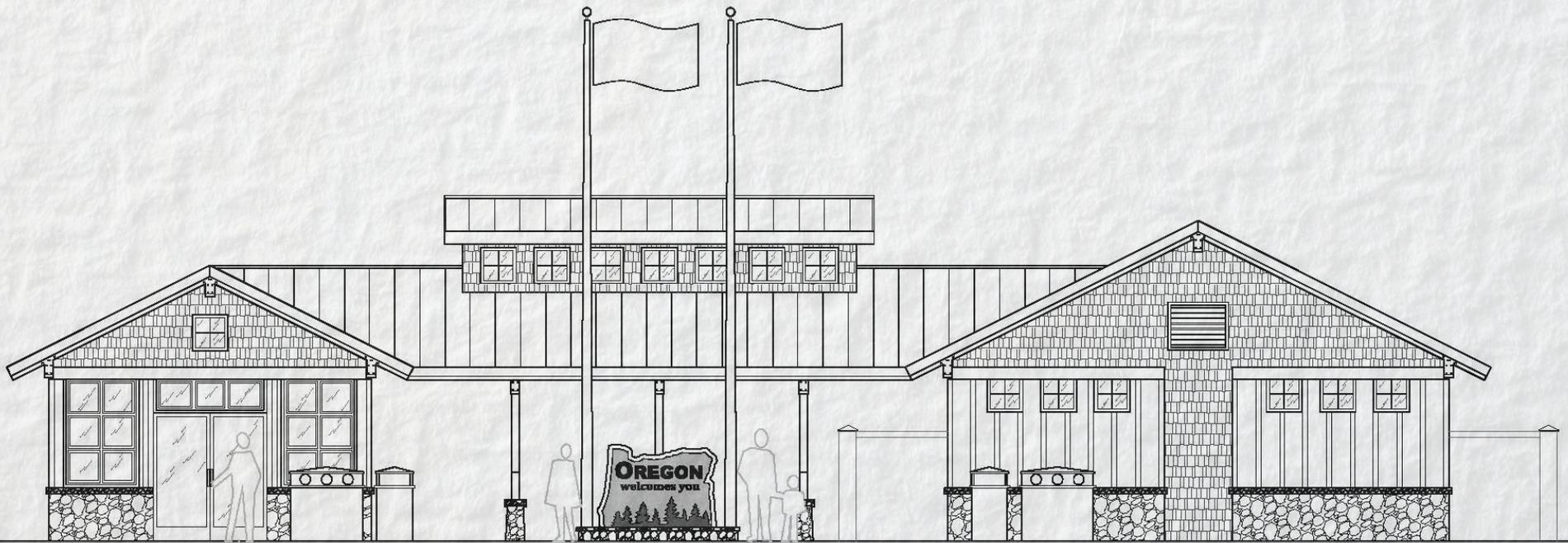


2014 ~ 2019
STRATEGIC PLAN
Oregon Travel Information Council
Oregon Travel Experience ~ May 2014



2014 ~ 2019 STRATEGIC PLAN ~ TABLE OF CONTENTS

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EXECUTIVE SUMMARY

This planning document is based on several years of work—of successes and failures—and over the past year, extensive feedback, critical insights, and thoughtful analysis from agency leadership. From the 2008 Governor’s Transportation and Tourism Task Force Report on Rest Areas to Senate Bill 1591 and the 2012 and 2013 Secretary of State audits, the agency’s services and organizational competency have been intensely scrutinized.

AGENCY PROGRESSION SINCE 2011

Early in 2013, the focus was to assess organizational health, identify risk factors and examine internal systems with an emphasis on financial and human resources. This work was driven by three Secretary of State audits and the Department of Administrative Services (DAS) requirements to establish transparent and accountable business practices.

The lack of key operating systems and structures have largely been addressed and remedied over the last year, resulting in meaningful changes to “reboot” the agency. Our objectives included establishing a formal budget process and building a stronger financial framework. In addition the agency has been steering the workforce, policy body and strategic partners towards more collaborative dialogue and shared investment.

Oregon Travel Experience (OTE) has experienced rapid growth over the last year primarily due to the transition of additional rest areas. **(See Appendix A)** As service expands, so do demands on financial, regulatory, and human resource systems. The agency is diligent in using a cost effective, competitive and entrepreneurial approach by maximizing OTE’s status as a semi-independent state agency.

There are still systemic adjustments to address and long term financial stability issues to resolve. However, OTE is ready to meet the legislative intent of the agency mission and deliver a comprehensive and innovative set of services for the motoring public. **(See Appendix B)**



STRATEGIC PLANNING PATH

Following the assessment of agency operations during the first six months of 2013, the organization shifted to an ambitious planning process (**See Appendix C**) to strategize OTE's services over the next three to five years. This process demanded innovative thinking such as coalescing operating models and precedent set in other states, and identifying priority interests of motorists and local community partners.

Overall, the feedback and cumulative learning from our planning process enabled the agency to strengthen partner relations, gain momentum on key concepts and improve recognition of agency services.

OTE's strategic plan represents the best opportunity for growth, helps employees understand performance expectations, and attracts new funding partners.

Key highlights of the planning process included:

- ☞ Meeting with strategic partners, legislators and community coalitions to listen and find common ground;
- ☞ Touring all rest areas and visitor center assets statewide;
- ☞ Convening an industry and partner

planning event where stakeholders provided feedback and fine-tuned emerging concepts;

- ☞ Researching national trends and new operating models; and,
- ☞ Identifying opportunities to streamline regulatory standards to support diversified funding opportunities.



STRATEGIC FOUNDATIONS

WHY WE ARE HERE

The Oregon Travel Information Council (OTIC), branded and doing business as Oregon Travel Experience, is a semi-independent state agency charged with promoting public safety, preserving the recreational value of public travel on state highways and promote economic prosperity by directing motorists into nearby communities. This includes preserving the natural beauty and aesthetic features of rest areas, providing information regarding and maintaining points of scenic, historic, cultural and educational interest.

WHO WE ARE

The OTIC is comprised of 10 volunteer members appointed by the Governor and one position representing the Oregon Transportation Commission. These citizens donate their time to determine rules and policies to guide OTE services and lend their professional expertise from the transportation, lodging, restaurant, recreation, advertising and vehicular service industries.

OTE employees take pride in the service they provide Oregon's motoring public.

The agency's workforce is nimble and quickly

responds to customer needs, issues and trends. They leverage resources and bring efficient, innovative ideas to service management. Agency professionals work in and across business units and are hired locally representing communities across the state.

HOW WE WORK

The agency is committed to following a consistent, disciplined approach to delivering services working interdependently with numerous entities from local government and state agencies to federal regulators and private business. **(See Appendix D)** Our engagement with these and other stakeholders is based on the following tenets:

- 👉 Active listening and collaborative dialogue
- 👉 Designing transparent and inclusive processes to support informed decision making
- 👉 Identifying and collecting data that will support measurable results
- 👉 Broad public outreach and stakeholder involvement
- 👉 Being accountable and compliant with legal and regulatory requirements



STRATEGIC ROADMAP

STRATEGIC DIRECTION

Oregon Travel Experience is poised to enrich the public's motoring experience and support local economic prosperity. OTE's managed rest areas, heritage programs and highway business signs support public service excellence.

The agency's supervised and integrated rest area model is proven to reduce crime and improve overall safety. Our rest area teams live and work in the nearby communities they serve—acting as roadside ambassadors and connecting travelers to local sights and sounds. OTE managed rest areas are emerging as welcome highway retreats where weary travelers pause to rest and refresh.

For many out-of-state motorists, Oregon's rest areas may be the first place they encounter—creating lasting impressions about our state.

Uniquely Oregon, OTE administers a broad menu of programs that enhance the public's motoring experience. Our portfolio is rich with heritage and history—from the tallest and oldest state heritage trees to the iconic beaver-topped historical markers.

We help millions of travelers navigate to essential services with highway business logo signs.

Our state and local partners collaborate with us to establish programs and services that emphasize customer satisfaction. Our focus is to responsibly grow and manage an integrated statewide traveler information and rest area system.

FOCUS AREAS AND OBJECTIVES

The strategic roadmap following on the next few pages is built on a foundation of three strategic focus areas. Each focus area frames designated objectives supported by strategic actions.

INTEGRATED VISITOR HUBS

(Local investment, travel information, communication technology, regional signature, integrated facility management)

OBJECTIVE 1: Connect the traveler to nearby attractions and services

OBJECTIVE 2: Provide opportunities for expanded visitor information and for regional and local partners to showcase history, culture, and products—boosting local economic prosperity



STRATEGIC ROADMAP CONTINUED

OBJECTIVE 3: Relevant and adaptable technology will provide onsite, mobile, and virtual options for the traveling public

OBJECTIVE 4: Move to a vending model that improves the rest area image and meets customer demand

PUBLIC SAFETY

(Driver safety, public safety, crime, access, integrated safety system)

OBJECTIVE 5: Reduce driver fatigue related injury/fatalities

OBJECTIVE 6: Mitigate vagrancy and crime

OBJECTIVE 7: Improve parking and access in/out of rest areas

OBJECTIVE 8: Ensure safe and clean restroom facilities.

FINANCIAL AND REGULATORY FRAMEWORK

(Financial opportunity, regulatory diversification, business investment)

OBJECTIVE 9: Understand customer demographics and service needs to drive business decisions

OBJECTIVE 10: Develop stable and sustainable funding for maintenance, management, improvement and restoration of aging rest area systems and assets

OBJECTIVE 11: Streamline regulatory requirements to support service and revenue diversification



INTEGRATED VISITOR HUBS

Concepts and initiatives which emerged from the planning process were vetted with stakeholders and staff who assessed the feasibility of proposed actions. The agency Leadership Team condensed these actions into a projected strategic path over the the next five years based on the assumption of stable operating funds for rest areas and expanded revenue opportunities.

INTEGRATED VISITOR HUB ACTIONS

(Local investment, travel information, communication technology, regional signature, integrated facility management)

Develop and diversify local coalitions to leverage a public/private partnership model for service delivery and funding; near term emphasis on coalitions associated with nine new rest areas and pilot project sites (kiosk/hub)

Objectives Met: 1, 2, 6, 9 Strategic Leadership Team: Community Assets OTIC Committee: OTIC

Upgrade selected kiosks based on revenue generating levels, visitor count and partner investment interest

- Pilot an electronic kiosk project at French Prairie north in partnership with Clackamas County and Commission for the Blind
- Refresh and replace aging statewide maps and supplement with regional tourist oriented maps
- Kiosk upgrades will be based on new design guidelines and reflect the local signature
- Marketing guidelines will promote welcoming image for Oregon
- Improve tracking of customer information and inventory of kiosk assets

Objectives Met: 1, 2, 3, 4, 5, 9 Strategic Leadership Team: Visitor Information Assets OTIC Committee: OTIC

Confer with Oregon Department of Transportation and Travel Oregon regarding site management of the new Siskiyou Safety Rest Area/Welcome Center

- Identify project timeline
- Discuss allowances that would be transferrable to hub concept/expansion
- Enter into intergovernmental agreement(s)

Objectives Met: 1 - 11 Strategic Leadership Team: Rest Area Assets OTIC Committee: Administrative Rules

INTEGRATED VISITOR HUBS CONTINUED

INTEGRATED VISITOR HUB ACTIONS

(Local investment, travel information, communication technology, regional signature, integrated facility management)

Move from safety rest area configuration to integrated visitor hubs

- Develop design guidelines and architectural specifications for hub concept based on the ODOT Midland Rest Area model
 - * Incorporate regional architecture and landscape elements
 - * Tailor facility amenities and features to present a consistent and recognizable statewide image
- Work with Travel Oregon and local Destination Marketing Organizations (DMO) regarding visitor center management agreements
- With Tillamook County Economic Development and Oregon Coast Visitors Association, design/build a small “pilot” hub concept project (off-interstate) at the Tillamook Rest Area (Hwy. 101)
- Develop a phased hub capital expansion plan based on population, motorist counts, coalition interests and sponsorship opportunities
- Begin capital construction of hub concept at targeted rest area locations

Objectives Met: 1 - 11 Strategic Leadership Team: Rest Area Assets OTIC Committee: Administrative Rules



HUB FEATURES

Restrooms ~ vending breezeway ~ visitor center ~ coffee program, ~ staff office ~ “Welcome to Oregon” sign and flags ~ public art/photo ops ~ historic, cultural and natural displays and features ~ sponsorship banner displays ~ fitness walkways and ergonomic stations ~ cycle windshield cleaning station ~ pet exercise areas ~ WiFi ~ digital kiosk/bulletin boards and state map display ~ sustainable/alternative energy practices

INTEGRATED VISITOR HUBS CONTINUED

INTEGRATED VISITOR HUB ACTIONS

(Local investment, travel information, communication technology, regional signature, integrated facility management)

Research, test and integrate mobile technology tools to determine best methods to promote motorist safety, broaden public investment and interest in agency programs

- Develop agency mobile information technology plan in collaboration with strategic partners
 - * Sync to ODOT, Parks and Recreation, NOAA, OSP, and Travel Oregon technologies and services
- Provide WiFi (supported by public/private partnerships) with near term investment in rest areas identified as future visitor hubs
- Develop meaningful mobile content to create virtual visitor hubs utilizing existing agency mobile website
- Fine tune rest area visitor count methodology for collection of consistent and accurate data
- Leverage partner surveys and research to understand safety goals and statewide visitor demographic data (ODOT, Travel Oregon)

Objectives Met: 1, 2, 3, 5, 9 Strategic Leadership Team: Visitor Information Assets OTIC Committee: OTIC

TECH FEATURES

Mobile ~ adaptable ~ responsive ~ TripCheck and Travel Oregon partnerships ~ emergency notifications ~ digital and electronic searchable displays ~ expanded customer packages ~ increased revenue sharing opportunities



PUBLIC SAFETY

PUBLIC SAFETY ACTIONS (Driver safety, public safety, crime, access, integrated safety system)

Expand and improve the Rest Area Free Coffee Program

- Focus on building a presence in new rest areas
- Improve frequency of service
- Revise Free Coffee Program Oregon Administrative Rules
- Establish operating procedures

Objectives Met: 1, 5, 9, 11 Strategic Leadership Team: Rest Area Assets OTIC Committee: Administrative Rules

Improve and mitigate social safety issues at rest areas with an emphasis on highly trafficked and “challenged” rest areas

- Work with local and state partners building on the “Baldock” model
- Design a public service campaign for travelers to “Rest, Refresh and Revive”
- Collaborate with OSP to enhance enforcement of Exclusionary Rule
- Frame Rest Area Rules and post/notice Safety Zones at all rest areas
- Work with OSP to establish a shared database to track exclusion and “Safety Zone” infractions to improve enforcement
- Improve lighting at all rest areas with an emphasis on access to/from rest rooms, remote parking areas and dense woody areas
- Consider 24 hour security presence at selected locations
- Consider closed circuit cameras, monitored by a 24 hour security service at selected locations

Objectives Met: 5, 6, 8 Strategic Leadership Team: Rest Area Assets OTIC Committee: Administrative Rules

PUBLIC SAFETY CONTINUED

PUBLIC SAFETY ACTIONS

(Driver safety, public safety, crime, access, integrated safety system)

Ensure restroom facilities are clean and present a secure look and feel

- Assess rest areas for compliance with Americans with Disability Act standards for obstruction free accessibility
- Make improvements to curbing, striping, signing, stalls, sinks
- Develop and apply cleaning, servicing and maintenance standards
- Locate waste/recycling receptacles, smoking areas and pet areas away from rest rooms

Objectives Met: 7, 8 Strategic Leadership Team: Rest Area Assets OTIC Committee: OTIC

Develop a long range phased capital improvement plan to improve rest area parking and trucking access

- Establish a work group in collaboration with transportation and industry partners
- Examine appropriate use of Highway/Statewide Transportation Improvement Program (STIP) Funds, other cost effective solutions
- Examine access/exit, capacity and traffic safety issues

Objectives Met: 5, 7, 9, 10, 11 Strategic Leadership Team: Rest Area Assets OTIC Committee: Administrative Rules

PUBLIC SAFETY CONTINUED

PUBLIC SAFETY ACTIONS (Driver safety, public safety, crime, access, integrated safety systems)

Develop a long range plan to complete transfer of remaining rest areas

- Discuss with ODOT and Parks and Recreation, possibility of transferring all key rest areas to OTE
- Examine data regarding counts and customer profile per site
- Assess site conditions and project infrastructure needs
- Identify source of funding for ongoing maintenance and operations
- Develop staffing and management projections for expansion to statewide model

Objectives Met: 1 - 11 Strategic Leadership Team: Rest Area Assets OTIC Committee: Administrative Rules



Travel smart... safety tips for your rest area visit.

Everyone wants to feel safe and secure away from home. From our family to yours, we have some tips for a safe visit.

And remember, Oregon Travel Experience rest area teams are only a phone call away at 877-527-6560.

- LOCK your vehicle when unattended.
- CHECK your immediate surroundings before exiting your car.
- STOP look and listen!
- If you note suspicious activity, remain in your vehicle with doors locked.
- Step back from strangers who may ask for directions.
- Never leave visible valuables in your car, such as cell phones or handbags.
- Before you exit the restrooms, check to make sure you have all personal belongings.
- Park in an area that is well-lit and where other travelers are present.
- Avoid walking in dark or isolated areas.
- Do not carry large sums of cash.
- Do not leave children unattended.
- Do not encourage loitering by donating spare change.
- If you are approached by suspicious persons, turn and leave instead of engaging in conversation. Call 911 when you are safely away from any threatening activity.

If anyone at this rest area makes your trip uncomfortable, we urge you to call law enforcement or notify our uniformed on-site or on-call staff. Staff offices are clearly marked with our oval logo.

Safe travels from all of us
at Oregon Travel Experience.



FINANCIAL AND REGULATORY FRAMEWORK

FINANCIAL AND REGULATORY FRAMEWORK ACTIONS (Financial opportunity, regulatory diversification, business investment)

With ODOT and Federal Highway Administration (FHWA) develop a regulatory framework to modify/streamline requirements

- Allow for hub concept/visitor information
- Clearly define ODOT 60/40 rules and allowances for information center kiosks
- Sponsorship and vending expansion
- Deeding of land off-Interstate
- Apply allowances of Moving Ahead for Progress in the 21st Century (MAP 21), FHWA/USDOT policy directive, re: sponsorship; precedents set by Virginia DOT and other states

Objectives Met: 1 - 11 Strategic Leadership Team: Rest Area Assets OTIC Committee: Administrative Rules

Examine expansion of rest area vending, sponsorship, and other revenue sharing opportunities

- Online sales of motorist goods and services
- Research and establish a database of other state vending models and practices
- Review expanded model agreements with Commission for the Blind
- Research other product and vending options (e.g., lottery tickets, ATM, permits/licenses)
- Examine best practices contract agreements

Objectives Met: 2, 4, 5, 9, 11 Strategic Leadership Team: Rest Area Assets OTIC Committee: Administrative Rules

FINANCIAL AND REGULATORY FRAMEWORK CONTINUED

FINANCIAL AND REGULATORY FRAMEWORK ACTIONS (Financial opportunity, regulatory diversification, business investment)

Establish standardized permit costs for existing and new sign customers

- Clearly define a fee schedule by sign customer type and location
- Expand customer benefits such as service and product bundling with rest area sponsorships, kiosk panels, TripCheck, online sales, etc.

Objectives Met: 1, 2, 3, 5, 9 Strategic Leadership Team: Sign Assets OTIC Committee: Administrative Rules

Explore potential concepts and agency agenda for 2015 legislative session

- Identify and stabilize funding options for operations and maintenance
- Identify capital expansion funds for hub concept/conversion
- Identify statute language to support regulatory accommodations
- Examine current statutes for updates/revisions to existing language

Objectives Met: 1 - 11 Strategic Leadership Team: Policy Development OTIC Committee: Executive Committee

FINANCIAL AND REGULATORY FRAMEWORK CONTINUED

FINANCIAL AND REGULATORY FRAMEWORK ACTIONS (Financial opportunity, regulatory diversification, business investment)

Seek new funding opportunities for restoration and maintenance of historical markers and interpretive features at rest areas

- Inventory/upgrade historical and interpretive features in all rest areas (e.g., Oregon Trail sites, Blue Star Memorial gardens, historic monuments)
- Identify other state agency funding programs including ODOT STIP, Parks and Recreation, Business Oregon, and Travel Oregon grant programs
- Seek out local sponsorships by service groups, historical societies, etc.
- Collaborate with Oregon State University, Heritage Tree Committee, and ODOT, to restore Grove of the States at French Prairie south

Objectives Met: 1, 2, 3, 9, 10 Strategic Leadership Team: Community Assets OTIC Committee: Historical Marker



DESIGN AND IMPLEMENTATION

WORK PLANS AND TEAMS

As actions take shape in the form of work plans (**See Appendix E**), the OTIC and stakeholders will receive progress reports and have on-going opportunities to provide input and feedback. Led by strategic Leadership Teams (**See Appendix F**), these work plans will include a comprehensive view of components which will support the implementation of key actions including: funding options, staffing/contractor requirements, current and proposed rules/statutes/agreements, and performance measures.

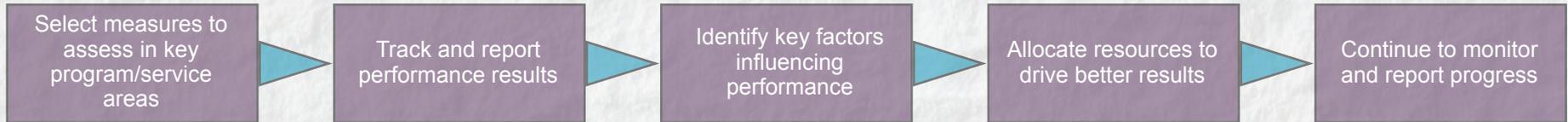
Work unit owners will manage tasks for each action and involve OTIC committees when there are significant program adjustments, changes in funding or regulatory requirements to address. The agency Leadership Team will monitor progress at their bi-monthly meetings and the OTIC will receive updates at their quarterly meetings and through the bi-monthly Council updates. Customer feedback and partner involvement will be actively sought and analyzed with changes made where feasible on a regular basis as projects are developed and implemented. (**See Appendix G**)



DESIGN AND IMPLEMENTATION CONTINUED

PERFORMANCE MEASURES

A performance measurement must be practical, focused, cost-effective and consistent based on quantifiable data. A fundamental process for performance management consists of five phases:



Measures will be developed to uniquely fit the information needs of agency programs and link to partner agency data and measures. Measures will seek to improve safety and system reliability, respect the environment and respond to feedback from customers. The following are examples of categories that will be considered:

- Financial performance and investment
- Customer satisfaction
- Environment sustainability
- Economic impact
- Employee performance and safety
- Organizational health
- Asset condition

FINANCIAL FORECAST

As the agency continues to experience and plan for growth, a preliminary forecast of investments (Pages 20 ~ 25) is based on the transition of new rest areas in addition to those currently managed, deferred maintenance, and movement to the hub concept.

The figures used in this analysis are based on past experience and current conditions. Expected investment outlined for the next five years is an estimate for planning purposes only.

Management believes that by the end of the current biennium, the cash balances maintained will be sufficient for continuing operations at current service levels, as well as for emergencies. Administrative and sign projects will be funded from operating revenues. It is unrealistic to project that the full investment in strategic and rest area improvement projects can be funded from operating revenues. Alternative funding sources for those projects becomes a necessity.

DESIGN AND IMPLEMENTATION CONTINUED

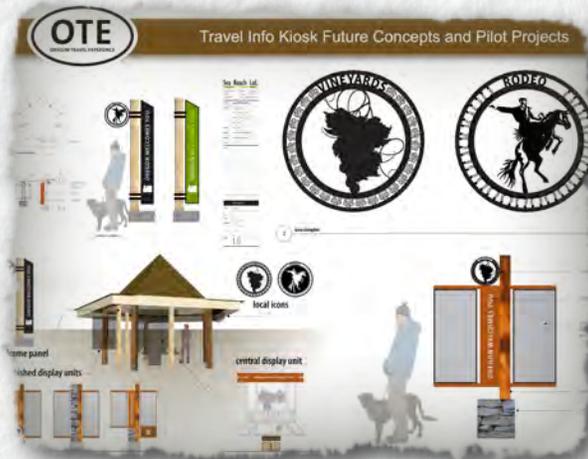
VISITOR INFORMATION CENTERS (KIOSKS)

OTE's motorist/visitor information centers and kiosk structures are outdated with little potential for long term future service. However, there is continued need to provide travel information and retain customer investment as we transition to the hub concept during the next five years.

Two of the information centers, French Prairie and Multnomah Falls, require immediate attention as they serve the highest traffic counts. The understanding gained from these projects can be applied throughout the existing system, utilizing rest area and sign staff in partnership with local community investment.

🌀 Funds Available in the 2013 – 2015 FY Budget: \$25,000

🌀 New Funds Needed: \$116,000



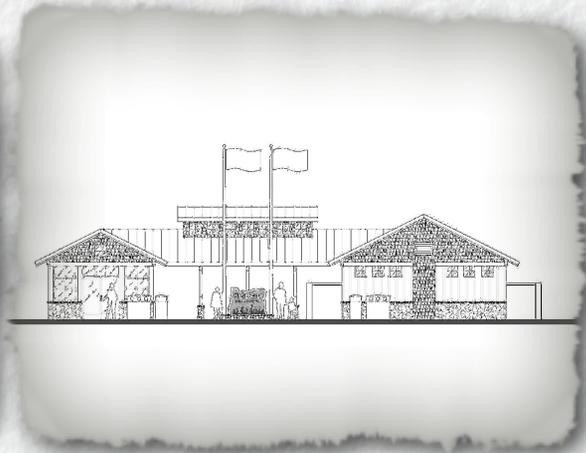
DESIGN AND IMPLEMENTATION CONTINUED

REST AREA HUB CONVERSION

Strategic discussions continue to speak to the value of the economic investment between communities and their closest rest areas. This includes siting a small hub “pilot” project at Tillamook Rest Area commencing in 2014.

🌀 Funds Available in the 2013 – 2015 FY Budget: \$50,000

🌀 New Funds Needed: *Small hub conversion (600 square feet): \$90,000 to \$150,000; Mid hub conversion (1,000 square feet): \$150,000 to \$200,000; Large hub conversion (1500 square feet): \$225,000 - \$300,000*



DESIGN AND IMPLEMENTATION CONTINUED

ADMINISTRATIVE SUPPORT

Advances in technology continue to accelerate. The agency forecasts replacement of work stations, network server upgrade and office supplies and equipment.

~ Funds Available in the 2013 – 2015 FY Budget: \$0

~ New Funds Needed: \$46,250



DESIGN AND IMPLEMENTATION CONTINUED

SIGN PROGRAM

This mature and stable program continues to provide permitted sign placements for approximately 2,500 customers on almost 5,000 signs statewide. However, it has lacked a consistent investment for a number of years. The agency formulated a strategy to deal with its backlog of open applications at the beginning of this biennium. The program can effectively implement and complete 20 to 25 sign projects in each biennial period, and the purchase of one replacement vehicle.

👉 Funds Available in the 2013 – 2015 FY Budget: \$250,000

👉 New Funds Needed: \$0



DESIGN AND IMPLEMENTATION CONTINUED

REST AREA OPERATIONS

We continue to address deferred maintenance and infrastructure issues at all rest areas, and will need to plan for parking lot redesign and replacement primarily to accommodate commercial trucking traffic.

~ Funds Available in the 2013 – 2015 FY Budget: \$750,000

~ New Funds Needed: \$2,500,000



DESIGN AND IMPLEMENTATION CONTINUED

STAFFING AND CONTRACTORS

Based on continued agency growth—assuming management of additional rest areas and conversion to the hub concept—additional staffing/contractor resources will be considered as operational plans, budgets and legislative concepts are developed. OTE's growth is not completely defined at this juncture, so it is difficult to project exact costs.

Support services may include: visitor center staffing, rest area management, security services, architectural/contractor services, IT vendor services, interpretative design and display services and related equipment costs.

Annual (per location) rest area operating costs are approximately \$226,000.



RISK PROFILE

There are many agency assets (human and physical) that are impacted by risk events. Each risk is considered in the context of relationships with co-workers, customers, contractors, service providers, the surrounding community and agency partners. The risk profile developed in 2013 considered employee and Council input, agency organizational assessments, Secretary of State audits, regional/county risk profiles, state risk management data and business continuity trends.

Agency risks are characterized into three categories and mitigated in an on-going basis including improving worker safety practices and addressing deferred maintenance issues:

Strategic – risks associated with policy matters, reputation, ethics and strategic direction

Fiduciary – risks impacting solvency, liability, revenue, financial reporting; rating and regulatory compliance; insurance and tax liability impacts and exposure

Operational – risks that impact systems reliability and service delivery; loss of key services due to human, system, technology failures or natural events

ENTERPRISE RISK MANAGEMENT

The organization structured an enterprise-wide approach to risk management. Risks are assessed and addressed on a short and long term basis. While constrained by finite position resources, the agency takes an interdisciplinary approach to long



term risk mitigation and S.W.O.T. analysis. **(See Appendix H and I)**

OTE partners with, and is assessed a fee to utilize DAS Risk Management services—the state’s manager for self-insurance, insurance and risk control.

Annual Risk Report OTE develops and files a risk report with the DAS Risk Management Office. The report captures several areas of risk exposure the agency faces. Examples of risk include buildings, numbers of staff, travel outside of the state, and vehicles.

Annual Risk Review OTE also participates in an annual risk review which focuses on areas where the agency has made claims or paid claims. Some of the risks include indemnification, OTE volunteer injuries, and general liability.

Insurance and indemnity requirements in all contracts As a large part of our mitigation actions, OTE includes indemnity language and insurance protection from our contractors. These help to provide an additional layer of protection by ensuring our contractors protect themselves and us, should a claim be filed for any of their activities.

Self-Insurance maintained by the agency to mitigate losses for: property damage, auto liability for vehicles, worker’s compensation, general liability, employment claims, and state vehicle damage, volunteer injury coverage, and employee dishonesty.

RISK PROFILE CONTINUED

Claims and subrogation claims Based upon OTE’s self-insurance coverage provided by the State of Oregon through DAS Risk Management, most of OTE’s claims for damages are filed with, and paid for, by DAS Risk Management. Claims that are outside of coverage by DAS Risk Management are pursued by OTE through subrogation claims; those filed directly with the parties insurance carrier to compensate the loss. Risk events that are “likely” to challenge the agency over the next three years include:

STRATEGIC RISK	FIDUCIARY RISK	OPERATIONAL RISK, EXTERNAL	OPERATIONAL RISK, INTERNAL	OPERATIONAL RISK, NATURAL
Loss of reputation/ customer confidence	Vital records - Lack of records - Management loss of records	Crime - External	Employee turnover - leaving organization	Seismic event - Earthquake (5.0 or greater)
Non-compliance - Oregon Revised Statutes, OTE Policies, Federal Highway Fund	Price inadequacy - Lack of operational cost recovery	Civil disturbance	Labor represented workforce - dispute/work stoppage	Seismic event - Landslide, mudslide
Non compliance - Recommendations of the Secretary of State Audits & DAS best practices	Revenue Decline - Loss/reduction of Highway Trust Funds	Medical emergency - Customers	Loss of leadership - policy and administration	Flooding - in a flood zone; not 20 feet higher than highest recorded flood stage
	Expense increase - Deferred maintenance	Property/construction damage		High winds - 45 miles per hour or higher
		Lack of security - Customer and equipment		Winter storm
		Facility failure - Water, plumbing, sewage systems		
		Breakdown in vehicles/ tools/equipment		
		Hazardous materials - Spills, exposure, release		

2014 ~ 2019

STRATEGIC PLAN **APPENDIX**

Oregon Travel Information Council

Oregon Travel Experience ~ May 2014

A

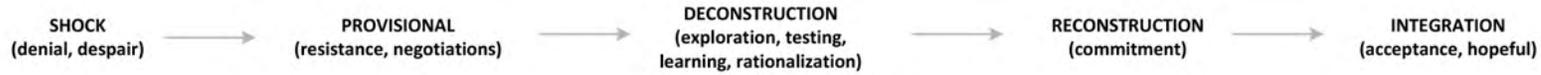
AGENCY PROGRESSION SINCE 2011

	2011	2012	2013	2014
Annual Budget	5.4 million	5.1 million	6.4 million	8.0 million
Fund Reserves				
(Other/R.A)	0/160K	0/300K	0/500K	400K/750K
FTE	28	31	44.2	52
# of Managed Rest Areas	6	8	20	29
# Rest Area Visitors*	8,853,118	8,960,245	9,582,197	See Note Below
# of Highway Signs	4363	4452	4558	4586
# of Sign Customers	2354	2378	2469	2470
Alignment with DAS Best Practices				
Alignment with Secretary of State Reports				
Alignment with DAS Best	Not Met	Not Met	Somewhat Met	Largely Met
Alignment with Secretary	Not Met	Not Met	Largely Met	Largely Met
Legislative Milestones		Senate Bill 1591	Senate Bill 276	

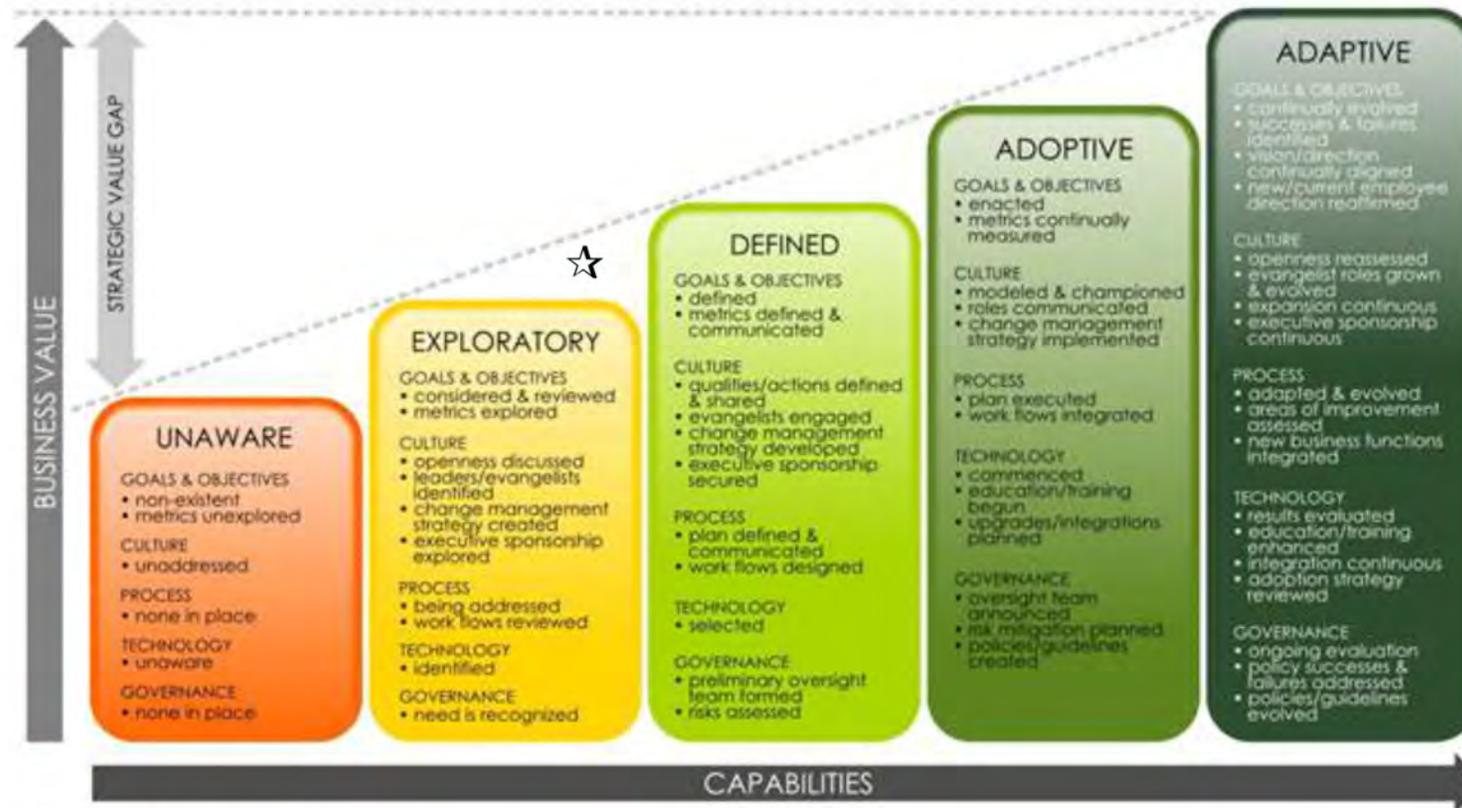
*Represents counts at 4 largest rest areas: French Prairie, Santiam, Manzanita, Boardman
11,087,952 visitors across all Rest Areas as of April 30 (3.25 million at French Prairie)

B

CAPABILITY MATURITY MODEL



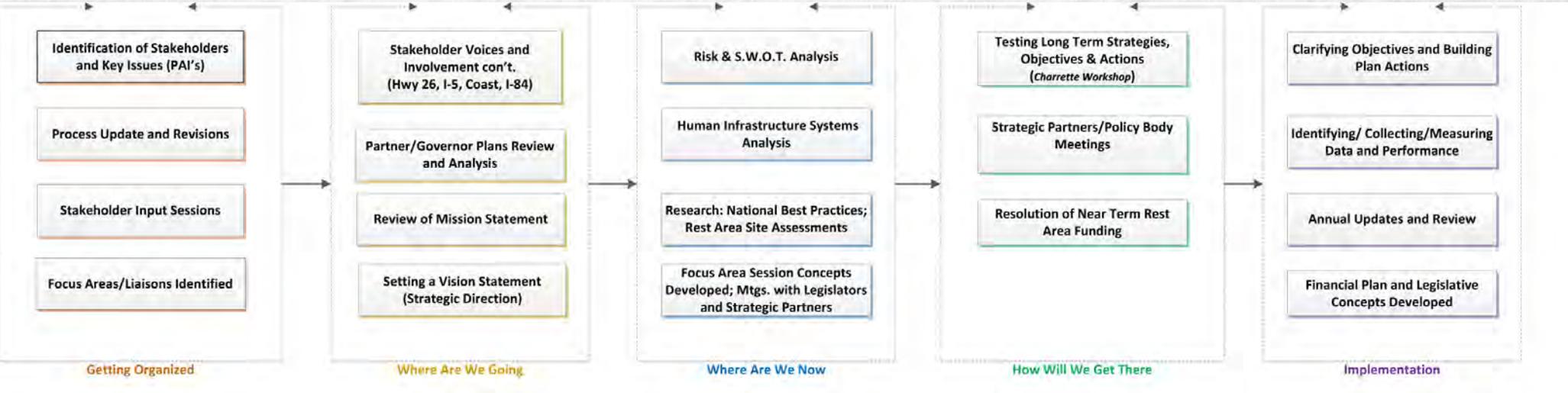
Emergent Collaboration Maturity Model



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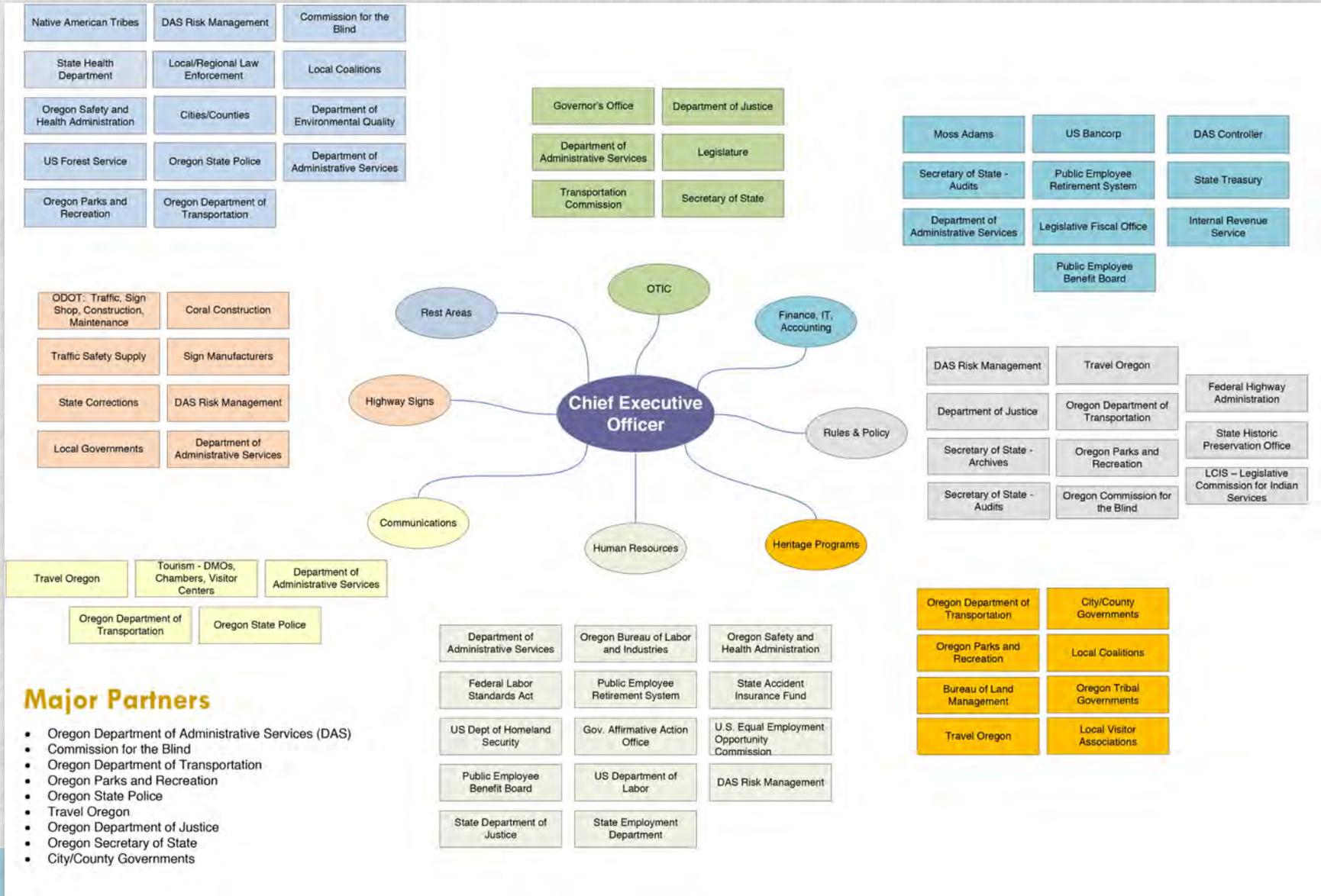
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STRATEGIC PLANNING PROCESS COMPONENTS



D

AGENCY INTERDEPENDENCIES



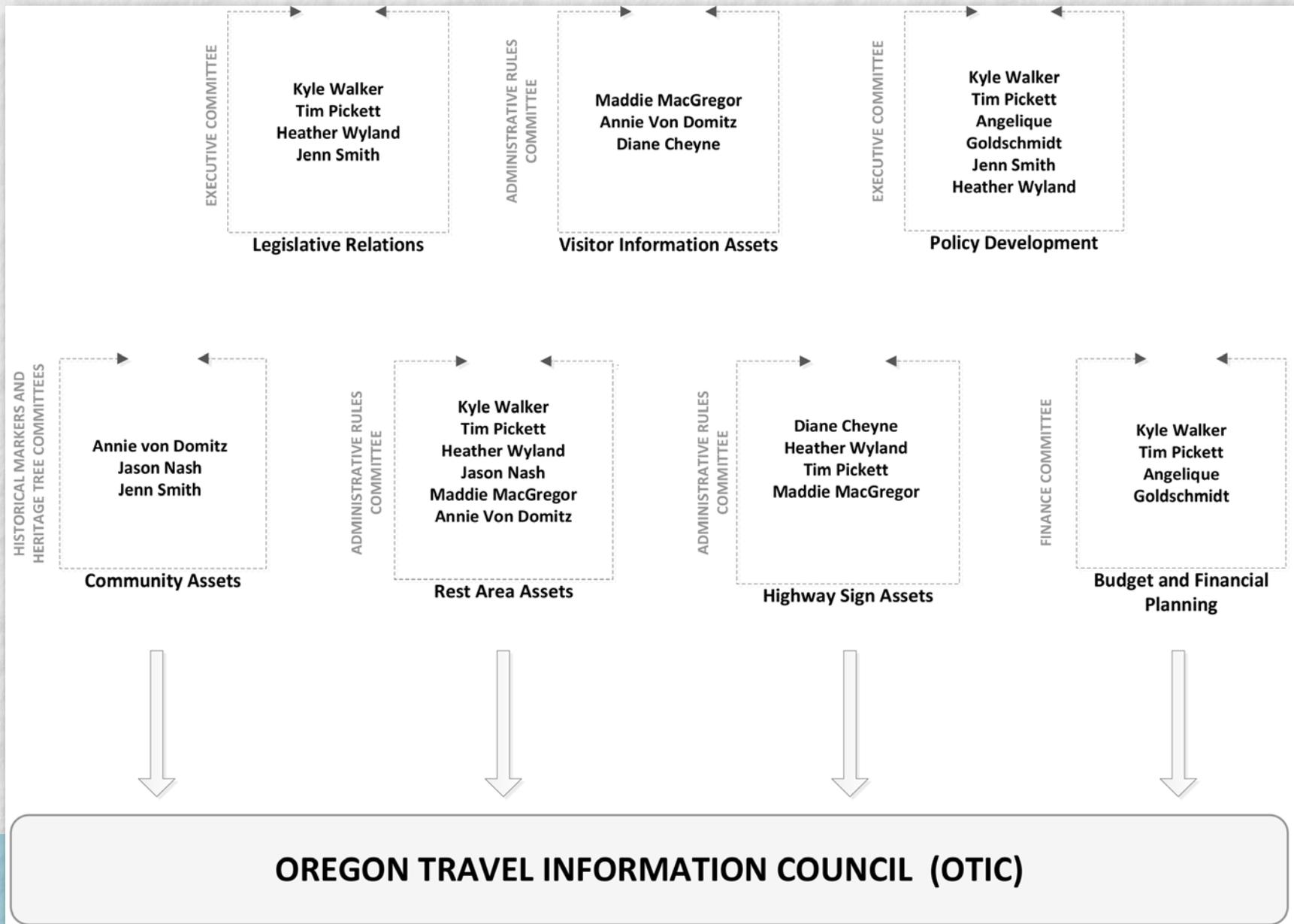
E

WORK PLAN TEMPLATE

FOCUS AREA:		OBJECTIVES MET:			
ACTION:	Project Partners:	Target for Completion na - no activity; in progress →; completed ☒			
	2015 Legislative Concept:				
	Area Legislative Advocates:	2014	2015	2016	2017
	Key Steps/Approvals Required:	→			
	Strategic Leadership Team/Lead Staff:				
	Council Committee:				
	Major Funding Sources/Partners:				
	Current Budget Impacts:				
	Funding Options:				
	Staffing/Contractors/Consultants:				
Performance Measures:					
Current Interagency Agreements/Statutes and Rules:					
Proposed or Amended/New Interagency Agreements/Statutes and Rules:					
Risks to be Mitigated:					

F

STRATEGIC LEADERSHIP TEAMS



G

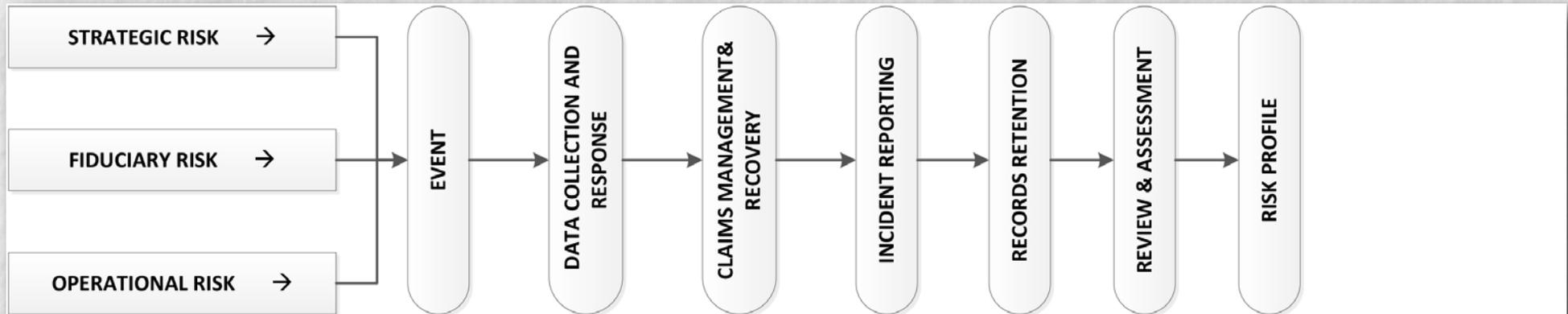
MASTER TIMELINE

ID	Action	2014		2015				2016				2017				2018				2019			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
1	Develop & Diversify Local Coalitions	█																					
2	Upgrade Selected Kiosks	█																					
3	Transfer Management of Siskiyou Center									█													
4	Move to Hub Concept	█																					
5	Test and Integrate Mobile Technology			█																			
6	Expand & Improve Free Coffee Program	█																					
7	Improve Rest Area Safety	█																					
8	Ensure Clean & Safe Restrooms	█																					
9	Parking & Truck Access Plan									█													
10	Rest Area & Trucking Facilities Transfer Plan									█													
11	Streamline Regulatory Requirements	█																					
12	Expand & Diversify Vending Sales			█																			
13	Develop Legislative Concepts	█																					
14	Establish Standardized Sign Permit Fees	█																					
15	Develop Funding Stream for Hub Features									█													

Red = Priority

H

ENTERPRISE RISK MANAGEMENT FRAMEWORK



REACTIONARY TO PROACTIVE

- Leadership Team: Quarterly Agenda Item; Review Quarterly Reports
- Reviews Quarterly Reports
- Review/Stay Abreast of DAS Mitigation Guidance
- Access and Utilize SAIF and OSHA Practices
- Seek Efficiencies and Costs Savings
- What is Reportable/Non-Reportable
- Documentation Process Improvement
- Accountabilities

RESOURCES

- Insurance Coverage/Liability
- Safety Committee
- Workers Compensation
- Citizen Claims
- FMLA/OFLA
- Employee Training
- OSHA
- SAIF

ACCOUNTABILITIES

- Annual Report to DAS Risk management
- Compilation of Insurance Claims Data Processing
- DAS/ODOT
- Risk Survey
- Records Management
- Inventory of Properties
- Insurance Certificates
- Incident Reporting
- Personnel/Safe Workplace
- Financial Impacts/Records
- Metrics/Measures

CORE TEAM

- Kyle Walker
- Tim Pickett
- Heather Wyland
- Diane Cheyne
- Jason Nash
- Angelique Goldschmidt

I

AGENCY SNAPSHOT (S.W.O.T.)

	HELPFUL	HARMFUL
INTERNAL	<p>Strengths</p> <ul style="list-style-type: none"> • Competent and Motivated Workforce • Employee Loyalty, Low Turnover • Transparent and Accountable Financial and Human Resource Systems and Structure • Customer Service Ethic • Heritage Assets 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited Operating Funds and Staffing Capacity • Lack of Comprehensive Operating Policies • Insecure Data Backup • IT Support for Programs • Potential Labor Group Intervention • Turnover of Administrative Leadership Team
EXTERNAL	<p>Opportunities</p> <ul style="list-style-type: none"> • Engaged Legislative Advocates • Regional/Local Coalitions • Local Hiring Practices and Community Involvement • Shared Missions with Transportation and Tourism Partners • Proven Rest Area Management Model • Established Sign and Visitor Information Customer Base 	<p>Threats</p> <ul style="list-style-type: none"> • Perceived Competition for Funds and Customers • Stable Funding for Maintenance and Operations of Rest Areas • Turnover of Legislative Advocates • Infrastructure Failure, Aging Assets • Regulatory Barriers

plateau concept



Materials/Palette



Features



Photo Opportunity



Livestock Corral



Cycle Cleaning Station

Area Attractions

- ♦ SAGE Center
- ♦ Umatilla National Wildlife Refuge
- ♦ McNary Dam & Park
- ♦ Boardman Marina & RV Park
- ♦ River Lodge & Grill
- ♦ Cottonwood Canyon State Park

Regional Destinations



The Dallas ♦ Hood River
Umatilla ♦ Hermiston

Site Amenities



TRAVEL INFO



Vending Machine



HISTORICAL MARKER