



## JOINT COMMITTEE ON TRANSPORTATION

**FOR IMMEDIATE RELEASE**

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# Transportation Co-Chairs Announce Framework to Fix Crumbling Infrastructure, Strengthen Economy

*Urgent action is needed this session to build a stable, sufficient and  
accountable transportation system for the 21st Century*

**SALEM, Ore.** – With Oregon’s roads and bridges showing alarming signs of deterioration, Joint Committee on Transportation Co-Chairs **Rep. Susan McLain (D-Hillsboro)** and **Sen. Chris Gorsek (D-Gresham)** released a framework on Thursday for bold action to support Oregon's transportation systems.

The Oregon Transportation ReInvestment Package (TRIP) framework is informed by more than two years of work and represents a starting point for detailed conversations and action this legislative session to keep Oregon's roads paved, bridges safe, and economy strong.

“From public testimony in committee, to last year’s statewide transportation listening tour, Oregonians have been clear that they want action, not delay,” Rep. McLain said. “They want clean, safe streets. They want reliable public transit. They want to know the bridges their children cross every day are structurally sound.”

Oregon’s transportation systems — the backbone of our economy and daily life — are in crisis. More than 90 state-owned bridges across the state have major structural defects, dangerous potholes are going months without repair, school zones lack sidewalks, major promised projects are still unfinished, and much more.

Without stable and sufficient funding, essential workers at transportation agencies will be laid off and Oregonians will feel those impacts: longer wait times to clear traffic accidents, fewer roads with safety striping, less frequent road repairs and unplowed roads in the wintertime.

“Oregon TRIP is focused on the safety and maintenance of our roads, bridges and transit — not just for today, but for years to come,” Sen. Gorsek said. “Inaction is not only irresponsible, it’s dangerous. This framework is a starting point and we are looking forward to sitting down with stakeholders and our colleagues on both sides of the aisle to finalize a package this session.”

Oregon was the first state in the nation to institute a gas tax in 1919, and since then it has formed the core for how the state pays for transportation. Now, Oregon is facing modern transportation challenges, including increased freight traffic, a growing population, and the rapid rise of electric and fuel-efficient vehicles, which contribute less to the fuels tax that has long funded the system.

These shifts underscore the need for a more resilient, updated approach to transportation planning and investment.

"Bad transportation infrastructure is more than just an inconvenience, it harms Oregon's economy. Employees need to be able to get to work, businesses and truckers need to be able to move goods, students need to be able to get to school," Sen. Gorsek said. "At a time when everyday costs are already too high, we cannot afford to allow crumbling infrastructure to undermine Oregon's economy."

The framework proposes stabilizing current funding streams with the majority dedicated to operations, maintenance and preservation efforts distributed between the state, counties and cities. It lays the foundation for a 21st Century funding structure, with a phase-in of a Road Usage Charge for electric vehicles to make sure all drivers are paying their fair share for use of the roads.

It also invests in buses, rail, bicycles and pedestrians to ensure that Oregonians who can't or don't want to drive can still fully participate in daily life.

Finally, accountability is a key component of the package. There is broad bipartisan support for meaningful oversight of the Oregon Department of Transportation to ensure that taxpayer dollars are being used effectively and that the agency is keeping the promises it has made to Oregonians.

A team of external transportation experts is currently reviewing ODOT’s project delivery and accounting practices with the oversight of the Joint Committee on Transportation. Their results will be released in May and incorporated into the final package.

“This framework is grounded in fairness and accountability,” Rep. McLain said. “It ensures every user of the system pays their fair share and includes oversight from a bipartisan committee and independent transportation experts. But most importantly, it puts the focus where it’s urgently needed: operations, safety, and maintenance.”

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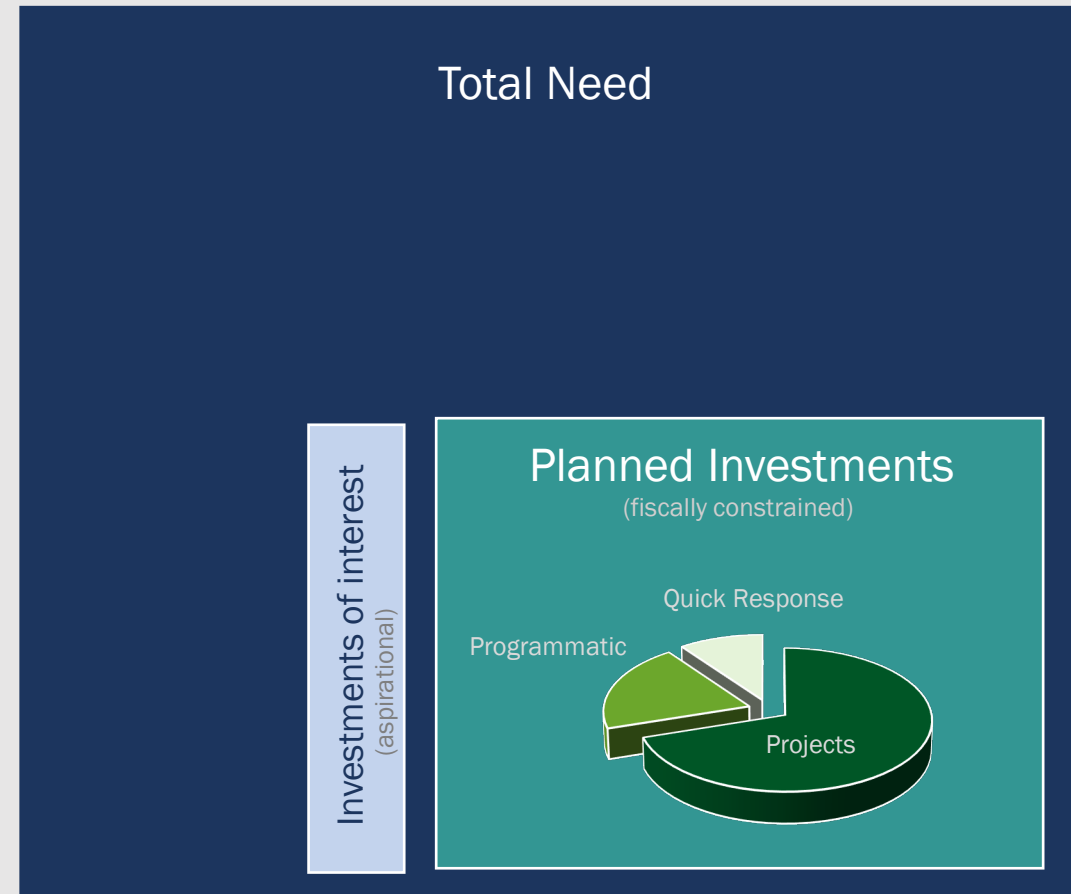


# **Capital Investment Plan**

**Amanda Pietz, Policy Data and Analysis Division Administrator**

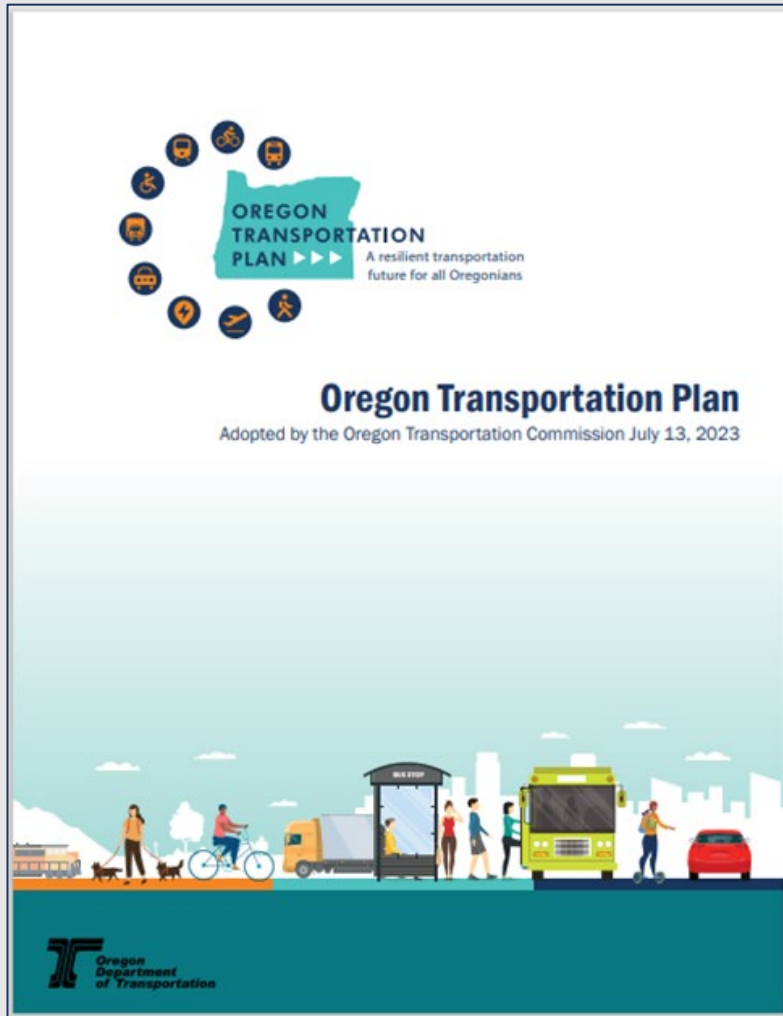
**April 2025**

# What is the Capital Investment Plan?



- **Projects:** Preservation, enhance, bike-ped, etc.
- **Programmatic / Lump Sum:** O&M, transit, safety, etc.
- **Quick Response:** Safety, emergency management, etc.

# Benefit: Creates accountability between long range plans and short-term investments

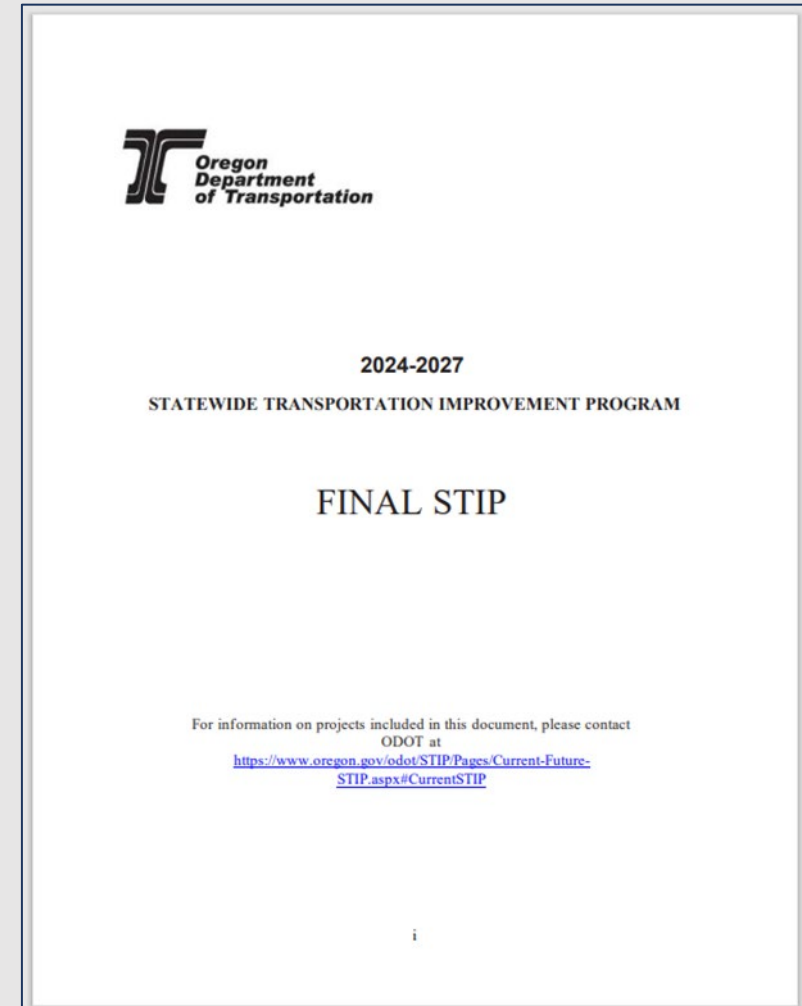


2023-2050

Capital Investment Plan



Ensure investment decisions help advance long term vision and goals. Creates a mid-range investment plan.

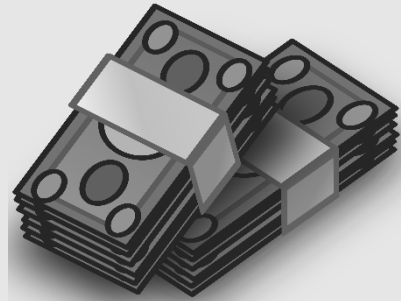


2024-2027

# Benefit: Helps us understand the long-term impacts of short-term decisions



Borrow to build today



Payback over time

Capital Investment Plan



Understand the impacts to real investments over time and make more informed choices



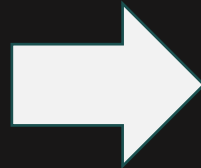
# Benefit: Transitions to a more disciplined project selection process

Investment concepts originate from:



ACTs

## Goals and Metrics



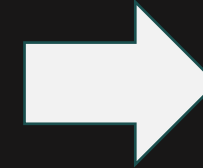
Use a data-driven process to screen investment ideas through goals and metrics.

## Capital Investment Plan

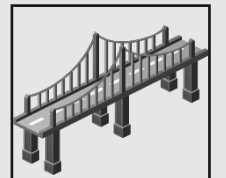
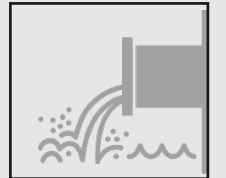
### Harmonization

- Balance investments
  - Type
  - Urban and Rural
- Consider cost responsibility
- Meet obligation targets
- Combine projects
- Evaluate risk and ROI

## Projects



Iterate to a final project list and investment portfolio.



# Benefit: Improved Project Estimates

## Capital Investment Plan

Confidence in programming based on understood risks, project readiness, and confirmation of available funding.

Move from a three-year STIP update to an annual update, incorporating more current information.

Do more project phasing, with PE then construction.

Identified projects are bucketed to timeframes based on urgency, readiness, level of understanding of risk, and available funding



Reassessed annually and more investments added to the CIP and projects to the STIP



Investment identified for meeting longer term need. Commitment for project to be further developed.

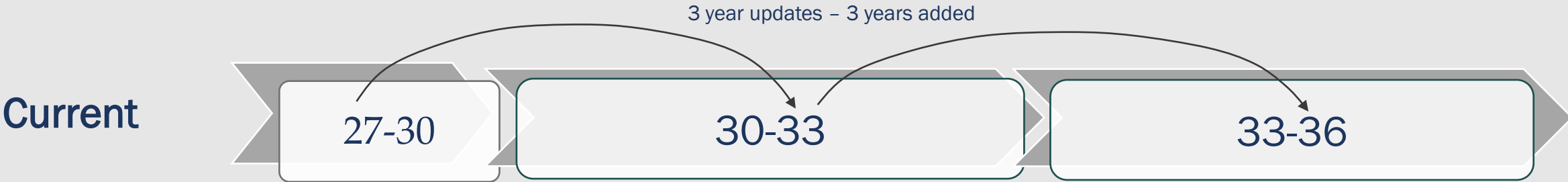


More eminent need, with clear project concept and high-level scoping work complete. Further development for programming.



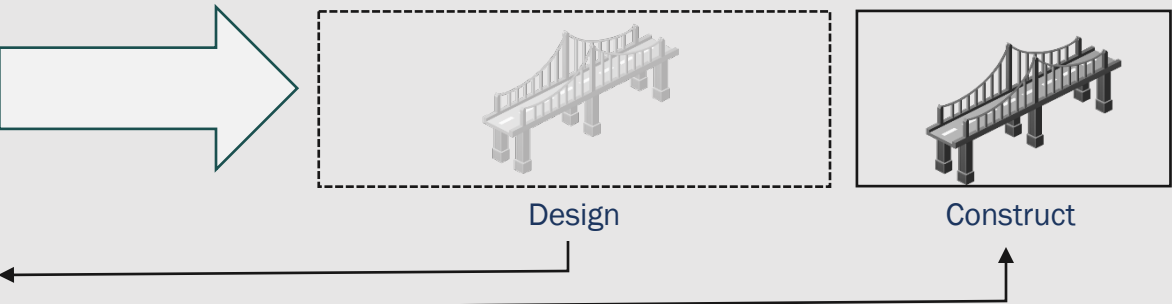
Immediate need, project is ready and anticipated risks are known, funding is available. Project programmed in the STIP.

# Transitioning to an Annual STIP and Different Programming Approach



Adopt new STIP one year sooner than normal

Move to annual updates – 1 year added



Fewer projects are programmed overall. Projects are phased, so that enough information is gathered to make more accurate cost assumptions.

Capital Investment Plan

Determine when a project is ready to be programmed. Phase projects.

# Connections

ACT  
Intersection  
with CIP



Goal  
Prioritization

Input at  
harmonization step

Comment on  
proposed final list

# Inform Goal Prioritization



## Economic and Community Vitality

Improve prosperity, opportunity, and livability for all people who live, work, and recreate in Oregon.



## Social Equity

Improve access to safe and affordable transportation for all, recognizing people who have been systemically excluded and underserved. Create an equitable and transparent engagement decision-making structure that builds public trust.



## Mobility

Create a resilient multimodal transportation system that enables diverse community members and businesses to get where they need to go safely, reliably, affordably, and with minimal environmental impact.



## Stewardship of Public Resources

Secure sufficient and reliable revenue for transportation funding and invest public resources to achieve a resilient and sustainable multimodal transportation system in a state of good repair.



## Safety

Enable safe travel for all people, regardless of age, ability, race, income, or mode of transportation.



## Sustainability and Climate Action

Minimize transportation's negative role in climate change by reducing GHG emissions, reducing air toxics, noise and light pollution, water toxics, and habitat loss.

Oregon Transportation Plan goals

What are your priorities and what should we consider when evaluating projects for inclusion in the Capital Investment Plan?

# Next Steps

- Prioritize Goals (every 3-5 years)
  - Seek input from ACTs and public
  - OTC set priorities among the OTP goals
- Establish Metrics and Scoring
  - Look to work of other states
  - Consider: available funding, performance targets, asset data and more
- Link to 2027-2030 STIP
- Develop first Capital Investment Plan
  - Use goals and priorities to identify investment ideas
  - Screen investment ideas through metrics and score
  - Harmonize
    - Seek input from ACTs to understand potential issues and opportunities
  - Finalize investment list and identify general timing over 10-year period
    - OTC approves Capital Investment Plan

## Example: OneNevada Goals and Criteria

Goal Area	Criteria
 <b>Enhance Safety</b>	Crash Reduction Potential
 <b>Preserve Infrastructure</b>	Pavement Condition Improvement
	Bridge Risk Reduction Score Other Asset Improvement
 <b>Optimize Mobility</b>	Population Accessibility
	Travel Time Reliability
 <b>Transform Economies</b>	Business Accessibility
	Economic Development Potential
 <b>Foster Sustainability</b>	Reduce Environmental Risk
	GHG Emission Reductions
	Environmental Enhancements
	Resilience
 <b>Connect Communities</b>	Reduce Future Maintenance
	Project Connectivity
	Multimodal Access
	Access to Community Destinations
	Equity

Questions?



# ODOT Capital Investment Plan

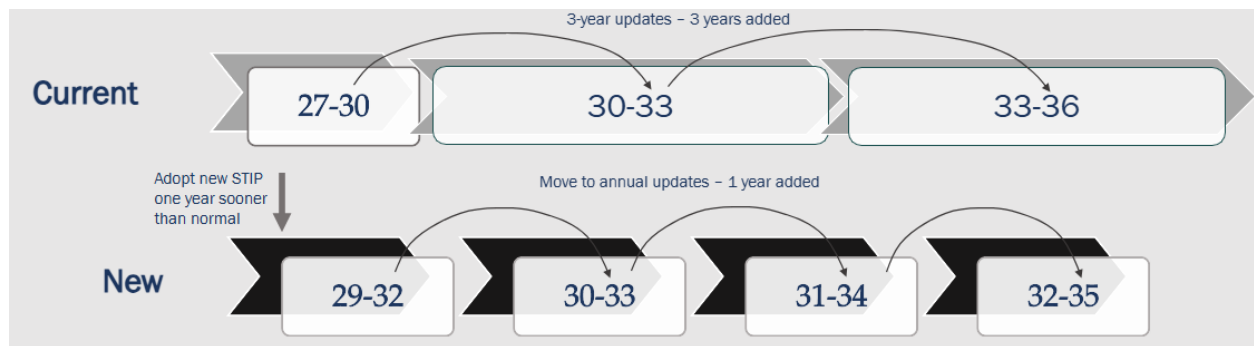
## Background

Following the 2024 Strategic Review, ODOT began design work to re-imagine how the Statewide Transportation Improvement Program (STIP) is developed, separating out the policy discussions from how overall funding should be spent. To determine how ODOT should develop the Capital Investment Plan, staff scanned other states and conducted deep-dive peer exchanges with Arizona, Colorado, Minnesota, and Nevada DOT's. In addition, six diverse workgroups were formed with over 50 ODOT employees across multiple Divisions and Regions.

## What is the Capital Investment Plan?

ODOT's Capital Investment Plan will feed the STIP and identifies transportation investments for ODOT over a 10-year period. As a mid-term document, the Capital Investment Plan closes the gap between ODOT's long-range policy plans and the short-term budget and STIP. Investments will be financially constrained and include primarily projects. A small reserve of funds will be held in order for the Plan to be agile to changing needs, such as for safety and to respond to extreme weather events. Programmatic funding, such as how much goes to public transportation will be shown overall, but not broken down by individual projects. A secondary list will also be created for 'investments of interest' that identifies more aspirational items which cannot be funded today but could be prime candidates when funding opportunities arise, such as federal grants. The entire portfolio of investments in the Capital Investment Plan will be shown relative to ODOT's total need, so that we can keep track of the whole picture.

With the Capital Investment Plan, the STIP will transition to an annual adoption cycle. Fewer projects will be programmed each year, and those that are will be phased so that enough information is gathered to make more accurate cost assumptions.



## Benefits

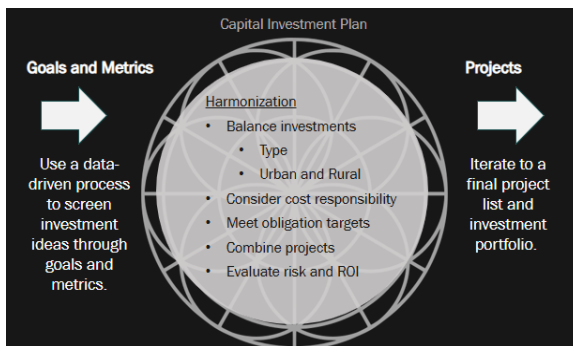
The Capital Investment Plan represents a fundamental change to doing business for ODOT, and sets out to accomplish the following goals:

### *Help understand the long-term impacts of short-term decisions*

- Understand the impacts to real investments over time and make more informed choices around bonding and borrowing.
- Show our investment strategy over time, such as the incremental triage approach to seismic resilience.

### *Transitions to a more disciplined project selection process*

- Projects will come from plans, management systems, or Area Commissions on Transportation

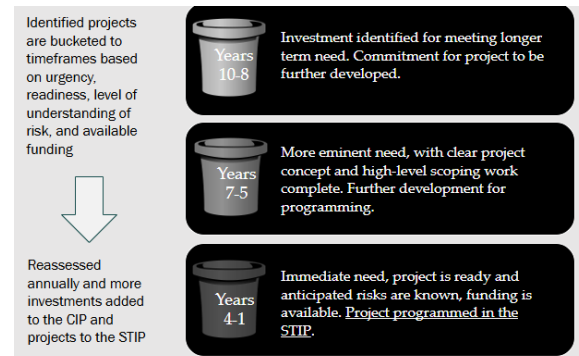


### *Increased transparency and accountability*

- Knowing what is planned allows for better collaboration with partners.
- Transparent communication about how projects are evaluated and where they originate from.
- Clear role for the Area Commissions on Transportation.

### *Improved project estimates*

- Buckets represent timeframes of readiness and urgency. Investments will be described by benefits to safety, state of good repair, and more.



## Next Steps

- Goal prioritization: Seek input from ACTs and the public, OTC to set priorities among the OTP goals by summer 2025
- Establish metrics and scoring by summer 2025
- Link with the existing 2027-2030 scoping work by summer 2025
- Use goals and priorities to identify investment ideas
- Screen investment ideas through metrics and score
- Harmonize investment portfolio
- Finalize investment list and identify general timing over initial 10-year period, seeing OTC approval in 2026

# ODOT Capital Investment Plan: Goal Prioritization

What are your priorities and what should ODOT consider when evaluating projects for inclusion in the Capital Investment Plan? What concerns influence how you prioritize goals and projects?

How do you see the Oregon Transportation Plan goals (listed below) being used for project evaluation?

## 6.1 Economic and Community Vitality

**Goals**  
(What/Who)

Improve prosperity, opportunity, and livability for all people who live, work, and recreate in Oregon.

**Objectives**  
(How)

- EC.1: Link transportation and land use decisions, recognizing the impact both have on how, where, and the distance people travel.
- EC.2: Provide safe and reliable movement of goods and services.
- EC.3: Provide transportation systems to promote healthy, prosperous, and cohesive communities.
- EC.4: Provide, maintain, and enable multimodal intercity connections that support access to Oregon's natural, cultural, and heritage destinations.

## 6.2 Social Equity

**Goals**  
(What/Who)

Improve access to safe and affordable transportation for all, recognizing the unmet mobility needs of people who have been systemically excluded and underserved. Create an equitable and transparent engagement and communications decision-making structure that builds public trust.

**Objectives**  
(How)

- SE.1: Recognize past harms and remove barriers to inclusion and opportunity.
- SE.2: Make decisions through processes that are transparent, inclusive, and engaging to all people affected by the transportation system.
- SE.3: Improve access to and convenience of a range of high-quality, safe, and affordable mobility options for excluded or underserved populations.
- SE.4: Expand access to essential services and economic opportunities through programs and investments.

## 6.3 Mobility

**Goals**  
(What/Who)

Create a resilient multimodal transportation system that enables the diverse range of community members and businesses with different needs to get where they need to go safely, reliably, affordably, and with minimal environmental impact.

**Objectives**  
(How)

- MO.1: Complete, maintain, and improve multimodal transportation facilities and services that are essential to Oregonians' prosperity and quality of life.
- MO.2: Reduce the per capita VMT for passenger vehicles.
- MO.3: Create a transportation system that is fully accessible to people of all ages, abilities, races, ethnicities, and income levels, regardless of geographic context.
- MO.4: Maintain or improve travel reliability for movement of goods and access to services.
- MO.5: Tailor transportation solutions to the local context, allowing for different solutions to achieve OTP goals in rural, suburban, and urban communities.
- MO.6: Integrate emerging transportation technologies into transportation services and facilities.

## 6.4 Stewardship of Public Resources

**Goals**  
(What/Who)

Guided by open, data-driven decision-making processes, secure sufficient and reliable revenue for transportation funding and invest public resources to achieve a resilient and sustainable multimodal transportation system.

**Objectives**  
(How)

- SP.1: Create sufficient, reliable, and sustainable revenue for transportation funding to meet the goals of the Plan.
- SP.2: Strategically align program, capital, and operational investments with OTP goals.
- SP.3: Collaborate and plan across and between agencies and service providers.
- SP.4: Manage and deliver projects and programs with an approach that is adaptive and effective.
- SP.5: Conduct decision making and public involvement in a transparent and open manner.
- SP.6: Increase the resiliency of the transportation system to better withstand and recover from the anticipated impacts of climate change, extreme weather, seismic and other natural disasters, and adapt to changing needs.

## 6.5 Safety

**Goals**  
(What/Who)

Enable safe travel for all people, regardless of their age, ability, race, income, or mode of transportation.

**Objectives**  
(How)

- SA.1: Implement a holistic, proactive approach to system safety that eliminates the occurrence of people being killed or seriously injured on the transportation system by anticipating human mistakes and recognizing the vulnerability of people on the road.
- SA.2: Provide transportation systems and facilities that are safe and secure for people to use, maintain, and operate.
- SA.3: Leverage data and technology to document and eliminate fatal and serious injury crashes.

## 6.6 Sustainability and Climate Action

**Goals**  
(What/Who)

Minimize transportation's negative role in climate change by reducing GHG emissions for all sectors of transportation, while also reducing air toxics, noise and light pollution, water toxics, and habitat loss.

**Objectives**  
(How)

- SC.1: Achieve state goals for reducing GHG emissions.
- SC.2: Preserve and improve the quality of Oregon's water, air, and natural ecosystems.