



Annual Performance Progress Report

Fiscal Year 2006-07 (July 1, 2006 to June 30, 2007)

Service Efforts and Accomplishments
Quick Guide to ODOT Measures

How is ODOT doing?

Travel Safety

Fatalities

Injuries

Safe Drivers

Impaired Driving

Safety Belts

Large Trucks

Railroad Crossings

Train Derailments

Travelers Feel Safe

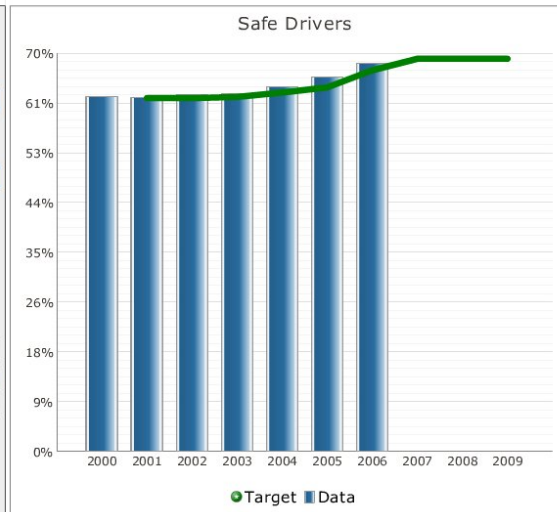
Efficient Mobility

Livability & Prosperity

Customer Services

Safe Drivers

Percent of licensed drivers who drove safely during the prior three years



Making Progress?



Yes

The percentage of safe drivers has increased in each of the last 5 years. The 2.3% improvement from 2005 to 2006 represents an additional 68,000 safe drivers on Oregon's highways.

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OREGON DEPARTMENT OF TRANSPORTATION
Annual Performance Progress Report (APPR)
for Fiscal Year 2006-07 (July 1, 2006 to June 30, 2007)

September 28, 2007

To obtain additional copies of this *Service Efforts and Accomplishments Annual Performance 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/index.shtml>.

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 annual report is to summarize the agency's performance for the reporting period, explain how performance data are used and analyze agency performance for each key performance measure legislatively approved for the 2007-09 biennium. The intended audience 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 the highest-level, most outcome-oriented performance measures 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 a number of these legislative measures are available by quarter or by geographic area. 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

Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported. For a summary of the changes that have been made to the measures from the 2005-2006 Annual Performance Report, see Appendix A (pgs. 71-73)

¹ The Oregon Department of Transportation also developed an internet-based report to communicate basic performance information using summary 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/SEA07.html> An example from this report is included on the cover and in Appendix C.

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2007-09 KPM#	2007-09 Key Performance Measures (KPMs)	Page #
1	Traffic Fatalities: Traffic fatalities per 100 million vehicles miles traveled (VMT).	13
2	Traffic Injuries: Traffic injuries per 100 million vehicles miles traveled (VMT).	15
3	Safe Drivers: Percent of drivers who drove safely by avoiding traffic violations and accidents during the prior three years.	17
4	Impaired Driving: Percent of fatal traffic accidents that involved alcohol.	19
5	Use of Safety Belts: Percent of all vehicle occupants using safety belts.	21
6	Large Truck At-Fault Crashes: Number of large truck at-fault crashes per million vehicle miles traveled (VMT).	23
7	Rail Crossing Incidents: Number of highway-railroad at-grade incidents.	25
8	Derailment Incidents: Number of train derailments caused by human, track, or equipment error.	27
9	Travelers Feel Safe: Percent of public satisfied with transportation safety.	29
10	Special Transit Rides: Average number of special transit rides per each elderly and disabled Oregonian annually.	31
11	Travel Delay: Hours of travel delay per capita per year in urban areas	33
12	Passenger Rail Ridership: Number of state-supported rail service passengers.	35
13	Alternatives to One-Person Commuting: Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicle.	37
14	Traffic Volume: Vehicle Miles Traveled (VMT) per capita in Oregon metropolitan areas for local non-commercial trips.	39
15	Pavement Condition: Percent of pavement lane miles rated “fair” or better out of total lane miles in state highway system.	41
16	Bridge Condition: Percent of state highway bridges that are not deficient.	43
17	Fish Passage at State Culverts: Number of high priority ODOT culverts remaining to be retrofitted or replaced to improve fish passage.	45
18	Intercity Passenger Service: Percent of Oregon communities of 2,500 or more with intercity bus or rail passenger service.	49
19	Bike Lanes and Sidewalks: Percent of urban state highway miles with bike lanes and pedestrian facilities in “fair” or better condition.	51
20	Jobs from Construction Spending: Number of jobs sustained as a result of annual construction expenditures.	53
21	Timeliness of Projects Going to Construction Phase: Percent of projects going to construction phase within 90 days of target date.	55

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2007-09 KPM#	2007-09 Key Performance Measures (KPMs)	Page #
22	Construction Project Completion Timeliness: Percent of projects with the construction phase completed within 90 days of original contract completion date.	57
23	Construction Projects On Budget: Percent of projects completed on or under projected preliminary engineering, right-of-way and construction costs.	59
24	Certified Businesses (DMWESB*): Percent of ODOT contract dollars awarded to disadvantaged, minority, women, and emerging small businesses.	61
25	Customer Service Satisfaction: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	63
26	DMV Customer Services: 26a) Field office wait time (in minutes), 26b) Phone wait time (in seconds), 26c) Title wait time (in days).	65
27**	Economic Recovery Team Customer Satisfaction: Percentage of local participants who rank ODOT involvement with the Economic Recovery Team as good or excellent.	69

* DMWESB refers to Disadvantaged, Minority, Women, and Emerging Small Businesses.

** Two new measures were established by the 2007 Legislature which do not yet have data and are not included in this report. The new measures are **Construction Impact on Businesses:** Customer satisfaction of businesses impacted by highway construction projects, and **Public Transit Grants:** Effectiveness implementing grants by public transit partners.

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1. SCOPE OF REPORT

The Oregon Department of Transportation (ODOT) is committed to delivering programs effectively and to continually improving efficiencies and accountability. This report covers the Key Performance Measures used during Fiscal Year 2006-2007 and two measures added by the 2007 Legislative Session after public hearings on the agency budget will be included in the 2008 report. The 27 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 Oregon’s livability and the environment. The department’s goals were approved at a public meeting of the citizen Oregon Transportation Commission. 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"> ▪ Traffic Fatalities (#1) ▪ Traffic Injuries (#2) ▪ Safe Drivers (#3) ▪ Impaired Driving-Related Traffic Fatalities (#4) ▪ Use of Safety Belts (#5) ▪ Large Truck At-Fault Crashes (#6) ▪ Rail Crossing Incidents (#7) ▪ Derailment Incidents (#8) ▪ Travelers Feel Safe (#9) 	<p>Goal 2: Move People and Goods Efficiently</p> <ul style="list-style-type: none"> ▪ Special Transit Rides (#10) ▪ Travel Delay (#11) ▪ Passenger Rail Ridership (#12) ▪ Alternatives to One-Person Commuting (#13) ▪ Traffic Volume (#14) ▪ Pavement Condition (#15) ▪ Bridge Condition (#16)
<p>Goal 3: Provide a Transportation System that Supports Livability and Economic Prosperity</p> <ul style="list-style-type: none"> ▪ Fish Passage at State Culverts (#17) ▪ Intercity Passenger Service (#18) ▪ Bike Lanes and Sidewalks (#19) ▪ Jobs from Construction Spending (#20) ▪ Timeliness of Projects Going to Construction Phase (#21) ▪ Construction Project Completion Timeliness (#22) ▪ Construction Projects On Budget (#23) ▪ Certified Businesses (DMWESB) (#24) 	<p>Goal 4: Provide Excellent Customer Services</p> <ul style="list-style-type: none"> ▪ Customer Service Satisfaction (#25) ▪ DMV Customer Services (#26) -- DMV Field Office Wait Time (#26a), DMV Phone Wait Time (#26b), and DMV Title Wait Time (#26c) ▪ Economic Recovery Team Customer Satisfaction (#27)

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

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2. THE OREGON CONTEXT

One of ODOT’s most important ties to statewide goals and Oregon Benchmarks (see <http://egov.oregon.gov/DAS/OPB/obm.shtml>) 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 #4: Net Job Growth	Jobs from Construction Spending (#20) Timeliness of Projects Going to Construction Phase (#21) Construction Project Completion Timeliness (#22) Construction Projects on Budget (#23) Certified Businesses (DMWESB) (#24)
#45: Premature Death	Traffic Fatalities (#1) Safe Drivers (#3) Impaired Driving (#4) Use of Safety Belts (#5) Large Truck At-Fault Crashes (#6) Rail Crossing Incidents (#7) Derailment Incidents (#8)
#58: Independent Seniors #59: Disabled Employment	Special Transit Rides (#10)
#68: Travel Delay	Travel Delay (#11) Alternatives to One-Person Commuting (#13)
#70: Alternatives to One-Person Commuting	Passenger Rail Ridership (#12) Alternatives to One-Person Commuting (#13)
#71: Vehicle Miles Traveled	Passenger Rail Ridership (#12) Traffic Volume (#14)

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#72: Road Condition	Pavement Condition (#15) Bridge Condition (#16)
#75: Air Quality	Travel Delay (#11)
#85: Salmon Recovery	Fish Passage at State Culverts (#17)

3. PERFORMANCE SUMMARY

The table below indicates progress in reaching performance measurement targets. Eighteen measures have reached or are trending toward their target. Six measures are not at or trending toward their targets. Three measures do not have sufficient history upon which to base targets.

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	Traffic Fatalities (page 13), Safe Drivers (page 17), Use of Safety Belts (page 21), Rail Crossing Incidents (page 25), Derailment Incidents (page 27), Special Transit Rides (page 31), Travel Delay (page 33), Passenger Rail Ridership (page 35), Alternatives to One-Person Commuting (page 37), Traffic Volume (page 39), Fish Passage at State Culverts (page 45), Pavement Condition (page 41), Bridge Condition (page 43), Intercity Passenger Service (page 49), Jobs from Construction Spending (page 53), Timeliness of Projects Going to Construction Phase (page 55), Certified Businesses (DMWESB) (page 61), and DMV Customer Services (page 65)	18
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	Traffic Injuries (page 15), Impaired Driving-Related Traffic Fatalities (page 19), Large Truck At-Fault Crashes (page 23), Travelers Feel Safe (page 29), Construction Project Completion Timeliness (page 57), and Construction Projects On Budget (page 59)	6
KPMs - PROGRESS UNCLEAR target not yet set	Bike Lanes and Sidewalks (page 51), Customer Service Satisfaction (page 63), and Economic Recovery Team Customer Satisfaction (page 69)	3
Total Number of Key Performance Measures (KPMs)		27

4. CHALLENGES

It is crucial to address the impacts of an aging transportation infrastructure. The Highway Division has increased 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 future training 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 helping frontline staff more successfully deliver effective ODOT programs in a changing and

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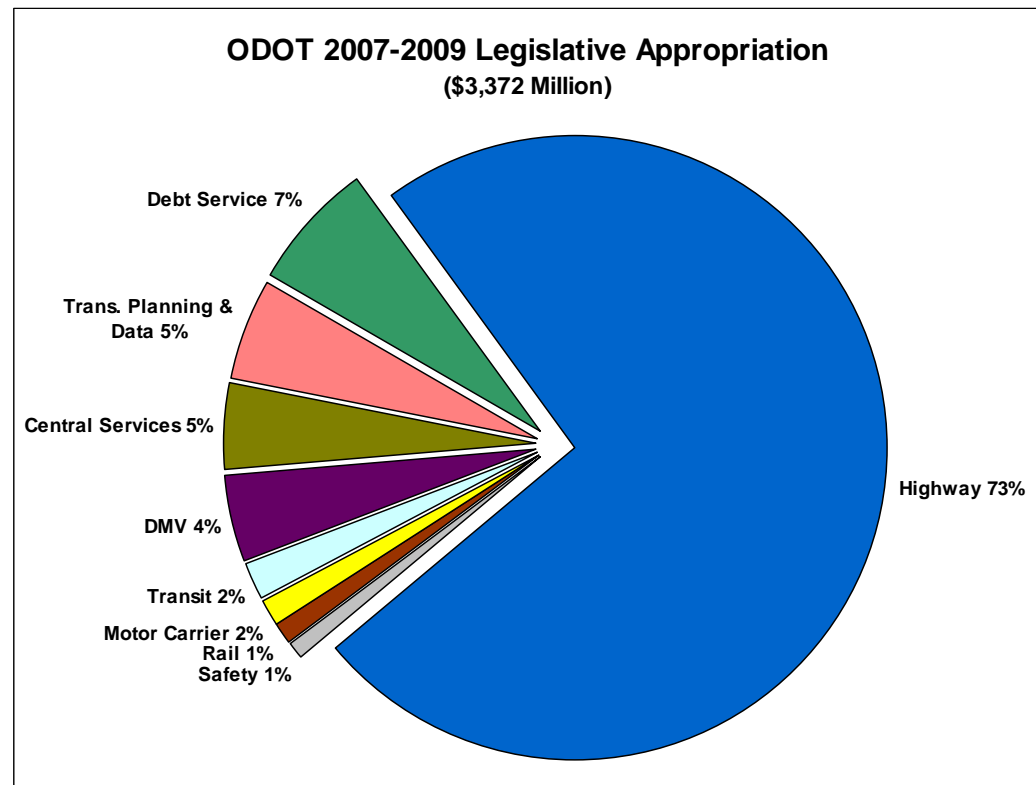
decentralized environment. Performance measures will help communicate ODOT priorities from executive staff to the front line. In addition, staff will use measures as a tool to communicate about challenges or obstacles to be addressed at the executive level. Continued training efforts in the use of performance measures will enhance ODOT’s ability to quickly respond in order to be more efficient and effective.

5. RESOURCES USED AND EFFICIENCY

This section addresses resources used by a large and complex ODOT organization consisting of the following divisions: Highway, Driver and Motor Vehicles, Motor Carrier Transportation, Rail, Public Transit, Transportation Safety, Transportation Development, Central Services, and Communications. The agency relies on about 4,400 staff located in almost 250 locations around the state as well as numerous contracted firms and staff to deliver a diversity of transportation-related functions.

The 2007 Legislature appropriated funds for ODOT totaling \$3,372 million for the 2007-2009 biennium. A biennial budget in the billions is challenging to communicate. About half of these funds are from the State Highway Fund, about a quarter from the federal government and about another quarter from the sale of bonds for increased highway construction around the state. For the purposes of this report, expenditures are compared to Oregon’s adult population. While every Oregon citizen does not necessarily use a private vehicle or public transportation, every single citizen benefits from Oregon’s transportation system. This is because it is the means by which people and goods are moved about the state. Every citizen’s needs are met in some way using this transportation system.

ODOT’s \$3,372 million appropriation equates to potential expenditures of about \$4.6 million per day, every single day of the biennium. This represents an increase to the 2005-2007 biennial budget due to the higher rates of bonding for bridge projects and increased construction around the state. The chart to the right shows the percentages of budget earmarked for major ODOT areas. Oregon’s latest population counts report 2,863,225 adults according to Portland State University’s Population Research Center. The table following breaks down the “daily cost” per Oregon adult based on these percentages as well as what it buys.



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Daily Cost Per Oregon Adult:		What It Buys:
For Highway maintenance, operation and construction:	\$1.18	Maintenance, operation and construction on over 19,000 lane miles and 2,700 bridges that are part of over 8,000 miles of state highways.
For DMV & Motor Carrier regulatory activities:	\$0.10	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):	\$0.02	Holding or reducing crashes, fatalities and injuries despite increasing volumes of traffic
For Rail oversight:	\$0.02	Passenger rail trips in Oregon that near the three-quarters of a million mark per year along with tens of millions of freight tons moved by rail
For Transit oversight:	\$0.03	Transit rides that number well over 100 million per year
For Transportation data and planning:	\$0.08	Informed decisions for an efficient transportation system
For support operations like Fleet, Information Systems, HR and Finance:	\$0.08	Supportive operations allow for efficient operations
For Debt Service and Other	\$0.11	Loan repayment primarily for construction projects
Total:	\$1.61	

6. SUMMARY OF CITIZEN AND CUSTOMER PERCEPTION 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 survey is completed every other year and the next results will be reported in 2009.

The following provides the major highlights from the 2007 Needs and Issues Survey (for a summary discussion of the methodology and highlights of the results and analysis of the survey, see Appendix B).

The 2007 Transportation Needs and Issues Survey was conducted in October and November of 2006 by the Survey Research Center at Oregon State University. The survey used a random digit dialing telephone survey method and completed a total of 1,013 interviews. The random sample was stratified by the five ODOT regions and contained at least 200 completed interviews per region. The statewide data was weighted to reflect the different population sizes within each region, household non-response by region, the variable number of landlines within a household, the number of adults in the household, and population characteristics of gender, age, and race/ethnicity. Notable highlights from the survey findings are as follows:

- About three-fourths of respondents statewide feel that ODOT is doing a good or excellent job overall.
- Highest levels of satisfaction with transportation services are with how ODOT maintains roadside rest areas; the way the DMV provides driver licenses and other services; and how well ODOT communicates to the public about current road construction on freeways.
- More than 8 out of 10 respondents feel they are safe traveling in an automobile on Oregon highways. (This survey uses a different question and methodology than the safety survey in KPM #9.)

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- Among those who use public transportation, about 7 out of 10 respondents feel safe using it.
- About half of all respondents statewide see congestion as a somewhat serious or very serious problem.
- Spending resources to maintain the existing highways, roads and bridges in Oregon is generally seen as more important than expanding and improving them.
- Among the various transportation modes and services, spending resources for transportation services for the elderly and disadvantaged is seen as very important by 7 out of 10 respondents.
- Spending resources on conserving and protecting clean air and water is seen as very important by 8 out of 10 respondents.
- If more funds need to be raised for transportation projects, neither raising the fuel taxes nor charging user tolls is widely supported. A majority of respondents feels that tolling should only be considered in special, project-by-project situations.
- Nearly two-thirds of the respondents feel that the state should explore ways to expand passenger rail services to segments of the rail system beyond the rail corridor between Portland, Salem, Albany and Eugene. Respondents are about evenly divided, however, on whether the state should develop some other funding source to pay for rail passenger service.

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Contact: Scott Bassett	Phone: 503-986-4462
Alternate: Laura Wipper	Phone: 503-986-4092

The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1 INCLUSIVITY Describe the involvement of staff, elected officials, stakeholders and citizens in the development of the agency’s performance measures.</p>	<p>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 training ODOT staff in the development and use 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.</p> <p>The ODOT Performance Advisory Team, formed in the early 1990s, has been a clearinghouse for information and a sounding board for performance measurement efforts. The performance measures are submitted to the Ways and Means Committee of the Oregon Legislature for review and approval during the budgeting process each biennium. 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.</p> <p>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, and issues performance reports. The Highway Division increased its emphasis on performance measures by involving staff in the development of a set of highway related measures and reporting them quarterly.</p> <p>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 assumptions and confirm a correlation between certain activities.</p>
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<p>2 MANAGING FOR RESULTS</p> <p>How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>This <i>Service Efforts and Accomplishments Annual Performance Report</i> is issued annually. Performance measures that can be updated on a quarterly basis are presented for discussion at department Executive Team meetings. 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 a number of the 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 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>
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<p>3 STAFF TRAINING</p> <p>What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>Inside most divisions there are monthly or quarterly update reports on the performance measures most closely associated with the division. The reports provide training opportunities each time they are reviewed during staff meetings.</p> <p>The Oregon Progress Board staff provided assistance to the ODOT Executive Team in planning many of the existing legislative performance measures. The ODOT division administrators will be preparing quarterly reports to the other members of the executive staff on performance measures organized by the four ODOT goal areas.</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>ODOT also provided training to other government units on performance measurement. For five of the previous seven years, staff from the Transportation Safety Division has been part of the instructor core for the Governor’s Highway Safety Association and National Highway 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>
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<p>4 COMMUNICATING RESULTS</p> <p>How does the agency communicate performance results to staff, elected officials, stakeholders and citizens and for what purpose?</p>	<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 predominantly internally used and distributed, but there is an effort underway to use performance measures as part of an improved communication effort with the public.</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> <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 2007 Service Efforts and Accomplishments Annual Performance Report is available to the public on ODOT's Internet site at http://www.oregon.gov/ODOT/CS/PERFORMANCE/index.shtml.</p>
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KPM #1	TRAFFIC FATALITIES Traffic fatalities per 100 million Vehicle Miles Traveled (VMT)	Measure since: 1998
Goal	IMPROVE TRAVEL SAFETY IN OREGON	
Oregon Context	OREGON BENCHMARK #45: REDUCING PREMATURE DEATH	
Data source	Crash Analysis and Reporting, ODOT; Fatality Analysis Reporting System, National Highway Traffic Safety Administration, USDOT	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-3413	

1. OUR STRATEGY

ODOT’s strategy to reduce traffic fatalities is to continue to implement traffic safety programs based on the causes of fatal crashes in Oregon. For example, the *Oregon Traffic Safety Performance Plan* and the *ODOT Transportation Safety Action Plan* catalog safety activities directed at safe driving, DUI, safety belt use, speeding, motorcycle safety, child safety seats, equipment standards, and other areas. ODOT also seeks to combat traffic fatalities through strategic highway safety improvements, such as median cable barriers, rumble strips, and pedestrian crossings.

2. ABOUT THE TARGETS

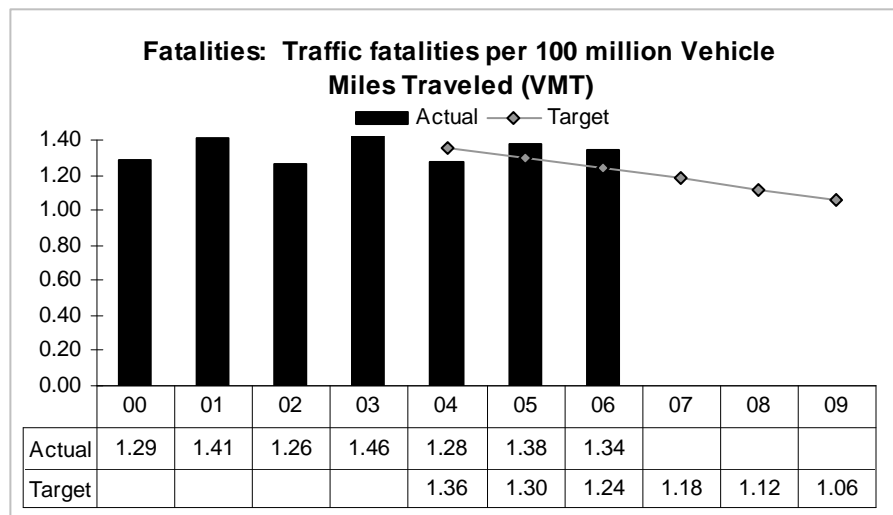
ODOT seeks downward trends for fatality statistics. Targets are set based on ODOT’s desire to reduce fatality rates gradually over time to achieve the longer term goal of dramatically reducing fatality rates to 0.99 per 100 million VMT by 2010.

3. HOW WE ARE DOING

There was a 3 percent decrease from 2005 to 2006 in the number of fatalities per 100 million VMT. The 2006 statistic of 1.34 was above the target of 1.24.

4. HOW WE COMPARE

ODOT compares Oregon traffic fatality data with national data provided by the National Highway Traffic Safety Administration (NHTSA). Despite a lower than expected fatality rate decline, Oregon’s rate (1.34) compares favorably to the U.S. national fatality rate of 1.42. Oregon’s 2004 and 2005 fatality rates were also below the national rate.



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5. FACTORS AFFECTING RESULTS

Several factors affected the traffic fatality rate in 2006. Among those factors were continuing increases in crashes involving motorcycles and crashes involving pedestrians. The number of available traffic law enforcement officers also continues to be an issue. Another explanatory factor is that the fatality rate is so low that the effort to keep fatalities to a minimum is tremendous. Oregon has experienced the lowest fatality count over the last seven years since 1956-1962. Overall progress toward reducing traffic fatalities has been very positive, despite year to year variation in rates.

6. WHAT NEEDS TO BE DONE

ODOT must continue its efforts to reduce fatalities by reviewing the causes of fatalities, targeting safety activities accordingly, and allocating safety resources to the programs most effective at reducing fatal crashes.

7. ABOUT THE DATA

Traffic fatality rates are reported on a calendar year basis. The data that ODOT uses to measure traffic fatality rates has several strengths. It is coded to national standards, which allows for state to state comparisons, and it is a comprehensive data set that includes medical information. Some weaknesses of the data are that it is sometimes difficult to get Blood Alcohol Content reports and death certificates for coding purposes, and emphasis is placed on coding the data and not on creating localized reports for state, city, and county agencies and organizations.

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KPM #2	TRAFFIC INJURIES Traffic injuries per 100 million Vehicle Miles Traveled (VMT)	Measure since: 1999
Goal	IMPROVE TRAVEL SAFETY IN OREGON	
Oregon Context	OREGON BENCHMARK #45: REDUCING PREMATURE DEATH	
Data source	Crash Analysis and Reporting, ODOT	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-3413	

1. OUR STRATEGY

Reducing the number of traffic crashes is the primary strategy to reduce traffic injuries, but when a crash happens, reducing the severity becomes the secondary strategy. This is influenced in two primary ways:

- a. Safe Infrastructure: Implement design practices that mitigate structural safety risks on Oregon’s transportation system.
- b. Driver Behavior: Deploy safety information/education programs in order to reduce accidents caused by driver behavior.

2. ABOUT THE TARGETS

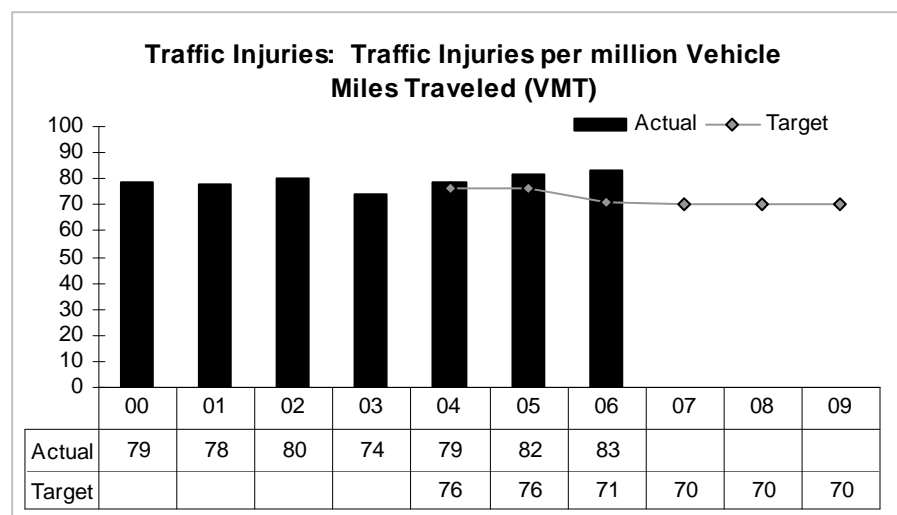
Like fatalities, ODOT seeks downward trends for injuries due to traffic crashes. Although trends for these crashes fluctuate up and down year to year, the targets are set with reductions in mind.

3. HOW WE ARE DOING

Traffic injuries went up slightly in 2006 compared to the previous years. This is not desirable; however it is not out of line with typical trends. The graph above shows how traffic injuries have fluctuated over the past several years.

4. HOW WE COMPARE

The nationwide injury rate is estimated at 86 injuries per 100 million vehicle miles traveled (VMT). This rate is based on the *2006 Traffic Safety Annual Assessment - A Preview* published by the National Center for Statistics & Analysis of the National Highway Traffic Safety Administration (NHTSA). The Oregon rate (83) is below this national average.



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5. FACTORS AFFECTING RESULTS

Several factors affected the injury rate in 2006. Significant positive factors affecting injury rates were high rates of the use of safety belt, child safety seats and booster seats. On the negative side was a continued increase in motorcyclist injuries. Changes to the reporting threshold for crashes also impacts this number, because some drivers might report an injury just so they can get a crash record filed.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Traffic injury rates are reported on a calendar year basis just like fatalities. However, unlike fatalities data that allows state to state comparisons, injury data is not comparable. This is because some definitions of injury are not consistent across the country so comparisons to California, Washington or Idaho, for example, are not valid. Some comparisons can be made against the national data because this is created based on a sample. This is useful for understanding state trends versus national trends to provide a sense of how Oregon is doing.

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KPM #3	SAFE DRIVERS Percent of drivers who drove safely by avoiding traffic violations and accidents during the prior three years	Measure since: 2000
Goal	IMPROVE TRAVEL SAFETY IN OREGON	
Oregon Context	OREGON BENCHMARK #45: REDUCING PREMATURE DEATH	
Data source	Driver and Motor Vehicle Services Division, ODOT	
Owner	Driver and Motor Vehicle Services Division, ODOT, Daniel Thompson, 503-945-5263	

1. **OUR STRATEGY**

Safe Highways: Safe drivers generally have a history free of traffic violations and reportable accidents. They are less likely to cause traffic accidents that result in injury or death. A greater percentage of safe drivers on the road is an indication that highways are safer. DMV influences the existence of safe drivers by providing driving tests (vision, knowledge, and behind-the-wheel), educational materials (Oregon Driver Manual), graduated driver licenses, and interventions with problem or medically at-risk drivers. Additionally, DMV uses intervention methods such as restricting or suspending driving privileges for problem drivers and individuals with possible medical impairments.

2. **ABOUT THE TARGETS**

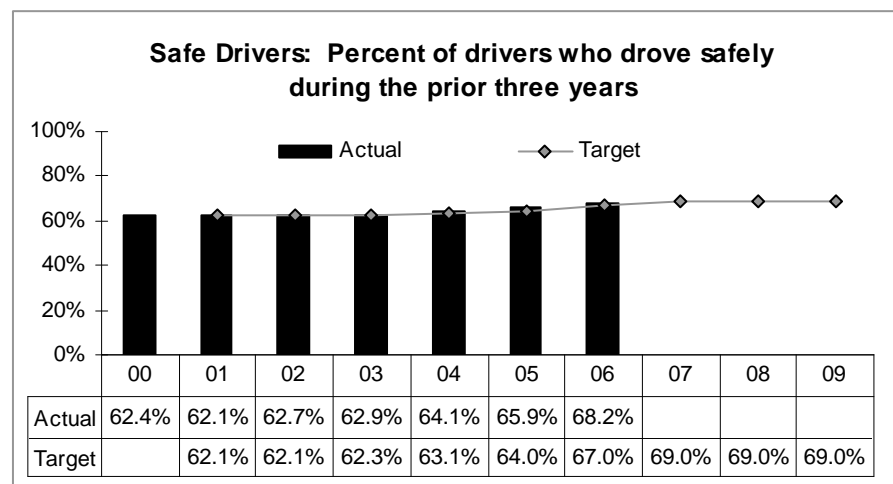
Safer highways result from a higher percentage of safe drivers so for this performance measure higher is better. The original 5-year target of 64%, set in 2001, was chosen because existing data suggested that an increase of one-half percent per year was a reasonable expectation. Subsequent changes in statutes on accident reporting have resulted in a decreased number of reportable accidents. The target is now set at 69% to account for changes in accident reporting requirements.

3. **HOW WE ARE DOING**

The percentage of safe drivers has increased in each of the last 5 years. The 2.3% improvement from 2005 to 2006 represents an additional 68,000 safe drivers on Oregon’s highways.

4. **HOW WE COMPARE**

There are no known comparisons to other standards.



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5. **FACTORS AFFECTING RESULTS**

HB 2933 (2003) increased the minimum threshold amount of damage for reporting a vehicle accident from \$1,000 to \$1,500. As a result, 25% fewer accidents were reported in 2006 (115,000) when compared to 2002 (154,000). Lower levels of accident reporting have impacted the number of safe drivers.

6. **WHAT NEEDS TO BE DONE**

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.

7. **ABOUT THE DATA**

The Safe Driver Measure is calculated from the calendar year-end database of customer driving records. Data collection and calculation methodologies have remained consistent, meaning that the data is not biased by systematic error. However, changes to accident reporting laws have affected the measure. Since the measure is a 3-year rolling average, program or external changes that impact the data are not fully realized until three years after the changes occur.

Information for this measure is available for reach of Oregon’s 36 counties. Although the statewide average for 2006 is 68.2%, urban areas average 67.3% and rural areas average 73.5%. Here is a listing by county of Safe Driver measure data from low to high:

Safe Drivers: Percent by County					
Multnomah	63.4%	Polk	71.6%	Klamath	75.8%
Marion	66.1%	Clatsop	71.8%	Curry	77.4%
Jefferson	66.9%	Jackson	72.0%	Josephine	77.5%
Washington	67.5%	Tillamook	72.3%	Union	78.0%
Clackamas	67.7%	Deschutes	72.3%	Sherman	78.9%
Lane	68.3%	Benton	73.3%	Baker	79.7%
Columbia	69.8%	Coos	73.6%	Harney	80.7%
Yamhill	70.5%	Hood River	74.2%	Grant	82.3%
Linn	70.6%	Wasco	74.5%	Wallowa	82.4%
Morrow	70.9%	Lincoln	74.5%	Gilliam	82.7%
Umatilla	71.1%	Douglas	74.8%	Lake	83.0%
Malheur	71.1%	Crook	75.1%	Wheeler	83.7%

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KPM #4	IMPAIRED DRIVING Percent of fatal traffic crashes that involved alcohol	Measure since: 1998
Goal	IMPROVE TRAVEL SAFETY IN OREGON	
Oregon Context	OREGON BENCHMARK #45: REDUCING PREMATURE DEATH	
Data source	Crash Analysis and Reporting, ODOT; Fatality Analysis Reporting System, National Highway Traffic Safety Administration, USDOT	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-3413	

1. **OUR STRATEGY**

ODOT will continue to monitor all aspects of fatalities due to impairments and will channel efforts through two primary areas of influence:

- a. **Driver Behavior:** Deploy safety information/education programs in order to reduce accidents caused by driver behavior.
- b. **Enforcement:** Keep unsafe drivers and vehicles off the system to improve safety and feelings of safety among Oregon system users through enforcement efforts.

2. **ABOUT THE TARGETS**

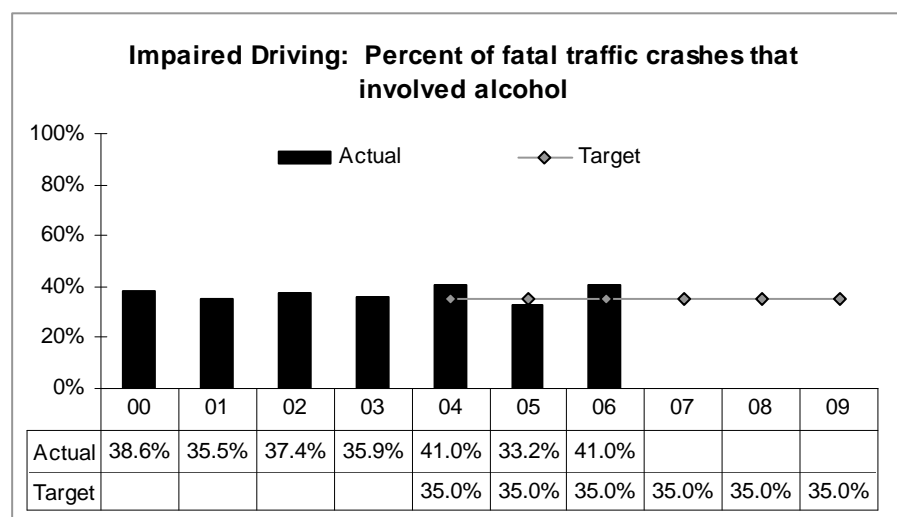
The lower the percentage, the better the results, so ODOT continues to strive for reductions. The target of 35% for 2007 is below the national average for the same year according to statistics published by the National Highway Traffic Safety Administration (NHTSA).

3. **HOW WE ARE DOING**

The 2006 rate of 41% alcohol-involved fatalities ties with the same rate in 2004 as the highs for the past six years. This rate is above the target of 35%.

4. **HOW WE COMPARE**

The 2006 outcome of 41% of crashes involving alcohol matches the national average of 41% reported in the National Highway Traffic Safety Administration’s (NHTSA) “2006 Traffic Safety Annual Assessment – Alcohol-Related Fatalities.” Both the state and national trends show an increase from the prior year (nationally up from 39% in 2005), but Oregon’s increase was higher. Oregon experienced a few multi-fatal alcohol related crashes in 2006, something Oregon has not experienced during recent years.



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5. FACTORS AFFECTING RESULTS

This is a measure of a variety of influences that contribute to the result. ODOT efforts are focused to make gains on driver behavior and choices through education and enforcement, but social and economic influences will also remain significant factors.

6. WHAT NEEDS TO BE DONE

ODOT will continue to monitor all aspects of fatalities due to impairment. ODOT's Transportation Safety Division is charged with the coordination and staff for the Governor's DUII Advisory Committee, which is focused on reducing the impacts of DUII in Oregon. Input from this committee and ODOT staff contribute to strategies developed to continue the reduction of alcohol-involved traffic fatalities. These strategies are listed in the Oregon Traffic Safety Performance Plan. They are typically enforcement- or education-based, such as training for police, prosecutors and judges; grants to pay for DUII enforcement overtime; community-based campaigns, public information and other education campaigns.

7. ABOUT THE DATA

The data is reported on a calendar year basis. It comes from reliable sources, particularly because it stems from traffic fatalities. It includes fatalities due to alcohol or alcohol in combination with other impairment, but does not include impairment due solely to other drugs.

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KPM #5	USE OF SAFETY BELTS Percent of all vehicle occupants using safety belts	Measure since: 1998
Goal	IMPROVE TRAVEL SAFETY IN OREGON	
Oregon Context	OREGON BENCHMARK #45: REDUCING PREMATURE DEATH	
Data source	Transportation Safety Division, ODOT; Occupant Protection Observation Study, Intercept Research Corporation	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-3413	

1. OUR STRATEGY

ODOT’s current strategies for increasing safety belt usage among the traveling public include the provision of grants to pay for law enforcement overtime related to safety belts, speed and impaired driving laws and efforts to increase the availability of information in rural areas and for non-English speakers. In addition, ODOT’s safety division conducts public awareness efforts to communicate to Oregonians the importance of wearing safety belts in reducing premature deaths and injuries, and in improving travel safety in Oregon.

2. ABOUT THE TARGETS

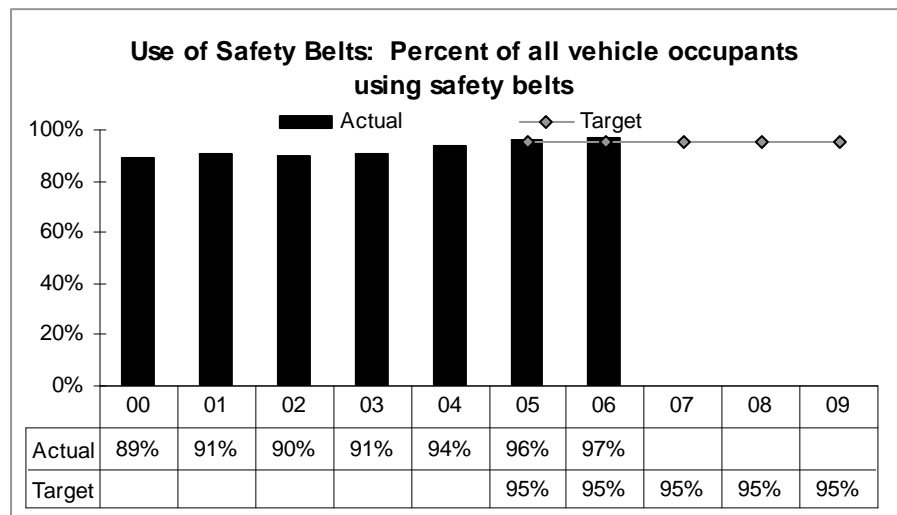
ODOT seeks to influence a greater percentage of the public to use safety belts, so an upward trend is desirable. A very high percentage has been set as the target because Oregon has consistently been in the top five among states with a high percentage use of safety belts.

3. HOW WE ARE DOING

This measure shows progress toward improving travel safety in Oregon and exceeds the target ODOT set for 2006. ODOT Safety Division programs have been effective toward increasing the percentage of Oregonians using safety belts.

4. HOW WE COMPARE

Oregon’s rate of 97% cannot be compared to other states because the Oregon safety observation study uses a more comprehensive methodology than the national survey. Oregon has routinely been in the top five among states with the highest rates of safety belt usage according to NHTSA’s safety belt survey. This survey does not review all seats in a vehicle like the Oregon survey does.



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5. FACTORS AFFECTING RESULTS

Education and outreach efforts have recently been more focused on child occupants in order to increase the proper usage of child restraints and booster seats. Use of grant dollars for police overtime for targeted enforcement related to safety belts has also had positive results.

6. WHAT NEEDS TO BE DONE

Safety belt usage is such an important contributor to reductions in traffic fatalities that ODOT will continue its efforts to further increase safety belt use among Oregonians. ODOT will continue to monitor safety belt usage and direct efforts to keep usage increasing, particularly among children.

7. ABOUT THE DATA

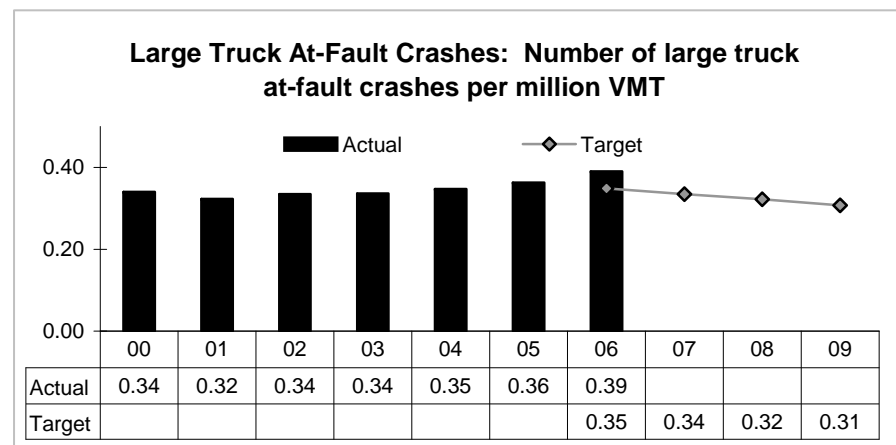
Safety belt surveys are not done on a continuous basis, but represent a “snapshot” in time. These surveys are done annually and are statistically valid and reliable. Restraint usage is also reported at the time of traffic crashes, but this is not as reliable as data from these standard surveys.

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KPM #6	LARGE TRUCK AT-FAULT CRASHES Number of large truck at-fault crashes per million vehicle miles traveled (VMT)	Measure since: e.g. 1998
Goal	Improve Travel Safety in Oregon	
Oregon Context	Oregon Benchmark #45: Reducing Premature Death	
Data source	ODOT Motor Carrier Division and ODOT's Transportation Development Division, Crash Analysis and Reporting Unit.*	
Owner	ODOT Motor Carrier Division, David McKane, 503-373-0884	

1. **OUR STRATEGY**

Almost all truck-at-fault crashes are caused by the truck driver and usually linked to speeding, tailgating, changing lanes improperly, or fatigue. Of the 751 truck-at-fault crashes that occurred in 2006, only 46 were attributed to some mechanical problem. There is a statistical correlation between truck-at-fault crashes and the number of drivers placed out-of-service for a critical safety violation. As more problem drivers are found, at-fault crashes decline. Motor Carrier Transportation Division staff conduct inspections at weigh stations and during audits at trucking company terminals. The Oregon State Police play a key part in the strategy for this measure. Many state police troopers, as well as many county sheriffs and city police, are certified inspectors who work under intergovernmental agreements through the Motor Carrier Safety Assistance Program (MCSAP). They 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. All Oregon inspectors follow a Commercial Vehicle Safety Plan that is updated annually. Under the plan, truck enforcement efforts are focused on traffic along 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.



2. **ABOUT THE TARGETS**

Each target represents a one standard deviation decline in the truck-at-fault crashes that occurred in previous years.

3. **HOW WE ARE DOING**

Safety inspections increased to another all time high in 2006. Inspectors checked a total of 59,604 trucks and drivers. A total of 5,766 of the inspections led to truck drivers placed out-of-service with critical safety violations. Compared with annual totals in 2000, this represents 20% more inspections and 34% more problem drivers found in inspections. But since 2000 there has been a 15% increase in the truck-at-fault crash rate.

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4. **HOW WE COMPARE**

Comparative analysis regarding Oregon's experience with truck-at-fault crash rates is not possible because other states and the federal government do not assign blame in crashes. In terms of total truck crashes, Oregon's truck crash rate compares very favorably alongside the national truck crash rate. In 2005, for example, Oregon's rate is 57% lower than the national rate. There were 0.70 truck crashes per million miles in Oregon, compared with 1.641 truck crashes per million miles nationally.

5. **FACTORS AFFECTING RESULTS**

The increase in truck-at-fault crashes is due in part to an 11% increase in truck miles traveled since 2000. Light vehicle miles traveled has also increased every year. This makes for increasing congestion, complicated by an unprecedented amount of road construction and maintenance work, as well as the repair or replacement of hundreds of bridges. Further contributing to crash rates is inclement weather, decreasing State Police trooper presence, and an observed effective increase in actual interstate speeds.

6. **WHAT NEEDS TO BE DONE**

One effective way to impact this measure would be to increase truck safety enforcement activity by State Police. Regression analysis shows there is statistically valid inverse correlation between declining State Police trooper strength and increasing truck-at-fault crashes. The Motor Carrier Transportation Division also needs to continue to closely monitor the activities of all 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 crashes happen. Because so few crashes are attributed to mechanical problems, checking the behavior and fitness of truck drivers continues to be the most effective way to reduce crashes. The Division needs to continue its aggressive safety inspection efforts at roadside and weigh stations, maintaining high numbers of truck driver inspections.

7. **ABOUT THE DATA**

Crash data and truck miles traveled are reported on a calendar year basis. Crash data are highly reliable. The Federal Motor Carrier Safety Administration rates Oregon "Good" in terms of crash and inspection data. States are rated on a quarterly basis – Good, Fair, or Poor – on the completeness, timeliness, accuracy, and consistency of State-reported crash and roadside inspection data in the Motor Carrier Management Information System. Truck miles traveled is derived from weight-mile tax reports filed by motor carriers. Mileage figures are ultimately verified by financial analysts for the periodical Highway Cost Allocation Study.

*Data for this measure comes from truck and driver safety inspection records from the Motor Carrier Division and accident reports from the ODOT Transportation Development Division's Crash Analysis and Reporting Unit. These statistics describe at-fault accidents that involved a fatality, injury, or disabling damage that caused 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.

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KPM #7	RAIL CROSSING INCIDENTS Number of highway-railroad at-grade incidents	Measure since: 1999
Goal	IMPROVE TRAVEL SAFETY IN OREGON	
Oregon Context	OREGON BENCHMARK #45: REDUCING PREMATURE DEATH	
Data source	Rail Division, ODOT	
Owner	Rail Division, ODOT, Rhonda Urben, (503) 986-4321	

1. **OUR STRATEGY**

Safe Infrastructure: A priority for ODOT is to have the safest infrastructure possible. By implementing design practices that mitigate structural safety risks on Oregon’s transportation system, safe infrastructure is promoted. There are several ODOT activities specific to the Rail Division associated with this general strategy. The Crossing Safety Section manages crossing improvement projects and inspects crossings to ensure they are appropriately maintained. The Division works with public and private entities, including the railroads, public road authorities, law enforcement, to address crossing safety concerns and participate in transportation planning activities to improve the mobility of highway and rail traffic.

2. **ABOUT THE TARGETS**

The Rail Division strives for a zero incident performance. The target reflects the reality that some number of incidents are outside the control of the department and its transportation safety partners.

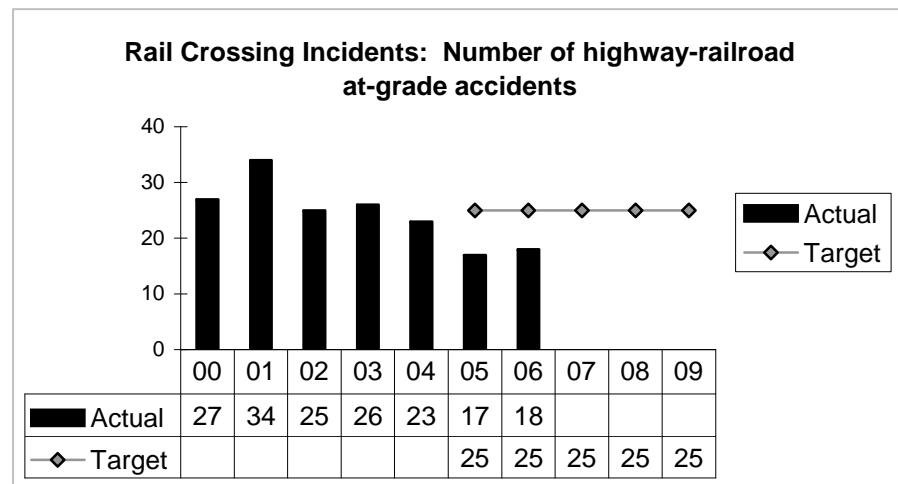
3. **HOW WE ARE DOING**

In 2006, the number of rail crossing incidents (18) was below target. Since 2001, there has been a sharp decline in the number of incidents with slight fluctuations during the five-year period.

The disaggregated data show that in 2006, all 18 incidents involved motor vehicles.

4. **HOW WE COMPARE**

The Federal Railroad Administration reports that Oregon has been in or near the top fifteen states for least number of motor vehicle incidents at public crossings, both in terms of number of vehicles and number of crossings during recent years. While Oregon remained fairly consistent with 2005’s incident numbers, incidents increased by 7.6% in California and decreased in both Washington and Idaho by 14%.



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5. FACTORS AFFECTING RESULTS

Fluctuations in the incident rate occur in part because some incidents are caused by deliberate actions rather than lack of safety education or crossing safety devices.

6. WHAT NEEDS TO BE DONE

Options to continue the decline in incidents include maintaining inspection efforts, increasing funding for crossing investments and increasing education outreach on crossing safety to the driving public and pedestrians.

7. ABOUT THE DATA

The reporting cycle is calendar year. The data is based upon incident reports submitted by the railroads. Under federal regulations, the railroads are required to compete and submit accurate reports to the Federal Railroad Administration (FRA). The Division can compare the reports it has received to the reports filed with the FRA.

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KPM #8	DERAILMENT INCIDENTS Number of train derailments caused by human, track, or equipment error	Measure since: 1998
Goal	IMPROVE TRAVEL SAFETY IN OREGON	
Oregon Context	OREGON BENCHMARK #45: REDUCING PREMATURE DEATH	
Data source	Rail Division, ODOT	
Owner	Rail Division, ODOT, Rhonda Urben, (503) 986-4321	

1. **OUR STRATEGY**

Safe Infrastructure: A priority for ODOT is to provide safe infrastructure and mitigate structural safety risks on Oregon’s transportation system. The Rail Division, working with the Federal Rail Administration (FRA), uses a combination of inspections, enforcement actions and industry education to improve railroad safety and reduce the incidence of derailments and the potential for release of hazardous materials.

2. **ABOUT THE TARGETS**

Fewer incidents of derailments (decreasing numbers) are desired.

3. **HOW WE ARE DOING**

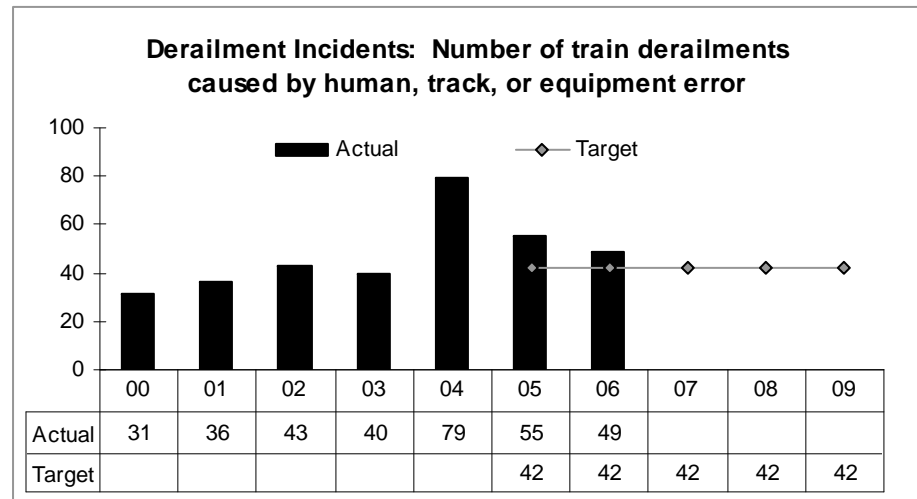
In 2006, there were 49 derailment incidents, a decrease from the 55 derailments that took place in 2005. Over the past two years, derailment incidents have decreased by 38% after reaching a peak in 2004. Although derailments were still above the target of 42, this trend indicates significant improvement.

4. **HOW WE COMPARE**

According to FRA’s data, derailments decreased overall in the United States in 2006 compared to 2005, though this was not the case in all states that share a border with Oregon. Washington experienced the largest increase of nearby states, with a 13% increase in derailments. Although the neighboring states’ rail systems differ from Oregon’s system, both in terms of number of carloads and number of track miles, they all experienced an increased number of derailments from 2005 to 2006.

5. **FACTORS AFFECTING RESULTS**

The 2004 increase in derailments was partially due to fewer inspections being conducted by FRA and Oregon inspectors. FRA inspectors have been involved in special projects outside of Oregon, and turnover in ODOT’s rail staff has resulted in fewer federally-certified employees capable of performing inspections. The 2005 decrease in derailments is partially due to the federal certification of two Rail Division inspectors, thus allowing them to perform inspections in 2005. This decline continued in 2006, further supporting the need for regular inspections.



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6. WHAT NEEDS TO BE DONE

Recruitment and retention of qualified compliance (inspector) personnel is vital as new hires require at least one-year of training to become federally-certified to conduct inspections. Staff turnover combined with the required training period limits the Division's effectiveness in identifying non-compliant, potential derailment conditions. Also, analysis of data from previous inspections (track conditions, operating issues, etc.) aids the Division to identify areas of concern on which to focus resources and inspections to reduce incidents.

7. ABOUT THE DATA

The reporting cycle is calendar year. The data is based upon reports submitted by the railroads to the FRA. Under federal regulations, railroads are required to report all derailments meeting federally mandated thresholds to the FRA.

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KPM #9	TRAVELERS FEEL SAFE Percent of public satisfied with transportation safety	Measure since: 1998
Goal	Improve Travel Safety in Oregon	
Oregon Context	Oregon Benchmark #45: Reducing Premature Death	
Data source	Transportation Safety Division, ODOT, Traffic Safety Attitude Survey, Intercept Research Corporation	
Owner	Transportation Safety Division, ODOT, Troy Costales: 503-986-3413	

1. OUR STRATEGY

ODOT’s current strategies for increasing perception of safety on Oregon’s transportation system fall primarily in two areas:

- a. **Education:** Information campaigns educate about safety and department activities that support safety. A more knowledgeable public is likely to feel safer.
- b. **Visible Police Presence:** This visibility increases safety and perception of safety through enforcement.

2. ABOUT THE TARGETS

ODOT seeks to influence a greater percentage of the public that perceives the transportation system to be safe so an upward trend is desirable.

3. HOW WE ARE DOING

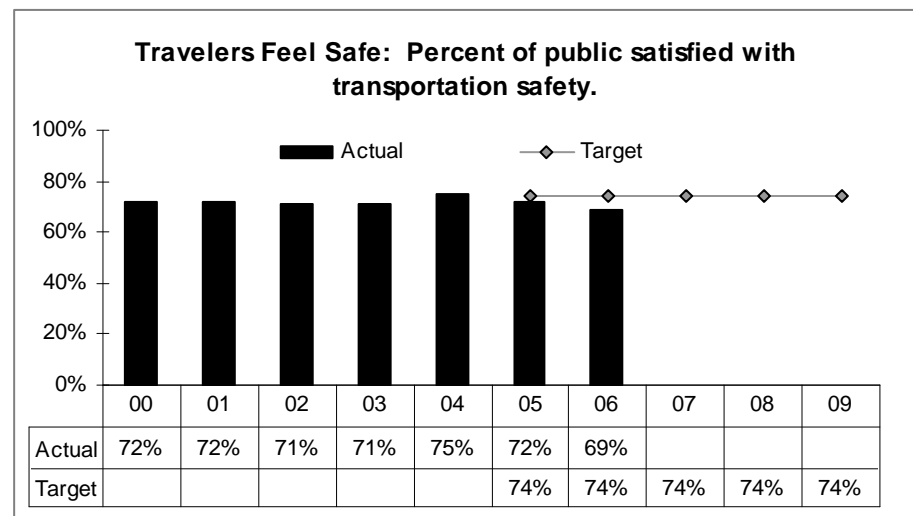
This measure hovers around a reasonable range despite being below the target. The average for the previous six years is 72% so the 2006 result is within a plus-or-minus range of three percentage points. Even though an upward trend is generally desirable, complacency on the part of the traveling public would not be a desirable outcome based on too high a perception of safety.

4. HOW WE COMPARE

Oregonians’ perception of safety of the transportation system cannot be compared to other states because this survey is not compiled on a nationwide basis.

5. FACTORS AFFECTING RESULTS

ODOT’s Traffic Safety Division coordinates safety activities within ODOT and numerous safety programs exist within other ODOT divisions such as Highway, Motor Vehicle Services and Motor Carrier Transportation. These programs sustain constant efforts, but public awareness campaigns inform



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Oregonians about department activities to improve safety within the state. Some correlation likely exists between increased awareness of safety activities and perception of safety. A less visible presence of police due to reductions may also be a factor in perceptions of safety as it is certainly a factor in enforcement.

6. WHAT NEEDS TO BE DONE

ODOT will sustain its focus on all aspects of safety as it remains the agency's highest priority. Continued information campaigns will not only increase public awareness of safe choices and behaviors, it also informs them of department activities. Grant monies will also continue to be provided for focused police presence to improve safety. Additional efforts for coordination of safety programs for public transit and rail may also be of benefit.

7. ABOUT THE DATA

Like other surveys participated in by ODOT, the Traffic Safety Attitude Survey represents a "snapshot" in time. This survey is done annually and is conducted using methods that produce statistically valid and reliable results.

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KPM #10	SPECIAL TRANSIT RIDES Average number of special public transit rides per each elderly and disabled Oregonian annually	Measure since: 1999
Goal	MOVE PEOPLE AND GOODS EFFICIENTLY; PROVIDE A TRANSPORTATION SYSTEM THAT SUPPORTS LIVABILITY AND ECONOMIC PROSPERITY IN OREGON	
Oregon Context	Oregon Benchmark #58: Independent Seniors, Oregon Benchmark # 59 Disabled Employment	
Data source	Public Transit Division, ODOT	
Owner	Public Transit Division, ODOT, Dinah Van Der Hyde: 503-986-3885	

1. **OUR STRATEGY**

Transportation Mobility: ODOT promotes the use of transportation modes that ensure equality of opportunity to access transportation systems and services for seniors and disabled citizens. This will also improve livability for these populations. ODOT Public Transit Division activities related to implementing this strategy include offering mobility grants to communities.

2. **ABOUT THE TARGETS**

ODOT aims to achieve 7 transit rides per person per year by elderly and disabled Oregonians. An upward trend in the data is desired for this measure.

3. **HOW WE ARE DOING**

Since 1998, average rides have steadily increased. In 2006, for the first time, ODOT surpassed the goal of 7 transit rides. Exceeding the target supports the idea that the investment strategy is working.

4. **HOW WE COMPARE**

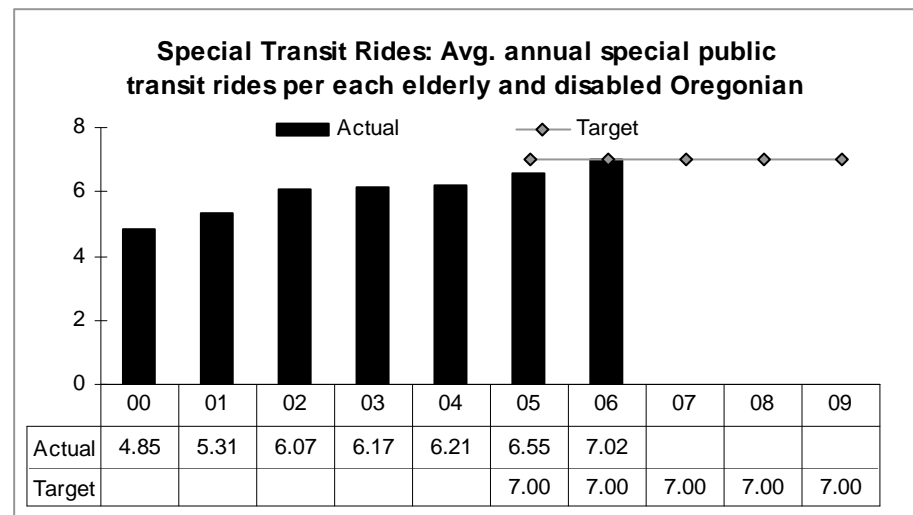
Data is not available to compare Oregon with other states.

5. **FACTORS AFFECTING RESULTS**

Average rides available diminished during the 1990s as senior populations increased and resources for transportation were static.

6. **WHAT NEEDS TO BE DONE**

Continue to emphasize expanded access of special transit services for elderly and disabled Oregonians to move further toward ODOT’s goal.



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7. ABOUT THE DATA

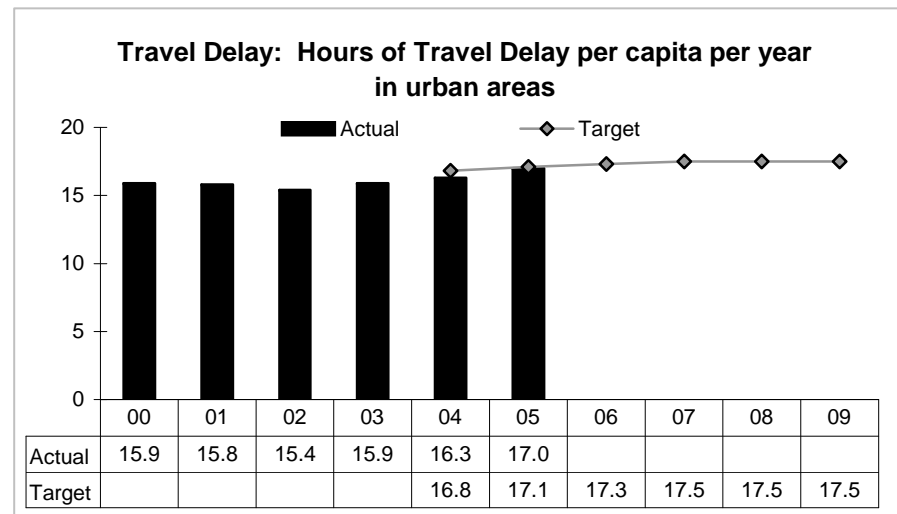
The data is compiled by the Public Transit Division using the Elderly and Disabled Population from U. S. Census and Portland State University and provider reports to Public Transit Division of annual rides provided to elderly and disabled Oregonians. ODOT is seeking a review of this measure to determine if a new methodology can more accurately determine how well special transit rides meet the needs of the elderly and disabled population in Oregon.

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KPM #11	TRAVEL DELAY Hours of Travel Delay per capita per year in urban areas.	Measure since: 2000
Goal	Move People and Goods Efficiently	
Oregon Context	Oregon Benchmark # 68: Travel Delay	
Data source	Texas Transportation Institute, 2004 Urban Mobility Report	
Owner	Transportation Development Division, ODOT, Brian Gregor, 503-986-4120	

1. OUR STRATEGY

Transportation Options: Promote the use of transportation modes other than single occupancy vehicles (SOVs) by improving existing facilities and creating new transportation options where possible in order to reduce travel delay and stress on the highway system and ensure multi-modal options for all Oregonians; **Build Quality Infrastructure:** Use new technology and construction techniques and materials to improve the quality of infrastructure and reduce delays caused by construction and maintenance activities; **Traffic Network Management:** Employ new technology to better manage traffic networks by providing timely information to travelers and identifying and reducing delays from crashes and other causes; **Sustainable Transportation:** Promote the use of more energy efficient transportation alternatives to preserve air and water quality and move toward sustainable economic growth.



2. ABOUT THE TARGETS

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.

3. HOW WE ARE DOING

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.

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4. HOW WE COMPARE

According to the Texas Transportation Institute’s 2007 Urban Mobility Report, delay per traveler in the Portland metropolitan area is about average for urban areas of its size. According to that same report, delay per traveler in the Salem and Eugene metropolitan areas is below average for urban areas of their sizes.

5. FACTORS AFFECTING RESULTS

The capacity of the transportation system as compared to traffic volume is the major factor of delay. Increasing populations put capacity under increasing pressure, but operational improvements can mitigate this for a time. Ramp metering, signal synchronization, incident response vehicles, variable message signs, and capacity enhancing projects are examples of this. Land use factors such as density and land use mixing are also important because they affect how far people travel. The growth of travel delay in the Portland metropolitan area has been mitigated to a large extent by declining vehicle miles traveled. Certain economic factors, like fuel prices and growth, can also significantly affect the results.

6. WHAT NEEDS TO BE DONE

Department activities designed to reduce delay should be continued and new approaches developed. It may also be beneficial to consider a measure of travel time in major Oregon urban areas as an additional or replacement measure. This may be more meaningful to the users of the transportation system. It would also be helpful to provide more timely data, but this would require additional staff and significant increases in traffic monitoring.

7. ABOUT THE DATA

There is a long delay in when data is available from a prior year. The Texas Transportation Institute uses well developed methods to create the Urban Mobility Report, however, the report is produced on a two year cycle which results in a two to three year delay for reporting. Data is only collected for three of Oregon’s six Metropolitan Planning Organizations (MPOs), Portland, Salem and Eugene. Corvallis, Bend and Medford are not included.

The average travel delay conditions for the combination of the second and third largest urban areas of the state is about one-third the delay in the Portland metropolitan area:

	2000	2001	2002	2003	2004	2005
Portland metro	18.2	18.1	17.5	18.2	18.8	19.5
Salem & Eugene	7.4	7.4	7.8	7.4	7.1	7.6

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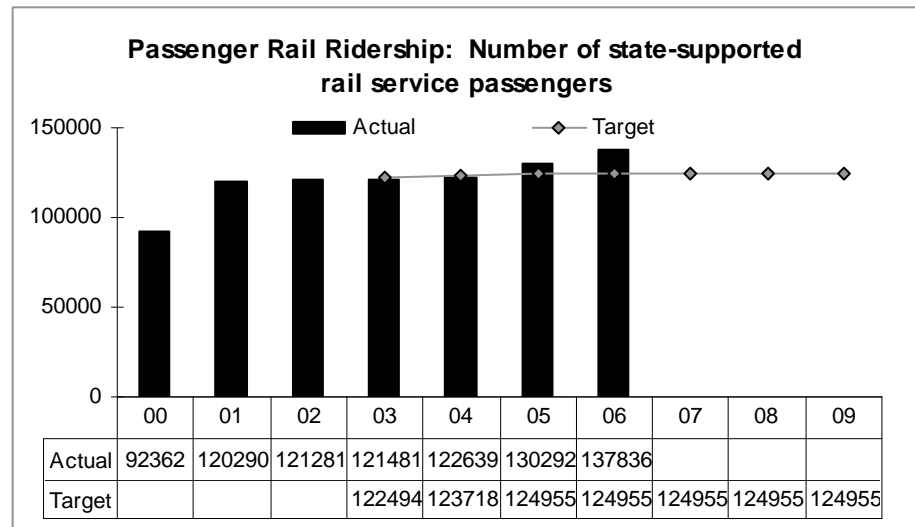
KPM #12	PASSENGER RAIL RIDERSHIP Number of state-supported rail service passengers	Measure since: 1999
Goal	MOVE PEOPLE AND GOODS EFFICIENTLY	
Oregon Context	OREGON BENCHMARKS #70: PROMOTING ALTERNATIVES TO ONE-PERSON COMMUTING & #71: REDUCING VEHICLE MILES TRAVELED	
Data source	Rail Division, ODOT	
Owner	Rail Division, ODOT, Rhonda Urben, (503) 986-4321	

1. **OUR STRATEGY**

Transportation Options: ODOT seeks to promote the use of transportation modes other than SOVs by improving existing facilities and creating new transportation options where possible. Alternative modes of transportation are provided to reduce travel delay and stress on the highway system and ensure multi-modal options for all Oregonians. The Division’s passenger rail marketing activities include speaking to civic organizations, print and radio advertising, and working with tourism professionals to develop incentive programs to encourage ridership.

2. **ABOUT THE TARGETS**

The target projections are based on historical increases in state-supported *Cascades* trains and Thruway buses. An increase in rail ridership is desirable and could be an indication that transportation options in Oregon have expanded.



3. **HOW WE ARE DOING**

Since 1999, passenger rail ridership has steadily increased, reaching its highest level in 2006. Passenger rail ridership surpassed the 2006 target by 12,881, a 5% increase from 2005 numbers.

4. **HOW WE COMPARE**

Oregon’s passenger rail program is very modest compared to Washington’s and California’s program. Both Washington and California have aggressive investment programs for passenger rail, resulting in corresponding benefits for passenger and freight rail.

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5. FACTORS AFFECTING RESULTS

In general, ridership increases result from reductions in travel time, increased train frequencies and improvements in on-time reliability. Each of these conditions is largely dependent upon sufficient capital investment. Washington and California are investing multiple hundreds of millions more in their respective rail systems, which provides expanded service and increased passenger rail ridership as well as freight rail system benefits.

6. WHAT NEEDS TO BE DONE

There are several steps that ODOT can take in terms of improving rail ridership:

- a. Seek increased funding options to increase train speed and frequency, and range of service
- b. Continue passenger rail marketing

7. ABOUT THE DATA

The reporting cycle is calendar year. The data is provided by Amtrak, the passenger rail service provider. This data represents the total number of rail passengers each year and does not indicate how this number relates to changes in the population of Oregon. As the population of Oregon grows, the number of rail users is likely to rise as well, but a great number of users does not necessarily correlate to an increased proportion of the population utilizing rail service.

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KPM #13	ALTERNATIVES TO ONE-PERSON COMMUTING Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicle.	Measure since: 2000
Goal	MOVE PEOPLE AND GOODS EFFICIENTLY	
Oregon Context	OREGON BENCHMARK #68: REDUCING TRAVEL DELAY & #70: PROMOTING ALTERNATIVES TO ONE-PERSON COMMUTING	
Data source	Oregon Population Survey, Oregon Progress Board	
Owner	ODOT, Public Transit Division, Dinah Van Der Hyde, 503-986-3885	

1. **OUR STRATEGY**

Transportation Options: ODOT seeks to promote the use of transportation modes other than SOV's by enhancing existing facilities and increasing transportation options where possible. These improvements lead to a reduction in reduce travel delay and stress on the highway system and can ensure multi-modal options for Oregonians.

2. **ABOUT THE TARGETS**

For this measure, a higher percentage of people utilizing alternatives to one-person commuting is desired.

3. **HOW WE ARE DOING**

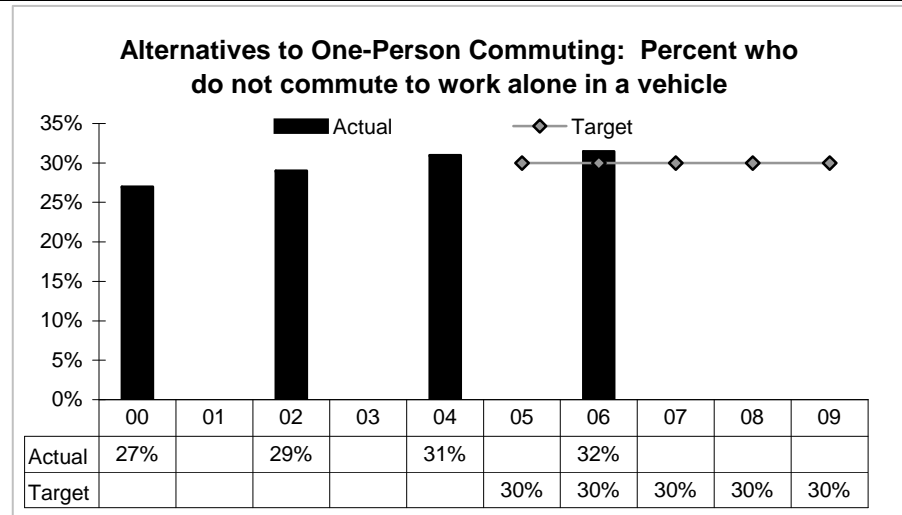
The proportion of Oregonians commuting during peak hours by means other than a Single Occupancy Vehicle (SOV) is essentially at target level.

4. **HOW WE COMPARE**

This measure reports the percentage of commuters that utilize alternatives to one-person commuting during peak hours. Oregon does well during peak hours and also compares well nationally when looking at commuting choices during all hours. Oregon is 5th in nation as compared to results for the U.S. based on census figures for 2000 (27% for Oregon compared to 24% for the U.S.in 2005).

5. **FACTORS AFFECTING RESULTS**

Efforts to reduce SOV commuting are impacted by the fact that many people combine their commute with household trips to help balance the time demands of work, home, children and travel. Economic factors also have an affect, such as fuel prices and increases or decreases in growth. Education and awareness of alternatives to SOV commuting can also affect change.



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6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

This measure is reported based on data from the Oregon Population Survey sponsored by the Oregon Progress Board. The survey is conducted using methods that produce statistically valid and reliable results. It is conducted every two years which means data is reported every even year.

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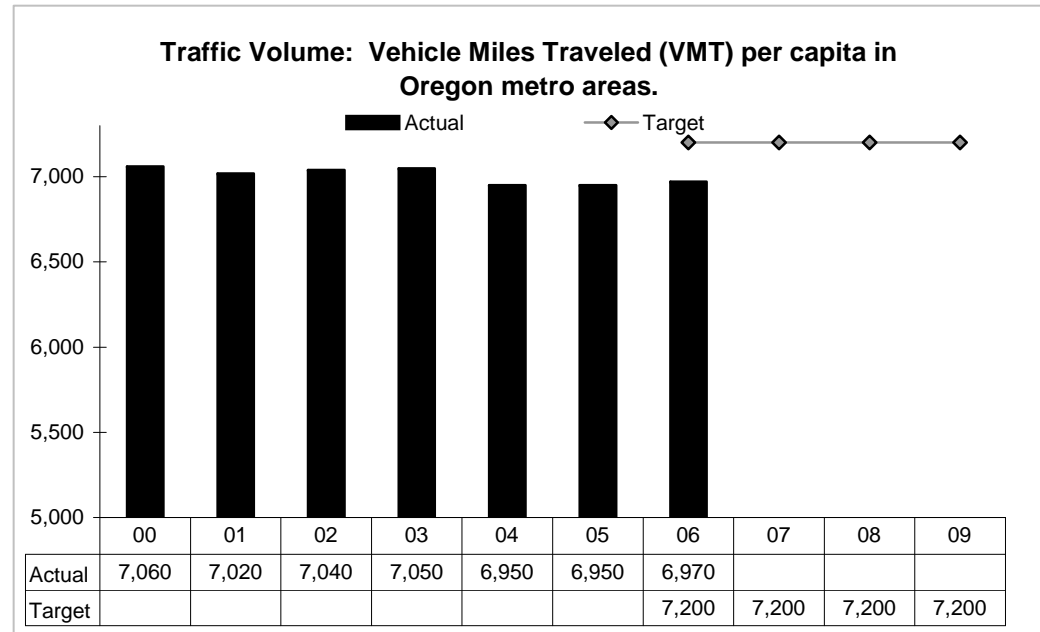
KPM #14	TRAFFIC VOLUME Vehicle Miles Traveled (VMT) per capita in Oregon metropolitan areas for local non-commercial trips.	Measure since: 2000
Goal	Move People and Goods Efficiently	
Oregon Context	Oregon Benchmark # 68: Travel Delay, Oregon Benchmark #70 Promoting Alternatives to One-Person Commuting	
Data source	ODOT Transportation Development Division	
Owner	ODOT Transportation Development Division, Becky Knudson, 503-986-4113	

1. **OUR STRATEGY**

Sustainable Transportation: ODOT promotes the use of travel modes that reduce traffic volume in metro areas. ODOT provides alternatives to single-occupancy passenger vehicle use within MPO areas through transportation demand management activities such as park-and-ride facilities and car pool programs.

2. **ABOUT THE TARGETS**

This benchmark covers state-owned highways in metropolitan planning organization areas (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 the Rogue Valley (Medford area) for years 2000 and 2001. Corvallis was added in 2002 and Bend in 2003. The target represents a value not to be exceeded. However, lower values are not necessarily better, since they predominantly reflect a reduction in economic activity more than any other factor. As we highway use approaches capacity, more people will use alternative modes of travel and per capita VMT is expected to stabilize around the target value.



3. **HOW WE ARE DOING**

Year-to-year variation in this measure reflects changes in the Oregon economy more than any other factor. The chart illustrates this pattern. In 2000 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. Recently, the increase in fuel price has affected miles of travel as well. When the economy is strong the highway system is expected to operate closer to the target amount, but the goal is to remain below the target value.

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4. HOW WE COMPARE

The relationship between population growth and vehicle-miles-of-travel remains steady. Year to year fluctuations primarily reflect changes in economic activity. Performance remains within the target boundary. The target represents the maximum acceptable per capita VMT, which is most likely to be reached during times of strong economic activity.

5. FACTORS AFFECTING RESULTS

Changes in per capita VMT must always be considered within the context of other measures and economic conditions. This measure is a function of population and traffic volume, both of which are determined by the economy. Economic conditions affect this measure more than any other factors. In times of recession, per capita VMT will decline. When the economy is strong, the rate at which this performance measure increases will depend on the relative growth rates of population and VMT. If VMT increases faster than population, the value will rise. If population increases faster than VMT, the value will decline.

6. WHAT NEEDS TO BE DONE

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.

7. ABOUT THE DATA

The population data comes from the Portland State University Population Research Center. The estimated vehicle-miles-of-travel comes from the ODOT Revenue forecast and the ODOT Transportation Data Section. The estimated amount of through traffic comes from the MPO travel demand models. This data is considered the most reliable data available, subject to periodic revision. It is reported by calendar year and available in September of the following year.

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KPM #15	PAVEMENT CONDITION Percent of pavement centerline miles rated "fair" or better out of total centerline miles on the state highway system.	Measure since: 2001
Goal	MOVE PEOPLE AND GOODS EFFICIENTLY	
Oregon Context	OREGON BENCHMARK #72A: PERCENT OF STATE CENTERLINE MILES IN "FAIR" OR BETTER CONDITION	
Data source	Pavement Services Unit, Highway Division, ODOT	
Owner	Pavement Services Unit, Highway Division, ODOT, Elizabeth Hunt, 503-986-3115	

1. OUR STRATEGY

The strategy of the ODOT pavement preservation program is to keep highways in the best condition possible, at the lowest cost, by taking a preventative approach to maintenance.

The most cost-effective approach is to resurface highways while they are still in "fair" or "good" condition, which extends pavement life at a reduced resurfacing cost.

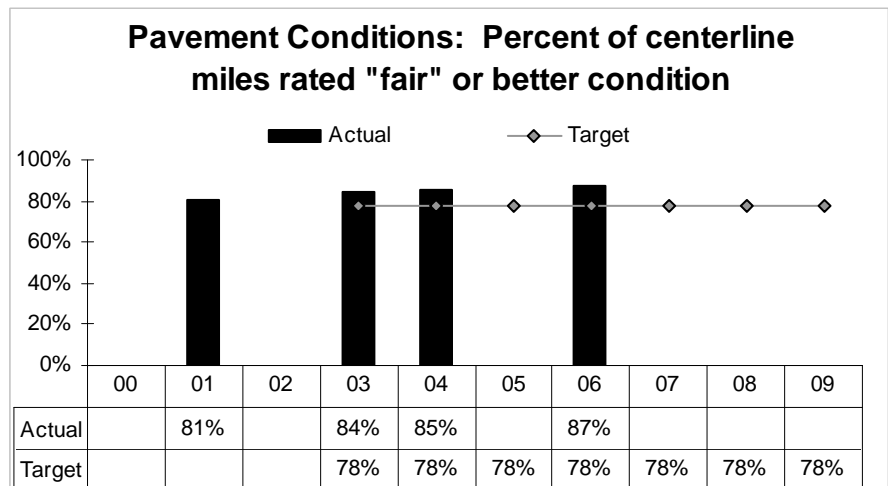
2. ABOUT THE TARGETS

A higher, or increasing, percentage of pavement (centerline) miles in good condition is desired. A higher percentage translates to smoother roads and lower repair costs.

Funding allocations to the pavement program are set to maintain pavement conditions at a target of 78% "fair" or better over the long term. Currently, pavement conditions are above target but forecast to drop back towards the 78% long term target by 2015.

3. HOW WE ARE DOING

In 2006, 87% of State Highway miles were rated in "fair" or better condition. Pavement conditions are above the target as a result of extensive use of cost-effective thin resurfacing treatments. A thin treatment strategy makes the most efficient use of the pavement funding but favors low traffic rural parts of the system where less expensive treatment can be programmed. Other parts of the system, particularly in urban areas which require more costly treatment, are falling behind. More funding is required to improve pavement conditions on these parts of the system.



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4. HOW WE COMPARE

Although no uniform system exists for classifying pavement condition of all highways nationwide, the neighboring states of California, Idaho, Washington, and Nevada have similar classification systems to Oregon. A November 2003 review of these states showed that Oregon's Interstate and National Highway System (NHS) pavements are in better condition than the average of the surrounding states, while Oregon's non-NHS highways are in worse condition.

5. FACTORS AFFECTING RESULTS

The steep cost increase for pavement materials in the last two years has had a major impact on the cost of highway resurfacing projects. Some projects have been cut from the program and others may be cut or shortened. Other factors having an impact on the program are standards, mobility, and access management requirements. Often, paving work is conducted in conjunction with other enhancements which can impact project costs and timelines.

6. WHAT NEEDS TO BE DONE

The resurfacing mileage is not keeping pace with the rate of pavement deterioration. Increased funding is required to improve pavement conditions on important routes throughout the state. The funding need is most acute in urban areas. In the meantime, the Statewide Pavements Committee, which oversees the Pavement Preservation Program, will continue to refine the preservation strategy and address the key challenges of (1) optimizing the life of pavement within the constraints of available funds, and (2) dealing with the variation between urban and rural parts of the system.

7. ABOUT THE DATA

Pavement smoothness is a key element of the motoring public's experience when traveling the highway system and the pavement condition is a primary factor in determining the optimum time to program a maintenance treatment or resurfacing to maintain or restore smoothness. Pavement conditions are measured via a combination of automated equipment and visual assessment, and rigorous checks are made on the data to ensure integrity. Oregon has measured pavement conditions on the state highway system since 1976. Pavement conditions are measured and reported on the entire State Highway system every two calendar years, on the even year (2004, 2006, etc.). Measurements are taken in the summer and fall and reported at the end of calendar year. The Department's Pavement Condition Report provides detailed pavement condition data and statistical summaries across various parts of the highway system and is available on line at http://www.oregon.gov/ODOT/HWY/CONSTRUCTION/pms_reports.shtml

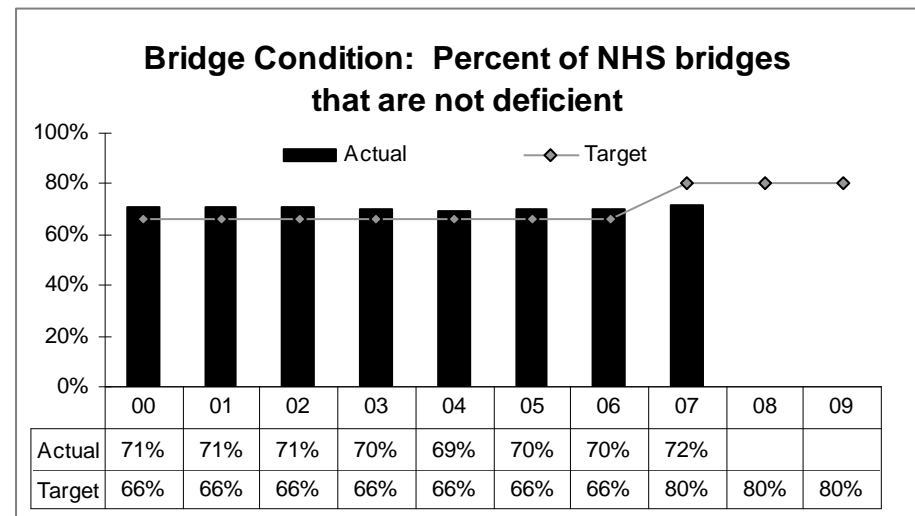
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KPM #16	BRIDGE CONDITION Percent of State National Highway System (NHS) bridges that are not deficient	Measure since: 1998
Goal	MOVE PEOPLE AND GOODS EFFICIENTLY	
Oregon Context	OREGON BENCHMARK #72(b) (i) PERCENT OF STATE BRIDGES IN “FAIR” OR BETTER CONDITION	
Data source	Bridge Engineering Section, Highway Division, ODOT	
Owner	Bridge Engineering Section, Highway Division, ODOT, Bruce Johnson, 503-986-3344	

1. OUR STRATEGY

In order to improve the condition of the state’s bridges, ODOT has adopted the strategy of effective management of bridge maintenance and highway improvement projects by monitoring factors that have a direct impact on the load capacity and serviceability of bridges. ODOT has targeted bridge projects to meet these identified needs through both the process of selected projects for the Statewide Transportation Improvement Program (STIP) and the OTIA III bridge repair and replacement program. Additionally, Oregon received special federal funding that has allowed it to move ahead in addressing needs on the most critical routes.

ODOT is also in the process of upgrading the bridge management system by implementing Pontis for the purpose of storing and analyzing data on bridge conditions more effectively and efficiently. In the development of the 2010-2013 Statewide Transportation Improvement Program (STIP) during the winter of 2007-2008, an analysis using Pontis is being conducted to compare the results of traditional STIP development process with projects selected by Pontis.



2. ABOUT THE TARGETS

A higher percentage of bridges with “not deficient” condition ratings is desired. Bridges “not deficient” means that the bridges have not been rated as either structurally deficient or functionally obsolete based on criteria established by the Federal Highway Administration (FHWA). The Minneapolis bridge collapse has heightened the awareness of bridge conditions nationwide. Yearly we re-examine our bridge conditions and compare our results with those in the rest of the nation. Based on 2006 data from FHWA, the national average of National Highway System (NHS) bridges “not deficient” is 80%. While Oregon falls considerably below the average today, the national average is the target beginning in 2007.

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3. HOW WE ARE DOING

ODOT has moved extremely quickly in getting bridge repair and replacement projects on the NHS underway. As a result of planned bridge construction through 2011, including OTIA III and special federal funding, 74 fewer bridges will be deficient by 2011. In 2007, the percentage of bridges rated “not deficient” was 72%. This marks the beginning of an upward trend that is expected to continue through 2010, at current levels of funding. Bridge conditions are then expected to begin to decline gradually and then at an increasing rate.

4. HOW WE COMPARE

Bridge condition is calculated nationally using the National Bridge Inventory. The inventory applies the same standards across all states, and reports a national average of 80% state-owned bridges rated in sufficient condition. The Oregon rate of 72% falls below this national average.

5. FACTORS AFFECTING RESULTS

Factors affecting this year’s condition rating include the increasing demands on Oregon’s bridges, and the age of those bridges (many of which are nearing the end of their 50-year life cycle). 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 on the main freight routes; however, it still does not keep pace with the anticipated rate of deterioration. As OTIA III projects are completed, more aging bridges will fall into the categories of needing repair or replacement. At current levels of expenditure an additional 10 to 12 bridges per year are expected to become “newly” deficient. This is an average based on analysis of FHWA data for Oregon from 1990-2007. The 25-year bond payback period, now scheduled to begin in 2010, further constrains future funding capacity to repair and replace bridges at the rate they are likely to decline. Lastly, in order to “stretch” bridge construction dollars, more bridges are being repaired and fewer bridges are being replaced than is desirable. This has the effect of postponing, but not eliminating the costs associated with an older population of bridges.

6. WHAT NEEDS TO BE DONE

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 is working to pursue a long-term strategy for providing a sufficient funding stream to maintain the condition of highway assets, including bridges, at acceptable levels.

7. ABOUT THE DATA

For purposes of data collection and reporting, a snapshot of the bridge inventory is taken each April. This snapshot is referred to as the 2007 NBI submittal and contains data required to be reported annually to FHWA. The NBI submittal provides a convenient and consistent reference point each year.

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KPM #17	FISH PASSAGE AT STATE CULVERTS Number of high priority ODOT culverts remaining to be retrofitted or replaced to improve fish passage.	Measure since: 2005
Goal	PROVIDE A TRANSPORTATION SYSTEM THAT SUPPORTS LIVABILITY AND ECONOMIC PROSPERITY IN OREGON	
Oregon Context	OREGON BENCHMARK #85: PROMOTE NATIVE FISH RECOVERY	
Data source	ODOT; Statewide Culvert Inventory for Priority Culverts Data, Oregon Department of Fish & Wildlife (ODFW), Highway Division, ODOT (Fish Passage Program)	
Owner	Geo-Environmental Services Section, Highway Division, ODOT, Greg Apke, 503-986-3518	

1. **OUR STRATEGY**

The primary goal of this program is to continue to support *THE OREGON PLAN FOR SALMON AND WATERSHEDS* by replacing or retrofitting culverts for fish passage in the most aggressive, cost effective, and efficient means as practicable with limited program funds. A secondary goal of the program is to partner with other state and federal agencies, local governments, as well as public and private stakeholders to develop an informed work force on the needs and requirements of native fisheries.

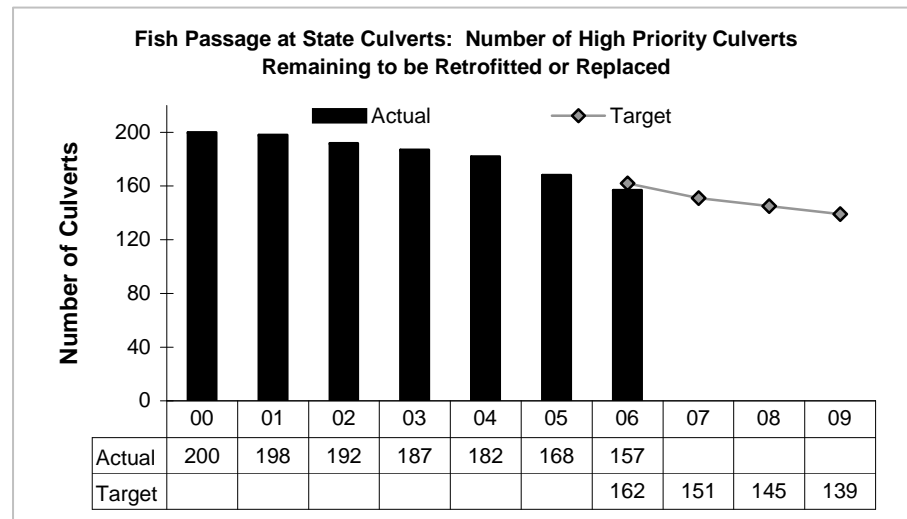
2. **ABOUT THE TARGETS**

Different program targets have been used to gauge performance for this KPM. These targets have included: minimum number projects per year and number of miles of stream habitat opened up per year. While these targets have been effective at tracking performance; in 2005 we changed the *targets* and *actuals* for future reporting cycles. The *targets* reflect the remaining balance of high priority culverts

(i.e. actuals) that need repair from the previous year minus the number of culverts planned for completion during the target year. Program *targets* are determined based on available annual funding levels. The *actuals* represent the total number of statewide high priority culverts owned and managed by ODOT that remain to be replaced or retrofitted. Each year since this KPM has been tracked, the *actuals* have exceeded the *targets*. This is a positive trend; however there still remain 162 high priority ODOT culverts that need to be repaired or replaced on the statewide culvert inventory. As per the 2006 ODFW culvert inventory, there are an additional 491 culverts that will need to be repaired for fish passage (154 medium and 337 low priorities). We assume that once all the high priority culverts are repaired, ODOT will need to repair the medium and subsequently the low priority culverts.

3. **HOW WE ARE DOING**

The 2006 ODFW culvert inventory identifies 753 priority culverts owned and managed by ODOT that do not conform with state fish passage statutes and do not provide adequate fish passage (249 or 33% = High Priority, 159 or 21% = Medium Priority, 345 46% = Low Priority for repair). From 1997 to 2006 this program repaired 92 high priority fish passage culverts (29 high priority culverts with replacements and 63 high priority culverts with retrofits) or 37% of the ODOT managed statewide high priority culvert inventory total. Similarly, ODOT has repaired 5 medium and 8 low priority culverts as opportunities



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have developed. High priority culvert repairs equate to over 350 miles of stream habitat made accessible to native fish. Some of these repairs are temporary in nature and will need additional funds to develop and implement permanent fish passage solutions. We will continue to investigate this more thoroughly during 2008. Data from 2006 monitoring reports indicate several culvert retrofits are not performing as anticipated. ODOT Transportation Development Division - Research Unit is currently investigating a subset of these projects. Research results will assist the program and allow us to develop adaptive management plans to address these projects whose fish passage performance is not adequate.

ODOT is working to repair as many high priority fish passage culverts as the program funds will allow. There are 157 high priority culverts owned and managed by ODOT that need repairs. At the current rate of repair (6 culverts/year) it will take approximately 26 years to repair or replace this remaining balance. Similarly, there are an additional 491 (65% of the statewide total) medium and low priority culverts that will need to be repaired once the high priority culvert list is complete. Using the projected rate of numbers of projects completed annually (n = 6) it will take significantly longer to repair the medium and low priority culverts. At the current funding and repair rate, it will take decades to make the appropriate repairs to all ODOT owned and managed culverts (n = 648) that currently do not provide adequate fish passage.

The current program funding rate is: FY 2008 = \$3.7 million, FY 2009 = \$3.9 million, FY 2010 = \$4.1 million, and FY 2011 = \$4.2 million. The OTC funding targets for FY 2012 = \$6.1 million and FY 2013 = \$6.2 million. We estimated, using current funding level projections, that the program cannot sustain current project delivery rates. This will reduce ODOT's ability to maintain the current program's targets.

4. **HOW WE COMPARE**

There is no data available yet to compare the performance of Oregon to the other states dealing with fish passage problems (Alaska, Washington and California Departments of Transportation).

5. **FACTORS AFFECTING RESULTS**

The long term goal of this program, to continue to support the Oregon Plan for Salmon and Watersheds through repairing or replacing culverts that do not provide adequate fish passage, is being accomplished, but the rate at which projects are being delivered and constructed has diminished. The primary factors responsible for this rate of decline include: increased construction, right of way and project development costs. Projected cost estimates do not match current project budget estimates, which causes significant project budget over-runs. Additional factors which result in increased project costs or potential project cancellations include limited project scoping and/or unforeseen circumstances. Unforeseen circumstances can include delays in project permit(s) acquisition, construction complications, access and traffic management conflicts, and unattainable fish passage goals and objectives. These scenarios typically translate into project scope and design changes and generally occur after the project budget has been established. There have been recent projects that have been cancelled due to significant changes in project scope, design, budgets, and unforeseen circumstances. These scenarios continue to drain program funds and diminish the overall program's performance and rate of culvert repair.

6. **WHAT NEEDS TO BE DONE**

Increased funding is necessary to maintain the trend of improving fish passage at ODOT owned and managed culverts. ODOT's Geo-Environmental Services Section is currently exploring all avenues to administer this program more efficiently. We are evaluating creative ODOT and regulatory agency partnerships and streamlining initiatives for natural resources permit acquisition (programmatic permits). These initiatives will create financial efficiencies and incentives and result in more effective program administration. Alternatives to streamline project-selection and -planning processes are also being evaluated. The goals of these initiatives are to couple future STIP and Fish Passage projects together, regardless of fish passage priority, which will maximize project efficiencies and minimize project administration and contract management expenditures. These investigations will yield program

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management tools that, when coupled with potential increased funds, will allow us to maximize the use of limited program (administration and construction) funds and increase the rate of number of projects completed each year. Monitoring and reporting are critical to tracking the success of individual projects and must continue. Additional research may be necessary for projects where monitoring data indicate lack of success. It is equally important to continue to remain current with industry standards, evolving design, and program management techniques. Intra- and inter- agency outreach, program public relations, and education must continue.

7. ABOUT THE DATA

Oregon Department of Fish and Wildlife own and manage a statewide culvert inventory that identifies and prioritizes as a high, medium, or low priority all known fish passage impediments in Oregon. ODOT continues to work collaboratively with ODFW for frequent data updates to ensure that project selections are made from the most updated culvert inventory. ODOT makes selections from the high priority culvert list to plan future fish passage projects funded by this program. One of the weaknesses of the data is the method(s) used to prioritize known fish passage impediments. ODFW and ODOT are working to develop more standardized and consistent means to prioritize these culverts. As data changes are made, ODOT will incorporate the changes into our culvert planning and selection procedures.

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KPM #18	INTERCITY PASSENGER SERVICE Percent of Oregon communities of 2,500 people or more with intercity bus or rail passenger service	Measure since: 1998
Goal	PROVIDE A TRANSPORTATION SYSTEM THAT SUPPORTS LIVABILITY AND ECONOMIC PROSPERITY IN OREGON	
Oregon Context	Increase access to the transportation system and services.	
Data source	Public Transit Division, ODOT	
Owner	Public Transit Division, ODOT, Dinah Van Der Hyde: 503-986-3885	

1. **OUR STRATEGY**

Connecting Communities: Viable transportation options are important for rural communities. ODOT has placed an emphasis on strengthening connections for rural communities. Mechanisms to support this include incentive funding and vehicle purchase for providers of intercity passenger service.

2. **ABOUT THE TARGETS**

The target of 95% for this measure comes from the Oregon Transportation Plan, demonstrating alignment between ODOT's key performance measures and long-term planning. The goal for 2007–2009 biennium is to maintain existing progress and meet the goal of 95%.

3. **HOW WE ARE DOING**

Since 2002, 90% of all communities with a population of 2,500 or more have bus service to the next regional service market and accessible connections to statewide and regional intercity transportation service. This goal helps to meet the needs of rural Oregon communities for travel alternative and intercity service access.

4. **HOW WE COMPARE**

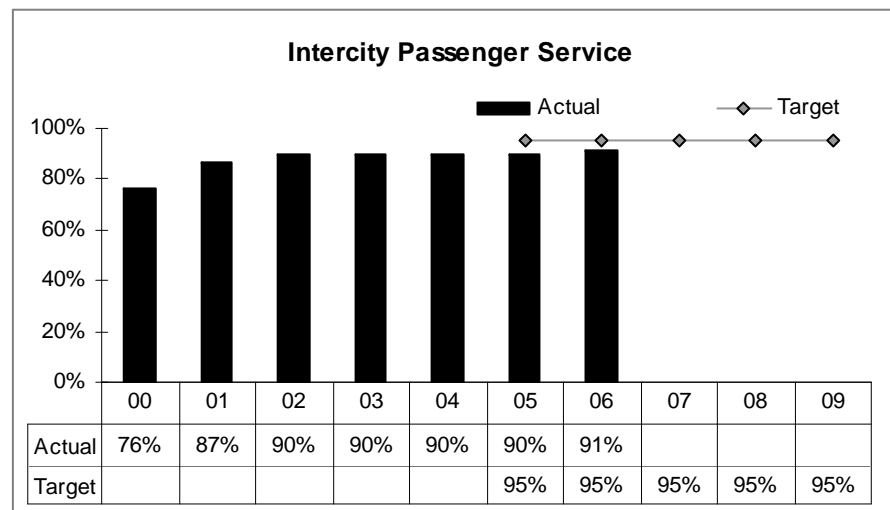
Data is not available to compare with other states.

5. **FACTORS AFFECTING RESULTS**

Greyhound service, which has historically been a backbone of mobility for America, has recently withdrawn from unprofitable rural long distance routes.

6. **WHAT NEEDS TO BE DONE**

This program will be refined within the next biennium to reflect the opportunities for improvement that ODOT's new traveler information project will provide when valuable internet based information is available to help rural communities and providers make intercity connections.



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7. ABOUT THE DATA

This measure is reported using the Portland State University Center for Population Research annual measure of population and comparing self reported intercity provider schedules.

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KPM #19	BIKE LANES AND SIDEWALKS Percent of urban state highway miles with bike lanes and sidewalks in “fair” or better condition	Measure since: 2005
Goal	PROVIDE A TRANSPORTATION SYSTEM THAT SUPPORTS LIVABILITY AND ECONOMIC PROSPERITY IN OREGON	
Oregon Context	Oregon Benchmark #72: Road Condition, ODOT Goal 3: Move people (and goods) efficiently	
Data source	Bicycle/Pedestrian Program, Highway Division, ODOT	
Owner	Bicycle/Pedestrian Program, Highway Division, ODOT, Sheila Lyons, 503-986-3554	

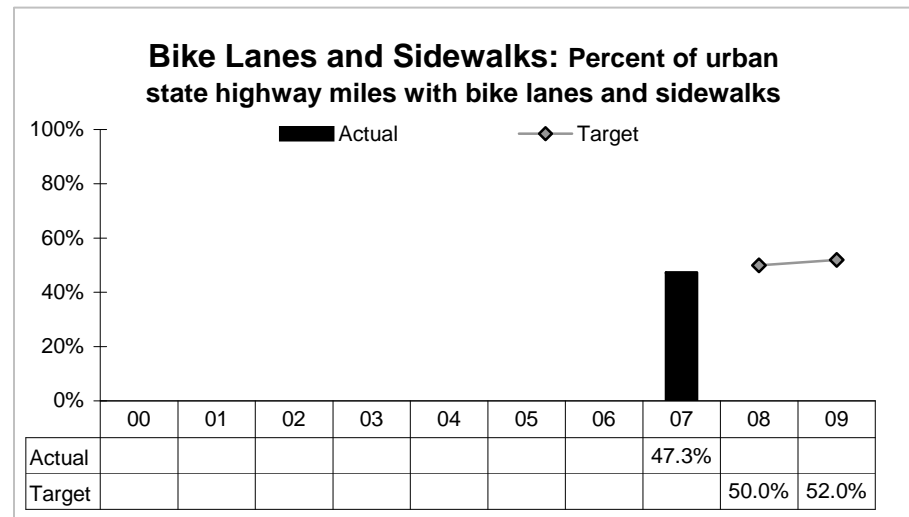
1. OUR STRATEGY

This measure reports the performance of ODOT in meeting community needs for bike lanes and sidewalks. This has been a priority in Oregon for many years. Oregon Revised Statutes establish the Governor appointed Oregon Bicycle and Pedestrian Advisory Committee, require bike lanes & sidewalks be provided as a part of road construction projects, and mandate that a minimum one percent of the state highway fund be used for bike and pedestrian facilities.

The measure was revised in 2006 to more adequately reflect the goals of the program and establish targets to drive better outcomes for bike lanes and sidewalks. Actual community needs for bike lanes and sidewalks are being evaluated and existing facilities are in the process of being inventoried.

2. ABOUT THE TARGETS

Targets are based on total roadside miles that have been determined to need bicycle and/or pedestrian facilities. Bicycle facilities are considered necessary for 100% of state highway roadside miles in cities and urbanized areas, but pedestrian facilities are commonly necessary for less mileage. Couplets, (where a state highway separates into two distinct roads within towns and cities) also affect needs and mileage for pedestrian facilities because sidewalks are usually appropriate for both sides of both roadways. Total need miles for each type of facility are added together and compared to the total mileage of existing bike lanes and sidewalks to determine the percentage. These targets will continue to be adjusted until the statewide needs assessment and inventory is completed (in 2008). Each city or urbanized area has different levels of currently existing facilities compared to needs which can dramatically change the look of actual performance while inventorying is in progress.



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3. HOW WE ARE DOING

The program is considered a success based on positive feedback from communities that have received technical assistance and other efforts to monitor program outcomes. Current efforts will continue in the provision of technical assistance, dispersal of grant monies to increase appropriate availability of bicycle and pedestrian facilities, and to populate this performance measure with complete data for all state highways in cities and urbanized areas across the state. This information will be used to reevaluate program emphasis and strategies as well as to monitor progress made toward measure targets and program goals.

4. HOW WE COMPARE

There are no known standards or measures, either national or from neighboring states, with which to compare our progress in this area.

5. FACTORS AFFECTING RESULTS

As this is a renewed effort to acquire the most current data, results will fluctuate as additional small cities and urbanized areas are inventoried and assessed.

6. WHAT NEEDS TO BE DONE

ODOT staff has worked hard to define a meaningful new measure for this program with improved data quality and availability. Staff are midway in a two year effort to inventory and assess all highways in urbanized areas and small cities. To date, approximately 38 percent of the urbanized areas and small cities have been inventoried and assessed. The statewide inventory is planned to be completed by July 2008. Upon completion, this performance measure will be populated with complete and current data for the 2008 report. Annual targets will be set based upon needs to complete whole systems within cities and urbanized areas as well as anticipated program funding levels (based on the statutorily required minimum of one percent and revenue forecasts). The 2008 measure will also be used to evaluate the most effective use of current program funding levels and recommend possible program changes. Staff will also work to identify the best methods and cycles to update program data on a regular basis. The effort to update data will ensure this information will continue to assist in decision making concerning program direction, emphasis and activities.

7. ABOUT THE DATA

Data was collected using the highway video log and the findings were validated in the field. This report is based on data from approximately 38 percent of the statewide urbanized areas and small cities. Once the statewide inventory is completed, subsequent annual reporting cycles will be based on a federal fiscal year because the summer seasons will be the optimum time for field validation. Urbanized areas are those determined to have a population density that meets the federal definition for the area bordering the highway. All small incorporated cities are also included, but many of these may not have the level of population density to meet the federal definition. Sidewalks must be present, five feet or more in width and in fair or better physical condition. Sidewalks with a buffer receive a "good" rating and those without receive a "fair" rating. Provision of bicycle facilities are considered "good" if a marked and striped bike lane, five or more feet in width, is present or a multi-use path is present within the right of way. Provision of these facilities is considered "fair" if a paved shoulder alternative is present that is five feet or more in width or when a travel lane is shared by both bicyclists and motor vehicles where the posted speed is 25 MPH or less. The bicycle/pedestrian program will be able to make city or route data available once the inventory is completed.

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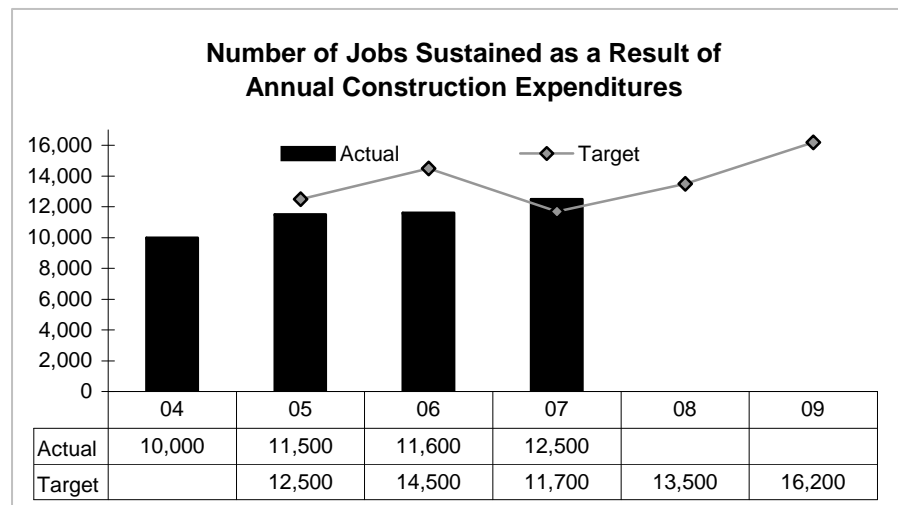
KPM #20	JOBS FROM CONSTRUCTION SPENDING Number of jobs sustained by annual construction project expenditures.	Measure since: 2003
Goal	Provide a transportation system that supports livability and economic prosperity in Oregon.	
Oregon Context	Oregon Benchmark #1 Promoting Rural Jobs Oregon Benchmark #4 Net Job Growth	
Data source	ODOT Highway Program Office, Highway Division, provides actual (and for targets - projected) construction-related spending data. ODOT Economics & Policy Analysis Unit, Central Services Division, uses a widely recognized regional economic impact modeling tool to estimate a jobs impact factor. The current jobs impact factor is 17 jobs per \$1 million dollars of construction-related spending. Annual construction-related spending (actual or projected) is multiplied by the jobs impact factor to project the total number of short-term jobs sustained statewide. In order to keep the measure on a consistent year-to-year basis, adjustments are made for inflation.	
Owner	Financial Services Section, Central Services Division, ODOT, Dave Kavanaugh, 503-378-2880	

1. **OUR STRATEGY**

Major increases in funding for transportation projects approved in the Oregon Transportation Investment Acts (OTIA I, II, and III) target, among other things, the intended results of stimulating the economy in the near-term by increasing the number of jobs sustained. In addition, there is also the implicit connection from the vital investment in long-lived highway and bridge infrastructure that is as a key component of long-run economic growth.

This measure provides information on the impact of ODOT’s construction program by estimating the number of jobs sustained in the short-term by annual construction project expenditures.

Job impacts in the short-term from transportation construction spending stem from a number of elements in our economy. First, there is the work created by actual preliminary engineering, right-of-way and construction activity. Secondly, there are ripple effects created throughout the economy by the purchases of supplies, materials, and services. Finally, the spending by workers and small business owners serves to further increase demand for consumer/household goods and services. All of these elements combine to gauge the probable job effects in the short-term.



2. **ABOUT THE TARGETS**

Previously, targets were set by the Highway Program Office Manager (2005 and 2006 targets). Beginning with last year’s report and for state fiscal year 2007 and beyond, targets are short-term job estimates based on forecast spending for projects currently programmed in the State Transportation Improvement Program (STIP). “Actual” figures are also short-term job estimates and are the result of the programmatic spending that actually occurred during the state fiscal year.

3. **HOW WE ARE DOING**

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ODOT construction programs succeeded in supporting about 12,500 jobs in 2007. This is somewhat above the targeted jobs estimate because targeted construction-related spending for transportation projects in 2007 occurs at a rate above that expected when the target was established the year before.

4. HOW WE COMPARE

The measure is not currently used by other states.

5. FACTORS AFFECTING RESULTS

- Available financial resources to implement transportation projects.
- General economic conditions in the state of Oregon.
- Inflation, the purchasing power of a construction dollar decreases over time; as a result the economic stimulus supported by the same dollar amount of spending also decreases with time.

6. WHAT NEEDS TO BE DONE

The department must ensure that highways are designed and constructed on time. Delays in contracting projects would postpone impacts on jobs and the economy. In addition, increased funding is needed to offset the impacts of decreased purchasing power in order to keep the employment numbers level.

7. ABOUT THE DATA

This measure is provided at the state level only and for Oregon fiscal years. The measure always presents estimated and projected jobs impacts. The measure identifies jobs sustained by contractor payments occurring within specific fiscal years. This differs from total budgets for current projects under contract.

On a biennial basis, a widely recognized regional economic impact modeling tool is used to estimate a jobs impact factor. The results are expressed in combined full-time and part-time jobs supported. A conversion of full-time and part-time jobs to estimated full-time equivalents (FTE) is accomplished through analysis of covered employment data on hours of work statewide by employment sector provided by the Oregon Employment Department. For intervening years when the model is not updated and for projected years, construction-related spending is adjusted for inflation.

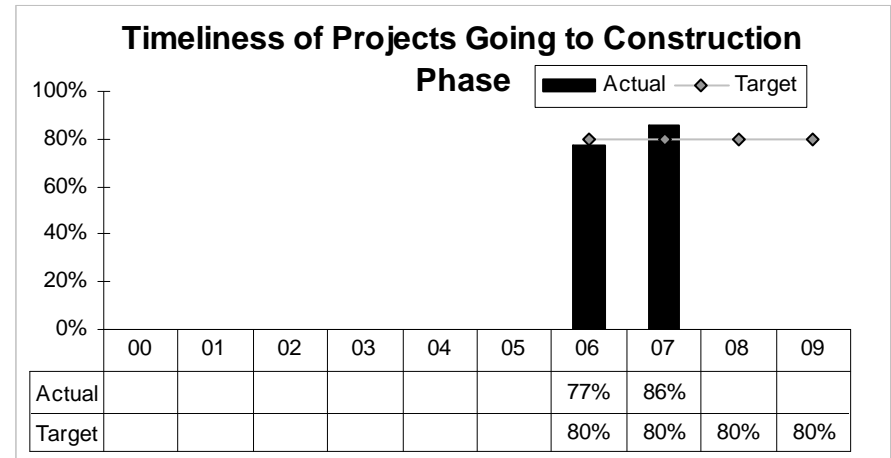
The “target” value for 2007 has been revised upward to 11,700 from 10,800 from last year’s table to better reflect contractor payment amounts prospectively.

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KPM #21	TIMELINESS OF PROJECTS GOING TO CONSTRUCTION PHASE Percent of projects going to construction phase within 90 days of target date.	Measure since: 2006
Goal	Customer Service – Provide excellent customer service; Move People and Goods Efficiently. Provide a transportation system that moves people and goods efficiently	
Oregon Context	Travel and Shipping Delays – Reduce hours of travel and shipping delays due to congestion, construction, incidents and weather. Efficiency – Improve efficiency to better serve customers of Driver and Motor Vehicle Services, Motor Carrier Transportation and other ODOT services;	
Data source	The project’s target bid let date is obtained from the Project Control System (PCS), and the actual Notice to Proceed (NTP) date from the Trns.port LAS module.	
Owner	Highway Program Office, Highway Division, ODOT, John Turner, 503-986-3176	

1. **OUR STRATEGY**

The goal is to develop efficient, complete and attainable project development schedules, and then aggressively manage all milestones, ensuring all milestone deliverables are complete and on time. The agency is currently standardizing the process of project development. The agency already has in place a 12 month lock-in schedule for projects to get to the bid/let date. Projects which bid let within 90 days of this targeted bid/let date or earlier are considered on time. There are also specifications that occur after bid opening such as: the Bidder must hold to his/her bid for 30 days from bid opening; the Bidder after receiving the contract booklet, has 15 calendar days to return a signed contract along with insurance certificates and bonds; ODOT has 7 calendar days, after receiving signed contract and correct insurance and bonds, to execute the contract; and ODOT has 5 calendar days after executing the contract to issue Notice to Proceed. These specifications add up to a shall not exceed 57 days from bid opening to Notice to Proceed. Currently the average amount of days is 35. Upon contract execution and issuance of Notice to Proceed, the project moves from the procurement phase to the construction phase.



2. **ABOUT THE TARGETS**

An initial goal of 80% on-budget has been set for this measure, with an upward data trend being desirable.

3. **HOW WE ARE DOING**

Though the methodology of this measure is new, ODOT was close to the goal in 2006, and exceeded it in 2007.

4. **HOW WE COMPARE**

Due to differing methodologies and definitions, there is no direct correlation with other state's measures.

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5. FACTORS AFFECTING RESULTS

Items which can cause late projects include:

- **During the Project Development Process:** ** Additions made to the scope of work to be performed. * Unanticipated archeological or environmental impacts. * Permit issues.*
- **During the Procurement Process:** ** Balancing bid let dates to improve bid pricing. * Contractor timeliness in returning documents. * Re-bid of rejected proposals*

6. WHAT NEEDS TO BE DONE

Based on these initial two years of data, ODOT is on target. Assuming a continued pattern of exceeding the target, ODOT may consider extending the design forecast period to a longer period of time.

7. ABOUT THE DATA

In the past, the project design phase has been tracked for timeliness by its self. In contrast, this measure examines the timeliness of both project design and procurement phases. **Design:** When a project is provided to contractors to bid on (referred to as bid-let), the project has completed the design phase. The timeliness of the design phase is measured by "locking-in" a baseline date when the project is 12 months from its expected bid-let date. This baseline becomes the target bid-let date. Projects which bid let within 90 days of this targeted bid/let date or earlier are considered on time for design. **Procurement:** When a Notice to Proceed (NTP) is issued for a project, the procurement phase has completed and the construction phase begins. Projects are allowed 57 days to reach NTP after they have been bid-let. **Metric Definition:** Timeliness of both the design and procurement phases are examined in this metric by examining the projects which NTPed in a given year to determine what percentage reached NTP before their target bid-let date + 147 days. (Actual NTP < (target bid let date + 90 window + 57 days for NTP = on time)

Other information about this metric:

- **Reporting cycle:** Oregon State Fiscal Year
- Projects which otherwise would be considered late have the potential of going unreported if they have been split or combined with other projects.
- Projects included in this metric only include the major work types of BRIDGE, PRESERVATION, MODERNIZATION, SAFETY, and OPERATIONS.
- Locally administered projects and projects let through ODOT Central Services are not included.

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KPM #22	CONSTRUCTION PROJECT COMPLETION TIMELINESS Percent of projects with the construction phase completed within 90 days of original contract completion date.	Measure since: 2006
Goal	Move People and Goods Efficiently – Provide a transportation system that moves people and goods efficiently Customer Service – Provide excellent customer service	
Oregon Context	Travel and Shipping Delays – Reduce hours of travel and shipping delays due to congestion, construction, incidents and weather; Transportation Services – Improve how ODOT delivers transportation services; Efficiency – Improve efficiency to better serve customers of Driver and Motor Vehicle Services, Motor Carrier Transportation and other ODOT services; (OBM 68) Traffic Congestion – Hours of travel delay per capita per year in urbanized areas; (OBM 72) Road Condition – Percent of roads and bridges in fair or better condition	
Data source	CPS for contract specified completion date and actual completion date. Data is reported by State Fiscal Year.	
Owner	Highway Program Office, Highway Division, ODOT, John Turner, 503-986-3176	

1. OUR STRATEGY

Goal is to ensure development of viable and efficient construction schedules that minimize freight and traveler impact and then aggressively manage adherence to the final construction schedule. Project Construction Schedules are developed during development of the project prior to bidding. This information becomes the basis for the project special provisions which contractually define completion, either by specific ending dates, or allowable construction days. All contracts also require the contractor to develop project construction schedules. The Project Manager who oversees the work of the Contractor during construction, monitors adherence to schedules throughout the life of the project. Contracts have financial consequences for failure to be completed on time, via liquidated damages. Some contracts have financial incentives for the contractor to finish early. These are contracts where there is a significant quantifiable cost benefit to the traveling public to minimize road closure time.

2. ABOUT THE TARGETS

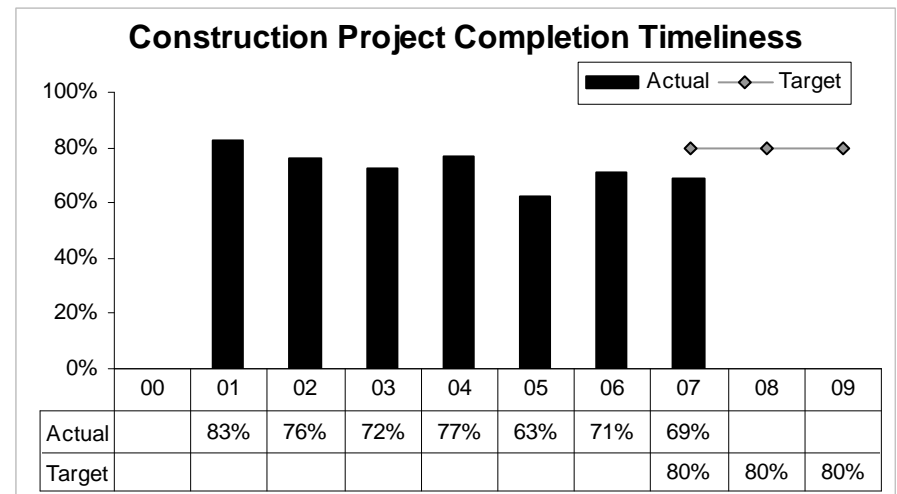
An initial goal of 80% on-time has been set for this measure, with upward data trend being desirable.

3. HOW WE ARE DOING

The current on time delivery of 69% for State Fiscal Year 2007 is slightly better than the 6 year average of 73%, but below the Target of 80%. With the best year achieving 83% on-time, this goal is demonstrated as being attainable, but ODOT needs to continue working on hitting the goal.

4. HOW WE COMPARE

Accurate comparisons between Oregon's 2006 73% average on time delivery to other state's on time delivery may not be possible due to differences in contracting methods, the types of projects compared, and differences in measurement methodologies and definitions. Metrics from some states with similar,



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though not identical, metrics include: Washington State shows 91% on time average for the 2003 – June 30 2006 time period (*reference:* <http://www.wsdot.wa.gov/accountability/Archives/WEBLiteJun06.pdf>) Virginia shows 27% on time for 2003, 35% for 2004, and 75% for 2005.

(*reference:*

http://dashboard.virginiadot.org/Build/Default.aspx?s_DSTRCT_CD=&s_DATE_RANGE=2005&s_ROAD_SYS_TYP_CD=&s_CN_TY_CD=&s_FUNDING=C&radLocality=C&)

5. **FACTORS AFFECTING RESULTS**

Data entry and processing times can delay data availability by over a month in some cases, so projects which recently completed may not be captured in this report. In other instances the construction completion notice may be rescinded if a problem is found, which will also affect the data. Weather conditions and flooding can cause delays in construction completion.

6. **WHAT NEEDS TO BE DONE**

Continued monitoring and evaluation of on time completion is needed. On time completion is monitored internally on a quarterly basis.

7. **ABOUT THE DATA**

When projects are awarded to a contractor, the construction contract specifies a date for construction to be completed. This date is known internally as the 2nd note date. This measure reports on time delivery by examining the projects which reached 2nd note in a given year, and calculating percent of projects reaching 2nd note no greater than 90 days after contract specified 2nd note date.

Other information about this metric:

- **Reporting cycle:** Oregon State Fiscal Year
- Projects included in this metric only include the major work types of BRIDGE, PRESERVATION, MODERNIZATION, SAFETY, and OPERATIONS.
- Locally administered projects and projects let through Central Services are not included.

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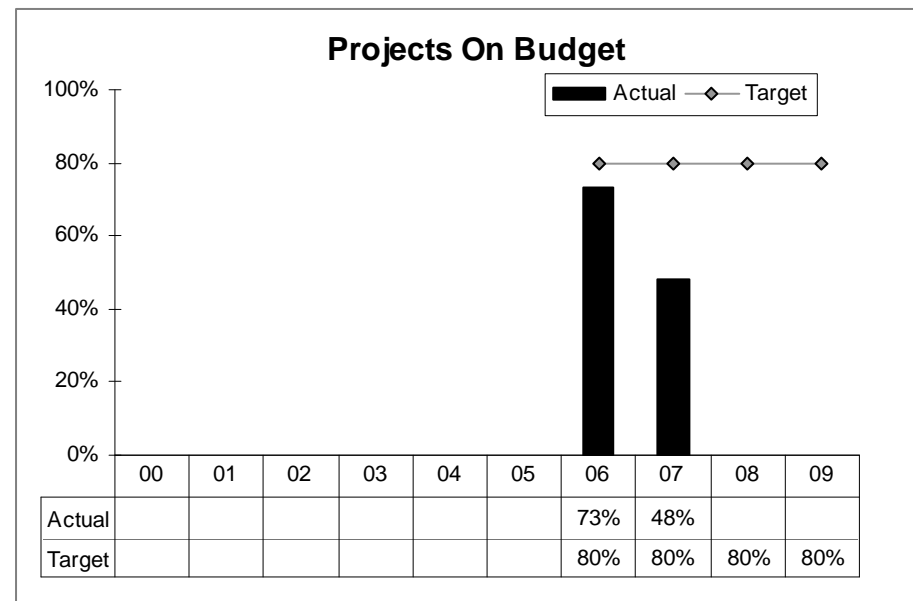
KPM #23	CONSTRUCTION PROJECTS ON BUDGET – Percent of projects completed no greater than 10 percent over Current STIP estimate for preliminary engineering, right-of-way and construction costs	Measure since: 2006
Goal	Customer Service – Provide excellent customer service	
Oregon Context	Transportation Services – Improve how ODOT delivers transportation services; Efficiency – Improve efficiency to better serve customers of Driver and Motor Vehicle Services, Motor Carrier Transportation and other ODOT services; (OBM 72) Road Condition – Percent of roads and bridges in fair or better condition.	
Data source	Project Control System (PCS) for current STIP estimate. TEAMS financial system for project expenditures.	
Owner	Highway Program Office, Highway Division, ODOT, John Turner, 503-986-3176	

1. **OUR STRATEGY**

ODOT's Goal is to more accurately estimate costs early in the process and then manage costs (paying special attention to the tendency of complex projects to increase in scope) during the project development and construction phase. ODOT's Strategies to support this goal include:

- Utilizing multi-disciplinary teams to scope projects and starting the scoping process much earlier, in an attempt to better estimate project components and costs, and then using the scoping effort to establish the initial programmed construction cost for the STIP.
- Utilizing multi-disciplinary teams to develop projects led by a Project team Leader who is responsible for monitoring and managing project costs throughout the life of the project.
- Changes in the programmed construction cost require Program Manager approval (Bridge, IM Committee, Area Manager, etc.). Improving estimating skills – both scoping estimating (parametric estimating for different project types and elements, accounting for inflation and commodity issues) and final engineering estimating.

This project budget metric supports these goals and strategies by allowing ODOT to evaluate their overall effectiveness.



2. **ABOUT THE TARGETS**

An initial goal of 80% on-budget has been set for this measure, with an upward data trend being desirable.

3. **HOW WE ARE DOING**

The current yearly average of 48% is well below the goal. ODOT only recently began actively measuring projects in this fashion, which is reflected by the noteworthy delta between the data and the goal. If project planning and scoping for future projects is performed with this goal in mind, there should be improvements in this measure.

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4. **HOW WE COMPARE**

Due to differing methodologies and definitions, there is no direct correlation with other state's measures.

5. **FACTORS AFFECTING RESULTS**

Data entry and processing times can delay data by over a month in some cases, so projects which recently completed may not be captured in this report. All factors are examined when project budgets are established, but world trends such as higher than expected inflation, steel, oil, and asphalt prices contribute to cost increases. Unanticipated geological features, archeological finds, or environmental impacts may also contribute to cost increases.

6. **WHAT NEEDS TO BE DONE**

ODOT can improve the accuracy of project cost estimates by performing a more detailed project scoping before projects are approved in the STIP. On the other hand, it is not desirable to expend too many resources in scoping a project which may or may not receive STIP approval to be built, so these two conflicting needs must be carefully balanced. Any changes made to pre-STIP approval scoping would not be visible for a period of years, as projects take several years between STIP approval and project completion.

7. **ABOUT THE DATA**

For projects which achieved project completion (also known as 3rd note) in the given year, the combined current STIP estimates for the project phases of Preliminary Engineering (PE), Right of Way (ROW) and construction, are measured against the combined total of PE, ROW, and Construction expenditures. Projects less than 10% over the STIP estimated amount are considered within budget.

Other information about this metric:

- **Reporting cycle:** Oregon State Fiscal Year
- Projects included in this metric only include the major work types of BRIDGE, PRESERVATION, MODERNIZATION, SAFETY, and OPERATIONS.
- Locally administered projects and projects let through Central Services are not included.

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KPM #24	CERTIFIED BUSINESSES (DMWESB) Percent of ODOT contract dollars awarded to disadvantaged, minority, women-owned, or emerging small businesses.	Measure since: 2006
Goal	Provide a Transportation System that Supports Livability and Economic Prosperity in Oregon.	
Oregon Context	Oregon Benchmark # 4: Net Job Growth, Economic Impact: Create business opportunities in economically distressed communities as a result of transportation improvements.	
Data source	Data is compiled using information from Trns*port which is downloaded to the Civil Rights Contract Tracking (CRCT) system.	
Owner	Office of Civil Rights, Executive Office, ODOT, Michael A. Cobb, 503-986-5753	

1. **OUR STRATEGY**

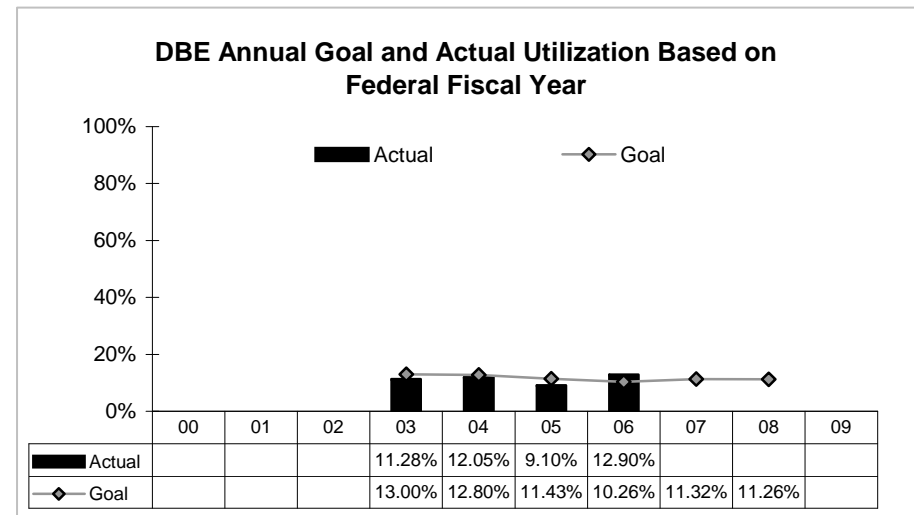
The US DOT requires that ODOT set an annual Disadvantaged Business Enterprise (DBE) participation goal based on availability of certified firms. DBE utilization must be tracked and reported in order for the state to receive federal funds for highway construction. In addition, there is a pilot project to set targets for Minority Business Enterprise (MBE), Women Business Enterprise (WBE), and Emerging Small Business (ESB) firms.

2. **ABOUT THE TARGETS**

The DBE Annual Goal is calculated using data from the ODOT bidders list. The DBE Program and goal are required, but achievement is aspirational. Currently, as a result of a 9th Circuit Court opinion, Oregon is attempting to meet the DBE Goal through race-neutral and gender-neutral means. Since April 19, 2006, a component of this effort is the setting of Aspirational Targets to provide guidance for what constitutes a reasonable participation level. A pilot project is underway which sets MWESB Aspirational Targets on selected projects.

3. **HOW WE ARE DOING**

ODOT has satisfactorily complied with the federal DBE Program requirements for making a good faith effort to achieve the identified DBE Annual Goal, and for reporting those efforts. Based on the 9th Circuit Court decision, and guidance from the Federal Highway Administration, ODOT sets DBE Aspirational Targets, and utilization data relative to those targets will be provided in future reports. Through the Minority, Women, and Emerging Small Business (MWESB) Aspirational Target pilot project, ODOT will be able to obtain data which may show a pattern of utilization which can be used to improve the economic climate of the state.



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4. **HOW WE COMPARE**

Due to the wide variation in metrics that are based on demographics, population and industry, it is not statistically feasible to compare this function on a state-to-state basis. We continue to meet the USDOT expectations for the DBE Program.

5. **FACTORS AFFECTING RESULTS**

Currently the Civil Rights Compliance Tracking (CRCT) database only tracks construction projects which can be downloaded from Trns*port, and information on Personal/Professional Service Contracts (PSK) is unavailable. As a result, actual participation may be underreported, because all highway-related services are not included in the calculations. The USDOT requires that annual goals must be set for each federal fiscal year, and results are calculated to align with the same time period

6. **WHAT NEEDS TO BE DONE**

There should be one unified tracking database which contains all ODOT contracting information, including prime and subcontractor information, goals, payments and project progress/status. In addition to Trns*port, data from Purchasing and Contracts Management Software (PCMS) should be downloaded into CRCT. There should be a consistent data capturing format, and a system that can produce reports for all ODOT contracting.

7. **ABOUT THE DATA**

DBE participation in ODOT construction contracts is tracked in the Civil Rights Compliance Tracking (CRCT) system, and, per USDOT requirements, is calculated on a federal fiscal year basis. CRCT receives data directly from Trns.port for construction contracts, but there is no mechanism for downloading PSK contracting data into CRCT. A recent upgrade of the CRCT database has increased the types of data that can be included in project records, and the reports that can be generated from the data. MWESB participation in pilot projects is tracked by Oregon Bridge Delivery Partners, and the goals and utilization data have been available only through reports provided by them. The recent upgrade to CRCT will allow the ODOT Office of Civil Rights to track that information directly, and we are exploring options for integrating PSK information into our tracking system. Because the current FFY ends on September 30, 2007, actual utilization data for FFY 2007 is not yet available, but will be included on future reports.

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KPM #25	CUSTOMER SERVICE SATISFACTION: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	Measure since: 2006
Goal	Customer Service – Provide excellent customer service	
Oregon Context	Government performance and accountability	
Data source	Annual surveys of customers by DMV and Motor Carrier Division.	
Owner	ODOT, Central Services Division, Audit Services Branch, Scott Bassett, 503-986-4462	

1. **OUR STRATEGY**

Provide excellent customer service to customers.

2. **ABOUT THE TARGETS**

The overall target for 2007-09 is 90 percent customer satisfaction with ODOT services. The actual performance in 2006 was 89.5%. Targets are set to be one percent higher than results for 2006.

3. **HOW WE ARE DOING**

ODOT continues to achieve high overall customer service ratings from customers. On the whole ODOT continues to provide customers with good to excellent service.

4. **HOW WE COMPARE**

Data to compare with other state Department of Transportation organizations is not yet available. Specific to Motor Carrier, Oregon is one of just a handful of states asking the trucking industry about satisfaction with motor carrier enforcement. Data from South Dakota and possibly Wisconsin and Michigan might be available in the future to compare.

5. **FACTORS AFFECTING RESULTS**

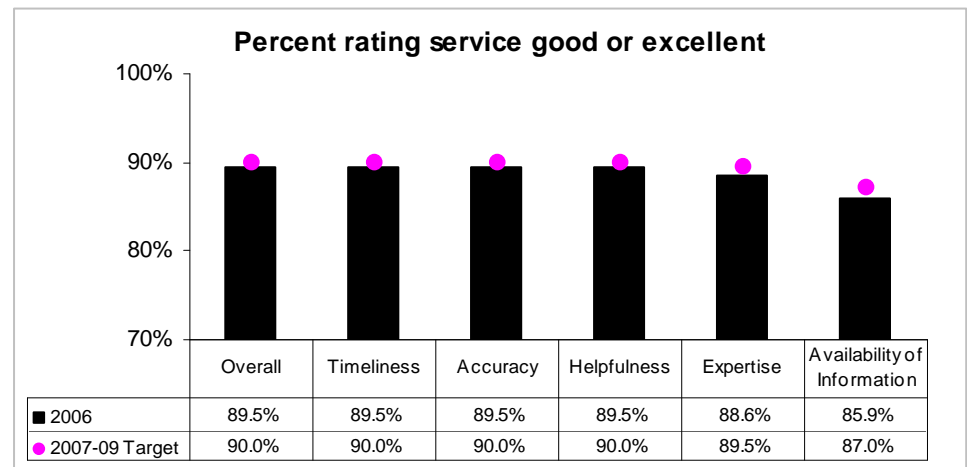
Sampling of customers for the 2006 survey included major customer groups of DMV and Motor Carrier. In future surveys, additional customer groups will be added.

6. **WHAT NEEDS TO BE DONE**

ODOT will continue to monitor customer satisfaction levels and take corrective action as needed.

7. **ABOUT OUR CUSTOMER SERVICE SURVEY**

Both DMV and Motor Carrier conduct annual surveys of customers that are based on the *Recommended Statewide Customer Service Performance Measure* guidelines.



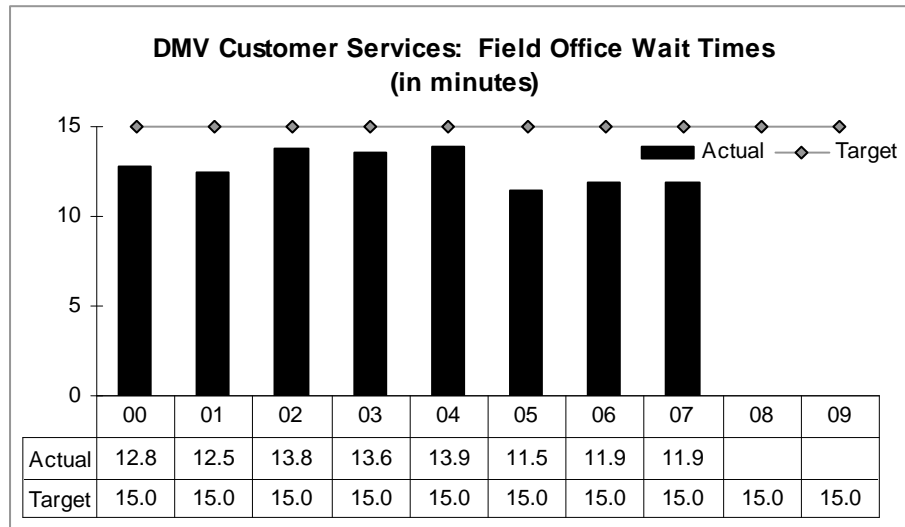
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DMV surveyed customers who visited the DMV field office in January 2006. Customers were selected on a random, repetitive basis from the DMV computer system database of driver and motor vehicle transactions. The survey responses resulted in a higher customer satisfaction rating than expected, likely due to the low response rate. Previously DMV reported overall customer satisfaction using a cumulative average of the division's monthly customer satisfaction survey. Using the cumulative average provided a broader sampling and response from customers.

Motor Carrier surveys nine customer groups. Survey groups included companies subject to safety compliance reviews, truck safety inspections, or audits. Also, drivers subject to driver safety inspections and persons calling for registration or over-dimension permits. Taken together the nine Motor Carrier surveys have a total of 1,186 responses. This is large enough to provide a 95 percent confidence level and a 2 percent margin of error. The margin of error for the DMV survey is larger because of a smaller sample size. To improve the reliability of the data, DMV will increase the number of surveys sent to customers in 2007. DMV will also send a second survey to customers who fail to return the first survey to help increase the customer response rate.

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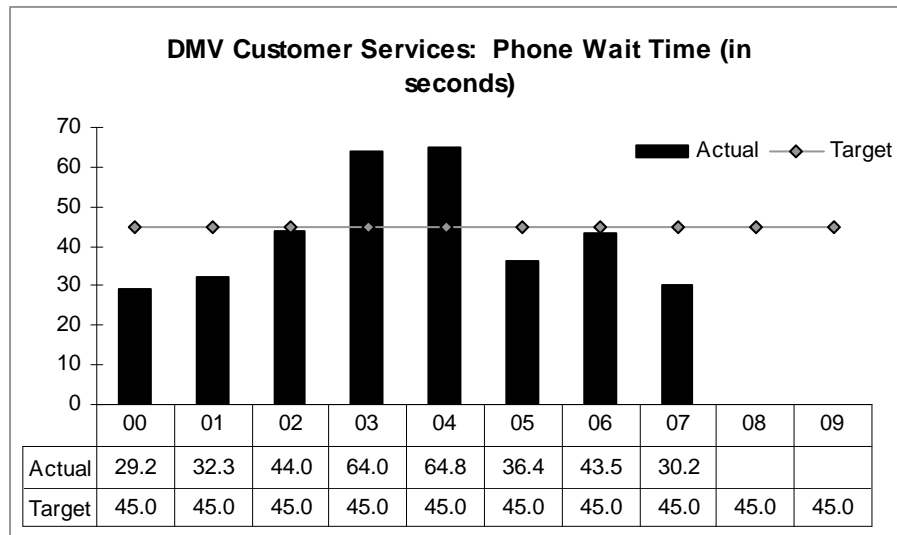
KPM #26a	DMV CUSTOMER SERVICES: Field Office Wait Time (in minutes) Time (in minutes) customers wait to obtain service at a DMV Field Office. Actual wait time for service in a field office can vary significantly based on customer volumes.									Measure since: 1998
Goal	Customer Service – Provide excellent customer service									
Oregon Context	Government performance and accountability									
Data source	Driver and Motor Vehicle Services Division, ODOT									
Owner	Driver and Motor Vehicle Services Division, ODOT, Daniel Thompson, 503-945-5263									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Actual	12.8	12.5	13.8	13.6	13.9	11.5	11.9	11.9		
Target	15	15	15	15	15	15	15	15	15	15



III. KEY MEASURE ANALYSIS

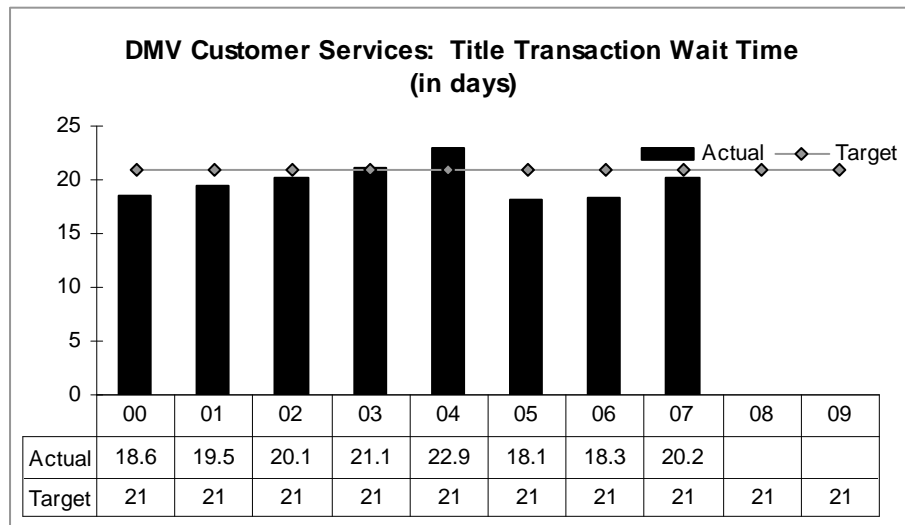
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KPM #26b	DMV CUSTOMER SERVICES: Phone Wait Time (in seconds) Time (in seconds) customers wait to talk to a DMV Phone Agent. Actual wait time for individual phone calls can very significantly based on phone call volume.										Measure since: 1998
Goal	Customer Service – Provide excellent customer service										
Oregon Context	Government performance and accountability										
Data source	Driver and Motor Vehicle Services Division, ODOT										
Owner	Driver and Motor Vehicle Services Division, ODOT, Daniel Thompson, 503-945-5263										
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	
Actual	29.2	32.3	44	64	64.8	36.4	43.5	30.2			
Target	45	45	45	45	45	45	45	45	45	45	45



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KPM #26c	DMV CUSTOMER SERVICES: Title Transaction Wait Time (in days) Number of days DMV takes to process a vehicle title transaction										Measure since: 1998
Goal	Customer Service – Provide excellent customer service										
Oregon Context	Government performance and accountability										
Data source	Driver and Motor Vehicle Services Division, ODOT										
Owner	Driver and Motor Vehicle Services Division, ODOT, Daniel Thompson, 503-945-5263										
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	
Actual	18.6	19.5	20.1	21.1	22.9	18.1	18.3	20.2			
Target	21	21	21	21	21	21	21	21	21	21	21



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1. **OUR STRATEGY**

Efficiency and Customer Focus: Maintain customer focus at DMV to maximize timeliness, customer satisfaction and economic efficiency. Activities associated with this general strategy include making decisions about shifting resources from lower priority tasks to those tasks directly affecting customer wait times. Employees are cross-trained to respond more quickly as workload varies.

2. **ABOUT THE TARGETS**

DMV strives to reduce customer wait times for various types of transactions. Feedback from customers and businesses indicates that DMV is expected to provide a consistent level of service. The targets represent service levels that DMV can consistently meet given the division's current staffing levels.

3. **HOW WE ARE DOING**

DMV wait time performance was better than the 2007 targets for all three components. Field office wait time has been consistently below the target of a 15 minute average since 2000. In 2007, field office wait time remained the same as in 2006. Phone wait time performance has fluctuated since 2000, from a low of 29.2 seconds in 2000 to a high of 64.8 in 2004. In 2007, phone wait time decreased 13.3 seconds from the phone wait time in 2006. Title transaction time has been below or at target for the past five out of six years, although wait time increased slightly in 2007.

4. **HOW WE COMPARE**

Oregon DMV has participated in a DMV benchmarking effort for the past three years. The goal of participating in this effort is to establish performance benchmarks and provide a basis for comparing Oregon DMV to other motor vehicle administrations. When compared to eight other jurisdictions, Oregon's field office wait time was substantially below the mean and median wait times of the other agencies. Oregon's 2006 average field office wait time was 11.9 minutes, whereas the peer average was 19 minutes and the peer median was 17 minutes.

5. **FACTORS AFFECTING RESULTS**

During the last 2 years, DMV has successfully attained wait time targets by taking steps to ensure that resources are in the right place at the right time. DMV has improved phone wait time substantially in 2005 through 2007 due to their efforts to alleviate call center staff shortages. Cross-training of headquarters staff has improved DMV's ability to shift resources to meet targets for Title Wait Time. Headquarters staff has assisted field staffing during busy months in order to help offset peak field office wait times.

6. **WHAT NEEDS TO BE DONE**

DMV will continue to closely monitor its customer service goals and results and take corrective action as needed. The division will monitor resources in an effort to ensure adequate staffing for summer workload increases to maintain year long averages within service delivery targets.

7. **ABOUT THE DATA**

DMV service level data is collected on a weekly basis. The results reflect the average wait time during the Oregon fiscal year. Data collection and calculation methodologies have remained consistent during the period since 2000, meaning that the data is not biased by systematic error. The data effectively shows annual averages but does not illustrate possible "peaks" and "valleys" that may have occurred in wait times during the course of the fiscal year.

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KPM # 27	ECONOMIC RECOVERY TEAM CUSTOMER SATISFACTION Percentage of local participants who rank ODOT involvement with the Economic Recovery Team as good or excellent.	Measure since: 2006
Goal	Customer Service – Provide excellent customer service	
Oregon Context	Improve the quality and efficiency of delivering state services to local governments and businesses.	
Data source	2006 ERT Customer Satisfaction Study was developed following the <i>Recommended Statewide Customer Service Performance Measure Guidelines</i> . ERT study was part of joint customer service survey administered by the Oregon Progress Board.	
Owner	Governor’s Office, Gabrielle Schiffer, 503-986-6522	

1. OUR STRATEGY

The five Economic Recover Team (ERT) regional coordinators work at the local level with teams of field staff from the following state agencies: OECD, ODOT, DLCD, DEQ, DSL, ODA, OHCS, and DCBS. Together they provide coordinated state assistance to local jurisdictions and businesses on high priority economic and community development projects, specifically readying industrial lands for certification and/or development

2. ABOUT THE TARGETS

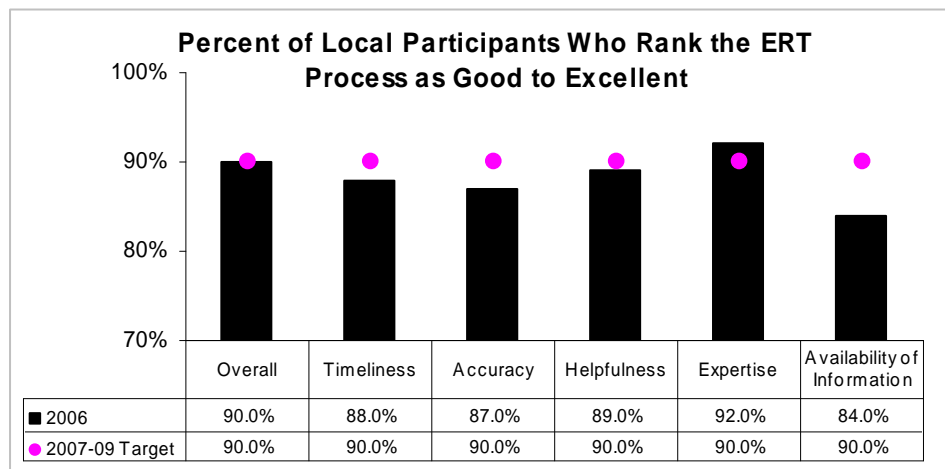
Targets for customer service were set by the Governor’s Office to serve as a motivator for improving state agency service delivery to local jurisdictions and businesses.

3. HOW WE ARE DOING

Survey results indicate that local governments and businesses are appreciative of the state agency coordination provided by the ERT process. Nine out of ten local participants in ERT projects perceive the service provided as “good” to “excellent.” The ERT received the highest rating in the area of knowledge and expertise which goes a long way toward building trust relationships. Availability of information received the lowest rating.

4. HOW WE COMPARE

Results from the 2006 survey are in line with customer satisfaction surveys the ERT conducted in 2002 and 2004 when they received overall ratings of 84% and 87% respectively. These earlier customer satisfaction surveys preceded the *Recommended Statewide Customer Service Performance Measure Guideline* so survey questions were not the same as the questions asked in 2006. In some cases, overall customer service rating for the ERT process is higher than customer service ratings for individual state agencies.



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5. FACTORS AFFECTING RESULTS

For the most part, the projects the ERT is asked to become engaged in have long standing and complicated issues beyond the scope of traditional and individual state agency processes to resolve. The high ranking of the ERT for customer service may be influenced by the fact that ERT coordinators and the ERT process often play a key role in facilitating resolution of issues, in ensuring coordinated state assistance on a project and in some instances, bringing a project that's been in trouble to a successful conclusion.

6. WHAT NEEDS TO BE DONE

In the 2006 Customer Satisfaction Study, the ERT received the highest rating in the area of knowledge and expertise and the lowest in availability of information. The ERT will work with state agencies to improve access to information about state programs and processes. In addition, responses to the customer service questions were cross-tabbed for each of the five ERT regions and opportunities for improvement were discussed with each ERT regional coordinator.

7. ABOUT THE DATA

Because the cycle time for ERT projects ranges from a couple months for siting a business, to a year or more to ready an industrial site for certification (longer if the site requires extensive and expensive infrastructure or transportation fixes), the reporting cycle for customer service is biennially using Oregon fiscal years. The strength of the survey data is a high response rate of 53%. The weakness of the data is a small sample size of 196. A copy of the 2006 Oregon Economic Revitalization Team Customer Satisfaction Study is available by contacting Gabrielle Schiffer at 503-986-6522.

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APPENDIX A: SUMMARY OF CHANGES TO PERFORMANCE MEASURES IN PRIOR YEAR REPORT

2007-09 KPM#	2007-09 Key Performance Measures (KPMs)	Change from 2005-07	Footnote #
1	Traffic Fatalities: Traffic fatalities per 100 million vehicles miles traveled (VMT).	No change	
2	Traffic Injuries: Traffic injuries per 100 million vehicles miles traveled (VMT).	No change	
3	Safe Drivers: Percent of drivers who drove safely by avoiding traffic violations and accidents during the prior three years.	No change	
4	Impaired Driving: Percent of fatal traffic accidents that involved alcohol.	No change	
5	Use of Safety Belts: Percent of all vehicle occupants using safety belts.	No change	
6	Large Truck At-Fault Crashes: Number of large truck at-fault crashes per million vehicle miles traveled (VMT).	No change	
7	Rail Crossing Incidents: Number of highway-railroad at-grade incidents.	No change	
8	Derailment Incidents: Number of train derailments caused by human error, track, or equipment.	No change	
9	Travelers Feel Safe: Percent of public satisfied with transportation safety.	No change	
10	Special Transit Rides: Average number of special transit rides per each elderly and disabled Oregonian annually.	No change	
11	Travel Delay: Hours of travel delay per capita per year in urban areas.	No change	
12	Passenger Rail Ridership: Number of state-supported rail service passengers.	No change	
13	Alternatives to One-Person Commuting: Percent of Oregonians who commute to work during peak hours by means other than Single Occupancy Vehicles.	No change	
14	Traffic Volume: Vehicle Miles Traveled (VMT) per capita in Oregon metropolitan areas for local non-commercial trips.	No change	
15	Pavement Condition: Percent of pavement lane miles rated "fair" or better out of total lane miles in state highway system.	No change	
16	Bridge Condition: Percent of state highway bridges that are not deficient.	No change	
17	Fish Passage at State Culverts: Number of high priority ODOT culverts remaining to be retrofitted or replaced to improve fish passage.	No change	
18	Intercity Passenger Service: Percent of Oregon communities of 2,500 or more with intercity bus or rail passenger service.	No change	
19	Bike Lanes and Sidewalks: Percent of urban state highway miles with bike lanes and pedestrian facilities in "fair" or	No change	

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2007-09 KPM#	2007-09 Key Performance Measures (KPMs)	Change from 2005-07	Footnote #
	better condition.		
20	Jobs from Construction Spending: Number of jobs sustained as a result of annual construction expenditures.	No change	
21	Timeliness of Projects Going to Construction Phase: Percent of projects going to construction phase within 90 days of target date.	No change	
22	Construction Project Completion Timeliness: Percent of projects with the construction phase completed within 90 days of original contract completion date.	No change	
23	Construction Projects On Budget: Percent of projects completed on or under projected preliminary engineering, right-of-way and construction costs.	No change	
24	Certified Businesses (DMWESB*): Percent of ODOT contract dollars awarded to disadvantaged, minority, women, and emerging small businesses. *DMWESB refers to Disadvantaged, Minority, Women, and Emerging Small Businesses.	No change	
25	Customer Service Satisfaction: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	No change	
26	DMV Customer Services: 26a) Field office wait time (in minutes), 26b) Phone wait time (in seconds), 26c) Title wait time (in days).	No change	
	Maritime Pilot License Processing Timeliness: 27a) Percent of Board of Maritime Pilot license applications processed within statutory timeframes out of total number of applications, 27b) Number of days between time of Board of Maritime Pilot license application and notice of disposition.	Deleted	1
27**	Economic Recovery Team Customer Satisfaction: Percentage of local participants who rank ODOT involvement with the Economic Recovery Team as good or excellent.	No change	

** Two new measures were established by the 2007 Legislature which do not yet have data and are not included in this report. The new measures are **Construction Impact on Businesses**: Customer satisfaction of businesses impacted by highway construction projects, and **Public Transit Grants**: Effectiveness implementing grants by public transit partners.

¹ RATIONALE FOR REQUESTED CHANGE: The Board of Maritime Pilots was moved from the ODOT budget to the Public Utility Commission budget effective in the 2007-09 biennium, so the maritime pilot license performance measures are no longer included in ODOT reports.

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APPENDIX B: SUMMARY OF 2007 TRANSPORTATION NEEDS & ISSUES SURVEY

2007 Transportation Needs and Issues Survey

BACKGROUND AND PURPOSE OF THE SURVEY

Every two years the Oregon Department of Transportation (ODOT) conducts the Transportation Needs and Issues Survey, for the purpose of collecting data from Oregon residents to:

- Assess their perceptions on the current transportation system;
- Determine their current transportation use; and
- Identify the transportation-related concerns most in need of future focus.

The survey began in 1993. It was conducted in 1993, 1994, and 1995 by the Gallup Organization. In 1998, 2001, 2003 and 2005 the survey was conducted by the Oregon Survey Research Laboratory at the University of Oregon. The most recent survey in 2007 was conducted by the Oregon State University Survey Research Center. All of the surveys have consistently used a random digit dialing telephone survey method, sampling approximately 1,000 Oregon residents.

METHODOLOGY

Using a Random Digit Dialing (RDD) system, a random probability sample was obtained for each of the five ODOT administrative regions. RDD is a common approach to obtain the most complete coverage of households with landline telephones. This approach includes both listed and unlisted telephone numbers and ensures an equal and known probability of selection for every residential telephone number in Oregon.

A total of 1,013 interviews were completed in the survey. The random sample was stratified by ODOT Region and contained at least 200 completed interviews per Region. This sample size is cost efficient and gives a reasonable representation of the opinions of residents statewide at an acceptable margin of error. The Needs and Issues Survey was conducted in October and November of 2006. Any adult member (18 years of age or over) was eligible to be interviewed for the survey. The average length of time it took to complete the interview by telephone was 21 minutes.

Since the sampling design was a stratified random sample, the statewide data was weighted to reflect the different population sizes within each region. In addition, weights were also applied to account for the following: household non-response, which varied by region; the variable number of landlines within a household; the number of adults in the household; and population characteristics of gender, age, and race/ethnicity.

As part of the 2007 Needs and Issues Survey, two other sampling methods were tested for comparison with the telephone survey method. In the first, a sample of household addresses was obtained from the US Postal Service and a mail survey was sent to those addresses. In the second, a combination mail notification and internet survey was tested. The response rates from these methods proved to be no better than those from the telephone survey. The findings discussed in this report are based only on the telephone survey results.

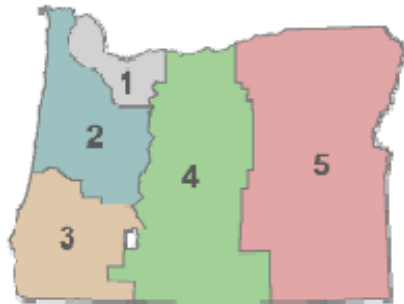
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In addition to producing statewide tabulations of the survey results, the survey data were analyzed to determine if there were differences between respondents based on where they lived in the state. As mentioned above, Oregon is divided into five ODOT Regions, in which Region 1 comprises the Portland Metro area, Region 2 comprises the west-central (Willamette Valley) area, Region 3 comprises the southwestern part of the state, Region 4 comprises the central area of the state from north to south, and Region 5 comprises the eastern part of the state. These regions roughly correspond to the urban-rural distribution of the state population, or population density. Table 1.1 illustrates this, showing how the survey respondents in each region characterized the area in which they lived.

Table 1.1: Perceptions of urban or rural location by ODOT Region

Question: “Do you live in an urban area or a rural area?”	ODOT Region				
	1	2	3	4	5
Urban/Suburban	80%	54%	35%	41%	21%
Rural	20%	46%	65%	59%	79%
Total	100%	100%	100%	100%	100%

Region 1 respondents were much more likely to consider location as urban or suburban. Region 2 respondents in the Willamette Valley were next most likely to consider themselves as urban or suburban dwellers. Respondents in Region 5, the eastern most area of the state, were much more likely to be rural residents. This, to those familiar with Oregon’s population distribution, would come as no surprise. Region 4 residents were slightly more likely to consider themselves as urban/suburban residents than those in Region 3, despite larger populations in Region 3 counties.



Region 1 contains all or major parts of the counties of Clackamas, Columbia, Hood River, Multnomah, and Washington. Region 2 contains all or major parts of the counties of Benton, Clatsop, Lane, Lincoln, Linn, Marion, Polk, Tillamook, and Yamhill. Region 3 contains all or major parts of the counties of Coos, Curry, Douglas, Jackson, and Josephine. Region 4 contains all or major parts of the counties of Crook, Deschutes, Gilliam, Jefferson, Klamath, Lake, Sherman, Wasco, and Wheeler. Region 5 contains all or major parts of the counties of Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa.

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SURVEY HIGHLIGHTS

The Needs and Issues Survey covered a wide range of issues, and the statewide results are summarized in several sections below, which reflect the various topics and types of questions posed in the survey. Additional information on specific regions of the state is available upon request. Notable highlights from the survey findings are as follows:

Satisfaction with Transportation Services and Programs

- About three-fourths of respondents statewide feel that ODOT is doing a good or excellent job overall.
- Highest levels of satisfaction with transportation services are with how ODOT maintains roadside rest areas; the way the DMV provides driver licenses and other services; and how well ODOT communicates to the public about current road construction on freeways.
- The highest level of dissatisfaction is with the traffic flow in people's communities.
- Among those who use van pool or rideshare vehicles to get to or from work, about 95% are generally satisfied with the service.
- Among those who use a local community bus service, almost 9 out of 10 are generally satisfied with the service.
- Among those who use community transportation for seniors or individuals with disabilities, almost 9 out of 10 are generally satisfied with the service.
- Nearly half of respondents believe that Oregon's highways, roads, and bridges are better than they were ten years ago. Over three-fourths believe they are the same or better.

Highway Construction

- The highest satisfaction levels with highway construction are in how well ODOT communicates to the public about current road construction on freeways, and the overall safety of the work zones on major Oregon highways.
- More than 8 out of 10 respondents report they have had no significant difficulty getting into or out of any businesses in a roadway construction area on major Oregon highways.

Traffic Conditions

- About half of all respondents statewide see congestion as a somewhat serious or very serious problem.

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- The internet is a popular source of travel information about traffic conditions, weather conditions, road construction, and road closures.

Safety of Transportation modes

- More than 8 out of 10 respondents feel they are safe traveling in an automobile on Oregon highways.
- Among those who use public transportation, about 7 out of 10 respondents feel safe using it.
- Among those who walk in their community, about 7 out of 10 feel they have the necessary facilities to do so safely.
- Among those who bicycle in their community, a little over half feel they have the necessary facilities to do so safely.

Passenger Rail Services

- Nearly two-thirds of survey respondents feel that the state should explore expanding passenger services beyond the rail corridor between Portland, Salem, Albany and Eugene.
- About 7 out of 10 responding to the survey also feel that if funds were available, ODOT should expand rail service to other parts of the Willamette Valley.
- Respondents are sharply divided, though, on developing a funding source specifically dedicated for rail passenger service.

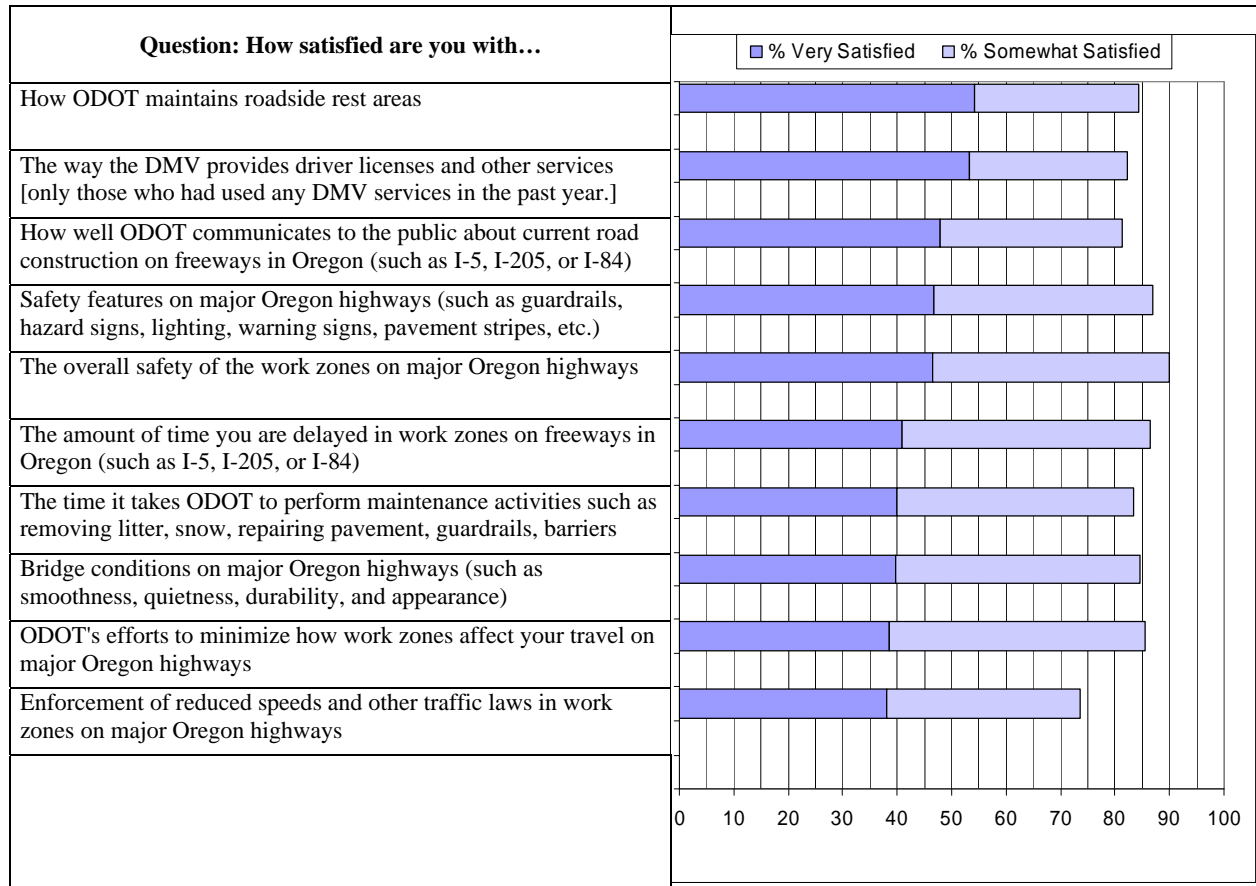
DMV services

- DMV services are among the highest rated ODOT services in the survey.
- To comply with a new federal law requiring proof of legal presence in the U.S., more than 9 out of 10 respondents say they could provide the necessary identification at a DMV office. Seven out of ten are open to longer waits and a more complex process at DMV to make it harder to obtain an Oregon driver license or ID card under false pretenses.

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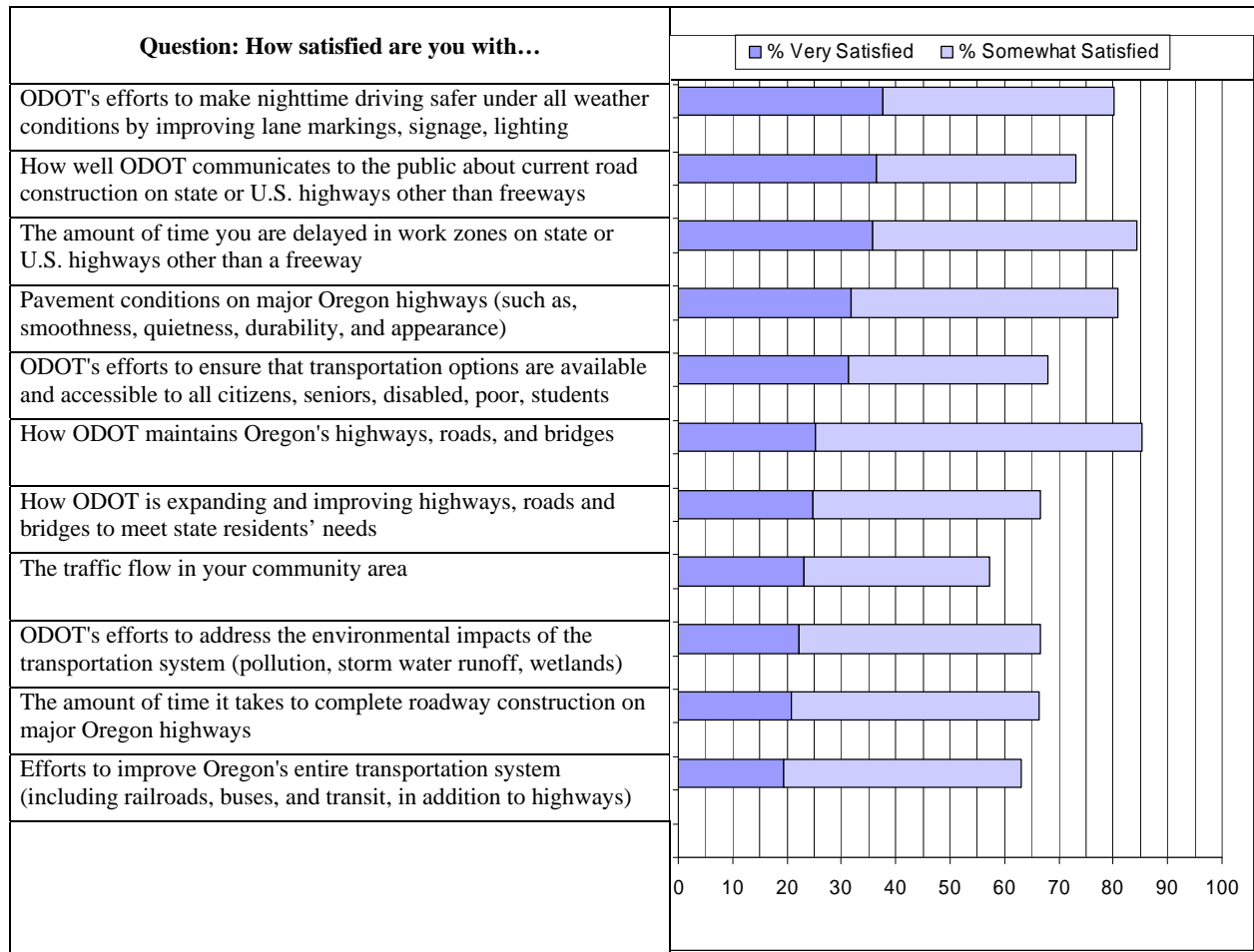
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Spending and Funding for Transportation services

- Spending resources to maintain the highways, roads and bridges Oregon has now is generally seen as more important than expanding and improving them.
- There is no clear preference for sources of additional funding for repairing aging bridges.
- Among the various transportation modes and services, spending resources for transportation services for the elderly and disadvantaged is seen as very important by 7 out of 10 respondents, and local public transit within cities is seen as very important by nearly 6 out of 10 respondents.
- Spending resources on conserving and protecting clean air and water is seen as very important by 8 out of 10 respondents.
- Respondents feel that the gasoline tax is a good value for their money and that it is adequate to meet the state’s transportation needs. If more funds need to be raised, neither raising the gas tax nor charging user tolls is widely supported. A majority of respondents feels that tolling should only be considered in special, project-by-project situations.

Regional differences in satisfaction levels

Regional differences were found for several of the questions listed above. As might be expected, on the question, “How satisfied are you with the traffic flow in your community area?” satisfaction levels in Regions 3, 4 and 5 were higher than the statewide percentage, and those in Region 1 were somewhat lower, as shown in Table 3.1 below. For example, the percentage ‘very satisfied’ or ‘somewhat satisfied’ for the whole state was 58%; the comparable percentages in Regions 3, 4 and 5 were 67%, 63% and 89% respectively; the comparable percentage in Region 1 was 53%.

Table 3.1: Regional differences in satisfaction with traffic flow

How satisfied are you with the traffic flow in your community area?	Region 1	Region 2	Region 3	Region 4	Region 5	Total
Very satisfied	19%	22%	26%	28%	57%	24%
Somewhat satisfied	34%	32%	41%	35%	32%	34%
Not very satisfied	31%	28%	21%	20%	7%	27%
Not at all satisfied	16%	17%	11%	17%	4%	15%

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How satisfied are you with the traffic flow in your community area?	Region 1	Region 2	Region 3	Region 4	Region 5	Total
Total†	100%	99%	99%	100%	100%	100%

†Totals may vary from 100% due to rounding

On the question, “How satisfied are you with how ODOT is expanding and improving highways, roads and bridges to meet state residents’ needs?” satisfaction levels in Regions 3, 4 and 5 were higher than the statewide average, and those in Region 1 were lower, as shown in Table 3.2 below. The statewide percentage ‘very satisfied’ or ‘somewhat satisfied’ was 72%; percentages in Regions 3, 4 and 5 who were ‘very satisfied’ or ‘somewhat satisfied’ were 79%, 80% and 83% respectively; only 67% were ‘very satisfied’ or ‘somewhat satisfied’ in Region 1.

Table 3.2: Regional differences in satisfaction with expanding highways to meet needs

How satisfied are you with how ODOT is expanding and improving highways, roads and bridges to meet state residents’ needs?	Region 1	Region 2	Region 3	Region 4	Region 5	Total
Very satisfied	20%	31%	36%	30%	39%	27%
Somewhat satisfied	47%	42%	43%	50%	44%	45%
Not very satisfied	23%	17%	15%	14%	12%	19%
Not at all satisfied	10%	11%	6%	5%	6%	9%
Total†	100%	101%	100%	99%	101%	100%

†Totals may vary from 100% due to rounding

On the question, “How satisfied are you with efforts to improve Oregon's entire transportation system (including railroads, buses, and transit, in addition to highways)?” respondents in Regions 3 and 5 diverged in their opinions from the statewide average. As shown in Table 3.3, only 59% of those in Region 3 were ‘very satisfied’ or ‘somewhat satisfied’ compared to the statewide average of 72%. Region 5 respondents showed higher satisfaction levels, with 81% ‘very satisfied’ or ‘somewhat satisfied.’

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Table 3.3: Regional differences in satisfaction with efforts to improve Oregon's entire transportation system

How satisfied are you with efforts to improve Oregon's entire transportation system (including railroads, buses, and transit, in addition to highways)?	Region 1	Region 2	Region 3	Region 4	Region 5	Total
Very satisfied/Somewhat satisfied	72%	75%	59%	70%	81%	72%
Not very satisfied/Not at all satisfied	28%	24%	41%	30%	19%	28%
Total†	100%	99%	100%	100%	100%	100%

†Totals may vary from 100% due to rounding

Table 3.4 shows that views among Region 3 respondents also diverged from those elsewhere in the state on the question, “How satisfied are you with ODOT's efforts to ensure that transportation options are available and accessible to all citizens, including non-drivers, seniors, the disabled, the poor, and students (such as accessible buses, dial-a-ride, lower fares)?” The percentage ‘very satisfied’ or ‘somewhat satisfied’ in Region 3 was 61%, which was significantly lower than the statewide average of 75%.

Table 3.4: Regional differences in satisfaction with accessibility of transportation options to all citizens

How satisfied are you with ODOT's efforts to ensure that transportation options are available and accessible to all citizens, including non-drivers, seniors, the disabled, the poor, and students (such as accessible buses, dial-a-ride, lower fares)?	Region 1	Region 2	Region 3	Region 4	Region 5	Total
Very satisfied/Somewhat satisfied	77%	76%	61%	72%	75%	75%
Not very satisfied/Not at all satisfied	23%	24%	40%	27%	25%	25%
Total†	100%	100%	101%	99%	100%	100%

†Totals may vary from 100% due to rounding

Table 3.5 shows the regional differences on the question, “How satisfied are you with ODOT's efforts to address the environmental impacts of the transportation system (such as automobile and truck pollution, storm water runoff, loss of wetlands)?” The percentages of respondents who were ‘very satisfied’ were higher than the statewide percentage in Regions 2, 4 and 5, and the percentage in Region 1 was lower. Table 3.5: Regional differences in satisfaction with efforts to address environmental impacts

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How satisfied are you with ODOT's efforts to address the environmental impacts of the transportation system (such as automobile and truck pollution, storm water runoff, loss of wetlands)?	Region 1	Region 2	Region 3	Region 4	Region 5	Total
Very satisfied	20%	33%	26%	34%	40%	26%
Somewhat satisfied	57%	49%	50%	47%	47%	53%
Not very satisfied	18%	10%	20%	10%	11%	15%
Not at all satisfied	5%	7%	4%	10%	3%	6%
Total [†]	100%	99%	100%	101%	101%	100%

[†]Totals may vary from 100% due to rounding.

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APPENDIX C: EXAMPLE OF INTERNET-BASED SUMMARY REPORTING TOOL

Service Efforts and Accomplishments

Quick Guide to ODOT Measures

How is ODOT doing?

- Travel Safety**
- Fatalities
- Injuries
- Safe Drivers**
- Impaired Driving
- Safety Belts
- Large Trucks
- Railroad Crossings
- Train Derailments
- Travelers Feel Safe
- Efficient Mobility
- Livability & Prosperity
- Customer Services

Safe Drivers

Percent of licensed drivers who drove safely during the prior three years

Year	Target (%)	Data (%)
2000	70	61
2001	70	61
2002	70	61
2003	70	61
2004	70	62
2005	70	64
2006	70	66
2007	70	69
2008	70	69
2009	70	69

● Target ■ Data

Making Progress?

Yes

The percentage of safe drivers has increased in each of the last 5 years. The 2.3% improvement from 2005 to 2006 represents an additional 68,000 safe drivers on Oregon's highways.

[See more on Safe Drivers](#)

[About Report](#)

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APPENDIX D – GASB CRITERIA CROSS-REFERENCE TABLE

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.

Criterion number:	Criterion title:	Where addressed in report:
1	Purpose and Scope	About this Report (p. i), Part I (pgs.3-7)
2	Statement of Major Goals and Objectives	Part I (pgs.3-5), Part III (pgs.13-70)
3	Involvement in Establishing Goals and Objectives	About this Report (p. i), Part I (p.3), Part II (p.9)
4	Multiple Levels of Reporting	About this Report (p. i), Part I (pgs.3-5), Part II (pgs.9-12), Appendix C (p.85)
5	Analysis of Results and Challenges	Part I (pgs.3-7), Part III (pgs.13-70)
6	Focus on Key Measures	Table of Measures (pgs.1-2), Part I (pgs.3-7), Part III (pgs.13-70), Appendix A (pgs.71-73 & Appendix C (p. 85)
7	Reliable Information	About this Report (p. i), Part II (p.12 related to Legislative review and approval), See the “Data Source” and “About the Data” summaries for each measure in Part III (pgs.13-70)
8	Relevant Measures of Results	Part I (p.3-5), Part III (pgs.13-70)
9	Resources Used and Efficiency	Part I (p.6-7)
10	Citizen and Customer Perceptions	Part I (p. 7-8), Part III (pgs.29-30, pgs.63-64 and pgs.69-70), Appendix B (pgs.75-84)
11	Comparisons for Assessing Performance	Part III (pgs.13-70)
12	Factors Affecting Results	Part III (pgs.13-70)
13	Aggregation and Disaggregating of Information	Part II (p. 10), Part III (pgs.18 and 34), Appendix B (pgs. 76, 81-84)
14	Consistency	About this Report (p. i), Appendix A (pgs.71-73)
15	Easy to Find, Access, and Understand	Title Page, Table of Contents, About this Report (p. i), Part II (pgs.9-11), Part III (pgs.13-70), Appendix C (p.85)
16	Regular and Timely Reporting	Title Page, About this Report (p. i), Part II (p.10 & p.12)