



**OREGON DEPARTMENT OF TRANSPORTATION
SUSTAINABILITY PLAN**

March 2004

TABLE OF CONTENTS

INTRODUCTION	1
Background	1
Transportation, the Community and the Economy	1
ODOT’s Strategic Direction	2
Goal 1	2
Goal 2	3
Goal 3	3
Transportation Impacts	4
Air Quality	5
Energy and Climate Change	5
Water Quality	6
SUSTAINABILITY ACTIONS	6
Sustainability Actions	6
Action 1	7
Action 2	12
Action 3	15
Other Sustainability Action Goals	17
Community	17
Environment	18
Efficiency	19
Economy	20
LOGISTICS OF ADMINISTRATION AND COORDINATION	20
Fitting into the Agency’s Strategic Plan	20
Internal Education and Communication	21
Coordination with Local Partners	21
Coordination with Other Agencies	22
Roles and Responsibilities	23
CONCLUSION	23
APPENDIX A	25
Potential Actions from Governor’s June 2003 Letter	25
APPENDIX B	27
Local Outreach and Coordination	27



Oregon
Theodore R. Kulongoski, Governor

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The Honorable Bill Bradbury
Secretary of State
Chair, Oregon Sustainability Board

Dear Mr. Bradbury:

It is with pleasure that I forward to you the Oregon Department of Transportation Sustainability Plan. This plan represents ODOT's response to Governor Kulongoski's Executive Order 03-03 that requested 20 state agencies to undertake sustainability programs in the immediate future. More importantly, the plan reflects ODOT's continuing commitment to increased jobs and economic development, more vital communities and a healthier environment.

This plan contains an introductory discussion of the impacts of a modern transportation system. It also includes an extensive list of commitments and actions that ODOT is taking to promote sustainable practices. The actions range from internal practices that change our contract and grant specifications to long-range statewide planning.

The department's work is not finished, but the governor's leadership has set us on a continuing path of doing and learning — a path toward sustainability. We look forward to working with you as we move forward.

Respectfully,

Bruce A. Warner
Director
Oregon Department of Transportation

OREGON DEPARTMENT OF TRANSPORTATION SUSTAINABILITY PLAN

INTRODUCTION

Background

Interest in sustainable development — the concept of integrating economic development, community livability and ecology — has been growing throughout the world.

“Concern about sustainability is rooted in the growing awareness that human activities have significant environmental impacts that can impose economic, social and ecological costs. Global air pollution, the durable effects of manufactured toxins, degraded natural resources such as fresh water and fisheries, and the cross-border nature of many environmental problems all highlight the need to view human impacts from a broad perspective.”¹

The State of Oregon is part of the growing number of governments pursuing sustainable development practices. ORS 184.421 and Governor Ted Kulongoski’s Executive Order 03-03 on Sustainability recently set the stage for developing sustainable practices in Oregon. Governor Kulongoski describes the outcome of his Executive Order:

“My Sustainability Initiative will guide the way for Oregon to achieve greater economic prosperity, more vital communities and a healthier environment. We will only succeed when we view these three goals as inseparable. We cannot afford to pursue economic strategies at the expense of the quality of life that makes Oregon a sought-after place to live and work. We must strive to imbed sustainability into the fabric of Oregon’s economic and social, as well as environmental, policies.”

Transportation, the Community and the Economy

Transportation’s role in the state’s economy cannot be understated. A vital multimodal transportation system, including air, water and land, is a key component to sustained economic development. Our transportation system of air, water, rail and highways allows our economic engine to run. The transportation system provides access to work, mobility for freight and connectivity between communities. This is true at the local level as well as at national and international levels. Oregon is a gateway to the world, as well as a gateway to the United States for inbound passengers and goods.²

¹ Victoria Transport Policy Institute, Issues in Sustainable Transportation, Todd Litman and David Burwell, Feb. 4, 2004.

² Governor Kulongoski’s speech at the Leadership Summit, Dec. 1, 2003.



In addition to providing connectivity, the Oregon Department of Transportation is putting people back to work with the Oregon Transportation Investment Act III, a \$2.5 billion funding package for roads and bridges. On average, every \$1 million in transportation construction supports 19 family-wage jobs. That means the 10-year construction phase of OTIA III will sustain 4,750 jobs per year. When added to the existing construction volume funded through other sources, Oregon will spend \$4.78 billion in the next 10 years on highway construction, supporting almost 9,000 jobs in the private and public sectors.

ODOT has long sought to address social, economic and community needs. ODOT’s mission is “to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.” The department’s Strategic Direction has established three high-level goals: improve safety, move people and goods efficiently, and improve Oregon’s livability and economic prosperity. Through this strategic direction, the following goals and outcomes were developed and have been instituted throughout the department. All are consistent with sustainability considerations.

Specifically, in the vision for Goal 2, the agency includes serving all segments of society while supporting the movements of goods and people by the most cost-effective mode and maintaining the infrastructure in its most cost-effective state. Goal 3’s vision is to improve Oregon’s livability and prosperity through working with local communities to ensure that the transportation infrastructure contributes to livable communities. This includes economic opportunity, transportation alternatives and projects that minimize negative impacts and, where possible, contribute to the restoration of natural areas.

ODOT’S Strategic Direction

Goal 1: Improve Safety

The Vision: Travelers and freight movers are confident that the safety of the transportation system is constantly improving. Safety is at the core of the design, operation and use of the transportation system. Each year the system becomes safer. Transportation related fatalities, injuries and property loss are reduced by implementing “best practices” in transportation safety throughout the department. Techniques like access management and intelligent transportation systems technology (ITS) increase capacity and improve safety of intersections, bus stops, rail facilities and grade crossings, weigh stations and through traffic. Unsafe drivers and vehicles are kept off the system. Injuries to ODOT employees and other transportation workers are reduced by careful attention to safety on the job and safety enforcement in work zones.

Outcomes:

- Reduce transportation related accidents and fatalities.
- Increase public satisfaction with safety.
- Rapid removal of dangerous drivers and vehicles from the roads.
- Reduce injuries to employees and transportation workers.

Goal 2: Move People and Goods Efficiently

The Vision: Travelers are confident of getting where they need to go reliably at a reasonable cost. All segments of society, including seniors, disabled citizens and low income people have access to transportation services and choices about which mode of transportation to use. Shippers are able to ship goods by the most cost-effective mode. Delays from congestion, construction, weather and accidents are reduced. The transportation infrastructure is maintained and protected in its most cost effective state. Access management techniques help to preserve existing capacity and contribute to safer roads. New technology improves the efficiency of the system by better managing traffic networks, by providing timely information to travelers and by identifying and reducing delays from crashes and other causes. New technology and best practices in construction techniques and materials improve the quality of infrastructure and reduce delays from construction and maintenance activities.

Outcomes:

- Improve system operation from the user perspective (highways, rail, transit and other modes).
- Reduce hours of delay experienced by travelers and goods movers.
- Improve efficiency of DMV, Motor Carrier and other ODOT services from the customer perspective.
- Ensure equality of opportunity to access transportation systems and services. (Seniors, disabled citizens, low income people and others).
- Improve choices of travel and shipping alternatives.
- Increase access to the transportation system and services.
- Increase reliability of intermodal transfers in a seamless system.
- Maintain and preserve facilities and equipment.

Goal 3: Improve Oregon's Livability and Economic Prosperity

The Vision: Oregonians view the transportation system as an integral part of the community and the economy. Yet, every community has a different set of challenges: growth or too little growth, worker shortages or too few jobs. ODOT works with state, local, citizen and business leaders to develop transportation solutions that fit the community and state interest. By working together, we minimize the negative aspects of growth and take advantage of the opportunities. Transportation contributes to desirable urban and rural areas, helps to create safe, livable communities including revitalized urban centers, downtowns and main streets. Highways, freight services and passenger services link all parts of the state contributing to economic opportunity for all regions. Community values are reinforced by transportation alternatives that are compatible with local land use plans. The visual quality of scenic byways and other tourist routes is enhanced through cooperation with local governments and land management agencies. ODOT selects and implements projects and programs that minimize negative environmental impacts and contribute to restoration of natural areas where possible.



Outcomes:

- Reduce number of economically distressed communities.
- Increase business opportunities in economically distressed communities as a result of transportation improvements.
- Increase the number of cities and communities with a variety of coordinated transportation options available to residents.
- Reduce travel times and delays between communities in key freight corridors.
- Enhanced scenic qualities of byways and tourist routes.
- Reduce adverse impacts of transportation on air and water quality.

These goals have taken shape and are reflected throughout the agency in the development of business plans and budgets. They also are reflected in the long-range plans, including the Oregon Transportation Plan and its modal components. These plans are the foundation for the development of an integrated transportation system based on a policy of cooperation and partnership between ODOT and local governments that supports more compact, livable and transportation-efficient communities.

Transportation Impacts

An underpinning of ODOT’s support of sustainability is its recognition of transportation’s impact on the environment. Although transportation facilities are vital to the fabric of community and economic development, the benefits do not come without cost.

To better understand the context in which ODOT is continuing to address the environmental, energy and human impacts of travel and transportation development, it is first important to identify the impacts of our present transportation system.

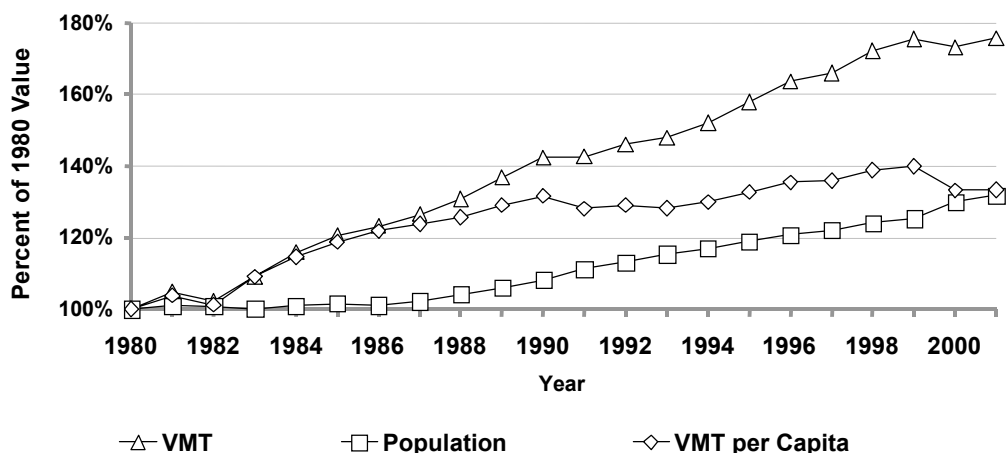
“In the United States and other developed countries, transportation is a major focus of sustainable development inquiries, for the simple reason that transportation is so prominent in the many problems that sustainable development aims to address. The United States produces some 30 percent of the world’s total greenhouse gas emissions; transportation accounts for 25 percent of those emissions.”³

Oregon’s transportation impacts are similar to that of the rest of the United States. Scientists generally agree that increasing concentrations of greenhouse gases, including carbon dioxide, are causing the average temperature of the Earth to rise. Transportation activities in the United States are estimated to be the largest single source of greenhouse gas emissions in the world.

³ Transportation Research Record No. 1792, Sustainability and Environmental Concerns in Transportation 2002, Planning and Administration, Elizabeth Deakin.



**Statewide VMT, Population, and VMT per Capita: 1980 - 2001,
to 1980 Values**



Air Quality

Although individual vehicles emit relatively small amounts of pollutants into the atmosphere, the large number of vehicles operating in the state and their hours of operation makes total air pollutant contribution from motor vehicles larger than any other single source. Motor vehicles pollute the air during manufacturing, oil refining and distribution, vehicle refueling and, most significantly, during use. The major pollutants from vehicles include ozone, particulate matter, nitrogen oxides, carbon monoxide, sulfur dioxide and toxins. Motor vehicles also emit large quantities of carbon dioxide.

However, Oregon’s air is healthy for all residents to breathe nearly 100 percent of the time. The major pollutants associated with transportation activities — carbon monoxide, ozone and particulate matter — are generally declining. Vehicles generally use engines that burn fuels more efficiently and have fewer emissions. State and local governments have paved dusty roads to reduce ambient particulate matter (PM₁₀). However, levels of PM_{2.5} — particulate matter that is 2.5 microns or less in size — is increasing because more vehicles are driving more miles.⁴

Energy and Climate Change

Various studies say that transportation is the first or second largest energy consumer in the United States, and its use of energy more than tripled from 1949 to 2000. Petroleum continues to be the main source of energy used by the transportation system. Motor vehicles account for about two-thirds of the petroleum consumed. While consumption has risen, domestic supply has declined. U.S. production of crude oil and natural gas plant liquids peaked in 1970 at 11.2 million barrels per day. By 2000, production had fallen to 8.1 million barrels per day, and the United States imported more petroleum than it produced.

The Oregon Office of Energy predicts that carbon dioxide emissions in the state will increase by 32 percent from 1990 to 2015. These emissions are increasing mainly because driving is increasing.

⁴ Oregon Transportation Plan Update: “2003 Transportation Overview.”



In addition to increased driving, the fuel economy of light vehicles is also lower than it was at its peak of 22.1 mpg in 1987. But major automobile makers and others are exploring alternatives to gasoline- and diesel-fueled vehicles and expect to produce fuel cell vehicles in the near future. (Most forecasts say that fuel cell technology is still years away from any significant use.⁵) Competition to fuel cells may come from advanced conventional vehicles with gasoline and diesel options, hybrid and compressed natural gas vehicles, and hydrogen-powered internal combustion engines. Some believe that large-scale hydrogen fuel, produced from biomass or from nuclear, solar, water or wind power, could be the solution to many transportation energy problems, including greenhouse gas emissions and energy security. Others see increased use of compressed natural gas, biodiesel and ethanol in the future. Cost will be a major factor.

Hybrid vehicles already are selling well. The gas engine runs the car when necessary but also charges the battery to run the electric motor. National package delivery companies and others are exploring the use of hybrid electric vehicles as well as those powered by hydrogen fuel cells, compressed natural gas and all electricity.

Notwithstanding increased vehicle and fuel efficiency, a sustainable transportation system needs to include multimodal opportunities and reduce reliance on the automobile. This is where the Oregon Transportation Plan and its modal components become the key long-term component of ODOT's strategy to develop a more sustainable transportation system — one that includes community development patterns that encourage walking, biking, transportation demand management, transit and rail.

Water Quality

Transportation is a source of non-point water pollution. Paved roads and parking lots, for example, are impervious surfaces. Storm water that falls on these surfaces picks up chemicals and pollutants and deposits them into open bodies of water. ODOT is implementing best management practices to reduce water quality impacts from state highways, bridges and other facilities. Transportation-related pollution prevention practices appear to be effective, because water quality in streams has improved during the past decade.

SUSTAINABILITY ACTIONS

Within this long-term concern about transportation for the community, the economy and the environment, ODOT has embraced both the Oregon Sustainability Act and the Executive Order on Sustainability. Following enactment of the Oregon Sustainability Act, ODOT developed a matrix of the impacts in each division of the agency.

With Governor Kulongoski's Executive Order, the agency considered what could make the biggest long-term difference within the realm of current budget and workload constraints. (Appendix A contains the full text of the potential actions from the governor's guidance.) Three actions have been under consideration by the agency for some time. However, the Executive Order provides impetus to move them forward.

⁵ Road Ecology, Science and Solutions, 2003, page 285, Forman, Sperling, et al.

ODOT is taking on the three actions under this sustainability plan. The actions work together to address many of the sustainability impacts of the agency through construction methods, maintenance and operations, and long-term strategic planning. In brief, the three actions are:

1. Implement the Oregon Transportation Investment Act III Bridge Replacement Program construction projects in a sustainable manner.
2. Develop an ODOT Maintenance Environmental Management System.
3. Renew the vision of a balanced, multimodal transportation system that includes sustainability considerations in the update of the Oregon Transportation Plan.

These three actions and their potential impacts are described in more detail below. Because each action and resulting project is large, with broad implications, all of the applicable key elements are defined for each. Agencywide activities that address sustainability goals are listed in the following section.

ACTION 1: Implement Oregon Transportation Investment Act III Bridge Replacement Program construction projects in a sustainable manner.

PROJECT DESCRIPTION

In 2003, the Legislature recognized the problem of aging and cracking bridges around the state. These bridges not only threaten safe travel, but closed bridges cause freight delays. The 2003 Legislature also recognized the economic revitalization possible with large capital projects and funded \$2.5 billion in transportation projects as the Oregon Transportation Improvement Act of 2003, or OTIA III. Of these funds, \$1.3 billion are earmarked to replace 365 bridges on the interstate and state highways.

The Governor's Letter to agencies that accompanied his Executive Order recommended several actions for ODOT, including one to *develop specific sustainability measures and criteria for the demolition, design and construction of bridges in the state*. This recommendation is a part of this project.

ODOT recommendations for the implementation of the OTIA III Bridge Delivery Program include the following goals:

- Stimulate the economy.
- Employ efficient and cost-effective delivery practices.
- Maintain freight mobility/keep traffic moving.
- Build projects that are sensitive to their communities and landscape.
- Capitalize on funding opportunities.

As a legislatively mandated and funded program, the Bridge Delivery Program is within the Legislatively Approved 2003-2005 Budget.

The Bridge Delivery Program addresses several components of the ODOT mission by creating a safer transportation system. The program supports local communities by ensuring connectivity and increasing the reliability of intermodal movement of goods. It endorses and promotes environmental stewardship and provides incentives for excellent environmental performance.



The goals and objectives of the program also support economic opportunities for a number of Oregon companies. Accomplishing this work in a way that supports sustainability stretches the agency; it is a challenge to deliver a project of this magnitude while assuring the values inherent in the mission and strategic direction of the agency. ODOT will employ a practice used by other public agencies and private-sector firms to achieve sustainability goals: using the power of the contract and contract specifications to support the environment, the economy and the community.

CURRENT ACTIONS

Partnering – The OTIA III Bridge Delivery Unit is working with an external Policy/Technical Stakeholders Committee and an internal ODOT Oversight Committee to develop the program. Partners in the Policy/Technical Stakeholders Committee represent a number of business and transportation interests along with the Association of Oregon Counties and the League of Oregon Cities. Working with this group, ODOT developed the goals listed above. Two key components are being incorporated in the implementation of the Bridge Replacement Program: Context Sensitive and Sustainable Solutions, and Context Mapping.

Context Sensitive and Sustainable Solutions (CS³) Approach – During 2003, ODOT began the work to implement the Context Sensitive and Sustainable Solutions, or CS³, approach. The four essential aspects of the CS³ approach include:

1. Effective decision-making,
2. Outcomes that reflect community values and are sensitive to environmental resources,
3. The principles of sustainability and
4. Safe, efficient and financially feasible solutions.

Context Mapping – During 2003, ODOT worked with internal staff and a number of other state, federal and local agencies to build an environmental database on each project site. The database mapped the location of potential impacts to wetlands, riparian areas, archeological sites, cultural resource and historic sites, threatened and endangered species and their habitat, wildlife crossings and other habitat considerations. This information will be used to avoid or minimize impacts to resources as much as possible during construction and to influence the design of the new bridges to avoid or minimize permanent impacts.

Initial mapping will be followed by more thorough assessment of each potential impact site if impacts cannot be entirely avoided. At that point, compensatory mitigation may become a factor. However, the goal is to avoid impacts and, therefore, minimize the need for mitigation.

Barriers to implementing these activities were primarily related to the difficulty of implementing change within the organization. This issue was addressed within the agency by creating the OTIA III Bridge Delivery Unit and pulling many of the activities out of other agency sections as they pertain to the OTIA III Bridge Delivery Program. The OTIA III Bridge Delivery Unit is in an organizational position with high visibility that answers to the ODOT Deputy Director and an ODOT Oversight Committee. The OTIA III Bridge Delivery Unit also is using outside contractors to deliver most of the work. Through the use of specifications in the contracts, as well as contract oversight, ODOT has control of the elements and requirements of the project.

ACTIONS THAT CAN BEGIN WITHIN A YEAR

The following actions will begin this year. The program is just getting started, and the efforts will be ongoing for several years. More measures will be developed as the program progresses, and these will be provided in future Sustainability Plan updates.

Environmental Management System for Bridge Design and Replacement – This is a requirement in the solicitation for a bridge Project Management Firm. The Environmental Management System will manage the environmental activities, reduce environmental impacts, increase operating efficiency and promote sustainable transportation solutions. In other words, an EMS will assist ODOT in meeting its environmental stewardship responsibilities. This was a recommendation in the governor’s letter that accompanied the Sustainability Executive Order.

A major focus of the EMS will be managing bridge demolition activities. The goal is to keep as much waste concrete, rebar, asphalt and other building materials out of landfills as possible. ODOT is challenging contractors to find ways to reuse waste materials within the projects or to market them for reuse opportunity. This activity should generate a number of creative solutions that will have implications for future construction projects in Oregon and other states.

Contracts that Promote Sustainability – Almost all of the work of the OTIA III Bridge Delivery Program will be done through consultants and contractors. Through bid specifications, ODOT will hire contractors who support the sustainability goals and practice environmental stewardship. ODOT also will size the contracts to allow diversity in size and capacity of contractors in order to encourage economic growth.

The design-build construction model is relatively new to ODOT but may be used extensively in the OTIA III Bridge Delivery Program. With the same contractor managing the design and the construction, there is an incentive to design projects that provide construction efficiencies or otherwise improve the construction phase of the project. Avoiding or minimizing environmental impacts will speed project schedules and reduce mitigation costs.

Another contract element to promote sustainability is the use of incentives for excellent environmental performance. In addition to the legal requirements and other requirements specified by ODOT, design-build proposals will be partially evaluated on how well they meet ODOT’s sustainability and stewardship goals. After the contractor is selected, the proposed elements become requirements in the contract. If the contractor goes beyond these contract requirements, the firm will be eligible for a financial incentive.

This incentive program has been used in pilot projects during the past year and is very successful. One contractor provided the opportunity for employees to make proposals and share in the incentive. While the incentive amount was not a major motivator for the contractor, it was a significant amount to the workers on the job. A number of improvements resulted, including minimizing the impact of pile driving on the stream.

Contracts also are being bid in a range of sizes so that small, local contractors have the opportunity to participate. A number of steps are being taken to ensure that minority and



disadvantaged business owners can compete favorably for contracts. Oregon businesses also will be given preference.

Performance-Based Programmatic Biological Assessment – With technical support from the ODOT Environmental Services Section, the OTIA III Bridge Delivery Unit is developing a performance-based programmatic Biological Assessment with state and federal agencies to meet the requirements of the federal Endangered Species Act. This document will provide the parameters for the design and construction of the bridges to minimize negative impacts on the habitat of threatened or endangered species. Because a single set of parameters will apply to most of the bridges, they will be conservative to provide a margin of safety.

Wetlands Mitigation Banking Agreement – The OTIA III Bridge Delivery Unit, with technical support from the ODOT Environmental Services Section, is working with the Oregon Division of State Lands and the U.S. Army Corps of Engineers to address wetlands mitigation in a more successful way than in the past. In the past, highway construction that impacted wetlands mitigated for the loss in wetlands function by finding another piece of land in the same drainage basin that had similar qualities, and restoring or creating a wetland to replace the damaged one. This method of wetlands mitigation has been relatively unsuccessful. Oregon’s experience mirrors the national experience in wetland mitigation.

Instead, ODOT is looking at its long-term need for wetland mitigation and identifying large parcels of land that have a good probability of success as a restored or created wetland. Although it might result in mitigating outside of the immediate area of the impacted wetland, the ultimate success in restoring wetland function should be greater for the state as a whole, resulting in significant gains in environmental performance. The OTIA III Bridge Delivery Unit will work with the Environmental Services Section to make use of this effort to create large, consolidated wetlands mitigation sites in ecologically significant areas.

This project includes developing and implementing a maintenance and remediation program for wetland mitigation projects to ensure their success. After the wetlands are restored, or created and planted, they will be monitored and reported on as required by state and federal agencies, and adaptive management techniques will be employed to ensure successful sites. Successful methods and standards of practice will be established and documented. These practices will provide a model for successful wetland mitigation for other organizations. The new ODOT wetlands mitigation banking program will provide the predominant means of addressing wetland compensatory mitigation requirements for ODOT projects statewide.

DEFINE THE EFFECTS OF THESE ACTIONS

Partnering

- Build a model for bridge replacement that incorporates the needs and suggestions of impacted industries, communities and populations.
- Build on the knowledge of others to develop a model that supports long-term economic growth as well as immediate job creation.
- Address the needs of special populations.

Developing Sustainability Objectives

- Support immediate job creation and long-term economic growth.
- Develop a model for bridge construction that results in contracting with small, local businesses and businesses with disadvantaged and minority owners as well as with larger companies.
- Identify and implement efficient delivery methods, using a life-cycle cost model to measure effectiveness.
- Keep freight and traffic moving through and around construction zones so that commerce and the movement of people are not negatively impacted.
- Involve communities and stakeholders in design decisions so that the results support local goals.
- Develop methods to minimize negative impacts on the environment and wildlife.

Using a Context Sensitive and Sustainable Solutions Approach

- Ensure decisions that promote safety, efficiency and community values.
- Ensure that all sensitive areas are avoided or considered in design and construction decisions, including environmental, archeological, historical and cultural resources.

Context Mapping

- Avoid damage to wetlands; riparian areas; archeological, historical and cultural resources; habitat; and the environment.
- Increase the efficiency of design work by identifying potential problems up front so that they can be avoided, rather than making design changes or mitigating for them later.

Environmental Management System for Bridge Design and Replacement

- Reduce the amount of demolition materials going to landfills.
- Reduce the amount of new materials being used by maximizing recycling and reuse of construction waste into the new construction.
- Ensure planning that results in prevention of environmental damage from the use of hazardous materials and other pollutants.

Contracting to Promote Sustainability

- Support the growth in the local economies.
- Support the growth of small, new and challenged businesses.
- Provide incentives for contractors to go beyond the minimum requirements to protect the environment.
- Provide jobs for local residents.

PERFORMANCE MEASUREMENT

- 100 percent of the 193 bridges scheduled for design or construction by December 31, 2005, will utilize sustainability criteria.
- Set the targets for percent of construction debris from demolition and construction that is reused or recycled by June 1, 2004. When these targets are set, the plan will be updated.



RESPONSIBILITY

Heather Catron is the OTIA III Bridge Program manager. The OTIA III Bridge Delivery Unit is working closely with ODOT's Environmental Services Section to ensure that it meets agency standards.

COMMUNICATIONS

As a part of its responsibilities, the Program Management Team will develop a public involvement/information program to ensure participation of internal and external stakeholders, including businesses, agencies, communities and tribal governments.

COORDINATION WITH OTHER AGENCIES

All of the OTIA III Bridge Delivery Program steps are reviewed with representatives from a number of natural resource agencies, including:

- U.S. Fish and Wildlife Service
- NOAA – Fisheries
- U.S. Army Corps of Engineers
- U.S. Environmental Protection Agency
- Oregon Department of Fish and Wildlife
- Oregon Division of State Lands
- Oregon Department of Environmental Quality
- Oregon State Historical Preservation Office
- Oregon Department of Land Conservation and Development

ACTION 2: Develop an ODOT Maintenance Environmental Management System.

PROJECT DESCRIPTION

This action is identified in the Governor's Letter to the Sustainability Executive Order as a recommended project for ODOT, as follows:

Oversee development of an Environmental Management System (EMS) in the Highway Maintenance Section by a certain date to minimize the environmental impacts of the maintenance of the transportation system throughout Oregon while providing an effective transportation system that supports both the economic activities of the state and the livability of communities.

ODOT is implementing this recommendation by starting with the maintenance yards, a part of the Maintenance Division with major impacts. The EMS may later be expanded throughout the division and the agency. ODOT has more than 90 maintenance yards. Most of them were developed in the 1930s to 1950s, when the potentially negative impact to the environment by maintenance practices was not widely understood. The stretch for the agency is to change long-standing practices while remaining budget-neutral.

This action reflects Goal 3 of the ODOT Strategic Direction, relating to Oregon's livability and economic prosperity. A part of the vision of this goal is to minimize negative environmental impacts, and specifically the outcome, to "reduce adverse impacts of transportation on air and water quality."

ODOT Maintenance will assess its current environmental protection activities, commitments and data and consider how they can be organized to support, develop or comprise a basic EMS for ODOT maintenance yard complexes. As part of this assessment, ODOT will look at the possibility of developing a Maintenance Yard EMS that meets ISO-14001 standards as a means to reduce or eliminate environmental impacts.

This process will develop a work plan that implements the following steps:

- Review existing laws.
- Identify policies and procedures.
- Outline roles and responsibilities.
- Develop strategies to meet these environmental laws with quantifiable benchmarks.
- Develop training.
- Develop an audit and review process.
- Develop a documentation process.

"Plan, do, check and adapt" will be the framework for the project.

CURRENT ACTIONS

ODOT Maintenance recently prioritized the management of environmental impacts at the ODOT maintenance yards. Several projects were initiated to address federal water resource protection requirements for the yards, including an oil spill protection program and a drainage feature inventory project.

Programs that support the EMS for maintenance yards are the Salmon and Clean Water Units in the Office of Statewide Maintenance. The units' Best Management Practices define how routine road maintenance activities are performed to protect salmon and waterways. In addition, each ODOT maintenance district has developed an integrated vegetation management program that protects environmental resources and minimizes environmental impacts associated with vegetation management activities.

The EMS process and audit system that ODOT Maintenance develops will define and prioritize ODOT environmental protection and sustainability actions for road and bridge maintenance activities. The EMS will acknowledge ODOT budget limitations and recommend programs or actions accordingly. The EMS also will focus on saving time and money and conserving ODOT resources.

ACTIONS THAT CAN BE IMPLEMENTED IN A YEAR

The Office of Maintenance will continue to move forward with efforts to minimize environmental impacts associated with ODOT maintenance yards. During 2004, ODOT will seal all yard



drainage systems that have a high potential to inject wastewater contaminated with automotive fluids or other pollutants directly into the ground.

By the end of 2004, ODOT will complete the writing of spill protection plans for maintenance yards that store large amounts of petroleum products.

DEFINE THE EFFECTS OF THESE ACTIONS

These actions will help minimize soil and groundwater contamination from injection wells, dry wells, french drains and sumps, etc. Specifically, these actions are aimed at protecting Oregon water resources.

PERFORMANCE MEASUREMENT

- Spill Prevention Component: Have 100 percent of the plans for the 30 required yards completed by December 31, 2004. Have 100 percent of the plans fully implemented by December 31, 2006.
- Underground Injection Control Component: Disconnect 100 percent of the remaining automotive wells by June 30, 2004. Close 100 percent of the automotive wells by June 30, 2008.

RESPONSIBILITY

Sue Chase, Office of Maintenance, will have responsibility for the project.

COMMUNICATIONS

ODOT will develop a guidebook for environmental practices at the maintenance yards by the end of 2004. Maintenance will prepare an annual report on accomplishments.

COORDINATION WITH OTHER AGENCIES AND PARTNERS

The Oregon Department of Environmental Quality and the U.S. Environmental Protection Agency will be primary coordination agencies in the development of the basic EMS. ODOT already has coordinated extensively with EPA in developing its spill prevention and drainage management programs for the ODOT maintenance yards. ODOT plans to coordinate additional water resource protection activities for the yards with DEQ when it begins National Pollutant Discharge Elimination System (NPDES) permit negotiations in the summer of 2004.

ACTION 3: Renew the vision of a balanced, multimodal transportation system that includes sustainability considerations in the update of the Oregon Transportation Plan.

PROJECT DESCRIPTION

The Oregon Transportation Plan is the state's 20-year multimodal plan. The first plan was adopted in 1992. The update will review the policies and directions that were in the original plan and formulate new policies and policy changes that reflect current trends. The plan work will be done through a clear public process that utilizes a steering committee and three policy committees, each made up of external and internal stakeholders, including officials from local jurisdictions. One of the policy committees will focus on Sustainability and Transportation Choices. The other two committees — Mobility and Economic Vitality, and Safety and Security — will deal with issues that fall under the broad umbrella of sustainability.

The OTP update is linked to the three goals of ODOT's Strategic Direction because it is the broad framework for all of the planning work for the department. Goal 1 deals with safety, which is the focus of one of the policy committees. The outcomes of Goal 2 address improving system operations, ensuring access to transportation systems and services, and improving choices of travel and shipping alternatives. Goal 3 deals with livable communities, economic opportunity and transportation alternatives. These issues will be worked through a committee process and stakeholder and public review of the plan policies with recommendations for the priorities for the statewide transportation system.

The Sustainability and Transportation Choices Committee will look at issues such as:

- Consideration of transportation's role in climate change.
- Intelligent Transportation System and innovations that support better management of the transportation system.
- Environmental streamlining and stewardship.
- Environmental justice.
- Consideration of full benefits and costs to include social and environmental impacts, as well as the benefits of mobility to users.
- The importance of reducing trips through things such as transportation and land use integration and transportation demand-management techniques.

CURRENT ACTIONS

The Transportation Development Division Planning Section is laying the groundwork for the plan update by developing background papers and formulating committee membership. ODOT interviewed about 70 stakeholders and did a policy gap analysis to help formulate the work that will be undertaken in the plan. The barrier to the original Oregon Transportation Plan was that there has been inadequate funding to implement the many goals and policies. The ability of transportation providers to fill the growing gap between Oregon's transportation needs and available funding will likely remain a crucial issue. The challenge, which will stretch the agency, is to find the appropriate balance in the policy language between the community, the environment and the economy and provide a sound basis for including these considerations in state and local transportation planning.



ACTIONS THAT CAN BEGIN WITHIN A YEAR

This plan is a multiyear effort that is expected to be complete by the end of 2005. The initiation of the work this year includes the following:

- Invite stakeholders to participate in the plan development.
- Hold a plan kick-off meeting in February 2004.
- Develop the transportation system needs analysis.
- Initiate the Policy and Steering Committee meetings.

DEFINE THE EFFECTS OF THESE ACTIONS

The 1992 plan included policies on livability, economic development and the environment. The update of the Oregon Transportation Plan will directly address sustainability, which will impact every aspect of transportation planning in Oregon. Planning activities are the source of development actions. The Oregon Transportation Plan is the guiding document for the state modal plans and local transportation system plans. Because it establishes investment scenarios, adding sustainability considerations will act as the guidance document for all other transportation plans in the state.

For example, state modal plans such as the Oregon Highway Plan, the Rail Plan and, when updated, the Public Transportation Plan will include sustainability considerations. This will include the issue that the Sustainability and Transportation Choices Committee will address. Under Oregon's land use planning program, local transportation system plans also follow suit with the policies in the Oregon Transportation Plan. The local plans will gradually reflect the guidance in the Oregon Transportation Plan, as local governments update their transportation system plans.

PERFORMANCE MEASUREMENT

One hundred percent of new modal plans and local plans, for those jurisdictions required to develop them, will:

- Emphasize transportation-efficient choices, such as support for transit, walking, rail and bike options.
- Emphasize transportation and land use decisions that lead to decreased vehicle miles traveled per capita.

RESPONSIBILITY

Gail Curtis, Oregon Transportation Plan Manager, Transportation Development Division.

COMMUNICATIONS

The plan will use many traditional methods for outreach, including stakeholder committee participation and adequate review by the various ODOT regions, the Area Commissions on Transportation and stakeholder interest groups. There will be general public review of the draft plan and an appropriate number of public hearings. The ODOT Web site will be kept up to date and accessible.

COORDINATION WITH OTHER AGENCIES AND LOCAL PARTNERS

A Steering Committee and three policy committees are involved in the Oregon Transportation Plan update. Committee membership selection will use criteria that support geographic representation and diversity. Representatives from other agencies, such as the Department of Land Conservation and Development, Aviation, Tourism and the Federal Highway Administration, will be invited to participate. The four committees will have local government representation. In addition, local governments will play a key role in identifying the local portion of the transportation needs.

Other Sustainability Action Goals

The following section describes completed, ongoing and planned actions consistent with the sustainability goals. The actions are grouped by themes that address community, environment, efficiency and economy.

Community

Transportation and Growth Management Program

- Continue providing transportation system planning assistance grants to local governments, ensuring that sustainability principles are clearly articulated in the application process as a focus for the 2005-2007 biennium.
- Help communities plan development patterns that will reduce reliance on the automobile and make it more convenient for people to walk, bicycle and use transit.
- Distribute the “Main Street Handbook” as a tool for livable communities and vital downtowns.
- Work with the Department of Administrative Services to develop a master three-party contract for use in the 2005-2007 biennium.

Highway Segment Designations

- Fund implementation of the Oregon Highway Plan transportation and land use policy.
- Look at grant criteria for various ODOT funding programs to support projects that include sustainability principles, such as the development of compact communities with a system of connecting streets that reduce reliance on the automobile, and encourage walking, biking and other transit opportunities.

Cultural Resources and Archaeology

- Promote pedestrian safety and preservation of downtowns by implementing ideas found in the “Historic Downtown Main Streets, Strategies for Compatible Streetscape Designs.”
- Continue to assist local governments with design enhancement projects for downtown historic commercial areas.
- Improve the opportunities for businesses to locate in older downtown buildings that result in better maintenance and rehabilitation efforts for historic structures.

Coordinated Public Transit Services

- Work cooperatively with Department of Human Services in the development of coordinated “call centers” from which client transportation services will be consolidated and centrally managed by public transit agencies.



Decrease Fatal and Injury Crash Rates

- Reduce the rate to .99 per million vehicle miles of travel by 2010. Immediate actions will include implementing steps to reduce youth crashes, supporting improvements to the enforcement and judicial system, and improving the quality of early driver training.

Environment

Collaborative Environmental and Transportation Agreement for Streamlining (CETAS)

- Continue to partner with the other CETAS agencies to identify ways to coordinate environmental protection and stewardship with major transportation projects.

Climate Change

- Participate on the Government Operations Subcommittee of the Advisory Group on Global Warming as a part of the Western Governors' Global Warming Initiative. Incorporate recommended projects into the next round of sustainability projects.

Reduce Fuel Emissions

- Purchase new vehicles based on revised Department of Administrative Services guidelines to reduce emissions of greenhouse gases. This includes purchasing and using the smallest appropriate vehicle for the task and purchasing hybrid and alternative fuel vehicles.

Convert Fleet to Lower Emission Diesel Engines

- When purchasing new trucks, specify that they meet new Environmental Protection Agency requirements for diesel engine emissions.
- Use a Request for Proposals for heavy equipment, with tighter specifications on sustainability considerations, including preference points to "Buy Oregon" consistent with the direction from the governor.

Endangered Species Act Compliance

- By the end of the 2003-2005 biennium, have a plan to implement an ODOT conservation banking program that provides a means of addressing unavoidable impacts to certain species.

Fish Passage Program

- Continue to create fish passage at obstructed culverts on a priority basis in concert with the Oregon Department of Fish and Wildlife.

Wetland Compensatory Mitigation

- By the end of the 2003-2005 biennium, have an operational ODOT wetlands mitigation banking program that provides the predominant means of addressing wetland compensatory mitigation requirements for ODOT projects statewide.
- Establish and document methods for long-term successful mitigation projects.

Native Plant Communities

- Expand the use of native plants in new landscape plantings.
- Expand the use of native grasses for roadside areas that currently are mowed.
- In addition to supporting native ecosystems, this can reduce the maintenance costs for vegetation management and mowing.

Truck Weigh-in-Motion Program (Green Light)

- The Green Light Program uses technology to weigh commercial heavy vehicles in motion rather than requiring them to stop at static scales. The results are fewer diesel emissions from idling at weigh stations, and monetary savings for the trucking operation in terms of time and fuel.
- Green Light Program goals are to increase the percentage of trucks precleared over the trucks weighed on static scales, recruit large truck fleets into the program and distribute up to 16,000 additional transponders.

Efficiency

Contracting

- As ODOT becomes an agency that outsources the majority of its highway construction-related work, contracts and specifications are a powerful tool that can take the agency a long way toward implementing sustainability. To that end, the agency will consider contract specifications that give preference to companies that have an environmental management system, including fuel-efficient vehicles and bio- and alternative fuels. Consideration will be given to life-cycle costs instead of first costs only.

State Purchasing Rules

- Continue to work with the Department of Administrative Services and the Department of Justice to develop model rules that implement the legislation revising the state purchasing laws.

Office Purchasing Practices

- Follow the new Department of Administrative Services guidelines for sustainable office purchasing practices.

Rail Contracts

- Weave sustainability into criteria and contracts for the Short Line Infrastructure Program and the Industrial Rail Spur Program.

New Vehicle Specifications for Public Transit

- Develop new vehicle specifications that include alternative-fuel and low-emissions engines as options.
- Redesign grant programs to include a vehicle preventative maintenance program to reduce emissions through better-maintained equipment.

Retrofitting Headquarters Building

- Work with the Department of Administrative Services to evaluate and develop a proposal to renovate the Transportation Headquarters building in Salem to deal with health, safety, efficiency and sustainability issues.
- Incorporate green building practices.
- Use sustainability principles in the relocation of headquarters staff.
- Look at access to buildings by multiple modes.
- Follow green building principles.
- Work with the city of Salem.
- Develop a master plan for ODOT facilities.



Energy Conservation

- Continue to benchmark and improve energy efficiency (electricity and natural gas).
- Evaluate the heating and cooling system in the Salem Materials Testing Laboratory and office building and consider a digitally controlled system to reduce energy use, increase occupant comfort and improve laboratory temperature controls.

Economy

Trucking Online Services

- Continue to work on this activity as part of ODOT’s response to the Executive Order on Regulatory Streamlining.

Driver and Motor Vehicle e-Business

- Continue to work on this activity as part of ODOT’s response to the Executive Order on Regulatory Streamlining.

Transportation Demand Management Program

- Develop a program that distributes the funding for Transportation Demand Management measures to local projects that shift the mode split away from single-occupancy vehicles and that reduce vehicle miles traveled per capita.
- The 2003 Legislature authorized \$1.5 million for this program. Seek additional funding sources to support these activities.
- Transportation Demand Management is one of the alternatives that will be looked at in the update of the Oregon Transportation Plan.

Rail Grants

- Incorporate sustainability criteria into the selection process for grants.
- The 2003 Legislature authorized \$8 million for the Industrial Spur Program to support industrial development with rail service and \$2 million for the Short Line Infrastructure Program.

LOGISTICS OF ADMINISTRATION AND COORDINATION

Fitting into the Agency’s Strategic Direction

ODOT’s mission — “To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians” — is the broad structure that provides the support for the three key goals of the ODOT Strategic Direction detailed in the introduction of this report. Goal 1, “Improve Safety,” is an important aspect of sustainability for the community. Goal 2, “Move People and Goods Efficiently,” is an important aspect for sustainability for the economy. Goal 3, “Improve Oregon’s Livability and Economic Prosperity,” addresses both the community and the economy.

In Oregon, where a healthy environment is a key element of livability to many citizens, the environment is also a part of Goal 3. The balance between transportation and the environmental, energy and human impacts of travel and transportation will continue to be an important focus of ODOT’s work as the agency continues to explore ways to influence travel habits in ways that control or reduce its negative impacts.

To support these strategic goals and sustainability projects, the agency will connect these sustainability initiatives to the agency's work plan and budget for the next biennium. With the existing strong connections between the elements of sustainability and the ODOT Strategic Direction, no major changes are necessary to bring sustainability actions into alignment with the agency's strategic goals.

Internal Education and Communication

ODOT is evaluating its internal communication tools to educate and inform its large staff on the sustainability concepts and project successes. The current primary tools for communication between divisions are the agency newsletter and regional or divisional meetings. Both of these will be used in teaching staff about sustainability, in sharing project successes and in encouraging other areas of the agency to take the initiative in adopting similar programs. Another idea that will be explored is the possibility of creating and maintaining a Web page on the agency intranet so that all staff who are interested can track progress and take advantage of opportunities to get involved. The agency is exploring other options with the Communications Division staff.

The sustainability coordinator is discussing the inclusion of sustainability in the next internal survey of agency staff attitudes. These periodic surveys are used as a gauge of staff attitudes, interests and concerns. Questions that could be helpful in implementing sustainability throughout the agency will be considered for the next survey.

More specific training on sustainability may become part of the general training available to ODOT staff. Funding for workshops and classes is being considered. If the Department of Administrative Services provides a training component for agency personnel on the basics of sustainability, it would be supported by ODOT. Another area of opportunity is the orientation provided for new employees. Human Resources staff will work with the sustainability coordinator to determine what is most appropriate and effective to include in ODOT's current training curriculum.

ODOT anticipates that the sustainability goals included in this plan will become part of the Director's Performance Plan. Additionally, it will follow that sustainability expectations will be included in the position descriptions of those responsible for implementation.

Coordination with Local Partners

ODOT has a history of consulting effectively with local partners, stakeholders and other agencies on their work. Advisory committees, multimodal transportation plans, policies and regulations demonstrate the department's commitment to consultation and coordination with local governments.

The framework of the Oregon Transportation Commission also reflects this commitment, with members representing different geographic areas around the state. An Oregon Transportation Commission member is assigned to each Area Commission on Transportation, and commissioners normally chair planning and policy advisory committees.

In addition to formal policies, ODOT has developed detailed guidance for staff and stakeholders to help carry out many of the adopted processes, and the department provides transportation data to



assist with transportation analysis and community development. A brief description of some types of ODOT's consultation requirements follows.

ODOT consults with a variety of stakeholder advisory committees, many of which focus on specific programs and activities. Some of the committees were established by state statute, while the Oregon Transportation Commission and the department initiated others. Examples include Area Commissions on Transportation, the Local Officials Advisory Committee, program-specific advisory committees and committees formed to advise the department on specific statewide planning documents or projects.

During multimodal and modal plan development, ODOT normally involves one or more advisory committees that include local government representation. The 1999 Oregon Highway Plan, for example, included an overall steering committee and four stakeholder advisory committees. City and county governments were represented on four of the five committees. Adopted plans include a summary of the stakeholder involvement.

The table in Appendix B identifies many of ODOT's key policies and procedures for consulting with local government stakeholders and is tabulated based on the type of obligation, statute, adopted plan, etc. Although this list is extensive, it is not necessarily all-inclusive and represents a moment in time. When available, electronic links are provided to assist in obtaining more information.

Coordination with Other Agencies

ODOT extends the sustainability value of communication with other state and federal agencies by coordinating with agencies through several programs and initiatives. ODOT is an original and active member of the Governor's Economic Revitalization Team. As such, ODOT has worked closely with the Department of Environmental Quality, the Department of Land Conservation and Development, Housing and Community Services, and the Economic and Community Development Department on issues of community and interagency concern since 1998. In 2003, the Division of State Lands and the Department of Agriculture were added to the list of agencies participating in the Governor's Economic Revitalization Team. ODOT area managers are on the regional teams to address local priorities and solve problems collaboratively. The director is a leader in setting high standards for interagency coordination and collaborative problem solving.

Since 1990, ODOT has worked with the Department of Land Conservation and Development through the Transportation and Growth Management program. The TGM program works with and funds local community planning to promote good land use decisions; compact urban development, where appropriate; and community development that supports the use of mass transit and alternative transportation modes. This program has been successful at bringing the two state agencies together to help local communities meet their goals within the broader statewide vision for land use and transportation systems.

Through the Collaborative Environmental Transportation Streamlining Agreement, ODOT has worked closely with 10 state and federal agencies to incorporate not only environmental regulations but also innovative environmental and habitat practices into transportation construction projects. ODOT provides funding to Division of State Lands, U.S. Army Corps of Engineers, NOAA–Fisheries and

U.S. Fish and Wildlife for dedicated staff to both service ODOT's regulatory needs as well as develop streamlined regulatory processes.

ODOT also works closely with the Federal Highway Administration on an ongoing basis to implement federal mandates and programs and to ensure appropriate use of federal funds.

Roles and Responsibilities

The next steps are to ensure a "sustainable" sustainability effort within the agency. In particular, the agency will be working through its Executive Team to:

- Designate a permanent sustainability coordinator for the agency and
- Define roles and responsibilities for sustainability program decision-making.

The location of the agency's sustainability coordinator is currently under discussion. It may be located in the Director's Office or the Communications Division for organizational visibility. It is also recommended that the Executive Team continue in an active role in the decision-making for the agency's sustainability efforts.

CONCLUSION

This report has identified the impacts of transportation and ODOT's activities on the community, economy and environment. It has identified three major projects that ODOT is undertaking to take a large step forward in supporting sustainability goals. It also lists a number of ongoing and new activities that also support sustainability. The actions support community involvement, local goals and values, and the economy. The intrinsic agency values reflected in the actions encourage approaching projects with care for safety, appropriate environmental consideration and cost-effective practices. At the core, ODOT's mission, Strategic Direction and the work defined in this plan reflect ODOT's interest in stewardship of the state's transportation system.

The three major projects will address construction and contracting methods for bridges, an environmental management system for maintenance yards, and incorporating sustainability concepts into the document that provide guidance for the state and local governments in developing plans for transportation in Oregon.

This report also describes the ways that the agency communicates these ideas and activities internally and the network that the agency uses to bring its local partners, stakeholders and other state and federal agencies into the discussion.

Ultimately, sustainability will become an intrinsic part of how ODOT accomplishes its mission, and the decisions and activities of the agency as a whole will continue to reflect a consciousness that puts a high priority on community, economic and environmental values. The agency is moving from a conceptual level of commitment to sustainability to a higher level of implementation of those values.



APPENDIX A

POTENTIAL ACTIONS FROM GOVERNOR'S JUNE 2003 LETTER

- Develop specific sustainability measures and criteria for the demolition, design and construction of bridges in the state.

This recommendation is being implemented as a part of Action 1: incorporating sustainability into the Bridge Replacement Project.

- Oversee development of an Environmental Management System (EMS) in the Highway Maintenance Section by a certain date to minimize the environmental impacts of the maintenance of the transportation system throughout Oregon while providing an effective transportation system that supports both the economic activities of the state and the livability of communities. The EMS could be documented so that cost and time savings can be identified along with environmental protection improvements. The documentation would be designed as a model for other ODOT Divisions, other state agencies, and other large government entities.

This recommendation is being implemented as Action 2: an EMS for the maintenance yards. The EMS will focus on only a part of the Maintenance Division facilities and activities, but will probably be expanded as the first part is completed.

- With DEQ: Determine options for reducing diesel truck and other diesel equipment idling, especially in populated areas, including their authority to implement such actions.

This recommendation is being implemented as part of ODOT's participation in the Climate Change Work Group of the Western Governors' Climate Change Initiative. The existing "Green Light" Program will be expanded to further reduce diesel emissions at weigh stations.



APPENDIX B

OREGON DEPARTMENT OF TRANSPORTATION OUTREACH AND COORDINATION

BACKGROUND

The Oregon Department of Transportation (ODOT) has taken a proactive approach in developing and implementing processes that support interaction with state and local governments and other stakeholders. The department has advisory committees, multimodal transportation plans, policies and regulations that demonstrate its commitment to consultation and coordination with transportation stakeholders. The framework of the Oregon Transportation Commission also reflects this commitment, with members representing different geographic areas around the state. Outreach includes advisory committees, planning and the Statewide Transportation Improvement Program (STIP) development process. Coordination includes the Governor’s Economic Revitalization Team, Collaborative Environmental and Transportation Agreement for Streamlining (CETAS), the Transportation Growth Management Program (TGM) and various rules, regulations and guidelines. In addition, the Department provides transportation data to assist others with transportation analysis and community development and provides transportation-related training to local partners.

Examples and a brief description of selected consultation and coordination activities are found below. The attached table provides the location of more information on Department interaction with federal and state agencies, local governments and other interested parties.

OUTREACH

ODOT consults with a variety of stakeholder advisory committees, many of which focus on specific programs and activities. Some of the committees were established by state statute, while the OTC and the Department initiated others. Examples include Area Commissions on Transportation, the Local Officials Advisory Committee, program and project specific advisory committees and planning committees.

Area Commissions on Transportation (ACTs)—The OTC established the ACTs as advisory bodies to improve communication and interaction between the OTC and local stakeholders who share a transportation focused community of interest. The OTC has adopted policy to guide formation and operation of the ACTs. At this time, ACTs represent ten geographic areas around the state.

Local Officials Advisory Committee (LOAC)—The OTC, in cooperation with the Association of Oregon Counties (AOC) and League of Oregon Cities (LOC), created LOAC to articulate the concerns of local government to ODOT. LOAC provides advice and works with ODOT on policies, programs, and activities affecting cities and counties in Oregon. This group has been assisting the Department for over 25 years.



Program Specific Advisory Committees—Consultation often takes place through agency membership on program specific advisory committees. These committees focus on issues with a rather narrow scope and have membership requirements specific to the character of the work. Many advisory committees report directly to the OTC; some have been established through state law or Governor’s Executive Order. Examples of program specific committees include the Oregon Freight Advisory Committee, Historic Columbia River Highway Advisory Committee, Oregon Transportation Safety Committee, Public Transportation Advisory Committee, Oregon Bicycle and Pedestrian Advisory Committee, Scenic Byways Program Advisory Committee and Transportation Enhancement Advisory Committee.

Project Specific Advisory Committees—The Statewide Transportation Improvement Program (STIP) Process Stakeholder Advisory Committee is an example of a committee formed for a specific purpose. The OTC convened the committee to provide recommendations for improvement to the STIP process, including decision-making and opportunities for input. Membership represented 17 separate stakeholder groups, that included representation from the Federal Highway Administration, Department of Land Conservation and Development, League of Oregon Cities, the Association of Oregon Counties, metropolitan planning organizations, ACTs, 1000 Friends of Oregon and the freight community. The committee helped develop STIP project selection criteria and prioritization factors for projects funded through the Oregon Transportation Investment Act (2001 Legislation) and for modernization, bridge and preservation projects in the 2004-2007 and 2006-2009 programs. The committee also recommended clarification of the ACT process and produced the Policy on Formation and Operation of the ACTs for OTC approval. The final scheduled meeting of this committee was September 2003, however members expressed a willingness to assist the OTC in the future as needed.

Statewide and Modal Plan Advisory Committees—During plan development, ODOT typically involves one or more advisory committees that represent a broad range of stakeholders. As an example, ODOT recently started the update of the Oregon Transportation Plan. Staff will be working with a steering committee and three policy committees during plan development. Committee members will represent alternate modes, city and county governments, metropolitan planning organizations, special interest groups, private industry, ports, Indian tribes, state and federal agencies. The committees will play a key role in identifying statewide transportation needs. Oregon is unique in that it includes the local, as well as privately owned transportation needs, as part of the overall state transportation needs.

STIP Development Process—State policies and federal regulations require opportunities for early and ongoing public involvement for the STIP. The Department seeks out and considers public comments, including those from low-income and minority households, cooperates with metropolitan planning organizations, consults with Indian Tribal governments, federal lands agencies and local governments. The OTC has given the ACTs a primary role of making recommendations regarding project selection for projects of local or Regional significance.

Policies—In addition to policies incorporated into plans and other documents, the OTC adopts stand-alone policies that describe coordination with transportation stakeholders. Two examples are the Policy on Formation and Operation of the Area Commissions on Transportation and the Public

Involvement Policies and Procedures. The ACT policy was developed to answer questions about the purpose, formation and function of the ACTs and to encourage consistency statewide while balancing local needs for flexibility and uniqueness. The public involvement procedures require opportunities for public comment on proposed statewide long-range transportation plans and the proposed STIP by scheduling at least two public meetings in each of ODOT's five geographic regions prior to adoption of the plan or program by the OTC.

COORDINATION

Statewide Plans—ODOT statewide plans reinforce the value of partnering with other agencies. Some plans include formal actions or policies, while others describe the methods by which the state has and/or will engage others. A specific example is found in Policy 2A of the 1999 Oregon Highway Plan:

Partnerships

“It is the policy of the State of Oregon to establish cooperative partnerships to make more efficient and effective use of limited resources to develop, operate, and maintain the highway and road system. These partnerships are relationships among ODOT and state and federal agencies, regional governments, cities, counties, tribal governments, and the private sector.”

Governor's Economic Revitalization Team—The Governor's Economic Revitalization Team (GERT) was established by the 72nd Oregon Legislature to focus state agencies on working together at the local level to increase economic opportunity and help local governments and business and property owners bring industrial sites to “shovel ready” status.

Formerly the Community Solutions Team (CST), the GERT emphasizes multi-agency coordination on projects of local and statewide significance. The GERT has regional coordinators deployed around the state to help Oregon communities and businesses succeed. They work with state agencies and local government to:

- Streamline permitting for business and industry
- Increase opportunities to link and leverage public and private investments
- Provide greater local access to state resources and assistance

The following state agency directors are members of the GERT:

- Oregon Economic and Community Development Department (OECDD)
- Oregon Department of Transportation (ODOT)
- Department of Land Conservation and Development (DLCD)
- Department of Environmental Quality (DEQ)
- Division of State Lands (DSL)
- Oregon Department of Agriculture (ODA)
- Oregon Housing and Community Services (OHCS)

CETAS—CETAS is the name of the multi-agency agreement with ODOT to accomplish environmental stewardship and streamlining of processes that involve ODOT and the regulatory agency partners to the agreement. Member agencies include ODOT, the Federal Highway



Administration, Oregon Division of State Lands, Oregon Department of Fish and Wildlife, US Fish and Wildlife Service, Department of Land, Conservation and Development, US Army Corps of Engineers, National Oceanic & Atmospheric Administration Fisheries, and State Historic Preservation Office.

Transportation Growth Management Program—The TGM Program is a joint program of ODOT and the Oregon Department of Land conservation and Development. For the last 10 years the TGM program has provided resources to help Oregon communities prepare transportation and land use plans to respond to pressing transportation-related growth management issues. The TGM Program provides funding for planning projects that lead to more livable transportation-efficient, compact, pedestrian-friendly communities. The TGM program is funded with state and federal funds.

ASSISTANCE AND TRAINING

Data—ODOT supports local jurisdictions with a wide selection of transportation data systems and programs that include the Highway Performance Monitoring System, mapping and road inventory products, and crash analysis and reporting. ODOT acts as liaison between local agencies and the appropriate federal agencies to track and maintain road inventory data, maintain a statewide functional classification network, and provide functional classification maps and Geographic Information System products to local agencies. The data is used in part to distribute and prioritize road funding for local agencies and supports analysis of ground transportation and community development.

Guidance for Implementing Planning Requirements—These resources provide guidance to staff, local governments and consultants on policy implementation and help build positive relationships with ODOT’s local partners. A few examples of documents that fall into this category include guidance for jurisdictional exchange of roads, transportation system plan development, and development review. Transferring Roads gives guidance on how to transfer a state highway to a local jurisdiction and a local roadway to state jurisdiction. Its purpose is to clarify the issues and process so that ODOT and local governments can consider the relevant issues and more easily move through the transfer process. Transportation System Planning Guidelines 2001 was developed to assist staff, local jurisdictions and the consultant community to prepare and update county and local transportation system plans. ODOT Development Review Guidelines help staff understand the local land use process and provide guidance on working effectively with local partners.

Technology Transfer Center (T2)—The T2 Center helps local transportation agencies obtain information and training on transportation technology relating to roads, bridges and public transportation. The Federal Highway Administration (FHWA), counties and cities of Oregon, and the Oregon Department of Transportation jointly sponsor the center. The T-2 Center:

- Provides low-cost seminars and workshops.
- Publishes a quarterly newsletter.
- Provides a “circuit rider” service, taking video programs and informational materials to local agencies.
- Provides a lending library service of audio/visual programs on transportation topics.
- Provides copies of technical bulletins and reports upon request.
- Answers inquiries related to transportation topics.

TABLE OF POLICIES AND PROCEDURES

The attached table identifies many of ODOT's key policies and procedures for consulting with transportation stakeholders and is tabulated based on the type of obligation, statute, adopted plan, etc. While this list is extensive, it is not necessarily all-inclusive and represents a moment in time. When available, electronic links are provided to assist in obtaining more information.

Outreach and Coordination
Oregon Department of Transportation
 December 30, 2003

Consultation Practice	Oregon Revised Statute or Executive Order	OTC Plan Policy Appointment or Program	Administrative Rule	Advisory Group	Internal and Local Government Resource	Location/Availability
Local Officials Advisory Committee (Miscellaneous Contracts & Agreements No. 6766)		X		X		ODOT General Files and History Center (503) 986-3286
Public Involvement Policies and Procedures (for plans & STIP)		X				http://www.odot.state.or.us/stip/
Area Commissions on Transportation		X		X		http://www.odot.state.or.us/ote/ACT.htm
Policy on Formation and Operation of the Area Commissions on Transportation		X			X	http://www.odot.state.or.us/ote/ACT.htm
Oregon Transportation Plan		X				ODOT Planning Section (503) 986-4121
1999 Oregon Highway Plan		X				http://www.odot.state.or.us/tdb/planning/highway/
1997 Oregon Public Transportation Plan		X				ODOT Public Transit Division (503) 986-3411
1995 Transportation Safety Action Plan		X				http://www.odot.state.or.us/transafety/
Oregon Bicycle and Pedestrian Plan		X				http://www.odot.state.or.us/techserv/bikewalk/
2001 Oregon Rail Plan		X				http://www.odot.state.or.us/rail/
Transportation and Growth Management Program		X				http://www.lcd.state.or.us/tgm/
Local Programs Oversight Committee				X	X	http://www.odot.state.or.us/lgs/index.html
Transportation Enhancement Advisory Committee		X		X		http://www.odot.state.or.us/techserv/engineer/
Public Transportation Advisory Committee		X		X		http://www.odot.state.or.us/pubtrans/advcmm.html
Oregon Traffic Control Devices Committee		X		X		http://www.odot.state.or.us/traffic/
STIP Process Stakeholder Committee (Committee work concluded fall 2003)		X		X		http://www.odot.state.or.us/stakeholderstip/
Oregon Passenger Rail Advisory Council		X		X		http://www.odot.state.or.us/rail/
Oregon Transportation Commission (ORS 184.610 to 184.666)	X					http://www.leg.state.or.us/ors
Road User Fee Task Force (ORS 184.666)	X			X		http://www.leg.state.or.us/ors
House Bill 2041 (2003 State Legislative Session)	X					http://www.leg.state.or.us/search/meas.html
Historic Columbia River Highway Advisory Committee (ORS 366.550)	X			X		http://www.odot.state.or.us/hcrh/adcom/adcom.htm
Freight Advisory Committee (HB 3364, 2001 State Legislative Session, made a part of ORS 366)	X			X		http://www.odot.state.or.us/intermodal-freight/ and http://www.leg.state.or.us/ors/
Governor's Oregon Transportation Safety Committee (ORS 802.300)	X			X		http://www.odot.state.or.us/transafety/
Government to Government Relations (ORS 182.162-168) (Executive Order EO-96-30)	X					http://www.leg.state.or.us/cis/
Oregon Bicycle and Pedestrian Advisory Committee (ORS 366.112)	X			X		http://www.leg.state.or.us/ors/ and http://www.odot.state.or.us/techserv/bikewalk/



Oregon Department of Transportation Sustainability Plan

Outreach and Coordination
Oregon Department of Transportation
 December 30, 2003

Consultation Practice	Oregon Revised Statute or Executive Order	OTC Plan, Policy Appointment or Program	Administrative Rule	Advisory Group	Internal and Local Government Resources	Location/Availability
Governor's Economic Revitalization Team (House Bill 2011, 2003 State Legislature) (Formerly Community Solutions Team, Executive Order EO-00-23)	X					http://www.leg.state.or.us/search/mess.html http://communitysolutions.state.or.us/pilot.html
Scenic Byways Program Advisory Committee (OAR 734-032-000 through 0070)		X	X	X		http://www.odot.state.or.us/teachers/engine/pdu/SCENIC/Scenic.htm and http://arcweb.sos.state.or.us/banners/rules.htm
State Agency Coordination Program (OAR 731-015-000 through 135)			X			http://arcweb.sos.state.or.us/banners/rules.htm
Transportation Planning Rule (OAR 660-12-0000 through 0070)			X			http://arcweb.sos.state.or.us/banners/rules.htm
Access Management Rules (OAR 734-051)			X			http://arcweb.sos.state.or.us/banners/rules.htm
Access Management Manual and Development Review Guidelines (Implements OAR 734-051)					X	http://www.odot.state.or.us/tdb/planning/
Transportation System Planning Guidelines (Implements the TPR)					X	http://www.odot.state.or.us/tdb/planning/
1999 Oregon Highway Plan Jurisdictional Transfer Handbook, <i>Transferring Roads</i>					X	http://www.odot.state.or.us/tdb/planning/highway/
Transportation Data					X	http://www.odot.state.or.us/tddt/data/
Technology Transfer Center					X	http://www.odot.state.or.us/tddt2/index.htm

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