

February  
2020



# Oregon Transportation Plan/ Oregon Highway Plan Stakeholder Interviews

Summary Report



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# Section 1: Introduction



Oregon Department of Transportation (ODOT or Agency) will soon begin the process of developing updates to the Oregon Transportation Plan (OTP) and the Oregon Highway Plan (OHP). To promote collaboration and gain early input, ODOT contracted with HDR to conduct interviews with stakeholders representing a wide range of transportation interests, both inside and outside the Agency. This report summarizes **43 interviews** conducted from December 2019 — February 2020, with approximately **67 different stakeholders**.

The interviews gathered stakeholders’ perspectives on the transportation system and input on what areas of focus the OTP and OHP updates should cover, including their associated challenges and opportunities. This information will help inform the scope of the OTP/OHP update project. The interviews also introduced or updated stakeholders about the upcoming project. Information presented included a fact sheet describing the two plans, anticipated project schedule, and how to stay engaged.



## Section 2: Key Themes



### Insufficient Funding

Most stakeholders acknowledged that the gas tax and federal government no longer provide sufficient funding. Many stakeholders see the need to implement new reliable, sustainable funding sources such as tolling and road user fees, which could also impact driver behavior and help to reduce carbon emissions. Some stakeholders believe that the lack of funding is the new reality. Most agree that ODOT should focus on prioritizing how it will spend its limited funds.



### Equity

Many stakeholders stressed the importance of equity in how ODOT delivers services, directs investments, and works with partner agencies to provide a safe and reliable transportation system that serves all who rely on it. Many expressed the need for well-defined terminology, criteria for decision-making and metrics to measure performance. When discussing equity, topics ranged from racial equity, demographic shifts, Americans with Disabilities Act (ADA) accessibility, the transportation system's relationship to land use and health, and those who are active transportation dependent.



### Environment / Climate Change

The need for an expedited, proactive reduction in carbon emissions was expressed by many stakeholders. The linkage between the system and the environment was regularly highlighted. Many noted that tools to reduce carbon emissions, such as active transportation and tolling, could also provide some level of congestion relief. Some pointed out challenges in balancing climate change goals with mobility goals.



### Congestion

Most stakeholders raised the issue of congestion in Portland and the impacts felt in every part of the state. While most stakeholders believe that system maintenance is an

investment priority, many were open to identifying strategic capacity investments to address Portland's congestion. Many communicated that any approach to alleviating congestion will need to be multimodal and multifaceted, and expansion alone will not solve the issue. Other areas of the state are also beginning to experience increasing congestion, particularly in Oregon's tourist destinations.



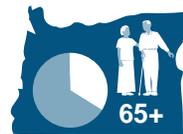
### Safety

Safety remains a top priority for most stakeholders and all modal interests. This topic was often raised when discussing mixing different modes. Pedestrian safety in particular was raised regarding the importance of meeting Vision Zero goals and known issues for vulnerable communities. The need for increased driver education and enforcement were also discussed.



### Rapid Changes in Goods Delivery and Mobility as a Service

Increased demand for quickly-delivered consumer goods and mobility as a service were raised as areas to watch due to their impacts on the transportation system. Rapid changes in these areas underscore the need for flexibility and adaptability. The linkage to emerging technologies was also raised, for example drones and autonomous vehicle delivery, and their yet unknown impacts or benefits.



### Aging Population

The state's growing population and increase in population over the age of 65 was identified as a major driver of change. As this demographic stops driving by choice or necessity, the system needs to provide innovative (and more) transportation options to facilitate independence. Improved ADA accessibility, education around transit use (particularly in suburban and rural areas), and connections between communities and regions were some topics raised.

## Section 3: What People are Looking for in the Updated Plans



### Oregon Transportation Plan

Both internal and external stakeholders expressed that the OTP should set a strong vision for the future. Other important attributes include being community- and people-centered; high-level and not overly complex; flexible and adaptable to rapid change; and clear, with defined terms, creative, innovative approaches, and relevant scenarios, as well as a framework for setting priorities.

### Oregon Highway Plan

Many internal stakeholders wish to retain the plan's Major Improvements Policy, action 1G.1, prioritizing different types of system improvements. Stakeholders see an opportunity to address current highway system issues such as: functional classifications, demand management guidance, jurisdictional transfers and orphan highways, statewide tourism hotspots, and highway designations. Stakeholders also want to see more attention and funding around arterials and highways, and consideration of regional contexts.



## Section 4: Summary of Internal ODOT Stakeholder Responses

The summary of internal ODOT responses is from **22 interviews** with staff in different regions and divisions.

How do you use the current policies in the Oregon Transportation Plan and Oregon Highway Plan in your work at ODOT?

All of the stakeholders interviewed were aware of the plans, but about half do not directly refer to them. For those employees less focused on policy, the plans provide a general guide. Some employees only reference specific plan sections. Comments included:

- The policies relating to the preservation of existing resources and efficiency of the system are foundational to ODOT's work.
- The OTP is a policy document that drives decision-making, funding approaches, and expenditures.
- The plans provide substantiation of analysis and the basis for developing scopes and decision outcomes.
- Referenced for many planning activities and land use actions.

What are the key focus areas that you think should be included in the new OTP? Do you think ODOT's statewide foundational goals that will guide the plans support your ideas? Any gaps?

Internal stakeholders felt positively about including all eight foundational goals; however, some thought certain goals could be combined and others felt more like tactics or strategies.

Many stakeholders shared other general aspirations for the updated OTP. Many expressed that the updated plan be focused and easy to understand. A strong plan should include actionable goals, clearly defined terms (e.g., terms related to equity) and metrics or performance measures. Others noted the plan should include many different voices in the process, focus on desired outcomes, and set a vision for the future. Some encouraged more data-driven policies and better integration across the statewide plans.

Other focus area/goal comments:

- Equity
  - Some felt equity should be a lens with which all goals and policies are viewed
  - Diversity, equity, and inclusion in the workforce is important, not just externally focused
  - Equity needs to be defined and explicit
- Safety and operations – manage with what we have, in a safe intentional way, folding in evolving technology
- Sustainable funding – maintaining the system is less expensive than rebuilding it
- Congestion affects the climate and economy which weighs into decision making
- Find the right balance between managing congestion, reducing greenhouse gases, and serving all users
- Mobility — focus on moving people and moving goods
- Emerging technology — consider customer service and licensing in addition to system operations
- Address jurisdictional ownership of facilities to alleviate confusion
- Move user fees and tolling forward
- Accessibility and ADA ties into many of the goal areas

## Internal ODOT Stakeholder Responses

**What do you think are the top transportation trends or drivers of change we should consider?**

- Oregon’s aging population — many will live well past their driving years, creating new system needs statewide
- Tension between congestion relief, equity, and environmental concerns
  - Balancing service with reducing emissions (e.g., Dial-a ride services are important to users, but inefficient for greenhouse gases)
- Autonomous vehicles, electric scooters, and other new forms of transportation have regulatory issues and infrastructure needs but can help reduce carbon emissions
- “Diversity, Equity and Inclusion” as a movement
- Automation will affect building, maintaining, and operating the system, and the interaction between the system and users
- Using equity tools/criteria to make policy and investment decisions
- Gathering and using data through use of ITS brings potential to better understand and improve the overall system
- Movement towards more active transportation
- Self-educating/self-enforcing transportation systems — e.g., roundabouts and limited access highways
- Tolling

**What does an equitable transportation system mean to you?**

- Being responsive and making decisions that recognize community needs and service levels communities want
- A reliable system with more opportunities and access
- Making non-auto modes attractive and accessible, increasing mode share
- Race-forward initiatives — target and help the most vulnerable and everyone will be positively affected
- Acknowledge the race/income/communities of color connection
- User fee-based system
- Addresses undue burden and repairs wrongs (displacement, housing imbalance, etc.)

**How do you anticipate a new updated OTP will affect the work you do?**

- Can help focus and reenergize the Agency around a shared vision
- Evolving “why” conversations into “how” conversations
- Can focus on the safety and security of the system, users, and those that work to build and maintain the system
- Structured in a way that will allow for the pace of change – to move forward with advances and changes we can’t know at the time of publication
- More data driven policies could require more analyst work
- Impacts how Agency makes investments
- Could determine importance of projects — e.g., maintenance and preservation first, with targeted strategic investments second
- Could propose concepts that encourage and promote innovation

## Internal ODOT Stakeholder Responses

What parts of the Oregon Highway Plan have been useful or result in positive outcomes? What are the primary issues you experience with the current plan? How do these issues impact your work?

Many stakeholders emphasized the importance of **retaining OHP's Major Improvements Policy, action 1G.1, prioritizing different types of system improvements**. Most other feedback focused on possibilities for the updated plan:

- Look at people who are vulnerable and spend money on serving them rather than the return on investment — outcomes will benefit everyone
- Current plan takes the traditional view of getting people around in single occupancy vehicles, new plan should think more creatively
- ODOT is doing the work to serve communities and new plan can help engineers keep that a priority
- ODOT's functional classifications are lacking reasons and definitions. Talk about the different classifications in terms of purpose (e.g., long-distance trips vs. short-distance trips)
- More focus on ITS and technological opportunities
- Help focus strategic investment decisions
- Include specific, actionable policies
- Need policy on customer service
- Need a clear vision of where the Agency is going and a staff training program to promote and align with Director's Office and OTC (e.g., OTIA CS3 training program)

What are the biggest tradeoffs and challenges you see as we manage our highways to accommodate multiple uses and users?

- Tradeoffs between goals and multiple modes
- Regional contexts and corridors vary across the state and will never be one size fits all; balance within specific vision. OTP can provide narrative between different contexts and consequences.
- Balancing mobility and safety goals
- New and constantly evolving budget impacts
- Need decision-making policy around maintaining the system
- Allowing safe, accessible main streets that also function as freight routes
- Need a framework to identify tiered solutions. For example, if we can't afford an interchange what else can we do to support traffic control?
- Non-highway modes taking funding from the limited highway fund
- Determining what systems of travel should be regulated by ODOT
  - Old forms (bikes) and new form (e-scooters/e-bikes) — could be subject to title and registration, helmet requirements, speed limits
  - Uber and Lyft highly regulated in some states, in Oregon it is up to cities
- Public education around traffic laws and regulatory policies

## Internal ODOT Stakeholder Responses

**What do you think is easiest and hardest about accommodating various modes on the highway system?**

- Funding safety is easy
- The space we have right now is the same space as we will have in the future. OHP needs to follow lead with Blueprint for Urban Design
- Building a system for all doesn't work well for anyone. Need segments that prioritize certain users. Think of connectivity across the entire system.
- OHP should directly address how to balance multiple modes and set the tone for the future. Determine what is and isn't realistic and what is in the best interest of the traveling public.
- Use local streets for active modes to help balance the network; challenging to fund.
- Designing to fit all modes in one space can present safety issues; need to effectively utilize the space we have with focus on context
- Look at the whole system, not just individual projects
- Utilities blocking active transportation options and ADA accessibility

**What key focus areas do you think need to be included in the new OHP to successfully address these challenges and move Oregon's system forward?**

- The OHP should be deliberate about designations to meet needs - heavy, wide, high
- Need some emphasis on non-peak hours - tendency to focus on peak hours
- Better defined purpose of state's functional classifications
- Focus on specific markets rather than broad generalities

**What are your regional concerns regarding the highway system? What regional opportunities do you see? What regional contexts should be considered?**

- Recognizing regional differences in needs and appropriate solutions — consider current uses, future uses, demographics, etc. Allow flexibility
- Aging/non-driving population in rural areas need more transportation choices
- Housing costs lead people to live further from their jobs in some areas, increasing commutes
- OHP needs to provide framework to create regional connections and inform regional and local Transportation System Plans
- Connecting local communities — multiuse paths are a good option but not easily accommodated
- Tensions between local and through trips are driving discussions around alternative mobility targets
- Conflicts between state and local systems; highways and arterials
- Seasonal traffic impacts need to be addressed

## Internal ODOT Stakeholder Responses

To ensure appropriate flexibility, should policies be applied differently depending on specific contexts? Please provide examples.

- Fewer policies needed and all should address safety, equity, and the environment
- Create flexible policies for context sensitivity
- Currently, too much standardization and not enough local relevance
- Have flexibility, but understand that economy is driven by moving people and goods
- Communities need to invest in local network while allowing longer distance routes to improve to support regional trade and a healthy economy

In an era of limited resources, what should we consider when deciding what to invest in and what not to invest in? What do you consider an effective balance between preserving the existing system and making strategic improvements?

- Our assets will turn into liabilities if not maintained. Need to shift to a priorities conversation rather than spreading funds evenly, or we will need to disinvest in some areas.
- Look at the consequences of investments and non-investments and rely on strong vision
- Use an equity tool or criteria to make investment decisions
- Providing funding based on vehicle miles traveled, etc. is not equitable — need to rethink how we prioritize and distribute funds
- Investment resources — use the All Roads Transportation Safety program as a model to invest where the needs are highest
- Look at lifecycle costs to better predict maintenance needs
- Should spend dedicated funds first, before spending flexible funds
- Have to consider disinvestment which is challenging
- Need to set expectation that congestion is not always solvable, making congestion enhancements to keep from worsening
- Focus on critical infrastructure and routes and then enhancements
- Maintenance and preservation are important, but there is a need for capacity improvements
- Need to preserve right of way for future opportunities



## Section 5: Summary of External Stakeholder Responses

The summary of external responses is from **32 interviews** with stakeholders representing state agencies, local jurisdictions, and transportation interests across the state.

Are you familiar with the Oregon Transportation Plan and the Oregon Highway Plan? If so, how do they affect the work you do?

Most participants know of the plans but do not use or reference them. Some regularly reference other statewide plans. Many indicated this is an important opportunity to **create a strong vision** for Oregon’s transportation system. Other comments about the plans:

- Important to acknowledge the transportation system’s connection to and impacts on climate change, health, and housing
- Find strategic alignment between state agencies around equity, improving air quality, increasing access, increasing active transportation, improving traffic safety, and emergency preparedness
- The plans don’t currently distinguish between freight and auto but should, similar to the Oregon Freight Plan
- Inconsistency in how regional and local jurisdictions use the OTP and OHP — some ignore the plans and others try to align with them



## External Stakeholder Responses

When you think about Oregon's current transportation system, what is working and what isn't? Why is that important to you?

### What's working

- Current commitment to improving active transportation is good, but could be better
- Transit systems doing well; House Bill (HB) 2017 helping to fund rural transit options
- Advancements in traffic safety
- Good planning, operations, bridge inspections, and sufficient maintenance of the current system
- Interstate system works pretty well for long-distance drivers/freight
- HB 2017 — big collaborative effort statewide that built positive relationships
- Air and rail
- Highway speeds
- Working with Tribes on projects (ongoing communications can improve)
- Portland core has good transportation options but the rest of state could improve
- OreGo program is a start, but it's not enough
- Different agencies and organizations working together and less siloed

### What needs improvement

- A stronger, faster approach to address climate change is needed
- Congestion relief
  - Need a strategic approach, highway expansion alone won't work
  - Portland-area congestion has statewide and regional impacts
  - Congestion is increasing in other areas including the north and central coast (heavy seasonal tourism impacts), Bend, Salem, and southern Oregon
- No sustainable funding system
- Need more transportation options connecting communities statewide
- Incomplete bike/pedestrian program
- Asset management to support decision-making and funding requests; provides transparency around return-on-investment
- Mobility standards
- Need stronger guidance and tools for demand management
- 50/30/20 distribution (ODOT/Cities/Counties)
- Unfunded local access roads and orphan highways - misalignment of governance and oversight
- Impaired driving — collaborate with Oregon Health Authority
- Transportation implications on where people live and work
- Inconsistent application of policies and regulations among ODOT regions
- Need more climbing lanes for freight
- Public perception of ODOT as "highways only"
- Transportation options for people with disabilities
- Better predictions of technology advancements
- Better at meeting the needs of rural communities
- Outdated functional classifications
- Inadequate enforcement levels
- Weight restrictions impede mobility
- Increased commercial air and passenger rail service to more of the state
- Highways passing through downtown areas
- Engagement and communications with the public
- Communication between ODOT, the Governor's Office, the Legislature, and other local agencies
- Reparations for Black communities and other displaced communities

## External Stakeholder Responses

What are the key focus areas that you think should be included in the new OTP? Do you think ODOT's statewide foundational goals that will guide the plans (listed in fact sheet) support your ideas? Any gaps?

Similar to internal stakeholders, external stakeholders felt positively about the listed foundational goals and also had ideas about combining some goals and identifying others as strategies, such as separating fuel efficiency and carbon emissions reduction.

Other focus area and goal input included:

- Equity - include a clear definition of the term
- Climate change - enact policies for reducing CO2 emissions that quickly move Oregon forward
- Include metrics for environment, funding, and equity to see both deficiencies and progress — won't have meaning if not measured
- Congestion management — provide stronger guidance and tools
- Resiliency — add as a separate focus area relating natural disasters (e.g., Cascadia subduction zone event, large storms, tsunamis, pandemic) and the state system's preparedness
- Safety — lower speed limits across the state; implement Vision Zero performance measures; reduce impaired and distracted drivers; indicate appropriate level of enforcement
- Focus on a community-centered "people-moving" plan that looks at all modes of transportation
- Focus on mode share
- Complete a needs assessment
- Address implications of land use management, housing, and employment
- Funding/investment strategies- open the conversation around ways to raise revenue and prioritize investments
- Transportation options — provide more options in rural areas
- Active transportation — focus on access to these options; intermodal connections
- Emerging technologies — anticipate a variety of futures and strategies
- Efficient freight movement — it plays a key role in state's economic development; "truck freight" needs specific focus, as most freight is carried on roads
- Context-sensitivity
- Focus on creating a healthy, vital Oregon
- Use data to drive the plan
- Address ride share and Amazon delivery trucks — new types of travel and goods movement
- Move toward 100% ADA accessibility
- Address how airports, ports, and passenger rail fold into the system

## External Stakeholder Responses

What do you think are the top transportation trends or drivers of change we should consider?

- Managing population growth while balancing climate concerns
- Demographic changes — especially increasing aging population
- Partnering with other agencies to leverage information sharing and drive holistic change
- Flexibility on how to achieve goals — anticipate change and the unknown
- Resiliency planning
- Active transportation as means of reducing congestion
- Uber, Lyft, scooters, bike share
- Tolling and user fees to discourage system use at peak times
- Multimodal access for suburban and rural areas
- Opportunity to improve rail (look to Caltrain)
- Transportation becoming partisan and politicized
- Distracted driving
- Mobility as a service
- Small freight (such as Amazon vans) for deliveries and growing demand with e-commerce; consumerism; need for more goods faster
- Fear of riding transit; seen as only for low-income (outside of Portland metro area)
- Technology can make us better — look to private sector for ideas
  - Drones
  - Data collection and how we can use it
  - Autonomous vehicles
  - 3D printing in place
  - Electrification of vehicles — infrastructure (chargers, etc.) needed
- Storytelling — ODOT needs to tell the investment story; communicate actual community benefits generated from a particular improvement

What does an equitable transportation system mean to you?

- Equity doesn't have meaning unless it is well defined and measured
- Access, safety, and affordability for all to get where they need to go
- Sharing benefits and burdens
- No difference in outcomes for communities of color
- Focus on people vs. vehicles
- Triple bottom line: economics, environment, and equity
- Policies that reflect our demographics
- Lowering carbon emissions for health
- Mode variety — safe, reliable options
- ADA accessibility
- Overinvesting in those that need more mobility assistance or access
- Disadvantaged Business Enterprise/workforce development opportunities
- Tribal consultation
- Subsidized options like transit for low-income populations
- Equity in decision-making and outreach; meaningful co-creating with communities left behind in the past; meeting people where they are
- Addressing past wrongs to communities, redress and reparations
- Understanding the burden of car ownership on individuals
- Racial equity tool or methodology to help consider equity implications of decisions; apply equity lens to entire state, not just metro area
- No disproportionate impacts to minority/low-income groups

## External Stakeholder Responses

**What are the biggest tradeoffs and challenges you see as we manage our highways to accommodate multiple uses and users?**

- I-5 vs. the rest of the state; prioritizing high vs. low density areas
- Competition for active transportation funding in rural areas
- Resistance to lowering speeds — loss of freedom perception
- Transportation between communities and regions without reliance on autos
- Making an old system multimodal and safe with limited space and challenging terrain; safety issues with mixing modes, like trucks and bikes; acknowledging context of highway and whether multimodal uses are safe there
- Balancing economic development with livability
- Getting public support for tolling
- Driver behavior — distracted and rushed
- Lack of sufficient, sustainable funding
- Need to stay open and flexible to creative solutions (e.g., running traffic or buses on shoulders); widening the highway should be the last resort
- Balance expectation about what system performance means (e.g., mobility standards that “save” capacity — who are we saving it for?)
- Greenhouse gas reduction — especially in an accelerated timeframe
- Mobility as a service can create more congestion
- Impact of housing prices on commutes and transportation options
- Maintenance backlog
- Moving people with speed vs. comfort
- Statewide consistency vs. local variation
- Population growth

**What do you think is easiest and hardest about accommodating various modes on the highway system?**

### Hardest

- Serving rural and isolated communities with active transportation and transit
- Lack of stable funding and support for increased taxes to pay for improvements and maintenance
- Making multimodal travel safe on a highway system that wasn’t initially built for it
- Balancing population growth (more drivers) with climate concerns
- Changing the perception of ODOT as only highways — needs to be seen as serving all modes
- Not harming truck freight
- Changing behavior; getting people to drive less due to habit and lifestyle
- Right of way constraints and general lack of space
- Conflict between goals of ODOT and other jurisdictions
- Conflict between bike/pedestrian and freight interests
- Struggle to meet strict ADA standards
- Federal/state requirements placed on projects driving up costs

### Easiest

- Providing driver education
- New highways have more room for multimodal options
- Electronic message signs
- Align transit schedules for more efficient travel between communities
- Using rail as an alternative to roads for moving freight
- Dedicated bus lanes (or bus on shoulder) during daytime hours
- Be creative, innovative and use outside-the-box thinking when developing solutions
- Make biking and riding transit more enjoyable and appealing, like in Europe
- Improving access to vanpools, carpools, and rideshare
- Better, safer crosswalks — use lighting and rapid flashing beacons
- Orphan highways provide opportunities for transformation and adding multimodal options
- Lowering speeds

## External Stakeholder Responses

What key focus areas do you think need to be included in the new OHP to successfully address these challenges and move Oregon's system forward?

- Plan for people's entire lifespans — from safe and easy stroller access to wheelchair access
- Clear goals and targets that show what success looks like and how successes affect other parts of the system
- Prioritization framework and metrics
- Mobility of people and goods as the outcome — current plan is modally focused
- Greenhouse gas reduction
- Community-specific solutions reached through engagement
- Focus on access to destinations
- Better address arterials
- Acknowledge context between rural highways and highways through town; need appropriate facilities on appropriate roads
- Unified truck/freight rules for all five regions
- Address infrastructure for increasing deliveries with Uber Eats, Amazon, etc.
- Clarify how this plan connects with the other modal and facility plans
- Consider and include regional policies, not just blanket ones developed for metro area
- Connection to land use management
- Funding

What are your regional concerns regarding the highway system? What regional opportunities do you see? What regional contexts should be considered?

- Land use discussions; forecasting where people are living and moving
- Challenge of creating options in rural areas; urban and rural contexts
- Alignment with Regional Transportation Plan and Regional Housing Needs Analysis
- Tools and strategies for greenhouse gas reduction may look different in different regions
- ADA safety and compliance
- Resiliency— rural areas have less capacity for planning
- Overdependence on the highway and interstate with lack of other options in non-urban areas; public transit more or less desirable depending on urban/rural context
- Opportunity for more passenger rail services
- Uniformly applying ODOT policies between the five regions when context is the same
- Portland bottlenecks and impact to the whole state
- Population growth and tourism (e.g., seasonal Oregon Coast tourism impacts on transportation system and local livability)
- More investment in electrification for eastern Oregon and coast
- More enforcement in rural areas
- Tensions around who pays for what on projects among agencies
- Need tighter partnerships between agencies to connect on regional priorities
- Congestion pricing/tolling and regional implications
- Interconnectivity between regions
- Addressing houseless issues

## External Stakeholder Responses

To ensure appropriate flexibility, should policies be applied differently depending on specific contexts? Please provide examples.

- Apply equity lens to all goals and policies
- Rural and urban contexts need to be considered — can't expect the same transportation modes or solutions to serve each the same way
- Plans should be living documents and not too rigid
- Flexibility in spending allowance
  - In some cases, jurisdictions may have transit money that they can't spend (HB 2017 funds) because specific projects not listed in a plan; can't spend money on off-system trails but may be the best Safe Routes to School option in a rural area
- Flexibility is good, but not at cost of big priorities, stay centered on values
- Flexibility can be interpreted as "Portland can do what they want"
- Need to align plans and climate goals with state directive, and focus on safety and climate
- Be geographically equitable with funding
- Flexibility relating to geographic weather conditions
- Localism generally better for pedestrian safety

In an era of limited resources, what should we consider when deciding what to invest in and what not to invest in? What do you consider an effective balance between preserving the existing system and making strategic improvements?

- Equity criteria important in decision-making, and should identify the biggest disparities and focus on improving them
- Carbon emission reduction
- Safety first
- Aggressively manage system for greater good
- Consider return on investment when deciding between repairing or rebuilding; spend to get the biggest impacts
- Public process and open collaboration should help decide
- Maintenance first, but out-of-the-box thinking is also needed
- Need flexibility to stay open to technological advancements
- Be thoughtful about future investments due to rapidity of change
- Use regulation and pricing to increase efficiency
- Be protective of the highway fund
- Bring smart people across disciplines together to imagine and think (universities, futurists, Daimler, Intel)
- More investment by state in local roads
- Long-range goals should inform priorities



# Appendix: List of Interviewees

## INTERNAL ODOT STAKEHOLDERS

**Kris Strickler**, Director

**Mac Lynde**, Deputy Administrator, Delivery & Operations

**Jerri Bohard**, Policy, Data, & Analysis Division Administrator

**Amy Ramsdell**, Commerce & Compliance Division Administrator

**Hal Gard**, Public Transportation Division Administrator

**Jen Midkiff**, Equity Officer

**Jack Svadlenak**, Economist

**Dan Porter**, Economist

**Amanda Pietz**, Program Implementation Manager

**Michael Rock**, Planning Unit Manager

**Erik Havig**, Planning Section Manager

**Susan Peithman**, Active Transportation Policy Lead

**Glen Bolen**, Region 1 Interim Planning Manager

**Terry Cole**, Region 2 Planning Manager

**Mike Baker**, Region 3 Planning Manager

**David Amiton**, Region 4 Planning Manager

**Teresa Penninger**, Region 5 Planning Manager

**Tom McClellan**, Driver & Motor Vehicle Services Administrator

**Troy Costales**, Transportation Safety Division Administrator

**Steve Cooley**, Chief Engineer

**David Kim**, Statewide Project Delivery Manager

**Cooper Brown**, Assistant Director of Operations

## EXTERNAL STAKEHOLDERS

**Cara Biddlecom**, Director of Policy and Partnerships, Oregon Health Authority

**Megan Bolton**, Sr. Research Analyst, Oregon Housing and Community Services

**Diana Nunez**, Executive Director, Oregon Environmental Council

**Sara Wright**, Transportation Program Director, Oregon Environmental Council

**Jeff Hazen**, Chair, Public Transportation Advisory Committee

**Michael Black**, Chair, Oregon Bicycle and Pedestrian Advisory Committee

**Phil Ditzler**, Division Administrator, Federal Highway Administration

**Rachael Tupica**, Senior Planner, Federal Highway Administration

**Jasmine Harris**, Community Planner, Federal Highway Administration

**Nick Fortey**, Safety & Design Engineer, Federal Highway Administration

**Brian Worley**, County Road Program Manager, Association of Oregon Counties

**Jim McCauley**, Legislative Director, League of Oregon Cities

**Jana Jarvis**, President, Oregon Trucking Association

**Marie Dodds**, Director, Government and Public Affairs, AAA

**Jillian Detweiller**, Executive Director, The Street Trust

**Duncan Wyse**, President, Oregon Business Alliance

**Andy Johnson**, HDR, ACEC Planning Subcommittee

**Mark Butorac**, Kittelson, ACEC Planning Subcommittee

**Katie Mangle**, Alta, ACEC Planning Subcommittee

**Brooke Jordan**, Jacobs, ACEC Planning Subcommittee

**Darci Rudzinski**, Angelo Planning, ACEC Planning Subcommittee

**John Bosket**, DKS, ACEC Planning Subcommittee

**Kirsten Greene**, Acting Deputy Director, DCLD

**Kristen Hull**, Policy, Planning, and Projects Group Manager, PBOT

**Art Pearce**, Planning Division Manager, PBOT

**Tyler Deke**, Manager, Bend MPO

**Andrea Napoli**, Senior Planner, Bend MPO

**Karen Swirsky**, Senior Planner, Bend MPO

**Ben Duncan**, Equity Officer, Multnomah County

**Curtis Raines**, Executive Director, SPOKES Unlimited (AOCIL)

**Steve Lee**, Affirmative Action Manager, Office of Governor Kate Brown

**Alando Simpson**, Commissioner, Oregon Transportation Commission

**Sharon Smith**, Commissioner, Oregon Transportation Commission

**Julie Brown**, Commissioner, Oregon Transportation Commission

**Martin Callery**, Commissioner, Oregon Transportation Commission

**Bob Van Brocklin**, Chairman, Oregon Transportation Commission

**Spencer Nebel**, City Manager, City of Newport

**Elaine Friesen-Strang**, Volunteer State President, AARP

**Margi Bradway**, Transportation Planning Deputy Director, Metro

**Mitch Sparks**, Executive Director, Legislative Commission on Indian Services

**Todd Davidson**, Executive Director, Travel Oregon

**Pam Treece**, Commissioner, Washington County Board of Commissioners

**Jessica Metta**, Deputy Director, Mid-Columbia Economic Development District

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