Oregon
Kate Brown, Governor

DATE: September 1, 2022

TO: Oregon Transportation Commission

FROM: Kristopher W. Strickler
Director

SUBJECT: **Agenda Item G** – 2021-2023 ODOT/OTC Strategic Action Plan Progress Report and Metric Update

Requested Action:
Receive the Strategic Action Plan (SAP) Progress Report and metric update; and discuss status of SAP implementation activities and metric development through August, 2022.

Background:
The Oregon Department of Transportation (ODOT) is actively implementing the SAP following OTC approval in October 2020. In January 2022, the OTC set an expectation that ODOT provide progress updates at two milestones through calendar year.

The September OTC presentation will provide:
- an update of the SAP implementation progress in achieving the SAP Outcomes;
- a review and discussion of implementing actions and milestones that require modification from the updated baseline established in January 2022—addressing anticipated changes in scope and schedule;
- an overview of activities related to the featured Strategic Outcome—Transformative technologies; and
- a review and discussion of efforts that advance the SAP metrics.

Next Steps:
Staff will respond to the OTC feedback discussed in September and provide the next SAP Progress Report in January 2023.

Attachments:
- Attachment 1- Strategic Action Plan Progress Report – September 2022
- Attachment 2- Strategic Action Plan Metric Reports

Active

➢ Progress Report shows that 17 of the 28 (61%) implementing actions are on schedule for completion.

➢ Providing change management resourcing to SAP outcome leads as needs are expressed.

➢ Executing organizational change management activities and to help staff connect to the SAP, supported through internal communications.

➢ Updating SAP Dashboard to reflect progress in achieving SAP outcomes.

Complete

✓ As of September 1, staff have completed 23 of the 61 (38%) milestones established for 2022.

✓ In February, SAP team reported lessons learned from staff conversation facilitated by Connecting to Equity toolkit.

✓ Held SAP town hall on Connecting to Climate in February, previewed Connecting to Climate conversation toolkit at Senior Leadership Group in May, and the SAP team is currently collecting the responses from climate toolkit.

✓ Coordinated efforts to submit a SAP metric report to the OTC.

On the Horizon

➢ January 2023 next SAP Progress Report

Highlights of the September 2022 Progress Report

Equity Activities

- Conducted an agency-wide survey to create a metric baseline for belonging at ODOT.
- Developed a web-based Social Equity Engagement Toolkit.

GHG and Electrification Activities

- Developed and applied a GHG lens to inform the 2024-2027 STIP Project Selection.
- Drafted action plans for fuels and materials carbon reduction with working groups.
- Engaging with consultant to support the Community Charging Outreach, Education and Technical Assistance Program.
- Submitted the Oregon NEVI State Plan in July 2022.

Congestion Reduction Activities

- Active Traffic Management projects have been scoped for consideration for inclusion in the 2024-2027 STIP, including segments of I-5, I-84 WB and US26 WB.
- Approved the I-5 Rose Quarter Improvement Project Diversity and Subcontracting plan.

Transformative Technologies Activities

- Completed the Broadband Strategy Implementation Plan

Sufficient Funding Activities

- Commission approved a plan to use additional resources from the IIJA to help close the budget gap using up to $100 million in potential annual redistribution funding that was not yet allocated in the STIP.
- Developed a strategy to maximize opportunities for securing federal discretionary grant opportunities under the Infrastructure Investment and Jobs Act.

Strategic Outcome Lead: Erika McCalpine

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Increase Our Workforce Diversity	**Train job interview practices**	Create standardized interviews forms/templates for an equitable process.	7/31/2022 *Original deadline 6/30/2022*	7/31/2022	🟢	The standardized interview template is in final draft stage. The candidate template is in development; and the panel interview training is in final editing processes. Communications and training sessions began in July.
		Develop and launch required panel interview trainings for internal and external panelist to minimize bias in the interview/selection process.	7/31/2022 *Original deadline 6/30/2022*			
	Strengthen ODOT training and intern programs	Develop framework to increase the number of interns across each division by 10%.	9/30/2022	12/31/2022	🟡	Updated milestone to focus on developing a framework to increase interns. Staff transitions impacted ability to meet initial timeline. Increases will be demonstrated by year end 2023. The workforce choice index will compare census data to identify recruitment diversity gaps; and tailor advertising, outreach, and engagement to address these needs. Progress is being made in developing the Employee Resource Group framework; however, additional time is needed to review with proper channels—including unions. Staff continue to work on advancing policy development and will launch in collaboration with communications and sustainability planning.
		Use the Workforce Choice Index to shift and align "materially" to a numeric value for annual goals and progress monitoring.	7/30/2022			
		Adopt and implement an Employee Resource Group framework, including policies, communication and sustainability plans, forms, templates, and tools.	10/31/2022 *Original deadline 4/30/2022*			
		Launch at least (2) Employee Resource Groups to improve development, belonging, and retention at ODOT.	12/31/2022 *Original deadline 6/30/2022*			
		Review and revamp MTP program by examining program purpose, effectiveness, and communication strategies.	12/31/2022			
	Adopt agency-wide engagement survey and data use practices	Conduct agency-wide survey to create metric baseline for belonging at ODOT.	4/30/2022	4/30/2022	🟢	Belonging baseline data was benchmarked in the Workforce Choice Index and updated annually. Strategies to increase belonging are in development.

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Implement a Social Equity Engagement Toolkit	**Adjust the toolkit to enable scaling agency wide.**	Develop a web-based toolkit for agency-wide scaling.	1/31/2022	3/31/2022 *Original completion date 12/31/2021*	● (green)	The toolkit is complete and circulated. Projects and programs that adopt the toolkit will identify purpose, stakeholders, engagement approach, timeline to carry out objectives and evaluate/report progress.
	Implement toolkit on fifty percent of ODOT projects and programs.	Develop division based peer groups to understand, use, and teach the toolkit for agency-wide implementation.	3/1/2022	12/31/2022	● (green)	Each division will select and appoint subject matter experts to link and leverage their office to engagement activities connecting to all initiatives, programs, projects, or processes.
		Create reporting materials that detail program and project use to include impacts and storytelling.	9/1/2022			
More Dollars to BIPOC- and Women-Owned Businesses	**Develop a comprehensive program to more effectively inform and engage BIPOC- and women-owned businesses.**	Deliver an implementation plan for removing barriers facing BIPOC- and women-owned firms in contracting with ODOT.	9/30/2022 *Original deadline 2/27/2022*	11/30/2022	● (yellow/orange)	The delivery of milestones to engage and inform BIPOC and women-owned businesses is delayed due to staffing capacity. Draft implementation plan complete, with finalization and associated training happening in late summer 2022.

Tailored trainings and technical assistance are provided to stakeholders/firms to create opportunities to bid on contracts.

Currently, we only collect racial, ethnic, and gender information of COBID certified firm owners, as a result, many non-certified firms are not tracked. To increase the accuracy of measuring dollars to BIPOC firms, we propose adding voluntary racial, ethnic, and gender fields to the OregonBuys interface to improve capacity in collecting this information from all firms working with ODOT. We will share this proposal with OPO, who will then ask DAS for approval. |
		Implement a partnership strategy with targeted industry partners to facilitate engagement and training opportunities to BIPOC- and women-owned firms.	12/31/2022 *Original deadline 4/30/2022*			
		Expand targeted trainings to support the unique needs of BIPOC- and woman-owned firms who are interested in contracting with ODOT.	9/3/2022			
		Establish or improve data collection to more clearly track: • DBE firms bids vs awarded/not awarded • Number of trainings provided to DBE (both in house and recommended by ODOT) • Customer satisfaction survey to DBEs	12/31/2022 *Original deadline 1/31/2022*			

Strategic Outcome Lead: Suzanne Carlson

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Reduce Our Carbon Footprint	**Apply GHG emission standards in making ODOT investment decisions.**	Develop and apply a GHG lens to project selection decisions and recommendations	6/30/2022 *Original deadline 12/31/2021*	6/30/2022 *Original completion date 12/31/2021*	🟢	
	Phase in lower carbon materials and fuels into construction practices, monitor and adjust.	Initiate best practices outreach for contractors and industry partners.	3/31/2022	12/31/2022	🟢	Climate Office will support Delivery & Operations as needed based on findings from the GHG Inventory project.

Actions are on schedule. Outreach and action plans were established in January 2022 and are documented in "Oregon Department of Transportation Operational Greenhouse Gas Reductions: Best Practices & Recommendations". |
		Draft action plans for fuels and materials carbon reduction with working groups.	6/30/2022			
		Establish new standards for lower carbon fuels and materials and a phased-in approach	9/30/2022			
		Implement new standards on new construction projects	12/31/2022			
	Adjust investment programs and invest in lower emission projects.	Develop and apply a GHG lens to inform the 2024-2027 STIP project selection decisions.	6/30/2022 *Original deadline 12/31/2021*	12/31/2022	🟢	The Climate Office developed and shared GHG index results for initial project lists with ODOT regions, program leads, and the Enhance Discretionary project selection committee in February 2022. The climate lens is helping inform the 100% STIP scoping lists as projects are finalized through Fall 2022.
		Examine investment programs and reset priorities to align with low carbon investments, where appropriate	12/30/2022			

SAP Outcome	SAP Implementing Action	Milestone | Deadlines	Expected Completion	Current Status	Additional Details
Electrify Oregon's Transportation System	**Develop and pursue a plan to address electric vehicle charging infrastructure gaps**	Develop a plan to address infrastructure gaps, consideration of roles and responsibilities of ODOT, other state agencies, and private sector — 9/30/2022	12/31/2022	🟡	ODOT is developing a 5-year light duty ZEV deployment strategy for corridors and communities. The NEVI State Plan and funding (below) has accelerated corridor strategy development and partnerships. ODOT is finalizing selection of its Community Charging Outreach, Education and Technical Assistance program consultant to promote diverse applicants and reduce barriers to access. Outreach and incentives to follow. The NEVI State Plan August 1 deadline has impacted workload.
		Launch community charging incentive program to support EV adoption in priority areas. — 12/31/2022 *Original deadline 6/30/2022*			
	Identify funding sources to support broader transportation electrification	Develop and initiate corridor charging strategy for federal formula funding, and identify potential State flexible and match funds — 12/31/2022	12/31/2022	🟢	ODOT submitted its State Plan for the IIJA's National EV Infrastructure Formula Program (NEVI) early on July 15, 2022. ODOT is committing $100 million for EV charging infrastructure from state, federal and private matching sources. ODOT is developing two EV charging planning tools for state and local planners.
		Develop information resources and technical support tools to secure funding for EV charging — 12/31/2022			

Strategic Outcome Lead: Karyn Criswell

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Improve Access to Active and Public Transportation	**Define a priority multimodal network to enable more strategic and equitable selection of future projects and programs.**	Develop scope of work to define multimodal network. Determine if priority network should address state and local system or focus only on ODOT managed roadways and appropriate parallel routes.	7/31/2022 **Original deadline 6/30/2021*	12/31/2023 **Original completion date 12/31/2022*	🟡	Identified opportunities to integrate multimodal network priorities into ongoing program and planning efforts or in-process work thereby saving on funding and staff resources; institutionalizing multimodal approaches to planning; and easing the engagement burden on community stakeholders and other agency partners.
	Integrate priority multimodal network needs into existing investment programs prioritization.	Work with agency leadership to develop plan/strategy for funding integration.	12/31/2022	12/31/2023	🟢	Pedestrian and Bicycle Strategic funds have been advanced to the 2021-24 STIP to implement projects and address social equity issues in the areas of highest need. Equitable Safety Improvement Evaluation (EASIE) project is nearing completion. EASIE's goal is to evaluate existing ODOT funding programs to address pedestrian and bicycle safety in a fast, effective, and equitable manner. This effort builds on the 2021 Improving Pedestrian Safety Initiative. Great Streets program guidelines are complete and project solicitation is underway. This is a proof-of-concept program that prioritizes safety improvements and access to multimodal transportation on state highways that are also main streets. This program allows ODOT to test an approach to funding corridor scale improvements.

Strategic Outcome Leads: Brendan Finn and Della Mosier

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Reduce Congestion in Portland Region	**Develop the Urban Mobility Strategy and associated communications strategies**	Present the Urban Mobility Strategy investments and implementation proposal to OTC for feedback.	5/31/2022	12/31/2022	●	The roll out of the UMS to the public and media increased understanding of the comprehensive approach to transportation in the Portland metropolitan region.
		Work with partners and engage impacted communities to create an integrated communications strategy to inform the Urban Mobility Strategy.	11/30/2022			
		Incorporate outcomes from 2022 legislative session and feedback from partners and impacted communities into the Urban Mobility Strategy.	5/31/2022			
	Develop and implement Bus on Shoulder projects on segments of the I-5 and I-205 corridors in the Portland region.	Continue monitoring I-205 pilot project to evaluate effectiveness and determine long-term feasibility.	12/31/2022	1/31/2024 *Original completion date 12/31/2021*	●	Two pilots have been successfully implemented and are continuing operations during evaluation. Updating the legal framework requires two steps 1) OAR revision and 2) traffic manual update. A Rules Advisory Committee for OAR revision begins in August (goal of spring 2023 for completion), then the process for updating the traffic manual will commence as these steps must be done in succession.
		Monitor I-5 pilot project to evaluate effectiveness and determine long-term feasibility.	12/31/2022			
		Update applicable traffic guidelines to account for Bus on Shoulder.	12/31/2023 *Original deadline 12/31/2022*			
		Revise Oregon Administrative Rule (OAR) to account for Bus on Shoulder.	12/31/2022			
	Continue designing the I-205 Toll Project	Look for opportunities to coordinate with the Region Mobility Pricing Project.	1/31/2022 Ongoing	1/31/2023	●	Milestone delivery schedule shifted because staff are conducting additional traffic modeling that was requested by partners, as well as, the need to merge the I-205 Improvements Project (the phases outside the Abernethy Bridge) into the I-205 Toll Environmental Assessment.
		Coordinate toll project design with I-205 Improvement Project.	2/1/2022 Ongoing			
		Publish draft Environmental Assessment	11/31/2022 *Original deadline 7/31/2022*			

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Reduce Congestion in Portland Region	**Define a list of Active Traffic Management projects for implementation on the state highway system in the Portland region**	Prioritize implementing Active Traffic Management systems on I-5 and I-205.	12/1/2022	12/31/2022	🟢	The Active Traffic Management project on I-5 (between the Marquam Bridge and Capitol Highway) is currently in design and construction and expected to start in 2024. Active Traffic Management projects have been scoped for consideration for inclusion in the 2024-2027 STIP, including segments on I-5, I-84 WB and US26 WB. 100% STIP funding lists are currently in process. The Enhance Highway program is expected to fund ATM improvements on I-5 NB and SB.
		Monitor progress of design and Right of Way phases of the I-5 Active Traffic Management project (between the Marquam Bridge and Capitol Highway).	12/1/2022			
		Complete scoping for Active Traffic Management improvement projects on freeway segments on I-5 (Capitol Highway to OR 217), I-84 WB (Troutdale to I-205) and US 26 WB (Sylvan to Cornelius Pass Road).	4/1/2022			
		Complete project selection for the Enhance Highway program funding.	12/31/2022			
	Begin Construction on the I-5 Rose Quarter Improvement Project	Develop and submit Conceptual Finance Plan	7/30/2023 *Original deadline 1/31/2022*	12/31/2023	🟡	The Project Finance Plan will be provided following the completion of the supplemental environmental assessment for the proposed Hybrid 3 highway cover design modification. The shift in schedule is based on guidance received from the OTC in January 2022. The assessment is underway and expected to be released for public review by Fall 2022, with an expected completed NEPA process in early 2023. The Project's Diversity and Subcontracting Plan was finalized in January 2022 and is available here.
		Complete NEPA review for Hybrid 3 highway cover design modifications, with FHWA approved decision document.	7/30/2023 *Original deadline 12/31/2022*			
		Approve Diversity and Subcontracting plan with Community Oversight Advisory Committee concurrence.	3/2/2022			

Strategic Outcome Leads: Mark Sauer and Galen McGill

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Implement Transformative Technologies	**Select and hire connected vehicle data consultant to support Road Usage Charging**	OTC Vendor Contract approval	12/31/2022 *Original deadline 12/31/2021*	12/31/2022 *Original completion date 12/31/2021*	🟡	The Request for Proposal (RFP) closed on April 28th. Eleven proposals were received, and the selection process is underway.
	Select vendor to implement an automated routing permit system	Draft statement of work for RFP	9/30/2022 *Original deadline 9/30/2021*	4/30/2023 *Original completion date 7/30/2022*	🟡	The Statement of Work (SOW) for the project is complete. The next step will be working with the Procurement Office to integrate the SOW into and RFP for the system.
	Develop and implement integrated broadband strategy	Develop Final Draft of the Broadband Strategy Implementation Plan	5/31/2022	5/31/2022 *Original completion date 4/30/2022*	🟢	The ODOT Broadband Strategy and Implementation Plan has been completed.
	Upgrade seventy-five percent of ODOT owned and maintained traffic signals	Achieve milestone of 65% of ODOT owned and maintained signals upgraded to ATC controllers.	12/31/2022	12/31/2023	🟢	Currently, 73% of ODOT owned and maintained signals have been upgraded.

Strategic Outcome Lead: Maureen Bock

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Implement Large-Scale Road Usage Charging	**Continue outreach efforts to build public awareness about the need for sustainable transportation funding and to increase OReGO enrollment.**	Develop stakeholder outreach plan for 2022.	3/31/2022 *Original deadline 7/1/2021*	12/31/2022 *Original expected completion 12/1/2021*	🟡	Efforts have continued to focus on stakeholder education, which will include legislative and government for the 2022 calendar year. With the addition of new members to Task Force, educating new members have been a priority.
		Report quarterly on implementation efforts.	Ongoing			
	Streamline point of sale enrollment at auto dealerships to facilitate expansion of road usage charging.	Develop requirements and conduct outreach efforts with dealerships.	1/30/2023 *Original deadline 12/1/2021*	12/1/2023	🟡	Project charter and statement of work drafted with anticipated Request for Proposals (RFP) and project kickoff scheduled for late summer to early fall. An adjustment to the delivery schedule should allow enough time to get the RFP out and begin work with dealers to educate and refine requirements for this project and then move to pilot operations.
		Identify dealerships for pilot project.	12/30/2022 *Original deadline 6/30/2022*			
		Conduct pilot, document lessons learned, and refine requirements.	8/1/2023 *Original deadline 12/1/2022*			
	Deploy a connected vehicle ecosystem that supports largescale RUC implementation.	Collaborate with CC and CVE provider to determine project management plan for pilot.	12/31/2022	12/1/2023	🟢	Second round evaluations were completed late July. Contract negotiations with two vendors began in early August to complete Phase 0 of the Project. This phase is expected to be completed within twelve months from the notice to proceed.

Strategic Outcome Lead: Travis Brouwer

SAP Outcome	SAP Implementing Action	Milestone | Deadlines		Expected Completion	Current Status	Additional Details
Achieve Sufficient Funding	**Work with stakeholders to identify new transportation revenue options to propose to the 2023 Oregon Legislature**	Develop a legislative concept for road usage charging to introduce in the 2023 Legislature	12/31/2022	12/31/2022	⊙	The OTC has approved, advancing these three legislative concepts, and ODOT is doing additional development work on each proposal. Work has begun on describing the need and working with stakeholders to build support.
		Develop a proposal for modifying DMV fees to ensure they cover the cost of delivering services.	12/31/2022			
		Develop a finance plan and funding options for the Interstate Bridge Replacement to present to the 2023 Legislature.	12/31/2022			
	Develop a plan to close the agency's operations and maintenance budget deficit through 2029	Develop a plan to use the Infrastructure Investment and Jobs Act to reduce the agency's operational budget gap	7/1/2022	12/31/2023	⊙	In July, the Commission approved a plan to use additional resources from the IIJA to help close the budget gap using up to $100 million in potential annual redistribution funding that was not yet allocated in the STIP.
		Analyze the agency's operational budget gap through 2029 based on updated revenue and expenditure forecasts	12/31/2022			
	Maximize Oregon's opportunity to secure significant federal competitive grants under the Infrastructure Investment and Jobs Act	Develop and implement a strategy to maximize opportunities for securing federal discretionary grant opportunities	7/1/2022	12/31/2023	⊙	ODOT is developing a grant strategy that will seek to maximize federal opportunities, starting with identifying priority projects across programs. The OTC set aside $40 million in funding to match federal grants. ODOT has applied for funding in the RAISE, INFRA, and Bridge programs for priority projects.

Current Status Key:

Green: Means work is on track as planned, no known concerns. Additional details may identify assumptions or interdependencies that are a bit uncertain that could potentially pull the work off-track.

Yellow: Means we anticipate or have experienced unanticipated issues that may impact our ability to deliver the milestone in the timeframe planned. Additional details should explain the issue and our efforts to mitigate negative impacts and deliver as originally planned.

Red: Means we won't meet a milestone and need to renegotiate the deadline. Additional details should explain the issue and our rationale for requested adjustments.

Strategic Action Plan
Annual Performance Report 2022

Outcome Area: Increase ODOT's Workforce Diversity

Metric: By the end of 2025 ODOT will materially increase the hiring and retention of people of marginalized identities, women, and people who live with disabilities at all levels of the organization.

This metric supports ODOT's goal of building a diverse workforce, supported by equitable operations and policies, and establishing an informed culture that delivers authentic inclusivity. Using census data helps us to understand gaps and leverage that information to monitor and measure our progress in increasing ODOT's workforce diversity across the agency. The date is being extended to allow time to measure effectiveness. We can never guarantee an influx of diverse employees, but we can implement policies/procedures that allow us to do true recruiting. Steps taken to improve inclusivity and create a more equitable hiring process:

- A toolkit consisting of best practices for panel interviews, and panelist scoring and candidate interview questions templates have been created to increase accessibility, transparency, consistency, and fairness in the interview process.
- Panel Interview Training has launched to support panelists and help panels think more equitably and reduce bias in the interview process.
- Combined, these tools equip and create ease for our managers, panelists, and support staff in the interview process while also improving candidate experience.

Belonging data has been reviewed and action plans are being created to guide managers in improving employees' sense of belonging at ODOT. This will have a positive impact on retention within the agency.

Workforce Diversity

Identified areas to improve:

Better align our workforce with communities through data and improved outreach.

Increase consistency, transparency and accountability through the interview process.

Be more open with candidates regarding what ODOT is looking for in a position.

Create a more level playing field between internal and external candidates.

As of 6/30/2022	Female	American Indian/ Alaska Native	Asian	Black/ African American	Hispanic Latina/o/x	Native Hawaiian, Pacific Islander, Two Or More Races, Other	People with Disabilities
ODOT Marginalized Identity Representation	37.3%	1.6%	3.2%	1.1%	6.3%	4.1%	3.5%
Oregon Marginalized Identity Population	50.4%	1.8%	4.9%	2.2%	13.4%	4.5%	9.9%
Difference or Gap	13.1%	0.2%	1.7%	1.1%	7.1%	0.4%	6.4%

Date Published: 08/01/22
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Oregon Department of Transportation

For more information visit the SAP Dashboard: https://www.oregon.gov/odot/Pages/SAP-Dashboard.aspx

Strategic Action Plan
Annual Performance Report 2022

Outcome Area: Implement a Social Equity Engagement Toolkit

Metric: By the end of 2025, one hundred percent of ODOT projects will apply ODOT's Social Equity Engagement Toolkit.

This metric supports ODOT's goal of having an Engagement toolkit that clarifies where and how to initiate, maintain, and sustain equitable engagement. When 100% of ODOT projects utilize the toolkit, we can ensure that all voices, regardless of social identity or social demographics, in the communities that ODOT serves are heard and their viewpoints influence agency program and project decisions.

The Social Equity Engagement Toolkit has been implemented and is available through the Social Equity SharePoint site.

As we lean into this engagement work we need to focus internally on awareness of the OSE and engagement practices first. The implementation of this metric will be mostly complete by 2024 but we know that it takes time to fully incorporate agency wide. In 2024 we should have sufficient data to measure its effectiveness well.

Roles and responsibilities must be well defined, processes streamlined and clearly understood. We must address inconsistencies in how we communicate across functional areas related to approach and feedback, and work towards a centralized database we can leverage to measure progress, growth, inefficiencies and/or shifts over time.

To meet our goal and be effective ODOT must continue to build partnerships with community based organizations and improve how we communicate with marginalized communities, focusing on collaboration, feedback and building trust.

Timeline:
- 07/21 — EECP launched
- 01/22 — Initial Engagement Toolkit deployed
- 03/22 — Engagement Toolkit site launched
- 06/22 — Plans to scale agency wide initiated
- 11/22 — Begin HB2985 Engagement & Policy roll out
- 12/22 — Begin rolling out packages/toolkits to specific areas
- 06/23 — Launch Engagement Database
- 11/23 — Launch skills training modules online

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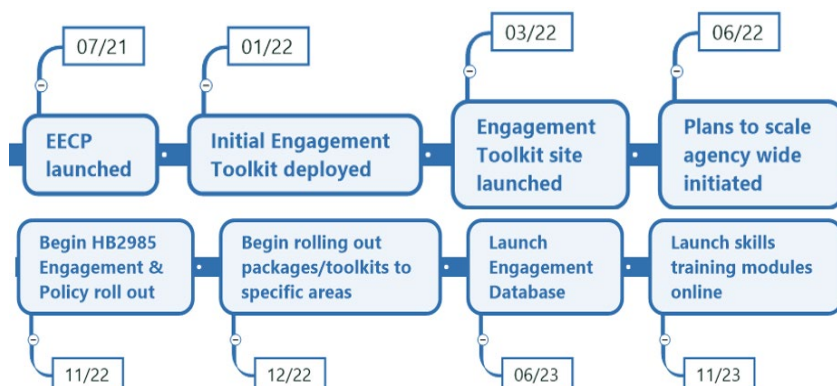
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Outcome Area: Reduce Our Carbon Footprint

Metric: By the end of 2023, begin to reduce greenhouse gas emissions from ODOT activities

The Oregon *Statewide Transportation Strategy: A 2050 Vision for Greenhouse Gas (GHG) Reduction* and Executive Order 20-04 on climate change are key policy drivers behind ODOT's goals for reducing the agency's carbon footprint and providing decision makers with the information to make more sustainable transportation choices. ODOT will measure GHG emissions reductions through agency operational GHG accounting and by comparison of climate-related tradeoffs between Statewide Transportation Improvement Program (STIP) projects (underway).

The Climate Office completed a GHG inventory of operational emissions in January 2022, with over 40 recommendations – informed by subject-matter experts and industry partners – to reduce emissions. Three working groups are implementing low-carbon materials, renewable energy, fleet electrification and alternative fuels strategies. Progress includes piloting renewable propane at an asphalt plant, pursuing solar panels at maintenance districts, and a fleet electrification plan.

Since 2020, the Climate Office has developed and applied a climate lens to 2024-2027 STIP funding decisions to measure and achieve program-level GHG reductions, bringing climate as a factor into how we fund, select and build projects. A qualitative GHG index (pictured below) was shared internally to help inform decisions and select a cleaner mix of projects. The climate lens is being applied during three phases: 1) when the Transportation Commission makes program funding decisions (provided since December 2020), 2) when projects are scoped and selected (underway), and 3) by quantifying emissions for the Draft & Final STIP (Sept. 2022-July 2023). Some projects may still increase emissions; however, the goal is to achieve net reductions over time.

More Renewable Diesel – Less Emissions

Share of renewable diesel steadily increases for Fleet operations

Thanks to the dedication of ODOT's Fleet Services team, the agency has seen year over year increases in renewable diesel use (23% in 2020 to 37% in 2021). The fuel offers significant emission reductions and is cost-competitive to standard fossil diesel. Increased use is a major opportunity for further operational emissions reductions.
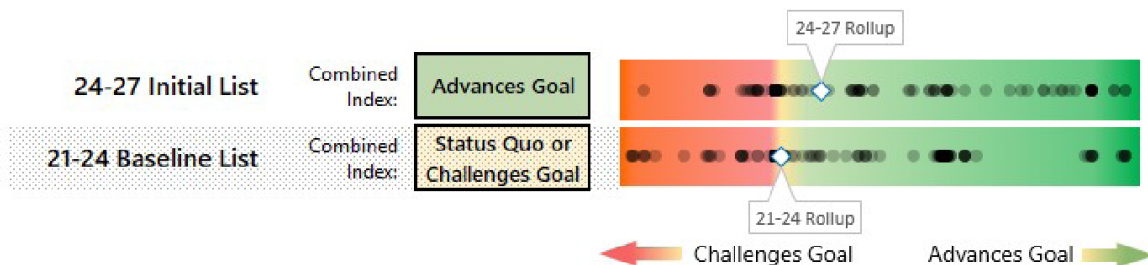
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Strategic Action Plan
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Outcome Area: Electrify Oregon's Transportation System
Metric: By the end of 2025, expand statewide electric vehicle charging infrastructure by ten percent.

Access to convenient, reliable and affordable EV charging infrastructure is a key driver of electric vehicle adoption in Oregon and throughout the nation. In 2021, ODOT released its Transportation Electrification Infrastructure Need Analysis (TEINA), which assessed charging infrastructure needs in Oregon through 2035 and identified gaps. TEINA concluded that a substantial increase in public EV charging infrastructure is necessary to support state EV adoption goals and that public investment is required to accelerate deployment. Supporting the rapid deployment of EV charging infrastructure will aid ODOT's efforts to electrify the transportation system and help it meet its climate and GHG reduction goals.

ODOT tracks public electric vehicle charging infrastructure using the U.S. Department of Energy's Alternative Fuel Data Center Station Locator tool. In January 2021, Oregon had 1,326 public and proprietary EV chargers: 1,013 Level 2 (medium speed) and 313 DC fast chargers. As of July 2022, Oregon had 2,181 public and proprietary EV chargers: 1,717 Level 2 and 464 DC fast chargers, a 64% increase.

Currently, ODOT is developing a Zero Emission Vehicle Charging Infrastructure Deployment Strategy to prioritize its charging infrastructure build out. Its goal is to ensure equitable access, geographic coverage and targeted investments to accelerate the tipping point for rapid EV adoption. ODOT is committing $100 million in state and federal funding over the next five years to support the installation of public EV charging throughout the state.

ODOT All In on EV Charging

ODOT commits $100 million for public EV charging over next five years.

This funding will help build out Oregon's charging network on several major corridors and increase charging access in communities. The funding comes from a mix of state and federal sources – about two-thirds will be spent on DC fast charging along eleven electric corridors and the remaining third will close EV charging gaps in communities, with a focus on rural, disadvantaged and historically underserved communities.

Public EV Charging in Oregon
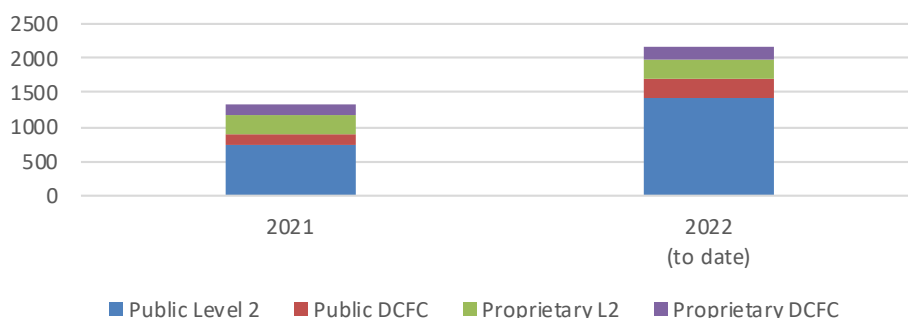
Legend: Public Level 2, Public DCFC, Proprietary L2, Proprietary DCFC

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Outcome Area: Electrify Oregon's Transportation System

Metric: By the end of 2023, triple the number of electric vehicles on Oregon's roads.

The transportation sector comprises 40% of Oregon's greenhouse gas emissions. Rapid transportation electrification is vital to achieve state climate goals. ODOT works to drive the adoption of electric vehicles by convening state agencies and stakeholders, and has primary responsibility for public charging infrastructure investments. Through the Zero Emission Vehicle Interagency Working Group (ZEVIWG), ODOT collaborates with state agency partners to address barriers to transportation electrification: vehicle and fuel costs, infrastructure needs and costs, equity and awareness.

By January 2021, there were just over 35,000 light-duty EVs in Oregon. In April 2022, Oregon surpassed 50,000 EVs on its roads, a 43% increase. ODOT and its ZEVIWG partners track adoption of light-duty electric vehicles using ODOT's vehicle registration data, which is published on the Department of Energy's Electric Vehicle Dashboard.

Public charging infrastructure is needed to build Oregonians' confidence that EV charging is as widespread and convenient as fueling with gasoline. Experts say that EV charging infrastructure is a necessary precursor to broad EV adoption. ODOT is supporting this growing market through partnerships to build out EV charging stations along major corridors and in communities statewide, and is committing $100 million over five years to facilitate public charging infrastructure.

Oregon Reaches EV Milestone

In 2022, Oregonians surpassed 50,000 electric vehicles on the road.

Oregonians are continuing to make the switch to electric vehicles, with more than 50,000 registered zero emission vehicles on Oregon roads as of the end of April 2022. Data from the Oregon Department of Transportation show electric vehicles charging up in all 36 counties. EVs make up about 8% of new cars, trucks and SUVs sold in Oregon.
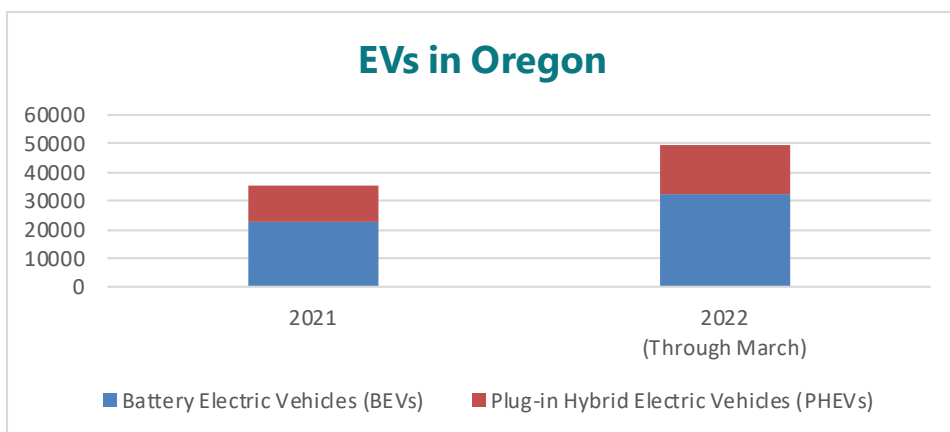
EVs in Oregon

Bar chart showing EVs in Oregon for 2021 and 2022 (Through March), split between Battery Electric Vehicles (BEVs) and Plug-in Hybrid Electric Vehicles (PHEVs). 2021 total approximately 36,000; 2022 total approximately 50,000.

- Battery Electric Vehicles (BEVs)
- Plug-in Hybrid Electric Vehicles (PHEVs)

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Outcome Area: Improve Access to Active and Public Transportation

Metric: By the end of 2023, increase the percentage of agency funding dedicated to projects and programs that improve equitable access to walking, biking, and transit.

Public and active transportation are lifelines for Oregonians that cannot, or choose not to, drive. This metric focuses on increasing the share of agency funding spent on improving access to walking, biking, and transit in the communities with the highest health, income, and accessibility disparities

Progress is measured through:

1) The percentage of agency funds spent on walking, biking, and transit improvements and programs, and

2) Understanding where and how those funds are spent.

In 2021, ODOT spent 8.3% of our budget on public and active transportation projects; **we boosted funding for these essential areas by over $250 million for upcoming cycles**.

Metric Achieved

20.2% funding boost for public and active transportation.

Highlights include:

- $50m for Great Streets program
- $45m to expand the Safe Routes to School Program
- $45m for the Ped-Bike Strategic Program
- $20m for the Innovative Mobility Program
- $15m for replacing older transit vehicles in rural communities.

Using census data and higher levels of engagement and outreach to target the communities of highest need ODOT is prioritizing equity in the project selection process. Grant programs now require applicants to demonstrate how the quality of life will be improved for those within the project or program service area, and pull data from the Statewide Equity Index for Public and Active Transportation.

Finally, we have updated the Key Performance Measure (KPM) for Walkways and Bikeways to establish a priority statewide network that emphasizes connectivity and crossing spacing. This network will be integrated with public transit to establish the Statewide Priority Multimodal Network.

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Outcome Area: Reducing Congestion in the Portland Metro Area

Metric: By 2023, begin making investments in the Portland region to reduce traffic congestion as defined by the average number of hours per day a driver experiences congestion.

ODOT's Urban Mobility Strategy includes a suite of projects and programs that aim to reduce congestion, decrease bottlenecks, and improve highway safety in support of this outcome. ODOT is putting this strategy into action, including starting construction on the state's largest interstate investment project in the Portland metro area in 45 years. The following projects highlight the agency's progress over the past year toward reducing congestion in the Portland metro area:

- 2 projects in construction:
    - OR 217 Auxiliary Lane Project
    - I-205 Improvements Project
- 2 Bus on Shoulder projects operational on I-5 and I-205
- Maintained progress toward future construction:
    - I-5 Rose Quarter Improvement Project
    - I-205 Improvement Project *(future phases)*
- Continued advancement of I-205 Toll Project and Regional Mobility Pricing Project
- Ongoing development of the following projects:
    - Interstate Bridge Replacement Project
    - I-5 Boone Bridge and Seismic Improvement Project

> ### Urban Mobility Strategy
>
> *The Urban Mobility Strategy is a cohesive approach to make every day travel safer and more efficient in the Portland metropolitan region.*
>
> *In September 2019, the Oregon Transportation Commission created ODOT's Urban Mobility Office to collaboratively lead core projects to achieve the values and goals established in ODOT's Strategic Action Plan. In combination with key projects implemented by partner agencies supported by ODOT, the core projects will help achieve a modern and multimodal transportation system in the region by advancing equity, climate change, congestion relief, and safety goals.*

ODOT also is working with technical experts from other metro area agencies to build consensus on measuring congestion reduction in the Portland Metro area. This coordination will support a definition of congestion, with data to measure the effectiveness of the Urban Mobility Strategy projects toward reducing congestion. Each of these projects plays a role in the overall outcome in a unique way. The metric definition will need to capture these effects in a comprehensive and digestible reporting system. ODOT has many efforts underway throughout the agency to look at congestion through this lens. For this outcome, ODOT will be leveraging existing efforts in the agency to develop a consistent and reliable data source.

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Outcome Area: More dollars to Black, Indigenous, and People of Color and Women Owned Businesses

Metric: By 2024, increase the total dollars given to BIPOC and women owned businesses annually.

ODOT strives to have strong partnerships with businesses owned by Black, Indigenous, People of Color (BIPOC), women, and others who have been historically and/or currently marginalized to support economic opportunities through our projects. This metric supports that charge.
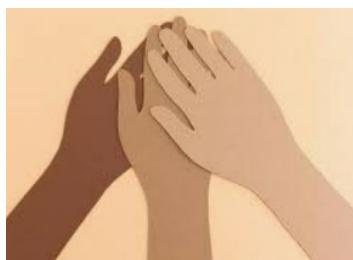
The Agency recently completed a new disparity study that sets a tri-annual goal for DBE utilization on federal aid projects. Under this new study, ODOT's goal for DBE will jump from 15.37% to 23.43% - a significant jump. While this means more must be done to mitigate the harm and disparity in this industry, ODOT can help address this by continuing to prioritize efforts to improve contracting opportunities for BIPOC owned firms in general. Continuing to implement the strategies in the BIPOC Contract Expansion initiative will help close ODOT close the gap in reaching this goal.

The Office of Social Equity, in partnership with the Statewide Project Delivery, are now participating in regularly scheduled monthly meetings with trade organizations representing small and BIPOC-owned firms to learn about how ODOT can support their work, to share information about upcoming projects going to bid, and to deepen collaboration between the agency and communities.

The Agency is working on a legislative concept to establish a Small Business Development Program and modify public improvement competitive bidding contract law to increase opportunities for qualified small businesses.

Big Wins

2022 actions include:

ODOT's work on economic opportunity is not limited to expanding contracting for DBE firms. ODOT is pursuing the use of tools like community workforce agreements (CWAs) that would expand the workforce training pipeline, encourage gender and racial equity in the pipeline and support career opportunities for Oregonians in economically distressed zip codes. ODOT completed an intensive six month stakeholder engagement effort on this topic earlier this spring and is aiming to start using CWAs by the end of 2022.

On the Horizon

From July to September, the Office of Social Equity will be providing an internal webinar training series to help the agency consider ways to support the expansion of contracting opportunities to BIPOC and women owned firms. Learn more here and join us!

BIPOC/Women/DBE Firm Payments (7/1/21 – 6/30/22)		
All Payments	$515,933,197.25	100%
Total BIPOC/Women	**$59,149,642.13**	**11.46%**

All payments made to BIPOC/Women-Owned firms based on ethnic/gender values of firm owners, including applicable COBID certified firms.

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Outcome Area: Implement Transformative Technologies

Metric: By the end of 2023, ODOT will make advancements in projects that bring transformative technology to Oregon's Transportation System.

Given the breadth of this outcome area, the action items selected were four technology projects that are illustrative of ODOT's commitment to leverage technology to deliver a modern transportation system. The metric is progress made in delivering these transformative projects.
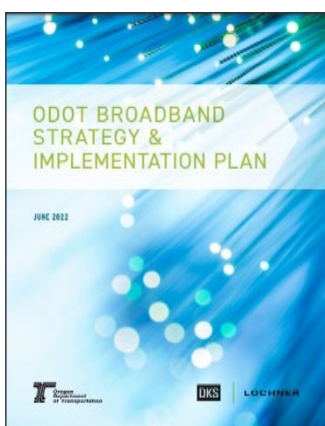
Connected Vehicle Ecosystem Project: This project prepares ODOT for a digital, connected future by working with industry to develop safety and mobility applications as well as implementation of road usage charging at scale. ODOT has issued a request for proposals (RFP), received eleven responses to that RFP, and has screened the responses to four finalists.

Advanced Transportation Controllers (ATC): ATCs are a modern traffic signal controller allowing improved operations today and prepares ODOT for future connected vehicle technology. The SAP action is to implement ATCs at 75% of ODOT owned and maintained traffic signals by 2023. ODOT now has ATCs deployed at 72% of ODOT owned and maintained signals.

Broadband Strategy: Broadband technology is an important enabling technology for a modern transportation system. The SAP action is to develop an agency strategy and implementation plan, which was published in June 2022.

Over Dimension Permit System: This project will implement improved permitting software that will reduce processing times and improve staff efficiency. System requirements are complete. Publication of the request for proposals is expected later this year.

Transformative Technologies

Making advancements in system technology.

ODOT is making good progress toward implementing the four actions identified in the Strategic Action Plan for the Implement Transformative Technologies outcome area. The Broadband Strategy action is finished. We are nearing the 75% goal for traffic signal ATC deployment. And the two software projects are making good progress toward vendor selection.

Overall % of ATCs Installed from 2019-Present
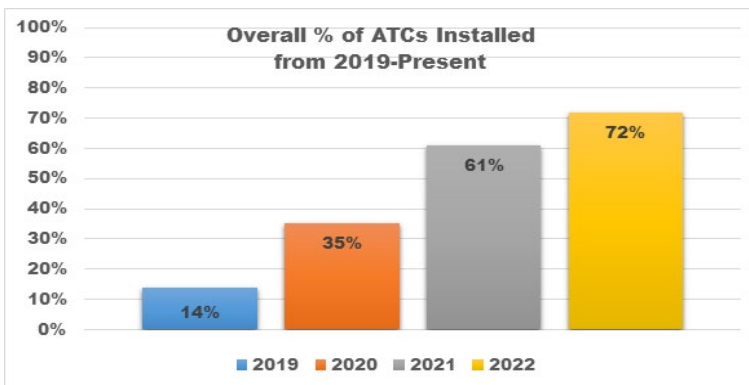
Date Published: August 2022
Program Manager Name: Galen McGill
Phone Number: 503-508-1881

Office Name: Maintenance & Operations
Email Address: galen.e.mcgill@odot.oregon.gov

Oregon Department of Transportation

For more information visit the SAP Dashboard: https://www.oregon.gov/odot/Pages/SAP-Dashboard.aspx

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Outcome Area: Implement Large Scale Road Usage Charging

Metric: By 2023, complete identified critical actions to advance large-scale road usage charge capacity by 2026.

The OReGO program launched in 2015 and has expanded since then with new projects and legislative improvements. In 2022, ODOT's road charging projects had three strategic priorities: 1) continue outreach and public awareness efforts; 2) streamline point of sale enrollment; and, 3) deploy a connected vehicle ecosystem to support road usage charging.

Misconceptions about road charging are common across the state, but Oregonians are becoming more supportive. ODOT is actively engaged with the public, stakeholders and legislators to explain the urgent need for alternative funding due to declining fuel tax revenue. Our efforts are moving the needle on public opinion:

- Privacy concerns dropped 12% in 2016 and another 6% in 2020.
- We saw 4% increase in support for the program in 2020, with a 21% decrease in people who think road charging is unfair.
- In 2020, 39% of people surveyed expressed some likeliness to sign up as a volunteer driver for OReGO.

ODOT's Point of Sale project (2022-23) will acquire input from vehicle dealers to design a system that streamlines enrollment for new OReGO drivers when they buy a vehicle. Based on dealer and customer needs, ODOT will develop training and materials to help them understand the program and efficiently enroll as we prepare for a future mandatory program. The project meets two objectives: to educate dealers about the program and the benefits it offers; and, to implement enrollment at the dealership with a process that is easy for customers and dealers alike. This initiative with dealerships and DMV is the necessary next step to support implementation of large scale road usage charging in Oregon. Connected vehicle technology and road charging are emerging solutions that address challenges faced today within transportation systems. ODOT is developing a connected vehicle ecosystem that will enhance safety and mobility just as road usage charging addresses funding deficits. The intersection of these technologies will enable the next generation of funding for transportation infrastructure.

Changing Perceptions:

"When I think about sustainable funding for roads in Oregon, I think about Oregonians getting safely and efficiently to and from jobs, delivering goods and services, visiting family and friends, and enjoying free time across the state—from the sea to the mountains."

"I was skeptical at first without knowing much about it but as I learned I have become completely supportive."

"I'm realizing it is an affordable option to repair Oregon roads."

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Outcome Area: Achieve Sufficient Funding

Metric: By the end of 2025, increase total funding for all modes of Oregon's transportation system.

In order to achieve sufficient funding (SAP Outcome 10), the Oregon Transportation Commission will measure the department's progress through this metric, requiring an increase in total funding for all modes of Oregon's transportation system. Total funding includes state and federal transportation funding due to changes in appropriations made by Congress, or funding from new or increased taxes or fees after 1/1/2021. This metric does not include changes in revenue due to external factors, such as changes in economic conditions, demographics, technology, etc.

This metric is critical to the department achieving all its identified strategic outcomes, as increased funding will enable the department to make critical investments in key areas. To achieve this metric, the department has established, and completed, six milestones enabling the department to move forward with seeking funding increases.

Metric	Current Status
Identify personnel and resources assigned	Complete
Define outcome's terms	Complete
Identify or develop a good quality data set	Complete
Define scope and scale of what data will be measured	Complete
Identify a process and/or report owner	Complete
External stakeholders identified and contacted	Complete

In November 2021, the President signed the Infrastructure Investment and Jobs Act (IIJA), which provided $1.2 billion in increased funding to Oregon across all modes of transportation, as well as an additional $100 billion in competitive grant opportunities through the U.S. Department of Transportation. This additional funding has resulted in an initial flexible funds allocation of:

Program Area	Funding (millions)	Program Area	Funding (millions)
Enhance Highway	$50	Local Climate Planning	$15
Fix-It	$75	Maintenance & Operations	$40
Great Streets	$50	ADA	$95
Safe Routes to Schools	$30	Match for Competitive Grants	$40
Innovative Mobility Program	$10	Business & Workforce Development	$7

Story Headline

ODOT Receives $1.2 billion in additional funding through IIJA.

In early 2022, the OTC allocated 34% of total IIJA flexible and dedicated funding to Sustainable & Equitable Transportation.