

OREGON TRANSPORTATION COMMISSION

**Minutes of the Regular Monthly Meeting
October 19-20, 2011
Gleneden Beach, Oregon**

On Wednesday, October 19, 2011, at 10:00 a.m., the Oregon Transportation Commission (OTC) and Oregon Department of Transportation (ODOT) staff began the Annual OTC Workshop in the Salishan Council House, 7760 Highway 101, Gleneden Beach, Oregon. That evening, the OTC and ODOT staff had dinner in the Lincoln Room.

On Thursday, October 20, 2011, the OTC and ODOT staff continued the Annual Workshop beginning at 8:30 a.m., in the Salishan Council House. At 12:00 p.m., a briefing session, agenda review, and lunch were held in the Lincoln Room. The regular monthly meeting began at 1:00 p.m. in the Salishan Council House.

Notice of these meetings was made by press release of local and statewide media circulation throughout the state. Those attending part or all of the meetings included:

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| Commissioner David Lohman | Motor Carrier Div. Administrator Gregg Dal Ponte |
| Commissioner Mary Olson | Chief Financial Officer Les Brodie |
| Commissioner Mark Frohnmayer | Governor's Trans. Policy Advisor Lynn Peterson |
| Commissioner Tammy Baney | Interim Rail Division Administrator Betsy Imholt |
| Director Matthew Garrett | Region 1 Manager Jason Tell |
| Chief of Staff Joan Plank | Region 2 Manager Sonny Chickering |
| Interim Deputy Director of Operations Jerri Bohard | Region 3 Manager Frank Reading |
| Deputy Director of Central Services Clyde Saiki | Region 4 Manager Bob Bryant |
| Communications Division Admin. Patrick Cooney | Region 5 Manager Monte Grove |
| Highway Division Administrator Paul Mather | Interim Commission Assistant Jacque Carlisle |
| DMV Division Administrator Tom McClellan | |
| Trans. Safety Division Administrator Troy Costales | |



Wednesday, October 19

Commissioner Lohman called the meeting to order at 10:00 a.m.



OTC Annual Workshop –

Director Garrett opened the workshop by asking the participants to challenge themselves on the traditional ways business was done in the past, and to evolve our way of thinking on how we do business, and with whom we do business.

Director Garrett introduced Lincoln City Mayor Dick Anderson and Lincoln County Commissioner Terry Thompson. Mayor Anderson welcomed the OTC and ODOT staff. He said Lincoln City's population has grown and continues to grow. Access to the city is vital, and he appreciates Director Garrett's willingness to listen to the community's concerns about the highways. Commissioner Thompson said the county has a good relationship with the state, and with ODOT, which has proved beneficial for all. The issues of Highway 20, the Bridge of Newport, and the road expansion in Lincoln City are the county's main concerns he hopes will be addressed.

The intent of the workshop is to provide information to assist the OTC in developing its work plan for the coming year, and to continue to advance a more systematic integration of multimodal transportation, economic development, and land use planning into the agency's current business practices and organizational structure.

#1 – Future Trends –Integrated Planning Services Director, Peter Plumeau

Deputy Director of Operations Jerri Bohard introduced Integrated Planning Services Director Peter Plumeau who led an interactive discussion and provided information about long-term strategic issues the transportation industry could face. Mr. Plumeau said the American Association of State Highway and Transportation Officials (AASHTO) has begun to examine long-term strategic issues, both global and domestic, that will likely affect state transportation departments. The research covers the following areas:

- Potential changes in freight movement in changing economic systems
- New technologies to improve system performance
- Approaches to enhance preservation and maintenance of highway infrastructure
- Effects of changing transportation energy supplies and alternative fuel sources
- Potential impacts of climate change on transportation infrastructure, operations and adaptation approaches.

Mr. Plumeau showed a short video titled *Changing Times: Global Trends Affecting Transportation Planning and Investment Decisions*. Highlights of the video were:

- Technological change
- Energy and environmental change
- Shifting economies and trade
- Geo-political change
- Understanding the nature of trends is essential to addressing them
- Aspects of trends: connected, accelerating, continuous

The group discussed what this might mean to DOTs in general, ODOT and Oregon. Comments:

- Explore the use of technology to route optimize transit options. What policy changes would be needed? How do we enlist the help of third-parties who have already demonstrated ability in this area?
- Understand that the nature of the conversation on climate impacts is changing. Take the political heat out of the discussion and aim for an outcome everyone can live with. What are the common threads?
- Understand the changing costs of fuel and energy, and the impacts of going from a petroleum based transportation fuel system, to an electrical based system and the impact on the electrical infrastructure. What is the impact to fuel taxes when revenue based on petroleum products goes away?
- The perspective/timeframe of what transportation does for us, and how we invest, is way too narrow and too short term. We need to look out much further and educate people. Don't wait for a crisis to happen to make the public aware – like what has happened with the flooding in Vermont.
- How big a variable is culture in the equation?
- Consider One-Point Change – raise the price of gas to \$8 per gallon. This will change people's way of thinking and increase revenue.
- Approach the conversation with the attitude that here is a new system that is going to be better than the one we have today.
- Shifting economies and trades will cause an increasing demand for transportation connection and system reliability and resilience. Continued growth of the Asian-Pacific markets will have impacts on the port system in terms of capacity and reliability.
- The widening of the Panama Canal could cause significant rerouting of traditional cargo shipping routes, bypassing some of the west coast routes and going directly to the east coast. How would this impact not only the ports, but the rail system?
- Traditional recruitment methods and requirements will not work with the emerging workforce.
- The global geo-political situation must be included in the discussion. There are four major categories: 1) the rise of new global economic powers; 2) global urbanization growth; 3) security and terrorism concerns; and 4) growing global inter-connectiveness – the growing network of trade and cultural relationships and the vulnerability to the impact of distant actions and problems.
- Use a Strategic Management Strategy to deal with issues that arise and stay ahead of the change. Strategy – are we doing the right things right? Management – monitor and get feedback in decision making and adjust accordingly. Make mid-term adjustments as the external environment changes. Be proactive and adaptive as those environmental external variables change.
- Key issues:
 - o Are organizational charts aligned with policies and strategic planning?
 - o Projects not implemented the way they are planned. Plans fall apart.
 - o Hold ourselves accountable for our own plan. Be strategic about the world around you and how it affects you.

#2 - Bringing Change to an Organization – Former Pennsylvania Secretary of Transportation Al Biehler

Former Pennsylvania Secretary of Transportation Al Biehler described Pennsylvania's Smart Transportation initiative, which was designed in response to Pennsylvania's infrastructure needs, limited revenues to address those needs, and the need to align transportation better with community and citizen expectations. This model, and the processes used to develop it, provides useful information when considering how ODOT's approach to transportation system management can be adapted to meet future needs. The PennDOT initiative transformed the culture of that agency from top to bottom, from district offices to headquarters. Highlights of the presentation were:

- How PennDOT did it
- Where ODOT is and what change would mean
- The mechanics of what it takes to shift an organization
- *Smart Transportation*

Discussion followed. (Unable to hear various panel members' comments/questions.)

- It's important to keep the Federal Highway Administration involved. The more ingrained FHWA is, the more it owns and understands the problem.
- Transportation Demand Management and real-time data.

#3 - Current Agency Realities - Staff Panel

As ODOT develops direction for the transportation future in Oregon, it is important to take stock of where it is and understand the current agency realities. The commission received a presentation and participated in a panel discussion covering some of the critical realities that are important to understand as it develops its work plan.

The panel participants were:

- Matthew Garrett, ODOT Director
- Paul Mather, Highway Division Administrator
- Betsy Imholt, Interim Rail Division Administrator
- Travis Brouwer, Senior Federal Affairs Advisor

Some of the topics included in the presentation/discussion were:

- Funds are not keeping up with expenditures
- All modes are underfunded
- The system will deteriorate
- New strategies are being implemented to maximize our investments
- The organization is being reduced to match projected funding levels

Senior Federal Affairs Advisor Travis Brouwer gave a high-level overview of the financial realities facing ODOT and the state's transportation system. He said ODOT has made some significant investments the last 10 years, most funded by bonds. With VMT (vehicle miles traveled) flat, and fuel efficiency creeping up, revenue has not kept pace with needs. It will be difficult to continue and sustain the current levels of investment we've had across all modes of transportation. ODOT faces six main funding challenges:

- The OTIA and JTA programs were front loaded and will involve significant debt service
- State Highway Fund revenue is down significantly from previous estimates
- Operations costs have grown faster than State Highway Fund resources
- Federal funding is at a significant risk of being cut
- The gas tax will not be a sustainable funding source in the long term
- There is no adequate, long-term, sustainable funding source available for non-highway modes, particularly the operations of public transportation and passenger rail

Highway Division Administrator Paul Mather talked about the condition of the transportation system, saying highway conditions will worsen, and maintenance costs will increase as the system deteriorates. He also spoke about the condition of the pavement system, culverts, slides/rock fall, bikeways and walkways and what it will take to maintain these systems.

Interim Rail Division Administrator Betsy Imholt said the passenger and freight rail system is jointly operated by Oregon, Washington State, and Amtrak. She talked about revenue sources for funding of rail services, the rising cost of maintenance and operation, and the future uncertainty around Amtrak costs, train maintenance costs, and expanded service.

Deputy Director for Operations Jerri Bohard discussed some of the critical issues facing public transit: uncertain federal funding levels; flat state funding; growing demand for services; and unknown programmatic changes as a result of reauthorization. She talked about the role of public transit, funding sources, issues facing transit providers, ridership needs, and the uncertainty of reauthorization.

Paul Mather summarized the current direction of ODOT. He said *Practical Design*, *Active Transportation*, and *Right-sizing* are three initiatives ODOT is undertaking to move the department in a direction for the future. He gave an overview of *Practical Design*.

Jerri Bohard gave an overview of the Active Transportation Section, which was created in July 2011 as part of ODOT's *right-sizing* conversation. The section is located in the Transportation Development Division, and its goal is to bring focus to a multimodal organization by combining the Sustainability, Scenic Byways, Bicycle/Pedestrian, Transportation Enhancement, Safe Routes to School, Congestion Management, implementation of *ConnectOregon* and Flex Funds, and

state highway programs. The objective is to manage these programs more efficiently by developing common criteria and application processes, and to integrate programs and funding sources strategically to promote multimodal and sustainable transportation solutions.

Lynn Peterson talked about the dedicated funding for non-roadway transportation that the Governor's Office initiated with support from *Smart Growth America* and the *Oregon Consensus Program*.

Director Garrett summarized by saying you can see a structural shift in the way ODOT is doing business; a better alignment of policies and disciplines, from which will flow better alignment of investment strategies. That conversation is taking place within ODOT, but also needs to take place with state government. We will continue to try to align the great challenge of how to fund transportation, and the non-highway components in the State of Oregon because until we find a sustainable flow of money that can go to rail and transit, the deficits will compromise senior/disabled transit, rural transit, or maximizing the opportunities along the Cascadia corridor from Eugene to British Columbia.

Revenues at the state and federal level are running in the wrong direction. The debt service has locked up money for 20-30 years, to the tune of \$200 million by 2015. The cost of doing business continues to increase, and these expenditures have moved the expenditure/revenue lines farther apart.

Roughly 25-30 percent of the overall cost of doing business for ODOT comes down to the people and the products used to deliver services. In a benign fashion, let's start the conversation now to reduce daily operating costs by five percent by 2015. As the pressure of delivering projects goes down, the pressure on maintaining and preserving the asset continues to grow, placing additional demands on maintenance crews. This is not just a highway discussion. The same application and discipline applies in all the other portfolios, be it Motor Carrier, DMV, Transportation Development or Central Services.

If the revenues aren't there and the organization is being re-aligned, the reality is that certain things will have to be laid on the table. These will be difficult decisions and there will be reactions like those shown with the recent closing of a state rest-area. There will also be consolidation of district offices, which, while easy to do on paper, will affect people, relationships, and the way we do business.

In conclusion, Director Garrett gave some thoughts to consider in preparing for the continuation of the workshop the next day. He said we have to change the rules of engagement. ODOT is more than just a Department of Transportation. ODOT touches people's lives every day, above and beyond the transportation activities that present themselves. ODOT needs to change its structure, and the *Active Transportation* section is a step in that direction. It also needs to change its

relationship with sister agencies, and challenge shared commissions and boards for viability.

Director Garrett submitted that this is a great opportunity to jump start a conversation with our Area Commissions on Transportation (ACTs). The ACTs have migrated from being a forum to prioritize capacity projects, to forums now that speak to policy issues, multimodal investments, and beyond. He believes ACTs can take on a new, bigger charge.

#4 – Governor’s Direction to OTC - Matthew Garrett/Jerri Bohard

Discussion of Governor Kitzhaber’s challenge to revisit underlying assumptions and create a new paradigm that lays the foundation to “create a 21st century transportation system that best serves Oregonians.” The governor further articulated six principles to be considered when working toward a new way of doing business. The principles are:

1. Do we have the right group of individuals at the table at the beginning of the process to define the problem and solution together?
2. Should ODOT manage or own the facility or would it be better managed for a diverse set of outcomes, by another agency or jurisdiction?
3. Are we creating programs that do not simply invest in the future of the transportation system but meet a multitude of community objectives?
4. Does each decision move us closer to a sustainable, safe, low-carbon, multimodal system?
5. Does the decision maximize benefit for the least cost under the limited resources?
6. Finally, does this decision or policy move us closer to finding a more rational transportation funding mechanism for the future?

Similar themes are part of the discussions around the governor’s 10-Year Plan for Oregon project, which seeks to implement the governor’s vision to “Rebuild Oregon’s House” by creating a strategic plan for the state and by implementing a 10-year outcome-based investment framework and budget process. Guiding principles of the plan include creating a common statewide vision of the future, ensuring accessibility and accountability, creating fiscal sustainability, developing a plan to save resources in good times to maintain services in bad times, and providing decision makers and the public with data required for informed decision making. Agency directors and the governor’s policy advisors have been working to form the foundation of a strategic plan and policy outcome areas, which include the economy and jobs, education, good government, healthy environment, healthy people, livable communities, and safety.



Commissioner Lohman adjourned the meeting at 5:45 p.m.

Thursday, October 20
The OTC Annual Workshop (continued):

Commissioner David Lohman called the meeting to order at 8:40 a.m.



#5 – Recapping Presentations and Implications to the Transportation System- Peter Plumeau

Director Garrett asked the commission members and staff to give their thoughts on the previous day's discussions.

Commissioner Olson would like to take a new look at the transportation system as a whole. Forget there are boundaries within that transportation system, and ask, "if we were starting over, who should be doing what"? Once that was defined, the next question would be how we are going to pay for it? The situation will call for jurisdictional and funding changes because the current funding mechanism, at both the federal and the state level, is a highway mechanism and that's not the transportation system of the future. There needs to be agreement on what the transportation system should look like, with two elements to that, rural and urban. Changes at the state level should be easy, but we will need to partner with sister agencies across the nation to go to Washington for changes at the federal level.

Commissioner Frohnmayer said an important component is where we want the transportation system to be in 20 years, and aim for a system that has a higher level of quality and a lower level of cost associated with it. It's clear that change is coming on many fronts, technology and rising costs being two of the biggest.

Commissioner Baney said the system is broken and the educational component of the realities being faced has not been articulated to the public in a way that has resonated with communities. There are real urban and rural realities, and we need to add uniqueness and equity around policy that builds both sides. What policies do we need to either address, shock, or create that gets us to *Smart Transportation*.

Commissioner Lohman said it's clear change is needed. As we go forward, we need to be more multimodal, we need to take care of the freight system, and we have to take advantage of new technologies and especially new vehicle technology. He said there are ten things conducive to great work:

- building communities
- facilitating economic stability and growth
- providing mobility alternatives for commuters and shippers
- providing mobility alternatives for the elderly and disabled
- making travel safe

- maintaining what we have
- minimizing environmental impacts
- helping to manage growth
- integrating what we're doing with what the rest of the state is doing
- keeping the public involved

Bob Bryant said that staff in the field has worked very hard to do everything possible to gain funding to pull in those components that are of most interest to our partners. But there needs to be a shift in our ability to spend highway dollars, which is very restrictive now. More than an educational effort is needed. While the educational component is very important, there needs to be a cultural shift as well. Concise policy and clarification on expectations is needed for staff, as well as clearer understanding on where they need to be. There has been a shift from a focus just on highway to a more broad way of thinking. The one thing that has been constant is the staff's ability to adapt to changes.

Les Brodie said recognition of where we are in terms of revenue and expenditures is a key discussion. In one sense, our credit rating gives us a very solid and strong structure as a DOT. In the same sense, we can't escape certain realities of our revenue and expenditure picture. This is a very hard picture for the public to understand because both pictures are correct. Funding constraints is another piece that is hard for the public to understand. The inflexibility of the highway fund does not allow us to leverage to go where we need to go. As we start articulating our goals, flexibility is important when setting parameters.

Frank Reading said the timing is right to further involvement of the ACTs; they are ready for a modernization program. The public education component is important. But while there have been public education presentations on the state of the transportation system given to ACTs and local governments, the challenge is to get that message carried further down to into the communities. There needs to be a process so people really hear it and understand what is going on.

Sonny Chickering agrees with the comments about increased involvement by the ACTs. Lane County has recently created an ACT that is ready to go to work, but there is nothing for it to work with. There is a question in some ACTs on how to interact with the Regional Solutions Team. What is the proper use of those resources and how can we collaborate and work on the issues together?

Troy Costales said that one of the things that stood out from the conversation is that there has been a lot of front loading of initiatives and purchases without talking about the certainty of the operation, the funds that go with it, and who might have that responsibility. Parallel to that is the fact that a lot of the front loading has been done with a credit card so now there is the cost of operation and the cost of the credit card. Should we consider a different management system so that when projects are identified, future markers are placed to note operating costs, timings, etc.

Monte Grove said the system that has worked well for us in the past will not work in the future. He is concerned about the risk of losing some of the existing system while trying to change, and the public backlash out of that. While we take steps to move forward, we have to also take steps to preserve the system we have.

Jerri Bohard said we are struggling with the fact that we can't be all things to everyone any more. We need to find that 'sweet spot' around what the transportation system is going to look like in the future. When we do that, we will make decisions about things we aren't going to do. That's where the risk is; having the guts to say this is all that we can do.

Paul Mather agrees that the ACTs are a much underutilized resource. In the past, he said, the agency has been successful in implementing change by not trying to change all the organization at once, but rather by creating one group to lead the change. In this current effort, he suggests creating a group similar to that, something between what the Office of Innovative Partnership's Vehicle Miles Traveled Group does, and something like what Galen McGill's group does with Trip-Check. The first thing the agency has to do to become a multimodal organization is to stop talking in terms of the different modes. Stop talking in terms of highway, transit, rail, and start acting and thinking in terms of transportation. We need to integrate the organization by taking the existing silos and turning them sideways to talk about functions.

Clyde Saiki agrees that the staff is very resilient, but cautioned that we can't underestimate the need for change management as changes are implemented. We are asking people to change the way they think and behave. That's not easy for people. One of the pitfalls of change management is that we get impatient. We think that change ought to happen overnight, and when that doesn't happen, we start taking shortcuts. The other part of this is that you have to have a clear vision of what type of outcomes you are trying to get to. If staff doesn't understand that, and there is a lack of clarity, we can't move forward as an agency together. Another piece of change is that people have to understand why the agency is making the change. We have to be just as good communicating why we need to change with our staff as we are with the public. He said technology is an important tool, but we have to be very strategic and intentional in how we use it. Our outdated technology is built on applications that are no longer supported by the industry. But we need to remember that business should drive the technology, and not the other way around. He cautioned against a tendency to buy technology, and then figure out how to use it. His final comment was that as we make a change, it's incumbent upon us to look at what new skill sets we'll need to look for in the people recruited into the agency. Get the right people in the right place.

Betsy Imholt stressed the need to break down funding silos. There is a great willingness to get things done, but things often fall apart when it comes to funding. How do we take advantage of opportunities and get the money to accomplish them?

Gregg Dal Ponte cautioned against the notion of creating a crisis to watch for adaptation, like \$8 per gallon gas with the intent of changing driver behavior. While he agrees this tactic might change behavior, it could lead to unintended consequences like business migration out of state, rampant unemployment, or an economic decline. An evolutionary approach to change is preferable to a big bang theory.

Patrick Cooney said the public has its own set of priorities, which is 'things that affect me'. So, no matter what list of priorities we come up with, someone will see a large portion of that as waste. He suggests a small team get together to figure out what two or three things can be accomplished, and what needs to be changed to get there.

Joan Plank said we've seen a real change in the last two to three years in the move to a multimodal agency. We're starting the conversations to move the agency further, which is exciting. We need to expand our partnerships to include the ACTs, MPOs, and local governments, and to look at our internal organization.

Jason Tell suggested nine action items to move the agency forward:

- use of technology and implementation of technology
- consolidate grant programs
- demonstrating funding needs – proposing a new funding mechanism
- the need for strategic communications
- practical design
- pilot projects and programs
- workforce
- ACTs
- legislative champions

Director Garrett thanked the group for their honest and candid comments. He said people expressed the challenges faced as we're having policy conversations. As we have these policy conversations, we are struggling with the practical implications. How do we make it happen? How do we not only apply it, but then how do we manage it to deliver the outcome that we are looking for?

He said we need to create a framework for the conversation to help tell our story. What is the message? How do we communicate, whether to a legislative body or to the general public? Where do we target our energies? The reality of this political world we're navigating is that incremental change is where we're going. There are too many cross-pressures that would complicate a systematic change. With that said, incremental change can be transformational over time. So it's just taking the first steps. That allows us to move longer term so we can look back eventually and say, "we have moved." But the transformation will take time, that's just part of the evolution we have here.

We want things very quickly because in the political environment the horizons are very short. It's just the reality. Governor Kitzhaber is trying to change that, from a two-year to a ten-year process. You don't have to hit the transformation in year two, watch this evolve over ten years.

To tell our story, we need to reflect on our mission and not forget what our core responsibilities are. If we need to question those, that's fine because we're solid because it's a fairly multifaceted charge given to this agency. We need to never forget that one of the charges is to preserve this multibillion transportation asset. The citizens of the State of Oregon have invested a lot of money in a system that provides for a social transaction or a business transaction. Our charge is how we preserve that asset.

Mobility must focus the roles and responsibilities, getting back to vision direction, and then the benefits. Commissioner Frohnmayer has focused a light on "put it all out there"; articulate the benefits that come in this direction, and also the trade-offs. If you're going to move in this direction, tell the whole of the story, from the vision, the policy, to the implication, to the benefits, to the trade-offs. That allows for a pretty informed discussion when all is said and done.

The internal structures within the organization are sifting to think differently about the services delivered by the Department of Transportation. Integrate our assets. We are doing it, and eventually we'll have an operations division that does just that. A division that encompasses all aspects of the conversation with delivering a product because we integrated those pieces of the machinery that are now independent from each other like the Area Commissions on Transportation (ACTs) and the Regional Solutions Teams. We have more work to do to make sure we don't step on each other. It is a delicate dance that needs to happen, but it will happen. We want the same outcome, to maximize the resource and talent and then the moneys that deliver the investments that we can bring to the communities across the State of Oregon.

If we put these things in mind, the three issues just continue to come out. We need to be a facilitator in the conversation. If we do that, we can help engage the discussions, the decisions, and then the delivery of a product. That's the role of the state. It all comes down to deliverables. All this is nothing more than rhetorical unless we can put something on the ground. Mr. Dal Pointe said it well, "success breeds success." People want to attach themselves to successful ventures. That's one of the reasons this agency has seen six consecutive sessions of investment in transportation.

We're not broke, and we can't speak like we are broke. We have nearly \$4 billion to spend in transportation. We just have to articulate how we spend that money, and what we can and can't spend it on. That really is the challenge.

In the interest of time, Commissioner Lohman suggested the commissioners list what kinds of modifications should be made to distill the work plan down to what the commission should be spending its time on.

- Integrate health into work items
- Flexibility, innovation, and use of new approaches
- More focus on funding and finance from the commission level
- Work toward mechanisms to solve intergovernmental transportation system problems – we have one transportation system, but we have multiple people who have authority over parts of it. When those parts come together and don't work, is there a mechanism for accountability?
- Make innovation a distinct goal
- Transportation funding reform
- Reduce the number of things on the active work list and concentrate attention on governance and community building
- Take conversation with the ACTs to a deeper level
- Closer examination of role with legislature
- With stakeholders, four focus points of change: ownership, maintenance, capacity, partnership

#6 – Goals of the November OTC Meeting

The concept of the November OTC meeting in Silverton is for the commission to have a discussion with some of its key advisory committee representatives, such as the chairs of Area Commissions on Transportation and its other modal advisory committees. This discussion will precede a similar presentation by staff on financial realities. The purpose of this discussion will be to identify any key questions that the commission may want to forward to the invitees before to the meeting.

Director Garrett said that at next month's meeting, staff would give a refined version of the realities presentation given yesterday. With that as context, put it on the table for discussion with the various representatives. Also, give the ACTs two or three questions in advance that we want them to be thinking about so they come prepared for the conversation: questions like, what does a successful transportation system look like? Or, how do we implement the agency's multimodal commitment?

ODOT has invited representation from the ACTs, the Public Transit Advisory Committee, the Freight Advisory Committee, and representatives from rail, aviation, and marine.



Regular Monthly Meeting

At 12:00 p.m., The OTC and ODOT staff held a pre-meeting briefing session and reviewed the agenda in the Salishan Council House, 7760 Highway 101, Gleneden Beach, Oregon. Highlights of the pre-meeting were:

A review of the agenda.

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Communications Administrator Patrick Cooney discussed the proposed 2012 commission meeting dates and asked the commissioners to check their calendars to determine if there are any conflicts.

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Communications Administrator Patrick Cooney provided his assessment of the Oregonian story that ran on October 16, 2011, that criticized state government communication efforts and costs.

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Commissioner Lohman called the meeting to order at 1:09 p.m.

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Director's report highlights were:

Director Garrett met with AASHTO last week in Detroit, and shared some of the issues discussed. The theme of the meeting was "Leading in Lean Times." The challenges DOTs face across the nation include reauthorization, climate change, high-speed and intercity rail opportunities, multimodal national freight network, storm water, performance management/measures, vehicles of the future, communication when disaster strikes, right-sizing, and tolling the interstate.

•

ODOT's Bridge Section received the President's Environmental Award, which acknowledges efforts to combine 14 separate environmental statutes into a single set of standards that allowed us to move 206 bridges that needed specific permitting. It saved us time and money to such a degree that it was acknowledged by our peers across the nation.

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Public comments: None



The commission received a request to approve the Transportation Safety Action Plan (TSAP) from Transportation Safety Division Administrator Troy Costales and Oregon Transportation Safety Committee Chair, Mike Laverty. *(Background material in Director/Commission/History Center File, Salem)*

The 2004 TSAP established aggressive goals to improve transportation safety by 2015. Oregon met or exceeded many of those goals. Starting in November 2008, the Oregon Transportation Safety Committee embarked on the journey to create the next version of the TSAP.

In preparing this plan, staff exceeded the department's public input policy standards and guidelines. More than 100 action items are listed for our efforts in the next decade. This plan is considered the "safety model" plan for the Oregon Transportation Plan.

Commissioner Olson moved to approve the request. Commission members unanimously approved the motion.



The commission considered approval of a request to submit the proposed proclamation to Governor Kitzhaber for his signature designating December as "Drinking and Drugged Driving Awareness Month" in Oregon. *(Background material in Director/Commission/History Center File, Salem)*

Transportation Safety Division Administrator Troy Costales explained that for the last 22 years, the Governor's Highway Safety Association has proclaimed either part or all of the month of December as "Drunk and Drugged Driving Prevention Week/Month." Through a schedule of coordinated events, the goal of this proclamation is to heighten the public's awareness about the dangers of impaired driving. In conjunction with the national "3-D" month, the Transportation Safety Division would like the governor to proclaim the month of December as "Drinking and Drugged Driving Awareness Month." Numerous activities will be held throughout the state.

Commissioner Baney moved to approve the request. Commission members unanimously approved the motion.



The Commission considered approval of a request for the Oregon Department of Transportation to serve as a partner/co-applicant on Transportation Investment Generating Economic Recover (TIGER) III grant applications, designate statewide priority projects for TIGER III funding, and delegate authority for ODOT staff to provide letters of support for meritorious TIGER III applications. *(Background material in Director/Commission/History Center File, Salem)*

Senior Federal Affairs Advisor Travis Brouwer gave a brief background of the TIGER grant program and distributed a document showing the TIGER projects ODOT recommends to be designated as statewide priorities, and the benefits of those various projects. He explained that this is a very useful program in that it is General Fund resources, not Highway Trust Funds, and therefore, the typical restrictions on the use of the funds fall away. TIGER grant funds are flexible revenue and can be used on any type of transportation project among service modes.

He gave a brief overview of past ODOT TIGER projects and talked about the competitive application process and criteria used in the selection process. Based on that, ODOT selected six projects it thought merited statewide priority:

- Sellwood Bridge Replacement
- Troutdale Reynolds Industrial Park Road Improvements
- Interstate 5 Woodburn Interchange
- Newberg-Dundee Bypass
- U.S. 20 Cascade Avenue Improvements
- Lake County Railroad Rehabilitation

Commissioner Olson moved to approve the request. Commission members unanimously approved the motion.



The Commission considered approval of the Consent Calendar. *(Background material in Director/Commission/History Center File, Salem)*

1. Approve the minutes of the September 21, 2011, Commission meeting in Portland.
2. Confirm the next two Commission meeting dates:
 - Tuesday, November 16, 2011, in Silverton
 - Wednesday, December 21, 2011, in Salem
3. Adopt a resolution for authority to acquire real property by purchase, condemnation, agreement or donation.
4. Approve the following Oregon Administrative Rule (OAR) actions:
 - a. Repeal of 731-007-0335 relating to payments for escalation of steel cost.
 - b. Amendment of 734-020-0070 relating to Sno-Park permit fees.
 - c. Amendment of 734-082-0037 relating to oversize load signs.
 - d. Amendment of 735-150-0040 relating to the addition of new class IV ATVs.
 - e. Amendment of 740-100-0010 relating to intrastate exceptions to federal motor carrier safety transportation regulations.
5. Approve a request to appear before the Legislative Joint Ways and Means Committee to request an increase in the Oregon Department of Transportation budget Maintenance Limitation relating to storm damage.

The Oregon Department of Transportation (ODOT) requests permission to appear before the Joint Ways and Means Committee to request an increase of \$9,211,366 in the Maintenance Limitation for expenditures to repair damage sustained during the 2009 and 2011 winter storms.

6. Approve a request to separate the second part of the Oregon Bicycle and Pedestrian Plan and have it become an element of the Oregon Department of Transportation's Highway Design Manual.

Commissioner Lohman declared a conflict of interest with Consent Item #3. Commissioner Olson moved to approve the Consent Calendar, with the exception of Consent Item #3. Commissioners Lohman, Olson, Baney and Frohmayer unanimously approved the motion.

Commissioner Olson moved to approve Consent Calendar Item #3. Commissioners Olson, Baney and Frohmayer unanimously approved the motion. Commissioner Lohman abstained from the vote.

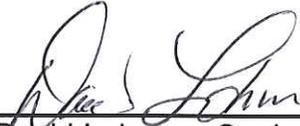
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Public comments: none

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Senior Commissioner Lohman adjourned the meeting at 1:55 p.m.

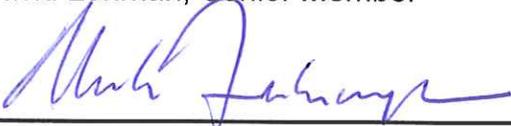
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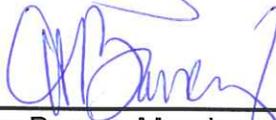
David Lohman, Senior Member



Mary Olson, Member



Mark Frohmayer, Member



Tammy Baney, Member



Roxanne Van Hess, Commission Support