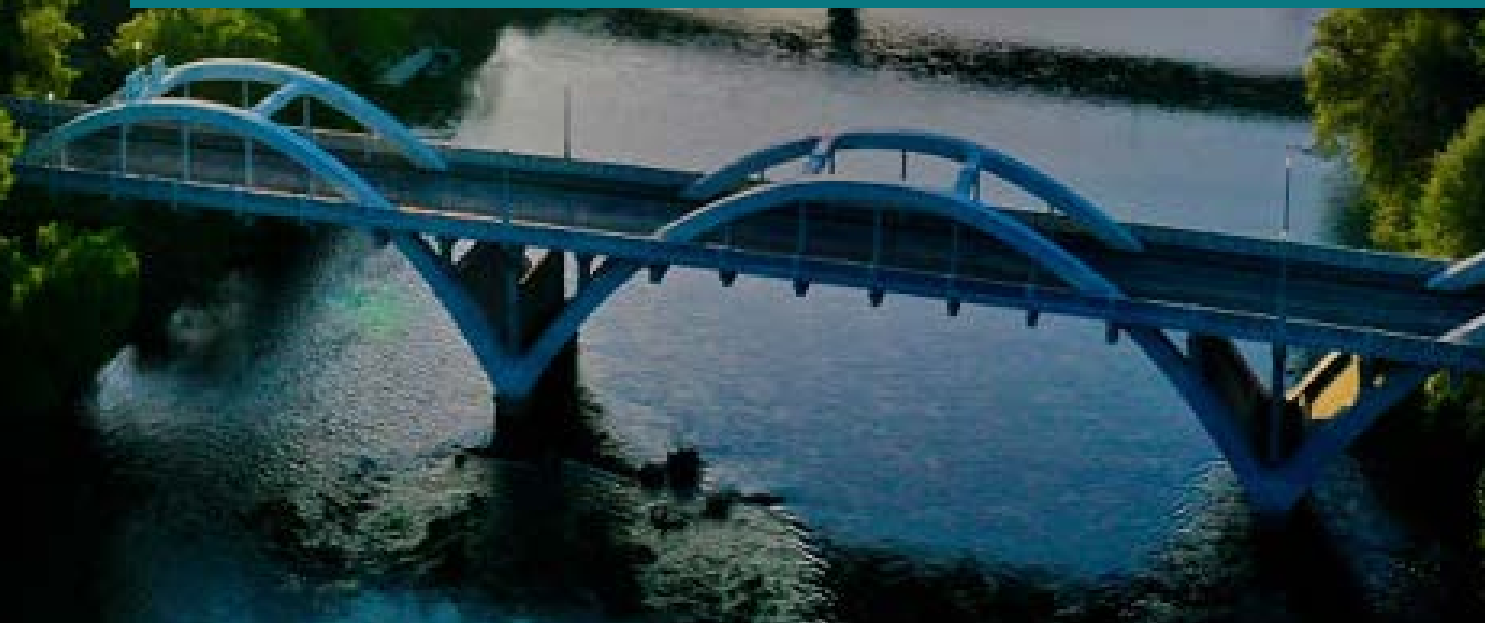




# ODOT SUSTAINABILITY PLAN



**SUSTAINABILITY MANAGEMENT FRAMEWORK**  
FOR ODOT'S INTERNAL OPERATIONS



<b>Revision history</b>	<b>Date</b>	<b>Originator</b>
Original	October 2010	Margi Bradway
Revision 1	July 2012	Liz Hormann
Revision 2	November 2015	Geoff Crook
Revision 3	August 2024	Zechariah Heck

# Executive Summary

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ODOT's Sustainability Plan was created pursuant to the 2001 Oregon Sustainability Act. Since then, Oregon's governors issued Executive Orders to support and drive specific sustainability strategies within state government operations. These orders directed state agencies to hire program coordinators and work to incorporate sustainability into government practices.

## **Sustainability and Climate at ODOT**

Sustainability in Oregon is defined as using, developing and protecting resources in a manner that enables people to meet current needs while providing for future generations to meet their needs, from the joint perspective of environmental, economic and community objectives (ORS 184.421).

ODOT's sustainability work is one piece of broader efforts by the agency to advance climate outcomes. The ODOT [Climate Office](#), established in 2020, includes the Sustainability Program, in addition to programs focusing on Adaptation, Mitigation, and Transportation Electrification. Each program area integrates climate change considerations throughout decision-making at the agency and it is the responsibility of all ODOT to implement sustainable and climate actions.

The [Statewide Transportation Strategy: A 2050 Vision for GHG Reduction](#) (STS) guides ODOT and statewide climate change mitigation efforts. ODOT works across state agencies (through the [Every Mile Counts](#) initiative) and with local jurisdictions to implement the STS. Efforts thus far are projected to reduce transportation-related emissions by over 60 percent below 1990 levels by 2050 (see the [Oregon Transportation Emission Dashboard](#)).

The STS is adopted into the [Oregon Transportation Plan](#) (OTP), which sets goals for reducing passenger vehicle miles traveled (VMT) per capita by 20 percent by 2050, and greenhouse gas (GHG) emission intensity (measured in "CO<sub>2</sub>e") per mile by 77 percent over the same timeframe. Furthermore, the OTP establishes climate as one of the three lenses by which ODOT is to make all transportation decisions, along with safety and equity.

ODOT's 2024 [Strategic Action Plan](#) (SAP) includes several actions that further advance the agency's focus on safety, equity, and climate. For example, the SAP requires a climate lens to be applied to ODOT investment decisions, therefore increasing investments that result in emissions reduction or infrastructure that is more resilient to climate change and extreme weather. A similar action is also included for adding an equity lens to investment decisions.

Electrification is a key component of ODOT's climate mitigation strategy and goal to reduce GHG emissions from the transportation sector. ODOT's primary role in transportation electrification is public charging infrastructure and understanding needs for electric-micromobility (i.e., eBikes and eScooters), light-duty vehicles (cars and trucks), and medium- and heavy-duty vehicles (freight trucks and transit buses). Learn more [online](#) about ODOT's transportation electrification investments, needs analysis and other efforts.

# ODOT Sustainability Plan

The agency’s adaptation efforts cover the risks, strategies, and investments for climate resilience and extreme weather impacts to the transportation system. The [Climate Adaptation and Resilience Roadmap](#) (2022) identifies climate risks and includes strategies to mitigate, prepare, and respond to these events. ODOT is integrating this information into the prioritization of projects, design of infrastructure, and overall decision-making.

Every part of the agency is responsible for advancing ODOT's climate efforts with leadership, support and direction coming from the ODOT Climate Office. And all aspects of this work are done using an equity lens. For example, to ensure the most vulnerable communities are prioritized the Adaptation Roadmap heavily weighted high-disparity communities (e.g. low-income areas, black, indigenous and people of color communities) when identifying priority routes.

The table below highlights a sustainable or climate-related activity for ODOT and corresponding documents that guide the agency’s work in that area.

Activity	Guiding Document
Mitigating GHG emissions from the transportation sector.	<a href="#">Statewide Transportation Strategy</a> (2013) <a href="#">Oregon Transportation Plan</a> (2023) <a href="#">Strategic Action Plan</a> (2024)
Prepare the transportation system for future climate events.	<a href="#">Climate Adaptation and Resilience Roadmap</a> (2022)
Promoting sustainability throughout ODOT internal activities.	Sustainability Plan (2024) <a href="#">Affirmative Action Plan</a> (2023-2025) <a href="#">Strategic Action Plan</a> (2024)

### Role of the Sustainability Plan

ODOT’s Sustainability Plan addresses the management of ODOT’s internal operations toward sustainable outcomes. The plan presents goals and strategies across several focus areas that relate to the three pillars of sustainability (environment, equity, economy). Goals set short- and long-term targets and aspirational outcomes. Strategies outline the various actions that “lead work groups” across the agency will take to work toward the goals. Where applicable, the agency established performance measures to track progress toward the goals, which are shared in annual progress reports.

### How the plan is used

The Sustainability Plan is intended to be used by ODOT managers and staff in decision-making, purchasing, construction, operation and maintenance of facilities, and other daily routine activities. The goal is for staff to consult the Sustainability Plan on a regular basis to inform work plans that will help increase the agency’s sustainable operations.

### Process for updating the plan

ODOT’s Sustainability Plan was last updated in November 2015. An effort to update the plan was completed in August 2024. The Sustainability Program engaged key business lines, managers,

and staff for each of the sub-focus areas. Sustainability Program staff shared an online survey to receive feedback from employees that may not regularly engage with the program itself. This engagement ensures the updated plan reflects new realities, is applicable and appropriate, and strategies are actionable. Collaboration allows for further communication and engagement within the agency and leads to better integration of sustainability throughout ODOT operations.

### **Highlighted changes**

Goals, strategies, and performance measures are the main elements of ODOT's Sustainability Plan. Since the short-term goals run over a four-year period, most of the changes have been made to reflect current usage rates, new mandates, and/or updated policies.

Three new sub-areas have been added to the Operational Greenhouse Gas Emissions Focus Area: Construction Materials, Business Travel and Fugitive Emissions. With the development of ODOT's Low Carbon Materials program and GHG accounting tools that cover business travel and fugitive emissions, the additions of these areas will provide a more complete accounting of ODOT's operational carbon footprint.

Aspirations in previous versions of the Sustainability Plan to track information such as paper use, electronic purchasing and waste and lifecycle costs, were not fulfilled due to lack of available data. Therefore, the updated Sustainability Plan references best practices but does not set specific goals or performance measures. Additionally, two categories that were initially reported have since been discontinued: maintenance environmental management system and hazardous materials. Data for these topics were time-intensive to collect and were solely tracked for the purpose of reporting on Sustainability Plan metrics. ODOT recognizes the importance of these topics and will continue to monitor outside of the Sustainability Plan purview. One of the intentions of the 2024 update to the Sustainability Plan is to focus on areas with the most impact and with reliable data for tracking performance.

ODOT's updated Sustainability Plan incorporates the Oregon Sustainability Board's [Agency Sustainability Plan Guidelines](#) that were published in 2023. ODOT will continue to work with the Sustainability Board, Interagency Sustainability Coordinators Network, and staff from the Department of Administrative Services (DAS) on consistent data collection and reporting that is on par with other state agencies.

### **Making progress**

All agency employees are responsible for implementing best practices and tracking progress toward goals within the Sustainability Plan. ODOT's Sustainability Program Manager oversees the Sustainability Plan in general and assists staff when needed. The Program Manager is also responsible for publishing annual progress reports, which are a key piece in the continued development and implementation of the Sustainability Plan. These reports began in 2010 and are meant to highlight some of the sustainability activities or projects that occurred over the prior calendar year. Importantly, the progress report assesses the performance measures listed herein and overall progress toward meeting the agency's sustainability goals. Progress reports are available on the Sustainability Program webpage: <https://www.oregon.gov/odot/climate/Pages/Sustainability.aspx>.

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# Introduction

As the state transportation agency, ODOT’s overarching mission is to “provide a safe and reliable multimodal transportation system that connects people and helps Oregon’s communities and economy thrive.” The agency recognizes in order to achieve this mission, ODOT must consider the impacts of the state transportation system through the pillars of sustainability.

The Oregon Transportation Plan, the Strategic Action Plan and the Statewide Transportation Strategy are three key policy documents that provide overarching direction for the agency and its climate commitments. The Oregon Transportation Plan vision emphasizes climate: “Oregon’s transportation system supports all Oregonians by connecting people and goods to places in the most climate-friendly, equitable, and safe way”. The plan sets climate, equity and safety as the three lenses for which all transportation decisions are to be made and includes bold policies and measures to reduce GHG emissions. ODOT’s Strategic Action Plan operationalizes the Oregon Transportation Plan and includes several climate-focused actions. These plans, and others focused on more specific topics like the agency’s Sustainability Plan, document ODOT’s comprehensive approach to incorporating the pillars of sustainability throughout all agency programs.



Figure 1 – The three pillars of sustainability.

ODOT’s Sustainability Plan was created pursuant to the 2001 Oregon Sustainability Act and is a standalone document that focuses on incorporating sustainability into agency operations. This plan focuses on internal operations only because ODOT has other programs that address the environment, equity, and economic dimensions of sustainability external to agency operations:

- The Climate Office is charged with reducing GHG emissions across the transportation sector and has four program-specific areas working to develop policies and internal and external partnerships for implementation.
- The Office of Social Equity and Civil Rights work to build a diverse workforce, promotes economic opportunity for all Oregonians, and advises the agency on equitable public engagement to ensure the benefit and burdens created by ODOT are distributed equitably.
- The Public Transportation Division promotes transportation modes that supports people walking, biking and using transit.
- ODOT’s Construction Section integrates sustainability in projects by designing for longevity and resiliency.

The Oregon Sustainability Act of 2001 (ORS 184.421) defines sustainability as using, developing and protecting resources in a manner that enables people to meet current needs while providing for future generations to meet their needs, from the joint perspective of environmental, economic and community objectives.

ODOT staff throughout the agency will use the Sustainability Plan in decision-making, procurement, construction, operations, maintenance of facilities, and other daily routine activities involving agency operations. The plan's goals outline explicit targets. Long-term goals are to be accomplished in five or more years, while the time horizon for short-term goals is one to four years.

The Sustainability Plan is organized into these focus areas:

- Operational Greenhouse Gas Emissions
- Material Resource Flows
- Environmental Stewardship
- Land Use and Infrastructure
- Social Equity and Economic Health

### **How goals and strategies were developed**

The sustainability goals and strategies for ODOT's internal operations were developed through discussions among the project team, and managers and staff of the affected areas. The goals and strategies reflect the direction of existing ODOT programs, policies, plans, the Governor's Executive Orders, and state legislation. They are often a continuation or an enhancement of current ODOT practices.

The goals in this plan are categorized based on specific focus areas. They serve as the roadmap to implementing sustainability throughout ODOT operations and achieving both long-term and short-term objectives. ODOT program managers developed goals to complement existing statewide goals, such as energy efficiency, water use reduction, and the GHG reduction goals of ORS 468A.200-226, which are reflected in this plan. Many of these goals are aspirational. By focusing on advancing the goals in this plan, ODOT will move beyond what would have been achieved under a status quo, business-as-usual, scenario.

Strategies focus on actions needed to reach the goals, and the plan will primarily be implemented through these actions. Many of the actions will advance outcomes in more than just the focus area where they are listed. For example, strategies for energy conservation, fuel use, and employee commuting all help support a reduction in GHGs.

### **Performance measures**

Performance measures are used to assess the effectiveness of a program or policy. The Sustainability Plan includes performance measures to measure the agency's progress on short- and long-term goals. Performance measures will allow ODOT to:

- Measure success.
- Quantify progress toward goals.
- Recognize strategies that need improvement.
- Be accountable to the public, the Oregon Sustainability Board, Oregon Transportation Commission, Governor's Office, and the Oregon Legislature.



Sustainability Program staff primarily utilizes ODOT Financial Services' Transportation Environment Accounting and Management System (TEAMS) to track performance measures. For example, staff can analyze data from TEAMS to determine electricity use from over 40 utilities that serve ODOT facilities.

ODOT also utilizes a tool developed by Good Company – called "G3C" – to track GHG emissions, along with climate goals and strategies. For example, fleet fuel use quantities are entered into G3C to calculate the GHG emissions of all mobile fuel used by the agency.

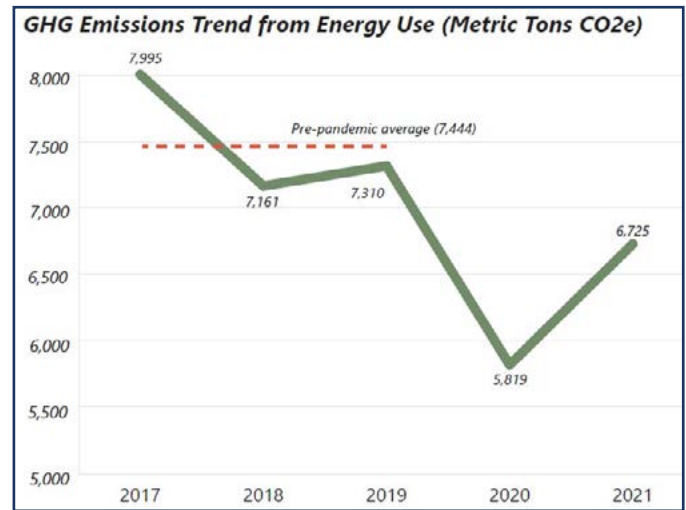


Figure 2 – ODOT's GHG emissions from facilities.

Although staff tried to select performance measures where information already exists, some of the data required to adequately measure ODOT's progress is difficult to collect. This is due to ODOT being a large, decentralized, and diverse agency; the roughly 5,000 employees, 3,800 fleet vehicles and equipment, and over 1,000 buildings present a substantial challenge to identifying and aggregating relevant data. In some cases, staff need to create new processes to gather sufficient data.

This plan attempts to balance the desire for a comprehensive set of performance measures with the realities of data collection. Because of changing circumstances and the ability to collect certain data, the performance measures themselves may change. Future versions of the Sustainability Plan may include new or updated performance measures once staff set up data streams establish baselines.

### **GHG emission scopes**

GHG emissions are divided into three categories, which will be referenced throughout this document:

- Scope 1 – Direct GHG emissions from equipment and facilities owned or operated by ODOT.
- Scope 2 – Indirect GHG emissions from electricity purchased for equipment and facilities owned or operated by ODOT.
- Scope 3 – All other indirect GHG emission sources that result from ODOT's activities stemming from sources owned or controlled by ODOT contractors and other upstream or downstream supply chain vendors.

## **Implementation**

Sustainability planning requires a systems approach to design and decision-making that should be integrated into the organization to adapt business systems and enhance internal collaboration and communication. This approach will reward and encourage long-term thinking, innovation, creativity, and recruitment and retention of employees. The inherent benefits of a sustainability program act as core value drivers to the organization, enhancing health, safety and diversity.

Sustainability strategies can produce significant benefits and cost reductions:

- Recycling, waste, and water reduction programs can reduce costs and GHGs all along the supply chain.
- Energy efficiency improvements and use of renewable energy can reduce carbon emissions and help demonstrate cost savings and return on investment.
- Increased efficiency in material use can create more value with less environmental impact.

Some strategies will also reduce consumption, like turning off computers and lights or anti-idling technology in fleet vehicles. Some strategies will have payback periods that are relatively short term, such as new refrigerators and energy efficient vehicles and facilities. Other strategies represent long-term changes that may be more difficult to implement and quantify the environmental savings. Examples include telecommuting, increased use of transit, and/or walking and bicycling to work. Strategies involving energy efficiency may also include opportunities to recoup costs through grants or cash incentives.

The specific actions for implementing sustainable strategies and their budget impacts will vary across ODOT divisions. Each program will need to consider the most cost-effective and appropriate means and timing for implementation. The Sustainability Plan references lead work groups, which are comprised of key staff that are responsible to implement the relevant focus area goals, incorporate the identified strategies, and collect data for reporting on the performance measures. For example, the fuel analyst and electric vehicle program coordinator are included in the lead work group focused on reducing GHGs from fleet operations.

# Focus Areas

## Operational Greenhouse Gas Emissions

There are several policies that direct ODOT to reduce its carbon footprint. In 2007, the Oregon Legislature passed a statute to reduce GHGs levels from 75% below 1990 levels by 2050. In 2020, Governor Kate Brown issued [Executive Order 20-04](#) which directed state agencies to reduce GHG emissions by at least 45% below 1990 levels by 2035 and by at least 80% below 1990 levels by 2050. Both the Oregon Transportation Plan and ODOT’s Strategic Action Plan establish policies and commitments to reduce GHG emissions from agency operations (i.e., fleet fuels, building energy, and materials).

ODOT’s Climate Office, with consultant support from Good Company, initiated a GHG inventory in 2021 to respond the directives listed above. The effort was intended to help the agency better understand baseline emissions and research market availability, costs and operational feasibility of best practices to reduce GHG emissions. GHG emissions were calculated from statewide agency operations that occurred in fiscal years 2016-2019. Multiple years of data was collected to better understand and account the year-over-year variability for a baseline operational inventory.

Figure 3, below, shows ODOT’s GHG emissions in metric tons of carbon dioxide equivalent (MT CO<sub>2</sub>e), the standard unit for GHG accounting.

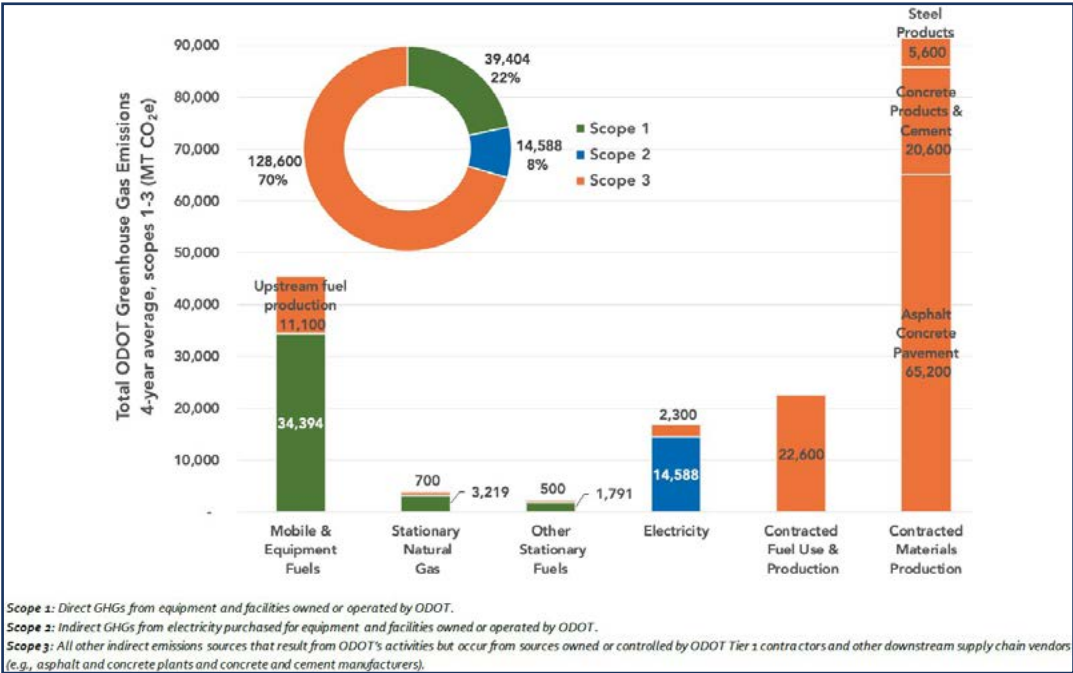


Figure 3 - ODOT’s GHG emission baseline.

ODOT's largest source of "owned" GHGs (Scope 1 + Scope 2) is fleet fuel use primarily for highway maintenance and operation. The next two largest sources are electricity use in agency-owned buildings and highway system operations (e.g., streetlights). Other fuels (e.g., natural gas, propane) are a small share of emissions.

Looking to upstream Scope 3 emissions, important sources include the production of asphalt concrete pavement and concrete and cement products along with the fuels used by contractors working on ODOT's behalf. Scope 3 emissions can be challenging to address because they are "shared" sources of emissions between ODOT and contractors.

An advisory group of both internal and external subject matter experts approved a list of over 40 recommendations for ODOT explore to meet the expectations of the Oregon Legislature and [EO 20-04](#). Examples include:

- Purchase of renewable diesel with a goal of 100% substitution for fossil diesel.
- Purchase of 100% renewable electricity from electric utilities.
- Replace fossil gasoline vehicles with battery electric or hybrid vehicles.
- Support ODOT contractors' transition to renewable fuels, both in their fleets and at production plants.
- Continue to maximize use of low-carbon materials and encourage industrial EnergyStar certifications for material vendors.

ODOT's fiscal year 2016-19 GHG inventory and the accompanied report titled, "[Operational Greenhouse Gas Reductions: Best Practices & Recommendations](#)" is referenced throughout this updated Sustainability Plan. Many goals are informed by this report and several goals reference a "baseline," which is the applicable four-year average established from the GHG inventory. For example, ODOT's Scope 1 emissions from fleet fuel use is 34,394 MT CO<sub>2</sub>e (as depicted in Figure 2).

With the guidance of the report, ODOT will continue to reduce climate impacts of daily agency operations. The agency strives to reduce its Scope 1 GHG emissions by reducing consumption of energy and fuel at agency facilities. Awareness of fugitive emissions from the agency's refrigerants use presents a new opportunity to track and reduce Scope 1 emissions. ODOT reduces Scope 2 GHG emissions by procuring renewable energy and reducing electricity demand. Scope 3 reductions entail lower embodied carbon of materials used by ODOT contractors and employee commutes that take place in lower-carbon modes. ODOT will continue to periodically inventory operational GHG emissions to track compliance with legislative mandates, executive orders and agency policies.

The operational greenhouse gas emissions focus area is divided into the following sub-areas:

- Building Energy Use
- Fleet Fuel Use
- Fugitive Emissions
- Construction Materials
- Employee Transportation Options

## Building Energy Use

ODOT partners with the Energy Trust of Oregon to implement “strategic energy management,” which is an effort focused on continuous improvement in energy management practices. ODOT has the following buildings enrolled in the program:

- Region 1 HQ (Garrett Building)
- Barlow Office Building
- Region 2 HQ
- DMV HQ
- Salem Materials Lab
- Mill Creek
- Region 3 HQ
- Region 4 HQ & Building L/DMV
- Bend Maintenance Station Building A
- Region 4 Project Delivery Building Bend
- Repair Shop Region 5 HQ
- District 13 HQ/DMV
- District 14 HQ
- Pendleton Maintenance Station

In the years ahead, the goal is to expand the program to other facilities. To be successful, ODOT will need to develop facility-level best practices, and effectively engage employees and management.

Energy data tracking is focused on ODOT’s owned and occupied facilities over 5,000 square feet. It is important that ODOT conduct outreach efforts and track performance in our leased facilities, however the agency has fewer options to be able to retrofit or otherwise make sustainability investments in these facilities. Energy performance in leased facilities is also not tracked by the Oregon Department of Energy for purposes of meeting our long-run savings goals.



Figure 4 – One of the agency’s many DMV offices.

The Oregon Legislature passed [House Bill 3409](#) during the 2023 session, which mandates state agencies to adopt “energy use intensity” targets, assess GHG emissions from building equipment, and for the Oregon Department of Administrative Services (DAS) to develop sustainable design guidelines for state buildings. New guidance and standards are anticipated in early 2025. ODOT’s maintenance stations are a unique building type that make complying with generalized energy use intensity targets a challenge. ODOT will continue to invest in building efficiency upgrades and will comply with HB 3409 where applicable.

### Lead work groups

- Support Services – Facilities Services, ODOT Procurement Office
- Maintenance and Operations Branch
- Communications
- Regional Energy Teams

### **Short-term goals**

1. Establish energy use intensity reduction targets in alignment with American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 100 for applicable ODOT facilities by April 1 of each year.
2. Update outreach materials targeting facilities energy savings and best practices by the end of 2025.
3. Develop individual facility plans to meet requirements of House Bill 3409 by the end of 2025.
4. Pilot a low-carbon alternative fuel to power generators at ODOT wireless towers by the end of 2025.

### **Long-term goals**

5. Ensure all ODOT facilities comply with [EO 17-20](#) – “Accelerating Efficiency in Oregon’s Built Environment.”
6. Reduce GHG emissions attributed to ODOT facilities by 50% from fiscal year 2016-19 baseline by 2030.
7. Enroll 100% of eligible meters in a community solar program by 2030.

### **Strategies**

- Benchmark energy use intensity for maintenance buildings.
- Replace gas equipment with electric where feasible.
- Expand the use of the strategic energy management practices to a greater number of facilities statewide consistent with ODOT’s Energy Management Plan.
- Utilize existing “50001-Ready” energy management plans as templates for other applicable sites.
- Continue updating Energy Action Plan on an annual basis.
- Implement ODOT’s Energy Management Plan.
- Comply with DAS Energy and Resource Conservation Policy.
- Explore renewable power alternatives in electrical purchasing and production.
- Generate renewable energy on-site where appropriate.
- Prioritize existing buildings for energy conservation retrofits.
- Switch lighting fixtures to more efficient lights, reduce light levels where appropriate, and use day lighting and task lighting.
- Use standby and power saving modes in equipment and copiers.
- Optimize facility operations and maintenance practices, such as management supported building occupancy standards for heating and cooling.
- Raise energy efficiency awareness across the organization and educate employees on energy conservation practices.
- Conduct regular energy audits at strategic energy management facilities.
- Actively use ENERGY STAR Portfolio Manager as an energy tracking and reporting tool.



### Performance measures

- Carbon emissions attributed to ODOT facilities.
- Building level Energy Use Intensity per square foot per year.

## Fleet Fuel Use

ODOT's Fleet Section is actively working to meet state goals for fuel efficiency. Best practices include increasing the use of low-carbon fuels and sustainable transportation techniques. ODOT has approximately 2,000 on-road equipment and vehicles in its fleet. ODOT continues to research and incorporate new technology in its fleet to make it more efficient.

The Oregon State Legislature mandated state agencies to procure zero-emission vehicles, where practicable, for their light-duty fleet no later than 2025 (ORS 283.327). Fleet Services will develop a fleet electrification plan to help inform where EV chargers need to be installed and what operations can be transitioned to zero-emission vehicles sooner rather than later.



Figure 5 – ODOT fleet EV charging at public station.

### Lead work groups

- Fleet Advisory Committee
- Maintenance and Operations Branch— Fleet Services
- Maintenance Leadership Team
- Fleet Decarbonization Working Group (Fleet Services and Climate Office staff)

### Short-term goals

1. Develop light-duty fleet electrification plan by 2025.
2. Install at least 20 EV charging ports at ODOT facilities by the end of fiscal year 2027.
3. Create an educational campaign and improve vehicle reservation process to ensure compliance with the DAS Statewide Fleet Policy requirement to use the "most efficient vehicle" by the end of 2024.

### Long-term goals

4. Reduce GHGs from ODOT's Fleet by 50% compared to the fiscal year 2016 -19 baseline by 2030.
5. Ten percent of light-duty vehicles (vehicles under 8500 GVW) will be a zero-emission vehicle by 2030.

## Strategies

- Increase use of renewable diesel – in place of fossil diesel – wherever possible.
- Apply for grant funding annually to cover fleet decarbonization costs.
- Use AVL technology to inform fleet policies.
- Increase the use of hybrid and EVs, especially in light-duty fleet vehicles.
- Pilot zero emission medium- heavy-duty vehicles and equipment.
- Educate employees that drive fleet vehicles on fuel efficiency operating techniques.
- Develop ways to incentivize fuel conservation at the crew manager or individual driver level.
- Phase out diesel generators where alternatives (e.g., solar-powered equipment) exist.
- Work with cardlock and retail fuel suppliers to increase availability of renewable diesel.

## Performance measures

- Total biodiesel and renewable diesel fuel use as percent of total fuel use.
- Total number of trucks using anti-idling technology as a percent of total truck fleet.
- Zero emission vehicles as a percent of all light-duty fleet vehicles.

## Fugitive Emissions and Refrigerants

Fugitive emissions refer to the unintended release of gases from industrial processes, equipment, or facilities. These emissions can occur during various stages of production, transportation, or storage of substances such as volatile organic compounds, hazardous air pollutants or GHGs. Fugitive emissions often escape from leaks, vents or other openings in equipment or infrastructure.

Fugitive emissions and hydrofluorocarbons (HFCs) from refrigeration and air-conditioning equipment are an important Scope 1 emission to track and reduce because of the high global warming of the sources. Fugitive emissions relative to ODOT's operations include HFCs from food refrigeration as well as building and vehicle air conditioning. This data is not readily available for the entire operational boundary for ODOT. ODOT is one of the leading state agencies for recognizing and working to

understand fugitive emissions and will continue to advance in this area. Sustainability Program staff will work with Facilities and building administrators to estimate Scope 1 fugitive and refrigerant emissions to inform a refrigerant management plan (required under HB 3409) and ensure compliance with applicable laws like the Clean Air Act.

### Related Policy Measures

In Oregon, ASHRAE Standard 34 sets limits for refrigerant types found in the 2022 Oregon Mechanical Specialty Code (OMSC) Table 1103.1. If a refrigerant is not listed in Table 1103.1 or in the referenced version of ASHRAE 34, the refrigerant cannot be used.



**Lead work groups**

- Building Administrators
- Climate Office
- Facilities
- Fleet Services

**Short-term goals**

1. Establish an inventory of agency refrigerant use where available by January 2025.
2. Establish a fugitive emissions baseline for the agency by April 2025.
3. Create an education and outreach campaign on fugitive emissions management by September 2025.

**Long-term goal**

4. Reduce 20 % of ODOT's fugitive emissions by 2027.

**Strategies**

- Develop a refrigerant management plan.
- Proactively plan for switching to low global warming potential refrigerants in early design for new construction or major renovations.
- Reduce heating and cooling energy use - and associated refrigerant needs - with design elements like shading, orientation, natural lighting, ventilation and smart energy management.
- Alternatives to high global warming potential refrigerants include hydrofluoroolefins; lower impact HFCs; and in some applications ammonia, hydrocarbons or carbon dioxide.
- Agencies should ensure that technicians installing equipment using refrigerants follow manufacturer instructions, industry best practices and where applicable, the Quality Installation standards issued by the Air Conditioning Contractors of America.
- Vendors installing new refrigerators, freezers or other appliances and removing old appliances are required by the U.S. EPA to certify that old products are properly recovered and reclaimed or disposed of, with refrigerants and/or insulation containing high-global warming potential chemicals or ozone depleting substances properly recovered and recycled.
- Explore opportunities to account for and reduce fugitive emissions from on and off-site natural gas use.

**Performance measure**

- Percent reduction of Scope 1 fugitive emissions from baseline (yet to be determined).

## Construction Materials

ODOT purchases large quantities of construction materials including asphalt concrete pavement, concrete and cement products, and steel products. All these materials have rather high climate change impacts – cement concrete accounts for an estimated 7% of global GHG emissions (it is also the world's second most used building material). ODOT's fiscal year 2016-19 GHG Inventory found 70% of the agency's operational emissions come from the embodied carbon of asphalt, concrete and steel used by the agency. These materials are considered Scope 3 emissions because they are shared emissions with ODOT's contractors and material suppliers. Upstream Scope 3 emissions are outside of the agency's direct control.

ODOT already incorporates many best practices that reduce GHGs of construction materials, such as allowing recycled asphalt pavement in asphalt pavement mix designs and low-carbon supplementary cementitious materials in cement concrete mixes. ODOT is among the top states nationally for low-carbon construction materials at a department of transportation. Type IL cements (also known as Portland Limestone Cement) are a low-carbon alternative permitted by ODOT that reduces the amount of high- global warming potential cement clinker. The agency also incentivizes contractors to pave roads smooth to increase vehicle efficiency and reduce GHG emissions from users. Perhaps most importantly, ODOT designs roads to optimize the lifecycle; this means pavement durability is prioritized, which reduces the need for more frequent maintenance. These policies demonstrate ODOT's leadership on low-carbon material production impacts.

The Oregon Legislature passed [House Bill 4139](#) during the 2022 legislative session (now codified as ORS 184.879) with the intention of reducing GHG emissions from the materials used by the agency. At the time of writing, the agency is in the process of establishing a program to collect environmental product declarations which will help the agency identify opportunities to reduce GHGs from the materials it purchases to construct and maintain the state transportation system. The program is expected to be operational no later than December 2025 and will include annual reports to the legislature and the Oregon Transportation Commission. ODOT is committed to improving upon the best practices already in place to meet the legislature's expectations set forth in legislation.



*Fig. 6 – Low-carbon concrete installed in I-84 near Meacham.*

### Lead work groups

- Delivery and Operations – Construction Section
- Climate Office

### Short-term goals

1. Develop a program in compliance with ORS 184.879 by the end of 2025.

### Long-term goals

2. Reduce the global warming potential of the asphalt, concrete and steel used by the agency.
3. Use pavement life cycle assessments to inform sustainable decisions.

### Strategies

- Track the global warming potential of materials through collection of environmental product declarations.
- Engage with suppliers to learn opportunities to reduce emissions and share best practices.
- Participate in national working groups like the Federal Highway Administration’s Sustainable Pavements Program to maintain an understanding of the best practices being implemented across the nation.

### Related Policy Measures

One of the “Implementing Actions” of ODOT’s Strategic Action Plan is to “reduce GHG emissions from materials used by ODOT” by 2028.

## Employee Transportation Options

The Oregon Transportation Plan has a goal to reduce per capita vehicle miles traveled for passenger vehicles, with the intention to decrease transportation GHGs as well as supporting a resilient multimodal transportation system. In alignment with this goal, ODOT encourages its employees to maximize their transportation options for the commute to work and work-related travel. Currently, most employees drive alone to work when they travel to an office, as do most of the commuting public. Goals within the Sustainability Plan have the objective for ODOT employees to measurably reduce their overall work-related single-occupancy vehicle trips.

ODOT has a [Transportation Options](#) program that encourages people in Oregon to reduce single-occupancy vehicle commutes. Understanding emissions associated with agency employee’s travel to and from work is an important metric to track for transparency and to lead by example.

ODOT will continue to reduce its impact on the environment by encouraging and aiding employees to use commute alternatives such as walking, biking, carpooling, remote working, compressed work weeks and flexible schedules, and fuel-efficient vehicles. Employees will also benefit in terms of time and money savings, as well as improved health and well-being.

### Lead work groups

- Support Services - Human Resources
- Transportation Development Division
- Public Transportation Division (which houses the Transportation Options Program)
- Communications Division
- Climate Office

### Related Policies

[Oregon Transportation Plan](#) – Objective MO.2: Reduce the per capita VMT for passenger vehicles.

Strategic Action Plan – By 2026, “Develop passenger vehicle miles per capita reduction strategies to align with OTP target of 20% reduction by 2050 and monitor and report

### Short-term goals

1. Increase commute trips by low-carbon modes (e.g., transit) by 2% year-over-year.
2. Establish a GHG emission-intensity target for business related travel by the end of 2025.

### Long-term goals

3. Maintain a rate of 40% of ODOT employees who are permitted to work remotely where practicable.
4. In employee commutes, achieve GHG emission levels that are 25% below a to-be-determined baseline level by 2027.
5. Replace 66% of total annual commute and work-related trips taken by ODOT employees with remote work or compressed schedules compared to to-be-determined level by 2035.

### Strategies

- Conduct regular employee commute surveys.
- Support flexible work schedules and telecommuting
- Support workforce EV charging for those who do need to drive to their primary work location.
- Improve methods for tracking compliance with DAS’ “most fuel efficient” vehicle motor pool requirement.
- Consider subsidizing transit passes for employees.
- Work with ODOT’s Transportation Options Program to develop strategies and information for ODOT divisions and staff on transportation options to reduce drive alone commuting.
- Educate human resource representatives on employee commute options and include transportation options information in new employee orientation for all ODOT staff in coordination with the Transportation Options Program.
- Provide preferential parking for employees using carpools/vanpools.
- Provide protected bike parking and shower facilities for staff.
- Provide emergency ride home vouchers for employees who bike, walk, take transit, or carpool or vanpool to work.

### **Performance measures**

- Percent of employees that use a low-carbon transportation mode when commuting to work.
- GHG emissions per dollar spent on business travel.

## **Material Resource Flows**

Sustainability involves not only making facilities and vehicle use energy efficient, but also purchasing materials and equipment that are energy efficient and environmentally friendly, recycling and reusing them whenever possible, and finally selling or disposing of them in an environmentally responsible manner.

Monitoring and setting reduction goals for waste and recycling are vital for several reasons:

- Effective waste management contributes to environmental conservation by minimizing the impact of waste on landfills and ecosystems.
- Monitoring waste generation will enable ODOT to identify opportunities for waste reduction and implement strategies to optimize resource use.
- Setting reduction goals provides a clear framework for progress, fostering a culture of waste reduction, reuse, and recycling within the agency.

ODOT strives to meet best practices in these areas and will comply with applicable state policies, like the new [Sustainable Procurement Policy](#).

The Material Resource Flows focus area is divided into the following sub-areas:

- Waste Minimization and Recycling
- Environmentally Preferred Products
- Paper Use
- Electronics and Computer Purchasing and Waste

## **Waste Minimization and Recycling**

ODOT works to reuse and recycle all materials from its operations; this includes paper, plastics, glass, and even metal highway signs. When the useful life of equipment or other materials is over, they can be recycled, reused or sold for further material recovery, thus keeping material out of landfills.

ODOT strives to report on its solid waste and recycling in state buildings, however data collection is difficult. Over time, new goals may be needed to reflect new information or as data collection improves.



### Lead work groups

- Support Services—Facilities Services
- Maintenance and Operations Branch— Fleet Services
- ODOT Building Managers

### Related Policies

DAS Statewide Policies – [Sustainable Procurement](#) & [Green Chemistry Procurement Guidelines](#)

### Short-term goals

1. Complete a waste audit in a major facility by December 2025.
2. Initiate a composting pilot program in one or more facilities by July 2025.
3. Share a report with building and business operation managers on opportunities and barriers to recycling at ODOT facilities no later than December 2025.

### Long-term goal

4. Work toward achieving an 80% recycling or reuse at facilities (i.e. zero unusable or non-recyclable material generated) where data tracking is feasible by 2030.

### Strategies

- Coordinate with Garten Services to estimate waste disposal volumes at facilities in the Salem area.
- Research opportunities to expand data collection on waste and recycling volumes statewide.
- Ensure that all possible paper, cardboard, metals, glass and plastics are recycled.
- Provide convenient and easily identifiable recycling options at rest areas.
- Actively promote recycling and communicate regularly with staff.
- Screen materials purchased for their ability to be recycled.
- Provide battery recycling.
- Send used toner cartridges back to their manufacturer or to local reuse merchants.
- Work with DAS to ensure that its statewide price agreements include low waste packaging and recyclable components where appropriate.
- Perform recycling and waste audits.



Figure 7 – Recycling at Garten Services.

### Performance measure

- Recycling volumes as reported by waste haulers.

## Environmentally Preferred Products and Services

ODOT's goal is to increase the percentage of sustainable products purchased, reduce our carbon footprint through coordinated deliveries, and reduce unnecessary waste by minimizing excess packaging or using biodegradable packaging. ODOT will continue to work with DAS to develop sustainability criteria and appropriate ways to expand environmentally preferred product options.

ODOT procurement policies, practices and guidance will continue to be amended as appropriate to reflect the latest preferences for low-toxic and recycled products that are designed and manufactured in a sustainable manner, consistent with applicable state policies like the Sustainable Procurement Policy.

Where daily or on-demand deliveries were being made, several ODOT facilities are now choosing a more coordinated delivery schedule. Efforts will continue to encourage more facilities to participate in coordinated delivery schedules. The agency is also reducing unnecessary waste by using reusable totes and right size boxes for delivery of supplies instead of standard cardboard boxes.

Over time, these strategies will increase ODOT's use of environmentally preferred products and influence the agency's carbon footprint. In the meantime, ODOT will track its purchasing of environmentally preferred products where feasible.

### Lead work group

- Support Services—Procurement Office
- Facilities Services
- Individual Business Lines or Business Managers

### Best practices

- Enhance coordination between the Procurement Office, Sustainability Program, and other affected ODOT divisions to implement best practices and increase environmentally preferred purchasing.
- Encourage and actively engage different facilities or office locations to coordinate routinely scheduled deliveries.
- Encourage vendors to use reusable totes or right sized boxes for reduction of waste in delivering supplies.
- Work with DAS to designate environmentally preferred product criteria for office supplies and other commodities.
- Work with vendors holding mandatory price agreements to help ODOT highlight and expand the purchase of environmentally preferred product options.
- Pursue Value-Added procurements (ORS 367.800-824) through the Oregon Innovative Partnerships Program.
- Encourage ODOT employees involved with procurement to take the DAS Fundamentals of Sustainable Procurement training class.

## Paper Use

ODOT's goal is to reduce paper use by encouraging electronic means for information sharing and storage. When paper is needed, the goal is to use paper with higher recycled content, use it on both sides (when appropriate), and recycle it after use. State law requires agencies to purchase paper products with at least 35% recycled content (ORS 279A.155), but there are opportunities to explore using office paper with 100% recycled content.

### Lead work group

- Support Services—Procurement Office
- Individual Business Lines or Business Managers

### Best practices

- Ensure printing paper on both sides is a best practice throughout agency offices.
- Develop sustainable paper criteria for additional factors related to sustainability (i.e. post-consumer content, chlorine content, sustainably harvested wood, and low impact fiber).
- Promote electronic archiving and retrieval of records.
- Maximize use of electronic media where effective and appropriate.
- Promote alternative methods for delivering training to reduce use of paper.
- Convert manuals and other paper intensive documents to online versions to reduce the amount of paper used.
- Explore collecting data from the State Record Center regarding storage of archived paper documents (demonstrating the increased use of electronic archiving).

## Electronics and Computer Purchasing, Use, and Waste

ODOT procures computers, laptops and related equipment from mandatory state price agreements with a number of vendors; these agreements are executed by the DAS State Procurement Office. A requirement of the contracts is that all hardware meet specific sustainability certifications.

For example, these products must meet the U.S. Environmental Protection Agency's and Department of Energy's Energy Star guidelines. The price agreements also specify that the contractor must provide electronic products that minimize the use of toxic and hazardous constituents and provide products that use recycled content and can easily be recycled.

### Lead work group

- Information Systems Branch
- Individual Business Lines or Business Managers



### **Best practices**

- Monitor and ensure compliance with the DAS E-Waste Policy.
- Explore additional options to improve handling of E-waste to include:
  - Vendor take-back opportunities for IT equipment.
  - Sale to third party for verified use.
  - Disposal through third parties whose recycling and disposal processes are certified and well-documented.
- Continue to research and purchase equipment that is more durable and has longer useful life.

## **Environmental Stewardship**

This focus area goes to the heart of ODOT's responsibility and commitment to maintaining and operating the agency's facilities in a sustainable, environmentally sensitive manner. ODOT's environmental stewardship includes protecting watersheds and landscapes from harmful chemicals and hazardous waste, reducing water use, and protecting air quality. It also includes protecting employees and the public from indoor air pollution.

The Environmental Stewardship focus area is divided into the following sub-areas:

- Site Landscaping and Stormwater at Facilities
- Water Use at Facilities

### **Site Landscaping and Stormwater at Facilities**

To be more sustainable, the goal for new site landscaping at ODOT facilities (that have landscaped areas) is to use noninvasive, drought tolerant, low-maintenance plants, with a preference for native plants. Choosing these plants will minimize water use, chemical use and energy used for maintenance needs such as mowing and weed control. To minimize pesticide and herbicide use, the agency prefers alternative plantings and removal practices, such as hand weeding, wherever feasible.

ODOT's goal is to minimize contaminants from ODOT facilities. The Maintenance and Operations Branch works with maintenance districts to identify practices at maintenance yards that could pollute stormwater. Staff have made significant efforts at maintenance yards to reduce pollutant contributions by modifying site drainage, implementing source control, and installing water treatment systems.

#### **Lead work groups**

- Support Services—Facilities Services
- Maintenance and Operations Branch
- Technical Services—Geo-Environmental

## Best practices

- Use xeriscaping or native, non-invasive, drought-tolerant plants in new landscaping.
- Minimize use of toxics in pesticides, herbicides and fertilizers.
- Choose de-icing and cleaning products that are labeled environmentally friendly or biodegradable.
- Dispose of de-icing and cleaning products properly.
- Use pervious or permeable concrete in maintenance yards or office parking lots where practicable.

## Water Use

In part due to increased global temperatures, Oregon frequently experiences severe droughts throughout the state. ODOT is doing its part to address water conservation at facilities and across operations. The agency monitors water use on an annual basis and investigates unusual spikes in consumption to ensure efficient use. Water use is included in an annual report to business operation managers.



*Figure 8 – Sustainable landscaping at Welcome Center.*

## Lead work groups

- Support Services—Facilities Services Branch
- Director’s Office—Communications
- Maintenance and Operations Branch

## Short-term goals

1. Report on agency water use and share water conservation best practices to appropriate audiences on an annual basis.
2. Establish water usage targets based on building type and use by December 2025.

## Long-term goals

3. Curtail or end the non-essential use of water for landscaping and other exterior features of buildings and grounds by January 2030.

## Strategies

- Promote and sustain a culture of water conservation.
- Formulate a leak assessment plan for ODOT Facilities.
- Use low-flow fixtures in new construction and major renovations of major facilities.
- Switch out water fixtures in facilities to low-flow alternatives where feasible.
- Undertake rainwater harvesting pilot projects where appropriate.
- Adopt new or modified drought tolerant landscape design alternatives.
- Use xeriscaping or drought tolerant plants in new landscaping.

## Performance measures

- Total reduction in non-essential water use.

# Land Use and Infrastructure

Careful consideration of facility siting and the design of high-performance buildings plays a pivotal role operational sustainability at ODOT. The location of a facility and its design significantly impacts its environmental footprint. By strategically siting facilities and implementing high-performance building practices, ODOT can reduce resource consumption and create healthier indoor environments for occupants. This section outlines key sustainability components related to facility siting and the development of high-performance facilities, aiming to guide decision-making processes toward more sustainable outcomes.

The Land Use and Infrastructure focus area is divided into the following sub-areas:

- Siting of Facilities
- High Performance Facilities

## Siting of Facilities

Siting facilities in urban centers encourages the use of walking, bicycling and transit services by both ODOT staff and members of the public. ODOT's goal is to site facilities in both large and small urban centers except when the operations of the facility, such as a maintenance station or rest area, are incompatible with the urban center. Maintenance stations, for example, involve dust, noise and 24-hour lighting that are likely inappropriate for an urban setting unless sited within industrial zones.

State policy calls for siting state offices and other facilities in central business areas that are highly accessible to the public and that have pedestrian and transit services. Locations for new facilities should support compact land use and encourages employees to reduce commuting vehicle miles traveled. Sustainable facility siting should also consider resilience to natural hazards, such as rising sea levels, landslide hazards, and seismic and tsunami risks.

**Lead work group**

- Support Services—Facilities Services Branch
- ODOT Regions and Maintenance Districts

**Best practices**

- Locate office facilities easily accessible to a concentration of stores, restaurants and businesses.
- Use parking and transit subsidies provided to staff to ensure equity across transportation modes (e.g., if parking is provided at no charge, provide similar benefits to transit and bicycle users).
- Utilize site selection tools and checklists to inform sustainable siting decisions (such as the ODOT Maintenance Site Selection Review Checklist).

## High Performance Facilities

ODOT recognizes that optimizing the performance of its buildings is essential to achieving economic and environmental benefits. The agency integrates sustainability efforts into the design of all new facilities and major renovations. In addition to meeting the required state energy efficiency design, cost-effective innovative (SEED) technologies are being investigated and incorporated into new and existing facilities.

**Related Policies**

DAS Statewide Policy – [Siting State-Owned and Leased Facilities](#)

**Lead work group**

- Support Services—Facilities Services Branch
- ODOT Regions and Maintenance Districts

**Best practices**

- Perform a whole-building lifecycle assessment where appropriate to account for embodied carbon of building materials and, ideally, inform alternative designs that improve overall sustainability.
- Use LEED high-performance standards and strategies in constructing or renovating facilities.
- Use LEED high-performance criteria for leased buildings in contract renewals.
- Use lifecycle cost analysis in construction and major renovation decisions.
- Track results and application of ODOT research for the construction of efficient, cost-effective and sustainable maintenance facilities.
- Integrate climate resiliency measures into facilities.

## Social Equity and Economic Health

Equity and economy are essential components of a sustainability plan because they address social cohesion, inclusivity, innovation, resource efficiency, and economic resilience. Human well-being depends on the balance of addressing economic and social issues alongside environmental concerns.

The [Oregon Transportation Plan](#) prioritizes equity, climate and safety as the three primary lenses by which all transportation decisions are to be made at ODOT. The agency's Office of Equity and Civil Rights brings strategic alignment and awareness to equity across the organization, in addition to the responsibilities of all parts of the department to embed equity within day-to-day efforts.

Social responsibility and economic health focus ODOT on workforce diversity and opportunities for advancement, expanding economic opportunities for currently and historically marginalized groups, climate equity, and creating more representative public engagement processes. The agency is advancing the social and economic pillars of sustainability by:

- Building a diverse workforce, supported by equitable operations and policies, and establishing an informed culture that delivers authentic inclusivity.
- Promoting economic opportunity for Oregonians through transportation investments, including working with businesses owned by people of color, women, or others who have been marginalized through institutional and structural oppression.
- Utilizing the viewpoints of those who reside in communities ODOT serves and are likely to be affected by agency decisions and investments.
- Investing in the protection of marginalized communities from environmental hazards.

ODOT's [Affirmative Action Plan](#) is the agency's primary document that brings strategic alignment and awareness to social equity within and outside the agency. This plan documents workforce diversity metrics and highlights strategies to move ODOT closer to its goal of being a workplace of choice in Oregon.

Within the Sustainability Plan, the social equity and economic health focus area is divided into the following sub-areas:

- Workforce Diversity
- Small Business Program and Disadvantaged Business Enterprise

## Workforce Diversity

ODOT recognizes the economic, business and human rights value of diversity and actively pursues strategies for current employees, job applicants, and contractors to attain equity and equality in all employment and contractual opportunities offered by ODOT. It is good business sense and part of the agency's social responsibility. Due to the increasing number of retirements in the workforce, ODOT faces significant challenges to retain business and institutional knowledge and expertise within its ranks, while at the same time recruiting new employees with diverse experiences and backgrounds that will enable ODOT to be a successful employer of choice. ODOT will continue to employ and develop positive, creative and innovative tools for recruiting, achieving and supporting a diverse workforce to sustain its ability to carry out its transportation mission.

### Related Policies

The Oregon Transportation Plan includes a goal to "Improve prosperity, opportunity, and livability for all people who live, work, and recreate in Oregon" with many objectives related to this goal.

### Lead work groups

- Office of Equity and Civil Rights
- Human Resources
- Operations

### Short-term goals

1. Utilize local community census data to better understand where to invest recruitment outreach the aligns our workforce with the diverse communities we serve.
2. Expand programs to inform and engage historically underutilized businesses to increase contracting opportunities with ODOT.
3. Create a position description writing process that minimizes bias.
4. Build surface transportation workforce development programs that remove employment barriers for underrepresented populations, and better aligns our job training and intern opportunities to workforce diversity goals.
5. Leverage employee engagement survey data to create opportunities to grow employee belonging and support the retention of a diverse workforce.



*Figure 9 – Attendees at ODOT's Diversity, Equity and Inclusion Conference.*

6. Secure community engagement contracts with non-profit community-based organizations to build capacity in order to serve as prime contractors for engagement services now and in the future.
7. Build self-paced diversity, equity, inclusion, and belonging training for all employees.

### **Long-term goals**

8. Provide in-person comprehensive diversity, equity and inclusion training to the entire agency.

### **Strategies**

- Scale up the interview and engagement toolkits so they are used agency wide.
- Enhance employee belonging by equipping leaders and expanding employee resources.
- Implement the recommendations from the state Disparity Study. Implement the commitments outlined in the five-year plan submitted in response to EO 22-15 and launch OregonBuys and AASHTOWARE to improve reporting for accountability.

### **Performance measures**

- Workforce Choice Index score
- Workforce diversification

## **Small Business Program and Disadvantaged Business Enterprise**

The primary goal of ODOT's Small Contracting Program is to provide a contracting mechanism for outreach to business entities. The program is a means to build effective working relationships with companies who can benefit from the knowledge and experience of working as prime contractor on ODOT projects. ODOT staff can provide a mentor relationship with these companies, working with them to gain the skills required to be successful in contracting opportunities with ODOT.

ODOT also strongly encourages, and is committed to, the participation of Emerging Small Businesses in the contracting opportunities program. The mission of the program is to create new and innovative contracting opportunities for Oregon's small business community. It's also a goal of the program to assist small businesses in overcoming barriers to participating in the state's extensive public contracting procurement programs.

The U.S. Department of Transportation oversees the national Disadvantaged Business Enterprise program. A disadvantaged business is defined as a small business that is at least 51% owned by:

- Minorities: Blacks, Hispanics, Native Americans, Asian-Pacific Americans and Subcontinent Asian Americans.
- Women.
- Other individuals on a case-by-case basis.



ODOT has established a Disadvantaged Business Enterprise program in accordance with federal requirements. It is agency policy to never exclude any person from participation in, deny any person the benefits of, or otherwise discriminate on the basis of race, color, sex, national origin, or disability in the award and administration of public contracts. ODOT policy also ensures disadvantaged businesses have an equal opportunity to receive and participate in agency contracts.

ODOT has an overall program goal of 23% disadvantaged business usage, which has been approved by the Federal Highway Administration within 49 CFR §26.45. This goal is broken into two parts, where 17% of Disadvantaged Business Enterprise program usage will be race-conscious and 6% will be race-neutral. Performance of the program is tracked through uniform reports on a regular basis.

**Lead work group**

- Office of Social Equity and Civil Rights

**Goal**

1. Achieve 23% DBE usage across applicable contracts.

**Strategies**

- Create a level playing field where disadvantaged businesses can compete fairly for public contracts.
- Remove barriers for disadvantaged businesses to participate in contracting.
- Assist firms so they may compete successfully in the marketplace outside the Disadvantaged Business Enterprise program.
- Provide technical support/training to buyers so they utilize the Small Contracting Program database.
- Establish a database that includes a pre-qualified list of vendors for a variety of disciplines.
- Assist and encourage other state and local agencies to have emerging small business programs.
- Ensure that opportunities are available statewide to a diverse pool of businesses.

**Performance measure**

- Percent of ODOT contract dollars awarded to emerging small businesses and disadvantaged businesses.



## Plan Implementation

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Successful implementation of the goals and strategies of this Sustainability Plan will depend on carefully prioritized strategies and initiatives, and with support for changes in management practices and actions of ODOT's employees at all levels. While some actions depend on policy and budget choices of executive management, others depend on the awareness and daily actions of employees. ODOT employees continue efforts to incorporate sustainability in their daily work. Staff are making a difference by being energy conscious, considering environmental impacts when making purchases, driving zero-emission vehicles for business trips, recycling, and finding other sustainable ways to carry out agency responsibilities.

At the policy level, ODOT participates on interagency task forces and develops agency responses to sustainability and climate change issues. ODOT provides input to the Oregon Climate Action Commission, Interagency Sustainability Coordinator's Network, and presents to the Oregon Sustainability Board. And, with the formation of the ODOT Climate Office, there are now dedicated staff working to embed climate policies throughout the agency.

To reach the goals set forth in the Sustainability Plan, many initiatives will require that work plans be developed in coordination with the lead work groups. Successful work plans should reference – and update as appropriate – the performance measures provided in this plan. For example, the Sustainability Program assisted Fleet Services on a work plan to reduce GHGs from fleet operations based on guidance from the Sustainability Plan. Other work plans will need to be created and Climate Office staff can help initiate as appropriate.

Sustainability Program staff should undertake various activities to collaborate and implement the goals and strategies of the plan. These activities include:

- Host educational training sessions.
- Submit articles in agency publications.
- Engage region-based sustainability teams or establish teams if they don't exist yet.
- Influence relevant policies and protocols.
- Establish requirements with appropriate Lead Working Groups.

Successful implementation of ODOT's Sustainability Plan requires dedication, collaboration and innovation. Through prioritizing goals and implementing the best practices discussed in this plan, the agency efforts will result in tangible environmental, social, and economic benefits.

As ODOT moves toward implement the Sustainability Plan, it is important staff remains flexible and adaptive, continuously refining strategies to address emerging challenges and opportunities. Through collective action and a shared commitment to the three pillars of sustainability, the agency can pave the way for a more sustainable future for all.