



Oregon Department of Transportation 2025-27 Budget Overview

Joint Ways and Means
Subcommittee on Transportation and Economic Development

Kris Strickler, Director

March 3, 2025

ROADMAP

Day 1

- Agency Overview
- Interstate Bridge Replacement Program
- Urban Mobility Office

Day 2

- Policy, Data & Analysis
- Delivery & Operations

Day 3

- Public Transportation
- Finance & Budget
- Debt Service
- Commerce & Compliance

Day 4

- DMV
- ODOT Administrative Services
- Cap Improvement & Cap Construction

AGENCY OVERVIEW

In 1913, the State Highway Department was formed with the charge to "Get Oregon out of the mud."



A BROAD BUSINESS PORTFOLIO



Public &
Active Transportation

Building out a network of safe, accessible and welcoming infrastructure and services for people walking, biking and taking transit.



Regulatory &
Revenue

Through DMV and Commerce and Compliance, ensuring the system is safe and sustainably funded.



State
Highways

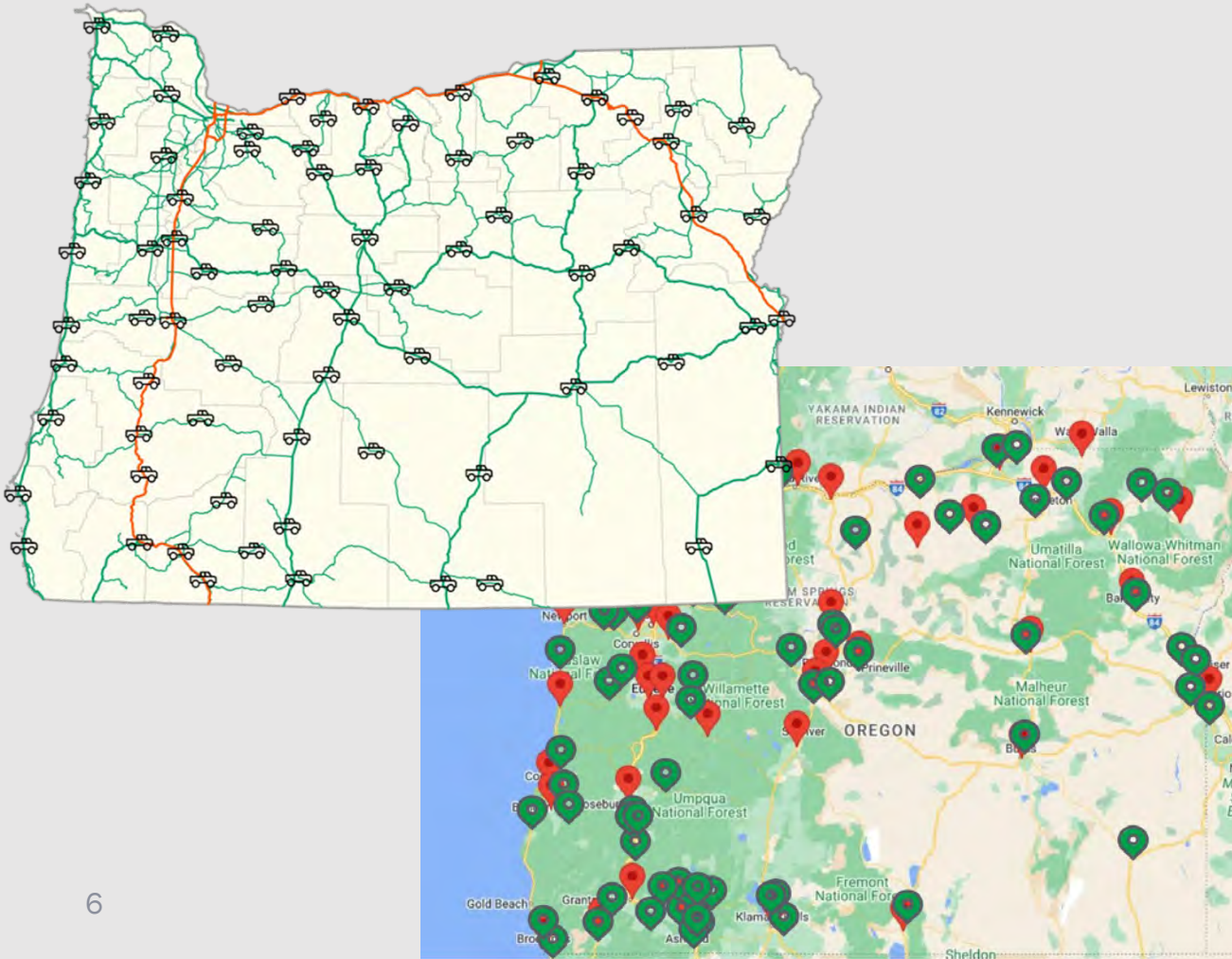
Maintaining and improving the state's roadway network to ensure people and goods can move freely and safely across the state.



Rail &
Freight

Ensuring safety and improving the operations of our motor carrier and rail freight network.

Serving Oregonians Statewide



- About **4,800 employees** working in communities across the state
- Serving Oregonians through **88 maintenance facilities, 59 DMV field offices, 6 ports of entry and 80 weigh stations**
- ODOT is responsible for maintaining and preserving about **8,000 miles of road and 2,770 bridges** across the state
- ODOT utilizes **1,179 buildings and 350 information systems** to support functions essential to running the agency

STRATEGIC ACTION PLAN



Sufficient and Reliable Funding

Seek sufficient and reliable funding to support a modern transportation system and a fiscally sound ODOT.



Modern Transportation System

Build, maintain, and operate a modern multimodal transportation system to serve all Oregonians, address climate change, and help Oregon communities and economies thrive.



Equity

Integrate and prioritize diversity, equity, and inclusion by identifying and addressing systemic barriers to ensure all Oregonians benefit from transportation services and investments.

Oregon Transportation Commission Members



Julie Brown

General Manager,
Rogue Valley
Transportation
District

Medford

Member since:
April 2018



Lee Beyer

Former State
Senator & Chair,
Transportation
Committee

Springfield

Member since:
January 2023



Alicia Chapman

Owner and CEO,
Willamette
Technical
Fabricators

Portland

Member since:
May 2023



Jeff Baker

Former CEO,
Rexel USA d/b/a
Platt Electric
Supply

Lake Oswego

Member since:
July 2023



Phil Chang

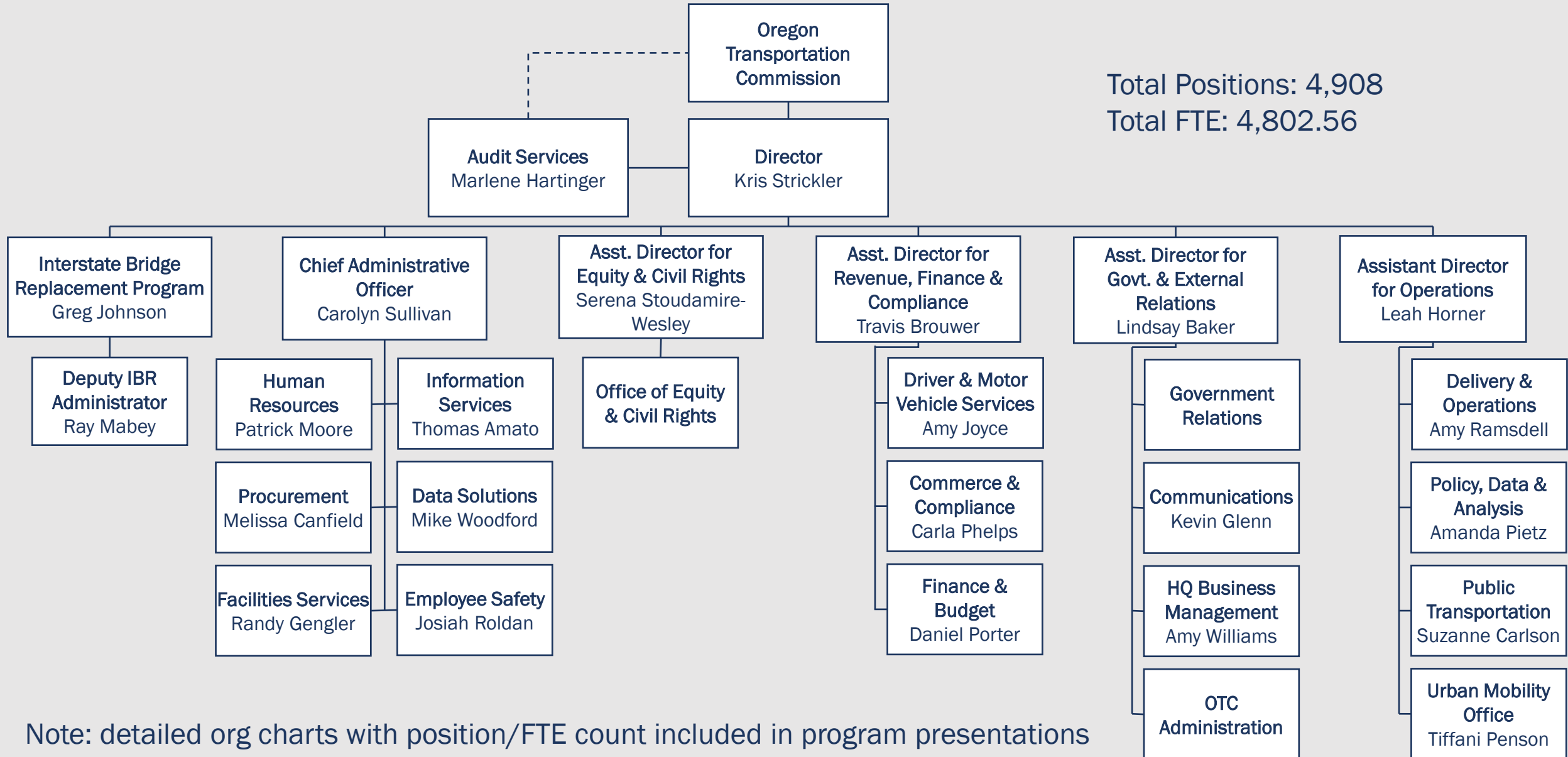
Deschutes County
Commissioner

Bend

Member since:
August 2024

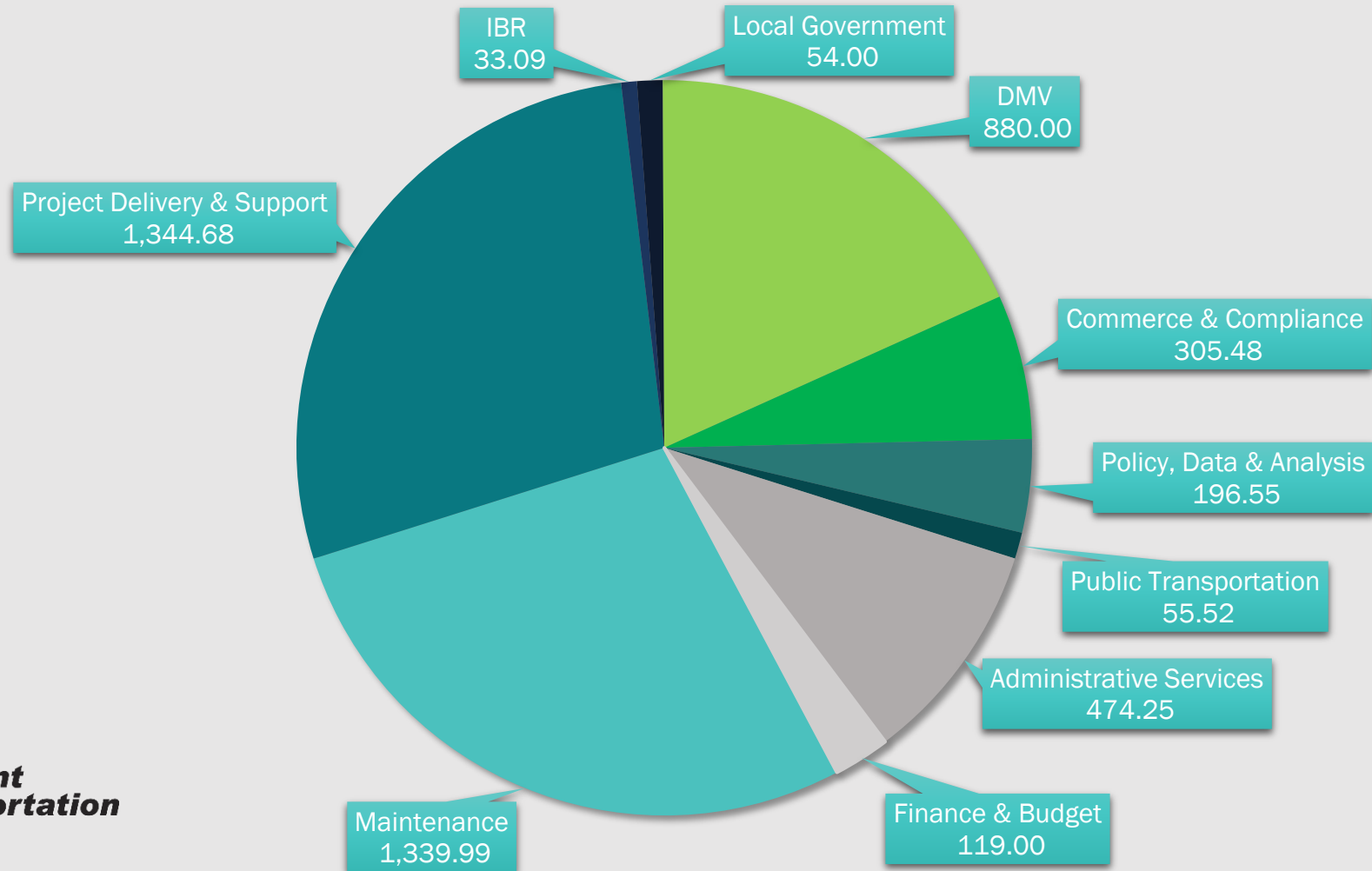
ODOT ORGANIZATIONAL STRUCTURE

Total Positions: 4,908
Total FTE: 4,802.56



Note: detailed org charts with position/FTE count included in program presentations

ODOT FTE by Division and Office



ODOT BUDGET AT A GLANCE

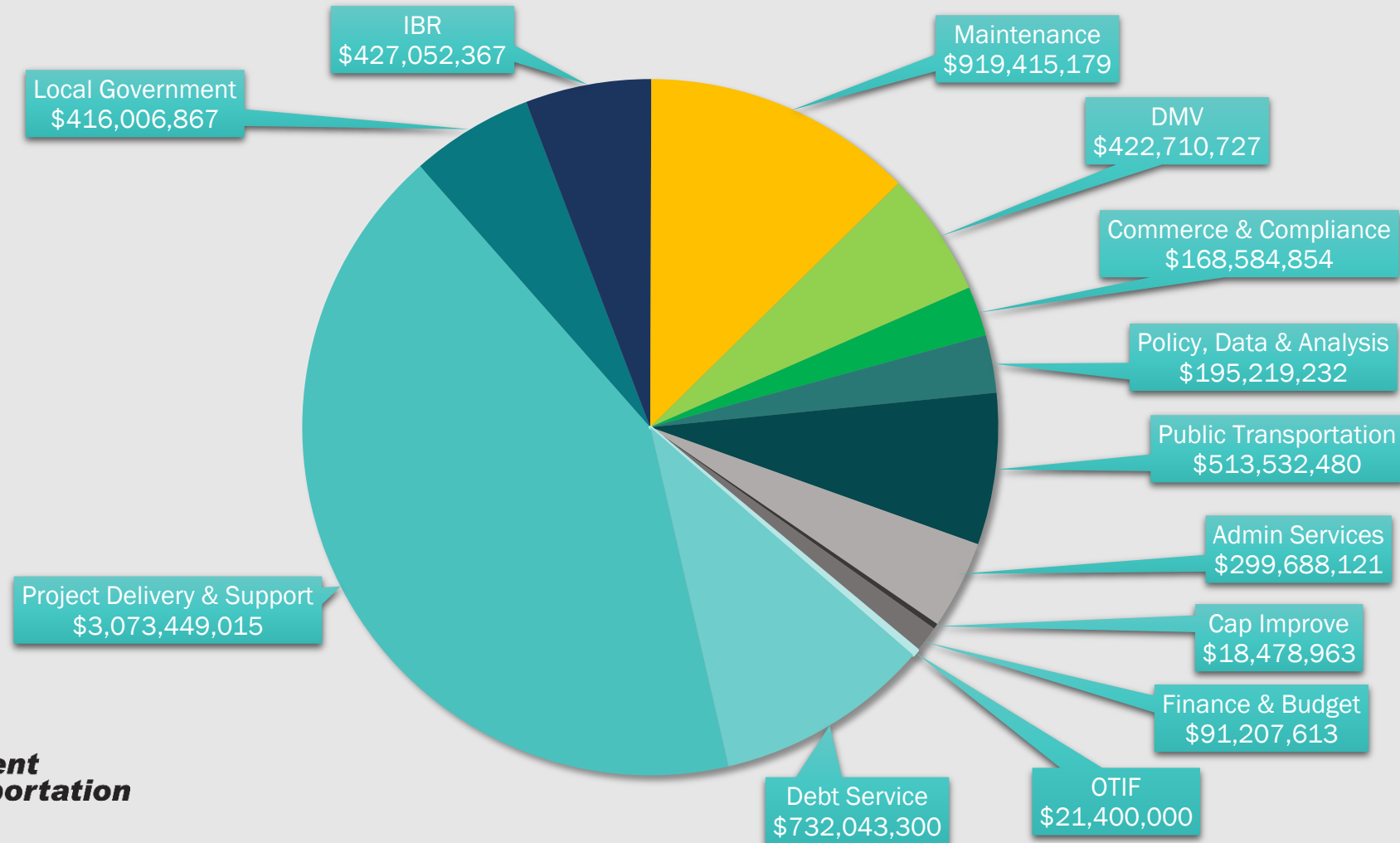
FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GRB
General	\$74,908,610	\$80,930,280	\$53,462,854	0.73%
Lottery	\$121,580,406	\$135,204,750	\$144,630,965	1.98%
Other (State)	\$3,441,368,452	\$3,408,618,298	\$5,413,108,077	74.16%
Other (Fed as Other)	\$1,204,532,856	\$2,474,987,858	\$1,449,851,558	19.86%
Federal	\$107,303,554	\$193,450,141	\$201,801,750	2.76%
Other (non-limited)	\$4,749,230	\$601,875,785	\$18,000,000	0.25%
Federal (non-limited)	\$19,500,655	\$18,764,647	\$17,933,514	0.25%
CATEGORY				
Personal Services	\$1,156,925,602	\$1,348,529,631	\$1,422,853,126	19.49%
Services & Supplies	\$2,606,185,922	\$3,555,620,700	\$4,444,220,726	60.89%
Capital Outlay	\$88,774,369	\$101,482,316	\$60,581,406	0.83%
Special Payments	\$577,021,702	\$718,596,523	\$639,090,160	8.76%
Debt Service	\$545,036,168	\$1,189,602,589	\$732,043,300	10.03%
TOTAL	\$4,973,943,763	\$6,913,831,759	\$7,298,788,718	
Positions	4,935	4,939	4,908	
FTE	4,731.92	4,806.87	4,802.56	

ODOT 2023-2025 Biennial Expenditures To Date

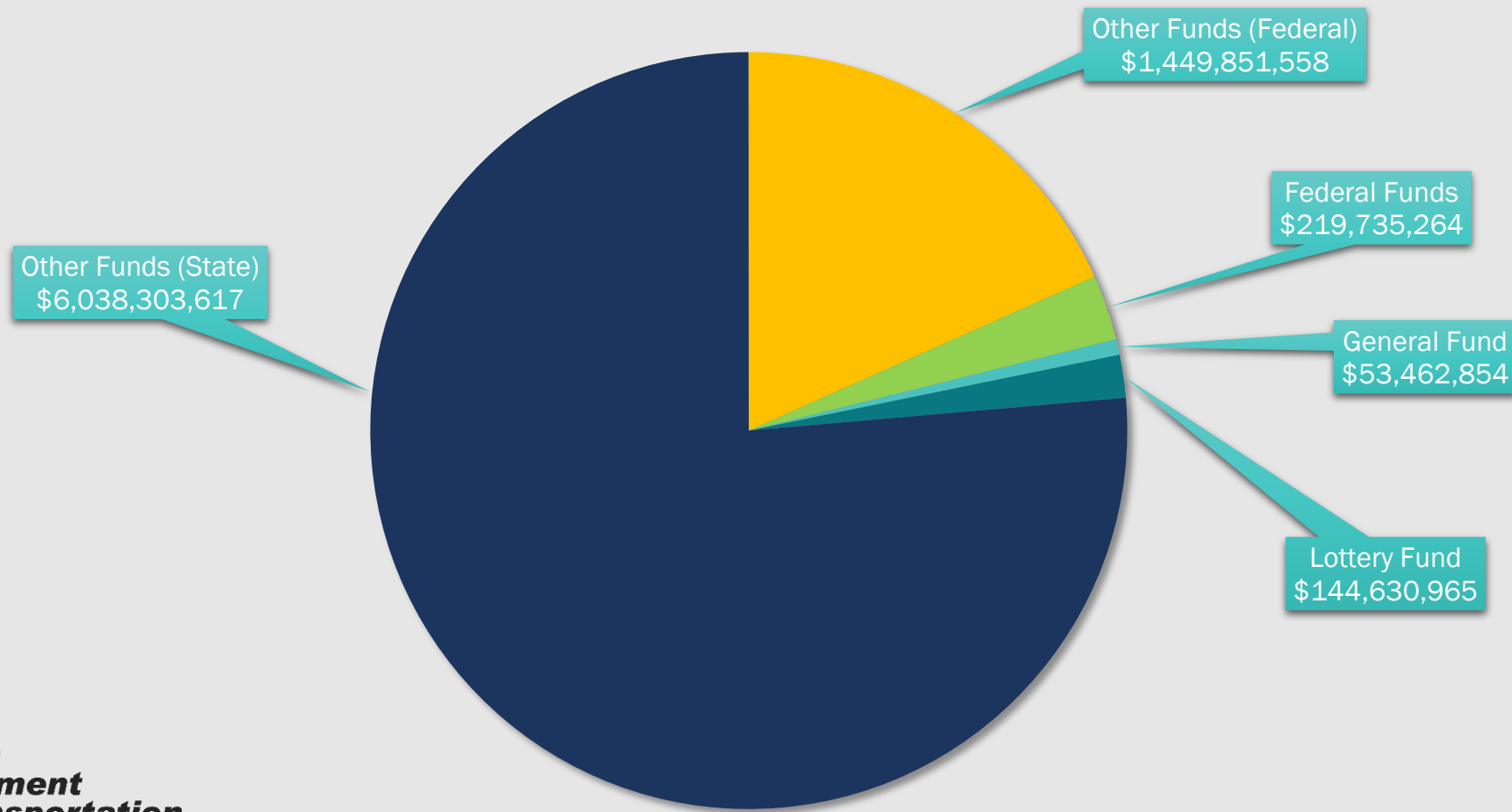
As of January 31, 2025

Budget Area	Operating Budget	Spent to Date	Percent Expended	Compared to Trend
Project Delivery & Support	\$ 2,795,516,255	\$ 1,621,219,630	57.99%	73.26%
Local Government	\$ 620,303,629	\$ 259,212,620	41.79%	52.78%
Maintenance	\$ 592,520,875	\$ 441,238,396	74.47%	94.06%
Driver & Motor Vehicle Services	\$ 315,481,991	\$ 220,379,610	69.85%	88.24%
Commerce & Compliance	\$ 113,876,759	\$ 76,591,979	67.26%	84.96%
Administrative Services	\$ 230,540,423	\$ 167,351,307	72.59%	91.69%
Finance & Budget	\$ 79,903,542	\$ 60,155,312	75.28%	95.10%
Policy, Data & Analysis	\$ 212,983,031	\$ 90,881,387	42.67%	53.90%
Public Transportation	\$ 527,095,477	\$ 341,048,349	64.70%	81.73%
Capital Construction/Improvements	\$ 55,332,836	\$ 27,854,636	50.34%	63.59%
Transportation Infrastructure Fund	\$ 25,000,000	\$ 3,731,139	14.92%	18.85%
Debt Service	\$ 1,198,914,575	\$ 1,059,653,397	88.38%	111.64%

2025-27 ODOT Governor's Budget by Division/Program (Total Funds Expenditure Limitation)



2025-2027 ODOT Governor's Budget Revenue



A TALE OF TWO BUDGETS



Transportation Projects & Programs

Dedicated federal & state funds for:

- Construction projects
- Grant programs



Maintenance & Agency Operations

State Highway Fund dollars available to run the agency:

- Road maintenance
- DMV & CCD
- Shared Services

State Highway Fund Structural Funding Challenges



Future Fuels Tax Revenue Decline

- The average driver consumes almost **25% less fuel per year** than 10 years ago. At today's rate, that's over **\$40 less per year** in gas tax paid per vehicle



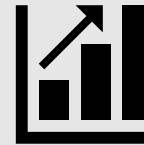
Reliance on Few Sources of Revenue

- Oregon's three primary road funding sources– fuels tax, DMV fees, and motor carrier fees-- all face challenges and do not grow as costs increase



Rigid Statutory Structure

- About **80% of DMV fees** go to local governments and state highway construction projects and can't be spent on delivering DMV services
- **Less than 3%** of additional taxes and fees raised by HB 2017 was dedicated to state highway maintenance

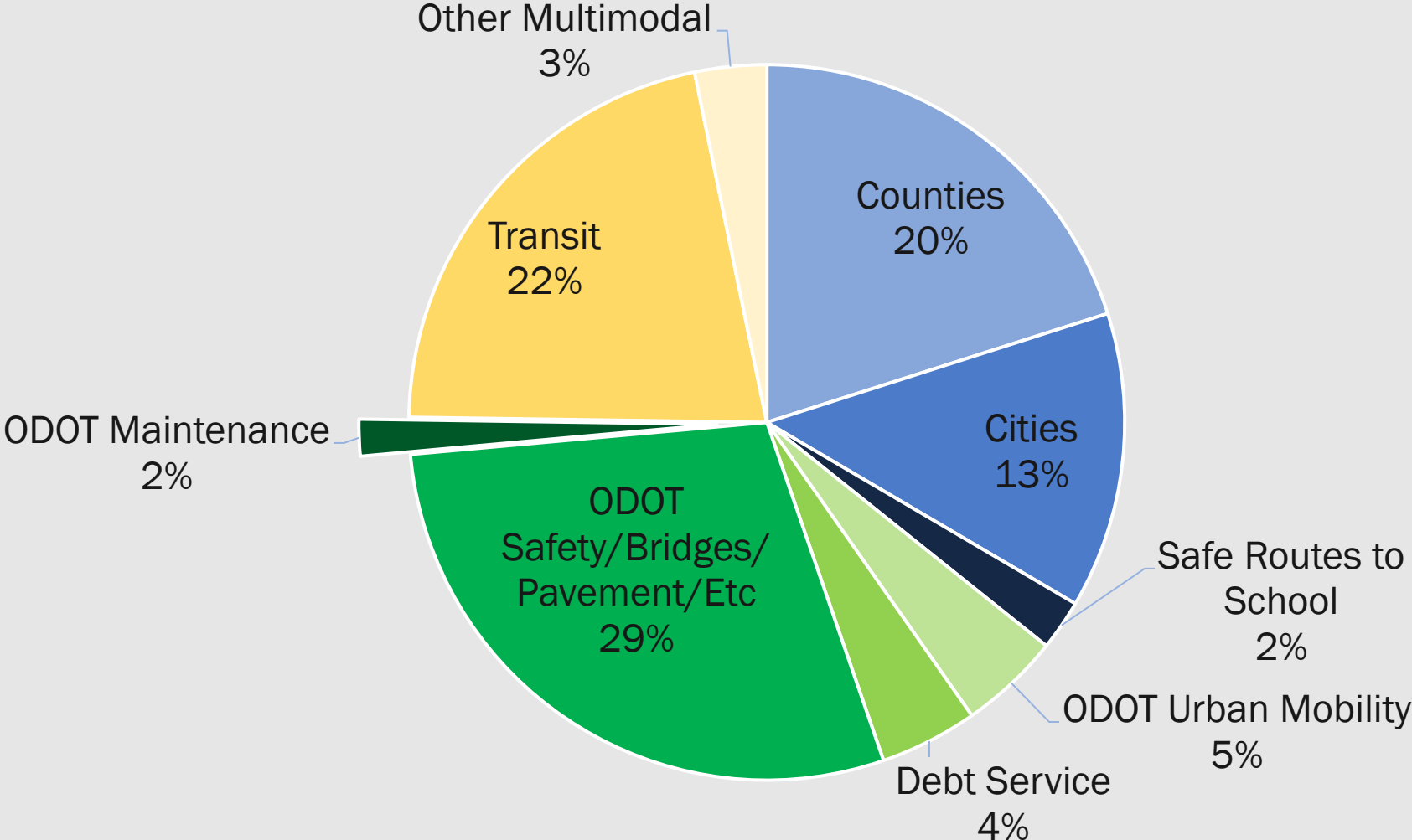


Rise of Record Inflation

- Since 2017, the National Highway Construction Cost Index has **nearly doubled**
- Equipment costs have **increased about 25%** in the past four years
- Paint costs **have increased over 30%** in the last four years

HB 2017 Funding Distribution

October 2024 forecast for FY 2025; \$651 million total projected revenue

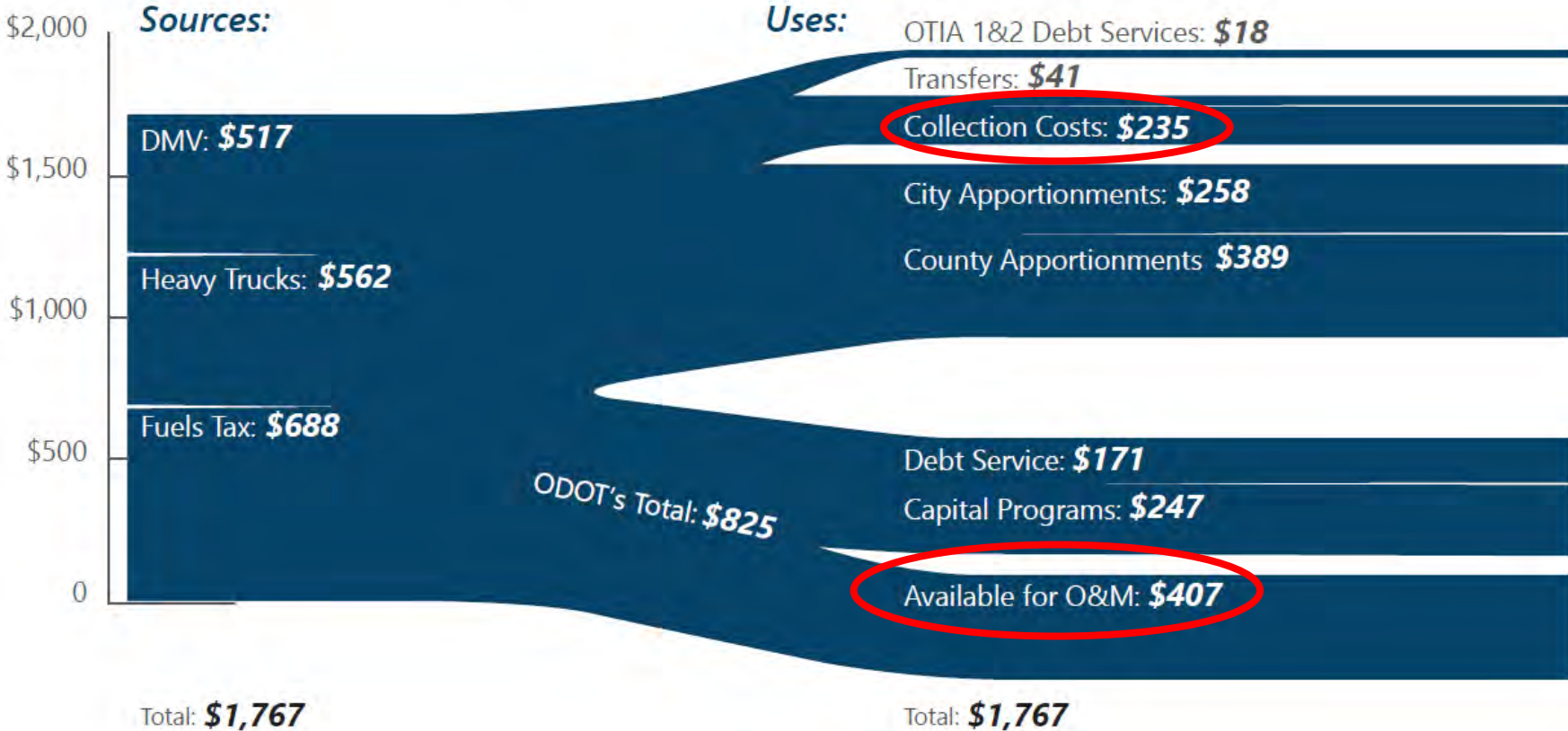


State Highway Fund Sources and Uses

2025-2027 Annual Average in Millions Based on October 2024 Revenue Forecast

State Highway Fund Sources and Uses

2025-2027 Annual Average in Millions



Collection costs = costs recovered immediately; funds some agency operations

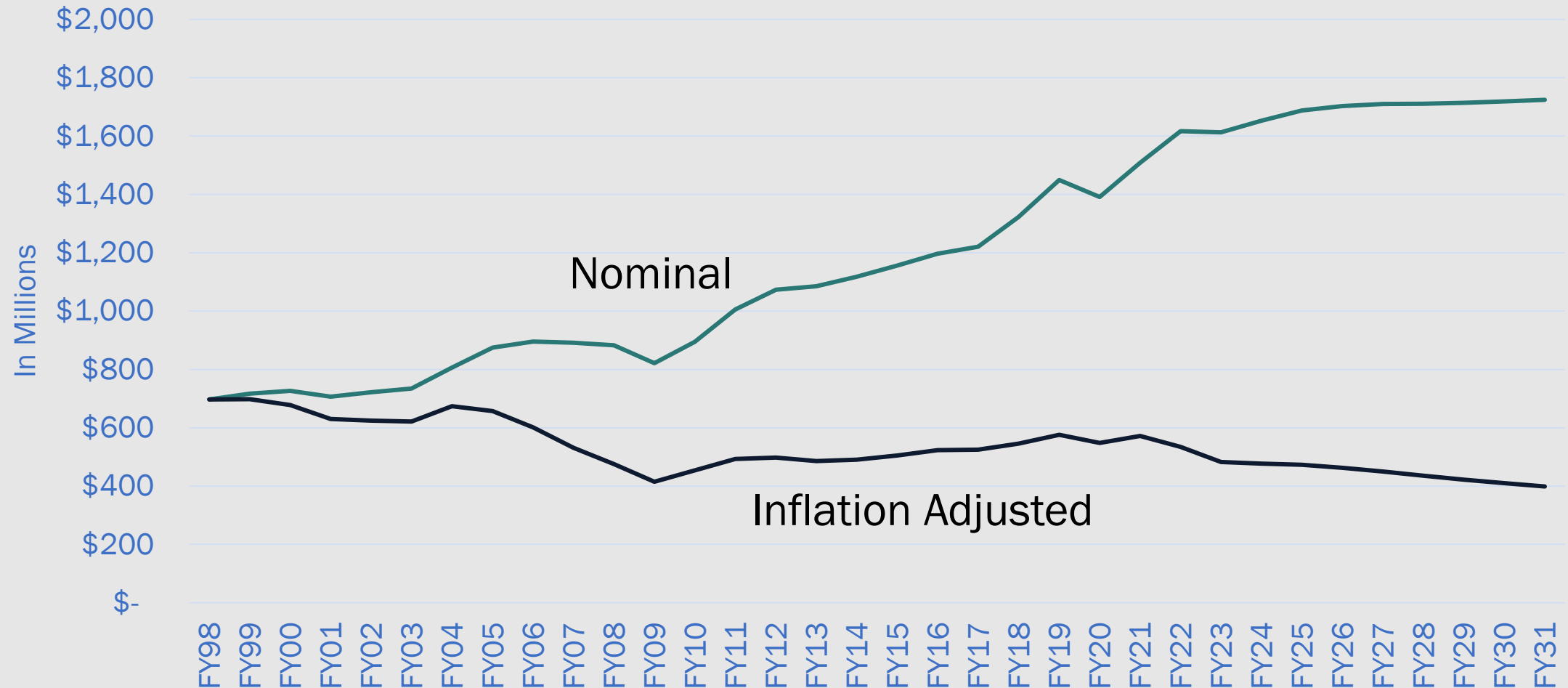
- DMV costs
- Fuels tax collection costs
- CCD costs

Available for O&M = balance after all other expenses/dedications; funds remaining agency operations + all roadway maintenance and operations

- Roadway Maintenance & Operations
- Project delivery indirect costs not charged to project budgets
- Central shared services (IT, HR, Procurement, Facilities)
- Portion of match for federal funds (as needed)

State Highway Fund Revenue

Total SHF Revenue from October 2024 Forecast, Nominal and Inflation-Adjusted (Based on State and Local Spending on Highway and Street Construction)



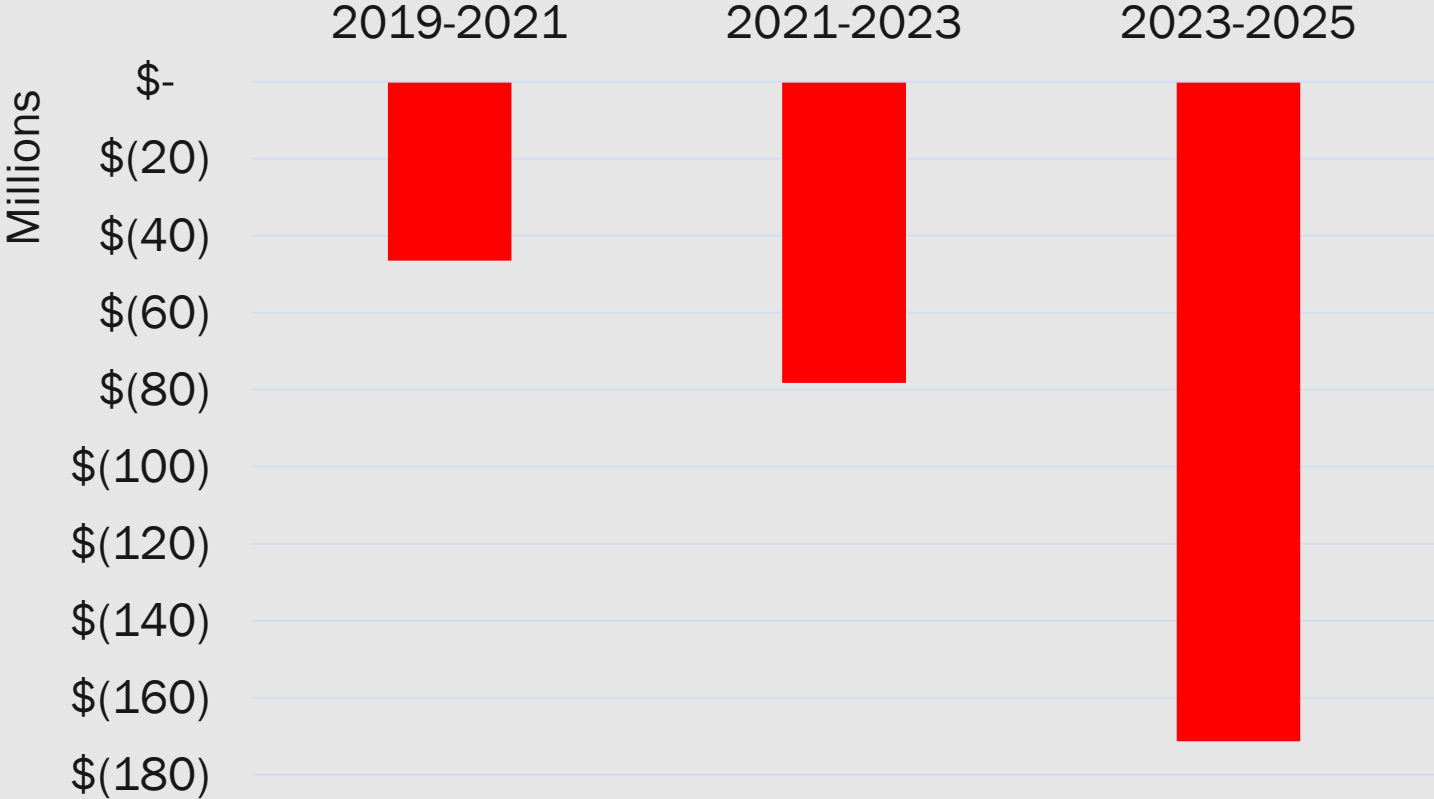
Actual and Projected State Highway Fund Balance



O&M Budget Reductions Since 2019

- ODOT has taken progressively larger voluntary O&M budget reductions from Current Service Level the last three biennia
- Took **\$47 million** in reductions in 2019-2021 and **\$78 million** in 2021-2023 by absorbing personal service cost increases, holding spending below LAB
- Total impact in 2023-2025 was **\$171 million** (after additional maintenance funding provided by Legislature)
- **\$64 million** was phased out in '23-'25, permanently reducing ODOT's budget

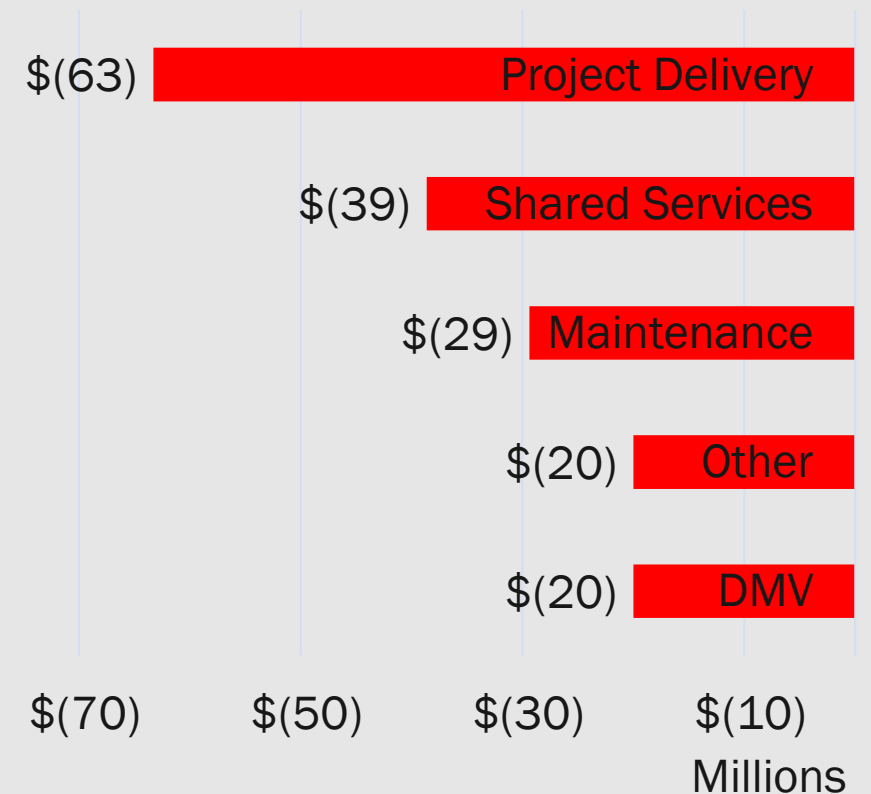
ODOT O&M Budget Reductions by Biennium



Budget Cuts in 2023-2025

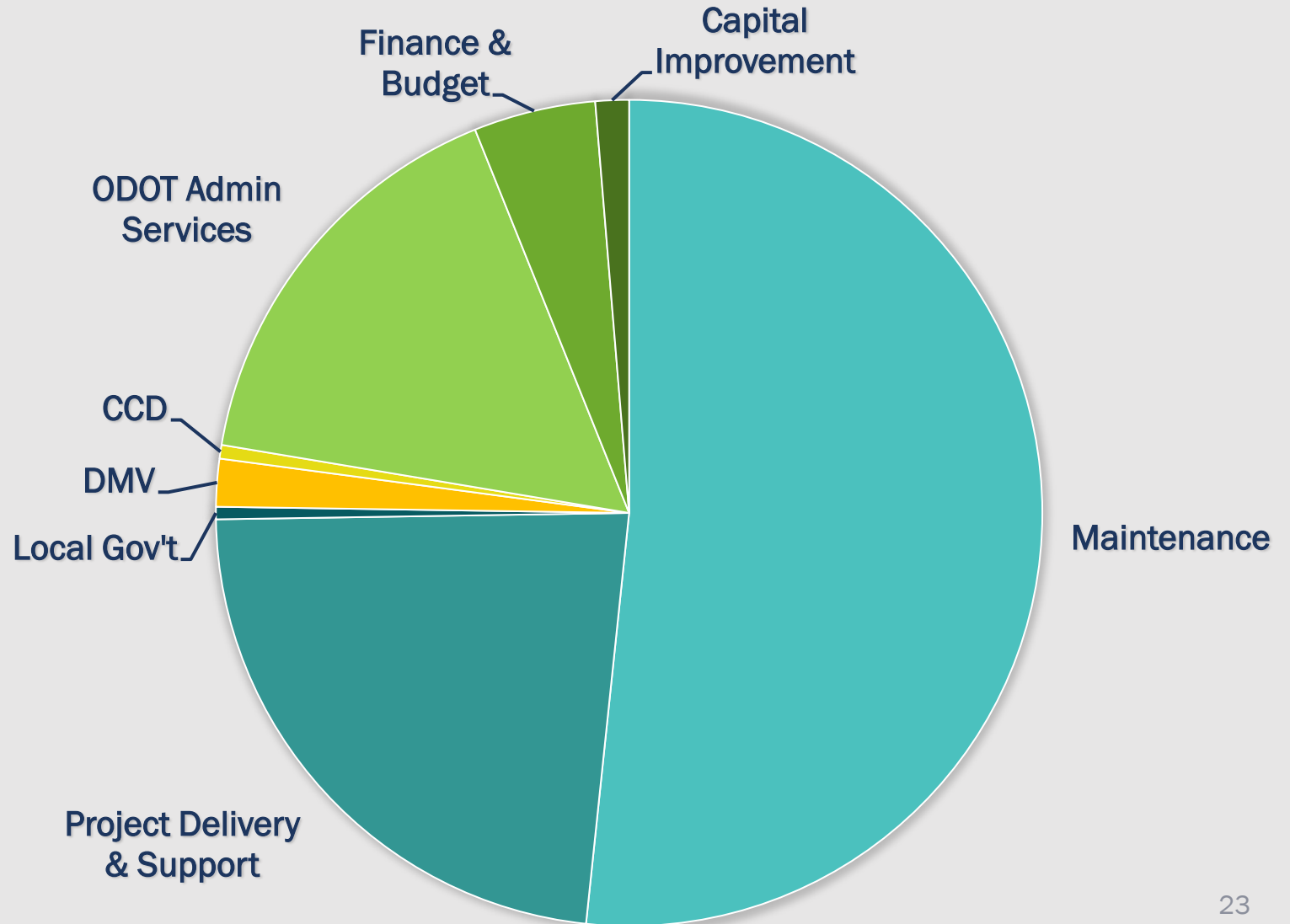
- Total reduction of **\$171 million** represents **5% for maintenance and 14% for shared services**
- ODOT has taken multiple steps to keep spending within available resources:
 - **Cost savings and efficiencies** such as facilities consolidation, minimizing equipment purchases, limiting facilities investments, and putting more DMV services online
 - **Shifting some costs** to dedicated HB 2017 funds or federal funds in order to free up more money for O&M (federal match, Incident Response, etc.)
 - **Reducing service levels**, including in maintenance and DMV field offices

Budget Reductions from CSL



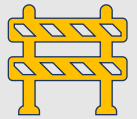
2025-27 CSL Shortfall by Division/Budget Area

Division/SCR	25-27 Revenue Shortfall Amount
Maintenance	(\$183,046,593)
Project Delivery & Support (indirect)	(\$81,808,842)*
Local Gov't (indirect)	(\$1,719,513)*
DMV	(\$6,608,517)
CCD	(\$1,887,830)
ODOT Admin Services	(\$57,687,254)
Finance & Budget	(\$16,904,711)
Capital Improvement	(\$4,638,650)
ODOT TOTAL	(\$354,301,910)



*The revenue shortfall packages for Project Delivery and Local Government also include OF (Federal) for positions jointly funded by state and federal dollars.

Future State Without Additional Investments



Longer road closures



More trash and graffiti



Worse winter driving conditions and more potholes



Slower DMV customer service



State, local, and neighborhood roads, sidewalks, and bike lanes will all decline



Strategic Review and Accountability

- ODOT asked a panel of experts to undertake a Strategic Review of the agency's alignment and effectiveness, focused on project delivery and budget and capital program management
- Key outcomes:
 - Improve Budgetary and Capital Programming
 - Develop and implement 5-10 year investment strategy with annual STIP updates
 - Move toward centralized program management and project controls and reporting systems
 - Develop and utilize tools and systems to effectively manage projects from development through construction delivery





Governor's Budget for 2025-2027

Governor's 2025-27 Budget proposes **\$1.75 billion** investment for 2025-27 biennium

- Restores service levels and avoids deep staffing cuts
- Makes additional investments in:
 - Maintenance
 - Customer service
 - Safety and preservation of state highways, including bridges and pavement
 - Aging facilities and IT systems

Additional Investments in the Governor’s Budget– Maintenance and Agency Operations

Area	Amount	Investment Outcomes
Maintenance	\$410m	<p>Restore 414 employees that would otherwise be cut.</p> <p>Enhanced road, bridge and traffic maintenance such as rockfalls, drainage, and flashing beacons.</p> <p>Additional Incident Responders.</p> <p>Keep ODOT’s fleet in good condition so it can remain on the road</p> <p>Preserve rest area operations service levels.</p>
DMV	\$100m	<p>Add significant field office staff to reduce customer wait times and prevent unplanned office closures due to inadequate staffing.</p> <p>More call center staff and better technology to answer customer questions.</p> <p>Overhaul the DMV website and DMV2U online services for ease of customer use.</p> <p>Improve or move substandard field offices that have outgrown their space.</p>
CCD	\$50m	<p>Replace inefficient and inflexible mainframe IT systems.</p> <p>Invest in roadside infrastructure– scales, ramp storage, and technology– to improve safety and enforcement and improve electronic screening to keep trucks moving.</p>
Agency Operations	\$433m	<p>Restore 560 positions in Project Delivery, Administrative Services, and Finance and Budget to prevent cuts that will impact service to local governments, contractors, and ODOT business lines.</p> <p>Replace aging IT systems to gain efficiency and better serve customers.</p> <p>Replace and repair aging facilities to address deferred maintenance.</p>

Additional Investments in the Governor’s Budget– Safety

Area	Amount	Investment Outcomes
Bridges	\$342m	Repair and replace aging bridges, focusing on timber, coastal, border and other major bridges and seismic lifeline routes.
Pavement Preservation	\$275m	Pave on Interstates and priority highways, including high volume highways and freight routes connecting communities.
Culverts, Hydraulics, Signals, Slopes	\$60m	Replace and rehabilitate culverts in poor or critical condition on Interstates and priority routes, Rehabilitate and replace aging stormwater facilities. Replace aging signal and electronic equipment to reduce system downtimes. Mitigate frequent landslides and rockfalls and minimize related emergency closures.
Safety	\$80m	Increase funding for All Roads Transportation Safety (ARTS) Program to reduce fatalities and serious injuries at more critical locations statewide through proven safety countermeasures. Install systemic safety investments focused on rumble strips in the highest need locations statewide. Bring pedestrian crossings up to new standards with signs, median islands, flashing beacons, and lighting to reduce crashes. Review speed setting requests by local government to implement safer speeds.

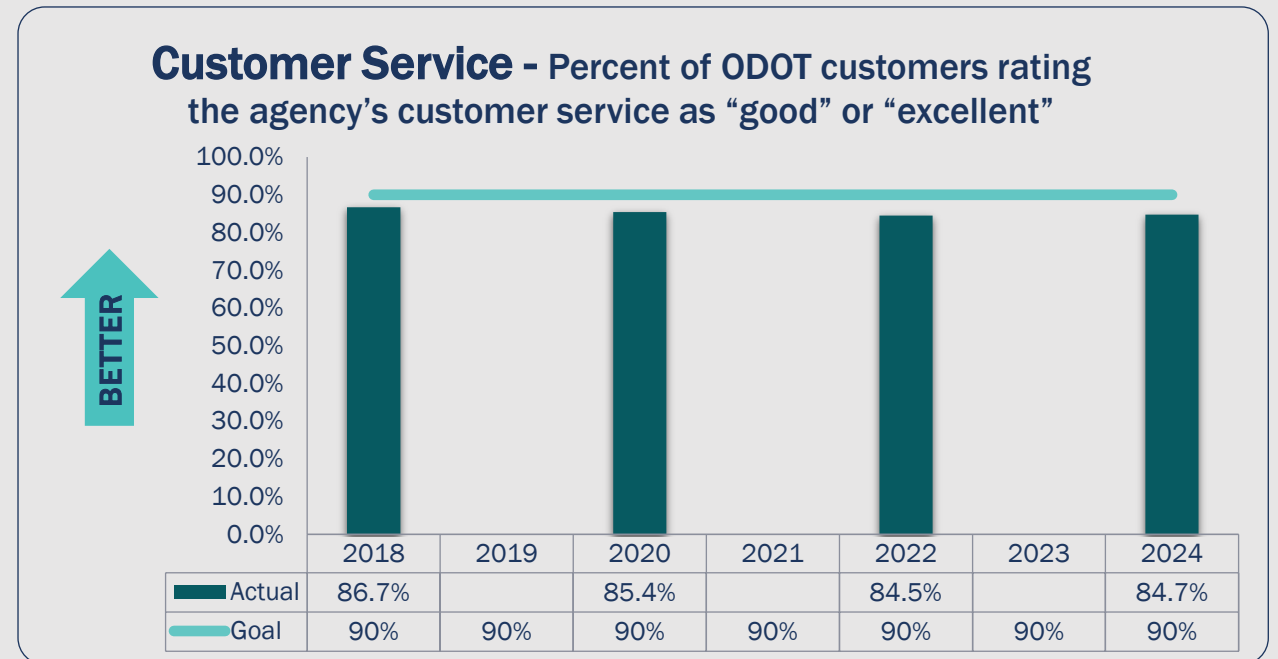
Restoration in the Governor's Budget

Budget Area	Restoration Amount	Positions Restored
Maintenance	\$185,607,198	414
Project Delivery/ Local Gov*	\$148,437,197	388
Administrative Services	\$56,086,320	146
Finance and Budget	\$16,494,511	26
DMV	\$6,624,441	14
Commerce and Compliance	\$27,086	-
Capital Improvement	\$4,638,650	-
TOTAL*	\$417,915,403	988

*Project /Local Gov includes federal funds that are restored in GRB with \$84m in state funds. Total state funds needed for restoration is \$354m.

KPM: Customer Service

- Measure combines surveys for DMV, CCD, and AskODOT
- Target: 90% Good or Excellent
- Uses Statewide Customer Service Performance Measure guidelines



*Actual percentage determined with weighted average. CCD not included in 2024.

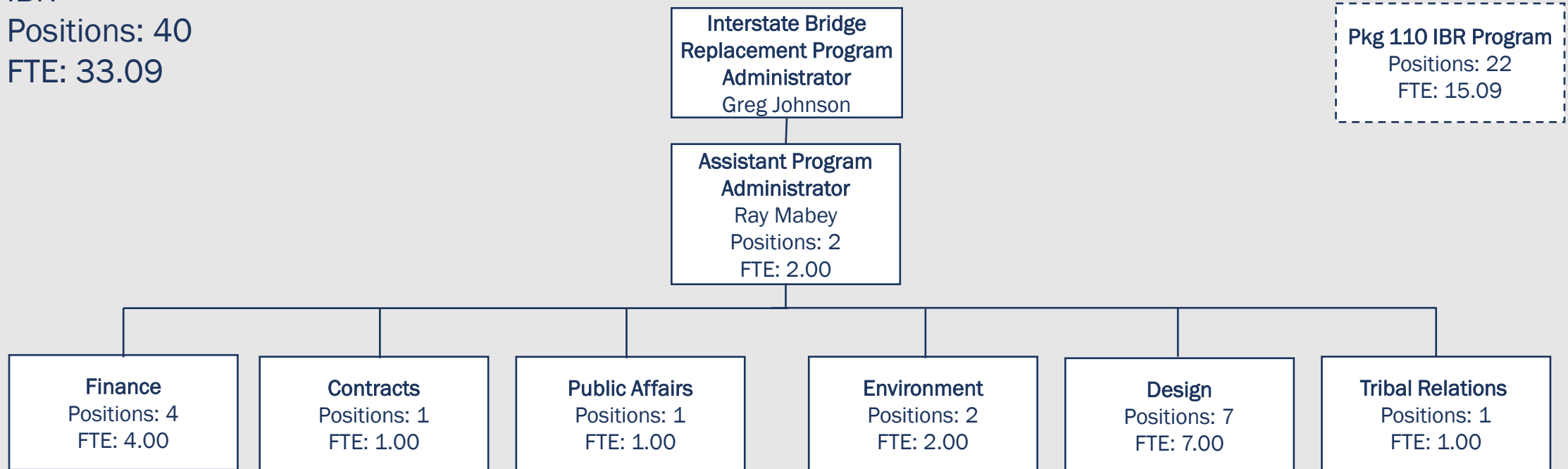


Interstate Bridge Replacement Program

Ray Mabey, Assistant Program Administrator

IBR ORGANIZATIONAL STRUCTURE

IBR
Positions: 40
FTE: 33.09



Program Summary



History

- **2004 – 2014:** Former Columbia River Crossing Project
- **2019:** Bi-State MOI signed by Governors Brown and Inslee
- **2022:** Modified Locally Preferred Alternative (LPA) identified
- **2024:** Publication of Draft Supplemental Environmental Impact Statement (SEIS)



Purpose and Need

- Safety
- Impaired freight movement
- Congestion
- Earthquake vulnerability
- Inadequate bike & pedestrian paths
- Limited public transportation

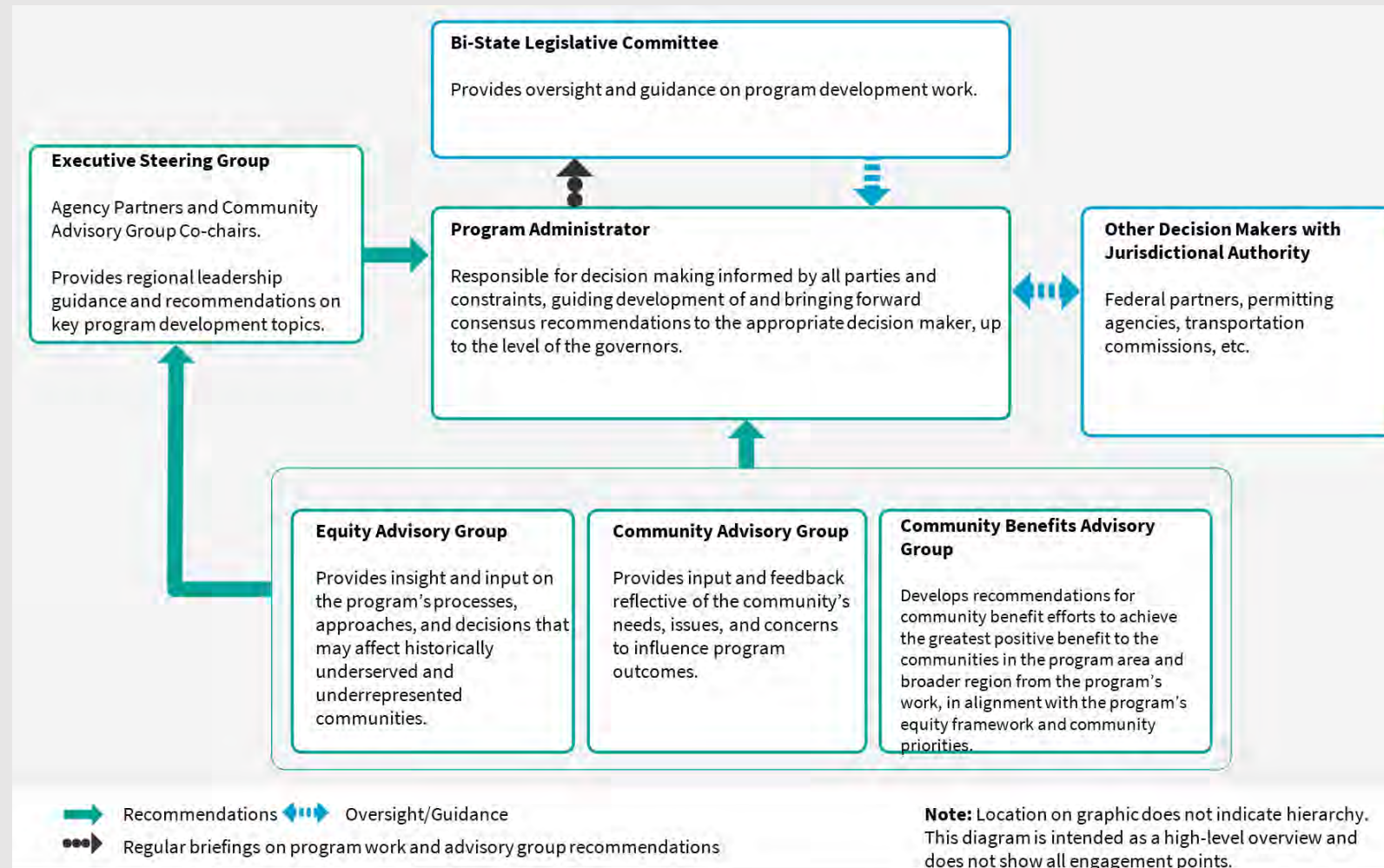


Process

- ODOT and WSDOT jointly lead the IBR Program with eight partner agencies
- Final SEIS anticipated in late 2025
- Record of Decision following Final SEIS gives federal approval to begin construction

Key Partners

- ODOT and WSDOT jointly lead IBR Program work in collaboration with eight other bi-state partner agencies
 - Oregon Metro and the SW WA Regional Transportation Council
 - City of Portland and City of Vancouver
 - TriMet and C-TRAN
 - Port of Portland and Port of Vancouver



Program Schedule



Schedule will be updated as needed to reflect program changes and timeline.

Proposed Funding Sources

Cost Estimate: \$5B - \$7.5B

	Status	Expected Value
Existing State Funding	Committed	\$100 M
Connecting WA Funding—Mill Plain Interchange	Committed ¹	\$117 M
Move Ahead WA Funding	Committed	\$1,000 M
Oregon Funding Contribution	Committed	\$1,000 M
FHWA Bridge Investment Program Grant	Committed ²	\$1,500 M
USDOT Mega Grant	Committed	\$600 M
USDOT Reconnecting Communities Pilot Grant	Committed	\$30 M
Toll Funding	Committed ³	\$1,100 - 1,600 M
FTA New Starts CIG Funding	Prospective	\$900 - 1,100 M
IBR Funding Totals		\$6,347 - 7,047 M



Updated as of 02.21.2023

¹ These funds were deferred to a later date and adjusted for inflation by the Washington State Legislature in the 2023 session.

² Combines \$1 M BIP Planning Grant (2022) and \$1.499 B BIP Construction Grant (2024)

³ Legislative authorization to toll has been secured in both states and toll funding of \$1.24 B has been confirmed by both states at toll rates assumed in the 2023 Financial Plan under a base case financing scenario. Toll rates and policies will be jointly set by the Washington State and Oregon Transportation Commissions.

Potential Construction Benefits

Total Economic Activity¹:

Direct Project Expenditures:
\$5.9 billion

Total Gross Economic
Activity: **\$11.6 billion**

Minimum Net Economic
Activity: **\$3.6 billion²**



Every \$1 billion spent on construction = 5,500 direct jobs and 10,900 indirect jobs

¹ The Economic Impact Analysis will be updated as scope and cost estimates are refined

² Minimum net values capture the effects attributed to anticipated federal discretionary grants that would not be received and expended locally without the IBR Program

Major changes, budget drivers, and risks



Major Changes

- Toll administration for IBR tolling changed from ODOT to WSDOT
- Publication of Draft SEIS / 60-Day Public Comment Period
- Developed draft construction packages



Budget Drivers

- Schedule
- Inflation



Risks

- Schedule
- Inflation
- Permits
- Environmental process
- Agreements

Significant Challenges in 2023-25

Key activities include:

- Program funding
 - FTA Capital Investment Grant
- Progressing toward the Final Supplemental Environmental Impact Statement and securing a Record of Decision
- Permitting and the U.S. Coast Guard



IBR BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals*	2023-25 Legislatively Approved*	2025-27 Governor's Budget	Percent of GRB
General			-	-
Lottery			-	-
Other (State)			\$427,052,367	100.00%
Other (Fed as Other)			-	-
Federal			-	-
CATEGORY				
Personal Services			\$13,020,684	3.05%
Services & Supplies			\$414,031,683	96.95%
Capital Outlay			-	-
Special Payments			-	-
TOTAL			\$427,052,367	
Positions			40	
FTE			33.09	

*2025-27 is the first biennium for IBR as a standalone budget structure.

POP #110 – Interstate Bridge Replacement

- Transitioning from pre-construction planning work to construction activities
- First of approximately 28 construction packages will likely be announced in 2025 and last more than 10 years
- Additional positions will support the upcoming design and construction phases of the IBR Program. Specifically, work related to:
 - Permits
 - Engineering
 - Construction management

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Interstate Bridge Replacement	22	15.09	\$5,361,616
Total	22	15.09	\$5,361,616

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$5,361,616	\$7,664,430	OF
Services & Supplies	\$246,463,384	\$613,154	OF
Total Expenditures	\$251,825,000	\$8,277,584	





Urban Mobility Office







Travis Brouwer, Assistant Director for Revenue, Finance & Compliance

Urban Mobility Strategy Map

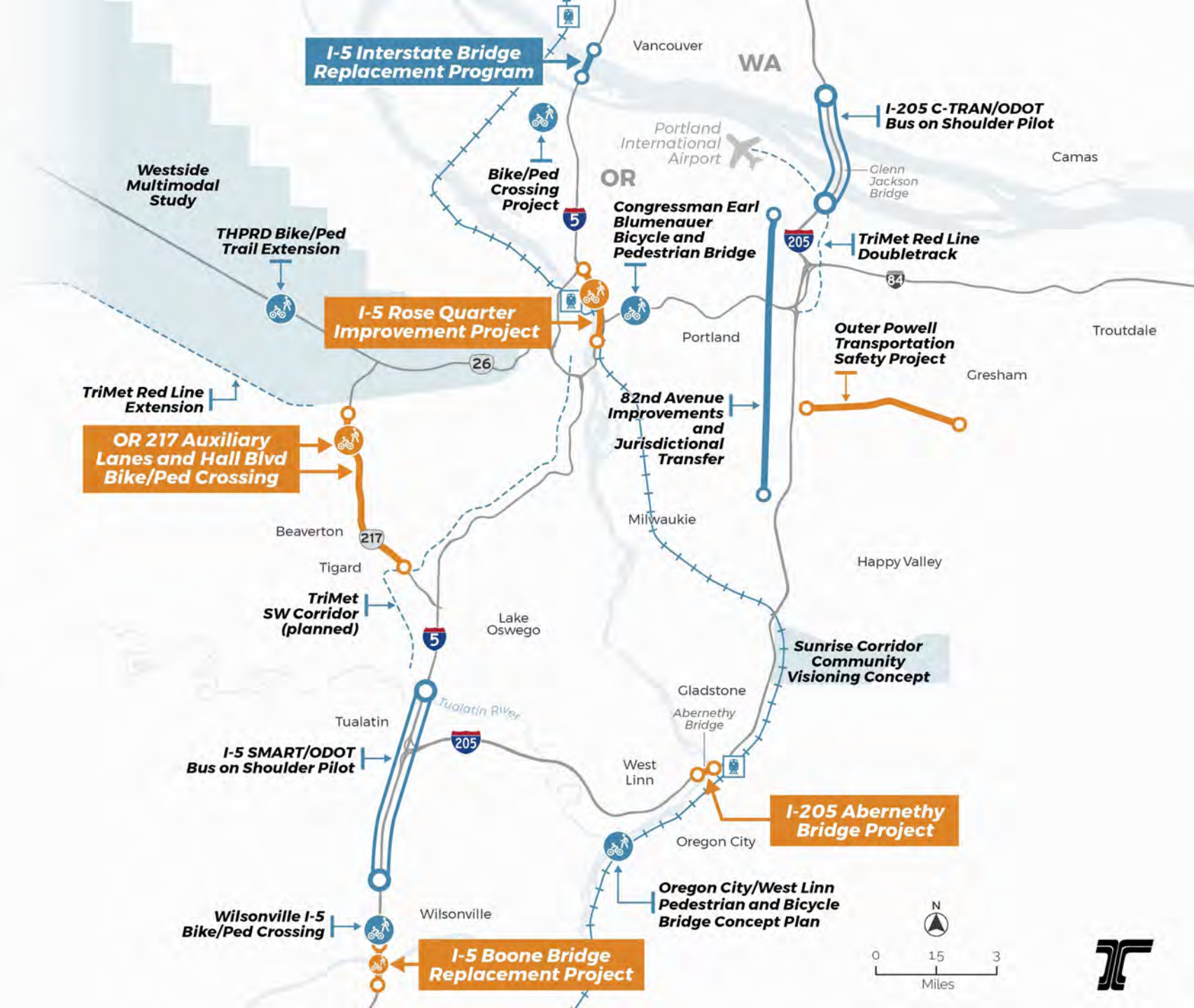
ODOT Projects

-  System Improvement Project
-  Bike/Pedestrian Crossing Project

Partner Project with ODOT Support

-  System Improvement Project
-  Bike/Pedestrian Crossing Project
-  Bus on Shoulder Pilot
-  TriMet Project
-  Multimodal/Community Study
-  Amtrak Cascades - Expanded daily service between Portland and Seattle

Note: Core project names are boxed



UMS Finance Plan Background

OTC approved UMS Finance Plan allows ODOT to:

- Begin construction on a meaningful first phase of I-5 Rose Quarter
- Complete I-205 Abernethy Bridge widening and seismic retrofit

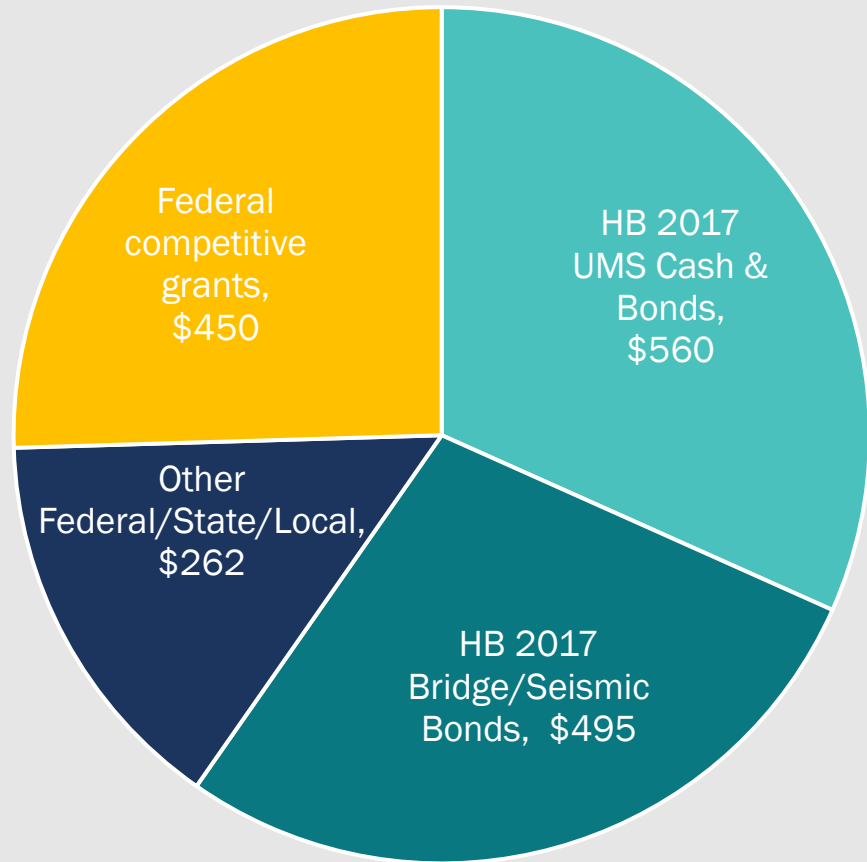
OTC took action in 2024:

- Provided \$250m in HB 2017 UMS funds to supplement \$450m federal grant to get Rose Quarter under construction in 2025
- Closed I-205 Abernethy funding gap left by loss of toll revenue and higher costs by:
 - Transferring \$100m in Bridge Program from I-405 Fremont painting
 - Approved issuing bonds repaid by HB 2017 Bridge and Seismic funds



UMS Finance Plan Revenue Sources

Estimated Amounts in Millions of Dollars

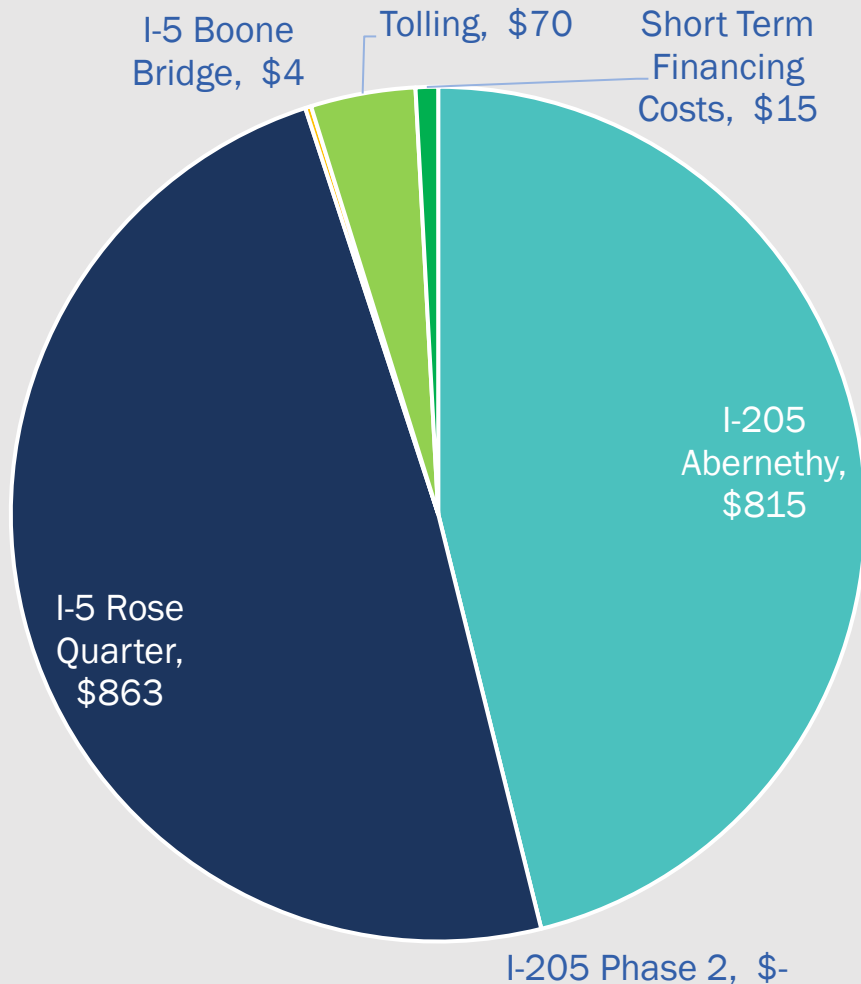


OTC approved finance plan includes \$1.767 billion in total resources:

- Federal Reconnecting Communities grant for Rose Quarter (\$450m)
- Funding from \$30m annual setaside of funds for UMS in HB 2017/HB 3055 (\$560m)
- Highway User Tax Revenue bonds repaid by HB 2017 Bridge/Seismic Funds (\$495m)
 - Requires legislative authorization in bond bill
 - Debt service included in Governor's Budget
- Other federal/state/local resources (\$262m)

UMS Finance Plan Funding Allocations

Estimated Amounts in Millions of Dollars



OTC approved finance plan includes:

- \$863m for I-5 Rose Quarter
- \$815m for I-205 Abernethy
- \$0 for I-205 Phase 2 (third lane)
- \$4m for I-5 Boone Bridge (planning only)
- \$70m for tolling work
- \$15m for short-term financing costs

I-205 Abernethy Bridge



- Project cost estimate updated to \$815m in December 2024
- In 2024, OTC dedicated additional federal Bridge funds and bonds backed by HB 2017 Bridge/Seismic funds to complete funding package
- Funding sources include:
 - \$495m in Highway User Tax Revenue Bonds repaid by HB 2017 Bridge/Seismic funds (estimated)
 - \$154m in HB 2017 Urban Mobility Strategy funds
 - \$166m in other federal/state/local funds
- Additional funds likely needed based on remaining risks identified; future STIP amendments will be brought as funding needed

I-5 Rose Quarter

Project now has \$863m in resources:

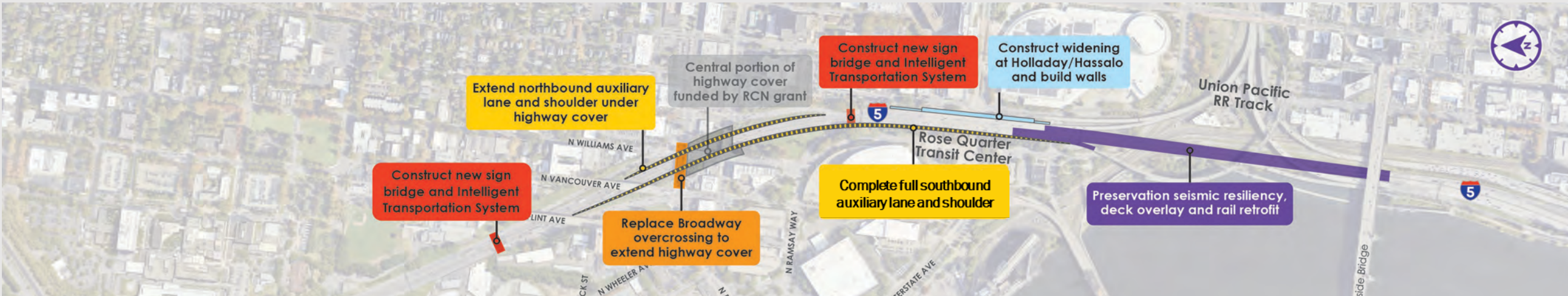
- \$450m Reconnecting Communities federal grant
- \$381m HB 2017 UMS funds
- \$32m in other federal/state/local funding

Construction will start in 2025



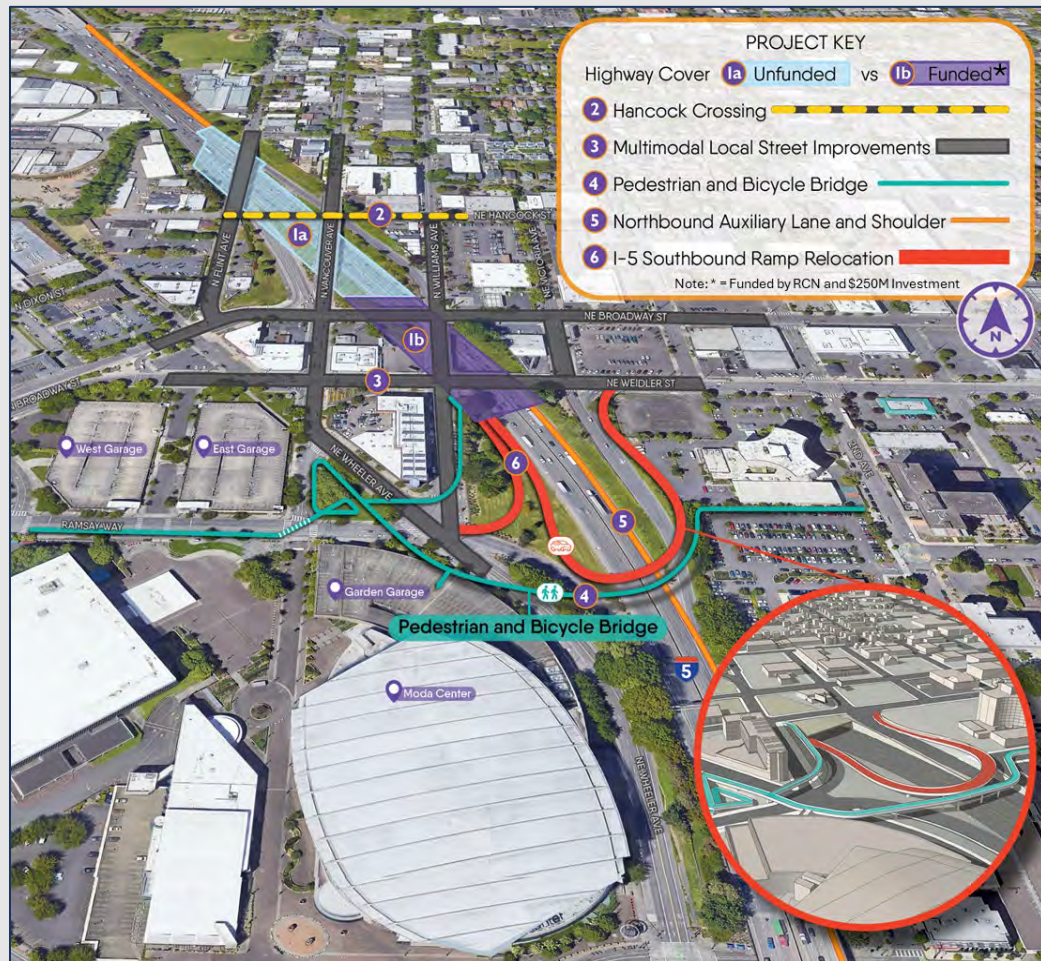
I-5 Rose Quarter Funded Work

Construction Start: 2025



Scope	Benefit
<p>Build full southbound aux lane and shoulders, extend existing northbound aux lane and shoulder under highway cover</p> <p>Extend initial, central portion of highway cover built with RCN grant; Lower highway to finished profile and final pavement under constructed cover</p> <p>Construct sign bridges & Intelligent Transportation Systems</p> <p>Bridge work in southern project area</p> <p>Stormwater facilities near I-405</p> <p>Widen Holladay/Hassalo bridge and build walls</p>	<ul style="list-style-type: none"> • Completes full extension of the southbound aux lane, completing a continuous auxiliary lane between I-405 and Morrison Bridge exit • Extends existing northbound auxiliary lane from I-84 to north of Weidler • Provides additional highway cover area • Improves construction efficiency and reduces temporary mitigations (throw-away work) by completing the cover north of Broadway • Reduces traffic and streetcar disruption (avoids a second round of impact) • Provides signage necessary for tunnel safety and improved highway operations, supports full project construction signage needs • Builds portion of southbound aux lane from I-84 exit to Morrison Bridge exit • Preserves I-5 bridge structures • Provides required stormwater facilities for ODOT's Portland Harbor agreement

Remaining Rose Quarter Project Elements



1. Completing the highway cover (~between Flint and Broadway)
2. Constructing the Hancock crossing
3. Completing multimodal local street improvements outside of RCN-funded highway cover area
4. Constructing the pedestrian and bicycle bridge
5. Completing the northbound auxiliary lane and shoulder
6. Relocating the I-5 southbound off-ramp and new flyover structure

Remaining cost estimated at \$650 million to \$1.05 billion based on current cost estimate

UMS Finance Plan Funding Gap

Project	Cost (High)	Available Funding	Funding Gap
I-5 Rose Quarter	\$1,900	\$863	\$(1,037)
I-205 Abernethy	\$815	\$815	\$0
I-205 Phase 2	\$800	\$0	\$(800)
I-5 Boone Bridge	\$725	\$4	\$(721)
Total	\$4,240	\$1,682	\$(2,558)

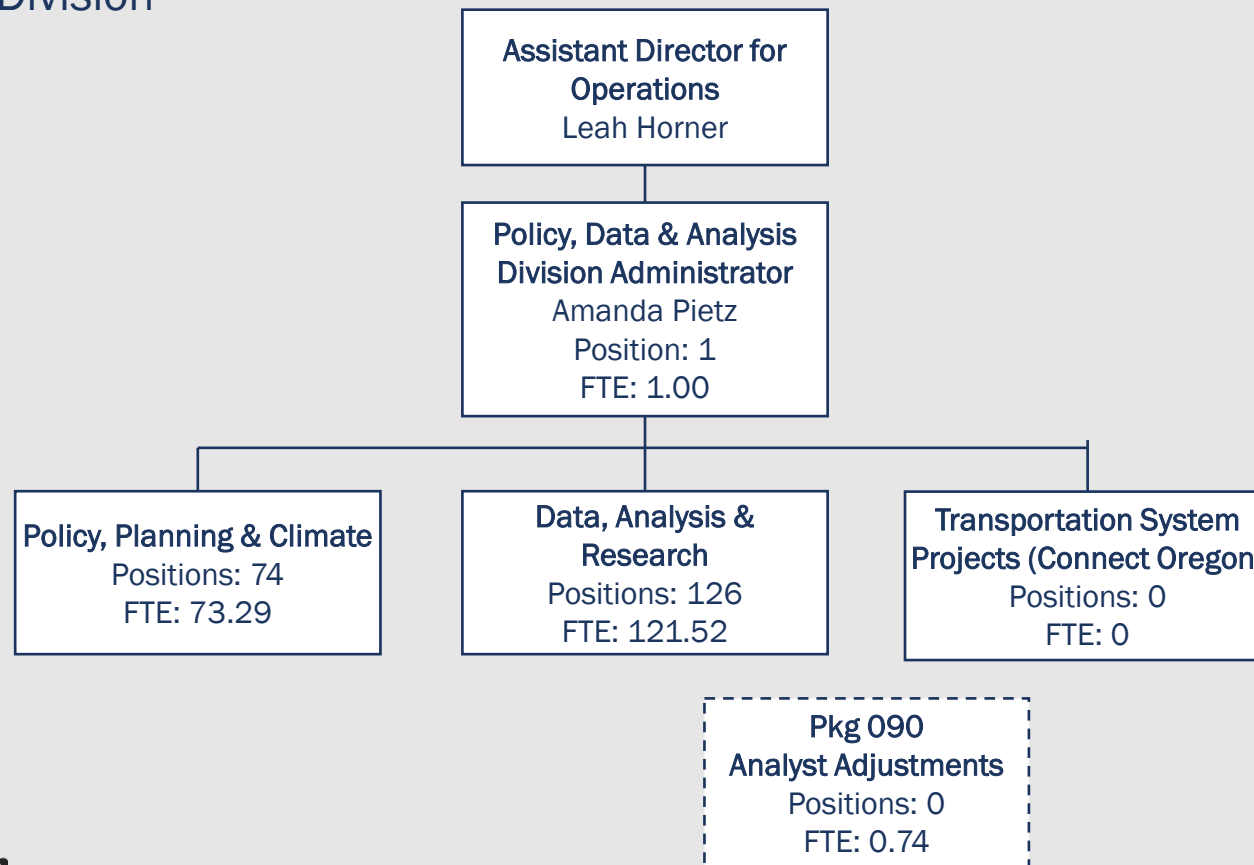


POLICY, DATA & ANALYSIS

Amanda Pietz, Administrator

PD&A ORGANIZATIONAL STRUCTURE

Policy, Data & Analysis Division
Positions: 201
FTE: 196.55



Program Summary



Data, Analysis & Research

- \$62 Million



Policy, Planning & Climate

- \$85 Million

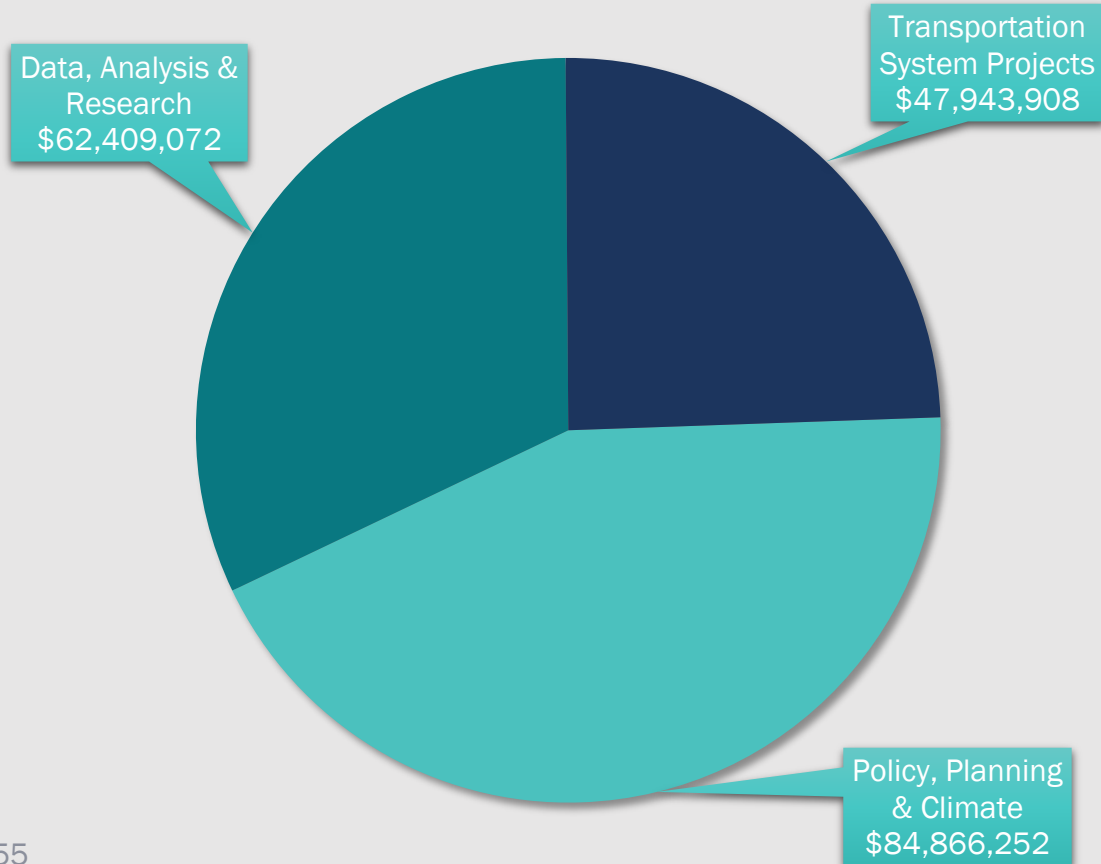


Transportation System Projects (Connect Oregon)

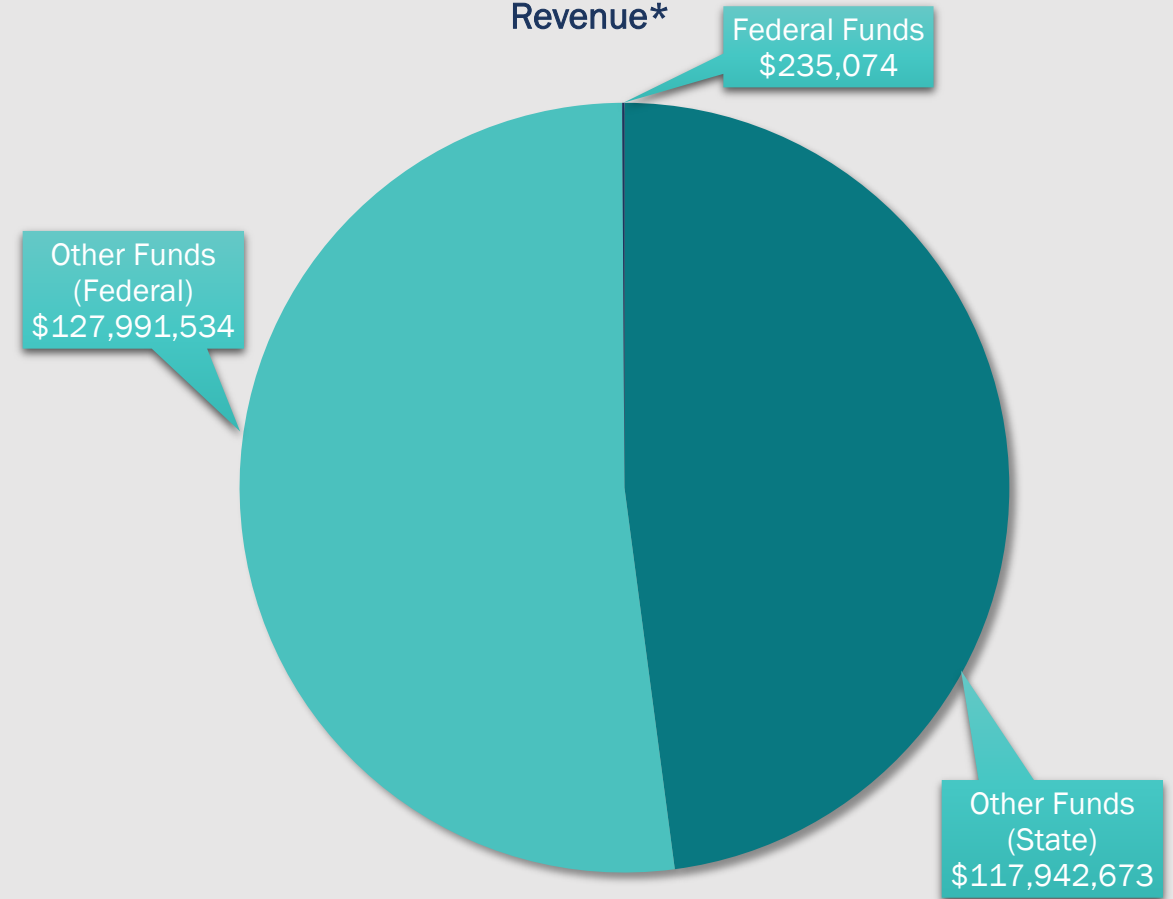
- \$48 Million
- Aviation, Marine & Rail Projects

PD&A 2025-27 GRB (Expenditure Limitation by Program Area + Revenue by Fund Type)

Expenditure Limitation



Revenue*

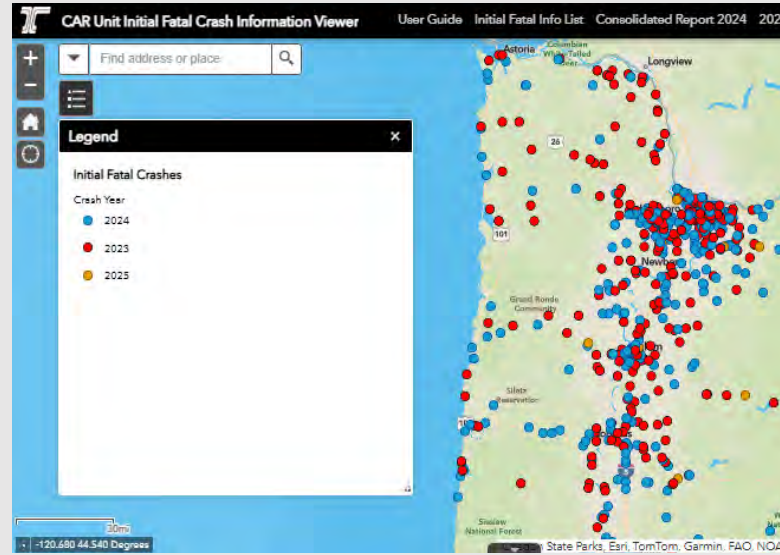
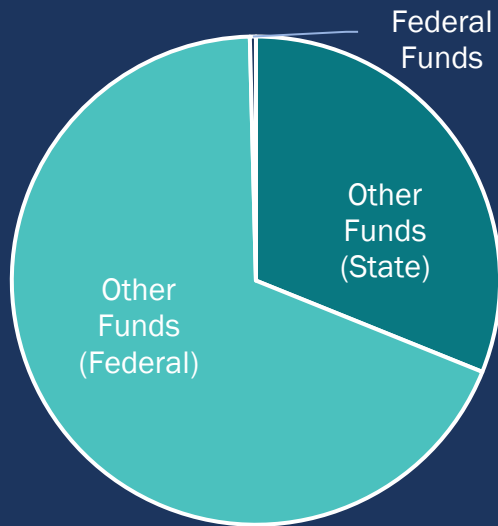


*Includes ending balance, where applicable

Data, Analysis and Research

Positions	Expenditure Limitation
126	\$62.4M

Expenditures by Fund Type



A screenshot of the 'State of the System' dashboard on the Oregon.gov website. The dashboard features a header with navigation links, a main title 'State of the System', and a section for 'Explore State of the System Topics'. A text box below the main image states: 'Oregon's transportation system connects people and goods to places. ODOT is accountable for the stewardship of public resources and advancing outcomes the people in Oregon value. This dashboard tracks ODOT's progress and describes the state of the transportation system.'

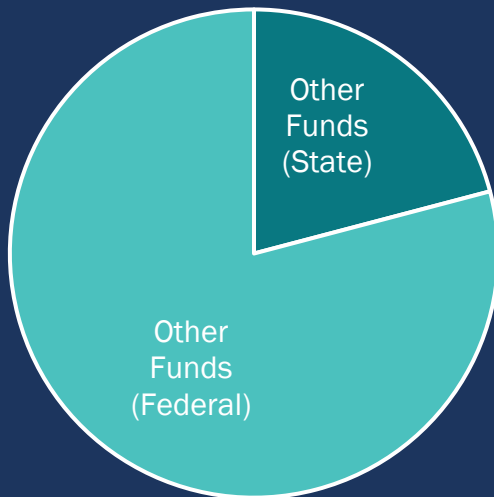
ODOT Performance Summary

Topic - Click on the image to learn more.	Data	Summary
<p>SAFETY Multimodal user and work zone safety</p>	<p>328 people killed on ODOT roads in 2023</p> <p>4% reduction (2022-2023)</p>	<ul style="list-style-type: none"> Despite recent reductions, deaths are much higher compared to a decade ago. Pedestrian deaths have increased over the last several years. Nearly half of all crashes involve distraction, impairment or speeding. Our goal is zero deaths and we are focusing efforts to get there.
<p>EQUITY Engagement, contracting force</p>	<p>\$240 million awarded to disadvantaged businesses (2021-2023)</p>	<p>We are:</p> <ul style="list-style-type: none"> better integrating equity into our decisions. expanding workforce diversity efforts to ensure we reflect the communities we serve. increasing contracting opportunities for disadvantaged businesses. focused on inclusive engagement.

Policy and Planning

Positions	Expenditure Limitation
63	\$42.4M

Expenditures by Fund Type



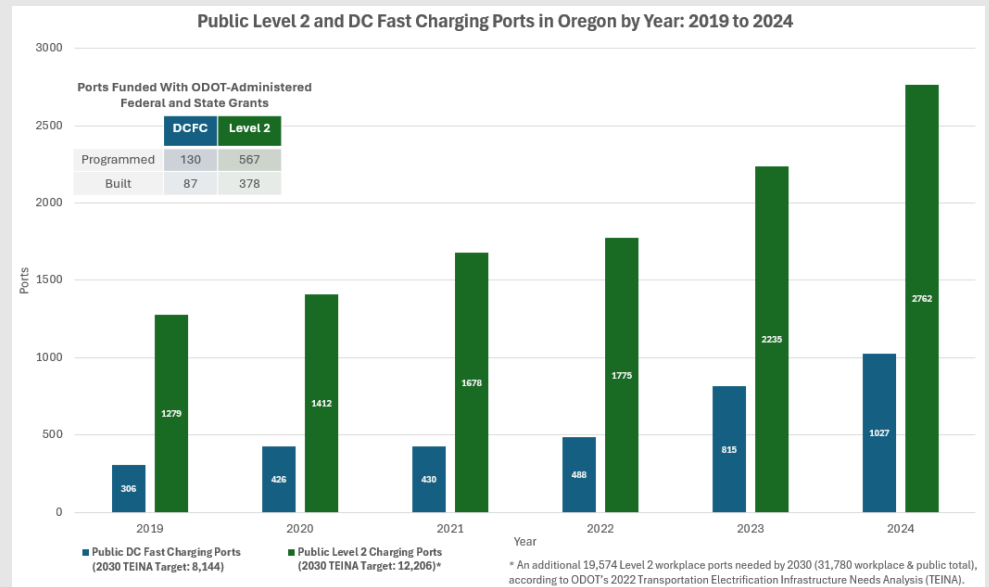
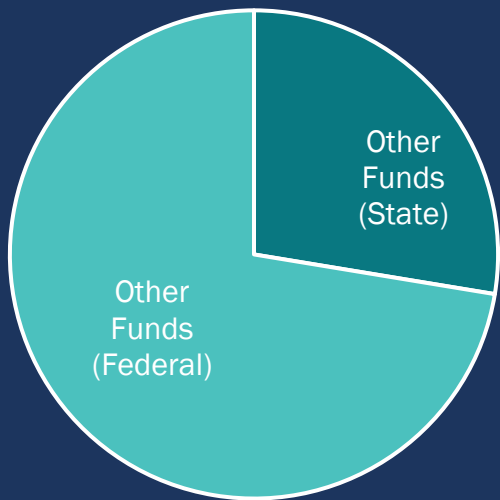
- Set statewide transportation policy
- Identify needs and issues, and plan for solutions
- Identify and scope projects
- Support city and county transportation and land use efforts
 - Transportation Growth Management program
- Meet other federal and state planning requirements



Climate

Positions	Expenditure Limitation
11	\$42.4M

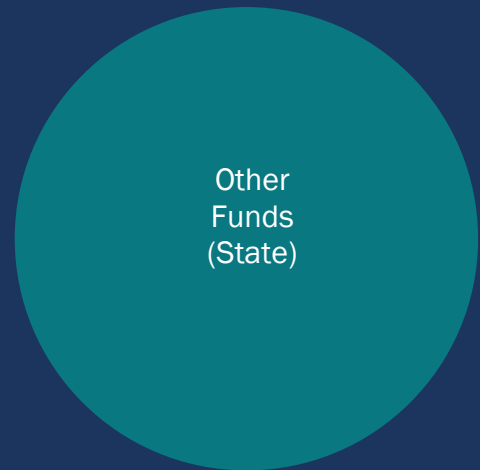
Expenditures by Fund Type



Transportation System Projects

Positions	Expenditure Limitation
0	\$47.9M

Expenditures by Fund Type



Connect Oregon

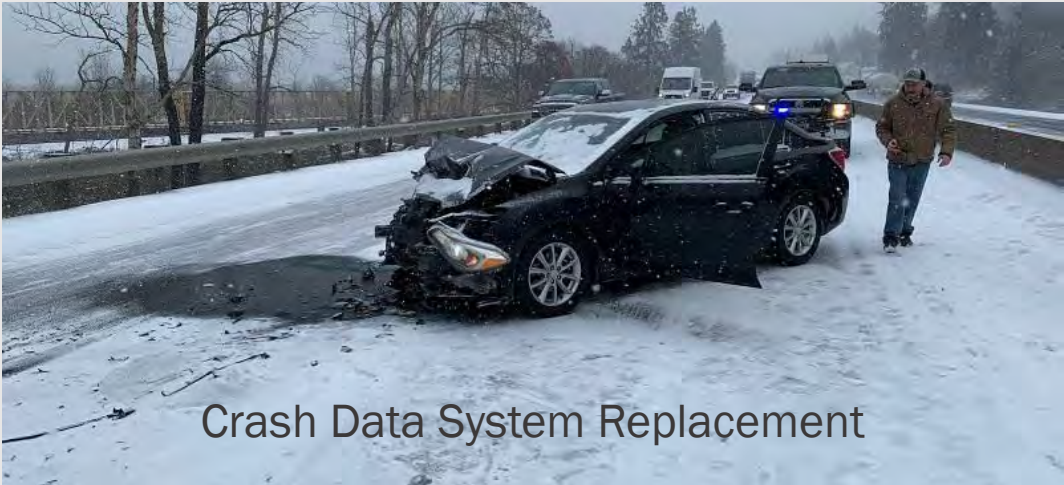
- Funds aviation, marine & rail capital improvement projects
- Competitive process every 2-3 years, with \$45-50M available for award
 - Requests total 2x-3x available funds
- Launched new federal match program to leverage 70-90% more dollars for Oregon



Leveraging for More: Federal Grant Success



\$96 Million

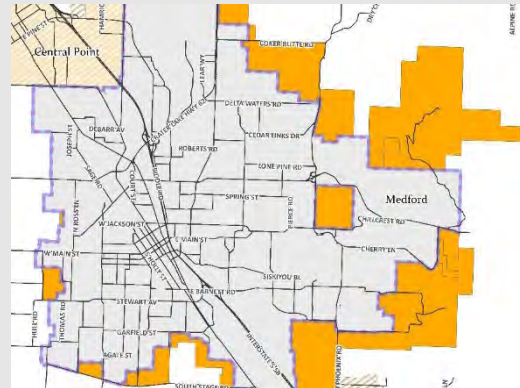


Major changes, budget drivers, risks, and IT projects



Major Changes

- Grant administration
- Investment Strategy
- Increased scoping
- Federal direction



Budget Drivers

- Federal requirements
- Data collection and management



Risks

- Legacy Data Systems
- Climate Progress
- Fewer Local Grants (TGM)

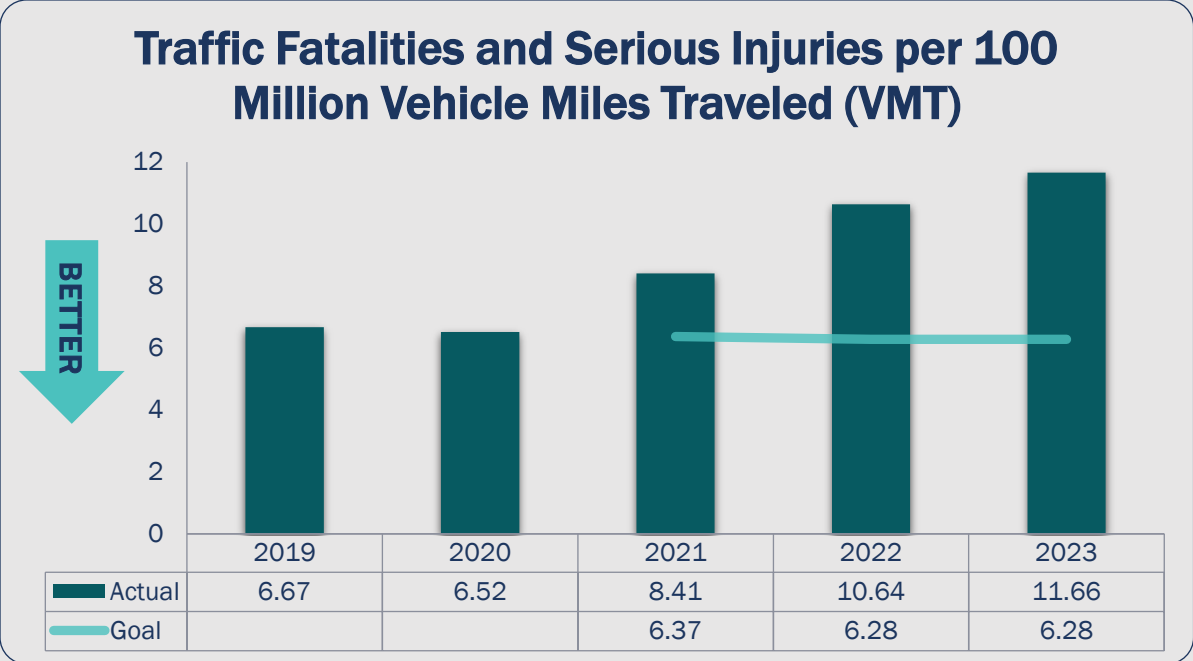


IT Projects

- Crash Data System
- Road Inventory
- Traffic Counting

KPM – Traffic Fatalities & Serious Injuries Rate

- Continue to implement traffic safety programs
- Goal is zero fatalities
- ODOT and its safety partners will continue efforts to reduce fatalities



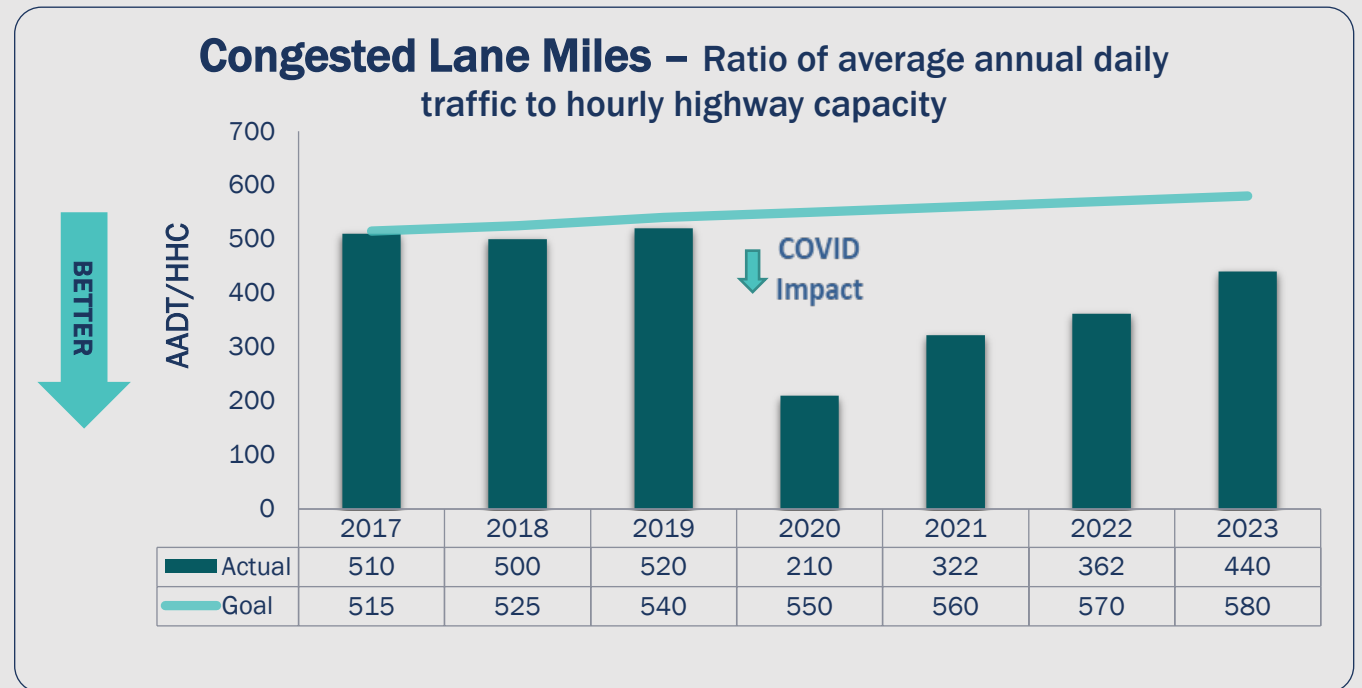
*Actual data lags due to data reconciliation/certification with NHTSA

KPM – Congested Lane Miles

Takeaways

- Congestion decreased after COVID
- It is now rebounding
- And increasing steadily
- It is still below pre-pandemic levels

This KPM reveals whether the duration and intensity of congested periods are rising or falling over time



PD&A BUDGET AT A GLANCE

FUND TYPE	2021-23	2023-25	2025-27	Percent of GRB
	Actuals	Legislatively Approved	Governor's Budget	
General	\$3,000,000	\$5,000,000	-	-
Lottery	-	-	-	-
Other (State)	\$63,547,583	\$93,005,232	\$66,992,624	32.32%
Other (Fed as Other)	\$75,583,239	\$118,789,926	\$127,991,534	65.56%
Federal	\$176,048	\$ 228,525	\$235,074	0.12%
CATEGORY				
Personal Services	\$57,419,510	\$63,352,939	\$65,554,008	33.58%
Services & Supplies	\$31,751,474	\$101,695,775	\$80,691,499	41.33%
Capital Outlay	\$23,422	\$475,835	\$495,820	0.26%
Special Payments	\$53,112,464	\$51,499,134	\$48,477,905	24.83%
TOTAL	\$142,306,870	\$217,023,683	\$195,219,232	
Positions	202	206	201	
FTE	192.32	198.46	196.55	

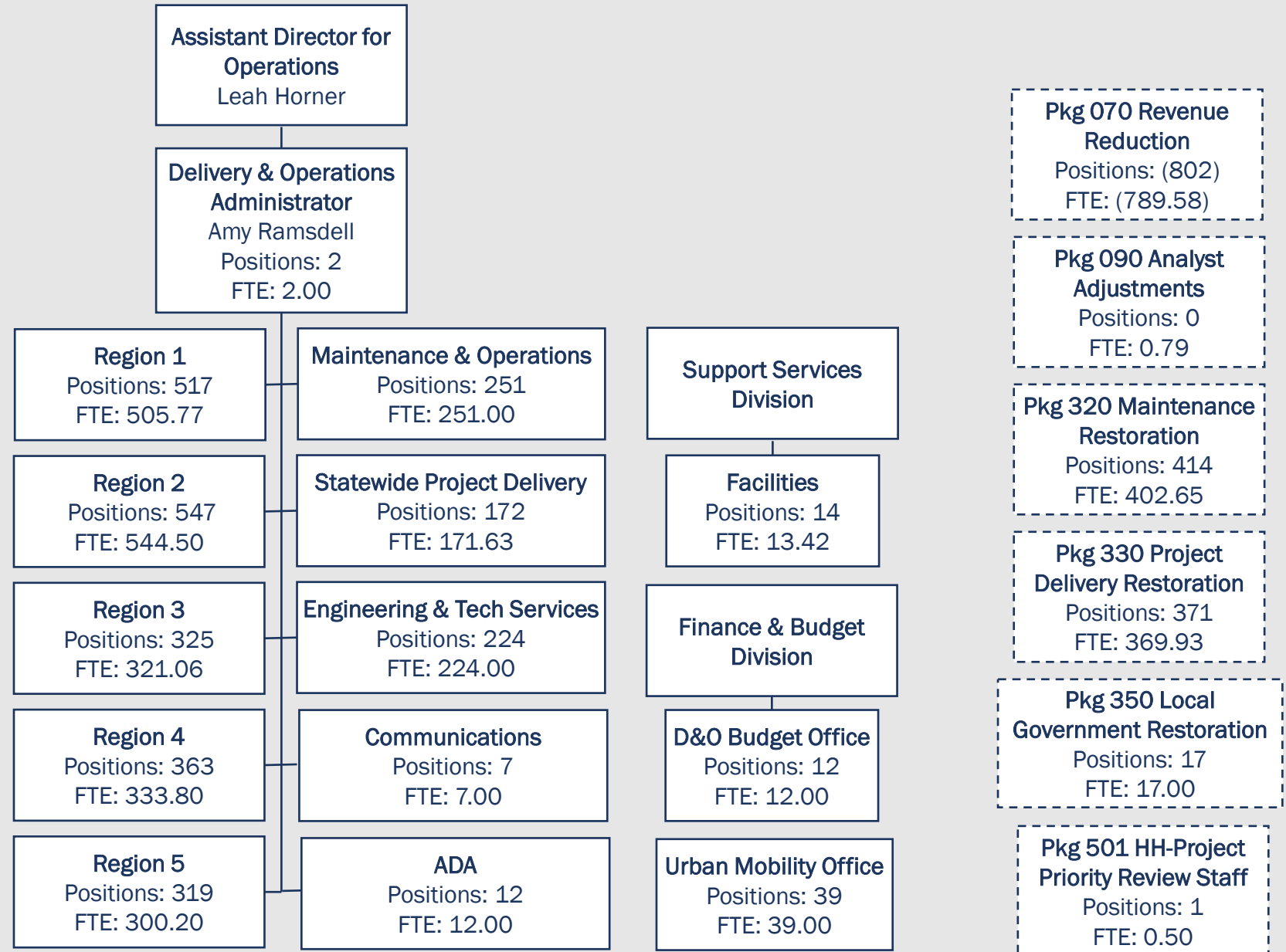


DELIVERY & OPERATIONS

Amy Ramsdell, Administrator

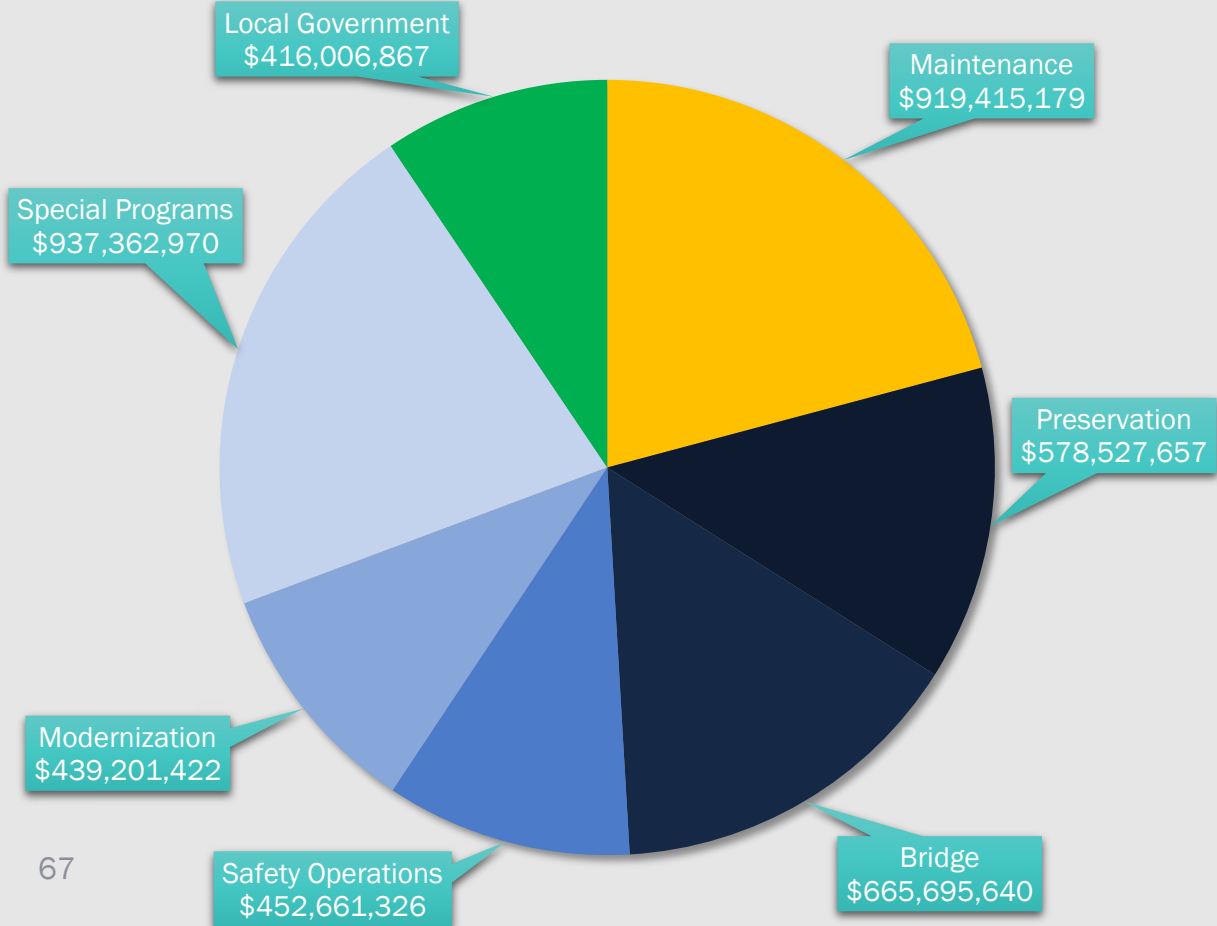
D&O ORGANIZATIONAL STRUCTURE

Delivery & Operations Division
Positions: 2,805
FTE: 2738.67

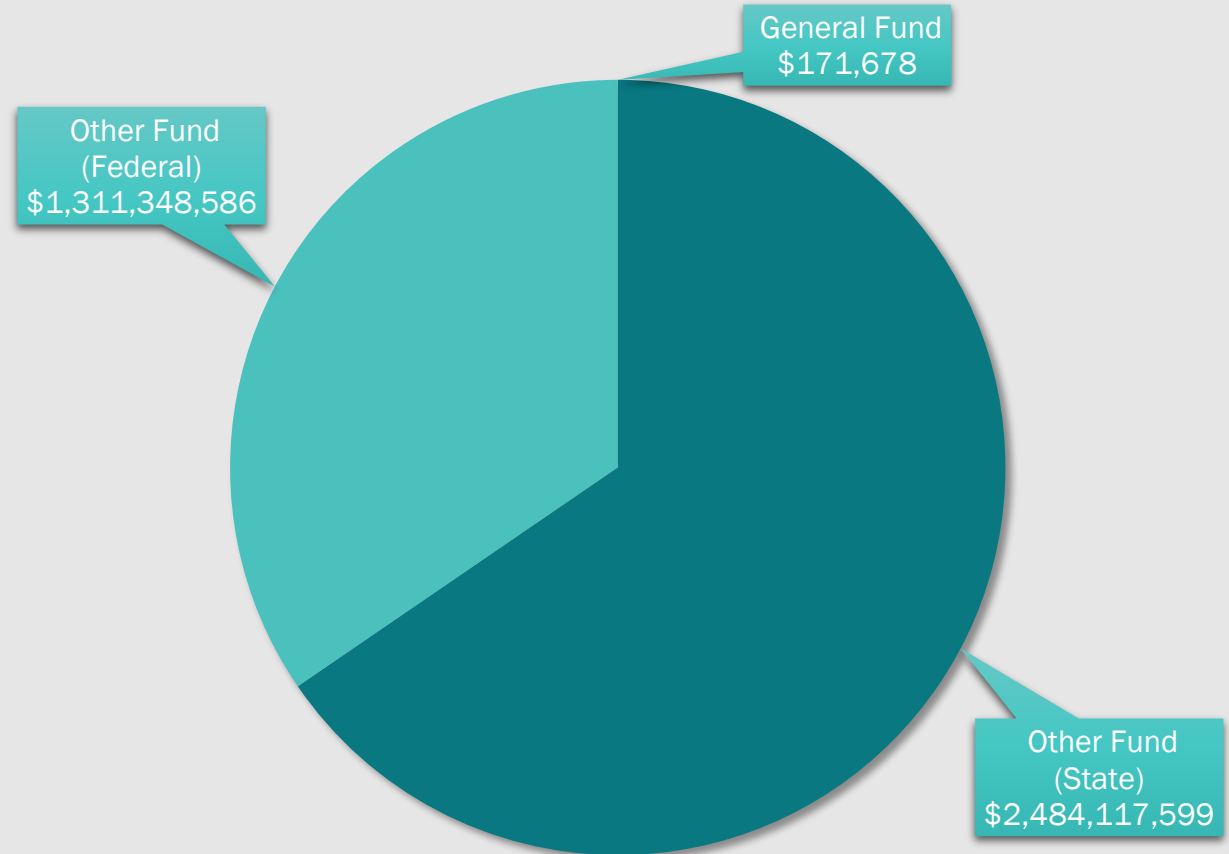


D&O 2025-27 GRB (Expenditure Limitation by Program Area + Revenue by Fund Type)

Expenditure Limitation



Revenue*



*Includes ending balance, where applicable

A yellow dump truck is parked on a gravel road at a construction site. To its left, an excavator is positioned. The background features a steep, rocky mountain slope covered in evergreen trees. The scene is overlaid with a semi-transparent blue filter. The text "Program Summaries" is centered in white.

Program Summaries

Maintenance and Operations: Budget Overview



MAINTENANCE EXPENDITURES BREAKDOWN

\$605,026,587
Total Expenditures*

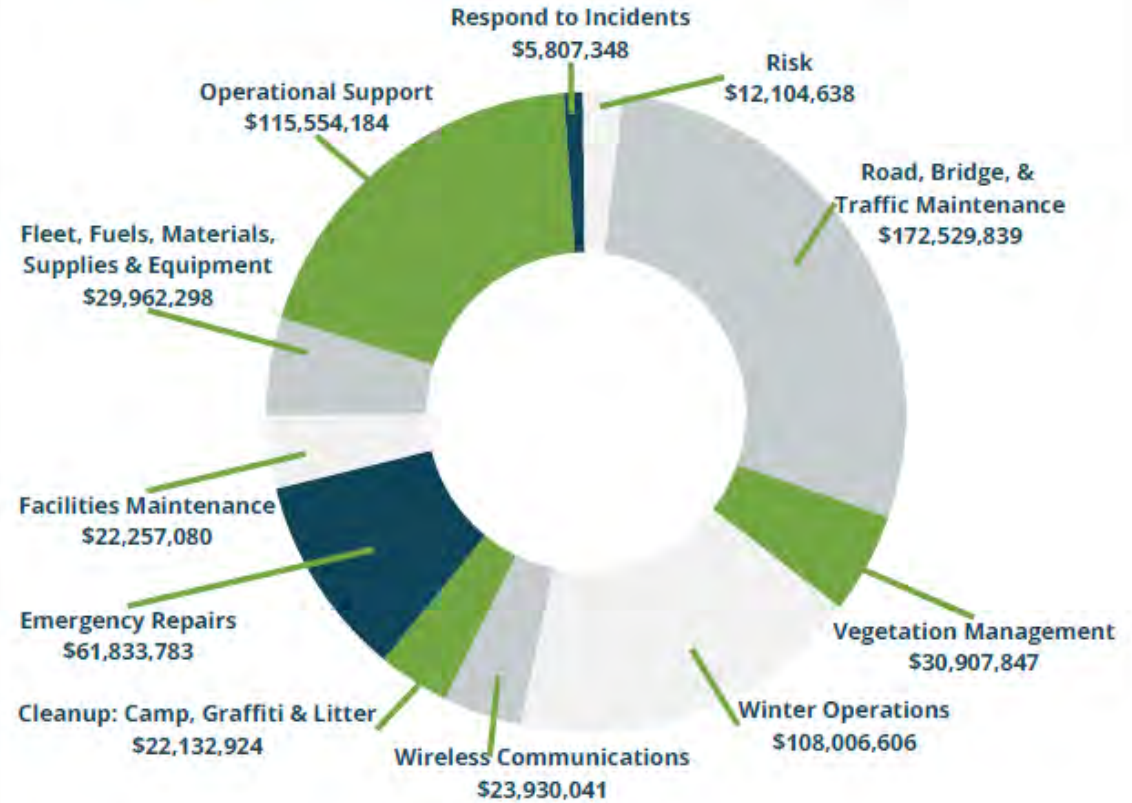


Figure 1 Maintenance Expenditures (21-23 Biennium)

*excluding 2020 Wildfires

Project Delivery

The Project Delivery Program is funded through the Project Delivery & Support Limitation and the Local Government Limitation.

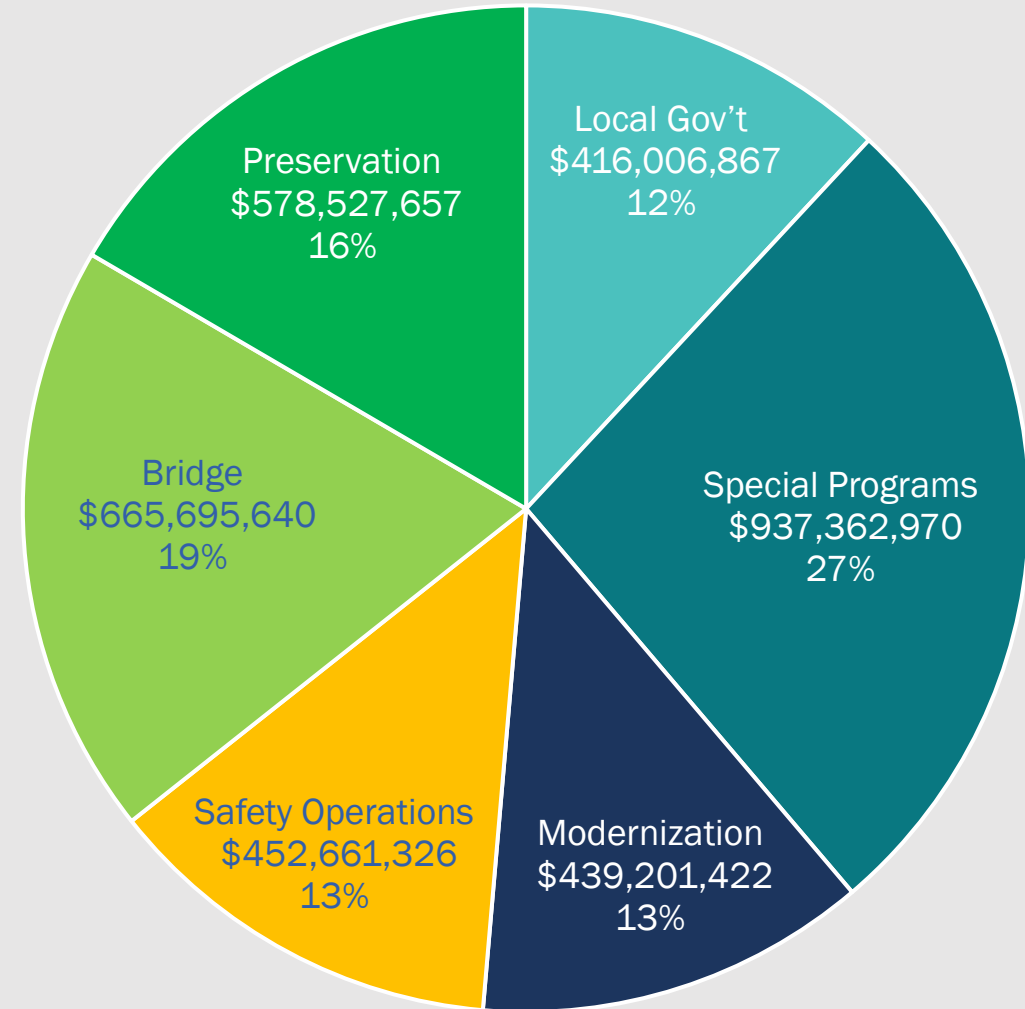
Modernization includes funding for interchange improvements and added lanes.

Special Programs includes funding for ADA and project delivery overhead.

Safety Operations includes safety improvement projects, signals, signs and other operational needs.

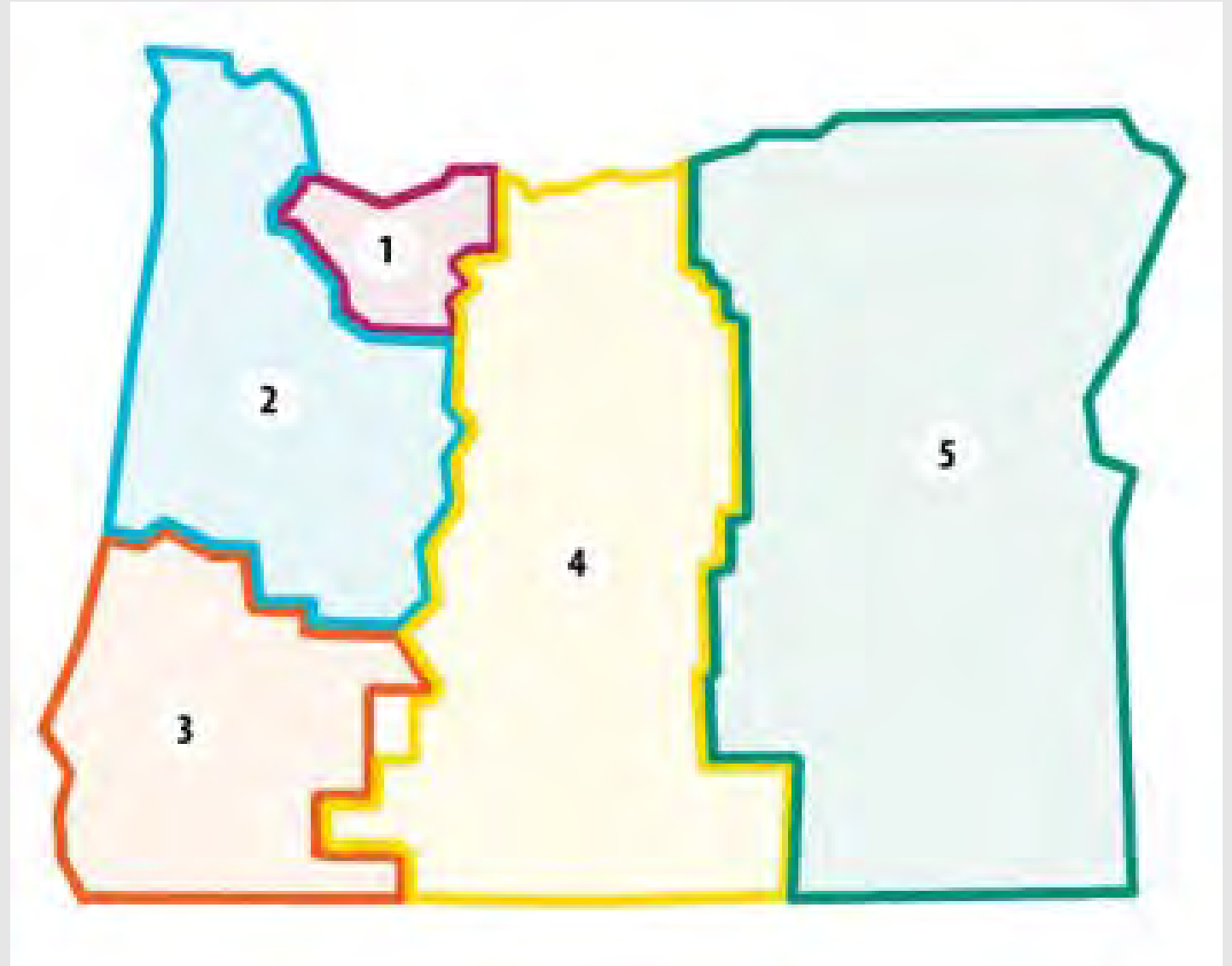
Preservation includes pavements, culverts/fish passage,

Project Delivery & Support/Local Government Expenditure Limitations



ODOT Regions

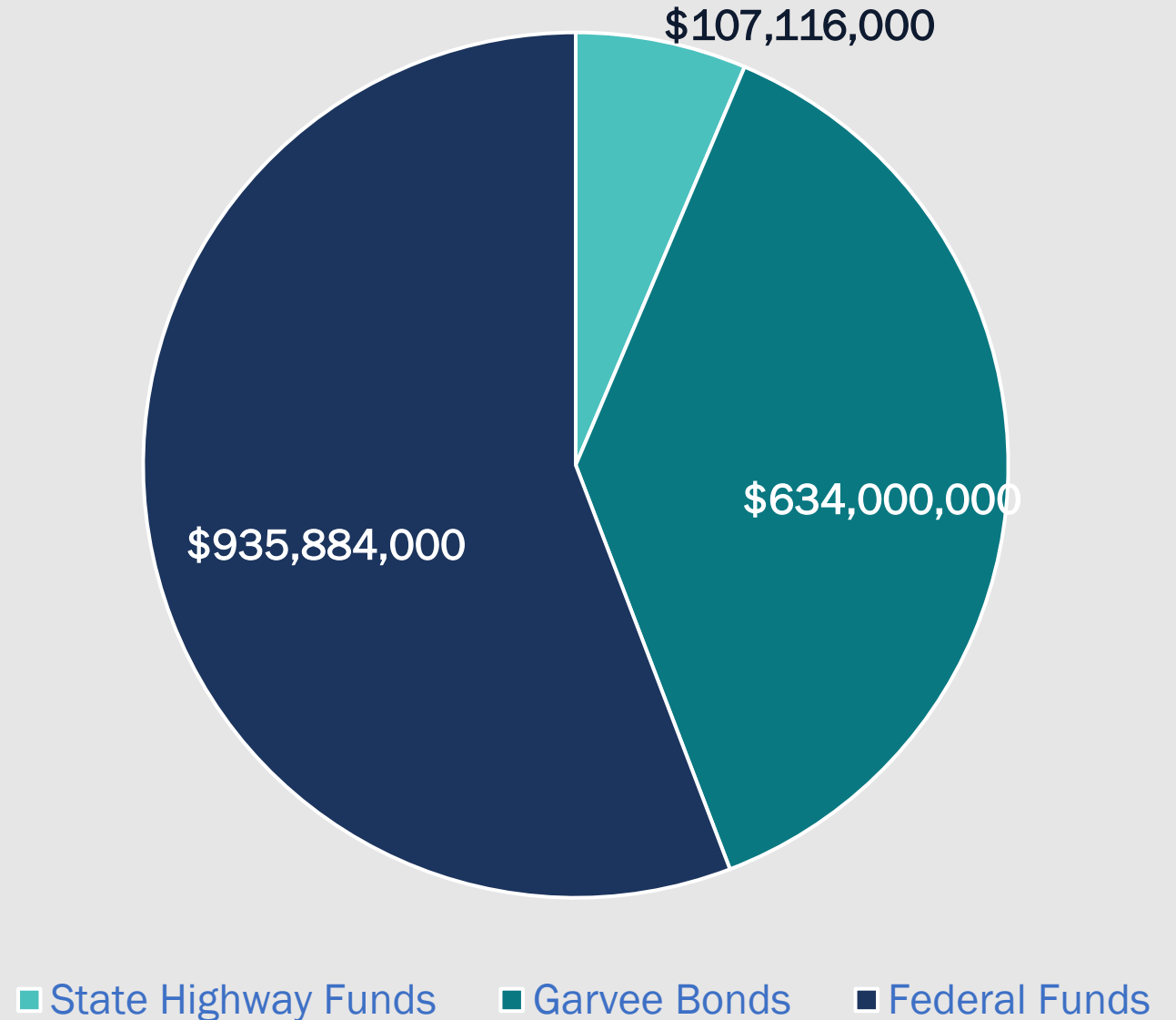
- Provide day-to-day operations and maintenance
- Deliver transportation projects
- Collaborate with communities



ADA Program

- Stood up in response to Settlement Agreement approved by federal court in 2017.
- Budget resides in the Special Programs allocation under Project Delivery & Support limitation.
- Agreement requires ODOT to bring 27,334 curb ramps up to ADA Standards.
- Curb ramp work must be completed by 12/31/2032.

Funds Allocated to Date



Clients, customers served, and key partners



- We operate over **8,000 miles** of roads.
- We partner with multiple **federal, county** and **city** governments.
- State highways account for over **20 billion vehicle miles** a year.

Programs Initiated in 2023-25



High School to Highway

- Addresses recruitment challenges by creating a pipeline of qualified candidates.
- 8 interns in first year
- Average cost/intern is ~\$60K
- Utilizes federal training funds



Maintenance Leadership Training

- Promotes training and development of staff
- Supports Retention
- Supports succession planning.
- Utilizes federal training funds



Vulnerable Users Crash Response Program

- Addresses critical safety concerns as they arise for the most vulnerable users.
- Developed through a partnership with Planning, Data and Analysis Division.

MAJOR CHANGES, BUDGET DRIVERS, RISKS, IT PROJECTS

Challenges

- Aging infrastructure
- Increases in serious injury and fatal crashes
- Budget-based recruitment challenges
- Graffiti and litter

Budget Drivers

- Aging infrastructure
- Inflation and rising costs
- Structural revenue challenges
- Aging fleet
- Increased costs related to graffiti and litter

Risks

- Aging infrastructure
- Level of service
- Outdated software and tools
- Ability to purchase new vehicles
- Work Zone Safety



Significant Issues in 2023-2025: Maintenance & Operations

- **Revenue shortfalls** make it difficult to maintain service levels Oregonians expect. These issues will continue into the 25-27 biennium and conditions will worsen without additional funding.

Emerging issues:

- **Inflation** continues to impact the cost of maintenance and projects.
- **Emergency response events** continue to increase in frequency and severity.
- **Campsite, graffiti and litter clean-up costs** continue to increase across the state. We are grateful for the funds received to help adapt to these rising costs.



Significant Issues in 2023-2025: Project Delivery

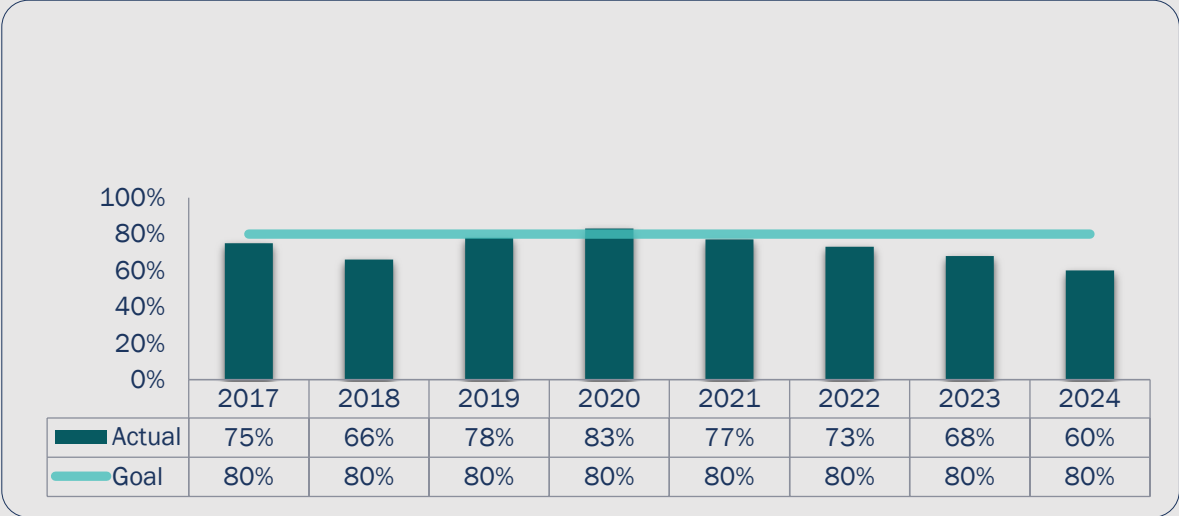
- **Revenue shortfalls** in state highway funds result in a heavier dependence on federal dollars for staff in Project Delivery.
- **Lack of dedicated funding for culverts, landslide and rockfall mitigation** leads to increased safety risks and potential roadway failure and user delays.

Emerging Issues

- **Uncertainty in federal funding opportunities** is concerning, given our capital programs dependency on federal funds.
- **Decline in bridge replacements and rehabilitation** has put the state on the path to a 900-year replacement cycle.
- **Decline in pavement projects** results in a decline in our pavement conditions.

KPM – Construction Projects on Time

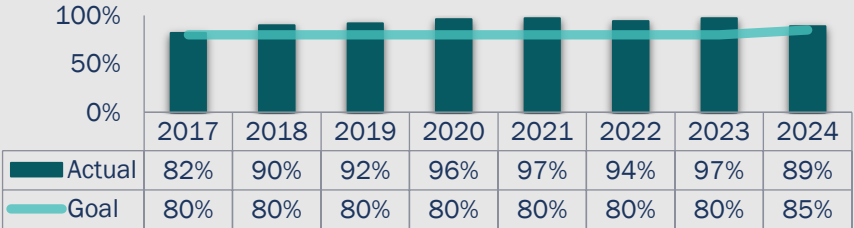
Construction Projects On-Time – Percentage of projects that have satisfactorily completed all on-site work within 90 days of the baselined last contract completion date



KPM – Construction Projects on Budget

KPM

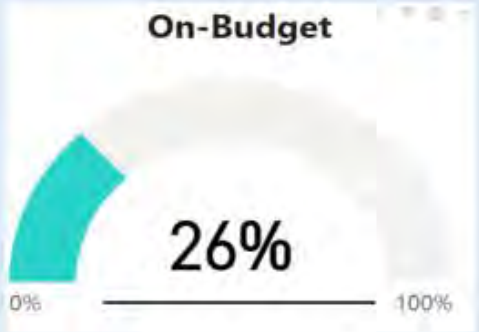
Construction Projects on Budget -
 Percentage of state-administered projects for which total construction expenditures are within 10% of its baselined construction authorization



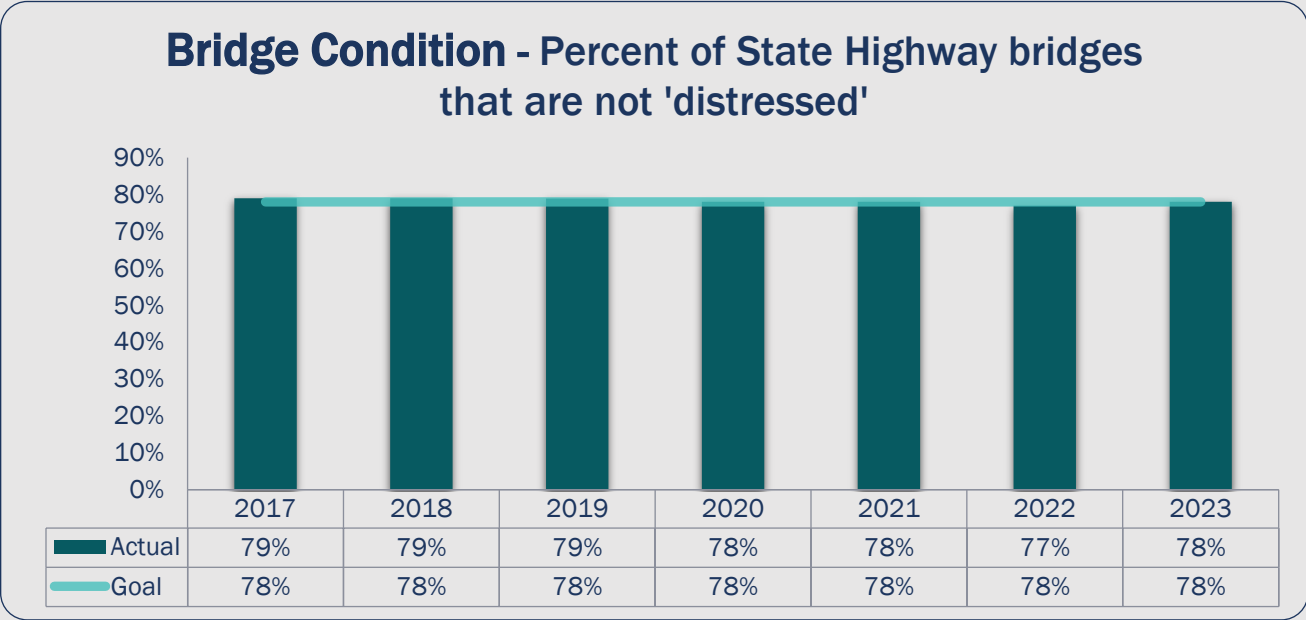
Internal Metric

Accuracy of project cost estimates

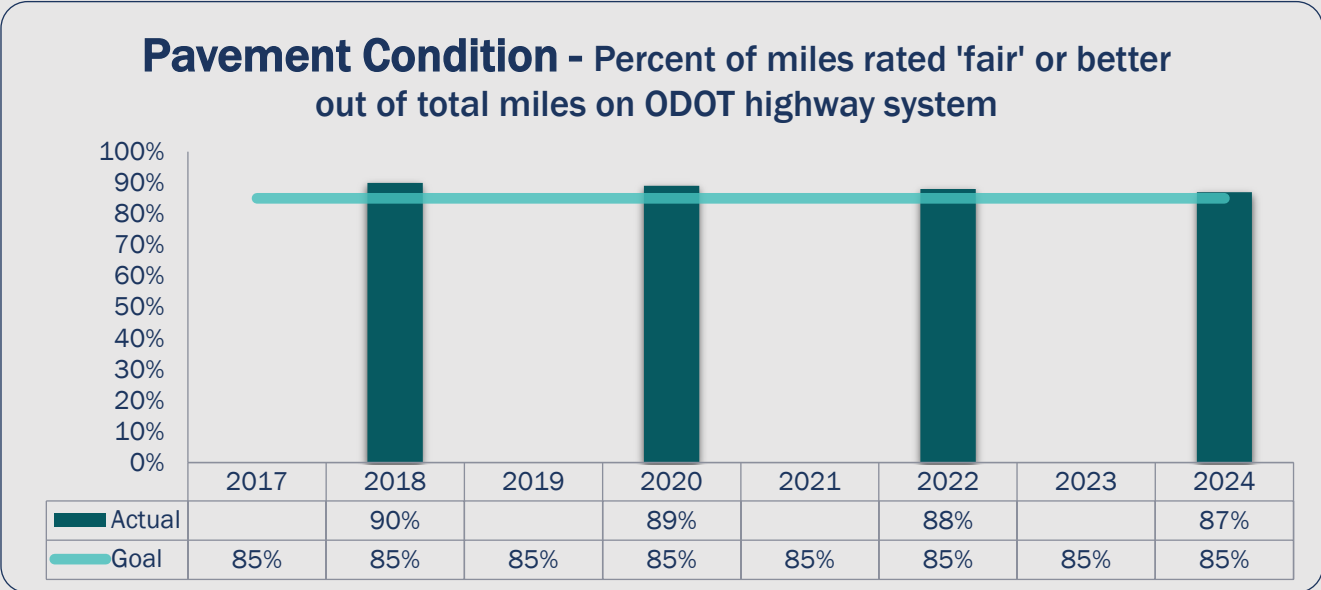
ODOT delivered projects constructed within 10% of the budget that is originally programmed 3-5 years before a project starts



KPM – Bridge Conditions



KPM – Pavement Conditions



D&O BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GRB
General	\$43,188,003	\$57,000,000	\$171,678	<0.01%
Lottery	-	-	-	-
Other (State)	\$2,097,065,806	\$1,698,965,960	\$3,096,721,552	70.24%
Other (Fed as Other)	\$1,105,449,679	\$2,338,813,006	\$1,311,977,831	29.76%
Federal	-	-	-	-
CATEGORY				
Personal Services	\$691,126,170	\$811,893,828	\$843,430,581	19.13%
Services & Supplies	\$2,338,484,083	\$3,111,902,982	\$3,448,906,375	78.23%
Capital Outlay	\$37,841,663	\$ 31,829,898	\$33,166,755	0.75%
Special Payments	\$178,251,572	\$139,152,258	\$83,367,350	1.89%
TOTAL	\$3,245,703,488	\$4,094,778,966	\$4,408,871,061	
Positions	2,810	2,848	2,805	
FTE	2,698.64	2,764.41	2,738.67	

POP #070 – Revenue Shortfall Reductions

- Reduced staffing will lead to reduce services, such as:
 - Winter maintenance
 - Incident response
 - Reduced paving and striping
- The impacts will be:
 - Increased safety risks
 - Extended delays and road closures
 - Decline in pavement conditions
 - Decline in bridge conditions

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Maintenance	(414)	(402.65)	(\$99,604,897)
Project Delivery	(371)	(369.93)	(\$123,066,985)
Local Government	(17)	(17.00)	(\$5,338,458)
Total	(802)	(789.58)	(\$228,010,340)

Expenditures	25-27 Costs	Fund Type
Personal Services	(\$228,010,340)	OF
Services & Supplies	(\$81,120,160)	OF
Capital Outlay	(\$24,629,719)	OF
Total Expenditures	(\$333,760,219)	

Maintenance: Current Level of Service

- Over **1,397 maintenance employees** maintain over **8,000 miles** of road and **2,773 bridges** statewide from **88 locations** statewide.
- Without the GRB, **414 maintenance employees** will be laid off and **17 maintenance stations** closed.

MAINTENANCE LEVEL OF SERVICE



CURRENT MAINTENANCE STATION LOCATIONS



POTENTIAL PERMANENT MAINTENANCE STATION CLOSURE

KEY

- | | | | |
|---------------|----------------|-----------------|--------------|
| 1. MANNING | 6. VENETA | 11. CHEMULT | 16. CONDON |
| 2. ESTACADA | 7. STEAMBOAT | 12. SILVER LAKE | 17. MITCHELL |
| 3. ROSE LODGE | 8. CANYONVILLE | 13. ADEL | |
| 4. DETROIT | 9. PORT ORFORD | 14. SISTERS | |
| 5. SWEET HOME | 10. PROSPECT | 15. MAUPIN | |

POP #320 – Maintenance Restoration

- Restores 414 positions statewide
- Maintains staffing at all 88 maintenance stations
- The additional investment funds maintenance activities, fleet and early development of a maintenance management system.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Maintenance	414	402.65	\$99,604,897
Total	414	402.65	\$99,604,897

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$99,604,897	\$108,569,338	OF
S&S – Restoration	\$61,372,582	\$63,888,858	OF
S&S – New Investment	\$317,114,242	\$330,115,926	OF
Capital Outlay	\$24,629,719	\$25,639,537	OF
Total Expenditures	\$502,721,440	\$528,213,659	

POP #330 – Project Delivery Restoration

- Restores staffing levels necessary to deliver the capital program.
- Provides additional funding to preserve the existing transportation system in the following areas:
 - Bridge preservation and rehabilitation
 - Pavement Preservation
 - Culvert Replacement/Preservation.
 - Rockfall/Landslide mitigation projects

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Project Delivery	371	369.93	\$123,351,161
Total	371	369.93	\$123,351,161

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$123,351,161	\$134,452,765	OF
S&S – Restoration	\$19,568,890	\$20,371,214	OF
S&S – New Investment	\$672,924,153	\$700,514,043	OF
Total Expenditures	\$815,844,204	\$855,338,022	

POP #350 – Local Government Restoration

- Restores the Local Program which provides services and program oversight for the federal funds that are allocated to local jurisdictions.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Local Government	17	17.00	\$5,338,458
Total	17	17.00	\$5,338,458

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$5,338,458	\$5,818,919	OF
S&S – Restoration	\$178,688	\$186,014	OF
Total Expenditures	\$5,517,146	\$6,004,933	

POP #160 – Newberg Dundee Bypass ARPA Carry-over

- Carry over of unspent funds from \$32M of American Rescue Plan Act (ARPA).
- Funds will be utilized for the current construction contract.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Delivery & Operations	-	-	-
Total	-	-	-

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	-	-	OF
Services & Supplies	\$19,000,000	-	OF
Total Expenditures	\$19,000,000	-	

POP #501 – HH Project Priority Review Staff

- Supports the Governor’s Housing Initiative.
- Single point of contact for the initiative.
- Facilities coordination with Region Permit Staff.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Project Delivery	1	0.50	\$143,065
Total	1	0.50	\$143,065

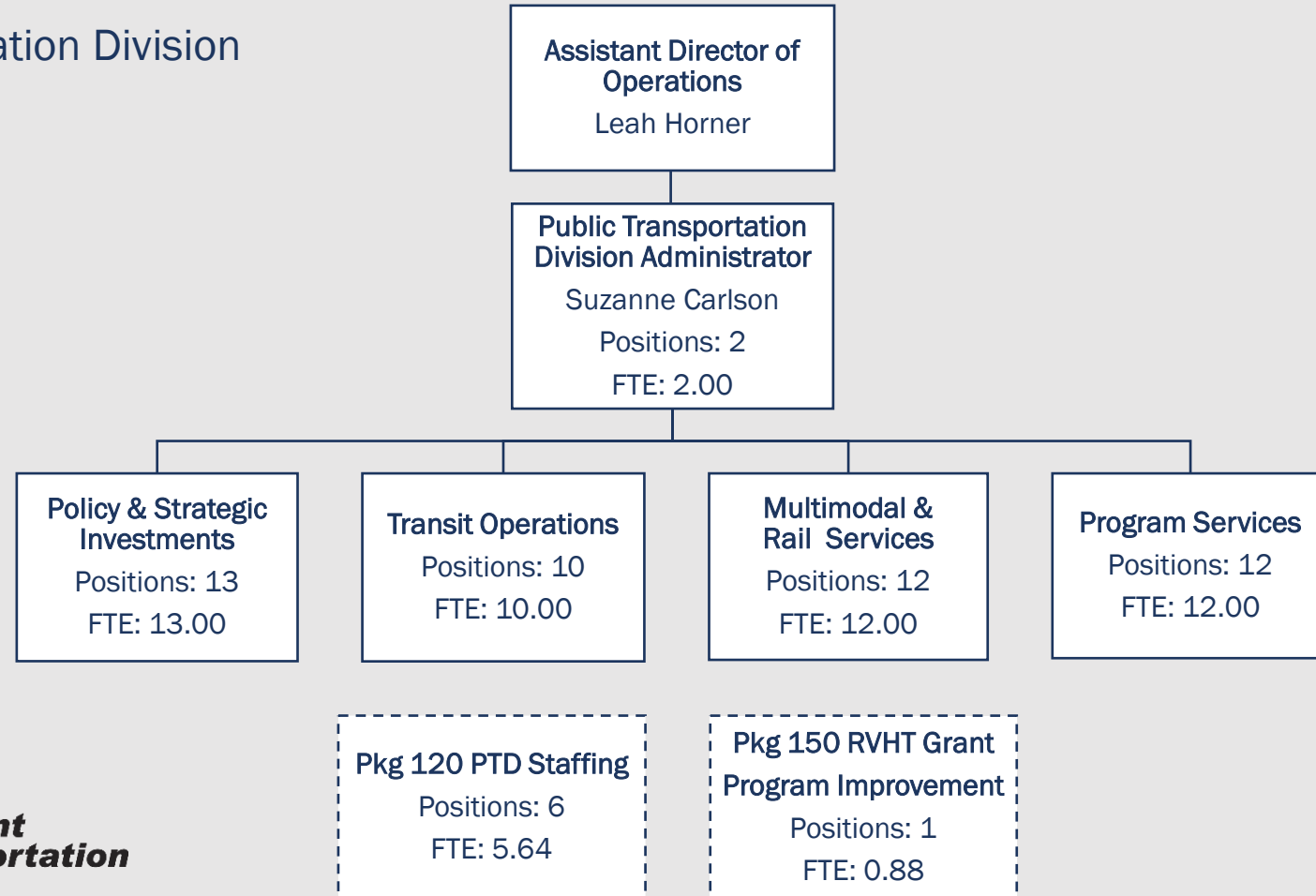
Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$143,065	\$286,130	GF
Services & Supplies	\$28,613	\$57,226	GF
Total Expenditures	\$171,678	\$343,356	

PUBLIC TRANSPORTATION

Suzanne Carlson, Administrator

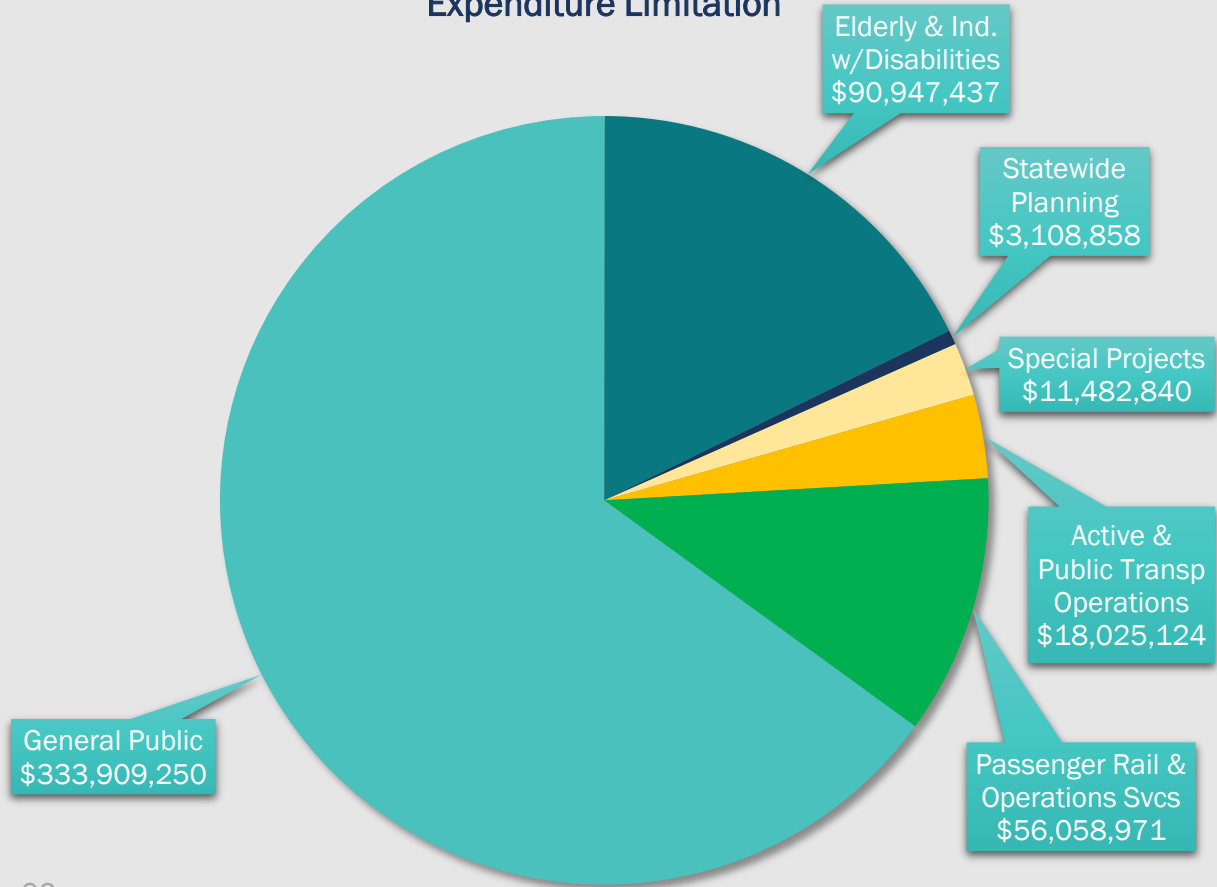
PTD ORGANIZATIONAL STRUCTURE

Public Transportation Division
Positions: 56
FTE: 55.52

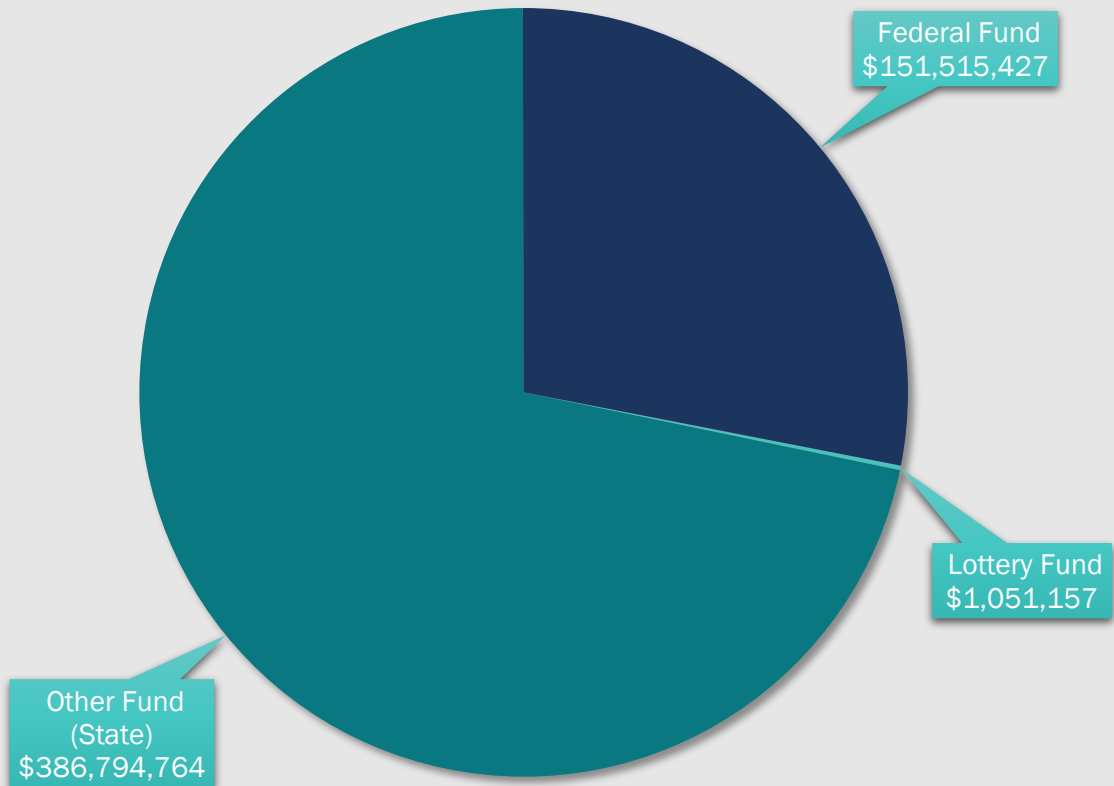


PTD 2025-27 GRB (Expenditure Limitation by Program Area + Revenue by Fund Type)

Expenditure Limitation



Revenue*



*Includes ending balance, where applicable

Program Summary



Public Transportation



Rail Operations



Active and Multimodal
Transportation

Statewide Transportation Improvement Fund Outcomes

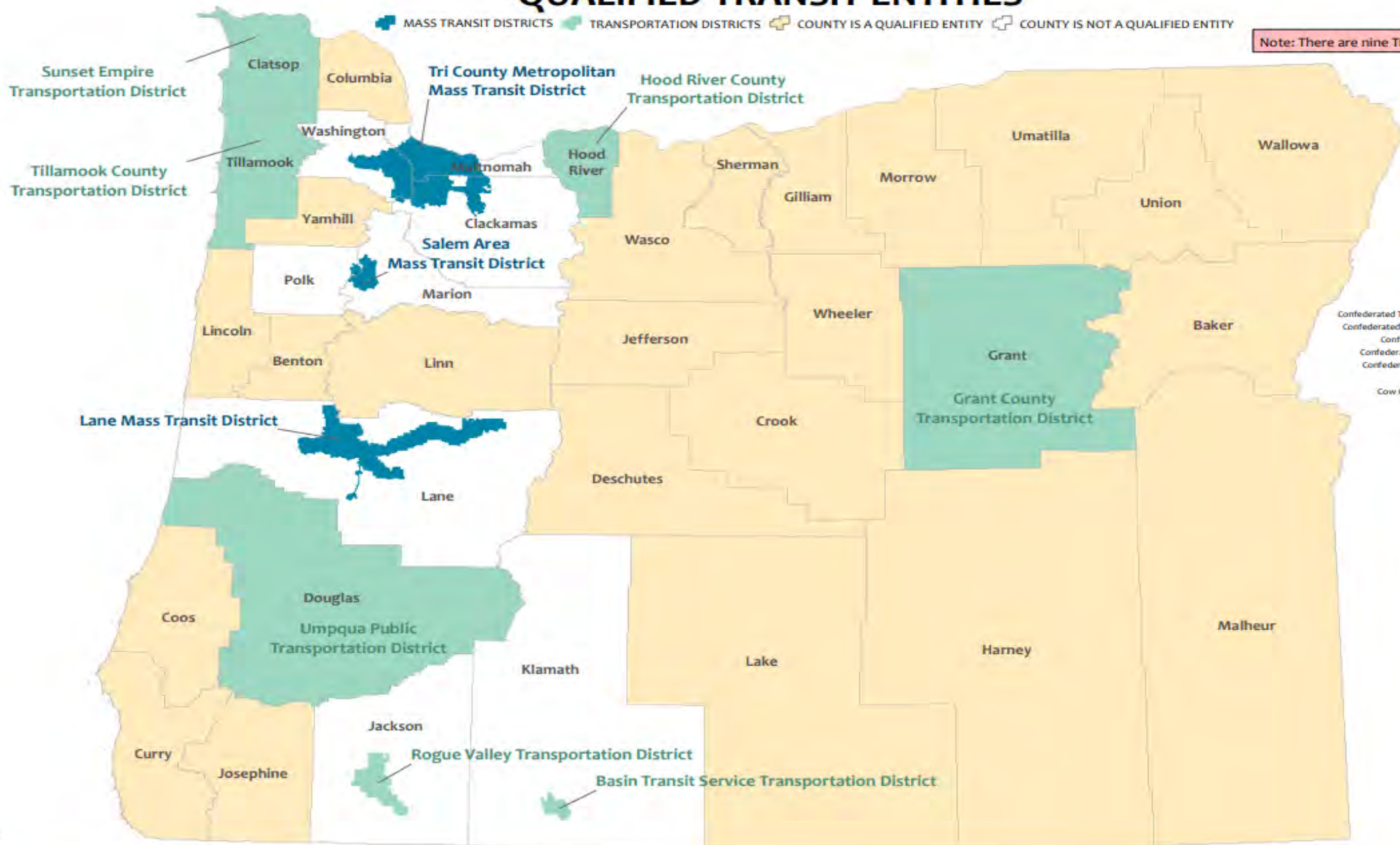
- STIF has
 - **Expanded service** and increased reliability
 - Provided **greater access** to lower-income Oregonians
 - Purchased lower and **zero emission vehicles**
 - Increased **student access** to free/reduced fares
 - Created **local match** for federal investments
- Increased funds to transit providers by 2-3 times
- STIF 2023-25 Formula plans have more than doubled **elderly and disabled project funds** from prior to STIF



OREGON DEPARTMENT OF TRANSPORTATION QUALIFIED TRANSIT ENTITIES

■ MASS TRANSIT DISTRICTS
 ■ TRANSPORTATION DISTRICTS
 □ COUNTY IS A QUALIFIED ENTITY
 □ COUNTY IS NOT A QUALIFIED ENTITY

Note: There are nine Tribes that are Qualified Entities*



- *Bumis Palute Tribe
 Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians
 Confederated Tribes of the Grand Ronde Community of Oregon
 Confederated Tribes of the Siletz Reservation
 Confederated Tribes of the Umatilla Indian Reservation
 Confederated Tribes of the Warm Springs Reservation
 Coquille Indian Tribe
 Cow Creek Band of Umpqua Indians of Oregon
 The Klamath Tribes



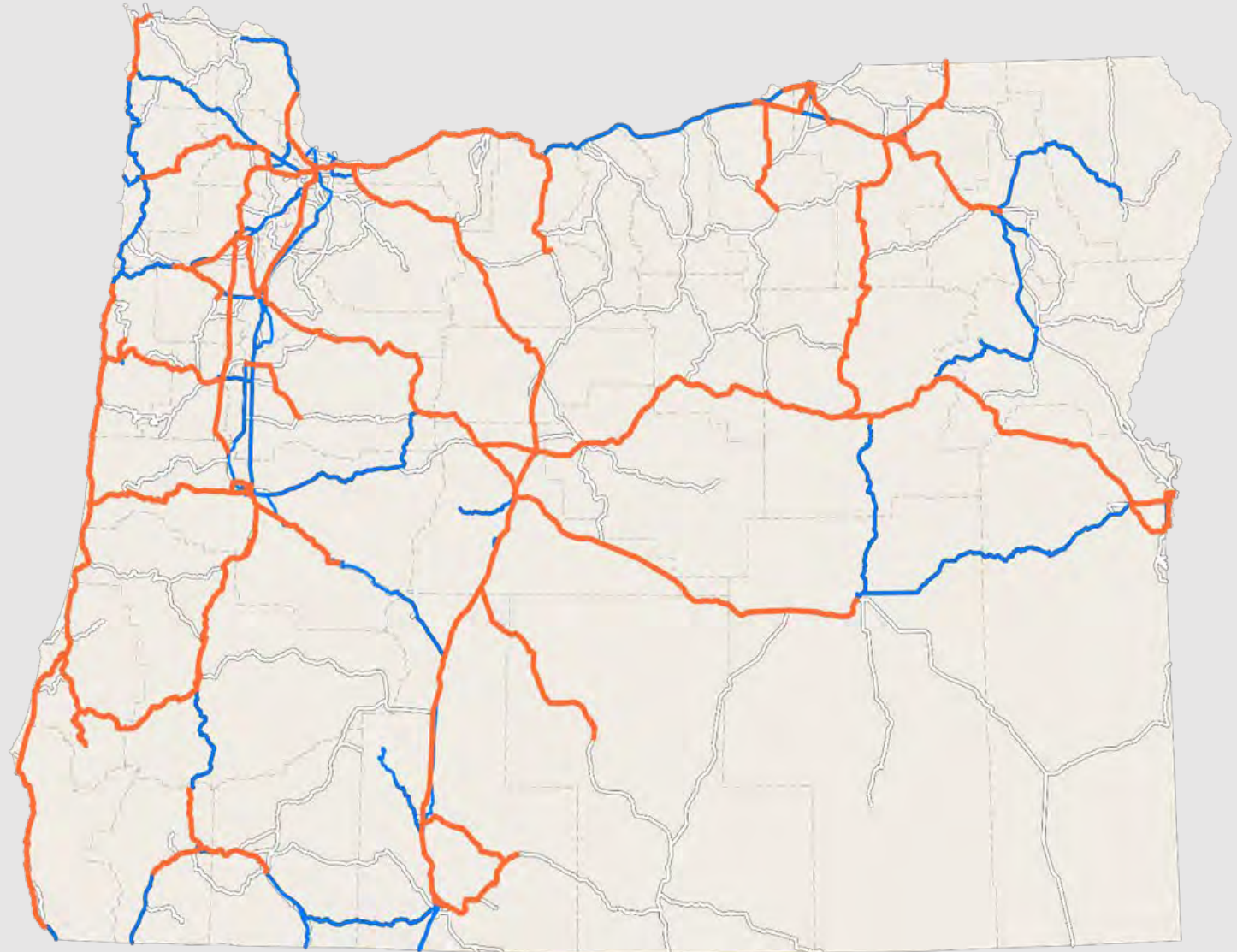
Statewide Public Transportation Network



Oregon Intercity Transit Network
FY 2023 - 2025



STIF Funded Routes



Bicycle and Pedestrian Programs

Safe Routes to School

2019-24 Outcomes

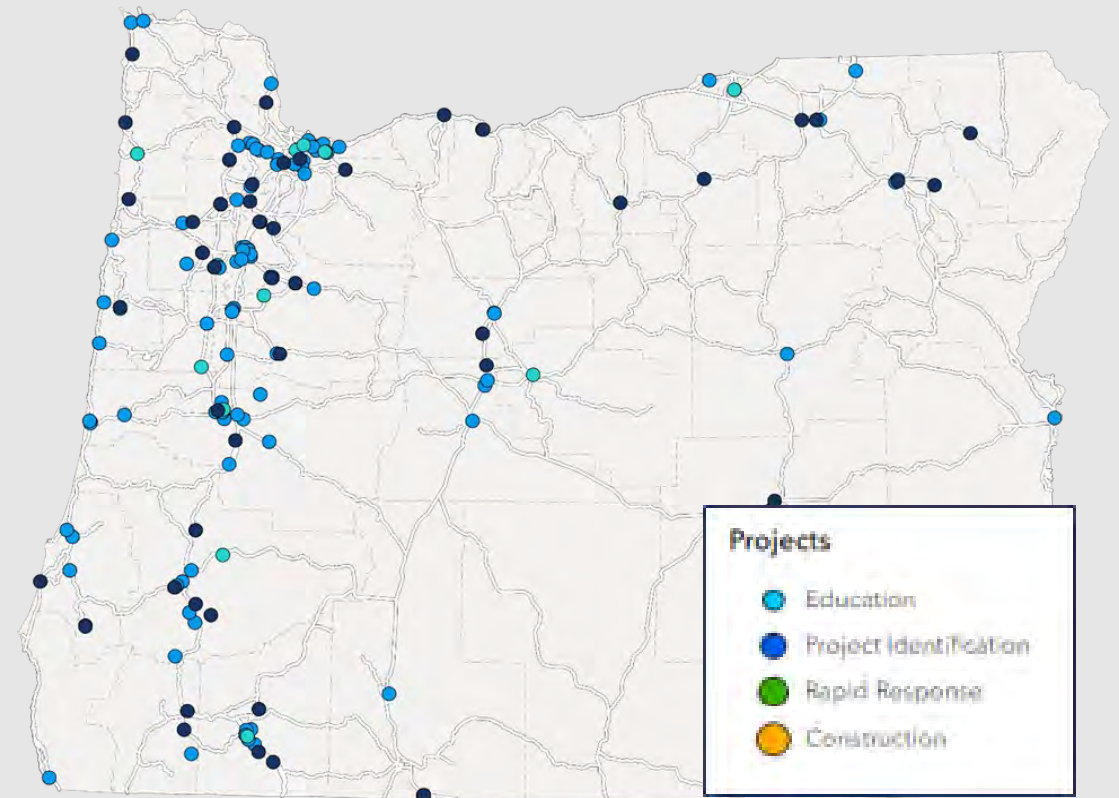
- 104 construction projects
- 47 complete

2025-26 Awards

- 89 applications for \$138.2M
- 28 projects awarded for \$31M

Oregon Community Paths
Bicycle and Pedestrian Planning

HB 2017 Funded SRTS Projects (2019 – 2026)



Major Changes, Budget Drivers and Risks



- Ridership Changes



- Costs, Supply Chain and Driver Retention



- Oversubscribed Programs



- Staffing and Administration

Significant issues in 2023-2025

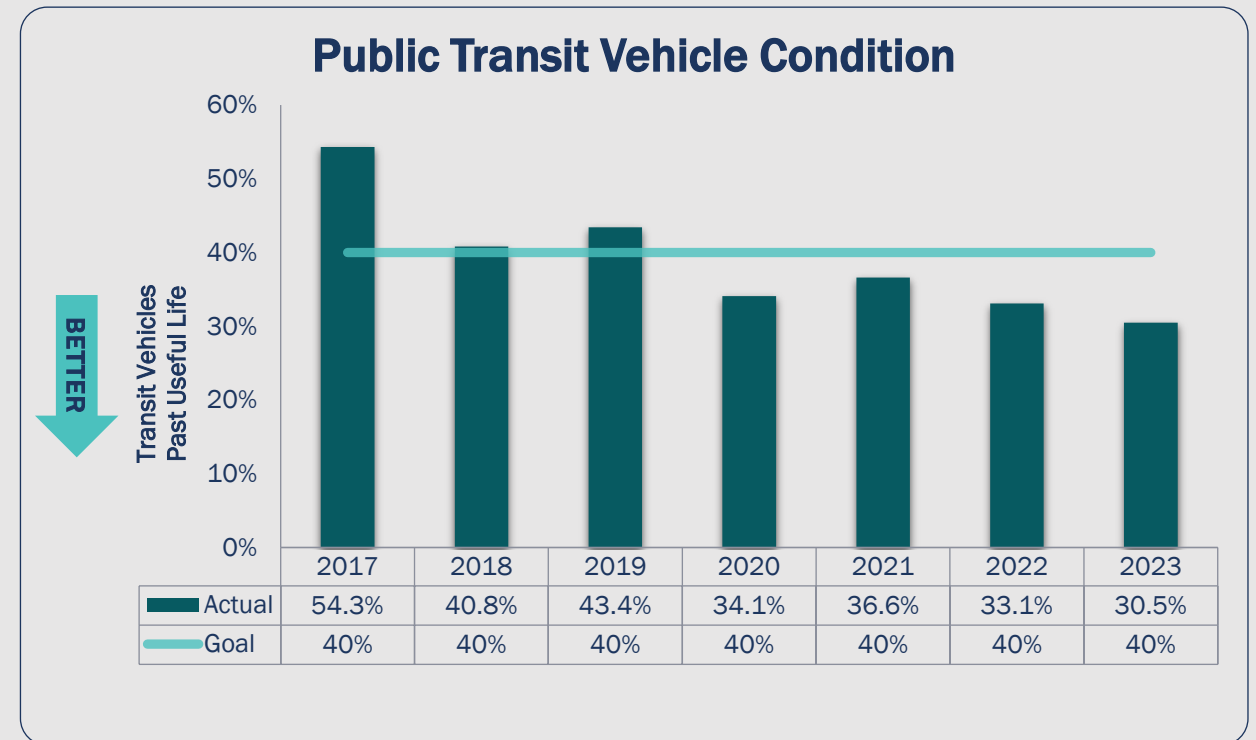
- Significant funding expansion to transit services has led to increased workload
- Ongoing federal funding process efficiency
- Division staffing shortages



KPM – Public Transit Vehicle Condition

Target: 40% or fewer buses needing replacement

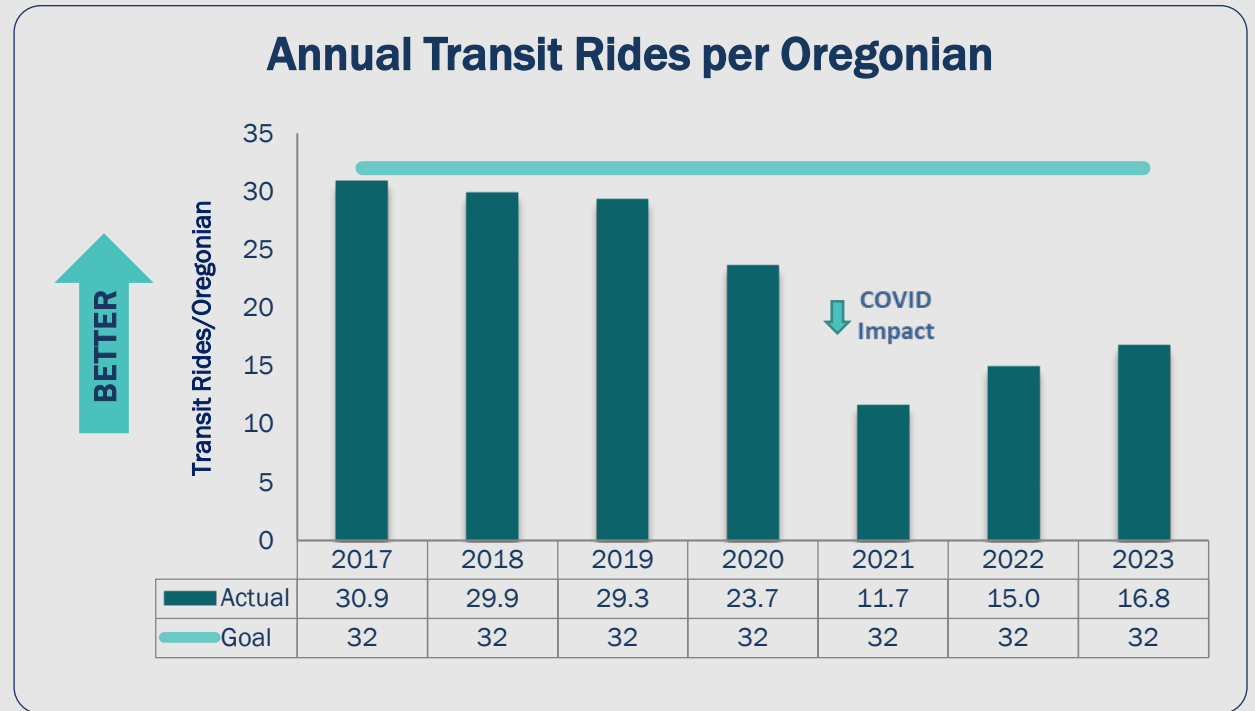
- About 400 vehicles purchased with STIF through June 2024
- Low and no emission buses better for air quality
- More vehicles reaching end of useful life
- STIF and federal funding essential for vehicles in state of good repair



KPM – Annual Number of Transit Rides per Oregonian

Target: 32 rides/Oregonian

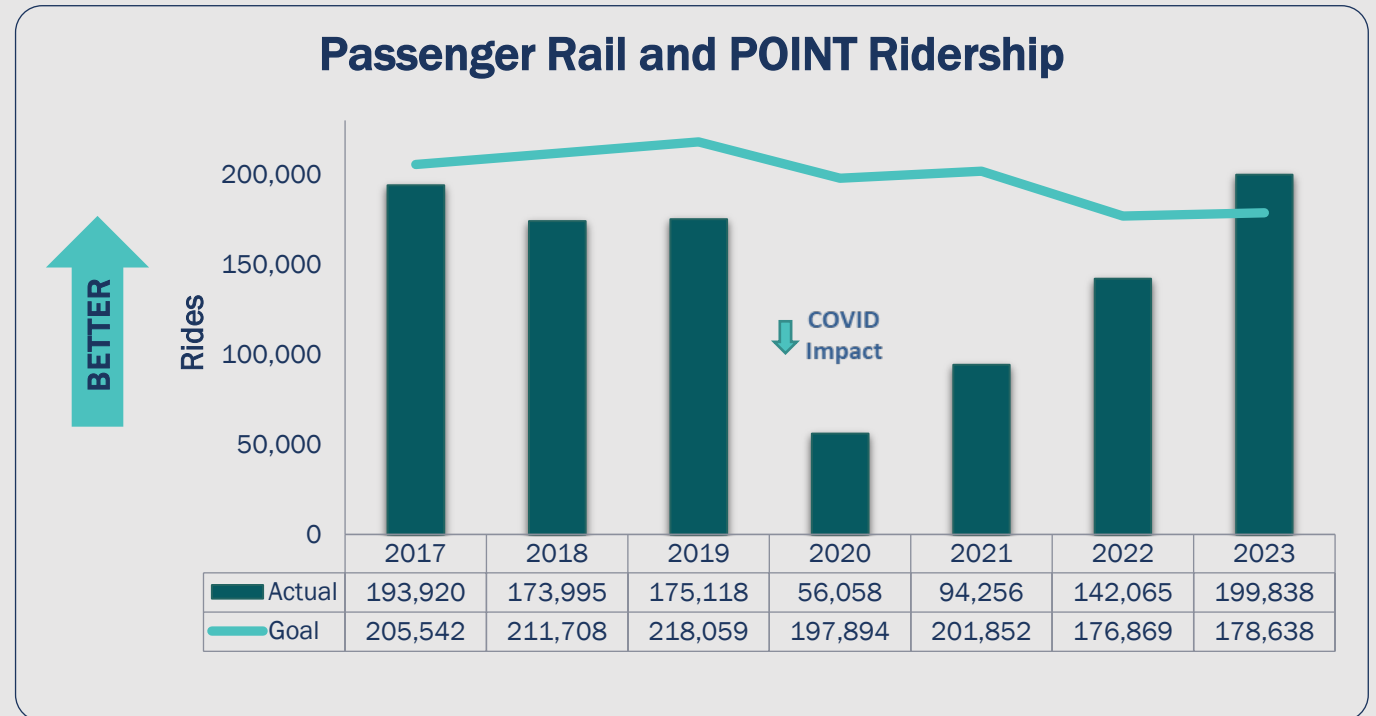
- Steady, slow rebound from COVID
- Ridership gains in smaller communities and with elderly/disabled riders
- Work travel and ridership changes in large metros



KPM – Number of Passenger Rail and POINT Bus Portland-Eugene Rides

Target: 176,869 rides

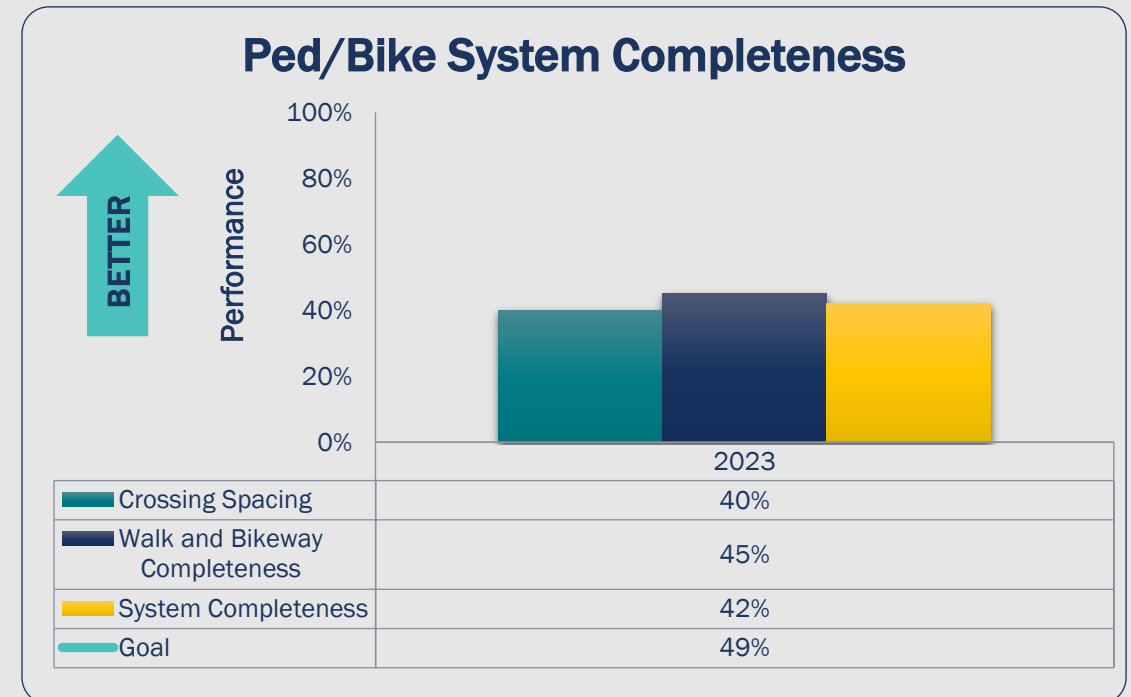
- Ridership at record levels
- Exceeding pre-pandemic
- Increased service runs, partnerships and marketing



KPM – Walking & Biking System Completeness

Percent of miles of ODOT priority pedestrian and bicycle corridors:
1) in fair or better condition, and 2) that meet target crossing spacing.

- New KPM from 2023 on
- “Priority corridors” are top scoring urban corridors based on data and regional guidance
- OTC dedicated one-time funds to improve pedestrian and bike safety in 2024-27 STIP



PTD BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GRB
General	\$3,349,960	\$2,000,000	-	-
Lottery	\$597,844	\$650,000	\$1,051,157	0.21%
Other (State)	\$258,003,645	\$374,654,319	\$360,965,896	70.29%
Other (Fed as Other)	-	\$4,626,247	-	-
Federal	\$76,417,699	\$145,164,911	\$151,515,427	29.50%
CATEGORY				
Personal Services	\$11,302,602	\$14,328,985	\$16,776,494	3.27%
Services & Supplies	\$12,157,399	\$45,549,363	\$48,074,559	9.36%
Capital Outlay	-	-	-	-
Special Payments	\$314,909,147	\$467,217,129	\$448,681,427	87.37%
TOTAL	\$338,369,148	\$527,095,477	\$513,532,480	
Positions	47	48	56	
FTE	42.39	47.88	55.52	

POP #120 – PTD Core Program Delivery

- Significant budget and program growth with STIF
- Adds fiscal analysts and oversight capacity
- Transit capital, program analyst, and coordinator
- High Speed Rail planner coordinates with WSDOT
- Paid for with state and federal transit and rail funds

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Active & Public Transportation Options	6	5.64	\$1,424,794
Total	6	5.64	\$1,424,794

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$1,424,794	\$1,261,774	OF
Services & Supplies	\$113,984	\$100,942	OF
Total Expenditures	\$1,538,778	\$1,362,716	

POP #150 – Rural Veterans Healthcare Transportation Grant Program

- Lottery funds to assist veterans in rural areas access health care
- ODOT delivers for ODVA
- Program became permanent in 2021-23 session
- Increases provider funds

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Active & Public Transportation Options	1	0.88	\$232,553
Total	1	0.88	\$232,553

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$232,553	\$265,775	LF
Services & Supplies	\$18,604	\$21,262	LF
Special Payments	\$150,000	\$150,000	LF
Total Expenditures	\$401,157	\$437,037	

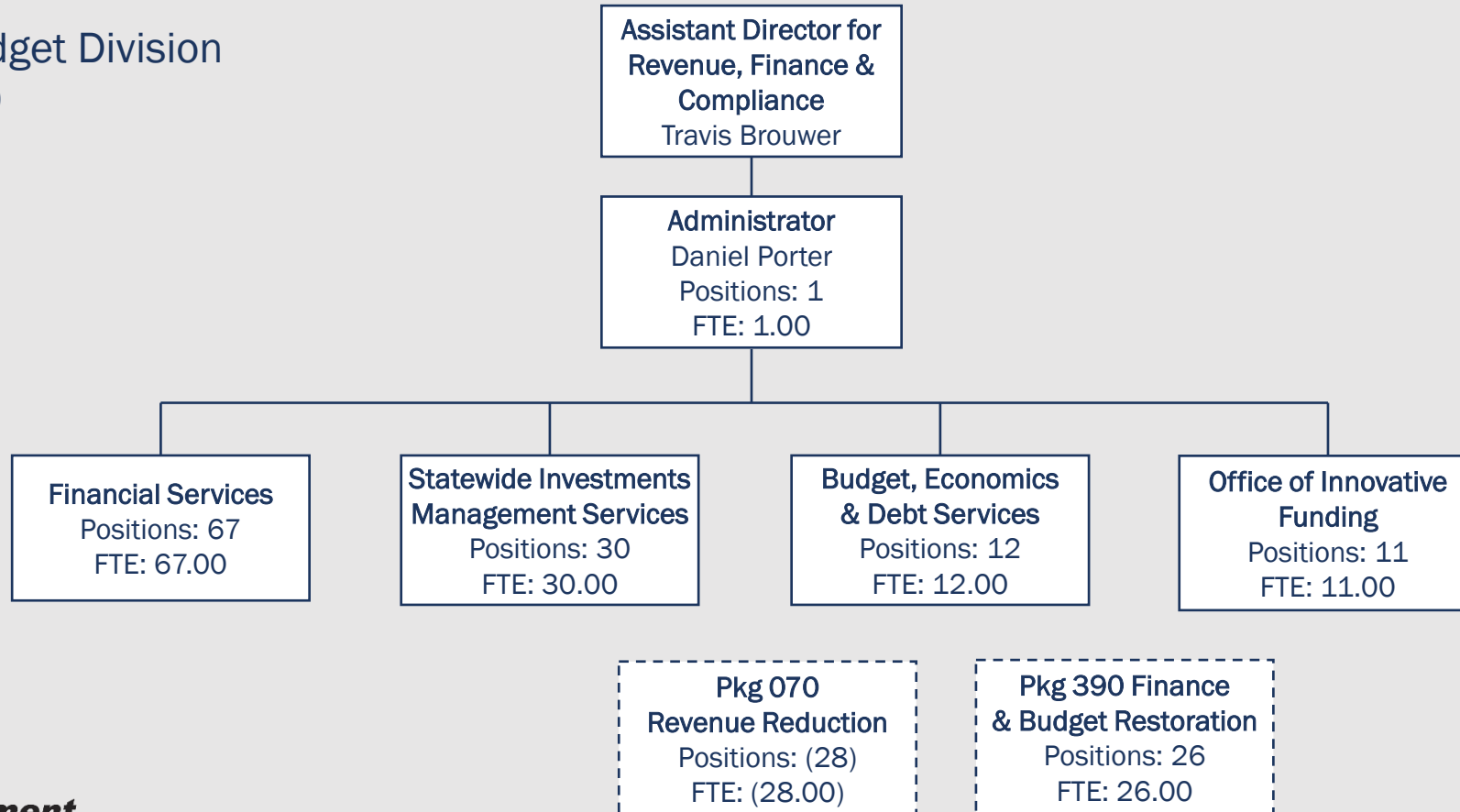


FINANCE & BUDGET

Daniel Porter, Administrator

FBD ORGANIZATIONAL STRUCTURE

Finance & Budget Division
Positions: 119
FTE: 119.00



Program Summary



Revenue Collection

- Fuels Tax
- Collections
- Office of Innovative Funding

Finance & Budget

- Financial Services
- Budget
- Economics
- Debt Management

Capital Program Funding & Grants

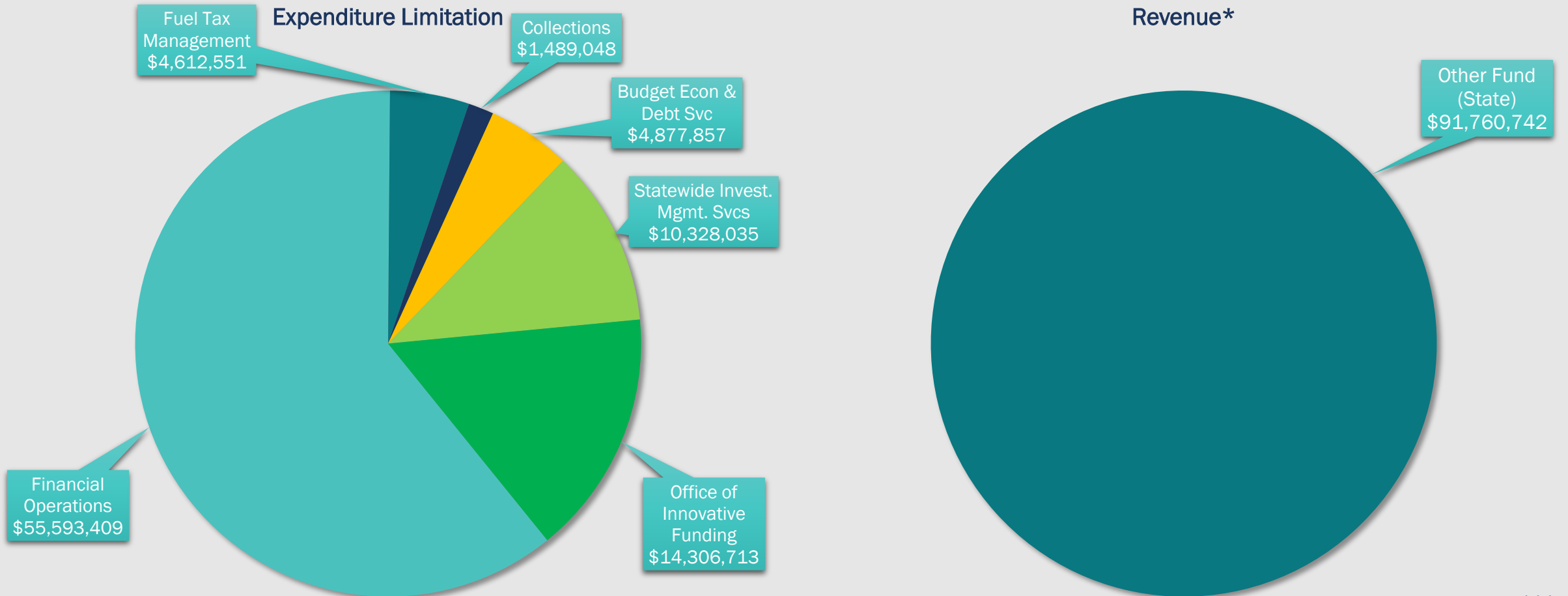
- Statewide Transportation Improvement Program
- Local Program Administration

Clients, numbers served, and key partners

- Local Governments
 - City and county State Highway Fund apportionments ~\$600M in FY 2024
 - Grant and loan recipients
- Contractors & vendors who receive payments from ODOT



FBD 2025-27 GRB (Expenditure Limitation by Program Area + Revenue by Fund Type)



*Includes ending balance, where applicable

Major changes, budget drivers, risks, and IT projects



Major Changes

- Division structure
- GARVEE Program
- Change Business Processes in Finance



Budget Drivers

- ODOT Personal Services
- State Government Service Charge
- Financial Systems Upkeep



Risks

- IT Systems & Projects
- Fuels Tax Reliability



IT Projects

- Road Usage Charging
- Time & Attendance Mgmt. System Upgrade



Significant Issues in 2023-25

- Uncertainty around federal funding as the current federal authorization expires
- Aging core financial management system – 40 years old
- Implementation of 2025-27 Budget and any legislative program changes impacting the division

FBD BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GRB
General	-	-	-	-
Lottery	-	-	-	-
Other (State)	\$55,255,051	\$83,217,543	\$91,207,613	100.00%
Other (Fed as Other)	\$14,707,234	\$1,460,618	-	-
Federal	-	\$287,347	-	-
CATEGORY				
Personal Services	\$38,357,796	\$33,693,334	\$35,824,742	39.28%
Services & Supplies	\$31,192,583	\$51,272,174	\$55,382,871	60.72%
Capital Outlay	-	-	-	-
Special Payments	\$411,906	-	-	-
TOTAL	\$69,963,285	\$84,965,508	\$91,207,613	
Positions	116	119	119	
FTE	113.92	118.50	119.00	

POP #070 – Revenue Shortfall Reductions

- To balance at CSL, FBD needed to reduce \$17.1M in expenditures as it's share of the total. This was about a 33% reduction.
- About half of the reductions was in personal services and the other half in services and supplies.
- The reductions would significantly impact the level of service FBD could provide.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Financial Operations	(11)	(11.00)	(\$2,553,687)
Fuels Tax	(1)	(1.00)	(\$340,955)
Budget, Econ & Debt Service	(3)	(3.00)	(\$942,465)
Statewide Investments	(6)	(6.00)	(\$1,893,744)
Office of Innovation	(7)	(7.00)	(\$2,476,568)
Total	(28)	(28.00)	(\$8,207,419)

Expenditures	25-27 Costs	Fund Type
Personal Services	(\$8,207,419)	OF
Services & Supplies	(\$8,977,248)	OF
Total Expenditures	(\$17,184,667)	

POP #390 – Finance & Budget Division Restoration

- This package restores 26 out of the 28 positions
- Fully restores the cuts in Services and Supplies
- Provides \$985K in new Service and Supplies investment that would go to fund the time and attendance upgrade

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Finance & Budget Division	26	26.00	\$7,517,263
Total	26	26.00	\$7,517,263

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$7,517,263	\$8,193,817	OF
S&S – Restoration	\$8,977,248	\$9,569,746	OF
S&S – New Investment	\$985,236	\$1,025,631	OF
Total Expenditures	\$17,479,747	18,789,194	

DEBT SERVICE

ODOT Maintains Two Credit Structures

Highway User Tax Revenue Credit

AAA / Aa1 / AA+



Established in ORS Chapter 367.

Pledges State Highway Funds for the repayment of bonds.

Grant Anticipation Revenue Vehicle

AA



Established in ORS Chapter 367.

Pledges federal reimbursements for the repayment of bonds.

Highway User Tax Bond Issuances

Funding Package/Project	Past Bond Authorization	Total Issued To-Date	Future Bond Authorization
Oregon Transportation Investment Acts I-III (2001-2003)	\$2,400 M	\$2,400 M	
Jobs & Transportation Act (2009)	\$840 M	\$840 M	
HB 2017 Named Projects (2017)	\$480 M	\$480 M	
HB 2017 UMS Projects (2017)*	\$242 M	\$242 M	\$250 - \$300 M
I-205 Abernethy			\$500 - \$550 M
Total	\$3,962 M	\$3,962 M	\$750 - \$850 M⁺



*HB 2017 UMS Projects bonds are funded with the \$30M annual State Highway Fund allocation provided under HB 2017. ODOT has leveraged ~\$16M/year to generate ~\$242M in bond proceeds. The remaining ~\$14M/year will be leveraged at a second sale to generate \$250 - \$300M.

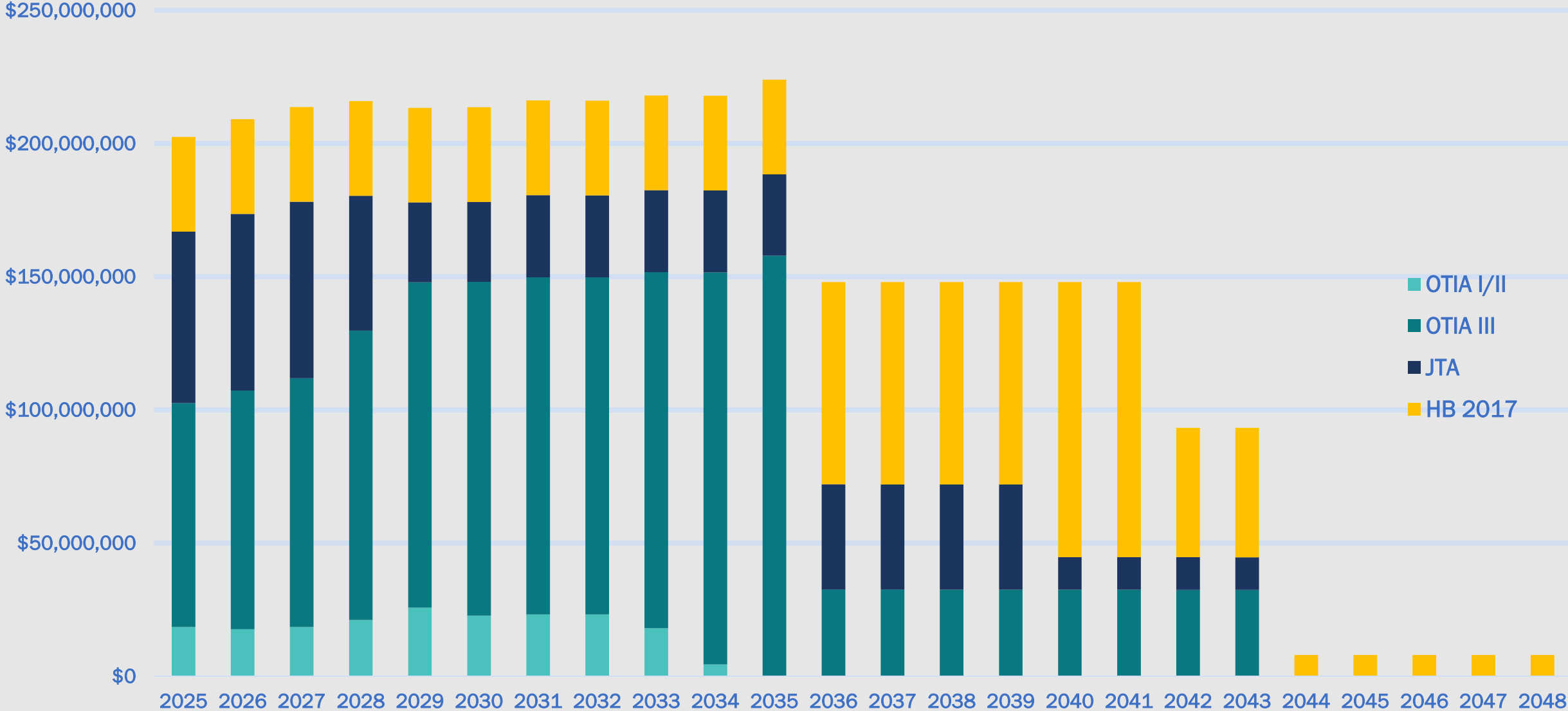
⁺ODOT has requested \$850 million in HUTR bond bill authority for the 2025-27 biennium.

GARVEE Issuances

Issuance	Past Bond Authorization	Total Issued To-Date	Future Bond Authorization
2024A (Spring 2024) <i>Section 2, Chapter 596, Oregon Laws 2023</i>	\$300 M	\$257 M	
2025-27			\$345 M ⁺
2027-29			\$32 M
Total	\$300 M	\$257 M	\$377 M

⁺ODOT has requested \$345 million in GARVEE bond bill authority for the 2025-27 biennium.

Current Annual Highway User Tax Credit Debt Service



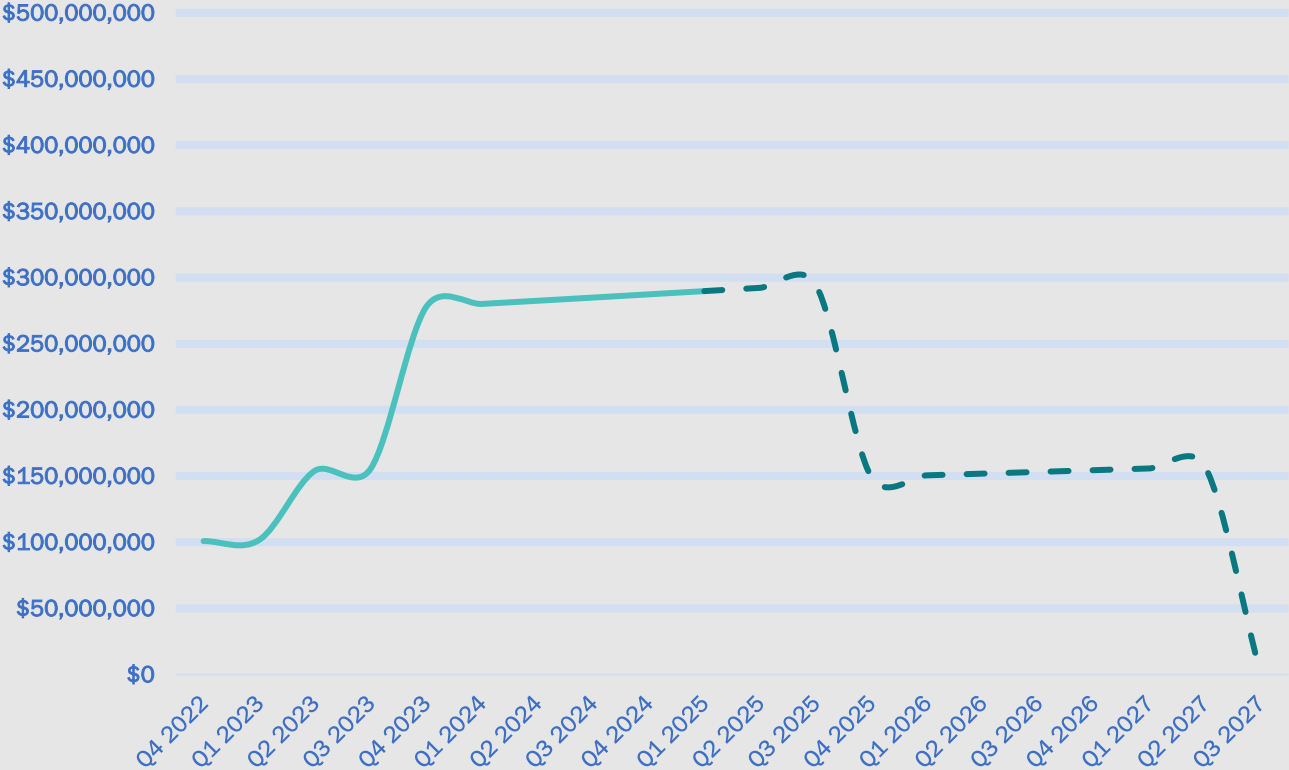
*Excludes General Obligation (Transportation Building renovation) debt service and GARVEE (ADA) debt service match paid with State Highway Funds. In FY 2025, this debt service totaled \$5.5 million.

Short-term Financing Tools

Commercial Paper

ORS Chapter 367 provides ODOT authority to establish a short-term borrowing program to cash flow large construction projects until long-term financing can be achieved.

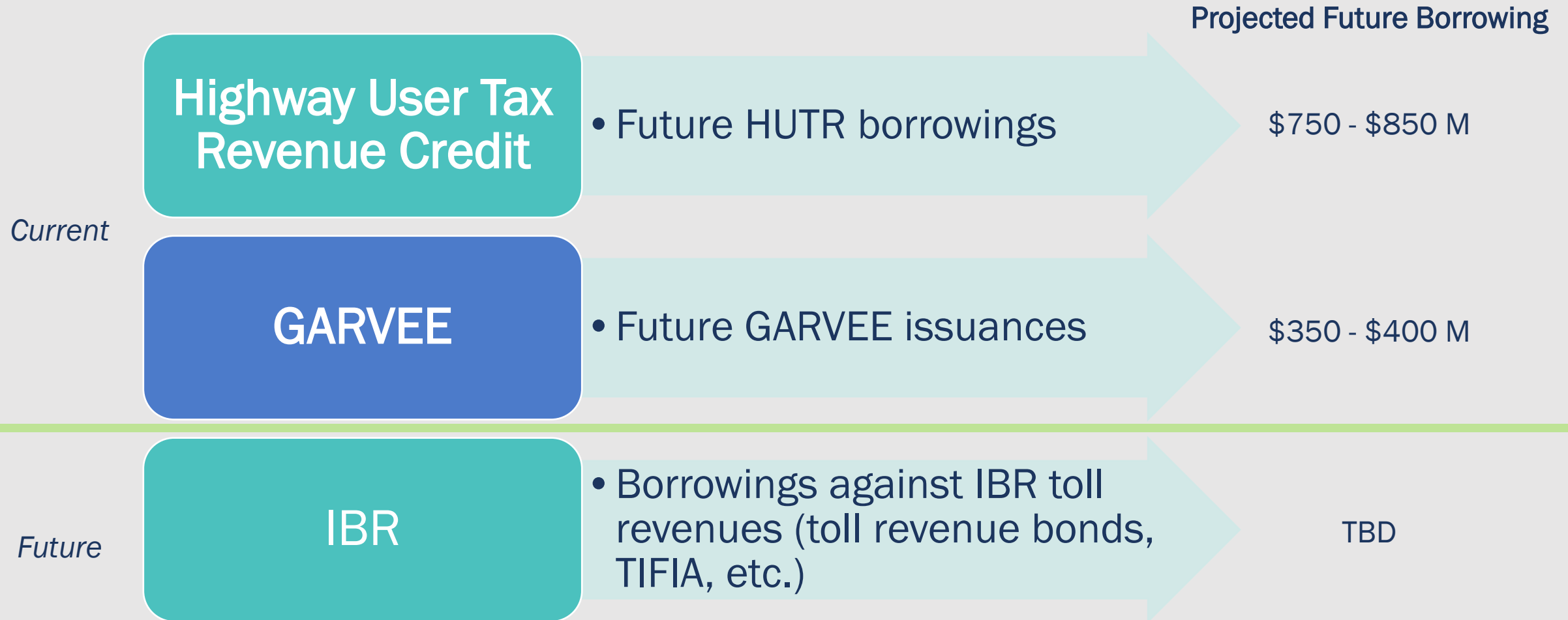
Actual & Forecasted CP Balance



- Statute limits ODOT’s short-term borrowing authority to \$600 million, with a 5-year maturity limit.
- Used to provide project liquidity until long-term financing can be achieved.
- Expenditures are limited to eligible capital expenditures.
- Is not “new” money, rather only advances planned long-term financing.
- No debt service until CP balance is “taken out” with long-term bonds.

ODOT’s short-term borrowing program is supported by its Highway User Tax Revenue Credit.

Future Borrowings & New Credit Structures



DEBT SERVICE BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GRB
General	\$18,370,647	\$16,930,280	\$52,729,158	7.20%
Lottery	\$120,982,562	\$134,554,750	\$143,579,808	19.61%
Other (State)	\$386,182,304	\$444,789,113	\$517,800,820	70.73%
Other (Fed as Other)	-	-	-	-
Federal	-	-	-	-
Other (non-limited)	-	\$583,875,785	-	-
Federal (non-limited)	\$19,500,655	\$18,764,647	\$17,933,514	2.45%
CATEGORY				
Personal Services	-	-	-	-
Services & Supplies	-	-	-	-
Capital Outlay	-	-	-	-
Special Payments	-	-	-	-
Debt Service	\$545,036,168	\$1,198,914,575	\$732,043,300	100.00%
TOTAL	\$545,036,168	\$1,198,914,575	\$732,043,300	
Positions	0	0	0	
FTE	-	-	-	

POP #090 – Analyst Adjustment

- Governor's Budget includes debt service for Highway User Tax Bonds anticipated for the I-205 Abernethy Bridge project.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Debt Service	-	-	-
Total	-	-	-

Expenditures	25-27 Costs	Fund Type
Debt Service	\$84,000,000	OF
Total Expenditures	\$84,000,000	

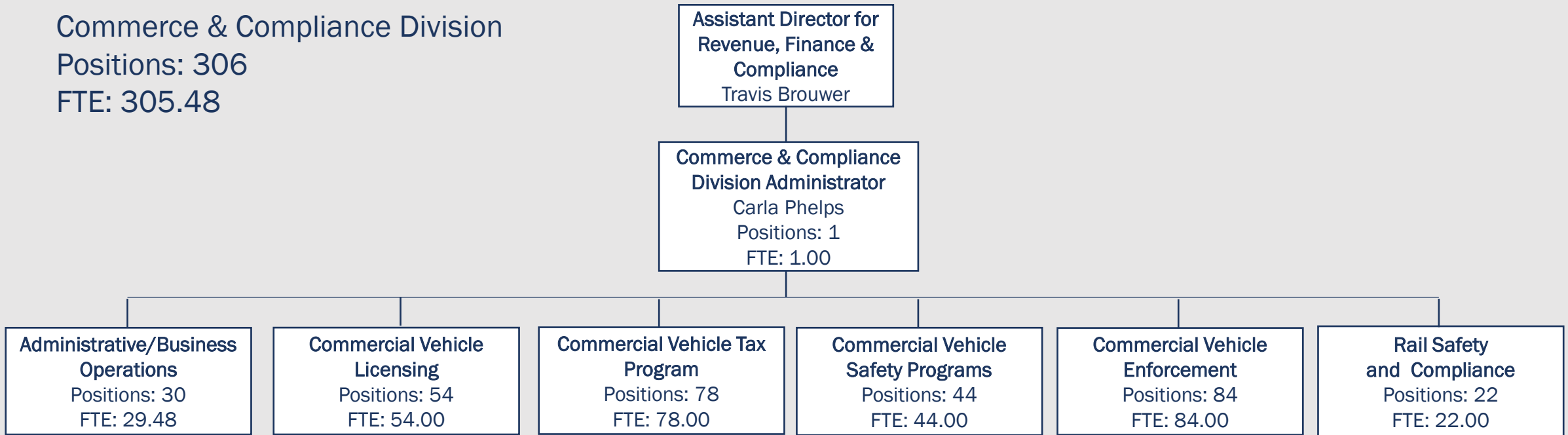


COMMERCE & COMPLIANCE

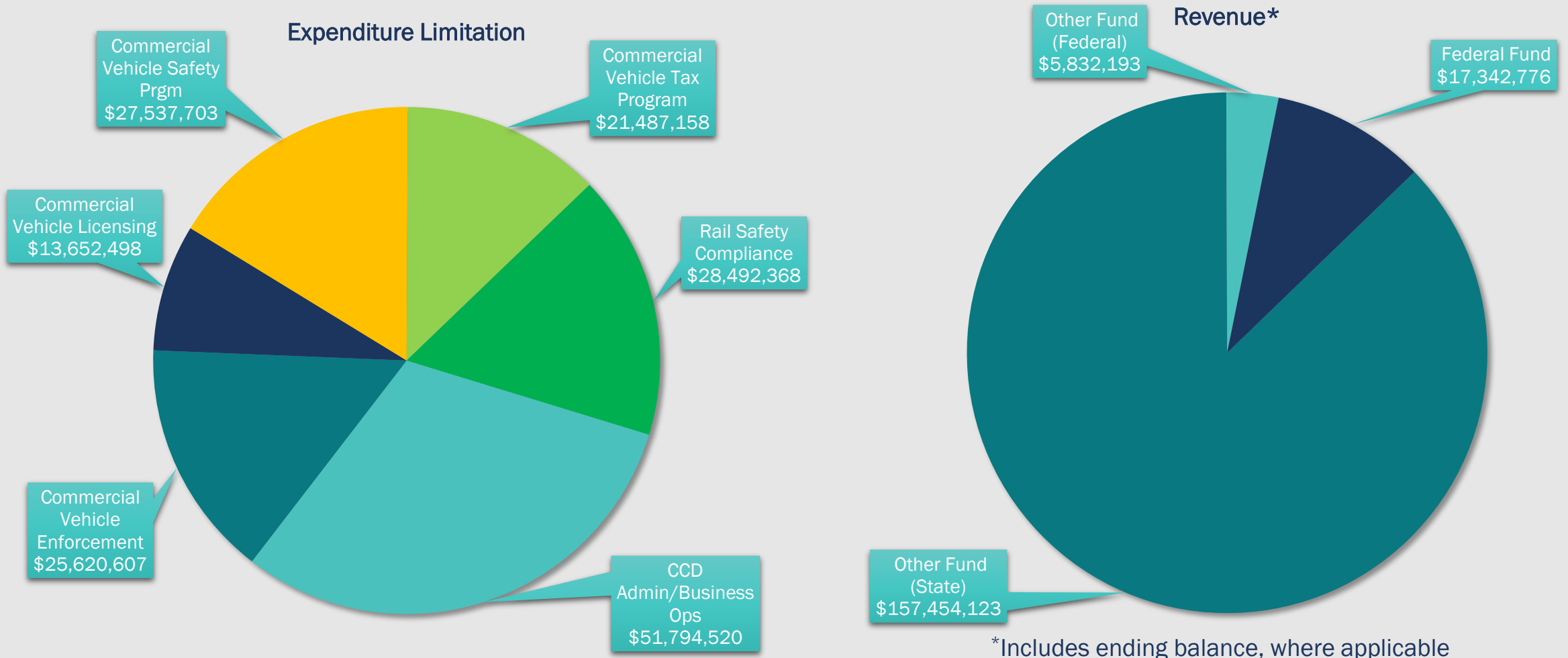
Carla Phelps, Interim Administrator

CCD ORGANIZATIONAL STRUCTURE

Commerce & Compliance Division
Positions: 306
FTE: 305.48



CCD 2025-27 GRB (Expenditure Limitation by Program Area + Revenue by Fund Type)



Program Summary



Commercial Vehicle Licensing Services

- Commercial Vehicle Registration and Authority
- International Registration Plan (IRP)
- International Fuels Tax Agreement (IFTA)
- Size & Weight Program: Over-Dimension Permitting
- Investigations, Civil Compliance and Household Goods



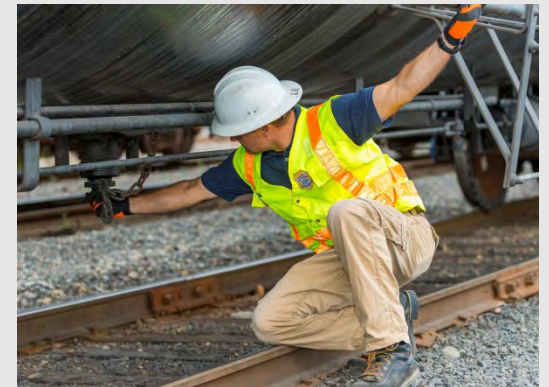
Commercial Vehicle Tax Programs

- Weight Mile Tax Collection \$470M (2024)
- Tax Service Call Center
- Audit Compliance



Commercial Vehicle Compliance

- Roadside Enforcement
- Roadside Safety Compliance



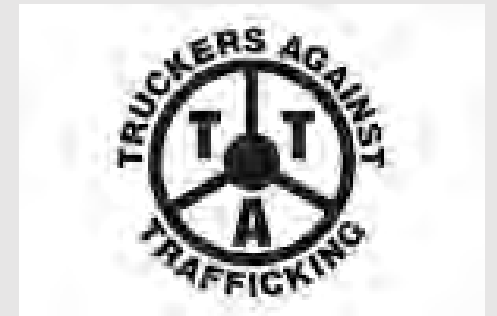
Rail Safety & Regulatory Programs

- Federal Railroad Administration Safety Program
- Walkways and Clearances Program
- State Safety Oversight Program
- Rail Crossing Safety Program

Federal and partner agencies

Federal agencies that regulate our work

- US Department of Transportation
- Federal Highway Administration
- Federal Motor Carrier Safety Administration
- Federal Rail Administration
- Federal Transit Administration
- Internal Revenue Service – HVUT Compliance



CCD Statistics 2024



102,000 active motor carrier accounts maintained for licensing and weight-mile tax collection



663,612 active vehicles managed for Oregon registration and weight-mile tax reporting



3 million trucks per year pass through Weigh-in-Motion, license plate reader & static scale locations

2,400 rail crossings monitored

2,308 miles of freight railway statewide

26 rail operation and **1,555** average rail safety inspections per year

61,756 annual over-dimension permits issued per year



61,035 Single-trip over-dimension permits issued per year

23,618 motor vehicle safety inspections annually

228,053 phone calls answered by our service team



842 motor carrier audits performed including Weight-Mile Tax, IFTA and IRP resulting in **\$11.3m** in audit assessments

Programs initiated in 2023-25

- Successful carrier outreach
 - Open houses across Oregon
 - Monthly webinar series
- Human trafficking awareness
- Automation savings
- New carrier education
- Audit selection process
- Call center service hours



Major changes, budget drivers, risks, and IT projects



Service Realignment

- Division reorganization
- Redefining roles
- Tax Service center hours



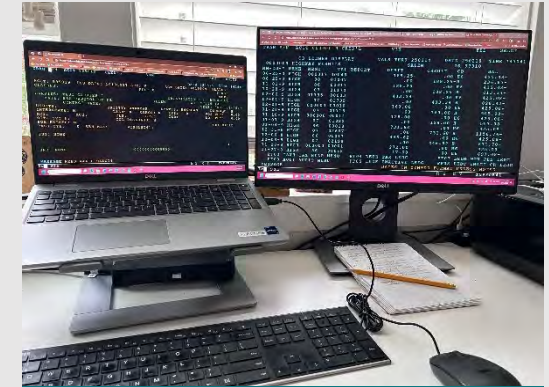
OD System Replacement

- Over-dimension permitting system replacement
- Enterprise-wide impacts
- Launching May 2025



System Updates

- Password reset
- TOL account creation
- SSO database project
- SafeSpect



Risks

- Roadside facilities 50+ years old
- Inflexible IT systems
- Manual workarounds
- \$1.2B biennially - COBOL ledgers

Significant issues in 2023-25



- \$13 million in funding reductions
 - COLAs = vacancy savings
 - Rent savings
 - Maintenance
- Administrative hearings and DOJ consultation costs
- Outdated systems:
 - Customer service delays
 - ROI of staff time
- Aging roadside infrastructure
 - Scale deck failures
 - Manual data correction

CCD BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GRB
General	-	-	-	-
Lottery	-	-	-	-
Other (State)	\$74,212,157	\$100,640,384	\$145,409,885	86.25%
Other (Fed as Other)	\$4,942,902	\$7,400,000	\$5,832,193	3.46%
Federal	\$10,774,596	\$16,327,280	\$17,342,776	10.29%
CATEGORY				
Personal Services	\$65,901,713	\$78,027,768	\$81,013,244	48.06%
Services & Supplies	\$23,154,497	\$42,095,879	\$83,149,344	49.32%
Capital Outlay	\$673,445	\$2,784,322	\$2,901,264	1.72%
Special Payments	\$200,000	\$1,459,695	\$1,521,002	0.90%
TOTAL	\$89,929,655	\$124,367,664	\$168,584,854	
Positions	314	314	306	
FTE	309.90	312.73	305.48	

POP #070 – Revenue Shortfall Reductions

- 6 – Over-dimension permit specialists
- 1 – Account monitoring analyst
- Supplies and services that accompany those positions
- Current over-dimension mailers and paper processes.
- Transponders
- Trusted Carrier plates

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Commercial Vehicle Licensing	(6)	(6.00)	(\$1,215,356)
Commercial Vehicle Tax Program	(1)	(1.00)	(\$220,530)
Total	(7)	(7.00)	(\$1,435,886)

Expenditures	25-27 Costs	Fund Type
Personal Services	(\$1,435,886)	OF
Services & Supplies	(\$457,210)	OF
Total Expenditures	(\$1,893,096)	

POP #370 – Commerce & Compliance Division

- IT systems investment
- Infrastructure needs



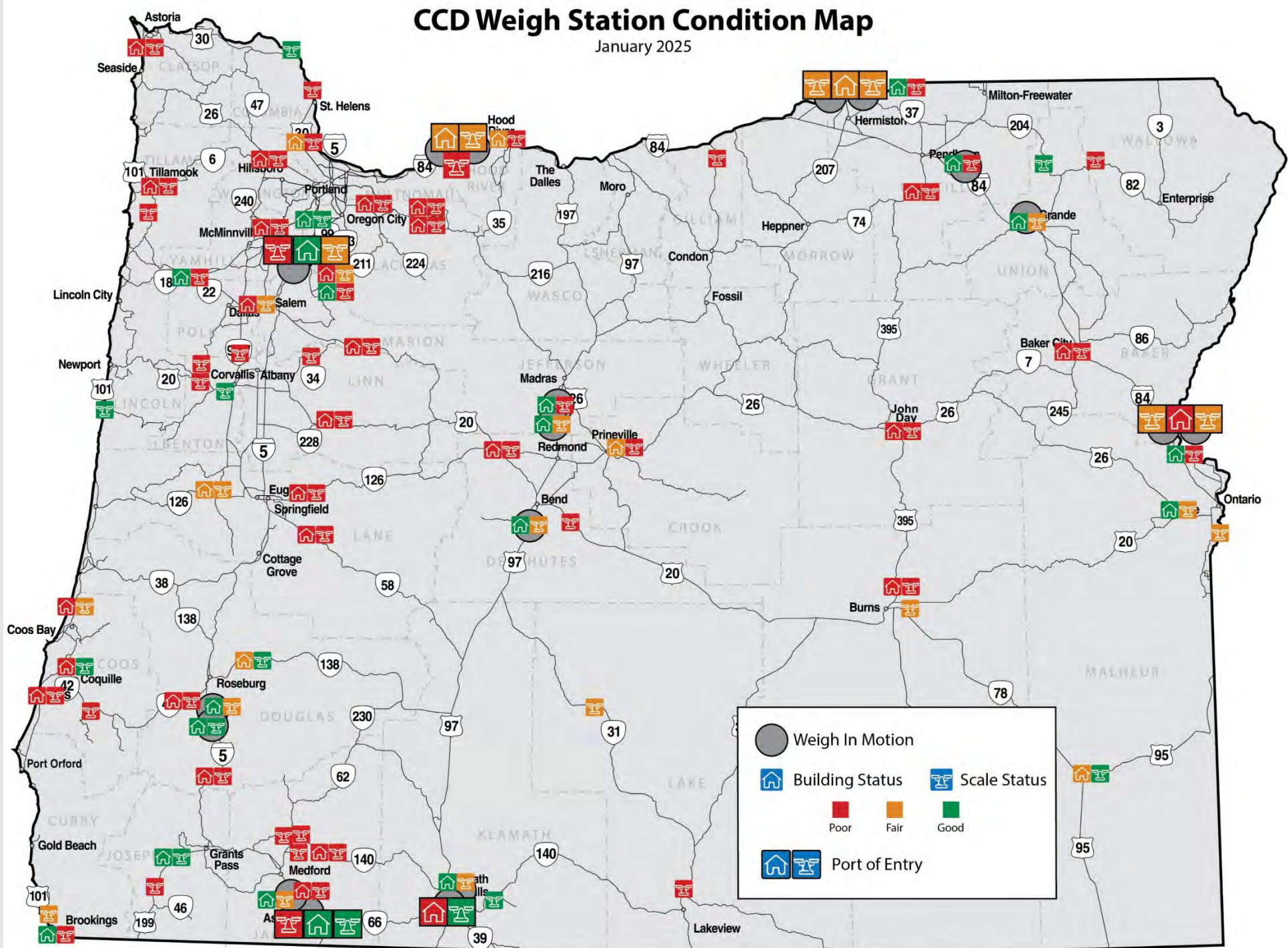
Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Commerce & Compliance Division	-	-	-
Total	-	-	-

Expenditures	25-27 Costs	27-29 Costs	Fund Type
S&S – Restoration	\$27,086	\$28,197	
S&S – New Investment	\$39,978,331	\$41,617,443	OF
Total Expenditures	\$40,005,417	41,645,640	

CCD Weigh Station Condition Map

January 2025





Governor's Investments – Commerce & Compliance

Safety and the System

Mobile Operations

Scale Decks

License Plate Readers

Ramp Storage

Traffic mitigation

Customer Service

Vehicle Registration

IRP - IFTA

Data Integrity

Tax System

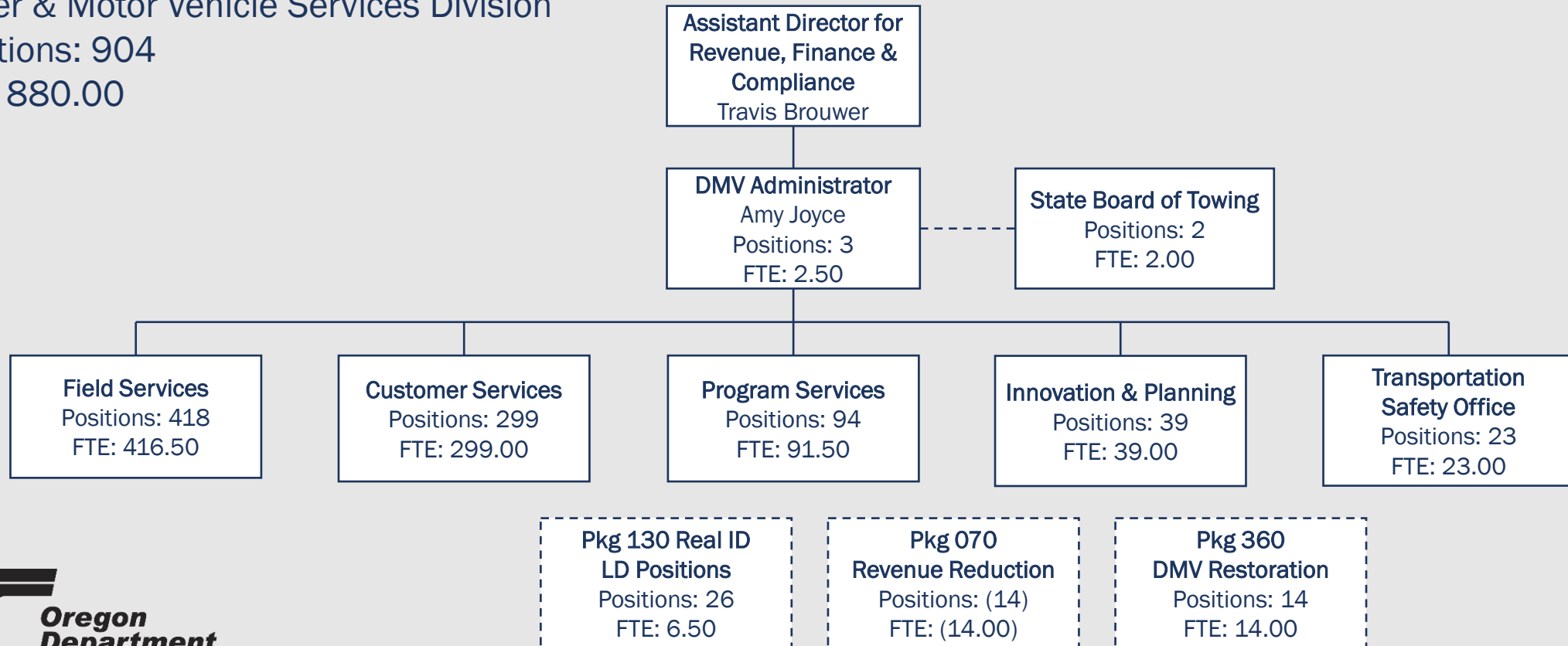


DRIVER & MOTOR VEHICLE SERVICES

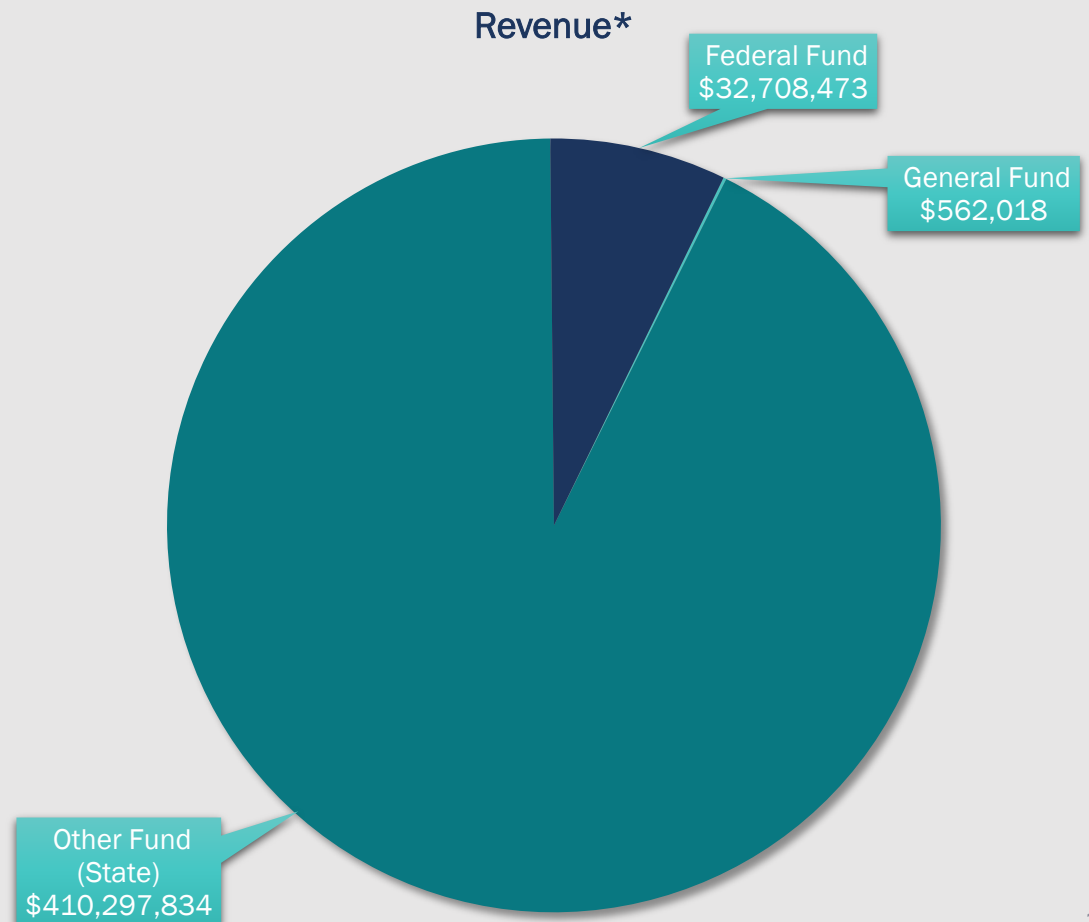
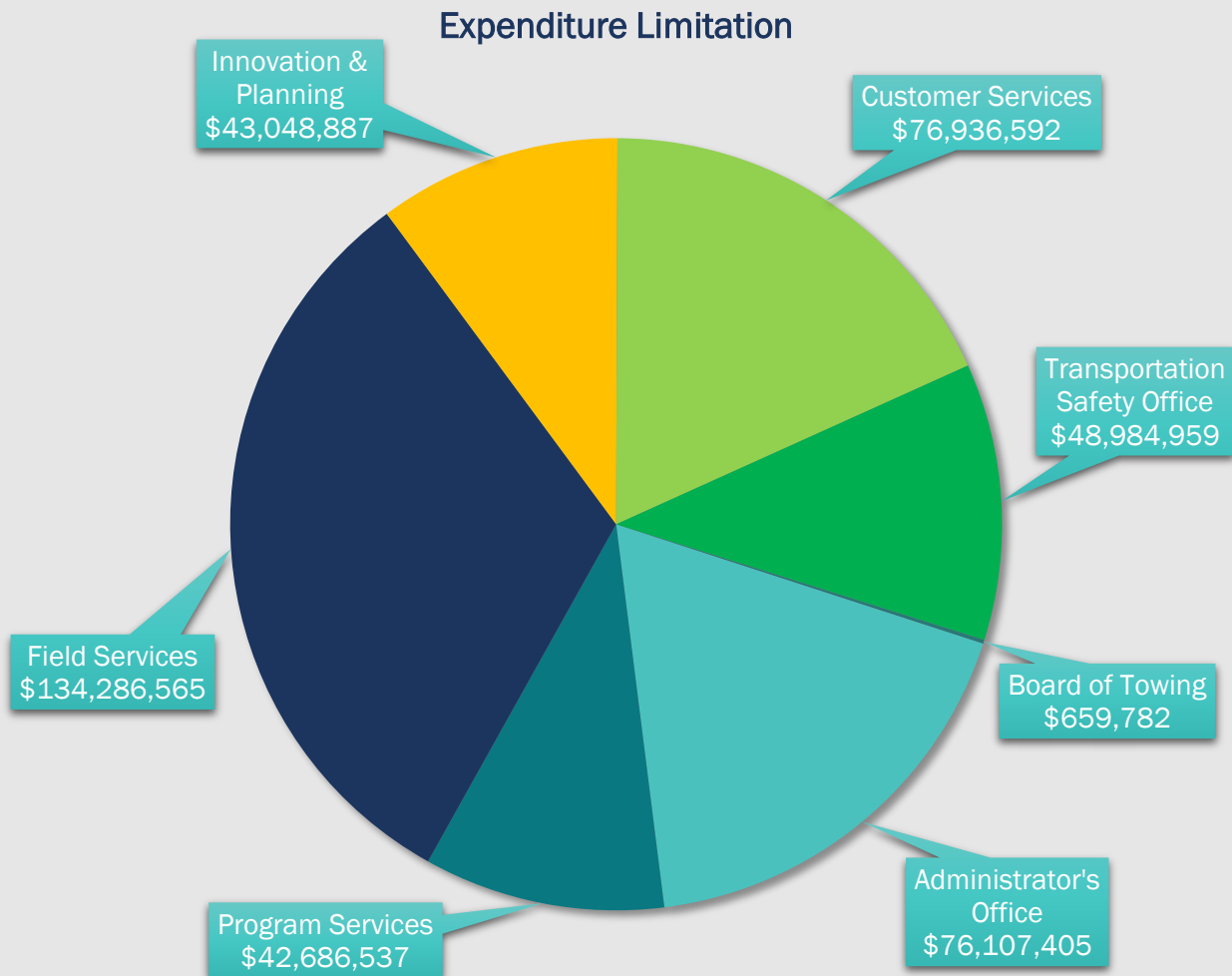
Amy Joyce, Administrator

DMV ORGANIZATIONAL STRUCTURE

Driver & Motor Vehicle Services Division
 Positions: 904
 FTE: 880.00



DMV 2025-27 GRB (Expenditure Limitation by Program Area + Revenue by Fund Type)



*Includes ending balance, where applicable

Program Summary



Field Services

Network of 59 offices and over 400 staff across Oregon serving customers with driver, vehicle, and ID card needs



Customer Services

Call centers, processing licenses, title, registrations
Includes mail service and HQ facilities management



Program Services

Manages driver, vehicle, and business licensing programs
Regulates dealers and third-party testing businesses



Innovation & Planning

Coordinates changes to DMV systems, programs, and operations
Leads strategic IT and business planning initiatives



Transportation Safety

Behavioral safety program: education and training
Programs include safe speed, impaired driving, distracted driving, and more

Clients, numbers served, and key partners

Oregonians & visitors traveling on the roads and highways

- **2.3 million** customer visits per year at local field offices
- **1 million** customer phone calls per year
- **500,000** new & renewed driver licenses per year
- **1 million** vehicle titles per year
- **2.1 million** vehicle registrations per year
- **68 million** law enforcement connections per year

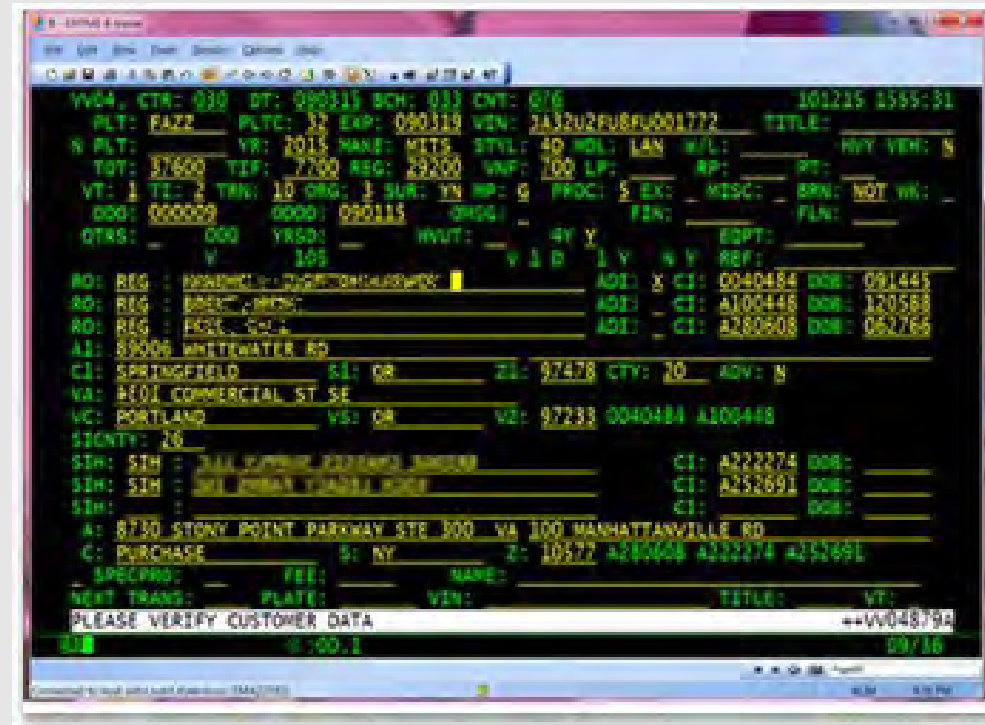
Division Partners

- Secretary of State
- Donate Life NW
- Department of Environmental Quality
- Department of Revenue
- Department of Corrections
- Cities and Counties
- Courts
- Community partners
- Driver Education and Drive Testing businesses

DMV – Timeline of Service Transformation

2016

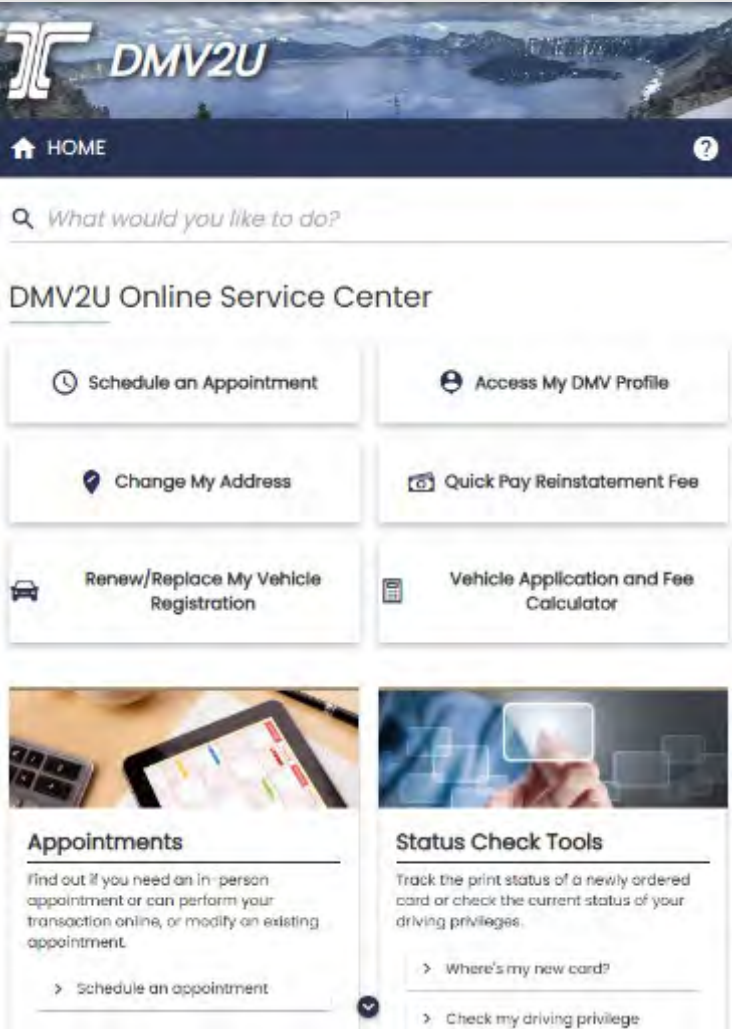
- Cash/check only in field office
- Records on microfilm/microfiche
- COBOL/Mainframe/green screen



DMV – Timeline of Service Transformation

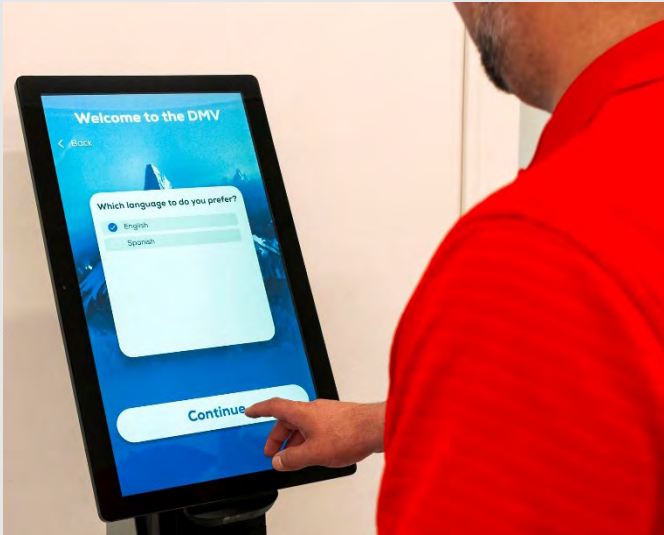
2019/2020

- OLIVR roll-out



2024/2025

- Customer Service Options



TAKE YOUR KNOWLEDGE TEST ONLINE AT DMV2U



Major changes, budget drivers, risks, and IT projects



Technology Services

Virtual lobby
At-home knowledge testing
Self-serve kiosks



Cost Increases

Personal services
Postage
Merchant fees
Facility moves and renovations



Revenue Constraints

Base fee stagnation
Dedicated redirection of funds
REAL ID enforcement
May 7 – staff and funds to meet the demand?



Future Enhancements

On-line collision reporting
A.I. call answering supplement
E-Liens; expanded EVR
Core structures

Programs initiated or matured in 2023-25

- Technology projects already noted
- Optimized system automation of vehicle title processing
- Dealer Services team maturity, added dealer centers



Significant issues in 2023-25

- \$20M budget impact
- Difficulty retaining staff
- Overall staff shortages
- COLAs not covered by additional cash
- Merchant fee increases
- Aging buildings needing repairs (emergency & beyond useful life)





Impacts of Budget Reductions

- Unplanned closure of offices – customer inconvenience and long wait times.
- Missed opportunity to redeploy HQ staff to field offices
- Quality suffers. Bare bones in our policy group. No dedicated process improvement staff

KPM – DMV Service Index

DMV Service Index: This metric looks at four areas of service and rating each 1-5, with 5 being the highest and 1 being the lowest.

This is a new KPM for the 2023-25 biennium

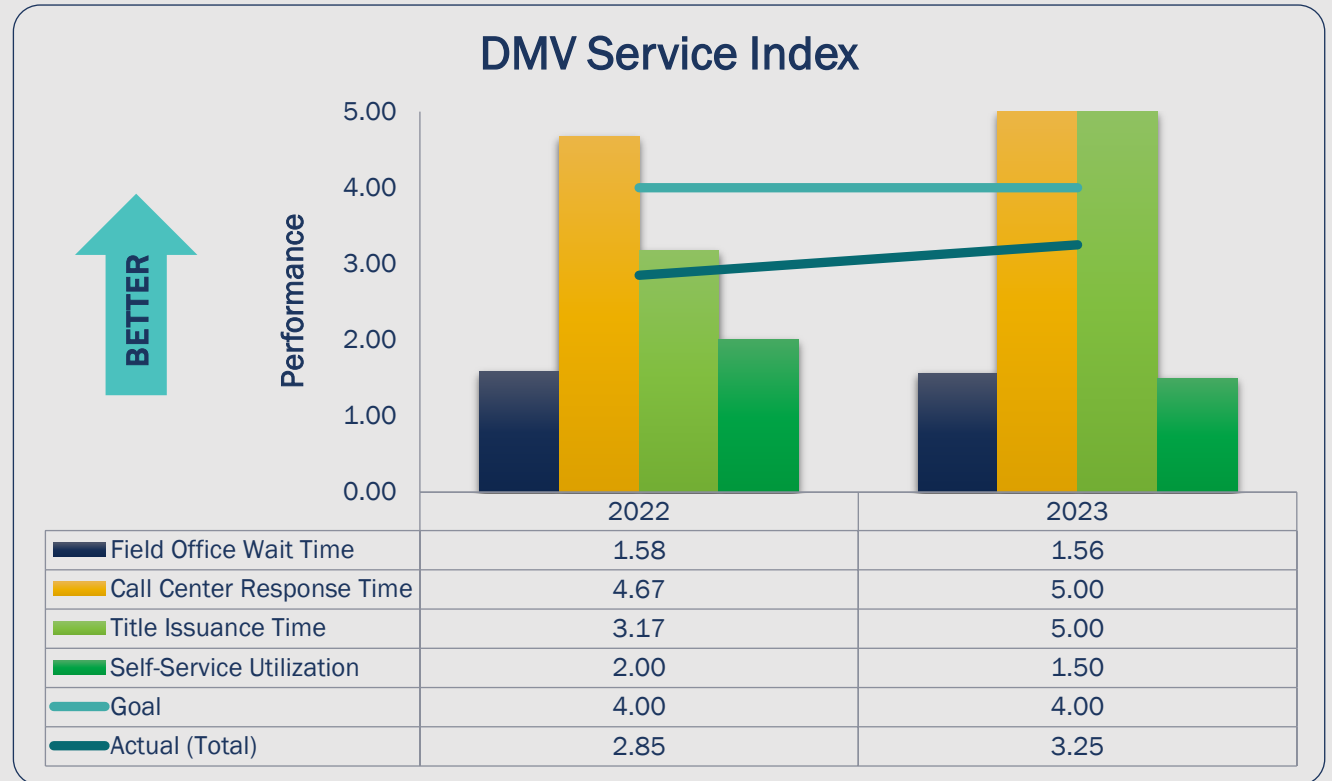
Service Areas Reported:

- DMV Field Office Wait Time
- DMV Call Center Response Time
- DMV Title Issuance
- DMV Self-Service Utilization

Rating	Description
5	10% or more over performance of goal
4	Meets performance to 10% better than goal
3	Within 10% under performance of goal
2	10-25% under performance of goal
1	25% or more under performance of goal

KPM – DMV Service Index (cont.)

- Index shows different service channels, which can guide operational and investment changes
- Metrics
 - Field Wait Time: <20 min for 80% of customers
 - Phone wait time: <15min
 - Title Issuance: 42 days
 - DMV Self-Service Utilization: 60%
- Potential to adjust Phone and Title metric goals



DMV BUDGET AT A GLANCE

FUND TYPE	2021-23	2023-25	2025-27	Percent of GRB
	Actuals	Legislatively Approved	Governor's Budget	
General	-	-	\$562,018	0.13%
Lottery	-	-	-	-
Other (State)	\$251,392,919	\$298,565,476	\$389,440,236	92.13%
Other (Fed as Other)	\$518,861	-	-	-
Federal	\$19,935,211	\$31,442,078	\$32,708,473	7.74%
CATEGORY				
Personal Services	\$165,321,662	\$192,919,460	\$204,728,362	48.43%
Services & Supplies	\$ 85,483,258	\$91,517,677	\$ 176,130,259	41.67%
Capital Outlay	\$ 2,653,383	\$11,302,110	\$6,209,630	1.47%
Special Payments	\$18,388,688	\$34,268,307	\$35,642,476	8.43%
TOTAL	\$271,846,991	\$330,007,554	\$422,710,727	
Positions	991	923	904	
FTE	928.75	892.67	880.00	

POP #070 – Revenue Shortfall Reductions

- Eliminate 14 positions – personal services and related costs
- Proactive management found efficiencies; planned for these positions to move out to field offices to serve customers

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Program Services	-	-	(\$206,188)
Field Services	-	-	(\$374,917)
Innovation & Planning	(1)	(1.00)	(\$196,376)
Customer Services	(13)	(13.00)	(\$2,998,726)
Total	(14)	(14.00)	(\$3,776,207)

Expenditures	25-27 Costs	Fund Type
Personal Services	(\$3,776,207)	OF
Services & Supplies	(\$2,848,235)	OF
Total Expenditures	(\$6,624,442)	

POP #360 – DMV Restoration

- Restore Funding for 14 positions to Field offices
- New Investment:
 - Field fully staffed
 - Call center and Customer Comms improvements
 - Quality increase: data, continuous improvement
 - Physical improvements, mostly Field

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Driver & Motor Vehicle Services	14	14.00	\$3,776,206
Total	14	14.00	\$3,776,206

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$3,776,206	\$4,116,065	OF
S&S – Restoration	\$2,848,236	\$3,001,264	OF
S&S – New Investment	\$74,700,446	\$77,763,164	OF
Total Expenditures	\$81,324,888	\$84,880,493	

POP #130 – DMV Real ID Staffing

- Federal Enforcement date
May 7, 2025
- One-third of Oregonians have a REAL ID
- Demand increasing; customers will need a solution
- Continue 26 LD positions through CY2025
- Funding from REAL ID fee (non-Highway Fund)

Revenue Summary

Program Area	Positions	FTE	25-27 Total
Driver & Motor Vehicle Services	26	6.50	\$1,182,402
Total	26	6.50	\$1,182,402

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$1,182,402	-	OF
Services & Supplies	\$594,592	-	OF
Total	\$1,776,994	-	

POP #500 – HH DMV Portable Office

- DMV Mobile Office
- Governor's priority to combat homelessness
- Current partnership with DOC helps many AICs with ID cards
- Program will help others obtain ID cards
- ID is fundamental to obtaining housing and a job

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Driver & Motor Vehicle Services	-	-	\$315,196
Total	-	-	\$315,196

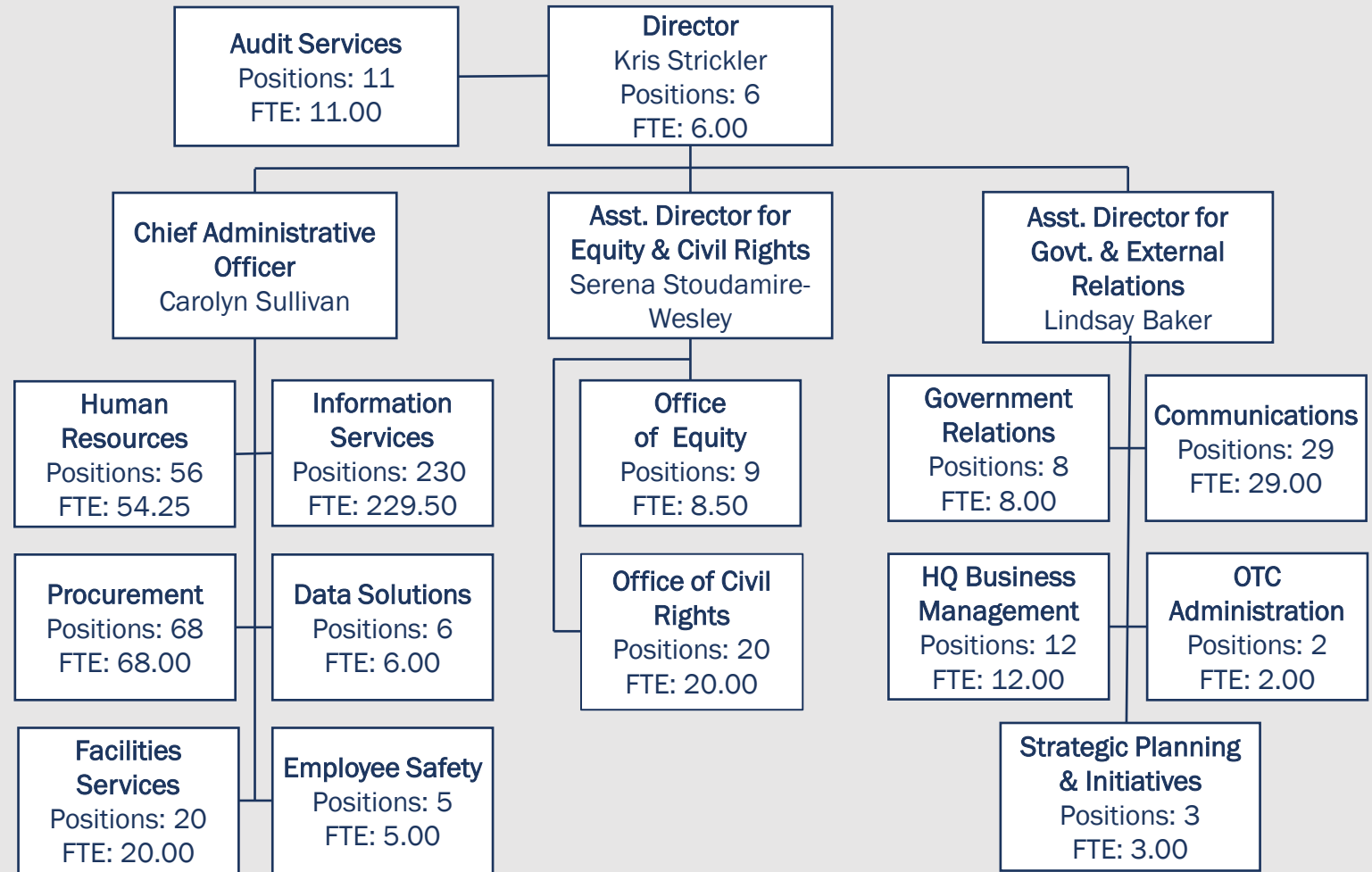
Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$315,196	\$315,196	GF
Services & Supplies	\$246,822	\$34,996	GF
Total Expenditures	\$562,018	\$350,192	

ODOT ADMINISTRATIVE SERVICES

Carolyn Sullivan, Chief Administrative Officer

Serena Stoudamire-Wesley, Assistant Director for Equity and Civil Rights

OAS ORGANIZATIONAL STRUCTURE

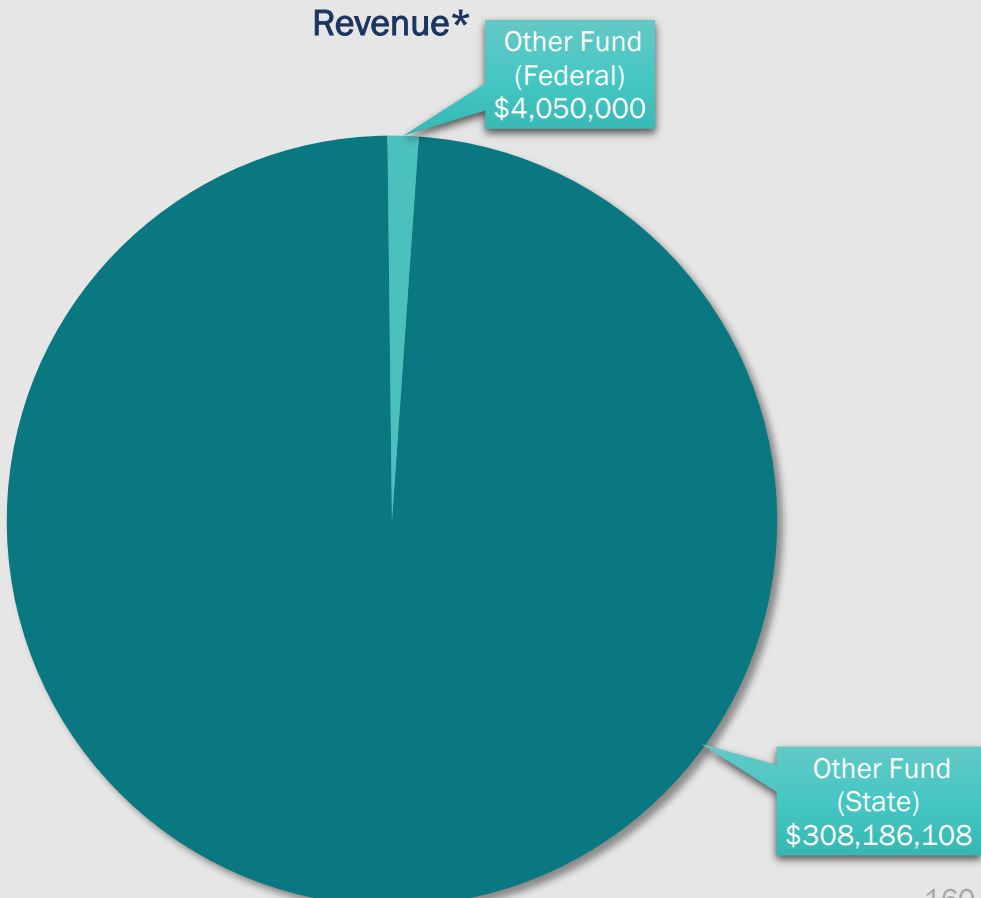
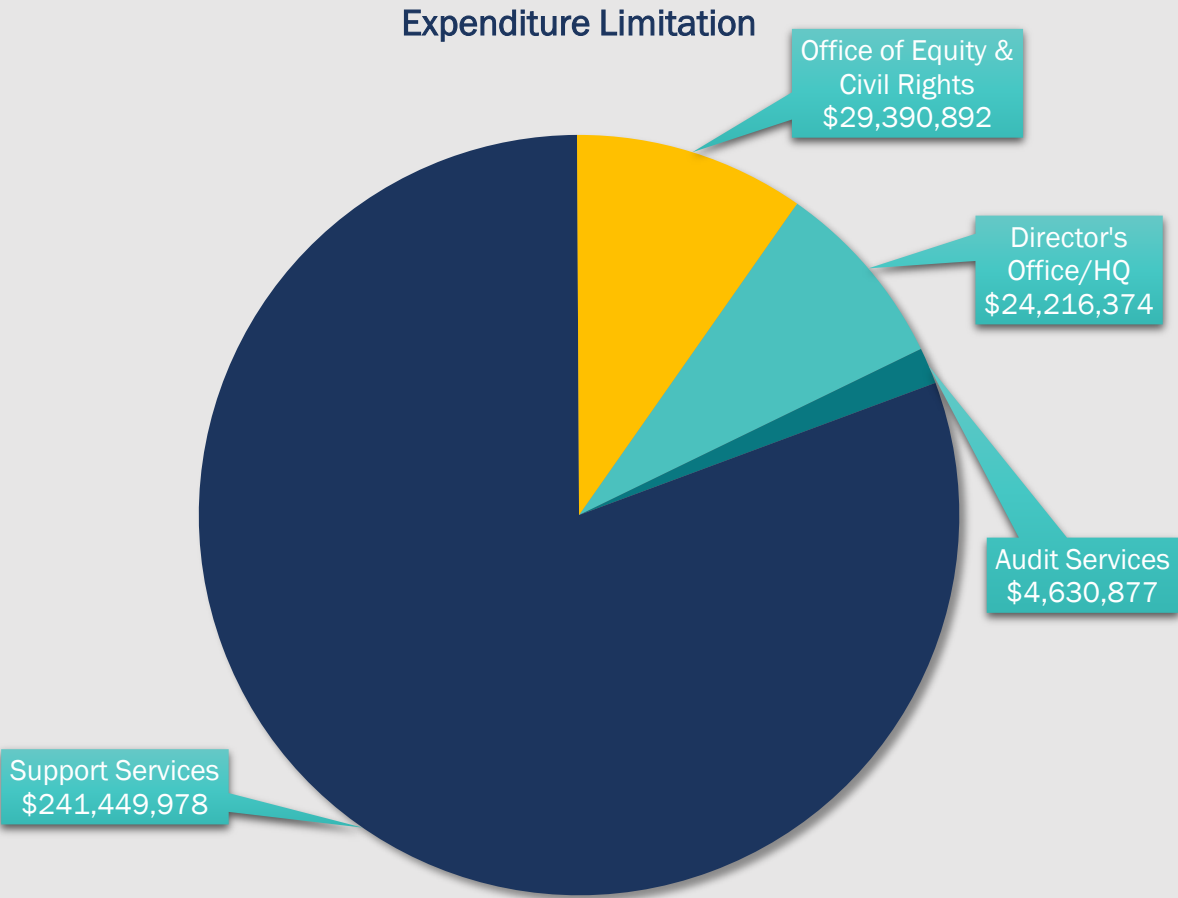


ODOT Administrative Services
Positions: 477
FTE: 474.25

Pkg 070 Revenue Reduction
Positions: (154)
FTE: (153.83)

Pkg 380 OAS Restoration
Positions: 146
FTE: 145.83

Administrative Services 2025-27 GRB (Expenditure Limitation by Program Area + Revenue by Fund Type)



*Includes ending balance, where applicable

Program Summary | Director's Office Functions



Audit Services

Performs internal audits of ODOT and external audits of contractors to ensure accountability and compliance.



Government & External Relations

Builds state, federal, and tribal partnerships; ensures robust access to public information.



Equity & Civil Rights

Ensures access and opportunities through small business and workforce development programs.

Program Summary | Support Services Program Areas



Human Resources

Manages recruitment, labor relations, investigations, compensation, and workforce development.



Information Systems

Maintains business applications and systems, develops and procures solutions to make services more accessible and convenient.



Data Solutions

Modernizes access to data, ensures best-practice governance, and stewardship of data assets for better decision making.

Program Summary | Support Services Program Areas



Employee Safety

Works to prevent injuries, respond to threats, minimize claims and restore employees to meaningful work.



Facilities

Manages buildings and facilities, plans and implements capital construction projects, maintains state of readiness for ODOT response.



Procurement

Designs procurement strategies, ensures compliance with regulations, provides contract administration expertise.

Major changes, budget drivers, risk, and IT projects



Major Changes

Budget reductions have accelerated process improvements, flexible adaptation and best practices implementation.



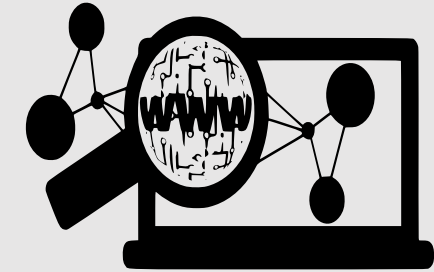
Budget Drivers

Personal service costs are a large portion of the budget, and facilities deferred maintenance backlog is significant.



Risks

Certain information technology systems may fail and prohibit delivery of ODOT services. Many facilities will fail in a catastrophic event.



IT Projects

Modernization is required to more effectively deliver ODOT services and ensure secure access to critical data in a timely manner.

Summary of ODOT's Long-term Vacancy Data

- Approximately 570 total positions vacant as of February 2025.
- Concentrated in Administrative Services (60), DMV (80), and Delivery and Operations (352).
- 199 positions vacant longer than 12 months (table data).

Vacancies Older than 12 Months:

Division	Positions	FTE	Personal Services
Delivery & Operations	132	131.67	\$20,979,804
Public Transportation	2	2.00	\$610,617
Policy, Data & Analysis	5	4.29	\$782,282
Finance & Budget	6	5.50	\$1,064,533
Commerce & Compliance	12	12.00	\$1,463,149
Driver & Motor Vehicle Services	14	13.00	\$1,718,302
ODOT Administrative Services	28	27.38	\$5,302,003
Total	199	198.84	\$31,920,690

*Positions vacant 12 months or more, as of 12/31/2024

Significant Issues in 2023-25 and Beyond

- Personnel concerns about the budget challenges have been distracting.
- Vacancies for budgetary savings have resulted in slower response times.
- Emergency repairs to aging facilities (HVAC, roofs, building structures) have been costly.
- System modernizations have been necessary to better align with business and enterprise needs.
- Wage pressures continue to challenge our recruitment efforts.

Actions to Contain Costs & Improve Programs



- Consolidation of office spaces and better use of facilities.
- Better access to information and more timely workflows.
- Inter-agency collaboration for best-practice enhancements.
- Collaboration between branches for more efficient cycle times.

Clients, Numbers Served, and Key Partners

- **\$30M** voluntary budget reductions over last 2 biennia
- **\$7M** sustainable expense reductions implemented
- **\$10.2M** set aside for emerging and small business contracting
- **2,800** contracts and addendums since January 2023
- **\$1.35B** contracts awarded in 2024
- **175** applications and critical business systems maintained
- **\$1M** reductions in Workers' Compensation claim payouts
- **63%** reduction in # of lost workdays
- **1,200** buildings managed and maintained
- **3.1M** square feet under management
- **290K+** square feet space reduced by ending leases
- **3,300+** deferred maintenance projects to complete
- **2,600** desk phones relinquished
- **44,000** resumes received this biennium
- **80-85** personnel investigations and cases managed per month

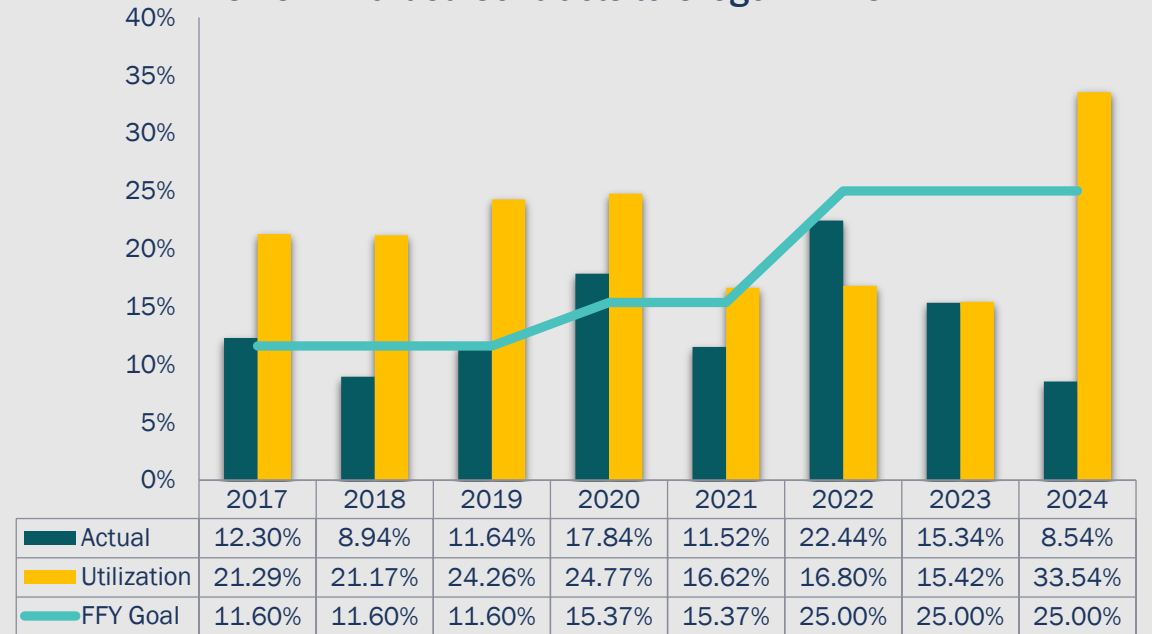
KPM: Disadvantaged Business Enterprises (DBEs)

Addresses ODOTs use of DBEs:

- Dollars awarded have increased 18% since 2017
- # of contracts awarded have exceeded the target by 3%

	Avg. Target During Period	Avg. Achieved During Period
FHWA	16% of raw dollars	14% of raw dollars
ODOT	18% of total # of contracts	21% of total # of contracts

Disadvantaged Business Enterprises – Percent of ODOT Awarded Contracts to Oregon DBEs



"Actual" represents the dollars committed to DBEs and is measured against FHWA triennial goal.

"Utilization" represents the percentage (#) of all contracts awarded to DBEs.

OAS BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GB
General	-	-	-	-
Lottery	-	-	-	-
Other (State)	\$205,126,951	\$252,046,142	\$295,638,121	98.65%
Other (Fed as Other)	\$3,330,941	\$3,898,061	\$4,050,000	1.35%
Federal	-	-	-	-
CATEGORY				
Personal Services	\$126,890,463	\$154,313,317	\$162,505,011	54.23%
Services & Supplies	\$80,911,032	\$100,610,816	\$136,120,198	45.42%
Capital Outlay	\$656,397	\$1,020,070	\$1,062,912	0.35%
Special Payments	-	-	-	-
TOTAL	\$208,457,892	\$255,944,203	\$299,688,121	
Positions	455	481	477	
FTE	446.00	472.22	474.25	

POP #070 – Revenue Shortfall Reductions

- Significant reductions in staffing – loss of expertise, knowledge, skill and capacity.
- Substantial risk to aging and critical information systems.
- Increased procurement and recruitment timelines.
- Delays or exemptions from state-led initiatives.
- Agency readiness, resiliency, and service delivery.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
ODOT HQ	(15)	(15.00)	(\$4,578,081)
SSD	(128)	(127.50)	(\$41,239,161)
OECR	(8)	(8.00)	(\$2,536,023)
Audit Services	(3)	(3.33)	(\$1,193,410)
Total	(154)	(153.83)	(\$49,546,675)

Expenditures	25-27 Costs	Fund Type
Personal Services	(\$49,546,675)	OF
Services & Supplies	(\$8,258,539)	OF
Capital Outlay	(\$81,000)	OF
Total Expenditures	(\$57,886,214)	

POP #380 –Administrative Services Restoration

- Oregonians deserve a transportation agency that is responsive to their needs, one that had modern systems, functional facilities, and systems that secure their data.
- Small businesses deserve to compete for ODOT projects and programs.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Administrative Services	146	145.83	\$47,746,781
Total	146	145.83	\$47,746,781

Expenditures	25-27 Costs	27-29 Costs	Fund Type
Personal Services	\$47,746,781	\$52,043,991	OF
S&S – Restoration	\$8,258,539	\$8,628,042	OF
S&S – New Investment	\$27,350,099	\$28,471,453	OF
Capital Outlay	\$81,000	\$84,321	OF
Total Expenditures	\$83,436,419	\$89,227,807	



Welcome to
Tillamook
County

SUMMIT
COAST
RANGE
ELEV - 1586

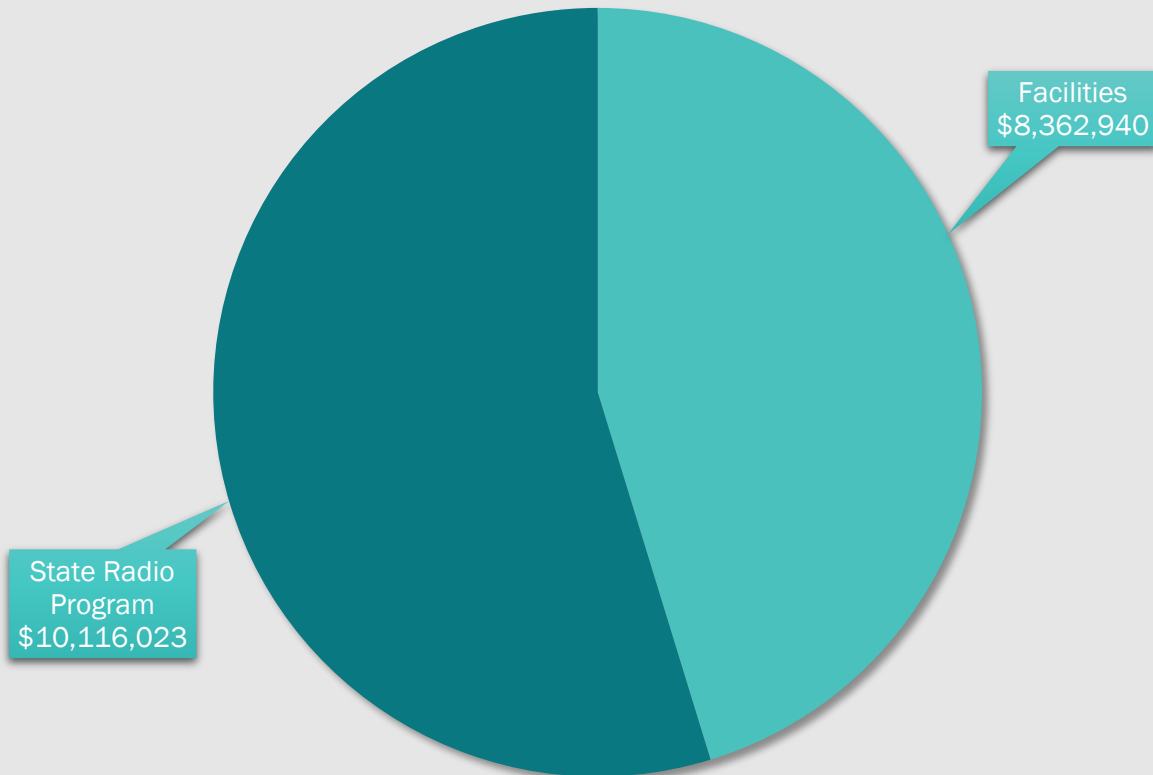
CAPITAL IMPROVEMENT & CAPITAL CONSTRUCTION



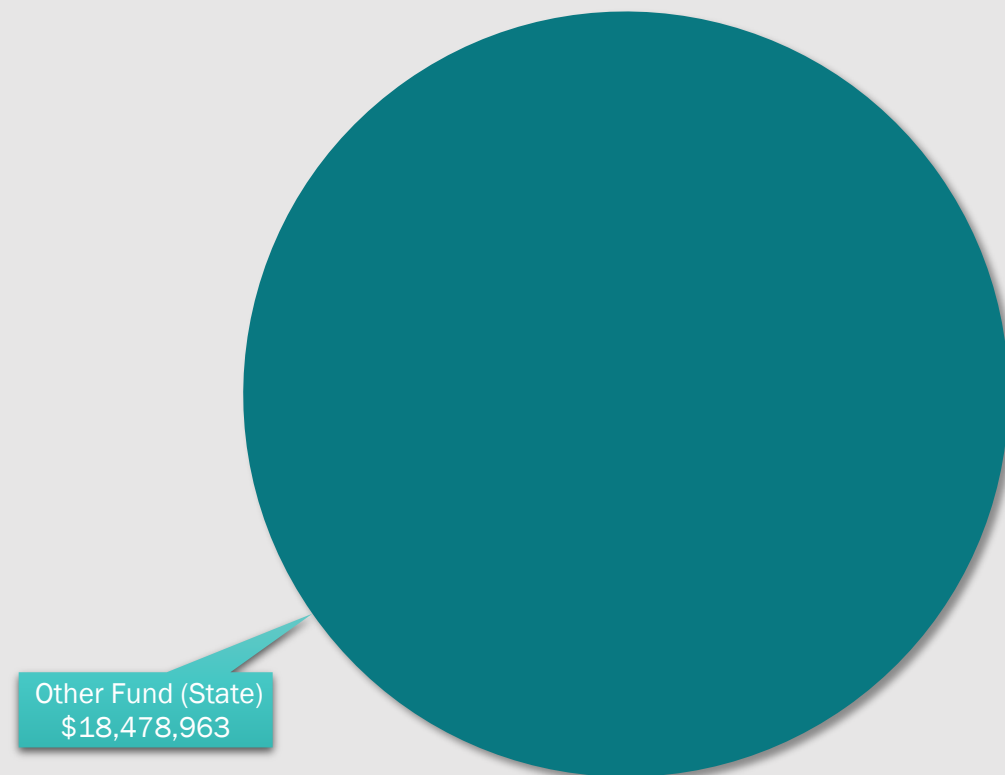
Oregon
Department
of Transportation

Capital Improvement 2025-27 GRB (Expenditure Limitation by Program Area + Revenue by Fund Type)

Expenditure Limitation



Revenue*



*Includes ending balance, where applicable

Programs – Facilities Funding Categorization



Major Maintenance (MM)

- Maintenance & repairs of external building envelopes (walls, windows, roofs, siding) and internal (HVAC, electrical, plumbing, other)
- Between \$5,000 to \$1M

Capital Improvement (CI)

- Additions to buildings or new structures
- Replacement of major building systems
- Between \$5,000 and \$1M

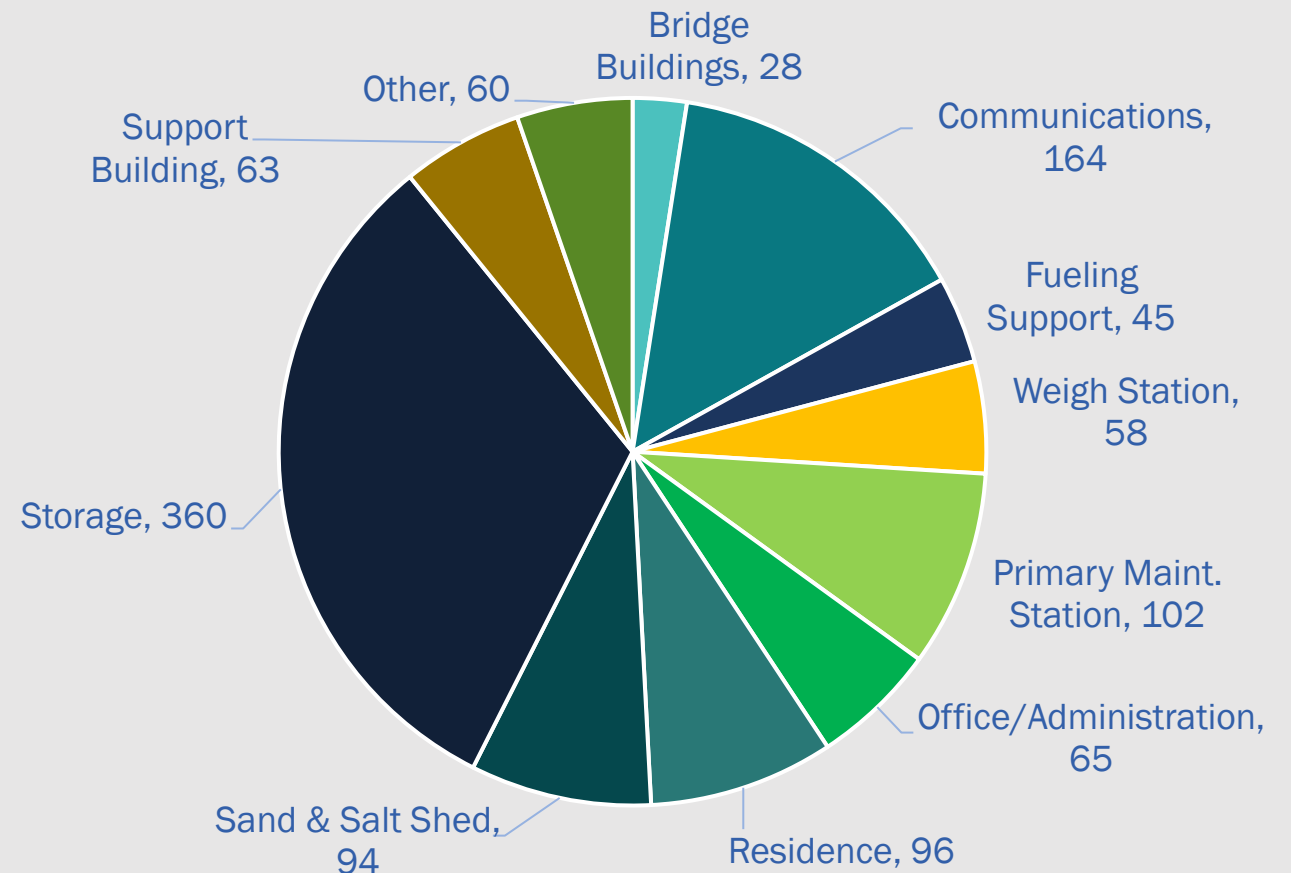
Capital Construction (CC)

- Additions to buildings or new structures
- Replacement of major building systems
- Over \$1M

By the Numbers

- **3.1M** square feet under maintenance
- **1,200** offices, maintenance stations, outbuildings, sand and salt sheds, weigh stations, employee housing, DMVs, wash bays, fuel stations, deicing stations, and more.
 - 26% are more than 50 years old
 - 46% are in poor or very poor condition
 - Expensive to maintain
 - Energy inefficient

Maintenance & Support Buildings



Issues and Trends | Functionally Inadequate

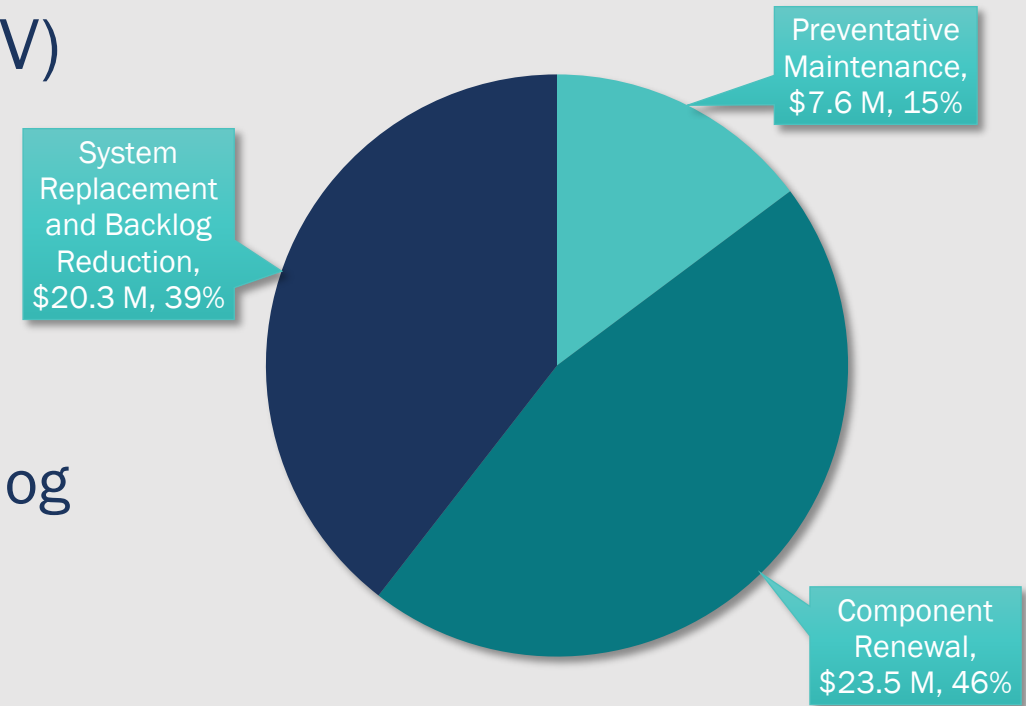


Issues and Trends | Substantial Risk of Failure



Investment Required for Maintenance

- **\$1.07B** current replacement value* (CRV)
- **\$51.4M** (4.79% of CRV) recommended annually to maintain, repair and replace building systems to keep a status of "fair" or "good"
 - **\$20.3M** for system replacement and backlog reduction
 - **\$23.5M** for component renewal
 - **\$7.6M** for preventative maintenance



*As of 2023

APPA: Leadership in Education	Showpiece Facility	Comprehensive Stewardship	Managed Care			Reactive Management		Crisis Response
	0.00	0.05	0.10	0.15	0.20	0.30	0.50	> 0.50
U.S. General Services Administration (GSA)	Excellent	Good	Fair			Poor		

Investment Required for Capital Construction

- ODOT has prioritized more than 17 maintenance stations and other buildings for replacement.
- These are at highest risk of failure or most non-functional.
- Enhancements required for "response ready" deployment and response and normal maintenance and performance.
- Total more than \$517M (in 2023 dollars).
 - Not based on defined scopes or RFQs.
 - Costs will be higher when the programs get underway.

Impacts of Budget Reductions

- Investment is only made in the "worst of the worst".
- Maintenance will no longer be sufficient – replacement will be required.
- Employee health and safety is compromised.
- Ability to respond is impacted.
- Expensive equipment is unprotected.

CAPITAL IMPROVEMENT BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GRB
General	-	-	-	-
Lottery	-	-	-	-
Other (State)	\$18,095,785	\$17,734,129	\$18,478,963	100.00%
Other (Fed as Other)	-	-	-	-
Federal	-	-	-	-
CATEGORY				
Personal Services	\$602,376	-	-	-
Services & Supplies	\$2,567,428	\$1,664,048	\$1,733,938	9.38%
Capital Outlay	\$14,925,981	\$16,070,081	\$16,745,025	90.62%
Special Payments	-	-	-	-
TOTAL	\$18,095,785	\$17,734,129	\$18,478,963	
Positions	0	0	0	
FTE	-	-	-	

CAPITAL CONSTRUCTION BUDGET AT A GLANCE

FUND TYPE	2021-23 Actuals	2023-25 Legislatively Approved	2025-27 Governor's Budget	Percent of GRB
General	-	-	-	-
Lottery	-	-	-	-
Other (State)	\$32,000,000	\$38,000,000	-	-
Other (Fed as Other)	-	-	-	-
Federal	-	-	-	-
CATEGORY				
Personal Services	-	-	-	-
Services & Supplies	-	-	-	-
Capital Outlay	\$32,000,000	\$38,000,000	-	-
Special Payments	-	-	-	-
TOTAL	\$32,000,000	\$38,000,000	-	
Positions	0	0	0	
FTE	-	-	-	

POP #070 – Revenue Shortfall Reductions

- Many of our buildings need new roofs, efficient modern heating and cooling systems and other general repairs.
- A shortfall in funds shifts our focus from proactive repairs to reactive repairs, which can be more costly in the long run.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Capital Improvement	-	-	-
Total	-	-	-

Expenditures	25-27 Costs	Fund Type
Capital Outlay	(4,638,650)	OF
Total Expenditures	(\$4,638,650)	

POP #310 – Capital Improvement Restoration

- This restoration enables ODOT to make repairs to non-functional facilities.
- Without funding, many will deteriorate requiring replacement at higher cost.
- Crews will be unable to respond to catastrophic failures.
- Expensive equipment is at risk.

Position & Expenditure Summary

Program Area	Positions	FTE	25-27 Total
Capital Improvement	-	-	-
Total	-	-	-

Expenditures	25-27 Costs	27-29 Costs	Fund Type
S&S – Restoration	\$4,638,650	\$4,828,835	OF
Total Expenditures	\$4,638,650	\$4,828,835	

Questions?



Keep in touch!



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