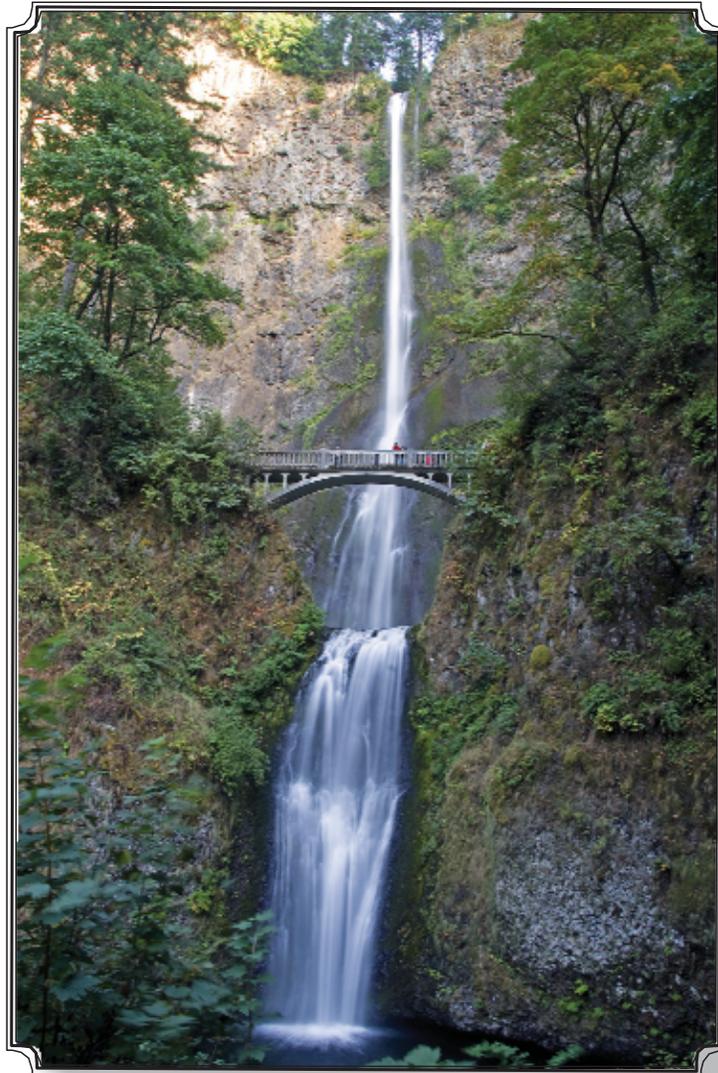


OTC WORK PLAN

2013 Status Update



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OTC Work Plan Items

Categorized by OTC Roles and Responsibilities

Policy Development

Policies encompassing federal and statewide transportation policy; department planning and operations; and legislative affairs.

Least Cost Planning

HB 2001, Sections 6 and 7, direct ODOT to develop a least cost planning (LCP) model for use in decision making in cooperation with local governments and Metropolitan Planning Organizations. The OTC sets the policy direction for the LCP effort with assistance from the STIP Stakeholder Committee. The tool will likely also be used by state and regional entities.

Status:

Development of the first, test-ready version of Oregon's Least Cost Planning tool for use in regional and statewide transportation planning is nearly complete. The tool has been renamed "Mosaic: Value and Cost Informed Planning" to reflect the need to incorporate the multiple planning goals and objectives of governments and communities into the analysis of best value at least cost. Mosaic's analysis will reflect agency policy in the Oregon Transportation Plan and components of the tool's analysis were developed with the STIP Stakeholder Committee (SSC). Potential users of the tool from cities, MPOs, and ODOT were integral to crafting the tool to be usable within the transportation planning process. The first versions of the tool will not be designed for comparing individual project alternatives as it focuses at the planning scale.

Mosaic will be one of the first tools to integrate benefit cost analysis (BCA) with Multi-Objective Decision Analysis (MODA) into a single analysis process. It advances what can be included in BCA while providing options for using more MODA analysis instead, when appropriate data is not available. It will provide improved information on the impacts of transportation investment decisions on nine "categories of impacts" to decision makers. It will also improve consistency and transparency of these analyses. Testing of Mosaic, making any needed adjustments to the tool and documentation, and training key users began in January of 2013 and will take one year. www.oregon.gov/ODOT/TD/TP/LCP.shtml

OTP Implementation

The agency will develop a strategic framework to implement the OTP. This framework, while identifying strategies and actions to accomplish the OTP goals, will address the OTC priorities of: a) achieving a multi-modal system b) incorporating 'health' into the transportation equation c) implementing technology solutions and d) being innovative. The OTC, on a recurring basis, will review progress toward achieving each of the seven OTP goals, and provide guidance on direction and priorities of implementation.

Status:

There has been continued implementation based on the policies within the plan. There are two key components to advancing a multimodal transportation system, one external and one internal. The Commission's recent approval of the Fix-It/Enhance STIP project selection process and the increased roles and responsibilities of our Area Commissions on Transportation embodies the external commitment to further the agency's multimodal efforts. Internally, the agency has recently begun an effort known as Intermodal Oregon, to assess our mode-based organizational structure and processes and to transform the agency in support of a holistic intermodal transportation system. In the health arena, staffs from ODOT and the Oregon Health Authority have met on a regular basis, and work has begun in a number of areas to incorporate health more fully into the transportation discussion. This has included adding Oregon Health Authority representation to our Transportation and Growth Management Advisory Committee, making changes to our

Transportation System Guidelines to incorporate health, and working with OHA as it pilots work in Health Impact Assessments. While work is just beginning with technology, there have been recent policy changes to both the OTP and the Oregon Highway Plan in support of additional information learned regarding technology and the policy framework for tolling in the State of Oregon.

http://www.oregon.gov/ODOT/TD/TP/pages/stip_guide.aspx

Rail Plan

The Oregon Rail Plan, a modal plan linked to the Oregon Transportation Plan (OTP), is scheduled for completion in 2014.

Status:

After being awarded a federal grant for the project, the project team worked with the Federal Rail Administration (FRA) in 2012 to develop a Detailed Work Plan (DWP) to guide development of the State Rail Plan. FRA approved this DWP in August 2012, and released funds to begin development of the State Rail Plan itself. Staff finalized a consultant contract to assist in plan development and formed a steering committee to guide plan development. The steering committee began meeting in January 2013 and has drafted a plan vision, considered findings from technical work on a system inventory and “needs”, and began conversations on draft policies and strategies for the plan. While staff will take public input throughout development of the plan, the formal public review period is anticipated in early 2014. Staff anticipates OTC consideration of the State Rail Plan by mid-2014. Efforts are also under way to ensure the State Rail Plan is developed in coordination with other rail planning projects in Oregon and with the Pacific Northwest Rail Corridor.

Strategic Projects, Planning and Programs

Specific initiatives or work items targeted at long-term transportation improvements or advancements. Direct involvement and briefing on major projects, programs, or issues.

Columbia River Crossing

The Columbia River Crossing (CRC) project is a long-term, comprehensive solution to address safety and congestion problems on I-5 between Portland, Oregon, and Vancouver, Washington. The Oregon and Washington transportation departments will replace the I-5 bridge, extend light rail to Vancouver, improve closely spaced interchanges, and enhance pedestrian and bicycle pathways.

Status:

The Governor has asked ODOT to review the feasibility of an Oregon-led, phased option that would defer some interchange improvements in Washington. Under this option, Oregon would become the lead agency for financing and constructing the project, and the OTC would become the sole toll-setting agency. Treasurer Ted Wheeler is conducting a review of the financial feasibility of this phased option and will report back to the Governor and legislative leadership. <http://www.columbiarivercrossing.org/>

ConnectOregon V

The 2013 Legislature passed *ConnectOregon V* (SB5533, Section 11) authorizing a \$42 million program. OTC approval of a *ConnectOregon V* project list is scheduled for August 2014.

Status:

*Staff has prepared draft rules to address program changes made by the legislature. The OTC will consider the draft rules for adoption at its December 2013 meeting. Grant applications will be released by ODOT in October 2013 and be due in late November 2013. A series of review committees will review submitted applications and make recommendations for project funding to the OTC in June 2014. After a public hearing in July 2014, the OTC will review the recommendations and approve a funding list in August 2014. Further information regarding the *ConnectOregon V* program is located at: <http://www.oregon.gov/ODOT/TD/TP/pages/connector.aspx>.*

High-Speed Rail Analysis

ODOT has begun the process to study options for high-speed intercity passenger rail service between Eugene and Portland. The Oregon Passenger Rail Leadership Council, appointed by the Governor, will guide the project.

Status:

In 2013 the project team worked with the Federal Railroad Administration, Leadership Council, Corridor Forum and public to finalize the project purpose and need statement and goals and objectives and to screen corridor concepts against the purpose and need. Six public open houses were held throughout the corridor in mid-January and a Corridor Forum meeting was held on January 24th to gather input on the project team's preliminary screening recommendations. The Leadership Council met on January 31st to develop their screening recommendations which were submitted to FRA for final approval. Since February the project team has been developing the remaining corridor concepts into alternatives and evaluating them against the project goals and objectives. The project team sought input from local jurisdictions and citizens when developing the alternatives. The team met with over 20 local jurisdictions and Acts in March and April to get their input on how to minimize impacts and maximize benefits of the alternatives. At the same time the team worked with Corridor Forum members and local jurisdictions to form six Community Advisory Groups in Eugene/Springfield, Albany/Corvallis, Salem/Keizer and the Portland metro area. The Corridor Forum met on

April 16th to determine weighting of the project goals and objectives for use in evaluating the alternatives. The team met with the Community Advisory Groups in late April to gather their input on how to best fit the alternatives into their communities. In late April the team began gathering information on how each of the alternatives performed based on the project goals and objectives. The results of the evaluation will be released for public review at the Leadership Council meeting on October 1. The results will be presented to the Corridor Forum in a webinar in October, the Community Advisory Groups in late October, and at public open houses in early November. The results of the public outreach will be presented to the Corridor Forum on December 3. Later in December the Leadership Council will meet to consider input from the public and Corridor Forum and recommend which alternatives should be carried into the Draft Environmental Impact Statement for further detailed evaluation. Additional information, including a project schedule, is available at <http://www.oregonpassengerrail.org/>

Innovative Pilot Projects

Investigate and implement innovative pilot projects to determine applicability to the larger transportation system. With the decreasing cost of technology solutions, such an approach can provide timely feedback to the OTC and the agency. Successful projects also provide an opportunity for the general public to better understand transportation system challenges and the solutions being explored and implemented. ODOT's Innovative Project Team is exploring innovative, scalable solutions to transportation system issues.

Status:

In response to the OTC's call for ODOT to investigate and implement innovative pilot projects, ODOT formed project Odyssey. The Odyssey team is composed of innovative thought leaders charged with identifying and recommending additional research, creating solution options, and connecting various internal groups on emerging technology and transportation solutions that would enable our transportation system to function more effectively. The Odyssey team has focused on three key areas in 2013:

- **Connected and autonomous vehicle technology** – technology and national policy advances in how transportation vehicles “talk” to other vehicles and/or the infrastructure has implications for ODOT and Oregon policy that extends beyond any particular mode. Given ODOT's current organizational structure based primarily on modes, a new leadership group was established to bring in national and regional topics of interest and collaborate on initiatives going on in various parts of the organization.

Odyssey and our infrastructure technology leadership group has also provided additional support for the “Preparing A Possible Oregon Road Map for Connected Vehicle/Cooperative Systems Deployment Scenarios” research project currently being conducted in cooperation with Portland State University. The objective for this project is to “lay the groundwork for Oregon to be prepared to lead in the implementation of a connected vehicle/cooperative systems transportation portfolio and/or to avoid being caught by surprise as developments in this area evolve quickly.”

- **Ability to deliver IS solutions** – the focus for 2013 has been in pilot opportunities, demonstrating that a collaborative culture for technology infrastructure projects between the technical experts and business leaders result in balanced policy and implementation strategies that focus on increased productivity for staff.
- **Identification of pilot projects** – while Odyssey has woven the concept of pilot projects into the other work they do (such as working with IS on mobile devices), Odyssey is sponsoring one key pilot project with the objective to increase peer-peer collaboration across ODOT. The “ODOT Ideas Pilot” will test ODOT staff's business use of a cloud based service focused on encouraging effectiveness and innovation through communication and sharing that will identify new ways to retain knowledge and reduce redundancy, overcome silos and physical barriers to give exposure to great ideas. This pilot is expected to run throughout most of 2014.

Multimodal Transportation System Management

Management includes funding, planning, delivering, operating, and maintaining Oregon's transportation system. An organizational change created a new Active Transportation Section within the Transportation Development Division. The purpose of this change is to integrate programs and funding sources to support the selection and delivery of projects that are multi-dimensional transportation projects, providing complete transportation solutions for communities and taking advantage of the unique features of each program and funding source.

Status:

In the past year, the Active Transportation Section completed the joint Transportation Enhancement/State Bike solicitation. The projects selected were approved by the OTC. The OTC also took this endeavor a step further, approving the Fix-It/Enhance process for the 2015-2018 STIP. The draft STIP with this new process will be presented to the OTC in December 2013. Also, there are two plans underway, Transportation Options Plan and the Bicycle/Pedestrian modal plan that will help to further the policy direction in the area of active transportation.

This holistic approach to identifying needs and solutions has also lead to looking internally to see how we could work much more cross functionally. This requires not only a significant change in cultural mindset but also consistent tools and expectations to enable a quick startup curve regardless of the issue. This lead to the agency's Intermodal Oregon initiative with the following objective:

ODOT will provide leadership-within the state and across the country- in creatively using our funding resources, expertise and technology to achieve the best short- and long-term transportation solutions to support the Oregon Transportation Plan vision. ODOT looks for opportunities to better integrate our work and achieve efficiencies in support of meeting those objectives and developing a culture of continuous improvement.

Operations Innovation and Demonstration Program

In October 2008, the OTC approved eight projects to receive funding through the Operations Innovation and Demonstration Program. The program includes \$8 million for projects that demonstrate the ability to reduce congestion or improve freight mobility. Two projects were added to the program that received funding from other sources. The majority of the projects has been completed and before and after data has been collected. Evaluations are under way, and staff anticipates an update to the OTC in spring 2012.

Status:

The Operations Innovation and Demonstration Program, which the OTC approved in October 2008, is showing positive impacts on the state's mobility issues. From improved towing times to reduced delay and/or reduced travel times, Oregon's drivers are benefiting from this program. The following projects are completed along with evaluations of their effectiveness:

- *US 97 SCATS Adaptive Signal System (Redmond)*
- *Incident Management (Portland)*
- *Tualatin-Sherwood Road Adaptive Signal System (Portland Metro)*
- *Cornell Road InSync System (Portland Metro)*
- *US 26 Adaptive Signal System (Portland)*
- *OR 99W Active Corridor Management (Portland Metro)*

The evaluation reports of these projects are available from amy.mastraccio-lopez@odot.state.or.us

Other projects are complete, or nearing completion, and awaiting data collection and analysis for the evaluation component of the program. These include:

- *Oregon 9-1-1 CAD Interconnect (Deschutes County)*
- *Delta Highway ITS (Eugene)*

Oregon Sustainable Transportation Initiative (OSTI)

In 2009 and again in 2010 the Oregon Legislature passed bills (HB 2001 and SB 1059, respectively) aimed at planning for ways to reduce transportation-related greenhouse gas (GHG) emissions in the State. These bills collectively form the work effort known as OTSI, which looks for ways transportation can aid in achieving the greenhouse gas emissions reduction goals set forth in ORS 468A.205.

Status:

OSTI is a suite of programs designed to reduce greenhouse gas (GHG) emissions from the transportation sector. Following is a brief summary of work completed in 2012 and to date in 2013.

- *A Technical Advisory Committee and Policy Committee developed the “Statewide Transportation Strategy (STS): A 2050 Vision for Greenhouse Gas Emissions Reduction,” with recommended transportation and land use strategies. The STS was accepted by the OTC in March 2013. Work on an implementation plan has begun, which will come to the OTC for approval in early 2014.*
- *The GHG Reduction Toolkit was completed in 2012, and is available for use on the OSTI website, which has been updated to be more user-friendly. Additionally, new case studies have been added, providing local jurisdictions with additional practical information on how strategies can be implemented.*
- *A Technical Advisory Committee assisted the development of the Scenario Planning Guidelines, which was finalized in April 2013 and is available on the OSTI website.*
- *A Public Education and Outreach Plan was completed in early 2013 and work was done to develop educational materials, such as the materials addressing eco-driving.*

<http://www.oregon.gov/ODOT/TD/OSTI/>

Revisions to the OHP Mobility Standards

The Commission took action on the revised OHP mobility standards at its December meeting to address the requirements of Senate Bill 795. The OTC will continue to monitor the application of the new guidelines to make sure they are striking the right balance in practice between economic development and mobility. www.oregon.gov/ODOT/TD/TP/OHP2011.shtml

Status:

The Commission took action on revisions to the OHP Mobility Policy in December 2011 that address requirements of Senate Bill 795 (2011 Legislative Session). Since adoption of the revised policy, ODOT staff has coordinated with DLCD to provide outreach information on implementing the revisions to the OHP and the related amendments to the Transportation Planning Rule (TPR), as approved by the Land Conservation and Development Commission. Some local jurisdictions and applicants have used the new flexibility in the OHP policy and the TPR, and a number of others have expressed interest in pursuing proposals. These initial proposals have helped staff identify questions and strengthen guidance to assist with overall implementation. Staff has also worked to develop tools to collect information for future assessment of areas that have used the new policy and rule flexibility. Additionally, staff have developed and implemented a new Operational Notice to help guide development of alternative mobility targets. This Operational Notice was approved in May of 2013 and TDD staff has led training sessions in each Region for planning and project delivery staff. Finally, ODOT has entered into a Memorandum of Understanding with the Federal Highway Administration to better connect system planning expectations to future project design decisions.

<http://www.oregon.gov/ODOT/TD/TP/pages/ohp2011.aspx>

DMV Systems Modernization Initiative

DMV computer systems are essential for efficient delivery of services and collection of revenues. The current technology infrastructure is not keeping pace with expectations for customer service, business operations, and legal requirements. The agency is preparing a strategic plan to bring DMV systems up to modern standards with increased capabilities and flexibility.

Status:

The OTC received a "DMV Systems Modernization Strategy" presentation at its August 2013 meeting. A consultant helped DMV prepare a blueprint for moving forward with a program of manageable projects to improve customer service, achieve operational efficiencies, and provide improved systems to support its employees. The high-level strategy envisions an investment of approximately \$90 million spread over a 9-10 year period. DMV will move forward with various planning and initiation steps during fiscal year 2014.

Succession Planning- Managing the Risk of Losing People and Knowledge

The potential for significant staff and knowledge loss due to upcoming "right sizing", retirements, and the shrinking workforce has been identified as an area of risk for the Agency. To effectively sustain our workforce to mitigate this risk requires focus on recruitment, professional development, retention, and succession planning. The Agency and HR have taken a number of steps to address these risks. There is no one solution to ensure that an organization is successful in recruiting, retaining, and having robust succession. Achieving them relies on a set of programs and processes aimed at sustaining needed staffing and skill levels within our workforce over time.

The agency has begun merging our succession planning efforts with our diversity initiatives. We identified a goal, drivers which would move us to that goal and performance measures that would measure our progress. This set of drivers is the foundation for our future efforts.

Our succession and diversity goal is that *our employees reflect the communities we serve, and operate in an environment that fosters growth and ensures succession.* The drivers necessary for this goal relate to our ability to attract, retain and develop employees.

Status:

In the coming year HR will focus in the following areas:

Attract:

- *Continue our involvement with the AASHTO TRAC & RIDES programs which provide teachers with curriculum, training and materials needed to engage student interest in science, technology, engineering and math (STEM) as well as introducing them to transportation as a career option.*
- *Continue to improve our ability to attract and hire diverse candidates for open positions by developing more local diversity outreach efforts with our Office of Civil Rights.*
- *Analyze our recruitment, hiring and exit interview data for opportunities to invest differently.*

Retain:

- *Implement an employee engagement survey to understand our current state of employee engagement and ensure that we engage our resources on the specific issues.*

Develop

- *Develop a "One Year In" face-to-face class to ensure continuity of experience for new employees.*
- *Revise the current performance appraisal format to a simplified two-part system that combines appraisal (looking back) with a standardized development plan (looking forward).*
- *We also expect to transition current HR reports to an electronic "dashboard" approach and complete the transition to electronic personnel files. Both projects will allow managers more efficient access to employee information and continue our path to improved performance metrics*

Fiduciary Responsibilities

Financial oversight of fiscal activities related to the financing and managing of transportation systems, including budget development, resource allocations, bond issuance, and financial audits.

Funding Allocation Priorities for the 2015-2018 Timeframe

Provide guidance on investing federal and state funds in Oregon's transportation system. Develop a funding allocation process that is multimodal and frames the policy discussion into the categories of fixing and preserving the system or expanding and improving the system regardless of the mode. The essence of this is working with ACTs and other stakeholders to identify a set of multimodal projects and then identifying the appropriate funding source. The importance of having funding allocation discussions for this timeframe is driven by development of the four-year Statewide Transportation Improvement Program (STIP).

http://www.oregon.gov/ODOT/TD/TP/pages/stip_guide.aspx

Status:

*This project is well under way with the Commission's recent approval of the **Fix-It/Enhance** STIP project selection process. The distribution of funds between these two programs was based on a great deal of discussion and review of potential funding scenarios. Information shared with the Commission included both the current expenditures between **Fix-It** and **Enhance**-type projects as well as information on the condition of the system for both current and potential funding levels. This work item likely will change based on OTC direction on how to proceed with the 2017-2020 process.*

Transportation Funding for the Future

Current transportation funding streams and mechanisms are insufficient to support a sustainable multimodal transportation system. To move forward to achieve improved, sustainable long-term funding mechanisms, staff needs policy direction. To address current and future transportation infrastructure challenges will require taking maximum advantage of nonhighway modes, new technologies, and efficient utilization of existing infrastructure. Included in that is demand management as well as diligent maintenance and preservation. The challenge is to address mobility needs while also preserving the existing infrastructure.

▪ **Road User Fee Initiative**

The 2001 Oregon Legislative Assembly established the Road User Fee Task Force. Its mission: To develop a revenue collection design that is funded through user-pay methods, acceptable and visible to the public, that ensures a flow of revenue sufficient to annually maintain, preserve and improve Oregon's state, county and city highway and road system. The Road User Fee initiative is part of the larger policy discussion to address transportation funding. Two OTC commissioners are required to serve on this task force. The Commissioners currently serving are Mary Olson and Tammy Baney. The 2013 Legislature passed SB 810, which creates a permanent road usage charging program for 5,000 volunteer motorists. The bill contains the necessary statutory infrastructure for a road usage charge system and directs ODOT to implement the system on July 1, 2015. There will be further legislative discussions in future legislative sessions about adding mandatory taxpayers to the road usage charging program. To view Senate Bill 810:

<https://olis.leg.state.or.us/liz/2013R1/Measures/Overview/SB810>

Status:

ODOT's Road Usage Charge Program Team is preparing a procurement to create the open system to provide mileage reporting technologies and RUC tax processing functions from the marketplace. This team is also preparing an extensive communications program to Oregonians to explain the RUC program and market the opportunity to participate. The RUC Team is also organizing the Western Road Usage Charge Consortium with the Washington DOT to work jointly with other western states on RUC development and interstate issues. <http://www.oregon.gov/ODOT/HWY/RUFPP/Pages/rufff.aspx>

DMV Fee Initiative

DMV fees account for about 28% of annual revenues to the Highway Fund with some fees earmarked for specific purposes (e.g., driver education) or funding mechanisms (e.g., bond debt service). A comprehensive fee analysis is necessary to ensure that revenue collected by DMV is adequate to cover costs and to meet specific funding obligations.

Status:

The OTC received a presentation of key findings and recommendations from the DMV Fee/Cost Study in July 2013. The study revealed that fees collected from DMV's driving-related services cover only about 40% of actual costs, and nearly all DMV fee increases during the past 20 years were for OTIA or JTA purposes and not DMV cost recovery. Consequently, vehicle-related fees (titles and registration) are subsidizing those activities and providing less net revenue for local governments and the State Highway Fund. The report noted that DMV operating costs grew modestly over the past fifteen years, although the central services assessment grew much faster during that timeframe. The Commission received a proposal to raise several fees to achieve greater cost recovery for driver licensing activities, ID card issuance, driving privilege reinstatement, and other services. The report also included a recommendation for funding the DMV Systems Modernization Initiative.

Project Delivery Contracting Methods

The OTC will approve guidance that will assist staff in selecting the most appropriate alternative contracting methods for those large, complex and often unique projects costing over 100 million dollars. ODOT's typical contracting method is low bid, design/bid/build contracts but there are other options such as design build, construction manager/general contractor etc. The guidance will address the benefits, risks and limitations of the various approaches relative to the types of proposed projects.

Status:

ODOT utilizes the traditional procurement system; awarding contracts to the lowest responsive and responsible bidder based on 100% complete plans, specifications and estimates for the bulk of its construction program. This approach has provided the Oregon taxpayers with an adequate, safe and efficient transportation facility at the lowest price that reasonable, competitive bidders can offer. However, there are several innovative project delivery, procurement and contracting techniques that can accelerate project delivery, reduce initial or life-cycle costs and improve quality, when used appropriately and on the right projects. ODOT has a long history (20+ years) of using alternative and innovative methods, but additional work is needed to institutionalize the practice of efficiently selecting and implementing the optimum contracting tool.

The Office of Project Letting is working on developing an Alternative / Innovative Procurement and Contracting Strategies Guide and associated Alternative Contracting Decision / Risk Matrix and Technical Bulletin. While in the past ODOT has worked on developing guides for using alternative contracting, we have never fully implemented a single guide. The guide and matrix will assist Regions in determining if an alternative or innovative delivery or contracting method is appropriate for a given project.

The Guide will cover the details of the different project delivery and contracting methods. The Matrix will provide a visual decision matrix that Regions and Project Delivery Teams can use in determining if an alternative or innovative contracting method is appropriate for a specific project. The Technical Bulletin will provide for the roles, responsibilities, and risks associated with alternative and innovative contracting methods.

Partner and Stakeholder Relationships

Develop and support contacts and relationships to plan, problem solve and advocate for Oregon transportation.

Expand and Enhance Partnerships

The OTC and ODOT will work with ACTs and other advisory committees to assess opportunities to enhance or expand existing partnerships. Given the continued state of the economy and the federal and state transportation funding picture, it is important to include all appropriate stakeholders in Oregon's critical transportation policy and infrastructure issues. Work with ACTs to ensure their membership has multimodal representation and that their roles extend to focus on all projects, not just highway projects. Establish on going discussions with ACT Chairs to engage them further in difficult issues facing the agency. The role of the modal committees becomes more focused on policy and criteria recommendations to the OTC.

Policy Analysis of Governance Issues

The OTC in collaboration with existing and expanded stakeholder and advisory groups will play a critical role in developing a system approach to achieve the OTP goals and manage Oregon's transportation system.

Strategic Communications to Achieve Education and Outreach

The challenges and opportunities facing Oregon's transportation system, its owners, its stakeholders and consumers, are complex and far-reaching. To communicate with the state's residents on complicated realities and possible changes is as challenging as it is important. The agency and the OTC will work to ensure that the transportation story is told, and told well. Because of their status as the state's top transportation policymakers, the Commission can play a key role in this effort.

ODOT will seek to make use of the Commission for strategic communication by developing a basic presentation template that can be used to communicate key topics to a variety of external audiences.

ODOT will also continue to make use of a variety of methods of spreading its message, including the Stakeholder/Legislative Update and media events around key topics. The Commission may be engaged in these efforts, including being enlisted to provide content for the Stakeholder/Legislative Update and to appear at media events.

Ongoing Commission Responsibilities

Categorized by OTC Roles and Responsibilities

Policy Development

Policies encompassing federal and statewide transportation policy; department planning and operations; and legislative affairs.

Strategic Projects, Planning and Programs

Specific initiatives or work items targeted at long-term transportation improvements or advancements. Direct involvement and briefing on major projects, programs, or issues.

Fiduciary Responsibilities

Financial oversight of fiscal activities related to the financing and managing of transportation systems, including budget development, resource allocations, bond issuance, and financial audits.

Partner and Stakeholder Relationships

Develop and support contacts and relationships to plan, problem solve and advocate for Oregon transportation. Act as a sounding board for the ODOT director.