

Department of Transportation

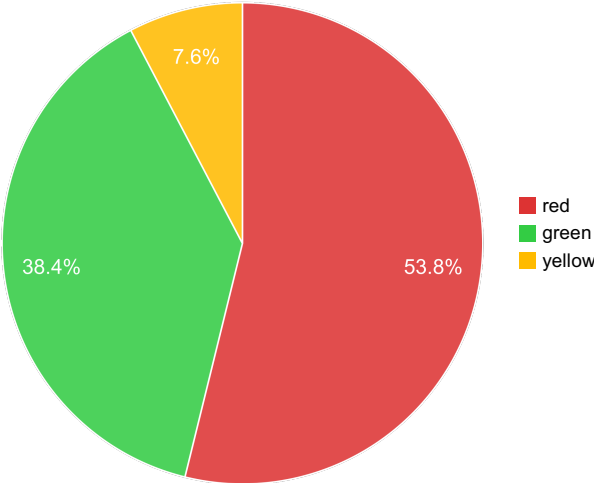
Annual Performance Progress Report

Reporting Year 2026

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KPM #	Approved Key Performance Measures (KPMs)
1	Traffic Fatalities and Serious Injuries Rate - Traffic Fatalities and Serious Injuries per 100 million vehicles miles traveled (VMT).
3	Pavement Condition - Percent of pavement centerline miles rated “fair” or better out of total centerline miles in the state highway system
4	Bridge Condition - Percent of state highway bridges that are not "distressed"
5	Public Transit Vehicle Condition - Percent of Public Transit buses that meet replacement standards
6	Traffic Congestion - Number of Congested Lane Miles - Ratio of annual average daily traffic to hourly highway capacity
7	Passenger Rail Ridership - Number of state-supported rail service passengers.
8	Transit Rides - Average number of transit rides each year per Oregonian
9	Pedestrian and Bicycle Facilities Index - Percent of miles of ODOT priority pedestrian and bicycle corridors in fair or better condition and percent of miles of ODOT priority pedestrian and bicycle corridors that meet target crossing spacing.
10	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
11	Construction Projects On Budget - The percentage of projects for which total construction expenditures do not exceed the original construction authorization by more than 10%
12	Disadvantaged Business Enterprise Utilization - Percent of ODOT Awarded Contracts to Oregon Disadvantaged Business Enterprises (DBEs)
13	DMV Service Index - The number of DMV service performance measures trending positive by meeting their goal
14	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.

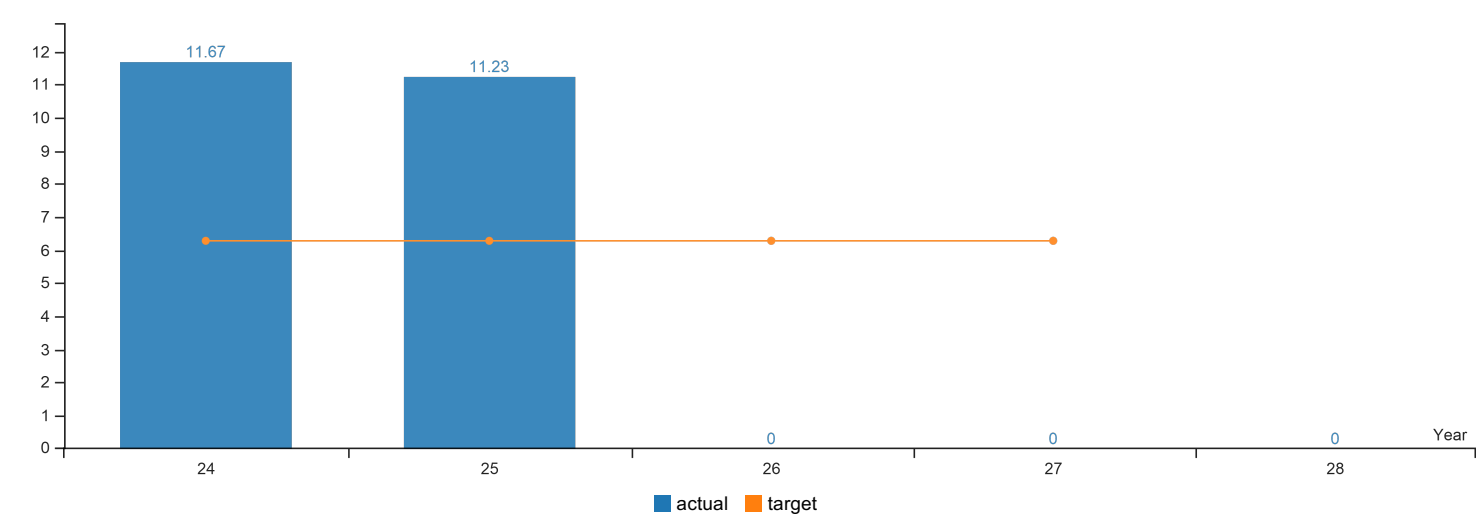
Proposal	Proposed Key Performance Measures (KPMs)
Delete	Traffic Fatalities and Serious Injuries Rate - Traffic Fatalities and Serious Injuries per 100 million vehicles miles traveled (VMT).
New	Traffic Fatalities Rate - Traffic Fatalities per 100 million vehicles miles traveled (VMT).
New	Traffic Serious Injuries Rate - Traffic Serious Injuries per 100 million vehicles miles traveled (VMT).



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	38.46%	7.69%	53.85%

KPM #1	Traffic Fatalities and Serious Injuries Rate - Traffic Fatalities and Serious Injuries per 100 million vehicles miles traveled (VMT).
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = negative result



Report Year	2024	2025	2026	2027	2028
Traffic Fatalities and Serious Injuries					
Actual	11.67	11.23			
Target	6.28	6.28	6.28	6.28	

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

(There are no finalized numbers for 2025 performance year/2026 report year.) These results will be updated when available, in late 2026 or early 2027. Oregon's 2024 (performance year) rate was 11.23 fatalities and serious injuries per 100M vehicle miles traveled. The increase in fatal and serious injuries rate is discouraging. Oregon's goal is zero fatalities, but realistic interim targets are set based on the desire to reduce fatality and serious injury rates gradually over time to achieve the longer-term goal of zero. Oregon continues to face challenges in road safety amidst historically high fatalities and serious injuries. In 2024, the state recorded 11.23 fatalities and serious injuries per 100 million vehicle miles traveled (VMT). While this rate (per 100 million VMT) remains high, it marks the first time since 2020 that the rate declined year-over-year. While there is no standard metric for the combined fatality and serious injury rate, there are national statistics on the stand-alone fatality rate. In 2024, Oregon’s fatality rate of 1.43 remains above the national average, but there are encouraging signs of progress. The fatality rate in Oregon has declined for two consecutive years, and in 2024 Oregon saw a 9% reduction in fatalities, dropping to 538 from 587 deaths in 2023.

Management Comments:

ODOT’s strategy to reduce traffic fatalities and serious injuries is to implement traffic safety programs and proven countermeasures based on the identified causes of fatal crashes in Oregon. Oregon’s Triennial Highway Safety Performance Plan (HSP) and the State’s Transportation Safety Action Plan (5-year TSAP) outline safety activities directed at reducing risky driving behaviors like impairment from alcohol or drugs, distracted driving, and speeding (three of the top contributors to crashes in Oregon). The Transportation Safety Office (TSO) partners closely with ODOT’s Engineering & Technical Services Branch (ETSB) and their Highway Safety Program which addresses infrastructure solutions for roadway safety in the TSAP. TSO also funds implementation of programs for

impaired driving, motorcycle safety, child passenger safety, bicycle and pedestrian safety and other priority problem areas. ETSB also seeks to combat traffic fatalities and serious injuries through strategic highway safety infrastructure improvements (ARTS), such as intersection improvements, median cable barriers, rumble strips, and pedestrian crossings. The ODOT-DMV also contributes through their medically at-risk driver program.

Factors Affecting Results

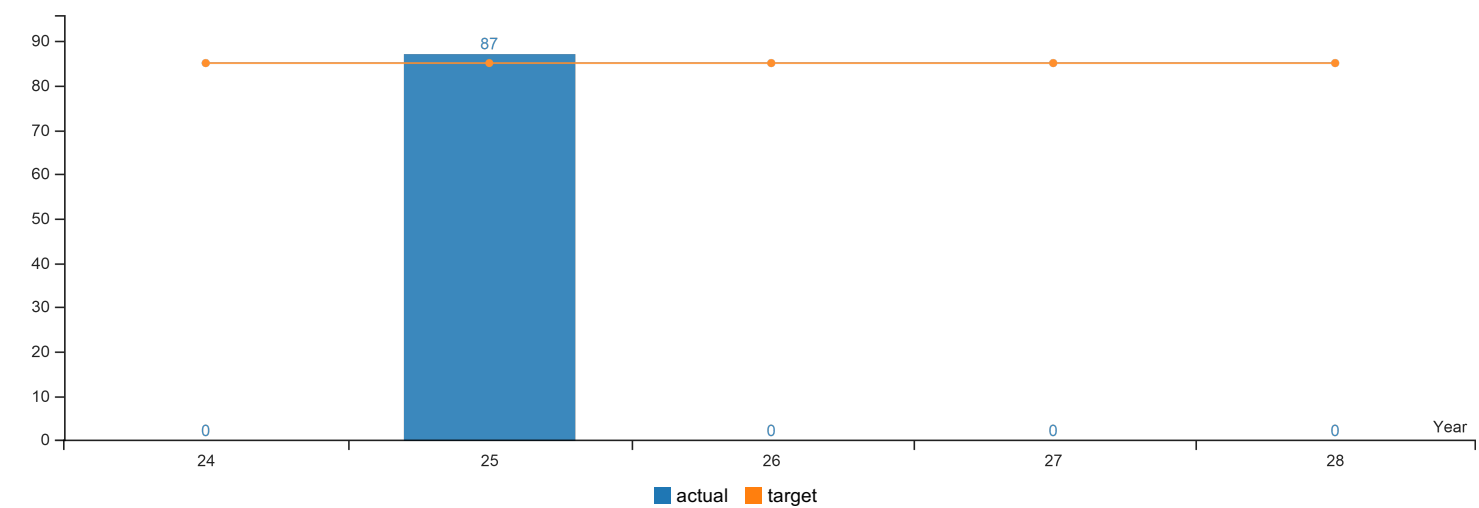
Several factors affected the combined fatal and serious injury rate for 2024. The biggest increases in 2024 involved unrestrained occupants, aging adult drivers (age 65+), and distracted driving. ODOT and its safety partners will continue efforts to reduce fatalities and serious injuries by reviewing the causes, applying proven countermeasures, and implementing safety activities shown to be effective in reducing fatal and serious injury crashes.

Traffic fatality and serious injury rates are reported on a calendar-year basis. The data ODOT uses to measure traffic fatality and serious injuries has several strengths. It is coded closely to national standards, which enables consistent comparisons across states, and it is a comprehensive dataset that includes medical information. However, there are also challenges in obtaining timely traffic data because some key information depends on external sources. These include determining whether a cell phone was used while driving (which requires a search warrant), accessing death certificates for coding purposes, and obtaining blood alcohol content or other drug-screening results to establish impairment.

ODOT continues its work on a crash reporting and data modernization plan to intake, store, quality control, and disseminate crash data. The core project objectives are to modernize business practices, modernize technology, improve data quality checking, and collect crash data electronically (where feasible.) The Crash Analysis & Reporting (CAR) Unit received a direct 5-year grant award for \$12M from the National Highway Traffic Safety Administration's State Electronic Data System improvement funds for this purpose. There are three primary project activities: 1) Replace its Crash Data System 2) Implement Law Enforcement Electronic Data Collection (LE-EDC) and 3) Align with a national crash data standard. (MMUCC 6).

KPM #3	Pavement Condition - Percent of pavement centerline miles rated “fair” or better out of total centerline miles in the state highway system
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Pavement Condition					
Actual		87%			
Target	85%	85%	85%	85%	85%

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

(Performance results reported every two even years.) 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, which is above target. ODOT's pavement strategy prioritizes the interstate, with lower condition priorities for other routes.

A new federal standard for comparing national highway system (NHS) pavement conditions nationwide looks at pavement smoothness, cracking, rutting and faulting data. A comparison between Oregon and our neighboring states based on 2022 data, which is the most recent comparison, shows that Oregon’s pavement is on par with California and Washington and worse than Idaho, Montana, Nevada and Utah.

<https://www.fhwa.dot.gov/tpm/reporting/national/>

Management Comments:

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. Instead of following “worst-first”, the program applies a “mix of fixes” including preventive maintenance seal coats, preservation resurfacing, and rehabilitation projects. The program follows an asset management strategy to reduce the impacts of declining pavement conditions across the system. A higher percentage of miles in good condition translates to smoother roads and lower pavement and vehicle repair costs. 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, then subsequently reduced the

target to 85 percent starting in 2016. Pavement conditions are measured every two years. The latest data available is 2024. The next update for 2026 data will be available in February 2027.

Factors Affecting Results

Pavement conditions peaked in 2018 and have been declining since that time. Pavement funding reductions and inflationary effects have resulted in an insufficient investment in pavement preservation and maintenance. The percentage of good pavement is at its lowest level since 2001 and the growing bubble of fair pavement will soon turn poor. Pavement conditions will drop below target well before the end of the decade.

At today's prices, an estimated \$400 million per year is needed to repair the backlog of high-cost poor and very poor highways, while keeping the remaining state highways in "fair or better" condition. This funding level would support major repairs needed on routes with the worst pavement conditions, while providing for timely preventive preservation and maintenance on roads in fair to good condition.

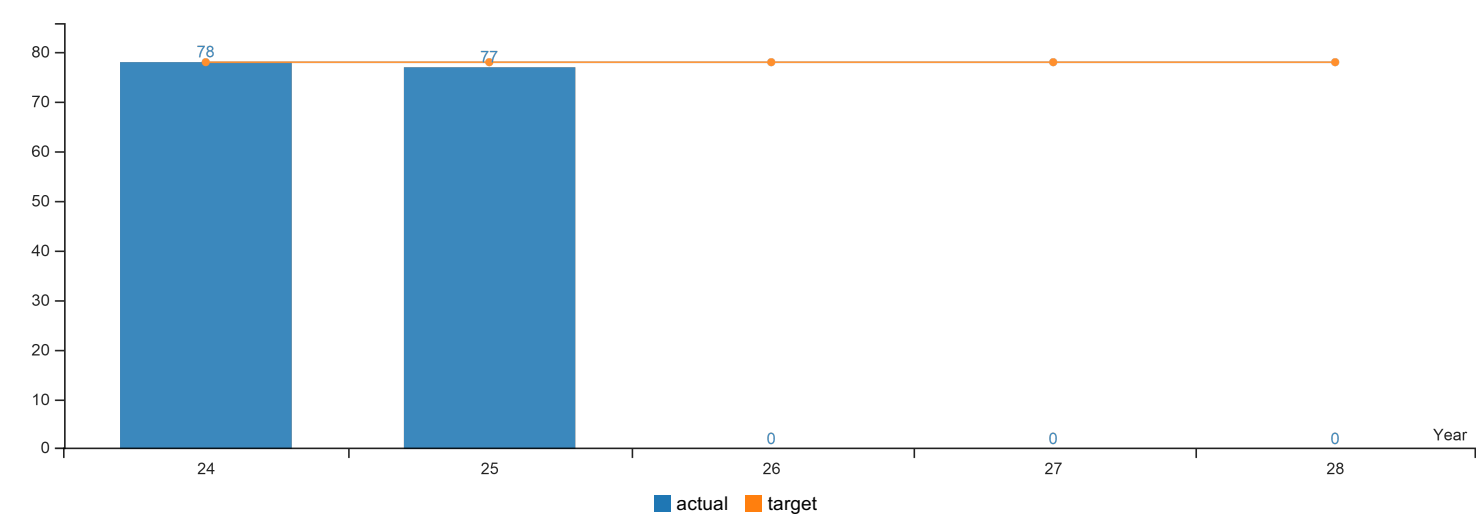
Actual pavement funding levels are below one-quarter of the \$400 million need. Funding levels for 2021 through 2027 averaged \$112 million per year. Pavement funding for 2028 through 2030 is down to only \$33 million per year. Similarly, declining revenues have also led ODOT to cut dedicated pavement patch funds from the maintenance budget. Meanwhile, pavement repair costs have rapidly increased due to inflation (up 50% from just 5 years ago).

Pavement resurfacing treatments typically last 10 to 30 years, but current pavement funding can only afford to do paving projects on interstate highways. **Other sections of road off the interstate must be deferred indefinitely.**

Inflationary factors coupled with deep cuts to pavement repair budgets in both the STIP and Maintenance programs will lead to rapid declines in pavement condition over the next decade. This will result in diminished safety, as well as higher vehicle repair costs as Oregonians travel on rutted and deteriorated roads. As road conditions deteriorate, thicker paving and/or complete replacement will become necessary at a higher cost than what would be required to simply maintain them in fair or better condition. In the long run, Oregonians will pay more to rehabilitate this failed pavement than it would have cost to keep it in good condition.

KPM #4	Bridge Condition - Percent of state highway bridges that are not "distressed"
	Data Collection Period: Apr 01 - Mar 31

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Percent of State highway bridges that are not distressed					
Actual	78%	77%			
Target	78%	78%	78%	78%	78%

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

ODOT bridge conditions are characterized by the performance measure “not distressed” which means the bridges have not been identified as having freight mobility, deterioration, safety or serviceability needs and are not rated as Structurally Deficient based on Federal Highway Administration criteria. The improvement in the percent “not distressed” measure from 2007 to 2016 was largely due to the investments from the OTIA III State Bridge Delivery Program. Since the OTIA III program ended, the percent “not distressed” measure has decreased from 79.5% in 2016 to 77.4% in 2025. The predominant distresses are due to the aging bridge inventory, load capacity, and bridge functionality issues such as deck geometry and vertical clearance. Since 2016, the KPM has decreased at an approximate average of 0.25% each year. While there is a variation in the rate of decline from year to year, the long-term trend is a steady decline in bridge conditions. **The bridge KPM is below the target and is not expected to recover at our current bridge replacement rate.**

Analysis shows that over the next ten years HB 1717 funding and Federal funding will not stop the decline. This decline is primarily due to the aging bridge inventory and a long history of underfunding of the Bridge Program that precluded systematic replacement of deteriorated bridges. Committing \$45M of State Bridge Program funds annually to bond repayment for 2027 through 2033, with an increase to \$65M in 2034 through at least 2052 will sharpen this decline. In addition, \$71M of 2026 State Bridge Program funds were reallocated to mitigate ODOT’s current operating fund deficit; \$163M of 2024-2027 Bridge Program funds were reallocated to fund Urban Mobility projects; and \$37M of 2026 State Bridge Program funds were reallocated to support the Willamette River stormwater source control project. **This performance target will effectively be unattainable without adequate funding.**

Management Comments:

The ODOT bridge strategy focuses on preservation and maintenance. It was developed in response to funding levels that are not sufficient to sustain conditions of the many bridges reaching the end of their service life. This has been the primary strategy for bridge investment since 2011.

The target goal for “not distressed” bridges was established by analyzing the impact of program funding targets approved by the Oregon Transportation Commission, deterioration rates of our aging structures and historic performance of the Bridge Program in addressing needs in **twelve categories**: Protecting high-value coastal, historic, major river crossings and border structures; Using Practical Design and funding on basic bridge rehabilitation projects and rare replacements; Prioritizing maintenance on highest priority freight corridors, Practice bridge preservation best practices; Raising awareness of the lack of seismic preparation; Addressing significant structural problems (only) on low volume bridges to protect public safety; and Monitoring the health of bridges.

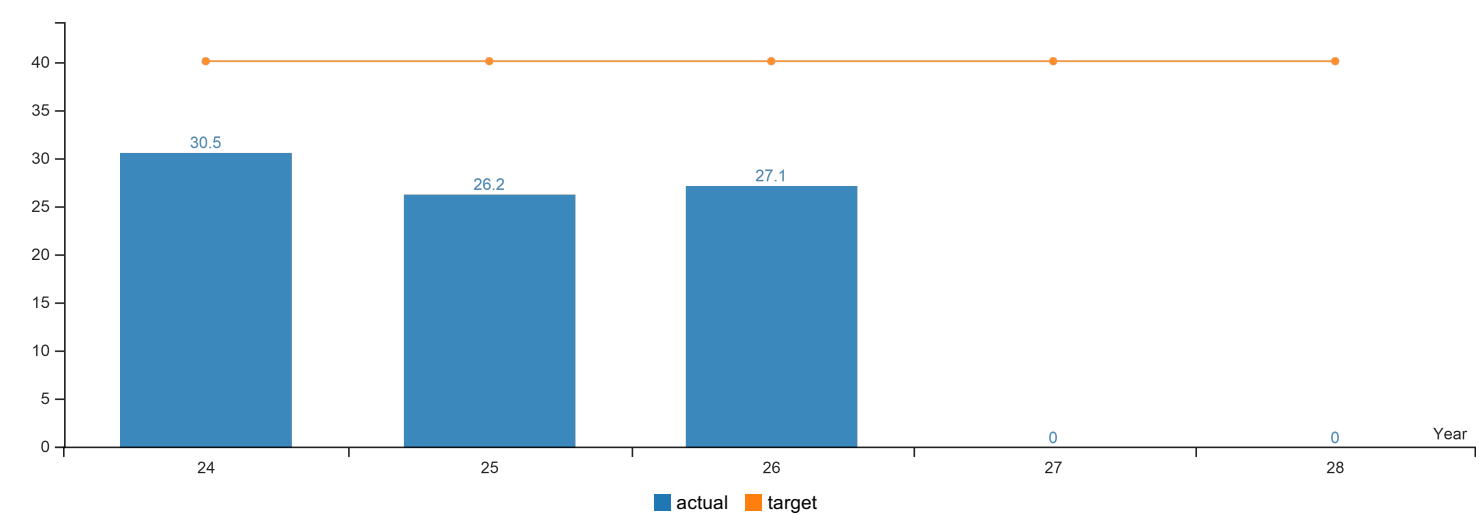
Factors Affecting Results

A sustainable bridge program includes replacing bridges when they reach the end of their service life at 100 years. **Due to underfunding, the recent rate of replacement (3 per year) means a bridge will have to last more than 900 years before replacement.** The result is a large population of aging bridges in fair condition. Available funding will only be able to address the most critical needs with few bridge replacements on priority routes. The fair bridges will continue to challenge the Bridge Program's ability to address major rehabilitation and maintenance needs while also funding timely preservation treatments to optimize structure service life.

We continue to put effort into extending the service life of many bridges beyond a normal time period because of inadequate funding. Older bridges are more dependent on maintenance, they require increased effort by inspectors and maintenance personnel to maintain safe conditions. **There is real concern that current resources will not be able to keep up, and the resulting bridge postings are beginning to cause hardships for the communities that depend on these bridges.**

KPM #5	Public Transit Vehicle Condition - Percent of Public Transit buses that meet replacement standards
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2024	2025	2026	2027	2028
Public Transit Vehicle Condition					
Actual	30.50%	26.20%	27.10%		
Target	40%	40%	40%	40%	40%

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

In 2025, 27.1 percent of vehicles met or exceeded their replacement standard for state of good repair. ODOT is meeting the KPM target for vehicle state of good repair.

Management Comments:

ODOT partners with local transit providers to offer safe, reliable and cost-effective public transportation. One goal is to keep transit vehicles in a “state of good repair” (SGR). Maintaining vehicles in a state of good repair ensures that they operate at their full level of performance throughout the life of the vehicle.

Knowing when a vehicle may be replaced allows transit providers to plan and prioritize replacement vehicles before maintenance or rebuild costs escalate or breakdowns occur. The most effective investment strategy requires advanced planning and good fleet management.

Both direct Federal Transit Administration (FTA) funding and ODOT administered funding are used for vehicle investments. ODOT holds a security interest in all vehicles purchased with state or federal funds that it administers. When ODOT awards funding on a competitive basis for vehicle replacements, it prioritizes awards based upon vehicles’ age, miles and condition.

ODOT’s KPM for vehicle condition is to maintain at least 60 percent of vehicles in a state of good repair. This means that no more than 40 percent of vehicles in service meet or exceed their replacement standards. The transit vehicle condition KPM is based on guidance from the FTA. PTD calculates the expected useful life of various types and sizes of vehicles based on their mileage,

age, and condition.

Factors Affecting Results

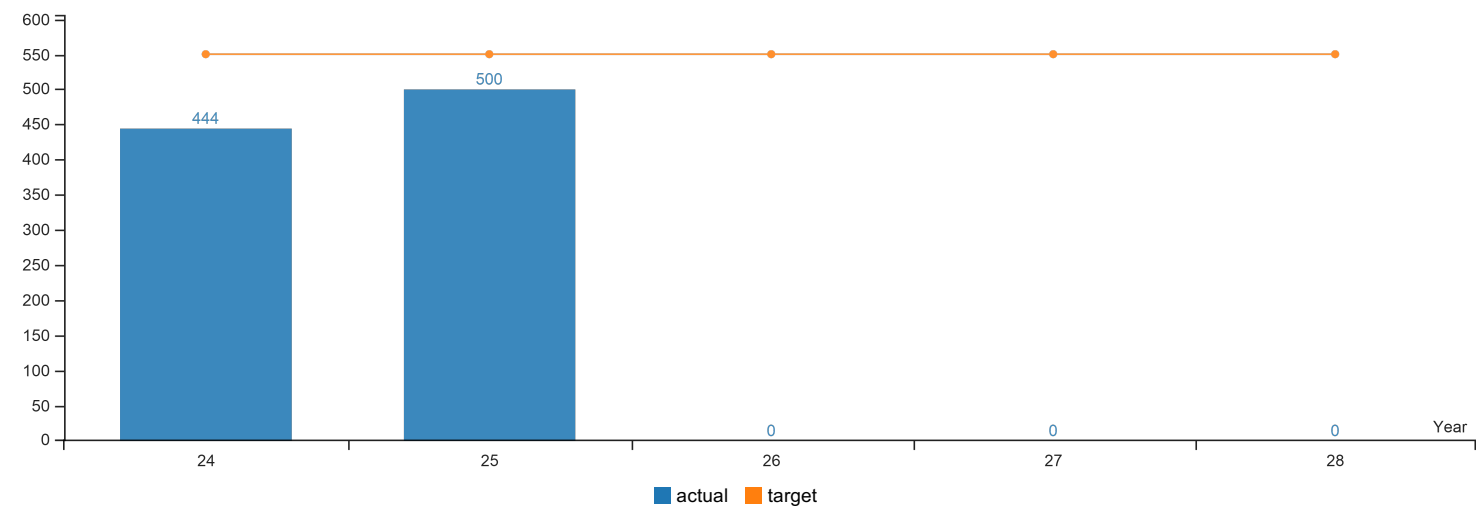
While FTA and PTD set minimum age and mileage benchmarks for vehicle replacement, local transit providers decide when to replace vehicles based on their condition and available resources. A combination of state, federal, and local funding has enabled Oregon public transportation agencies to meet the state of good repair target. A crucial source of funding has been the Statewide Transportation Improvement Fund (STIF), created as part of the HB 2017 Keep Oregon Moving. STIF funds are used for vehicle purchases and as local match for federally funded vehicles. Through 2025, more than 550 vehicles were purchased using STIF formula and discretionary funding. Planning for vehicle replacement is critical since it can take 1-2 years to design, order, build and deliver larger buses.

Transit agencies can help Oregon reach its climate goals by encouraging mode switching to less carbon intensive transportation and by transitioning their fleets to low- and no-emission vehicles. Currently, about 10 percent of Oregon transit vehicles are low or no emission vehicles. While low- and no-emission vehicles tend to have higher capital costs, over time the total cost of ownership (capital, fuel and maintenance costs combined) are expected to be less than standard fuel vehicles.

Maintaining STIF and federal funding stability, advanced fleet planning, and supply-chain improvements are essential to meet the goal for maintaining vehicles in good repair.

KPM #6	Traffic Congestion - Number of Congested Lane Miles - Ratio of annual average daily traffic to hourly highway capacity
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = negative result



Report Year	2024	2025	2026	2027	2028
Mobility					
Actual	444	500			
Target	550	550	550	550	550

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

The final performance data for 2025 will be released in Sept 2026.

There are two types of traffic congestion: 1) recurring congestion caused by more trips (high demand) than the system is designed to carry, and 2) non-recurring congestion caused by events such as crashes, other traffic incidents, weather, special events, and construction work zones. Much of the demand for transportation is influenced by economic activity, which is beyond public-sector control.

There are ways in which recurring congestion may be reduced, such as higher vehicle occupancy rates (carpools, public transit, parking fees), reducing vehicle trips and miles traveled (remote work, affordable housing near work sites, services and shopping), roadway operations (ramp meters, variable speeds, road pricing), increased pedestrian and bike use and adding road capacity (new through-lanes). Non-recurring congestion may be reduced by safety-enhancement projects (reduces crashes and the delay they cause), incident response programs (reduces incident clearing times) and roadway operations aimed at enhancing safety and smoothing traffic flow.

Traffic congestion in 2024 has returned to the congestion level measured during pre-pandemic. There are many factors attributed to this, but the top may be employers ending or reducing remote work options.

The “Number of Congested Lane Miles” represents the sum of lane miles at locations where the Ratio of Annual Average Daily Traffic to Hourly Capacity (AADT/C) has a value of 9 (congestion threshold) or higher.

Management Comments:

Safe and efficient mobility is foundational to economic opportunity and livability for all Oregonians. By monitoring mobility, we evaluate performance with respect to connecting people and goods to the markets they wish to reach. As Oregon's population grows, more people, businesses and freight are squeezed onto a transportation system that cannot expand at the same pace. If the Oregon economy continues to grow, we expect to see congestion. More information on the link between economic activity and transportation is available in the 2024 Oregon Statewide Congestion Overview. While there is no single solution to eliminate congestion, there are different methods available to manage it. This congestion indicator helps Oregon monitor the extent of state highway congestion over time, which will be used to develop solutions to manage and optimize system performance.

The target for this indicator is not a goal to strive for, rather it is a level of congestion to avoid exceeding. While congestion means slower speeds and longer travel times, it also creates other problems, such as reduced system reliability, lower fuel efficiency, reduced air quality and more greenhouse gas emissions. This specific indicator reveals whether the extent of congestion across the state highways is rising or falling over time. Current traffic patterns continue to change as household and commercial travel and freight movement evolves.

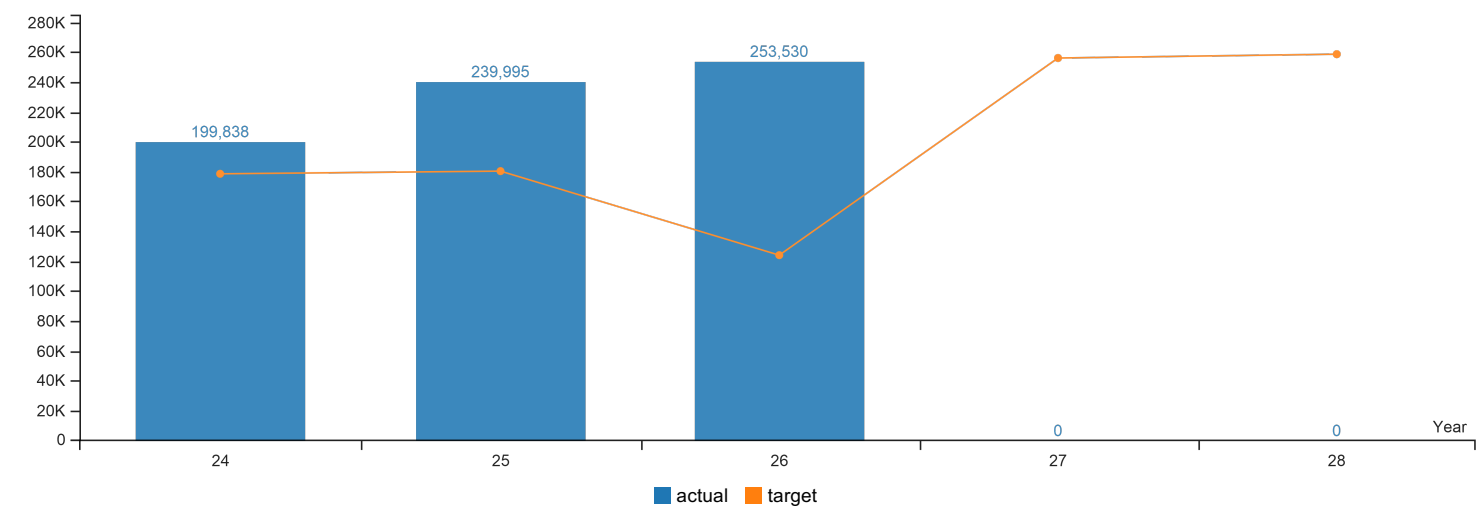
Factors Affecting Results

ODOT has a 3-part approach aimed at providing mobility: Optimize use of infrastructure, manage the traffic network, and support transportation options. We optimize the use of infrastructure by leveraging new technology and choosing investments designed to improve performance and safety. We invest in safety projects to reduce crash-induced congestion and enhancement projects to relieve bottlenecks. Through traffic network management we employ new technology to provide timely information to travelers so they can avoid congested locations. Oregon ranks among the top states for numbers of walk, bike, public transit, shared rides, and remote work. ODOT invests in programs aimed at providing travelers with transportation options to access goods, services and economic opportunities across the state. Working with local partner agencies, we ensure investments support broad community goals related to the economy, and improve personal and environmental health. This three-part approach is critical to the success of a balanced transportation system.

The data used to calculate this measure comes from the annual Highway Performance Monitoring System (HPMS) data submittal to FHWA. The HPMS was developed by FHWA to measure the scope, condition, performance, use and operating characteristics of the National Highway System (NHS). This data is also used to determine the apportionment of Federal-aid Highway Program funds to states as well as serves as the primary data source for the biennial "Conditions and Performance Report" to U.S. Congress, which supports the development and evaluation of FHWA's legislative, program and budget planning activities.

KPM #7	Passenger Rail Ridership - Number of state-supported rail service passengers.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Passenger Rail Ridership					
Actual	199,838	239,995	253,530		
Target	178,638	180,424	124,230	256,065	258,626

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

A new ridership goal began in 2022 based upon 2019 ridership with a goal of a one percent annual increase. Since the new goal was established in 2022, the Amtrak Cascades has seen record ridership that has exceeded the new goals. ODOT will propose a new method to set the goal during the 2027 legislative session.

Ridership on the Amtrak Cascades in 2025 was the second highest ridership since the service began with highest ridership occurring in 2024. With POINT ridership combined with Amtrak Cascades, 2025 ridership exceeded the goal.

Management Comments:

ODOT’s Public Transportation Division (PTD) and the Washington State Department of Transportation (WSDOT) co-fund and contract with Amtrak to provide passenger rail service (Amtrak Cascades) in the Pacific Northwest from Eugene, OR to Vancouver, B.C. This coordination supports passenger rail as a part of the statewide multimodal transportation network in Oregon and provides connections for regional travel on passenger rail.

PTD also funds an intercity bus route along the Portland-Eugene corridor as part of its POINT service. This POINT route is contracted with a private transit company. Both Amtrak Cascades and POINT are an integral part of the statewide transit network and supplement the national passenger rail network.

ODOT's goal is to provide transportation options along this corridor that are reliable and safe. One indicator is the number of riders on the Amtrak Cascades and POINT services.

The Amtrak Cascades service was accepted into the Federal Railroad Administration's Corridor Identification and Development (CID) Program. The CID Program is a comprehensive planning and development program that will create a pipeline for passenger rail projects ready for implementation. Entry into the CID Program enables ODOT to be competitive for federal funds for infrastructure improvements to improve service reliability. Increasing ridership, reliability, and the passenger experience are ODOT priorities.

Factors Affecting Results

ODOT monitors ridership on Amtrak Cascades trains to determine which trains attract the most passengers. ODOT and WSDOT work with the host railroads that own the tracks (Union Pacific and BNSF) and Amtrak to adjust train schedules to achieve maximum ridership. The POINT schedule is coordinated with Amtrak Cascades trains to provide seamless connections while providing additional travel times throughout the day.

The Amtrak Horizon trainsets were grounded in March for safety purposes and replaced with Amfleet equipment. The Amfleet equipment has 28 percent less capacity than the previous equipment which contributed to lower passenger rail ridership in 2025.

The new Airo trainsets began in the Amtrak Cascades service in 2026. These trainsets have more seating capacity and should result in increased ridership for the service.

Amtrak, ODOT, and WSDOT conduct marketing and communications to increase awareness of the service and amenities offered. ODOT promoted the Amtrak Cascades at the Portland Rose Festival in 2023 through 2025. ODOT regularly interacts with riders via social media and an interactive website, [AmtrakOregon.com](https://www.amtrakoregon.com).

ODOT works closely with Amtrak to monitor fares, ridership and capacity. Based on the performance of the service, Amtrak provides recommendations to ODOT and WSDOT regarding the fare structure and potential fare increases.

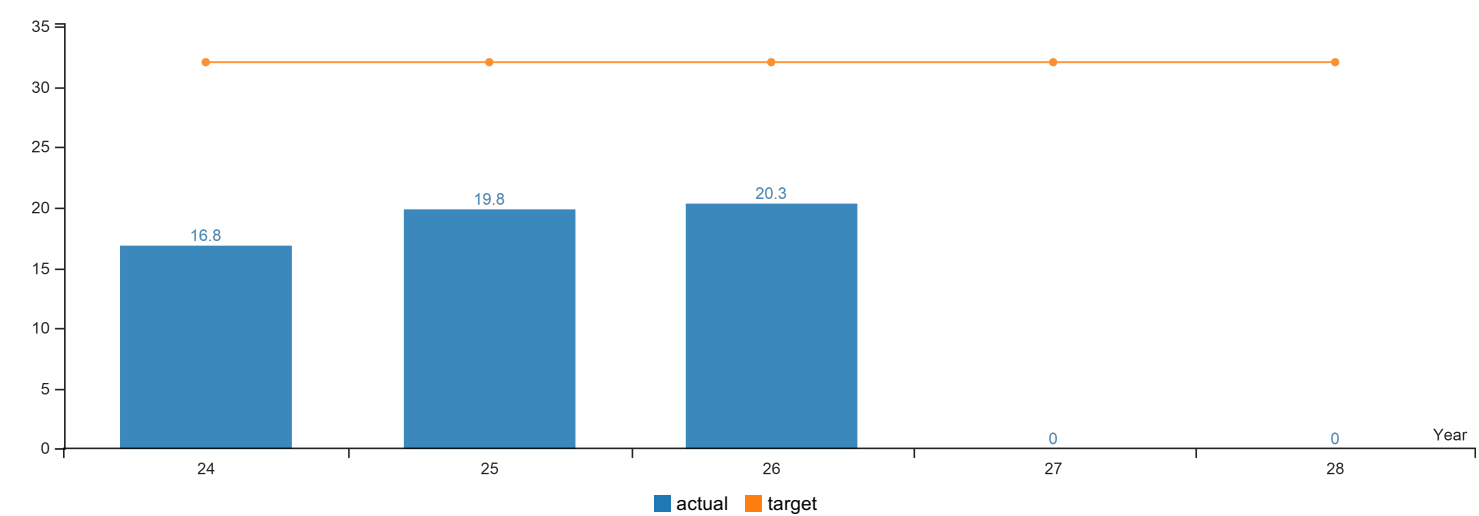
In 2024, POINT fares were lowered to match the train's dynamic fare pricing. This coincided with a ridership increase with quarter four ridership 30 percent higher than the all-time average for this period. POINT ridership through 2025 continued this trend of record ridership.

ODOT works with the host railroads and Amtrak to identify and prioritize infrastructure investments to make train schedules more reliable. ODOT applied for two federal grants in 2025 to fund infrastructure projects (one north of Union Station-Portland and one at the Eugene Station) to improve on-time performance, support increased service frequency, and improve the passenger's travel experience.

PTD continues analyzing ridership and performance of the train and bus schedules to best meet the needs of the traveling public.

KPM #8	Transit Rides - Average number of transit rides each year per Oregonian
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Transit Rides					
Actual	16.80	19.80	20.30		
Target	32	32	32	32	32

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

The KPM is calculated as rides per capita, or the average number of rides taken per Oregonian each year. The target of 32 rides each year per Oregonian was set in 2018 based on 2011-2016 ridership levels.

In 2025, the average number of transit riders per Oregonian was 20.3. This translates to a total of 87 million rides. Ridership per capita has increased by 68 percent since 2021 and a number agencies are above pre-pandemic levels, including Rogue Valley Transportation District (Medford), Harney County, Salem Area Mass Transit District, Cascades East Transit (Bend), Klamath Tribes, City of Albany, Coos County Area Transit, and Hood River County Transportation District amongst others.

Management Comments:

The ODOT Public Transportation Division (PTD) partners with local transit providers to offer safe and cost-effective public transportation. This system supports the state’s economy and quality of life across diverse geographies and people. Public transportation provides vital access to jobs, education, healthcare and other essential services for those who cannot or choose not to drive, while increasing the safety of our roadways, and reducing congestion and greenhouse gas emissions.

Demand for public transportation in Oregon is expected to grow in response to population growth and changing demographics. Public transportation is an integral component of Oregon’s multimodal transportation system that helps Oregon’s diverse communities work by getting people where they want to go.

The Oregon Public Transportation Plan (2018) outlines policies to meet Oregonians' mobility needs, as well as improve transit outreach, ensure comprehensive planning for transit, support vibrant communities, and prioritize investments in transit facilities.

The Statewide Transportation Improvement Fund was created as part of the HB 2017 Keep Oregon Moving to provide funding to local transit providers. In addition, one goal of ODOT's Strategic Action Plan (2024) is to improve access to active and public transportation. To this end, ODOT is focused on enhancing accessibility for seniors and people experiencing disabilities, improving its grants programs and trip planning tools, and establishing priority corridors. Strong partnerships with local transit providers is a key to increasing ridership.

Factors Affecting Results

Ridership is affected by many factors such as service frequency, service reliability, geographical coverage and fares. Ridership is also affected by external factors – those that transit agencies cannot control or only partially control – such as funding levels, demographics, population growth, car ownership, fuel prices, teleworking, and to a certain extent perceptions of personal safety on transit. For example, when interest rates are low and gasoline is inexpensive, more adults tend to purchase vehicles and rely upon personal automobiles for transportation. Alternatively, as the cost of cars and trucks increases and gasoline prices rise, transit ridership tends to increase.

Internal and external factors can often work together to increase (or decrease) ridership. High frequency routes through dense neighborhoods tend to generate higher levels of ridership, while low frequency routes, low-density neighborhoods or rural areas tend to generate lower levels of ridership.

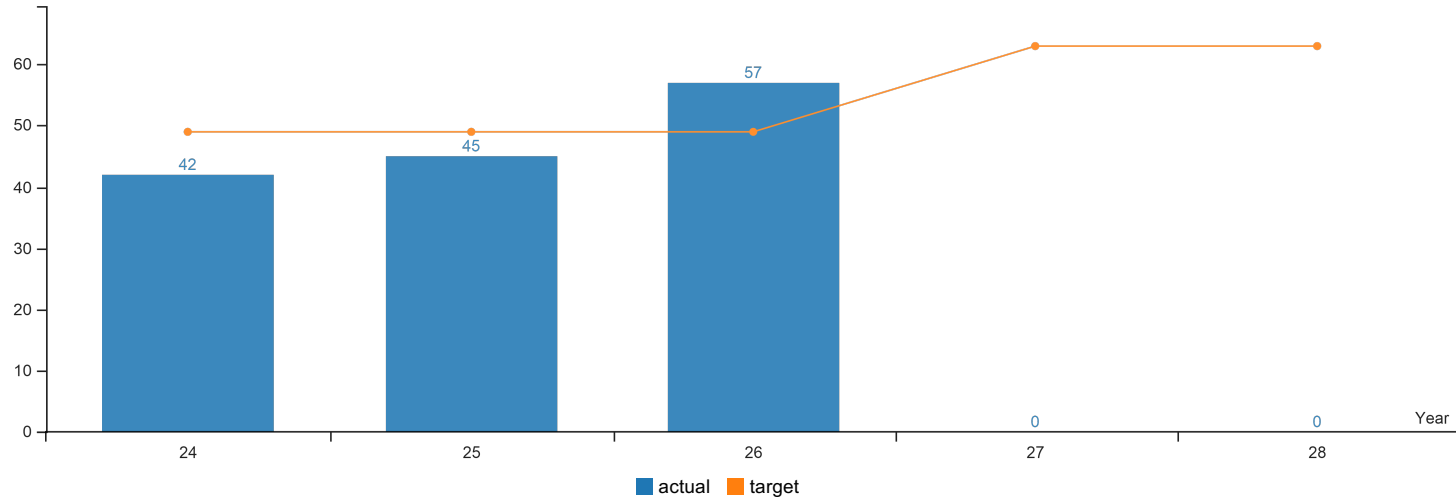
Local transit providers determine their local needs and priorities. There is often a trade-off between ensuring widespread geographical coverage in a community and providing high frequency transit on bus lines that have the highest demand. Funding supports increasing ridership, as well as adding or replacing buses, procuring technology, passenger shelters, and service planning.

Maintaining and expanding service is crucial to increasing ridership. As the population grows, the demand for transportation options will surpass available service in less than a decade. The investments of HB 2017 expanded public transit across the state, especially in rural areas. However, costs have increased faster than revenues. From 2019-2024, the cost per mile of transit service increased by 21 percent in real terms when adjusted for inflation. **Revenue is not keeping up with the cost of service.** Increased investment in public transportation is necessary to maintain or increase service levels and ridership.

TriMet, Cherriots (Salem Area Mass Transit District), and Lane Transit District currently provide over 90 percent of all transit trips in Oregon. Although all Oregon public transit providers invest in ridership, the largest agencies will provide the largest gains.

KPM #9	Pedestrian and Bicycle Facilities Index - Percent of miles of ODOT priority pedestrian and bicycle corridors in fair or better condition and percent of miles of ODOT priority pedestrian and bicycle corridors that meet target crossing spacing.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Pedestrian and Bicycle Facilities Index					
Actual	42%	45%	57%		
Target	49%	49%	49%	63%	63%

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

In 2023, ODOT and the Oregon Legislature adopted this new key performance measure (KPM) which assesses walkway and bikeway quality and marked crossing spacing focused on ODOT priority corridors, which accounts for 4% of the total highway network. The system completeness target of priority corridors is calculated using the average percentage of two metrics:

- Walkways and bikeways in “fair” or better condition, and
- Marked crosswalks every two tenths of a mile (on average).

Priority corridors include 301.18 miles of ODOT’s state highway system. Priority corridors were selected by ODOT Region staff and informed by the 2020 ODOT Active Transportation Needs Inventory (ATNI). The ATNI ranks highway segments based on multiple criteria, including crash history, crash risk, access to transit, essential destinations, social equity, and existing facilities.

To be counted towards KPM progress, walkways and bikeways must be present and in fair or better physical condition. Marked crosswalks are needed for safe crossing of urban highways at an average spacing of two tenths of a mile (i.e., the maximum spacing recommended for the most common urban highway contexts in ODOT’s Highway Design Manual).

Management Comments:

Achieving ODOT’s mission of providing “a safe and reliable multimodal transportation system that connects people and helps Oregon’s communities and economy thrive” requires a complete network of multimodal facilities. Everyone in Oregon walks (using a mobility device or strolling) or bikes, whether for their entire trip, from their car to a store, or from home to a transit stop. To serve people of

all ages and abilities, walkways and bikeways should not have gaps or areas in poor conditions that are impassable by individuals with disabilities and people with strollers. State highways, where appropriate, should have regular marked crossing opportunities to improve safety and connectivity and prevent state highways from acting as a barrier in the local walking and biking network.

Oregon law (ORS 366.514) requires that walkways and bikeways be provided when roads are constructed, reconstructed, or relocated and mandates ODOT to expend reasonable amounts of funding—no less than one percent of the State Highway Fund—to provide walking and biking facilities.

Each year, ODOT builds new bicycle and pedestrian facilities and enhances existing ones. Through the ODOT Bicycle and Pedestrian Program, ODOT dedicated \$80.5 million to improve safety and access for walking and biking on and along ODOT highways in the 2024-2027 Statewide Transportation Improvement Program (STIP). ODOT's All Roads Transportation Safety (ARTS) and Fix-It programs also fund improvements to walking and biking facilities.

Factors Affecting Results

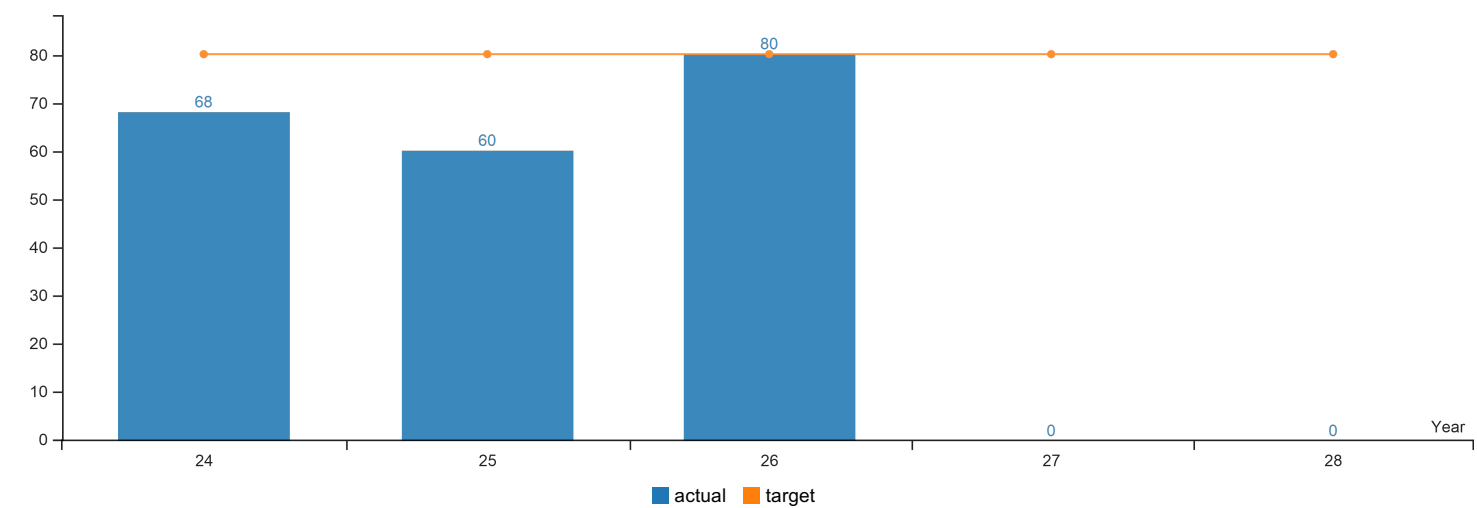
As part of the 2024 ODOT Transportation Funding Needs Analysis, **ODOT determined that at the current rate of investment, it would take over 150 years to complete the biking and walking system along ODOT's roadways.** An additional \$115 million per year would dramatically shorten that timeframe, allowing for completion of the network in an estimated 30 years. While this KPM is focused on select priority corridors, not the entire system, the prolonged timescale demonstrates the need for additional investment to achieve the goals for safe access for people biking, walking or rolling.

On the identified priority corridors, the system completeness is 57%, higher than the target of 49%, which was set before the refined methodology was adopted this year. The updated methodology more accurately reflects the conditions on the ground. Next year's report will have an increased, yet achievable, goal.

ODOT inventories sidewalks and bike facilities about every five years with alternating approaches, however, due to limited resources the frequency has decreased. One cycle is done by reviewing the ODOT Video Log to assess the presence and condition of pedestrian facilities along the highway. The next cycle is an in-person assessment done by staff driving the entire state highway system. Additionally, data can be updated from reviews of as-built plans and data corrections between cycles.

KPM #10	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
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Construction Projects On-time					
Actual	68%	60%	80%		
Target	80%	80%	80%	80%	80%

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

For fiscal year 2025 (July 1, 2024 – June 30, 2025), we delivered 80% of construction projects on time. **This is the first year at or above the goal for on-time performance since 2020.** We re-baselined one project for time (out of 16 late projects). This re-baselined project raised overall 2025 performance from 79% to 80%. This significant increase in on-time performance in the past year – up from 60% in FY 2024 – is likely a reflection of the agency recovering from impacts from the pandemic and successful delivery of many ADA curb ramp replacement projects.

ODOT’s construction on time measure is consistent with peer DOTs and accounts for contract completion dates re-baselining for on-time measurement with justification as outlined below.

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. ODOT construction projects have 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 as described below, where ODOT would use a re-baselined end date.

Management Comments:

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 effective schedule

development, and contract and risk management throughout the life of the project. ODOT categorizes contract change orders (CCO) that affect project schedules. This allows us to tell if a change is avoidable, unanticipated, or elective. By reporting the frequency of and reasons for CCOs, we can provide greater transparency of our change management practices and take actions to reduce the number of avoidable CCOs—the primary reason for late projects.

We set a target of completing 80% of our construction projects on time. This percentage is consistent with our peer DOTs; however, we will revise it as our capability to reduce avoidable contract changes increases.

Factors Affecting Results

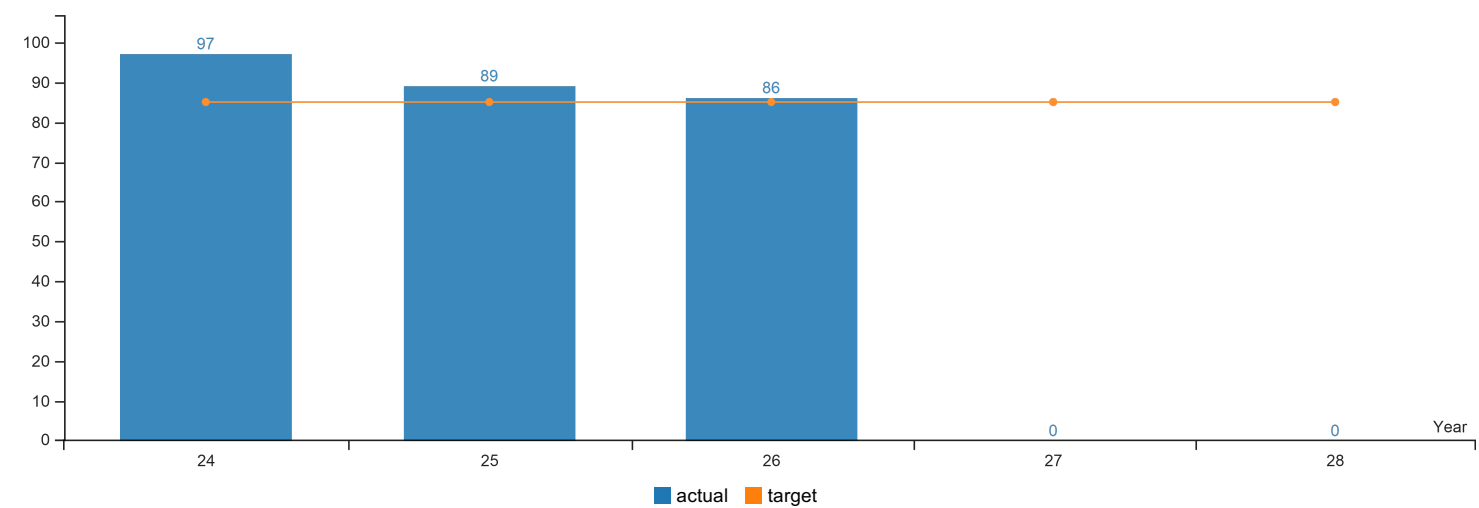
Many factors can affect the on-time performance of construction projects. There are elective actions taken by ODOT that can extend or compress project schedules as well as unanticipated events, beyond the control of project managers, that can occur and to which we must react. There are also avoidable issues, such as errors or defects in a project's design, that can impact the schedule.

For the on-time measure, circumstances allowing the contract completion date to be re-baselined include: Elective expansion of project scope by ODOT, new requirements or interpretations from regulatory agencies, including FHWA, affecting project schedules, and unanticipated delays due to natural events such as weather or emergencies.

Circumstances that would not allow for re-baselining the schedule include: Errors in plans, specifications, and/or design, unacceptable traffic impacts, construction engineering errors, and poor schedule management.

KPM #11	Construction Projects On Budget - The percentage of projects for which total construction expenditures do not exceed the original construction authorization by more than 10%
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Construction Projects On Budget					
Actual	97%	89%	86%		
Target	85%	85%	85%	85%	85%

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

For fiscal year 2025 (July 1, 2024 – June 30, 2025), 86% of projects were delivered on budget. No projects were re-baselined for budget during FY 2025. The metric for 2025 shows a 3% drop in performance from 2024. We attribute much of this drop to unanticipated, changed site conditions in construction, as well as significant escalation in fuel and liquid asphalt prices after bidding.

ODOT’s construction on-budget measure is consistent with peer DOTs and accounts for contract completion dates re-baselining for on-budget measurement with justification as outlined below.

Any project on-budget measure must have a final expense figure to compare to a baselined budget. For this performance measure, the baselined budget is the net construction authorization set at contract award. For most projects, total construction expenditures are used to determine on-budget performance; however, there are circumstances described below where ODOT would re-baseline this figure based on the type of expenses incurred.

Management Comments:

ODOT’s goal for any given construction project is to ensure total construction costs do not exceed the project’s original construction budget, also known as the construction authorization, by more than 10%. We achieve this through effective schedule and budget development, and contract and risk management throughout the life of the project.

ODOT categorizes contract change orders (CCO) that affect project budgets. This allows us to categorize a given change as avoidable, unanticipated, or elective. By reporting on the frequency of and

reasons for different CCO types, ODOT provides transparency of its change management practices and can take actions to reduce the number of avoidable CCOs that can negatively impact project budgets and schedules in the future.

Our target is to deliver at least 85% of projects on budget. This target is consistent with peer DOTs, and it can be revised as our capability to reduce avoidable contract changes increases.

Factors Affecting Results

Final construction costs can incorporate several components not included in the original authorization amount.

These cost components can include variance between actual and planned bid item quantities, CCOs, extra work orders, force accounts (method used when a negotiated price cannot be reached for extra work), pay factors, escalation/de-escalation, anticipated items and construction engineering (including administration and overhead). These components can result in positive or negative cost adjustments to the budget.

Risk management and cost estimation expertise are critical to identify and mitigate uncertainties inherent with complex construction projects. ODOT is working to improve these areas, as well as establishing baseline cost data at more appropriate milestones. ODOT is implementing the Capital Investment Plan (CIP), which increases the planning and funding horizon for our project portfolio. Through the CIP, ODOT can plan for project funding further in advance, and fund phases with more risk management and estimation work completed prior to authorizing funds for construction.

This measure reports on-budget performance by calculating the percentage of projects that do not exceed their respective baseline budgets by more than 10%. These projects are considered on budget. Any project on-budget measure must have a final construction expense figure to compare against the baseline budget – the net construction authorization set at contract award. For most projects, the final construction expenditure is used to determine on-budget performance. However, there are circumstances in which we would re-baseline this figure if specific elective or unanticipated CCOs allow for it.

ODOT's construction on-budget measure is consistent with other state DOTs. This measure considers all ODOT administered projects that have issued final payment. Projects administered by local agencies are excluded.

For this on-budget measure, circumstances allowing for the adjustment of the final expense figure include:

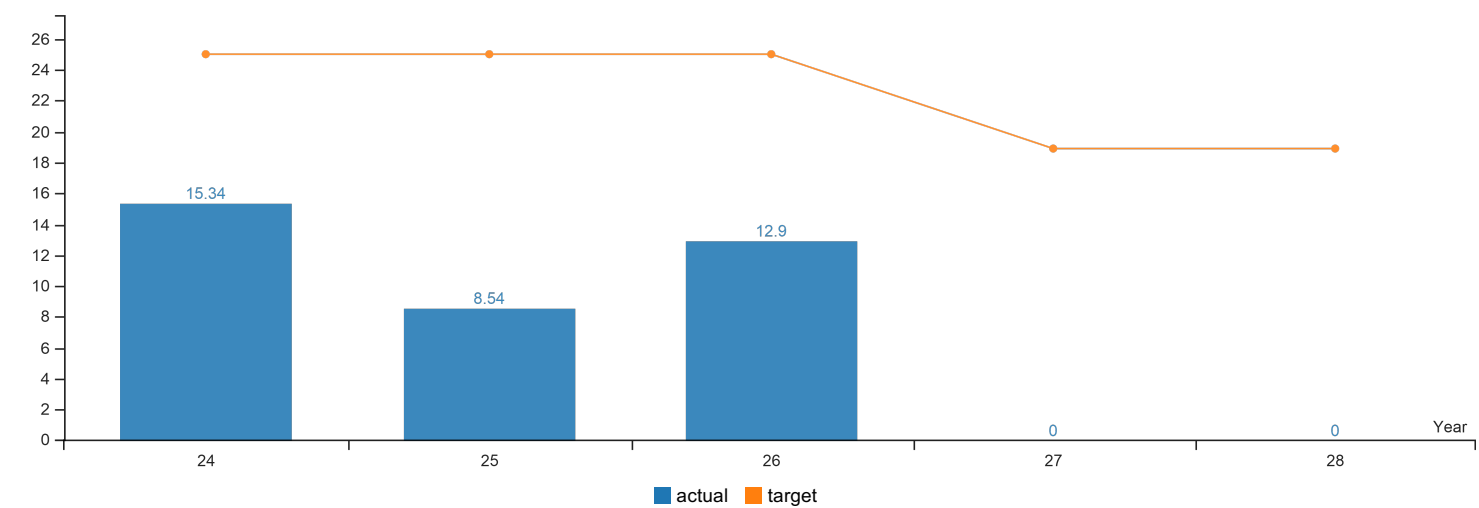
- Elective expansion of project scope by ODOT.
- New requirements or interpretations from regulatory agencies, including FHWA, affecting the construction contract.
- Unanticipated budget impacts due to natural events (weather or emergencies).

Circumstances that would not result in adjusting the final expense figure include:

- Errors in plans, specifications, and/or design.
- Unacceptable traffic impacts.
- Construction engineering errors.

KPM #12	Disadvantaged Business Enterprise Utilization - Percent of ODOT Awarded Contracts to Oregon Disadvantaged Business Enterprises (DBEs)
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
Disadvantaged Business Enterprise Utilization					
Actual	15.34%	8.54%	12.90%		
Target	25%	25%	25%	18.90%	18.90%

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

ODOT is committed to the requirements of 49 CFR Part 26. Various challenges in meeting the DBE goal include the recently published IFR pausing the DBE program. However, ODOT continues to track the utilization of firms, defined as the number of DBEs given contracts out of all ODOT/FHWA contracts. ODOT had 35.76% DBE contract utilization in Fiscal Year 2025.

Management Comments:

As a recipient of US Department of Transportation (USDOT) financial assistance, the Oregon Department of Transportation (ODOT) is required to implement a Disadvantaged Business Enterprise (DBE) program according to the requirements explained in 49 CFR Part 26. The DBE program is intended to ensure ODOT and our contractors comply with state and federal non-discrimination laws, create a level playing field for disadvantaged businesses to compete fairly for contracts, narrowly tailor the DBE program in accordance with applicable law, require only eligible firms benefit from the program, help develop firms to compete successfully in the marketplace outside the DBE program, and assist DBEs in overcoming barriers to participation in ODOT’s procurement and contracting processes.

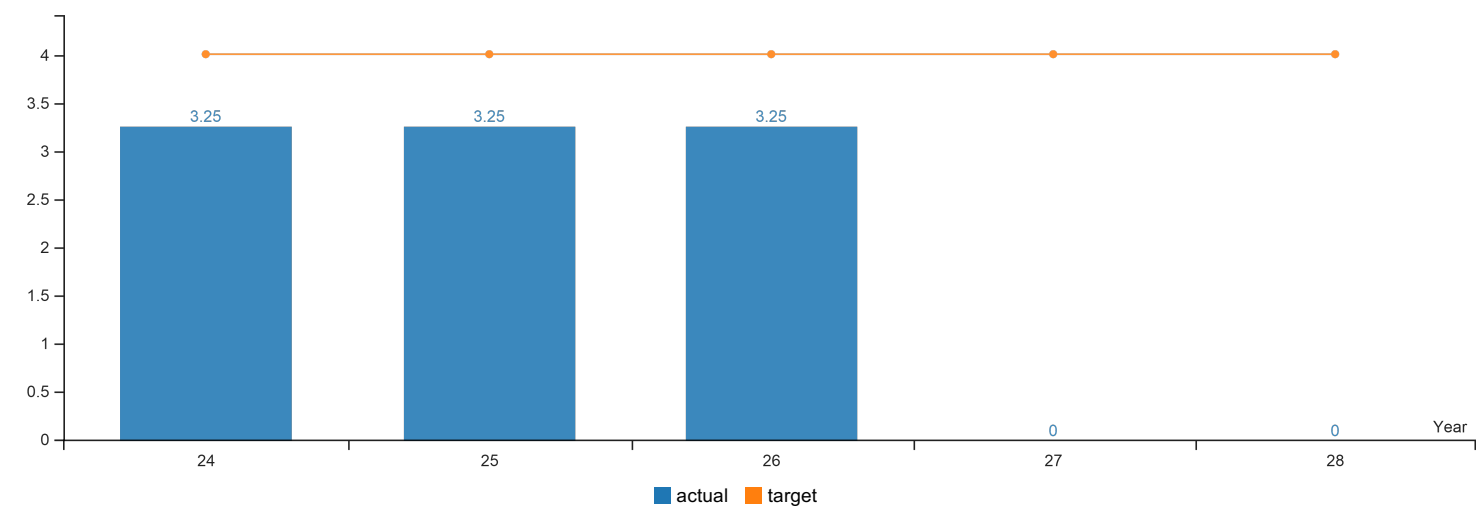
On October 3, 2025, the USDOT issued an Interim Final Rule (IFR) making significant changes to the DBE Program. The rule has been published in the Federal Register and was effective immediately. Key changes include removal of race-and gender-based presumptions, requiring personal narratives and evidence demonstrating social and economic disadvantage, reevaluation of all existing DBEs, and pausing DBE contract goals and reporting.

ODOT is required to set an overall goal for DBE participation in USDOT-assisted contracts. ODOT has established an overall goal of 18.90% for Fiscal Years 2025 through 2028.

Factors Affecting Results

KPM #13	DMV Service Index - The number of DMV service performance measures trending positive by meeting their goal
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2024	2025	2026	2027	2028
DMV Service Index					
Actual	3.25	3.25	3.25		
Target	4	4	4	4	4

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

The DMV KPM was updated in 2023 to capture more components of customer service, expanded from the former single metric of Field Office Wait Time. This metric looks at four points of service, rating each 1-5, with 5 being the highest and 1 the lowest.

Four components/points of service of the Key Performance Measure and goal:

- **Field Office Wait Time** - 80% percent of DMV field office customers served within 20 minutes.
- **Call Center Response Time** - Average time to reach a phone agent is 15 minutes or less.
- **Title Issuance** - Average time from receipt to issuance is six weeks or less.
- **Self-Service Options** - Percentage of customers who complete their transaction using a DMV self-service option.

Rating	Definition
1	25% under performance goal
2	10-25% under performance goal
3	<10% under performance goal

4	Meets, up to 10% greater than goal
5	10% or more exceeding goal

The average index remained stable at 3.25 from 2024 to 2025, demonstrating consistency in performance. DMV has successfully maintained the improvement achieved since the 2022 index of 2.85. Our goal is to meet or exceed a 4 rating. No other states publish a similar DMV performance index including specified targets.

Management Comments:

Driver and Motor Vehicle (DMV) Services Division is the primary point of contact between the state government and most Oregonians. In 2025, millions of customers accessed DMV services in a variety of ways: in person at one of 58 field offices, by phone, online through DMV2U (which offers over 30 services), by mail, at Express Kiosks or through third-party service providers. DMV's mission is to promote driver safety, protect vehicle ownership and financial interests, and collect revenue to support Oregon's multimodal transportation system.

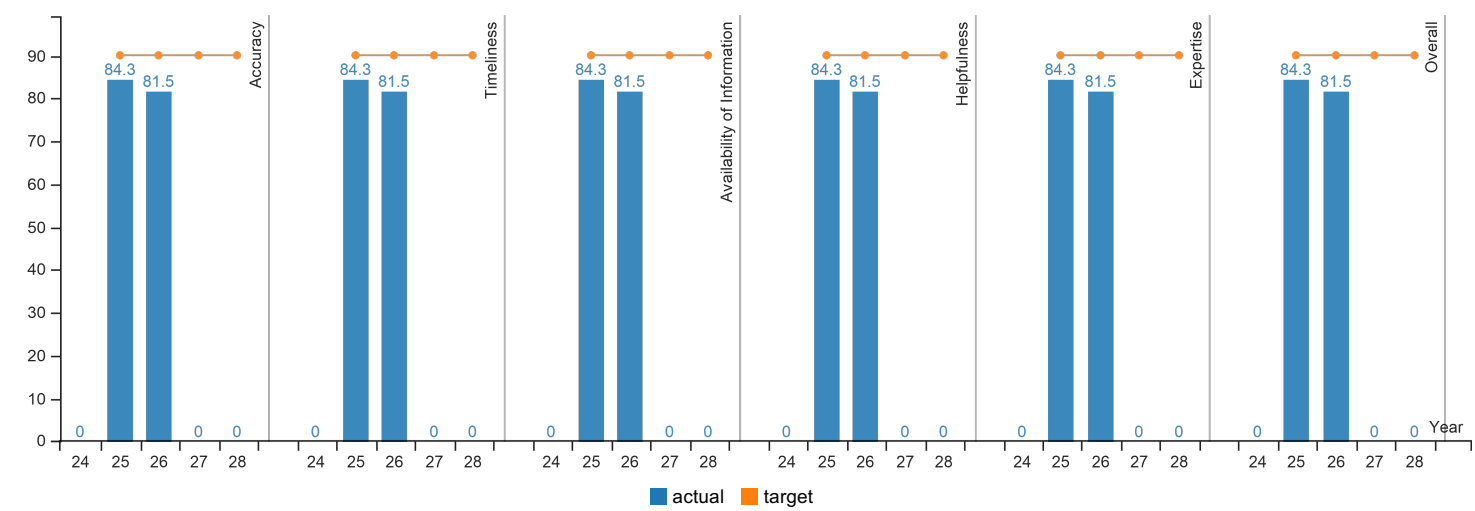
Factors Affecting Results

Modernized computer systems allow more online services and streamline transaction processing. We prioritize customer experience in everything we do. By expanding and promoting self-service options, we make services more convenient while allowing field offices to better support those who prefer or need in-person service.

The expanded KPM provides a more complete view of customers' experiences with DMV services. It strengthens ODOT's ability to allocate resources across the four service areas, supporting more balanced and effective overall service improvements.

The areas with the greatest impact on our customers include answering phone calls within a reasonable time, providing timely service at field offices, producing vehicle titles quickly, and expanding capacity through self-service and third-party options. These options include online services, kiosks, third-party drive tests and Electronic Vehicle Registration integrators.

KPM #14	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.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2024	2025	2026	2027	2028
Accuracy					
Actual		84.30%	81.50%		
Target		90%	90%	90%	90%
Timeliness					
Actual		84.30%	81.50%		
Target		90%	90%	90%	90%
Availability of Information					
Actual		84.30%	81.50%		
Target		90%	90%	90%	90%
Helpfulness					
Actual		84.30%	81.50%		
Target		90%	90%	90%	90%
Expertise					
Actual		84.30%	81.50%		
Target		90%	90%	90%	90%
Overall					
Actual		84.30%	81.50%		
Target		90%	90%	90%	90%

How Are We Doing

The “report year” refers to the data and performance of the prior year’s performance (i.e. Report year 2026 reports below and graphs above show 2025 data and performance).

We continue to achieve high overall customer service ratings even with staffing challenge due to the competitive employment market. Overall, we continue to provide customers with good to excellent services. The overall target for 2023-25 is 90 percent customer satisfaction with ODOT services. The actual performance in 2025 was 81.5 percent. Which is within 10% of our goal.

Variations in results between 2014 and 2016 are not statistically significant and have been near the target of 90 percent. 2020 saw a slight decline to be within 5% of goal, with 2025 being within 10% of goal. Considering the increased demand for services, and contentious funding discussions, we continue to work our hardest for our customers. Data to compare with other state departments of transportation is not available.

Management Comments:

Beginning with 2018, the Ask ODOT customer service survey was added to data from Driver and Motor Vehicle Services Division (DMV) and Commerce and Compliance Division (CCD). This last survey for 2025 is a combination of quarterly (DMV), and monthly (AskODOT), and CCD results. DMV, CCD, and Ask ODOT conduct surveys of customers based on the recommended Statewide Customer Service Performance Measure guidelines. The survey results are combined to determine a weighted average percentage of customer satisfaction rated “Good” or “Excellent.”

Factors Affecting Results

Since 2018, DMV conducts quarterly customer satisfaction surveys by mailing questionnaires to a random sample of customers who visited DMV field offices. Survey participants are randomly selected from the DMV computer system database of driver and motor vehicle transactions completed during the previous quarter. The quarterly survey results are averaged to produce the DMV customer satisfaction measures used in this report. For the 2025 quarterly reports, DMV averaged a response rate of 21.10%.

DMV Trends and Topics cover a broad range of issues, including but not limited to the following areas:

REAL ID: The May 7, 2025 implementation of REAL ID requirements and the rising demand of those services resulted in increased field office wait times.

Field Office Appointments:

The availability of appointments, especially for behind-the-wheel driving skills tests, was an area of concern. Toward the end of 2025, DMV increased use of same-day appointments for drop-in customers, which has improved wait times.

Ask ODOT surveys averaged 77 responses monthly. Ask ODOT is a first point of contact for information, services or issues resolution with ODOT. Staffed by experienced employees, Ask ODOT representatives answer questions on the spot or refer you to a broad range of contacts within the agency. The current customer satisfaction rate of 75.9% is far below the goal, and is attributed to ODOT’s ongoing funding issues, which in turn have resulted in not only a lack of funding for maintenance work, but also holding vacant one of the five Ask ODOT positions for budget savings.

Ask ODOT Trends and Topics include a wide variety of issues, but the more frequent concerns include:

Illegal Camping: This problem continues statewide, and homeowners believe ODOT is liable. It’s a visible problem and many people are asking why the agency doesn’t enforce the law (illegal camping).

Road Condition Expectations: Oregonians have expressed maintenance concerns including reports of potholes, sweeping, striping, vegetation maintenance, graffiti, and litter. Poor pavement conditions and active slide areas were also a common concern.

CCD surveys averaged 381 responses quarterly. CCD is a first point of contact for information, services or issues resolution with ODOT related to motor carrier customers. CCD surveys were revamped in 2025 to be conducted quarterly online through a third-party survey center direct invite link.

Customers who completed business transactions with CCD were sent survey links that included transaction-specific questions, including method of transaction (e.g., online, by phone, or at a service counter) to provide each program area with data that can better help identify customer service goals.