



Oregon

Tina Kotek, Governor

Oregon Transportation Commission

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DATE: January 11, 2024
TO: Oregon Transportation Commission

FROM: Kristopher W. Strickler
Director

SUBJECT: **Agenda Item N** – Review of the Draft 2024-2028 SAP

Requested Action:

Provide feedback on the draft 2024-2028 Strategic Action Plan.

Background:

The Strategic Action Plan (SAP) establishes the short-term priorities of the Oregon Transportation Commission and the Oregon Department of Transportation. It helps to implement the Oregon Transportation Plan, legislative and governor directives, and reflects the core work of the Agency. The first SAP spanned 2021-2023, a summary of [key accomplishments](#) is available on the project website. The second iteration of the plan covers 2024-2028.

In December 2023, the Oregon Transportation Commission reviewed the initial draft of the 2024-2028 SAP and provided feedback. Staff have made revisions to address many of the points raised by commissioners to strengthen language, clarify what we can influence and not, create more transparency to help build public trust, and strengthen workforce actions. Staff have also engaged external partners to gather additional comments. A total of 5 comments were received by the January 12, 2024 deadline. Those comments expressed interest in greater specificity for the plan, asked for clarification on one or more actions, identified rural needs across the state, and expressed support for expanded access to driver education, among other sentiments. All comments received are included as an attachment in their entirety. The second draft 2024-2028 plan will be shared at this January meeting, along with a summary of comments received. The intent of the January discussion is to ensure staff responded adequately to Commission feedback and to identify final revisions needed based on partner feedback and any additional thoughts commissioners may have.

Next Steps:

Staff will respond to OTC feedback discussed in January and anticipate coming before the Commission for consideration of approval in March 2024.

Attachments:

- Attachment 01- Draft 2024-2028 Strategic Action Plan
- Attachment 02 – Partner Feedback

STRATEGIC ACTION PLAN

Presented by:
Oregon Transportation Commission &
The Department of Transportation



Draft Updated 1/12/2024



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Strategic Action Plan

The 2024-2028 Strategic Action Plan identifies the top actions the Oregon Transportation Commission and the Oregon Department of Transportation will focus on over the next five years. It is not comprehensive of all agency efforts; rather, it identifies a narrow set of short-term priority actions that will best serve businesses and people who live, work and travel throughout Oregon. As the SAP is implemented OTC and ODOT will foster a culture of continuous improvement, evaluating the effectiveness of our organization, structures and systems, and evolving to meet the needs of Oregonians.

The SAP is responsive to legislative and governor's directives and priorities and operationalizes the Oregon Transportation Plan adopted by the Oregon Transportation Commission in July 2023. The OTP establishes the policy direction for the state's transportation system through 2050 and sets the following vision: "Oregon's transportation system supports all Oregonians by connecting people and goods to places in the most climate-friendly, equitable and safe way."

The OTP calls for the lenses of safety, equity and climate to be used when making decisions, and, in accordance, these lenses are incorporated as strategic outcomes and embedded throughout this SAP. Sufficient and reliable funding is also central to the OTP and is incorporated in the SAP as a foundational element. Funding challenges impact the agency's overall ability to advance goals and outcomes, and achieving sustainable funding is a key priority within this iteration of the SAP. At the same time, efforts to modernize the transportation system and address equity need to move forward and remain critical SAP priorities. The ability to achieve the outcomes and goals of the OTP and SAP require concerted efforts by ODOT and the Commission, as well as cooperation, collaboration, and action from all levels of government, the private sector, and those who travel across Oregon's transportation system.

This current iteration of the SAP builds on core and foundational work achieved in the first SAP and narrows in on the actions identified to be most influential over the next five years. It is a critical tool for communicating priorities with our statewide partners, demonstrating how we do business and increasing transparency and accountability.

Strategic Action Plan Priorities

Three Strategic Priorities set the overall direction for the 2024-2028 SAP. These priorities inform our work, guide our decision-making, and are objectives against which we hold ourselves accountable. They are rooted around stewardship of the transportation system, delivering the services and system that directly impact and support travelers and businesses in Oregon. While these priorities are interrelated and overlapping, Sufficient and Reliable Funding is a foundational priority that enables us to advance all our critical work. Funding affects the degree to which we can further address our other needs and priorities—Equity and Modern Transportation. For example, a well-funded transportation system provides Oregonians with access to a robust multimodal transportation network with cleaner options for getting where they need to go,

reduces carbon emissions, and increases reliability and safety for everyone. The SAP outlines actions that can be undertaken within current resource constraints to make progress in these areas, and securing sufficient and reliable funding will ensure that work will continue and increase.



Beneath the three priorities are eight near-term strategic outcomes with implementing actions that will lead to tangible results. These outcomes and actions are designed to advance not an isolated objective, but multiple priorities concurrently.

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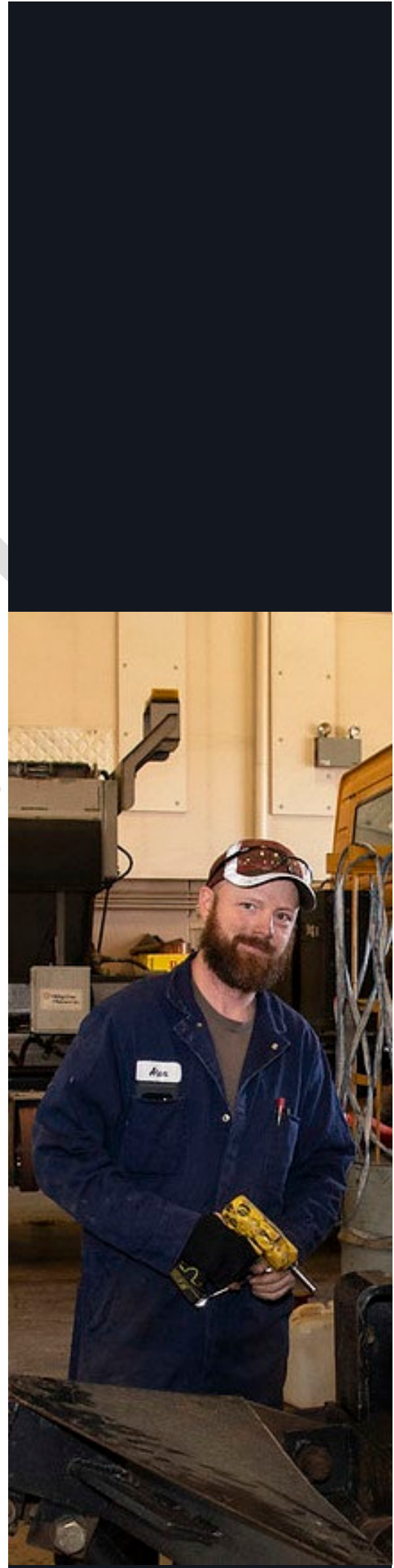
Sufficient and Reliable Funding

Priority: Seek sufficient funding to maintain and support a modern transportation system and fiscally sound ODOT.

Because of Oregon's outdated transportation funding structure, we can no longer maintain what we have or finance the construction of a modern, multimodal transportation network. These funding difficulties are leading to cuts in maintenance that affect drivers, pedestrians, cyclists, and freight haulers – everyone who uses the system. Travelers are seeing more potholes and ruts on the road, along with more trash and graffiti along highways. During winter, they are experiencing more chain requirements, longer delays and fewer open roads. Walkways and bikeways remain disconnected and needed safety enhancements are limited.

As responsible stewards of public funds, we are committed to transparent decision-making processes that prioritize safety, climate and equity in our investments. To move forward, we need to adopt new funding options to diversify our revenue sources and modernize today's funding model to one that invests more in sustainable transportation options, including bikeways, pedestrian routes, and public transportation.

Actions to advance this priority move us toward developing new and diverse revenue sources like tolling and road usage charges. We also seek to adapt our approach to existing funding mechanisms to keep up with inflation and provide us with the funding necessary to support a wider range of mobility choices for Oregonians.



Equity

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

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 efforts must focus internally on how we look and act, and externally on how we engage and the outcomes of our decisions. Actions to advance equity focus ODOT on workforce diversity and opportunities for advancement, expanding economic opportunities for current and historically marginalized groups, and establish equitable policy and processes to eliminate disparities in transportation for Oregonians.

Modern Transportation System

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

A modern transportation system ensures all Oregonians can travel safely and efficiently. We must keep our transportation system functional and in a state of good repair. Current funding makes this challenging. In addition, we must relentlessly commit to creating a truly multimodal transportation system where we invest in and integrate all major modes. We will focus not only on improving safety and preserving the existing system, but also on improving mobility for all users, adapting practices to account for climate risk, investing in innovative technologies, and implementing an urban mobility strategy to keep Oregonians and our economy moving.



2024-28 Strategic Outcomes

The SAP identifies eight strategic outcomes, and when implemented, will enable us to make measurable progress toward achieving our priorities and better serving Oregonians. Each of these strategic outcomes represents actionable steps with tangible results we will pursue over the next five years.

These strategic outcomes represent work from the prior SAP that was accomplished and built upon, as well as new initiatives that have emerged through recent policy, planning, and legislative and governor priorities and directives. These outcomes will evolve over time, but today represent our path forward.

| | Strategic Outcomes |
|------------|---|
| Priorities | • Secure Sufficient and Reliable Funding |
| | • Save Lives |
| | • Provide Excellent Customer Service |
| | • Preserve Transportation Assets |
| | • Improve Equitable Outcomes |
| | • Reduce Emissions and Electrify Oregon’s Transportation System |
| | • Improve Access to Active and Public Transportation |
| | • Reduce Congestion in the Portland Region |

These 2024-2028 strategic outcomes answer the questions: What will we do in the next five years to secure funding? What other actions are 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 detail.

Strategic Outcomes Implementation

1. Secure Sufficient and Reliable Funding

We will restore core services and advance outcomes by securing the funding needed to deliver the transportation system Oregon deserves.

Challenges

ODOT’s primary revenue sources are federal funding and State Highway Fund dollars from fuels tax, weight-mile tax, and DMV fees. Oregon faces significant transportation funding challenges. Increasing adoption of more fuel-efficient vehicles will reduce fuels tax revenue, and inflation is rapidly eroding all of the State Highway Fund’s components. Even with the passage of the federal infrastructure bill, federal funds have not kept up with increasing construction costs. Funding for bicycle, pedestrian and public transportation programs that serve vulnerable users along our state highways, and infrastructure for rail and ports, consists primarily of small and inadequate revenue sources that leave these important modes deeply underfunded. Finally, ODOT is facing a significant funding shortfall for operations and maintenance. Unless we make changes to our funding mechanisms, the gap between revenues and expenditures will create a nearly \$700 million shortfall by 2029.

Opportunities

To ensure sufficient and reliable funding for all modes of the transportation system and for the agency, ODOT will need to not only ensure we are effective stewards of public funds – maximizing efficiencies, focusing on core work and critical services, and managing project scopes, schedules and budgets—but also bring more stability to ODOT’s funding model. This will require modernizing the revenue and tax structure that support full Oregon Transportation Plan implementation and achieving safety, equity, climate and other important objectives. Strategies such as implementing tolling as a new revenue source to pay for major projects and manage traffic demand and implementing per-mile road usage charging are important steps. We also must work to expand existing active transportation funding sources for pedestrian, bicycle and public transportation and develop new revenue streams for projects that use multiple transportation modes. This can only happen as we partner with those with a stake in creating a more stable financial future for our transportation system.

| Year Complete | Implementing Actions |
|---------------|--|
| 2024 | Develop an analysis of long-term funding needs for the transportation system and agency focused on maintenance and agency operations, safety, equity, climate, road preservation, and multimodal transportation. |
| 2024 | Develop revenue options that will provide sufficient and reliable funding by shoring up existing revenue streams and implementing new revenue sources like road usage charging. |
| 2024 | Work with legislators and partners to engage the public to understand transportation funding and investment, including investment needs, gaps between available revenues and investment needs, challenges and opportunities with revenue sources, and consequences of disinvestment. |
| 2024 | Identify further budget management strategies that allow ODOT to operate within available resources in the absence of additional funding. |
| 2025 | Continue developing the OReGO road usage charge program in preparation for legislative action. |
| 2026 | Begin collection of tolling revenue to make investments in the transportation system and manage demand. |

Metrics:

- Increase Real Revenue for State Transportation Sources.**
- Maintain a Positive State Highway Fund Cash Balance.**

We will work to reduce fatalities and serious injuries, ensuring all people, regardless of their age, ability, race, income, or mode of transportation can travel safely.

2. Save Lives

Challenges

Traffic fatalities and serious injuries have been increasing steeply in recent years. Based on preliminary findings, in 2022, fatalities in Oregon will reach a 33-year high. Different areas of Oregon experience diverse types of safety challenges: roadway departures are much more common in rural areas, where medical services may be long distances from crash locations, while intersection crashes, often with bicyclists and pedestrians involved, account for the majority of fatal and serious crashes in urban areas. Key findings from Oregon’s preliminary 2022 fatal and serious injury crash data include:

- 47% of crashes occurred on state highways and 53% on city and county roads.
- Four common attributes of fatal and serious injury crashes include: roadway departure (37%), intersections (39%), speed-related (24%), and alcohol- and or drug-involved (23%).
- 16% of the fatal and serious injury crashes involved a motorcycle.
- Pedestrian deaths increased from an average of 81 people killed annually between 2017-2021 to 126 people in 2022. Bicyclists killed has decreased from an average of 13 in that same period to 12 in 2022.

Opportunities

Safety continues to be a top priority for ODOT, engrained in how we conduct day-to-day business. Ongoing efforts include data gathering, outreach, education, and project planning, design (e.g. rumble strips), and delivery to address the highest identified safety risks and needs (e.g. implementation of the [All Roads Transportation Safety](#) (ARTS) program). Safety is greatly impacted by user behavior such as speeding, driver distraction and impairment, but there are opportunities to help mitigate through engineering, enforcement, education, and more. Along these lines, the Oregon Transportation Plan emphasizes a [Safe System approach](#). The Safe System approach builds and reinforces multiple layers of protection to both prevent fatal and serious injury crashes and minimize the harm to those involved when crashes do occur. An example of this is how we design and manage roads, so they encourage safe speeds and manipulate crash angles (e.g., lane widths, bulb outs, crosswalk visibility, pedestrian refuge islands) to reduce injury severity. Safe System also relies on safer vehicles, looking to technology and infrastructure that can help correct driver error. ODOT is committed to integrating the Safe System approach, and through this, emphasizing [proven safety countermeasures](#) that address speed management, intersections, roadway departures, and protect the most vulnerable road users (people who walk and bike). While ODOT is leading the way toward addressing safety, it is critical that all residents, partners, cities, counties, Tribal governments, and other affected agencies and communities throughout Oregon work to ensure people travel through the system safely.

| Year Complete | Implementing Actions |
|----------------------|---|
| 2024 | Initiate a new Vulnerable User Crash Response program to implement proven bicycle and pedestrian safety countermeasures quickly where crashes are happening. |
| 2025 | Identify opportunities to utilize technology to enforce speeds in work zones and make overall conditions safer across the system. |
| 2025 | Engage partners and legislators in development of legislative and policy options to increase safety, focused on automated enforcement, alcohol and drug impairment laws, driver education, and motorcycle and micromobility safety. |
| 2026 | Continue to improve both the timeliness of crash data for all modes, including people walking, biking and rolling and the utilization of that data to inform safety actions. |
| 2027 | Identify corridors where strategic investments focusing on proven safety countermeasures and a Safe System approach can be implemented, maintained and most impactful. |

Metric:

Reduce Traffic Fatalities and Serious Injury Rates.

3. Provide Excellent Customer Service

We will support the traveling public through services that grant use of the transportation system (e.g. licenses and permits) and keep it operational.

Challenges

Everything ODOT does is in some form customer service, from administering driver licenses and registrations, to issuing commercial permits and driver safety inspections, to providing maintenance on the system to keep people and businesses moving (i.e. snow plowing, incident response, and other maintenance work). Serving customers also includes being good stewards of public funds, ensuring we are efficient and that projects are on schedule and within budget for example. ODOT’s customer service efforts are currently challenging in many ways — we anticipate a significant funding shortfall for operations and maintenance; the number of customer-facing staff has decreased over the years and we struggle with retaining a skilled workforce and being a competitive employer for those seeking employment. While we face these challenges, Oregon’s population continues to grow and its demographics and needs change. Customer demand is increasing for electronic services that are convenient, easy to use and understand, and reduce the time spent in line or on the phone. In addition, it will be challenging to sustain services that people are used to today. Given funding challenges, will struggle to manage our existing assets and deliver the quality of transportation that the Oregon public relies on, and this will have the potential to impact perceived customer service.

Opportunities

Improving customer interactions extends across ODOT services and functions. In the near term, ODOT will focus on efforts that are central to providing timely, accurate, and available information to all Oregonians. We will implement strategies that focus on accessibility and meeting people where they are, as well as create efficiencies for ODOT and support more timely services for the public, such as: enhancing systems and new technologies to expand electronic and self-service options, creating opportunities for customers to share feedback and modernizing processes for customer inquiries.

| Year Complete | Implementing Actions |
|----------------------|--|
| 2024 | Launch self-serve kiosks to allow the public to administer DMV transactions. |
| 2024 | Implement a new system to manage public records requests and Ask ODOT inquiries to ensure timely and accurate responses. |
| 2024 | Create a State of the System Dashboard to publicly report on ODOT progress in the stewardship of public resources and advancing the outcomes of the Oregon Transportation Plan. |
| 2025 | Assess public priorities for maintenance services to inform day-to-day operations and understand resourcing needs. |
| 2025 | Launch the Commerce and Compliance automated routing and permitting system (ORION) to enable notification of closures or restrictions and support easy access to permits. |
| 2027 | Implement new vehicle registration and International Fuels Tax Administration System (IFTA) system to provide user-friendly, role-based, self-service tools for commercial motor carriers. |
| 2027 | Implement new DMV Electronic Lien System to simplify and expedite vehicle titling processes. |

Metric:

Customer Satisfaction: % of customers rating satisfaction with the agency’s customer service as good or excellent: includes overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.

4. Preserve Transportation Assets

We will protect initial investments by working to maintain transportation assets long term, keeping facilities open and operational as much as possible.

Challenges

At its core, preservation is focused on the goal of stewardship: working to keep our multimodal system in a state of good repair and facilities open. However, ODOT faces challenges in our ability to build and maintain a transportation system that meets economic and community needs. As with the rest of the nation, our challenges for preserving assets include aging infrastructure as well as state and federal revenue that has remained stagnant. Inflation, increased material and labor costs, wider focus on transportation funds, responding to and recovering from impacts from natural and climate-change driven hazards, and growing system demand have limited resources available for preserving transportation assets. Asset conditions are starting to rapidly decline, which will reduce service levels and result in a future surcharge in user costs toward major repairs and replacements. Without additional investment in assets, there is insufficient funding to implement these cost-saving activities. For example, starting in 2027, there will be no funding for repaving state highways, with only a limited number of Interstates being repaved.

Opportunities

The opportunity exists to increase real revenue to stop further decline and allow these timely maintenance and preservation projects to continue; this will help to protect our initial infrastructure investments, prevent weight limits on bridges and reduce road closures. By measuring the percentage of assets in good condition we can report on both reliable funding and an optimization of investments toward the assets. Additional funding for asset preservation would enable needed asset replacements, thus upgrading facilities to current, more resilient standards. Leveraging [PROTECT](#) funds and making larger investments in asset preservation enables projects or features targeting climate resiliency to help reduce transportation interruptions, mitigate infrastructure damage, and reduce ongoing maintenance costs.

ODOT's approach for managing assets will include an evaluation of cost-effective features that would result in increasing the resiliency of the most at-risk and highest-used routes. Additional funding and focused investments are potentially needed if design standards need updating to account for current and future climate risk or upgrading facilities to current seismic standards. Proactive projects targeting resiliency can help to reduce transportation interruptions, mitigate infrastructure damage, and reduce ongoing maintenance costs.

| Year Complete | Implementing Actions |
|---------------|--|
| Annual | Continue to prepare for a Cascadia Subduction Zone earthquake by making bridges and other structures seismically resilient, up to and including the construction of new structures such as the I-5 Bridge. |
| 2025 | Complete a review of engineering guidance and standards focusing on increasing resiliency related to climate change and extreme events. |
| 2026 | Identify resilience priorities based on risks and strategies identified in the Climate Adaptation and Resilience Roadmap, and other priority designations and plans to help the transportation system remain open and operational. |
| 2026 | Update highway designations as part of the Oregon Highway Plan, to ensure investments are prioritized on critical routes that consider current and future condition needs to make the best use of constrained funding. |

Metric:

Assets Condition: % of bridges, pavement, culverts, signals, and ITS features rated as good.

We will continue to build and equip a diverse workforce that reflects the communities we serve and utilizes equitable processes that ensure decisions lead to more equitable outcomes.

5. Improve Equitable Outcomes

Challenges

Land use, transportation planning and other policies have a tremendous impact on marginalized communities, including Tribes, people experiencing disabilities, people experiencing low income, and people of color. Historical transportation decisions have harmed communities, and the effects remain a part of our infrastructure across the country. Transportation is more than just about getting people and goods from one point to another; it is a system that can either limit or expand the opportunities that are available to the people who have been historically left out and who have been impacted the most.

Opportunities

ODOT is committed to achieving more equitable outcomes for the communities we serve and those doing business with ODOT by diversifying how our agency looks, listens and acts. To do this, we must expand the diversity of our workforce so it aligns with communities across Oregon, enabling us to be culturally responsive, enhancing our ability to address community needs, and reinforcing our commitment to have all Oregonians see themselves represented in our workforce. Our workforce must also be equipped with tools and processes that ensure decisions lead to more equitable outcomes, which is why we have begun and will continue Diversity, Equity and Inclusion training for each employee in the agency. We must also ensure employees are engaged and driven towards equity and the other aspects of our mission. Decision-making processes that utilize community engagement and coordination with historically underutilized businesses are examples of how we ensure ODOT's plans, policies and processes are relevant, needed, and build on existing solutions, ideas, and strengths that Oregon's diverse communities have to offer. We continue to engage communities that face the most immediate and severe effects from transportation to inform system investments and decisions so that they make the most meaningful impact. Such actions include designing local projects to reflect community needs, applying an equity lens to investment decisions, providing access to safe and affordable transportation choices, and ensuring that ODOT's contracting processes increase opportunities and expand capacity for historically underutilized businesses.

| Year Complete | Implementing Actions |
|----------------------|---|
| Annual | Utilize local community Census data to better understand where to invest in recruitment outreach that better aligns our workforce with the communities our positions serve. |
| 2024 | Expand programs to inform and engage historically underutilized businesses to increase contracting opportunities with ODOT. |
| 2025 | Implement Equity Engagement Toolkit on ODOT projects and programs to ensure Oregonians influence agency decisions and local communities are involved in infrastructure development. |
| 2026 | Create and build upon current workforce development and employee engagement and belonging efforts to enhance workforce diversity, remove barriers to employment for underrepresented populations, and retain employees. |
| 2026 | Secure three statewide Community Engagement Contracts (CEC) to build capacity with Community Based Organizations to serve as prime contractors for community engagement services now and in the future. |
| 2028 | Establish, review and update policies that have an impact on the communities that we serve and those doing business with ODOT to ensure equitable outcomes. |

Metric:

Update 100% of ODOT policies that have an impact on our workforce, communities that we serve, and economic opportunities by 2028 using ODOT's equity lens.

Increase ODOT's Workforce Choice Index Score to 2.75 by 2028.

6. Reduce Emissions and Electrify Oregon’s Transportation System

We will foster a cleaner transportation system that contributes less to pollution and helps achieve Oregon’s climate goals.

Challenges

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 35% of the total. We must take substantial and swift action to reduce GHG emissions to achieve a cleaner and more livable future.

Opportunities

The *Oregon Statewide Transportation Strategy: A 2050 Vision for GHG Reduction*, or STS, is the state’s roadmap for reducing GHG emissions from transportation. Key actions include cleaner vehicles and fuels (e.g., electric vehicles), low carbon modes (transit, walking, biking), proximity of housing to jobs and services, pricing, and management of demand. ODOT has been taking climate action seriously from the creation of the STS in 2013, to the formation of the Climate Office in 2020, and most recently the Oregon Transportation Plan in 2023. The OTP identifies “climate” as one of the three lenses to use in decision-making and holds the state accountable toward climate progress with a 20% reduction in passenger vehicle miles traveled (VMT) per capita by 2050, and reducing GHG per mile by 77% in that same timeframe. Progress over time has been marked. Our efforts and work with other agencies and local jurisdictions to implement the STS are projected to lead to around a 60% reduction in Oregon’s transportation emissions by 2050 (see [Emission website](#)).

While substantial progress is being made, more work is needed. The actions identified in this SAP are those focused most directly on ODOT’s carbon footprint: our facilities, fuels, and construction materials, as well as the likely climate outcomes from investments we make. Strategies will be developed to reduce passenger vehicle miles traveled per capita, and for people that still drive, we must make each mile driven clean. Hence ODOT’s focus on adding public electric vehicle charging infrastructure in support of transportation electrification.

| Year Complete | Implementing Actions |
|----------------------|---|
| Annual | Fund and direct the deployment of transportation electrification public charging infrastructure. |
| 2026 | Apply a climate lens to ODOT investment decisions, increasing investments that result in emissions reductions or infrastructure that is more resilient to climate change and extreme weather. |
| 2026 | Reduce GHG emissions from ODOT’s fleets and buildings. |
| 2026 | Develop passenger vehicle miles per capita reduction strategies to align with Oregon’s Transportation Plan target of 20% reduction by 2050 and monitor and report on progress. |
| 2028 | Reduce GHG emissions from materials used by ODOT. |

Metrics:

Reduce Greenhouse Gas Emissions from ODOT Activities 20% by 2028.

Triple electric vehicle charging station ports statewide by 2028.

7. Improve Access to Active and Public Transportation

We will provide increased transportation choices for people to reach their destinations by means other than driving.

Challenges

Nearly one-third of Americans are unable to drive due to age, disability, or because they can't afford a car; others choose not to drive. We all rely on dependable transit, connected sidewalks, and convenient bikeways. Fatalities and serious injuries are on the rise for the most vulnerable road users like bicyclists and pedestrians. Accordingly, a number of actions targeting these groups were included under the Save Lives outcome area earlier in this action plan. Many solutions rely on engineering, enforcement, evaluation and other solutions, as well as require multiple entities and individuals to work together to improve multimodal safety. Completing the bicycling and walking network and filling transit gaps is also a key component; however, funding is a challenge. In 2017, Oregon transit agencies received much-needed new and increased funding through a payroll tax, but inflation, population growth, and competition for revenue sources have put additional pressure on these funds and on the system especially for seniors and individuals with disabilities.

Opportunities

ODOT's investments in public and active transportation have many benefits. Funding transit, walking and biking: provides access to essential services, enhances safety and reduces traffic congestion and greenhouse gas emissions. People take 130 million public transportation trips a year in Oregon, connecting to essential medical services, family, social networks, jobs, school, groceries, day care, and more. These trips reduce an estimated 43 million trips by automobile. Transit is critical to daily travel, for people with mobility needs, youth, lower-income residents as well as those who choose transit. When we have more funding, we are able to do more. Two examples are Oregon's Safe Routes to School program and the Oregon/Washington Amtrak Cascades passenger rail program. Oregon Safe Routes to School invests \$15 million a year in walking infrastructure and education, ensuring that children can travel safely to school. ODOT's support of passenger rail gives people in the busy Willamette Valley options for travel; in 2023, ridership is surpassing 10,000 each month. Actions identified in the SAP focus on additional work beyond base level investments to increase public and active transportation options.

| Year Complete | Implementing Actions |
|---------------|---|
| Annual | Continue to improve accessibility for people experiencing disabilities within the pedestrian network, fulfilling ADA commitments focused on curb ramps. |
| 2025 | Evaluate investments made and refine and streamline grant programs to maximize outcomes for climate (VMT reduction), equity (access for all people to critical services) and safety (focusing on reducing vulnerable road user fatalities). |
| 2026 | Enhance trip planning tools to better connect travelers from origin to destination using multiple modes and integrate payment systems where feasible. |
| 2028 | Define the multimodal network and establish priority corridors as part of the Oregon Highway Plan, to increase connectivity and access to key destinations, and integrate these corridors into investment decisions. |

Metric:

By 2028, achieve mobility targets for public transportation, passenger rail ridership, and pedestrian and bicycle network connectivity completeness.

8.Reduce Congestion in the Portland Region

We will make everyday travel safer, efficient, and more predictable in the Portland metropolitan region.

Challenges

Traffic delays in the Portland metropolitan area are coming at a high cost to individuals, businesses, and communities. Congestion and aging infrastructure in Oregon’s urban areas impede the movement of people and goods, hindering our ability to deliver a safe and equitable system for Oregonian’s:

- Congestion in the Portland metro area has steadily increased (in 2022 ranking No. 12 in the nation for the worst traffic) in the past decade, with regional growth trends predicted to expand for the foreseeable future.
- Increased crashes due to bottlenecks and congestion are putting Oregonians’ safety and economy at risk.
- The region’s infrastructure is outdated and at risk of failing in a significant earthquake.
- Congestion is impacting economic competitiveness for the entire state and the cost of movement of goods and services; Portland has the 28th worst freight bottleneck in the nation.

Opportunities

To address these challenges and achieve equity, congestion relief and safety goals, ODOT formed the Urban Mobility Office. This office is leading the Urban Mobility Strategy to resolve congestion and create a new funding source with tolling to modernize our aging infrastructure. The UMS core projects (I-5 Rose Quarter Improvement, I-205 Improvements, Tolling, OR-217 Auxiliary Lanes, and I-5 Boone Bridge and Seismic Improvements Project), along with other ODOT partnerships and investments to enhance multimodal options in the region, will work together to reduce congestion. These projects will also contribute to building a seismically resilient infrastructure and help generate sustainable revenue to modernize and maintain the region’s transportation system. ODOT is taking a comprehensive approach to make everyday travel safer and more efficient in the Portland metropolitan region, and that will have an impact on the entire state.

| Year Complete | Implementing Actions |
|----------------------|---|
| 2026 | Advance design and secure funding for construction of the I-5 Rose Quarter Improvements Project to provide smoother traffic flows, reduce crashes and enhance safety with ramp-to-ramp connections, and improve access for people walking, rolling and using transit. |
| 2026 | Continue to advance tolling system design and toll operations for: 1) the I-205 Toll Project, 2) the Interstate Bridge Replacement Program and 3) the Regional Mobility Pricing Project to manage congestion, provide revenue to modernize infrastructure and invest in multimodal options. |
| 2028 | Explore additional opportunities to expand bus on shoulder use in partnership with regional transit agencies, and make additional state highway shoulder segments ready for bus on shoulder operations. |
| 2028 | Actively participate in regional high capacity transit project development. |

Metrics:

Decrease Hours of Congestion

Decrease Peak Travel Time Index

Looking to the Future

This plan describes what we'll accomplish in a five-year horizon, taking into account that this is simply one phase and that the work must continue thereafter. We will continue to develop plans of this kind 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 | Year Complete | Implementing Actions |
|---|---------------|--|
| <p>1. Secure Sufficient and Reliable Funding</p> <p><i>Metrics: Increase Real Revenue for State HWY Fund</i></p> <p><i>Maintain a Positive State HWY Fund Cash Balance</i></p> | 2024 | Develop an analysis of long-term funding needs for the transportation system and agency focused on maintenance and agency operations, safety, equity, climate, road preservation, and multimodal transportation. |
| | 2024 | Develop revenue options that will provide sufficient and reliable funding by shoring up existing revenue streams and implementing new revenue sources like road usage charging. |
| | 2024 | Work with legislators and partners to engage the public to understand transportation funding and investment, including investment needs, gaps between available revenues and investment needs, challenges and opportunities with revenue sources, and consequences of disinvestment. |
| | 2024 | Identify further budget management strategies that allow ODOT to operate within available resources in the absence of additional funding. |
| | 2025 | Continue developing the OReGO road usage charge program in preparation for legislative action. |
| | 2026 | Begin collection of tolling revenue to make investments in the transportation system and manage demand. |
| <p>2. Save Lives</p> <p><i>Metric: Reduce Fatalities and Serious Injuries Rates</i></p> | 2024 | Initiate a new Vulnerable User Crash Response program to implement proven bicycle and pedestrian safety countermeasures quickly where crashes are happening. |
| | 2025 | Identify opportunities to utilize technology to enforce speeds in work zones and make overall conditions safer across the system. |
| | 2025 | Engage partners and legislators in development of legislative and policy options to increase safety, focused on automated enforcement, alcohol and drug impairment laws, driver education, and motorcycle and micromobility safety. |
| | 2026 | Continue to improve both the timeliness of crash data for all modes, including people walking, biking and rolling and the utilization of that data to inform safety actions. |
| | 2027 | Identify corridors where strategic investments focusing on proven safety countermeasures and a Safe System approach can be implemented, maintained and most impactful. |

| Strategic Outcomes and Metrics | Completion Year | Implementing Actions |
|--|-----------------|--|
| <p>3. Provide Excellent Customer Service.</p> <p><i>Metric:</i> Customer Satisfaction: % of customers rating satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.</p> | 2024 | Launch self-serve kiosks to allow the public to administer DMV transactions. |
| | 2024 | Implement a new system to manage public records requests and Ask ODOT inquiries to ensure timely and accurate responses. |
| | 2024 | Create a State of the System Dashboard to publicly report on ODOT progress in the stewardship of public resources and advancing the outcomes of the Oregon Transportation Plan. |
| | 2025 | Assess public priorities for maintenance services to inform day-to-day operations and understand resourcing needs. |
| | 2025 | Launch the Commerce and Compliance automated routing and permitting system (ORION) to enable notification of closures or restrictions and support easy access to permits. |
| | 2027 | Implement new vehicle registration and International Fuels Tax Administration System (IFTA) system to provide user-friendly, role-based, self-service tools for commercial motor carriers. |
| <p>4. Preserve Transportation Assets.</p> <p><i>Metric:</i> Asset Condition: % of bridges, pavement, culverts, signals and ITS rated as "good".</p> | Annual | Continue to prepare for a Cascadia Subduction Zone earthquake by making bridges and other structures seismically resilient, up to and including the construction of new structures such as the I-5 Bridge. |
| | 2025 | Complete a review of engineering guidance and standards focusing on increasing resiliency related to climate change and extreme events. |
| | 2026 | Identify resilience priorities based on risks and strategies identified in the Climate Adaptation and Resilience Roadmap, and other priority designations and plans to help the transportation system remain open and operational. |
| | 2026 | Update highway designations as part of the Oregon Highway Plan, to ensure investments are prioritized on critical routes that consider current and future condition needs to make the best use of constrained funding. |

| Strategic Outcomes and Metrics | Completion Year | Implementing Actions |
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| <p>5. Improve Equitable Outcomes.</p> <p><i>Metric:</i> Update 100% of ODOT policies that have an impact on our workforce, communities that we serve, and economic opportunities by 2028 using ODOT's equity lens.</p> | Annual | Utilize local community Census data to better understand where to invest in recruitment outreach that better aligns our workforce with the communities our positions serve. |
| | 2024 | Expand programs to inform and engage historically underutilized businesses to increase contracting opportunities with ODOT. |
| | 2025 | Implement Equity Engagement Toolkit on ODOT projects and programs to ensure Oregonians influence agency decisions and local communities are involved in infrastructure development. |
| | 2026 | Create and build upon current workforce development and employee engagement and belonging efforts to enhance workforce diversity, remove barriers to employment for underrepresented populations, and retain employees. |
| | 2026 | Secure three statewide Community Engagement Contracts (CEC) to build capacity with Community Based Organizations to serve as prime contractors for community engagement services now and in the future. |
| | 2028 | Establish, review and update policies that have an impact on the communities that we serve and those doing business with ODOT to ensure equitable outcomes. |
| <p>6. Reduce Emissions and Electrify Oregon's Transportation System</p> <p><i>Metrics:</i> Reduce Greenhouse Gas Emissions from ODOT activities 20% by 2026. Triple electric vehicle charging station ports statewide by 2028.</p> | Annual | Fund and direct the deployment of transportation electrification public charging infrastructure. |
| | 2026 | Apply a climate lens to ODOT investment decisions, increasing investments that result in emissions reductions or infrastructure that is more resilient to climate change and extreme weather. |
| | 2026 | Reduce GHG emissions from ODOT's fleets and buildings. |
| | 2028 | Develop passenger vehicle miles per capita reduction strategies to align with Oregon's Transportation Plan target of 20% reduction by 2050 and monitor and report on progress. Reduce GHG emissions from materials used by ODOT. |

| Strategic Outcomes and Metrics | Completion Year | Implementing Actions |
|---|-----------------|---|
| <p>7. Improve Access to Active and Public Transportation.</p> <p><i>Metric:</i> By 2028, achieve mobility targets for public transportation, passenger rail ridership, and pedestrian and bicycle network connectivity completeness.</p> | Annual | Continue to improve accessibility for people experiencing disabilities within the pedestrian network, fulfilling ADA commitments focused on curb ramps. |
| | 2025 | Evaluate investments made and refine and streamline grant programs to maximize outcomes for climate (VMT reduction), equity (access for all people to critical services) and safety (focusing on reducing vulnerable road user fatalities). |
| | 2026 | Enhance trip planning tools to better connect travelers from origin to destination using multiple modes and linking to appropriate payment platforms, with the intent of one day integrating payment platforms more seamlessly statewide. |
| | 2028 | Define the multimodal network and establish priority corridors as part of the Oregon Highway Plan, to increase connectivity and access to key destinations, and integrate these corridors into investment decisions. |
| <p>8. Reduce Congestion in the Portland Region.</p> <p><i>Metrics:</i> Reduce Hours of Congestion Decrease Maximum Travel Time Index</p> | 2026 | Advance design and secure funding for construction of the I-5 Rose Quarter Improvements Project to provide smoother traffic flows, reduce crashes and enhance safety with ramp-to-ramp connections, and improve access for people walking, rolling and using transit. |
| | 2026 | Continue to advance tolling system design and toll operations for: 1) the I-205 Toll Project, 2) the Interstate Bridge Replacement Program and 3) the Regional Mobility Pricing Project to manage congestion, provide revenue to modernize infrastructure and invest in multimodal options. |
| | 2028 | Explore additional opportunities to expand bus on shoulder use in partnership with regional transit agencies, and make additional state highway shoulder segments ready for bus on shoulder operations. |
| | 2028 | Actively participate in regional high capacity transit project development. |

Appendix A

Strategic Alignment with Long-Range Goals

The [Oregon Transportation Plan](#) establishes long-range transportation policy for the movement of people and goods across the state and sets the framework for policies and strategies from present-day to 2050. Six foundational goals, from the OTP, establish the overall direction for the 2024-2028 Strategic Action Plan. These goals represent the many things that must be balanced in all decision-making; and summarize the future state of important outcomes that ODOT will work toward in the next five years. Achieving these goals will enable us to better serve all Oregonians in the most climate-friendly, equitable and safe way.



Sustainability and Climate Action

Minimize transportation's negative role in climate change by reducing greenhouse gas (GHG) emissions for all sectors of transportation, while also reducing air toxics, noise and light pollution, water toxics, and habitat loss



Social Equity

Improve access to safe and affordable transportation for all, recognizing the unmet mobility needs of people who have been systemically excluded and underserved. Create an equitable and transparent engagement and communications decision-making structure that builds public trust.



Safety

Enable safe travel for all people, regardless of their age, ability, race, income, or mode of transportation.



Mobility

Create a resilient multimodal transportation system that enables the diverse range of community members and businesses with different needs to get where they need to go safely, reliably, and affordably, and with minimal environmental impact.



Economic and Community Vitality

Improve prosperity, opportunity, and livability for all people who live, work, and recreate in Oregon.



Stewardship of Public Resources

Guided by open, data-driven decision-making processes, secure sufficient and reliable revenue for transportation funding and invest public resources to achieve a resilient and sustainable multimodal transportation system.

DRAFT

Partner Feedback: Draft 2024-2028 Strategic Action Plan

| # | Received | Contact /Source | Comment |
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| 1 | Scott Chancey, Josephine County | Written comment | <p>The following represent my comments after review of the Strategic Outcomes Implementation document.</p> <p>6. Reduce Emissions and Electrify Oregon’s Transportation System – the only mention of electrification in the text is, “Key actions include cleaner vehicles and fuels (e.g., electric vehicles)”. I think the section title points to electrification, but the text isn’t fully supporting that statement. My comment would be to change the title and remove the “Electrify Oregon’s Transportation System” to something that represents the actual movement and technology in clean energy propulsion systems. While electrification definitely has its place, by no means is it the only solution. And including that so prominent in the title implies that it is the only solution, rather than one of many. So, either broaden the title or specifically state that the document is speaking to public charging electrification. There is much more to the Oregon transportation system than the privately operated vehicle.</p> <p>7. Improve Access to Active and Public Transportation – 2026 Implementing Actions Oregon already has a trip planning tool, which ODOT pays for. All transit agencies have the ability to have their GTFS data uploaded and populated in Google Maps. So the action should be to “refine or expand” on the existing planning tool.</p> |
| 2 | Lianne Thompson, North West Area Commission on Transportation | Written comment | <p>Dear Commissioner Brown and the Oregon Transportation Commission,</p> <p>The Northwest Area Commission on Transportation received a briefing on the Oregon Transportation Commission’s Strategic Action Plan in November 2023. Thank you for engaging with the ACTs on this important document. We relish the opportunity to collaborate on these state-wide goals.</p> <p>It is clear to the NWACT that small changes to existing robust systems are not as impactful as big changes to small or nascent systems. This is particularly apparent in transit funding. At this time, rural systems cannot provide access to residents due to funding allocations, while metro transit systems spend funds on upgrades. An efficient and more equitable allocation of those dollars could fund an entire fixed-route bus line for a rural or small-urban transit provider, should monies be allocated to the highest need.</p> <p>From what the NWACT could glean from presentation materials, the largest concern is that the document language is vague and therefore support is difficult to provide or deny. We will take two primary goals as examples: The goal of ‘Sufficient and Reliable Funding’ is laudable and the NWACT believes this should be the statewide priority. However, without background and details there are concerns that supporting this would give implicit consent to concepts such as tolling or pay-by-mile schemes. This letter does not address the group’s stance on those items, but simply calls out the need for clarity before adoption. Additionally, there are concerns about how ODOT manages funds available to them as well as the interest in maximizing outcomes for funds spent.</p> <p>The goal of ‘Equity’ is also highly respected yet leaves room for interpretation. Northwest Oregon, represented by this group, is facing a two-fold challenge. The first challenge is that County Road funding will suffer greatly under the proposed Habitat Conservation Plan to the tune of millions of dollars, year over year, with no replacement revenue proposed. The second challenge is that while our resident population is relatively small, the number of people in our communities’ triple in the high visitation season. These visitors increase vehicle and environmental pollution, exacerbate roadway congestion, and are involved in fatal traffic crashes every summer on every highway. Appropriate funding to address these issues is the first step to treating rural Oregon equitably.</p> <p>In reviewing the schedule for the SAP, the membership of the NWACT agree that a presentation to our group in June, as a part of the ‘targeted internal and external presentations’, would have provided us a better chance at collaboration and the opportunity to understand each goal better. Sharing opportunities early in the process for members to join Stakeholder Advisory Committees would better allow for members that are interested in dedicating their time and expertise to planning efforts.</p> |

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| | | | <p>To be clear, we support the three goals of Sustainable Funding, Equity, and a Modern Transportation System. As such, we want to ensure that achieving these goals means achieving them for all Oregonians.</p> <p>Thank you for your consideration of the NWACT’s comments. We appreciate the chance to provide our feedback and engage in statewide visioning.</p> |
| 3 | Victor Hoffer / Jane Aiken, Oregon Transportation Safety Committee | Written comment | <p>“We would like to thank Mary McGowan, Michael Rock, and Jacob Easter of ODOT’s Planning Division; as well as ODOT Administrators and the ODOT Director, Kris Strickland, for their extensive efforts in providing this updated plan draft, and for presenting it to the OTSC for consideration and feedback. I also want to thank the Transportation Safety Office program managers and Doug Bish for their work efforts as well in implementing TSAP (Transportation Safety Action Plan) priority Action Items to reduce the incidence of fatalities and serious injury crashes in Oregon.”</p> <ol style="list-style-type: none"> 1. <u>Promote Sufficient/Reliable Funding</u>: Add to 2025 Leg Session to pursue policies to get the FHWA Act changed to support funds for rest areas, expanding truck parking capacity, other components that would make the road shoulder safer as well. <ol style="list-style-type: none"> a.Charging stations at rest areas, increasing the capacity / access for all vehicles b.Increasing capacity of truck parking/spaces c.ADA accessible d.Include Safety Signage: ‘put your phone down,’ etc. 2. <u>Legislative Concept</u>: Per the Energy Tax, propose to amend, to assist with costs of converting current cars to electric, to meet charging station needs, etc. <ol style="list-style-type: none"> a.If you could take 75K cars/year converted to electric, you reduce pollution, idling on 205 (congestion)—a funding source that could pay for itself, for cities and counties to change ambulances over to electric (cheaper than purchasing new EV vehicles). 3. <u>Save Lives</u> for engaged partners in developing policy options to increase safety: <ol style="list-style-type: none"> a. Expanding capacity for rest areas for trucks: In 1956, OR was short 535 truck (CMV) spaces, based on need; hasn’t improved since then. <ol style="list-style-type: none"> i.If you had parking areas for 5pm-7am at night for trucks specifically (nighttime hours). ‘Color code or mark spaces that are applicable for this.’ ii.Co-use of rest area, based on vehicle type/driver; paint the lines. b.Expand and modernize facilities at all rest areas for vulnerable users, ADA compliance focus; drivers will change their behaviors and actually use the rest areas more than they do now. 4. <u>Rest Areas</u>: place kiosks to indicate what is available for parking, what is available for medical services, take a break, etc. (page 8 of SAP)— <ol style="list-style-type: none"> a. Infrastructure side of safety b. Provide resources where other truck parking is available (Wal-Mart currently has two spaces, etc.; technology) 5. <u>AG Opinion obtained by Klamath Falls years ago</u>: Ed Caleb asked for opinion for State to collaborate with a city or county, where the county builds it and leases back to the States, to expand capacity. <ol style="list-style-type: none"> a. Another example given: U of O wants to expand football field practice area; Phil Knight leases the property (a land lease program, similar to WWII, finding an adjacent property to Rest Area X, we need more truck parking spaces, do we have a way to have a public-private partnership in addressing the need for more truck spaces/parking (rest areas, etc.). |

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| | | | <p>They're talking about changing taxing of Commercial vehicles to fuel mileage, rather than just on mileage; a lot of Out-of-state trucks coming into Oregon don't report their miles. If they were under the MVSA (where they report their fuel mileage)—they would probably collect a lot more money for the trucks that cheat.</p> <p>Overall: "Their #1 priority s/be 'saving lives,' by reducing the incidence of fatalities and serious injuries on Oregon's roadways. We can't do it all, all at once, but we can do something every day."</p> <p>Those who can afford the EV can pay these additional fees; but not equitable for all drivers (driving less value cars because that's all they can afford)—how do we incentivize converting their existing vehicles to be electric (cheaper than purchasing an EV)?</p> <p>Propose legislation to provide funds for 'all' novice drivers to be able to access the Driver Education program training, and not just low-income/indigent families.</p> |
| 4 | Dick Dolgonas | | <p>Provide a "crosswalk" between the six OTP goals & these actions to help set the tone and clearly show the relationship.</p> <p>The SAP should be a first step in creating a new way for ODOT to look at transportation as a means to building better, healthier, more vital communities.</p> <p>Funding must reflect OTP priorities, and be climate-friendly, equitable and safe</p> <p>The relationship of the priorities to the safety, equity and climate lenses noted above.</p> <p>It would be good to call out those 3 priorities rather than have them in the text.</p> <p>Sufficient and Reliable Funding Priority:</p> <ul style="list-style-type: none"> • The SAP must assure that all funding will demonstrably advance climate, equity, and safety, at least in the long term... ..and reduces or eliminates funding that does not support those sustainable transportation options. • Whatever revenue sources are considered, must be based on best impacts climate, equity, and safety. Consideration should include increasing the gas tax and basing charges on vehicle weight as being done elsewhere, both of which could perhaps help reduce emissions. <p>Modern Transportation System:</p> <ul style="list-style-type: none"> • Investments must account for the historic underfunding of particular modes. • Somewhere in this document there needs to be a commitment to reduced VMT or a recognition that climate, equity and safety may not realistically be impacted. It is also critical that the impact of our transportation system to the health and vitality, and attractiveness of our residents and communities must be explicitly considered. <p>Strategic Outcomes:</p> <ul style="list-style-type: none"> • Create a new bullet: Use transportation funding and projects to help create better, more attractive, more vital, sustainable, healthier communities. • Reduce Congestion in the Portland Region: That outcome, depending upon how implemented, can negate all others. In fact, congestion may be useful in creating other options which will better address climate, equity, and safety. • Suggested add to the narrative: that functions to create better communities and a better state |

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| | | | <p>Promote Sufficient and Reliable Funding:</p> <ul style="list-style-type: none"> • That \$700 million shortfall should come out of other areas; especially those that are not in support of climate, equity, and safety. <p>Save Lives:</p> <ul style="list-style-type: none"> • Do those pedestrian deaths relate to the crash data above? For example, are either the driver or the pedestrian involve drugs or alcohol? • That is very exciting to hear. Will there be trainings for the other governments cited? • Funding sources for these actions should be clarified, or new funding stream dedicated. <p>Provide Excellent Customer Service:</p> <ul style="list-style-type: none"> • Metric: While many of these relate to DMV, it should be noted good customer service creates trust in the organization. While not having dealt with DMV recently, contacts with ODOT staff have all been very positive. It also looks like staff is always looking for ways to improve service. <p>Preserve Transportation Assets:</p> <ul style="list-style-type: none"> • I would really encourage inclusion of a statement that indicates funds will be spend on transportation that benefits the health, appearance, and vitality of communities and the state. • Prioritize preservation of the system infrastructure over expansion. • Metric: These are very worthwhile and glad to see them addressed as stated. <p>Reduce Emissions and Electrify Oregon’s Transportation System:</p> <ul style="list-style-type: none"> • A recognition that doing so may mean significant changes to what the agencies practices and perhaps how it functions. • The reduction in GHGs attributed to each of those actions needs to be determined and used to guide decisions. • Metric: add bullet to reduce VMT • Metric: Surely there other metrics addressing GHG reductions from other activities. For example, VMT reduction or perhaps some measure GHG reductions from motor vehicles. <p>Equitable Outcomes:</p> <ul style="list-style-type: none"> • Use the Equitable Engagement Toolkit on projects, programs and planning <p>Improve Access to Active and Public Transportation:</p> <ul style="list-style-type: none"> • Certainly accessibility within the pedestrian network is important, but there are small vehicles that folks with a disability can and do now use. Everything from e-bikes to e-trikes to electric wheelchairs are important transportation resources for these folks. Their place in the transportation network needs to be clarified and promoted. • Increasing awareness is fine, but increased funding is desperately needed, as are review of standards and how such facilities can best be installed to improve the safety and comfort of users. • ADA Implementing Action: and look for other opportunities to improve access for people experiencing disabilities. <p>Reduce Congestion in the Portland Region:</p> |

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| | | | <ul style="list-style-type: none"> • Movement of good and services should take priority over many other vehicles, such as single occupant motor vehicles. Reducing single vehicle traffic will allow for easier freight movement. • The paragraph above notes activities of the Urban Mobility Office, and mentions multimodal options...to reduce congestion, so implementing actions are needed. • Metric: In the five year scope of this project, how can either of these be achieved, and perhaps more importantly, perhaps they are the drivers of change to an improved transportation system that is focused on climate, equity, and safety? • Metric: Change to reflect using congestion to help change the system to reflect values stated. |
| 5 | Andre Bealer, Metro Workforce Equity Program Manager | | <p>Metro appreciates the opportunity to provide comments on the Oregon Department of Transportation’s 2024-2028 Strategic Action Plan (SAP) and appreciates the thorough approach the Oregon Transportation Commission and the Oregon Department of Transportation (ODOT) have taken throughout the SAP development process to imbed equity in each of the eight strategic outcome areas. As the lead developing agency of the Construction Career Pathways Framework (Framework), a set of workforce development strategies which aim to guide public agencies in meeting equitable outcomes through public investment, we want to ensure that ODOT meaningfully addresses the need for workforce development initiatives within the 2024-2028 SAP.</p> <p>As Oregon's transportation landscape continues to evolve, it is imperative that we proactively address the needs of our statewide construction workforce. The inclusion of targeted initiatives in the SAP will not only provide lasting career opportunities to historically marginalized communities and enhance the capabilities of our workforce but also contribute significantly to the overall success of ODOT's construction projects and overall mission.</p> <p>Outlined below are a few key points that highlight the importance of incorporating workforce development initiatives into the 2024-2028 SAP:</p> <ol style="list-style-type: none"> 1. Sufficient and Reliable Funding: The goals of the Construction Career Pathways Framework firmly align with the Executive Order 13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government. Structuring the goals of the SAP with the desired outcomes of the executive order can be an effective way in securing sufficient and reliable funding for both preserving the State’s transportation assets and supporting a fiscally sound ODOT. Executive Order 13985 formalizes the development and submission of Equity Action Plans with annual budget requests to the Office of Management and Budget (OMB), that include strategies to address barriers that underserved communities may face in accessing and benefitting from agency policies, programs, and activities and to implement strategies to address those barriers. Beginning with the formulation of the Fiscal Year 2025 Budget, the Director of OMB shall consider how the President’s Budget can support the Equity Action Plans to reinforce agency efforts to meaningfully engage with and invest in underserved communities and advance equitable outcomes. 2. Save Lives: A well-trained workforce is crucial for maintaining high safety standards and compliance with regulations. By investing in equitable workforce development, we can foster a culture of safety that protects both workers and the public. 3. Implement Decision-Making Processes to Improve Equitable Outcomes: Inclusion efforts within workforce development initiatives promote diversity in the associated industry or sector, bringing different perspectives and skills to the table. This, in turn, can contribute to more innovative and equitable project outcomes. Collaboration is a key element of the Construction Career Pathways Framework, which led to the development of the Regional Collaborative Committee (RCC). The RCC is a one-of-a-kind partnership between public agencies, community-based organizations, trades, and industry groups committed to creating sustainable workforce opportunities for historically underserved populations. ODOT has an opportunity to leverage this table to engage historically underutilized businesses, enhance workforce diversity and remove barriers to employment for underrepresented populations, supporting the desired outcomes of the SAP. 4. Modern Transportation System: The construction industry is witnessing technological advancements and evolving methodologies. Implementing training programs focused on these initiatives will empower our construction workforce with the latest skills, ensuring they remain at the forefront of industry best practices and prepared to support ODOT’s strategic outcome to reduce emissions and electrify Oregon’s Transportation System. |

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| | | | <p>ODOT has an opportunity to make significant progress in assisting the state in developing the diverse, highly skilled workforce needed to build an equitable and modern transportation system that meets the needs of all Oregonians.</p> <p>Metro understands the complexity of developing a comprehensive Strategic Action Plan and appreciate ODOT's commitment to addressing these unique challenges. We would welcome the opportunity to further discuss and provide additional information regarding the benefits and potential strategies related to the Construction Career Pathways Framework and equitable workforce development.</p> |