



Annual Performance Progress Report

Fiscal Year 2004-05

11.5

← Better

Office Wait Times

DMV Service

- Office Wait Times
- Phone Wait Times
- Title Wait Times
- Customer Satisfaction

Travel & Delay

Safety

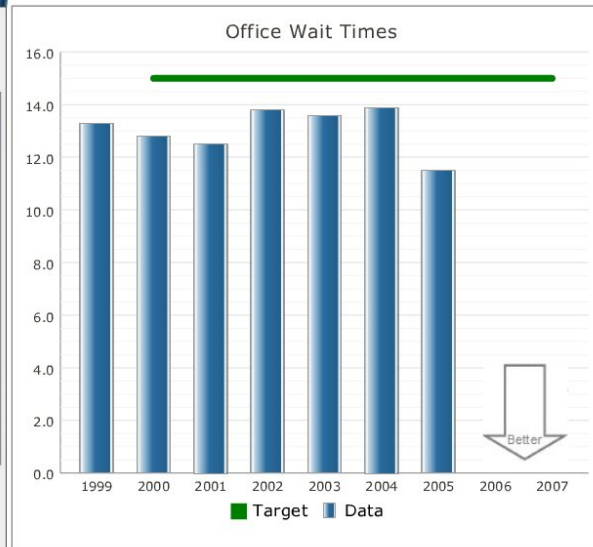
Hwy Condition

Job Growth

How is the service at DMV?

Office Wait Times

Field Office Wait Time (in minutes)



Making Progress? Yes

How is ODOT doing?



Office Wait Times decreased significantly in 2005. DMV will continue to monitor resources in an effort to ensure adequate staffing for summer workload increases and to maintain a year-long average within service delivery targets.
See more details on ODOT measures

OREGON DEPARTMENT OF TRANSPORTATION

Annual Performance Progress Report (APPR) for State Fiscal Year 2004-05

September 30, 2005

To obtain additional copies of this report, contact the Oregon Department of Transportation at (503) 986-4462, 355 Capitol St NE, Salem, OR 97301, or visit http://www.oregon.gov/ODOT/CS/PERFORMANCE/docs/2005_ANNUAL_PERFORMANCE_REPORT_9_30.pdf and <http://www.oregon.gov/ODOT/CS/AllODOT/PublicMeasuresReport.swf>

Agency Mission

The mission of the Oregon Department of Transportation is to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

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ABOUT THIS REPORT

Purpose of Report

The purpose of this report is to summarize the agency's performance for the reporting period, how performance data are used and to analyze agency performance for each key performance measures legislatively approved for the 2004-05 State Fiscal Year. The measures in this report were established by the Oregon Legislature at public meetings. The measures were included in the budget review by the Oregon Transportation Commission which is a citizen group appointed by the Governor. The intended audience for this report includes agency managers, legislators, fiscal and budget analysts, and citizens interested in obtaining in-depth performance information¹.

1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges, and resources used.
2. PART II: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff, and communicating performance data.
3. PART III: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance data in table and chart form.

KPM = Key Performance Measure

The acronym "KPM" is used throughout to indicate **Key Performance Measures**. Key Performance Measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. The Department has more detailed measures for internal management and many of these legislative measures are available by month and by geographic regions. The data sources for the Key Performance Measures have been reviewed by staff of the Audit Services Branch and comply with Department standards for information that is reported to the Legislature.

Consistency of Measures and Methods

For a summary of the changes that have been made to the measures from the 2003-2004 Annual Performance Report, see Appendix B (pg. 66)

¹ The Oregon Department of Transportation also developed an internet-based report to communicate basic performance information using gauges, graphics, and abbreviated explanations. This "Flash" report is intended to reach a larger group of citizens, who do not have the time or interest to read the detailed Annual Performance Report. <http://www.oregon.gov/ODOT/CS/AllODOT/PublicMeasuresReport.swf>

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2005-07 KPM#	2003-05 Key Performance Measures (KPMs)	Page #
1	DMV CUSTOMER SERVICES (a)Time customer waits to obtain service at a field office (in minutes); (b)Time customer waits to talk to a DMV phone agent (in seconds); (c)Time it takes DMV to process a vehicle title transaction (in days)	14
2	CUSTOMER SATISFACTION Percent of department customers who are satisfied with services	18
3	TRAVEL DELAY Hours of travel delay per capita per year in urban areas	20
4	SPECIAL TRANSIT RIDES Average number of public transit rides per person by elderly and disabled Oregonians annually	22
5	PASSENGER RAIL RIDERSHIP Number of state-supported rail service passengers	24
6	INTERCITY PASSENGER SERVICE Percent of Oregon communities of 2,500 or more with intercity bus or rail passenger service	26
7	TRAFFIC VOLUME Vehicle Miles Traveled (VMT) per capita in Oregon metropolitan areas for local, non-commercial trips	28
8	ALTERNATIVES TO ONE-PERSON COMMUTING Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicles	30
9	TRAVELERS FEEL SAFE Percent of public satisfied with transportation safety	32
10	FATALITIES Traffic fatalities per 100 million Vehicle Miles Traveled (VMT)	34
11	INJURIES Traffic injuries per 100 million Vehicle Miles Traveled (VMT)	36
12	SAFE DRIVERS Percent of drivers who drove safely during the prior three years	38
13	IMPAIRED DRIVING Percent of fatal traffic crashes that involved alcohol	40
14	USE OF SAFETY BELTS Percent of all vehicle occupants using safety belts	42
15	LARGE TRUCK AT-FAULT ACCIDENTS Number of large truck (commercial motor vehicles) at-fault accidents	44
16	RAIL CROSSING INCIDENTS Number of highway-railroad at-grade incidents	47
17	DERAILMENTS Number of train derailments caused by human error, track, or equipment	49
18	PAVEMENT CONDITION Percent of pavement centerline miles rated "fair" or better out of total centerline miles on the state highway system	51
19	BRIDGE CONDITION Percent of state highway bridges that are not deficient	54
20	BIKE LANES & SIDEWALKS Percent of urban state highway miles with bike lanes and sidewalks	57
21	FISH PASSAGE AT STATE CULVERTS Number of river miles of habitat opened up for fish passage as a result of culvert retrofits and replacements	59
22	CONSTRUCTION JOB IMPACT Number of jobs sustained as a result of annual construction expenditures	62

PART I: EXECUTIVE SUMMARY

The Oregon Department of Transportation (ODOT) is committed to delivering programs effectively and to continually improving efficiencies and accountability. This report covers the 22 Key Performance Measures approved by the citizen Oregon Transportation Commission and used during Fiscal Year 2004-2005. The 2005 Legislative Session also added and modified some performance measures, which will be included in the 2006 Annual Performance Report. The 22 measures (see table) directly support department goals and the report highlights these connections. The wide range of measures acknowledges the multimodal nature of the department. The measures affect all modes of transportation, from pedestrian and bicycle, to rail, commercial, and non-commercial travel. The agency’s focus on customer service is highlighted, as are measures that affect Oregonians’ livability and the state’s environment. The department’s goals have been articulated in the agency’s *Strategic Direction*, drafted by senior management in 2000 and confirmed again in 2005. All divisions play a role in achieving these goals, which have been derived directly from **ODOT’s mission: “To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.”**

<p>Goal 1: Improve Travel Safety in Oregon *</p> <ul style="list-style-type: none"> ▪ Travelers Feel Safe (#9) ▪ Traffic Fatalities (#10) ▪ Traffic Injuries (#11) ▪ Safe Drivers (#12) ▪ Impaired Driving-Related Traffic Fatalities (#13) ▪ Use of Safety Belts (#14) ▪ Large Truck Accidents (#15) ▪ Rail Crossing Incidents (#16) ▪ Derailment Incidents (#17) 	<p>Goal 2: Move People and Goods Efficiently</p> <ul style="list-style-type: none"> ▪ Travel Delay (#3) ▪ Special Transit Rides (#4) ▪ Passenger Rail Ridership (#5) ▪ Traffic Volume (#7) ▪ Alternatives to One-Person Commuting (#8) ▪ Pavement Condition (#18) ▪ Bridge Condition (#19)
<p>Goal: Provide a Transportation System that Supports Livability and Economic Prosperity</p> <ul style="list-style-type: none"> ▪ Jobs from Construction Spending (#22) ▪ Fish Passage at State Culverts (#21) ▪ Intercity Passenger Service (#6) ▪ Bike Lanes and Sidewalks (#20) 	<p>Goal 4: Provide Excellent Customer Services</p> <ul style="list-style-type: none"> ▪ DMV Customer Services (#1) -- DMV Field Office Wait Time (#1a), DMV Phone Wait Time (#1b), and DMV Title Wait Time (#1c) ▪ Customer Satisfaction (#2)

* The (#) refers to the ODOT performance measure number.

Agency Influence on Benchmarks and Outcomes

One of ODOT's most important ties to statewide goals and Oregon Benchmarks is economic prosperity. The transportation system is tied to the Oregon economy in innumerable ways, and ODOT measures the projected job impacts of construction related expenditures. Highway and bridge construction projects provide an immediate boost to the economy, create jobs and build a foundation for continued growth of industry. Fixing cracked bridges along the major travel corridors with \$2.5 billion in funding from the Oregon Transportation Investment Act III (OTIA III) over 10 years represents a large portion of the growth in construction jobs.

Certain Oregon Benchmarks translate directly into measures at ODOT. Travel delay in metropolitan areas, road condition and one-person commuting are included in department monitoring. Other measures support Benchmarks, as noted in the table below:

Oregon Benchmark	ODOT Performance Measure
#1: Increase Rural Jobs	Jobs from Construction Spending (#22)
#4: Net Job Growth	
#45: Premature Death	Fatalities (#10) Safe Drivers (#12) Impaired Driving (#13) Use of Safety Belts (#14) Large Truck Accidents (#15) Rail Crossing Incidents (#16) Derailment Incidents (#17)
#58: Independent Seniors	Special Transit Rides (#4)
#59: Disabled Employment	
#68: Travel Delay	Travel Delay (#3) Alternatives to One-Person Commuting (#8)
#70: Alternatives to One-Person Commuting	Passenger Rail Ridership (#5) Alternatives to One-Person Commuting (#8)
#71: Vehicle Miles Traveled	Passenger Rail Ridership (#5) Vehicle Miles Traveled (#7)

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#72: Road Condition	Pavement Condition (#18) Bridge Condition (#19)
#75: Air Quality	Travel Delay (#3)
#85: Salmon Recovery	Fish Passage at State Culverts (#21)

- **Summary of Performance Target Achievement**

The table below indicates how many measures meet the target (for current or future year), fail to meet the target, or have insufficient data to report the performance level. The number of measures that have insufficient data has decreased from fifteen measures to one. The number of measures that are not at target (for current or future year) is 11 and the number of measures that are at or better than target has increased by seven from the 2003-2004 report.

Performance Target Achievement	Number of Measures
Total Number of Key Performance Measures (KPMs)	22
Number of KPMs at or better than target for most current reporting period	10
Number of KPMs not at target for most current reporting period	11
Number of KPMs where an additional year of data is needed	1

- **Summary of this year's Successes and Barriers to Achieving the Performance Measure Targets**

The fatality rates, percent of drivers who drove safely, pavement condition, jobs from construction spending, and fish passage at state culverts were equal to or better than targets for 2004-2005. Passenger rail ridership was very near the target level and so was DMV's customer satisfaction rate. DMV's customer services measured in field office wait times, phone wait times and title processing times were each better than targets.

One of the biggest barriers to reporting the performance measure results is a lack of data, and the resources to collect the data needed to analyze the measures. However, more measures had data this reporting cycle than the last cycle, and the department is currently working on implementing new data collection principles and standards that will help build a complete and reliable inventory for managing all linear assets (see [Asset Management News and Events](#)).

- **Future Challenges**

It is crucial to address the impacts of an aging transportation infrastructure. The Highway Division will increase the number of performance indicators to effectively monitor increased funding. The increase in construction will be a

stimulus for the economy of the state. With it, though, ODOT is faced with managing significantly more projects than ever before. Continually monitoring performance and managing to achieve goals will be key in this effort, balanced by measures to ensure that other necessary transportation-related business continues successfully.

There is the need for training in the future to help support the realignment of the department, which decentralizes decisions and places accountability on the front line. New training efforts in the coming years will focus on improving the building blocks to help frontline staff be more successful at delivering effective ODOT programs in a changing and decentralized environment. Performance measures will help communicate ODOT priorities from executive staff to the front line. In addition, staff will use measures as a tool to communicate about challenges or obstacles to be addressed at the executive level. Continued training efforts in the use of performance measures will enhance ODOT's ability to quickly respond in order to be more efficient and effective.

- ***RESOURCES USED AND EFFICIENCY***

ODOT is a large and complex organization made up of the following divisions: Highway, Driver and Motor Vehicle Services, Motor Carrier Transportation, Public Transit, Transportation Safety, Transportation Development, Central Services, Communications and the Board of Maritime Pilots. The agency relies on about 4,400 staff located all over the state in 117 Highway locations, 67 DMV offices, 45 Motor Carrier locations, nine Salem area locations for administrative offices, labs, and research, and three Portland locations for administration and traffic management.

The size of the agency's budget and the diversity of functions make the cost of accomplishments very complex to communicate. In this report, expenditures are compared to the population to show how many dollars are being spent per person. All Oregonians do not drive cars or trucks, nor do they all ride public transit or use passenger rail. But every citizen benefits from the transportation system that is enabled and cared for by ODOT staff and contractors. Similar to a human's circulatory system, it is, to all Oregonians, the way that goods, services, and people move about the state.

As of July 1, 2005, there were 2,769,827 Oregonians that were age 18 or older, according to Portland State University's Population Research Center. ODOT's legislatively-approved budget for the 2003-2005 biennium, which ended July 1, 2005, was \$2,155,000,000. This equates to an average ODOT expenditure of \$2,952,054 every day, including weekends, during the biennium. The table on the next page breaks it down further. About two-thirds of each of the dollars spent came from state funds; the other third were federal funds. Only two-tenths of one percent was supplied out of the state general fund (primarily income tax dollars).

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Daily Cost Per Oregon Adult:		What It Buys:
For Highway maintenance, operation and construction:	\$ 0.76	Maintenance, operation and construction on over 19,000 lanes miles and 2,670 bridges that are part of over 8,000 miles of state highways.
For DMV & Motor Carrier regulatory activities:	\$ 0.09	Licensing and regulation of nearly 3 million drivers, nearly 4 million vehicles, and over 45,000 Oregon-based trucks
For Safety activities (other than engineering and regulatory):	\$ 0.01	Holding or reducing crashes, fatalities and injuries despite increasing volumes of traffic
For Rail oversight:	\$ 0.04	Passenger rail trips in Oregon that near the three-quarters of a million mark per year along with 10's of millions of freight tons moved by rail
For Transit oversight:	\$ 0.02	Transit rides that number well over 100 million per year
For Transportation data and planning:	\$ 0.03	Informed decisions for an efficient transportation system
For support operations like Fleet, Information Systems, HR and Finance:	\$ 0.05	Supportive operations allow for efficient operations
For Debt Service and Other	\$ 0.06	Loan repayment primarily for construction projects
Total:	\$ 1.07	

- **SUMMARY OF CITIZEN AND CUSTOMER PERCEPTIONS SURVEY**

Since 1993, the department has conducted the Transportation Needs and Issues Survey to collect data from state residents that would assess their perceptions of the current system, determine their current transportation use, and identify citizen concerns to help steer future department efforts. The following provides the major highlights from the 2005 Needs and Issues Survey (for a complete discussion of the methodology and the complete results and analysis of the survey, see Appendix C).

- Citizens were most satisfied with the maintenance of roadside rest areas, the visual appeal of major highways, the efforts to minimize how work zones affect travel, and the DMV's provision of services.
- Over all types of services, residents' satisfaction levels were about the same or slightly higher in 2005 than in previous years.
- The greatest increases in resident satisfaction occurred in the areas of satisfaction with ODOT's efforts to improve the entire transportation system; ODOT's communications with the public about construction projects and road closures; ODOT's efforts to expand and improve highways, roads, and bridges; and the pavement conditions of major highways.

CHANGES TO MEASURE ORDER

In an effort to make performance information more available to the average citizen, the department has re-ordered the measures to reflect the priorities of its customers (see table below). The measures are now grouped based on what they are measuring, using the following categories: DMV Services, Travel and Delay, Safety, Highway Conditions, and Job Growth. These new groups of measures will facilitate the ease with which casual citizens can find the information they are looking for, and will increase consistency between levels of reporting; these groups will be used in a flash report, available on the internet, developed to provide customers with easy access to basic and detailed information.²

<p>DMV:</p> <ul style="list-style-type: none"> ▪ DMV Customer Services (#1) -- DMV Field Office Wait Time (#1a), DMV Phone Wait Time (#1b), and DMV Title Wait Time (#1c) ▪ Customer Satisfaction (#2) 	<p>Travel and Delay:</p> <ul style="list-style-type: none"> ▪ Travel Delay (#3) ▪ Special Transit Rides (#4) ▪ Passenger Rail Ridership (#5) ▪ Intercity Passenger Service (#6) ▪ Traffic Volume (#7) ▪ Alternatives to One-Person Commuting (#8)
<p>Safety:</p> <ul style="list-style-type: none"> ▪ Travelers Feel Safe (#9) ▪ Traffic Fatalities (#10) ▪ Traffic Injuries (#11) ▪ Safe Drivers (#12) ▪ Impaired Driving-Related Traffic Fatalities (#13) ▪ Use of Safety Belts (#14) ▪ Large Truck Accidents (#15) ▪ Rail Crossing Incidents (#16) ▪ Derailment Incidents (#17) 	<p>Highway Condition:</p> <ul style="list-style-type: none"> ▪ Pavement Condition (#18) ▪ Bridge Condition (#19) ▪ Bike Lanes and Sidewalks (#20) ▪ Fish Passage at State Culverts (#21)
<p>Job Growth: Construction Jobs (#22)</p>	

² See Appendix D for an example of the internet report. See Appendix B for details on how the measures have been changed.

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PART II: USING PERFORMANCE DATA

Agency: Oregon Department of Transportation	Date Submitted: September 30, 2005	Version No.: 1
Contact: Mike Marsh	Phone: 503-986-4399	
Alternate: Scott Bassett	Phone: 503-986-4462	

Agency Name: ODOT

Agency No.: 73000

The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.

1 How were staff and stakeholders involved in the development of the agency's performance measures?

ODOT has a history of more than 15 years of involvement in performance measurement. It began as an effort to identify which programs or work groups were doing the highest quality work with efficient use of resources. The effort to manage based on information involved all ODOT staff in the education and development of performance measurement. Some of the measures developed then still exist today, while others have evolved or been eliminated. But the result is performance management at ODOT today.

The Performance Advisory Team, formed in the early 1990s, continues to be a clearinghouse for information and a sounding board for current performance measurement efforts. Stakeholder involvement has come through customer surveys or through the direct ties that some ODOT performance measures have to Oregon Benchmarks (see <http://egov.oregon.gov/DAS/OPB/obm.shtml>), since the state's benchmarks were developed and modified using public involvement.

The Performance Management Unit of the Internal Audit Services Section of the Central Services Division assists ODOT with external and internal performance reporting. It supports ODOT divisions and employees from all areas of the organization in developing and refining performance measures, gathering source data (including customer surveys), and preparing progress reports. It provides department-wide coordination and training to support the Oregon Benchmarks, holds quarterly meetings, and issues performance reports.

ODOT re-examines performance measurements and identifies key activities that (1) track outcomes, not just inputs or outputs, (2) represent the agency's primary goals and tasks and (3) are statistically proven to be linked to high-level outcomes and goals. The Motor Carrier Division, for example, uses statistical regression analysis to test cause-and-effect

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	assumptions and confirm a correlation between certain activities.
2 How are performance measures used for management of the agency?	<p>Performance measures have been updated on a quarterly basis and presented for discussion at the department's quarterly Executive Team meetings. These meetings are planned to begin again in 2006. The Executive Team takes the opportunity to remark about progress or setbacks and offer suggestions for addressing problems. Based on the status of measures and suggestions offered, program managers determine if they need to provide any special direction to staff.</p> <p>Performance measures are also incorporated into the planning documents for all areas of responsibility for ODOT, including the Oregon Transportation Plan, Highway Plan, Freight Plan, Rail Plan, and the Transportation Safety Plan. Additionally, performance measures are used in budget development, resource planning, and communicating with stakeholders.</p> <p>There are also on-going requirements for the director and department to track and report performance. ODOT is required to include performance measures in the budget request and in each update of the Annual Performance Report. The performance expectations will be linked to more detailed diagnostic measures within ODOT programs.</p> <p>Agency staff use several performance measures to manage programs to achieve a positive contribution. Fatalities and injuries due to crashes on the highway system are closely monitored, as are safety belt use, impaired driving, large truck accidents, and rail crossing and derailment incidents. Also monitored are the percent of safe drivers based on their collective driving record and, via survey, the percentage of drivers who are satisfied with transportation safety.</p> <p>More detailed performance measures are used on a daily and weekly basis to manage units and sections. These internal measures are often measured more frequently, are detailed and more "output" oriented, and thus allow for more immediate management decisions that can quickly affect program accomplishments.</p> <p>For example, at DMV, customer service performance measures are gathered weekly, shared among agency managers, and used to balance resources among customer service</p>

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	<p>goals to maximize attainment of all goals. Sections within the division have additional service delivery goals that are monitored daily for resource allocation and other needed corrective actions. Because DMV cross-trains many employees, managers have the ability to shift resources on a day-to-day basis, depending on measurements.</p>
<p>3 What training has staff had in the use of performance measurement?</p>	<p>The Oregon Progress Board staff provided assistance to the ODOT Executive Team in planning performance measures. The ODOT division administrators prepare quarterly reports to the other members of the executive staff on performance measures organized by the four ODOT goal areas. Inside most divisions there is a monthly or quarterly update report on the measures most closely associated with the division. The reports provide training opportunities each time they are reviewed during staff meetings.</p> <p>The Motor Carrier Division received advice and guidance from the Oregon Progress Board (see "Improving Results in the Oregon Department of Transportation." The division recruited a research specialist from the Transportation Development Division (TDD) to analyze data and look for statistical correlation in performance measures. The process and resulting new set of measures were then scrutinized by TDD Policy Section analysts who used the work as a model for the report entitled <i>Best Practices in Performance Measurement</i>.</p> <p>Some measures (e.g. DMV Title Wait Time) are detailed enough to be directly influenced by a specific unit or section. For these, all involved managers and staff know which customer services performance measures are targeted to measure their service delivery. They also understand the need to balance resources among service delivery goals.</p> <p>As part of the Highway Division's recent realignment, the division has identified the need for training to support its decentralized nature. This education has begun at the executive level and will continue to spread throughout the organization in the near future.</p> <p>ODOT also provided training to other government units on performance measurement. For four of the previous five years, staff from the Transportation Safety Division has been part of the instructor core for the Governor's Highway Safety Association and National Highway</p>

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	<p>Traffic Safety Administration (NHTSA)-sponsored training in highway safety management. The courses presented included problem identification, performance measurement, citizen involvement, and leadership. Attendees are highway safety appointees from other states and territories. The Oregon highway safety performance plan is used as the model in the training, starting in 1997 when NHTSA adopted the Oregon plan as a model document for setting performance measurement standards in highway safety.</p>
4 How does the agency communicate performance results and for what purpose?	<p>Program-level performance information has several uses. Executive staff review and discuss performance quarterly. These measures also are required content in the biennial budget package and must go through a review and approval process by the legislative body. Members of the Legislature also receive quarterly reports concerning highway projects around the state.</p> <p>The highway safety performance measures, including specific grant and project accomplishments, are covered in an annual report submitted to the US Department of Transportation (USDOT) on the first of January. The highlights are part of a presentation to the Oregon Transportation Commission and legislative transportation committees early each year. The Oregon version of the annual evaluation report has been used by the USDOT as a model for other state highway safety offices since 1997.</p> <p>Operational measures are communicated to staff and used primarily by various managers to manage daily operations. The degree of participation varies according to management style. ODOT performance measures and reports have been predominately internally used and distributed, but there is an effort underway to use performance measures as part of an improved communication effort with the public; a web-version of the Annual Performance Report is being developed.</p> <p>Some divisions' staff learn of the status of performance measures when the quarterly performance presentations are distributed as an attachment to the Management Team meeting minutes. These presentations also focus on current issues, challenges, and accomplishments; they also provide a snapshot of divisions' budget status.</p>

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	<p>In some cases, the quarterly performance report presentations are shared externally. Motor Carrier provides its presentation to the Oregon Motor Carrier Transportation Advisory Committee to ensure that representatives of the trucking industry stay abreast of business operations.</p> <p>Some performance results are gathered on a more frequent basis and are reported in a number of formats to each section of the division. A weekly summary of key performance measures is distributed to sections within some divisions to measure trends, determine resource allocation needs, and develop process improvement measures to speed service delivery.</p> <p>This 2005 Annual Performance Report is available to the public on ODOT's Internet site at www.odot.state.or.us/performance. A flash report allows the public to access updated performance information. The report will highlight the information in a way that is easy to grasp and will allow users to navigate through various levels of detail, depending on their time and interest.</p>
5 What important performance management changes have occurred in the past year?	<p>Efforts are underway to include defined performance outcomes in contracts and the number of performance-based contracts will increase. Efforts also are underway to expand the capability of the Highway Division to monitor more facets of performance. The Highway Division has realigned resources to better deliver a higher volume of work with existing staff. The organization is facing many challenges as it undergoes significant change, while under great pressure to deliver. It is also becoming increasingly important to better link existing information systems and to increase the ability of these systems to quickly adapt to changing needs.</p>

PART III: KEY PERFORMANCE MEASURE ANALYSIS

730-01: DMV Customer Services

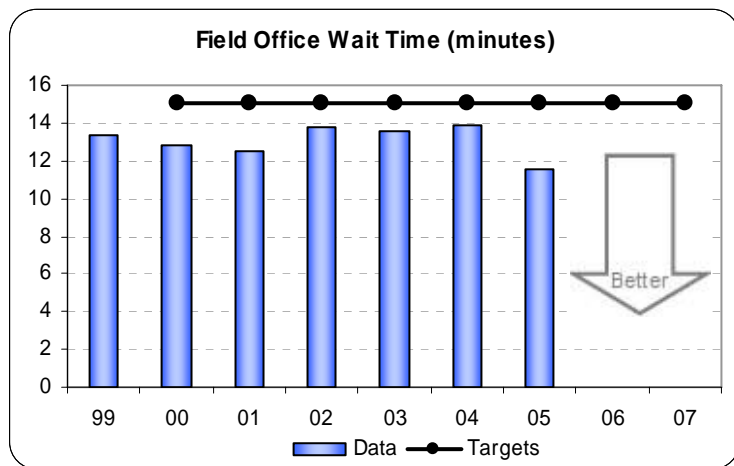
The DMV Customer Services measures are comprised of three separate measures: (a) Field Office Wait Time, (b) Phone Wait Time and (c) Title Wait Time).

730-01a: Field Office Wait Time

Description: Time (in minutes) customers wait to obtain service at a DMV Field Office. Actual wait time for service in a field office can vary significantly based on customer volumes.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target	20.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Data	14.5	13.3	12.8	12.5	13.8	13.6	13.9	11.5		

Data Source: Driver and Motor Vehicle Services Division, ODOT



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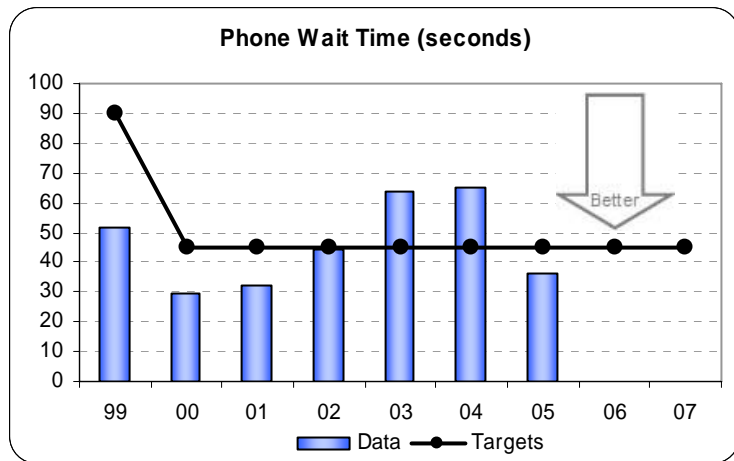
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730-01b: Phone Wait Time

Description: Time (in seconds) customers wait to talk to a DMV Phone Agent. Actual wait time for an individual phone call may vary based on phone call volume.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target	90.0	90.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0
Data	71.8	52.0	29.2	32.3	44.0	64.0	64.8	36.4		

Data Source: Driver and Motor Vehicle Services Division, ODOT



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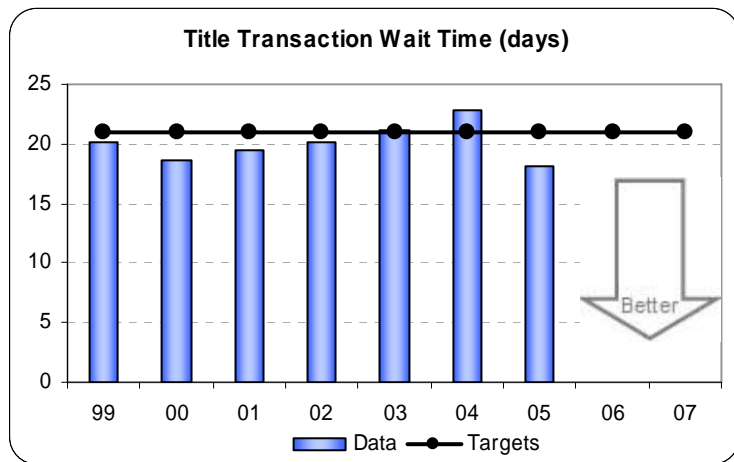
Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

730-01c: Title Wait Time

Description: Number of days DMV takes to process a vehicle title transaction.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
Data	28.1	20.1	18.6	19.5	20.1	21.1	22.9	18.1		

Data Source: Driver and Motor Vehicle Services Division, ODOT



To what goal are these measures linked?

ODOT Goal #4: Provide Excellent Customer Services

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Customers' views of DMV service quality are heavily influenced by wait times and turn-around times. Customers expect a reasonable wait time for services delivered in field offices, by telephone, or through the mail. Overall satisfaction with the processing of high-volume transactions determines whether or not the division is providing excellent customer services.

How does the performance measure demonstrate agency progress toward the goal?

Overall, the measure demonstrates that DMV is providing excellent customer service.

Compare actual performance to target and explain any variance.

The 2005 goal for DMV field office wait time is a statewide, year-long 15 minute average. The actual performance was 11.5 minutes. The goal for telephone queue wait time is 45 seconds and actual performance was 36.4 seconds. The goal for vehicle title turnaround is 21 days and actual performance was 18.1 days. Telephone queue wait time decreased from 64.8 seconds in 2004 to 36.4 seconds in 2005. This improvement is due to DMV's efforts to alleviate the previous shortages in telephone staffing.

Summarize how actual performance compares to any relevant public or private industry standards.

None have been identified.

What is an example of a department activity related to the measure?

A common activity entails using the results of the measures to make decisions regarding the shifting of resources from lower priority tasks to those directly affecting the performance measure.

What needs to be done as a result of your analysis?

DMV will closely monitor customer service goals and results and take corrective action as needed. The division is cross-training employees to increase flexibility in deploying resources to address workload fluctuations. DMV will continue to monitor resources in an effort to ensure adequate staffing for summer workload increases, to maintain a year-long average that is within service delivery targets.

OREGON DEPARTMENT OF TRANSPORTATION

Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

730-02: Customer Satisfaction

Description: Percent of DMV customers who are satisfied with services.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>			85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%	85.0%
Data	83.4%	83.7%	83.6%	84.6%	83.5%	84.1%	84.0%	84.5%		

Data Source: Customer satisfaction surveys, ODOT

Key Performance Measure Analysis

To what goal is this measure linked?

ODOT Goal #4: Provide Excellent Customer Services

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Monthly surveys of customer satisfaction, conducted by DMV, indicate the level at which customers are satisfied with service delivery and the quality and competency of the service.

How does the performance measure demonstrate agency progress toward the goal?

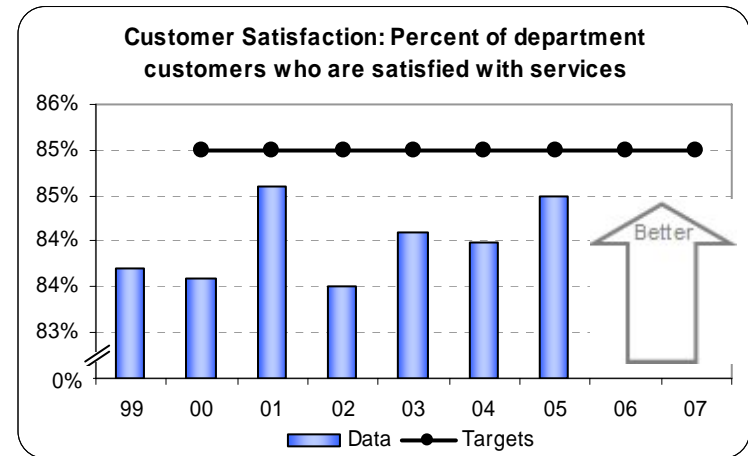
DMV continues to achieve high levels of customer satisfaction.

Compare actual performance to target and explain any variance.

The target for 2005 was 85 percent customer satisfaction with DMV services. The actual performance was 84.5 percent which is within one-half of one percent of the target. In general, customer satisfaction with DMV service remains high despite budget reductions that hamper service delivery.

Summarize how actual performance compares to any relevant public or private industry standards.

None have been identified.



What is an example of a department activity related to the measure?

DMV's selection of services to be provided over the Internet was, in part, based on input from customers via the monthly surveys. Three services that DMV received favorable customer comments on have been made available on the internet (practice the written driver license test, change an address, and vehicle registration renewal). A fourth service that is high on the list of future Internet services is ordering a driving record.

Other divisions of ODOT have established performance surveys and track levels of customer satisfaction. However, customer satisfaction surveys and goals need to be developed for all divisions of the department that have external customers.

What needs to be done as a result of your analysis?

DMV will continue to monitor customer satisfaction levels and take corrective action as needed. Staffing levels in DMV field offices greatly influence customer satisfaction. The division will respond appropriately to customer complaints and work swiftly to resolve customer issues.

OREGON DEPARTMENT OF TRANSPORTATION

Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

730-03: Travel Delay

Description: Hours of travel delay per capita per year in urban areas.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>						19.8	20.1	20.4	20.7	21.0
Data		17.2	18.8	19.1	19.4					

Data Source: Texas Transportation Institute, 2004 Urban Mobility Report

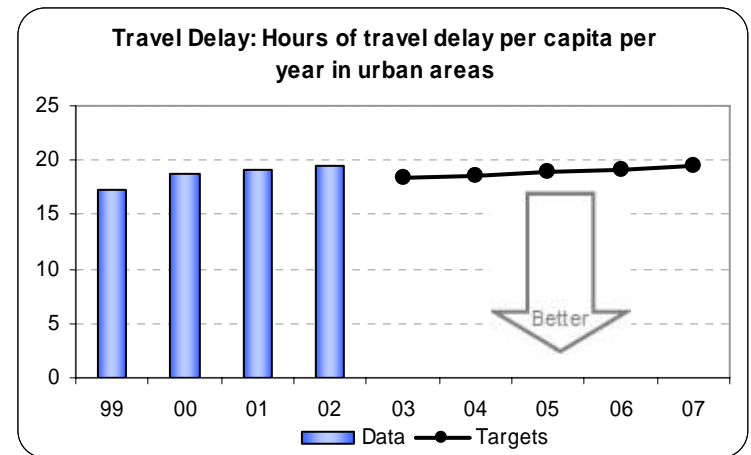
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 2: Move People and Goods Efficiently

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Traffic congestion has risen during the last 30 years because expansion of road capacity has not kept pace with the growth of travel. The mobility that Oregonians have enjoyed in recent decades has been a result of past high capital investment rates. Congestion has been rising because the excess capacity created by those investments is being used up and not replaced. Increase in delay has been eased by the additions to the highway system that have been made. Traffic management efforts in the Portland metropolitan area (e.g. freeway monitoring, incident management, ramp metering) have also helped to limit the effect of growing travel demand on traveler delay. The growth of public transportation service and usage has contributed significantly as well.



How does the performance measure demonstrate agency progress toward the goal?

Congestion delay is strongly associated with population size. As cities become more populous, they become more congested. The rate of growth of delay with respect to population growth has been declining over time, however. Some of this is due to a decline in the growth of per capita Vehicle Miles Traveled (VMT). High rates of per capita VMT growth occurred as Oregon

pulled out of the deep recession in the early 1980s. In addition, several of the social and economic trends that fueled rapid growth of VMT are tapering off. This trend, however, is also influenced by ODOT programs and its transportation partners. Additional improvements will be needed if the benchmark is to be achieved 20 years into the future. If delay per person continues to grow with respect to population at the rates experienced since 1995, and if population grows as projected by the Office of Economic Analysis, future per capita delay could exceed 27 hours annually. This would be similar to the delay experienced in the Seattle area.

Compare actual performance to target and explain any variance.

The estimates are still below the target level.

Summarize how actual performance compares to any relevant public or private industry standards.

According to the Texas Transportation Institute's 2004 Urban Mobility Report, per capita delay in the Portland, Salem and Eugene metropolitan areas is about average for urban areas of their sizes.

What is an example of a department activity related to the measure?

Ramp metering, signal synchronization, incident response vehicles, variable message signs, and capacity enhancing projects are examples of department activity related to this measure.

What needs to be done as a result of this analysis?

Department activities designed to reduce delay should be continued and new approaches developed.

730-04: Special Transit Rides

Description: Average number of special public transit rides per each elderly and disabled Oregonian annually.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target								7.0	7.0	7.0
Data	4.8	4.3	4.9	5.3	6.1	6.2				

Data Source: Public Transit Division, ODOT

Key Performance Measure Analysis

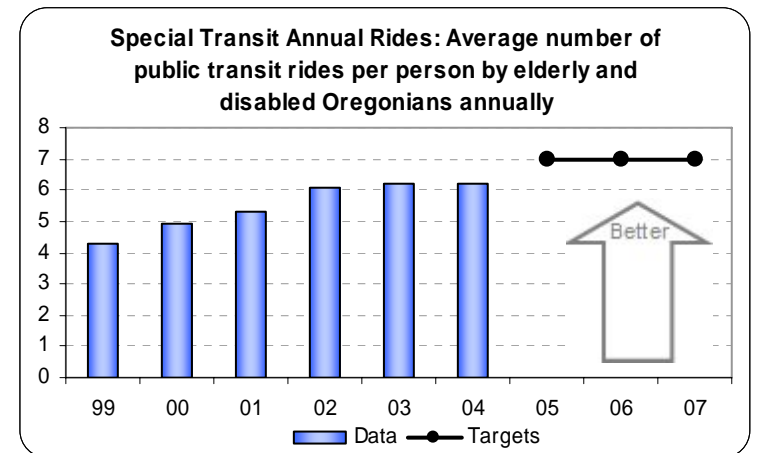
To what goal is this performance measure linked?

ODOT Goal 2: Move People and Goods Efficiently

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Seniors and people with disabilities need transportation alternatives to participate in community life. ODOT has been charged to provide these alternatives. This performance measure reflects the annual average special transportation rides taken per senior or disabled person in Oregon. Special transit rides are those that occur by appointment, such as Dial-A-Ride, rather than the regularly scheduled, fixed-route trips offered to the general public.

The goal is to preserve alternative travel access levels and improve them when possible for seniors and people with disabilities. Average special transit rides diminished through the 90's as the senior populations rose and resources to pay for such transportation remained static. In 1992 rides were at an average of seven per year, dropping to a low of about four in 1999.



What does the performance measure demonstrate about the goal?

The five year goal is to restore the average number of special transportation rides available per individual (measured by the population of seniors and people with disabilities) to at least the prior level of service (seven rides per person each year). The trend shows the strategy is working and rides per person are gradually restoring that level of service. ODOT is seeking a

review of this goal to determine if the measure should be disaggregated, with separate targets for rural and urban populations of elderly and disabled riders.

What do the data reveal?

The number of rides is reported by providers of special transportation to ODOT's Public Transit Division. The cumulative number is then divided by the total number of elderly and disabled who live in Oregon. Trips by general population riders in rural areas are also included in the ratio, which has led ODOT to seek a modification of the methodology for this measure.

Data from the past indicate that additional investment and emphasis on coordination of resources has been effective in restoring at least an average of 7 rides per year for each senior or disabled person, which was the level of service in the early 1990's. More recently, the number of rides has increased from four to more than 6 trips on average per person in 2002 and 2003. Data indicate that additional funds and coordination activities to move toward this goal have been successful.

What is an example of a department activity related to the measure?

The Department will continue the current emphasis on the special transportation program.

What needs to be done as a result of your analysis?

This measure is intended to help the Public Transit Division to determine if program strategies to invest in transit providers are working, but efforts are underway to develop a more precise measure. The proposal under consideration makes two substantive suggestions that go beyond fine-tuning the current measure: 1) track the data by separating rural and urban populations, because the transit goals for each group are in conflict, and 2) add an additional category to track "transportation disadvantaged" populations, which are defined as rural areas with 50,000 or fewer residents. These two suggestions are intended to bring about better alignment with the high-level outcomes of the state, encourage improved planning within ODOT, and enable strategic transit coordination within communities. This measure gives valuable information to set investment priorities. The Department will use this measure to analyze the effects of reduction in state budget for social service programs.

OREGON DEPARTMENT OF TRANSPORTATION

Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

730-05: Passenger Rail Ridership

Description: Number of state-supported rail service passengers.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target						122,494	123,718	124,955	124,955	124,955
Data	77,496	83,164	92,362	120,290	121,281	121,481	122,639			

Data Source: Rail Division, ODOT, Amtrak

Key Performance Measure Analysis

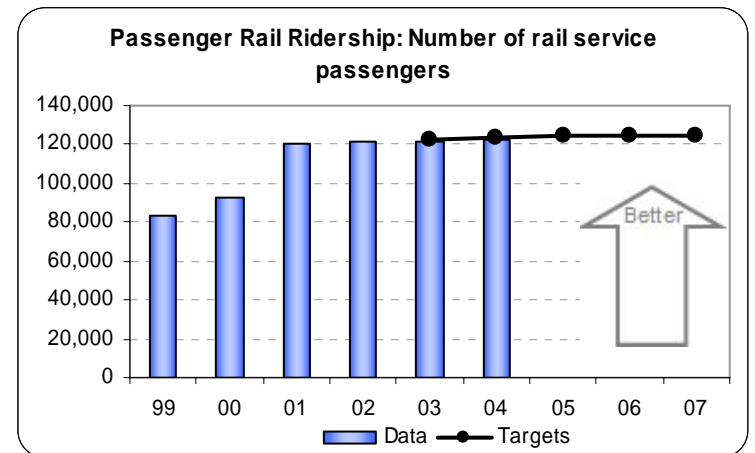
To what goal(s) is this performance measure linked?

Oregon Benchmark #70: Promoting Alternatives to One-Person Commuting and #71: Reducing Vehicle Miles Traveled

ODOT Goal #2: Move People and Goods Efficiently

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Passenger rail ridership is closely linked to the benchmarks and ODOT's goal. Passenger rail transportation provides an alternative to one-person commuting and results in reducing vehicle miles traveled. The state of Oregon supports Amtrak Cascades trains and Thruway buses.



How does the performance measure demonstrate agency progress toward the goal?

Passenger rail ridership is increasing.

Compare actual performance to target and explain any variance.

The ridership projections are based on historical increases in state-supported Cascades trains and Thruway buses. In general, ridership increases result from reductions in travel time, increased frequencies, and improvements in reliability. Each of these conditions is largely dependent upon sufficient capital investment.

Summarize how actual performance compares to any relevant public or private industry standards.

None have been identified for similar intercity rail usage.

What is an example of a department activity related to the measure?

The department markets passenger rail. Grass roots activities and low-profile marketing, including speaking to civic organizations, print and radio advertising, working with tourism professionals, and developing incentive programs to induce traffic, are department activities designed to improve passenger rail ridership.

What needs to be done as a result of this analysis?

- Market passenger rail more aggressively
- Improve on-time performance of passenger rail
- Increase the frequency and range of service
- Increase the speed of passenger rail

730-06: Intercity Passenger Service

Description: Percent of Oregon communities of 2,500 or more with intercity bus or rail passenger service.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>								95%	95%	95%
Data	66%		76%		90%	90%				

Data Source: Public Transit Division, ODOT

Key Performance Measure Analysis

To what goal is this performance measure linked?

ODOT Goal 3: Provide a Transportation System that Supports Livability and Economic Prosperity in Oregon

What does the performance measure demonstrate about the goal?

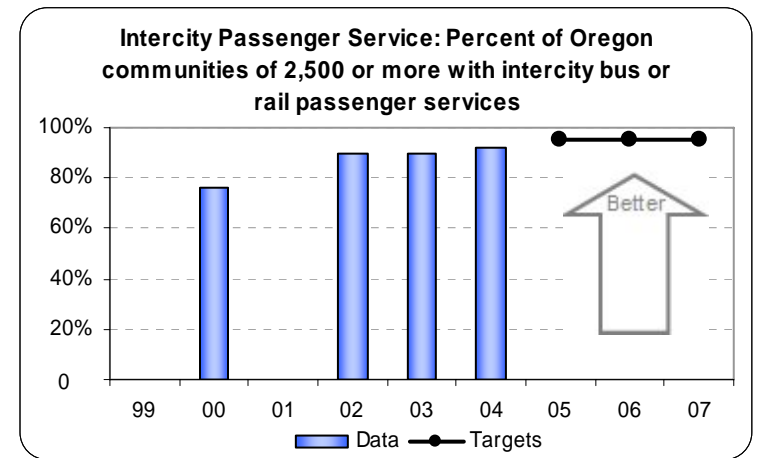
The primary goal is to have 95% of all communities with a population greater than 2,500 connected to the closest regional service market. The secondary goal is for the closest regional service market to serve as a gateway to additional statewide transportation service. The service should be reasonably scheduled and accessible by people with disabilities.

This goal helps to meet Oregon rural communities' needs for a travel alternative for intercity and service access. Targets are set by the Oregon Transportation Plan.

What do the data reveal?

The program increased the accessible intercity service by one additional community in 2003 but the number of communities of 2,500 or above also increased by one. Performance remains the same. The improvement in number of communities served had no statistically significant impact on the goal.

The performance of the program is high; the majority of rural communities of 2,500 population have reasonable intercity access to the next regional center and to a main connection with Amtrak or a major interstate bus service.



What is an example of a department activity related to the measure?

The department will examine program activities and strategies for supporting intercity passenger services. At this time strategies are working. The department also looks at other measures that help to determine cost-effectiveness and coordination opportunities.

What needs to be done as a result of your analysis?

ODOT will continue implementation of subsidy for accessible intercity bus equipment and rural intercity startup routes that bring rural access. We will continue our emphasis on intercity bus providers' coordination with the Amtrak passenger rail connections and Greyhound bus ticketing services.

OREGON DEPARTMENT OF TRANSPORTATION

Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

730-07: Traffic Volume

Description: Vehicle Miles Traveled (VMT) per capita in Oregon metropolitan areas for local, non-commercial trips.

	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>							6,900	6,900	6,900
Data	6,830	6,750	6,660	6,650	6,670	6,570			

Data Source: ODOT Transportation Development Division

Key Performance Measure Analysis

This benchmark covers metropolitan planning organizations (MPOs) in Oregon. Commercial traffic, truck traffic, and through traffic on state and locally owned roads is excluded. Oregon MPOs include Portland, Salem-Keizer, Eugene-Springfield, and Medford during the years 1999 to 2001. Corvallis was added in 2002 and Bend in 2003.

To what goal is this performance measure linked?

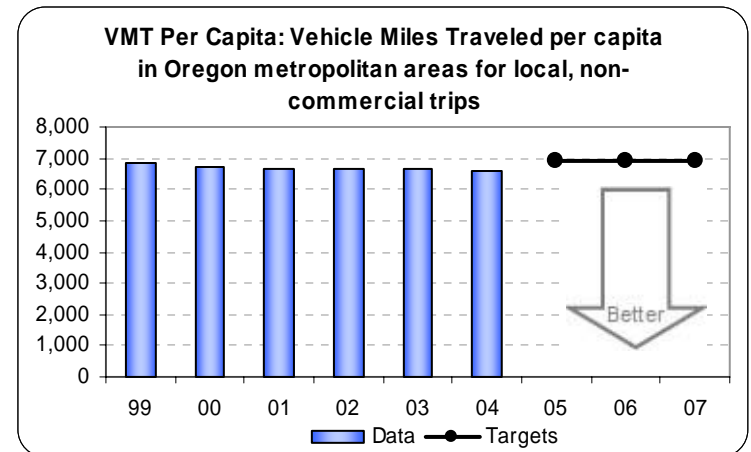
Goal 2: Move People and Goods Efficiently

What do benchmark data say about Oregon relative to the goal?

The relationship between population growth and vehicle miles of travel remains steady. Changes from year to year primarily reflect economic activity. The goal of moving people efficiently is being met and performance remains within the target boundary. The target represents the maximum acceptable per capita VMT, which is most likely to be surpassed during times of strong economic activity.

What is the impact of your agency?

ODOT's role is to provide transportation infrastructure to support economic activity.



How does the performance measure demonstrate agency progress toward the goal?

Remaining within the target area for this measure demonstrates efficient movement of people. ODOT provides alternatives to passenger vehicle use within MPO areas through transportation demand management activities, such as park-and-ride facilities.

Compare actual performance to target and explain any variance.

Year-to-year variation in this measure reflects changes in the Oregon economy more than any other factor. The chart illustrates this pattern. In 1999 the Oregon economy was fairly robust, but began declining in subsequent years. As economic activity declines, VMT declines, population growth slows, and per capita VMT declines. When the economy is strong the highway system is expected to operate closer to the target amount, but the goal is to remain within the target value.

Summarize how actual performance compares to any relevant public or private industry standards.

Not applicable.

What is an example of a department activity related to the measure?

Construction projects expanding highway capacity and transportation demand management programs promoting alternative modes of travel are two examples of department activity associated with changes in roadway use. However, this measure strongly relates to the policy and planning programs of the MPOs as well.

What needs to be done as a result of this analysis?

Changes in per capita VMT must always be considered within the context of other measures and economic conditions.

730-08: Alternatives to One-Person Commuting

Description: Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicles.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target								30%	30%	30%
Data	29%		27%		29%		31%			

Data Source: Oregon Population Survey, Oregon Progress Board

Key Performance Measure Analysis

To what goal is this measure linked?

Oregon Benchmark #68: Reducing Travel Delay and #70: Promoting Alternatives to One-Person Commuting

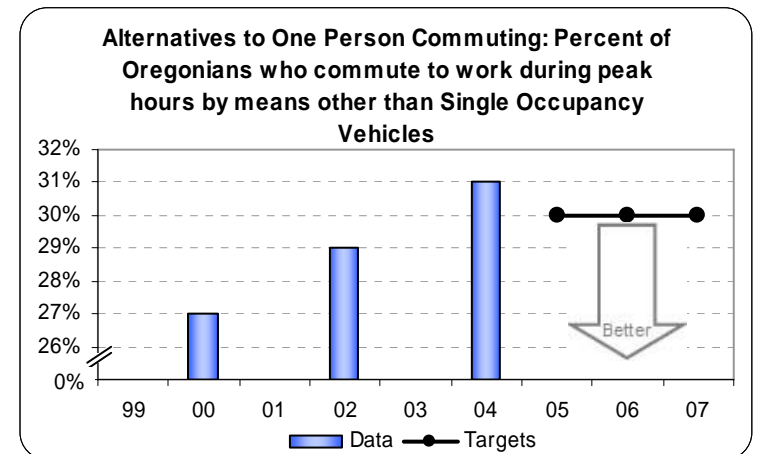
ODOT Goal #2: Move People and Goods Efficiently

What does the measure demonstrate about the goal?

This measures the success of programs dedicated to offering alternatives to one-person commuting. Use of commuting alternatives contributes to the reduction of congestion.

What do the data reveal?

The proportion of Oregonians commuting during peak hours by means other than Single Occupancy Vehicle (SOV) is essentially at target level. However, it may not go much higher in the future. Efforts to reduce SOV commuting must take into account the fact that many people combine their commute with household trips to help balance the time demands of work, home, children and travel. Efforts to help people cope with congestion include helping to balance work and home responsibilities (e.g. flexible work hours, schedules and telecommuting options), reducing the transportation burden required for managing a household, and managing consumption.



What is an example of a department activity related to the measure?

Examples of ODOT programs include ODOT's Transportation Demand Management program. This program assists communities with the development of services and facilities for alternative transportation methods. Methods of accomplishing this goal include rideshare programs, park-and-ride lots, telecommuting programs, and incentive programs to encourage the use of alternatives to driving alone.

What needs to be done as a result of your analysis?

The current program is working and should be maintained and improved where opportunities exist. ODOT's Transportation Demand Management program will continue and improvements incorporated. As new techniques and strategies develop, they will be applied where appropriate.

OREGON DEPARTMENT OF TRANSPORTATION

Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

730-09: Travelers Feel Safe

Description: Percent of public satisfied with transportation safety.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>							74%	74%	74%	74%
Data	67%	67%	72%	72%	71%	71%	75%			

Data Source: Transportation Safety Division, ODOT,
Traffic Safety Attitude Survey, Intercept Research Corporation

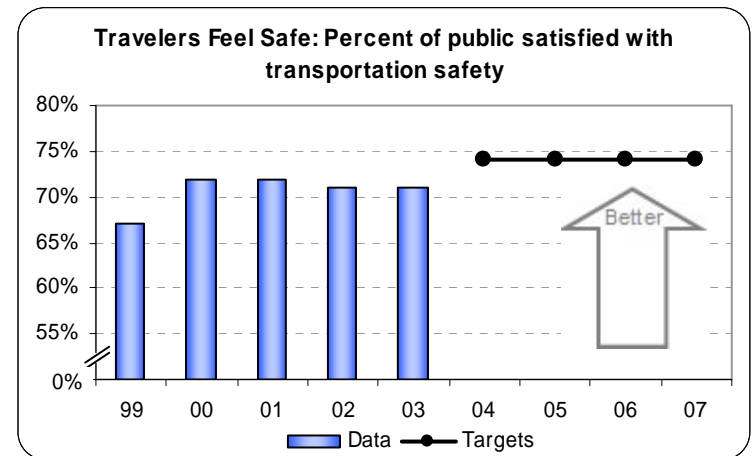
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

ODOT Goal #1: Improve Travel Safety in Oregon

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The data show how various safety programs are affecting the public's perception about transportation safety. This gives ODOT an indication of whether or not its efforts are visible to the public and guides ODOT's activities in increasing safety for Oregonians.



How does the performance measure demonstrate agency progress toward the goal?

This measure demonstrates progress towards the goal of improving travel safety because if a high percentage of people are satisfied with transportation safety, then ODOT is doing its job in visibly improving safety for users of the transportation system.

Compare actual performance to target and explain any variance?

The percentage of people satisfied with transportation safety exceeds the target. This continues the upward trend in satisfaction since 1998.

Summarize how actual performance compares to any relevant public or private industry standards?

There is no comparable measure at the federal level and no known standards used by other states.

What is an example of a department activity related to the measure?

ODOT engages in activities to improve safety throughout the organization. Public awareness campaigns raise the consciousness of Oregonians regarding what ODOT is doing to improve safety within the state. The Highway Division has numerous safety programs, but all aim to maintain roads and build projects on state routes to improve safety. The Transportation Safety Division exists to improve all facets of transportation safety. The Division of Motor Vehicle Services licenses and monitors driver behavior to encourage safety. Motor Carrier Division manages programs focused at safe operation of commercial vehicles. The Safety Division coordinates safety activities within the department, including educational campaigns.

What needs to be done as a result of your analysis?

Surveys show that highway features such as striping, lighting and shoulders are constant concerns for drivers. Drivers look for improvements from ODOT to make signs and striping more visible given Oregon's traditional dark, wet winters. Bad driving habits, such as speeding or driving while distracted by cell phones, etc., are another area of concern.

ODOT should reevaluate the target for this performance measure and reassess budgeted amounts for signing, striping and lighting to better respond to the concerns of transportation system users. Public observation of added safety features, such as median cable barriers, more visible striping and rumble strips, may increase public perceptions of safety.

Transportation safety will continue to be a priority throughout ODOT programs. Staff will continue current activities while seeking to respond to concerns expressed in public surveys.

730-10: Fatalities

Description: Traffic fatalities per 100 million Vehicle Miles Traveled (VMT).

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>							1.36	1.30	1.24	1.18
Data	1.61	1.19	1.29	1.41	1.26	1.46	1.28			

Data Source: Crash Analysis and Reporting, ODOT, Fatality Analysis Reporting System, National Highway Traffic Safety Administration, USDOT

Key Performance Measure Analysis

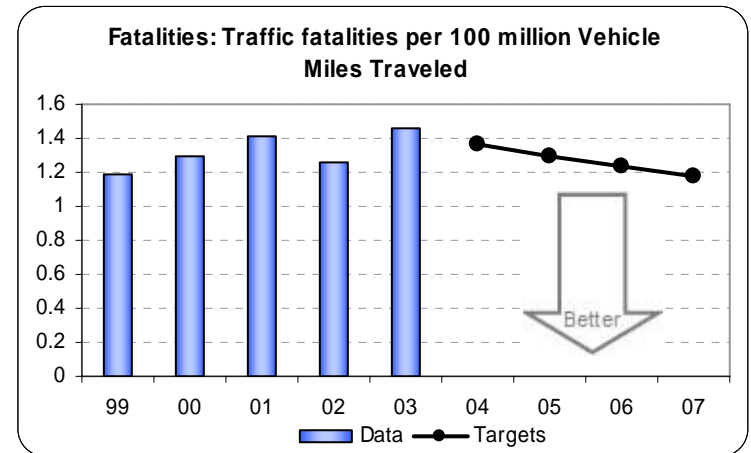
To what goal(s) is this performance measure linked?

ODOT Goal #1: Improve Travel Safety in Oregon

Oregon Benchmark #45: Reducing Premature Death

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The data indicate how successful ODOT's safety programs are in reducing fatalities and therefore contributing to a reduction in premature death. ODOT's safety division impacts the outcome of this measure through safety programs designed to make travel safer and reduce fatalities. Examples of these activities can be found on the Safety Division's website in the Safety Action Plan.



How does the performance measure demonstrate agency progress toward the goal?

This measure shows progress toward the goal of improving travel safety by indicating how many traffic fatalities occur on public roads (including state, city, and county) in Oregon. If fatalities are decreasing annually, that indicates that travel safety in Oregon is improving.

Compare actual performance to target and explain any variance.

The fatality rate has been below the target rate for four of the past six years, and is again below the target in 2004. Although there are fluctuations from year to year, the overall trend indicates that fatalities are decreasing. Fluctuations in the data

from year to year because the small numbers being measured create the potential for greater swing. The long-term target is to reduce the traffic fatality rate to 0.99 per hundred million vehicle miles traveled by the year 2010.

Summarize how actual performance compares to any relevant public or private industry standards.

According to the National Highway Traffic Safety Administration (NHTSA), the national fatality rate per hundred million vehicle miles traveled is 1.46. The Oregon rate (1.28) is below this national average; Oregon's rate was below the national rate in 2003 as well.

What is an example of a department activity related to the measure?

The *Oregon Traffic Safety Performance Plan* and the *ODOT Transportation Safety Action Plan* catalog safety activities directed at safe driving, DUII, safety belts, child safety seats, speed, motorcycle safety, bicycle safety, equipment standards, driver education and traffic laws. Other safety programs target rail and large truck transportation safety. The State Transportation Improvement Program includes specific safety spending and program expectations for the state's highway system.

Speeding, or driving too fast for conditions, has become the number one fatal driver error in Oregon, surpassing drinking and driving. An aggressive public education and awareness campaign was started in 2001. Law enforcement training, equipment, and enforcement overtime grants were initiated by the Transportation Safety Division, particularly in areas of the state that have a high incidence of speed related crashes. Oregon's focus on this matter has led to new attention at the national and federal level that is now recognizing that even if safety belts are used, crashes at high speeds are not able to be survived .

Increasing safety features on stretches of highways that are determined to be dangerous areas could further reduce fatalities. Median cable barriers on freeways, rumble strips, and pedestrian crossings could all have an affect on reducing fatal crashes.

What needs to be done as a result of your analysis?

Continue to review the causes of fatalities, target safety activities accordingly, and allocate safety resources to the programs most effective at reducing fatal crashes.

730-11: Injuries

Description: Traffic injuries per 100 million Vehicle Miles Traveled (VMT).

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>							76	76	71	70
Data		83	79	78	80	74	77			

Data Source: Crash Analysis and Reporting, ODOT

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

ODOT Goal #1: Improve Travel Safety in Oregon

ODOT Benchmark #45: Reducing Premature Death

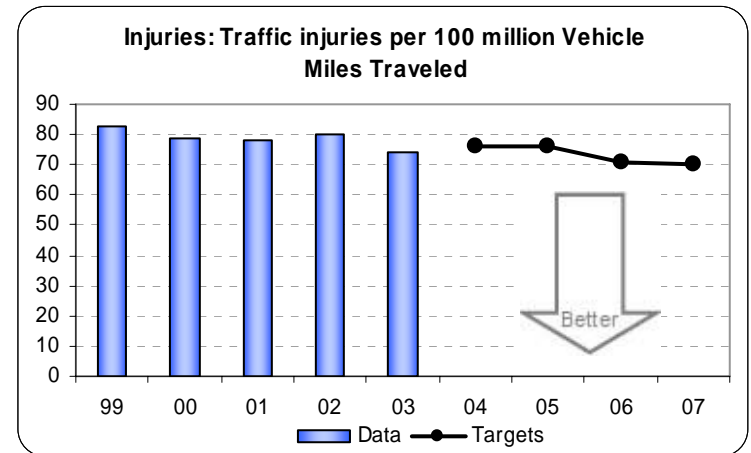
What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The data indicate how successful ODOT's safety programs are in reducing crashes that result in injuries. Major injuries caused by crashes have some effect on premature mortality rates. These major injuries can ultimately result in premature death or some disability that significantly affects the remainder of an individual's lifetime.

Many ODOT activities impact this outcome including highway improvement projects, traffic safety programs, DMV regulation, and motor carrier regulation. An improved road design combined with increased occupant protection usually means fewer crashes and reduced injury when crashes do occur.

How does the performance measure demonstrate agency progress toward the goal?

This measure shows progress toward the goal of improving travel safety by indicating how many injuries occur in Oregon. When the number of injuries decreases, the measure is indicating that travel is safer. This is also an indication that the use of occupant protection, such as safety belts and helmets, is increasing.



Compare actual performance to target and explain any variance.

The overall trend during the past six years shows a decrease in the injury rate. Traffic injuries are tracked in three different categories: major, moderate and minor. Major injuries account for only 6% of the total while minor injuries account for a significant 61% of the total. The percentage of major injuries has remained the same from 2003. However, the percentage of minor injuries has decreased, indicating an increase in the percentage of moderate injuries. This suggests that programs might be decreasing the number of minor injuries, but might not be affecting the number of major or moderate injuries.

Summarize how actual performance compares to any relevant public or private industry standards.

The nationwide injury rate is 100 injuries per hundred million vehicle miles traveled. The Oregon rate (74) is significantly below this national average.

What is an example of a department activity related to the measure?

The *Oregon Traffic Safety Performance Plan* and the *ODOT Transportation Safety Action Plan* catalog safety activities directed at safe driving, DUII, safety belts, child safety seats, speed, motorcycle safety, bicycle safety, equipment standards, driver education and traffic laws. Primary work on reducing injuries involves child passenger safety, safety belts, helmets and other personal injury protection programs.

What needs to be done as a result of your analysis?

Continue to review the causes of crashes and target safety activities accordingly. Also continue to monitor the success of various safety programs to efficiently and effectively target efforts to reduce major and moderate injuries.

730-12: Safe Drivers

Description: Percent of drivers who drove safely by avoiding traffic violations and accidents, during the prior three years.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>				62.1%	62.1%	62.3%	63.1%	64.0%	64.0%	64.0%
Data			62.4%	62.1%	62.7%	62.9%	64.1%			

Data Source: Driver and Motor Vehicle Services Division, ODOT

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Oregon Benchmark #45: Reducing Premature Death

ODOT Goal #1: Improve Travel Safety in Oregon

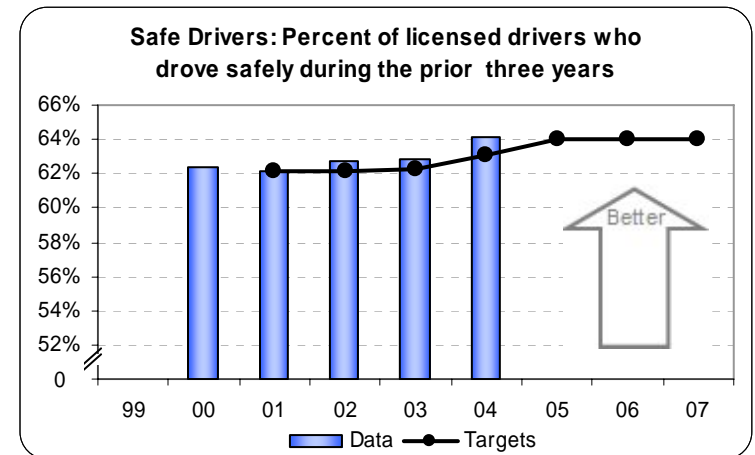
What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Drivers with a history free of traffic violations and reportable accidents are more likely to be observing safe driving habits, and less likely to cause traffic accidents that result in injury or death. DMV influences the outcome by providing, driving tests (vision, knowledge, and behind-the-wheel), educational materials (Oregon Driver Manual), graduated driver licenses, and intervention with problem or medically at-risk drivers. DMV also uses intervention methods such as restricting or suspending driving privileges for problem drivers and individuals with possible medical impairments.

What does the performance measure demonstrate about the goal?

The Safe Driver measure reports the percent of state motorists who are driving safely during a three-year period. Specifically, the measure is the percentage of Oregon motorists who do not have any accidents, convictions, DUII diversions or implied consent suspensions posted to their driving record during the prior three years.

The 2005 goal is to have 64.0 percent of Oregon drivers classified as "safe drivers".



What do the data reveal?

DMV exceeded its goal in 2004 when data revealed that 64.1% of drivers drove safely during the last three years. The 1.2% improvement between 2003 and 2004 indicates that an additional 34,000 drivers avoided traffic violations and accidents during the last three years.

Compare actual performance to target and explain any variance.

The safe driver measure exceeded the target levels in 2003 and 2004.

Summarize how actual performance compares to any relevant public or private industry standards.

None have been identified.

What is an example of a department activity related to the measure?

DMV implemented the expanded physician reporting requirement to identify individuals whose driving ability is impaired by a medical condition. By intervening to suspend the license or retest these individuals, DMV prevents traffic violations and accidents that can occur due to medical impairments.

What needs to be done as a result of your analysis?

The safe driver measure is a rolling three-year average. It will require additional analysis of the various portions of DMV's driver safety programs to determine what additional actions may result in an improved safe driver rate. DMV customers represent a spectrum of socio-economic backgrounds. DMV continues to analyze driving record data to determine how best to align programs to serve the needs of all customers.

OREGON DEPARTMENT OF TRANSPORTATION

Agency Mission: To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.

730-13: Impaired Driving

Description: Percent of fatal traffic crashes that involved alcohol.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>							35.0%	35.0%	33.0%	33.0%
Data	41.1%	39.4%	38.6%	35.5%	37.4%	35.9%	41.0%			

Data Source: Crash Analysis and Reporting, ODOT, Fatality Analysis Reporting System, National Highway Traffic Safety Administration, USDOT

Key Performance Measure Analysis

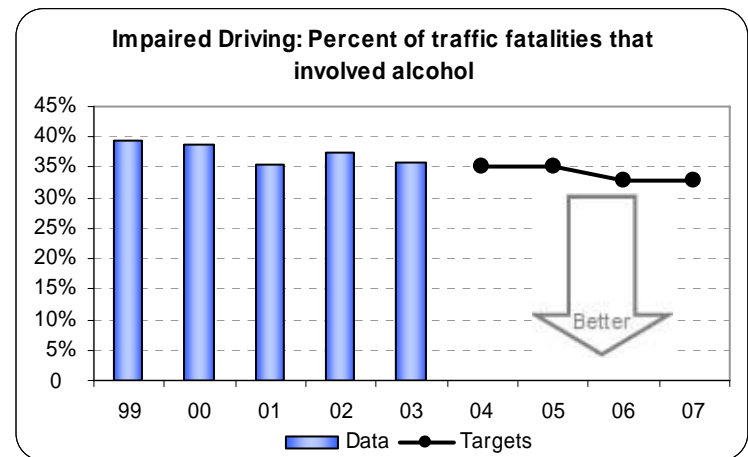
To what goal(s) is this performance measure linked?

ODOT Goal #1: Improve Travel Safety in Oregon

Oregon Benchmark #45: Reducing Premature Death

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The data indicate the amount of drunk driving occurring in Oregon, which is an indicator of how safe it is to drive on Oregon roads. ODOT's safety division impacts this outcome through public awareness campaigns and enforcement efforts.



How does the performance measure demonstrate progress toward the goal?

This measure tracks progress toward the goal of improving travel safety by indicating the percentage of fatal crashes that involve alcohol. A lower percentage indicates progress towards making Oregon a safer place to drive. While this percentage has fluctuated, 2004 results are the second highest in the last seven years.

Compare actual performance to target and explain any variance.

The outcome does not meet the target. The percentage of fatal crashes involving alcohol has increased since the previous year and is worse than the target percentage. Additionally, because this measure focuses on impairment due to alcohol, it

does not reflect impairment due to other drugs. Safety programs continue to target reducing driving while under the influence of intoxicants.

Summarize how actual performance compares to any relevant public or private industry standards.

The outcome of 41% of crashes involving alcohol is above the national average of 40% reported in the National Highway Traffic Safety Administration's (NHTSA) "Traffic Safety Facts 2003."

What is an example of a department activity related to the measure?

ODOT's Safety Division has implemented several strategies to continue the reduction of alcohol-involved traffic fatalities. Strategies listed in the Oregon Traffic Safety Performance Plan are enforcement or education based. Some of these include training for police, prosecutors and judges; grants to at least 20 cities in the state to pay for DUII enforcement overtime; and community-based campaigns, public information and other education campaigns. The Safety Division also is charged with the coordination and staff for the Governor's DUII Advisory Committee, which is focused on reducing the impacts of DUII in the state.

What needs to be done as a result of your analysis?

ODOT will continue to monitor all aspects of fatalities due to impairment, and will re-evaluate its efforts to combat alcohol-impaired driving in an effort to improve performance during the next year.

730-14: Use of Safety Belts

Description: Percent of all vehicle occupants using safety belts.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target								95%	95%	95%
Data	87%	88%	89%	91%	90%	91%	94%			

Data Source: Transportation Safety Division, Occupant Protection Observation Study, Intercept Research Corporation

Key Performance Measure Analysis

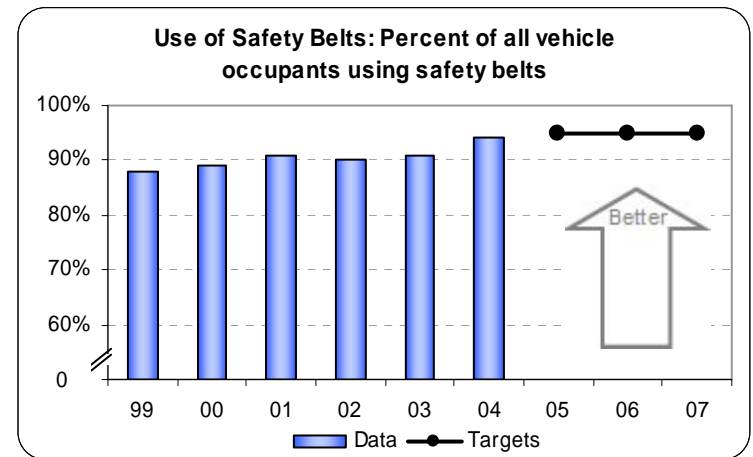
To what goal(s) is this performance measure linked?

ODOT Goal #1: Improve Travel Safety in Oregon

Oregon Benchmark #45: Reducing Premature Death

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The data show the percentage of all Oregonians that wear safety belts while in a vehicle. ODOT's safety division impacts this outcome through education campaigns and public awareness efforts to communicate to Oregonians the importance of wearing safety belts in reducing premature deaths, injuries, and in improving travel safety in Oregon.



How does the performance measure demonstrate progress toward the goal?

This measure shows progress toward the goal of improving travel safety by indicating the percentage of Oregonians that wear safety belts while in vehicles. High percentages indicate progress towards the ultimate goal of having all Oregonians wear safety belts for protection whenever they are in vehicles.

Compare actual performance to target and explain any variance.

ODOT Safety Division programs have been effective. The goals for 2005 and 2010 have all been set higher due to the continued increases in safety belt use by Oregon's citizens. The goal exceeds the highest reported use in all other states and other countries around the world.

Summarize how actual performance compares to any relevant public or private industry standards.

Oregon's 94% rate in 2004 cannot be compared to other states because the Oregon safety belt observation survey uses a more comprehensive methodology than the national survey. Oregon remains third according to statistics reported by the National Highway Traffic Safety Administration for 2003. While NHTSA's safety belt survey does not review all seats in a vehicle like the Oregon survey does, Oregon maintains a high percentage of usage (92%). Three other western states also have the high reported safety belt usage in NHTSA's survey: Washington (93%), Hawaii (95%) and California (91%). These states all have safety belt enforcement laws.

What is an example of a department activity related to the measure?

ODOT funds activities to increase safety belt usage that focus on children, education and enforcement. Current strategies include the provision of grants to pay for law enforcement overtime related to safety belts, speed and impaired driving laws; efforts to increase proper use of child restraints and booster seats for young children; and efforts to increase the availability of information in rural areas and for non-English speaking audiences.

What needs to be done as a result of your analysis?

Current efforts should be continued. ODOT will continue to monitor safety belt usage and direct efforts to keep usage on the increase, particularly for children.

OREGON DEPARTMENT OF TRANSPORTATION

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730-15: Large Truck At-Fault Accidents

Description: Number of large truck (commercial motor vehicles) at-fault accidents.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>								548	526	504
Data	582	612	584	568	557	585	625			

Data Source: Truck and driver safety inspection records maintained by the Motor Carrier Division and Oregon accident records maintained by ODOT's Transportation Development Division, Crash Analysis and Reporting Unit. These statistics describe truck at-fault accidents that involved a fatality, injury, or disabling damage that required a vehicle to be towed from the scene. This is the federal definition of a recordable accident set in FMCSR Part 390.5 and adopted by Oregon Administrative Rule 740-100-0020.

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Oregon Benchmark #45: Reducing Premature Death

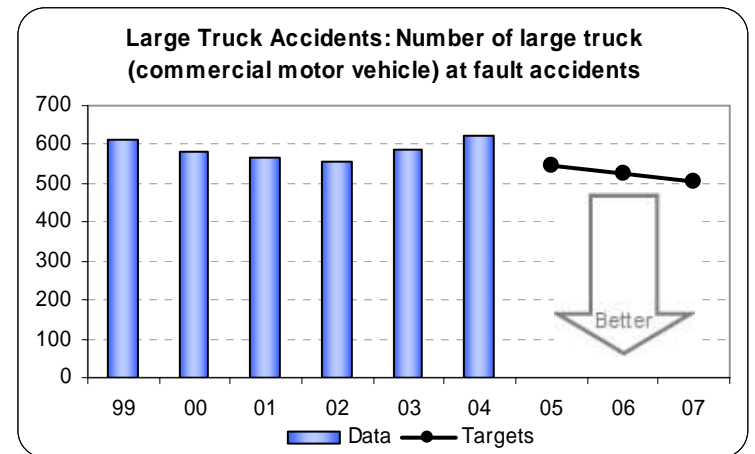
ODOT Goal #1: Improve Travel Safety in Oregon

The Safety Program's chief goal is to reduce truck accidents and truck-at-fault accidents.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

Reducing truck at-fault accidents continues to be one of Oregon's greatest challenges, particularly since the miles traveled by large trucks has reached a historic high in Oregon.

How does the performance measure demonstrate agency progress toward the goal?



Safety inspections at weigh stations and roadside inspections by law enforcement officers after probable cause stops increased to an all time high in 2004. Inspectors checked a total of 54,382 trucks and drivers. There is a statistical correlation between truck-at-fault accidents and the number of truck driver inspections that find critical safety violations that place drivers out-of-service. In 2004, an average of 410 inspections each month led to a truck driver being placed out-of-service because of a critical safety violation; there were an average of 52 truck-at-fault accidents each month involving a fatality, injury, or disabling damage that required a vehicle be towed away.

Most truck-at-fault accidents are caused by the truck driver and usually linked to speed or fatigue. Of the 625 truck-at-fault accidents that occurred in 2004, only 25 were attributed to some mechanical problem with the truck.

This performance measure demonstrates that reducing the number of truck-at-fault accidents will always be a great challenge. Quantifying the impact of preventive measures such as inspections by law enforcement officers helps to establish baseline and statistical data, but the inspection activity appears to have a negligible effect on reducing accidents because vehicle miles traveled continues to increase. Trucks were at-fault in 625 accidents in 2004, but they traveled 1,801 million miles that year. Thus, trucks caused accidents at a rate of 0.347 per million miles, which is only slightly higher than previous years and still down 3% when compared with the percentage in 1999. Thus, the agency's progress toward the goal would be better displayed in terms of accident rates than in raw accident totals.

Compare actual performance to target and explain any variance.

The number of at-fault large truck accidents rose from 585 in 2003 to 625 in 2004. The 2005 target is 548 and the 2006 target is 526. It will be a challenge to reach the targets if there continues to be an increase in vehicle miles traveled.

Summarize how actual performance compares to any relevant public or private industry standards.

There are no relevant public or private industry standards to which ODOT can compare this measure; USDOT and other states do not judge whether or not truck accidents were preventable. Due to variations in state traffic volumes, highway configurations, geography, and other travel variables, performance for this measure is not easily comparable to other states.

What is an example of a department activity related to the measure?

Motor Carrier Transportation Division staff conduct truck and driver safety inspections at weigh stations and Ports of Entry and during safety compliance audits at trucking company terminals. Many state police, county sheriffs, and city police are certified inspectors who work under intergovernmental agreements through the Motor Carrier Safety Assistance Program. The law enforcement officers conduct inspections at the roadside after probable cause stops for traffic violations like speeding. They also routinely join safety specialists and motor carrier enforcement officers in special operations that focus on speed enforcement and logbook checks.

Safety officials working under the Motor Carrier Safety Assistance Program (MCSAP) follow a Commercial Vehicle Safety Plan that is updated annually. Under the plan, truck enforcement efforts are focused on traffic along Oregon's major freight routes where most truck-at-fault accidents happen. Specifically, there are 12 problem areas in the state; about 268 highway miles that are referred to as AIM Corridors — Accident Intensified MCSAP Corridors.

What needs to be done as a result of this analysis?

The division needs to continue to closely monitor the activities of law enforcement officers and safety inspectors to ensure that they follow the state's Commercial Vehicle Safety Plan and concentrate on the key objectives that will have the greatest positive impact on safety. Enforcement officers should focus on making probable cause stops for speeding and other traffic violations along major freight routes where most truck-at-fault accidents happen. Because so few accidents are attributed to mechanical problems, checking the behavior and fitness of truck drivers continues to be the most effective way to reduce accidents. The Division needs to continue its aggressive safety inspection efforts at roadside and weigh stations, maintaining high numbers of truck driver inspections.

While tracking the number of times trucks are involved in an accident and the number of times they cause an accident, it's important to consider those totals in the context of the millions of vehicle miles traveled each year. The agency's progress toward the goal of reducing accidents needs to be considered in terms of accident rates rather than raw accident totals.

730-16: Rail Crossing Incidents

Description: Number of highway-railroad at-grade incidents.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>								25	25	25
Data		29	27	34	25	26	23			

Data Source: Rail Division, ODOT

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Oregon Benchmark #45: Reducing Premature Death

ODOT Goal #1: Improve Travel Safety in Oregon

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

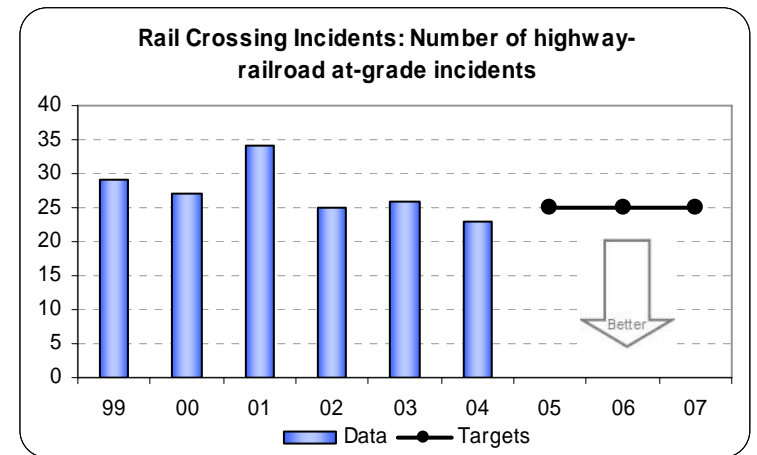
This measure tracks the number of incidents involving trains at public crossing where the tracks are on the same level as the cars and pedestrians.

How does the performance measure demonstrate agency progress toward the goal?

The five-year trend shows improvement, but there can be large fluctuations from year to year. When the data is analyzed, it reveals that 16 incidents involved vehicles, six incidents involved pedestrians, and one involved a bicyclist.

Compare actual performance to target and explain any variance.

ODOT is below target. The Rail Division strives for a zero incident performance, however we know this may not be possible since some incidents are the result of deliberate actions by citizens, rather than lack of safety education or crossing safety devices.



Summarize how actual performance compares to any relevant public or private industry standards.

The Federal Railroad Administration (FRA) enforces and promulgates rail safety regulations. We do not have information on other states' targets to compare standards. However, the FRA reports that Oregon has been in or near the top 10 states when calculating the rates for motor vehicle incidents at public crossings, both in terms of number of vehicles and number of crossings.

What is an example of a department activity related to the measure?

The Crossing Safety Section inspects crossings and manages crossing improvement projects. The Division works with law enforcement to enhance crossing-related laws and also participates in Operation Lifesaver, educating the public on safety at highway-rail grade crossings. Last year, more than 6,000 people received Operation Lifesaver presentations.

What needs to be done as a result of this analysis?

- Increase funding for crossing improvements
- Increase education outreach to design professionals
- Maintain inspection efforts
- Concentrate more education toward the driving public regarding safety at highway-rail crossings

730-17: Derailment Incidents

Description: Number of train derailments caused by human error, track or equipment.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>								42	42	42
Data	25	34	31	36	43	40	75			

Data Source: Rail Division, ODOT

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Oregon Benchmark #45: Reducing Premature Death

ODOT Goal #1: Improve Travel Safety in Oregon

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

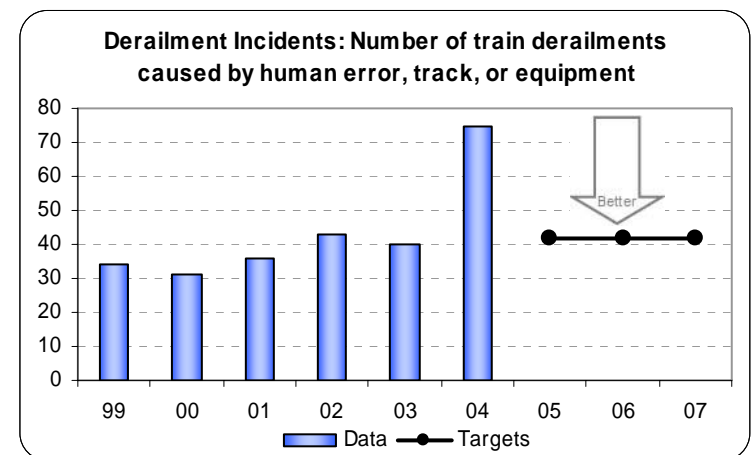
This measure combines incident reports for three causes of derailments (by human error, track, or equipment) into one measure.

How does the performance measure demonstrate agency progress toward the goal?

The data reveals that the total number of derailments significantly increased in 2004. Further analysis shows that equipment-caused derailments were down, while human- and track-caused derailments increased. Track-caused derailments have the largest increase. ODOT Rail and the Federal Railroad Administration (FRA) are working together to get the track-caused derailments down by increasing the severity of penalties for non-compliance with regulations. The increase in human error derailments will be also addressed; sleep deprivation and improper operating practices are the targeted areas of concern.

Compare actual performance to target and explain any variance.

The increase is partially due to fewer inspections by FRA and Oregon inspectors. FRA inspectors have been involved in special projects outside of Oregon. Turnover in the Rail Division's staff, due to promotions and retirements, has resulted in fewer federally-certified employees to perform inspections. Although the recently-hired staff are highly experienced railroad



employees, it will require about one year of training for the new employees to become federally certified due to the complexity of the inspection work.

Summarize how actual performance compares to any relevant public or private industry standards.

We do not have information on other states' targets to compare standards. However, according to FRA's data, derailments in 2004 have increased in all of the surrounding states (Washington, Idaho, California, Nevada and Montana) compared to 2003.

What is an example of a department activity related to the measure?

The Rail Division performs regular inspections. In cooperation with the Federal Railroad Administration, the inspections have focused on identified problem areas.

What needs to be done as a result of this analysis?

- Continued focused inspections
- Maintain overall level of inspections
- Concentrate efforts to work with railroads to identify root causes of various problem areas
- Work with the railroads to develop and maintain track condition ratings using a methodology similar to pavement and bridge condition ratings

730-18: Pavement Condition

Description: Percent of pavement centerline miles rated "fair" or better out of total centerline miles on the state highway system.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target						79%	79%	78%	86%	86%
Data				81%		84%	85%			

Data Source: Data Source: Pavement Services Unit, Highway Division, ODOT

Key Performance Measure Analysis

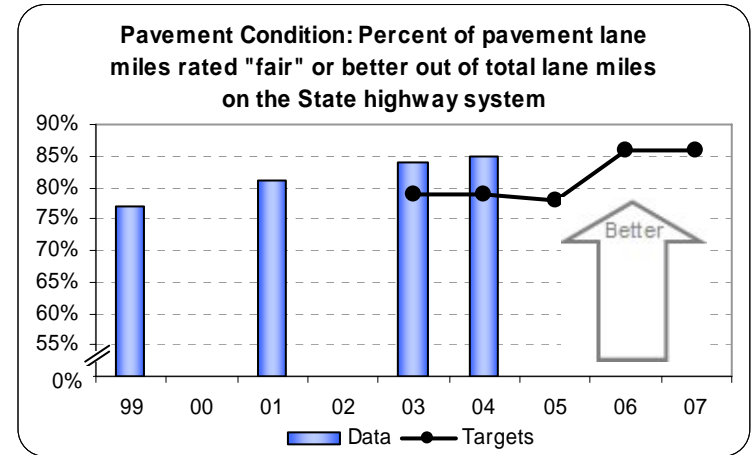
To what goal(s) is this performance measure linked?

Oregon Benchmark #72a: Percent of state roads in fair or better condition

ODOT Goal #2: Move People and Goods Efficiently

What do benchmark (or other high-level) data say about Oregon relative to the goal(s) What is the impact of your agency?

2004 Performance Report suggests that ODOT is making progress on pavement condition, with the bulk of the improvements being on lower traffic volume highways.



How does the performance measure demonstrate agency progress toward the goal?

The long-term costs of the highway system are reduced by maintaining road surfaces in good condition, rather than allowing major deterioration that requires expensive rebuilding. The goal of the ODOT pavement preservation program is to keep highways in the best condition at the lowest life-cycle cost by taking preventative measures to add useful life to a road before the pavement reaches poor condition. The most cost-effective approach is to resurface highways while they are still in a "fair" or "better" condition, which requires only relatively thin paving. The 1999 Oregon Highway Plan established a goal of having 90 percent of state highway pavements in "fair" or "better" condition to sustain the most cost-effective pavement program.

Compare the actual performance to target and explain any variance.

While the long-term goal is to achieve 90 percent of the state highway pavements in "fair" or "better" condition, pavement preservation allocations in the Statewide Transportation Improvement Program (STIP) have not been sufficient to improve pavement conditions. Intermediate pavement condition targets are determined based on available funding levels. When the 2003 and 2005 targets were set, the expectation was that pavement conditions would decline due to limited funding. Changes to the statewide pavement preservation strategy, such as shifting certain lower traffic volume highways to maintenance-only treatments, and additional revenues allocated to preservation under Oregon Transportation Investment Acts (OTIA) I and II, resulted in improving pavement conditions.

For example, in the 2002 and 2003 construction seasons, approximately 1,695 miles were treated, which is 50 percent more than what is required to hold the pavement conditions constant. As a result, pavement conditions improved 3 percent during this same period. The current goal is to hold these rates of improvement steady.

In July of 2005, a new definition of low volume, based on average daily traffic, changed from 1,000 to 2,500 vehicles per day. This change changes the ODOT highway inventory to include more low volume highways. Additionally, OTIA III funds will not have a great impact on Pavement Preservation programs as it focuses more on modernization than rehabilitation.

Summarize how actual performance compares to any relevant public or private industry standards.

Although no uniform system exists for classifying pavement condition of all highways nationwide, a November 2003 review compared Oregon pavement condition to the surrounding states of California, Idaho, Washington, and Nevada, which have similar classification systems. The review showed that Oregon's Interstate and National Highway System (NHS) pavements (with "fair" or better ratings of 92% and 88% respectively) are in better condition than the average of the surrounding States (88% and 86% respectively), while Oregon's non-NHS highways are in worse condition (77% vs. 83%).

What is an example of a department activity related to the measure?

The Statewide Transportation Improvement Program (STIP) includes a preservation component to provide for improvements to extend the service life of existing facilities, and rehabilitative work on roadways. Preservation projects are in a period of refinement. They continue to add useful life to the road without increasing capacity and include Interstate Maintenance (preservation projects on the interstate) and "Pave Mainly" resurfacing and reconstruction projects on non-interstate highways (non-pavement items kept to fewer than 6% of project costs). Oregon Transportation Commission (OTC) direction regarding pavement conditions continues to focus on high volume roads of statewide significance, maximizing pavement conditions on the most critical routes while providing a useable condition on lower volume roads of regional and district significance. This means that regional and district level highways with less than 2,500 vehicles per day will receive a thin "maintenance only" treatment, with the goal of maintaining their current "fair" or "better" condition rating. In addition, construction projects funded under OTIA III will provide incremental improvements to pavement conditions on various portions of the highway network over the next several years.

What needs to be done as a result of your analysis?

The long-term view of pavement condition and investment decisions is critical to minimizing the ongoing cost of maintaining the highway system. The 1999 Oregon Highway Plan established a long-term goal of having 90 percent of state highway pavements in "fair" or better condition to maximize cost-effectiveness of preservation funds. Although pavement conditions have improved in recent years, increases in funding are required to achieve the 90 percent "fair" or better goal. The 2006 and 2007 targets are ambitious but not impossible. Reaching a level of 86 percent "fair" or better, which is one percent higher than the 2004 measurement will be a challenge. These targets reflect a reasonable progress towards the long term goal, yet achieving these targets will require increases in preservation funding. The Statewide Pavements Committee, which oversees the Pavement Preservation Program, will continue to refine the preservation strategy to make the best use of available funds. The key challenges remain the same: Variations between the urban and rural parts of the system as well as the variation across region boundaries

- Strategies that focuses preservation dollars primarily on optimizing the life of the pavement
- Ways to keep the pavement inventory in the best possible shape at a given level of investment

Pavement Preservation programs will continue to loose ground as conditions decline in more urban areas, primarily west of the Cascades. The program does not have the resources for these projects as the rest of the state would suffer, however it is running out of less expensive lower volume highway projects as most have been completed.

730-19: Bridge Condition

Description: Percent of state highway bridges that are not deficient.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target								66%	66%	66%
Data	78%	71%	71%	71%	69%	68%	68%	68%		

Data Source: Bridge Engineering Section, Highway Division, ODOT

Key Performance Measure Analysis

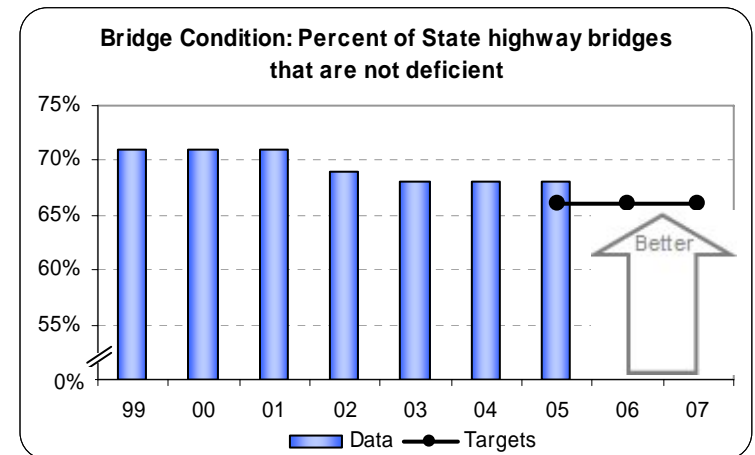
To what goal(s) is this performance measure linked?

ODOT Goal #2: Move People and Goods Efficiently

Oregon Benchmark #72b (i) Percent of state bridges in fair or better condition

What do benchmark (or other high-level) data say about Oregon relative to the goal(s) What is the impact of your agency?

Bridge sufficiency, or bridges that are not deficient, is based on federal standards that address both the structural condition and the functionality of a bridge. Effective management of the Bridge Program, bridge maintenance and highway improvement projects have a direct impact on the sufficiency of all bridges in the highway system. It should be noted here that this ODOT performance measure uses a different definition than Oregon Benchmark #72b (i). Both are valid for their perspective. The measure reported here uses combined data that assesses both the physical condition of the bridge and how well it functions given the demands of daily traffic (a bridge could be structurally sound yet not have enough lanes to meet demand). The Oregon Benchmark reports only on the physical condition. Both use source data from the ODOT Bridge Engineering Section.



How does the performance measure demonstrate agency progress toward the goal?

An annual look at the percentage of state highway bridges that are “not deficient” has remained constant for the past three years. In this instance, the goal is to remain at or above 66% of Oregon state-owned bridge that are not deficient. The 68% of state-owned bridges that are “not deficient” in 2004 and 2005 remain above this target. It is projected that 2006 will see

66% reported, remaining at or above the target. The increasing demands on Oregon's bridges have occurred for a number of reasons. Primary among them is the fact that the miles traveled by vehicles on Oregon state highways has multiplied by five times during the last 50 years, from just over four billion in 1952 to just under 21 billion in 2002. More than half of the 2,600+ state-owned bridges are rapidly approaching or have exceeded 50 years of age (this is the typical design life of bridges built at that time). An aging infrastructure continues to simply show its age.

Compare the actual performance to target and explain any variance.

ODOT uses three methods of bridge condition analysis that have recently been modified and therefore tell differing stories than past rating methods. For the Inspection Program, data will show that bridge condition around the state is improving over the next few years because of new rating methods that have been adopted which down rate smaller cracks and problems in bridges. The new Load and Resistance Factor Rating (LRFR) utilized by the Load Rating Program is a new nationwide load rating program that will also make Oregon's bridges seem to be in better shape than in the past because of less stringent guidelines.

Finally, in April 2005 the Bridge Management System has begun using PONTIS, a software package that has the ability to provide both data storage and analysis for bridge conditions. It will be used to evaluate the current condition of bridges, predict rates of deterioration, and suggest repair and rehabilitation options. PONTIS is currently used in 35 states and will help in prioritizing maintenance, repair, and replacement needs.

Summarize how actual performance compares to any relevant public or private industry standards.

The national average for state-owned bridges is 78% that are "not deficient." This percentage is based on a report published in "Better Roads" that applies the same standards across all states as part of the National Bridge Index (NBI). The Oregon rate of 68% state-owned bridges that are "not deficient" falls below this national average.

What is an example of a department activity related to the measure?

Implementation of the PONTIS system is a process involving substantial training and time to calibrate it to Oregon's bridge inventory. It is anticipated the data analysis component of PONTIS will be operational by April of 2006 and will help serve as an "objectivity maker" in identifying best candidates for maintenance over repair and replacement. Timely maintenance can defer the more costly choice of repair and replacement. ODOT seeks to be the best stewards of Oregon's bridges that funding levels can allow.

What needs to be done as a result of your analysis?

ODOT needs to educate the legislature and the public that OTIA III will not completely resolve Oregon's bridge problem. As OTIA III projects are completed, the next generation of aging bridges will fall into the categories of needing repair or replacement. Maintaining high value structures, such as major river crossings and movable bridges should be a priority in preserving freight corridors and avoiding load restriction problems which effect both commerce and economic development. ODOT should continue efforts to use PONTIS and the Load and Resistance Factor Rating (LRFR) effectively as monitoring and forecasting tools for identifying bridge maintenance and replacement needs. The agency should also work to locate and leverage additional resources for the Bridge Program as OTIA III projects will be completed in 2013 as another generation of bridges will be reaching the end of their effective life span.

OTIA III will replace bridges at a rate greater than any other time since construction of the interstate and will improve the condition of the transportation infrastructure. However, it still does not keep pace with the anticipated rate of deterioration given the low level of investment over the past 30 years. The 25-year bond payback period further constrains future funding capacity to repair and replace bridges at the rate they are likely to decline.

ODOT should also continue to develop a proposal for a benchmark for bridge condition. The draft concept focuses on actual structural condition only in order to align with the existing Pavement Condition Benchmark. A percent of bridges in fair or better condition would be based on the lowest reported condition for each of three major portions of a bridge. These are the deck (which is what you drive on), the substructure (which is the foundation) and the superstructure (which is everything in between). Continued work with this draft benchmark could help frame repair/replacement cost projections to better analyze funding amounts and any gaps in the future.

OREGON DEPARTMENT OF TRANSPORTATION

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730-20: Bike Lanes and Sidewalks

Description of measure to be replaced: Percent of urban state highway miles with bike lanes and sidewalks.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>								15%	15%	15%
Data			10%							

Data Source: Bicycle/Pedestrian Program, ODOT

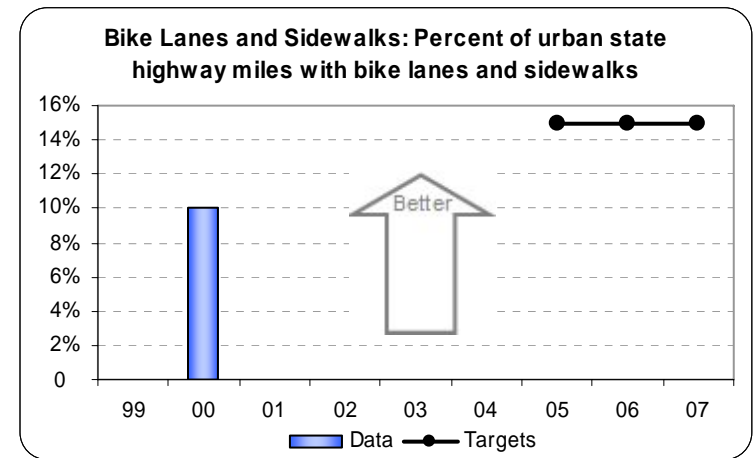
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

ODOT Goal #3: Provide a Transportation System that Supports Livability and Economic Prosperity in Oregon.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

While there are no specific benchmarks related to bike lanes and sidewalks, these have been a priority for Oregonians for over 30 years. Oregon Revised Statute (ORS) 366.112 established an advisory committee and ORS 366.514 requires a minimum percentage of the highway fund be used for bicycle and pedestrian facilities on state highways. ODOT oversees both of these activities.



How does the performance measure demonstrate agency progress toward the goal?

ODOT's Bicycle/Pedestrian Program staff determined in 2003 that the measure, Percent of Urban State Highway Miles with Bike Lanes and Sidewalks, and its goal are not adequately reflective of the efforts of the program. This measure is misleading because it includes all highways regardless of need and assumes all should have both bike lanes and sidewalks. A replacement performance measure was proposed and approved by the 2005 Legislature. This new measure, Percent of Urban Roadside Miles with Bike/Pedestrian Facilities in Fair or Better Condition, will be a better indicator of progress made via this program as it is calculated based on the separate facilities and their condition.

Compare actual performance to target and explain any variance?

Both bike lanes and sidewalks together exist on only a small percentage of the state highway miles, but this does not demonstrate how adequately or inadequately bicycle and pedestrian needs have been addressed. A target for the new measure will be established and shown in the report to be published in September 2006. This target and the actual data for comparison will be based upon roadside miles that exist in urbanized areas. These urbanized areas are based upon the federal definition and reflect higher population density based on census data.

Summarize how actual performance compares to any relevant public or private industry standards.

Unknown at this time.

What is an example of a department activity related to the measure?

ODOT's Bicycle/Pedestrian Program staff has continued their efforts to improve highway facilities where appropriate to facilitate safe use by bicyclists and/or pedestrians. Staff has used safety data, local information and knowledge about the state highway system to prioritize projects that add improvements. Program staff also provide a great deal of technical assistance to cities and counties to facilitate continuity in the options provided.

What needs to be done as a result of your analysis?

ODOT staff has worked hard to define a meaningful new measure for this program. A structural condition rating already existed for sidewalks, but a methodology for updates must be developed. For bike lanes, "good" condition is defined as a marked and striped actual bike lane, "fair" is a rideable shoulder and "poor" means no usable shoulder or bike lane. Program staff will work to review data and develop any additional necessary strategies beyond those already in place.

730-21: Fish Passage at State Culverts

Description: Number of river miles of habitat opened up for fish passage as a result of culvert retrofits and replacements.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<i>Target</i>			28.3	4.0	28.9	17.0	29.5	38.0	35.5	15.7
Actual	139.0	26.5	37.7	15.7	56.9	24.2	29.5			

Data Source: Highway Division, ODOT

Key Performance Measure Analysis

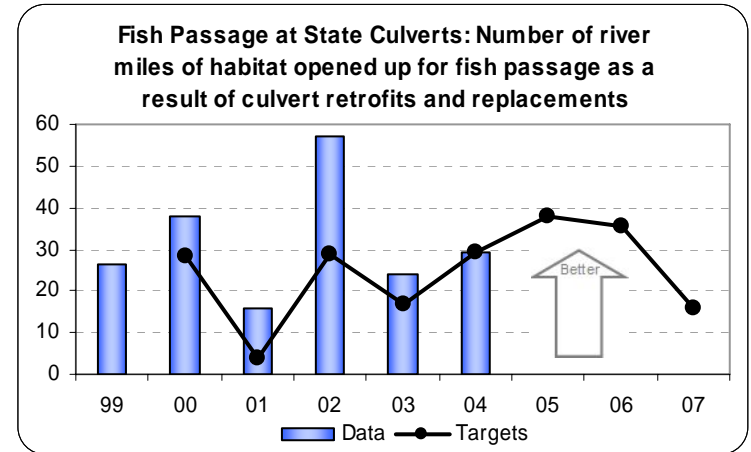
To what goal(s) is this performance measure linked?

Oregon Benchmark #85: Promote Salmon Recovery

ODOT Goal #3: Provide a Transportation System that Supports Livability and Economic Prosperity in Oregon.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

ODOT worked with the Oregon Department of Fish and Wildlife (ODFW) to develop a list of culverts and crossings that need to be made passable for fish. This gave ODOT a clear objective to work towards. The current list has 745 sites that need to be addressed. ODOT is making progress toward this goal; it fixed 79 sites from 1997 to 2004. This is far more than the original agreement with ODFW of fixing a minimum of 3 sites per year. The impact of ODOT programs has been increased opening of salmon and steelhead spawning areas.



How does the performance measure demonstrate agency progress toward the goal?

Culverts that prevent fish passage may be replaced with larger culverts that match the stream width. Some culverts may be replaced with a bridge. These activities would be done with construction contracts in the STIP program. Culverts may be retrofitted with fish passage devices where possible and this work can be done with the STIP program or ODOT maintenance forces. Hydraulic designs need to be developed with fish passage in mind. Environmental reports need to be compiled for biological assessments (applications). Resource agencies need to write a biological opinion (permit) for each project.

Compare actual performance to target and explain any variance.

The number of sites fixed can vary due to scheduling issues, funding constraints, and unplanned work completed. Targets are good for focus purposes, but due to the nature of these types of projects delays can happen. This can be due to the coordination with the number of agencies involved in projects associated with water. These projects require coordinating a large amount of planning, labor, construction, permitting (policy), and funding. A break in any one of these areas can hamper the progress of a project.

Summarize how actual performance compares to any relevant public or private industry standards.

Oregon, Washington, and Alaska are three of the leading DOTs to aggressively work on fish passage problems. All three have used slightly different approaches to the problem. ODOT went right to the problem and started repairing crossing problems. Incidentally, many of the Oregon counties and cities have followed suit and done the same. ODOT works closely with counties, cities, local water shed groups, and landowners to get the work done and get the most out of the sites repaired. The aggressiveness of ODOT has kept ODOT out of litigation trouble due to ODOT's good effort and intentions.

What is an example of a department activity related to the measure?

ODOT dedicates \$3 million annually to fish passage repairs and construction and focuses on how the culverts and bridges are designed. Rather than design for hydraulic performance only, designers now design fish-friendly crossings that still meet hydraulic needs. The new ODOT Hydraulic Manual now directly addresses fish and aquatic needs.

Culverts that prevent fish passage may be replaced with larger culverts or bridges that match the stream width and characteristics. Where possible, culverts are retrofitted with fish passage devices and stream channels are rebuilt or rehabilitated to give better living and spawning habitat for fish and aquatic life. These activities are completed with construction contracts (STIP Program) and by use of ODOT maintenance forces. ODOT Environmental reports need to be compiled and written for biological assessments (applications) and resource agencies need to write a biological opinion (permit) for each project.

What needs to be done as a result of your analysis?

The department will continue to meet ODOT's minimum annual commitment to the ODFW of three culverts. In the early development of the fish passage program two different ODOT offices managed pieces of the program. Now the program resides in one office and reporting is more accurate. ODOT is working with ODFW's Fish Passage Task Force in rulemaking to satisfy requirements from the 2001 Legislature contained in HB 3002 calling for fish passage at all barriers. ODOT is looking for additional funds from outside sources since the budget has been flat-lined since its inception. ODOT is looking at a

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programmatic biological opinion instead of writing individual biological opinions to save time and funds. ODOT has held workshops with the resource agencies to build consensus.

730-22: Construction Job Impact

Description: Number of jobs sustained as a result of annual construction project expenditures.

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Target								12,500	14,500	15,100
Data						7,500	8,700	14,537		

Data Source: Highway Division, ODOT

Key Performance Measure Analysis

To what goal(s) is this measure linked?

Oregon Benchmark #1: Promoting Rural Jobs and #4: Net Job Growth

ODOT Goal #3: Provide a Transportation System that Supports Livability and Economic Prosperity in Oregon.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

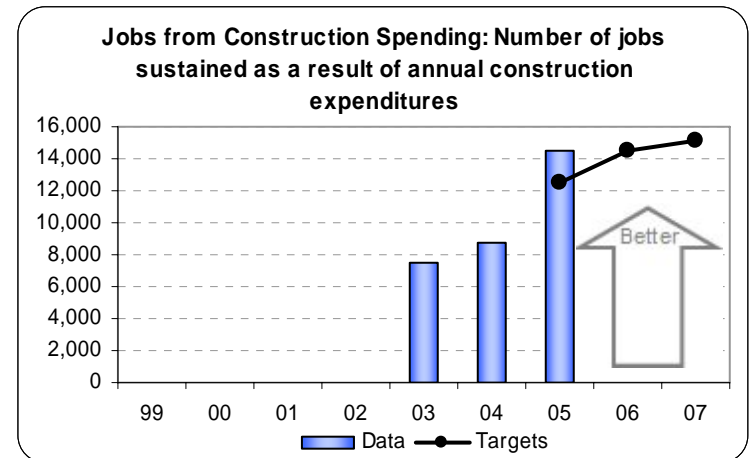
The impact of transportation is statewide and impacts the number of jobs in rural areas and across the state.

What does the performance measure demonstrate about the goal?

The measure tracks the impact of construction expenditures on jobs and the economy.

Compare actual performance to target and explain any variance.

Major increases in funding for highway projects approved in the Oregon Transportation Investment Acts (OTIA I, II and III) target the intended result of stimulating the economy by increasing the number of construction jobs.



Summarize how actual performance compares to any relevant public or private industry standards.

None have been identified.

What is an example of a department activity related to the measure?

Fixing cracked bridges along the major travel corridors with \$2.5 billion in funding from OTIA III over 10 years is responsible for a large portion of the projected growth in construction jobs.

What needs to be done as a result of your analysis?

The department must ensure that highway projects are designed and constructed on time. Delays in contracting projects would postpone the impacts on jobs and the economy. ODOT updated the methodology used to calculate the number of projected job impacts in the 2005-07 biennium to include preliminary engineering, Right-of-Way acquisitions, and local program expenditures. Among a number of actions planned by ODOT to ensure projects are contracted on time are two major changes. The department has reorganized the Highway Division and decentralized responsibility for delivering projects, and contracted with a private management firm to complete the OTIA III bridge projects.

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APPENDIX A: DATA SOURCES FOR KEY PERFORMANCE MEASURES

Performance Measure Data Sources

Key Performance Measure (KPM)	PM No.	Data Source
DMV Customer Services: Wait times for important DMV customer services 1a - DMV Field Office Wait Time: Time (in minutes) that customers wait to obtain service at a DMV Field Office 1b - DMV Phone Wait Time: Time (in seconds) that customers wait to talk to a DMV Phone Agent 1c - DMV Title Wait Time: Number of days DMV takes to process a vehicle title transaction	1	Driver & Motor Vehicle Services Division, ODOT.
Customer Satisfaction: Percent of department customers who are satisfied with services	2	Customer satisfaction surveys, ODOT. Details on the level of customer satisfaction for each type of service is available.
Travel Delay: Hours of travel delay per capita per year in urban areas	3	ODOT, Urban Mobility Study, Texas Transportation Institute, Texas A&M University System.
Special Transit Rides: Average number of special public transit rides per each elderly and disabled Oregonian annually	4	Public Transit Division, ODOT.
Passenger Rail Ridership: Number of rail service passengers	5	Rail Division, ODOT, Amtrak.
Intercity Passenger Service: Percent of Oregon communities of 2,500 or more with intercity bus or rail passenger service	6	Public Transit Division, ODOT. All of the communities of 2,500 or more with rail service also have bus service.
Traffic Volume: Vehicle Miles Traveled per capita in Oregon metropolitan areas for local, non-commercial trips	7	Transportation Development Division, ODOT.
Alternatives to One Person Commuting: Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicles	8	Oregon Population Survey, Oregon Progress Board. The count for this measure includes car pool, public transit, bicycle, pedestrian, and working at home.
Travelers Feel Safe: Percent of public satisfied with transportation safety	9	Transportation Safety Division, ODOT, Traffic Safety Attitude Survey, Intercept Research Corporation.
Fatalities: Traffic fatalities per 100 million Vehicle Miles Traveled	10	Crash Analysis and Reporting, ODOT, Fatality Analysis Reporting System, Federal Highway Administration, USDOT.
Injuries: Traffic injuries per 100 million Vehicle Miles Traveled	11	Crash Analysis and Reporting, ODOT.

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Key Performance Measure (KPM)	PM No.	Data Source
Safe Drivers: Percent of licensed drivers who drove safely during the prior three years	12	Driver & Motor Vehicle Services Division, ODOT.
Impaired Driving: Percent of traffic fatalities that involved alcohol	13	Same data sources as above.
Use of Safety Belts: Percent of all vehicle occupants using safety belt	14	Transportation Safety Division, ODOT, Occupant Protection Observation Study, Intercept Research Corporation.
Large Truck Accidents: Number of large truck (commercial motor vehicle) at fault accidents	15	Motor Carrier Accident Database, ODOT.
Rail Crossing Incidents: Number of highway-railroad at-grade incidents	16	Annual reports from railroads to the Rail Division, ODOT.
Derailment Incidents: Number of train derailments caused by human error, track, or equipment	17	Same data sources as above. This measure combines incident reports for three causes of derailments into one measure.
Pavement Condition: Percent of pavement lane miles rated "fair" or better out of total lane miles on the State highway system	18	Pavement Condition Management System, Highway Division, ODOT. The rating scale is Very Good, Good, Fair, Poor, and Very Poor.
Bridge Condition: Percent of State highway bridges that are not deficient	19	Bridge Engineering, Highway Division, ODOT.
Bike Lanes and Sidewalks: Percent Reduction of Outstanding Needs for Bicycle/Pedestrian Facilities	20	ODOT Bicycle/Pedestrian Program Manager, ODOT.
Fish Passage at State Culverts: Number of river miles of habitat opened up for fish passage as a result of culvert retrofits and replacements	21	Highway Division, ODOT.
Construction Job Impact: Number of jobs sustained as a result of annual construction project expenditures	22	Highway Division, ODOT.

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APPENDIX B: SUMMARY OF CHANGES TO PERFORMANCE MEASURES

Measure Number	Measure Title	Former Number ³	Other Changes to Measure & Reason for Change
1	DMV Customer Services	22	The short titles for the parts of this measure have been changed as follows: 22(b) now reads “Phone Wait Time” instead of “Phone Queue Time” and 22(c) now reads “Title Wait Time” instead of “Title Transaction Time.” The titles were changed to (1) improve consistency by matching the wording of 22(a) (“Office Wait Times”) and (2) clarify that all parts of the measure were reporting the same thing (wait times) for different important DMV services.
2	Customer Satisfaction	21	None
3	Travel Delay	11	None
4	Special Transit Rides	10	The short title for this measure has been changed from “Transit Annual Rides” to “Special Transit Rides” as the formal title was misleading and confusing; it was not clear from “Transit Annual Rides” what was being measured. The description for this measure has been changed from “Average number of public transit rides per person by elderly and disabled Oregonians annually” to “Average number of special public transit rides per each elderly and disabled Oregonian annually.” The wording has been changed to clarify what is being measured.
5	Passenger Rail Ridership	12	None
6	Intercity Passenger Service	19	None
7	Traffic Volume	14	The short title for this measure has been changed from “Vehicle Miles Traveled” to “Traffic Volume” to better communicate to the public what this measure is reporting by using a less technical phrase.
8	Alternatives to One-Person Commuting	13	None

³ “Former number” refers to the measure number assigned to the performance measure of that title in previous Annual Performance Reports. The measure numbers have been changed to reflect the interests of the agency’s customers in an attempt to provide a more useful performance report to the public.

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Measure Number	Measure Title	Former Number ³	Other Changes to Measure & Reason for Change
9	Travelers Feel Safe	9	None
10	Fatalities	1	None
11	Injuries	2	None
12	Safe Drivers	3	None
13	Impaired Driving	4	None
14	Use of Safety Belts	5	None
15	Large Truck At-Fault Accidents	6	None
16	Rail Crossing Incidents	7	None
17	Derailments	8	None
18	Pavement Condition	15	None
19	Bridge Condition	16	None
20	Bike Lanes & Sidewalks	20	None
21	Fish Passage at State Culverts	18	None
22	Construction Job Impact	17	None

APPENDIX C: EXECUTIVE SUMMARY OF 2005 TRANSPORTATION NEEDS & ISSUES SURVEY

2005 Transportation Needs and Issues Survey

EXECUTIVE SUMMARY

Background on the Needs and Issues Survey

The data collection series that has become known as the Transportation Needs and Issues Survey (TNIS) began in 1993. In that year the Oregon Department of Transportation (ODOT) contracted with The Gallup Organization to conduct a three-phase research project. The projects were aimed at collecting data from state residents that would:

- a. “assess their perceptions on the current transportation system,”
- b. “determine their current transportation use,” and
- c. “identify the transportation-related concerns most in need of future focus.”

The first phase was conducted in January 1993 and consisted of a telephone survey of 1,107 Oregon residents across the state. Gallup refers to this study as Wave One. This study was used to develop questions that would be used in three subsequent “Oregon resident tracking” surveys.

Phase Two was conducted by OMNI Research and consisted of two in-depth focus groups conducted on samples of urban and rural residents. This was completed in June of 1993. Gallup refers to this study as part of Wave One. We were unable to locate any further information on the focus group results of Phase 2.

Phase Three was intended to implement a system of statewide benchmarks of key transportation issues identified in the earlier stages. It was based on a stratified random sample of 961 Oregon residents who participated in a telephone interview in late May and early June 1993. Gallup refers to this study as Wave Two, or the first “Oregon resident tracking” study. It served as the benchmark or baseline for future studies.

In late 1993 ODOT commissioned Gallup to conduct an assessment of state businesses employing 50 or more workers. The focus of this study was business activities and interest in efforts to reduce their employee’s use of single occupancy vehicle (SOV) commuting. The study was conducted in November and December 1993 and involved a sample of 321 businesses in the state. Gallup does not refer to this study in their description of the “Wave” series.

From the middle of June through early July 1994 Gallup conducted what was referred to as the Wave Three study, a telephone survey of 701 Oregon residents, stratified by ODOT Region. This study was essentially a replication of the January 1993 survey, and was aimed at resident's perceptions of current transportation system issues, developments, maintenance, usage and concerns. It was completed in August 1994. Gallup refers to this study as the second "Oregon resident tracking" study.

The final involvement of The Gallup Organization took place in June 1995 when they conducted another state-wide telephone survey. Gallup refers to this study as the Wave Four study, and it constitutes the third "Oregon resident tracking" study. In this survey Gallup contacted 1,110 Oregon residents in a random sample stratified by ODOT Region, as in the previous surveys.

In August 1998 ODOT began a relationship with the University of Oregon Survey Research Laboratory (OSRL) that would last through four Transportation Needs and Issues Surveys over eight years. Those surveys were conducted August-October 1998; May-July 2001; December 2002-February 2003; and December 2004-February 2005.

All of the telephone surveys produced approximately 1,000 respondents, approximately 200 in each of ODOT's five regions. Households were randomly selected using a random-digit-dialing (RDD) algorithm in conjunction with a computer-aided telephone interviewing system (CATI). Within each household, an adult age 18 and older was interviewed. In this system sampling is pre-programmed and telephone numbers are generated randomly by the computer and appear automatically on the interviewers' computer screens.

In the 2005 survey some 7,400 telephone numbers were randomly generated, and a total of 23,479 phone calls placed, in order to obtain the sample of 1,000 respondents. The margin of error for the full sample in the 2005 survey was +/- 3%. Computerized datasets for the last of the Gallup surveys (1995), and all four of the OSRL studies are available from ODOT Research for analysis.

Satisfaction with Transportation Services

The 2005 Needs and Issues Survey posed a series of questions on how satisfied Oregon residents are with various transportation services and ODOT activities. Figure 1 is a summary graph showing the survey results for each question and some comparisons with the Needs and Issues Survey conducted in previous years, where data were available.

The highest levels of overall satisfaction in 2005 (very satisfied plus somewhat satisfied) were with the following services:

- maintenance of roadside rest areas (91.4% somewhat satisfied or very satisfied),
- visual appeal of major Oregon highways (90.6% somewhat satisfied or very satisfied),
- travel amenities on major Oregon highways (90.5% somewhat satisfied or very satisfied), and

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- efforts to minimize how work zones affect travel (89.4% somewhat satisfied or very satisfied)

The highest percentages of residents who were “very satisfied” in 2005 occurred with the following services:

- maintenance of roadside rest areas (58.1% very satisfied),
- DMV provision of drivers' licenses and other services (58.0% very satisfied),
- visual appeal of major Oregon highways (55.1% very satisfied), and
- travel amenities on major Oregon highways (55.1% very satisfied),

Over all types of services, residents' satisfaction levels (somewhat satisfied plus very satisfied) were about the same or slightly higher in 2005, compared to previous years when the same question was asked. The greatest increases in satisfaction levels occurred with the following services:

- Satisfaction with ODOT's efforts to improve Oregon's entire transportation system increased 7.9% from 2003 (59.0%) to 2005(66.9%).
- Satisfaction with ODOT's efforts to minimize how work zones affect travel increased 7.9% from 2003 (81.5%) to 2005 (89.4%)
- Satisfaction with how ODOT communicates with the public about construction projects and road closures increased 7.6% from 2001 (73.9%) to 2005 (81.5%).⁴
- Satisfaction with how ODOT is expanding and improving highways, roads and bridges to meet state residents' needs increased 7.0% from 2001 (71.3%) to 2005 (78.3%).
- Satisfaction with pavement conditions on major Oregon highways increased 6.3% from 2003 (75.0%) to 2005 (81.3%).
- Satisfaction with ODOT's efforts to ensure that transportation options are available to all citizens, including non-drivers, seniors, the disabled, the poor, and students increased 5.9% from 2003 (59.4%) to 2005 (65.3%).
- Satisfaction with the way DMV provides drivers licenses and other services increased 5.5% from 2003 (74.6%) to 2005 (84.1%).*
- Satisfaction with maintenance of roadside rest areas increased 4.6% from 2001 (86.8%) to 2005 (91.4%).

⁴ In 2005 the question was only asked of those who had awareness or contact with the service or activity.

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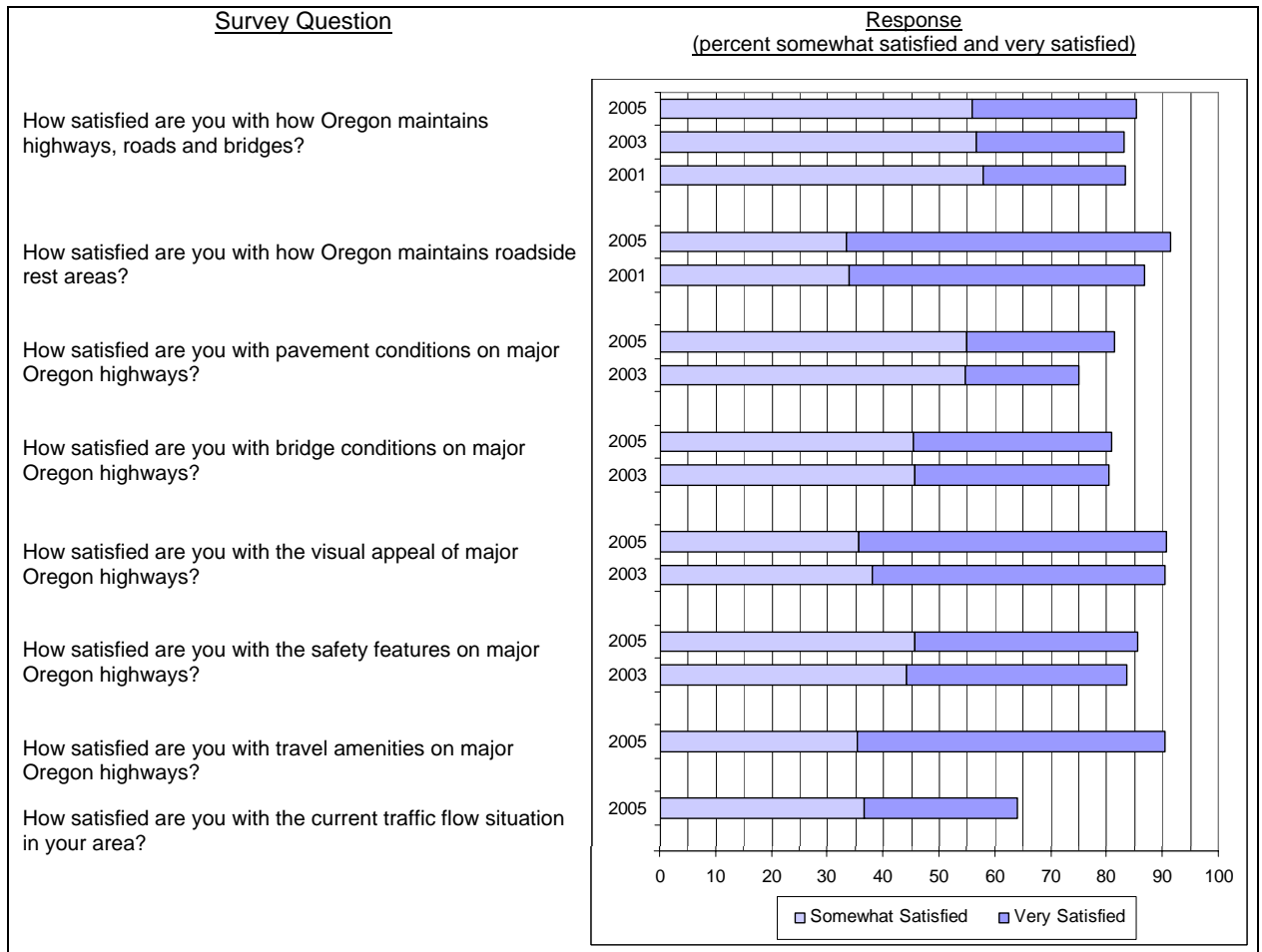


Figure 1: Satisfaction questions

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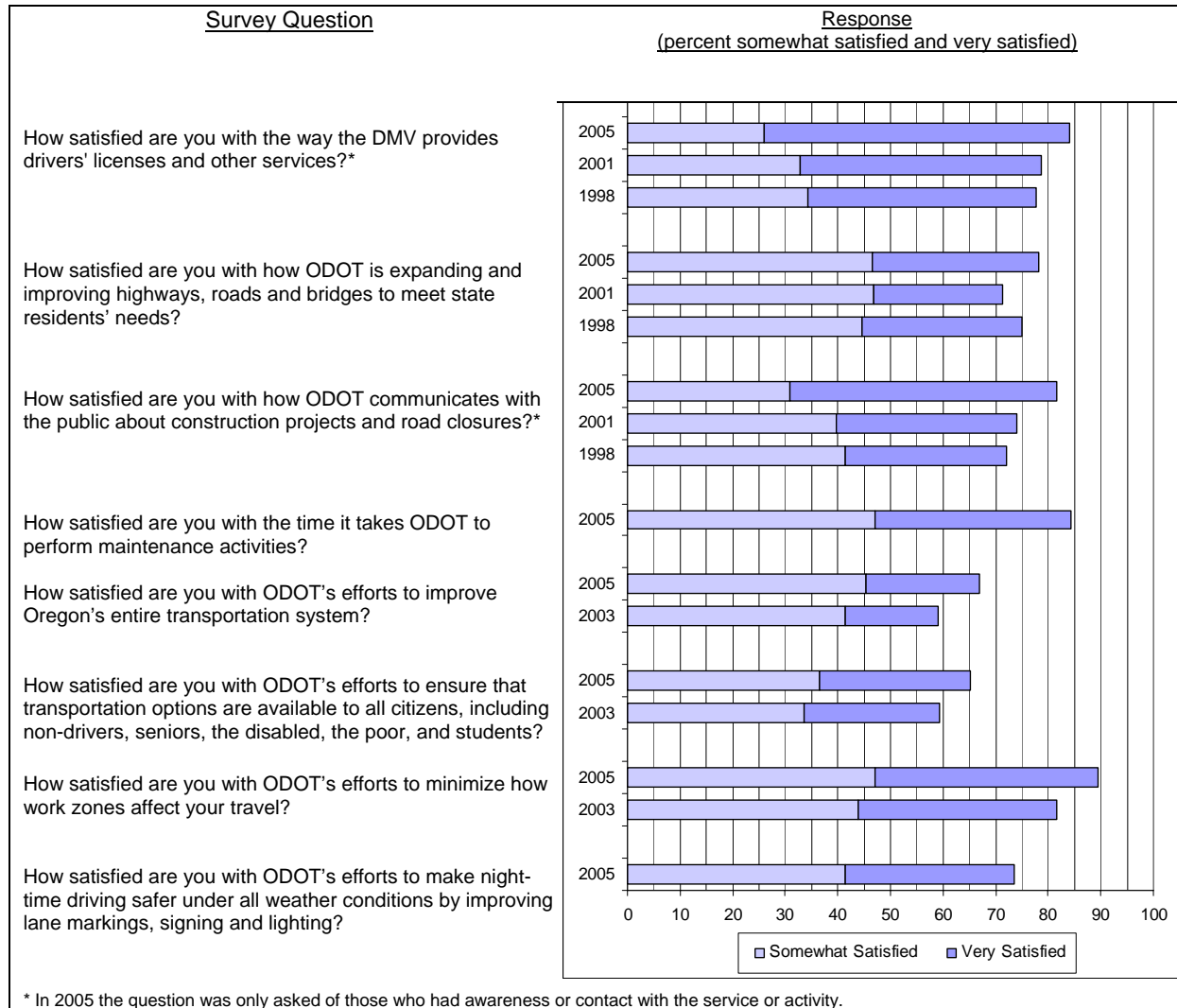


Figure 1 (continued): Satisfaction questions

Overall Satisfaction with ODOT

In the latter part of the survey respondents were asked, “Overall, how good a job do you think the Oregon Department of Transportation is doing - excellent, good, fair, or poor?” Figure 2 shows how the results for 2005 compare to those of previous years.

“Overall, how good a job do you think the Oregon Department of Transportation is doing?”
(Percent Good and Excellent)

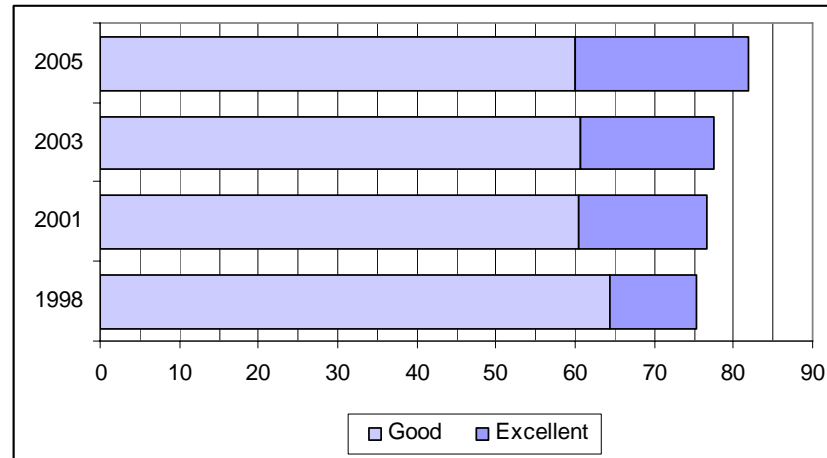


Figure 2: Overall assessment of ODOT

In 2005 more than eight out of ten respondents indicated that ODOT was doing a good or excellent job, exceeding all previous years. The increase over the prior survey year was 4.3%. In addition, the percentage of those who indicated that ODOT is doing an excellent job (21.8%) was greater in 2005 than in any previous survey year.

Better or Worse?

The 2005 Needs and Issues Survey posed two questions, asking respondent to rate Oregon highways, roads and bridges compared to the past and compared to other states. Figure 3 is a summary graph showing the survey results for each question and some comparisons with the Needs and Issues Survey conducted in previous years.

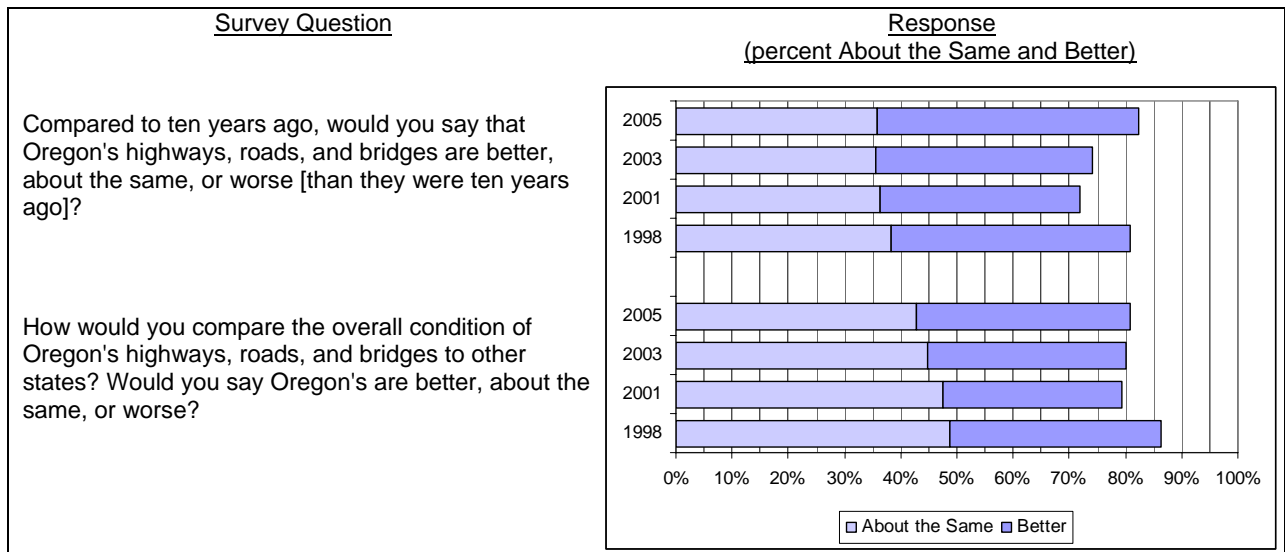


Figure 3: Comparison questions

By large majorities, most residents regarded Oregon highways, roads and bridges as about the same or better than ten years ago in all survey years. The combined percentage for 2005 was 82.4%. The percentage of residents who viewed them as better than ten years ago was higher in 2005 (46.6%) than in prior survey years (2003 - 38.4%; 2001 - 35.6%; 1998 - 42.5%).

Likewise, most residents regarded Oregon highways, roads and bridges as about the same or better than other states in all survey years. The combined percentage for 2005 was 80.8%. The percentage of residents who viewed them as better than other states was higher in 2005 (38.1%) than in prior survey years (2003 - 35.3%; 2001 - 31.9%; 1998 - 37.6%).

Driver and Motor Vehicle Services

A series of six questions related to DMV services were asked in the 2005 survey. The first one asked if respondents had used Driver and Motor Vehicle (DMV) services in the past year; 61.6% of respondents indicated that they had. The 2005 respondents were then asked about their satisfaction with DMV services. (In 1998 and 2001 this question was asked of all respondents, whether or not they had used DMV services.) Table 1 shows the results for these three years.

Table 1: How satisfied are you with the way the DMV provides drivers licenses and other services?

	1998	2001	2005**
Very satisfied	43.5%	45.8%	58.0%
Somewhat satisfied	34.3%	32.8%	26.1%
Not very satisfied	15.2%	13.4%	9.3%
Not at all satisfied	5.1%	5.7%	5%
Other*	1.6%	2.3%	1.6%
Total	100.0%	100.0%	100.0%

* It Varies/It Depends, Do Not Know, and No Answer

** Only asked of those who had used DMV services

In 1998 43.5% of all respondents indicated they were very satisfied; and in 2001 45.8% indicated that they were very satisfied. In 2005, when the question was asked only of those who had actually used DMV services, 58.0% indicated that they were very satisfied. A combination of two things may be indicated in these data:

- The small gain between 1998 and 2001 in the ‘Very satisfied’ category seems to reflect a small shift from ‘Somewhat satisfied’ to ‘Very satisfied’, and a similar small shift from ‘Not very satisfied’ into either the ‘Somewhat’ or ‘Very satisfied’ groups.
- The larger percentage of respondents who said ‘Very satisfied’ to this question in 2005 may reflect both a shift from the ‘Somewhat satisfied’ and ‘Not very satisfied’ categories upward, as well as the fact that the question was asked only of respondents who had actually used DMV services.

DMV began the Medically At-Risk Driver Program in 2003. Four questions concerning this program were added to the 2005 survey. The first of these questions asks if and when medically impaired drivers should be limited in their driving. Table 2 shows the results. Overwhelmingly, respondents believed that testing is the solution to the medically impaired driver issue.

Table 2: Opinions on medically impaired drivers

Response Category	Percent
They should be allowed to keep driving until they can no longer drive safely.	11%
They should not be allowed to drive at all.	5.3%

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They should be required to take tests to decide if they are still safe drivers.	82.1%
Other*	1.6%
Total	100.0%

*Refused, Do Not Know, No Answer

The second question in the series addresses who should decide if and when medically impaired drivers can no longer drive safely. Table 3 shows the results. More than half (54.6%) of the respondents believed that doctors were best qualified to decide when a medically impaired driver could no longer drive safely. Twenty-two percent would assign that task to DMV itself.

Table 3: Who should decide if and when medically impaired drivers can no longer drive safely?

Response Category	Percent
DMV	22.2%
Police officers	6.4%
Doctors	54.6%
Family members	11.3%
Medically impaired people themselves	2.5%
Other*	3.0%
Total	100%

*Refused, don't know, and no answer

The actual process involves the legal requirement that doctors refer to DMV those patients they believe meet the standards for referral as medically impaired drivers under statute. DMV then suspends the driving license of the patient. Persons referred in this manner may, of course, pass another driving test, submit evidence of having the condition under medical control, or submit evidence to the state medical officer to certify that the condition no longer exists.

The third question in the series looks at how much DMV should rely on medical opinion. Since, by statute, DMV ultimately makes the decision to suspend driving privileges, this question asks to what extent DMV should rely on the medical professional in making that decision. Table 4 shows the results. Again, respondents relied heavily on the advice of the medical profession, with 71.5% saying that DMV should rely 'A great deal' on doctors and other medical professionals. Another 24.3% indicated that at least 'Some' reliance should be placed on the medical professional.

Table 4: If the DMV has primary responsibility for deciding if and when medically impaired drivers can no longer drive safely, how much should they rely upon doctors and other medical professionals in those decisions?

Response Category	Percent
A great deal	71.5%

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Some	24.3%
A little	1.7%
Not at all	1.2%
Other*	1.3%
Total	100.0%

*Don't know, No answer

Finally, the 2005 survey returns to the role of testing. Once the medical professional has referred a patient/driver to DMV, the question remains of how to certify that person as safe to drive at some later date. The survey asked respondents how much they support the idea of testing medically impaired drivers to decide if they are driving safely. Table 5 shows the results. Respondents strongly supported re-testing referred drivers. Testing was strongly supported by 73.1% of respondents and somewhat supported by another 23.2%. Very few respondents (2.5%) did not support testing at all.

Table 5: How much do you support the idea of testing medically impaired drivers to decide if they are driving safely?

Response Category	Percent
Strongly	73.1%
Somewhat	23.2%
Not at all	2.5%
Other*	1.2%
Total	100%

*Refused, Don't know, No answer

Construction Zones

In 2005 respondents were asked a series of questions related to their experience with construction zones. Most respondents (93%) reported having driven in a construction zone in the past year. Those who had driven in a construction zone in the past year responded to the following questions as shown in Table 6 below.

Table 6: Construction zone questions

Question	Yes	No	Don't Know / No Answer
Have you had any difficulty getting into or out of any businesses in the construction area?	23.9%	75.5%	0.6%
Did you feel the impact the construction had on your access to the businesses was reasonable for the size of the project?	82.0%	12.2%	5.8%

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Did you notice the blue signs indicating "temporary business access" placed in front of the driveways to businesses during construction?	41.1%	54.3%	4.6%
Did you feel the blue temporary business access signs helped you locate the driveways to the businesses?	91.9%	7.6%	0.6%

About three-fourths of the respondents indicated no difficulties with business access, and about 8 out of 10 thought that the impact the construction had on their access to the businesses was reasonable for the size of the project. Less than half of the respondents said they noticed the blue "temporary business access" signs placed in front of the driveways to businesses during construction. Of those who did notice them, though, 9 out of 10 felt the signs helped them locate the driveways.

Perceptions of Safety

Survey respondents were asked a series of questions on their perceptions of their safety while using various transportation modes. The graph in Figure 4 shows the results. Note that the percentages of respondents who do not use each mode varies widely, with public transit having the least use. The percentage that does not use transit has decreased slightly from 1998 to 2005, from 36.4% to 31.0%. The “Don’t know/No answer” responses were also higher when residents were asked about public transit, compared to the other modes.

Among the various modes, the percentages who do not feel safe were higher with walking or bicycling than with public transit or driving.

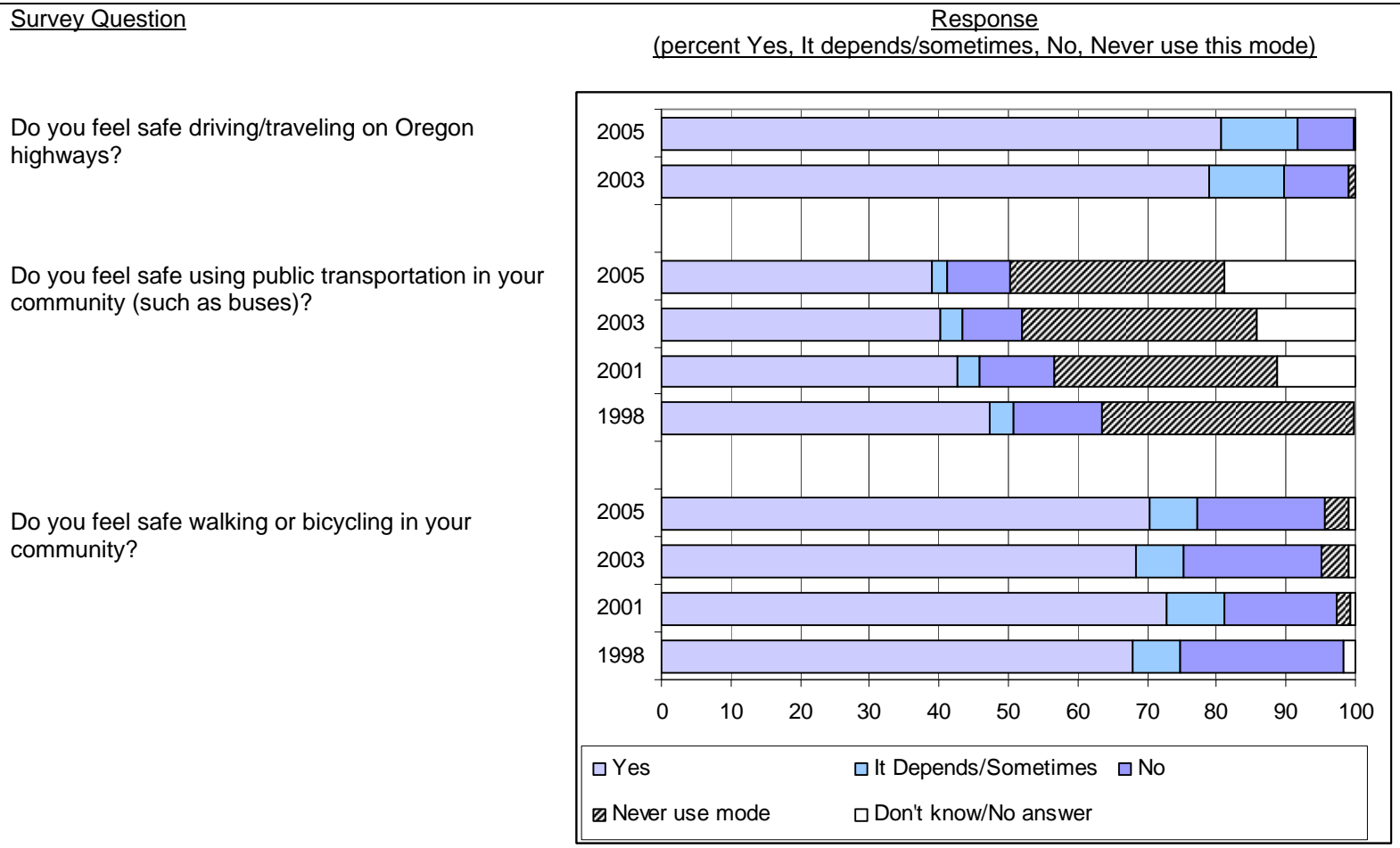


Figure 4: Perceptions of safety with various modes

Opinions on Where Oregon Resources and Money Should Be Spent

In the last four Transportation Needs and Issues survey respondents were asked a series of questions concerning their opinions on where Oregon resources and money should be spent. A number of these questions involved specific transportation modes or issues, including:

- Local public transportation services in cities;
- Bus services between cities;
- Transportation services for the elderly and disadvantaged;
- Amtrak rail passenger service between cities;
- Adding sidewalks and bike lanes to existing streets; and
- More convenient access to airports.

None of these questions produced anything like an outright majority who were willing to say that they were 'Not Important' issues. The approval or support for any given issue should be viewed more in terms of the relative support it received as 'Very Important' versus 'Somewhat Important.'

An effect that will be seen in this group of tables is that of marked declines taking place in 2003 followed by smaller rebounding increase in 2005.

The first of these questions involved local public transportation in cities. Table 7 shows the results. Support for local public transportation in cities has varied slightly from survey to survey. Most of the change that occurred were between the 'Very Important' and 'Somewhat Important' categories. In a year when the percentage saying that local public transportation was 'Very Important' increased, the percentage saying it was 'Somewhat Important' decreased. The reverse also consistently occurred. That is, in years when the percentage saying that local public transportation was 'Very Important' decreased the percentage saying that it was 'Somewhat Important' increased.

The largest change was a decrease that occurred between 2001 and 2003, when those who thought local public transportation was 'Very Important' declined from 57.4% to 48.2%, or 9.2%. This was offset somewhat by an increase of 2.2% in the 'Somewhat Important' category, so that the overall decline for both categories combined was 7 %.

By 2005 the 'Very Important' category had rebounded to just above the 1998 level, while the 'Somewhat Important' category lagged 3.5 percentage points behind the 1998 level, making for an overall decline of exactly 3%.

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Table 7: Local public transportation in cities

Category	1998	2001	2003	2005
Very important	52.6%	57.4%	48.2%	53.1%
Somewhat important	37.5%	35.5%	37.7%	34.0%
Not important	9.3%	6.3%	12.3%	11.3%
Refused	0.0%	0.0%	0.1%	0.1%
Don't know	0.0%	0.8%	1.4%	1.1%
No answer	0.6%	0.0%	0.3%	0.4%
Total	100.00%	100.00%	100.00%	100.00%

A second question concerned the importance of bus services between cities. Table 8 shows the results. From 1998 through 2005 the importance of bus service between cities never received a majority who rated it as a 'Very Important' issue, while between 38% and 41% always rated it as 'Somewhat Important.' The relative importance of this issue might be reflected in the fact that most Oregon cities lost Greyhound bus services in 2005, in part because the volume of service did not warrant its continuation.

Table 8: Bus services between cities

Category	1998	2001	2003	2005
Very important	45.3%	47.3%	41.2%	46.0%
Somewhat important	41.5%	39.7%	40.8%	38.6%
Not important	12.8%	11.2%	16.3%	13.2%
Refused	0.0%	0.0%	0.1%	0.2%
Don't know	0.0%	1.6%	1.6%	1.6%
No answer	0.4%	0.3%	0.1%	0.4%
Total	100.00%	100.00%	100.00%	100.00%

The next question addressed transportation services for the elderly and disadvantaged. Table 9 shows the results. Transportation services for the elderly and disadvantaged is an area that has had substantial support in all of the surveys since 1998. Over three-quarters of respondents thought the issue 'Very Important' except in the 2003 survey where that response dropped to 73.4%. Again, the response rebounded in 2005, but not quite back to the pre-2003 level. Also, the shift that occurred in 2003 was largely from the 'Very Important' to the 'Somewhat Important' response.

Table 9: Transportation services for the elderly and disadvantaged

Category	1998	2001	2003	2005
Very important	79.5%	80.2%	73.4%	76.2%
Somewhat important	17.4%	17.3%	22.1%	20.4%
Not important	2.6%	2.1%	3.7%	3.0%

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Refused	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	0.4%	0.7%	0.4%
No answer	0.5%	0.0%	0.1%	0.0%
Total	100.00%	100.00%	100.00%	100.00%

The importance of Amtrak rail passenger services is covered next, with the results shown in Table 10. Support for Amtrak passenger service, while not particularly rated as 'Very Important,' has been pretty consistent over the eight year period of the surveys. A little more than a third of respondents have always rated the service as 'Very Important,' while an additional 40% or so rated it as 'Somewhat Important.' Bearing in mind that this is a statewide sample, and that Amtrak largely serves relatively small numbers of users and then principally in Portland and the Willamette Valley, this level of support is actually somewhat higher than might have been expected.

Table 10: Amtrak rail passenger service between cities

Category	1998	2001	2003	2005
Very important	35.8%	39.3%	36.0%	36.6%
Somewhat important	43.5%	41.4%	41.1%	40.6%
Not important	19.2%	16.2%	20.2%	19.3%
Refused	0.0%	0.0%	0.1%	0.2%
Don't know	0.0%	3.0%	2.1%	2.4%
No answer	1.5%	0.2%	0.6%	0.9%
Total	100.00%	100.00%	100.00%	100.00%

Table 11 shows the survey results on the importance of adding sidewalks and bike lanes to existing streets. While there is probably relatively low utilization of sidewalks and bike lanes outside of the Portland Metro area and possibly the Eugene Metro area, there is a reasonably high level of support for that issue in the surveys. Still, from 55.4% of respondents who rated the issue as 'Very Important' in 1998, by 2003 that level of support had dropped to 39.4%. In 2005 it had rebounded to 45.2%, ten percentage points lower than 1998.

Table 11: Adding sidewalks and bike lanes to existing streets

Category	1998	2001	2003	2005
Very important	55.4%	55.1%	39.4%	45.2%
Somewhat important	30.7%	29.9%	34.3%	34.6%
Not important	13.5%	14.1%	25.2%	19.3%
Refused	0.0%	0.0%	0.1%	0.1%
Don't know	0.0%	0.9%	0.8%	0.6%
No answer	0.5%	0.0%	0.2%	0.2%
Total	100.00%	100.00%	100.00%	100.00%

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Table 12 shows the survey results on the importance of providing more convenient access to airports. This use of resources has the lowest percentage of respondents indicating that they thought that such service was 'Very Important.' From a high of 34.7% in 1998 this question dropped to a low of 22.5% marking it as 'Very Important' in 2003, with a small rebound to 25.6% in 2005. A fairly substantial number of respondents, however, did indicate that it was 'Somewhat Important' in each year, consistently in the middle to high 40% plus range.

Table 12: Providing more convenient access to airports

Category	1998	2001	2003	2005
Very important	34.7%	34.0%	22.5%	25.6%
Somewhat important	48.1%	45.2%	45.2%	46.5%
Not important	15.9%	18.3%	30.0%	24.6%
Refused	0.0%	0.0%	0.0%	0.1%
Don't know	0.0%	2.2%	2.2%	2.4%
No answer	1.2%	0.4%	0.2%	0.8%
Total	100.00%	100.00%	100.00%	100.00%

Two questions were asked concerning directing of resources at Oregon's roads and bridges:

- What about maintaining the highways, roads and bridges Oregon has now?
- What about expanding and improving Oregon's highways, roads and bridges?

Tables 13 and 14 show the survey results for these questions. Far more respondents believed that maintaining the current highway, road and bridge infrastructure was 'Very Important' than believed they should be expanded and improved. More than 80% of respondents in each of the four surveys, covering a period of eight years, thought that maintaining the infrastructure was 'Very Important.' This compares to a high of 43% in 2005 and a low of 32.3% in 2003 that thought that expanding and improving that infrastructure was 'Very Important.' As was typical of these questions, the movement was from 'Very Important' to 'Somewhat Important' was most significant, though this question saw about a 10% growth in the 'Not Important' response as well.

Table 13: Maintaining the highways, roads and bridges Oregon has now

Category	1998	2001	2003	2005
Very important	81.3%	85.3%	79.1%	82.4%
Somewhat important	17.8%	13.8%	20.3%	17.3%
Not important	0.6%	0.7%	0.2%	0.1%
Refused	0.0%	0.0%	0.0%	0.0%
Don't know	0.0%	0.2%	0.2%	0.1%
No answer	0.3%	0.0%	0.2%	0.1%
Total	100.00%	100.00%	100.00%	100.00%

Table 14: Expanding and improving Oregon's highways, roads and bridges

Category	1998	2001	2003	2005
Very important	39.0%	43.0%	32.2%	43.0%
Somewhat important	51.2%	46.1%	51.9%	46.9%

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Not important	9.1%	10.0%	14.6%	9.4%
Refused	0.0%	0.2%	0.0%	0.1%
Don't know	0.0%	0.7%	1.2%	0.5%
No answer	0.7%	0.1%	0.1%	0.1%
Total	100.00%	100.00%	100.00%	100.00%

The survey also contained a pair of questions concerning environmental issues:

- What about protecting fish and wildlife habitat?
- What about conserving and protecting clean air and water?

Tables 15 and 16 show the survey results for these questions. More than half of the respondents saw the protection of fish and wildlife habitat as 'Very Important,' though this declined from 62.8% in 1998 to 51.8% in 2000 and 52% in 2005. When the 'Very Important' and 'Somewhat Important' groups are combined, between 87% and 91% of respondents support protecting fish and wildlife habitat. This question is the only one in this group of questions to have shown an increase in the 'Very Important' response category in 2003.

Even higher percentages support conserving and protecting clean air and water. More than three-quarters of the respondents said that such support was 'Very Important,' though this also showed a decline from a high of 84.7% in 1998 to a low of 76.3% in 2005.

Table 15: Protecting fish and wildlife habitat

Category	1998	2001	2003	2005
Very important	62.8%	51.8%	55.1%	52.0%
Somewhat important	28.5%	35.1%	32.9%	38.8%
Not important	8.2%	12.1%	11.1%	8.5%
Refused	0.0%	0.0%	0.2%	0.0%
Don't know	0.0%	0.9%	0.5%	0.7%
No answer	0.5%	0.1%	0.2%	0.0%
Total	100.00%	100.00%	100.00%	100.00%

Table 16: Conserving and protecting clean air and water

Category	1998	2001	2003	2005
Very important	84.7%	80.0%	77.0%	76.3%
Somewhat important	13.2%	17.2%	19.6%	20.7%
Not important	2.0%	2.3%	3.0%	2.9%
Refused	0.0%	0.2%	0.0%	0.0%
Don't know	0.0%	0.2%	0.3%	0.1%
No answer	0.1%	0.1%	0.1%	0.0%

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Total	100.00%	100.00%	100.00%	100.00%
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Respondents were also asked how important reducing traffic congestion was. Table 17 shows the results for this question. In 1998 and 2001 just over 60% of respondents said that this was a ‘Very Important’ issue. In 2003 this dropped to just over 45%, a decrease of 15 percentage points. In 2005 this issue rebounded somewhat, to almost 55% believing traffic congestion to be ‘Very Important,’ an increase of 10 percentage points, but still beneath the 1998-2001 figures. In every year except 2003 the combined ‘Very Important’ and ‘Somewhat Important’ percentages exceeded 90% (2003 was 88.2%).

Table 17: Reducing traffic congestion

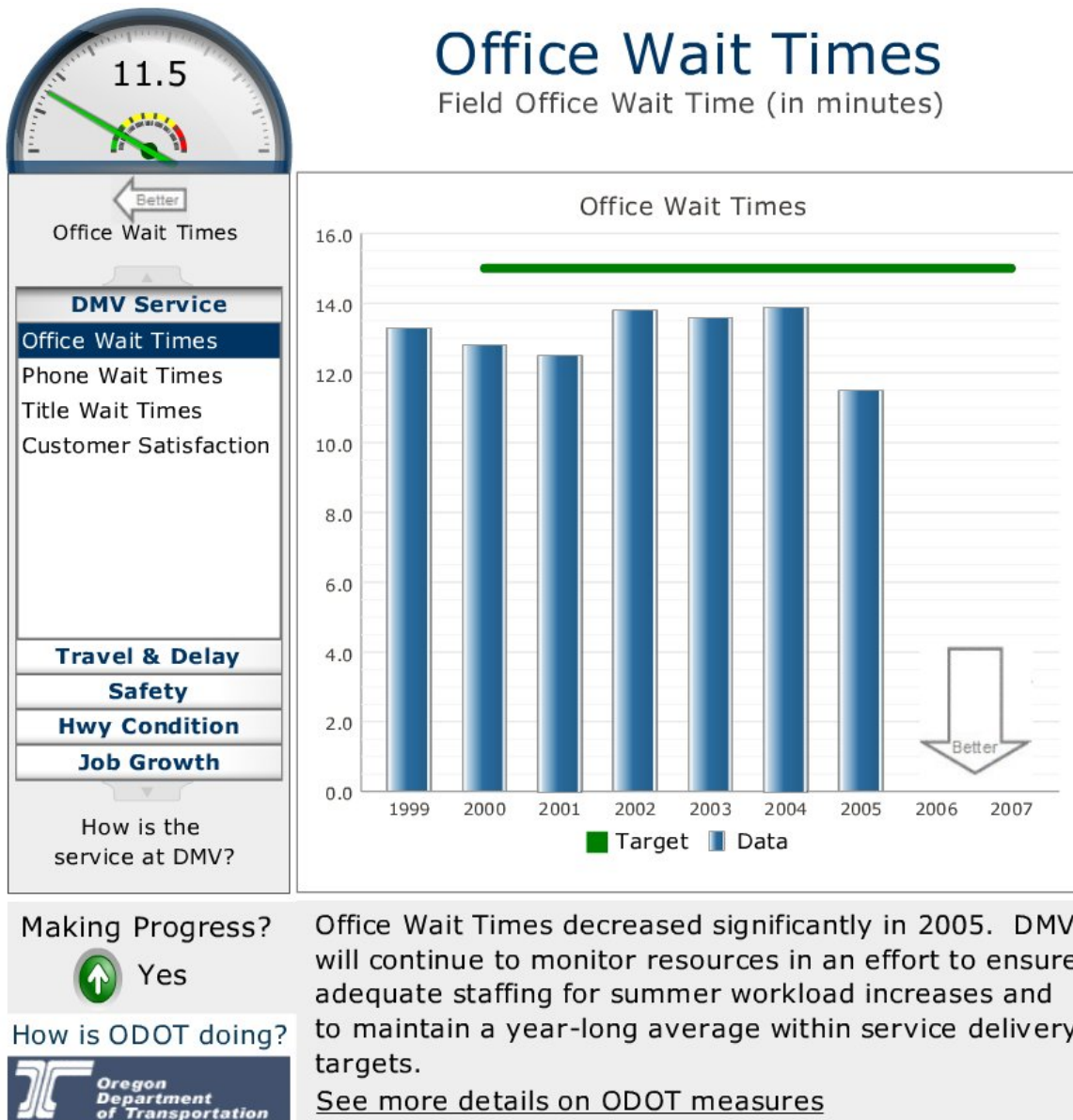
Category	1998	2001	2003	2005
Very important	60.7%	60.5%	45.3%	54.8%
Somewhat important	33.9%	30.9%	42.9%	36.7%
Not important	4.9%	6.6%	10.6%	7.5%
Refused	0.0%	0.4%	0.0%	0.1%
Don't know	0.0%	1.3%	1.1%	0.8%
No answer	%	0.3%	0.1%	0.1%
Total	100.00%	100.00%	100.00%	100.00%

The final question in this section concerns the enforcement of traffic laws. Table 18 shows the results for this question. Consistently, more than 70% thought that this was a ‘Very Important’ use of resources. When combined with the ‘Somewhat Important’ response the percentage is never less than 90%, and showed no decrease in support in the 2003 survey as had most other questions.

Table 18: Enforcing traffic laws

Category	1998	2001	2003	2005
Very important	74.1%	70.5%	70.6%	74.3%
Somewhat important	20.7%	22.8%	22.9%	20.6%
Not important	4.7%	6.2%	6.0%	4.6%
Refused	0.0%	0.1%	0.1%	0.1%
Don't know	0.0%	0.3%	0.4%	0.3%
No answer	0.5%	0.1%	0.0%	0.1%
Total	100.00%	100.00%	100.00%	100.00%

APPENDIX D: EXAMPLE OF INTERNET-BASED REPORTING TOOL



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APPENDIX E – GASB CRITERIA CROSS-REFERENCE TABLE

Criterion #	Criterion title	Where addressed in report:
1	Purpose and Scope	About this Report, Part I (p.3)
2	Statement of Major Goals and Objectives	Part I (pgs.3-4), Part III (pgs.14-63)
3	Involvement in Establishing Goals and Objectives	Part II (p.9)
4	Multiple Levels of Reporting	About this Report, Part I (pgs.3-4, p.8), Part II (pgs.10-13), Appendix D (p.89)
5	Analysis of Results and Challenges	Part I (pgs.1-13)
6	Focus on Key Measures	Table of Measures, Part I (pgs.3-8), Part III (pgs.14-63), Appendices A, B, & D (pgs.64-66, p. 89)
7	Reliable Information	Part III (pgs.14-63), Appendix A (pgs.64-65)
8	Relevant Measures of Results	Part I (p.3-5 & p.8), Part III (pgs. 14-63)
9	Resources Used and Efficiency	Part I (p.6-7)
10	Citizen and Customer Perceptions	Part I (p. 7), Part III (pgs.18-19 & pgs.32-33), Appendix C (pgs.68-88)
11	Comparisons for Assessing Performance	Part III (pgs.14-63)
12	Factors Affecting Results	Part III (pgs.14-63)
13	Aggregation and Disaggregating of Information	Part III (pgs.14-63)
14	Consistency	Appendix B (pgs.66-67), Part I (p.8)
15	Easy to Find, Access, and Understand	Title Page, About this Report, Part I (p.8), Part II (p.9, p.12, & p.13), Part III (pgs.14-63), Appendix D (p.89)
16	Regular and Timely Reporting	Title Page, Part II (p.10 & p.12)

This table indicates where in the report each Governmental Accounting Standards Board (GASB) criterion is addressed. Information about the criteria can be found online at http://www.seagov.org/sea_gasb_project/suggested_criteria.shtml.