

# Equity and Mobility Advisory Committee (EMAC) 2022 – 2025 Work Plan

## EMAC’s Purpose

Turning Oregon Transportation Commission (OTC) and EMAC recommendations into commitments for sustainable, accountable equity processes and outcomes with the Oregon Toll Program.

## EMAC’s Mission

EMAC was charged by the OTC to advise the OTC and ODOT in making decisions for equitable matters in connection with the Regional Mobility Pricing Project (RMPP) and I-205 Toll Project, which includes:

- Addressing impacts on neighborhood health and safety from potential traffic diversion
- Increasing access to transit and multimodal alternatives
- Addressing impacts to people experiencing low incomes
- Supporting equitable engagement and the process of decision-making

## EMAC Workflow Process

Following the iterative steps of the Oregon Toll Program’s Equity Framework, the committee process includes a process of reviewing information, discussion, and recommendation development. These actions occur in multiple meeting cycles. All tasks do not result in formal published recommendations, as some recommendations are provided as comments made directly to toll project team members during meetings.



## EMAC’s Foundational Statements and Recommendations to the OTC for Shaping an Equitable Toll Program

EMAC presented “Recommendations for Shaping an Equitable Toll Program” to the OTC in July 2022. The report included Foundational Statements that serve as building blocks for the EMAC recommendations to inform commitments from ODOT and the OTC to advance equity through the Oregon Toll Program. To provide high-level consensus, the following Foundational Statements were developed by EMAC, in partnership with ODOT staff and unanimously supported by the OTC at their November 18, 2021, meeting:

### FOUNDATIONAL STATEMENTS

1. Provide enough investment to ensure that reliable, emissions-reducing, and a competitive range of transportation options (bike, walk, bus, carpool, vanpool, etc.) are provided to advance climate, safety, and mobility goals, and prioritize benefits to Equity Framework communities.

2. Climate and equity needs are connected, and solutions must be developed to address both at the same time. Further work needs to be done to support both congestion management and vehicle miles traveled (VMT) reduction with an emphasis on increasing functional alternatives to driving, while not increasing diversion nor heavily impacting low-income car-dependent people.
3. There must be toll-free travel options available to avoid further burdening people experiencing low incomes who are struggling to meet basic needs (food, shelter, clothing, healthcare).
4. To the greatest degree possible, investments that are necessary to advance equity must be delivered at the same time as highway investments and be in place on day 1 of tolling or before. Additional work needs to be completed to identify these investments.
5. Tolling must be a user-friendly system that is clear and easy to use by people of all backgrounds and abilities, including linguistic diversity, and those without internet access.
6. Equitable benefits that are offered in Oregon must extend into Southwest Washington.
7. Although the toll projects will have a statewide impact, they must be developed in coordination with regional partners to build an equitable and successful transportation system, together.

### EMAC'S RECOMMENDATIONS

EMAC's Recommendations for "Shaping an Equitable Toll Program" also included several recommended actions to shape ODOT's strategic direction for developing the Oregon Toll Program. These recommendations build from and connect to the Foundational Statements. These recommendations were officially adopted by the OTC in July 2022:

1. Recommended Action #1 (connects to Foundational Statements 1, 2, 3, and 7): 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:
  - 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.
  - Price the system so that lower-income households pay a lower percentage of household income than middle and upper-income households pay.
2. Recommended Action #2 (connects to Foundation Statement 1, 2, 3, and 7): For the approach to revenue generation, the Oregon Transportation Commission should pursue the following strategy:
  - 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.

- Select a rate schedule that emphasizes demand management and equity advancement.
  - 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).
3. Recommended Action #3 (connects to Foundational Statements 1, 4, and 7): 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.
4. Recommended Action #4 (connects to Foundational Statements 1, 4, 5, and 7): 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:
- CBO transportation services for carpool, vanpool, and other transportation programs building upon the concept of ODOT's newly created Innovative Mobility Program.
  - Compensation for community members to participate in tolling-related transportation planning activities, projects, or committees.
  - Toll education programs and ongoing engagement to inform the toll program.
  - Increase enrollment in the Oregon Toll Program account holders and access to the low-income toll program.
  - 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.
5. Recommended Action #5 (connects to Foundational Statements 4, 6, and 7): To center equity in the important rule-making and I-205 Toll Project rate setting process, the following elements should be included:
- 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.
  - 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.
6. Recommended Action #6 (connects to Foundational Statement 1, 2, 3, 5, 6 and 7): 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:

- 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.
- Equity commitments made as a part of mitigation in the I-205 and RMPP toll projects.
- Enrollment in and economic impacts of the low-income toll program over time.
- Disadvantaged Business Enterprise (DBE) commitments for workforce development and contracting of toll operations and projects funded by tolling.
- Improving ODOT's approach to equitable engagement and customer service practices.

### **EMAC Scope and Interaction with ODOT and Other Toll Advisory Committees**

Although EMAC's mission is not changing, the scope of the committee's work is going to be focused on turning their recommendations (delivered to the OTC in July 2022) into commitments for sustainable, accountable equity processes and outcomes. EMAC will continue to review and provide guidance on the toll projects, supporting the Regional Toll Advisory Committee and Statewide Toll Rulemaking Advisory Committee (STRAC) workplans, and the ongoing development of the Low-Income Toll Program. For development of the Low-Income Toll Program, EMAC input will support outreach plans required to reach robust participation levels.

We are planning for the following interaction between EMAC, STRAC, and the Regional Toll Advisory Committee (RTAC):

- An active member of EMAC will have a seat on the STRAC and RTAC. This will allow for understanding of committee status at each meeting.
- STRAC will receive the EMAC recommendations as part of the materials that will guide the committee's work. EMAC will provide a recommendation to the STRAC on the draft rules and rate setting process (including low-income program options) for I-205 Toll Project prior to STRAC's recommendation to ODOT. This will occur again when a rulemaking committee is convened for the Regional Mobility Pricing Project.

## EMAC Meetings Work Plan 2022 – 2025

Timing of the EMAC interactions with ODOT, OTC, and STRAC, as well as a draft plan for committee meetings are detailed in the charts below. Please see the 2023 EMAC Work Plan Forecast for additional details on monthly meeting topics.

	2022	2023				2024				2025
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
<b>Accountability</b>				<b>ODOT-EMAC Accountability Workshop #1</b>				<b>ODOT-EMAC Accountability Workshop #2</b>		
				<b>OTC</b>				<b>OTC</b>		
<b>Engagement</b>			Toll Project engagement strategy Option for EMAC-led engagement (i.e.: Toll Projects, LITP enrollment)							
<b>EMAC Inputs to Committees</b>				STRAC	RTAC STRAC/ ODOT					
<b>ODOT Advancing Equity</b>	RMPP	RMPP	I-205 RMPP	RMPP	RMPP	(TBD Toll Program and Accountability updates)				

2022		
Month	Meeting Type	Topics
October	Onboarding	<ul style="list-style-type: none"> <li>Onboarding Meetings with new members                             <ul style="list-style-type: none"> <li>Member introductions</li> <li>Overview of OTC, ODOT and UMO toll work to date and future plans</li> <li>Review EMAC work including key documents: Equity Framework, Foundational Statements and July 2022 Recommendations</li> </ul> </li> </ul>
December	Full EMAC	<ul style="list-style-type: none"> <li>Formal Introductions of new members and brief overview based on EMAC onboarding presentation</li> <li>Review EMAC Game Plan 2022 – 2025</li> <li>Review final Low-Income Toll Report and OTC update</li> <li>Overview/Update of RMPP Scoping planning phase (including outreach &amp; engagement)</li> </ul>

2023		
Month	Meeting Type	Topics
January	Subcommittees	<ul style="list-style-type: none"> <li>Review/Discuss Oregon Highway Plan (OHP) Toll Amendment prior to OTC meeting on January 12</li> <li>Discuss EMAC's priorities for the 2022 – 2025 Work Plan</li> <li>Review/Discuss Equity Framework &amp; RMPP EJ/Social indicators</li> </ul>

*EMAC 2022-2025 Work Plan*

2023		
Month	Meeting Type	Topics
February	Full EMAC	<ul style="list-style-type: none"> <li>• Discuss/Finalize EMAC’s priorities for the 2022 – 2025 Work Plan</li> <li>• Brainstorm goals for a successful ODOT-EMAC Accountability Workshop.</li> <li>• Understand and provide feedback on ODOT’s initiatives to advance equity in the Toll Program:                             <ul style="list-style-type: none"> <li>○ Update on upcoming I-205 draft EA public comment process</li> <li>○ <b>Recommendation</b> for RMPP performance measures</li> <li>○ Update on LITP</li> <li>○ Other: OHP Toll Amendment</li> </ul> </li> <li>• Updates on RTAC and STRAC progress (from liaisons James Paulson and Dr. Philip Wu, respectively) and discuss intersections with EMAC Work Plan.</li> </ul>
March	Briefing	<ul style="list-style-type: none"> <li>• I-205 Draft Environmental Assessment Briefing to develop EMAC’s formal comment.</li> </ul>
March	Subcommittee	<ul style="list-style-type: none"> <li>• <u>Accountability</u>: Defining purpose and outcomes for the EMAC-ODOT Accountability Workshop #1.</li> </ul>
April	Full EMAC	<ul style="list-style-type: none"> <li>• Review case studies and discuss innovative ideas for engaging ODOT in creating a process to develop and sustain accountability.</li> <li>• Finalize committee coordination plan for rate setting and revenue allocation.</li> <li>• Understand and provide feedback on ODOT’s initiatives to advance equity in the Toll Program:                             <ul style="list-style-type: none"> <li>○ Update on I-205 Draft EA public comment period</li> <li>○ <b>Finalize EMAC’s comment on I-205 Draft EA</b></li> <li>○ Update on LITP</li> </ul> </li> <li>• Updates on RTAC and STRAC progress (from liaisons James Paulson and Dr. Philip Wu, respectively) and discuss intersections with EMAC Work Plan</li> </ul>
May	Subcommittee	<ul style="list-style-type: none"> <li>• <u>Engagement</u>: Review challenges and successes for I-205 equitable engagement strategy; discuss future strategies to engage Equity Framework Communities.</li> <li>• <u>Accountability</u>: Prepare for Accountability Workshop #1.</li> </ul>
June	Subcommittee	<ul style="list-style-type: none"> <li>• <u>Accountability</u>: <b>Recommendation to ODOT</b> for ODOT-EMAC Workshop #1 agenda and meeting materials.</li> </ul>
July	<b>Workshop</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #1 with ODOT</b> for turning EMAC Recommendations into commitments and sustaining accountability</li> </ul>
July	<b>STRAC Meeting</b>	<ul style="list-style-type: none"> <li>• EMAC to discuss the Low-Income Toll Program (LITP) at STRAC meeting.</li> </ul>
August		<ul style="list-style-type: none"> <li>• No Meeting</li> </ul>
September	Subcommittee	<ul style="list-style-type: none"> <li>• <u>Accountability</u>: Recap Accountability Workshop 1 outcomes and next steps.</li> <li>• <u>Engagement</u>: Update on RMPP Public Involvement Plan and Equitable Engagement Plan.</li> </ul>
October	Full EMAC	<ul style="list-style-type: none"> <li>• Discuss EMAC priorities for advancing accountability work plan in 2024.</li> <li>• Understand and provide feedback on ODOT’s initiatives to advance equity in the Toll Program:                             <ul style="list-style-type: none"> <li>○ Update on Toll Projects</li> <li>○ Update on LITP</li> </ul> </li> <li>• Updates on RTAC progress from liaisons James Paulson and discuss intersections with EMAC Work Plan</li> <li>• Year-end reflections and celebration</li> </ul>
Fall 2023	<b>OTC</b>	<ul style="list-style-type: none"> <li>• <b>ODOT Toll Program Update</b></li> </ul>
November	Subcommittee	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Fall/Winter 2023-2024	Subcommittee	<ul style="list-style-type: none"> <li>• [TBD Fall/Winter: <b>Input to RTAC</b> on options for revenue allocation.]</li> </ul>
December		<ul style="list-style-type: none"> <li>• No Meeting</li> </ul>

EMAC 2022-2025 Work Plan

2024		
Month	Meeting Type	Topics
January	Full EMAC	<ul style="list-style-type: none"> <li>• <b>Input to ODOT</b> on Low-Income Toll Program</li> <li>• Update for turning EMAC Recommendations into commitments and sustaining accountability work plan</li> <li>• Understand and provide feedback on ODOT's initiatives to advance equity in the Toll Program:                             <ul style="list-style-type: none"> <li>○ Update on Toll Projects</li> <li>○ Update on LITP</li> </ul> </li> </ul>
February	Subcommittee	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
March	Subcommittee	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
April	Full EMAC	<ul style="list-style-type: none"> <li>• Update for turning EMAC Recommendations into commitments and sustaining accountability work plan</li> <li>• Understand and provide feedback on ODOT's initiatives to advance equity in the Toll Program:                             <ul style="list-style-type: none"> <li>○ Update on Toll projects</li> <li>○ Update on LITP</li> </ul> </li> </ul>
May	Subcommittee	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
June	Subcommittee	<ul style="list-style-type: none"> <li>• <u>Accountability</u>: <b>Recommendation to ODOT</b> for ODOT-EMAC Workshop #2 agenda and meeting materials.</li> </ul>
July	<b>Workshop</b>	<ul style="list-style-type: none"> <li>• <b>Workshop #2</b> with ODOT for turning EMAC Recommendations into commitments and sustaining accountability</li> </ul>
August		<ul style="list-style-type: none"> <li>• No Meeting</li> </ul>
September	Subcommittee	<ul style="list-style-type: none"> <li>• <u>Accountability</u>: Recap Accountability Workshop 2 outcomes and next steps.</li> </ul>
Fall 2024	<b>OTC</b>	<ul style="list-style-type: none"> <li>• <b>ODOT Toll Program Update</b></li> </ul>
October	Full EMAC	<ul style="list-style-type: none"> <li>• Update for turning EMAC Recommendations into commitments and sustaining accountability work plan</li> <li>• Understand and provide feedback on ODOT's initiatives to advance equity in the Toll Program:                             <ul style="list-style-type: none"> <li>○ Update on Toll Projects</li> <li>○ Update on LITP</li> </ul> </li> <li>○ Year-end reflections and celebration</li> </ul>
November	Subcommittee	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
December		<ul style="list-style-type: none"> <li>• No Meeting</li> </ul>

2025		
Month	Meeting Type	Topics
January	EMAC	<ul style="list-style-type: none"> <li>• Update for turning EMAC Recommendations into commitments and sustaining accountability work plan</li> <li>• Understand and provide feedback on ODOT's initiatives to advance equity in the Toll Program:                             <ul style="list-style-type: none"> <li>○ Update on Toll Projects</li> <li>○ Update on LITP</li> </ul> </li> </ul>
February	Subcommittee	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
March	Subcommittee	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

2025		
Month	Meeting Type	Topics
April or TBD	EMAC	<ul style="list-style-type: none"> <li>Final Meeting</li> <li>Closing comments and long-term reflection: for NEPA I-205 and RMPP, toll rate setting, low-income toll programs, workshops for sustainability and accountability</li> <li>Final reflections</li> </ul>

## Summary of Recommendations and Milestones

2023		
Month	Meeting Type	Topics
January/ February	Subcommittee/ Full EMAC	<ul style="list-style-type: none"> <li><b>Recommendation</b> for RMPP indicators</li> </ul>
June	Subcommittee	<ul style="list-style-type: none"> <li><b>Recommendation to ODOT</b> for ODOT-EMAC Workshop #1 agenda and meeting materials.</li> </ul>
July	Workshop	<ul style="list-style-type: none"> <li><b>Workshop #1 with ODOT</b> for turning EMAC Recommendations into commitments and sustaining accountability</li> </ul>
July	STRAC Meeting	<ul style="list-style-type: none"> <li>EMAC to discuss the Low-Income Toll Program (LITP) at STRAC meeting.</li> </ul>
Fall 2023	OTC	<ul style="list-style-type: none"> <li><b>ODOT Toll Program Update</b></li> </ul>
November	Subcommittee	<ul style="list-style-type: none"> <li><b>Input to STRAC/ODOT</b> on Rule Packet.</li> <li>[TBD Fall/Winter: <b>Input to RTAC</b> on options for revenue allocation.]</li> </ul>

2024		
Month	Meeting Type	Topics
June	Subcommittee	<ul style="list-style-type: none"> <li><b>Recommendation to ODOT</b> for ODOT-EMAC Workshop #2 agenda and meeting materials.</li> </ul>
July	Workshop	<ul style="list-style-type: none"> <li><b>Workshop #2</b> with ODOT for turning EMAC Recommendations into commitments and sustaining accountability</li> </ul>
Fall 2024	OTC	<ul style="list-style-type: none"> <li><b>ODOT Toll Program Update</b></li> </ul>