

Strategic Action Plan

The Oregon Transportation Commission & the Oregon Department of Transportation

2021-2023 Key Successes

As of December 2023, we have completed 38 of the 52 (73%) implementing actions for the 2021-2023 Strategic Action Plan. Some of the actions in this plan were set to be completed beyond the 2023 planning horizon, and those not completed will be continued in the 2024-2028 SAP update. These are just some of the accomplishments; other great work that can be seen on the [SAP website](#) and [dashboard](#).

Greenhouse Gases and Electrification

- In the first year of the Climate Office, we established a carbon baseline for emissions from the construction of transportation projects by gathering and analyzing ODOT materials and fuels data. (2021)
- We contributed \$4 million under a contract with EV Charging Solutions to upgrade and expand the West Coast Electric Highway, building new charging stations and replacing obsolete stations with new hardware that serve all vehicles. (2021)
- Developed and applied a greenhouse gas lens to inform the Statewide Transportation Improvement Program and ODOT investment decisions. (2021 and 2023)
- Assessed needs, gaps and barriers for electric vehicle charging via the Transportation Electrification Infrastructure Needs Analysis study. The study also recommends strategies for addressing public charging infrastructure gaps. (2021)
- Published our Climate Action Plan, which outlines our plans to reduce greenhouse gas emissions from transportation, address equity and climate justice, and make our system more resilient to extreme weather. (2021)
- Under direction from the state legislature and HB 4139, we're working to reduce emissions from our maintenance and construction activities via Environmental Product Declarations, and creating transparent ways to track our progress and help our contractors meet our new materials standards. (2022)
- Launched the Oregon Transportation Emissions website in partnership with DEQ, ODOE and DLCD. The website tracks and explains Oregon's progress on



- reducing GHG emissions from transportation through 2050. (2023)
- Launched the Community Charging Rebates program to address electric vehicle charging infrastructure gaps at multifamily homes and public parking areas. Up to \$7 million in state funding allocated for several planned grant rounds. 70% of funds are reserved for projects in disadvantaged and rural communities. (2023)
 - Oversaw the federal Carbon Reduction Program's first funding round in 2023 for transportation projects that reduce GHG emissions. We awarded \$12.5 million to 15 projects in smaller urban and rural areas throughout the state. (2023)

Congestion

- Equity and Mobility Advisory Committee published the Low-Income Toll Report. (2022)
- Approved the I-5 Rose Quarter Improvement Project Diversity and Subcontracting plan and published the Supplemental Environmental Assessment. (2022)
- Toll projects on I-5 and I-205 adopted in Metro's Regional Transportation Plan to reduce congestion and raise revenue. (2023)
- Construction in progress to widen and retrofit the Abernethy Bridge to make it earthquake ready. (2023)
- Construction halfway completed on OR 217 Auxiliary Lanes Project. (2023)
- Submitted federal funding request for I-5 Rose Quarter Improvement Project to complete design and initiate construction, with support from 14 agency and community partners (2023)

Active and Public Transportation

- Developed baseline assessment of funding dedicated to walking, biking and transit. (2021)
- Finalized a plan to invest nearly \$100 million new funds in public and active transportation in the 2024-2027 STIP, including Safe Routes to School, strategic pedestrian and bike investments, and transit vehicles. (2021)
- Increased baseline funding by a one-time \$10 million investment in pedestrian safety improvements and expanded rapid response with the Vulnerable User Crash Response Program. (2021)
- Developed an equity lens to use in reviewing walking, biking and transit programs and understand the impacts of the decisions we make on equitable access. (2021)
- Complete the Active Transportation Needs Inventory that provides a prioritized inventory of pedestrian bicycle facilities on ODOT right-of-way using factors for safety, connectivity, demand (access), equity (transportation disadvantaged communities), local priorities, and existing conditions. Multiple ODOT programs use this tool for prioritizing active transportation investments. (2002)

- Defined a priority multimodal (pedestrian and bicycle) network to enable more strategic and equitable selection of projects and programs; the final corridor list will support Key Performance Measure reporting in 2024. (2023)
- Integrated priority multimodal network needs into existing investment programs and prioritization: (2023)
- The \$50M Great Streets Program focused on “main streets” in communities, addressing safety while increasing access to walking, rolling and public transit. The program created a model for establishing future-oriented, corridor-scale investments that prioritize safety, equity, and climate. (2023)
- The new Innovative Mobility Program awarded \$300,000 in micro-grants for projects that improve walking, rolling and public transit in underserved communities. (2023)

Transformative Technologies and Road Usage Charging

- Developed the final Broadband Strategy Implementation Plan that describes the goals, strategies, and actions needed for ODOT’s integrated broadband strategy. This plan will help prepare ODOT for future transportation needs. (2022)
- 94% of ODOT-owned and -maintained signals are upgraded to ATC controllers. (2023)
- Contracted with vendors for the connected vehicle ecosystem to support Road Usage Charging and the Commerce and Compliance Division’s over-dimension permitting system (2023)
- Many states are exploring road usage charge programs as they seek sustainable alternatives to the fuel tax. Oregon was the first to develop a program, which continues to evolve. ODOT chaired the development of a Road Usage Charge Guide as part of the Transportation Research Board National Cooperative Highway Research Program. The guide offers a collection of resources, best practices, and sample communication materials for anyone who wants to study RUC or move RUC forward in their state. (2023)

Sufficient Funding

- Made progress toward closing ODOT’s \$720 million budget gap through 2027. (2021)
- Secured a federal investment of more than \$1 billion in additional funding through the Infrastructure Investment and Jobs Act. (2021)
- Set aside \$140 million in federal money to cover Operations & Maintenance functions. (2022)
- Implemented cost-savings measures and budget reductions to manage existing resources. (2023)
- Worked with stakeholders and legislators to secure additional revenue and authorizations. In the 2023 Legislative session, we were successful in:

- Increasing DMV fees (HB 2100), providing an additional \$18 million in the '23-'25 biennium to cover DMV costs.
 - Shifting the fund exchange program for local governments to HB 2017 funds, rather than using dollars available for operations and maintenance.
 - Securing \$1 billion for the Interstate Bridge, including \$250 million in general obligation bonding authority for the '23-'25 biennium. (2023)
- Awarded \$600 million USDOT Mega Grant for Interstate Bridge, which was the full amount applied for and the largest grant award since the Mega Grant program's inception. (2023)

Increase our Workforce Diversity

- Launched an Interview Toolkit to increase equity in hiring.
 - We increased accessibility, transparency, and inclusivity for candidates through interview questions and supportive instructions for engaging accessibility features for virtual interviews (e.g., live closed captioning).
 - We standardized best practices for panel interviews through templates that create clear and consistent communication, interview instructions for candidates and panelists, documentation practices, and scoring rubrics tied to position duties and desired attributes to increase fairness and reduce bias.
 - We developed Panel Interview Training that helps panelists think more equitably and reduces bias in the interview process.
 - We strengthened ODOT's training and intern programs to reduce employment barriers and improve economic opportunity for marginalized groups. (2022)
- We established a baseline metric for employee belonging through an employee engagement survey and took responsive actions based on what we learned.
 - We committed to take actions to enhance employee belonging, remeasure bi-annually, and continue to report on progress metrics.
 - We launched Employee Resource Groups to improve the development, belonging, and retention of a diverse workforce (2023)
 - We began Diversity, Equity, and Inclusion training with employees across the agency to improve workplace inclusion and belonging, this will continue through 2028. (began in 2023)
- Developed a Workforce Choice Index Heat Map to track our progress at increasing workforce diversity in applicant pools, interviewing, hiring, promotions, leadership, and retention.
 - This keeps agency leaders and OTC informed about our progress measuring our efforts to increase workforce diversity.

- We used the Workforce Choice Index Heat Map to create a recruitment outreach and advertising process that assesses the diversity based on the locality so that diversity is tailored to the community a position serves; this will be implemented in early 2024. (2023)

More Dollars to Historically Underutilized Businesses

- Governor Brown signed Executive Order No. 22- 15 that directs agencies, including ODOT, to take specific steps to improve equity in state procurement and contracting. In October 2022 we delivered a five-year action plan to the Governor’s Office outlining how we would embed equity into our procurement processes and diversify the workforce on our projects. The executive order established the next phase of work for the related SAP milestones. (2022)
- For fiscal year 2022 (October 2021 to September 2022) 22.44% of our federally funded contracting work went to Disadvantaged Business Enterprises, equaling \$199 million. This surpasses the original annual DBE goal of 15.37%. This means for every \$100 ODOT spends on infrastructure construction, \$22.4 goes to disadvantaged businesses. (2022)
- Convened Disadvantaged Business Enterprise advisory committee to develop recommendations and discuss barriers to working with ODOT and formulate recommendations. (2023)
- ODOT continues to deliver statewide technical assistance workshops and targeted trainings to support the unique needs of historically underutilized firms throughout 2023, and assist in building connections between small businesses and larger firms. (2023)

Implement Social Equity Engagement Toolkit

- Developed and launched a web-based set of social equity engagement tools. The Online Engagement Studio includes: Engagement Guide to walk through planning, implementation, and set a mechanism for measure of equitable community engagement. Also includes an update (i.e., the addition of paper check options) to the Equitable Engagement Compensation Program (EECP) (2023)
- Assessed Social Equity Engagement Toolkit usage and leveraged user feedback to inform ongoing toolkit enhancements and increase effectiveness and use; continued to grow and sustain Social Equity Engagement Toolkit use. (2023)

