove their eligibility. DMV offices will continue to provide professional, timely, and courteous service but ongoing changes to issuance requirements could impact the service levels Oregonians have come to expect. DMV will be adding credit/debit cards as a payment option in field offices.

Aging Infrastructure – The computer systems and facilities that DMV relies upon are aging and expensive to maintain and operate. The large mainframe systems were first developed in the mid-‘60’s with many features added throughout the years which means the major applications are old and difficult to support. The supply of COBOL programmers is declining, so finding qualified employees and contractors to support computer system projects is very difficult. The ability to respond to statutory changes and to link its databases with other government agencies is severely constrained by these factors. In addition, field offices are mostly leased from private companies, so facility improvements must be planned and funded many years in advance. The buildings are not energy efficient and parking lots are frequently inadequate for the number of people served and the space needed for commercial driver license and motorcycle testing.

Economy – The economic recession of 2008 led to fewer new and used vehicle sales, and deferred purchases for items such as driver licenses and reinstatement of driving privileges. Vehicle title transactions decreased and fewer accident reports were filed as people reduced their vehicle miles traveled. As the economy has recovered, so have

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DRIVER and MOTOR VEHICLE SERVICES DIVISION —

transaction counts. Pent up demand has led to increased vehicle title transactions. Employees are also assigned daily to work at different offices according to workload and staffing needs.

Congestion – Based on the data from the 2000 U.S. Census, Oregon is expected to grow to 4.3 million people by 2020. Sixty-nine percent of this growth will occur in the Willamette Valley (Portland to Eugene). Growth places additional stress on highways and bridges. Since about 25 percent of highway congestion is attributed to traffic incidents, it is imperative that Oregon drivers operate their vehicles safely. DMV tests people prior to issuing driver licenses to determine their ability to operate a vehicle, and also administers suspensions, temporary restrictions, and withdrawals of driving privileges. DMV also requires people to complete additional tests when impairments and safety concerns are reported by physicians, law enforcement, and others.

Efficiency and Productivity – DMV will continue to streamline processes and increase productivity. This is especially important as a counter-balance to new state and federal program requirements.

Unconventional Vehicles – Oregon and national transportation initiatives encourage the use of alternative technologies like plug-in hybrid and all-electric vehicles. Vehicle manufacturers in Oregon and elsewhere will continue introducing creative solutions for these new emerging vehicle types. Issues and concerns include:

- Should these vehicles be required to meet federal safety standards to operate on Oregon's roads?
- Are manufacturers conducting sufficient safety tests?
- How should these vehicles be titled and registered?
- How will we test and license persons who operate these vehicles?
- How will the owners of these vehicles pay their fair share of costs to operate and maintain Oregon's roads?

LEGISLATIVE HIGHLIGHTS – Summary of DMV Legislation

Service Transformation Program (STP)

DMV computer systems were designed and built more than thirty years ago. This limits the agency's ability to meet customer expectations and operate efficiently. Systems lack integration and the ability to share information across business programs. This results in labor intensive and time-consuming changes. The software development language (COBOL) and system architecture have exceeded their expected lifecycle and delaying systems modernization adds risk to an already tenuous situation. Few recent Computer Science graduates are familiar with the programming languages and methods used by

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DRIVER and MOTOR VEHICLE SERVICES DIVISION —

DMV. Modern functionality and web-based services will make it easier to do business with DMV, reduce error rates and improve communication with DMV customers.

The new system will provide convenient opportunities for customers to complete transactions without using field office staff time, allow better office workflow to get customers in and out of the offices faster and lower customer wait times. A modern system will provide a 360 degree view of customer information that is available in real-time and provide consistent answers to customer questions. It will provide more accurate statistical data to inform management decision making. A systems modernization strategic plan completed in 2013 by Mathtech calculates that the systems modernization “program of manageable projects” will require approximately ten years and \$90 million. Recent planning calculates the 2015-17 biennial need at 42 positions split between the Information Systems and DMV business organizations and approximately \$30 million.

The first series of projects within the program will be comprised of enhanced web capabilities, a point-of-sale system, a business licensing system, and a replacement vehicle titling and registration system. These projects begin in 2015-17 and extend across several biennia.

Credit and Debit Card acceptance in DMV Field Offices.

A first step of modernizing DMV systems and business processes is underway. DMV is preparing to accept debit and credit cards for payments in field offices starting in the 2015-17 biennium. When accepting payment with debit and credit cards, DMV pays “merchant” fees to the credit associations. These fees are projected to cost an average of 2% of the transaction amount, but vary depending on the type of card the customer uses.

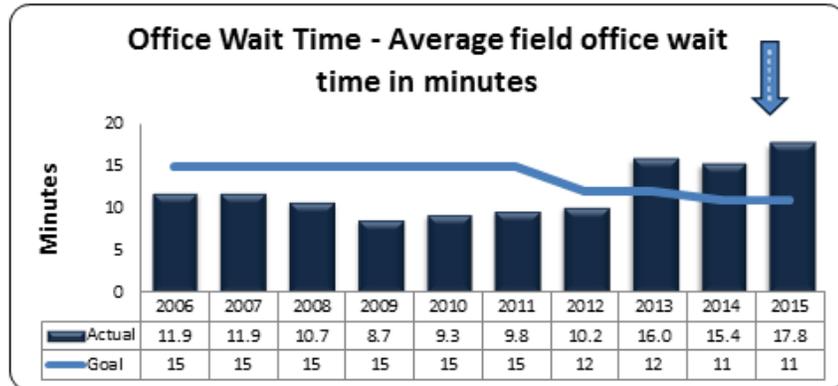
HB2465 - Driver license issuance efficiency

A number of practices related to issuing driver licenses are identified in statute, but for a variety of reasons provide minimal value in comparison to the time and effort required of DMV customers and staff. The legislation made modifications to proof of school enrollment, moped-restricted driver licenses, motorcycle knowledge tests and proof of address provisions. These changes will result in time savings for DMV staff, resulting in reduced need for repeat visits by customers and shorter wait times at field offices and on phone calls for customers. DMV estimates a cumulative costs savings over time.

Performance Measures

DMV Customer Service: Field Office Wait Time

We strive to continually increase efficiency and remain flexible to improve customer service. We make decisions to maximize timeliness, customer satisfaction and economic efficiency. On a daily basis, DMV reassigns staff statewide to maintain



services; regularly adjusts services offered to meet customer demand and resource availability, and performs extensive cross-training to enhance our resourcing options.

We also continue to support online services and the use of third party testing. Providing customers with alternative service delivery channels reduces the number of visits to field offices and improves the experience for customers who must visit a field office to complete a transaction.

DMV consistently met the statewide average field office wait time target for more than nine years. The previous target was 15 minutes, but was lowered to 12 minutes for fiscal year 2012. The lower target reflected a service level that DMV believed it could meet given the division's staffing levels and forecasted customer and transaction volumes. The legislature further reduced the office wait time target to 11 minutes for the 2013-15 biennium. Field office wait time gradually increased since 2010 and jumped to 16 minutes in 2013.

Increasing numbers of customer visits and transactions, increasing business complexity, and agency rightsizing obligations affect DMV's ability to meet service level targets.

New Measure

DMV is transitioning to a new field office wait time measure that better reflects the actual customer experience. Rather than averaging the average wait time from each field office, the new measure tracks the percentage of field office customers served within 20 minutes. As reported on monthly DMV satisfaction surveys, customer impressions of their wait time generally transition from positive to negative at around twenty minutes. The agency proposes a target of 70% of customers served within 20 minutes or less.

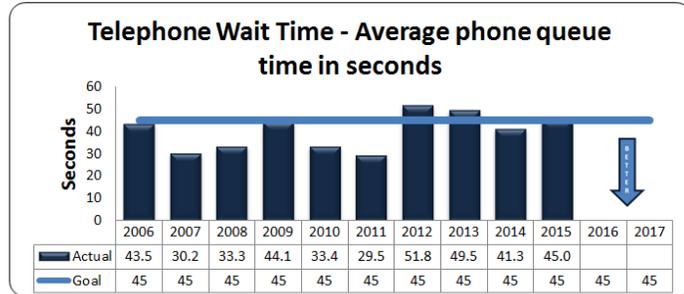
With the completion of the pilot phase, the new measure has already provided valuable data to help managers proactively focus on the timeliness and quality of the customer experience. Data is extracted from Automated Wait Time Machines placed in the 37 largest DMV field offices and analyzed to calculate the percentage of customers served within 20 minutes.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — DRIVER and MOTOR VEHICLE SERVICES DIVISION —

Internal measures

TELEPHONE WAIT TIME

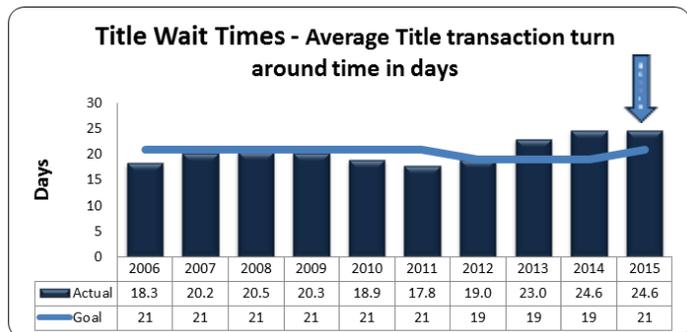
DMV strives to provide consistent phone wait times in order to better meet our customers’ needs. The current target of an annual average of 45 seconds meets customer expectations and is maintained over the course of the year by balancing fluctuating seasonal and daily call volumes. Oregon’s fiscal year 2015 average customer assistance phone wait time was 45 seconds across 1.6 million calls. Average wait time is at the target of 45 seconds.



In the past, we successfully attained phone wait time targets by taking steps to ensure that staffing levels were in the right place at the right time. Increased call volumes combined with administrative restrictions and agency staff reductions contributed to the increase in phone wait time in fiscal years 2012 and 2013. We will continue to closely monitor our customer wait times and take corrective action as needed to achieve the service delivery target.

TITLE WAIT TIME

Title application transactions are a major portion of DMV vehicle processing workload. This measure tracks time from when a title application is received at DMV headquarters to when the title is mailed to the customer. In fiscal year 2012, the target was decreased from 21 to 19 days. DMV met this target by initiating numerous changes to title processing that resulted in more efficient operations. Although efficiencies have been implemented, increased volumes due to an improved economy has resulted in an increase in title wait times in 2013 and 2014. In fiscal year 2015 the target returned to 21 days. With volumes continuing to grow, the next opportunity for improving wait times will be with the DMV Service Transformation Program through updated technology and business processes.



Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — DRIVER and MOTOR VEHICLE SERVICES DIVISION —

CUSTOMER SATISFACTION

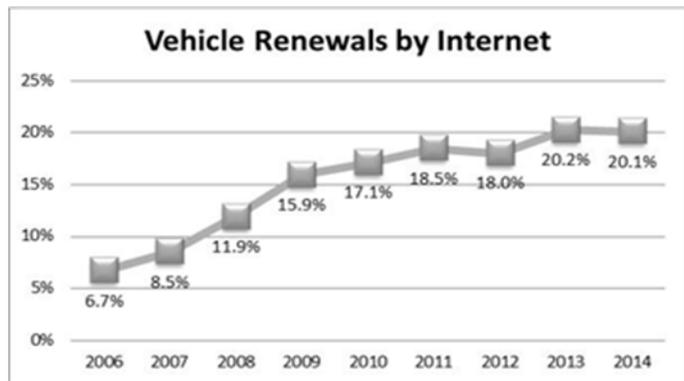
The Customer Satisfaction measure rates employee helpfulness, courtesy, knowledge, efficiency, and wait times. DMV conducts customer satisfaction surveys and sets targets for the percentage of customers rating DMV service delivery as excellent or good. These surveys are conducted monthly by randomly sampling 400 customers who conducted business with DMV that month.



DMV has set a goal of 85 percent of customers rating DMV service as good or excellent in relation to helpfulness, courtesy, knowledge and efficiency. DMV also surveys how satisfied customers are with the amount of time spent waiting for DMV services. DMV’s goal is 65 percent for customers rating DMV field office wait time as good or excellent. Although these goals have previously exceeded the target, both have fallen short that last two years.

VEHICLE RENEWALS USING THE INTERNET

DMV tracks which service channels customers are using to renew their vehicle registration with DMV. Transactions processed through the Internet are the most cost effective method for DMV to conduct business with the public. Although processing transactions online was believed to be a less expensive method, the DMV Cost of Services Study completed in 2013 confirmed online transactions are the least



cost for DMV. Renewal notices mailed to homes encourage people to use the Internet to register their vehicle and pay with a credit card. Customers who renew registration in field offices are reminded that their transaction could have been done over the Internet.

DMV and DEQ have partnered to allow customers residing in vehicle emission inspection areas to use the Internet to renew their vehicle registration. In addition, a group has been formed to look at ways online registration renewal can be increased. This should help increase the number of customers using the Internet for vehicle registration renewals.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — DRIVER and MOTOR VEHICLE SERVICES DIVISION —

BUDGET HIGHLIGHTS

Driver and Motor Vehicle Services Expenditures

	2011-2013 Actuals	2013-15 Actuals	2015–2017 Legislatively Adopted
Programs			
Program Services	27,022,534	26,811,368	37,216,442
Field Services	66,642,379	72,568,562	77,557,577
Processing Services	27,410,288	29,518,430	32,479,043
Customer Services and Hearings	28,874,580	30,677,956	30,310,003
Service Transformation Project	0	0	30,446,463
Administrator’s Office	954,595	1,388,895	1,388,132
Total	150,904,376	160,965,212	209,397,660
Expenditures by Category			
Personal Services	102,873,437	110,686,084	123,800,276
Services and Supplies	46,298,792	48,761,467	65,244,319
Capital Outlay	763,487	549,020	20,353,065
Special Payments	968,660	968,660	
Other Expenditures		(19)	
Total	150,904,376	160,965,212	209,397,660
Positions	857	848	890
Full-Time Equivalent (FTE)	834.25	825.75	857.16

Motor Carrier Transportation Division

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— MOTOR CARRIER TRANSPORTATION DIVISION —

The Motor Carrier Transportation Division (MCTD) supports ODOT's mission by promoting a safe, efficient, and responsible commercial transportation industry. MCTD regulates a diverse industry ranging from one-truck owner-operators to carriers with large fleets from throughout the United States and Canada that operate on Oregon public roads. The division maintains accounts for approximately 19,400 trucking companies, with 244,000 trucks registered to operate in Oregon. This includes 7,700 Oregon companies with 42,000 trucks. MCTD is comprised of five programs:

Investigations, Safety, Federal Programs Section

The section administers state and federal safety rules of vehicles, drivers, and cargo, including hazardous materials. It also trains and certifies law enforcement officers to perform safety inspections. MCTD safety inspectors completed 37,421 inspections in 2014. The program manages the federal Motor Carrier Safety Assistance Program (MCSAP) in Oregon and the state-wide Green Light preclearance system allowing legal trucks to bypass static scales.

Salem Motor Carrier Services Program

The program issues commercial vehicles over 26,000 pounds registration allowing them to operate in Oregon and other jurisdictions along with annual and temporary tax credentials to operate in Oregon. It also monitors motor carrier accounts to ensure tax reports are filed and that intrastate motor carriers have appropriate insurance. The division issues permits for oversize and overweight truckloads operating on Oregon public roads. It also processes thousands of monthly and quarterly Oregon Highway Use Tax and International Fuel Tax Agreement tax returns, and International Registration Plan applications throughout the year. It issued more than 43,000 registration plates, more than 140,000 temporary passes, answered over 321,000 telephone calls, and collected approximately \$296 million in taxes and \$44 million in Oregon registration fees in 2014. This program also manages Trucking Online, the Division's web-based service delivery mechanism.

Field Motor Carrier Services Program

Field Services protects Oregon roads and bridges by enforcing Oregon size and weight regulations. Motor Carrier Enforcement Officers operate 82 fixed weigh stations and dozens of portable scale sites throughout the state. They also conduct truck and driver inspections as part of the Division's effort to safeguard the safety of the travelling public in Oregon. In 2014, officers weighed 2,102,778 trucks on static scales, and issued 13,686 citations and warnings for violations of motor carrier driver and vehicle regulations.

Motor Carrier Audit Program

The Audit program verifies the accuracy of Oregon Highway Use Tax reports filed by motor carriers operating in Oregon. Thousands of motor carrier accounts are screened

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— MOTOR CARRIER TRANSPORTATION DIVISION —

and hundreds audited annually to verify the accuracy of this self-reported tax which, in 2014, resulted in identification of \$6.7 million in unreported tax assessments. Motor Carrier auditors also conduct audits of Oregon-based motor carriers for apportioned registration fees and fuel taxes as part of the requirements of belonging to the International Registration Plan (IRP) and International Fuel Tax Agreement (IFTA).

Economic Regulation and Complaint Resolution Program

The program administers Household Goods and Regular Route Passenger Carriage entry and rate regulation as part of its mission to ensure Oregon has good, stable service at fair prices. It also initiates civil monetary complaint actions against those who violate motor carrier regulations. Staff completed 766 civil complaint enforcement actions in 2014.

ISSUES AND TRENDS

Motor Carrier Transportation Division (MCTD) services are driven by the demands of a trucking industry that is under pressure to meet shipper demands. The division must meet the industry's need for fast, just-in-time registration and permit services, while keeping staff and administrative costs to a minimum.

- **Regulatory Streamlining** – In keeping with its efforts to find opportunities in making motor regulations simpler, speedier, and less expensive without decreasing protections for the public and the environment, MCTD participated in a pilot project with EROAD, a private corporation contracted with certain motor carriers to electronically gather required data and report and pay Oregon Highway Use Tax and Road Use Assessment Fees. In 2012, MCTD introduced more online features via Trucking Online for motor carriers to interact with MCTD without appearing in person, over the phone or through the mail including over-dimensional permits for triples trailers. MCTD worked with the motor carrier industry to reduce the number of temporary credentials issued for Oregon operations, transitioning these operations to annual Oregon Weight Receipt and Tax Identifier credentials.
- **Freight Mobility** –MCTD reviews the Mobility Consideration Checklists that are part of all highway projects that impact freight mobility in the state. Pursuant to ORS 366.215, MCTD vets highway projects that have the potential to permanently reduce the vehicle-carrying capacity of highways and documents all discussions and decisions on Oregon GovSpace allowing the process to be transparent to the public.
- **Innovation and Technology Streamlining** – MCTD uses innovative program designs and technologies to improve delivery of services. License Plate Readers

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— MOTOR CARRIER TRANSPORTATION DIVISION —

located at strategic areas around the state are being installed to gather data for MCTD auditors and to allow strategic sorting of vehicles for targeted safety inspections. MCTD Enforcement staff now accepts registration and tax credentials in electronic form in addition to paper credentials carried in the truck. Enforcement managers also use ODOT's Automated Traffic Record System to target heavily trafficked locations to schedule staff. MCTD continues to improve and expand its online service, Trucking Online, to provide 24-hour service to the motor carrier industry and is researching new Optical Character Recognition technology to safely and securely process paper check payments received.

- **Institutional Barriers** – MCTD continues its efforts to increase the use of Automated Clearinghouse (ACH) transactions versus credit cards for payment. Merchant fees for credit card use exceed \$1 million annually while the cost of ACH is \$.06 per transaction. Private companies, such as Drivewyze, are promoting pre-clearance of weigh stations through use of smart phones and offering anonymity to the driver and/or motor carrier in a manner that conflict with the Division's mission. MCTD remains committed to preserving Oregon's road infrastructure by retaining information necessary to further its mission.
- **Budget and Staff Management** – In addition to reducing staff positions by 24 percent since 1996, MCTD has also implemented cuts in Management Service positions in order to meet the span-of-control requirements of HB 4131. MCTD closed three registration field offices diverting workload to the Salem telephone service center and to the web based Trucking OnLine service offering.
- **Data Security** – MCTD continues to comply with Payment Card Industry Data Security Standards and security of sensitive information collected. MCTD is researching the use of Interactive Voice Recognition (IVR) technology to increase the security of telephone credit card transactions.
- **Industry Engagement** – MCTD continues to meet monthly with the motor carrier industry and other stakeholders as part of the Motor Carrier Transportation Advisory Committee (MCTAC). This committee was formed in 1995 when legislators transferred motor carrier regulation from the Public Utility Commission to ODOT. MCTD has developed relationships with popular tourist destinations to allow staff to conduct safety inspections of charter buses while parked at those locations.

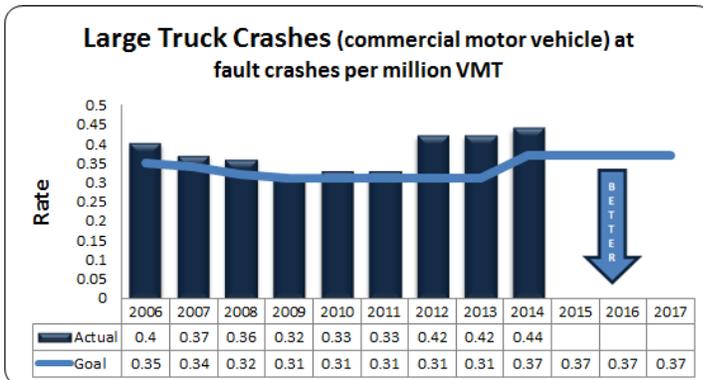
PERFORMANCE MEASURES

KPM #3 - Large truck at-fault crashes: Number of large truck at-fault crashes per million vehicle miles traveled

Because so few crashes are attributed to mechanical problems, checking the behavior and fitness of truck drivers continues to be the most effective way to reduce crashes. The crashes are usually linked to speeding, tailgating, changing lanes unsafely, failure to yield right of way and driver fatigue.

Our Motor Carrier Transportation Division staff conducts inspections at weigh stations and performs safety compliance reviews at trucking company terminals. Other law enforcement personnel conduct roadside inspections. They also join MCTD staff in speed enforcement operations and logbook checks along major freight routes where most truck-at-fault crashes occur.

The truck at fault crash rate in Oregon increased slightly in 2014 compared to 2013 moving up from 0.42 to 0.44 crashes per million miles travelled by trucks. Oregon’s truck-at-fault crashes continue to be below the national average. The truck-at-fault crash rate target is set to a fixed baseline and adjusted when the program has met or exceeded it for a number of years. In 2013, the target was readjusted upward.



Despite the uptick in the number of truck-at-fault crashes, the severity of the crashes reflected by the number of deaths remains virtually unchanged from the previous year. Compared to 2007 statistics, fatal truck crashes in Oregon are down by 23 percent.

The rate of crashes is affected by the volume of all vehicle miles traveled, not just commercial vehicle miles. It's affected by traffic congestion, the level of road and bridge construction and maintenance work, and inclement weather.

The presence of law enforcement officers on the road affects the crash rate. More law enforcement agencies are engaged in truck safety-related exercises.

In response to an increase in truck crashes in recent years, we produced a Safety Action Plan to raise awareness about truck safety. We continue to conduct frequent multi-day inspection exercises focusing on truck driver inspections and partner with police in exercises to stop unsafe car and truck drivers. We will continue our aggressive safety inspection efforts.

Crash data for this measure is based on the federal definition of a recordable incident – those which involve a fatality, injury or disabling damage.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— MOTOR CARRIER TRANSPORTATION DIVISION —

- **Trucks Weighed and Weight-Mile Tax Recovered** There is a statistical correlation between the numbers of trucks that are weighed and the amount of weight-mile taxes recovered by auditors. Weigh station records are critical to weight-mile tax auditors who rely on three years of records to help recover unpaid taxes. MCTD auditors have a performance target to recover an average of \$614,508 per month and have exceeded that target seven times in the past 25 months. MCTD is piloting the use of License Plate Reader (LPR) technology to provide additional data to auditors in areas where weigh stations are not located.

- **Trucks Weighed, Weight Citations and Warnings Issued** There is a statistical correlation between the number of weighings by the Green Light weigh station preclearance system and the number of weight citations and warnings issued. As Green Light enables legal truck traffic to stay on the road, the trucks that pull into weigh stations are more likely to be overweight. Enforcement officers have a performance target to issue 1,313 weight-related citations and warnings each month.

- **Customer Service Survey Results** MCTD regularly conducts customer satisfaction surveys that ask, “How are we doing and how can we do a better job?” In 2014, 83 percent of respondents from ten customer groups rated MCTD good or excellent in terms overall service, while another 14 percent rated service fair. A total of 3,822 surveys were sent by mail and 17 percent were completed and returned. This was the seventh time in 14 years that MCTD has reached out to its customers.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — MOTOR CARRIER TRANSPORTATION DIVISION —

BUDGET HIGHLIGHTS

Motor Carrier Transportation Division Expenditures

	2011–2013 Actuals	2013-2015 Actuals	2015–2017 Legislatively Adopted
Programs			
Field Carrier Services	15,986,595	15,000,700	17,831,266
Salem Motor Carrier Services	17,566,361	20,046,225	18,942,115
Investigations, Safety, & Federal	13,683,942	13,755,273	14,658,871
Motor Carrier Audit Program	8,244,498	9,023,714	9,533,487
Administrator’s Office	1,639,765	877,916	2,341,249
Complaint Resolution/Economic Regulation	1,964,888	1,891,191	2,116,775
Total	59,086,049	60,595,019	65,423,763
Expenditures by Major Revenue Source:			
State (Highway Fund)	53,657,359	55,903,668	60,007,623
Federal Funds (MCSAP)	5,428,690	4,691,351	5,416,140
General Fund			
Total	59,086,049	60,595,019	65,423,763
Expenditures by Category:			
Personal Services	43,636,551	45,414,748,	45,493,264
Services & Supplies	14,183,036	14,547,836	19,545,045
Capital Outlay	1,266,462	667,127	385,454
Other Expenditures		(34692)	
Total	59,086,049	60,595,019	65,423,763

Positions	308	283	283
Full-Time Equivalent (FTE)	308.00	283.00	283.00

Transportation Safety Division

TRANSPORTATION SAFETY DIVISION

The Transportation Safety Division works with many partners to organize, plan, and conduct a statewide transportation safety program. These partners include other state agencies, governor-appointed advisory committees, local agencies, nonprofit groups, and citizens. The division promotes transportation safety through education, enforcement, emergency medical services and engineering.

TRANSPORTATION SAFETY DIVISION PROGRAMS

STATEWIDE OPERATIONS

Funds in the statewide operations program provide planning, program evaluation, monitoring and development, training, and administration of grants and contracts. Staff also provides public information and education, interagency coordination, legislative research, and support of local volunteer groups.

FIELD PROGRAMS

Field program staff provides grants, contracts, and services to the public and government agencies. Examples of these grants include the DUI Resource Prosecutor, the Malheur County Coordinator, the Portland Safe Community Project, Motorcycle Training, and Driver Education.

The past five years have been unprecedented in the number of lives saved and



The Team Safety Crash car was used in school assemblies to show central Oregon teens the dangers of drinking and driving.

injuries eliminated on Oregon's transportation system. The number of traffic fatalities has dropped to the lowest number since the five-year period 1949–1953, yet it is still possible to further reduce that number. The number of people injured in crashes has also dropped to record lows. Through strong partnerships and focused work, Oregon's safety profile is one of the best in the nation. Continued strong support from the Legislature, Governor, state agencies, local agencies, nonprofit organizations, and

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— TRANSPORTATION SAFETY DIVISION —

citizens will allow for even more improvements and continued energy invested in highway safety.

ISSUES AND TRENDS

Impaired Driving

More than 33 percent of Oregon's traffic fatalities can be attributed to impaired drivers over the last five years. Transportation Safety supports increased penalties for drivers under the influence of intoxicants who are transporting minors in their vehicles; additional penalties for repeat offenders or high alcohol content; and an expansion of the definition of Driving Under the Influence of Intoxicants (DUII) to include all substances that impair driving.

Safety Belts

Safety belts reduce the risk of death to front-seat passenger car occupants by 45 percent and the risk of moderate to critical injury by 50 percent. For light truck occupants, safety belts reduce the risk of death by 60 percent and moderate to critical injury by 65 percent. There were 79 individuals who died on average per year from 2008-2010 who were not wearing their safety belts. Approximately half of these people would have survived the crash each year if they had worn seat belts.

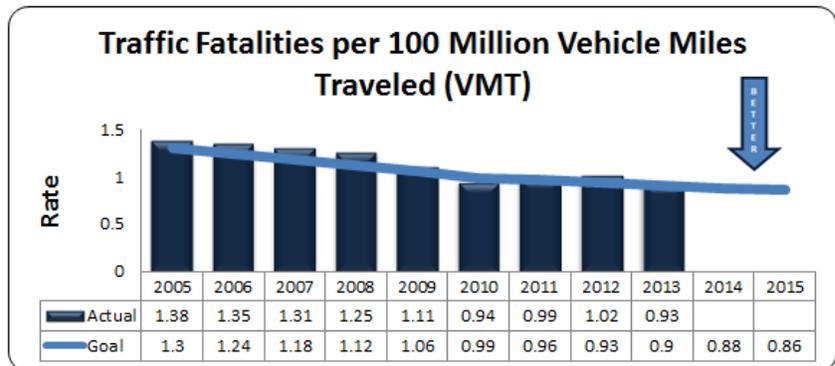
Driving Too Fast for Conditions

Almost 45 percent of Oregon's traffic fatalities from 2008-2010 can be attributed to speeding or driving too fast for road and weather conditions. Transportation Safety supports increased penalties for drivers caught excessively speeding, particularly in work zones, school zones, and safety corridors. Street racing has emerged as an issue in many suburban neighborhoods.

PERFORMANCE MEASURES

KPM#1 - Traffic Fatalities: Traffic fatalities per 100 million vehicle miles traveled

Our strategy to reduce traffic fatalities is to continue to implement traffic safety programs based on the causes of fatal crashes in Oregon. For example, the Oregon Traffic Safety Performance Plan and the ODOT Transportation Safety Action Plan catalog safety activities directed at safe driving, DUII, safety belt use, speeding, motorcycle safety, child safety seats, equipment standards and other areas. We also seek to combat traffic fatalities through strategic highway safety improvements such as median cable barriers, rumble strips and pedestrian crossings as well as DMV's medically at-risk program.



Our goal is zero fatalities, but realistic targets are set based on the desire to reduce fatality rates gradually over time to achieve the longer-term goal of dramatically reducing fatality rates to 0.90 per 100 million Vehicle Miles Traveled by 2015.

The rate for 2013 is above the target at 0.93 per 100 million VMT. There was a two percent increase from 2011 to 2012 in the number of fatalities per 100 million VMT. Despite a lower than expected fatality rate decline, **in 2013 Oregon's rate was lower than the U.S. national fatality rate of 1.10**. The targets are increasingly more challenging to meet, however the goal is important and should not change.

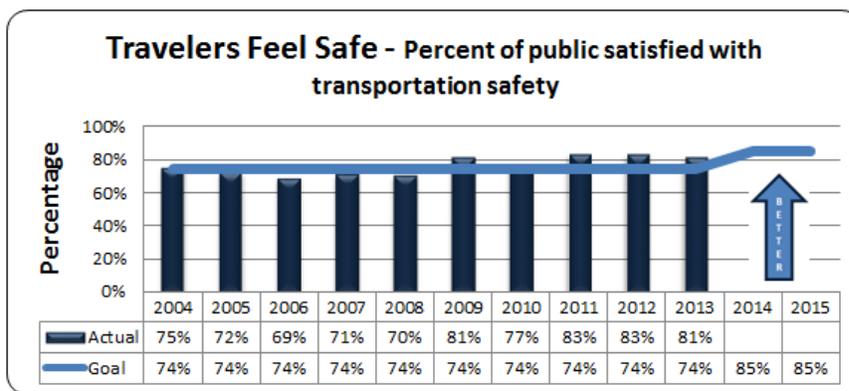
Several factors affected the traffic fatality rate in 2013. Among those factors were continuing increases in crashes involving alcohol, the number of available traffic law enforcement officers, and the response times of emergency medical services. However, fatal crashes involving alcohol, speed, or not wearing a safety belt dropped dramatically, leading to the lowest fatality rate in Oregon history. Over the last 13 years, Oregon has experienced the lowest fatality count since the late 1940s. We must continue efforts to reduce fatalities by reviewing the causes of fatalities, targeting safety activities accordingly, and allocating safety resources to the programs most effective at reducing fatal crashes.

Traffic fatality rates are reported on a calendar year basis. The data that ODOT uses to measure traffic fatality rates has several strengths. It is coded to national standards, which allows for state to state comparisons, and it is a comprehensive data set that includes medical information. Some weaknesses of the data are that it is sometimes difficult to get blood alcohol content reports and death certificates for coding purposes, and emphasis is placed on coding the data and not on creating localized reports for state, city, and county agencies and organizations.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — TRANSPORTATION SAFETY DIVISION —

**KPM #6 - Travelers Feel Safe:
 Percent of public satisfied with transportation safety**

Our current strategies for increasing perception of safety on Oregon’s transportation system fall primarily in two areas, education and visible police presence. Information campaigns educate about safety and department activities that support safety. A more knowledgeable public is likely to feel safer. Visible police presence increases safety and perception of safety through enforcement.



We want to increase the percentage of Oregonians who perceive the transportation system to be safe. This measure usually hovers around a reasonable range near the target. The average for the previous five years is 79 percent so the 2013 result is above average and also above the target of 74 percent.

Although an upward trend is generally desirable, we want to watch out for complacency among Oregonians if the perception of safety is too high.

Our Transportation Safety Division coordinates safety activities on behalf of ODOT. The Highway, Driver and Motor Vehicles and Motor Carrier Transportation divisions also coordinate specific safety programs. Public awareness campaigns inform Oregonians about department activities to improve safety, and encourage safe behavior when walking, biking, riding or driving. Some correlation likely exists between increased awareness of safety activities and perception of safety. A less visible presence of police due to funding reductions may also be a factor in perceptions of safety as it is certainly a factor in enforcement.

Safety remains as our highest priority. We will continue to fund information campaigns to increase public awareness of safe choices and behaviors. We will also continue to offer grant money to police agencies for focused enforcement campaigns. Transportation Safety Division will continue to explore new internal and external partnership efforts such as with the Public Transit/Rail Division.

Like other surveys coordinated by the agency, the Traffic Safety Attitude Survey represents a snapshot in time. This annual survey is conducted using methods that produce statistically valid and reliable results.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — TRANSPORTATION SAFETY DIVISION —

BUDGET HIGHLIGHTS

Transportation Safety Division Expenditures

	2011–2013 Actuals	2013–2015 Actuals	2015–2017 Legislatively Adopted
Programs			
Statewide Operations	5,006,098	4,987,452	6,540,110
Field Programs	21,392,646	20,593,057	29,757,452
Total	26,398,744	25,580,509	36,297,561
Expenditures by Major Revenue Source:			
State (Dedicated Funds)	11,497,310	11,406,031	17,627,613
Federal Funds	14,901,434	14,174,478	18,669,948
General Fund	0		
Total	26,398,744	25,580,509	36,297,561
Expenditures by Category:			
Personal Services	4,289,181	4,572,305	5,406,619
Services and Supplies	4,116,065	3,646,621	4,377,894
Capital Outlay	18,735	0	173,779
Special Payments	17,974,763	17,361,583	26,339,269
Total	26,398,744	25,580,509	36,297,561
Positions	25	28	28
Full-Time Equivalent (FTE)	25.00	28.00	28.00

**Rail & Public Transit Division
Public Transit Section**

PUBLIC TRANSIT SECTION

The Public Transit Section (Public Transit) of ODOT’S Rail and Public Transit Division supports state goals for Oregonians to have the mobility to live independently and participate in Oregon’s economy. Public Transit provides grants, policy leadership, training, and technical assistance to communities and local transportation providers who offer public transportation options. The section also assists in the development and use of transit, ridesharing, and other alternatives to driving alone as ways to reduce congestion, diminish environmental impacts, and make more efficient use of Oregon’s transportation system.

GOALS AND VISION

Four Year Goals

Public Transit will sustain and optimize Oregon’s network of public and special transportation services through strategic investment in connected services, bus replacements, state leverage of federal resources and improved information technology. Public Transit will strengthen the culture of safe public transportation and responsible asset management.

Twenty Year Vision

As an integral part of the greater state transportation system, public transportation resources provide users with seamless access, mobility, and connectivity. Citizens and visitors benefit economically through access to services, employment, and recreation which in turn promotes healthy thriving communities. *(Public Transportation Advisory Committee (PTAC) vision)*

ORGANIZING PRINCIPLES

Four organizing principles shape Public Transit’s investments. We invest to improve access, availability, connectivity and economic development through public transportation activities. In addition, public transportation investment must consider safety, civil rights and environmental equity. These ingredients are considered crucial to create a successful and balanced public transportation system.

1. **Access** Those who seek public transportation have the opportunity to use it. Getting around without personal transportation is easy; and amenities such as shelters, bike racks, lighting, and schedule information are of the highest standard.
2. **Availability** Transit opportunities are readily at hand and available at times that people need to use them for getting to work, shopping, doctor appointments, and school . When they are done, people can easily get back to where they started.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

3. **Connectivity** The system has links between the various types of public transportation. People can get from their small town to a larger city and from one part of the state to another without a car. Using those connections is streamlined with similar fare structures and ticketing systems.
4. **Economic Development** Planning efforts consider how public transportation can enhance economic development in communities. Housing developments are connected to jobs and needed services. Access to work, tourism, and shopping is addressed.

PUBLIC TRANSIT INVESTMENT PROGRAMS

Current Funding Priorities

Public Transit has implemented a strategic approach to bring the best return on public transportation funding investment. ODOT recognizes that state and federal transportation resources are limited and we must use them very carefully.

1. Preserve the existing system where it is productive and providing appropriate service. (This includes the basics like travel education and marketing, preventive maintenance, operations, fleet replacement, and information technology.)
2. Enhance the existing system where high priority service or connections can be achieved to improve transportation for underserved populations. (This includes adding marketing, information and travel choices beyond current program levels; filling gaps; and creating linkages to transportation hubs.)
3. Innovate where the investment could bring current or future returns that significantly address sustainability, preservation, and enhancement goals. (This could include compressed natural gas and electric buses, IT applications, real time information, and intermodal partnerships.)

Core Programs

Special Transportation Grants

Funds for vehicles and services benefiting seniors and individuals with disabilities are available through the state-supported Special Transportation Fund (STF) and from Federal Transit Administration (FTA) funds. STF funds are allocated to transportation districts, counties, and nine federally recognized Tribal governments.



Special Needs programs assist providers serving seniors and people with disabilities.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

STF funds consist of cigarette tax revenues, state identification card fees, and non-highway use state gas tax revenues.

The program has a legislatively adopted performance measure to increase senior and disabled rides to an average of 29 annual trips (recommended by a Portland State University study of needs in 2010). This is a challenge as Oregon’s population is aging. Recent legislative support to stabilize state funding is helping to improve trips available with an average of 20 annual trips up from 17 in 2013.

Formula Grants for Rural Areas

This program provides financial assistance for general public transportation in rural areas and communities of fewer than 50,000 people. Funds may be used for operations, capital purchases, planning, technical assistance, and administration. Oregon receives an annual apportionment from FTA and allocates funds to general public transportation providers via a formula that considers a base grant with adjustments for performance criteria. These funds are considered to be a base source of continuing funds to assist rural areas. There are currently 35 program participants, including three Indian Tribes. Funds are reserved for new “start-up” general public services for unserved or underserved areas.

Transit Network Program

The Transit Network program focuses on improving a network of local transit, regional transit, intercity transit, for-profit providers, and public transit services. Improving the performance and flow of this network increases the ability of all transportation systems to move goods and people more effectively.

While ODOT does not control the state transit network, it does have the ability to influence it through investments, policies, and communication. The program attempts to strengthen the transit network through investments in travel information, coordination, communication, passenger amenities, and connected transit services, including five Public Oregon Intercity Transit (POINT) routes throughout the state. The program is funded with FTA funds and other sources.

Rural Intercity Bus Grants

This FTA funded program promotes intercity passenger bus services. The program funds intercity service, vehicles, information systems, intermodal facilities, technology, and equipment to make vehicles accessible. Emphasis is placed on strengthening the Oregon intercity bus network by connecting communities with the next larger market economy; supporting intercity bus service on underserved corridors; closing service gaps; improving coordination of intercity service; and connecting bus, rail and air. Staff provides technical assistance, identifies service gaps, works with committees to prioritize needs, and manages grant agreements to meet priority needs.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

Public Transit continues to improve rural intercity passenger bus service through the POINT services. The NorthWest POINT provides two round trips a day between Portland and Astoria. Amenities include AC outlets, free Wi-Fi, and extended leg room for passengers. The SouthWest POINT provides daily round trip service between Klamath Falls and Brookings. Amenities include free Wi-Fi on buses and at the Klamath Falls and Brookings passenger terminals. The HighDesert POINT provides two daily round trips between Redmond and Chemult. The HighDesert POINT connects with Amtrak passenger rail service in Chemult. Amenities include free Wi-Fi on buses. For additional Oregon POINT information see <http://www.oregon-point.com/>.

Statewide Rideshare Technology

During the 2011-2013 biennium Public Transit initiated a DriveLess Connect program and a Rideshare On Line (RSO) technology improvement. RSO software allows the public to use the internet to find rideshare matches for travel in Oregon, Washington and other western areas. The state-of-the-art technology has features that allow maximum flexibility to make shared trips possible that are safe and convenient.

This web based, multi-state rideshare database replaces the four existing standalone rideshare systems in Oregon. Key features of this regional system include ride match opportunities that cross state lines, a system that supports both one time and ongoing rideshare trips, a user friendly calendaring function to record non-single occupancy vehicle trips, and the ability to interface with a wide variety of social networking tools.

Statewide Transit Information

Public Transit supports citizen access to transit service information in a variety of ways, a complete list is on our website: <http://cms.oregon.gov/ODOT/PT/pages/index.aspx>

Transportation Options Program

The program helps ODOT achieve national and state goals for land use, air quality, congestion management, energy conservation, and promotion of mobility alternatives for commuters. The Transportation Demand Management Program, also called “Transportation Options”, helps fund the development of local services and facilities that better manage ODOT transportation system capacity and improve citizens’ alternatives to drive alone travel. Examples include rideshare programs, park-and-ride lots, telecommuting, marketing, consumer education and information, and incentive programs to encourage the use of alternatives to driving alone. This program is funded by Federal Highway Administration Surface Transportation Program funds allocated to Public Transit.

In 2015 ODOT completed the first Transportation Options Statewide Plan in the nation.

“Oregon’s DOT has released one of the most progressive documents on TDM we’ve seen come out of a state transportation agency. The department’s [Transportation Options Plan](#) doesn’t think of demand management

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

just as a reactive tool for mitigating congestion. Instead, it casts “transportation options strategies” as an integral way to reduce costs for travelers, improve access, and address demographic change in the state.” -From the Blog at TransitCenter

<http://transitcenter.org/2015/07/24/how-federal-policy-holds-back-local-tdm-innovation-and-how-it-can-help/>

Public Transit provides technical assistance and contract oversight for the rideshare programs. It also assists ODOT regional staff and communities in problem identification and development of appropriate mobility alternatives. Providing assistance to local programs to develop educational material and rideshare/ travel option information for last mile connections is key.

1. Statewide, four local TO programs are partially funded by Public Transit (Corvallis, Cascades West Rideshare, Cherriots Rideshare, and Commute Options of Central Oregon). Two TO programs receive funding directly from ODOT region offices.
2. The Drive Less Save More program offers public information materials scaled to each community to educate about transportation alternatives in Oregon. It started in the Portland Metro area and is now available statewide.
3. The Drive Less Connect program is an interactive ride-match service and database that was launched in 2011. It unifies Oregon’s ridesharing services into a web based information system that is both statewide and interstate, including Washington and Idaho.

Training and Technical Assistance Program

The Training and Technical Assistance Program (TTAP) provides training and technical assistance to assist both rural and urban transit providers. It is provided through federal resources. Activities include defensive driver training, passenger assistance training, grant management training, preventive maintenance training, civil rights education and an annual conference of over 250 transit providers. The program also funds limited scholarships to attend training provided by external sources.

Transit Asset Management Program

Funding recipients are responsible for purchasing equipment and services financed by grants. Public Transit is responsible for protecting the state and federal interest in all equipment and facilities purchased. Recent federal law requires new asset management and safety planning with goals and target performance measures to be set. Oregon will be beginning these activities in the 2015 -2017 biennium.

Bus and Bus Facilities Grants

The Bus and Bus Facilities program assists eligible grantees with constructing bus-related facilities and replacing, rehabilitating, and purchasing buses and related equipment. Eligible grantees include public agencies and private nonprofit organizations engaged in public transportation, including those providing services open to a segment

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

of the general public, as defined by age, disability, or income. Resources are primarily federal funds allocated from FTA and FHWA funds that may be used to support transit capital needs.

Surface Transportation Program Grants

ODOT allocates a portion of the U.S. Department of Transportation Surface Transportation Program (STP) funds to the Enhanced Mobility §5310 program in a discretionary grant process. Additionally, ODOT regions designate funds for public transit projects, and at times other projects might come forward from ODOT's use of other non-highway, multimodal projects that compete for funds. The STP provides flexibility in the use of funds. These funds may be used as capital funding, for public transportation capital improvements, car and vanpool projects, parking facilities, bicycle and pedestrian facilities, and intercity or intracity bus terminals and bus facilities. A portion of these funds are used for the Mass Transit Vehicle Replacement Program which provides STP funds to urban transit agencies (populations greater than 200,000) for replacement of large buses.

FTA Discretionary Grants to States

FTA program funds are made available to states who apply for discretionary grants for small urban and rural transit capital improvements in various categories. Recent activities include State of Good Repair projects (a program for bus replacements and related equipment repairs that keep fleets up to good standards), Bus Livability and TIGER projects (transit capital enhancements that improve community livability), Clean Fuels projects (alternative fuels), and the Veteran's Livability Initiative (creating accessible veteran transportation). These initiatives are offered to states for competitive solicitation nationwide.

Public Transit Planning

The Transit Planning Program supports statewide transit planning and policy development. Staff develops and provides technical expertise in the development of local, regional, and statewide plans to ensure the appropriate consideration of public transit needs. Federal Transit Administration funds are made available to support statewide and local transit plan development.

FTA requires that Oregon have a State Management Plan, Coordinated Human Services Transportation plans, various Civil Rights plans, a forthcoming Rural Safety Plan, Performance Measures, and an Asset Management Plan. ODOT must also assure that local participants have these plans. All federally funded projects must be included in the Statewide Transportation Improvement Program (STIP).

Long term plan In 2015 ODOT began work on the Oregon Public Transportation Plan to update the long term public transportation vision for Oregon. The new plan will update scientific advancements and engage a broad community of stakeholders to address a future of changing demographics, technologies, economies and cultural

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

expectations. Strategic improvements in public transportation will help provide capacity for freight movement.

Coordinated Human Services Transportation Plans Public Transportation-Human Services Coordination studies are currently being done in partnership with AOC in central Oregon. Several other areas are working with individual consultants to update their area plans. The studies will inform ODOT and local partners of strategies to fill gaps, opportunities to improve in addressing cultural, jurisdictional, geographic and regulatory barriers and opportunities. These plans are essential to improve the mobility options for seniors and people with disabilities.

Metropolitan Planning Grants Public Transit administers FTA pass-through funds for Metropolitan Planning Organizations (MPO) in the Eugene, Portland, Salem, Bend, Corvallis, Albany, Grants Pass, Milton-Freewater and Medford areas. The funds are used for intermodal transportation planning. Staff participates in quarterly meetings with FHWA, FTA and other ODOT staff to review and provide guidance to MPOs as they develop their transportation development plans.

ISSUES

Public Transportation Investment Gap

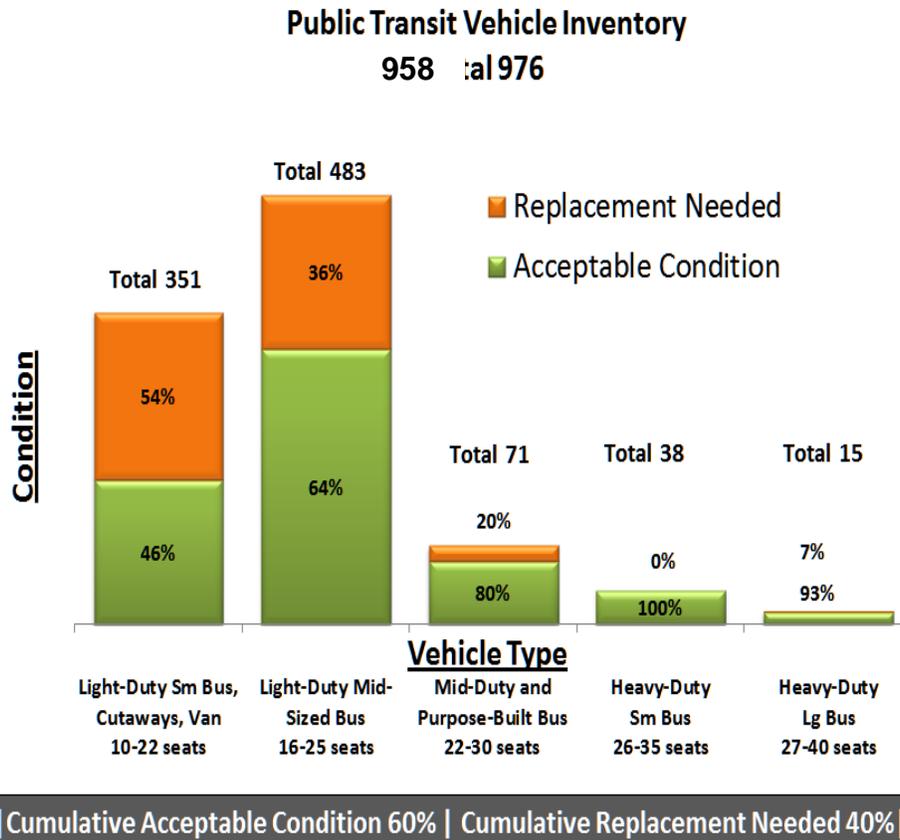
Unstable, insufficient, and pieced together resources are a barrier to strategic success. Oregon's public transportation system needs to perform strategically to meet future mobility and growth-related challenges.

Oregon should work to diversify revenue for public transportation to become less dependent on federal sources for public transportation. This dependency restricts the investments necessary to meet Oregon's growing needs and strategic goals. State gas tax funds enable a broad spectrum of highway-related investment; however, public transportation does not have the same opportunity.

Transit Vehicle Condition

Public Transit's goal is to support maintenance of vehicles, with a target that 80 percent of any given fleet meets age and mileage standards. In 2013 the fleet was at 60% of standards. The 2013 and 2015 legislative action brought resources for special transportation that will start to help fleet recovery in 2016. Vehicles ordered in 2014 and 2015 will begin to replace older vehicles. MAP 21 added a small program to support public transit fleet capital, but funds fall far short of the replacement needs. The Oregon Transportation Commission has scheduled an additional \$5 million per year of federal funds in 2019 through 2021 to continue replacement of the 958 local vehicles purchased with state interest to help keep these vehicles in safe and reliable condition.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — RAIL and PUBLIC TRANSIT DIVISION— Transit Section



Sustaining Senior and Disabled Service

Oregon’s population is growing, and the fastest growing segment includes residents over the age of 65. Providing mobility that fosters independence for this group helps defer or avoid the higher costs associated with administering support services. Rural communities in particular are affected. In the southern Oregon coast area, 27 percent of the population is above the age of 65 compared to 12 percent statewide. By 2015, it is estimated that 15 percent of the population will be over 65.

Transit agencies in Oregon provide about 18 million transit trips for seniors and people with disabilities at a cost of about \$60 million per year. According to a 2008 study conducted by Portland State University, in order to keep pace with population growth alone, the cost for service in 2030 will be between \$132 million and \$246 million. These estimates do not include inflation or address unmet need. This study is currently being updated and will be reported in 2016.

In urban areas, the high cost of providing federally mandated dial-a-ride curb to curb service, commonly referred to as complimentary paratransit service, is challenging the ability of the largest urban transit systems to sustain services. Urban systems have

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

reduced, or are contemplating reducing fixed route services to offset the high cost of complimentary paratransit service.

Sustaining General Public Transit Services

Since 2000, public transportation ridership in Oregon had grown steadily at about 6 percent per year, in both urban and rural areas. This is a success story in meeting public policy goals, but has created pressure on local provider budgets. Public transit providers are struggling to continue current route coverage as their own local operating budgets cannot keep up with growing demands.

As demand for sustainable alternative transportation service increases, public transportation providers are facing the following issues in the 2017/19 biennium:

- Continued pressure to transition to equipment and practices that are more cost effective, energy efficient, and environmentally sound.
- Pressure to add more routes, amenities, and additional service on popular routes; to enhance services and modernize aging facilities; to add commuter bus and rail capacity; to modernize bus options, design, and travel information; to upgrade communications and security equipment; and to reduce bus headways.
- Pressure to upgrade stops with amenities for comfortable access, add signs and maps, and improve safety features.
- Pressure to provide more contemporary trip information for all trip making. Pressure for a universal “app” for rural and special needs access to trip information.
- Pressure for safer, more attractive transit as a broader range of populations expect higher quality trip experiences with transit options.

CHALLENGES AND OPPORTUNITIES

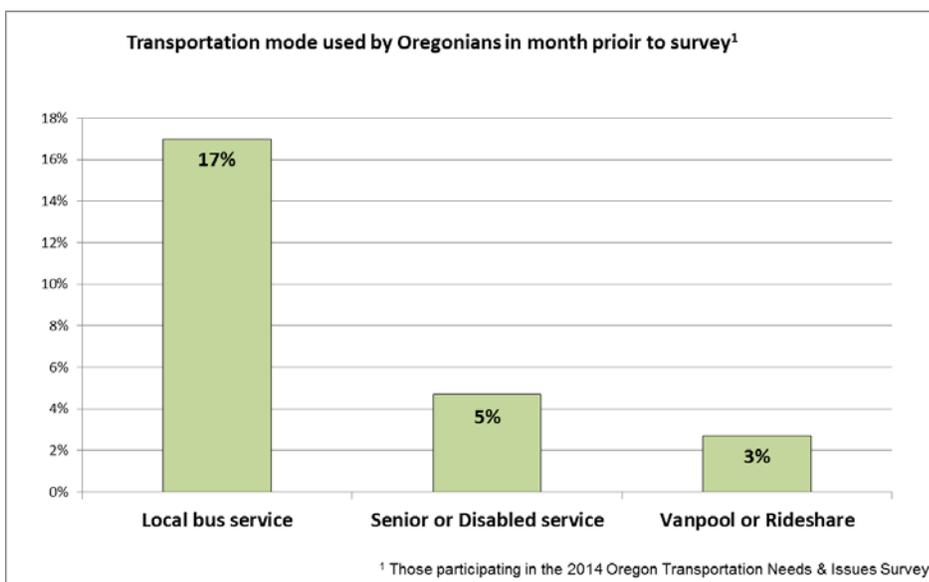
- **Aging vehicle fleet** – The Oregon public transportation fleet was brought up to standards with 2009 ARRA funds, but is now needing replacements as vehicles exceed expected miles and age.
- **Aging population** – Oregon’s aging population has created a need for new mobility solutions in rural and urban communities.
- **Unsustainable funding** – ODOT and providers miss federal funding opportunities when local match is not available for the 10 percent to 50 percent local share requirement. Small urban communities are not able to receive all federal resources available to them because they lack local matching funds.
- **Increasing public health concerns** – Health trends related to lack of physical activity continue to worsen. Increasing numbers of seniors need to maintain mobility to live independently. Increasing use of transportation options can help reverse this trend through active transportation. The health community is becoming a partner in these efforts.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

- **Increasing Pollution** – Increased active transportation and shared trips can help with pollution issues and support efforts to reach greenhouse gas reduction goals.
- **Safe transportation system** – TO/transit programs promote safety for all users of transportation (disabled, youth, seniors, kids walking to school.) The emphasis on last mile connections is a major driver for safety investment.
- **Personal technology** – Technology plays a growing role in providing transportation options information, trip planning, and coordination. Advancements in this area are creating new innovative ways to access travel.
- **Supporting a growing economy** – Economic growth relies on an efficient transportation system where freight haulers and commuters can depend on reliable travel times. Public transportation solutions help attain the best use of our highway infrastructure.
- **Providing affordable transportation options** – Transportation is typically the second largest share of household costs and is particularly burdensome on low income households and young adults. Transportation Options can offer relatively low cost solutions to boost system efficiency.

ACTIVITIES

Mode use The 2015 ODOT Oregon Transportation Needs and Issues Survey showed that Oregonians of all ages use public transportation. The figure below shows the percent of respondents using services in the month prior to the survey.



Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

Rides

In 2014, Oregonians took 129 million rides in urban transit districts and 5.1 million rides in rural areas. Of these trips, people with special transportation needs (seniors and people with disabilities) took 18 million trips. Total trips averaged more than 34 rides per Oregonian. Ride data reflected a slight decrease from 2013 in urban trips due to reduction in services and a slight increase in rural and special transportation due to legislative support. As urban local revenues recover from recession levels, the urban systems are putting eliminated services back on the street. Rides should start to continue the pattern of steady increases.

State Management Review

In 2015 Public Transit was reviewed by FTA for 23 federal oversight compliance areas. The in depth, triennial review included desk reviews and onsite inspection as well as visiting a sample of local provider sub recipients. There were no findings for Oregon for the very first time.

Public and Human Service Transportation Coordination

Public Transit is engaged with other state and local agencies managing transportation resources for general public, special needs, and social services clients' transportation. A desired coordination outcome is to invest state and federal resources in coordination with all other resources so that more people can be served at any given level of investment. Department of Human Services, Oregon Health Authority, and ODOT staff meet regularly to identify opportunities to coordinate programs.

Transportation Options Implementation Plan

Following the adoption of the Transportation Options plan for ODOT, the department is working with staff and stakeholders to develop a strategy for implementation of the plan as well as performance measures to evaluate that implementation.

Stakeholder Participation

Public Transit convenes an advisory committee of representative public and private transit stakeholders that advise on improving public transit in Oregon. The PTAC prioritizes transit project proposals to compete in the *ConnectOregon* program. In 2014 PTAC advised on a vision and needs assessment for public transportation.

Transit Information Technology - General Transit Feed Specifications

General Transit Feed Specifications (GTFS) data describes fixed route transit service in sufficient detail to be used as input to transit trip planners like Open Trip Planner, Bing Transit, and Google Transit, as well as being input to various stop-centric transit information applications like OneBusAway and RouteShout.

Shared Mobility

Shared mobility - the use of a vehicle, bicycle, or other mode – is an innovative transportation strategy that enables users to gain short-term access to transportation

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION— Transit Section

modes on an “as-needed” basis. The term shared mobility includes various forms of car sharing, bike sharing, ridesharing (carpooling and vanpooling), and on-demand ride services. It can also include alternative transit services, such as paratransit, shuttles, and private transit services, called microtransit, which can supplement fixed-route bus and rail services. New location-enabled electronic devices using “apps” are revolutionizing the opportunities for coordinating travel. Public Transit will explore ways that shared mobility can be cost effective “last mile” public solutions for travel in Oregon.

ConnectOregon Program

Public Transit assists other ODOT departments in the selection and prioritization of multi-modal projects for the ConnectOregon program.

Portland Streetcar Project

In 2015, the Portland Streetcar completed the new eastside loop, and five new ODOT state funded streetcars were finished and delivered to active service for the new loop. Today, the Streetcar continues to be a positive factor in spurring development and investment in the Central City with construction cranes lining either side of the corridor. There are currently nearly 3,500 residential units and over 600,000 square feet of commercial space under construction along the Streetcar Corridor and another 44 residential projects and 18 commercial projects proposed for development. A map of new development projects that are proposed or already under construction is available [here](#).

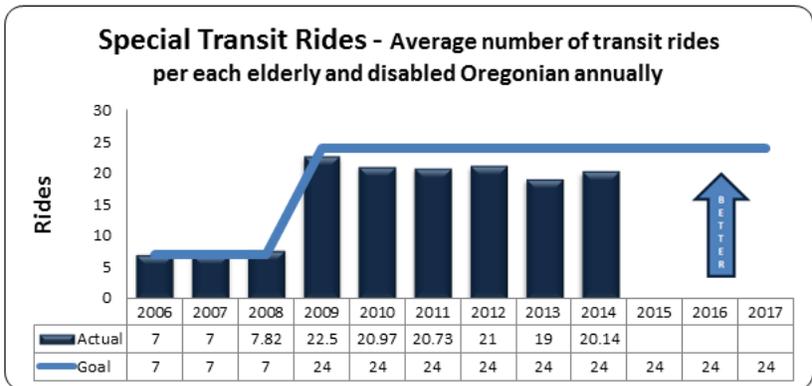
Daily streetcar ridership has increased from about 4,000 users per day in 2001 to the 15,000 that use the system today. As riders begin to use the A/B Loops to travel around the city, ridership is expected to grow to 20,000 riders per day by 2025.

KEY PERFORMANCE MEASURE

KPM #8 - Special transit rides: Average number of annual transit rides per elderly and disabled Oregonian

Transportation mobility is important to Oregonians. We invest in and promote the use of accessible transportation services for seniors and individuals with disabilities. State and federal programs have been developed to provide access for those with mobility needs.

The original target was set in 1999 as a goal based on a 1998 study of the needs of older adults. In 2008, a Portland State University needs study was conducted using updated research methods and determined that individuals need an average of 26 percent more transit trips than are available today. This assisted ODOT to set a new target and supported a change in methodology to include fixed route transit trips as well as demand response trips for older adults and people with disabilities. A new goal was set of 29 annual trips (a 26 percent increase) per Oregon’s population of older adults and individuals with disability by 2022.



After years of steady increase, in 2007, the average annual number of rides declined due to population and fuel cost increases with no commensurate resource increase. Legislative and federal American Recovery and Response Act investment provided a boost in 2009. With our current emphasis on improvements in modal connectivity and access, a goal of 2.5 per annual improvement toward the target is reasonable. 2014 shows a small improvement based on additional legislative support in 2013-2015. Performance should continue to boost if revenues continue to stabilize.

Oregon population increases are outpacing fund availability and rapidly increasing costs of providing service are constraining service availability. Funding for transit service is primarily supported by local, state and federal public funds. Fares contribute up to 25 percent of costs but smaller systems generally recover much less fare to offset their costs. Legislative support in fiscal years 2014 and 2015 has begun to help providers meet the goal. We will continue to emphasize improved access to transportation services for seniors and people with disabilities.

The data is compiled by the Public Transit Division using reports from the U.S. Census, Portland State University and transit providers. The new methodology provides a better measure of mobility for this population as it includes both the public transportation rides taken on fixed route transit and demand response transit. Fixed route transit is a preferred and more cost effective mobility solution for older adults and people with disabilities because it provides the greatest access and independence for individuals when it is available. A majority of older adults and people with disabilities live in communities where fixed route services are available.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — RAIL and PUBLIC TRANSIT DIVISION— Transit Section

BUDGET HIGHLIGHTS

Public Transit Expenditures

	2011–2013 Actuals	2013–2015 Actuals	2015–2017 Legislatively Adopted
Programs			
General Public	24,521,000	26,787,767	24,847,785
Elderly & Disabled Program	51,902,233	51,338,876	62,713,635
Transportation Options	1,801,969	1,642,101	1,473,096
Statewide Planning	2,114,213	547,535	2,038,116
Special Projects	4,302,371	5,573,165	0
Transit Administration	4,005,302	5,962,964	4,499,534
Total	88,647,088	91,852,408	95,572,166
Expenditures by Major Revenue Source:			
State	24,078,452	25,198,250	30,349,036
Federal Funds	62,598,636	54,014,158	55,823,130
General Fund	1,970,000	12,640,000	9,400,000
Total	88,647,088	91,852,408	95,572,166
Expenditures by Category:			
Personal Services	3,730,237	4,494,013	3,580,271
Services & Supplies	1,176,492	2,019,337	6,679,979
Capital Outlay	570	44,838	0
Special Payments	83,739,789	85,294,269	85,311,916
Other expenditures		(48)	
Total	88,647,088	91,852,408	95,572,166

Positions	19	19	19
Full-Time Equivalent (FTE)	19.00	19.00	19.00

**Rail & Public Transit Division
Rail Section**

RAIL & PUBLIC TRANSIT DIVISION, RAIL SECTION

The Rail Section represents and advocates for customers of railroads, both passenger and freight, to ensure a safe, efficient and reliable rail transportation system.

Funding Sources: Railroad Gross Revenue Fee, Grade Crossing Protection Account; Grade Crossing Improvement Account; State Rail Rehabilitation Fund (unfunded); Rail Transit fee; Custom Plate Fees; Lottery Bond Proceeds; General Fund; FRA and FTA federal funds for railroad projects and FHWA funds and FHWA funds for Highway Railroad Crossing Safety Improvements.

RAIL DIVISION PROGRAMS

- **RAIL ADMINISTRATION**
- **RAIL SAFETY**
State Safety Oversight
- **CROSSING SAFETY**
- **OPERATIONS**
Planning
Projects
Passenger Rail
Railroad Property Management



The Amtrak Cascades rolls through downtown Salem past the 12th Street walkway.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION — Rail Section

ADMINISTRATION

Rail Section Administration defines overall state rail policies, actively represents the interests of rail customers and ensures that rail transport opportunities are adequately addressed at the federal, state and local levels. Administration also coordinates the various functions of the section.

RAIL SAFETY

The section ensures compliance with state and federal regulations related to track, locomotives and rail cars, hazardous material transport and railroad operating practices. This program is critical in reducing the potential for railroad derailments and release of hazardous materials. The Rail Safety Program, in cooperation with the federal government, uses a combination of inspections, enforcement actions and industry education to improve railroad safety. This program is funded by an assessment on all railroads based on operational revenue.

State Safety Oversight

The section has responsibility for the safety oversight of rail fixed guideway systems, i.e. light rail, streetcars and trolleys. The Rail Transit Specialist works closely with rail transit agencies in developing safety and security policies and procedures in compliance with Federal Transit Administration Guidelines. The Rail Transit Specialist also participates in incident and accident investigations and makes recommendations for improvement, if necessary. A Crossing Signal Compliance Specialist inspects crossings of rail transit operations to ensure compliance with federal and state regulations.

CROSSING SAFETY

The Rail Section enforces state laws and administrative rules as well as federal laws and regulations related to crossing safety. This encompasses, by statute, regulatory authority over all public highway-rail grade crossings in the state. The Rail Section, through its Crossing Safety Unit, authorizes the construction, alteration or elimination of highway-rail grade crossings within the state. Through regular inspection of the approximately 2,400 public crossings statewide, the Crossing Safety Unit enforces numerous state and federal safety requirements. The Crossing Safety Unit manages safety improvement projects through administration of federal highway funds and state funds provided by the Grade Crossing Protection Account. Injuries and fatalities at Oregon highway-rail grade crossings have been significantly reduced through projects such as construction of grade-separated crossings, signal upgrades and elimination of highway-rail grade crossings. In addition to its regulatory role, Crossing Safety Unit staff works cooperatively with railroad companies, state, federal, and local government agencies and the general public to address crossing safety concerns and participate in transportation planning activities to improve the mobility of highway and rail traffic. The Rail Section's crossing safety functions are funded 50 percent from the Rail Fund (Gross Revenue Fee) and 50 percent from the Grade Crossing Protection Account.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— RAIL and PUBLIC TRANSIT DIVISION — Rail Section

Under a separate statutory program, the division inspects railroad sidings, yards and loading docks to ensure the safety of railroad workers. Under this program, the section's jurisdiction covers not only the 26 operating railroads, but also 533 rail-served industries. This program is funded by an assessment on all railroads based on annual gross operating revenues generated in Oregon (Rail Fund).

OPERATIONS

The Operations programs help develop freight and passenger rail plans and manage railroad improvement projects, including *ConnectOregon*, for both freight and passenger rail operations. Staff provides technical expertise to communities interested in developing rail opportunities, such as inter-city passenger rail. The Section participates in federal proceedings related to railroad mergers and line abandonments. Staff also manages the state-supported Amtrak *Cascades* passenger rail service. Passenger rail ridership has steadily increased since the service began in 1999, setting record numbers of riders in 2013, up 1.9% from 2012. In 2014 ridership decreased by 4,195 or 1.9 percent from 2013, likely due to poor on-time performance and a modified schedule. 2015 ridership will not be available until early in 2016. The Section is making concerted efforts to increase ridership via schedule changes, advertising and improved on-time performance. The ridership numbers include the *Thruway* motor coach service even though that service is administered by the Transit section.

ISSUES AND TRENDS

The Rail Section's priorities and resource allocation strategies are driven by three primary goals: Public Safety, Mobility and Livability.

Public Safety

Under Oregon law, the Rail Section is responsible to ensure the safety of railroads in the state. This mandate covers various components of the railroad system including public highway-rail crossings, infrastructure (tracks, signals), locomotives and cars, along with rail transit systems. These efforts are focused on ensuring operating practices, maintenance activities and highway-rail crossing construction projects maximize safety for citizens, railroad employees and customers of the rail system, such as shippers and passengers.

Mobility

Freight and passenger movement rely on rail shipments. By operating independently from highways, trains avoid highway congestion and conditions as demonstrated by the fact that the trucking industry is rail's largest shipper. With their self-contained track system, rail shipments remove trucks from the highways while providing for efficient movement of people and goods, which directly impacts local and regional economies.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — RAIL and PUBLIC TRANSIT DIVISION — Rail Section

Rail positively affects Oregon’s national and international trade via ports (such as the Port of Portland) by providing large numbers of freight trains into and out of the port facilities. Without rail access, Oregon’s ports cannot compete in national and international markets.

Each of the modes, including rail, are being challenged by the growing need for transportation, both within and beyond the state's boundaries on infrastructure that is often constrained. The division manages the public funds invested in rail infrastructure projects, such as smaller railroads upgrading their infrastructure to accommodate heavier freight cars and enhancing rail access to ports and other intermodal facilities.

The section also facilitates the expansion of passenger rail service and encourages partnerships on developing public/private agreements to help address significant infrastructure challenges. The Rail Section realizes it is imperative for the modes to work cooperatively to address the state's mobility needs because no one mode can satisfy current and future demands in isolation.

Livability

The Section's mandates and programs contribute to the state's livability through development of efficient, safe and comprehensive rail service that minimizes environmental impact, contributes to effective land use, sustains jobs and contributes to a favorable business climate. The ability of Oregon's railroads to help divert road traffic (for both freight and passenger trips) helps congestion management efforts and enhances the useable life of road investments. The section’s regulation of public highway-rail crossings aids local access, emergency response times and overall livability (reduced noise and air pollution from idling, etc.). The state-sponsored intercity passenger rail service and related bus service offers citizens and visitors alternative travel modes. To enhance rail service in Oregon, the Rail Section has purchased two new passenger trainsets.



LEGISLATIVE HIGHLIGHTS – Summary of RAIL Legislation

Rail Section: 2015–2017 budget includes the following Policy Option Package:

		\$10,408,710 GF		
#160	Passenger Rail Funding	\$ 4,200,000 OF	0 Positions	0.00 FTE
		\$ 3,700,000 FF		

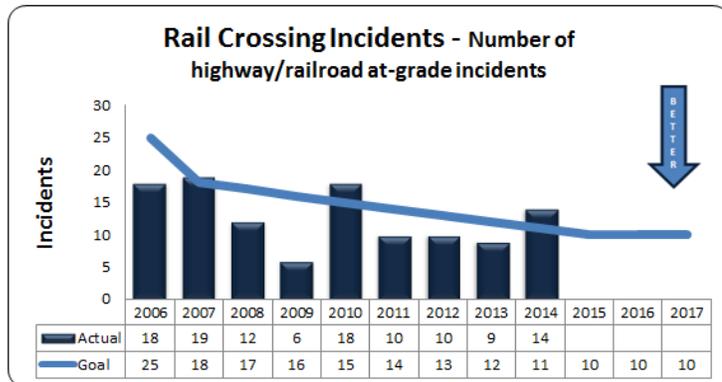
Approved package to cover Oregon’s portion of the cost of Amtrak Cascade intercity rail service between Eugene and Portland. The policy package will allow the two daily roundtrips between Eugene and Portland to continue to operate.

KEY PERFORMANCE MEASURES

KPM #4 - Rail Crossing Incidents: Number of highway/railroad at-grade incidents

A priority for ODOT is to have the **safest infrastructure possible**. Safe infrastructure is promoted by implementing design practices that mitigate structural safety risks on Oregon’s transportation system. There are several ODOT activities specific to the Rail Division associated with this general strategy. The Crossing Safety Section manages crossing improvement projects and inspects crossings to ensure they are appropriately maintained. The Rail Division works with public and private entities, including the railroad companies, public road authorities and law enforcement to address crossing safety concerns and participate in transportation planning activities to improve the mobility of highway and rail traffic.

The Rail Section strives for a zero incident performance. The goal reflects the reality that some number of incidents is outside the control of the division and its transportation safety partners. Some incidents are caused by deliberate actions rather than lack of safety education or crossing safety devices.



In 2014, 14 rail crossing incidents occurred. In 2014, eight incidents involved motor vehicles and six incidents involved pedestrians. There were seven fatalities and four injuries.

Pedestrian incidents increased from zero in 2013 to six in 2014. Of the seven reported fatalities, five involved pedestrians. One pedestrian was injured while climbing on a stopped train and falling off. Three incidents were confirmed suicides, one involving a vehicle and two involving pedestrians. Three incidents involved intoxication (two drivers charged with DUII, and one pedestrian fatality found to have intoxicants in his system). There were two instances where the vehicles stalled on the tracks and were struck by the train.

The Federal Railroad Administration reports that, during recent years, Oregon has been in or near the top twenty states for least number of motor vehicle incidents at public rail crossings. The 14 rail crossing incidents in 2014, was an increase from nine incidents in 2013, 10 in 2012 and 10 in 2011. Since 2006 and except for the increases in 2010 and 2014, rail crossing incidents have decreased by 22.2 percent. This trend indicates significant improvement even though traffic counts are below historic highs.

The reporting cycle is calendar year. The data is based upon incident reports submitted by the railroads to the Federal Railroad Administration (FRA).

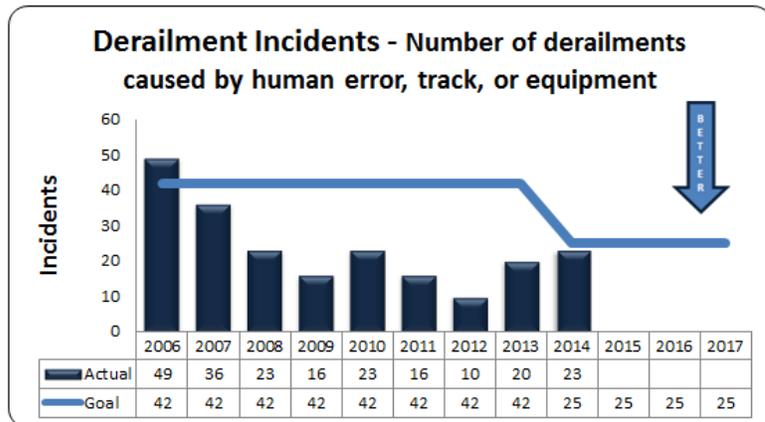
Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — RAIL and PUBLIC TRANSIT DIVISION — Rail Section

**KPM #5 - Derailment incidents:
 Number of train derailments caused by human error, track, or equipment**

We want to have the safest infrastructure possible. **Safe infrastructure** mitigates structural safety risks on Oregon’s transportation system. Working with the Federal Railroad Administration, we use a combination of inspections, enforcement actions and industry education to improve railroad safety and reduce the incidence of derailments and the potential for release of hazardous materials.

The number of derailments has decreased to a level below the target. For 2014 and 2015 we’ve lowered the target to 25. Even as rail traffic increases, this trend indicates significant improvement.

In 2014, there were 23 derailment incidents, an increase from the 20 derailments in 2013. From 2006 to 2014, derailments have decreased 53 percent from 49 to 23. A comparison among neighboring states, of derailments per track mile (miles of track in each state) for 12 months ending December 31, 2014, shows Oregon with .0096 incidents per track mile, Washington with .0063, Nevada with .0059, Idaho with .0056 and California with .0096.



From 2013 to 2014, Oregon showed a 15 percent increase in derailments. This can be attributed to an increase in rail traffic, an increase in derailments caused by human error and an increase in track caused yard derailments. During the same time, Operating Practices inspections, which directly affect human error caused derailments, went from 304 in 2013 to 192 in 2014. In 2015, we hired four additional inspectors and replaced staff that had retired. Although it will take up to a year to have new staff federally certified, we expect the previously demonstrated decline in derailments to continue into future years due to an increase in inspections and a full staff of certified inspectors.

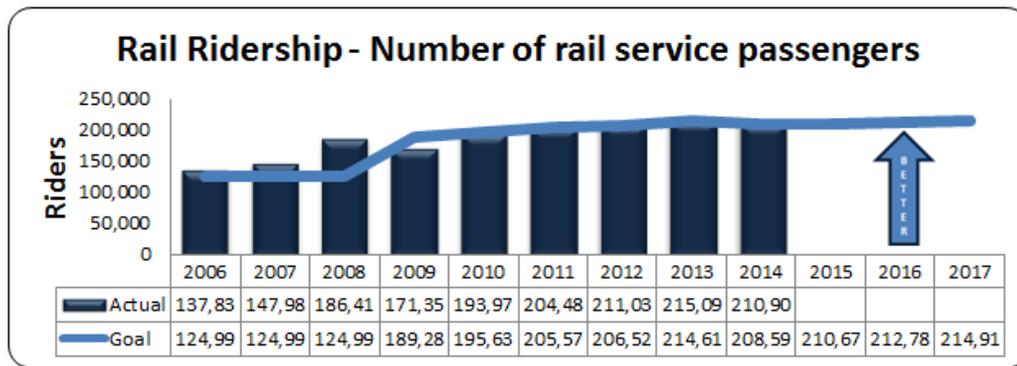
The reporting cycle is calendar year. The data is based upon reports submitted by the railroads to the FRA. Under federal regulations, railroads are required to report all derailments meeting federally mandated thresholds to the FRA.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — RAIL and PUBLIC TRANSIT DIVISION — Rail Section

**KPM #9 - Passenger rail ridership:
 Number of state-supported rail service passengers**

ODOT seeks to promote the use of transportation modes other than Single Occupant Vehicles by improving existing facilities and creating new transportation options. Alternative modes of transportation help reduce travel delay and stress on the highway system and ensure multimodal options for Oregonians.

The target projections are based on historical increases in state-supported Cascades trains and affiliated Thruway Buses. (NOTE: Thruway Bus ridership numbers are actually part of Passenger Rail program ridership and are represented in this graph.) Thruway Busses connect the passenger rail system to communities that lack passenger rail service.



Passenger rail ridership reached 215,096 in 2013, its highest level and an increase of 1.9 percent or 4,060 riders, over the 2012 figures. In 2014 ridership decreased by 4,195 or 1.9 percent from 2013, likely due to poor on-time performance and a modified schedule.

In general, increases in ridership result from reduced travel time, more train/bus options and on-time reliability. These conditions are largely dependent upon sufficient capital investment.

Washington increased daily round trips between Portland and Seattle, which would have resulted in an equipment shortage in Oregon. Oregon purchased two new train sets using \$38.4 million in American Recovery and Reinvestment Act funds and \$7.6 million in state funds. The trains began service in January 2014 bringing the total train sets serving the Amtrak Cascades corridor to seven. With the new equipment, Oregon updated its schedules to offer better connections for Willamette Valley passenger rail users. ODOT Rail is in need of additional, dedicated funding to continue with current service levels and, more importantly, increase ridership by improving train speed, frequency, range of service and reliability. Dedicated funds will also provide for passenger rail marketing which will increase future ridership.

The reporting cycle is calendar year. The data is provided by Amtrak, the passenger rail service provider. It represents the total number of rail passengers each year and does not indicate how this number relates to changes in the population of Oregon. As the population of Oregon grows and gas prices increase, the number of rail users is likely to rise, but a large number of users do not necessarily correlate to an increased proportion of the population using rail service.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — RAIL and PUBLIC TRANSIT DIVISION — Rail Section

BUDGET HIGHLIGHTS

Rail Expenditures

	2011–2013 Actuals	2013–2015 Actuals	2015–2017 Legislatively Adopted
Programs:			
Rail Administration	407,034	3,351,369	683,935
Rail & Crossing Safety	7,047,229	9,783,103	8,529,795
Rail Operations	49,384,009	38,281,136	68,702,765
Total	56,838,272	51,415,608	77,916,495
Expenditures by Major Revenue Source:			
State	31,599,927	35,130,058	41,255,874
Federal	25,238,345	16,285,550	26,251,911
General Funds			10,408,710
Lottery Funds			
Total	56,838,272	51,415,608	77,916,495
Expenditures by Category:			
Personal Services	5,197,146	7,162,040	6,256,143
Services & Supplies	9,163,482	19,799,221	27,902,293
Capital Outlay	20,976,206	4,701,744	0
Special Payments	21,501,438	19,754,644	43,758,059
Debt Service	0	-2,041	0
Total	56,838,272	51,415,608	77,916,495

Positions	25	32	30
Full-Time Equivalent (FTE)	25.00	32.00	30.00

Transportation Program Development

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— TRANSPORTATION PROGRAM DEVELOPMENT —

TRANSPORTATION PROGRAM DEVELOPMENT

State and federal laws and rules require ODOT to conduct project development activities such as planning, scoping of projects and data collection to design and operate an efficient transportation system. To this end, Transportation Program Development (TPD) coordinates the future use of transportation resources among federal, state, regional and local agencies. Transportation Program Development has six major program responsibilities.

TRANSPORTATION PROGRAM DEVELOPMENT PROGRAMS

- **STATEWIDE AND REGIONAL PLANNING**
 - Statewide Planning Projects
 - Regional Planning

- **ANALYSIS, RESEARCH AND FUNDING**
 - Transportation Data and Mapping
 - Research
 - Technology Transfer
 - Economic Analysis and Funding
 - Legislative Mandates

- **STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM**

- **ACTIVE TRANSPORTATION**

- **TRANSPORTATION SYSTEM PROJECTS**

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— TRANSPORTATION PROGRAM DEVELOPMENT —

STATEWIDE AND REGIONAL PLANNING

Statewide Planning Projects

TPD oversees the following projects:

- Implementation of the 2006 Oregon Transportation Plan (OTP), which is the 20-year statewide multimodal transportation plan, as required by state, and federal legislation, which establishes the policies that are implemented through modal, topic and facility plans.
- The 1999 Oregon Highway Plan (OHP) was reprinted showing all amendments through 2006. The OHP is continually amended due to approval of Interchange Area Management Plans and other facility plans that are considered amendments to the OHP, which emphasizes the long-range safe and efficient management of the highway system. Additionally, the OHP was amended in several areas to respond to recent legislative direction related to highway mobility and highway access balanced with economic development objectives of the state.
- Implementation of the Oregon Freight Plan (2011), which supports the long-range safe and efficient management of the freight transportation system. Part of implementing the Oregon Freight Plan includes amending some portions of the existing Oregon Highway Plan as well as identifying key freight bottlenecks.
- Coordinate and review with other ODOT Divisions in the development of modal plans such as the Transportation Safety Action Plan, the Bicycle and Pedestrian Plan and Rail Plan.
- Economic and safety studies, which include evaluations of program effectiveness and analysis of transportation policy implications.



**Complex transportation systems
require long-range planning.**

Regional Planning

Regional Planning consist of a variety of planning efforts:

- Transportation System Planning (TSPs) occurs at the state, regional and local levels.
 - At the state level, the state Transportation System Plan (TSP) includes the Oregon Transportation Plan and adopted modal, topic, corridor and refinement plans.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— TRANSPORTATION PROGRAM DEVELOPMENT —

- At the regional level, Metropolitan Planning Organizations (MPOs) develop both state and federal regional Transportation System Plans (TSPs). There is work identified in both HB 2001 (2009) and SB 1059 (2010) that could change the way the MPOs develop their Regional Transportation Plans.
- At the local level, cities and counties prepare Local Transportation System Plans (TSPs) consistent with each other and the state and regional TSPs. Work identified in both HB 2001 (2009) and SB 1059 (2010) could change the way cities and counties in MPO areas develop their TSPs.
- Transportation Facility Plans – identify transportation system problems, analyze solutions and determine the most effective actions to manage and improve facilities for long-term operations.
 - Transportation facility plans include Refinement Plans, Highway Segment Designation Plans, Downtown Plans, Interchange Area Management Plans and Safety Corridor Plans.

ANALYSIS, RESEARCH AND FUNDING

Transportation Data and Mapping

This program delivers data to statewide decision-makers to help prioritize Oregon's transportation needs and satisfy federal reporting requirements. Data is collected and analyzed, and then used by various program areas to assess current conditions as well as to track and report state and federally mandated statistics about the performance of transportation facilities, programs and systems. This work includes:

- Monitoring and reporting transportation system performance through the National Highway System, Federal Functional Classification, Crash Analysis, Highway Performance Monitoring System, State Highway Video Log and Traffic Counting programs; Environmental Data Management; Emergency Management Geographic Information Services (GIS) support; and the GIS program areas.
- Collecting traffic, crash and other required data on all public roads to ensure compliance with the Federal MAP-21 (Moving Ahead for Progress in the 21st Century) requirements that ODOT provide state and local safety partners with information on the Highway Safety Improvement Program (HSIP).
- Asset Management – ODOT has built upon the principles behind the agency's primary management systems, such as those used to monitor and manage pavements and bridges, and expanded these to other transportation assets. Federal initiatives require implementation of these management systems and now recognized best practices apply proactive principles to a broader array of transportation assets. ODOT is in the process of building this statewide inventory. Consistency across the state via coordinated data collection and update cycles will

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— TRANSPORTATION PROGRAM DEVELOPMENT —

support STIP development. In addition, this work supports mandated federal programs such as the Highway Performance Monitoring System (HPMS) and National Bridge Inventory (NBI) submittals.

Transportation Analysis

There are two primary areas of work. First, this program provides technical expertise in analyzing transportation systems such as traffic forecast and analysis for project selection, environmental impact analysis and design recommendations, which are necessary to implement the STIP and to satisfy legislative mandates for highway and transportation system development.

Second, transportation, economic and land use modeling are essential inputs to transportation system plans, statewide plans and strategies, policy development, project development, greenhouse gas analysis, and air quality conformity analysis. It is also an important input to most major facility planning work efforts. The modeling work and needs are more acute given HB 2001 (2009) and SB 1059 (2010), the development of a Least Cost Planning model, and the support to the MPOs and their local governments to address greenhouse gas emissions reductions.

Research

Research projects emphasize new technologies that will help ODOT and the transportation system operate better and use resources more effectively. Areas include bridges, pavements, materials, construction, maintenance, climate change, performance measures, hydrology, geotechnical, roadway design, planning, public transportation, intermodal facilities, freight, socio-economic factors, safety, traffic and Intelligent Transportation System (ITS). In a climate of scarce resources, research and development becomes extremely important in helping ODOT work smarter and make the most efficient and effective use of available resources.

ODOT participates in multi-state research projects through involvement in national and regional transportation research initiatives, such as the:

- Transportation Pooled Fund Program
- National Cooperative Highway Research Program (NCHRP)
- Transportation Research Board (TRB)

Technology Transfer

This program collects and shares information on transportation management, engineering, research, safety and other best practices with federal, state and local agencies. The center is funded with approximately 50 percent federal funds and 50 percent matching funds from local.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— TRANSPORTATION PROGRAM DEVELOPMENT —

Economic Analysis and Funding

Provides economic and financial analyses such as Highway Fund revenue forecasts, economic and feasibility studies, cash flow forecasting, revenue impacts, and DMV transaction analysis. In addition, provides economic, financial and policy studies to determine highway cost allocation, Motor Carrier fee and tax comparisons, transportation finance, value of travel time and cost of delay estimates, and job and income generation impacts of construction projects. Additional efforts include conducting statewide and regional economic impact analyses to assess policy options and the employment impacts of the Department's various construction programs.

Funding responsibilities include the programming of federal funds with FHWA and managing the Financial Plan, which monitors the financial position of both state and local programs by capturing the current funding obligations and showing the planned future project financial position.

STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM DEVELOPMENT (STIP)

Federal regulations require ODOT to develop a transportation improvement program and update it every two years. The STIP development process begins with the identification and preliminary prioritization of problem areas. This identification and prioritization is based on transportation system planning, crash data, management systems and stakeholder input. The next step is to review alternatives for the priority problem areas. The review typically includes individuals with expertise in pavement, bridge, environmental, geohydro, planning and traffic engineering. The final step is to decide which projects to include in the STIP based on available revenue, cost-benefit information, local cost-sharing agreements, stakeholder input and other programming considerations such as the Oregon Transportation Commission's approved eligibility criteria and prioritization factors. HB 2001 (2009) identified principles that should be considered in the criteria used in project selection.

ACTIVE TRANSPORTATION

Statewide Program Management/Local Government Assistance

By combining programs and funding ODOT and its local agency program responsibilities, creates efficiencies. Active Transportation provides statewide management and/or support for federal and state-funded non-highway/multimodal programs. Program managers coordinate and facilitate statewide project application, evaluation and award processes; coordinate project change management for Active Transportation programs, and monitor program progress against milestones and performance targets.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— TRANSPORTATION PROGRAM DEVELOPMENT —

The Section also manages ODOT's Local Government Certification Program, Sustainability Program, and provides support to ODOT Regions in their delivery of the Local Government program.

TRANSPORTATION SYSTEM PROJECTS

ConnectOregon

ConnectOregon is a lottery bond-based initiative first approved by the 2005 Oregon Legislature to invest in air, rail, marine and transit infrastructure. This key strategy ensures Oregon's transportation system is strong, diverse and efficient. *ConnectOregon* is focused on improving the connections between the highway system and the other modes of transportation to better integrate the components of the system, improve flow of commerce and remove delays.

The 2015 Legislature approved \$45 million for a sixth round of *ConnectOregon* funding bringing the total to \$427 million for the program. *ConnectOregon* VI modified the *ConnectOregon* program to make non-roadway bicycle and pedestrian projects eligible for funding.

As of August 31, 2015, 195 projects are complete, 41 projects are in the design and construction phases, and two are not yet started.

ISSUES AND TRENDS

The most recent federal surface transportation authorization, Fixing America's Surface Transportation Act (FAST Act), will potentially lead to some changes related to freight planning. The changes related to performance management in the prior federal authorization (MAP-21) continue largely untouched under the FAST Act.

New Freight Programs:

The FAST Act establishes two new programs for funding highway and multimodal freight projects. The National Highway Freight Program (NHFP) is a new formula program for funding freight projects on a set of high volume highways. The Nationally Significant Freight and Highway Projects program is a competitive grant program for funding large projects (\$100 million plus). An approved freight plan is required in order to begin investing NHFP resources. Approved freight plans are to include a list of freight bottlenecks, a fiscally constrained freight investment plan, and freight performance

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— TRANSPORTATION PROGRAM DEVELOPMENT —

measures. The FAST Act also directs state departments of transportation (DOTs) to designate critical urban and rural freight corridors for guiding NHFP investments.

Multimodal Freight Planning:

Within two years of passage of the FAST Act, the United States Department of Transportation (US DOT) will be required to develop a national freight strategic plan. This plan will be written in consultation with state DOTs. Similarly, within one year of passage, US DOT will be required to designate a National Multimodal Freight Network (NMFN) in consultation with state DOTs. States will have an opportunity to propose additional designations for the NMFN and to identify critical rural freight facilities and corridors.

Additional information about the Transportation Development Division programs is available at:

<http://cms.oregon.gov/ODOT/TD/pages/index.aspx>

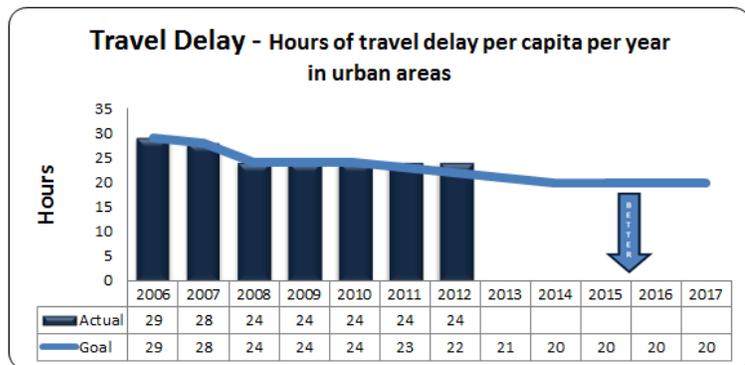
Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — TRANSPORTATION PROGRAM DEVELOPMENT —

Key Performance Measure

KPM #7 - Travel Delay: Hours of travel delay per capita per year in urban areas

We have a three part strategy for attaining our goal. First, we **optimize the use of infrastructure** by using new technology and construction techniques to improve performance, which reduces delay caused by construction and maintenance activities. We invest in safety projects to decrease crash-induced delay and projects relieving bottlenecks. Second, through **traffic network management** we employ new technology to provide timely information to travelers and optimize traffic flow. These systems help travelers choose alternative routes to avoid delay caused by crashes and other disruptions. Finally, through **sustainable transportation initiatives** we promote the use of energy efficient transportation alternatives which contribute towards reduction of single-occupancy vehicles, preserve air and water quality and move us toward sustainable economic growth.

Congestion delay is the difference in the total time people spend on the road compared to the time they would have spent if traveling at posted speeds. Congestion delay may be reduced by adding road capacity (new lanes), increased vehicle occupancy rates (carpools, mass transit), reduced vehicle travel demand (online shopping, telecommuting), roadway operations (ramp meters) and incident response programs (reduces the time for clearing incidents).



Traffic congestion rose steadily until 2008. The Oregon economy and population grew faster than road capacity. When the economy slowed in 2008 and fuel prices rose, the level of delay dropped about 14 percent. Delay per capita in the Portland metropolitan area is about 10 percent above average for urban areas of its size. Per capita delay in Eugene is lower than the small urban area average, while Salem is higher.

There is no single solution to eliminate delay. The ability to add capacity is limited by revenue and costs of construction. Increases in efficiency and capacity can be gained by operational improvements such as ramp metering, signal synchronization, incident response vehicles and variable message signs. Demand is affected by user costs, land use patterns, alternative travel modes and travel demand management programs. Establishing real-time information services helps travelers avoid congested conditions. Investment in safety projects decreases crash-induced delay. Investment in bottleneck relief reduces delay and improves system reliability.

An annual national survey conducted by the Texas Transportation Institute revised the methodology for estimating delay in the 2010 report. Delay estimates are now reflective of actual conditions in each metropolitan area.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — TRANSPORTATION PROGRAM DEVELOPMENT —

BUDGET HIGHLIGHTS

Transportation Program Development Expenditures

	2011-13 Actuals	2013–2015 Actuals	2015–2017 Legislatively Adopted
Programs			
Statewide and Regional Studies	34,486,191	36,181,530	38,469,184
Analysis and Research	47,121,180	41,047,644	51,432,874
STIP Development	4,718,963	5,454,945	6,219,950
Connect Oregon	77,228,291	55,499,369	78,976,920
Active Transportation		10,271,123	2,281,013
Total	163,554,625	148,454,610	177,379,941
Expenditures by Major Revenue Source:			
State	163,392,837	148,310,158	177,307,137
Federal	161,788	144,452	72,804
General Funds			
Total	162,554,625	148,454,610	177,379,941
Expenditures by Category:			
Personal Services	43,871,170	50,714,976	47,501,233
Services & Supplies	41,652,870	39,901,640	42,868,430
Capital Outlay	268,422	360,894	406,750
Special Payments	77,762,163	57,477,457	86,603,528
Other Expenditures		(356)	0
Total	163,554,625	148,454,610	177,379,941
Positions	237	235	229
Full-Time Equivalent (FTE)	227.48	225.43	219.85

Central Services Limitation

CENTRAL SERVICES LIMITATION

The Central Services limitation supports the mission of ODOT through two administrative support divisions – Agency Support and ODOT Headquarters – provides centralized administrative, support, and managerial services to the department, the Oregon Transportation Commission, and external partners and stakeholders. These services are critical to the efficient management of agency resources and also provide vital services and accountability to our partners and the general public. The mission of the divisions within the central services limitation is to support ODOT's success.

CENTRAL SERVICES DIVISION

DEPUTY DIRECTOR

Financial Services

- Provides debt management and oversees the bonding programs such as the Jobs and Transportation Act (JTA) and the bonding program passed by the 2015 legislature and other bonding programs for the Department. It also provides and monitors loans and financial assistance to local governments through the Oregon Transportation Infrastructure Bank. In addition, it provides financing proposals and manages investments and cash for the Department.
- Provides financial support to the Department in the areas of accounts payable, accounts receivable, contractor payments, payroll support, retirement and benefits coordination, travel claims processing, financial policy development, financial training, labor and equipment rate development, financial coordination and reporting, asset accounting, federal and local billings, and coordination with the State of Oregon Statewide Financial Management System.
- Administers the fuels tax law and ordinances for Oregon as well as many city and county jurisdictions. The Fuels Tax Unit processes licenses and revenue tax reports for motor vehicle fuel dealers, use fuel users and sellers, and audits licensees for fuels tax compliance and reporting. The Collections Unit provides collection services for various sections of the Oregon Department of Transportation.

Human Resources

- Provides statewide business advice and counsel to ODOT Divisions in the areas of performance management (coaching, counseling, performance evaluation, documentation and correction or discipline), leaves of absence, policy and union contract interpretation, workers' compensation and unemployment insurance matters.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— CENTRAL SERVICES —

- Advances the Department's equal employment opportunity and affirmative action goals, as well as ensures that the Department addresses employee and public accommodation/accessibility issues in accordance with the Americans with Disabilities Act (ADA).
- Provides recruitment, selection, retention and diversity services to enhance the recruitment and retention of a qualified and diverse workforce.
- Provides statewide coordination of training and staff development, human resource policies, labor-management partnership efforts and union contract negotiations.
- Provides assistance in the areas of job classification, compensation, position control and position management, employee records management, and coordination of the general business, communications and facility needs of Human Resources.

Information Systems

- Provides business systems planning, architecture, development and maintenance.
- Provides information technology systems analysis and technology consultation services.
- Performs information technology project management, including the design, development and implementation of Information Technology projects.
- Provides personal computer and software support, security and disaster recovery
- Coordination of infrastructure services and delivery with Enterprise Technology Services (ETS).
- Supports Intelligent Transportation System (ITS) development and support
- Provides Information Technology purchasing and management of Information Technology assets.

Business Services

- Provides management and guidance in the protection and preservation of the department's records. Liaison with Secretary of State's Records Center and Archives Division; Coordinates the agency's Public Record Requests.
- Coordinates the department's policies and procedures, delegations, administrative rules, agency forms and publications.
- Maintains and operates the department's graphic design, photo/video, and reprographic services for ODOT and other state agencies.
- Maintain Oregon Transportation Commission meeting packets and Director files.
- Coordinates agency updates to the DAS state phone book; manages central mail service for the Transportation Building, and the DAS mail/shuttle services contract for the agency.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— CENTRAL SERVICES —

Procurement Services Office

- ODOT Procurement Office provides a full range of strategic procurement and solicitation services, contract administration and contractor performance accountability oversight that covers architectural, engineering, information technology, environmental, heavy equipment construction, project management, intergovernmental/interagency agreements, and highway construction contracts used by all ODOT business lines in performance of the department's business functions.

Facilities

- Maintenance Services operate and maintain ODOT owned buildings primarily in the Salem and Portland area. Crews include skilled and semi-skilled craftsmen and women who conduct scheduled inspections and services, repair and replace building system components, and respond to emergent and routine maintenance needs.

Audit Services

- Conducts internal audits of department programs and makes recommendations for improving operations, in accordance with generally accepted government auditing standards.
- Conducts external audits and special analysis to ensure costs charged to ODOT by consultants, contractors and other external entities are accurate, reasonable and comply with applicable federal and state regulations.

ODOT HEADQUARTERS

ODOT Headquarters includes the ODOT Director, Deputy Director for Central Services, Budget Services, the Office of the Director (*composed of the Chief of Staff, the Office of Civil Rights, Office of Employee Safety and Risk, and Government Relations*) and the Communications Division (*composed of Ask ODOT, Business Management, Public Affairs and Strategic Communications and Publications*).

Budget Services

- Coordinate the department's legislative budget development process including all Emergency Board requests and program budget development. Provides allotment plans and permanent financing plans.

Office of Civil Rights (OCR)

- The Office of Civil Rights (OCR) is responsible for managing federal and state programs that provide the assurance of equal access, participation, and compliance with affirmative action, equal opportunity, and accessibility requirements. Its vision is to provide fair and equitable access to ODOT's

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— CENTRAL SERVICES —

projects and programs with a focus on economic stimulus through increased small business and apprenticeship opportunities, training, programs, and supportive services.

- Compliance is accomplished through internal and external processes that include training, technical assistance, investigations, and on-site reviews.
- Programs include: Workforce Development; Small Business Programs - Disadvantaged Business Enterprise (DBE); Emerging Small Business (ESB); Minority or Women Business Enterprise (MWBE) Initiatives; and Title VI (Environmental Justice and Limited English Proficiency). Workforce Development Programs include pre-apprenticeship training, supportive services and Equal Employment Opportunity (EEO), On-the-Job/Apprenticeship Training Programs. OCR and ODOT Human Resources are also responsible for coordinating and co-managing the Internal Civil Rights and Americans with Disability Act (ADA) programs.

Government Relations Section

- Manages a comprehensive government relations program that encompasses federal, state and local legislative and liaison activities responding to transportation, economic and land use issues.
- Provides fiscal and policy analysis and direction for federal, state and local transportation-related programs and legislation.
- Represents the department, the OTC, and the governor in matters before Oregon's state legislature and congressional delegation related to transportation policy, funding, administrative rules and legislation governing transportation.

Communications Section

- Oversees ODOT's employee communications, stakeholder relations, and media relations, and informs Oregonians, visitors and Oregon transportation system users about transportation issues, policies, and projects that affect them.
- Provides emergency and crisis communications for the agency.
- Provides construction project and program information.
- Interprets technical information, explains statutes and administrative processes for the public, the media, stakeholders, and users of transportation systems.
- Keeps the agency workforce informed about ODOT activities and directives.
- Provides logistical, administrative and spokesperson support to the OTC and the director's office.
- Helps all agency divisions and programs increase the success of their public outreach by developing and implementing communication plans, providing communication training and workshops, and producing publications and other forms of information.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— CENTRAL SERVICES —

- Oversees the *AskODOT* Office which provides help desk and ombudsman services for Oregon citizens as an avenue to resolve issues and concerns at the earliest possible opportunity. *AskODOT* also provides ODOT's employees a resource to bring forward ethical issues and concerns or to receive policy guidance and interpretation.

ISSUES AND TRENDS

Financial Services

ODOT has used the Transportation Environment Accounting and Management System (TEAMS) as the primary accounting system to process financial transactions since the mid-1980s. The design and architecture of TEAMS is based on older business models and on technologies that are less flexible and becoming obsolete. Over time, this has led to the creation of numerous independent “stove-piped” systems to meet a variety of accounting and management reporting needs throughout ODOT.

The result is an increased number of system interfaces to TEAMS, many of which require duplicate data entry. Currently, reporting on business unit performance and product or services costs frequently generates results that require considerable manual effort to reconcile. In addition, there is no common database for financial, human resource and procurement systems which must reconcile with each other.

Human Resources

There is a continuing demand for reliable data for use in decision-making. Details on pay differential, retirement eligibility, performance measurement, turnover and other workforce management subjects are a priority for our business partners. However, systems which allow for the easy gathering or reporting are non-existent or disconnected from other key systems making data gathering cumbersome and inefficient. ODOT is currently partnering with the Department of Administrative Services (DAS) on a Legislative proposal related to Human Resources Information Systems.

Numerous statewide job classification studies, compensation ‘compression,’ management compensation, and turnover are negatively affecting the department. Perhaps the most significant impact is related to succession and diversity planning. As America’s workforce ages we will need to apply significant resources to recruitment, development and the transfer of knowledge to a new generation.

Information Systems

ODOT business units will continue to use information technology in their operations, creating new demands for application software, information delivery, and meeting external mandates. The context of these changes are the cumulative results of a workforce and public that is technologically more sophisticated, leading to broader

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— CENTRAL SERVICES —

expectations for IT services. Oregon's citizens and businesses will place increasing demands on ODOT to provide information and services via the internet in a manner similar to their experience with the private sector. At the same time, the agency is addressing the problem of decades-old software systems that must be replaced to meet current and future business requirements and to reduce ongoing support costs. Examples are DMV systems and ODOT's accounting system.

There is an increased need to cooperate and work with other agencies, entities, and business partners to resolve common information technology problems as well as manage enterprise solutions.

Information security concerns have resulted in a number of Department of Administrative Services policies as well as legislation requiring agencies to protect personal information and develop more comprehensive information security procedures. While these are necessary and prudent measures, the time and effort to accomplish this work must be absorbed by the department's base budget displacing other activities.

Procurement

The ODOT Procurement Office (OPO) continues to experience heavy demand for its services across the agency, for projects in the State Transportation Improvement Program, and several large Agency project initiatives. These procurements and contracts have added to the ODOT Procurement Office workload volume and increased the complexity and scope of work. The Procurement Office is also responding to increasing demand for specialized training on contract management. Work has shifted to modify procurement methodologies to reach out to emerging or small businesses to provide avenues for these firms to compete for various departmental contracts. Outreach includes meeting with small business associations, providing training, and providing avenues to participate in electronic bidding programs.

Audit Services

Audit Services develops an annual audit plan based on a department-wide risk assessment, but also keeps time available for specific requests from management. Audits have increased in complexity as ODOT's business lines have adapted their programs to meeting the changing needs of Oregon's transportation system. To maximize available resources, Audit Services works closely with audit organizations from other state departments of transportation to share best practices, improve consistency in audit approaches and confirm compliance with generally accepted government auditing standards.

Headquarters and Communication

ODOT Headquarters continues its efforts through the Office of Civil Rights to refine data collection across the organization in an effort to track progress toward meeting our goals for a diverse workforce and to increase opportunities for Oregon's small businesses. In addition to increasing opportunities for apprentices

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— CENTRAL SERVICES —

and small firms, OCR offers a suite of supportive services aimed at pre-apprenticeship training and growing small firms so that they can become more competitive to bid on larger ODOT contracts.

Communications Section reaches beyond traditional media to establish two-way communications channels through the use of social medial tools such as Twitter, Facebook, YouTube and Flickr as well as web-based information distribution applications such as GovDelivery and RSS feeds. These channels provide direct information to citizens and users of the transportation system. We have recently adopted social media for emergency communications and they proved very adaptable and useful during storms in and other events.

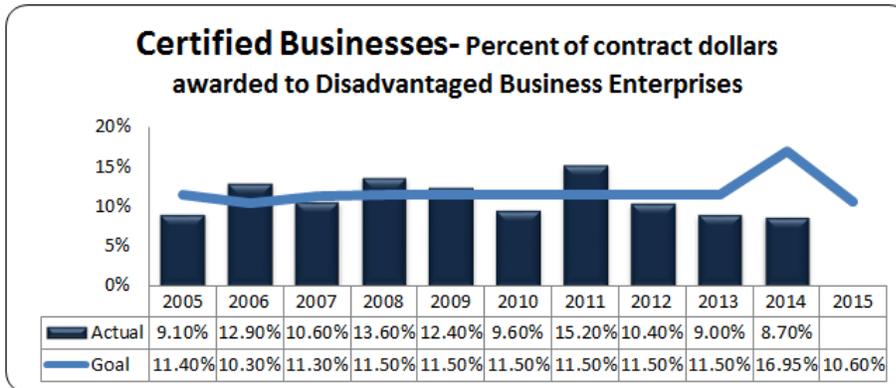
AskODOT and *AskODOT* for Employees is the initial contact point for citizens and employees to report information regarding possible misconduct or misuse of funds. This program is one of the first opportunities for agency staff to explain budget, programs, policies and statutory implementation to members of the public. People often misunderstand what they see or hear, and *AskODOT* staff can provide information that can help them better understand the situation. Also, this program provides the opportunity to resolve issues at the earliest possible point and prevent escalation to costly legal action, and enhances accountability and proper expenditure of funds by asking questions on behalf of employees and the general public.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — CENTRAL SERVICES —

Key Performance Measures:

KPM #18 - Certified Businesses: Percent of ODOT contract dollars awarded to Disadvantaged Business Enterprises (DBE)

Disadvantaged Business Enterprise use must be tracked and reported in order to maintain federal funds for highway construction. ODOT is required by the U.S. Department of Transportation to set an overall Disadvantaged Business Enterprise utilization goal based on availability of certified firms.



State agencies must have “compelling evidence” of under-utilization in order to set race-conscious goals on projects. This evidence is determined through conducting a disparity study. We completed an updated disparity study in September

2011 and contracted for a new study which is expected to be completed in Spring 2016. The Minority, Women, and Emerging Small Business (MWESB) aspirational goals (targets) are no longer set for federal-aid projects, but are considered on state-funded-only projects.

We satisfactorily complied with the federal DBE program requirements for making a good faith effort to achieve the identified DBE annual goals and for reporting those efforts. While data from the updated 2011 disparity study indicated that there was some improvement in use of Asian Pacific firms, there was still significant under-utilization of African American and Subcontinent Asian American firms. With the completion of the disparity study and approval of a waiver of the federal regulations from FHWA allowing group- specific goals on projects where appropriate, we continue setting DBE goals for those groups. The 2011 disparity study update also indicated underutilization of architectural and engineering firms; ODOT implemented a new goals program for these firms. Execution and achievement of contract goals is dependent upon “prime” consultant use of DBE firms and timely submission of data to ODOT. We are providing statewide training for project management and field staff with an emphasis on DBE Program requirements and regulations. We are also reaching out to DBE firms to let them know about opportunities and resources for working on ODOT projects.

While the overall goal was not achieved, prime contractors subcontracted out over 16 percent, or \$25.7 million, of subcontract dollars to DBEs. Three primary factors influenced the overall goal: an over-estimation of “potential” DBE availability, few awards were made to DBEs as prime contractors, and actual use of architectural and engineering DBE sub-consultants was not reported in the overall utilization calculation because this data is still being collected.

DBE participation is tracked in the Civil Rights Compliance Tracking system.

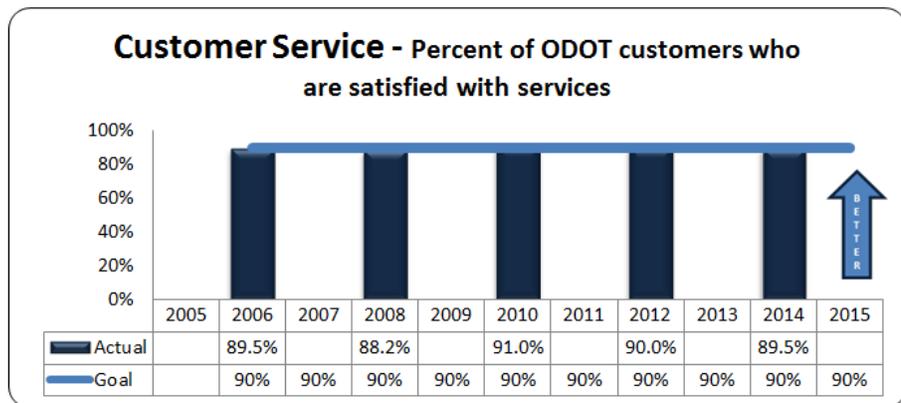
Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — CENTRAL SERVICES —

KPM #19 - Customer Satisfaction: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” (Overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information)

ODOT’s strategy is to provide excellent customer service to customers.

The overall target for 2015-17 is 90 percent customer satisfaction with ODOT services. The actual performance in 2014 was 89.5 percent.

We continue to achieve high overall customer service ratings. On the whole, we continue to provide customers with good to excellent service. Variations in results between 2006 and 2014 are not statistically significant and have been near the target of 90 percent.



Data to compare with other state departments of transportation is not available. Specific to motor carrier regulation, Oregon is one of just a handful of states asking the trucking industry about satisfaction with motor carrier enforcement.

The sampling of customers for the 2014 survey included major customer groups of DMV and Motor Carrier Transportation Division. In future surveys, additional customer groups will be added. We will continue to monitor customer satisfaction levels and take corrective action as needed.

Both DMV and Motor Carrier conduct surveys of customers that are based on the recommended Statewide Customer Service Performance Measure guidelines.

DMV received over 360 survey responses in 2014 from customers who visited DMV field offices. Customers were selected on a random, repetitive basis from the DMV computer system database of driver and motor vehicle transactions during the month of January. DMV also collects customer satisfaction data using a cumulative average of the division’s monthly customer satisfaction survey.

Motor Carrier surveys 11 customer groups. Survey groups included companies subject to safety compliance reviews, truck safety inspections, or audits. The surveys also cover drivers subject to driver safety inspections and persons calling for registration or over-dimension permits. Taken together, the 11 Motor Carrier surveys have a total of over 600 responses.

The combined surveys are large enough to provide a 95 percent confidence level and a 3.5 percent margin of error.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— CENTRAL SERVICES —

BUDGET HIGHLIGHTS

Central Services Expenditures

	2011–2013 Actuals	2013–2015 Actuals	2015–2017 Legislatively Adopted
Programs			
ODOT Headquarters	23,463,158	20,162,293	33,756,269
Internal Audit	1,773,224	2,122,639	2,177,760
Financial Services	24,923,766	24,329,800	30,483,026
Human Resources	12,138,590	11,043,319	11,096,555
Information Services	95,069,173	107,809,933	107,492,697
Business Services	5,355,921	4,670,700	4,736,501
Purchasing	9,050,880	8,570,731	11,408,552
Facilities Ops		5,876,543	6,304,249
Total	171,774,712	184,585,958	207,455,610
Expenditures by Major Revenue Source:			
State	171,768,331	184,359,385	207,177,288
Federal	6,381	226,573	278,321
Total	171,774,712	184,585,958	207,455,609
Expenditures by Category:			
Personal Services	94,498,665	100,201,690	105,438,754
Services & Supplies	74,091,371	83,558,042	100,646,018
Capital Outlay	3,184,676	826,246	1,306,711
Special Payments	0		64,127
Other Expenditures		(20)	0
Total	171,774,712	184,585,958	207,455,610

Positions	510	495	499
Full-Time Equivalent FTE)	505.04	490.04	494.50

Capital Improvement and Capital Construction

CAPITAL IMPROVEMENT

Capital Improvement projects are less than \$1,000,000 and are improvements to land or facilities; the remodeling of existing buildings to increase the value; extend the useful life of the property; or to make it adaptable to a different use. Improvements include any amount expended to improve leased property, including those provided by the lessor if the lessee requires lump-sum payment.

The department owns over 1,100 facilities throughout the state. Over time, it is necessary to upgrade or replace facilities as they deteriorate and technology changes how business operates. The department regularly repairs or upgrades its facilities. Staff from the Facilities Services Branch of the Central Services Division manages the construction projects. Private contractors complete the majority of construction work.

ISSUES AND TRENDS

Increasing costs associated with land acquisition, construction, leasing, and increased regulations significantly reduce the buying power of capital funding. The result is a substantial backlog of Capital Improvement projects. Deferred maintenance on existing buildings competes with Capital Improvements for funding priority.

CAPITAL CONSTRUCTION

Capital construction projects are defined as expenditures over \$1,000,000 for the construction of new buildings or additions to existing buildings. Construction costs include architect fees, land acquisition, land clearing, interest during construction, materials, subcontractors, and agency labor.

A quality infrastructure is a core business requirement of the Department of Transportation. Functional facilities are a critical element in a successful operation. The department owns over 1,100 facilities located throughout the state. Over time it is necessary to upgrade or replace facilities as they deteriorate and as technology changes the way we do business. The department regularly invests a portion of its resources in facility upgrades or replacement.

ISSUES AND TRENDS

- Increasing costs associated with land acquisition, construction, leasing, and increased regulations significantly reduce the buying power of capital funding. There is now a substantial backlog of capital construction projects.
- Over 30% of ODOT Maintenance Stations are over 60 years old and struggle to meet the operational needs of the department in today's transportation environment.

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — Capital Improvement and Capital Construction —

BUDGET HIGHLIGHTS

	2011-2013 Actuals	2013-2015 Actuals	2015-2017 Legislatively Adopted
Capital Improvement	3,065,797	3,228,858	5,438,164

Capital Construction Projects*	2009-2011 Legislatively Adopted	2013-2015 Legislatively Adopted	2015-2017 Legislatively Adopted
Public Safety Broadband		237,000	
Salem Baggage Depot		1,869,148	
Portland Drive Test Center	1		
Baker City & E. Portland Maintenance Station	500,000		
CC MS Meacham			7,500,000
CC MS South Coast			4,500,000
Highway Safety Improvement			35,000,000
Total	500,001	2,106,149	47,000,000

* To remain consistent with Department of Administrative Services Budget and Management Division rules, the amounts shown for Capital Construction are the budgeted amounts not actual expenditures.

**Debt Service
and
Infrastructure Bank**

DEBT SERVICE PROGRAM OVERVIEW

NON-LIMITED PROGRAMS

Oregon Transportation Infrastructure Bank (OTIB)

The OTIB was established by the 1997 Legislature as a revolving loan fund for transportation projects. OTIB makes loans to local governments, transit providers, ports and other eligible borrowers. The fund was capitalized with a combination of federal and state funds and interest earnings. As loans are repaid, principal and interest returned to the OTIB are available for new loans. Staffing for OTIB is included in the Central Services Division, Financial Services program.

LIMITED PROGRAMS

Debt Service – General Fund

Certificates of Participation

Formerly referred to as the Oregon Wireless Interoperability Network (OWIN), the February 2009 Special Legislative Session transferred the State Radio Project (SRP) from Oregon State Police to ODOT. The SRP is replacing aging public safety communications systems statewide. Efforts to complete the project extend into the 2015-2017 Biennium. These efforts include:

- Completing microwave modernization and installation components
- Finishing work on the trunked radio repeaters
- Completing the site work for the narrowbanding and microwave modernization components
- Engineering, planning and project management activities

The Oregon Legislature allocated General Fund dollars to the SRP to make debt service payments associated with General Fund-backed Certificates of Participation (COP).

COPs issued to fund the SRP include the Series 2007B COPs, the Series 2009A COPs, and the Series 2009B COPs. The State Highway Fund will cover the debt service payments for the 2015-17 biennium in the amount of \$4.5 million and it is projected that the General Fund will pay \$3.5 million in debt service during the 2015-17 biennium.

Article XI-Q General Obligation (GO) Bonds

GO bonds issued to fund the SRP include the Series 2011J Article XI-Q GO bonds, the 2012I Article XI-Q GO bonds, and the 2012J Article XI-Q GO bonds. It is projected that the General Fund will pay \$3.5 million in debt service during the 2015-17 biennium.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DEBT SERVICE and INFRASTRUCTURE BANK —

Debt Service – Other Fund

Oregon Transportation Investment Act (OTIA)

The 2001 Session of the Oregon Legislature approved OTIA I in the amount of \$400 million and the February 2002 Special Session established OTIA II in the amount of \$100 million, for a total of \$500 million in bonding authority. The bond proceeds are used for modernization and preservation projects.

The 2003 Session of the Oregon Legislature approved an additional bonding authority of \$1.9 billion. These bond proceeds are to be used for the following purposes:

- \$1.3 billion to repair and replace state bridges
- \$300 million for local bridges
- \$300 million for modernization projects

Authorized in the 2009 Legislative Session, ODOT issued its OTIA III Series 2010A Highway User Tax Revenue Bonds as taxable Build America Bonds (BABs) in April 2010. Under ARRA, the BABs qualify ODOT to receive direct federal subsidy payments equal to 35% of the interest costs of the taxable bonds. During the 2015-17 biennium the federal debt service budget limitation approved for BABS is \$21,621,529, which will be used to offset debt service payments.

With the issuance of 15 Series of Highway User Tax Revenue (HUTR) bonds, funding for the OTIA bond program is complete. The debt service payments for the OTIA program scheduled for the 2015-17 biennium total \$342.2 million.

Jobs and Transportation Act (JTA)

In 2009 the Legislative Assembly enacted JTA, which authorizes ODOT to issue Highway User Tax Revenue Bonds in an amount sufficient to produce net proceeds of not more than \$840 million to finance a specific list of projects set out in JTA.

In October 2013, the department issued the \$409.8 million Series 2013A HUTR bonds. The Department expects to issue the remaining JTA authorization of \$390 million net proceeds in FY 2017. Timing of the sale of the remaining JTA bond authorization will be dependent on the cash flow needs of the department. The debt service payments estimated for the JTA program for the 2015-17 biennium total \$85.6 million.

Certificate of Participation – DMV Headquarters Building

In December 1997, the \$10.7 million Series 1997B COPs were issued to fund the remodel of the DMV Headquarters building. The debt service payments scheduled for the 2015-17 biennium total \$1.6 million.

Article XI-Q General Obligation (GO) Bonds

GO bonds were issued to fund the State Radio Project, which include the Series 2011J Article XI-Q GO bonds, the 2012I Article XI-Q GO bonds, and the 2012J Article XI-Q

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DEBT SERVICE and INFRASTRUCTURE BANK —

GO bonds. The State Highway Fund will cover the debt service payments for the 2015-17 biennium in the amount of \$25.1 million.

A bond sale in the approximate amount of \$40 million plus cost of issuance is expected to be issued in FY 2016 or later depending on cash flow requirements. The purpose of the projected 2016 SRP bonds is to fund the currently planned activities relating to project completion, and reimburse ODOT for current expenditures. Over the life of the SRP project the total project costs, including debt service payments, will be reconciled such that the Oregon State Police/General Fund and ODOT State Highway Fund each provide an equitable fair share of the costs.

In May 2011, \$59.8 million in Series 2011K Article XI-Q GO bonds were issued to fund the renovation of the Department of Transportation Headquarters Building. The debt service payments scheduled for the 2015-17 biennium total \$8.5 million.

Article XI, Section 7 State Highway General Obligation (GO) Bonds

In 2015 the Legislative Assembly authorized the issuance of \$35 million net proceeds of Article XI, Section 7 State Highway General Obligation Bonds to fund the following highway improvement projects:

- US 26, 116th – 136th Safety Improvements \$17.0 million
- State Highway 34 Safety Improvements \$3.0 million
- OR 126 Eugene to Florence Safety Improvements \$7.0 million
- Interstate-5/Interstate-205 Cable Barrier \$2.5 million
- US 26 Warm Springs Downtown to Museum / Casino Plaza Connectivity \$1.5 million
- Interstate-84 (Pendleton – La Grande) Blue Mountains Snow Zone Safety Improvements \$4.0 million

The State Highway GO Bonds, as provided in House Bill 5005, are General Fund obligations with debt service paid from the General Fund. The bonds are expected to be issued in FY 2017 with the first debt service payment due in the 2017-19 Biennium.

Debt Service – Lottery Fund

The Legislature allocates lottery dollars to ODOT for the purpose of making debt service payments associated with lottery-backed revenue bonds. Lottery Revenue bonds (LRBs) have been authorized to fund the following ODOT projects:

Short Line Infrastructure Assistance Program

The 2001 Oregon Legislature authorized a Short-Line Railroad Infrastructure Assistance Program capitalized with the sale of lottery bonds. The Series 2002A LRBs were issued in April, 2002. The 2003 Oregon Legislature authorized an additional \$2 million of lottery bonds. In August 2004, the Series 2004B LRBs were issued. Debt service payments for the 2015-17 biennium total \$0.7 million.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DEBT SERVICE and INFRASTRUCTURE BANK —

Industrial Rail Spur Infrastructure

The 2003 Oregon Legislature authorized \$8 million in lottery bonds to fund industrial rail spur infrastructure improvements. In August 2004, the Series 2004B LRBs were issued. The second series of bonds to fund industrial rail spur improvements were issued in March 2005, the Series 2005A LRBs. Debt service payments scheduled for the 2015-17 biennium total \$1.2 million.

South Metro and Southeast Metro Milwaukie Extension Commuter Rail Projects

The 2001 Oregon Legislature authorized lottery bonds for financing the South Metro Commuter Rail project connecting Wilsonville, Tualatin, Tigard, and Beaverton.

The 2003 Oregon Legislature passed House Bill 3446 that revised the limit set for the bond sale for the project to \$35,542,000. Funding for the project was provided in two bond issuances. The first, to cover start-up and administrative costs, occurred in April 2002 with the issuance of the Series 2002A LRBs. The second bond sale, for project costs, occurred in February 2007 with the issuance of the Series 2007A LRBs.

In 2007, the Oregon Legislature passed House Bill 5036 authorizing \$250 million in lottery bonds to finance the Southeast Metropolitan Extension Project to extend the light rail between Portland and Clackamas County to Milwaukee. In April 2009, the Series 2009A LRBs were issued. Debt service payments for the projects total \$51.1 million for the 2015-17 biennium.

Portland Street Car

The 2007 Oregon Legislature authorized \$20 million in lottery bonds to fund Oregon Streetcar projects. Funding is restricted to grants to municipalities to provide streetcars for public transit systems, and for administrative costs incurred by the Department. Applicants must operate a public transit system that includes streetcars that are available to the public. Grant funds must only be used for the costs of purchasing newly constructed streetcars from an Oregon-based and Oregon-owned manufacturer. In April 2009, the Series 2009A LRBs were issued. The debt service on these bonds totals \$3,425,299 for the 2015-2017 biennium.

Connect Oregon I, II III, IV, V and VI

The 2005 Oregon Legislature authorized \$100 million in lottery bonds to fund multimodal transportation projects. Funding is restricted to non-Highway purposes including air, transit and rail. Two bonds were issued to fund Connection Oregon I. In September 2006, the Series 2006A LRBs were issued. In February 2007, the Series 2007A LRBs were issued to complete funding of *Connect*Oregon I. Also in February 2007, the Series 2007B LRBs were issued as taxable bonds to fund loans within the Connect Oregon I program.

In 2007, the Oregon Legislature passed House Bill 2278 that approved authorization of \$100 million for Connect Oregon II. In June 2008, the Series 2008B LRBs were issued

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DEBT SERVICE and INFRASTRUCTURE BANK —

to fund loans in the Connect Oregon II program. In April 2009, the Series 2009A LRBs were issued to fund the grant component of the program.

In 2009, the Oregon Legislature passed House Bill 2001 that approved a third authorization of \$100 million in lottery backed bonds for Connect Oregon III. In March 2011, the Series 2011A LRBs were issued.

In 2011, the Oregon Legislature passed House Bill 5036 that approved a fourth authorization of \$40 million in lottery backed bonds for Connect Oregon IV. In March 2013, the Series 2013A LRBs were issued to fund the program.

In 2013, the Oregon Legislature passed House Bill 5008 that approved an increase in Other Funds expenditure limitation of \$42 million in lottery backed bonds for Connect Oregon V. In addition, the limitation was increased for cost of issuance expenses. The Series 2015A LRBs were issued in January 2015.

The 2015 Oregon Legislature, in its House Bill 5030 and House Bill 5005, authorized the issuance of an additional \$45 million in lottery bonds to fund Connect Oregon VI. The bonds are expected to be issued in FY 2017 with the first debt service payment due in the 2017-19 Biennium. The debt service payments for the Connect Oregon program total \$49.7 million for the 2015-17 biennium.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DEBT SERVICE and INFRASTRUCTURE BANK —

BUDGET HIGHLIGHTS

	2011-2013 Actuals	2013–2015 Actuals	2015-2017 Legislatively Approved
INFRASTRUCTURE BANK			
Other Fund Non-Limited	5,151,328	23,546,139	18,158,214
DEBT SERVICE - Limited			
Other Fund:			
<u>Revenue Bonds</u>			
Highway User Tax (LSN Bond)	8,867,364	8,408,535	8,412,875
OTIA	267,639,767	280,294,917	342,196,775
JTA	0	0	85,619,905
<u>Certificates of Participation</u>			
DMV Headquarters Building	1,586,182	1,581,416	1,576,352
State Radio Project	11,874,869	10,268,686	4,472,308
<u>Article XI-Q GO Bonds</u>			
Transportation Building	6,864,783	8,543,300	8,545,800
State Radio Project (OWIN)	17,438,200	26,815,144	25,095,411
Total Debt Service – Other Fund	314,271,165	335,911,998	475,919,426
General Fund:			
<u>Certificates of Participation</u>			
State Radio Project (OWIN)	0	0	4,476,425
<u>Article XI-Q GO Bonds</u>			
State Radio Project (OWIN)	0	0	3,491,026
<u>Article XI, Section 7 GO Bonds</u>			
Highway Improvement Projects	0	0	0
Total Debt Service – General Fund	0	0	7,967,451
Lottery Fund:			
Short Line Railroads	655,161	738,552	715,118
Industrial Spur – Rail	1,421,622	1,138,093	1,239,477
South Metro Commuter Rail	3,232,395	5,289,359	6,754,995
Southeast Metro Milwaukie Ext.	29,675,266	37,414,535	44,365,274
Portland Street Car	2,718,825	2,903,388	3,425,299
Port of Coos Bay Rail Link	0	0	952,777
Salem-Keizer Transit District	0	0	333,472
Connect Oregon I	10,614,718	14,777,489	17,744,899
Connect Oregon II	14,184,915	13,592,088	15,461,725
Connect Oregon III	10,112,020	9,230,485	9,739,132
Connect Oregon IV	0	2,693,004	2,750,302
Connect Oregon V	0	0	4,001,662
Connect Oregon VI	0	0	0
Bond Admin Fees	0	0	0
Total Debt Service – Lottery Fund	72,614,922	87,776,993	107,484,132

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— DEBT SERVICE and INFRASTRUCTURE BANK —

APPENDIX A

Statewide Transportation Improvement Program (STIP) Project Selection and Delivery

Oregon Department of Transportation
 2015–2017 Legislatively Adopted Program Budget
 — STIP PROJECT SELECTION AND DELIVERY —

STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM

The Statewide Transportation Improvement Program (STIP) is the state’s transportation preservation and capital improvement program. It identifies transportation projects using federal, state, and local government transportation funds. It includes projects of regional significance (projects with high public interest or air-quality impacts), regardless of funding source, and projects in the National Parks, National Forests, and Indian Reservations.

The STIP encompasses a four-year construction period based on a federal fiscal year; it is updated every two years. Typically, the first two years of the STIP contain the updated projects from the previous two years. The last two years includes the new projects that are scheduled to begin in those years.

The currently approved program covers the period of Federal Fiscal Years 2015-2018.

Calendar Year	2013	2014	2015	2016	2017	2018	2019
Federal Fiscal Year Oct 1 – Sept 30		2014	2015	2016	2017	2018	2019
State Biennium July 1 – June 30	2013 – 2015		2015-2017		2017-2019		
	2015-2018 STIP						

STIP projects are developed in accordance with the goals, policies, and guidance set forth in the Oregon Transportation Plan, ODOT’s overall policy document directing transportation investments for the state.

PROJECT DELIVERY

Highway construction involves detailed planning and engineering, often spanning several years, before construction begins. Each project in the STIP passes through several phases, which are defined below. These phases are shown as elements under the four highway construction programs: Preservation, Bridge, Modernization, and Highway Safety and Operations.

Preliminary Engineering Phase

Preliminary Engineering includes all work necessary to prepare a project for contract bidding. Initial work may include environmental research and analysis, surveying of physical features, geotechnical exploration, pavement analysis, and traffic analysis. Project leaders in charge of preliminary engineering are located in region field offices. Private-sector engineering and environmental consultants also participate. This work includes obtaining necessary permits followed by preparation of contract specifications. Community outreach is an important part of preliminary engineering . ODOT asks for input from citizens directly affected by projects.

Right-of-Way Phase

Right-of-way includes all work necessary to secure property for road construction. Steps in the right-of-way process include:

- Written creation of maps and legal descriptions
- Value determination of all of the identified rights-of-way
- Formal offers to purchase property from the landowners
- Good-faith negotiations to arrive at any needed settlements
- Payments to property owners or deposits into court, and all closing and escrow work
- Relocation of displaced people and personal property
- Condemnation proceedings (when negotiated settlements are unsuccessful)
- Title clearance certification that the state has lawfully purchased the property rights
- Possession of the property
- Removal of necessary buildings and mitigation of hazardous-materials contamination

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— STIP PROJECT SELECTION AND DELIVERY —

Construction Phase

Construction Engineering

Construction Engineering includes all work necessary to construct or build the project to its designed specifications, using appropriate construction methods and practices, while providing a safe environment for both the traveling public and workers throughout the duration of the project. During construction, it is the responsibility of the project manager and other staff to ensure that the work that occurred in the development phase materializes into reality and meets the expectations of the stakeholders.

The construction engineering phase includes costs ODOT pays during project construction. This includes project management, inspection, materials testing, surveying, construction design calculations, technical support, and office support. Project managers and regional and Salem-based Technical Services staff also are involved with aspects of the project during the construction phase. Private-sector engineering consultants also participate. Project leaders, inspectors, and other support staff continue the outreach efforts during this phase of the project with the community, homeowners, businesses, and the traveling public.

Contract Payments

Contract Payments are payments to contractors for work performed on ODOT construction projects. Generally, all state highway projects are built by private contractors and are awarded by ODOT through a competitive bidding process.

PROJECT SELECTION PROCESS

State projects in the STIP are identified and prioritized using planning processes described in in the federal transportation authorization act.

Project identification and prioritization are based primarily on system conditions, or needs. Conditions are monitored using management systems. ODOT's management systems objectively and technically identify and rank conditions and needs across the state. ODOT uses management systems for pavement, bridge, and safety programs. ODOT uses Transportation System Plans or, in the absence of Transportation System Plans, comprehensive plans and any adopted Transportation System Plans. Also, all modernization projects must be consistent with the Oregon Highway Plan policy on Major Improvements, where applicable.

ODOT regions use the project lists developed through these systems and apply localized knowledge supplemented with input from Area Commissions on Transportation, local government partners, regional partnerships, government councils, tribal governments, metropolitan planning organizations, advisory commissions, transportation stakeholders, and the public. This process results in the specific projects and their relative prioritization in the STIP.

All projects are scheduled for construction or implementation according to their priority and funding availability. Recognizing that a project may be unavoidably delayed or that actual funds

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— STIP PROJECT SELECTION AND DELIVERY —

from state and federal sources may be less than originally forecast, projects in a STIP can be moved from one year to another within the specified STIP timeframe, although projects may get delayed or cancelled from the STIP altogether.

Regionally significant local government projects in the STIP are identified and prioritized using system management data and public involvement at the local government level. ODOT is included in the process (as directed by federal law). The federal planning requirements [23 CFR 450.216] state that:

- Metropolitan Planning Organizations shall be involved on a cooperation basis for portions of the STIP affecting metropolitan planning areas.
- Indian tribal governments and the Secretary of the Interior shall be involved on a consultation basis for portions of the STIP affecting areas of the state under the jurisdiction of an Indian tribal government.
- Federal land managing agencies shall be involved on a consultation basis for portions of the program affecting areas of the state under their jurisdiction.
- Affected local officials with responsibility for transportation shall be involved on a consultation basis for the portion of the STIP in non-metropolitan areas of the state.

The STIP is updated every two years. Before final approval, it undergoes a public review process whereby comments are transferred to the Oregon Transportation Commission (OTC) and ODOT management. Programs and projects funded in the STIP reflect these public involvement efforts.

APPENDIX B

Policy Option Packages Summary

Oregon Department of Transportation
2015-2017 Legislatively Adopted Budget
Appendix B: Policy Packages Summary

	POS	FTE	Total Funds	General Fund	Other Funds	Federal Funds	Lottery Funds
#120: Capital Improvement							
Capital Improvement	0	0.00	\$ 2,000,000		2,000,000	\$	
#120 Total	0	0.00	\$ 2,000,000	\$ 0	\$ 2,000,000	\$ 0	\$ 0
#130: Capital Construction: Meacham Maint. Station							
Capital Construction	0	0.00	\$ 7,500,000	\$	\$ 7,500,000	\$	\$
#130 Total	0	0.00	\$ 7,500,000	\$ 0	\$ 7,500,000	\$ 0	\$ 0
#135: Capital Construction: South Coast Maint. Station							
Capital Construction			\$ 4,500,000	\$	\$ 4,500,000	\$	\$
#135 Total	0	0.00	\$ 4,500,000	\$ 0	\$ 4,500,000	\$ 0	\$ 0
#140: DMV Statewide Transformation Project							
Driver & Motor Vehicle Services	42	29.91	\$ 30,446,463	\$	\$ 30,446,463	\$	\$
#140 Total	42	29.91	\$ 30,446,463	\$ 0	\$ 30,446,463	\$ 0	\$ 0
#150: DMV Credit Card Debit Fee							
Driver & Motor Vehicle Services			\$ 6,326,417	\$	\$ 6,326,417	\$	\$
#150 Total	0	0.00	\$ 6,326,417	\$ 0	\$ 6,326,417	\$ 0	\$ 0
#160: Passenger Rail							
Rail			\$ 18,308,710	\$ 10,408,710	\$ 4,200,000	\$ 3,700,000	\$
#160 Total	0	0.00	\$ 18,308,710	\$ 10,408,710	\$ 4,200,000	\$ 3,700,000	\$ 0
#180: Co- Locate Placeholder							
Capital Construction			\$ 1	\$	\$ 1	\$	\$
#180 Total	0	0.00	\$ 1	\$ 0	\$ 1	\$ 0	\$ 0
#801: LFO Analyst Adjustment							
Highway Division	(2)	(2.00)	\$ 49,702,221	\$	\$ 49,702,221	\$	\$
Driver & Motor Vehicle Services	(1)	(1.00)	\$ (589,593)	\$	\$ (589,593)	\$	\$
Motor Carrier Transportation			\$ 0	\$	\$ 547,252	\$ (547,252)	\$
Transportation Program Development	(1)	(1.00)	\$ (224,106)	\$	\$ (224,106)	\$	\$
Rail	2	2.00	\$ 430,242	\$	\$ 430,242	\$	\$
Central Services Division	2	2.00	\$ 415,000	\$	\$ 415,000	\$	\$
#801 Total	0	0.00	\$ 49,733,764	\$ 0	\$ 50,281,016	\$ (547,252)	\$ 0
#802: Coos Bay Rail							
Rail			\$ 9,300,000	\$	\$ 9,300,000	\$	\$
#802 Total	0	0.00	\$ 9,300,000	\$ 0	\$ 9,300,000	\$ 0	\$ 0
#803: Program Reorganization							
Agency-wide							
#803 Total	0	0.00	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0.00
#811: Debt Service Adjustment							
Debt Service			(7,371,607)				(7,371,607)
#811 Total	0	0.00	\$ (7,371,607)	\$ 0	\$ 0	\$ 0	\$ (7,371,607)
#840: SB: 5507							
Highway Division			(945,388)		(945,388)		
Driver & Motor Vehicle Services			(176,976)		(176,976)		
Motor Carrier Transportation			(13,370)		(13,370)		
Transportation Program Development			44,861,567		44,967,743	(106,176)	
Public Transit			130,000	130,000			
Rail			10,000,000		10,000,000		
Transportation Safety			0				
Debt Service			1,354,734		1,354,734		
Central Services			(8,636,548)		(8,636,548)		
#840 Total	0	0.00	\$ 46,574,019	\$ 130,000	\$ 46,550,195	\$ (106,176)	\$ 0

Oregon Department of Transportation
2015-2017 Legislatively Adopted Budget
Appendix B: Policy Packages Summary

	POS	FTE	Total Funds	General Fund	Other Funds	Federal Funds	Lottery Funds
#850 HB 3402 & 5006							
Highway Division			735,000		735,000		
Driver & Motor Vehicle Services			248,095		248,095		
Capital Construction			35,000,000		35,000,000		
#850 Total	0	0.00	\$ 35,983,095	\$ 0	\$ 35,983,095	\$ 0	\$ 0
#070: Revenue Shortfalls							
Highway Division	(66)	(66.00)	\$ (13,693,750)	\$	\$ (13,693,750)	\$	\$
Driver & Motor Vehicle Services			\$ (2,355,420)	\$	\$ (2,355,420)	\$	\$
Motor Carrier Transportation			\$ 0	\$	\$	\$	\$
Transportation Program Development	(5)	(5.00)	\$ (1,385,449)	\$	\$ (1,381,324)	\$ (4,125)	\$
Public Transit			\$ (104,268)	\$	\$ (104,268)	\$	\$
Rail			\$ (172,707)	\$	\$ (172,707)	\$	\$
Transportation Safety			\$ (158,890)	\$	\$ (91,197)	\$ (67,693)	\$
Capital Improvements			\$ 0	\$	\$	\$	\$
Central Services Division	(11)	(11.00)	\$ (2,987,252)	\$	\$ (2,987,252)	\$	\$
#070 Total	(82)	(82.00)	\$ (20,857,736)	\$ 0.00	\$ (20,785,918)	\$ (71,818)	\$ 0
ODOT TOTAL:							
Highway Division	(68)	(68.00)	\$ 35,798,083	\$ 0	\$ 35,798,083	0	0
Driver & Motor Vehicle Services Division	41	28.91	\$ 33,898,986	\$ 0	\$ 33,898,986	0	0
Motor Carrier Transportation Division	0	0.00	\$ (13,370)	\$ 0	\$ 533,882	(547,252)	0
Transportation Program Development	(6)	(6.00)	\$ 43,252,012	\$ 0	\$ 43,362,313	(110,301)	0
Public Transit Division	0	0.00	\$ 25,732	\$ 130,000	\$ (104,268)	0	0
Rail Division	2	2.00	\$ 37,866,245	\$ 10,408,710	\$ 23,757,535	3,700,000	0
Transportation Safety Division	0	0.00	\$ (158,890)	\$ 0	\$ (91,197)	(67,693)	0
Central Services Division	(9)	(9.00)	\$ (2,572,252)	\$ 0	\$ (2,572,252)	0	0
Debt Service	0	0.00	\$ (6,016,873)	\$ 0	\$ 1,354,734	0	(7,371,607)
Capital Improvements	0	0.00	\$ 49,000,001	\$ 0	\$ 49,000,001	0	0
Total	(40)	(52.09)	\$ 191,079,674	\$ 10,538,710.00	\$ 184,937,817	\$ 2,974,754	\$ (7,371,607)

APPENDIX C

Additional Partnerships

Oregon Department of Transportation Additional Partnerships

The list below is meant to provide an overview of the many groups we work with to provide a generalized breadth of our external engagement. Listed are some examples of governor appointed committees, statewide advisory and topic committees, state agencies, academic, and many others.

The Transportation Policy Group was established by the Governor's Office, the Oregon Transportation Commission, ODOT, the League of Oregon Cities, the Association of Oregon Counties, and the Oregon MPO Consortium to discuss issues and policies of mutual concern and to work jointly on policies, programs and activities that affect transportation in Oregon.

Oregon Transportation Safety Committee (OTSC) was formed in 1969 by the Legislature as the guiding board for highway safety programs, laws, research, and outreach in Oregon. In 1991, the OTSC merged into ODOT and became an advisory committee to the OTC and the department on highway safety matters. Committee members are Governor-appointed to four-year terms. The committee's primary areas of interest include speed, impaired driving, safety belts, community programs, and driver education.

Governor's Advisory Committee on DUII (Driving Under the Influence of Intoxicants) broadly represents public and private organizations involved in DUII countermeasures, victims of intoxicated drivers, and the general public and to heighten public awareness of the seriousness of driving under the influence of intoxicants.

Governor's Advisory Committee on Motorcycle Safety focuses on rider education, riding under the influence of intoxicants, road hazards unique to motorcyclists, motorist awareness of motorcycles, sharing the road, and other safety issues. The committee works closely with ODOT to find solutions to engineering-related safety issues that affect motorcyclists. All members are Governor-appointed and serve four-year terms.

Oregon Bicycle and Pedestrian Advisory Committee (OBPAC), established by state statute in 1973, is a Governor-appointed committee that advises ODOT about bicycle and pedestrian traffic and the establishment of bikeways and walkways.

Driver Education Advisory Committee (DEAC) advises and confers on matters pertaining to the establishment of rules necessary to carry out the duties of the driver education program, reviews and updates guidelines for the operations of the Driver and Traffic Safety Educations Program and promotes the graduated driver licensing program.

Public Transportation Advisory Committee

In 2000, the OTC established the Public Transportation Advisory Committee (PTAC). The purpose of PTAC is to provide advice to OTC and PTD to assist in developing transit policies

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ADDITIONAL PARTNERSHIPS —

and programs, and to serve as a forum for discussing and identifying public transportation issues and solutions. Members provide input on public transportation issues of regional and statewide significance. The committee's membership is a diverse representation of public transportation stakeholders.

Oregon Freight Advisory Committee is to advise the ODOT, Oregon Transportation Commission and Oregon Legislature on priorities, issues, freight mobility projects and funding needs that impact freight mobility and to advocate the importance of a sound freight transportation system to the economic vitality of the State of Oregon.

Oregon State Fire Marshal's Office Urban Search and Rescue Team

The Task Force supports the interval between immediate services provided by local fire service agencies and the service of a federal USAR team. Task force objectives are to focus on training, funding, governance and partnerships supported by public-private resources.

Oregon Seismic Safety Policy and Advisory Commission (OSSPAC)

The Oregon Seismic Safety Policy Advisory Commission (OSSPAC), otherwise known as the Earthquake Commission, has the unique task of promoting earthquake awareness and preparedness through education, research, and legislation.

Oregon Emergency Response System Council (OERS)

The purpose of the Oregon Emergency Response System (OERS) is to coordinate and manage state resources in response to natural and technological emergencies and civil unrest involving multi-jurisdictional cooperation between all levels of government and the private sector.

Winter Recreation Advisory Committee (WRAC), established by the legislature in 1977 advises ODOT on matters related to the winter recreation parking location (Sno-Park) program.

Railroads ODOT works with the 26 railroads throughout the state. Oregon has two Class 1 railroads (Union Pacific Railroad and BNSF Railway) and 24 shortline railroads.

Rail Advisory Committee Advises ODOT on issues that affect rail freight and passenger facilities and services in Oregon including rail project selection for *ConnectOregon*.

Oregon Passenger Rail Leadership Council Governor Kitzhaber created a Leadership Council of primarily elected officials from the Willamette Valley to advise the Governor and the Oregon Transportation Commission on a preferred alignment for inter-city passenger rail improvements that will become a foundation for the future to make Oregon more competitive in finding funding for future projects to our freight and passenger rail service in Oregon.

Historic Columbia River Highway Advisory Committee advises ODOT and the State Parks and Recreation Department on the management of that historic roadway.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ADDITIONAL PARTNERSHIPS —

Oregon Dealer Advisory Committee (ODAC) advises ODOT on the administration of laws within the Oregon Vehicle Code that regulate new/used vehicle dealers, dismantlers, towing companies, etc.

Governor’s Re-Entry Council - The Governor created the Re-entry Council through Executive Order 07-05 as a statewide leadership group to work collaboratively on improving the success and safety of incarceration to community transition.

STATE AGENCIES

Department of Administrative Services

- Highway Cost Allocation Study
- OR-Trans
- Electronic DMV driver records

Oregon Department of Aviation

- *Connect*Oregon grants for aviation facilities
- Administrative support for ODA

Department of Agriculture

Oregon Business Development Department

- Oregon Tourism Commission
- Geographic Names Board
- Immediate Opportunity Fund

Department of Corrections

- Driver licenses and photo identification

Oregon Department of Energy

- Global Warming Commission

Department of Environmental Quality

- Vehicle registration

Department of Fish and Wildlife

- Fish Passage

Department of Forestry

- Forest Fire Response and Prevention Efforts

Department of Geology and Mineral Industries

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ADDITIONAL PARTNERSHIPS —

- LiDAR – Radar Mapping

Department of Human Services

- Transportation Coordination Workgroup

Department of Justice

- Child support enforcement
- Representation in contested cases

Oregon Judicial Department

- OJIN

Department of Land Conservation and Development

- Transportation Growth Management
- Transportation Planning Rule
- Oregon Sustainability Transportation Initiative

Oregon Parks and Recreation Department

- Revenue transfers for both the Recreational Trails Program and Parks properties being used as Rest Areas, and Parks maintaining some of ODOT’s non-interstate Rest Areas
- Archeological and Historical Data

Oregon Secretary of State

- Voter registration

Oregon State Police

- Law Enforcement Data Systems (LEDS)
- Criminal Justice Information Systems Advisory Board
- Work Zone Safety
- Truck Safety Inspections
- State Radio System

Oregon Travel Experience / Travel Information Council (TIC).

- Traveler information signs
- Historic markers
- Interstate Rest Area maintenance

Federal Highway Administration (FHWA)

The Federal Highway Administration (FHWA) supports State and local governments in the design, construction, and maintenance of the Nation’s highway system (Federal Aid Highway Program) and various federally and tribal owned lands (Federal Lands Highway Program). Through financial and technical assistance to State and local governments, the Federal

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ADDITIONAL PARTNERSHIPS —

Highway Administration is responsible for ensuring that America's roads and highways continue to be among the safest and most technologically sound in the world.

Federal Department of Homeland Security

- Driver license issuance requirements

Oregon Transit Association

The Oregon Transit Association (OTA) is a nonprofit corporation whose membership is made up of public, private for-profit, nonprofit transit agencies, and transit industry providers such as transit vehicle vendors. The purpose of the association is to assist members in the development and improvement of efficient, safe, and convenient transportation services, techniques, methods, facilities, and equipment. The PTD Administrator is a voting member of the OTA Board.

Federal Transit Administration

The Federal Transit Administration (FTA) is responsible for providing overall policy and program guidance, apportioning funds annually to states, developing and implementing financial management procedures, initiating and managing program support activities, and conducting national program review and evaluation. They too approve the STIP

Motor Carrier Transportation Advisory Committee

A group composed of representatives of organizations having an interest in motor carrier programs to maintain a high level of service to the regulated industries. These organizations include the Oregon Trucking Associations, Oregon Tow Truck Association, Oregon Refuse and Recycling Association, and various other associations who are impacted by ODOT actions and regulations. Its purpose is to confer, collaborate, advise, and advocate on motor carrier industry issues.

Federal Motor Carrier Safety Administration

ODOT enforces compliance with federal safety requirements and federal commercial driver licensing requirements.

Federal Railroad Administration

The Federal Railroad Administration (FRA) was created by the Department of Transportation Act of 1966. The purpose of FRA is to: promulgate and enforce rail safety regulations; administer railroad assistance programs; conduct research and development in support of improved railroad safety and national rail transportation policy; provide for the rehabilitation of Northeast Corridor rail passenger service; and consolidate government support of rail transportation activities. The FRA is one of ten agencies within the U.S. Department of Transportation concerned with intermodal transportation.

Federal, State and Local Road Authorities

- GIS Layers
- Traffic Counting and Crash Data

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ADDITIONAL PARTNERSHIPS —

Metropolitan Planning Organizations

There are nine federally-designated Metropolitan Planning Organizations (MPOs) in Oregon. They include the three large urban MPOs (areas greater than 200,000 in population): the Portland regional area, the Salem/Keizer area, and the Eugene/Springfield area; and the six small urban MPOs (areas between 50,000 - 200,000 in population): the Medford/Rogue Valley area, the Cities of Corvallis/Philomath, and the City of Bend. The cities of Grants Pass and surrounding areas and the City of Albany and its surrounding areas were added as a result of the 2010 census information. The bi-state MPO of Milton-Freewater and Walla-Walla was an addition for the 2010 census as well.

Special Transportation Fund Agencies

Special Transportation Fund (STF) Agencies are the 42 counties, transit districts, and Indian Tribes designated by Oregon law to receive the state's Special Transportation Funds. The STF Agencies, in coordination with local transit providers and other stakeholders, identify projects for funding with a variety of local, state, and federal funds. The STF Agencies act to oversee implementation of the local projects. STF Agencies may be transit providers, fiscal partners, and/or grant managers.

Public Transportation Providers

Public transportation providers are the delivery system of transit service in Oregon. Urban transit districts, Indian tribal governments, cities, counties, non-profit agencies, and for-profit operators such as taxi and intercity bus companies offer a wide range of transit services for general public and special needs populations. ODOT recognizes the value of for-profit transportation providers and reserves a seat on PTAC for a representative of for-profit providers.

Transportation and Growth Management Advisory Committee

TGM, a joint program between ODOT and DLCD, was created in 1993 to support local efforts to improve transportation options, boost economic vitality, and enhance the livability of communities throughout Oregon. The advisory committee, which meets quarterly, provides the oversight and direction for this program. As a non-regulatory program, participation is voluntary. Members include representation from the Governor's Office, DLCD, ODOT, local government (city and county representation), FHWA and other stakeholders.

Fleet Management Advisory Council (FMAC)

The Fleet Management Advisory Council (FMAC) assists state and local government agencies in providing safe, dependable fleet services in a cost effective, sustainable and environmentally friendly manner.

The Oregon Local Program Committee, OLPC, is a partnership between counties, cities, Oregon Department of Transportation (ODOT) and Federal Highway Administration (FHWA). The purpose of this group to improve policy, process and oversight in the delivery of the Local Federal Aid Program and other local street and road programs and projects administered through ODOT.

Oregon Department of Transportation
2015–2017 Legislatively Adopted Program Budget
— ADDITIONAL PARTNERSHIPS —

League of Oregon Cities/Association of Oregon Counties (LOC/AOC) for Local Programs and Projects

Law Enforcement / DMV Coordinating Committee -- law enforcement community

Latino Task Group -- informal group that meets to discuss issues of the Latino Community

Public Agency Network: A multi-agency group coordinated by LCOG responsible for coordinating public agency network communication needs in the Eugene area.

Public Works Departments: Training and Technical Advice for cities and counties

Portland Dispatch Center Consortium: A group that works on coordination and interoperability between emergency dispatch centers. Participants include 911 centers from Washington County, Clackamas County, City of Portland, Lake Oswego, Columbia County, Clark County (Washington), Portland Airport, ODOT and Oregon State Police.

Transport : A Portland area group for coordination and implementation of Transportation Operations related strategies and projects.

Traffic Signal Working Group (TSWG) works on common Traffic Signal issues and fosters sharing of knowledge and experience within the state.

National Committee of Uniform Traffic Control Devices (NCUTCD) is responsible for drafting the Manual of Uniform Traffic Control Devices (MUTCD). This committee sets national standards for traffic control devices.

Local Governments ODOT works with all levels of local government from individual cities and counties to regional and state wide associations.

American Association of Motor Vehicle Administrators (AAMVA) is a nonprofit organization developing model programs in motor vehicle administration, law enforcement and highway safety. The association also serves as an information clearinghouse in these areas, and acts as the international spokesman for these interests. AAMVA's programs encourage uniformity and reciprocity among the states and provinces. The association also serves as a liaison with other levels of government and the private sector.