

OTC/ODOT Strategic Action Plan

2021-2023

Overview





The *OTC-ODOT 2021-2023 Strategic Action Plan* is a three-year roadmap designed to accelerate change toward specific outcomes that address Oregon's most significant transportation challenges. It represents the joint vision of the Oregon Transportation Commission and our department to provide Oregonians with a safe, equitable, modern and well-funded transportation system.

The plan revolves around three priorities—**equity**, **modern transportation system**, **sufficient and reliable funding**. These priorities set the overall direction for the agency, and include underlying goals that focus our work.

Priorities and Goals







Equity

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

-  Culture, Workforce, Operations and Policies
-  Economic Opportunity
-  Engagement
-  Climate Equity




Modern Transportation System

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

-  Preservation and Stewardship
-  Safety
-  Access, Mobility and Climate Change
-  Congestion Relief
-  Project Delivery
-  Innovative Technologies

Sufficient and Reliable Funding

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

-  Multimodal Funding
-  Road Usage Charging
-  Tolling
-  Department's Fiscal Health
-  Partner Funding

Outcomes and Metrics

At the heart of the [OTC-ODOT 2021-2023 Strategic Action Plan](#) are 10 near-term strategic outcomes designed to advance multiple goals simultaneously. Each outcome is tied to a metric that shows what we want to achieve and by when. *See the full plan for more information on implementing actions, which are the steps we'll take to achieve or make meaningful progress toward our strategic outcomes by 2023.*

Outcome:	Metric:	Lead:
1. Increase Our Workforce Diversity	By the end of 2025 ODOT will materially increase the hiring and retention of minorities, women, and people who live with disabilities at all levels of the organization.	Erika McCalpine <i>Assistant Director for Social Equity</i>
2. Implement a Social Equity Engagement Toolkit	By the end of 2025, one hundred percent of ODOT projects will apply ODOT's Social Equity Engagement Toolkit.	
3. Reduce Our Carbon Footprint	By the end of 2023, begin to reduce greenhouse gas emissions from ODOT activities.	Suzanne Carlson <i>Climate Office Director</i>
4. Electrify Oregon's Transportation System	By the end of 2023, triple the number of electric vehicles on Oregon's roads. By the end of 2025, expand statewide electric vehicle charging infrastructure by ten percent.	
5. Improve Access to Active and Public Transportation	By the end of 2023, increase the percentage of agency funding dedicated to projects and programs that improve equitable access to walking, biking and transit.	Karyn Criswell <i>Public Transportation Division Administrator</i>
6. Reduce Congestion in the Portland Region	By 2023, begin making investments in the Portland region to reduce traffic congestion as defined by the average number of hours per day a driver experiences congestion.	Della Mosier <i>Urban Mobility Office Deputy Director</i>
7. More Dollars to Black, Indigenous, People of Color and Women Owned Businesses	By 2024, increase the total dollars given to BIPOC and women owned businesses annually.	Erika McCalpine <i>Assistant Director for Social Equity</i>
8. Implement Transformative Technologies	By the end of 2023, will make advancements in projects that bring transformative technology to Oregon's Transportation System.	Galen McGill <i>System Operations & ITS Manager</i>
9. Implement Large-scale Road Usage Charging	By 2023, complete identified critical actions to advance large-scale Road Usage Charge capacity by 2026.	Maureen Bock <i>Chief Innovation Officer</i>
10. Achieve Sufficient Funding	By the end of 2025, increase total funding for all modes of Oregon's transportation system.	Travis Brouwer <i>Assistant Director for Revenue, Finance and Compliance</i>