

I. Program Management and Strategic Planning

Effective impaired driving programs begin with strong leadership, sound policy development, effective and efficient program management, and coordinated planning, including strategic planning. Program efforts should be data-driven, focusing on populations and geographic areas that are most at risk; are evidence-based; and determined through independent evaluation as likely to achieve success. Programs and activities should be guided by problem identification, carefully managed and monitored for effectiveness, and have clear measurable outcomes. Adequate resources should be devoted to the problem, and the costs should be borne, to the extent possible, by impaired drivers. Strategic planning should provide policy guidance; include recommended goals and objectives; and identify clear measurable outcomes, resources, and ways to overcome barriers.

A. State and Tribal DWI Task Forces or Commissions¹

Advisory

States and tribal governments should convene Driving While Impaired (DWI) task forces or commissions to foster leadership, commitment and coordination among all parties interested in impaired driving issues. State-level and tribal task forces and commissions should:

- Receive active support and participation from the highest levels of leadership, including the governor and/or governor's highway safety representative.*
- Include members that represent all interested parties, both traditional and non-traditional, such as representatives of: government – highway safety, enforcement, criminal justice, liquor law enforcement, public health, education, driver licensing and education; business – employers and unions; the military; medical, health care and treatment; multi-cultural, faith-based, advocacy and other community groups; and others.*
- Recommend goals and objectives, provide policy guidance and identify available resources, based on a wide variety of interests and through leveraging opportunities.*
- Coordinate programs and activities to ensure that they complement rather than compete with each other.*
- Operate continuously, based on clear authority and direction.*

Status

The State of Oregon has The Governor's Advisory Committee (GAC) on Driving Under the Influence of Intoxicants (DUII) as its impaired driving task force. The GAC on DUII was created by Governor's Executive Order No. EO-83-20 on December 13, 1983. The main purpose and role of the GAC is to advise the Governor and other statutorily created agencies on the problems and issues relating to DUII in the State.

¹ See "A Guide for Statewide Impaired Driving Task Forces" (DOT HS 811 211, September 2009) for a "how to" in support of implementing, making best use of, and continuing a task force.

Membership to the GAC is by Governor's executive appointment for terms of four years. The GAC Chair is elected by members of the GAC. Executive appointments are to represent the following interests: education, enforcement, judicial, legislative, medical, prevention, prosecution, public interest, and treatment. The language of the Executive Order allows for other interests to be represented and appointed to the GAC.

The Impaired Driving Program Manager in the Oregon Department of Transportation (ODOT) Transportation Safety Office (TSO) serves as the legislative analyst and staff support for the GAC. The TSO does not have a voting role on the GAC.

The primary role of the GAC is to support and assist in formulating administrative and legislative goals and objectives for reducing the incidences of DUII and to monitor the implementation of the goals and objectives. The GAC broadly represents the issues relating to impaired driving to the Legislative Assembly, public and private organizations involved in impaired driving countermeasures, victims of impaired driving, and the general public. The GAC has in the past created sub-committees to address specific impaired driving issues.

The GAC has four defined objectives:

- (a) Heighten public awareness of the seriousness of DUII;
- (b) Assist in the efforts to end the impaired driving problem in an organized and systematic manner;
- (c) Generate public support for increased enforcement of state and local DUII laws; and
- (d) Educate the public as to the dangers of impaired driving and its effects.

Information on GAC meetings are posted on the TSO website and, on some occasions, noted in press releases from the TSO. GAC meeting agendas are distributed approximately two weeks prior to the scheduled meetings. All GAC meetings are open to any interested parties who may request an item be placed on the agenda.

Agency liaisons shall be approved by the Committee and include:

Legal Disciplines

- Prosecution
- Administrative Hearings
- Department of Justice

Statewide Victim Advocate Disciplines

- MADD (Mothers Against Drunk Driving)
- Other Private Organization (e.g. Victim Impact Panel)

Other Disciplines

- Oregon Liquor and Cannabis Commission (OLCC) Regulatory/Enforcement
- Department of Public Safety Standards and Training

- Oregon Department of Motor Vehicles
- Substance Abuse Prevention
- Treatment Providers
- Medical Providers
- Drug Recognition Expert, certified by the Oregon DEC Program
- Standardized Field Sobriety Testing Instructor
- Parole and Probation
- Oregon State Police Forensics Lab
- Portland Police Bureau
- Municipal Police
- Tribal Police
- Sheriff's Office
- Oregon State Police Patrol Division
- Oregon State Police Ignition Interlock Device Program
- American Automobile Association

Though the GAC has well-defined by-laws and procedures, the GAC does not produce an annual report. Due to the by-laws and levels involved in GAC's structure, some member appointments take a long time due to the high levels of state involvement in the selection procedure.

The GAC utilizes funding from the TSO for expenses related to GAC meetings. Oregon is designated as a "mid-range" state by the National Highway Traffic Safety Administration (NHTSA) for impaired driving fatalities. The TSO qualifies for NHTSA 405d funding using the GAC and the Statewide Impaired Driving Plan as qualifiers.

Some entities not represented on the GAC are private DUI defense attorneys, The Office of the Public Defender, The Office of Education, manufacturers, distributors, and retailers of alcohol and cannabis.

Recommendations

- Create an annual report to document specific recommendations for consideration by the Governor's Advisory Committee (GAC) on Driving Under the Influence of Intoxicants to compliment the GAC Strategic Plan.
- Invite underrepresented entities and groups to the Governor's Advisory Committee (GAC) on Driving Under the Influence of Intoxicants for the purpose of gauging their interest in being involved in GAC activities.
- Explore securing a representative and voting position for the Transportation Safety Office through the Governor's Advisory Committee on Driving Under the Influence of Intoxicants procedures.

- Form a sub-committee, through the Governor’s Advisory Committee (GAC) on Driving Under the Influence of Intoxicants, with the directive to evaluate Executive Order No. EO-83-20 that created the GAC and make recommendations for changes if necessary to keep or make the GAC relevant and functional.

B. Strategic Planning

Advisory

States should develop and implement an overall plan for short- and long-term impaired driving activities. The plan and its implementation should:

- *Define a vision for the state that is easily understood and supported by all partners.*
- *Utilize best practices in strategic planning.*
- *Be based on thorough problem identification that uses crash, arrest, conviction, driver record and other available data to identify the populations and geographic areas most at risk.*
- *Allocate resources for countermeasures determined to be effective that will impact the populations and geographic areas most at risk.*
- *Include short-term objectives and long-range goals. Have clear measurable outcomes.*
- *Be an integral part of or coordinate with and support other state plans, including the Highway Safety Plan and Strategic Highway Safety Plan.*
- *Establish or adjust priorities based on recommendations provided to the state as a result of reviews and assessments, including this impaired driving assessment.*
- *Assign responsibility and accountability among the state’s partners for the implementation of priority recommendations.*

Status

The Oregon Department of Transportation (ODOT) Transportation Safety Office (TSO) serves as the State Highway Safety Office that plans and implements Oregon's highway safety program.

The TSO has a well-defined mission: “To prevent transportation deaths and serious injuries in Oregon by positively influencing all road user behaviors through the

development and implementation of safety programs with local, county, tribal, and state partnerships.”

During the strategic planning process, the TSO utilizes a problem identification process, the National Highway Traffic Safety Administration (NHTSA) *Countermeasures that Work*, and data from various resources to develop projects and programs for Oregon’s Annual Traffic Safety Plan. The TSO Problem Identification analysis involves the TSO and the Oregon Transportation Safety Committee (OTSC) reviewing data from the prior grant year’s Annual Evaluation Report.

The TSO hosts an annual planning meeting with partner and stakeholder agencies and groups participating to review proposed performance measures and draft goals or targets that are data-driven. The TSO involves the public from the beginning and throughout a program or project’s lifecycle to better meet the needs of the community. This practice provides a shared definition of meaningful public involvement and promising practices to help address barriers to inclusion in transportation decision-making.

Some project selections come from proposed projects requested from eligible state and local public agencies and non-profit groups involved in traffic safety. Selection panels may be used to complement TSO staff work to identify the best projects for the coming year. Projects are selected using criteria that include response to identified problems, potential for impacting performance goals, innovation, clear objectives, adequate evaluation plans, and cost-effective budgets. Those projects ranked the highest are included in Oregon’s Highway Safety Plan.

Performance goals for each program are established by TSO program staff. Performance measures incorporate elements of the Oregon Benchmarks, Oregon Transportation Safety Action Plan, the Safety Management System, and nationally recognized measures. Both long-range and short-range measures are utilized and updated annually.

There is no specific problem identification document or publication, though there are analysis tools which can be used by the public and TSO staff.

For a specific inquiry on data concerning traffic fatalities, TSO staff or the public would have to make a request to the traffic records staff.

The Oregon Highway Traffic Safety Performance Plan includes short term objectives, long range goals, and proven countermeasures to reach the goals in each traffic safety challenge.

Recommendations

- Produce a problem identification document or publication available to Oregon Department of Transportation’s Transportation Safety Office staff and the public.

- **Create a mechanism where Oregon Department of Transportation's Transportation Safety Office staff can readily search crash and fatality data.**