

Appendix A: Detailed Progress Report Matrix



EMAC Recommended Action #1
Status: Active




The following goals should guide ODOT’s decisions on tolling related to congestion management, including design, setting rates, monitoring, and adjusting tolls, with an emphasis on avoiding disproportionate burdens and focusing on benefits among Equity Framework communities:

Recommended Action Sub-Bullet Points	ODOT Action	Status	Next Steps
<ul style="list-style-type: none"> Price the system to maximize efficiency of the toll corridors, emphasizing moving as many people as possible in the existing lanes, coupled with robust investments by ODOT and regional partners in reliable, emissions-reducing, and a competitive range of transportation options (bike, walk, bus, carpool, vanpool, etc.) to advance climate, safety, and mobility. Limit freight and longer-trips diverting into local communities. Improve access to jobs, healthcare services, education, recreation and natural spaces. Improve air quality and reduce Greenhouse Gas (GHG) emissions. Reduce vehicle miles traveled (VMT) per capita. Increase mode shift from single-occupancy vehicles to higher-occupancy vehicles or transit. 	<p>During the planning processes to update the Oregon Transportation Plan and Oregon Highway Plan, work to consider and incorporate where feasible EMAC’s recommendations into the final revised plans.</p>	Complete	N/A
	<p>During RMPP NEPA analysis, the technical analysis considers pricing the system to maximize efficiency of the toll corridors, emphasizing moving as many people as possible in the existing lanes, coupled with robust investments by ODOT and regional partners in reliable, emissions-reducing, and a competitive range of transportation options (bike, walk, bus, carpool, vanpool, etc.) to advance climate, safety, and mobility.</p>	Active	<p>Summer 2023: EMAC to provide input on RMPP options and performance expectations for equity and mobility, prior to NEPA modeling.</p>
	<p>Coordinate with regional partners to establish an equitable Public Transportation Strategy for the Portland Metropolitan and SW Washington area. The Public Transportation Strategy will identify near- and long-term public transportation projects and supportive services that are complementary to a congestion pricing system on I-5 and I-205.</p>	Active	<p>Fall 2023: EMAC to provide input on the Public Transportation Strategy.</p>
	<p>As part of the work of the Statewide Toll Rulemaking Advisory Committee (STRAC), prepare rules that inform an OTC decision on a rate schedule that includes congestion management goals.</p>	Active	<p>Fall 2023: EMAC to provide input on the financial tradeoffs of rates and revenue generation, as well as the final toll rules packet before a recommendation is made to the OTC. The toll rate structure and schedule will ultimately be adopted by the OTC about 6 months before tolling begins.</p>
	<p>As part of the Regional Toll Advisory Committee’s (RTAC) work, members will consider how robust investments by ODOT and regional partners in reliable, emissions-reducing, and a competitive range of transportation options (bike, walk, bus, carpool, vanpool, etc.) can advance climate, safety, and mobility.</p>	Active	<p>Fall 2023: EMAC to provide input on RTAC’s proposed revenue allocation framework.</p>
<ul style="list-style-type: none"> Price the system so that lower-income households pay a lower percentage of household income than middle and upper-income households pay. 	<p>As part of the work of the STRAC and implementation of the low-income toll program, develop rules that support equity for low-income families and individuals.</p>	Active	<p>July 21, 2023: The joint STRAC-EMAC meeting will advance options for a low-income toll discount or program.</p>
<p>Potential Challenges to Achieving Equitable Outcomes</p>			
<ul style="list-style-type: none"> Complexity of transportation system and challenges of inter-agency partnership at a regional scale. Constitutional restrictions of highway funding for multimodal options and identifying additional funding for regional transit projects. Balancing competing priorities including congestion management, development of a low-income toll program, and availability of ongoing revenue. 			



EMAC Recommended Action #2
Status: Active


For the approach to revenue generation, the Oregon Transportation Commission should pursue the following strategy:

Recommended Action Sub-Bullet Points	ODOT Action	Status	Next Steps
<ul style="list-style-type: none"> Prioritize providing a substantial contribution to the low-income program (e.g., discounts, credits, or exemptions) to address affordability impacts for those with the least ability to pay. 	As part of the work of the Statewide Toll Rulemaking Advisory Committee (STRAC) and implementation of the low-income toll program , prepare rules that inform an OTC decision on a rate schedule that balances revenue generation, congestion management (climate), and low-income toll program goals to support equity for low-income families and individuals.	 Active	July 21, 2023: The joint STRAC-EMAC meeting will advance options for a low-income toll discount or program.
<ul style="list-style-type: none"> Select a rate schedule that emphasizes demand management and equity advancement. 	During RMPP NEPA analysis , the technical analysis considers pricing the system to maximize efficiency of the toll corridors, emphasizing moving as many people as possible in the existing lanes, coupled with robust investments by ODOT and regional partners in reliable, emissions-reducing, and a competitive range of transportation options (bike, walk, bus, carpool, vanpool, etc.) to advance climate, safety, and mobility.	 Active	Summer 2023: EMAC to provide input on RMPP options and performance expectations for equity and mobility, prior to NEPA modeling.
<ul style="list-style-type: none"> Maintain the lowest possible toll rates for everyone while generating sufficient revenue for Oregon Legislature-identified multi-modal capital investments and project mitigations (including for the low-income program). 	As part of the work of the Statewide Toll Rulemaking Advisory Committee (STRAC) and implementation of the low-income toll program , prepare rules that inform an OTC decision on a rate schedule that balances revenue generation, congestion management (climate), and low-income toll program goals to support equity for low-income families and individuals.	 Active	Fall 2023: EMAC to provide input on the financial tradeoffs of rates and revenue generation, as well as the final toll rules packet before a recommendation is made to the OTC. The toll rate structure and schedule will ultimately be adopted by the OTC about 6 months before tolling begins.
Potential Challenges to Achieving Equitable Outcomes			
<ul style="list-style-type: none"> Balancing competing priorities including congestion management, development of a low-income toll program, and availability of ongoing revenue. 			










EMAC Recommended Action #3
Status: On the Horizon

Identify and commit to a plan for increasing the percentage of dollars spent on Disadvantaged Business Enterprises, Minority Business Enterprises, and Women Business Enterprises that are awarded contracts for designing, building, and operating the toll system and projects supported by toll revenues.

Recommended Action Sub-Bullet Points	ODOT Action	Status	Next Steps
N/A	As part of the work on the I-205 Toll Project and the Regional Mobility Pricing Project (RMPP) , ODOT will develop diversity and workforce goals for construction. Develop a system or process to monitor progress towards DBE commitments for workforce development and contracting of toll operations and projects funded by tolling.	 On the horizon	July 10, 2023: ODOT and EMAC will discuss options for long-term accountability for DBE goals in the ODOT-EMAC Accountability Workshop #1. 2024: ODOT will brief EMAC on DBE goals and requirements for I-205 Toll Project and RMPP gantry construction.

Potential Challenges to Achieving Equitable Outcomes





- Procurement and contracting challenges such as, but not limited to the following:
 - Contract paperwork and submittal requirements involved in the public sector work and contracting processes burden small businesses.
 - Required pre-qualifications for ODOT contracts are barriers for many small businesses.
 - DBE firms might not be able to meet the required bonding and insurance levels.

EMAC Recommended Action #4 Status: Active 			
Provide ongoing funding for community-based organizations (CBOs) that serve communities identified in the Oregon Toll Program's Equity Framework and that are impacted by tolling to support the following transportation-related activities including, but not limited to:			
Recommended Action Sub-Bullet Points	ODOT Action	Status	Next Steps
<ul style="list-style-type: none"> CBO transportation services for carpool, vanpool, and other transportation programs building upon the concept of ODOT's newly created Innovative Mobility Program. 	ODOT will be responsible for developing and implementing the Innovative Mobility Program , an initiative that helps historically marginalized communities get where they need to go using transportation options other than single occupancy vehicles.	 Active	<p>Fall 2023: ODOT will release the scope, scale, and program guidance for the Innovative Mobility Program's large grants.</p> <p>Ongoing: ODOT provides flexible funding on a rolling basis to a wide range of organizations through the Innovative Mobility Program microgrants program.</p>
<ul style="list-style-type: none"> Compensation for community members to participate in tolling-related transportation planning activities, projects, or committees. 	ODOT has developed the Equitable Engagement Compensation Program (EECP) , which pays participants for their time spent in engagement activities with ODOT such as, but not limited to, advisory committees, focus groups, and workshops. Participants are typically paid \$20-30 per hour via prepaid cash card for scheduled time to participate. Payments come in the form of one-time incentives, stipends for engagement activities that occur twice or more, and Community Engagement Contracts for specific deliverables.	 Complete	N/A
<ul style="list-style-type: none"> Toll education programs and ongoing engagement to inform the toll program. 	To amplify the needs and concerns of Equity Framework communities, ODOT will continue conducting equitable engagement efforts within Equity Framework communities. These engagement efforts directly inform the toll program.	 Active	<p>Summer 2023: Continue with CBO discussion series and relationship building over summer, including CBO interviews and CBO tabling partnerships.</p> <p>Fall/Winter 2023: ODOT will continue to engage EMAC members to advise and participate in CBO-focused engagement efforts.</p>
<ul style="list-style-type: none"> Increase enrollment in the Oregon Toll Program account holders and access to the low-income toll program. 	To create and sustain meaningful partnerships within Equity Framework communities, ODOT will contract with CBOs to carry out engagement services for the Toll Program.	 Active	Ongoing through 2023: Continue working with procurement through 2023 to register CBOs with price agreements for engagement services they could provide to the agency.
	ODOT will engage with CBOs to expand awareness of the low-income toll program among eligible persons.	 On the horizon	TBD
<ul style="list-style-type: none"> Include CBOs in the monitoring process to identify and help prioritize actions to address neighborhood health and safety issues caused by increased diversion of freight or longer-trips from tolling. 	Develop a process within the monitoring framework to engage CBOs to identify and prioritize actions to address emergent impacts related to toll projects.	 On the horizon	TBD
Potential Challenges to Achieving Equitable Outcomes			
<ul style="list-style-type: none"> Developing a precursory work plan to expand ODOT's CBO contracts, including developing and maintaining key strategic partnerships with CBOs. Administrative complexity of expanding ODOT's CBO contracts. 			









EMAC Recommended Action #5
Status: Active

To center equity in the important rulemaking and I-205 Toll Project rate setting process, the following elements should be included:

Recommended Action Sub-Bullet Points	ODOT Action	Status	Next Steps
<ul style="list-style-type: none"> • Include an EMAC member on the Rules Advisory Committee. • The Rules Advisory Committee should include delegates on behalf of Equity Framework communities, people with lived or professional experience with equity. As delegates, committee members should be empowered to effectively and meaningfully participate in committee decision making. 	The Statewide Toll Rulemaking Advisory Committee (STRAC) includes delegates from both EMAC and Equity Framework Communities. Current EMAC member Dr. Phil Wu currently serves on STRAC, alongside Park Woodworth, former EMAC member and Equity Community delegate.	 Complete	N/A
	To amplify the needs and concerns of Equity Framework communities, ODOT will continue conducting rulemaking engagement efforts within Equity Framework communities through CBO discussion groups and interviews, Community Engagement Liaison (CEL) discussion groups, and direct, on-the-ground outreach like flyering or tabling. Community input from these engagement efforts help inform STRAC and ODOT’s recommendation, and the OTC’s final decision. This engagement also gets information out into the community to keep people informed throughout the development of the program.	 Active	<p>Summer 2023: Continue with CBO and CEL discussion series and relationship building over summer including interviews and CBO tabling partnerships.</p> <p>July 21, 2023: The joint STRAC-EMAC meeting will advance options for a low-income toll discount or program.</p>
<ul style="list-style-type: none"> • EMAC should be provided with the investment-grade traffic and revenue analysis information and be given the opportunity to give feedback directly to the Rules Advisory Committee before they make a recommendation to the Oregon Transportation Commission. 	Provide opportunities for EMAC to provide input on traffic and revenue analyses.	 On the horizon	TBD
	Provide opportunities for EMAC to provide input on the draft proposed toll rules packet during the rulemaking public comment period, before draft rules go to the OTC.	 On the horizon	<p>Fall 2023: EMAC to provide input on the financial tradeoffs of rates and revenue generation, as well as the final toll rules packet before a recommendation is made to the OTC.</p>

Potential Challenges to Achieving Equitable Outcomes

- Balancing competing priorities including congestion management, development of a low-income toll program, and availability of ongoing revenue.

EMAC Recommended Action #6 Status: Active, On the Horizon			
<p>Once tolls are in place and EMAC’s work is complete, ODOT and the OTC should continue to support a toll equity accountability committee (that is separate and complementary to the Rules Advisory Committee) or establish another structure where equity voices are at the table in a consistent, transparent, and resource-supported way to ensure long-term accountability. Either the committee or another structure will review progress of the toll program over time to provide feedback and guidance to ODOT and the OTC to help advance equity processes and outcomes with tolling on I-5 and I-205. The committee (or other entity) would monitor, evaluate, and provide feedback on the following:</p>			
Recommended Action Sub-Bullet Points	ODOT Action	Status	Next Steps
<ul style="list-style-type: none"> Equity commitments made to address EMAC’s core intent: addressing issues of affordability, and the impact of diversion on neighborhood health and safety, and transit and multimodal transportation options. 	<p>As part of the work to implement the low-income toll program through funding decisions, provide a substantial contribution to the low-income program (e.g., discounts, credits, or exemptions) to address affordability impacts for those with the least ability to pay.</p>	 Active	<p>July 21, 2023: The joint STRAC-EMAC meeting will advance options for a low-income toll discount or program.</p>
	<p>During RMPP NEPA analysis, the technical analysis considers pricing the system to maximize efficiency of the toll corridors, emphasizing moving as many people as possible in the existing lanes, coupled with robust investments by ODOT and regional partners in reliable, emissions-reducing, and a competitive range of transportation options (bike, walk, bus, carpool, vanpool, etc.) to advance climate, safety, and mobility.</p>	 Active	<p>Fall 2023: EMAC to provide input on findings from the RMPP NEPA technical analysis, identify potential impacts to equity populations and develop mitigation and other nexus projects.</p>
<ul style="list-style-type: none"> Equity commitments made as a part of mitigation in the I-205 and RMPP toll projects. 	<p>As a part of the work of the Regional Toll Advisory Committee, develop a monitoring framework for the Toll Projects that measures the impacts of diversion and determine a process for updating mitigation plans if needed.</p>	 Active	<p>Fall 2023: EMAC to provide input on RTAC’s proposed monitoring framework and nexus projects.</p>
<ul style="list-style-type: none"> Enrollment in and economic impacts of the low-income toll program over time. 	<p>Develop a system or process to monitor progress towards equity commitments, including:</p> <ul style="list-style-type: none"> Enrollment in and economic impacts of the low-income toll program over time. DBE commitments for workforce development and contracting of toll operations and projects funded by tolling. ODOT’s approach to equitable engagement and customer service practice. 	 On the horizon	<p>July 10, 2023: ODOT and EMAC will discuss options for long-term accountability in the ODOT-EMAC Accountability Workshop #1.</p> <p>December 15, 2023: ODOT to include details about a long-term Toll Program monitoring and accountability structure in the tolling implementation reports, which will be delivered to Governor Kotek by December 15, 2023.</p>
<ul style="list-style-type: none"> Disadvantaged Business Enterprise (DBE) commitments for workforce development and contracting of toll operations and projects funded by tolling. 			
<ul style="list-style-type: none"> Improving ODOT’s approach to equitable engagement and customer service practices. 			
Potential Challenges to Achieving Equitable Outcomes			
<ul style="list-style-type: none"> Harmonizing and communicating multiple complex Toll Program reporting systems for accountability purposes. Centering equity in technical monitoring processes. Establishing an effective oversight structure that is both financially and programmatically sustainable. 			