



# Oregon

Tina Kotek, Governor

## Oregon Transportation Commission

Office of the Director, MS 11

355 Capitol St NE

Salem, OR 97301-3871

**DATE:** October 26, 2023

**TO:** Oregon Transportation Commission

**FROM:** Kristopher W. Strickler  
Director

**SUBJECT:** Agenda Item L – SAP Implementation and Development Update

**Requested Action:**

Receive the 2021-2023 Strategic Action Plan (SAP) Progress Report and discuss status of SAP implementation activities through October 2023. The commission will also receive an update on the development of the draft 2024-2028 Strategic Action Plan.

**Background:**

The [2021-2023 Strategic Action Plan](#) (SAP) serves as a three-year roadmap designed to accelerate change towards specific outcomes that address Oregon's most significant transportation challenges. It represents the joint vision of the Oregon Transportation Commission (OTC) and the Oregon Department of Transportation (ODOT) to provide Oregonians with a safe, equitable, modern, and well-funded transportation system. ODOT is actively implementing the 2021-2023 SAP. This is the third update provided in 2023, the final year of the current SAP.

Work is underway to update the existing SAP. The project team is actively coordinating with ODOT leadership and staff to inform the direction of the SAP and anticipate OTC approval in early 2024.

The November OTC presentation will provide:

- an update of the current SAP implementation progress; and
- an overview of activities related to the update of the SAP.

**Outcome:**

Staff will respond to OTC feedback discussed in November and anticipate returning in December to the OTC for an SAP update workshop.

**Attachments:**

- Attachment 01- Strategic Action Plan Progress Report – November 2023
- Attachment 02- Strategic Action Plan Metric Reports



### Active

- Progress Report shows that 13 of the 24 (54%) implementing actions are on schedule for completion.
- Preparing the draft 2024-2028 SAP.
- Conducting presentations to staff groups and leadership about the SAP update to gather feedback.
- Conducting meetings with Outcome Leads to discuss metric refinements, and identification of implementing actions for the SAP update.
- Coordinating presentations with statewide advisory committees and other partners on the SAP update.
- Updating the SAP Dashboard to better reflect progress in achieving metrics and desired outcomes.



### Complete

- ✓ As of November 1, staff have completed 25 of the 51 (50%) milestones established for 2023.
- ✓ Held two SAP advisory committee meetings to inform the update.
- ✓ Conducted an All-Staff Townhall on the SAP update.
- ✓ Prepared a communications plan for the SAP update and made updates to internal website.
- ✓ Prepared 2023 SAP metric report.



### On the Horizon

- Workshop on the draft 2024-2028 SAP with OTC in December.

## Highlights of the November 2023 Progress Report

### Equity Activities

- Launched Employee Resource Groups in July 2023 to improve development, belonging and retention at ODOT.
- Completed EO 22-15 Biannual Report documenting efforts to improve equity in procurement and contracting.
- Convened Disadvantaged Business Enterprises (DBE) work groups in September 2023 to discuss barriers to contracting with ODOT and formulated recommendations.

### Carbon Reduction and Electrification Activities

- Published Request for Qualifications to establish a qualified pool of vendors for zero emission vehicle infrastructure projects.
- Completed one round of the Community Charging Rebate program.

### Active and Public Transportation Activities

- Ranked the final seven projects for the Great Streets Program. Up to three projects will move forward through construction as part of the 2024-27 STIP pending OTC approval.
- Coordination is taking place between Public Transportation Division and Policy Data and Analysis Division to develop a heat map of multimodal corridor needs to inform the 2027-30 STIP process.

### Sufficient Funding Activities




- Held the project kick-off for deploying a connected vehicle ecosystem (to support RUC).
- Secured additional federal funding from FHWA annual redistribution to federalize additional ODOT functions.

# Strategic Action Plan Implementation Progress Report

Oregon Transportation Commission

November 2023



**Strategic Outcome Lead: Erika McCalpine**

SAP Outcome	SAP Implementing Action	Milestone   Deadlines		Expected Completion	Current Status	Additional Details
Increase our Workforce Diversity	Strengthen ODOT training and intern programs	Adopt and implement an Employee Resource Group framework, including policies, communication and sustainability plans, forms, templates, and tools.	5/31/2023 <i>*Original deadline 4/30/2022</i>	12/31/2024 <i>*Original completion 12/31/2022</i>		Launched ERGs in July 2023, groups are currently executing their charters and setting annual goals/action plans.  Development of Maintenance Trainee Program tools, methods, and processes are underway and will be reviewed across ODOT in 2024. After review, communication plans will launch. Due to budget constraints is not expected we will be able to recruit for the program.
		Launch at least (2) Employee Resource Groups to improve development, belonging, and retention at ODOT.	7/31/2023 <i>*Original deadline 6/30/2022</i>			
		Review and revamp the Maintenance Trainee Program by examining program purpose, effectiveness, and communication strategies.	12/31/2024 <i>*Original deadline 12/31/2022</i>			
Social Equity Engagement Toolkit	Implement toolkit on fifty percent of ODOT projects and programs.	Create reporting materials that detail program and project use to include impacts and storytelling	12/31/2024 <i>*Original deadline 9/1/2022</i>	12/31/2024 <i>*Original Completion 12/31/2022</i>		Examining project lists and partnering with agency teams to determine which projects will be designated for toolkit use to ensure readiness to hit the 50% use goal. Developing a data collection tool to capture how the agency reached the 50% goal.
		Assess engagement toolkit usage and leverage user feedback to inform ongoing toolkit enhancements and increase effectiveness and use.	6/30/2023			
	Monitor toolkit use and make ongoing improvements to increase effectiveness and agency wide use.	Create a communications plan to grow and sustain Engagement Toolkit use.	12/31/2023	12/31/2023		Launched EECF enhancements to include paper checks. Partnering with teams across ODOT to create a network of champions. Developing mechanism to track the key performance indicator levels of engagement (inform, consult, involve, collaborate, empower), and community participant experience as part of our accountability measures and communications plan.




# Strategic Action Plan Implementation Progress Report

Oregon Transportation Commission

November 2023

SAP Outcome	SAP Implementing Action	Milestone   Deadlines		Expected Completion	Current Status	Additional Details
More Dollars to Historically Marginalized and Women-Owned Businesses	<b>Develop a comprehensive program to more effectively inform and engage historically marginalized and women-owned businesses.</b>	Implement a partnership strategy with targeted industry partners to facilitate engagement and training opportunities to BIPOC- and women-owned firms.	Ongoing	11/30/2023 <i>*Original Completion 11/30/2022</i>		The implementation of partnership strategies to facilitate engagement and training is ongoing, and currently working to improve forecasting with partners for how and when trainings are provided. ODOT continues to deliver statewide technical assistance workshops to small firms throughout 2023; and assisting in building connections between small businesses and larger firms. OECR can track the number of trainings provided to DBE directly by ODOT; however unable to track trainings when provided by external partners. As part of the AASHTOWare launch scheduled for November 2023, ODOT will be able to access data to support data collection. OregonBuys implementation will also support tracking DBE firms bids vs awarded/not awarded
		Expand targeted trainings to support the unique needs of BIPOC- and woman-owned firms who are interested in contracting with ODOT.	Ongoing			
		Establish or improve data collection to more clearly track: <ul style="list-style-type: none"> <li>DBE firms bids vs awarded/not awarded</li> <li>Number of trainings provided to DBE (both in house and recommended by ODOT)</li> <li>Customer satisfaction survey to DBEs</li> </ul>	10/31/2023 <i>*Original deadline 1/31/2022</i>			
	<b>Implement programming to inform about contracting opportunities.</b>	Convene Disadvantaged Business Enterprise (DBE) advisory committee to develop recommendations and discuss barriers to working with ODOT.	9/31/2023	12/31/2024		The DBE advisory committee kicked off in September 2022, subsequent work groups convened in September 2023 to discuss barriers to working with ODOT and formulate recommendations. The Small Business Development Program is under development and expected to launch early 2024. Community Workforce Agreement (CWA) is under FHWA review, planning to secure first project to bid in early 2024. OECR received approval to establish one position to manage data collection and reporting to fully implement the EO. Recruitment will begin January 2024.
		Launch Small Business Development Program	3/31/2024			
		Execute Community Workforce Agreement (CWA)	3/31/2024			
		Complete EO 22-15 Biannual Report documenting efforts to improve equity in procurement and contracting.	10/31/2023			




*Strategic Outcome Lead: Suzanne Carlson*

SAP Outcome	SAP Implementing Action	Milestone   Deadlines		Expected Completion	Current Status	Additional Details
Reduce our Carbon Footprint	Begin Environmental Product Declaration Program	Establish technical advisory committee to guide low-carbon materials program at ODOT	6/30/2023	12/31/2023		Advisory committee established and first three meetings held to advise ODOT on program framework. AASHTOWare continues to be customized to allow for Environmental Product Declaration submittals and tracking.
		Enable EPD collection and analysis in ODOT construction management processes and documentation	12/31/2023			
	Apply GHG emissions lens to STIP amendments and next phases, integrating lessons learned	Identify lessons learned from piloting the GHG emissions lens during the 2024-27 STIP for use in 27-30 STIP planning and process improvement steps.	6/30/2023	12/31/2023		Climate Office collaborated with ODOT leadership and consultants to identify lessons learned and are working to embed climate into 27-30 STIP planning, funding, and projects.
		Consider how to evaluate STIP amendments between the 3-year approval cycles.	9/30/2023			
	Prepare for Fleet electric vehicles by installing requisite infrastructure	Increase the amount of EV charging stations at ODOT facilities. Aim for doubling the existing capacity and expand to at least one new location.	12/31/2023	12/31/2023		The Salem (R2 HQ) construction is complete and awaiting installation of chargers by end of year.



# Strategic Action Plan Implementation Progress Report

Oregon Transportation Commission

November 2023




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	Launch community charging incentive program to support EV adoption in priority areas.	6/30/2023 <i>*Original deadline 6/30/2022</i>	6/30/2023 <i>*Original completion 12/31/2022</i>		The Community Charging Rebates (CCR) program launched June 13, 2023. Seventy percent (70%) of funds are reserved for projects in disadvantaged and rural communities.
	Implement Oregon National EV Infrastructure Program	Select contractors through price agreement and issue request for proposals for first year corridors that includes community input.	9/30/2023	12/31/2023		The Climate Office completed regional community meetings/online open house for NEVI year one funded corridors. A Request for Qualifications (RFQ) was published in June 2023 to establish a qualified pool of vendors for zero emission vehicle infrastructure projects. Selected partnership pool vendors were notified in September. An RFP will be issued late 2023 or winter 2024.
		Conduct regional workshops for first year and second year corridors.	12/31/2023			
	Continue funding EV infrastructure investments	Develop concepts for federal discretionary grant (Section 11401) and state funded EV charging and hydrogen infrastructure.	12/31/2023	6/30/2024 <i>*Original completion 12/31/2023</i>		ODOT submitted two Charging and Fueling Infrastructure (Section 11401) grants for medium and heavy-duty vehicle charging.  Round 1 of the CCR program was extended to capture more feedback up front; it closed October 13, 2023. Round 2 will launch in early 2024.
		Complete two rounds of community charging incentive rebates (up to \$4 million).	6/30/2024 <i>*Original deadline 12/31/2023</i>			

**Strategic Outcome Lead: Marsha Hoskins**

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.	Define Pedestrian and Bicycle Priority Corridors to reflect the updated Key Performance Measure.	9/30/2023	12/31/2023 <i>*Original completion date 12/31/2022</i>		An update to the Active Transportation Needs Inventory is in-progress, and Bike/Pedestrian priority corridors for tracking KPM progress are being selected. An update is in progress to the network of Key Transit Hubs. Definition of the multimodal network and priority corridors will continue through 2027-28.
	Integrate priority multimodal network needs into existing investment programs prioritization.	Monitor and document proof-of-concept program processes to inform future funding cycles.	8/31/2023	12/31/2023		The Great Streets Project Review Team ranked the final 7 projects based on additional scoping. 2-3 projects will move forward through construction as part of the 2024-27 STIP pending OTC approval.  The Innovative Mobility Program (IMP) has been paused pending DOJ review. Microgrants are anticipated to resume October 2023. Vulnerable User Crash Response (VCR) program development continues, anticipating program launch in January 2024. A policy review of FTA funding programs for mid-cycle transit discretionary grants is completed and selection criteria refinements to center safety, equity, and climate in decision-making will be implemented with this upcoming solicitation cycle. PTD staff is working with PDAD staff to develop a heat map of multimodal corridor needs to inform the 2027-30 STIP process.
		Develop and implement Innovative Mobility Program competitive grant awards	12/31/2023			
		Develop corridor scale, comprehensive improvement program (Great Streets) and select proof-of-concept projects.	11/30/2023			
		Implement the recommendations from the Equitable Active Safety Improvement Evaluation (EASIE) project through the Active Transportation Safety Action Program (ASAP).	12/31/2023			
		Work with STIP leadership team and funding program managers to integrate multimodal network needs through leverage opportunities, existing funding programs and federal and state funding requests.	12/31/2023			





**Strategic Outcome Leads: Brendan Finn and Della Mosier**



SAP Outcome	SAP Implementing Action	Milestone   Deadlines		Expected Completion	Current Status	Additional Details
Reduce Congestion in the Portland Metro Region	Implement administrative rules and guidelines to implement Bus on Shoulder	Revise Oregon Administrative Rule (OAR) to account for Bus on Shoulder.	10/30/2023 <i>*Original Deadline 12/31/2022</i>	12/31/2024 <i>*Original completion date 12/31/2022</i>		Updating the legal framework requires two steps 1) OAR revision and 2) traffic manual update. A Rules Advisory Committee for OAR revision began in August 2022 and the recommended OAR is going to the OTC for approval Fall 2023. Additional time was needed to conduct the advisory committee meetings to inform the OAR revision.
		Update applicable traffic guidelines to account for Bus on Shoulder.	12/31/2024 <i>*Original deadline 12/31/2022</i>			
	Continue designing the I-205 Toll Project	Publish draft Supplemental Environmental Assessment including additional traffic modeling	6/30/2024 <i>*Original deadline 7/31/2022</i>	6/30/2024 <i>*Original completion date 1/31/2023</i>		Project is delayed and has been reduced in scope in accordance with the June 2023 Urban Mobility Strategy Finance Plan, approved by the OTC, and accepted by the Governor. The initial draft EA was published in February 2023. A supplemental EA is anticipated in mid-2024 which will address directed changes in the project from the draft EA, published in 2023.
	Begin Construction on the I-5 Rose Quarter Improvement Project	Develop and submit Conceptual Finance Plan	7/1/2024 <i>*Original deadline 1/31/2022</i>	7/1/2024 <i>*Original completion date 12/21/2023</i>		The Urban Mobility Strategy Finance Plan, which included the Rose Quarter Project, was submitted to OTC in June 2023. The <u>Supplemental Environmental Assessment</u> was published on November 15, 2022 with an expected decision document from FHWA by early 2024.
		Complete NEPA review for Hybrid 3 highway cover design modifications, with FHWA approved decision document.	1/31/2024 <i>*Original deadline 12/31/2022</i>			





**Strategic Outcome Leads: 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	3/31/2023 <i>*Original deadline 12/31/2021</i>	3/31/2023 <i>*Original completion date 12/31/2021</i>		Intent to Award issued to Cintra on 11/10/2022. Contract negotiations are underway. OTC approved contract on May 11 <sup>th</sup> .
	Select vendor to implement an automated routing permit system	Vendor contract approval	4/30/2023	4/30/2023 <i>*Original completion date 7/30/2022</i>		Intent to award issued to Promiles and contract negotiations are underway.

## Strategic Outcome Lead: Maureen Bock

SAP Outcome	SAP Implementing Action	Milestone   Deadlines		Expected Completion	Current Status	Additional Details
Implement Large Scale Road Usage Charging	Streamline point of sale enrollment at auto dealerships to facilitate expansion of road usage charging.	Develop requirements and conduct outreach efforts with dealerships.	6/30/2024 <i>*Original deadline 12/1/2021</i>	7/01/2024		Due to limited resources within Office of Innovative Financing (OIF) and Procurement, with several conflicting priority procurements going through OIF, the point-of-sale project was pushed to 2024. The RFP was posted late August 2023 with vendor selection and award in early October. Project kick-off will follow contract signatures Q4 2023.
		Identify dealerships for pilot project.	12/30/2023 <i>*Original deadline 6/30/2022</i>			
		Conduct pilot, document lessons learned, and refine requirements.	12/31/2023 <i>*Original deadline 12/1/2022</i>			
		Conduct dealer education on OReGO and point of sale enrollment.	5/1/2024 <i>*Original deadline 7/1/2023</i>			
	Deploy a connected vehicle ecosystem that supports largescale RUC implementation.	Collaborate with CC and CVE provider to determine project management plan for pilot.	3/30/2023 <i>*Original deadline 12/31/2022</i>	7/01/2024		Contract with vendor Nextmove was signed in July 2023 for phase 0. Project kick-off was held in August with continued breakout meetings to develop concept of operations in Q4 2023.
		Determine integration steps with OReGO business partners to demonstrate how this will work and determine gaps.	12/1/2023			



**Strategic Outcome Lead: Travis Brouwer**

SAP Outcome	SAP Implementing Action	Milestone   Deadlines		Expected Completion	Current Status	Additional Details
Achieve Sufficient Funding	Work with stakeholders and legislators to secure additional revenue	Work with stakeholders and legislators to pass Road User Fee Task Force legislation	7/15/2023	7/15/2025 <i>*Original completion date 12/31/2024</i>		The RUFTF road usage charging bill (HB 3297) did not pass in the 2023 Legislature. Development of an updated concept for 2025 will begin early in 2024. The DMV fee increase (HB 2100) did pass, providing an additional \$18 million in the '23-'25 biennium for DMV operations. The Legislature authorized \$1 billion for the Interstate Bridge and provided \$250 million in bonding authority for the '23-'25 biennium.
		Work with stakeholders and legislators to pass DMV fee increases	7/15/2023			
		Work with stakeholders and legislators to secure \$1 billion for the Interstate Bridge Replacement Program	7/15/2023			
		Based on the outcome of the legislative session begin development of additional transportation funding options for sufficient and reliable revenue for 2025 legislative session	12/31/2024			
		Develop revenue options for 2025 Legislature	7/15/2025			
	Maximize Oregon's opportunity to secure significant federal competitive grants under the Infrastructure Investment and Jobs Act	Monitor success in securing federal discretionary grants and adjust strategy as necessary	12/31/2023	12/31/2023		ODOT has developed this strategy and will continuously implement through 2026. We will monitor success and adjust as we learn more about the grant programs and processes.

# Strategic Action Plan Implementation Progress Report

Oregon Transportation Commission

November 2023

SAP Outcome	SAP Implementing Action	Milestone   Deadlines	Expected Completion	Current Status	Additional Details	SAP Outcome
Achieve Sufficient Funding	Close ODOT's Operations & Maintenance budget gap through 2027	Develop an additional 5% potential reduction for the 2023-2025 biennium (on top of 3% already implemented)	2/28/2023	12/31/2024 <i>*Original completion date 12/31/2023</i>		All actions are implemented or in the process of being implemented. The Legislature did not take up or pass legislation to shift HB 2017 funds from construction projects to maintenance. The Legislature passed a bill (HB 2101) to modify the local government fund exchange program that will preserve the program and reduce ODOT's O&M deficit.  We are working towards implementing federalization of Operations & Maintenance functions, will need additional federal money to complete the work. We will hopefully receive additional funds by end of 2024.
		Develop an additional 5% potential reduction for the 2025-2027 biennium (on top of reductions already implemented)	6/30/2024			
		Increase charging of ODOT labor costs to project budgets	6/30/2023			
		Implement federalization of ODOT Operations & Maintenance functions using \$140 million of existing resources provided by OTC	12/31/2024 <i>*Original deadline 6/30/2023</i>			
		Work with legislators to redirect HB 2017 construction funding into Operations & Maintenance	7/15/2023			
		Secure additional federal funding from FHWA annual redistribution to federalize additional ODOT functions	8/31/2023			
		Make any further necessary adjustments to local government fund exchange programs	12/31/2023			
	Develop a plan to close the agency's operations and maintenance budget deficit through 2029	Update budget gap analysis through 2029	12/31/2023	12/31/2024		The plan is dependent on legislative action and needs to be redone each session and projects out about six years.
		Refine and submit any additional necessary reductions in the 2025-2027 Agency Request Budget	8/30/2024			

### 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 2023

### 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.

We have worked to improve inclusivity and equity in our hiring process with the addition of our Panel Interview Toolkit, Panel Interview Training, and using the Workforce Choice Index to track our performance at recruiting, hiring, promoting, and retaining a diverse workforce. Additionally, we benchmarked employee belonging through our 2022 Employee Engagement Survey and



surpassing our goal, launched 8 Employee Resource Groups. We created employee resources to enhance inclusion with the goal of increasing employee belonging at ODOT. These include:

- Employee Resource Groups
- In-person training cohorts across ODOT on Diversity, Equity, and Belonging (DEIB) topics.
- Inclusive Language Site, Inclusive Language and Belonging microlearning videos, and Inside ODOT article.
- DAT guidance documents that equip employees to apply inclusion concepts in the workplace:
  - Equitable and Inclusive Learning and Growth
  - Workplace Culture
  - Workplace Motivation
  - Trauma-Informed Workplace
  - Celebrating Accomplishments, Traditions, and Life

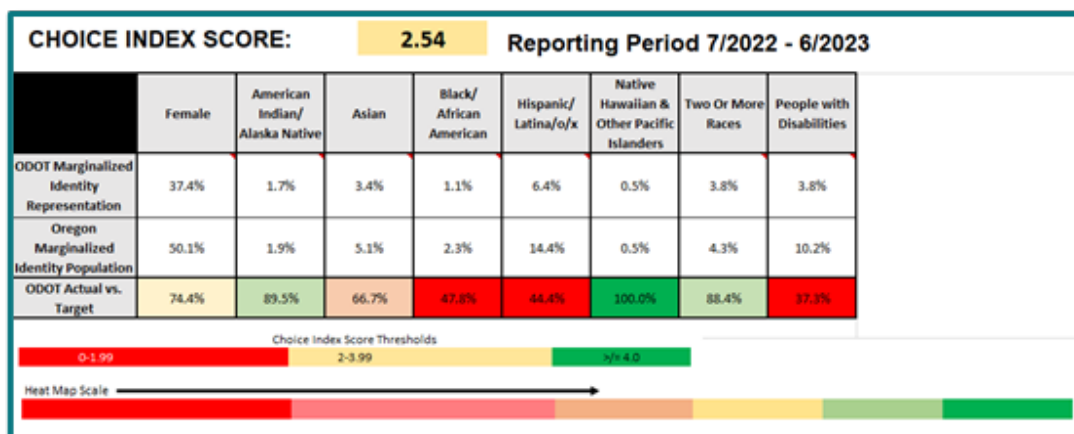
### Workforce Diversity

*Identified areas to improve:*

Better align our workforce and the communities we serve.

Enhance employee belonging and retention.

Remove employment barriers for underrepresented populations.



Date Published: 10/01/23

Program Manager Name: Lisa Brown

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Office Name: Office of Social Equity

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

# Strategic Action Plan

## Annual Performance Report 2023

### 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.**

ODOT's Social Equity Engagement Toolkit (SEET) metric supports ODOT's goal of having an engagement toolkit that clarifies where and how to initiate, maintain, and sustain equitable engagement throughout the lifecycle of a project. When 100% of ODOT's projects utilize the engagement toolkit, we can ensure that all voices, regardless of social identity, status, or demographics, are heard. In return, Oregonian's viewpoints can influence agency programs and project decisions. The SEET has been implemented and made available.



As we lean into implementing the SEET metric, members within the agency must become aware of the Office of Equity and Civil Rights (OECR) and their engagement practices.

Team members within the OECR are working with various agency partners to get 50% of projects using equitable engagement and then scaling up to 100% equitable engagement on 100% of projects by the end of 2025. In 2024 we should have sufficient data to measure its effectiveness for the 2025 100% goal.

The OECR office has started to hold agency-wide meetings to communicate about the 50% SEET metric and goal. Some of the partners that the OECR has met with include but are not limited to Project Delivery, Planning, Area Managers, Scoping, Operations Manager, and DMV. We continue to meet with critical partners to formulate a communications plan to create awareness about the SEET metric. Training and awareness sessions regarding the engagement toolkit and developing a data collection metric to monitor how we are achieving the SEET metric goal are ongoing.

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.

### Engagement Studio

*Online Engagement Studio includes:*

Equitable Engagement Guide

Equitable Engagement Compensation Program (EECP) Site and Toolkit

Social Equity Index Map

Social Equity Lens

Story Gallery – A platform and template to capture quotes, pictures, and stories from our partners.

Community-Based Organization Overview and list

Engagement Policies and Standards

Building Trust – A guide to building long term relationships and trust



# Strategic Action Plan

## Annual Performance Report 2023

### Outcome Area: Reduce Our Carbon Footprint

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

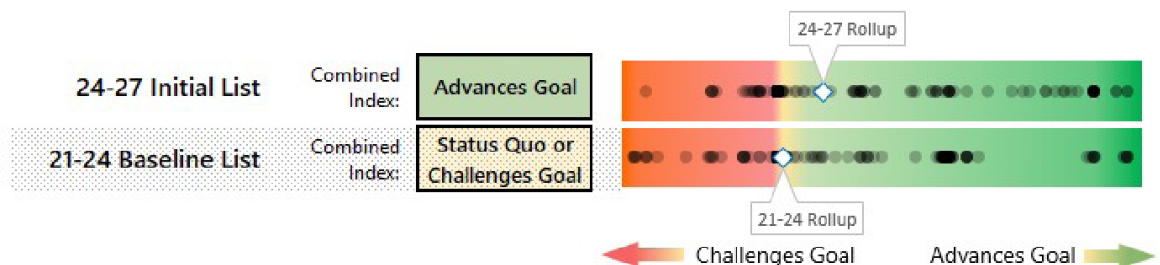
The Oregon [Statewide Transportation Strategy: A 2050 Vision for Greenhouse Gas \(GHG\) Reduction](#) and [Executive Order 20-04](#) on climate change are key policy drivers behind ODOT's goals for reducing the agency's carbon footprint and providing decision makers with the information to make more sustainable transportation choices. ODOT piloted an analysis process to inform multiple funding decision points in the 2024-27 Statewide Transportation Improvement Program (STIP) to provide a baseline. A qualitative GHG index (pictured below) was shared internally to help inform decisions and select a cleaner mix of projects. Building on this, staff has identified process improvements and expects to assess the 2027-30 STIP programs and improve over the last STIP by having more projects that reduce emissions, improve climate resilience, and enhance construction sustainability. ODOT will continue to apply this lens to decision making and monitor the impact of funding decisions on GHG emissions.

The Climate Office is working to implement recommendations from its ODOT agency operational emissions inventory and report published in January 2022. Over 40 recommendations – informed by subject-matter experts and industry partners – focus on three areas to reduce emissions: implementing low-carbon materials, renewable energy, fleet electrification and alternative fuels strategies. Working group progress includes establishing an advisory committee to guide the agency's embodied carbon program and receiving grant funding for electric fleet vehicles, charging infrastructure, and pilot projects.

#### 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 38% in 2022). 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.



Date Published: October 1, 2023

Office Name: Climate Office

Program Manager Name: Susan Peithman & Zechariah Heck Email Address: [Susan.Peithman@odot.oregon.gov](mailto:Susan.Peithman@odot.oregon.gov)

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



# Strategic Action Plan

## Annual Performance Report 2023

### 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.

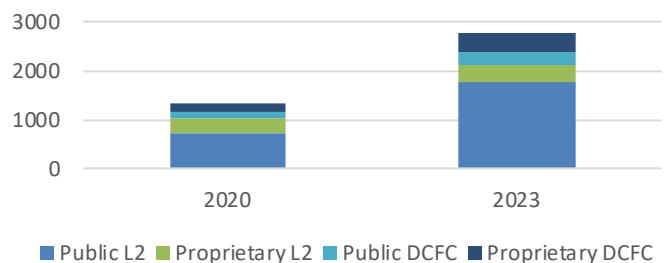
ODOT tracks public electric vehicle charging infrastructure using the U.S. Department of Energy's Alternative Fuel Data Center Station Locator tool. In January 2021, Oregon had 1,326 public and proprietary EV chargers: 1,013 Level 2 (medium speed) and 313 DC fast chargers. As of September 2023, Oregon had 2,737 public and proprietary EV charging ports: 1,990 Level 2 ports and 747 DC fast chargers, a greater than 100% increase. Recently, ODOT published a suite of online resources, including a [Guide for Oregon EV Charging Deployment](#), to help local planners and decision makers plan 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.

### EV Charging in Oregon



Date Published: October 1, 2023

Program Manager Name: Mary Brazell

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# Strategic Action Plan

## Annual Performance Report 2023

### 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.

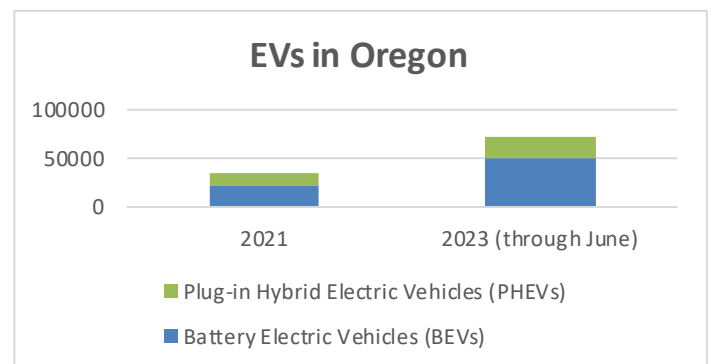
By January 2021, there were just over 35,000 light-duty EVs in Oregon. As of June 2023, Oregon surpassed 70,000 EVs on its roads, a 100% increase. ODOT and its ZEVIWG partners track adoption of light-duty electric vehicles using ODOT's vehicle registration data, which is published on the [Department 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

*As of June 2023, Oregonians surpassed 70,000 electric vehicles on the road.*

Oregonians are continuing to make the switch to electric vehicles, with more than 70,000 registered zero emission vehicles on Oregon roads as of the end of June 2023. Data from the Oregon Department of Transportation show electric vehicles charging up in all 36 counties. EVs make up about 14% of new cars, trucks and SUVs sold in Oregon.



## 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 2021-22, ODOT spent 8.3% of our budget on public and active transportation projects; thanks to a combination of federal and state funding increases **we boosted funding for these essential areas by over \$250 million through 2027.**

ODOT is prioritizing equity in the project selection process using both census data and targeted engagement and to improve multimodal integration. We coordinated an update to ODOT's Social Equity Index that now captures the needs of Oregon's vulnerable road users. ODOT will assess and deliver safety improvements in response to crashes that involve people walking or biking, particularly in areas that have historically been underserved because of a new Vulnerable Road User Crash Response Program that will start in 2024. Transit grant programs have updated selection criteria that emphasizes first-/last-mile connections to transit stops and shifts vehicles to alternative fuels. Priority corridors for walkways and bikeways have been identified and in the coming years will be integrated with statewide transit priorities to establish a multimodal priority network. Finally, Safe Routes to School awarded \$32.4m for construction projects and expanded program services to include all school levels from kindergarten to grade 12.

### Metric Achieved

*20.3% funding boost for public and active transportation.*

Highlights include:

- \$51m 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
- \$10m for the Vulnerable User Crash Response Program



# Strategic Action Plan

## Annual Performance Report 2023

### 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 having started 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 – Abernethy Bridge
- Ongoing operation of two Bus on Shoulder projects on I-5 and I-205
- Maintained progress toward future construction on the I-5 Rose Quarter Improvement Project
- 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



Once ODOT Urban Mobility Strategy projects are in place (with the I-205 Abernethy Bridge as the first in 2026), the Urban Mobility Office will begin measuring **hours of congestion** and **travel time index** within UMO project corridors. **Hours of congestion** will measure the average amount of daily hours where the average speed is less than 45mph and indicates the breadth of congestion. **Travel time index** is a ratio comparing the time spent driving in congested conditions to the time spent at free-flow conditions and indicates the magnitude of congestion. These measurements will be recorded and reported annually to indicate changing system performance and demonstrate progress toward meeting the goals identified in the Urban Mobility Strategy.

#### Urban Mobility Strategy

*The Urban Mobility Strategy is a cohesive approach to make everyday 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,*

# Strategic Action Plan

## Annual Performance Report 2023

### Outcome Area: More dollars to Historically Marginalized and Women Owned Businesses

**Metric: By 2024, increase the total dollars given to historically marginalized 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 set a new tri-annual goal for Disadvantaged Business Enterprise (DBE) utilization on federal aid projects. ODOT's goal for DBE has increased 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 historically marginalized and women-owned firms in general. Continuing to implement the strategies in the Contract Expansion initiative will help ODOT close the gap in reaching this goal.

The Office of Equity and Civil Rights, continues to partner with trade organizations representing small and minority-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 developed a legislative concept, passed by the Oregon Legislature in 2023 (SB 1048) to establish a Small Business Development Program that aids qualified small businesses to compete for public improvement contracts that the department procures. The program is now in development and expected to launch in 2024.

### Big Wins

*2023 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.

### Established DBE Advisory Committee

ODOT created a DBE Advisory Committee to identify barriers and create workplans to address those barriers for DBEs to participate in ODOT's projects. The first committee cohort met virtually eight times between September 2022 and July 2023. The second committee cohort, initiated in September 2023, will continue this work, while also monitoring ODOT's progress toward implementing recommendations from the prior cohort and other similar efforts.

More Dollars to Historically Marginalized/Women/DBE Firms (as of October 4, 2023)			
Year	All Payments	Payments to Applicable Firms	Percent of All Payments Made to Applicable Firms
2022 (7/1/21 - 6/30/22)	\$788,942,165	\$67,205,156	8.52%
2023 (7/1/22 - 6/30/23)	\$280,718,257	\$29,352,867	10.46%

Date Published: October 1 2023

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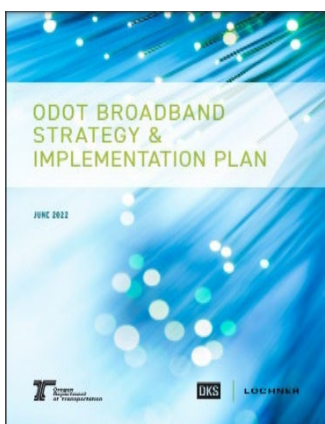
# Strategic Action Plan

## Annual Performance Report 2023

### 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 executed a contract with NextMove by Cintra and the planning and design work for the system is underway.

**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 92% of ODOT owned and maintained signals.

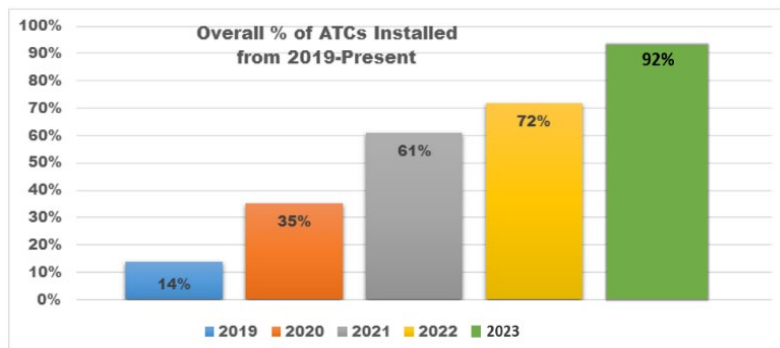
**Broadband Strategy:** Broadband technology is an important enabling technology for a modern transportation system. The SAP action is to develop an agency strategy and implementation plan, which was published in June 2022.

**Over Dimension Permit System:** This project will implement improved permitting software that will reduce processing times and improve staff efficiency. Negotiations for a Price Agreement with ProMiles is expected to complete by early October. Engagement with internal and external stakeholders continues with project kick off expected by January.

### 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 surpassed the 75% goal for traffic signal ATC deployment. And the two software projects are making good progress.



Date Published: October 2023

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# Strategic Action Plan

## Annual Performance Report 2023

### Outcome Area: Implement Large Scale Road Usage Charging

**Metric: By 2024, 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 (2023-24) 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."*

# Strategic Action Plan

## Annual Performance Report 2023

### 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.

#### 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.

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. ODOT has developed a strategy to secure federal competitive grants and has secured some funding already.

In addition, in the 2023 Legislative session the Legislature committed \$1 billion for the state's share of the Interstate Bridge Replacement. The Legislature also helped address a portion of ODOT's operations and maintenance shortfall by increasing DMV fees to preserve service levels and redirecting the local government fund sharing program to HB 2017 funds.

Date Published: October 1, 2023

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