



Oregon Department of  
Transportation

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**2019-2021**

**LEGISLATIVELY ADOPTED**

**PROGRAM BUDGET**

Oregon Department of Transportation  
2019–2021 Legislatively Adopted Program Budget  
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## MISSION STATEMENT

The mission of the Oregon Department of Transportation (ODOT) is to provide a safe and reliable multimodal transportation system that connects people and helps Oregon's communities and economy thrive.

ODOT administers programs related to Oregon's system of highways, roads and bridges, railways, public transportation services, transportation safety, driver and vehicle licensing, and motor carrier regulation. ODOT was established in 1969 and reorganized in 1973 and 1993 by the Oregon Legislature.

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## OREGON TRANSPORTATION COMMISSION

The Oregon Transportation Commission (OTC) is a five-member, voluntary citizen's board. The governor, with the consent of the Oregon State Senate, appoints members. Numerous state and local committees, agencies and public groups provide comment, advice, and counsel directly to the OTC.

The OTC:

- Develops and maintains a state transportation policy and comprehensive, long-range plan for a multimodal transportation system
- Provides policy and oversight for programs relating to rail, highway, motor vehicles, public transit, transportation safety and other transportation-related activities

### OTC Members

**Bob Van Brocklin – Chair**

Portland, Oregon

Current Term: November 17, 2017 - June 30, 2021

**Alando Simpson – Vice Chair**

Portland, Oregon

Current Term: July 1, 2018 - June 30, 2022

**Martin Callery**

North Bend, Oregon

Current Term: May 25, 2018 - June 30, 2020

**Julie Brown**

Medford, Oregon

Current Term: September 28, 2018 - June 30, 2020

**Sharon Smith**

Bend, Oregon

Current Term: September 1, 2019 - June 30, 2023

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## **AREA COMMISSIONS ON TRANSPORTATION (ACT)**

An Area Commission on Transportation is an advisory body chartered by the OTC. Membership consists primarily of community decision makers such as local elected officials, business, industry, and public advocacy groups. ACTs address all aspects of transportation (surface, marine and air and transportation safety), but focus primarily on the state transportation system. ACTs also consider regional and local transportation issues if they affect the state system.

ACTs play a key advisory role in the development of the Statewide Transportation Improvement Program (STIP), the ODOT's schedule for funding transportation projects. ACTs establish a public process for area project selection priorities for the STIP. Through that process, they prioritize transportation problems and solutions and recommend local projects for inclusion in STIP.

There are twelve ACTs in Oregon:

### **Cascades West Area Commission on Transportation**

Representing Benton, Lincoln and Linn counties

ODOT contact: John Huestis, Area 4 Manager

(541) 757-4167 or email [John.Huestis@odot.state.or.us](mailto:John.Huestis@odot.state.or.us)

### **Central Oregon Area Commission on Transportation**

Representing Crook, Deschutes and Jefferson counties

ODOT contact: Bob Townsend, Central Oregon Area Manager

(541) 388-6252 or email [Robert.L.Townsend@odot.state.or.us](mailto:Robert.L.Townsend@odot.state.or.us)

### **Lane County Area Commission on Transportation**

Representing Lane County

ODOT contact: Frannie Brindle, Area 5 Manager

(541) 736-9611 or email [Frances.Brindle@odot.state.or.us](mailto:Frances.Brindle@odot.state.or.us)

### **Lower John Day Area Commission on Transportation**

Representing Gilliam, Sherman, Wasco and Wheeler counties

ODOT contact: Bob Townsend, Central Oregon Area Manager

(541) 388-6252 or email [Robert.L.Townsend@odot.state.or.us](mailto:Robert.L.Townsend@odot.state.or.us)

### **Mid-Willamette Valley Area Commission on Transportation**

Representing Marion, Polk and Yamhill counties

ODOT contact: Lisa Nell, Area 1/3 Manager

(503) 302-1932 or email [Lisa.D.Nell@odot.state.or.us](mailto:Lisa.D.Nell@odot.state.or.us)

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**North East Area Commission on Transportation**

Representing Baker, Morrow, Umatilla, Union, and Wallowa counties and the Confederate Tribes of the Umatilla Indian Reservation

ODOT contact: Ken Patterson, Region 5 NE Area Manager  
(541) 963-1365 or email [Kenneth.E.Patterson@odot.state.or.us](mailto:Kenneth.E.Patterson@odot.state.or.us)

**North West Oregon Area Commission on Transportation**

Representing Clatsop, Columbia and Tillamook counties and western rural Washington County

ODOT contact: Tony Snyder  
(503) 325-9552 or email [Tony.R.Snyder@odot.state.or.us](mailto:Tony.R.Snyder@odot.state.or.us)

**Region 1 Area Commission on Transportation**

Most of Washington, Hood River, Multnomah and Clackamas counties

ODOT contact: Kimberly Dinwiddie  
(503) 731-8281 or email [Kimberly.Dinwiddie@odot.state.or.us](mailto:Kimberly.Dinwiddie@odot.state.or.us)

**Rogue Valley Area Commission on Transportation**

Representing Jackson and Josephine counties

ODOT contact: Art Anderson, Rogue Valley Area Manager  
(541) 774-6353 or email [Arthur.H.Anderson@odot.state.or.us](mailto:Arthur.H.Anderson@odot.state.or.us)

**South Central Oregon Area Commission on Transportation**

Representing Klamath and Lake Counties

ODOT contact: Jarod Johnson, South Central Oregon Area Manager  
(541) 883-5778 or email [Jarod.E.Johnson@odot.state.or.us](mailto:Jarod.E.Johnson@odot.state.or.us)

**South East Area Commission on Transportation**

Representing Grant, Harney and Malheur counties and the Burns Paiute Tribe

ODOT contact: Sean Maloney  
(541) 823-4025 or email [Sean.Maloney@odot.state.or.us](mailto:Sean.Maloney@odot.state.or.us)

**South West Area Commission on Transportation**

Representing Coos, Curry and Douglas counties

ODOT contact: Chris Hunter, South West Area Manager  
(541) 957-3689 or email [Chris.Hunter@odot.state.or.us](mailto:Chris.Hunter@odot.state.or.us)

## **PARTNERSHIPS**

### **STIP Stakeholder Committee**

The Statewide Transportation Improvement Program (STIP) Stakeholder Committee was established by the Oregon Transportation Commission in 2001.

The committee provides advice on policies and procedures, feedback, recommendations and, where requested, decisions regarding the issues and actions relating to the development of the STIP. Committee members represent diverse transportation interests including freight, private business, public transit, local governments, and state agencies.

### **Additional Partnerships**

ODOT works with a variety of other organizations on diverse issues from maintenance and road management agreements, to safety issues, to multimodal planning and execution involving transit, rail, bike and pedestrian advisory groups.

See the Appendix C for the Additional Partnerships list.

## **STRATEGIC DIRECTION**

ODOT seeks reliable, innovative solutions to Oregon's changing transportation needs. This is a continuous process that recognizes the direction ODOT takes today not only affects current transportation choices, but shapes future priorities.

### **ODOT GOALS**

- Improve safety
- Move people and goods efficiently
- Improve Oregon's livability and economic prosperity

### **ODOT VALUES**

**Integrity:** We are accountable and transparent with public funds and hold ourselves to the highest ethical standards.

**Safety:** We share ownership and responsibility for ensuring safety in all that we do.

**Equity:** We embrace diversity and foster a culture of inclusion.

**Excellence:** We use our skills and expertise to continuously strive to be more efficient, effective, and innovative.

**Unity:** We work together as One ODOT to provide better solutions and ensure alignment in our work.

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## **2019 OREGON LEGISLATIVE SESSION**

Oregon’s annual legislative session came to a close on June 30, 2019. There were 2,768 bills, memorials and resolutions introduced during the 2019 session and of those, the legislature passed 1,205.

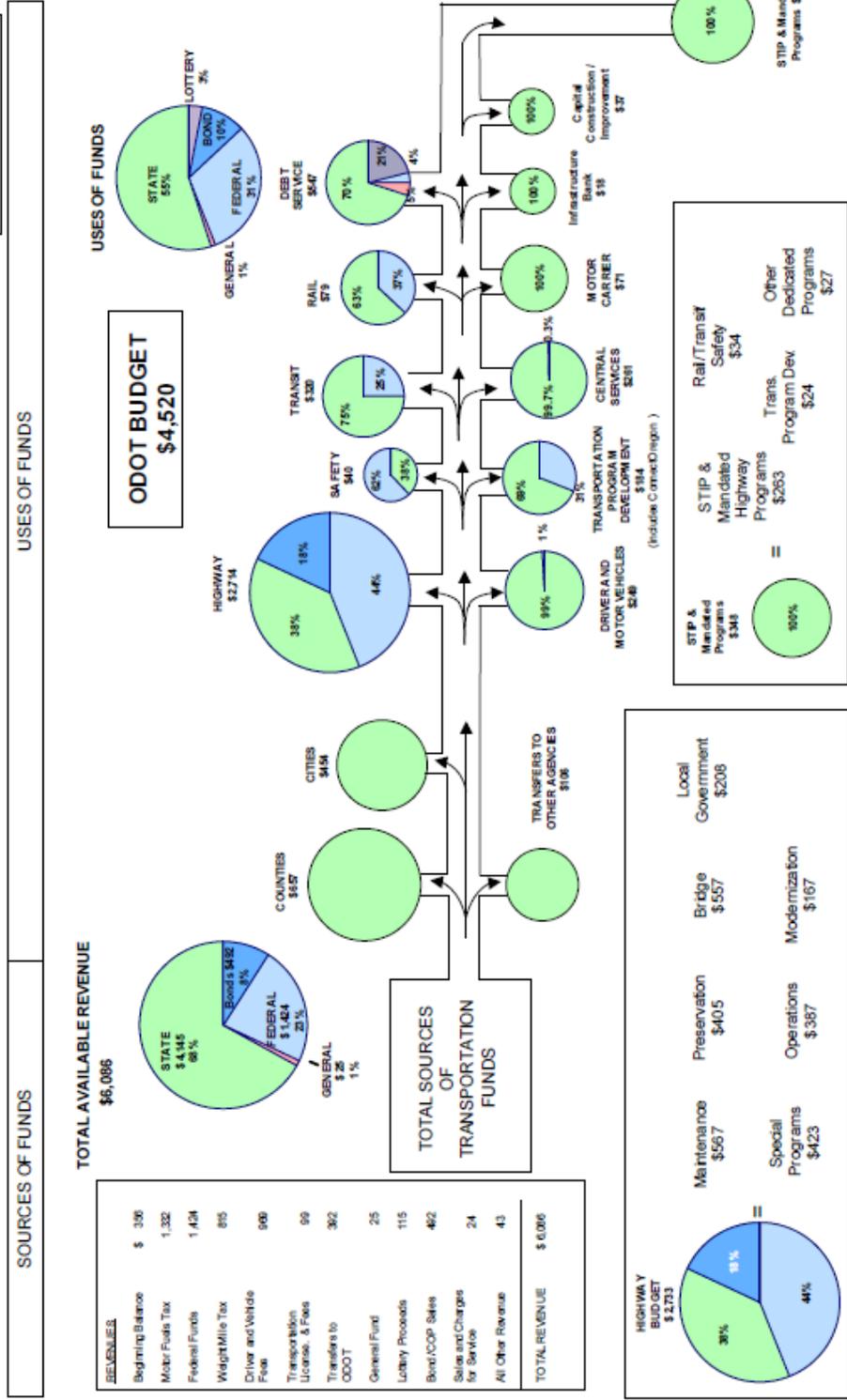
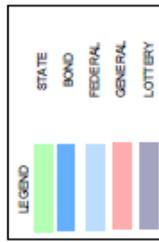
Legislators advanced a number of bills, memorials, and resolutions that directly or indirectly affect ODOT.

Copies of ODOT’s budget bill (HB 5039), program change bill (HB 2377), end of session bill (HB 5050), and other 2019 enrolled bills may be found on the legislative web site: <https://olis.leg.state.or.us/liz/2019R1/Measures/list/>

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**SOURCES AND USES OF FUNDS**  
 DEPARTMENT OF TRANSPORTATION

2019-2021 Legislatively Adopted Budget



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**SOURCES AND USES OF FUNDS**

	<b>2015-2017</b> Actuals	<b>2017-2019</b> Actuals	<b>2019-2021</b> Legislatively Adopted
<b>SOURCES</b>			
Beginning Balance	587,717,053	720,813,710	367,017,604
Beginning Balance adjustment	(3,412,754)		(11,465,364)
Motor Fuels Taxes	1,078,829,542	1,218,399,901	1,331,956,357
Federal Funds	1,075,419,066	1,191,412,540	1,423,500,533
Weight-Mile Taxes	591,070,376	718,343,830	815,074,920
Driver and Vehicle Licenses	722,985,511	839,716,917	969,127,904
Transportation License & Fees	112,762,726	111,503,067	99,325,924
Transfers To ODOT	8,155,202	113,752,694	391,654,185
General Fund	22,052,311	23,456,104	25,306,026
Lottery Funds	106,725,308	112,907,039	115,058,344
Bond, COP, and Refunds Proceeds	980,677,089	191,458,272	492,149,463
Sales and Charges for Services	113,407,816	101,591,628	23,592,118
All Other Revenue	59,240,824	90,383,761	42,964,112
Mandated Distributions and Transfers Out	(919,177,803)	(1,090,574,628)	(1,216,871,992)
<b>AVAILABLE REVENUE</b>	<b>4,536,452,267</b>	<b>4,343,164,835</b>	<b>4,868,390,134</b>
<b>USES</b>			
Highway Division	1,986,695,729	2,036,386,987	2,714,796,381
Driver and Motor Vehicle Services Division	183,860,592	218,775,239	249,414,030
Motor Carrier Transportation Division	59,511,907	62,953,973	70,414,081
Transportation Safety Division	28,055,098	31,416,619	39,370,497
Public Transit Division	96,007,183	125,738,549	320,362,052
Rail Division	51,022,267	48,531,276	78,940,967
Transportation Program Development	128,713,091	125,025,829	183,690,567
Central Services	200,946,292	226,759,302	261,322,771
Debt Service	1,007,789,740	675,344,906	546,589,762
Capital Improvement & Construction	52,404,010	15,081,294	37,353,672
Non-Limited Programs	20,631,172	4,737,687	18,000,000
<b>TOTAL EXPENDITURES</b>	<b>3,815,637,081</b>	<b>3,570,751,661</b>	<b>4,520,254,780</b>
<b>ENDING BALANCE</b>	<b>720,815,186</b>	<b>772,413,174</b>	<b>348,135,354</b>
<b>Positions</b>	4,506	4,706	4,867
<b>Full-Time Equivalent (FTE)</b>	4,393.92	4,485.91	4,710.09

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**ENDING BALANCE DETAIL**

	<b>2015-2017</b> Actuals	<b>2017-2019</b> Actuals	<b>2019-2021</b> Legislatively Adopted
Highway Fund	137,737,148	227,693,552	251,911,475
OTIA Bond Proceeds	(122,583,914)	(116,765,122)	
JTA Bond Proceeds	481,817,364	383,708,235	
OWIN			
Environmental Quality Fund			
Emerging Small Business	10,924,394	9,034,049	17,000,000
Snowmobile/Winter Recreation Funds	9,679,476	9,176,646	9,679,476
Motor Vehicles	1,527,008	1,382,624	
Motor Carrier	100,093	76,580	
Public Transit Division	3,436,058	45,264,038	14,867,811
Rail Division	29,322,724	16,882,150	7,460,017
Transportation Program Development	69,670,238	88,423,311	23,766,085
Transportation Safety Division	11,872,582	8,915,002	11,713,901
Transportation Operating Fund	7,095,863	24,832,630	10,200,000
Central Services	256,343	299,197	
Debt Service	58,436,971	52,227,220	
Special City Allotment	1,536,589	4,541,572	1,536,589
OTIB	19,986,255	16,721,488	
<b>TOTAL</b>	<b>720,815,816</b>	<b>772,413,172</b>	<b>348,135,354</b>

**SOURCES OF FUNDS (REVENUE)**

**Beginning Balance**—Estimated cash position at beginning of biennium. Cash is committed to highway projects, debt service payments, and minimum cash balance to ensure payment of extraordinary and ongoing costs.

2019-21 Beginning Balances

	Dollars in Millions
Highway Fund Programs	\$ 133.5
Debt Service	57.7
Infrastructure Bank	12.0
Transportation Operating Fund	11.0
Transportation Safety Division	5.5
Rail Division	20.0
Public Transit Division	46.0
Central Services	20.0
Transportation Program Development	49.8
<b>Total</b>	<b>\$ 355.5</b>

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**Motor Fuel Tax**—\$1,332 million. Includes motor fuel and aviation fuel taxes. This revenue increased with HB 2017 (2017).

**Federal Funds**—\$1,424 million. Primarily for Highway Division, with lesser amounts for Transportation Safety, Transportation Program Development, Public Transit, and other programs.

**Weight Mile Taxes**—\$815 million. Graduated tax based on vehicle's weight and miles traveled on public roads. Forecasted revenues for 2019–2021 reflect a 9.7 percent increase over 2017–2019 estimated revenues. This revenue increased with HB 2017 (2017).

**Driver and Vehicle Licenses and Fees**—\$969 million. Includes driver license fees, vehicle registrations and titling fees for passenger vehicles, buses, trailers, motorcycles, etc. This category contains a large number of fees for various areas, from snowmobile titling to specialty license plates. This revenue category increased with OTIA 1 (2001), OTIA 3 (2003), JTA (2009), and HB 2017 (2017).

**Transportation Licenses and Fees**—\$99 million. (Includes truck registrations, vehicle, and Sno-Park permits).

**Transfers to ODOT**—\$392 million. These funds come from dedicated revenues from the cigarette tax, local government match on construction projects, DMV portal fees from NICUSA, and Transportation Growth Management match from Land Conservation and Development. Transfers established by HB 2017 (2017) include a privilege tax on new car sales and a bike tax to support Connect Oregon; and a payroll tax to support public transit.

**General Fund**—\$25 million. General Fund allocation for debt service.

**Lottery Proceeds**—\$115 million. Legislatively directed pass-through bond payments for Rail Short Line, Rail Industrial Spur Projects, South Metro Commuter Rail, Connect Oregon, Southeast Metro Milwaukie Extension, and Street Car Project Fund.

**Bond/Certificates of Participation**—\$492 million. Bonding for the issuance of Highway User Tax revenue bonds (\$485M), City of Sherwood for pedestrian connection improvements (\$2M) and Port of Coos Bay rail link improvements (\$5 M).

**Sales and Charges for Service**—\$24 million. Includes sale of DMV records, damage recovery, and sale of property, timber, and equipment.

**All Other Revenue**—\$43 million. Items in this category include railroad gross revenue receipts (\$6 million), interest income (\$14 million), Infrastructure Bank loan repayment (\$9

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million), rent and fines (\$5 million), policy option package and miscellaneous other revenue.

**Mandated Distributions and Transfers Out**

**Counties**—\$657 million. From fuels tax, weight mile tax and licensing.

**Cities**—\$454 million. From fuels tax, weight mile tax, and licensing.

**Other State Agencies**—\$106 million. Parks, Marine Board, Aviation and other agencies.

**Committed Reserves and Ending Balance**—\$348.1 million. Estimated committed reserves and ending cash balance to carry forward into 2021–2023:

	Dollars in Millions
Highway Fund Programs:	
STIP	252.0
Snowmobile Fund	6.5
Winter Recreation Fund	3.0
Special City Allotment	1.5
Highway Programs Subtotal	263.0
Emerging Small Business	17.0
Connect Oregon Bond Proceeds	23.8
Connect Oregon HB 2017	0
Infrastructure Bank	0
Transportation Operating Fund	10.2
Transportation Safety Division	11.7
Rail Division	7.5
Public Transit Division	14.9
Debt Service	0
<b>Total</b>	<b>\$ 348.1</b>

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## **USES OF FUNDS (EXPENDITURES)**

### **Highway Division**

- Highway Division program budget increased by 8 percent from the 2017-2019 Legislatively Approved Budget. This is primarily related to the timing of construction project payout.

### **Driver and Motor Vehicle Services Division**

- Driver and Motor Vehicle Services Division budget increased 6 percent from the 2017-2019 Legislatively Approved Budget, primarily due to the Service Transformation policy option package to improve DMV systems.

### **Motor Carrier Transportation Division**

- The Motor Carrier Transportation Division budget increased 7 percent from the 2017-2019 Legislatively Approved Budget primarily due to phasing in new positions to full time and inflation.

### **Transportation Safety Division**

- The budget for Transportation Safety Division increased 3 percent from the 2017-2019 Legislatively Approved Budget, primarily due to standard inflation.

### **Public Transit Division**

- The Transit Division budget increased 97 percent. This is primarily due to HB 2017 (2017), which provides \$191.9 million to transit providers from the new payroll tax.

### **Rail Division**

- The Rail division budget increased by 12 percent. Inflation accounts for part of the increase and HB 5050 (2019) added \$5 million in lottery bonds for the Port of Coos Bay Rail Line repairs and bridge replacement project.

### **Transportation Program Development**

- The Legislatively Adopted Budget increased 5 percent.

### **Central Services Division**

- Central Services Division budget increased 10 percent from the 2017-2019 Legislatively Approved Budget, primarily due to increased costs in State Government Service Charges, an increase in the Emergency Small Business program and changes due to HB 2017 (2017).

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**Debt Service**

- Lottery debt service increased 2 percent.

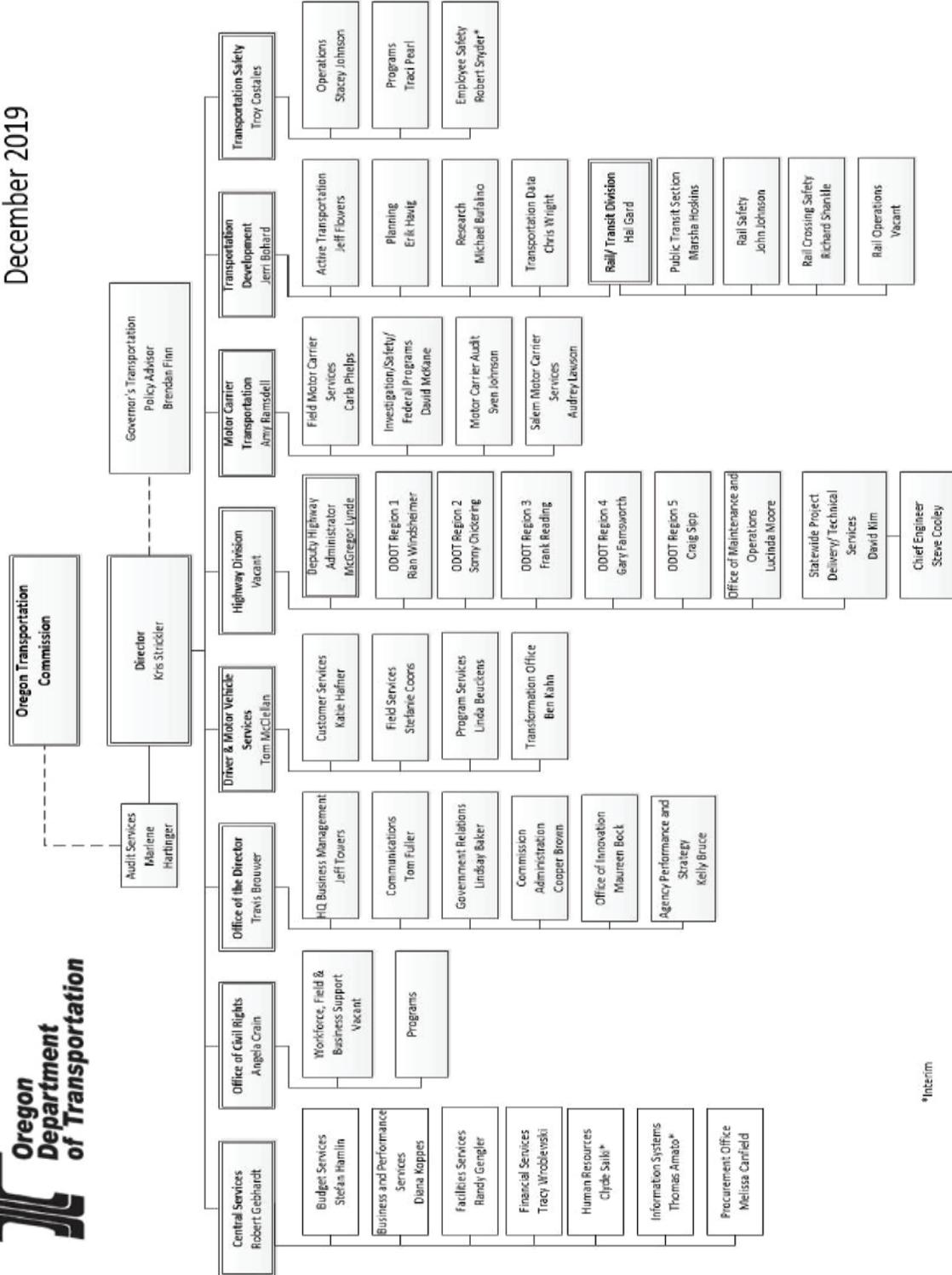
**Non-Limited Programs (Infrastructure Bank)**

The only remaining Non-Limited program is the Infrastructure bank. The bank was established by the 1997 Legislature as a revolving loan fund for transportation projects. The Oregon Transportation Infrastructure Bank makes loans to local governments, transit providers, ports, and other eligible borrowers.

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December 2019



\*Interim

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Highway Division

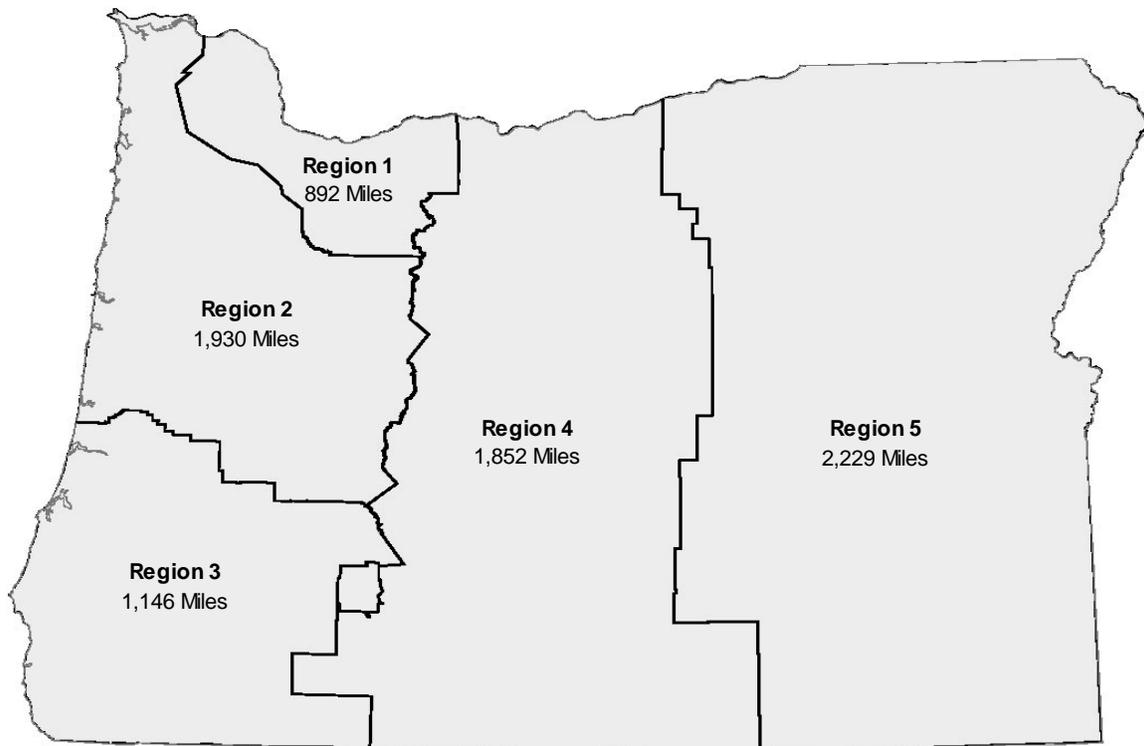
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## HIGHWAY DIVISION

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

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



8,049 HIGHWAY MILES

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**Fixing America’s Surface Transportation Act (FAST Act)**

The most recent federal surface transportation act, Fixing America’s Surface Transportation Act (FAST Act), maintains the focus on safety, keeps intact the established structure of the various highway-related programs, continues efforts to streamline project delivery and, for the first time, provides a dedicated source of federal dollars for freight projects.

**Keep Oregon Moving (HB 2017)**

The 2017 Oregon Legislature passed Keep Oregon Moving (HB 2017) which made a significant investment in transportation. The Highway Division will be tasked with delivery of projects that focus on pavements, bridges, seismic, safety, and congestion relief projects.

Commercial trucks rely on state highways for both short- and long-haul freight movements. Annually, trucks travel more than two billion miles on Oregon Highways. According to a Federal Highway Administration (FHWA) report, trucks moved an estimated 181 million tons of goods to, from, and within Oregon in 2018. This same report estimates that by 2045, trucks will move some 235 million tons of freight on Oregon roads. (Source: <http://faf.ornl.gov/fafweb/FUT.aspx>).

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

Organizationally, the Highway Division is administered through the five regional offices and the headquarters office. In the past, the agency had completed most engineering and design work in-house while contracting with private companies for the actual construction of projects. With HB 2017, the outsourcing of project delivery will increase from the current 50 to roughly 70 percent.

**Highway Division Mission**

The Highway Division supports the ODOT mission by planning, developing, implementing, maintaining and operating a safe and efficient highway system in context with the natural environment that provides economic opportunities for Oregonians.

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**Highway Division Goals and Outcomes**

Goal	Desired Outcomes
<b>I. Safety.</b> Enhance the Safety of the Highway System	1. Reduced incidence of crashes, fatalities and injuries related to roadway design, condition or operations 2. Reduced work-zone related injuries to motorists and highway workers
<b>II. Preservation.</b> Preserve and Maintain the Highway System	1. Highway system condition that allows for safe and efficient movement of people and goods 2. Asset condition maintained at sustainable levels 3. Maintenance and operations activities on-budget and at targeted levels of service 4. Reduction of delay related to construction, incidents, events and weather to the maximum extent possible 5. Protection of the functional integrity of the highway system while providing for access consistent with established system designations
<b>III. Livability.</b> Enhance Oregon's Livability Through Highway System Improvements	1. Maintained or reduced travel times and delays between communities in key freight corridors 2. Efficient highway system operation from the user perspective, considering linkages with other transportation system components and services 3. Enhanced scenic qualities of byways and tourist routes 4. Environmental requirements and commitments met 5. Near-term construction-related benefits to the Oregon economy 6. Long-term benefits to the Oregon economy from highway system investments
<b>IV. Customer Satisfaction.</b> Meet or Exceed Customer Expectations	1. Positive customer and stakeholder perceptions of Highway Division planning, delivery, maintenance and operations
<b>V. Efficiency.</b> Employ Innovative, Efficient and Cost-Effective Practices	1. Projects on-time, on-budget, on-scope 2. High quality work delivered efficiently 3. Diverse, talented, well trained, guided and motivated workforce 4. Timely and accurate information provided to support management decisions

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## **HIGHWAY DIVISION PROGRAMS**

The Highway Division consists of two major program areas: Maintenance and Construction. The statutory limitations are shown within these program areas.

### **Maintenance Programs**

- Maintenance activities include: surface and shoulder repair, drainage, roadside vegetation control, snow and ice removal, bridge maintenance, traffic services, and emergency repairs.

### **Construction Programs**

- **STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP):**
  - Preservation Program: preserves the pavement surface, maintains safety and reduces maintenance costs of the approximately 8,000 miles of the State Highway system.
  - Bridge Program: responsible for inspection, preservation, design standards, load capacity evaluation, and asset management for more than 2,700 bridge structures including tunnels and railroad undercrossings.
  - Modernization Program: looks to enhance or expand the transportation system to facilitate economic development, reduce congestion, and improve safety.
  - Highway Safety and Operations Program: goal is to reduce the number of fatal and serious injury crashes and to improve the efficiency of the transportation system.
- **LOCAL GOVERNMENT PROGRAM:** all federally funded transportation projects within local jurisdictions.
- **SPECIAL PROGRAMS:** includes transportation projects that don't fall under the above programs, but are associated with special rules or program areas; and indirect, technical and program support.

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## HIGHWAY MAINTENANCE

Highway Maintenance includes the daily activities of maintaining and repairing existing highways to keep them safe and usable for travelers. Highway maintenance may include replacing what is necessary to keep highways safe (such as signs, pavement markings and traffic signals), but generally does not include road reconstruction. Maintenance activities include: surface and shoulder repair, drainage, roadside vegetation control, snow and ice removal, bridge maintenance, traffic services, and emergency repairs.

There are two types of general highway maintenance functions: reactive and proactive.

**REACTIVE:** If it breaks, fix it. These activities usually fix an existing problem or concern. This type of highway maintenance is incident-driven. Patching a pothole, would be an example of a reactive activity.

**PROACTIVE:** Spend now to save later. These activities include inspection, upkeep or restoration to prevent problems or damage to highways or other highway-related infrastructure and to reduce life cycle costs. This type of highway maintenance considers cost versus benefit. A proactive activity may be to apply a chip-seal over a pavement in fair condition, extending the life of the pavement for a few more years.



An ODOT maintenance crew patches pavement on Highway 126 east of Eugene.

Highway Maintenance includes maintaining buildings and equipment for ODOT employee use. ODOT's maintenance offices are a visible presence in communities throughout Oregon. They serve as local points of public contact regarding questions about state highways, requests for special highway-use permits, and general maintenance

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information. Also included is responding to catastrophic events by re-opening roadways impacted by natural events. Keeping roads open for travel is a key objective. From relatively common weather events that impact travel over mountain passes during the winter to major wind and rain events that close entire highways, the Highway Division responds quickly to restore options for travelers and ensure that businesses can remain open.

## **HIGHWAY MAINTENANCE PROGRAMS**

### **Pavement, Shoulder and Drainage Maintenance**

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

### **Roadside and Vegetation Maintenance**

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

### **Winter Maintenance**

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

### **Bridge Maintenance**

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

### **Traffic Services**

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

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**Emergency Response and Emergency Management**

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



Oregon Coast Highway No.9, US 101  
A sink hole from January 2016

**Facilities and Fleet**

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

**ODOT/OSP Radio System**

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

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## HIGHWAY CONSTRUCTION PROGRAMS

Highway Construction is made up of the many activities that support the design and construction of projects, as well as the operation of the highway system. These activities are included in the Statewide Transportation Improvement Program (STIP), which includes the Preservation, Bridge, Modernization, and Highway Safety and Operations programs. Highway construction also includes the Local Government Program and Special Programs. A description of the STIP and how projects are selected for construction is included in Appendix A.

### **Preservation Program**

The goal of the pavement preservation program is to keep highways in the best condition possible, at the lowest cost, by taking a preventive approach to maintenance. The most cost-effective strategy is to resurface highways while they are still in “fair” or better condition, which extends pavement life at a reduced resurfacing cost.

As of 2018, the overall pavement condition for state highways was 90 percent “fair or better”. Pavement condition goals are highest for the highways that carry the largest freight and traffic volumes. The program follows a work plan which sets priority by highway class, traffic volume, truck loading, and speed. The Interstate system is the highest priority followed by moderate to high traffic non-interstate highways. Highways with relatively low traffic volumes and truck loading are managed in a “maintenance only” mode at a reduced service level under the Maintenance limitation.



**Pavement Condition: Good**



**Pavement Condition: Poor**

In addition to paving, the program funding makes improvements to interstate signs, roadside safety features, and pedestrian accessibility. With the passage of HB 2017, a \$150 million investment was made for pavement preservation projects through 2021. This investment led to an improvement in “fair or better” pavement conditions between 2016 and 2018 and will help slow the expected decline in pavement conditions over the long term.

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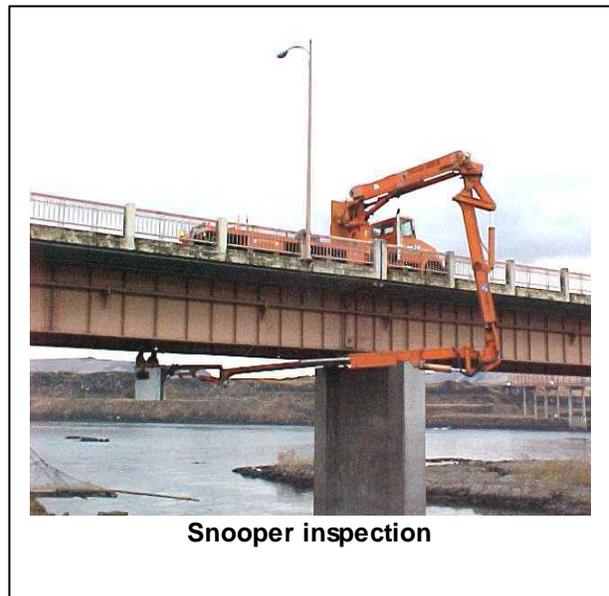
## Bridge Program

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

Routine bridge inspections are performed every two years as well as periodic in-depth inspections for special structures such as fracture critical bridges, bridges prone to fatigue cracking, timber members, underwater features subject to scour, coastal bridges and tunnels, and provide much of the information for the Bridge Management System (BMS). Selected bridges with unusual distress or load capacity reductions are monitored using advanced structural health monitoring instrumentation and non-destructive evaluation equipment. Data from the BMS is used to develop programs for the Statewide Transportation Improvement Program (STIP) and the Major Bridge Maintenance program using an iterative process of problem identification, alternative solution development, cost estimates, vetting with stakeholders, and use of a project ranking system.

### BRIDGE PRESERVATION STRATEGIES:

- **Protection of High Value Bridges**  
Protect high value coastal, historic, major river crossings and border structures by acting before cost becomes prohibitive.
- **Practical Design**  
Use practical design and funding of basic bridge rehabilitation projects and replacements of high-risk bridges.
- **Maintaining Freight Mobility**  
Give priority to maintaining the highest priority freight corridors identified by ODOT as Fix It Routes.
- **Preventive Maintenance**  
Develop bridge preventive maintenance programs to extend the service life of decks and other components.
- **Seismic Vulnerability**  
Bring Structurally Deficient (SD) bridges to Fair Condition using partial rehabilitation.



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- **Bridge Health Monitoring**

Use bridge inspection, health monitoring and improved deterioration prediction methods to anticipate future bridge conditions.

## BRIDGE ISSUES

**Aging Bridges** - The service life of a bridge, though long, is not forever. No series of continued repairs, no matter how well timed, can extend the life of a bridge indefinitely. Eventually, all bridges will need to be replaced. Nearly half of the state's bridges are over 50 years old and were built to older, lesser standards never intended for today's heavy loads and traffic volumes. Design standards have changed over time to address the heavier, longer loads of today's freight shippers, increased traffic volumes, and the higher vehicle speeds that result in greater impact loading.

HB 2017 provides additional funding for the Fix It program to ensure that deteriorating bridges on Oregon's highest priority routes can be addressed before they impede mobility or force trucks to detour. In the short term, the number of poor bridges is expected to be manageable through programs like Major Bridge Maintenance, painting, cathodic protection and bridge repair projects. However, the large population of aging bridges will result in substantially more needs in the future. There is a concern that critical and near-critical needs will grow at an increasing rate until a point in the near future that current staff will not be able to keep on top of these serious issues. At that point, unpredictable failures are possible that will result in delays, detours and unplanned high cost emergency repairs.

**Load Restrictions** - ODOT is currently evaluating specialized hauling vehicles (single-unit with many axles spaced closely together like garbage trucks) and Emergency Vehicles in all new load ratings, as required by federal legislation. Bridges constructed in the 1950s and 1960s were not designed for these loads. It is expected there will be a need to strengthen, where feasible, or place load restrictions on many state and local agency bridges. Often, it is not cost effective to preserve bridges with weaker elements; however, there is insufficient funding to replace these bridges on a sustainable basis creating the potential for widespread load restrictions in the very near future.

**Seismic Considerations** - In 2014, ODOT completed a report on the seismic vulnerability (Seismic Plus Report) of Oregon state highway bridges. The report indicates that, in a large Cascadia Subduction Zone earthquake, ODOT bridges will likely impair transportation mobility along Highway 101, on all routes between the coast and valley, and sections of Interstate 5. Based on seismic funding from HB 2017, ODOT has planned to retrofit a few route segments on US97, OR 58, I-5 from Eugene to I-205, I-205 to I-84, and I-84 to US97 over a period of 40-50 years. In addition, some limited seismic retrofit will be done on Region 3 triage routes to provide low capacity access to the Rogue Valley and across the Willamette River in Salem and Corvallis. However, most areas in Western Oregon will remain inaccessible for up to eight years after a major Cascadia Earthquake.

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**Highway Safety and Operations Program**

The Highway Safety and Operations Program is comprised of two separate programs – Highway Safety and Highway Operations.

The primary purpose of ODOT’s Highway Safety Program is to reduce the number of fatal and serious injury crashes that occur on the state system.

ODOT’s Highway Safety Program is focused on reducing the number of fatal and serious injury crashes that occur on the state system.

The program includes several system management tools that help guide and prioritize how public investments are made to improve traffic safety and reduce the potential for crashes.

The Highway Safety Improvement Program provides for infrastructure improvements at high crash locations and systemic relatively low cost and cost effective countermeasures on target highway segments or intersections with a history of crashes.

The Safety Priority Index System (SPIS) is the primary tool used for the identification of possible safety problems. The SPIS is a method developed by ODOT for identifying and scoring safety problem locations on state highways. SPIS identifies crash history in 0.10 mile segments on state highways. SPIS scores are developed based on crash frequency (25 percent), severity (50 percent) and rate (25 percent). A prioritized list is created for each Region (the top 5 percent of statewide SPIS sites) and is provided to the Regions annually for analysis and possible corrective action.

The primary purpose of ODOT’s Highway Operations Program is to improve the safety and efficiency of the transportation system through operational improvements and enhanced system management.

ODOT accomplishes this through implementing strategies, tools, and projects that optimize the operation and management of the system. Operations solutions provide a cost effective approach to meet the challenges presented by



**Shoulder rumble strips, like the one above, help save lives.**



**Variable Message Signs help convey road conditions to travelers**

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increased demands on the system coupled with increasing constraints on available funding.

Response from the public shows strong support for continued and expanded use of Operations Program system efficiency tools. The key components of the Operations Program include traffic signals, signs, roadway lighting, Intelligent Transportation Systems (ITS), and landslide and rockfall mitigation. In addition to these project areas, the Highway Operations Program funds Transportation Operations Centers; ODOT's dedicated incident response staff; management and operations of intelligent transportation systems infrastructure; Transportation Demand Management; and services such as the TripCheck traveler information system.



**The Powers Landslide at Mile Post 14**

### **Modernization Program**

The intent of the Modernization Program (ORS 366.507) is to enhance or expand the transportation system in order to facilitate economic development, reduce congestion, and improve safety. This program is also called the Enhance Program.

The state highway system provides access to intrastate, interstate and international markets for traded sector goods and also provides critical linkages between communities around the state and the domestic and international markets served by our airports, marine terminals, and rail lines. The Modernization Program improves the capacity and operations of the highway system to reduce congestion and serve transportation demand more efficiently by building new bike lanes, travel lanes, and sidewalks to serve development and provide access to and from businesses and intermodal facilities. This program is also the source of funding for the Immediate Opportunity Fund (IOF), in partnership with Business Oregon, which provides grants to communities that affirm job retention and job creation opportunities.

ODOT administers funding dedicated to this program and contracts with private sector companies to deliver the improvements. Project cost factors for the program include the cost of raw materials such as fuel, asphalt, and steel. If the project requires additional property for the expansion or relocation of a facility, right-of-way can also be a substantial portion of project cost. ODOT estimates that, in addition to the economic benefits of a more efficient transportation system, for every million dollars invested the program creates or sustains 9.12 jobs.

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The project selection process for the Enhance program is developed with statewide stakeholders and approved by the Oregon Transportation Commission (OTC) per ORS 184.621. The process is updated as needed in consultation with the Statewide Transportation Improvement Program (STIP) Stakeholder Committee, and other stakeholders. The evaluation of projects considers specific project benefits related to mobility, safety, accessibility, benefits to state-owned facilities, economic vitality, environmental stewardship, land use and growth management, livability, equity, and funding.

Modernization funding from HB 2017 identified specific projects to maximize efforts related to relieving congestion. Relieving congestion bottlenecks will help people get to where they want to go quickly and reliably. New lanes on I-5 at the Rose Quarter will save motorists 2.5 million hours wasted in gridlock each year and widening sections of OR217 and I-205 in Portland will improve reliability of the Highway system. Modernization projects improve safety, relieve congestion, and allow more efficient movement of people and goods across the state. Lack of funding for the Modernization Program directly results in greater congestion, higher levels of carbon monoxide emissions as vehicles sit idling in traffic, less efficient freight movement, greater risks to drivers, and higher project costs.

**The Modernization Program directly supports economic and job policy strategies:**

- *Focus on sustainable business development and integrate economic and community planning*

The Modernization Program enables the type of system improvements that would be necessary to accommodate a doubling of state exports to international markets. The state highway system provides access to intrastate, interstate and international markets for traded sector goods shipped by truck and also provides critical linkages between communities all around the State of Oregon and the domestic and international markets served by our ports, airports, and rail lines. The Modernization Program improves the capacity and efficiency of the system, which reduces transportation costs and makes locating or doing business in Oregon more attractive to traded sector companies.

The Modernization Program is developed in coordination with the Area Commissions on Transportation (ACTs), Metropolitan Planning Organizations (MPOs), Regional Stakeholder groups, and local governments to maximize the potential to leverage resources and to ensure selected projects enjoy strong regional support. Review of proposed projects through the Regional Solutions Centers (RSC) provides an additional forum to identify opportunities, such as the interchange improvements at Brookwood Road and US 26 in Region 1, that will provide enhanced access to sites identified by Business Oregon through its certified industrial lands program. Similarly, the Newberg-Dundee project is being jointly developed and funded by ODOT and the Cities of McMinnville, Newberg and Dundee, Yamhill County, and the Confederate Tribes of Grand Ronde who are all contributing a total local match of \$20 million.

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- *Focus on Oregon's long-term economic prosperity and resiliency*

The Modernization Program is important to maintain and improve Oregon's competitiveness for traded sector companies and supply chain industries. Intel is a good example of a major exporter that requires reliable and efficient transportation to international portals in order to meet its just-in-time logistics model. Modernization improvements are targeted at reducing congestion and improving system reliability generating an economic benefit for the entire state in the form of travel time and travel expense savings. In addition, investment in all modes helps provide transportation choices for the state's workforce and access to a broader labor pool for our businesses.

### **Special Programs**

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

Special Programs delivers technical support for project delivery, construction, operations, maintenance, and planning programs in a variety of roles. This support uses a wide number of technical disciplines and expertise to produce statewide standards, policies, and guidelines for the design, development and bid of contract plans, construction and operations of transportation projects. To ensure statewide strategic infrastructure management through the maintenance of transportation asset inventories, data analysis and reports to optimize system investment decision-making is an important piece of our mission. The development of long-term comprehensive strategic approaches to technical staff recruitment, development, and retention is critical to ensure continuity, innovation, and advancement of our state-wide mobility goals. Support for projects is delivered in a number of formats such as technical training; written specifications; manuals; advisories; conducting research; mentoring; hands-on inspections and testing; collaboration with federal, state and local agencies; professional organizations; and internal, statewide leadership teams.

Along with technical support, the Special Programs Limitation supports specialized projects such as: Lifeline Routes, which facilitates implementation of Policy 1E, Lifeline Routes, in the Oregon Transportation Plan, which states, "It is the policy of the State of Oregon to provide a secure lifeline network of streets, highways, and bridges to facilitate emergency services response and to support rapid economic recovery after a disaster"; and Speed Zones, to help ensure traffic moves safely and efficiently. Speed Zoning reflects a reasonable balance between the needs of drivers, pedestrians, and bicyclists using public roads for travel and for those who live along these roads. These and many similar projects address special transportation issues that ultimately save time, resources, money, and lives.

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Special Programs is also charged to deliver projects and services in several distinct program areas, including the following:

- **Pedestrian and Bicycle** - State law (ORS 366.514) requires ODOT, cities, and counties to spend reasonable amounts of their share of the State Highway Fund (not less than 1%) on footpaths and bicycle trails.
- **Salmon and Watersheds** - This program repairs and replaces priority culverts that do not currently provide fish passage in support of the Oregon Plan for Salmon and Watersheds.
- **Federal Lands Access Program (FLAP)** - This program involves projects on roads that are located within or provide access to national forests. Federal funding is used on projects selected by the Federal Highway Administration, U.S. Forest Services, ODOT, and Oregon counties.
- **Winter Recreation Parking** - This program provides for snow removal in designated winter recreation parking locations (Sno-Parks). Revenues come from selling Sno-Park parking permits.
- **Snowmobile Facilities** - This program develops and maintains snowmobile facilities. Revenues come from registration fees and fuel taxes attributed to snowmobile use.

### **Local Government Program**

The purpose of the ODOT Local Program is to work toward a shared vision of the Oregon Transportation Plan and meet its goals, policies, strategies, and implementation framework to respond to the challenges facing Oregon's transportation system. Five fundamental themes include: 1) accessibility and mobility, 2) economic development, 3) equity, 4) safety, and 5) sustainability. This multimodal program also implements many of the modal and topic plans such as the Oregon Highway Plan, the Bicycle and Pedestrian Plan, the Freight Plan, the Public Transportation Plan, and the Rail Plan.

The Local Program provides a collaborative environment to design and construct transportation projects involving many partners including the local agencies, state agencies, the Federal Highway Administration, and various stakeholders. This interaction enables local governments to leverage investments and promotes coordination between agencies at state, regional, and local levels to maximize resources to complete the projects that meet community needs.

This program delivers projects funded with federal transportation funds and also requires local participation. It is specifically targeted to meet local agency transportation infrastructure needs for various transportation modes. Therefore, it supports the outcome to increase the long-term level of federal, state, local, and private investments in the local transportation system.

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The ODOT Local Program provides support, management, and oversight for various programs that are funded by the state or federal government. Local projects account for approximately 25 percent of Oregon Statewide Transportation Improvement Program (STIP) funding and up to 30 percent of the projects delivered among ODOT regions. ODOT administers these programs and helps local governments fund and deliver transportation projects.

*Recent Local Government Project:*

City of Salem, Peter Courtney Minto Island Bridge



Completed in the Fall of 2017, this pedestrian and bicycle bridge and the adjoining trail connect three riverfront parks in Historic Downtown Salem:

- Minto-Brown Island Park (900 acres)
- Riverfront Park (23 acres)
- Wallace Marine Park (114 acres)

More than 20 miles of trails for walking, running and biking allow residents and tourists to explore Salem's riverfront and downtown. The project complements the Historic Union Street Railroad Bridge renovation.

The ODOT Local Program delivers the Federal-aid Highway Program that is a cost-based reimbursement program between the Federal Highway Administration (FHWA) and ODOT. ODOT's Federal-aid Program reimburses federal funds to local agencies such as cities and counties, ports, special districts, tribes, and other federal agencies eligible for federal transportation funding. FHWA provides funds to ODOT through the Federal-aid Highway Program, and ODOT reimburses these funds to eligible local agencies.

Costs of this program are driven by the transportation needs of Oregon's local agencies and the number and costs of local agency projects funded and delivered by various programs.

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## ISSUES AND TRENDS

- A vital component of economic and job growth is mobility. To ensure people and commerce are able to move freely, safely, and efficiently is the primary mission of ODOT. Special Programs Limitation directly supports these goals by providing the tools necessary for the regions and other areas of the department to deliver projects efficiently, strategically, and cost effectively. In addition to highway projects, the Special Programs Limitation manages innovative programs, including private resources when available, to develop solutions to new and ongoing issues. Other programs focus on environmental and recreational issues important to Oregonians throughout the state.
- These programs directly and indirectly promote sustainable and short-term jobs in the private sector through the work created in construction, environmental, recreational, and innovative partnerships. Businesses, both existing and emerging industries, benefit from an efficient public infrastructure that supports the economic and social health of Oregon’s rural and urban communities.
- Complex environmental, regulatory, and statutory requirements result in the need for very specialized technical solutions.
- Each Special Program area faces a multitude of issues including program specific stakeholder requests in relation to other system owners, revenue constraints, and increased requirements.
- Salmon and Watersheds face environmental requirements to address priority fish passage concerns with state highway infrastructure requirements and cost effective construction methods.
- Pedestrian and bicycle use continues to grow increasing the demand for high quality facilities.

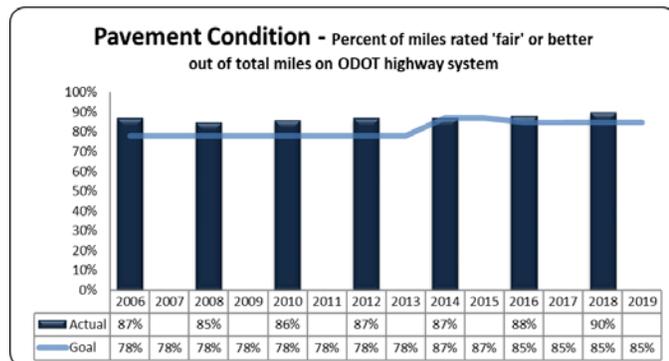
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**Key Performance Measures:**

**KPM #6 - Pavement condition: Percent of pavement centerline miles rated “fair” or better out of total centerline miles in the state highway system**

The goal of the ODOT pavement preservation program is to keep highways in the best condition possible with available funding, by taking a life-cycle cost approach to preservation and maintenance. The most cost-effective strategy is to apply preservation treatments to keep highways out of “poor” condition, which extends pavement life at a reduced resurfacing cost.

Prior to 2014, the long term target was set at 78 percent “fair” or better. The legislature increased the target to 87 percent for 2014 and 2015 and subsequently reduced the target to 85 percent starting in 2016. Pavement conditions are measured every two years and the 2020 data will be available in February 2021.



Thanks to ODOT’s asset management and investment strategies, pavement condition over the last few years has ranged between 85 and 90 percent “fair” or better. Pavement conditions are currently above target. ODOT’s pavement strategy is focused on preserving the interstate first, and a full 98% of Oregon’s interstate highway miles are in fair or better condition.

Currently, the only national standard available for comparing highway pavement conditions nationwide is pavement smoothness. A smoothness comparison between Oregon and our neighboring states of California, Idaho, Washington, and Nevada based on [2017 Highway Statistics data](#), shows that Oregon’s pavement is on par with Idaho and Nevada and better than California and Washington and also better than the nationwide average.

Overall pavement conditions have improved due to additional pavement projects programed from higher than anticipated Fixing America’s Surface Transportation (FAST) Act funding and from early delivery of Keep Oregon Moving (HB 2017) funded pavement projects. These investments will keep pace with pavement deterioration and sustain the pavement condition measure over the next two to four years.

Pavement resurfacing treatments typically last 10 to 20 years, but pavement funding will only be able to pave each section of road on average only once every 35 years or longer—far beyond the optimal timeframe. ODOT estimates that by 2035, the proportion of pavement in poor or worse condition will reach 35%. This will result in diminished safety, as well as higher vehicle repair costs as Oregonians travel on rutted and deteriorated roads.

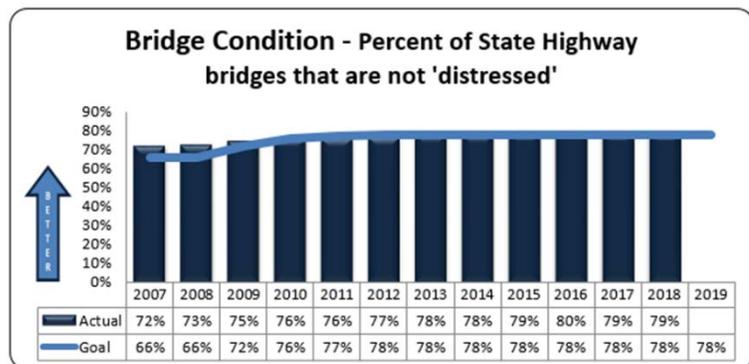
Pavement conditions are measured via a combination of automated equipment and visual assessment. Rigorous checks are made on the data to ensure integrity. Conditions are measured and reported every two years on even numbered years. Our [Pavement Condition Report](#) provides detailed pavement condition data and statistical summaries across various parts of the highway system.

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**KPM #7 – Bridge Condition: Percent of state highway bridges that are not “distressed”**

The ODOT bridge management strategy was developed under the direction of the Highway Leadership Team in response to funding levels below the amount needed to sustain conditions and in recognition of the significant number of bridges reaching the end of their service life over the next several decades. ODOT developed a unique measure only used in Oregon to reflect the aging bridge population and the specific types of bridges constructed here over time. Bridges “not distressed” means the bridges have not been identified by the Oregon Bridge Management System as having freight mobility, deterioration, safety or serviceability needs and have not been rated as Structurally Deficient based on the Federal Highway Administration criteria. The Bridge Program strategies include: protecting high-value coastal, historic, major river crossings and border structures; using practical design and funding only basic bridge rehabilitation projects and replacing high risk bridges; giving priority to maintaining the highest priority freight corridors; using preventive maintenance to extend the useful life of good and fair condition bridges; developing triage approaches to mitigate the lack of seismic resilience; addressing significant structural problems on all bridges to protect public safety; and monitoring the health of selected bridges to safely extend their useful life.

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



Improvement in the percent “not distressed” measure since 2007 is largely due to the OTIA III State Bridge Delivery Program. We have met and maintained the bridge performance measure for the last six years at the State Bridge Program funding level largely in part to improved rail conditions from retrofits and replacements on 17 bridges where rail was the only deficiency.

A recent analysis shows that the new HB 2017 funding is expected to slow the decline of the % not distressed bridges, but not stop the decline over the next ten years. The result is primarily due to the aging bridge inventory and a long history of underfunding in the Bridge Program that precluded systematic replacement of deteriorated bridges. This is captured in the performance measure as Low Service Life and more bridges projected to become structurally deficient.

Although Oregon bridges are generally considered safe (if load restrictions signs are obeyed), there are a large number of bridges whose service lives have been extended beyond a normal time period because of inadequate funding. The performance of those bridges is unreliable, have a high risk of continued deterioration and demand vigilance and dedication by inspectors and maintenance personnel to maintain safe conditions. Those critical and near-critical conditions have grown at an increasing rate. There is real concern that current staff will not be able to keep on top of these serious issues. Unpredictable failures are possible that will result in delays, detours and unplanned high cost emergency repairs.

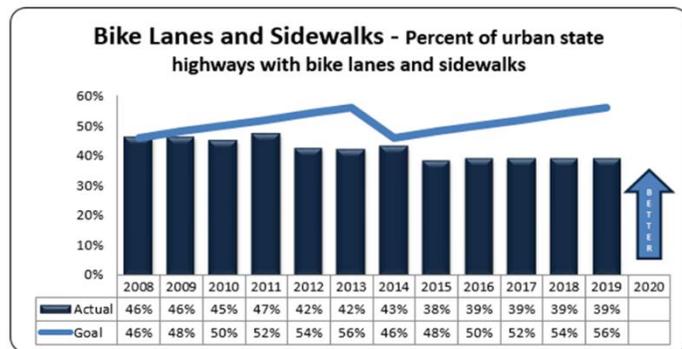
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**KPM #12 – Bike Lanes and Sidewalks: Percent of urban state highway miles with bike lanes and pedestrian facilities in “fair” or better condition**

With our local partners, ODOT is working to create safe, walkable and bikeable communities in Oregon. To further that goal, Oregon law requires walkways and bikeways be provided when roads are constructed or rebuilt, and mandates that at least one percent of the state highway fund be used for walking and biking facilities. This performance measure reports our progress in adding walkways and bikeways to the state system.

This target addresses the percentage of total highway roadside miles in urban areas that have complete walkways and bikeways. Urban areas are defined as those areas with populations over 5,000 where the population density meets federal definitions in the area bordering the highway. Small incorporated cities with populations under 5,000 are also included. Walkways must be present, five feet or more in width, and in fair or better physical condition. Bikeways are defined as a marked and striped bike lane five or more feet in width, a paved shoulder five feet or more in width, a travel lane shared by people biking and people driving where the posted speed is 25 MPH or less, or a multi-use path within the highway right-of-way. As walkways are not needed in undeveloped urban fringe areas, ODOT has set the target of providing walkways on 65% of highway roadside mileage in urban areas. The Oregon Transportation Plan seeks to meet this target by 2030.

Each year, ODOT builds new and enhances existing bicycle and pedestrian facilities. However, our progress in meeting this target isn't just determined by how many miles we build each year. As the chart shows, the percent of urban highways with complete walkways and bikeways has trended down in recent years. Why is this happening? Recent adjustments to the



federally defined urban areas brought many new roadway miles into Oregon's expanding urban areas. As former rural roads, these highways are unlikely to have walkways and bikeways. We also see occasional declines due to jurisdictional transfers, where a local government assumes ownership of a state highway. When such transfers take place, they are typically preceded by significant improvements to the highway, including adding walkways and bikeways, because it is less burdensome for a local government to take responsibility for a road if it is already complete and in good repair.

ODOT is making strategic investments in walking and biking improvements on both the state and local system where Oregon communities have identified the greatest need. In recent years, ODOT has increased both staffing with the region Active Transportation Liaisons and funding for the state network with programs such as Active Transportation Leverage. ODOT also administers the Safe Routes to School Infrastructure grant program which distributes \$10 million per year to local communities to improve conditions for walking and biking near schools. In addition, we collaborate with local governments to provide them with technical assistance so that they can ensure local systems are bikeable and walkable as well. As a result, the number of people who walk and bike in Oregon continues to increase. On an average weekday, Oregonians make 8% of their trips on foot and 2% by bicycle.

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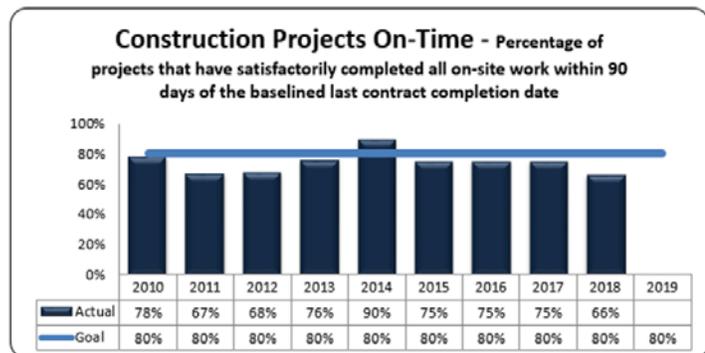
**KPM #13 - Construction Projects On-Time: The percentage of state administered projects that have satisfactorily completed all on-site work within 90 days of the baselined contract completion date**

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

ODOT has redefined how we categorize contract change orders that affect project schedules, allowing us to tell if a given change was avoidable, unavoidable, or elective. By doing so and reporting on the frequency of and reasons for different CCO types, ODOT can provide greater transparency of its change management practices, and take actions to reduce the number of avoidable construction change orders, which is the primary reason for late projects.

The target is set at 80% of projects. This was established for consistency with peer DOTs, but will be revised as our capability increases to reduce avoidable contract changes.

For state fiscal year 2018, on-time performance, based on ODOT’s modified measurement definition, is at 66% of projects on-time. Only one project was re-baselined (1 of 68 projects), with an elective change order that raised overall performance from 65% to 66%. While below target, performance is within the natural variation of this performance measure.



In response to an ODOT management assessment (McKinsey & Co. 2017), ODOT revised its construction on-time measure to be more consistent with peer DOTs and to also account for the appropriate re-baselining of contract completion dates for on-time measurement. Any project on-time measure must have an end date to compare the actual completion date against; this is referred to here as the baseline contract completion date. For ODOT construction projects there are two options for a baseline end date: the original contract completion date or a modified contract completion date reflecting changes to the construction contract.

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

Circumstances allowing the contract completion date to be re-baselined include: 1.) Elective expansion of project scope by ODOT, 2.) New requirements or interpretations from regulatory agencies, including FHWA, affecting project schedules and 3.) Unavoidable delays due to natural events.

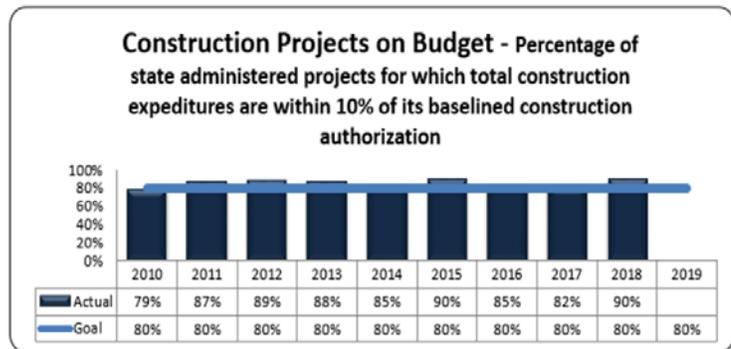
Circumstances that would not allow for re-baselining the schedule include: 1.) Errors in plans, specifications, and/or design; 2.) Unacceptable traffic impacts; and 3.) Construction engineering errors.

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**KPM #14 - Construction projects on budget: The percentage of state administered projects for which total construction expenditures do not exceed the original construction authorization by more than 10%**

Our goal for any given construction project is to ensure that total construction costs do not exceed the project's original construction authorization (i.e. budget) by more than 10%. We achieve this through accurate schedule and budget development and effective contract and risk management throughout the life of the project.

ODOT has redefined how we categorize contract change orders (CCO) that affect project expenditures, allowing us to determine which changes were avoidable, unavoidable, or elective. By doing so and reporting on the frequency of and reasons for different CCO types, ODOT can provide greater transparency of its change management practices and take actions to reduce the number of avoidable contract change orders that can negatively impact project expenses and schedules.



The target is set at 80% of projects.

This was established for consistency with peer DOTs, but will be revised as our capability increases to reduce avoidable contract changes.

For state fiscal year 2018, on-time performance, based on ODOT's modified measurement definition, is at 90% of projects on-budget. No projects were re-baselined in state fiscal year 2018.

In response to an ODOT management assessment (McKinsey & Co. 2017), ODOT revised its construction on-budget measure to be more consistent with peer DOTs and to also account for the appropriate cost accounting of CCOs for on-budget measurement.

Any project on-budget measure must have a final expense figure to compare to a baselined budget. For Construction Projects On-Budget, this baselined budget is the Net Construction Authorization set at contract award.

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

For this on-budget measure, circumstances allowing for the adjustment of the final expense figure include: 1.) Elective expansion of project scope by ODOT; 2.) New requirements or interpretations from regulatory agencies, including FHWA, affecting the construction contract; and 3.) Unavoidable budget impacts due to natural events.

Circumstances that would not result in adjusting the final expense figure include: 1.) Errors in plans, specifications, and/or design; 2.) Unacceptable traffic impacts; and 3.) Construction engineering errors.

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**BUDGET HIGHLIGHTS**

**Highway Division Expenditures**

	2015–2017 Actuals	2017-2019 Actuals	2019–2021 Legislatively Adopted
<b>Programs</b>			
Maintenance	488,825,399	564,754,015	566,677,478
Construction:			
STIP:			
Preservation	296,200,035	258,087,356	405,061,206
Bridge	149,597,412	251,586,832	557,030,174
Highway Safety/Ops	176,518,140	246,720,954	387,329,983
Modernization	397,154,859	198,259,374	167,404,546
STIP subtotal	1,019,470,446	954,654,516	<b>1,516,825,909</b>
Special Programs	264,637,701	289,478,396	422,819,406
Local Government Program	213,762,183	227,500,060	208,473,588
<b>Total</b>	<b>1,986,695,729</b>	<b>2,036,386,987</b>	<b>2,714,796,381</b>

Positions	2,535	2,685	2,735
Full-Time Equivalent (FTE)	2,463.54	2,528.59	2,667.70

**Driver and Motor Vehicle  
Services Division**

## DRIVER AND MOTOR VEHICLE SERVICES DIVISION

The mission of the Driver and Motor Vehicle Services Division (DMV) is to promote driver safety, protect financial and ownership interests in vehicles, and collect revenue for Oregon's roads.

### Driver Safety

DMV licenses drivers, verifies the identification of people applying for a driver license or identification card, and tests the skills, knowledge and vision of drivers. DMV promotes driver safety by providing educational tools such as driver manuals, ensuring driver tests meet or exceed national standards, and suspending or revoking the driving privileges of problem drivers.



**An applicant completes a driver license knowledge test on an automated testing device in a DMV field office.**

### Protecting Ownership

DMV also issues vehicle titles that prove ownership and help protect the financial interest of vehicle owners and security interest holders. DMV inspects the vehicle identification number of newly registered vehicles, examines the title and other ownership documents, and checks for information on stolen vehicles through state and national law enforcement data systems before issuing titles.



**License plates identify vehicle registration. Some raise funds and awareness for various Oregon groups or causes.**

DMV also licenses vehicle- and driver-related businesses in the state to ensure titles are correctly transferred and security interest holders are promptly paid or recorded. DMV licenses vehicle dealers, wreckers, vehicle appraisers, transporters, driving instructors and driving schools. Business regulation staff conducts routine inspections and responds to customer complaints. If a problem is found, DMV issues warnings, imposes civil penalties or sanctions the business.

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### **Revenue Collection**

DMV registers close to four million vehicles in Oregon. The division registers and titles vehicles and issues trip permits to raise revenue for highway construction and maintenance.

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## **DRIVER AND MOTOR VEHICLE SERVICES DIVISION PROGRAMS**

DMV is organized to deliver driver and vehicle services through four Service Groups:

- **Program Services**
- **Field Services**
- **Processing Services**
- **Customer Services**

### **Program Services**

This group coordinates major changes to DMV programs and operations resulting from federal/state laws, policy direction, business process improvements, and computer system initiatives. Program Services also develops and implements policies, procedures, and administrative rules for DMV's driver, vehicle, and business licensing services. Employees analyze the policy and fiscal impacts of proposed legislation and other changes, and evaluate the effectiveness of DMV programs.

The group designs and publishes forms and manuals, ensures adequate supplies of license plates and stickers, and manages service contracts. Employees interpret business needs and priorities, lead strategic and tactical IT planning, coordinate DMV involvement in IT projects and other major system changes, and ensure computer systems meet business needs through testing and monitoring. Staff license and inspect vehicle dealers and related businesses, investigate unlicensed vehicle dealer and dismantler activity, and support the Oregon Dealer Advisory Committee (ODAC). Program Services also provides support for DMV efforts to prevent, detect, and investigate fraudulent activity.

### **Field Services**

This group operates DMV's 60 field offices statewide in which approximately 12,000 customers are served each day. Field offices administer driver knowledge, skill and vision tests; issue photo driver licenses and identification cards; reinstate driving privileges; register vehicles; issue plates and stickers; handle title applications; and inspect vehicle identification numbers.

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Field offices also conduct work for other ODOT divisions and other agencies:

- Issue motor carrier credentials
- Issue truck oversize/weight permits
- Sell Sno-Park permits
- Initiate voter registration
- Verify that vehicles have passed emissions tests, as required
- Issue veteran designation on driver licenses and identification cards
- Record organ/tissue donor designations

### **Processing Services**

This group processes all mail-in business for driver licenses, titles, and registrations, and completes all of the business accepted at field offices around the state. Employees process financial transactions for customers; issue titles, plates, and stickers; renew driver licenses; enter or verify data in DMV's computer systems, and prepare paperwork for imaging. DMV produces over 840,000 titles and issues almost 1.8 million registrations every year. Employees record traffic violations, convictions, and other driving record information; process accident reports, suspensions, and license reinstatements; manage driver improvement activities and medically at risk driver case reviews; use facial recognition software to review and clear drivers prior to issuance of all driver licenses and ID cards; issue driver licenses with previous photos to eligible military personnel and others who are temporarily out of the state; and issue hardship permits to eligible suspended drivers. Employees work by mail, telephone, and in-person to help customers who have lost or could lose their driving privileges.

### **Customer Services**

This group provides call center services and record services for DMV customers. Three call centers provide telephone assistance for about 1.4 million customers per year. The call centers answer all calls directed to DMV field offices as well as general information calls directed to DMV headquarters. Employees answer questions, schedule drive tests statewide, and help callers conduct business with DMV. Two call centers employ 50-60 inmates at the Oregon Coffee Creek Correctional Facility and the Oregon State Correctional Institution. The third call center is staffed by DMV employees at the Salem headquarters building.

Customer Services also provides DMV driver and vehicle records requested by public and private entities and administers programs designed to ensure the security of personal information held by DMV. Law enforcement agencies access about 141,000 records each day on the DMV database, and businesses and individuals make over 2.5 million DMV record requests each year. This group manages the DMV contract with Oregon State Police for access to DMV records through LEDS and the contract with the Employment Department for administrative hearings for people who appeal DMV actions. The majority of the hearings involve driver license suspensions under Oregon's implied consent laws

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for driving while under the influence of alcohol or drugs. This group also manages the DMV headquarters facility, provides incoming and outgoing mail services for the entire facility, and creates digital images of DMV records for future retrieval.

### **Division Administrator’s Office**

This office provides the policy, oversight, and administrative functions of the division.

### **Office of Transformation**

The Office of Transformation leads the Service Transformation Program (STP) and other DMV initiatives. STP is modernizing DMV’s technology and business tools over a 10 year period at a projected total cost of \$90 million. Specifically, the Office oversees project and change management; ensures alignment with the organization’s strategic plan; manages governance and procurement processes; and recommends strategies to optimize costs/benefits and mitigate risks. DMV works closely with the Department of Administrative Services’ Enterprise Technology and Chief Information Office staff, Legislative Fiscal Office, and many other external stakeholders. This office is responsible for managing and reporting on the progress of STP within the agency and to external partners and stakeholders.

## **ISSUES AND TRENDS**

### **Demographic Changes**

Oregon has led the nation in in-migration during the last several years. Its population is becoming more ethnically diverse and older, which is important to DMV from a customer service and workforce perspective. Language and cultural differences must be bridged to enable people to complete their driver and vehicle transactions, and increasingly we are seeing drivers referred to the Medically At-Risk Driver Program. From the workforce view, DMV must hire employees that reflect the communities we serve and begin replacing employees who are retiring with significant experience and knowledge about our programs.

### **Eligibility for Driver Licenses and ID Cards**

Eligibility for Oregon driver licenses and identification cards is rigorous, and standards for proving identity and legal presence status are stringent. Electronic systems are queried for authenticity of immigration documents and SSN, while facial recognition technology ensures new photos match prior customer issuances and checks the entire DMV photo database for fraudulent identities.

Oregon’s issuance procedures do not meet all requirements of the federal Real ID Act, and state law only recently changed to allow spending state funds to comply. Only cards specifically designated as Real ID compliant will be accepted for identity purposes by federal agencies and airports as of October 2020. The biggest obstacle to achieving

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compliance is for DMV to collect and retain digital images of identity source documents presented for driver license and ID card issuance in Oregon. Oregon will be issuing compliant cards starting July 6, 2020.

In January 2021, the requirement of legal presence will be removed under HB 2015 (2019 Oregon Legislation) increasing the number of people able to get a standard driver license or ID card. The standard driver licenses and ID cards are not Real ID compliant.

### **Identity Theft/Fraud**

State-issued driver licenses and ID cards are used widely as identity documents to conduct business with public agencies and private companies. Increasing concern about identity theft has created the need for a robust fraud prevention program at DMV. DMV continues to strengthen its policies and procedures to prevent, detect, and investigate instances of internal and external fraud. Criminal investigations are turned over to law enforcement agencies. DMV uses a new driver licensing system and card design with enhanced security provisions to resist tampering and deter counterfeiting.

### **Service Delivery**

DMV serves its customers and business partners via several different delivery channels: field offices, mail, online, email, direct terminal access, and third-party businesses. The challenge is to determine which channels are best for which DMV services and customer groups, and then attempt to optimize that mix of service delivery channels. The division believes Oregonians want more online and self-service options, and those are envisioned with the Service Transformation Program (STP).

### **Economy**

The Oregon economy remains strong, and increases in vehicle sales and in-migration have resulted in more vehicle titles and DL/ID card issuances for DMV. Workload volumes continue to rise in most areas of DMV business along with economic growth in the state.

### **Efficiency and Productivity**

DMV will continue to seek opportunities to streamline processes and increase productivity. This is especially important as a counter-balance to new state and federal program requirements that may increase the time required to serve the public and process transactions. Additional efficiencies and productivity are anticipated through new technology and business processes, but new systems and employee re-training could result in lower productivity initially. Purchasing a commercial off-the-shelf (COTS) solution reduces risks associated with system development, but requires adaptation of existing business practices to systems built for other jurisdictions. Transitioning from the old way of doing things to a new approach can impact overall productivity until processes are improved and streamlined with experience.

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### **Unconventional Vehicles**

Oregon and national transportation initiatives encourage the use of alternative technologies like plug-in hybrid and all-electric vehicles. Vehicle manufacturers in Oregon and elsewhere will continue introducing creative solutions for these new emerging vehicle types. Issues and concerns include:

- Should these vehicles be required to meet federal safety standards to operate on Oregon's roads?
- Are manufacturers conducting sufficient safety tests?
- How should these vehicles be titled and registered?
- How will we test and license persons who operate these vehicles?

### **HB 2017 (2017)**

Parts of this bill impact DMV with increases in registration fees, title fees, trip permit fees and assess a privilege or use tax on new vehicles. The bill also reorganizes the registration and title statutes. There are fee increases scheduled for 2020, 2022 and 2024 as well as the increase that occurred in 2018. In January 2020, registration fees will be based partially on the miles per gallon (MPG) rating of the vehicle.

## **LEGISLATIVE HIGHLIGHTS – Summary of DMV Legislation**

### **Service Transformation Program (STP)**

The Service Transformation Program (STP) is a multi-year program to improve DMV business processes, enhance service capabilities, replace computer systems, and enable DMV to become more flexible and timely in meeting customer expectations and legislative mandates. Customers today are able to handle their shopping, banking and even file their taxes online. The outdated and paper-heavy processes at DMV do not match that reality. DMV's antiquated systems make it difficult for business partners like law enforcement, courts, and financial institutions to make their own business improvements. STP is focused on enhancing service delivery and establishing a technology platform that is more adaptable to the changing needs of DMV customers, business partners and the legislature. Transforming the way DMV does business, and using the technology needed to make it possible, is how we will create the DMV of the future.

Over the 2015-17 biennium, STP focused on establishing governance and procurement activities that resulted in hiring an independent quality assurance vendor, business process improvement expertise, a primary information systems (IS) solution vendor, and organization change leadership/management consultant and trainers. In the 2017-19 biennium, the Vehicles component of the commercial off-the-shelf (COTS) system launched in January 2019. Work continues to prepare employees to adopt business changes, and train them on how to use the new system. DMV will identify opportunities to improve business processes and increase efficiency. During the 2019-21 biennium the Drivers component of the COTS system will launch in July 2020. As the Drivers

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component of the COTS system launches, so will the ability for Oregonians to choose to apply for Real ID credentials.

**Real ID**

Beginning July 2020, the Oregon Department of Transportation is required to begin offering driver licenses, driver permits and identification cards that meet requirements of the federal Real ID Act of 2005. Oregonians will apply for either a standard driver permit, driver license or ID card, or one that complies with the federal Real ID Act. DMV is adding 24 permanent positions and 25 limited duration positions to support this effort.

**HB 2015 (2019 Legislation)**

Starting January 2021, applicants for a standard Oregon driver license or ID card will no longer be required to prove their legal presence status for issuance. This is expected to increase significantly the number of people able to obtain a standard driver license or ID card. The standard driver licenses and ID cards do not meet federal Real ID requirements.

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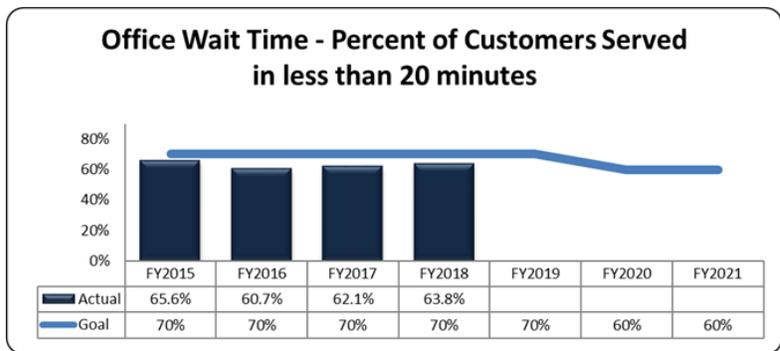
**Key Performance Measures:**

**KPM #18 - DMV Customer Service: Percentage of DMV Field Office customers served within 20 minutes**

We strive to continually increase efficiency and remain flexible to improve customer service. We make decisions to maximize timeliness, customer satisfaction and economic efficiency. On a daily basis, DMV reassigns staff statewide to maintain services, regularly adjusts services offered to meet customer demand and resource availability, and performs extensive cross-training to enhance our resourcing options.

We also continue to support online services and the use of third party testing. Providing customers with alternative service delivery channels reduces the number of visits to field offices and improves the experience for customers who must visit a field office to complete a transaction.

The Wait Time KPM measures the percentage of field office customers initiating their transaction within 20 minutes. As reported on monthly DMV satisfaction surveys, customer impressions of their wait time generally transition from positive to negative at around 20 minutes. The 2019 legislature approved reducing the target to 60 percent of customers served within 20 minutes or less.

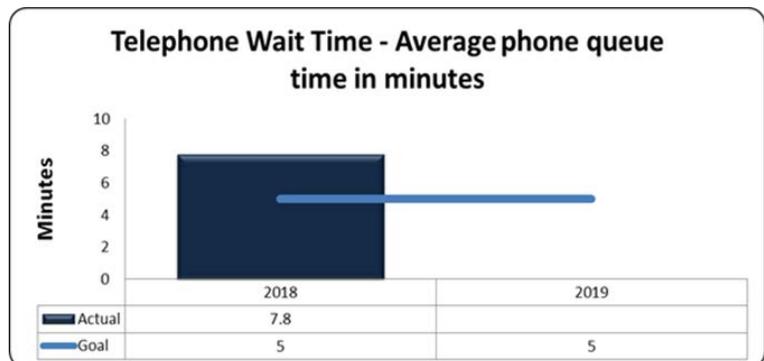


Data is extracted from Automated Wait Time Machines placed in the 37 largest DMV field offices and analyzed to calculate the percentage of customers served within 20 minutes.

**Internal Measures**

**Telephone Wait Time**

Customers who call DMV for assistance receive timely and professional responses from contact center staff. DMV's phone system was upgraded in May 2018, which removed the limit on the number of calls allowed to wait on hold. Now customers can hold for the next available agent or use the call



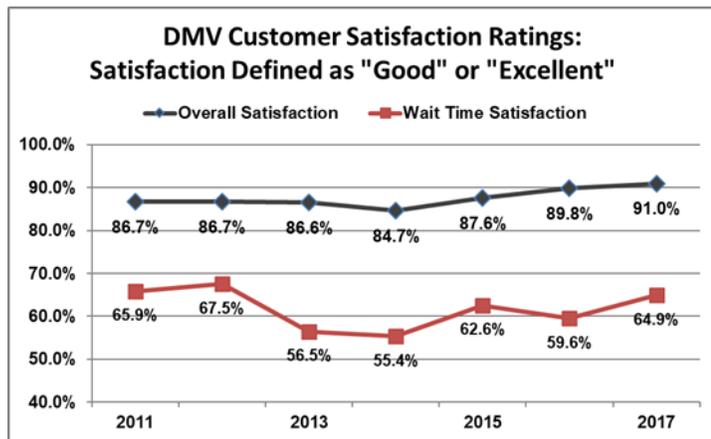
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back feature. A phone agent calls them back when their waiting location in the phone queue has reached the front of the line. The new goal of under five minutes average wait time over the course of a year recognizes that call volumes fluctuate daily and seasonally, and many factors go into a call center wait time such as call complexity, staffing levels, and employee experience. The goal is consistent and reliable service with minimal time waiting to speak with someone directly.

### Customer Satisfaction

The Customer Satisfaction measure rates employee helpfulness, courtesy, knowledge, efficiency, and wait times. DMV conducts customer satisfaction surveys and sets targets for the percentage of customers rating DMV service delivery as excellent or good. These surveys are compiled once a quarter by randomly sampling 400 customers who conducted business with DMV the first month of each quarter. DMV's goal is 85 percent of customers rating their service as good or excellent for helpfulness, courtesy, knowledge and efficiency. DMV also measures customer satisfaction with the amount of time spent waiting in field offices. DMV's goal is 65 percent of customers rating their DMV field office wait time as good or excellent.



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**BUDGET HIGHLIGHTS**

**Driver and Motor Vehicle Services Expenditures**

	2015-2017 Actuals	2017-2019 Actuals	2019–2021 Legislatively Adopted
<b>Programs</b>			
Program Services	31,272,812	31,800,329	39,693,896
Field Services	75,797,825	82,501,311	94,234,186
Processing Services	31,689,220	34,630,594	37,577,820
Customer Services and Hearings	31,278,075	32,998,552	36,163,692
Service Transformation Project	12,022,922	34,316,963	40,103,452
Administrator's Office	1,799,738	2,527,490	1,640,984
<b>Total</b>	<b>183,860,592</b>	<b>218,775,239</b>	<b>249,414,030</b>
<b>Expenditures by Category</b>			
Personal Services	120,452,432	137,431,953	152,006,376
Services and Supplies	56,238,319	78,511,642	81,010,137
Capital Outlay	7,169,841	2,831,644	16,397,517
Special Payments			
Other Expenditures			
<b>Total</b>	<b>183,860,592</b>	<b>218,775,239</b>	<b>249,414,030</b>

Positions	876	870	989
Full-Time Equivalent (FTE)	847.41	847.27	911.30

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# Motor Carrier Transportation Division

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## **MOTOR CARRIER TRANSPORTATION DIVISION**

The Motor Carrier Transportation Division (MCTD) supports ODOT’s mission by promoting a safe, efficient, and responsible commercial transportation industry. MCTD regulates a diverse industry ranging from one-truck owner-operators to carriers with large fleets from throughout the United States and Canada that operate on Oregon public roads. The division maintains accounts for approximately 28,476 trucking companies, with 366,907 trucks registered to operate in Oregon. This includes 8,555 Oregon companies with 48,754 trucks.

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## **MOTOR CARRIER TRANSPORTATION DIVISION SECTIONS**

### **Federal Safety Program and Greenlight Section**

This section administers state and federal safety rules of vehicles, drivers, and cargo, including hazardous materials. It also trains and certifies law enforcement officers to perform safety inspections. MCTD safety inspectors completed 34,401 inspections in 2017. The program manages Oregon’s Motor Carrier Safety Action Plan (MCSAP) in Oregon and the state-wide Green Light preclearance system allowing legal trucks to bypass static scales.

### **Salem Motor Carrier Services Section**

This section manages the carrier authority, tax and registration functions. The registration program issues registration credentials for commercially operated vehicles. MCTD registers vehicles over 26,000 pounds for both intrastate and interstate operations. It also monitors motor carrier accounts to ensure tax reports are filed and that intrastate motor carriers have appropriate insurance. This section is also responsible for the Size and Weight Program and issues permits for oversize and overweight truckloads operating on Oregon public roads. This section collaborates with all Oregon counties and provides oversize and overweight permits to carriers for the use of county roads. It also processes thousands of monthly and quarterly Oregon Highway Use Tax and International Fuel Tax Agreement tax returns, and International Registration Plan applications throughout the year. It issues more than 48,000 registration plates, more than 94,000 temporary passes, answers over 321,000 telephone calls, and collects approximately \$318 million in taxes and \$43 million in Oregon registration fees each year. This program also manages Trucking Online, the Division’s web-based service delivery mechanism.

### **Field Motor Carrier Enforcement Section**

Field Services protects Oregon roads and bridges by enforcing Oregon size and weight regulations. Motor Carrier Enforcement Officers operate 84 fixed weigh stations and dozens of portable scale sites throughout the state. They also conduct truck and driver

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inspections as part of the Division's effort to safeguard the safety of the travelling public in Oregon. In 2017, officers weighed 2,202,796 trucks on static scales, and issued 43,756 citations and warnings for violations of motor carrier driver and vehicle regulations. This section is also responsible for enforcing tax and registration requirements to discourage tax evasion.

### **Motor Carrier Audit and Compliance Section**

The Audit program verifies the accuracy of Oregon Highway Use Tax reports filed by motor carriers operating in Oregon. Thousands of motor carrier accounts are screened and hundreds audited annually to verify the accuracy of this self-reported tax which, in 2017, resulted in identification of \$7.5 million in unreported tax assessments. Motor Carrier auditors also conduct audits of Oregon-based motor carriers for apportioned registration fees and fuel taxes as part of the requirements of belonging to the International Registration Plan (IRP) and International Fuel Tax Agreement (IFTA). In order to participate in these international programs, we must consistently audit three percent of the program participants' accounts.

### **Economic Regulation and Complaint Resolution Program**

The Economic and Complaint Resolution program administers Household Goods entry and rate regulation as part of its mission to ensure Oregon has good, stable service at fair prices. It also initiates civil monetary complaint actions against those who violate motor carrier regulations. Staff completed 832 civil complaint enforcement actions in 2017.

## **ISSUES AND TRENDS**

Motor Carrier Transportation Division (MCTD) services are driven by the demands of a trucking industry that is under pressure to meet shipper demands. The division must meet the industry's need for fast, just-in-time registration and permit services, while keeping staff and administrative costs to a minimum.

- **Regulatory Streamlining** – In keeping with its efforts to find opportunities in making motor regulations simpler, speedier, and less expensive without decreasing protections for the public and the environment, MCTD participated in a pilot project with EROAD, a private corporation contracted with certain motor carriers to electronically gather required data and report and pay Oregon Highway Use Tax and Road Use Assessment Fees. In 2016, MCTD introduced more online features via Trucking Online for motor carriers to interact with MCTD without appearing in person, over the phone or through the mail including over-dimensional permits for triples trailers. MCTD worked with the motor carrier industry to reduce the number of temporary credentials issued for Oregon operations, transitioning these operations to annual Oregon Weight Receipt and Tax Identifier credentials.

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- **Freight Mobility** – MCTD reviews the Mobility Consideration Checklists that are part of all highway projects that impact freight mobility in the state. Pursuant to ORS 366.215, MCTD vets highway projects that have the potential to permanently reduce the vehicle-carrying capacity of highways and documents all discussions and decisions on Oregon GovSpace allowing the process to be transparent to the public.
- **Innovation and Technology Streamlining** – MCTD uses innovative program designs and technologies to improve delivery of services. License Plate Readers located at strategic areas around the state are being installed to gather data for MCTD auditors and to allow strategic sorting of vehicles for targeted safety inspections. MCTD enforcement staff now accepts registration credentials in electronic form in lieu of paper credentials carried in the truck. Enforcement managers also use ODOT's Automated Traffic Record System to target heavily trafficked locations to schedule staff. MCTD continues to improve and expand its online service, Trucking Online, to provide 24-hour service to the motor carrier industry and is researching new Optical Character Recognition technology to safely and securely process paper check payments received.
- **Data Security** – MCTD continues to comply with Payment Card Industry Data Security Standards and security of sensitive information collected. MCTD is researching the use of Interactive Voice Recognition (IVR) technology to increase the security of telephone credit card transactions.
- **Industry Engagement** – MCTD hosts a series of Industry Outreach Open Houses. At these events Motor Carrier Safety, Registration, OD Permits, and Enforcement along with the Federal Motor Carrier Safety Administration, share information and answer questions. MCTD also participates in industry sponsored events to provide education to the industry and has started providing webinars to assist motor carriers.

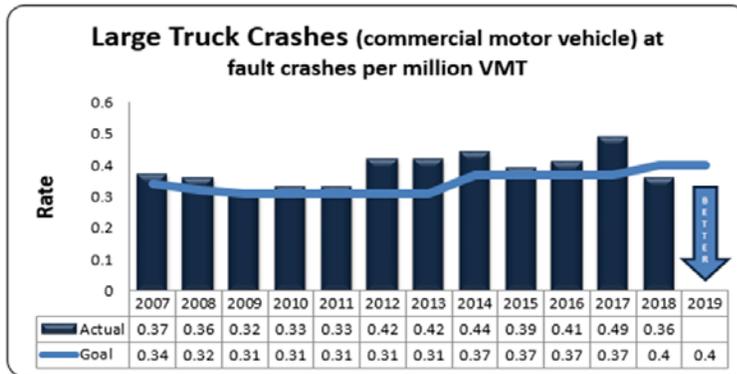
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**KEY PERFORMANCE MEASURES:**

**KPM #3 - Large truck at-fault crashes: Number of large truck-at-fault crashes per million vehicle miles traveled**

Since few crashes are attributed to mechanical problems, checking the behavior and fitness of truck drivers is the most effective way to reduce crashes. The crashes are usually linked to speeding, tailgating, changing lanes unsafely, failure to yield right of way and driver fatigue.

Our Motor Carrier Transportation Division staff conducts inspections at weigh stations and performs safety compliance reviews at trucking company terminals. Other law enforcement personnel conduct roadside inspections. They join MCTD staff in speed enforcement operations and logbook checks along major freight routes where most truck-at-fault crashes occur.



The truck at fault crash rate in Oregon decreased in 2018 moving down from 0.49 to 0.36 crashes per million miles travelled by trucks. Oregon's truck-at-fault crashes are below the national average. The truck-at-fault crash rate target is set to a fixed baseline and adjusted when the program has met or exceeded it for a number of years.

The rate of crashes is affected by the volume of all vehicle miles traveled, not just commercial vehicle miles. It's affected by traffic congestion, the level of road and bridge construction and maintenance work, inclement weather, and the presence of law enforcement officers.

In response to an increase in truck crashes in recent years, we produced a Safety Action Plan to raise awareness about truck safety. We continue to conduct frequent multi-day inspection exercises focusing on truck driver inspections and partner with police in exercises to stop unsafe car and truck drivers. Crash data for this measure is based on the federal definition of a recordable incident – those which involve a fatality, injury or disabling damage.

**Trucks Weighed and Weight-Mile Tax Recovered** – There is a statistical correlation between the numbers of trucks that are weighed and the amount of weight-mile taxes recovered by auditors. Weigh station records are critical to weight-mile tax auditors who rely on three years of records to help recover unpaid taxes. MCTD auditors have a performance target to recover an average of \$614,508 per month and have exceeded that target seven times in the past 25 months. MCTD is piloting the use of License Plate Reader (LPR) technology to provide additional data to auditors in areas where weigh stations are not located.

**Trucks Weighed, Weight Citations and Warnings Issued** – There is a correlation between the number of weighings by the Green Light weigh station preclearance system and the number of weight citations and warnings issued. As Green Light enables legal truck traffic to stay on the road, the trucks that use weigh stations are more likely to be overweight. Enforcement officers have a performance target to issue 1,313 weight-related citations and warnings each month.

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## BUDGET HIGHLIGHTS

### Motor Carrier Transportation Division Expenditures

	2015–2017 Actuals	2017-2019 Actuals	2019–2021 Legislatively Adopted
<b>Programs</b>			
Field Carrier Services	17,518,822	18,652,461	19,356,459
Salem Motor Carrier Services	18,342,409	17,463,511	23,853,158
Investigations, Safety, & Federal	9,941,839	12,088,713	10,772,466
Motor Carrier Audit Program	9,820,538	10,420,649	10,997,491
Administrator’s Office	1,729,815	2,491,474	2,512,234
Complaint Resolution/Economic Regulation	2,158,484	1,837,165	2,922,273
<b>Total</b>	<b>59,511,907</b>	<b>62,953,973</b>	<b>70,414,081</b>
<b>Expenditures by Major Revenue Source:</b>			
State (Highway Fund)	59,511,907	62,953,973	70,414,081
Federal Funds (MCSAP)			
General Fund			
<b>Total</b>	<b>59,511,907</b>	<b>62,953,973</b>	<b>70,414,081</b>
<b>Expenditures by Category:</b>			
Personal Services	46,295,217	49,682,071	54,300,095
Services & Supplies	12,259,546	11,991,374	15,699,081
Capital Outlay	808,833	789,789	414,905
Other Expenditures	148,311	490,739	0
<b>Total</b>	<b>59,511,907</b>	<b>62,953,973</b>	<b>70,414,081</b>

Positions	283	294	294
Full-Time Equivalent (FTE)	283.00	287.48	294.00

# Transportation Safety Division

## TRANSPORTATION SAFETY DIVISION

The Transportation Safety Division works with many partners to organize, plan, and conduct a statewide transportation safety program. These partners include other state agencies, governor-appointed advisory committees, local agencies, nonprofit groups, and citizens. The division promotes transportation safety through statewide education, enforcement, emergency medical services, engineering, and employee safety.

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## TRANSPORTATION SAFETY DIVISION PROGRAMS

### Statewide Operations

Funds in the statewide operations program provide planning, program evaluation, monitoring and development, training, and administration of grants and contracts. Staff also provides public information and education, interagency coordination, legislative research, and support of local volunteer groups.

### Field Programs

Field program staff provides grants, contracts, and services to the public and government agencies. Examples of these grants include the DUI Resource Prosecutor, the Harney County Coordinator, the Lane County Safe Community Project, Motorcycle Training, and teen Driver Education.

During the past two years, the number of lives lost on Oregon's transportation system has increased, reversing over a decade of declines. The number of traffic fatalities had dropped to the lowest number since the five-year period 1949–1953. The current focus is to further reduce that number. Through strong partnerships and focused work, Oregon's safety profile is one of the best in the nation. Continued strong support from the Legislature, Governor, state agencies, local agencies, nonprofit organizations, and citizens will allow for even more improvements and continued energy invested in highway safety.



The Team Safety Crash car was used in school assemblies to show central Oregon teens the dangers of drinking and driving.

### Employee Safety

This program provides agency leadership to maintain employee safety, occupational health and wellness. These services promote a productive and healthy workforce and

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reduce long-term expenditures for illnesses and injuries, property loss and tort litigation.

- Designs and implements strategies, programs, standards and training to prevent injuries, mitigate property and liability loss risks
- Evaluates program effectiveness
- Develops and assists management to minimize adverse effects of losses
- Provides reports on the status of its safety, health and risk management efforts
- Leads the department in the implementation and maintenance of the Governor's Executive Order No. 17-01 – State Agency Employee Wellness

## **ISSUES AND TRENDS**

### **Impaired Driving**

More than 35 percent of Oregon's traffic fatalities can be attributed to impaired drivers over the last five years. Transportation Safety supports increased penalties for drivers under the influence of intoxicants who are transporting minors in their vehicles; additional penalties for repeat offenders or high alcohol content; and an expansion of the definition of Driving Under the Influence of Intoxicants (DUII) to include all substances that impair driving.

### **Safety Belts**

Safety belts reduce the risk of death to front-seat passenger car occupants by 45 percent and the risk of moderate to critical injury by 50 percent. For light truck occupants, safety belts reduce the risk of death by 60 percent and moderate to critical injury by 65 percent. There were 63 individuals who died on average per year from 2011-2015 who were not wearing their safety belts. Approximately half of these people would have survived the crash each year if they had worn seat belts.

### **Driving Too Fast for Conditions**

Almost 37 percent of Oregon's traffic fatalities from 2011-2015 can be attributed to speeding or driving too fast for road and weather conditions. Transportation Safety supports increased penalties for drivers caught excessively speeding, particularly in work zones, school zones, and safety corridors. Street racing has emerged as an issue in many suburban neighborhoods.

### **On the Job Injuries**

Although hours worked has increased, ODOT has experienced a reduction in claims frequency over the last 3 years. The Office of Employee Safety and the Safety Resource Team continue to look at ways to onboard new employees, manage an aging workforce, and provide applicable safety training in a timely manner, to continue the drive to zero injuries.

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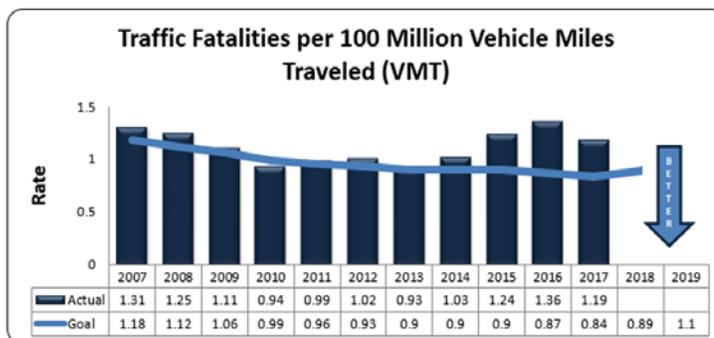
**KEY PERFORMANCE MEASURES:**

**KPM #1 - Traffic Fatalities: Traffic fatalities per 100 million vehicle miles traveled**

ODOT’s strategy to reduce traffic fatalities is to continue to implement traffic safety programs and proven countermeasures based on the causes of fatal crashes in Oregon. For example, the Oregon Transportation Safety Performance Plan and the ODOT Transportation Safety Action Plan outline safety activities directed at unsafe driving behaviors, DUII, non-safety belt use, and speeding; that address strategies for programs like motorcycle safety, child passenger safety, bicycle and pedestrian safety and other priority areas. ODOT also seeks to combat traffic fatalities through strategic highway safety infrastructure improvements, such as median cable barriers, rumble strips, and pedestrian crossings, as well as through the DMV medically at-risk program.

Oregon’s goal is zero fatalities, but realistic interim targets are set based on the desire to reduce fatality rates gradually over time to achieve the longer-term goal of zero.

Oregon’s 2017 rate was 1.19 fatalities per 100M vehicle miles traveled.



The rate of 1.19 for 2017 is above the target of 0.84 per 100 million VMT. There was a dramatic increase in the number of fatalities, in line with the rest of the nation, in Oregon starting in October 2014 which increased the rate per 100 million VMT. When comparing Oregon traffic fatality data with national data provided by the National Highway Traffic Safety Administration, Oregon’s rate in 2017 was higher than the U.S. national fatality rate of 1.16; ODOT had set an aggressive long-term goal of reducing the traffic fatality rate to 0.84 per 100 million VMT by 2017. The targets are increasingly more challenging to meet, however the goal is important and should not change, as ‘zero’ is the goal for you and your family, every trip, every time. Until recently, Oregon’s fatality rates were consistently below the national average since 1999.

Several factors affected the traffic fatality rate in 2017. Among those factors were continuing increases in crashes involving impairment, the number of available traffic law enforcement officers, and emergency response times. Fatal crashes involving alcohol and/or drug use; excessive speed; or not wearing a safety belt are the most common causes of a fatality on Oregon roadways. Over the last 16 years, Oregon experienced its lowest fatality count since the late 1940s. ODOT and its safety partners must continue efforts to reduce fatalities by reviewing the causes of fatalities, targeting safety activities accordingly, and allocating safety resources to the programs most effective at reducing fatal crashes.

Traffic fatality rates are reported on a calendar year basis. The data that ODOT uses to measure traffic fatality rates has several strengths. It is coded to national standards, which allows for state to state comparisons, and it is a comprehensive data set that includes medical information. Some weaknesses of the data are that it is sometimes difficult to get blood alcohol content reports and death certificates for coding purposes, and priority is placed on coding the data and not on creating localized reports for state, city, and county agencies and organizations.

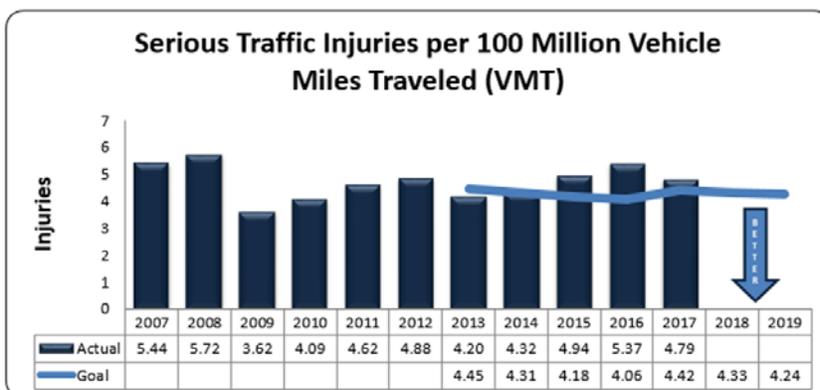
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**KPM #2 - Serious Traffic Injuries: Serious Traffic injuries per 100 million vehicle miles traveled**

Reducing the number of traffic crashes is the primary strategy to reduce serious traffic injuries, but when a crash does happen, reducing the injury severity becomes the secondary strategy. This is influenced in three primary ways: first, with correct usage of safety equipment for infrastructure work and implementing design practices that mitigate structural safety risks on Oregon’s transportation system. Second, deploying safety information and education programs, and implementing the DMV driver improvement program in order to reduce crashes caused by driver behavior (poor choices). The final way is through timely emergency medical services at the scene and transport to trauma centers.

ODOT wants to eliminate serious injuries due to roadway crashes. Although trends for serious injuries and fatal crashes fluctuate up and down year to year, realistic targets are set with future reductions in mind. ODOT reset the targets for traffic injury rates in 2017 due to an increase in reported injuries in 2015 and 2016. The increased use of electronic crash reporting by law enforcement has increased the data submitted to the state's crash file and in a more timely manner. More than 8,000 e-crash reports are now filed by law enforcement each year.

The Oregon rate in 2017 was just under 5 serious injuries per 100 million vehicle miles traveled. Traffic injury rates are reported on a calendar year basis just like fatalities. However, unlike fatality data that allows state to state comparisons, injury data is not yet comparable. This is because the definitions of injury severity levels are not consistent across the country; any comparisons made to California, Washington or Idaho, for example, are not valid. However, some state-to-state data comparisons can be made against the national data which is useful for understanding state trends versus national trends.



Several factors affected the serious injury rate in 2017. Significant positive factors affecting serious injury rates were high rates for the use of safety belts, child safety seats and booster seats. Drivers age 15 to 20 continued to be overrepresented in serious injury crashes however; representing approximately 14 percent of all serious injury crashes but only 6.4% of licensed drivers in Oregon.

The Crash Analysis and Reporting Unit (CARS) collect data and publish statistics for reported motor vehicle traffic crashes. A system change in 2011 resulted in an increase of over 15 percent for injury and property damage data available in the crash data file. Legally reportable motor vehicle traffic crashes are those involving death, bodily injury, or damage to personal property in excess of \$2,500. Additional data comes from the Fatality Analysis Reporting System (FARS).

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## BUDGET HIGHLIGHTS

### Transportation Safety Division Expenditures

	2015–2017 Actuals	2017–2019 Actuals	2019–2021 Legislatively Adopted
<b>Programs</b>			
Statewide Operations	5,539,869	5,810,089	7,329,688
Field Programs	22,515,229	25,606,530	32,040,809
<b>Total</b>	<b>28,055,098</b>	<b>31,416,619</b>	<b>39,370,497</b>
<b>Expenditures by Major Revenue Source:</b>			
State (Dedicated Funds)	13,698,657	14,888,967	19,175,340
Federal Funds	14,356,441	16,527,652	20,195,157
General Fund			
<b>Total</b>	<b>28,055,098</b>	<b>31,416,619</b>	<b>39,370,497</b>
<b>Expenditures by Category:</b>			
Personal Services	5,288,606	5,549,094	6,152,634
Services and Supplies	3,681,312	3,745,470	4,679,059
Capital Outlay	101,079	0	187,057
Special Payments	18,984,101	22,122,055	28,351,747
<b>Total</b>	<b>28,055,098</b>	<b>31,416,619</b>	<b>39,370,497</b>
Positions	27	30	27
Full-Time Equivalent (FTE)	27.00	30.00	27.00

**Rail and Public Transit Division  
Public Transit Section**

## **OREGON PUBLIC TRANSPORTATION PLAN VISION**

In 2045, public transportation is an integral, interconnected component of Oregon’s transportation system that makes Oregon’s diverse cities, towns, and communities work. Since public transportation is convenient, affordable, and efficient, it helps further the state’s quality of life and economic vitality and contributes to the health and safety of all residents, while reducing greenhouse gas.

## **GOALS**

The updated Oregon Public Transportation Plan was adopted by the Oregon Transportation Commission in September 2018. The plan, intended to provide guidance for up to 25 years, includes 10 goals focusing on mobility, accessibility and connectivity, community livability and economic vitality, equity, health, safety and security, environmental sustainability, land use, funding and strategic investment, and communication, collaboration, and coordination. Each goal includes policies and strategies that respond to today’s opportunities while considering trends that may affect public transportation in the future. The plan is designed to be adaptable to local conditions throughout the state as the transportation system evolves over time.

## **KEY INITIATIVES**

The Public Transit Section is prioritizing implementation of three Oregon Public Transportation Plan (OPTP) key initiatives that respond to important themes emphasized by stakeholders throughout OPTP development process. The initiatives address multiple goals and are critical to OPTP implementation.

1. Public Transportation Plan Integration — Promotes an effective, efficient, and seamless public transportation system, by helping agencies further integrate their transit and other planning activities
2. Regional and Intercity Service – Uses a statewide perspective to consider how best to provide public transportation service between cities and regions
3. Public Transportation Technology – Research and implement technologies that improve user experience

## **PUBLIC TRANSIT PROGRAM MANAGEMENT**

The Public Transit Section is solely responsible for developing and managing the statewide public transportation network. We do this by:

- Implementing the Oregon Public Transportation Plan
- Administering grants with local transit providers

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- Analyzing and improving connectivity between regions and communities through strategic investments in the statewide transit network
- Conducting public transportation planning and research to advance transit as part of the statewide multi-modal transportation system
- Providing technical assistance, especially for rural transit providers, to support planning, technology, and training to build local capacity
- Conducting compliance oversight to ensure fiscal accountability

## **PUBLIC TRANSIT INVESTMENT PRIORITIES**

Public Transit has implemented a strategic approach to investing state and federal public transportation funding as described below.

1. Preserve the existing system where it is productive and providing needed services with an emphasis on safety (vehicle maintenance, fleet replacement), efficiency (operations, information technology), and accessibility (travel education and information).
2. Expand the existing system to improve equitable access to the system for people who most depend on public transportation; fill gaps in the statewide transit network; improve frequency and reliability of service; help reduce congestion; and purchase low or no-emission vehicles to reduce greenhouse gas emissions.
3. Innovate making investments in research and technology that preserve, improve or expand the system; reduce greenhouse gas emissions; improve safety; enhance the rider experience; provide equitable transportation options; and help to address congestion relief goals.

## **Public Transportation Programs**

The Public Transit Section manages and administers five broad public transportation programs including general public transportation, special transportation for older adults and people with disabilities, statewide transit network, planning and research, and training and technical assistance. Each of the programs and their funding sources are briefly described below.

### **General Public Transportation**

This program funds transit services that benefit the general public. It uses a combination of state and federal funds to provide a full range of public transportation services including purchasing bus and bus facilities, transit operations, vehicle maintenance, planning and research, and administration. Federal funds from the Bus and Bus Facilities Program are used for capital purchases and federal funds from the Formula

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Grants for Rural Areas Program are used to fund general public transportation in rural areas and communities of fewer than 50,000 people.

The General Public Transit program is also funded by the Oregon Statewide Transportation Improvement Fund (STIF) that was established in the 2017 legislative session. By providing dedicated and predictable funding for general public transit, the STIF will help increase bus service frequency, expand bus routes, reduce fares to better serve areas with a high percentage of low-income households, fund procurement of low or no-emission buses particularly in urban areas, improve frequency and reliability of coordinated services between service providers and regions, reduce fragmentation in the provision of transportation services, and implement programs to provide student transit service - particularly for students in grades 9 through 12.

Public Transit protects state and federal interest in all vehicles, equipment and facilities purchased. Recent federal law requires new asset management and safety planning with goals and target performance measures. The Oregon Statewide Tier II Transit Asset Management Plan was adopted in accordance with FTA guidelines. Metropolitan Planning Organizations (MPOs) are also required to establish performance targets with the providers in their regions to help transit agencies keep their systems operating smoothly and efficiently. ODOT will continue to work with MPOs and transit providers to implement this rule.

### **Special Transportation**

This program coordinates services and expands travel options for older adults and people with disabilities. Public transportation services for older adults and people with disabilities are frequently provided through paratransit and dial-a-ride services that move people door-to-door. More than 20 million trips on fixed route or demand response service are taken each year by older adults and people with disabilities.

This program is funded by the state Special Transportation Fund (STF) and FTA Enhanced Mobility of Seniors and Individuals with Disabilities fund. ODOT also allocates a portion of the U.S. Department of Transportation Surface Transportation Program funds to the enhanced mobility program to fund capital purchases.

STF funds are allocated to mass transit districts, transportation districts, counties, and federally recognized Tribes. STF funds consist of cigarette tax revenues, state identification card fees, and non-highway use state gas tax revenues. In addition, the 2019 Oregon State Legislature directed ODOT to transfer \$10.1 million in STIF payroll tax revenues into the STF program for the 2019-21 biennium. The legislature also directed ODOT to consolidate the two state-funded public transportation programs—the STF and the STIF—into a single public transportation program.

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### **Statewide Transit Network**

The Statewide Transit Network program focuses on improving the statewide network of local transit, regional transit, and intercity transit services that are provided by private, non-profit, and public transportation service providers. Improving the network takes many forms, such as filling gaps in the network, increasing the frequency of service in some areas, and improving the reliability of services. Improving network performance and flow increases the ability of all transportation systems to move goods and people more effectively.

ODOT manages and influences the statewide transit network through investment priorities, policies, and coordination; collaboration; and communication with transportation providers and other partner agencies. Intercity and intercommunity services are funded by the federal Intercity Bus Program and STIF Discretionary and Intercommunity Discretionary funds.

Public Transit continues to improve rural intercity passenger bus service by managing the operation of POINT services in locations where local providers are currently unable to fill gaps. Currently there are four daily routes including Northwest (Portland–Astoria), Cascades (Portland-Eugene), Eastern (Bend-Ontario), and Southwest (Klamath Falls-Brookings). For additional Oregon POINT information see <http://www.oregon-point.com/>. STIF funding and a willing partner enabled ODOT to transition the Columbia Gorge Express service from ODOT to Hood River County Transportation District management and operation in fall 2019.

### **Planning and Research**

The planning and research program uses federal planning and matching state funds to support public transportation planning at state, regional, local, and corridor levels. The FTA requires that Oregon and its providers have a variety of plans, including a State Management Plan, public transportation agency Coordinated Human Services Transportation plans, civil rights plans, asset management plans, and performance measures. ODOT is required to ensure local providers have the required plans in place. STIF has expanded the resources available to providers to improve planning and regional service coordination.

The FTA recently published a new rule that requires urbanized area formula grant recipients to develop Public Transportation Agency Safety Plans (PTASP). ODOT is required to develop PTASPs for small urban transportation systems unless they elect to develop their own plan. Eight of the 10 small urban systems have asked ODOT to develop their plans. The Public Transit Section is using FTA planning funds to procure consultant support for developing the plans.

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

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### **Training and Technical Assistance**

Public Transit uses federal and state STF and STIF funds to provide training and technical assistance to public transportation providers throughout Oregon. ODOT established a statewide transit technical resource center to assist providers in rural areas, with training, planning, and information technology. Training topics include defensive driving, passenger assistance, grant management, preventive maintenance planning, civil rights, and an annual conference of over 250 transit providers. The program also funds limited scholarships to attend training.

## **CHALLENGES AND OPPORTUNITIES**

### **Public Transportation Investment Gap**

Increased public transportation funding from STIF helps to expand transit service in the short-term and keep pace with population growth in the mid-term. However, by 2026, the additional funding does not keep pace with forecasted population growth and service levels are projected to decline below 2013 levels.

### **Transit Vehicle Condition**

The Public Transit Section partners with local agencies to provide buses that help communities offer safe, cost-effective public transportation. There are approximately 1,000 active transit buses that were purchased with ODOT funding. ODOT maintains an inventory of all capital assets with a value of \$50,000 or more, consistent with FTA requirements. The Oregon Statewide Tier II Transit Asset Management Plan includes condition assessments for all inventoried capital assets. The plan is used to monitor and predict asset performance, and inform investment prioritization. There are currently 53 Tier II transit systems.

ODOT's performance goal is to keep the transit fleet in a "state of good repair" based on federal standards for expected age, mileage, and condition. The majority of rural transit vehicles are small transit buses that are expected to last for only 5 years or 150,000 miles. Public Transit Section's goal is to keep grant-funded assets in a "state of good repair" through timely vehicle maintenance and replacement, with no more than 40 percent of the fleet exceeding useful life standards.

A significant number of buses were replaced in 2009 through the federal American Recovery and Reinvestment Act (ARRA). Since that time, a variety of funding programs – the federal Fixing America's Surface Transportation (FAST) Act program, special Oregon State legislative appropriations in 2013 and 2015, and a one-time Oregon Transportation Commission investment of \$5 million per year for FY 2019-21 – have enabled ODOT to keep the fleet in a "state of good repair" in the short term. Although the Commission's investment in transit vehicles is not anticipated to continue beyond 2021, STIF resources will purchase new vehicles to support service expansion and replace exiting vehicles to improve fleet condition. The challenge is to

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continue replacing the 1000 local vehicles that have been purchased with state and federal funds to help keep these vehicles in safe and reliable condition. Even with STIF providing new vehicles, it is expected that the statewide fleet may slip below the goal by 2024, with somewhat higher mileage and older buses in use by transit agencies.

**Sustaining General and Senior and Disabled Public Transportation Services**

From 2000 to 2011, there was strong growth in transit ridership in Oregon. This trend began reversing itself in 2011 and transit ridership per capita has been in decline through 2018 (most recent data); from 33 to 30 rides per capita.

This decline was due, in part, to population growth, particularly among older adults, and stagnant funding levels. The creation of STIF in 2017 helps to grow transit service in the short-term and keep pace with population growth in the mid-term. However, by around 2026, the additional funding does not keep pace with population growth and service levels are projected to decline below 2013 levels.

As demand for sustainable alternative transportation service increases, public transportation providers are working to address the following issues in the 2019-21 biennium:

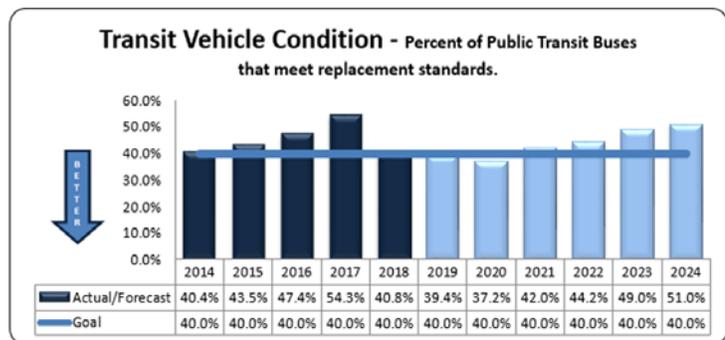
- Transitioning vehicles, equipment and practices to more energy efficient and environmentally sound options that help reach greenhouse gas reduction goals.
- Rapidly expanding services to implement STIF plans including adding new routes; more frequent service on popular routes; modernizing aging facilities; adding commuter bus and rail capacity; and modernizing travel information, communications and security equipment.
- Upgrading stops with amenities for comfortable access, added signs and maps, and improved safety features.
- Adding or upgrading trip planning information and electronic fare systems to improve the user experience.
- Adding reduced fare programs to make access to transit more equitable for a broader range of riders, such as people earning low wages and students.
- Improving and promoting connections between active transportation options to improve system user health and safety, increase transportation options, and help reduce congestion.

**KEY PERFORMANCE MEASURES:**

**KPM #8 - Public Transit Vehicle Condition: Percent of Public Transit buses that meet replacement standards**

ODOT’s Rail and Public Transit Division (RPTD) partners with local agencies to provide buses that help communities offer safe, cost-effective public transportation. There are approximately 1,000 active transit buses purchased with ODOT investment currently operating in Oregon communities. An additional 1,000 large buses in Portland, Eugene and Salem are excluded from this inventory, since larger transit districts receive federal funding for large bus purchases directly, and receive relatively little state investment.

ODOT’s performance goal is to keep transit buses in a “State of Good Repair” based on federal standards for expected age, mileage and condition. ODOT’s funding priority is for a vehicle replacement schedule that replaces vehicles before increased maintenance costs become a poor investment. Utilizing the most cost effective investment strategy requires planning replacement purchases while vehicles are still within a year of high maintenance or rebuild costs.



New federal requirements mandate setting a target for replacing vehicles to keep them in a continuous state of good repair through efficient investment prioritization. RPTD is working with stakeholders to determine the appropriate target for Oregon. Staff has proposed an initial target of no more than 40 percent of vehicles statewide exceeding their useful life standard.

ODOT annually spends approximately \$6 million in federal revenues to replace vehicles. This is about \$5 million short of what is needed to improve the current fleet condition. The Oregon Transportation Commission has added \$5 million, each year, for 2019, 2020 and 2021, and the new Statewide Transportation Improvement Fund will provide additional capital asset funding for transit service providers, which will bring the fleet closer to the desired goal of less than 40 percent of the fleet exceeding useful life through 2021.

Local governments and providers own and operate the buses that ODOT holds security interest in. Providers decide when to request vehicle replacements based upon vehicle condition and their ability to meet requirements for local match. Oregon transit providers often have difficulty raising the required local funds to maintain an optimum replacement schedule, and rely on the state Special Transportation Fund (STF) and Statewide Transportation Improvement Fund (STIF) for local match. The STF has been declining since 2015, making it increasingly difficult for local providers to meet local match requirements. Ongoing STF funding stability will be essential in meeting this goal.

ODOT RPTD maintains a registry of vehicles and providers are required to report condition and mileage. Transit providers in Oregon report on their federally funded ODOT RPTD assets through the Oregon Public Transit Information System database.

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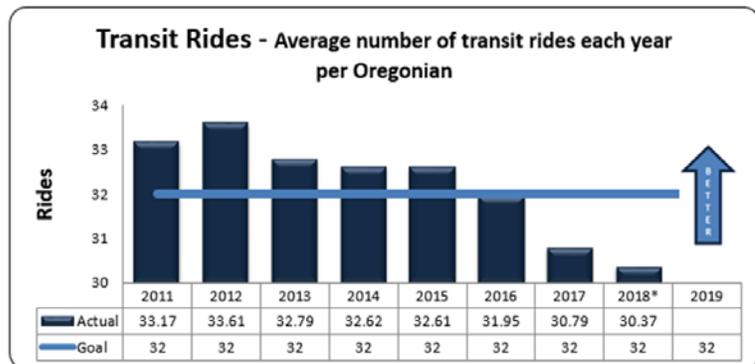
**KPM #11 – Transit Rides: Average number of transit rides each year per Oregonian**

Oregon’s transportation system supports the state’s quality of life and economy across a diversity of geographies and people. Public transportation is a key piece of the transportation system for those who cannot or choose not to drive. The demand for public transportation in Oregon is anticipated to increase as population grows.

Starting in 2019, an influx of funds from the Statewide Transportation Improvement Fund (STIF), created as part of the 2017 transportation funding package, Keep Oregon Moving, will fund new and expanded public transportation service, resulting in increased ridership throughout Oregon. This Key Performance Measure will assist ODOT in assessing the impact of the new funds.

With more money, transit providers will: increase service levels in both urban and rural areas; offer more intercity and regional route service; improve transit supports such as improved passenger facilities, and technologies such as electronic fare and other integrated fare systems; procure low- and no-emission vehicles; and expand services to better serve low-income Oregonians and students in grades 9 – 12.

The target is an annual goal of 32 rides per Oregonian. The goal will need to be re-evaluated in two to four years. The target was set by evaluating transit ridership trends and population growth over the five-year period of 2011 to 2016.



The average number of reported rides per capita during the 2011 to 2018 period was 32.51 rides per Oregonian. Ridership declined an average of 0.05% and population growth averaged 1.31%, resulting in a 1.24% average annual decline of rides per capita between 2011 and 2018. The goal is to increase ridership and then maintain the rate of rides at 32 per capita even as the population grows.

The Oregon Public Transportation Plan, adopted by the Oregon Transportation Commission in 2018, encourages ridership increases through policies that encourage improved transit education, comprehensive planning for transit and better transit facilities.

CY 2019 was the first year for distribution of STIF dollars, initiating improvements in transit. It usually takes one or more years to receive funds, get delivery of purchased vehicles, and develop ridership sufficient to determine effectiveness of the investment in new services. ODOT funds have historically contributed an average of 3.5 percent of the state’s available transit funding. With the new funding approved in 2017, ODOT is projected to provide 10.5 percent of statewide transit funding in 2020.

About 90 percent of all trips in Oregon are provided by Lane Transit District, Salem Area Mass Transit District and TriMet. Although all public transit providers in Oregon will be investing in improved services and will show increase in rides, the biggest gains are expected to result from these three agencies.

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## BUDGET HIGHLIGHTS

### Public Transit Expenditures

	2015–2017 Actuals	2017–2019 Actuals	2019–2021 Legislatively Adopted
<b>Programs</b>			
General Public	30,355,609	29,965,234	237,283,288
Elderly & Disabled Program	55,882,080	53,664,212	69,558,537
Transportation Options	1,494,828	86,040	0
Statewide Planning	748,988	311,044	2,193,168
Special Projects	0	33,528,258	5,119,541
Transit Administration	7,525,678	8,183,761	6,207,518
<b>Total</b>	<b>96,007,183</b>	<b>125,738,549</b>	<b>320,362,052</b>
<b>Expenditures by Major Revenue Source:</b>			
State	27,720,704	59,546,085	246,614,961
Federal Funds	58,886,602	56,444,664	73,747,091
General Fund	9,399,877	9,747,800	0
<b>Total</b>	<b>96,007,183</b>	<b>125,738,549</b>	<b>320,262,052</b>
<b>Expenditures by Category:</b>			
Personal Services	5,387,077	5,679,235	5,246,009
Services & Supplies	2,992,906	3,592,637	6,753,943
Capital Outlay	11,000	475,139	0
Special Payments	87,616,200	115,991,538	308,362,100
Other expenditures	0	0	0
<b>Total</b>	<b>96,007,183</b>	<b>125,738,549</b>	<b>320,262,052</b>

Positions	18	26	25
Full-Time Equivalent (FTE)	18.00	21.90	25.00

**Rail and Public Transit Division  
Rail Section**

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## RAIL SECTION

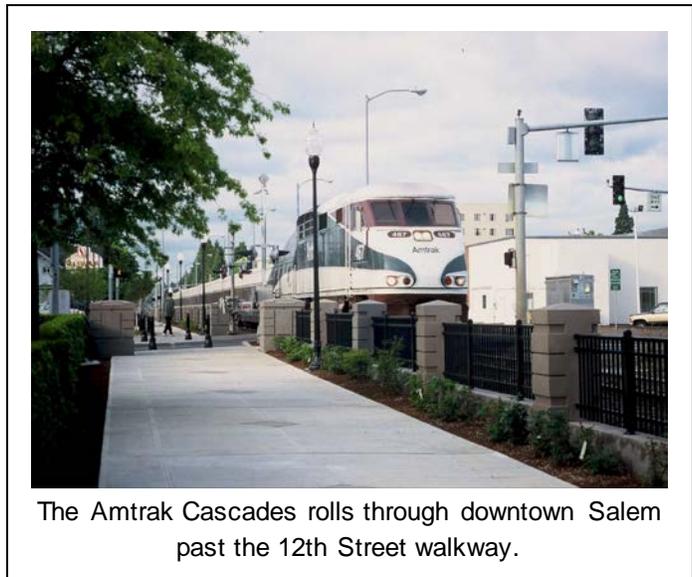
The Rail Section represents and advocates for customers of railroads, both passenger and freight, to ensure a safe, efficient and reliable rail transportation system.

Funding Sources: Railroad Gross Revenue Fee, Grade Crossing Protection Account, Grade Crossing Improvement Account, State Rail Rehabilitation Fund (unfunded), Rail Transit fee, Custom Plate Fees, Lottery Bond Proceeds, Transportation Operating Fund, FRA and FTA federal funds for railroad projects, and FHWA funds for Highway Railroad Crossing Safety Improvements.

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## RAIL DIVISION PROGRAMS

- **Rail Administration**
- **Rail Safety**
  - State Safety Oversight
  - FRA Inspection Program
  - Employee Safety
- **Crossing Safety**
- **Operations**
  - Planning
  - Projects
  - Passenger Rail
  - Railroad Property Management



The Amtrak Cascades rolls through downtown Salem past the 12th Street walkway.

## **Administration**

Rail Section Administration defines overall state rail policies, actively represents the interests of rail customers, and ensures that rail transport opportunities are adequately addressed at the federal, state and local levels. Administration also coordinates the various functions of the section.

## **Rail Safety**

The Rail Safety Program, in cooperation with the Federal Railroad Administration (FRA), regulates Oregon's operating railroads and the rail-served industries using a combination of inspections, enforcement actions, and industry education to improve railroad safety for all of Oregon's citizens. Inspectors examine many aspects of the railroad industry including railroad sidings, yards, and loading docks to ensure the safety of the public and railroad employees. This section ensures compliance with state and federal regulations related to track, locomotives and rail cars, hazardous material transport, signal and train control, and railroad operating practices. This program is critical in reducing the potential for railroad derailments and release of hazardous materials. This program is funded by an assessment on all railroads based on operational revenue. Training is funded and provided by FRA.

## **State Safety Oversight**

This section has responsibility for the safety oversight of rail fixed guideway public transportation systems, i.e. light rail, streetcars and trolleys. The Rail Transit Specialist works closely with rail transit agencies in developing safety and security policies and procedures in compliance with Federal Transit Administration Guidelines. The Rail Transit Specialist also participates in incident and accident investigations and makes recommendations for improvement, if necessary. A Crossing Signal Compliance Specialist inspects crossings of rail transit operations to ensure compliance with federal and state regulations. This program is funded by a Federal Transit Administration (FTA) grant, an assessment on smaller providers who do not fall under FTA guidelines and the Transportation Operating Fund.

## **Employee Safety**

Under a separate statutory program, this section inspects railroad sidings, yards and loading docks to ensure the safety of railroad workers. Under this program, the section's jurisdiction covers not only the 25 operating railroads, but also 457 rail-served industries. This program is funded by an assessment on all railroads based on annual gross operating revenues generated in Oregon (Rail Fund).

## **Crossing Safety**

The Crossing Section enforces state laws and administrative rules as well as federal laws and regulations related to crossing safety. This encompasses, by statute, regulatory authority over all public highway-rail grade crossings in the state. The Rail

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Section, through its Crossing Safety Unit, authorizes the construction, alteration or elimination of highway-rail grade crossings within the state.

Through regular inspection of the approximately 2,400 public crossings statewide, the Crossing Safety Unit enforces numerous state and federal safety requirements. The Crossing Safety Unit manages safety improvement projects through administration of federal highway funds and state funds provided by the Grade Crossing Protection Account. Injuries and fatalities at Oregon highway-rail grade crossings have been significantly reduced through projects such as construction of grade-separated crossings, signal upgrades, and elimination of highway-rail grade crossings.

In addition to its regulatory role, Crossing Safety Unit staff works cooperatively with railroad companies, state, federal, and local government agencies and the general public to address crossing safety concerns and participate in transportation planning activities to improve the mobility of highway and rail traffic. The Rail Section's crossing safety functions are funded 50 percent from the Rail Fund (Gross Revenue Fee) and 50 percent from the Grade Crossing Protection Account.

## **Operations**

The Operations programs help develop freight and passenger rail plans and manage railroad improvement projects for both freight and passenger rail operations. Staff provides technical expertise to communities interested in developing rail opportunities, such as intercity passenger rail. This section participates in federal proceedings related to railroad mergers and line abandonments. Staff also manages the state-supported Amtrak *Cascades* passenger rail service.

Ridership increases result from on-time reliability, greater frequency, reduced travel time, increased range of service, connectivity with other transportation modes and optimized schedules. The goal is to improve the passenger rail service by increasing frequency and reliability. Historical increases in *Cascades* train and POINT bus ridership determine target projections.

Ridership reached its highest level of more than 215,000 rides in 2013. In 2014 and 2015, ridership decreased likely due to rail-line construction resulting in poor on-time performance (OTP), a modified schedule, and lower gas prices. However, a schedule change in 2015 to the NB weekend train on Saturday and Sunday mornings increased by 71%, which helped ridership despite the decreases due to other factors such as the poor OTP. Ridership remained flat from 2015 through 2017 averaging less than 194,000 riders per year. ODOT worked to improve passenger rail by aligning the Oregon schedule to connect with trains in Washington to coincide with the additional two roundtrips from Portland to Seattle and the opening of the Point Defiance Bypass.

A derailment on December 18, 2017 occurred in DuPont, Washington on the Amtrak *Cascades*. This equipment reduction resulted in a schedule change due to the loss of

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the inter-city connections. The schedule change sometimes causes problems due to an insufficient number of trainsets to run all schedules. This, coupled with the derailment, contributes to a slight downturn in ridership. Despite the recent ridership declines, longer term trends indicate a growing demand for intercity passenger rail service. A recent survey conducted by ODOT indicated the number one reason riders use Amtrak Cascades is to avoid traffic. Additionally, the survey found that more people would ride the Amtrak Cascades if it were faster than driving.

## **Issues and Trends**

The Rail Section's priorities and resource allocation strategies are driven by three primary goals: Public Safety, Mobility, and Livability.

### **Public Safety**

Under Oregon law, the Rail Section is responsible to ensure the safety of railroads in the state. This mandate covers various components of the railroad system including public highway-rail crossings, infrastructure (tracks, signals), locomotives and cars, along with rail transit systems. These efforts are focused on ensuring operating practices, maintenance activities and highway-rail crossing construction projects maximize safety for citizens, railroad employees and customers of the rail system, such as shippers and passengers.

### **Mobility**

Freight and passenger movement rely on rail shipments. By operating independently from highways, trains avoid highway congestion and conditions as demonstrated by the fact that the trucking industry is rail's largest shipper. With their self-contained track system, rail shipments remove trucks from the highways while providing for efficient movement of people and goods, which directly impacts local and regional economies. Rail positively affects Oregon's national and international trade via ports (such as the Port of Portland) by providing large numbers of freight trains into and out of the port facilities. Without rail access, Oregon's ports cannot compete in national and international markets.

Each of the modes, including rail, are being challenged by the growing need for transportation, both within and beyond the state's boundaries on infrastructure that is often constrained. This section manages the public funds invested in rail infrastructure projects, such as smaller railroads upgrading their infrastructure to accommodate heavier freight cars and enhancing rail access to ports and other intermodal facilities.

This section also facilitates the expansion of passenger rail service and encourages partnerships on developing public/private agreements to help address significant infrastructure challenges. The Rail Section realizes it is imperative for the modes to work cooperatively to address the state's mobility needs because no one mode can satisfy current and future demands in isolation.

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**Livability**

This section's mandates and programs contribute to the state's livability through development of efficient, safe and comprehensive rail service that minimizes environmental impact, contributes to effective land use, sustains jobs and contributes to a favorable business climate. The ability of Oregon's railroads to help divert road traffic (for both freight and passenger trips) helps congestion management efforts and enhances the useable life of road investments. This section's regulation of public highway-rail crossings aids local access, emergency response times and overall livability (reduced noise and air pollution from idling, etc.). The state-sponsored intercity passenger rail service and related bus service offers citizens and visitors alternative travel modes.



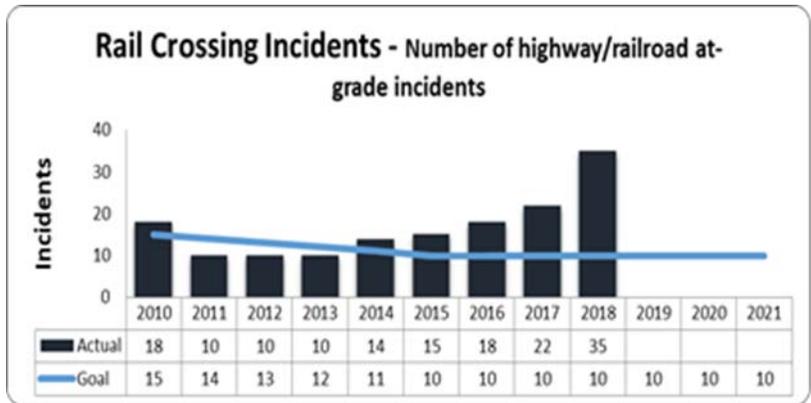
**KEY PERFORMANCE MEASURES:**

**KPM #4 - Rail Crossing Incidents: Number of highway/railroad at-grade incidents**

A priority for ODOT is to have the **safest infrastructure possible**. Safe infrastructure is promoted by implementing design practices that mitigate structural safety risks on Oregon’s transportation system. There are several ODOT activities specific to the Rail Section associated with this general strategy. The Crossing Safety Unit manages crossing improvement projects and inspects crossings to ensure they are appropriately maintained. The Rail Section works with public and private entities, including the railroad companies, public road authorities and law enforcement to address crossing safety concerns and participate in transportation planning activities to improve the mobility of highway and rail traffic.

The Rail Section strives for a zero incident performance. The goal reflects the reality that some number of incidents is outside the control of the section and its transportation safety partners. Some incidents are caused by deliberate actions rather than lack of safety education or crossing safety devices.

In 2018, 35 rail crossing incidents occurred. 15 incidents involved motor vehicles, four incidents involved bicycles and 16 incidents involved pedestrians. The 15 train incidents involving vehicles included 11 occurring on the freight rail system, three occurring on the TriMet light rail system and one occurring on the Amtrak passenger rail system. The 15



incidents resulted in no fatalities and two injuries. One injury occurred at an active crossing with automatic gates and lights and one injury at a passive crossing controlled by a STOP sign. The 16 incidents involving pedestrians resulted in 10 fatalities and six injuries. One fatality involved a pedestrian purposely sitting on the tracks. The four incidents involving bicycles resulted in one fatality and two injuries.

The Federal Railroad Administration reports that, during recent years (except for 2018), Oregon has been in or near the top twenty states for least number of motor vehicle incidents at public rail crossings. The 18 rail crossing incidents in 2016, was an increase from 15 incidents in 2015, 10 in 2012 and 10 in 2011. Since 2010, rail crossing incidents have fluctuated between a high of 35 in 2018 and a low of 10 in 2011, 2012 and 2013. 35 incidents occurred in 2018 demonstrating a 59.1 percent increase from 2010. This increase can be partially attributed to the growth in traffic counts.

The reporting cycle is calendar year. The data is based upon incident reports submitted by the railroads to the Federal Railroad Administration (FRA), and incident reports submitted by the transit agencies to the State Safety Oversight (SSO) program.

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**KPM #5 - Derailment incidents: Number of train derailments caused by human error, track, or equipment**

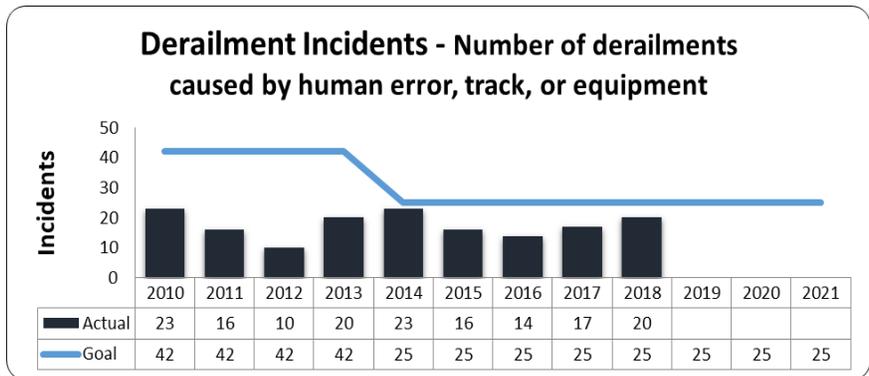
We want to have the safest infrastructure possible. **Safe infrastructure** mitigates structural safety risks on Oregon’s transportation system. Working with the Federal Railroad Administration, we use a combination of inspections, enforcement actions, and industry education to improve railroad safety and reduce the incidence of derailments and the potential for release of hazardous materials.

The number of derailments has decreased to a level below the target. In 2014, we lowered the target to 25. Even as rail traffic increases, this trend indicates significant improvement.

In 2018, there were 20 derailment incidents, an increase from the 17 derailments in 2017. From 2010 to 2018, derailments have averaged 17.5 per year.

A comparison of derailments per track mile (miles of track in each state) for 12 months ending December 31, 2018, shows Oregon with .0083 incidents per track mile, Washington with .0091, Nevada with .0042, Idaho with .0086 and California with .0143.

From 2017 to 2018, Oregon showed an 18.0 percent increase in accidents due primarily to an increase in rail traffic. An increase in accidents caused by human error and an increase in track caused yard derailments are more significant reasons. The latter two of three increases are a direct result



of an increase in rail traffic.. Operating inspections, which directly affect human error caused derailments, went from 427 in 2017 to 348 in 2018. Track inspections, which directly affect yard derailments, dropped with 215 in 2017 and 151 in 2018. We lost two track inspectors to others state and federal agencies. In 2015, we hired four additional inspectors and replaced staff that had retired. It took almost a year to have new staff federally certified. Once the newly hired track inspectors are certified, we expect the previously demonstrated decline in derailments to continue into future years.

The reporting cycle is calendar year. The data is based upon reports submitted by the railroads to the FRA. Under federal regulations, railroads are required to report all derailments meeting federally mandated thresholds to the FRA.

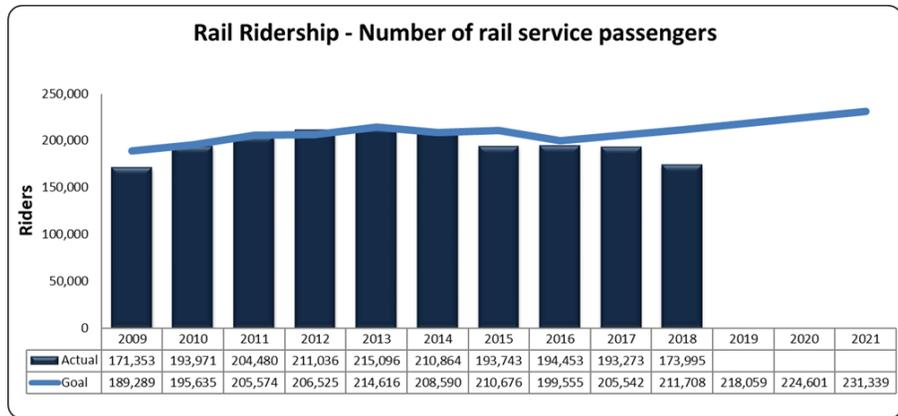
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**KPM #10 - Passenger rail ridership: Number of state-supported rail service passengers**

ODOT seeks to promote the use of transportation modes other than Single Occupant Vehicles (SOVs) by improving existing facilities and creating new transportation opportunities. Alternative modes of transportation help reduce travel delay, congestion, and stress on the highway system while providing multiple options for Oregonians.

The target projections are based on historical increases in state-supported Cascades trains and affiliated POINT Buses. (NOTE: POINT Bus ridership numbers are actually part of Passenger Rail program ridership and are represented in this graph.) POINT Busses connect the passenger rail system to communities that lack passenger rail service.

Passenger rail ridership reached 215,096 in 2013, its highest level and an increase of 1.9 percent or 4,060 riders, over the 2012 figures. 2014 ridership decreased by 4,195, but exceeded the 2014 target by 2,311. In 2015, ridership decreased further to 193,743 which missed the 2015 target



by 16,933. In 2016, ridership increased to 194,453 which missed the 2016 target, but is an increase over 2015 Actuals. In 2017, ridership decreased to 193,273 which missed the 2017 target and was a decrease when compared to 2016 Actuals. 2018 ridership decreased further due to two derailments in the state of Washington. The ridership numbers are recovering for 2019, but are not yet available. The expectation is that ridership will improve once the two additional Portland to Seattle roundtrips begin and the connection is made with the morning southbound train out of Portland.

In general, increases in ridership result from reduced travel time, more train/bus options and on-time reliability. Improving these factors is largely dependent upon sufficient capital investment. The Oregon Passenger Rail Corridor Investment Plan is nearing finalization and will identify where improvements and investments should be made.

Washington is increasing daily round trips between Portland and Seattle, which would have resulted in an equipment shortage in Oregon. Oregon purchased two new train sets using \$38.4 million in American Recovery and Reinvestment Act funds and \$7.6 million in state funds. The trains began service in November 2013 bringing the total train sets serving the Amtrak Cascades corridor to seven. With the new equipment, Oregon updated its schedules to offer better connections for Willamette Valley passenger rail users. If TOF funds become unavailable to the Passenger Rail Program, the Program will be in need of other dedicated funding to continue with current service levels and, more importantly, increase ridership by improving train speed, frequency, and reliability. Dedicated funds will also provide for passenger rail marketing which will increase future ridership.

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## BUDGET HIGHLIGHTS

### Rail Expenditures

	2015–2017 Actuals	2017–2019 Actuals	2019–2021 Legislatively Adopted
<b>Programs:</b>			
Rail Administration	426,032	415,982	753,292
Rail Crossing Safety	11,617,154	6,348,126	6,054,143
Rail Safety	4,271,120	4,300,108	4,652,460
Rail Operations	34,707,961	37,467,060	67,481,072
<b>Total</b>	<b>51,022,267</b>	<b>48,531,276</b>	<b>78,940,967</b>
<b>Expenditures by Major Revenue Source:</b>			
State	28,830,297	35,605,225	61,818,051
Federal	11,783,260	3,315,993	17,122,916
General Funds	10,408,710	9,610,058	0
Lottery Funds			
<b>Total</b>	<b>51,022,267</b>	<b>48,531,276</b>	<b>78,940,967</b>
<b>Expenditures by Category:</b>			
Personal Services	9,194,740	8,860,526	8,765,334
Services & Supplies	16,123,352	11,255,430	50,731,669
Capital Outlay	1,435,610	0	0
Special Payments	24,268,565	28,415,320	19,443,964
Debt Service	0	0	0
<b>Total</b>	<b>51,022,267</b>	<b>48,531,276</b>	<b>78,940,967</b>

Positions	33	32	33
Full-Time Equivalent (FTE)	33.00	32.00	33.00

# Transportation Program Development

## **TRANSPORTATION PROGRAM DEVELOPMENT (TPD)**

Transportation Program Development (TPD) incorporates work led by staff from both the Transportation Development Division (TDD) and the Highway Division. TPD helps develop an efficient, safe transportation system that enhances Oregon's economic competitiveness and community visions. TPD provides the foundation for decision making to address transportation needs through the research, data collection and analysis of information, planning, financial management and project funding. It also provides grant opportunities in support of state and community visions for a multimodal transportation system. These key functions assist in identifying new projects and investment scenarios and help monitor performance to track the effectiveness of the system. TPD supports the legislatively mandated Connect Oregon program, supporting the movement of goods, people, and the economy by making investments in rail, marine, ports, bicycle, pedestrian and aviation.

The four program areas within TPD are Data, Analysis, and Research, Statewide Transportation Improvement Program (STIP) Development and Program Oversight, Statewide and Regional Planning, and Transportation System Projects.

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## **TRANSPORTATION PROGRAM DEVELOPMENT PROGRAMS**

- **Data, Analysis, and Research**
- **Statewide Transportation Improvement Program (STIP) Development and Program Oversight**
- **Statewide and Regional Planning**
- **Transportation System Projects**

### **Data, Analysis, & Research**

Major activities are Research, Transportation Data Management, Transportation Analysis and Modeling, and Asset Management, which includes Bridge Inspection and Load Rating and collecting condition information for other assets. Other responsibilities include data collection and reporting, mapping, forecasting and modeling systems, transportation system analysis and conducting research to develop and test innovations to enhance the transportation system. By fulfilling these responsibilities, ODOT is able to keep a record of the state of the system; meet federal reporting requirements; turn data into information; and adapt to changing technological, economic, and societal demands of the transportation system.



**Complex transportation systems require long-range planning.**

### **Statewide Transportation Improvement Program (STIP) Development and Program Oversight**

Major activities are STIP Development, Program and Funding Services, Statewide Programs, and Economic and Financial Analysis. Primary work includes the development of the STIP, Oregon’s four-year transportation capital improvement program that identifies the scheduling of and funding for transportation projects and programs within the state. Administration of these federal and state funds is required and ensuring program requirements are met is essential to federal compliance. TPD achieves this through financial controls, program performance monitoring, and compliance reviews. Included in the work is the implementation and oversight of statewide programs like Bicycle/Pedestrian and Safe Routes to School (SRTS). These programs provide support to local governments, governmental and non-governmental organizations, and private citizens in planning, designing and constructing infrastructure facilities.

### **Statewide and Regional Planning**

Major activities are Integrated Multimodal Transportation Planning, Freight Planning and local specific planning overseen by region planning programs. Federal and state law requires ODOT to prepare and maintain a long-range transportation plan which provides the vision and policy direction for the State of Oregon’s transportation system. These policy plans then help assure that the broad needs and issues for each mode has consideration in order to provide a safe and efficient transportation system across Oregon.

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## **Transportation System Projects**

Connect Oregon invests in air, rail, marine, and bicycle/pedestrian infrastructure to ensure Oregon's transportation system is strong, diverse, and efficient. Connect Oregon projects improve connections between the highway system and other modes of transportation. For the \$427 million available through Connect Oregon I through VI, ODOT received 603 project applications requesting more than \$1 billion in funding and has funded 282 projects. In the current version of the program funded by HB 2017 (Connect Oregon Dedicated Projects), the Oregon Transportation Commission has responsibility to oversee and approve the four dedicated projects as directed by the legislature. HB 2017 ensured ongoing funding for Connect Oregon by creating a new vehicle dealer privilege tax of 0.5%, that will be used to fund the approximate \$60 million needed for the dedicated projects and a bicycle excise tax that will help fund the bicycle and pedestrian trails component of the program.

## **Revenue Sources and Relationships**

Planning activities receive funding from federal planning grants that specifically apply to Statewide Planning and Research, Surface Transportation, and Highway Bridge Replacement and Rehabilitation programs. Revenue transfers from the highway program support highway planning, system studies, monitoring, and data gathering. The ongoing Connect Oregon program has provided \$457 million in Lottery bond proceeds in the past seven biennia and continues in 2019-21 without another round of lottery-backed bonds.

HB 2017 established new dedicated funding sources for the Connect Oregon program. Specifically, it imposes a vehicle dealer privilege tax of 0.5% of the retail sales price of the taxable vehicle. All revenues from this tax, except an annual \$12 million transfer to the Zero-Emission Incentive Fund, goes into the Connect Oregon Fund. The measure also established a bicycle excise tax of \$15 on adult size bikes costing \$200 or more. All revenue from the bicycle tax goes directly into the Multimodal Active Transportation (MAT) Fund for bicycle and pedestrian projects. Furthermore, in 2019 the Legislature passed HB 2592 that identifies 7% of the Connect Oregon Fund go into the MAT Fund as well.

HB 2017 directed the Oregon Transportation Commission to first distribute Connect Oregon funds to four specific projects: Mid-Willamette Valley Intermodal Facility (\$25 million), Treasure Valley Intermodal Facility (\$26 million), East Beach Industrial Park Rail Expansion (\$6.55 million), and Oregon City rail siding extension (\$2.6 million). As such, funding likely will not be available in the 2019-21 biennium for a competitive program as in the first six versions of the program.

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## **Budget Environment**

Ongoing planning and data collection efforts supports the responsibilities of the Oregon Transportation Commission and the agency, including the identification of a system of transportation facilities and services adequate to meet identified state transportation needs. Additionally, current federal legislation (Fixing America’s Surface Transportation Act, or FAST Act) places an emphasis on performance measures, and in some cases, ties federal funding to the outcome of performance measures, especially in the areas of freight, safety, congestion, bridges, and pavement.

## **Legislatively Adopted Budget**

The 2019-21 legislatively adopted budget of \$183.7 million is \$11.0 million, or 6%, increase over 2017-19 legislatively approved budget and includes 241 positions (232.27 FTE). This net increase in funding reflects both the phase out of completed Connect Oregon projects, and phase in of privilege tax and bicycle excise tax to fund Connect Oregon dedicated projects.

## **Issues and Trends**

The most recent federal surface transportation authorization, Fixing America’s Surface Transportation Act (FAST Act) will lead to some changes related to freight planning. The changes related to performance management in the prior federal authorization (MAP-21) continue largely untouched under the FAST Act with network responsibilities both for the agency and the partnership that we have with the Metropolitan Planning Organizations. The FAST Act does not expire until September 30, 2020.

### **New Freight Programs:**

The FAST Act establishes two new programs for funding highway and multimodal freight projects. The National Highway Freight Program (NHFP) is a new formula program for funding freight projects on a set of high volume highways. The Nationally Significant Freight and Highway Projects program is a competitive grant program for funding large projects (\$100 million plus). An approved freight plan is required in order to begin investing NHFP resources. Approved freight plans are to include a list of freight bottlenecks, a fiscally constrained freight investment plan, and freight performance measures. The FAST Act also directs state departments of transportation (DOTs) to designate critical urban and rural freight corridors for guiding NHFP investments.

### **Multimodal Freight Planning:**

Within two years of passage of the FAST Act, the United States Department of Transportation (US DOT) will be required to develop a national freight strategic plan. This plan will be written in consultation with state DOTs. Similarly, within one year of passage, US DOT will be required to designate a National Multimodal Freight Network (NMFN) in consultation with state DOTs. States will have an opportunity to propose

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additional designations for the NMFN and to identify critical rural freight facilities and corridors.

Additional information about Transportation Program Development programs is available at:

<http://www.oregon.gov/odot/planning/Pages/default.aspx>

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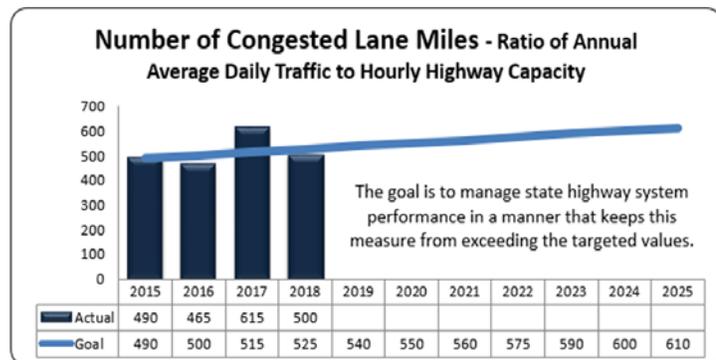
**KEY PERFORMANCE MEASURES:**

**KPM #9 – Number of congested lane miles: Ratio of annual average daily traffic to hourly highway capacity**

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

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

Most people are aware traffic congestion causes slower speeds and longer trip times. However, congestion also causes other problems, such as reducing system reliability, fuel efficiency and air quality. Congestion monitoring reveals whether the duration and intensity of congested periods are rising or falling over time.



The Ratio of Annual Average Daily Traffic to Hourly Capacity (AADT/C) best suits the desire to monitor state highway mobility in Oregon. AADT/C measures both the extent and duration of congestion, also highlighting where congestion has spread beyond one hour of the day. The data used to calculate this measure comes from the annual Highway Performance Monitoring System (HPMS) data submittal to FHWA.

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

We have a three-part approach aimed at providing mobility: 1.) Optimize use of infrastructure, 2.) manage the traffic network, and 3.) support transportation options.

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 — TRANSPORTATION PROGRAM DEVELOPMENT —

## BUDGET HIGHLIGHTS

### Transportation Program Development Expenditures

	2015-17 Actuals	2017–2019 Actuals	2019–2021 Legislatively Adopted
<b>Programs</b>			
Statewide and Regional Studies	36,317,423	41,879,880	37,018,991
Data, Analysis and Research	45,369,324	40,256,358	51,398,945
STIP Development & Program Oversight	13,319,113	15,695,809	20,291,767
Transportation System Projects	30,006,560	27,193,782	74,980,864
Active Transportation	3,700,671	0	0
<b>Total</b>	<b>128,713,091</b>	<b>125,025,829</b>	<b>183,690,567</b>
<b>Expenditures by Major Revenue Source:</b>			
State	128,557,717	124,851,599	183,488,798
Federal	155,374	174,230	201,769
General Funds			
<b>Total</b>	<b>128,713,091</b>	<b>125,025,829</b>	<b>183,690,567</b>
<b>Expenditures by Category:</b>			
Personal Services	55,954,462	63,224,524	58,146,949
Services & Supplies	42,893,062	34,114,910	49,863,534
Capital Outlay	115,298	277,668	437,829
Special Payments	29,750,269	27,408,727	75,242,255
Other Expenditures			
<b>Total</b>	<b>128,713,091</b>	<b>125,025,829</b>	<b>183,690,567</b>
Positions	230	241	241
Full-Time Equivalent (FTE)	221.01	227.77	232.27

# Central Services Limitation

## **CENTRAL SERVICES LIMITATION**

The Central Services Limitation supports the mission of ODOT through two administrative support divisions – Agency Support and ODOT Headquarters – providing centralized administrative, support, and managerial services to the department, the Oregon Transportation Commission, and external partners and stakeholders. These services are critical to the efficient management of agency resources and also provide vital services and accountability to our partners and the general public. The mission of the divisions within the central services limitation is to support ODOT's success.

## **CENTRAL SERVICES DIVISION**

### **Chief Administrative Officer**

#### **Financial Services**

- Provides cost allocation, cost/benefit and quantitative analyses and labor and equipment rate development
- Provides debt management and oversees the bonding programs for the department. Provides and monitors loans and financial assistance to local governments through the Oregon Transportation Infrastructure Bank. In addition, provides financing proposals and manages investments and cash for the department
- Provides financial support to the department in the areas of accounts payable, accounts receivable, contractor payments, payroll support, retirement and benefits coordination, travel claims processing, financial policy and procedure development, financial training, financial coordination and reporting, asset accounting, federal billing, and coordination with the State of Oregon Statewide Financial Management System
- Administers the fuels tax law and ordinances for Oregon as well as many city and county jurisdictions. Processes licenses and revenue tax reports for motor vehicle fuel dealers, use fuel users and sellers, and audits licensees for fuels tax compliance and reporting
- Provides collection services for various programs of the Oregon Department of Transportation

#### **Human Resources**

- Provides education and leadership for the department regarding best practices in attracting and retaining a diverse and competent workforce
- Provides statewide advice and counsel to the department in the areas of performance management (coaching, counseling, performance evaluation, documentation and correction or discipline); leaves of absence, policy and union

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contract interpretation, workers' compensation and unemployment insurance matters

- Supports the department's equal employment opportunity and affirmative action goals. Ensures that the department addresses employee issues in accordance with the Americans with Disabilities Act (ADA) and responds to all internal complaints based on "protected class" status
- Provides statewide coordination of workforce development, human resource policies, labor management partnership and union contract negotiations
- Provides job classification, compensation, position control, position management and employee records management services to the department
- Coordinates the general business, communications and facility needs of the Human Resources Branch

### **Information Systems**

- Provides business systems planning, architecture, development and maintenance
- Provides information technology systems analysis and technology consultation services
- Performs information technology project management, including the design, development and implementation of Information Technology projects
- Provides personal computer and software support, security and disaster recovery
- Coordination of infrastructure services and delivery with Enterprise Technology Services (ETS)
- Supports Intelligent Transportation System (ITS) development and support
- Provides Information Technology purchasing and management of Information Technology assets

### **Business and Performance Services**

- Printed and online forms design
- High quality, cost-effective, custom printing of publications and training materials
- Director-appointed Records Officer and Administrative Rules Coordinator for the Secretary of State (ORS 182.105(2), ORS 183.330(2) with oversight of the agency's records management and administrative rules programs
- Management of ODOT headquarters mail services and the agency phone directory for the Department of Administrative Services
- Administration of agency-wide policies, delegations of authority, and public records requests processes
- Cross-functional process mapping and process definition, analysis, implementation and improvement

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- Industry-standard methodologies and best practices in a division-centric performance system and continuous process improvement efforts

**Procurement Services Office**

- ODOT Procurement Office (OPO) provides a full range of strategic and operational procurement and contracting services that covers architectural, engineering, information technology, environmental, heavy equipment construction, project management, intergovernmental/interagency agreements, and highway construction contracts used by all ODOT business lines in performance of the agency's business needs.
- OPO provides a full range of strategic and operational procurement and contracting functions for personal services and construction as it relates to the projects listed in HB 2017, the transportation funding bill. With the passage of HB 2017, OPO expects its procurement volumes to double in size for Architecture & Engineer (A&E) and Construction Services over the next 5 years. The agency expects to increase the use of alternative contracting delivery methods such as, but not limited to, Design-Build and Construction Manager/General Contractor (CM/GC) for select Construction projects. The agency will also experience an increase in local agency agreements and, while the Regions may process their own agreements by delegation, OPO will continue to provide oversight functions and guidance support for more complex local agency agreements.

**Facilities**

- Maintenance Services operate and maintain ODOT owned buildings primarily in the Salem and Portland area. Crews include skilled and semi-skilled craftsmen and women who conduct scheduled inspections and services, repair and replace building system components, and respond to emergent and routine maintenance needs.

**Budget Services**

- Coordinate the department's legislative budget development process including all Emergency Board requests and program budget development. Provides allotment plans and permanent financing plans

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## **ODOT HEADQUARTERS**

ODOT Headquarters includes the ODOT Director, Audit Services, the Office of Civil Rights and the Office of the Director (*composed of the Assistant Director, the Government Relations section, the Communications section, the Business Management section, and the Office of Innovation*).

### **Office of Civil Rights (OCR)**

- The Office of Civil Rights (OCR) is responsible for managing federal and state programs that provide the assurance of equal access, participation, and compliance with affirmative action, equal opportunity, and accessibility requirements. Its vision is to provide fair and equitable access to ODOT's projects and programs with a focus on economic stimulus through increased small business and apprenticeship opportunities, training, programs, and supportive services.
- Compliance is accomplished through internal and external processes that include training, technical assistance, investigations, and on-site reviews.
- Programs include: Workforce Development, Small Business Programs - Disadvantaged Business Enterprise (DBE), Emerging Small Business (ESB), Minority or Women Business Enterprise (MWBE) Initiatives, and Title VI (Environmental Justice and Limited English Proficiency). Workforce Development Programs include pre-apprenticeship training, supportive services and Equal Employment Opportunity (EEO), On-the-Job/Apprenticeship Training Programs. OCR, the Highway Division and ODOT Human Resources are also responsible for coordinating and co-managing the internal and external Americans with Disability Act (ADA) programs.

### **Government Relations Section**

- Manages a comprehensive government relations program that encompasses federal, state and local legislative and liaison activities responding to transportation, economic and land use issues
- Provides fiscal and policy analysis and direction for federal, state and local transportation-related programs and legislation
- Represents the department, the OTC, and the governor in matters before Oregon's state legislature and congressional delegation related to transportation policy, funding, administrative rules and legislation governing transportation

### **Communications Section**

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

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- Provides emergency and crisis communications for the agency
- Provides construction project and program information in conjunction with other agency divisions
- Interprets technical information, explains statutes and administrative processes for the public, the media, stakeholders, and users of transportation system
- Keeps the agency workforce informed about ODOT activities and directives
- Provides spokesperson support to the OTC and the director's office
- Helps all agency divisions and programs increase the success of their public outreach by developing and implementing communication plans, providing communication training and workshops, and producing publications and other forms of information
- Improves transparency and helps customers find needed information and complete tasks by developing and maintaining governance over a mobile-first website

### **Business Management**

- Provides executive, administrative and logistical support to ODOT Headquarters managers and sections
- Manages administrative and personnel operations, establishes policies and procedures, and develops and monitors the biennial operating budget for ODOT Headquarters
- Oversees the *AskODOT* Office which provides help desk and ombudsman services for Oregon citizens as an avenue to resolve issues and concerns at the earliest possible opportunity. *AskODOT* also provides resources for ODOT employees who have questions or concerns about laws, policies and ethical issues

### **Audit Services**

- Conducts internal audits of department programs and makes recommendations for improving operations, in accordance with generally accepted government auditing standards
- Conducts external audits and special analysis to ensure costs charged to ODOT by consultants, contractors and other external entities are accurate, reasonable and comply with applicable federal and state regulations
- To promote audit independence and public accountability and transparency for the department, the Internal Auditor has direct reporting to the Oregon Transportation Commission. The Commission is involved with the appointment and removal of the Internal Auditor, receives reports and work plans, and is engaged with various aspects of the audit process. Internal audit reports are also posted on the department's external website for public access

## **ISSUES AND TRENDS**

### **Financial Services**

ODOT has used the Transportation Environment Accounting and Management System (TEAMS) as the primary accounting system to process financial transactions since the mid-1980s. The design and architecture of TEAMS is based on older business models and on technologies that are less flexible and becoming obsolete. Over time, this has led to the creation of numerous independent “stove-piped” systems to meet a variety of accounting and management reporting needs throughout ODOT.

The result is an increased number of system interfaces to TEAMS, many of which require duplicate data entry. Currently, reporting on business unit performance and product or services costs frequently generates results that require considerable manual effort to reconcile. In addition, there is no common database for financial, human resource and procurement systems which must reconcile with each other.

### **Human Resources**

The ODOT Human Resources Branch continues to experience a high demand of services related to hiring, performance management, retention and turnover in addition to meeting the workload created from HB 2017 (2017).

With the implementation of Workday; ODOT HR is in a transition period of gathering and creating reports to utilize data from multiple sources, in order to ensure data integrity and accuracy. To further impact the work load within HR Branch, there have been recent bills, audits, and executive orders which has increased the complexity with respect to in how the work is accomplished. This work links distinctively to changes with the Human Resources Information Systems both externally and internally. These changes include adding and/or replacing systems, examples are not limited to: the ODOT Workload Database, Workday, ODOT Time and Attendance (TAMS), and Oregon Pay Equity law implementation.

As the workload shifts due IT system implementations, new laws and regulations will affect other areas within HR such as: classification, compensation, and workforce capacity issues that the agency will continue to experience through the prudent outcomes of the Strategic Business Plan (tangent to McKinsey study). HR will continue to be more intentional in areas such as employee wellness (EO), succession planning along with Diversity, Inclusion and Equity.

### **Information Systems**

ODOT business units will continue to use information technology in their operations, creating new demands for application software, information delivery, and meeting external mandates. The context of these changes are the cumulative results of a workforce and public that is technologically more sophisticated, leading to broader

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expectations for IT services. Oregon's citizens and businesses will place increasing demands on ODOT to provide information and services via the internet in a manner similar to their experience with the private sector. At the same time, the agency is addressing the problem of decades-old software systems that must be replaced to meet current and future business requirements and to reduce ongoing support costs. Examples are DMV systems and ODOT's accounting system.

There is an increased need to cooperate and work with other agencies, entities, and business partners to resolve common information technology problems as well as manage enterprise solutions.

Information security concerns have resulted in a number of Department of Administrative Services (DAS) policies as well as legislation requiring agencies to protect personal information and develop more comprehensive information security procedures. While these are necessary and prudent measures, the time and effort to accomplish this work must be absorbed by the department's base budget, displacing other activities.

### **Procurement**

The ODOT Procurement Office (OPO) continues to experience heavy demand for its services across the agency, for projects in the State Transportation Improvement Program, and several large agency project initiatives. These procurements and contracts have added to the ODOT Procurement Office workload volume and increased the complexity and scope of work. The Procurement Office is also responding to increasing demand for specialized training on contract management. Work has shifted to modify procurement methodologies to reach out to emerging or small businesses to provide avenues for these firms to compete for various departmental contracts and to assess and conduct alternative delivery procurement methods to support highway construction. Outreach includes meeting with small business associations, providing training, and providing avenues to participate in electronic bidding programs. As a result of the McKinsey & Company report, DAS is leading a Highway Contract Management Review with a focus on vendor management, strategic role of OPO, and delegated authority. In addition to the request for resources to support outsourcing needs for the delivery of HB 2017 projects, OPO will also be supporting this review and will address any DAS' recommendations as we continue to improve procurement processes internally.

### **Headquarters and Communication**

ODOT Headquarters continues its efforts through the Office of Civil Rights to refine data collection across the organization in an effort to track progress toward meeting our goals for a diverse workforce and to increase opportunities for Oregon's small businesses. In addition to increasing opportunities for apprentices and small firms, OCR

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offers a suite of supportive services aimed at pre-apprenticeship training and growing small firms, so that they can become more competitive to bid on larger ODOT contracts.

The Communications Section reaches beyond traditional media to establish two-way communications channels through the use of social medial tools such as Twitter, Facebook, YouTube and Flickr as well as web-based information distribution applications such as GovDelivery and RSS feeds. These channels provide direct information to citizens and users of the transportation system. The adoption social media for emergency communications has proven very adaptable and useful during storms and other events.

Ask ODOT and Ask ODOT for Employees is the initial contact point for citizens and employees to place inquiries or report information. This program is one of the first opportunities for agency staff to explain programs, policies and statutory implementation to employees and members of the public. People often misunderstand what they see or hear, and Ask ODOT staff can provide information that can help them better understand the situation. Also, this program provides the opportunity to resolve issues at the earliest possible point and prevent escalation.

### **Audit Services**

Audit Services develops annual risk-based audit plans, but also keeps time available for specific requests from management and the Transportation Commission. Audits have increased in complexity as ODOT's business lines have adapted their programs to meeting the changing needs of Oregon's transportation system. To maximize available resources, Audit Services works closely with audit organizations from other state departments of transportation to share best practices, improve consistency in audit approaches and confirm compliance with generally accepted government auditing standards.

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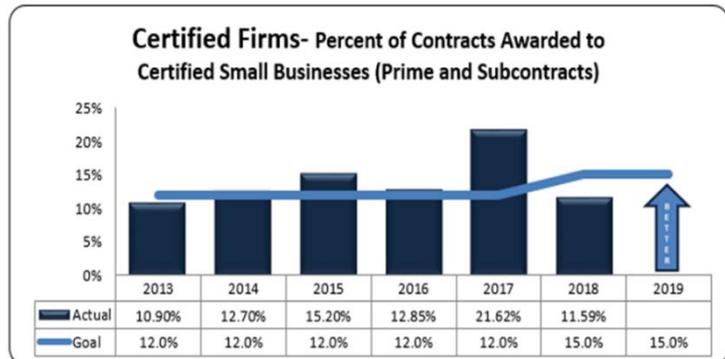
**Key Performance Measures:**

**KPM #17 - Certified Firms: Percent of ODOT Awarded Contracts to Oregon Certified Small Businesses**

ODOT tracks and reports on awards made to firms that are certified by the Certification Office for Business Inclusion and Diversity (COBID); this includes disadvantaged business enterprise, minority- and woman-owned and emerging small business certifications, or collectively reported as “certified firms.” Since 2016, we have also tracked and reported on businesses that are owned by service-disabled veterans.

Reporting on all certified firms winning contracts as prime contractors and those certified firms working as subcontractors is a more accurate and complete representation of how ODOT uses these firms. The agency also sets internal targets for payments to these certified firms and implements programs and supportive services to encourage participation.

The certified firms’ aspirational targets are set on state-funded-only projects over \$100,000. The aspirational targets are not a condition of contract award; rather the target represents the level of certified small business participation ODOT has determined is reasonably achievable in the type of work and locality of the project.



ODOT is committed to programs that encourage the participation of small businesses, including minority- and women-owned firms, in contracting opportunities with the Department across divisions and business lines. To that end, we implement the state Emerging Small Business (ESB) Program and ODOT Small Contracting Program (SCP), facilitate numerous small business supportive services including mentoring and training opportunities, and sponsor outreach events to communicate contracting and business development opportunities to certified firm communities.

These programs and initiatives are intended to ensure ODOT and our contractors comply with state and federal non-discrimination laws; create a level playing field for small businesses to compete fairly for contracts; ensure only eligible firms benefit from the programs; help develop firms to compete successfully in the marketplace outside the programs; and assist small businesses in overcoming barriers to participation in ODOT’s procurement and contracting processes.

We provide statewide training for project management and field staff and we reach out to certified firms to let them know about opportunities and resources for working on ODOT projects. Due to the wide variation in metrics, it is not statistically feasible to compare our overall goals on a state-to-state basis.

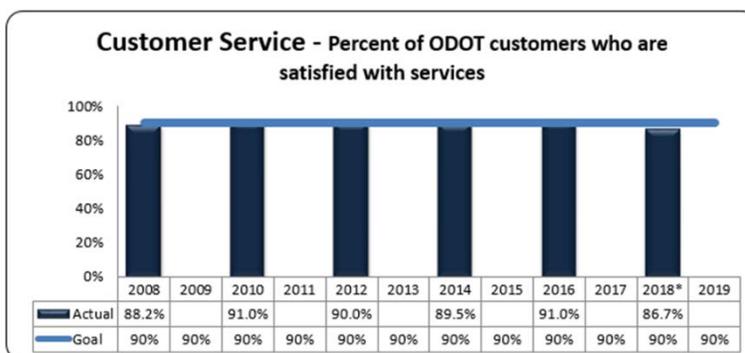
ODOT Information Systems completed a project recently to integrate all data systems to provide comprehensive information. This system will provide an enterprise approach to data collection and reporting.

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**KPM #19 - Customer Satisfaction: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” (Overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information)**

The overall target for 2017-19 was 90 percent customer satisfaction with ODOT services. The actual performance in 2018 was 86.7 percent. That’s within 3% of our goal.

We continue to achieve high overall customer service ratings. On the whole, we continue to provide customers with good to excellent service. Variations in results between 2008 and 2016 are not statistically significant and have been near the target of 90 percent. 2018 is within 3% of our goal and considering the increased demand for services with the rising population we are continuing to work hard for our customers. Data to compare with other state departments of transportation is not available. Specific to motor carrier regulation, Oregon is one of just a handful of states asking the trucking industry about satisfaction with motor carrier enforcement.



\*Actual percentage determine with weighted average and added AskODOT.

New for the 2018 survey is an Ask ODOT customer service survey in addition to Driver & Motor Vehicle Services Division (DMV) and Motor Carrier Transportation Division. The sampling of customers for the 2018 survey included major customer groups of DMV, Motor Carrier Transportation Division, and Ask ODOT. We will continue to monitor customer satisfaction levels and take corrective action as needed.

DMV, Motor Carrier, and Ask ODOT conduct surveys of customers that are based on the recommended Statewide Customer Service Performance Measure guidelines. The survey results of the three surveys are combined to determine a weighted average percentage of customer satisfaction rated “Good” or “Excellent.” Ask ODOT surveys had total of 1042 responses through monthly survey responses. Ask ODOT is a first point of contact for finding information, services or needing to resolve issues with ODOT.

DMV has changed its methodology to send surveys quarterly to a sampling of customers who visited DMV field offices. Customers are selected on a random, repetitive basis from the DMV computer system database of driver and motor vehicle transactions during the previous quarter. The quarterly survey results are then averaged to determine the DMV customer satisfaction results used for this report. For the 2018 quarterly reports, DMV averaged a response rate of 22.52%.

Motor Carrier surveys 11 customer groups. Survey groups include companies subject to safety compliance reviews, truck safety inspections, or audits. The surveys also cover commercial drivers subject to driver safety inspections and persons calling for registration or over-dimension permits. Taken together, the 11 Motor Carrier surveys have a total of 279 responses at a rate of 7.4%.

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## BUDGET HIGHLIGHTS

### Central Services Expenditures

	2015–2017 Actuals	2017–2019 Actuals	2019–2021 Legislatively Adopted
<b>Programs</b>			
ODOT Headquarters	28,904,291	44,279,871	56,062,134
Internal Audit	2,408,316	2,512,325	3,195,139
Financial Services	28,680,961	31,796,576	44,561,988
Human Resources	11,703,600	12,062,041	13,605,555
Information Services	108,999,793	112,647,947	117,937,921
Business Services	3,824,862	4,210,312	3,597,556
Purchasing	10,804,674	12,859,951	15,563,822
Facilities Ops	5,619,795	6,390,279	6,798,656
<b>Total</b>	<b>200,946,292</b>	<b>226,759,302</b>	<b>261,322,771</b>
<b>Expenditures by Major Revenue Source:</b>			
State	200,921,292	226,759,302	261,022,404
Federal	25,000	0	300,367
<b>Total</b>	<b>200,946,292</b>	<b>226,759,302</b>	<b>261,322,771</b>
<b>Expenditures by Category:</b>			
Personal Services	112,077,790	123,504,877	128,183,367
Services & Supplies	87,316,184	102,664,133	132,091,422
Capital Outlay	1,480,752	528,942	978,955
Special Payments	71,566	61,350	69,027
Other Expenditures			
<b>Total</b>	<b>200,946,292</b>	<b>226,759,302</b>	<b>261,322,771</b>
Positions	504	528	523
Full-Time Equivalent (FTE)	500.96	510.90	519.82

**Capital Improvement  
and  
Capital Construction**

## **CAPITAL IMPROVEMENT**

Capital Improvement projects are less than \$1,000,000 and are improvements to land or facilities; the remodeling of existing buildings to increase the value; extend the useful life of the property; or to make it adaptable to a different use. Improvements include any amount expended to improve leased property, including those provided by the lessor if the lessee requires lump-sum payment.

The department owns over 1,300 facilities throughout the state. Over time, it is necessary to upgrade or replace facilities as they deteriorate and technology changes how business operates. The department regularly repairs or upgrades its facilities. Staff from the Facilities Services Branch of the Central Services Division manages the construction projects. Private contractors complete the majority of construction work.

## **ISSUES AND TRENDS**

Increasing costs associated with land acquisition, construction, leasing, and increased regulations significantly reduce the buying power of capital funding. The result is a substantial backlog of capital improvement projects.

## **CAPITAL CONSTRUCTION**

Capital Construction projects are defined as expenditures over \$1,000,000 for the construction of new buildings or additions to existing buildings. Construction costs include architect fees, land acquisition, land clearing, interest during construction, materials, subcontractors, and agency labor.

## **ISSUES AND TRENDS**

- Increasing costs associated with land acquisition, construction, leasing, and increased regulations significantly reduce the buying power of capital funding. There is now a substantial backlog of capital construction projects.
- Over 40% of ODOT Maintenance Stations are over 60 years old and struggle to meet the operational needs of the department in today's transportation environment.
- Maintenance Stations currently located in known or potential Seismic and Inundation Zones are being prioritized as our top priority in the next three biennia to assure ODOT can adequately respond to the demands after a large Cascadia event.

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 — Capital Improvement and Capital Construction —

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**BUDGET HIGHLIGHTS**

	<b>2015-2017</b> Actuals	<b>2017-2019</b> Actuals	<b>2019-2021</b> Legislatively Adopted
Facilities	5,404,009	8,781,294	7,853,672
State Radio Program			9,500,000
<b>Capital Improvement</b>	<b>5,404,009</b>	<b>8,781,294</b>	<b>17,353,672</b>

<b>Capital Construction Projects*</b>	<b>2015-2017</b> Legislatively Adopted	<b>2017-2019</b> Actuals	<b>2019-2021</b> Legislatively Adopted
Public Safety Broadband			
Salem Baggage Depot			
Central Coast (Toledo) Station		6,300,000	8,000,000
CC MS Meacham	7,500,000		
CC MS South Coast	4,500,000		12,000,000
Highway Safety Improvement	35,000,000		
<b>Total</b>	<b>47,000,000</b>	<b>6,300,000</b>	<b>20,000,000</b>

\*To remain consistent with Department of Administrative Services Budget and Management Division rules, the amounts shown for Capital Construction are the budgeted amounts not actual expenditures.

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**Debt Service  
and  
Infrastructure Bank**

## **DEBT SERVICE PROGRAM OVERVIEW**

### **Non-Limited Programs**

#### **Oregon Transportation Infrastructure Bank (OTIB)**

The OTIB was established by the 1997 Oregon Legislative Assembly as a revolving loan fund for transportation projects. OTIB makes loans to local governments, transit providers, ports and other eligible borrowers. The fund was capitalized with a combination of federal and state funds and interest earnings. As loans are repaid, principal and interest returned to the OTIB are available for new loans. Staffing for the OTIB is included in the Central Services Division, Financial Services program.

### **Limited Programs**

#### **Debt Service – General Fund**

##### Certificates of Participation (COP)

The State Radio Project (SRP), formerly referred to as the Oregon Wireless Interoperability Network (OWIN), was transferred by the Legislative Assembly in 2010 from the Oregon State Police to ODOT. The SRP, which replaced and modernized aging public safety communications systems statewide, marked its official completion June 30, 2017. After seven years of planning, developing and building the complex, technology-rich system, ongoing operations and maintenance responsibilities will reside with ODOT's Wireless Communications Section.

The Oregon Legislative Assembly allocated General Fund dollars to the SRP to make Certificates of Participation debt service payments for fiscal years 2008 to 2011. No General Fund dollars were allocated for the payment of COP debt service for fiscal years 2012 through 2019.

COPs issued to fund the SRP include the Series 2007B, 2009A and 2009B. Debt service payments for State Radio Project COPs for the 2019-21 biennium total approximately \$3.2 million General Funds were allocated by the Legislative Assembly.

##### Article XI-Q General Obligation (GO) Bonds

Article XI-Q GO bonds issued to fund the SRP include the Series 2011J, 2012I, 2012J and 2016DE. All SRP Article XI-Q GO bond debt service has been paid with State Highway Funds with one exception; the Series 2016DE Article XI-Q GO bonds were allocated General Funds for debt service paid in fiscal year 2017 in the approximate amount of \$2.24 million. \$18.0 million in General Funds were allocated by the Legislative Assembly for SRP debt service for the 2019-21 biennium.

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Article XI, Section 7 State Transportation General Obligation (GO) Bonds

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

- US 26, 116th – 136th Safety Improvements \$17.0 million
- State Highway 34 Safety Improvements \$3.0 million
- OR 126 Eugene to Florence Safety Improvements \$7.0 million
- Interstate-5/Interstate-205 Cable Barrier \$2.5 million
- US 26 Warm Springs Downtown to Museum / Casino Plaza Connectivity \$1.5 million
- Interstate-84 (Pendleton – La Grande) Blue Mountains Snow Zone Safety Improvements \$4.0 million

The State Transportation GO Bonds, as provided in House Bill 5005, are General Fund obligations with debt service paid from the General Fund. The Series 2017M bonds were issued in May 2017 with the first debt service payment due in the 2017-19 biennium. Total debt service payments for the Series 2017M Transportation GO Bonds total approximately \$4.1 million in the 2019-21 biennium.

**Debt Service – Other Fund**

Oregon Transportation Investment Act (OTIA)

Beginning in 2001, the Legislative Assembly passed a series of bills known collectively as the Oregon Transportation Investment Act. The first bill authorized the State to issue Highway User Tax Revenue Bonds in an aggregate principal amount sufficient to produce net proceeds of not more than \$400 million for modernization and preservation projects (OTIA I). In a 2002 Special Session, the Legislative Assembly authorized an additional aggregate principal amount of Highway User Tax Revenue Bonds sufficient to produce net proceeds of not more than \$100 million (OTIA II) for the same general purposes as OTIA I. In June 2007, the department completed issuance of the \$500 million of Highway User Tax Revenue Bonds authorized under the OTIA I and OTIA II programs.

In 2003, the Legislative Assembly authorized additional Highway User Tax Revenue Bonds in an aggregate principal amount sufficient to produce net proceeds of not more than \$1.9 billion for replacement and repair of bridges on State, county and city highways and modernization projects (OTIA III). In April 2010, the department completed issuance of the \$1.9 billion of Highway User Tax Revenue Bonds authorized under OTIA III.

The OTIA III bond program included the Series 2010A Highway User Tax Revenue Bonds which were issued in April 2010 as taxable Build America Bonds (BABs). Under ARRA, the BABs qualify ODOT to receive direct federal subsidy payments equal to 35 percent of the interest costs of the taxable bonds. During the 2019-21 biennium the

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federal debt service budget limitation approved for BABS is \$21.4 million, which will be used to offset debt service payments.

Debt service payments for the combined OTIA I, II and III programs scheduled for the 2019-21 biennium total approximately \$252.4 million.

Jobs and Transportation Act (JTA)

In 2009 the Legislative Assembly enacted JTA, which authorizes ODOT to issue Highway User Tax Revenue Bonds in an amount sufficient to produce net proceeds of not more than \$840 million to finance a specific list of projects set out in JTA.

In June 2017, the department completed issuance of the \$840 million of Highway User Tax Revenue Bonds authorized under JTA. Debt service payments for the JTA program for the 2019-21 biennium total approximately \$126.3 million.

Keep Oregon Moving (KOM)

In 2017, the Legislative Assembly enacted House Bill 2017 which authorizes ODOT to issue Highway User Tax Revenue Bonds in an amount sufficient to produce net proceeds of not more than \$480 million to finance a specific list of projects set out in KOM.

The department expects to issue the bonds authorized under KOM in the winter of 2020 or the spring of 2021. The department anticipates debt service payments in the 2019-21 biennium totaling approximately \$9.9 million.

Certificate of Participation – DMV Headquarters Building

In December 1997, the \$10.7 million Series 1997B COPs were issued to fund the remodel of the DMV Headquarters building. The 1997B COPs were partially refunded by the Series 2008A COPs. Subsequently, the Series 2008A COPs were partially refunded by the Series 2016F Article XI-Q GO Bonds. Combined COP and GO debt service payments for the DMV Headquarters Building scheduled for the 2019-21 biennium totals approximately \$0.1 million.

Article XI-Q General Obligation (GO) Bonds

Article XI-Q GO bonds were issued to fund the State Radio Project, which include the Series 2011J, 2012I, 2012J, and 2016DE. It is expected that over the life of the SRP project the total project costs, including debt service payments; will be reconciled such that the Oregon State Police/General Fund and ODOT State Highway Fund each provide an equitable fair share of the costs.

Debt service payments for State Radio Project Article XI-Q GO Bonds for the 2019-21 biennium total approximately \$21.2 million and will be paid almost entirely with General Funds.

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In May 2011, \$59.8 million in Series 2011K Article XI-Q GO bonds were issued to fund the renovation of the Department of Transportation Headquarters Building. The debt service payments scheduled for the 2019-21 biennium total approximately \$7.5 million.

### **Debt Service – Lottery Fund**

The Oregon Legislative Assembly allocates lottery dollars to ODOT for the purpose of making debt service payments associated with lottery-backed revenue bonds. Lottery Revenue Bonds (LRBs) have been authorized to fund the following ODOT and local government projects:

#### Short Line Infrastructure Assistance Program

The 2001 Oregon Legislative Assembly authorized a Short-Line Railroad Infrastructure Assistance Program capitalized with the sale of lottery bonds. The Series 2002A LRBs were issued in April 2002. The 2003 Oregon Legislative Assembly authorized an additional \$2 million of lottery bonds. In August 2004, the Series 2004B LRBs were issued. Debt service payments for the 2019-21 biennium total approximately \$0.1 million.

#### Industrial Rail Spur Infrastructure

The 2003 Oregon Legislative Assembly authorized \$8 million in lottery bonds to fund industrial rail spur infrastructure improvements. In August 2004, the Series 2004B LRBs were issued. The second series of bonds to fund industrial rail spur improvements were issued in March 2005, the Series 2005A LRBs. Debt service payments scheduled for the 2019-21 biennium total approximately \$0.7 million.

#### South Metro and Southeast Metro Milwaukie Extension Commuter Rail Projects

The 2001 Oregon Legislative Assembly authorized lottery bonds for financing the South Metro Commuter Rail project connecting Wilsonville, Tualatin, Tigard, and Beaverton.

The 2003 Oregon Legislative Assembly passed House Bill 3446 that revised the limit set for the bond sale for the project to \$35,542,000. Funding for the project was provided in two bond issuances. The first, to cover start-up and administrative costs, occurred in April 2002 with the issuance of the Series 2002A LRBs. The second bond sale, for project costs, occurred in February 2007 with the issuance of the Series 2007A LRBs.

In 2007, the Oregon Legislative Assembly passed House Bill 5036 authorizing \$250 million in lottery bonds to finance the Southeast Metropolitan Extension Project to extend the light rail between Portland and Clackamas County to Milwaukie. In April 2009, the Series 2009A LRBs were issued. Debt service payments for the South Metro and the Southeast Metro projects total approximately \$51.8 million for the 2019-21 biennium.

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Portland Street Car

The 2007 Oregon Legislative Assembly authorized \$20 million in lottery bonds to fund Oregon Streetcar projects. Funding is restricted to grants to municipalities to provide streetcars for public transit systems and for administrative costs incurred by the department. Applicants must operate a public transit system that includes streetcars that are available to the public. Grant funds must only be used for the costs of purchasing newly constructed streetcars from an Oregon-based and Oregon-owned manufacturer. In April 2009, the Series 2009A LRBs were issued. The debt service on these bonds totals approximately \$3.2 million for the 2019-2021 biennium.

Salem-Keizer Transit

The 2013 Oregon Legislative Assembly authorized \$3.5 million in lottery bonds to fund construction and improvements to the Salem-Keizer Transit Center. In January 2015, the Series 2015A LRBs were issued. The debt service on these bonds totals approximately \$0.3 million for the 2019-2021 biennium.

Port of Coos Bay

The Oregon Legislative Assembly in its 2013, 2015, and 2019 Regular Sessions authorized a total of \$25 million in lottery bonds to fund construction and improvements to the Coos Bay rail link. In January 2015, the Series 2015A LRBs were issued followed by the Series 2017A LRBs in April 2017 and an expected issuance in spring 2021 will complete the \$25 million authorization. The debt service on these bonds totals approximately \$1.8 million for the 2019-2021 biennium.

Harney County – Juntura Road

The 2016 Oregon Legislative Assembly authorized \$2.0 million in lottery bonds to fund improvements to Juntura Road in Harney and Malheur Counties. In April 2017, the Series 2017A LRBs were issued. The debt service on these bonds totals approximately \$0.2 million for the 2019-2021 biennium.

Connect Oregon

Connect Oregon is an initiative to invest in air, rail, marine, and bicycle/pedestrian infrastructure to ensure Oregon's transportation system is strong, diverse, and efficient. The Connect Oregon multimodal transportation program is restricted to non-Highway purposes and has been funded primarily with Lottery Revenue bonds as described in the table on the next page.

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**Connect Oregon Lottery Revenue Bond Authorizations**

<b>Program</b>	<b>Legislation</b>	<b>Legislative Session</b>	<b>LRB Authorization</b>
Connect Oregon I	SB 71	2005 Regular Session	\$100 million
Connect Oregon II	HB 2278	2007 Regular Session	\$100 million
Connect Oregon III	HB 2001	2009 Regular Session	\$100 million
Connect Oregon IV	HB 5036	2011 Regular Session	\$40 million
Connect Oregon V	SB 5533	2013 Regular Session	\$42 million
Connect Oregon VI	HB 5030	2015 Regular Session	\$45 million
Connect Oregon VII	SB 5530	2017 Regular Session	\$30 million
<b>Total Authorization</b>			<b>\$457 million</b>

The \$457 million LRB authorization for Connect Oregon I through VII were issued commencing in September 2006 and completed in April 2019. The debt service on Connect Oregon I through VII LRBs totals approximately \$56.8 million for the 2019-2021 biennium.

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**BUDGET HIGHLIGHTS**

**INFRASTRUCTURE BANK**

Other Fund Non-Limited

**DEBT SERVICE - Limited**

Other Fund:

Revenue Bonds

Local Street Networks Fund

OTIA I, II & III

JTA

Keep Oregon Moving

Certificates of Participation

DMV Headquarters Building

State Radio Project

Article XI-Q GO Bonds

DMV Headquarters Building

Transportation Building

State Radio Project

**Total Debt Service – Other Fund**

General Fund:

Certificates of Participation

State Radio Project

Article XI-Q GO Bonds

State Radio Project

Article XI, Section 7 GO Bonds

Highway Improvement Projects

**Total Debt Service – General Fund**

Lottery Fund:

Short Line Railroads

Industrial Spur – Rail

South Metro Commuter Rail

Southeast Metro Milwaukie Ext.

Portland Street Car

Port of Coos Bay Rail Link

Salem-Keizer Transit District

Harney County – Juntura Road

PDX SW Capitol Highway

Lane Transit District

Connect Oregon I, II, III, IV, V,VI, & VII

**Total Debt Service – Lottery Fund**

	2015–2017 Actuals	2017–2019 Actuals	2019-2021 <sup>1</sup> Legislatively Adopted
<b>INFRASTRUCTURE BANK</b>			
Other Fund Non-Limited	20,631,172	4,736,687	<b>18,000,000</b>
<b>DEBT SERVICE - Limited</b>			
Other Fund:			
<u>Revenue Bonds</u>			
Local Street Networks Fund	8,412,875	9,465,096	9,206,082
OTIA I, II & III	264,109,572	240,248,882	261,577,107
JTA	56,746,144	92,941,439	126,284,975
Keep Oregon Moving	0	0	9,886,343
<u>Certificates of Participation</u>			
DMV Headquarters Building	1,539,300	1,309,398	85,562
State Radio Project	7,192,615	5,433,343	0
<u>Article XI-Q GO Bonds</u>			
DMV Headquarters Building	18,314	472,844	375,950
Transportation Building	7,897,367	7,472,300	7,471,900
State Radio Project	25,437,488	23,974,895	0
<b>Total Debt Service – Other Fund</b>	<b>371,353,675</b>	<b>381,318,197</b>	<b>414,887,919</b>
General Fund:			
<u>Certificates of Participation</u>			
State Radio Project	0	0	3,248,440
<u>Article XI-Q GO Bonds</u>			
State Radio Project	2,243,724	0	17,972,337
<u>Article XI, Section 7 GO Bonds</u>			
Highway Improvement Projects	0	4,098,246	4,094,150
<b>Total Debt Service – General Fund</b>	<b>2,243,724</b>	<b>4,098,246</b>	<b>25,314,927</b>
Lottery Fund:			
Short Line Railroads	715,118	616,157	91,390
Industrial Spur – Rail	1,239,477	1,422,242	740,155
South Metro Commuter Rail	6,754,995	6,550,677	6,227,882
Southeast Metro Milwaukie Ext.	44,365,274	47,617,971	45,603,875
Portland Street Car	3,425,299	3,419,918	3,241,024
Port of Coos Bay Rail Link	952,777	1,775,689	1,780,715
Salem-Keizer Transit District	333,472	306,641	306,641
Harney County – Juntura Road	0	179,915	180,920
PDX SW Capitol Highway	0	0	343,443
Lane Transit District	0	0	855,170
Connect Oregon I, II, III, IV, V,VI, & VII	49,697,720	52,715,748	59,409,513
<b>Total Debt Service – Lottery Fund</b>	<b>107,484,132</b>	<b>114,604,958</b>	<b>118,780,728</b>

<sup>1</sup> Totals may not add due to rounding.

## APPENDIX A

# Statewide Transportation Improvement Program (STIP) Project Selection and Delivery

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 — STIP PROJECT SELECTION AND DELIVERY —

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## STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM

The Statewide Transportation Improvement Program (STIP) is the state’s transportation preservation and capital improvement program. It identifies transportation projects using federal, state, and local government transportation funds. It includes projects of regional significance (projects with high public interest or air-quality impacts), regardless of funding source, and projects in the National Parks, National Forests, and Indian Reservations.

The STIP encompasses a four-year construction period based on a federal fiscal year; it is updated every two years.

The currently approved program covers the period of Federal Fiscal Years 2018-2021.

Calendar Year	2018	2019	2020	2021	2022	2023	2024
Federal Fiscal Year Oct 1 – Sept 30	2019	2020	2021	2022	2023	2024	
State Biennium July 1 – June 30	2019 – 2021		2021-2023		2023-2025		
			<b>2021-2024 STIP</b>				

STIP projects are developed in accordance with the goals, policies, and guidance set forth in the Oregon Transportation Plan, ODOT’s overall policy document directing transportation investments for the state.

## **PROJECT DELIVERY**

Highway construction involves detailed planning and engineering, often spanning several years, before construction begins. Each project in the STIP passes through several phases, which are defined below. These phases are shown as elements under the four highway construction programs: Preservation, Bridge, Modernization, and Highway Safety and Operations.

### **Preliminary Engineering Phase**

Preliminary Engineering includes all work necessary to prepare a project for contract bidding. Initial work may include environmental research and analysis, surveying of physical features, geotechnical exploration, pavement analysis, and traffic analysis. Project leaders in charge of preliminary engineering are located in region field offices. Private-sector engineering and environmental consultants also participate. This work includes obtaining necessary permits followed by preparation of contract specifications. Community outreach is an important part of preliminary engineering; ODOT asks for input from citizens directly affected by projects.

### **Right-of-Way Phase**

Right-of-way includes all work necessary to secure property for road construction. Steps in the right-of-way process include:

- Written creation of maps and legal descriptions
- Value determination of all of the identified rights-of-way
- Formal offers to purchase property from the landowners
- Good-faith negotiations to arrive at any needed settlements
- Payments to property owners or deposits into court, and all closing and escrow work
- Relocation of displaced people and personal property
- Condemnation proceedings (when negotiated settlements are unsuccessful)
- Title clearance certification that the state has lawfully purchased the property rights
- Possession of the property
- Removal of necessary buildings and mitigation of hazardous-materials contamination

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## **Construction Phase**

### **Construction Engineering**

Construction Engineering includes all work necessary to construct or build the project to its designed specifications, using appropriate construction methods and practices, while providing a safe environment for both the traveling public and workers throughout the duration of the project. During construction, it is the responsibility of the project manager and other staff to ensure that the work that occurred in the development phase materializes into reality and meets the expectations of the stakeholders.

The construction engineering phase includes costs ODOT pays during project construction. This includes project management, inspection, materials testing, surveying, construction design calculations, technical support, and office support. Project managers and regional and Salem-based Technical Services staff also are involved with aspects of the project during the construction phase. Private-sector engineering consultants also participate. Project leaders, inspectors, and other support staff continue the outreach efforts during this phase of the project with the community, homeowners, businesses, and the traveling public.

### **Contract Payments**

Contract Payments are payments to contractors for work performed on ODOT construction projects. Generally, all state highway projects are built by private contractors and are awarded by ODOT through a competitive bidding process.

## **PROJECT SELECTION PROCESS**

State projects in the STIP are identified and prioritized using planning processes described in in the federal transportation authorization act.

Project identification and prioritization are based primarily on system conditions, or needs. Conditions are monitored using management systems. ODOT's management systems objectively and technically identify and rank conditions and needs across the state. ODOT uses management systems for pavement, bridge, and safety programs. ODOT uses Transportation System Plans or, in the absence of Transportation System Plans, comprehensive plans and any adopted Transportation System Plans. Also, all modernization projects must be consistent with the Oregon Highway Plan policy on Major Improvements, where applicable.

ODOT regions use the project lists developed through these systems and apply localized knowledge supplemented with input from Area Commissions on Transportation, local government partners, regional partnerships, government councils, tribal governments, metropolitan planning organizations, advisory commissions, transportation stakeholders, and the public. This process results in the specific projects and their relative prioritization in the STIP.

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All projects are scheduled for construction or implementation according to their priority and funding availability. Recognizing that a project may be unavoidably delayed or that actual funds from state and federal sources may be less than originally forecast, projects in a STIP can be moved from one year to another within the specified STIP timeframe, although projects may get delayed or cancelled from the STIP altogether.

Regionally significant local government projects in the STIP are identified and prioritized using system management data and public involvement at the local government level. ODOT is included in the process (as directed by federal law). The federal planning requirements [23 CFR 450.216] state that:

- Metropolitan Planning Organizations shall be involved on a cooperation basis for portions of the STIP affecting metropolitan planning areas.
- Indian tribal governments and the Secretary of the Interior shall be involved on a consultation basis for portions of the STIP affecting areas of the state under the jurisdiction of an Indian tribal government.
- Federal land managing agencies shall be involved on a consultation basis for portions of the program affecting areas of the state under their jurisdiction.
- Affected local officials with responsibility for transportation shall be involved on a consultation basis for the portion of the STIP in non-metropolitan areas of the state.

The STIP is updated every three years. Before final approval, it undergoes a public review process whereby comments are transferred to the Oregon Transportation Commission (OTC) and ODOT management. Programs and projects funded in the STIP reflect these public involvement efforts.

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## APPENDIX B

# Policy Option Packages Summary

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Appendix B: Policy Packages Summary

	POS	FTE	Total Funds	General Fund	Other Funds	Federal Funds	Lottery Funds
<b>#070 Revenue Shortfalls</b>							
Public Transit			\$ (27,516,911)		\$ (27,516,911)		
	0	0	\$ (27,516,911)	\$ 0	\$ (27,516,911)	\$ 0	\$ 0
<b>#090 Analyst Adjustments</b>							
Transportation Program Development			\$ 500,000		\$ 500,000		
Public Transit			\$ (10,118,217)	\$ (10,118,217)			
<b>#090 Total</b>	0	0.00	\$ (9,618,217)	\$ (10,118,217)	\$ 500,000	\$ 0	\$ 0
<b>#110 HB 2017 Implementation Staffing Needs</b>							
Highway Division	47	47.00	\$ 9,600,896		\$ 9,600,896		
Transportation Program Development	3	3.00	\$ 621,658		\$ 621,658		
<b>#110 Total</b>	50	50.00	\$ 10,222,554	\$ 0	\$ 10,222,554	\$ 0	\$ 0
<b>#120 State Radio Program Operations and Maint.</b>							
Capital Improvements			\$ 9,500,000		\$ 9,500,000		
Highway Division			\$ 2,365,875		\$ 2,365,875		
<b>#120 Total</b>	0	0.00	\$ 11,865,875	\$ 0	\$ 11,865,875	\$ 0	\$ 0
<b>#130 DMV Service Transformation Project (STP)</b>							
Driver & Motor Vehicle Services			\$ 22,087,152		\$ 22,087,152		
<b>#130 Total</b>	0	0.00	\$ 22,087,152	\$ 0	\$ 22,087,152	\$ 0	\$ 0
<b>#140 STP (FAST DS-VS) Maintenance and Support</b>							
Driver & Motor Vehicle Services			\$ 3,650,000		\$ 3,650,000		
<b>#140 Total</b>	0	0.00	\$ 3,650,000	\$ 0	\$ 3,650,000	\$ 0	\$ 0
<b>#150 DMV Real ID Credentials</b>							
Driver & Motor Vehicle Services	24	15.12	\$ 3,671,283		\$ 3,671,283		
<b>#150 Total</b>	24	15.12	\$ 3,671,283	\$ 0	\$ 3,671,283	\$ 0	\$ 0
<b>#160 DMV Third Party Driver Testing Programs</b>							
Driver & Motor Vehicle Services	3	3.00	\$ 527,374		\$ 527,374		
<b>#160 Total</b>	3	3.00	\$ 527,374	\$ 0	\$ 527,374	\$ 0	\$ 0
<b>#180 Information Security &amp; Compliance Positions</b>							
Central Services	1	1.00	\$ 261,443		\$ 261,443		
<b>#180 Total</b>	1	1.00	\$ 261,443	\$ 0	\$ 261,443	\$ 0	\$ 0
<b>#190 Capital Construction: South Coast Maint. Station</b>							
Capital Construction			\$ 12,000,000		\$ 12,000,000		
<b>#190 Total</b>	0	0.00	\$ 12,000,000	\$ 0	\$ 12,000,000	\$ 0	\$ 0
<b>#195 Capital Construction: Central Coast Maint. Station</b>							
Capital Construction			\$ 8,000,000		\$ 8,000,000		
<b>#195 Total</b>	0	0.00	\$ 8,000,000	\$ 0	\$ 8,000,000	\$ 0	\$ 0
<b>#801: LFO Analyst Adjustment</b>							
Highway Division	5	4.50	\$ 17,721,879		\$ 17,721,879		
Driver & Motor Vehicle Services	26	19.50	\$ 2,509,218		\$ 2,509,218		
Public Transit			\$ 1,709,990			\$ 1,709,990	
Rail			\$ 0	\$ (10,000,000)	\$ 10,000,000		
Central Services	(1)	(1.00)	\$ (272,077)		\$ (272,077)		
<b>#801 Total</b>	30	23.00	\$ 21,669,010	\$ (10,000,000)	\$ 29,959,020	\$ 1,709,990	\$ 0
<b>#810: Statewide Adjustments</b>							
Highway Division			\$ (4,486,503)		\$ (4,486,503)		
Driver & Motor Vehicle Services			\$ (685,116)		\$ (685,116)		
Motor Carrier Transportation			\$ (205,626)		\$ (205,626)		
Transportation Program Development			\$ (243,092)		\$ (242,522)	\$ (570)	
Public Transit			\$ (19,149)		\$ (18,943)	\$ (206)	
Rail			\$ (92,214)		\$ (37,373)	\$ (54,841)	
Transportation Safety			\$ (23,831)		\$ (13,901)	\$ (9,930)	
Debt Service			\$ (3,182,760)	\$ (8,904)	\$ 8,904		\$ (3,182,760)
Central Services			\$ (4,649,763)		\$ (4,649,763)		
<b>#810 Total</b>	0	0.00	\$ (13,588,054)	\$ (8,904)	\$ (10,330,843)	\$ (65,547)	\$ (3,182,760)

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	POS	FTE	Total Funds	General Fund	Other Funds	Federal Funds	Lottery Funds
<b>#811: Budget Reconciliation</b>							
Highway Division	0	0.00	\$ 1,692,876		\$ 1,692,876		
Driver & Motor Vehicle Services	3	1.26	\$ 221,442		\$ 221,442		
Rail	0	0.00	\$ 5,106,587		\$ 5,106,587		
<b>#811 Total</b>	<b>3</b>	<b>1.26</b>	<b>\$ 7,020,905</b>	<b>\$ 0</b>	<b>\$ 7,020,905</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>#813: Policy Bills -- HB 2015</b>							
Driver & Motor Vehicle Services	68	25.92	\$ 4,264,589		\$ 4,264,589		
<b>#813 Total</b>	<b>68</b>	<b>25.92</b>	<b>\$ 4,264,589</b>	<b>\$ 0</b>	<b>\$ 4,264,589</b>	<b>\$ 0</b>	<b>\$ 0</b>
<hr/>							
<b>ODOT TOTAL:</b>							
Highway Division	52	51.50	\$ 26,895,023	\$ 0	\$ 26,895,023	\$ 0	\$ 0
Driver & Motor Vehicle Services Divison	124	64.80	\$ 36,245,942	\$ 0	\$ 36,245,942	\$ 0	\$ 0
Motor Carrier Transportation Divison	0	0.00	\$ (205,626)	\$ 0	\$ (205,626)	\$ 0	\$ 0
Transportation Program Development	3	3.00	\$ 878,566	\$ 0	\$ 879,136	\$ (570)	\$ 0
Public Transit Division	0	0.00	\$ (35,944,287)	\$ (10,118,217)	\$ (27,535,854)	\$ 1,709,784	\$ 0
Rail Division	0	0.00	\$ 5,014,373	\$ (10,000,000)	\$ 15,069,214	\$ (54,841)	\$ 0
Transportation Safety Division	0	0.00	\$ (23,831)	\$ 0	\$ (13,901)	\$ (9,930)	\$ 0
Central Services Division	0	0.00	\$ (4,660,397)	\$ 0	\$ (4,660,397)	\$ 0	\$ 0
Debt Service	0	0.00	\$ (3,182,760)	\$ (8,904)	\$ 8,904	\$ 0	\$ (3,182,760)
Capital Improvements	0	0.00	\$ 9,500,000	\$ 0	\$ 9,500,000	\$ 0	\$ 0
Capital Construction	0	0.00	\$ 20,000,000	\$ 0	\$ 20,000,000	\$ 0	\$ 0
<b>Total</b>	<b>179</b>	<b>119.30</b>	<b>\$ 54,517,003</b>	<b>\$ (20,127,121)</b>	<b>\$ 76,182,441</b>	<b>\$ 1,644,443</b>	<b>\$ (3,182,760)</b>

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# APPENDIX C

## Additional Partnerships

## Oregon Department of Transportation Additional Partnerships

The list below is meant to provide an overview of the many groups we work with to provide a generalized breadth of our external engagement. Listed are some examples of governor appointed committees, statewide advisory and topic committees, state agencies, academic institutions, and many others.

**The Transportation Policy Group** was established by the Governor's Office, the Oregon Transportation Commission, ODOT, the League of Oregon Cities, the Association of Oregon Counties, and the Oregon MPO Consortium to discuss issues and policies of mutual concern and to work jointly on policies, programs and activities that affect transportation in Oregon.

**Oregon Transportation Safety Committee (OTSC)** was formed in 1969 by the Legislature as the guiding board for highway safety programs, laws, research, and outreach in Oregon. In 1991, the OTSC merged into ODOT and became an advisory committee to the OTC and the department on highway safety matters. Committee members are Governor-appointed to four-year terms. The committee's primary areas of interest include speed, impaired driving, safety belts, community programs, and driver education.

**Governor's Advisory Committee on DUII** (Driving Under the Influence of Intoxicants) broadly represents public and private organizations involved in DUII countermeasures, victims of intoxicated drivers, and the general public and to heighten public awareness of the seriousness of driving under the influence of intoxicants.

**Governor's Advisory Committee on Motorcycle Safety** focuses on rider education, riding under the influence of intoxicants, road hazards unique to motorcyclists, motorist awareness of motorcycles, sharing the road, and other safety issues. The committee works closely with ODOT to find solutions to engineering-related safety issues that affect motorcyclists. All members are Governor-appointed and serve four-year terms.

**Oregon Bicycle and Pedestrian Advisory Committee (OBPAC)**, established by state statute in 1973, is a Governor-appointed committee that advises ODOT about bicycle and pedestrian traffic and the establishment of bikeways and walkways.

**Driver Education Advisory Committee (DEAC)** advises and confers on matters pertaining to the establishment of rules necessary to carry out the duties of the driver education program, reviews and updates guidelines for the operations of the Driver and Traffic Safety Educations Program and promotes the graduated driver licensing program.

### **Public Transportation Advisory Committee**

In 2000, the OTC established the Public Transportation Advisory Committee (PTAC). The purpose of PTAC is to provide advice to OTC and PTD to assist in developing transit policies and programs, and to serve as a forum for discussing and identifying public transportation

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issues and solutions. Members provide input on public transportation issues of regional and statewide significance. The committee's membership is a diverse representation of public transportation stakeholders.

**Oregon Freight Advisory Committee** is to advise the ODOT, Oregon Transportation Commission and Oregon Legislature on priorities, issues, freight mobility projects and funding needs that impact freight mobility and to advocate the importance of a sound freight transportation system to the economic vitality of the State of Oregon.

**Oregon State Fire Marshal's Office Urban Search and Rescue Team**

The Task Force supports the interval between immediate services provided by local fire service agencies and the service of a federal USAR team. Task force objectives are to focus on training, funding, governance and partnerships supported by public-private resources.

**Oregon Seismic Safety Policy and Advisory Commission (OSSPAC)**

The Oregon Seismic Safety Policy Advisory Commission (OSSPAC), otherwise known as the Earthquake Commission, has the unique task of promoting earthquake awareness and preparedness through education, research, and legislation.

**Oregon Emergency Response System Council (OERS)**

The purpose of the Oregon Emergency Response System (OERS) is to coordinate and manage state resources in response to natural and technological emergencies and civil unrest involving multi-jurisdictional cooperation between all levels of government and the private sector.

**Winter Recreation Advisory Committee (WRAC)**, established by the legislature in 1977 advises ODOT on matters related to the winter recreation parking location (Sno-Park) program.

**Railroads**

ODOT works with the 27 railroads throughout the state. Oregon has two Class 1 freight railroads (Union Pacific Railroad and BNSF Railway), one Class 1 passenger railroad (AMTRAK, the passenger rail provider) and 24 short line railroads. The Crossing Unit regulates the two Class 1's and the 24 short lines along with three light rail, two excursion and four industrial rail lines that are not classified as railroads. The Rail Safety Unit regulates two light-rail and two trolley entities through the State Safety Oversight program.

**Rail Advisory Committee** advises ODOT on issues that affect rail freight and passenger facilities and services in Oregon including rail project selection for Connect Oregon.

**Ultra High-Speed Ground Transportation Study Advisory Committee and Steering Team**

The Washington Governor's Office and state Legislature asked WSDOT to study ultra-high-speed ground transportation from Vancouver, British Columbia to Portland, Oregon. The Oregon Governor's Office directed ODOT to fund and contribute to Phase 2 of the study, citing the project has the potential to help create jobs, increase affordable housing options, reduce carbon

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emissions and reduce traffic congestion. ODOT has representation on the Advisory Committee and Steering Team.

**Association of Oregon Rail and Transit Advocates**

This association works to promote intercity passenger rail transportation and local public transit.

**Historic Columbia River Highway Advisory Committee** advises ODOT and the State Parks and Recreation Department on the management of that historic roadway.

**Safe Routes to School Advisory Committee** advises ODOT and the OTC on program and project selection recommendations.

**Oregon Dealer Advisory Committee (ODAC)** advises DMV on the administration of laws within the Oregon Vehicle Code that regulate new/used vehicle dealers, dismantlers, towing companies, etc.

**Governor’s Re-Entry Council**

The Governor created the Re-entry Council through Executive Order 07-05 as a statewide leadership group to work collaboratively on improving the success and safety of offenders transitioning back to local communities.

**STATE AGENCIES**

**Department of Administrative Services**

- Highway Cost Allocation Study
- OR-Trans
- Electronic access to DMV driver records
- E-Plate Agreement
- Global Insights Data Sharing
- GEO (Geospatial Enterprise Office) – Coordination with ODOT and other State agencies on geospatial framework layers. Responsible for the development, maintenance, and hosting of Oregon’s Digital Spatial Data Library. Coordination of Enterprise License Agreement for all state agencies with GIS software vendor ESRI.

**Oregon Department of Aviation**

- Connect Oregon grants for aviation facilities
- Central Services Administrative support for ODA

**Oregon Business Development Department**

- Oregon Tourism Commission
- Geographic Names Board
- Immediate Opportunity Fund

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**Oregon Commission for the Blind**

- Vending and Cafeteria Services

**Department of Corrections**

- Driver licenses and photo identification prior to release
- DMV Call Centers

**Department of Education**

- Training/certification of school bus drivers
- Suspension/Eligibility for provisional driver licenses.

**Oregon Department of Energy**

- Global Warming Commission
- Reducing Green House Gas (GHG) Emissions

**Department of Environmental Quality**

- Vehicle registration
- Reducing Green House Gas (GHG) Emissions
- Congestion Mitigation and Air Quality Program (CMAQ)

**Department of Fish and Wildlife**

- Fish Passage & Culvert Repair

**Department of Forestry**

- Forest Fire Response and Prevention Efforts

**Department of Geology and Mineral Industries**

- LiDAR – Radar Mapping

**Oregon Health Authority**

- Linking Transportation to Health Impacts

**Department of Human Services**

- Transportation Coordination Workgroup
- Oregon Deaf and Hard of Hearing Services
- Driver and Vehicle Record information provided
- DMV receives death notices (Oregon Health Authority- Vital Statistics)

**Department of Justice**

- Child support enforcement
- Representation in contested cases

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**Oregon Judicial Department**

- Odyssey System (sends DMV suspension information for state courts)

**Department of Land Conservation and Development**

- Transportation Growth Management
- Transportation Planning Rule
- Oregon Sustainability Transportation Initiative

**Department of Veterans Affairs**

- Veteran Designation on Driver License
- Disabled Veteran Plates
- At request of customer, submission of name and address to ODVA to receive benefit information.

**Oregon National Guard**

- Vehicle Plates and extension of expired driver license

**Oregon Parks and Recreation Department**

- Revenue transfers for both the Recreational Trails Program and Parks properties being used as Rest Areas, and Parks maintaining some of ODOT's non-interstate Rest Areas
- Archeological and Historical Data (State Historic Preservation Office)
- Maintenance Assistance on Historic Columbia River Highway
- All-Terrain Vehicle Advisory Committee
- Columbia Gorge Express FLAP grant for transit service to the Gorge
- Scenic Bikeways

**Oregon Secretary of State**

- Voter registration
- Oregon Business Registry
- Small Business Ombudsman

**Oregon State Police**

- Law Enforcement Data Systems (LEDS)
- Criminal Justice Information Systems Advisory Board
- Work Zone Safety
- Truck Safety Inspections
- State Radio System
- VIN Inspections

**Oregon State Treasury**

- Depository of Public Funds

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**Oregon Travel Experience / Travel Information Council (TIC)**

- Traveler information signs
- Historic markers
- Interstate Rest Area maintenance

**Travel Oregon**

- CGE Service
- Oregon Scenic Byways

**Washington State Department of Transportation (WSDOT) Cascades Rail Corridor Management Workplan**

WSDOT and ODOT entered into agreement to jointly manage the Cascades Rail Corridor intercity passenger rail service.

**Federal Highway Administration (FHWA)**

The Federal Highway Administration (FHWA) supports State and local governments in the design, construction, and maintenance of the Nation's highway system (Federal Aid Highway Program) and various federally and tribal owned lands (Federal Lands Highway Program). Through financial and technical assistance, the Federal Highway Administration is responsible for ensuring that America's roads and highways continue to be among the safest and most technologically sound in the world.

**Federal Department of Homeland Security**

- Driver license issuance requirements

**Oregon Transit Association**

The Oregon Transit Association (OTA) is a nonprofit corporation whose membership is made up of public, private for-profit, nonprofit transit agencies, and transit industry providers such as transit vehicle vendors. The purpose of the association is to assist members in the development and improvement of efficient, safe, and convenient transportation services, techniques, methods, facilities, and equipment. The Public Transit Division (PTD) Administrator is a voting member of the OTA Board.

**Federal Transit Administration**

The Federal Transit Administration (FTA) is responsible for providing overall policy and program guidance, apportioning funds annually to states, developing and implementing financial management procedures, initiating and managing program support activities, and conducting national program review and evaluation. They too approve the STIP.

**Motor Carrier Transportation Advisory Committee**

A group composed of representatives of organizations having an interest in motor carrier programs to maintain a high level of service to the regulated industries. These organizations include the Oregon Trucking Associations, Oregon Tow Truck Association, Oregon Refuse and Recycling Association, and various other associations who are impacted by ODOT actions and

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regulations. Its purpose is to confer, collaborate, advise, and advocate on motor carrier industry issues.

**Federal Motor Carrier Safety Administration**

ODOT enforces compliance with federal safety requirements and federal commercial driver licensing requirements.

**Federal Railroad Administration**

The Federal Railroad Administration (FRA) was created by the Department of Transportation Act of 1966. The purpose of FRA is to: promulgate and enforce rail safety regulations, administer railroad assistance programs, conduct research and development in support of improved railroad safety and national rail transportation policy, provide for the rehabilitation of Northeast Corridor rail passenger service, and consolidate government support of rail transportation activities. The FRA is one of ten agencies within the U.S. Department of Transportation concerned with intermodal transportation.

**Federal, State and Local Road Authorities**

- GIS Layers
- Traffic Counting and Crash Data

**Metropolitan Planning Organizations**

There are nine federally-designated Metropolitan Planning Organizations (MPOs) in Oregon. They include the three large urban MPOs (areas greater than 200,000 in population): the Portland regional area, the Salem/Keizer area, and the Eugene/Springfield area; and the six small urban MPOs (areas between 50,000 - 200,000 in population): the Medford/Rogue Valley area, the Cities of Corvallis/Philomath, and the City of Bend. The Cities of Grants Pass and surrounding areas and the City of Albany and its surrounding areas were added as a result of the 2010 census information. The bi-state MPO of Milton-Freewater and Walla-Walla was an addition for the 2010 census as well.

**Social Security Administration**

- Verification of SSN to determine eligibility for driving privileges

**Special Transportation Fund Agencies**

Special Transportation Fund (STF) Agencies are the 42 counties, transit districts, and Indian Tribes designated by Oregon law to receive the state's Special Transportation Funds. The STF Agencies, in coordination with local transit providers and other stakeholders, identify projects for funding with a variety of local, state, and federal funds. The STF Agencies act to oversee implementation of the local projects. STF Agencies may be transit providers, fiscal partners, and/or grant managers.

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**Public Transportation Providers**

Public transportation providers are the delivery system of transit service in Oregon. Urban transit districts, Indian tribal governments, cities, counties, non-profit agencies, and for-profit operators such as taxi and intercity bus companies offer a wide range of transit services for general public and special needs populations. ODOT recognizes the value of for-profit transportation providers and reserves a seat on PTAC for a representative of for-profit providers.

**Transportation Safety Administration**

- Background Checks and Fingerprinting for Hazmat Endorsement applicants/holders

**Transportation and Growth Management Advisory Committee**

TGM, a joint program between ODOT and DLCDC, was created in 1993 to support local efforts to improve transportation options, boost economic vitality, and enhance the livability of communities throughout Oregon. The advisory committee, which meets quarterly, provides the oversight and direction for this program. As a non-regulatory program, participation is voluntary. Members include representation from the Governor's Office, DLCDC, ODOT, local government (city and county representation), FHWA and other stakeholders.

**Fleet Management Advisory Council (FMAC)**

The Fleet Management Advisory Council (FMAC) assists state and local government agencies in providing safe, dependable fleet services in a cost effective, sustainable and environmentally friendly manner.

**The Oregon Local Program Committee (OLPC)** is a partnership between counties, cities, Oregon Department of Transportation (ODOT) and Federal Highway Administration (FHWA). The purpose of this group to improve policy, process and oversight in the delivery of the Local Federal Aid Program and other local street and road programs and projects administered through ODOT.

**League of Oregon Cities/Association of Oregon Counties (LOC/AOC)** for Local Programs and Projects

**Law Enforcement / DMV Coordinating Committee**

The law enforcement community

**Public Agency Network**

A multi-agency group coordinated by LCOG responsible for coordinating public agency network communication needs in the Eugene area.

**Public Works Departments**

Training and Technical Advice for cities and counties

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**Portland Dispatch Center Consortium** is a group that works on coordination and interoperability between emergency dispatch centers. Participants include 911 centers from Washington County, Clackamas County, City of Portland, Lake Oswego, Columbia County, Clark County (Washington), Portland Airport, ODOT and Oregon State Police.

**Transport** is a Portland area group for coordination and implementation of Transportation Operations related strategies and projects.

**Traffic Signal Working Group (TSWG)** works on common Traffic Signal issues and fosters sharing of knowledge and experience within the state.

**US Department of Transportation**

- Preparing for manufacturer testing and deployment of autonomous vehicles
- National Registry of Certified Medical Examiners (certificate required to obtain/maintain CDL)

**National Committee of Uniform Traffic Control Devices (NCUTCD)** is responsible for drafting the Manual of Uniform Traffic Control Devices (MUTCD). This committee sets national standards for traffic control devices.

**Local Governments**

ODOT works with all levels of local government from individual cities and counties to regional and state wide associations.

**American Association of Motor Vehicle Administrators (AAMVA)** is a nonprofit organization developing model programs in motor vehicle administration, law enforcement and highway safety. The association also serves as an information clearinghouse in these areas, and acts as the international spokesman for these interests. AAMVA's programs encourage uniformity and reciprocity among the states and provinces. The association also serves as a liaison with other levels of government and the private sector.

**Service Transformation Program (STP) Oversight Task Force** is a work group comprised of six legislators, *State Chief Information Officer or designee, State Legislative Fiscal Office representative, and two private-sector members from the Technology Association of Oregon.*

**TEAM Oregon** is providing oversight of the motorcycle safety course and administers motorcycle skills test instead of having them done at a field office.

**Energy Trust of Oregon** is a nonprofit organization helping to develop Strategic Energy Management program for buildings.

**Federal Republic of Germany** – Reciprocity Agreement to Waive Drive Test

**Republic of Korea (South Korea)** – Reciprocity Agreement to Waive Drive Test

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**Republic of China (Taiwan)** – Reciprocity Agreement to Waive Drive Test

**National Highway Traffic Safety Administration (NHTSA)** – ODOT coordinates with NHTSA through group like our Transportation Safety Division, Traffic Roadway and Crash Analysis and Reporting Services Unit.

**Oregon Traffic Records Coordinating Committee (TRCC)** operates under the authority of and from the Governor’s Representative on Highway Safety. Membership includes law enforcement, NHTSA, FHWA and other State agencies.

**Portland State University (PSU)** provides research in many disciplines, including: transportation planning, transportation modeling, engineering, economics, and surveys.

**Oregon State University (OSU)** provides contract research in many disciplines, including: engineering, geology, transportation economics, and surveys.

**United States Geological Survey (USGS)** partners with ODOT to conduct water quality research and modeling.

**John A. Volpe National Transportation Systems Center (Volpe Center)** is a federal research center multidisciplinary, multimodal transportation expertise.

**National Institute for Transportation and Communities (NITC)**, one of five U. S. Department of Transportation national university transportation centers, is a program of the Transportation Research Education Center (TREC) at Portland State University.

**Pacific Northwest Transportation Consortium (PacTrans)** is the Regional University Transportation Center (UTC) for Federal Region 10. PacTrans focuses on using technological advances to develop data-driven, sustainable solutions for the diverse transportation needs of the Pacific Northwest. OSU is a member of this consortium.

**Transportation Research Board (TRB)** is one of six major divisions of the National Research Council, a private, nonprofit institution that is the principal operating agency of the National Academies in providing services to the government, the public, and the scientific and engineering communities.

**American Association of State Highway and Transportation Officials (AASHTO)** is a nonprofit, nonpartisan association representing highway and transportation departments in the 50 states, the District of Columbia, and Puerto Rico. It represents all five transportation modes: air, highways, public transportation, rail, and water. Its primary goal is to foster the development, operation, and maintenance of an integrated national transportation system.

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**American Public Transportation Association (APTA)**

ODOT Rail and Public Transit Division is a member of the American Public transportation Association (APTA), an international organization that has been representing the transit industry for over 100 years, since 1882.

APTA members serve the public interest by providing safe, efficient and economical transit services, and by improving those services to meet national energy, environmental, and financial concerns. Over ninety percent of passengers using transit in the U.S. and Canada are carried by APTA members.

ODOT is a member of the State Affairs Committee, whose purpose is to provide a forum for identification, discussion, and resolution of public transit issues by state transit associations, state departments of transportation, transit systems, and affiliated interests. The committee is comprised of state association executive directors and officers, state department of transportation officials, and transit system general managers.

**Community Transportation Association of America (CTAA)**

ODOT Rail and Public Transit is also a member of the Community Transportation Association of America (CTAA). CTAA is a resource for information, training and technical assistance. They provide accurate, informative and timely analyses of legislation, regulations and transportation trends, and track new innovations in transportation technology, markets and delivery modes and, along with our Board of Directors and State and Tribal Delegates, will ensure you have ready access to ideas and solutions you can use.

**Transit Cooperative Research Program (TCRP)**

Sponsored by the Federal Transit Administration, the Transit Cooperative Research Program (TCRP) serves as one of the principal means by which the public transportation industry can develop innovative near-term solutions to meet demands placed on it. The TCRP has an established reputation for providing useful reports and other tools to help public transportation practitioners solve problems and inform decision makers. ODOT Rail and Public Transit Division has staff on the Research Boards, and has access to all TCRP products.

**Oregon Bureau of Labor and Industries (BOLI)** - protects employment rights, advance employment opportunities, and ensures access to housing and public accommodations free from discrimination. The purpose of this Agreement is to establish a process for collaboration between the Parties in the implementation of ODOT's Highway Construction Workforce Development "Program." The Program is intended to increase diversity in the highway construction workforce and prepare individuals interested in entering the highway construction workforce.

**Tribal Employment Rights Office (TERO) Memorandum of Understanding (MOU) with Tribes** - The purpose of this MOU is to establish procedures to be followed by both parties to aid in ensuring that the provisions of the Tribal Employment Right Office Code (TERO Code) and the preference provisions of the Federal-Aid Highway Program shall be complied with by

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any Contractor engaged in Federal Aid highway construction on property that is located within the reservation boundaries or any contractor involved in specified Federal Aid highway projects located near the reservation boundary, which is defined as an area “off reservation” extending approximately 60 miles outside the reservation boundary.