

The 2008
Oregon Transportation Commission
Work Plan

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2008 Oregon Transportation Commission Work Plan

Introduction

Since the annual workshop in Fall 2007, the Commission (OTC) has been working to define and prioritize the key OTC initiatives that should be targeted over the next eighteen months. These work efforts are framed primarily to implement the Oregon Transportation Plan (OTP), adopted by the OTC in September 2006. The OTP, the state's 25-year plan addressing all modes of transportation, will be implemented through a variety of efforts including this work plan. This work plan is a guide for the Commission but illustrates that we think about transportation as one integrated system, not as individual projects or modes

In this work plan the OTC strives to focus on matters where we can add direction and value to the work of the agency. As a Commission we recognize that our roles include both a policy charge and organizational oversight responsibilities. The work program is a guide. It provides the OTC and staff opportunity to collaborate with both existing and new partners and stakeholders. During implementation, priorities may shift and directions may change; ultimately, executing this work plan depends on existing staff, financial resources and our partnerships.

2008 Oregon Transportation Commission Work Plan

WORK ITEM 1: System Optimization/Operational Improvement Strategy Development (Doug Tindall)

Expected Outcomes:

- A strategy to improve performance of existing systems and reduce congestion.
- A plan to address transportation needs from a demand management perspective.

Key Milestones:

- a. Develop criteria for evaluation of operations demonstration project proposals. These criteria will be used to solicit for and select projects that can demonstrate operational improvements on the existing system. April 2008
- b. Select demonstration projects. October 2008
- c. OTC presentations/discussions on the aspects of system optimization. Optimizing existing systems includes a wide range of choices including ramp meters on freeways, cameras and changeable message signs to provide information to drivers, signal timing and capacity improvements on roads that parallel congested freeways or highways, pre-deployed incident response, and other options. System optimization can also include Travel Demand Management (TDM) and road use pricing. These discussions will help guide emphasis areas for development of strategies. Fall/Winter 2008-09
- d. Work with industry and stakeholders to evaluate results from demonstration projects to identify those ideas that most improved system performance. Summer 2009

WORK ITEM 2: Strategic Investment Analysis and Project Investment Criteria Development (Jerri Bohard)

- “Are we investing in the most cost effective solutions?”

Expected Outcomes:

- A white paper on multimodal trade-offs providing staff guidance as to next steps.
- A methodology for return on investment analysis.
- Review and refinement of capital project investment criteria for the Statewide Transportation Improvement Program and *ConnectOregon*.

Key Milestones:

- a. Multimodal White Paper and Determination of Next Steps** February 2008
- Address the primary question of multimodal tradeoff analysis, “How can the state invest transportation dollars to obtain the best combination of immediate and longer-term benefits to users, regardless of modal system?”
- OTC presentation on multimodal tradeoffs issue paper; and determine next steps.

WORK ITEM 3: Project Delivery Performance Improvement (Doug Tindall)

Expected Outcomes:

- Expanded productivity gains made in OTIA I, II and III project delivery.
- Strategies to deliver another large program.

Key Milestones:

1) Describe project delivery process and measures

This will entail a series of presentations and discussions on the aspects of project delivery, and how success is measured. Changes resulting from the OTIA program delivery and their applicability to other projects will be highlighted. Summer 2008 – Winter 2009

a. Overall Process and Timelines of Project Planning

Including the factors that determine the length of time it takes to design a project.

b. Project Planning

Including how projects are identified, project scopes are developed, and how projects are approved.

c. Project Design

Including decision points, how projects are “handed off” between different units and sections involved in project delivery and how diversity expectations are developed.

d. Project Bidding and Award

Including estimating, bid analysis, and how construction projects differ from other procurement activities (e.g. grants).

e. Construction Management and Project Closeout

Including contract management, claims and dispute resolution, and final documentation and payment.

2) Based on the preceding discussions, identify strategies to improve the project delivery process.

WORK ITEM 4: **Transportation Funding and Federal Reauthorization Strategy
(Chris Warner)**

Expected Outcomes:

- A strategy for 2009 Legislative Session.
- A strategy for 2011 Legislative Session and beyond.
- Tolling Policy Adoption.
- A Communication Plan.
- A State Strategy for Federal Surface Transportation Reauthorization.

Key Milestones:

a. Develop a description of the funding shortfall

This includes current work in the OTP, Critical Needs, local priority projects, Columbia River Crossing and any additional analysis that may be needed.

b. Stay connected to the Governor’s Transportation initiative

Fall 2008

This includes staying involved with the three committees that the Governor has set up to develop a funding package.

c. Tolling Work Plan

Summer 2008 and Fall 2008

Work components include: Refine the range of policy objectives; consider geographic or situational limits to certain tolling applications (including congestion pricing); methodological challenges and issues; truck only tolls; research and public outreach

- OTC presentation on matrix of policy objectives and future tolling work plan
- OTC presentation on public outreach

d. Communication Plan

Summer 2008

Develop a communication plan that articulates the transportation needs and cultivates local understanding of the transportation issues. Also includes in the message the successes of the OTIA program.

e. Develop department recommendations regarding federal statutory policy changes to seek in 2009

Winter 2009

- Develop a specific strategy for Columbia River Crossing
- Adopt a policy for earmark projects
- Select earmark projects the OTC will support
- Work with the Transportation Policy Group and others to develop policy reform recommendations

Fall 2008

Spring 2008

Winter 2009

Fall 2008

WORK ITEM 5: Rail Assessment and Action Strategy (Kelly Taylor)

Expected Outcomes:

- Assessment of the current state of the rail system.
- Strategies to preserve critical existing rail lines and/or corridors.
- Development of investment strategies.

Key Milestones:

a. Rail System Assessment Update

Work components include: Conduct a study of the rail system to provide an assessment of the current rail system as well as freight and passenger rail operations, capacity demand and constraints, investment strategies, strategies to maintain rail access and service, and potential funding sources; establish and work with the Rail Study Steering Committee to develop a framework of the study's priority work areas; scope specific rail freight and passenger work orders; establish and staff a technical advisory committee composed of rail industry communities of interest, i.e., railroads, shippers and local government.

- OTC Briefing(s) on assessment activities During 2008
- Present rail assessment study results to OTC December 2009

b. Strategies to Preserve Existing Rail Lines and/or Corridors

Work components include: Analyze current federal and state authority for preservation of rail lines and/or corridors; identification and development of additional or amended authority needed; identification of rail lines and/or corridors to preserve; identification of potential funding sources to assist with preservation. Most of the work components are integral parts of the rail assessment study and will be completed as part of that work.

- OTC briefing on current authority and practices Spring 2008
- OTC briefing(s) on assessment activities During 2008

**WORK ITEM 6: Governance – Cross-Jurisdictional Relationships (Doug Tindall)
- “How do we manage and govern the entire system?”**

Expected Outcomes:

- Examination of a statewide decision making process that involves local road/transit authorities, Metropolitan Planning Organizations and Area Commissions on Transportation.
- A white paper outlining the potential of overall better transportation outcomes through a change in the funding allocation process.
- A discussion of the outcome of the work of the Governance Committee convened by Governor Kulongoski resulting from discussions about added transportation funding with the Transportation Policy Group – made up of cities, counties, Metropolitan Planning Organizations and the Governor’s Office and ODOT.

Key Milestones:

a. Metropolitan Planning Organization Agreements Templates/Outlines

- Share Metropolitan Planning Organization agreement templates/outlines with Metropolitan Planning Organizations Fall 2007
- Finalize agreements prior to Metropolitan Planning Organization approvals of their Respective Unified Planning Work Plans March 2008
- OTC approval of pass-through funds April 2008

b. Oregon’s Area Commissions on Transportation, Cross-Jurisdictional Collaboration and Improved Transportation Planning

The Oregon ACT Research project will look at how we work with MPOs, ACTs, cities and counties to be better partners in making the system as efficient and effective as possible. The research is focused on the role of the ACTS in accomplishing this collaboration. The project has three objectives: (1) assess the current role and experience of the ACTs and MPOs in addressing cross-jurisdictions and cross-sector issues; (2) research best practices in Oregon and elsewhere for effectively bridging jurisdictional and institutional barriers; (3) develop and assess options available to ODOT, ACTs and MPOs for improving coordination of transportation and land use across jurisdictions.

- Provide results to OTC Winter 2009

WORK ITEM 7: Development Impact Mitigation (Jerri Bohard)

Expected Outcomes

- Agreement on procedure/process for determining reasonably likely impacts **of development on transportation facilities recognizing that one size does not fit all.**
- Augmented standards in the Oregon Highway Plan tailored to community and statewide needs.
- Approved work program/strategies to move away from “case-by-case” approach.

Key Milestones:

- a. **Traffic Impact Analysis** Winter 2009
Develop work program for standardizing transportation impact analysis methodology. Work components include: Outline current practices; develop internal agreement on methodology and standardization; develop a procedure/policy on how mitigations measures will be developed; consider amendment of Oregon Highway Plan and/or Transportation Planning Rule
- b. **Enhance Use of Access Management/Right of Way Opportunities**
Develop a Commission policy pertaining to use restriction on reservations of access. Benefits include addressing concerns about inconsistencies in how current policy is applied and providing an additional tool to assist in the protection of highway infrastructure.
 - o Draft policy to the OTC Winter 2009
- c. **Mobility Standards and Performance Measures Development**
Performance measures will go beyond volume/capacity (v/c) ratios to provide the right local and statewide balance between economic development and mobility. Work will link to various local Transportation Plan performance measures which may include reliability and accessibility. Additionally, Context Sensitive and Sustainable Solutions (CS³) design considerations will be incorporated whenever applicable.
 - o Recommendations to the OTC Winter 2009
- d. **Develop a Framework for Making “Reasonably Likely” Determinations**
 - o Presentation to the OTC February 2009
- e. **Destination Resorts**
 - o Central Oregon OTC meeting with local governments to discuss development issues
 - o Assess feasibility of addressing issues around destination resorts including determining impacts and necessary changes to Oregon Revised Statutes, State Planning Goals and local codes
 - o Explore options around model ordinances for destination resorts
- f. **Explore New Authority/Roles for State/OTC**

2008 Oregon Transportation Commission Monitoring Items

- A. Metro's Regional Transportation Plan** (Jason Tell) Summer and Fall 2008
Key Milestones:
- Update OTC on Regional Transportation Plan progress
 - Federal consistency deadline
 - Transportation Planning Rule compliance deadline; development of this will require consideration of alternative mobility standards and performance measures
- B. Strategic Plan for Freight** (Jerri Bohard) March and July 2008
Key Milestones:
- Gap Analysis
 - Collect and analyze freight data to better understand and forecast freight needs. Understanding the economic structure of the state that drives demand for freight services, industry logistic patterns, identification of critical or strategic freight services, industry logistic patterns, identification of the critical or strategic freight infrastructure system and assessing its condition, and compiling traffic data to identify system performance issues.
 - Scope out areas of interest
 - Develop working papers as appropriate
 - Review work with key stakeholders
- C. ConnectOregon II – Project Selection** (Jack Evans) April and June 2008
Key Milestones:
- Manage the application design, outreach, application review and OTC project selection processes through June 2008
 - Coordinate smooth transition to Highway Division's Local Government Section for selected project implementation
- D. Employee Recruitment/Retention – Strategies** (Cathy Nelson) April and August 2008
Key Milestones:
- Present refined recruitment/retention strategies and initiatives to the OTC
 - Complete policy option package if needed
- E. ODOT Performance Benchmarks** (Lorna Youngs) April and August 2008
Key Milestones:
- Regular reports on the ODOT performance “dashboard”
- F. Public Transit Division Grants** Spring and Fall 2008
Key Milestones:
- Regular reports concerning the efficiency and accountability of the Division's grant programs
- G. Driver Licensing - Legal Presence** July 2008 and January 2009
Key Milestones:
- Electronic verification of social security numbers
 - Proof of U.S. citizenship or legal presence in the U.S.
 - Electronic verification of immigration documents
 - Report to the Governor and the Legislature on implementation

OTC WORK PLAN CALENDAR																	
OTC 2008 WORK ITEMS	2008				2009				2010								
	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall					
1: System Optimization/Operational Improvement Strategy Development																	
2: Strategic Investment Analysis and Project Investment Criteria Development																	
3: Project Delivery Performance Improvement																	
4: Transportation Funding and Federal Reauthorization Strategy																	
5: Rail Assessment and Action Strategy																	
6: Governance and Cross-Jurisdictional Relationships																	
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OTC MONITORING ITEMS	2008				2009				2010								
A. Metro's Regional Transportation Plan																	
B. Strategic Plan for Freight																	
C. <i>Connect</i> Oregon II																	
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Winter: January, February, March																	
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Agency Involvement in OTC Work Items and Monitoring Items										
	Dir. Off	Hwy	TDD	DMV	MCT	Safety	Rail	Transit	CS	Comm
OTC 2008 WORK ITEMS										
1: System Optimization/Operational Improvement Strategy Development	c		p	p	p	p	c	p	i	i
2: Strategic Investment Analysis and Project Investment Criteria Development	c	p		i	i	c	c	c	i	i
3: Project Delivery Performance Improvement	i		c	i	i	i	i	i	c	i
4: Transportation Funding and Federal Reauthorization Strategy		c	c	c	c	c	c	p	i	i
5: Rail Assessment and Action Strategy	c	i	p	i	i	i		c	i	i
6: Governance and Cross-Jurisdictional Relationships	p		p	i	c	c	c	c	i	i
7: Development Impact Mitigation	i	p		i	i	i	i	i	i	i
OTC MONITORING ITEMS										
A. Metro's Regional Transportation Plan	i		p	i	i	i	c	c	i	i
B. Strategic Plan for Freight	c	c		i	c	i	p	i	i	i
C. <i>Connect</i> Oregon II (thru project selection)	i	c		i	i	c	p	p	i	i
D. Employee Recruitment/Retention	i		c	i	i	i	i	i	p	c
E. ODOT Performance Benchmarks	c	c	c	c	c	c	c	c		c
F. Transit Grant Process	c	i	i	i	i	i	i		c	i
G. Driver Licensing - Legal Presence	c	i	p		i	i	i	i	p	c
LEGEND										
shaded box = ODOT owner. Division responsible for ODOT's involvement.										
i = inform. Owner communicates with these Divisions at the beginning and end of major project milestones.										
c = coordinate. As work is progressing, the owner stays in touch with these Divisions to avoid unintended consequences.										
p = partner. Division is 'at the table' for meetings, work, decisions.										

Roles and Responsibilities of the Oregon Transportation Commission - 2008

1. **Policy Development** – Policy making and adoption of administrative rules related to highways, motor carriers, motor vehicles, public transit, rail, and other transportation programs, encompassing statewide transportation policy and department operations.

Examples:

- Project Selection Criteria
- Driver License Issuance Policies
- Tolling Policies

Authority: ORS 184.618(1); also ORS 184.616(1), 184.618(2), 184.619, 366.205, 366.215 and 366.220.

2. **Strategic Planning** – Specific initiatives or work items targeted at long-term transportation improvements or advancements.

Examples:

- Oregon Transportation Plan
- Governor’s Initiatives
- Inter-Modal Integration

Authority: ORS 184.618(2); also ORS 184.612(1), 184.618(1), 284.575, 802.010 and 802.310.

3. **Oversight of Operations** – Monitor Performance Measures established by the agency and the Legislature.

Examples:

- Performance Measures (i.e. Project Delivery Performance)
- Targeted Questions such as the Benchmarking Study Recently done by DMV
- Asset Management

Authority: ORS 184.617(1) and (3); also ORS 184.634, 366.205, 366.215 and 366.220.

4. **Strategic Projects/Programs** – Direct involvement and briefing on major projects or issues.

Examples:

- Columbia River Crossing
- Pioneer Mountain
- OTIA III Bridge
- Major Computer/Program Updates

Authority: ORS 184.633; also ORS 366.155, 366.205, 366.215 and 366.220.

5. **Financial Management** – Financial management and oversight of fiscal activities related to the financing and managing of transportation systems, including budget development, resource allocation, bond issuance and financial audits.

Examples:

- Approval of Biennial Budget
- Quarterly Monitoring of Overall Budget
- Monitor of specific key programs such as OTIA III Bridge
- Transportation Funding Options (tolling, mileage fees)

Authority: ORS 184.656 through 184.666, Transportation Spending Accountability Act; also, ORS 184.617(4), 184.618(3), 184.636, 184.637, 184.638, 184.651, 366.506, 366.517, 366.518, Chapter 377 and 802.110.

6. **Risk Management** – Managing uncertainty through risk assessment, developing strategies to manage risk and mitigate identified risks.

Examples:

- Interchange Area Management Plans
- Errors and Omissions Policies
- Targeted Internal Audits

Authority: ORS 184.617(1) and (3); also, 184.633(4), 184.639, 184.649, 366.155(2), 366.205, 802.310(2), 810.010 and 810.030.

7. **External Relationships** – Using existing contacts and relationships to be independent eyes and ears and independent advocates for Oregon transportation.

Examples:

- Meeting with local elected officials and legislators
- Speaking to and meeting with local community leaders and organizations
- Meeting with concerned citizens, as needed

Authority: ORS 184.612(1) and 184.635(1).

8. **Sounding Board for the Director** – Provide the Director support as he leads the organization.

Example:

- Ad-hoc conversations with the Director as needed on issues of concern and importance to the day-to-day activities of the agency.