OREGON TRANSPORTATION COMMISSION

Minutes of the Regular Monthly Meeting
September 21, 2011
Portland, Oregon

On Wednesday, September 21, 2011, at 8:00 a.m., the Oregon Transportation Commission (OTC) and Oregon Department of Transportation (ODOT) staff held a pre-meeting briefing session and reviewed the agenda in the Channel Conference Room at the Port of Portland Headquarters Building, 7200 NE Airport Way, Portland, Oregon. Highlights of the pre-meeting were:

•A review of the agenda.

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State Chief Information Officer Dugan Petty briefed the commission on the planned Oregon web portal that will collect fees for access to certain records held by DMV, which, in turn will fund the new Oregon.Gov web architecture.

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Director Garrett handed the commission a paper on the revenue forecast. He said that we would bring ODOT Chief Financial Officer Les Brodie to a future meeting to discuss in more detail.

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The regular monthly meeting began at 9:00 a.m. in the Chinook Conference Room.

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:

Commissioner Dave Lohman
Commissioner Mark Frohnmayer
Commissioner Tammy Baney
Commissioner Mary Olson
Director Matthew Garrett
Chief of Staff Joan Plank
Communication Div. Administrator Patrick Cooney
Interim Deputy Director of Operations Jerri Bohard
Public Transit Division Administrator Michael Ward
DMV Division Administrator Tom McClellan
Motor Carrier Div. Administrator Gregg Dal Ponte
Region 1 Manager Jason Tell
Interim Region 2 Manager Eryca McCartin
Region 4 Manager Bob Bryant
Region 5 Manager Monte Grove
Commission Assistant Amy Merckling
Interim Commission Assistant Jacque Carlisle

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Commissioner Lohman called the meeting to order at 9:08 a.m.

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Director's report highlights were:

ODOT staff are currently giving presentations to the Joint House and Senate Revenue Committee on a variety of subjects specific to transportation issues. On the national level, growth has been stalled, and rising commodity and fuel prices are impacting all budgets. Specific to the State of Oregon is a loss of roughly 150,000 jobs during this recession. The second quarter of 2011 continues to see slow growth, and at 1.6 percent, Oregon ranked 13th nationally in terms of job growth.

ODOT's revenues have been negatively impacted. We are down an additional two percent from our last forecast, roughly $50 million for the 2011/2013 timeframe. An additional $16 million loss is predicted for the 2013/2015 timeframe.

As we move toward the first of the year, ODOT's Chief Financial Officer Les Brodie will continue to provide forecasts and discussions on the financial health of the organization, and how the numbers will impact the way ODOT does business on a day-to-day basis.

Alignment of revenues at the federal levels could have a negative impact to the State of Oregon to the tune of $150 to $175 million if the federal government does nothing to increase the federal gas tax and revenues.

Commissioner Lohman asked if conversations have taken place with Metropolitan Planning Organizations (MPOs) and Area Commissions on Transportation (ACTs) to assure their expectations are taken into account. Director Garrett said there have been very aggressive conversations with not only the MPOs and ACTs, but also with county and city local government officials.

ODOT staff will also attend legislative sessions at which ODOT partners, such as the Department of Aviation, will report on its recent partnering with ODOT. The Travel Information Council will report on rest areas. The Columbia River Crossing project and the Statewide Radio Project (formerly known as OWIN) will also make presentations.

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Leading up to the annual workshop in October, Director Garrett discussed the direction ODOT is taking as an organization. Former Pennsylvania Secretary of Transportation Al Biehler met with ODOT staff to talk about his experiences and lessons learned when he took his organization through financial, organizational, operational, and cultural changes, a path ODOT is currently taking. That meeting provided a foundation for discussions in follow-up to the direction and initiatives Governor Kitzhaber gave at the August 24th Special OTC meeting.

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Director Garrett said Betsy Imholt has been selected as ODOT's new Interim Rail Division Administrator. There are significant challenges regarding rail, but they are not

unique to the State of Oregon. ODOT struggles with the issues of finding a way to fund rail, finding leaders for the Rail Division, and determining how to handle the high-speed rail corridor. The State of Washington faces similar challenges.

ODOT staff met with Washington State Department of Transportation Secretary Paula Hammond and some of her rail staff to discuss how to engage in corridor conversations when new rail administrators are hired in both states.

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Public comment was received from:

Phil Martinson spoke in support of the Coastal Parkway Bypass plan as an alternate option for the Newberg/Dundee Bypass.

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Gary Bliss spoke in support of the Coastal Parkway Bypass plan as an alternate option for the Newberg/Dundee Bypass.

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John Rankin spoke in support of the public/private partnership the Coastal Parkway, LLC is presenting.

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Jim Austin from the Clackamas County Tourism Department spoke in favor of delaying closure of the Government Camp Rest Area until an alternate solution, and/or replacement location can be identified.

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The commission received a presentation on the Interstate 205 Multi-Use Path: A New Forest Growth Initiative, from Region 1 Manager Jason Tell and Friends of Trees Executive Director Scott Fogarty. ***(Background materials in Director/Commission/History Center File, Salem.)***

Jason Tell said this effort has been one of the few experiences he has had through which ODOT interacts with neighborhoods in an entirely different way, and opens up lines of communication about what ODOT does in a forum we don't normally use.

ODOT, in partnership with Friends of Trees and Metro, is greening the I-205 corridor from Northeast Portland to Gladstone. Mr. Fogarty showed a short video on the hundreds of volunteers who plant thousands of trees and shrubs along the Interstate 205 Multi-Use Path in this innovative project to enhance the highly traveled corridor. The project is creating green jobs for underserved communities and creating healthier transportation options for Oregonians.

Mr. Fogarty said Friends of Trees was founded in 1989 with a mission to engage citizens to plant and care for street trees and restore natural areas in the Portland/Vancouver metropolitan area. Over the past 22 years, Friends of Trees has

planted more than 410,000 trees, and engaged more than 100,000 citizen volunteers who have volunteered about half a million hours to the community.

Mr. Fogarty discussed the past relationship with ODOT and talked about future partnering opportunities.

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The commission considered approval of a request to release the draft Oregon Highway Plan Policy 1F (Mobility Standards) revisions for public review and comment. ***(Background materials in Director/Commission/History Center File, Salem.)***

Planning Section Manager Erik Havig and Principal Planner Michael Rock gave a presentation on the Oregon Highway Plan mobility standards. Highlights of the presentation were:

- In 2009, the legislature passed House Bill 3379, one of the first efforts by the legislature to link economic development and transportation more strongly. The bill directed ODOT to find flexibility in performance expectations around significant economic developments.

- The Oregon Transportation Commission (OTC) and the Land Conservation and Development Commission (LCDC) established a Joint Subcommittee on the Transportation Planning Rule (TPR) and Oregon Highway Plan (OHP) in response to stakeholder concerns about mobility standards.

- The joint subcommittee held a series of meetings to gather input on TPR and OHP issues, and to develop potential recommendations. The joint subcommittee received considerable testimony that a combination of the TPR and OHP mobility standards is leading to unintended consequences, with two general themes frequently mentioned. One primary theme is that transportation and land use objectives should be better balanced with economic development. The other primary theme is that transportation requirements can make it more difficult to increase development intensities, contrary to statewide planning goals.

- The joint subcommittee developed a work plan that rolled into Senate Bill 795. The 2011 Legislature passed Senate Bill 795, which requires TPR and OHP amendments on 11 required action areas. The bill establishes timelines requiring the OTC to adopt changes to the OHP by January 1, 2012, and LCDC to adopt changes to the TPR by the same deadline.

- Amendments specific to the Transportation Planning Rule were exempting re-zoning, practical mitigation, urban centers, urban growth boundary expansion and traffic, and clarifications on timing and sequencing. Amendments specific to the Oregon Highway Plan were exempting small increases in traffic, using an average trip generation model versus a worst case model, streamlining the alternative mobility standard process, and considering things beyond volume to

capacity. One additional requirement came out during the legislature, to look at what technical analysis would be needed to follow through with TPR analysis. There is concern with some stakeholders that the process is onerous and detailed.

ODOT formed a technical advisory group to work on the OHP mobility standard changes. Principal Planner Michael Rock discussed some of the changes in more detail. Staff provided the OTC with an overview of the key elements of the revised policies in August and requested that the OTC release the draft revisions for a formal public review period. Outreach and consultation will include the Area Commissions on Transportation, applicable OTC-appointed advisory committees, key regional and local interest groups, and other interested stakeholders. ODOT also recommends holding a formal public hearing on the draft policies as part of the November 2011 OTC meeting. ODOT will incorporate feedback during the public review period and prepare final draft language for commission review and action in December 2011.

Commissioner Olson said there will be unexpected consequences from these changes and she hopes that creates a sense of urgency, on everyone's part, to closely examine this and be collaborative.

Commissioner Baney suggested that the risks involved in some of these unexpected consequences should be put in writing. As local government continually asks for more flexibility, there needs to be a clear understand of what that could mean.

Erik Havig explained that ODOT recognizes this as a very important issue. Clarity about expectations with local partners is crucial in this kind of partnership and discussion. Policy language and statements in the draft version address joint ownership.

Commissioner Lohman summarized with agreement for the need for clarification on ownership as we wrestle with the trilemma of local economic development, maintaining the function of the state highway system, and maintaining our system for the current businesses we have. Triangulating among these three areas is a big challenge.

Commissioner Olson moved to approve release of the draft mobility standards for public review and comment. Commission members unanimously approved the motion.

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The commission considered approval of a request to amend the Oregon Highway Plan by adoption of the Alternative Mobility Standards for U.S. 101 in Seaside. ***(Background materials in Director/Commission/History Center File, Salem.)***

The commission received a presentation on the Seaside Transportation System Plan from Erik Havig, Region 2 Area Manager Larry McKinley, and Seaside City Manager Mark Winstanley. Highlights of the presentation were:

- a brief history of the relationship between Seaside and ODOT and the struggle to address traffic congestion on U.S. 101.
- getting started – early discussions and stakeholder feedback
- forming a Seaside/ODOT partnership
- analysis of traffic condition deterioration
- a multimodal system
- alternative analysis methods and mobility standards explored
- emerging new solutions
- short/medium/long/very-long-term projects
- new perspective on expected highway performance
- trust in the partnership strengthened

Mark Winstanley talked about the very difficult time starting a transportation system plan (TSP) in Seaside. Problems with the Pac-Dooley Project strained relations severely between citizens, local governments in Seaside, and ODOT. Re-establishing relationships on the local level, and then with ODOT, was a very delicate and slow process. Gradually trust was rebuilt between the local governments, citizens and ODOT as the TSP was developed.

Larry McKinley said it is a credit to the City of Seaside's City Council that it took on answering stakeholder's tough questions itself, and brought together ownership of the plan.

The commission thanked the City of Seaside for its hard work, and for taking the brunt of this hard learned lesson that will benefit other communities in the future, and to ODOT staff for its flexibility.

Commissioner Olson moved to approve the amendment to the Oregon Highway Plan. Commission members unanimously approved the motion.

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The commission considered approval of a request to amend the 2010-2013 Statewide Transportation Improvement Program (STIP) by approving a Type A Immediate Opportunity Fund Grant in the amount of $371,250 to the City of Redmond for construction of an acceleration lane on U.S. 97 northbound at the right-in-right-out intersection with NE Hemlock Avenue on the Redmond Reroute, and minor widening of SE 9th Street at the Oregon 126 intersection. ***(Background materials in Director/Commission/History Center File, Salem.)***

Region 4 Manager Bob Bryant presented the request that will facilitate economic development and job development in communities throughout the state. The Central Oregon Trucking Company (COTC) has proposed consolidating its business, currently divided between a location in Prineville, and a location in Terrebonne, at a site located in Redmond's industrial area east of U.S. 97, and abutting the railroad right-of-way. It identified improvements necessary to access U.S. 97, as well as sewer and local street improvements. ODOT, the City of Redmond, and COTC have worked to identify a

means to accommodate those improvements so this could be a viable location for them to consider for maintaining jobs in Oregon.

Bob Bryant introduced Deschutes County Commissioner Alan Unger, past mayor of the City of Redmond and long-time public official in Central Oregon. He is also a member and leader of the local Area Commission on Transportation.

Commissioner Unger said ODOT's support would help Redmond retain jobs.

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

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The commission received an informational report from Driver and Motor Vehicles Division Administrator Tom McClellan on the tools and techniques used within the Driver and Motor Vehicle Division to achieve desired performance outcomes. ***(Background materials in Director/Commission/History Center File, Salem.)***

Tom McClellan introduced Field Services Manager Stephanie Miles, Customer Services Manager Diane Reeves, and Processing Services Manager Kathy Hanson who participated in presenting the report.

At the June OTC meeting, the commission viewed a presentation on performance measures, and the host of outcomes tracked on a regular basis at the DMV Headquarters. In follow-up to the June meeting, Tom said today's presentation focuses on how DMV manages the results of that tracking.

Stephanie Miles started the discussion with an overview of Field Services, and what they do behind the scenes to make sure DMV field offices are open to the public on a daily basis. Highlights of the presentation were:

- Field Service's 427 employees, in 63 field offices, service six regions
- Field Service's vision and focus is to get it done right the first time, and to exceed customer expectations
- Types of field offices: full service; satellite; limited service; and two Dealer Processing Centers and an Operation Section
- Overview of the types of services offered, staffing levels, and transaction volumes
- Field Service's performance measure is *Office Wait Time*, with a goal of 12 minutes
- The challenges of maintaining daily services
- Tools used to monitor performance
- The Employee Success Program rewards and encourages staff by recognizing performance through positive reinforcement
- Employee training and development programs

Kathy Hanson gave an overview of the Processing Services Service Group, saying that Processing Services is the 'back office' of DMV Headquarters. It completes all the transactions that Field Services starts, as well as everything that comes through the mail or electronically from the courts, law enforcement, private citizens, automotive dealers, insurance companies, and physicians. Highlights of the presentation were:

- Processing Services has 259 permanent and 30 temporary employees who service the 13 units within its four sections. The workforce is diverse; 13 percent with disabilities, 11 percent minority, and 19 percent male
- An overview of the types of products and services offered
- The change from a 'heads-down' operation to a culture of thinkers, problem-solvers, and communicators
- Cross-training efforts
- Core behaviors, and the recruitment and selection process
- Dealing with volumes and the daily challenge of unexpected exceptions
- Setting production standards
- Performance evaluations
- Employee safety and wellness efforts
- Managing the workforce through employee expectations, involvement, celebrating achievements, recognition, and reward

Diane Reeves gave an overview of the Customer Services Group, which is made up of four sections: DMV Records; Customer Assistance; Training and Development; and DMV Headquarters Mailroom. Highlights of the presentation were:

- DMV Records handles customer requests for any DMV record
- Customer Assistance operates three telephone call centers, one at DMV Headquarters, and two inside state prisons through a contract with the Department of Corrections
- Training and Development provides a wide variety of training for field office and headquarters staff
- The DMV Headquarters Mailroom manages the huge amount of mail that comes in daily from field offices and the general public
- Historical trends are used to forecast the workload
- Performance is evaluated using set individual and team goals. Employees are recruited based on a skill set, trained, coached, and provided feedback to achieve set goals
- Productivity is monitored by both time logged and quality
- Management partners with employees to provide continuous service improvement

Tom McClellan concluded by saying he is very proud of what DMV has accomplished. While above the surface it looks calm and peaceful, below the water there is a lot of hard work going on. It is a well-managed organization.

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The commission considered approval of a request for a resolution authorizing the refunding of Highway User-Tax Revenue Bonds Series 2006B and Series 2007B. ***(Background materials in Director/Commission/History Center File, Salem.)***

Chief Financial Officer Les Brodie and Debt and Investment Manager Lee Helgerson gave a presentation that explained ODOT's Fixed and Variable Rate Bond Programs. Highlights of the presentation were:

- bonds are sold when program needs, pricing considerations, cash balances, or what is best for ODOT dictate a bond sale
- ODOT's bond structure – fixed and flexible rates
- overview of recent events in markets, credit facilities
- process for selecting a replacement facility

Dexia Credit Locale is the credit facility ODOT uses to service its variable rate bond program. Dexia recently received a credit rating downgrade due to exposure to certain troubled European debt. As a result, investors decided to no longer hold bonds in their portfolio that are backed by that credit facility, and the European Commission mandated the facility exit all of its letter of credit and liquidity facilities.

In view of that, and on the advice of the Oregon State Treasury and ODOT's financial advisor, ODOT has started the process of soliciting bids from banks and investment firms to replace the existing credit facility. This process of refunding the existing bonds, and issuance of new bonds, requires OTC authorization.

ODOT received 13 bids from 8 different banks for a new variable rate bond. After a review of pricing, terms, and risk factors, staff determined a floating rate note (FRN) provided the best combination of price, terms and risk. Citibank offered the most economic and responsive proposal, with a product that provides variable interest rates without exposure to bank and remarketing risks. The process is expected to close early November 2011.

Commissioner Olson moved to approve authorization to refund the bonds. Commission members unanimously approved the motion.

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The commission considered a request for approval to submit a request to Governor Kitzhaber for the Central Oregon Intergovernmental Council to be designated as the direct recipient of Federal Transit Administration grant funds – Urbanized Area Formula Program (5307) for the Central Oregon urbanized area of the City of Bend. ***(Background materials in Director/Commission/History Center File, Salem.)***

Interim Deputy Director of Operations Jerri Bohard introduced Central Oregon Intergovernmental Council (COIC) Deputy Director Karen Friend, and Deschutes County Commissioner Alan Unger.

Karen Friend explained that the City of Bend previously operated an intercity public transportation service that provided fixed-route and demand response services. Responsibility for these services was transferred to COIC by an intergovernmental agreement that also transferred to COIC all rights and responsibilities for all grants received.

COIC identified the need for a regional transportation system with connectivity between communities. Communities had separate and distinct services, specific to programs like seniors, people with disabilities, or transportation to worksites. It became a priority to coordinate these services to provide better transit for Central Oregon. Agencies came together and determined someone had to take the lead to coordinate these independent efforts into one cohesive service. COIC was recognized as the organization most equipped to bring this together.

COIC has documented its eligibility to be a recipient of Federal Transit Administration funds, and the Bend Metropolitan Planning Organization and the City of Bend concur that COIC is eligible for designation as a direct recipient of FTA funds. Oregon planning process dictates that the chief executive officer of the state must approve *Designated Recipient* status to COIC to be eligible for FTA funds.

Commissioner Unger voiced his support for Karen Friend as the right person to drive this effort. Funding is a challenge and the county is looking for some solutions through grant funding.

The commission applauded this effort, saying it could be a model for other areas of the state on how to maximizing the dollars available to the best extent.

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

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

1. Approve minutes from the August 17-18, 2011, meeting in John Day, and the August 24, 2011, special meeting in Salem.
2. Confirm the next two Commission meeting dates:
    - Wednesday and Thursday, October 19- 20, 2011, in Gleneden Beach
    - Wednesday, November 16, 2011, in Silverton
3. Adopt a resolution for authority to acquire real property by purchase, condemnation, agreement or donation.
4. Approve the following Oregon Administrative Rules:

a. Temporary adoption of 731-003-0005 relating to services to be provided by the Oregon Department of Transportation to the Oregon Department of Aviation.
b. Temporary amendment of 734-070-0010 and 734-082-0021 relating to authority to impose travel restrictions.

5. Approve a summary of financial charges incurred by the department's director for the Fiscal Year that ended June 30, 2011.
6. Approve a request to amend the 2010-2013 Statewide Transportation Improvement Program to add the Interstate 5: Evans Creek Bridge Strengthening Project in Jackson County. The total estimated project is $1,250,000.
7. Approve a request to use the available ConnectOregon – Multimodal Transportation Lottery Bond Proceeds and Interest Earnings to Fund State Match of Federal Railroad Administration Grant.
8. Approve a request for ODOT to apply to the U.S. Department of Transportation for the Interstate 5 Woodburn Interchange and Newberg-Dundee Bypass under the TIGER III program.

Commissioner Lohman declared a conflict of interest on consent item #3 and asked for a motion to approve the consent calendar without item #3. Commissioner Olson moved to approve the consent calendar without item #3. Commission members unanimously approved the motion.

Commissioner Olson moved to approve consent item #3. Commissioners Olson, Frohnmayer and Baney approved the motion. Commissioner Lohman abstained.

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The commission met in Executive Session to consult with legal counsel on pending litigation pursuant to ORS 192.660 (2)(h). Representing the Department of Justice were Senior AAG Rob Gebhardt, Senior AAG Seth Karpinski, and Senior AAG Dale Hormann.

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Director Garrett and Jerri Bohard lead a discussion to establish the framework for the October Annual OTC workshop and discussion of the 2012 OTC work plan.

Jerri Bohard explained that this is the second work plan the commission has done. It is the OTC's work plan, and articulates the roles and responsibilities of the commission on various items. The work plan is divided into three primary categories:

I. Work Plan Items

Transportation Planning
- Least cost planning
- Mobility standards

Oregon Rail transportation reports
Selection criteria for STIP projects
Statewide Freight Plan

Transportation Funding and Financing
Congestion Pricing Pilot Program
Federal Authorization Implementation
Funding Allocations
Road User Fee Initiative

Transportation Project Delivery
Jobs and Transportation Act 2009 - Transportation Projects Program
Practical Design

Transportation Governance
Policy Analysis of Governance Issues

Climate Change and Transportation
Greenhouse Gas Emissions Reduction
Planning to Reduce VMT and GHG Emissions

II. Monitoring Items

Co-Location of State and Local Facilities
*Connect*Oregon III
County Vehicle Registration Fee
Environmental Stewardship / Green Standards
Project Delivery Processes

III. Ongoing Work / OTC Roles and Responsibilities

Policy Development
Strategic Planning
Strategic Projects and Programs
Fiduciary Responsibilities
Partner and Stakeholder Relationships

Commissioner Lohman referenced the strategic planning portion of the workshop (Page 12 of the Work Plan) that addresses *Workshops on Future Challenges and Innovated Ideas*. He said it's the responsibility of the commission to figure out where transportation is going 20 years from now, and stressed the need to think out ahead instead of thinking about the present. Jerri Bohard noted that one of the guest speakers scheduled for the workshop is scheduled to talk about a research project that focused on long-term strategic issues confronting the transportation industry in the future, and what DOTs will face.

Director Garrett said he was in total agreement with Commissioner Lohman's comments about the importance of looking out to the horizon. However, he noted the reality of the

situation is that ODOT is in triage mode, and it is very difficult, when you're fighting for survival, to think about how to thrive in a new environment. There's no question but that we have to do it, but it's a challenge most staff is feeling.

Director Garrett spoke about the governor's directive to ODOT and the six principles laid out in the directive. The first week of September, Director Garrett and executive staff had a conversation about the six principles and a conversation with former Pennsylvania Secretary of Transportation Al Biehler about what was done in Pennsylvania when it changed the way it did business. The governor acknowledges the fiscal challenges being faced, but sees this as an opportunity to start to ask questions about the traditional ways of doing business. How can we take this crisis and pivot in a new direction? How do we align transportation policy better with economic policies, environmental policies, livable community issues, land use issues, and energy, health, and housing issues?

The governor wants ODOT to step back and look at the whole set of policies, and the various practices and programs resulting from those policies, and then look at investment strategies. Are we maximizing the opportunities? Director Garrett listed the six principles:

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?* ODOT has created a healthy and positive structure through which we receive input from the Area Commissions on Transportation (ACTs). However, we're asking the ACTs different questions now than we did when this process started over a decade ago, and we've moved to a multimodal vision and asked them to engage in policy type conversations. But have we truly looked at the composition for the ACTs, or does the membership need to change? What about other advisory groups?

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?* As we look at transportation as a whole, does a roadway still serve a state role, or has it grown to the point of now being a local road? Are we going back and assessing these points? Have we validated the classifications for the various levels of highway, or do we need different levels of classification? Would a transfer of jurisdiction be appropriate?

3. *Are we creating programs that don't simply invest in the future of the transportation system but meet a multitude of community objectives?* How do we integrate the vision of a community with our vision of what the transportation solution is? How do we facilitate that conversation rather than just drop a proposal on the table that immediately needs to be defended?

4. *Does each decision move us closer to a sustainable, safe, lower carbon, multimodal system?* We've engaged this conversation with some of the initiatives that have

presented themselves with the Jobs and Transportation Act (JTA). We're moving in that direction.

5. *Does the decision maximize benefit for the least cost under the limited resources?* This is folded into Principle #3. Are you maximizing your opportunities and delivering on multiple objectives?

6. *Finally, does this decision or policy move us closer to finding a more rational transportation funding mechanism for the future?* This plays on two fronts. The multimodal conversation has shown that if you are going to have a holistic transportation debate, you have to fund it as such. The second thing is the effort we have engaged in term of the mileage-based fee. As we make the transition looking at the future, we see it coming at us with a composition of the fleet changing, and the migration away from the internal-combustion engine and the gas pump as the financial workhorse for transportation investment.

Jerri Bohard closed with a brief summary of the rest of the workshop agenda and sessions set with Integrated Planning Services Director Peter Plumeau and Former Secretary Biehler.

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Commissioner Lohman adjourned the meeting at 3:50 p.m.

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Commission Reception - Aloft Portland Airport at Cascade Station (9920 NE Cascades Parkway, Portland, Oregon, 97220)

David Lohman, Senior Member

Tammy Baney, Member

Mary Olson, Member

Mark Frohnmayer, Member

Roxanne Van Hess, Commission Support