

# Rebuilding Our Transportation Vision Workgroup Charter

## Purpose

The purpose of the Rebuilding Our Transportation Vision Workgroup is to develop a framework for a comprehensive transportation package for consideration during the 2027 legislative session.

Specifically, the Workgroup will:

- Assess current service levels across all modes of transportation and evaluate how these conditions align with legislatively adopted performance measures. Review and synthesize how historic transportation spending trends impact current service levels.
- Review the current and projected financial condition of major transportation funds, including the Highway Trust Fund, which currently provides equal funding to state and local transportation systems, and the Statewide Transportation Improvement Fund, which helps to fund public transit across Oregon.
- Evaluate how Oregon will perform against existing KPMs, and the goals set forth in the Oregon Transportation Plan, at currently adopted funding levels. Compare Oregon's system condition, and funding tools, to other states.
- Develop a tiered, comprehensive transportation investment framework, that supports economic development, affordability, and a safe, accessible, and reliable transportation system. This framework should also identify opportunities for operational efficiency and funding simplification.

## Background

Earlier transportation funding packages helped deliver projects and expand services, but they did not solve the bigger problem. Oregon still has a long-term transportation funding system that does not bring in enough revenue to keep up with costs and needs. That structural issue is driven by three primary causes:

1. Gas tax revenue—long the primary source of transportation funding in Oregon—has become stagnant as cars become more fuel efficient and EV use increases.
2. Inflation is driving up the cost of maintaining and operating the transportation system, from paving and plowing roads to purchasing equipment, maintaining facilities, and providing DMV services.
3. Existing transportation dollars are legally restricted to specific purposes which limits the state's flexibility to align available funding with current transportation needs.

Critical transportation programs remain underfunded, and current funding levels are not sufficient to support maintenance, operations and transit service in future biennia. Without a more comprehensive solution in the 2027 legislative session, ODOT, local governments, and transit providers will face increasing pressure on the safety, quality, and reliability of the transportation system. Taking action now to maintain and update the system is necessary to support affordability for Oregonians and reduce the burden of deferred needs over time.

## Scope and Schedule

The Workgroup will use the 2023 Oregon Transportation Plan as a starting point and guide for its discussions and recommendations. The Workgroup will meet publicly, with the first meeting held in May 2026 and additional meetings held roughly once a month through November 2026. Working with six topic area Subgroups, the Workgroup will help define the problem, identify needs, and develop recommended actions and options for consideration. Subgroups will meet between Workgroup meetings to provide topic-area expertise, analysis, and tradeoffs. The Workgroup's recommendations will be delivered to Governor Kotek by the end of 2026.

## Guiding Objectives

The objectives below are intended to guide the workgroup's recommendations and help assess whether proposed solutions move Oregon toward a more stable, accountable, and affordable transportation funding system that supports economic development, affordability, and a safe, accessible, and reliable transportation system.

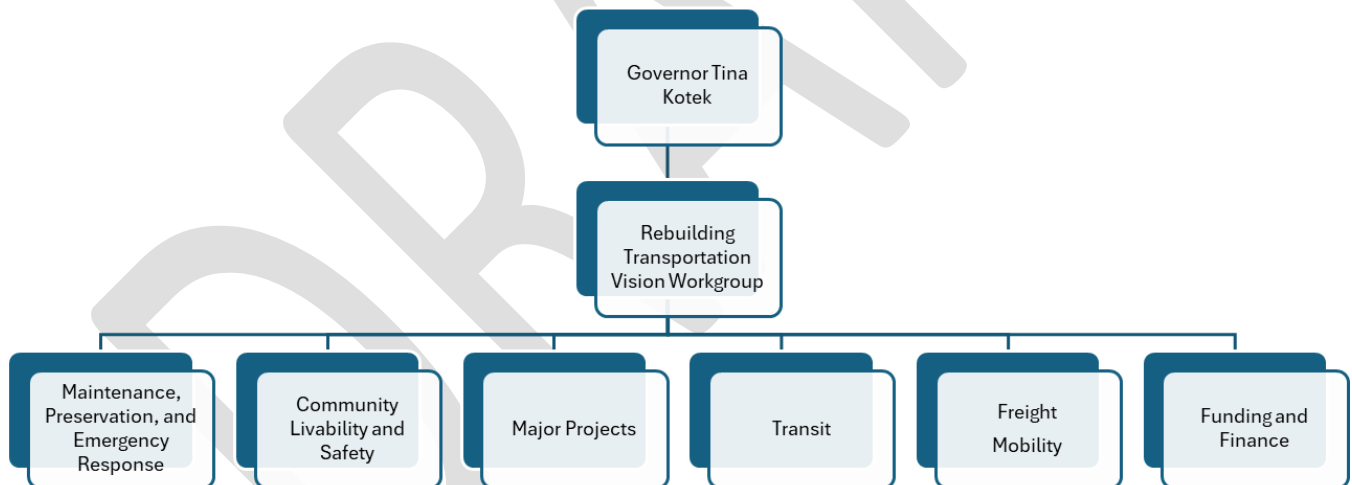
1. Support progress toward bringing our existing system into a state of good repair.
2. Improve safety of all users.
3. Ensure that fees and other charges needed to maintain and improve the transportation system do not disproportionately impact low-income Oregonians, while recognizing the unique travel needs and limited transportation options of rural Oregonians.
4. Support transportation investments that strengthen economic vitality and improve the lives of Oregonians.
5. Address the structural revenue issues plaguing our transportation system.
6. Invest in systems that serve all Oregonians across all travel modes including transit and multimodal infrastructure.
7. Respond to and address the needs and concerns of transportation leaders in the Oregon Legislature.
8. Sustainably fund core ODOT maintenance and operations services on an ongoing basis.
9. Strengthen accountability and oversight over state transportation funds, services and programs.
10. Lead to actions taken today so that Oregonians do not face bigger and more expensive transportation problem later.

## Public Engagement

Workgroup meetings will be accessible to the public, including through live streaming and posting of meeting recordings or materials. Members of the public will have an opportunity to submit written comments at any time, which will be compiled and shared with Workgroup members. Additional opportunities for engagement will be developed as the Workgroup identifies the input needed to guide its decisions. Information about the Workgroup, including meeting materials and updates, will be available on both the Governor’s office website and the ODOT website. Updates will also be shared through other public forums, including legislative committee days, the Oregon Transportation Commission, and the Area Commissions on Transportation.

## Structure and Responsibilities

### Structure



### Governor Kotek

The Governor, or her designee, will provide clear direction, resources, and final approval on any membership, scope, or schedule changes.

## Workgroup Members

The Workgroup will carry out the mission, provide direction to the Subgroups, and develop the final recommendations and report for the Governor.

## Subgroup Members

The Subgroups will support the Workgroup by helping define the problem, identify needs, develop options and recommended actions, and highlight tradeoffs within each topic area. Subgroups will seek out options that are sustainable, affordable and contribute to Oregon's economic prosperity. Subgroup members are also empowered to identify ways to increase accountability and simplify how transportation is funded at the state level. Each Subgroup will have a chair, a representative from the Workgroup, impacted users, and system funders. Subgroup topics include the following:

- Maintenance, Preservation, and Emergency Response: Determine the solutions needed to keep Oregon's roadways safe, clean, and in a state of good repair in the face of increasing extreme weather events, an aging system, and deteriorating conditions.
- Community Livability and Safety: Identify solutions needed to maintain and expand programs and tools that improve community livability and safety, such as Safe Routes to School, electric vehicle infrastructure, Great Streets, jurisdictional transfers, and bicycle and pedestrian infrastructure.
- Major Project Funding and Delivery: Determine the solutions needed to develop, fund, and deliver major transportation projects.
- Transit: Determine the solutions needed to maintain responsive and reliable transit service statewide over time.
- Freight Mobility: Determine the solutions needed to move goods and services safely and efficiently throughout Oregon.
- Funding Tools and Financial Scenarios: Research funding mechanisms and evaluate their viability in Oregon. Create tools to identify low, medium, and high funding scenarios for use by each Subgroup.

## Membership Expectations

Members are expected to attend every meeting, and proxies must receive prior approval from the Co-Chairs. Meetings will be held in person with limited remote attendance options. The majority of meetings will take place in Salem. Up to three meetings may take place in other cities within Oregon. Members are expected to present the perspectives of their organizations and areas of expertise while working collaboratively toward shared recommendations.

### *Decision-Making:*

Strive to provide recommendations by consensus. Consensus is defined as the point where members agree on the most viable option for the group as a whole to achieve the measures of success (listed above). All opinions will be part of the meeting record.

### *Communication:*

Outside of meetings, Workgroup and Subgroup members will communicate with their constituents to keep them informed about the group's discussions and progress and to help identify issues to bring back to the larger group. Members should notify one of the co-chairs about any communications with the news media and should not present themselves as speaking on behalf of the full Workgroup or Subgroup. When participating in other forums where the same issues are being discussed, including with the press or representatives of the Legislature, members should not represent their personal views as the views of the Workgroup or Subgroup. Formal media inquiries should be directed to the Governor's Press Team.

### ***Initial Meeting Outline:***

- Meeting 1: Charter, Goals, Schedule, Structure and Staffing, State of System and Oregon Transportation Plan (May 1, 2026)
- Meeting 2: Risk and Reward: Hear from local government, Transit, Multimodal, Trucking, Tourism and Economic Development. What's at stake and what can be gained? (June 1, 2026)
- Meeting 3: What do legislative partners need from us? What can we learn from project successes? Hear from legislative leaders, business partners, and major project advocates. (July 7, 2026)
- Meeting 4: Subgroup report out and Learn from Others: Review the first round of Subgroup outputs, identify cross-cutting themes, highlight where more work is needed, and provide direction for refinement. Guests from other states such as Virginia, Colorado, Utah, California, and Washington. Show where they started and where they are now. Compare and contrast to see where Oregon is falling behind and where opportunity lies. (August 7, 2026)
- Meeting 5: Synthesize: Discuss major takeaways from meetings 1-4. Review refined Subgroup priorities and tradeoffs, including revenue and policy implications, implementation issues, and areas of agreement and disagreement. Provide direction for final options development. (September 9, 2026)
- Meeting 6: Revenue & Implementation: Receive presentation on revenue mechanisms and the capacity to fund needs. Receive presentation from on ODOT's 10-year CIP to understand how it can be a tool to implement an adopted transportation funding package. Review Subgroup funding and implementation input, including cost ranges, delivery considerations, and issues that require additional direction. (October 9, 2026)
- Meeting 7: Options: Receive updates on the work of the Subgroups. Review refined Subgroup recommendations and provide direction and support where needed to advance proposed options. Components of a 2027 Transportation Package (November 10, 2026)
- Additional meeting if needed on Agreement and Concurrence

- December: Final report published

## Workgroup Membership

- **Grace Crunican – Co-Chair:** Crunican is a transportation leader known for managing infrastructure systems. She has served as General Manager of the San Francisco Bay Area Rapid Transit District, the Director of the Oregon Department of Transportation, and led the Seattle Department of Transportation.
- **Bruce Hanna – Co-Chair:** Hanna served five terms in the Oregon House of Representatives representing the Roseburg area, including as Co-Speaker of the House in 2011-12. In addition to his public service, Hanna has built a long career in the beverage distribution industry.
- **Julie Brown:** Brown is the Chair of the Oregon Transportation Commission and General Manager for the Rogue Valley Transportation District. She has 30 years of experience in transportation planning and service implementation.
- **Ted Aadland:** Aadland is a member of the ODOT Continuous Improvement Advisory Committee and former president of Associated General Contractors. With more than 40 years of heavy highway experience, he has supervised more than 200 transportation improvement projects, with experience in freight rail, highways, transit and light rail.
- **Gale Castillo:** Castillo is one of the founders of the Hispanic Metropolitan Chamber and the co-owner of Brown Castillo, LLC, a property management company. She is the past President and co-owner of Canopy, one of the largest privately held companies that provides a variety of mental health and wellness services globally.
- **Dan Dorrان:** Dorrان is a Umatilla County Commissioner. He is the Chair of the North East Area Commission on Transportation and Co-Chair of the Association of Oregon Counties Transportation and Community Development Subcommittee. Dorrان also serves on the Oregon Road User Fee Task Force.
- **Tyler Frisbee:** Frisbee is the Director of the Institute of Metropolitan Studies at Portland State University and has worked in transportation policy at the federal, state, regional, and local levels, focusing on building multimodal systems and advancing policy work to support major capital projects. She also represents District 4 on the TriMet Board.
- **Jeff Gritz:** Gritz is the Business Manager of LIUNA Oregon and Southern Idaho, the Laborers' International Union of North America. Gritz has served on many public, private and community boards across Oregon, including the Oregon Building Trades Council, Pendleton Building & Construction Trades Council, and Eastern Oregon Workforce Board.
- **Chris Hagerbaumer:** Hagerbaumer is Executive Director of OpenAQ, an environmental tech nonprofit. Previously at Oregon Environmental Council, she worked to develop and advocate for environmentally friendly, people-focused transportation solutions as transportation program director then deputy director.

- **Patrick Nofield:** Nofield is Chairman and co-founder of Escape Lodging Company, a lodging and restaurant operator/developer with 16 properties located throughout Western Oregon. He is Immediate Past Chair of the Oregon Restaurant and Lodging Association and previously served as Chairman of the Oregon Tourism Commission.
- **Jim Trett:** Trett served as the Mayor of Detroit from 2017-2026 and previously served on the Detroit city council. Trett is a former president of the Oregon Mayors Association and served 34 years at the Keizer Fire Department.
- **Lisa Sumption** (*non-voting*): Sumption is the Interim Director of the Oregon Department of Transportation. Sumption has served as the Director of the Oregon Parks and Recreation Department since 2014. Sumption is one of the longest-serving agency directors on the Governor's Enterprise Leadership team.

## Subcommittee Members and Leadership (Pending)

### Support Resources

#### Governor's Office

The Governor's Office will provide overall direction for the project and help ensure alignment with the Governor's priorities, legislative strategy, and communications approach. Kelly Brooks will serve as the Governor's Office Lead for the project and will work with the ODOT Project Manager and Workgroup Co-Chairs to guide process decisions, support legislative and stakeholder engagement, and review key materials and recommendations as they are developed.

#### Project Manager

Susan Peithman will serve as the ODOT Project Manager. She will ensure that the project scope, goals deliverable and success criteria are clear to all participants. She will be the primary point of contact for all agency and consultant staff assigned to the project. She will also work with ODOT and partner agency staff to develop agendas and materials for review by the Governor's office and the Workgroup Co-Chairs. The Project Manager will ensure that materials are available for review by Workgroup members at least 48 hours prior to a scheduled meeting.

#### Consultant Support

JLA Public Involvement and Parametrix will provide consultant support for facilitation, public engagement, technical synthesis, and report development. Brandy Steffen will serve as the lead consultant from JLA, supporting meeting preparation, facilitation materials, discussion support as needed, public engagement, and documentation of themes, decisions, and next steps. Mara Krinke will serve as the lead consultant from Parametrix, supporting development of briefing materials, synthesis memos, meeting summaries, and report drafts.