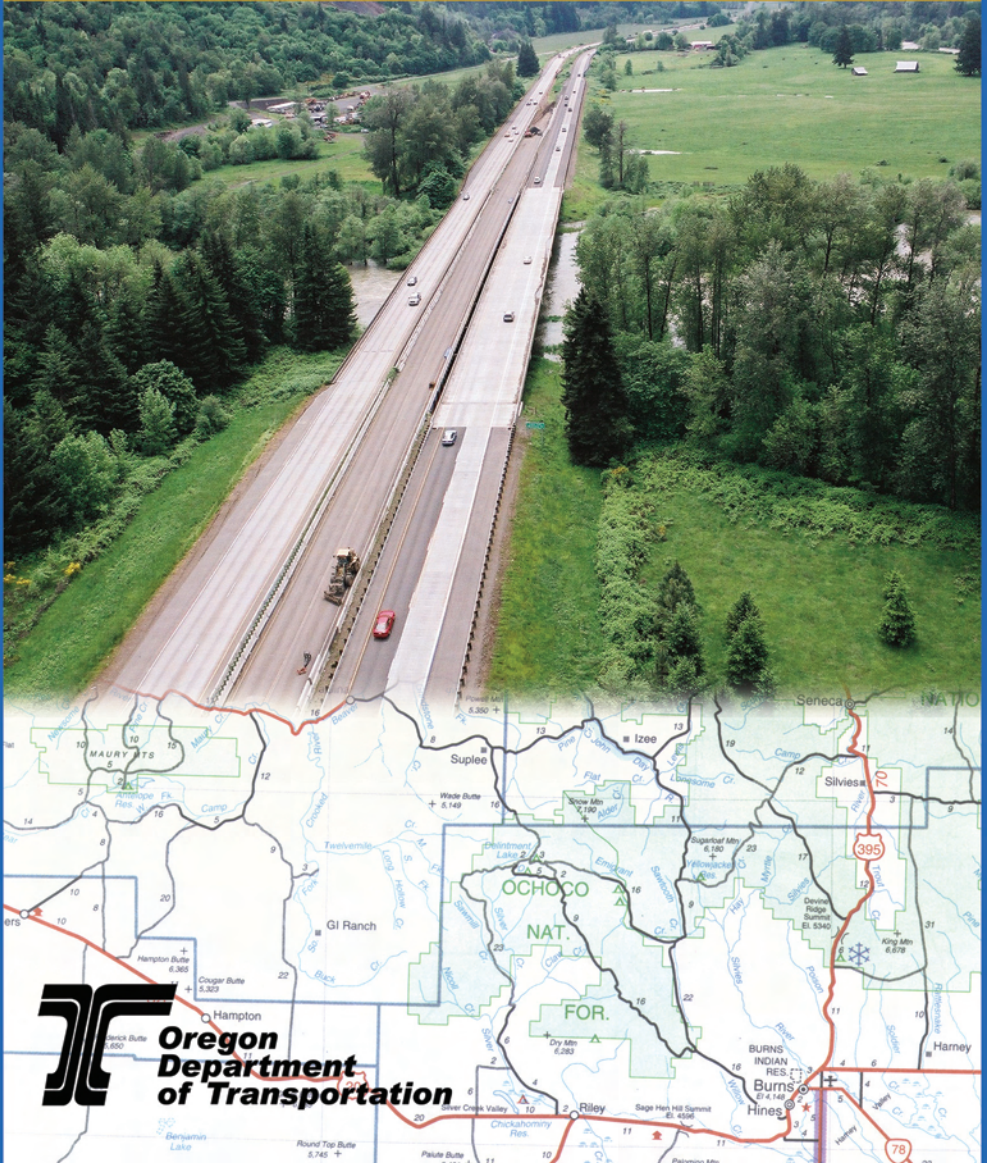


# The Oregon Transportation Investment Act

*Investing in Oregon's infrastructure and economic vitality*



**Oregon  
Department  
of Transportation**

# Our Values

*These are the values that guide our decision making.*

**Safety:** We protect the safety of the traveling public, our employees, and the workers who build, operate, and maintain our transportation system.

**Customer Focus:** We learn from and respond to our customers so we can better deliver quality, affordable services to Oregonians and visitors. Our customers include travelers, freight movers, and others who use our services and facilities.

**Efficiency:** We strive to gain maximum value from the resources entrusted to us for the benefit of our customers.

**Accountability:** We build the trust of customers, stakeholders, and the public by reporting regularly on what we are doing and how we are using the resources entrusted to us.

**Problem Solving:** We work with the appropriate customers, stakeholders, and partners to find efficient, effective, and innovative solutions to problems.

**Positive Workplace:** We recognize innovation and initiative, we show respect for all, and we honor diversity.

**Environment:** We provide services and facilities in ways that protect and enhance the environment.

# Our Goals

- Improve safety;
- Move people and goods efficiently; and
- Improve Oregon's livability and economic prosperity.

# Our Strategies

- Provide outstanding customer service;
- Use innovative program design and technologies to solve transportation problems;
- Improve the return on investment of our transportation funds;
- Attract, retain, and develop an outstanding ODOT workforce;
- Engage the public, other state agencies, local governments, business, and community leaders in solving transportation problems and planning for the future;
- Increase intermodal linkages to improve access for people and goods; and
- Communicate, educate, and inform the public about transportation issues.



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**The Mission of the Oregon Department of Transportation—  
To provide a safe, efficient transportation system that supports  
economic opportunity and livable communities for Oregonians.**

ODOT is an equal opportunity,  
affirmative action employer, committed  
to a diverse workforce.

Accommodations will be provided to  
persons with disabilities.  
Alternate formats available upon request.

Questions?  
Call 1-888-ASK-ODOT  
Visit ODOT’s Web site at  
[www.oregon.gov/ODOT/](http://www.oregon.gov/ODOT/)

**Oregon Transportation Commission**  
Stuart Foster, Chair  
Gail Achterman  
Mike Nelson  
Randy Papé  
Janice Wilson

**ODOT Director**  
Matt Garrett

**For Travel Information**



## A message from the director

**L**andmark legislation signed in 2001, 2002 and 2003 — known as the Oregon Transportation Investment Act — is bringing substantial improvements to the state's roads and bridges. OTIA is the largest investment in Oregon's transportation infrastructure since the interstate highways were constructed more than 50 years ago.

OTIA I and II have allowed ODOT to improve interchanges, repair and replace bridges and preserve roads. As of September 2006, 100 percent of the OTIA I and II projects are either in design, under construction or complete. OTIA III is allowing ODOT to strengthen bridges so freight can move safely and efficiently, keeping Oregon's economy vibrant. Some 60 percent of the OTIA III State Bridge Program projects are either in design, under construction or complete.

A 2003 Legislative note in ODOT's budget emphasized that the OTIA III State Bridge Program's delivery strategy should involve Oregon firms, as well as small businesses and women- and minority-owned businesses. A joint effort between ODOT and Oregon contractors is reflected in that 98 percent of the OTIA III State Bridge Program expenditures are going to Oregon firms. As of May 2006, nearly \$28.8 million in program expenditures went to emerging small, women- and minority-owned businesses.

Working closely with the American Council of Engineering Companies, ODOT is making historic use of private sector design firms, primarily Oregon firms. In addition, ODOT is working with the Associated General Contractors to maximize opportunities for Oregon construction companies. These steps have positioned the state to respond to any future funding increases in the most effective manner, while continuing to sustain the jobs that have been created for Oregonians.

The OTIA III budget note also instructed ODOT to keep people and goods moving safely and efficiently throughout construction. ODOT is working with the private sector and transportation stakeholders to allow a minimum of delays along the corridors included in the program. The ideas that have come from this mobility consortium are beneficial to all travelers in Oregon, all throughout the state.

It's clear that, along with our private sector partners, ODOT is well on the way to delivering the entire OTIA program. Although it's not complete, it is already viewed as a success, both in terms of improvements to our transportation system and in terms of job creation and economic stimulation. I encourage you to learn more from this booklet and to keep up on the latest by visiting our web site at [www.oregon.gov/ODOT](http://www.oregon.gov/ODOT).



Matthew L. Garrett

Director, Oregon Department of Transportation



The Oregon Transportation Investment Act marks the beginning of a new era of change and innovation in the Oregon Department of Transportation. To deliver OTIA projects, ODOT is making fundamental changes in the way it delivers the final product — a healthy transportation infrastructure for Oregon and more jobs for Oregonians.

**G**ood roads, bridges and highways keep Oregon’s economy strong. Workers use the transportation system to get to their jobs every morning. Businesses depend on the delivery of materials and supplies to prosper. Every corner of Oregon relies on transportation in one way or another for economic vitality and quality of life.

### **The Needs Gap**




At the turn of the 21st century, the Oregon Department of Transportation described an ever-widening gap between needed work to improve Oregon’s roads and the funds to pay for it. The state’s transportation system was aging, and many bridges were reaching the end of their design life.

Roadway use was increasing, but there was no corresponding increase in highway funds to pay for wear and tear. It was clear that Oregonians needed to do something to provide a strong infrastructure for Oregon’s economy.

### **OTIA I and II: 170+ projects, \$672 million**

The 2001 Legislature took the first two of three major steps toward helping Oregon’s highways. House Bill 2142, also referred to as the Oregon Transportation Investment Act I (OTIA I), increased several Driver and Motor Vehicle fees to secure \$400 million in bonds to increase lane capacity and improve interchanges (\$200 million), repair and replace bridges (\$130 million), and preserve road pavement (\$70 million).

Favorable bond rates resulted in the passage of the second phase of the OTIA program during the first legislative session in 2002. OTIA II added \$50 million for projects to increase lane capacity and improve highway interchanges, \$45 million for additional bridge projects, and \$5 million to preserve road pavement.

	OTIA I	OTIA II	OTIA III
	\$130 M	\$45 M	\$1.60 B
	\$70 M	\$5 M	\$361 M
	\$200 M	\$50 M	\$500 M

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The \$500 million in bonds from OTIA I and II was combined with matching funds from local governments. This allowed ODOT and local governments to deliver transportation projects across Oregon worth a total of \$672 million.

ODOT is scheduled to complete more than 170 projects with funds from OTIA I and II, including:

- more than 50 modernization projects to increase lane capacity and improve interchanges;
- more than 50 projects to repair or replace bridges owned by cities, counties, and the state of Oregon; and
- more than 40 projects to fix and repave state highways and local roads.

Projects for the first two phases of the OTIA program were selected through an extensive public input process. Local governments and Area Commissions on Transportation worked together to recommend project lists to the Oregon Transportation Commission, which approved the final choices. The OTC received requests for about five times as much funding as was available—an indication of the unmet needs that still exist.

It is estimated that most of the projects in the first two phases of the OTIA program will be open to traffic by 2009.

### OTIA III: Bridges and our economy

The third phase of the Oregon Transportation Investment Act focuses on bridges: a vital link in our transportation infrastructure. In 2003, ODOT produced the Economic and Bridge Options Report with the trucking industry and other



stakeholders, describing aging concrete bridges and the effect on Oregon's economy and future productivity. During the interstate-construction era of the late 1950s, bridges were often built using a reinforced concrete deck girder design. The report revealed that these bridges were nearing or past their life expectancy. Many of the weakened bridges required load limits.

Load limits impede the flow of goods, people and services throughout the state. Heavy trucks are forced to detour around load-limited bridges, adding time and cost to their journeys. Higher transportation costs increase the cost of consumer goods for every Oregonian. The Economic and Bridge Options Report concluded that Oregon's deteriorating bridges, if left unaddressed, had the potential to cost the state more than 88,000 jobs and \$123 billion in lost productivity over the next 20 years.

Building on the success of the first two phases of the OTIA program, the 2003 Legislature addressed Oregon's problems of aging bridges, realizing that this would also support the state's economic health. Signed into law by Gov. Ted Kulongoski on July 28, 2003, the third phase of the OTIA program uses existing ODOT funds and federal advance construction money, as well as increases in title, registration and other Driver and Motor Vehicle fees, to bond a total of \$2.46 billion.

These bonded funds are being spent as follows:

- \$1.3 billion to repair or replace more than 300 state bridges;
- \$300 million to repair or replace about 140 local bridges;
- \$361 million for city and county road maintenance and preservation; and
- \$500 million for modernization (these funds are not new revenue; about \$25 million per year for 20 years, from ODOT's annual modernization budget of about \$56 million).

As of June 30, 2006, 11 OTIA III bridge program projects are complete and 60 percent are in design, under construction or complete. **OTIA**

## Repairing bridges — one stage at a time

The passage of OTIA doubled ODOT's annual construction program. To keep pace with this increase in workload without additional staff, ODOT has developed new ways of managing and delivering projects.

In 2002, a group of transportation industry representatives and bridge engineers studied Oregon's aging bridges and recommended ODOT begin a phased, corridor strategy for repairing bridges. They also suggested the work begin with repairs to Interstate 5 and Interstate 84, known as Oregon's economic transportation "backbone." Later that year, ODOT formed the Economic and Bridge Options Team to conduct a detailed analysis of the situation. In its report, the team strongly supported the concept of staging. However, instead of beginning with the interstates, it recommended starting with freight corridors in central and eastern Oregon — that way, improved routes would be available for freight and travelers while other routes were being worked on. These corridors could also be improved more quickly, providing Portland, the state's economic center, with vital north-south and east-west connections. The staging plans are detailed below.

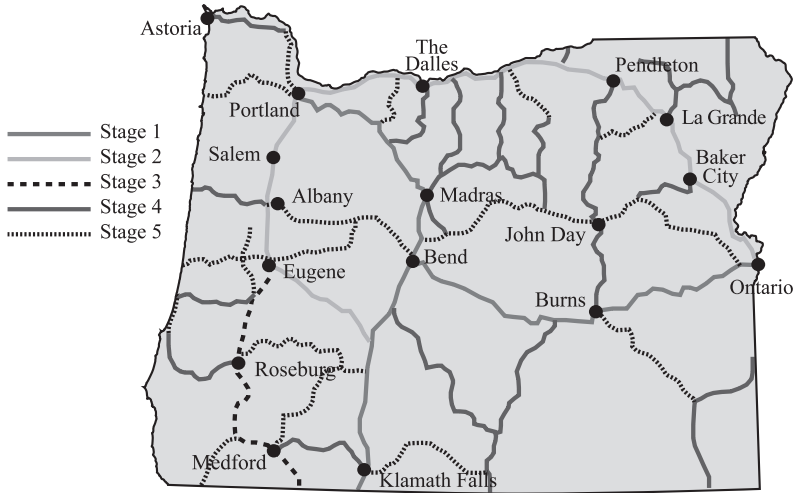
**Stage 1**, scheduled to be complete in the fall of 2006, focused on Klamath Falls to Portland via U.S. 97/26 and Bend to Ontario via U.S. 20. By completing bridge replacements and repairs along entire corridors, the routes, free of weight restrictions, allow more efficient movement of goods and people both north-south and east-west.

**Stage 1A**, started in late 2003, includes bridges that are essential to the movement of freight and require immediate stabilization. There are more than 30 bridges in this category, most in the I-5 corridor. Some will be repaired now and replaced later. Stage 1A is scheduled to be complete in the fall of 2009.

**Stage 2** focuses on three routes: north of Chemult to Eugene via Oregon 58, Eugene to Portland via I-5, and Portland to Ontario via I-84. This is the largest stage, both in funding and in the number of bridges. Accelerated projects in this stage include a Snake River Crossing on I-84 at Ontario and bridges in the Columbia River Gorge National Scenic Area. Stage 2 began construction in 2005.



## OTIA III stages



**Stage 3** covers I-5 between the California border and Eugene and will involve more than 80 bridges.

**Stages 4 and 5** will repair or replace approximately 80 bridges on freight routes that serve coastal communities and rural areas of the state.

Many OTIA projects are located near those already authorized under the Statewide Transportation Improvement Program, or STIP. To limit the impact on traffic, these projects have been grouped together. The OTIA III Bridge Delivery Unit, through the bridge program consultant, Oregon Bridge Delivery Partners, is managing a number of STIP projects, while other projects in the OTIA III bridge program are being managed by ODOT's five Highway Division regions. **OTIA**

## OTIA project selection

Oregonians expect OTIA projects to provide a boost to the state's economy, ensure efficient delivery routes for products and services, and help solve city and county transportation challenges. There are many projects that meet these criteria, so further guidelines were developed to help select projects that would be funded by OTIA.

### **P** **OTIA I and II**

Projects considered under the first OTIA legislation were focused on improving state, county and city roads and bridges. House Bill 2142 required the Oregon Transportation Commission to use bond proceeds to finance increased lane capacity and interchange enhancements, bridge repair and construction, and road preservation. It directed the OTC to select projects from among the following:

- highways that need increased lane capacity, chosen from a financially-constrained list;
- highways and bridges with weight limitations;
- state and local bridges, based on a bridge rating system;
- interchanges on multilane highways where safety would be enhanced by constructing a grade-separated interchange to replace an at-grade crossing;
- district highways in cities and counties that need preservation and that can be easily transferred from state to local government; and
- projects that are equitably distributed throughout the state, using the same criteria as the Statewide Transportation Improvement Program.

The bill also directed the Oregon Transportation Commission to consult with local governments, metropolitan planning organizations and regional advisory groups. After a seven-month process that included extensive

#### **List of Federal Earmarks**

- Highway 217 (Tualatin Valley Highway to U.S. 26)
- Interstate 5 (Fern Valley Interchange)
- U.S. 97 (Modoc Point to Algoma)
- U.S. 97 (Redmond Bypass)
- Interstate 5 (Delta Park to Lombard)
- Interstate 5 (Beltline Interchange)
- Interstate 5 (Winchester Interchange/Bridge)
- Highway 20 (Pioneer Mountain to Eddyville)
- Emergency Bridge Repair/Replacement

participation from citizens, elected officials, advisory committees and Area Commissions on Transportation, the OTC approved the final list of projects in January 2002.

In February 2002, a special session of the Legislature passed House Bill 4010, which approved an additional \$100 million in bonding for projects. The Commission directed ODOT to set aside \$50 million for modernization projects. About 160 projects are currently funded by OTIA I and II: state, city, and county-owned bridges, modernization projects, and pavement preservation projects.

As of August 2006, 66 percent of OTIA I and II projects were complete (57 state projects and 57 local projects). In addition, 100 percent are in design, under construction or complete.

### **OTIA III**

When he signed House Bill 2041 in July 2003, Gov. Ted Kulongoski called it “the greatest investment in our transportation infrastructure since World War II.” The \$2.46 billion bond package is making substantial improvements to the state’s roads and bridges.

The funds are directed to several priorities.

- **\$1.3 billion to replace and repair state bridges.** The state’s aging infrastructure was the stimulus for OTIA III. The Economic and Bridge Options Report detailed the effects of load-limited bridges on Oregon’s economy and community livability, analyzed the costs of repair, and provided a five-stage solution to help fix the statewide problem. Based on the recommendations in the report, more than 300 state-owned bridges are scheduled for replacement or repair over 10 years. Projects along freight routes of statewide significance have priority. In a corridor-based approach, bridges are fixed in groups that allow an unobstructed flow of goods and services. Stage 1 projects are scheduled to be complete in the fall of 2006, allowing heavy and overheight/overwidth truck traffic unobstructed routes while Stage 2 bridge construction is under way.

#### **Projects of Statewide Significance**

- Interstate 5 Columbia River Crossing (Portland/Vancouver)
- Sunrise Corridor (I-205 to U.S. 26)
- Interstate 5 to Highway 99 (Tualatin-Sherwood Bypass)
- Interstate 205 from Columbia River to Interstate 5
- Highway 20 (Pioneer Mountain to Eddyville)
- Highway 62 units 2 & 3 (Medford)
- Newberg-Dundee Transportation Improvement Project

- \$300 million to replace and repair local bridges. The Highway Bridge Replacement and Rehabilitation Local Bridge Selection Committee took the lead in setting a timeline for identifying and selecting local bridge projects. After review by the Association of Oregon Counties, League of Oregon Cities, the Freight Advisory Committee, the Local Officials Advisory Committee and the Oregon Association of County Engineers and Surveyors, a list of 141 projects was approved by the OTC in 2004.
- \$361 million for county and city maintenance and preservation over 10 years. Funds are distributed by a formula: 40 percent to cities and 60 percent to counties. Local governments will select individual projects for city and county roads.
- \$500 million for modernization projects statewide. Selection of modernization projects are included the 2006-2009 Statewide Transportation Improvement Program. The modernization program has three parts:
  - \$100 million — Projects will improve freight mobility and industrial access and stimulate job growth. The Freight Advisory Committee, the Governor’s Economic Revitalization Team and the Oregon Community and Economic Development Department have developed project priority lists.
  - \$200 million — Projects of statewide significance will receive \$100 million, and \$100 million will be distributed based on a regional equity split.
  - \$200 million — These federal advanced construction funds are reserved for federally earmarked projects. The OTC has approved a list of federal earmark requests that have first call on the advanced construction money.

ODOT prioritized projects for the OTIA III modernization program. The recommendations have been incorporated into the draft 2006-2009 STIP. **OTIA**

## OTIA's financial foundation

Every day, Oregonians invest directly in the state's transportation system. That's because part of every vehicle registration or driver license fee helps fund road and bridge improvements across the state.

Oregon's Legislative Assembly authorized a total of \$2.46 billion in revenue bonds to finance the OTIA packages in 2001 and 2003 (see "How Revenue Bonds Work" on page 15). As of July 2006, OTIA revenue bonds totaling \$945 million had been issued. These funds are being used for projects that add capacity to the highway system, resurface highways, and replace or repair bridges. Counties and cities received \$300 million of the \$945 million in bond proceeds to repair or replace local bridges. ODOT will issue the remaining OTIA bonds in the next several years to build upcoming projects in the program.

### Fees help finance bonds

In 2001 and 2003, the Legislature also approved increases in title, registration and driver license fees to raise revenue to repay the bonds. The 2003 Legislature approved an increase of nearly 10 percent in the weight-mile tax for commercial vehicles over 26,000 pounds gross vehicle weight. The Legislature also earmarked some of the revenue raised by these increases for maintenance and preservation of county roads and city streets.

As of July 2006, the DMV fee and the weight-mile tax increases have raised a total of \$396.9 million since the first fee increases approved by the Legislature went into effect in 2001. These fees will remain in place after the last of the OTIA bonds are issued to help repay the debt while Oregonians enjoy the benefits of improved mobility and economic stimulus provided by the OTIA program. [OTIA](#)



OTIA has many benefits for Oregon's economy:

- approximately 5,000 family-wage jobs will be sustained each year of construction;
- about 160 new city and county bridges will be constructed;
- about 300 bridges will be repaired or replaced on the interstates and state highways;
- there will be many miles of new pavement;
- travelers will experience increased lane capacity and new interchanges;
- a new relationship between state government and the private sector will be forged; and
- a stronger transportation infrastructure will carry a healthy Oregon economy into the future.

The OTIA program makes a significant contribution to Oregon jobs and the Oregon economy: studies show every \$1 million invested in transportation construction sustains about 17 family-wage jobs. Once the program is complete, a revitalized transportation infrastructure will continue to positively affect the state's economy. ODOT's vision is Oregon's future — a healthy private sector with job opportunities, a sustainable economy, unimpeded freight mobility and the kind of livable communities Oregonians value. **OTIA**

## How revenue bonds work

A revenue bond is a type of municipal bond in which principal and interest are secured by future revenues. Projects financed by revenue bonds typically include highways, airports, non-profit hospitals, and other vital infrastructure-oriented projects.



ODOT has been authorized to issue revenue bonds. Investors who buy these bonds are lending money to ODOT to fix roads and bridges now — with traditional funding, construction must be phased in based on how much money is available. Bonding allows work to proceed as soon as possible. In exchange, ODOT promises to repay the borrowed money with interest. ODOT makes interest payments every six months and repays part of the principal once a year.

Income from revenue bonds is free from federal income tax. OTIA revenue bonds are also free from Oregon income tax. OTIA revenue bonds are attractive to investors looking for tax-advantaged income and lower investment risk. **OTIA**

## OTIA fast facts

- ODOT's project construction schedule will double construction spending each year for the next 8-10 years.\*
- ODOT is using bonds to build these projects in the immediate future, while spreading out the payments for these projects over the next 30 years.
- ODOT is not adding a significant number of new staff to perform this work. Instead, the agency is contracting about 70 percent of project design and construction, more than double the amount in previous years.
- ODOT has reorganized its highway division to monitor contracts for all construction work in OTIA, as well as the Statewide Transportation Improvement Program. Staff moved from central headquarters in Salem to each of five regions to place decision making near projects and combine responsibility for project delivery with authority.

\* Compared to 2000

## Innovative environmental streamlining speeds construction and saves money

More than half of the \$2.46 billion in OTIA funding is dedicated to improving Oregon's aging bridges. In the coming decade, hundreds of state-owned bridges on interstates, rural routes and key coastal highways will be repaired or replaced.

The Oregon Department of Transportation has implemented a coordinated environmental review process for highway reconstruction projects. The process builds strong working relationships between ODOT and ten state and federal agencies, including the Environmental Protection Agency, Federal Highway Administration, National Marine Fisheries Service, Oregon Department of Environmental Quality, Oregon Department of Land Conservation and Development, Oregon State Historic Preservation Office, Oregon Division of State Lands, Oregon Department of Fish and Wildlife, U.S. Army Corps of Engineers and U.S. Fish and Wildlife Service.

ODOT is using the streamlining process to achieve environmental regulatory compliance, better environmental protection and enhancement, and more efficient and cost effective project delivery.

There are six factors in this new process that support efficient project delivery and environmental protection:

- An *Environmental Management System* addresses the lifecycle impacts of ODOT's activities, products and services on the environment, and provides routine feedback on its environmental performance.
- A statewide *Mitigation Program* establishes regional mitigation banks to replace wetlands and habitat impacted by transportation projects. The program reduces costs to ODOT by more than 50 percent and provides higher value habitat with greater benefit to wildlife.
- A *Natural and Cultural Resource Mapping Program* uses a geographic information system to map sensitive natural and cultural resources, gather data from other agencies and relate it to the state highway system, and provide a comprehensive look at resources in or near planned project areas.
- New *Programmatic Permits* reduce the time and effort to secure permits, increase predictability during design, and reduce environmental impacts.
- *Seamless Performance* by local governments and contractors ensures quality in environmental management practices.
- *Expanding Partnerships* to federal, regional, state, or local governments and organizations encourages participation in the process on either a permanent or ad hoc basis.



## Performance standards protect resources



ODOT and regulators have set performance standards for storm water runoff, streams and wetlands, wildlife and fish habitat, noise and air quality, and historic/cultural resources. Meeting these standards helps ODOT obtain environmental permits more quickly while protecting the natural, historical and cultural values that make Oregon special.

About 85 – 90 percent of state bridge projects will meet the new statewide standards. ODOT will work closely with regulators on individual environmental permits for the remainder of the projects.

The streamlined permitting process for bridges is likely to spill over to ODOT's other projects, speeding permits for highway improvements statewide.

Environmental streamlining ties into ODOT's approach to Context-Sensitive and Sustainable Solutions. The department is avoiding, reducing and mitigating environmental impacts that result from the bridge projects. It is also working with communities and transportation stakeholders on the common issues and goals that arise from these projects. [\*\*OTIA\*\*](#)

*To view the entire list of projects, visit the OTIA web site at [www.oregon.gov/ODOT/HWY/OTIA/index.shtml](http://www.oregon.gov/ODOT/HWY/OTIA/index.shtml)*

## A new way of doing business

The Oregon Department of Transportation is making an historic shift from an agency that produces engineering designs and construction to one that manages the statewide transportation system.

The \$2.46 billion Oregon Transportation Investment Act of 2003 provides \$1.3 billion to repair or replace hundreds of aging state-owned bridges in Oregon. This portion of the act is known as the OTIA III State Bridge Delivery Program. To deliver the program, ODOT hired Oregon Bridge Delivery Partners, a newly formed Oregon company. The private-sector program management firm — a joint venture between HDR Engineering and Fluor Enterprises — operates as an extension of ODOT, with oversight from the agency's OTIA III Bridge Delivery Unit.

To deliver the bridge program in-house, ODOT would have had to fill approximately 600 new positions. Instead, the Oregon Legislature directed the agency to outsource the work, stimulating the state's economy by creating and sustaining additional jobs for Oregonians. As a result, just 22 Bridge Delivery Unit staff members oversee OBDP's management and delivery of the program. Although ODOT has outsourced work on projects before, this is the first time the agency has turned a program of this magnitude over to the private sector to manage.

An innovative and distinguishing feature of the state bridge program is a philosophy

known as Context Sensitive and Sustainable Solutions, or CS<sup>3</sup>.

The CS<sup>3</sup> approach recognizes that the program is much more than repairing or replacing bridges. It is an opportunity to provide a comprehensive transportation solution that reflects Oregon's values and responds to the issues that are important to Oregonians: economic prosperity and the safety and reliability of the state highway system.

To achieve this, five interrelated program objectives are merged under the CS<sup>3</sup> umbrella: mobility, economic stimulus, diversity, environmental stewardship and public involvement.

*Mobility:* Traffic-management plans minimize disruptions at the program, corridor and project levels. The bridge program is ensuring the safety and reliability of the highway system for travelers and freight-haulers.

*Economic Stimulus:* The bridge program is estimated to sustain an annual average of 5,000 jobs over the life of the program. OBDP is grouping bridge projects into "bundles" of varied sizes so that Oregon's design and construction firms can successfully bid on them. In addition to providing economic stimulus, bundling the projects speeds construction time, produces



economies of scale and enhances mobility on freight and commerce routes.

*Diversity:* The bridge program offers a unique opportunity to strengthen Oregon's economy by building diversity in Oregon's workforce and contractor community. ODOT is promoting strategies that maximize the participation of women, minorities and emerging small businesses. The goal is to build a sustainable, diverse workforce that will continue beyond the bridge program. To achieve these goals, ODOT has partnered with other agencies and organizations to create Regional Workforce Alliances. The Alliances, located throughout the state, are recruiting and training employees for careers in highway construction-related fields. In addition, ODOT has launched a Small Business Initiative to work on reducing the barriers that women-, minority-

owned and small businesses often face in doing business in the transportation industry.

*Environmental Stewardship:*

With foresight and considerable effort, ODOT collaborated with numerous regulatory agencies to streamline the permitting process. Environmental performance standards have been set for the bridge program as a whole, instead of permitting each bridge individually. This early collaboration saved approximately 30 percent on initial design costs and shaved one to two years off of the construction schedule. In addition, many of the replacement bridges enhance environmental conditions and wildlife habitat, and ODOT has already been recognized for its initiative in preserving and enhancing the environment.

*Public Involvement:* All

stakeholders are actively engaged to ensure that the bridges meet community needs and are a good fit for the environment. Workshops and open houses gather ideas from groups and individuals, and these ideas are considered during project design and construction.

Through CS<sup>3</sup> and ODOT's new way of delivering the work, the Oregon Transportation Investment Act is leaving a lasting legacy of enhancing quality of life for all Oregonians. **CTIA**

