2013–15 Presentation Document

Oregon Department of Transportation
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Budget Presentation to

Joint Ways and Means Subcommittee on Transportation and Economic Development

March 2013

Oregon Department of Transportation

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Oregon Department of Transportation

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Amtrak
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Amtrak

Agency Overview

Who we are

ODOT is an agency made up of roughly 4,500 FTE's - Dedicated and Passionate men and women who deliver transportation programs, services and projects for Oregonians.

ODOT's Mission

Provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians

Multi-faceted mission statement – We serve many masters

Achieve our Mission:

Through our eight (8) divisions: ODOT delivers programs/projects related to Oregon's system of:

Highways, roads and bridges

Planning, Program Development and Research

Railways

Public transportation services

Safety program

Driver and Vehicle Services (DMV)

Motor Carrier regulatory & business transactions

Central Services – Administration Arm

Trends

Trends affecting the Transportation System – Provider and Users alike

1. Changing demographics / Population growth

2. State Revenue

3. Federal Revenue

4. Aging Infrastructure

Our ability to meet these challenges, or at least respond as effectively as possible, depends on the way we work together to:

Change the way we do business,

Manage the transportation system – How we deliver the service

Better integrate the divisions of ODOT, Local Government and State Agencies activities, and fund a sustainable multimodal transportation system

Six Priorities emerged during the development of the budget and our policy document (OTP)

Maintain the existing transportation system to maximize the value of the assets

Optimize system capacity and safety through technology

Integrate transportation, land use, economic development and the environment

Integrate the transportation system across jurisdictions, ownership and modes

Create a sustainable funding plan for Oregon transportation

Invest strategically in capacity enhancements

What we do

Highway Division – Paul Mather

Budget $2,614,943,194 FTE 2,549.39

Four Policy Packages $457,214,785

- Maintains, preserves and modernizes over 8,000 miles of state and interstate highways
- Provides emergency repair to roads damaged by floods, mudslides, storms and crashes
- Provides leadership in transportation by implementing the Jobs and Transportation Act (i.e. Practical Design, Congestion Pricing, Environmental Streamlining)
- Work with local communities to find transportation solutions to enhance Oregon's economy
- **Three SRP policy packages and one for CRC**

Transportation Program Development – Jerri Bohard

Budget $242,284,375 FTE 224.43

Two Policy Packages $61,048,190

- Works with cities, counties and MPOs to guide and support short- and long-range transportation planning
- Program areas include STIP development, research and analysis, technical assistance, statewide and regional planning
- Awards grants in support of non-highway projects through *Connect*Oregon programs
- Ongoing work efforts include addressing policy initiatives in JTA – Least Cost Planning, Greenhouse Gas Emissions planning

Transportation Safety Division – Troy Costales

Budget $32,408,343 FTE 25.00

- Save lives and reduce costs from crashes and injuries
- Works with partners to organize, plan and implement statewide transportation safety programs
- Program areas include Teen Driver Education, Motorcycle, Ped/Bike, workzone, Youth Safety, Safe Routes to School, Impaired Driving, occupant protection, Emergency Medical Services, speed, Traffic Records, and Police Traffic Services

Driver and Motor Vehicles Services – Tom McClellan

Budget $168,758,791 FTE 818.25

- Oversee the actions and activities related to drivers and vehicles
- Promotes driver safety, protects ownership interests in vehicles, and collects revenues for Oregon's highway system
- Issues 1.5 million driver licenses, driver permits, and identification (ID) cards per biennium
- Imposes driving privilege sanctions, from court orders and administrative actions
- Issues 1.7 million titles and registers almost 2.8 million vehicles per biennium
- Licenses and regulates 3,000 vehicle-related businesses: franchise and used car dealers, vehicle appraisers and dismantlers per biennium

Rail Division – Hal Gard

Budget $62,121,010 FTE 25.00

Two Policy Packages $23,620,983

- Inspects and regulates highway-rail grade crossings to ensure safety; enforces laws relating to safety through track and equipment inspections, including those that move hazardous materials
- Oversees freight and passenger rail capital construction projects funded through a variety of state and federal programs, including *Connect*Oregon and the American Recovery and Reinvestment Act
- Provides planning and operational oversight and funding of Amtrak Cascades passenger rail service in Oregon, which is part of the federally designated high-speed Pacific Northwest Rail Corridor in partnership with the State of Washington

Public Transit Division – Hal Gard

Budget $100,239,082 FTE 16.45

Two Policy Packages $17,220,000

- Provides grants for transportation services to 120 local and regional governments and non-profit organizations
- Provides financial and technical help to small city and rural transit services, and senior and disabled transportation services; creates and supports intercity passenger services (bus and rail connections)
- Promotes the development of transportation options such as rideshare, vanpool, etc.
- Coordinates urban and local transit system planning

Motor Carrier Transportation Division – Gregg Dal Ponte

Budget $64,797,889 FTE 303.00

- Registers commercial trucks and buses (in 2011, 41,000 in-state trucks and 250,000 out-of-state trucks)
- Collects Highway Use Tax (weight-mile) and truck registration fees: estimated 2013-15 revenue is $714 million
- Conducts safety inspections of trucks and drivers (nearly 52,000 in 2012) and trucking company safety compliance reviews
- Issues oversize, overweight and other special variance permits; enforces truck size and weight laws; and operates the Green Light weigh station preclearance program, saving truckers 1.3 million hours of travel time and $152 million in the past 12 years
- Conducts weight-mile tax audits to recover unpaid taxes ($4.785 million in 2012)

Central Services – Clyde Saiki

Budget $188,550,355 FTE 493.61

- Provides administrative infrastructure that support all operations within the agency, including:
  - Director's Office and Oregon Transportation Commission
  - Communications Division
  - Budget Services
  - Internal and external audit functions
  - Financial services
  - Human resources
  - Purchasing
  - Information systems
  - Office of Civil Rights
  - Employee Safety

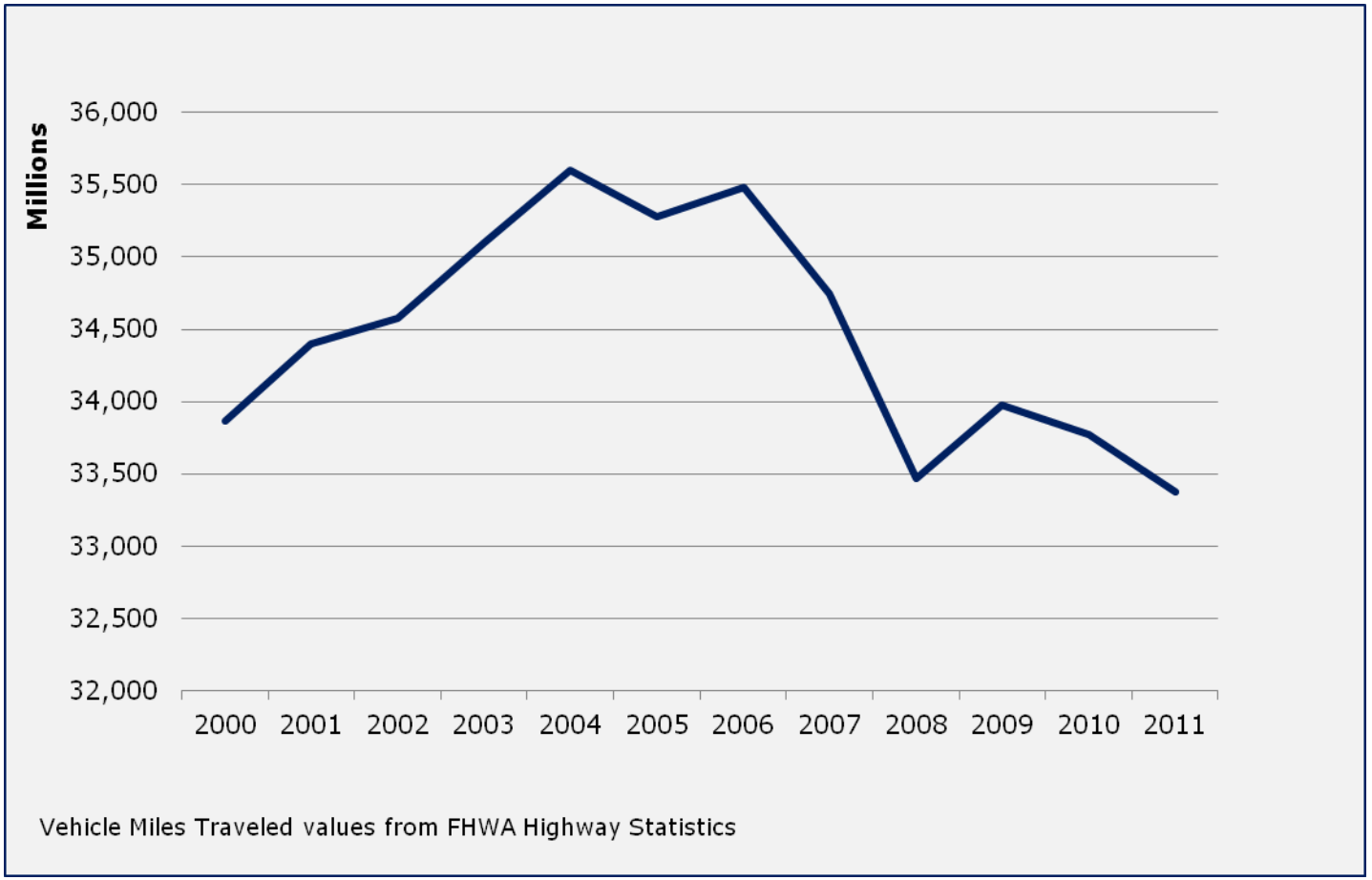
Actions to contain costs

I have touched upon the fiscal realities we face as an agency.

- State Revenues flattening
- Inflationary bite diminishing purchasing power
- Debt Service payments – rigidity to cash flow
- Federal funding uncertainty – Oct 2014 ($12 – $15 Billion Gap)
- Cost of Doing Business continues to grow (Personal Services Costs)

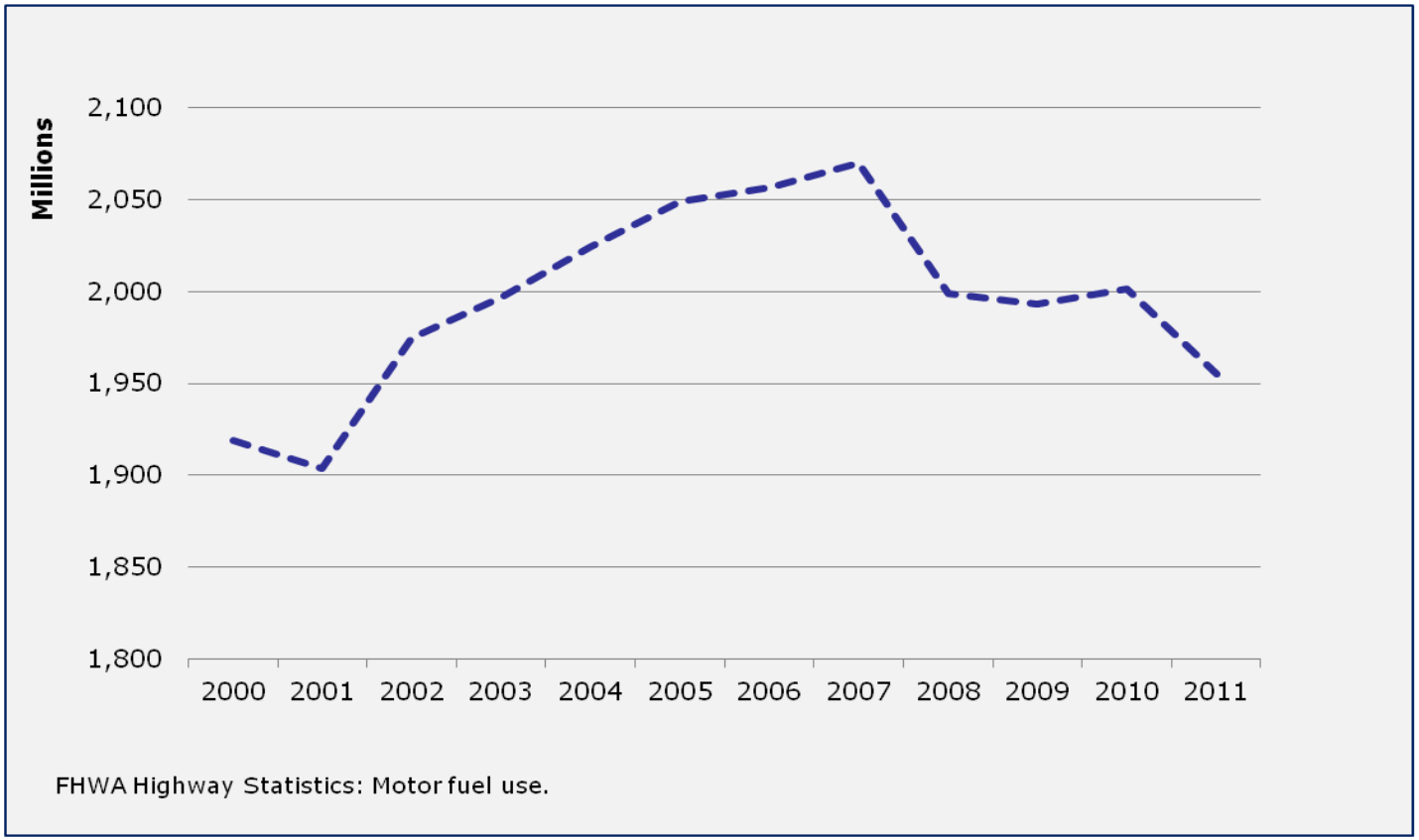
Oregon Statewide VMT

Vehicle miles of travel as a statewide system over time:



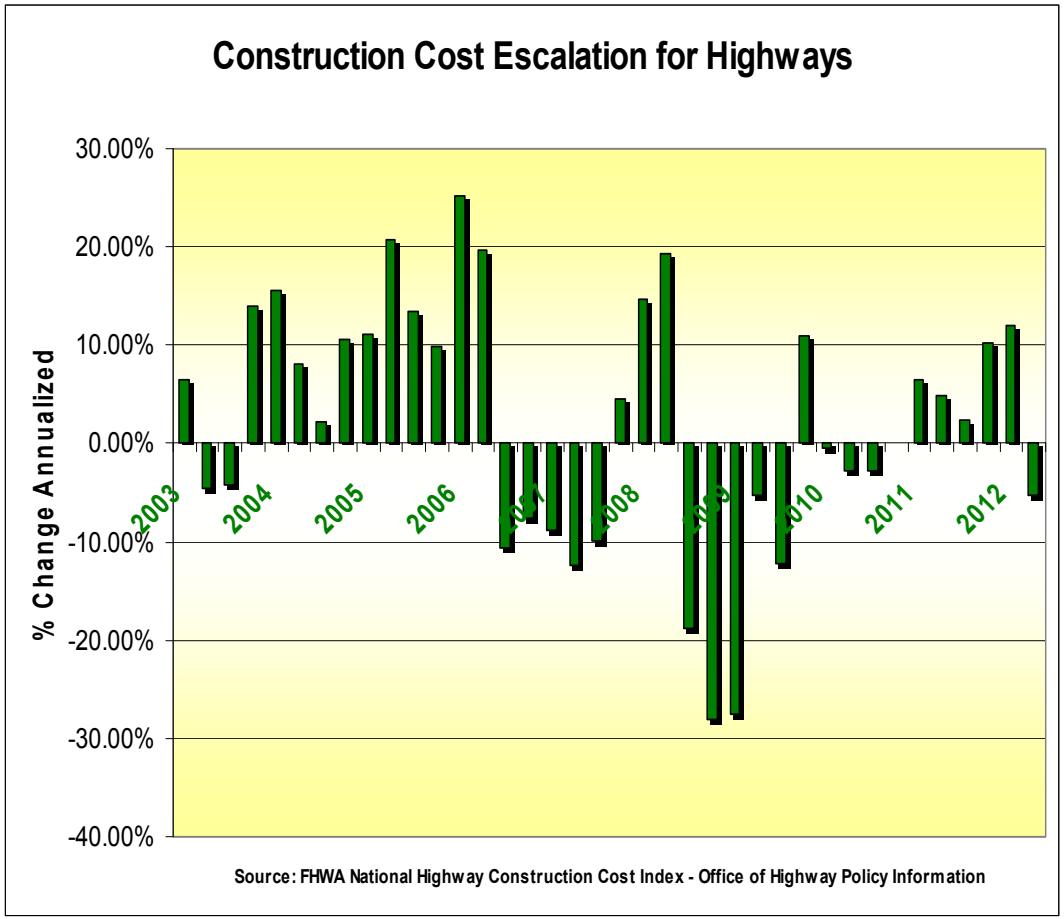
Oregon Fuel Consumption

Motor Fuel in Gallons:



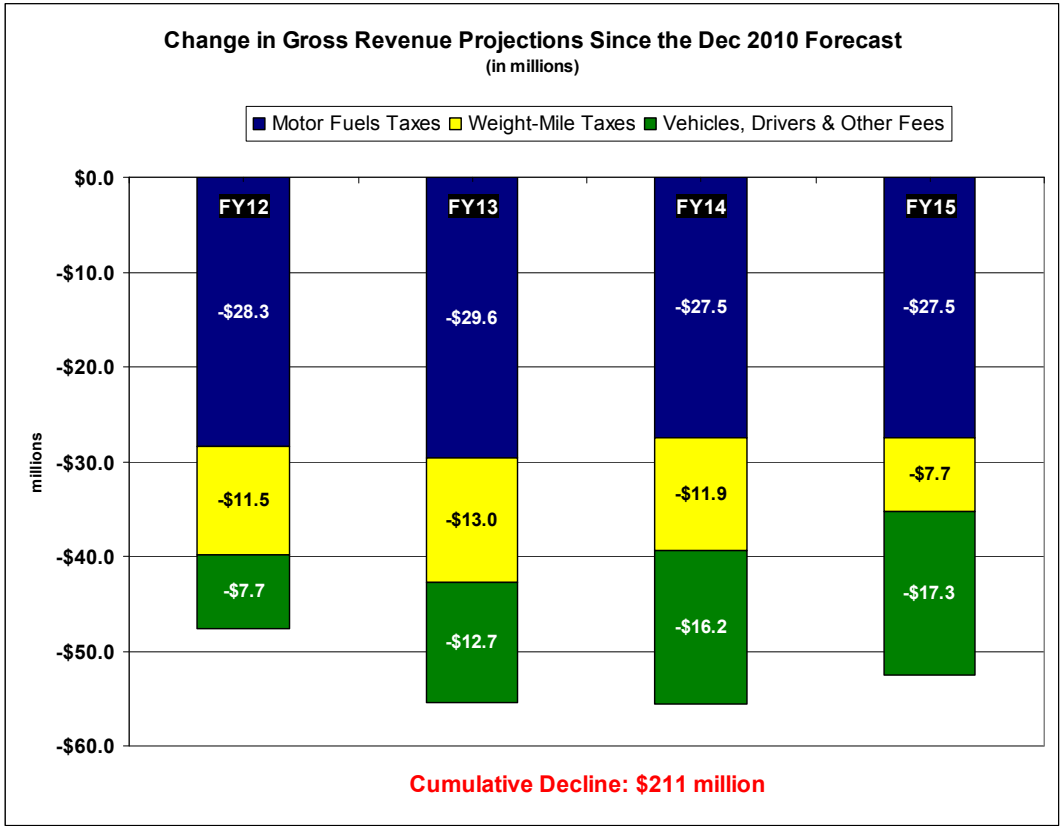
Declining Purchasing power

- Covers all materials inputs and construction services
- Pronounced volatility
- Highly uncertain going forward
- A 15 % decline purchasing power in the net since 2003

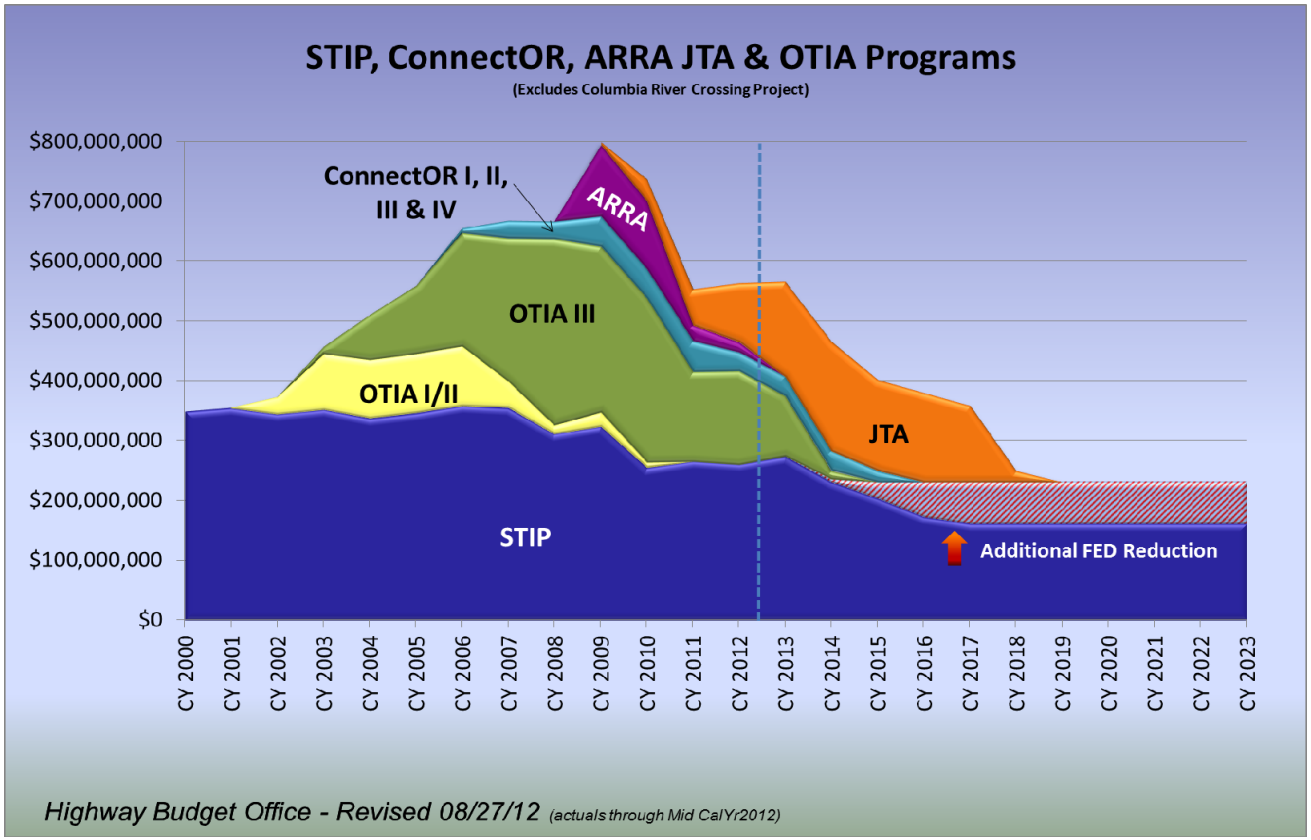


Change Since Prior Forecast

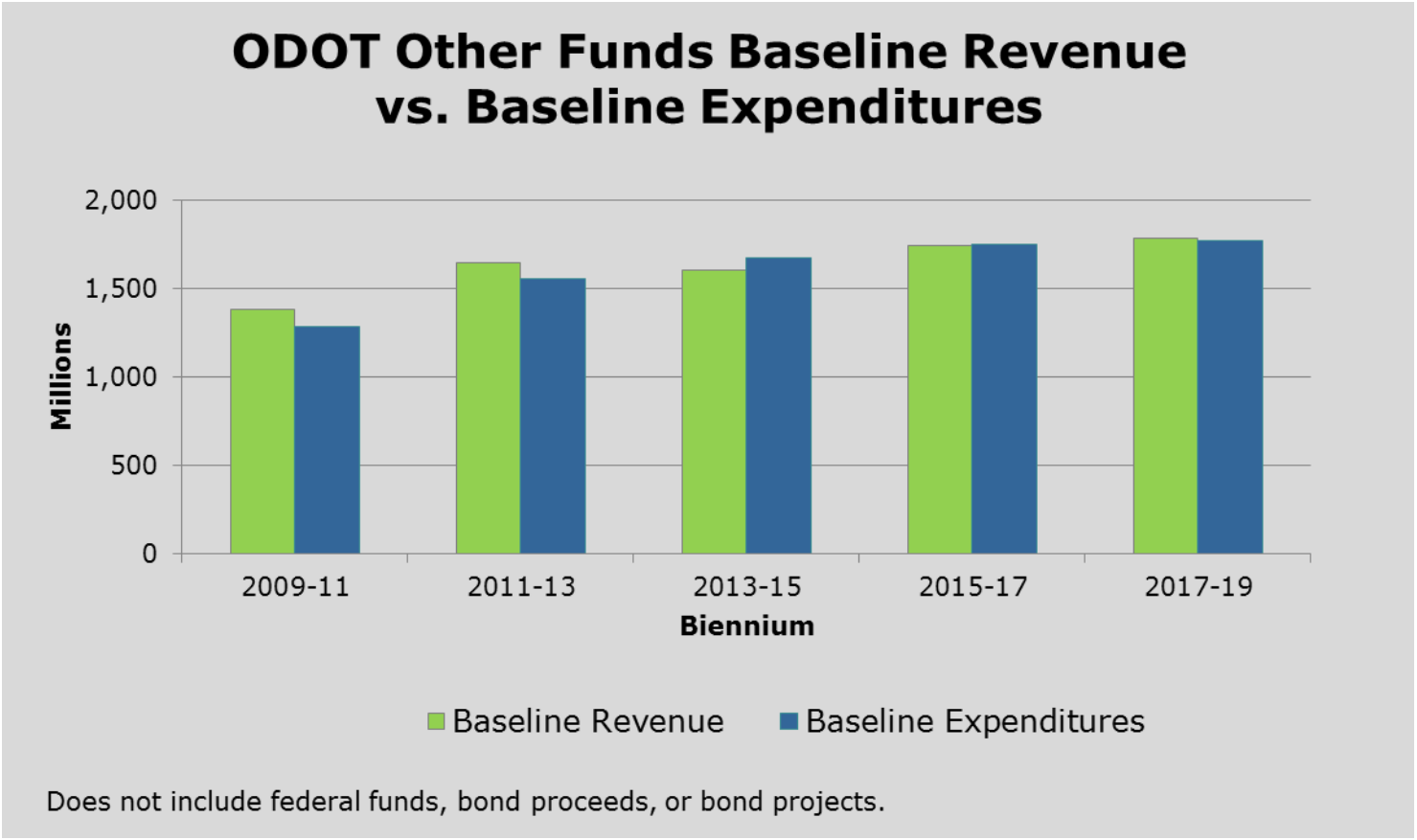
- Erosion uniformly across all major components
- Averages about -$50 million per year
- Cumulatively amounts to $211 million for the two biennia



Delivering Highway Projects -- Sustaining jobs, preserving the highway system, investing in the future

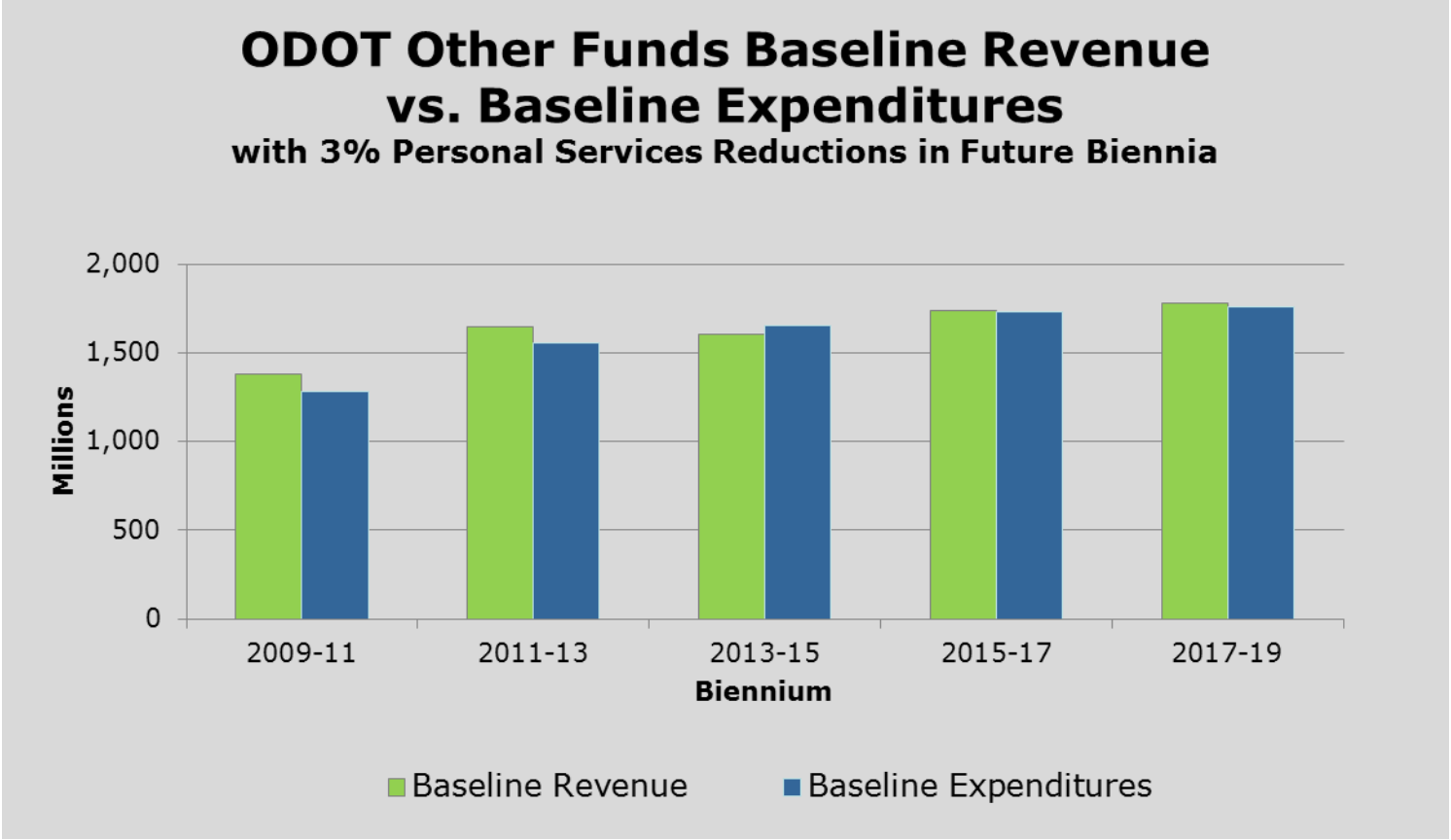


ODOT Other funds Forecast – Baseline



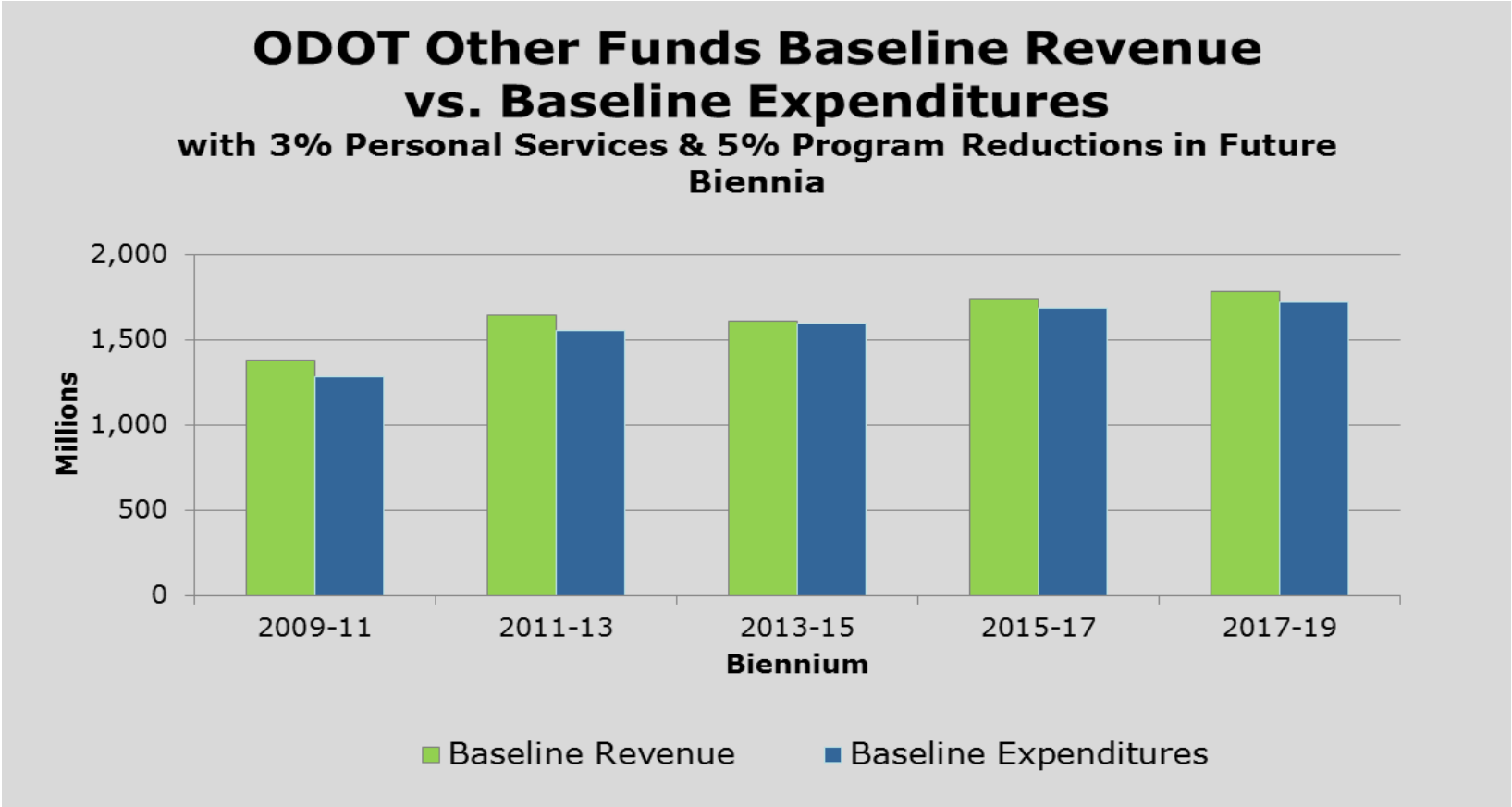
Reduction Option 1 – 3%

3% reduction to personal services in future biennia.



Reduction Option 2

3% reduction to personal services and 5% of total program in future biennia.



Actions to contain costs

Reducing the footprint of the agency

2% Reduction of 94 Positions Dec. 2012

3% Reduction of 136 Positions by Dec. 2014

HB 4131 - 10:1 by November 2012

ODOT has met the requirements

Eliminated 11 positions

Converted 26 positions

ODOT will meet the 11:1 target by the November 2013 deadline

Conclusion

Unprecedented fiscal challenges – Rightsizing / agency footprint

Integration of programs – Active Transportation

Integration of Division Resources – Multimodal Direction

Strategic Capacity Investment – CRC / *Connect*Oregon

Sustainable Funding – (Mileage Based Charge)

Program Description

The Highway Division plays an essential role in Oregon's economy by designing, building, maintaining, and preserving quality highways, bridges, and related system components. The division operates and maintains more than 8,000 miles of highways, including about 3,750 miles on the National Highway System. Oregon's economy and core industries—including agriculture, timber, tourism, and technology—all depend on a sound highway system.

The highway system itself is very diverse, ranging from six-lane, limited-access freeways with metered entrances in the Portland area, to a gravel highway in central Oregon. Many state highways are built to support alternate modes of travel, especially heavily traveled routes and urban-area highways. Special features include bicycle and walking paths, transit stops, park-and-ride lots, bus pullouts and shelters. Intercity buses, transit buses and vans, carpools, motorcycles, bicycles, and pedestrians also use highways. And electric, gas, telephone, and other utilities use highway rights-of-way.

The Highway Division derives its mission and activities from policies developed under the direction of the Oregon Transportation Commission. A key implementation document is the Statewide Transportation Improvement Program (STIP), a project funding and scheduling document developed through a planning process that involves local and regional governments, transportation agencies, and citizens. It is updated every two years through a public hearing process. ODOT is responsible for delivering STIP projects on the state highway system that are funded by traditional sources, as well as Oregon Transportation Investment Act (OTIA) and Jobs and Transportation Act (JTA) projects with specific funding established by the legislature.

The Highway Division is administered through ODOT's five regional offices and the headquarters office. The Highway Division consists of two major program areas: Maintenance and Construction. Approximately $0.83 of every dollar spent in the Highway program's $2.5 billion biennial budget is paid to the private sector for highway design, construction and maintenance, making the program one of Oregon's largest providers of living wage jobs. During the current biennium, the Highway Division is embracing the Intermodal Oregon direction that the Governor and ODOT have undertaken to make ODOT a transportation department that meets the increasing demands of alternative modal choices for Oregonians.

Highway Maintenance

Highway maintenance includes the daily activities of maintaining and repairing 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 signals), but generally does not include road reconstruction. Maintenance activities include: surface and shoulder repair, drainage, roadside vegetation control, snow and ice removal, bridge maintenance, traffic services, and emergency repairs.

There are two types of general highway maintenance functions: reactive and proactive.

- Reactive - If it breaks, fix it. These activities usually fix an existing problem or concern. This type of highway maintenance is incident-driven. Patching a pothole would be an example of a reactive activity.
- Proactive - Spend now to save later. These activities include inspection, upkeep or restoration to prevent problems or damage to highways or other highway-related infrastructure and to reduce life cycle costs. This type of highway maintenance considers cost versus benefit. A proactive activity may be to apply a chip-seal over a pavement in fair condition, extending the life of the pavement for a few more years.

Highway maintenance also includes maintaining the buildings and equipment ODOT employees use. 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 Construction

Highway construction includes projects to repair, reconstruct, replace, or add new highway features. These projects are accomplished through construction contracts with the private sector, and are the most visible on the highway system because they last from a few months to several years from inception to completion. The construction programs make up the majority of the Highway Division budget. The program areas include:

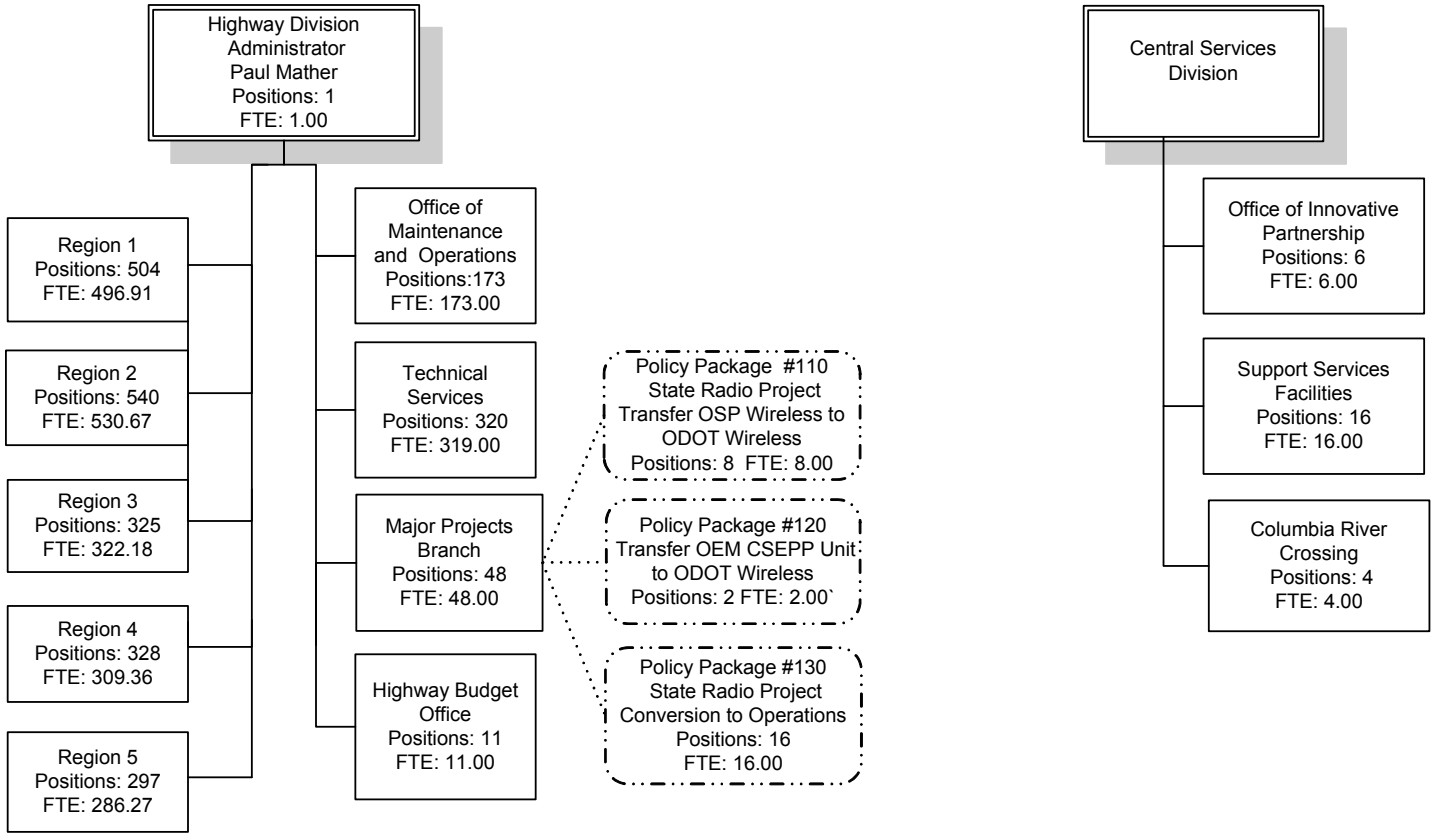
- **Preservation** – The Preservation program rehabilitates existing surfaces and extends the useful life of a road without increasing its capacity.
- **Modernization** – The Modernization program funds capital construction projects that add capacity to the system, either by adding lanes or building new facilities, such as bypasses.
- **Bridge** – The Bridge program preserves more than 2,700 bridges, tunnels and large culverts on the state highway system and inspects all 6,700 state and local bridges on the National Bridge Inventory.
- **Safety and Operations** – The Safety and Operations program is made up of two separate program areas:
    - The Safety program applies cost-effective measures to reduce the number and severity of crashes where the most serious crashes occur.
    - The Operations program relies on emerging strategies and technology-based tools to increase system efficiency, increase safety, and manage congestion. This program includes the Traffic Operations Centers, the Incident Response program, TripCheck.com and the Variable Speed Sign program.

- **Highway Special Programs** – The Highway Special Programs is composed of new innovation, specific construction projects, such as Bicycle/Pedestrian projects, and construction project support including standard design specifications and quality control efforts.
- **Local Government program** – The Local Government program helps ODOT meet a federal responsibility to administer all federal funds supporting highway construction in Oregon by including all local expenditures related to federal highway programs within this program area.

Organization

Positions: 2,573
Total with Packages: 2,599

FTE: 2,523.39
Total with Packages: 2,549.39



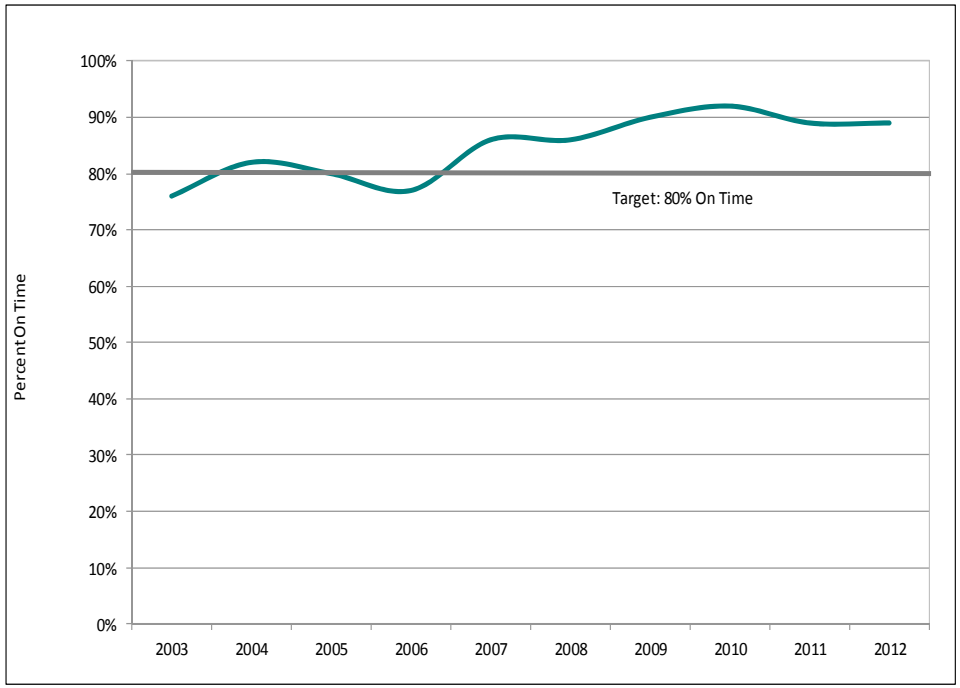
Performance and Other Outcome Measures

The Highway Division has held Quarterly Business Review (QBR) meetings over this current biennium. During these reviews, a number of internal measures are discussed to gauge the performance of the division as a whole. These internal measures look at different aspects of the division, including Project Delivery measures, Maintenance and Operations measures and division-wide Human Resource measures.

Some of the highlights include the following Key Performance measures that the Highway Division uses to help monitor timeliness of projects going to construction and being on budget.

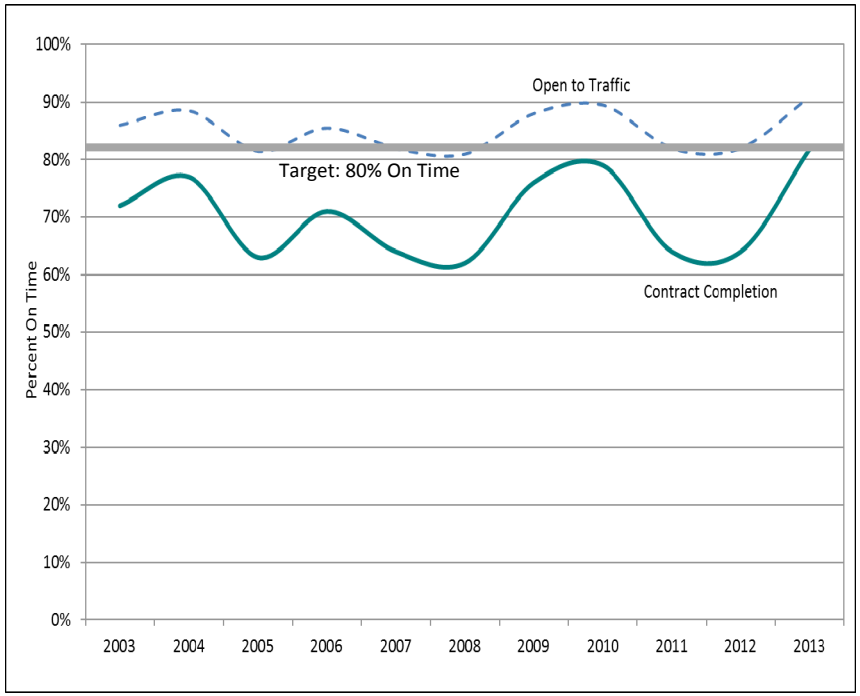
Projects Going to Construction On Time

675 total projects



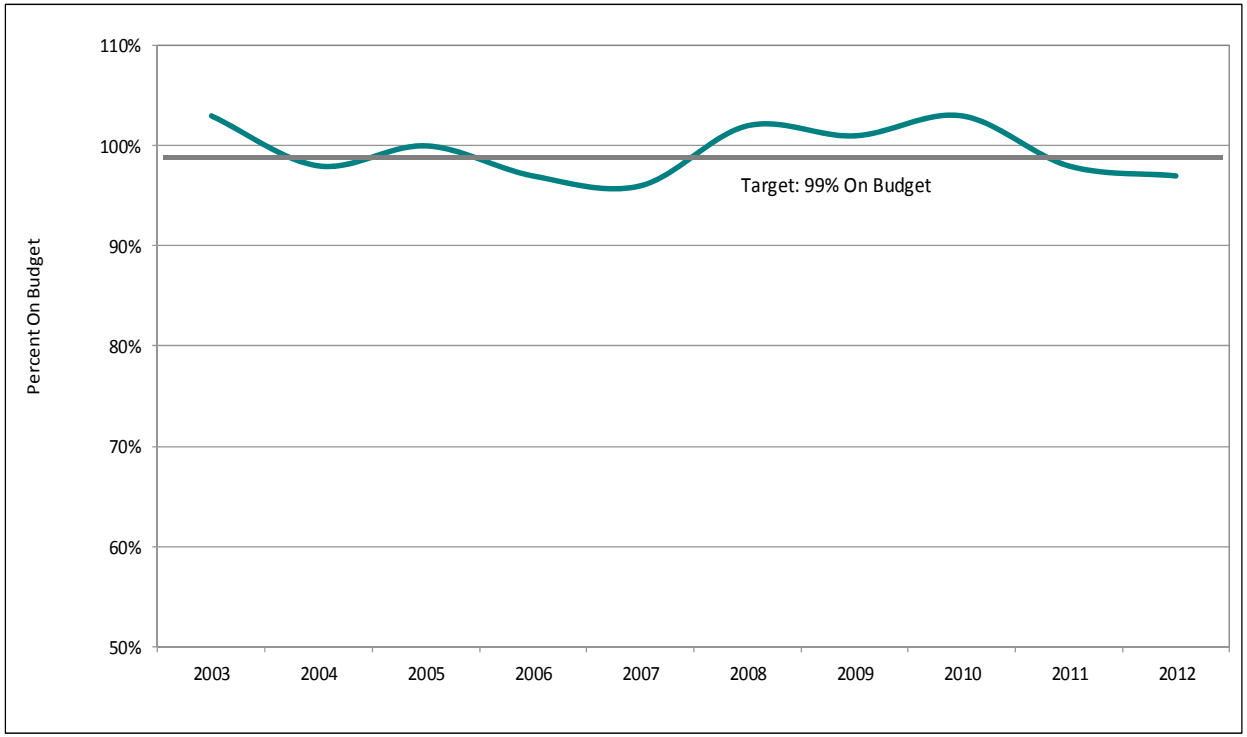
Projects Completed On Time

836 total projects

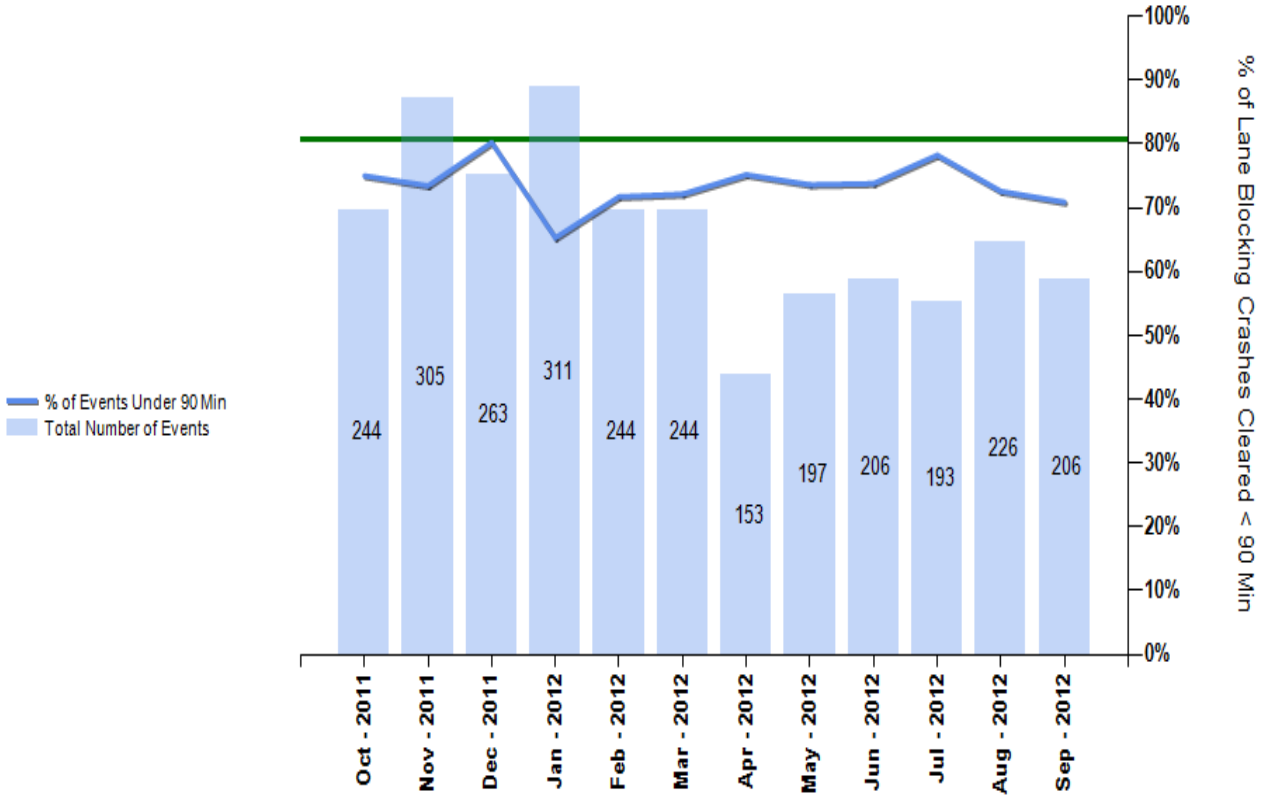


Projects On Budget

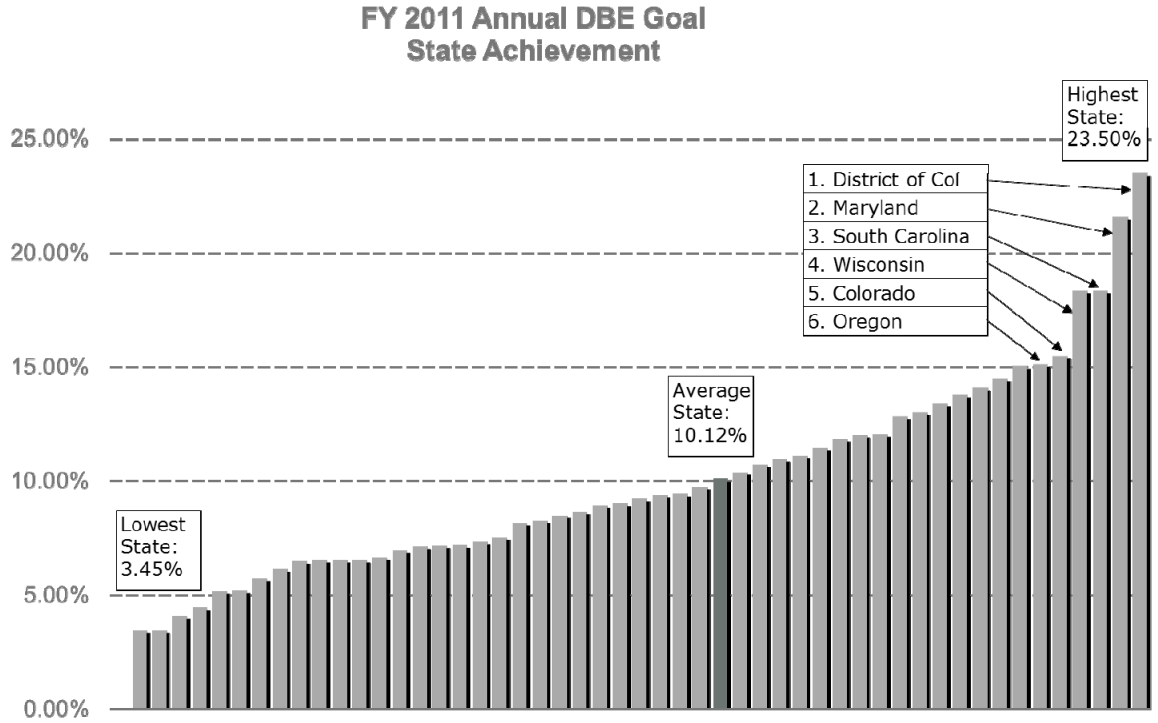
795 total projects $24,614,423 (1%) under budget total



The following graph is a new measure that displays roadway clearance duration. This measure allows the division to evaluate how long it takes to clear all lanes when a crash blocks lanes. Many of these crashes, including all fatal crashes, require coordination with State Police. Many of these crashes are cleared within 90 minutes.



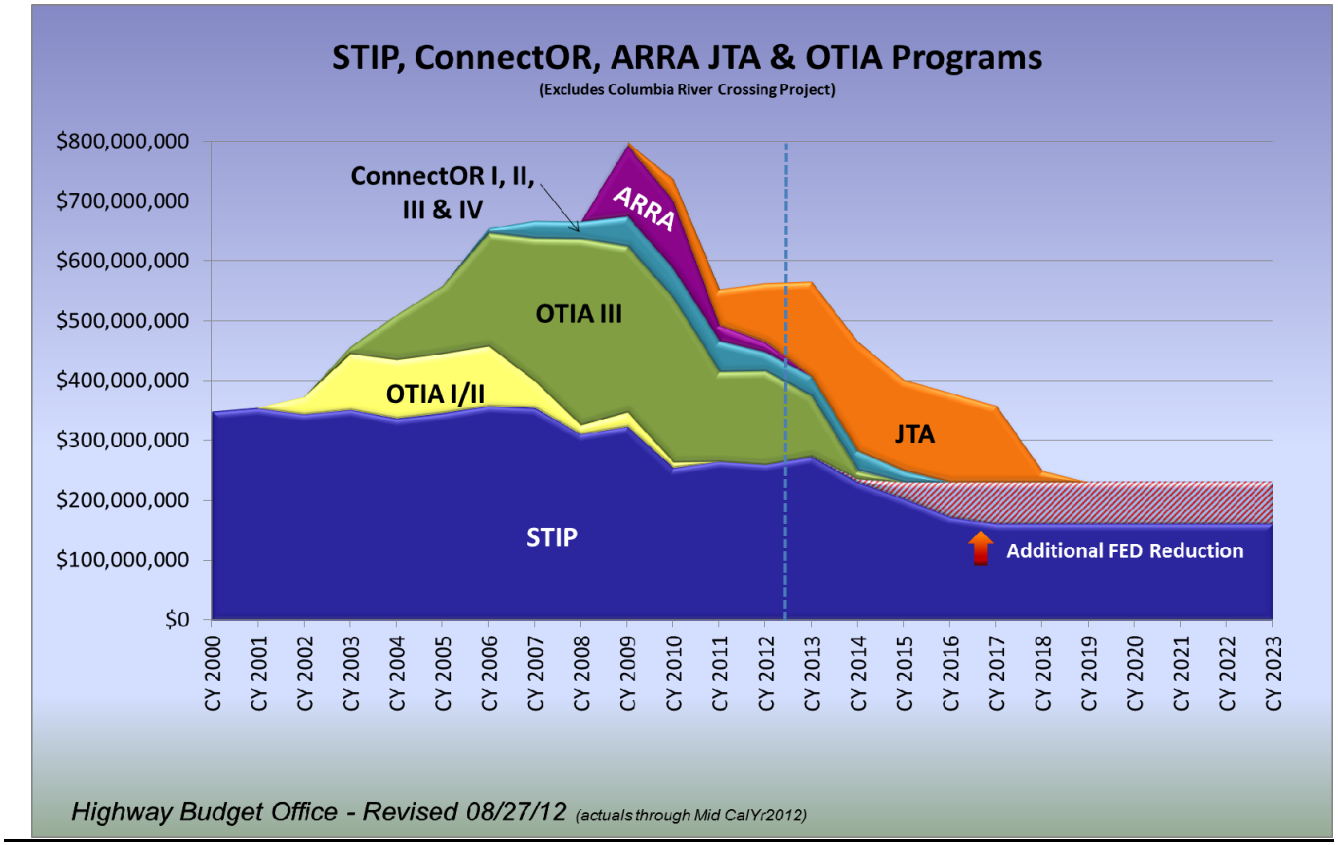
The following graph shows how Oregon compares to the rest of the states in meeting DBE goals for projects. These graphs help us monitor the relationships we maintain with Small Business and Minority contractors.

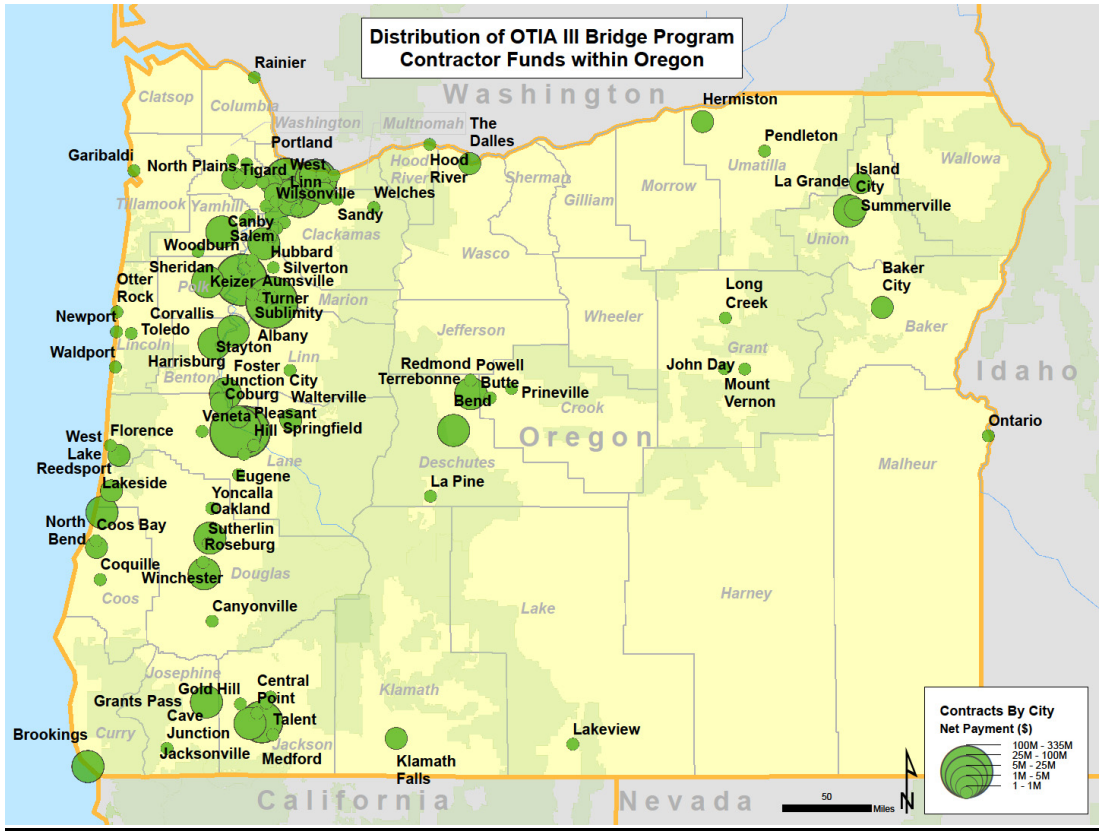


These quarterly reviews of the business allow the Highway Division to see trends developing so we can see how our actions are having a positive effect and also take action to improve performance.

Accomplishments

Delivering Highway Projects -- Sustaining jobs, preserving the highway system, investing in the future.





The OTIA III Bridge Program was enacted 10 years ago. By the end of this calendar year, all but one project will be open to traffic. (Interstate 5: Willamette River Bridges in Eugene/Springfield is expected to be open to traffic before the end of 2013.) The Interstate 84 Sandy River Bridge will be complete in 2014, concluding the nearly $1.3 billion program on time and within budget. To date, 86 percent of contracts were awarded to Oregon-based firms, creating and keeping jobs here in Oregon. As of December 2012, the bridge program has won 32 awards from organizations such as the International Roads Federation, the American Public Works Association and the American Association of State Highway and Transportation Officials for everything from quality management, to innovative environmental programmatic permitting, to outstanding project delivery.

With the addition of the Jobs and Transportation Act (JTA) projects, ODOT is looking at a peak year for construction activities. Some examples of JTA projects that are or will be underway within this next couple of years are Interstate 5 at Woodburn Interchange, phases of State Highway 99W: Newberg-Dundee Bypass, Interstate 5 at the Fern Valley Road Interchange and the OR 212: Sunrise Corridor Project.

The delivery of the OTIA and JTA work is in addition to the regular, ongoing projects in the Statewide Transportation Improvement Program (STIP). ODOT has and will continue to delivery these programs with no additional ODOT resources. Instead, ODOT has increased the amount of outsourcing for construction project design from 30% to roughly 70%. As both of these programs are successfully delivered, ODOT will return back to the original 30% outsourcing model.

In addition to creating jobs directly through construction, these efforts preserve the public's investment in its highway system and improve the flow of commerce throughout the state, translating into new family wage jobs and more dollars for Oregon's economy. A safe, vibrant and efficient highway system is critical to ensuring Oregon's growing role in the global marketplace.

Being Fiscally Responsible – Ensuring public funds and assets are used wisely.

The Highway Division construction program is delivered with a critical eye toward schedule and budget. As each contract for a project being constructed is awarded, the Oregon Transportation Commission (OTC) authorizes a specific amount to complete the project. The current performance measure shows ODOT at 99%.

The OTIA III Bridge program will be on time and on budget.

The Highway Division has also implemented asset management practices that allow aggressive management of property owned by the department. By placing property that is no longer needed for road projects into the real estate market, ODOT not only realizes additional funds, but returns property to local tax rolls.

Responding to Catastrophic Events -- Re-opening roadways impacted by natural events.

While managing project delivery represents the largest portion of Highway Division expenditures, keeping roads available for travel is its most visible function. From relatively common weather events that impact travel over mountain passes during the winter to major wind and rain events that close entire highways, the Highway Division responds quickly to restore options for travelers and ensure that businesses can remain open. In January and March 2012, Oregon experienced major storm events that forced many motorists off the

roads. ODOT maintenance workers spent many hours making the roads safe for the traveling public. Estimates put the total damage around $9.5 million statewide.

Keeping Oregon's Economy Moving -- While carrying out an unprecedented number of projects.

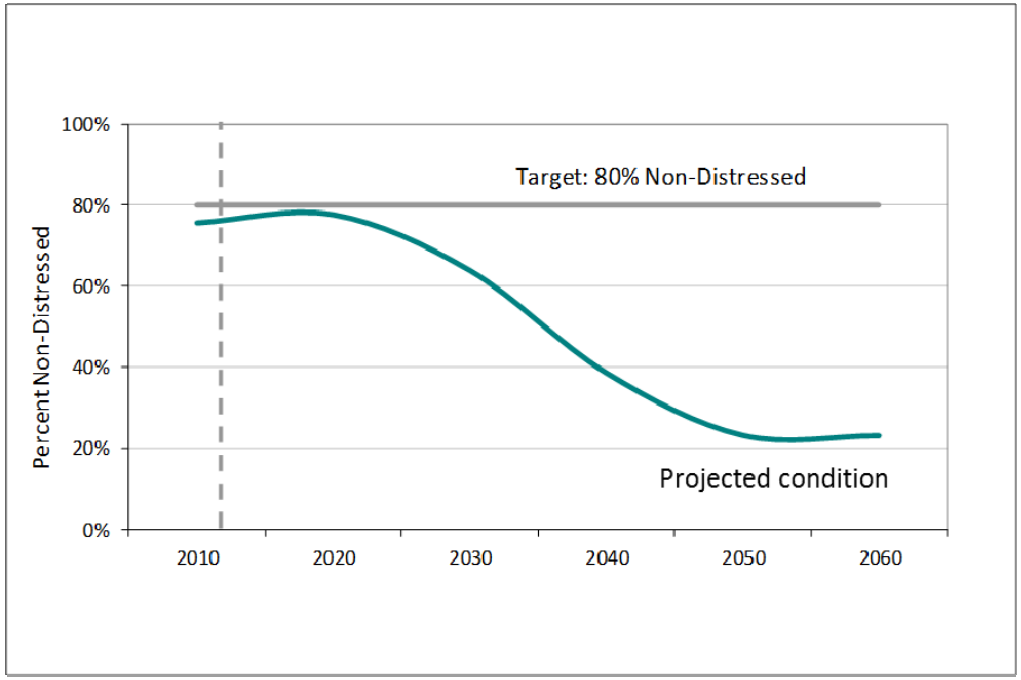
ODOT's statewide traffic mobility program focuses on maintaining the flow of traffic throughout the state while Oregon experiences the highest level of road construction ever. To ensure this continued traffic flow, ODOT created a structure to coordinate construction and mobility issues and resolve potential conflicts faster. ODOT collaborated with various stakeholders, including the trucking industry, to develop mutually beneficial project staging and schedule solutions. Delay threshold limits in key highway corridors and the use of innovative technology minimize construction-related vehicle delays.

Oregon is seen nationally as a leader in mobility management. Continued emphasis, teamwork and support in this area will support a strong economy in the short term and long term, keep people and goods moving safely and efficiently, and reduce the negative impacts of travel delays and detours.

Major Budget Drivers, Issues and Environmental Factors

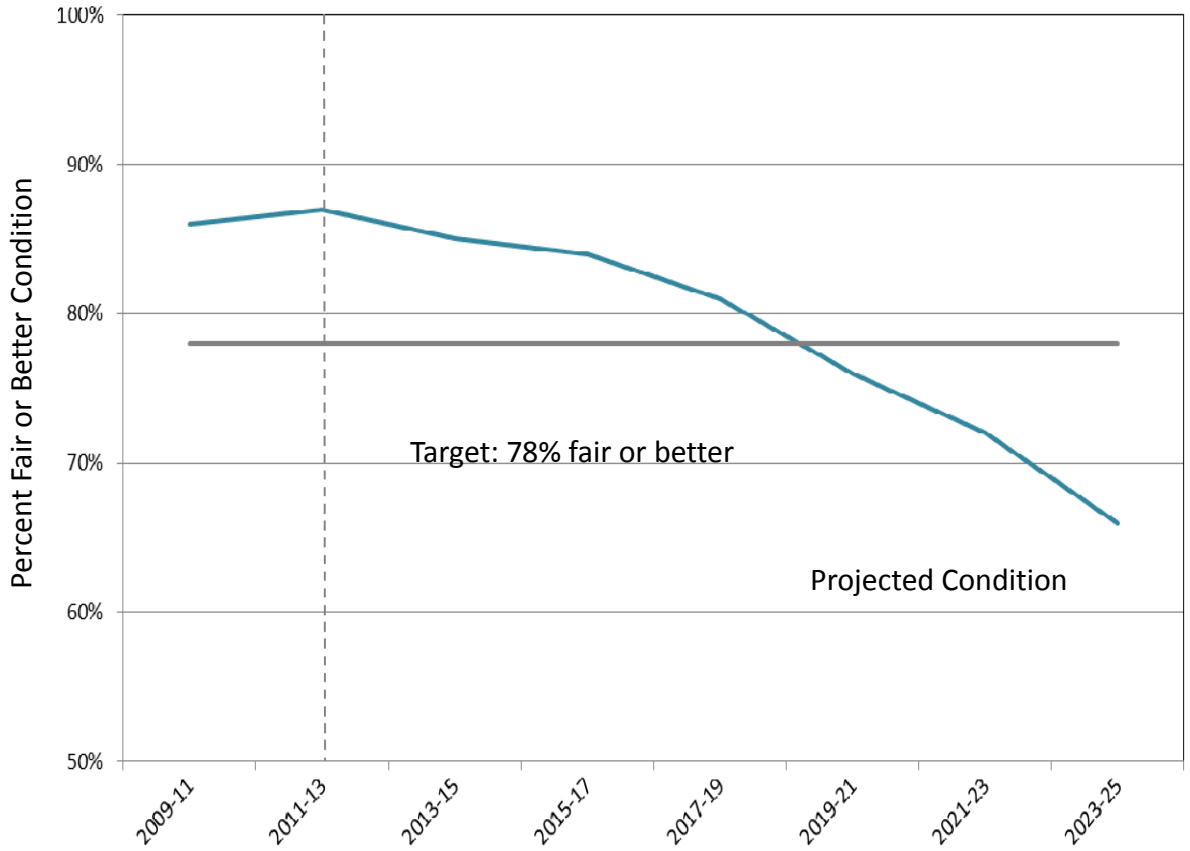
- Since 2002, Oregon has seen a general downward trend in Vehicle Miles Traveled (VMT). In addition to this downward trend of people driving fewer miles, we as citizens are also choosing to switch into more fuel efficient vehicles. These trends are reflected in a flattening of the state fuels tax receipts which in turn means less revenue for ODOT to pay for increased costs of labor, equipment and materials.
- The 2009 Legislature approved the Jobs and Transportation Act (JTA), which provides $960.3 million for mainly modernization projects. The approved list of statewide projects will help modernize the transportation system for both ODOT and local governments. JTA provided $840 million in bonding authority and the remaining funds were to be collected from increased revenue fees. Unfortunately, actual revenues are coming in about 9% less than the assumptions made in 2009. The JTA projects will still be delivered but the unfunded gap between the revenue assumptions and the actual revenues collected will come from reductions in other areas of ODOT.
- Oregon's highway infrastructure—including bridges, pavement and traffic control systems—continues to age, and therefore requires more maintenance and a growing share of ODOT's revenue. As the infrastructure ages, it becomes increasingly difficult to keep pace with growing costs. The condition ratings for bridges and pavement will continue to decline for the foreseeable future assuming current funding levels.

- Bridge conditions which are currently above 75% non-distressed, will have a slight increase to 80% by 2020 due to the one time OTIA III funding and the current funding levels committed to the bridge program. But after 2020, bridge conditions are projected to decline to 65% by 2030 and by 2050 will be below 25%. This trend will cause ODOT to focus more on bridge repair and less on bridge replacement.



- Pavement Conditions which are currently above 80% Fair or better are projected to drop below 75% by 2021 and will drop below 70% by 2025

Projected Pavement Condition

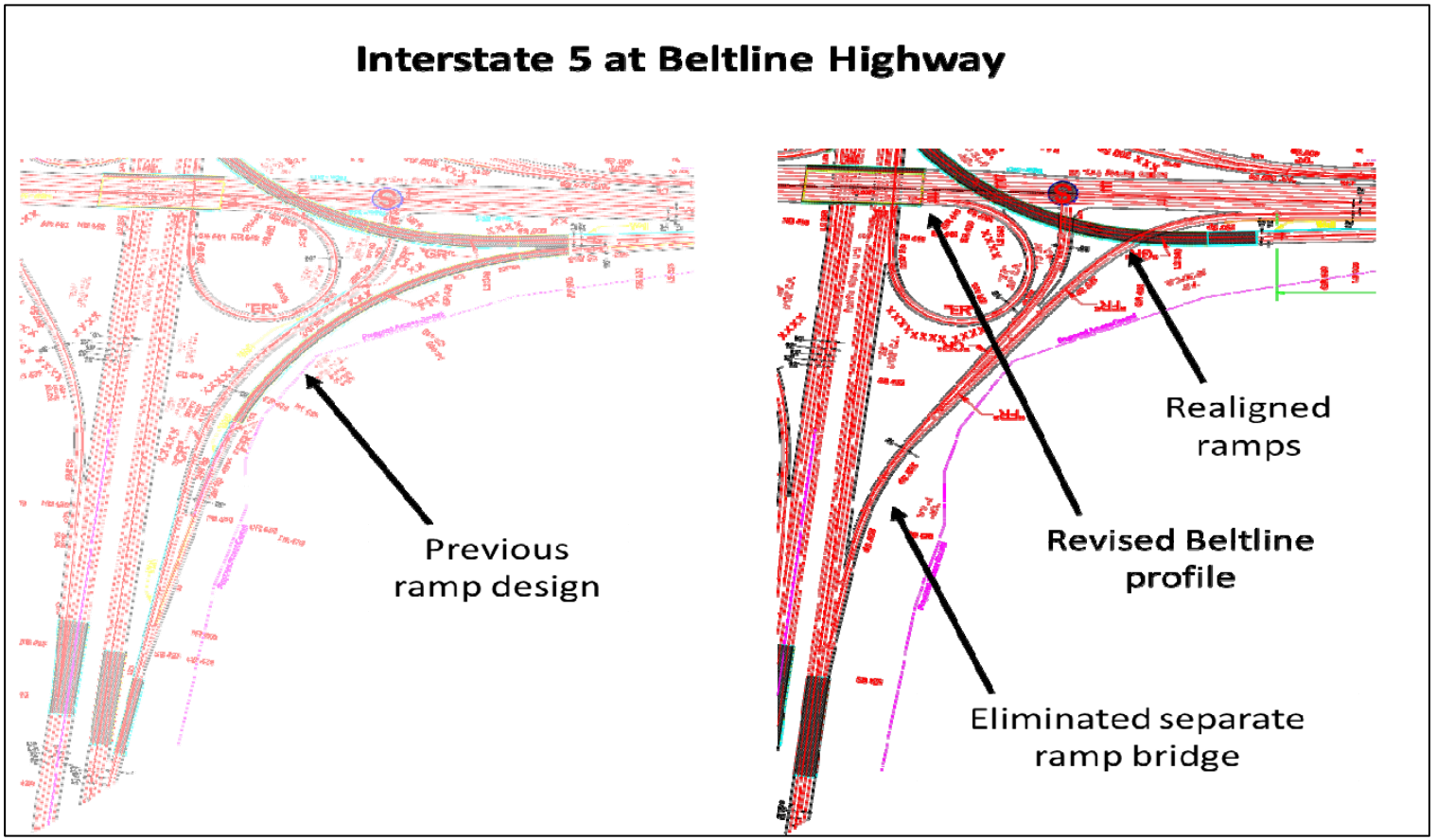


- State revenues (fuel taxes, weight-mile taxes and registration fees) have not kept pace with Highway Division program costs. Inflation reduces the buying power of ODOT's share of the Highway Fund by approximately $14 million a year. Increasing costs have driven up expenditures in four main areas:
    - Personnel Costs due to medical and retirement increases
    - Fuel costs for ODOT maintenance vehicles
    - Electrical costs for traffic signals and illumination
    - Materials such as asphalt and concrete
- ODOT will continue to maximize all federal funds available to the department. ODOT has always obligated all federal funds. State funds are needed to match these federal funds. Future federal revenue levels are not known but are expected to decrease.
- Debt Service on the OTIA and JTA programs continues to grow at a rate faster than inflation, now comprising almost 25 percent of all state revenues.
- Oregon is expected to grow by 1.2 million people by 2020. Seventy-two percent of this growth will occur in the Willamette Valley, from Portland to Eugene. Growth places additional stress on already crowded highways and bridges. This causes safety concerns for drivers, as well as for highway employees and contractors in work zones.
- Oregon's population is aging. Ensuring mobility for older citizens requires creative transportation solutions, such as more visible pavement markings, traffic signals, and signing.
- Other factors that will impact funds available for highways include the effect on revenues attributable to higher gas prices, State Radio Project (SRP) expenditures, electric vehicles, federal fund allocations, and transfers to other agencies

Containing Costs and Improving Program Delivery

The Highway Division has embarked on a series of reduction exercises in order to both reduce the footprint of the division and to gain efficiencies. These reductions include eliminating more than 200 positions, more than 250 pieces of equipment and some planned closures of facilities. Most of these actions are being accomplished by attrition, surplusing older fleet equipment and consolidating facilities where possible. Other streamlining efforts are being made on the environmental front by working with our federal, state and local partners to gain efficiencies. Additionally, the Highway Division is working with Regional Solution Centers to determine the best way to coordinate efforts at the local level.

The Highway Division employs Practical Design strategy in its project delivery. This strategy considers safety, economic development, communities, the environment, the overall transportation system and cost. The goal of Practical Design is to direct available dollars toward activities and projects that optimize the highway system as a whole, develop solutions that address the purpose and need identified for each project, design projects that make the system better, and address changing needs and/or maintain current functionality. Practical Design optimizes the overall transportation system in Oregon. The graphic below is an example of where practical design was able to save roughly $20 million.



The Intelligent Transportation Systems (ITS) is the application of advanced communication and computer technology to address transportation problems. ODOT's ITS unit implements technology solutions that improve traffic safety and mobility, including ramp meters, variable message signs and speed warning signs, social media tools such as Twitter, and traveler information systems such as Tripcheck.com, and the 511 Road Information system.

Policy Packages

The Highway Division's 2013-2015 Governor's Balanced Budget includes the following Policy Option packages:

#070	**Revenue Shortfalls**	**($8,898,257)**	**(55) Positions**	**(52.02) FTE**

Adjustment equal to 2% Personal Services 2011-13 LAB Budget

#092	**PERS Taxation Policy**	**($1,230,509)**	**0 Positions**	**0.00 FTE**

This package represents a policy change to limit tax relief to only PERS retirees who are Oregon residents. Non-resident retirees will no longer receive the tax relief benefit.

#093	**Other PERS Adjustment**	**($9,832,354)**	**0 Positions**	**0.00 FTE**

This package supports policy changes that reduce the PERS employer rate due to a limit on the cost of living increases paid to retirees.

#110	**SRP / OSP**	**$2,572,821**	**8 Positions**	**8.00 FTE**

The purpose of this policy option package is to combine the Oregon State Police (OSP) Wireless Unit and the ODOT Wireless Unit into one organization, which will streamline management and budget for the ongoing operations and maintenance of the radio system. Part of the implementation plan for the new State Radio Project is to consolidate these two units into a single, seamless unit serving ODOT, OSP and their emergency communications partners.

#120	**OEM Transfer**	**$648,250**	**2 Positions**	**2.00 FTE**

The purpose of this policy option package is to create two permanent positions to operate and maintain the communications network established as part of the Chemical Stockpile Emergency Preparedness Program (CSEPP).

#130	SRP Conversion	$3,993,714	16 Positions	16.00 FTE

This policy option package addresses the funding and permanent FTE necessary to support the State Radio Project once completed, expected by mid-2014. The complexity of the new radio system will require more technical and administrative support than the ODOT/OSP Wireless Section has available in current staffing.

#150	Columbia River Crossing	$450,000,000	0 Positions	0.00 FTE

This policy option package is associated with the CRC legislative concept. The legislative concept is a placeholder for a measure to finance Oregon's portion of the Columbia River Crossing project.

Revenue Sources

There are three main revenue sources for the Highway programs, State, Federal, and Local. The majority of the Federal funds available for the Highway program are Federal Highway Administration funds (FHWA). The State funds come from a mixture of fuel tax receipts, weight mile taxes, vehicle registration, bond proceeds, and other dedicated funds. The Local funds are for projects that cities and counties fund from their revenues. In some cases, they pay ODOT to complete part or all of the project work or contribute to a state project.

Budget Detail

	2009–2011 Expenditures	2011–2013 Approved Budget	2013–2015 Governor's Balanced Budget
Program			
Maintenance	$399,417,912	$430,649,493	$454,334,711
Construction:			
STIP: Preservation	$302,320,752	$337,944,015	$249,284,433
Bridge	$591,926,832	620,079,243	372,284,278
Modernization	$338,776,291	399,437,446	824,578,599
Highway Operations	108,443,953	134,556,337	123,134,794
STIP subtotal	$1,341,467,828	$1,492,017,041	$1,569,282,104
Local Government Program	$355,635,403	$379,928,863	$367,277,011
Special Programs	192,032,811	209,882,342	224,049,368
OWIN Cap Construction*	1,665,769	0	0
Total Construction	$549,333,983	$589,811,205	$591,326,379
Total Highway	**$2,290,219,723**	**$2,512,477,739**	**$2,614,943,195**
Expenditures by Revenue Source			
Federal	$1,252,466,146	$943,080,084	$594,758,757
State (Other)	1,037,753,577	1,569,397,655	2,020,184,438
Revenue Bonds	0	0	0
State (General)	0	0	0
Total	**$2,290,219,723**	**$2,512,477,739**	**$2,614,943,195**
Positions	2,665	2,656	2,599
Full-Time Equivalent (FTE)	2,614.21	2,600.90	2,549.39
Personal Services	$435,969,320	$444,238,000	$474,317,619
Services & Supplies	1,786,554,783	1,964,538,641	2,049,558,523
Capital Outlay	37,272,028	25,816,404	26,696,702
Special Payments	30,423,592	77,884,694	64,370,351
Debt Service	0	0	0
Total	**$2,290,219,723**	**$2,512,477,739**	**$2,614,943,195**

*NOTE: in 2011-13 and future OWIN changed to SRP and moved into the Maintenance limitation

Summary

The Highway Division of the Oregon Department of Transportation maintains and improves the safety and operation of the state highway system infrastructure in a cost effective manner. Our efforts create jobs directly through construction, preserve the public's investment in its highway system and improve the flow of commerce throughout the state. This in turn translates into new family wage jobs and more dollars for Oregon's economy. The Highway Division also stands ready to respond to catastrophic events, reopening closed highways quickly to provide access for emergency services and to keep Oregon's economy moving.

Program Description

State and federal laws require the Oregon Department of Transportation to conduct project development activities such as planning, project scoping and data collection to design and operate an efficient multimodal transportation system. To this end, Transportation Program Development (TPD) coordinates the future use of transportation resources among federal, state, regional and local agencies. We manage a diverse portfolio, providing support and services ranging from technical assistance for cities and counties to financial support of planning and infrastructure projects for local governments, universities, federal and state agencies, as well as other ODOT programs. These initiatives require a wide range of working relationships, including representation from the public, advisory committees and metropolitan planning organizations. We also administer grants for local governments to assist in planning and building a multimodal transportation system.

Transportation Program Development has five major program responsibilities:

1. Statewide and Regional Planning—Develops short-term and long-term transportation system plans. This includes responsibility to produce the long-range Oregon Transportation Plan, the Oregon Highway Plan, the Oregon Freight Plan, and transportation facility plans for specific highway corridors and specific geographic areas. Many of these transportation facility plans are the precursors to define future improvement projects that can proceed into project delivery and construction.

2. Analysis, Research and Funding—Oversees Oregon's transportation asset management system development, data collection and reporting, mapping and modeling systems and transportation system analysis, and conducts research projects to find new ways to enhance the transportation system. Some of the funding responsibilities include the programming of federal funds with the Federal Highway Administration 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 positions.

3. Statewide Transportation Improvement Program (STIP) Development—Develops the Statewide Transportation Improvement Program, Oregon's four-year transportation capital improvement program. This document identifies the scheduling of and funding for transportation projects and programs.

4. Active Transportation—Develops and supports sustainable, multimodal transportation options based on community and user needs. This includes strategically integrating funding sources, managing statewide multimodal transportation programs and providing economic and financial analyses in order to leverage resources across program/project areas. This program also creates efficiencies for ODOT and our local agency partners. In addition, we provide support to ODOT's Local Transportation

Program Delivery by developing/managing the Local Agency Certification Program and supporting collaboration, communication and training efforts among our federal and local partners

5. Transportation System Projects—Includes the *Connect*Oregon Program as well as the Oregon Transportation Commission-approved Flexible Funds Program. The 2011 Oregon Legislature approved a fourth *Connect*Oregon authorization bringing the total investment in that program to $340 million. Together, the four phases of the *Connect*Oregon program are improving connections between the highway system and other modes of transportation, better integrating the components of the transportation system, improving the flow of commerce and reducing delays. To make sure projects are completed, we monitor the schedules and expenditures on approved *Connect*Oregon grants and loans.

Mission, Goals, and Historical Perspective

TPD's role in carrying out ODOT's mission is to focus efforts on developing an efficient, safe transportation system that enhances Oregon's economic competitiveness and livability through a broad range of activities that further the department's mission, while also supporting joint state and local jurisdiction's transportation planning efforts. The challenges and strategies identified in the Oregon Transportation Plan guide our program priorities. The policy directions of the plan include system optimization; integration of transportation modes; integration of transportation, land use, the environment and the economy; and the need to make strategic investments using a sustainable funding structure.

Program Summary

Statewide and Regional Planning

In a time of limited resources, planning offers a strategic approach to investing resources to achieve transportation systems that Oregonians want in their communities. Planning efforts include:

- Continued implementation of the 2006 Oregon Transportation Plan (OTP), the 20-year statewide multimodal transportation plan. As required by state and federal legislation, the OTP establishes the policies that are implemented through modal, topic and facility plans.
- Implementation of the amended Oregon Highway Plan to respond to legislative direction related to highway mobility and highway access, balanced with economic development objectives of the state, as well as changes based on the recent completion of the Oregon Freight Plan (2011).
- Implementation of the Oregon Freight Plan to support the long-range safe and efficient management of the freight transportation system. Part of implementing the Oregon Freight Plan is identifying key freight bottlenecks.

- Continuing work required by HB 2001 (2009) and SB 1059 (2010 special session). For these mandates, we identified work that would be necessary to address the reduction of transportation-related greenhouse gas emissions, including development of the following:
    - Least Cost Planning Methodology (HB 2001)
    - Statewide Transportation Strategy (SB 1059)
    - Greenhouse Gas Emissions Reduction Toolkit (SB 1059)
    - Scenario Planning Guidance Document (SB 1059)
    - Public Outreach and Education Plan (SB 1059)
- Transportation system planning at the state, regional and local levels.
    - At the regional level, Metropolitan Planning Organizations (MPOs) develop both state and federal Regional Transportation System Plans. Cities and counties prepare local Transportation System Plans that are consistent within the region and consistent with state plans. Transportation facility plans identify transportation system problems, analyze multimodal solutions, and develop strategic investment decisions for the transportation system in order to most effectively manage and improve facilities for long-term operations and safety.

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, such as the Strategic Highway Safety Plan and the Conditions and Performance Report to Congress. We collect and analyze data used by various programs to assess current conditions as well as to 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 following program areas: National Highway System, Federal Functional Classification, Crash Analysis, Highway Performance Monitoring System, State Highway Video Log, Traffic Counting, Environmental Data Management, and Emergency Management Geographic Information Services (GIS) support
- Collecting traffic, crash and other required data on all public roads to ensure compliance with the federal MAP-21, including providing state and local safety partners with Highway Safety Improvement Program information

Transportation Analysis
This program provides technical expertise and guidance 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.

The program also provides transportation, economic and land use modeling, essential inputs to transportation system plans, statewide plans and strategies, policy development, project development, greenhouse gas analysis and air quality conformity analysis. This material provides key input to most major facility planning work efforts. The modeling work and needs are more acute given HB 2001 and SB 1059, the development of a Least Cost Planning tool, and the support to the MPOs and their local governments.

Research
Research projects emphasize new technologies and methods that help ODOT and the transportation system use resources more effectively. We cover a broad range of transportation topics, with a focus on information that can advance the ODOT mission. Our work in this area becomes especially important in a time of scarce resources.

Technology Transfer
This program collects information and delivers training to local public works agencies on occupational and work zone safety, as well as transportation system preservation and maintenance best practices. The center is funded with approximately 50 percent federal funds and 50 percent matching funds from local agencies.

Economic Analysis and Funding
This program area provides economic and financial analyses such as Highway Fund revenue forecasts, economic and feasibility studies, cash flow forecasting, revenue impacts and DMV transaction analysis. We also provide economic, financial and policy studies to support highway cost allocation efforts, 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 economic impact analyses to assess policy options and the employment impacts of the department's various construction programs; securing federal authorization for projects and special programs; and monitoring the financial position of both state and local programs by capturing the current funding obligations and showing the planned future project positions.

Statewide Transportation Improvement Program (STIP) Development

Federal regulations require us to develop a transportation improvement program and update it every four years. To be more responsive to our communities, we update the STIP every two years. The STIP development process begins with the identification and preliminary prioritization of problem areas, which is based on transportation system planning, crash data, management systems and stakeholder input. The next step is to review alternatives and it typically involves 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. The STIP also includes all projects that are created by each of Oregon's MPOs and placed in their respective Metropolitan Transportation Improvement Programs (MTIPs). As required by federal law, every project in an MTIP is included in the STIP, without change.

Active Transportation

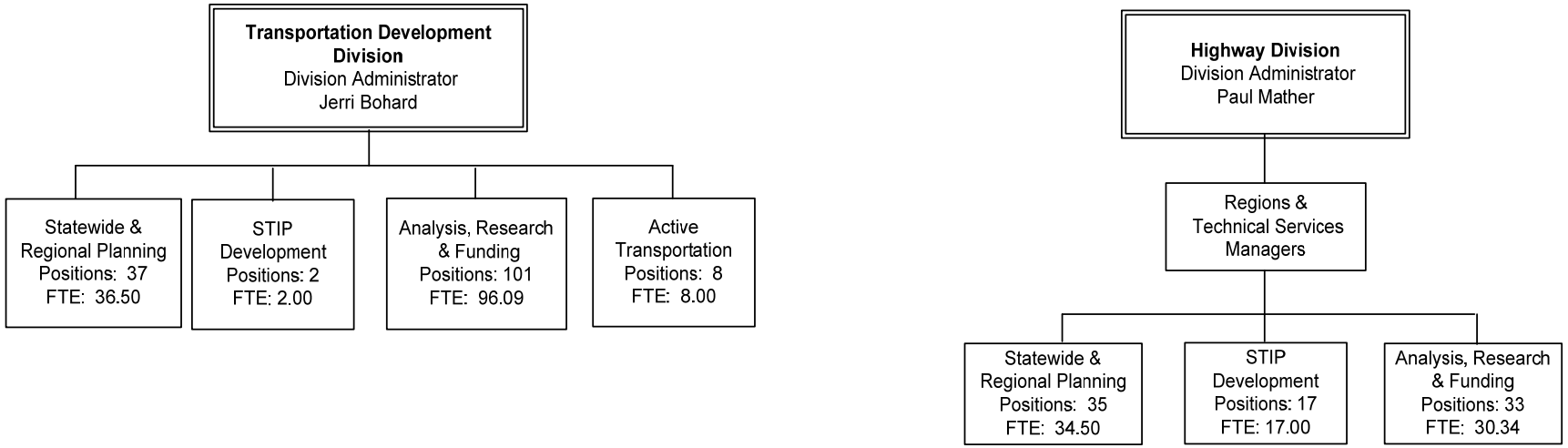
This program area provides statewide management and/or support for federal and state-funded non-highway/multimodal transportation programs. We coordinate statewide project application, evaluation and award processes, facilitate project change management for Active Transportation programs, and monitor program progress against performance targets. We also manage ODOT's Local Government Certification Program and Sustainability Program, and provide support to ODOT regions in delivery of the Local Government program.

Transportation System Projects

*Connect*Oregon
ODOT implements the provisions within Senate Bill 71 (2005), HB 2278 (2007), HB 2001 (2009) and HB 2166 (2011) for *Connect*Oregon I, II, III and IV. *Connect*Oregon is a lottery bond-based initiative first approved by the 2005 Oregon Legislature to invest in air, rail, marine/port and transit infrastructure. This program supports the development of a strong, diverse and efficient transportation system that improves connections, reduces transportation costs and improves access to jobs. As of November 2012, 76 percent of *Connect*Oregon I, II, and III projects were complete. For *Connect*Oregon IV, the Oregon Transportation Commission awarded funding to 38 projects in August 2012.

Organization

Transportation Program Development
Positions: 233 FTE: 224.43



Performance and Other Outcome Measures

- Area Commissions on Transportation (ACTs) and advisory committees include “strategic use of funds” as one of the criteria in project selection for *Connect*Oregon and STIP projects. We also leverage other funds through a multitude of successful partnerships such as Research’s work with universities throughout the state.
- The *Connect*Oregon program is expected to support 5,500 jobs around the state. As of November 2012, 76 percent of ConnectOregon I, II, and III projects were complete, helping keep Oregon businesses and workers on the job. We will see more jobs supported when *Connect*Oregon IV programs, awarded in August 2012, get underway.
- ODOT has tracked the outcomes of research projects since 2003 to determine what percentage of projects result in either a change in department practices or a validation of current practices. We’ve found an average of 84 percent through the years, and the current biennium average is 85 percent.
- Transportation Data standard products met production targets 90 percent of the time, and custom products 96 percent of the time in the 2009-11 biennium. Standard products include annual data and analysis publications as well as custom data and GIS-based mapping products.
- Federal Highway Administration requires annual Oregon Public Road Mileage Certification and Highway Performance Monitoring System submittals. Oregon successfully achieved federal certification for each of the last two years.
- Data collected through Transportation Data is used to calculate many of ODOT’s Key Performance Measures such as traffic fatalities and pavement condition. This data is also used to communicate transportation safety management improvements that qualify ODOT to receive FHWA / National Highway Traffic Safety Administration (NHTSA) / Federal Motor Carrier Safety Administration (FMCSA) Safety Grants.
- The Transportation Growth Management program funded approximately 72 local transportation-planning projects this biennium.
- As of August 2010, 70 percent of all jurisdictions in Oregon report having locally-adopted Transportation System Plans; these plans are critical in getting transportation projects identified and funded.

Major Budget Drivers and Environmental Factors

A key element of our work in TPD is the research, data collection and analysis necessary to support a vibrant and ever-changing transportation system; our goal is to provide the information necessary for the most cost-effective design, construction and maintenance of the various transportation modes. Results allow decision makers to allocate funds appropriately to the various transportation elements, from bridges to roadways to sidewalks and more.

Planning at both the state and local level is the first step in reaching our goals. The state works with communities in support of their future visions, addressing objectives such as local government's growth and livability expectations, enhancing safety and improving the state's economy.

The drivers of work efforts within TPD can be categorized into four major areas: 1) Planning and managing transportation system performance; 2) Ensuring a balance between economic development opportunities for the state and local communities; 3) Working collaboratively with our partners; and 4) Ensuring transparency of actions and decisions.

Management of the Transportation System

Recognizing limited revenues, it is essential to continue to maximize the effectiveness and efficiency of the existing transportation system. Our work to address this issue ranges from maintaining an asset management system that maximizes the lifecycle of the transportation assets to working with a variety of partners to ensure a transportation system that gets the best value for the investment choices. To this end, efforts like *TransInfo* (the agency's asset management database) and the development of a Least Cost Planning Tool are vital. Research is an additional venue through which we identify and implement cost savings and efficiencies.

Economic Balance

The design and management of the transportation system is closely linked to the need to promote job creation and economic development opportunities. ODOT continues to work with communities and stakeholders across the state to better align transportation performance expectations with funding realities and project design changes. Examples include the continuing efforts to establish appropriate targets for smooth traffic flow; streamlining access permitting processes; assisting communities in developing coordinated transportation and land use plans that support economic goals and objectives; and working with stakeholders to increase transportation options.

Partnerships
Expanding our partnerships is helps all of us use limited resources and revenues effectively. As ODOT evolves into a more multimodal agency, our partnerships with cities, counties, transit providers, rail operators and others become even more important in the leveraging of scarce funds. Efforts such as *Connect*Oregon and the ongoing work of the Active Transportation Section continue to improve these partnerships. We also enjoy a strong partnership with the Department of Land Conservation and Development, critical to the success of the state's Transportation Growth Management program. We also share crash data, traffic counts, and other asset data with local governments and law enforcement, helping them save valuable funds. Additional cost-sharing opportunities with state and regional universities help deliver innovative solutions to transportation problems.

Transparency
Connecting all these components is transparency. All projects and planning efforts have their own websites. Other websites are developed for specific purposes, such as the ODOT Project Tracking Tool, which provides information about transportation projects under development. A focus of transparency in the TPD program is helping decision makers, policy makers, and system users understand the transportation implications of various system improvement choices, economic development objectives, and land use decisions.

Containing Costs and Improving Program Delivery

During the past biennium, much of the work we accomplished was consistent with previous efforts, but with an elevated expectation of developing or using completed work products that align more effectively with project delivery and economic development opportunities. We are particularly emphasizing the linkage between planning, construction, operations and maintenance to both streamline the work and communicate more effectively with stakeholders. For example, we are working to speed up the project development process by including any commitments made during planning in the project prospectus. This has reduced redundancy in collecting and sharing information internally and externally.

We've also developed a geographic database that provides quick access to the various completed plans from around the state. Other efforts include moving the production of city, county and official state maps to GIS and completing the TransInfo database. TransInfo provides a unified view of state highways and their features, increasing the efficiency of the management programs, such as bridge, pavement, safety, maintenance. This database also helps us make more informed decisions concerning asset replacement and maintenance and it has streamlined the production of various reports, maps and publications.

The STIP document is also available online and is searchable. This makes it easier for the public to find projects in their

county, community, of a specific type, or in a specific timeframe, etc., and also reduces the number of printed copies (a significant savings because the document typically exceeds 425 pages).

The 2012 edition of the State of the System report provides information on progress in implementing the OTP as well as information for the public on important aspects of the transportation system.

Major Budget Issues

- HB 2001 (2007) had several initiatives that we have led. We've established task forces, developed Least Cost Planning, and spearheaded efforts to integrate aspects of climate change into transportation planning efforts at the state, regional and local levels.
- Total freight tonnage in Oregon is projected to increase from 347 million in 2002 to 651 million in 2035. The vast majority (78 percent of the projected 651 million tons) of goods will continue to be transported via truck, adding to the demands on roadway facilities and freight mobility efforts. This projected increase in freight volume emphasizes the importance of intermodal facilities (truck, rail, marine/ports, and air) that support freight transfers. In TPD, we shoulder much of the responsibility (with input from stakeholders) for intermodal (in addition to modal) planning, analysis and support, as well as project selection support for *Connect*Oregon.
- The addition of three new Metropolitan Planning Organizations, which occurred as part of the 2010 U.S. Census, will require additional staff liaison responsibilities between the MPO, ODOT, and FHWA. The first few years in the development of a new MPO also requires additional planning and responsibilities.
- Moving Ahead for Progress in the 21st Century (MAP-21) reauthorizes funding for fiscal years 2013 and 2014 and makes significant changes to federal transportation policy. The diversity of changes includes expanding the national highway system, establishing a national freight policy, and developing performance measures. These and other aspects of MAP-21 will impact the work and data collection priorities for us but until the final guidance is in place, we cannot assess the impact of these changes.
- The slow recovery of the nation's economy has further constrained the efforts of local governments and MPOs, and this has meant an increase in demand for our services in TPD. MPOs are struggling to figure out how to integrate modeling expertise, tools and skills into existing modeling systems and to understand and implement the new requirements mandated to the MPOs under MAP-21

Policy Packages

Transportation Program Development: 2013–2015 Governor's Balanced Budget includes the following Policy Option Packages:

#070	**Revenue Shortfalls**	**($824,868) OF ($2,505) FF**	**(4) Positions**	**(4.00) FTE**

Adjustment equal to 2% Personal Services 2011-13 LAB Budget

#092	**PERS Taxation Policy**	**($124,815) OF ($335) FF**	**0 Positions**	**0.00 FTE**

This package represents a policy change to limit tax relief to only PERS retirees that are Oregon residents. Non-resident retirees will no longer receive the tax relief benefit.

#093	**Other PERS Adjustments**	**($997,330) OF ($2,676) FF**	**0 Positions**	**0.00 FTE**

This package supports policy changes that reduce the PERS employer rate due to a limit on the cost of living increases paid to retirees.

#160	***Connect*Oregon V**	**$60,855,529**	**0 Positions**	**0.00 FTE**

The *Connect*Oregon policy package forms the basis to further advance a multimodal transportation agenda to improve the freight, rail, marine/port, aviation and transit systems that support Oregon's economy.

#513	**Oregon Sustainable Transportation Initiative**	**$192,661**	**0 Positions**	**0.00 FTE**

Thematically, the work this policy option package supports involves integrating the Governor's 10-year energy plan with transportation planning, such that sustainability scenarios related to greenhouse gas production are included in the planning process.

Budget Detail

	2009–2011 Expenditures	2011–2013 Approved Budget	2013–2015 Governor's Balanced Budget
Program			
Transportation Program Development	$80,387,357	$138,541,867	$134,139,317
Connect Oregon	102,286,051	97,089,736	108,145,058
Total TPD	**$182,673,408**	**$235,631,603**	**$242,284,375**
Expenditures by Revenue Source			
Federal (FF and FF as OF)	$152,261	$44,804,078	$56,775,308
State (Other)	80,235,096	93,737,789	77,364,009
Revenue Bonds	102,286,051	97,089,736	108,145,058
State (General)			
Total	**$182,673,408**	**$235,631,603**	**$242,284,375**
Positions	223	223	233
Full-Time Equivalent (FTE)	213.85	214.43	224.43
Personal Services	$41,264,661	$41,368,632	$46,950,645
Services & Supplies	39,515,842	66,445,178	61,731,334
Capital Outlay	521,790	385,648	394,903
Special Payments	101,371,115	127,432,145	133,207,493
Debt Service	0	0	0
Total	**$182,673,408**	**$235,631,603**	**$242,284,375**

Summary

The efforts we undertake in TPD, including planning, data collection and research, are the critical first steps in informing project selection. With our programs, we build the foundation for strategic investments in support of enhanced safety, smart economic development and varied active transportation opportunities that support the people and communities of Oregon.

Oregon Department of Transportation
Transportation Safety Division

Program Description

The Transportation Safety Division, in consultation with the Oregon Transportation Safety Committee, 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. We coordinate safety activities, grants and programs related to bicycles, driver education, impaired driving, motorcycles, pedestrians, roadways, safe and courteous driving, safe routes to school, safety belts, work zones and youths among others. We promote transportation safety through education, enforcement, emergency medical services and engineering. The division serves as a clearinghouse for transportation safety materials and information used throughout the state. We also promote research, special studies and analysis of problems concerning transportation safety and makes recommendations to the legislature concerning safety regulations and laws.

Mission

The Transportation Safety Division supports the ODOT mission by working to reduce the number of motor vehicle crashes, property damage, injuries and fatalities that occur on Oregon's roadways.

Program Summary

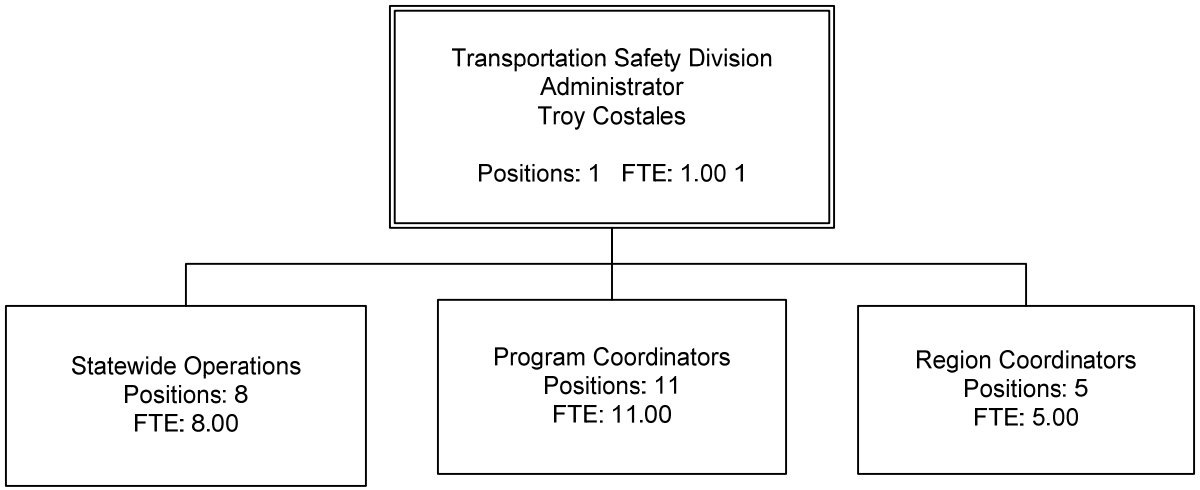
Citizens - We provide outreach and education about traffic laws, best practices, research and safe behaviors. We actively promote citizen involvement in community transportation safety and provide technical support to citizen organizations. The division acts as a clearinghouse for transportation safety information. We manage Oregon's driver education and motorcycle safety education programs.

State and Local Governments - We provide grants to state, local and business program managers with responsibilities related to transportation safety. Requests for current information, research, new technologies, national trends and potential legislation are routine. A requirement for any project funded is evaluation of results. Evaluations are shared with partners help promote continuation of those countermeasures that work to reduce the number of crashes, injuries or fatalities on Oregon's roads.

Making a Difference - Whether we're putting on a bicycle rodeo in La Grande, coordinating a safety belt grant for Washington County or training public safety professionals, our efforts are aimed at the behaviors that put lives and property at risk on Oregon roads. The best solution is to prevent incidents from happening in the first place. Through education, engineering and enforcement our focus is always on creating a safe and livable community.

Organization

Positions: 25 FTE: 25.00

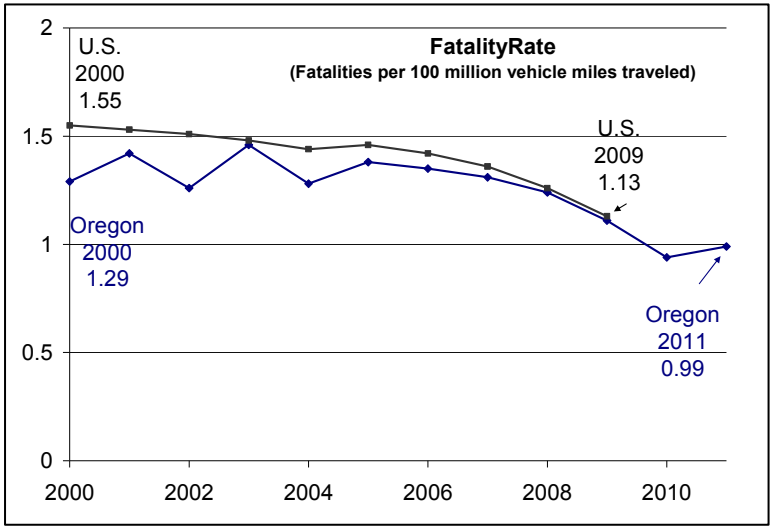


Performance Measures

The Highway Safety Act of 1966 authorized the first federal highway safety program - the State and Community Highway Safety Grant Program. Since then, Congress has revised national highway safety grant programs many times through reauthorizing legislation, creating new incentive grants, penalties and sanctions. The purpose of the State and Community Highway Safety Grant Program is to improve driver behavior and reduce deaths or injuries from motor-vehicle related crashes. States submit an annual Highway Safety Plan which must be data-driven and uses quantifiable, annual performance targets.

The major goals that were set for 2015 within the *Oregon Highway Safety Plan* are:

- Reduce the traffic fatality rate to 0.85 fatalities per hundred million vehicle miles traveled, or 330 fatalities, by 2015
- Reduce number of bicyclists of all ages killed or injured in crashes with motor vehicles from the 2008-2010 average of 807, to 750 by 2015.
- Increase the annual number of students completing the ODOT approved driver education course to 9,000 by 2015.
- Continue the reduction of traffic fatalities that are alcohol-related from 141, the 2008-2010 average, to 125 by 2015.
- Reduce the number of traffic fatalities that are drug-related from 75, the 2008-2010 average, to 64 by 2015.
- Reduce the number of fatal crashes involving motorcyclists from 51 in 2007 to 42 by 2015.



- Increase use of child booster seats from 64 percent to 75 percent by 2015.
- Reduce the number of pedestrian injuries from 660, the 2008-2010 average, to 650 by 2015.
- Reduce the number of injuries from speed-related crashes from 5,320 the 2008-2010 average, to 4,911 by 2015.
- Reduce the number of work zone fatal and serious injury crashes from 29, the 2008-2010 average, to 25 by 2015.
- Reduce the number of crash-related injuries to children ages 0-14 from the 2006-2010 average of 2,025, down to 2,000 by 2015.

Major Budget Drivers and Environmental Factors

Under the federal highway, transit and safety funding program Moving Ahead for Progress in the 21st Century, also known as MAP-21 there is an unprecedented level of detail that must be met to qualify for funding. Oregon will only qualify for four of the six incentive programs. This will reduce the amount of funding available for statewide and community based highway safety grants. In addition, Congress eliminated the guaranteed minimum level of funding. Now funding is distributed based on the roadway lane miles in the state and the population. In all four incentive programs, Oregon will receive less funding than under the minimum guarantee levels for previous years.

The motorcycle endorsement fee supports the motorcycle safety program. Recent legislation that requires any new rider to first take training before applying for a motorcycle endorsement has increased the number of students seeking training by 17 percent in 2011 and another 14 percent in 2012. There has been a corresponding increase in the number of endorsements thereby increasing the revenue for the program. The spending limitation needs to be adjusted to meet the increased demand.

The teen driver education program is supported by a driver license fee at the initial and renewal stage of the Oregon Driver License. The driver education program is not mandatory, so the number of students taking the class is difficult to predict. There is a statutory maximum of $210 per eligible student, which is used to subsidize the cost of the program. The costs for vehicles, fuel, insurance and personnel have all increased. Since the state's subsidy is capped at $210 per eligible student, these increased costs are passed on to the student/parent.

Recent program changes will be a major influence on the way the division programs and uses federal funds. On Jan. 17, 2013 the National Highway Traffic Safety Administration released an Interim Final Rule on the complete rewrite of the way highway safety programs are to operate with federal funds. Public comment will be accepted by NHTSA through mid-April. Oregon will be providing multiple pages of comment.

Actions to Contain Costs

When our building lease was up at the end of August 2012, we moved into one of ODOT's existing leased facilities, saving approximately $5,500 per month in rent. This move also eliminated our need for an outside internet service and webinar provider, saving an additional $500 per month.

We saved over $5,000 per year by eliminating travel, lodging and mileage costs for our Annual Grantee Orientation workshop. Using webinars, we were able to offer several dates for our grantees to choose from, making it convenient and easy for them to get the information they need to successfully fulfill their grant agreements, while saving the state money.

Training conferences have been reduced drastically. One of our programs, the Occupant Protection Program, has gone from two annual training meetings in two different areas of the state with over 150 attendees at each event, to providing information through mailings and access to electronic materials. This has saved our division approximately $100,000 per year. Other training conferences have moved to an every other year cycle, saving another $100,000 per year.

One administrative FTE was eliminated on June 30, 2011: A savings of approximately $45,000 per year.

Major Budget Issues

Transportation safety continues to be a major issue of national, state and local concern. Drinking and drugged driving, safety belt use, speed, pedestrian, motorcycle and bicyclist safety have become social issues. Often a horrific crash brings together an entire community in order to make changes so the tragedy doesn't happen again. Yet the funding available to help address unique needs and potential solutions continues to be earmarked toward specific issues with a short list of pre-qualified eligible activities. This limits the ability to quickly address emerging concerns or unique community needs. It is very different from a decade ago when states were able to manage their programs to match local problems identified through data review. Personnel costs are rising. Communities must reduce costs in other parts of their safety projects or reduce the number of hours their staff spends on project work (like traffic enforcement, community meetings/trainings or car seat check-up clinics). The continued erosion of the number of available law enforcement officers has made it difficult to respond to local safety concerns with certainty.

Policy Packages

Transportation Safety Division: 2013–2015 Governor's Balanced Budget includes the following Policy Option Packages:

#070	**Revenue Shortfalls**	**($44,559) OF ($41,513) FF**	**0 Positions**	**0.00 FTE**

Adjustment equal to 2% Personal Services 2011-13 LAB Budget

#092	**PERS Taxation Policy**	**($5,926) OF ($5,830) FF**	**0 Positions**	**0.00 FTE**

This package represents a policy change to limit tax relief to only PERS retirees that are Oregon residents. Non-resident retirees will no longer receive the tax relief benefit.

#093	**Other PERS Adjustments**	**($47,351) OF ($46,588) FF**	**0 Positions**	**0.00 FTE**

This package supports policy changes that reduce the PERS employer rate due to a limit on the cost of living increases paid to retirees.

Summary of Proposed Legislation

HB 2264 - Teen Driver Ed Expansion
This bill amends the teen driver education program statutes to get more teens into the program. Offers incentives to teens and their parents to participate in the course, creates adaptive strategies for under-served areas of the state, and holds driver education providers accountable in a more effective way.

HB 2265 - Repeal 2013 Sunset for Work Zone Photo Radar Pilot
This bill removes the sunset making ODOT's pilot work zone photo radar program permanent. It also allows law enforcement to use this safety tool on interstate highways (currently not allowed) and when workers are not on site (currently only when workers are present).

Budget Detail

	2009–2011 Expenditures	2011–2013 Approved Budget	2013–2015 Governor's Balanced Budget
Program			
Transportation Safety	$29,011,141	$31,540,481	$32,408,343
Total Safety	**$29,011,141**	**$31,540,481**	**$32,408,343**
Expenditures by Revenue Source			
Federal (FF and FF as OF)	$19,483,678	$21,779,927	$22,292,856
State (Other)	$9,527,463	$9,760,554	$10,115,487
Revenue Bonds	0	0	0
State (General)	0	0	0
Total	**$29,011,141**	**$31,540,481**	**$32,408,343**
Positions	26	25	25
Full-Time Equivalent (FTE)	25.50	25.00	25.00
Personal Services	$3,975,257	$4,303,646	$4,468,998
Services & Supplies	3,699,779	3,995,551	4,140,270
Capital Outlay	60,681	164,763	168,717
Special Payments	21,275,424	23,076,521	23,630,358
Debt Service	0	0	0
Total	**$29,011,141**	**$31,540,481**	**$32,408,343**

Summary

In 2012, the National Highway Traffic Safety Administration conducted an on-site routine tri-annual management review of the Transportation Safety Division. This audit covered the overall management, policies and procedures, federal law compliance, the division's financial oversight and a grant review down to the receipt level. The NHTSA team reviewed the 2010, 2011 and 2012 programs for 10 different federal fund accounts. The final audit report recognized Oregon for a stellar program. There were no findings and no management considerations. This is incredibly rare. We are honored to have received such an exemplary review.

Fewer people died in crashes in 2010 and 2011 than in the previous fifty-plus years. We know that one death is one too many, but making strides in safety is noteworthy. There were 334 fatalities in 2011. This represents the lowest loss of lives since 1955.

The Transportation Safety Division compares fatalities to vehicle miles traveled to assess safety. Oregon’s 2011 rate is projected to be 0.99 lives lost per 100 million miles traveled. This is the second lowest rate in Oregon motor vehicle history — in 2010, the rate was 0.94. By 2015, the goal is to reduce fatalities to 0.85 per million miles driven.

Oregon will be well below the national average for traffic fatalities for the twelfth straight year; this is after being at or worse than the national average for 50 straight years. We will continue our efforts in education, enforcement, engineering and emergency response, and we hope Oregonians continue to listen and make the safe choices.

Mission, Goals, and Historical Perspective

The Driver and Motor Vehicle Services Division (DMV) supports the agency's mission by promoting driver safety, protecting financial and ownership interests in vehicles, and collecting revenues for Oregon's transportation system. Our services are convenient and responsive to customer needs.

DMV strives to deliver high quality customer service. Employees work hard to serve everyone equally and make the best use of public resources entrusted to our agency. DMV is the face of state government for most Oregonians, especially for new residents to our state. Impressions about Oregon State Government are formed based upon the experiences that people have in doing business with DMV. We take this responsibility very seriously.

Oregon has over 3 million residents with driving privileges, 3.2 million registered passenger vehicles, and nearly 1 million other types of registered vehicles (e.g., commercial trucks and trailers, travel trailers, motorcycles and motor homes). About 2,000 vehicle dealers are licensed through DMV to sell new and used motor vehicles in Oregon. DMV receives more than 70 million electronic record inquiries each year from law enforcement, and fulfills about 3 million record requests annually from auto insurers, government agencies and other organizations.

DMV set the following goals supporting the overarching mission:

1. Continue becoming a more diverse and inclusive employer with a workforce that reflects the communities that we serve.
2. Supply customers with convenient access to DMV products and services (e.g., Internet).
3. Improve driver safety through effective screening of applicants, timely suspension or restriction of driving privileges, promotion of safe driving practices, and efficient data sharing with enforcement agencies.
4. Record financial and ownership interests in motor vehicles efficiently and accurately.
5. Protect customer information by guarding against entry of fraudulent data into DMV systems, alteration or counterfeiting of DMV documents, and inappropriate release of personally identifiable data.
6. Utilize performance and service level measures to gauge success in meeting customer service targets.
7. Achieve greater operational efficiencies through targeted investments in information technology.
8. Maximize revenues for the Highway Fund through responsible fiscal and management practices.

DMV implemented many significant changes over the past ten years. For example, in 2003 the agency revamped its Medically At-Risk Driver Program. The program now requires physicians to report severe and uncontrollable impairments if a person's ability to drive a motor vehicle safely is impacted. This replaced the loss-of-consciousness law and focused on a person's physical and mental impairments rather than age.

About the same time, DMV partnered with a private company to allow dealers to electronically title and register vehicles (plates and stickers) at the time of purchase. DMV also introduced online vehicle registration renewals, which allows owners to purchase new registration stickers through DMV's website.

The agency converted to central issuance of driver licenses and ID cards in 2007, and started using facial recognition technology in 2008 to help prevent identity theft and fraud. DMV also started electronically verifying Social Security numbers of all driver license and ID card applicants. The Legislature added proof of lawful presence as an eligibility requirement, and directed the agency to verify immigration documents electronically (2009) and issue cards that expire when immigration documents expire (2010).

Program Description

DMV's programs support the following activities: Driver Licensing; Driving Privilege Management; Vehicle Titling and Registration; Fraud Prevention; Business Regulation; and Public Records.

Many businesses, government agencies, and individuals depend upon these services. The quality of our work (accuracy, timeliness, and completeness) impacts Oregonians from several perspectives: transportation safety; consumer protection; highway infrastructure; identity fraud; business competitiveness; and enforcement of traffic laws.

Driver Licensing – Oregon law requires that residents obtain an Oregon driver license or instruction permit to legally operate a motor vehicle on public roads and highways. Issuance requirements include proof of eligibility, passage of all required tests, compliance with insurance laws, and payment of fees. Oregon residents age 15 or older may apply for driving privileges. Driver licenses, instruction permits and endorsements are available for operation of commercial vehicles, regular passenger vehicles and motorcycles. First-time drivers under age 18 are subject to provisional restrictions that include limits designed to reduce crashes. Driver licensing includes original, renewal, and replacement issuances.

Driving Privilege Management – The legal right to operate a motor vehicle on public roads and highways is granted in the form of a driving privilege. This driving privilege can be suspended, withdrawn, cancelled or revoked by DMV at the direction of courts, notice from other states, and via administrative action by DMV. Traffic citations, court convictions, and judicial orders generate updates to driver records that can trigger action by DMV to change the status of driving privileges. Failure to carry liability insurance or report vehicle accidents also can lead to license suspension. Individuals then apply for reinstatement of driving privileges after serving a mandatory suspension period, meeting certain requirements, or after suspensions are lifted by the court. Also, some people relinquish their driving privileges in exchange for a state-issued ID card when they are no longer able to operate a motor vehicle safely.

Vehicle Titling and Registration – A title is required for any vehicle, trailer or camper operated on Oregon highways and is issued to reflect ownership, perfect security interests and to record specific information about the vehicle (i.e. odometer and brand information). Titles are issued after a physical inspection of the VIN for any vehicle previously titled in another jurisdiction and checked against law enforcement databases of stolen vehicles. Titling protects ownership rights by providing prima facie evidence of the ownership or financial interest of a vehicle and is a prerequisite to registration and must be obtained (or applied for) prior to the issuance of Oregon registration plates or at the same time. Vehicle registration provides a means to identify vehicles driven on public roads, collect revenue for highway maintenance and projects, and ensure compliance with other vehicle related legal mandates including mandatory insurance and DEQ emissions testing. License plates and stickers are provided as an indicator of registration status. License plates are also issued as Custom plates, or Specialty and Group plates which raise funds and recognize the vehicle owner's support for qualified organizations.

The certificate of title is required to be surrendered when a vehicle is totaled, wrecked, dismantled, disassembled or substantially altered. A salvage title is issued to provide an ownership document to assign interest and make an odometer disclosure for a vehicle (or vehicle salvage) after the certificate of title is required to be surrendered to DMV. Authority to temporarily operate an unregistered vehicle on state highways or to authorize a vehicle to be used in a manner not allowed under its current registration type is facilitated through the Trip Permit program. Typical uses of trip permits would be to drive an unregistered vehicle to obtain repairs necessary for registration, operate a vehicle at a higher weight for a single trip, or operate a recreational vehicle or snowmobile in Oregon.

Fraud Prevention – Created in 2004, the DMV Fraud Prevention Section (FPS) supports division efforts to prevent, detect, and investigate incidents of DMV-related fraud. The program focuses on proactive fraud prevention and detection and has a role in planning, policy formation and service delivery to mitigate risks while also balancing impacts to customer service and operational efficiency. A driver license or ID card serves as an important identity document, and is relied upon by law enforcement, retailers, banking institutions and other government agencies. To protect the integrity of these documents, Oregon residents who wish to obtain a driver license or ID card must present proof of legal presence, full legal name, identity, date of birth and current residence address, provide their Social Security number (SSN) for verification with the Social Security Administration (SSA) or provide proof that they are not eligible for a SSN, and submit to the collection of biometric data (facial recognition).

Fraud prevention staff perform internal risk assessments, investigate suspected fraud, and coordinate the exchange of information between DMV managers and law enforcement officials on matters related to the investigation and prosecution of fraud related crimes. The Fraud Emergency Warning System (FEWS) was developed by DMV to serve as the clearinghouse for real-time fraud alerts to rapidly distribute information about suspected fraud statewide including noted bad check presenters, customers with fraudulent identity documents, and others who may seek to defraud additional offices if turned away at one location.

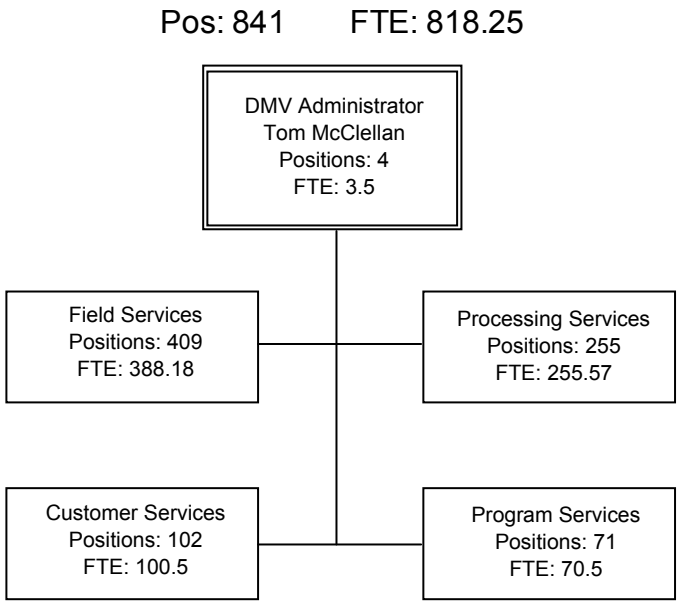
Business Regulation – Oregon vehicle dealers, dismantlers, transporters, vehicle appraisers, commercial driver training school operators and instructors, snowmobile instructors, and RV shows must be licensed by the DMV. Licensure requirements include insurance and bonding. Regulation of these businesses is a direct benefit for consumers and ensures a level playing field for the regulated industries. Once approved, a business certificate is issued allowing the business to operate within the scope of the statutes and rules.

Inspections of regulated businesses were formally authorized by the Legislature in 1977 as part of revisions to the state's dealer licensing laws. Regulated industries are mandated to keep certain records and the unit is empowered to examine these records. Unlicensed activity and consumer complaints are investigated and violations of ORS and OAR are alleged and civil penalties are assessed. DMV uses educational inspections and assessments to ensure compliance with licensing law and prompt submission of vehicle related documents. Vehicle dealers may choose to participate in the Electronic Vehicle Registration program, which enables authorized dealers to process title and registration transactions for vehicle purchasers including issuance of plates and registration stickers. Dealers may be authorized to issue trip permits to vehicle purchasers.

Public Records – DMV is required by Oregon law to maintain vehicle and driver records. The majority of these are considered public records and are available by making a request and paying a fee. Requestors are generally agencies and businesses such as law enforcement agencies, insurance companies, and attorneys. However, there are laws and circumstances that prohibit certain information contained within DMV records from being disclosed. Oregon's Record Privacy Law went into effect in September 1997. This protects Oregonians from having personal information in their DMV records given out to individuals not authorized to receive it. Customers can still obtain records even if they don't qualify for personal information, but the records they receive are "sanitized" to remove all personal information other than their own. Social Security Numbers are only disclosed to qualified government agencies for purposes such as child support enforcement and law enforcement investigations. DMV photographs are only provided to law enforcement officials.

Certain organizations and individuals may qualify for Record Inquiry Accounts, which allow access to certain driver and vehicle records via DMV's Interactive Voice Response (IVR) System or online request. Some account holders subscribe to DMV's Automated Reporting Service (ARS) to receive notification when employee driving records are modified.

Division Operations



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.

Field Services

This group operates DMV's 60 field offices statewide in which approximately 12,000 customers are served each day. There are two types of offices: Full Service and Limited Service. Full Service 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. Limited Service offices provide all services except behind-the-wheel skills testing and vehicle identification number inspection.

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

Field Services measures performance against three Customer Service Level Goals (statewide annual average) and the DMV customer satisfaction rating goal:

- Dealer work processed within 5 calendar days of receipt
- Wait time in field offices at 12 minutes or less (a state KPM)
- Commercial and non-commercial driver license tests scheduled within 14 days of request
- At least 85% of recent DMV customers rate DMV customer service as 'Good' or 'Excellent'

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 microfilming. 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.

Processing Services measures performance against several Customer Service Level Goals:

- Mail-in registration renewals processed within 5 calendar days of receipt
- Title turn-around within 19 calendar days
- Special processing memos and letter completed within 16 calendar days
- Convictions posted to driving records within 12 calendar days of receipt
- Address changes processed within 2 calendar days of receipt

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. 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 141,000 records each day on the DMV database, and businesses and individuals make over 2.9 million DMV record requests each year. Customer Services 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.

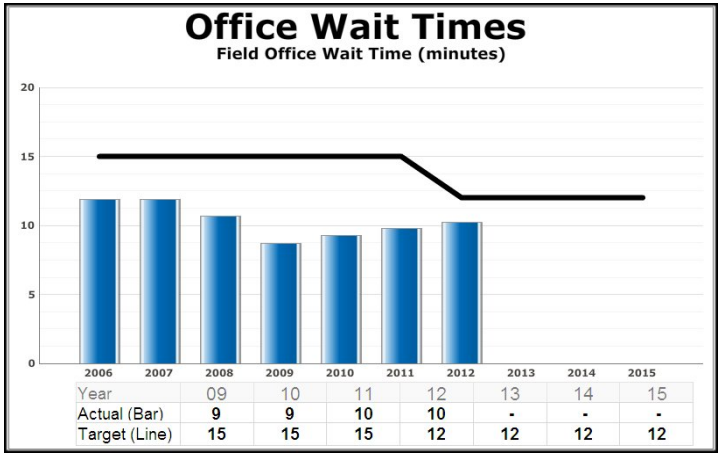
Customer Services measures performance against one Service Level Goal:

- Answer telephone calls within 45 seconds

Administrator's Office
This office provides the policy, oversight, and administrative functions of the Division.

Performance and Other Outcome Measures

DMV strives to maintain customer wait times for various types of transactions. Feedback from customers and businesses indicates that DMV is expected to provide a consistent level of service. DMV's operational goal is to continually increase efficiency and remain flexible to improve customer service, by making decisions based on customer input to maximize timeliness, customer satisfaction and economic efficiency.



Year	09	10	11	12	13	14	15
Actual (Bar)	9	9	10	10	-	-	-
Target (Line)	15	15	15	12	12	12	12

Activities associated with this general strategy include making decisions about shifting resources from lower priority tasks to those tasks directly affecting field office wait times.

DMV shifts staff and resources to maintain field office wait times, which is the division's only Key Performance Measure for the agency. Beginning July 2011, DMV reduced the field office wait time target by 20 percent due to improved customer service. The previous target was set at 15 minutes and in 2011 the target became 12 minutes. The target represents a service level that DMV can

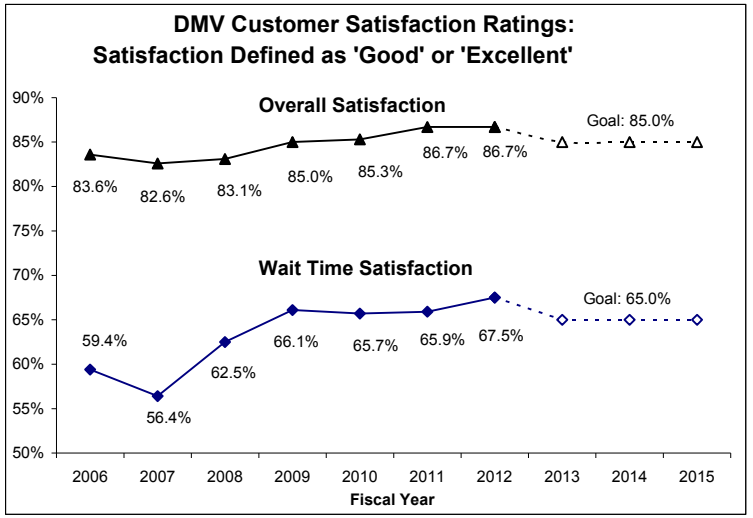
consistently meet on a statewide annual average given the division's current staffing levels. DMV field office wait time has been consistently below the 15 minute target since 2000.

DMV will continue to closely monitor its customer service goals and results and take corrective action as needed. The division will monitor resources in an effort to ensure adequate staffing for summer workload increases to maintain year long averages within service delivery targets. The data effectively shows annual averages but does not illustrate possible "peaks" and "valleys" that may occur in field office wait times during the course of the fiscal year.

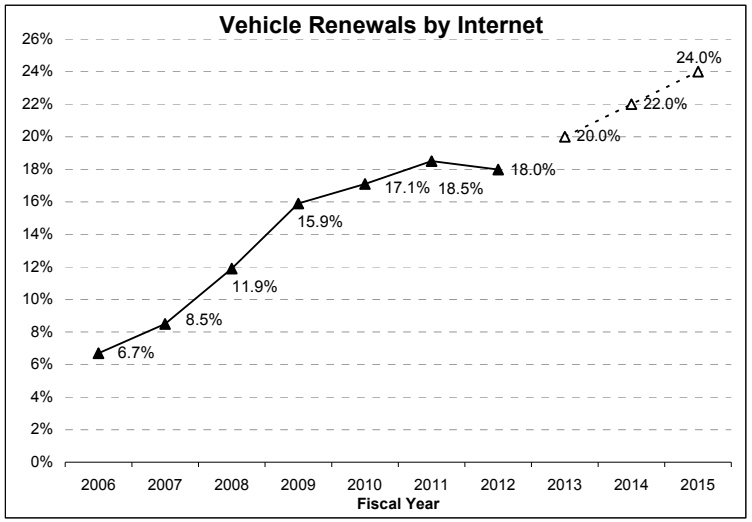
DMV keeps performance metrics on both internal and external indicators of quality and quantity. These are used daily to manage workloads and balance performance levels. Customer wait times in the field offices and call centers are extremely important, but so are turnaround times for vehicle titles, mailing registration stickers, and posting convictions to driver records. A measure of the quality of DMV services is the level of customer satisfaction as determined by a monthly survey of recent customers visiting DMV field offices.

Customer Satisfaction

This 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. This goal has been exceeded the last four fiscal years. DMV has met or exceeded the customer satisfaction goals since 2009.



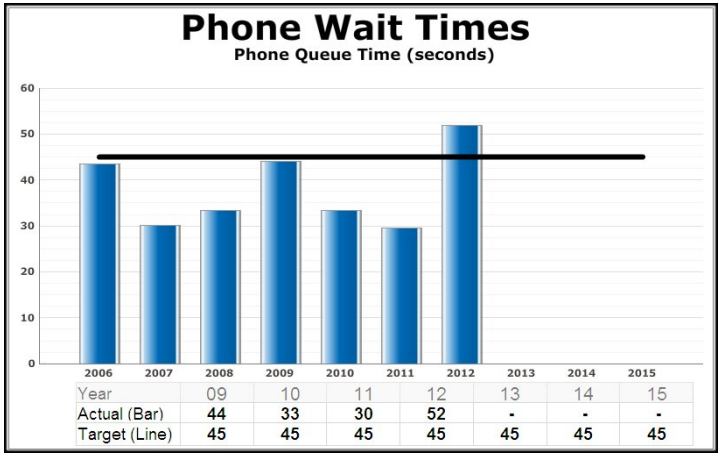
Another measure of Division performance is the use of alternative service delivery channels. The highest volume DMV transaction is vehicle registration, and owners can renew their registration by mail, at DEQ emissions station, at DMV field offices, or online at the DMV website. The percentage of vehicle registration renewals via the Internet has more than doubled in the past four years.



Vehicle Renewals Using the Internet

This measure shows the percentage of customers that are using the Internet to renew their vehicle registration. DMV tracks which service channels customers are using to conduct business with DMV. Transactions processed through the Internet are the most cost effective method for DMV to conduct business with the public. 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. This should increase the number of customers using the Internet for vehicle registration renewals. The initial goal of 16 percent was achieved for the first time in 2010 after years of steady increases. Customer acceptance of online service delivery channels is expected to continue to increase.

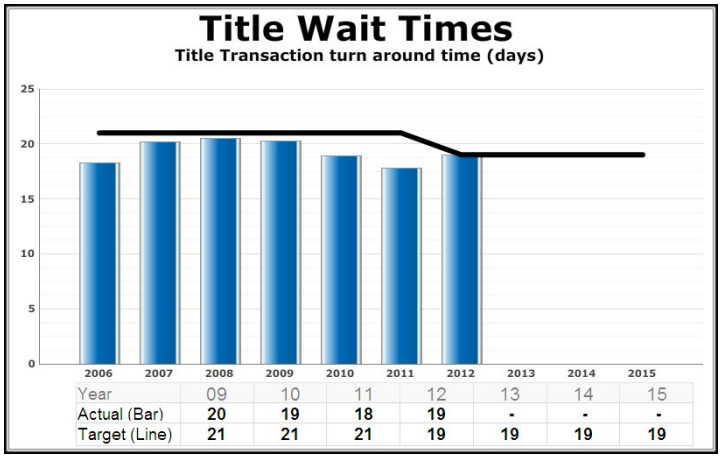


Phone Wait Time

DMV strives to reduce processing and customer wait times for various types of transactions in order to better meet our customers' needs. Phone wait time performance has fluctuated from year to year. During the last seven years, DMV has successfully attained phone wait time targets by taking steps to ensure that resources and staffing levels were in the right place at the right time. Administrative restrictions, including the statewide hiring freeze and ODOT rightsizing contributed to the increase in phone wait time in fiscal year 2012.

Title Transaction 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. Beginning in fiscal year 2010, 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. Recent efficiencies included moving documents from the address verification area to the vehicle transaction processing areas on a continual basis, rather than delivering the documents once per day. DMV has consistently met the title transaction wait time target since 2005.



Year	09	10	11	12	13	14	15
Actual (Bar)	20	19	18	19	-	-	-
Target (Line)	21	21	21	19	19	19	19

Major Budget Drivers and Environmental Factors

Major Budget Drivers

- 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.
- Budget Reductions, Position Rightsizing, and Administrative Restrictions – As part of an ODOT wide initiative, the 2011-13 DMV Personal Services budget was cut 2% (17 FTE) with the expectation that savings would be created through operational efficiencies. An additional 3% Personal Services budget reduction and position reduction (24.5 FTE) will be implemented during the 2013-15 biennium. In December 2011, a statewide hiring freeze was implemented that delayed hiring of positions by as much as eight months. These cumulative reductions led to increased customer service wait times because fewer employees were available to cover the extended vacancies. Extensive reviews of each vacant position and reclassification of eleven positions out of management service has impacted DMV operations.
- 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 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, although the deadline was extended

by the Department of Homeland Security in December 2012. Non-compliance can result in state-issued credentials not being accepted for federal identification purposes.

- Service Delivery – Field Office, Online, etc. 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 anticipates adding credit/debit cards as a payment option in field offices, even though merchant and other processing fees will increase revenue collection costs.
- Aging Infrastructure – Systems Modernization. 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.
- 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 that are intended to improve the effectiveness of programs, but will increase the time it takes to serve the public and to process transactions.
- Federal Mandates – Changing regulations from the federal government have a significant impact on the DMV budget needs. Compliance is necessary to remain eligible for federal transportation funding. Recently federal rules for the Commercial Driver License information System have required DMV to modify systems to properly interface, and changes to the Commercial Driver License regulations require DMV to implement a Commercial Learner Permit program by July 2014, among other changes. Additional mandates from the federal government have the potential to be a major budget driver in the future.

Major Changes over the Past 10 Years

2001–2003: DMV began to develop the Medically At-Risk Driver Program for drivers who have physical or mental impairment that impact their ability to drive safely.

2003–2005: DMV began offering Internet transactions for address changes and vehicle registration renewals. DMV implemented the At-Risk Driver program. DMV implemented a new digital photo license with enhanced security features.

2005–2007: DMV began seeing the first of several federal government mandates around the commercial driver license program including a HAZMAT background check. SB 640 passed requiring DMV to collect biometric data on driver license and identification card transactions. The biometric data that DMV collects is a full-face photograph, which is then compared to previous photos in the database to identify fraudulent records. This process is called facial recognition.

2007–2009: DMV implemented the Governor's Executive order on strengthening requirements on driver license and ID card issuance. SB 1080 was passed in the February 2008 Supplemental Session, which also further strengthened those requirements. DMV computer systems passed testing by the Federal Motor Carrier Safety Administration requirements, preserving a portion of federal funding for commercial driver safety programs.

2009–2011: DMV began issuing limited-term driver licenses and ID cards to applicants with limited approved stays in this country. These cards expire at the same time as the authorized length of stay on immigration documents. The facial recognition process was fully implemented and DMV expanded to two satellite contact centers to stabilize telephone wait time. Federal regulation and state statute required additional medical certification requirements for CDL holders. This "medical card" requirement created additional ongoing workload for DMV. All Oregon CDL holders must have current proof on file by January 30, 2014. Beginning in 2010, counties with a population of over 350,000 may now charge their residents county vehicle registration fees through an intergovernmental agreement with DMV to collect the fees. The fees must be used to fund the replacement of the Sellwood Bridge in Portland. At this time, only Multnomah County has implemented county registration fees. This County Registration Fee added steps to the registration process and increased workload for DMV.

2011–2013: Additional federal CDL regulations were issued, which required further work to bring DMV information systems and work processes into compliance. Recently adopted Federal Commercial Driver License (CDL) regulations require significant changes to the Oregon CDL program work processes and computer systems used to issue, renew, and replace commercial driver licenses and commercial learner permits. For the first time, a Commercial Learner Permit (CLP) has been codified in federal regulations requiring significant changes. With a July 2014 implementation date, DMV has begun significant process

changes to remain in compliance. Implementation of these changes is to avoid loss of federal highway funds or program decertification because of substantial non-compliance with federal mandates.

DMV began the initial scoping phase of a major System Modernization initiative. In response to customer trends, four limited service field offices were closed in order to consolidate employees and provide better customer service at remaining offices. With installation of new equipment in 2011, the knowledge test portion of driver licensing was simplified and eliminating the need for manual entry of customer scores. DMV began a process to decrease the size of its organization to meet forecasted revenues.

Containing Costs and Improving Program Delivery

Position Management

During the 2011-13 biennium, cost containment efforts centered on external requirements requiring the division to find efficiencies and manage positions to meet workload. Major initiatives included ODOT agency rightsizing, management service to employee ratio requirements, and a statewide hiring freeze. DMV saved $575,335 from the statewide hiring freeze due to delayed filling of vacancies from the freeze and a subsequent protracted hiring process.

Statewide manager-to-employee ratio requirements spurred redeployment of employees and restructuring of service group management structures in October 2012, successfully meeting the first target outlined in HB 4131. In total, eleven DMV positions have been reclassified out of management service to date, and two additional positions will be reclassified out of management service by October 31, 2013.

Additionally, 17 positions and $2,124,873 (2% of personal services expenditures) were eliminated during the 2011-13 biennium to meet agency “right sizing” targets. A supplementary 3% of personal services expenditures and 24.5 FTE will be eliminated under the same initiative in the 2013-15 biennium.

To meet reduction targets, DMV prioritized areas were defined as those positions in which staff interface or interact directly with the public; where staff deliver a good or service directly; or where an activity or function is required by law albeit w/longer turnarounds, reduced coordination, problem resolution, and customer interaction outside routine transaction processing. The long-standing practices of employee cross-training and “emergency” resourcing have helped manage critical workload levels across the Division. Nevertheless, transaction turnaround times have increased.

Partnerships
As a statewide service delivery organization, DMV is positioned to find opportunities for greater efficiency and effectiveness through partnerships both with other agencies and also outside organizations. Successful partnerships such as those with the Oregon Department of Environmental Quality for simultaneous tailpipe emissions testing and vehicle registration renewal, and Team Oregon for third-party Motorcycle skills testing are instructive for potential future partnerships. Opportunities may include:

- Department of Corrections Partnership – DMV is partnering with the Department of Corrections to enable issuance of driver licenses or identification cards to inmates prior to release from prison. This initiative is designed to improve an inmate's ability to successfully reintegrate into society as possession of photo identification is essential for obtaining employment or conducting financial transactions.
- Oregon Judicial Department – Annually, DMV captures hundreds of thousands of driving record updates initiated through actions of the courts. The electronic flow of citations between the courts and DMV could automate work processes that currently involve manual data entry. Coordination between DMV and the Judicial Department is underway, but steep implementation costs may postpone this partnership until the DMV Systems Modernization occurs.
- Driver Education Provider Administration of Drive Tests – DMV and the ODOT Transportation Safety Division are working on a pilot project to determine the feasibility of allowing ODOT-approved driver education providers to administer the behind-the-wheel drive test to teen drivers who complete an approved driver education course. This program would result in operational efficiencies for DMV as it would reduce the number of behind-the-wheel tests conducted by DMV. This process would also provide additional options and locations for customer to take a driving test. It is expected that the new program would provide additional incentives for new drivers to enroll in Driver Education.

Systems Modernization
The greatest single opportunity for future efficiencies at DMV is through Systems Modernization. This initiative will meet three core goals:

1. Ensure continued service delivery
   - Aging technology. The current systems lack basic functionality required for DMV business operations, plus revisions to utilize new technologies and implement federal and state mandates are time-consuming and expensive.
   - Potential loss of staff expertise**.** Key individuals (including contractors) have vast amounts of expertise about systems and workarounds, making the agency vulnerable when those individuals leave. In addition, skill sets required for Legacy system changes are increasingly more difficult to find.

2. Increase efficiency
   - Operational efficiency and effectiveness**.** The new systems will help eliminate significant amounts of paper-based processes, convoluted programming code, redundant data collection, reliance on standalone systems, and duplicative business functions.
   - Integrity and Consistency of Processes, Systems and Data**.** A new system will provide an integrated data repository that ensures accurate information is efficiently routed to end-users to initiate action, approvals and decisions.
3. Provide expanded or enhanced service delivery
   - Improved Access to Information and Stronger Decision Support Capabilities**.** The new system will enable accurate, easily accessible and timely reporting to high profile end-users such as Law Enforcement and other state and local governmental entities and at all levels of the agency. It will provide managers and staff with the tools to create their own queries and reports to capture the data that is pertinent to them.

Major Budget Issues

Systems Modernization

The aging architecture of DMV information systems is a substantial impediment to achieving greater efficiencies and program effectiveness. The existing systems are difficult to maintain and not easily modified for changing business needs. In addition, keeping current with federal and state mandates is extremely difficult and places the agency at risk. Failure to meet compliance timelines can result in the loss of Federal Highway Funds and can directly impact the people, businesses and agencies we serve each day. Investing in systems modernization will simplify future systems changes and unlock further efficiencies. Currently, DMV is developing the analysis and planning required for a system modernization project of significant magnitude. The information gathered from this analysis will provide the basis for decision-making during the 2015 legislative session, and provide DMV with a strategic blueprint for system modernization going forward.

SE Portland and Bend Field Office Renovations

For an effective statewide presence, DMV continually seeks to locate field offices in efficient and convenient locations and accomplishes this through a mix of state-owned and leased facilities. Current ODOT-owned facility renovations in Bend and SE Portland illustrate DMV's ongoing efforts to conserve and protect state resources in two ways: Ensuring prudent use of state dollars through proactive lease/buy analyses and maximizing the utility of existing state facilities including co-locating with Region 4 offices in Bend. With a combined estimated cost of $6,345,492 these projects have had a significant impact on internal resource allocations and will result in increased efficiency and improved customer service.

Federal Commercial Driver License Program Compliance
Compliance with federal Commercial Driver Licensing (CDL) regulations will continue to be an ongoing endeavor. DMV will seek to remain in compliance with federal regulations for both CDL program policy and federal Commercial Driver License Information System (CDLIS) interface requirements. Contingent upon the substance of future changes to federal regulation, DMV may require additional resources to maintain compliance.

Comprehensive DMV Fee Study
DMV revenues primarily fund highway infrastructure and maintenance, road safety initiatives, agency debt service, and DMV operating expenses. Twelve years have passed since the last comprehensive study of DMV fees, and the project currently underway will examine the costs of each DMV service and recommend fees that cover costs, provide the necessary revenue, and meet public policy objectives. Results will be available for the 2014 Legislative Session.

Policy Packages

Driver and Motor Vehicle Services Division: 2013–2015 Governor's Balanced Budget includes the following Policy Option Packages:

#070	**Revenue Shortfalls**	**($2,124,873)**	**(17) Positions**	**(17.00) FTE**

Adjustment equal to 2% Personal Services 2011-13 LAB Budget

#092	**PERS Taxation Policy**	**($270,121)**	**0 Positions**	**0.00 FTE**

This package represents a policy change to limit tax relief to only PERS retirees that are Oregon residents. Non-resident retirees will no longer receive the tax relief benefit.

#093	**Other PERS Adjustments**	**($2,158,396)**	**0 Positions**	**0.00 FTE**

This package supports policy changes that reduce the PERS employer rate due to a limit on the cost of living increases paid to retirees.

Summary of Proposed Legislation

HB 2261 - Clarification of Provisional Licensing Law
Clarifies that the restrictions placed on the provisional license issued to a teen driver are lifted on the driver's 18th birthday. Current law restricts a teen driver's license during the first year of driving experience. Legislative history clearly indicates that the restrictions were to last one year, or age 18, whichever comes first. The law has been applied inconsistently to 18 year-olds by some law enforcement and courts.

HB 2262 - Federal Commercial Drivers License Compliance
Makes a number of changes in Oregon's Commercial Driver License (CDL) statutes to comply with federal regulations. Among other changes, the concept adds Commercial Learner Permits to the state CDL program.

HB 2263 - Business Regulation Fee Increase
Increases fees paid by auto dealers, dismantlers and related business certifications to maintain current services provided to vehicle-related businesses by the DMV Business Regulations Section. Enables DMV Business Regulations to continue enforcing laws as required by statute to protect consumers.

Budget Detail

	2009–2011 Expenditures	2011–2013 Approved Budget	2013–2015 Governor's Balanced Budget
Program			
Driver and Motor Vehicle	$149,354,485	$160,846,993	$168,758,791
Total DMV	**$149,354,485**	**$160,846,993**	**$168,758,791**
Expenditures by Revenue Source			
Federal (FF and FF as OF)	$1,465,740	$3,396,725	$3,487,151
State (Other)	$147,888,745	$157,450,268	$165,271,640
Revenue Bonds	0	0	0
State (General)	0	0	0
Total	**$149,354,485**	**$160,846,993**	**$168,758,791**
Positions	862	861	841
Full-Time Equivalent (FTE)	838.46	837.46	818.25
Personal Services	$99,021,440	$106,243,642	$112,307,588
Services & Supplies	48,292,882	53,476,680	54,254,033
Capital Outlay	1,064,013	134,763	1,181,456
Special Payments	976,150	991,908	1,015,714
Debt Service	0	0	0
Total	**$149,354,485**	**$160,846,993**	**$168,758,791**

Summary

Oregon DMV processes millions of transactions each year across a wide spectrum of business and program areas, while maintaining an eye on future business requirements and opportunities for operational efficiencies. DMV promotes driver safety, protects financial and ownership interests in vehicles, and collects revenues for Oregon's highway system in a manner convenient and responsive to customer needs.

Program Description

Administration

Rail Division Administration develops 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. We also coordinate the various overall functions of the division, including rail safety, crossing safety and passenger rail operations.

Crossing Safety

An “at-grade crossing” occurs when rails and roadways intersect at ground level, and these situations present significant safety issues. The Crossing Safety program enforces state laws and administrative rules as well as federal laws and regulations related to crossing safety, with a goal of minimizing negative impacts at these potential points of conflict. This encompasses, by statute, regulatory authority over all public highway-rail crossings in the state. In this program, we authorize the construction, alteration or elimination of highway-rail crossings within the state. Through yearly inspection of approximately 2,400 public crossings statewide, we enforce numerous state and federal safety requirements. We also manage 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, upgrades to signals and elimination of highway-rail grade crossings. In addition to our regulatory role, our staff works cooperatively with railroad companies, state, federal and local government agencies, as well as the general public, to address crossing safety concerns and participate in transportation planning activities that improve the mobility of highway and rail traffic. Our crossing safety functions are funded 50 percent from the Rail Fund (Gross Revenue Fee) and 50 percent from the Grade Crossing Protection Account (Federal Highway Administration funds).

Road authorities and railroads apply to the Rail Division for permission to construct, alter or close public crossings. We authorize such action through a “crossing order.” A crossing order outlines the responsibilities of a road authority and a railroad in respect to the activity approved for a specific crossing, e.g., construction and ongoing maintenance of the crossing. Road authorities, railroads and the division may request a hearing in instances when agreement cannot be reached concerning the crossing application, the proposed crossing order, or the final crossing. However, very few hearings are requested, and even fewer are actually held, which is a testament to the effective collaborative efforts between the Rail Division, road authorities and railroads to work through the issues.

Rail Safety
The Rail Safety program ensures compliance with state and federal regulations related to track, locomotives, rail cars, hazardous material transport and railroad operating practices. This program is critical in reducing the potential for railroad derailments and the release of hazardous materials. In cooperation with the federal government, we use inspections, enforcement actions and industry education to improve statewide railroad safety. Under a separate statutory program, we inspect railroad sidings, yards and loading docks to ensure the safety of railroad workers. In this program, our jurisdiction covers not only the 24 operating railroads but also 533 rail-served industries. Additionally, Rail Safety works with Crossing Safety to inspect 2,377 miles of heavy rail every year. This program is funded through the Rail Fund by an assessment on all railroads based on total annual gross operating revenues (Gross Revenue Fee).

Rail Transit Safety Oversight
The Rail Transit Safety Oversight program is responsible for the safety oversight of 77.7 miles of light rail, fixed guide-way systems (light rail, streetcars and trolleys). We work with rail transit agencies to develop safety and security policies and procedures in compliance with Federal Railroad Administration (FRA) guidelines. We also participate in incident and accident investigations and make recommendations for improvement. In addition, we inspect crossings of rail transit operations to ensure compliance with federal and state regulations. This program is currently funded from an assessment on the rail fixed guide-way operations (Tri-Met, Portland Streetcar, Astoria Trolley and Willamette Shore Trolley) and it will be expanding to include oversight of Bus Rapid Transit Routes, such as the one in Eugene.

Due to the federal transportation funding program MAP 21, funding for this program will change on July 1, 2013. The Rail Division will no longer assess light rail operators. Instead, the federal government will reimburse 80 percent of the expenses incurred for Rail's Transit Safety Oversight program and Rail must fund the remaining 20 percent. At this time, no funding source has been identified.

Operations
Our Operations staff administers the state-supported Amtrak Cascades inter-city passenger rail service and the related Thruway motor coach service. Passenger rail ridership in Oregon has steadily increased since its beginning in 1994, setting record numbers of riders in 2011, up 5 percent from 2010. We also manage the equipment acquisition and maintenance of two trainsets that run in the federally designated Pacific Northwest Rail Corridor (PNWRC).

We are currently in the midst of passenger rail planning efforts that include a study to improve service between the Portland urban area and the Eugene-Springfield urban area, part of the PNWRC. The "Corridor Investment Plan, Tier 1, Environmental Impact Statement" (CIP/EIS) project is funded by a combination of state and federal funds. ODOT received $4.2 million in federal grants to continue these

planning efforts and ODOT is contributing $5.8 million to the project. The CIP/EIS is required in order for us to compete for future federal funding for the high-speed rail corridor.

Additionally, with support from ODOT's Transportation Development Division, we are updating the State Rail Plan (SRP). The SRP will be coordinated with other state transportation planning programs to clarify long-term service and investment needs and requirements. The SRP will be submitted to FRA for review and approval and is also required in order for Oregon to compete for future federal funding.

Rail Operations works with advisory groups, the rail industry, private sector transportation partners, federal, state and local agencies to help develop freight and passenger rail plans and manage railroad improvement projects for both freight and passenger rail operations. We provide technical expertise to communities interested in developing rail opportunities and participate in federal proceedings related to railroad mergers and line abandonments.

The Lease Fee Program requires our staff to manage 155 miles of railroad right of way (ROW). We negotiate ROW leases and permits and ensure private crossing agreements exist between Oregon's landowners and the Rail Division. We also manage the maintenance of the Salem railroad station. In addition, we manage our division's budget, including funding sources, proper use of funds, cash management, financial reporting and other fiscal activities.

Mission, Goal, and Historical Perspective

The Oregon Department of Transportation's mission is to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians. The Rail Division supports ODOT's mission by representing and advocating for customers of railroads, both passenger and freight, and by helping ensure a safe, efficient and reliable rail transportation system. We carry out our support through a number of programs that address the safety of railroads operating in the state, the safety of the public at highway-rail crossings, the safety of rail transit operations, and the development of passenger and freight rail transportation opportunities.

Program Summary

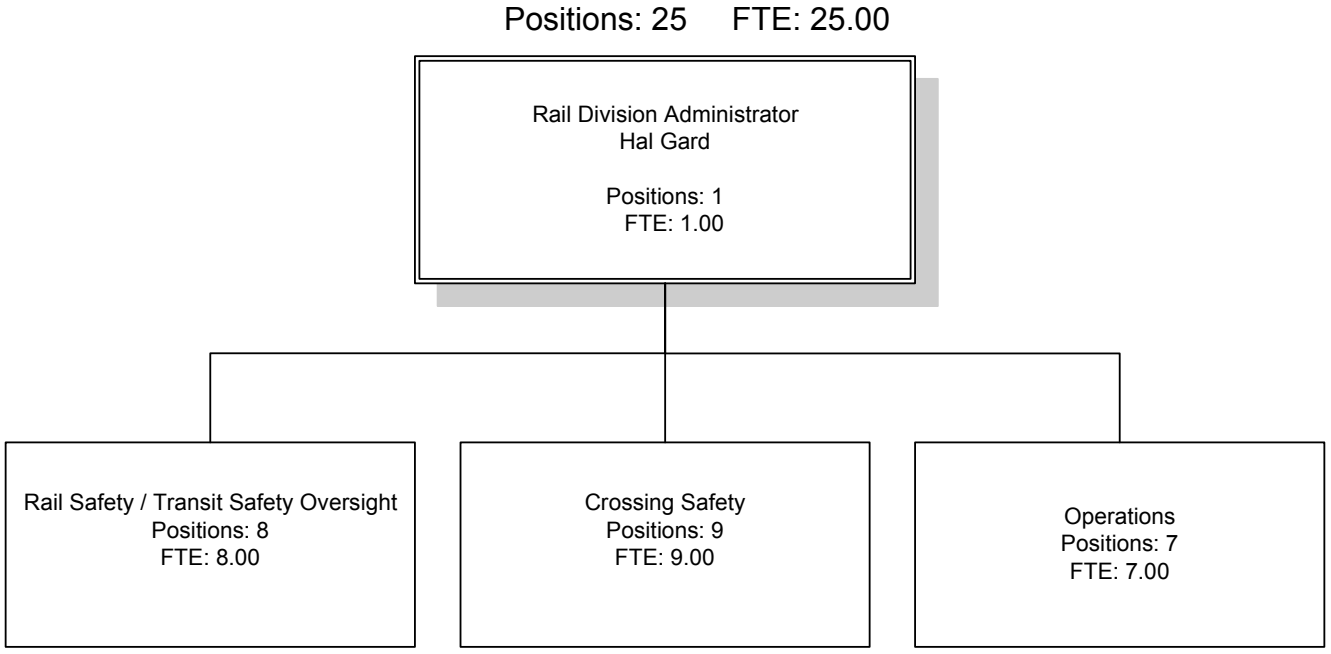
The Crossing Safety program regulates the construction, alteration and protection of public railroad-highway crossings.

The Rail Safety program ensures compliance with state and federal regulations related to track, locomotives and rail cars, hazardous material transport and railroad operating practices for the 24 railroads in Oregon. We also have responsibility for the safety oversight of rail fixed guide-way systems, e.g., light rail, streetcars and trolleys.

The Operations program helps develop freight and passenger rail plans and manage railroad improvement projects, including *Connect*Oregon projects, for both freight and passenger rail operations, along with ODOT's rail assets.

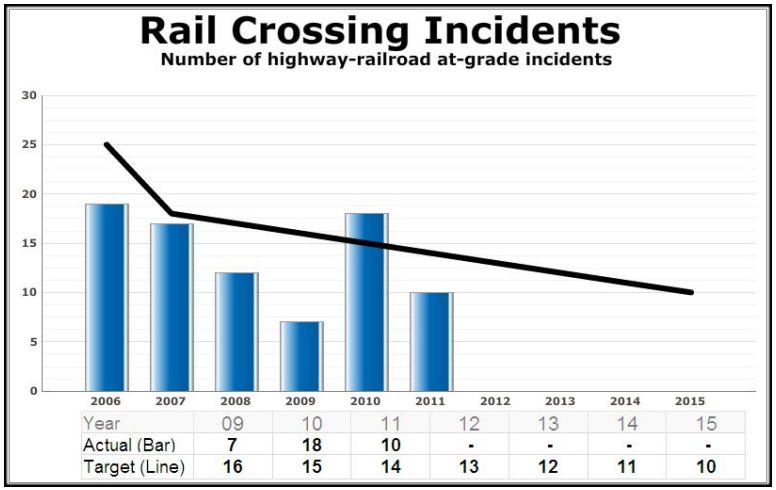
Our programs in Rail are all aimed at improving the safety of Oregonians while supporting the state's economy through efficient movement of goods and people.

Organization



Performance Measures

RAIL CROSSING INCIDENTS: Number of highway-railroad at-grade incidents.



Safe Infrastructure: Safety is ODOT's No. 1 priority. 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 public highway-rail crossing improvement projects and inspects crossings to ensure they are appropriately maintained. The division works with public and private entities, including the railroad companies, public road authorities and law enforcement, to address crossing safety concerns. We also participate in transportation planning activities to improve the mobility of highway and rail traffic.

Our division strives for a zero incident performance. This target reflects the reality that some incidents are outside of our control and that of our transportation safety partners.

In 2011, the number of rail crossing incidents (10) was below target. Since 2001, there had been a decline in the number of incidents. The data shows that in 2011, seven incidents involved motor vehicles resulting in one fatality, and three incidents involved pedestrians, resulting in one fatality.

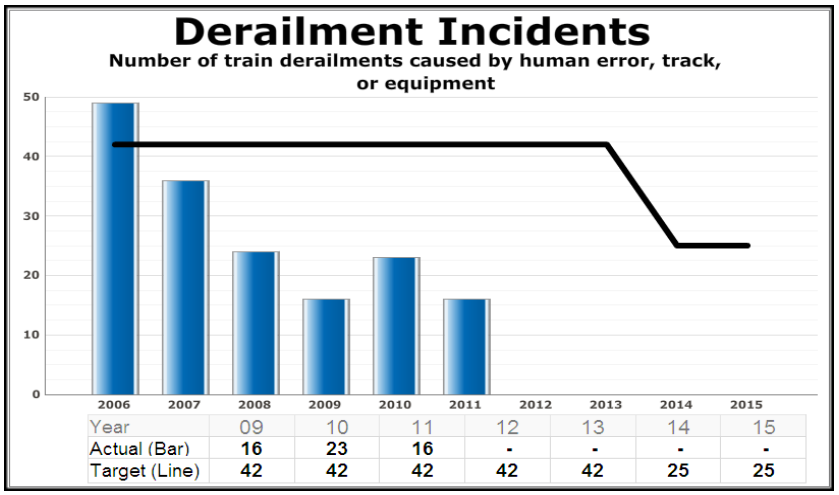
The FRA reports that, during recent years, Oregon has been in or near the top twenty states for 'least number of incidents' at public crossings, except for an increase in 2010.

Some incidents are caused by deliberate actions rather than lack of safety education or crossing safety devices.

Efforts we can undertake to support the continued decline in incidents include maintaining inspection efforts, training staff, increasing funding for crossing investments, and enhancing education outreach on crossing safety.

DERAILMENT INCIDENTS: Number of train derailments caused by human error, track, or equipment.

Safe Infrastructure: The Rail Division, working with the FRA, uses a combination of inspections, enforcement actions and industry education to improve railroad safety and reduce the number of derailments and the potential for release of hazardous materials.



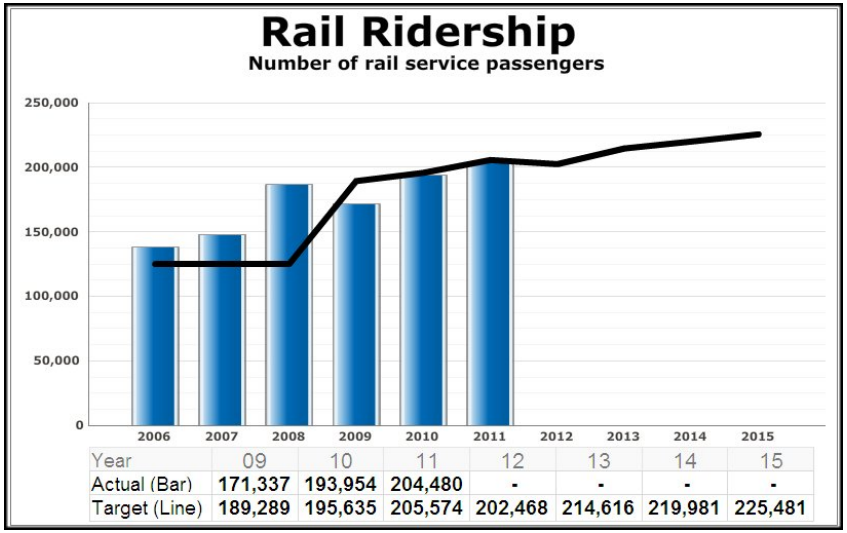
Derailments have been declining over the past eight years with just a slight spike in 2010. For 2012 and beyond, the target is being reset downward from 42 to 25.

In 2011, there were 16 derailment incidents, a decrease from the 23 derailments in 2010. Over the past seven years, derailment incidents have decreased by 28.6 percent. This trend indicates significant improvement as the industry recovers from the recent recession, though traffic counts are still below historic highs.

According to FRA's 2010–2011 data for Oregon and its neighboring states, derailments decreased in Oregon and Washington. Idaho showed no change, while Nevada and California showed increases. Oregon showed a 44 percent decrease in derailments. The decrease in derailments can be partially attributed to an increase in inspections and a full staff of certified inspectors. The decline has steadily continued since 2004 with the hiring, training and certification of new inspectors to replace the turnover in staff. This supports the need for certified inspectors performing regular inspections. Recruitment and retention of qualified compliance (inspector) personnel is vital as new hires require at least one year of training to become federally certified to conduct inspections. Staff turnover combined with the required training period limits our effectiveness in identifying non-compliant, potential derailment conditions. Analysis of data from previous inspections (track conditions, operating issues, etc.) aids our efforts in identifying areas of concern on which to focus resources and inspections to reduce incidents.

PASSENGER RAIL RIDERSHIP: Number of state-supported rail service passengers.

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



Year	09	10	11	12	13	14	15
Actual (Bar)	171,337	193,954	204,480	-	-	-	-
Target (Line)	189,289	195,635	205,574	202,468	214,616	219,981	225,481

The target projections for this performance measurement are based on historical increases in state-supported Cascades trains and Thruway buses. An increase in rail ridership is desirable and could be an indication that transportation options in Oregon have expanded.

Since 2000, passenger rail ridership has steadily increased, reaching its highest level in 2011. Passenger rail ridership fell short of the 2011 target by 1,094. However, the 2011 ridership shows a 5 percent increase from 2010 numbers, and 2011 ridership grew by more than 6,500 in 2012.

Oregon's passenger rail program is modest compared to Washington's and California's programs. Both Washington and California have aggressive investment programs for passenger rail resulting in corresponding benefits for passenger and freight rail. In 2011, Oregon's Passenger Rail Ridership figure was 204,480, while Washington's was 713,918 (California #s unavailable at press time).

In general, ridership increases result from reductions in travel time, increased train frequencies, and improvements in on-time reliability. Each of these conditions is largely dependent upon sufficient capital investment. Washington and California are spending $800 million and $3.5 billion respectively to improve travel time, frequency and on-time reliability. Washington's investments will allow them to increase their daily round trips between Portland and Seattle, resulting in an equipment shortage in the Portland to Eugene segment. To compensate, Oregon recently purchased two new trainsets for $44 million. These train sets will begin service in mid-2013 and allow Oregon to continue providing current service levels. This capital investment is added to the existing Cascades service pool of five trainsets, bringing the total number of trainsets in the PNWRC to seven.

There are several steps ODOT can take to improve rail ridership, such as:

a. Seek funding options to provide a dedicated and sustainable funding source for operations, maintenance and capital investments. This would also provide revenue available to meet the state match, which is needed to leverage federal funding that will improve passenger rail service reliability and increase train speed, frequency and range of service.
b. Continue passenger rail public awareness to increase ridership.
c. Implement the Cascades Rail Corridor Management Plan which includes agreements, contracts and strategies to jointly manage the service and provide for strategic long range planning**.**

The passenger rail trains operate on track owned by Union Pacific Railroad (UPRR). In 1994 ODOT paid UPRR $7 million for capacity improvements to operate one train. In 2000, ODOT paid UPRR $15 million in capacity improvements to add a second train. If the Passenger Rail program stops operation and, at a later date, wishes to resume the program on the UPRR tracks, the estimated capacity improvement charges will be approximately $50 million.

Summary of Division Performance

Reduce Rail Crossing Incidents

The division works with public and private entities, including railroad companies, public road authorities and law enforcement, to identify and improve safety at public highway–railroad crossings. We fund and manage crossing improvement projects. From 2001 – 2011, there has been a continuous decline in the number of incidents, with the exception of 2010.

Reduce Derailment Incidents

The division, working with the FRA, uses a combination of inspections, enforcement actions and industry education to improve railroad safety and reduce the number of derailments and the potential for release of hazardous materials. Over the past seven years, derailment incidents have decreased by 28.6 percent with the exception of a slight increase in 2010. Derailments are below the target. This trend indicates significant improvement; however some of the decrease can likely be attributed to reduced train volumes due to the current recession.

Increase Passenger Rail Ridership

ODOT promotes the use of alternative transportation modes to reduce congestion and stress on the highway system, and to reduce emissions. Increased passenger rail ridership contributes to all of these goals due to fewer passenger vehicles on the roads. In

addition, intercity passenger trains use 47 percent less energy than if the same passengers traveled by passenger vehicles. Passenger rail ridership has steadily increased since the service began in 1994, setting record numbers of riders in 2011, up 5 percent from 2010.

Major Budget Drivers and Environmental Factors

The Rail Division's priorities and resource allocation strategies are driven by three primary goals: public safety, mobility and livability.

Public Safety
Under Oregon law, the Rail Division 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, railroad operations, transport of hazardous materials and rail transit systems. We focus our efforts 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 customer. 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. Rail positively affects Oregon's national and international trade via ports (such as the Port of Portland) by providing large numbers of freight tons into and out of the port facilities. Without rail access, Oregon's ports cannot compete in national and international markets.

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

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

Livability
Our programs in Rail 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 supports 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 division's regulation of public highway-rail crossings aids local access, emergency response times and overall livability (for example, reduced noise and air pollution from idling). The state-sponsored intercity passenger rail service and related bus service offer citizens and visitors alternative travel modes.

The Rail Division is having difficulty maintaining FRA-certified staff due to the difference in pay between ODOT and the FRA. In addition, the Crossing Safety crew has been reduced by one FTE, which was added to the Rail Safety crew.

To enhance rail service in Oregon, the Rail Division has purchased two new passenger trainsets.

Containing Costs and Improving Program Delivery

Sustainable funding sources working in tandem with one-time funding sources, such as Oregon's multimodal *Connect*Oregon program, are required to maximize the utility of the rail system. Once a funding source is in place, it can be used to leverage additional private and federal funding for rail projects. For example, over the past few years, the U.S. DOT has authorized more than $12 billion in multimodal grants from the Transportation Investment Generating Economic Recovery (TIGER) and the High-Speed Intercity Passenger Rail (HSIPR) programs. Oregon's rail system has received some grants from these programs, but participation has been limited by lack of required state matching funds. The Environmental Impact Statement project we currently have underway is paving the way for future federal investment in the high speed rail corridor but readily available matching funds will remain an issue. In 2010, the federal government provided the states of California and Washington with $3.5 billion and $800 million respectively because of those states' ability to provide matching funds. Oregon received $19 million, a reduced amount due to the lack of readily available matching funds.

Using ODOT dollars in conjunction with federal or private dollars can help improve rail infrastructure and, as a result, freight and passenger rail service. A Union Pacific Railroad bridge improvement in Harrisburg provides an example of what matching funds can accomplish. ODOT combined $4 million with Union Pacific's $12.4 million to improve an area of track having a "30 mile per hour Slow Order," meaning that all trains had to slow to 30 mph. This slow-down occurred in the middle of adjacent track areas that allowed trains to reach 79 mph. The track improvement eliminates the slow area and allows trains to continue at 79 mph, reducing travel time for passenger rail and improving fuel efficiency for both freight and passenger trains.

A new federal mandate called the "Passenger Rail Investment and Improvement Act (PRIIA Section 209)" shifts 100 percent of the costs for the Amtrak Cascades rail service from Amtrak to the states. This will require Oregon to share in more of the operating and capital costs along with Washington. Oregon purchased two trainsets to be used cooperatively with the current fleet everywhere in the Cascades passenger rail corridor. By owning trains, Oregon will have a stronger role as a partner in the corridor. The two new Talgo trainsets join the five other Talgo trains in helping preserve options for Oregonians. Washington and Oregon are working on a plan to jointly manage the operations of the Amtrak Cascades Corridor. The states are working together to contract services for operations and maintenance of the fleet of trains. Also, both states are coordinating their state rail plans to take advantage of efficiencies such as data collection, planning and stakeholder outreach.

Major Budget Issues

Funding for the Transit Safety Oversight program is obtained through an assessment to each light rail operator. Beginning July 1, 2013 per federal direction, the Rail Division will no longer assess light rail operators in this manner. Under MAP-21, the federal government will reimburse us for 80 percent of the expenses incurred for this program and we will have to fund the remaining 20 percent. No funding source has been identified.

Fees from Oregon's custom vehicle license plates are the primary source of revenue for the Passenger Rail Program. These fees are collected by the Oregon Department of Motor Vehicles and pay for the operation of Amtrak Cascades trains from Eugene to Portland. There is no marginal increase in expenses for DMV to collect these fees and transfer the revenue to the Passenger Rail Program.

Under ODOT's current revenue forecast, the revenues will not be sufficient to cover the cost of the Cascades trains through the 2013-15 biennium. Revenues in 2013-15 from Custom Vehicle Plate sales are projected to be approximately $6.7 million; projected expenses are approximately $24.4 million, resulting in a $17.7 million shortfall. Additional funding is needed to maintain the current Cascades service levels. The Transportation Operating Fund (made up of unclaimed refunds for off-road vehicle gasoline tax) will provide $3.1 million of the shortfall and a Policy Option Package will provide $14.3 million, leaving $300,000 which will be covered by carefully managing and reducing projected expenses and probable increases in revenue.

Oregon's lack of dedicated, sustainable funding for rail investments is the number one challenge facing a viable rail system for both passenger and freight in Oregon. Without such funding, Oregon does not have revenue available for the required match for federal or private funds to improve rail service, nor the substantial revenue to maintain or operate the infrastructure once built.

Additionally, funds are needed to maintain and improve the rail systems that are vital to Oregon businesses and the economy, and to reduce congestion, greenhouse gas emissions and highway maintenance costs. The Oregon Rail Funding Task Force was created to

recommend a funding proposal for freight and passenger rail improvements to the Oregon Transportation Commission. The Oregon Rail Funding Task Force presented its recommendation to the OTC on December 21, 2011. The recommendation included five components: the creation of a special district; allocation of lottery proceeds to rail; reallocation of railroad property taxes to rail; a telephone access fee; and a rail investment tax credit. These sources are estimated to generate $75 - $80 million annually for rail specifically and are intended to encourage further private investment by the freight railroads.

It should be noted that, according to our state rail planner, if we abandon passenger rail from its current line, it could require tens of millions of dollars to get two trains reinstated on those same tracks.

Policy Packages

Rail Division: 2013–2015 Governor's Balanced Budget includes the following Policy Option Packages:

#070	**Revenue Shortfalls**	**(96,046)**	**0 Positions**	**0.00 FTE**

Adjustment equal to 2% Personal Services 2011-13 LAB Budget

#081	**May 2012 E-Board**	**$6,750,404 OF $2,570,579 FF**	**0 Positions**	**0.00 FTE**

Technical Adjustment: Ending Balance Adjustment

#092	**PERS Taxation Policy**	**($13,182)**	**0 Positions**	**0.00 FTE**

This package represents a policy change to limit tax relief to only PERS retirees that are Oregon residents. Non-resident retirees will no longer receive the tax relief benefit.

#093	**Other PERS Adjustments**	**($105,334)**	**0 Positions**	**0.00 FTE**

This package supports policy changes that reduce the PERS employer rate due to a limit on the cost of living increases paid to retirees.

#170	**Passenger Rail**	**$14,300,000**	**0 Positions**	**0.00 FTE**

The policy package would allow the two daily roundtrips between Eugene and Portland to continue to operate. No legislation is involved.

Budget Detail

	2009–2011 Expenditures	2011–2013 Approved Budget	2013–2015 Governor's Balanced Budget
Program			
Rail Division	$288,411,475	$66,951,203	$62,121,010
Total Rail	**$288,411,475**	**$66,951,203**	**$62,121,010**
Expenditures by Revenue Source			
Federal (FF and FF as OF)	$18,179,626	$37,948,868	$23,468,848
State (Other)	$270,231,849	$29,002,335	$38,000,063
Revenue Bonds	0	0	652,099
State (General)	0	0	0
Total	**$288,411,475**	**$66,951,203**	**$62,121,010**
Positions	25	25	25
Full-Time Equivalent (FTE)	25.00	25.00	25.00
Personal Services	$4,215,831	$4,802,296	$4,966,036
Services & Supplies	6,680,933	18,198,939	30,161,003
Capital Outlay	17,340,325	18,300,000	0
Special Payments	260,174,386	25,649,968	26,993,971
Debt Service	0	0	0
Total	**$288,411,475**	**$66,951,203**	**$62,121,010**

Summary

The Crossing Safety program is federally mandated and strives to improve at-grade crossing conditions to help ensure motorist and railway safety. Our success is evident: from 2001 – 2011, we experienced a continuous decline in the number of incidents (with the exception of 2010).

The Rail Safety program has federally certified inspectors to carry out federally mandated inspections to help ensure rail car, walkway and employee safety. Our success rate is directly tied to our ability to keep skilled inspectors on staff, and over the past seven years, derailment incidents have decreased by 28.6 percent.

The Operations program supports passenger rail, which has grown tremendously since its inception in Oregon. Having a viable passenger rail option gives travelers choices, reduces the number of vehicles on our roads and contributes to Oregon's livability.

Finally, it's important to note the *Oregon Transportation Plan* (2006) describes Oregon's vision for a transportation system that supports people, places and the economy. We believe fulfilling this vision depends on a robust freight and passenger rail system. Rail service supports economic development for all regions of Oregon by providing a competitive transportation option for shippers and passengers while improving mobility, reducing roadway congestion and reducing greenhouse gas emissions. Freight demand is projected to grow by as much as 80 percent between the year 2000 and 2030. Without preservation and strategic growth of the rail system, our highway system will experience increased congestion, which the *Oregon Transportation Plan* identifies as a major issue facing Oregon's transportation system. A degenerative rail system would negatively impact Oregon industries and ports, forcing them to be less competitive in an increasingly challenging global economy.

Program Description

The Public Transit Division program, in consultation with the Public Transportation Advisory Committee (PTAC), works with partners to provide grant funding, technical support and training to local governments, transit districts, federally recognized tribes and non-profit organizations. With our partners, we implement ODOT goals through public transportation and transportation options programs around the state. We also conduct monitoring and oversight activities to ensure compliance with state and federal requirements. In addition, we collaborate in promoting research, studies and policy analysis concerning public transportation and laws.

PTD Grant Program

Seniors and individuals with disabilities/ special transportation grants. Dedicated state and federal funds are available for communities to provide transportation for seniors and people with disabilities across Oregon. Since 1985, dedicated state funds are available through the Special Transportation Fund (STF), which are allocated to transportation districts, counties and nine federally recognized Tribal governments. State revenues consist of cigarette taxes, state identification card fees, and non-highway use state gas taxes. Examples of funded services include training on transit use; operating support for volunteer and dial-a-ride services; expanded accessible fixed transit; and information on options for those no longer able to drive.

The 2011 legislature directed $2 million in General Funds to move toward the goals of this program. These state resources had the added benefit of helping local communities meet matches for additional federal funds. Portland State University conducted a needs study in 2008 that helped reset the key performance measure target of annual trips needed to “29 trips per individual” to meet essential travel needs. Current trips per individual are static at 21 trips per individual (seniors and persons with disability).

Federal Transit Administration (FTA) funds are also available for the capital and contract services needs for these service providers. The state has added $22 million in Federal Highway Administration Surface Transportation Program funds to increase support.

Rural transit operations grants. We distribute funding to 36 providers around the state to support rural transportation, including more than 200 cities and towns, numerous unincorporated areas, and one federally recognized Indian tribe. Funds may be used for planning, capital investments, operations and acquisition of public transportation services in communities with populations less than 50,000. In 2012, FTA incorporated criteria and low-income population weighting into the program. This action replaced the previous Job Access and Reverse Commute (JARC) program, which was discontinued with the federal reauthorization of transportation funding, Moving Ahead for Progress in the 21st Century (MAP-21).

Capital grants for buses and facilities. FTA makes funds available to states who may apply for transit capital improvements. PTD resources are directed to capital for providers of transportation services for seniors and people with disabilities and rural communities that offer public transportation. Currently we hold security interest in over 1,000 local transit vehicles owned and operated by community providers. The State of Good Repair program funds bus replacements and related equipment repairs to keep fleets and facilities maintained in good condition. In 2010, we received $3 million to replace 31 vehicles for community partners. In 2012, we were awarded $2 million in funds for vehicles and a passenger shelter project. Periodically, we will compete for Bus Livability (transit capital enhancements that improve community livability), Clean Fuels (alternative fuels vehicles), and Veteran's Livability Initiative (creating accessible veteran transportation) funds. The new federal authorization MAP-21 will provide ODOT $4.8 million biennially for transit capital in urban communities under 200,000 populations and rural communities. Typical projects include fleet replacement and expansions, passenger shelters, and lighting, with one or two larger community maintenance or administrative building projects.

We use $4 million in FHWA Surface Transportation Program funds for mass transit vehicle replacement, which provides funds for large urban transit agencies (populations greater than 200,000) to replace the oldest of large buses.

Rural intercity bus grants. This program provides rural intercity passenger bus services through grants to rural public providers. The program funds intercity service, vehicle purchases, traveler information systems, intermodal facilities, technology and equipment to make intercity 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, supporting improved intercity service coordination, and connecting bus, rail and air. We provide technical assistance, identify service gaps, work with committees to prioritize needs, and manage grants to meet those needs.

POINT intercity passenger bus contracts. The division funds the Public Oregon Intercity Transit (POINT) system, a service of regional private transit companies and ODOT. We contract directly with private intercity providers to serve the longer distance rural regional connections to the major urban hubs. POINT contracts create incentives for private providers to serve routes that make important connections but are not viable without some support. POINT services encourage travel by modernizing service with amenities that include AC outlets, Wi-Fi on buses, extended leg room for passengers and informational websites. The NorthWest POINT provides two round trips a day between Portland and Astoria. The SouthWest POINT provides daily round trip service between Klamath Falls and Brookings. The HighDesert POINT provides two daily round trips between Redmond and Chemult; it also connects with Amtrak passenger rail service in Chemult. An additional POINT service will begin for the Eugene to Portland corridor in spring 2013.

Transportation Demand Management grants. Also called "Transportation Options," this program helps local governments better manage transportation system capacity by improving alternatives to driving alone. Examples include ridesharing programs, vanpools, park-and-ride lots, marketing, consumer education and information programs. The program is currently responding to an increased demand for ridesharing options due to congestion, increasing costs to own a car and climate change issues. We are initiating a strategic plan for this effort in 2013.FHWA Surface Transportation Program provides funding for this program.

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

OTHER DIVISION ACTIVITIES

Training and oversight. We conduct monitoring and training of the tribes, local governments, transit districts and non-profit providers to ensure compliance to federal program standards. We place emphasis on oversight of fiscal management and obligations, vehicle preventive maintenance, facilities asset management, safety practice, drug and alcohol testing, civil rights and ADA compliance. Training is focused on providing rural and special transit providers with the knowledge to meet compliance requirements. We also conduct in depth on-site compliance reviews periodically. FTA conducts a triennial review of our program to ensure that we are compliant; the 2012 FTA State Management Review found us in compliance. It also found two areas for follow-up, and the subsequent activities and documentation were successfully completed within 90 days. We contract with consultants to review Drug and Alcohol testing practice for each participant, and we conduct in-depth on-site program compliance reviews every three years. In addition, we support a website that provides guidance and best practice information for program participants. For example, we recently completed guidance on Vehicle Preventive Maintenance, Title VI requirements, and Asset Management plans and practice.

Preventive maintenance program. Our goal is for all grant-funded vehicles to receive maintenance as defined by the vehicle manufacturer's recommendations. To that end, we have developed a process to monitor sub recipients' vehicle maintenance.

Statewide rideshare/ridematch information. During the 2011-2013 biennium, we initiated "DriveLess Connect," a rideshare online (RSO) technology improvement. This software allows the public to use the Internet to find rideshare matches for travel in Oregon, Washington and other western areas. DriveLess Connect, which replaced four stand-alone systems, allows communities of interest or

individuals to make arrangements for safe and convenient shared trips. Key features 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 walking, biking, and ride share trips; and the ability to interface with a wide variety of social networking tools to help people share travel. We used $3 million develop and provide transportation options information and education activities.

Statewide planning program. The division supports statewide transit planning and policy development. PTD staff provides technical expertise in the development of local, regional, and statewide plans to ensure the appropriate consideration of public transit needs. FTA funds are made available to support statewide and local transit plan development. For 2013–2015 work will commence on a new federal requirement to complete Rural Transit Safety plans and Safety Training program.

Mission, Goals, and Historical Perspective

The Public Transit Division supports the Oregon Department of Transportation's (ODOT) mission to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians. In particular, we support ODOT's mobility options through advocacy, collaborative partnerships and grant programs that support community public transportation efforts. These transportation choices help create social equity, provide access to jobs and critical needs, increase connectivity and contribute to a robust state economy. Choices also reduce our carbon footprint, increase energy independence and help create a sustainable future.

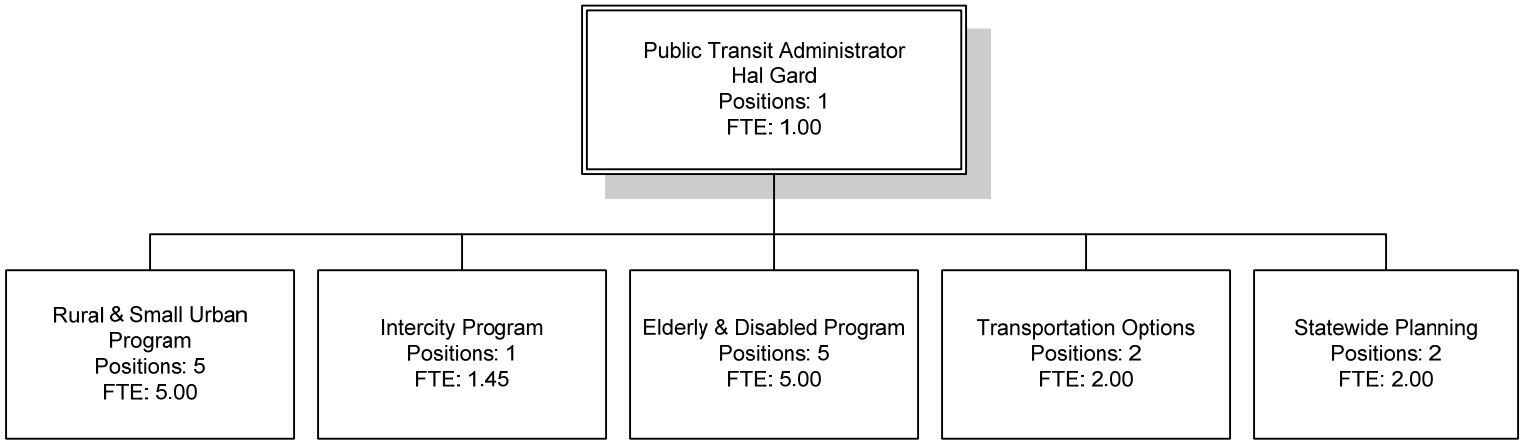
The division began in 1973, when the federal government started programs for public transportation. ODOT used this support to help rural communities provide public transportation and help non-profit service organizations purchase vehicles for transporting seniors and people with disabilities. In 1985, the Oregon Legislature, in response to senior advocates who identified mobility issues as a critical priority, formed a Special Transportation Fund that increased the support for communities to provide trips for seniors and people with disabilities.

Program Summary

PTD provides grants, policy leadership, training and technical assistance to communities and local transportation providers to enhance mobility. This mobility enables citizens to live independently and participate fully in Oregon's economy. PTD also assists in the development and use of transit, ridesharing, and other alternatives to driving alone which helps to reduce congestion, diminish environmental impacts, and make more efficient use of Oregon's transportation system.

Organization

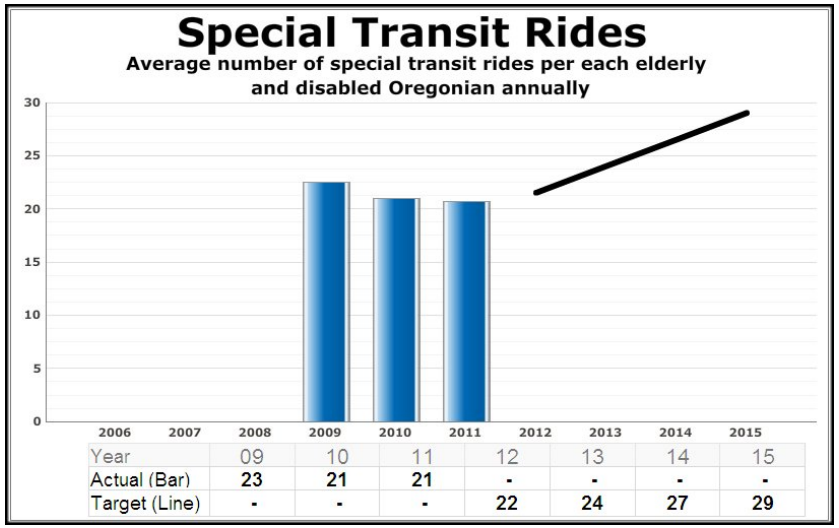
Positions: 16 FTE: 16.45



Performance Measures

Special Transit Rides: Average number of special transit rides per each elderly and disabled Oregonian annually.

ODOT invests in and promotes the use of accessible transportation services for seniors and individuals with disabilities. State and federal programs have been developed to provide equality of access for those with mobility needs.



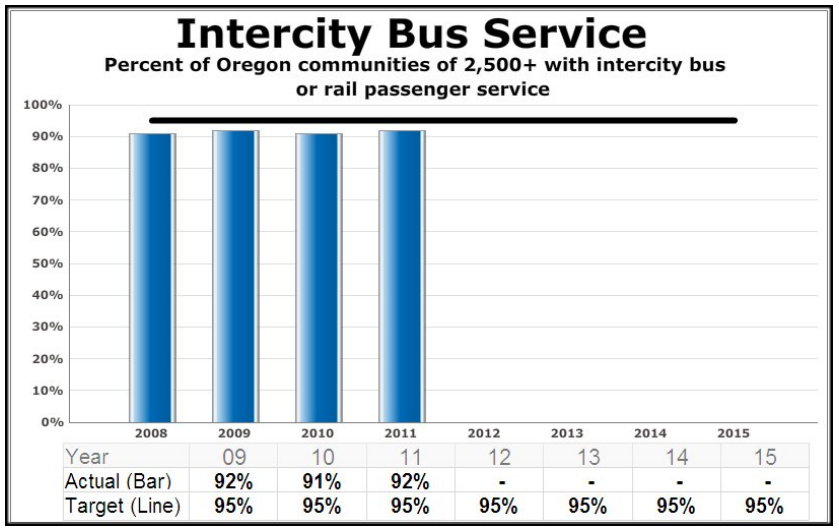
A new target has been set to attain the goal of 29 annual trips (a 26 percent increase) per Oregon's population of seniors and individuals with disabilities by 2018, a ten-year period. The current trips available are 21 trips per individual. A 2008 Portland State University study found that older individuals, at a minimum, need an average of 26 percent more transit trips than are available today.

Since 1998, average annual rides per senior and individual with disability steadily increased until 2007. In 2007, the average number of rides declined due to population and fuel cost increases with no commensurate resource increase. 2008 showed a small recovery. Since 2010, providers have struggled to maintain service levels as state and local resources have fluctuated.

The goal has been reset to include fixed route transit in the count as a more cost effective mobility solution for seniors and individuals with disabilities because it provides the greatest access and independence for the individual where it is available. With ODOT's emphasis on improvements in modal connectivity and access in the Flex Program and *Connect*Oregon Program, a goal of 2.5 percent annual improvement toward the target is reasonable, if resources are available. History shows that additional investment contributes to a proportional increase in trips provided. The PSU study suggests that to achieve an additional 2.5 percent annual gain in trips per individual, a minimum investment increase in the Special Transportation Program of approximately $4 million annually would be needed to catch up with population growth to 2030.

Intercity Passenger Service: Percent of Oregon communities of 2,500 or more with intercity bus or rail passenger service.

Connecting Communities: Viable transportation options are important for rural communities. ODOT has placed an emphasis on strengthening accessible transportation connections. Mechanisms to support this include incentive funding and vehicle purchase for providers of intercity passenger service.



Year	09	10	11	12	13	14	15
Actual (Bar)	92%	91%	92%	-	-	-	-
Target (Line)	95%	95%	95%	95%	95%	95%	95%

The target of 95 percent for this measure comes from the Oregon Transportation Plan, demonstrating alignment between ODOT's key performance measures and long-term planning. The goal for 2013 – 2015 biennium is to maintain existing progress toward the goal of 95 percent.

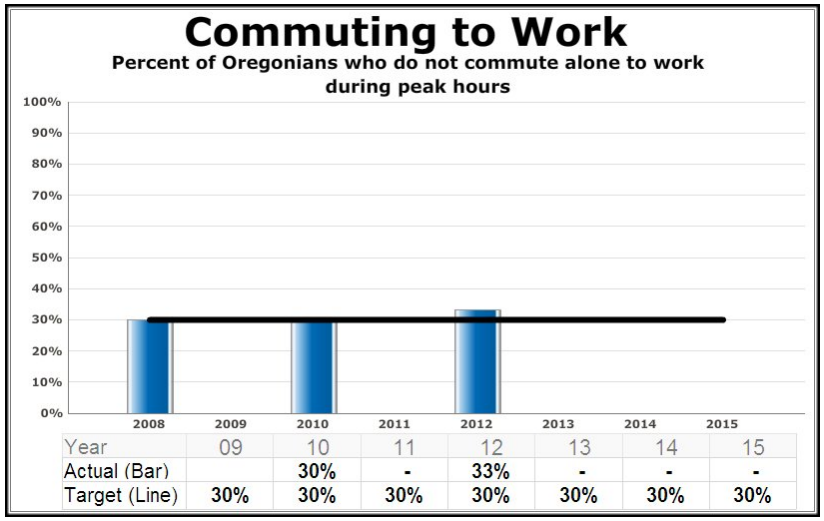
Since 2002, at a minimum, 90 percent of all communities with a population of 2,500 or more have bus service to the next regional service market and accessible connections to statewide and regional intercity transportation service. This goal helps to meet the needs of rural Oregon communities for travel alternatives and intercity service access. The intercity bus program has kept up with growth in the number of communities and population. For 2011, 92 percent of communities are now connected.

Investments in transit information (TripCheck-Transportation Options, General Transit Feed Specification) are making it easier for the public and planners to use Oregon's fixed route transit network.

We should continue to invest in appropriate levels of intercity bus service with an emphasis on Oregon's transit network as a whole, with an emphasis on continued investment in transit information systems that bridge the gaps of currently available transit and multi-modal trip planners.

Alternatives to One-Person Commuting: Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicles

This measure reports the percentage of commuters who use alternatives to one-person commuting during peak hours. Oregon compares well nationally during peak hours and all hours.



Year	09	10	11	12	13	14	15
Actual (Bar)		30%	-	33%	-	-	-
Target (Line)	30%	30%	30%	30%	30%	30%	30%

Recent data show the proportion of Oregonians commuting during peak hours by means other than a single occupancy vehicle (SOV) is increasing. Non-SOV travel makes more efficient use of existing transportation infrastructure investments. Non-SOV travel is typically more physically active travel than SOV travel, contributing to a healthier population and lower health care costs.

The relative attractiveness of non-SOV travel is influenced by a wide variety of factors. Investments in transit, services, bicycle and pedestrian infrastructure, and Transportation Options programs impact travel choices. Economic factors also have an affect, such as fuel prices and increases or decreases in growth.

A critical element in use of travel options is accurate, accessible information. ODOT's Transportation Demand Management / Transportation Options program provides information and encourages use of alternatives to the SOV. The Transportation Options program works in combination with ODOT's initiatives to develop connected transit, rail, intercity bus, bicycle and pedestrian access, all offering safe, healthy and efficient travel choices.

Because we have experienced success with the current program, we will continue to maintain and improve it with new technologies and strategies where opportunities exist.

The Transportation Needs and Issues survey is managed by the ODOT Research Unit. The survey is administered every two years.

Major Budget Drivers and Environmental Factors

The drivers of work efforts within PTD can be categorized into three major areas: 1) planning and program development; 2) operational stewardship and grant making; and 3) local partner support and oversight. These efforts involve providing technical assistance, system development and project oversight for local partners; ensuring a balance between public transportation connectivity for the state and local communities; working collaboratively with partners; and continuing to ensure transparency of actions and decisions. During the 2011 – 2013 biennium, we created a reorganization plan that improves partnerships and services and fully supports ODOT's multimodal reorganization. As part of this effort, we implemented numerous internal improvements, including automating Grants Management system; re-aligning work with appropriate resources; and streamlining processes and reporting.

Planning and Program Development. The division works with the Public Transportation Advisory Committee (PTAC), Federal Transit Administration and other internal and external stakeholders to develop public transportation programs. The 2013 – 2015 period will be especially busy as MAP-21 legislation requires significant work in the program development area. Two new programs must be developed and two changed to incorporate new criteria. This work is in addition to the ongoing activities for policy interpretation, oversight contract management, program solicitation development and stakeholder input.

Operations and financial stewardship. The division implements the public transportation program through local partnerships. This work involves over 300 active intergovernmental agreements with 120 entities. Much of the division's ongoing activities are to provide efficient and accurate transactions and tracking of this work. Changes and additional programs make this effort a continual challenge as the robust but complex financial tracking database must be continually updated. The division must develop, track and amend IGAs and multiple federal grants and track all funded assets with useful life.

Local Partnerships and transit oversight. With our reorganization, six employees moved to Regional Transit Coordinator positions aligned with ODOT's current Regions. Each coordinator is responsible for all programs, providers and services offered within that region. This alignment has promoted a more outward-facing division; improved PTD's partnership with transit agencies, stakeholders, and public transportation advocacy groups; and allowed more effective and efficient use of state and federal funds, resulting in more coordinated and integrated transportation solutions. This work has already proven successful in better service and more effective use of grant funds for rural and frontier programs.

Specific work drivers for 2013-2015

Public and Human Service Transportation Coordination

- PTD is engaged with other state and local agencies managing transportation resources for general public, special needs and social services clients' transportation. A thoughtful coordination of public transportation efforts can often create higher quality services, greater program productivity, and broader positive program results. An immediate coordination concern is the effect of changes in the Oregon Health Plan structure to implement the local Community Care Organization's (CCO) health care delivery model that may create unintended results to the benefits of the existing coordinated non-emergency medical transportation system in Oregon.

- During 2011 and 2012, we continued to provide support to the 42 County, Tribal, and Transit Districts that coordinate the Special Transportation Fund program in their areas to update their "coordinated human service – public transit plan." We helped agencies improve the plans in order to invest effectively and gain the benefits of a coordinated system. There will be a renewed work task to update the plans as we develop the MAP-21 transit programs.

- PTD convenes the Public Transportation Advisory Committee (PTAC) who advises the Oregon Transportation Commission and ODOT on planning and developing efficient and effective public transportation services. PTAC provides support and advocacy for transportation services. Our division also participates annually in the Oregon Public Transportation Conference in partnership with Oregon Transit Association, which provides training and networking opportunities for individuals in the transportation industry.

Transit Information Technology; General Transit Feed Specifications

The division will continue to support information technology efforts that help travelers access the public transportation and rideshare system. General Transit Feed Specifications (GTFS) data describes fixed route transit service in sufficient detail that it is used for transit trip planners such as Open Trip Planner, Bing Transit and Google Transit. It is also used for various stop-centric transit information applications like OneBusAway and RouteShout. As information tools become available, we add to the quality and scope of transit information in a variety of ways:

- Russell's Official National Motor Coach Guide – Oregon intercity bus schedules listed in Russell's Guide (www.russellsguides.com).
- Oregon POINT – www.oregon-point.com
- Signage for intercity bus services – Install, or update, stop signage for intercity bus services
- Division Web Site – Links to Oregon transit resources for passengers and prospective passengers (www.oregon.gov/ODOT/PT/Transit_Riders.shtml).
- TripCheck-Transportation Options – Maintain/update web based statewide directory of transit services (http://www.tripcheck.com/rtp-to/cityCounty/cityCountySearch.aspx).
- General Transit Feed Specification (GTFS) data – Support the creation and maintenance of GTFS data, enabling applications like Google Transit to provide transit information to the public (www.transit.google.com)
- DriveLess Connect – Links to ridesharing opportunities http://drivelessconnect.com/
- DriveLess SaveMore – Links to community alternatives to single car trips http://www.drivelesssavemore.com/

Improving Program Delivery

ConnectOregon Program

PTD will continue to assist other ODOT departments in the selection and prioritization of multimodal projects for the *Connect*Oregon program.

Governor's Task Force on Veteran's Transportation

In 2008, the Governor's Task Force on Veteran's Transportation was commissioned to identify issues facing Oregon veterans and to provide recommendations to improve service. One of the issues identified by the task force was the lack of handicapped accessible vehicles in the Veterans Administration fleet. We identified eligible vehicles; paid to have them brought up to public transportation standards of good condition; and delivered them to the VA facilities in Portland, White City and La Grande. In total, eleven ADA-accessible vehicles were donated. In 2012, we entered into a pilot with three agencies that coordinate rides through a brokerage model that will include veterans. These agencies will pilot this concept in 2013 – 2015 and if successful, PTD will add agencies in other areas.

Recent Program Changes

MAP-21 Implementation

- The addition of three new Metropolitan Planning Organizations, which occurred as part of the 2010 Census changes, will require additional staff liaison responsibilities between the MPO, ODOT and FTA. The first couple of years of a new MPO also incur additional planning and other start up responsibilities. PTD will have additional grant program administration responsibilities for the six small urban agencies.
- MAP-21 reauthorizes funding for fiscal years 2013 and 2014 and makes significant changes to federal transportation policy. These and other aspects of MAP-21 will impact the work and data collection priorities for the division but until the final guidance or rules are in place, it is not possible to assess the changes.
- New Capital Assets Management Requirements. The purchase of vehicles is done through grant recipients who are responsible for purchasing equipment and services financed by grants. Properties purchased or structures constructed with federal or state funds such as land, buildings (i.e. bus barns), and facilities (i.e. passenger shelters and transfer stations) must be used for the purpose described in the grant agreement. We are responsible for protecting the state and federal interest in all equipment and facilities purchased until those assets are retired. MAP-21 requires additional work to maintain, track and plan for capital asset management, which will require additional administrative work for ODOT and sub recipient agencies.
- New Transit Safety and Security Program. MAP-21 also implements a new safety planning requirement for states. ODOT and subrecipients of FTA funds are required to have safety plans and safety training. ODOT must complete a State Transit Safety Plan. We will be developing a program of safety planning and subrecipient oversight to meet the new FTA safety requirements. ODOT will be responsible for making sure each rural transit participant and each small urban area transit system complies with

the new Safety Program requirements. These activities will require additional administrative work for the division. While FTA will provide additional resources for the new safety work, there is a requirement for a 20 percent state share. The new law specifies that this share cannot be derived from local agencies. More information about the requirements and costs to implement will be developed in the 2013 – 2015 period.

- Changes to Existing Transit Programs. MAP-21 made substantive changes to eliminate two federal programs but combined additional features and funding into existing federal programs. With the advice of the Public Transportation Advisory Committee, we will be revising the Rural and the Special Transportation programs guidance and procedures to incorporate those changes.

Major Budget Issues

Sustaining Senior and Individuals with Disabilities 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 coast area, 27 percent of the population includes seniors 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 provide about 17 million transit trips for seniors and individuals with disabilities. The cost of these services is about $47.5 million per year. According to a 2008 study conducted by Portland State University, in order to keep pace with population growth alone, the low estimate of the cost for service in 2030 will be $132 million, and the high estimate is $246 million. These estimates do not include inflation or addressing unmet need. To keep pace in the short-term (to 2015), a very simple low estimate would be that to keep up with population growth an additional $8 million per biennium would be needed or approximately $4 million annually.

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

Sustaining General Public Transit Services

Since 2000, public transportation ridership in Oregon has 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 it has created pressure on local provider budgets. Public transit systems are

struggling to continue current route coverage as their own local operating budgets decline due to a depressed economy. Urban providers are considering reducing routes and scaling back operations as local and state resources fall short of the resources needed to address this increase in demand. An additional stress is that FTA has combined the Job Access Reverse Commute (JARC) program with the rural program and ODOT is responsible for managing the details of that change so that worthy JARC projects can be sustained.

As demand for sustainable alternative transportation service increases, we are working with public transportation providers to address the following issues in the 2013 – 2015 biennium:

- Transition to practices and equipment types that are more cost effective and energy efficient and have less environmental impact – PTD is establishing a work group to design a new capital program.
- Address the reduction of local matching resources as the loss of $6 million in Oregon Energy Tax Credit funds supporting transportation programs is absorbed – PTD provides transit information to the Oregon Transit Association as it works with stakeholders to develop other potential sources.
- Add operational improvements, i.e. more routes, amenities, and additional service on popular routes – PTD is bringing service design training and technical advice to Oregon
- Enhance services and modernize aging facilities – PTD is developing an asset inventory and management plan with providers.
- Reduce time between bus departure and the next available bus (headways) – this is often related to the operating funds available but adding expertise in efficient service design and public input on route priorities may help.
- Add commuter bus and rail capacity – this will be included in the next Oregon Public Transportation Plan.
- Modernize bus options and design – PTD is working with FTA to recommend a program for “right-sizing” vehicle replacements.
- Modernize travel information and upgrade communications and security equipment – PTD is in the midst of helping bring Oregon transit information to a contemporary Internet and social media capability.

The FHWA Surface Transportation Program provides flexibility in the use of federal funds. These funds may be used as capital funding for public transportation capital improvements, car and vanpool projects, fringe and corridor parking facilities, bicycle and pedestrian facilities, and intercity or intra city bus terminals and bus facilities, passenger rail, surface transportation planning activities, wetland mitigation, transit research and development, and environmental analysis. We use STP funds to enhance the dedicated state and

federal resources that are available to meet Oregon goals. The support of these funds provides options to include public transit and transportation alternatives as solutions for transportation problems.

Actions to Contain Costs

Transit/Intermodal Hub Consolidation

PTD supports consolidation of local transit service, intercity bus service, and passenger rail service at transit hubs. Examples of transit hubs consolidating local transit service and intercity transit service include: the Astoria transit center, Hawthorne Station in Bend, Front Street Station in Medford, and the Ontario's MCOA (Malheur Council on Aging) and Greyhound stop.

The Salem railroad station is an intermodal hub consolidation project in progress. The finished project will bring together bicycle and pedestrian facilities, three intercity bus lines, local/regional public transit, and Amtrak passenger rail service in a single facility. The project involves funding from a local donor, Greyhound, the State Historic Preservation Office, and various ODOT fund sources, and includes the rehabilitation of the historic baggage express building, which will house Greyhound's Salem operations.

The Historic Salem Baggage Express Depot circa 1929

During the 2011-2013 Biennium, we worked on numerous internal improvements including adding an automated Grants Management system; re-aligning work with appropriate resources; and streamlining processes and reporting. Our transit partners can now apply for grants, submit quarterly reports and make payment requests online, saving cost and time and improving accuracy.

Policy Packages

Public Transit Division: 2013–2015 Governor's Balanced Budget includes the following Policy Option Packages:

#070	**Revenue Shortfalls**	**($18,742) OF ($34,072) FF**	**(1) Positions**	**(0.30) FTE**

Adjustment equal to 2% Personal Services 2011-13 LAB Budget

#090	**Analyst Adjustments**	**$1,821,742 OF (1,821,742) FF**	**0 Positions**	**0.00 FTE**

Agency requested fund shift from Federal Funds to Other Funds, in support of the new federally approved indirect Cost Allocation Plan for program administration.

#092	**PERS Taxation Policy**	**($41,403) OF $33,391 FF**	**0 Positions**	**0.00 FTE**

This package represents a policy change to limit tax relief to only PERS retirees that are Oregon residents. Non-resident retirees will no longer receive the tax relief benefit.

#093	**Other PERS Adjustments**	**($330,833) OF $26,688 FF**	**0 Positions**	**0.00 FTE**

This package supports policy changes that reduce the PERS employer rate due to a limit on the cost of living increases paid to retirees.

#190	**Lane Transit District**	**$15,220,000 OF**	**0 Positions**	**0.00 FTE**

This policy package is designed to provide bond proceeds for local match supporting the West Eugene EmX Extension and $757,944 in General Funds for debt service payments.

#191	**Senior and Disabled Transportation**	**2,000,000 GF**	**0 Positions**	**0.00 FTE**

This policy package will provide pass-through funding for 42 Oregon Special Transportation Agencies.

Budget Detail

	2009–2011 Expenditures	2011–2013 Approved Budget	2013–2015 Governor's Balanced Budget
Program			
Public Transit Division	$105,534,512	$82,912,463	$100,239,082
Total Public Transit	**$105,534,512**	**$82,912,463**	**$100,239,082**
Expenditures by Revenue Source			
Federal (FF and FF as OF)	$62,098,302	$55,334,656	$65,400,803
State (Other)	$36,324,927	$25,577,807	$17,618,279
Revenue Bonds	0	0	15,220,000
State (General)	7,111,283	2,000,000	2,000,000
Total	**$105,534,512**	**$82,912,463**	**$100,239,082**
Positions	17	15	16
Full-Time Equivalent (FTE)	16.46	14.75	16.45
Personal Services	$2,981,527	$2,640,668	$2,838,323
Services & Supplies	1,593,435	6,298,269	6,699,868
Capital Outlay	7,354	0	0
Special Payments	100,952,196	73,973,526	90,700,891
Debt Service	0	0	0
Total	**$105,534,512**	**$82,912,463**	**$100,239,082**

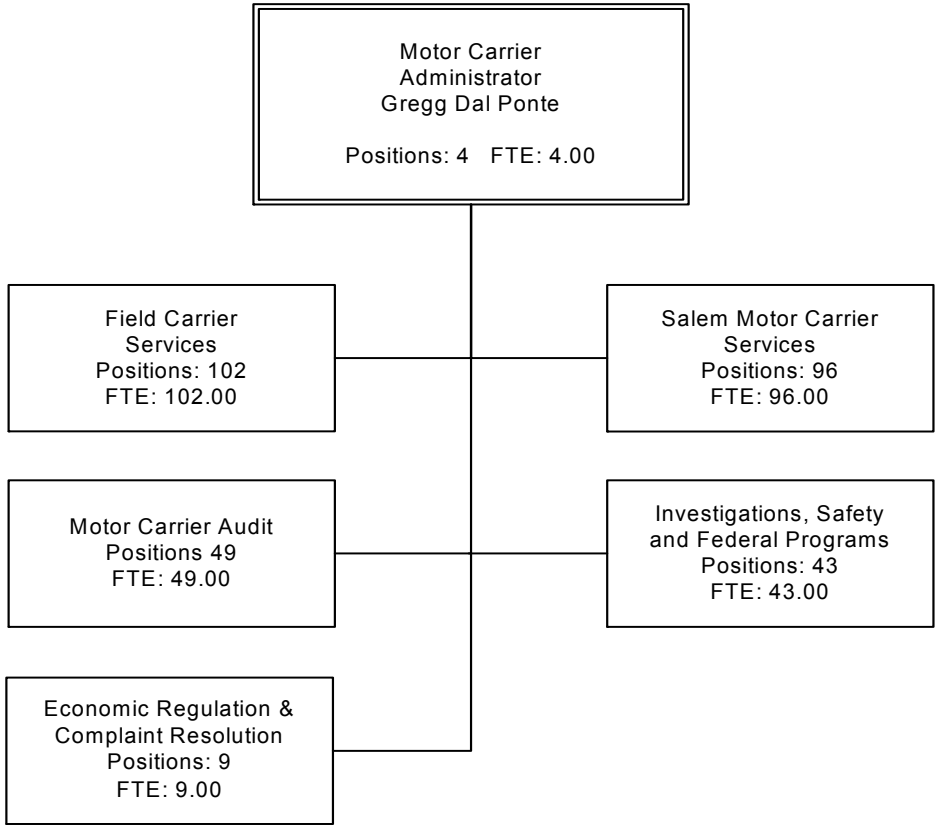
Summary

The *Oregon Transportation Plan* (2006) describes Oregon's vision for a transportation system that supports people, places and the economy. Fulfilling this vision is dependent on supporting mobility options that create social equity and provide access to jobs and businesses. Transit service demand continues to grow. Oregon also continues to experience a growth in an aging population that further impacts mobility demands. Without preservation in and strategic growth of the transit system and transportation options, the highway system will experience increased congestion, and mobility for Oregonians will continue to impact Oregon's entire transportation system.

Program Description

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 that operate throughout the states and Canada. 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 the five programs.



Investigations, Safety, Federal Program

Commercial Vehicle and Driver Safety Enforcement

Highway safety is the top priority for the MCTD. The division administers and enforces state and federal safety rules regarding the mechanical condition of trucks, qualifications, and fitness of truck drivers, securement of cargo, and proper shipping of hazardous cargo. Safety specialists inspect trucks at company terminals, weigh stations, and along roadsides locations. They conduct comprehensive audits of trucking companies at their offices to check regulatory compliance, including audits of new interstate motor carriers to ensure they get off to a good start. Staff also helps law enforcement officers investigate truck crashes.

MCTD is responsible for training and certifying law enforcement officers who perform truck, driver, and hazardous cargo safety inspections. There are more than 500 certified inspectors at work in Oregon today. They completed a total of 51,986 inspections in 2012 — a rate of 1 inspection every 10 minutes. MCTD staff completed 33,188 of the inspections, while other state law enforcement officers completed 18,798. Critical safety violations were found in 25 percent of trucks and 16 percent of drivers inspected, indicating that inspectors effectively selected which to check. (Current national rates are 20 percent trucks and 5 percent drivers).

MCTD manages the federal Motor Carrier Safety Assistance Program (MCSAP) in Oregon and receives more than $2.6 million in federal funds each year to support truck safety-related efforts. As a condition for receiving MCSAP funds, the division produces an annual Commercial Vehicle Safety Plan addressing ways to reduce crashes, injuries, and fatalities. The plan is also required by Oregon law and all trained and certified inspectors must follow it. The 2012 plan is available on the Internet: http://www.oregon.gov/ODOT/MCT/docs/2012CVSPlan.pdf

Green Light Weigh Station Preclearance

MCTD uses an intelligent transportation system called Green Light to weigh trucks in-motion and identify them as they approach Oregon's busiest weigh stations. The preclearance system is operational at 22 weigh stations statewide. It allows the stations to signal transponder-equipped trucks to proceed without stopping if they cross weigh-in-motion scales and successfully pass a computer check of size, weight, height, registration, account status, and safety records. As of October 2012, the Green Light program weighed in-motion and pre-cleared trucks 16,000,000 times in the past 13 years.

In 2012, trucks were weighed, electronically screened, and signaled to pass the stations 1,405,449 times. Operating a heavy truck is estimated to cost $1.96 per minute and stopping at a weigh station can take five minutes. On that basis, Green Light saved truckers 117,100 hours of travel time and $13.8 million in truck operating costs in that year alone.

Allowing safe and legal trucks to bypass weigh stations helps enforcement officers manage a growing stream of truck traffic, preserves weigh station facilities, and eliminates hours of delay and significant expense for the trucking industry. This contributes to the department's key strategic goal of moving people and goods efficiently, using innovative technology to solve transportation

problems. It also contributes to Oregon Benchmark No. 77 – Carbon Dioxide Emissions. Emission testing by the Oregon Department of Environmental Quality has confirmed additional benefits of the program. Tests found a 36 to 67 percent reduction in each of the pollutants monitored – particulate matter, carbon dioxide, nitrogen oxides, carbon monoxide, and hydrocarbons – when trucks stayed at highway speed past a weigh station. Moreover, trucks that avoided the deceleration and acceleration necessary to enter and exit a weigh station also experienced a 57 percent improvement in fuel economy.

Salem Motor Carrier Services Program

Commercial Vehicle Registration

Oregon-based trucks display a red ODOT license plate for vehicle registration and weight-mile tax identification purposes. Trucks that operate within the state display an Oregon Commercial plate and trucks that travel outside the state display an Oregon Apportioned plate.

Most carriers from other states and Canada participate in the International Registration Plan program through which they pay apportioned registration fees so their trucks can operate in Oregon. Those trucks are identified by the license plates issued by each carrier's home state or province. MCTD registration staff responsibilities include the following:

- Issue or renew more than 40,000 truck license plates to Oregon carriers each year
- Issue more than 250,000 temporary passes and trip permits each year
- Ensure trucking companies pay registration fees, file road-use tax reports, and pay taxes on time.
- Annually collect about $275 million in weight-mile taxes and $46 million in Oregon truck registration fees
- Ensure that intrastate truckers have liability insurance and when necessary, cargo insurance
- Help more than 4,500 Oregon interstate truckers operate in other states and Canada under the International Registration Plan and International Fuel Tax Agreement. Collect and distribute over $58 million in registration fees and fuel taxes for other jurisdictions.
- Ensure bond or cash deposit to secure tax and fee payments are filed.

Trucking Online

MCTD was one of the first Oregon state agencies to offer an Internet service that allows customers to go online to transact business, make payments, and check records. There are currently 78 business processes that can be completed online and developers continue to add services. Besides financial transactions, Trucking Online lets authorized users check their trucking company accounts and it features a Public Access Menu that allows anyone to view public records. More than 14,000 trucking companies now save time and money every day using a home or office computer to run their business without the need for a phone

call, fax, mail delivery, or over-the-counter service. Since January 2003, Trucking Online has been used for well over 3.7 million transactions or record inquiries.

Online business was up in 2012 as Trucking Online handled 8 percent more transactions and 7 percent more records inquiries than the previous year. In the major categories of activity, there has been a steady increase in online weight-mile tax reports and payments. Now, over 48 percent of all such transactions are completed online. The annual renewal of truck registration or tax credentials is another major online activity. In 2012, companies based out of state put the paperwork aside to electronically renew 74 percent of all tax credentials needed for trucks that did operate in Oregon in 2012. As a result, Oregon saved 330 reams of paper (a stack that would reach 68 feet high), plus over $50,000 in postage and staff time to process and mail renewal-related materials.

Over-Dimension Permits

Staff issue single-trip and continuous-operation (annual) permits for oversize, overweight, or unusual truckloads. The division maintains road and bridge restriction information for the state and provides truckers routing instructions for their trips. Permits are available at the Salem headquarters office, the Jantzen Beach Portland Bridge, and at many DMV and Highway Division district offices throughout the state. The permits authorize travel on state and federal highways and may authorize county roads. The Over-Dimension Permit Unit has agreements in place with all 36 counties and receives approval from these road authorities by phone, e-mail or through blanket authorizations. In 2012, the division processed 58,986 single-trip permits and 51,211 continuous-operation permits.

Motor Carrier Transportation Division staff plays a critical role approving highway restriction requests and working with the Communications Division to keep the trucking industry informed of construction and maintenance project impacts. Motor Carrier Division staff also identifies key routes and types of truck loads that may be operating in and around projects, provides feedback regarding clearances for freight loads, and helps find detours and alternate routes.

Highway-Use Tax Collection

MCTD staff process mileage reports and collect highway-use taxes and fees from truckers. Weight-mile tax collections in 2012 totaled approximately $275 million. Trucks weighing more than 26,000 pounds pay this tax in Oregon. Trucks with non-divisible loads weighing more than 98,000 pounds pay a road use assessment fee for the loaded portion of their movements. Road use assessment fee collections in 2012 totaled approximately $1.8 million. These graduated taxes and fees depend on a truck's weight and the miles traveled on public roads.

Field Carrier Services Program

Truck Size and Weight Enforcement

Motor carrier enforcement officers are based in six districts statewide. They work at 82 fixed weigh stations, including six ports of entry, and dozens of portable scale sites to ensure trucks stay within size and weight limits. In 2012, motor carrier enforcement officers weighed 1,988,344 trucks on static scales. They sorted and sent on their way hundreds of thousands of empty trucks that did not need to be weighed. 1,472,982 trucks were electronically weighed and checked at highway speed by the Green Light weigh station preclearance system. The officers' work protecting Oregon highways and bridges from damage by oversize and overweight trucks contributes to Oregon Benchmark No. 72 – Road Condition (percent of roads and bridges in fair or better condition).

In 2012, motor carrier enforcement officers issued 14,158 citations and warnings for truck weight violations, 688 citations and warnings for size violations, and 15,628 citations and warnings for safety and other credentials-related violations. They also required 1,935 vehicles to correct a problem (legalize) before proceeding. While the officers check truck size and weight, they also safeguard highway safety by performing safety inspections. Officers conducted a total of 8,726 truck and driver inspections in 2012.

Motor Carrier Audit Program

Oregon Weight-Mile Tax Audit

MCTD auditors verify the accuracy of weight-mile tax reports and payments by all motor carriers operating in Oregon. In 2012, auditors completed 660 weight-mile tax audits and assessed $4.8 million in unreported taxes and fees. For every one account that is assigned to an audit, hundreds more are screened, and reviewed by staff. In 2012, auditors screened 24,284 accounts to determine which warrant close scrutiny. The work of this section recovering dollars owed to the State Highway Fund contributes to Oregon Benchmark No. 72–Road Condition (percent of roads and bridges in fair or better condition).

International Registration Plan (IRP) and International Fuel Tax Agreement (IFTA)

Auditors also check the records of Oregon-based carriers that operate in other states and provinces to verify payments of registration fees and fuel taxes owed to the jurisdictions. As part of Oregon's obligations under the International Registration Plan (IRP), and the International Fuel Tax Agreement (IFTA), auditors must conduct a number of audits equivalent to an average of three percent per year of the Oregon carriers participating in those programs.

Economic Regulation and Complaint Resolution Program

Certificated transportation entry and rate regulation (Household goods and regular route passenger carriage)

About 105 moving companies and 10 bus companies have special authority to conduct business in Oregon. They are subject to state regulation, including regulation of the rates charged for service, when moving household goods within the state or operating a regular bus service. Regulation of this part of the industry seeks to ensure Oregon has good, stable service at fair prices.

Legislation passed in 2009 (HB 2817) eased entry regulation and made it easier for Oregon household goods movers to obtain and transfer authority or extend existing service. Rate regulation was not changed by this 2009 legislation. Now applicants must simply show they're fit, willing, and able to perform the service, they're insured and operating safe vehicles, and they'll charge approved rates. They must also submit to a criminal background check and check each of their employees. Staff in the Economic Regulation unit is responsible for auditing household goods movers to ensure they're in compliance with their published tariffs and the governing laws. In 2012, the Economic Regulation Unit audited 52 household goods movers resulting in 381 violations.

Civil Monetary Complaints and Orders

Staff in the Complaint Resolution unit is responsible for processing civil complaint actions against those who violate motor carrier regulations. Most enforcement begins with a finding of violation and then, if subsequent violations occur, graduates to complaints seeking monetary penalties and suspension of operating authority. Violations are commonly related to problems found in a safety compliance review. Other common violations include failing to meet safety inspection follow-up requirements, operating in excess of size or weight limits, or operating without valid registration credentials. Staff completed 690 civil complaint enforcement actions in 2012.

Mission, Goals, and Historical Perspective

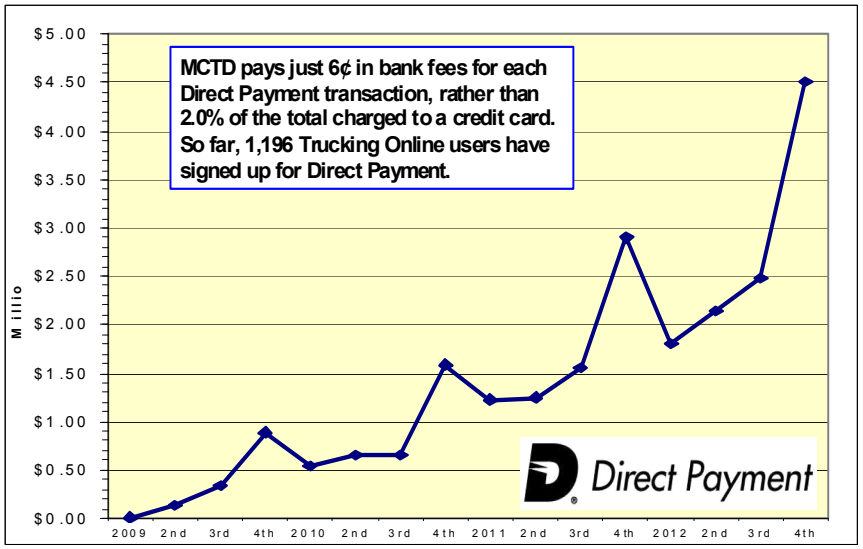
The Motor Carrier Transportation Division (MCTD) mission is to promote a safe, efficient, and responsible commercial transportation industry by simplifying compliance, reducing unnecessary regulations, protecting highways, and bridges from damage, facilitating the safety of the traveling public, enhancing private-public partnerships, fostering effective two-way communication, delivering superior customer service, and recognizing the vital economic interests of the commercial transportation industry.

MCTD strives to be the leader in regulatory streamlining. It is constantly exploring and implementing opportunities that make regulations simpler, speedier, and less expensive for motor carriers without decreasing the protections that Oregonians expect for the public and the environment. In past years, streamlining-related initiatives included elimination of a special Oregon license plate that out-of-state-based trucks had been required to display, the revamp of security bond, and cash deposit requirements, redesign

of the Motor Carrier Education Program, simplification of a process related to verifying Heavy Vehicle Use Tax payment, and consolidation of International Registration Plan and Fuel Tax Agreement applications, and renewals.

MCTD's goal is to make Direct Payment the preferred way to pay for online transactions so it can reduce credit card transaction fees and keep taxpayer dollars in the Oregon Highway Fund for use on our roads and bridges. In March 2009, MCTD provided Direct Payment as a choice for MCTD customers paying for transactions on Trucking Online. Direct Payment allows for electronic payments directly from a checking or savings account with a cost of 6 cents per transaction. This is an incredible savings compared to credit card fees which charge a percentage of the transaction amount.

Direct Payments total $22.7 million since January 2009, saving $513,000 in credit card transaction fees



MCTD has reduced its original work force by 24 percent while managing to operate all programs and absorb workload increases. When the division became part of ODOT in January 1996, it had 345 FTE stationed throughout the state. The work force grew in 2001 when the Audit Section moved from the Central Services Division to MCTD, adding 57 FTE. Since 1996, the division has reallocated or abolished 93 positions. Six positions have been eliminated due to the 2% ODOT administrative reduction effort mandated during the course of the 2011-13 biennium. Currently MCTD employs 303 FTE.

Performance and Other Outcome Measures

The Motor Carrier Transportation Division's performance measures were first established in 1997, although several of the original measures dated back to when the division was part of the Public Utility Commission (pre-1996). The measures used prior to the early part of 2002 tended to be one-dimensional output (production-based) measures.

Starting in late part of 2001 and early part of 2002, a management decision was made to move to a system of outcome-based performance measures that linked the production facts previously reported to a specific desired outcome – for example, a reduction in truck-at-fault crashes or an increase in weight-mile tax audit recoveries. The measures adopted were linked to the Oregon Progress Board's Oregon Benchmarks or a high-level outcome in those cases where the measure didn't link to a benchmark.

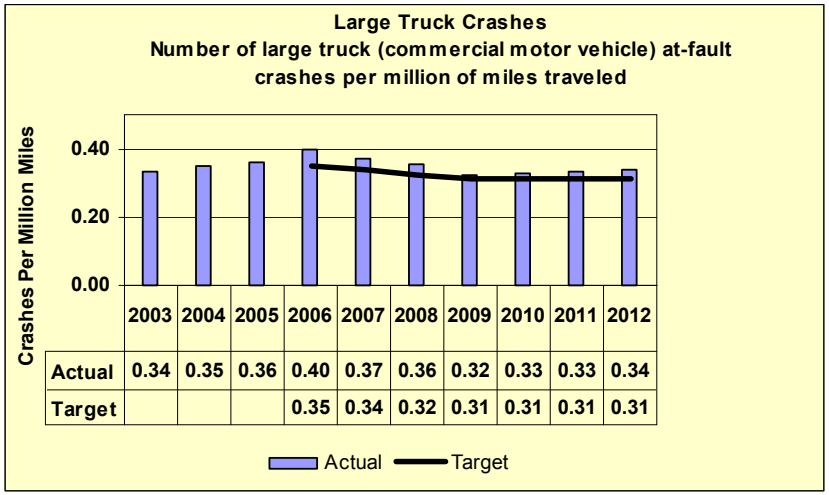
The following three outcomes have a direct correlation to individual performance measures:

- "As more truck drivers are placed out-of-service for critical safety violations, truck-at-fault accidents decline."
- "As more trucks are weighed and more scale crossing recorded, auditors recover more weight-mile tax dollars."
- "As more trucks are weighed, more weight citations are issued."

Customer Service Survey Results serve as Motor Carrier's fourth Performance Measure.

Strategies to address truck-at-fault crashes must focus on the driver. Almost all of these crashes are caused by the truck driver and are usually linked to speeding, tailgating, changing lanes unsafely, failure to yield right of way, or fatigue. Of the 553 truck-at-fault crashes that occurred in 2012, only 39 were attributed to mechanical problems.

Motor Carrier Transportation Division safety specialists and enforcement officers take the lead in efforts as they conduct inspections at weigh stations and during safety compliance reviews at trucking company terminals. Oregon law enforcement officers play a key role, too. Many State Police troopers, county sheriffs and city police, are certified inspectors who work under both compensated and non-compensated Motor Carrier Safety Assistance Program (MCSAP) intergovernmental agreements. They conduct inspections at the roadside after probable cause stops for traffic violations. They also routinely join safety specialists and motor carrier enforcement officers in special operations that focus on speed enforcement and logbook checks. All inspectors follow Oregon's Commercial Vehicle Safety Plan, which is updated annually. Under the plan, enforcement efforts focus on traffic along major freight routes where most truck-at-fault crashes happen. Specifically, there are 268 highway miles in 12 parts of the state that are referred to as AIM Corridors — Accident Intensified MCSAP Corridors.



In 2012, there were a total of 1,027 truck crashes, 6 less than in 2011 – a .06 percent decrease. It was determined that the truck was at-fault in 553 of the crashes, 6 more than in 2011 – a 1 percent increase. A total of 417 people were injured in truck crashes last year, 2 less than in 2011– a .5 percent decrease. A total of 28 people were killed, 17 less than in 2011 – a 37 percent decrease.

Although the 2012 totals are only slightly lower than the previous year, they're still at a historically low level. Compared with 2008 totals, truck crashes in Oregon are down 19 percent, crashes in which the truck driver is at-fault are down 12 percent, crashes caused by a truck mechanical problem are down 18 percent, injuries in truck crashes are down 2 percent, and fatalities are down 12 percent.

Highway-use statistics show trucks traveled one percent fewer miles in 2012 than they did in 2011. According to mileage reported on weight-mile tax and flat fee payment reports, along with mileage reported for temporary passes, motor carriers traveled 1.64 billion miles in Oregon in 2012. Based on that activity, truck crashes occurred at a rate of 0.625 per million miles traveled, down from 0.718 per million in 2008. Truck-at-fault crashes occurred at a rate of 0.337 per million miles traveled, down from 0.357 per million in 2008.

Factors directly affecting this measure largely involve commercial vehicle driver fitness, qualifications, and judgment. The rate of crashes is also directly and indirectly affected by the volume of all vehicle miles traveled, not just commercial vehicle miles. It's affected by traffic congestion and the level of road and bridge construction and maintenance work currently under way in Oregon. During the winter months of November through February, for example, truck-at-fault crashes averaged 56 each month; however, when weather was typically milder in March through October, truck-at-fault crashes averaged 40 per month. Other contributions to crash rates come from inclement weather and the levels of law enforcement officers on the road.

A comparison of Oregon vs. national crash rates provides important context to any truck safety discussion. Oregon's truck crash rate has historically been much lower than the national rate. In 2010, the most recent year for which national totals are available, Oregon's crash rate was 30 percent lower.

Performance Measure # 1

Oregon Truck Crashes – Five-Year Trend

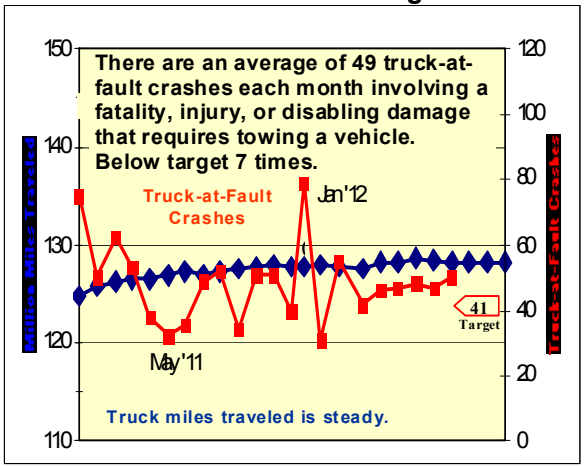
Linked to ODOT Safety Goals – Reduce Large Truck Crashes.

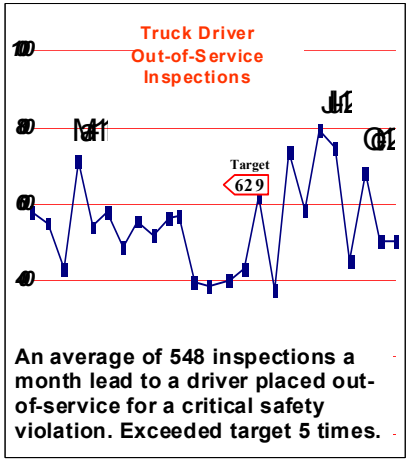
Truck-at-Fault Crashes
Truck drivers cause most truck-at-fault crashes. Finding unsafe drivers and taking them off the road prevents crashes.

Statistical correlation:

- As more truck drivers are placed out-of-service for critical safety violations, truck-at-fault crashes decline.

Truck driver actions cause most truck-at-fault crashes. Finding unsafe drivers and taking them off the road prevents crashes.





In response to an increase in truck crashes in recent years, the Motor Carrier Division produced a 2007-2009 Safety Action Plan to Reduce Truck-at-Fault Crashes. The publication sought to raise awareness about truck safety. MCTD continues to take advantage of many of its action plan tactics, including conducting more frequent multi-day inspection exercises that focus on truck driver inspections and partnering with police in exercises called TACT (Ticket Aggressive Cars and Trucks) to stop unsafe car and truck drivers. More than just an enforcement effort, each TACT campaign also educates drivers about how to stay out of trouble. The bottom line objective is to reduce truck crashes, particularly those in which the car driver is at-fault, and reduce the number of people injured or killed on Oregon highways.

Performance Measure # 2

Trucks Weighed and Weight-Mile Tax Recovered

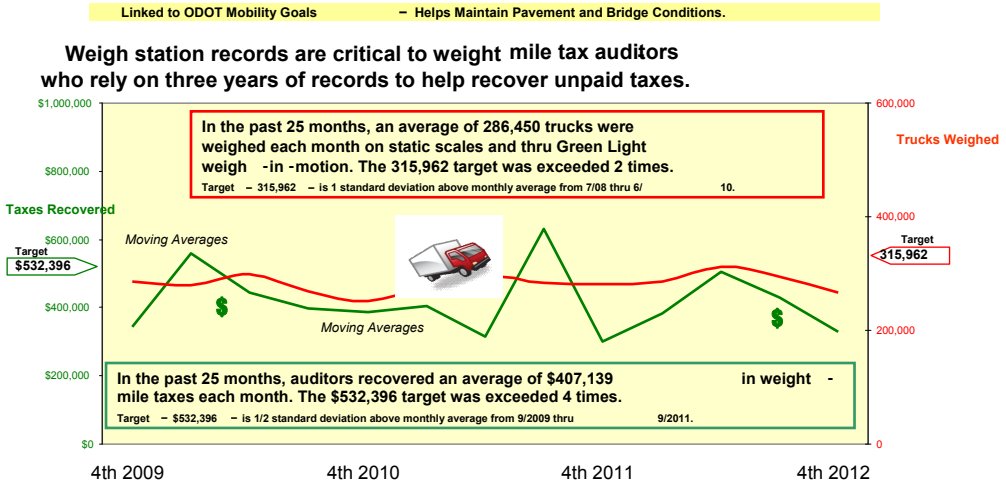
Weigh station records are critical to weight-mile tax auditors who rely on three years of records to help recover unpaid taxes.

Statistical correlation:

- As more trucks are weighed, more scale crossing records are collected and more weight-mile taxes are recovered by auditors.

History of weight-mile taxes recovered:

2000	$ 4.514 million		**2007**	$ 4.748 million
2001	$ 5.256 million		**2008**	$ 6.407 million
2002	$ 4.964 million		**2009**	$ 4.551 million
2003	$ 5.519 million		**2010**	$ 5.180 million
2004	$ 5.140 million		**2011**	$4.995 million
2005	$ 4.015 million		**2012**	$4.785 million
2006	$ 3.552 million			



Performance Measure # 3

Trucks Weighed, Weight Citations and Warnings Issued

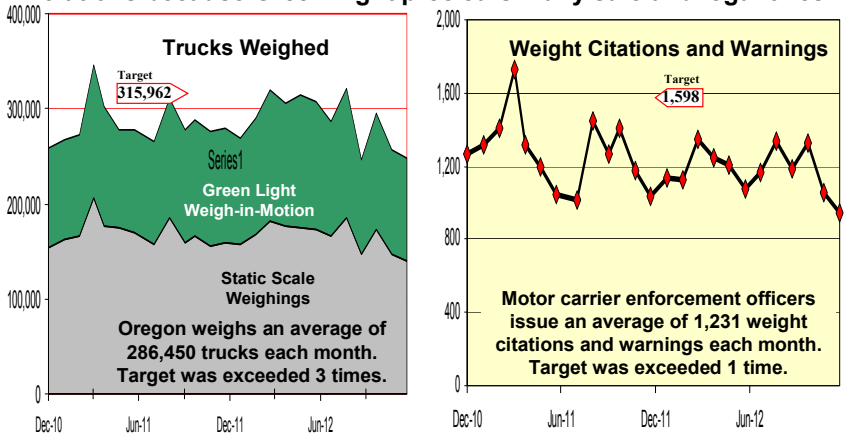
Enforcement officers can check more trucks and find more weight violations because the Green Light weigh station preclearance system screens out many safe and legal ones.

Statistical correlation:

- As Green Light filters truck traffic, more weight citations and warnings are issued because the trucks pulling into weigh stations are more likely to be overweight.

Linked to ODOT Mobility Goals – Helps Maintain Pavement and Bridge Conditions, Plus Green Light Reduces Travel Delay.

Enforcement officers can check more trucks and find more weight violations because Green Light preclears many safe and legal ones.



Enforcement officers have a performance target to issue 1,598 weight-related citations and warnings each month. They're currently achieving 77 percent of that target.

Monthly Average:

735	Citations
496	Warnings
1,231	**Total**

Performance Measure # 4

Customer Service Survey Results

MCTD is contributing to the department's strategic goal of providing outstanding customer service, as measured by Performance Measure – Customer Service Satisfaction. MCTD regularly conducts customer satisfaction surveys that ask, "How are we doing and how can we do a better job?" In 2012, 90 percent of respondents from ten customer groups rated MCTD good or excellent in terms overall service, while another 9 percent rated service fair. A total of 3,846 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.

Results 2012

Responses to six benchmarks of customer service – standard questions on all state agency surveys

Regarding Motor Carrier Division staff and service provided . . .

	Excellent	Good	Fair	Poor	Responses
TIMELINESS 1. How do you rate the timeliness of the services provided by the Motor Carrier Transportation Division?	46%	43%	10%	1%	648
ACCURACY 2. How do you rate the ability of the Motor Carrier Transportation Division to provide services correctly the first time?	46%	43%	9%	2%	647
HELPFULNESS 3. How do you rate the helpfulness of Motor Carrier Transportation Division employees?	54%	36%	7%	3%	650
EXPERTISE 4. How do you rate the knowledge and expertise of Motor Carrier Transportation Division employees?	47%	41%	9%	3%	653
AVAILABILITY OF INFORMATION 5. How do you rate the availability of information at the Motor Carrier Transportation Division?	43%	42%	12%	3%	644
OVERALL SERVICE 6. How do you rate the overall quality of service provided by the Motor Carrier Transportation Division?	45%	45%	9%	1%	653

Major Budget Drivers and Environmental Factors

Responding to budget pressures in 2012, MCTD closed 3 registration field offices located at Ports of Entries across the state (Umatilla, Farewell Bend, and Ashland), diverting the registration workload to Salem. These offices were staffed by 12 registration staff. The closures eliminated 9 Registration Staff positions and transferred the remaining 3 positions to Salem. In addition to the Portland Bridge Registration office, MCTD operates a 24 hour call center. The closure of registration offices and the loss of staff have resulted in higher call volumes, longer telephone wait times, and delays in customer service.

MCTD currently has 303 FTE, An additional 3% Personal Service budget reduction and position reduction (9 FTE) will be implemented in the 2013-15 biennium. Over the years, MCTD has found millions of dollars in efficiencies and other savings as part of several ODOT-wide budget adjustment efforts. Most budget cuts have been to personal services because the division has little or no margin in either its capital outlay or services and supplies budget.

Containing Costs and Improving Program Delivery

MCTD uses an intelligent transportation preclearance system called Green Light to weigh trucks in-motion and identify them as they approach Oregon's busiest weigh stations. The Weigh-In-Motion (WIM) system is operational at 22 weigh stations statewide. In addition to Green Light technology, MCTD is acquiring a license plate reader system with optical character recognition software to enhance the commercial motor vehicle regulatory programs at a cost of $375,000. With an ever increasing amount of truck traffic on today's highways and constrained enforcement resources there is a constant challenge to maintain efficient and effective regulatory programs. Technology has the ability to provide screening of commercial motor vehicles while allowing traffic to move in a safe and efficient manner. The key to this challenge is to automatically identify regulated motor carriers and target potential violators while allowing compliant vehicles to continue on their way. The equipment has been installed at the Woodburn POE and currently Motor Carrier Application Development (MCAD) and International Road Dynamics are working on a solution to integrate the new License Plate Recognition (LPR) System with the station's ramp WIM scale operations.

Once completed, the technology will be able to accomplish two necessary functions. First it will record the presence of empty trucks now entering the scale but being sorted out of the traffic and being redirected to the freeway without being weighed. The License Plate Reader System with Optical Character Recognition can identify and record vehicles events. Data collected can be used to verify highway use tax payments by motor carriers and also can be used to verify drivers' hours of service compliance. Second, this new sorting system located in the entrance ramp will also contain a safety check of the motor carrier. As the license plate is captured and the motor carrier identified, a safety check will occur. The safety check will assist in determining if the truck is a good candidate for a vehicle inspection.

Secondly, the safety sorting system can direct trucks requiring attention to the inspection building at this facility before they are directed back to the freeway. MCTD's Truck Safety Program will use the vehicle information to assist in verifying drivers' compliance

with hours of service regulations. MCTD's Tax Audit Program will use the data collected to assist in verifying motor carriers are paying the appropriate amount of road use tax. Finally, for those unidentified trucks which have been sorted by the ramp WIM to proceed back to the freeway without having to stop at the static scale, MCTD will now also have an identifiable weigh record. Whereas, in the past the station was able to capture only 70% of trucks entering the station because of traffic volume, the combined LPR/WIM system will in essence be able to weigh and identify 100% of trucks.

As a result of the Payment Card Industry (PCI) Data Security Standards instituted in 2004 and strengthened in 2006 and the passage of Oregon SB 583 in 2007, MCTD made changes to its e-commerce and point-of-sale transactions to better protect the sensitive information it collects from motor carriers. Beyond e-commerce functions, in 2011 MCTD has also made physical modifications to its Salem Headquarters building to restrict the public's access to areas where sensitive information is stored.

MCTD meets with its "customers" on a monthly basis to confer and collaborate on industry issues. The Motor Carrier Transportation Advisory Committee – MCTAC – consists of trucking association representatives, trucking company and regulatory officials, and other interested parties. It was formed in 1995 when legislators transferred motor carrier regulation from the Public Utility Commission to ODOT. It has met monthly from 1995 to the current date and represents an extraordinary positive collaboration.

Policy Packages

Motor Carrier Transportation Division: 2013–2015 Governor's Balanced Budget includes the following Policy Option Packages:

#070	**Revenue Shortfalls**	**($879,954) OF ($18,563) FF**	**(6) Positions**	**(6.00) FTE**

Adjustment equal to 2% Personal Services 2011-13 LAB Budget

#092	**PERS Taxation Policy**	**($112,096) OF ($2,652) FF**	**0 Positions**	**0.00 FTE**

This package represents a policy change to limit tax relief to only PERS retirees that are Oregon residents. Non-resident retirees will no longer receive the tax relief benefit.

#093	**Other PERS Adjustments**	**($895,704) OF ($21,194) FF**	**0 Positions**	**0.00 FTE**

This package supports policy changes that reduce the PERS employer rate due to a limit on the cost of living increases paid to retirees.

Budget Detail

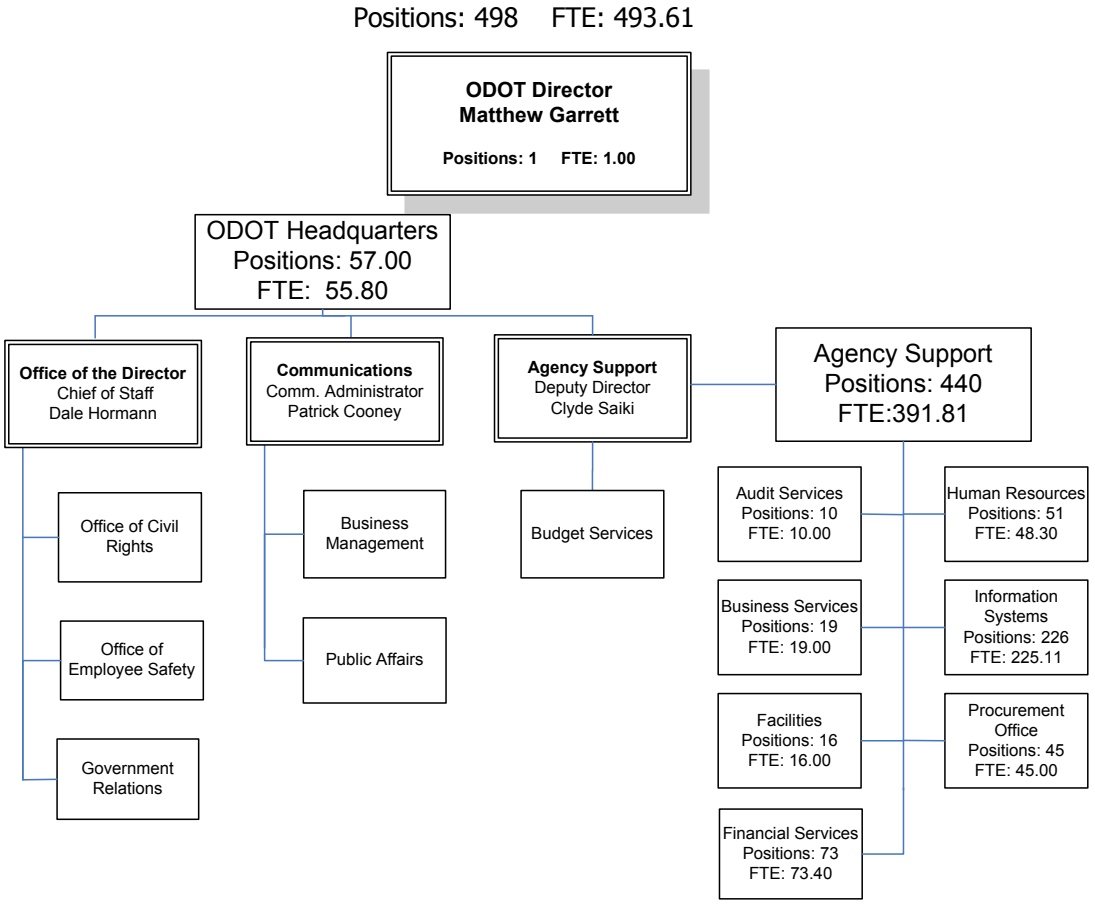
	2009–2011 Expenditures	2011–2013 Approved Budget	2013–2015 Governor's Balanced Budget
Program			
Motor Carrier Transportation	$58,366,674	$63,897,728	$64,797,889
Total MCTD	**$58,366,674**	**$63,897,728**	**$64,797,889**
Expenditures by Revenue Source			
Federal (FF and FF as OF)	$4,781,427	$5,584,867	$5,721,455
State (Other)	$53,585,247	$58,312,861	$59,076,434
Revenue Bonds			
State (General)			
Total	**$58,366,674**	**$63,897,728**	**$64,797,889**
Positions	309	310	303
Full-Time Equivalent (FTE)	309.00	310.00	303.00
Personal Services	$41,912,096	$44,925,867	$45,383,095
Services & Supplies	15,185,422	18,606,405	19,040,567
Capital Outlay	1,269,156	365,456	374,227
Special Payments	0	0	0
Debt Service	0	0	0
Total	**$58,366,674**	**$63,897,728**	**$64,797,889**

Summary

MCTD is seeking out every opportunity to work smarter and more efficiently. We are taking countless measures to streamline our efforts, improve technologies, and find new efficiencies that together add up to significant savings, and continuing to deliver on our mission to promote a safe, efficient, and responsible commercial transportation industry by simplifying compliance, reducing unnecessary regulations, protecting highways, and bridges from damage, enhancing private-public partnerships, fostering effective two-way communication, delivering superior customer service, and recognizing the vital economic interests of the commercial transportation industry.

Mission, Goals and Historical Perspective

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.



Program Description

AGENCY SUPPORT

Agency Support Division includes Audit Services (including Performance Measures), Business Services, Facilities, Financial Services, Human Resources, Information Systems, and Procurement Office.

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.
- Provides technical assistance to the department in developing and refining performance measures to assist in the management of the department's statewide responsibilities.

Business Services

- Business Services provides management and guidance in the protection and preservation of the department's records.
- 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; general files and historical records for the Director and Commission.

Facilities

- 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.

Financial Services

- Provides cost allocation, cost/benefit and quantitative analyses and labor and equipment rate development as well as provides debt management and oversees bonding programs 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, and travel claims processing.
- Administers the fuels tax law and ordinances for Oregon as well as many city and county jurisdictions. 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.

Human Resources

- Provides statewide advice and counsel to ODOT divisions in the areas of performance management, leaves of absence, policy and union contract interpretation, workers' compensation and unemployment insurance matters
- Advances the department's equal employment opportunity and affirmative action goals. Ensures that the department addresses employee and public accommodation/accessibility issues in accordance with the Americans with Disabilities Act (ADA) and responds to all internal complaints based on "protected class" status.
- Provides recruitment, selection, retention and diversity services.

Information Systems

- Provides business systems planning, architecture, development and maintenance, information technology systems analysis and technology consultation services
- Performs information technology project management, including the design, development and implementation of Information Technology projects and coordination of infrastructure services and delivery with the State Data Center.
- Provides personal computer and mobility devise support, software support, and security and disaster recovery.
- Supports Intelligent Transportation System (ITS) development and support.

ODOT Procurement Office

The ODOT Procurement Office (OPO) supports the State Transportation Improvement Program (STIP) and provides:

- Effective, ethical, legal and timely procurement and contract administration services that support and safeguard the procurement of department assets.
- 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 and project management.
- An increased number of opportunities available to small, women-owned, minority, disadvantaged, disabled veteran-owned, and emerging small businesses.
- Establishment and maintenance of inter-governmental agreements that facilitate sharing of federal and state funds with local governments in support of state and local transportation projects.

ODOT HEADQUARTERS

ODOT Headquarters includes the ODOT Director, Deputy Director for Central Services, the Office of the Director (*composed of the Chief of Staff, the Office of Civil Rights, Government Relations, and the Office of Employee Safety*) 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, quarterly business reviews, 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.
- 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).

Office of Employee Safety

- Provides agency leadership to maintain employee safety, occupational health and wellness; manages risk and workers' compensation programs. These services promote a productive and healthy workforce and reduce long-term expenditures for illnesses and injuries.

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 Division

- 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.
- Provides logistical, administrative and spokesperson support to the Oregon Transportation Commission 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.

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

Performance and Other Outcome Measures

Nearly 80% of Central Services customers rate the services division provides as good or excellent

Employee Safety – The number of time loss claims is under the target and continues to fall.

Vendor payment accuracy – Goal of 100% actuals for 2012 99.97

Major Budget Drivers and Environmental Factors

The most significant factors affecting services are the same factors affecting the entire agency:

- Constrained revenue
- Increasing costs
- Competing priorities
- Need to adapt work processes and technology infrastructure to support the continued development of an integrated, multimodal, and "greener" transportation system
- Changing demographics of agency customers
- Increased public demand for information in real time
- Enabling employees to work at any time from any location using any device.
- Lack of integrated information systems is an issue for the state as well as ODOT. Siloed systems make it difficult to share information and analyze data.
- Information security needs to be embedded in Information Technology, business systems, and practices in order to meet new mandates and customer expectations for the agency and statewide initiatives.
- Integrating a diverse workforce into our business process means three things to the department: internally we will hire diverse employees to succeed our retiring workforce, and externally we will ensure small and minority businesses equal access to ODOT contracts and work to help contractors hire a diverse workforce.

- There is a continuously increasing demand by the public, businesses, and stakeholders for instantaneous information 24/7 as well as new methods and means of outreach. Expanding departmental activities are generating needs for more specific and tailored communication plans and websites.
- There is an increasing demand for government accountability and transparency in contracting in conjunction with the large volumes of contracts that must be processed quickly to support economic development. Both the business and the ODOT Procurement Office must improve processes and systems to meet these challenges.

Containing Costs and Improving Program Delivery

Central Services has been participating in the State of Oregon's Improving State Government project. This effort is looking at the requirement of reducing the administrative cost of state government by ten percent. A placeholder reduction of 5% is included in the Governor's Balanced Budget.

Central Services is shifting as many printed publications to electronic access as possible.

In 2012 Government Relations staff improved program delivery for other sections of ODOT through analysis of MAP--21, preparing federal grant applications, and securing federal funding for Oregon projects. Government Relations leadership has proven successful in 2011 Oregon received the 3rd largest amount of funding for discretionary highway programs in the U.S. and 2nd in 2012.

Government Relations prepares analysis and estimates that influence federal funding available to Oregon. These efforts have resulted in Oregon receiving $24 million each year for transportation projects that are location within or near public lands.

Information Services plans for saving money include looking for efficiencies when purchasing software license, improvements in a mobile device management program, and more reliance on contractors and outside resources to provide services when they are needed on an ad hoc basis.

Human Resources is in the process of moving from a paper filing system to an electronic filing system. This will reduce labor associated with record maintenance and storage, allow for more accurate files, reduce our paper usage, and improve customer service. Early and conservative cost estimates show a payback in approximately 5 years after implementation. Additionally, training is shifting from its current platform of housing ODOT's training data at an estimated savings of more than $30,000 per biennia.

Policy Packages

Transportation Program Development: 2013–2015 Governor's Balanced Budget includes the following Policy Option Packages:

#070	Revenue Shortfalls	($1,881,539)	(10) Positions	9.89 FTE

Adjustment equal to 2% Personal Services 2011-13 LAB Budget

#091	Statewide Administrative Savings	($7,047,750) OF ($709) FF	0 Positions	0.00 FTE

Package 091 was included in all agency budgets as a placeholder for administrative efficiencies to be found in Finance, IT, HR, Accounting, Payroll, and Procurement activities. The Improving Government subcommittee of the Enterprise Leadership Team will be identifying proposed efficiencies or changes in the delivery of service to meet the funding level in the Governor's budget, and will work with individual agencies on the impact to their budget, along with reinvestment opportunities.

#092	PERS Taxation Policy	($271,933)	0 Positions	0.00 FTE

This package represents a policy change to limit tax relief to only PERS retirees that are Oregon residents. Non-resident retirees will no longer receive the tax relief benefit.

#093	Other PERS Adjustments	($2,172,873)	0 Positions	0.00 FTE

This package supports policy changes that reduce the PERS employer rate due to a limit on the cost of living increases paid to retirees.

Budget Detail

	2009–2011 Expenditures	2011–2013 Approved Budget	2013–2015 Governor's Balanced Budget
Program			
Central Services	$174,285,484	$185,917,629	$188,550,355
Total CS	**$174,285,484**	**$185,917,629**	**$188,550,355**
Expenditures by Revenue Source			
Federal (FF and FF as OF)	$341,976	$670,982	$479,540
State (Other)	$173,943,508	$185,246,647	$188,070,815
Revenue Bonds	0	0	0
State (General)	0	0	0
Total	**$174,285,484**	**$185,917,629**	**$188,550,355**
Positions	509	494	498.00
Full-Time Equivalent (FTE)	504.58	490.25	493.61
Personal Services	$92,490,080	$94,751,601	$97,321,838
Services & Supplies	78,895,259	90,128,239	89,956,656
Capital Outlay	2,900,145	976,989	1,209,602
Special Payments	0	60,800	62,259
Debt Service	0	0	0
Total	**$174,285,484**	**$185,917,629**	**$188,550,355**

Summary

The Central Services limitation provides services that support all operations within the Oregon Department of Transportation. The division consists of Financial Services, Human Resources, Information Systems, Audit Services, Support Services, Communications (including *Ask* ODOT and *Ask* ODOT for Employees), Office of Civil Rights, Government Relations, Sustainability and Employee Safety.

Debt Service

Other & Federal Funds Authorized	Series	2013-15	Final Payment
Revenue Bonds:			
OTIA and Non- OTIA Issued			
OTIA III—Local Bridge (Partially refunded by Series 2007C)	2004A	20,176,275	November 2014
OTIA I & II/Non-OTIA–Local Street (Partial Rfdg Series 2000, 2002A)	2004B	22,974,706	November 2015
OTIA I & II (Partially refunded by Series 2007C)	2005A	881,969	November 2014
OTIA I, II & III (Partially refunded by Series 2007C)	2006A	40,600,721	November 2031
OTIA I, II & III	2007A	49,744,188	November 2032
OTIA I, II, & III (Partial refunding of Series 2002A, 2004A & 2005A)	2007C	19,296,008	November 2026
OTIA III	2009A	47,826,788	November 2033
OTIA III Taxable Build America Bonds (BABs) – Other Funds	2010A	54,053,678	November 2034
OTIA III Taxable BABs Interest Subsidy – Federal Funds	2010A	21,621,529	November 2034
OTIA III Tax-Exempt Bonds	2010B	11,125,950	November 2017
OTIA III Floating Rate Note (Refunded Series 2006B & 2007B)	2011A	21,221,600	November 2027
OTIA I, II, & III (Partial refunding of Series 2004A, 2005A & 2006A)	2012A	12,865,300	November 2029
OTIA I & II/Non-OTIA (Partial refunding of Series 2004B & 2005B)	2012B	5,399,908	November 2020
JTA Authorized			
JTA (Fixed/Variable Rate – Estimated: Assumes $450M net proceeds)		48,177,253	25 Years
JTA (Fixed Rate – Estimated: Assumes $390M net proceeds)		13,869,811	25 Years
Certificates of Participation (COP) Issued			
DMV Building Refunding	2008A	1,581,417	June 2020
Article XI-Q General Obligation Bonds Issued:			
Highway User Tax - Transportation Building	2011K	8,543,300	May 2036
Highway User Tax – State Radio Project	2012I	12,817,698	May 2037
Highway User Tax – State Radio Project	2012J	6,009,058	May 2014
TOTAL OTHER & FEDERAL FUNDS DEBT SERVICE AUTHORIZED		**$418,787,157**	

Authorized under the American Recovery and Reinvestment Act (ARRA) of 2009, ODOT issued its 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 2013-15 biennium the total federal subsidy ODOT expects to receive is $21,621,529, which will be used to offset debt service payments.

In 2009, the Legislative Assembly enacted the Jobs and Transportation Act (JTA). JTA, among other things, 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. ODOT expects to issue JTA bonds in FY 2014 in the amount of $450 million net proceeds followed by $390 million net proceeds in FY 2015. Timing of the JTA bond sales will be dependent on the cash flow needs of the department.

The February 2009 Special Legislative Session transferred the State Radio Project (SRP) (formerly referred to as the Oregon Wireless Interoperability Network (OWIN)) from Oregon State Police to ODOT. The SRP is replacing aging public safety communications systems statewide. Efforts to complete the project extend into the 2013-2015 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

Funding to complete the State Radio Project is necessary. Based on cash flow analysis of the project schedule and funding sources, the project will need to bond for $39,875,493 plus cost of issuance in 2013. The Article XI-Q General Obligation bonding for the SRP will be a combination of general and highway funds necessary to keep the required balance over the life of the program. The Governor's budget utilizes highway funds to cover all the SRP debt service that was previously backed by general funds.

Other Fund:	**Series**	**2013-2015**	**Final Payment**
Certificates of Participation (COP) Issued:			
State Radio Project (formerly known as OWIN)	2009A	$10,590,963	May 2039
Article XI-Q General Obligation Bonds Issued:			
State Radio Project	2011J	7,933,750	May 2016
TOTAL OTHER FUNDS DEBT SERVICE		**$18,524,713**	

The Legislature allocates lottery dollars to ODOT to make debt service payments associated with lottery-backed revenue bonds. Lottery bonds have been and will be issued to fund the following ODOT projects:

Lottery Debt Service	**2013-2015**
Short Line Infrastructure Assistance	$777,583
Industrial Rail Spur Infrastructure	1,138,093
South Metro Commuter Rail	5,465,990
Southeast Metro–Milwaukie Extension	39,679,091
Portland Street Car	3,086,025
Connect Oregon I	15,134,515
Connect Oregon II	14,404,617
Connect Oregon III	10,097,995
Connect Oregon IV (Estimated)	5,477,507
TOTAL LOTTERY FUNDS DEBT SERVICE	**$95,261,416**

Short Line Infrastructure Assistance Program

The 2001 Legislative Assembly authorized a Short-Line Railroad Infrastructure Assistance Program capitalized with the sale of lottery bonds. Lottery bonds in the amount of $2,176,000 were issued in April, 2002. In March of 2004 and again in March of 2011 these bonds were partially refunded. The Debt service payments on the un-refunded bonds are scheduled to continue until April, 2012; the refunded portion is scheduled to continue until April, 2021.

The 2003 Legislative Assembly authorized an additional $2 million. Lottery bonds in the amount of $2,104,661 were issued in August, 2004. Debt service payments are scheduled to continue until April, 2019.

Industrial Rail Spur Infrastructure

The 2003 Legislative Assembly authorized $8 million in lottery bonds to fund Industrial rail spur infrastructure improvements. Bonds were issued in August, 2004 for $4 million; the final $4 million was issued in February, 2005. The Series 2005 bonds were partially

refunded in March 2011. The Debt service payments on the un-refunded bonds are scheduled to continue until April 2025; the refunded portion is scheduled to continue until April 2021.

South Metro and Southeast Metro–Milwaukie Extension Commuter Rail Projects

The 2001 Oregon Legislature passed House Bill 3861 and House Bill 2275 authorizing lottery bonds to finance a 15-mile South Metro Commuter Rail project that connects 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 separate bond issues. The first was in April, 2002 to cover start-up and administrative costs and the second for project cost was issued in February, 2007. In March 2004 and again in March 2011 the Series 2002 bonds were partially refunded. The Debt service payments on the un-refunded bonds reached maturity in April, 2012; the refunded portion is scheduled to continue until April, 2021.

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. During April 2009, $250 million in lottery bonds were issued. In March 2011 the Series 2009 bonds were partially refunded. The Debt service payments on the un-refunded bonds are scheduled to continue until April 2029; the refunded portion is scheduled to continue until April 2021.

Portland Street Car

The 2007 Legislative Assembly 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. During April 2009, $20 million in lottery bonds was issued for the project. The Debt service payments on the bonds are scheduled to continue until April 2029.

Connect Oregon I, II, III, and IV

The 2005 Legislative Assembly authorized $100 million in lottery bonds to fund multimodal transportation projects. Funding is restricted to non-Highway purposes including air, transit and rail. Funding was in two separate bond issues. The first Connect

Oregon I issue was $25 million in August 2006; the final $75 million for Connect Oregon I was issued in 2007. In 2007, the Oregon Legislature passed House Bill 2278 that approved authorization of $100 million for Connect Oregon II. In May of 2008, $10 million in Connect Oregon II lottery bonds was issued. During April 2009 the remaining $90 million in lottery bonds for Connect Oregon II was issued. In 2009, the Oregon Legislative Assembly passed House Bill 2001 that approved a third authorization of $100 million in lottery backed bonds for Connect Oregon III. In March 2011, $100 million in lottery bonds were issued for Connect Oregon III projects.

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. It is anticipated that the $40 million in lottery bonds for the Connect Oregon IV will be issued in March 2013.

Policy Packages

Debt Service 2013–2015 Governor's Balanced Budget includes the following Policy Option Packages:

#145	**State Radio Project**	**$5,226,430 OF**	**0 Positions**	**0 FTE**

The purpose of this policy option package is to fund the debt service associated with the final bond sale for the State Radio Project.

#150	**Columbia River Crossing**	**$43,135,875 OF**	**0 Positions**	**0 FTE**

This package is a placeholder for the project costs and debt service to advance Oregon's portion of the Columbia River Crossing (CRC) project.

#190	**Lane Transit District**	**$757,944 GF**	**0 Positions**	**0 FTE**

This policy package is designed to provide bond proceeds for local match supporting the West Eugene EmX Extension and $757,944 in General Funds for debt service payments.

TRANSPORTATION, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

Original Submission Date: 2012

Finalize Date: 7/31/2012

2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
1	Traffic Fatalities: Traffic fatalities per 100 million vehicles miles traveled (VMT).
2	Traffic Injuries: Traffic injuries per 100 million vehicles miles traveled (VMT).
3	Impaired Driving: Percent of fatal traffic accidents that involved alcohol.
4	Use of Safety Belts: Percent of all vehicle occupants using safety belts.
5	Large Truck At-Fault Crashes: Number of large truck at-fault crashes per million vehicle miles traveled (VMT).
6	Rail Crossing Incidents: Number of highway-railroad at-grade incidents.
7	Derailment Incidents: Number of train derailments caused by human error, track, or equipment.
8	Travelers Feel Safe: Percent of public satisfied with transportation safety.
9	Travel Delay: Hours of travel delay per capita per year in urban areas.
10	Special Transit Rides: Average number of special transit rides per each elderly and disabled Oregonian annually.
11	Passenger Rail Ridership: Number of state-supported rail service passengers.
12	Intercity Passenger Service: Percent of Oregon communities of 2,500 or more with intercity bus or rail passenger service.
13	Alternatives to One-Person Commuting: Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicles.
14	Jobs from Construction Spending: Number of jobs sustained as a result of annual construction expenditures.

2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
15	Pavement Condition: Percent of pavement lane miles rated “fair” or better out of total lane miles in state highway system.
17	Fish Passage at State Culverts: Number of high priority ODOT culverts remaining to be retrofitted or replaced to improve fish passage.
18	Bike Lanes and Sidewalks: Percent of urban state highway miles with bike lanes and sidewalks.
19	Timeliness of Projects Going to Construction Phase: Percent of projects going to construction phase within 90 days of target date.
20	Construction Project Completion Timeliness: Percent of projects with the construction phase completed within 90 days of original contract completion date.
21	Construction Projects On Budget: Percent of original construction authorization spent.
22	Certified Businesses (DMWESB*): Percent of ODOT contract dollars awarded to disadvantaged, minority, women, and emerging small businesses.
23	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.
24	DMV Customer Services: Field office wait time (in minutes).

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
NEW	**Title:** Bridge Condition: Percent of state highway bridges that are not distressed. **Rationale:** ODOT is requesting that the set of ODOT KPMs acknowledge the importance and magnitude of the investment represented by the highway bridges that are owned and maintained by the State. From the beginning of the KPM process until 2011, ODOT has reported the condition of state bridges. During the process of proposed adjustments to the Bridge Condition measure in 2011, a revised measure was not approved and the prior measure was deleted. This leaves ODOT without a KPM for a major state investment. ODOT now reports the Bridge Condition measure publically as an "internal measure" along with the KPMs. The wording of the proposed KPM is "Percent of state highway bridges that are not distressed." The proposed Bridge Condition measure is well suited to assist policy makers to connect project selection priorities with funding decisions.
NEW	**Title:** Incident Response: Percent of lane blocking crashes cleared within 90 minutes **Rationale:** Traffic incidents account for approximately 25 percent of the congestion on the highway system. A focused strategy to quickly clear traffic incidents is an important component of improved operations and management of the system that relates directly to reduced travel delay. ODOT is requesting a new measure titled: Incident Response: Percent of lane blocking crashes cleared within 90 minutes to track and report the roadway clearance rate.
NEW	**Title:** Special Transit Rides: Average number of special transit rides per each elderly and disabled Oregonian annually. **Rationale:** The current Public Transit related measure titled Special Transit Rides does not count regularly scheduled bus and light rail service for seniors and individuals with disabilities. The proposed replacement measure counts regular fixed route use by older adults and individuals with disabilities, not just special dial-a-ride services. The wording of the measure "Average number of special transit rides per each elderly and disabled Oregonian annually" does not change but the revised methodology will replace the historical data and future targets. The proposed change in methodology will add the fixed route services to the measure count. For 2010, the average number of annual rides increases from 8 to 21 using the new methodology.
NEW	**Title:** Employee Safety: Employee Disabling (time loss) Claims Rate per 100 ODOT Employees **Rationale:** (See below this table.)

Safety is at the core of all ODOT activities and measures about transportation system user safety already represent about a third of the KPMs. Employee Safety is an “internal measure” to ODOT and it is proposed to be elevated to a KPM. Adding Employee Safety will help to recognize the emphasis that ODOT places on the safety of the transportation workforce.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
DELETE	**Title:** Special Transit Rides: Average number of special transit rides per each elderly and disabled Oregonian annually. **Rationale:** The current Public Transit related measure titled Special Transit Rides does not count regularly scheduled bus and light rail service for seniors and individuals with disabilities. The proposed replacement measure counts regular fixed route use by older adults and individuals with disabilities, not just special dial-a-ride services. The wording of the measure "Average number of special transit rides per each elderly and disabled Oregonian annually" does not change but the revised methodology will replace the historical data and future targets. The proposed change in methodology will add the fixed route services to the measure count. For 2010, the average number of annual rides increases from 8 to 21 using the new methodology.

TRANSPORTATION, DEPARTMENT of	I. EXECUTIVE SUMMARY
Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.	

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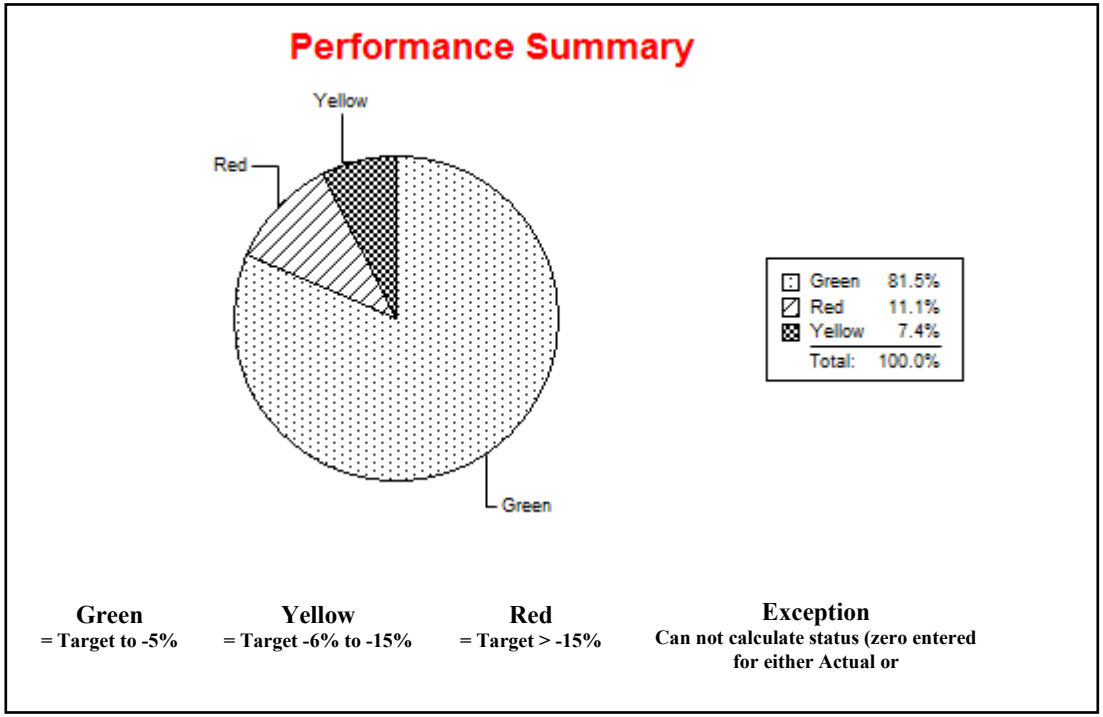


1. SCOPE OF REPORT

The Oregon Department of Transportation (ODOT) is committed to delivering programs effectively and to continually improving efficiencies and accountability. This report covers the Key Performance Measures used during Fiscal Year 2010-2011. The 24 measures directly support department goals and the report highlights these connections. The wide range of measures acknowledges the multimodal nature of the department. The measures affect all modes of transportation, from pedestrian and bicycle, to rail, commercial, and non-commercial travel. The agency's focus on customer service is highlighted, as are measures that affect Oregon's livability and the environment. The department's goals were approved at a public meeting of the citizen Oregon Transportation Commission. All divisions play a role in achieving these goals, which have been derived directly from ODOT's mission: To provide a safe, efficient

transportation system that supports economic opportunity and livable communities for Oregonians. Purpose of Report -- The purpose of this annual report is to summarize the agency's performance for the reporting period, to explain how performance data are used and to analyze agency performance for each key performance measure legislatively approved for the 2011-13 biennium. The intended audience includes agency managers, legislators, fiscal and budget analysts and citizens interested in obtaining in-depth performance information. 1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges and resources used. 2. PART II: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance information in narrative and chart form. 3. PART III: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff and communicating performance data. Key Performance Measure -- The acronym KPM is used throughout to indicate Key Performance Measures. Key performance measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the Legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. The Department has more detailed measures for internal management and a number of these legislative measures are available by quarter or by geographic area. The data sources for the Key Performance Measures have been reviewed by staff of the Audit Services Branch and comply with Department standards for information that is reported to the Legislature. Consistency of Measures and Methods -- Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported.

2. THE OREGON CONTEXT

One of ODOT's most important ties to statewide goals and Oregon Benchmarks (see http://cms.oregon.gov/DAS/OPB/Pages/obm.aspx) is economic prosperity. The transportation system is linked to the Oregon economy in innumerable ways, and ODOT measures the projected job impacts of construction-related expenditures. Highway and bridge construction projects provide an immediate boost to the economy, create jobs and build a foundation for continued growth of industry. Fixing cracked bridges along the major travel corridors with $2.5 billion in funding from the Oregon Transportation Investment Act III (OTIA III) over 10 years represents a large portion of the growth in construction jobs. Certain Oregon Benchmarks translate directly into measures at ODOT. Travel delay in metropolitan areas, road condition and one-person commuting are included in department monitoring.

3. PERFORMANCE SUMMARY

The Performance Summary chart indicates progress in reaching performance measures targets. There are 24 Key Performance Measures and 4 additional measures (Employee Safety, Incident Response, DMV Phone Wait Time and Vehicle Title Wait Time) reported as part of the agency budget document. All but Incident Response are covered in this report. At Or Near Target -- 21 of the 27 publicly reported measures are at or within five percent of the target and either holding steady or making progress. Performance Gains -- Nine of the measures have performance improvements. Targets Raised -- Nine of the measures have future targets that are more ambitious for the new year. Below Target -- Two are within 15 percent of target (Bike Lanes and Sidewalks, and Construction Jobs). Two measure are more than 15 percent from the target (Traffic Injuries and Construction Completion Timeliness).

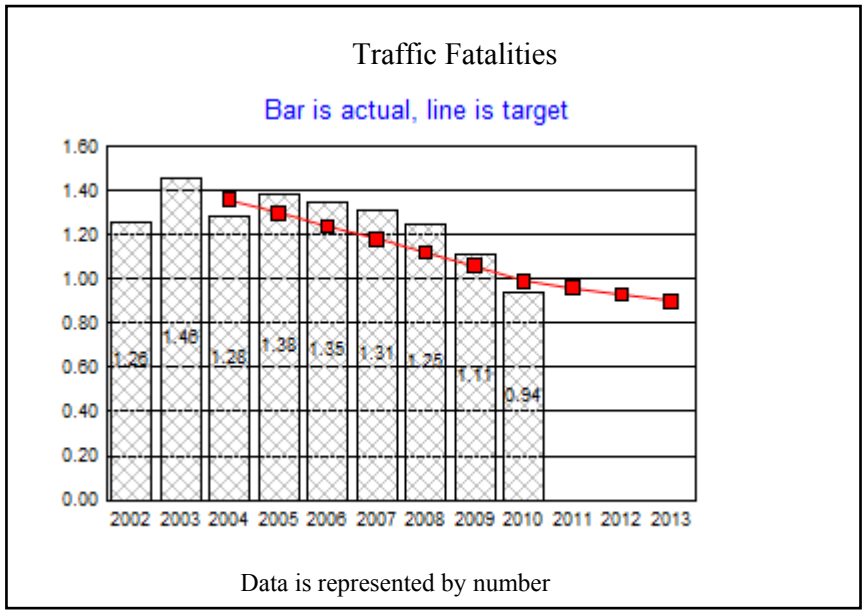
4. CHALLENGES

It is crucial to address the impacts of an aging transportation infrastructure. The Highway Division has increased the number of performance indicators to effectively monitor increased funding. The increase in construction activities is a stimulus for the economy of the state. With it, though, ODOT is faced with managing significantly more projects than ever before. Continually monitoring performance and managing to achieve goals is key in this effort, balanced by measures to ensure that other necessary transportation-related business continues successfully. There is the need for performance information to help support the department, which decentralizes decisions and places accountability on the front line. Continued training efforts focus on helping frontline staff more successfully deliver effective ODOT programs in a changing and decentralized environment. Performance measures help communicate ODOT priorities from executive staff to the front line. In addition, staff use measures as a tool to communicate about challenges or obstacles to be addressed at the executive level. Continued training efforts in the use of performance measures will enhance ODOT's ability to quickly respond in order to be more efficient and effective.

5. RESOURCES AND EFFICIENCY

This section speaks to resources used by a large and complex ODOT organization consisting of the following divisions: Highway, Driver and Motor Vehicles, Motor Carrier Transportation, Rail, Public Transit, Transportation Safety, Transportation Development, Central Services, and Communications. The agency relies on about 4,400 staff located in almost 250 locations around the state as well as numerous contracted firms and staff to deliver a diversity of transportation-related functions. The 2011 Legislature appropriated funds for ODOT totaling $3.8 billion for the 2011-2013 biennium. A biennial budget in the billions represents a complexity that is challenging to communicate. The predominant sources for these funds are about half from the State Highway Fund, about a quarter from the federal government and about another quarter from the sale of bonds for increased highway construction around the state. For the purposes of this report, expenditures are compared to Oregon's population. While every Oregon citizen does not necessarily use a private vehicle or public transportation, every single citizen benefits from Oregon's transportation system. Via one mode or another enabled by this system, it is the means by which people and goods are moved about the state. Every citizen's needs are met in some way by this transportation system. ODOT's $3.8 billion appropriation equates to potential expenditures of about $5.2 million per day, every single day of the biennium. This represents a slight decrease compared to the 2009-2011 biennial budget based on project schedules. Oregon's latest population count as reported in March 2011 by Portland State University's Population Research Center is 3,844,465 Oregonians. The daily cost per Oregonian is $1.35 for ODOT programs and services.

KPM #1	Traffic Fatalities: Traffic fatalities per 100 million vehicles miles traveled (VMT).	1998
Goal	ODOT Goal #1 Safety -- Engineer, educate and enforce a safe transportation system	
Oregon Context	Oregon Benchmark #45: Preventable Death	
Data Source	Crash Analysis and Reporting, ODOT; Fatality Analysis Reporting System, National Highway Traffic Safety Administration, USDOT	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-4192	



1. OUR STRATEGY

ODOT's 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, DUI, safety

belt use, speeding, motorcycle safety, child safety seats, equipment standards, and other areas. ODOT also seeks to combat traffic fatalities through strategic highway safety improvements, such as median cable barriers, rumble strips, and pedestrian crossings as well as DMV medically at-risk program.

2. ABOUT THE TARGETS

ODOT seeks downward trends for fatality statistics. Targets are set based on ODOT's 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 VMT by 2013.

3. HOW WE ARE DOING

The rate for 2010 is under the target at 0.94 per 100 million VMT. There was an 11 percent decrease from 2008 to 2009 in the number of fatalities per 100 million VMT. The 2009 statistic of 1.11 was slightly above the aggressive target of 1.06.

4. HOW WE COMPARE

ODOT compares Oregon traffic fatality data with national data provided by the National Highway Traffic Safety Administration (NHTSA). Despite a lower than expected fatality rate decline, in 2010 Oregon's rate (0.94) compares favorably to the U.S. national fatality rate of 1.09. From 2007 to 2010 Oregon's fatality rates have been below the national rate.

5. FACTORS AFFECTING RESULTS

Several factors affected the traffic fatality rate in 2010. Among those factors were continuing increases in crashes involving pedestrians. The number of available traffic law enforcement officers also continues to be an issue. Another factor is that it is harder to make changes when the fatality rate is so low. 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 twelve years, Oregon has experienced the lowest fatality count since the late 1940s.

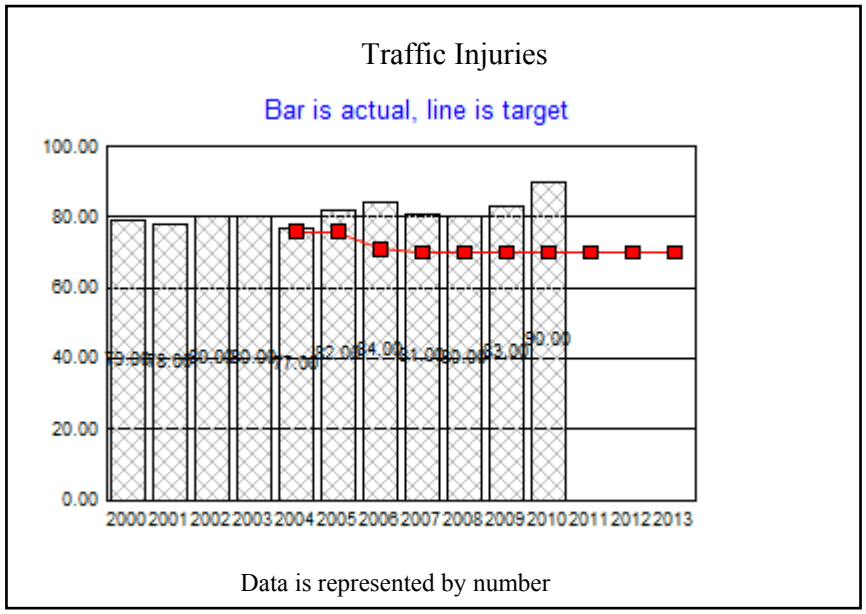
6. WHAT NEEDS TO BE DONE

ODOT must continue its 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.

7. ABOUT THE DATA

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.

KPM #2	Traffic Injuries: Traffic injuries per 100 million vehicles miles traveled (VMT).	1998
Goal	ODOT Goal #1 Safety -- Engineer, educate and enforce a safe transportation system	
Oregon Context	Oregon Benchmark #45: Preventable Death	
Data Source	Crash Analysis and Reporting, ODOT	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-4192	



1. OUR STRATEGY

Reducing the number of traffic crashes is the primary strategy to reduce traffic injuries, but when a crash happens, reducing the severity becomes the secondary strategy. This is influenced in three primary ways: a. Safe Infrastructure: Implement design practices that mitigate structural safety risks on

Oregon's transportation system. b. Driver Behavior: Deploy safety information/education programs in order to reduce crashes caused by driver behavior and DMV driver improvement program. c. Emergency medical services at the scene and trauma centers.

2. ABOUT THE TARGETS

Like fatalities, ODOT seeks downward trends for injuries due to traffic crashes. Although trends for these crashes fluctuate up and down year to year, the targets are set with reductions in mind.

3. HOW WE ARE DOING

Traffic injuries increased slightly in 2010 compared to the previous years, while the vehicle miles traveled decreased slightly. A reduction in injuries is desirable; however the increase is not out of line with typical trends. Traffic deaths declined significantly over the last several years, which provides a logical shift to an increase in injury and property damage crashes. Successful interventions such as safety belt use, enforcement of speed and driving impaired laws, and safer road design have decreased the severity of crashes and transformed what would have been a fatality into a lesser injury or property damage crash. The graph shows how traffic injuries have fluctuated over the past several years.

4. HOW WE COMPARE

The 2010 national injury rate is 75 injuries per 100 million vehicle miles traveled (VMT). This rate was provided by the National Center for Statistics and Analysis of the National Highway Traffic Safety Administration (NHTSA). The Oregon rate in 2010 (90) is higher than the national average. Passenger cars (Oregon 11% increase, U.S. 4% increase) and light trucks (Oregon 9% increase, U.S. 4% decrease) saw the largest increase in injury crashes in Oregon, followed by motorcycles (Oregon 1% increase, U.S. 9% decrease). The number of bicyclists injured in Oregon increased dramatically compared to the national level (Oregon 14% increase, U.S. 0% change). The number of pedestrians injured also was higher than the national figure (Oregon 21% increase, U.S. 19% increase).

5. FACTORS AFFECTING RESULTS

Several factors affected the injury rate in 2010. Significant positive factors affecting injury rates were high rates of the use of safety belts, child safety seats and booster seats. On the negative side was an increase in bicyclist and pedestrian injuries and drivers age 15 to 20 continued to be overrepresented in injury crashes. Approximately 19 percent of all crashes involved a driver age 15 to 20.

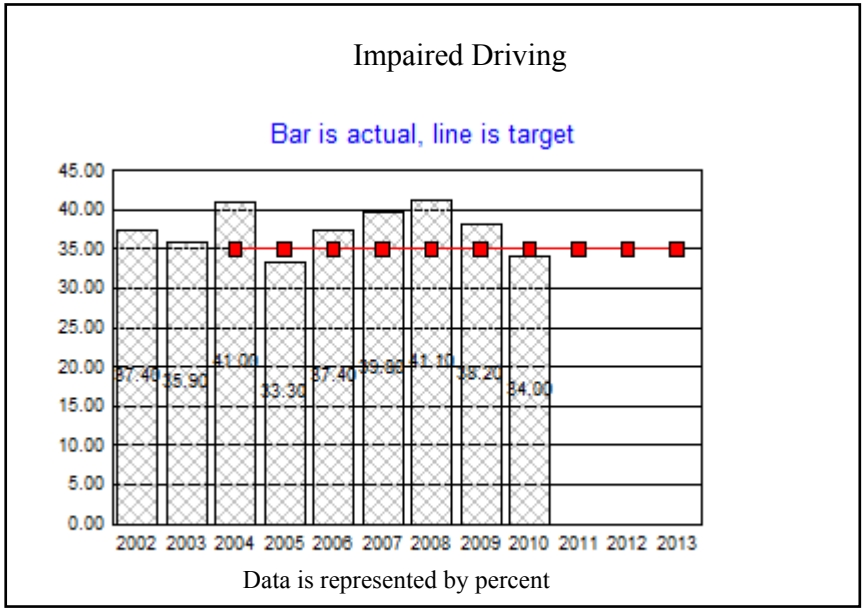
6. WHAT NEEDS TO BE DONE

ODOT should continue to review the causes of crashes and target safety activities accordingly. Also, ODOT will continue to monitor the success of various safety programs to efficiently and effectively target efforts to reduce major and moderate injuries.

7. ABOUT THE DATA

Traffic injury rates are reported on a calendar year basis just like fatalities. However, unlike fatalities data that allows state to state comparisons, injury data is not comparable. This is because some definitions of injury are not consistent across the country so comparisons to California, Washington or Idaho, for example, are not valid. Some comparisons can be made against the national data because this is created based on a sample. This is useful for understanding state trends versus national trends to provide a sense of how Oregon is doing.

KPM #3	Impaired Driving: Percent of fatal traffic accidents that involved alcohol.	1998
Goal	ODOT Goal #1 Safety -- Engineer, educate and enforce a safe transportation system	
Oregon Context	Oregon Benchmark #45: Preventable Death	
Data Source	Crash Analysis and Reporting, ODOT; Fatality Analysis Reporting System, National Highway Traffic Safety Administration, USDOT	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-4192	



1. OUR STRATEGY

ODOT will continue to monitor all aspects of fatalities due to impairments and will channel efforts through two primary areas of influence: a. Driver Behavior: Deploy safety information and education programs in order to reduce crashes caused by driver behavior. b. Enforcement: Keep unsafe drivers and vehicles off the system to improve safety and feelings of safety among Oregon system users through enforcement efforts.

2. ABOUT THE TARGETS

The lower the percentage, the better the result, so ODOT continues to strive for reductions. The target of 35 percent for 2010 was below the national average for the same year according to statistics published by the National Highway Traffic Safety Administration (NHTSA).

3. HOW WE ARE DOING

The 2010 rate of 34 percent is below the target of 35 percent. It improved the last two years from the alcohol-involved fatalities rate of 41 percent of the total fatalities in all crashes in 2008.

4. HOW WE COMPARE

The 2009 rate of 41 percent alcohol-involved fatalities was less than the national average of 42 percent reported. In recent years, Oregon experienced a few multi-fatal alcohol related crashes and an increase of combination drug and alcohol crashes.

5. FACTORS AFFECTING RESULTS

This is a measure of a variety of influences that contribute to the result. ODOT efforts are focused to make gains on driver behavior and choices through education and enforcement, but social and economic influences will also remain significant factors.

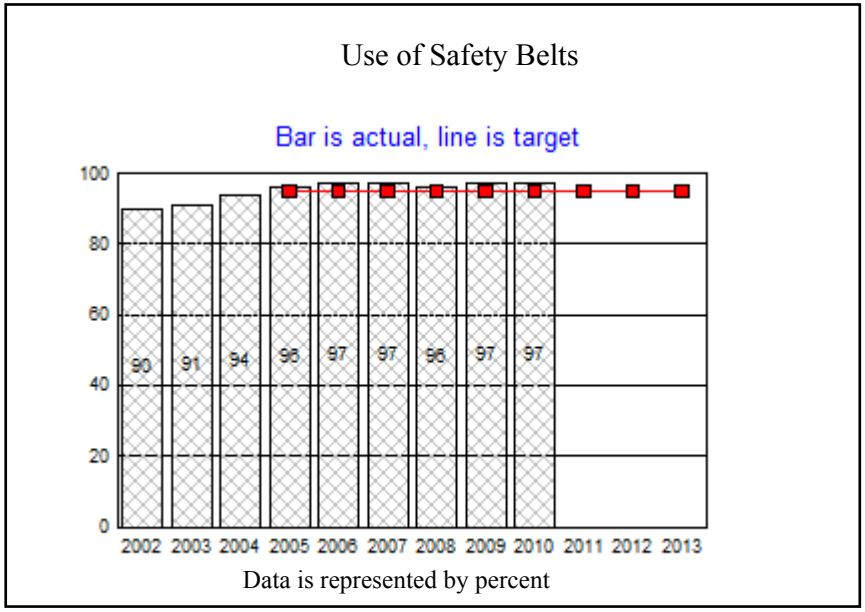
6. WHAT NEEDS TO BE DONE

ODOT will continue to monitor all aspects of fatalities due to impairment. ODOT's Safety Division is charged with the coordination and staff for the Governor's DUII Advisory Committee, which is focused on reducing the impacts of DUII in Oregon. Input from this committee and ODOT staff contribute to strategies developed to continue the reduction of alcohol-involved traffic fatalities. These strategies are listed in the Oregon Traffic Safety Performance Plan. They are typically enforcement- or education-based, such as training for police, prosecutors and judges; grants to pay for DUII enforcement overtime; community-based campaigns, public information and other education campaigns.

7. ABOUT THE DATA

The data is reported on a calendar year basis. It comes from reliable sources, particularly because it stems from traffic fatalities. It includes fatalities due to alcohol or alcohol in combination with other impairment, but does not include impairment due solely to other drugs.

KPM #4	Use of Safety Belts: Percent of all vehicle occupants using safety belts.	1998
Goal	ODOT Goal #1 Safety -- Engineer, educate and enforce a safe transportation system	
Oregon Context	Oregon Benchmark #45: Preventable Death	
Data Source	Transportation Safety Division, ODOT; Occupant Protection Observation Study, Intercept Research Corporation	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-4192	



1. OUR STRATEGY

ODOT's current strategies for increasing safety belt usage among the traveling public include the provision of grants to pay for law enforcement overtime related to safety belts, speed and impaired driving laws, and efforts to increase the availability of information in rural areas and for non-English speakers. In addition, ODOT's Safety Division conducts public awareness efforts to communicate to Oregonians the importance of wearing safety belts in reducing premature deaths and injuries, and in improving travel safety in Oregon.

2. ABOUT THE TARGETS

ODOT seeks to influence a greater percentage of the public to use safety belts, so an upward trend is desirable as is maintenance of a high use rate. A very high percentage has been set as the target because Oregon has consistently been in the top five among states with a high percentage use of safety belts.

3. HOW WE ARE DOING

The rate has held steady at 97 percent during 2009 and 2010 which is 2 percent better than the target of 95 percent. This measure shows progress toward improving travel safety in Oregon and exceeds the target ODOT has set every year since 2005. ODOT Safety Division programs have been effective toward increasing the percentage of Oregonians using safety belts.

4. HOW WE COMPARE

Oregon's rate of 97% cannot be compared to other states because the Oregon safety observation study uses a more comprehensive methodology than the national survey. Oregon has routinely been in the top five among states with the highest rates of safety belt usage according to the NHTSA's safety belt survey. This survey does not does not review all seats in a vehicle like the Oregon survey does.

5. FACTORS AFFECTING RESULTS

Education and outreach efforts have recently been more focused on child occupants in order to increase the proper usage of child restraints and booster seats. Grant dollars for police overtime for targeted enforcement related to safety belts has also had positive results.

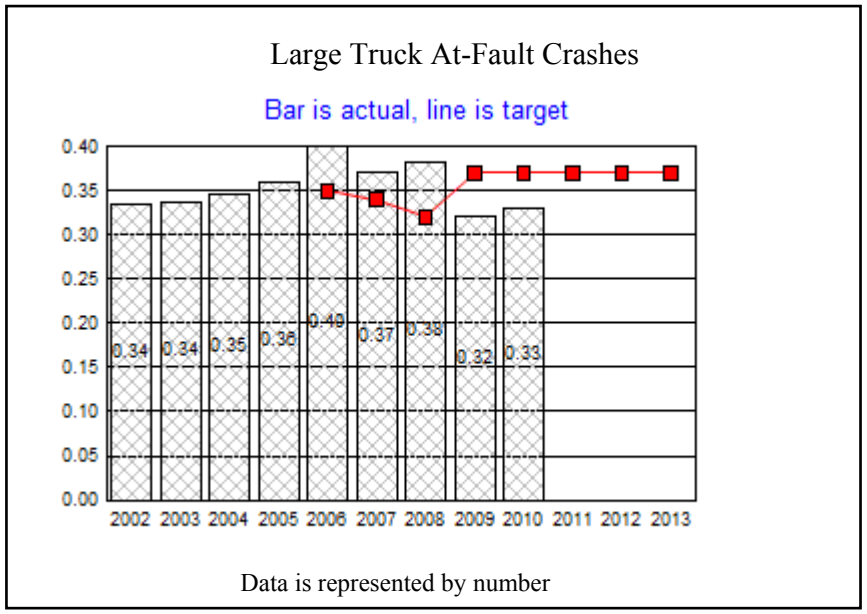
6. WHAT NEEDS TO BE DONE

Safety belt usage is such an important contributor to reductions in traffic fatalities that ODOT will continue its efforts to further increase safety belt use among Oregonians. ODOT will continue to monitor safety belt usage and direct efforts to keep usage increasing, particularly among children.

7. ABOUT THE DATA

Safety belt surveys are not done on a continuous basis, but represent a "snapshot" in time. These surveys are done annually and are statistically valid and reliable. Restraint usage is also reported at the time of traffic crashes, but this is not as reliable as data from these standard surveys.

KPM #5	Large Truck At-Fault Crashes: Number of large truck at-fault crashes per million vehicle miles traveled (VMT).	1998
Goal	ODOT Goal #1 Safety -- Engineer, educate and enforce a safe transportation system	
Oregon Context	Oregon Benchmark #45: Preventable Death	
Data Source	ODOT Motor Carrier Division and ODOT's Transportation Development Division, Crash Analysis and Reporting Unit	
Owner	ODOT Motor Carrier Division, David McKane, 503-373-0884	



1. OUR STRATEGY

Strategies to address truck-at-fault crashes must focus on the driver. Almost all of these crashes are caused by the truck driver and usually linked to speeding, tailgating, changing lanes unsafely, failure to yield right of way, and fatigue. Of the 521 truck-at-fault crashes that occurred in 2010, only 35 were attributed

to some mechanical problem. There is a statistically-defined positive correlation between truck-at-fault crashes and the number of drivers placed out-of-service for safety violations. As more problem drivers are found, at-fault crashes decline. Motor Carrier Transportation Division safety specialists and enforcement officers take the lead in efforts as they conduct inspections at weigh stations and during safety compliance reviews at trucking company terminals. Oregon law enforcement officers play a key role, too. Many State Police troopers, county sheriffs and city police, are certified inspectors who work under both compensated and non-compensated Motor Carrier Safety Assistance Program (MCSAP) intergovernmental agreements. They conduct inspections at the roadside after probable cause stops for traffic violations. They also routinely join safety specialists and motor carrier enforcement officers in special operations that focus on speed enforcement and logbook checks. All inspectors follow Oregon's Commercial Vehicle Safety Plan, which is updated annually. Under the plan, enforcement efforts focus on traffic along major freight routes where most truck-at-fault crashes happen. Specifically, there are 268 highway miles in 12 parts of the state that are referred to as AIM Corridors — Accident Intensified MCSAP Corridors. Oregon safety inspectors checked 46,144 trucks and/or drivers in calendar year 2010, working at a rate of 1 inspection every 11 minutes. Of the trucks checked last year, Oregon inspectors placed 25 percent out-of-service for critical safety violations. The current national rate for placing vehicles out-of-service is 20 percent. Of the drivers checked last year, Oregon inspectors placed 15 percent out-of-service for critical safety violations. The current national rate for placing drivers out-of-service is 5 percent. One key part of the Motor Carrier Transportation Division's commercial vehicle safety plan is to conduct multi-day inspection exercises to find problem drivers. In eight exercises in 2010 that extended over 40 days, inspectors checked 4,804 drivers and placed 27 percent out-of-service. Most of the violations were related to driving after the 14th hour after coming on duty, driving more than 11 hours, and holding logbooks that were not current or were improperly completed and/or falsified. According to the Federal Motor Carrier Safety Administration's Analysis and Information Online site, Oregon ranks well above every other state in the rate that its inspectors find drivers with critical safety violations. For Fiscal Year 2010, only Connecticut with 24,257 inspections and a 13 percent driver out-of-service rate, and Wyoming with 19,017 inspections and an 11 percent rate, come even close to Oregon. Oregon’s out-of-service percentages are high because trucks and drivers are not inspected on a random basis. Inspectors use computer software to identify trucking companies with suspect safety records and then apply remarkable training, experience, and other tools to find safety problems.

2. ABOUT THE TARGETS

At one time, the truck-at-fault crash rate target was annually readjusted downward using the standard deviation of the preceding nine years rates. As crash rates fell slightly in the most recent years, this method would have resulted in targets set in a range 7 percent to 9 percent below the actual rate for each of the years. Rather than following an annually readjusted target, it’s arguably more appropriate to set a fixed baseline target and then adjust it whenever the program has met or exceeded it for a number of years. In 2008 this performance measure set the goal of holding the crash rate steady at the 2007 level through 2011. The crash rate in 2008 was 3 percent above the 2007 level, the rate in 2009 was 13 percent below it, and the rate in 2010 was 11 percent below it.

3. HOW WE ARE DOING

There were a total of 1,002 truck crashes in 2010, 67 more than in 2009 – a 7 percent increase. It was determined that the truck was at-fault in 521 of the crashes, 9 more than in 2009 – a 2 percent increase. The truck driver was at-fault in 486 of those incidents and a truck mechanical problem caused just 35 incidents. A total of 408 people were injured in truck crashes last year, 50 more than in 2009 – a 14 percent increase. A total of 43 people were killed, 14 more than in 2009 – a 48 percent increase. Although the 2010 totals are higher than the previous year, they're still at a historically low level. Compared with 2007 totals, truck crashes in Oregon are down 20 percent, crashes in which the truck driver is at-fault are down 25 percent, crashes caused by a truck mechanical problem are down 19 percent, injuries in truck crashes are down 22 percent, and fatalities are down 17 percent. Highway-use statistics show trucks traveled 0.2 percent fewer miles in 2010 than they did in 2009. According to mileage reported on weight-mile tax and flat fee payment reports, along with mileage reported for temporary passes, motor carriers traveled 1,584,503,288 miles in Oregon in 2010. Based on that activity, truck crashes occurred at a rate of 0.632 per million miles traveled, up from 0.589 per million in 2009. Truck-at-fault crashes occurred at a rate of 0.329 per million miles traveled, up from 0.322 per million in 2009.

4. HOW WE COMPARE

Comparative analysis regarding Oregon's experience with truck-at-fault crash rates is not possible because other states and the federal government merely count truck crash totals and do not assign blame or accountability in crashes. An examination of all crashes involving trucks, regardless of who was at-fault, shows Oregon's crash rate compares very favorably alongside the national rate. Using federal statistics for all commercial vehicle miles traveled in 2008, for example, Oregon's rate is 56 percent lower. There were 0.719 truck crashes per million miles in Oregon that year, compared with 1.622 truck crashes per million miles nationally.

5. FACTORS AFFECTING RESULTS

Only 35 of the 521 truck-at-fault crashes that occurred in 2010 were attributed to some mechanical problem. Thus, factors directly affecting this measure largely involve commercial vehicle driver fitness, qualifications, and judgment. The rate of crashes is also directly and indirectly affected by the volume of all vehicle miles traveled, not just commercial vehicle miles. It's affected by traffic congestion and the level of road and bridge construction and maintenance work currently underway in Oregon. Further contributing to crash rates is the absence or presence of law enforcement officers on the road and, most notably, inclement weather. From January through October 2010, for example, truck-at-fault crashes were averaging 38 each month. But then there were 64 truck-at-fault crashes in November and 74 in December, many of which were weather-related crashes.

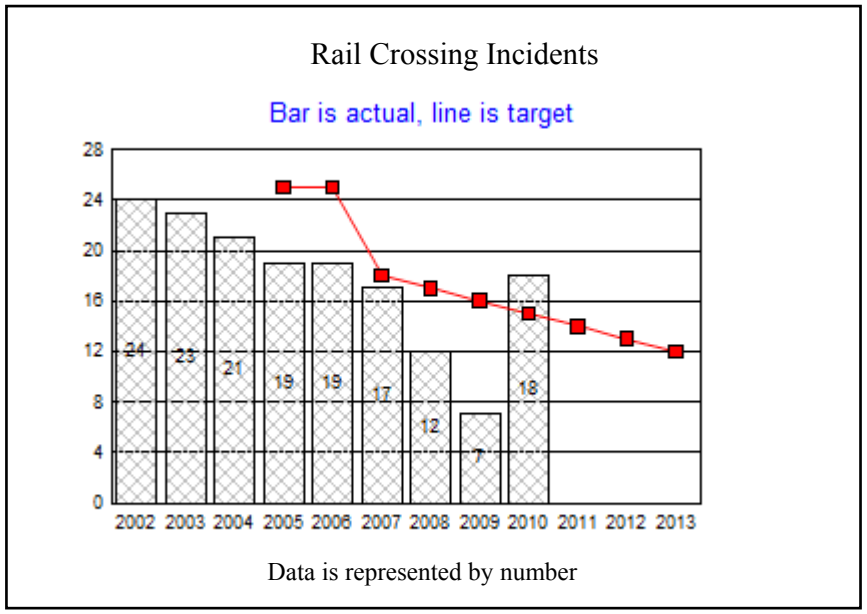
6. WHAT NEEDS TO BE DONE

One effective way to impact this measure would be to increase truck safety enforcement activity by law enforcement officers. In past years when State Police trooper strength waned, regression analysis revealed a correlation between the declining trooper strength and increasing truck-at-fault crashes. The Motor Carrier Transportation Division is actively working to engage many more law enforcement agencies in truck safety-related exercises. It will continue to monitor the activities of all safety inspectors to ensure that they follow the state's Commercial Vehicle Safety Plan and concentrate on the key objectives that will have the greatest positive impact on safety. Enforcement officers should focus on making probable cause stops for speeding and other traffic violations along major freight routes where most truck-at-fault crashes happen. 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 Division needs to continue its aggressive safety inspection efforts at roadside and weigh stations, maintaining high numbers of truck driver inspections. Oregon has earned a reputation as one of the toughest in the country on truck safety, which makes more drivers mindful of safety as they travel throughout the state.

7. ABOUT THE DATA

Crash data for this measure are based on incidents involving a fatality, injury, or disabling damage that causes a vehicle to be towed from the scene. This is the federal definition of a recordable accident in Federal Motor Carrier Safety Regulations Part 390.5 and Oregon Administrative Rule 740-100-0020. The ODOT Transportation Development Division's Crash Analysis and Reporting Unit analyzes the reports to determine which are truck-at-fault. Crash data are highly reliable. States are rated on a quarterly basis – Good, Fair, or Poor – on the completeness, timeliness, accuracy, and consistency of both crash and roadside inspection data submitted to the Motor Carrier Management Information System. The Federal Motor Carrier Safety Administration rates Oregon "Good" in the categories related to completeness, accuracy, and consistency. Mileage data for this measure are based on miles traveled in Oregon by trucks over 26,001 pounds, as determined by motor carriers' highway-use tax reports and the temporary passes purchased by short-term operators. The truck-at-fault crash rate would be lower if it were based on miles traveled in Oregon by all commercial motor vehicles, that is all trucks over 10,000 pounds and buses carrying more than 15 passengers, including the driver. Instead, this performance measure's rate is based only on mileage for trucks and buses over 26,000 pounds because those vehicles are subject to the state's weight-mile tax and required to file highway-use reports or obtain temporary passes if operating on a short-term basis. There are no comparable, verifiable mileage figures for commercial motor vehicles under 26,001 pounds so they're not included in rate calculation. Mileage figures used here are verified by Motor Carrier Transportation Division auditors. The figures are also ultimately verified by financial analysts for use in Oregon's periodic Highway Cost Allocation Study.

KPM #6	Rail Crossing Incidents: Number of highway-railroad at-grade incidents.	1999
Goal	ODOT Goal #1 Safety -- Engineer, educate and enforce a safe transportation system	
Oregon Context	Oregon Benchmark #45: Preventable Death	
Data Source	Rail Division, ODOT	
Owner	Rail Division, ODOT, Joe Denhof, 503-986-4169	



1. OUR STRATEGY

Safe Infrastructure: 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 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.

2. ABOUT THE TARGETS

The Rail Division strives for a zero incident performance. The target reflects the reality that some number of incidents is outside the control of the Division and its transportation safety partners.

3. HOW WE ARE DOING

In 2010, the number of rail crossing incidents (18) was above target. Since 2001, there has been a decline in the number of incidents. The data shows that in 2010, 13 incidents involved motor vehicles and 5 incidents involved pedestrians, resulting in 3 fatalities.

4. HOW WE COMPARE

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 crossings except for an increase in 2010.

5. FACTORS AFFECTING RESULTS

Some incidents are caused by deliberate actions rather than lack of safety education or crossing safety devices. Pedestrian incidents increased from one incident each in both 2008 and 2009 to five incidents in 2010. Four of these five incidents occurred at fully signalized crossings. Two incidents involved drivers who circumvented lowered crossing gates at signalized crossings. Two other incidents involved drivers who came to a complete stop at a passive crossing and then proceeded into the path of an oncoming train. On three separate incidents, drivers drove their vehicles into the side of a train and then fled the scene on foot. Three of the above incidents occurred at passive crossings which have since been fully signalized. An additional crossing is being reviewed to determine if signalization is warranted.

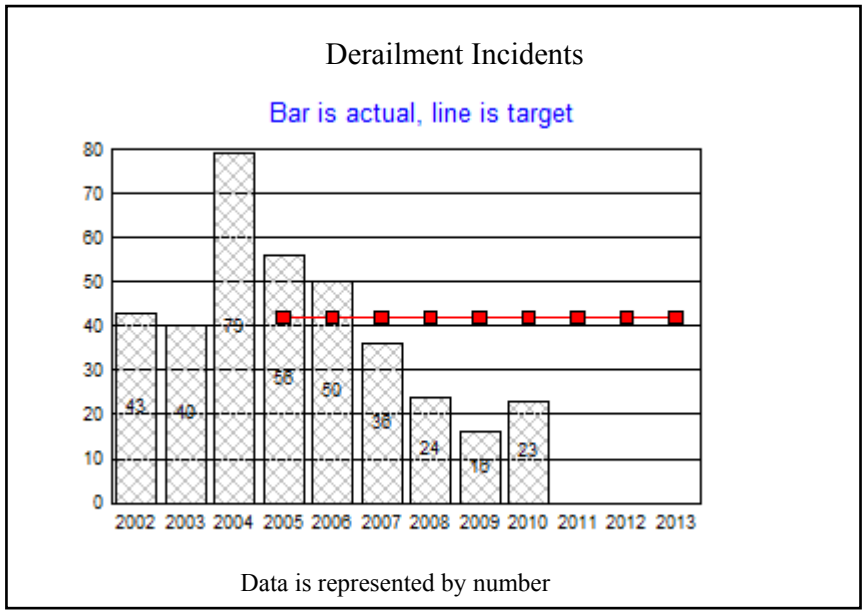
6. WHAT NEEDS TO BE DONE

Options to continue the decline in incidents include maintaining inspection efforts, increasing funding for crossing investments and increasing education outreach on crossing safety to the driving public and pedestrians.

7. ABOUT THE DATA

The reporting cycle is calendar year. The data is based upon incident reports submitted by the railroads to the Federal Railroad Administration (FRA). Under federal regulations, the railroads are required to complete and submit accurate reports to the FRA.

KPM #7	Derailment Incidents: Number of train derailments caused by human error, track, or equipment.	1998
Goal	ODOT Goal #1 Safety -- Engineer, educate and enforce a safe transportation system	
Oregon Context	Oregon Benchmark #45: Preventable Death	
Data Source	Rail Division, ODOT	
Owner	Rail Division, ODOT, Joe Denhof, 503-986-4169	



1. OUR STRATEGY

Safe Infrastructure: A priority for ODOT is to provide safe infrastructure and mitigate structural safety risks on Oregon's transportation system. The Rail Division, working with the Federal Railroad Administration (FRA), uses 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.

2. ABOUT THE TARGETS

Fewer incidents of derailments are desired.

3. HOW WE ARE DOING

In 2010, there were 23 derailment incidents, a increase from the 16 derailments that took place in 2009. Over the past six years, derailment incidents have decreased by 71 percent after reaching a peak in 2004. Derailments are below the target. This trend indicates significant improvement. Some of the increase may be attributed to increased train volumes as the industry recovers from the recent recession.

4. HOW WE COMPARE

According to FRA's data, derailments increased in Oregon and its neighboring states of Washington, Idaho and Nevada while California showed a decrease. Oregon showed a 44 percent increase in derailments. The rail systems differ among the states in terms of track miles and the number of carloads, e.g. California has a much larger system than Oregon while Idaho and Nevada have much smaller systems. A comparison of derailments per track mile (miles of track in each state) shows Oregon with .98 incidents per train mile while Washington shows a high of 1.23 and Nevada shows a low of 42.

5. FACTORS AFFECTING RESULTS

The decrease in derailments can be partially attributed to an increase in inspections and a full staff of certified inspectors. The decline has steadily continued since 2004 with the hiring, training and certification of new inspectors to replace the turnover in staff. This supports the need for certified inspectors performing regular inspections.

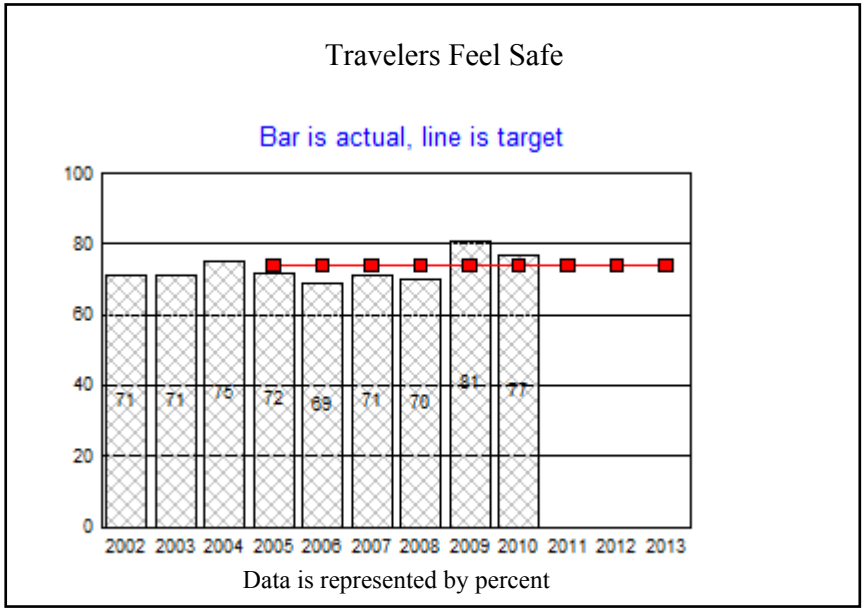
6. WHAT NEEDS TO BE DONE

Recruitment and retention of qualified compliance (inspector) personnel is vital as new hires require at least one year of training to become federally-certified to conduct inspections. Staff turnover combined with the required training period limits the Division's effectiveness in identifying non-compliant, potential derailment conditions. Also, analysis of data from previous inspections (track conditions, operating issues, etc.) aids the Division in identifying areas of concern on which to focus resources and inspections to reduce incidents.

7. ABOUT THE DATA

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.

KPM #8	Travelers Feel Safe: Percent of public satisfied with transportation safety.	1998
Goal	ODOT Goal #1 Safety -- Engineer, educate and enforce a safe transportation system	
Oregon Context	Oregon Benchmark #45: Preventable Death	
Data Source	Transportation Safety Division, ODOT, Traffic Safety Attitude Survey, Intercept Research Corporation	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-4192	



1. OUR STRATEGY

ODOT's current strategies for increasing perception of safety on Oregon's transportation system fall primarily in two areas: a. Education: Information campaigns educate about safety and department activities that support safety. A more knowledgeable public is likely to feel safer. b. Visible Police Presence: This visibility increases safety and perception of safety through enforcement.

2. ABOUT THE TARGETS

ODOT seeks to influence a greater percentage of the public that perceives the transportation system to be safe so an upward trend is desirable.

3. HOW WE ARE DOING

This measure has hovered around a reasonable range of the target for the last several years and was above target for the last two years (81 percent in 2009 and 77 in 2010). The average for the previous five years is 74 percent, which is near the target. Although an upward trend is generally desirable, complacency on the part of the traveling public would not be a desirable outcome based on too high a perception of safety.

4. HOW WE COMPARE

Oregonians' perception of safety of the transportation system cannot be compared to other states because this survey is not compiled on a nationwide basis.

5. FACTORS AFFECTING RESULTS

ODOT's Transportation Safety Division coordinates safety activities within ODOT and numerous safety programs exist within other ODOT divisions such as Highway, Motor Vehicle Services and Motor Carrier Transportation. These programs sustain constant efforts, but public awareness campaigns inform Oregonians about department activities to improve safety within the state. Some correlation likely exists between increased awareness of safety activities and perception of safety. A less visible presence of police due to reductions may also be a factor in perceptions of safety as it is certainly a factor in enforcement.

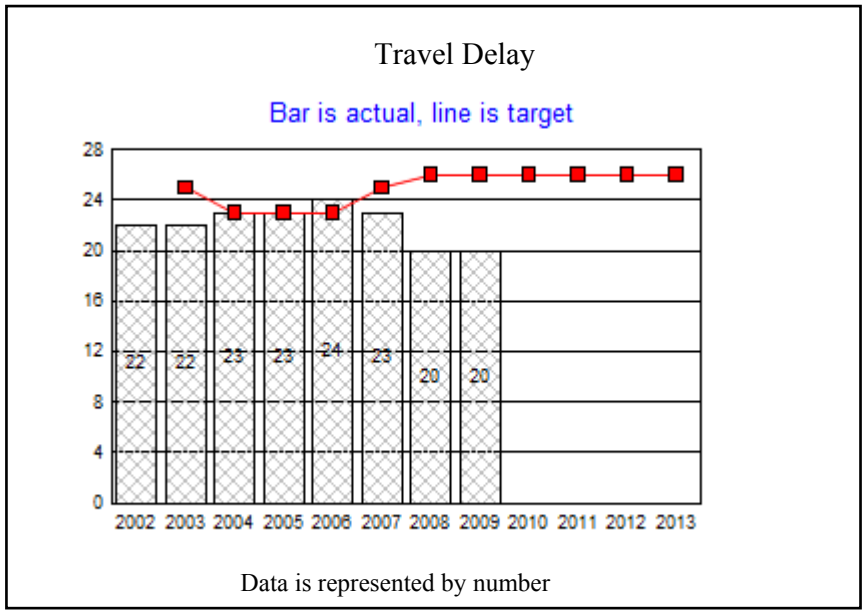
6. WHAT NEEDS TO BE DONE

ODOT will sustain its focus on all aspects of safety as it remains the agency's highest priority. Continued information campaigns will not only increase public awareness of safe choices and behaviors, it also informs them of department activities. Grant monies will also continue to be provided for focused police presence to improve safety. Additional efforts for coordination of safety programs for public transit and rail may also be of benefit.

7. ABOUT THE DATA

Like other surveys participated in by ODOT, the Traffic Safety Attitude Survey represents a "snapshot" in time. This survey is done annually and is conducted using methods that produce statistically valid and reliable results.

KPM #9	Travel Delay: Hours of travel delay per capita per year in urban areas.	2000
Goal	ODOT Goal #3: Mobility/Economic Vitality -- Keep people and the economy moving	
Oregon Context	Oregon Benchmark # 68: Traffic Congestion	
Data Source	Texas Transportation Institute, Urban Mobility Report	
Owner	Transportation Development, ODOT, Brian Gregor, 503-986-4120	



1. OUR STRATEGY

Transportation Options: Promote the use of transportation modes other than single occupancy vehicles (SOVs) by improving existing facilities and creating new transportation options where possible in order to reduce travel delay and stress on the highway system and ensure multi-modal options for all

Oregonians; Build Quality Infrastructure: Use new technology and construction techniques and materials to improve the quality of infrastructure and reduce delays caused by construction and maintenance activities; Traffic Network Management: Employ new technology to better manage traffic networks by providing timely information to travelers and identifying and reducing delays from crashes and other causes; Sustainable Transportation: Promote the use of more energy efficient transportation alternatives to preserve air and water quality and move toward sustainable economic growth.

2. ABOUT THE TARGETS

Congestion delay is strongly associated with population size. As cities become more populous, they become more congested, if additional road capacity is not added or if other actions are not taken to accommodate the travel needs of more people without increasing the amount of vehicle travel.

3. HOW WE ARE DOING

Traffic congestion has risen during the last 30 years because expansion of road capacity has not kept pace with the growth of travel. The mobility that Oregonians have enjoyed in recent decades has been the result of past high capital investment rates. Congestion has been rising because the demand for vehicle travel has been rising and the excess capacity created by past investments is being used up. Because of this, over the long run, total delay has increased more than population, resulting in rising delay per capita. In more recent years, delay has increased more slowly than population. Economic downturn and rising fuel prices have contributed to this recent trend. Other social and economic trends have also contributed (e.g. aging of the baby boom generation). In addition, delay is influenced by transportation and land use programs which affect transportation efficiency and travel demand.

4. HOW WE COMPARE

According to per capita delay estimates calculated from data in the 2010 UMR, delay per capita in the Portland metropolitan area is about 5% above the average for urban areas of its size. Per capita delay in Eugene is lower than the small urban area average while Salem is higher.

5. FACTORS AFFECTING RESULTS

Aside from economic and demographic factors which affect total demand, the major factor affecting delay is the balance between traffic volume and road system capacity. The ability to add capacity is severely limited by revenues and the high costs of construction in congested areas. Operational improvements can improve efficiency and capacity of existing roads and highways. Ramp metering, signal synchronization, incident response vehicles, variable message signs, and capacity enhancing projects are examples of this. The demand side of the equation is affected by land use patterns (e.g. density and mixed use), provision of alternative means of getting around the urban area, and travel demand management programs.

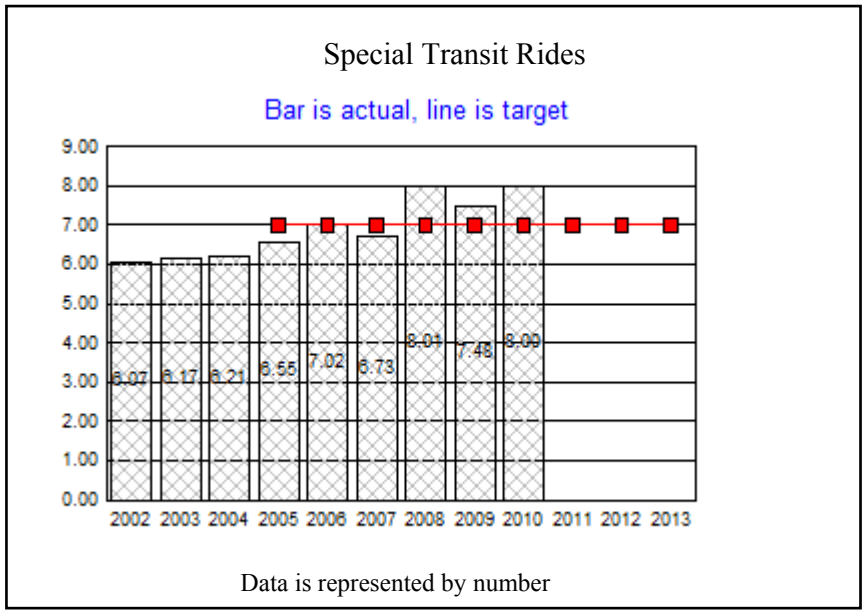
6. WHAT NEEDS TO BE DONE

Department activities designed to reduce delay should be continued and new approaches developed. It may also be beneficial to consider a measure of travel time in major Oregon urban areas as an additional or replacement measure. This may be more meaningful to the users of the transportation system. It would also be helpful to provide more timely data, but this would require additional staff and significant increases in traffic monitoring.

7. ABOUT THE DATA

The Texas Transportation Institute (TTI) revised their methodology for estimating delay in the 2010 report. Previously amounts of travel at different congestion levels and corresponding travel speeds were estimated using models created using data from a limited number of urban areas. The new methodology uses archived travel speed data collected for each metropolitan area using GPS enabled vehicles by the Inrix corporation. This change makes the delay estimates more reflective of actual conditions in each metropolitan area. One consequence of the change in the methodology is that the delay estimates published 2010 report cannot be compared with numbers published in previous reports. The 2010 UMR includes estimates of previous year values using the new methodology to produce a data series that is comparable over time. The new delay estimates are higher than the previous estimates. Because of this, the targets were shifted proportionally so that past relationships between targets and estimates were held constant.

KPM #10	Special Transit Rides: Average number of special transit rides per each elderly and disabled Oregonian annually.	1999
Goal	ODOT Goal #3: Mobility/Economic Vitality -- Keep people and the economy moving	
Oregon Context	Oregon Benchmark #59: Independent Seniors, Oregon Benchmark #60 Working Disabled	
Data Source	Public Transit Division, ODOT	
Owner	Public Transit Division, ODOT, Dinah Van Der Hyde: 503-986-3885	



1. OUR STRATEGY

Transportation Mobility: ODOT invests in and promotes the use of accessible transportation services for seniors and individuals with disabilities. State and Federal Programs have been developed to provide equality of access for those with mobility needs.

2. ABOUT THE TARGETS

The target was set in 1999 as a goal based on a 1998 study of the needs of older adults. New work has been completed in 2008 with the Association of Oregon Counties and Portland State University to re-assess the transportation needs for older adults and people with disabilities. New baseline and targets will be reflected in the 2013–2015 budget.

3. HOW WE ARE DOING

Since 1998, average annual rides per older adult and person with disability steadily increased until 2007. In 2007 the average number of rides declined due to population and fuel cost increases with no commensurate resource increase. 2008 shows a small recovery, with 2009 and 2010 continuing to show gains in rides provided as resources became available through recent legislative support and federal stimulus funds.

4. HOW WE COMPARE

Data is not available to compare Oregon with other states.

5. FACTORS AFFECTING RESULTS

Average rides available diminished during the 1990s as older adult populations increased and resources for transportation were static. Oregon population increases are outpacing fund availability; rapidly increasing costs of providing service are also constraining service availability. Recent investments of additional funds are beginning to show increased rides per individual but the 2008 Portland State University needs assessment indicates that the target for trips needed is much higher than the current target of 7 rides. The Portland State Study indicates that there is still a gap of 26% to achieve the number of trips needed todav.

6. WHAT NEEDS TO BE DONE

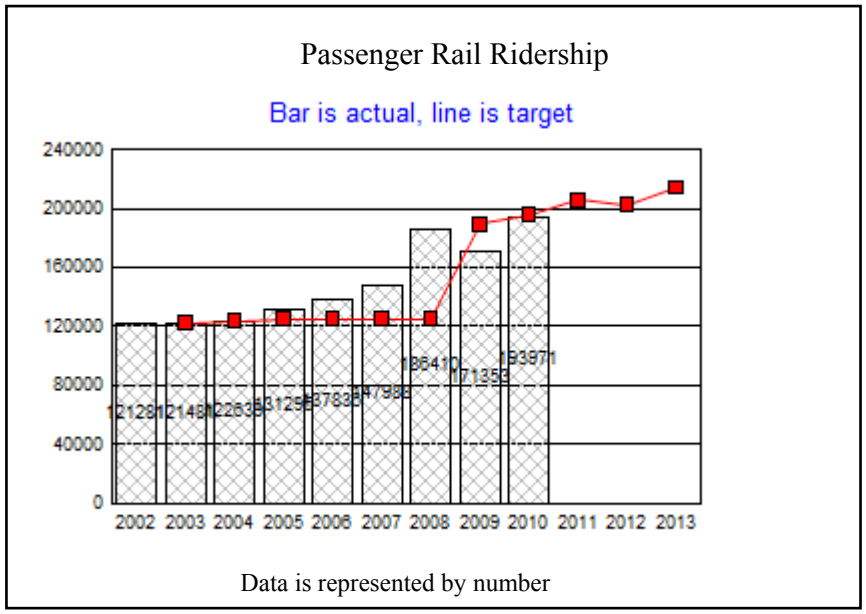
Continue to emphasize improved access to transportation services for seniors and people with disabilities to sustain service levels. Complete work on an updated target.

7. ABOUT THE DATA

The data is compiled by the Public Transit Division using the U. S. Census and Portland State University and provider reports to Public Transit Division of

annual rides provided to elderly and disabled Oregonians. ODOT has completed a new target and update to the data definitions to establish a baseline for the next biennium that will more accurately determine how well special transit rides meet the needs of the elderly and disabled population in Oregon.

KPM #11	Passenger Rail Ridership: Number of state-supported rail service passengers.	1999
Goal	ODOT Goal #3: Mobility/Economic Vitality -- Keep people and the economy moving	
Oregon Context	Oregon Benchmarks #70 - Alternative Commuting, and #71 - Vehicle Miles Traveled (VMT)	
Data Source	Rail Division, ODOT	
Owner	Rail Division, ODOT, Joe Denhof, 503-986-4169	



1. OUR STRATEGY

Transportation Options: ODOT seeks to promote the use of transportation modes other than Single Occupant Vehicles (SOV's) by improving existing facilities and creating new transportation options where possible. Alternative modes of transportation are provided to reduce travel delay and stress on the highway system and ensure multi-modal options for all Oregonians.

2. ABOUT THE TARGETS

The target projections are based on historical increases in state-supported Cascades trains and Thruway buses. An increase in rail ridership is desirable and could be an indication that transportation options in Oregon have expanded.

3. HOW WE ARE DOING

Since 2000, passenger rail ridership has steadily increased, reaching its highest level in 2010. Passenger rail ridership fell short of the 2010 target by 1,664. However, the 2010 ridership shows a 13% increase from 2009 numbers.

4. HOW WE COMPARE

Oregon's passenger rail program is very modest compared to Washington's and California's programs. Both Washington and California have aggressive investment programs for passenger rail, resulting in corresponding benefits for passenger and freight rail.

5. FACTORS AFFECTING RESULTS

In general, ridership increases result from reductions in travel time, increased train frequencies and improvements in on-time reliability. Each of these conditions is largely dependent upon sufficient capital investment. Washington and California are spending $800 million and $3.5 billion respectively to improve travel time, frequency and on-time reliability. Washington’s investments will allow them to increase their daily round trips between Portland and Seattle resulting in an equipment shortage in the Portland to Eugene segment. Therefore, Oregon recently purchased two new train sets for $38 million. These train sets will begin service in the summer of 2013 and allow Oregon to continue providing current service levels to its citizenry. These capital investments add to the existing Cascade service pool of five train sets and bring the pool total to seven which will provide expanded service and increased passenger rail ridership.

6. WHAT NEEDS TO BE DONE

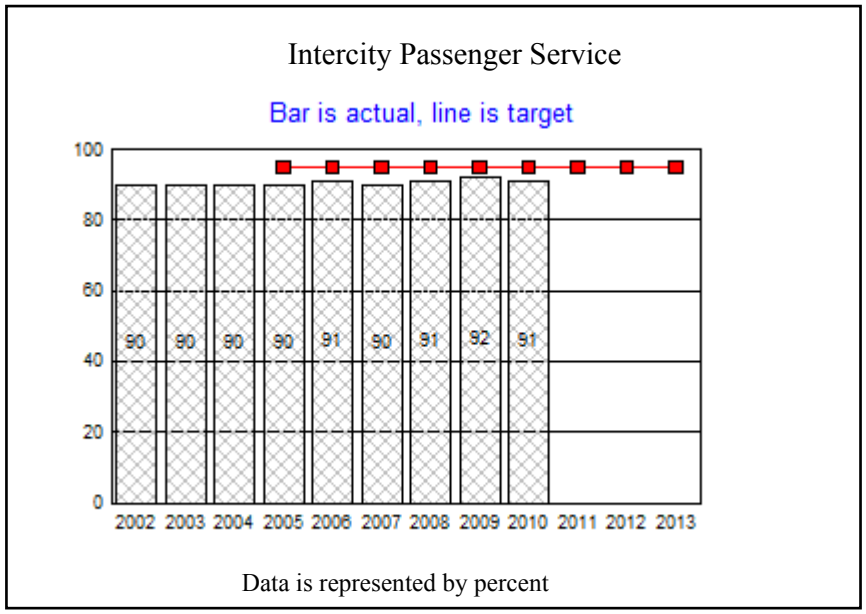
There are several steps that ODOT can take in terms of improving rail ridership:

a. Seek increased funding options to increase train speed and frequency and range of service
b. Continue passenger rail marketing

7. ABOUT THE DATA

The reporting cycle is calendar year. The data is provided by Amtrak, the passenger rail service provider. This data 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 as well, but a larger number of users does not necessarily correlate to an increased proportion of the population using rail service.

KPM #12	Intercity Passenger Service: Percent of Oregon communities of 2,500 or more with intercity bus or rail passenger service.	1998
Goal	ODOT Goal #3: Mobility/Economic Vitality -- Keep people and the economy moving	
Oregon Context	Increase access to the transportation system and services	
Data Source	Public Transit Division, ODOT	
Owner	Public Transit Division, ODOT, Dinah Van Der Hyde: 503-986-3885	



1. OUR STRATEGY

Connecting Communities: Viable transportation options are important for rural communities. ODOT has placed an emphasis on strengthening connections for rural communities. Mechanisms to support this include incentive funding and vehicle purchase for providers of intercity passenger service.

2. ABOUT THE TARGETS

The target of 95% for this measure comes from the Oregon Transportation Plan, demonstrating alignment between ODOT's key performance measures and long-term planning. The goal for 2011-2013 biennium is to maintain existing progress and meet the goal of 95%.

3. HOW WE ARE DOING

Since 2002, at a minimum, 90 percent of all communities with a population of 2,500 or more have bus service to the next regional service market and accessible connections to statewide and regional intercity transportation service. This goal helps to meet the needs of rural Oregon communities for travel alternative and intercity service access. We have kept up with growth in number of communities and population. For 2010 91% of communities are now connected, a small decrease caused by one community that is not served that grew to over 2,500 population.

4. HOW WE COMPARE

Data is not available to compare with other states.

5. FACTORS AFFECTING RESULTS

Investments in transit information (TripCheck-TO, General Transit Feed Specification) are making it easier for the public and planners to see and understand Oregon's intercity transit network.

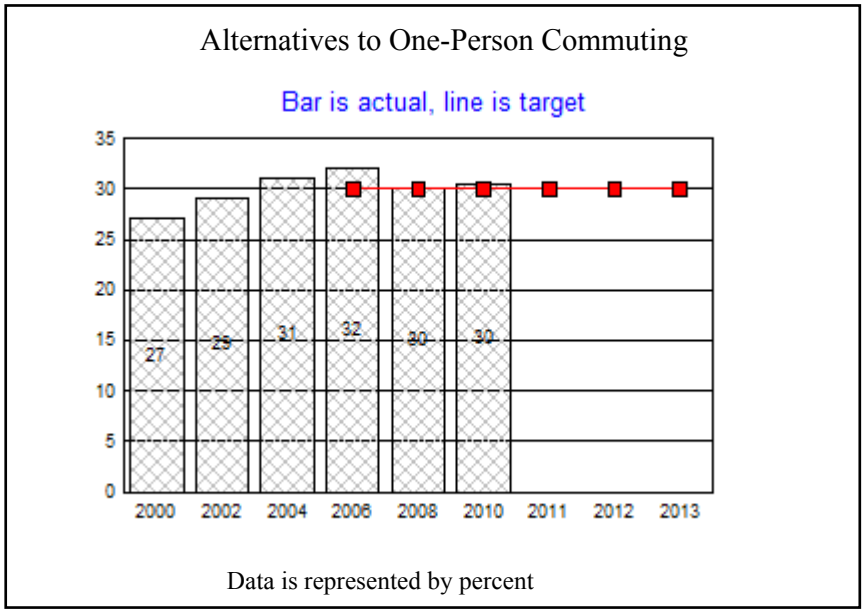
6. WHAT NEEDS TO BE DONE

Continued investment in appropriate levels of intercity bus service with an emphasis on Oregon's transit network as a whole. Continued investment in transit information systems that bridge the gaps of currently available transit and multi-modal trip planners.

7. ABOUT THE DATA

This measure is reported using the Portland State University Center for Population Research annual measure of population and comparing self reported intercity provider information.

KPM #13	Alternatives to One-Person Commuting: Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicles.	2000
Goal	ODOT Goal #3: Mobility/Economic Vitality -- Keep people and the economy moving	
Oregon Context	Oregon Benchmarks #68 Traffic Congestion and, #70 - Alternative Commuting	
Data Source	ODOT Needs and Issues Survey, ODOT Research Unit, Transportation Development Division in recent years and the Oregon Progress Board, Oregon Population Survey in earlier years	
Owner	ODOT, Public Transit Division, Dinah Van Der Hyde, 503-986-3885	



1. OUR STRATEGY

Transportation Options: ODOT seeks to promote the use of transportation modes other than SOVs by enhancing existing facilities and increasing transportation options where possible. These improvements lead to a reduction in travel delay and stress on the highway system and can ensure multi-modal options for Oregonians.

2. ABOUT THE TARGETS

For this measure, a higher percentage of people using alternatives to one-person commuting is desired.

3. HOW WE ARE DOING

The proportion of Oregonians commuting during peak hours by means other than a Single Occupancy Vehicle (SOV) is essentially at target level.

4. HOW WE COMPARE

This measure reports the percentage of commuters that use alternatives to one-person commuting during peak hours. Oregon does well during peak hours and also compares well nationally when looking at commuting choices during all hours.

5. FACTORS AFFECTING RESULTS

Efforts to reduce SOV commuting are impacted by the fact that many people combine their commute with household trips to help balance the time demands of work, home, children and travel. Economic factors also have an effect, such as fuel prices and increases or decreases in growth. Education and awareness of alternatives to SOV commuting can also affect change.

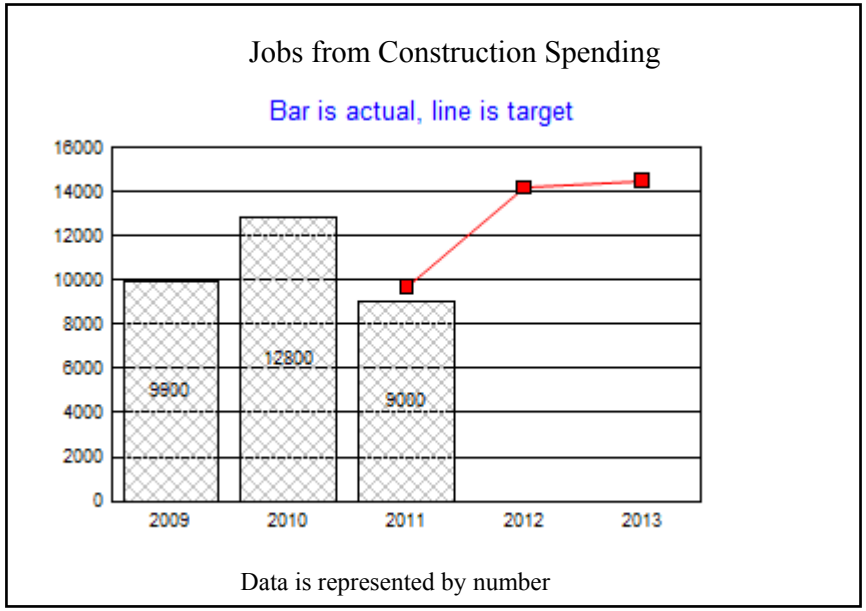
6. WHAT NEEDS TO BE DONE

The current program is working and should be maintained and improved where opportunities exist. ODOT's Transportation Demand Management program will continue and new techniques and strategies will be applied where appropriate.

7. ABOUT THE DATA

The data source for this measure has recently transferred from the Oregon Population Survey managed by the Progress Board to the Transportation Needs and Issues survey managed by the ODOT Research Unit. Additional analysis would help determine how closely the historical data from the prior survey compares with the new survey and if changes should be made in the questions or methodology.

KPM #14	Jobs from Construction Spending: Number of jobs sustained as a result of annual construction expenditures.	2003
Goal	ODOT Goal #3: Mobility/Economic Vitality -- Keep people and the economy moving ODOT Goal #5: Stewardship -- Maximize value from transportation investments	
Oregon Context	Oregon Benchmark #1 Employment in Rural Oregon, and Oregon Benchmark #4 Net Job Growth	
Data Source	ODOT Transportation Program Office, Highway Division, provides actual (and for targets - projected) construction-related spending data. ODOT Financial & Economics Analysis Section, Central Services Division, uses a widely recognized regional economic impact modeling tool to estimate a jobs-impact factor. The current jobs impact factor is about 11.5 jobs per one million dollars of construction-related spending (2010 dollars). Annual construction-related spending (actual or projected) is multiplied by the jobs impact factor to project the total number of short-term jobs sustained statewide. In order to keep the measure on a consistent year-to-year basis, adjustments are made for inflation.	
Owner	Financial Services Section, Central Services Division, ODOT, Lani S Pennington, 503-378-4571	



1. OUR STRATEGY

Major increases in funding for transportation projects approved in the Oregon Transportation Investment Acts (OTIA I, II, and III) and the recent Jobs and Transportation Act legislation target, among other things, is stimulating the economy in the near-term by increasing the number of jobs sustained. In addition, there is the implicit connection from the vital investment in long-lived highway and bridge infrastructure that is as a key component of long-run economic growth. This measure provides information on the economic impact of ODOT's construction program by estimating the number of jobs sustained in the short-term by annual construction project expenditures. Job impacts in the short-term from transportation construction spending stem from a number of elements in our economy. First, there is the work created by actual preliminary engineering, right-of-way and construction activity. Secondly, there are ripple effects created throughout the economy by the purchases of supplies, materials, and services. Finally, the spending by workers and small business owners serves to further increase demand for consumer/household goods and services. All of these elements combine to assess the probable job effects in the short-term.

2. ABOUT THE TARGETS

Previously, targets were established by the Highway Program Office Manager (2005 and 2006 targets). Beginning with the 2006 report and for state fiscal year 2007 and beyond, targets are short-term job estimates based on forecast outlays for projects currently programmed in the State Transportation Improvement Program (STIP). "Actual" figures are also short-term job estimates and are the result of the programmatic spending that actually occurred during the state fiscal year, coupled with the application of the multipliers from the regional economic impact model. Labor multipliers in the 2011 model update changed to reflect the economics of reduced construction costs resulting in an overall increased jobs impact factor forecast compared to prior 2010 targets. The actual results for FY11 reveal that the total number of jobs supported by Agency project spending was approximately 9,000.

3. HOW WE ARE DOING

ODOT construction programs succeeded in supporting about 9,900 jobs in 2009. This was above the targeted jobs estimate made at that time because projected construction-related spending for transportation projects in 2008 occurred at a rate somewhat above that which was anticipated when the target was established. In the 2010 report, actual FY2010 jobs of 11,300 closely matched the number forecasted (11,350) in the previous 2009 report. As a result of the updated model factors and slight spending adjustments, current FY2010 jobs of 12,800 are above the previous target of 11,300. Adverse weather conditions, which restricted work and spending on projects, led to 9,000 actual FY2011 jobs, missing the targeted number of 9,700 that was based on average weather conditions.

4. HOW WE COMPARE

The measure is not currently used by other states.

5. FACTORS AFFECTING RESULTS

Available financial resources to implement transportation projects. General economic conditions in the state of Oregon. Inflation, the purchasing power of a construction dollar decreases over time; as a result the economic stimulus supported by the same dollar amount of spending also decreases with time.

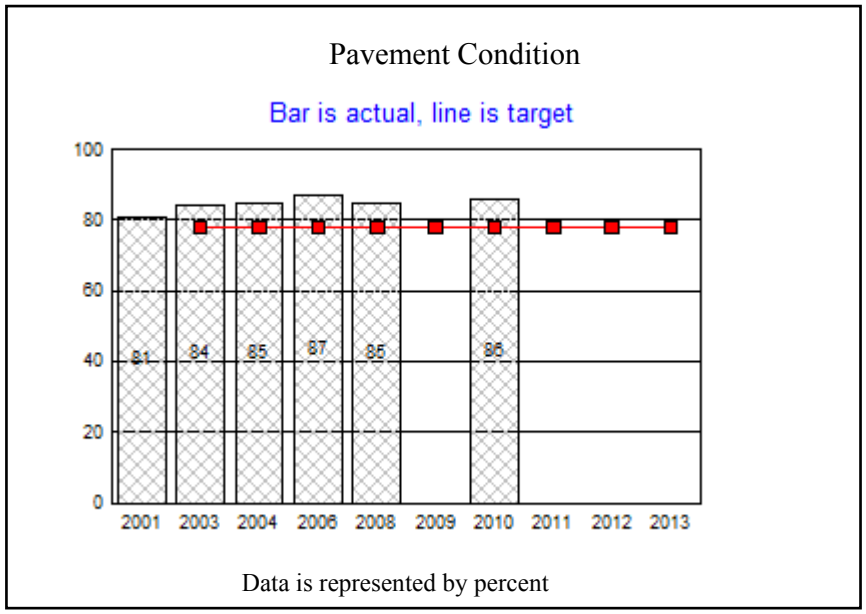
6. WHAT NEEDS TO BE DONE

The department must ensure that highways are designed and constructed on time. Delays in contracting projects would postpone impacts on jobs and the economy. In addition, increased funding is needed to offset the impacts of decreased purchasing power in order to keep the employment numbers level.

7. ABOUT THE DATA

This measure is provided at the state level only and for Oregon fiscal years. The measure always presents estimated and projected jobs impacts. The measure identifies jobs sustained by contractor payments occurring within specific fiscal years. This differs from total budgets for current projects under contract. A widely recognized regional economic impact modeling tool is used to estimate a jobs impact factor, on a biennial basis. The results are expressed in combined full-time and part-time jobs supported. A conversion of full-time and part-time jobs to estimated full-time equivalents (FTE) is accomplished through analysis of covered employment data on hours of work statewide by employment sector provided by the Oregon Employment Department. For intervening years when the model is not updated and for projected years, construction-related spending is adjusted for inflation.

KPM #15	Pavement Condition: Percent of pavement lane miles rated “fair” or better out of total lane miles in state highway system.	2001
Goal	ODOT Goal #2: Preservation -- Preserve and maintain transportation infrastructure	
Oregon Context	Oregon Benchmark #72a: Percent of State Centerline Miles in "Fair" or Better Condition	
Data Source	Pavement Services Unit, Highway Division, ODOT	
Owner	Pavement Services Unit, Highway Division, ODOT, Scott Nelson (Interim), 503-986-3115	



1. OUR STRATEGY

The strategy 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 approach is to resurface highways while they are still in “fair” or "good" condition, which extends pavement life at a reduced resurfacing cost.

2. ABOUT THE TARGETS

A higher, or increasing, percentage of pavement (centerline) miles in good condition is desired. A higher percentage translates to smoother roads and lower repair costs. Funding allocations to the pavement program are set to maintain pavement conditions at a target of 78% "fair" or better over the long term. Currently, pavement conditions are above target but forecast to drop back towards the 78% long term target by 2015.

3. HOW WE ARE DOING

Pavement conditions on the state highway system are starting to decline, with some portions of the system declining more steeply than others. The statewide overall "fair-or-better" mileage peaked in 2006 and has dropped 1% between 2006 and 2010 despite roughly $100 million of new investment in pavement preservation projects on state highways as part of the 2009 American Recovery and Reinvestment Act (ARRA) economic stimulus legislation. This one-time funding boost addressed critical preservation needs on over 600 lane miles of highway, or about 3% of the state highway network. If the ARRA projects had not been constructed, the 2010 "fair" or better measure would be 84%, which is 2% less than it is today. The percentage of highways in "good" to "very good" condition dropped 9% since 2006 while the percentage of "fair" pavement in the inventory nearly doubled from 15% to 23%. Although this shift from "good" to "fair" pavement is not reflected in the "fair" or better measure, a large number of highways will decline to "poor" condition in a few years as resurfacing needs outpace available funding.

4. HOW WE COMPARE

No standardized system exists for classifying pavement condition of all highways nationwide. Each state uses a unique procedure for classifying pavement defects and assessing structural and functional pavement conditions. However, pavement smoothness, which is one indicator of pavement condition, is collected by all states using standardized procedures. A smoothness comparison between Oregon and the neighboring states of California, Idaho, Washington, and Nevada based on 2008 reported data shows that Oregon's Interstate pavements are in better condition than the surrounding states, while Oregon's remaining highways are mid-pack compared with the neighboring states but better than the nationwide average.

5. FACTORS AFFECTING RESULTS

The cost fluctuation for pavement materials in recent years has had a major impact on the cost of highway resurfacing projects. Due to price spikes in 2007-08, some projects were cut from the program and others were cut or shortened. More recently those costs have come down with the overall decline in construction, but material costs are expected to fluctuate again in the future. Lower than anticipated federal revenues have also resulted in major funding reductions to the Preservation program, which is the primary program for resurfacing work. Other factors having an impact on the program are standards, mobility, and access management requirements. Often, paving work is conducted in conjunction with other enhancements which can impact project costs and timelines.

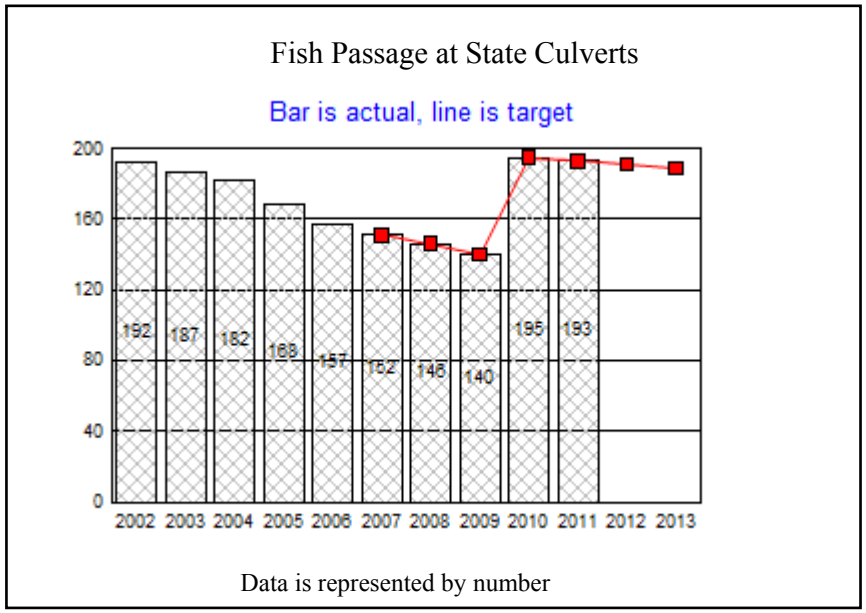
6. WHAT NEEDS TO BE DONE

The resurfacing mileage is not keeping pace with the rate of pavement deterioration, and is currently less than one-half the mileage needed to maintain pavement conditions over the long-term. Increased funding is required to hold pavement conditions steady on important routes throughout the state. The funding shortfall is most acute in urban areas. The Department has taken several steps to help offset some of the declines, including programming over $100 million in Preservation projects with ARRA funds, constructing more low-cost chip seal treatments under the Preservation program, and implementing a 1R paving program which focuses preservation investments in the pavement surface.

7. ABOUT THE DATA

Pavement smoothness is a key element of the motoring public's experience when traveling the highway system and the pavement condition is a primary factor in determining the optimum time to program a maintenance treatment or resurfacing to maintain or restore smoothness. Pavement conditions are measured via a combination of automated equipment and visual assessment, and rigorous checks are made on the data to ensure integrity. Oregon has measured pavement conditions on the state highway system since 1976. Pavement conditions are measured and reported on the entire State Highway system every two calendar years, on the even year (2004, 2006, etc.). Measurements are taken in the summer and fall and reported at the end of calendar year. The Department's Pavement Condition Report provides detailed pavement condition data and statistical summaries across various parts of the highway system and is available on line at http://www.oregon.gov/ODOT/HWY/CONSTRUCTION/pms_reports.shtml.

KPM #17	Fish Passage at State Culverts: Number of high priority ODOT culverts remaining to be retrofitted or replaced to improve fish passage.	2005
Goal	ODOT Goal #4: Sustainability/Environment -- Sustain the environment and communities	
Oregon Context	Oregon Benchmark #86a: Freshwater Species (Salmonids)	
Data Source	ODOT; Statewide Culvert Inventory for Priority Culverts Data, Oregon Department of Fish & Wildlife (ODFW), Highway Division, ODOT (Fish Passage Program)	
Owner	Geo-Environmental Services Section, Highway Division, ODOT, Ken Cannon, Fish Passage Coordinator, 503-986-3518	



1. OUR STRATEGY

The primary goal of this program is to support THE OREGON PLAN FOR SALMON AND WATERSHEDS by replacing or retrofitting culverts for fish

passage in the most aggressive, cost effective, and efficient means as practicable with limited program funds. A secondary goal of the program is to partner with other state and federal agencies, local governments, as well as public and private stakeholders to develop an informed work force on the needs and requirements of native fisheries.

2. ABOUT THE TARGETS

Different program targets have been used to gage performance for this KPM. These targets have included: minimum number projects per year and number of miles of stream habitat opened up per year. While these targets have been effective at tracking performance, in 2005 we changed the target and actual for future reporting cycles. Also, starting in FY2010 culvert numbers were adjusted to reflect ODFW's most recent culvert inventory. The targets reflect the remaining balance of high priority culverts (i.e. actuals) that need repair from the previous year minus the number of culverts planned for completion during the target year. Program targets 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 remain to be replaced or retrofitted.

3. HOW WE ARE DOING

During FY 2010-2011 ODOT completed 2 fish passage projects, opening or improving access to 4.8 miles of stream for native migratory fish. From 1997 through 2010 the ODOT Fish Passage program has repaired or replaced a total of 136 fish passage impaired culverts. Out of those 136 projects, 52 have replaced culverts or replaced culverts with a bridge, and 84 projects have retrofitted culverts with weirs or baffles and repaired stream channels below culverts. The ODOT Fish Passage program has opened or improved access to 438.2 miles of stream since 1997. This represents a significant amount of habitat, demonstrating that ODOT projects are a major contributor in restoring salmon to their historic habitat. ODOT is working to repair as many high priority fish passage culverts as the program funds will allow. However, in coming years (FY 2011-2015) the Salmon Program funds will be divided between fish passage and storm water retrofit projects. With reduced funding for fish passage, the rate of retrofitting or replacing culverts will slow. Rather than completing 5-6 projects per year as we have in the past, the target has been reduced to 2-3 as reflected in the table above. The current funding for the Salmon Program is: $4.2 million for FY 2011 ($2.1M for fish passage, $2.1M for storm water retrofits), $4.4M for FY 2012 ($2.3M for fish passage, $2.1M for storm water retrofits), and $4.5M for 2013 ($2.4M for fish passage, $2.1M for storm water retrofits).

4. HOW WE COMPARE

CalTrans, ODOT and WSDOT all have fish passage programs. However, only ODOT's program is discretionary. ODOT's discretionary fish passage projects are independent of other STIP and maintenance projects that may trigger fish passage regulations. The Fish Passage Program has the ability to target high value streams that bring the greatest benefit to native migratory fish; this is unique among western states.

5. FACTORS AFFECTING RESULTS

The long term goal of this program is to continue to support the Oregon Plan for Salmon and Watersheds through repairing or replacing culverts that do not meet state fish passage criteria. This goal is being accomplished, but the rate at which projects are being delivered has diminished since the start of the program. Many factors contribute to the ability to deliver fish passage projects including but not limited to: increased construction; right of way and project development costs; and, reduced funding. Recent changes to state and federal fish passage design criteria require using larger culverts at stream crossings. These scenarios continue to drain program funds and diminish the overall program's performance and rate of culvert repair.

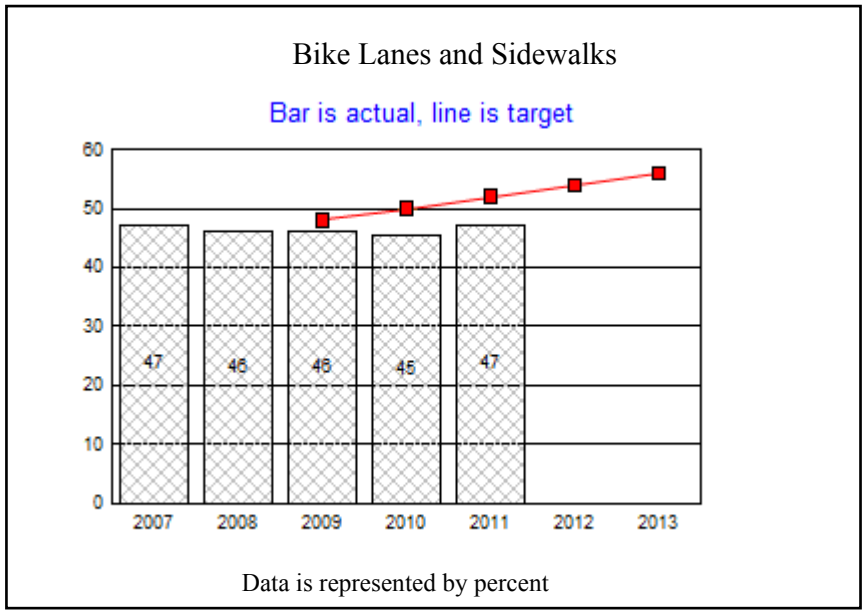
6. WHAT NEEDS TO BE DONE

Increased funding is necessary to maintain the trend of improving fish passage at ODOT owned culverts. To improve program efficiencies we are currently exploring programmatic processes with regulatory agencies to streamline project permits and plan review timelines. ODOT is also evaluating the cost/benefit of fish passage 'banking' that would provide mitigation options and target projects on high value streams . Furthermore, we are working to establish more flexibility with the interpretation of the Oregon Administrative Rules that would allow a broader range of maintenance activities and still target high value streams. These initiatives will create project certainty and result in more efficient program administration. Monitoring and reporting are critical to tracking the success of individual projects and should be improved. It is equally important to continue to remain current with industry standards, evolving fish passage design, and program management techniques. Intra- and inter- agency outreach and coordination should also continue.

7. ABOUT THE DATA

The Oregon Department of Fish and Wildlife manages the statewide fish passage culvert inventory list which identifies passage impediments at highway-stream crossings. The ODFW culvert priority list is updated based on projects completed, changes in habitat condition, and new culvert survey data. The most recent update (2006) to the inventory list has resulted in an increased number of barriers statewide. ODOT continues to work collaboratively with ODFW to ensure that projects that are selected for funding will accomplish the best benefit for fish and meet transportation needs.

KPM #18	Bike Lanes and Sidewalks: Percent of urban state highway miles with bike lanes and sidewalks.	2005
Goal	ODOT Goal #4: Sustainability/Environment -- Sustain the environment and communities	
Oregon Context	Oregon Benchmark #72: Road Condition	
Data Source	Bicycle/Pedestrian Program, Highway Division, ODOT	
Owner	Bicycle/Pedestrian Program, Highway Division, ODOT	



1. OUR STRATEGY

This measure reports the performance of ODOT in meeting community needs for bike lanes and sidewalks. This has been a priority in Oregon for many years. Oregon Revised Statutes have established a Governor appointed Oregon Bicycle and Pedestrian Advisory Committee, requires bike lanes & sidewalks

be provided as a part of road construction projects, and have mandated that a minimum one percent of the state highway fund be used for bike and pedestrian facilities. The measure was revised in 2006 to more adequately reflect the goals of the program and establish targets to drive better outcomes for bike lanes and sidewalks. While rideable and walkable shoulders exist on many rural highways, this performance measure is focused on completing the sidewalk and bicycle system in cities and urban areas. Actual community needs for bike lanes and sidewalks have been evaluated and existing state highways, except for freeways, have been inventoried.

2. ABOUT THE TARGETS

Targets are based on total roadside miles in cities and urban areas that have been determined to need bicycle facilities and/or sidewalks. Urban areas are those areas with populations over 5,000 determined to have a population density that meets the federal definition for the area bordering the highway. Small incorporated cities with populations under 5,000 are also included. Sidewalks must be present, five feet or more in width and in fair or better physical condition. Bicycle facilities are defined as a marked and striped bike lane five or more feet in width or a paved shoulder that is five feet or more in width or 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. Bicycle facilities are considered necessary for 100 percent of state highway roadside miles in cities and urban areas. Sidewalks are commonly necessary for less mileage with a statewide need of 57 percent of state highway roadside miles in cities and urban areas. Couplets, (where a state highway separates into two distinct roads within towns and cities) also affect needs and mileage because sidewalks are usually appropriate for both sides of both roadways whereas bicycle facilities are only needed on one side of each roadway. Total miles needed for each type of facility are added together and compared to the total urban roadside mileage. This establishes a long term target of 78 percent of urban roadside mileage to complete the sidewalk and bicycle system. The Oregon Transportation Plan assumes that bicycle and pedestrian facilities will provide needed transportation options for moving around communities by 2030. Total miles of existing bike lanes and sidewalks were compared to the total urban roadside mileage to determine the current percentage of the system that is complete. Currently 46.7 percent of the urban roadside mileage has bicycle facilities and/or sidewalks. Annual targets of 2 percent a year have been established to complete the sidewalk and bicycle system by 2030.

3. HOW WE ARE DOING

The program is considered a success based on positive feedback from communities that have received technical assistance and other efforts to monitor program outcomes. Sidewalks and bicycle facilities on urban state highways were 46.7 percent complete in 2011. This is a 1.4 percent increase from the 2010 KPM of 45.3 percent and is just under the annual target of 2 percent a year. Current efforts will continue in the provision of technical assistance and the dispersal of grant monies to increase appropriate availability of bicycle and pedestrian facilities. ODOT staff has worked hard to define a meaningful new measure for this program with improved data quality and availability. A two year effort to inventory and assess all highways in urban areas and small cities statewide was completed in 2008. To date, 100 percent of the urban areas and small cities have been inventoried and assessed. The performance measure

was based upon complete data for all state highways in cities and urban areas across the state. This information will be used to reevaluate program emphasis and strategies as well as to monitor progress made toward measure targets and program goals.

4. HOW WE COMPARE

There are no known standards or measures, either national or from neighboring states, with which to compare our progress in this area.

5. FACTORS AFFECTING RESULTS

Results may fluctuate somewhat as the boundaries of small cities and urban areas change, development occurs and with increases or decreases in the highway mileage.

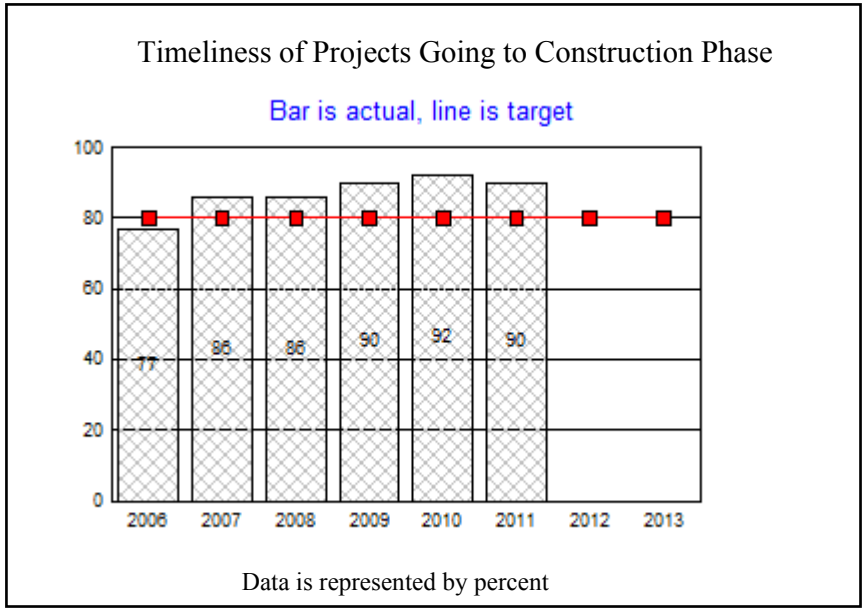
6. WHAT NEEDS TO BE DONE

The sidewalk and bicycle systems on state highways in urban areas needs to be completed. Current funding levels are inadequate to complete the system by the 2030 Oregon Transportation Plan target date. Inventory data will be used to prioritized sidewalk and bicycle facility infill. Performance measure progress will be monitored and compared to annual measure targets and program goals. Staff will also work to identify the best methods and cycles to update program data on a regular basis. The effort to update data will ensure this information will continue to assist in decision making concerning program direction, emphasis and funding priorities.

7. ABOUT THE DATA

Data was collected using the highway video log and the findings were validated in the field. This report is based on data from 100 percent of the statewide urban areas and small cities. Now that the statewide inventory is complete, subsequent annual reporting cycles will be based on a federal fiscal year because the summer seasons will be the optimum time for field validation.

KPM #19	Timeliness of Projects Going to Construction Phase: Percent of projects going to construction phase within 90 days of target date.	2006
Goal	ODOT Goal #5: Stewardship -- Maximize value from transportation investments	
Oregon Context	Oregon Benchmark #1 Employment in Rural Oregon and Oregon Benchmark #4 Net Job Growth	
Data Source	The project's target bid let date is obtained from the Project Control System (PCS), and the actual Notice to Proceed (NTP) date from the Trns*port LAS module.	
Owner	Highway Program Office, Highway Division, ODOT, John Turner, 503-986-3176	



1. OUR STRATEGY

The goal is to develop efficient, complete and attainable project development schedules, and then aggressively manage all milestones, ensuring all milestone deliverables are complete and on time. The Agency is currently standardizing the process of project development. The Agency already has in place a 12

month lock-in schedule for projects to get to the bid/let date. Projects which bid let within 90 days of this targeted bid/let date or earlier are considered on time. There are also specifications that occur after bid opening such as: the Bidder must hold to his/her bid for 30 days from bid opening; the Bidder after receiving the contract booklet, has 15 calendar days to return a signed contract along with insurance certificates and bonds; ODOT has 7 calendar days, after receiving signed contract and correct insurance and bonds, to execute the contract; and ODOT has 5 calendar days after executing the contract to issue Notice to Proceed. These specifications add up to a shall not exceed 57 days from bid opening to Notice to Proceed. Currently the average amount of days is 35. Upon contract execution and issuance of Notice to Proceed, the project moves from the procurement phase to the construction phase.

2. ABOUT THE TARGETS

An initial goal of 80% on-budget has been set for this measure, with an upward data trend being desirable.

3. HOW WE ARE DOING

ODOT has shown a trend of improving, with 2011's coming in at 90%, which is slightly less than last year but still well over the 80% goal.

4. HOW WE COMPARE

Due to differing methodologies and definitions, there is no direct correlation with other states' measures.

5. FACTORS AFFECTING RESULTS

Items which can cause late projects include:• During the Project Development Process: * Additions made to the scope of work to be performed. * Unanticipated archeological or environmental impacts. * Permit issues.• During the Procurement Process: * Balancing bid let dates to improve bid pricing. * Contractor timeliness in returning documents. * Re-bid of rejected proposals

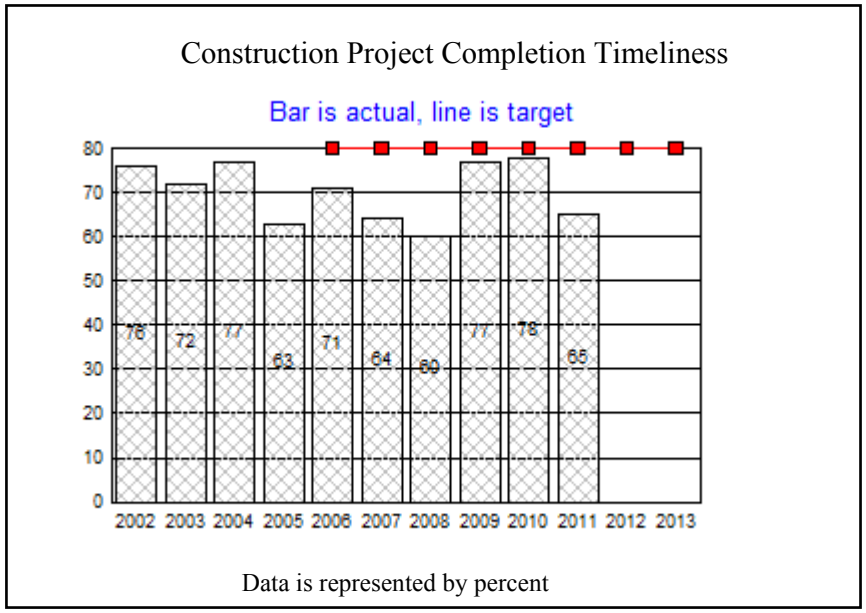
6. WHAT NEEDS TO BE DONE

Based on these initial five years of data, ODOT is on target. Assuming a continued pattern of exceeding the target, ODOT may consider extending the design forecast period to a longer period of time.

7. ABOUT THE DATA

In the past, the project design phase has been tracked for timeliness by its self. In contrast, this measure examines the timeliness of both project design and procurement phases. Design: When a project is provided to contractors to bid on (referred to as bid-let), the project has completed the design phase. The timeliness of the design phase is measured by "locking-in" a baseline date when the project is 12 months from its expected bid-let date. This baseline becomes the target bid-let date. Projects which bid let within 90 days of this targeted bid/let date or earlier are considered on time for design. Procurement: When a Notice to Proceed (NTP) is issued for a project, the procurement phase has completed and the construction phase begins. Projects are allowed 57 days to reach NTP after they have been bid-let. Metric Definition: Timeliness of both the design and procurement phases are examined in this metric by examining the projects which advanced in a given year to determine what percentage reached NTP before their target bid-let date + 147 days. (Actual NTP < (target bid let date + 90 window + 57 days for NTP = on time) Other information about this metric:• Reporting cycle: Oregon State Fiscal Year• Projects which otherwise would be considered late have the potential of going unreported if they have been split or combined with other projects.• Projects included in this metric only include the major work types of BRIDGE, PRESERVATION, MODERNIZATION, SAFETY, and OPERATIONS.• Locally administered projects and projects let through ODOT Central Services are not included.

KPM #20	Construction Project Completion Timeliness: Percent of projects with the construction phase completed within 90 days of original contract completion date.	2006
Goal	ODOT Goal #5: Stewardship -- Maximize value from transportation investments	
Oregon Context	Oregon Benchmark #1 Employment in Rural Oregon and Oregon Benchmark #4 Net Job Growth	
Data Source	Contractor Payment System for contract specified completion date and actual completion date. Data is reported by State Fiscal Year.	
Owner	Highway Program Office, Highway Division, ODOT, John Turner, 503-986-3176	



1. OUR STRATEGY

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 developed during development of the project prior to bidding. This

information becomes the basis for the project special provisions which contractually define completion, either by specific ending dates, or allowable construction days. All contracts also require the contractor to develop project construction schedules. The Project Manager who oversees the work of the Contractor during construction monitors adherence to schedules throughout the life of the project. Contracts have financial consequences for failure to be completed on time, via liquidated damages. Some contracts have financial incentives for the contractor to finish early. These are contracts where there is a significant quantifiable cost benefit to the traveling public to minimize road closure time.

2. ABOUT THE TARGETS

A goal of 80% on-time has been set for this measure, with upward data trend being desirable. If we drove this measure to 100% by keeping the original construction completion date, we would not be making changes to the project in the best interest of the investment and/or the public. While this percentage needs to remain relatively high (70 – 80% range), having it approach 100% would likely cause other issues to arise.

3. HOW WE ARE DOING

The current on time delivery of 65% for State Fiscal Year 2011 has dropped further from the 80% goal, and is under evaluation. What has been found is a variety of justified reasons in which we moved the contract completion date. We are continuing to investigate the cause of the reduction and will make adjustments as needed.

4. HOW WE COMPARE

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. Metrics from some states with similar, though not identical, metrics include: Washington State shows 91% on time average for the 2003 – June 30 2006 time period. Virginia shows 27% on time for 2003, 35% for 2004, and 75% for 2005.

5. FACTORS AFFECTING RESULTS

Data entry and processing times can delay data by over a month in some cases, so projects which recently completed may not be captured in this report. The percent on-time for 2009 as reported in 2010 was 78%, but is now seen to have been 77%. This change was caused by project Key 10838 which was missing from the 2010 report due to a data error. The percent on time for 2010 as reported in 2010 was 79%, but is now seen to have been 78%. This change was caused by project Key 14053 which was missing from the 2010 report due to a delay in paperwork. In other instances 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 will also affect the results. Justified reasons include (but are not limited to): added work from Local Agencies; unanticipated site conditions; efficiencies in project delivery by combining work being done by the same contractor on adjacent projects; weather delays that can push a project into the next construction season; and, delays in obtaining right-of-way.

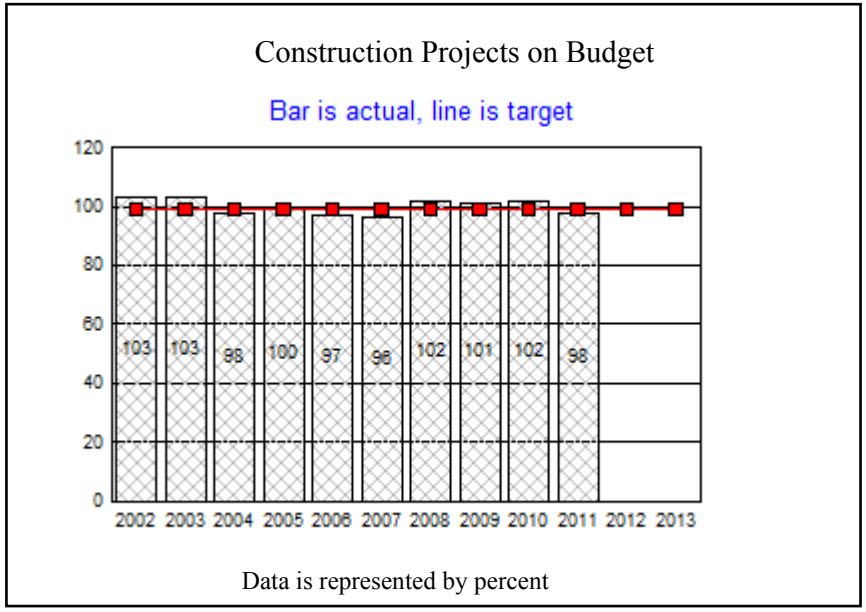
6. WHAT NEEDS TO BE DONE

Continued monitoring and evaluation of on time completion is needed. On time completion is monitored internally on a quarterly basis.

7. ABOUT THE DATA

When projects are awarded to a contractor, the construction contract specifies a date for construction to be completed. This date is known internally as the 2nd note date. This measure reports on time delivery by examining the projects which reached 2nd note in a given year, and calculating percent of projects reaching 2nd note no greater than 90 days after contract specified 2nd note date. Other information about this metric:• Reporting cycle: Oregon State Fiscal Year• Projects included in this metric only include the major work types of BRIDGE, PRESERVATION, MODERNIZATION, SAFETY, and OPERATIONS.• Locally administered projects and projects let through Central Services are not included.

KPM #21	Construction Projects On Budget: Percent of original construction authorization spent.	2007
Goal	ODOT Goal #5: Stewardship -- Maximize value from transportation investments	
Oregon Context	Transportation Services - Improve how ODOT delivers transportation services; Efficiency - Improve efficiency to better serve customers of Driver and Motor Vehicle Services, Motor Carrier Transportation and other ODOT services; Road Condition - Percent of roads and bridges in fair or better condition.	
Data Source	Contractor Payment System (CPS) for Original Authorization and construction expenditures.	
Owner	Highway Program Office, Highway Division, ODOT, John Turner, 503-986-3176	



1. OUR STRATEGY

ODOT's Goal is 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) throughout the life of the project. In support of this goal, changes to the programmed construction cost require Program Manager approval (e.g. Bridge or Area Manager). ODOT also makes use of continuous improvement in estimating skills – both scoping estimating (parametric estimating for different project types and elements, accounting for inflation and commodity issues) and final engineering estimating. ODOT also utilizes a robust construction Quality Control/Quality Assurance program coupled with a very structured statewide contract administration program to ensure effective Project Management throughout the construction phase of the project. This project budget metric supports these goals and strategies by allowing ODOT to evaluate their overall effectiveness.

2. ABOUT THE TARGETS

ODOT's goal is to spend under 99% of the amount authorized.

3. HOW WE ARE DOING

On average, project construction expenses have come in within 99.9% of their original authorization over the last 11 years. The years 2008, 2009, and 2010 saw a slight increase where projects on average came in slightly over authorization, but for 2011 projects are back to coming in slightly under authorization.

4. HOW WE COMPARE

Due to differing methodologies and definitions, there is no direct correlation with other states' measures.

5. FACTORS AFFECTING RESULTS

All factors are examined when project budgets are established, but world trends such as higher than expected inflation, steel, oil, and asphalt prices contribute to cost increases. Unanticipated geological features, archeological finds, or environmental impacts may also contribute to cost increases.

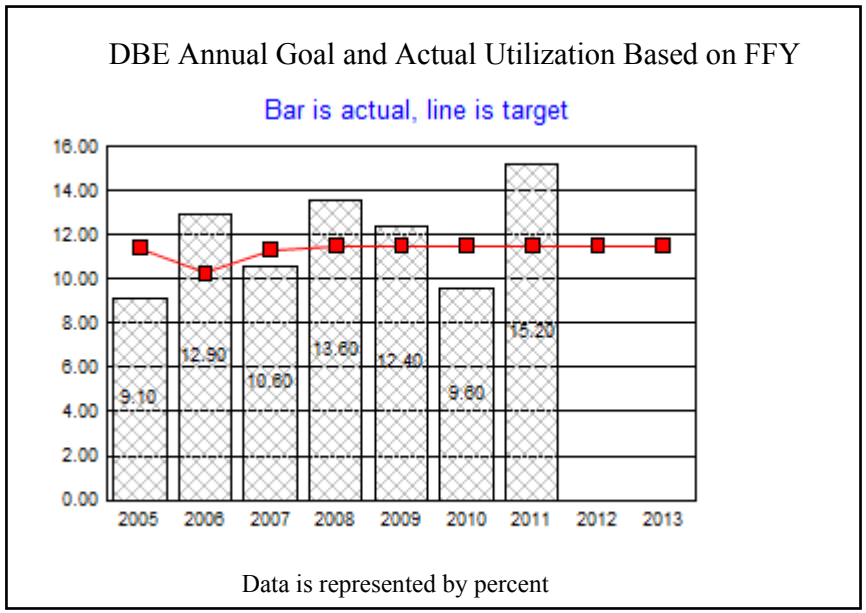
6. WHAT NEEDS TO BE DONE

Continued monitoring to insure ODOT's construction expenses remain under the authorized amount.

7. ABOUT THE DATA

Formula: For projects which final payment has been issued in the given year, the amount spent is divided by the original contract authorization. Other information about this metric:• Reporting cycle: Oregon State Fiscal Year• Projects included in this metric only include the major work types of BRIDGE, PRESERVATION, MODERNIZATION, SAFETY, and OPERATIONS.• Locally administered projects and projects let through Central Services are not included.• ODOT has reported data for this measure (not as a KPM) in the past using Calendar Year. Data is now shown in State Fiscal Year.

KPM #22	Certified Businesses (DMWESB*): Percent of ODOT contract dollars awarded to disadvantaged, minority, women, and emerging small businesses.	2006
Goal	ODOT Goal #5: Stewardship -- Maximize value from transportation investments	
Oregon Context	Oregon Benchmark # 4: Net Job Growth, Economic Impact: Create business opportunities in economically distressed communities as a result of transportation improvements.	
Data Source	Data is compiled using information from Trns*port which is downloaded to the Civil Rights Compliance Tracking (CRCT) system.	
Owner	Office of Civil Rights, Executive Office, ODOT, Michael A. Cobb, 503-986-5753	



1. OUR STRATEGY

The US DOT requires that ODOT set an annual Disadvantaged Business Enterprise (DBE) participation goal based on availability of certified firms. DBE utilization must be tracked and reported in order for the state to receive federal funds for highway construction.

2. ABOUT THE TARGETS

In previous years, the DBE Annual Goal was calculated using data from the ODOT bidders list. The DBE Program and goal are required, but achievement is aspirational. As a result of a 9th US Circuit Court of Appeals opinion, Oregon attempted to meet the DBE Goal through race-neutral and gender-neutral means from April 19, 2006 to September 8, 2008. A component of this effort was the setting of Aspirational Targets to provide guidance for what constitutes a reasonable participation level. Since the completion of the Disparity Study, DBE Aspirational Targets have been discontinued. In September 2008, a waiver was approved by the US DOT which allows ODOT to set DBE Goals for African American, Asian Pacific and Subcontinent Asian firms for projects where sufficient subcontracting availability exists. In addition, ODOT had been setting MWESB Aspirational Targets for construction projects estimated to cost over $1 million and non-construction projects over $500,000. A recent directive from FHWA has required that ODOT discontinue the MWESB Targets on all federal-aid projects, but the Agency will continue to evaluate state-funded projects for the participation level that is appropriate for the project. Recent federal revisions to the DBE Program have changed the annual goal-setting requirement to a three-year goal interval, and Oregon is one of the first states to change the process. Goals will now be calculated for three-year periods, with adjustments annually as needed. ODOT completed an updated Disparity Study in September 2011, and data indicated that while there was some improvement in utilization of Asian American firms, there was still under-utilization of African American and Asian American firms. The update study also included review of architecture and engineering firms and a disparity was found in the utilization of all groups. Based on the findings of the update study an amended waiver request was forwarded to US DOT to reflect a new overall annual goal.

3. HOW WE ARE DOING

ODOT has satisfactorily complied with the federal DBE Program requirements for making a good faith effort to achieve the identified DBE Annual Goal, and for reporting those efforts. Based on the 9th US Circuit Court decision and guidance from the Federal Highway Administration, ODOT was prohibited from setting contract-specific goals, but 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, ODOT continues setting DBE Goals. Now that the Disparity Study update has indicated underutilization of A&E firms, data will be collected, monitored, and reported for utilization of A&E firms on ODOT contracts. The Minority, Women, and Emerging Small Business (MWESB) Aspirational Targets are no longer set for federal-aid projects, but are considered on state-funded-only projects. After a review by the FHWA National Review Team of the ODOT DBE Program in December 2010, it was determined that the Agency's Program is "Green," indicating that overall the program is being managed in compliance with federal requirements. While there were some areas that need improvement, the ODOT DBE Program is in the top half of the state reviews (45 to date), and some of the procedures and processes sufficiently impressed the review team, that they asked to use them as "best practices." For Federal Fiscal Year (FFY) 2007, the DBE Annual Goal was 11.32% and actual utilization was 10.60%. In 2008, 2009, 2010, and 2011 the FFY Goal was 11.5% and utilization was 13.6%, 12.4%, 9.6%, and 15.2%, respectively.

4. HOW WE COMPARE

Due to the wide variation in metrics that are based on demographics, population and industry, it is not statistically feasible to compare ODOT's overall goals and utilization on a state-to-state basis. ODOT continues to meet the USDOT expectations for the DBE Program.

5. FACTORS AFFECTING RESULTS

The USDOT requires that goals must be set for each federal fiscal year, and results are calculated to align with the same time period. A recent rule change will allow ODOT to set overall DBE Goals triennially rather than annually. ODOT Information Technology has recently improved the Civil Rights Compliance Tracking (CRCT) database to gather information not only from Trns*port, but also from Personal/Professional Service Contracts (PSK). Further refining and testing of this integration will lead to improvements in data accuracy. The addition of ARRA-funded projects has significantly increased the federal-aid contracting, and has added reporting requirements that may impact efficient and timely data evaluation processes. In addition to the semi-annual and full-year reports, ODOT submitted monthly reports which included ARRA-funded projects since the beginning of the Recovery Act, and total federal-aid projects since the beginning of the Federal Fiscal Year.

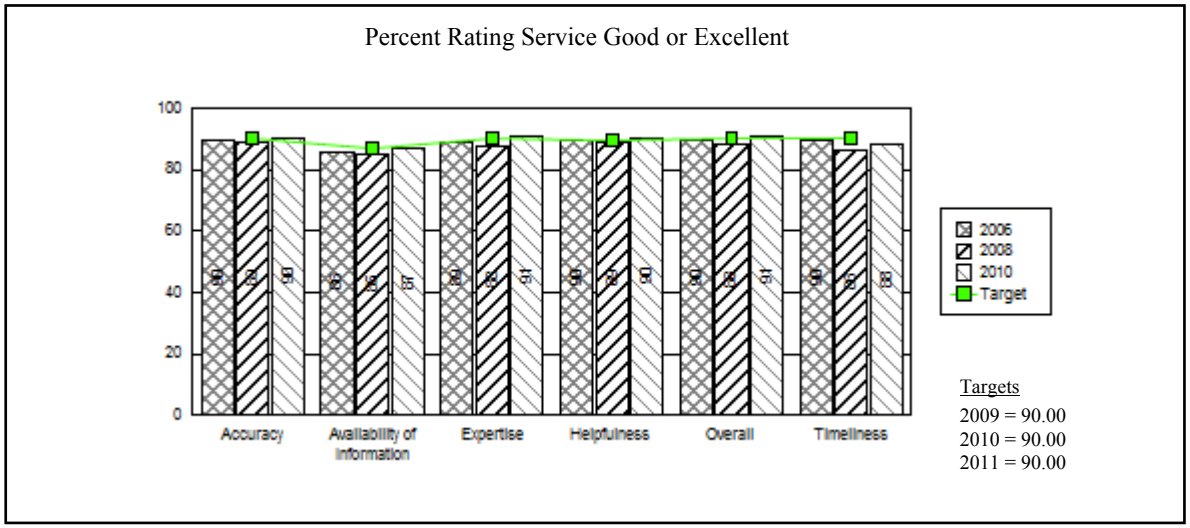
6. WHAT NEEDS TO BE DONE

There should be one unified tracking database which contains all ODOT contracting information, including prime and subcontractor information, goals, payments and project progress/status. In addition to Trns*port, data from Purchasing and Contracts Management Software (PCMS) should be downloaded into CRCT. There should be a consistent data capturing format, and a system which can produce reports for all ODOT contracting. The ODOT Information Technology group is working to integrate all data systems to provide comprehensive information. It is anticipated that this database upgrade will be completed by the third quarter of 2012. An update to the Disparity Study was completed in September 2011. The results showed the effects of the targeted goals required by the 9th US Circuit Court decision, and provided direction for improving the program by. A new overall goal was proposed to FHWA and is awaiting approval. Increased awareness of the importance of compliance with the Program intent and continued monitoring of DBE participation on federal-aid projects is critical to the State's ability to secure federal funds for transportation.

7. ABOUT THE DATA

DBE participation in ODOT construction contracts is tracked in the Civil Rights Compliance Tracking (CRCT) system, and, per USDOT requirements, is calculated on a federal fiscal year basis. CRCT recently was updated to integrate PSK data into the system. Based on the Disparity Study, and pending approval of the amended waiver, the agency will begin goal setting and tracking DBE utilization on A&E contracts. ODOT tracks and reports Minority Business Enterprise and Women Business Enterprise utilization for the state Executive Order 08-16 on a quarterly basis. ODOT expects to be able to monitor and report credit for DBE participation in non-construction contracting by the start of FFY 2012.

KPM #23	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.	2006
Goal	Customer Service – Provide excellent customer service	
Oregon Context	Government performance and accountability	
Data Source	Biennial surveys of customers by DMV and Motor Carrier Division.	
Owner	ODOT, Central Services Division, Audit Services Branch, Scott Bassett, 503-986-4462	



1. OUR STRATEGY

Provide excellent customer service to customers.

2. ABOUT THE TARGETS

The overall target for 2009-11 is 90 percent customer satisfaction with ODOT services. The actual performance in 2010 was 91.0%.

3. HOW WE ARE DOING

ODOT continues to achieve high overall customer service ratings from customers. On the whole ODOT continues to provide customers with good to excellent service, improving customer satisfaction ratings from 88 percent in 2008 to 91 percent in 2010.

4. HOW WE COMPARE

Data to compare with other State Department of Transportation organizations is not yet available. Specific to Motor Carrier, Oregon is one of just a handful of states asking the trucking industry about satisfaction with motor carrier enforcement.

5. FACTORS AFFECTING RESULTS

Sampling of customers for the 2010 survey included major customer groups of DMV and Motor Carrier. In future surveys, additional customer groups will be added.

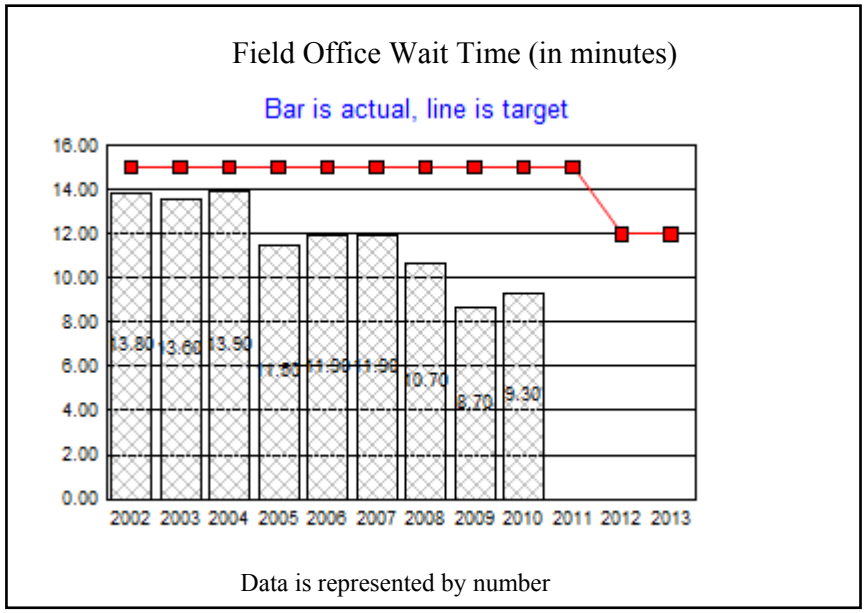
6. WHAT NEEDS TO BE DONE

ODOT will continue to monitor customer satisfaction levels and take corrective action as needed.

7. ABOUT THE DATA

Both DMV and Motor Carrier conduct surveys of customers that are based on the recommended Statewide Customer Service Performance Measure guidelines. DMV received over 400 survey responses in 2010 from customers who visited the 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 using a cumulative average of the division's monthly customer satisfaction survey. Using the cumulative average provides a broader sampling and response from customers. Motor Carrier surveys nine 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 nine Motor Carrier surveys have a total of over 1,300 responses. This is large enough to provide a 95 percent confidence level and a 2 percent margin of error. The margin of error for the DMV survey is larger because of a smaller sample size. To improve the reliability of the data, DMV increased the number of surveys sent to customers. DMV also sends a second survey to customers who fail to return the first survey to help increase the customer response rate.

KPM #24a	DMV Customer Services: Field office wait time (in minutes).	1998
Goal	ODOT Goal #5: Stewardship -- Maximize value from transportation investments, Customer Service – Provide excellent customer service	
Oregon Context	Government performance and accountability	
Data Source	Driver and Motor Vehicle Services Division, ODOT	
Owner	Driver and Motor Vehicle Services Division, ODOT, Aaron Hughes, 503-945-5596	



1. OUR STRATEGY

To continually increase efficiency and remain flexible to improve customer service. Make decisions based on customer input to maximize timeliness, customer satisfaction and economic efficiency. Activities associated with this general strategy include making decisions about shifting resources from lower

priority tasks to those tasks directly affecting field office wait times. Employees were cross-trained to respond more quickly as workload varied.

2. ABOUT THE TARGETS

Beginning fiscal year 2011, DMV will reduce the field office wait time target by 20 percent. This was due to improved customer service, the target was currently set at 15 minutes and in 2011 the target will become 12 minutes. The targets represent service levels that DMV can consistently meet given the division's current staffing levels.

3. HOW WE ARE DOING

In 2010, DMV field office wait time performance was better than target and had decreased 15 percent from the prior biennium. Field office wait time has been consistently below the 15 minute target since 2000.

4. HOW WE COMPARE

Oregon does not participate in a benchmarking effort with other state motor vehicle agencies.

5. FACTORS AFFECTING RESULTS

DMV has shifted staff and resources to improve field office wait times. DMV's target will decrease by 20 percent in 2011 because the resources were in the right place at the right time. Cross-training staff has been effective as well as headquarters' staff have continued to assist field staffing levels when needed and during busy months in order to help offset peak field office workloads.

6. WHAT NEEDS TO BE DONE

DMV will continue to closely monitor its customer service goals and results and take corrective action as needed. The division will monitor resources in an effort to ensure adequate staffing for summer workload increases to maintain year long averages within service delivery targets.

7. ABOUT THE DATA

DMV service level data was collected daily and reported weekly and monthly. The results reflect the average wait time during the Oregon fiscal year. Data collection and calculation methodologies had remained consistent during the period since 2000, meaning that the data was not biased by systematic error. The data effectively shows annual averages but does not illustrate possible “peaks” and “valleys” that may have occurred in field office wait times during the course of the fiscal year.

TRANSPORTATION, DEPARTMENT of	III. USING PERFORMANCE DATA
Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.	

Contact: Scott Bassett	**Contact Phone:** 503-986-4462
Alternate: Clyde K. Saiki	**Alternate Phone:**503-986-4399

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

*** Staff :** ODOT has a history of more than 15 years of involvement in performance measurement. It began as an effort to identify which programs or work groups were doing the highest quality work with efficient use of resources. The effort intended to manage based on information and involved training ODOT staff in the development and use of performance measurement. Some of the measures developed then still exist today, while others have evolved or been eliminated. But the result is performance management at ODOT today. The ODOT Performance Advisory Team, formed in the early 1990s, has been a clearinghouse for information and a sounding board for performance measurement efforts. The Central Services Division assists ODOT with external and internal performance reporting. It supports ODOT divisions and employees from all areas of the organization in developing and refining performance measures and gathering source data (including customer surveys). It provides department-wide coordination and training to support the development and use of performance information including summary dashboard reports. The Highway Division increased its emphasis on performance measures and involved staff in the development of a set of highway-related measures and reports them quarterly. ODOT re-examines performance measurements and identifies key activities that (1) track outcomes, not just inputs or outputs, (2) represent the agency's primary goals and tasks and (3) are statistically proven to be linked to high-level outcomes and goals. The Motor Carrier Division, for example, uses statistical regression analysis to test cause-and-effect assumptions and confirm a correlation between certain activities.

*** Elected Officials:** The performance measures are submitted to the Ways and Means Committee of the Oregon Legislature for review and approval during the budgeting process each biennium.

*** Stakeholders:** Stakeholder involvement has come through customer surveys or through the direct ties that some ODOT performance measures have to Oregon Benchmarks (see http://egov.oregon.gov/DAS/OPB/obm.shtml).

*** Citizens:** Policy for ODOT is set by the Oregon Transportation Commission, a five-member citizen body appointed by the Governor and confirmed by the Senate. The Oregon Transportation Commission reviews the Key Performance Measures twice annually in public hearings.

2 MANAGING FOR RESULTS	This Service Efforts and Accomplishments Annual Performance Progress Report is issued annually. Performance measures that can be updated on a quarterly basis are presented for discussion at program manager meetings. The managers take the opportunity to remark about progress or setbacks and offer suggestions for addressing problems. Based on the status of measures and suggestions offered, program managers determine if they need to provide any special direction to staff. Performance measures are also incorporated into the planning documents for all areas of responsibility for ODOT, including the Oregon Transportation Plan, Highway Plan, Freight Plan, Rail Plan, and the Transportation Safety Plan. Additionally, performance measures are used in budget development, resource planning, and communicating with stakeholders. There are also on-going requirements for the director and department to track and report performance. ODOT is required to include performance measures in the budget request and in each update of the Annual Performance Progress Report. The performance expectations are linked to more detailed diagnostic measures within some ODOT programs. Agency staff use a number of the performance measures to manage programs to achieve a positive contribution. Fatalities and injuries due to crashes on the highway system are closely monitored, as are safety belt use, impaired driving, large truck accidents, and rail crossing and derailment incidents. Also monitored are the percent of drivers who are satisfied with transportation safety. More detailed internal performance measures are used on a daily and weekly basis to manage units and sections. These internal measures are more "output" oriented, and thus allow for more immediate management decisions that can quickly affect program accomplishments. For example, at DMV, customer service performance measures are gathered weekly, shared among program managers, and used to balance resources among customer service goals to maximize attainment of all goals. Sections within the division have additional service delivery goals that are monitored daily for resource allocation and other needed corrective actions. Because DMV cross-trains many employees, managers have the ability to shift resources on a day-to-day basis, depending on measurements.
3 STAFF TRAINING	Inside most divisions there are monthly or quarterly update reports on the performance measures most closely associated with the division. The reports provide training opportunities each time they are reviewed during staff meetings. The Oregon Progress Board staff provided assistance to the ODOT Executive Team in planning many of the existing legislative performance measures. The ODOT division administrators prepare updated reports on performance measures organized by the four ODOT goal areas. Some measures (e.g. DMV Title Wait Time) are detailed enough to be directly influenced by a specific unit or section. For these, all involved managers and staff know which customer services performance measures are targeted to measure their service delivery. They also understand the need to balance resources among service delivery goals. ODOT also provided training to other government units on performance measurement. For several years, staff from the Transportation Safety Division has been part of the instructor core for the Governor's Highway Safety Association and National Highway Traffic Safety Administration (NHTSA)-sponsored training in highway safety management. The courses presented included problem identification, performance measurement, citizen involvement, and leadership. Attendees are highway safety appointees from other

	states and territories. The Oregon highway safety performance plan is used as the model in the training, starting in 1997 when NHTSA adopted the Oregon plan as a model document for setting performance measurement standards in highway safety.
4 COMMUNICATING RESULTS	*** Staff :** Operational measures are communicated to staff and used primarily by various managers to manage daily operations. Some divisions' staff learn of the status of performance measures when the quarterly performance presentations are distributed as an attachment to the Management Team meeting minutes. These presentations also focus on current issues, challenges, and accomplishments; they also provide a snapshot of divisions' budget status. Some performance results are gathered on a more frequent basis and are reported in a number of formats to each section of the division. A weekly summary of key performance measures is distributed to sections within some divisions to measure trends, determine resource allocation needs, and develop process improvement measures to speed service delivery. *** Elected Officials:** The measures are required content in the biennial budget package and must go through a review and approval process by the legislative body. Members of the Legislature also receive quarterly reports concerning highway projects around the state. *** Stakeholders:** The highway safety performance measures, including specific grant and project accomplishments, are covered in an annual report submitted to the US Department of Transportation (USDOT) on the first of January. The highlights are part of a presentation to the Oregon Transportation Commission and legislative transportation committees early each year. The Oregon version of the annual evaluation report has been used by the USDOT as a model for other state highway safety offices since 1997. *** Citizens:** ODOT performance measures and reports have been significantly used and distributed internally, and there is an on-going effort to use performance measures as part of a communication effort with the public called the State of the Transportation System report. In some other cases, the quarterly performance report presentations are also shared externally. Motor Carrier provides its presentation to the Oregon Motor Carrier Transportation Advisory Committee to ensure that representatives of the trucking industry stay abreast of business operations. This 2011 Service Efforts and Accomplishments Annual Performance Progress Report is available to the public on ODOT's Internet site at http://cms.oregon.gov/ODOT/CS/PERFORMANCE/Pages/index.aspx.

Oregon Department of Transportation

2011-2013 Position Reclassifications as of February 1, 2013

Permanent Financing Reclassifications

Plan #	Reclass Action	Position Number	Representation Code, Classification Number, Pay Option, & Title		Pos Type	Limitation Organization Structure	SR	Top Step	# of Mos	Fund Source and Percentage				
										Biennial Cost	OF		FF	
											$	%	$	%
01	To:	0003007	OA C0871 AA	OPERATIONS & POLICY ANALYST 2	PF	700-05-02	27	5,442	24	130,608	130,608	1.0000	-	0.0000
	From:	0003007	OA C0870 AA	OPERATIONS & POLICY ANALYST 1	PF	700-05-02	23	4,495	24	107,880	107,880	1.0000	-	0.0000
											(22,728)		0	
01	To:	1161120	OA C0211 AA	ACCOUNTING TECHNICIAN 2	PF	700-05-02	17	3,383	12	40,596	40,596	1.0000	-	0.0000
	From:	1161120	OA C0211 AA	ACCOUNTING TECHNICIAN 2	PF	700-05-02	17	3,383	24	81,192	81,192	1.0000	-	0.0000
											40,596		0	
01	To:	3421121	OA C5858 AA	MOTOR CARRIER ENFORCMNT OFCR 2	PF	300-02-00	20	3,903	24	93,672	93,672	1.0000	-	0.0000
	From:	3421121	MMS X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	PF	300-02-00	26	5,406	24	129,744	129,744	1.0000	-	0.0000
											36,072		0	
02	To:	0102005	OA C2511 AA	ELECTRONIC PUB DESIGN SPEC 2	PF	400-10-01	21	4,150	24	99,600	99,600	1.0000	-	0.0000
	From:	0102005	OA C0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	PF	400-10-01	17	3,434	24	82,416	82,416	1.0000	-	0.0000
											(17,184)		0	
02	To:	0103060	OA C0438 AA	PROCUREMENT & CONTRACT SPEC 3	PF	700-08-02	29	6,075	24	145,800	145,800	1.0000	-	0.0000
	From:	0103060	OA C0436 AA	PROCUREMENT & CONTRACT SPEC 1	PF	700-07-00	23	4,562	24	109,488	109,488	1.0000	-	0.0000
											(36,312)		0	
02	To:	7770065	E C0436 AA	PROCUREMENT & CONTRACT SPEC 1	PF	700-07-00	23	4,619	24	110,856	110,856	1.0000	-	0.0000
	From:	7770065	E C0438 AA	PROCUREMENT & CONTRACT SPEC 3	PF	700-09-00	29	6,188	24	148,512	148,512	1.0000	-	0.0000
											37,656		0	
03	To:	0002004	MMN X1322 AA	HUMAN RESOURCE ANALYST 3	PF	700-06-00	29	6,343	24	152,232	152,232	1.0000	-	0.0000
	From:	0002004	MMN X1321 AA	HUMAN RESOURCE ANALYST 2	PF	700-06-00	26	5,487	24	131,688	131,688	1.0000	-	0.0000
											(20,544)		0	
03	To:	0010028	MMN X1321 AA	HUMAN RESOURCE ANALYST 2	PF	700-06-00	26	5,487	24	131,688	131,688	1.0000	-	0.0000
	From:	0010028	MMN X1320 AA	HUMAN RESOURCE ANALYST 1	PF	700-06-00	23	4,740	24	113,760	113,760	1.0000	-	0.0000
											(17,928)		0	

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									Biennial Cost	OF		FF	
										$	%	$	%
03	To:	0001106	MMN X1320 AA HUMAN RESOURCE ANALYST 1	PF	700-06-00	23	4,740	24	113,760	113,760	1.0000	-	0.0000
	From:	0001106	MMN X1319 AA HUMAN RESOURCE ASSISTANT	PF	700-06-00	18	3,727	24	89,448	89,448	1.0000	-	0.0000
										(24,312)		0	
03	To:	0008009	MMN X1320 AA HUMAN RESOURCE ANALYST 1	PF	700-06-00	23	4,740	24	113,760	113,760	1.0000	-	0.0000
	From:	0008009	OA C0104 AA OFFICE SPECIALIST 2	PF	700-06-00	15	3,132	24	75,168	75,168	1.0000	-	0.0000
										(38,592)		0	
03	To:	0003006	MMN X1322 AA HUMAN RESOURCE ANALYST 3	PP	700-06-00	29	6,343	13	82,459	82,459	1.0000	-	0.0000
	From:	0003006	MMN X1322 AA HUMAN RESOURCE ANALYST 3	PP	700-06-00	29	6,343	12	76,116	76,116	1.0000	-	0.0000
										(6,343)		0	
03	To:	8600197	UA C1488 IA INFO SYSTEMS SPECIALIST 8	PF	700-07-00	33	7,140	24	171,360	171,360	1.0000	-	0.0000
	From:	8600197	UA C1487 IA INFO SYSTEMS SPECIALIST 7	PF	700-07-00	31	6,544	24	157,056	157,056	1.0000	-	0.0000
										(14,304)		0	
03	To:	0376010	OA C1487 IA INFO SYSTEMS SPECIALIST 7	PF	700-07-00	31	6,853	24	164,472	164,472	1.0000	-	0.0000
	From:	0376010	OA C1485 IA INFO SYSTEMS SPECIALIST 5	PF	700-07-00	28	5,786	24	138,864	138,864	1.0000	-	0.0000
										(25,608)		0	
03	To:	0371024	OA C1487 IA INFO SYSTEMS SPECIALIST 7	PF	700-07-00	31	6,853	24	164,472	164,472	1.0000	-	0.0000
	From:	0371024	OA C1486 IA INFO SYSTEMS SPECIALIST 6	PF	700-07-00	29	6,195	24	148,680	148,680	1.0000	-	0.0000
										(15,792)		0	
03	To:	0032003	MMN X1322 AA HUMAN RESOURCE ANALYST 3	PP	700-06-00	29	6,343	12	76,116	76,116	1.0000	-	0.0000
	From:	0032003	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	700-06-00	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										108,660		0	
04	To:	9252002	OA C0862 AA PROGRAM ANALYST 3	PF	400-11-07	29	6,075	24	145,800	145,800	1.0000	-	0.0000
	From:	9252002	OA C0871 AA OPERATIONS & POLICY ANALYST 2	PF	400-11-07	27	5,524	24	132,576	132,576	1.0000	-	0.0000
										(13,224)		0	

Oregon Department of Transportation

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										Biennial Cost	OF		FF	
											$	%	$	%
04	To:	9252004	OA C0862 AA	PROGRAM ANALYST 3	PF	400-11-07	29	6,075	24	145,800	145,800	1.0000	-	0.0000
	From:	9252004	OA C0861 AA	PROGRAM ANALYST 2	PP	400-11-07	27	5,524	18	99,432	99,432	1.0000	-	0.0000
											(46,368)		0	
04	To:	0032010	OA C0862 AA	PROGRAM ANALYST 3	PF	400-11-07	29	6,075	24	145,800	145,800	1.0000	-	0.0000
	From:	0032010	OA C0861 AA	PROGRAM ANALYST 2	PF	400-11-07	27	5,524	24	132,576	132,576	1.0000	-	0.0000
											(13,224)		0	
04	To:	0051001	OA C0862 AA	PROGRAM ANALYST 3	PF	400-11-07	29	6,075	24	145,800	145,800	1.0000	-	0.0000
	From:	0051001	OA C0861 AA	PROGRAM ANALYST 2	PF	400-11-07	27	5,524	24	132,576	132,576	1.0000	-	0.0000
											(13,224)		0	
04	To:	0563001	OA C0862 AA	PROGRAM ANALYST 3	PF	400-11-07	29	6,075	24	145,800	145,800	1.0000	-	0.0000
	From:	0563001	OA C0861 AA	PROGRAM ANALYST 2	PF	400-11-07	27	5,524	24	132,576	132,576	1.0000	-	0.0000
											(13,224)		0	
04	To:	9253005	OA C0862 AA	PROGRAM ANALYST 3	PP	400-11-07	29	6,075	24	145,800	145,800	1.0000	-	0.0000
	From:	9253005	OA C0861 AA	PROGRAM ANALYST 2	PP	400-11-07	27	5,524	24	132,576	132,576	1.0000	-	0.0000
											(13,224)		0	
04	To:	0008016	OA C0108 AA	ADMINISTRATIVE SPECIALIST 2	PF	400-11-07	19	3,783	24	90,792	90,792	1.0000	-	0.0000
	From:	0008016	OA C0107 AA	ADMINISTRATIVE SPECIALIST 1	PF	400-11-07	17	3,434	24	82,416	82,416	1.0000	-	0.0000
											(8,376)		0	
04	To:	0034005	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	PF	400-11-07	32	7,332	24	175,968	175,968	1.0000	-	0.0000
	From:	0034005	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	PF	400-11-07	30	6,663	24	159,912	159,912	1.0000	-	0.0000
											(16,056)		0	
05	To:	1108001	E C1118 AA	RESEARCH ANALYST 4	PF	400-10-04	30	6,497	24	155,928	155,928	1.0000	-	0.0000
	From:	1108001	E C1116 AA	RESEARCH ANALYST 2	PF	400-10-04	23	4,619	24	110,856	110,856	1.0000	-	0.0000
											(45,072)		0	

Oregon Department of Transportation

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Permanent Financing Reclassifications

Plan #	Reclass Action	Position Number	Representation Code, Classification Number, Pay Option, & Title		Pos Type	Limitation Organization Structure	SR	Top Step	# of Mos	Fund Source and Percentage				
										Biennial Cost	OF		FF	
											$	%	$	%
05	To:	1201059	E C3148 AA	PROFESSIONAL ENGINEER 1	PP	400-10-04	31	6,822	17	115,974	115,974	1.0000	-	0.0000
	From:	1201059	E C3148 AA	PROFESSIONAL ENGINEER 1	PF	400-10-04	31	6,822	24	163,728	163,728	1.0000	-	0.0000
											47,754		0	
06	To:	3511454	OA C4162 AA	TRANSP MAINTENANCE COORD 2	PF	100-20-01	22	4,350	24	104,400	104,400	1.0000	-	0.0000
	From:	3511454	OA C4161 AA	TRANSP MAINTENANCE COORD 1	PF	100-20-01	21	4,150	24	99,600	99,600	1.0000	-	0.0000
											(4,800)		0	
06	To:	3511470	OA C4162 AA	TRANSP MAINTENANCE COORD 2	PF	100-20-01	22	4,350	24	104,400	104,400	1.0000	-	0.0000
	From:	3511470	OA C4161 AA	TRANSP MAINTENANCE COORD 1	PF	100-20-01	21	4,150	24	99,600	99,600	1.0000	-	0.0000
											(4,800)		0	
06	To:	3511024	OA C4162 AA	TRANSP MAINTENANCE COORD 2	PF	100-20-01	22	4,350	24	104,400	104,400	1.0000	-	0.0000
	From:	3511024	OA C4161 AA	TRANSP MAINTENANCE COORD 1	PF	100-20-01	21	4,150	24	99,600	99,600	1.0000	-	0.0000
											(4,800)		0	
06	To:	0305055	E C3138 AA	CIVIL ENGINEERING SPECIALIST 3	PF	100-45-01	30	6,497	24	155,928	155,928	1.0000	-	0.0000
	From:	0305055	E C3137 AA	CIVIL ENGINEERING SPECIALIST 2	PF	100-45-01	27	5,613	24	134,712	134,712	1.0000	-	0.0000
											(21,216)		0	
06	To:	1651018	E C3149 AA	PROFESSIONAL ENGINEER 2	PF	100-55-01	34	7,899	24	189,576	189,576	1.0000	-	0.0000
	From:	1651018	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	PF	100-55-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
											(4,800)		0	
06	To:	7770021	E C3149 AA	PROFESSIONAL ENGINEER 2	PF	100-55-01	34	7,899	24	189,576	189,576	1.0000	-	0.0000
	From:	7770021	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	PF	100-55-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
											(4,800)		0	
06	To:	7320003	E C1099 AA	PLANNER 4	PF	400-10-01	32	7,164	24	171,936	171,936	1.0000	-	0.0000
	From:	7320003	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	PF	400-10-01	31	6,992	24	167,808	167,808	1.0000	-	0.0000
											(4,128)		0	

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Permanent Financing Reclassifications

Plan #	Reclass Action	Position Number	Representation Code, Classification Number, Pay Option, & Title	Pos Type	Limitation Organization Structure	SR	Top Step	# of Mos	Fund Source and Percentage				
									Biennial Cost	OF		FF	
										$	%	$	%
06	To:	0000004	OA C0118 AA EXECUTIVE SUPPORT SPECIALIST 1	PF	400-10-04	17	3,434	24	82,416	82,416	1.0000	-	0.0000
	From:	0000004	OA C0104 AA OFFICE SPECIALIST 2	PF	400-10-04	15	3,132	24	75,168	75,168	1.0000	-	0.0000
										(7,248)		0	
06	To:	0009001	MMN X1320 AA HUMAN RESOURCE ANALYST 1	PF	700-06-00	23	4,740	24	113,760	113,760	1.0000	-	0.0000
	From:	0009001	MMN X1319 AA HUMAN RESOURCE ASSISTANT	PF	700-06-00	18	3,727	24	89,448	89,448	1.0000	-	0.0000
										(24,312)		0	
06	To:	0008072	OA C1339 AA TRAINING & DEVELOPMENT SPEC 2	PF	700-06-00	27	5,524	24	132,576	132,576	1.0000	-	0.0000
	From:	0008072	MMN X1320 AA HUMAN RESOURCE ANALYST 1	PF	700-06-00	23	4,740	24	113,760	113,760	1.0000	-	0.0000
										(18,816)		0	
06	To:	0001110	MMN X1319 AA HUMAN RESOURCE ASSISTANT	PF	700-06-00	18	3,727	24	89,448	89,448	1.0000	-	0.0000
	From:	0001110	OA C0104 AA OFFICE SPECIALIST 2	PF	700-06-00	15	3,132	24	75,168	75,168	1.0000	-	0.0000
										(14,280)		0	
06	To:	0008068	MMN X1321 AA HUMAN RESOURCE ANALYST 2	PF	700-06-00	26	5,487	24	131,688	131,688	1.0000	-	0.0000
	From:	0008068	MMN X1320 AA HUMAN RESOURCE ANALYST 1	PF	700-06-00	23	4,740	24	113,760	113,760	1.0000	-	0.0000
										(17,928)		0	
06	To:	0606001	MMN X1322 AA HUMAN RESOURCE ANALYST 3	PF	700-06-00	29	6,343	24	152,232	152,232	1.0000	-	0.0000
	From:	0606001	MMS X7006 AA PRINCIPAL EXECUTIVE/MANAGER D	PF	700-06-00	31	6,992	24	167,808	167,808	1.0000	-	0.0000
										15,576		0	
06	To:	3511551	OA C4152 AA TRANSP MAINTENANCE SPECIALST 2	PF	100-20-01	19	3,783	24	90,792	90,792	1.0000	-	0.0000
	From:	3511551	OA C4161 AA TRANSP MAINTENANCE COORD 1	PF	100-20-01	21	4,150	24	99,600	99,600	1.0000	-	0.0000
										8,808		0	
06	To:	3542004	OA C4152 AA TRANSP MAINTENANCE SPECIALST 2	SP	100-20-01	19	3,783	8	30,264	30,264	1.0000	-	0.0000
	From:	3542004	OA C4152 AA TRANSP MAINTENANCE SPECIALST 2	SP	100-20-01	19	3,783	12	45,396	45,396	1.0000	-	0.0000
										15,132		0	

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Permanent Financing Reclassifications

Plan #	Reclass Action	Position Number	Representation Code, Classification Number, Pay Option, & Title		Pos Type	Limitation Organization Structure	SR	Top Step	# of Mos	Fund Source and Percentage				
										Biennial Cost	OF		FF	
											$	%	$	%
06	To:	3402000	OA C4152 AA	TRANSP MAINTENANCE SPECIALST 2	SP	100-20-01	19	3,783	8	30,264	30,264	1.0000	-	0.0000
	From:	3402000	OA C4152 AA	TRANSP MAINTENANCE SPECIALST 2	SP	100-20-01	19	3,783	12	45,396	45,396	1.0000	-	0.0000
											15,132		0	
06	To:	3541260	OA C4152 AA	TRANSP MAINTENANCE SPECIALST 2	SP	100-20-01	19	3,783	8	30,264	30,264	1.0000	-	0.0000
	From:	3541260	OA C4152 AA	TRANSP MAINTENANCE SPECIALST 2	SP	100-20-01	19	3,783	12	45,396	45,396	1.0000	-	0.0000
											15,132		0	
06	To:	1201059	E C3148 AA	PROFESSIONAL ENGINEER 1	PP	400-10-04	31	6,822	15	102,330	102,330	1.0000	-	0.0000
	From:	1201059	E C3148 AA	PROFESSIONAL ENGINEER 1	PP	400-10-04	31	6,822	17	115,974	115,974	1.0000	-	0.0000
											13,644		0	
06	To:	3541162	OA C4161 AA	TRANSP MAINTENANCE COORD 1	PF	100-20-01	21	4,150	24	99,600	99,600	1.0000	-	0.0000
	From:	3541162	MMS X4160 AA	TRANSPORTATION MAINTENANCE SPV	PF	100-20-01	22	4,515	24	108,360	108,360	1.0000	-	0.0000
											8,760		0	
06	To:	0911150	E C3146 AA	ASSOCIATE IN ENGINEERING 1	PF	100-25-01	25	5,092	24	122,208	122,208	1.0000	-	0.0000
	From:	0911150	E C3148 AA	PROFESSIONAL ENGINEER 1	PF	100-25-01	31	6,822	24	163,728	163,728	1.0000	-	0.0000
											41,520		0	
06	To:	8600129	OA C5112 AA	REVENUE AGENT 3	PF	700-05-03	21	4,150	24	99,600	99,600	1.0000	-	0.0000
	From:	8600129	MMS X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	PF	700-05-03	26	5,487	24	131,688	131,688	1.0000	-	0.0000
											32,088		0	
06	To:	3481025	OA C0871 AA	OPERATIONS & POLICY ANALYST 2	PF	700-07-00	27	5,524	24	132,576	132,576	1.0000	-	0.0000
	From:	3481025	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	PF	700-07-00	28	6,046	24	145,104	145,104	1.0000	-	0.0000
											12,528		0	
07	To:	3561120	MMS X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561120	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
											(18,984)		0	

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Permanent Financing Reclassifications

Plan #	Reclass Action	Position Number	Representation Code, Classification Number, Pay Option, & Title	Pos Type	Limitation Organization Structure	SR	Top Step	# of Mos	Fund Source and Percentage				
									Biennial Cost	OF		FF	
										$	%	$	%
07	To:	3561140	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561140	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561200	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561200	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561220	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561220	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561300	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561300	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561440	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561440	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561219	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561219	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561360	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561360	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561420	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561420	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	

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Permanent Financing Reclassifications

Plan #	Reclass Action	Position Number	Representation Code, Classification Number, Pay Option, & Title	Pos Type	Limitation Organization Structure	SR	Top Step	# of Mos	Fund Source and Percentage				
									Biennial Cost	OF		FF	
										$	%	$	%
07	To:	9901138	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-55-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	9901138	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-55-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561520	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561520	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561500	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561500	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561540	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561540	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
07	To:	3561400	MMS X7010 AA PRINCIPAL EXECUTIVE/MANAGER F	PF	100-20-01	35	8,490	24	203,760	203,760	1.0000	-	0.0000
	From:	3561400	MMS X7008 AA PRINCIPAL EXECUTIVE/MANAGER E	PF	100-20-01	33	7,699	24	184,776	184,776	1.0000	-	0.0000
										(18,984)		0	
08	To:	0713010	MMS X7002 AA PRINCIPAL EXECUTIVE/MANAGER B	PF	200-04-00	26	5,487	24	131,688	131,688	1.0000	-	0.0000
	From:	0713010	MMS X7000 AA PRINCIPAL EXECUTIVE/MANAGER A	PF	200-04-00	24	4,980	24	119,520	119,520	1.0000	-	0.0000
										(12,168)		0	
08	To:	0713043	MMS X7002 AA PRINCIPAL EXECUTIVE/MANAGER B	PF	200-04-00	26	5,487	24	131,688	131,688	1.0000	-	0.0000
	From:	0713043	MMS X7000 AA PRINCIPAL EXECUTIVE/MANAGER A	PF	200-04-00	24	4,980	24	119,520	119,520	1.0000	-	0.0000
										(12,168)		0	
08	To:	0713037	MMS X7002 AA PRINCIPAL EXECUTIVE/MANAGER B	PF	200-04-00	26	5,487	24	131,688	131,688	1.0000	-	0.0000
	From:	0713037	MMS X7000 AA PRINCIPAL EXECUTIVE/MANAGER A	PF	200-04-00	24	4,980	24	119,520	119,520	1.0000	-	0.0000
										(12,168)		0	

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Permanent Financing Reclassifications

Plan #	Reclass Action	Position Number	Representation Code, Classification Number, Pay Option, & Title	Pos Type	Limitation Organization Structure	SR	Top Step	# of Mos	Fund Source and Percentage				
									Biennial Cost	OF		FF	
										$	%	$	%
08	To:	0720011	MMS X7002 AA PRINCIPAL EXECUTIVE/MANAGER B	PF	200-04-00	26	5,487	24	131,688	131,688	1.0000	-	0.0000
	From:	0720011	MMS X7000 AA PRINCIPAL EXECUTIVE/MANAGER A	PF	200-04-00	24	4,980	24	119,520	119,520	1.0000	-	0.0000
										(12,168)		0	
08	To:	0720001	OA C0333 AA TRANSP SVCS OFFICE LEADER	PF	200-04-00	21	4,150	24	99,600	99,600	1.0000	-	0.0000
	From:	0720001	MMS X7000 AA PRINCIPAL EXECUTIVE/MANAGER A	PF	200-04-00	24	4,980	24	119,520	119,520	1.0000	-	0.0000
										19,920		0	
08	To:	0713003	OA C0333 AA TRANSP SVCS OFFICE LEADER	PF	200-04-00	21	4,150	24	99,600	99,600	1.0000	-	0.0000
	From:	0713003	MMS X7000 AA PRINCIPAL EXECUTIVE/MANAGER A	PF	200-04-00	24	4,980	24	119,520	119,520	1.0000	-	0.0000
										19,920		0	

Total ODOT Reclassificaitons: 67

Total ODOT Permanent Financing Change: (379,117)

Oregon Department of Transportation
2011-2013 New Hires through January 2013

Position Id	Srvc Type	Class #	Title Text	Step Cd	Explanation
1161002	C	0871	OPERATIONS & POLICY ANALYST 2	00	Equal to salary made at previous job in another state agency - transfer in demotion
9913032	C	1485	INFO SYSTEMS SPECIALIST 5	00	Hired at Step 2 or below - No explanation needed
2301116	C	3146	ASSOCIATE IN ENGINEERING 1	00	Hired at Step 2 or below - No explanation needed
3551684	C	4152	TRANSP MAINTENANCE SPECIALST 2	00	Hired at Step 2 or below - No explanation needed
7310010	Y	7500	BOARD AND COMMISSION MEMBER	00	Commission Member - Per Diem only
7310014	Y	7500	BOARD AND COMMISSION MEMBER	00	Commission Member - Per Diem only
0002069	C	0103	OFFICE SPECIALIST 1	01	Hired at Step 2 or below - No explanation needed
0023015	C	0103	OFFICE SPECIALIST 1	01	Hired at Step 2 or below - No explanation needed
8600856	C	0103	OFFICE SPECIALIST 1	01	Hired at Step 2 or below - No explanation needed
0001184	C	0104	OFFICE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
0008153	C	0104	OFFICE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
0023028	C	0104	OFFICE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
6000038	C	0107	ADMINISTRATIVE SPECIALIST 1	01	Hired at Step 2 or below - No explanation needed
0001138	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0001140	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0002927	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0003080	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0008023	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0008039	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0008105	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0008105	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0008136	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0008203	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0021012	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0021029	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0022080	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0022080	C	0323	PUBLIC SERVICE REP 3	01	Hired at Step 2 or below - No explanation needed
0610046	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0610046	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0610057	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0610076	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0709005	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711109	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711130	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711169	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed

Oregon Department of Transportation
2011-2013 New Hires through January 2013

Position Id	Srvc Type	Class #	Title Text	Step Cd	Explanation
0711174	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711335	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711408	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711432	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711438	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711454	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0711487	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0712015	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0712020	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0712080	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0712083	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0713059	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
4001002	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
6000015	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
6000018	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
6000056	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
6000058	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
6000064	C	0331	TRANSPORTATION SVCS REP 1	01	Hired at Step 2 or below - No explanation needed
0713082	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
8600276	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
8600539	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
8600539	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
8600819	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
8600819	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
8600828	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
8600836	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
8600862	C	0332	TRANSPORTATION SVCS REP 2	01	Hired at Step 2 or below - No explanation needed
0913025	C	0437	PROCUREMENT & CONTRACT SPEC 2	01	Hired at Step 2 or below - No explanation needed
0001108	C	0501	DATA ENTRY OPERATOR	01	Hired at Step 2 or below - No explanation needed
0001108	C	0501	DATA ENTRY OPERATOR	01	Hired at Step 2 or below - No explanation needed
0001160	C	0501	DATA ENTRY OPERATOR	01	Hired at Step 2 or below - No explanation needed
0001173	C	0501	DATA ENTRY OPERATOR	01	Hired at Step 2 or below - No explanation needed
6000184	C	0501	DATA ENTRY OPERATOR	01	Hired at Step 2 or below - No explanation needed
6000205	C	0501	DATA ENTRY OPERATOR	01	Hired at Step 2 or below - No explanation needed
3471134	C	0783	PARTS SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed

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2111209	X	0872	OPERATIONS & POLICY ANALYST 3	01	Hired at Step 2 or below - No explanation needed
0104054	C	1243	FISCAL ANALYST 1	01	Hired at Step 2 or below - No explanation needed
0103049	C	1485	INFO SYSTEMS SPECIALIST 5	01	Hired at Step 2 or below - No explanation needed
3471133	C	1485	INFO SYSTEMS SPECIALIST 5	01	Hired at Step 2 or below - No explanation needed
9901210	C	1485	INFO SYSTEMS SPECIALIST 5	01	Hired at Step 2 or below - No explanation needed
0371026	C	1486	INFO SYSTEMS SPECIALIST 6	01	Hired at Step 2 or below - No explanation needed
1011008	C	1487	INFO SYSTEMS SPECIALIST 7	01	Hired at Step 2 or below - No explanation needed
3511043	C	4151	TRANSP MAINTENANCE SPECIALST 1	01	Hired at Step 2 or below - No explanation needed
3511647	C	4151	TRANSP MAINTENANCE SPECIALST 1	01	Hired at Step 2 or below - No explanation needed
3532051	C	4151	TRANSP MAINTENANCE SPECIALST 1	01	Hired at Step 2 or below - No explanation needed
3541268	C	4151	TRANSP MAINTENANCE SPECIALST 1	01	Hired at Step 2 or below - No explanation needed
3541164	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3571205	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
1651023	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3531081	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3531124	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3541220	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3541024	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
2302303	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3541014	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3511055	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3541111	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3543301	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
3543298	C	4152	TRANSP MAINTENANCE SPECIALST 2	01	Hired at Step 2 or below - No explanation needed
0002028	C	4163	TRANSP OPERATIONS SPECIALIST	01	Hired at Step 2 or below - No explanation needed
0002110	C	4163	TRANSP OPERATIONS SPECIALIST	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed

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8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
8600403	C	5247	COMPLIANCE SPECIALIST 2	01	Hired at Step 2 or below - No explanation needed
0714012	X	7000	PRINCIPAL EXECUTIVE/MANAGER A	01	Hired at Step 2 or below - No explanation needed
0714018	X	7000	PRINCIPAL EXECUTIVE/MANAGER A	01	Hired at Step 2 or below - No explanation needed
9254000	C	0104	OFFICE SPECIALIST 2	02	Hired at Step 2 or below - No explanation needed
1091071	C	0107	ADMINISTRATIVE SPECIALIST 1	02	Hired at Step 2 or below - No explanation needed
0009010	C	0107	ADMINISTRATIVE SPECIALIST 1	02	Hired at Step 2 or below - No explanation needed
0027002	X	0113	SUPPORT SERVICES SUPERVISOR 2	02	Hired at Step 2 or below - No explanation needed
0010022	X	0113	SUPPORT SERVICES SUPERVISOR 2	02	Hired at Step 2 or below - No explanation needed
0002933	X	0113	SUPPORT SERVICES SUPERVISOR 2	02	Hired at Step 2 or below - No explanation needed
2301388	C	0119	EXECUTIVE SUPPORT SPECIALIST 2	02	Hired at Step 2 or below - No explanation needed
8600613	C	0331	TRANSPORTATION SVCS REP 1	02	Hired at Step 2 or below - No explanation needed
0021200	C	0332	TRANSPORTATION SVCS REP 2	02	Hired at Step 2 or below - No explanation needed
0913023	C	0438	PROCUREMENT & CONTRACT SPEC 3	02	Hired at Step 2 or below - No explanation needed
0001182	C	0501	DATA ENTRY OPERATOR	02	Hired at Step 2 or below - No explanation needed
2111078	C	0761	RIGHT-OF-WAY AGENT 1	02	Hired at Step 2 or below - No explanation needed
3471134	C	0783	PARTS SPECIALIST 2	02	Hired at Step 2 or below - No explanation needed
1081007	X	0861	PROGRAM ANALYST 2	02	Hired at Step 2 or below - No explanation needed
0371040	C	1486	INFO SYSTEMS SPECIALIST 6	02	Hired at Step 2 or below - No explanation needed
3421052	C	1486	INFO SYSTEMS SPECIALIST 6	02	Hired at Step 2 or below - No explanation needed
9901205	C	1486	INFO SYSTEMS SPECIALIST 6	02	Hired at Step 2 or below - No explanation needed
9901195	C	1487	INFO SYSTEMS SPECIALIST 7	02	Hired at Step 2 or below - No explanation needed
1641015	C	3148	PROFESSIONAL ENGINEER 1	02	Hired at Step 2 or below - No explanation needed
3511614	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3521066	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3551248	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3521242	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed

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3521257	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3531362	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3531461	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3531246	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3571310	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3531058	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3521092	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3531442	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3551247	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3551657	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3551163	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3551147	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3553277	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3551232	C	4152	TRANSP MAINTENANCE SPECIALST 2	02	Hired at Step 2 or below - No explanation needed
3421076	C	4339	SCIENTIFIC INSTRUMENT TECH	02	Hired at Step 2 or below - No explanation needed
8600465	C	5832	RAIL COMPLIANCE SPECIALIST	02	Hired at Step 2 or below - No explanation needed
3421029	C	5857	MOTOR CARRIER ENFORCMNT OFCR 1	02	Hired at Step 2 or below - No explanation needed
3421126	C	5857	MOTOR CARRIER ENFORCMNT OFCR 1	02	Hired at Step 2 or below - No explanation needed
0021059	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0012006	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0308004	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
6000163	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0001131	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
6000169	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0021065	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
6000166	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0002006	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0012004	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0102003	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0001187	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0002093	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0021065	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
0012004	C	0102	OFFICE ASSISTANT 2	03	Salary Schedule - Step 3 is first step of Salary Range
2301262	C	0104	OFFICE SPECIALIST 2	03	Salary History/LD matched current salary
1181002	C	0104	OFFICE SPECIALIST 2	03	Work experience

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1601008	C	0107	ADMINISTRATIVE SPECIALIST 1	03	Exceptional Qualifications and Work History
0512012	C	0118	EXECUTIVE SUPPORT SPECIALIST 1	03	Salary History
8600097	Z	0119	EXECUTIVE SUPPORT SPECIALIST 2	03	Hired at 3rd step due to several years of previous experience as an ESS2 before 2 year break in service. Skills more than met MQ's.
0711203	C	0332	TRANSPORTATION SVCS REP 2	03	Salary History
9901171	C	0437	PROCUREMENT & CONTRACT SPEC 2	03	Served as temp for 6 months as OPO's Legislative Coordinator, 13 yrs experience working at the Legislator + education (J.D.)
6000202	C	0501	DATA ENTRY OPERATOR	03	Salary History
2111013	C	0761	RIGHT-OF-WAY AGENT 1	03	Work experience and exceptional qualifications
0715008	C	0801	OFFICE COORDINATOR	03	previous experience and internal equity
2111058	C	0801	OFFICE COORDINATOR	03	previous experience and internal equity
3471131	C	4018	MACHINIST	03	Exceptional Qualifications
3531078	C	4151	TRANSP MAINTENANCE SPECIALST 1	03	Experience. Rural area recruitment/retention difficulty.
3511450	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History
3511102	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History
3511109	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History
3512187	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History
3541200	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Re-employment
3521248	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Exceptional Qualifications and Work History
3521279	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History and Exceptional Qualifications
3521280	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History and Exceptional Qualifications
3543110	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Exceptional Qualifications and Work History
3521088	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Exceptional Qualifications and Work History
3571202	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Exceptional Qualifications and Work History
3531005	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Recruitment Difficulties and Salary History
3531022	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Promotion
3541181	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History and Exceptional Qualifications
3531268	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Step 3 because of previous experience
3531250	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	LD salary based on previous experence
3531081	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Returning seasonal/hired at next step
3521164	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	LD salary based on previous experence
3531141	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History. Was seasonal now perm employee
3541024	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Work experience
3317001	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History and work experience
3551006	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Special skill set (exceptional equipment operator), Previous ODOT experience

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3551692	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Previous experience on equipment and trucks
3551099	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History, Extensive Equipment Operator Experience, Previous ODOT Experience.
3511547	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Salary History, Extensive Equipment Operator Experience, Assoc Degree Science Heavy Diesel, ODOT Exper.
2302319	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Equipment operation experience. Rural area recruitment/retention difficulty. Pay history.
3551333	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Experience. Rural area recruitment/retention difficulty.
3553277	C	4152	TRANSP MAINTENANCE SPECIALST 2	03	Experience. Rural area recruitment/retention difficulty.
2302419	C	4163	TRANSP OPERATIONS SPECIALIST	03	Work experience and exceptional qualifications
2302420	C	4163	TRANSP OPERATIONS SPECIALIST	03	Work experience
3511331	C	4163	TRANSP OPERATIONS SPECIALIST	03	Work experience
6000178	C	0102	OFFICE ASSISTANT 2	04	Salary Schedule - Step 3 is first step of Salary Range
0021065	C	0102	OFFICE ASSISTANT 2	04	Salary Schedule - Step 3 is first step of Salary Range
3471003	C	0104	OFFICE SPECIALIST 2	04	Exceptional Qualifications/salary history
1611023	C	0104	OFFICE SPECIALIST 2	04	Salary History
3561522	C	0104	OFFICE SPECIALIST 2	04	Comparable to previous salary. 31 years relevant experience.
3471171	C	0104	OFFICE SPECIALIST 2	04	Reemployment - same step
0001168	X	0107	ADMINISTRATIVE SPECIALIST 1	04	re-employments so there is no documentation required. Policy is followed for re-employments based on their salary at the end of their prior appointment.
3471166	C	0107	ADMINISTRATIVE SPECIALIST 1	04	Salary history and experience.
3481001	C	0107	ADMINISTRATIVE SPECIALIST 1	04	Salary history, educational background (Master's in English), excellent references
8600778	X	0119	EXECUTIVE SUPPORT SPECIALIST 2	04	Salary Historyn (Transfer)
0002045	C	0854	PROJECT MANAGER 1	04	Salary History
4812001	Z	0860	PROGRAM ANALYST 1	04	Transfer in promotion 1 step increase
1011027	C	0861	PROGRAM ANALYST 2	04	Salary History
8600065	C	0861	PROGRAM ANALYST 2	04	Step 4 - Exceptional Qualifications - NOTE employee left ODOT effective 7/31/12
0008028	C	0865	PUBLIC AFFAIRS SPECIALIST 2	04	Salary History
2301905	X	0872	OPERATIONS & POLICY ANALYST 3	04	Hired at Step 4 due to salary history, difficulties in recruiting (extended several weeks due to limited candidate pool and professional skills and credentials preferred), and specific experience brought by the candidate plus excellent references.
6000282	C	0872	OPERATIONS & POLICY ANALYST 3	04	Exceptional qualifications and recruitment difficulties due to the specialized knowledge and skills needed.
1161003	C	1098	PLANNER 3	04	Step 4 - Salary History - NOTE employee is leaving ODOT effective 11/30/12
9252001	C	1098	PLANNER 3	04	Step 4 - Salary History
8600489	C	1217	ACCOUNTANT 3	04	Individual applied for a position that was a promotion opportunity. Given the salary range for her old position and allowing for the one step increas for a promotion resulted in starting at Step 5.

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0371028	C	1485	INFO SYSTEMS SPECIALIST 5	04	Salary justification (Transfer)
9901217	C	1485	INFO SYSTEMS SPECIALIST 5	04	Salary History (Private Sector)
0371041	C	1487	INFO SYSTEMS SPECIALIST 7	04	Salary History (Private Sector)
9913042	C	1487	INFO SYSTEMS SPECIALIST 7	04	transfer from other agency
2301485	C	3106	ENGINEERING SPECIALIST 2	04	Salary History
2301552	C	3106	ENGINEERING SPECIALIST 2	04	Experience. Comparable to previous salary.
1131009	C	3107	ENGINEERING SPECIALIST 3	04	Exceptional Qualifications and Work History
2301467	C	3136	CIVIL ENGINEERING SPECIALIST 1	04	Salary History and Exceptional Qualifications
1161189	C	3146	ASSOCIATE IN ENGINEERING 1	04	Exceptional Qualifications
2301129	C	3146	ASSOCIATE IN ENGINEERING 1	04	HR sent out a letter for GEP's at step 4
9901153	C	3146	ASSOCIATE IN ENGINEERING 1	04	Statewide Graduate Engineer Recruitment Strategy
2301828	C	3146	ASSOCIATE IN ENGINEERING 1	04	Was an LD, hired permanently, work experience
0911171	C	3147	ASSOCIATE IN ENGINEERING 2	04	Re-employment
1161019	C	3520	GEOLOGIST 1	04	Exceptional Qualifications and Work History
3601017	C	4003	CARPENTER	04	Hired at Step 4 due to salary history and specific experience brought by the candidate
3511639	C	4151	TRANSP MAINTENANCE SPECIALST 1	04	Exceptional Qualifications and Work History
3511587	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History
3512185	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History
2302331	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History
3541246	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Exceptional Qualifications and Work History
3521024	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Exceptional Qualifications and Work History
3521172	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History and Exceptional Qualifications
3541023	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History and Exceptional Qualifications
3541144	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Exceptional Qualifications
3531275	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History. Was temp now perm employee
3531224	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Returning seasonal/hired at next step
3531287	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	New Temp salary based on previous experence
3531053	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History. Was temp now perm employee
3531394	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History. Was temp now perm employee
3543027	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary History and work experience
3542001	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Training and work experience
2302383	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary history, exceptional equipment experience, previous ODOT experience
3551078	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary history/years of experience
3551637	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Salary history and experience
3551233	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Experience. Rural area recruitment/retention difficulty.

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3551351	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Equipment operation experience. Rural area recruitment/retention difficulty. Pay history.
3551654	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Experience. Rural area recruitment/retention difficulty.
3551482	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Experience. Comparable to previous salary.
3551103	C	4152	TRANSP MAINTENANCE SPECIALST 2	04	Work Experience
3551111	C	4161	TRANSP MAINTENANCE COORD 1	04	Special skill set/leadership & paving
1161207	C	4240	GEOTECHNICAL DRILLING SPEC 1	04	Training and work experience
3421120	X	7002	PRINCIPAL EXECUTIVE/MANAGER B	04	Due to extensive Federal job experience
0002090	C	0104	OFFICE SPECIALIST 2	05	Salary History
0002942	C	0104	OFFICE SPECIALIST 2	05	Salary History
2301263	C	0104	OFFICE SPECIALIST 2	05	Salary History
1161010	C	0107	ADMINISTRATIVE SPECIALIST 1	05	Salary history, organizational need, and outstanding references.
1241045	C	0107	ADMINISTRATIVE SPECIALIST 1	05	Salary history, work experience
9252004	C	0862	PROGRAM ANALYST 3	05	Hired at 5th step due to previous ODOT PTD experience. Her work Washington DOT and American Bus Association brought much needed expertise to PTD. Also, she performed these specific Region 5 duties in a temporary capacity since June 2012.
0913055	C	0871	OPERATIONS & POLICY ANALYST 2	05	transfer from other agency
0712200	C	0871	OPERATIONS & POLICY ANALYST 2	05	Salary History and work experience
8600424	X	1244	FISCAL ANALYST 2	05	Salary History
9913008	C	1484	INFO SYSTEMS SPECIALIST 4	05	transfer from other agency
0371041	C	1487	INFO SYSTEMS SPECIALIST 7	05	Promotion
2301947	X	3149	PROFESSIONAL ENGINEER 2	05	Salary History and Exceptional Qualifications
2301433	C	4008	ELECTRICIAN 2	05	Salary History and work experience
3511435	C	4152	TRANSP MAINTENANCE SPECIALST 2	05	transfer from other agency
3521028	C	4152	TRANSP MAINTENANCE SPECIALST 2	05	Salary History and Exceptional Qualifications
3551110	C	4152	TRANSP MAINTENANCE SPECIALST 2	05	Salary history, previous experience on many kinds of equipment,
0002110	C	4163	TRANSP OPERATIONS SPECIALIST	05	Salary History and Exceptional Qualifications
3471030	C	4438	HEAVY EQUIPMENT TECHNICIAN 2	05	Trunc SR/hired 1st avail step
0032010	C	0861	PROGRAM ANALYST 2	06	Hired at 6th step because of previous years of procurement experience that was needed at PTD and to make going from a permanent state job to a limited duration more attractive.
0002004	X	1322	HUMAN RESOURCE ANALYST 3	06	Salary History (provided documentation indcating as recently as 2010 her monetary compensation exceeded our current offer by over $10K/year.
0371040	C	1486	INFO SYSTEMS SPECIALIST 6	06	Salary History (Private Sector)
2301401	C	3106	ENGINEERING SPECIALIST 2	06	Salary History
1161173	C	3138	CIVIL ENGINEERING SPECIALIST 3	06	Salary History and Exceptional Qualifications
9901158	C	3147	ASSOCIATE IN ENGINEERING 2	06	Salary History

Oregon Department of Transportation
2011-2013 New Hires through January 2013

Position Id	Srvc Type	Class #	Title Text	Step Cd	Explanation
2301019	X	3149	PROFESSIONAL ENGINEER 2	06	Salary History
3531437	C	4152	TRANSP MAINTENANCE SPECIALST 2	06	Recruitment Difficulties and Exceptional Qualifications
3531044	C	4152	TRANSP MAINTENANCE SPECIALST 2	06	Salary History, Recruitment Difficulties, and Exceptional Qualifications
3541230	C	4161	TRANSP MAINTENANCE COORD 1	06	Salary History and work experience
3491002	C	4310	TRAFFIC SYSTEMS TECH 2	06	Salary History
3471074	C	4437	HEAVY EQUIPMENT TECHNICIAN 1	06	Trunc SR/hired 2nd avail step
3471094	C	4438	HEAVY EQUIPMENT TECHNICIAN 2	06	Trunc SR/hired 2nd avail step
1091004	X	5617	INTERNAL AUDITOR 2	06	Extensive audit experience & special skill set in IT audits justify exceptional circumstances and were authorized by Appointing Authority for a one step increase from step 5 to step 6
8600069	C	5832	RAIL COMPLIANCE SPECIALIST	06	
1161171	X	7010	PRINCIPAL EXECUTIVE/MANAGER F	06	Transfer from other agency
1131040	Z	7014	PRINCIPAL EXECUTIVE/MANAGER H	06	Salary History (Promotion- Returning ODOT employee)
0513001	X	7010	PRINCIPAL EXECUTIVE/MANAGER F	07	Promotion - transfer in from another state agency
0002917	C	0104	OFFICE SPECIALIST 2	07	Salary History (prior job her base salary was $2916/month) and Exceptional Qualifications (highly skilled, detail oriented)
0008203	C	0323	PUBLIC SERVICE REP 3	07	Salary History
0712065	C	0333	TRANSP SVCS OFFICE LEADER	07	Salary History
1621020	C	1098	PLANNER 3	07	Salary History and Exceptional Qualifications
0103040	C	1485	INFO SYSTEMS SPECIALIST 5	07	Salary justification (Private Sector)
0377001	C	1485	INFO SYSTEMS SPECIALIST 5	07	Salary History (Private Sector)
1161208	C	1487	INFO SYSTEMS SPECIALIST 7	07	Transfer (was step 8)
9901188	C	1488	INFO SYSTEMS SPECIALIST 8	07	Salary History (Private Sector)
1151017	C	3106	ENGINEERING SPECIALIST 2	07	transfer from other agency
2301230	C	3146	ASSOCIATE IN ENGINEERING 1	07	Work experience, exceptional qualifications, salary history
2301440	C	3147	ASSOCIATE IN ENGINEERING 2	07	Work experience
9901144	C	3148	PROFESSIONAL ENGINEER 1	07	previous experience and internal equity - top candidate
0716008	X	7006	PRINCIPAL EXECUTIVE/MANAGER D	07	Salary History
0032006	X	7006	PRINCIPAL EXECUTIVE/MANAGER D	07	Other - Robert was in a PEM/D position at Revenue and was removed from the position due to span-of-control. DAS told us that Robert needed to be hired back at the same step he was in at Revenue, which was step 7.
1651018	X	7008	PRINCIPAL EXECUTIVE/MANAGER E	07	Salary history and experience
1601024	Z	7012	PRINCIPAL EXECUTIVE/MANAGER G	07	Retireee appointment
0003068	C	0104	OFFICE SPECIALIST 2	08	Salary History
1211025	C	0107	ADMINISTRATIVE SPECIALIST 1	08	Salary History
8600101	X	0113	SUPPORT SERVICES SUPERVISOR 2	08	Voluntary demotion from other agency

Oregon Department of Transportation
2011-2013 New Hires through January 2013

Position Id	Srvc Type	Class #	Title Text	Step Cd	Explanation
2301953	C	0872	OPERATIONS & POLICY ANALYST 3	08	Salary History
2301953	C	0872	OPERATIONS & POLICY ANALYST 3	08	Salary History & Exceptional Qualifications
8600010	X	1322	HUMAN RESOURCE ANALYST 3	08	re-employments so there is no documentation required. Policy is followed for re-employments based on their salary at the end of their prior appointment.
8600010	X	1322	HUMAN RESOURCE ANALYST 3	08	re-employments so there is no documentation required. Policy is followed for re-employments based on their salary at the end of their prior appointment.
2301492	C	3136	CIVIL ENGINEERING SPECIALIST 1	08	Salary match
1171100	C	3148	PROFESSIONAL ENGINEER 1	08	Salary History and Exceptional Qualifications
0105007	X	3269	CONSTRUCTION PROJECT MANAGER 3	08	Step 8 - Salary history and experience.
2301302	C	3846	ENVIRONMENTAL PROGRAM COORD 2	08	Salary History
1601200	C	4008	ELECTRICIAN 2	08	Salary History and Exceptional Qualifications
3561121	X	7004	PRINCIPAL EXECUTIVE/MANAGER C	08	Salary History
3541148	X	7004	PRINCIPAL EXECUTIVE/MANAGER C	08	Education, work experience, salary history
1091072	X	7010	PRINCIPAL EXECUTIVE/MANAGER F	08	Salary History (Transfer)
0033001	X	7010	PRINCIPAL EXECUTIVE/MANAGER F	08	Salary History
1601008	C	0107	ADMINISTRATIVE SPECIALIST 1	09	Exceptional Qualifications and Work History
0000018	C	0108	ADMINISTRATIVE SPECIALIST 2	09	Trsfr in Demotion
0341010	C	0323	PUBLIC SERVICE REP 3	09	Salary History
8600065	C	0861	PROGRAM ANALYST 2	09	Re-employment
1091011	C	1244	FISCAL ANALYST 2	09	transfer from other agency
0103028	C	1486	INFO SYSTEMS SPECIALIST 6	09	Salary History (LD with State)
0103043	C	1486	INFO SYSTEMS SPECIALIST 6	09	Salary justification LD (Returning ODOT Employee)
0103043	C	1486	INFO SYSTEMS SPECIALIST 6	09	Salary justification LD - Previous employee
0376010	C	1487	INFO SYSTEMS SPECIALIST 7	09	Transfer From DAS Agency
9913039	C	1487	INFO SYSTEMS SPECIALIST 7	09	transfer from other agency
0373006	C	1488	INFO SYSTEMS SPECIALIST 8	09	Salary justification (Private Sector)
1171046	C	3148	PROFESSIONAL ENGINEER 1	09	Salary History and Exceptional Qualifications
1131072	C	3148	PROFESSIONAL ENGINEER 1	09	Step 9 - Salary History
9901219	C	3846	ENVIRONMENTAL PROGRAM COORD 2	09	Salary History & Exceptional Qualifications
3521146	C	4152	TRANSP MAINTENANCE SPECIALST 2	09	Retiree Hired into Seasonal Position - step based on salary history
3491034	C	4310	TRAFFIC SYSTEMS TECH 2	09	Re-employment
8600403	C	5247	COMPLIANCE SPECIALIST 2	09	Voluntary demotion from other agency
1171200	X	7004	PRINCIPAL EXECUTIVE/MANAGER C	09	Salary History, Recruitment Difficulties, and Exceptional Qualifications
1601059	X	7008	PRINCIPAL EXECUTIVE/MANAGER E	09	Returning tech ctr manger salary match
1161032	X	7008	PRINCIPAL EXECUTIVE/MANAGER E	09	Retiree appointment

Oregon Department of Transportation
2011-2013 New Hires through January 2013

Position Id	Srvc Type	Class #	Title Text	Step Cd	Explanation
0371005	X	7010	PRINCIPAL EXECUTIVE/MANAGER F	09	Retiree LD
1011005	X	7010	PRINCIPAL EXECUTIVE/MANAGER F	09	Retiree appointment
1111001	X	7012	PRINCIPAL EXECUTIVE/MANAGER G	09	Retireee appointment
1111001	X	7012	PRINCIPAL EXECUTIVE/MANAGER G	09	Transfer from other agency
1601024	Z	7012	PRINCIPAL EXECUTIVE/MANAGER G	09	Equal to salary made at previous job in another state agency
3401022	C	8503	NATURAL RESOURCE SPECIALIST 3	09	Re-employment

ODOT
Information Technology Projects 2013-2015
Exceeding $150,000

Project Name	Estimated Cost 2013-2015	Estimated Cost (all biennia)	Internal Positions	Contractor	FTE	Expected Start Date	Expected Completion Date
MCTD 2013 Legislative Mandates	$ 440,000	$ 440,000	2	1.33	3.33	7/1/2013	3/31/2014
Citrix	468,750	468,750	1	0.25	1.25	7/1/2013	6/1/2014
TEAMS Financial Reporting	170,000	170,000	3	0	1.00	7/1/2013	12/31/2013
TEAMS Remote Scan	310,000	310,000	1.3	2.2	2.00	7/1/2014	12/31/2014
DMV - CDL Learners Permits	800,000	800,000	5	0	2.00	7/1/2013	6/30/2014
DMV - CDLIS Electronic Convictions & Withdrawals	500,000	500,000	2.5	0	1.00	7/1/2014	6/30/2015
DMV - CDLIS Modernization	796,580	796,580	5	0	1.50	9/1/2010	12/31/2014
DMV - Debit & Credit Cards	350,000	350,000	2	2	1.00*	7/1/2014	6/30/2015
DMV - Driver License Issuance	750,000	750,000	8	4	3.00*	7/1/2013	6/30/2015
DMV - eCitations	155,000	155,000	2	0	0.75	7/1/2014	6/30/2015
DMV - Expanded Customer Number	1,500,000	3,002,470	8	5	4.00*	10/1/2010	1/8/2014
DMV - Microfilm Replacement	230,000	1,680,000	3	2	1.00*	3/1/2010	4/30/2016
DMV - National Motor Vehicle Tracking Information System (NMVTIS)	800,000	800,000	4	0	4.00	7/1/2013	6/30/2015
DMV SSN Security	155,000	155,000	2	0	0.75	7/1/2014	6/30/2015
DMV - System Modernization	185,000	185,000	12	2	3.00*	7/1/2013	6/30/2014
E-Mail Encryption	475,000	475,000	1.5	0.5	2.00	1/1/2001	12/31/2014
Governance Risk & Compliance (GRC)	200,000	200,000	0	0.5	0.50	7/1/2013	3/30/2014
Mobile Device Management	575,000	575,000	4	1	5.00	7/1/2013	Unknown
PC Lifecycle Management Strategy	1,500,000	1,500,000	5	6	11.00	7/1/2013	7/1/2015
SharePoint 2010 for ODOT Enterprise	575,000	575,000	1.5	0.5	2.00	7/1/2013	3/31/2014
Software Deployment tool	400,000	400,000	1	1	2.00	8/1/2013	4/30/2014
SQL 2012	306,250	306,250	0.75	0	0.75	9/1/2013	6/1/2014
Highway Advisory Radio Automation	425,000	425,000	3	4	2.89	1/1/2014	8/1/2014
TOCS DMS Integration	475,000	475,000	4	7	1.72	7/1/2013	7/1/2014
TOCS Resource Management Planning	450,000	450,000	4	7	1.95	9/1/2014	6/1/2015
Automatic Vehicle Location and Telematics Project	200,000	200,000	2	2	4.00	8/1/2013	7/1/2014
General Transit Feed Specifications (GTFS) Toolkit Project	150,077	200,102	1.5	2	3.50	1/1/2013	7/1/2015
OneBusAway Upgrade Project	297,035	349,453	1.5	3	4.50	5/1/2013	11/1/2014
Oregon Public Transit Information System (OPTIS) Upgrade Project	372,833	372,833	1.5	3	4.50	1/1/2014	6/1/2015

For more detail, see ODOT's Governor's Balanced Budget Agency Summary Section

*Contractor not included in FTE

ODOT
Information Technology Projects 2013-2015
Exceeding $150,000

Project Name	Estimated Cost 2013-2015	Estimated Cost (all biennia)	Internal Positions	Contractor	FTE	Expected Start Date	Expected Completion Date
ODOT Bridge Data System (BDS) Upgrade	750,000	750,000	12	2	5.20	1/1/2014	6/30/2015
CHAMPS Upgrade	950,000	950,000	11	2	4.77	7/1/2013	6/30/2014
Digital Signatures for Professionals and Others	500,000	500,000	8	1	3.99	7/1/2013	3/31/2014
Engineering Data Management Proof of Concept (POC)	270,000	270,000	8	1	2.30	7/1/2013	3/31/2014
Transinfo II (Reporting)	250,000	250,000	9	2	3.84	9/1/2013	12/31/2014
Transinfo II (Signs Integration)	325,000	325,000	9	1	4.15	7/1/2014	6/30/2015
Web Trns*Port Migration	300,000	300,000	9	1	3.78	1/1/2015	6/30/2015
Upgrade At-Risk Mission Critical Systems	550,000	550,000	2.7	1.3	4.00	7/1/2013	6/30/2014
Vulnerability Management	175,000	175,000	0	0.5	0.50	7/1/2013	3/30/2014
Windows 7 Operating System Migration Continuation	920,000	920,000	11.25	4	16.25	7/1/2013	4/30/2014
Windows 2008 R2 Upgrade	210,300	420,600	10	0	2.40	1/14/2013	6/14/2014

For more detail, see ODOT's Governor's Balanced Budget
Agency Summary Section

*Contractor not included in FTE

Summary of Audit Reports January 1, 2009–April 30, 2012

Audit Report Title	Date	Audit Office	Key Findings	Major Recommendations	Agency Response	Management Actions	Policy Package
Audits completed by the Secretary of State Audits Division							
Agencies Ensured Contracts With Former State Employees Were Properly Awarded Report No. 2012-05	Feb. 2012	Secretary of State	None-- Personal services contracts with former state employees were appropriately awarded.	None	N/A	N/A	None
Selected Financial Accounts For the Year Ended June 30, 2011 Management Letter No. 730-2012-01-01	March 2012	Secretary of State	None-- No significant deficiencies or material weaknesses.	Management should review classifications assigned to each fund.	Management took prompt action to reclassify the fund balances.	Management took prompt action to reclassify the fund balances.	None
Selected Financial Accounts For the Year Ended June 30, 2010 Management Letter No. 730-2011-02-01	March 2011	Secretary of State	SOS found a material weakness over the financial reporting of infrastructure assets. SOS found a significant deficiency in internal controls over financial reporting.	Management should improve their process for reviewing entries into the state's accounting system. Management should ensure adequate controls are implemented to prevent and detect errors in financial reporting.	Management took appropriate corrective actions to address the recommendations.	Management took appropriate corrective actions to strengthen and improve the internal control weaknesses.	None
Statewide Single Audit of Selected Federal Programs for the Year Ended June 30, 2010 Management Letter No. 730-2011-03-01	March 2011	Secretary of State	None-- No deficiencies identified in internal controls over compliance.	None	N/A	N/A	None
Selected Financial Accounts For the Year Ended June 30, 2009 Management Letter No. 730-2010-02-01	March 2010	Secretary of State	SOS found a material weakness surrounding infrastructure accounting.	Management should take actions to ensure infrastructure accounts are accurately and completely reported.	Management prepared a corrective action plan to address the SOS audit recommendations and made progress in implementing the recommendations.	Management prepared a corrective action plan to address the SOS audit recommendations. Management made progress in implementing the recommendations.	None

Summary of Audit Reports January 1, 2009–April 30, 2012

Audit Report Title	Date	Audit Office	Key Findings	Major Recommendations	Agency Response	Management Actions	Policy Package
Statewide Single Audit of A Selected Federal Program for the Year Ended June 30, 2009 Management Letter No. 730-2010-03-01	March 2010	Secretary of State	None	None	N/A	N/A	None
Drivers System Data was Secure but Controls Could be Improved Report No. 2010-16	March 2010	Secretary of State	1. System controls provided reasonable assurance that system data remained complete, accurate and valid during input, processing and output. 2. System computer code modifications followed appropriate system development processes and change management procedures, but weaknesses existed in securing program source code. 3. It is uncertain whether the system and its data could be fully recovered in a timely manner after a major disruption. 4. DMV provided adequate controls to protect the system, but State Data Center security weaknesses increased the risk the system could be compromised.	Department management should improve program change management processes, improve its disaster recovery strategies, and better define and manage its security requirements with the State Data Center.	Management agrees with the report contents and recommendations.	Management agreed with the findings identified in the report and has made progress in working on all of the recommendations.	None
State Cell Phone Plans: Closer Attention to Usage Could Create Savings Report No. 2009-18	Aug. 2009	Secretary of State	SOS found three areas where phone use and associated charges did not appear consistent with efficient business use and where improved practices would result in cost savings: unused phones, extra charges for high use, and charges for missing phones.	ODOT should: 1. Obtain from vendors cell phone billing and usage reports that identify cost saving opportunities and share those formats and analyses with other agencies as opportunities arise; 2. Regularly review cell phone bills and vendor reports to identify zero use phones and usage patterns that indicate a line should be terminated or a plan should be	Management generally agrees with the report contents and recommendations.	Management has completed implementing all of the recommendations.	

Summary of Audit Reports January 1, 2009–April 30, 2012

Audit Report Title	Date	Audit Office	Key Findings	Major Recommendations	Agency Response	Management Actions	Policy Package
				adjusted; 3. Update cell phone inventories now and immediately turn off all phones unaccounted for; and 4. Update inventories periodically in the future, including accounting for phone returns and line terminations for separating employees.			
Selected Financial Accounts for the Year Ended June 30, 2008 Management Letter No. 730-2009-02-01	Feb. 2009	Secretary of State	SOS found a significant deficiency surrounding controls over financial reporting. SOS found a significant deficiency surrounding supporting jurisdictional transfers.	Management should ensure adequate controls are in place to prevent and/or detect financial reporting errors. Management should ensure transactions relating to the state highway system are adequately supported.	Management generally agreed with the report and recommendations.	Management has completed implementing the recommendations.	None
Audits completed by the ODOT Audit Services							
Fiscal Year 2011 SPOTS Card Review Report 11-03	Sept. 2011	ODOT Audit Services	The program complies with statewide and agency policies but improvements could be made in some areas.	Financial Services should: 1. Monitor and track SPOTS cards charges for travel reservations, 2. Require further documentation for travel expenses, and 3. Use the declined transaction report to identify attempts to misuse SPOTS cards.	Management generally agreed with the findings and recommendations.	Management has taken steps to address the recommendations.	None
Voyager Fuel Cards: Still Vulnerable to Misuse Report 11-02	June 2011	ODOT Audit Services	All of the vulnerabilities identified in the previous audit report remain unresolved, and we identified additional vulnerabilities which make Voyager cards susceptible to misuse.	Fleet should: 1. Establish specific fuel card standards to reduce misuse, 2. Take steps to link Voyager card use to individual employees, and 3. Identify cards that have not been used in the past year and cancel the cards or reduce their purchase limits. Crews should: 4. Reconcile receipts with monthly usage reports.	Management generally agreed with the report findings and recommendations.	Management has begun to take actions to address the recommendations identified in the report.	None

Summary of Audit Reports January 1, 2009–April 30, 2012

Audit Report Title	Date	Audit Office	Key Findings	Major Recommendations	Agency Response	Management Actions	Policy Package
Deficiencies Noted in the Workforce Development Program's Payment Processes Report 11-01	April 2011	ODOT Audit Services	The Office of Civil Rights' controls over the payment processing system for the Workforce Development Program were not adequate.	OCR should: 1. Clarify invoice review processes, 2. Use a payment method where deliverables and related expenses are verified before payment is made, and 3. Improve wording for contracts and IGAs.	Management generally agreed with the report and recommendations.	Management has addressed all open recommendations.	None
Oregon Wireless Interoperability Network: Controls Needed in Partnership and Site Acquisition Processes Report 10-05	Nov. 2010	ODOT Audit Services	Controls over site acquisition and partnership processes are inadequate and the value of partnerships cannot be demonstrated with existing information. Budget information is incomplete and serious implementation issues exist at most of the sites we reviewed.	OWIN management should: 1. Develop better budgeting and oversight, 2. Improve policies and procedures, and 3. Ensure partnership agreements are equitable and effective.	Management generally agreed with the findings and recommendations.	Management has taken steps to implement most of the recommendations. Some recommendations are in progress.	None
Employee Separation Follow-up: Lack of Management Action Following Separation of Employees Continues Report 10-04	July 2010	ODOT Audit Services	Although some of our prior recommendations have been implemented, many of the identified issues remain unresolved.	Management should: 1. Add to current workforce management training modules. 2. Develop a method of identifying supervisors/ managers who do not comply with the employee separation standards and provide notice of non-compliance to their supervisors.	Management generally agreed with the report and recommendations.	Management has made progress in implementing the recommendations.	None
Construction Quality Assurance: Structure Provides Checks and Balances but Improvements Would Strengthen Construction Oversight Report 10-03	July 2010	ODOT Audit Services	ODOT had structured the QA program to provide a reasonable system of checks and balances that help ensure accountability. ODOT could improve the program by strengthening the roles of the Quality Control Compliance Specialist and the Region Assurance Specialist.	Management should: 1. Strengthen the system of checks and balances in the Quality Assurance Program. 2. Improve accountability when construction engineering and inspection services are outsourced.	Management generally agreed with the report and recommendations.	Management has made progress in implementing the recommendations. A follow-up audit is now underway.	None
Follow-Up Audit: Intergovernmental	Feb. 2010	ODOT Audit	Although the ODOT Procurement Office Agreements Team implemented	ODOT Procurement Office should: 1. Evaluate the structure and reporting	Management agreed with the report and	Management has made progress in implementing	None

Summary of Audit Reports January 1, 2009–April 30, 2012

Audit Report Title	Date	Audit Office	Key Findings	Major Recommendations	Agency Response	Management Actions	Policy Package
Agreements Lack of Authority Makes Agency-wide Change Unlikely at this Time Report 10-02		Services	a program to standardize IGAs agency wide, lack of authority over those writing IGAs makes change unlikely at this time.	relationships between all ODOT agreement writing functions. 2. Define the type of authority in delegations. 3. Review current delegations to execute IGAs. 4. Develop communications and training protocols. 5. Review IGA agreement writing processes in divisions and sections. 6. Obtain input from regions and sections. 7. Implement a statewide training program. 8. Conduct periodic customer service surveys. 9. Develop and use performance measures.	recommendations.	the recommendations from the audit.	
Fiscal Year 2009 SPOTS Annual Compliance Review Report 10-01	Feb. 2010	ODOT Audit Services	The program was in compliance with statewide and agency policies. However, improvements could be made in several areas.	Financial Services should: 1. Ensure those reviewing SPOTS card activity logs are authorized to do so. 2. Develop a method to identify and track changes in SPOTS cardholders' supervisors. 3. Develop 1099- MISC reporting procedures in accordance with OAM requirements. 4. Develop controls to ensure cardholders are not allowed to exceed their monthly credit limit.	Management generally agreed with the report and recommendations.	Management has implemented the recommendations from this audit.	None
Fiscal Year 2008 SPOTS Card Annual Compliance Review Report 09-02	Nov. 2009	ODOT Audit Services	ODOT SPOTS card program was in compliance with statewide and agency policies, procedures, and rules. The cards were used appropriately.	Financial Services should: 1. Ensure all incidents of SPOTS card misuse and abuse are thoroughly monitored and followed-up; 2. Adequately document any required corrective and/ or follow-up actions. 3. Ensure a corrective action plan is developed for all infractions.	Management agreed with the report and recommendations.	Management has implemented the recommendations from this audit.	None

Summary of Audit Reports January 1, 2009–April 30, 2012

Audit Report Title	Date	Audit Office	Key Findings	Major Recommendations	Agency Response	Management Actions	Policy Package
Maintenance District 1 Allegations: Most Anonymous Claims Lacked Evidence, but Management Weaknesses Exist Report 09-01	April 2009	ODOT Audit Services	Most of the allegations either lacked evidence or were without merit. However managers had not addressed long-standing problems. Further lack of criteria and records impeded assessment of Human Resources' investigations.	ODOT management should: 1. Implement training that addresses effective team building, establishment of mutual trust, and effective communication. HR should: 2. Improve implementation, policies, and procedures for conducting, documenting, closing, tracking and communicating about HR investigations.	Management took steps to implement the recommendations from the audit report.	Management took steps to implement the recommendations from the audit report.	None

*Connect*Oregon Report

Oregon Department of Transportation

Oregon Department of Transportation Freight Planning Unit
555 13th Street NE
Salem, OR 97301
http://www.oregon.gov/ODOT/TD/TP/pages/freight.aspx

Contact: Chris Cummings, Transportation Planner
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Cover photo:
North Bend bridge over Coos Bay Harbor part of the Coos Bay Rail Link

PURPOSE

This report provides information regarding the project selection process and public benefits derived from *Connect*Oregon as requested by the 2012 Oregon Legislature under a budget note to Senate Bill 5701.

*Connect*Oregon

BUDGET NOTE TO SB 5701

The Department of Transportation shall provide a report to the Joint Committee on Ways and Means and the appropriate legislative policy committees by February 2013 on the criteria used for selecting *Connect*Oregon projects, and the public benefits derived from investments made by *Connect*Oregon.

PROGRAM HISTORY

In 2005, the Oregon Legislature created the Multimodal Transportation Fund to invest in air, marine, rail, and public transit infrastructure improvements. The Fund is part of what is known as the *Connect*Oregon program, providing grants and loans to non-highway transportation projects that promote economic development in Oregon. Projects that can constitutionally be funded by revenues described in section 3a, Article IX of the Oregon Constitution, the Highway Trust Fund, are not eligible for *Connect*Oregon funds.

The legislature authorized issuance of $100 million in lottery-backed revenue bonds to fund the program in each of the 2005-07, 2007-09, and 2009-11 biennia. An additional $40 million was authorized in 2011 for the 2011-13 biennium. The Oregon Department of Transportation (ODOT) administers the *Connect*Oregon program pursuant to OAR 731-035.

In developing language authorizing *Connect*Oregon funding, the legislature noted that issuing lottery bonds to finance transportation projects was essential to Oregon's economic development. Legislative findings for *Connect*Oregon further recognized that a multimodal transportation network is needed to move people and goods efficiently, and that private sector businesses as well as local governments often lack capital and the technical capacity to undertake multimodal transportation projects. The legislation thus recognized the need for public assistance to private sector as well as public sector providers of transportation services.

_Connect_Oregon Legislative History
Oregon Revised Statutes Chapter 816

*Connect*Oregon Program	Amount Authorized	Legislative Authority
I	$100 Million	Senate Bill 71 2005 Legislature
II	$100 Million	House Bill 2278 2007 Legislature
III	$100 Million*	House Bill 2001 2009 Legislature
IV	$40 Million	House Bill 5036 2011 Legislature

* $5 million of *Connect*Oregon III was set aside as grants for Oregon's rural airports.

PROGRAM HISTORY

In creating the Multimodal Transportation Fund, the legislature found that local governments and businesses often lack sufficient capital and technical capacity (i.e. engineering, planning, labor and/or equipment) to undertake multimodal transportation projects and that public financial assistance can help support these long-term economic growth and job creation projects. For the $340 million of *Connect*Oregon cycles (I, II, III, and IV), the state received 424 eligible project applications. Of which, the Oregon Transportation Commission selected 203 projects for funding. With the addition of leveraged funds, the program represents approximately $834 million in direct investment in multimodal transportation improvements.

The *Connect*Oregon III Rural Airport (CORA) program was a set aside of 5% of *Connect*Oregon III funds for rural airport projects within Oregon. CORA projects were reviewed outside the regular *Connect*Oregon selection process with review by the Oregon Aviation Board and approval by the Oregon Transportation Commission (OTC). As a result of the CORA set-aside, over $55 million of the leveraged funds came primarily from the Federal Aviation Administration.

SELECTION CRITERIA

The OTC approves projects for funding with input from 11 review committees that represent each of five *Connect*Oregon regional committees, five modal committees (aviation, marine, rail, transit, and freight) and one Final Review Committee. The five regional and five modal committees each review only those projects within their areas of expertise or regional knowledge. The Final Review Committee is comprised of representatives of the regional and modal committees and reviews and prioritizes all projects based on a consensus process. In selecting projects, the OTC and all review committees take into account the five following considerations as put forth by the legislature (ORS 367.084):

a. Whether a proposed transportation project reduces transportation costs for Oregon businesses or improves access to jobs and sources of labor

b. Whether a proposed transportation project results in an economic benefit to the state

c. Whether a proposed transportation project is a critical link connecting elements of Oregon's transportation system that will measurably improve utilization and efficiency of the system

d. How much of the cost of a proposed transportation project can be borne by the applicant for the grant or loan from any source other than the Multimodal Transportation Fund

e. Whether a proposed transportation project is ready for construction

In addition to the above considerations, the current *Connect*Oregon program guarantees a minimum of 10% of the total fund be invested in each of five legislatively designated *Connect*Oregon Regions, ensuring investments are made across the state.

Application

To ascertain information from applicants concerning their project's ability to meet the five statutory considerations, ODOT developed application questions that allowed a broad cross-section of applicants to participate without requiring involvement of a consultant or extensive data analysis. *Connect*Oregon staff coordinated application design amongst modal staff, ODOT economist, and representatives from the Oregon Business Development Department. Application questions were specifically designed to allow staff to assign a tier score to each project for subsequent reviewer consideration.

SELECTION CRITERIA

Review Process

As noted at the beginning of Section III, *Connect*Oregon applications are reviewed by eleven committees that provide a wide representation of knowledge and considerations from throughout the transportation system and state. To assist these committees with the review process ODOT crafted a guidance document (Instructions to Reviewers) detailing how the committees should review each application. Guidance provided that committees should review applications based on answers provided; thus, encouraging consideration of statutory considerations and uniformity across committees.

To support the review committees' selection process, *Connect*Oregon staff sorted projects into "Tiers" that indicated how well each project met the five statutory considerations.

Tiers were assigned based on scores achieved from a combination of reviews including a Statutory Considerations Review and Economic Benefit Review. The tiers included:

- **Tier 1** (41-50 points) – The application demonstrates the project meets **all five** considerations **thoroughly.**
- **Tier 2** (31-40 points – The application demonstrates the project meets **most** considerations **thoroughly**.
- **Tier 3** (21-30 points) – The application demonstrates the project meets **some** considerations **thoroughly.**
- **Tier 4** (1-20 points) – The application **fails** to demonstrate the project meets **any** of the considerations **thoroughly**.

To **thoroughly** meet a consideration, projects needed to demonstrate through application responses, and through independent verification, that the project would accomplish the intent.

BENEFITS

To determine public benefits and project performance ODOT recently conducted a survey of *Connect*Oregon I, II, and III grant recipients with complete projects. A review of the survey results indicates that the public benefits derived from *Connect*Oregon funding can be classified into the following categories.

- Reduces transportation costs for Oregon businesses
- Improves access to jobs and sources of labor
- Provides economic benefits
- Provides critical transportation linkages

Beginning with *Connect*Oregon IV ODOT developed a performance measurement system for projects. Grant applicants were required to provide specific information regarding performance measurement standards and expectations in their initial application. ODOT included in *Connect*Oregon agreements a reporting requirement for project performance measures within 18 months of project completion. As the first agreements were ready for signature in October of 2012, ODOT staff anticipates receiving the first *Connect*Oregon IV reports in mid-2015. Performance measures vary for each mode and project. ODOT will continue to develop and use performance measures to monitor the progress of future authorizations of *Connect*Oregon.

■ REDUCES TRANSPORTATION COSTS FOR OREGON BUSINESSES

Projects that reduce transportation costs for Oregon businesses provide an alternate or more efficient means of transporting goods and supplies such as providing for a mode shift to a more economical mode of transportation. Projects may also reduce transportation costs by allowing for more efficient operations within the transportation system.

Examples of projects that have reduced transportation costs for Oregon businesses:

Tidewater Terminal Company: Umatilla Petro Terminal

*Connect*Oregon III provided funds to the Tidewater Terminal Company for upgrades to their terminal in Umatilla. The upgrades allowed for more efficient transfers of goods, reducing truck loading times of materials from barges by 40%. In turn, this time savings translated into cost savings for Oregon businesses receiving or shipping goods through the Tidewater terminal.

BENEFITS

Union Pacific Railroad (UP): Hinkle Yard Improvements

*Connect*Oregon I provided $3.7 million for 7,400 feet of track siding, conversion of track to facilitate the setup of a Distribution Power Unit for bulk commodity trains, and constructed receiving yard support track. The improvements allowed for increased mainline capacity that addressed growing rail demand and volume in the area. The result of *Connect*Oregon funding was the reduction of dwell time (the time rail cars wait in a terminal) from an average of 4.2 hours in 2008 to 2.7 hours in 2011; thus, saving shippers transportation costs associated with reduced dwell times.

Port of Portland: Post-Panamax Crane

The Port of Portland was awarded $7.5 million of *Connect*Oregon I funds to construct a Post-Panamax Container Crane at Terminal 6 of the port's marine facilities. Terminal 6 is vital to Oregon's transportation system in that it is Oregon's only international container terminal. Installation of the crane allowed for faster loading and unloading of vessels at the facility. The Port of Portland has documented improved productivity in moves per hour with the addition of the new crane, leading to savings in shipping costs of materials transported through the facility. In addition to a reduction in transport costs through efficiencies, the addition of this crane also helped local operators attract new carriers and facilitated direct marine service to Japan.

BENEFITS

■ IMPROVES ACCESS TO JOBS AND SOURCES OF LABOR

*Connect*Oregon projects have improved access to jobs and sources of labor for Oregon residents and businesses. Transit projects by their nature improve access to jobs by providing transportation to job centers.

Examples of *Connect*Oregon projects that have improved access to jobs and sources of labor:

City of Portland: Portland Streetcar Lowell Extension Project

*Connect*Oregon monies helped fund the design and construction of rail-related facilities needed to extend streetcar service into Portland's South Waterfront District. While the recession has led to a flat line in ridership since 2009, ridership increased from the project's completion in 2007 to 2009 by 36%. Additionally, reliance on the streetcar has increased as the parking ratio provided for nearby housing has decreased from 1.5 spaces per unit in 2007 to the current level of .97 per market rate housing unit. This decline indicates an increased reliance on public transit as a means to connecting to jobs and services.

City of Sandy: City of Sandy Transit Operation Facility:

*Connect*Oregon I funds contributed to the construction of a field operations facility, consolidating public works and transit operations, including a park-n-ride facility. The project provided the needed infrastructure to support the city's transit system, connecting people to and from rural and suburban east Clackamas County with the greater Portland area as an alternative means of transportation to access employment areas. The City of Sandy realized a population growth of 77.7% from 2000 to 2010 stimulating an increased need for transit services for those commuting to jobs within the region and the greater Portland area. *Connect*Oregon funds helped provide an alternate method of transportation, and as a result, ridership has increased from 189,400 in 2005 to 279,000 in 2012.

BENEFITS

Community Connections of Northeast Oregon: Multimodal Transit Consolidation & Improvement

Community Connections of Northeast Oregon utilized *Connect*Oregon I funds to construct a one-stop transit hub that serves Baker, Union, and Wallowa counties. The hub allowed the agency to combine fixed route, dial-a-ride, complimentary paratransit and taxi services in one location, as well as, provided regional connection services for bicycle, pedestrian, park-n-ride, Greyhound, and regional commuter activities. As a result of the *Connect*Oregon investment, Community Connections of Northeast Oregon was able to preserve core services while also expand intercity bus routes; thus, providing more mobility options for area residents.

■ ECONOMIC BENEFITS

*Connect*Oregon staff (ODOT Economist and Oregon Business Development Department staff) performed an Economic Benefits Review for each *Connect*Oregon application. As part of the Economic Benefits Review staff developed and measured short-term job creation utilizing industry accepted jobs multipliers based on total project costs. For all *Connect*Oregon programs approximately 8,800 construction related jobs are attributable to *Connect*Oregon funds expended.

Projects also produce economic benefits through induced jobs, improved business opportunities and flow of commerce, and increased access to regional, national, and international markets.

Teevin Brothers: Teevin Terminal Mooring Dolphin Addition

This *Connect*Oregon I project for Teevin Brothers represents an example of a project that provided economic benefits. As a result of the investment of $233,000 of *Connect*Oregon I funds, Teevin Brothers was able to utilize this project to attract Sauce Brothers to relocate from out of state to their terminal in Oregon. Once established, Sauce Brothers provided the first direct marine cargo service to Hawaii which expanded opportunities and transportation cost savings for Oregon industry.

BENEFITS

***Rogue Valley International-Medford Airport: Multi-Modal Airport Improvement* (*Connect*Oregon I) *and Multi-Modal Express Air Cargo Expansion Projects* (*Connect*Oregon II)**

These two *Connect*Oregon projects combined to increase efficiency and capacity of small freight handling facilities and operations at Rogue Valley International-Medford airport. The projects improved freight, logistical support, utility, security and accessory infrastructure to support small parcel freight deliveries, as well as, constructed a year-round regional transit hub to connect surface and aeronautical modes. As the region's commercial, medical and tourist hub, the airport serves the needs of multiple transportation modes. Both freight and commuters employ the airport for regional and national economic activities. Prior to these projects, the air freight facilities at the airport were disjoined geographically and not logistically optimal for landside and tarmac operations. The improvements facilitated with have expanded the region's flow of commerce by providing stronger access to outside markets and to local businesses for "just-in-time" distribution systems. Furthermore, business travelers, tourist, and residents were connected through the creation of new transit/aeronautical connections.

PC Energy, LLC: PC Energy Biodiesel Blending Facility

*Connect*Oregon III funds complimented a $2 million investment by PC Energy, LLC to provide diesel/biodiesel fuel to Eastern Oregon businesses. PC Energy's new fuel facility, constructed on an obsolete grain elevator site in Ontario, was in need of a rehabilitated rail siding (an extension of rail track off the main line for loading, unloading, and storage). PC Energy was able to use *Connect*Oregon funds to rehabilitate over 900 feet of rail to provide access to their facility. Today fuel is delivered to Ontario via rail, as opposed to truck from Umatilla or Portland, and blended on site. Since opening PC Energy, LLC has sold over 15 million gallons of fuel that would have otherwise been delivered by truck resulting in transportation cost savings for local businesses. Project associated job creation included 20 construction jobs and six permanent jobs.

BENEFITS

■ CRITICAL TRANSPORTATION LINKAGES

Projects that provide a critical link connecting elements of Oregon's transportation system provide measurable improvements in the use and efficiency of the transportation system.

Examples of projects and that have provided these links include:

***City of Prineville: Railroad/Freight Depots Economic Redevelopment Project* (*Connect*Oregon I) *and Prineville Railroad/Freight Depot* (*Connect*Oregon II)**

The City of Prineville used *Connect*Oregon funds to provide a rail link for area businesses that enabled rail access to national and international markets with a link to Oregon's Class I railroads. As a result of this newly created link, efficiency in operations was realized leading to direct transportation cost savings for Prineville area businesses. The Prineville Freight Depot is a multi-modal trans-load, warehouse and distribution center offering truck to rail, rail to truck, rail to rail and truck to truck services. The rail's ability to accumulate products until a full railcar load is on site and then load out a railcar for a customer or to unload an inbound product and store it on site and deliver it just in time to a customer plant or job site has been instrumental in the success. Because of the creation of the Prineville Rail Depot and its improved transportation access, opportunities for business attraction have grown as is evident with the location of Envirotech Services, a manufacturer of road deicer and dust control chemicals, into the Depot.

City of Ontario: Ontario Municipal Airport Runway Extension

Ontario's airport runway was of a length (under 5000') that limited the city's ability to accommodate business aircraft, limiting the city's business competitiveness with nearby cities. To provide links to and access from external markets for Ontario's business community, *Connect*Oregon I funded a runway extension and associated improvements for the airport. The extended runway, along with airport improvements funded with *Connect*Oregon III funds, have provided a valuable air transportation link to regional and global markets for Ontario where it was previously limited.

BENEFITS

Port of Astoria: Pier 2 North Face Upgrade

The Port of Astoria is a vital link for inland and ocean going freight, research and other operations. The Port was awarded a *Connect*Oregon II grant and loan to upgrade and expand Pier 2. Pier 2 serves five seafood businesses and facilitates, berthing of ocean going barges, other shipping traffic support, small cruise ships, U.S. Coast Guard vessels, and other customers who need moorage. As the only deep water port at the Columbia River bar, Astoria serves a critical role in Oregon's economy. The improvements increased the efficiency of traffic and pedestrian flow, increased numbers of visits from smaller cruise ships, created moorage space for Navy and Coast Guard vessels, brought tourism based businesses into the area, increased options for regularly scheduled moorage at the Port of Astoria, and increased visitors to the Northwest Oregon region.

Appendix 1
Historical Funding Analysis

Appendix 1
Historical Funding Analysis

Following is an historical funding analysis of all projects funded with *Connect*Oregon I through IV.

Table 1. Analysis by Mode

Mode	*Connect*Oregon Funds Awarded	% of Total Funds Awarded	Total Matching Funds	% of Total Funds Leveraged
Aviation	$82,093,161	25%	$251,575,591	50%
Marine	$52,907,765	16%	$34,273,155	7%
Rail	$146,215,697	44%	$84,959,121	17%
Transit	$38,213,172	11%	$62,582,673	13%
Multimodal*	$11,466,400	3%	$9,806,800	2%
Rural Airports	$3,898,421	1%	$55,848,420	11%
Total	**$334,794,616**	**100%**	**$499,045,760**	**100%**

* Multimodal projects were identified as proposing specific connections between eligible modes. The funds were utilized to construct facilities for two or more different modes of transportation.

*Connect*Oregon funding has been dispersed across four modes of transportation (air, marine, rail, and transit) with percentages remaining relatively constant throughout the four *Connect*Oregon programs. Marine and transit projects represent a smaller percentage of awarded funds as they generally represent smaller ports and transit districts with limited match funds available, limiting the available size of project requests. *Connect*Oregon funds for aviation projects are generally matched with Federal Aviation Administration funds, the high amount of leveraged funds indicated in Table 1 for both aviation and rural airports.

Table 2. Analysis by Region

Region	*Connect*Oregon Funds Awarded	% of Total Funds Awarded	Total Matching Funds
1	$121,513,294	37%	$219,392,151
2	$71,292,823	22%	$75,847,808
3	$43,136,212	13%	$37,842,672
4	$45,301,925	13%	$68,261,746
5	$48,036,261	14%	$40,102,962
Multi-Region*	$1,615,681	1%	$1,750,000
Total	**$330,896,195**	**100%**	**$443,197,340**

* Multi-Region projects were considered in *Connect*Oregon I only. These projects represent projects that impacted multiple *Connect*Oregon regions.

As with modal funding, *Connect*Oregon funding across the regions has also remained relatively constant throughout the *Connect*Oregon programs. The regional *Connect*Oregon funding spread closely mirrors that of the population distribution of Oregon. As such, a majority of applications were received from regions 1 and 2, leading to a greater percentage of awards for those regions.

Table 3. Public/Private Sector Analysis

Type	*Connect*Oregon Funds Awarded	% of Total Funds Awarded	Total Matching Funds
Public	$213,903,170	64%	$389,406,848*
Private	$98,796,294	30%	$45,495,781
Private Non-Profit	$18,196,731	6%	$8,294,711
Total	**$330,896,195**	**100%**	**$443,197,340**

* The sizable leveraged funds total indicated for the Public sector is a representation of the substantial investment made by the Federal Aviation Administration as indicated in Table 1.

*Connect*Oregon funds are eligible to both public bodies and private entities as per ORS 367.082. Funds were awarded to public, private, and non-profit entities with a majority of funds awarded to public agencies. Private entities include marine shippers, transit providers, aviation-reliant businesses, and railroads. The largest private entity group to have received funds is the railroads. The Oregon rail system consists of two Class I and 21 shortline railroads. Overall, 124 rail applications were submitted to ODOT for *Connect*Oregon I though IV funding. Of these rail applications, 48 were submitted from 12 different private rail companies. Funded *Connect*Oregon projects represent 28 applications from 11 rail companies for $87 million.

Unlike other modes of transportation, railroads are predominately owned and operated by private sector entities. Railroads play a significant role in the state's economic vitality by providing Oregon businesses with a cost effective means of transporting goods. Railroads moved over 47 million tons of freight on approximately 2,400 miles of track into, out of, and throughout Oregon in 2010. (Oregon Freight Plan) Railroads such as Union Pacific (UP) and Burlington Northern Santa Fe (BNSF) are national, publicly traded corporations that invest a sizeable amount of funds into their operations and infrastructure both nationally and within Oregon. These private investments along with *Connect*Oregon funds have the impact of removing trucks from Oregon roads, improving the efficiency of the highway system.

Table 4. Analysis by Public Agency Type

Type	*Connect*Oregon Funds Awarded	% of Total Funds Awarded	Total Matching Funds
City	$73,913,871	34%	$105,496,927
County	$14,092,675	7%	$24,238,669
Port/District	$121,640,402	57%	$258,607,197
State	$2,695,200	1%	$673,800
Tribe	$1,561,022	1%	$390,255
Total	**$213,903,170**	**100%**	**$389,406,848**

Table 4 identifies the *Connect*Oregon award distribution among types of public bodies. The sizable percentage awarded to ports and districts represents the fact that ports (including the Port of Portland) own most of Oregon's marine terminals, many airports, and in a few cases, shortline railroads. The high percentage of leveraged funds for ports also represents matching dollars from federal funds such as FAA and TIGER grants.

Appendix 2
Funded *Connect*Oregon Projects

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
CONNECT OREGON I						
COI	Aviation	City of Eugene-Eugene Airport	Air Cargo Facilities Improvements	$ 4,103,461	$ 1,367,820	$ 5,471,281
COI	Aviation	Coos County Airport District	Runway, Apron and Air Freight Facility	$ 640,000	$ 305,000	$ 945,000
COI	Aviation	City of Redmond	Roberts Field - Redmond Municipal Airport Terminal Expansion	$ 7,500,000	$ 27,500,000	$ 35,000,000
COI	Aviation	City of Klamath Falls	Jet Factory Service Center	$ 1,000,000	$ 250,000	$ 1,250,000
COI	Aviation	City of Bend	Relocate/Construct Runway 16/34	$ 350,000	$ 5,400,000	$ 5,750,000
COI	Aviation	City of Ontario	Ontario Municipal Airport Runway Extension	$ 1,040,000	$ 260,000	$ 1,300,000
COI	Aviation	Grant County-Grant Co. Regional Airport	Runway Extensions to 9/27 and 17/35	$ 1,875,368	$ 468,842	$ 2,344,210
COI	Aviation	Morrow County Public Works	Lexington Airport Fuel & Terminal	$ 118,000	$ 29,500	$ 147,500
COI	Aviation	Sensis Corporation	ADS-B Ground-Based Transceivers (Auto Dependent Surveillance Broadcast)	$ 1,615,681	$ 1,750,000	$ 3,365,681
COI	Aviation / Transit	Rogue Valley International - Medford Airport	Multi-modal Airport Improvement Project	$ 4,766,400	$ 1,191,600	$ 5,958,000
COI	Marine	Port of Portland	Container Terminal 6 -- Post-Panamax Crane	$ 7,500,000	$ 4,780,000	$ 12,280,000
COI	Marine	Teevin Bros	Teevin Terminal Mooring Dolphin Addition	$ 223,100	$ 100,000	$ 323,100
COI	Marine	Port of Newport	Newport International Terminal Access Improvement	$ 2,775,200	$ 693,800	$ 3,469,000
COI	Marine	Oregon International Port of Coos Bay	Southport Barge Slip-N Spit/ Redevel Project N Bay Marine Industrial Park	$ 506,000	$ 140,000	$ 646,000
COI	Marine	Port of Morrow	Terminal 3 Intermodal Marine Transportation Improvements	$ 1,549,000	$ 387,250	$ 1,936,250
COI	Marine	Port of Arlington	Port of Arlington/ Gilliam County Barge Intermodal Transportation Facility	$ 1,894,000	$ 1,513,000	$ 3,407,000
COI	Marine / Rail	Port of St. Helens	Port Westward Industrial Intermodal Rail Project	$ 2,000,000	$ 3,500,000	$ 5,500,000

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
COI	Marine / Rail	Port of Umatilla	Port of Umatilla Upland Distribution Center	$ 4,700,000	$ 5,115,200	$ 9,815,200
COI	Rail	Port of Portland (Grant/Loan)	Ramsey Rail Yard Improvements, Rivergate Industrial District	$ 6,800,000	$ 7,100,000	$ 13,900,000
COI	Rail	Portland and Western RR	Rail Switching Yard - Tigard	$ 2,951,171	$ 737,793	$ 3,688,964
COI	Rail	Portland and Western RR	Seghers Branch 286K Railroad Upgrade	$ 2,500,000	$ 625,000	$ 3,125,000
COI	Rail	Willamette & Pacific Railroad	Willamina Branch 286K pound Rail Upgrade Project	$ 2,208,492	$ 885,000	$ 3,093,492
COI	Rail	Willamette Valley Railroad Company	Upgrade Track between Stayton and Woodburn to Class 1 Railroad	$ 2,342,880	$ 585,720	$ 2,928,600
COI	Rail	City of Lebanon / Albany & Eastern RR	Lebanon Reload Facility	$ 1,918,558	$ 479,640	$ 2,398,198
COI	Rail	Central Oregon & Pacific Railroad, Inc.	Winchester Freight Rail Yard	$ 6,404,916	$ 1,601,229	$ 8,006,145
COI	Rail	Oregon International Port of Coos Bay	Phase II Coos Bay Railroad Bridge Long-Term Rehab	$ 4,000,000	$ 8,000,000	$ 12,000,000
COI	Rail	Klamath County	Chemult Train Station Welcome Center	$ 125,000	$ 412,500	$ 537,500
COI	Rail	City of Prineville	Railroad/Freight Depots' Economic Redevelopment Project	$ 2,000,000	$ 1,200,000	$ 3,200,000
COI	Rail	Gilliam County and Columbia Plateau Growers, Inc.	Shutler Industrial Park Rail Freight Siding Project	$ 715,760	$ 7,178,940	$ 7,894,700
COI	Rail	Wallowa Union Railroad Authority	Eagle Cap Excursion Passenger Equipment Replacement	$ 533,000	$ 6,500,000	$ 7,033,000
COI	Rail	Union Pacific Railroad	Improvements to Hinkle Yard	$ 3,721,013	$ 930,253	$ 4,651,266
COI	Transit	City of Portland	Portland Streetcar Lowell Extension Project (South Waterfront)	$ 2,100,000	$ 6,160,000	$ 8,260,000
COI	Transit	City of Sandy	City of Sandy Transit Operation Facility	$ 800,000	$ 2,300,000	$ 3,100,000
COI	Transit	Tillamook County Transportation Dist.	Tillamook Transit & Visitors Center	$ 550,000	$ 184,000	$ 734,000
COI	Transit	Lane Transit District / City of Springfield	Pioneer Parkway Bus Rapid Transit Project (BRT)	$ 5,400,000	$ 32,600,000	$ 38,000,000

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
COI	Transit	City of Bend	City of Bend Public Transit Operations and Maintenance Center	$ 4,000,000	$ 1,650,000	$ 5,650,000
COI	Transit	Community Connection of Northeast Oregon	Multimodal Transit Consolidation & Improvement Project	$ 893,929	$ 223,483	$ 1,117,412
COI	Marine	Port of Morrow	East Beach Multimodal	$ 4,080,000	$ 1,020,000	$ 5,100,000
			CONNECT OREGON I TOTAL	$ 98,200,929	$ 135,125,570	$ 233,326,499
The following six projects were withdrawn by the applicants for various reasons after OTC approval of the *Connect* Oregon I funding list. The OTC subsequently approved funding for the Port of Morrow East Beach Multimodal project listed above.						
COI	Aviation	Sky Highway Inc.	Air Charter Service in La Grande, Union County	$ 85,000		$ 180,000
COI	Marine	Port of Portland	Terminal 4 Grain Facility Modernization - Barge Facility	$ 2,400,000		$ 3,000,000
COI	Rail	City of Baker City	Elkhorn View Industrial Park Rail Spur	$ 200,000		$ 250,000
COI	Rail	Wyoming Colorado RR, Inc. dba Oregon Eastern RR	T.V.R.R. Mainline Siding - Treasure Valley Renewable Resource Plant	$ 260,000		$ 325,000
COI	Rail	Treasure Valley Renewable Resources, LLC	Construct Bushel Grain Storage and Loading/Unloading Rail and Truck Facility	$ 1,500,000		$ 1,875,000
COI	Rail	Watco Companies, Inc. - App 2	Rehab Milton-Freewater Railway Line	$ 372,316		$ 465,395

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
CONNECT OREGON II						
COII	Aviation	Port of Portland	PDX North Runway Extension	$ 6,000,000	$ 55,000,000	$ 61,000,000
COII	Aviation	City of Salem - McNary Field	Passenger Terminal Expansion	$ 1,200,000	$ 300,000	$ 1,500,000
COII	Aviation	Grant County	Airport Terminal Building	$ 4,064,167	$ 1,016,042	$ 5,080,209
COII	Aviation	City of Madras	Heavy Aircraft and Engine Maintenance Facility	$ 2,157,749	$ 539,437	$ 2,697,186
COII	Aviation	Coos County Airport District	Air Traffic Control Tower- Southwest Oregon Regional Airport (North Bend)	$ 624,000	$ 3,456,000	$ 4,080,000
COII	Aviation	City of Newport	Coastal Oregon Air Service	$ 3,600,000	$ 900,000	$ 4,500,000
COII	Aviation	City of Salem	Runway / Safety Area Extension - McNary Field	$ 2,600,000	$ 650,000	$ 3,250,000
COII	Aviation	Redmond Airport - City of Redmond	North Side Cargo Ramp & Development	$ 1,500,000	$ 1,141,540	$ 2,641,540
COII	Aviation	City of Vale	Miller Memorial Airport	$ 400,000	$ 100,000	$ 500,000
COII	Aviation	Rogue Valley International-Medford	Medford-Multi-Modal Express Air Cargo Expansion	$ 4,760,000	$ 1,190,000	$ 5,950,000
COII	Marine	Port of Portland	Terminal 4 Pipeline Infrastructure	$ 3,712,000	$ 928,000	$ 4,640,000
COII	Marine	Port of Astoria (Grant/Loan)	Pier 2 North Face Upgrade	$ 973,920	$ 168,480	$ 1,142,400
COII	Rail	Union Pacific Railroad Company	St. Johns Lead Improvements	$ 6,995,221	$ 1,748,805	$ 8,744,026
COII	Rail	Portland & Western Railroad	Columbia River Rail Corridor Improvement	$ 6,300,000	$ 4,142,008	$ 10,442,008
COII	Rail	Union County Economic Development Corp.	Alicel Intermodal Transportation Project	$ 2,723,688	$ 715,312	$ 3,439,000
COII	Rail	City of Prineville	Prineville Railroad / Freight Depot	$ 3,520,000	$ 880,000	$ 4,400,000
COII	Rail	Port of Morrow	Morrow Multimodal Rail Logistics Center	$ 7,926,626	$ 2,981,657	$ 10,908,283

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
COII	Rail	BNSF	Astoria Wye	$ 2,040,158	$ 510,040	$ 2,550,198
COII	Rail	Port of St. Helens	Port Westward Railroad System Wye	$ 840,000	$ 210,000	$ 1,050,000
COII	Rail	Mt. Hood Railroad	Repair Flood Damaged Track	$ 700,000	$ 500,765	$ 1,200,765
COII	Rail	Lake County	Lakeview Branch Improvement	$ 648,000	$ 162,000	$ 810,000
COII	Rail	Albany and Eastern RR	Mill City Branch Bridge Rehab and 286k Rail Upgrade	$ 4,054,400	$ 1,013,600	$ 5,068,000
COII	Rail	Port of Portland (Grant/Loan)	South Rivergate Yard Expansion	$ 8,942,200	$ 378,800	$ 9,321,000
COII	Rail	BNSF	East St. Johns Siding Extension	$ 5,221,405	$ 1,305,351	$ 6,526,756
COII	Rail	Portland & Western Railroad, Inc.	Albany Rail Corridor Improvement Project	$ 6,990,516	$ 1,747,629	$ 8,738,145
COII	Transit	Central Oregon Intergovernmental Council	Central Oregon Intermodal Transit Center	$ 2,800,000	$ 700,000	$ 3,500,000
COII	Transit	Tri-County Metropolitan Transportation District	188th St. Light Rail Stn Reconstruction	$ 3,000,000	$ 1,900,000	$ 4,900,000
COII	Transit	Lane Transit District	Veneta Transit Center - Eugene	$ 656,000	$ 164,000	$ 820,000
COII	Transit	Columbia County	Public Transit Facility	$ 1,600,000	$ 400,000	$ 2,000,000
COII	Transit	Salem-Keizer Transit District	Keizer Transit Center	$ 2,516,000	$ 704,000	$ 3,220,000
			CONNECT OREGON II TOTAL	$ 99,066,050	$ 85,553,466	$ 184,619,516

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
CONNECT OREGON III						
COIII	Aviation	Port of Portland	PDX Deicing System	$ 4,250,000	$ 72,275,841	$ 76,525,841
COIII	Aviation	Port of Portland	Hillsboro Parallel Runway	$ 4,000,000	$ 8,911,000	$ 12,911,000
COIII	Aviation	Dept of Aviation	Aurora ATC Tower	$ 2,695,200	$ 673,800	$ 3,369,000
COIII	Aviation	City of Roseburg	Roseburg Runway Extension	$ 1,200,512	$ 4,684,239	$ 5,884,751
COIII	Aviation	Mercy Flights	Mercy Flights Hangar & Rehabilitation	$ 3,723,763	$ 930,941	$ 4,654,704
COIII	Aviation	City of The Dalles	The Dalles Runway Rehabilitation	$ 3,503,184	$ 2,472,000	$ 5,975,184
COIII	Aviation	City of Madras	Madras NAVAIDS	$ 1,704,624	$ 426,156	$ 2,130,780
COIII	Aviation	Malin	Malin Runway and Taxiway Paving	$ 400,000	$ 100,000	$ 500,000
COIII	Aviation	City of Ontario	Ontation Runway and Taxiway Rehabilitation	$ 3,566,377	$ 891,594	$ 4,457,971
COIII	Aviation	Baker City	Baker City Taxiway and Hangar	$ 1,149,195	$ 287,299	$ 1,436,494
COIII	Marine	Port of Portland	Portland Dredge Upgrades	$ 5,000,000	$ 10,018,000	$ 15,018,000
COIII	Marine	Port of Portland	Portland T-6 Crane	$ 2,907,408	$ 726,852	$ 3,634,260
COIII	Marine	Port of Siuslaw	Suislaw Wharf Repair	$ 1,500,000	$ 685,440	$ 2,185,440
COIII	Marine	Columbia River Bar Pilots	Columbia River Bar Safety Technology	$ 451,670	$ 112,918	$ 564,588
COIII	Marine	City of Astoria	Astoria 17TH Street Dock Repair	$ 3,804,800	$ 1,012,200	$ 4,817,000
COIII	Marine	The Dalles	Terminal Rehabilitation	$ 2,055,300	$ 1,485,000	$ 3,540,300
COIII	Marine	Port of Morrow	Morrow T-3 Improvements	$ 1,367,072	$ 341,768	$ 1,708,840

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
COIII	Marine	Tidewater Terminal Co.	Umatilla Petro Terminal	$ 1,305,800	$ 326,450	$ 1,632,250
COIII	Rail	Union Pacific RR	UP Barnes Yard Bypass	$ 5,070,186	$ 1,690,062	$ 6,760,248
COIII	Rail	Port of Portland	Portland T-4 Rail Upgrade	$ 1,047,083	$ 261,771	$ 1,308,854
COIII	Rail	Portland & Western RR	PWR Columbia River	$ 4,769,592	$ 1,589,864	$ 6,359,456
COIII	Rail	Teevin Bros. Land & Timber Co. LLC	Teevin Rail to Barge	$ 3,680,533	$ 1,059,996	$ 4,740,529
COIII	Rail	Portland & Western RR	PWR Banks Connection	$ 2,381,785	$ 700,000	$ 3,081,785
COIII	Rail	Albany & Eastern RR	AER Lebanon Main Line	$ 2,593,947	$ 648,487	$ 3,242,434
COIII	Rail	Albany & Eastern RR	AER Sweet Home Rehabilitation	$ 2,675,489	$ 668,872	$ 3,344,361
COIII	Rail	Willamette Valley RR	WVR Pudding River	$ 640,000	$ 160,000	$ 800,000
COIII	Rail	Union Pacific RR	UP Albany Control	$ 5,190,024	$ 1,297,506	$ 6,487,530
COIII	Rail	Port of Coos Bay	Coos Bay RR Rehabilitation	$ 7,799,976	$ 1,949,994	$ 9,749,970
COIII	Rail	Cross Creek Trucking	CCT Rail Hub	$ 361,512	$ 320,000	$ 681,512
COIII	Rail	Prineville Railway	Prineville Depot	$ 2,124,808	$ 1,092,682	$ 3,217,490
COIII	Rail	Gilliam County	Shutler Rail Siding	$ 624,800	$ 156,200	$ 781,000
COIII	Rail	Wyoming Colorado RR	Malheur JCT Wye Upgrade	$ 27,100	$ 6,775	$ 33,875
COIII	Rail	Wallowa Union Rail Authority	WURA Multimodal Hub	$ 1,000,000	$ 250,000	$ 1,250,000
COIII	Rail	pc Energy LLC	PC ENERGY Rail Siding	$ 434,700	$ 2,047,875	$ 2,482,575
COIII	Transit	Portland Redevelopment Commission	Portland Street Car	$ 1,958,651	$ 2,042,663	$ 4,001,314

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
COIII	Transit	Wilsonville Transit SMART	Wilsonville Operations Center	$ 2,000,000	$ 7,411,750	$ 9,411,750
COIII	Transit	Salem Transit District	Rickreall Park & Ride	$ 243,200	$ 60,800	$ 304,000
COIII	Transit	Rogue Valley Transit District	RVTD CNG Fueling	$ 726,870	$ 774,942	$ 1,501,812
COIII	Transit	Central Oregon Intergov. Council & Redmond	COIC Operations Facilitiy	$ 2,596,700	$ 922,720	$ 3,519,420
COIII	Transit	Confederated Tribes of the Umatilla	Umatilla Transit Center	$ 1,561,022	$ 390,255	$ 1,951,277
			CONNECT OREGON III TOTAL	$ 94,092,883	$ 131,864,712	$ 225,957,595
The following project was withdrawn by the Applicant after OTC approval of the *Connect* Oregon III funding list.						
COIII	Transit	Sunset Empire Transportation District	SETD South County	$ -	$ -	$ 3,807,500

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
CONNECT OREGON IV						
COIV	Aviation	Port of Portland	Air Trans Center Taxilane-Ph 3	$ 3,500,000.00	$ 14,800,000.00	$ 18,300,000.00
COIV	Aviation	Port of Tillamook Bay	Runway 13-31 Rehabilitation	$ 163,296.00	$ 3,102,618.00	$ 3,265,914.00
COIV	Aviation	Union County	Runway 12-30 Overlay	$ 299,200.00	$ 5,692,900.00	$ 5,992,100.00
COIV	Aviation	Jackson County/Rogue Valley Intl-Medford	Main Runway 14-32 Rehabilitation	$ 521,052.00	$ 9,900,000.00	$ 10,421,052.00
COIV	Aviation	City of Bend/Bend Aviation	Taxiway A	$ 192,220.00	$ 3,425,000.00	$ 3,617,220.00
COIV	Aviation	City of Newport	Runway 16/34 Rehabilitation	$ 448,500.00	$ 8,521,500.00	$ 8,970,000.00
COIV	Aviation	City of Redmond	GA Ramp/Taxiway A Recon/Taxiway C Extension	$ 350,000.00	$ 8,150,000.00	$ 8,500,000.00
COIV	Aviation	City of Eugene/Eugene Airport	South Ramp Reconstruction	$ 451,111.20	$ 300,740.80	$ 751,852.00
COIV	Aviation	City of Creswell Airport	Super AWOS Improvements	$ 160,000.00	$ 188,744.00	$ 348,744.00
COIV	Aviation	City of Baker City	Baker City Airport Taxiway A	$ 45,000.00	$ 838,105.00	$ 883,105.00
COIV	Aviation	Grant County	Runway 9/27 Rehabilitation	$ 800,000.00	$ 1,200,000.00	$ 2,000,000.00
COIV	Aviation	Lake County	Commercial Infrastructure Development	$ 526,980.00	$ 131,745.00	$ 658,725.00
COIV	Aviation	Coos County Airport District	Hangar Demo/Hangar Construction "SW OR Critical Links to Air Transportation"	$ 2,392,811.00	$ 1,664,259.00	$ 4,057,070.00
COIV	Aviation	City of Malin	Malin Municipal Airport Fueling Project	$ 192,000.00	$ 48,000.00	$ 240,000.00
COIV	Aviation	City of Prineville	Prineville Airport AWOS	$ 110,000.00	$ 185,000.00	$ 295,000.00
COIV	Aviation	Sisters Runway Inc	Sisters Eagle Airport Improvement Project	$ 599,710.00	$ 149,928.00	$ 749,638.00
COIV	Marine	Teevin Bros Land & Timber Co., LLC	T-Pier	$ 2,818,155.20	$ 704,538.80	$ 3,522,694.00

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
COIV	Marine	Port of Garibaldi	Commercial Avenue Wharf Reconstruction	$ 1,608,300.00	$ 2,515,547.00	$ 4,123,847.00
COIV	Marine	Port of Portland	Terminal 6 Wharf Optimization	$ 1,200,000.00	$ 300,000.00	$ 1,500,000.00
COIV	Marine	Port of Astoria	Pier 2 Upgrade	$ 1,000,000.00	$ 250,000.00	$ 1,250,000.00
COIV	Marine	Port of Portland	T6 Berth 601 Auto Import Expansion	$ 2,240,000.00	$ 560,000.00	$ 2,800,000.00
COIV	Marine	Port of Newport	Terminal Renovation	$ 483,600.00	$ 120,900.00	$ 604,500.00
COIV	Marine	Port of Umatilla	Multi-Modal Marine Freight Transfer Facility	$ 1,627,440.00	$ 4,777,810.00	$ 6,405,250.00
COIV	Marine	Tidewater Terminal Company	Umatilla Terminal Expansion	$ 325,000.00	$ 605,201.30	$ 930,201.30
COIV	Rail	Central Oregon & Pacific Railroad	Rail Infrastructure Improvement	$ 4,560,000.00	$ 1,140,000.00	$ 5,700,000.00
COIV	Rail	Tarr Acquisition LLC	Tarr Intermodal Liquid Bulk Facility	$ 1,040,000.00	$ 1,272,498.00	$ 2,312,498.00
COIV	Rail	LRY LLC (dba Lake Railway)	L.C. RR Rail Relay Phase I	$ 742,070.00	$ 185,518.00	$ 927,588.00
COIV	Rail	Union Pacific Railroad Company	Bridge Replacement (MP 662.00)	$ 4,000,000.00	$ 12,400,000.00	$ 16,400,000.00
COIV	Rail	Mt Hood Railroad	Mt Hood RR Bridges Fortification	$ 247,313.62	$ 61,828.40	$ 309,142.02
COIV	Rail	Wilco Winfield LLC	Wheat Loading Siding Extension	$ 131,858.39	$ 44,046.61	$ 175,905.00
COIV	Rail	Port of Morrow	Port of Morrow Track Development	$ 850,000.00	$ 2,686,000.00	$ 3,536,000.00
COIV	Rail	City of Madras	Madras-BNSF Rail Improvement Project	$ 619,020.00	$ 616,880.00	$ 1,235,900.00
COIV	Rail	Portland & Western Railroad, Inc.	Portland & Western Rainier Siding Extension	$ 427,332.00	$ 106,833.00	$ 534,165.00
COIV	Rail	Oregon Eastern Railroad	Malheur Jct. Wye Project #2	$ 53,564.00	$ 13,391.00	$ 66,955.00
COIV	Transit	Ride Connection	Resource & Operations Center	$ 2,750,000.00	$ 2,572,092.00	$ 5,322,092.00

Appendix 2
Connect Oregon Approved Projects

CO Program	Mode	Project Applicant	Project Name	*ConnectOregon Award*	Total Leveraged Funds	Total Project Cost
COIV	Transit	Rogue Valley Transportation District	Radio System Replacement & Upgrade	$ 148,400.00	$ 594,468.00	$ 742,868.00
COIV	Transit	Yamhill County	Yamhill County Intermodal Transit Center	$ 1,162,400.00	$ 640,000.00	$ 1,802,400.00
COIV	Transit	Mid-Columbia Council of Governments	The Dalles Transit Center	$ 750,000.00	$ 187,500.00	$ 937,500.00
			CONNECT OREGON IV TOTAL	$ 39,536,333.41	$ 90,653,591.91	$ 130,189,925.32

GRAND TOTAL	**$ 330,896,195.24**	**$ 443,197,339.62**	**$ 774,093,534.86**

Appendix 3
Completed *Connect*Oregon Project Survey Summary

Appendix 3
Completed *Connect* Oregon Project Survey Summary

Recipient Name	Project Name	Program	Jobs Reported in Application	Jobs Retained/ Created Upon Completion	Cost Reductions	Economic Benefits	Efficiency/Utilization	Challenges	Notes
Completed Surveys									
City of Baker City	Airport Taxiway and T-Hangar Access Improvements	CO III	20	0	N/A	Increase in fuel sales	5% increase in jet traffic	Private investment has not yet occurred.	Recession negatively impacted post project development.
City of Bend Municipal Airport	Bend Municipal Airport Improvements	CO I	0	0	None	Business attraction	Improved safety zones	Weather delays, construction obstacles, funding delays	
City of Eugene - Airport	Air Cargo Facilities Improvements	CO I	0	20	N/A	Passenger air service retained and air cargo has increased slightly.	1.9% increase in air cargo from July 2009 through 2012.	None	
City of Madras	Heavy Aircraft and Engine Maintenance Facility	CO II	30	30	Butler reduced transportation costs via reduced travel distance.	Increase in Butler operations to Madras.	60 additional heavy aircraft operations at the airport.	Project cost increased due to addition of fire suppression system. This also added to project timeline.	30 jobs retained/created is a redundant to both Madras airport projects.
City of Madras	Airport NAVAIDS	CO III	12	30	Butler reduced transportation costs via reduced travel distance.	Increase Butler and Airlink access through improved safety.	Allows aircraft to utilize airport at night and in low visibility conditions. 25 additional operations per month as a result of this project.	None	30 jobs retained/created is a redundant to both Madras airport projects.
City of Redmond	Roberts Field Terminal Expansion	CO I	N/R	N/R	None	Increase in concessions including rental cars and gift shop. Also, energy cost savings realized as a result of installation of solar panels.	Improved commercial airline space and baggage handling and screening system.	Warranty items slow to be repaired.	
City of Vale	Miller Memorial Airport	CO II	0	N/R	Local businesses no longer need to fly to Ontario to access Vale.	Local business have improved and increased use of airport: crop dusters, Jamieson Produce, Producers Livestock, Paulsen Environmental, Beef Northwest, etc.	Improved safety for aircraft operations and maintenance ability for airport sponsor.	Runway closure time necessary for construction.	
Coos County Airport District	Air Traffic Control Tower-Southwest Oregon Regional	CO II	4	4	N/A	Increased air traffic and tourism dollars.	Increased aircraft operations and reduced safety incidents.	Unknown	
Grant County	Runway upgrades	CO I	0	0	N/A	1 new business to relocate to airport	Increase in landing to over 500 annually	FAA timelines	
Grant County	Airport Terminal Building	CO II	9	8	N/A	1 new business to relocate to airport	None	Construction complications.	
Mercy Flights, Inc.	Construct Hangar and Operations Building	CO III	67	75	30% in helicopter volume lead to decrease costs to businesses for services.	Retention of work force with specialized skills.	Emergency flights increased 30%.	Maintaining service throughout construction.	
Port of Portland	PDX North Runway Extension	CO II	see note	see note	Reduced taxi distance for Delta airlines; thus, reducing costs. Local shippers also benefit from the ability of having direct-connection cargo service to multiple markets.	Having two runways that support wide-body, long-haul freighter aircraft allows international cargo airlines to confidentially plan future operations without fear of runway closures. Meaning, local shippers have ability to reduce transit time and costs with consistent connections to their markets.	Reduced ongoing maintenance costs; reduced taxiing times; flexibility for FAA air traffic and ground controllers to stage and sequence arrivals and departures from/to either runway; limited closures due to pavement maintenance activities	Design team overlooked drainage and electrical features in first design; Paving materials and airfield escort services underestimated.	Jobs were not listed or calculated after project completion. Total project focused on overall loss to economy if international service was not retained.

N/A = Not Applicable; N/R = Not Recorded

Appendix 3
Completed *Connect* Oregon Project Survey Summary

Recipient Name	Project Name	Program	Jobs Reported in Application	Jobs Retained/ Created Upon Completion	Cost Reductions	Economic Benefits	Efficiency/Utilization	Challenges	Notes
Rogue Valley International-Medford Airport	Multi-modal Airport Improvement	CO I	180	326	Increases in landing fees less than the rate of inflation. Terminal fees decreased.	Increase of 94% for cab companies serving airport.	Ground transportation providers can now be monitored for licensing and insurance.	None	
Rogue Valley International-Medford Airport	Medford-Multi-Modal Express Air Cargo Expansion	CO II	0	85	Relocation of aircraft for loading and unloading has been eliminated.	A secured courier has relocated into the new freight terminal.	Freight location reduces conflict with cargo, passenger, and general aviation activities.	Original co-applicant not able to provide match. Airport supplanted co-applicant funding.	
Coos County Airport District	Runway, Apron & Air Freight Facilities	CO I	19	19	Reduced vehicle miles by allowing seafood distributors transportation alternative to trucks.	Airport realized increased air cargo tonnage as well as new air passenger service.	Airline passengers have increased.	Timeline delay due to cost issues and 1200c permit.	
City of The Dalles	Marine Terminal Rehabilitation	CO III	75	45	Cruise lines found savings in busing as ships can now dock closer to town.	Cruise ships have purchased services from the city. Discovery center has increased visitation.	Cruise trips have reduced bus travel time by over 1 hour.	Army Corps of Engineers permit delay.	
Port of Morrow	East Beach Multi-Modal Freight Transload Facility	CO I	N/R	6	N/A	Cascade Specialties now leases 140,000 sq. ft. of transload space from the port.	Cascade Specialties now stores 9.5 million pounds of dehydrated onions at the facility.	None	
Port of Morrow	Terminal 3 Transportation Improvements	CO I	N/R	N/R	N/A	Increased usability of terminal facility and allows Tidewater Terminal Company to increase shipping capacity.	Increased capacity of Port's marine container terminal.	Coordinating in-water work with Army Corps of Engineers.	
Port of Portland	Container Terminal Post-Panamax Crane	CO I	50	100	Project saved costs associated with additional labor required without addition of new crane as well as costs associated with additional moves necessary for older cranes to perform all necessary functions.	Additional service is offered by shipping companies in addition to new service to Japan.	In 2007 gross crane production was 25.8 moves per hour and net crane production was 27.5 moves per hour. After the additional crane from the project was put in service in 2008 production increased to 26.6 moves per hour and net crane production of 28.5 moves per hour.	Warranty work was performed to meet Oregon specifications.	Project was under budget by $398,958 and funds were returned to the state.
Port of Portland	Terminal 4 Pipeline Infrastructure	CO II	118	118	International Raw Material (IRM) will ultimately be the primary beneficiary of the project; however, they are still in permitting process of pipe installation.	None listed	Until IRM pipe in complete, utilization and efficiencies will not be realized.	None	Jobs associated with proposed Renewable Energy Center were not realized. The Center did not materialize due to poor economy and changes in bio-fuel energy credits.
Port of St. Helens	Port Westward Industrial Intermodal Rail	CO I	122	124	Columbia Pacific Bio-Refinery requires rail to exist.	Columbia Pacific Bio-Refinery requires rail to exist. Additional rail has also encouraged additional inquires for the site. Lease option is in place for Kinder Morgan to locate at the site and utilize rail.	Addition or replacement of track, switches, and crossings has allowed the site to handle unit train capacity.	Delay due to requirements from Army Corps of Engineers for additional levee work.	

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Appendix 3
Completed *Connect* Oregon Project Survey Summary

Recipient Name	Project Name	Program	Jobs Reported in Application	Jobs Retained/ Created Upon Completion	Cost Reductions	Economic Benefits	Efficiency/Utilization	Challenges	Notes
Port of Umatilla	Upland Distribution Center	CO I	N/R	17	Barge costs to Portland is $400 as compared to trucking cost of $994.50.	None listed	Old crane performed 20 moves per hour and speed was often decreased by high winds. New crane that was installed as part of an overall project now performs 30 moves an hour with no wind slowdown up to to 50 mph.	none	
Teevin Bros Land & Timber Co, LLC	Terminal Mooring Dolphin Addition	CO I	5	18	Reduced transportation costs to Oregon businesses by providing closer marine shipping options.	Provided access to Hawaii market for Oregon lumber and steel mills as a result of Suase Brother moving to Oregon due to this project.	Prior to project - no tonnage shipped from Oregon to Hawaii. After project - 119,000 tons annually.	In-water time restrictions.	
Tidewater Terminal Company	Umatilla Petroleum Terminal	CO III	0	0	Petroleum and fertilizer truck loading times improved leading to reduced costs due to time savings.	Truck loading time decreased by 40%	Storage tank has allowed faster turn time for barge transfers creating added efficiency for terminal and barge operations. Truck loading time decreased by 40%	Keeping terminal operational during construction.	
Central Oregon & Pacific Railroad	Winchester Freight Rail Yard	CO I	1958	0	Increasing yard capacity has allowed local businesses to take advantage of forward staging of cars to ship products quickly.	Additional track allows storage of whole train vs. cut cars at various tacks saving money in transport costs for local businesses.	Dwell time has decreased. Cars now are required to travel less distance and are more available for intermodal exchange. Also, Roseburg Police report a 60% reduction in response time due to reduction in train wait time blocking intersections.	Concerns by Oregon with Coos Bay Rail line closure delayed project and caused scope to be reduced.	Economic recession created loss of annual rail carloads and thus lead to the need to reduce staff at CORP.
City of Lebanon	Lebanon Reload Facility	CO I	0	0	Albany and Eastern using as staging area for construction project.	None	Facility allows for more efficient use of rail operations for Albany and Eastern Railroad.	Discovery of wetlands during construction resulting in additional costs.	
City of Prineville	Freight Depot Economic Redevelopment	CO I	62	245	Malheur Lumber in John Day uses depot for shipping to eastern locations. Markets that would not be obtainable but for rail access.	Connect I and II projects attracted and permitted the location of Envirotech Services to the Freight Depot.	Prineville railway handled 158 annual carloads in 2011 accounting for 17.5 of the city's freight volume.	none	
City of Prineville	Prineville Railroad / Freight Depot	CO II	145	245	See Prineville Freight Depot Economic Development.	See Prineville Freight Depot Economic Development.	See Prineville Freight Depot Economic Development.	See Prineville Freight Depot Economic Development.	
Cross Creek Trucking, Inc.	CCT Rail Hub	CO III	2	4	Product shipped directly to Medford by rail as opposed to the previous method of utilizing trucks at a greater cost.	Project has allowed Cross Creek Trucking to diversify product offered.	Project has provided additional rail access to local benefits where once none existed.	Minor timeline extension due to weather issues.	

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Appendix 3
Completed *Connect* Oregon Project Survey Summary

Recipient Name	Project Name	Program	Jobs Reported in Application	Jobs Retained/ Created Upon Completion	Cost Reductions	Economic Benefits	Efficiency/Utilization	Challenges	Notes
Gilliam County	Shutler Rail Siding	CO III	8	0	Site has provided staging and storage of rail cars for Oregon Waste Systems.	Expanded spur has allowed Morgan Industrial to continue to utilize site.	Reduction in switching time and storage of rail cars by Waste Management are gains.	Change in staff hindered marketing of industrial park. ODOT permitted wind energy components to be shipped to construction sites via Port of Pasco on trucks over I-82 and I-84.	Wind industry tax credit uncertainty prevented job creation. Additionally, poor economic conditions have slowed development in the wind turbine industry.
Lake County	Lakeview Branch Improvement	CO II	N/R	200 retained	N/A	Local businesses were able to retain and expand business due to cost savings.	Rail safety and reliability retained an important local business.	Rail lease to original applicant was terminated shortly after grant application submission. Lake County completed project as rail owner.	
Mt. Hood Railroad Company	Repair Flood Damaged Track	CO II	N/R	N/R	Restored service to users.	Continued service has injected $600,000 in direct payroll into the region from freight and tourism service.	N/a - retained service.	None	
PC Energy LLC	Recondition Rail Siding for Access to Biodiesel Facility	CO III	5	6	Eastern Oregon petroleum jobbers no longer need to travel to Portland for fuel.	PC Energy has improved profits as well as been able to supply lower cost fuel to Eastern Oregon consumers. Additionally, the siding has been used for onion shipping that was not anticipated.	15 million gallons of fuel was sold through terminal that would have been delivered to the site via truck if not for the CO project.	None	
Port of Morrow	Morrow Multimodal Rail Logistics Center	CO II	320	174	N/A	One new business opened as a result of this project	4,550 container moves were added in the first year. Also allows for increased efficiency of UP mainline by allowing for rail siding.	Construction delays. Difficulty coordinating activities with UP/	
Port of Portland	Ramsey Rail Yard Improvements	CO I	650	650	Reduced cost of unit trains from Columbia Grain (CGI) to Portland Bulk Terminals (PBT) were realized.	Adjacent rail users all have faster rail service. Archer Daniels Midland also relocated its sweetener facility near the rail yard.	Both UP Railroad and BNSF are able to service customers along this corridor with additional capacity and better service times. Project also provides congestion relief in other nearby rail yards.	Communication with adjacent users, railroads and other stakeholders was a significant challenge.	economy has not permitted for additional jobs.
Port of Portland	South Rivergate Yard Expansion	CO II	85	85	Reduced costs of unit trains to Columbia Grain was realized.	Adjacent rail users all have faster rail service. Archer Daniels Midland also relocated its sweetener facility near the rail yard.	Both UP Railroad and BNSF are able to service customers along this corridor with additional capacity and better service times. Project also provides congestion relief in other nearby rail yards.	Communication with adjacent users, railroads and other stakeholders was a significant challenge.	economy has not permitted for additional jobs.
Port of Portland	T-4 Rail Upgrade	CO III	181	181	Kinder Morgan, the primary user, benefits from high speeds and weight capabilities, in turn reducing freight delivery costs.	Improved track speed and weight bearing capacity.	Improved track speed and weight bearing capacity.	Cost increased and schedule extended due to modification to ballast recycling plan.	

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Appendix 3
Completed *Connect* Oregon Project Survey Summary

Recipient Name	Project Name	Program	Jobs Reported in Application	Jobs Retained/ Created Upon Completion	Cost Reductions	Economic Benefits	Efficiency/Utilization	Challenges	Notes
Port of St. Helens	Port Westward Railroad System Wye	CO II	197	N/R	Columbia Pacific Bio-Refinery requires rail to exist.	Columbia Pacific Bio-Refinery requires rail to exist. Additional rail has also encouraged additional inquires for the site. Lease option is in place for Kinder Morgan to locate at the site and utilize rail.	Addition or replacement of track, switches, and crossings has allowed the site to handle unit train capacity..	Additional costs and two month delay due to weather, additional on-site utility relocation, water main and drainage issues. The rail user paid the additional costs.	This is a compliment project to project # 23502. 122 estimated jobs are redundant.
Portland and Western Railroad, Inc.	Columbia River Rail Corridor Improvement	CO II	2400	0	Project allowed customers to divert truck traffic to rail.	Reduced transit time and heavier load capacity has allowed for growth and diversification of commodities moved by the customers on the rail corridor.	Track speeds have increased from 10 mph to 25 mph and weight capacity has increased to 286,000 lb.	none	The recession and closing of a local ethanol plant have created a situation where verifiable job creation is impossible to determine.
Teevin Bros Land & Timber Co, LLC	Rail-to-Barge Facility	CO III	10	45	N/A	The many businesses doing businesses with Teevin either grew of did not contract because of the upgrades. Also, additional outside markets were made available to these businesses.	Increases in quantity and TEUs shipped.	None	
Union Pacific Railroad	Improvements to Hinkle Yard	CO I	0	0	N/A	Customer satisfaction scores have improved.	Time to process trains thru Hinkle has decreased from 4.2 hours in 2007 to 2.7 hours in 2011.	None	
Willamette Valley Railroad Company	Upgrade Track - Stayton & Woodburn to Class 1	CO I	1	1	N/A	Rail service is still provided.	Improved travel time from Woodburn to Stayton.	Contractor issues	
City of Portland	Portland Street Car Lowell Extension	CO I	5	5	Ridership increased 36% between 2007 and 2009.	Parking rations in new residential district have declined from 1.5 spaces per unit to .97 spaces per unit.	Parking ratios and ridership increases.	None	
City of Sandy	Transit Operation Facility	CO I	6	28	Increased ridership has reduced single occupant vehicle travel on US26 and OR 211.	Savings realized from reduced on-site vehicle movement and vehicle cleaning. Cooperative housing of adjacent Mountain Express has provided efficiencies in services. Local business transit tax has increased 13% since project award.	Ridership has increased 47% from 2005 to 2012.	Cost increase as a result of economic climate at the time of construction.	
Community Connection of Northeast Oregon	Multimodal Transit Consolidation & Improvement	CO I	N/R	6.75	Reduced operation expenses for local Greyhound franchise. Project supported the development of the La Grande Arrow, an intercity route serving workforce demands of local employers.	Project has spurred the development of multiple intercity routes that provide access to employers within the entire region.	Expansion into intercity services and preservation of core services.	None	
Salem Area Mass Transit District	Rickreall Park & Ride	CO III	4	N/A	Ridership increased by 24%	Polk County Fairgrounds benefited from additional ridership.	Ridership increased by 24%	ODOT contracting issues and communication issues with Polk County.	
Tillamook County Transportation District	Tillamook Transit & Visitors Center	CO I	0	0	N/A	Farmers' Market attendance has increased 52%.	Transit ridership has increased 25% over the past 4 years.	None	Project implemented during recession.

N/A = Not Applicable; N/R = Not Recorded

Appendix 3
Completed *Connect* Oregon Project Survey Summary

Recipient Name	Project Name	Program	Jobs Reported in Application	Jobs Retained/ Created Upon Completion	Cost Reductions	Economic Benefits	Efficiency/Utilization	Challenges	Notes
No Response									
City of Malin	Airport - Pave Runway and Taxiway	CO III	no reply						
City of Ontario	Ontario Municipal Airport Runway Extension	CO I	no reply						
City of Ontario	Airport Runway/Taxiway Rehabilitation	CO III	no reply						
City of Redmond	North Side Cargo Ramp & Development	CO II	no reply						
City of Salem	Passenger Terminal Expansion	CO II	no reply						
Klamath Falls Airport	Jet Factory Service Center	CO I	no reply						
Morrow County	Lexington Airport Fueling &Terminal Improvements	CO I	no reply						
Oregon International Port of Coos Bay	Southport Barge Slip-N Spit - Redevelopment	CO I	no reply						
Port of Astoria	Pier 2 North Face Upgrade	CO II	no reply						
Albany and Eastern Railroad Co.	Mill City Branch Bridge Rehab and 286k Rail Upgrade	CO II	limited reply						
Albany and Eastern Railroad Co.	Lebanon M-Line Rehabilitation	CO III	limited reply						
BNSF Railway	East St. Johns Siding Extension	CO II	no reply						
BNSF Railway	Astoria Wye	CO II	no reply						
Gilliam County and Columbia Plateau	Shutler Station Industrial Park Rail Siding	CO I	no reply						
Klamath County	Chemult Train Station Welcome Center	CO I	no reply						
Portland and Western Railroad, Inc.	Rail Switching Yard–Tigard	CO I	no reply						
Portland and Western Railroad, Inc.	Seghers Branch 286K Railroad Upgrade	CO I	no reply						
Portland and Western Railroad, Inc.	Willamina Branch 286K pound Rail Upgrade	CO I	no reply						
Union County Economic Development Corp.	Alicel Intermodal Transportation Project	CO II	no reply						
Wyoming Colorado Railroad, Inc.	Malheur Jct Wye Upgrade	CO III	no reply						
Central Oregon Intergovernmental Council	Central Oregon Intermodal Transit Center	CO II	no reply						
Central Oregon Intergovernmental Council	Transportation Maintenance and Operations Facility	CO III	no reply						
City of Bend	Public Transit Operation & Maintenance Center	CO I	no reply						

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Appendix 3
Completed *Connect* Oregon Project Survey Summary

Recipient Name	Project Name	Program	Jobs Reported in Application	Jobs Retained/ Created Upon Completion	Cost Reductions	Economic Benefits	Efficiency/Utilization	Challenges	Notes
Columbia County	Public Transit Facility	CO II	no reply						
Lane Transit District	Pioneer Parkway Bus Rapid Transit	CO I	no reply						
Lane Transit District	Veneta Transit Center - Eugene	CO II	no reply						
TriMet	188th St. Light Rail Stn Reconstruction	CO II	no reply						

N/A = Not Applicable; N/R = Not Recorded

			Group of Fiscal Year	2007-09	2009-11	2011-13 (through 03/19/2013)
Vendor No	Vendor Name	Obj	Group of Appn Symbol	Expenditures	Expenditures	Expenditures
CV20004560	JUSTICE DEPARTMENT	230	010-Maintenance	214,535.88	44,338.8	
			020-Preservation	598,704.12	343,897.61	
			030-Bridge	302,939.03	158,268.24	
			040-Highway Safety	111,108.85	28,272.69	
			050-Safety/Highway Operations	99,776.89	72,923.62	
			060-Modernization	1,102,820.77	243,218.81	
			080-Special Programs	1,802,037.56	1,068,094.02	
			100-Local Government	144,627.45	183,542.49	
	OREGON DEPARTMENT OF JUSTICE	230	010-Maintenance		82,353.47	99,785.44
			020-Preservation		18,793.23	26,533.08
			030-Bridge		246,101.19	1,166,013.14
			040-Highway Safety		41,719.7	
			050-Safety/Highway Operations		61,196.13	173,734.3
			060-Modernization		741,253.26	961,303.36
			080-Special Programs		1,509,443.12	2,078,362.57
			100-Local Government		220,532.3	268,627.17
	Total			4,376,550.55	5,063,948.68	4,774,359.06

2009 Jobs and Transportation Act Project Status Report
February 5, 2013

Project Name	ODOT Region	Project Description	Total Project Cost	Funds provided by HB 2001 (JTA)	Estimated Construction Start Date	Estimated Project Completion Date	Current Status of Project
US Highway 26 at the Glencoe Road Interchange	1	A Memorandum of Understanding (MOU) that prioritizes project elements within the $34 million budget was developed in partnership with Washington County and the City of North Plains. The project will replace the existing two-lane bridge over US 26 with a new structure, widen and lengthen ramps and signalize ramp terminals. The project will also accommodate the City of North Plains trail project by replacing an undersized culvert with a new fish friendly bridge that provides enough clearance for bicyclists and pedestrians to travel under Glencoe Road.	$34,000,000	$32,000,000	2012	2014	The contract was awarded to CP Construction of Oakland, OR, and construction began in July 2012. While the bid for construction was lower than anticipated, it is too early to anticipate the amount of funds that will remain when the project is complete. Once more work has been completed ODOT will review and update the project cost estimate. SB 258 proposes to direct the Oregon Transportation Commission to transfer funds from the Glencoe project following its completion to the Shute Road project.
Interstate 84 at the 257th Avenue Interchange	1	A Memorandum of Understanding (MOU) with the City of Troutdale and the Port of Portland was developed to prioritize project elements and allow the Department to move ahead with immediate interchange improvements including extending and widening the Eastbound off-ramp, adding a lane on North Frontage Road, extending a lane on South Frontage Road and reconfiguring signals and turn-lanes. These improvements will substantially improve interchange operations and safety. The project partners reconvened in March 2011 and agreed to proceed with design of a second set of improvements (consistent with the MOU), which include widening the Marine Drive undercrossing to accomodate two-way traffic and replacing the existing twin bridges over Marine Drive with a single structure. These improvements will improve operations and safety in the interchange area and improve freight access between I-84 and industrial lands to the north.	$29,100,000	Orginal Allocation: $24,000,000 Revised Allocation: $27,000,000*	Interchange Improvements: Under Construction (2011); Marine Drive: 2014	Interchange Improvements Completed: 2012; Marine Drive: 2015	Construction of the interchange improvements were complete in June 2012. The Port of Portland estimates that between $5 million - $9 million of additional funding would be needed for local improvements that will address industrial access roads north of the interchange. In October 2012, $3 million was transferred to this project from the JTA Project: Interstate 5 at the Interstate 205 Interchange. State system improvements have been funded.
State Highway 212: Sunrise Corridor, Phase I, Units 1, 2 and 3	1	The Sunrise Corridor Project will provide a new road from the Milwaukie Express Way to 122nd Avenue at OR 212/224. This new facility, along with supporting local system improvements, will improve access and mobility along this critical industrial corridor.	$130,000,000	$100,000,000	2013	2015	Design and right-of-way acquisition for the new road has begun and will proceed through 2012. Targeted outreach and one-on-one meetings continue through the end of the year. The JTA mainline connection from I-205 to Hwy 212 at 122nd Ave. is expected to be completed with available funds.Two priority local system improvements that provide improved connectivity to the Lawnfield Industrial District are estimated to cost an additional $25 million. Previous attempts to seek additional funding through federal Department of Defense and the TIGER grant process have been unsuccessful to date.
US Highway 26 at the Shute Road Interchange, Phase I	1	Region 1, in partnership with the City of Hillsboro and Washington County, developed a Memorandum of Understanding (MOU) that identifies priority interchange elements including constructing a new loop ramp, reconfiguring signals and extending turn-lanes for better interchange operations. ODOT is moving ahead with design and construction of these elements. Hillsboro, Washington County and ODOT are also conducting a public process to identify and prioritize the remaining safety and operational improvements needed to better serve industrial lands and the long-term function of the US 26: Shute Road Interchange.	$47,947,000	Original Allocation: $45,000,000 Revised Allocation $47,947,000*	2013	2015	Priority interchange components are being designed and are expected to go to construction in fall 2013. In October 2012, $2.947 million was transferred from the JTA Project: US Highway 26: 185th Avenue to Cornell Road to fund local system improvements to provide access to the industrial area. State system improvements have been funded. SB 258 proposes to direct the Oregon Transportation Commission to transfer funds from the Glencoe project following its completion to the Shute Road project.
Interstate 5 at the Interstate 205 Interchange	1	The project will construct a northbound auxiliary lane from the Elligsen Road interchange to the I-5/ I-205 interchange.	$8,000,000	Original Allocation: $11,000,000 Revised Allocation: $8,000,000*	Under Construction (2011)	2012	Construction on this project is complete. In October 2012, $3 million was transferred to the JTA project: Interstate 84 at 257th Avenue interchange project.
US Highway 26: 185th Avenue to Cornell Road	1	This modernization project will add an additional travel lane in both directions on US 26 (Sunset Highway) from NW 185th Avenue to Cornell Road. When complete, there will be three travel lanes in each direction from downtown Portland to NW 185th Avenue. The project also includes widening the shoulders, extending ramps, adding cable barrier in the center median and upgrading signs.	$17,052,313	Original Allocation: $20,000,000 Revised Allocation: $17,052,313*	Under Construction (2010)	September 2013	Construction work on the widening project wrapped up in September 2012. Several small contracts for wrap up work, including landscaping and the installation of variable message signs, are still being performed. In October 2012, $2.947 million was transferred to the JTA project: US Highway 26 at the Shute Road Interchange project.
Interstate 205 and State Highway 213 at the Washington Street Interchange	1	This Oregon City project will build a new OR 213 undercrossing just southeast of the railroad, which will improve local connections and eliminate the need for left-turn movements to and from OR 213. The proposed project will make safety and operational improvements to the interchange by improving the intersection of OR 213 at Washington Street and by maintaining efficient bicycle and pedestrian connectivity.	$22,000,000	$22,000,000	2011	December 2012	Installation of the new OR 213 bridge took place in March 2012. Use of a rapid bridge construction process enabled the contractor to keep all OR 213 travel lanes open in the daytime during all but the four days of the nearly two-year construction project. On October 24, 2012, Oregon City and ODOT, along with elected officials, celebrated the opening of the new Jughandle configuration. Construction is estimated to be complete by the end of 2012. Oregon City invested $1.6 million for local improvements.
Interstate 84 at the Hood River Interchange	1	The project includes replacing an existing bridge with a longer bridge to improve sight distance at the end of the ramp at Exit 64 on Interstate 84 and allow for additional lanes on the roadway under the structure. It includes associated ramp improvements, such as realigning the eastbound on-ramp to align with the off-ramp and the associated intersection improvements. The clearance under the new bridge structure will provide additional height clearance to accommodate oversized freight loads.	$14,303,000	$10,000,000	2010	2012	Crews have replaced the freeway bridge in both directions, widened adjacent roadways, added bicycle/ pedestrian facilities, replaced a pump station to handle localized flooding, and installed traffic signals at the interchange ramps and the Marina Way intersections with Button Bridge Road. The project was completed in June 2012.

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Project Name	ODOT Region	Project Description	Total Project Cost	Funds provided by HB 2001 (JTA)	Estimated Construction Start Date	Estimated Project Completion Date	Current Status of Project
State Highway 43 at the Sellwood Bridge Interchange	1	This Multnomah County project will replace the interchange of OR 43 and the Sellwood Bridge as part of the Sellwood Bridge Replacement project. The interchange elements of the project include signalized crosswalks and bicyclist and pedestrian improvements.	$307,500,000	$30,000,000	2011	2016	The Sellwood Bridge project, managed by Multnomah County, will replace an 85-year old Willamette River crossing with a new, seismically-sound structure that offers upgraded facilities for all users. The NEPA process is finished and the project received federal approval for the preferred alternative, which includes a steel deck arch bridge type. Construction is underway. In December 2012, Multnomah County and the contractor participated in a Guaranteed Maximum Price negotiation meeting reaching an agreement for the final price of bridge replacement. During the week of January 17-23, 2013, the Sellwood Bridge was moved to its temporary detour alignment and crews started work on the new bridge.
State Highway 6 at US Highway 101	2	The project will make improvements to the intersection of US101 and OR 6 at the north end of the couplet in Tillamook. A National Environmental Policy Act (NEPA) study will document the benefits and impacts of each design alternative to the community. A build alternative will be the final product of the NEPA study, identifying a specific solution. Funding is available to complete the NEPA study and construct the selected solution. When complete, the project will improve safety and mobility through downtown Tillamook.	$28,000,000	$27,000,000	2015	2017	The alternatives analysis and environmental study phase of the project is essentially complete, pending final approval from FHWA. A consultant has been selected to prepare design documents. Work will begin in April or May, as soon as the contract is finalized. Preliminary cost estimates indicate available funding is sufficient to construct the project.
State Highway 99W: Newberg and Dundee Bypass, Phase I	2	The project will construct a rural highway from OR 219 in Newberg to OR 99W southwest of Dundee. A National Environmental Policy Act (NEPA) currently underway will identify the specific build alternative. The project will improve safety and freight mobility and significantly reduce congestion.	$248,321,000	$192,000,000	2013	2017	A major milestone was reached when the federal government signed the Record of Decision (ROD) for the Tier 2 Final Environmental Impact Statement (FEIS) issued by the Federal Highway Administration on June 6. Receiving the ROD signals the end of the Tier 2 Environmental Impact Statement Process (NEPA), and is the official federal approval that allows the project to move into final design and construction. Right-of-way acquisition within the bypass corridor has begun and much of the right-of-way for Phase 1 has been acquired. Design work for Phase 1 is well underway. The first construction contract, for embankment construction to initiate settlement, will begin in the spring of 2013. Follow up contracts will be issued in 2014 and 2015.
Interstate 5 at the State Highway 214 Interchange	2	The project will replace an existing interchange with a wider overcrossing and will widen OR 214 east of I-5. It will also improve freight mobility and facilitate development of industrial lands, significantly reducing congestion on I-5 and around the interchange and improve safety. This project will also add a transit facility to improve traffic flow and safety and promote economic development in Woodburn and the surrounding area.	$79,234,468	$43,000,000	2013	2016	The design phase and acquisition of right of way is in process. A federal TIGER grant for $5.4 million was requested but not awarded. A $3,340,878 Interstate Maintenance Discretionary Grant was awarded to this project on July 30 from the US Department of Transportation. The Federal Highway Administration has required that this project be formally combined with KN15379 (OR214 @ Evergreen Road Transit Facility) for National Environmental Policy Act (NEPA) compliance. The two projects are being developed separately but will likely be combined at construction. The current cost estimate includes the cost of both projects. The cost increased by $2.2 million due to an update of projected right-of-way costs. SB 258 proposes to transfer $10 million from the Beltline project to the Woodburn Interchange project.
Interstate 5 at Beltline Highway, Units 3, 4, 5, 6 and 7	2	JTA funding has allowed combining the five listed units into two projects. Both will improve safety, freight mobility and significantly reduce congestion at the interchange. The first project will include realigned connections from I-5 southbound to Beltline westbound, I-5 southbound to Beltline eastbound and westbound Beltline to southbound I-5. The project also includes replacing the Beltline Bridge over I-5.	$30,000,000	$70,000,000	2013	2014	During the design phase, an adjustment to the alignment of southbound I-5 to westbound Beltline ramp resulted in the elimination of two structures from the project. This resulted in a decrease in the estimated cost. Some of the savings from this will be used to fund Unit 4. Fill can be used in place of one structure and a new take-off point eliminated the need for the other. A prestressed beam structure with a concrete deck has been selected as the structural type for the new Beltline bridge over I-5. The extension of the bicycle/pedestrian path along the west side of I-5 continues to be worked. Bids for the project were opened on January 17. SB 258 proposes to transfer $10 million from the Beltline project to the Woodburn Interchange project.
Interstate 5 at Beltline Highway, Units 3, 4, 5, 6 and 7	2	JTA funding has allowed combining the five listed units into two projects. Both will improve safety, freight mobility and significantly reduce congestion at the interchange. The second project will include adding an auxiliary lane eastbound on Beltline from Coburg Road to the southbound I-5 on-ramp, an auxiliary lane on I-5 southbound from the Beltline to I-105, and a realigned ramp from Beltline eastbound to I-5 northbound. The project will construct sound and privacy walls along the south side of Beltline (east of Coburg Road) and along the west side of I-5 from the Harlow Road overpass to the I-105 interchange. The existing bicycle/pedestrian path on the west side of I-5 will be extended to the north side of the Beltline Interchange. The Harlow Bridge over I-5 will be replaced.	$40,000,000	$10,000,000	2015	2016	The design phase for this phase of the overall project began in the fall 2011. Survey and base map data is being collected. Local neighborhood organizations have requested and received frequent updates and reassurances that sound and privacy walls are included in the project scope and budget. The Design Acceptance Phase, which establishes the overall footprint of the project, is expected to be completed in late spring 2013.
	Total HB 2001 allocation for I-5 at Beltline project			$80,000,000			

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Project Name	ODOT Region	Project Description	Total Project Cost	Funds provided by HB 2001 (JTA)	Estimated Construction Start Date	Estimated Project Completion Date	Current Status of Project
Beltline Highway at Delta Highway	2	The project will identify and install Intelligent Transportation Systems at and near the OR 569 and Delta Highway interchange, improving safety and travel time through the corridor.	$2,000,000	$2,000,000	2012	2013	Analyses for ramp metering on Randy Pape' Beltline and variable speed analysis for Delta Highway have been completed. The recommendation is for ramp metering at Green Acres Road and Coburg Road westbound ramps; and River Road and River Avenue eastbound ramps to Beltline Highway design is completed for metering at these locations. The construction project was awarded to Lance Electric. Construction is anticipated to be complete by May 31, 2013.
Interstate 5 at Kuebler Road, Phase I	2	Mobility and access to and from I-5 will be improved through this project. It will upgrade the existing interchange by adding a Kuebler westbound to I-5 southbound loop ramp, modify the existing Kuebler eastbound to I-5 southbound ramp, and make modifications to the existing I-5 southbound off-ramp to make room for the new loop ramp.	$18,625,000	$15,000,000	2013	2015	Design has been completed and the package being prepared for procurement. However, the project is on hold pending review of an unsolicited proposal through ODOT's Office of Innovative Partnerships program. The review is expected to take about six months, and the bid let has been delayed six months pending the outcome of the review.
Interstate 5 at Kuebler Road, Phase II (Mill Creek)	2	The project will widen the Aumsville Highway by 3,750 ft. within the Mill Creek Corporate Center boundary to a three lane section with center turn lane, and it will add bicycle and pedestrian facilities. The project will widen the intersection of Kuebler Road and the Aumsville Highway and make signal modifications. When completed, the project will improve access for freight and vehicular traffic to the Mill Creek Corporate Center.	$6,200,000	$4,000,000	2012	2014	Preliminary engineering work continues under a project Intergovernmental Agreement between ODOT and the City of Salem. A construction contract for Water and Sanitary Sewer System Improvements is nearing completion. The roadway, pedestrian and traffic signal improvements are currently out to bid with bid openning scheduled on February 5, 2013. City of Salem anticipates contract award, Notice-to-Proceed, and ground-breaking will be take place in Spring 2013. Construction is anticipated to extend into the Summer 2014 construction season. The project cost increased due to additional environmental requirements, additional development work and inflation. The City of Salem has secured $2,303,000 in Mill Creek Industrial Park Urban Renewal District and other development funds to cover the estimated cost increase.
State Highway 42, county line curves	3	The OR 42, County Line Curves project will address safety and mobility by way of curve reduction, scaling rock fall locations, and widening shoulders. The entire county line curve segment stretches from mile point 41.0 to mile point 46.0. However, straightening the entire segment would cost more than $300 million and require several new bridges and significant rock cuts and retaining walls. The current project focuses on a shorter section, between mile points 43.6 to 46.0 and will implement fixes within that section as funding allows.	$12,000,000	$10,000,000	2014	2014	The project is currently in the design phase. An initial assessment of alignment alternatives was conducted in 2009 to confirm the preferred alignment and identify issues to consider during the project design. Construction is scheduled to begin in spring 2014.
State Highway 62: Corridor Solution, Phase II	3	The OR 62: Corridor Solution, Unit II project is located in Jackson County. This project of statewide significance will increase the capacity and improve the safety and air quality on OR 62 from Poplar Drive east to White City. Unit II will include a four lane bypass from OR 62 near the Poplar Drive/Bullock Road intersection to a terminus south of White City. This Unit will allow through traffic to use the expressway to avoid the Delta Waters/OR 62 intersection, which is currently experiencing severe congestion, and will include an overcrossing of Vilas Road. This section of the corridor also has a higher than normal crash rate. Staff worked with the projects' Citizens Advisory Committee and Project Development Team for direction to extend the northern terminus as far north as possible to maximize the public investment and minimize the impacts to property owners and businesses. The northern terminus will be in the vicinity of the existing OR 62 and Agate Road intersection. The project has been divided into two phases. Phase 1 will extend from Poplar Drive to E. Vilas Road to the north. Phase 2 will extend from E. Vilas Road to Dutton Road in White City.	$126,563,278	$100,000,000	2014	2016	The project has been separated into two phases due to the need to prepare a land use goal exception (EFU) for the northerly portion of the project (Phase 2). The Draft EIS for the entire project was released in September 2012. Construction for Phase 1 (Poplar-Vilas) is scheduled to begin in early 2014. Construction for Phase 2 (Vilas-Dutton) is scheduled to begin in spring 2015)
Interstate 5 at the Fern Valley Road Interchange	3	The continuing growth in Phoenix and southeast Medford and the large volume of trucks using the interchange is causing traffic to backup onto Interstate 5. An environmental analysis recommends replacing the existing interchange with a new one and replacing the Bear Creek Bridge west of the interchange. The Fern Valley Road Interchange project includes replacing the existing I-5 and Fern Valley Road Interchange and replacing the Bear Creek Bridge west of the interchange. It will also include widening Fern Valley Road to five lanes from its intersection of OR 99 to where it merges with North Phoenix Road and realigning and widening North Phoenix Road to five lanes at its intersection with South Phoenix Road. There will also be minimal improvements on OR 99 to include bicycle facilities and widening of Bolz Road between OR 99 and Fern Valley Road to handle the east bound traffic from OR 99.	$71,223,041	$25,000,000	2014	2015	The design phase is in its final year. The project is currently scheduled to go to bid in October 2013. Construction is scheduled to begin in early 2014.

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Project Name	ODOT Region	Project Description	Total Project Cost	Funds provided by HB 2001 (JTA)	Estimated Construction Start Date	Estimated Project Completion Date	Current Status of Project
Interstate 5 Sutherlin truck climbing lanes	3	The Interstate 5 Sutherlin truck climbing lanes project is located on Sutherlin Hill and Rice Hill in Douglas County. The project is designed to improve freeway operations by providing climbing lanes for trucks and other slow vehicles facing challenges on the steep grades. The project will add a southbound and northbound climbing lane dedicated to trucks and other slow moving vehicles at Sutherlin Hill and and a southbound climbing lane at Rice Hill in Douglas County. It will also widen the outside shoulder to allow it to be used as intended for disabled or emergency vehicles. The project is being combined with an Interstate Maintenance paving project which will be constructed northbound and southbound between mile points 136.66 and 154.88.	$14,224,000	$4,100,000	2011	2012 (complete)	Construction began in May 2011 and is complete.
Interstate 5 Sexton truck climbing lanes	3	The Interstate 5 truck climbing lanes project encompasses three mountain passes in southern Douglas County and northern Josephine County. The project is designed to improve freeway operations by providing a climbing lane for trucks and other slow vehicles facing challenges on the uphill section of Sexton pass. The additional lane will allow the shoulder to be used as intended for disabled or emergency vehicles and will address safety and operational problems at these locations. The current project will gather initial design data on all three passes and construct the climbing lane in the northbound direction on Sexton Summit. Lanes will be constructed on the other passes as future funding allows.	$49,642,000	$10,000,000	2013	2014	The project was bid on December 6, 2012. The let date was set to allow time to find a materials disposal source, to gather data on all three passes and to complete initial design on three of the six climbing lanes. Due to funding constraints, contract plans have only been developed for the northbound Sexton climbing lane. Current completion date is October 2014.
Interstate 84 at the US Highway 97 Interchange	4	This project will replace the US 97 bridges over I-84 and the Union Pacific Railroad, and widen US 97 from one lane in each direction to two lanes in each direction plus a center median. The acceleration lane for the westbound I-84 on-ramp will be extended and all the interchange ramps will be realigned and widened to better accommodate the volume and size of the vehicles using this interchange. An auxiliary lane will also be included along southbound US 97 from the Celilo-Wasco Spur/Biggs – Rufus Frontage Road/US 97 (Biggs Junction) intersection south to the Spanish Hollow Creek Bridge. Both ramp terminals and the Biggs Junction intersection will be signalized and improvements to pedestrian safety at Biggs Junction intersection will be provided by installing striped crosswalks and a pedestrian refuge island at the southeast corner of the intersection. The project will also replace approximately five and a half miles of substandard median barrier on I-84 on either side of the I-84/US 97 interchange. The median barrier work is being funded with federal dollars.	$22,200,000	$19,000,000	2013	2014	The project is on schedule for a March 2013 bid opening.
US Highway 97: Crooked River Bridge to Redmond	4	The project provided pavement preservation, and safety and access improvements, including complete curb/sidewalk/drainage swale improvements through Terrebonne.	$5,852,000	$2,000,000	2009	2009	The project was completed in December 2009.
State Highway 140: Klamath Falls to the Nevada state line	4	OR 140 Warner Curve Correction (MP21): The project reconstructed curves to remove freight restrictions at this location and improve the alignment from a 30/35 mph curve to 45 mph curve.	$2,581,807	$926,079	2009	2010	This project was completed in November 2010.
	4	OR 140: Ritter Road - Deer Run Road (Bly Mountain): The project will realign the highway, making curve corrections to remove freight restrictions. The project will also correct slopes and remove trees to prevent icing.	$24,005,032	$8,096,032	2014	2016	The design phase is underway and will be completed in fall 2013. Because of the scope and complexity of the project, it may take up to three construction seasons to be completed.
	4	OR 140: Beatty Curves (MP 41.70 - 42.70). The project reconstructed curves and removed freight restrictions at this location. It allowed a safe increase in speeds in the curves from 30/35 MPH to 45 MPH.	$3,270,664	$2,165,086	2010	2010	This project was completed in November 2010.
	4	OR 140 Corridor Improvements: The project will realign or straighten curves and/or widen the highway and shoulders on multiple segments of OR 140.	$11,192,947	$11,110,947	2015	2017	Additional analysis along the corridor will determine specific project locations by the end of 2013. Scopes are being finalized this year.
	4	OR140 @ OR39 Highway Intersection (Western to Lost River). Improvement operations and safety of the intersection.	$525,737	$55,163	2012	2012	The work from this project was added to the OR 140: Washburn Way Intersection contract and was completed in October 2012.
	4	OR 140 @ Washburn Way (Klamath Falls): The project will install a signal & stripe crosswalks at the end of OR 140 east bound off ramp Washburn Way. Replacement of signal at the OR 140 @ OR 39 Hwy intersection was added to the construction phase of this project.	$646,693	$646,693	2012	2012	This project was completed in October 2012.
		Total HB 2001 allocation for State Highway 140 project		$23,000,000			
Murphy Road at the US Highway 97	4	The project will realign and extend Murphy Road from 3rd Street over the Bend Parkway to Brookswood Boulevard. It will also include constructing a fly-over connection from 3rd Street to southbound US 97. Once completed, the signals at US 97/3rd Street and US 97/Pinebrook Boulevard will be removed.	$45,000,000	$25,000,000	2013	2015	The project is being split into two contracts. The first contract will begin summer 2013 and be completed by the end of 2014. The second contract will begin fall 2014 and be completed by the end of 2015. The total cost for the first two contacts increased by $2.6 million due to right of way and utility relocation costs. The total cost for this first phase is now $27.7 M of which $25 million is funds provided by HB 2001. Any additional work in the Murphy Road area will be funded using a combination of federal, state, local and private dollars.

2009 Jobs and Transportation Act Project Status Report
February 5, 2013

Project Name	ODOT Region	Project Description	Total Project Cost	Funds provided by HB 2001 (JTA)	Estimated Construction Start Date	Estimated Project Completion Date	Current Status of Project
US Highway 97: Redmond reroute, Phase II	4	The project will reconstruct 6th Street from Deschutes Avenue to Jackpine Avenue, including concrete pavement and stamped pavers at crosswalks, other streetscaping, curb extensions, stormwater improvements.	$5,875,183	$5,000,000	2012	2013	The project was developed by the City of Redmond. The total project cost was increased to include replacement and installation of new traffic signals. The additional work is being funded by the City of Redmond. The project went to bid on July 19, 2012, and construction began on October 29, 2012. Construction is scheduled to be complete October 31, 2013.
Chico Road Reconstruction in Baker County	5	Chico Road, a freight route to the Elkhorn View Industrial Park, will be rebuilt.	$621,083	$1,000,000	2011	2011	Construction is complete. SB 258 proposes to transfer remaining funds to Baker County for the Resort Street and Best Frontage Road projects.
Chandler Lane Reconstruction in Baker County	5	Chandler Lane between I-84 and US 30 will be rebuilt to provide an alternate truck route.	$2,427,759	$4,600,000	2012	2012	Construction is complete. SB 258 proposes to transfer remaining funds to Baker County for the Resort Street and Best Frontage Road projects.
Interstate 84 Spring Creek climbing lane in Union County	5	A truck climbing lane on I-84 near MP 249 will be constructed to improve freight mobility.	$5,700,000	$5,700,000	2013	2015	Project is in the design phase; the project will go to bid in March 2013.
Northwest Washington Avenue in Malheur County	5	The project will realign and reconstruct Washington Street, west of Yturri Boulevard.	$4,874,537	$4,500,000	2013	2013	Design is 90% complete, right of way is nearing completion, and the project is getting ready to bid.
Pierce Road improvements in Union County	5	Pierce Road, a Union County road, will be widened and paved for more direct truck access to I-84 from OR 82.	$5,000,000	$5,000,000	2011	2013	Union County crews completed the earthwork and paving is nearly complete. Some minor paving work will likely occur next spring.
State Highway 82 alternate route in Wallowa County	5	Hurricane Road and Airport Lane (county roads) will be rebuilt to provide an alternate route to OR 82 for local vehicle and bicycle/pedestrian traffic.	$5,000,000	$5,000,000	2013	2013	Wallowa County is doing some work on irrigation lines and culverts this fall to prepare for the contract work. The project is scheduled to be bid on April 11, 2013.
Westland Road in Umatilla County	5	The intersection will be realigned and reconstructed.	$1,100,000	$1,100,000	2012	2012	Construction is complete.
State Highway 207 and State Highway 206 intersections	5	The project will realign or rebuild intersections at Shobe Canyon, Clarks Canyon, Rhea Creek, Gooseberry and Porcupine roads.	$500,000	$500,000	2011	2012	Construction is complete.
Vehicle chain-up areas east of Pendleton on Interstate 84	5	Chain-up areas will be built or extended along I-84 to increase safety through two primary projects. The first project will include many chain up areas between La Grande and Pendleton. The second project includes several chain up areas that fall within an existing STIP project (Orodell - Kamela Interchange).	$4,700,000	$4,700,000	2012	2013	The first project is in the construction phase. The second phase will bid in April 2013.
Izee-Paulina Highway in Grant County	5	The project will rehabilitate about 10 miles of the Izee-Pauline Highway, a Grant County road.	$4,500,000	$4,500,000	2011	2012	Construction is complete.
Monroe Street and US 20 Intersection in Harney County	5	The Monroe Street and US 20 intersection in Harney County will be realigned and reconstructed.	$1,120,000	$900,000	2011	2011	Construction is complete.
Baker County	5	Make improvements to Resort Street in Baker City and Best Frontage Road in Baker County.	$5,900,000	$4,500,000	2013	2013	Project is in the design phase. SB 258 proposes to transfer remaining funds to Baker County for the Resort Street and Best Frontage Road projects.
Grant County	5	Pine Creek Bridge will be replaced (County Road 54) and West Bench Road (Canyon City) will be paved.	$1,100,000	$1,100,000	2011	2011	Construction is complete.
Harney County	5	Double "O" and East Steens roads will be reconstructed and widened; Narrows-Princeton Road will be reconstructed, widened and realigned.	$4,100,000	$4,100,000	2013	2013	Construction of the East Steens widening project is complete. The construction of the Narrows to Princeton section is 75% complete. The county is still working on the rock source for the Double 'O' project.
Malheur County	5	Lytle Boulevard will receive an overlay, Glen Street (Vale) will be rehabilitated, and the NW 36th St. (Malheur River) Bridge (County Road 537) will be replaced.	$5,800,000	$5,800,000	2012	2013	36th Street Bridge is complete and the ribbon cutting was held on October 31, 2012. Lytle Boulevard is in the design phase and expected to go to bid in February or March 2013.
Union County	5	The project will reconstruct 12th Street from Gekler Lane South to Bushnell Road (La Grande).	$2,582,350	$1,300,000	2010	2010	Construction is complete.
Umatilla County	5	Pendleton Industrial Park Access Improvements: The project will reconstruct Stage Gulch Road, NW "C" Avenue, Daniel Road, Airport and NW "A" Avenue Intersection, and NW 50th Street and Airport Road will be paved. It will also build a new road on the airport business park eastern boundary.	$2,200,000	$2,200,000	2011	2013	Initial construction is complete. Umatilla County is looking at options to expand the work.

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Project Name	ODOT Region	Project Description	Total Project Cost	Funds provided by HB 2001 (JTA)	Estimated Construction Start Date	Estimated Project Completion Date	Current Status of Project
Umatilla County	5	The project will rebuild OR 334 in Athena, and make update sidewalks, ADA ramps and storm water drainage.	$1,545,000	$300,000	2012	2013	Construction is under way.
City of Nyssa	5	The project will reconstruct Locust Street to urban standards between US 20/26 and 3rd Street and make railroad crossing improvements. It will also provide pedestrian improvements on 3rd Street.	$1,000,000	$1,000,000	2013	2013	The project has gone to bid and the apparent low bidder is Granite Excavation, Inc.
City of Heppner	5	The project will provide pedestrian, drainage and slope stabilization improvements at various locations within Heppner.	$1,520,000	$1,520,000	2013	2013	Construction is under way. Jack Robinson and Sons Inc. is the contractor on the project.
City of Heppner	5	Barratt Boulevard will be reconstructed to current city street standards including curb, gutter, sidewalks and drainage system.	$1,480,000	$1,480,000	2012	2013	A contract for drainage work and pedestrian facilities is under way. The apparent low bidder for remainder of the construction contract is Tapini, Inc.
City of Milton-Freewater	5	Pavement and pedestrian improvements on South Main Street; pedestrian improvements on College Street; paving, widening and pedestrian improvements on South Mill Street; extend Key Boulevard To South Main Street; pave various city streets.	$3,000,000	$3,000,000	2011	2012	Construction is complete.
City of Ontario	5	Paving and intersection improvements will be made to East Idaho Avenue between 4th Street and Idaho State Line.	$2,099,000	$1,200,000	2012	2012	Construction is complete.
Port of Umatilla	5	New access improvements will be constructed into and out of the Port of Umatilla.	$4,500,000	$4,500,000	2011	2013	Construction is nearly complete.
Port of Morrow	5	The project extends Lewis & Clark Drive to US 730 and constructs Gar Swanson Lane to connect to Lewis & Clark Drive. The Interchange Area Management Plan (IAMP) for the Port of Morrow (I-84) Interchange was adopted by OTC on April 18, 2012, which addresses US 730 access issues and is approved by local government. IAMP approval was required before construction funds were expended.	$10,700,000	$10,700,000	2012	2013	Design at 75% complete and right of way has acquisition started. The Port of Morrow has begun roadway construction work; paving will go to bid in February 2013. The bid date for the two bridges will be in March 2013.

Assumptions:

1. The report only covers personal / professional services contracts for consultants and professionals. There are no highway construction, vertical construction, public improvements / public works, or goods contracts included. Related services associated with a construction project (A&E and Related Services) are included in the PSK information.

2. Contractor accountability for performance is the purpose of ODOT contract administration duties. Personal services contracts, for example, are executed following thoughtful negotiation with a contractor to establish a statement of work deliverables and milestones for contractor services. To ensure contractors are held accountable for timely and cost effective delivery of services, the contract administrator has several tools to monitor ongoing contractor performance. Procedures and best practices documents and training are readily available to ensure an ODOT contract administrator can identify and solve problems. Some of the tools and procedures include:

- Establishment and regular review of the contractor's work and progress through a contract administration plan document
- Contract administrators have procedures to use that define their roles and responsibilities for scheduled and unscheduled communication with contractors to ensure satisfactory results.
- Invoice reconciliation is managed by the contract administrator, who verifies the work has been completed to ODOT's satisfaction. If that is not the case, steps are taken up to and including withholding of disputed amounts of payment for unfinished work.

Escalation procedures are included in standard terms and conditions of all contracts. ODOT uses those procedures when contractor performance does not meet expectations

PCMS RECORDS KEY:

1. DAS Number: DAS Price Agreement used to source project. ODOT executes a work order contract (WOC), with a contract number, for the direct contractor engagement
2 ODOT Contract Number: number assigned to ODOT contracts, except for Price Agreements which do not get a number since they are not a contract yet
3. ODOT Work Order Contract Number - to use Price Agreement services, a WOC is the actual direct contract document, which is then assigned a contract number
4. Vendor Name - name of vendor the direct contract is with

5. Project / Service Description - brief statement about the purpose of the contract.
6. Contract Effective Date - the execution date of the contract or price agreement
7. Current Contract Amount - the amount "Not-To-Exceed" or maximum amount that can be spend under the contract. PCMS does not contain expenditure information

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Personal Services Contracts - Procurement Office

DAS PRICE AGREEMENT NUMBER	ODOT CONTRACT NUMBER	ODOT WORK ORDER CONTRACT NUMBER	VENDOR NAME	PROJECT / SERVICE DESCRIPTION	CONTRACT EFFECTIVE DATE	CURRENT CONTRACT AMOUNT
	27151		ANDERSON PERRY & ASSOCIATES INC	SCP #16: Region 5 Rest Areas and Maintenance Station Upgrade	2009-07-03	$ 22,133
	26530	3	MURRAY SMITH & ASSOC	I-5 Willamette River - Martin Creek	2009-07-06	$ 1,120,070
	PA		ICF JONES & STOKES	Cat.2 TGM Local Vov't TLUP Granst - Jones & Stokes	2009-07-07	$ 1,250,000
	27252	3	TOM NELSON & ASSOCIATES LLC	Moffet Creek Bridge survey work	2009-07-07	$ 1,677
	27450	2	DKS ASSOCIATES INC	Canby TSP	2009-07-08	$ 141,500
	27450	3	DKS ASSOCIATES INC	OR 217 Interchange Management Study-Ph. 1 Technical Analysis	2009-07-08	$ 528,217
	27827		T Y LIN INTERNATIONAL	US 20 Pioneer Mt Loop Rd - Yaquina River Section	2009-07-09	$ 98,007
	27453	2	DAVID EVANS & ASSOCIATES INC	Sunrise Project Final EIS & Record of Decision	2009-07-09	$ 1,631,641
	27458	2	TRANSPORTATION PLANNING	Transportation, Engineering, Planning & Environmental (TEPE)	2009-07-09	$ 30,000
	PA		BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2009-07-10	$ 30,000,000
	27271	2	ENVIRONMENTAL SCIENCE & ASSESSMENT LLC	Land Use i-5 SW Iowa St Viaduct	2009-07-16	$ 17,514
	27149		FOUNDATION ENGINEERING INC	SCP #11: Checking and Reviewing of Geotechnical Designs	2009-07-19	$ 74,999
	27887		BROWNE CONSULTING LLC	Region 5 Multi- Project Botanical Services	2009-07-21	$ 24,948
	25950	8	CH2M HILL BOISE OFFICE	Traffic Impact Analysis Assistence	2009-07-21	$ 535,164
	27252	4	TOM NELSON & ASSOCIATES LLC	I-84 Hood River to Mosier Creek survey work	2009-07-22	$ 4,574
	27842		H W LOCHNER INC	Dennis Edwards Tunnel	2009-07-27	$ 1,222,739
	26776		OBEC CONSULTING ENGINEERS	Clackamas ITS/ATMS Project	2009-07-31	$ 90,400
	27845		MICHAEL FEVES	SCP #04: Iowa St Viaduct Project Geophysical Investigations	2009-07-31	$ 28,980
	PA		BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2009-08-03	$ 149,990
	27252	5	TOM NELSON & ASSOCIATES LLC	Moffet Creek and Dodson/Tanner survey work	2009-08-03	$ 1,199
	PA		OTAK ENGINEERING INC	Retaining Wall Systems Review Services	2009-08-05	$ 100,000
	27100	5	RALPH SOULE	Lincoln City	2009-08-07	$ 6,604
	PA		OBEC CONSULTING ENGINEERS	Retaining Wall Systems Review Services	2009-08-11	$ 500,000
	PA		VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2009-08-11	$ 300,000
	27930		BRANCH ENGINEERING INC	Santiam Jct MS--Design Septic System Upgrade	2009-08-12	$ 12,375
	26417	7	GUY L JOHNSON	Project Leadership, Utility Coord. Spt., Procurement Consult	2009-08-12	$ 153,960
	27897	1	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2009-08-12	$ 13,518
	29380	1	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2009-08-15	$ 115,392
	27901		CH2M HILL BOISE OFFICE	I-405; Fremont Bridge Deck Wearing Surface Replacement	2009-08-17	$ 579,342
	27897	2	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2009-08-21	$ 23,534
	27890		CAWOOD COMMUNICATION INC	I-5 Willamette River Bridge - Construction Phase	2009-08-27	$ 500,000
	26489		DKS ASSOCIATES INC	Washington County ITS Projects, Traffic Operations Center	2009-08-28	$ 204,506
	27694		HDR ENGINEERING INC	Revisions to Structural Steel Chapter of LRFR manual	2009-08-31	$ 24,600
	27117	9	MICHAEL A MINOR & ASSOC	SCP #10: On-Call Traffic Noise Studies	2009-09-01	$ 9,135
	27270	2	ANGELO PLANNING GROUP INC	OR 219 Midway to McFee Creek Alignment	2009-09-02	$ 25,360

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	26545	2	IBI GROUP	Tillamook County Pacific City-Pacific Ave.& Cape Kiwanda Dr.	2009-09-09	$ 49,900
	27449	1	CH2M HILL INC	Assessment of Congestion Pricing	2009-09-11	$ 61,822
	27450	4	DKS ASSOCIATES INC	SW Tualatin/Sherwood Road: Teton to I-5	2009-09-11	$ 214,201
	27252	6	TOM NELSON & ASSOCIATES LLC	Topographical Survey Hwy 2 EB Moffet Creek Bridge	2009-09-14	$ 4,422
	27078	8	STJ INC	Newberg Fred Meyer Fuel Facility	2009-09-24	$ 4,250
	25801		PARAMETRIX INC	Region 2 Variable Message Signs	2009-09-26	$ 28,382
	27450	5	DKS ASSOCIATES INC	Development Reivew Traffic Support	2009-09-28	$ 74,670
	27450	6	DKS ASSOCIATES INC	Region 1 Hours of Congestion Report	2009-09-29	$ 259,740
	26216		OBEC CONSULTING ENGINEERS	Courthouse District Transportation Improvements, Phase 2	2009-09-30	$ 539,868
	27214		H W LOCHNER INC	I-5 Butte Creek Culver Repair	2009-09-30	$ 30,000
	27474		MARK FORD & ASSOCIATES LLC	SCP #16: Analysis of ConnectOregon II Program/Proj Selection	2009-09-30	$ 24,027
	27713		ANDREWS-COOPER	SCP #08: Camera Clamping Apparatus Final Design	2009-09-30	$ 38,000
	25958	4	DKS ASSOCIATES INC	ODOT Bend Central Signal System Software Evaluation, 2007	2009-09-30	$ 114,628
	25958	5	DKS ASSOCIATES INC	US 26; Staley's Junction Variable Speed Limit (VSL) Signs	2009-10-01	$ 182,168
	27451	1	HDR ENGINEERING INC	Iowa Street 4(f) Support	2009-10-08	$ 18,315
	27209	2	LANPACIFIC INC	US26:MP49.20-MP 62.15	2009-10-15	$ 1,850
	27209	3	LANPACIFIC INC	OR224:Deep Creek - Eagle Creek-Sandy Hwy	2009-10-19	$ 5,938
	27250	1	LAND MARK SURVEYING INC	SCP #07: OBDP Construction Survey Services ~ Medford	2009-10-20	$ 13,120
	27456	2	KITTELSON & ASSOCIATES	172nd Ave; Sunnyside Road to Multnomah Count Line	2009-10-23	$ 1,484,824
	27897	3	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2009-10-23	$ 6,850
	27453	3	DAVID EVANS & ASSOCIATES INC	Transportation, Engineering, Planning & Environmental (TEPE)	2009-10-26	$ 88,188
	26526	1	WHPACIFIC INC	2009 Signals Upgrade; Washington and Clackamas Counties	2009-10-27	$ 616,792
	27164	1	PAVEMENT SERVICES INC	Pavement testing and kickoff meeting	2009-10-27	$ 33,589
	27165	1	GEODESIGN INC	Kickoff meeting and pavement testing	2009-10-27	$ 6,250
	27165	2	GEODESIGN INC	Pavement testing on US-26: SE 122nd - SE 136th	2009-10-27	$ 8,569
	27165	3	GEODESIGN INC	Statewide Pavement Testing and Design Services	2009-10-27	$ 31,703
	27165	4	GEODESIGN INC	Statewide Pavement Testing and Design Services	2009-10-27	$ 25,289
	27250	3	LAND MARK SURVEYING INC	Survey Verfication Work	2009-10-28	$ 12,300
	27250	5	LAND MARK SURVEYING INC	SCP OBDP Construction Survey Verification Medford	2009-10-28	$ 2,050
	PA		BUCKEL ASSOCIATES INC	SCP #07: OBDP Construction Survey Services ~ Eugene	2009-10-30	$ 74,990
	26837		DAVID EVANS & ASSOCIATES INC	HCRH Oneonta Parking - Vista Project	2009-10-30	$ 47,697
	27240		PAVEMENT CONSULTANTS INC	SCP #01: OBDP #509: Pavement Testing, Evaluation and Design	2009-10-30	$ 74,990
	27209	1	LANPACIFIC INC	Survey US26 Military Cr Rd Wolf Cr	2009-10-30	$ 2,825
	27457	1	JONES & STOKES	ARRA; Buena Vista Ferry Replacement	2009-11-04	$ 832,406

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DAS PRICE AGREEMENT NUMBER	ODOT CONTRACT NUMBER	ODOT WORK ORDER CONTRACT NUMBER	VENDOR NAME	PROJECT / SERVICE DESCRIPTION	CONTRACT EFFECTIVE DATE	CURRENT CONTRACT AMOUNT
	27250	4	LAND MARK SURVEYING INC	Survey Verification Work	2009-11-05	$ 1,968
	27250	6	LAND MARK SURVEYING INC	SCP #07: OBDP Construction Survey Services ~ Medford	2009-11-05	$ 1,000
	27209	4	LANPACIFIC INC	Survey OR 224 Deep Creek Eagel Creek Sandy Hwy	2009-11-09	$ 7,102
	27251	5	BUCKEL ASSOCIATES INC	Collect as-built elevations Bundle 216	2009-11-13	$ 5,290
	27897	4	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2009-11-13	$ 11,798
	26547	4	SERA ARCHITECTS INC	Quick Response City of Newport, Newport - S. Beach Peninsula	2009-11-17	$ 51,850
	27857	1	VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2009-11-18	$ 24,900
	28107		BASIN AND RANGE HERITAGE CONSULTANTS LLC	US 97: Lava Butte to S.Century Dr Cultural Monitoring	2009-11-19	$ 8,440
	26779	9	VIGIL-AGRIMIS	Revising the Joint DSL/ACOE permit application	2009-11-20	$ 5,167
	27451	2	HDR ENGINEERING INC	R1 Damascus Area TSP & Hwy 212 Corridor Plan	2009-11-21	$ 497,649
	27319		PACIFIC GEOTECHNICAL LLC	SCP #01: OBDP B510 Pavement Testing, Evaluation, Design Service	2009-11-30	$ 58,900
	25957	2	DAVID EVANS & ASSOCIATES INC	ITS Engineering and Support Services	2009-11-30	$ 33,438
	27351		WESTERN STATES SOIL CONSERVATION INC	SCP #04: OBDP B-510 Geotechnical Drilling and Sampling Services	2009-12-09	$ 24,164
	28151		STRATA GEOTECHNICAL ENGINEERING	Special Inspections Baker City Maintenance Facility	2009-12-11	$ 48,787
	28163		OBEC CONSULTING ENGINEERS	ARRA: Curry County/City of Brookings	2009-12-11	$ 38,075
	27165	5	GEODESIGN INC	Statewide project Development Team Participation.	2009-12-14	$ 11,545
	25950	23	CH2M HILL BOISE OFFICE	Region 2 Flexible Planning Services	2009-12-16	$ 350,492
	27450	7	DKS ASSOCIATES INC	US 26 Adaptive Signal System	2009-12-18	$ 133,964
	25950	24	CH2M HILL BOISE OFFICE	Region 2 Flexible Planning Services	2009-12-21	$ 67,871
	27897	5	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2009-12-21	$ 18,787
	28194		GEODETIC ANALYSIS LLC	Oregon Coordinate Reference System - Zone Design	2009-12-28	$ 40,500
	27737		FLETCHER FARR AYOTTE INC	Salem Passenger Rail Canopy Repair Design	2009-12-30	$ 6,000
	27487		JIM SCHEROCMAN	I-405: Fremont Bridge - Marquam Bridge SMA Pavement Pla	2009-12-31	$ 31,510
	27738		BRANCH ENGINEERING INC	Oak Grove SRA Septic Repair	2009-12-31	$ 10,000
	27935		JIM SCHEROCMAN	ARRA - I-405: Fremont Bridge - Maquam Bridge SMA Pavement	2009-12-31	$ 24,445
	25391		ECONORTHWEST ECONOMIC CONSULTANTS OREGO	Regional Transportation Opportunities- Metro # 926975	2009-12-31	$ 492,705
	27364		GALBRAITH & ASSOCIATES INC	SCP #02 OBDP Bundle 314 - Architectural (Bridge) Design Servi	2009-12-31	$ 74,970
	27407		COOPER ARCHITECTURAL WORKS INC	SCP #11: OBDP B-224 Graphic Design Support Services	2009-12-31	$ 20,660
	28004		FREGONESE ASSOCIATES INC	Oregon MPOs Scenario Planning Assessment for HB2186	2009-12-31	$ 23,859
	25950	20	CH2M HILL BOISE OFFICE	OR22/51 Mapping projetc	2009-12-31	$ 94,934
	25950	22	CH2M HILL BOISE OFFICE	Region 2 Flexible Planning Services	2009-12-31	$ 19,899
	26546	3	OTAK ENGINEERING INC	Quick Response City of Canby Railroad Properties	2009-12-31	$ 44,200
	29380	3	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2009-12-31	$ 9,616
	29380	4	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2009-12-31	$ 9,616

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DAS PRICE AGREEMENT NUMBER	ODOT CONTRACT NUMBER	ODOT WORK ORDER CONTRACT NUMBER	VENDOR NAME	PROJECT / SERVICE DESCRIPTION	CONTRACT EFFECTIVE DATE	CURRENT CONTRACT AMOUNT
	29380	5	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2009-12-31	$ 9,616
	29380	2	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2010-01-06	$ 306,490
	28166		BRANCH ENGINEERING INC	Decommission the South Umpqua Safety Rest Area	2010-01-11	$ 21,936
	25958	6	DKS ASSOCIATES INC	Corvallis ITS Architecture and Implementation	2010-01-14	$ 138,367
	26081	3	MFIA INC	Florence MS Remodel Crew Room, Restrooms and Office Addition	2010-01-15	$ 32,678
	27251	3	BUCKEL ASSOCIATES INC	Collect as-built elevations	2010-01-22	$ 5,290
	27251	4	BUCKEL ASSOCIATES INC	Collect as-built elevations	2010-01-22	$ 15,660
	26544	2	CRANDALL ARAMBULA PC	Quick Response City of Oregon City, Downtown Circulation	2010-01-31	$ 12,813
	27452	1	PARAMETRIX INC	Benefit-Cost Assessment Guidance for Proposed Hwy Tolling	2010-01-31	$ 47,229
	PA		DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-02-05	$ 149,990
	27565		ZCS ENGINEERING FORMERLY ZBINDEN CARTER	Ashland Port of Entry Bid and Construction Engineering	2010-02-08	$ 17,137
	27078	9	STJ INC	Junction City Hospital/Correctional Facility TIS	2010-02-09	$ 5,100
	26471	1	DAVID EVANS & ASSOCIATES INC	IAMP 35	2010-02-11	$ 186,388
	26529	4	OTAK ENGINEERING INC	Upper Perry Arch Bridge Viewpoint	2010-02-12	$ 36,929
	28215	1	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-02-12	$ 6,600
	25950	7	CH2M HILL BOISE OFFICE	Chemawa Interchange Area Management Plan	2010-02-18	$ 811,391
	PA		MICHAEL A MINOR & ASSOC	SCP #10: R-1 Noise Studies and Analyses Price Agreement	2010-02-19	$ 149,900
	27450	10	DKS ASSOCIATES INC	Congestion Pricing Technical Analysis	2010-02-22	$ 736,452
	26471	8	DAVID EVANS & ASSOCIATES INC	Interchange Area Management Plan (IMAP) 33 Central Point	2010-03-09	$ 279,101
	27451	4	HDR ENGINEERING INC	R1 Noise Studies and Analyses Price Agreement	2010-03-11	$ (2,407)
	27454	2	PARSONS BRINCKERHOFF INC	R1 Noise Studies and Analysis Price Agreement	2010-03-11	$ 87,174
	28304		CAHILL ENGINEERING AND ENERGY LLC	ESB Vale Bridge Crew Storage Shed Design	2010-03-12	$ 3,500
	26080	6	STEVE PLOWMAN	Bend Repair Shop Overhead Crane Replacement Design	2010-03-12	$ 39,817
	27452	3	PARAMETRIX INC	SW Capitol Hwy Plan Refinement - Multnomah to Taylor's Ferry	2010-03-12	$ 211,805
	28329		COOPER ARCHITECTURAL WORKS INC	ESB - R5 Employee Housing Design	2010-03-17	$ 16,568
	25950	5	CH2M HILL BOISE OFFICE	OR 126 Expressway Management Plan -- Phase 3	2010-03-21	$ 425,236
	27455	1	URS CORPORATION	Environmental Project Management Services NDTP and Tillamook	2010-03-23	$ 540,213
	26299	3	OTAK ENGINEERING INC	Project Scoping Services for Local Agencies	2010-03-24	$ 162,149
	27559		THE SHUTTLE INC	Southern Oregon Bus Service	2010-03-25	$ 1,500,000
	29380	6	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2010-03-29	$ 9,616
	29380	7	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2010-03-29	$ 9,616
	29380	8	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2010-03-29	$ 9,616
	28278		NAGAO HANSEN ARCHITECTS PC	Monroe Middle School Bike Shelter	2010-03-31	$ 25,780
	28157		DAUBERSMITH INC	Construction Consultation for Iowa St. Viaduct	2010-03-31	$ 23,100
	28215	2	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-03-31	$ 2,640

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	28215	3	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-03-31	$ 1,650
	28279		WR CONSTRUCTION ENTERPRISES LLC	Flanders Building Window/Envelope Repair - Phase 2	2010-04-01	$ 32,760
	25950	25	CH2M HILL BOISE OFFICE	Beltline Ramp Metering Study	2010-04-01	$ 186,088
	28379		ANDREWS-COOPER	Portable Field Clamp/Video Camera Integration	2010-04-07	$ 17,880
	28152		DNA CONSULTING LLC	SCP #04: R3 Engineering Geologist	2010-04-07	$ 101,341
	27857	2	VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2010-04-12	$ 24,888
	26525	5	DAVID EVANS & ASSOCIATES INC	US 30 @ Eilertsen Creek	2010-04-15	$ 1,131,409
	27453	5	DAVID EVANS & ASSOCIATES INC	US 26 Brookwood Parkway Interchange Improvements	2010-04-15	$ 522,103
	27632	1	OTAK ENGINEERING INC	City of Portland Outer Powell Blvd. Conceptual Design Plan	2010-04-15	$ 149,171
	27635	1	SIEGEL PLANNING SERVICES LLC	City of Pendleton Downtown Plan	2010-04-19	$ 167,799
	PA		WILLIAM E ADAMS	Right of Way Appraisal Review	2010-04-20	$ 100,000
	PA		REAL ESTATE SERVICES GROUP INC	Right of Way Appraisal Review	2010-04-20	$ 100,000
	PA		HDR ENGINEERING INC	Right of Way Appraisal Review	2010-04-20	$ 100,000
	PA		DAVID R JOHNSON	Right of Way Appraisal Review	2010-04-20	$ 100,000
	PA		DUNCAN & BROWN LLC	Right of Way Appraisal Review	2010-04-20	$ 100,000
	28215	4	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-04-20	$ 2,640
	26305		BADGER CONSULTING SERVICES INC	CRB, Middle Fork John Day (Ritter) Bridge #1922 (Beyer)	2010-04-24	$ 8,630
	26306		JEFFREY S BUSCH	CRB Middle Fork John Day (Ritter) Bridge #1922 - Busch	2010-04-24	$ 8,610
	26080	7	STEVE PLOWMAN	Sisters Maintenance Station Relocation 16415 Hwy 126 Sisters	2010-04-27	$ 413,379
	28373		MCCANN ENGINEERING LLC	HVAC Recommissioning for Building B	2010-04-29	$ 11,100
	26471	9	DAVID EVANS & ASSOCIATES INC	OR-99 Title VI	2010-05-01	$ 15,924
	28435		SYSTEMS WEST ENGINEERS INC	T-Building Commissioning Services	2010-05-03	$ 287,115
	28427		QUATREFOIL INC	SCP #16: HCRH State Trail Plan	2010-05-04	$ 73,353
	28465		JLA PUBLIC INVOLVEMENT INC	Flex Funding - Project Selection Criteria Development	2010-05-06	$ 27,412
	26080	9	STEVE PLOWMAN	Cornelius Pass Scoop Shed Phase 1	2010-05-10	$ 31,896
	26530	4	MURRAY SMITH & ASSOC	I-5 @ I-205 NB Auxilliary Lane	2010-05-10	$ 1,136,616
	28275		BRANCH ENGINEERING INC	Albany MS Fueling Site	2010-05-11	$ 49,503
	27621	1	CH2M HILL BOISE OFFICE	City of Salem Bike & Ped. Plan Update/Safe Routes to School	2010-05-11	$ 214,500
	26525	3	DAVID EVANS & ASSOCIATES INC	FS: Survey Kuebler Interchange in Salem - Mobile Scanning	2010-05-12	$ 25,424
	27451	6	HDR ENGINEERING INC	Mitigation Plan - Access Change - I-84 Cascade Locks	2010-05-13	$ 39,924
	26818	6	CRANDALL ARAMBULA PC	Outreach, City of Gresham Workshop	2010-05-15	$ 15,948
	27451	5	HDR ENGINEERING INC	JTA Section 18 Implementation	2010-05-17	$ 137,425
	28221	1	WILLIAM E ADAMS	Right of Way Appraisal Review	2010-05-17	$ 30,000
	28222	1	REAL ESTATE SERVICES GROUP INC	Right of Way Appraisal Review	2010-05-17	$ 30,000
	28224	1	DAVID R JOHNSON	Right of Way Appraisal Review	2010-05-17	$ 30,000
	28225	1	DUNCAN & BROWN LLC	Right of Way Appraisal Review	2010-05-17	$ 30,000
	27206		PACIFIC GEOTECHNICAL LLC	ESB; Sunset Highway Embankment Evaluation	2010-05-20	$ 74,770
	27412		WHPACIFIC INC	Visual Simulations Study	2010-05-24	$ 11,559

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	27450	11	DKS ASSOCIATES INC	I-84 Troutdale IAMP & Project Support	2010-05-24	$ 199,941
	PA		CORNFORTH CONSULTANTS INC	Geotechnical & Geological Engineering (Cornforth)	2010-05-25	$ 3,000,000
	PA		FOUNDATION ENGINEERING INC	Geotechnical & Geological Engineering On-Call	2010-05-25	$ 3,000,000
	PA		GEOTECHNICAL RESOURCES INC	Geotechnical & Geological Engineering On-Call (GRI)	2010-05-25	$ 3,000,000
	PA		KLEINFELDER	Geotechnical & Geological Engineering On-Call (Kleinfelder)	2010-05-25	$ 3,000,000
	PA		SHANNON & WILSON INC	Geotechnical & Geological Engineering On-Call (S&W)	2010-05-25	$ 3,000,000
	28244	1	MICHAEL A MINOR & ASSOC	I-5: Holladay-Marquam	2010-05-25	$ 10,260
	28244	2	MICHAEL A MINOR & ASSOC	US 26: 185th to Cornell	2010-05-25	$ 27,600
	25958	8	DKS ASSOCIATES INC	2009 ITS Urban and Rural Improvements	2010-05-27	$ 345,703
	26818	5	CRANDALL ARAMBULA PC	Outreach, City of Junction City Workshop	2010-05-31	$ 27,261
	27624	6	KITTELSON & ASSOCIATES	City of Florence Transportation System Plan Update	2010-06-04	$ 113,600
	28223	1	HDR ENGINEERING INC	Right of Way Appraisal Review	2010-06-04	$ 25,000
	28545		NORTHWEST GEOTECHNICAL CONSULTANTS INC	SCP #07: Clackamas County QCCS Services	2010-06-07	$ 30,000
	26080	8	STEVE PLOWMAN	Cow Canyon SRA New Toilet Building	2010-06-07	$ 64,610
	27897	7	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2010-06-15	$ 26,611
	27897	6	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2010-06-15	$ 7,444
	26524	3	OBEC CONSULTING ENGINEERS	OR62: Corridor Solutions Unit 2	2010-06-16	$ 2,783,390
	27271	4	ENVIRONMENTAL SCIENCE & ASSESSMENT LLC	Land Use I-5 Iowa St Viaduct	2010-06-17	$ 15,804
	25958	11	DKS ASSOCIATES INC	ITS Engineering and Support Services	2010-06-21	$ 43,744
	25950	26	CH2M HILL BOISE OFFICE	Eugene Transportation System Plan	2010-06-22	$ 437,483
	25950	27	CH2M HILL BOISE OFFICE	Region 2 Flexible Planning Services	2010-06-22	$ 105,821
	25958	10	DKS ASSOCIATES INC	ODOT Region 4 10-Year Phased ITS and Communications Project	2010-06-22	$ 38,485
	27624	1	KITTELSON & ASSOCIATES	City of Ashland Transportation System Plan Update	2010-06-22	$ 416,740
	28574		EDGE MULTIMEDIA INC	SCP #15: Bundle 210 Radio Advertising Purchasing	2010-06-23	$ 24,977
	28215	5	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-06-24	$ 4,950
	PA		VIGIL-AGRIMIS	SCP #11: Roadside Dev. and Landscape Design Serv.	2010-06-29	$ 149,980
	PA		VIGIL-AGRIMIS	SCP #10: Environmental Services Suport-Wetlands/Permitting	2010-06-30	$ 45,549
	PA		UKIAH ENGINEERING INC	SCP: Technical Specifications Writing, Review & Support	2010-06-30	$ 59,990
	28500		KPFF CONSULTING ENGINEERS	Monroe Middle School Bike Shelter	2010-06-30	$ 50,000
	25950	17	CH2M HILL BOISE OFFICE	Salem River Crossing Alternatives Modes Study	2010-06-30	$ 195,570
	26728	4	PACIFIC HABITAT SERVICES INC	TA 4 Rev plans, specs, permits assemble EAP, Closed 9-14-10	2010-06-30	$ 9,855
	26728	6	PACIFIC HABITAT SERVICES INC	Environmental Compliance Constrc Inspec	2010-06-30	$ 53,672
	26728	7	PACIFIC HABITAT SERVICES INC	Review trail alignment & prepare wetlands delineation	2010-06-30	$ 16,870
	26779	6	VIGIL-AGRIMIS	Prep of Environmental Action Lists for projects	2010-06-30	$ 16,655
	26779	7	VIGIL-AGRIMIS	Environmental Compliance Inspection	2010-06-30	$ 18,574
	26779	8	VIGIL-AGRIMIS	Producing the Joint DSL/ACOE Permit Application	2010-06-30	$ 9,910
	26780	4	SWCA ENVIRONMENTAL CONSULTANTS	US 30 at Van Street Key number 12834	2010-06-30	$ 8,345

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	26780	6	SWCA ENVIRONMENTAL CONSULTANTS	Prep for Environmental Action Lists for projects	2010-06-30	$ 5,000
	26780	7	SWCA ENVIRONMENTAL CONSULTANTS	Prep of Environmental Action Lists for projects	2010-06-30	$ 11,300
	26780	8	SWCA ENVIRONMENTAL CONSULTANTS	US 30 at Van Street KN 15530	2010-06-30	$ 3,500
	26780	9	SWCA ENVIRONMENTAL CONSULTANTS	Construction Inspection for multiple projects	2010-06-30	$ 18,195
	26780	11	SWCA ENVIRONMENTAL CONSULTANTS	Remediation for Zig-Zag Wetland Mitigation Site	2010-06-30	$ 16,504
	26780	12	SWCA ENVIRONMENTAL CONSULTANTS	Remdiation for Sunnybrook Mitigation Site	2010-06-30	$ 11,371
	26817	4	COGAN OWENS COGAN	Outreach City of Troutdale, Density and Design Lecture	2010-06-30	$ 6,272
	26818	7	CRANDALL ARAMBULA PC	Outreach City of Troutdale Main St. Revitalization Lecture	2010-06-30	$ 7,716
	27833	1	UKIAH ENGINEERING INC	Technical Specifications Writing, Review & Support	2010-06-30	$ 3,000
	27833	2	UKIAH ENGINEERING INC	Tech Specifications Writing and Review	2010-06-30	$ 6,000
	27833	3	UKIAH ENGINEERING INC	Technical Specifications Writing, Review & Support	2010-06-30	$ 6,000
	27251	6	BUCKEL ASSOCIATES INC	Bundle 310	2010-07-06	$ 15,457
	28548	1	VIGIL-AGRIMIS	OR 34: Roche-Walcott	2010-07-07	$ 38,223
	PA		JLA PUBLIC INVOLVEMENT INC	Region 2 - JTA, HB2001, PI/O/C Services	2010-07-08	$ 3,000,000
	28491		HATCH MOTT MACDONALD HOLDING INC	Arch Cape Tunnel Reconnaissance Inspection	2010-07-08	$ 5,179
	27621	3	CH2M HILL BOISE OFFICE	Lane Transit District Long Range Regional Transit Plan	2010-07-09	$ 117,300
	29380	9	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2010-07-14	$ 9,616
	29380	10	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2010-07-14	$ 9,616
	29380	11	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2010-07-14	$ 9,616
	PA		DKS ASSOCIATES INC	Disc. Spec. Permanent /Temporary Traffic Management (DKS)	2010-07-15	$ 1,000,000
	PA		KITTELSON & ASSOCIATES	Disc. Spec. Permanent /Temporary Traffic Management (Kitt)	2010-07-15	$ 1,000,000
	PA		DAVID EVANS & ASSOCIATES INC	Disc. Spec. Permanent /Temporary Traffic Management (DEA)	2010-07-15	$ 1,000,000
	28476		PARSONS BRINCKERHOFF INC	US 97 Bend North Corridor Project	2010-07-15	$ 2,146,274
	28183		AYRES ASSOCIATES	Local Agency Bridge Inspection Services	2010-07-15	$ 815,346
	27857	3	VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2010-07-16	$ 25,225
	27252	7	TOM NELSON & ASSOCIATES LLC	Provide grade & Alignmen	2010-07-19	$ 5,302
	28611		DAVID EVANS & ASSOCIATES INC	ODOT Rail 2009-2011 Rail Safety Projects	2010-07-20	$ 314,120
	PA		PARAMETRIX INC	A&E services for Local Agency's	2010-07-28	$ 7,500,000
	28181		ANDERSON ENGINEERING &	Local Agency Bridge Inspection Services	2010-07-28	$ 655,019
	28182		SARGENT ENGINEERS INC	Local Agency Bridge Inspection Services	2010-07-28	$ 894,960
	PA		OTAK ENGINEERING INC	A&E services for Local Agency's	2010-07-29	$ 7,500,000
	PA		OBEC CONSULTING ENGINEERS	A&E services for Local Agency's	2010-07-29	$ 7,500,000
	PA		DAVID EVANS & ASSOCIATES INC	A&E services for Local Agency's	2010-07-29	$ 7,500,000
	PA		CH2M HILL INC	A&E services for Local Agency's	2010-07-29	$ 7,500,000
	PA		HARPER HOUF PETERSON RIGHELLIS	LA: On-Call A&E and Related Services for Local Agencies	2010-07-29	$ 7,500,000
	PA		WHPACIFIC INC	A&E services for Local Agency's	2010-07-29	$ 7,500,000
	PA		MURRAY SMITH & ASSOC	A&E services for Local Agency's	2010-07-29	$ 7,500,000
	PA		T Y LIN INTERNATIONAL	A&E services for Local Agency's	2010-07-29	$ 7,500,000

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	PA		H W LOCHNER INC	A&E services for Local Agency's	2010-07-29	$ 7,500,000
	26657		WHPACIFIC INC	OR:22 72nd Ave Phase 1 scoping and DAP	2010-07-29	$ 3,508,207
	28184		OBEC CONSULTING ENGINEERS	Local Agency Bridge Inspection Services	2010-07-29	$ 773,970
	28187		DAVID EVANS & ASSOCIATES INC	Local Agency Bridge Inspection Services	2010-07-30	$ 655,617
	25950	19	CH2M HILL BOISE OFFICE	Region 2 Flexible Planning Services	2010-07-31	$ 83,676
	26543	2	CAMERON MCCARTHY GILBERT & SCHEIBE	Quick Response, Lane Transit District & Eugene EMX Extension	2010-07-31	$ 28,600
	PA		BLUEDOT GROUP LLC	SCP #13: Survey for Access Management Support	2010-08-04	$ 75,000
	28186		RBF CONSULTING	Local Agency Bridge Inspection Services	2010-08-04	$ 626,796
	28604		KAREN ALLEN	SCP: Region 4 Wetland Support Services	2010-08-04	$ 74,999
	26471	10	DAVID EVANS & ASSOCIATES INC	OR-99 Corridor Plan	2010-08-04	$ 316,249
	26471	4	DAVID EVANS & ASSOCIATES INC	Interchange 129- Interchange Area Management Plan	2010-08-04	$ 48,921
	28634		WHPACIFIC INC	R4 Project Delivery Bldg Water and Sewer Analysis	2010-08-05	$ 29,059
	27455	2	URS CORPORATION	I-5 Rose Quarter Planning & Traffic Study	2010-08-05	$ 1,335,783
	28215	6	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-08-05	$ 16,500
	28215	7	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-08-05	$ 1,320
	27451	7	HDR ENGINEERING INC	Statewide CETAS Support	2010-08-06	$ 148,325
	27456	5	KITTELSON & ASSOCIATES	US 20 at Tumalo Highwat Safety Manual Evaluation	2010-08-06	$ 36,644
	27425		HDR ENGINEERING INC	NEPA QA/QC Program Development	2010-08-09	$ 24,790
	28185		H W LOCHNER INC	Local Agency Bridge Inspection Services	2010-08-10	$ 474,940
	26537		MILL CREEK MANAGEMENT	Culvert repair; I-84 MP 30.06--Trenchless	2010-08-11	$ 20,918
	PA		MOBLEY ENGINEERING LLC	SCP #10: Traffic Engineer Analysis Rail Transit/Hwy Crossing	2010-08-17	$ 74,990
	27624	5	KITTELSON & ASSOCIATES	City of Medford, UGB Expansion Study and TSP Update	2010-08-17	$ 172,490
	29380	12	BLACK & VEATCH CORPORATION	Black and Veatch - A-E Services - 257-1005-09	2010-08-20	$ 436,560
	PA		RALPH SOULE	SCP #04: On-Call Geophysical Services	2010-08-23	$ 74,990
	27165	6	GEODESIGN INC	Statewide Pavement Testing and Design Services	2010-08-23	$ 155,881
	28675		JOHN GROSS INTERIOR DESIGN INC	Talgo Trainset Design Consultation	2010-08-24	$ 4,950
	25950	28	CH2M HILL BOISE OFFICE	Central Lane MPO Planning Coordination Support	2010-08-24	$ 398,904
	27456	6	KITTELSON & ASSOCIATES	Roundabouts	2010-08-24	$ 36,429
	26525	6	DAVID EVANS & ASSOCIATES INC	I-84 @ 257th Interchange	2010-08-25	$ 189,748
	27627	2	ANGELO PLANNING GROUP INC	City of Woodburn Highway 99E Corridor Plan	2010-08-25	$ 218,841
	27251	7	BUCKEL ASSOCIATES INC	Locate missing property corners for the Marquess Prop	2010-08-27	$ 4,810
	25950	1	CH2M HILL BOISE OFFICE	Oregon 22/51 Expressway Management Plan	2010-08-31	$ 210,701
	26817	3	COGAN OWENS COGAN	Outreach City of Metolius Workshop	2010-08-31	$ 17,582
	PA		BROWN & CALDWELL	Statewide Stormwater Engineering & Environmental Services	2010-09-03	$ 1,000,000
	28729		JENNIFER GETTY	Special Managment Areas Manangment plans	2010-09-08	$ 33,999
	27633	1	PARAMETRIX INC	Forest Grove Transit-Oriented Dev. Plan & Implementation	2010-09-09	$ 114,800
	PA		HDR ENGINEERING INC	Statewide Stormwater Engineering & Environmental Services	2010-09-14	$ 1,000,000

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	26525	2	DAVID EVANS & ASSOCIATES INC	RAS support specialist	2010-09-14	$ 112,146
	27630	1	DAVID EVANS & ASSOCIATES INC	Clackamas County, Park Avenue Station Area Plan	2010-09-14	$ 145,053
	PA		HERRERA ENVIRONMENTAL	Statewide Stormwater Engineering & Environmental Services	2010-09-15	$ 1,000,000
	25958	12	DKS ASSOCIATES INC	Oregon Tolling & Pricing Architecture & Operational Plan	2010-09-16	$ 80,584
	27857	4	VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2010-09-16	$ 24,788
	28548	2	VIGIL-AGRIMIS	OR99E: NCL-D St (Hubbard)	2010-09-16	$ 16,823
	PA		OTAK ENGINEERING INC	Statewide Stormwater Engineering & Environmental Services	2010-09-21	$ 1,000,000
	28721		ROBERT KASPARI	Structural Design Check	2010-09-23	$ 35,078
	27252	8	TOM NELSON & ASSOCIATES LLC	OBDP Construction Survey Svcs Troutdale	2010-09-24	$ 2,007
	27456	7	KITTELSON & ASSOCIATES	Klamath Falls Transportation System Planning Update	2010-09-24	$ 261,201
	28244	3	MICHAEL A MINOR & ASSOC	I-5 Iowa Street Viaduct	2010-09-24	$ 29,775
	28689		HDR ENGINEERING INC	State Bridge Inspections (I-84 & Morrison Ramps	2010-09-28	$ 262,317
	26559		GEOTECHNICAL RESOURCES INC	OR 224; Clackamas Highway MP 46.2 Slide	2010-09-29	$ 142,971
	27065		BLUE MOUNTAIN CONSULTING	SCP #10: Archaeology Services - Region 5	2010-09-29	$ 73,860
	27286		LOIS D COHEN ASSOCIATES LLC	SCP #15: OBDP Bundle #509 Public Involvement Services	2010-09-30	$ 59,957
	25950	16	CH2M HILL BOISE OFFICE	Tangent land Use and Transportation Plan Update	2010-09-30	$ 104,063
	25950	18	CH2M HILL BOISE OFFICE	Region 2 Flexible Planning Services	2010-09-30	$ 153,973
	25958	7	DKS ASSOCIATES INC	US 26 Staley's Junction Acceleration Lane Analysis	2010-09-30	$ 21,052
	27454	1	PARSONS BRINCKERHOFF INC	R1 VISSIM Operational Corridor Development	2010-09-30	$ 495,356
	27458	3	TRANSPORTATION PLANNING	TEPE - Stakeholder Involvement Best Practice - TDD	2010-09-30	$ 73,350
	PA		STJ INC	SCP #08: Traffic Engineering Support	2010-10-01	$ 3,680
	27164	3	PAVEMENT SERVICES INC	Statewide Pavement Testing and Design Services	2010-10-04	$ 12,965
	27458	4	TRANSPORTATION PLANNING	Statewide Transporation Strategy for SB 1059 (2010)	2010-10-04	$ 924,981
	26530	5	MURRAY SMITH & ASSOC	Woodburn interchange Subsurface Utility Engineering Services	2010-10-06	$ 1,507,393
	PA		MICHAEL A MINOR & ASSOC	SCP #10: On-Call Traffic Noise Studies	2010-10-08	$ 74,999
	27450	14	DKS ASSOCIATES INC	Cornelius Pass Road Safety Alternatives	2010-10-08	$ 99,998
	28285		JACK R KALINOSKI	US101: Jetty Creek Bridge CRB - Jack Kalinoski	2010-10-11	$ 14,175
	28286		GAMBLE CONSTRUCTION SERVICES	US101: Jetty Creek Bridge CRB - Walt Gamble	2010-10-11	$ 14,175
	28287		PINNACLE WESTERN INC	US101: Jetty Creel Bridge CRB - Dave Leonard	2010-10-11	$ 14,730
	26526	2	WHPACIFIC INC	OR6 - Wilson River Loop	2010-10-11	$ 813,649
	27456	8	KITTELSON & ASSOCIATES	OR Hwy 126 Corridor Facility Plan	2010-10-11	$ 400,858
	26471	11	DAVID EVANS & ASSOCIATES INC	OR 140 Corridor Plan; Jackson County, Oregon	2010-10-14	$ 245,216
	PA		ENGINEERED MONITORING SOLUTIONS	Structural Health Monitoring	2010-10-15	$ 2,000,000
	27740		MAYER REED	OR22 Sublimity Interchange	2010-10-15	$ 2,988
	27943		DAVID EVANS & ASSOCIATES INC	I-5 South Medford Interchange Improvements	2010-10-15	$ 2,587
	28659		BRINK COMMUNICATIONS LLC	SB 1059 Strategic Communication & Communication Plan	2010-10-18	$ 158,214
	28215	8	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-10-18	$ 3,795
	27250	2	LAND MARK SURVEYING INC	Survey Verification Work	2010-10-20	$ 16,400

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	27251	8	BUCKEL ASSOCIATES INC	Collect field topo of wetlands area	2010-10-20	$ 3,505
	28614		DAHN DESIGN LLC	Lost River Wetland Interpretive Signs	2010-10-21	$ 8,319
	28353	1	WHPACIFIC INC	5 Mile Creek Bridges	2010-10-21	$ 84,392
	26081	4	MFIA INC	Mill Creek First Floor Restroom Remodel Design	2010-10-22	$ 55,735
	26697		ALTA TRANSPORTATION CONSULTING INC	I-5 South Medford Interchange, Lanscape Construction Support	2010-10-26	$ 1,980
	27356		SWCA ENVIRONMENTAL CONSULTANTS	SCP #10: OR 42: Hoover Hill Passing Lane	2010-10-27	$ 29,085
	27449	2	CH2M HILL INC	I-405/I-5/US 26 Design Workshop	2010-10-27	$ 138,265
	27456	1	KITTELSON & ASSOCIATES	Mt. Hood Highway Road Safety Audit (RSA)	2010-10-27	$ 20,930
	27453	6	DAVID EVANS & ASSOCIATES INC	US 97:South Bend Parkway/Murphy Crossing IAMP, City of Bend	2010-10-28	$ 136,278
	PA		SIEGEL PLANNING SERVICES LLC	SCP #16: Land Use Permit Application Preparation Services	2010-10-30	$ 74,990
	pA		WRG DESIGN INC	SCP #16: Land Use Permit Application Preparation Services	2010-10-30	$ 74,990
	25950	9	CH2M HILL BOISE OFFICE	Seaside TSP	2010-10-31	$ 367,076
	25950	21	CH2M HILL BOISE OFFICE	Region 2 Flexible Planning Services	2010-10-31	$ 87,925
	27454	3	PARSONS BRINCKERHOFF INC	I-5 Southbound HOV Reassessment	2010-10-31	$ 22,780
	27450	9	DKS ASSOCIATES INC	Junction City TSP	2010-11-01	$ 197,727
	28730		FREGONESE ASSOCIATES INC	Scenario Planning Guidelines for Senate Bill 1059	2010-11-02	$ 272,347
	28348	3	OBEC CONSULTING ENGINEERS	Grants Pass Transit Shelters	2010-11-02	$ 129,830
	28785		TRANSPORTATION PLANNING	Greenhouse Gas Reduction Toolkit for Senate Bill 1059	2010-11-09	$ 149,885
	28161		MICHAEL A MINOR & ASSOC	I-5: Sutherlin Hill Truck Climbing Lanes Noise Study	2010-11-16	$ 21,768
	28585		PARSONS BRINCKERHOFF INC	I-5: Del Rio Noise Study	2010-11-16	$ 6,116
	PA		URS CORPORATION	RFP; Biological and Wetlands Services	2010-11-17	$ 1,000,000
	PA		DAVID EVANS & ASSOCIATES INC	RFP; Biological and Wetlands Services	2010-11-17	$ 1,000,000
	PA		MASON BRUCE & GIRARD INC	RFP; Biological and Wetlands Services	2010-11-17	$ 1,000,000
	PA		HDR ENGINEERING INC	RFP; Biological and Wetlands Services	2010-11-17	$ 1,000,000
	26547	6	SERA ARCHITECTS INC	Quick Response City of Sisters Cascade Avenue Streetscape	2010-11-17	$ 136,400
	27732		DWAYNE HOFSTETTER PE	Cat#8 PSK US 26 @ Staley's Junction-MP 45.48 TrafficEngineer	2010-11-18	$ (4)
	28348	1	OBEC CONSULTING ENGINEERS	Bear Ck Greenway Trail Reconstruction	2010-11-18	$ 274,424
	28348	5	OBEC CONSULTING ENGINEERS	Duck Pond Multi-Use Path City of Roseburg	2010-11-18	$ 57,915
	28848		DAUBERSMITH INC	I-84 @ NE 257th Interchange Constructability Review	2010-11-19	$ 17,500
	28349	3	DAVID EVANS & ASSOCIATES INC	Pilkington Pathway - Jean Road to Dawn St.	2010-11-19	$ 172,057
	26524	4	OBEC CONSULTING ENGINEERS	OR 224; I-205 UPRR Overcrossing WB Right Turn Lane	2010-11-22	$ 637,409
	25950	15	CH2M HILL BOISE OFFICE	TRickreall to Monmonth Corridor Segment Plan	2010-11-30	$ 33,572
	26529	5	OTAK ENGINEERING INC	Portland Harbor Project	2010-11-30	$ 27,205
	27456	4	KITTELSON & ASSOCIATES	US 26 at Dover Lane Road Safety Audit	2010-11-30	$ 24,744

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	28870		ROGERS ENGINEERING INC	Davis Slough Maintenance Station Office Construction Design	2010-12-01	$ 26,039
	27456	10	KITTELSON & ASSOCIATES	I-84/US730 IAMP & Port of Morrow IAMP	2010-12-01	$ 315,712
	28837		GALBRAITH & ASSOCIATES INC	Fern Valley Interchange Exit 24 Aesthetics Concepts	2010-12-02	$ 49,100
	27857	5	VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2010-12-03	$ 39,500
	28888		BURGESS & NIPLE LIMITED	State Bridge Inspections (Yaquina Bay and Necarney Creek Br)	2010-12-06	$ 84,986
	PA		LANPACIFIC INC	SCP #13: Survey Access Management Support--LanPacific	2010-12-09	$ 75,000
	PA		WEST CONSULTANTS INC	SCP #05: On-Call Fish Passage Hydraulic Design	2010-12-09	$ 74,999
	28215	9	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-12-09	$ 4,950
	28215	10	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2010-12-09	$ 1,980
	28272		SHANNON & WILSON INC	SCP #04: Region 3 Elk Creek Tunnel	2010-12-10	$ 74,990
	27252	9	TOM NELSON & ASSOCIATES LLC	Stake and Survey Other Drainage Features	2010-12-10	$ 5,325
	28348	4	OBEC CONSULTING ENGINEERS	Mace Road, Howard Elementary Sidewalk Build, City of Medford	2010-12-10	$ 73,606
	PA		ENVIRONMENTAL SCIENCE & ASSESSMENT LLC	SCP #16: Land Use Permit Application Preparation Services	2010-12-13	$ 74,990
	28339		DONOVAN & ASSOCIATES	US 30: Burnt River & UPRR Bridge Historic (Section 106)	2010-12-13	$ 5,806
	27633	2	PARAMETRIX INC	Metro Tigard High Capacity Transit Corridor Land Use Plan	2010-12-13	$ 169,000
	PA		FDH ENGINEERING INC	Non-destructive Testing for Unknown Bridge Foundations	2010-12-15	$ 400,000
	27897	8	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2010-12-15	$ 4,414
	27897	9	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2010-12-15	$ 8,355
	28349	6	DAVID EVANS & ASSOCIATES INC	City of Elkton: River Rd: 2nd Street-Community Ctr Sidewalk	2010-12-16	$ 325,094
	28895		JOHN CARDENAS	Video for I-205 Green Corridor Multi-Use Path Project	2010-12-17	$ 4,000
	28810		BARBER BARRETT TURNER	Region 4 Project Delivery Building Design	2010-12-23	$ 433,194
	27451	8	HDR ENGINEERING INC	Transportation, Engineering, Planning and Env (TEPE)	2010-12-23	$ 500,000
	27291		ANDERSON PERRY & ASSOCIATES INC	SCP #13: Region 5 Survey Services Multi-Project	2010-12-28	$ 42,494
	27449	3	CH2M HILL INC	US: 101 - Camp Rilea Rd - Surf Pine Rd Facility Plan	2010-12-29	$ 268,136
	28856		CORNFORTH CONSULTANTS INC	Pioneer Mountain - Eddyville Section Hwy 20 Relocation Desig	2010-12-30	$ 252,778
	PA		PACIFIC HABITAT SERVICES INC	SCP #10: Environmental Services Support--Wetlands/Permitting	2010-12-31	$ 91,860
	pA		SWCA ENVIRONMENTAL CONSULTANTS	SCP #10: Environmental Services Support-Wetlands/Permitting	2010-12-31	$ 28,758
	27525		CHARLTON ENGEL MARKETING INC	SCP #15: Southern Oregon Intercity Bus Service Marketing	2010-12-31	$ 75,200
	25957	3	DAVID EVANS & ASSOCIATES INC	2007 ITS Corridor	2010-12-31	$ 15,242
	27452	2	PARAMETRIX INC	Economic Assessment of Potential Highway Tolling Options	2010-12-31	$ 52,086

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	26544	3	CRANDALL ARAMBULA PC	Quick Response Oregon City Downtown Circulation Phase 2	2011-01-01	$ 67,130
	PA		PEAK SCIENCE COMMUNICATIONS	Geo-Environmental Technical Writing	2011-01-03	$ 100,000
	28419	1	JLA PUBLIC INVOLVEMENT INC	Region 2 - JTA, HB2001, PI/O/C Services	2011-01-04	$ 320,616
	25950	29	CH2M HILL BOISE OFFICE	Region 2 Flexible Planning Services	2011-01-06	$ 214,631
	28347	1	OTAK ENGINEERING INC	West Linn Trail Bike/Ped Path	2011-01-07	$ 243,362
	28385	1	GEOTECHNICAL RESOURCES INC	Geotechnical & Geological Engineering On-Call	2011-01-10	$ 154,672
	26471	12	DAVID EVANS & ASSOCIATES INC	Grants Pass TSP Framework	2011-01-11	$ 147,825
	28347	2	OTAK ENGINEERING INC	Elliot Creek Road (Slate Creek) Bridge (Grants Pass)	2011-01-11	$ 535,556
	25958	13	DKS ASSOCIATES INC	ITS Engineering and Support Services	2011-01-14	$ 35,384
	27622	1	DAVID EVANS & ASSOCIATES INC	Cat. 1 - TGM Local Gov't TLUP Grants - DEA	2011-01-18	$ 510,071
	27623	4	DKS ASSOCIATES INC	City of Canby, Canby OR 99e Corridor and Gateway Design Plan	2011-01-18	$ 150,973
	28925		BRANCH ENGINEERING INC	Decommission the NB & SB Cow Creek Safety Rest Area	2011-01-19	$ 39,665
	28997		INTERFLEET TECHNOLOGY INC	Rail and Transit Consultant Services	2011-01-24	$ 57,500
	27857	6	VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2011-01-25	$ 23,425
	28384	1	FOUNDATION ENGINEERING INC	I-5 Fern Valley Interchange Unit 2, Pacific Hwy, Jackson Co	2011-01-26	$ 221,403
	28349	1	DAVID EVANS & ASSOCIATES INC	A&E services for Local Agency's	2011-01-28	$ 905,760
	28349	4	DAVID EVANS & ASSOCIATES INC	SE King Road & SE 145th Ave Sidewalks - Happy Valley	2011-01-31	$ 276,442
	26816	3	OTAK ENGINEERING INC	City of Dundee Public Outreach Workshop	2011-02-01	$ 18,688
	27805		ANDERSON PERRY & ASSOCIATES INC	SCP #13: Region 5 Survey Services - Muti Project	2011-02-02	$ 64,543
	PA		DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2011-02-07	$ 6,000,000
	28894	1	PEAK SCIENCE COMMUNICATIONS	Geo-Environmental Technical Writing	2011-02-15	$ 11,382
	27624	7	KITTELSON & ASSOCIATES	City of Hubbard Transportation System Plan Update	2011-02-16	$ 86,200
	28355	1	T Y LIN INTERNATIONAL	Old Tualatin Vally Hwy; Scoggins Creek Bridge Replacement	2011-02-16	$ 241,268
	28630	1	ENGINEERED MONITORING SOLUTIONS	Structural Health Monitoring	2011-02-17	$ 688,833
	PA		MLG INC	CADD	2011-02-22	$ 14,990
	PA		SHANNON & WILSON INC	Trenchless Tech Consultation for US101: Manzanita Ave - Neah	2011-02-23	$ 29,337
	26817	5	COGAN OWENS COGAN	Outreach Weston-Athena Workshop	2011-02-28	$ 18,446
	27623	5	DKS ASSOCIATES INC	City of Central Point East Pine St. Corridor Refinement Plan	2011-02-28	$ 145,011
	27897	10	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2011-02-28	$ (5,309)
	27450	13	DKS ASSOCIATES INC	Astoria TSP	2011-03-04	$ 321,491
	PA		CONVERGENT PACIFIC LLC	SCP: Bridge Design Checking	2011-03-07	$ 149,990
	PA		ENVIRONMENTAL SCIENCE & ASSESSMENT LLC	SCP #07: Iowa Street Permitting Services	2011-03-07	$ 49,990
	29068	1	ENVIRONMENTAL SCIENCE & ASSESSMENT LLC	I-5 SW Iowa St Viaduct	2011-03-07	$ 23,984
	27452	4	PARAMETRIX INC	Freight Directive Analysis & Ranking Methodology	2011-03-08	$ 148,557
	28863		WESTERN STATES SOIL CONSERVATION INC	On Call Geotechnical Drilling Services	2011-03-09	$ (68,166)
	27632	3	OTAK ENGINEERING INC	City of Happy Valley, Happy Valley Town Center	2011-03-10	$ 51,901

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	PA		OBEC CONSULTING ENGINEERS	Statewide Surveying Flexible Services	2011-03-16	$ 1,000,000
	PA		OTAK ENGINEERING INC	Statewide Surveying Flexible Services	2011-03-16	$ 1,000,000
	PA		DAVID EVANS & ASSOCIATES INC	Statewide Surveying Flexible Services	2011-03-16	$ 1,000,000
	29083		DAUBERSMITH INC	Warrendale - Moffett Creek Constructability Review	2011-03-17	$ 10,300
	27456	12	KITTELSON & ASSOCIATES	R-1 Damascus Area TSP Update Hwy 212	2011-03-17	$ 456,271
	PA		ASH CREEK ASSOCIATES INC	HazMat Discipline Specific Flex Services Agreement	2011-03-21	$ 1,000,000
	PA		KLEINFELDER	HazMat Discipline Specific Flex Services Agreement	2011-03-21	$ 1,000,000
	PA		URS CORPORATION	HazMat Discipline Specific Flex Services Agreement	2011-03-21	$ 1,000,000
	PA		KENNEDY JENKS CONSULTANTS	HazMat Discipline Specific Flex Services Agreement	2011-03-21	$ 1,000,000
	27450	16	DKS ASSOCIATES INC	OR 99W; Gaarde/McDonald Conceptual Intersection Layout Ph 1	2011-03-22	$ 53,788
	27632	4	OTAK ENGINEERING INC	City of Silverton, West-Side Land Use & Transportation Plan	2011-03-22	$ 134,000
	29046		HDR ENGINEERING INC	State Bridge Inspections of West Fremont Bridge ramp structu	2011-03-24	$ 139,739
	28864		NORTHWEST GEOPHYSICAL ASSOCIATES	On-Call Geophysical Testing Services	2011-03-28	$ (7,684)
	29064		MARY BOSCH DBA MARKETEK	City of Portland Cully Main Street and Local Street Plans	2011-03-29	$ 15,000
	27623	6	DKS ASSOCIATES INC	City of La Grande Transportation System Plan Amendment	2011-03-29	$ 110,542
	27230		OBEC CONSULTING ENGINEERS	Load Rating For Local Agency Bridges	2011-03-30	$ 968,120
	27457	3	JONES & STOKES	N. Portland Rd - Columbia Blvd Intersection Development Plan	2011-03-30	$ 439,177
	29107		GEOENGINEERS INC	SCP: US 26 Staley's Junction Fluvial Morphology Analysis	2011-03-31	$ 63,061
	26529	2	OTAK ENGINEERING INC	FS: I-5: Seven Oaks Bridge Package, Jackson County	2011-03-31	$ 699,815
	27456	11	KITTELSON & ASSOCIATES	Cornelius Pass Road Safety Alternatives	2011-03-31	$ 77,488
	PA		SLR INTERNATIONAL CORP	SCP #08: Region 2 - On-Call Traffic Noise Studies	2011-04-01	$ 149,990
	29095		TRANSFORMATION SYSTEMS INTL LLC	North Coast Communication Assessment Services	2011-04-05	$ 26,498
	27452	5	PARAMETRIX INC	Newport South Beach TSP Update & Alternative Mobility Stds	2011-04-06	$ 84,677
	28806	1	FDH ENGINEERING INC	Non-destructive Testing for Unknown Bridge Foundations	2011-04-07	$ 149,106
	29069		OTAK ENGINEERING INC	Envir and Eng Projects for Woodburn	2011-04-08	$ 1,282,522
	27627	4	ANGELO PLANNING GROUP INC	City of Independence, Urban Growth Boundary Concept	2011-04-08	$ 148,000
	27231		H W LOCHNER INC	Load ratings for Local Agency Bdidges	2011-04-11	$ 1,197,810
	27456	14	KITTELSON & ASSOCIATES	US 30 Road Safety Audit (RSA)	2011-04-11	$ 56,486
	28349	8	DAVID EVANS & ASSOCIATES INC	Willamete Greenway Trail: Chimney Park - Pier Park Bridge	2011-04-12	$ 441,024
	28885		TINNEA & ASSOCIATES LLC	Measurement of Cathodic Protection	2011-04-14	$ 261,553
	28349	7	DAVID EVANS & ASSOCIATES INC	Fanno Creek Trail - Hall Blvd Crossing	2011-04-14	$ 390,374
	27456	13	KITTELSON & ASSOCIATES	Pendleton Traffic Impact Analysis (TIA)	2011-04-15	$ 11,516
	27897	11	BLUE MOUNTAIN CONSULTING	SCP #10: Region 5 On-Call Archeological Services	2011-04-20	$ 29,714
	29027		RHINE-CROSS GROUP LLC	ODOT ESB Klamath Falls Maintenance Co-location Study	2011-04-21	$ 49,587

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	29189		MASON BRUCE & GIRARD INC	MINI-S; HCRH State Trail Natural Resources Elements Report	2011-04-22	$ 25,000
	PA		ANDERSON PERRY & ASSOCIATES INC	SCP #13: Survey Services - Multiple Projects - Region 5	2011-04-26	$ 40,605
	26080	11	STEVE PLOWMAN	Bend Maintenance Facility Electrical Service Upgrade	2011-04-27	$ 29,916
	29029		CLAIRE CAMERON PATTERSON	Whetstone Vernal Pool Restoration Geospatial Support	2011-04-28	$ 68,768
	26816	5	OTAK ENGINEERING INC	Outreach, Redmond Public Outreach Workshop	2011-04-28	$ 16,757
	27450	15	DKS ASSOCIATES INC	OR 126(W): Territorial Hwy-Beltline Hwy Transportation Plan	2011-04-28	$ 512,993
	28215	11	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2011-04-28	$ 15,180
	28348	6	OBEC CONSULTING ENGINEERS	Peachey Road: Walker to Hillview	2011-04-28	$ 182,571
	28646	1	HERRERA ENVIRONMENTAL	R1 Urban Stormwater Treatment Site Prequalification	2011-04-29	$ 77,620
	26547	5	SERA ARCHITECTS INC	Quick Response Molalla Main St. Between Shaver & Hart	2011-04-30	$ 42,300
	PA		CH2M HILL INC	OIPP Flexible Services for Road Pricing & Renewal Energy	2011-05-02	$ 5,000,000
	27165	7	GEODESIGN INC	US 30 Bypass: NE 122nd to NE 141st	2011-05-02	$ 9,000
	29182		WEST CONSULTANTS INC	OR62 Bypass H & H GIS Support	2011-05-03	$ 9,225
	28244	6	MICHAEL A MINOR & ASSOC	I-5 Boones Bridge	2011-05-03	$ 5,054
	29250		SYSTEMS WEST ENGINEERS INC	District 4 Office HVAC	2011-05-04	$ 9,822
	29077		NEAL HUSTON ARCHITECT INC	R4 Annex Feasibility Study for Bend DMV Office	2011-05-04	$ 14,199
	27450	8	DKS ASSOCIATES INC	US 126 Main Street TSP	2011-05-04	$ 124,896
	28349	5	DAVID EVANS & ASSOCIATES INC	Boat Basin Drive: Bike & Pedestrian Path (Charleston)	2011-05-04	$ 409,255
	28349	10	DAVID EVANS & ASSOCIATES INC	Old Broadbent Road Realignment	2011-05-04	$ 42,515
	29008		INSTITUTE FOR APPLIED ECOLOGY	Tygh Valley Miklvetch Manangement/Mitigation Evaluation	2011-05-09	$ 49,990
	27857	7	VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2011-05-09	$ 17,450
	29219		ALTA TRANSPORTATION CONSULTING INC	Bicycle and Pedestrian Travel Assessment Report	2011-05-10	$ 30,400
	26471	5	DAVID EVANS & ASSOCIATES INC	IAMP 14/19	2011-05-10	$ 57,644
	28349	2	DAVID EVANS & ASSOCIATES INC	Rogue River Trail: Sardine Creek to Rock Point Bridge	2011-05-10	$ 360,179
	28798	1	SLR INTERNATIONAL CORP	SCP #08: Region 2 - On-Call Traffic Noise Studies	2011-05-10	$ 23,586
	27623	7	DKS ASSOCIATES INC	City of Wilsonville Transportation System Plan Update	2011-05-11	$ 235,998
	28244	5	MICHAEL A MINOR & ASSOC	SCP #10: R-1 Noise Studies and Analyses Price Agreement	2011-05-11	$ 41,400
	28349	11	DAVID EVANS & ASSOCIATES INC	Eureka Ave Sidewalk and SRTS Ped Crossing (Silverton)	2011-05-11	$ 42,626
	28894	2	PEAK SCIENCE COMMUNICATIONS	Geo-Environmental Technical Writing	2011-05-11	$ 88,488
	28894	3	PEAK SCIENCE COMMUNICATIONS	ODOT Planning and Environmental Linkages Guidance	2011-05-13	$ 20,000
	29142	1	CH2M HILL INC	OIPP Flexible Services - Vehicle Road Usage Project	2011-05-13	$ 781,525
	28900		GREENLIGHT ENGINEERING	SCP #08: Traffic Engineering Support Services	2011-05-16	$ 149,990
	29039		ZBINDEN CARTER SOUDERS ENGINEERING INC	Bonanza Safe Walk Project	2011-05-17	$ 54,793
	27450	17	DKS ASSOCIATES INC	Public Acceptance of Pricing - Portland	2011-05-17	$ 287,940
	27624	9	KITTELSON & ASSOCIATES	City of Madras TSP Bike and Pedestrian Update	2011-05-17	$ 52,561
	29195		OBEC CONSULTING ENGINEERS	Operations and Maintenance maual Drafting Services	2011-05-18	$ 126,075
	29005	1	CONVERGENT PACIFIC LLC	SCP: Bridge Design Checking	2011-05-19	$ 42,891
	29268		OBEC CONSULTING ENGINEERS	OR 212/224; I-205 to 122nd Ave Sunrise JTA Project	2011-05-20	$ 10,731,048

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	25958	15	DKS ASSOCIATES INC	2011 Rural and Urban Corridors ITS	2011-05-23	$ 714,262
	28347	3	OTAK ENGINEERING INC	Hudspeth-Oregon Juniper:Safe Rte to School Sidewalks Prinevi	2011-05-23	$ 100,983
	PA		PACIFIC NORTHWEST REAL ESTATE SERVICES	SCP #12: Right of Way Services	2011-05-26	$ 150,000
	PA		PARSONS BRINCKERHOFF INC	Transportation and Land Use Model Integration Proj - Stage 5	2011-05-26	$ 2,000,000
	27857	8	VALENTINE ENGINEERING ASSOC	Retaining Wall Systems Review Services	2011-05-26	$ 23,238
	28384	2	FOUNDATION ENGINEERING INC	I-5 Beltline Unit 3 (Eugene)	2011-05-27	$ 1,153,546
	26529	6	OTAK ENGINEERING INC	FS: Portland Harbor Project	2011-05-29	$ 50,000
	26471	13	DAVID EVANS & ASSOCIATES INC	OR 42 Expressway Management Plan - Lookingglass Road to I-5	2011-05-31	$ 252,598
	28383	1	CORNFORTH CONSULTANTS INC	Engineering Geology Consultation	2011-05-31	$ 75,000
	29329		MICHAEL A MINOR & ASSOC	I-5: Sexton Mtn Pass Northbound Truck Climbing Lane Noise St	2011-06-02	$ 17,252
	27451	3	HDR ENGINEERING INC	Land And Water Conservation Fund Act Section 6(F)(3) Guide	2011-06-03	$ 21,915
	25958	14	DKS ASSOCIATES INC	Eugene ATC and Ramp Metering Systems	2011-06-06	$ 187,204
	28215	13	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2011-06-06	$ 7,590
	28506		ROADTRAC INC	2010 IRI Implementation	2011-06-08	$ 30,000
	28348	8	OBEC CONSULTING ENGINEERS	Gulick Road (Clear Creek) Bridge #01C830	2011-06-08	$ 428,746
	28348	9	OBEC CONSULTING ENGINEERS	Oak Creek - SW Campus Way (Irish Bend) Covered Bridge	2011-06-08	$ 38,349
	28349	12	DAVID EVANS & ASSOCIATES INC	Dry Canyon at Pumice Ave - Redmond	2011-06-08	$ 38,065
	28968	1	DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2011-06-15	$ 73,445
	27632	5	OTAK ENGINEERING INC	City of Albany South Albany Area Plan	2011-06-16	$ 183,000
	PA		BROWNE CONSULTING LLC	SCP: Region 5 Multi-Project Botanical Services	2011-06-17	$ 46,705
	27628	1	CRANDALL ARAMBULA PC	City of Grants Pass, Neighborhood Centers	2011-06-17	$ 146,900
	28978	1	OBEC CONSULTING ENGINEERS	OR126B (Main St) Pedestrian Improvements (Springfield)	2011-06-20	$ 176,539
	28348	2	OBEC CONSULTING ENGINEERS	Central Point and Talent Parking Improvements	2011-06-21	$ 317,552
	28353	3	WHPACIFIC INC	NE Daggett Lane: Pedestrian Crossing Speed Reduction-Bend	2011-06-21	$ 23,852
	27456	16	KITTELSON & ASSOCIATES	R-1 Portland, OR-Alternative Mobility Performance Standards	2011-06-23	$ 49,949
	28351	1	HARPER HOUF PETERSON RIGHELLIS	Grande Ronde River Greenway Bicycle/Pedestrian Bridge & Path	2011-06-27	$ 233,353
	25958	16	DKS ASSOCIATES INC	Traffic Data for 2010,2009,2008	2011-06-28	$ 120,300
	28651		CAROLE CONNELL AICP	City of Vernonia TSP Update	2011-06-30	$ 10,100
	26546	5	OTAK ENGINEERING INC	Quick Response City of Sisters Forest Service Property	2011-06-30	$ 74,900
	26816	4	OTAK ENGINEERING INC	City of Aurora Public Outreach Workshop	2011-06-30	$ 19,994
	26818	9	CRANDALL ARAMBULA PC	Outreach Public Transit in Smaller Cities	2011-06-30	$ 16,850
	27450	12	DKS ASSOCIATES INC	VISSIM Protocol Update	2011-06-30	$ 137,406
	27450	18	DKS ASSOCIATES INC	Outer Powell Blvd - Additional Streetscape Alternatives	2011-06-30	$ 3,959

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	27450	19	DKS ASSOCIATES INC	Region 1 Traffic Data Collection Support Svs	2011-06-30	$ 53,610
	27621	4	CH2M HILL BOISE OFFICE	City of Vernonia Transportation System Plan Update	2011-06-30	$ 93,000
	27623	2	DKS ASSOCIATES INC	City of Eagle Point Transportation System Plan Update	2011-06-30	$ 59,216
	27623	3	DKS ASSOCIATES INC	City of Hood River Transportation System Plan Update	2011-06-30	$ 139,535
	27623	1	DKS ASSOCIATES INC	City of Sandy Transportation System Plan Update	2011-06-30	$ 89,029
	27624	2	KITTELSON & ASSOCIATES	City of Philomath Update to the TSP-Update Bike & Ped Route	2011-06-30	$ 62,148
	27624	4	KITTELSON & ASSOCIATES	City of St. Helens Transportation System Plan Update	2011-06-30	$ 95,100
	27624	3	KITTELSON & ASSOCIATES	City of Tigard, Tigard Greenway Trail System Master Plan	2011-06-30	$ 99,700
	27625	1	PARAMETRIX INC	City of Vale, Transportation System Plan Update	2011-06-30	$ 78,400
	27625	2	PARAMETRIX INC	City of Nyssa Transportation System Plan Update	2011-06-30	$ 74,200
	27627	1	ANGELO PLANNING GROUP INC	City of Dundee Southeast Dundee Riverfront Master Plan	2011-06-30	$ 143,860
	27629	1	CSA PLANNING LTD	Rogue Valley Transportation District Boundary Assessment	2011-06-30	$ 75,936
	27635	2	SIEGEL PLANNING SERVICES LLC	Clackamas County, Estacada Downtown & Riverside Area Plan	2011-06-30	$ 137,896
	28548	3	VIGIL-AGRIMIS	US 101: Old Condor Rd-Hebo Sec	2011-07-03	$ 94,930
	28348	11	OBEC CONSULTING ENGINEERS	Creekside Truck Rest Area Base Lift	2011-07-06	$ 35,925
	28353	2	WHPACIFIC INC	1st St Rapids Park to Revere Deschutes River Trail	2011-07-06	$ 136,841
	27456	15	KITTELSON & ASSOCIATES	US 97 @ Cherry Lane RSA	2011-07-07	$ 33,645
	27623	8	DKS ASSOCIATES INC	City of Oregon City, Transportation System Plan	2011-07-08	$ 244,900
	28351	3	HARPER HOUF PETERSON RIGHELLIS	N. Going St. Bike/Ped: N. Vancouver Ave. to N. Channel Ave	2011-07-18	$ 526,264
	29325		ANDERSON ENGINEERING &	SCP: Self Curing Admixture for Bridge Deck Construction	2011-07-20	$ 100,000
	27449	5	CH2M HILL INC	Identification of Oregon Lifeline Routes	2011-07-21	$ 287,929
	28548	4	VIGIL-AGRIMIS	R2 Culvert Improvements	2011-07-22	$ 22,610
	27854	1	OBEC CONSULTING ENGINEERS	Retaining Wall Systems Review Services	2011-07-25	$ 23,688
	28348	12	OBEC CONSULTING ENGINEERS	A&E services for Local Agency's - Yamhill River Green Bridge	2011-07-25	$ 728,429
	26527	2	QUINCY ENGINEERING INC	Bridge Seismic Retrofit Design	2011-07-27	$ 209,971
	29184	1	PARSONS BRINCKERHOFF INC	Transportation and Land Use Model Integration Proj - Stage 5	2011-07-27	$ 50,000
	26817	6	COGAN OWENS COGAN	Wood Village Public Outreach Workshop	2011-07-29	$ 19,862
	27456	3	KITTELSON & ASSOCIATES	I-82/US 730 (Umatilla Port of Entry) IAMP	2011-07-29	$ 201,567
	27456	9	KITTELSON & ASSOCIATES	US 26 Glencoe Road Interchange - Land Use & Permits	2011-07-30	$ 13,057
	26531	2	HDR ENGINEERING INC	Bridge Seismic Retrofit Design (TS&L Phase: Hwy 1)	2011-08-01	$ 248,502
	28351	2	HARPER HOUF PETERSON RIGHELLIS	Barlo Rd: Zimmerman Road Intersection	2011-08-01	$ 391,945
	27454	4	PARSONS BRINCKERHOFF INC	O'Neil Hwy @ BNSF RR/Prineville Jct(Redmond)-Deschutes Cty	2011-08-04	$ 105,124
	28548	6	VIGIL-AGRIMIS	US 30: Mill Creek	2011-08-09	$ 26,411
	27621	5	CH2M HILL BOISE OFFICE	City of Lincoln City Bicycle and Pedestrian Plan	2011-08-11	$ 142,600
	PA		FIVE STARS INTERNATIONAL LTD	OIPP Flexible Services for Road Pricing & Renewal Energy	2011-08-15	$ 5,000,000

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	29522		PACIFIC HABITAT SERVICES INC	Wetland and Permitting Services	2011-08-17	$ 91,676
	29523		SWCA ENVIRONMENTAL CONSULTANTS	Wetland and Permitting Services	2011-08-17	$ 149,990
	PA		TOM NELSON & ASSOCIATES LLC	SCP: Const. Survey Verification - B210 & Benton Co.	2011-08-22	$ 39,341
	28354	1	MURRAY SMITH & ASSOC	Springwater Trail - Rugg Road to Dee Street	2011-08-22	$ 448,413
	29513	1	TOM NELSON & ASSOCIATES LLC	Project management/Project Meetings	2011-08-22	$ 8,997
	27450	20	DKS ASSOCIATES INC	OR99E Woodburn - Aurora Corridor Segment Plan	2011-08-24	$ 164,642
	27456	19	KITTELSON & ASSOCIATES	Transportation, Engineering, Planning & Environmental (TEPE)	2011-08-29	$ 26,411
	28215	14	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2011-08-29	$ 4,950
	29513	2	TOM NELSON & ASSOCIATES LLC	Project Management/Project Meetings	2011-08-29	$ 1,662
	29513	3	TOM NELSON & ASSOCIATES LLC	Project management/Project meetings	2011-08-29	$ 10,427
	27454	5	PARSONS BRINCKERHOFF INC	Garfield Street: Columbus Ave to Peach Street Noise Study	2011-08-30	$ 14,650
	27456	17	KITTELSON & ASSOCIATES	TEPE - East Metro Connections Plan (EMCP)	2011-08-30	$ 125,000
	28387	1	SHANNON & WILSON INC	Region 5 Multi-project	2011-08-30	$ 296,467
	28347	4	OTAK ENGINEERING INC	Multi-Use Master Plan for Mt Scott - Scouter's Loop	2011-08-31	$ 99,986
	28348	7	OBEC CONSULTING ENGINEERS	First St & Main St. Sidewalk and Streetscape: Jacksonville	2011-09-01	$ 165,317
	28348	10	OBEC CONSULTING ENGINEERS	Goodpasture Covered Bridge	2011-09-01	$ 671,161
	28894	4	PEAK SCIENCE COMMUNICATIONS	Geo-Environmental Technical Writing for Noise Manual	2011-09-01	$ 2,700
	27456	20	KITTELSON & ASSOCIATES	OR 66 Green Springs IAMP	2011-09-09	$ 247,974
	28349	14	DAVID EVANS & ASSOCIATES INC	N Willamette Greenway Project Development - KN#17374	2011-09-09	$ 337,374
	29574		RESOURCE SYSTEMS GROUP INC	Using Strategic Mgt. to Maintain Agency Relevance	2011-09-12	$ 8,000
	29580		INTERFLEET TECHNOLOGY INC	Talgo Trainset Oversight & Rail Consultant Services	2011-09-13	$ 4,598
	26471	2	DAVID EVANS & ASSOCIATES INC	I-5 Rogue Valley Corridor Study	2011-09-13	$ 396,295
	29590		JLA PUBLIC INVOLVEMENT INC	TV Hwy Corridor Plan Publ Involvement, Outreach, Communicati	2011-09-20	$ 49,902
	25957	5	DAVID EVANS & ASSOCIATES INC	ITS Engineering and Support Services	2011-09-22	$ 407,594
	27622	2	DAVID EVANS & ASSOCIATES INC	City of Salem, N. Broadway/High Street Parking	2011-09-22	$ 137,300
	29454		PATRICIA CRAMER	Monitoring Plan for US 97 Lava Butte Wildlife Crossing	2011-09-26	$ 13,000
	26080	12	STEVE PLOWMAN	Facilities On-Call Architectural & Engineering Services	2011-09-26	$ 61,436
	28646	2	HERRERA ENVIRONMENTAL	Statewide Stormwater Engineering & Environmental Services	2011-09-28	$ 130,897
	PA		DKS ASSOCIATES INC	OIPP Flexible Services for Road Pricing & Renewal Energy	2011-09-29	$ 5,000,000
	PA		JEFFREY A PARKER & ASSOCIATES INC	OIPP Flexible Services for Road Pricing & Renewal Energy	2011-09-29	$ 5,000,000
	29524		SWAN ISLAND BUSINESS ASSOCIATION	Transportation Demand Management (TDM) Services on Swan Isla	2011-09-30	$ 30,000
	29432		JACOBS ASSOCIATES	SCP: Tunnel Inspections	2011-09-30	$ 150,000
	28348	13	OBEC CONSULTING ENGINEERS	Dry Canyon at Maple (Redmond)	2011-10-03	$ 83,935
	29104	2	PACIFIC NORTHWEST REAL ESTATE SERVICES	SCP #12: Right of Way Services	2011-10-04	$ 30,000
	PA		ABN ENGINEERING LLC	State Radio Architectural & Engineering Price Agreement	2011-10-05	$ 100,000
	28349	9	DAVID EVANS & ASSOCIATES INC	Upper Olalla Rd: Olallo Creek Bridge #19C497 (Douglas County	2011-10-06	$ 489,492

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	29662		MCCANN ENGINEERING LLC	HVAC Engineering for Building B-Salem Campus	2011-10-10	$ 29,000
	25958	17	DKS ASSOCIATES INC	Multimodal Arterial Performance Mgmt Project	2011-10-10	$ 177,516
	26527	3	QUINCY ENGINEERING INC	I-5: Santiam Hwy O'xing, SB Lanes (Albany)	2011-10-10	$ 433,055
	26818	10	CRANDALL ARAMBULA PC	City of Coos Bay Your Town Outreach Workshop	2011-10-10	$ 17,100
	27623	9	DKS ASSOCIATES INC	Bend MPO Public Transit Plan & Corridor Land Use Assessment	2011-10-10	$ 204,283
	PA		WILBUR SMITH ASSOCIATES	OIPP Flexible Services for Road Pricing & Renewal Energy	2011-10-11	$ 5,000,000
	28349	13	DAVID EVANS & ASSOCIATES INC	Old Broadbent Road Slide Repair	2011-10-13	$ 72,162
	28980	1	DAVID EVANS & ASSOCIATES INC	Kimberly Embankment Failure, SH 402, Mp 2.15	2011-10-15	$ 39,410
	28968	2	DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2011-10-20	$ 56,211
	25958	18	DKS ASSOCIATES INC	ITS Engineering and Support Services	2011-10-21	$ 44,262
	29607		PT3 INC	OR Sustainable Transportation Initiative Public Education Pl	2011-10-27	$ 184,306
	PA		LAND MARK SURVEYING INC	SCP #07: OBDP Construction Survey Services ~ Medford	2011-10-30	$ 74,990
	27621	6	CH2M HILL BOISE OFFICE	Salem Area Mass Transit Transportation System Plan	2011-11-01	$ 149,575
	28215	16	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2011-11-05	$ 3,300
	28215	15	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2011-11-07	$ 19,470
	28968	3	DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2011-11-07	$ 207,747
	29725		WELLNESS 2000 INC	#28101 Pilot Wellnes Video	2011-11-09	$ 4,500
	PA		OTAK ENGINEERING INC	TGM Quick Response Planning & Design Services	2011-11-14	$ 200,000
	28351	4	HARPER HOUF PETERSON RIGHELLIS	SW Birchwood Rd: SW 87th Ave– SW Laurelwood Ave (Sidewalk)	2011-11-14	$ 140,442
	PA		CRANDALL ARAMBULA PC	TGM Quick Response Planning & Design Services	2011-11-15	$ 200,000
	29701		GALBRAITH & ASSOCIATES INC	Fern Valley Interchange	2011-11-15	$ 101,955
	27624	10	KITTELSON & ASSOCIATES	City of Falls City Transportation System Plan	2011-11-15	$ 66,190
	28348	17	OBEC CONSULTING ENGINEERS	Deadwood Creek Covered Bridge	2011-11-15	$ 76,212
	28352	1	PARAMETRIX INC	Westside Regional Trail Master Plan-Willamette to Tualatin	2011-11-15	$ 226,372
	28419	2	JLA PUBLIC INVOLVEMENT INC	Region 2 - JTA, HB2001, PI/O/C Services	2011-11-17	$ 230,090
	28349	15	DAVID EVANS & ASSOCIATES INC	Irving Avenue: 19th Street Bridge #07T01 (Astoria)	2011-11-21	$ 310,442
	28798	2	SLR INTERNATIONAL CORP	SCP #08: Region 2 - On-Call Traffic Noise Studies	2011-11-21	$ 5,316
	29776		MICHAEL A MINOR & ASSOC	SCPAE; Construction Noise Levels-Astoria-Megler Br Repairs	2011-11-23	$ 6,802
	26524	6	OBEC CONSULTING ENGINEERS	State Radio Project	2011-11-23	$ 149,555
	28244	8	MICHAEL A MINOR & ASSOC	SCP #10: R-1 Noise Studies and Analyses Price Agreement	2011-11-23	$ 13,938
	29706		WORD JONES INC	SCPS Materials Dev, Graphic Design, Production/Installation	2011-11-28	$ 80,000
	28348	19	OBEC CONSULTING ENGINEERS	S 3rd St Franklin Ave - Murphy Rd (Bend)	2011-11-29	$ 301,301
	27635	3	SIEGEL PLANNING SERVICES LLC	City of Reedsport Waterfront and Downtown Plan	2011-11-30	$ 126,612
	PA		SERA ARCHITECTS INC	TGM Quick Response Planning & Design Services	2011-12-01	$ 200,000
	29787		FOUNDATION ENGINEERING INC	Geotechnical Investigations-Aurora Airport Control Tower	2011-12-08	$ 12,695

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	28244	9	MICHAEL A MINOR & ASSOC	SCP #10: R-1 Noise Studies and Analyses Price Agreement	2011-12-10	$ 20,080
	27450	21	DKS ASSOCIATES INC	Southwest Corridor Plan ~ Transportation Services	2011-12-13	$ 289,020
	27456	21	KITTELSON & ASSOCIATES	Powell Boulevard Safety Improvements Alternatives Study	2011-12-13	$ 19,565
	29184	2	PARSONS BRINCKERHOFF INC	Transportation and Land Use Model Integration Proj - Stage 5	2011-12-13	$ 450,039
	28348	16	OBEC CONSULTING ENGINEERS	Laying Rd. (Mosby Creek) Covered Bridge Rehabilitation	2011-12-19	$ 228,015
	PA		JACOBS ENGINEERING GROUP INC	OIPP Flexible Services for Road Pricing & Renewal Energy	2011-12-20	$ 5,000,000
	28968	4	DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2011-12-21	$ 306,282
	29104	3	PACIFIC NORTHWEST REAL ESTATE SERVICES	SCP #12: Right of Way Services	2011-12-22	$ -
	29142	2	CH2M HILL INC	OIPP Flexible Services for Road Pricing & Renewal Energy	2011-12-22	$ 348,707
	28215	17	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2011-12-29	$ 6,930
	27623	10	DKS ASSOCIATES INC	City of Hood River Final Adopted Transportation System Plan	2011-12-31	$ 3,405
	29821		JLA PUBLIC INVOLVEMENT INC	SCPAE MPB Stakeholder Communications-Outreach Coordination	2012-01-04	$ 117,524
	29806		GPR DATA LLC	OR6 @ US101 Basement Survey, Tillamook OR	2012-01-05	$ 5,000
	29142	3	CH2M HILL INC	OIPP Flexible Services for Road Pricing & Renewal Energy	2012-01-09	$ 373,349
	28215	18	DWAYNE HOFSTETTER PE	SCP #08: R-1 Transportation Engineering Suppt Svcs	2012-01-10	$ 23,430
	27449	6	CH2M HILL INC	Salem Parkway/KROC Center Access Study	2012-01-11	$ 101,830
	27453	7	DAVID EVANS & ASSOCIATES INC	OR 99E MLK/Grand Overcrossing Viaducts	2012-01-11	$ 88,902
	28349	19	DAVID EVANS & ASSOCIATES INC	Philomath Safe Route To School Multi-Use Path	2012-01-17	$ 141,352
	28385	2	GEOTECHNICAL RESOURCES INC	OR18:Yamhill River-Newberg/Dundee	2012-01-17	$ 1,143,066
	28348	23	OBEC CONSULTING ENGINEERS	Wyss Rd: Trask Slough Bridge #57C33L	2012-01-19	$ 372,400
	28349	16	DAVID EVANS & ASSOCIATES INC	A&E services for Local Agency's: Coon Ck Bridge	2012-01-24	$ 195,717
	28349	17	DAVID EVANS & ASSOCIATES INC	S Fork Scappoose Creek Bridge Project ~ Columbia County	2012-01-24	$ 331,291
	28349	18	DAVID EVANS & ASSOCIATES INC	Pebble Creek (Pebble Creek Road) Bridge	2012-01-24	$ 159,254
	28727	1	MASON BRUCE & GIRARD INC	2012-13 Biological Monitoring Services for Peregrine Falcons	2012-01-24	$ 89,219
	28968	6	DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2012-01-30	$ 134,467
	27826		H W LOCHNER INC	US2 Pioneer Mt Loop Rd - Yaquina River Section	2012-01-31	$ 69,489
	28162		CHARLES SEIM	I-405 Fremont Bridge Deck Wearing Surface Replacement	2012-01-31	$ 71,550
	28384	3	FOUNDATION ENGINEERING INC	I-84 EB to I-205 NB Auxillary Lane	2012-01-31	$ 575,077
	26080	13	STEVE PLOWMAN	Santiam JCT MS Power Service Study	2012-02-03	$ 17,023
	28968	7	DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2012-02-08	$ 34,121
	28347	7	OTAK ENGINEERING INC	A&E services for Local Agency's: 3rd St Enhancement	2012-02-14	$ 337,391
	28351	5	HARPER HOUF PETERSON RIGHELLIS	A&E services for Local Agency's	2012-02-14	$ 47,160
	28578	1	KITTELSON & ASSOCIATES	I-84: MLK Boulevard to 1-205	2012-02-16	$ 418,109
	PA		HAREGU NEMARIAM	SCPAE R-1 Traffic Design, Operations and Engineering	2012-02-17	$ 99,990
	27456	24	KITTELSON & ASSOCIATES	OR-238 & W. Main Road Safety Audit	2012-02-17	$ 28,181
	28968	5	DKS ASSOCIATES INC	Newberg transportation System Plan	2012-02-17	$ 199,220
	29104	4	PACIFIC NORTHWEST REAL ESTATE SERVICES	SCP #12: Right of Way Services	2012-02-22	$ 40,950

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	27623	11	DKS ASSOCIATES INC	COIC, Central Oregon Transportation Options Plan	2012-02-24	$ 88,500
	26524	7	OBEC CONSULTING ENGINEERS	State Radio Project A&E	2012-02-28	$ 499,210
	28348	20	OBEC CONSULTING ENGINEERS	A' Street Overlay-Springfield	2012-03-01	$ 266,394
	28348	21	OBEC CONSULTING ENGINEERS	Thurston Overlay-Springfield	2012-03-01	$ 73,197
	29005	2	CONVERGENT PACIFIC LLC	SCP: Bridge Design Checking	2012-03-05	$ 105,985
	29851		ARCHAEOLOGICAL INVESTIGATIONS	OR138: Corridor Solutions (Section 106) Documentation	2012-03-06	$ 15,090
	29888		CARLSON TESTING INC	R4 Project Delivery Building Special Inspections	2012-03-06	$ 17,110
	27165	8	GEODESIGN INC	Statewide Pavement Testing and Design Services	2012-03-06	$ 19,951
	28348	14	OBEC CONSULTING ENGINEERS	Deer Creek and Slate Creek Bridges, Josephine County	2012-03-06	$ 843,843
	29974		NLV SERVICES INC	ESB Survey Svcs for Pacific Hwy (OR 99W) MP 11.14 to 11.24	2012-03-09	$ 3,250
	28349	20	DAVID EVANS & ASSOCIATES INC	Westside Trail: Rock Creek Trail-Bronson Creek Trail #17273	2012-03-09	$ 548,866
	28968	8	DKS ASSOCIATES INC	Region 2 Planning Flexible Services Lincoln City TSP Phase 1	2012-03-09	$ 35,424
	29991		ANGELO PLANNING GROUP INC	SCPAE Land Use Permit Application Preparation Services	2012-03-19	$ 16,251
	25957	4	DAVID EVANS & ASSOCIATES INC	2010 Rural & Urban Corridors ITS	2012-03-20	$ 401,320
	29992		ORION GPS INC	ESB Survey/Mapping Svcs for Hall Blvd #1014 MP 2.85-3.00	2012-03-21	$ 14,290
	27456	22	KITTELSON & ASSOCIATES	Trip 97 Jefferson & Deschutes Counties	2012-03-22	$ 339,431
	28347	5	OTAK ENGINEERING INC	A&E Local Agency's: OR219: Vermillion-Aldercrest Bike Lanes	2012-03-26	$ 210,843
	29889		DAVID EVANS & ASSOCIATES INC	OR18 Yamhill River - Rex Bypass (Unit 1)	2012-03-27	$ 2,769,405
	27456	23	KITTELSON & ASSOCIATES	US 20 at Barclay Traffic Analysis	2012-03-27	$ 99,747
	27453	4	DAVID EVANS & ASSOCIATES INC	I-5/I-205 Freeway Ops Improvement Analysis	2012-03-30	$ 520,441
	28798	3	SLR INTERNATIONAL CORP	SCP #08: Region 2 - On-Call Traffic Noise Studies	2012-03-30	$ 19,058
	28348	22	OBEC CONSULTING ENGINEERS	Glenwood Connector Path Extension-City of Springfeild	2012-04-02	$ 125,762
	28353	5	WHPACIFIC INC	A&E-Local Agency's: OR 99W Gaarde/McDonald Intersection	2012-04-02	$ 1,416,480
	30010		PINNACLE WESTERN INC	OR99E - Dunes Dr - 10th St CRB	2012-04-03	$ 14,750
	30022		ORION GPS INC	ESB Survey/Mapping Svcs on Hall Blvd #2012 MP 3.18 to 3.32	2012-04-05	$ 12,270
	30040		ENVIRONMENTAL SCIENCE & ASSESSMENT LLC	SCP: Land Use Permitting Sup Svcs for US26-Jeff St Repair	2012-04-05	$ 15,780
	PA		HNTB CORPORATION	OIPP Flexible Services for Road Pricing & Renewal Energy	2012-04-11	$ 5,000,000
	30054		WJE ASSOCIATES INC	Fatigue Analysis of Movable Bridge Trunnion	2012-04-11	$ 17,497
	27621	7	CH2M HILL BOISE OFFICE	Metro Active Transportation Plan for the Region	2012-04-12	$ 59,000
	28419	3	JLA PUBLIC INVOLVEMENT INC	Region 2 - JTA, HB2001, PI/O/C Services	2012-04-14	$ 381,598
	PA		WJE ASSOCIATES INC	Specialty Bridge Engineering Services	2012-04-17	$ 3,000,000
	27624	12	KITTELSON & ASSOCIATES	City of Prineville Transportation System Plan Update	2012-04-20	$ 138,450
	27621	8	CH2M HILL BOISE OFFICE	City of Toledo Transportation System Plan	2012-04-25	$ 130,600
	27627	6	ANGELO PLANNING GROUP INC	City of Milwaukie Tacoma Station Area Plan	2012-04-25	$ 145,000

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	27621	2	CH2M HILL BOISE OFFICE	City of Eugene Pedestrian & Bicycle Master Plan	2012-04-30	$ 113,900
	27627	5	ANGELO PLANNING GROUP INC	City of Sherwood Town Center Plan	2012-05-08	$ 148,100
	28968	9	DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2012-05-08	$ 100,038
	30076		GROUP MACKENZIE ENGINEERING INC	District 2B Facility Modification	2012-05-09	$ 74,956
	28727	3	MASON BRUCE & GIRARD INC	HCRH Starvation to Warren Creek Species Surveys	2012-05-09	$ 9,940
	30074		ROGERS ENGINEERING INC	Region 3 Building Reconstruction	2012-05-16	$ 37,382
	25957	6	DAVID EVANS & ASSOCIATES INC	2013 Signal Upgrades	2012-05-16	$ 99,983
	27450	22	DKS ASSOCIATES INC	US 101 Corridor Plan (Harbor to CA Border) Project	2012-05-17	$ 185,236
	27453	8	DAVID EVANS & ASSOCIATES INC	IAMP 127	2012-05-17	$ 208,079
	28727	2	MASON BRUCE & GIRARD INC	US26 - MP 49.2 - MP 57.45	2012-05-17	$ 111,233
	26524	8	OBEC CONSULTING ENGINEERS	US26: West Humbug Creek Bridge	2012-05-22	$ 806,026
	28351	6	HARPER HOUF PETERSON RIGHELLIS	Buff Street: 10th St to McTaggart Rd - Madras, OR	2012-05-24	$ 74,989
	28350	2	CH2M HILL INC	The Dalles Riverfront Trail, City of The Dalles	2012-05-31	$ 363,900
	27623	12	DKS ASSOCIATES INC	City of Eugene Willamette Street Transformation Plan	2012-06-01	$ 215,400
	26524	10	OBEC CONSULTING ENGINEERS	Santiam River (Jefferson) Bridge 01582 Repair	2012-06-04	$ 92,269
	27456	25	KITTELSON & ASSOCIATES	City of La Pine Transportation System Plan	2012-06-04	$ 90,828
	27624	11	KITTELSON & ASSOCIATES	Baker City Transportation System Plan Update	2012-06-04	$ 157,350
	27633	3	PARAMETRIX INC	City of Ashland Normal Avenue Neighborhood Plan	2012-06-04	$ 82,450
	28932	1	KLEINFELDER	Hazardous Materials Flex Services-Klamath Falls Maint Facili	2012-06-04	$ 279,559
	29104	1	PACIFIC NORTHWEST REAL ESTATE SERVICES	SCP #12: Right of Way Services	2012-06-06	$ 37,050
	PA		BURGESS & NIPLE LIMITED	State major Bridge Inspection Services	2012-06-08	$ 2,490,051
	26530	6	MURRAY SMITH & ASSOC	Newberg - Dundee JTA (Bypass Phase 1)	2012-06-08	$ 1,220,757
	29893	1	WJE ASSOCIATES INC	Fatigue Inspection, Assessment & Retrofit Hwy Bridges	2012-06-08	$ 268,601
	PA		STEVE PLOWMAN	Facilities On-Call Architectural & Engineering Services	2012-06-12	$ 1,000,000
	28348	29	OBEC CONSULTING ENGINEERS	Barber Street Extension/Kinsman Road Extension	2012-06-12	$ 524,918
	29377	1	BURGESS & NIPLE LIMITED	State major Bridge Inspection Services	2012-06-14	$ 490,051
	29628		DEVIN LAURENCE FIELD	Willamette River Bridge Art - Field	2012-06-15	$ 231,600
	30184		PARSONS BRINCKERHOFF INC	Outreach Transit Planning Primer for Small Cities	2012-06-15	$ 37,970
	29617	1	CRANDALL ARAMBULA PC	Quick Response Lincoln City 15th St. NW Festival St. Dev.	2012-06-15	$ 43,000
	27450	23	DKS ASSOCIATES INC	OR8 & OR 10: Hocken - 107th/Western Ave.	2012-06-18	$ 184,993
	29629		LILLIAN PITT	Willamette River Bridge Art - Pitt	2012-06-20	$ 206,000
	26080	14	STEVE PLOWMAN	I-5: Siskiyou Rest Area/Ashland, Oregon-Phase 2	2012-06-22	$ 35,968
	28350	1	CH2M HILL INC	East Idaho Ave RR Underpass	2012-06-26	$ 289,562
	28350	3	CH2M HILL INC	Oleson Road: Scholls Ferry Rd - Dover Street	2012-06-27	$ 1,721,770
	27624	8	KITTELSON & ASSOCIATES	Wood Village, Transportation System Plan Assessment & Update	2012-06-30	$ 35,004
	27627	3	ANGELO PLANNING GROUP INC	Waldport, Yaquina John Point Land Use & Transportation Plan	2012-06-30	$ 104,250
	27632	2	OTAK ENGINEERING INC	City of McMinnville Northeast Gateway Plan	2012-06-30	$ 92,400
	28348	31	OBEC CONSULTING ENGINEERS	Wipper Rd Emergency Bridge Replacement	2012-07-02	$ 345,676

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	28630	2	ENGINEERED MONITORING SOLUTIONS	Installation of the Quartz Creek Bridge SHM	2012-07-03	$ 369,355
	26530	7	MURRAY SMITH & ASSOC	US26: SE 122nd to SE 176th	2012-07-05	$ 717,392
	28350	4	CH2M HILL INC	SW Gibbs St. Pedestrian Bridge	2012-07-06	$ 102,320
	28347	6	OTAK ENGINEERING INC	Nehalem River (Miami-Foley Road) Bridge	2012-07-10	$ 261,936
	26524	9	OBEC CONSULTING ENGINEERS	US101: Cape Creek Bridge Rail	2012-07-11	$ 395,602
	28931	1	ASH CREEK ASSOCIATES INC	HazMat Discipline Specific Flex Services Agreement	2012-07-11	$ 100,000
	30220		ROGERS ENGINEERING	Prospect Maint Station- Remodel Shop Bldg into Office Space	2012-07-12	$ 24,899
	27454	6	PARSONS BRINCKERHOFF INC	Springbrook - Delta Waters Realignment	2012-07-12	$ 22,220
	30189		GAIL SARGENT	Heppner Maintenance Facility Addition Design	2012-07-19	$ 10,848
	27456	26	KITTELSON & ASSOCIATES	OR 138 Corridor Solutions Road Safety Audit	2012-07-20	$ 37,338
	28725	1	URS CORPORATION	Greenhill Mitigation Bank	2012-07-24	$ 65,332
	27450	24	DKS ASSOCIATES INC	US 97 Bend North Reroute Phasing Evaluation	2012-07-26	$ 82,092
	27458	5	TRANSPORTATION PLANNING	Transp Perf Measures for Outcome-based Mgmt & Sys Monitoring	2012-07-26	$ 200,000
	28674		MURRAY SMITH & ASSOC	Exit 14 Pump Station Design	2012-07-27	$ 60,743
	28348	27	OBEC CONSULTING ENGINEERS	Bear Creek Greenway Trail: Pine St to Upton Rd	2012-08-02	$ 335,311
	30300		STJ INC	Quality Control (QC) Reviews and Related Services	2012-08-06	$ 40,150
	29627		RHIZA A&D	Willamette River Bridge Art	2012-08-07	$ 127,425
	28385	3	GEOTECHNICAL RESOURCES INC	OR 38: Elk Creek Tunnel Rehabilitation	2012-08-07	$ 226,516
	30288		MFIA INC	Maupin Maintenance Station, Equipment Wash Station	2012-08-13	$ 9,705
	30308		H W LOCHNER INC	I-5 South Medford Interchange	2012-08-14	$ 78,770
	26527	5	QUINCY ENGINEERING INC	US 20: Cascade Improvements (sisters) Streetscape Design	2012-08-15	$ 293,341
	28348	28	OBEC CONSULTING ENGINEERS	Grave Creek Covered Bridge Preservation	2012-08-15	$ 156,672
	27453	10	DAVID EVANS & ASSOCIATES INC	US 26: Sunset Hwy @ Glencoe Rd - Const Inspection/Monitoring	2012-08-17	$ 582,511
	28348	32	OBEC CONSULTING ENGINEERS	North Fork Yachats River (Yachats Covered Bridge)	2012-08-21	$ 205,906
	28354	2	MURRAY SMITH & ASSOC	The Dalles Transportation Center Environmental Study	2012-08-21	$ 32,001
	30100	2	STEVE PLOWMAN	ODOT East Salem Complex Building L Pre-cast Roof Panel Eval	2012-08-21	$ 4,730
	30286	1	ARCHAEOLOGICAL INVESTIGATIONS	Provide technical expertise on historic resources	2012-08-21	$ 50,000
	PA		ARCHAEOLOGICAL INVESTIGATIONS	SCPAE Historic Resources Support Services - AINW	2012-08-23	$ 50,000
	30285		HERITAGE RESEARCH ASSOCIATES INC	SCPAE Historic Resources Support Services - HRA	2012-08-23	$ 50,000
	26526	4	WHPACIFIC INC	R-1 Construction Administration Support Services	2012-08-23	$ 65,740
	27449	4	CH2M HILL INC	Sullivan's Gulch Trail Concept Plan	2012-08-24	$ 149,984
	28348	25	OBEC CONSULTING ENGINEERS	Walker Ave: Ashland St to East Main St, City of Ashland	2012-08-24	$ 146,244
	PA		DWAYNE HOFSTETTER PE	SCPAE R-1 Transportation Engineering Support Services	2012-08-28	$ 17,563
	30378	1	DWAYNE HOFSTETTER PE	SPIS Support services	2012-08-28	$ 3,978
	28348	34	OBEC CONSULTING ENGINEERS	Siuslaw River Bridge Interpretive Wayside	2012-08-30	$ 132,703
	29466		WJE ASSOCIATES INC	SCP: PT Void Testing	2012-08-31	$ 149,877
	30100	1	STEVE PLOWMAN	New Fuel Station: 9200 SE Lawnfield Road - Clackamas	2012-09-06	$ 54,005

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	28798	4	SLR INTERNATIONAL CORP	SCP #08: Region 2 - On-Call Traffic Noise Studies	2012-09-09	$ 49,290
	26525	8	DAVID EVANS & ASSOCIATES INC	FFO-US 20 PME: UPRR Eddyville (Stage 2)	2012-09-10	$ 669,175
	28968	10	DKS ASSOCIATES INC	Region 2 Planning Flexible Services	2012-09-12	$ 292,826
	28349	21	DAVID EVANS & ASSOCIATES INC	A&E Local Agency: OR 99E: Clackamas River Bridge	2012-09-13	$ 1,062,683
	26527	4	QUINCY ENGINEERING INC	OR99W: Roosevelt Blvd - Garfield St Bike/Ped (Eugene)	2012-09-14	$ 1,108,498
	30302		WALKER MACY LLC	Chenoweth Monument - Engineering Sign Design	2012-09-20	$ 4,990
	30402		ROGERS ENGINEERING INC	Siskiyou Maintenance Station, New Fuel Station	2012-09-27	$ 29,085
	30100	4	STEVE PLOWMAN	Upper Soda Maintenance Storage Building Replacement	2012-10-04	$ 39,374
	30100	5	STEVE PLOWMAN	ESB Architecture/Engineering Svcs for Troutdale Storage Bldg	2012-10-04	$ 92,668
	29885	1	HAREGU NEMARIAM	TA-1 Typical Drawings for FYLTA Signel Head Installation	2012-10-10	$ 19,032
	29885	2	HAREGU NEMARIAM	TA-2 OR99 W Loop Replacement Detector Plan Sheet	2012-10-10	$ 14,976
	29885	3	HAREGU NEMARIAM	TA-3 SW Barbur Blvd near SW Luradel St	2012-10-10	$ 8,034
	29885	4	HAREGU NEMARIAM	TA-4 OR99W Tualatin River to Sunset-Loop Replacement Specs	2012-10-10	$ 312
	28348	18	OBEC CONSULTING ENGINEERS	Yaquina River (Chitwood) Covered Bridge	2012-10-12	$ 280,994
	28968	11	DKS ASSOCIATES INC	Depot Bay Transportation System Plan	2012-10-12	$ 145,964
	B30447		MAYER REED	Historic Columbia River Hwy Wayfinding Signage Design Plan	2012-10-15	$ 25,000
	B30529		MICHAEL FEVES	Geophysical Investigations Adjacent to US26 - MP 49.20-57.45	2012-10-16	$ 48,825
	28348	37	OBEC CONSULTING ENGINEERS	Pass Cr. Covered Bridge Rehabilitation	2012-10-16	$ 41,844
	30378	2	DWAYNE HOFSTETTER PE	Safety Analysis Services	2012-10-16	$ 6,060
	26525	7	DAVID EVANS & ASSOCIATES INC	2012-2013 Outsource CE for Region 2 Paving	2012-10-17	$ 1,000,006
	28351	7	HARPER HOUF PETERSON RIGHELLIS	Oakridge - West Fir Ride Center	2012-10-18	$ 124,708
	28351	10	HARPER HOUF PETERSON RIGHELLIS	North Powder Elem School (North Powder)	2012-10-23	$ 128,512
	B30511		BPM DEVELOPMENT COMPANY LLC	Outreach Best Practices in Prkg Mgt: A Primer for OR Comm.	2012-10-24	$ 41,140
	B30539		PARAMETRIX INC	Port of Cascade Locks Marine Park Access	2012-10-24	$ 283,774
	B30562		HARPER HOUF PETERSON RIGHELLIS	Spencer Creek/Baldock 6f Conversion	2012-10-24	$ 43,764
	26530	9	MURRAY SMITH & ASSOC	FS: A&E Full-Service Agreements - Murray Smith & Associates	2012-10-24	$ 88,393
	28349	24	DAVID EVANS & ASSOCIATES INC	US 101: Cloverdale Wayside	2012-10-24	$ 56,386
	30435		PACIFIC NORTHWEST REAL ESTATE SERVICES	I-5 OR214 Woodburn Interchange	2012-10-25	$ 75,000
	28347	8	OTAK ENGINEERING INC	Metolius River (Camp Sherman Road) Bridge	2012-10-26	$ 183,607
	28577	1	DKS ASSOCIATES INC	I-84 @ Troutdale Interchange	2012-10-30	$ 91,196
	26530	8	MURRAY SMITH & ASSOC	FFO-US101: Manzanita Ave-Neahkahnie creek	2012-10-31	$ 953,798
	28353	6	WHPACIFIC INC	Ochoco Creek Trail: Harwood St to Third St	2012-10-31	$ 116,186
	27455	3	URS CORPORATION	Franklin Blvd:I-5 Bridge to McVay Hwy - Springfield	2012-11-01	$ 43,942
	30342		WHPACIFIC INC	Landscape Architecture Services - US101 16th - 36th (LCTY)	2012-11-05	$ 139,926
	26531	4	HDR ENGINEERING INC	I-5: Hood Ave-Nyberg Creek Seismic Retrofit #2	2012-11-06	$ 1,436,310

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	27458	6	TRANSPORTATION PLANNING	Safety Corridor Program Highway Safety Manual Methodologies	2012-11-06	$ 88,767
	28383	2	CORNFORTH CONSULTANTS INC	US 26: Mt Hood Hwy MP 49.20 - MP 57.45 Engineering Geology	2012-11-06	$ 63,800
	27456	27	KITTELSON & ASSOCIATES	Basin Transit Service – Transit Development Plan Update	2012-11-07	$ 102,961
	30354		WHPACIFIC INC	I5 @ Kuebler Interchange - SB Ramp Improvements (Salem)	2012-11-08	$ 46,881
	27456	29	KITTELSON & ASSOCIATES	Grants Pass Interchange RSA	2012-11-08	$ 29,401
	28349	23	DAVID EVANS & ASSOCIATES INC	Kalmiopsis Elem School:Easy St: Fern St-Pioneer Rd-Brookings	2012-11-08	$ 88,536
	27453	11	DAVID EVANS & ASSOCIATES INC	Mt. Hood Multimodal Transportation Plan-Mt. Hd Hwy/US26/OR35	2012-11-09	$ 279,997
	28355	3	T Y LIN INTERNATIONAL	Foss Road MP 6.5 Culvert Replacement	2012-11-09	$ 95,663
	29885	6	HAREGU NEMARIAM	TA-5 SW Barbur Blvd (OR99W) near LuradelSt Intersect Realign	2012-11-09	$ 28,158
	28931	2	ASH CREEK ASSOCIATES INC	ASTM Phase 1 Environmental Site Assessment - The Dalles	2012-11-13	$ 4,840
	27453	9	DAVID EVANS & ASSOCIATES INC	IAMP 40/43	2012-11-14	$ 194,130
	28353	7	WHPACIFIC INC	Rosicky-6th - Washington Sidewalks (Malin)	2012-11-15	$ 64,997
	28387	2	SHANNON & WILSON INC	Design Recommendations for K16142 and K17701	2012-11-15	$ 98,266
	PA		DAVID EVANS & ASSOCIATES INC	Public Transit Planning & Related Services	2012-11-16	$ 4,000,000
	PA		HATCH MOTT MACDONALD HOLDING INC	Public Transit Planning & Related Services	2012-11-16	$ 4,000,000
	PA		KITTELSON & ASSOCIATES	Public Transit Planning & Related Services	2012-11-16	$ 4,000,000
	PA		NELSON NYGAARD CONSULTING ASSOCIATES	Public Transit Planning & Related Services	2012-11-16	$ 4,000,000
	28993		FIRWOOD DESIGN GROUP LLC	ESB - Culvert Marking and Data Collection	2012-11-18	$ 75,000
	28350	5	CH2M HILL INC	Lake Ewauna Trail: Klamath Ave to Spring St	2012-11-19	$ 139,975
	30378	3	DWAYNE HOFSTETTER PE	Mt. Hood VSL Services	2012-11-20	$ 14,520
	29376	1	HDR ENGINEERING INC	Ross Island Bridge & Central Oregon Truss Inspections	2012-11-26	$ 256,402
	B30681		OBEC CONSULTING ENGINEERS	Region 2 Bridge/Geo-Hydro Drafting	2012-11-27	$ 149,999
	B30552		ANGELO PLANNING GROUP INC	Land Use Permitting Services on OR 211 @ Dubarko Road	2012-11-28	$ 19,475
	B30692		HENNEBERY EDDY ARCHITECTS	Region 1 Maintenance Station Pre-Design Planning	2012-11-28	$ 32,750
	26531	3	HDR ENGINEERING INC	Bridge Seismic Retrofit Design, Hwy 001	2012-11-28	$ 692,967
	26530	10	MURRAY SMITH & ASSOC	FFO US 26: MP 49.20-57.45 Drainage and Stormwater Design	2012-11-30	$ 294,040
	PA		HDR ENGINEERING INC	State major Bridge Inspection Services	2012-12-01	$ 1,500,000
	26530	11	MURRAY SMITH & ASSOC	FS: A&E Full-Service Agreements - Murray Smith & Associates	2012-12-04	$ 175,736
	28349	28	DAVID EVANS & ASSOCIATES INC	Mattie Brown Park Parking Lot Paving	2012-12-11	$ 92,924
	28578	2	KITTELSON & ASSOCIATES	US 26: Springwater At-Grade Intersection	2012-12-21	$ 90,512
	28351	8	HARPER HOUF PETERSON RIGHELLIS	Mayfield Elem School Sidewalks (City of Elgin)	2012-12-27	$ 83,157
	28980	2	DAVID EVANS & ASSOCIATES INC	US 101B: Old Youngs Bay and Lewis and Clark River Bridges	2012-12-27	$ 30,464

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	29614	1	SERA ARCHITECTS INC	TGM Quick Response Planning & Design Services	2012-12-27	$ 51,200
	30438		THE WILLAMETTE PARTNERSHIP	Fish Passage Banking Pilot Development	2013-01-04	$ 99,992
	29893	2	WJE ASSOCIATES INC	Fatigue Repairs to Steel Bridge Superstructures	2013-01-08	$ 606,391
	28353	4	WHPACIFIC INC	A&E Local Agency's - Verda Lane at Chemawa Road Roundabout	2013-01-10	$ 160,980
	28349	27	DAVID EVANS & ASSOCIATES INC	Comstock Rd: N of 6th St to Page Road	2013-01-11	$ 313,913
	28351	9	HARPER HOUF PETERSON RIGHELLIS	McNary Heights Elem/Brownell Middle School City of Umatilla	2013-01-15	$ 79,071
	27450	25	DKS ASSOCIATES INC	Road Safety Audit - South Klamath Falls Highway	2013-01-22	$ 45,803
	28348	30	OBEC CONSULTING ENGINEERS	Deer Creek Rd: Wallowa River Bridge	2013-01-28	$ 275,366
	28727	5	MASON BRUCE & GIRARD INC	Hwy 99E: Kellogg Creek Biology and Hydraulics Study	2013-01-28	$ 80,592
	28968	12	DKS ASSOCIATES INC	Scappoose Transportation System Plan	2013-01-29	$ 177,526
	B30804		CONVERGENT PACIFIC LLC	US101B:Old Youngs Bay Bridge Rehabilitation	2013-01-30	$ 83,000
	27456	28	KITTELSON & ASSOCIATES	Road Safety Audit for Lake of the Woods Highway	2013-01-30	$ 49,821
	28349	34	DAVID EVANS & ASSOCIATES INC	Eagle Valley Road	2013-01-30	$ 147,756
	30173		INSTITUTE FOR APPLIED ECOLOGY	Habitat Restoration Services	2013-01-31	$ 50,000
	B31006		WARREN M BULLOCK	I-5: Del Rio/Winchester Interchange, Bundle 357	2013-01-31	$ 25,538
	26528	1	T Y LIN INTERNATIONAL	Region 2 Culvert Replacement Project - 2013	2013-01-31	$ 562,795
	28348	40	OBEC CONSULTING ENGINEERS	Resort Drive @ MP 2.1 Slide repair PE Services	2013-01-31	$ 97,939
	B31007		WILLIAM P OTT	Multnomah Channel (Sauvie Island) Bridge-Ott	2013-02-04	$ 17,678
	26531	5	HDR ENGINEERING INC	FFO-SPERRY STREET: SPERRY ST-MORGAN ST	2013-02-04	$ 14,090
	28351	12	HARPER HOUF PETERSON RIGHELLIS	Coburg Loop Path	2013-02-11	$ 151,151
	28352	2	PARAMETRIX INC	Resort Drive @MP 1.3 Preliminary Engineering Services	2013-02-13	$ 281,512
	28349	35	DAVID EVANS & ASSOCIATES INC	Edson Creek & South Bank Chetco Slide Repair	2013-02-14	$ 111,721
	28356	1	H W LOCHNER INC	Cherry Heights Rd & Chenowith Creek Rd Guardrail(The Dalles)	2013-02-14	$ 67,104
	28352	3	PARAMETRIX INC	A&E services for Local Agency's	2013-02-20	$ 110,899
	28968	13	DKS ASSOCIATES INC	Region 2 Title 6 and Environmental Justice Assessment	2013-02-20	$ 60,143
	28968	14	DKS ASSOCIATES INC	QA/QC for Salem River Crossing Traffic/Transp Analysis	2013-02-20	$ 30,730
	B31111		NEW ALBION GEOTECHNICAL INC	Development of Liquefaction Dsgn Parameters for Silty Soils	2013-02-21	$ 50,000
	B31163		WARREN M BULLOCK	MultnomahChannel (Sauvie Island) Bridge	2013-02-25	$ 25,538
	28348	26	OBEC CONSULTING ENGINEERS	Neal Lane Covered Bridge Restoration	2013-02-25	$ 110,650
	28348	43	OBEC CONSULTING ENGINEERS	Rochester Covered Bridge Preservation	2013-02-25	$ 194,758
	28348	42	OBEC CONSULTING ENGINEERS	Cavitt Cr. Covered Bridge Preservation	2013-02-27	$ 165,098
	28349	22	DAVID EVANS & ASSOCIATES INC	Red Rock Path-State St-Nicholas Ct (City of Sutherlin)	2013-02-27	$ 244,284
	28577	2	DKS ASSOCIATES INC	US 30 at McAlister Road Traffic Signal	2013-02-27	$ 99,674
	30353		CH2M HILL INC	US97/Murphy Rd: Brookswood - Parrell	2013-03-06	$ 339,170
	B31158		LODESTAR STUDIO INC	Redfish Rocks Marine Reserve Interpretive Signs	2013-03-07	$ 3,978
	30100	6	STEVE PLOWMAN	Region 4 Headquarters Building Study	2013-03-14	$ 13,533
	28348	36	OBEC CONSULTING ENGINEERS	Freeman Road - City of Central Point	2013-03-15	$ 279,386

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	27549		TEAM HR LLC	HR Meeting Facilitation Services	2009-07-02	$ 2,100
	27860		BRUCE INTERNATIONAL INC	Community Affairs Language Line Services	2009-07-08	$ 75,000
	27798		WILLIAM WILLINGHAM	SCP #16: OBDP Millrace Historian - Willamette Riv Bridge	2009-07-13	$ 29,009
	26294	8	NUSTATS LLC	Lane COG MPO Surveys	2009-07-14	$ 281,370
	26494	3	ARCHAEOLOGICAL INVESTIGATIONS	St Johns Pedestrian	2009-07-20	$ 21,554
9933	27576	4	CRITIGEN LLC	FACS-STIP GIS Tool: Asset Data To Go	2009-07-22	$ 90,000
	27238	3	TRANSCORE HOLDINGS INC	OR99W Central Signal System	2009-07-24	$ 59,000
	PA		SEA REACH LTD	Hells Canyon Scenic Byways	2009-07-31	$ 44,541
	26962	5	TRANSPORTATION PLANNING	Information on Freight and Climate Change	2009-08-05	$ 84,500
9943	PA		MASON BRUCE & GIRARD INC	Technical Support Services for ODOT GIS Projects	2009-08-13	$ 3,000,000
9944	pA		TIMMONS GROUP	Technical Support Services for ODOT GIS Projects	2009-08-17	$ 3,000,000
	27906		OREGON STATE SNOWMOBILE ASSOCIATION	Snowmobile Program Management	2009-08-18	$ 4,325,000
	PA		MICHAEL A MINOR & ASSOC	SCP #10: R3 On-Call Traffic Noise Studies	2009-08-29	$ 74,990
	26721	6	ANGELO PLANNING GROUP INC	Code Assistance City of Canby Code Assessment	2009-08-30	$ 16,650
	26721	7	ANGELO PLANNING GROUP INC	Code Assistance City of Milwaukie Code Assessment	2009-08-30	$ 17,645
	26722	3	SIEGEL PLANNING SERVICES LLC	Code Assistance, City of Carlton Code Update	2009-08-30	$ 15,320
	PA		HBH CONSULTING ENGINEERS INC	SCP #13: Roadside Inverntory Survey Services	2009-08-31	$ 74,999
	26721	4	ANGELO PLANNING GROUP INC	Code Assistance, City of Hillsboro Downtown Code Audit	2009-08-31	$ 44,400
	27318	1	MICHAEL A MINOR & ASSOC	TA #1: OR 42 Hoover Hill Passing Lane	2009-08-31	$ 12,250
	PA		NORTH SKY COMMUNICATIONS INC	Intelligent Transportation System Maintenance	2009-09-01	$ 200,000
	27022		ENVIROISSUES	SCP #15: Public Outreach, Natural Cultural Resources Database	2009-09-01	$ 61,872
	27238	4	TRANSCORE HOLDINGS INC	ARRA_ Beaverton_SW Farmington Road	2009-09-03	$ 274,380
	PA		MARTHA N BRYAN	Soft Skills Workshop Delivery	2009-09-14	$ 30,000
	PA		BUSINESS STRATEGIES INC	Soft Skills Workshop Delivery	2009-09-14	$ 50,000
	26963	7	PARSONS BRINCKERHOFF INC	Economic Analysis	2009-09-14	$ 37,465
	26963	6	PARSONS BRINCKERHOFF INC	Freight System Description and Freight Profile	2009-09-18	$ 152,847
	27582	2	INTEGRATED DESKTOP SOLUTIONS	HGIS Integration, Review, Resolution-OR-Trans discrepancies	2009-09-21	$ 20,000
	27663		RONALD L CHASTAIN	Intrastate Movers	2009-09-22	$ 4,500
	26033	8	WJE ASSOCIATES INC	Non-destructive Materials/Performance Testing Hwy Bridges	2009-09-24	$ 139,985
	27262		CARS 123 LLC	SCP #08: OBDP Bundle #220 Traffic Counts Willamette Rr Bridge	2009-09-30	$ 16,130
	27769		CAROLE BERKE MEDIA SERVICES	SCP #16: OBDP Media Purchasing/Radio Ads-English	2009-09-30	$ 74,990
	27770		CAROLE BERKE MEDIA SERVICES	SCP #16: OBDP Media Purchasing/Radio Ads-Spanish	2009-09-30	$ 14,990
	27806		THE NATURE CONSERVANCY	Stewardship Agrmt Vernal Pool Mitigation/Conservation Bank	2009-10-13	$ 487,629
	27150		TRANSPORTATION RESOURCE	TriMet Light Rail Triennial Review and Pre-Revenue Audit	2009-10-20	$ 70,397
5488	25535	31	NEXTSOURCE INC	Oregon 9-1-1 CAD Interconnect Project - Project Manager II	2009-10-27	$ 90,022

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	PA		SCIENCE APPLICATIONS INTERNATIONAL CORP	SAIC_PA_257-1007-09_PROJECT MANAGEMENT SERVICES_OWIN	2009-10-29	$ -
	26721	8	ANGELO PLANNING GROUP INC	Code Assist. City of Boardman Interchange Area Code Amend.	2009-10-29	$ 20,800
	27218		TCC & ASSOCIATES INC	SCP #08: OBDP Bundle #314 - Traffic Count Services	2009-10-30	$ 22,922
	26722	8	SIEGEL PLANNING SERVICES LLC	Code Assistance City of Lowell Code Update	2009-10-31	$ 13,500
5488	25535	29	NEXTSOURCE INC	ECM - Application/Software Engineer IV	2009-11-01	$ 98,800
	PA		THE INTERCULTURAL COMMUNICATION INST	Developing a Culturally Competent Workforce at ODOT	2009-11-02	$ 500,000
	27804		PORTLAND GENERAL ELECTRIC	OIPP Pre-Certification for BETC with PGE	2009-11-03	$ 116,150
5488	25535	25	NEXTSOURCE INC	ITS Projects - Application Software Engineer IV	2009-11-17	$ 99,000
	28122		FLAIRSOFT LIMITED LLC	RITS - Acquisition Proc.	2009-11-24	$ 1,226,976
	PA		MARTHA N BRYAN	Soft Skills Training Course Design and Development	2009-11-30	$ 15,000
	PA		KITTELSON & ASSOCIATES	SCP #11: On-call Graphic Design Services	2009-11-30	$ 74,990
	28116		BADGER CONSULTING SERVICES INC	Sutherlin Creek Bridge CRB - John Beyer	2009-11-30	$ 13,580
	28139		STAN STENERSEN	Audit Report Writing Review	2009-12-07	$ 4,900
	28115		KEN KARNOSH	Sutherlin Creek Bridge CRB - Ken Karnosh	2009-12-23	$ 10,780
	27880		KOVTYNOVICH INC	Arbitration for I-205: WRB - Pacific Highway	2009-12-31	$ 6,105
	27966		TDWI	On-site Business Intelligence Project Management training	2009-12-31	$ 10,800
	PA		ROBERT D QUIGLEY	Traffic Systems Instruction	2009-12-31	$ 75,000
	27148		ENVIROISSUES	Tolling and Pricing Stategic Communications Plan Development	2009-12-31	$ 93,654
	27848		ALTA TRANSPORTATION CONSULTING INC	SCP #16: Feasbility Study I-205 Bike-Pedestrian Multi-Use Path	2009-12-31	$ 50,129
	28031		WAVE ONE GROUP	Hazardous Tree Video Production	2009-12-31	$ 6,000
	26722	2	SIEGEL PLANNING SERVICES LLC	Code Assistance, Assessment of the City of Dallas Dev. Code	2009-12-31	$ 11,300
	PA		WELLNESS 2000 INC	SCP #16: R-1 Employee Wellness & Coaching Svcs	2010-01-07	$ 149,980
	28101	1	WELLNESS 2000 INC	SCP #16: R-1 Employee Wellness & Coaching Svcs	2010-01-20	$ 5,000
	28101	2	WELLNESS 2000 INC	SCP #16: R-1 Employee Wellness & Coaching Svcs	2010-01-27	$ 20,308
	27582	3	INTEGRATED DESKTOP SOLUTIONS	FC to OR-Trans Conflation Project	2010-01-29	$ 36,000
	27276		FUJITSU CONSULTING	Fujitsu Training and Coaching for Macroscope Products	2010-02-09	$ 150,000
	28210		COMMUTE OPTIONS FOR CENTRAL OREGON	Transportation Demand Management for Central Oregon	2010-02-11	$ 80,000
	26722	9	SIEGEL PLANNING SERVICES LLC	Code Assistance, City of Carlton code Update Phase 2	2010-02-17	$ 59,750
	27544		LINDA M BARNEY	SCP #16: Technical Writing for Geo-Env Manuals	2010-02-18	$ 33,567
	27221		MASON BRUCE & GIRARD INC	I-84: The Dalles Fencing Project - Noxious Weed Surveys	2010-02-26	$ 4,779
	27680		PROBITY BUILDERS LLC	Small Business Resources Assessment	2010-02-28	$ 49,540
	26721	5	ANGELO PLANNING GROUP INC	Code Assistance, City of Eugene Walnut Station	2010-02-28	$ 71,820
5488	25535	34	NEXTSOURCE INC	DFMS Subproject to TransInfo Project - Systems Analyst IV	2010-03-08	$ 98,800
	26033	9	WJE ASSOCIATES INC	Non-destructive Materials/Performance Testing Hwy Bridges	2010-03-08	$ 184,981

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	28119		SEA REACH LTD	Baldock Rest Area Interperative Display	2010-03-09	$ 24,210
5488	25535	28	NEXTSOURCE INC	TOCS Communications Module	2010-03-10	$ 117,500
	26294	9	NUSTATS LLC	ODOT Region Surveys	2010-03-17	$ 309,350
	28136		AMEC EARTH & ENVIRONMENTAL INC	2010 HazWoper Refresher & Supervisor Training	2010-03-20	$ 2,083
	28322		DAVE MILLS CONSULTING INC	Create Basemaps & Terrain Models for Milwaukie Ave. Bike/Ped	2010-03-23	$ 21,289
5488	25535	35	NEXTSOURCE INC	TOCS Initiatives Projects - Project Manager II	2010-03-24	$ 88,400
	26721	10	ANGELO PLANNING GROUP INC	Code Assistance, City of Milwaukie Code Update Phase 2	2010-03-24	$ 53,750
	27582	4	INTEGRATED DESKTOP SOLUTIONS	Lanes by Travel Direction	2010-03-29	$ 12,000
	28321		THURSTON & ASSOC INC	Create Basemaps & Terrain Models for T.V. Hwy MP 1.3 to 2.8	2010-03-30	$ 58,938
	28337		SYSTEMS WEST ENGINEERS INC	DMV HQ Boiler Replacement	2010-03-31	$ 16,786
	28410		RONALD L CHASTAIN	Prelim Analysis on Transportation Rates for Household Goods	2010-04-01	$ 6,000
	27965		MOORE IACOFANO GOLTSMAN INC	Visual Ressource Assessment--West Linn Solar Project	2010-04-01	$ 4,695
9938	27580	1	GEOSOLVE	Technical Support Services for ODOT GIS Projects	2010-04-06	$ 20,000
	25409		COGAN OWENS COGAN	Sellwood Bridge NEPA Process Public Involvement Facilitator	2010-04-17	$ 83,881
	26326	12	INTERCEPT RESEARCH CORP	TSD Research - Observation	2010-04-27	$ 7,927
	26326	13	INTERCEPT RESEARCH CORP	TSD Research - Telephone	2010-04-27	$ 85,311
	26326	14	INTERCEPT RESEARCH CORP	TSD Research - DUII	2010-04-27	$ 40,538
5488	25535	30	NEXTSOURCE INC	PM Service for ITS 911 and TOCS Projects	2010-04-28	$ 353,280
	26823	1	DYE MANAGEMENT GROUP INC	GASB34 Infrastructure project	2010-04-29	$ 245,047
	27582	5	INTEGRATED DESKTOP SOLUTIONS	Turn Lane Data for Transinfo by Travel Direction	2010-04-29	$ 12,000
	PA		ARCHAEOLOGICAL INVESTIGATIONS	SCP #10: R-1 Historic Resources Support Services	2010-04-30	$ 50,000
	28308		QUATREFOIL INC	HCRH Design Workshop (Hood River)	2010-04-30	$ 5,000
	28430		HERITAGE RESEARCH ASSOCIATES INC	SCP #10: R-1 Historic Resources Support Services	2010-04-30	$ 50,000
	26721	3	ANGELO PLANNING GROUP INC	Code Assistance, City of Tigard Downtown Code Amendments	2010-04-30	$ 31,500
	27238	5	TRANSCORE HOLDINGS INC	I-5 to Teton SCATS	2010-04-30	$ 350,640
	28101	3	WELLNESS 2000 INC	SCP #16: R-1 Employee Wellness & Coaching Svcs	2010-04-30	$ 20,392
	26722	11	SIEGEL PLANNING SERVICES LLC	Code Assistance City of Ukiah Code Update	2010-05-10	$ 49,850
	28487		CONFLICT MGMT STRATEGIES LLC	ConnectOregon III Facilitation	2010-05-12	$ 18,788
	27028		SIGMA CONSULTANTS GROUP INC	SCP #11: I-5 Graphic Support Services	2010-05-12	$ 26,050
	27121	2	PATHWAY SERVICES INC	Automated Pavement Management Data Collection	2010-05-12	$ 373,364
5488	25535	33	NEXTSOURCE INC	Project Management for Software Configuration Management	2010-05-27	$ 62,003
	PA		HDR ENGINEERING INC	Statewide Right-of-Way Flexible Services	2010-06-16	$ 1,250,000
	PA		HARPER HOUF PETERSON RIGHELLIS	Statewide Right-of-Way Flexible Services	2010-06-16	$ 1,250,000
	PA		RIGHT OF WAY ASSOCIATES INC	Statewide Right-of-Way Flexible Services	2010-06-16	$ 1,250,000
	PA		UNIVERSAL FIELD SERVICES INC	Statewide Right-of-Way Flexible Services	2010-06-16	$ 1,250,000

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	PA		2KG CONTRACTORS	ABC T1	2010-06-21	$ -
	28125	1	2KG CONTRACTORS	ABC T1	2010-06-21	$ -
	PA		PEOPLESENSE LLC	Soft Skills Workshop Delivery	2010-06-27	$ 132,339
0457	PA		PIVOTAL RESOURCES INC	Lean Six Sigma Training Services	2010-06-28	$ 5,000,000
	28582		PACWEST COMMUNICATIONS	Drive Less Save More & Rideshare Marketing Campaigns	2010-06-28	$ 5,650,000
5488	25535	4	NEXTSOURCE INC	Business Analyst Services, MCAD Trucking Online	2010-06-30	$ 160,000
	26721	1	ANGELO PLANNING GROUP INC	Code Assistance, Clackamas County Fuller Road Station	2010-06-30	$ 71,550
	PA		CHRISTINE RAINS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2010-07-06	$ 99,990
	27582	6	INTEGRATED DESKTOP SOLUTIONS	Edit Records in OR-Trans for county/city map display	2010-07-16	$ 16,000
	28631		ALSEA GEOSPATIAL INC	SCP: Statewide GIS Analysis of R/W Solar Projects	2010-07-19	$ 149,798
	26963	2	PARSONS BRINCKERHOFF INC	Baseline Economic Data and Forecasts	2010-07-20	$ 139,438
	26722	10	SIEGEL PLANNING SERVICES LLC	Code Assistance, City of Myrtle Point Code Assessment	2010-07-30	$ 13,300
	28101	4	WELLNESS 2000 INC	SCP #16: R-1 Employee Wellness & Coaching Svcs	2010-07-31	$ 20,505
	26739		ALAN CORSON & ASSOCIATES INC	ODOT Transportation Field Infrastructure Security	2010-08-04	$ 4,137
5488	25535	38	NEXTSOURCE INC	DAS - MSP - FMIS Business Analyst/Consultant	2010-08-04	$ 74,840
	PA		VIGIL-AGRIMIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2010-08-06	$ 100,000
	PA		HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2010-08-06	$ 100,000
	28479		DR LARRY E RICHARDS	Expert Witness - Audit Sampling Contract	2010-08-09	$ 69,300
	27392		ESA	SCP #10: Wetlands Services for Multiple Projects Region 5	2010-08-10	$ 69,389
	28228		GTM CONSTRUCTION	Force Daniels House (Mulino) Relocation	2010-08-12	$ 155,279
	28589		ESM CONSULTING ENGINEERS LLC	Earthmine Pilot	2010-08-23	$ 45,000
	PA		ALSEA GEOSPATIAL INC	SCP: Statewide GIS Analysis of R/W Solar Projects-Supplement	2010-08-31	$ 58,373
	27202		BARNEY & WORTH INC	SCP #15: I-5 Coburg Community Outreach	2010-09-02	$ 31,983
	26326	15	INTERCEPT RESEARCH CORP	Youth Driver Program Assessment	2010-09-09	$ 10,894
	26326	16	INTERCEPT RESEARCH CORP	Commercial Driver Safety Restraint Usage Study	2010-09-13	$ 20,000
	26326	17	INTERCEPT RESEARCH CORP	Public Opinion Telephone Survey 2010 and 2011	2010-09-13	$ 29,054
9933	27576	7	CRITIGEN LLC	Technical Support Services for ODOT GIS Projects	2010-09-20	$ 86,680
9933	27576	8	CRITIGEN LLC	Technical Support Services for ODOT GIS Projects	2010-09-20	$ 89,000
	PA		DAVE MILLS CONSULTING INC	SCP #13: Roadside Inventory Survey Services	2010-09-22	$ 74,999
	25839	3	PARSONS BRINCKERHOFF INC	Oregon Urban Model Specifications for Greehnouse Gas Analys	2010-09-28	$ 31,141
	PA		GEOSYNTEC CONSULTANTS	Erosion and Sediment Control Training	2010-09-29	$ 250,000
	26963	1	PARSONS BRINCKERHOFF INC	ODOT Rail Funding and Passenger Research	2010-09-29	$ 200,000
9933	27576	6	CRITIGEN LLC	Technical Support Services for ODOT GIS Projects	2010-09-29	$ 361,291
	28549		VIGIL-AGRIMIS	Sunrise JTA Project Graphics	2010-09-30	$ 4,995
	28758		BURKHART GROUP	I-205 Green Corridor Multi-Use Path Project	2010-10-01	$ 4,999
	27331		DORTIGNACQ & ASSOCIATES	SCP #16: Preservation Architect Relocation Site Plan	2010-10-05	$ 9,897
5488	25535	32	NEXTSOURCE INC	Project Management for Statewide Rideshare	2010-10-05	$ 240,430
	28276		WILLIAM P OTT	Sutherlin Creek Bridge CRB - William Ott	2010-10-11	$ 15,080
	28653		MIDASOFT INC	Midas Training	2010-10-11	$ 2,000

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	27336		ESA	SCP #10: Wetlands & Waterways Reporting and Permitting	2010-10-12	$ 75,295
9938	27580	2	GEOSOLVE	Technical Support Services for ODOT GIS Projects	2010-10-13	$ 59,000
	28553		HDR ENGINEERING INC	Work Zone Traffic Analysis Technical Support and Training	2010-10-20	$ 22,381
	PA		BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2010-10-25	$ 149,990
	PA		NORTHWEST HERITAGE CONSULTANTS	SCP #10: Historical-Cultural Resources Support - NWHC, LLC	2010-10-27	$ 75,000
	PA		HBH CONSULTING ENGINEERS INC	SCP #05: Region 3 On Call Hydrology Services	2010-10-27	$ 74,990
	28101	5	WELLNESS 2000 INC	SCP #16: R-1 Employee Wellness & Coaching Svcs	2010-10-31	$ 10,272
	28572	1	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2010-11-08	$ 7,950
	PA		ARCHAEOLOGICAL INVESTIGATIONS	SCP #10: Historical-Cultural Resources Support - AINW, Inc.	2010-11-10	$ 75,000
	PA		ENTRIX INC	SCP #10: R-1 Historic Resources Support Services	2010-11-10	$ 100,000
	PA		WHPACIFIC INC	SCP #16: Landscape Architecture & Roadside Dev Services	2010-11-10	$ 150,000
	28859		TEAM HR LLC	R-1 Project Delivery HR Meeting Facilitation Services	2010-11-10	$ 4,856
	PA		NEVUE NGAN ASSOCIATES	SCP #16: Landscape Architecture Services	2010-11-12	$ 150,000
	28853		JLA PUBLIC INVOLVEMENT INC	SCP: Public Involvement Support for SW Iowa St. Viaduct	2010-11-12	$ 50,000
	PA		FYCRAFT LLC	Welding Trainer	2010-11-15	$ 50,000
	28829		LANIER CONSULTING LLC	SCP: Phase 1 Specifications Update Process & Implementation	2010-11-16	$ 100,000
	26963	5	PARSONS BRINCKERHOFF INC	Passenger and Freight Rail Study, Phase 2	2010-11-19	$ 464,451
	28878		AMEC EARTH & ENVIRONMENTAL INC	Region 1 Shotcrete Inspector Training	2010-12-01	$ 6,290
	27422		BROWNE CONSULTING LLC	SCP #10: Region 5 Wetland Services - Multi-project	2010-12-08	$ 73,828
5488	25535	37	NEXTSOURCE INC	DAS - MSP / 511 Phase 2 / Traveler Information Enhancements	2010-12-15	$ 149,600
	26294	11	NUSTATS LLC	Oregon Household Activity Survey	2010-12-15	$ 135,900
5488	25535	41	NEXTSOURCE INC	DAS - MSP	2010-12-16	$ 95,680
	27739		DORTIGNACQ & ASSOCIATES	SCP: PSK Preservation Architect-Historic Bldg Relocation	2010-12-21	$ 65,924
5488	25535	36	NEXTSOURCE INC	DAS - MSP - Financial Plan and STIP Management - Business Pr	2010-12-28	$ 74,900
5217	27518		RLS AND ASSOCIATES	Consultant Services for Section 5311	2010-12-30	$ 358,215
	27782		UKIAH ENGINEERING INC	SCP #07: OBDP B509/B511 Construction Sched Dev Svcs	2010-12-31	$ 41,473
9930	PA		PUBLIC KNOWLEDGE LLC	DAS PA Quality Assurance	2011-01-01	$ 10,000,000
	26721	9	ANGELO PLANNING GROUP INC	Code Assistance City of Canby Phase 2-Canby Subdivision Dev.	2011-01-01	$ 44,567
	28571	1	VIGIL-AGRIMIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2011-01-05	$ 7,500
	PA		IDEALEARNING GROUP	Training Delivery, Team Facilitation, & Instructional Design	2011-01-06	$ -
	PA		INNOVATIVE GROWTH SOLUTIONS LLC	Training Delivery, Team Facilitation, & Instructional Design	2011-01-06	$ -
	27238	6	TRANSCORE HOLDINGS INC	Portland SCATS Project - Powell Blvd.	2011-01-07	$ 387,670

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	28572	2	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2011-01-10	$ 7,800
	PA		BUSINESS STRATEGIES INC	Training Delivery, Team Facilitation, & Instructional Design	2011-01-11	$ 100,000
	27577	7	THE GARTRELL GROUP LLC	TripCheck SpeedMap	2011-01-11	$ 44,230
	PA		PERFORMANCE WORKS LLC	Training Delivery, Team Facilitation, & Instructional Design	2011-01-12	$ -
5488	25535	42	NEXTSOURCE INC	DAS - MSP	2011-01-12	$ 83,200
	26033	10	WJE ASSOCIATES INC	Non-destructive Materials/Performance Testing Hwy Bridges	2011-01-13	$ 379,736
	26722	12	SIEGEL PLANNING SERVICES LLC	Code Assistance City of Myrtle Point Code Update - Phase 2	2011-01-18	$ 58,172
5488	25535	46	NEXTSOURCE INC	DAS - MSP	2011-01-19	$ 104,000
	28572	3	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2011-01-19	$ 25,397
	28967		AMEC EARTH & ENVIRONMENTAL INC	2011 HazWoper Refresher & Supervisor Training	2011-01-21	$ 2,070
	25840	6	DKS ASSOCIATES INC	Urban Area Travel Demand Models and Related Services	2011-01-24	$ 99,200
	26326	18	INTERCEPT RESEARCH CORP	Survey, Study and Research Services for ODOT TSD	2011-01-25	$ 41,754
	26326	19	INTERCEPT RESEARCH CORP	Survey, Study and Research Services for ODOT TSD	2011-01-25	$ 87,870
	28572	4	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2011-01-27	$ 1,600
	PA		ONLINE BUSINESS SYSTEMS	ITS Initiatives Integration Services - Online	2011-01-28	$ 800,000
	PA		COMSYS INFORMATION TECHNOLOGY SERVICES	ITS Initiatives Integration Services_ ComSys	2011-01-28	$ 800,000
	PA		TEKSYSTEMS	ITS Initiatives Integration Services_ TEKSystems	2011-01-28	$ 800,000
	PA		ESTRADA CONSULTING INC	ITS Initiatives Integration Services_ Estrada	2011-01-28	$ 800,000
	PA		ZAN GLIGOROV	ITS Initiatives Integration Services_ZSoftnet	2011-01-28	$ 800,000
	PA		EVERGREEN SAFETY COUNCIL	Traffic Control Supervisor/Technician Training	2011-01-31	$ 110,000
	26962	6	TRANSPORTATION PLANNING	Oregon Rail Funding Research Services	2011-02-04	$ 72,781
	27582	7	INTEGRATED DESKTOP SOLUTIONS	Technical Support Services for ODOT GIS Projects	2011-02-07	$ 79,700
	26722	13	SIEGEL PLANNING SERVICES LLC	Code Assistance, Model Code for Small Cities Update	2011-02-10	$ 74,956
	PA		HATCH MOTT MACDONALD HOLDING INC	PA: On-Call Construction Scheduling Services	2011-02-14	$ 1,000,000
	26294	10	NUSTATS LLC	Oregon Household Activity Survey	2011-02-15	$ 791,500
	29019		MLG INC	Baldock Solar Hwy Project - Land Use Permitting Services	2011-02-18	$ 12,000
	28572	5	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2011-02-22	$ 19,000
	29003	1	HATCH MOTT MACDONALD HOLDING INC	MIni-S; I-5 Iowa Street Viaduct Construction Scheduling	2011-02-23	$ 429,383
0483	PA		UWORK COM	MSP Provider - uWork Inc., dba Covendis Technologies	2011-03-02	$ -
5488	25535	44	NEXTSOURCE INC	DAS - MSP - Project Manager III	2011-03-04	$ 93,600
	29025		STAN STENERSEN	Audit Report Writing Reveiw	2011-03-07	$ 10,000
	PA		GARD STRANG	Public Information and Education Media	2011-03-09	$ 5,000,000
0458	PA		VIRTUAL INFORMATION EXECUTIVES LLC	Lean Six Sigma Training Services	2011-03-09	$ 5,000,000
	27577	8	THE GARTRELL GROUP LLC	TOCS GIS Mapping Update	2011-03-15	$ 67,650
	29087		BRINK COMMUNICATIONS LLC	Freight Plan Executive Summary	2011-03-17	$ 14,368
	28910	1	INNOVATIVE GROWTH SOLUTIONS LLC	Training Delivery, Team Facilitation, & Instructional Design	2011-03-17	$ 500

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	28941		TRANSPORTATION RESOURCE	Portland Streetcar Safety and Security Triennial Review	2011-03-22	$ 37,500
	28910	2	INNOVATIVE GROWTH SOLUTIONS LLC	Training Delivery, Team Facilitation, & Instructional Design	2011-03-24	$ 4,500
	27577	9	THE GARTRELL GROUP LLC	ODOT Traffic Counting Device Manager Utility Validation	2011-03-28	$ 20,000
	29109	1	PUBLIC KNOWLEDGE LLC	DAS PA Quality Assurance	2011-03-30	$ 10,920
5488	25535	47	NEXTSOURCE INC	Various TAD Projects - Systems Analyst 3	2011-03-31	$ 96,720
	28952	1	ESTRADA CONSULTING INC	ITS Initiatives Integration Services_ Estrada	2011-04-05	$ 309,120
0458	29085	1	VIRTUAL INFORMATION EXECUTIVES LLC	OPO Lean Six Sigma Training Services	2011-04-08	$ 128,000
	PA		AEROVIRONMENT INC	E-V Green Highway Charging Stations	2011-04-11	$ 1,000,000
	28714		HARPER HOUF PETERSON RIGHELLIS	R-1 Geo/Hydro Project Scoping and Technical Support Services	2011-04-11	$ 4,188
	29109	3	PUBLIC KNOWLEDGE LLC	Quality Management Services - RITS	2011-04-15	$ 71,000
	29082		BOEGER & ASSOCIATES LLC	ESB Meacham Oil Containment Design	2011-04-20	$ 12,360
	26294	12	NUSTATS LLC	Long Distance Survey	2011-04-21	$ 96,160
	28951	2	TEKSYSTEMS GLOBAL SERVICES LLC	Systems Analysis & Requirements Mgmt Svcs.	2011-04-22	$ 400,000
	29060		B&K ENTERPRISES	Load Rating Support	2011-05-02	$ 3,400
	25839	4	PARSONS BRINCKERHOFF INC	Traffic & Transportation Engineering Planning Svcs (on -call	2011-05-09	$ 54,716
	29088	1	AEROVIRONMENT INC	E-V Green Highway Charging Stations	2011-05-09	$ 855,000
	PA		JLA PUBLIC INVOLVEMENT INC	SCP: TV Hwy Corridor Refinement Plan Publ Involvement (PI)	2011-05-10	$ 20,031
	PA		T Y LIN INTERNATIONAL	PA; On-Call Construction Scheduling Services	2011-05-12	$ 1,500,000
	PA		PROJECT CONTROL GROUP INC	PA: On-Call Construction Scheduling Services	2011-05-12	$ 1,500,000
	29030	1	GARD STRANG	TO #1	2011-05-12	$ 7,160
	28572	6	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2011-05-16	$ 3,500
	29073	5	UWORK COM	SA Client Systems (Visual Basic 6 & Access 2003) PAIII	2011-05-17	$ 73,122
	29073	6	UWORK COM	SA IT Technical Writing Services Technical Writer III	2011-05-17	$ 63,336
	29073	9	UWORK COM	SA Various TAD Projects SAIII	2011-05-17	$ 88,400
	29073	12	UWORK COM	MSP Programmer Analyst IIII BK DMV	2011-05-17	$ 66,035
	PA		EATON CORP	E-V Green Highway Charging Stations	2011-05-19	$ 1,000,000
	PA		MCKINSTRY CO	E-V Green Highway Charging Stations	2011-05-19	$ 1,000,000
	29073	2	UWORK COM	SA Central Services Application Systems PAIII	2011-05-27	$ 73,060
	29258		ASSETWORKS INC	Fleet Information Management System (FIMS)	2011-05-31	$ 1,202,960
	29030	2	GARD STRANG	NHTSA DUII Independence Day Radio Planning and Placement	2011-06-02	$ 53,000
	29030	3	GARD STRANG	Youth Safety News Radio PSA	2011-06-02	$ 11,500
	29030	4	GARD STRANG	Motorcycle New Radio Production and Distribution	2011-06-02	$ 8,200
	28431	1	ENTRIX INC	SCP #10: R-1 Historic Resources Support Services	2011-06-06	$ 28,971
	29073	13	UWORK COM	SA Safety Grants Upgrade - Prog III	2011-06-06	$ 29,050
	29109	4	PUBLIC KNOWLEDGE LLC	Quality Management Services - CRCT	2011-06-06	$ 12,100
	29370		TRANSCORE HOLDINGS INC	Transcore Maintenance and Support Contract (2 YRS)	2011-06-07	$ 30,000

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	PA		HANEL GROUP INC	Installation of Truck Mounted Attenuators	2011-06-08	$ 30,212
	26721	11	ANGELO PLANNING GROUP INC	Code Assistance City of Portland Reducing VMT from New Dev.	2011-06-09	$ 82,111
	27577	10	THE GARTRELL GROUP LLC	ODOT Traffic Counting Device Manager Training Tool	2011-06-14	$ 16,000
	28910	4	INNOVATIVE GROWTH SOLUTIONS LLC	Training Delivery, Team Facilitation, & Instructional Design	2011-06-14	$ 1,080
	29030	5	GARD STRANG	Public Information and Education Media	2011-06-21	$ 54,000
	27355		XO HOLDINGS	511 System Update	2011-06-22	$ 450,000
9932	27575	8	ALSEA GEOSPATIAL INC	HUC Locator Web Mapping Site	2011-06-22	$ 5,728
	28949	1	ONLINE BUSINESS SYSTEMS	Transportation Operations Center System Enhancements	2011-06-22	$ 300,000
	28949	2	ONLINE BUSINESS SYSTEMS	Transportation Operations Center System Enhancements	2011-06-22	$ 340,600
	29415		MCCANN CAPITOL ADVOCATES	ODOT Federal Representation Services	2011-06-29	$ 270,000
	29023		BUSINESS STRATEGIES INC	OPO Team Development	2011-06-30	$ 5,000
	29109	6	PUBLIC KNOWLEDGE LLC	DAS PA Quality Assurance	2011-06-30	$ 526,582
	PA		KPMG LLP	Statewide Quality Assurance Services - KPMG	2011-07-05	$ 10,000,000
	29073	1	UWORK COM	PB Fuel Tax Replacement Project	2011-07-05	$ 54,760
	28907	2	BUSINESS STRATEGIES INC	CAC 2, Team Facilitation for OPO	2011-07-06	$ 5,600
	28951	3	TEKSYSTEMS GLOBAL SERVICES LLC	ITS Initiatives Integration Services_ TEKSystems	2011-07-06	$ 80,000
	29430		HUNTER COMMUNICATIONS	Fiber Optic Networking Services K-Falls	2011-07-08	$ 80,000
	29073	11	UWORK COM	MSP Provider - Programmer Analyst III HG DMV	2011-07-08	$ 65,024
	29030	6	GARD STRANG	Public Information and Education Media	2011-07-12	$ 78,500
	29030	7	GARD STRANG	Public Information and Education Media	2011-07-12	$ 72,500
	29073	14	UWORK COM	SA ODOT 511 HAT Traveler Info Sys PAIII	2011-07-14	$ 72,696
	29431		TRANSPORTATION PLANNING	DMV Older Driver Website	2011-07-19	$ 38,569
	29030	8	GARD STRANG	Public Information and Education Media	2011-07-22	$ 30,000
	29073	17	UWORK COM	PM II Enterprise Role Based Access Project	2011-07-25	$ 75,624
	29073	19	UWORK COM	PB-Asset Management Integration Project Coordinator I	2011-07-25	$ 87,490
	29109	5	PUBLIC KNOWLEDGE LLC	QA Management Services Fuels Tax Replacement System	2011-07-25	$ 108,900
	29480		DONNA LYN SILVERBERG-WIGGANS	DirAppt Mediation Svcs for I-5 Rose Qtr N/NE Quadrant	2011-08-03	$ 5,000
	29073	16	UWORK COM	SA - PM II Exchange 2010 Upgrade Project	2011-08-03	$ 72,352
	28744		SYSTEMS WEST ENGINEERS INC	Commisioning DMV HQ HVAC Systems	2011-08-04	$ 65,000
5266	PA		COLUMN TECHNOLOGIES INC	PA for Remedy IT Service Management Software & Services	2011-08-08	$ 30,000,000
1204	29521		IN-ACCORD INC	Workplace Interpersonal Mediation-District 2B	2011-08-12	$ 4,000
	29030	9	GARD STRANG	NHTSA Labor Day Radio Services	2011-08-12	$ 54,050
	29088	2	AEROVIRONMENT INC	E-V Green Highway Charging Stations	2011-08-17	$ 1,760,000
	29275		KPFF CONSULTING ENGINEERS	SCP: DirApt OR 47 at Bridge Street Water Quality Facility	2011-08-22	$ 51,735
	28909	2	PERFORMANCE WORKS LLC	Team Facilitation for ODOT Region 3 Survey	2011-08-23	$ 4,860
	29030	10	GARD STRANG	Public Information and Education Media	2011-08-25	$ 30,000
	29030	11	GARD STRANG	Public Information and Education Media	2011-08-25	$ 12,000
	29030	12	GARD STRANG	Public Information and Education Media	2011-08-25	$ 76,000
	29073	24	UWORK COM	ODOT Information Systems Tech II - Security Support	2011-08-29	$ 32,240

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	29306		BSM CONSULTING ENGINEERS INC	ODOT Bridge Maintenance Manual	2011-08-30	$ 120,750
	28572	10	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2011-09-01	$ 6,000
	29073	15	UWORK COM	PB Fuels Tax Replacement Project - Project Management Svcs	2011-09-01	$ 276,320
	27576	11	CRITIGEN LLC	SPIS - PUB	2011-09-02	$ 56,152
	28949	3	ONLINE BUSINESS SYSTEMS	Intelligent Transportation Systems (ITS) Maintenance Project	2011-09-02	$ 70,000
	29030	13	GARD STRANG	Public Information and Education Media	2011-09-07	$ 40,000
	28949	4	ONLINE BUSINESS SYSTEMS	ITS Advanced Traveler Information Projects	2011-09-08	$ 200,000
	29030	14	GARD STRANG	Public Information and Education Media	2011-09-08	$ 267,000
	29073	22	UWORK COM	ITS PA and PM Svcs.	2011-09-08	$ 145,200
	26033	11	WJE ASSOCIATES INC	Non-destructive Materials/Performance Testing Hwy Bridges	2011-09-09	$ 96,622
	29109	2	PUBLIC KNOWLEDGE LLC	DAS PA Quality Assurance - FIMS	2011-09-26	$ 186,400
	26294	13	NUSTATS LLC	Rogue Valley MPO Survey	2011-09-27	$ 214,300
	29073	23	UWORK COM	SA Safety Grants Upgrade - Programmer III	2011-09-27	$ 72,800
	29073	29	UWORK COM	SA - IT Technical Services Agency Web Systems (ColdFusion)	2011-09-27	$ 70,720
9925	29467	2	KPMG LLP	Statewide Quality Assurance Services - KPMG	2011-09-27	$ 147,000
	28949	5	ONLINE BUSINESS SYSTEMS	ITS ATMS System Analyst& Requirements Svc.	2011-09-28	$ 314,600
	29615		TRANSPORTATION RESOURCE	TriMet Light Rail Safety and Security Triennial Review	2011-10-05	$ 48,958
	28910	5	INNOVATIVE GROWTH SOLUTIONS LLC	Team Facilitation - Work Environment Assessment for Barlow	2011-10-05	$ 4,500
	27238	7	TRANSCORE HOLDINGS INC	Beaverton SCATS Hocken - 110th Ave	2011-10-06	$ 204,574
	29073	25	UWORK COM	SA Client Systems (Visual Basic 6) PAIII	2011-10-11	$ 78,960
	29073	26	UWORK COM	Technician II Desktop Technical Support ODOT IS MCAD Salem	2011-10-11	$ 43,680
	28909	3	PERFORMANCE WORKS LLC	Training Delivery, Team Facilitation, & Instructional Design	2011-10-12	$ 4,480
	29030	15	GARD STRANG	Public Information and Education Media	2011-10-21	$ 54,050
	29638		COMPASS COMPUTING GROUP INC	ITS Support & Maintenance	2011-10-24	$ 2,000,000
9925	29467	3	KPMG LLP	Statewide Quality Assurance Services - KPMG	2011-10-24	$ 49,000
	29639		GALT FOUNDATION	ITS Support & Maintenance	2011-10-25	$ 2,000,000
	29073	28	UWORK COM	Technician II Desktop Technical Support ODOT IS Salem	2011-10-25	$ 43,774
	28907	3	BUSINESS STRATEGIES INC	Geometronics Team Facilitation	2011-10-31	$ 1,260
	26326	20	INTERCEPT RESEARCH CORP	Survey, Study and Research Services for ODOT TSD	2011-11-02	$ 21,000
	29708		ADVISICON INC	MS Project Server Training	2011-11-08	$ 4,700
	27581	6	HDR ENGINEERING INC	Technical Support Services for ODOT GIS Projects	2011-11-09	$ 10,000
	27582	8	INTEGRATED DESKTOP SOLUTIONS	Technical Support Services for ODOT GIS Projects	2011-11-16	$ 80,000
	27586	9	MASON BRUCE & GIRARD INC	Technical Support Services for ODOT GIS Projects	2011-11-18	$ 23,550

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	28907	4	BUSINESS STRATEGIES INC	Training Delivery, Team Facilitation, & Instructional Design	2011-11-28	$ 960
	27575	9	ALSEA GEOSPATIAL INC	OCRS Zone Web Mapping Phase III: ArcGIS 10 Migration	2011-12-05	$ 29,554
	26326	21	INTERCEPT RESEARCH CORP	NHTSA Seat Belt Use Survey Methodololgy	2011-12-08	$ 15,450
	29815		KJ FIELDS INC	Technical Writing for R-1 Project Delivery Expectations Memo	2011-12-15	$ 5,000
	28432	2	ARCHAEOLOGICAL INVESTIGATIONS	SCP #10: R-1 Historic Resources Support Services	2011-12-16	$ 12,544
	29030	16	GARD STRANG	NHTSA DUII Super Bowl Radio Planning and Placement	2011-12-22	$ 54,050
	29818		WELLNESS 2000 INC	Region 1 Employee Wellness Promotion & Coaching Services	2011-12-23	$ 149,675
	26722	15	SIEGEL PLANNING SERVICES LLC	Code Assistance City of Nyssa Code Update - Phase 2	2012-01-04	$ 51,600
	28572	11	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-01-05	$ 2,800
	29030	17	GARD STRANG	Occupant Protection Brochure/TV Re-Release	2012-01-13	$ 11,500
	29030	18	GARD STRANG	Impaired Driving Campaign	2012-01-13	$ 6,900
	29000	1	T Y LIN INTERNATIONAL	PA; On-Call Construction Scheduling Services	2012-01-17	$ 185,334
	28949	6	ONLINE BUSINESS SYSTEMS	Highway Advisory Radio (HAR) Automation Project	2012-02-09	$ 55,000
	29030	19	GARD STRANG	Public Information and Education Media	2012-02-09	$ 203,600
	29030	20	GARD STRANG	Public Information and Education Media	2012-02-09	$ 57,000
	29030	22	GARD STRANG	Public Information and Education Media	2012-02-09	$ 83,000
	29030	23	GARD STRANG	Public Information and Education Media	2012-02-09	$ 64,500
	29691		INTERCEPT RESEARCH CORP	Surveys, Studies and Research Svcs	2012-02-10	$ 506,841
	29030	21	GARD STRANG	Public Information and Education Media	2012-02-13	$ 12,000
	28855		ASPHALT PAVEMENT ASSOCIATION OF OREGON	Materials Testing Technician Training	2012-02-16	$ -
	29030	24	GARD STRANG	Public Information and Education Media	2012-02-16	$ 87,000
	29030	25	GARD STRANG	Bicyclist & Pedestrian Safety 2012 PI&E Media Service	2012-02-16	$ 46,600
	29970		BUSINESS STRATEGIES INC	Team Development	2012-02-21	$ 3,700
	29678		JAMES LAVADOUR	1% for Art - T Building Renovation - Lavadour	2012-02-23	$ 35,000
	29880		BRUCE CONKLE	1% for Art - T Building Renovation - Conkle	2012-02-23	$ 35,000
	29881		GEORGE JOHANSON	1% for Art - T Building Renovation - Johanson	2012-02-23	$ 25,000
	29882		MARK R SMITH	1% for Art - T Building Renovation - Smith	2012-02-23	$ 20,000
	29030	26	GARD STRANG	Public Information and Education Media	2012-02-23	$ 54,050
	29030	27	GARD STRANG	Public Information and Education Media	2012-02-23	$ 54,050
	29030	28	GARD STRANG	Public Information and Education Media	2012-02-23	$ 135,000
	29878		CLAIRE CAMERON PATTERSON	Whetstone Savannah Wetlands Restoration	2012-02-28	$ 88,292
	26117	3	MGT OF AMERICA INC	Disparity Study and Consulting Services	2012-02-29	$ 409,929
	29979		TRANSLATING SERVICES INC	MCTD Audit Translation Services	2012-03-05	$ 85
	26962	7	TRANSPORTATION PLANNING	Oregon Rail Plan: Develop Work Plan	2012-03-07	$ 37,597
	29030	29	GARD STRANG	Public Information and Education Media	2012-03-12	$ 56,000
	p		KEITH MASSIE	Geographic Information System (GIS) ESRI software Training	2012-03-13	$ 149,000
	26721	12	ANGELO PLANNING GROUP INC	Code Assistance, City of Grants Pass Urbanization Code	2012-03-16	$ 46,908

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	29986		ESM CONSULTING ENGINEERS LLC	Earthmine Data Import Testing	2012-03-19	$ 2,600
	28431	3	ENTRIX INC	SCP #10: R-1 Historic Resources Support Services	2012-03-19	$ 34,180
	27577	11	THE GARTRELL GROUP LLC	Production Support of TripCheck Speedmap and TOCS Mapping	2012-03-27	$ 20,000
	30009		PAUL SPINDEL LLC	Facilitation Svcs for Reg 1 Leadership Academy Training	2012-03-30	$ 800
	30034		BUSINESS STRATEGIES INC	Executive Coaching for Chief of Staff at ODOT	2012-04-03	$ 3,005
	27121	3	PATHWAY SERVICES INC	Automated Pavement Management Data Collection	2012-04-18	$ 327,010
	27586	10	MASON BRUCE & GIRARD INC	Technical Support Services for ODOT GIS Projects	2012-04-18	$ 49,156
	30015		TRILLIUM SOLUTIONS INC	General Transit Feed Specifications Data	2012-04-20	$ 300,000
	PA		GARD STRANG	POINT Marketing	2012-04-23	$ 150,000
	29897		MICHAEL BROPHY	1% for Art - T Building Renovation - Brophy	2012-04-23	$ 25,000
	27576	12	CRITIGEN LLC	System Support of Safety Priority Index System	2012-04-25	$ 20,000
	26722	14	SIEGEL PLANNING SERVICES LLC	Code Assistance Willamina Code Assessment	2012-04-30	$ 15,827
	PA		MOORE IACOFANO GOLTSMAN INC	Statewide On-Call Public Involvement Services~MIG, Inc.	2012-05-01	$ 1,000,000
	PA		JLA PUBLIC INVOLVEMENT INC	Statewide On-Call Public Involvement Services-JLA, Inc.	2012-05-01	$ 1,000,000
	PA		ENVIROISSUES	Statewide On-Call Public Involvement Services-EnviroIssues	2012-05-01	$ 1,000,000
	28638	1	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-05-01	$ 26,514
	PA		COGAN OWENS COGAN	Alternative Dispute Rosolution Services - DAS DOJ PA 1538	2012-05-03	$ 150,000
	28638	3	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-05-03	$ 20,457
	29665		ASSETWORKS INC	FIMS - Fuel Focus Hardware and Support and Maintenance	2012-05-07	$ 2,000,000
	28638	4	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-05-07	$ 10,362
1538	30105	1	COGAN OWENS COGAN	Alternative Dispute Rosolution Services - DAS DOJ PA 1538	2012-05-08	$ 18,334
	29073	33	UWORK COM	Desktop Technical Support Technician II - TLC Building	2012-05-09	$ 68,207
	29073	35	UWORK COM	System Admin III - Upgrade Exchange 2003 to 2010 - TLC Bldg	2012-05-11	$ 88,408
	28910	7	INNOVATIVE GROWTH SOLUTIONS LLC	Training Delivery, Team Facilitation, & Instructional Design	2012-05-14	$ 5,000
	30041		INITIAL RESPONSE INSTITUTE	40-Hour HAZWOPER Training Services	2012-05-20	$ 6,650
	30077		PAUL SPINDEL LLC	Working and Managing inn a Changing Environment	2012-05-22	$ 1,500
	28907	5	BUSINESS STRATEGIES INC	OOM ITS Meeting Facilitation	2012-05-23	$ 900
	29003	2	HATCH MOTT MACDONALD HOLDING INC	OR 8: Minter Bridge Road - SW 331st Avenue (Hillsboro)	2012-05-23	$ 411,282
	29073	34	UWORK COM	Desktop Technical Support Technician II - Field Services HQ	2012-05-30	$ 43,982
	30163	2	PIVOTAL RESOURCES INC	Directors Office Organizational Initiative Scoping Project	2012-06-04	$ 616,009
	30163	1	PIVOTAL RESOURCES INC	CSD Organizational Initiative Scoping Project	2012-06-04	$ 227,598
	27575	10	ALSEA GEOSPATIAL INC	Install ArcGIS Server Web App on ODOT ArcGIS Map Servers	2012-06-12	$ 11,856

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	27582	9	INTEGRATED DESKTOP SOLUTIONS	OR-Trans Interstate/US/OR Routes Interchange Data Cleanup	2012-06-12	$ 12,000
	28572	12	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-06-13	$ 2,500
	30133		DEMARCHE CONSULTING GROUP INC	Government Relations Process Improvement	2012-06-19	$ 5,000
	28365	1	HDR ENGINEERING INC	Statewide Right-of-Way Flexible Services	2012-06-19	$ 469,966
	29030	30	GARD STRANG	Safe Routes to School 2012 PI&E Media Services	2012-06-20	$ 45,000
	28572	13	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-06-25	$ 700
	28638	2	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-07-01	$ 38,403
	30042		RLS AND ASSOCIATES	Federal Transit Administration Drug and Alcohol Compliance	2012-07-02	$ 177,410
	28572	14	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-07-05	$ 5,500
	30237		KPFF CONSULTING ENGINEERS	#08689A Hwy 227 Conn No. 1 over Garden Way (Eugene)	2012-07-11	$ 91,488
	27586	11	MASON BRUCE & GIRARD INC	ODOT Toolbar V10	2012-07-11	$ 39,947
	29933	1	JLA PUBLIC INVOLVEMENT INC	I-84: Preservation Project from MLK Blvd to I-205/Phase 2	2012-07-11	$ 85,984
5266	29535	1	COLUMN TECHNOLOGIES INC	Requirements Analysis for Remedy Upgrade	2012-07-16	$ 98,300
	28572	8	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-07-22	$ 4,025
	28572	15	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-07-26	$ 5,775
	28572	16	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-07-26	$ 5,775
	28638	5	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-08-06	$ 26,230
	30314		WILLAMETTE CULTURAL RESOURCES ASSOCIATES	Runway Reconstruction - Chiloquin Airport	2012-08-07	$ 31,184
	29786	2	GARD STRANG	TO 2 NWOTA Connector Services	2012-08-15	$ 4,000
	30258		PHILIP E GEORGE P E	Arbitration - I-5: Battle Creek - N Jefferson	2012-08-16	$ 12,373
1538	30105	2	COGAN OWENS COGAN	Alternative Dispute Rosolution Services - DAS DOJ PA 1538	2012-08-20	$ 14,962
	29786	1	GARD STRANG	TO-1 Point Transit Centers	2012-08-22	$ 3,500
0483	29073	37	UWORK COM	MSP Provider - uWork Inc., dba Covendis Technologies	2012-08-24	$ 275,000
	28638	6	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-08-27	$ 28,390
	28366	1	HARPER HOUF PETERSON RIGHELLIS	Survey Staking for R/W Acquisition/Easements at Lawnfield	2012-08-28	$ 10,400
	28570	31	CHRISTINE RAINS	82nd Avenue and division Safety Project	2012-08-30	$ 170
	28572	17	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-08-30	$ 7,262
	28638	7	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-09-14	$ 15,543
	30437		RABINER RESOURCES	David Rabiner Seminar	2012-09-19	$ 3,400
	30129		COMPUTER ASSOCIATES	CA Role & Compliance Manager Software Implementation	2012-09-24	$ 128,568
	29030	31	GARD STRANG	Safe and Courteous Driving Program 2012 PI&E Media Services	2012-09-26	$ 55,000
	29030	32	GARD STRANG	Region 1 Phase 1 Communications Strategy	2012-09-26	$ 10,000
	28638	8	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-09-27	$ 10,044
	28572	7	HARPER HOUF PETERSON RIGHELLIS	SCP #11: RFP MiniS for R-1 Graphics Support Services	2012-10-01	$ 6,200
	29030	33	GARD STRANG	Impaired Driving Brochure	2012-10-02	$ 1,500
	27024	5	KITTELSON & ASSOCIATES	US 101 Lincoln City Project addl work	2012-10-06	$ 5,712

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	28802	1	WHPACIFIC INC	I-5: SW Iowa Street Viaduct BR # 08197 Sec	2012-10-08	$ 41,130
	28802	3	WHPACIFIC INC	TA # 3 I-5 Kuebler Interchange SB Ramp Improvements	2012-10-08	$ 80,019
	28638	9	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-10-10	$ 11,095
	28907	6	BUSINESS STRATEGIES INC	Team Development Services	2012-10-18	$ 5,400
	28638	10	BLUEDOT GROUP LLC	SCP #13: Survey Services Support	2012-10-24	$ 15,705
	26962	8	TRANSPORTATION PLANNING	Develop Oregon State Rail Plan	2012-10-29	$ 724,119
	29000	2	T Y LIN INTERNATIONAL	US 26: Sunset Hwy at Glencoe Rd – Construction Scheduling	2012-11-02	$ 514,762
0483	29073	38	UWORK COM	Windows 7 Desktop Upgrade Project	2012-11-05	$ 149,000
	B30642		HARPER HOUF PETERSON RIGHELLIS	R1 Graphic Support On-Call Services-HHPR	2012-11-06	$ 56,175
	30397		TRANSPORTATION PLANNING	Non-Highway Freight Chokepoint Survey	2012-11-07	$ 57,147
	B30643		CHRISTINE RAINS	R1 Graphic Support On-Call Services-Christine Rains	2012-11-07	$ 72,545
	B30678		RILEY & ASSOCIATES	Focus Group to Assess Driver Perception of Speed Limits	2012-11-27	$ 12,000
1528	PA		JLA PUBLIC INVOLVEMENT INC	Alternative Dispute Resolution Services	2012-11-28	$ 150,000
	28365	2	HDR ENGINEERING INC	Statewide Right-of-Way Flexible Services	2012-11-29	$ 90,000
	B30644		KITTELSON & ASSOCIATES	R1 Graphic Support On-Call Services -Kittelson	2012-11-30	$ 100,000
	28907	7	BUSINESS STRATEGIES INC	Harrassment Prevention for Managers	2012-12-07	$ 1,600
	29071		MORPHOTRUST USA INC	DPL Contract (L-1)	2012-12-13	$ 13,000,000
	B30695		LOIS D COHEN ASSOCIATES LLC	DBE Frequently Asked Questions	2012-12-13	$ 4,884
	29030	35	GARD STRANG	Media Reformatting/Resizing	2012-12-17	$ 3,000
	29030	34	GARD STRANG	Public Information and Education Media	2012-12-18	$ 216,000
	B30706		SECTER ENVIRONMENTAL DESIGN LLC	US26: MP49.-MP57.45 Visual Resource Srvcs--Mt. Hood Forest	2012-12-21	$ 48,565
9932	27575	11	ALSEA GEOSPATIAL INC	Technical Support Services for ODOT GIS Projects	2012-12-21	$ 11,440
1064	26117	4	MGT OF AMERICA INC	Disparity Study and Consulting Services	2012-12-26	$ 45,000
1528	B30694	1	JLA PUBLIC INVOLVEMENT INC	ADR SOC for Facilitation Services for OR Bike/Ped Plan Devel	2012-12-27	$ 29,290
	B30808		MATHTECH INC	Systems Modernization Initiative -Strategic Plan "Visioning"	2013-01-09	$ 125,000
	29030	36	GARD STRANG	Occupant Protection Program 2013 Media Services	2013-01-10	$ 96,000
	29467	4	KPMG LLP	Statewide Quality Assurance Services - KPMG	2013-01-14	$ 76,000
	28368	1	UNIVERSAL FIELD SERVICES INC	Statewide ROW Flexible Services - CRC RW Acquisition	2013-01-15	$ 2,403,645
	28910	8	INNOVATIVE GROWTH SOLUTIONS LLC	Delivery of Influencing & Building Partnerships	2013-01-15	$ 960
	29030	38	GARD STRANG	Speed Enforcement Program 2013 Media Services	2013-01-15	$ 43,000
	29030	39	GARD STRANG	Motorcycle Safety Program 2013 Media Services	2013-01-15	$ 67,700
	PA		NEW HORIZONS CLC OF PORTLAND INC	Technical Customer Service Training	2013-01-17	$ 21,000
	PA		GALT FOUNDATION	IS Technical Support Services - Galt	2013-01-21	$ 5,000,000
	29030	37	GARD STRANG	Work Zone Program 2013 Media Services	2013-01-22	$ 120,000
	B30932		INITIAL RESPONSE INSTITUTE	2013 HazWoper Refresher Training	2013-01-31	$ 3,500
	PA		URS CORPORATION	Archeology/Cultural-Historic Resourses Emergency Services	2013-02-04	$ 400,000

Oregon Department of Transportation

Personal Services Contracts - Procurement Office

DAS PRICE AGREEMENT NUMBER	ODOT CONTRACT NUMBER	ODOT WORK ORDER CONTRACT NUMBER	VENDOR NAME	PROJECT / SERVICE DESCRIPTION	CONTRACT EFFECTIVE DATE	CURRENT CONTRACT AMOUNT
	PA		HERITAGE RESEARCH ASSOCIATES INC	hArcheology/Cultural-Historic Resourses Emergency Services	2013-02-04	$ 400,000
	29030	40	GARD STRANG	Safe & Courteous Driving Program 2013 PI&E Media Services	2013-02-04	$ 38,000
9939	27581	7	HDR ENGINEERING INC	MTOM Service Methods for ODOT ECM Environment	2013-02-06	$ 39,440
	29030	41	GARD STRANG	Youth Safety Program 2013 PI&E Media Services	2013-02-06	$ 78,000
	28909	5	PERFORMANCE WORKS LLC	Training Delivery, Team Facilitation, & Instructional Design	2013-02-07	$ 2,240
9938	27580	3	GEOSOLVE	OR-Trans Topology Edits	2013-02-11	$ 9,500
	29030	42	GARD STRANG	Bicyclist & Pedestrian Safety Program 2013 Media Services	2013-02-12	$ 83,000
	B30667		ANGELO PLANNING GROUP INC	Statewide Strategy for Senate Bill 1059 (2010)	2013-02-13	$ 74,569
	B31128		KYRA L NOURSE	Technical Review: Seismic Options Report	2013-02-13	$ 2,250
	29030	44	GARD STRANG	Safe Routes to School Program 2013 Media Services	2013-02-13	$ 30,000
	29030	45	GARD STRANG	Impaired Driving Program 2013 Media Services	2013-02-13	$ 86,000
1536	PA		DONNA LYN SILVERBERG-WIGGANS	Alternative Dispute Reslution	2013-02-15	$ 150,000
	29030	43	GARD STRANG	Driver Education Program 2013 Media Services	2013-02-22	$ 49,000
0483	29073	39	UWORK COM	Business Continuity Analyst (MSP Staff Augmentation)	2013-02-22	$ 98,800
	B31148		OREGON INFORMATION CONSORTIUM LLC	Commercial Vehicle Information Exchange Window (CVIEW)	2013-03-04	$ 60,000
9943	27586	12	MASON BRUCE & GIRARD INC	Technical Support Services for ODOT GIS Projects	2013-03-04	$ 46,234
	B30935		THE LEADERSHIP CIRCLE	Ascent Leadership Training tools	2013-03-06	$ 104,500
	28910	9	INNOVATIVE GROWTH SOLUTIONS LLC	Design & Delivery - Leading in a Diverse Community	2013-03-18	$ 2,440

NOTES:

~ Records managed by ODOT Procurement Office

~ PCMS contract records pulled from 07/01/09 through 03/19/13

~ Only personal services contracts (PSK) records are included. PSK represent consultants from all types of professional service providers including A&E and Non-A&E.

~ No trade services or goods contracts are included

~ Blanks in the contract number column are related to how PCMS captures and stores data. Contract numbers are not assigned to Price Agreements (PA)only to the Work Order Contracts which are executed against the Price

~ Not all price agreements have work order contracts against them

Oregon Department of Transportation

Personal Services Contracts - Major Projects Branch

DAS PRICE AGREEMENT NUMBER	ODOT CONTRACT NUMBER	ODOT WORK ORDER CONTRACT NUMBER	VENDOR NAME	PROJECT / SERVICE DESCRIPTION	CONTRACT EFFECTIVE DATE	CURRENT CONTRACT AMOUNT
	257-1005-09		Black and Veatch	Black and Veatch A & E Services	7/10/2009	
		OW-12-BV001	Black and Veatch	Project Administration	1/20/2012	$ 146,000.00
		OW-10-BV0220	Black and Veatch	TA WOC	11/20/2010	$ 15,000,000.00
	PA27541		HDR	HDR A & E Services	3/3/2009	
		WOC 8	HDR	HDR A & E Services	12/22/2010	$ 3,300,000.00
	PA 26524		OBEC	OBEC A & E Services	8/3/2007	
		WOC 7	OBEC	OBEC A & E Services	2/28/2012	$ 499,209.93
	102-1331-10		AECOM	Design, Installation and Implementation of Radio System	7/1/2010	$ 2,550,133.00
5219			Federal Engineering	Federal Engineering A & E Services	2/14/2006	$ 10,016,838.00
0491			Harris	Harris	12/23/2010	
		WOC 11	Harris	Harris	6/6/2011	$ 50,093,964.00
	257-1006-09		Legacy Wireless Services	Legacy Wireless - Project Management Services	10/26/2009	
		WOC 1	Legacy Wireless Services	John Conley	12/8/2009	$ 1,112,280.00
		WOC 6	Legacy Wireless Services	Mike Mullen	9/8/2010	$ 1,066,577.60
		WOC 7	Legacy Wireless Services	Clyde Raymer	9/8/2010	$ 946,688.00
		WOC 11	Legacy Wireless Services	Erin Darby	8/9/2011	$ 273,616.00
		WOC 12	Legacy Wireless Services	Travel	4/24/2012	$ 150,000.00
		WOC 12 - 002	Legacy Wireless Services	Erik Espericueta	5/21/2012	$ 186,576.00
		WOC 12 - 003	Legacy Wireless Services	Blake Obarr	5/3/2012	$ 150,000.00
		WOC 23 - 004	Legacy Wireless Services	Shawn Hankins	9/17/2012	$ 242,565.12
	257-1007-09		SAIC	SAIC - Project Management Services	10/28/2009	
		WOC 7	SAIC	Mike Walden	8/11/2010	$ 851,991.72
		WOC 11	SAIC	TICP	3/14/2011	$ 660,000.00
		WOC 11 - 003	SAIC	OPSBN	9/1/2011	$ 499,500.00
		WOC 11 - 004	SAIC	James Crawford	12/16/2011	$ 427,393.70
	SRP093711		Abn Engineering, LLC	Abn A & E	10/5/2011	$ 100,000.00

NOTES:

~ Records managed by ODOT Major Projects Branch on behalf of State Radio Project

~ Only personal services contracts (PSK) records are included. PSK represent consultants from all types of professional service providers including A&E and Non-A&E.

~ No trade services or goods contracts are included

~ Individual names in the Project / Svc Description field are individual project management service providers

Oregon Department of Transportation

Personal Services Contracts - Right-of-Way

PROPERTY APPRAISAL CONTRACTS	APPRAISER	PURPOSE	STATUS OF CONTRACT	CURRENT CONTRACT AMOUNT
PROPERTY APPRAISAL CONTRACTS	Rick Herman	4 Appraisals	Complete	$11,989
PROPERTY APPRAISAL CONTRACTS	Rick Herman	5 Appraisals	In Process	$14,489
PROPERTY APPRAISAL CONTRACTS	Steve Pio	3 Appraisals	Complete	$6,900
PROPERTY APPRAISAL CONTRACTS	Craig Zell & Associates	Fee Appraisal	In Process	$38,000
PROPERTY APPRAISAL CONTRACTS	Powell Valuation Inc.	Fee Appraisal	In Process	$2,200
PROPERTY APPRAISAL CONTRACTS	Powell Valuation Inc.	Fee Appraisal	In Process	$24,000
PROPERTY APPRAISAL CONTRACTS	G & A Valuation	Fee Appraisal	In Process	$22,450
PROPERTY APPRAISAL CONTRACTS	G & A Valuation	Fee Appraisal	In Process	$100
PROPERTY APPRAISAL CONTRACTS	Powell Valuation Inc.	Fee Appraisal	In Process	$95,800
PROPERTY APPRAISAL CONTRACTS	Kenna Gillespie	Fee Appraisal	In Process	$22,400
PROPERTY APPRAISAL CONTRACTS	Gail Webb	2 appraisals	In Process	$9,000
PROPERTY APPRAISAL CONTRACTS	Rick Herman	1 Appraisal	In Process	$22,000
PROPERTY APPRAISAL CONTRACTS	Ted Foster	1 Appraisal	In Process	$4,000
PROPERTY APPRAISAL CONTRACTS	Spence Powell	1 Appraisal	In Process	$5,100
PROPERTY APPRAISAL CONTRACTS	Bill Adams	2 appraisals	In Process	$35,000
PROPERTY APPRAISAL CONTRACTS	Brainerd	R/E Appraisal	In Process	$3,250
PROPERTY APPRAISAL CONTRACTS	Brainerd	R/E Appraisal	In Process	$7,900
PROPERTY APPRAISAL CONTRACTS	Brainerd	R/E Appraisal	In Process	$6,100
PROPERTY APPRAISAL CONTRACTS	Brainerd	R/E Appraisal	In Process	$5,700
PROPERTY APPRAISAL CONTRACTS	Bancroft	R/E Appraisal	In Process	$7,400
PROPERTY APPRAISAL CONTRACTS	Lewis	R/E Appraisal	In Process	$61,400
PROPERTY APPRAISAL CONTRACTS	Webb	R/E Appraisal	In Process	$51,950
PROPERTY APPRAISAL CONTRACTS	Webb	R/E Appraisal	In Process	$4,500
PROPERTY APPRAISAL CONTRACTS	Lewis	R/E Appraisal	In Process	$15,000
PROPERTY APPRAISAL CONTRACTS	Lewis	R/E Appraisal	Legal	$24,300
PROPERTY APPRAISAL CONTRACTS	Marineau	R/E Appraisal	Legal	$27,150
PROPERTY APPRAISAL CONTRACTS	Larrabee	R/E Appraisal	Legal	$15,600
PROPERTY APPRAISAL CONTRACTS	Webb	R/E Appraisal	Legal	$26,500
PROPERTY APPRAISAL CONTRACTS	Foster	R/E Appraisal	Legal	$49,800
PROPERTY APPRAISAL CONTRACTS	Anderson	R/E Appraisal	Legal	$20,000
PROPERTY APPRAISAL CONTRACTS	Vandagrift	R/E Appraisal	Legal	$43,000
PROPERTY APPRAISAL CONTRACTS	Lilly Real Estate, Inc.	Fee Appraisal	In Process	$17,000

ODOT / City Fund Exchange CY 2012

URBAN AREA	2012 STP ALLOCATION	2012 EXCHANGE	2012 FEDERAL PROJECTS	TOTAL FUND EXCHANGE	TOTAL FEDERAL PROJECTS	STP FUNDS COMMITTED TO PROJECTS	AVAILABLE BALANCE	REGION
ALBANY	$545,408	0.00		5,629,604	-		721,912.28	2
ASTORIA	$103,051	0.00		1,413,583	106,128		147,743.43	2
BAKER CITY	$106,868	108,500.00		1,495,372	-		(1,632.00)	5
BEND MPO	$911,159	668,611.00		6,541,551	-		911,158.94	4
BROOKINGS	$68,896	68,896.00		655,383	-		0.00	3
CANBY	$172,121	174,751.00		1,964,312	-		(2,630.00)	1
COOS BAY	$173,622	5,403.19		2,470,430	-		170,883.81	3
CORVALLIS/ADAIR VILL	$678,884	708,000.00		7,912,753	62,858		119,537.34	2
COTTAGE GROVE	$105,324	325,196.03		1,228,366	-		118,347.61	2
CRESWELL	$54,706	54,706.00		54,706			0.00	2
DALLAS	$158,573	179,517.02		1,780,848	-		158,572.98	2
EAGLE POINT	$92,090	205,000.00		560,826	-		185,615.00	3
EUGENE/SPRINGFIELD/COBURG TMA				9,831,728	3,774,737		137,474.00	2
FLORENCE	$92,058	285,769.00	144,633.86	919,268	213,582	0.00	0.00	2
GRANTS PASS	$375,505	375,505.00		3,858,830	-		0.00	3
HERMISTON	$182,082	184,863.00		1,896,455	66,667		(2,781.00)	5
HOOD RIVER	$77,932	317,021.28		547,723	-		146,253.06	1
INDEPENDENCE	$93,406	93,406.00		718,940	98,074		(0.00)	2
JUNCTION CITY	$58,632	0.00		-	-		230,666.00	2
KLAMATH FALLS	$226,610	0.00		3,020,515	130,150		904,090.00	4
LAGRANDE	$142,251	142,251.00		1,955,471	48,475		0.00	5
LEBANON	$168,740	168,740.00		2,107,409	139,877		0.00	2
LINCOLN CITY	$86,229	87,547.00		1,143,396	-		(1,318.00)	2
MADRAS	$65,743	74,618.19		630,375	-		(0.00)	4
MCMINNVILLE	$349,995	355,342.00		4,070,937	-		(5,347.00)	2
MEDFORD/ASHLAND/P	$1,675,445	726,272.00	405,529.00	5,931,929	8,897,531	0.00	1,649,354.22	3
MILTON-FREEWATER	$76,660	76,660.00		839,813	-		0.00	5
MOLALLA	$88,165	103,936.17		248,522			325,092.83	1
MONMOUTH	$103,671	0.00		690,381	129,086		666,532.90	2
NEWBERG	$239,963	239,963.00		2,813,428	-		0.00	2

NEWPORT	$108,618	110,278.00		1,474,701	-		(1,660.00)	2
NORTH BEND	$105,421	0.00		929,710	64,746		245,541.23	3
ONTARIO	$123,592	125,480.00		1,564,456	80,000		(1,888.00)	5
PENDLETON	$180,635	183,395.00		2,283,236	-		(2,760.00)	5
PRINEVILLE	$100,615	102,152.00		1,134,397	13,192		118,993.00	4
RAINIER MPO	$20,606	0.00		185,795	-		113,010.00	1
REDMOND	$285,057	0.00		2,448,261	-		285,057.00	4
ROSEBURG	$230,318	467,114.00		2,756,924	-		230,318.00	3
SALEM/KEIZER/TURNER TMA		$0		7,796,455	1,305,278		0.00	2
SANDY	$104,062	0.00		356,629	240,426		192,641.44	1
SCAPPOOSE	$71,680	148,450.00		603,654	-		117,158.47	1
SEASIDE	$70,212	0.00		825,928	-		70,212.00	2
SHERIDAN	$66,624	0.00		139,312	-		477,549.00	2
SILVERTON	$100,278	0.00		644,218	-		530,919.00	2
ST. HELENS	$140,087	0.00		913,447	-		547,123.00	1
STAYTON	$83,119	174,011.00		1,029,794	-		0.00	2
SUTHERLIN	$84,924	108,046.00		1,029,788	-		0.00	3
SWEETHOME	$97,049	97,049.00		1,218,220	-		0.00	2
THE DALLES	$148,101	452,127.66		1,838,147	-		91,851.67	4
UMATILLA	$75,094	0.00		419,073	-		217,930.00	5
WILSONVILLE TMA		-		462,148	-		79,090.93	1
WINSTON	$58,490	0.00		-	-		356,536.00	3
WOODBURN	$261,841	372,340.43	228,494.00	1,631,561	685,482		628,127.57	2
	$9,790,212	**$8,070,917**	**$778,657**					

ODOT / County Fund Exchange CY 2012

COUNTY	2011 ENDING BALANCE	2012 STP ALLOCATION	2012 EXCHANGE	2012 FED PROJ	TOTAL FUND EXCHANGE	TOTAL FEDERAL PROJECTS	STP FUNDS COMMITTED TO PROJECTS	AVAILABLE BALANCE
BAKER	0.00	216,638.00	216,638.00		2,881,240.00	0.00		0.00
BENTON	(33,408.30)	262,911.00	236,159.00		4,431,030.30	55,529.00		(6,656.30)
CLACKAMAS	0.00	860,250.00	860,250.00		10,798,243.00	0.00		0.00
CLATSOP	960,510.00	282,691.00			2,330,363.00	0.00		1,243,201.00
COLUMBIA	262,518.41	524,732.00	771,356.41		5,099,936.00	344,381.00		15,894.00
COOS	393,395.65	437,181.00	629,383.00		5,957,345.12	917,190.23		201,193.65
CROOK	16,721.06	227,125.00	227,125.00		2,939,991.94	0.00		16,721.06
CURRY	0.00	241,326.00	241,326.00		2,844,732.00	0.00		0.00
DESCHUTES	903,309.00	552,763.00	1,456,072.00		6,380,708.00	1,019,354.00		0.00
DOUGLAS	2,159,842.00	816,668.00			6,484,278.22	2,452,994.78		2,976,510.00
GILLIAM	141,107.00	141,563.00	102,791.00		1,369,465.00	0.00		179,879.00
GRANT	1,313,606.00	193,076.00			1,269,124.00	0.00		1,506,682.00
HARNEY	410,385.00	218,358.00	410,385.00		2,512,149.00	0.00		218,358.00
HOOD RIVER	347,893.72	233,567.00			2,470,031.00	154,317.28		581,460.72
JACKSON	1,966,202.36	561,734.00	2,450,000.00		6,273,417.77	3,015,551.87	76,959.23	977.13
JEFFERSON	0.00	268,007.00	268,007.00		3,357,177.00	0.00		0.00
JOSEPHINE	0.00	526,084.00	510,219.00		5,262,160.00	2,698,017.00		15,865.00
KLAMATH	2,195,540.71	529,403.00	529,403.00		4,414,178.74	86,699.55		2,195,540.71
LAKE	0.00	213,736.00	213,736.00		2,372,939.00	400,000.00		0.00
LANE	(0.00)	898,258.00	896,413.00		11,751,020.85	1,073,743.15		1,845.00
LINCOLN	(0.00)	347,504.00			4,449,549.05	353,541.95		347,504.00
LINN	(0.00)	570,236.00			7,641,542.15	504,300.85		570,236.00
MALHEUR	0.00	391,554.00	384,986.00		5,213,909.00	0.00		6,568.00
MARION	1,697,211.28	692,140.00			6,603,982.20	1,496,175.52		2,389,351.28
MORROW	0.00	260,153.00	256,474.00		3,117,945.00	0.00		3,679.00
MULTNOMAH	555,366.00	196,502.00	260,638.00		1,553,234.00	678,386.00		491,230.00
POLK	0.00	268,317.00	237,515.00		3,588,441.00	0.00		30,802.00
SHERMAN	0.00	143,979.00	143,398.00		1,924,348.00	0.00		581.00
TILLAMOOK	0.00	323,783.00	323,783.00		3,435,013.05	1,034,916.95		0.00
UMATILLA	0.00	510,631.00	498,947.00		6,555,923.00	0.00		11,684.00

UNION	0.00	242,527.00	238,357.00		3,265,642.00	0.00		4,170.00
WALLOWA	0.00	207,007.00	204,699.00		2,704,598.25	36,602.75		2,308.00
WASCO	241,747.00	240,772.00	482,519.00		2,739,951.00	190,521.00		0.00
WASHINGTON	1,487,854.00	434,881.00	425,531.92		4,636,399.92	1,569,964.00		1,497,203.08
WHEELER	0.00	126,863.00			1,548,897.00	0.00		126,863.00
YAMHILL	0.00	507,417.00	507,417.00		5,876,364.58	404,828.42		0.00
	15,019,800.89	**13,670,337.00**	13,983,528.33	0.00	156,055,269.14	18,487,015.30		14,629,650.33

FUNDS OBLIGATED ON PROJECTS (L) **FUNDS BEING SAVED FOR FUTURE PROJECTS (O,P)**

OREGON DEPARTMENT OF TRANSPORTATION
IN COOPERATION WITH THE
ASSOCIATION OF OREGON COUNTIES AND THE LEAGUE OF OREGON CITIES
FEDERAL-AID PROJECT
GUIDELINES AND WORKING AGREEMENT

This Agreement is made and entered into by and between the State of Oregon, acting by and through its Department of Transportation, hereinafter referred to as "STATE," the Association of Oregon Counties, hereinafter referred to as "AOC," and the League of Oregon Cities, hereinafter referred to as "LOC," collectively referred to as the "Parties." Both LOC and AOC are governmental agencies.

This Agreement establishes guidelines and working procedures for administering the federal aid program.

RECITALS

A. By the authority granted in Oregon Revised Statutes (ORS) 190.110, 366.572, and 366.576, STATE may enter into cooperative agreements with the counties and cities and other municipalities for the performance of work on certain types of improvement projects with the allocation of costs on terms and conditions mutually agreeable to the contracting parties.

B. AOC is an entity formed by all counties within the State of Oregon, established through an ORS 190.010 intergovernmental agreement. Article XIII of the AOC Constitution and Bylaws says the Constitution and Bylaws are intended to constitute an agreement for intergovernmental cooperation under ORS Chapter 190.

C. LOC was founded in 1925 and is an intergovernmental entity established through ORS 190.010(5) intergovernmental agreements with incorporated Oregon cities. Per ORS 190.030 and subject to the provisions of the intergovernmental agreements, LOC is vested with all the powers, rights and duties of its member cities and in that capacity, LOC serves as the functional equivalent of a public body.

D. This Agreement applies to federal-aid projects sponsored by local public agencies utilizing Federal Highway Administration funds. This Agreement also addresses allocation and selection processes for the Surface Transportation Program (including fund exchange provisions) and the Local Bridge Program.

E. This Agreement provides guidelines for Intergovernmental Agreements (IGAs) entered as of the effective date of this Agreement. IGAs entered into prior to the effective date of this Agreement are unaffected by the terms of this Agreement.

CONTENTS OF AGREEMENT

ACRONYMS

AOC – Association of Oregon Counties

ATS – Active Transportation Section

BMS – Bridge Management System

CFR – Code of Federal Regulations

CMAQ – Congestion Mitigation and Air Quality Improvement Program

CRP – County Road Program

FAPG – Federal-Aid Policy Guide

FHWA – Federal Highway Administration

IGA – Intergovernmental Agreement

LABSC – Local Agency Bridge Selection Committee

LBP – Local Bridge Program

LOC – League of Oregon Cities

LOCAL AGENCY (AGENCIES) – Cities and Counties

MAP-21 - Moving Ahead for Progress in the 21st Century

MPO – Metropolitan Planning Organization

NBI – National Bridge Inventory

NBIS – National Bridge Inspection Standards

NHPP – National Highway Performance Program

NHS - National Highway System

ODOT – Oregon Department of Transportation

OTC – Oregon Transportation Commission

OTP – Oregon Transportation Plan

PS&E – Plans, Specifications and Estimates

STIP - Statewide Transportation Improvement Program

STP – Surface Transportation Program

USC – United States Code

NOW THEREFORE, the premises being in general as stated in the foregoing Recitals, it is agreed by and between the Parties hereto as follows:

I. TERMS OF AGREEMENT

A. The purposes for this Agreement are as follows:

1. To establish the process for allocating and administering the Surface Transportation Program (STP) among the participating local public agencies. All counties participate in the STP fund distribution. Cities participating in the STP fund distribution are the following:

   a. those with populations over 5,000 (except for those cities in a Metropolitan Planning Organization (MPO) with populations over 200,000, which receive their own direct allocation of federal STP funds)

      and

   b. certain smaller cities that are part of a MPO.

2. To identify the funding mechanism for the Local Bridge Program and outline the Local Bridge Program project selection process.

3. To outline provisions for all federal-aid programs.

4. To outline provisions for the Local Agency Certification Program.

B. This Agreement shall become effective upon signature by the required Parties and shall remain in effect until any new federal authorization bill becomes law, replacing the legislation entitled "Moving Ahead for Progress in the 21st Century" (MAP-21) and a new agreement covering the new law is executed or September 30, 2014, whichever date or event occurs earlier.

C. It has now been determined by the Parties that this Agreement shall supersede and replace Agreement No. 23007 and Amendment No. 2 to 23007 in their entirety.

II. POLICY

A. Consistent with the policies and goals of MAP-21 and the Oregon Transportation Plan (OTP), as well as a matter of good public policy, the Parties recognize the importance of a balanced, integrated, intermodal transportation system for the State of Oregon. The parties wish to ensure maximum flexibility in the use of federal funds to address the needs of all transportation modes.

B. It is the policy of the Parties to cooperate in the adoption of procedures, standards, and guidelines for selecting, developing, financing, and constructing and maintaining federal-aid projects.

C. The Parties recognize that roads, highways, and bridges play an essential role in STATE's balanced transportation system and that preservation and maintenance of the current transportation infrastructure will protect the investments of the past and allow for economic development of STATE's resources in the future.

D. It is the policy the of STATE that the National Highway Performance Program (NHPP) established by MAP-21 and the STP be administered consistent with Federal Highway Administration (FHWA) rules and regulations. The financial participation provisions of Section VII. FINANCIAL

PARTICIPATION of this Agreement shall be followed for federal-aid projects in addition to the NHPP and STP regulations whenever a federal program requires the use of a STATE-administered contract.

E. STATE is responsible for the oversight of local government projects financed with federal funds made available under the MAP-21. This responsibility includes ensuring that projects are completed in conformance with plans and specifications and with the regulations of FHWA in Title 23 of the Code of Federal Regulations (CFR).

F. STATE shall provide staffing resources dedicated to local project oversight, hereinafter referred to as the Local Program, with the understanding that financial support for these resources will come from the local federal-aid program funds. The local agency recipients of federal-aid will share financial support for ODOT staff time necessary for overall FHWA program management and project selection. The amount of financial support for the Local Program will be determined as follows:

1. For federal fiscal year 2013, $350,000 of STP

2. For federal fiscal year 2014, $350,000 of STP

G. Cities and counties certified to administer federal-aid projects that are not on the National Highway System (NHS) shall follow the guidelines set forth in the individual IGAs written for certification. All non-certified cities and counties are required to follow the guidelines set forth in this Agreement. Non-certified cities and counties must contract with STATE or another certified agency to secure services to perform consultant selection, plans, specifications and estimates (PS&E), construction contract advertisement, bid, award, contractor payments and contract administration.

SECTIONS III. THROUGH SECTION VI. OF THE AGREEMENT ONLY APPLY TO THE STP DISTRIBUTION TO CITIES AND COUNTIES

III. STP ORGANIZATION AND PROJECT CRITERIA

A. STATE's Active Transportation Section (ATS) and Region Managers are responsible for administering STP funding on behalf of STATE and for assisting the counties and cities in implementing STP funding.

B. STP funds may be used for all phases of projects including, but not limited to, planning, preliminary engineering, right of way, utility relocation, construction, preventative maintenance and preservation activities.

C. STATE shall, if requested in writing and included in the IGA, provide standard specifications for road projects at no expense to counties pursuant to ORS 366.155(1)(h). All counties are eligible for these road specifications without expense.

IV. STP FUND ALLOCATION

A. STP funds are apportioned to STATE each federal fiscal year (FFY). The amount of those funds allocated to the cities and counties shall be based on the total federal aid formula funds apportioned

to STATE reduced by the annual formula obligation limitation imposed by Congress. The STP funds that cities and counties received in FFY 2005, based on calculations of FFY 2004 federal aid formula apportionment and formula obligation limitation ($308,186,402), shall serve as the baseline for calculating future STP allocations to the cities and counties. STP funds ODOT shares with cities and counties are exclusive of Urban STP funds that are for areas with populations of 200,000 and greater. Cities received $7,370,785 of STP funds in FFY 2005 while counties received $10,957,428 of STP funds. The percent increase (or decrease) in formula obligation limitation from one FFY to the next will be applied to the previous year's STP fund allocation in determining the following year's STP fund allocation.

B. In the event that unfunded and/or partially funded Congressional earmarks are received in Oregon, funds for these earmarks are the sole responsibility of the agency or entity that proposed the earmark. The local public agency funds will not be used to fund unfunded STATE earmark projects unless the local public agency desires to use its funds in that manner. STATE funds will not be used to fund unfunded local public agency earmark projects unless STATE desires to do so. Unless otherwise agreed upon, the funding for unfunded agency sponsored earmarks will be the responsibility of the sponsoring agency.

C. Unfunded Congressional earmarks received by entities or jurisdictions other than STATE or local public agencies will be funded by the entity or jurisdiction that sponsored the earmark.

D. STP funds allocated to the cities.

1. The following deductions will be made prior to the allocation of STP funds to the cities:

   a. 1.5 percent of that year's allocation will be deducted to finance a Senior Staff Associate position with LOC to work on transportation issues.

   b. 40 percent of the funding available for STATE's Local Program as stated in Section II Policy, Paragraph F of this Agreement

   c. The amount of LOC's contribution to the Oregon Technology Transfer Center (T2 Center). (The LOC Board will communicate to STATE, in writing, by January 1 of each year, the amount needed for this item. STATE will transfer that amount to the T2 Center.)

2. The amount remaining after the above reductions shall be apportioned to each city in the following manner. An initial division between the MPOs and the rest of the eligible cities (those with populations greater than 5,000 and less than 50,000) will be based on their relative population from the most recent federal census data. The apportionment for the cities with populations greater than 5,000 and less than 50,000 will be divided based on their relative population from the most recent publication from the Center for Population Research and Census, College of Urban and Public Affairs, Portland State University.

E. STP funds allocated to the counties.

1. The following deductions will be made prior to the allocation of STP funds to the counties:

   a. 60 percent of the funding available for STATE's Local Program as stated in Section II, POLICY, Paragraph F of this Agreement.

b. The amount needed to finance the County Road Program (CRP) at AOC, including the amount AOC has budgeted to contribute to the T2 Center out of the CRP fund. (AOC will communicate to STATE, in writing, by January 1 of each year, the amount needed for this item. These CRP funds will be exchanged for state funds and paid to AOC in January of the federal fiscal year of the allocation (unless delayed by lack of an appropriation bill.)

2. The amount remaining after the allocation to the AOC shall be apportioned to each county as follows:

   a. Twenty-five (25) percent in equal amounts to each county;

   b. Sixty (60) percent in proportion to rural population (latest available federal census, excluding urban and urbanized areas as defined by FHWA regulations); and

   c. Fifteen (15) percent in proportion to mileage of rural county roads.

F. There is no assurance that unobligated balances will carry forward.

G. Nothing in this Agreement is intended to prevent local government agencies from pooling their STP funds with other local governments or transportation jurisdictions in order to accomplish one or more transportation projects.

V. FUND EXCHANGE

A. STATE will make funds available to individual cities, MPOs and counties for the exchange of federal STP funds provided by STATE in Section IV STP FUND ALLOCATION. The amount of funds available for exchange will be determined annually by STATE. The exchange rate will be ninety-four (94) cents in state funds for one (1) dollar local STP funds.

B. State funds may be used for all phases of a project, including but not limited to preliminary engineering, right of way, utility relocation, construction. Said use shall be consistent with the Oregon Constitution (Section 3a. of Article IX Oregon Constitution) and statutes. Local government agencies shall be subject to audit for expenditure of state funds.

C. Fund exchanges provide funding for specific roadway projects, including pavement preservation programs, match for federal-aid projects, and repayment of bonds and loans on eligible projects. (In order to use fund exchanges for repayment of bonds and loans, local government agencies must contact STATE prior to taking out the loan or bond and obtain approval from STATE to use fund exchange for that purpose.) Fund exchanges can be used on any highway project that is State Highway Trust Fund eligible. Fund exchanges may be used for the following maintenance purposes:

   1. Purchase or Production of Aggregate. The purchase or production of aggregate must clearly be highway related and used exclusively for highway work.

   2. Purchase of Equipment. The local public agency must clearly demonstrate that the equipment will only be used for highway purposes. The local public agency would need to be able to verify, in an auditable manner, how the equipment would only be used on highways.

D. STATE and local public agencies shall enter into IGAs for fund exchange projects. IGAs shall describe the projects and assign specific responsibilities in matters of project financing. Each IGA shall be for two (2) years, beginning on the date STATE executes the IGA, and terminating two (2) calendar years later, on the same month and day, unless otherwise extended or renewed by formal IGA of the Parties.

E. Fund exchange dollars will be paid on a reimbursement basis up to the maximum amount specified in the signed IGA.

VI. STP PROJECT SELECTION

Projects shall be selected by the appropriate city or county governing body in cooperation with STATE. STP highway projects shall be located on a highway classified other than a local road or rural minor collector, unless the road was on the federal-aid system on January 1, 1991, or the amount of funding obligated for projects on rural minor collectors is within the limit permitted under 23 USC 133. STP bridge projects can be located on public roads of all functional classes, as provided in 23 USC 133.

SECTIONS VII. THROUGH XV. APPLY TO ALL PROGRAMS DISCUSSED IN THIS AGREEMENT.

VII. FINANCIAL PARTICIPATION (NON-CERTIFIED)

A. Federal funds shall be applied toward project costs at the current federal-aid matching ratio, unless otherwise agreed and allowable by law. The project sponsor shall be responsible for the entire match amount, unless otherwise agreed to and specified in an IGA.

B. Project sponsors estimated share and advance deposit.

1. The project sponsor shall, prior to commencement of the preliminary engineering and/or right of way acquisition phases, deposit with STATE its estimated share of each phase. Exception may be made in the case of projects where the project sponsor has written approval from STATE to use in-kind contributions rather than cash to satisfy all or part of the matching funds requirement.

2. The project sponsor’s construction phase deposit shall be 110 percent of the project sponsor's share of the Engineer’s Estimate and shall be received prior to award of the bid. Any additional balance of the deposit, based on the actual bid must be received within forty-five (45) days of receipt of written notification by STATE of the final amount due, unless the contract is canceled. Any unnecessary balance of a cash deposit, based on the actual bid, will be refunded within forty-five (45) days of receipt by STATE of the project sponsor’s written request. For certified projects, local public agencies remain responsible for payment of matching funds as required, but local public agencies do not need to deposit match funds with the State.

3. Pursuant to ORS 366.425, the advance deposit may be in the form of 1) money deposited in the State Treasury (an option where a deposit is made in the Local Government Investment Pool, and an Irrevocable Limited Power of Attorney is sent to the ATS); 2) an Irrevocable Letter of Credit issued by a local bank in the name of STATE; 3) cash; or 4) in-kind contributions when

the project sponsor has written approval from STATE to use in-kind contributions rather than cash to satisfy all or part of the matching funds requirement.

C. If the estimated cost exceeds the total matched federal funds available, the project sponsor shall deposit its share of the required matching funds, plus 100 percent of all costs in excess of the total matched federal funds. The project sponsor shall also pay 100 percent of the cost of any item in which FHWA will not participate. If the project sponsor does not repay any non-participating costs, future allocations of federal funds or allocations of State Highway Trust Funds to the project sponsor may be withheld to pay the non-participating costs. If STATE approves processes, procedures, or contract administration outside the Local Agency Guidelines that result in items being declared non-participating, those items will not result in the withholding of the project sponsor's future allocations of federal funds or the future allocations of State Highway Trust Funds.

D. Costs incurred by STATE and the project sponsor for services performed in connection with any phase of the project shall be charged to the project, unless otherwise mutually agreed upon.

E. If the project sponsor makes a written request for the cancellation of a federal-aid project, the project sponsor shall bear 100 percent of all costs as of the date of cancellation. If STATE was the sole cause of the cancellation, STATE shall bear 100 percent of all costs incurred. If it is determined that the cancellation was caused by third parties or circumstances beyond the control of STATE or the project sponsor, the project sponsor shall bear all development costs, whether incurred by STATE or the project sponsor, either directly or through contract services, and STATE shall bear any STATE administrative costs incurred. After settlement of payments, STATE shall deliver surveys, maps, field notes, and all other project data to the project sponsor.

F. The requirements stated in the Single Audit Act must be followed by those local governments receiving $500,000 or more in federal funds. The Single Audit Act of 1984, PL 98 502 as amended by PL 104 156, described in "Office of Management and Budget Circular A 133" requires local governments to obtain an audit that includes internal controls and compliance with federal laws and regulations of all federally funded programs in which the local public agency participates. The cost of this audit can be partially prorated to the federal program.

VIII. PROJECT PROSPECTUS AND APPROVALS

A. Each project sponsor having an approved federal-aid project must submit the following documentation before federal funds will be authorized for reimbursement of any phase of work.

1. Project prospectus, parts 1 through 3, shall be submitted directly to STATE’s Region Local Agency Liaison or STATE’s Region Manager’s designee by the project sponsor having jurisdiction of the facility or an IGA with the agency that has jurisdiction of the facility.

2. STATE’s Region Local Agency Liaison or the STATE’s Region Manager’s designee shall review; may modify, after consultation with the project sponsor; and approve the prospectus.

3. STATE and the project sponsor shall enter into an IGA for each federal-aid project. The IGA shall describe the project, and assign specific responsibilities in matters of project financing, environmental documents, right of way, utilities, civil rights, engineering, maintenance, title to salvageable material, and any items that are unique to a particular project.

4. All permits, clearances and approvals in Part 3 of the project prospectus must be obtained by the local public agencies, except for National Environmental Policy Act (NEPA) clearances and approvals [e.g., Categorical Exclusion (CE), Finding of No Significant Impact (FONSI), or a Record of Decision (ROD)] specifically required by FHWA to be obtained by STATE. The permits and clearances, and environmental approvals, must be obtained prior to final design, FHWA authorization of right of way funds and FHWA authorization of construction funds. Local public agencies should contact STATE's Region Environmental Coordinators to address project-specific responsibilities for environmental processes and required permits, clearances, and approvals.

5. The project sponsor shall send a letter to STATE's Region Local Agency Liaison or STATE's Region Manager's designee requesting authorization of the desired work. The letter shall include a budget and state that all of the above items have been submitted or obtained and request the work to be authorized.

B. Once the letter specified in Paragraph A.5 of this Section has been received, STATE shall submit to FHWA the necessary documentation to secure authorization of the requested phase of work from FHWA. FHWA authorization must be received prior to any work commencing on any phase of the project for which federal reimbursement is requested. Any work done prior to written notice to proceed from STATE shall be non-participating. Facsimile and email constitute written notice for the purpose of this Agreement.

IX. PRELIMINARY ENGINEERING

A. Design Standards: The geometric design standards shall meet the most currently adopted edition of A Policy on Geometric Design of Highways and Streets by American Association of State Highway and Transportation Officials (AASHTO), or as modified with concurrence of AOC or LOC respectively, and STATE for projects exempt from FHWA review, and AOC, LOC, STATE, and FHWA for projects not exempt from FHWA review. Bridge design standards shall be consistent with the current edition of *AASHTO Load Resistance Factor Design (LRFD) Bridge Design Specifications*. Non-highway projects must conform to the accepted standards for the type of work being done, such as architectural standards and/or International Building Code (IBC). Bicycle and pedestrian facilities funded with federal funding must conform to design standards in the *ODOT's Bicycle & Pedestrian Design Guide (current version)*. Projects within a state highway right of way must meet STATE design and construction standards and policies. The installation of traffic control devices shall meet the warrants prescribed in the *Manual on Uniform Traffic Control Devices* and Oregon Supplements.

B. The specific design and dimensions shall be determined from said standards using traffic volumes, terrain, and benefit/cost analysis as warrants. Design exceptions shall be cooperatively reviewed and approved by STATE, the project sponsor, and FHWA, for projects not exempt from FHWA review.

C. Project Plan Development: preliminary engineering may be performed by the project sponsor, consultant, or STATE, as agreed by the project sponsor and STATE. Preliminary engineering may be programmed for federal participation, including surveys, environmental documents, hearings, and permits.

D. Any project sponsor certified by STATE's Certified Program Manager to perform preliminary engineering may do so either at their own expense, or as part of the approved project. Selection of consultants will be carried out under Title 49 of the CFR 23 CFR 172, ORS 279A, ORS 279C, and Department of Justice Model Rules 137-048.

E. Environmental Factors: The environmental documents may be prepared by the project sponsor, consultant, or STATE, as agreed by the project sponsor and STATE.

F. STATE, through its Environmental Section, shall coordinate with the project sponsor and may provide technical assistance in the preparation of environmental documents, where required. As staff resources are available, STATE may also provide technical assistance for the preparation of environmental documents during the preliminary engineering phase of project development.

G. Public Hearings: The project sponsor, in conformance with established state and/or federal procedures, shall provide the opportunity for, and hold when required, public hearings for each federal-aid project. STATE shall, if requested and agreed to in the IGA, assist the project sponsor in publicizing and conducting hearings.

X. RIGHT OF WAY

The acquisition of real property for any federal-aid project shall comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, ORS Chapter 35, Federal-Aid Policy Guide (FAPG), CFR and the *ODOT Right of Way Manual*, and Title 23 CFR Part 710 and Title 49 CFR Part 24. STATE's Region Right of Way Office, at project expense, shall review all right of way activities engaged in by the local public agency to ensure compliance with all laws and regulations. Right of way for a project may be acquired by the project sponsor, or on behalf of the project sponsor by STATE or a consultant, as selected by the project sponsor and approved by STATE's Region Right Of Way Office. Regardless of who acquires or performs any of the right of way activities, a right of way services IGA shall be executed setting forth the responsibilities and activities to be accomplished by each party. Any project that has the potential of needing additional right of way, to assure compliance in the event that additional right of way is unexpectedly needed, a right of way services IGA will be required. A copy of said IGA will be sent to STATE's Region Right Of Way Office. Programming of right of way with federal funds will be routed through STATE's Region Right Of Way Offices on all projects. Authorization to proceed must be received from STATE's Right of Way Section prior to beginning right of way activities. All projects must have right of way certification coordinated through STATE's Region Right Of Way Offices to declare compliance and project readiness for construction.

XI. UTILITIES AND RAILROADS

Railroads

The local public agency shall follow STATE's established policy and procedures when impacts occur on railroad property. The policy and procedures are available through STATE's Region Local Agency Liaison, who will contact STATE's Railroad Liaison on behalf of the local public agency. Only those costs allowable under Title 23 CFR Part 140 Subpart I, and Title 23 Part 646 Subpart B shall be included in the total project costs; all other costs associated with railroad work will be at the sole expense of the local public agency, or others. The local public agency may request STATE, in writing and at project expense, to provide railroad coordination and negotiations. However, STATE is under

no obligation to agree to perform said duties.

Utilities

The local public agency shall follow STATE established statutes, policies and procedures when impacts occur to privately or publicly-owned utilities. Policy, procedures and forms are available through STATE's Utility Liaison or STATE's Region Local Agency Liaison. The local public agency shall provide copies of all signed utility notifications, agreements and Utility Certification to STATE's Utility Liaison. Only those utility relocations, which are eligible for reimbursement under the FAPG, Title 23 CFR Part 645 Subpart A and B, shall be included in the total project costs; all other utility relocations shall be at the sole expense of the local public agency, or others. The local public agency may send a written request to STATE, at project expense, to arrange for utility relocations/adjustments lying within the local public agency jurisdiction. This request must be submitted no later than twenty-one (21) weeks prior to bid let date. However, STATE is under no obligation to agree to perform said duties. (The local public agency shall not perform any utility work on state highway right of way without first receiving written authorization from STATE.)

XII. PLANS, SPECIFICATIONS, AND ESTIMATES

A. STATE shall, at project expense, approve plans, specifications, and estimates, advertise for and open bids, award all contracts, administer contracts, and make contractor payments for all federal-aid projects.

B. The current Standard Specifications for Highway Construction, as published by STATE, shall be used. Supplemental special provisions, as required, shall be approved by STATE.

C. The special provisions may provide that ownership of salvageable materials, such as, but not limited to, bridge components, culverts, and traffic signal components, remain with the project sponsor if the requirements of the FAPG are satisfied. The project sponsor will be charged salvage value as determined by STATE policy.

D. Any project sponsor certified by STATE to advertise for and open bids, award contracts, administer contracts, and make contractor payments may do so either at their own expense, or as part of the approved project.

E. Certified agencies may use their own standard specifications upon receiving approval from STATE.

XIII. CONSTRUCTION ENGINEERING

A. STATE, a certified agency or consultant may perform preliminary and construction engineering. STATE will monitor the work for conformance with FHWA rules and regulations. In the event that the local public agency elects to engage the services of a personal services consultant to perform any work covered by Project Agreements, the local public agency may request STATE's two-tiered consultant selection process, OAR 137-048-0260, or work with a certified local public agency to solicit consultants to perform architectural, engineering, land surveying and related services (A&E Services) as needed for federal-aid transportation projects. Use of this process is required to ensure federal reimbursement. If the local public agency obtains consultant services from a certified local public agency, that certified local public agency will follow the processes approved by STATE for

obtaining consultant services. STATE or a certified local public agency will award and execute the contracts. STATE's personal services contracting process and resulting contract document will follow Title 23 CFR 172, Title 49 CFR 18, ORS 279A.055, 279C.110, 279C.125, Oregon Administrative Rule (OAR) 137-048-0130, OAR 137-048-0220(4) and STATE'S Personal Services Contracting Procedures as approved by FHWA. Such personal services contract(s) shall contain a description of the work to be performed, a project schedule, and the method of payment. No reimbursement shall be made using federal-aid funds for any costs incurred by the local public agency or contractors, including any consultant, prior to receiving written authorization from STATE to proceed. Any amendments to such contract(s) also require STATE's approval.

B. STATE shall provide to the project sponsor a budget for any construction engineering costs STATE shall incur. This shall be reviewed by the project sponsor prior to advertisement of the project. Any increase to these budgeted items will receive prior review from the project sponsor. All non-participating costs in the approved construction engineering budget shall be paid for by the project sponsor, unless otherwise agreed to by STATE and the project sponsor.

XIV. MAINTENANCE RESPONSIBILITIES

The project sponsor, or the local public agency having jurisdiction as identified in the IGA shall, upon completion of construction, thereafter maintain and operate the project at its own cost and expense, and in a manner satisfactory to STATE and FHWA, unless otherwise agreed to by STATE and the project sponsor. The project sponsor may, through proper legal processes, transfer jurisdiction to another the local public agency with the authority and financial ability to maintain and operate the project.

XV. WORKERS' COMPENSATION COVERAGE

All employers, including cities and counties, that employ subject workers who work under this Agreement in the State of Oregon shall comply with ORS 656.017 and provide the required Workers' Compensation coverage unless such employers are exempt under ORS 656.126. Employers Liability Insurance with coverage limits of not less than $500,000 must be included. Cities and counties shall ensure that each of its subcontractors complies with these requirements.

SECTIONS XVI. THROUGH XXII. OF THE AGREEMENT ONLY APPLY TO THE LOCAL BRIDGE PROGRAM.

XVI. LOCAL BRIDGE PROGRAM ORGANIZATION

A. STATE's Bridge Engineer, in cooperation with STATE's Region Managers, and the Local Agency Bridge Selection Committee (LABSC), is responsible for administering the Local Bridge Program on behalf of STATE.

B. The LABSC shall consist of STATE's Bridge Engineer and two other STATE representatives selected by STATE, three county representatives selected by AOC, and three city representatives selected by LOC. AOC and LOC may have an alternate member designated to serve in the absence of any one of their three representatives. STATE's Bridge Engineer shall serve as chair.

XVII. LOCAL BRIDGE INSPECTION AND PROJECT ELIGIBILITY

A. The Federal-Aid Highway Law, 23 USC 144, requires the inspection of all bridges subject to National Bridge Inspection Standards (NBIS) and the reporting of this information to FHWA through the National Bridge Inventory (NBI).

B. Local bridge inspections, load rating, project scoping and program support for NBIS bridges are carried out by STATE under agreement with the respective local agencies. In addition to routine inspections, special inspections such as scour evaluations, fracture critical evaluations, and load rating will be accomplished as needed.

C. STATE submits its NBI list annually to FHWA. STATE will produce a list hereafter referred to as the "eligible bridge list." The eligible bridge list will be used for preparing the selection list of eligible bridges both on and off federal-aid highways. Highway bridges considered structurally deficient or functionally obsolete and with a sufficiency rating of 80.0 or less will be eligible for project selection. Those bridges on the eligible list with a sufficiency rating of less than 50.0 will be eligible for rehabilitation or replacement while those with a sufficiency rating of 80.0 or less will be eligible for rehabilitation. To be considered for the classification of deficient bridge, a structure must be of NBI bridge length, and not have been constructed or had major reconstruction within the past ten (10) years.

D. STATE shall, if requested in writing and included in the IGA, at no expense to an eligible county, provide plans and specifications for county bridges and culverts, pursuant to ORS 366.155(1)(h).

E. Inventories and inspections of bridges will be provided by STATE. All data necessary to calculate the Federal Sufficiency Rating will be from the NBI. NBI data shall be updated in the following ways:

1. STATE or its consultant will notify the local public agency of the inspection schedule and invite the local public agency to accompany inspections. At that time, the local public agency will provide the consultant with updates to the NBI that can not be directly gathered during the inspection. (Examples include but are not limited to Bypass; Average Daily Traffic; and Average Daily Truck Traffic.) This is the primary method in which changes are made to the NBI.

2. The secondary method of changing NBI data is to submit changes directly to STATE.

XVIII. BRIDGE PROJECT FUNDING

A. Local Bridge Program funding shall be calculated in the following manner:

1. The Local Bridge Program funding amount of $22,963,391 shall serve as the baseline funding for the program. This shall be the funding level for the Local Bridge Program in 2013.

2. The following rule will be applied to determine funding for 2014 and each year thereafter: To calculate the Local Bridge Program allocation for any given year, the percent increase (or decrease) in federal-aid formula obligation limitation for the previous FFY compared to the FFY prior to that will be applied to the previous year's Local Bridge Program allocation.

3. Funding for local bridge inspections, load rating, project scoping and program support for NBIS bridges will be subtracted from the total federal-aid funding allocated to the Local Bridge Program.

B. The STP section in MAP-21 requires that not less than fifteen (15) percent of the amount of funds apportioned to STATE for the Highway Bridge Program for fiscal year 2009 be obligated to meet Off-System bridge needs (bridges on roads classified as local or rural minor collectors). There is a provision for a reduction in expenditures if there are inadequate needs to justify the expenditure. STATE will perform an analysis each year to compare the relative needs of On-System and Off-System bridges from the eligible bridge list without regard to jurisdiction. The results of this analysis will be sent to AOC and LOC. AOC and LOC will notify STATE of their recommended reduction in expenditures. STATE will request FHWA approval of the reduction in expenditures.

C. Because the Local Bridge Program target funding is based on projected revenues, actual annual allocations will be calculated by ATS and applied against the year that actual funding is known.

XIX. BRIDGE PROJECT SELECTION—CRITERIA

A. Local Bridge Program project selection will be done through the LABSC in accordance with an adopted Bridge Priority Selection Policy. The LABSC will use the following criteria when selecting projects and determining eligible expenses of Local Bridge Program funds:

1. The “Large” bridges selection and eligibility will be determined based on criteria developed through the local public agencies with “large” bridges. The development of this policy shall be independent of the policies for the “small” bridges.

2. “Small” bridge rehabilitation projects will be considered on an individual basis, comparing the benefits of the proposed rehabilitation to the priority of “small” bridges being proposed for replacement.

3. The “Small” bridge replacement selection should be based primarily on a technical ranking, developed and approved by local public agencies. The criteria for the technical ranking shall be based on the federal sufficiency rating, but shall be enhanced by additional criteria critical to Oregon local agency bridges. These other criteria enhancements include but are not limited to: freight mobility, sole access problems, and cost benefit. Exceptions to the technical ranking priority may be made to account for critical situations not covered adequately by the technical ranking system.

B. The LABSC will review the most current needs analysis described in Section XXI. ANNUAL BRIDGE NEEDS ANALYSIS PROCESS and determine the relative allocation of the available funding (STIP target) to each of the remaining local project pools after meeting the Off-System funding requirement.

C. The allocations adopted by the LABSC for small bridges are applied to the project lists described in Section XX. BRIDGE PROJECT SELECTION—BIENNIAL PROCESS.

D. MAP-21, Section 1106. NHPP, includes a penalty if more than ten percent of the total deck area of bridges in the State of Oregon on the NHS is located on bridges that have been classified as being

structurally deficient for a three year period. The penalty is that fifty percent of the funds apportioned to STATE for fiscal year 2009 to carry out the bridge program shall be set aside only for eligible projects on bridges on the NHS. If activated, this penalty could affect the selection of local agency bridge projects. The current condition of bridges on the NHS should be considered by the LABSC when selecting projects.

XX. BRIDGE PROJECT SELECTION—BIENNIAL PROCESS

A. The application and selection process for Local Bridge Program projects shall be reviewed by the LABSC and will be articulated in the Bridge Priority Selection Policy. STATE shall send applications to each local public agency with a letter detailing the application process for the Local Bridge Program and a list of all bridges maintained by that agency that are on the eligible bridge list. Final approval of the application criteria and process will be made by STATE prior to initiating the process.

B. STATE shall receive applications and process them in accordance with the above process.

C. Only those bridges with properly submitted applications from the local public agency with jurisdiction for the bridge will be given consideration for selection.

D. The Technical Ranking System (TRS) will be used for calculating the priority points for the local public agency bridges with a deck area of less than 30,000 square feet. The TRS is primarily based on data that is in the NBI. However, a portion of the TRS is based on other data.

E. STATE shall prepare a ranking of local small bridge projects, separating On-System from Off-System, based on the TRS score each project receives.

F. After the LABSC has approved the projects to be funded, STATE's Bridge Section will provide the list of approved projects to the Regions for inclusion in the STIP.

XXI. ANNUAL BRIDGE NEEDS ANALYSIS PROCESS

A. The following pools of bridges shall be established for the purpose of analysis:

1. A pool of all eligible bridges. (Used for waiver analysis.)

2. A pool of all eligible Off-System bridges. (Used for waiver analysis.)

3. A pool of all eligible local bridges. (Used for local relative needs analysis.)

4. A pool of eligible bridges comprised of all local "Large" bridges of 30,000 square feet of deck area and above. (Used for local relative needs analysis.)

5. A pool of eligible bridges comprised of all eligible "Small" On-System local bridges of less than 30,000 square feet of deck area. (Used for local relative needs analysis.)

6. A pool of bridges comprised of all eligible Off-System local bridges of less than 30,000 square feet of deck area. (Used for local relative needs analysis.)

B. The method used to determine the allocation of funds in each pool is based on the deck area of each bridge on the eligibility list multiplied by a cost factor, based on prior actual project costs, to calculate the relative cost units for that structure. The relative cost units for all structures within a pool are subtotaled and the percent of funds is the ratio of that pool's total relative cost units to the total relative cost units for the comparison pool, which will vary depending on the purpose of the analysis (waiver or local subprogram splits).

XXII. LOCAL BRIDGE EMERGENCY PROJECTS

A. In the event a local bridge has been destroyed or substantially damaged, causing an emergency situation, and no other state or federal funds are available for its replacement or restoration, the bridge owner may apply to have the bridge replaced or restored.

B. STATE's Bridge Engineer's Office will conduct an on-site inspection of the bridge and determine if all three (3) of the following conditions exist:

1. No reasonable alternate detours are available

2. The structure had a valid inspection in the last two (2) years

3. The structure failed or received a ten (10)-ton or less load rating

C. The failed or damaged structure will be given a new sufficiency rating to reflect its new condition. If the failed or damaged structure is less than 30,000 square feet of deck area a new technical ranking will be calculated, using the recalculated sufficiency rating. If the emergency structure has a lower ranking than currently scheduled projects, the emergency funding will be denied.

D. If an emergency request is approved, another project may have to be delayed by adding this emergency project.

E. If the failed or damaged structure is 30,000 square feet of deck area or greater, the bridge will be evaluated and a funding strategy recommended by the LABSC.

SECTIONS XXIII. THROUGH XXVIII OF THE AGREEMENT ONLY APPLY TO THE LOCAL AGENCY CERTIFICATION PROGRAM.

XXIII. LOCAL AGENCY CERTIFICATION PROGRAM OVERVIEW

A. The Local Agency Certification Program (Certification Program) enables local public agencies to deliver local government federal-aid projects using their own processes, approved by STATE, which meet both state and federal laws. STATE, through the Certification Program approved by FHWA, can certify a local public agency's procedures and delegate some of its authority to the local public agency in the following areas: consultant selection; design including project development and plans, specifications, and estimates (PS&E); contract advertisement, bid, award, and construction contract administration including contractor payments.

B. After STATE finds the local public agency qualified to participate in the Certification Program, STATE and the local public agency execute a Local Agency Certification Program Agreement (Master Certification Agreement) which outlines the roles, responsibilities and contractual

obligations between the two agencies. The Master Certification Agreement may remain in effect for its full term or STATE may rescind it due to lack of adequate staffing or performance.

C. Upon execution of the Master Certification Agreement, the local public agency may be considered as "conditionally certified" and ready to enter the test project phase of the Certification Program. STATE and the local public agency must execute Supplemental Project Agreements in order for the local public agency to commence test projects.

D. The "conditionally" certified local public agency may transition out of the test phase into "full" certification after obtaining written approval from STATE.

XXIV. BECOMING CERTIFIED THROUGH STATE's CERTIFICATION PROGRAM AND COMMENCING CERTIFIED TEST PROJECTS

A. The local public agency must complete interviews for the areas (consultant selection design, advertisement, bid & award, and construction contract administration) in which the local public agency is pursuing certification. During this process, STATE may require the local public agency to develop added procedures and program elements establishing compliance with federal and state legal requirements.

B. The following items are required in order for STATE to accept the local public agency's request to become certified and begin development of a Master Certification Agreement.

1. Local Agency Guidelines – Projects must be administered in accordance with STATE's Local Agency Guidelines (LAG Manual).

2. Professional Civil Engineer – Projects must be administered utilizing a Professional Civil Engineer registered in the State of Oregon.

3. Sufficient Expertise and Capacity – The local public agency must have sufficient expertise and capacity to perform and supervise the project phases for which they are pursuing certification e.g. consultant selection, design, advertisement, bid and award, and construction contract administration.

4. Appropriate Publications – The local public agency must have appropriate manuals, guidelines and standards on hand or available electronically which are related to the areas for which the local public agency is certified. Such manuals and guidelines include but are not limited to the following documents.

    a. LAG Manual

    b. American Association of State Highway and Transportation Officials (AASHTO) Design Guides

    c. STATE's Construction Manual

    d. Oregon Standard Specifications for Construction

    e. Manual on Uniform Traffic Control Devices

f. STATE's Highway Design Manual

g. STATE's Utility Manual

h. STATE's Right of Way Manual

i. STATE's Hydraulics Manual

5. Official Approving Authority – The local public agency must designate and maintain an official approving authority (e.g., agency executive or policy body), as identified in the Master Certification Agreement.

6. Quality Control Plan – The local public agency must have a Quality Control plan approved by STATE to effectively monitor activities relative to its certification areas. The local public agency's Quality Control reviewer must have equal or greater skills in their area of responsibility.

C. After signing a Master Certification Agreement the local agency shall enter into Supplemental Project Agreement(s) for each test project developed or delivered by the conditionally certified local public agency.

D. A conditionally certified local public agency must successfully perform (as determined by STATE) at least two (2) to four (4) test projects in each of the areas in which the local public agency is pursuing certification prior to transitioning out of the test phase.

XXV. TRANSITIONING OUT OF THE TEST PHASE INTO FULL CERTIFICATION AND OVERSIGHT REVIEWS

A. The conditionally certified local public agency demonstrates its readiness to transition out of the test phase through successful development and delivery of test projects. Thorough state and/or federal oversight reviews will indicate whether the conditionally certified local public agency should transition out of the test phase into "full" certification for the area(s) in which the conditionally certified the local public agency is pursuing full certification.

B. The conditionally certified local public agency must have written approval from STATE in order to transition out of the test phase into "full" certification.

XXVI. STATE RETAINED RESPONSIBILITIES IN THE CERTIFICATION PROGRAM

A. The following are project area responsibilities that STATE will not delegate to a certified local public agency. The local public agency involved in the Certification Program must comply with STATE's process within these project areas.

1. Civil Rights – STATE will implement the Civil Rights activities including Disadvantaged Business Enterprises (DBE), Equal Employment Opportunity (EEO), On the Job Training (OJT)/Apprenticeship and Title VI (Civil Rights Act of 1964) Program.

2. Environmental Processes – STATE shall retain responsibility for all environmental review, permitting, agreements or approvals that are necessary as a result of federal action.

3. Final Certification of Right of Way Transactions – STATE retains authorization for certain Right of Way activities, such as Right of Way certification.

4. Public Interest Finding Determinations – Patented, proprietary, owner designed materials or sole source products must comply with STATE's PS&E Delivery Manual.

5. Agency Certification Acceptance Approval

6. Project Final Acceptance – STATE retains Project Final Acceptance authority.

7. Periodic Program and Project Oversight Reviews

XXVII. FHWA RETAINED RESPONSIBILITIES IN THE CERTIFICATION PROGRAM

A. The following are program administration responsibilities that FHWA has not delegated to STATE or a certified local public agency. The local public agency involved in the Certification Program must operate within FHWA and STATE's regulations in these areas.

1. Authorization of FHWA funds

2. Approval of National Environmental Protection Act (NEPA) and Endangered Species Act (ESA) environmental documents

3. Approval of STATE's DBE, EEO, OJT/Apprenticeship and Title VI programs

4. "Buy America" waiver requests

5. Approval of STATE's LAG Manual

6. Certification Program Oversight Plan

7. Periodic Audits

B. Further details regarding these activities are available in STATE's LAG Manual.

XXVIII. CONTINUED DEVELOPMENT OF THE CERTIFICATION PROGRAM

A. STATE continues to develop the full Certification Program in cooperation with FHWA and local public agencies. STATE's role for local public agencies involved in the Certification Program will shift further into project and program oversight. STATE will provide ongoing guidance to local public agencies through the LAG Manual, checklists, periodic reviews and other related tools.

B. The Master Certification Agreement between STATE and local public agencies involved in the Certification Program will take precedence over this Agreement and define in detail the individual roles and responsibilities.

C. Local public agencies that have not obtained certification in one or more specific areas are not allowed to perform the work in that area. Non-certified local public agencies are required to contract with STATE or another certified local public agency to secure services to perform PS&E, contract advertisement, bid, award, contractor payments and contract administration. Non-certified

local public agencies desiring to be certified should contact STATE's Certification Program Manager.

This Agreement constitutes the entire agreement between the Parties on the subject matter hereof. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement. No waiver, consent, modification or change of terms of this Agreement shall bind any Party unless in writing and signed by all Parties and all necessary approvals have been obtained. Such waiver, consent, modification or change, if made, shall be effective only in the specific instance and for the specific purpose given. The failure of State to enforce any provision of this Agreement shall not constitute a waiver by State of that or any other provision.

This Agreement may be executed in several counterparts (facsimile or otherwise) all of which when taken together shall constitute one agreement binding on all Parties, notwithstanding that all Parties are not signatories to the same counterpart. Each copy of this Agreement so executed shall constitute an original.

SIGNATURE PAGE TO FOLLOW

THE PARTIES, by execution of this Agreement, hereby acknowledge that their signing representatives have read this Agreement, understand it, and agree to be bound by its terms and conditions.

STATE OF OREGON, by and through its Department of Transportation

By _____
Director

Date 11/21/12

APPROVED AS TO LEGAL SUFFICIENCY

By _____
Assistant Attorney General

Date 11/20/12

Association of Oregon Counties

By _____
Executive Director

Date 11/16/12

League of Oregon Cities

By _____
Executive Director

Date Nov. 12, 2012

State Contact:
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ODOT – Active Transportation Section
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OTIA Project Report

Summary:

OTIA I II

Count of Project Name	
Status	Total
Cancelled	3
Completed	185
Grand Total	188

OTIA III Mod

Count of Project Name	
Status	Total
Cancelled	2
Completed	59
Design	7
Environmental	1
Right of Way	4
Under Construction	3
Utility Relocation	1
Grand Total	77

Project Status Summary Table

The following table summarizes current OTIA III State Bridge Delivery Program status, by project bundle, through Jan. 31, 2013. All project bundles, except those scoped as "No Work," are summarized below. Active bridge projects are listed ahead of completed bundles. The bridge program stage is identified by the first digit of each bundle number (i.e., Bundle 305 is in Stage 3, Bundle A04 is in Stage 1A, etc.).

Bundle Number	Bundle Name	Overall Status	OTIA III Bridges	Other Bridges	Project Delivery Step	Design Complete	Construction Complete
210	I-84: Sandy River - Jordan Road - Bundle 210	G	4	0	Step 12 - Progress 50%-100%	100%	68%
220	I-5: Willamette River Bridge - Bundle 220	G	1	0	Step 12 - Const. Progress 50% - 100%	100%	83%
257	OR 58: Salt Creek Tunnel & Half Viaducts - Bundle 257	G	1	3	Step 11 - Progress 0%-50%	100%	37%
259+	I-84: Kamela Interchange - 2nd St. Undercrossing (La Grande) - Bundle 259	G	1	0	Step 9 - Pre-Let Period	95%	0%
357	I-5: Del Rio Road/Winchester Interchange - Bundle 357	R	1	0	Step 12 - Progress 50%-100%	100%	98%
509	OR 200: South Fork Siuslaw River - Bundle 509	G	4**	0	Step 12 - Progress 50%-100%	100%	92%
101	Mt. Hood to Chemult (D/B) - Bundle 101	C	10	2	Step 12 - Complete	100%	100%
102	Central Oregon Bridges (D/B) - Bundle 102	C	3	13	Step 12 - Complete	100%	100%
103	US 97: Nevada Avenue to Green Springs Drive - Bundle 103	C	3	0	Step 14 - Complete	100%	100%
105	Zig Zag River - Bundle 105	C	1	3	Step 14 - Complete	100%	100%
152	Spring Creek to Shady Pine Road - Bundle 152	C	4	0	Step 14 - Complete	100%	100%
154	Willow Creek - Bundle 154	C	1	0	Step 14 - Complete	100%	100%
A01	I-5: South Douglas County/Louse Creek - Bundle A01	C	0	0	Step 14 - Complete	100%	100%
A02	I-5: Clarks Branch to Tunnel Mill Race (D/B) - Bundle A02	C	10**	2	Step 12 - Complete	100%	100%
A04	I-5: Whiteaker Avenue - London Road - Bundle A04	C	6**	0	Step 14 - Complete	100%	100%
A05	US 26: Ochoco Creek - Bridge Creek - Bundle A05	C	4**	0	Step 14 - Complete	100%	100%
A06	I-5: Seven Oaks Interchange - Bundle A06	C	3	1	Step 14 - Complete	100%	100%
A07	I-5: North Albany Interchange - Bundle A07	C	5	0	Step 14 - Complete	100%	100%
A08	I-5: Row River Construction - Bundle A08	C	3	1	Step 14 - Complete	100%	100%
A11	Oregon Avenue - I-5 Overcrossing (Creswell) - Bundle A11	C	3	1	Step 14 - Complete	100%	100%
A12	I-5: McKenzie and Willamette River Temporary Bridges - Bundle A12	C	0	0	Step 14 - Complete	100%	100%
A51	US 26: Rush Creek - Antone - Bundle A51	C	2	0	Step 14 - Complete	100%	100%
200	Stage 2 Bridges Moved to No Work	-	10**	0	N/A	N/A	N/A
202	I-84: Stanton Boulevard - Snake River - Bundle 202	C	6**	0	Step 14 - Complete	100%	100%
203	I-84: Burnt River (Dixie Creek) - Lime Interchange - Bundle 203	C	2	3	Step 14 - Complete	100%	100%
204	I-84: Encina - Durkee Bridge Repairs - Bundle 204	C	6	0	Step 14 - Complete	100%	100%
205	I-84: Pendleton - North Powder - Bundle 205	C	1	18	Step 14 - Complete	100%	100%
206	I-84: Irrigon Junction - Hilgard Interchange - Bundle 206	C	7**	0	Step 14 - Complete	100%	100%

Bundle Number	Bundle Name	Overall Status	OTIA III Bridges	Other Bridges	Project Delivery Step	Design Complete	Construction Complete
207	I-84: Fifteen Mile Creek - US 97: Spanish Hollow Creek - Bundle 207	C	4**	0	Step 14 - Complete	100%	100%
208	I-84: Cascade Locks - 2nd Street (Hood River) - Bundle 208	C	11**	0	Step 14 - Complete	100%	100%
209	I-84: Dodson - Tanner Creek - Bundle 209	C	5**	0	Step 14 - Complete	100%	100%
211	I-5: Wilsonville - Hayesville Interchange (D/B) - Bundle 211	C	4**	0	Step 12 - Complete	100%	100%
212	I-5: North Santiam - Kuebler Boulevard (Salem) - Bundle 212	C	7	1	Step 14 - Complete	100%	100%
213	I-5, OR 228 and OR 34: Albany Bridge Repairs - Bundle 213	C	8**	0	Step 14 - Complete	100%	100%
214	I-5: Cox Creek - McVay Access - (No Work) - Bundle 214	-	4**	0	N/A	N/A	N/A
215	I-5: McKenzie River (Spores) - Goshen Grade (D/B) - Bundle 215	C	10**	0	Step 12 - Complete	100%	100%
216+	I-5: Sodom Ditch - Calapooia Oflow - Bundle 216	C	6**	0	Step 14 - Complete	100%	100%
217	OR 58: Odell Creek - Crescent Creek - Bundle 217	C	2	0	Step 14 - Complete	100%	100%
218	OR 58: Willamette Relief - Logging Road - Bundle 218	C	8**	0	Step 14 - Complete	100%	100%
219	I-84: 102nd Avenue Overcrossing - Bundle 219	-	1**	0	N/A	N/A	N/A
221	OR 58: US 97 Overcrossing - Bundle 221	C	1	0	Step 14 - Complete	100%	100%
222	I-84: Rock Creek - Hostetler Way - Bundle 222	C	2	0	Step 14 - Complete	100%	100%
224	I-84: Exit 64 (Hood River) - Bundle 224	C	1	0	Step 13 - Project Closeout	100%	100%
225	I-84: Hood River - Mosier Creek - Bundle 225	C	1	0	Step 14 - Complete	100%	100%
226	I-84: The Dalles - Fifteen Mile Creek IM - Bundle 226	C	0	0	Step 14 - Complete	100%	100%
251	I-5: Beltline Interchange - Bundle 251	C	2	2	Step 14 - Complete	100%	100%
255	I-5: North Jefferson Interchange - North Albany Interchange (SB) - Bundle 255	C	3	8	Step 14 - Complete	100%	100%
256	I-84/US 395: Stanfield Interchange Improvements - Bundle 256	C	1	2	Step 14 - Complete	100%	100%
301	I-5: Eagle Mill Road - Neil Creek Road - Bundle 301	C	5	0	Step 14 - Complete	100%	100%
302	I-5: Creek & County - Central Point - Bundle 302	C	4**	1	Step 14 - Complete	100%	100%
303	I-5: South Wolf Creek - Foothills Boulevard - Bundle 303	C	13**	0	Step 14 - Complete	100%	100%
304	I-5: Louse Creek - US 199 - Bundle 304	C	3	0	Step 14 - Complete	100%	100%
306	I-5: Weaver (D/B) - Bundle 306	C	7	1	Step 12 - Complete	100%	100%
307	I-5/OR 42: Winston - McLain Avenue - Bundle 307	C	5**	0	Step 14 - Complete	100%	100%
308	I-5: North Umpqua River Bridges (Winchester) - Bundle 308	C	1	0	Step 14 - Complete	100%	100%
309	I-5: Rice Hill Frontage Road - Comstock Cemetery Road - Bundle 309	C	7**	0	Step 14 - Complete	100%	100%
310	I-5: Coast Fork Willamette - Martin Creek - Bundle 310	C	5	0	Step 14 - Complete	100%	100%
312	I-5: Camas Swale - Saginaw Road - Bundle 312	C	8**	0	Step 14 - Complete	100%	100%
313	I-5: Homestead to South Gold Hill - Bundle 313	C	5	0	Step 14 - Complete	100%	100%
314	I-5: Valley View Road (North Ashland Interchange) - Bundle 314	C	1	0	Step 14 - Complete	100%	100%
315	I-5: Canyonville - Glendale Interchange - Bundle 315	C	2	0	Step 14 - Complete	100%	100%
316	I-5: Green Springs Highway (Exit 14) - Bundle 316	C	1	0	Step 13 - Project Closeout	100%	100%

Bundle Number	Bundle Name	Overall Status	OTIA III Bridges	Other Bridges	Project Delivery Step	Design Complete	Construction Complete
317+	I-5: North Umpqua River Bridge NB (Winchester) - Bundle 317	C	1	0	Step 13 - Project Closeout	100%	100%
351	I-5: Graves Creek Bridge Replacement - Bundle 351	C	1	0	Step 14 - Complete	100%	100%
352	I-5: South Umpqua River and CORP (Shady) - Bundle 352	C	1	4	Step 14 - Complete	100%	100%
353	I-5: Sutherlin to Roseburg (D/B) - Bundle 353	C	5	5	Step 12 - Complete	100%	100%
355	I-5: Exit 99 Interchange Improvement and Bridge Replacements - Bundle 355	C	2	0	Step 14 - Complete	100%	100%
400	Stage 4 Bridges Moved to No Work - Bundle 400	-	12**	0	N/A	N/A	N/A
401	OR 38: Elk Creek - Hardscrabble Creek (D/B) - Bundle 401	C	5	0	Step 12 - Complete	100%	100%
404	OR 31/US 395: Cattlepass - Crooked Creek - Bundle 404	C	2	0	Step 14 - Complete	100%	100%
405	OR 42: Beaver Creek - Mid-Fork Coquille River - Bundle 405	C	10**	3	Step 14 - Complete	100%	100%
409	US 20: Harris Road & WPRR - Marys River - Bundle 409	C	4**	0	Step 14 - Complete	100%	100%
414	US 395: McKay Creek - Silvies Slough (D/B) - Bundle 414	C	10**	0	Step 12 - Complete	100%	100%
415	US 30: Big Creek - Tide Creek - Bundle 415	C	5**	0	Step 14 - Complete	100%	100%
426	OR 19: Harper Creek - Mule Shoe Creek - Bundle 426	C	5	0	Step 14 - Complete	100%	100%
427	US 395: Canyon Creek - US 26: Dixie Creek - Bundle 427	C	3	0	Step 14 - Complete	100%	100%
428	US 20: Beaver Creek - Little Beaver Creek - Bundle 428	C	4	0	Step 14 - Complete	100%	100%
450	Crossovers - No Work	-	1**	0	N/A	N/A	N/A
451	Olalla Creek, Highway 35 (Upper Lookingglass) - No Work	-	1**	0	N/A	N/A	N/A
452	US 20: Yaquina River – Bundle 452	-	1**	0	N/A	N/A	N/A
453	US 97: Willowdale - Madras Bridges - Bundle 453	C	2**	2	Step 14 - Complete	100%	100%
457	OR 7: Powder River - Bundle 457	C	2	0	Step 14 - Complete	100%	100%
459	US 30: Swedetown Road - Junction OR 47	-	1**	0	N/A	N/A	N/A
460	OR 82: Minam Viaduct & Wallowa River (Minam) - Bundle 460	C	4**	0	Step 13 - Project Closeout	100%	100%
461	US 395: Smith Creek - Fox Creek - Bundle 461	C	2**	0	Step 14 - Complete	100%	100%
462	OR 82: Grande Ronde River and INP Railroad (Indian Creek) - Bundle 462	C	1	0	Step 13 - Project Closeout	100%	100%
506	OR 126: Eugene Water Board Canal - Bundle 506	-	1**	0	N/A	N/A	N/A
508	I-5: Elkhead Road - OR 126: Knowles Creek (D/B) - Bundle 508	C	7	0	Step 11 - Project Closeout	100%	100%
510	OR 6: Devils Lake Fork Wilson River - Bundle 510	C	1	0	Step 14 - Complete	100%	100%
511+	US 26: East Fork Dairy Creek - McKay Creek - Bundle 511	C	3**	0	Step 14 - Complete	100%	100%
512	OR 6: Wilson River - US 26: Highway 47 WB over PNWR (Vadis) - Bundle 512	C	3	0	Step 14 - Complete	100%	100%
513	OR 200: Bear Creek - Bundle 513	C	1	0	Step 14 - Complete	100%	100%
514	OR 6: Wilson River (Mills) - Bundle 514	-	1**	0	N/A	N/A	N/A
552	US 199: Elk Creek - Bundle 552	-	1**	0	N/A	N/A	N/A
553	US 101: COR (North Bend) - Bundle 553	-	1**	0	NA	N/A	N/A
556	US 26: OR 217 - Sylvan Interchange - Bundle 556	C	1	1	Step 14 - Complete	100%	100%

Bundle Number	Bundle Name	Overall Status	OTIA III Bridges	Other Bridges	Project Delivery Step	Design Complete	Construction Complete
557	US 199: E/W Fork Illinois River Bridge Replacements - Bundle 557	C	2	2	Step 14 - Complete	100%	100%
558	US 26: Kern Creek - Lancaster Creek - Bundle 558	C	2	0	Step 14 - Complete	100%	100%
559	US 20: Soda Fork - Bundle 559	-	1**	0	N/A	N/A	N/A
560	OR 230/OR 138: North Umpqua - Upper Rogue - Bundle 560	C	4	0	Step 14 - Complete	100%	100%
		Totals	364#	79			

1 OTIA III Bridge in Bundle 454 is not included

** Includes bridges that were re-scoped to “No Work” or “Tentative No Work”. A total of 94 bridges were scoped to no work.

\+ Identify bundles that had work which required additional attention or construction repairs.

Bundle 259- Replacement of a deck previously repaired in Bundle 206. Replacement of the deck is included with Region project in 259.

Bundle 216 - Required additional work to repair the connection from the existing to the new continuously reinforced concrete pavement.

Bundle 317 – Riveted truss connection was not identified and improved as it should have been in Bundle 308. Bundle 317 was created to correct the issue.

Bundle 511 - Design issue that required substantial rework