

STRATEGIC ACTION PLAN

Presented by:
Oregon Transportation Commission &
The Oregon Department of Transportation



Revised December 2023



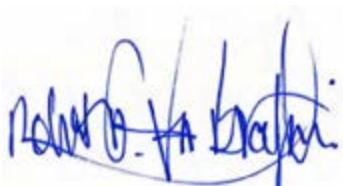
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Message from OTC Chair and ODOT Director

The Oregon Transportation Commission and the Oregon Department of Transportation are committed to accelerating the development of a transportation system that is modern, reliable, and serves all Oregonians in an efficient, environmentally responsible, and safe manner. We seek a system that seamlessly supports daily life and a strong, diverse statewide economy. Oregon's transportation system of the future will leverage innovation and technological advancement. It will offer a wide range of mobility choices to promote a healthy environment and respond to the diverse mobility needs of those who use the transportation system, including those that the system has not served well in the past.

In order to create this system and meet the demands ahead, ODOT must evolve. An organization with the tools, ideas, and perspectives of the past is unprepared to meet the needs of the future. We seek to build an organization focused on the future, responsive to the needs of communities across the state, accountable to itself and those it serves, and responsive to a constantly changing environment. The transformation we desire can only be achieved by securing adequate federal, state, and local funding, effectively partnering with the communities we serve, and timely completion of the outcomes we identify in this Strategic Action Plan.

Transformation won't happen overnight – but change starts now.



Bob Van Brocklin
Chair, Oregon Transportation Commission



Kris Strickler
Director, Oregon Department of Transportation



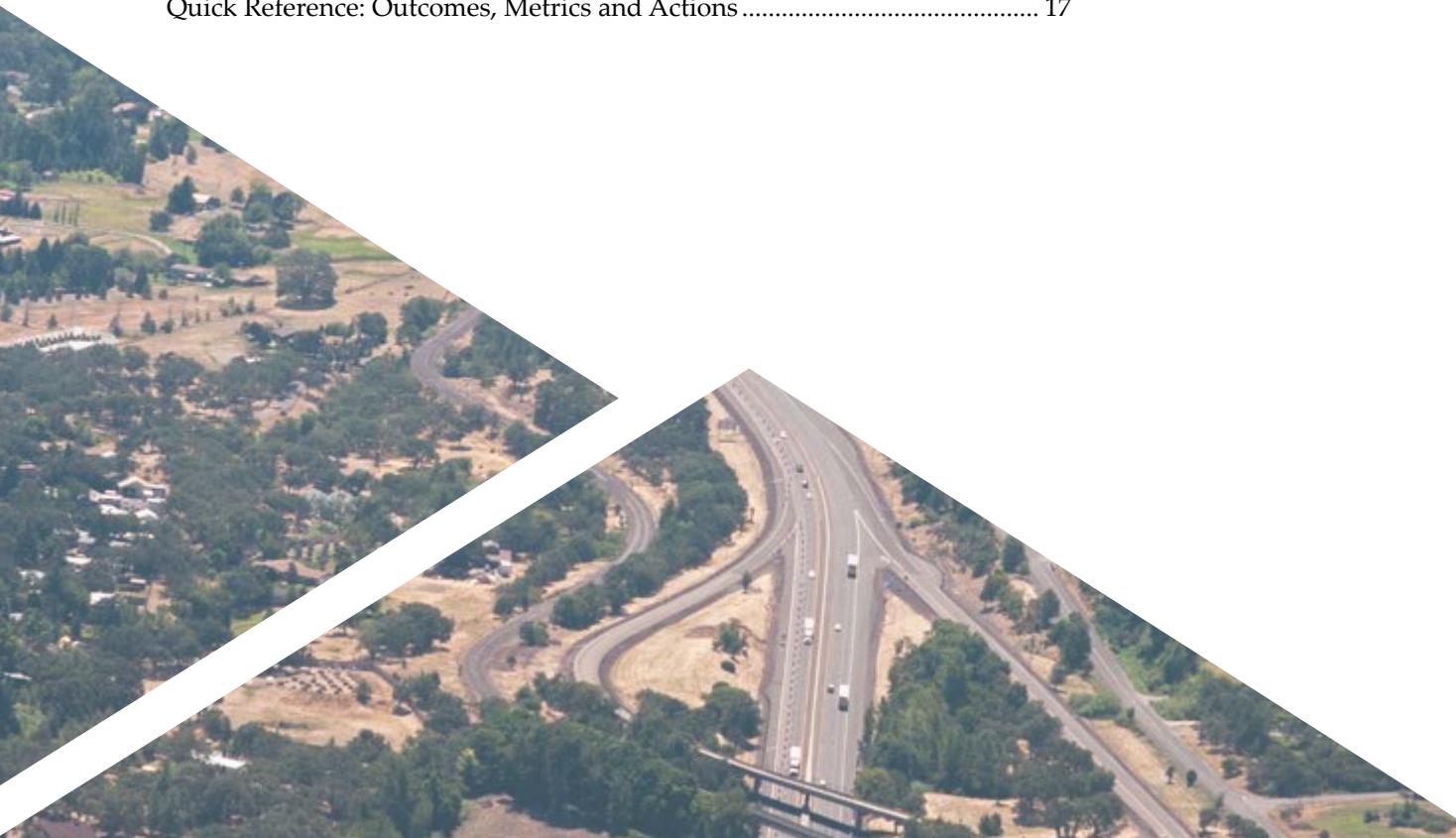
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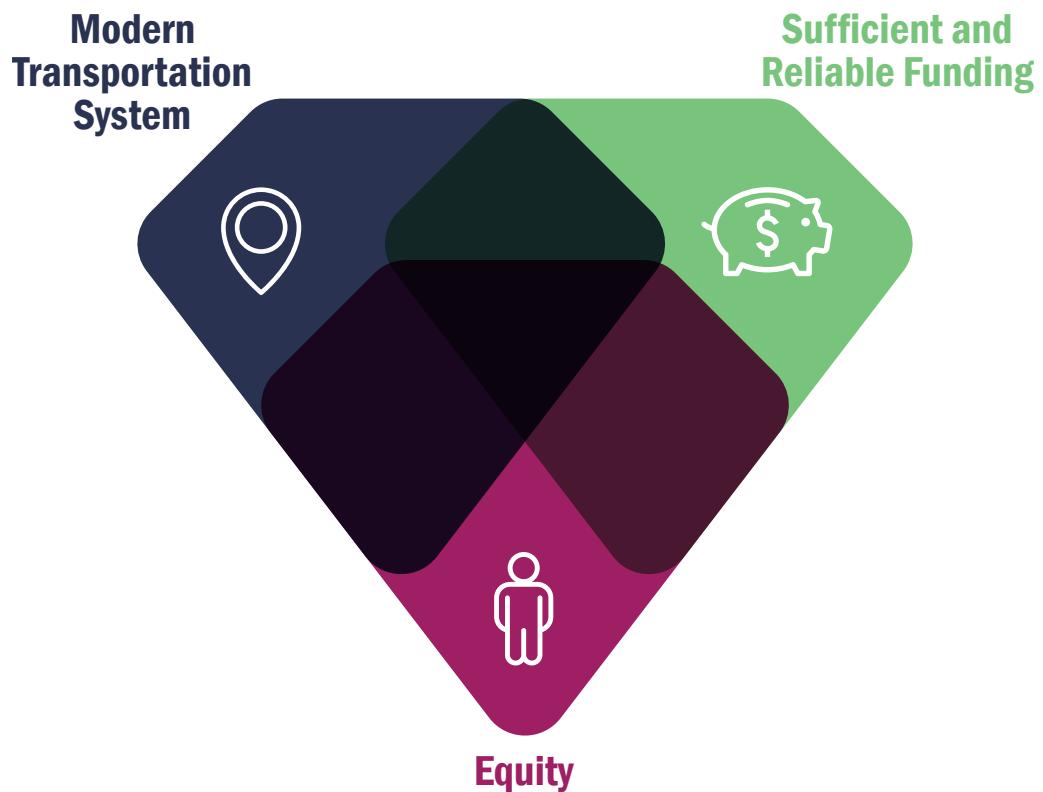
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Priorities and Goals

Three Strategic Priorities set the overall direction for the 2021-23 Strategic Action Plan. These priorities inform our work, guide our decision-making, and are objectives against which we hold ourselves accountable. These priorities are interrelated, overlapping, and intended to identify specific actions that lead to concrete, tangible outcomes. Achieving these priorities will enable us to better serve all Oregonians.



Nested beneath each priority are goals that further focus ODOT's work. The goals are the endpoints to which we orient our actions. While each individual goal is important, it is the interrelationship among the goals that makes the whole more valuable than the sum of its parts. For example, a more robust multimodal transportation network means Oregonians have cleaner options for getting where they need to go, reducing carbon emissions, and increasing reliability and safety for everyone.

At the heart of this Strategic Action Plan are near-term strategic outcomes designed to advance not an isolated objective, but multiple goals concurrently. The goals provide a toolkit to deliver on our priorities simultaneously.

Equity Priority

ODOT is committed to serving all Oregonians equitably. The voices of our customers matter and influence the work we do. A focus on equity ensures we look beyond merely improving the system to improving the quality of life of every Oregonian. We must be mindful of the benefits and burdens created by our work and ensure they are distributed equitably. Equity goals focus ODOT on workforce diversity and opportunities for advancement, expanding economic opportunities for minority groups, climate equity, and creating more representative public engagement processes.

Goals



Culture, Workforce, Operation, and Policy

Build a diverse workforce, supported by equitable operations and policies, and establish an informed culture that delivers authentic inclusivity.



Economic Opportunity

Promote economic opportunity for Oregonians through transportation investments, including working with businesses owned by Black, Indigenous, People of Color, women, and others who have been historically and/or are currently marginalized.



Engagement

Utilize the viewpoints of those who reside in the communities ODOT serves and who are likely to be affected by the decisions ODOT makes.

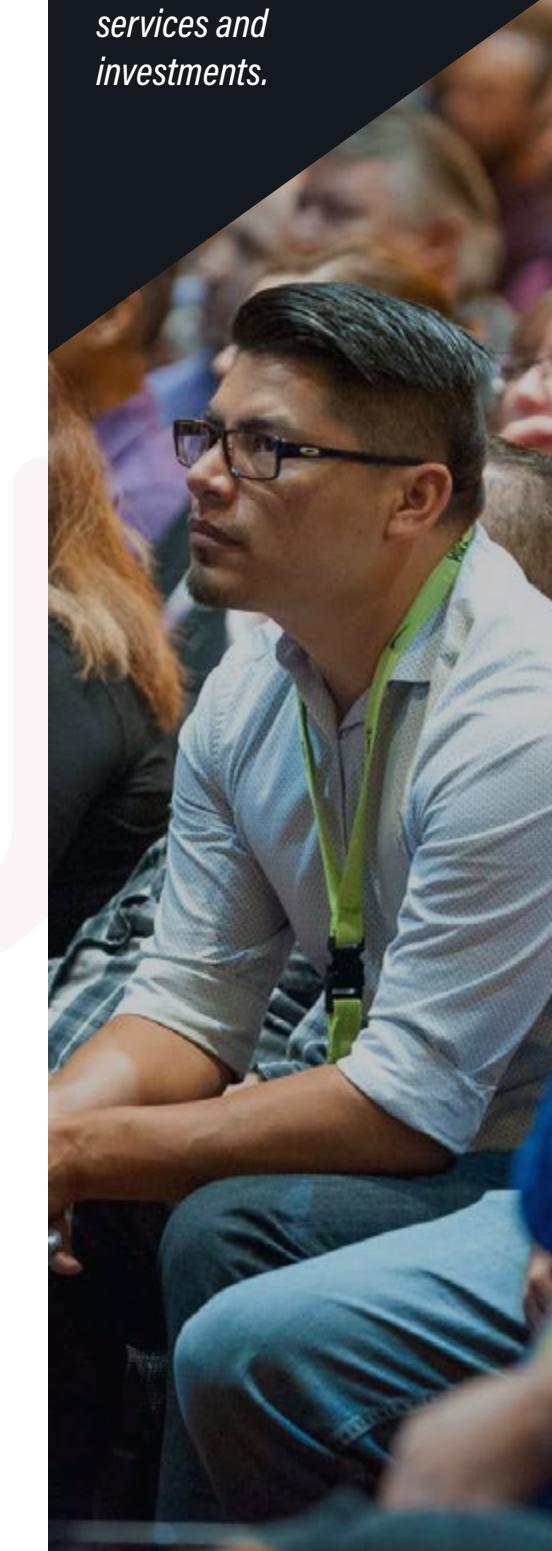


Climate Equity

Invest in the protection of marginalized communities from environmental hazards.

Priority:

Prioritize diversity, equity, and inclusion by identifying and addressing systemic barriers to ensure all Oregonians benefit from transportation services and investments.



Modern Transportation System Priority

A modern transportation system ensures all Oregonians can travel safely and efficiently. Focusing on preserving state highways, while important, is not enough. In order to meet the needs of the future, we must be relentlessly committed to creating a truly multimodal transportation system where we invest in and integrate all major modes of transportation. We will focus not only on improving safety and preserving the existing system, but on improving mobility for all users, addressing climate change, investing in innovative technologies, and implementing a comprehensive congestion management plan to keep Oregonians and our economy moving.

Goals



Preservation and Stewardship

Preserve, maintain, and operate Oregon's multimodal transportation system and achieve a cleaner environment.



Safety

Prevent traffic fatalities and serious injuries and ensure the safety of system users and transportation workers.



Accessibility, Mobility and Climate Change

Provide greater transportation access and a broader range of mobility options for Oregonians while addressing climate change.



Congestion Relief

Invest in a comprehensive congestion management strategy for the Portland metropolitan region to benefit all Oregonians. Implement system and operational innovations to reduce traffic congestion throughout Oregon.



Project Delivery

Develop practical solutions to transportation problems in order to address community needs and ensure system reliability and resiliency.

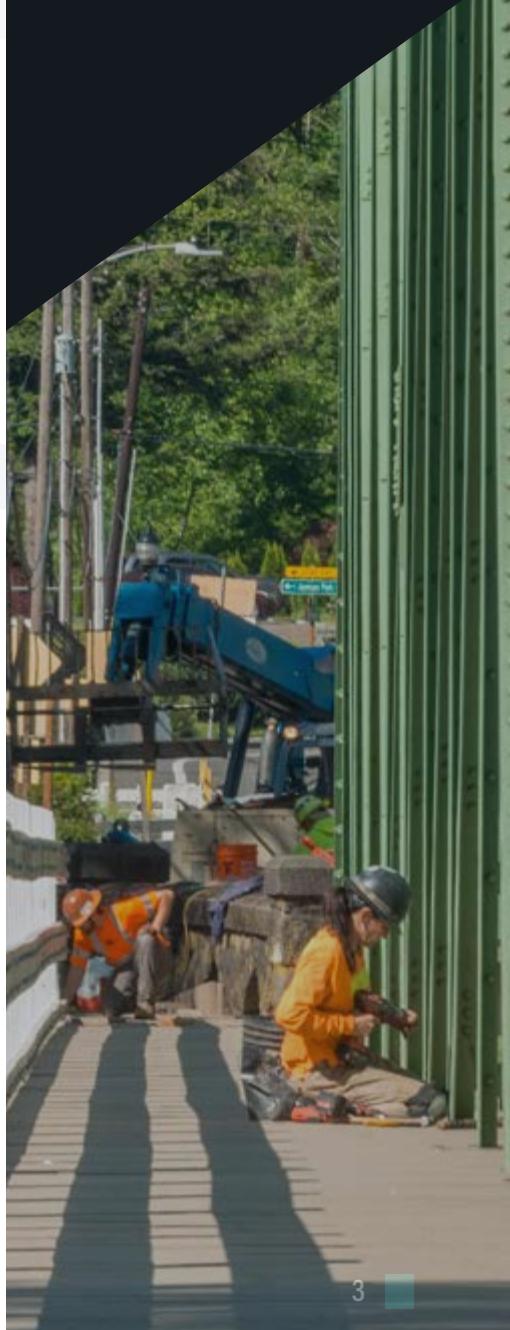


Innovative Technologies

Invest in and integrate technologies to improve transportation services and operations throughout Oregon.

Priority:

Build, maintain, and operate a modern, multimodal transportation system to serve all Oregonians, address climate change, and help Oregon communities and economies thrive.



Sufficient and Reliable Funding Priority

Oregon's current transportation funding structure is not designed to finance a modern, multimodal transportation network. We recognize the need to diversify our revenue sources and adopt new funding options. We must change today's funding model to one that invests more money in alternative transportation options, including bikeways, pedestrian routes, and public transportation. The goals under this priority highlight the need for new revenue sources like tolling and road usage charges as well as adapting our approach to existing funding mechanisms to provide a wider range of mobility choices. As a responsible steward of public funds, we are also taking steps to ensure ODOT's long-term fiscal health.

Goals



Multimodal Funding

Pursue sufficient and reliable funding to enhance multimodal options.



Road Usage Charging

Implement statewide road usage charging to ensure sufficient and reliable revenue to maintain and improve Oregon's transportation system.



Tolling

Establish a tolling program in the Portland metropolitan region to fund critical transportation improvements and manage traffic congestion for the benefit of all Oregonians.



Department's Fiscal Health

Ensure the long-term fiscal health of ODOT by aligning ODOT operational expenditures and revenue.



Partner Funding

Develop and maintain strong partnerships with system users, local governments, and private sector partners to enhance investment in Oregon's transportation system. Develop public private partnerships, as appropriate, including opportunities to integrate internet connectivity in Oregon's transportation system.

Priority:

Seek sufficient and reliable funding to support a modern transportation system and a fiscally sound ODOT.



2021-23 Strategic Outcomes

Taken together the priorities and goals build upon one another. A modern transportation system is, by our definition, an equitable, future-focused, and fully funded system. With these connections in mind, we focus on ten strategic outcomes to make measurable progress toward achieving our strategic priorities.

Some of these outcomes represent ideas and actions we've not previously contemplated. Some of these outcomes flow from years of thinking with little corresponding action. These outcomes will evolve over time, but today represent the tangible results we will pursue over the next three years.

Strategic Outcomes

Priorities and Goals

- 1. Increase Our Workforce Diversity**
- 2. Implement a Social Equity Engagement Toolkit**
- 3. Reduce Our Carbon Footprint**
- 4. Electrify Oregon's Transportation System**
- 5. Improve Access to Active and Public Transportation**
- 6. Reduce Congestion in the Portland Region**
- 7. More Dollars to Black, Indigenous, People of Color and Women Owned Businesses**
- 8. Implement Transformative Technologies**
- 9. Implement Large-scale Road Usage Charging**
- 10. Achieve Sufficient Funding**

These 2021-23 strategic outcomes answer the question: what will we do in the next three years to secure the funding and take the other actions necessary to build a better transportation system and how will we track our progress? To clearly define our path forward the following section explains each strategic outcome in greater detail.

Strategic Outcomes Implementation

1. Increase ODOT's Workforce Diversity

We will build a workforce that reflects the communities we serve.

Since 2015 the diversity of ODOT's workforce has decreased while the diversity of the state overall has increased. This trend creates a gap between who we are and who we serve – and ultimately impedes our ability to connect with and serve all Oregonians. This imbalance leads to decisions, small and large, made without full consideration of how they impact the individuals and communities we serve. A workforce that mirrors the people it serves increases the probability of insight, motivation, and likelihood that the needs of the populations we serve are integrated into the work we do and the decisions we make. We must work to close this gap by increasing ODOT's workforce diversity and cultivating a workplace where all employees thrive.

Creating a more diverse workforce

Changes in recruitment processes, hiring practices, promotions, and workplace culture are central to diversifying our workforce. Unconscious bias (subconscious attitudes or beliefs that influence our actions and decisions) can have a negative impact on recruitment and hiring processes. As a result, fewer Black, Indigenous, and People of Color, women, and people who live with disabilities are invited to join ODOT's workforce. By adjusting language in job descriptions and evaluation questions, creating a universal scoring system, and training interview panel participants, we can minimize unconscious bias in our recruitment and hiring practices and increase the diversity of our workforce. As we build a system committed to equity, we employ a workforce that mirrors the communities we serve and create a workplace where BIPOC, women, and individuals who live with disabilities can thrive.

Implementing Actions

Year	Actions
2021	Establish metric baseline and define time-bound targets.
2021	Implement new hiring practices.
2022	Train job interview panels.
2022	Adopt agency-wide engagement survey and data use practices.
2024	Strengthen ODOT training and intern programs.

Metric:

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



2. Implement a Social Equity Engagement Toolkit

We will give space to community voices and honor community input.

Transportation projects and programs consider cost, time, priority, materials, and more with a primary goal of maximizing travel and minimizing disruption. Community impacts are considered but often without adequate community engagement. Improving consistency and quality of our engagement processes and applying a social equity lens will ensure ODOT considers the needs of and minimizes harm to the communities we serve.

Engaging the Community

Applying ODOT's Social Equity Engagement Toolkit means we will thoughtfully consider the needs, wants, and challenges of Oregonians and their communities. A broad cross-section of voices in the process helps ensure issues ranging from ADA accessibility to economic impact to climate justice are factored into our decision-making. Implementing a Social Equity Engagement Toolkit across ODOT will ensure our engagement efforts are more inclusive and efficient, resulting in more effective delivery of a modern, equitable transportation system. Concurrent with establishing a Social Equity Engagement Toolkit, we are also building a culture within ODOT able to understand, identify, and effectively address unconscious bias. This work will complement our efforts to engage more effectively with communities that face the most immediate and severe effects from transportation decisions.

Implementing Actions

Year	Actions
2021	Implement social equity engagement toolkits on six ODOT projects and programs throughout the state.
2022	Adjust toolkits to enable scaling agency-wide.
2023	Monitor toolkit use and make ongoing improvements to increase effectiveness and agency-wide use.
2024	Implement toolkits on fifty percent of ODOT projects and programs.

Metric:

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



3. Reduce Our Carbon Footprint

We will select and build cleaner projects to help reach Oregon's climate goals.

Oregon's climate is drastically changing with more frequent and severe wildfires, flooding, and landslides. These events can lead to road closures that impact freight, the economy, and people's ability to obtain critical services. Cars, trucks, and other transportation sources significantly contribute to air pollution and are the largest source of GHG emissions in Oregon, constituting some forty percent of the total. We must take substantial and swift action to reduce carbon in order to achieve a cleaner and more sustainable future. ODOT is consolidating efforts and pursuing strategic actions to reduce transportation emissions.

The *Oregon Statewide Transportation Strategy: A 2050 Vision for GHG Reduction* is the state's roadmap for reducing carbon emissions from the transportation sector. Key actions include cleaner vehicles and fuels (e.g. electric vehicles), low carbon modes (transit, bike, walk, etc.), close proximity of housing to jobs (land use), pricing (e.g. vehicle miles traveled charge), and demand management strategies (e.g. telecommuting).

ODOT is pursuing efforts within each of these categories by implementing the Governor's direction in Executive Order 20-04 and through multi-agency efforts (Every Mile Counts). Additional efforts are needed and will be identified in an ODOT Statewide Transportation Strategy Mid-Term Action Plan.

Cleaner Investments and Projects

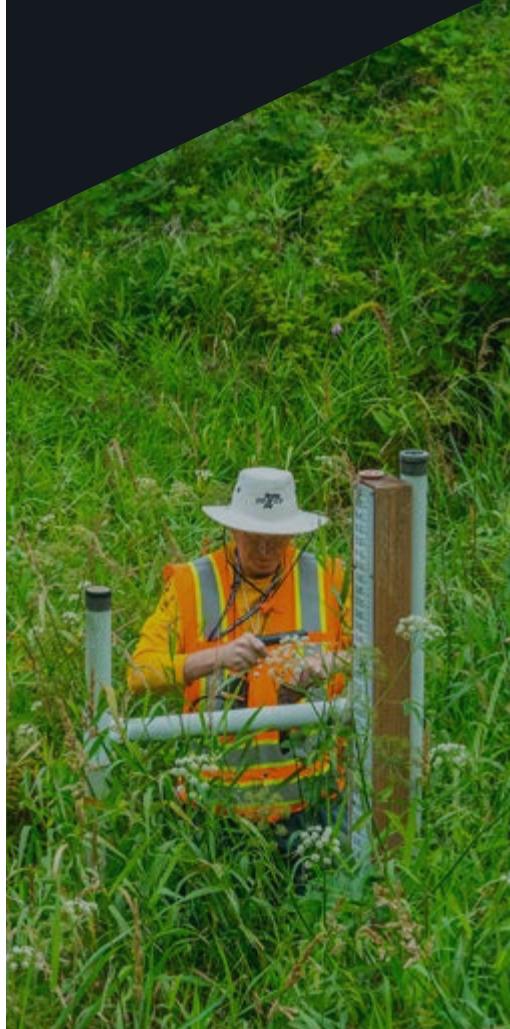
Underpinning all of these efforts is determining how we spend money and how we build our projects. Most of Oregon's transportation dollars flow to or through ODOT and can be better targeted to low carbon investments. ODOT will consider GHG emission impacts and investment programs in selecting major capital projects. ODOT will support allocation to low carbon emission projects. Historic spending will be compared to future spending to calculate emission savings.

After projects are selected, emissions from building the project must also be considered. ODOT will pursue low carbon construction techniques where possible, relying on low carbon fuels and materials. We will inventory emissions, identify lower carbon options, and develop and pursue a transition plan with our construction partners.

Implementing Actions

Metric:

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



Year	Actions
2021	Establish a carbon baseline for emissions from the construction of transportation projects.
2021	Identify alternative lower carbon materials and fuels and set emission reduction targets.
2022	Apply GHG emission standards in making ODOT investment decisions.
2022	Phase in lower carbon materials, fuels, and construction practices; monitor and adjust.
2022	Adjust investment programs to invest in lower emission projects (e.g. bike, walk, transit).
2023	Begin Environmental Product Declaration Program.
2023	Apply GHG emissions lens to STIP amendments and next phases, integrating lessons learned.
2023	Prepare for Fleet electric vehicles by installing requisite infrastructure.

4. Electrify Oregon's Transportation System

We will support transportation electrification to reduce carbon from every mile driven.

One of the most effective ways to reduce pollution is to transition to more zero emission vehicles for every mile driven. Electric cars, trucks, and buses, as well as bikes and scooters offer clean alternatives to traditional vehicles. Several efforts are needed to enable broad transportation electrification, including: installing adequate charging infrastructure, incentivizing electric vehicle purchases, and raising overall awareness and acceptance of electric vehicles. Success will require partnerships with other state agencies, utilities, and the private sector to support transportation electrification and increased zero emission travel.

This action complements efforts to “Reduce Our Carbon Footprint” and is part of the ODOT Climate Office’s mission to consolidate and pursue strategic actions to reduce transportation emissions. Cleaner vehicles and fuels represent a significant level of effort needed to realize ODOT’s Statewide Transportation Strategy vision, in addition to other actions such as low carbon modes, land use, and pricing. By 2050 the Statewide Transportation Strategy calls for the majority of vehicles on Oregon’s roadways to be electric. The Governor has designated ODOT as a leader in facilitating the electrification of our transportation system.

An Electric Transportation Future

In ODOT’s role as lead agency for transportation electrification and under Executive Order 20-04, ODOT will identify Oregon’s electric vehicle charging infrastructure gaps with a focus on equity issues and rural areas. We will then identify actions and partnerships needed to close the gaps. Our agency will convene meetings with utilities, charging companies, other state agencies, and the private sector to address barriers to overall electric vehicle use. In addition to partnerships, we will identify and pursue charging infrastructure funding and provide technical assistance.

We will also explore hydrogen, low carbon fuels, and other vehicle and fuel technologies.

Implementing Actions

Year	Actions
2021	Assess needs, gaps, and barriers for electric vehicle charging.
2022	Identify funding sources to support broader transportation electrification.
2023	Develop and pursue a plan to address electric vehicle charging infrastructure gaps.
2023	Implement Oregon National EV Infrastructure Program.
2023	Provide technical assistance to support local jurisdiction charging.
2024	Continue funding EV infrastructure investments.

Metrics:

By the end of 2023, triple the number of electric vehicles on Oregon’s roads.

By the end of 2025, expand statewide electric vehicle charging infrastructure by ten percent.



5. Improve Access to Active and Public Transportation

Create a healthy multimodal network that improves the safety and well-being of all Oregonians.

Nearly one-third of Americans are unable to drive due to age, disability, or because they can't afford a car. They rely on walking, biking, and transit. The lack of multimodal transportation options in low income areas and communities of color contributes to higher pedestrian fatality rates, lower physical activity levels, and poorer health outcomes. Increasing equitable access to active and public transportation ensures mobility needs are met and helps ODOT achieve its greenhouse gas emission targets.

Funding for Projects across modes of travel

Over the past 30 years, ODOT spent an average of 1.1% of state highway funds on pedestrian and bicycle improvements. Without increased funding, it will take 150 years to complete the state's pedestrian and bicycle network. ODOT can improve equitable access by increasing dedicated funding for walking, biking, and transit and better leveraging broader agency investments to include multimodal priorities. In order to leverage these investments, we must effectively prioritize needs in these areas across the state. We must also increase stand-alone investments for multimodal projects in the Statewide Transportation Improvement Program and work with local and regional partners to identify and fund the highest priority projects first.

Implementing Actions

Year	Actions
2021	Develop baseline understanding of funding currently dedicated to walking, biking and transit.
2021	Develop and implement a funding prioritization process to existing pedestrian, bike and transit investments to improve access for marginalized communities.
2023	Define a priority multimodal network to enable more strategic and equitable selection of future projects and programs.
2023	Integrate priority multimodal network needs into existing investment programs prioritization.

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.



6. Reduce Congestion in the Portland Region

We will reduce congestion in the Portland region to improve Oregon's livability, strengthen our economy, and protect our environment.

An efficient and reliable transportation network is a critical component to supporting healthy communities and a strong economy. Increasing congestion in the Portland region affects our climate and significantly impacts Oregon as a whole, creating challenges for individuals, businesses in the metro area, producers across the state, and those simply traveling through the Portland region. The growing demand currently placed on the regional transportation system will only increase as population in the region grows. A comprehensive, strategic, and collaborative approach to congestion management will be necessary to keep Oregon competitive and moving forward economically. In the near term, ODOT will focus congestion management planning on state highways in the Portland region.

Comprehensive Congestion Management

ODOT is developing a comprehensive congestion management plan for the Portland region that identifies key congestion relief projects and funding for this work. This plan will integrate community design, travel information and incentives, system management and operations, emerging technologies, pricing, active transportation, transit, and existing streets and throughways. Critical to the success of this effort is building collaborative working relationships with regional and local agencies. We will also work with our partners and engage impacted communities to create an integrated communications strategy.

Implementing Actions

Year	Actions
2021	Develop a comprehensive congestion management plan and associated communications strategies.
2021	Develop and implement Bus on the Shoulder projects on segments of the I-5 and I-205 corridors in the Portland region.
2021	Start designing the I-205 Toll Project.
2022	Define a list of active traffic management projects for implementation on the state highway system in the Portland region.
2022	Develop the Urban Mobility Strategy and associated communications strategies.
2024	Begin construction on the I-5 Rose Quarter Improvement Project.
2024	Continue designing the I-205 Toll Project.
2024	Implement administrative rules and guidelines to implement Bus on Shoulder.

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.



7. More Money to Historically Underutilized Businesses

We will invest equitably in the local economy by increasing opportunities for Oregon BIPOC and women owned businesses.

ODOT spends hundreds of millions of dollars annually on projects and programs meant to improve the transportation system. These projects benefit the state's construction, engineering, and technical industries. Systemic and process barriers often make it difficult for BIPOC and women-owned businesses to compete successfully for ODOT third party contracts. While state and federal programs exist to encourage the equitable distribution of economic opportunities, we can do better.

Supporting Local Businesses

Identifying and dismantling systemic barriers begins with reviewing current engagement with BIPOC and women led businesses, understanding why limited opportunities exist, and identifying how ODOT can best support these businesses throughout the state. As we learn more about how to effectively overcome systemic barriers, we can design programs that better engage BIPOC and women owned businesses in competitive contracting processes. We believe that awarding more contracting and consulting dollars to these businesses will make our transportation system stronger and more aligned with the needs of the communities it serves.

Implementing Actions

Year	Actions
2021	Analyze engagement with BIPOC and women owned businesses to establish metric baseline information.
2023	Develop a comprehensive program to more effectively inform and engage BIPOC and women owned businesses.
2024	Implement programming to inform about contracting opportunities.

Metric:

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



8. Implement Transformative Technologies

We will use technology and innovation to drive change and think differently.

Innovative technologies are transforming how we live and play an important role in efficiently operating the transportation system, delivering transportation services, and performing the work of the agency. Technology's influence on everyday life is changing customer expectations about interacting digitally to obtain government services.

Pursuing Innovative Technologies

We will use innovations in technology to address emerging challenges, whether tolling in the Portland region or investing in business applications that increase efficiency and provide enhanced on-line services. In the near term, ODOT will focus on effectively delivering four innovative technology projects.

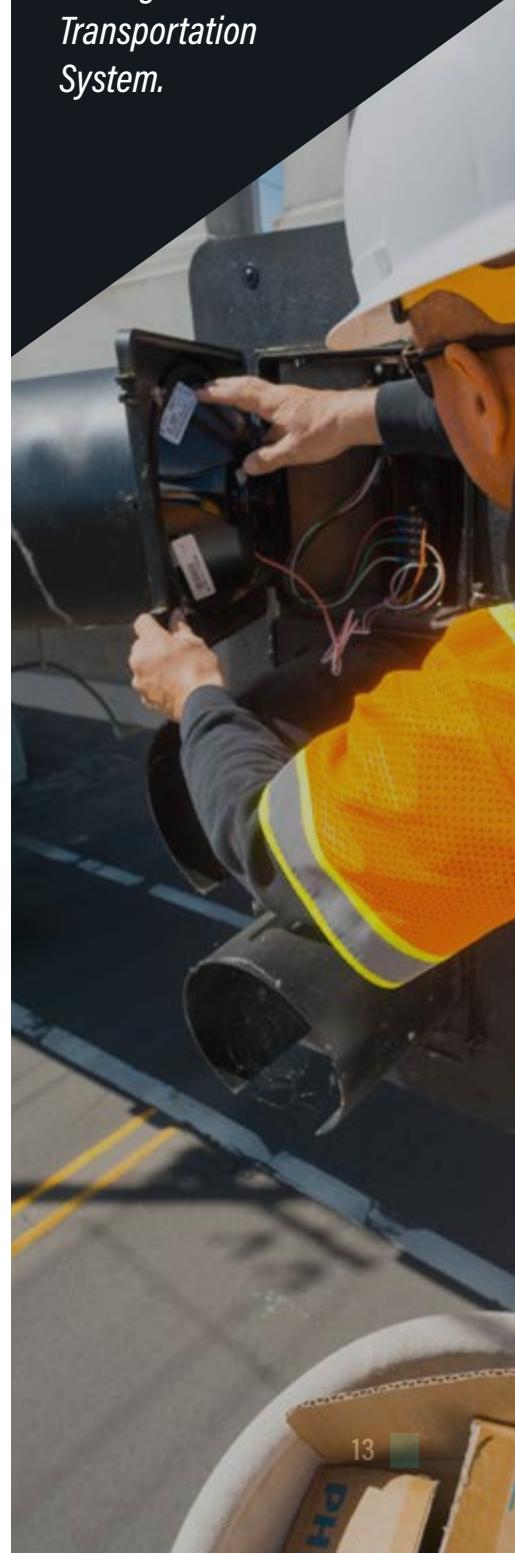
- The Connected Vehicle Ecosystem project will enable implementation of large-scale road usage charging, improve driver and pedestrian safety and improve traffic management.
- Updates to legacy traffic signals enable connected vehicle technology, reduce delays for drivers, and allow for improved signal operation.
- Emerging broadband technology is a key infrastructure building block for a modern transportation system. A first step toward implementing this technology is to create overarching strategies that blend current and planned broadband initiatives.
- An Automated Permitting System will modernize the Over-Dimension permitting process which will reduce permit processing times, improve efficiency and on-line service options.

Implementing Actions

Year	Actions
2022	Develop and implement an integrated broadband strategy.
2022	Upgrade 75% of ODOT-owned and maintained traffic signals.
2023	Select and hire a connected vehicle data consultant to support road use charging.
2023	Select vendor to implement an automated routing permit system.

Metric:

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



9. Implement Large-scale Road Usage Charging

By 2027, we will stabilize funding to protect Oregon's transportation system for future generations.

Roads take us to jobs and to visit friends and family. They bring food and supplies to local stores, and they connect us to the world around us. And like all things, roads need money for improvements and maintenance. Currently, Oregonians pay a fuel tax, 36 cents per gallon, to help fund transportation projects. As vehicles use less gas, or none at all, Oregon's natural environment will improve, but funding to repair and improve transportation facilities will diminish. To avoid a funding shortfall, a pay-per-mile system will charge Oregonians for the miles they drive, not how much fuel they consume, and help us match our climate goals with transportation funding needs.

OReGO, Oregon's Road Usage Charging Program

In true Oregon fashion, we are pioneering new ways to fund our roads to support our state's mobility and economy. Oregon was the first state to collect a fuel tax to fund highway projects in the early 20th century, and in 2015 we became the first state to create an operational road usage charge program when we started OReGO. Since then, about 2,000 people have volunteered to join OReGO and pay for roads by the mile rather than the gallon of fuel burned. These volunteers prove the system works, and in 2017 and 2019 the Oregon Legislature took the first steps to transitioning OReGO from a pilot program to a revenue program. Further steps need to be taken to grow OReGO into a large-scale transportation funding mechanism. Between now and 2023, ODOT will build the capacity to support large-scale Road Usage Charging implementation by 2026. This will require working with stakeholders to build stronger public awareness about OReGO and the benefits associated with stabilizing funding for Oregon's transportation system. It also means partnering to develop a Connected Vehicle Ecosystem to support the OReGO Program at scale.

Implementing Actions

Year	Actions
2021	Implement a manual reporting option for road use charging members.
2024	Deploy a connected vehicle ecosystem that supports large-scale RUC implementation.
2024	Streamline point of sale enrollment at auto dealerships to facilitate the expansion of road usage charging.

Metric:

By 2023, complete identified critical actions to advance large-scale Road Usage Charge capacity by 2026.



Metric:

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

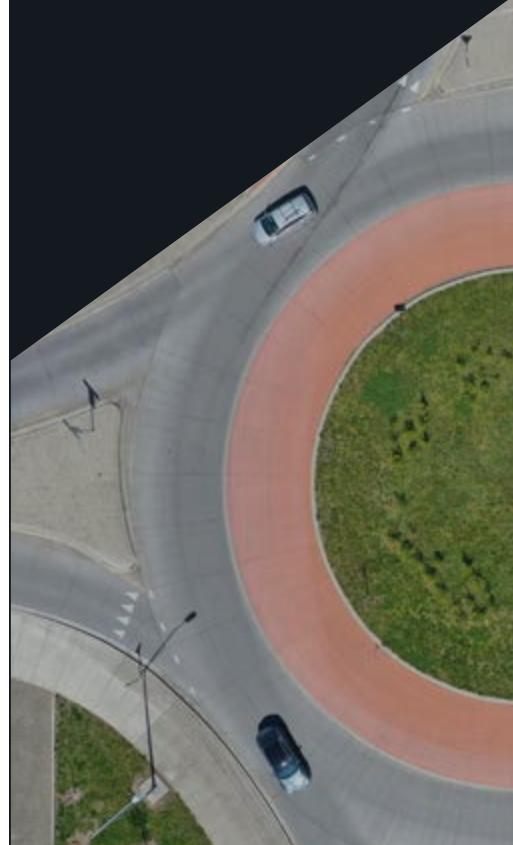
10. Achieve Sufficient Funding

We will seek sufficient and reliable funding to ensure we are developing and investing in Oregon's transportation system of the future and ensuring ODOT's long-term fiscal health.

ODOT's primary revenue sources are State Highway Fund dollars from fuels tax, weight-mile tax, DMV fees, and federal funding. Oregon faces a number of significant transportation funding challenges. More fuel-efficient vehicles will produce declines in the State Highway Fund. Federal funds have been essentially flat for a decade. Funding for bicycle and pedestrian programs, public transportation, rail and ports consists primarily of small and inadequate revenue sources that leave these important modes deeply underfunded. Finally, ODOT's operational costs are increasing at about 6 percent annually while revenues are only growing at 2 percent. Unless we make changes to our funding mechanisms, the gap between revenues and expenditures will create a \$720 million budget deficit by 2027.

Developing New and Increased Funding

To ensure sufficient and reliable funding for all modes of the transportation system and for the agency, Oregon will need to bring more stability to ODOT's funding model by diversifying the revenue portfolio. Strategies such as implementing tolling as a new revenue source to pay for major projects and manage demand and implementing per-mile road usage charging are important first steps. We also must work to expand existing non-highway funding sources, develop new revenue streams for projects that use multiple transportation modes, and engage Oregon's congressional delegation to rekindle the federal/state partnership to ensure more robust federal funding. Finally, ODOT must become more efficient and develop plans to address its increasing operational budget gap. This can only happen as we partner with those with a stake in creating a more stable financial future for our transportation system.



Implementing Actions

Year	Actions
2021	Develop a plan to close ODOT's budget gap by \$140 million in the 2021-2023 biennium.
2022	Work with stakeholders to identify new transportation revenue options to propose to the 2023 Oregon Legislature
2022	Create a road map for closing the \$720 million budget gap through 2027.
2022	Develop a plan to close the agency's operations and maintenance budget deficit through 2029. (new implementing action)
2023	Maximize Oregon's opportunity to secure significant federal competitive grants under the Infrastructure Investment and Jobs Act. (new implementing action)
2023	Close ODOT's O&M budget gap through 2027.
2023	Develop a plan to close the agency's operations and maintenance budget deficit through 2029.
2024	Work with stakeholders and legislators to secure additional revenue through 2024.

Looking to the Future

This plan describes a dynamic beginning, not a permanent end. It describes what we'll accomplish in a three-year horizon knowing that this is simply a first phase that must continue thereafter. We anticipate successive plans of this kind after 2023, to ensure we are building a better transportation system for Oregon in this decade and those that follow. Change is a constant, but whatever the future brings we are committed to providing Oregonians with a safe, equitable, modern, and well-funded transportation system to serve all current and future Oregonians. We ask you to join us in advancing this vision.

Quick Reference: Outcomes, Metrics and Actions

Strategic Outcomes and Metrics	Completion Year	Implementing Actions
1. Increase Our Workforce Diversity <i>Metric:</i> By the end of 2025 ODOT will materially increase the hiring and retention of minorities, women, and people who live with disabilities at all levels of the organization.	2021 2021 2022 2022 2024	Establish metric baseline and define time-bound targets. Implement new hiring practices. Train job interview panels. Adopt agency-wide engagement survey and data use practices. Strengthen ODOT training and intern programs.
2. Implement a Social Equity Engagement Toolkit <i>Metric:</i> By the end of 2025, one hundred percent of ODOT projects will apply ODOT's Social Equity Engagement Toolkit.	2021 2022 2023 2023	Implement social equity engagement toolkits on six ODOT projects and programs throughout the state. Adjust toolkits to enable scaling agency-wide. Implement toolkits on fifty percent of ODOT projects and programs. Monitor toolkit use and make ongoing improvements to increase effectiveness and agency-wide use.
3. Reduce Our Carbon Footprint <i>Metric:</i> By the end of 2023, begin to reduce greenhouse gas emissions from ODOT activities.	2021 2021 2022 2022 2022	Establish a carbon baseline for emissions from the construction of transportation projects. Identify alternative lower carbon materials and fuels and set emission reduction targets. Apply GHG emission standards in making ODOT investment decisions. Phase in lower carbon materials, fuels, and construction practices; monitor and adjust. Adjust investment programs to invest in lower emission projects (e.g. bike, walk, transit).

Strategic Outcomes and Metrics	Completion Year	Implementing Actions
<p>4. Electrify Oregon's Transportation System</p> <p>Metric: By the end of 2023, triple the number of electric vehicles on Oregon's roads.</p> <p>By the end of 2025, expand Statewide electric vehicle charging infrastructure by ten percent.</p>	2021 2022 2023 2023 2023 2024	Assess needs, gaps, and barriers for electric vehicle charging. Identify funding sources to support broader transportation electrification. Develop and pursue a plan to address electric vehicle charging infrastructure gaps. Implement Oregon National EV Infrastructure Program. Provide technical assistance to support local jurisdiction charging. Continue funding EV infrastructure investments.
<p>5. Improve Access to Active and Public Transportation</p> <p>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.</p>	2021 2021 2023 2023	Develop baseline understanding of funding currently dedicated to walking, biking and transit. Develop and implement a funding prioritization process to existing pedestrian, bike and transit investments to improve access for marginalized communities. Define a priority multimodal network to enable more strategic and equitable selection of future projects and programs. Integrate priority multimodal network needs into existing investment programs prioritization.
<p>6. Reduce Congestion in the Portland Region</p> <p>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.</p>	2021 2021 2022 2022 2024 2024 2024 2024 2024 2024 2024	Develop a comprehensive congestion management plan and associated communications strategies. Start designing the I-205 Toll Project. Define a list of active traffic management projects for implementation on the state highway system in the Portland region. Develop the Urban Mobility Strategy and associated communications strategies. Begin construction on the I-5 Rose Quarter Improvement Project. Continue designing the I-205 Toll Project. Develop and implement Bus on the Shoulder projects on segments of the I-5 and I-205 corridors in the Portland region. Begin Environmental Product Declaration Program. Apply GHG emissions lens to STIP amendments and next phases, integrating lessons learned. Prepare for Fleet electric vehicles by installing requisite infrastructure.

Strategic Outcomes and Metrics	Completion Year	Implementing Actions
7. More Money to Historically Underutilized Businesses <i>Metrics:</i> By 2024, increase the total dollars given to BIPOC and women owned businesses annually.	2021 2023 2024	Analyze engagement with BIPOC and women owned businesses to establish metric baseline information. Develop a comprehensive program to more effectively inform and engage BIPOC and women owned businesses. Implement programming to inform about contracting opportunities.
8. Implement Transformative Technologies <i>Metric:</i> By the end of 2023, ODOT will make advancements in projects that bring transformative technology to Oregon's Transportation System.	2022 2023 2023 2022	Develop and implement an integrated broadband strategy. Select and hire a connected vehicle data consultant to support road use charging. Select vendor to implement an automated routing permit system. Upgrade 75% of ODOT-owned and maintained traffic signals.
9. Implement Large-scale Road Usage Charging <i>Metric:</i> By 2023, complete identified critical actions to advance large-scale Road Usage Charge capacity by 2026.	2021 2023 2024	Implement a manual reporting option for road use charging members. Streamline point of sale enrollment at auto dealerships to facilitate the expansion of road usage charging. Deploy a connected vehicle ecosystem that supports large-scale RUC implementation.
10. Achieve Sufficient Funding <i>Metric:</i> By the end of 2025, increase total funding for all modes of Oregon's transportation system.	2021 2022 2022 2022 2023 2023 2023 2024	Develop a plan to close ODOT's budget gap by \$140 million in the 2021-2023 biennium. Work with stakeholders to identify new transportation revenue options to propose to the 2023 Oregon Legislature. Create a road map for closing the \$720 million budget gap through 2027. Develop a plan to close the agency's operations and maintenance budget deficit through 2029. Maximize Oregon's opportunity to secure significant federal competitive grants under the Infrastructure Investment and Jobs Act. Close ODOT's O&M budget gap through 2027. Develop a plan to close the agency's operations and maintenance budget deficit through 2029. Work with stakeholders and legislators to secure additional revenue through 2024.