

Secretary of State Audit Recommendations for Work Zone Safety/Mobility

ODOT Safety and Mobility Policy Advisory Committee
October 1, 2020

Presented by:

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Statewide Project Delivery Manager



Audit Summary

- Audit reviewed ODOT's project development process for traffic control, mobility and work zone safety.
- Provides ten recommendations for improvements.
- ODOT agreed with the recommendations, and responded to each.
- Many will be implemented through our Mobility Program work plan.

Audit

Recommendation #1:

Develop a template for the Transportation Management Plans to support greater consistency in design decisions between regions and clarify expectations for consultant designers.

Target completion date:

3/31/2021

ODOT Response

- Existing TMP Guidance is available, but recognize the need for a standard template.
- ODOT will:
 - Develop clear expectations for staff and consultant partners.
 - Review existing guidance to ensure it contains necessary information.

Audit

Recommendation #2:

Create more opportunities for traffic control designers to visit worksites during design and construction to bolster their working knowledge and better inform design decisions.

Target completion date:

5/31/2021

ODOT Response

- ODOT will:
 - Work with regions to provide more site visit opportunities during construction.
 - Review procedures to increase design participation in biannual work zone reviews.
 - Provide more formalized feedback loops to improve project delivery processes.
 - Update existing guidance to strengthen language for site visits.
 - Establish accountability measures for implementation.

Audit

Recommendation #3:

Formalize a feedback loop between design and construction staff throughout the life of the project to enhance the viability of design decisions.

Target completion date:

5/31/2021

ODOT Response

- Currently have existing guidance in effect, and will need to increase accountability.
- Currently working towards stronger, more formal, feedback loops.
- Will incorporate into our efforts to improve project delivery quality assurance/quality control processes.

Audit

Recommendation #4:

Create a charter for the Mobility Advisory Committee to clarify its role in project delivery, level of responsibility and standard voting procedures.

Target completion date:

12/31/2020

ODOT Response

- Will work in partnership with SMPAC to address chartering.
- Recognize concerns that this formality will lengthen meetings, but establishing review criteria should help alleviate concerns.
- Stakeholder engagement and support will be critical for successful implementation.

Audit

Recommendation #5:

Once a charter is created, review Mobility Advisory Committee and Stakeholder Forum membership and perform outreach to ensure that the needs of diverse stakeholder groups are sufficiently represented during project delivery review.

Target completion date:

January 31, 2021

ODOT Response

- Members will be identified in the MAC chartering process.
- We will clarify the difference between:
 - Value added stakeholder engagement for projects and work zone safety which is the MAC.
 - Engagement required under Administrative Rule, which is the Stakeholder Forum.
- We recognize the need to ensure outreach to all parties identified in Administrative Rule in a fair and consistent manner.

Audit

Recommendation #6:

Review, update, and align ODOT policies and procedures to clarify ODOT staff and stakeholder roles and responsibilities in the design review process.

Target completion date:

12/31/2021

ODOT Response

- There are inconsistencies between guidance provided in policies, memos and manuals.
- There is conflicting info about roles and responsibilities for staff and stakeholders.
- We will review policies, guidance, memos and manuals to identify areas for improvement.
- SMPAC will be engaged to provide feedback.
- This effort will span multiple programs and divisions in ODOT.

Audit

Recommendation #7:

Observe the administrative rule requiring the agency to engage with a specific group of stakeholders during Stakeholder Forums during the project delivery review process. Specifically, ensure that outreach to bicycle and pedestrian advocacy groups is regularly performed at the state and local level.

Target completion date:

1/31/2021

ODOT Response

- Will be addressed in the MAC chartering process.
- We will ensure meetings are facilitated to provide clarity as to when:
 - Members serve in an advisory role.
 - When they are meeting Administrative Rule requirements.
- Some steps have already been taken, but will formalize it when we implement Recommendations 5 & 6.

Audit

Recommendation #8:

Create comprehensive criteria for deciding which projects should be reviewed by the Mobility Advisory Committee.

Target completion date:

7/31/2021

ODOT Response

- Criteria has been established, but guidance is conflicting. Policy/Procedure review should assist in implementation.
- Will work to address the inconsistencies and refresh existing guidance.
- The adopted criteria will be incorporated into ODOT's project phase gate processes.

Audit

Recommendation #9:

Ensure new and existing criteria for Mobility Advisory Committee project selection reviews are applied.

Target completion date:

7/31/2021

ODOT Response

- Work is already underway.
- We recognize a need to revisit the criteria for project reviews.
- We will continue to evaluate the effectiveness of those changes and adapt to any other changes needed.

Audit

Recommendation #10:

Create and track performance metrics for the Mobility Unit and mobility reviews that take place during the design process.

Target completion date:

07/31/2021

ODOT Response

- ODOT already built a database that can be used to track metrics for the Mobility Program.
- Recognize the need to create metrics for accountability and program improvement.
- Will identify key metrics by July 31, 2021. SMPAC will be engaged in this process.
- Timeline will allow for input from staff, executive leadership and external partners.



Implementation of Mobility Audit Recommendations

★ **Mobility Transition to PDS** – Completed July 15, 2020

Create MAC charter (AR-4) - Clarify purpose, roles, responsibilities, organization, membership & operations (voting) – Target completion Dec. 31, 2020

Align to SMPAC charter once it is approved – Target completion December 31, 2020

Review, maintain, revise, & update charter annually

Perform outreach to bike/ped advocacy group

– Regularly at state & local level per OAR Stakeholder Forum – Target completion March 31, 2021

Observe & ensure outreach is regularly performed

Review MAC & Stakeholder Forum Membership (AR-5) – Perform outreach to ensure diverse stakeholders are represented. – Target completion Dec. 31, 2020

Clarify ODOT staff & MAC’s role in Project Delivery (AR-6) – Identify improvements & review policies & procedures to address program changes. – Target completion Dec. 31, 2020

Create comprehensive project review criteria (AR-8) – Identify projects subject to MAC review. – Target completion July 1, 2021

Apply new and existing criteria to MAC reviews (AR-9) – Applied through PM guidance, tools, processes, & training; MPM revisions; revisions to project phase gate deliverables; and revisions to Mobility Services Team review processes/procedures.. – Target completion July 1, 2021

Create & track program and project review performance metrics (AR-10) – Identify, develop and implement metrics. Project Tracker to streamline implementation of metrics and reports. Mobility Services Team to collaborate with PDS, region staff & stakeholders to establish performance measures. – Target completion July 1, 2021

Mobility Program Improvements Implementation

★ **Mobility Transition to PDS** – Completed July 15, 2020

Monthly MAC Meetings – *Monthly MAC Meetings - Agenda Build, Material Review, Technical Assistance to Regions*

3 Week Document Deadline – ★
As of Aug 20 for Sept. MAC

US395 Work Session ★
Held August 31, 2020.

Roundabouts Pipeline ★
Work session held Sept. 18, 2020

US20 Ward/Hamby R4 Roundabout ★
– Work session held 9/2/20

Port of Morrow IAMP, R5 ★
Work session held 9/2/20

OR99 Urban Road Diet ★
Work session held _____

Develop Mobility Work Plan – Target Dec. 31, 2020

Implementation of program improvement will occur throughout 2021.

★ **Transition & Communication plans** – *Plans were initially created in July, 2020. Plans will be continually updated as program improvements are identified and implemented.*

Establish Regular Region Mobility Liaison Meeting – Target Dec. 31, 2020

Develop Roundabout Guide & PPT Template – Target Dec. 31, 2020

Develop Roundabout Map on TransGIS – Target Dec. 31, 2020

Consultant (Pivotal) review of Mobility Program – Target Feb. 28, 2021

Implement/maintain recommendations

SPDB (PDO) review of Mobility Program – *Review stakeholder feedback, consultant findings & MAC processes.*

Target Feb. 28, 2021

Implement/maintain recommendations

Identify improvements; review policies & procedures – *Apply improvements to align with PDO & Consultant findings. Includes MPM, Training Implementation Plan, operational notices, tools & guidance.* – Target Nov. 30, 2020.

Train project management staff – Target Dec. 31, 2020.

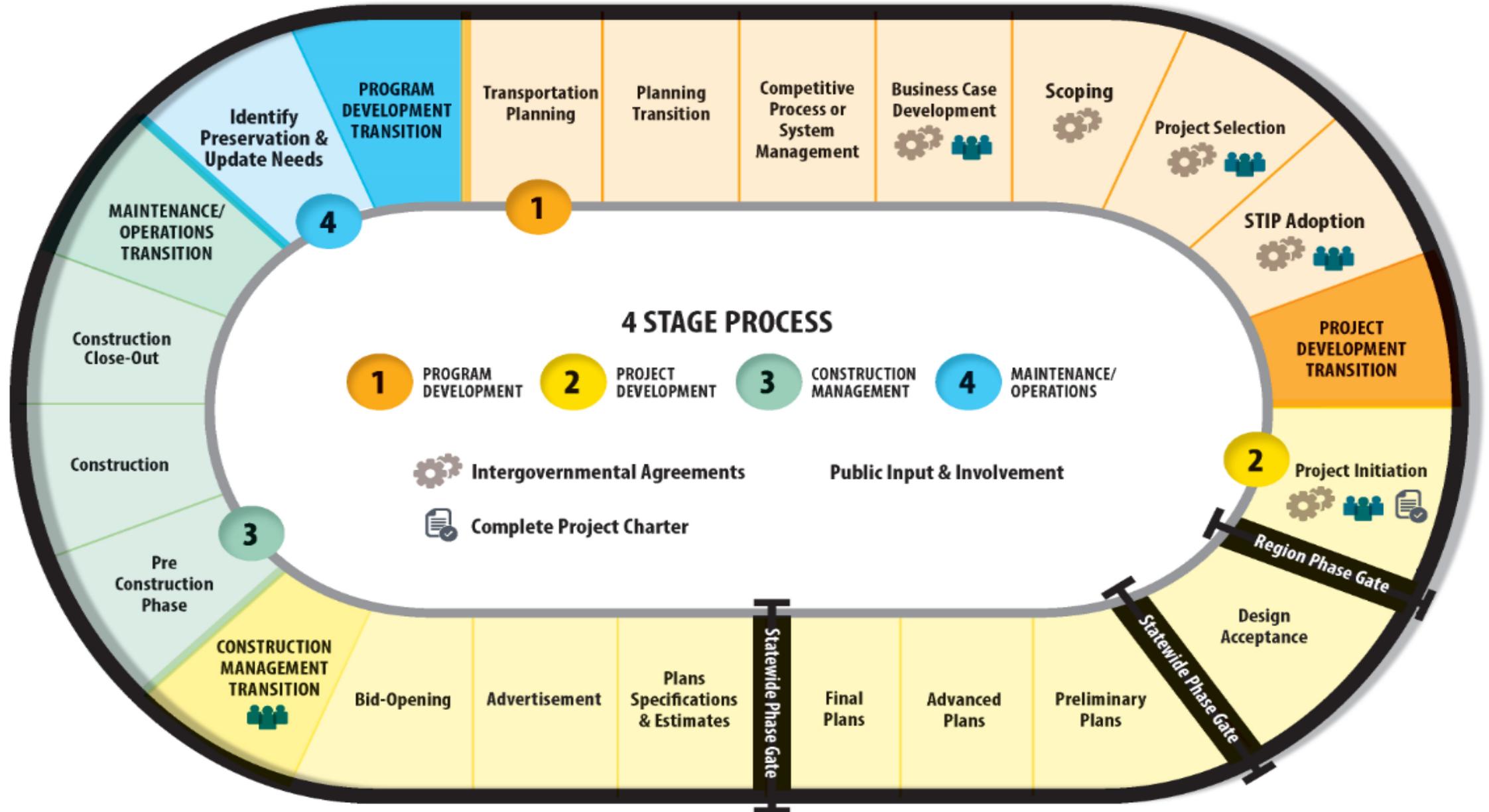
Questions / Discussion / Next Steps



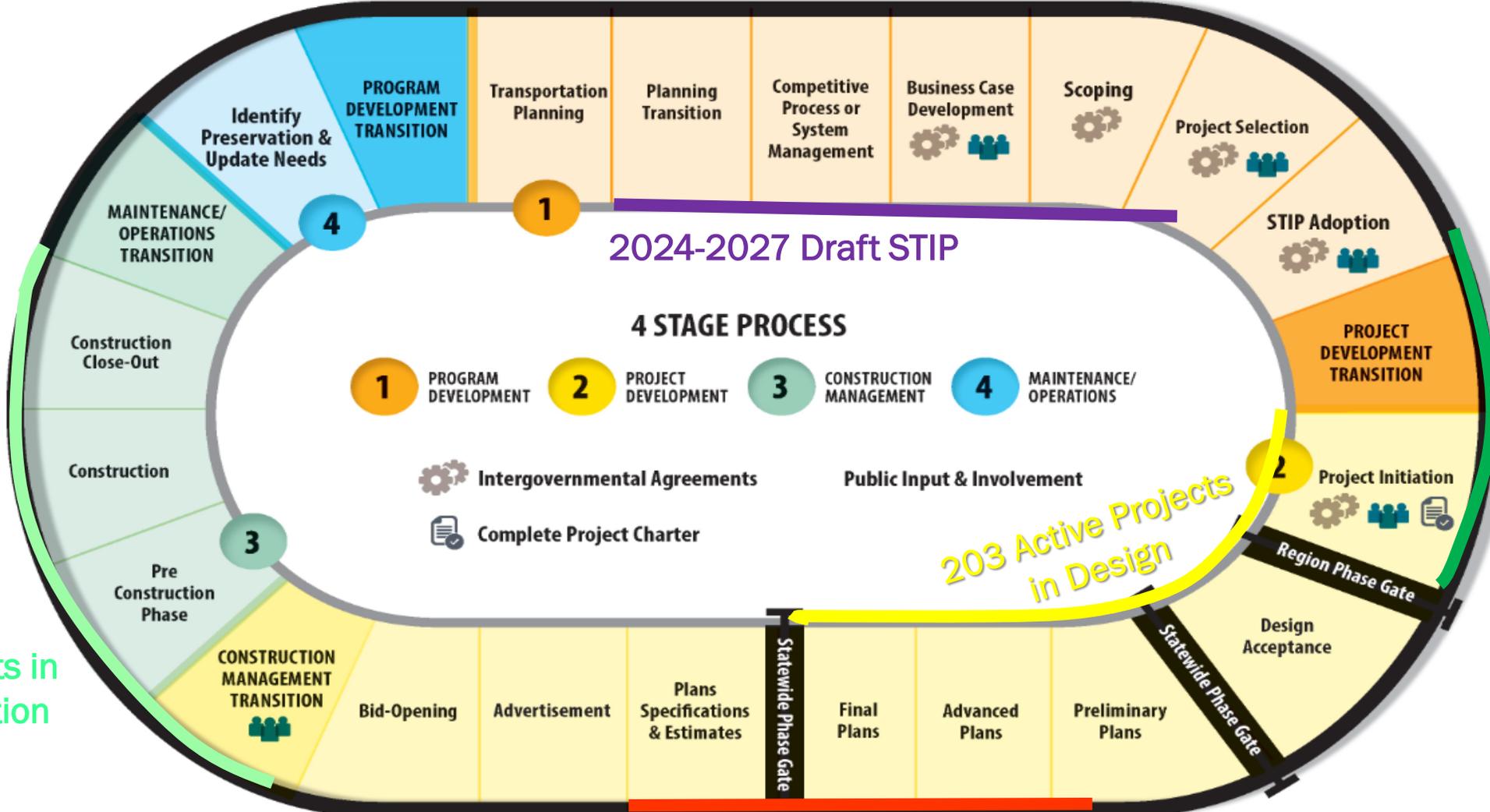


Current Project Pipeline Overview

TRANSPORTATION SYSTEM PROJECT LIFECYCLE



TRANSPORTATION SYSTEM PROJECT LIFECYCLE



378 projects in 21-24 STIP

55 Projects in Construction

203 Active Projects in Design

114 Projects bidding in next 12 months

Projects in the pipeline with WZ Safety and/or Mobility Impacts

Total STIP Projects = 378

Total Projects with potential or confirmed mobility/safety impacts = 57

25 are in review

11 completed

10 in progress

4 not yet assigned

32 yet to be submitted

Project totals broken down by category:

ORS 366.215	42 <i>(18 are on Critical Route Pairs)</i>
Roundabouts	14 <i>(11 are on Reduction Review Routes, and 4 are on Critical Route Pairs)</i>
Road Diets	8 <i>(5 are on Reduction Review Routes with proposed features that might reduce capacity)</i>
Critical Route Pairs	20
Other	6

Questions / Discussion / Next Steps