11/24/25

24 -28 Strategic Action Plan Progress Report
2025 Implementing Actions and Milestones

STRATEGIC ACTION PLAN

2025 Progress Report Summary

The Strategic Action Plan (SAP) demonstrates the priorities and commitments of ODOT and the OTC through 2028.

- It connects long-term-policies of the Oregon Transportation Plan to short-term actions.

This progress report includes Implementing Actions and Milestones with an estimated completion year of 2025 as well as Implementing Actions that are scheduled as ongoing.

Progress was made in 2025, however, legislative funding package uncertainties and changes in federal policy have led to some schedule changes.

- 5 Implementing Actions and 21 Milestones have schedule changes.
- 10 Implementing Actions and 19 Milestones are on track.
- 3 Implementing Actions and 17 Milestones were completed.

Next Steps:

In March 2026, staff will facilitate a discussion with the OTC to work through any needed revisions to the SAP.

2026 milestones will be established following that discussion.

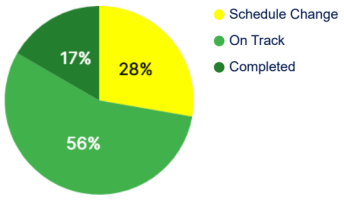
Implementing Actions - Categories of work needed to achieve or make meaningful progress towards our strategic outcomes.

18 Implementing Actions were scheduled as ongoing or to be completed in 2025.

Milestones - Used to track the progress of tasks that must be done to fulfill Implementing Actions.

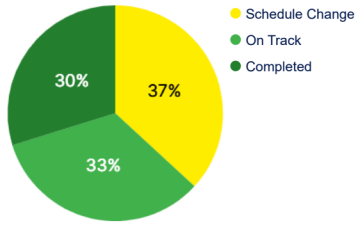
57 Milestones were scheduled to be completed in 2025.

2025 & Ongoing Implementing Actions Status



2025 & Ongoing Implementing Actions Status	
Schedule Change	5
On Track	10
Completed	3

2025 Milestone Status



2025 Milestones Status	
Schedule Change	21
On Track	19
Completed	17

Complete: A milestone or implementing action is complete on time or within the calendar year of the expected date.

On track: A milestone or implementing action is ongoing and/or continuing forward and should make its deadline that is in a future calendar year.

Schedule Change: The deadline for a milestone or implementing action has shifted and/or will no longer be complete in this calendar year.

2025 Accomplishments

Secure Sufficient & Reliable Funding

HB 3991 provides ODOT sufficient and reliable funding for operations and maintenance, at a reduced level compared to past budgets, for the next several biennia. It does so by increasing the gas tax and vehicle fees, implementing a mandatory road usage charge and higher vehicle fees for efficient vehicles, and modernizing the state's complex system of truck taxation. HB 3991 also provided a temporary infusion for public transportation. The legislation did not address needs for preservation of the system or long-term needs for other modes.

Continued developing the Capital Investment Plan to replace the three-year STIP process and provide more precision in cost estimation and flexibility with budgetary and other changes. Included: Establishing goals and metrics and developing process to identify projects to fund and screen, aligning with federal funding obligation targets, geographic balance, readiness and other factors.

Save Lives

Launched the eCollision Report Function to improve convenience and ease of submitting a digital and online crash report. The Oregon Traffic Collision and Insurance Report option soft launched March 26, 2025. On April 23, the option officially launched, making the report option prominent on DMV2U and DMV's website. From March through September 2025, Oregonians have submitted nearly 20,000 collision reports via this new online system. That is roughly 50% of all reports submitted.

Construct projects identified through the Vulnerable User Crash Response program: four completed, four are under construction, and others are in design phase.

Moved forward with development of a Crash Data System to replace the legacy system, including securing NHTSA grant and issuing RFP.

Provide Excellent Customer Service

Launched the Commerce and Compliance automated routing and permitting system (ORION). ORION is a self-service permitting system that allows better access to permits 24 hours a day, 7 days a week, providing immediate access to routine permits. This user-friendly system:

- Improves safety by reducing the risk of errors.
- Provides automated routing for trip planning and single-trip permits.
- Increases ODOT's ability to meet changing needs.
- Decreases wait times for obtaining over-dimension permits.

Developed and approved agencywide customer service policy related to response times.

Preserve Transportation Assets

Conducted climate change resilience analysis on priority corridors to quantify needs and develop a resilience investment strategy.

- Developed report that shows the analysis of how climate change is likely to affect our most important transportation corridors. This work identifies where the system is most vulnerable, what improvements are needed, and outlines a strategy for making smart, cost-effective resilience investments.

Improve Equitable Outcomes

The Small Business Development Program launched in April 2025 to help expand contracting opportunities in Oregon.

- Building a Contractor Pool: To date, 33 small firms have qualified creating a vital pool of small firms ready to compete for ODOT projects.
- Strategic Project Selection: Two improvement projects were selected for rollout with the SBDP: OR99W/OR153 Curb Ramps/Amity and a lighting, signal and signage upgrade along the I-84/I-5 corridor in Hood River.

Staff work on the Right to Access Plan has resumed, with presentations to Senior Leadership Group and meetings with more than 60 mid-level managers across the agency.

Reduce Emissions and Electrify Oregon's Transportation System

National Electric Vehicle Infrastructure Program:

- Secured and obligated all available funding so far for the program, after the program was frozen for several months while federal program rules were updated
- Contractors for first NEVI opportunity of I-205 and I-5 south of Eugene are moving forward with station installation.
- Second funding opportunity launched in November

Used climate lens to inform Draft 2027-30 STIP project list. A second climate score will be completed in spring 2026.

Improve Access to Active and Public Transportation

To enhance trip planning tools to better connect travelers using multiple modes:

- 10 transit agencies are moving to the latest data standard.
- Software testing for the Accelerating Innovative Mobility tri-state project is underway.
- Recommendations on trip planning tools are expected this month.

Reduce Congestion in the Portland Region

Rose Quarter Project Phase 1A enters construction.

Region 1 Intelligent Transportation System (ITS) improvements that support smoother traffic flow include:

- Installing 12 variable advisory sign panels and upgrading VMS panel at I-5 at Terwilliger-Marquam
- Purchasing network switches to allow for sharing of data between agencies in the Portland metro area across a shared fiber network.
- Several projects with signal upgrades, including timing coordination, begin work soon.

Interstate Bridge Replacement Program

The IBR Program is conducting ground improvement testing that will inform bridge design and help determine appropriate construction methods.

Since the publication of the Draft Supplemental Environmental Impact Statement and the conclusion of the public comment period in fall 2024, the IBR Program has been working with federal and local partners on responding to the nearly 10,000 public comments and updating technical analysis and reports. This will culminate in the Final SEIS being published in early 2026, followed by the Amended Record of Decision, which provides federal approval for us to begin construction.

The IBR Program recently submitted an updated Navigation Impact Report re-proposing a fixed span bridge with 116 feet of vertical navigation clearance to the U.S. Coast Guard. This step will help identify whether a fixed or a movable span will be built and will determine what bridge configuration is identified in the Amended Record of Decision.

2025 Strategic Action Plan Milestones: Secure Sufficient and Reliable Funding

Outcome	Implementing Action	Milestone	Responsible Division/Unit	Milestone Deadline	Expected Action Completion	Current Status	Additional Information
Secure Sufficient and Reliable Funding	Review outcome of legislative transportation funding package to determine next steps.	Determine whether to undertake ODOT workforce reduction in force and other budget reductions	Finance and Budget Division	7/2025	2025	Complete	ODOT has canceled reduction in force and major budget reductions.
		Develop plan for implementation of revenue increases in transportation funding package	Finance and Budget Division	~~8/2025~~ 12/2025		On track	ODOT is developing implementation plans for the major work streams of HB 3991, including a fuels tax increase, mandatory road usage charge for efficient vehicles, vehicle fee increases, and truck taxation modernization. New implementing actions will be brought forward in 2026 for these, and ODOT will report on these regularly as part of our HB 3991 implementation efforts. Deadline shifted due to timing of special session.
		Assess components of transportation funding package to determine how well it achieves objective of securing sufficient and reliable funding and propose modifications and technical corrections for 2026 Legislature	Finance and Budget Division	~~9/2025~~ 12/2025		On track	HB 3991 addresses ODOT's operations and maintenance needs in the next two biennia but does not address preservation, safety, or major projects, and provides only a short infusion for public transportation. ODOT will be analyzing the ongoing gaps left after passage of HB 3991. Deadline shifted due to timing of special session.
	Continue developing the OReGO road usage charge program in preparation for legislative action.	Milestone development tied to transportation funding package. See note.				Complete	With inclusion of a mandatory RUC for efficient vehicles in HB 3991, ODOT will be shifting efforts to implementation of this mandatory program. New milestones will be developed for 2026 and beyond.
	With available funding, invest strategically to advance key transportation outcomes such as safety, mobility, and more.	As part of development of a Capital Investment Plan, establish goals and metrics.	Policy Data and Analysis Division	~~7/2025~~ 10/2025	2026	On track	Delayed until October 2025 due to the OTC meeting schedule change, but still happening within 2025.
		As part of development of a Capital Investment Plan, develop a process to identify potential projects to fund and screen through identified metrics, harmonizing based on federal funding obligation targets, geographic balance, readiness, and other factors.	Policy Data and Analysis Division	12/2025		On track	Initial process will be developed by the end of the year.

2025 Strategic Action Plan Milestones: Save Lives

Outcome	Implementing Action	Milestone	Responsible Division/Unit	Milestone Deadline	Expected Action Completion	Current Status	Additional Information
Save Lives	Identify opportunities to utilize technology to enforce speeds in work zones and make overall conditions safer across the system.	Conduct work zone safety and awareness educational campaigns through social media, billboards and radio.	Transportation Safety Office	Ongoing	2025	On track	Proof of concept project launch delayed due to contracting and budget issues. Start date of the pilot has been revised to April 2026 and will run for 12 months. Update: 2026 implementation steps on Work Zone Safety Strategy will be developed next year due to delay in completion of session. Next steps for Work Zone Safety Strategy and Implementation Plan are dependent on funding and will be determined during 2026 milestone development. The plan identifies seven strategies with near-term action items that will be the focus of 2026 milestone development, related to enforcement measures, standard practice for engaging with law enforcement in maintenance work zones, prioritized funding and investments and more.
		Launch proof of concept that will help determine whether a connected vehicle ecosystem can be used to improve traffic management and safety by collecting real-time data to help enhance incident detection, work zone identification, and direct communication to in-vehicle applications.	Delivery & Operations	~~12/2025~~ 4/2027		Schedule Change	
		Develop Work Zone Safety Strategy and Implementation Plan (published 1/2025) and identify next implementation steps after legislative session.	Delivery & Operations (Maintenance)	~~12/2025~~ 6/2026		Schedule Change	
	Engage partners and legislators in development of legislative and policy options to increase safety, focused on automated enforcement, alcohol and drug impairment laws, driver education, and motorcycle and micromobility safety.	Through 2025 legislative session, provide data, information, options and recommendations to support legislative consideration of policy and statuatory changes to increase safety.	Transportation Safety Office and Government Relations	6/2025	2025	Complete	Legislative concept was developed but did not advance in 2025. Work with partners will continue.
	Continue to improve both the timeliness of crash data for all modes, including people walking, biking and rolling and the utilization of that data to inform safety actions.	Develop a new Crash Data System to replace the legacy system, ensuring data can be accessed. Work with law enforcement on electronic reporting and connect to the new system, enabling data to be available much sooner and to automate quality control and assurance. As part of this effort: Issue RFP for Crash Data System modernization project. Begin design and construction of Crash Data System modernization project. Initiate Statewide Law Enforcement Data Collection Project, including setting up project team.	Policy, Data & Analysis Division (Crash Analysis & Reporting)	12/2025	~~2026~~ 2030	Complete	2025 milestones completed during calendar year. Scope of project expanded pushing completion date out. Received a grant from NHTSA to help pay for the system modernization, both for crash data system and a concurrent project, the Statewide Law Enforcement Data Collection Project. Original timeline for Implementing Action was not reflective of the launch of the NHTSA grant funded Crash Data System project; timeline has been updated to account for launch of the full project. Components of the project are expected to be completed prior to 2030. Project includes three grant activities: Grant Activity 1-Crash Data System Replacement (CDSR), Grant Activity 2-alignment to MMUCC 6 data standard, and Grant Activity 3-Law Enforcement Electronic Data Collection. Hiring freezes and staff turnover have impacted the timeline of all efforts, but work has been done to mitigate this and keep the projects

		Launch the eCollision Report function to improve convenience and ease of submitting a digital and online crash report.	DMV	4/2025	2025	Complete	The Oregon Traffic Collision and Insurance Report option soft launched March 26, 2025. On April 23, the option officially launched, making the report option prominent on DMV2U and DMV's website. From March through September 2025, Oregonians have submitted nearly 20,000 collision reports via this new online system. That is roughly 50% of all reports submitted.
	Identify corridors where strategic investments focusing on proven safety countermeasures and a Safe System approach can be implemented, maintained and most impactful.	Identify Great Streets 2.0 project locations and scopes of work that when leveraged with other 2027-2030 STIP projects focus on proven safety countermeasures.	Policy, Data & Analysis Division + Delivery & Operations	12/2025	2027	Complete	Projects identified and selected; we developed and utilized heat maps in the selection and the projects will be ready to move forward in the 2027-2030 STIP.
		Construct projects identified through the Vulnerable User Crash Response program and other systemic investments that support safety improvements.	Delivery & Operations	12/2025	Ongoing	On track	Continuing to move forward, several projects completed or under construction, others in design phase. Produced a report and presented in May about the progress to date and what's on the horizon.
		Develop a guidebook for Road Safety Audits that identifies safety needs within a corridor or area to include in future investments across the state. This will also better position the agency for federal and other funding opportunities.	Delivery & Operations	~~12/2025~~ 3/2027	2027	Schedule Change	We use / follow FHWA resources on Road Safety Audits. We need to develop guidance on how RSAs can be utilized as a tool to develop safety improvements as part of the CIP process.

2025 Strategic Action Plan Milestones: Customer Service

Outcome	Implementing Action	Milestone	Responsible Division/Unit	Milestone Deadline	Expected Action Completion	Current Status	Additional Information
Provide Excellent Customer Service	Assess public priorities for agency services to inform day-to-day operations and understand resourcing needs.	Analyze responses to ODOT Highway Quality Survey and determine any needed adjustments to maintenance and operations services.	Delivery & Operations	4/2025	2026	Complete	Analysis showed alignment with trends from prior surveys, not new direction. Survey will next be conducted in 2026.
		Report out on the 2025 Transportation Needs and Issues Survey, which identifies statewide opinion on overall ODOT services and identifies funding preferences.	Policy, Data & Analysis Division	2/2025	2025	Complete	Completed January 2025 and published here: https://www.oregon.gov/odot/Programs/ResearchDocuments/TNIS2025Final.pdf
	Launch the Commerce and Compliance automated routing and permitting system (ORION) to enable notification of closures or restrictions and support easy access to permits.	Soft launch ORION to test system automation, workflow and provide user feedback.	Commerce & Compliance Division	3/2025	2025	Complete	ORION has been implemented and operational since May 19, 2025. Stage Gate 4 documents are nearing completion. A governance proccess is being stood up. Continued communication with the vendor to close out open warranty items progresses.
		Implement ORION program.	Commerce & Compliance Division	6/2025		Complete	
	Implement new vehicle registration and International Fuels Tax Administration System (IFTA) system to provide user-friendly, role-based, self-service tools for commercial motor carriers.	Project expected to receive endorsement from DAS Enterprise Information Services to then move to next stage.	Commerce & Compliance Division	10/2025	~~2028~~ 2029	Schedule Change	CCD seeking funding mechanisms to replace this system and is still pursuing grants and planning for next steps. Execution and implementation of the IFTA system is targeted to occur in 2029. **Update: 10/13/2025**- Due to delay in onboarding of IQMS Consultant, Enterprise Information Services Stage Gate 2 endorsement has been delayed to December 2025. The project end date has also been shifted due to HB3991 to be 2029, was previously 2028.
		Issue RFP for system.	Commerce & Compliance Division	10/2025		Schedule Change	Due to the delay in onboarding of IQMS consultant,Enterprise Information Services Stage Gate 2 artifact completion was delayed, thus delaying the release of the RFP to OregonBuys to January 2026.
	Implement new DMV Electronic Lien System to simplify and expedite vehicle titling processes.	Issue RFP for system.	DMV	~~12/2025~~ 12/2026	2027	Schedule Change	Project is delayed due to DMV system upgrade and competing priorities for limited IT resources. New projection for Request for Application issuance is Q4 2026.
	Implement agencywide Customer Service Policy and Strategy, in alignment with	Develop an agencywide policy and strategy for customer service.	Director's Office (Travis Brouwer)	3/2025		Complete	Policy was reviewed by agency leadership, shared with staff, and approved by DAS.

	enterprise-wide requirements and agency priorities.	Implement new customer service action items identified in the division-level customer service strategies.	Director's Office (Travis Brouwer)	~~12/2025~~ 12/2026	2025	Schedule Change	Divisions created action items in early spring 2025, and the status varies; many were paused during reduction in force process. Some highlights: - DMV validated that all customer-facing mailboxes have correct and current owners and that mail sent to them is being acknowledged within 24 hours and given full responses within five days. - Commerce & Compliance Division has updated customer-facing mailboxes and is in the midst of a phone system upgrade that will provide streamlined call routing.
	Provide transparent information to the public about how ODOT is performing across key outcome areas.	Update the State of the System Dashboard, including adding additional information and increasing accessibility of more detailed information.	Policy, Data & Analysis Division	~~Quarterly~~ Biannual	Ongoing	On Track	A full site update was published in September. Some individual sections did get quarterly updates, where data was available. The team is working on refining the data approval and update process with a focus on biannual updates.

2025 Strategic Action Plan Milestones: Preserve Transportation Assets

Outcome	Implementing Action	Milestone	Responsible Division/Unit	Milestone Deadline	Expected Action Completion	Current Status	Additional Information
Preserve Transportation Assets	Complete a review of engineering guidance and standards focusing on increasing resiliency related to adaptation and extreme events.	Secure consultant to support ODOT in the update of the agency Seismic Implementation Strategy, including policies and design guidelines report to reflect current funding projections in order to help establish priorities for investments.	Delivery & Operations	~~12/2025~~ 12/2026	~~2025~~ 2028	Schedule Change	Addendum 1 to the 2021 Seismic Implementation Plan codifies this principle. Once the report is complete, will identify implementation tasks in 2026. Delayed by end of session -- working on the scope of work for a consultant and putting together a work team.
		Develop strategy for incorporating NCHRP 15-61 *Design Practices Guide for Applying Climate Change Information to Hydrologic and Coastal Design of Transportation Infrastructure* into ODOT's Hydraulic Manual Update, anticipated by 2026.	Delivery & Operations (Hydraulic Engineering) + Policy, Data & Analysis Division (Research)	~~12/2025~~ 2028		Schedule Change	ODOT is participating in a project for implementing the design practices guide (NCHRP 20-44(44)). Update: This is delayed to June 2028. SPR Research Project implementation is delayed because of the delayed status of federal factors. Future work will incorporate climate resilience in ODOT activities beyond hydraulics. Update: Unstable slopes research project SPR881 (Landslide Hotspot Prioritization, Planning, and Management Tool) will consider future precipitation scenarios for landscape planning. Anticipated end date September 2028. The Climate Office developed a Resilience Resource Library on the ODOT intranet in April 2025 and plans to expand it to capture rapidly evolving best practices. Strategy for updates is under development.
		Create an inventory of design manuals in need of climate risk updates and develop a strategy and timeline for updates.	Discipline reps & Climate Office	12/2025		On track	
		Identify specific design guidance information gaps and provide information to manual update leads for integration.	Discipline reps & Climate Office	12/2025		Complete	
	Identify resilience priorities based on risks and strategies identified in the Climate Adaptation and Resilience Roadmap, and other priority designations and plans to help the transportation system remain open and operational.	Conduct climate change resilience analysis on priority corridors to quantify needs and develop a resilience investment strategy.	Climate Office	10/2025	2026	On Track	BIL resiliency requirements are included in the annual Consistency Determination to FHWA Beginning June 2024. The PROTECT Committee developed screening criteria in 2024 and began evaluating projects in accordance with the FHWA approved Resilience Improvement Plan. Develop report that shows the analysis of how climate change is likely to affect our most important transportation corridors. This work identifies where the system is most vulnerable, what improvements are needed, and outlines a strategy for making smart, cost-effective resilience
		Develop guidance for consistently using value engineering and constructability assessments to manage risks and associated project costs.	Delivery & Operations	~~12/25/2025~~ 12/2026		Schedule Change	Underway, new completion date pushed out one year.

2025 Strategic Action Plan Milestones: Improve Equitable Outcomes

Outcome	Implementing Action	Milestone	Responsible Division/Unit	Milestone Deadline	Expected Action Completion	Current Status	Additional Information
Improve Equitable Outcomes	Implement agency-wide and external engagement tools as well as best and promising practices that enhance equitable outcomes for rural, underserved and underrepresented communities.	Identify the needs and gaps to engaging equitably.	Office of Engagement & Civil Rights	~~12/2025~~ 3/2026	Ongoing	Schedule Change	This milestone should be adjusted to spring 2026. Delays were caused by anticipation of layoffs and the inability to collaborate with Divisions and Regions.
		Develop comprehensive agency-wide community engagement strategies and resources.	Office of Engagement & Civil Rights	~~12/2025~~ 5/2026		Schedule Change	This milestone should be adjusted to spring 2026. Delays were caused by anticipation of layoffs and the inability to collaborate with Divisions and Regions.
		Set agency-wide outcomes for operationalizing engagement strategies and resources.	Office of Engagement & Civil Rights	12/2026		On track	Although we had delayed with other milestones this is still doable.
	Work across ODOT business lines to develop and implement a transportation-specific Diversity, Equity, and Inclusion (DEI) Action Plan, focused on access for all and aligned with our short and long-range agency strategic plans.	Work across ODOT business lines to identify gaps and opportunities that strengthen DEI objectives.	Office of Engagement & Civil Rights	~~6/2025~~ 3/2026	Ongoing	Schedule Change	This is partially complete but was delayed by budget cuts, ended contract with consultant and delays in meeting with business partners due to anticipation of layoffs.
		Create, implement and roll out a transportation specific DEI Action Plan across the agency.	Office of Engagement & Civil Rights	~~12/2025~~ 6/2026		Schedule Change	This action is delayed due to business line collaboration being delayed. It is dependent on task above.
		Develop a mechanism to track, monitor and report on ongoing DEI action plan initiatives progress and outcomes.	Office of Engagement & Civil Rights	~~6/2026~~ 8/2026		Schedule Change	This action is dependent on the above tasks and delays are anticipated.
	Improve equity in procurement and contracting by supporting access expansion for small business outreach and engagement, supplier diversity data and rules analysis, and language access services.	Create a reporting mechanism to track ongoing equity procurement and contracting initiatives, define goals and outcomes.	Office of Engagement & Civil Rights	12/2026	Ongoing	On track	Completed EO 22-15 reporting year 4 of 5. Will be looking at methods to continue moving equity forward.
		Monitor equity procurement and contracting tracking system for progress and identify improvement opportunities.	Office of Engagement & Civil Rights	12/2027		On track	Tracking and montioring will be ongoing -- this date will be an opportunity to assess for progress and improvement opportunities.

2025 Strategic Action Plan Milestones: Reduce Emissions and Electrify Oregon's Transportation System

Outcome	Implementing Action	Milestone	Responsible Division/Unit	Milestone Deadline	Expected Action Completion	Current Status	Additional Information
Emissions and Electrify Oregon's Transportation System	Fund and direct the deployment of transportation electrification public charging infrastructure	Conduct community engagement for National Electric Vehicle Infrastructure (NEVI) Program.	Climate Office	9/2025	Annual	On track	Outreach has started for Years 2,3 corridors.
		Issue remaining NEVI Corridors (I-84, I-82, I-405, US 20, US 26, US 101, OR 42, and US 95) Notice of Funding Opportunity (NOFO).	Climate Office	12/2025		On track	Prepped to issue NOFO in November 2025. On track.
		Disperse $7 million of state funding through the Community Charging Rebates program. Expand program to include $10 million of funds from the EPA Carbon Pollution Reduction Grant, when available.	Climate Office	9/2025		On track	577 L2 ports installed and 888 in progress from first three rounds of Community Charging Rebates. All $7 million has expended or reserved. We will launch a Round 4 of CCR funds (which include the federal) in early November 2025.
	Apply a climate lens to ODOT investment decisions, increasing investments that result in emissions reductions or infrastructure that is more resilient to climate change and extreme weather.	Evaluate projects after scoping to identify opportunities to improve climate positive outcomes of investment decisions.	Delivery & Operations + Climate Office	6/2025	2026	On track	Draft 27-30 STIP list was evaluated. Data for final draft project list will be entered by end of 2025. A second Climate Score will be completed in Spring 2026. Climate analysis of draft 2027-2030 STIP due in 2026.
		Integrate climate lens into new Capital Investment Plan.	Climate Office	~~9/2025~~ 10/2026		On track	Timeline reset to match CIP development schedule.
	Reduce greenhouse gas emissions from ODOT's fleets and buildings.	Complete regional HVAC replacements to increase facility energy efficiency.	Support Services Division (Facilities) + Climate Office	12/2025	2026	Complete	HVAC system installed.
		Install four dual-head Level 2 chargers and one DC fast charger at key ODOT fleet locations (likely Bend and Roseburg), funded by the Carbon Reduction Program grant, to support the transition to electric vehicles. This investment expands charging infrastructure, reducing emissions and advancing ODOT's commitment to fleet electrification and sustainable agency operations.	Delivery & Operations + Climate Office	12/2025		Schedule Change	First chargers intended to be installed by end of 2025 but project will not be complete until Q2 2026.

Reduce	Develop passenger vehicle miles per capita reduction strategies to align with Oregon's Transportation Plan target of 20% reduction by 2050 and monitor and report on progress.	Update the Oregon Transportation Emissions website to include information and progress towards the Statewide Transportation Strategy. Understand program and policy gaps and identify actions that need additional emphasis to help achieve emission reduction goals. Develop implementation strategy for Statewide Transportation Strategy that includes cleaner vehcicles and fuels, low and no emission modes and reduced VMT.	Climate Office	~~12/2025~~ 7/2026	2026	Schedule Change	Milestone date adjusted due to delay in DLCD Target Rule Review (TRR). Emissions website update and STS monitorning will happen after TRR reviewed by LCDC in December 2025. Opportunity analysis complete. Additional white paper developed on climate impact of pricing policy. Completed analysis on progress toward Statewide Transportation Strategy (STS) goals. Analysis will be used to update Transportation Emissions website. Modeling work to understand progress toward emissions targets will happen in Q1 of 2026 and STS Monitoring Report and Transportation Emissions website update in Q2 of 2026.

2025 Strategic Action Plan Milestones: Improve Access to Active and Public Transportation

Outcome	Implementing Action	Milestone	Responsible Division/Unit	Milestone Deadline	Expected Action Completion	Current Status	Additional Information
Improve Access to Active and Public Transportation	Continue to improve accessibility for people experiencing disabilities within the pedestrian network, fulfilling ADA requirements focused on curb ramps.	Complete the 2025 ADA Annual Report	Delivery & Operations (ADA Ramp Program)	3/2025	Annual	Complete	Done
		Remediate over 10% of ramps planned annually (2023-2027)	Delivery & Operations (ADA Ramp Program)	12/2025		On track	Number of ADA ramps complete each year will now be released when the ADA Annual Report is released in March 2026. For 2026 and future will adjust milestone deadline to align with new reporting timeline
	Evaluate investments made and refine and streamline grants and programs to prioritize investments that advance climate, equity and safety outcomes, and reduce vehicle miles traveled (focusing on vulnerable users).	Use the Capital Investment Plan goals and priorities to refine grant criteria specific to each program.	Public Transportation Division	~~11/2025~~ TBD	2025	Schedule Change	Analysis of PTD's discretionary grant evaluation criteria is complete. Recommendation memo prepared November '25, to be aligned with the emerging Capitol Investment Program (CIP) goals and priorities. New deadline TBD
		Enhance bicycle and pedestrian data and management systems to support contextual understanding and prioritization of needs relative to key outcomes.	Public Transportation Division	~~12/2025~~ 12/2026		Schedule Change	Milestone extended to December 2026 due to other asset management priorities, capacity, and the new Capital Improvement Program process to establish priorities for funding.
		Provide technical assitance to transit agencies who are implementing zero-emission vehicles and operations.	Public Transportation Division	12/2025		On Track	Consultant request for proposals for transit agency zero-emissions technical assistance closes November, with goal to provide Technical support starting in January 2026
	Enhance trip planning tools to better connect travelers from origin to destination using multiple modes and integrate payment systems where feasible.	Create or update existing General Transit Feed Specification (GTFS) data to the latest standard, which allows transit customers new abilities to use trip planning tools for multi-modal trips that include demand response and hybrid fixed-route service.	Public Transportation Division	12/2025	2026	On Track	Ten transit agencies undergoing the transition to the latest trip planning standard as of October 2025.
		Conduct software testing for the Accelerating Innovative Mobility tri-state project (between Oregon, Washington and California) that utilizes open data to offer more efficient and responsive transit services.	Public Transportation Division	12/2025		On Track	Open data software testing is underway. Launch planned for fall 2026.

		Identify trip planning tools that integrate multiple modes and review the state of integrated payment systems. Report out on next steps and barriers for implemention.	Public Transportation Division	12/2025		On Track	Research in progress. Recommendations expected December 2025.
	Define the multimodal network and establish priority corridors as part of the Oregon Highway Plan, to increase connectivity and access to key destinations, and integrate these corridors into investment decisions.	Complete priority intercity bus network study to identify corridors that offer increased connectivity for transit and integration with other transportation modes. Provide recommendations on enhancing service.	Public Transportation Division	12/2025	2028	On Track	Final report will be completed in December 2025.
		Draft policy language for inclusion in the Oregon Highway Plan update that defines the multimodal network and helps to identify priority corridors for investment.	Public Transportation Division	~~12/2025~~ 12/2026		Schedule Change	Coordinating across the agency to determine how to define multimodal network. Policy language is delayed to sync to the Oregon Highway Plan update which was rescheduled. Work will be coordinated with Oregon Highway Plan.

2025 Strategic Action Plan Milestones: Reduce Congestion in the Portland Region

Outcome	Implementing Action	Milestone	Responsible Division/Unit	Milestone Deadline	Expected Action Completion	Current Status	Additional Information
n the Portland Region	Advance design and secure funding for construction of the I-5 Rose Quarter Improvement Project to provide smoother traffic flows, reduce crashes and enhance safety with ramp-to-ramp connections, and improve access for people walking, rolling and using transit.	Finalize design for 2025 Construction Package, which is referred to as Phase 1A, to build the project's first package of work for stormwater improvements and bridge preservation.	Urban Mobility Office	6/2025	TBD	Complete	The design was finalized in Q2 2025, Notice to Proceed was issued to the contractor in July of 2025, and construction is currently underway for Phase 1A construction package.
		Complete 30% design for Main Construction Package, which includes the central project area including the highway cover, relocated I-5 southbound off-ramp and the separated bicycle and pedestrian bridge.	Urban Mobility Office	12/2025		Complete	The 30% design for Main Construction Package was completed in Q3 2025.
	Advance bridge tolling on the Interstate Bridge Replacement Program to provide revenue to modernize infrastructure, manage congestion, and support multimodal options.	Conduct Level 3 Toll Traffic and Revenue Stated Preference Survey	Interstate Bridge Replacement Program	3/2025	2026	Complete	Completed June 2025.
		Conduct Hayden Island Ground Improvement Study to help manage risks related to construction cost and schedule	Interstate Bridge Replacement Program	~~9/2025~~ 9/2026		Schedule Change	Under way, due to be complete by summer 2026.
		Advance the Interstate Bridge Replacement Program through the environmental process in order to modernize infrastructure and support multimodal transportation options. Complete Section 106 public comment and complete final Supplemental Environmental Impact Statement.	Interstate Bridge Replacement Program	12/2025		Schedule Change	Completed Section 106 public comment period in June 2025. The final SEIS is under way and is anticipated to be completed in early 2026, followed by a Record of Decision which provides federal approval to begin construction.
	Explore additional opportunities to expand bus on shoulder use in partnership with regional transit agencies, and make additional state highway shoulder segments ready for bus on shoulder operations.	Adopt Concept of Operations for I-205 Clackamas County bus on shoulder corridor.	Delivery & Operations (Region 1)	1/2025		Complete	Update: The Concept of Operations for I-205 Clackamas County bus on shoulder was approved by the State Traffic Engineer in January of 2025.

Reduce Congestion i		Request construction bids to prepare I-205 Clackamas County corridor for bus on shoulder	Delivery & Operations (Region 1)	12/2025	2028	Complete	Update: Bids were requested and the construction contract awarded June 2025. We expect construction to be completed in November 2025 and SMART is expecting to begin transit service in Winter 2025/26. Milestones are set for 2026 for next steps (construct necessary changes to prepare I-205 Clackamas County BOS corridor and engage transit agencies to identify opportunities for BOS operations on existing BOS corrdors
	Actively participate in regional high capacity transit project development.	Serve on the TriMet-led 82nd Avenue Bus Rapid Transit (BRT) project steering committee, policy group, technical advisory team; and review proposed designs sited on ODOT facilities.	Delivery & Operations (Region 1)	Ongoing	2028	On track	11/2025 update: ODOT served on these committees and actively participated in the development of, and eventual adoption of, a locally preferred alternative (LPA). The LPA was adopted by the Steering Committee in January 2025 and by the Metropolitan Planning Organization in June 2025. ODOT is continuing to participate in the design phase of the project with TriMet. The project is currently at 30% design. There are multiple high capacity transit projects currently in development in the Portland region. These efforts are led by TriMet in partnership with Metro, or C-TRAN, with ODOT participating due to the use of agency facilities. Milestones and timelines are outside of the control of ODOT. Steering committee update: ODOT served on these committees and actively participated in the development of, and eventual adoption of, a locally preferred alternative (LPA) in February 2025. The LPA was later adopted by the Metropolitan Planning Organization in June 2025. The project is expected to begin the design phase soon.
		Serve on the TriMet-led Tualatin Valley Highway transit project steering committee, policy group, technical advisory team; review proposed designs sited on ODOT facilities.	Delivery & Operations (Region 1)	Ongoing		On track	
		Coordinate with TriMet on extension of the Yellow Line light rail into Vancouver. Coordinate with C-TRAN on express bus on shoulder through the program area. Tri-Met and C-Tran are also owners of the IBR program.	Interstate Bridge Replacement Program	Ongoing		On track	

	Support efficient operations through technological and multimodal solutions that improve traffic congestion.	Identify and implement operational and Intelligent Transportation System (ITS) improvements that support smoother traffic flow and efficent movement of people and goods.	Delivery & Operations (Region 1)	Ongoing	Ongoing	On track	Related projects: *Cornelius Pass Rd ITS: Installs cameras, VMSs, and activated intersection warning system. (Starting late 2025, expected completion late 2026) I-5: Terwilliger – Marquam ATM. Variable advisory sign panels, VMS panel upgrades, and camera replacements. (construction 2025, almost complete) *ITS Network Equipment Upgrade purchase – Replacement of the ITS network switches that allow for sharing of data among cities, counties, TriMet, Metro. *Ramp meter firmware update allows quicker troubleshooting of issues. Beginning work soon: *Portland Metro & surrounding areas signal upgrades, including signal timing and detection updates. *Evaluating and updating corridor signal timing on multiple arterial corridors, funded by a Carbon Reduction Program grant. *ODOT to continue to participate in multiple TriMet projects for more efficient transit flow on ODOT facilities (82nd Avenue Transit, OR-8 & Line 33) including Next Generation Transit Signal Priority within the TriMet