

2023–25 Presentation Document

Oregon Department of Transportation
Kris W. Strickler, Director

Budget Presentation to
Joint Ways and Means
Subcommittee
on Transportation and
Economic Development

March 2023



Oregon Department of Transportation
Ways and Means Presentation Document Table of Contents

AGENCY OVERVIEW

DELIVERY & OPERATIONS

CAPITAL IMPROVEMENT & CAPITAL CONSTRUCTION

PUBLIC TRANSPORTATION

POLICY, DATA & ANALYSIS

FINANCE & BUDGET DIVISION

DEBT SERVICE

COMMERCE & COMPLIANCE DIVISION

DRIVER and MOTOR VEHICLE SERVICES DIVISION

ODOT ADMINISTRATIVE SERVICES

APPENDIX LISTED ON NEXT PAGE

Oregon Department of Transportation
Ways and Means Presentation Document Table of Contents

APPENDIX:

SECRETARY OF STATE AUDIT RESPONSE

SPAN OF CONTROL REPORT

SUMMARY OF PROPOSED TECHNOLOGY PROJECTS

ENDING BALANCE FORM

PROGRAM PRIORITIZATION

POLICY OPTION PACKAGE SUMMARY & NARRATIVES



DATE: March 6, 2023

TO: Joint Ways and Means Subcommittee on Transportation and Economic Development
Kristopher W. Strickler

FROM: Kristopher Strickler
Director, Oregon Department of Transportation

SUBJECT: ODOT Agency Overview

BACKGROUND

The Oregon Department of Transportation (ODOT), established in 1969, develops and implements programs related to Oregon's system of highways, roads, and bridges; bicycle and pedestrian facilities; passenger and freight railways; public transportation services; transportation safety programs; driver and vehicle licensing; and motor carrier regulation. The department is organized into five areas: Operations; Revenue, Finance and Compliance; Equity and Civil Rights; Government and External Relations; and Support Services.

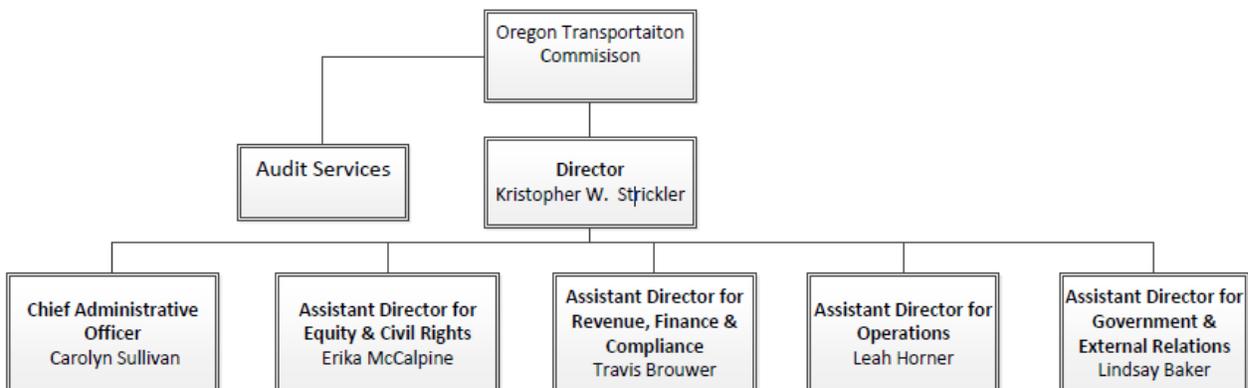


Figure 1: Organizational Chart

ODOT's mission is to provide a safe and reliable multimodal transportation system that connects people and helps Oregon's communities and economy thrive.

ODOT is governed by the Oregon Transportation Commission (OTC), a five-member, governor-appointed, volunteer citizen board that establishes state transportation policy.

In 2020, the OTC and ODOT adopted a Strategic Action Plan (SAP), which identifies outcomes intended to build an organization focused on the future, responsive to the needs of communities across the state, accountable to itself and those it serves, and responsive to a constantly changing environment. The SAP has three primary areas of focus: a modern transportation system, equity, and sufficient and reliable funding. These priorities inform our work, guide our decision-making, and are

objectives against which we hold ourselves accountable. These priorities are interrelated, overlapping, and intended to identify specific actions that lead to concrete, tangible outcomes. Achieving these priorities will enable us to better serve all Oregonians.

The Oregon Transportation Plan (OTP) is the state’s long-range multimodal transportation plan and the overarching policy document among a series of plans that together form the state transportation system plan. The OTP considers all modes of Oregon’s transportation system as a single system and addresses the future needs of Oregon’s airports, bicycle and pedestrian facilities, highway and roadways, pipelines, ports and waterway facilities, public transportation, and railroads. ODOT is working with a range to stakeholders to develop a new OTP, which should be adopted later this year. The [current OTP](#) was adopted by the OTC in 2006. The new plan will cover transportation in Oregon until 2050.

The OTC also adopts the Statewide Transportation Improvement Program (STIP), the funding and scheduling document for road, transit and bicycle/pedestrian projects, every three years. The STIP is developed through the coordinated efforts of ODOT, federal agencies, local governments, tribal governments, metropolitan planning organizations (MPO), advisory groups, port districts, transit districts, and the public.

The commission charters and is advised by 12 Area Commissions on Transportation (ACTs) that represent geographic regions of the state and consider regional and local transportation-related issues. ACTs play a key role in selecting projects and meet regularly to prioritize transportation problems and solutions and recommend projects in their areas to be included in the STIP. In addition, advisory committees and task forces made up of local government officials, members of the public, and business and industry help ODOT and the OTC inform policy and select projects for all modes of transportation.

Area Commissions on Transportation

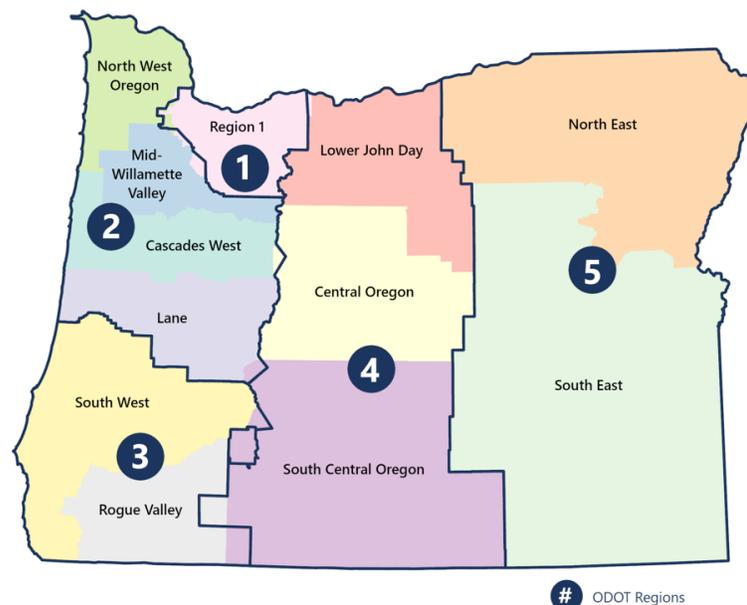


Figure 2: Oregon Area Commissions on Transportation

ACHIEVEMENTS

Oregon's transportation system contributes to virtually everything of value in our economy and lives, from connecting business to markets, to bringing jobs, education, healthcare, recreation, and government services within the reach of Oregonians.

Delivering Investments

In recent years, ODOT has delivered on major investments provided by the Oregon Legislature and the federal government. In the process, ODOT has enhanced Oregon's transportation system, developed innovative new ways to streamline project delivery and become a more sustainable and multimodal transportation agency.

House Bill 2017 (2017)

In 2017, the Oregon Legislature passed HB 2017, the largest transportation investment in Oregon's history. The Oregon Transportation Commission and ODOT have successfully completed a large number of initiatives under HB 2017, including:

- Awarding projects in the Safe Routes to School Program;
- Awarding public transportation funding through the Statewide Transportation Improvement Fund (STIF);
- Developing a new Transparency, Accountability and Performance website;
- Collecting road and bridge condition data from local governments;
- Applying to the Federal Highway Administration for authority to toll I-5 and I-205;
- Enhancing the authority and oversight of the Oregon Transportation Commission; and
- Delivering dozens of projects funded by new revenue from HB 2017, including projects named by the Legislature.

IIJA

The Infrastructure Investment and Jobs Act (IIJA) was passed by Congress in November of 2021 and includes a five-year reauthorization of existing federal highway, transit, safety, and rail programs, as well as new programs and increased funding. In total, Oregon will receive at least \$4.5 billion over five years, including over \$1 billion in additional federal highway funding from 2022 to 2026. IIJA will also provide more than \$200 million in additional transit funding over that same period.

IIJA funds are helping ODOT address many of the most pressing transportation challenges and will benefit drivers, transit riders, cyclists and pedestrians, help maintain roads and bridges, and address climate change. Of the IIJA funds, approximately \$412 million is flexible and can be used for a variety of purposes. At their March 2022 meeting, the OTC took the input they received and prioritized the flexible funds on main streets, accessibility, repair, and air quality. They directed investments that address some of the critical needs of the transportation system while also approving expenditures in areas focused on a more equitable, safe, resilient, and sustainable transportation system.

Connect Oregon

In 2005, the Oregon Legislature created the Connect Oregon program to invest in non-highway infrastructure improvements. The program provides grants to non-highway transportation projects

that promote economic development in Oregon. The program is critical to attracting and sustaining businesses and jobs in Oregon and ensuring the state builds strong connections to world markets.

Between 2005 and 2017, the Oregon Legislature provided seven rounds of lottery bonds totaling \$457 million invested in Connect Oregon non-highway transportation projects statewide. In HB 2017 the Legislature provided ongoing support for the program through a vehicle dealer privilege tax.

The overall investment in Connect Oregon has leveraged approximately \$700 million in other funds and supports multimodal connections and better integrates transportation system components; this in turn improves the flow of commerce and promotes economic development. Put simply, investing in Oregon's transportation system produces enormous economic returns for people and businesses in Oregon.

Road Usage Charge Program

For over a century, Oregonians have blazed the user-pays trail to preserve and improve Oregon roads. Oregon was the first state to create a fuels tax in 1919 and the first to implement a per-mile road user charge in 2015. In recent years, increasing fuel efficiency has led Oregon decision-makers to seek a more reliable source of revenue than the gas tax. The Oregon Legislature convened an independent body of state legislators, transportation commissioners, local government officials and community members called the Road User Fee Task Force. This task force is charged with developing a better way to fund Oregon's roads and highways and recommended creating a per-mile road usage charge system.

The Legislature created the OReGO road usage charge (RUC) Program in 2013 to assess a per-mile charge for volunteers who opt in. Under OReGO, which began operation July 1, 2015, the road usage charge—currently 1.9 cents per mile-- is indexed to the fuels tax, and participants get a credit on their bill to offset the fuel tax they pay at the pump. Participants have their choice of secure mileage-reporting options offered by ODOT's private-sector partners, and participants' personal information is kept secure and private.

Oregon is the first state in the U.S. to adopt a road usage charge program and have conducted several pilot projects to help develop and understand what the future of the program might look like. In addition to Oregon, a number of other states are developing pay-per-mile programs. California and Washington have tested concepts similar to Oregon's program, and Virginia and Utah's legislatures created an operational RUC program similar to OReGO. Oregon is a member of RUC America, a 20-state research collective examining a per-mile road usage charge as a regional policy in the West. Other states, including Missouri, New Hampshire, and Delaware are studying or investigating per-mile charge for roads.

Urban Mobility Strategy

In 2017, The Oregon Legislature passed House Bill 2017, which committed substantial funding to projects to address congestion issues in the Portland-metro region and improve the transportation system statewide. The Legislature also directed the Oregon Transportation Commission to pursue implementation of tolls on I-5 and I-205 in the Portland Metro area to help manage traffic congestion and raise revenue for bottleneck-relief projects. In 2021, House Bill 3055 strengthened the state's commitment to congestion pricing on I-5 and I-205 and directed ODOT to develop an

March 6, 2023

Joint Ways and Means Subcommittee on Transportation and Economic Development

Page 5

income-based toll program to ensure low-income households weren't significantly burdened by tolls. The Urban Mobility Strategy is ODOT's approach to addressing metro-area transportation congestion, safety and aging infrastructure challenges and goals outlined in the ODOT Strategic Action Plan. ODOT formed the Urban Mobility Office (UMO) to lead the Urban Mobility Strategy and ensure that as the region grows, we retain safe and reliable routes to help Oregonians get where they need to go.

Focusing on all Users of the Transportation System

The [Oregon Transportation Plan \(OTP\)](#) considers all modes of Oregon's transportation system as a single system. The plan's vision defines the kind of transportation future Oregon wants to build and the outcomes Oregon wants to achieve, which includes integrating the transportation system across modes. Other modal and topic plans further refine and implement the OTP's goals, policies, strategies and key initiatives.

The OTP and its accompanying modal and topic plans such as Freight, Rail, Aviation, Transportation Options, Safety Action and Public Transportation provide the vision and policy direction for the State of Oregon, not just the Oregon Department of Transportation. ODOT has nine primary statewide plans that guide state transportation decision making and investment. For more information on Oregon's transportation plans or the relationship between them, visit the [OR-Plan website](#), a one-stop interactive resource on the state plans and policies.

Freight Plan

The purpose of the Oregon Freight Plan is to improve freight connections to local, state, tribal, regional, national and international markets with the goal of increasing trade-related jobs and income for Oregon workers and businesses. The Oregon Freight Plan is a resource designed to guide freight-related operation, maintenance and investment decisions. The plan documents the economic importance of freight movement in Oregon, identifies transportation networks important to freight-dependent industries and recommends multimodal strategies to increase strategic freight system efficiency.

Bicycle and Pedestrian Plan

In 2016, the Oregon Transportation Commission adopted the Oregon Bicycle and Pedestrian Plan, which recognizes bicycle and pedestrian networks as integral elements of the transportation system that contribute to our diverse and vibrant communities and the health and quality of life enjoyed by Oregonians.

Public Transportation Plan

The 2018 Oregon Public Transportation Plan delivers a long-term vision describing how Oregonians expect public transportation to contribute to their communities and to the transportation system statewide.

TODAY'S OPPORTUNITIES AND CHALLENGES

Driver and Motor Vehicle Services (DMV)

DMV is the face of state government for most Oregonians. At its core DMV issues driver licenses, ID cards, and vehicle title and registration. DMV receives high marks from customer satisfaction surveys, even with the struggles of the pandemic over the last three years.

Service Transformation Program, Staffing, Fees

The greatest opportunities for DMV are based in the Service Transformation Program (STP). This \$90 million multi-biennia initiative has enabled DMV to replace obsolete computer systems, adopt new business processes, and create new online and self-service options for customers. The two major rollouts were a new Vehicles System in January 2019, and a new Drivers System in July 2020. With those core system replacements, and additions since then, DMV now offers more than 20 on-line services providing much more convenience to customers, as well as improving efficiency for DMV operations to keep costs down. DMV is continually working to improve, expand, and add to those on-line offerings, including deploying self-service kiosks and online knowledge tests in 2023.

Oregon's economy and in-migration are strong, which brings additional customer contacts and transaction workload for DMV. Customer wait times have increased despite efforts to increase efficiencies with existing staff. However, many document processing times are now below pre-pandemic levels. When Limited Duration positions expire at the end of the 21-23 biennia, DMV will be operating at the same level of FTE as 2003-2005 biennium. Beyond the stagnation of budgeted positions, DMV has struggled to retain and hire front line field staff, where the work is challenging, incivility from some customers is rising, work-at-home is not an option, and pay is not competitive with other sectors. In addition to these challenges, three cost studies of DMV products and services have shown that fees are not fully recovering costs in many areas, which has required cuts to services and staff.

Real ID

The Real ID Act is a set of federal standards for states' driver licenses and ID Cards to be accepted for certain federal purposes, such as domestic flights. Legislation in 2017, allowed DMV to begin offering Real ID compliant credentials concurrent with the STP roll out in July 2020. Today only 20% of Oregonians with a DMV credential have the Real ID version. The federal government postponed the enforcement deadline to May 2025, which is a welcome reprieve. As that new deadline approaches customer demand is expected to surge, and DMV may not be prepared to accommodate those volumes.

Multimodal Options

Another key focus of ODOT is meeting the community's needs by providing more safe, equitable, and low emission transportation alternatives to driving alone. This is a result of a large aging population, increased costs of driving alone, congestion, and concerns about air quality and climate change.

The Oregon Legislature recognized this need in 2017 and made a significant financial investment in public transit by establishing a 0.1 percent payroll tax. These funds provide competitive and formula-based grants to local public transit agencies through the Statewide Transportation Investment Fund (STIF). Since its inception, ODOT has distributed \$398 million in STIF Program funds to transit providers. This funding contributed to the approximately 61 million rides provided by both urban and rural public transportation providers across Oregon in FY 2022. STIF has also advanced greenhouse gas emission reduction efforts by funding the transition to low-emission vehicles, with 62 new low- or no-emission vehicles purchased.

Safe Routes to School

HB 2017 also established the Safe Routes to School Program (SRTS) with an initial allocation of \$10 million per year in State Highway Funds, increasing in 2023 to \$15 million per year. SRTS also received an additional \$40 million in one-time investments from federal funding in 2022. Since 2018, ODOT has distributed just over \$76 million to help communities build critically needed infrastructure. SRTS construction programs focus on making sure safe walking and biking routes exist through investments in crossings, sidewalks, bike lanes, flashing beacons, and other safety measures. SRTS also funds education programs to ensure awareness and safe use of walking and biking routes, with the overall goal of making it safer and easier for students to walk, bike or roll to school. SRTS is an extremely popular grant program and is over-subscribed by a 3 to 1 margin, with \$238 million in funding requests since 2018.

Pandemic Recovery in Public Transportation

The pandemic has had a significant impact on public transportation, resulting in increased costs and decreased ridership. Workforce shortages have impacted the expansion of transit services and supply chain issues have impacted the timely delivery of new buses. Federal emergency relief funds for transit providers and passenger rail have provided some support as providers worked to provide transportation to essential jobs and services during the pandemic. Ridership has started to recover, with Amtrak Cascades ridership for 2022 just 13 percent below 2019 pre-pandemic levels.

The Oregon Transportation Commission also has worked to address this demand by allocating additional flexible federal funding to existing public and active transportation programs, such as SRTS, as well as establishing new programs to address other multimodal needs, such as the Pedestrian and Bicycle Strategic Infrastructure Program, the Great Streets Program, and the Innovative Mobility Program. These programs are aimed at making it easier for people walking, rolling, taking transit and ride sharing to get to get to where they need to go for daily activities. Even with these funding increases, competitive grant programs such as SRTS remain oversubscribed by 2-4 times the amount of funding available.

Equity

ODOT's Office of Equity and Civil Rights endeavors to ensure equity is embedded into all ODOT policies, operations, and practices. The office engages and utilizes viewpoints of all who reside in the communities ODOT serves and are affected by the agency's decisions and investments. The office helps to build a diverse ODOT workforce by supporting equitable recruitments, operations, and policies, and establishing an informed culture that delivers authentic inclusivity. Through the Office of Civil Rights, ODOT's commitment to the implementation of federal and state equity programs are carried out through its programs that enable minorities, women, low-income, disadvantaged, and disabled individuals or groups to realize economic opportunities through jobs or contracts. Its programs provide equal access to services and economic opportunities. The office also manages ODOT's Small Business Programs including Disadvantaged Business Enterprise, and Emerging Small Business, Minority or Women Business Enterprise initiatives. Additionally, the office manages the Civil Rights programs and Workforce Development Programs including pre-apprenticeship training, supportive services, Equal Employment Opportunity, and On-the-Job/Apprenticeship Training Programs.

March 6, 2023

Joint Ways and Means Subcommittee on Transportation and Economic Development

Page 8

Safety

Our vision for safety is zero: zero loss of life, zero injuries, and zero incidents. There is no other acceptable number when it comes to human life. We are focused statewide for all ODOT employees and everyone that uses the transportation system in our state.

While Oregon has made strides in reducing the number and severity of motor vehicle crashes, these crashes continue to inflict a terrible toll. 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 (TSAP) outline safety activities directed at safe driving, driving under the influence of intoxicants (DUII), 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 the DMV medically at-risk program and motor carrier inspections.

In Oregon and across the country, the fatality rate per vehicle miles traveled rose from the 2018 rate of 1.36 to 1.57 in 2020, and the number of fatalities rose even higher in 2021 and 2022. Based on the vehicle miles travelled, Oregon's 2020 fatality rate is 17.1 percent higher than the national fatality rate. These increased rates erased over a decade's worth of encouraging improvement. Every area of traffic safety saw an increase: pedestrians, bicyclists, motor carriers, motorcycles, and passenger cars.

While motor vehicle occupant protection and infrastructure continue to improve, user attitudes and behaviors have changed substantially. Factors such as speed, lack of safety restraints, distracted driving, and impairment, continue to increase while enforcement for traffic infractions such as these remains low. In addition, the fleet of vehicles in Oregon and nationwide continues to trend towards taller and heavier vehicles which studies have shown result in worse outcomes for pedestrians or bicyclists when involved in a crash. These emphasis areas are coordinated through the state's Strategic Highway Safety Plan (Transportation Safety Action Plan (TSAP)) that was adopted in late 2020. Coordinated efforts for engineering improvements, education, law enforcement presence, and emergency medical services have proven to make a difference and are core to the programs underway in 2023.

Climate Adaptation, Mitigation, and Vehicle Electrification

The Climate Office works to integrate climate considerations into all aspects of ODOT business and transportation in Oregon and implement Oregon directives. The Office works across ODOT divisions, with other state agencies, local jurisdictions, and the public to lessen and prepare for climate change impacts. The Climate Office leads ODOT mitigation, adaptation, and sustainability efforts, including statewide transportation electrification, with a lead role on charging infrastructure, costs, awareness, and equity. Mitigation seeks to reduce greenhouse gas emissions, while adaptation prepares for and responds to climate change impacts, such as extreme precipitation, floods, and wildfires, on transportation infrastructure. The Sustainability program focuses on energy, water, materials, and fuels conservation for ODOT operations.

The Oregon Transportation Commission (OTC) has committed \$100 million to speed transportation electrification. The National EV Infrastructure (NEVI) formula program within IJA provides \$52 million for electric vehicle (EV) charging infrastructure along Alternative Fuel Corridors and

requires 20% match. The Climate Office will launch an EV community charging rebate program with \$8 million in state funds, focused on disadvantaged and rural communities. In addition, the IJA created a Discretionary Charging and Fueling Infrastructure grant program, from which ODOT will seek funding. In other climate programs, the IJA Carbon Reduction Program provides \$82 million over five years for emissions reduction projects, including \$28.9 million for ODOT statewide projects. OTC has allocated another \$15 million to local transportation emissions reduction planning.

UNCERTAIN FISCAL LANDSCAPE

A number of key trends create fiscal uncertainty for Oregon's transportation system at the state and local levels.

Alternatives and Fuel Efficiency

As the share of Oregon's fleet using alternative fuels (e.g., battery electric vehicles, plug-in hybrid electric vehicles), as well as fuel efficiency of internal combustion vehicles, continues to rise, the fuels tax will erode over time. Though HB 2017 included measures to address fuel efficiency such as additional registration and title fees for high efficiency vehicles, these measures will only serve as a stopgap, while these high-efficiency vehicles will continue to pay less than their low-efficiency counterparts. This imbalance will continue eroding the long-term sustainability of Oregon's fuel tax. Transitioning higher-efficiency vehicles off the fuels tax and onto a pay-per-mile system will ensure that all users of the system pay their proportionate share.

Inflation

Inflation is causing significant impacts to ODOT's budget and the cost of construction projects: Since 2003 the National Highway Construction Cost Index has increased by 140%-- more than double the rate of the Consumer Price Index. As a result, federal and state transportation funds can buy a lot less than they could two decades ago. However, the primary transportation funding sources—including the fuels tax, DMV fees, and weight-mile tax on heavy trucks—are set at flat rates that don't increase revenue as prices increase. Despite multiple increases by the Legislature, Oregon's gas tax has lost 25% of its purchasing power since 1993.

Agency Operations and Maintenance Budget Shortfall

ODOT has two parts to its budget:

- Transportation projects, funded from federal funds and dedicated state sources.
- Maintenance and agency operations, which covers highway maintenance, DMV, Commerce and Compliance Division, and central administrative services.

Recent investments from House Bill 2017 and the federal Infrastructure Investments and Jobs Act (IIJA) have led to an infusion of resources for transportation projects and programs. Virtually all additional state revenue from recent funding packages (including HB 2017) has been directed into construction projects rather than day-to-day operations and maintenance (O&M). As a result, ODOT's O&M budget faces significant long-term shortfalls as costs continue to increase while the agency's O&M revenue from the State Highway Fund is flat.

Since identifying this O&M deficit in 2020, ODOT has worked diligently to reduce the shortfall. To date, ODOT has narrowed the budget gap and pushed out the date at which the agency runs out of

March 6, 2023

Joint Ways and Means Subcommittee on Transportation and Economic Development

Page 10

cash by about two years. However, in the absence of additional action ODOT expects to run short of O&M funding at the end of the 2023-25 biennium, and through 2029 the shortfall could exceed \$700 million.

ODOT's 2023-2025 biennial budget reduces the agency's O&M funding by about 5%. ODOT has worked to limit the impact to customers and the transportation system by finding ways to reduce costs and become more efficient, but some cuts have had significant impacts. Reductions include:

- Shifting more DMV services online, such as driver license replacements, to reduce the cost of staffing field offices.
- Investing less in maintaining low-volume roads.
- Ending leases and consolidating offices.
- Reducing staffing levels by cutting seasonal and temporary staff and holding vacant positions open longer. This has impacted service levels, particularly at DMV field offices.

ODOT has also freed up funding for O&M by shifting some costs to dedicated state and federal sources that can be used for O&M.

These actions have pushed out the date at which ODOT runs short of O&M funding but have not solved the long-term problem. ODOT is exploring a number of steps to address this shortfall.

- Developing a 10% budget reduction, stacked on top of the 5% reduction already taken, that would be implemented in two steps across the '23-'25 and '25-'27 biennia.
- Modifying how local governments can exchange federal grant allocations for state funds.
- Developing options for the Legislature to provide sufficient and reliable revenue, including raising DMV fees to cover costs and implementing a per-mile road usage charge.

These changes will have significant impacts, including a less safe and reliable state highway system, reduced funding for construction projects, and reduced service to customers.

SUMMARY

ODOT is proud of its work delivering safe and efficient transportation infrastructure, ensuring livable communities, and supporting economic development for Oregonians. ODOT will strive to meet the challenges facing Oregon's transportation system in the coming years through continued innovation and progressive policies.

Oregon Department of Transportation Delivery & Operations Division

Mission, Goals and Historical Perspective

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



Oregon has almost 74,000 miles of roads owned by federal, state, county, and city governments. State highways comprise a little more than 11% of total road miles but carry 58% of the traffic and more than 20.7 billion vehicle miles a year. Oregon's highways link producers, shippers, markets, and transportation facilities.

The highway system continues to evolve to serve its many users. Many state highways, especially heavily traveled routes and urban-area highways, are built to support a variety of travel modes. Many highway improvement projects typically contain features such as bicycle and walking paths, transit stops, and park-and-ride lots. Intercity buses, transit buses and vans, carpools, motorcycles, bicycles, and pedestrians also use highways. Highway right of way is also used by vital services such as electric, gas, telephone, and other utility lines.

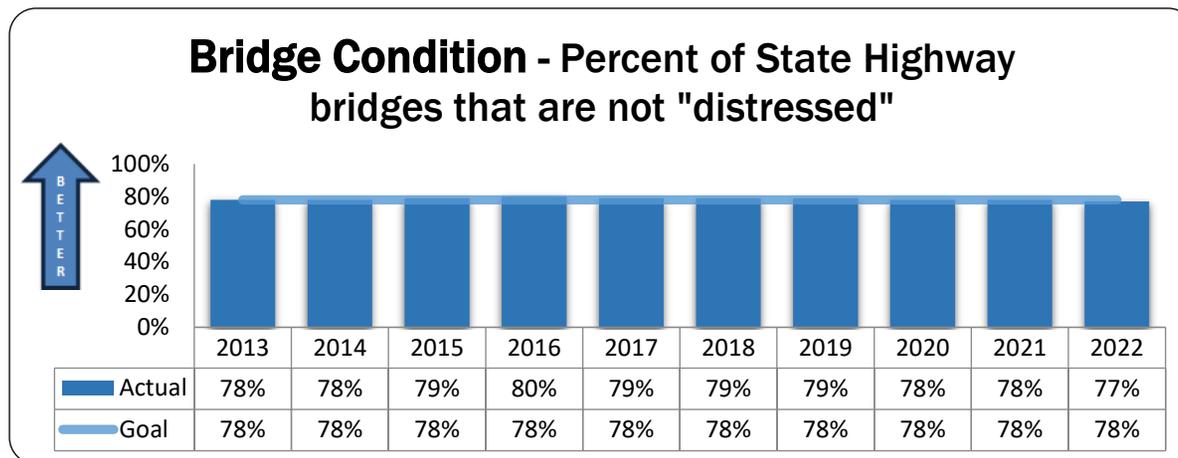
Oregon Department of Transportation Delivery & Operations Division

Performance Measures

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

Our strategy

The ODOT bridge strategy which focuses on preservation and maintenance (shown at the right) was developed in response to insufficient funding levels needed to sustain conditions of the many of bridges reaching the end of their service life.



About the target

The target goal for “not distressed” bridges was established by analyzing the impact of program funding targets approved by the Oregon Transportation Commission, deterioration rates of our aging structures and historic performance of the Bridge Program in addressing needs in twelve categories.

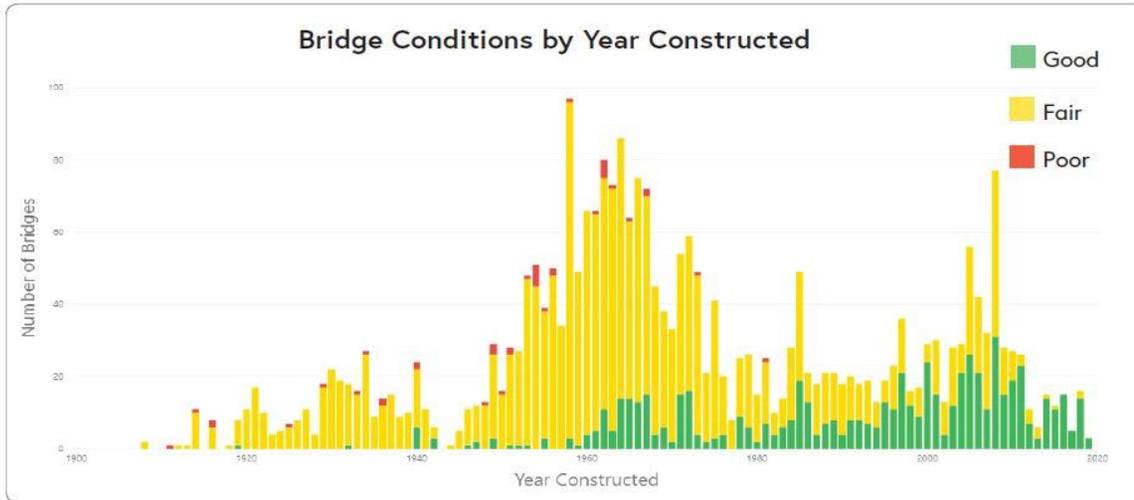
How we are doing and Projected Conditions

ODOT bridge conditions are characterized by the performance measure “not distressed” which

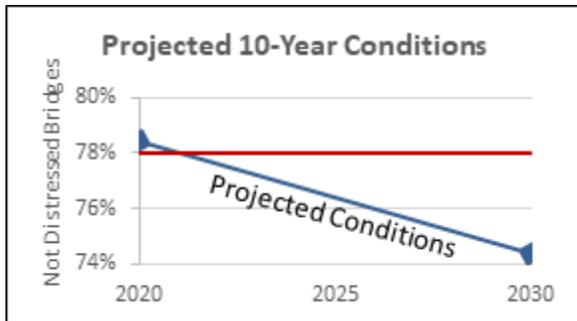
means the bridges have not been identified as having freight mobility, deterioration, safety or serviceability needs and are not rated as Structurally Deficient based on Federal Highway Administration criteria.

The improvement in the percent “not distressed” measure since 2007 is largely due to the investments from the OTIA III State Bridge Delivery Program. Bridge Program funding levels have been able to maintain the bridge performance measure for the last seven years but is showing signs of decline since 2018 (79% to 78.2% in 2021). The predominant distresses are due to the aging bridge inventory and bridge functionality issues such as deck geometry and vertical clearance.

Oregon Department of Transportation Delivery & Operations Division



Analysis shows that over the next ten years the new HB 2017 funding will not stop the decline, only slow it. This decline is primarily due to the aging bridge inventory and a long history of underfunding of the Bridge Program that precluded systematic replacement of deteriorated bridges.



Factors affecting results and what needs to be done

A sustainable bridge program includes replacing bridges when they reach the end of their service life at 100 years. Due to underfunding, at the current rate a bridge will have to last more than 900 years before replacement. The result is a large population of aging bridges in fair condition.

With a disproportionate number of bridges in fair condition, available funding will only be able to address the most critical needs with few bridge replacements on priority routes. The fair bridges will continue to challenge the Bridge Program's ability to address major

rehabilitation and maintenance needs while also funding timely preservation treatments to optimize structure service life.

We continue to put effort into extending the service life of many bridges beyond a normal time period because of inadequate funding. The performance of the older bridges is unreliable and requires increased effort by inspectors and maintenance personnel to maintain safe conditions. There is real concern that current resources will not be able to keep up, and the resulting bridge postings are beginning to cause hardships for the communities that depend on these bridges.

Oregon Department of Transportation Delivery & Operations Division

About the data

Each state reports bridge conditions for the National Bridge Inventory, using standard criteria established by FHWA.

Contact information

Ray Bottenberg
 Bridge Engineering Section
 ODOT Highway Division
 503-986-3344

Data source

A snapshot of the bridge inventory is taken each April. Data in the snapshot is consistent with the annual NBI submittal required by FHWA. The snapshot provides a convenient and consistent reference point each year.

KPM: Construction Projects on Budget: The percentage of state administered projects for which total construction expenditures do not exceed the original construction budget by more than 10%

Our strategy

ODOT's goal for any given construction project is to ensure that total construction costs do not exceed the project's original construction budget, also known as the construction authorization, by more than 10%. We achieve this through effective schedule and budget development and contract and risk management throughout the life of the project.

**Construction Projects on Budget -
 Percentage of state-administered projects for
 which total construction expenditures are within
 10% of its baselined construction authorization**



ODOT categorizes contract change orders (CCO) that affect project budgets into different types, allowing us to categorize a given change as avoidable, unanticipated, or elective. By reporting on the frequency of and reasons for different CCO types, ODOT can provide greater transparency of its change management practices and take actions to reduce the number of avoidable contract change orders that can negatively impact project budgets and schedules.

About the target

The target is set at 80% of projects. We established this target to be consistent with peer DOTs, but it will be revised as our capability increases to reduce avoidable contract changes.

Oregon Department of Transportation

Delivery & Operations Division

Our performance and how we compare

For state fiscal year 2022 (July 1, 2021 – June 30, 2022), performance is at 94% of projects on budget. Over this period, one project was re-baselined for budget. Performance has exceeded the target of 80% since 2011.

ODOT's construction on-budget measure is consistent with peer DOTs and accounts for contract completion dates *re-baselining* for on-budget measurement with justification as outlined below.

Any project on-budget measure must have a final expense figure to compare to a baselined budget. For this performance measure, the baselined budget is the net construction authorization set at contract award.

For most projects, total construction expenditures are used to determine on-budget performance; however, there are circumstances, described below where ODOT would re-baseline this figure based on the type of expenses incurred.

Factors affecting results and what needs to be done

Final construction costs can incorporate a number of components not included in the original authorization amount.

These cost components can include variance between actual and planned bid item quantities, contract change orders, extra work orders, force accounts (method used when a negotiated price cannot be reached for extra work), pay factors, escalation/de-escalation, anticipated items, and construction engineering. These components can result in positive or negative cost adjustments to the budget.

While such components are estimated when project budgets are established, uncertainties are inherent in any complex construction project. For example, market trends such as higher than expected inflation and rises in steel, oil, and asphalt prices can contribute to cost increases. Unanticipated geological features, archeological finds, or environmental impacts can also lead to increased costs.

Not all unanticipated costs are a bad thing, however. The expansion of a project's scope in construction, for example, can meet agency goals and regional needs despite increasing overall project costs. ODOT's new on-budget measure accounts for this by adjusting the final expense figure in the case of elective actions resulting in contract changes.

For this on-budget measure, circumstances allowing for the adjustment of the final expense figure include:

- Elective expansion of project scope by ODOT.
- New requirements or interpretations from regulatory agencies, including FHWA, affecting the construction contract.

Oregon Department of Transportation Delivery & Operations Division

- Unanticipated budget impacts due to natural events (weather or emergencies).

Circumstances that would not result in adjusting the final expense figure include:

- Errors in plans, specifications, and/or design.
- Unacceptable traffic impacts.
- Construction engineering errors.

About the measure

We consider all ODOT administered projects that have issued final payment when determining which projects are on budget. Total construction expenses (adjusted to account for elective and unanticipated change orders) for each project are compared to the project's original authorization (also known as the net construction authorization). If the adjusted total expense figure does not exceed the original authorization by more than 10%, the project is considered on budget.

Performance is reported as a percentage of completed construction projects that are on budget in any given state fiscal year. (A state fiscal year runs from July 1 of the previous year to June 30 of a current year.)

Data source

ODOT CService

Contact information

ODOT Delivery and Operations Division, Project Management Office | [PMO Email](#)

KPM: Construction Projects On-Time: The percentage of state administered projects that have satisfactorily completed all on-site work within 90 days of the last baselined contract completion date

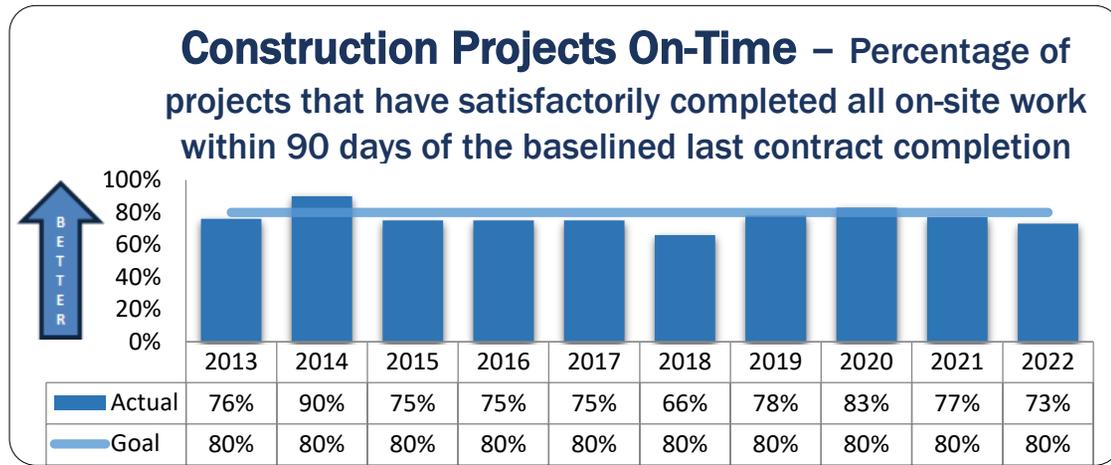
Our strategy

ODOT's goal is that construction projects satisfactorily complete all on-site work within 90 days of the final completion date listed in their contracts. We achieve this through effective schedule development, contract, and risk management throughout the life of the project.

ODOT categorizes contract change orders (CCO) that affect project schedules into different types, allowing us to tell if a given change is avoidable, unanticipated, or elective. By reporting on the frequency of and reasons for different CCO types, ODOT can provide

Oregon Department of Transportation Delivery & Operations Division

greater transparency of its change management practices and take actions to reduce the number of avoidable construction change



orders—the primary reason for late projects.

About the target

We set a target of completing 80% of our construction projects on-time. This percentage is consistent with our peer DOTs; however, we will revise it as our capability to reduce avoidable contract changes increases.

Our performance and how we compare

For state fiscal year 2022 (July 1, 2021 – June 30, 2022), performance is at 73% of construction projects delivered on-time, 7% below the target of 80%. Six

projects were re-baselined for time (6 of 38 late projects). These re-baselined projects raised overall 2022 performance from 72% to 73%.

ODOT’s construction on-time measure is consistent with peer DOTs and accounts for contract completion dates *re-baselining* for on-time measurement with justification as outlined below.

Any project on-time measure must have an end date to compare the actual completion date against; this is referred to here as the baseline contract completion date. ODOT construction projects have two options for a baseline end date: the original contract completion date or a modified contract completion date reflecting changes to the construction contract.

For most projects, the original contract completion date is used to determine on-time performance; however, there are circumstances as described below, where ODOT would use a re-baselined end date.

Factors affecting results and what needs to be done

Many factors can affect the on-time performance of construction projects. There are elective actions taken by ODOT that can extend or compress project schedules as well as unanticipated events, beyond the control of project managers, that can occur and to which we

Oregon Department of Transportation Delivery & Operations Division

must react. There are also avoidable issues—such as errors or defects in a project’s design—that can impact the schedule.

For the on-time measure, circumstances allowing the contract completion date to be re-baselined include:

- Elective expansion of project scope by ODOT.
- New requirements or interpretations from regulatory agencies, including FHWA, affecting project schedules.
- Unanticipated delays due to natural events such as weather or emergencies.

Circumstances that would not allow for re-baselining the schedule include:

- Errors in plans, specifications, and/or design.
- Unacceptable traffic impacts.
- Construction engineering errors.
- Poor schedule management.

About the measure

When projects are awarded to a contractor, the construction contract may specify more than one contract completion date for different phases of the project also known as interim completion dates. The last original contract completion date is the default baseline contract completion date used in this measure. This date may be re-baselined if specific elective or unanticipated contract change orders allow for it.

Operationally, this measure reports on-time performance by calculating the percentage of projects reaching the project milestone of second notification (all on-site work is satisfactorily completed) within 90 days of the baselined contract completion date.

The measure considers ODOT administered projects, which may include local projects administered by ODOT. Locally administered projects are excluded.

Data source

ODOT CService

Contact information

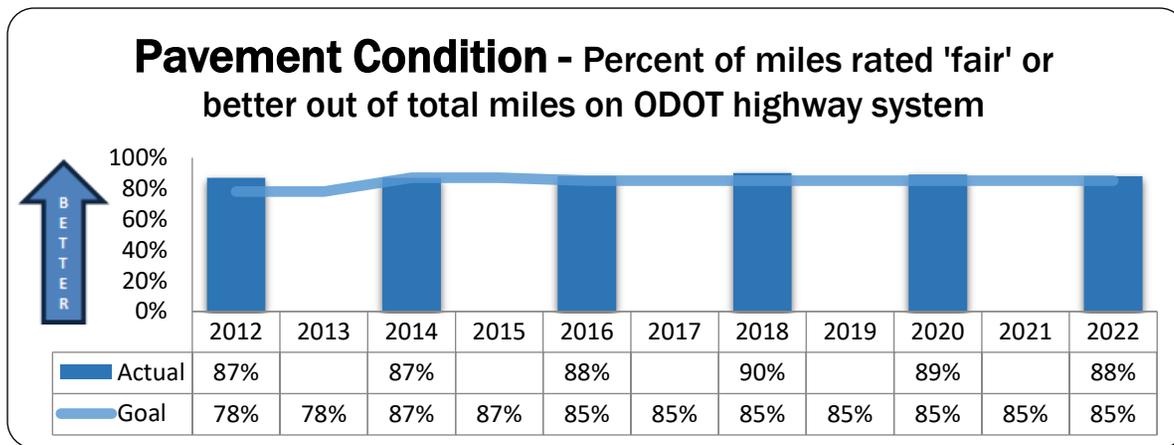
ODOT Delivery and Operations Division, Project Management Office | [PMO Email](#)

Oregon Department of Transportation Delivery & Operations Division

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

Our strategy

The goal of the ODOT pavement preservation program is to keep highways in the best condition possible with available funding, by taking a life-cycle cost approach to preservation and maintenance. Instead of following “worst-first”, the program applies a “mix of fixes” including preventive maintenance seal coats, preservation resurfacing, and rehabilitation projects. The program follows an asset management strategy to reduce the impacts of declining pavement conditions across the system.



About the target

A higher percentage of miles in good condition translates to smoother roads and lower pavement and vehicle repair costs. Prior to 2014, the long-term target was set at 78 percent “fair” or better. The legislature increased the target to 87 percent for 2014 and 2015 and subsequently reduced the target to 85 percent starting in 2016. Pavement conditions are measured every two years and the 2022 data will be available in February 2023.

How we are doing and how we compare

Thanks to ODOT’s asset management and investment strategies, pavement condition over the last few years has ranged between 85 and 90 percent “fair” or better, which is above target. ODOT’s pavement strategy prioritizes the interstate, with lower condition priorities for other routes.

Currently, the national standard for comparing highway pavement conditions nationwide is pavement smoothness. A smoothness comparison between Oregon and our neighboring states of California, Idaho, Washington, and Nevada based on 2020 Highway Statistics data, which is the most recent comparison, shows that Oregon’s pavement is on par with Idaho and Nevada and better than

Oregon Department of Transportation Delivery & Operations Division

California and Washington and also better than the nationwide average.
<https://www.fhwa.dot.gov/policyinformation/statistics/2020/hm64.cfm>

A new standard for comparing national highway system (NHS) pavement conditions nationwide using pavement cracking, rutting and faulting data, in addition to smoothness, is in a transition phase and is not yet available for comparison purposes.

Factors affecting results and what needs to be done

Overall pavement conditions have turned the corner and are starting to decline. Keep Oregon Moving (HB 2017) funding has helped offset a funding shift towards more ADA and active transportation projects. Projected funding results in a mild decline in the pavement condition measure over the next two to four years.

Over the long term, our pavement programs are underfunded, which will lead to a steeper decline in conditions. An estimated \$220 million per year is needed to repair the backlog of high-cost poor and very poor highways, while keeping the remaining state highways in “fair or better” condition. This funding level would support major repairs needed on routes with the worst pavement conditions, while providing for timely preventive preservation and maintenance on roads in fair to good condition.

Pavement funding levels over the last few years have averaged over \$140 million per year but are currently at about \$100 million per year. This pavement funding level provides less than one-half of the actual need for pavement preservation and major repairs. Highways in very poor condition, which need extensive rehabilitation, or which require costly upgrades to meet current standards, are typically too expensive to compete for limited program funds. These problems are most acute on district level routes which are critical roads for our local communities.

Pavement resurfacing treatments typically last 10 to 20 years, but pavement funding will only be able to pave each section of road on average only once every 50 years—far beyond the optimal timeframe. ODOT estimates that pavement condition will drop below current target levels by 2030. This will result in diminished safety, as well as higher vehicle repair costs as Oregonians travel on rutted and deteriorated roads. As road conditions deteriorate, thicker paving and/or complete replacement will become necessary at a higher cost than what would be required to simply maintain them in fair or better condition. In the long run, Oregonians will pay more to rehabilitate this failed pavement than it would have cost to keep it in good condition.

About the data

Pavement conditions are measured via a combination of automated equipment and visual assessment. Rigorous checks are made on

Oregon Department of Transportation

Delivery & Operations Division

the data to ensure integrity. Conditions are measured and reported every two years on even numbered years. Our Pavement Condition Report provides detailed pavement condition data and statistical summaries across various parts of the highway system and is available online at

<http://www.oregon.gov/ODOT/Construction/Pages/Pavement-Condition-Reports.aspx>

Contact information

Justin Moderie

ODOT Highway Division, Construction Section, Pavement Services Unit

503-986-3115

Data source

ODOT Highway Division, Pavement Services Unit

Program Description

MAINTENANCE PROGRAMS

Maintenance includes the daily activities of maintaining and repairing existing highways to keep them safe and usable for travelers. 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. Maintenance includes maintaining buildings and equipment for ODOT employee 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. Also included is responding to catastrophic events by reopening roadways impacted by natural events. Keeping roads open for travel is a key objective. From relatively common weather events that impact travel over mountain passes during the winter to major wind and storm events that close entire highways, the Delivery and Operations Division responds quickly to restore options for travelers and ensure that businesses can remain open.

There are many areas within the Maintenance program where challenges are being seen:

- The highway infrastructure continues to age, requiring more maintenance. As the infrastructure ages, it becomes more difficult to keep pace with growing costs through efficiency gains. Declining pavement, bridge and other asset conditions place more pressure on the maintenance program for repairing infrastructure.

Oregon Department of Transportation Delivery & Operations Division

- Traffic volumes continue to increase, requiring more nighttime work that reduces traveler delays but increases worker risk.
- Incident numbers are also increasing. Incidents include crashes, abandoned vehicles, hazardous debris and other operational impacts to the system that require maintenance staff response, which reduces ability to perform other maintenance work.
- Inflation is a significant cost driver because maintenance is material dependent. Inflation is currently outstripping the gains from efficiencies, decreasing the amount of maintenance that can be accomplished.
- The number of unauthorized camps located on ODOT property remains a challenge, resulting in increased workload, and directly relates to increased budgetary needs. More campsites directly affect environmental and biological hazard clean up needs that impact level of service and drive costs up. Work on right of way is impacted and lowers the ability to respond to safety sensitive functions, decreasing the amount of maintenance that can be accomplished.
- Costs to clean up and repair damage caused by graffiti, theft and vandalism continue to have a significant impact. Effort and resources spent responding to these issues take away from resources needed for system maintenance.
- Climate change is producing more frequent and severe weather events requiring maintenance response to manage the emergency and make repairs to the system.
- Facilities continue to age and require more maintenance. Buildings may not withstand poor weather conditions or earthquakes. Air quality issues, accessibility issues, energy inefficiencies and employees working in maintenance shops that cannot fit existing fleet equipment are a few of the challenges the agency faces. There are increased needs to mitigate potential environmental damage that may be present at ODOT facilities. These include containment barriers, improved well monitoring, development of secure structures for storing chemicals and other improvements.
- Improvements to the transportation system often add features that add to ODOT's maintenance responsibility. For example, there are 952 ODOT owned traffic signals across the state that require routine maintenance. There are also over 1,800 intelligent transportation system devices like cameras, weather stations, and variable message signs that help ODOT manage the transportation system and communicate conditions to the public that also require routine maintenance.

Oregon Department of Transportation Delivery & Operations Division

Maintenance Activity Descriptions:

Pavement, Shoulder, and Drainage Maintenance - Pavement, shoulder, and Drainage Maintenance is done to improve the ability of the driver to maintain or regain control of the vehicle and to protect the investment in the infrastructure. Water trapped on the road can decrease traction, which can cause loss of control of the vehicle. Cleaning and shaping ditches, cleaning and repairing culverts, and restoring vegetation on slopes to limit erosion is done to minimize slope failures that block roads.

Roadside and Vegetation Maintenance - Roadside and Vegetation Maintenance includes removing debris from the roadway, removing hazard trees that could fall on the roadway, and managing noxious weeds. It also includes removing vegetation to improve visibility for the driver and maintaining access to sidewalks and bike paths.

Winter Maintenance - Winter Maintenance is performed to keep roads safe for the prepared driver and open in winter conditions. These activities include plowing snow, sanding for increased traction, and applying anti-icing products.

Bridge Maintenance - Bridge Maintenance includes repairing structural components, removing debris from bridge piers to prevent failure, cleaning, spot painting and patching. These activities also include operating drawbridges.

Traffic Services - Traffic Services activities include maintaining safety features that guide drivers, prevent vehicles from straying into oncoming traffic or off the road and keep traffic moving. Activities include marking traffic lanes, fixing and replacing signs, repairing traffic signals and ramp meters, replacing roadside lighting, and repairing or replacing guardrails and barriers.

Emergency Response and Emergency Management - Emergency Response and Emergency Management activities include responding to unplanned incidents and crashes to restore traffic mobility and access to the system or protect roadways from extraordinary damage from natural disasters.

Facilities and Fleet - Facilities and Fleet provides statewide management and maintenance of department maintenance offices, region and central office buildings, equipment shops, maintenance yards, material storage sites, and ODOT fleet.

ODOT/OSP Radio System - ODOT/OSP Radio System provides radio communications equipment, products, maintenance, repair and consulting services for ODOT maintenance crews and construction project managers and for Oregon State Police troopers and dispatchers statewide. These radio systems support the daily operations of the state's (ODOT and OSP) dispatch centers and emergency response operation.

Oregon Department of Transportation

Delivery & Operations Division

PROJECT DELIVERY AND SUPPORT PROGRAMS

Construction is made up of the many activities that support the design and construction of projects. These activities are included in the Statewide Transportation Improvement Program (STIP), which includes the Preservation, Bridge, Modernization, and Safety and Operations, Special Programs and Local Government programs.

Preservation Program

The goal of the pavement preservation program is to keep highways in the best condition possible with available funding, by taking a life-cycle cost approach to preservation and maintenance. Instead of following “worst-first,” the program applies a “mix of fixes,” including preventive maintenance seal coats, preservation resurfacing, and rehabilitation projects. The program follows an asset management strategy to reduce the impacts of declining pavement conditions across the system.

Bridge Program

The Bridge Program is responsible for the inspection, preservation, reconstruction, seismic retrofit, overpass screening, design standards, load capacity evaluation, and asset management of more than 2,700 state highway bridges, overcrossings, railroad undercrossings, tunnels, box culverts, and other structural elements. This work directly benefits the state’s economy by extending the life expectancy of bridges, reducing the number of high-risk bridges (those with weight restrictions, timber members, steel fatigue cracks, seismic, or flooding deficiencies), and limiting detours around load-restricted bridges.

Safety Program

Over the last 10 years, fatal and serious injury crashes statewide have been steadily increasing. Unfortunately, the number of traffic fatalities in 2020 was the highest year on record since the early 1990’s. The purpose of the Safety program, or All Roads Transportation Safety (ARTS), is to implement a data-driven strategic approach focusing on implementing cost-effective and proven safety countermeasures to achieve a significant reduction in fatalities and serious injuries on all public roads.

Modernization Program

The intent of the Modernization Program, also called the Enhance Program, is to enrich or expand the transportation system in order to facilitate economic development, reduce congestion, and improve safety. The Modernization program directly supports economic and job policy strategies through focusing on sustainable business development, integrating economic and community planning and Oregon’s long-term economic prosperity and resiliency.

Oregon Department of Transportation

Delivery & Operations Division

Special Programs

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

Urban Mobility Office

In 2017, the Oregon Legislature passed House Bill 2017. This landmark legislation committed significant funding to projects to address congestion issues in the Portland-metro region and improve the transportation system statewide. The Legislature also directed the Oregon Transportation Commission to pursue and implement tolls on I-5 and I-205 in the Portland Metro area to help manage traffic congestion and raise revenue for bottleneck-relief projects. In 2021, House Bill 3055 strengthened the state's commitment to congestion pricing on I-5 and I-205 and directed the creation of the Toll Program Fund to be used for toll system investments and transportation project financing, including Urban Mobility Office core projects. Delivery of these megaprojects and programs uses a primarily consultant-supported, or outsourced, project delivery approach to manage congestion and improve mobility in the greater Portland region in alignment with the direction from the Legislature. ODOT's Urban Mobility Office ensures the effective delivery of major transportation projects in the Portland-metro region, including I-5 Rose Quarter, I-205, and operationalization of a regional tolling program, as directed by HB 2017.

LOCAL GOVERNMENT PROGRAMS

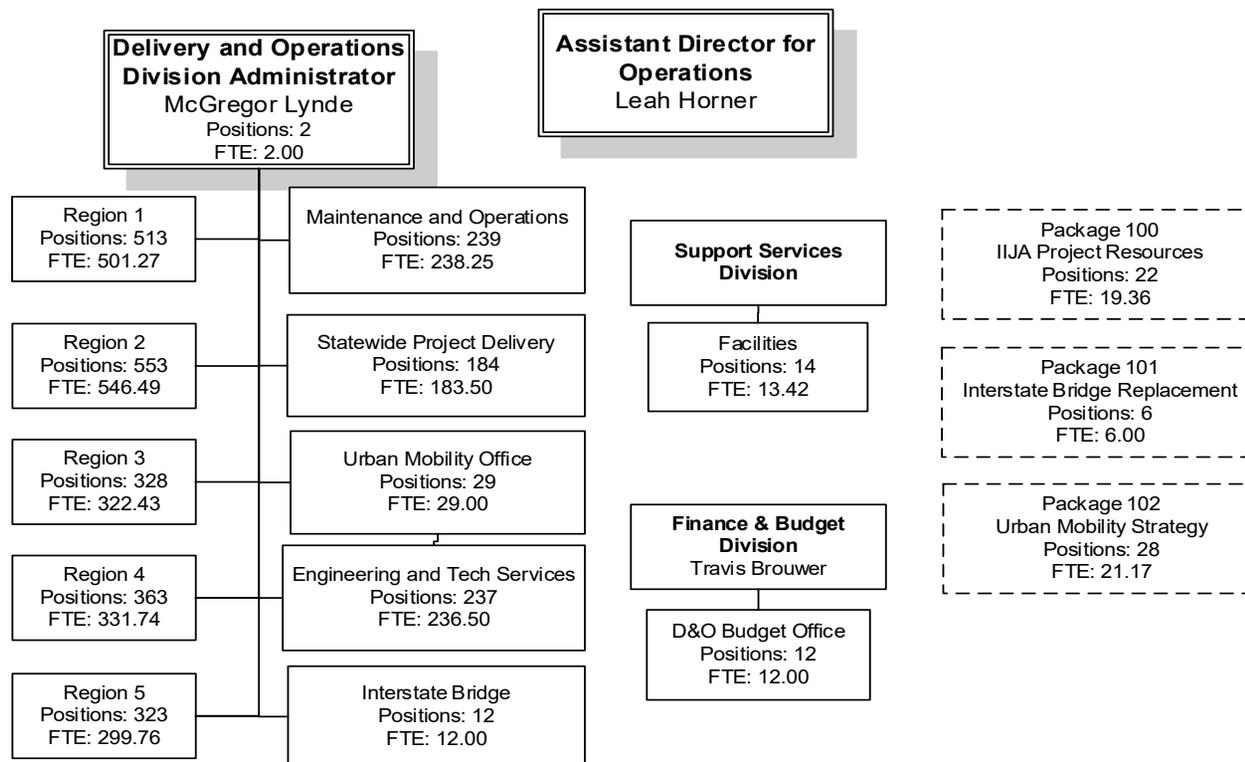
The ODOT Local Government Program provides support, management, and oversight for various programs that are funded by the state or federal government. Local Government projects account for approximately 25% of Oregon Statewide Transportation Improvement Program (STIP) funding and up to 30% of the projects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

ODOT's Federal-aid Highway Program reimburses federal funds to local agencies eligible for federal transportation funding. Costs of this program are driven by the transportation needs of Oregon's local agencies and the number and costs of local agency projects funded and delivered by various programs. Therefore, it supports the outcome to increase the long-term level of federal, state, local, and private investments in the local transportation system. It is specifically targeted to meet local agency transportation infrastructure needs for various transportation modes.

Oregon Department of Transportation Delivery & Operations Division

Organizational Information

POSITIONS: 2865
FTE: 2774.89
Including POP positions



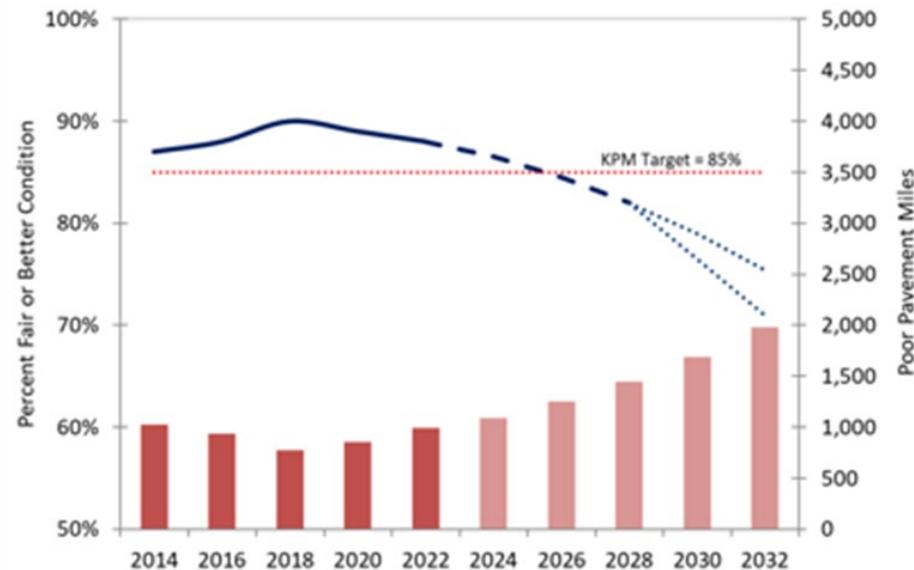
Oregon Department of Transportation Delivery & Operations Division

The Delivery and Operations Division within ODOT contains five regional offices and 14 district offices within the regions. The regions implement programs and projects initiated through the Statewide Transportation Improvement Program (STIP). They are responsible for three distinct work functions: regional planning, project delivery, and maintenance. The Delivery and Operations Division also houses the Statewide Project Delivery Branch, Engineering and Technical Services Branch, and the Maintenance and Operations Branch, each responsible for the statewide standards and operational guidance in each of those areas.

Major Changes, Budget Drivers and Risks

Aging infrastructure

As pavements, bridges, and traffic control systems age, they require more maintenance and a larger share of ODOT's revenue each year. With an aging and declining infrastructure, it becomes more difficult to keep pace with growing costs through efficiency gains. The current budget forecast, of both state and federal funding, for the state highway system will not sustain the system condition and performance experienced nor expected by the public into the future. The following graph shows the projected pavement conditions:



Oregon Department of Transportation Delivery & Operations Division

Safety & Accessibility

Traffic fatalities continue to increase, especially for the vulnerable bicycle and pedestrian users of our system. For Oregon, 2021 represented a 32-year high in traffic fatalities and a 25-year high in serious injuries. According to initial fatal crash notifications, we anticipate these trends to continue. Key contributing factors of fatal and serious injury crashes include roadway departure, intersections, speed, impaired users, unlicensed drivers, distracted driving, and unrestrained occupants. Crashes involving a pedestrian or bicyclist have continued to increase at a higher rate. This is similar to national trends that show pedestrian fatalities on the rise, with Oregon as a middle-growth state.

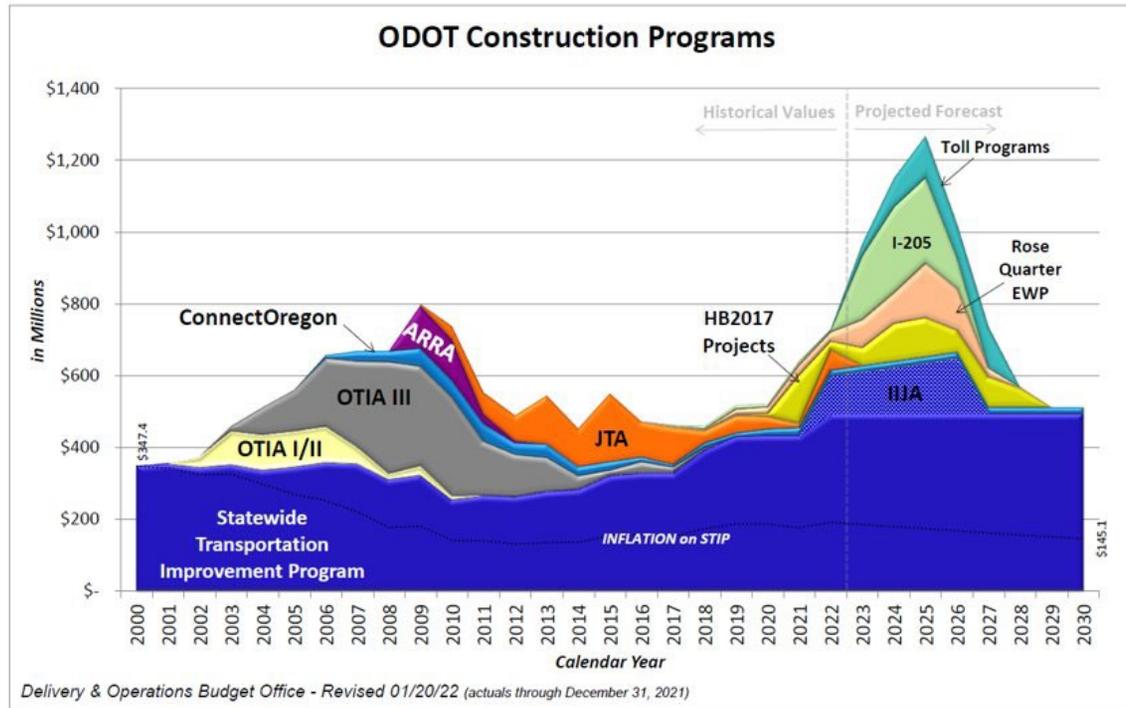
ODOT continues its massive undertaking to improve accessibility by delivering 25,000 curb ramps and helping to bring Oregon's multimodal infrastructure into compliance with Americans with Disability Act (ADA) standards by 2032. In addition to updating curb ramps on the state system, we will update pedestrian signals and ensure accessible access routes through and around work zones, coordinating with local partners to meet the needs of the communities we serve.

Maintenance Level of Service

ODOT's maintenance budget has not increased since the 2017-2019 biennium. When adjusted for inflation, the available funding has seen a buying power decrease nearly every biennium since the early 2000s. We can no longer provide the level of support Oregonians have come to expect and the data tell us deferring maintenance and reducing our level of service will have negative safety impacts for system users.

Oregon Department of Transportation Delivery & Operations Division

Important Changes to the Budget and Operations in the Past 6 Years



2017-19

House Bill 2017 (2017): The Transportation Funding Package, passed by the 2017 Oregon Legislature, established a historical investment in Oregon’s transportation system. Once fully phased in, over the first ten years it was projected to bring in \$5.3 billion in revenue. Total investments in the highway system represent the largest share of this revenue and is projected to generate \$3.7 billion. The legislation included increases to the motor fuels tax; vehicle title and registration fees; and the weight-mile tax on heavy trucks. HB 2017 also created new sources of revenue, establishing a 0.5 % privilege tax on new vehicle purchases, a 0.1% employee payroll tax (transit tax), and a \$15 tax on purchases of new bicycles costing \$200 or more. These new and increased taxes and fees will fund

Oregon Department of Transportation Delivery & Operations Division

improvements to our state's transportation system and strengthen Oregon's economy by reducing congestion, increasing transportation options, and enhancing safety throughout the transportation system.

2019-21

The devastating 2020 Labor Day wildfires were the most destructive disasters in Oregon's history. As part of the wildfire cleanup and recovery efforts, ODOT led the Debris Management Task Force to clean up 3,075 destroyed homes and businesses and remove 114,757 hazard trees along state highways. Initial cost estimates were \$620M with FEMA reimbursement initially expected at 75% of eligible costs. Ineligible expenditures and state matching funds were appropriated by the Legislature. General Funds were allocated to ODOT to support the debris removal of homes, businesses, and other public areas in the affected cities and counties. State Highway Funds were allocated to support hazard tree removal along state highways. FEMA eventually increased the cost share to 90% of eligible costs and final expenditures for the clean-up work were \$355M. Work was completed in late spring/early summer 2022, but the administrative closeout and FEMA reimbursement will continue for many years.

2021-23

IIJA (2021): The Infrastructure Investment and Jobs Act (IIJA) was passed by Congress in November of 2021 and includes a five-year reauthorization of existing federal highway, transit, safety, and rail programs, as well as new programs and increased funding. In total, Oregon will receive at least \$4.5 billion over five years, including over \$1 billion in additional federal funding from 2022 to 2026, a 38% increase. IIJA will also provide an additional \$200 million in transit funding over that same period – a 35% increase.

IIJA funds are helping ODOT to address many of the most pressing transportation challenges and will benefit drivers, transit riders, cyclists and pedestrians, help maintain roads and bridges, and address climate change. Of the IIJA, approximately \$412 million is flexible and can be used for a variety of purposes. At their March 2022 meeting, the OTC took the input they received and prioritized the flexible funds on main streets, accessibility, repair, and air quality. They directed investments that address some of the critical needs of the transportation system while also approving expenditures in areas focused on a more equitable, safe, resilient, and sustainable transportation system.

Budget Issues Related to COVID-19, Wildfires, and Emerging Issues Not Captured in the Governor's Budget

- Special Pandemic Recognition Pay was an unplanned expense and impacted existing budgets.
- 2020 Wildfires – ODOT led the effort for debris and hazard tree removal and is continuing to work with FEMA on the reimbursement of those costs. The full reimbursement process will take several years and won't be complete until the final totals

Oregon Department of Transportation **Delivery & Operations Division**

of FEMA eligible costs are known.

- Inflation continues to impact the cost of materials and supplies, both for Maintenance and for construction projects.
- Cleaning and removing litter, graffiti and homeless camps continues to be a growing impact to ODOT's Maintenance budget and impacts the ability to invest in other activities on the transportation system.

Oregon Department of Transportation
Delivery & Operations Division

Budget Detail

	2019-2021 Actuals	2021-2023 Approved Budget	2023-2025 Governor's Budget
Program			
Maintenance	\$822,043,054	\$860,393,226	\$570,662,669
STIP:			
Preservation	\$248,273,526	\$506,367,337	\$292,358,124
Bridge	\$291,401,284	\$449,173,620	\$647,662,431
Safety / Operations	\$295,514,087	\$466,302,341	\$426,363,490
Modernization	\$189,531,336	\$371,415,985	\$471,922,740
Total STIP	\$1,024,720,233	\$1,793,259,283	\$1,838,306,785
Special Programs	\$337,762,360	\$564,396,397	\$708,959,550
Local Government Program	\$210,091,728	\$450,642,364	\$565,363,555
Total D&O	\$2,394,617,375	\$3,668,691,270	\$3,683,292,559
Expenditures by Major Revenue Source			
State (Other)	\$1,518,837,635	\$1,571,877,467	\$1,337,958,315
Federal Funds (FF and Fed as Other)	\$837,415,066	\$2,052,663,803	\$2,345,334,244
State (General)	\$38,364,674	\$44,150,000	\$0
Total	\$2,394,617,375	\$3,668,691,270	\$3,683,292,559
Expenditures by Category			
Personal Services	\$639,129,564	\$697,057,325	\$754,397,839
Services and Supplies	\$1,687,109,121	\$2,848,199,630	\$2,816,912,564
Capital Outlay	\$47,611,613	\$30,546,929	\$31,829,898
Special Payments	\$20,767,077	\$92,887,386	\$80,152,258
Total	\$2,394,617,375	\$3,668,691,270	\$3,683,292,559

Oregon Department of Transportation
Delivery & Operations Division

Positions	2738	2790	2865
Full-Time Equivalent (FTE)	2,654.54	2,685.58	2,774.89

Programs Shared with or Dependent on Other Agencies

The Delivery and Operations Division partners with internal and external organizations to identify, assess, and promote services that advance our multimodal transportation system in this fast-changing transportation environment. The Delivery and Operations Division continues to work with our federal, state, and local partners to gain efficiencies, and by partnering with cities and counties through cooperative agreements to address ongoing efforts.

Summary of Proposed Legislation Affecting Agency Operations

Policy Packages

#081 IIJA June Eboard	\$396,299,351	OF	42 Positions	42.00 FTE
------------------------------	----------------------	-----------	---------------------	------------------

Under IIJA, ODOT’s federal funding is increasing. Positions to support this work were approved at the June 2022 E-board. Budget Prep timing requires these to be added to 2023-25 Budget through this package.

#092 Statewide Attorney General Adjustment	(\$270,775)	OF
---	--------------------	-----------

This package reduces Attorney General Rates to reflect adjustments in the Governor’s Budget.

#093 Statewide Adjustment DAS Charges	\$2,152,726	OF
--	--------------------	-----------

This package represents adjustment to DAS charges for services made in the Governor’s Budget.

#100 IIJA (Infrastructure Investment and Jobs Act)	\$5,468,390	OF	22 Positions	19.75 FTE
---	--------------------	-----------	---------------------	------------------

This package requests positions and OF limitation for staffing, project delivery and program expenditures related to new work launched under the Infrastructure Investment and Jobs Act (IIJA).

Oregon Department of Transportation
Delivery & Operations Division

#101 IBR (Interstate Bridge Replacement) \$1,906,996 OF 6 Positions 6.00 FTE

The states of Oregon and Washington are working together to replace the aging I-5 Interstate Bridge. This package requests additional positions and S&S limitation for tribal coordination, preconstruction and construction activities.

#102 Urban Mobility Strategy \$6,735,615 OF 28 Positions 21.17 FTE

This package staffs ODOT's Urban Mobility Strategy (UMS) and ensures the effective delivery of major transportation projects in the Portland-metro region, including I-5 Rose Quarter, I-205 Phase 1A, and operationalization of a regional congestion management and tolling program.

#109 ARPA Carry-over - Newberg Dundee Bypass \$9,600,000 OF

This package provides ODOT with \$9.6 million in expenditure limitation so that remaining American Rescue Plan Act (ARPA) funds carried over from the 2021-23 biennium can be fully expended. As the project has progressed, more work continues into the 23-25 biennium. The anticipated need in BI23-25 is \$18,326,579.

Oregon Department of Transportation

Public Transportation Division

Mission, Goals, and Historical Perspective

The Oregon Department of Transportation directly provides or commissions transit, passenger rail, active transportation, transportation options, and micromobility services across Oregon. These services enable the roughly one-third of Oregonians who do not have access to a car, as well as those who choose not to or cannot drive, to access vital services like healthcare and grocery shopping, jobs and economic opportunities, social support networks and recreational opportunities. A well-funded, well-run, safe, and truly multimodal statewide public transportation system is critical for Oregon to continue its economic growth and adjust to its increasing population, while also lowering carbon emissions and making progress towards its equity goals by addressing current and historical exclusions.

In general, the ODOT Public Transportation Division manages the statewide public transportation network, sets ODOT policy direction for walking, biking and public transportation, and administers programs that support reductions in drive-alone trips through funding: public transportation operations and capital improvements, passenger rail service, walking and biking infrastructure, and transportation options initiatives.

ODOT's Public Transportation Division performs the following multi-modal transportation roles:

- Establishes policies and rules for state funding programs with an emphasis on supporting the statewide interconnected multimodal transportation network for all Oregonians
- Distributes state and federal funds, either through competitive grant programs or administration and oversight of formula fund programs
- Provides training, technical assistance, and tools to transit providers, local jurisdictions, and other organizations
- Convenes stakeholders and facilitates coordination and collaboration
- Contracts for services that fill gaps in the statewide transit network, such as intercity POINT bus and the Amtrak Cascades passenger rail service

As a result of the 2020 internal reorganization, ODOT's Public Transportation Division is also responsible for managing and implementing the following programs, which are described in greater detail in the program description section:

- Safe Routes to School
- Pedestrian and Bicycle

Oregon Department of Transportation

Public Transportation Division

- Transportation Options
- Oregon Community Paths

Program Overview

Diversifying transportation options and connecting communities through a statewide multimodal network are essential for helping Oregonians live independently, participate in Oregon's economy, and support a reduction in greenhouse gases (GHG) from transportation-related emissions. In FY 2022, Oregonians took roughly 61 million rides on public transportation. Oregon's fixed-route transit providers currently deliver approximately 52 million miles of transit service per year. As a public transportation and infrastructure owner, as well as a stakeholder with a statewide perspective, ODOT has a unique role in bringing stakeholders together to improve the statewide multimodal network. The Public Transportation Division manages and administers public transportation programs that serve rural areas, older adults and people with disabilities, and the general public. Additional efforts to improve public transportation in Oregon include a focus on transit between communities, buses and facilities, research and implementation of current technologies that improve safety and the user experience, and support for updates to local public transportation plans to better serve and connect communities. These programs fund transit projects in mass transit districts, transportation districts, transit service districts, more than 200 cities and towns, many unincorporated areas, and nine federally recognized Tribal areas throughout Oregon.

The Public Transportation Division also supports the improvement of the multimodal system through the administration of ODOT's dedicated funding for active transportation and transportation options. These funds are allocated through a number of programs that expand and improve first- and last-mile connections to public transportation, fill gaps in the state pedestrian and bicycle network, improve the safety of students who walk, bike, or roll to school (regardless of jurisdiction), identify and prioritize improvements to high-use state-owned highways to make them safer and more accessible, and improve walking and biking paths outside the ODOT state system.

Additionally, the Public Transportation Division provides support and services ranging from shared technical assistance to cities, counties, and Metropolitan Planning Organizations (MPOs) to financial support of planning and infrastructure projects to local governments. These initiatives and projects require diversity in partnerships, collaboration, and involvement, including representation from the public, advisory committees, MPOs, Tribal Governments, and partnering with state universities and other state agencies in delivering these efforts.

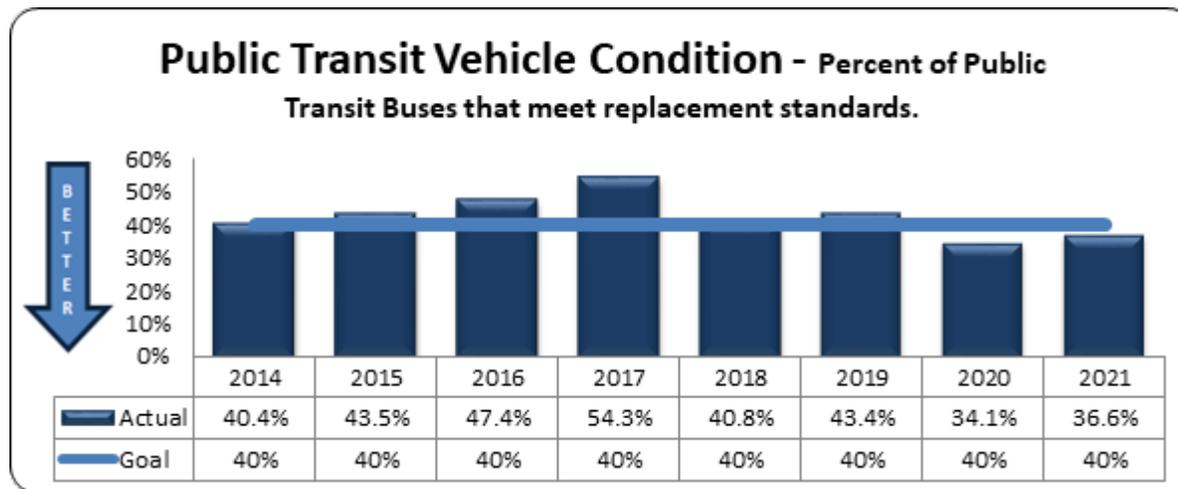
Oregon Department of Transportation Public Transportation Division

Performance Measures

KPM: Percent of Public Transit buses that meet replacement standards

Our strategy

ODOT's Public Transportation Division (PTD) partners with local transit providers to offer safe and cost-effective public transportation. One goal is to keep transit vehicles in a "State of Good Repair" (SGR) based on guidance from the Federal Transit Administration (FTA).



PTD calculates the expected useful life of various types and sizes of vehicles based on their mileage, age, and condition. Knowing when a vehicle should be replaced allows transit providers to prioritize resources for replacement and provides them with adequate time to plan the purchase of replacement vehicles before maintenance or rebuild costs escalate or breakdowns occur. The most effective investment strategy requires advanced planning and good fleet management. Both direct FTA funding and ODOT-administered funding are available for vehicle investment, depending on the recipient. ODOT holds a security interest in

vehicles purchased with state or federal funds through grant agreements with PTD.

About the target

Achieving this target and following replacement standards leads to a safe and dependable public transportation system across the state. Having well maintained and reliable equipment increases safety, enhances dependability, and ensures optimal performance for transit statewide.

How we are doing

A combination of state, federal, and local funding enabled Oregon public transportation vehicles to meet the target in 2021.

Oregon Department of Transportation Public Transportation Division

Recognizing that funding for transit vehicles was inadequate, the Oregon Transportation Commission allocated an additional \$15 million in flexible federal funds for transit vehicles in the 2019-21 Statewide Transportation Improvement Program (STIP), programmed over six years

Another crucial source of funding has been the Statewide Transportation Improvement Fund (STIF), created as part of Oregon House Bill [\(HB\) 2017 Keep Oregon Moving](#). STIF funds can be used for local priorities, including preventive maintenance, vehicle replacement, or as local match to leverage additional federal funding for vehicles.

Prior to 2020, only vehicles for which ODOT held a security interest were included in this measure. Starting in 2020, all active transit vehicles are included, regardless of funds used. This resulted in a substantial increase in the number of vehicles evaluated. TriMet and Cherriots are the largest transit providers in the state, report directly to the FTA, receive direct funding for fleet replacement, and prepare their own Transit Asset Management (TAM) plan. The addition of these vehicles allows PTD to better assess the state of the statewide transit fleet.

In the 2019-21 biennium, 225 vehicles were purchased using STIF funding. STIF plans for the 2021-23 biennium reflect plans to purchase another 263 vehicles. This additional funding has substantially improved the condition of the statewide fleet. However, even with the combination of federal, STIF, and flexible federal funding, PTD estimates that funding will not be adequate to keep the fleet at or below the desired goal in future years.

Transit agencies will need additional funding since an increasing number of vehicles are projected to exceed useful life. Planning for vehicle replacement is critical since it can take almost three years to design, order, build, and deliver larger buses – and potentially longer for low or no emission buses. Receipt of vehicles is taking up to twice as long due to supply chain disruptions.

PTD encourages agencies to convert to alternate fuel fleets and reduce GHG emissions. Currently, nearly 15 percent of all Oregon transit vehicles are low- or no-emission vehicles. The Infrastructure Investment and Jobs Act (IIJA) includes funding to increase investment in electric vehicles and alternate fuel infrastructure. It also requires transition plans in place to move to greener vehicles, and PTD will be working with Oregon transit agencies to create those plans.

Factors affecting results and what needs to be done

Local transit providers make the decision about when to replace vehicles based on the vehicles' condition and their ability to meet local match funding requirements. Oregon transit providers typically rely on STIF to provide local match funding for FTA grants.

Oregon Department of Transportation

Public Transportation Division

Ongoing STIF and federal funding stability will be essential in meeting the goal for vehicles in a state of good repair.

ODOT will be updating a TAM Plan in 2023, covering all providers in the state other than TriMet and Cherriots.

About the data

Transit providers report the mileage and condition of their vehicles through the Oregon Public Transit Information System (OPTIS) database and the FTA's National Transit Database. Actual condition is based on active vehicles, for all providers, whether they were purchased with state, federal, or local funds.

Contact information

Sarah Hackett
ODOT Public Transportation Division
503-986-3410

Data sources

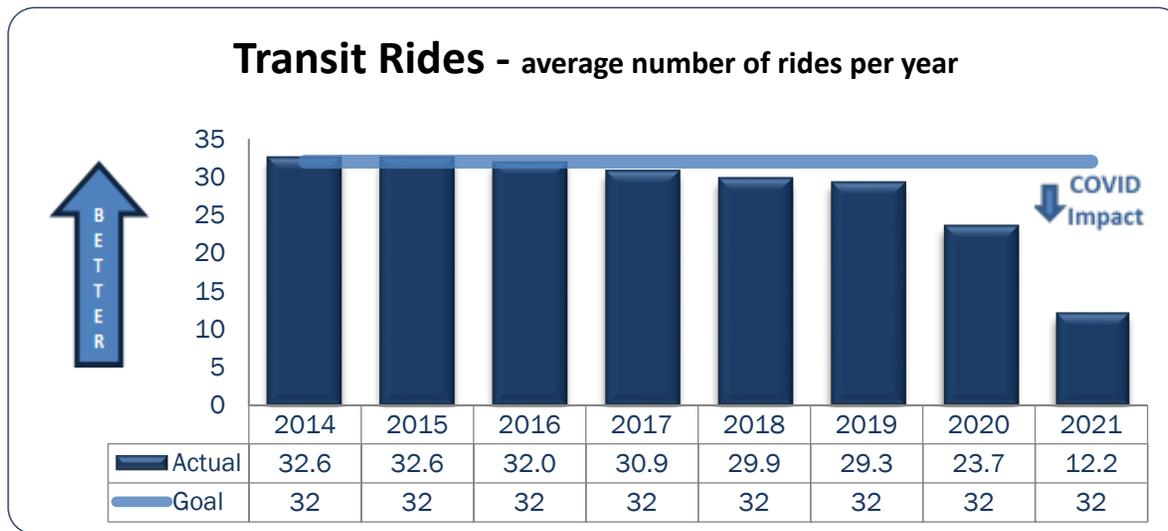
Oregon Public Transit Information System
National Transit Database

Oregon Department of Transportation Public Transportation Division

KPM: Transit Rides: Average number of transit rides each year per Oregonian

Our strategy

ODOT Public Transportation Division (PTD) partners with local transit providers to offer safe and cost-effective public transportation. This system supports the state’s economy and quality of life across diverse geographies and people. Public transportation is also vital for providing access to essential services, and transportation for those who cannot or choose not to drive, and reducing congestion and GHG emissions. In addition, demand for public transportation in Oregon is expected to grow in response to changing demographics.



In 2018, the Oregon Transportation Commission adopted the *Oregon Public Transportation Plan* (OPTP) that outlines policies to support increased ridership, improved transit outreach, comprehensive planning for transit, and better transit facilities. Public transportation is an integral component of Oregon’s multimodal transportation system that helps Oregon’s diverse communities work by getting people where they want to go.

The Statewide Transportation Improvement Fund (STIF) was included as part of the [HB 2017 Keep Oregon Moving](#) to provide additional, stable funding to local transit providers.

In addition, one goal of ODOT’s [Strategic Action Plan](#), adopted by the Oregon Transportation Commission (Dec 2020), is to improve access to transit, walking, and biking. Success will be measured by the increase in the percentage of agency funding dedicated to projects and programs that improve equitable access to these modes. Strong partnerships with local transit providers to enhance investments in public transportation are key to this outcome.

About the target

This was set in 2018, based on 2011-2016 ridership, with an expectation that it be evaluated after three to five years. Transit ridership began declining several years before the effects of the COVID-19 pandemic.

Oregon Department of Transportation

Public Transportation Division

How we are doing

Consistent with national trends, there has been a major decline in transit ridership due to the effects of COVID-19.

Increasing ridership is an ODOT priority, but it may take several years before it returns to pre-COVID levels. PTD will continue to analyze the impact of the pandemic and timing for recovery, and determine if the target remains reasonable.

Factors affecting results and what needs to be done

STIF funds were just starting to affect ridership when services had to be reduced because of COVID-19 safeguards. Oregon transit agencies have been taking necessary precautions to ensure the safety of riders and drivers for the past two years. They are also dealing with increasing costs, delays to receive new buses, and staffing shortages.

Local transit providers determine their local needs and priorities and although this includes increasing ridership, they also need STIF funds to add or replace buses, extend routes, increase service frequency, procure technology, add passenger shelters, or improve service planning. As ridership increases, the need for transportation alternatives will outpace available service in less than a decade.

Ridership is affected by internal factors – ones that transit agencies can control – such as service quantity and quality, fares, and reliability. Ridership is also affected by external factors – those that transit agencies cannot control – such as demographics, population growth, car ownership, fuel prices, teleworking, and perceptions of personal safety on transit. For example, Oregon’s population over 65 years of age has grown 46 percent over the past decade, and estimates are that a substantial number of people teleworking during COVID will not return to the office.

Because congestion and climate concerns are increasing the importance of alternatives to single occupancy vehicles and strategic investments in priority multimodal corridors should contribute to the State’s goals for reducing GHG emissions and congestion management.

TriMet, Cherriots (Salem Area Mass Transit), and Lane Transit District currently provide about 90 percent of all transit trips in Oregon. Although all Oregon public transit providers are investing to increase ridership, the largest agencies will be providing the largest gains for this measure.

Oregon Department of Transportation

Public Transportation Division

About the data

Smaller and rural providers report ridership to the PTD Oregon Public Transit Information System (OPTIS) database on a quarterly basis. Larger, urban providers report ridership annually to the National Transit Database (NTD); this is typically released one full year after transit agencies provide their data. Population data used to calculate the measure uses the July 2021 certified population estimates from the Population Research Center of Portland State University.

Contact information

Sarah Hackett
ODOT Public Transportation Division
503-986-6579

Data sources

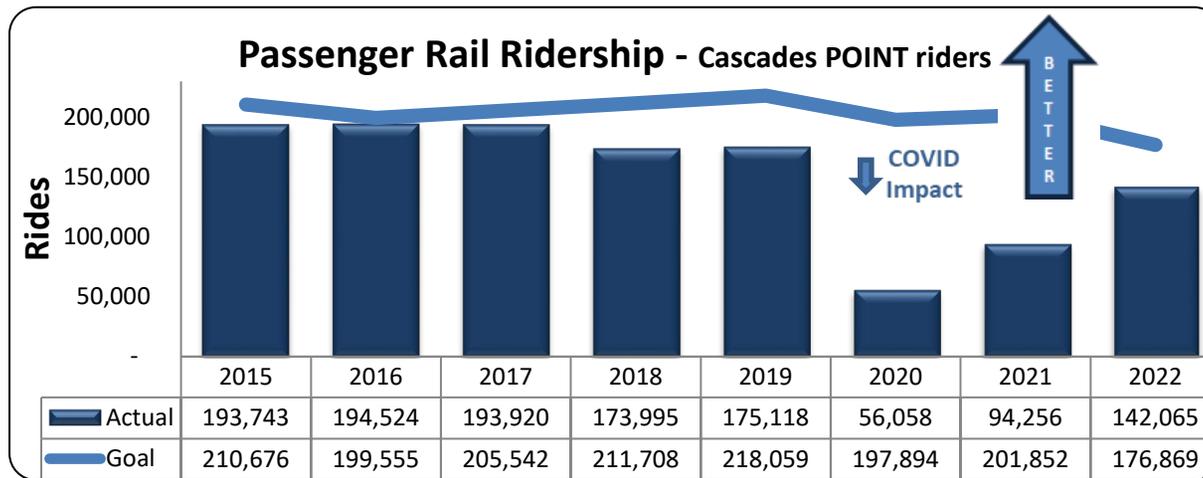
Oregon Public Transit Information System;
National Transit Database; Portland State University, Population Research Center

Oregon Department of Transportation Public Transportation Division

KPM: Passenger Rail Ridership: Number of state-supported passenger rail and Cascades POINT riders

Our strategy

ODOT's Public Transportation Division (PTD) and the Washington State Department of Transportation (WSDOT) co-fund and contract with Amtrak to provide passenger rail services in the Pacific Northwest from Eugene, OR to Vancouver, B.C. This coordination supports passenger rail as a part of the statewide multimodal transportation network in Oregon and provides connections for regional travel on passenger rail.



PTD also funds the intercity Cascades POINT bus service that provides intercommunity service along the I-5 corridor. This POINT route is provided through a contract with a private transit company. Both Amtrak Cascades and Cascades POINT supplement the national passenger rail network and connect with local transit services along the I-5 corridor.

ODOT's goal is to provide transportation options along this corridor that are reliable and safe. One indicator is the number of passenger rail and Cascades POINT bus rides provided.

ODOT recently completed a Passenger Rail Corridor Investment Plan (CIP), identifying needed infrastructure improvements and equipment to improve on-time performance, increase service reliability, and to provide more frequent passenger rail services. The CIP is the foundation for future project development and intended to support future Federal Railroad Administration, State of Oregon, local government, and private sector decisions on investments in passenger rail along the I-5 corridor. The completion of the CIP positions ODOT to be competitive for federal funds for infrastructure improvements.

About the target

The target was established pre-COVID, presuming a steady annual increase in passengers riding both Amtrak Cascades trains and Cascades POINT buses in Oregon. Increasing ridership is an ODOT priority; however, returning to pre-COVID levels could take several years.

Oregon Department of Transportation

Public Transportation Division

How we are doing

Ridership was expected to increase in 2017 with the addition of two roundtrips between Portland and Seattle. A derailment on the first day of the new service has delayed increasing service levels and hampered ridership growth. This has been exacerbated by ridership loss due to the COVID-19 pandemic that led to reduction in service levels and fewer people traveling.

The effects of COVID-19 on passenger rail and Cascades POINT ridership have been dramatic, including the suspension of one round trip train for a full year.

Factors affecting results and what needs to be done

ODOT evaluates ridership on every Amtrak Cascades train to determine which trains attract the most passengers. ODOT and WSDOT coordinate on the use of these data to adjust train schedules to achieve maximum ridership.

The COVID-19 pandemic and the resulting decreases in demand led to the decision to reduce service to one round trip per day between Seattle and Eugene. In May 2021, Oregon returned to the 2019 service frequency, but comparable service between Portland and Seattle and between Seattle and Vancouver, B.C., has not resumed as of March 2022, thereby limiting options for long distance travel from Oregon to Seattle and Canada.

Since service in Oregon has resumed, Amtrak and ODOT have initiated education efforts to increase awareness of the services and the enhanced safety measures. At the same time ODOT is working with Amtrak and the host railroad to determine which of the potential infrastructure investments, such as adding or extending sidings to reduce freight and passenger train interference, best improve on-time reliability, which is one of the keys to improving ridership.

ODOT will leverage state and federal funds to apply for grants through the Infrastructure Investment and Jobs Act (IIJA) to fund infrastructure projects to improve on-time performance and support increased service frequency, improving the passenger's travel experience.

PTD will continue to analyze the impact of the pandemic and timing for recovery, and determine if the target remains reasonable.

About the data

PTD analyzes monthly ridership and on-time performance data provided by Amtrak and by MTR Western for Cascades POINT ridership.

Oregon Department of Transportation Public Transportation Division

Contact information

Kathy Holmes
 ODOT Public Transportation Division
 503-400-4944

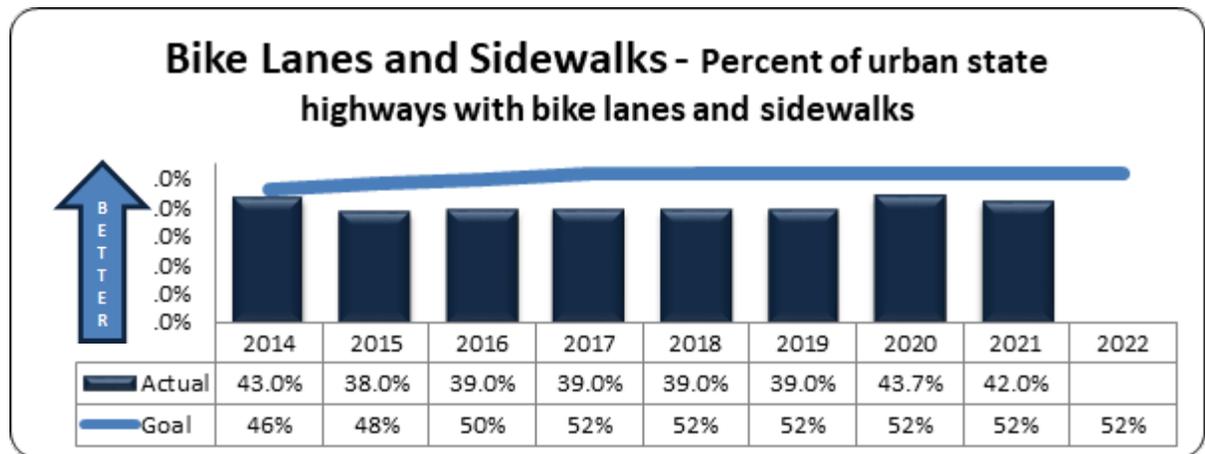
Data sources

Amtrak
 MTR Western

KPM: Walkways and bikeways: Percent of urban state highway miles with walkways and bikeways in “fair” or better condition

Our strategy

ODOT Public Transportation Division (PTD) works with local partners to create safe, walkable, and bikeable communities. Oregon law ([ORS 366.514](#)) requires walkways and bikeways when state roads are constructed or reconstructed, as well as annual expenditure of at least one percent of the State Highway Fund revenues on walking and biking facilities.



This goal addresses the percentage of total highway roadside miles in urban areas that have complete walkways and bikeways. Urban areas are defined as areas with populations over 5,000 where the population density in the area bordering the highway meets federal definitions, along with incorporated cities with populations under 5,000. One goal of the 2006 Oregon Transportation Plan was to complete the walkway and bikeway network (100% target) by 2030.

Between 2006 and 2008, ODOT completed an inventory of all walkways and bikeways on highways in urban areas and small cities throughout the state. This inventory is updated annually using site visits, construction contract review, and highway video logs. The 2022 update included an update to walkway/bikeway “need” areas as well as an update to the existing facility inventory, resulting in a significant increase in number of roadside miles in the denominator for this measure.

Oregon Department of Transportation

Public Transportation Division

The Oregon Transportation Commission adopted its [Strategic Action Plan](#) in December 2020, targeting an outcome of improved access to walking, biking, and transit. This focus will allow ODOT to improve equitable access by increasing dedicated funding for walking, biking, and transit and better leveraging broader agency investments to include prioritized multimodal investments.

About the target

The Oregon Bicycle and Pedestrian Plan (2016) defines policies and strategies to make biking and walking safe and comfortable options. The plan and related analyses revised the goal, reducing the target from 56 to 52 percent. PTD has developed a new measure that will better reflect statewide access to walking and biking and will begin using it in 2023.

How we are doing

ODOT makes strategic investments in walking and biking improvements on both the state and local system where Oregon communities and ODOT have identified the greatest need. In recent years, ODOT has increased resources and investment in walking and biking, creating region Active Transportation Liaisons (ATL) and allocating funding for the state network in the Statewide Transportation Improvement Program (STIP). According to the Oregon Household Survey conducted from 2009-2011, 11 percent of adults travel by walking or biking, but this percentage increases to 52 percent if the household does not have access to a vehicle or has more workers than vehicles. Current analysis of facilities on the state highway system estimates it will take over 150 years, at the current rate of investment, to close gaps in pedestrian and bicycle infrastructure.

Factors affecting results and what needs to be done

Over the last several biennia, ODOT has targeted additional funds to address gaps along the state system. In January 2021, the Oregon Transportation Commission approved an 85% increase in state and federal funds in the 2024-2027 Statewide Transportation Improvement Program cycle dedicated to improving walking and biking on state facilities. However, despite constructing miles of walkways and bikeways every year, the percent of urban highways with complete walkways and bikeways in “fair” or better condition has declined or remained relatively flat over the last seven years. This is due, in part, to definitional changes for what constitutes an urban area, but the larger issue is that scarcity of funding frequently results in road maintenance being prioritized over pedestrian and bicycle facilities.

The number of miles of walkways and bikeways ODOT constructs is not the only factor. Recent adjustments to the federally defined urban areas have added many new roadway miles into Oregon’s expanding urban areas because formerly rural highways are unlikely to have walkways and bikeways. Jurisdictional transfers can also negatively affect this goal when a local government assumes ownership of a state highway. Such transfers are typically preceded by significant improvements to the highway, including adding

Oregon Department of Transportation

Public Transportation Division

walkways and bikeways. ODOT may build walkways and bikeways on a highway one year, increasing our progress toward our goals, only to transfer the road to local ownership the next year, causing our percent completed to drop.

About the data

TransInfo is the official ODOT data source for the State Highway network and is used to tabulate the official State mileage, including the number of highway miles that have bike lanes and sidewalks, and the condition of the facilities.

Contact information

Sarah Hackett
ODOT Public Transportation Division
sarah.hackett@odot.oregon.gov

Data source

ODOT TransInfo

Proposed KPM: Pedestrian and Bicycle Investment

ODOT's former KPM for pedestrian and bicycle investment faced a number of challenges and did not accurately reflect the progress ODOT is making to improve transportation infrastructure that supports more people walking and biking. ODOT is in the process of updating the current KPM with a new measure that will tell a more accurate story of the progress being made on ODOT's network. ODOT collaborated with MPO and university partners and pedestrian and bicycle research and data experts to identify and evaluate this measure. Changes to the KPM include:

- **The proposed KPM will focus on places with higher demand or greater need.** Although it is still important to provide walkways and bikeways in all urban areas, the new measure will focus on the most critical areas, based on an analysis of past pedestrian and bicycle crashes, crash risk factors, access to essential destinations, access to transit, transportation disadvantaged communities, public health, and local priorities documented in transportation system plans. Focusing on the priority corridors will help ODOT track progress being made in high-impact areas.
- **Being able to easily cross roadways is a key piece of walk- and bikeability.** Currently, many walking and biking fatalities and serious injuries occur when people are crossing our highways. Crossings are key pieces of infrastructure that create permeability across our highways, which otherwise can be a barrier to people walking and biking. Our current KPM does not consider crossing spacing. The new measure would account for this vital piece of infrastructure.

Oregon Department of Transportation

Public Transportation Division

Program Description

This section includes a description of each of ODOT Public Transportation Division's program areas.

General Public Transportation

General public transportation providers are the primary system of transit service delivery in Oregon. These providers facilitated 61 million rides on public transportation during the 2021 fiscal year. The General Public program provides state and federal funding, as well as technical assistance to public transportation providers to help them operate transit service, purchase vehicles, and maintain buses and bus facilities. The primary source of state funding for the program is the Statewide Transportation Improvement Fund (STIF). The STIF Program was established in HB 2017 to fund public transportation improvements across Oregon. Since it was first implemented in the 2019 to 2021 biennium, ODOT has distributed \$398 million in STIF Program funds to Qualified Entities. Over \$250 million of further STIF Formula Fund investment is planned for the 2023-25 budget period.

Investments from the STIF Program have helped to make transportation in Oregon more equitable and affordable by supporting reduced-fare programs, expanding service coverage, and increasing service frequency in rural and low-income communities. Between July 1, 2019 and June 30, 2022, STIF funding supported the delivery of 10.8 million miles of passenger service, 8 million passenger rides and 143,450 students with access to free or reduced fares, and the purchase of 277 transit vehicles. This program has advanced GHG emission reduction efforts by funding the transition to low-emission vehicles, with 62 new low- or no-emission vehicles purchased. Funds have supported expanded connectivity across Oregon's multimodal network through transit service, infrastructure, and technology improvements.

Enhanced Mobility of Seniors and Individuals with Disabilities

The Enhanced Mobility of Seniors and Individuals with Disabilities program removes barriers, coordinates services, and expands travel options for older adults and people with disabilities. Public transit services for older adults, and people with disabilities are frequently provided through paratransit and dial-a-ride services that move people door-to-door. More than 20 million trips on fixed routes or demand response service are taken each year by older adults and people with disabilities.

Statewide Planning

The Statewide Planning program supports public transportation-related planning at statewide, regional, local, and corridor levels. Public Transportation Division staff assist transit providers in developing cooperative, continuous, and comprehensive policies resulting in long-range plans and short-range programs based on transportation investment priorities. Activities also include research,

Oregon Department of Transportation

Public Transportation Division

development, and collection of standardized transit data to improve availability of passenger information and ODOT's capacity to analyze the statewide system and make program improvements. This program also:

- Assists transit providers to ensure that their projects are consistent with the Oregon Public Transportation Plan, as required under the Statewide Transportation Improvement Fund.
- Administers the transit Technical Resource Center to assist rural providers with training, planning, and information technology.
- Assists agencies to ensure compliance with Federal Transit Administration requirements such as urbanized area formula grant recipients being up-to-date with their Public Transportation Agency Safety Plans (PTASP) to improve workforce and rider safety.
- Develops PTASPs for small urban transportation systems if they do not have capacity to do so.
- Supports transit providers in meeting the IIJA requirement for developing a Zero-Emission Transition Plan and, through the Transit Climate Specialist position approved by the Legislative Emergency Board in June 2022, will develop a statewide Zero Emission Transition Plan in the 2023-25 biennium.

Rail Operations

ODOT's Public Transportation Division, in conjunction with the Washington State Department of Transportation (WSDOT), co-fund and contract with Amtrak to provide passenger rail services in the federally designated Pacific Northwest Rail Corridor between Eugene, Oregon and Vancouver, British Columbia.

Managing this program includes implementing state passenger rail policies, negotiating and administering contracts with service providers, coordinating schedules, fares, and availability of on-board amenities, tracking operating and financial performance, promoting ridership growth through increasing awareness of the service and improving the passenger experience, and working with local transit agencies to provide first-mile, last-mile connectivity to the five passenger rail stations between Portland and Eugene. Passenger rail service in the I-5 corridor from Portland to Eugene is augmented by ODOT-managed and private sector-operated POINT intercity bus service. It is a safe, affordable, and environmentally-friendly alternative to long-distance driving within Oregon. Beyond the I-5 corridor, the Public Transportation Division provides intercity transit service where there is a travel need that cannot be met by either public or private sector carriers due to operational cost, complexity, or jurisdictional restrictions.

Active and Public Transportation Operations

Within the Active and Public Transportation program, there are a number of specific funding programs that deliver outcomes such as filling gaps in the state pedestrian and bicycle network, improving the safety of students who walk, bike, or roll to school regardless of jurisdiction, improving walking and biking paths off of the ODOT state system, and defining and prioritizing safe and equitable

Oregon Department of Transportation

Public Transportation Division

improvements for ODOT highways that also serve as main streets. Descriptions of those programs and the outcomes they achieve are described in subsequent sections.

Intercity Public Transportation

The Public Transportation Division contracts with public and private intercity operators to create regional connections that leverage federal funding. Intercity buses make scheduled connections with intercity passenger rail and other intercity carriers to make travel accessible, reliable, and convenient. The program benefits Oregonians who travel long distances for their jobs, seniors, those living with disabilities and those experiencing low wages, who rely on regional and intercity transit connections as critical lifelines to medical services, groceries, and other essential services. Although a “provider of last resort,” the Public Transportation Division may also stand up a new service, for example the Columbia Gorge Express, and run it before transitioning it to a local public transportation provider.

Increases in federal intercity public transportation funding and the addition of two new positions, the Statewide Intercity Network Coordinator and Public Transportation Climate Specialist approved by the Legislative Emergency Board in June 2022, will further enhance the ability for this program to support a climate-friendly, interconnected statewide public transportation network.

Pedestrian and Bicycle

The Oregon Pedestrian and Bicycle Program provides resources to help ODOT achieve its mission to “provide a safe and reliable multimodal transportation system that connects people and helps Oregon’s communities and economy thrive.” The goals of the Pedestrian and Bicycle Program are to reduce crashes involving people walking and biking, eliminate crashes that result in injuries and deaths, promote walking and biking to reduce congestion, and improve health and safety. ODOT works towards these goals by supporting implementation of the [Oregon Bicycle and Pedestrian Plan](#), developing walking and bicycling safety and education materials, funding projects that improve conditions for walking and biking, providing planning and design guidance for pedestrian and bicycle projects, and staffing the [Oregon Bicycle and Pedestrian Advisory Committee](#).

Safe Routes to School

“Safe Routes to School” refers to efforts that improve infrastructure and educate children on how to safely walk (by foot or mobility device) or bicycle to school. ODOT has two main types of Safe Routes to School programs: Construction and Education grants as well as Technical Assistance. Construction programs focus on making sure safe walking and biking routes exist through investments in crossings, sidewalks and bike lanes, flashing beacons, and the like. Education programs focus on education and engagement to assure awareness and safe use of walking and biking routes. PTD houses ODOT’s Safe Routes to School Construction Program which provides grants for communities to build safety improvements near school and provides technical assistance for communities to create

Oregon Department of Transportation Public Transportation Division

a Safe Routes to School Plan including educating students on walking and biking options and how to do use them safely. ODOT's SRTS Construction Program funded 101 projects across Oregon since it was instituted as part of the Keep Oregon Moving Act. Since 2018, ODOT has distributed roughly \$76 million to help communities build critically needed infrastructure. The program will fund an additional \$60 million in projects by 2025.

HB 2017 legislation mandates \$15 million per year for the program. The OTC allocated an additional \$43 million in IIJA and federal flexible funding for the 21-24 and 24-27 STIP cycles. Between the HB 2017 state funds and the federal flexible funds, the anticipated expenditures for both the education and construction programs will be \$52.6 million for the 23-25 biennium.

Community Paths

This program uses state Multimodal Active Transportation, Oregon Bicycle Excise Tax, and federal Transportation Alternative funds to invest in biking and walking facilities that are "off the roadway system." This provides critical links and connections to schools, downtowns, shopping, employment, and other destinations. ODOT's Oregon Community Paths program has funded 20 planning and construction projects since it was instituted in HB 2592 in 2019. Since 2021, ODOT has provided \$15 million in state and federal funding to help develop off-road active transportation infrastructure connecting communities and destinations.

The OTC has allocated \$39.2 million of federal Transportation Alternatives and flexible funds for the 24-27 STIP cycle. The Oregon Community Paths program is forecast to receive \$6.7 million in state Multimodal Active Transportation Funds for the 24-27 STIP cycle. Between the state funds and the federal Transportation Alternatives and flexible funds, the anticipated expenditures for the program will be \$40.6 million for the 23-25 biennium.

Transportation Options

The Transportation Options (TO) program focuses on implementation of the Oregon TO Plan which envisions a safe, affordable, and efficient transportation system for Oregon residents, employees, and visitors. The TO Plan includes managing demand across the transportation system; educating students and the public on travel options and how to safely use them; connecting people experiencing low wages, communities of color, and others with ways to get to and from work or school. It also supports vanpooling, carpooling and micro mobility options and will play a critical role in the implementation of the Department of Environmental Quality EcoRule. This program will be supported by the Micromobility and First/Last Mile Program Coordinator position approved by the Legislative Emergency Board in June 2022.

Oregon Department of Transportation

Public Transportation Division

Pedestrian and Bicycle Strategic Program

The Pedestrian and Bicycle Strategic program is a new program made possible by the OTC's allocation of \$55 million of flexible federal funds for the 24-27 STIP. It supports the goal of ODOT's 2021-23 Strategic Action Plan to "improve safe and equitable access to active and public transportation." It utilizes the Active Transportation Needs Inventory to identify and rank projects that improve footpaths, bike paths and other active transportation facilities such as road crossings on or along state highways.

This approach brings an equity and climate lens, as well as a strategic, system-wide view to ODOT's bike and pedestrian infrastructure investments. It ensures that the allocated funding addresses critical gaps in the state system for walking and biking and works toward a complete network that maximize accessibility, safety and ease of travel.

Great Streets

The Great Streets Program was newly created by the OTC using \$50 million in IJA flexible federal funding. It will improve state highways that also serve as arterials and main streets through communities. Great Streets focuses on corridor scale improvements that improve safety for all road users and creates better connectivity for those walking, biking, and taking public transportation. Projects are prioritized in high-need social equity areas, based on measurable climate mitigation improvements, local support and engagement, and roadway infrastructure conditions or proposed improvements. This program will be supported by the Great Streets Program Manager position approved by the Legislative Emergency Board in June 2022.

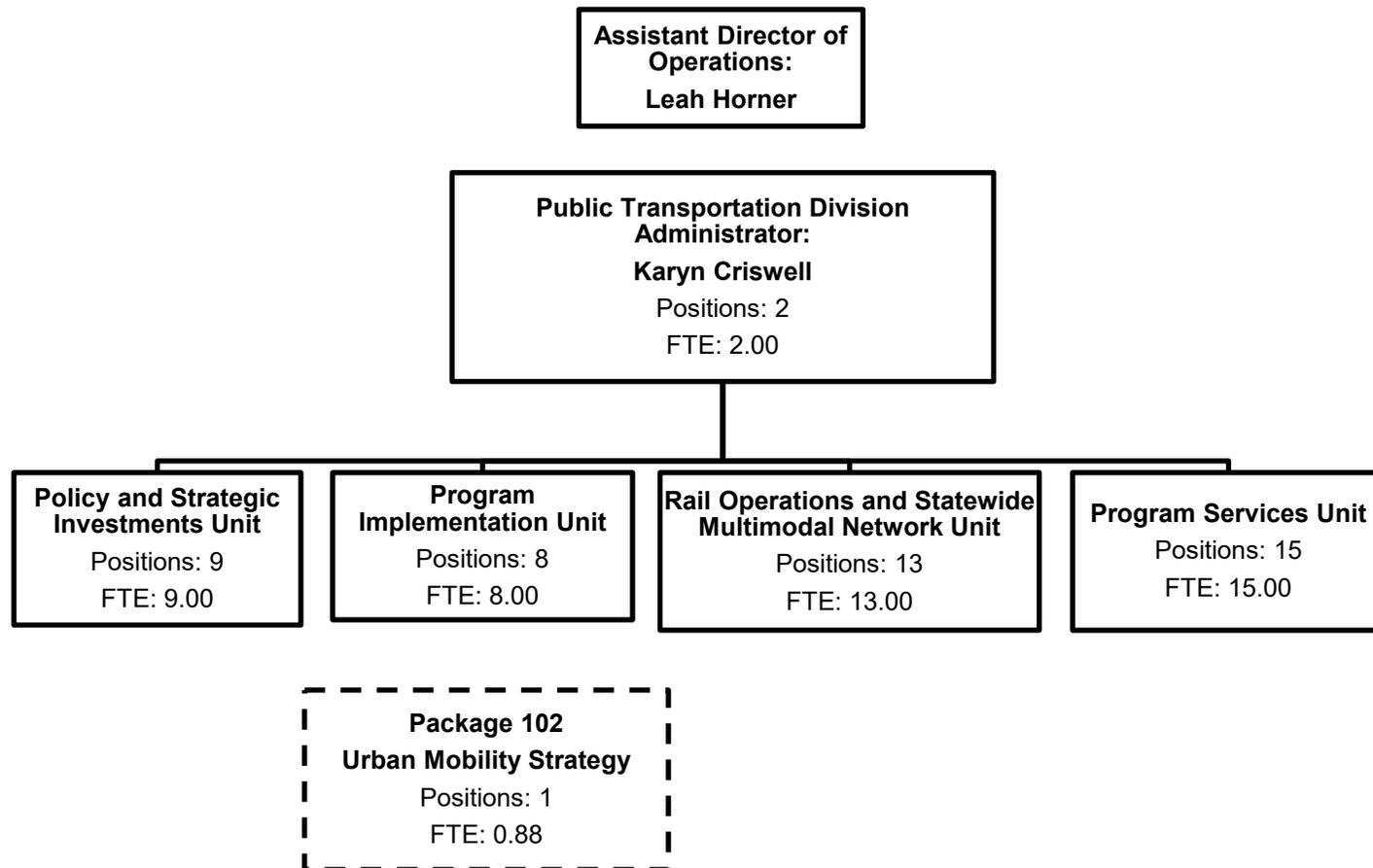
Innovative Mobility Program

The OTC created the Innovative Mobility Program using a combination of \$10 million in federal IJA flexible funds and \$10 million in state Transportation Operating Funds. This program expands the reach, and enhances the equity lens, for delivery of multimodal transportation options. Through a combination of grants to community-based organizations and government agencies, and through ODOT-lead initiatives, this program improves equitable access to multimodal transportation options, reduces single occupancy vehicle use, reduces vehicle miles traveled, and reduces GHG emissions from transportation. This program is supported by two positions, the Innovative Mobility Program Manager and Innovative Mobility Program Coordinator, which were approved by the Legislative Emergency Board in June 2022.

Oregon Department of Transportation Public Transportation Division

Organizational Information

Positions: 48
FTE: 47.88
Including POP Positions



Oregon Department of Transportation

Public Transportation Division

How Services Are Delivered

The Public Transportation Division provides grants, policy leadership, oversight, training, and technical assistance to communities and local transportation providers. Public Transportation Division's goal is to provide the leadership to develop a safe, efficient, equitable, and climate friendly statewide multimodal transportation system for Oregonians and visitors.

Public Transportation Division funds are primarily distributed in five ways: (1) through a formula based on transit tax resources generated within a service area or area of responsibility; (2) through a formula based primarily on service-area population; (3) through a formula based on the number of rides given and miles traveled; (4) through discretionary grant solicitations; and (5) through ODOT region staff to support projects constructed within the ODOT right of way. ODOT also manages agreements with private transit operators to provide intercommunity and longer distance service where there are jurisdictional gaps and no local service provider able to provide the service.

ODOT has implemented a strategic approach to maximize the return on multimodal transportation funding investments. ODOT recognizes that state and federal transportation resources are limited and must be used wisely. ODOT's approach to funding focuses on maintaining existing services, innovations, and expanding services particularly to underserved communities, after service preservation priorities are addressed. More specifically, implementing the multimodal transportation goals that are established in the relevant ODOT topical and modal plans.

Major Changes, Budget Drivers, Risks, and Information Technology Projects

Increased Demand for Multimodal Services and Facilities

Several factors, including the rapidly growing senior population, increased cost of driving alone, and worsening traffic congestion, are increasing demand for multimodal transportation services throughout the state. As demand for sustainable alternative transportation service increases, ODOT and public transportation providers are working to address the following issues in the 2023-25 biennium:

- Transitioning vehicles, equipment and practices to more energy efficient and environmentally sound options that help reach GHG reduction goals.
- Rapidly expanding services to implement STIF plans including adding new routes; more frequent service on popular routes; modernizing aging facilities; adding commuter bus and rail capacity; and modernizing travel information, communications, and security equipment.
- Upgrading stops with amenities for comfortable access, added signs and maps, and improved safety features.

Oregon Department of Transportation Public Transportation Division

- Adding or upgrading trip planning information and electronic fare systems to improve the user experience.
- Adding reduced fare programs to make access to transit and micromobility services more equitable for a broader range of riders, such as people experiencing low wages and students.
- Improving and promoting active transportation options to improve system user health and safety, increase transportation options, and help reduce congestion.
- Working to ensure funding is sustainable and will meet the ever increasing costs of buses and facilities due to supply chain delays and bridging inflationary operational cost increases that pinch already tight budgets.
- Transportation coordination to reduce duplicative services while improving access, service, and frequency.
- Filling gaps in transportation networks that help to bridge the urban and rural divide and provide equitable access to services in all regions of Oregon.
- Providing grants, ride matching services, and technical assistance to improve access to transportation alternatives to driving a single occupancy vehicle, such as walking, biking, rolling, ride-sharing, and taking public transportation. ODOT is particularly focused on assisting people who are experiencing low wages and from historically excluded and marginalized communities.
- Improving passenger rail, connecting POINT schedules, and developing a prioritized list of rail infrastructure improvement projects that best improve on-time performance to ensure a better traveling experience.

Public Transportation Investment Gap

Increased public transportation funding from STIF helps to expand transit service in the short-term and keeps pace with population growth in the mid-term. However, by 2026, the additional funding does not keep pace with forecasted population growth and service levels are projected to decline below 2016 levels.

Transit Vehicle Condition

The Public Transportation Division partners with local agencies to provide buses that help communities offer safe, cost-effective public transportation. There are approximately 1,000 transit buses that were purchased with ODOT funding. ODOT maintains an inventory of all capital assets with a value of \$5,000 or more, consistent with FTA requirements. The Oregon Statewide Tier II Transit Asset Management Plan includes condition assessments for all inventoried capital assets. The plan is used to monitor and predict asset performance and inform investment prioritization. There are currently 53 Tier II transit systems in Oregon.

ODOT's performance goal is to keep the transit fleet in a "state of good repair" based on federal standards for expected age, mileage,

Oregon Department of Transportation Public Transportation Division

and condition. Most rural transit vehicles are small transit buses that are expected to last for only 5 years or 150,000 miles. ODOT's goal is to keep grant-funded assets in a "state of good repair" through timely vehicle maintenance and replacement, with no more than 40 percent of the fleet exceeding useful life standards. Despite increased investment in this area, supply chain issues continue to hinder vehicle and capital equipment procurement timelines for service providers, impacting performance of this measure.

Information technology projects affecting the 2023-25 budget:

Public Transportation Division continues to invest in information technology that improves planning and delivery of public transportation services for traveling Oregonians:

- PTD is working in partnership with Oregon State University to develop the GTFS-ride extension which captures data from automated passenger counters (boarding, alighting, time, geolocation, deployment of bike rack and ADA assistive technology). As adoption of the GTFS-ride extension grows, transit agencies will be able to better understand how passengers are using public transit services and further improve those services optimize efficiency and rider satisfaction.
- With a \$480,000 research grant award from FTA under the Accelerating Innovative Mobility program, PTD has facilitated a three-state partnership (Oregon, Washington, California) to develop an update to the Transit Network Explorer Tool (TNEXT). TNEXT is an analysis and planning tool helps to identify gaps in public transportation service coverage; find opportunities for improved service, connections and transfers; and to assess the health, reach, and functionality of Oregon's public transit network and key transit hubs. With the planned upgrades, the power of TNEXT will be improved through integration of GTFS-ride, GTFS-flex (which visualizes demand response services), and a broader, tri-state GTFS repository.

Important Changes to the Budget and Operations in the Past 6 Years

2017-2019

A centerpiece of HB 2017 *Keep Oregon Moving* is the Statewide Transportation Improvement Fund. Effective July 1, 2018, it established a 0.1 percent payroll tax and deposits the revenue into a newly-established fund to be used primarily for competitive and formula-based grants to local public transit agencies. This new revenue source marks a significant change for Oregon and Public Transportation Division by providing a dedicated source of funding to expand public transportation to access jobs, improve mobility, relieve congestion, and reduce GHG emissions. The new payroll tax means that a majority of PTD's public transportation funding is from Other Funds. Net of collection costs, the new payroll tax generated \$113.8 million in the 2017-19 biennium and \$209.5 million in 2019-21.

Oregon Department of Transportation Public Transportation Division

Two other important components of HB 2017 include dedicated funding for Safe Routes to School construction projects and the creation of the Multimodal Active Transportation (MAT) fund. The MAT fund has been leveraged with other funding sources in the Oregon Community Paths discretionary program to fund multi-use path projects via grants for local communities that help separate people walking and biking from auto and freight traffic.

2019-2021

The 2019 Oregon State Legislature directed ODOT to consolidate the two state-funded public transportation programs—STIF and Special Transportation Fund—into a single public transportation program. ODOT subsequently developed a recommended set of concepts to inform statutory changes that were presented to the 2020 Legislature. During the First 2020 Special Session, the Oregon Legislature passed SB 1601, formalizing the consolidation of the two programs by July 1, 2023. ODOT has developed administrative rules and is taking other actions to implement the changes as directed.

Additionally, as result of significant reorganization of ODOT during 2020, multiple programs shifted from the Policy, Data & Analysis Division to the Public Transportation Division (formerly the Rail & Public Transit Division). Although these programs are already fully implemented and operational in practice, ODOT worked to leverage this enhanced ability to better integrate multimodal work across diverse programs to achieve the greatest administrative efficiency while maximizing benefits for all Oregonians.

2021-2023

As a result of OTC allocated one-time flexible federal funding, the Public Transportation Division will see a \$109.2 increase in federal funding through the 24-27 STIP. This includes \$6 million annually in formula funding to transit, \$13.2 million to the Oregon Community Paths program, \$50 million towards the newly created Great Streets program, \$10 million in federal funds and \$10 million in Transportation Operating State funds towards the Innovative Mobility program, and \$30 million to Safe Routes to School program.

As reflected in the Program Description section, above, the Public Transportation Division is developing several new programs to facilitate the efficient distribution of these OTC allocated funds. New programs during this biennium include:

- Pedestrian and Bicycle Strategic Program
- Great Streets Program
- Innovative Mobility Program

Oregon Department of Transportation Public Transportation Division

The Public Transportation Division also requested and was granted seven new positions from the Legislative Emergency Board as part of the Oregon Department of Transportation's IIJA June 2022 Legislative Emergency Board:

- Operations & Policy Analyst 3, Public Transportation Climate Specialist
- Program Analyst 2, Statewide Intercity Network Coordinator
- Planner 4, Great Streets Program Manager
- Program Analyst 2, Micromobility and First/Last Mile Program Coordinator
- Program Analyst 1, Equitable Engagement Coordinator
- Program Analyst 2, Innovative Mobility Program Coordinator
- Program Analyst 3, Innovative Mobility Program Manager

The Public Transportation Division has requested one position through the Governor's 2023-25 Budget. The position, included in Policy Option Package #102 – Urban Mobility Strategy, is an Operations and Policy Analyst 3, Tolling Mitigation Transit Access Coordinator. This position would be charged with leading ODOT's efforts to provide enhanced public and multimodal transportation options as an alternative to vehicle trips. This work will include assisting the OTC in the policy development process to determine what transit and multimodal options will be pursued, managing program design and implementation, and overseeing program execution. It is unknown at this time what enhanced services will look like, but may include grants, revenue sharing, increased transit services, or increased multimodal facilities. This position will reside in the Public Transportation Division with a soft report to the Urban Mobility Office.

Specific Actions the Agency has Taken or Plans to Take to Contain Costs and Improve Programs and Service

The PTD compliance program uses an independent third-party reviewer to ensure sub-recipients are meeting all of the grant funding requirements for each of our funding programs. Most recipients are reviewed every three years, with some additional reviews as needed to address recurring findings. PTD provides education and technical assistance to support effective resolution and closure of findings. Findings are categorized and used as input in creating training opportunities for recipients to eliminate future deficiencies and reduce risk.

PTD is implementing a fourth phase of improvements to the comprehensive online grant management system resulting in more efficient grant application, budgeting, accounting and reconciliation processes, which will further reduce data-entry errors, improved efficiency and decrease workload for our supported transit agencies.

Oregon Department of Transportation Public Transportation Division

PTD continuously monitors the performance of its contract-operated POINT intercity bus and passenger rail services. Ridership plummeted on all public transportation during the pandemic and the POINT and Amtrak Cascades were no exception. By closely tracking ridership, ODOT was able to reduce levels of service to match demand and thereby control costs to both ODOT and its contractors. Similarly, as pandemic impacts began to lessen and demand began to return, ODOT has worked to increase levels of service in phases to ensure the additional cost can be justified by higher ridership. ODOT and Amtrak also received substantial emergency COVID federal relief funding. This funding also helped to offset the financial impacts of the pandemic on ODOT services.

Budget Issues Related to COVID-19, Wildfires, and Emerging Issues Not Captured in the Governor's Budget

Summary of COVID Impacts by Key Performance Measures:

Vehicle Condition: Supply chain delays and an inflationary gap resulting from the COVID-19 pandemic are impacting transit providers ability to replace aging buses in a timely and cost effective manner, which could make it more difficult to meet the transit vehicle replacement KPM.

Rides per Capita: Public transit rides per capita were primed to increase in 2020 as a result of STIF funding from HB 2017. Providers were ready to deliver new services, schedules, and frequencies funded by the STIF as the COVID-19 pandemic arrived. In FY 2020, public transit ridership was reduced by several concurrent factors including, but not limited to: service suspensions, social-distancing requirements that limited the capacity of a bus, vehicles cycled out of service at regular intervals for sanitization, and remote workers who suddenly stopped commuting.

Rail Ridership: The pandemic and the resulting decreases in demand led to the decision to reduce service to one round trip per day between Seattle and Eugene. In May 2021, the states returned to the 2019 service frequencies between Eugene and Seattle. One round trip between Seattle and Vancouver, B.C., resumed in September 2022. The second roundtrip to Vancouver, B.C. will resume on March 6, 2023 and the new, additional roundtrips between Seattle and Portland are to begin fall 2023. The increased service levels should increase ridership by providing more travel options.

The pedestrian and bicycle KPM is focused on infrastructure network completeness. Therefore, there is no COVID-19 impact directly linked to the pedestrian and bicycle KPM.

Emerging Issues Not Captured in the Governor's Budget: Funding for active transportation programs does not meet demand. Many of the grant programs PTD administers are regularly oversubscribed where the requests from local agencies and organizations exceeds the funding available. A couple of examples include:

- Safe Routes to School grant program received approximately **two and half times** amount of requests versus available

**Oregon Department of Transportation
Public Transportation Division**

- funding for the 2022 solicitation
- Oregon Community Paths grant program received over **two times** the amount of requests vs available funding for the 2022 solicitation

Budget Detail

Program	2019-2021 Actuals	2021-2023 Approved Budget	2023-2025 Governor's Budget
Public Transit	\$305,511,247	\$429,117,777	\$410,004,107
Passenger Rail	\$30,770,358	\$56,532,415	\$53,534,307
Total PTD	\$336,281,605	\$485,650,192	\$463,538,414
Expenditures by Major Revenue Source			
Other (State)	\$256,098,644	\$289,589,645	\$313,725,732
Other (Fed as Other)	\$978	\$9,339,421	\$4,626,247
Federal Funds	\$80,089,445	\$182,421,166	\$145,186,435
State (General)		\$3,349,960	
State (Lottery)	\$92,538	\$950,000	
Total	\$336,281,605	\$485,650,192	\$463,538,414
Expenditures by Category			
Personal Services	\$9,633,232	\$10,835,509	\$13,384,117
Services and Supplies	\$12,005,806	\$46,833,565	\$45,587,168
Capital Outlay	\$106,017	\$0	\$0
Special Payments	\$314,536,550	\$427,981,118	\$404,567,129
Total	\$336,281,605	\$485,650,192	\$463,538,414
Positions	33	44	48
Full-Time Equivalent (FTE)	33.00	38.63	47.88

Oregon Department of Transportation Public Transportation Division

Programs Shared with or Dependent on Other Agencies

General Transit Grant Administration: This program involves collaboration with the Federal Transit Administration, Federal Highway Administration, and Oregon Department of Administrative Services to ensure compliance with all local, state, and federal laws and program compliance requirements. For a portion of state funds in the STIF program Oregon Department of Revenue collects revenues and transfers them to ODOT to be distributed through grant agreements. ODOT enters into grant agreements with local public transportation providers for the delivery of services statewide.

Mass Transit Payroll Assessment Program: This program is administered by the Oregon Department of Administrative Services but impacts Public Transportation Division's grant recipients.

Statewide Transportation Improvement Fund: The Oregon Employment Department provides data on share of statewide payroll for each Qualified Entity as defined by law which is used to calculate disbursements of the transit payroll tax that is collected by the Oregon Department of Revenue and transferred to ODOT to be administered through approved STIF plans and discretionary grants.

Transit Compliance Oversight: This program involves collaboration with the Federal Transit Administration, and Oregon Department of Administrative Services to collect relevant data to ensure compliance with all applicable local, state, and federal laws as well as applicable program compliance requirements.

Intercity Passenger Rail Program: ODOT partners through agreements with the Washington State Department of Transportation (WSDOT) and Amtrak to operate the Amtrak Cascades service.

Transportation Options Program: This program administers federal grant funds and collaborates on transportation option program priorities with local transportation options partner programs. OCOT enters into grant agreements with local transit agencies, cities, counties and MPOs that deliver projects and services across Oregon.

Pedestrian and Bicycle Grant Programs: Programs such as Safe Routes to School and Oregon Community Paths distribute funds to local agencies to deliver infrastructure projects. The project delivery responsibility for the Oregon Community Paths program is often distributed to local agencies if they are certified to deliver federal funds.

Oregon Department of Transportation
Public Transportation Division

Summary of Proposed Legislation Affecting Agency Operations

Policy Packages

#081	IIJA June Eboard	\$3,333,333	OF	7	Positions	7.00	FTE
		\$48,800,000	FF				

Under IIJA, ODOT’s federal funding is increasing. Positions to support this work were approved at the June 2022 E-board. Budget Prep timing requires these to be added to 2023-25 Budget through this package.

#092	Statewide Attorney General Adjustment	(\$50,821)	OF				
		(\$67,188)	FF				

This package reduces Attorney General Rates to reflect adjustments in the Governor's Budget.

#102	Urban Mobility Strategy	\$255,504	OF	1	Position	0.88	FTE
-------------	--------------------------------	------------------	-----------	----------	-----------------	-------------	------------

This package staffs ODOT’s Urban Mobility Strategy (UMS) and ensures the effective delivery of major transportation projects in the Portland-metro region, including I-5 Rose Quarter, I-205 Phase 1A, and operationalization of a regional congestion management and tolling program.

Oregon Department of Transportation

Policy, Data & Analysis Division (PD&A)

Mission, Goals and Historical Perspective

Policy, Data & Analysis (PD&A) helps develop an efficient, safe transportation system that enhances Oregon's economic competitiveness and community visions. PD&A provides the foundation for decision making to address transportation needs through the research, data collection and analysis of information, planning, and project funding. These key functions assist in identifying new projects and investment scenarios and help monitor performance to track the effectiveness of the system.

Program Performance

The Climate Office monitors how well ODOT and its partners are achieving their strategies under the Statewide Transportation Strategy: A 2050 Vision for Greenhouse Gas Emissions Reduction (STS). Performance measures and qualitative results on vehicle technology, fuel technology, fuel carbon intensity, transportation options, system operations, pricing, and land use strategies was released on its Oregon Transportation Emissions website in March 2023.

PD&A Transportation Data Section submits Oregon's Highway Performance Monitoring System (HPMS) data. This section provides data for the Traffic Fatalities and Serious Injuries KPM which is discussed in DMV's Transportation Safety Office narrative.

Key Performance Measures

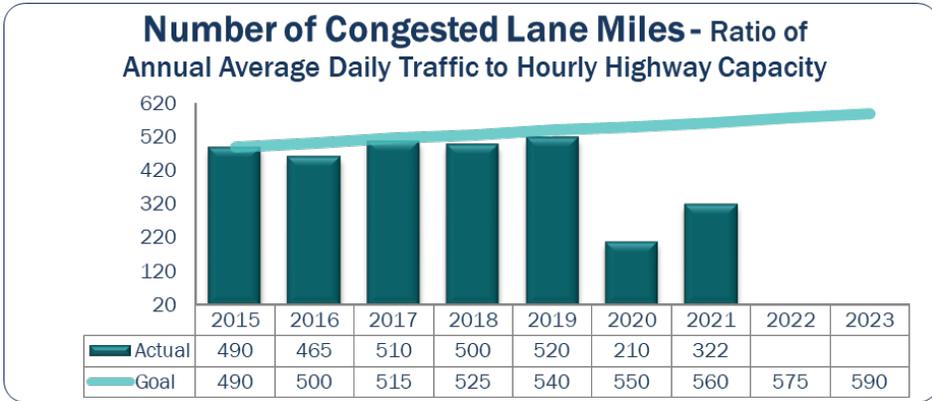
KPM: Number of Congested Lane Miles - Ratio of Annual Average Daily Traffic to Hourly Highway Capacity

Our strategy

Safe and efficient mobility is foundational to the economic opportunity and livability of all Oregonians. By monitoring mobility, we evaluate performance with respect to connecting people and goods to the markets they wish to reach. As Oregon grows, more people and freight are squeezed onto a transportation system that cannot expand to keep pace. As long as the Oregon economy continues to grow, we can expect congestion to increase.

While there is no single solution to eliminate congestion, there are different methods available to manage the rate at which congestion increases. This mobility indicator will help Oregon monitor the level and extent of congestion over time. This information will be used to apply different techniques designed to manage and optimize system performance.

Oregon Department of Transportation Policy, Data & Analysis Division (PD&A)



About the Target

Most people are aware traffic congestion causes slower speeds and longer travel times. However, congestion also causes other problems, such as reduced system reliability, lower fuel efficiency, reduced air quality and more greenhouse gas (GHG) emissions. Congestion monitoring reveals whether the duration and intensity of congested periods are rising or falling over time.

The Ratio of Annual Average Daily Traffic to Hourly Capacity (AADT/C) fits the need to monitor state highway mobility in Oregon. AADT/C measures both the extent and duration of congestion, highlighting where congestion has spread beyond one

hour of the day. AADT/C values range from 0 to 12+. Table 1 illustrates the range of values for this metric. The “Number of Congested Lane Miles” represents locations where the AADT/C is a value of 9 or higher.

How we are doing

There are two types of delay caused by traffic congestion: 1) recurring congestion caused by more trips (demand) than the system is designed to carry, and 2) non-recurring congestion due to events such as traffic incidents, weather, and construction work zones. Much of the demand for transportation is influenced by economic activity, which is beyond public-sector control. However, there are ways in which recurring congestion may be reduced, such as higher vehicle occupancy rates (carpools, mass transit, parking fees), reducing vehicle trips (affordable housing located near work sites, services, and shopping), roadway operations (ramp meters, variable speeds, road pricing), increased pedestrian and bike use and adding road capacity (new through lanes). Non-recurring congestion may be reduced by safety-enhancement projects (reduces crashes), incident response programs (reduces incident clearing times) and roadway operations aimed at enhancing safety or smoothing traffic flow.

Factors affecting results and what needs to be done

ODOT has a three-part approach aimed at providing mobility:

- Optimize use of infrastructure,
- Manage the traffic network, and
- Support transportation options.

Oregon Department of Transportation Policy, Data & Analysis Division (PD&A)

Table 1. AADT/C Values for Congestion Levels	
Description	Ratio Value
Uncongested traffic flow	Less than 7
Transitioning to moderate congestion	7 – 8.99
Moderate congestion to congested conditions	9 – 9.99
Congested and transitioning to very congested	10 – 11.99
Very congested and transitioning to extremely congested	12+

We optimize the use of infrastructure by leveraging new technology and construction techniques to improve performance and safety. We invest in safety projects to decrease crash-induced congestion and construction projects designed to relieve bottlenecks. Through traffic network management we employ new technology to provide timely information to travelers. These systems help travelers choose alternative modes and routes to avoid congestion caused by crashes and other disruptions. Finally, Oregon ranks among the top states in the country for numbers of walk, bike, ride-transit, telecommute and shared-rides. Oregon’s strategies to provide transportation options reduce single-vehicle occupancy use, while improving the health of Oregonians, promoting environmental benefits and providing access to jobs, goods and services.

About the data

The data used to calculate this measure comes from the annual Highway Performance Monitoring System (HPMS) data submittal to the Federal Highway Administration (FHWA). The HPMS was developed to measure the scope, condition, performance, use and operating characteristics of the Nation’s highways. This data is also used to determine the apportionment of Federal-aid Highway Program funds to states as well as serves as the primary data source

for the biennial “Conditions and Performance Report” to U.S. Congress, which supports the development and evaluation of FHWA’s legislative, program and budget planning activities.

Contact Information

Chi Mai, P.E.
 ODOT Policy, Data & Analysis Division
 Chi.MAI@odot.state.or.us

Data Source

Highway Performance Monitoring System

Oregon Department of Transportation

Policy, Data & Analysis Division (PD&A)

Program Description

PD&A Has Four Major Program Responsibilities:

Data, Analysis & Research – This group oversees Oregon’s transportation asset management system development, data collection and reporting, mapping, web-based map applications, forecasting and modeling systems, transportation system analysis, transportation operations data and analysis, in addition to research to develop and test innovations to enhance the transportation system.

By fulfilling these responsibilities, ODOT is able to track performance of the transportation system, meet federal reporting requirements, plan for anticipated revenue from vehicle usage, turn data into information, and leverage new technologies to help meet the changing economic and social demands. PD&A is also responsible for submitting Oregon’s HPMS and Certified State Public Road Mileage to the Federal Highway Administration. HPMS data forms the basis of the analyses that support the biennial Condition and Performance Reports to Congress. HPMS provides the rationale for requested Federal-aid Highway Program funding levels and are used for apportioning Federal-aid funds back to the States.

Climate Office – Responsible for integrating climate considerations into ODOT business and transportation systems, the Office works across ODOT Divisions, with other state agencies, local jurisdictions, utilities, private industry and the public to lessen and prepare for climate change impacts. Mitigation work focuses on reducing GHG emissions from transportation, including implementing State directives (Statewide Transportation Strategy and Executive Order 20-04 initiatives) and transportation electrification. Adaptation work focuses on preparing for and responding to the impacts of climate change to transportation infrastructure, such as wildfires, extreme precipitation, and sea level rise. The Office’s Sustainability Program conserves resources, such as water and energy in ODOT business and operations, and includes efforts like the Oregon Solar Highways Program. The Office also supports legislative and Governor’s Office directives related to climate change mitigation, adaptation, or sustainability. The STS, Governor Kate Brown’s Executive Order 20-04, and ODOT’s 2021-2023 Strategic Action Plan include targets and requirements for ODOT and its partner agencies to reduce the transportation GHG emissions and achieve a cleaner environment. ODOT created its Climate Office to implement these plans and orders with dedicated resources and specific focus.

Policy & Planning – Federal and state law requires ODOT to prepare and maintain a long-range transportation plan, providing both vision and policy direction. The Oregon Transportation Plan and its associated ten specific modal and topic plans help further define the broad needs and issues for each mode or transportation topic. These statewide policy plans, in turn, guide ODOT and local jurisdictions in completing local and regional transportation system plans that inform investment priorities and decisions for Oregon. Without funding and other support from ODOT, most local jurisdictions would not have the resources to complete this important planning and identify

Oregon Department of Transportation Policy, Data & Analysis Division (PD&A)

priority projects. The Oregon Transportation Plan outlines the State of Oregon's long-range vision, policy, and outcomes. PD&A is responsible for developing this long-range statewide policy plan as well as overseeing its implementation. The Policy & Planning program area is responsible for these functions. Staff from this program as well as across PD&A help infuse the key policies and desired system outcomes into all aspects of ODOT's work including:

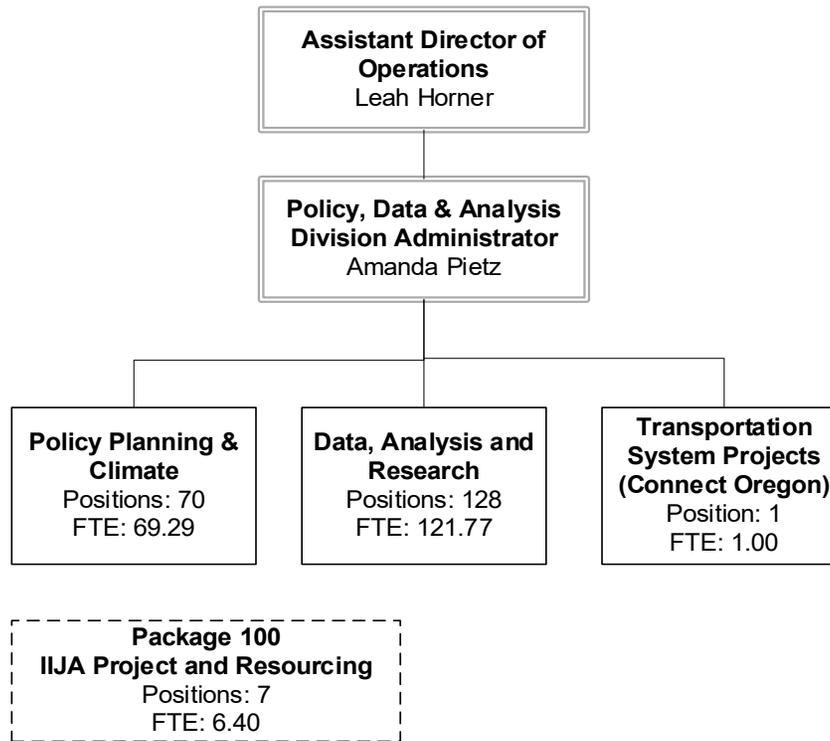
- Funding and technical support for local agencies and Metropolitan Planning Organizations (MPO's) in developing quality system plans and priority projects
- Informing Statewide programmatic funding levels using federal and state performance metrics
- Ensuring that project design, construction, and implementation are supporting Federal and State Transportation Planning rules, as well as moving towards the performance outcomes and objectives from the OTP
- Working with the Maintenance and Operations part of ODOT to support the performance outcomes and objectives from the OTP

Transportation System Projects (Connect Oregon) – The Connect Oregon Program provides funding to invest in air, rail, and marine infrastructure to ensure Oregon's transportation system is strong, diverse, and efficient. The Program is funded entirely with privilege tax revenue. PD&A conducted a competitive application process beginning in fall 2021 and awarded 21 projects totaling \$47 million in spring 2022. Future competitive rounds will be conducted once ODOT determines that a sufficient amount is available in the Connect Oregon Fund.

Oregon Department of Transportation Policy, Data & Analysis Division (PD&A)

Organizational Information

Positions: 206
FTE: 198.46
Including POP Positions



Oregon Department of Transportation

Policy, Data & Analysis Division (PD&A)

Major Budget Drivers, Budget Risks

In the PD&A budget, Connect Oregon accounts for 24% of the 2023-2025 Governor's Budget for ODOT. The budget also comprises 31% for personal services, 15% for professional services, and 6% for other non-personal/professional services. Finally, the remaining 24% is for Package 81 (June 2022 E Board) IIJA projects and programs.

Key budget risks are the numerous federal regulations implementing performance provisions established by the Moving Ahead for Progress in the 21st Century Act (MAP-21), Fixing America's Surface Transportation (FAST) Act and the Infrastructure Investments and Jobs Act (IIJA). The rules span from ensuring that long range plans are performance-based and include both national goals as well as the associated federal performance measures and targets, to also developing a Transportation Asset Management Plan (TAMP). The establishment of performance measures and targets as part of these regulations also require working very closely with Oregon's ten Metropolitan Planning Organizations (MPOs), such as providing data and technical support. These regulations affect the overall work efforts within PD&A. The full impact of this additional work from data collection to reporting is evolving, as work is complete and assessed by FHWA.

Important Changes to the to the Budget and Operations in the Past 6 Years

2017-2019

The 2017-19 budget request includes \$100 million for the Connect Oregon VII policy package to fund non-Highway projects. Connect Oregon VI package was approved for \$45 million in 2015 and is funded with lottery-backed bonds. Implementation of the new federal FAST Act legislation is another area of significant change. The FAST Act legislation established a strong freight emphasis for the country and states. Updating the Oregon Freight Plan to be compliant with this legislation is critical in ensuring Oregon can fully leverage the new funding opportunities provided to the state. The FAST Act also continues to raise the bar toward developing and meeting national goals in the areas of safety, infrastructure condition, congestion reduction, system reliability, reduced project delays, and freight movement and economic sustainability. FHWA intends to utilize existing federal reporting requirements and program areas to leverage as much of the work already is being done as possible. However, not all of the information required by the FAST Act is currently available. To meet the new requirements, PD&A will need to expand on existing data collection and reporting work.

2019-2021

To implement, the federal FAST Act legislation requires PD&A to expand its existing data collection and reporting work to meet the new federal mandates.

Oregon Department of Transportation Policy, Data & Analysis Division (PD&A)

House Bill (HB) 2017, passed by the 2017 Oregon Legislature, significantly increased the volume of project-related funding work for PD&A. Projects funded in the STIP have increased to an estimated \$750 million for each federal fiscal year. Other accountability elements of the bill, such as the web reporting requirements, touch PD&A's work. In addition, the legislature created new programs, such as the Safe Routes to School infrastructure program. PD&A will lead the rulemaking, project selection, and administration of the funds to local agencies and ODOT.

HB 3361 establishes an open data policy for state agencies and sets an expectation for agencies to post "publishable" data directly onto a central data portal website. It requires state agencies to create and maintain a public data listing of their "publishable" datasets that could be placed on the web portal (including those items that have not been released) and establish processes to engage with customers and the public to prioritize data releases.

2021-2023

HB 2017 included four Connect Oregon dedicated projects amounting to \$60.2 million. The legislature only approved \$30 million to fund the projects. The remaining project balance funding is from the vehicle privilege tax revenue. Funding for the next Connect Oregon Program competitive round will be entirely with vehicle privilege tax revenue. Based upon anticipated privilege tax revenue, the OTC did approve over \$46 million in Connect Oregon projects through a competitive application based process in May of 2022.

The addition of the Climate Office was to address transportation's responsibility for around 35 percent of the state's GHG emissions. The Climate Office works across ODOT Divisions to educate, develop and institutionalize a climate lens and strategies into the ways the Agency plans for, invests in, builds, manages, maintains, and supports the multi-modal transportation system of Oregon. For mitigation (reducing GHG emissions from transportation), efforts are focused on implementing ODOT's Statewide Transportation Strategy: A 2050 Vision for Greenhouse Gas Reduction (STS) and Oregon Executive Order 20-04. ODOT is taking a lead role for the state in implementing strategies to achieve broader transportation electrification, partnering with other state agencies, utilities, and the private sector. In addition, the Climate Office is working to inform ODOT Statewide Transportation Improvement program funding decisions; reduce its own carbon footprint; continue multi-agency planning, partnerships and strategies; and increase resilience to climate change and extreme weather events.

Additional information on the Climate Office is located at the website: [Oregon Department of Transportation : Welcome Page : Climate Office : State of Oregon](#)

Oregon Department of Transportation Policy, Data & Analysis Division (PD&A)

Specific Actions the Agency has Taken or Plans to Take to Contain Costs and Improve Programs and Service

PD&A has taken a number of steps to gain efficiencies for both agency staff and our customers. PD&A is publishing online resources, such as program guidance and forms, and is developing electronic tools to facilitate funding application and program administration processes. These efficiencies allow ODOT staff to focus their efforts on ensuring compliance and overall program success.

ODOT research develops innovative solutions to transportation problems or issues with the goal of providing significant benefits to the department. As an example, recently completed work will support the modernization of ODOT's surveying standards. Nearly all ODOT projects that depend on surveying have the potential to be positively impacted by this research. By modernizing ODOT survey protocols to include the use of the hybrid network methodology leveraging state-of-the art Network Real Time Kinematic Global Navigation Satellite Systems baselines, both field and processing efforts will be optimized, which will in turn improve downstream customer timelines and overall project costs. The studied method can achieve similar and possibly better levels of network accuracy than currently required for all ODOT control projects. Additionally, the decision matrix that has been developed by this study will allow for project tailoring based on the desired level of network accuracy for the control. The procedures outlined also ensure efficiency and standardization for using these technologies for control purposes for both ODOT Surveyors and contractors performing survey work for ODOT. The results of this research were used to update ODOT's Survey Policy and Procedure Manual (in process). If ODOT averages 250 projects (construction, repair, other) per year, this work could save the agency \$208K to \$2.5M over a 10-year period. Further, this would reduce the time on-site next to ongoing traffic for our personnel between 1hr-10hr depending on the project type, significantly lowering risk for our professionals.

Modernization of data systems continues and will include replacement of the Crash Data System, the authoritative source of automotive crash data for the State. This will be a large Information Technology effort that will engage law enforcement partners and local agencies. The division is leading a system review and gap analysis now, and expects to solicit an RFP in the 23-25 biennium. The resulting new Crash Data System will improve crash data timelines and usability for all stakeholders.

The Climate Office will manage the federal National Electric Vehicle Infrastructure (NEVI) program and the Carbon Reduction Program, both created under the Infrastructure Investments and Job Act (IIJA). It is also informing the programming of IIJA PROTECT funding, using the recently released Climate Adaptation and Resilience Roadmap. Overall the Roadmap will inform where and how ODOT invests to prepare for and respond to more extreme weather events.

Oregon Department of Transportation **Policy, Data & Analysis Division (PD&A)**

OAR 660 Division 12 (Transportation Planning Rule) establishes state transportation planning requirements for ODOT and local agencies. The Land Conservation and Development Commission, in collaboration with the ODOT PD&A Planning Section, updated this rule, in a larger effort known as the Climate Friendly and Equitable Communities (CFEC) Rulemaking. CFEC results in new local planning requirements that impact PD&As Transportation Growth Management Program, and resulted in the Oregon Transportation Commission dedicating \$15 million in discretionary federal funding to supporting local implementation of the rules. This impact is also financial as well as has staff resource needs. However, as ODOT is a transportation system owner and provider, its transportation systems, mostly state highways, will be significantly impacted as well and ODOT will need to work with local agencies to ensure the planned transportation projects and needs on state highways meet the new Transportation Planning Rules requirements.

Budget Issues Related to COVID-19, Wildfires, and Emerging Issues Not Captured in the Governor's Budget

PD&A estimates non-federal matching contribution of \$13 million to participate in the IIJA National Electric Vehicle Formula Program and the IIJA Section 11401 Discretionary Grant Programs.

PD&A is undergoing efforts to study wildfire mitigation and COVID-19 impacts on traffic flow/patterns.

Oregon Department of Transportation
Policy, Data & Analysis Division (PD&A)

Budget Detail

		2019-2021 Actuals	2021-2023 Approved Budget	2023-2025 Governor's Budget
Program				
	Policy, Data & Analysis	\$88,997,428	\$137,076,264	\$145,500,750
	Connect Oregon	\$45,490,878	\$81,255,269	\$46,308,300
	Total PD&A	\$134,488,306	\$218,331,533	\$191,809,050
Expenditures by Major Revenue Source				
	Other (State)	\$68,842,000	\$111,694,055	\$77,403,961
	Other (Fed. as Other)	\$65,522,133	\$103,432,054	\$114,189,926
	Federal Funds	\$124,082	\$205,424	\$215,163
	General		\$3,000,000	
	Total	\$134,488,215	\$218,331,533	\$191,809,050
Expenditures by Category				
	Personal Services	\$54,097,487	\$52,588,618	\$58,874,952
	Services and Supplies	\$33,983,965	\$79,813,595	\$85,959,129
	Capital Outlay	\$272,753	\$456,655	\$475,835
	Special Payments	\$46,134,010	\$85,472,665	\$46,499,134
	Total	\$134,488,215	\$218,331,533	\$191,809,050
	Positions	193	191	206
	Full-Time Equivalent (FTE)	185.98	181.81	198.46

Oregon Department of Transportation Policy, Data & Analysis Division (PD&A)

Programs Shared with or Dependent on Other Agencies

Oregon Technology Transfer (T2) Center: Provides road worker training to local agencies, federal agencies, and tribes.

ODOT Research Program: Partnership with state universities (primarily PSU and OSU), other universities, other state agencies, national labs, and federal agencies to conduct transportation research.

Statewide Crash Data Program: Provides annual publications to Oregon State Police for use in their strategic traffic patrolling on state highways and other data driven decisions.

Fatality Analysis Reporting System (FARS): Provides staff support to National Highway Traffic Safety Administration's (NHTSA) Oregon Fatality Analysis & Reporting System.

Oregon Sustainable Transportation Initiative (OSTI): Policy and implementation efforts around reducing transportation-related GHG emissions based on salutatory direction.

Oregon Modeling Steering Committee (OMSC) and Users Group (OMUG): A collaboration of federal, state, and local agencies that work to ensure Oregon continues to have the right tools and expertise needed to answer important questions about our transportation system, land use, and economy through transportation modeling applications, sharing knowledge, and leveraging resources.

Transportation and Growth Management (TGM) Program: Joint program between ODOT and DLCD to support local and regional planning to link land use and transportation. TGM provides grants and community assistance resources for Oregon communities and with oversight from an Advisory Committee.

Metropolitan Planning Organization (MPO) Program Coordination: Fulfill federal requirements and meet state objectives by coordinating funding and informing planning programs for Oregon MPOs.

Oregon Freight Advisory Committee (OFAC): Primarily responsible for helping lead development of the State's Freight Modal Policy Plan and informing implementation of the plan. Also, help prioritize freight investments through the STIP and Connect Oregon.

Oregon Department of Transportation
Policy, Data & Analysis Division (PD&A)

Summary of Proposed Legislation Affecting Agency Operations

Policy Packages

#081 IIJA June E-Board \$40,363,329 OF 3 Positions 3.00 FTE

Under IIJA, ODOT's federal funding is increasing. Positions to support this work were approved at the June 2022 E-board. Budget Prep timing requires these to be added to 2023-25 Budget through this package.

#092 Statewide Attorney General Adjustment (\$13,592) OF 0 Positions 0.00 FTE

This package reduces Attorney General rates to reflect adjustments in the Governor's Budget.

#100 IIJA (Infrastructure Investment and Jobs Act) \$1,736,494 OF 7 Positions 6.40 FTE

This package requests positions and OF limitation for staffing, project delivery and program expenditures related to new work launched under the Infrastructure Investment and Jobs Act (IIJA). Positions are for climate, equity and mobility program coordination.

Oregon Department of Transportation

Finance & Budget Division

Mission, Goals and Historical Perspective

The Finance & Budget Division (FBD) manages the agency's financial resources to ensure its long-term fiscal health, creating sustainable funding and revenue models that can outlast the declining purchasing power of the fuel tax, and embracing new revenue sources to sustain the transportation system and the agency.

Historically the FBD budget supported the Financial Services Branch (FSB) and Budget, Economics and Debt Services Section (BEDS). For the 23-25 legislative budget, Statewide Investment Management Services (SIMS) and the Office of Innovative Funding (OIF) have been transferred to FBD from other Divisions.

FBD contributes to all of the goals listed under the Sufficient & Reliable Funding priority in ODOT's 2021-23 Strategic Action Plan (SAP) and has primary responsibility for implementing two SAP strategic outcomes: Implement Large-scale Road Usage Charging and Achieve Sufficient Funding.

Performance Measures

FBD does not have any legislative Key Performance Measures (KPMs).

Program Description

The Finance and Budget Division oversees the agency's fiscal functions and collects a significant portion of the State Highway Fund's revenue. It consists of four major program responsibilities: The Financial Services Branch (FSB), Budget, Economics & Debt Services (BEDS), Statewide Investment Management Services (SIMS), and the Office of Innovative Funding (OIF).

FSB provides a complete range of integrated financial and accounting processes for the agency and collects the fuels tax, the largest funding source for Oregon's transportation system.

BEDS manages the legislative budget process, implementation of the agency's operational budget, including coordination of division and branch budget execution, and the agency's portfolio of debt. Long-term priorities include ensuring the agency's fiscal health by aligning ODOT's operational expenditures and revenue.

Oregon Department of Transportation **Finance & Budget Division**

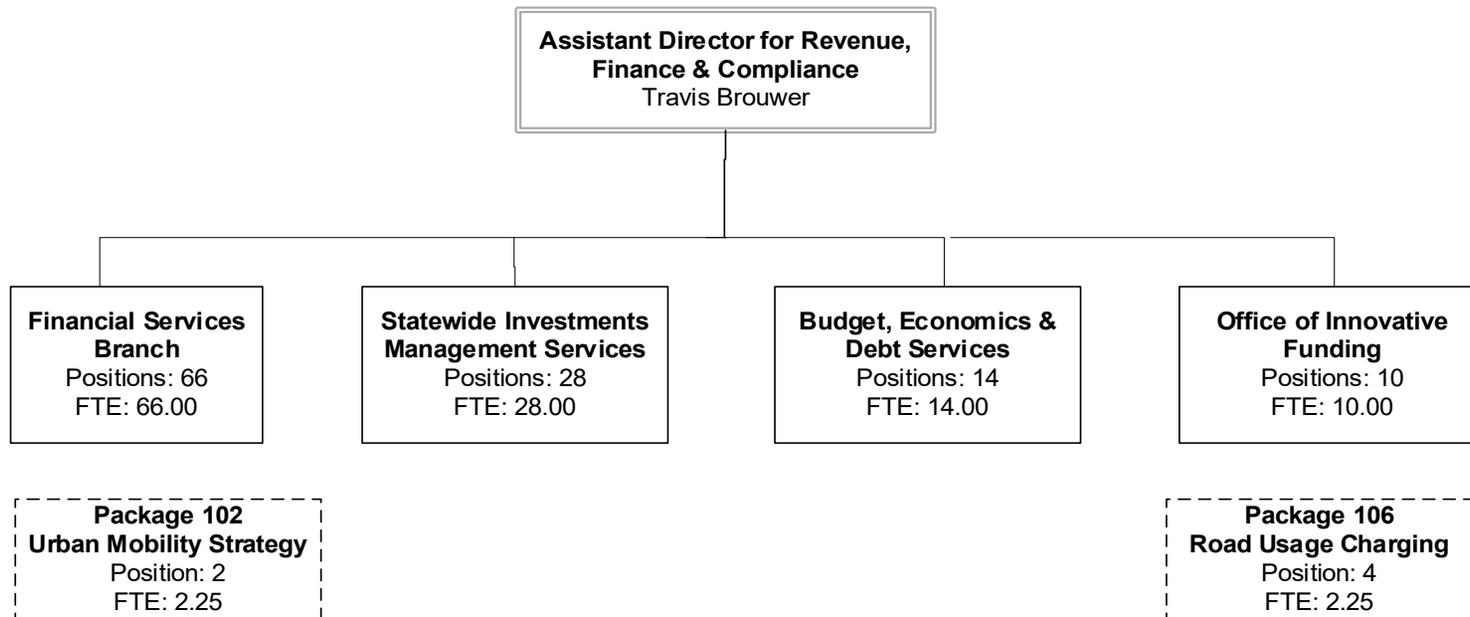
SIMS develops the Statewide Transportation Improvement Program (STIP), Oregon's four-year transportation capital improvement program, which identifies the scheduling and funding for transportation projects and programs within the state. Approximately \$850 million in state and federal funds is obligated each federal fiscal year. SIMS also administers grant programs like Connect Oregon.

OIF develops strategic, innovative projects that enhance Oregon's multi-modal transportation system. Long-term priorities include implementation and operation of tolling as well as implementation of statewide per-mile road usage charging to ensure sufficient and reliable revenue to maintain and improve Oregon's transportation system.

Oregon Department of Transportation Finance & Budget Division

Organizational Information

Positions: 124
FTE: 121.50
Including POP Positions



Oregon Department of Transportation

Finance & Budget Division

Major Changes, Budget Drivers, Risks and Information Technology Projects

Major budget drivers are personal services costs, state government service charges (which are largely located in the FBD budget and account for \$27.3 million of the division's budget), and the cost of maintaining, upgrading, and implementing financial systems. The addition of tolling implementation and operations to the FBD budget will also impact the division's budget.

Important Changes to the Budget and Operations in the Past 6 Years

2017-19

FBD did not exist during the 17-19 biennium.

2019-21

FBD was functionally established at the end of 2019. At its inception, it included Financial Services Branch and Budget Services (from Central Services Division), as well as the Economic and Financial Analysis Unit (from Transportation Development Division).

2021-23

The FBD budget limitation was established for the 2021-23 biennium as part of a larger agency reorganization, where the revenue generating and financial functions of the agency were brought together. This included Financial Services; Budget, Economics & Debt Services; Statewide Investments Management Services; and the Office of Innovative Funding programs that were transferred to FBD from other parts of ODOT.

Specific Actions the Agency has Taken or Plans to Take to Contain Costs and Improve Programs and Service

FBD is reducing the Division's State Highway Fund (SHF) spending by 5% for 23-25 (exclusive of the State Government Service Charge). To do this, FBD has identified ways to reduce spending on professional and IT services and services and supplies and will seek opportunities to reduce personal service costs. Some of these will flow from more efficient processes—such as implementation of electronic signatures for invoices—while others may require reduced service levels. Additionally, FBD is exploring shifting a significant amount of personal services costs within the SIMS Section to federal funds to reduce the impact to the State Highway Fund.

Oregon Department of Transportation Finance & Budget Division

ODOT has delegated authority from FHWA to develop and construct state and local agency highway projects. The authority requires ODOT to comply with FHWA's requirements for project delivery. The Local Agency Certification program continues to make strides to certify local agencies to deliver those same federally funded highway projects. The effort ensures that federal fund expenditures are in accordance with federal rules. This creates efficiencies by removing ODOT's direct involvement in these projects after the local agency has demonstrated its qualifications.

To improve the timeliness of invoice payments to consultants and their sub-consultants, ODOT implemented an invoice partial payment process. A partial payment of 40% was determined by analyzing paid summary report data, looking at the average percentage of sub consultant awards, and vetting and approving the partial payment percentage through various channels (i.e., management, executive teams, American Council of Engineering Companies).

Budget Issues Related to COVID-19, Wildfires and Emerging Issues Not Captured in the Governor's Budget

The State Highway Fund lost substantial revenue during COVID-19 as people drove less and DMV's capacity to process transactions was constrained due to office closures and staffing shortages. A portion of lost funding was made up with federal COVID relief funding.

ODOT managed the clean efforts from the 2020 Labor Day fires. The agency's total outlays for this program total approximately \$360 million, of which approximately \$300 to \$315 million will be reimbursed by the Federal Emergency Management Agencies through the Oregon Department of Emergency Management. The remaining non-federal matching funds will come from the General Fund (for private property debris removal) and from the State Highway Fund (for hazard tree removal on state highways). To date FEMA has reimbursed only a portion of the outstanding amounts; the remainder have been submitted for processing, and ODOT expects reimbursements over the course of the coming biennium.

Oregon Department of Transportation
Finance & Budget Division

Budget Detail

Program	2019-2021 Actuals	2021-2023 Approved Budget	2023-2025 Governor's Budget
Finance & Budget	\$51,209,532	\$73,780,636	\$84,055,736
Total FBD	\$51,209,532	\$73,780,636	\$84,055,736
Expenditures by Major Revenue Source			
State (Other)	\$50,107,448	\$73,003,378	\$82,307,771
State (Fed as Other)	\$1,102,084	\$460,054	\$1,460,618
Federal Funds		\$317,204	\$287,347
Total	\$51,209,532	\$73,780,636	\$84,055,736
Expenditures by Category			
Personal Services	\$25,447,036	\$31,938,026	\$31,936,611
Services and Supplies	\$25,745,227	\$41,842,610	\$52,119,125
Capital Outlay	\$5,080		
Special Payments	\$12,189		
Total	\$51,209,532	\$73,780,636	\$84,055,736

Positions	118	130	124
Full-Time Equivalent (FTE)	117.39	127.42	121.50

Oregon Department of Transportation
Finance & Budget Division

Programs Shared with or Dependent on Other Agencies

FBD operates a number of programs that are dependent on other parts of ODOT. For example, the tolling program will implement tolling for projects being developed by the agency's Office of Urban Mobility, while SIMS administers grants for the Policy, Data and Analysis Division and Public Transportation Division. This requires engagement with local governments and other state agencies, such as the Oregon Department of Aviation.

The FSB payroll operation interacts with the DAS Workday Payroll system, and FSB's financial operations are based on statewide financial standards.

Summary of Proposed Legislation Affecting Agency Operations

Policy Packages

#081	IIJA June Eboard	\$1,058,116	OF	4	Positions	4.00	FTE
Under IIJA, ODOT's federal funding is increasing. Positions to support this work were approved at the June 2022 E-board. Budget Prep timing requires these to be added to 2023-25 Budget through this package.							
#092	Statewide Attorney General Adjustment	(\$14,355)	OF				
This package reduces Attorney General Rates to reflect adjustments in the Governor's Budget.							
#093	Statewide Adjustment DAS Charges	(\$517,534)	OF				
This package represents adjustment to DAS charges for services made in the Governor's Budget.							
#102	Urban Mobility Strategy	\$365,004	OF	2	Positions	1.25	FTE
This package staffs ODOT's Urban Mobility Strategy (UMS) and ensures the effective delivery of major transportation projects in the Portland-metro region, including I-5 Rose Quarter, I-205 Phase 1A, and operationalization of a regional congestion management and tolling program.							

Oregon Department of Transportation
Finance & Budget Division

#106 RUC (Road Usage Charge) \$2,736,548 OF 4 Positions 2.25 FTE

This package is being submitted alongside a Legislative Concept (LC) that would establish a mandate to require participation in OReGO for registered owners and lessees of certain passenger vehicles. The package provides the positions and resources necessary to implement the LC.

Oregon Department of Transportation

Debt Service

ODOT's debt service consists of a variety of bond programs first implemented in the late 1990s as ODOT transitioned from a "pay-as-you-go" agency, to one that utilizes municipal bond markets to finance agency priorities.

Other Funds

For the 2023-25 biennium ODOT anticipates using its existing Highway User Tax Revenue Bond pledge to issue the remainder of the \$30 million dedicated to urban mobility projects in the Portland-metro region, and an undetermined amount to support the Interstate Bridge Project, should funding be provided by the Oregon Legislature. Total Highway User Tax Revenue bond debt service is estimated at \$492,614,643, of which \$468,040,355 constitutes debt service payments for existing bond issuances, with \$24,574,288 constituting planned additional debt service. Additionally, ODOT anticipates establishing its Toll Revenue Bond pledge in anticipation of the I-205 Toll Project. This credit structure will exist separately from ODOT's Highway User Tax Revenue bond structure, with debt service payments falling under the Other Funds category. ODOT estimates debt service payments related to Toll Revenue bond issuances in the 2023-25 biennium to total \$50,000,000.

In order to accelerate the completion of projects related to an Americans with Disabilities (ADA) settlement, ODOT is establishing a Federal Grant Anticipation Revenue Vehicle (GARVEE) credit structure to support construction of ADA curb ramp projects throughout the state. The GARVEE program is a federal program which allows states to pledge formula funds to issue debt, whose debt service is repaid with federal formula funds. ODOT anticipates issuing \$300 million in GARVEE bonds during the 2023-25 biennium, with debt service payments of \$65,000,000.

Other Funds expenditure limitation is budgeted at \$381,283,133.

Federal Funds

ODOT's Federal Funds debt service includes \$18,764,647 in federal subsidies for a previously issued bond series, under the Build America Bureau bonding program.

General Fund

ODOT maintains a select group of General Fund-supported bond issuances, including a series issued in 2017 related to various transportation safety projects, as well as the State Radio Project. Total General Fund debt service is estimated at \$16,930,280.

Oregon Department of Transportation

Debt Service

Lottery Funds

ODOT maintains a variety of Lottery Bond-funded projects. These range from Connect Oregon projects, to individual projects authorized to received Lottery Bond revenues, for which ODOT acts as a grant administrator. Total Lottery Fund debt service is estimated at \$136,144,810.

Historically, ODOT has utilized the following bond programs:

Oregon Transportation Investment Act (OTIA)

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

The 2003 Session approved an additional bonding authority of \$1.9 billion. These bond proceeds funded the following purposes:

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

In 2010, the Department completed issuance of all Highway User Tax Revenue Bonds authorized under the OTIA program.

American Recovery and Reinvestment Act (ARRA)

Authorized in the 2009 Legislative Session, ODOT issued its OTIA III Series 2010A Highway User Tax Revenue Bonds as taxable Build America Bonds (BABs) in April 2010. Under ARRA, the BABs qualify ODOT to receive direct federal subsidy payments equal to 35 percent of the interest costs of the taxable bonds. During the 2023-2025 biennium, the debt service budget limitation estimate for BABs is \$18,764,647, which will be used to offset debt service payments.

Oregon Department of Transportation

Debt Service

Jobs and Transportation Act (JTA)

In 2009, the Legislative Assembly enacted JTA, which among other things, authorized ODOT to issue Highway User Tax Revenue Bonds in an amount sufficient to produce net proceeds of not more than \$840 million to finance a specific list of projects set out in JTA. In 2017, the Department completed issuance of all Highway User Tax Revenue Bonds authorized under the JTA program.

Keep Oregon Moving Act (KOM)

In 2017, the Legislative Assembly enacted KOM, which among other things, authorized ODOT to issue Highway User Tax Revenue Bonds in an amount sufficient to produce net proceeds of not more than \$480 million to finance a specific list of projects set out in KOM. The first set of bonds were issued in the fall of 2020.

Additionally, KOM (with subsequent amendments by HB 3055)) authorized the use of \$30 million in State Highway Funds dedicated to ODOT's Urban Mobility Projects, to be used for the payment of debt service, effectively authorizing approximately \$500 million in additional bonding authority.

Highway Safety Improvement Projects

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

- US 26, 116th – 136th Safety Improvements: \$17,000,000
- State Highway 34 Safety Improvements: \$3,000,000
- OR 126 Eugene to Florence Safety Improvements: \$7,000,000
- Interstate-5/Interstate-205 Cable Barrier: \$2,500,000
- US 26 Warm Springs Downtown to Museum / Casino Plaza Connectivity: \$1,500,000
- Interstate-84 (Pendleton – La Grande) Blue Mountains Snow Zone Safety Improvements: \$4,000,000

The State Transportation GO Bonds, as provided in HB 5202 §1(7) (2016), are General Fund obligations with debt service paid from the General Fund. The bonds were issued in 2017 in an amount sufficient to provide \$35 million in net proceeds.

Oregon Department of Transportation

Debt Service

State Radio Project (SRP)

Formerly referred to as the Oregon Wireless Interoperability Network (OWIN), the February 2009 Special Legislative Session transferred this project from Oregon State Police to ODOT. The department's State Radio Project, which replaced and modernized aging public safety communications systems statewide, marked its official completion June 30, 2017, after seven years of planning, developing and building the complex, technology-rich system. Ongoing operations and maintenance responsibilities reside with ODOT's Wireless Communications section.

Over the life of the SRP, total project costs, including debt service payments, are expected to be shared between the Oregon State Police/General Fund and ODOT/State Highway Fund. SRP costs are to be reconciled and balanced with 65 percent from the State Highway Fund and 35 percent paid from the General Fund.

In the 2016 Legislative Session, the Department's request for the final SRP revenue requirement of \$40 million was split between \$20 million in General Fund-supported bonds and \$20 million funded directly by ODOT with State Highway Fund revenues. The final SRP bond sale in the amount of \$20 million net proceeds was sold in May 2016. The expectation is that the Series 2016 SRP bond debt service will be fully General Fund-supported.

Lottery Fund Bond Debt Service

The Legislature allocates lottery dollars to ODOT to make debt service payments associated with lottery-backed revenue bonds. Lottery bonds are typically issued to support non-highway transportation-related projects, such as rail infrastructure, marine, aviation, and transit. Lottery-supported debt service includes:

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. In August 2012, these bonds were partially refunded. The original bond issuance and refunding debt service were completed in April 2014 and April 2019 respectively.

The final \$4 million was issued in March 2005. The Series 2005 bonds were partially refunded in March 2011 and again in August 2012. The debt service payments on the original bond issuance was completed in April 2013. Debt service payments on the refunding bonds are scheduled to continue until April 2025.

Oregon Department of Transportation

Debt Service

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 costs was issued in February 2007. In March 2004 and again in March 2011, the Series 2002A bonds were partially refunded. The debt service payments on the refunding portion are scheduled to continue until April 2021. In March 2013, the Series 2004A bonds were partially refunded by the Series 2013C bonds. The debt service payments on the refunding portion were paid off in April 2018. In July 2014, the Series 2007A bonds were partially refunded by the Series 2014B bonds. The debt service payments on the un-refunded 2007A bonds were paid off in April 2017; the refunded portion evidenced by the Series 2014B bonds are scheduled to continue until April 2027.

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 Milwaukie. During April 2009, \$250 million in lottery bonds were issued. In March 2011, July 2014, and again in January 2015, the Series 2009A bonds were partially refunded. The debt service payments on the un-refunded bonds were completed in April 2019 and the refunded portion is scheduled to continue until April 2029.

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. In April 2009, \$20 million in lottery bonds were issued for the project. In July 2014 and again in January 2015, the Series 2009A bonds were partially refunded. The Debt service payments on the un-refunded Series 2009A bonds were completed in April 2019 and the refunded portion is scheduled to continue until April 2029.

Oregon Department of Transportation

Debt Service

Connect Oregon I, II, III, IV, V and VI and KOM Dedicated Projects

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 were issued. During April 2009, the remaining \$90 million in lottery bonds for Connect Oregon II were 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. The \$100 million in lottery bond authorization for Connect Oregon III projects was sold in March 2011.

In 2011, the Oregon Legislature passed House Bill 5036 that approved a fourth authorization of \$40 million in lottery-backed bonds for Connect Oregon IV. In April 2013, \$29 million in lottery bonds were issued for Connect Oregon IV projects. In Senate Bill 5533, the 2013 Legislature authorized \$42 million in lottery bonds to fund Connect Oregon V. The bonds were issued in January 2015 with a final payment due in April 2035. The 2015 Legislative Assembly, in House Bill 5030 and House Bill 5005, authorized the issuance of an additional \$45 million in lottery bonds to fund Connect Oregon VI. The bonds were issued in April 2017 with a final payment due in April 2036.

The 2017 Legislative Assembly in its HB 2017 §71(f) directed the Department, subject to the availability of funds, to distribute money in the Connect Oregon Fund for four dedicated projects (the “Dedicated Projects”) as listed below:

- Mid-Willamette Valley Intermodal Facility: \$25,000,000
- Treasure Valley Intermodal Facility: \$26,000,000
- Rail expansion East Beach Industrial Park at Port of Morrow: \$6,500,000
- Extension of Brooks rail siding: \$2,600,000

In its SB 5530 §8, the 2017 Legislative Assembly authorized the issuance of \$30 million in net proceeds of lottery bonds to partially fund the Dedicated Projects. These bonds were issued in April 2019 with a final payment due in April 2039.

Port of Coos Bay Rail Link

In Senate Bill 5533, the 2013 Legislature authorized \$10 million in lottery bonds for distribution to the Oregon International Port of Coos Bay for the purpose of acquiring, constructing or improving the Coos Bay rail link. The 2018 Legislature subsequently dedicated \$7

Oregon Department of Transportation

Debt Service

million of these funds for the Coos Bay Rail link and \$3 million to the dedicated purpose of purchasing rolling stock for operation on the rail link. The bonds were issued in January 2015 with a final payment due in April 2035.

The 2015 Legislative Assembly, in House Bill 5030 and House Bill 5005, authorized the issuance of an additional \$10 million in lottery bonds to provide funds to the Oregon International Port of Coos Bay for the purpose of acquiring, constructing or improving the Coos Bay rail link. The bonds were sold in April 2017 with a final debt service payment due in April 2036.

The 2019 Legislative Assembly, in House Bill 5030, authorized \$5 million in lottery bonds for distribution to the Oregon International Port of Coos Bay for the purpose of acquiring, constructing or improving the Coos Bay rail link. The bonds were expected to be sold in the spring of 2021, but the sale was cancelled due to lottery funding concerns brought on by the COVID pandemic. In the Second Special Session of 2020, the Legislature passed HB 4304 that requires ODOT to transfer \$5 million of Connect Oregon funds to the Port of Coos Bay Rail Link project.

Salem-Keizer Transit Center

In Senate Bill 5533, the 2013 Legislature authorized \$3.5 million in lottery bonds for distribution to the Salem-Keizer Transit District for the purpose of acquiring, constructing or improving the Salem-Keizer Transit Center. The bonds were issued in January 2015 with a final payment due in April 2035.

Harney County – Juntura Road Project

The 2016 Legislative Assembly in its Senate Bill 5701 and House Bill 5202 authorized \$2 million in lottery bonds for distribution to Harney County for the improvement the Juntura Road in Harney and Malheur Counties. The bonds were issued in April 2017 with a final debt service payment due in April 2036.

City of Portland – SW Capitol Highway Project

In Senate Bill 5530 §30, the 2017 Legislative Assembly authorized \$2 million in lottery bonds for distribution to the City of Portland for infrastructure improvements on SW Capitol Highway. The Series 2019A bonds were issued in April 2019 with a final payment due in April 2039.

Oregon Department of Transportation

Debt Service

Lane Transit District Project

In Senate Bill 5530 §31, the 2017 Legislative Assembly authorized \$5 million in lottery bonds for distribution to the Lane Transit District for upgrades and improvements to existing transit infrastructure. The Series 2019A bonds were issued in April 2019 with a final payment due in April 2039

Sherwood Pedestrian Bridge

In HB 5534, the 2021 Legislative Assembly authorized \$4 million in lottery bonds for distribution to the City of Sherwood for construction of a pedestrian connection at the intersection of State Highway 99W and Sunset Boulevard. The Series 2022A bonds were issued in April 2022 with a final payment due in April 2042.

Fanno Creek Regional Trail Improvements

In HB 5534, the 2021 Legislative Assembly authorized \$2.1 million in lottery bonds for distribution to the Tualatin Hills Parks and Recreation District for improvements to the Fanno Creek Regional Trail. These funds are anticipated to be received as part of the April 2023 Lottery Bond sale.

Oregon Department of Transportation
Debt Service

Budget Detail

		2019-2021 Actuals	2021-2023 Approved Budget	2023-2025 Governor's Budget
Expenditures by Major Revenue Source				
	State (General)	\$25,176,333	\$18,371,213	\$16,930,280
	State (Lottery)	\$114,671,355	\$121,144,419	\$136,144,810
	State (Other)	\$353,778,452	\$401,157,671	\$381,283,133
	Federal Funds	\$20,029,515	\$20,679,380	\$18,764,647
	Total	\$513,655,655	\$561,352,683	\$553,122,870
Expenditures by Category				
	Personal Services			
	Services and Supplies			
	Capital Outlay			
	Special Payments			
	Debt Service	\$513,655,655	\$561,352,683	\$553,122,870
	Total	\$513,655,655	\$561,352,683	\$553,122,870

Oregon Department of Transportation

Commerce & Compliance Division (CCD)

Mission, Goals, and Historical Perspective

The Commerce & Compliance Division (CCD) seeks to promote a safe, efficient and responsible commercial transportation industry by ensuring that commercial vehicles traveling across Oregon's transportation system are compliant with all safety regulations; protecting roads, bridges, and rails from unnecessary damage and wear and tear; and provide customer service registering commercial vehicles in Oregon and collecting appropriate road usage charges to aid in sufficient and reliable funding for a modern transportation system.

Program Description

Commercial Vehicle Registration and Operating Authority

CCD, in compliance with the state and federal law, registers commercial motor carriers based in Oregon. Currently there are approximately 9,000 Oregon-based motor carriers that account for 53,000 registered vehicles. Almost 70 percent of those trucks operate outside of the state's lines and participate in the International Registration Plan (IRP). This plan allows motor carriers to register their vehicles with a base state and registration fees are apportioned across all participating jurisdictions in North America based on the number of miles traveled in each jurisdiction. This group also ensures the motor carrier has the authority and associated insurance to do business in Oregon. CCD collects over \$51 million in Oregon registration fees annually.

Commercial Vehicle Transportation Taxes

Commercial motor vehicles weighing more than 26,000 lbs. pay a weight-mile tax in Oregon. This road usage fee requires users to pay based on the weight of vehicles and miles travelled. These rates are established through a cost responsibility study as required by Oregon's constitution. CCD collects approximately \$449 million in weight-mile taxes annually, which accounts for 32 percent of the State Highway Fund. In addition to the 9,000 Oregon based motor carriers, the division also manages another 28,000+ out of state carriers, which account for 515,300 vehicles (this is a 57 percent increase in four years). Oregon is also a full participatory state in the International Fuels Tax Association (IFTA) which apportions fuels taxes paid in other states and provinces based on the miles driven in each jurisdiction.

Size and Weight Program

The division is responsible for the oversight and implementation of Oregon's size and weight program. This program is regulated by the U.S. Department of Transportation Federal Highway Administration (FHWA). The program includes collaboration with other divisions (Policy, Data & Analysis and Delivery & Operations) to establish freight routes and permitting requirements.

Oregon Department of Transportation Commerce & Compliance Division (CCD)

The division partners with all 36 counties in Oregon and issues annual and single trip permits that include approved county roads. The division also relies on external third parties to issue annual permits to motor carriers.

Commercial Vehicle Safety Program and Roadside Enforcement

CCD has staff that are located roadside that are responsible for ensuring compliance with registration, operating authority, size, weight, and safety requirements. Staff in this section are responsible for implementing Federal Motor Carrier Safety Administration (FMCSA) program compliance and ensuring compatibility between state/federal commercial vehicle safety requirements. The team focuses on maintaining the integrity of ODOT's investments in the infrastructure and reducing the number of truck-at-fault crashes.

Rail Regulatory Program

The Rail Safety Program, in compliance with Federal Railroad Administration (FRA) guidelines, uses a combination of inspections, enforcement actions, and industry education to improve railroad safety for all of Oregon's citizens. Inspectors examine many aspects of the railroad industry including railroad main tracks, walkways and sidings, yards, equipment, and operating practices. The program regulates Oregon's 25 operating railroads and the many rail-served industries. Rail Safety houses the State Safety Oversight Agency (SSOA) program, which oversees the safety of all Rail Fixed Guideway Public Transportation Systems (i.e., light rail, streetcars and trolleys) for compliance with federal regulations promulgated by the Federal Transit Authority (FTA), as well as state statutes and rules. The Crossing Safety Program, under the supervision of the Federal Highway Administration, authorizes the construction, alteration, or elimination of public railroad-highway at-grade and grade-separated crossings in Oregon funded through Statewide Transportation Improvement Program funds.

Business Operations

This section focuses on providing centralized support services for the 300+ employees across the division. The primary focus is on day-to-day operations that touch on all programs enabling efficient programming and implementation. These tasks include budget management, cash accounting, division project portfolio management and execution, internal and external training oversight, division communication execution and strategy implementation, Innovative Technology Deployment (ITD) program management, and internal controls.

Major cost drivers for the division are personal services costs, major maintenance on facilities, and antiquated customer service systems with high consumable supply requirements. Opportunities to reduce these drivers and increase efficiencies can only be achieved with system upgrades and federalization of capital funds.

Oregon Department of Transportation Commerce & Compliance Division (CCD)

The current system and the availability of Information Technology (IT) Developers is not flexible enough to meet future demands. Our overhead rate fluctuates between 10-11 percent and CCD has many manual processes. System outages create customer frustration and if unaddressed, can contribute to non-compliance due to a lack of service. As personnel costs increase, replacing the system with something that is more modern and allows more business-to-business transactions will be essential to keeping the overhead rates from rising and allow CCD to support a fiscally sound ODOT and improve customer service offerings.

Program Performance

Commerce & Compliance Division participates in the FMCSA’s Performance and Registration Information Systems Management (PRISM) program. In partnership, the mission is to reduce the number of commercial vehicle crashes, injuries, and fatalities. CCD continues to see most truck-at-fault crashes attributed to driver behavior as shown below. The Safety Compliance unit focuses primarily on driver hours-of-service, driver education, and other mechanically focused inspection activities. CCD partners with law enforcement professionals who are focused on speed and other behaviors that cannot be addressed during an inspection at a fixed location. Safety staff conduct new entrant audits on all new motor carrier accounts within the first year. This provides an early resource for screening and education. Over the last two years, CCD processed 1096 new carriers registered with FMCSA, and of those 174 resulted in a fail. This early detection helps with keeping the unsafe commercial vehicles off the roads. In late 2022, IJA funds provided CCD six additional positions to conduct these audits and keep up with the exponential number of trucks on the road. Those positions were recently filled in early 2023 and should hopefully contribute to bringing these numbers back down.

Number of at-Fault Incidents

Entity at Fault	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
TRUCK DRIVER AT-FAULT	517	683	676	715	684	739	904	667	744	574	707
OTHER DRIVER AT-FAULT	386	462	522	579	537	652	639	601	671	596	696
NON-DRIVER AT-FAULT	87	96	87	82	87	85	108	104	118	97	123
TRUCK MECHANICAL FAULT	31	35	24	42	28	32	42	37	20	33	40
	1,021	1,276	1,309	1,418	1,336	1,508	1,693	1,409	1,553	1,300	1566

Rail Safety – Derailments with damage exceeding \$11,500

In 2014, the goal for the number of derailments was lowered from 42 to 25. The consistency in the ability to meet this goal is attributed to an increase in inspections resulting from hiring five additional certified Federal Railroad Administration inspectors since 2014.

Oregon Department of Transportation
Commerce & Compliance Division (CCD)

Number of Rail Derailments

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022
# of Derailments	23	16	14	17	21	19	17	13	16

Rail Safety – Railroad-highway crossing incidents

Railroad-highway crossing incidents have continued to stay low. CCD continue to look for ways to improve the functionality and safety of existing crossings. The most effective way to reduce the likelihood is to close the crossing, however the cost and disruption to local travel make this option cost prohibitive given the small amount of funding in the program (\$3 million/year). CCD has also partnered with Operation Lifesaver to help increase education and awareness activities in an effort reduce the number of incidents.

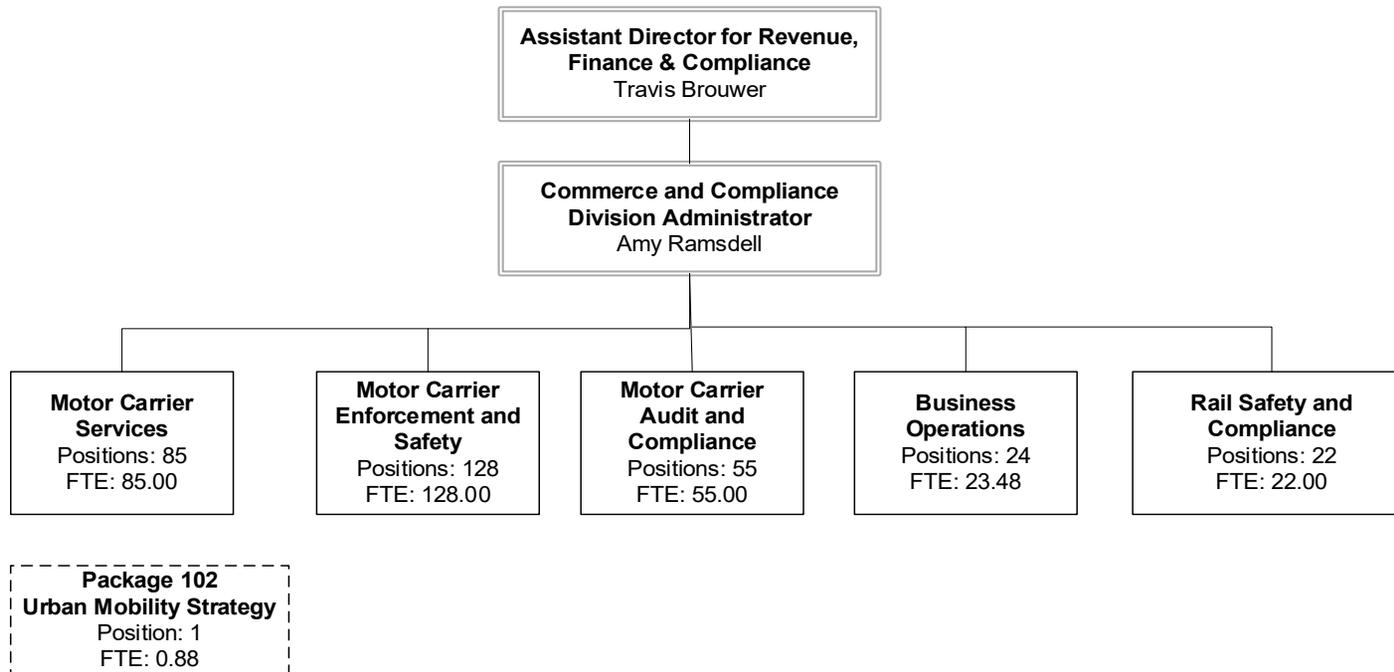
Number of Railroad-Highway Crossing Incidents

Year	2017	2018	2019	2020	2021	2022
# of Incidents	19	13	13	13	14	12

Oregon Department of Transportation Commerce & Compliance Division (CCD)

Organizational Information

Positions: 315
FTE: 314.36
Including POP Positions



Oregon Department of Transportation Commerce & Compliance Division (CCD)

Major Changes, Budget Drivers, Risks, and Information Technology Projects

HB 2017 rate increases

Oregon House Bill (HB) 2017, passed during the 2017 legislative session, increases weight-mile tax rates in 2018, 2020, 2022 and 2024 for a total of 53 percent over the 2017 rates at full implementation. The revenue increases due to HB 2017 was forecasted to be \$184 million in 2019-21 and \$255 million in 2021-23. With these increases paired with increased truck volume, CCD has already seen a 55% increase in weight-mile-tax revenue from 2017-2022.

Industry coordination

The increased revenue from HB 2017 lead to an increase in highway projects and coordination with the motor carrier industry. Staff in the Over-Dimension Permit Unit currently work to coordinate the movement of loads through Oregon's work zones. Additional revenue and projects will require additional permitting of equipment. In anticipation of this increase, we have been actively engaging county road authorities to develop more efficient oversize, overweight permitting processes.

CCD applied for and was awarded a \$2 million FMCSA High-Priority ITD grant. This grant is being utilized to purchase a new software system for Oregon's over-dimension permitting system. This system upgrade has been identified as a priority by ODOT in the 21-23 Strategic Action Plan. It will increase customer access and self-service to over-dimension permits around the clock and improve data analysis enterprise wide.

Workload increases

As the number of trucks on the road increases, our ability to keep up with increased workload related to registration and enforcement will be challenging across all levels. In keeping with past practice, we will work to utilize technology to the full extent practicable to keep up with increased truck traffic. Unfortunately, our legacy system has created many challenges including a lack of resources for maintaining. Manual workarounds are steadily increasing, and annual maintenance has become increasingly challenging, affecting Oregon-based motor carriers' ability to renew their registration in a timely manner. CCD has begun the pre-work to replace the registration system, obtaining Tech & Data Committee approval and moving into the next stage of requirements building and applying for federal ITD funding to help pay for the major undertaking.

Oregon Department of Transportation

Commerce & Compliance Division (CCD)

Aging facilities

Many facilities are aging and will require investment to keep them in working order to carry out our mission. The average age of our facilities is 43 years, and the maintenance costs increase an average of 17% each year. Increases in truck traffic adds additional wear to our scales, scale buildings, and concrete and asphalt which will require investment in repairs or replacement to keep the scales in working order. Resource scarcity is also causing project delays and increased cost burdens.

Important Changes to the Budget and Operations in the Past 6 Years

2017-2019

We have implemented a new phone system, much like other state agencies. We utilized the features available to enhance customer service. With the growth in transactions, we have added a call back feature, account status features and enhanced routing. This is designed to reduce the time customers spend on the phone.

2019-2021

ODOT underwent significant reorganization to align programs more appropriately in divisions with the same objectives. As a result, the Federal Railroad Administration Inspection Program, Rail Walkway and Clearance Program, Rail Crossing Safety, and Rail State Safety Agency Oversight were all moved into the recently renamed Commerce and Compliance Division. This changed the total budget request in the following biennia significantly due to the shift in resources.

CCD became compliant with the FMCSA PRISM program, allowing ODOT to become eligible for federal MCSAP funds. This resulted in securing \$8 million in federal program funds to assist in identifying and immobilizing motor carriers with serious safety deficiencies.

2021-2023

The Infrastructure Investment and Jobs Act (IIJA) passed, providing states with additional funding from FMCSA at both the base grant level and in the competitive grant cycle. As a result, CCD was able to add six new safety inspectors and utilize grant funds to create partnerships with a steadily growing number of law enforcement agencies throughout the state. CCD also established an Innovative Technology Deployment (ITD) Program Manager. The purpose of this position is to maintain a five-year IT Plan that is reviewed and approved by FMCSA that focuses on safety compliance through the utilization of technology and data. This Program Manager will help with the maintenance of the PRISM program, identify grant opportunities for commercial vehicle safety programs and support program managers in technology deployment.

Oregon Department of Transportation
Commerce & Compliance Division (CCD)

Specific Actions the Agency has Taken or Plans to Take to Contain Costs and Improve Programs and Service

Green Light & HELP Inc. Prepass interoperability

The number of vehicles utilizing Green Light has increased from 35,000 to 79,000 (126%) this past year, increasing opportunities for vehicles in compliance to stay on the highway.

Online service enhancements

CCD intends to enhance Trucking Online offerings to allow agents of the motor carriers to do business on their behalf more efficiently, which should assist us in keeping up with a growing number and complexity of phone calls. By enhancing our online offerings, we can offer carriers a full array of services.

Getting off old systems for efficiencies and customer experience. We are currently working replacing our over-dimension permitting system, procuring software in 2023, and have begun the initial work to obtain additional funding through grants to build requirements for a replacement commercial vehicle registration system.

Facility maintenance plan

CCD's enforcement facility maintenance plan will help prioritize facility needs based on several key measures and changes in commercial traffic patterns. CCD upgraded the six Port of Entries to LED lighting, saving thousands of dollars in electrical costs each year per facility.

Budget Issues Related to COVID-19, Wildfires, and Emerging Issues Not Captured in the Governor's Budget

Static scales and weigh-in-motion locations are aging. Increased investment in our size and weight infrastructure will be needed to maintain operations. Many weigh-in-motion locations were installed over 20 years ago and are reaching the end of their lifecycle. Weigh stations were built based on lower traffic volumes over 40-50 years ago. Moving forward, we will need to utilize the weigh-in-motion to manage traffic at the busiest scales and repair or replace aging buildings.

Many of the programs CCD manages are supported by applications that reside on an outdated mainframe platform. To meet customer demands, CCD will need to explore other applications and plan for future information technology investments.

Oregon Department of Transportation
Commerce & Compliance Division (CCD)

Budget Detail

Program	2019-2021 Actuals	2021-2023 Approved Budget	2023-2025 Governor's Budget
Motor Carrier	\$66,551,063	\$92,217,355	\$89,762,798
Rail	\$10,407,016	\$25,637,580	\$17,086,266
Total CCD	\$76,958,079	\$117,854,935	\$106,849,064
Expenditures by Major Revenue Source			
Other (State)	\$72,568,759	\$88,039,238	\$85,251,773
Other (Fed as Other)	\$1,702,274	\$17,500,000	\$7,400,000
Federal Funds	\$2,687,046	\$12,315,697	\$14,197,291
Total	\$76,958,079	\$117,854,935	\$106,849,064
Expenditures by Category			
Personal Services	\$61,466,954	\$71,408,095	\$72,591,980
Services and Supplies	\$14,489,003	\$35,714,093	\$32,013,067
Capital Outlay	\$802,121	\$632,747	\$784,322
Special Payments	\$200,001	\$10,100,000	\$1,459,695
Total	\$76,958,079	\$117,854,935	\$106,849,064
Positions	316	324	315
Full-Time Equivalent (FTE)	315.48	319.90	314.36

Oregon Department of Transportation Commerce & Compliance Division (CCD)

Programs Shared with or Dependent on Other Agencies

Safety program: In 2018, the CCD Safety program collaborated with the Federal Motor Carrier Safety Administration on commercial vehicle safety regulations and participated in the national Commercial Vehicle Safety Alliance which is a collaborative body of all state commercial vehicle inspection agencies. Locally, we train and certify local law enforcement agencies, and participating counties and cities that assist us in the completion of certified commercial motor vehicle inspections throughout Oregon. With additional federal funds, the safety program has expanded to partner with 9 law enforcement agencies across the state to conduct those inspections roadside and help improve safety on our roads.

Size and Weight Enforcement Program: The Oregon Department of Fish and Wildlife utilizes some of our Ports of Entry to conduct boat inspections. We also partner with 10 counties that have size and weight programs and provide access to vehicle data for the purpose of enforcement.

Over-Dimensional Unit: We have intergovernmental agreements with all 36 counties to issue both annual and single-trip permits on their behalf.

Commercial Vehicle Registration: CCD is required to obtain proof of Heavy Vehicle Use Tax (HVUT) payments when registering heavy vehicles subject to the tax. IRS is responsible for HVUT collections and Federal Highway Administration is required to conduct HVUT compliance reviews every three years. Motor carriers must obtain a USDOT number issued by the United States Department of Transportation (USDOT) before operating. We utilize Federal Motor Carrier Safety Administration database information to manually validate information entered into our registration system applications to validate compliance.

Interstate taxation: The International Registration Plan (IRP) is an agreement among US states, the District of Columbia and provinces of Canada providing for payment of commercial motor carrier registration fees. The International Fuel Tax Agreement (IFTA) is a fuel tax collection and sharing agreement among 48 US states, the District of Columbia, and 10 Canadian provinces for the redistribution of fuel taxes paid by interstate commercial carriers. CCD participates in both IRP and IFTA. CCD also collaborates with each of these programs to conduct audits on motor carriers.

Household goods moves: Economic Regulation regulates household goods movers in partnership with Federal Motor Carrier Safety Administration, Department of Justice, Department of Consumer & Business Services, Better Business Bureau, County Sheriff Departments, City Police Departments, Washington State Utilities and Transportation Commission, California International Registration Plan, Marion County District Attorney's Office, Oregon Construction Contractors Board, and several property management companies and mini/self-storage companies.

Oregon Department of Transportation
Commerce & Compliance Division (CCD)

Summary of Proposed Legislation Affecting Agency Operations

Policy Packages

#081	IIJA June Eboard	\$4,000,000	FF	7 Positions	7.00 FTE
-------------	-------------------------	--------------------	-----------	--------------------	-----------------

Under IIJA, ODOT's federal funding is increasing. Positions to support this work were approved at the June 2022 E-board. Budget Prep timing requires these to be added to 2023-25 Budget through this package.

#092	Statewide Attorney General Adjustment	(\$14,887)	OF
-------------	--	-------------------	-----------

This package reduces Attorney General Rates to reflect adjustments in the Governor's Budget.

#102	Urban Mobility Strategy	\$167,652	OF	1 Position	0.88 FTE
-------------	--------------------------------	------------------	-----------	-------------------	-----------------

This package staffs ODOT's Urban Mobility Strategy (UMS) and ensures the effective delivery of major transportation projects in the Portland-metro region, including I-5 Rose Quarter, I-205 Phase 1A, and operationalization of a regional congestion management and tolling program.

Oregon Department of Transportation

Driver and Motor Vehicle Services (DMV)

Mission, Goals and Historical Perspective

Mission: 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 multimodal transportation system.

Strategic Vision: Deliver excellent customer services achieved through strong operations.

Seven Key Strategies-

1. Holistic Program and Process Management
2. Comprehensive Change Management
3. Employee Engagement
4. Clear Customer Communication
5. Enhanced Project Management
6. Evolving Technology Process
7. Enhanced Data Management

The Driver and Motor Vehicle Services Division (DMV) promotes transportation safety, protects financial and ownership interests in vehicles, and collects revenues for Oregon's multimodal transportation system. DMV provides services to almost every Oregonian by issuing more than 550,000 driver licenses and ID cards, one million vehicle titles, and almost two million vehicle registrations each year. DMV also regulates and inspects vehicle dealerships, dismantlers, and third-party driver testing businesses in Oregon. DMV offers excellent customer service via multiple delivery channels. Through the newly added Transportation Safety Office, DMV works with partners to organize, plan, and implement statewide programs that help reduce Oregon's highway fatality and serious injury rate through education, community partnerships, and issuing grants.

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

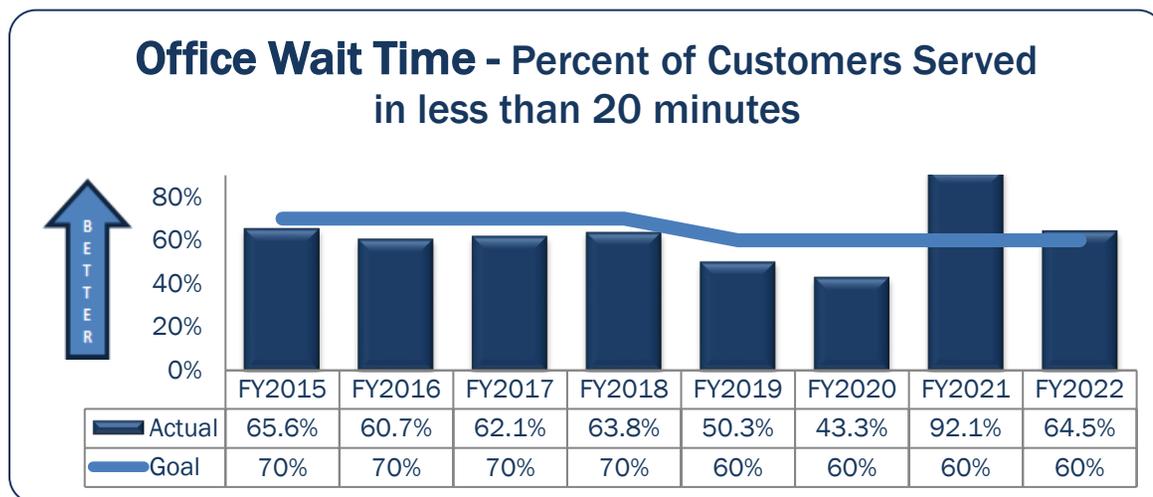
Performance Measures

KPM: DMV Customer Service: Percentage of DMV Field Office customers served within 20 minutes

Our strategy

DMV strives for high quality service in each of its 60 field offices, and a primary measure of quality is customer wait time. Customer satisfaction surveys include factors such as employee courtesy, efficiency and professionalism as equally important to how long a customer waits. The primary strategy is to reduce in-person visits by completing transactions in the first visit.

The COVID-19 virus changed how DMV serves customers. Office closures were required during the initial phase of the virus, though some offices continued to conduct commercial license transactions by appointment. In July 2020 appointments opened for additional services. In September 2020, non-commercial driver skills testing resumed. Vehicle title transactions and registrations initially were mailed directly to DMV headquarters so driver transactions could be prioritized in the office. Office are now fully open.



DMV also encourages use of alternative channels particularly online services at DMV2U, or the mail. Simple transactions such as vehicle registration renewals, address changes, driver license and ID card replacements, custom plate orders, and notice of vehicle sale can be done online. Passenger vehicle registration is also renewed through our partnerships with DEQ at their emissions testing stations. Customer questions can be answered over the phone or by visiting the DMV website, rather than appearing in person at an office.

DMV's continued strategies to reduce wait time include lobby greeters, express counters, lobby management stations, relief help between offices, alternative work shifts, and using a mixture of permanent, limited duration, and temporary employees to help provide coverage during busier times. DMV has expanded third-party driver skills test services as an option for CDL and regular Class C licensing. Many teenage drivers complete a Driver Education course that includes a skills test which is certified to replace the required test at DMV. Motorcycle driver skills tests are conducted by Team Oregon, a safety training program

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

funded by ODOT in partnership with Oregon State University. Third party services help enable more DMV staff to assist customers in the office instead of conducting driver skills testing outside the office.

About the target

The target is to serve at least 60% of field office customers within 20 minutes of entering the facility. Customer surveys indicate that people generally expect to wait 20 minutes or less, and their level of satisfaction decreases with longer delays in receiving service. This Key Performance Measure (KPM) approved by the Oregon Legislature in 2015 provides an indicator of actual customer experience in DMV offices.

How we are doing and how we compare

The appointment-only model that DMV has been using for the safety of Oregonians to meet COVID-19 restrictions has resulted in the vast majority of customers being served within 20 minutes. DMV is still evaluating how best to serve Oregonians in the future but anticipates a hybrid approach offering services to customers with and without appointments, which will likely increase wait times. The official measure started in FY2015 with 65% of customers serviced within 20 minutes, then dropped to 60% in FY2016 which is about the time Oregon became a top state for in-migration of residents from other states and more new vehicle purchases resulting in an increased demand for services with no change in capacity. Performance in FY2017 of 62.1% and FY2018 to almost 64% showed improvement. The change in business processes in the last half of FY2019 showed fewer customers served within 20 minutes and in FY2020 that trend continued.

Factors affecting results and what needs to be done

Prior to COVID-19, the number of customers visiting an office, day of the week, time of day, plus the mixture and complexity of transactions, played major roles in the customer wait time experience. Another factor is the number of approved positions, and the ability to keep positions filled with trained employees. In 2019, the Oregon Legislature passed House Bill (HB) 2015, eliminating the requirement that applicants prove legal presence. This legislation significantly increased DMV's customer pool for first-time driver licenses. Meanwhile, the issuance of Real ID credentials beginning July 2020 has increased transaction times for about one-third of license transactions. In May 2021, to help offset these pressures on driver transaction volumes and wait times, DMV implemented online driver license and ID card renewals, allowing many Oregonians to avoid visiting an office in person. Future initiatives in various stages of development include installing new lobby management systems and self-service kiosks to improve the efficiency of offices, and continued exploration of business process improvements and staffing strategies to increase the throughput of offices.

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

About the data

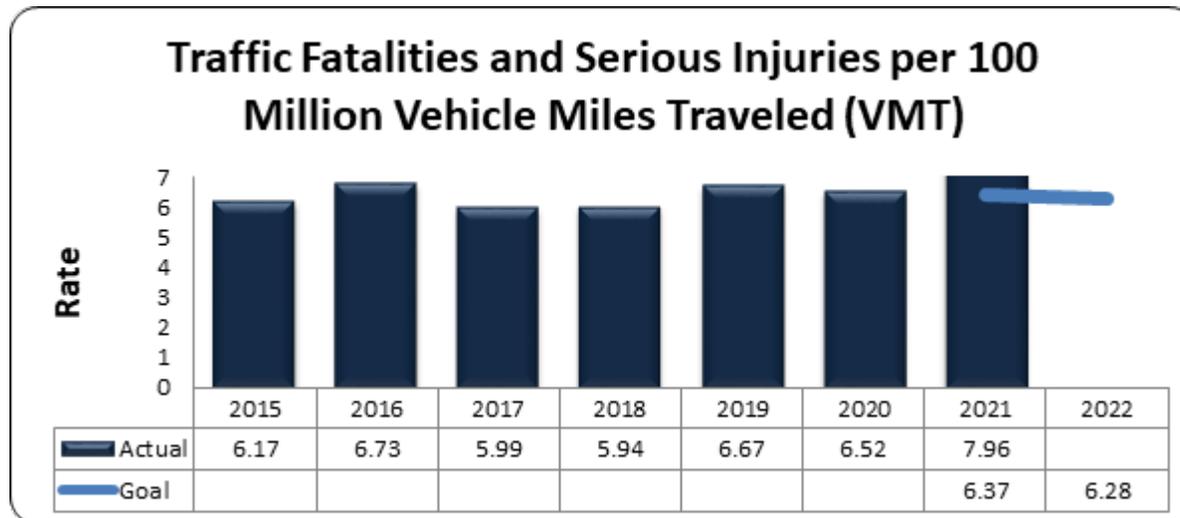
Field office wait time data is collected daily from simple “pull-a-ticket” wait time machines in the 37 largest offices. Smaller offices do not have wait time machines and are assumed to serve customers in less than 20 minutes. Likewise, express line customers are assumed on average to receive service in less than 20 minutes. Stopwatch timings are done periodically to confirm these assumptions. Data are routinely reported weekly and after each fiscal year. Managers also have on-demand access to the data. When we expand to serve more walk-up customers, we will resume showing real-time wait times on the DMV web site.

Contact information

Amy Joyce, DMV Administrator
Oregon Department of Transportation
503-945-5100

KPM: Traffic Fatalities and Serious Injuries: Traffic fatalities and Serious Injuries per 100 million vehicle miles traveled

Oregon’s strategy



ODOT’s strategy to reduce traffic fatalities and serious injuries is to implement traffic safety programs and proven countermeasures based on the identified causes of fatal crashes in Oregon. The Oregon Highway Safety Performance Plan ([HSP](#)) and the ODOT Transportation Safety Action Plan ([TSAP](#)) outline safety activities directed at unsafe driving behaviors like driving impaired, non-safety belt use, and speeding (the top three contributors to crashes in Oregon); that also address strategies for programs like motorcycle safety, child passenger safety, bicycle and pedestrian safety and other priority problem areas. ODOT also seeks to combat

traffic fatalities and serious injuries through strategic highway safety infrastructure improvements ([ARTS](#)), such as intersection improvements, median cable barriers, rumble strips, and pedestrian crossings, as well as through the DMV medically at-risk program.

Oregon Department of Transportation

Driver and Motor Vehicle Services (DMV)

About the target

Oregon's goal is zero fatalities, but realistic interim targets are set based on the desire to reduce fatality and serious injury rates gradually over time to achieve the long-term goal of zero. Oregon's 2021 rate was 7.96 fatalities and serious injuries per 100 million vehicle miles traveled.

How Oregon is doing and how it compares

In 2020 the rate was 6.52 and the 2021 rate is 7.96. This increase in the fatal and serious injuries rate is discouraging. Focusing on the fatality rate per VMT only, Oregon is higher than the national average.

Factors affecting results and what needs to be done

Several factors affected the traffic fatality and serious injury rate for 2021. These included continuing increases in crashes involving impairment (and specifically, poly-substance use with multiple impairing substances present); the number of traffic law enforcement officers, and emergency response times. Fatal crashes involving alcohol and/or drug use, excessive speed, lane departure, and failure to use a safety belt are the most common causes of a fatality on Oregon roadways. ODOT and its safety partners will continue efforts to reduce fatalities by reviewing the causes of fatalities, applying proven countermeasures, and implementing safety activities accordingly by allocating safety resources to the programs and projects most effective at reducing fatal and serious injury crashes.

About the data

Traffic fatality and serious injury rates are reported on a calendar year basis. The data that ODOT uses to measure traffic fatality rates have several strengths. They are closely coded to national standards, which allows for state-to-state comparisons on fatality data, and it is a comprehensive data set that includes medical information. Some weaknesses of the data are that it is sometimes difficult to obtain blood alcohol content reports or other drug data from medical screening (to prove impairment), determine use of a cell phone (requires a search warrant), or access death certificates for coding purposes, and priority is placed on entering the data into the state's data systems, not on creating localized data reports for state, city, and county agencies and organizations. This causes delays in the implementation of local and statewide countermeasures.

ODOT is currently working on a crash modernization plan to obtain, process, and provide quality control of the data in a more accurate and timely fashion for end users.

Contact information

Traci Pearl ODOT Transportation Safety Office
503-986-6718

Data source

Crash Analysis and Reporting, ODOT; Fatality Analysis Reporting System, National Highway Traffic Safety Administration, US DOT

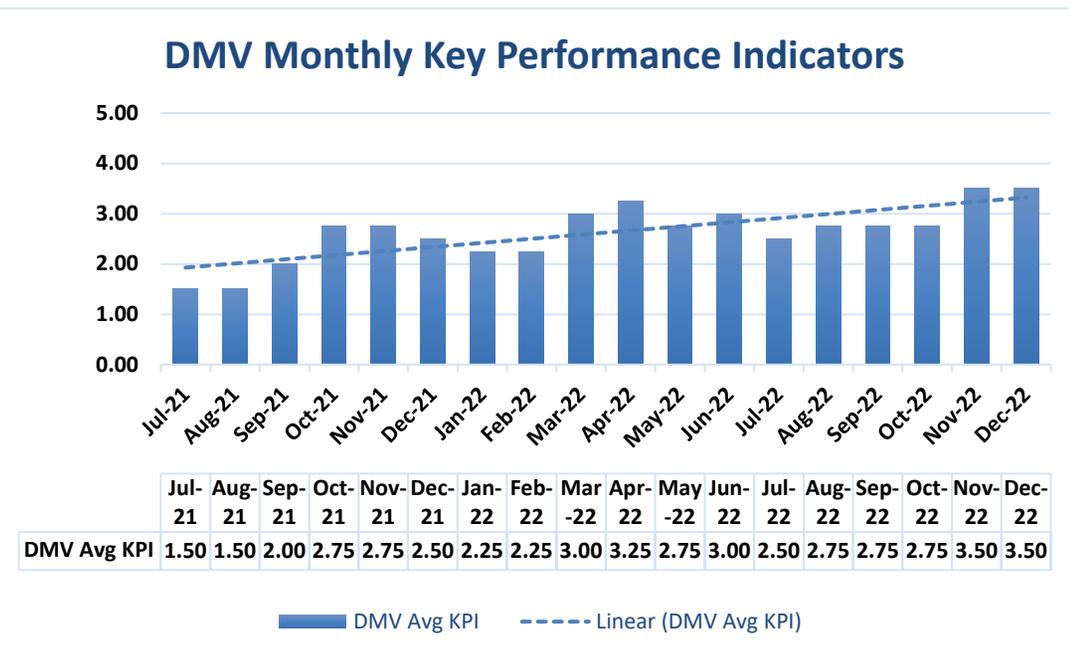
Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

Proposed KPM: DMV Customer Wait Time

The current KPM is not being replaced, but expanded, to ensure we tell the complete story of the progress being made at DMV. These proposed changes to the KPM will improve ODOT’s ability to track progress by:

- Not just focusing on wait time in field offices, but also how DMV delivers to all of its customers.
- Focusing on areas that have the biggest impact on our customers: ability to answer the phone in a timely manner, ability to get titles processed quickly, and ability to provide increased capacity through self-service options (online, DEQ, Kiosks, etc.).

Driver and Motor Vehicle (DMV) Services Division is the face of state government. Millions of Oregonians use DMV services every year, either in person at one of 60 field offices, over the phone, at DMV2U where over 20 online services are available, or via mailed-in transactions. The mission of DMV is to promote driver safety, protect financial and ownership interests in vehicles, and collect revenue to finance Oregon’s multimodal transportation system.



DMV’s current KPM, while a good measure of how much time customers must wait at a DMV field office, lacks the overall progress DMV is making to ensure all Oregonians receive services in an equitable, timely, and high quality manner. ODOT proposes updating the current KPM to a new index measure that will give a better picture of how DMV is doing.

To develop this proposed KPM, ODOT has been working for over a year with ODOT stakeholders to identify, evaluate, and implement this new **DMV Service Index**. This metric looks at four points of service and rating each 1-5, with 5 being the highest and 1 being the lowest.

Oregon Department of Transportation

Driver and Motor Vehicle Services (DMV)

Program Description

DMV provides standard and Real ID driver licensing and identification credentials, vehicle titling and registration, vehicle dealer regulation, driver and vehicle records, and transportation safety programs via five service groups: Customer Services, Field Services, Program Services, Innovation and Planning, and the Transportation Safety Office. DMV serves individual Oregonians and entities that are public, private, and nonprofits who own or operate motor vehicles used on Oregon's city streets, county roads, and state highways. Driver licenses and ID cards expire after eight years; vehicle registration is valid for two years (four years for new vehicles). Business certificates for dealers or dismantlers are valid for three years or one year respectively. DMV also issues various vehicle trip and temporary permits, provisional and limited-term licenses, and hardship permits with varying durations and restrictions. DMV collects crash reports from drivers and law enforcement, uses them to verify insurance, and provides them to ODOT's Policy, Data and Analysis Division to inform planning/project decisions including for safety.

Program success relies on partnerships with national entities such as the American Association of Motor Vehicle Administrators (AAMVA), the Federal Motor Carrier Administration (FMCSA), and the National Highway Traffic Safety Administration (NHTSA). The DMV Administrator serves as representative for the state of Oregon on national safety issues as the Governor's Representative for Highway Safety with NHTSA. DMV is also a partner to other executive branch entities to aid voter registration via Secretary of State, enforcement of emission standards via the Department of Environmental Quality, and verification of privilege and use tax payments via the Department of Revenue. DMV provides a convenient, cost-efficient service for county registration fee collection, and for college, non-profit, and veterans' organizations to generate funds through the specialty plate program. DMV also has a longstanding partnership with Donate Life Northwest, enabling organ and tissue donation registration. Programs are delivered primarily by dedicated staff and innovative technological solutions providing opportunities to improve customer service through expanded service delivery options that meet the expectations of customers in our rapidly evolving society.

Field Services

Field Services provides in-person customer service at DMV's 60 field offices statewide, serving over 8,000 customers each day and over two million customer visits per year. Staff serve Oregonians through processing applications; administering driver knowledge, skill and vision tests; issuing photo driver licenses and identification cards; issuing vehicle permits, plates, stickers, and parking placards for persons with disabilities; reinstating driving privileges; and inspecting vehicle identification numbers.

Field offices also support other divisions and agencies in issuing motor carrier credentials and truck oversize/weight permits for Commerce and Compliance Division; registering voters for Oregon Secretary of State; verifying vehicles passed emissions tests (where

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

required) for Oregon Department of Environmental Quality; issuing a veteran designation on driver licenses and identification cards for Oregon Department of Veterans' Affairs; recording organ/tissue donor designations for Donate Life Northwest; collecting county vehicle registration fees (currently Multnomah, Washington, and Clackamas counties); collecting special plate surcharge for approved veteran and non-profit organizations; and selling sno-park permits for Delivery and Operations to pay for maintenance of sno-parks.

Customer Services

DMV's Customer Services group assists the public, as well as government agencies such as law enforcement and courts. Employees work via telephone, mail, and in-person to provide services and complete business transactions received at DMV field offices and via mail. This group also manages the DMV headquarters facility, provides incoming and outgoing mail services, building access, cleaning, repairs, safety, emergency preparedness, and other general operations. Training of DMV employees is also developed and delivered by Customer Services. Customer Services provides records to eligible customers by administering laws designed to protect the privacy and safety of DMV customers and law enforcement. Law enforcement agencies access about 141,000 records each day. Customer Services manages the connection with Oregon State Police for access to DMV records through the Law Enforcement Data System (LEDS).

Customer Services also provides customer assistance services with responses to calls including a portion being served by the automated answering system. Three call centers answer all calls directed to local DMV field offices and to DMV headquarters. Two satellite call centers employ up to 64 contract staff from Coffee Creek Correctional Facility and Oregon State Correctional Institution. DMV employees staff the third call center at DMV headquarters in Salem. Employees at DMV headquarters process financial transactions for customers, issue titles, plates, and stickers, renew driver licenses, verify data in DMV's computer systems, and prepare documents for imaging. Driver licenses are issued with photos on file to eligible military personnel, adults and youths in custody, applicants for replacement and renewal cards ordered online, and others who are temporarily out of the state. Hardship permits are issued to eligible suspended drivers.

Program Services

Program Services coordinates and manages DMV's driver, vehicle, and business licensing services primarily through the analysis, development, and implementation of program policies and administrative rules. Program Services coordinates program changes as required to comply with federal and state statutes and regulations. Staff address the most complex customer issues. It also manages special driver program areas to support specific community needs and state priorities related to transportation safety and access to services. Program Services manages agreements and contracts for programs such as Third Party Driver Testing, Electronic Vehicle

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

Registration (EVR), vehicle license plates and registration stickers, DMV-DEQ interagency support, and AAMVA system agreements. Program Services also coordinates and executes DMV's Fraud Prevention Program, which includes investigation services for internal and external DMV-related fraud and serves as a liaison to federal and state law enforcement agencies. In addition, Program Services provides business operations support by coordinating and executing DMV's budget, contract oversight, administrative rulemaking, forms and inventory management, and legal programs, including hearings, legal case management, administrative reviews and ADA and Title VI compliance.

Innovation & Planning

This group works closely with other DMV and information technology (IT) staff to coordinate major changes to programs and operations resulting from federal/state laws, policy direction, business process improvements, and computer system initiatives. Staff interpret business needs and priorities, develop estimates, extract data, perform analysis, 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. This group also engages with many DMV stakeholders to solicit input on ways DMV can continually improve, including implementing more self-service options for our customers and business partners.

They also support project initiation and coordinate business teams, independent quality assurance, and organizational change management for IT and non-IT projects. Staff also support internal and external communications and engagements with customers, partners and other interested parties, including the delivery of web-based content. The group ensures alignment with the organization's strategic plan, manages contracts and procurement processes, and recommends strategies to optimize return on investment and mitigate risks. DMV and IT staff works closely with the Department of Administrative Services' Enterprise Technology and Chief Information Office staff, and many other external stakeholders.

Transportation Safety Office

The Transportation Safety Office (TSO) oversees the state's highway safety behavioral program (risky driving behaviors). TSO provides planning, program evaluation, monitoring, development, training and administration of grants projects and contracts in efforts to reduce the incidence of motor vehicles crashes and subsequent fatalities and injuries (target = zero fatalities). Provides public information, safety education, interagency coordination, legislative support, research, and support of local community and volunteer programs to advance transportation safety. Activities revolve around education and training on Oregon traffic laws as well as best practices for staying safe on Oregon roadways.

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

Staff are located across the state to partner with local entities on local issues and safety plans. Safety programs funded include speed, impaired driving, occupant protection (seat belts and child safety seats), safe routes to school, judicial and law enforcement training, roadway safety, bicycle and pedestrian, emergency medical services, safe communities, youthful drivers, vehicle equipment standards, distracted driver education, and motorcycle safety. The TSO serves as staff to three Governor-appointed committees.

Clients, numbers served, and key partners

DMV serves nearly every Oregonian - in some capacity through licensing, identity credentials, vehicle titles and registration, regulation of vehicle-related businesses, and the implementation of transportation safety programs. Services are provided in person, over the phone, through the mail, online, and through safety education, resourcing, and public media campaigns.

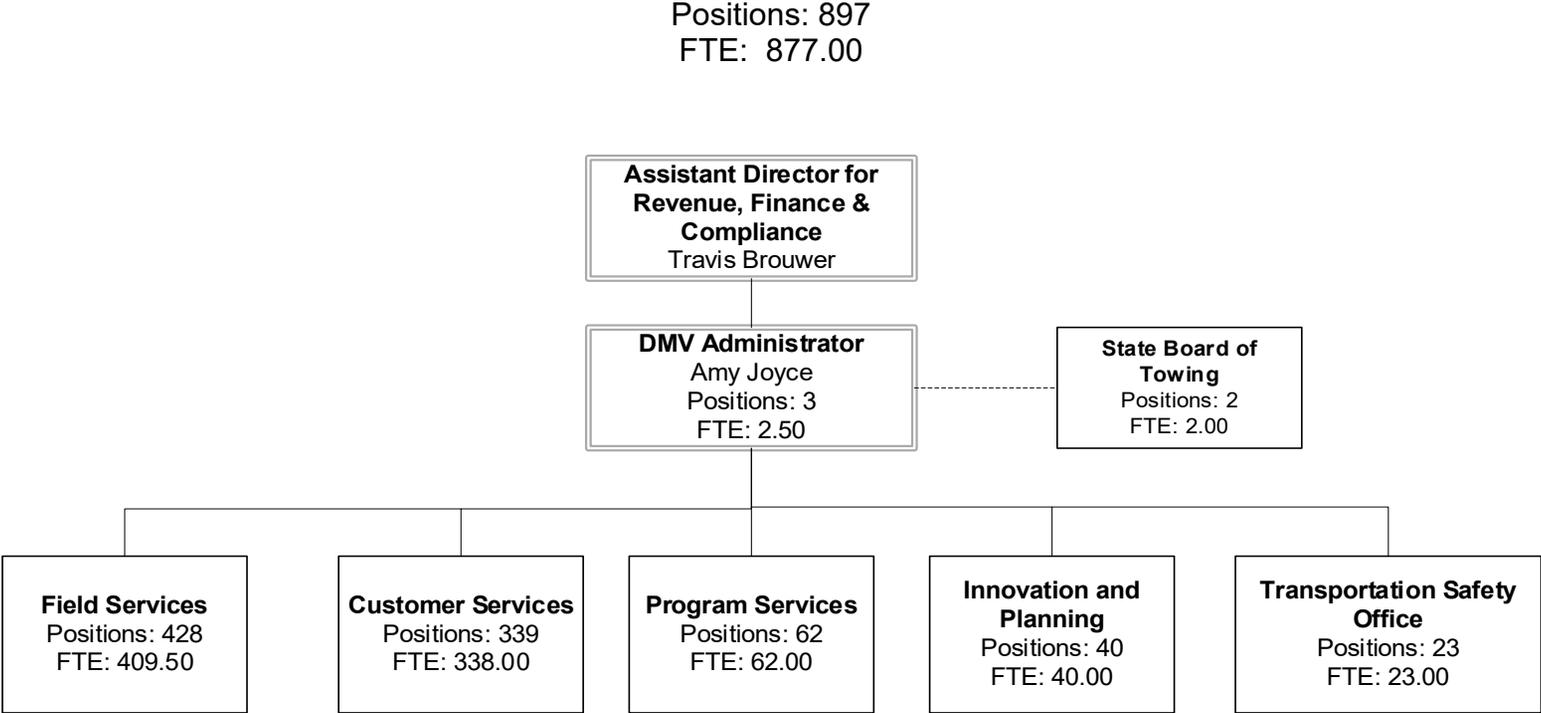
Field offices serve over 8,000 customers daily at local offices. Annually, DMV serves customers by answering 1.7 million customer phone calls, providing 60 million law enforcement connections, and issuing 550,000 new and renewed driver licenses, one million vehicle titles, and two million vehicle registrations.

DMV partners - with other Oregon government entities we aid voter registration with Secretary of State, assist with DEQ emission standard enforcement, and verify privilege tax and use tax payments in partnership with Department of Revenue. DMV provides a seamless, cost-efficient service for county registration fee collection. It also facilitates non-profit organizations with fundraising efforts through the specialty plate program. DMV also has a longstanding partnership with Donate Life Northwest, enabling organ and tissue donation registration.

Program success - relies on partnerships with national entities such as the American Association of Motor Vehicle Administrators (AAMVA), the Federal Motor Carrier Administration (FMCSA), and the National Highway Traffic Safety Administration (NHTSA).

Oregon Department of Transportation
Driver and Motor Vehicle Services (DMV)

Organizational Information



Note: Transportation Safety Division moved to DMV July 1, 2021, and is now the Transportation Safety Office. Oregon State Board of Towing is housed at DMV but is independent from DMV operations.

Oregon Department of Transportation

Driver and Motor Vehicle Services (DMV)

Major Changes, Budget Drivers, Risks and Information Technology projects

Expanded Online Service – For many years DMV offered only three online services. After implementing the new IT system, which the Legislature supported with significant investment, there are now more than 20. Examples include online driver license replacement (lost/damaged), driver license renewal, and hardship driving permit application.

Cost Increases – Labor costs are growing faster than anticipated – including cost-of-living adjustments, pay equity assessments, and The Oregon Management Project classification reviews – which increased salary ranges and adjusted salary steps with subsequent pay equity review for some in management service positions. Postage rates increased by seven percent in 2022. Many vendors like armored car service or janitorial added surcharges for increased gas prices. Merchant fees paid to credit card companies have increased significantly due to greater customer adoption, merchant fee rate increases, and the availability of more online DMV services. Printing prices, general office supplies prices, license plate manufacturing cost per plate, and contracted staffing cost, have all increased operational expenses for DMV. Conversely, fee increases for DMV products in the last two decades were statutorily targeted to fund specific programs and projects and have not included increases to cover the cost of operations and administration of providing services. Many DMV-owned and leased facilities need repair or replacement due to age or lack of adequate capacity.

Future Service Enhancements – Within the next few years, DMV intends to implement self-serve kiosks available in public locations, at-home proctored knowledge testing for teens, a lobby management system in field offices, and online crash reporting. Each initiative will improve convenience for customers and will make DMV more efficient, generating cost savings. Online crash reporting also improves data collection which helps inform ODOT's safety decisions.

Programs Initiated in 2021-23

DMV merged with Transportation Safety in 2021, bringing on board the behavioral side of ODOT's safety work. Through the newly added Transportation Safety Office, DMV works with partners to organize, plan, and implement statewide programs that help reduce Oregon's highway fatality rate and serious injury rate, through education, community partnerships, and issuing federal and state grant dollars.

The non-commercial Third Party Testing Program has continued to grow and performed about 75 percent of all Class C drive tests administered in 2022. Each transaction performed by a third party reduces demand on DMV field offices statewide, which improves customer experiences for transactions that can only be performed in a field office.

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

The new Dealer Transaction team formed in January 2023 is making big changes to how DMV works with the vehicle dealer community. Dealers initiate from 30-40% of title transactions and are business partners in serving Oregonians buying cars. As agents of DMV, their knowledge and needs differs somewhat from individual customers and by concentrating staff under one management structure will improve consistency and responsiveness.

Important Changes to the Budget and Operations in the Past 6 Years

2017-19

DMV completed the microfilm replacement project to ensure that all DMV documents are now digitally imaged for faster access and retrieval of records on.

DMV completed the driver license issuance replacement project to move to a new digital photo licensing system and vendor. The project encompassed new photo capture equipment, a new card design with enhanced security features, allowing for compliance with national card design standards and Real ID requirements, as well as facial recognition software capabilities.

DMV completed its first of two major rollouts of a new computer system under the Service Transformation Program (STP). January 2019 saw the vehicle transactions and business regulations phase of the system upgrade. This 18-month process involved subject matter experts from DMV and other ODOT divisions working closely with vendor staff on cross-functional implementation teams. DMV successfully connected to multiple external business partners; business partners and members of the public were included in end-user testing of the system. A network of employees were trained to serve their peers as change agents, providing support to DMV staff as they navigated the business and process changes brought on by transformation. STP leadership met regularly with governance groups to provide progress updates and receive their input.

2019-21

DMV completed the replacement of the legacy mainframe system for driver-related functions on July 6, 2020. This rollout completed the process of DMV's core system upgrade. DMV began participating in the State-to-State System on the same date, facilitating electronic exchange of driver information for noncommercial license customers. Also, DMV began issuing federally compliant Real ID credentials on July 6, 2020.

DMV made changes to continue providing service to customers during the COVID-19 pandemic, including a shift to requiring and then prioritizing appointment service in field offices. As part of this change, DMV shifted an increasing share of Class C and CDL testing to third party providers.

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

HB 2015 (Driver Licenses for All) became operative January 1, 2021, eliminating proof of legal presence to obtain a standard Oregon Driver License or ID.

2021-23

DMV incorporated the Transportation Safety Division into the agency as the Transportation Safety Office to more closely integrate safety into all DMV work.

DMV began providing an increasing number of online services to enable customers to obtain faster, more responsive service from the agency. DMV adopted rule changes to allow customers to renew driver licenses and ID cards online. DMV adopted upfront image of customer applications and documents to speed up the processing of documents and improve efficiency. DMV continued to expand the Third Party Testing Program to improve the availability of service throughout the state.

DMV created the Dealer Services team to provide dedicated centralized support for Oregon vehicle dealers in a single unit to further improve customer service and responsiveness.

The final phase of the Service Transformation Program will be completed with self-serve Kiosk and Lobby management systems.

Specific Actions the Agency has Taken or Plans to Take to Contain Costs and Improve Programs and Service

DMV completed the replacement of the legacy mainframe for both driver- and vehicle-related functions on July 6, 2020. The core system replacement has enabled the agency to streamline processes and improve efficiency in numerous areas. DMV has adopted upfront imaging of documents to further improve efficiency. DMV continues to look for operational efficiencies and new, innovative services that would not have been possible prior to the replacement of the core computer system.

DMV has significantly expanded the number of services available to customers online, including driver license renewal. Where appropriate, DMV has adjusted issuance requirements through rulemaking to improve efficiency and customer experience and to reduce the need for customers to visit attend field offices. In addition, the agency has adopted a new automated call center system to answer simple customer questions and reducing wait times to speak with a phone agent.

Oregon Department of Transportation Driver and Motor Vehicle Services (DMV)

DMV has expanded third party testing options throughout the state to reduce the need for staffing in field offices. If needed, DMV proposes to reduce position numbers through attrition, reduce the number of field offices, and adopt other efficiency measures, such as reducing the division's vehicle fleet, reducing the number of printed DMV forms, and upgrades in division locations like replacing past-end-of-life HVAC system in headquarters to improve energy efficiency.

Budget issues related to COVID-19, wildfires, and emerging issues not captured in the Governor's Budget

Difficulty recruiting and retaining staff - for the last year and a half DMV had a particularly difficult time recruiting and retaining staff, particularly in field offices. These are challenging jobs on multiple levels: the amount and complexity of knowledge required, no work-from-home option, level of incivility (up to and including threats of violence) from some customers, and pay. Other staff, too – including some managers – see pay rates in the private sector that are not comparable.

Office closures due to staffing shortages - In May 2022, DMV made the unprecedented decision to close six offices and limit days or hours in several others, due to challenges keeping them staffed consistently. Collective bargaining with SEIU for 2023-25 has begun, and there is potential for significantly increased personnel costs, which will likely help with retention and recruitment, but make balancing our budget extraordinarily difficult.

Pandemic Recognition Pay - Because DMV operations rely on an extensive workforce, the Pandemic Recognition Pay action cost the division about \$1.5 million in unbudgeted Personal Service expenditures.

Significant issue with aging buildings - Some leased buildings are long past adequately doing the job of serving the local community. But moving is costly, and simply not affordable in most biennia. This results in needing stop-gap remodels. Additionally, the headquarters building in Salem is in process of replacing several HVAC elements as they are way past end of life. Emergency repairs, mitigating parking lot flooding, and increased security at night are also examples of costly facility issues.

Real ID enforcement date moved to May of 2025; the previous enforcement date was May 2023. That transaction requires an in-person visit, and only 20% of eligible Oregonians with a DMV credential have obtained a Real ID. Demand will increase significantly as this date gets closer, and concern continues that DMV will not be adequately staffed to serve all the Oregonians who delay making the Real ID choice. Certainly the federal delay has helped DMV and its customer

Oregon Department of Transportation
Driver and Motor Vehicle Services (DMV)

Budget Detail

	2019-2021 Actuals	2021-2023 Approved Budget	2023-2025 Governor's Budget
Program			
Driver and Motor Vehicle	\$236,919,169	\$270,062,158	\$264,661,617
Transportation Safety Office	\$31,655,424	\$39,453,828	\$46,591,241
Total DMV	\$268,274,593	\$309,515,986	\$311,252,858
Expenditures by Major Revenue Source			
Other (State)	\$247,782,982	\$280,898,851	\$280,027,400
Other (Fed as Other)	\$2,259,633	\$5,036,000	
Federal Funds	\$18,231,978	\$23,581,135	\$31,225,458
Total	\$268,274,593	\$309,515,986	\$311,252,858
Expenditures by Category			
Personal Services	\$161,445,098	\$181,623,893	\$175,779,948
Services and Supplies	\$85,727,302	\$89,729,497	\$89,902,493
Capital Outlay	\$272,047	\$10,846,555	\$11,302,110
Special Payments	\$20,830,146	\$27,316,041	\$34,268,307
Total	\$268,274,593	\$309,515,986	\$311,252,858
Positions	1002	992	897
Full-Time Equivalent (FTE)	921.82	947.25	877.00

Oregon Department of Transportation
Driver and Motor Vehicle Services (DMV)

Summary of Proposed Legislation Affecting Agency Operations

Policy Packages

#092	Statewide Attorney General Adjustment	\$(134,964) OF
		\$ (1,335) FF

This package reduces Attorney General rates to reflect adjustments in the Governor's Budget.

#093	Statewide Adjustment DAS Charges	\$8,691 OF
-------------	---	-------------------

This package represents adjustment to DAS charges for services made in the Governor's Budget.

#111	DMV Plate Fee - Revenue Only	\$1,053,994 OF
-------------	-------------------------------------	-----------------------

Request advises the legislature of administrative fee action ODOT took during the 2021 - 2023 biennium to adjust fees through rule to cover increased costs of materials used to produce vehicle license plates. See details below.

Oregon Department of Transportation

ODOT Administrative Services

Mission, Goals and Historical Perspective

The ODOT Administrative Services Group consists of three organizational areas which enable successful achievement of ODOT’s strategic priorities and goals. These groups – Director’s Office & Headquarters Operations, Support Services Division, and the Office of Equity and Civil Rights – provide adaptable and high-quality support for all operations within ODOT.

Performance Measures

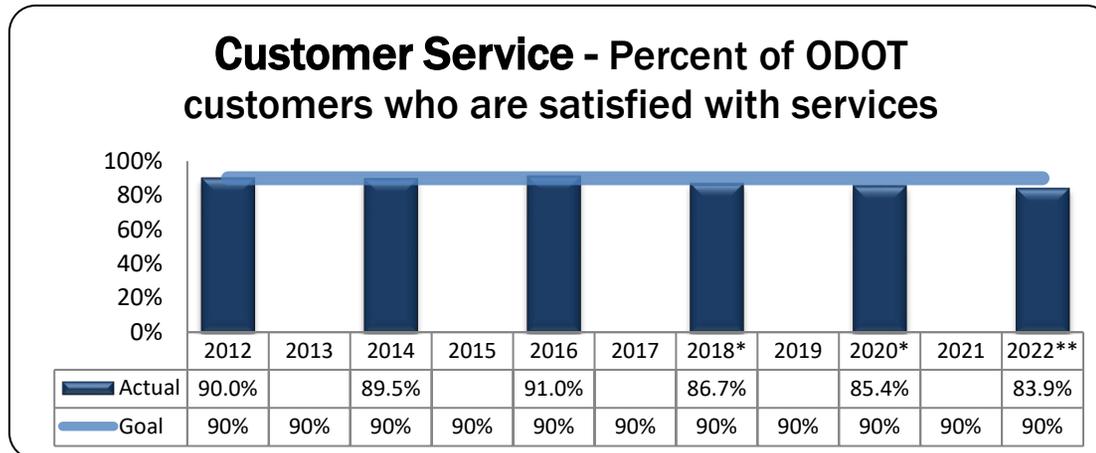
KPM: Customer Satisfaction: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” (Overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information)

Our strategy

Provide excellent customer service.

About the target

The overall target for 2021-23 is 90 percent customer satisfaction with ODOT services. The actual performance in 2020 was 85.4 percent. That’s within 5% of our goal.



How we are doing and how we compare

We continue to achieve high overall customer service ratings. On the whole, we continue to provide customers with good to excellent service. Variations in results between 2008 and 2016 are not statistically significant and have been near the target of 90 percent. 2018 is within 3% of our goal and was the first year to combine the results from three service areas. 2020 saw a slight decrease to be within 5% of goal considering the increased demand for services with the rising population we are continuing to work hard for our customers. Data to compare with other state

*Actual percentage determine with weighted average and added AskODOT

**2022 data are preliminary and do not include CCD (survey in progress)

Oregon Department of Transportation

ODOT Administrative Services

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

Factors affecting results and what needs to be done

Beginning with 2018, Ask ODOT customer service survey was added to data from Driver & Motor Vehicle Services Division (DMV) and Commerce and Compliance Division (CCD, formerly Motor Carrier Transportation Division). The sampling of customers for the 2020 survey included major customer groups of DMV, CCD, and Ask ODOT. We will continue to monitor customer satisfaction levels and take corrective action as needed.

About the data

DMV, CCD, and Ask ODOT conduct surveys of customers based on the recommended Statewide Customer Service Performance Measure guidelines. The survey results are combined to determine a weighted average percentage of customer satisfaction rated “Good” or “Excellent.”

DMV changed its methodology in 2018 to mail surveys quarterly to a sampling of customers who visited DMV field offices. Customers are selected randomly from the DMV computer system database of driver and motor vehicle transactions during the previous quarter. The quarterly survey results are then averaged to determine the DMV customer satisfaction results used for this report. For the 2019 quarterly reports, DMV averaged a response rate of 24.45%.

DMV completed a major computer system upgrade in January 2019 that changed business processes for vehicle transactions and work on the driver system replacement was completed in July 2021. DMV field office employees used both the legacy driver system and the new vehicle system during 2019, which contributed to longer wait times and lower customer satisfaction scores.

CCD revised their 2020 survey to an online open response survey requested from companies subject to safety compliance reviews, truck safety inspections, or audits. The surveys also cover commercial drivers subject to driver safety inspections and persons calling for registration or over-dimension permits. The survey had a total of 151 responses.

Ask ODOT surveys averaged 112 responses monthly. Ask ODOT is a first point of contact for information, services or issues resolution with ODOT. Staffed by experienced employees, Ask ODOT representatives answer questions on the spot or refer customers to a broad range of contacts within the agency.

Oregon Department of Transportation ODOT Administrative Services

Ask ODOT Trends and Topics:

Camping along state highways: This issue is growing statewide and some Oregonians believe ODOT is liable. It's a visible problem and more people are asking the agency to do more to remove campsites from the right of way and clean up camping areas.

Technology Expectations: Oregonians expect immediate answers and are frustrated with the need to research. People expect instant answers from databases and are less patient with waiting for answers.

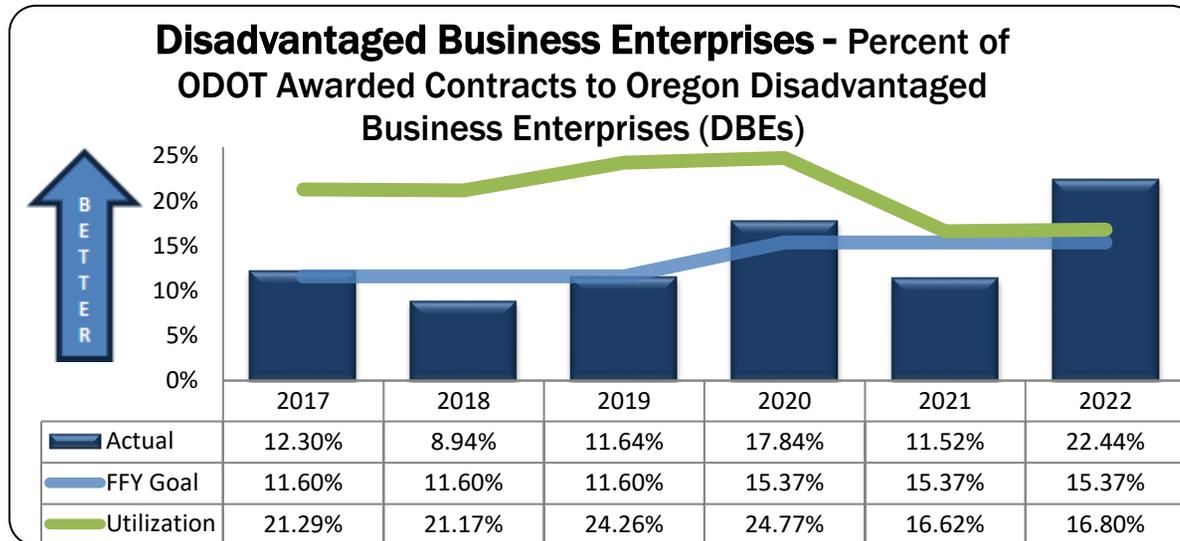
Contact information

Andrea McCausland
ODOT Driver and Motor Vehicle Services Division
503-945-5294

Data source

Surveys of customers by
Oregon Department of Transportation

KPM: Disadvantaged Business Enterprises - Percent of ODOT-Awarded Contract Dollars to Oregon Disadvantaged Business Enterprises (DBEs)



Our strategy

As a recipient of US Department of Transportation (USDOT) financial assistance, the Oregon Department of Transportation (ODOT) is required to implement a Disadvantaged Business Enterprise (DBE) program according to the requirements explained in 49 CFR 26. The DBE program is intended to ensure ODOT and our contractors comply with state and federal non-discrimination laws, create a level playing field for disadvantaged businesses to compete fairly for contracts, narrowly tailor the DBE program in accordance with applicable law, require only eligible firms benefit from the program, help

Oregon Department of Transportation

ODOT Administrative Services

develop firms to compete successfully in the marketplace outside the DBE program, and assist DBEs in overcoming barriers to participation in ODOT's procurement and contracting processes.

About the target

ODOT is required to set an overall goal for DBE participation in USDOT-assisted contracts. Based on demonstrable evidence by a 2016 Disparity Study of ready, willing, and able DBEs, ODOT established and received FHWA approval for an overall goal of 11.6% for Fiscal Years 2017 through 2019. In 2019, ODOT conducted a Disparity Study Update to assist with establishing an overall goal of 15.37% for Fiscal Years 2020 to 2022, which was approved by FHWA.

How we are doing and how we compare

ODOT is committed to the requirements of 49 CFR 26. The DBE goal was exceeded in Fiscal Years 2020 and 2019. While the DBE goal was not met in Fiscal Year 2018, it was exceeded in Fiscal Year 2017. The Uniform Report is also able to track the utilization of firms, defined as the number of DBEs given contracts out of all ODOT/FHWA contracts. ODOT had 21.55% DBE utilization in Fiscal Year 2017, with a ~1% increase in utilization during each of the next three fiscal years, successfully rising to a five-year high of 24.77% in Fiscal Year 2020, showing demonstrated growth throughout a dynamic statewide construction environment.

Factors affecting results and what needs to be done

ODOT offers a variety of supportive services for DBEs. Supportive services are defined as professional training, tutoring, and consulting services which help develop a firm's ability to perform successfully on ODOT contracts. This is a new Legislative Key Performance Measure that was approved as a replacement for Certified Firms.

In addition, the following factors affected our performance this past year:

(1) Low DBE Participation on Race-Conscious Utilization: Reviewing the FFY2021 DBE participation breakdown of race-conscious and race-neutral participation illustrates that race-neutral method over performed the target breakout from the 2019 Disparity Study and the underperformance resulted from the race-conscious portion. To meet the overall goal, improving participation including steps to ensure that race-conscious contract goals do not reduce RN participation.

(2) Limited Amount of Types of Firms Relied On: The most common types of work committed to DBE subcontractors is greatly limited to a small set of disciplines such as traffic control, excavation, and trucking. While this work is available on many traditional highway construction projects, it creates limitations for growth of firms. In addition, as ODOT continues to build a multimodal transportation

Oregon Department of Transportation

ODOT Administrative Services

system we have increased frequency of projects in which these work disciplines are a smaller portion of the total estimate. Expanding work types will also require increasing DBE certified firms in additional disciplines.

(3) Need for DBE Primes and First-Tier subcontractors: The DBE goal cannot only be met through contract goals and 2nd and 3rd tier subcontracting. The participation of DBE firms as primes or first-tier subcontractors on large projects supports the objectives of the DBE program, increasing overall dollars and the growth of DBE businesses. In addition to larger dollar commitments at bid, when DBE firms are primes or first-tier subs they are more likely to see their work increase if there are contract changes during construction project design or scope.

Contact information

Angela Crain
Office of Civil Rights
503-986-4353

Data sources

Trns*port which is downloaded to the Civil Rights Compliance Tracking system, Purchasing & Contract Management System (PCMS), and Local Agencies

Program Description

Activities and Programs

The ODOT Administrative Services budget includes Executive Leadership, the Director's Office and Headquarters Operations, Support Services, the Office of Equity & Civil Rights and for budgetary purposes only, Audit Services.

Executive Leadership

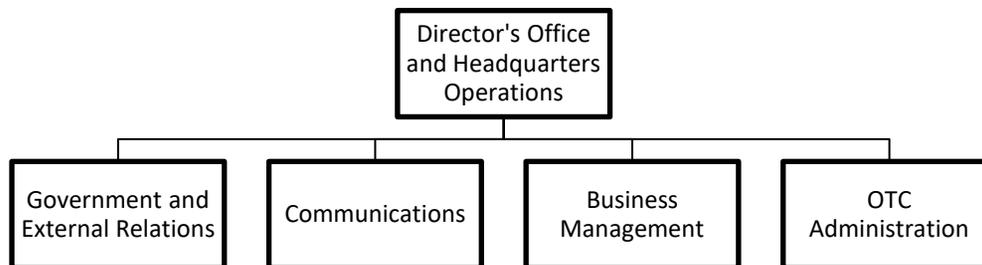
- Includes the Agency Director and Assistant Director personnel.
- Provides leadership, support, direction, and decision-making to develop and implement strategic initiatives which advance ODOT's vision, mission, Strategic Action Plan, Executive Orders, and state-wide initiatives.

Oregon Department of Transportation

ODOT Administrative Services

Director's Office and Headquarters Operations

The Directors Office and Headquarters Operations group includes Executive Leadership, Government Relations, Communications, Business Management, and Oregon Transportation Commission Administration.



Government and External Relations

Some activities of this group include:

- Managing a comprehensive government and external relations program that encompasses federal, state, and local legislative and liaison activities pertaining to transportation, economic and land use issues.
- Providing fiscal and policy analysis and direction for federal, state, and local transportation-related programs and legislation.
- Represents the agency, the Oregon Transportation Commission, 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

Some activities of this group include:

- Overseeing ODOT's employee communications, stakeholder relations, and media responses.
- Informing Oregonians, visitors and system users about transportation issues, policies, and projects that affect them.

Oregon Department of Transportation

ODOT Administrative Services

- Providing emergency and crisis communications for the agency.
- Providing construction project and program information in conjunction with other divisions.
- Keeping the agency workforce informed about ODOT activities and directives.
- Helping all 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.
- Improving transparency and helping customers find needed information and complete tasks by developing and maintaining governance over a mobile-first website.
- Building public understanding and support for the agency's Strategic Action Plan.

Business Management

Some activities of this group include:

- Providing executive, administrative, and logistical support to ODOT Headquarters managers and sections.
- Managing administrative and personnel operations, establishing policies and procedures, and developing and monitoring the biennial and operational budget for ODOT Headquarters.
- Monitoring and responding to the Ask ODOT Office that serves as a resource for Oregon citizens to report and 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.

Oregon Transportation Commission Administration

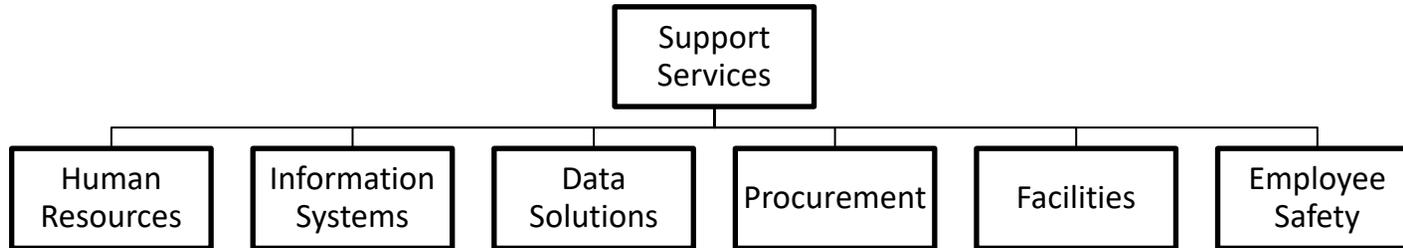
Provides administrative assistance to the five members of the commission and committees which oversee the agency and establish state transportation policy.

Oregon Department of Transportation

ODOT Administrative Services

Support Services

Support Services provides operational functionality for the agency through several core business-oriented branches.



Human Resources Branch

Some activities of this group include:

- Collaborating with the Office of Equity and Civil Rights and others regarding best practices for recruiting and retaining a diverse and competent workforce.
- Providing advice and counsel in the areas of performance management including employee and labor relations, coaching, performance evaluation, documentation, and correction or discipline.
- Managing leaves of absence, policy and union contract interpretation, workers' compensation, unemployment insurance, FMLA/OFLA and other compliance matters.
- Addressing employee issues such as those which may arise under the ADA, conducting investigations of internal complaints, and maintaining compliance with all laws and regulations.
- Coordinating workforce development and training, human resource policy development, revision and implementation, labor-management and relations, and union contract negotiations.
- Maintaining job classification, compensation, position control and management, and employee records.

Oregon Department of Transportation

ODOT Administrative Services

Information Systems Branch

Some activities of this group include:

- Providing interoperable, cross-divisional, statewide, business systems planning, architecture, development, and maintenance of systems that support public safety, commerce, revenue generation and services to Oregonians.
- Managing all information technology project management, including the design, development and implementation of Information Technology projects and applications complies with EIS stage gate and procurement.
- Managing agency technology assets and provides support for computing devices and software and mobile devices and complies with all reporting requirements.
- Maintains security, business continuity and disaster recovery programs to minimize disruption to the agency's information systems and business operations for both administrative and operational technology networks.
- Coordinating infrastructure services with the Data Solutions Branch to facilitate effective and efficient access to data.
- Maintaining compliance and interfaces with Enterprise initiatives to ensure system operations at the State level.

Data Solutions Branch

Some activities of this group include:

- Planning, developing, and implementing data intelligence programs and platforms to facilitate efficient and effective access to disparate agency data assets to facilitate evidence based, data-informed decision-making and support more efficient execution of ODOT programs.
- Developing consistent guidance and common solutions to address pervasive agency-wide and inter-agency data concerns and challenges.
- Coordinating with the Information Systems Branch to implement infrastructure sufficient to provide agency-wide access to data.
- Promoting data governance as a strategic discipline and building the critical foundations to ensure ODOT is an agile data-driven enterprise.
- Managing data as strategic assets and promoting openness and interoperability while safeguarding agency data and systems.

Oregon Department of Transportation

ODOT Administrative Services

- Providing the vision and strategy for advancing agency data management and use practices to ensure the agency can sufficiently meet evolving data and information needs.
- Supporting state-level open data initiatives and improves ODOT transparency through identification and management of ODOT data that is, or should be, made available to the public.

Office of Procurement

Some activities of this group include:

- Operating under the Public Procurement Code within the Oregon Revised Statutes, ODOT's independent procurement authority (ORS 279.050), and Oregon Administrative Rules to facilitate the delivery of ODOT's mission, vision, and strategic objectives to provide a safe and reliable multimodal transportation system.
- Providing a full range of agency-wide procurement services, consultative services, and design of procurement strategies including developing and maintaining contract templates, procurement administrative rules, policies, standards and procedures, and designing and delivering procurement training for internal and external stakeholders.
- Setting contract administration requirements for the agency, administers statewide Price Agreements, and establishes consultant billing rates.
- Implementing practices to address and remove barriers to improve access to ODOT contracting opportunities and continue outreach to Oregon's disadvantaged, minority-owned, disabled veteran-owned, woman-owned and emerging small business, to deliver educational information and assistance.
- Providing agency-wide procurement oversight and carries out compliance functions to address contracting risk areas and improve processes.
- Leading agency response to directives in Governor's Executive Order #22-15 regarding public works project planning, procurement equity and contract compliance including leading implementation efforts contained in the agency's five-year action plan designed to embed equity into ODOT's procurement processes and diversify the public works project workforce.

Facilities Services Branch

Some activities of this group include:

Oregon Department of Transportation

ODOT Administrative Services

- Operating, maintaining, improving, and repairing ODOT owned and leased facilities.
- Providing coordination, consultation, and project management services to ODOT regions, districts and units in the planning, design and execution of major maintenance and capital construction efforts across the state.
- Anticipating and planning for future capital construction and major maintenance needs to ensure a state of readiness and to facilitate ODOT's ability to respond to catastrophic environmental or incident needs.
- Using skilled and semi-skilled crafts persons to conduct inspections and service, repair and replace building system components and generally maintain the quality of ODOT facilities.

Office of Employee Safety

Some activities of this group include:

- Promoting workplace safety and health initiatives throughout ODOT leveraging the Safety Resource Team and Safety Committees.
- Ensuring regulatory compliance with Federal and Oregon Occupational Safety and Health Administration standards and other applicable health and safety regulations.
- Providing workplace safety and health consultation to ODOT divisions and branches leadership and management.
- Developing and providing mandatory training on health and safety topics as required by regulatory agencies.
- Processing workplace injuries and worker's compensation claims.

Office of Equity & Civil Rights

Some activities of this group include:

- Helping to build a diverse workforce by supporting equitable recruitments, operations, and policies, and establishing an informed culture that delivers authentic inclusivity.
- Endeavoring to ensure equity is embedded into all ODOT policies, operations, and practices.
- Engaging and utilizing the viewpoints of those who reside in communities ODOT serves and are affected by the agency's decisions and investments.

Oregon Department of Transportation

ODOT Administrative Services

- Promoting economic opportunity for Oregonians through transportation investments, including working with businesses owned by people who identify as Black, Indigenous, Latino/a/x, Asian, Pacific Islander, Native, Tribal, and people of color, women, or others who have been marginalized through institutional and structural oppression.
- Coordinating and co-managing the internal and external Americans with Disability Act (ADA) programs, in collaboration with Human Resources.
- Managing the Department's commitment to the implementation of federal and state equity programs that enable minorities, women, low-income, disadvantaged, and disabled individuals or groups to realize economic opportunities through jobs or contracts. Its programs provide equal access to services and economic opportunities. Federal programs are required by the Federal Highway Administration, the Federal Motor Carrier Safety Administration, the Federal Transit Administration and Federal Rail Administration.

The Office of Equity & Civil Rights manages ODOT's Small Business Programs, comprising the Disadvantaged Business Enterprise (DBE), Emerging Small Business (ESB), Minority or Women Business Enterprise (MWBE), and Service-Disabled Veterans (SDV) initiatives. The Office administers programs for the agency as required by Title VI of the Civil Rights Act of 1964, including Environmental Justice and Limited English Proficiency. Workforce Development Programs administered by the office include pre-apprenticeship training, supportive services, Equal Employment Opportunity (EEO) and On-the-Job/Apprenticeship Training Programs.

Audit Services

Audit Services is an independent branch of the agency. It was established through HB 2017 and reports to the Oregon Transportation Commission. For budgetary purposes only this group is included in the ODOT Administrative Services group. Some activities of this unit include:

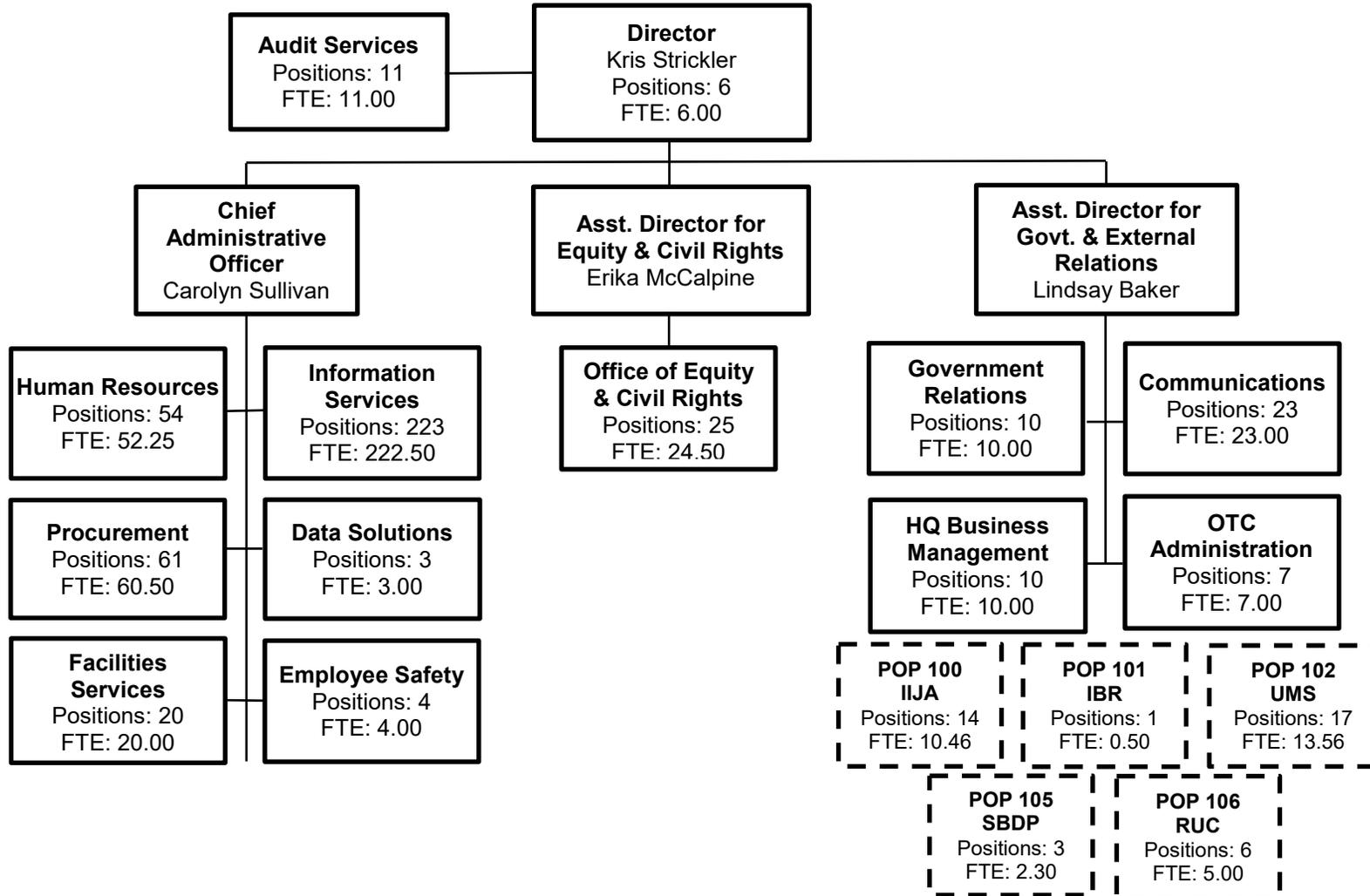
- Conducting internal audits of ODOT programs and making recommendations for improving operations, in accordance with generally accepted government auditing standards.
- Conducting external audits and special analysis to ensure costs charged to ODOT by consultants, contractors and other external entities are accurate, reasonable and comply with applicable federal and state regulations.
- Promoting audit independence and public accountability and transparency for ODOT by reporting to the Oregon Transportation Commission and providing audit reports to the public through ODOT's external website.

Oregon Department of Transportation

ODOT Administrative Services

Organizational Information

Positions 498, FTE 485.57, Including POP Positions



Oregon Department of Transportation

ODOT Administrative Services

Major Changes, Budget Drivers, and Risks

There are several factors affecting services provided by this Division including:

- A geographically diverse and sizeable remote workforce which requires strong leadership, effective communication, and a high degree of collaboration to meet the agency's needs.
- The requirement to continuously assess and make improvements to administrative workflows and associated systems in support of an integrated, economically sound, and best-practice based, business operation.
- The need to attract, develop, and retain a diverse, inclusive, and talented workforce during a period of low unemployment and high wages who can effectively perform the technically challenging work of the agency.
- The desire to substantially improve economic opportunities through the allocation of project resources to disadvantaged and minority business particularly those owned by people who identify as Black, Indigenous, Latino/a/x, Asian, Pacific Islander, Native, Tribal, and people of color, women, or others who have been marginalized through institutional and structural oppression.
- The need to develop and implement retention programs to minimize employee turnover and succession planning programs to minimize the impact of a workforce eligible for retirement and other types of terminations of employment.
- The requirement to implement technology and data system including state-led modernization initiatives, system replacements and upgrades, and enhancing communications tools and techniques to meet the expectations for high quality, transparent, real-time data to support decision-making and ensure minimal disruption to the transportation system.
- The need to maintain equitable and transparent contracting policies, procedures and practices while balancing demands for efficiency and effectiveness within the constraints of legal sufficiency, and legislative and administrative rulings.
- The need to maintain an aging and deteriorating facilities infrastructure, some of which will likely fail during or after an earthquake or similar natural disaster, and the inability to effectively finance capital construction improvements or implement resiliency upgrades to prevent such failures.
- The requirement to support the Strategic Action Plan including ensuring certain workforce attributes and goals are achieved, data and technology tools and platforms are sufficient, and administrative functions are efficient and effective.
- The demands for personnel, processes, and technology to support the implementation of HB 2017, IJJA, tolling and other projects of significance such as I-205 and the Rose Quarter.

Oregon Department of Transportation

ODOT Administrative Services

- The need to perform audits using a risk-based approach, prioritizing contract areas identified in HB 2017 and personal service contracts, to adequately assess the financial integrity of those programs.
- Increased demands from the public for transparent and timely information, reporting, and communication of various initiatives and programs, particularly high-profile projects with intense public interest such as tolling, the Interstate Bridge Replacement project, I-205 and the Rose Quarter.
- The need to support Executive Orders and state-led initiatives in support of efficient and effective delivery of services to Oregonians, and to enhance economic benefits to BIPOC and disadvantaged businesses.

Specific Actions the Agency has Taken or Plans to Take to Contain Costs and Improve Programs and Service

The Administrative Services Group has taken the following actions to manage costs and improve its support for programs and services:

- Leadership has established clear expectations for performance, measures, and evaluate that performance, and reviews and implements changes to business processes as necessary to meet those expectations.
- Executive-sponsored councils have helped to guide the priorities and activities of certain Administrative Services branches such as Human Resources and Information Systems which results in a closer alignment and prioritization of efforts and activities.
- Inter- and intra-agency collaboration has resulted in best-practice idea sharing and enhancements to the way core business functions are managed.
- Personnel from Administrative Service Branches have participated in several workgroups for state-led initiatives which has helped to identify process alternatives and enhance the outcome of those programs.
- Intentional collaboration and coordination between agency branches and divisions has resulted in shortened cycle times for certain business processes such as recruitment and procurement.
- Employee workgroups were created to evaluate and implement workplace elements in support of a modern work environment. These initiatives have increased organizational effectiveness and commitment because of improvements in how work is performed and how information is shared.
- Effective recruiting and retention efforts, and staff development and training programs, have resulted in reduced turnover throughout the agency.

Oregon Department of Transportation

ODOT Administrative Services

- Certain branches have reorganized to provide more efficient delivery of services, such as Information Systems and the Office of Equity and Civil Rights.
- Key hires have provided additional capacity and creative solutions for certain recruiting and technical infrastructure challenges.
- An employee engagement survey was conducted and a variety of initiatives to improve communication, professional development, safety, and other aspects important to ODOT employees have been implemented to improve retention and enhance productivity.
- The state-led initiative to implement Workday has resulted in a modern, holistic solution to manage human capital which provides insights into all stages of the employee lifecycle and provides self-service, and on-demand information for employees and managers.
- The state-led initiative to implement OregonBuys will result in a higher level of transparency and improved visibility related to project spending and provides contract administrators additional insights and information to manage their projects effectively and proactively.
- The Information Systems Branch routinely seeks opportunities for competitively priced vendor solutions and partnerships for the provision of services and technology for the
- AdobeSign was deployed throughout the agency to modernize the method of obtaining signatures and approvals and provide a robust tracking and storage system for important documents. This electronic routing save staff time, increases turnaround time, and reduces the impact on the environment by minimizing printing costs and paper usage.
- A Data Solutions Branch was created to more effectively leverage data that exists within the organization and to make that data more available for decision-making and program delivery.
- The Facilities Branch has successfully completed several personnel relocations and office consolidations resulting in a substantial reduction of leased office space.
- The Facilities Branch has identified surplus property and office space for sale or sublet.
- The Facilities Branch engaged an external consultant to assess the health and needs of ODOT's facility infrastructure. This evaluation will enable the agency to strategically fund improvements and enhancements to extend the useful life of agency infrastructure and to provide a mechanism for alternative funding sources which will be explored in the coming biennium.

Oregon Department of Transportation
ODOT Administrative Services

Major Budget Information

Budget Detail

		2019-2021 Actuals	2021-2023 Approved Budget	2023-2025 Governor's Budget
Program				
ODOT Administrative Services		\$193,622,498	\$246,701,982	\$248,987,885
Total OAS		\$193,622,498	\$246,701,982	\$248,987,885
Expenditures by Major Revenue Source				
Other (State)		\$191,575,414	\$244,368,649	\$243,397,698
Other (Fed as Other)		\$2,047,084	\$2,333,333	\$5,271,104
Federal Funds				\$319,083
Total		\$193,622,498	\$246,701,982	\$248,987,885
Expenditures by Category				
Personal Services		\$120,668,120	\$133,492,086	\$147,288,753
Services and Supplies		\$71,584,883	\$112,230,943	\$100,679,062
Capital Outlay		\$1,346,352	\$978,953	\$1,020,070
Special Payments		\$23,143	\$0	\$0
Total		\$193,622,498	\$246,701,982	\$248,987,885
Positions		458	465	498
Full-Time Equivalent (FTE)		553.84	455.21	485.57

Oregon Department of Transportation

ODOT Administrative Services

Programs Shared with or Dependent on Other Agencies

Bureau of Labor and Industries: Ongoing agreement for assistance in the subcontracting and implementation of the Highway Construction Workforce Development.

Business Oregon: Ongoing agreement to administer the DBE Certification process as set out in the Code of Federal Regulations.

SOLVe (contract): Ongoing agreement to coordinate the Anti-Litter and Vandalism Prevention Program.

Port of Portland: Ongoing agreement to provide Mentor-Protégé Services, and build effective working relationships between leaders of mature, established companies and locally owned small companies that have been certified by Business Oregon.

Oregon Youth Authority: Ongoing agreement for sponsorship support of the ASCENT program, which provides for the development of transformational leaders.

State Printer's Office: Provides comprehensive reprographics services.

Secretary of State's Office: State archives program, public records advocate program and execution of the administrative rule process.

Law Enforcement: The Driver and Motor Vehicle Division (DMV) and the Commerce & Compliance Division (CCD) support public safety in Oregon by sharing its customer, driver, and vehicle data with law enforcement officials through the Law Enforcement Data System (LEDS) managed by the Oregon State Police. Special lookups and record queries are conducted to assist with criminal investigations, and digital photos from driver licenses are accessible at roadside for public safety purposes.

Secretary of State: The new Motor Voter program streamlines the Secretary of State's registration of eligible voters who do not opt out of registering to vote.

Federal Government: Federal Highway Administration (FHWA) has been given access to ODOT systems to assist in collaboration. In addition, ODOT interfaces with the FHWA Federal Billing Application for reimbursement of highway construction project. To assist with roadside enforcement of commercial vehicles across the nation, DMV & CCD share commercial vehicle data with the Federal Motor Carrier Safety Administration through several ODOT managed IT systems.

Oregon Department of Transportation

ODOT Administrative Services

Oregon State Police and other agencies: Several OSP offices share space with ODOT maintenance stations and other agencies such as Oregon Health Authority and State Fire Marshall sublease space from ODOT.

Oregon Department of Aviation: ODOT supports the Oregon Department of Aviation by providing essential human resource, information technology and procurement services including recruitment, position management, records, consultations and investigations, basic technology needs and access to network services, email, telephony, and account security, support for the agency's Aircraft Registration application system, Workers' Compensation processing, and procurement services and support.

City and County Transportation Bodies: ODOT works with many local jurisdictions to share road and traffic camera feeds, traffic signal information, weather and traveler information, incident data and message sharing capability that supports 911 and other emergency response services.

Summary of Proposed Legislation Affecting Agency Operations

Policy Packages

#081	IIJA June Eboard	\$4,997,785	OF	9	Positions	9.00	FTE
-------------	-------------------------	--------------------	-----------	----------	------------------	-------------	------------

Under IIJA, ODOT's federal funding is increasing. Positions to support this work were approved at the June 2022 E-board. Budget Prep timing requires these to be added to 2023-25 Budget through this package.

#092	Statewide Attorney General Adjustment	(\$54,536)	OF
-------------	--	-------------------	-----------

This package reduces Attorney General Rates to reflect adjustments in the Governor's Budget.

#093	Statewide State Government Service Charge Adjustment	(\$5,427,004)	OF
-------------	---	----------------------	-----------

This package represents adjustment to DAS charges for services made in the Governor's Budget.

Oregon Department of Transportation
ODOT Administrative Services

#100 IJA (Infrastructure Investment and Jobs Act) \$2,937,771 OF 14 Positions 10.46 FTE

This Policy Option Package requests positions and Other Fund limitation for staffing, project delivery and program expenditures related to new work launched under the Infrastructure Investment and Jobs Act (IIJA).

#101 IBR (Interstate Bridge Replacement) \$115,653 OF 1 Positions 0.50 FTE

The states of Oregon and Washington are working together to replace the aging I-5 Interstate Bridge. This package requests additional positions and Services and Supplies limitation for tribal coordination, preconstruction and construction activities.

#102 Urban Mobility Strategy \$4,043,559 OF 17 Positions 13.56 FTE

This package staffs ODOT’s Urban Mobility Strategy (UMS) and ensures the effective delivery of major transportation projects in the Portland-metro region, including I-5 Rose Quarter, I-205 Phase 1A, and operationalization of a regional congestion management and tolling program.

#105 Small Business Development \$672,044 OF 3 Positions 2.30 FTE

The Small Business Development program is being established to increase contracting opportunities for small businesses, Certification Office for Business Inclusion and Diversity (COBID) firms, BIPOC and women-owned businesses. The package adds a position to develop and manage this newly established program.

#106 RUC (Road Usage Charging) \$1,406,392 OF 6 Positions 6.00 FTE

This package is being submitted alongside a Legislative Concept (LC) that would establish a mandate to require participation in OReGO for registered owners and lessees of certain passenger vehicles. The package provides the positions and resources necessary to implement the LC.

Oregon Department of Transportation ODOT Administrative Services

Long-term Vacancies

- Long-term vacancies (approx. 1% of total positions) exist primarily in Delivery and Operations, DMV and CCD
- The labor market is very challenging
- The positions do not offer competitive pay

Division	Positions	FTE	Personal Services
Delivery & Operations	36	32.4	\$5,892,316
Public Transportation	1	1	\$233,914
Policy, Data & Analysis	1	1	\$165,317
Finance & Budget	3	3	\$649,683
Commerce & Compliance	11	11	\$1,819,715
Driver & Motor Vehicle Services	12	11	\$1,638,724
ODOT Administrative Services	9	8.5	\$2,099,897
Total	73	67.9	\$12,499,566

Appendix

Oregon Department of Transportation

Oregon Secretary of State Audits Division Audits of ODOT July 1, 2020 – January 31, 2023

Title	Date	Summary	Status	Actions Taken
Audits and reviews completed by the Secretary of State Audits Division				
No. 2020-29 ODOT Oversees a Robust Project Delivery Process, yet Opportunities Exist to Further Improve Work Zone Safety	Sep 2020	<p>This was an audit of ODOT’s project delivery process as it supports transportation safety and worker safety.</p> <p>The audit recommended the following:</p> <p>To enhance transportation safety measures during project design, ODOT should:</p> <ol style="list-style-type: none"> 1. Develop a template for the Transportation Management Plans to support greater consistency in design decisions between regions and clarify expectations for consultant designers. 2. Create more opportunities for traffic control designers to visit work sites during design and construction, which would bolster their working knowledge and better inform design decisions. For example, designers could regularly participate in ODOT’s biennial work zone reviews in their regions. 3. Formalize a feedback loop between design and construction staff throughout the life of the project to enhance the viability of design decisions. <p>To strengthen its control framework around stakeholder participation in project delivery, ODOT should:</p> <ol style="list-style-type: none"> 4. Create a charter for the Mobility Advisory Committee (MAC) to clarify its role in project delivery, level of responsibility, and standard voting procedures. 5. Once the charter is created, review MAC and Stakeholder Forum membership and perform outreach to ensure that the needs of diverse stakeholder groups are sufficiently represented during project delivery review. 6. Review, update, and align ODOT policies and procedures to clarify ODOT staff and stakeholder roles and responsibilities in the design review process. 7. Observe the administrative rule requiring the agency to engage with a specific group of stakeholders during Stakeholder Forums during the project delivery review process. Specifically, ensure that outreach to bicycle and pedestrian advocacy groups is regularly performed at the state and local level. 8. Create comprehensive criteria for deciding which projects should be reviewed by the MAC. 9. Ensure that new and existing criteria for MAC project selection reviews are applied. 10. Create and track performance metrics for the Mobility Unit and mobility reviews during the design process. 	Closed	Management reports that it has implemented the recommendations.
Management Letter 730-2020-12-01 Engineering Rate Review	Dec 2020	<p>This was a review of ODOT’s Federal Acquisition Regulations review procedures.</p> <p>The audit recommended that ODOT assess their cognizant review procedures to ensure all references are up to date and that program steps clearly detail the source requirement of the planned procedures.</p>	Closed	Management reports that it has implemented the recommendation.
Management Letter 730-2021-02-01 Selected Financial Accounts for the Year Ended June 30, 2020	May 2021	<p>This was an audit of selected financial accounts for the year ended June 30, 2020.</p> <p>The audit recommended that ODOT’s reconciliation accountant receive email notification when new funds are established so they can be processed in the Transportation Environment Accounting and Management System (TEAMS) – Statewide Financial Management Application (SFMA) fund reconciliation accordingly. Additionally, an SFMA query should be developed to identify all SFMA D23 funds with activity to ensure all active funds are included in the reconciliation.</p> <p>During the course of the audit, the Audits Division became aware of matters that are considered opportunities for strengthening internal controls. The audit included the following additional recommendations:</p>	Closed	Management reports that it has implemented the recommendations.

Oregon Department of Transportation

Oregon Secretary of State Audits Division Audits of ODOT July 1, 2020 – January 31, 2023

Title	Date	Summary	Status	Actions Taken
		<ol style="list-style-type: none"> 1. Ensure that all relevant costs are included in the infrastructure database. 2. Ensure State Transportation Improvement Fund Formula Fund distributions are calculated accurately. 3. Ensure federal reimbursement rates are entered accurately in TEAMS. 		
Management Letter 730-2020-06-01 Risk Assessment Management Report	Jun 2021	<p>This was in response to a request by ODOT for a limited review of the department's field office inventory controls. No recommendations were issued. The review identified the following opportunities to strengthen purchasing and inventory controls:</p> <ul style="list-style-type: none"> • To ensure adequate segregation of duties, consider separating the purchase and tracking of inventory responsibilities. • To improve record keeping and better ensure equipment inventory is complete and accurate, reconcile the Region 1 inventory tracking sheet to the accounting records. • To ensure adequate and consistent reviews, develop written policies and procedures requiring that district managers review and document their review of invoices and burn rate reports. • To help identify purchasing trends or unusual activity, consider developing and performing analytical procedures. 	Closed	No actions required. Management reports that it has accepted the opportunities to strengthen purchasing and inventory controls.
Report 2021-30 Advisory Report: ODOT Worked Quickly to Oversee the Largest Wildfire Debris Removal Operation in State History	Oct 2021	<p>This was a limited review requested by ODOT of its hazardous tree removal operations after a fire that represented the biggest and most expensive emergency disaster event in Oregon history.</p> <p>No recommendations were issued. Opportunities for continuous improvement were cited in the following areas:</p> <ul style="list-style-type: none"> • Future planning • Training and documentation • Delivering Oregon values and an equitable workforce • Contractor capacity and pre-contracting • Organizational development and field operations staffing • Coordination and information flow amongst stakeholders and jurisdictions 	Closed	No actions required. Management reports that it conducted an after action review in early 2022 that evaluated all operational elements of the wildfire clean-up efforts. As part of this review, the team specifically looked at the opportunities for improvement identified in the Secretary of State's report. Improvements identified in the after action review are being incorporated into the agency's debris management plan, pre-disaster contracting and operational framework.
Management Letter 730-2022-01-01 Selected Financial Accounts for the Year Ended June 30, 2021	Jan 2022	<p>This was an audit of selected financial accounts for the year ended June 30, 2021.</p> <p>The audit recommended that ODOT should:</p> <ol style="list-style-type: none"> 1. Ensure adequate controls are in place to appropriately record and report revenue 2. Ensure adequate controls are in place to appropriately record and report advanced federal funding and federally eligible expenditures. 	Closed	Management reports that it has implemented the recommendations.

Oregon Department of Transportation

**Oregon Secretary of State Audits Division
Audits of ODOT July 1, 2020 – January 31, 2023**

Title	Date	Summary	Status	Actions Taken
TEAMS IT Application Controls Review	Mar 2022	<p>In preparation for the FY2022 statewide financial audit of the Oregon Department of Transportation (ODOT), this was an audit of procedures over controls related to the Transportation Environment Accounting and Management System (TEAMS).</p> <p>No recommendations were issued. Three opportunities for improvement were cited for improving processes for updating TEAMS reference tables, and one to ensure access is restricted only to those individuals with a demonstrated need for that access.</p>	Closed	No actions required.
Management Letter 730-2022-04-01 Statewide Single Audit of Selected Federal Programs Formula Grants for Year Ended June 30, 2021	Apr 2022	<p>This was an audit of formula grants for rural areas for the year ended June 30, 2021.</p> <p>No recommendations were issued.</p>	Closed	No actions required.
Management Letter 730-2023-01-01 Selected Financial Accounts for the Year Ended June 30, 2022	Jan 2023	<p>This was an audit of selected financial accounts for the year ended June 30, 2022.</p> <p>The audit recommended that ODOT should retain support for software beginning balances.</p>	Open	Management reports that it is in the process of implementing the recommendation.

**Oregon Department of Transportation
2023-2025 Ways Means Presentation**

Company	Supervision Category	Filled	Vacant	Total	Total (Adjusted)	Ratio	Adjusted Actual Ratio
Department of Transportation	Non-Supervisory	4,061	1,338	5,399	5,400		
Department of Transportation	Representation Not Assigned	1	0	1			
Department of Transportation	Supervisory	366	75	441	441		
Total		4,428	1,413	5,841		12.24	1:12

Oregon Department of Transportation EITGC Summary of Proposed Technology Projects

Oregon Toll System – Delivery & Operations Division: \$809,840,000 (September 2021 – June 2025)

In accordance with HB 2017 (2017) ODOT must develop a toll program to support multiple toll implementation projects throughout the state, beginning with the I-205 Toll Project. The Oregon Toll System as delivered for the I-205 Toll Project will form the base for the entire statewide toll system.

- Deliver a modern, customer-focused interoperable toll system for the State of Oregon that will be capable of meeting revenue generation needs today and into the future;
- Build a platform that leverages innovations from the open marketplace with opportunities for multiple parties and multiple choice for customers, within a framework that will allow ODOT to enhance services and technologies as needed to improve customer service and preferences, and to augment or replace various systems and service providers over time;
- Support other ODOT and governmental initiatives in transportation, to include the RUC Program, known as OReGO, Driver and Motor Vehicle Services, other Oregon toll operators, and non-highway service providers including Tri-Met and potentially Portland International Airport;

Pursue new innovations to best meet the requirements for financial security, transparency and accountability, while at the same time harnessing the experience gained from successful toll operations across North America.

Accelerating Innovative Mobility – Public Transit Division: \$1,100,000 (June 2022 – June 2025)

The scope of this project is to replace the existing TNEt software application, and enhance the data extract, transform, load (ETL) process provided currently from the vendor Trilium.

- Leverage data from public and private transit providers to allow analysis of the network of transit services;
- Allow study of demand response transit (GTFS-flex v2) and other standardized data to make better informed decisions on investments in Oregon's statewide transit network;
- Improve the capacity of PTD, transit providers, and planners to evaluate and visualize the statewide transit network using both fixed route and demand response data;
- Provide a detailed digital historical record of Oregon's transit network;

Financial Management System Integration Platform – Support Services Division: \$1,050,000 (TBD)

ODOT's current financial management system was originally implemented over 35 years ago and does not offer the functionality or flexibility needed to meet current and future business objectives. The Department must address technical debt, succession planning, and support strategic objectives by modernizing this core enterprise capability through thoughtful business transformation and ecosystem modernization utilizing a best-fit hybrid approach.

AASHTOWare Project (APOST) – Delivery & Operations Division: \$9,500,000 (October 2019 – August 2022)

The Agency's Construction and Civil Rights Programs are in need of "*modernized systems, technology, and services to maximize resources and improve productivity and efficiency*" as our Agency 5-Year Vision states. The goal of the project is for ODOT to continue the path of digital administration of construction projects to be in alignment with Federal Highways Administration (FHWA) and ODOT initiatives of e-Construction.

- Further digitize the administration of construction projects by implementing AASHTOWare Projects (AWP) throughout the entire contract and construction lifecycle
- Add additional modules Construction and Materials, and Civil Rights and Labor to existing modules Pre-Construction and Estimation
- Replace disparate and outdated systems and business processes better positioned for reporting and compliance

Automated Routing for OD Permits – Commerce and Compliance: \$5,000,000 (July 2021 – December 2023)

CCD seeks to implement a statewide automated routing and permitting system for single trip permit issuance; an initiative supported by the FHWA and the SC&RA. The new system would have several benefits. It would integrate new vertical clearance and infrastructural data which would, increase customer service levels, by aligning multiple work units throughout the agency to make fully informed, data driven investment decisions.

- Deploy a comprehensive automated routing and permit system for over-dimensional loads
- Replace a 30+ year old mainframe application which has become very difficult to maintain
- Move from manual to automated brings Oregon in line with more than 30 other states, and allows for expeditious leveraging of data
- Increase customer service through increased availability, speed to issuance and increase issuance capacity

Oregon Buys – Supportive Services Division: \$4,950,000 (May 2019 – September 2023)

The proposed end-to-end e-procurement system, OregonBuys, is expected to eliminate duplicated tasks; save time and money in administrative processes; incorporate procurement best practices to maximize cost savings; CCD seeks to implement a statewide automated routing and permitting system for single trip permit issuance; an initiative supported by the FHWA and the SC&RA. The new

system would have several benefits. It would integrate new vertical clearance and infrastructural data which would, increase customer service levels, by aligning multiple work units throughout the agency to make fully informed, data driven investment decisions. The new system would be integrated with other ODOT work units, such as bridge engineers, transportation economists, and the state's counties to minimize risk of damage to critical highway infrastructure.

EITGC Project Prioritization | 2023–25

			Oregon Toll Program Implementation	AIM (Accelerated Innovative Mobility)	FMS Integration Platform	APOST	OD Permitting	Oregon Buys
TOTAL PROJECT SCORE (0-100)			79	64	60	88	69	84
CRITERIA	WEIGHT	SCORING GUIDE						
Technology and Strategic Alignment	35%	WEIGHTED SUBTOTAL	29	29	23	29	29	35
Alignment to Strategic Plans <ul style="list-style-type: none"> Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight) Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of data—investing in data justice and representation, visibility, and ethics to serve all Oregonians? Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems? Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings? 			<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>					
			3	3	2	2	2	3

Technology Best Practices and Priorities <ul style="list-style-type: none"> Does this investment align with and support the following enterprise information technology priorities? <ul style="list-style-type: none"> Information Security . Improving the security and resilience of the state's systems Modernization . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation A Better Oregon Through Better Data . Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use. Cloud Forward . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design, security principles, and other modern hosting technologies)? For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant? Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself? 			<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>					
			2	2	2	3	3	3

EITGC Project Prioritization | 2023–25

			Oregon Toll Program Implementation	AIM (Accelerated Innovative Mobility)	FMS Integration Platform	APOST	OD Permitting	Oregon Buys	
Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	17	11	14	22	17	22	
People-Centered Approach <ul style="list-style-type: none"> Does this investment put people first—the people who rely on essential services and those working to provide those services? Does this investment help to eradicate racial and other forms of disparities in state government? Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented communities? Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project? If the investment is for agency use, does it improve the agency users' experience? 			3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	1	2	1	2	2	2
Business Process Transformation <ul style="list-style-type: none"> Does this investment contribute to business process improvement/transformation? Does this investment improve service delivery to customers, partners, or other stakeholders? Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? Have measurable business outcomes and benefits been established, including the return on investment if applicable? 			3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	2	1	2	3	2	3
Investment Risk <ul style="list-style-type: none"> Would inaction impact systems or solutions that support critical business functions? Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? Are there community impacts of not undertaking this project? Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? Does this investment address an identified and documented highly probable agency risk? 			3 - Fully Aligned (all applicable criteria addressed) 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - Not Aligned (no or very few applicable criteria addressed)	3	1	2	3	2	3
Agency Readiness and Solution Appropriateness	40%	WEIGHTED SUBTOTAL	33	23	23	37	23	27	

EITGC Project Prioritization | 2023-25

	Oregon Toll Program Implementation	AIM (Accelerated Innovative Mobility)	FMS Integration Platform	APOST	OD Permitting	Oregon Buys	
<p>Organizational Change Management (OCM)</p> <ul style="list-style-type: none"> Does the investment significantly impact operations throughout the organization? Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? Has the agency identified community engagement or community involvement as a component of the change management process? Is external outreach or training planned to implement this change with constituents? 	<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>	2	1	2	3	2	2
<p>Solution Scale and Approach</p> <ul style="list-style-type: none"> Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes? Does the investment fully address the agency's business problem, benefits and outcomes? Is the solution of the appropriate size and scale? Does this investment adhere to principles in <i>EIS Cloud Forward</i> (p.4) or <i>Modernization Playbook</i> (p.6), etc.? Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution? 	<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>	3	1	2	3	2	2
<p>Capacity</p> <ul style="list-style-type: none"> Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative? Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources? Will this investment impact the agency's ability to deliver on its core business functions? Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities? Does the agency or project environment foster an inclusive workplace culture and promote equitable hiring, retention, and promotion practices? 	<p>3 - Fully Aligned (all applicable criteria addressed)</p> <p>2 - Mostly Aligned (most applicable criteria addressed)</p> <p>1 - Partially Aligned (some applicable criteria addressed)</p> <p>0 - Not Aligned (no or very few applicable criteria addressed)</p>	2	2	1	2	1	2

EITGC Project Prioritization | 2023-25

Governance and Project Management Processes

- Does the agency have formal IT governance in place that will oversee this investment?
- Does the investment have executive sponsorship and steering committee in place?
- Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage?
- For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project?
- Are agency DEI staff involved in the IT Governance and prioritization process?
- Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)?
- Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan?
- Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project?
- Does the agency use mature project management practices (PMBOK)?

3 - Fully Aligned (all applicable criteria addressed)

2 - Mostly Aligned (most applicable criteria addressed)

1 - Partially Aligned (some applicable criteria addressed)

0 - Not Aligned (no or very few applicable criteria addressed)

	Oregon Toll Program Implementation	AIM (Accelerated Innovative Mobility)	FMS Integration Platform	APOST	OD Permitting	Oregon Buys
	3	3	2	3	2	2

References:

*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D. (2020, October 2). *How Administrative Burdens Can Harm Health* . www.healthaffairs.org. Retrieved February 9, 2022, from

Scores

- 3
- 2
- 1
- 0

Agency-wide Program Prioritization for the 2023-25 Biennium

Agency Name: Oregon Department of Transportation

Agency Number: 73000

1	2	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	Total Funds	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency Rank	Prg/ Div Priority	Prog. Desc	Unit/Activity Descriptio	Performance Mea	Purpose Co	GF	OF	FF	Total Funds	Pos.	FTE	ew/Enhanc	Reduct. Opt.	Legal	Legal Citation	What is Mandatory	Comments
1	1	Hwy-Safety	Transportation Highway Construction Projects (Statewide Transportation Improvement Program)	Construction Job Impact & Fatalities & Injuries	6	-	327,710,576	-	327,710,576	100	99.71	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366, ORS 374 for Access Mgmt	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
2	5	DMV	Impaired Driving-alcohol, other drugs (grants, enforcement, education, research, community programs)	KPM 1- Traffic Fatalities, KPM 3 - Large Truck At-Fault Crashes, KPM 7 - Travel Delay	10		4,908,707	14,480,207	19,388,914	3	3	N	N	FO	23 USC, 49 CFR	Federal Mandate can only be used for Transportation Safety Related per NHTSA funding guidelines	
3	2	Hwy-Maint	Maintenance - Snow & Ice and Extra Ordinary Items (Emergency Relief)	Customer Satisfaction	8	-	289,240,871	-	289,240,871	735	697.70	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
4	3	Hwy-Maint	Maintenance - Bridge	Customer Satisfaction, Bridge Condition	8	-	16,953,002	-	16,953,002	43	40.89	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
5	10	DMV	Safe Routes to School - assist communities in identifying & reducing barriers and hazards to children walking & biking to and from school	KPM 7 - Travel Delay	7		400,000	2,000,000	2,400,000	2	2	N	Y	FO	ORS 184.740, 184.741	Federal Mandate can only be used for Transportation related	
6	3	DMV	Driver Education Program and Motorcycle Training program (instructor training, school reimbursements, etc.)	KPM 1- Traffic Fatalities, KPM 3 - Large Truck At-Fault Crashes, KPM 7 - Travel Delay	10		7,734,905	-	7,734,905	3	3	N	N	S	ORS 802.110, 336.795 - .815; 802.320, 807.170 - .175, 807.370	N/A	

Agency-wide Program Prioritization for the 2023-25 Biennium

Agency Name: Oregon Department of Transportation

Agency Number: 73000

1	2	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	Total Funds	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency	Prg/ Div																
7	5	CCD	Crossing Safety - authorizes the construction, alteration, or elimination of public railroad-highway at-grade and grade-separated crossings in Oregon.	6	-	9,044,812	-	9,044,812	5	5.00	N	Y	S	ORS 824.200 to 824.256 367.067, 367.070	Functions are all required by state law and are directly related to public safety.		
8	4	CCD	Rail Safety - inspects, enforces and educates all facets of the rail industry.	KPM 5 - Derailment Incidents	6	-	6,232,773	1,813,451	8,046,224	17	17.00	N	N	S, F	ORS 824.026 to 824.114, 824.300 to 824.314, 367.067, 367.070	Functions are all required by state law and work in conjunction with Federal Railroad Administration law.	
9	4	Hwy-Maint	Maintenance - Roadside and Vegetation	Customer Satisfaction	8	-	48,898,956	-	48,898,956	124	117.95	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
10	1	DMV	Driver Safety: License, Permits, Control and Sanctions, and ID Cards Commercial Driver Licensing	KPM 19 -Customer Satisfaction, KPM 20 - Field Office Wait Time	4		135,912,321	2,335,016	138,247,337	435	431	N	Y	S	ORS 801, 802, 807, 809, 811, 813, CFR 49 Part 383, 384, 390, 391	States that choose to have a commercial driver licensing program must follow the federal regulations. If FMCSA determines that Oregon is out of compliance, it can result in a loss of federal highway funds and/or a decertification of the licensing program.	
11	3	CCD	Commercial Vehicle Safety Programs			-	11,995,474	7,632,558	19,628,032	40	40.00	N	N	C	ORS 803, 818, 825, 826	Functions are all required by state law and subject to Constitutional restrictions on the use of Highway Funds	
12	5	Hwy-Maint	Maintenance - Surface, Shoulder, Low Volume Road, and Contract	Customer Satisfaction, Pavement Condition	8	-	88,253,417	-	88,253,417	224	212.88	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
13	6	Hwy-Maint	Maintenance - Traffic Services and Intelligent Transportation Systems	Customer Satisfaction	8	-	54,115,314	-	54,115,314	138	130.54	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	

Agency-wide Program Prioritization for the 2023-25 Biennium

Agency Name: Oregon Department of Transportation

Agency Number: 73000

1	2	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	Total Funds	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency	Prg/ Div																
14	7	Hwy-Maint	Maintenance - Drainage and Culvert Retrofit	Customer Satisfaction, Fish Passage at State Culverts	8	-	14,280,096	-	14,280,096	36	34.45	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
15	6	DMV	Other Transportation Safety Programs (youth, school, speed, community programs, equipment standards, regional programs, etc.)	KPM 1- Traffic Fatalities, KPM 3 - Large Truck At-Fault Crashes, KPM 7 - Travel Delay	10		446,937	2,836,000	3,282,937	3	3	N	Y	FO	23 USC, 49 CFR	Federal Mandate can only be used for Transportation Safety Related per NHTSA funding guidelines	
16	9	DMV	Other Transportation Safety-Occupant Protection, Traffic Records, Impaired Driving, Motorcyclist Safety, Mass media, supplies	KPM 1- Traffic Fatalities, KPM 3 - Large Truck At-Fault Crashes, KPM 7 - Travel Delay	10		3,293,114	9,575,570	12,868,684	7	7	N	N	FO	23 USC, 49 CFR	Federal Mandate can only be used for Transportation Safety Related per NHTSA funding guidelines	
17	8	Hwy-Bridge	Highway Construction Projects (Statewide Transportation Improvement Program) - Preliminary Engineering	Construction Job Impact & Bridge Condition	6	-	542,871,168	-	542,871,168	201	201.00	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
18	9	Hwy-Pres	Highway Construction Projects (Statewide Transportation Improvement Program)	Construction Job Impact & Pavement Conditions	6	-	281,086,210	-	281,086,210	136	136.00	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
19	10	Hwy-Mod	Highway Construction Projects (Statewide Transportation Improvement Program)	Construction Job Impact & Pavement Conditions & Bridge Conditions	6	-	440,456,143	-	440,456,143	197	197.00	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366, ORS 366.507 for Minimum Mod	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related, ORS 366.507 directs a minimum funding level for Modernization programs	

Agency-wide Program Prioritization for the 2023-25 Biennium

Agency Name: Oregon Department of Transportation

Agency Number: 73000

1	2	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	Total Funds	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency	Prg/ Div																
20	2	Hwy-Oper	Highway Management (Includes: Traffic Operation Centers, COMET and Incident Response.)	Construction Job Impact, Travelers Feel Safe	8	-	67,079,179	-	67,079,179	99	97.58	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366, ORS 374 for Access Mgmt	Federal Mandate can only be used for Transportation related. Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
21	2	PTD	General Public	KPM 7 - Transit Rides KPM 4 - Transit Vehicle Condition	6	-	255,752,650	39,238,863	294,991,513	-	-	N	Y	S/FO	ORS 184.751/49USC Chapters 5307/5311	FTA requires mandated activities to be eligible for use of funds. May be used for eligible transit capital or operating expenditures only. Mandatory disbursement of payroll tax reveues for transit.	
22	3	PTD	Special Projects	KPM 8 - Bike Lanes and Sidewalks	6	-	11,020,000	-	11,020,000	-	-	N	Y	S	Oregon Administrative Rule 731, Division 36	Administration of the Multimodal Active Transportation Fund, or MAT, for bicycle and pedestrian projects	
23	3	PD&A	Transportation System Projects (ConnectOregon)	KPM 10 - HB2001, Construction Job Impact	6	-	46,308,300	-	46,308,300	1	1.00		Y	S/D	ORS 367.080 ORS 184.616	Legislature	
24	1	PTD	Elderly & Individuals w/ Disabilities Program	KPM 7 - Transit Rides KPM 4 - Transit Vehicle Condition	12	-	-	38,500,085	38,500,085	-	-	N	Y	FO	49 USC Chapters 5310/5317	FTA requires mandated activities to be eligible for use of funds. 5310 may be used for eligible transit capital expenditures only.	

Agency-wide Program Prioritization for the 2023-25 Biennium

Agency Name: Oregon Department of Transportation

Agency Number: 73000

1	2	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	Total Funds	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency	Prg/ Div																
25	2	PD&A	Policy, Planning and Climate (ODOT Strategic Plan, Oregon Transportation Plan, Oregon Highway Plan, Transportation Systems and Refinement Plans, Cost Allocation Study, Transportation Asset Management Plan, Mitigation, Adaptation, and Sustainability sections work across ODOT Divisions to educate, develop and institutionalize a climate lens and strategies into the ways the Agency plans for, invests in, builds, manages, maintains, and supports the multi-modal transportation system of Oregon.)	KPM 2 - Bridge Condition, KPM 7 - Travel Delay, KPM 11 - Pavement Condition, KPM 14 - Bike Lanes and Sidewalks	6	-	46,372,271	-	46,372,271	68	67.29	Y	Y	FM/FO/S	23 USC. 307 23 USC. 420	Federal and state law requires ODOT to prepare and maintain a long-range transportation vision and policy direction. Statewide Planning is a federal mandate; Local System Plans & the Cost Allocation study are statutorily required.	
26	12	Hwy-Maint	Maintenance - Operations / Special Programs / Permits / Outside Billing	Customer Satisfaction	8	-	10,539,769	-	10,539,769	27	25.42	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
27	2	DMV	Vehicle Registration, Permits, and Titles	KPM 19 -Customer Satisfaction, KPM 20 - Field Office Wait Time	4		108,585,119	-	108,585,119	378	364	N	Y	S	ORS 801, 802, 803, 805, 809, 819, 821	N/A	
28	4	PTD	Rail Operations	KPM 6 - Passenger Rail Ridership	6	-	37,320,573	16,331,127	53,651,700	8	8.00	N	Y	S/FO	ORS 824.400 to ORS 824.430	Provision of and reporting up performance of passenger rail service as prescribed.	

Agency-wide Program Prioritization for the 2023-25 Biennium

Agency Name: Oregon Department of Transportation

Agency Number: 73000

1	2	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	Total Funds	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency	Prg/ Div																
29	13	Hwy-Maint	Maintenance - State Radio System	Customer Satisfaction	8	-	22,533,677	-	22,533,677	46	46.00	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related. Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
30	6	CCD	Commerce & Compliance Administration			-	6,809,928	563,722	7,373,650	7	6.48	N	N	C	ORS 803, 818, 825, 826	Functions are all required by state law and subject to Constitutional restrictions on the use of Highway Funds	
31	2	CCD	Motor Carrier Enforcement			-	22,193,856	93,780	22,287,636	82	82.00	N	Y	F	23 CFR 657	State must maintain an effective size and weight enforcement program or it risks losing Federal Highway Funds.	
32	1	CCD	Motor Carrier Services			-	21,284,603	93,780	21,378,383	101	101.00	N	Y	C	ORS 803, 818, 825, 826	Functions are all required by state law and subject to Constitutional restrictions on the use of Highway Funds	
33	1	PD&A	Data, Analysis and Research (Asset Management Systems (Pavement, Safety, etc., Research, Data Systems, and Project Planning Analysis, Region STIP Management/Scoping)	KPM 1 - Fatalities, KPM 2 - Bridge Condition, KPM 3 - Large Truck At-Fault Crashes, KPM 7 - Travel Delay, KPM 11 - Pavement Condition, KPM 13 - Fish Passage at State Culverts, KPM 14 - Bike Lanes and Sidewalks	6	-	56,827,085	215,163	57,042,248	127	120.77		Y	FM/FO/S	23 USC 307(c) 23 USC 420 23 USC 303 23 CFR 1.5 23 CFR 500 23 CFR 655 OAR 734-051 23 USC 103(c) 23 USC 307 23 CFR 1.5 49 CFR 390.5 23 CFR 460.3(b) ORS 802.050 ORS 802.220 ORS 825.248 ORS 184.886	Much of this work is mandated by FHWA data reporting requirements to ensure continued federal funding. Funds are also used to support both state and Metropolitan Planning Organization modeling, which is required to be maintained in its existing form. The support provided to MPOs, and the technical assistance that is part of the research program, are both mandated by FHWA. Federal funds provided for research can only be used for those purposes. Other data collection, supports the selection and prioritization of projects, particularly for bridge and preservation, and supports reporting on eleven of ODOT's KPMs and emerging federal performance measures under FAST Act.	
34	5	PTD	Statewide Planning		6	-	-	2,383,548	2,383,548	-	-	N	Y	FO	49 USC 5303/5304	The support provided to MPOs and the Technical Assistance which is part of the program are both mandatory for FTA.	
35	14	Hwy-SpProg	Special Programs - Administration	Construction Job Impact	4	-	25,865,870	-	25,865,870	87	87.00	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related. Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	

Agency-wide Program Prioritization for the 2023-25 Biennium

Agency Name: Oregon Department of Transportation

Agency Number: 73000

1	2	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	Total Funds	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency	Prg/ Div																
36	6	PTD	Active and Public Transportation Operations		4	-	10,720,740	-	10,720,740	32	32.00	N	Y	S/FO	ORS 391/49 USC 5303/5304	Division admin activities mandated to exercise sufficient managerial capacity required by ORS, OMB, FHWA and FTA. Oversight of Procurement, ADA, Civil Rights, Drug and Alcohol, Financial, Program and Safety compliance required.	
37	16	Hwy-Local	Highway Construction Projects (Statewide Transportation Improvement Program)	Construction Job Impact	6	-	447,639,629	-	447,639,629	52	52.00	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
38	15	Hwy-SpProg	Highway Construction Projects (Statewide Transportation Improvement Program: Salmon and Watersheds, Bicycle and Pedestrian, Winter Recreation Parking, Snowmobile Facilities, Statewide Enhancement and Scenic Byways projects.)	Construction Job Impact, Fish Passage at State Culverts, Bike lanes and Side walks	2,6,9,11	-	336,077,181	-	336,077,181	76	75.25	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366, ORS 366.514 for Bike Ped	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
39	17	Hwy-Maint	Maintenance - Risk Management	Customer Satisfaction	8	-	14,765,134	-	14,765,134	-	-	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
40	7	CCD	Motor Carrier Audit & Compliance		4	-	14,937,562	-	14,937,562	55	55.00	N	Y	C	ORS 803, 818, 825, 826	Functions are all required by state law and subject to Constitutional restrictions on the use of Highway Funds	

Agency-wide Program Prioritization for the 2023-25 Biennium

Agency Name: Oregon Department of Transportation

Agency Number: 73000

1	2	4	5	6	7	8	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program- Activity Code	GF	OF	FF	Total Funds	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request	
Agency	Prg/ Div																
41	18	Hwy- SpProg	Special Programs - Indirect Services and Managing the System (Includes: Project Delivery & Design, Materials Testing Lab, Prop Mgmt, Financial Support and Systems Management)	Construction Job Impact	4	-	232,792,830	-	232,792,830	445	434.99	N	Y	FM, C, S	23 USC, 23 CFR, ORS 366, ORS 377.700 - 377.992 for Sign Program	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
42	4	DMV	Insurance and Financial Responsibility	KPM 19 -Customer Satisfaction, KPM 20 - Field Office Wait Time	3		9,115,261	-	9,115,261	30	29	N	Y	S	ORS 806	N/A	
43	8	DMV	Record Requests	KPM 19 -Customer Satisfaction, KPM 20 - Field Office Wait Time	4		3,447,300	-	3,447,300	14	14	N	Y	S	ORS 802.200, 802.220	N/A	
44	7	DMV	Business Regulations	KPM 19 - Customer Satisfaction	4		4,037,133	-	4,037,133	15	15	N	Y	S	ORS 802.031, 802.370, 819, 822	N/A	
45	12	DMV	Non-Highway Funded Programs: Motor Voter, Organ Donor, Veterans Designation, CDL Positive Drug Test Notification, Expedited Titles, ODVA Notification of Uniform Service Status, and Voluntary Odometer Notification	KPM 19 - Customer Satisfaction	4		599,887	-	599,887	-	-	N	Y	S	ORS 825.410, Oregon Laws 2014 Chapter 14, ORS 807.110	N/A	
46	11	DMV	Disabled Placards	KPM 19 - Customer Satisfaction	12		1,672,653	-	1,672,653	7	6	N	Y	S	ORS 801.387, 811.602-637	N/A	
47	19	Hwy-Maint	Maintenance 2020 Wildfires			6,000,000	-	-	6,000,000	-	-	Y	N	FM, C, S	23 USC, 23 CFR, ORS 366	Federal Mandate can only be used for Transportation related, Oregon Constitution states that Gas Tax funds can only be used within the Highway Right of Way for Transportation related	
Total	47					6,000,000	4,098,132,985	138,092,870	4,242,225,855	4,207	4,098.90						

Summary of ODOT's 2023-25 Governor's Budget POPs:

POP Title	Positions	FTE	2023-25 Costs
#100: IJJA New and Enhanced Activities and Programs	43	36.22	\$10,383,889
#101: Interstate Bridge Replacement	7	6.50	2,022,649
#102: Urban Mobility Strategy (UMS)	49	37.74	11,567,335
#105: Small Business Development Program	3	2.30	672,044
#106: Road Usage Charging	10	7.25	4,142,940
#107: South Coast Regional Seismic Ready Facility	0	0	38,000,000
#109: ARPA Carry-over for Newberg Dundee Bypass	0	0	9,600,000
#111: DMV Plate Fee (Revenue Only)			
Total	112	90.01	\$76,388,857

Policy Option Package #100 IIJA Project and Program Resourcing

Total Agency Request: \$10,383,889 OF -- 43 Positions -- 36.22 FTE

Delivery & Operations Request: \$5,709,624 -- 22 Positions -- 19.36 FTE

Policy, Data & Analysis Request: \$1,736,494 -- 7 Positions -- 6.40 FTE

ODOT Administrative Services Request: \$2,720,158 -- 14 Positions -- 10.46 FTE

Purpose

The Infrastructure Investment and Jobs Act (IIJA) was approved by the U.S. Congress and signed into law in November 2021. Under IIJA, ODOT's federal highway funding increased approximately 33 percent in Federal Fiscal Year (FFY) 2022 and increases 2 percent annually thereafter through Federal Fiscal Year 2026. An initial resourcing request was approved by the Emergency Board in June 2022 to provide ODOT with the resources to address increased project volume and establish new IIJA programs. This POP requests additional position authority to support the volume of work associated with new IIJA programs and projects launched during the 2021-23 biennium.

How achieved

IIJA provided increased flexible and dedicated transportation system formula funding of approximately \$1.5 billion through FFY 2027. To leverage this new federal funding, the June 2022 Emergency Board approved ODOT's request for a \$416.7 million increase to Other Funds (OF) and \$92.8 million increase in Federal Fund (FF) limitation, and established 72 new permanent positions (27.94 FTE) and four limited duration positions (1.83 FTE). This POP adds additional positions to manage new IIJA projects, administer new climate programs, support IIJA social equity priorities, and ensure administrative services support is maintained given ODOT's increased staffing levels. The work being supported by this POP touches three ODOT's divisions:

- **Delivery and Operations Division (D&O)** – IIJA increases the STIP allocation by approximately \$200 million per year, which requires increased staffing in a wide range of classifications to support ramping up to ensure sustained support for increased workload at all phases of execution of transportation projects.
- **Policy, Data and Analysis Division (PDA)** – IIJA creates a \$52 million grant program to build out the electric vehicle (EV) charging infrastructure, enables a new Carbon Reduction Program that will distribute \$85 million for projects that reduce transportation emissions, and increases local grant activity to support equity and climate outcomes related to the Department of Land Conservation and Development's Climate-Friendly and Equitable Communities program. Staffing was provided to initiate development of these new climate programs during the 2021-23 biennium. Positions added in this POP support program implementation and reporting functions.
- **ODOT Administrative Services (OAS)** – This budget area includes programs that provide support across ODOT's various service delivery programs. This package provides additional resourcing within the Office of Civil Rights (OCR) to develop, implement, report, and monitor ODOT's performance delivering the Disadvantaged Business Enterprise (DBE) program and for execution of the ODOT Community Workforce Agreement (CWA) Program. In addition, it provides

agency support positions as necessary to manage the increase in recruitments and human resource functions, contract and procurement activities, information technologies, data management and reporting and employee safety.

Staffing Impact

The POP requests a total of 43 positions (36.22 FTE): 36 permanent positions (30.58 FTE) and 7 limited duration (5.64 FTE) positions. Permanent positions are assumed because ODOT anticipates that the federal transportation program’s authorized funding levels under the IIJA will continue in 2027 and beyond, with the exception of one-time program investments in bridges and electric vehicle charging. Limited duration positions are requested for work that is anticipated to phase-out once the IIJA authorization ends during the 2025-27 biennium. IIJA positions will be assigned as follows:

- **D&O:** 22 permanent positions (19.36 FTE) will be distributed to support work within the Engineering Technical Services Branch which is responsible for providing project delivery technical expertise for roadway, right of way, bridge, hydraulics and environmental disciplines for IIJA projects; to the Statewide Project Delivery Branch which is responsible for contract management, document review, quality controls, training materials and system enhancements; to the Regions across the state who support the outsourcing program in construction for right of way, environmental, geotechnical, traffic, survey and roadway disciplines while maintaining a strong owner role.
- **PDA:** 7 positions (6.40 FTE), which is a mix of permanent and limited duration positions that will support work on Transportation Planning Rule, EV Charging Infrastructure Grant Program, and the Carbon Reduction Program.
- **OAS:** 14 positions (10.46 FTE), which is a mix of permanent and limited duration positions that support work within the Office of Social Equity tied to new IIJA reporting standards and programs and the CWA Program and support for increased administrative activities within support services related to data management, information technology, procurement and human resources.

The table that follows provides a list of the various positions by division.

Position Summary Table

Title	Type	Class Title	23-25 Total
Associate in Engineering 2	2 Permanent	AE2	\$426,278
Engineering Specialist 2	1 Permanent	ES2	\$174,570
Civil Engineering Specialist 2	1 Permanent	CES2	\$213,139
Civil Engineering Specialist 3	1 Permanent	CES3	\$241,234
Professional Engineer 2	4 Permanent	PE2	\$1,233,334
Environmental Program Coordinator 2	1 Permanent	EPC2	\$222,055
Environmental Program Coordinator 3	1 Permanent	EPC3	\$251,523

Project Manager 2	1 Permanent	PM2	\$241,234
Project Manager 3	1 Permanent	PM3	\$279,803
Construction Project Manager 2	2 Permanent	CPM2	\$482,468
Operations & Policy Analyst 2	2 Permanent	OPA2	\$426,278
Operations & Policy Analyst 3	1 Permanent	OPA3	\$241,234
Administrative Specialist 2	1 Permanent	AS2	\$139,598
Public Affairs Specialist 2	1 Permanent	PAS2	\$231,473
Right of Way Agent 2	2 Permanent	ROWA2	\$482,468
Delivery & Operations Total	(22 positions)		\$5,286,689
Operations & Policy Analyst 2	1 Limited Duration	OPA2	\$224,633
Planner 3	1 Permanent	PL3	\$222,055
Planner 3	4 Limited Duration	PL3	\$919,943
Professional Engineer 1	1 Permanent	PE1	\$241,234
Policy, Data & Analysis Total	(7 positions)		\$1,607,865
Information Systems Specialist 7	4 Permanent	ISS7	\$871,164
Information Systems Specialist 8	1 Permanent	ISS8	\$234,797
Human Resource Analyst 2	1 Limited Duration	HRA2	\$119,633
Procurement & Contract Specialist 3	2 Permanent	PCS3	\$391,820
Procurement & Contract Specialist 3	1 Limited Duration	PCS3	\$130,607
Program Analyst 2	3 Permanent	PA2	\$382,560
Program Analyst 3	1 Permanent	PA3	424,097
Safety Specialist 2	1 Permanent	SS2	\$165,480
ODOT Admin Services Total	(14 positions)		\$2,720,158
Total Positions Costs			\$9,614,712

Quantifying Results

The additional 22 positions provided to D&O will support ODOT in achieving its key performance measures for completing construction projects on time and on budget. D&O has established outsourcing targets of 70% of preliminary engineering (design) and 40% of construction engineering (oversight of projects under construction) as one of the key performance indicators. ODOT intends to continue to increase outsourcing while maintaining the right internal core competencies, stronger owner role, and streamlined procurement.

Within PDA, the National Electric Vehicle Formula Program will be measured by decreasing the average distance between public fast charging stations on each of Oregon’s seven FHWA alternative fuel corridors, creating complete routes with a target of 50 miles on average. The success of the PDA Carbon Reduction Program will be assessed through reduction in pollution and greenhouse gas (GHG) emissions as well as increased low and no emission travel options, materials and fuels, and a reduced carbon footprint for ODOT and local transportation agencies. PDA’s transportation grant program activity will be measured by the number of plans and jurisdictions able to comply with the requirements because of the technical and financial resources these positions will provide. In addition, ODOT can report on the status of guidelines and other supporting materials that have been updated.

The OCR will apply various Disadvantaged Business Enterprise (DBE) and workforce-related goals and targets to IIJA projects, and additional staffing in OCR is intended to achieve higher levels of DBE participation in ODOT projects in furtherance of the agency’s KPM on DBE utilization.

Summary of Expenditures and Revenue Sources

The POP is funded primarily with Other Funds, which is a mix of federal funds that are transferred to OF once they enter ODOT and state highway funds.

Expenditures Summary

Expenditures	23-25 Costs	25-27 Costs	Fund Type
Personal Services	\$ 9,614,712	\$ 9,718,904	OF
Services and Supplies	769,177	777,512	OF
Total Expenditures	\$ 10,383,889	\$10,496,416	

Delivery and Operations Division
Policy Option Package #101 Interstate Bridge Replacement
Total Agency Request: \$2,022,649 OF -- 7 Positions -- 6.50 FTE

Project Delivery Request: \$1,906,996 OF -- 6 Positions -- 6.00 FTE
ODOT Administrative Services Request: \$115,653 OF -- 1 Position -- 0.05 FTE

Purpose

The states of Oregon and Washington are working together to replace the aging I-5 Interstate Bridge with a modern, seismically resilient, multimodal structure that provides improved mobility for people, goods and services well into the next century. The 2022 Legislature approved funding that established a core ODOT Interstate Bridge Replacement (IBR) team focused on program administration, planning and community engagement. This POP requests additional positions for tribal coordination, preconstruction and construction activities.

How achieved

The IBR program was initiated through a Memorandum of Intent signed by the Governors of Oregon and Washington in late 2019. Both states are committed to this effort and actively engaged in advancing this work. ODOT and WSDOT have worked collaboratively to develop a high-level program development plan, stand-up a leadership and bi-state governance structure, design key community engagement processes, and create a bi-state IBR program staffing plan.

This policy option package adds permanent program staff to ensure effective tribal engagement and to oversee environmental permitting commitments, contracts management, construction management, engineering and inspection to enable this project to move towards construction in 2025. Providing construction funding is secured, program planning and design will continue through 2027 with the first of approximately two dozen construction contracts being awarded in 2025 and lasting over ten years. Because of this long-term nature, permanent positions are requested so that we can offer employment stability for critical positions and retain experienced staff after the program is complete. The timing and ramp-up on this effort will be somewhat directed by a financial plan that is still under development.

More information on the development of the IBR Program and Plan can be found at <https://www.interstatebridge.org/>.

Staffing Impact

The 2022 Legislature established 12 permanent positions to stand-up the IBR Program. As this work progresses the IBR program will need additional staff to oversee the next phases, which includes continued stakeholder engagement work, procurement and

contracts management, construction management, engineering and inspection, and program budget/expenditure analysis and reporting. While this POP mostly adds positions within the IBR program, going forward additions will be made in key ODOT business lines when workload demands justify adding capacity. For the 2023-25 biennium, the Office of Procurement will be adding a position to directly support IBR procurement consultation and contracting activities. This position will coordinate with the Contracts manager for all outsourcing needs to include, but not be limited to, alternative delivery, development of public-private partnership agreements, outsourcing to support social equity initiatives, unique procurement strategies in contracting with disadvantaged populations, and technology advancements to support the IBR Program.

Position Summary

Title	Class Title	23-25 Total
Fiscal Analyst	FA2	\$241,171
Document Control Lead	OPA2	\$241,171
IBR Tribal Liaison	OPA4	\$319,776
Assistant Resident Engineer	PE1	\$299,912
Assistant Resident Engineer	PE1	\$299,912
Resident Engineer	PE2	\$363,795
IBR Program Total		\$1,765,737
IBR Procurement Specialist	PCS3	\$107,086
Total Positions Costs		\$1,872,823

Quantifying Results

Key indicators of success include:

- Meeting DBE/MWESB participation goals
- Meeting climate action goals (GHG reduction, etc.)
- Workforce participation to ensure we are training and hiring women, people of color, persons with disabilities, and training the next generation of workers.
- Timely completion of milestones measured by the percent of planned milestones completed on time.
- Effective financial management measured as adherence to approved project budget.

Expenditure Summary and Revenue Sources

The POP costs include positions and position related services and supplies that are assumed to be eight percent of personal services expenditures. A financing plan for the project and related legislative concept (ODOT LC#3) is one of the deliverables being developed during the 2021-23 biennium and will inform funding sources for the 2023-25 biennium and beyond. If the IBR legislative concept is not advanced during the 2023 Legislative Session, the POP would be funded under the ODOT Statewide Transportation Investment Plan (STIP) using a mix of Other Funds (OF) and Federal as OF.

Expenditures Summary

Expenditures	23-25 Costs	25-27 Costs	Fund Type
Personal Services	\$ 1,872,823	\$ 1,979,909	OF
Services and Supplies	149,826	158,393	OF
Total Expenditures	\$ 2,022,649	\$ 2,138,302	OF

Delivery and Operations Division
Policy Option Package #102 Urban Mobility Strategy
Total Agency Request: \$11,567,334 OF -- 49 Positions -- 37.74 FTE

Project Delivery Request: \$6,735,615 OF -- 28 Positions -- 21.17 FTE
ODOT Administrative Services Request: \$4,043,559 OF -- 17 Positions -- 13.56 FTE
Finance & Budget: \$365,004 OF-- 2 Positions -- 1.25 FTE
Commerce & Compliance Request: \$167,652 OF -- 1 Position -- 0.88 FTE
Public Transportation Request: \$255,504 OF -- 1 Position -- 0.88 FTE

Purpose

In 2017, the Oregon Legislature passed House Bill 2017, known as “Keep Oregon Moving,” which committed billions of dollars to projects to address congestion issues in the Portland-metro region, and improve the transportation system statewide. The Legislature also directed the Oregon Transportation Commission to pursue implementation of tolls on I-5 and I-205 in the Portland Metro area to help manage traffic congestion and raise revenue for bottleneck-relief projects. In 2021, House Bill 3055 strengthened the state’s commitment to congestion pricing on I-5 and I-205 and directed the creation of the Toll Program Fund to be used for toll system investments and transportation project financing. This POP staffs ODOT’s Urban Mobility Strategy (UMS), and ensures the effective delivery of major transportation projects in the Portland-metro region, including I-5 Rose Quarter, I-205 Phase 1A, and operationalization of a regional congestion management and tolling program.

How achieved

The Urban Mobility Strategy is ODOT’s approach to address metro transportation congestion, safety and aging infrastructure challenges and goals outlined in the ODOT Strategic Action Plan. ODOT formed the Urban Mobility Office (UMO) to lead the Urban Mobility Strategy and ensure that as the region grows we retain safe and reliable routes to help Oregonians get where they need to go. For more information about ODOT’s Urban Mobility Strategy visit: <https://www.oregon.gov/odot/UMO/Documents/urban-mobility-strategy-executive-summary.pdf>

Approval of the POP will enable the UMO to continue delivery of legislatively directed mega projects and programs using a primarily consultant supported, or outsourced, project delivery approach with robust community engagement processes. Specific projects include the following:

- Design and construct the I-5 Rose Quarter Improvements project, with construction starting in 2023.
- Design and construct the I-205 Improvements project, with construction starting in 2022.
- Design, construct, and operate the I-205 Tolling project, and the Regional Mobility Pricing Project starting in 2024.
- Plan and design the Boone Bridge Improvements project.

In addition to project support, the POP enables tolling to work through the Enterprise Information Services Stage Gate process and make connections across ODOT operations to enable successful implementation and administration of Oregon's Toll Program.

Staffing Impact

The positions requested in this POP support the implementation of the comprehensive 15-20 year Urban Mobility Strategy for the Portland metropolitan region, as well as ongoing support for the management of ODOT's Toll Program. Neither ODOT headquarters nor the regions can support the scale and scope of the approximately \$2 billion UMS implementation without these additional resources.

The POP would add a total of 44 permanent and 5 limited duration positions, which are primarily located within UMO and are mostly senior management and technical staff who bring seasoned judgement and experience to support critical decision-making, planning, regulatory coordination, and a strong ODOT owner oversight within the UMS projects and the system-wide tolling program. The POP also includes positions for UMS related activities within ODOT Administrative Services (OAS), Commerce and Compliance Division (CCD), Public Transportation (PTD) and the Finance and Budget Division (FBD). These positions ensure that ODOT's Urban Mobility Strategy is appropriately linked with other related activities across the agency as the Toll program comes on-line.

Position Summary

Position Title	Type	Class Title	23-25 Total
<u>Project Delivery</u>			
Construction Project Manager 3	2 Permanent	CPM3	\$667,002
Electronic Publishing Design Specialist 3	1 Limited Duration	EPDS3	\$111,318
Engineering Specialist 3	1 Permanent	ES3	\$215,926
Environmental Program Coordinator 3	1 Permanent	EPC3	\$287,457
Executive Support Specialist 2	1 Permanent	ESS2	\$196,547
Fiscal Analyst 3	1 Permanent	FA3	\$219,436
Operations & Policy Analyst 2	2 Permanent	OPA2	\$338,647
Operations & Policy Analyst 3	1 Permanent	OPA3	\$306,685
Operations & Policy Analyst 4	1 Permanent	OPA4	\$319,776
Principal Executive Manager D	1 Permanent	PEMD	\$250,125
Principal Executive Manager E	2 Permanent	PEME	\$610,133
Principal Executive Manager F	1 Permanent	PEMF	\$346,942

Professional Engineer 1	1 Permanent	PE1	\$299,912
Professional Engineer 2	3 Permanent	PE2	\$1,124,026
Public Affairs Specialist 2	2 Limited Duration	PAS2	\$174,143
Public Affairs Specialist 3	2 Permanent	PAS3	\$535,247
Transportation Services Representative 1	4 Permanent	TSR1	\$144,655
Transportation Services Representative 2	1 Permanent	TSR2	\$88,704
UMO Program Total	28 positions		\$6,236,681
OAS – Human Resource Analyst 3	1 Permanent	HRA3	\$227,161
OAS – Information Systems Specialist 7	6 Permanent	ISS7	\$1,355,784
OAS – Information Systems Specialist 7	2 Limited Duration	ISS7	\$436,165
OAS – Information Systems Specialist 8	4 Permanent	ISS8	\$992,461
OAS – Principal Executive Manager E	1 Permanent	PEME	\$250,125
OAS – Procurement & Contract Specialist 3	3 Permanent	PCS3	\$482,340
ODOT Administrative Services (OAS)	17 positions		\$3,744,036
FBD – Accountant 3	2 Permanent	ACCT3	\$337,967
CCD – Compliance Specialist 1	1 Permanent	CS1	\$155,233
PTD – Operations & Policy Analyst 3	1 Permanent	OPA3	\$236,578
Total UMS Position Costs	49 positions		\$10,710,495

As ODOT continues the evolution of the toll program and shifts into developing toll IT and customer service systems, ODOT recognizes that toll operations is a revenue function that can best be implemented and operated alongside other revenue and finance functions. As a result, ODOT’s leadership has decided to shift toll operations to the Finance and Budget Division and will take the steps necessary to adjust ODOT’s budget structure to align with this change during the 2025-27 biennium. Further, this POP does not reflect customer service impacts at CCD nor DMV at this time. As the project evolves and we determine the back-office needs, additional resources may be needed.

Quantifying Results

Success will be measured related to UMO and ODOT Strategic Action Plan goals:

Desired Outcome	Measurement	Reporting
Equity	<ul style="list-style-type: none"> Investments in equity areas 	<ul style="list-style-type: none"> Ongoing

	<ul style="list-style-type: none"> Public opinion 	
Congestion Relief	<ul style="list-style-type: none"> Congestion levels Travel times/buffer times Bottleneck locations/durations 	<ul style="list-style-type: none"> Region 1 Transportation Performance Report (biannual)
Climate	<ul style="list-style-type: none"> State and regional goals 	<ul style="list-style-type: none"> As determined by state/MPO
Safety	<ul style="list-style-type: none"> High frequency crash locations Death/significant injury locations 	<ul style="list-style-type: none"> Region 1 Transportation Performance Report Ongoing

Core projects will also measure factors related to project delivery:

Desired Outcome	Measurement	Reporting
Equity	<ul style="list-style-type: none"> Use of engagement tools Participation Public opinion 	<ul style="list-style-type: none"> Ongoing Based on project milestones/decision
Increased DBE Participation and Capacity	<ul style="list-style-type: none"> DBE participation Growth of existing DBE firms New DBE firms 	<ul style="list-style-type: none"> Quarterly/annually End of project
Economic growth	<ul style="list-style-type: none"> Job creation (indirect and direct) Preferential hiring from economically distressed areas Increased freight/goods moving through the system 	<ul style="list-style-type: none"> Quarterly/annually End of project
Cost/Budget	<ul style="list-style-type: none"> Estimated vs actual costs 	<ul style="list-style-type: none"> Annual cost estimate and risk reviews End of project budget report

Expenditure Summary and Revenue Sources

Current program expenditures are funded through existing ODOT budget limitation programmed through the Statewide Transportation Improvement Program (STIP). As recently as March 2021, the Toll Program was allocated \$60 million in STIP funding (and associated limitation) to continue its work through 2022 and early 2023, with I-205 and Rose Quarter receiving \$135 million and \$143 million respectively in STIP allocations, to-date. Beginning in late 2022, ODOT expects to issue a round of revenue bonds backed by the \$30 million in annual funding provided in HB 3055 (2021 Session) and utilize its short-term borrowing authority to provide gap financing to enable completion of the first phase of the I-205 Improvements Project, and stand-up of the I-205 Toll Program. As I-205 tolls are brought online in quarter 4 of 2024, ODOT intends to issue toll-backed revenue bonds to refund

outstanding short-term debt, and finance remaining expenditures for the first phase of the I-205 Improvements Project, some if not all of the second phase of the I-205 Improvements Project, and completion of the I-205 Toll Program. As the Regional Mobility Pricing Project is brought online, it is expected that toll revenues will be sufficient to not only support the toll program itself, but also reimburse eligible toll program development expenses and support additional transportation investments.

The POP currently just includes a request for limitation to cover staffing and related services and supplies (calculated at 8 percent of personal services). Project limitation for this POP is defined by approved allocations within the STIP. As more information becomes available on the timing of project execution, and related costs, the OTC will likely amend the STIP, which may require ODOT to return to a future legislative body to balance project execution limitation.

Expenditures Summary

Expenditures	23-25 Costs	25-27 Costs	Fund Type
Personal Services	\$10,710,495	\$12,152,313	OF
Services & Supplies	\$856,839	\$972,185	OF
Total Expenditures	\$11,567,334	\$13,124,498	

ODOT Administrative Services
Policy Option Package #105 Small Business Development Program
Total Agency Request: \$303,617 Other Fund -- 3 Positions – 2.30 FTE

Office of Civil Rights Request: \$492,301 – 2 Positions – 1.16 FTE
ODOT Procurement Office Request: \$179,743 – 1 Position – 0.69 FTE

Purpose

This request is for three (3) full-time, permanent positions and related services & supplies necessary to implement mandated directives and requirements in the Governor’s Executive Order (EO) #22-15 effective August 3, 2022, to actively increase and promote diversity, equity, and inclusion (DEI) values and outcomes across procurement processes to ensure a level playing field for all businesses, including minority-owned, women-owned, emerging small, and service-disabled veteran-owned businesses, to receive equitable opportunities to compete for, and be awarded, state procurements.

Governor’ Kate Brown and the Racial Justice Council (RJC) Procurement and Contracting Equity workgroup have developed a list of directives to further the State’s goal of embedding equity into the state procurement and contracting processes which are included in the EO #22-15. Specific directives to the Oregon Department of Transportation (ODOT) are included in EO #22-15 regarding project planning, procurement equity and contract compliance to include reporting on the agency-level procurement equity initiatives, measures to address proactive outreach and engagement, prompt payment, project workforce diversification, disaggregated data collection of workforce and subcontractors, and Disadvantaged Business Enterprise (DBE) business supports. Also included in the EO #22-15 is a directive for ODOT to develop a five year action plan to embed equity into the agency procurement processes and diversify the public works project workforce. ODOT submitted the required 5-Year Action Plan on October 1, 2022 to implement the executive order which will require additional staffing to execute the plan and lays the groundwork for the continuation of this work into the future. ODOT is committed to advancing and implementing a 5-Year Action Plan directed at embedding equity into its agency procurement processes.

How achieved

ODOT has developed a 5-Year Strategic Action Plan detailing its strategic direction and implementation plan to embed equity into its agency procurement processes. This plan addresses five primary areas, including: Procurement Processes, Data Collection and Transparency, Proactive Outreach and Engagement, and Training. (See *ODOT 5-Year Action Plan: EO 22-15 doc*).

Staffing Impact

ODOT is requesting three (3) full-time, permanent Other Funded positions dedicated to the implementation of EO #22-15.

ODOT Procurement Office

- One full-time, permanent Program Analyst 2 (PA2) position (Procurement Social Equity Coordinator), and
- Related services & supplies equal to 8% of personal services budget.

The Program Analyst_2 position will be responsible for coordinating agency procurement equity initiatives, and implementing EO #22-15 by: conducting market research for utilization and availability of firms to address inequities, conducting training, outreach and promoting diversity, equity, and inclusion for contracting, reviewing and updating contracting templates, supporting small business in understanding how to respond to solicitations, coordinating with project delivery, GCAP, the Certification Office for Business Inclusion and Diversity (COBID) and other organizations in project planning outreach prior to solicitation activities, reviewing and updating procurement procedures and policy using an equity lens, identifying opportunities for future legislative action, and coordinating local agency certification.

ODOT Office of Equity & Civil Rights

- One full-time, permanent Research Analyst 4 (RA4) position (Equity Data Manager)
- Related services & supplies equal to 8% of personal services budget.

The Program Analyst 4 position will serve as the Small Business Development Program Manager. The position will also be responsible for establishing rules, goals, a program framework, procedures, policies, evaluation of program deliverables and outcomes, and monitor ODOT's compliance with Federal and State laws.

The RA4 position will be responsible for managing the data collection and reporting within the workgroups to implement EO #22-15, including Procurement, Communications, IT, OCR, OSE, Office of Organizational Excellence and ODOT Regions. Collaborating with other state agencies to further implement data collection strategies. Developing and implementing tools and templates, ensuring means to electronically collect race and gender data for all state procurements, including contractors. Collect, compile and analyze qualitative and quantitative information and statistical data and prepares this information in report to agency and stakeholder. Developing monitoring tools to measure outreach and engagement strategies and other performance metrics as required by EO #22-15.

Quantifying Results

Key indicators of success that this program will monitor include:

- Strengthened supplier engagement to better support small business in participating in ODOT contract opportunities.
- Creation and management of performance metrics to track progress towards achieving E.O. requirements.
- Number of policies and procedures updated to address barriers to contracting with ODOT.
- Raise formal thresholds to create more opportunities to use small and minority-led firms.
- Feedback loops to identify issues and opportunities as processes are implemented.
- Annual reporting on depth of engagement as part of the SAP (include certified firms, BIPOC owned firms, and BIPOC-centered trade associations).

Expenditure Summary and Revenue Sources

The request includes personal services and related services and supplies (8 percent of personal services). The funding is Other Funds from the State Highway Fund.

POP Expenditures Summary

Expenditure Summary	2023-25	2025-27	
Personal Services	622,623	761,532	OF - State Highway Fund
Services and Supplies	49,781	60,923	OF - State Highway Fund
Total	672,404	822,455	

Positions		2023-25			2025-27		
Classification Title	Classification Number	Position Count	FTE Count	Position Budget	Position Count	FTE Count	Position Budget
Program Analyst 2	MMC 0861	1	0.69	174,707	1	1.00	232,943
Program Analyst 4	MMN X0863 AP	1	0.92	281,127	1	1.00	306,684
Research Analyst 4	OAO 1118	1	0.69	166,429	1	1.00	221,905
Total		3	2.30	622,263	3	3.00	761,532

**Finance and Budget Division's Office of Innovative Funding
Policy Option Package #106 Road Usage Charging (RUC)
Total Agency Request: \$4,142,940 Other Funds -- 10 Positions -- 7.25 FTE**

ODOT Administrative Services Request: \$1,406,392 – 6 Positions – 5.00 FTE

Finance & Budget Division Request: \$2,736,548 – 4 Positions – 2.25 FTE

Purpose

ODOT has traditionally relied on fuel taxes for a significant portion of the agency's revenues, however, transportation revenues are declining as vehicles become increasingly efficient and pay less in fuel taxes. Since 2015, ODOT has operated a voluntary pay-by-the-mile road usage charge (RUC) program known as OReGO as an alternative way to achieve sustainable transportation funding. ODOT's Strategic Action Plan includes implementation of a large-scale road usage charge as a key agency outcome, so this POP is being submitted alongside a Legislative Concept (LC) that would establish a mandate to require participation in OReGO for registered owners and lessees of certain passenger vehicles. The POP provides the positions and resources necessary to implement the ODOT LC#2.

How Achieved

The goal of charging by the mile under a RUC program is to ensure sufficient and reliable revenue for roads by shifting away from taxes on fossil fuels as the primary source of road funding in conjunction with shifting away from fossil fuels as the primary motive power source for vehicles. Moreover, a broader RUC program will ensure that all vehicles are paying their fair share for their use of the roads. In the time since its launch, OReGO has proven a viable method for collecting revenue to fund the operation and maintenance of Oregon's transportation system.

Transitioning OReGO to a mandatory program will require a series of significant projects and development of related processes to ensure both information technology (IT) and business systems are prepared to accommodate the increase in the number of participants. Specific projects include:

- Connected Vehicle Ecosystem – allowing vehicles to communicate directly with ODOT systems and infrastructure to report mileage. This project will be split into multiple phases.
- Point-of-sale enrollment – allowing vehicle dealers to enroll vehicles in OReGO at the time of purchase, streamlining the process for customers to participate in the program.
- Public and dealer education – informing the public and vehicle dealers about the program and associated changes through a targeted outreach campaign.

- Expanded mileage reporting options/manual reporting – allowing for non-technology mileage reporting options for those who do not wish to or cannot use a mileage-reporting device or the connected vehicle ecosystem.
- Vehicle transfers – ensuring private party vehicle transfers are properly accounted for in the system.
- Auditing and back-end systems – ensuring administrative and business processes are established to support scaling of operations.

The projects listed above would be launched at various points throughout the 2023-25 and 2025-27 biennia for completion prior to the go-live date for the RUC mandate as defined in the accompanying LC.

The Connected Vehicle Ecosystem (CVE) is integral to ODOT's efforts to provide a safe and reliable multimodal transportation system, as it will support a variety of initiatives across the agency, including road usage charging. The CVE would enable vehicles to communicate with each other and with infrastructure, which permits transmission of numerous data concerning the transportation system and vehicle operations. This could enable ODOT to gather data in real time and create opportunities for next generation intelligent transportation systems to reduce crashes, improve travel times, and lower emissions.

In the context of RUC, the CVE will enable account managers to access miles driven, fuel usage, and other data directly from the platform. This is significant in that it would facilitate full-scale deployment of RUC and other open architecture technology systems by eliminating the need for program participants to install aftermarket devices in the on-board diagnostics port within their vehicle.

Staffing Impact

The POP requests six permanent and four limited duration positions, for work that has a definite beginning and end. A combination of business operations and Information Technology (IT) staff positions are required. Business operations positions will ensure that the existing program continues to operate effectively while also planning, developing, and executing processes and projects that support program expansion. IT positions will lead efforts to design, test, and implement the technical systems and networks that enable the platform and back-end systems on which the program is built.

In the 2025-27 biennium, some limited duration positions are expected to be extended if workload and project timing necessitate the continued support and capacity, and additional positions may be needed to fully implement the mandatory program.

Position Summary Table

Title	Type	Class Title	23-25 Total
Executive Support Specialist 1	1 Limited Duration	ESS1	\$70,263
Operations & Policy Analyst 1	1 Limited Duration	OPA1	\$85,696
Operations & Policy Analyst 2	1 Permanent	OPA2	\$148,951
Operations & Policy Analyst 2	1 Limited Duration	OPA2	\$99,301
Office of Innovative Funding Total			\$404,211
OAS – Information Systems Specialist 7	2 Permanent	ISS7	\$418,131
OAS – Information Systems Specialist 7	1 Limited Duration	ISS7	\$179,198
OAS – Information Systems Specialist 8	2 Permanent	ISS8	\$385,110
OAS – Principal Executive Manager F	1 Permanent	PEMF	\$319,776
ODOT Admin Services Total			\$1,302,215
Total Positions Costs			\$1,706,426

Quantifying Results

As this proposal provides the necessary resources to expand and grow the program, quantifiable results will be most significant and salient once the mandate becomes active and a sizeable number of vehicles are required to enroll. Ultimately, the number of vehicles enrolled in the OReGO program and the stabilization of revenues collected will measure the program’s success. In the interim, results will be quantified and tracked against the projects outlined in the “How Achieved” section. ODOT will also report to the Road User Fee Task Force in 2024, 2026, and 2028 on the agency’s progress in developing and implementing the mandatory per-mile charge.

Expenditure Summary and Revenue Sources

In addition to staffing costs and related services and supplies, the program anticipates costs associated with the performance and execution of contracts between ODOT and its private partners that provide account management services for the existing voluntary RUC program as well as the future mandatory program. It is anticipated that these contract costs will amount to roughly \$2,000,000 in the 2023-25 biennium and \$4,000,000 in the 2025-27 biennium in the continued ramp up to a mandatory program.

Expenditures Summary

Expenditures	23-25 Costs	25-27 Costs	Fund Type
Personal Services	\$1,706,426	\$1,509,719	OF
Services and Supplies	\$2,436,514	\$4,420,777	OF
Total Expenditures	\$4,142,940	\$5,930,496	

The package would be funded by the State Highway Fund. The road usage charge program is a means of generating revenue, and as such, it is the agency's expectation that the program will become self-sustaining once it has reached scale and achieved mandatory status via passage of the associated LC#2. If the LC for this work is not advanced, ODOT anticipates withdrawing the POP for the 2023-25 biennium.

Capital Construction
Policy Option Package #107 South Coast Regional Seismic Ready Facility
Total Agency Request: \$38,000,000 OF

Purpose

The ODOT South Coast Regional Seismic Ready Facility site will be ODOT's first fully functional seismic resiliency facility, serving the south coastal area. The Coos Bay area facilities are failing due to aging and operational deficiencies. The buildings are not adequately sized for the highway maintenance operation and increased area traffic is making entering and exiting the sites dangerous. The new South Coast Regional Seismic Ready Facility will consolidate three obsolete ODOT office/maintenance stations into one location. This POP requests the additional funds needed to build the new maintenance station. This investment is ODOT's highest facilities priority project to complete during the 2023-25 biennium and aligns with several goals under ODOT Strategic Action Plan.

How achieved

This project was phased due to limited funding per biennia, with this request funding Phase 3. Phase 1 was approved in 2017-19 biennium and enabled ODOT to purchase the property. Phase 2 was implemented in the 2019-21 & 2021-23 biennia and enables ODOT to complete the site development of the property including the installation of utilities and development of construction drawings for the buildings. Phase 3 will bid and construct the buildings, which include a main maintenance station building, office building, cold storage building, fuel station, herbicide storage, mag chloride deicer and wash bay. If this funding is not approved, the site will sit empty and will only be useable for a stockpile site (storage of rock and other materials), rather than the intended purpose of co-locating three separate operations onto this site. ODOT would also continue to pay \$115,000 per year in lease costs on old buildings, an expense that will be saved once these buildings are consolidated into the new facility.

Funding this POP will:

- Provide updated maintenance facilities that better support normal operations for road maintenance and that will serve as a triage facility during major emergency situations such as winter storms that trigger landslides and road washouts and in particular for the Cascadia Subduction Zone earthquake.
- Facilitate keeping freight routes open and operational. Freight routes may be impacted during winter storms and other emergencies, negatively affecting commerce.
- Improve agency operations, as existing facilities are obsolete and are not able to protect employees or equipment adequately.

The high-level project plan for execution of the POP is:

- Project out to bid (anticipating approval) June – July 2023

- Notice to proceed issued after approval August 2023
- Pre-engineered buildings/materials ordered September 2023
- Start construction of buildings April 2024
- Completion of buildings May 2025
- Fully functional site September 2025

Staffing Impact

No additional position resources are needed. Current Facilities project management staff is managing this project and anticipated being able to complete the project by September of 2025.

Quantifying Results

A key indicator of success is the adherence to the project execution plan and schedule, resulting in completion of the project by September of 2025. The plans and specifications will have a third party constructability and quality review before finalizing to maximize competitiveness in bidding. The project will be bid as a lump sum contract, so pricing will be known at the time of bid and locked in for the entire contract. The project will be delivered based on the schedule listed above. With the volatility of construction pricing, the scope may be reduced to bring costs into alignment with available funding and/or the schedule may be extended into the future based on the construction contract deliverables.

Summary of Expenditures and Revenue Sources

ODOT will provide \$38.0M from the HB2017 Seismic Fund for this regional seismic resiliency facility. The most recent cost estimate for this facility is \$31.5M; however, given the current market conditions, a contingency of \$6.5M has been included which brings the total project costs to \$38 million.

Expenditures Summary

Expenditures	23-25 Costs	25-27 Costs	Fund Type
Other S&S: HB2017 Seismic	\$38,000,000		OF
Total Expenditures	\$38,000,000		

Proposed Projects	Priority	2023-2025	Priority	2025-2027	Priority	2027-2029
Southern Coast Regional Seismic Resiliency Facility (Coos Co)	1	\$38,000,000				
TBD through the Facilities Master Planning Project – Complete by Dec 2022	2			TBD		TBD
Totals for Six-Year Plan		\$38,000,000		TBD		TBD

Delivery and Operations Division
Policy Option Package #109 ARPA Carryover for Newberg Dundee Bypass
Total Agency Request: \$9,600,000 OF

Purpose

This POP provides ODOT with \$9.6M in expenditure limitation so that remaining American Rescue Plan Act (ARPA) funds carried over from the 2021-23 biennium can be fully expended.

How achieved

ODOT was given \$32M in dedicated ARPA funding during the 2021-23 biennium to support the Newberg Dundee Bypass project. This project was established to purchase right of way and construct improvements associated with the OR-219 and OR-18 interchange to improve traffic flow. ODOT's project forecast indicates that \$9.6 million of these funds will not be expended during the 2021-23 biennium. Project management staff are monitoring this project's progress and expect that the project will be complete by August 2026, which is within the December 31, 2026 federal deadline for spending ARPA funds.

Staffing Impact

No additional resources are needed.

Quantifying Results

The primary measure is that existing construction is completed on time, on budget, and ARPA funds are fully expended for purpose to which they were dedicated.

Expenditure Summary and Revenue Sources

A total of \$32 million in ARPA funds were paid to ODOT during the 2021-23 biennium. The unexpended \$9.6 million was carried forward in ODOT's ending balance so that it would be available to expend during the 2023-25 biennium.

Expenditures Summary

Expenditures	23-25 Costs	25-27 Costs	Fund Type
Services and Supplies	\$9,600,000	\$0	OF
Total Expenditures	\$9,600,000	\$0	OF

Driver & Motor Vehicle Services Division
POP #111 DMV Plate Fee – Revenue Only
Request: \$0

Purpose

The purpose of this policy option package is to account for approximately \$1 million in new Other Funds revenue that will be generated from an increase to the plate manufacturing fee, a surcharge set by the agency in administrative rule effective 12/1/22 that is applied to the purchase of all vehicle license plates based on the cost of raw materials and manufacturing incurred by the agency's license plate vendor.

How achieved

ORS 803.570 directs ODOT to collect a plate manufacturing fee each time the department issues a license plate in addition to any other fee collected upon issuance of a plate. It further authorizes the agency to determine the fee by rounding up the cost to the next higher half-dollar, and provides rulemaking authority to establish and update the fee. The plate manufacturing fee is established by the agency in OAR 735-032-0010.

In May of 2022, the Irwin Hodson Group (IHG), the agency's long-time license plate vendor, requested a price increase based on significant inflation in the cost of aluminum, as well as other economic indicators. The increase is enough to trigger a DMV fee increase to be passed on to the customer for vehicle license plates. DMV's proposed fee increase, an additional \$0.50 for single plates and \$1.00 for plate pairs, is set to become effective on December 1, 2022, if approved by the Director of Oregon Department of Administrative Services (DAS) under the SB 333 (1995) process, and the Oregon Transportation Commission (OTC).

Consistent with the SB 333 process, ODOT submitted its formal request for the proposed fee increase to DAS on August 1, 2022, along with the required Fee Approval Form (Form 107BF21) and DAS BAM Fee Change Detail Report (Form 107BF22), which provide an overview of the fee change and describe the impacts thereof. The rule change to set the new plate manufacturing fee has undergone small business and tribal review, and was published in the August 2022 Oregon Bulletin for a 21-day public comment period. After the public comment period, the rule will need to be approved by the OTC during its November 2022 meeting before formal adoption.

Staffing Impact

None. This change only increases revenue from the plate manufacturing fee to cover DMV's costs of purchasing license plates and has no anticipated workload or staffing impact.

Quantifying Results

DMV will monitor the increased revenue and ensure that it continues to cover the price it pays to IHG for license plates. DMV and ODOT economists will also periodically review economic data to ensure the negotiated plate manufacturer's price is justified by industry and raw material costs. Under its contract, DMV does have the ability to request a plate manufacturer's fee decrease if a significant price contraction occurs in aluminum sheeting or metal manufacturing.

Revenue Sources

ODOT projects an increase in Other Funds revenue of \$1,053,994 during the 2023-25 biennium resulting from the proposed plate manufacturing fee increase. This revenue will be used to offset the increased cost of license plates to the agency. The agency is not requesting additional limitation to support this program at this time.