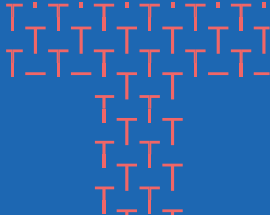
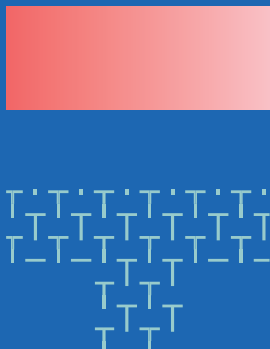
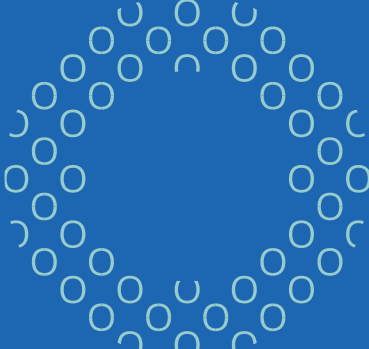
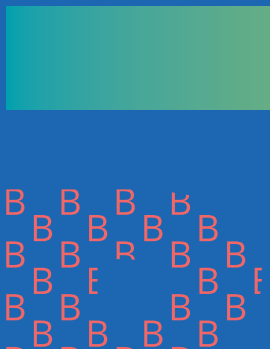
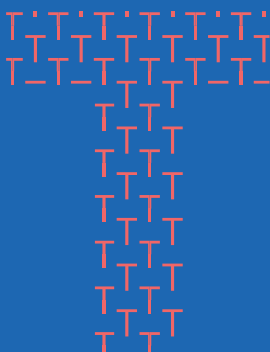
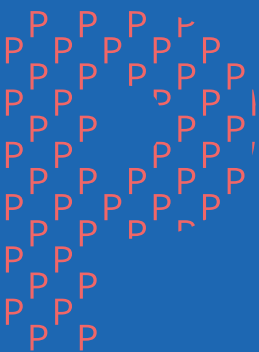


Moving to Our Future

PBOT's Strategic Plan 2019-2024

Originally published 2019

Revised 2023



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Moving to our Future;

Adapting to Change (2023 updates)

Since we adopted **Moving to Our Future** in 2019, we have experienced unprecedented challenges. Less than 12 months after we adopted this plan, the Covid-19 pandemic forced us to shift our working conditions, mobilize to support safe and healthy travel and commerce in our streets, and brace for uncertain public health, social and economic ramifications that are still unfolding. As 2020 continued, our community, country and global society spoke out against injustice and reckoned with systemic racism following the killing of George Floyd. And in 2021 and 2022, we experienced first-hand the devastating toll of climate change, living through weeks of choking wildfire smoke, dangerous ice conditions and multiple scorching heat waves.

One of PBOT’s biggest challenges is finding new sources of money and a more sustainable funding model to meet our goals. Currently, PBOT’s budget is overly reliant on income from fossil fuel taxes and parking, things that have been in sharp decline because of the pandemic, but also due to the increased emphasis on rising fuel efficiency and other factors. Developing this new model is the key to PBOT’s ability to carry its vision for Portland forward.

Despite these challenges and changes facing our city, the central vision of the Strategic Plan still resonates. These events have brought filling critical needs into sharper focus, and the core pillars of creating safer streets, enhancing mobility, prudent asset management, pursuing racial equity, addressing structural racism, and reducing carbon emissions. To enable us to forge ahead with this work and achieve the outcomes we seek, leadership extended the timeline of the strategic plan, **Moving to Our Future** from three to five years (concluding in 2024). This extension allows us to reexamine the plan’s content in light of current realities.

In the following chapters, look out for “**WHAT’S NEW**” sections, summarizing updates and revisions made over the last year. These updates include:

- Additional information about PBOT’s commitment to advance equity and address structural racism and a framework all staff can use to apply justice principles to their work
- The definition of performance outcomes and measures within our three goal chapters so we can hold ourselves accountable and track our progress
- Revised lists of objectives and initiatives for each goal, reflecting current priorities and resource realities

Introduction

The way Portlanders get from place to place has been changing rapidly and in far-reaching ways. In the last several years, these are just some of the new elements added to the city’s transportation landscape:

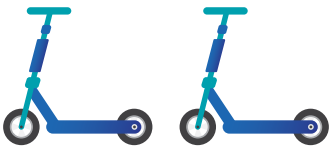
MODES OF TRANSPORTATION



BIKETOWN and Adaptive BIKETOWN: The city’s new bike-share system and its rental partners that make bikes available for people with disabilities.



Lyft, Uber and PDX WAV: New private for-hire ride-share options from transportation network companies (TNCs), new city regulations, and a consolidated city system for hailing wheelchair-accessible vehicles (WAVs) from taxis and TNCs.

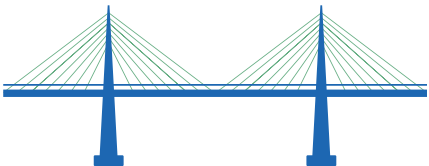


E-scooters: New shared e-scooter operators and rules as we transitioned from years of pilots to a long-term program.

INFRASTRUCTURE



MAX Orange Line: TriMet’s newest light rail line connecting Portland to Milwaukie.



Tilikum Crossing: The first Portland bridge built over the Willamette River since 1973, and the country’s longest bridge built exclusively for public transit, pedestrians, and cyclists.



Portland Streetcar Loop: New Streetcar options on Portland’s eastside and the Broadway Bridge complete a loop.

OTHER PROGRAMS



Fixing Our Streets: Portland’s first local funding source for transportation: a 10-cent gas tax approved by voters in 2016 and 2020 and heavy vehicle use tax approved by council the same years.



Parking Kitty: PBOT’s new app that makes paying for parking quick, easy, and paperless.



Vision Zero: PBOT’s adopted plan of action to reduce traffic fatalities and serious injuries on our streets.



Smart City PDX: A new city framework to guide PBOT’s use of emerging technology and data collection to reduce inequities and disparities within the transportation system.

Thanks to these changes, we are reconsidering our approach to getting around. With new options and new technology, people often use multiple modes, often in the same day. They may drive their kids to school, walk to the light rail stop and take transit to work, use bike-share or a scooter to get to lunch, take advantage of car-sharing to go to a meeting, and then take Lyft, Uber, or a cab to entertainment in the evening.

For those of us at PBOT, such a quickly evolving transportation environment is ripe with opportunity. Each new option, policy, or program gives us new tools we can use to make Portland safer and more accessible, ease traffic congestion, and build a sustainable city with vibrant neighborhoods.

At the same time, PBOT must manage these changes with input from the community we serve to ensure that we are aligned with our city’s values and the values of our agency. Our streets belong to all of us.

In order to honor our commitments to racial equity and access for people with disabilities, we do this work with you to ensure all Portlanders enjoy the benefits of convenient, reliable, safe, and sustainable transportation options.



How do we stay focused on our mission? In 2019, city council gave us clear goals and tools by which to measure ourselves. These included:

- Shifting people to different modes and reducing vehicle miles traveled
- Fulfilling the goals of Portland’s Vision Zero Action Plan
- Fulfilling the goals of Portland’s racial equity commitments
- Reducing carbon emissions

In 2023, city council provided all bureaus guidance on a new set of priorities. We use these as a lens to ensure our bureau mission and services support these key issues.

- | | |
|---------------------|-------------------------------|
| Key Issues: | Priority Lenses: |
| • Livability | • Equity |
| • Community Safety | • Climate Action |
| • Economic Recovery | • High-Performance Government |
| • Homelessness | |

In 2015, PBOT embarked on a new era of strategic planning to help us achieve our goals, launching *Portland Progress*, an ambitious two-year workplan for the bureau that outlined specific steps for PBOT to improve transportation in the city. *Portland Progress II* followed in 2017, expanding on the vision laid out in *Portland Progress*.

In 2019, we launched *Moving to Our Future*, which mapped out a new strategic vision for Portland’s transportation system. The plan originally spanned three years (2019-2022), but was extended to five years (through 2024) during the pandemic. This plan refresh was launched in 2022 and published in September 2023.

Moving to Our Future lays out the steps we will take to harness the changes in our transportation system to deliver well-maintained streets, help ease congestion, and keep safety front and center in all that we do. What’s new is that we are shifting toward a bureau-wide approach that aligns goals and outcomes in order to deliver on an ambitious mission.

City Council has given us clear goals and tools by which to measure ourselves.





Moving to Our Future lays out the steps to harness the changes in our transportation system to deliver well-maintained streets, help ease congestion, and keep safety front and center in all that we do.

How we will use this plan

Moving to Our Future aligns the activities of PBOT's work groups to advance three primary goals through 2024:

- **SAFETY: Make Portland streets safe for everyone**
- **MOVING PEOPLE AND GOODS: Provide transportation options for a growing city**
- **ASSET MANAGEMENT: Deliver smart investments to maintain our transportation system**

As we work towards these goals, we also want to make sure that our efforts contribute to a Portland that is more equitable and that has a smaller carbon footprint. This is why we will ask ourselves these two fundamental questions as we pursue each goal:

1. Will it advance equity and address structural racism?
2. Will it reduce carbon emissions?

For each goal, we lay out the specific programs, initiatives, or strategies that will help us best achieve it, and how we will measure our success along the way.

Defining measurable objectives in this way allows us to assess whether we are choosing the right strategies to achieve our goals. They help guide our managers and the work they oversee. They help managers develop work plans for their respective groups. They also allow us all to draw on the expertise of the entire bureau and help us achieve the same outcomes together.

PBOT'S THREE CORE GOALS



SAFETY

Make Portland streets safe for everyone



MOVING PEOPLE AND GOODS

Provide transportation options for a growing city



ASSET MANAGEMENT

Deliver smart investments to maintain our transportation system

Here at PBOT, we are more than the sum of our parts. Advances in one goal and its objectives will likely deliver better outcomes for another. For instance, reductions we make in vehicle miles traveled not only mitigate congestion, but make our roads safer. Similarly, streets designed for safety, that make walking and biking a viable option for more Portlanders, not only help ease congestion but reduce carbon emissions as well. And fiscally speaking, when we manage our assets more efficiently we save money in the long-term, freeing up our budget to design safer streets and expand transportation options.

We can't solve every challenge we face in the three-year scope of this strategy, but we intend to offer bold solutions for the path ahead. We work toward our future with confidence.

PBOT's work groups

Business Services

We provide efficient and comprehensive back-office support.

Right-of-Way Management & Services

We manage public right-of-way space including use of streets, curb zones, and sidewalks.

Engineering Services

We design, construct, and manage the city's roads, bridges, tunnels, sidewalks.

Traffic Systems & Operations

We design and operate a system that allows all users to move safely and efficiently around the city.

Maintenance Operations

We build and maintain our \$13 billion transportation system.

Parking & Regulatory Services

We enforce regulations and manage curb access and parking spaces along Portland's streets.

Policy, Planning & Projects

We develop and implement plans, capital projects, and programs that ensure Portlanders can get where they need to go easily, safely, and sustainably.



What PBOT stands for

Vision

We want a safe, reliable, equitable, and affordable transportation system that supports Portland's prosperity with a high quality of life, an inclusive and connected community, and a low-carbon footprint.

Mission

We work with our community to shape a livable city together. We plan, build, manage, and maintain an effective and safe transportation system that provides people and businesses the access and mobility they need and deserve. We keep Portland moving.

Values



Safety First

We make the safety of all Portlanders, including our workforce, our highest priority.



Innovative

We foster innovation to deliver forward-thinking transportation solutions.



Equitable

We promote equitable outcomes bureau-wide, and deliver equitable and accessible services for all Portlanders.



Open

We embrace and cultivate a welcoming and accessible culture.



Respectful

We value and support our workforce.



Inclusive

We listen to and learn from our community.

Transportation justice

Transportation promises personal freedom, access, and connection.

Freedom means a well-designed and well-maintained transportation system that gives people the ability to go where they want easily and safely.

Access means safe, healthy, reliable, and affordable transportation that supports Portlanders' access to jobs, education, culture, and recreation.

Connection means good transportation options that make it easier to get from place to place and thus build community and the culture of the city.

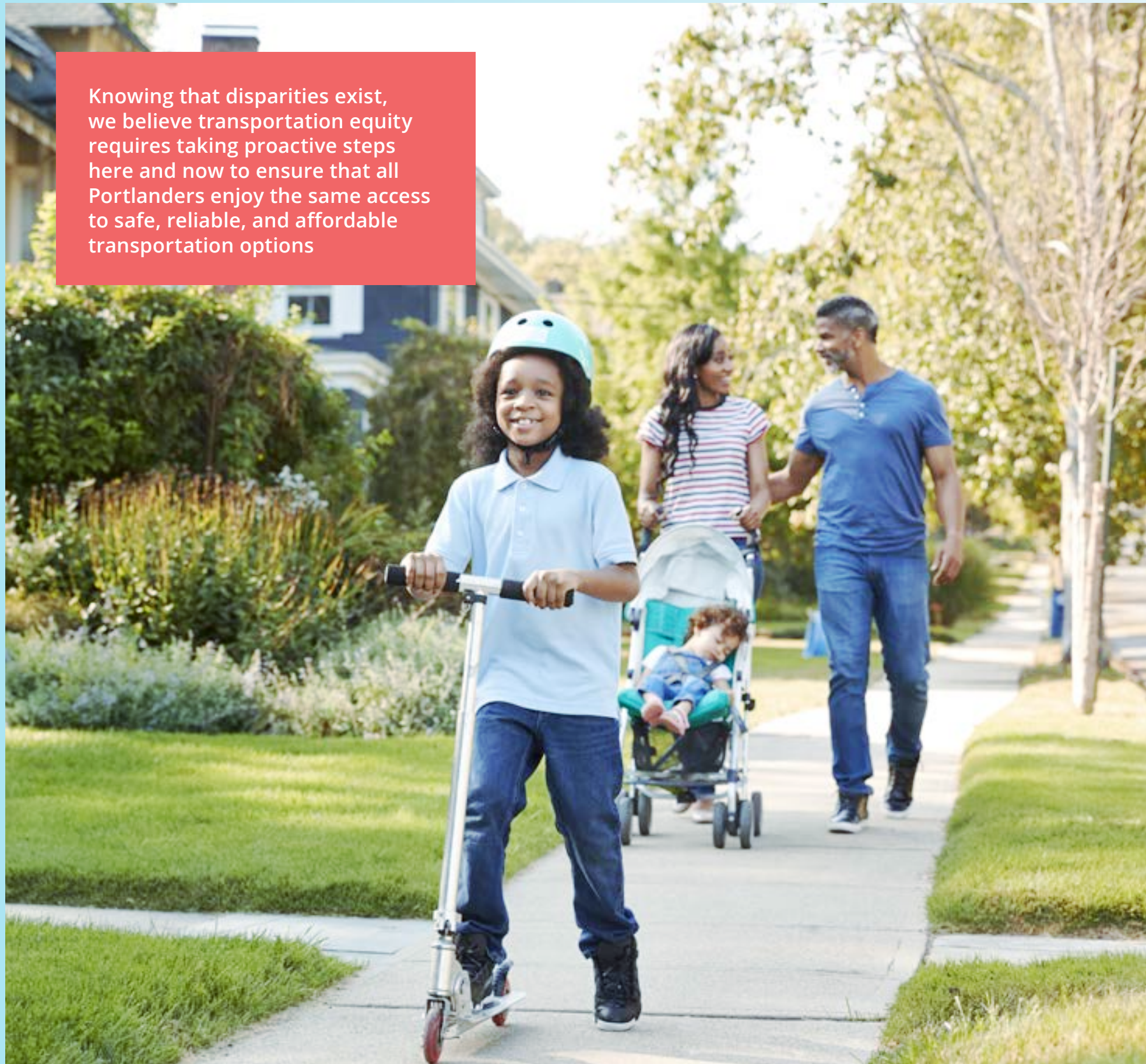
Unfortunately, our country, our city and our agency have not always delivered on transportation's promise in an equitable or sustainable way. In fact, past policymakers and public officials made decisions that continue to disproportionately harm the most vulnerable users of our transportation system, including people of color and people with disabilities.

Over time, these burdens and associated costs have unfairly impacted specific populations. Major infrastructure projects uprooted entire neighborhoods. Smaller projects were designed and built without adequate input from the communities they were supposed to serve. The needs and desires of underserved communities were often ignored in visions of Portland's future.

It's a regrettable truth that deep systemic disparities exist in our transportation system. For example, pedestrians in East Portland, especially east of I-205, are more than twice as likely to be killed in a traffic crash than pedestrians in other parts of Portland. East Portland generally bears the burden of historic underinvestment in infrastructure, and has poor air quality and limited community resources. This is especially troubling because East Portland also has high concentrations of communities of color, low-income households, and communities with limited English proficiency (LEP).

Knowing that disparities like this exist, transportation justice requires taking proactive steps here and now to ensure that all Portlanders enjoy the same access to safe, reliable, and affordable transportation options. Our roads belong to everyone. It is in these public spaces that we create community and decide together how best to make use of our shared right-of-way. It is our responsibility to remove any barriers to equitable and accessible mobility, wherever these barriers exist.

Knowing that disparities exist, we believe transportation equity requires taking proactive steps here and now to ensure that all Portlanders enjoy the same access to safe, reliable, and affordable transportation options



As part of Portland’s 2035 Comprehensive Plan, our city has pledged to take concrete steps to address the displacement of residents from neighborhoods. For our commitment to transportation justice, this means ensuring that when we invest in transportation infrastructure we do so in a way that supports more and better access for communities of color, low-income communities, and people with disabilities. Our investments should not repeat past injustices or contribute to new ones like displacement.

We have also not captured the true costs of our collective transportation choices, rarely accounting for how communities are affected by vehicle emissions and dangerous speeds. The ways in which we have traditionally delivered personal freedom, access, and connection have taken a heavy toll on our environment. We face a global reckoning with carbon emissions, its impacts borne most often by the communities that can least afford them.

Questions we are always asking

Portland’s leaders have made a radical departure from this past with the adoption of citywide Racial Equity Goals and the Climate Action Plan.

In **Moving to Our Future**, PBOT will ask itself two critical questions in thinking through each aspect of our work:

- Will it advance equity and address structural racism?
- Will it reduce carbon emissions?

Over the last five years, PBOT, along with the City of Portland as a whole, has strengthened its commitment to transportation equity. What does this mean? It means recognizing the harmful legacy of past decisions and moving decisively now to address these harms. Concretely, this means ensuring that communities of color and people with limited mobility, previously excluded from the decision-making process, have a prominent seat at the table and are centered in policy, investments, services, and programs.

This is especially true given the scale of transformation that will be required to achieve our targets for reducing carbon emissions. Portland’s Transportation System Plan for 2035 calls for a complete inversion of current transportation choices and behaviors, with a massive shift away from driving alone. This cannot happen on the backs of those who can least afford it. Historically marginalized communities are already significantly more likely to walk, take transit, or share a car trip. We need to reward this and invest in these communities working together to build safe and effective transportation options that work for everyone.



Will it advance equity and address structural racism?



Will it reduce carbon emissions?

Throughout **Moving to Our Future**, we note where we are putting our commitments to equity and climate into action. Guided by the city’s Racial Equity Goals and Climate Action Plan, we will use this strategic plan to refresh and refocus the bureau’s equity initiatives, programs, and investments by:



Transforming PBOT’s relationship with underserved communities.



Developing a transportation equity framework to guide future equity initiatives, policies, and investments.



Contributing to the resilience of communities that are the most vulnerable amid growth and change.



Increasing opportunity for historically underserved communities to participate in the development of policy and decision making.



Strengthening staff capacity to understand, utilize, implement, and contribute to PBOT’s equity framework.

Over the course of **Moving to Our Future** we will develop a comprehensive framework for an equitable transportation system in the Portland metro region, helping us tackle critical issues that intersect with PBOT’s mission. These include gentrification and displacement, equitable service delivery, and access to jobs and opportunity. The work outlined in this strategic plan is inspired by the definition for equitable transportation introduced by the National Association of City Transportation Officials’ (NACTO) Equity Committee:

Equitable transportation is the process and outcomes of ensuring that our transportation systems are inclusive of, meet the needs of, support, and prioritize marginalized or underrepresented communities (race, physical ability, geographic location) where institutional and structural barriers impacting mobility and access have been eliminated, enabling opportunity for both economic and social growth.



What's new

PBOT's Transportation Justice Framework

When adopted in 2019, *Moving to Our Future* set out transportation justice as a north star for the bureau. But beyond advancing racial equity and reducing carbon emissions, what does transportation justice really mean? And how do we, as an organization and stewards of Portland's transportation system, move toward a more just tomorrow?

Over the past few years, PBOT staff have been tackling that question head on through the Transportation Justice Framework Project. The goal of this effort is to create a toolbox of resources that will help:

- Ensure all staff are familiar with existing transportation-related disparities in our communities;
- Equip them with tools and prompts to advance and operationalize transportation justice across our work;
- Empower PBOT teams to provide equitable services to historically underserved communities; and
- Keep us accountable to our goal of becoming an anti-racist organization.

In short, the Transportation Justice Framework will be a compass for all to use in our pursuit of equitable and just outcomes.

In January 2020, PBOT's Equity & Inclusion team, in collaboration with the Transportation Justice Steering Committee (TJSC), organized a retreat at the June Key Delta Community Center. Transportation Justice advocates and representatives from six

Portland based community organizations including Coalition of Communities of Color, Play Grow Learn, Rosewood Initiative, Portland United Against Hate, Unite Oregon, Verde, Albina Vision Trust, and Seeding for Justice (formerly known as MRG Foundation) attended the event to discuss what transportation justice means in the Portland context and share their vision for a just and equitable transportation system. PBOT's Equity & Inclusion team ran with and stayed true to community stakeholder's vision and established a project team to advance project efforts.

That team dove into community wisdom, literature, and discourse around Transportation Justice, and in 2022, unveiled a working draft definition and set of principles that form the backbone of PBOT's Transportation Justice Framework:

PBOT's working draft Transportation Justice definition:

Transportation Justice refers to the elimination of disparities in our mobility and interconnected systems (equity) as well as a transformative and liberating redistribution of power, resources, and opportunities (justice) to those experiencing the greatest disparities today to ensure that all Portlanders use and enjoy the same access to safe, reliable, equitable, sustainable, and affordable transportation options.

In today's transportation system, Portlanders who are Black, Indigenous, and people of color (BIPOC), people with disabilities, households living on low incomes, as well as all those community members who are multilingual, immigrants, refugees, LGBTQIA+, and/or displaced all experience greater disparities and have historically been burdened by unjust and racist policies and decisions. Transportation Justice requires us to uncompromisingly condemn all forms of oppressive practices and racism, proactively reduce transportation disparities, address past harm, remove barriers, and measurably improve outcomes experienced by these communities.

We achieve Transportation Justice by eliminating disparities, redistributing power, and working towards the liberation of unjustly burdened populations in both our processes (how we do our work) and outcomes (what our work achieves or contributes to in community).

Transportation Justice principles:

- Moving beyond equity (eliminating disparities) towards justice (redistributing power, resources, and opportunities)
- Recognizing past and existing injustice and accepting that the past is never dead
- Co-creating solutions with historically underserved communities and envisioning liberation through their lens
- Addressing past harm and mitigating structural pains at all stages of our work
- Acknowledging the interconnectedness of systems
- Centering race and applying "targeted universalism" (in which we prioritize addressing the needs of those experiencing the greatest disparities, which in turn maximizes benefits)
- Committing to intersectionality
- Putting people first (adopting a human-centered approach)
- Applying results-based accountability

The development of the Transportation Justice Framework is ongoing, and the materials staff developed are living documents. Staff know there are gaps in our knowledge, and will continue engaging community partners to validate, challenge, and co-create a deeper understanding of disparities and Transportation Justice principles.





Climate change confronts us with profound equity challenges that are intergenerational.

Our region is already experiencing the effects of forest fires and reduced air quality, flooding, and hotter summers. The impacts are felt disproportionately in low-income neighborhoods and communities of color. As leaders in a global movement of cities working to create low-carbon urban environments that will support future generations, Portland’s City Council has committed to a 50% reduction in carbon emissions by 2030, and a 100% reduction by 2050. We have a lot of work to do. More than 40% of our carbon emissions come from vehicle emissions and, as of 2016, Portland showed a 1% increase over the previous year.

Moving to Our Future is guided by the vision of a connected future laid out in the Climate Action Plan, where:

- Access to active transportation options continues to improve, providing welcoming, reliable and timely access to daily needs and key community places.
- Pedestrians, bicyclists, and transit are present throughout Portland’s vibrant community centers, bustling corridors, and diverse neighborhoods
- Vehicles are highly efficient and run on low-carbon electricity and renewable fuels

50%

reduction in carbon emissions by 2030

100%

reduction in carbon emissions by 2050



Roughly 40% of our carbon emissions comes from vehicle emissions

3%

as of 2019, Portland transportation emissions were still 3% higher than in 1990

This strategic plan also coincides with Portland’s participation in the Bloomberg American Cities Climate Challenge. The initiative supports near-term actions to reduce carbon emissions while providing us with a guiding framework for our strategic plan, with clear outcomes and measures.

More information about PBOT’s equity and inclusion initiatives can be found at portland.gov/transportation/justice.

More information about Portland’s participation in the American Cities Climate Challenge can be found at portland.gov/what-works-cities/what-works-cities-projects.

What’s new

Objectives and initiatives for Equity & Inclusion and Climate Action

To improve accountability toward advancing our overarching goals of Equity & Inclusion and Climate Action, PBOT adopted the following objectives and initiatives through the 2023 Strategic Plan refresh:

EQUITY AND INCLUSION	CLIMATE ACTION
1. Increase understanding of equity and inclusion goals, principles, and applications to our work	1. Implement strategies that most effectively reduce driving
2. Create and direct equity and inclusion trainings	2. Shift to cleaner fuels and vehicles
3. Build accountability around internal and external equity and inclusion at PBOT	3. Plan and build complete, connected communities and neighborhoods to reduce driving trips
4. Standardize and implement community engagement best practices across the bureau	4. Adapt and prepare for climate resiliency



Portland City Council has committed to a 50% reduction in carbon emissions by 2030, and a 100% reduction by 2050.

One bureau, one mission

Moving to Our Future's vision will take more than just hard work and effective planning. It demands we focus on how PBOT functions as an organization. Throughout this plan's development, themes related to PBOT's organization continued to emerge. It became clear that this plan's success depended on improving PBOT's day-to-day operations.

This plan asks every PBOT employee to think about how they can contribute to our bureau's shared success. To support them, our Office of the Director will engage with leadership and staff across the bureau to determine how their work contributes to the outcomes that are identified in this strategic plan, as well as the align efforts and foster collaboration.



SPECIFICALLY, WE WILL WORK ON THE FOLLOWING IMPROVEMENTS TO OUR ORGANIZATION:

Operational Imperatives	FY 2023-24 Initiatives	Lead
Improve workforce and organizational wellness	Identify new revenue sources that align with our policy goals and stabilize the bureau	Intergovernmental Resources & Policy Affairs, Office of the Director
	Improve functionality and awareness of resources on the employee intranet	Communications, Office of the Director
	Conduct biannual employee surveys and roll out PBOT C.A.R.E.S. initiative (Communication, Accountability, Recognition, Employee Development, and Safety)	Employee Services, Business Services Group
	Document critical processes across the bureau to support process improvement and change management	Strategy, Data & Performance, Office of the Director
	Build a culture of physical and psychological safety among PBOT employees	Environmental Services Division, Maintenance Operations

Optimize data collection, use and accessibility	Implement annual performance data collection and reporting process using the PBOT Catalog	Strategy, Data & Performance, Office of the Director
	Produce performance “spotlights” for each group and division using data to tell our story and clarifying the outcomes each team helps achieve	Strategy, Data & Performance, Office of the Director
	Further improve data governance and management by advancing PBOT’s Data Management Roadmap	Strategy, Data & Performance, Office of the Director
Enhance engagement with the community	Create standard operating procedures for community engagement, advisory bodies, and information sharing	Equity Services, Office of the Director
	Acquire and implement customer relationship management (CRM) software for tracking data from community engagement and bureau contributions through sponsorships, contracts, and grants	Equity Services, Office of the Director
	Create and implement a Language Access Plan	Equity Services, Office of the Director
Invest in external partnerships	Develop state, regional, and federal partnerships related to major funding opportunities and policy areas	Intergovernmental Resources & Policy Affairs, Office of the Director
	Partner with city hall and other infrastructure bureaus on transition related to charter reform	Bureau Director
	Engage with coalitions of transportation agencies and organizations to advance shared policy goals	Intergovernmental Resources & Policy Affairs, Office of the Director
Achieve excellence in project delivery	Advance PBOT’s Tribal Relations work plan	Intergovernmental Resources & Policy Affairs, Office of the Director
	Complete the project delivery manual for large scale and quick build capital projects, further operationalizing “stages and gates”	Capital Delivery Division, Policy, Policy, Planning & Project
	Improve project controls and consistently report on capital program performance	Asset Management, Office of the Director
	Improve communication and coordination across stages and gates, as well as documentation of decision-making process and rationale	Capital Delivery Division, Policy, Policy, Planning & Project

Goal 1: Safety

Make Portland streets safe for everyone

In 2015 Portland became one of the first cities in the country to adopt Vision Zero—an ambitious plan to eliminate traffic fatalities and serious injury crashes on our roadways. Since then, PBOT has worked to:

- Strengthen a culture of safety within PBOT and across the city
- Protect the most vulnerable people on Portland streets regardless of race, language, age, income, or disability
- Prioritize investment in designing safer streets and installing what is needed for safety—technology and infrastructure where it is needed most.
- Identify safe speeds and use education, enforcement, and engineering to achieve those speeds on Portland streets
- Test new concepts like protected bike lanes and launch innovative safety programs like our Safe Ride Home initiative

The alarming numbers of fatalities that we continue to see on our roads is a reminder of how much work we still need to do to achieve our Vision Zero goals.

National and international research clearly shows that an increase in driving reduces safety for everyone on our streets—people driving, pedestrians, and people biking alike. Simply put, as more cars take to the roads, our transportation system becomes less safe.

Moving to Our Future takes two major steps to reverse this trend. First, it continues our aggressive implementation of our Vision Zero Action Plan. Adopted in 2015, the Action Plan aims to eliminate all traffic fatalities and serious injury crashes from Portland streets. To do this, we focus our efforts on our city’s most deadly streets, called the High Crash Network, and we do this with proven Vision Zero strategies—building safer streets, encouraging safer behavior, and deploying effective and equitable enforcement. The High Crash Network represents only a fraction of the total streets in Portland, but this is where the majority of fatal and serious crashes occur. If we can make these streets safer, we will make Portland safer.

Of course, traffic safety is a citywide issue. Not every fatality and serious crash occurs on the High Crash Network. For this reason, ***Moving to Our Future*** adopts a citywide approach known as Safe Systems which prioritizes safety in everything we do. Safe Systems means we design and build streets, sidewalks, bike lanes, and infrastructure safe enough to compensate for the inevitable mistakes that people make.

What’s new

Safety goal updates

Clearly defined performance outcomes and measures

When adopted in 2019, the Strategic Plan included example outcomes and measures for each goal area. In 2021, as part of a midway progress report, staff refined these outcomes and analyzed data for key performance measures related to each goal.

The following outcomes and measures are being tracked for Safety goal:

Safety Outcomes	Key Performance Measures
The number of fatal and serious injury crashes declines annually until there are zero	<ul style="list-style-type: none">• Number of fatal crashes• Number of serious injury crashes• Number of bike crashes• Number of pedestrian crashes• Number of miles where speed limits have been reduced• Percent of residential streets with 20 mph speed limits• Number of speed-related crashes• Number of observed speed violations by traffic cameras• Percentage of miles of our bike network that have protected and/or buffered bike lanes
All Portlanders are safe and free from threat or fear of personal harm in the right-of-way	<ul style="list-style-type: none">• Number of bias crimes and incidents reported in public spaces• Satisfaction with safety of commute

We analyzed trends for these outcomes and measures. Despite significant investment and progress implementing the Vision Zero Action Plan, including measurable improvements along specific corridors and from a project level, we still saw crashes increase in the years 2019, 2020, and 2021.

To prioritize our work where it’s needed most and to get these performance measures on track, PBOT’s Safety goal leads urged a focus on reducing and ensuring safe speeds. This includes:

- Investing in smart signals, automated enforcement, and other technology to address dangerous driving behavior
- Building a bureau-wide understanding and operationalization of the Safe Systems approach through a comprehensive approach to safe speeds

- Leveraging investment from multiple sources to accelerate and augment multimodal safety improvements
- Ensuring safety improvements are evaluated and maintained to sustain their benefit

We also understand there is no single solution. There are complex, persistent social factors that have contributed to the spike in traffic deaths since the onset of the pandemic, including lack of shelter and social services for Portland’s most vulnerable community members. We recognize the need to work collaboratively with partners across the Portland metro region to urgently invest in basic human needs, which will help our community and put safety first.

Updated objectives and initiatives

The objectives and initiatives on the following pages have been revised to reflect the work that has been completed as well as resource and capacity realities in 2023.

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
SAFETY	SAFETY 1 Invest in community engagement and education around safety	SAFETY 1.A Develop proactive and ongoing public engagement about safety measures, including new infrastructure designs, pedestrian and bicycle safety, and speed enforcement	Active Transportation & Safety, Policy, Planning, and Projects	Equity & Inclusion, Communications; Capital Delivery, Planning; Traffic Systems & Operations	Campaigns developed, implemented, and evaluated for success	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		SAFETY 2.A Implement traffic-calming programs targeted along Safe Routes to School	Active Transportation & Safety, Policy, Planning, and Projects			
SAFETY	SAFETY 2 Get drivers to slow down	SAFETY 2.B Expand the use of speed safety cameras for enforcement along the High Crash Network and other key locations	Active Transportation & Safety, Policy, Planning, and Projects	Traffic Systems & Operations	10 months for full implementation of speed safety cameras along the High Crash Network.	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		SAFETY 3.A Improve street lighting conditions to increase the visibility of pedestrians on Portland streets	Signals & Street Lighting, Traffic Systems Group			
SAFETY	SAFETY 3 Fully implement signal and street lighting improvements that make streets safer for pedestrians and people biking	SAFETY 3.B Identify and fund improvements to signal timing at key intersections to allow more time and separation between people crossing and vehicles turning	Signals & Street Lighting, Traffic Systems Group		25 or more Leading Pedestrian Intervals (LPIs) implemented annually; 3 or more signals upgraded with left-turn phasing annually; 3 or more signals upgraded (or constructed) to include separate bike phases	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		SAFETY 4.A Complete before-and-after studies on safety projects to evaluate success	Active Transportation & Safety, Policy, Planning & Projects Group; and Traffic Operations, Traffic Systems Group			
SAFETY	SAFETY 4 Use data and technology to evaluate safety improvements				Pre- and post-evaluation process defined and implemented on at least 3 High Crash Corridor projects	

How does making Portland streets safe for everyone advance equity?

- **Addressing hate in streets.** Safe spaces mean different things in different neighborhoods. Our public streets and sidewalks belong to everyone and should be safe and welcoming for everyone. This begins with treating each other well and combating hate in our public spaces. How people experience safety and inclusion in our streets is fundamental to every decision they make.
- **Strengthening relationships with our community and within our communities themselves.** Strengthening relationships with our community and within communities themselves. Specific decisions we make resonate differently in different parts of the city. More streetlights are needed in some areas, while lighting is insufficient in others. As we work to create safer, more livable communities throughout

Portland, we also must recognize the impact of displacement. Only through deep engagement and partnership with the community and other agencies can we prioritize the safety projects each community needs. By listening and building connections, we ensure that our work allows people to remain in their communities, and that everyone can enjoy the benefits of safer streets.



How does making Portland street’s safe for everyone reduce pollution?

- **Less driving, fewer crashes.** Building a safe transportation system shares some of the same fundamental goals and measures of climate action. Every additional mile driven in Portland increases the risk of serious injury or fatality on our roads. To increase safety and reduce carbon emissions, we must reduce the number of trips made by people driving.
- **Feeling safe inspires more active travel.** There is a strong correlation between safe conditions on the street and the ability of residents to use more sustainable transportation modes. Working through our Vision Zero plans and our Safe Systems approach, we will measure how our projects provide safety and how much of a shift to different modes of travel we see as a result.

Notes

What parts of my job contribute to making Portland streets safe for everyone? How does my work group:

- Make Portland’s High Crash Network safer, especially for pedestrians and people biking
- Get drivers to slow down
- Use data and technology to make our transportation system safer
- Make safety a core priority in everything we do

Handwritten notes area with horizontal lines.



Make Portland streets safe for everyone





Goal 2: Moving People and Goods

Portland has very ambitious goals for transitioning people away from driving alone and into alternative modes of transportation such as bicycling, public transit, and walking.

Successfully making this transition allows us to lower carbon emissions and make Portland the city we want it to be. To meet these goals, we must begin implementing major changes to the way we build, price, and allocate our roads in the city. And we must do this together, with an evidence-based approach, so that we deliver clear benefits to all Portlanders.

This begins with an understanding that the status quo is not an option. Not only will inaction lead to more congestion, it will also serve to reinforce and worsen inequities in our transportation system. Communities of color and low-income communities already contribute a disproportionate share of their income to transportation, while seeing less benefits than

white and wealthier Portlanders. Unmanaged, new and emerging technologies such as autonomous vehicles and ride-hailing services could exacerbate these inequities.

Lack of access to transportation options already exacts a heavy cost on people’s lives by limiting economic opportunity, reducing time with family and friends, and harming individual and community health.

Additionally, the negative effects of growth and congestion are not distributed equitably as measured by both race and income. Gentrification has disrupted existing neighborhoods, displacing communities of color and low-income residents to the car-dependent periphery. Thus, those who can least afford it are increasingly required to travel farther, at greater cost, with fewer options, and with more delay.

What’s new

Moving People and Goods goal updates

Clearly defined performance outcomes and measures

When adopted in 2019, the Strategic Plan included example outcomes and measures for each goal area. In 2021, as part of a midway progress report, staff refined these outcomes and analyzed data for key performance measures related to each goal.

Moving People and Goods Outcomes

Key Performance Measures

People have increasing access to multimodal travel options and key destinations

- Percentage of population in Portland living within 0.25 miles of “low-stress” bike facilities
- Percentage of population in Portland living within 0.25 miles of a frequent service bus stop and/or 0.5 mile of a light rail stop
- Sidewalk presence on busy streets
- ADA ramps improved or constructed annually
- Overall bike network miles
- Percentage of miles in the bike network that have protected and/or buffered lanes

Portlanders increasingly choose to bike, walk, ride transit, and use other modes that move more people in less space than driving alone

- Percentage of Portland commuters that drive alone to work
- Percentage of Portland commuters that walk, bike, carpool, take transit or work from home
- Average daily vehicle miles traveled (VMT) on highways per person
- Average commute time difference between drive-alone and transit trips

Looking at data trends for these outcomes and measures, we see that vehicle miles traveled (VMT) and carbon emissions are on the rise, exacerbating the climate crisis and mobility disparities. Trips are taking longer and travel-time reliability is getting worse. Furthermore, Portlanders who Black, Indigenous, and people of color, as well as community members living on a low income, continue to bear the brunt of an inefficient, overly car-dependent transportation system. As overall VMT continues to rise, it becomes more and more difficult to move people and goods throughout our city. We must accelerate progress toward our VMT reduction and mode-shifting targets to improve mobility, equity, and climate outcomes.

At the same time, our city is recovering from a multi-year pandemic and growing concerns around livability. PBOT is a partner in the citywide effort to support our community in this recovery and to improve livability through the activation of our right-of-way.

The initiatives on the following pages have been revised to reflect these trends, work completed to date, and resource and capacity realities in 2023.

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead
MOVING PEOPLE AND GOODS	MOBILITY 1 Deliver and activate transportation projects that improve mobility and livability in our communities	MOBILITY 1.A Deliver quick-build projects that most address safety and equity goals, and evaluate and report on impact of projects	Transportation Planning Division; Capital Project Delivery, Policy, Planning & Projects Grou
		MOBILITY 1.B Evaluate and improve existing Rose Lane network and expand network as funding is available.	Transportation Planning Division, Policy, Planning & Projects Group
		MOBILITY 1.C Identify funding to connect a protected bike and pedestrian facility to the Blumenauer Bridge.	Capital Project Delivery, Policy, Planning & Projects Group
		MOBILITY 1.D Strengthen the value of the central city and neighborhood centers via plaza development and activation	Transportation Planning Division, Policy, Planning & Projects Group

Other divisions or groups involved	Measure of success	Supports a climate action objective?
Active Transportation & Safety; Traffic Systems & Operations; Engineering Services; Maintenance Operations	Near-term (1-2 year) list of priority pedestrian quick-build projects maintained	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
	Additional Rose Lane projects delivered.	CLIMATE.3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
Office of the Director; Business Services	Grant or other funding received for SE Seventh Avenue improvements	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
Right-of-Way Management & Services	Number of plaza activations in 2023; Completion of permanent plaza program	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
MOVING PEOPLE AND GOODS MOVING PEOPLE AND GOODS	MOBILITY 2 Advance the most effective transportation demand management strategies identified in the Way to Go Plan	MOBILITY 2.A Evaluate effectiveness of Transportation Wallet programs and identify ongoing funding	Active Transportation & Safety, Policy, Planning & Projects Group	Strategy, Data & Performance	Transportation Wallet App launched. Long-term funding for Transportation Wallet App secured. Increased numbers of Transportation Wallets in circulation. Reduced VMT recorded through evaluation of Transportation Wallet users	CLIMATE 1 Implement strategies that most effectively reduce driving
		MOBILITY 2.C Advocate for demand management through pricing on Oregon Department of Transportation freeways to mitigate existing inequities, improve safety on local roads, and reduce carbon emissions	Intergovernmental Resources & Policy Affairs, Office of the Director	Policy, Planning & Projects	Comments and letters submitted to regional leaders advocating for equitable mobility pricing principles. Regional Mobility Pricing Project National Environmental Protection Act (NEPA) process reflects equitable mobility pricing principles.	CLIMATE 1 Implement strategies that most effectively reduce driving
		MOBILITY 2.D Prepare for the implementation of near-term recommendations from the Pricing Options for Equitable Mobility (POEM) Task Force	Intergovernmental Resources & Policy Affairs, Office of the Director	Policy, Planning & Projects; Parking and Regulatory Services	Number of POEM recommendations advanced.	CLIMATE 1 Implement strategies that most effectively reduce driving
		MOBILITY 2.E Implement new permitted parking programs and multimodal strategies that reduce vehicle ownership in growing parts of the city	Parking Operations, Parking and Regulatory Group		New parking permit areas added.	CLIMATE 1 Implement strategies that most effectively reduce driving
MOVING PEOPLE AND GOODS	MOBILITY 3 Build a better 82nd Avenue	MOBILITY 3.A Deliver Phase 1 Building a Better 82nd Ave projects.	Capital Project Delivery, Policy, Planning & Projects Grou	Capital Delivery; Engineering Services; Traffic Systems & Operations	Phase 1 82nd Avenue projects delivered	
		MOBILITY 3.B Complete the 82nd Avenue Civic Corridor Plan.	Transportation Planning, Policy, Planning & Projects Group	Capital Delivery; Engineering Services; Traffic Systems & Operations	Civic Corridor Plan completed in 2023	
		MOBILITY 3.C Complete 82nd Avenue transit project development.	Transportation Planning, Policy, Planning & Projects Group	Capital Delivery; Engineering Services; Traffic Systems & Operations	82nd Avenue transit project development completed by June 2024	

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
MOVING PEOPLE AND GOODS	MOBILITY 4 Implement and codify updated standards that support efficient movement of people and goods over cars	MOBILITY 4.A Implement new transportation impact procedures for development review that utilize performance measure(s) that better align with TSP and land-use objectives and evaluates impacts and mitigations related to the city's preferred modes, rather than using standards for automobile level-of-service.	Transportation Planning, Policy, Planning & Projects Group		Established VMT as preferred performance measure. Tool to operationalize the methodology being developed.	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trip
		MOBILITY 4.B Continue advocating for a replacement level-of-service metric that measures the efficient movement of people and goods at regional and state policymaking tables, and prepare updates to City Mobility Policy to reflect city goals and comply with updated regional and state policy once adopted.	Transportation Planning, Policy, Planning & Projects Group	Right-of-Way Management & Services	VMT targets established. Program parameters defined. Regional adoption of new standards in plans. City Mobility Policy updates prepared.	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
MOVING PEOPLE AND GOODS	MOBILITY 5 Accelerate the conversion from fossil fuel to electric mobility	MOBILITY 5.A Expand access to electric vehicle charging in the right-of-way	Transportation Planning, Policy, Planning & Projects Group	Right-of-Way Management & Services; Parking Operations; Bureau of Planning and Sustainability	Right-of-way charging code adopted	CLIMATE 2 Shift to cleaner fuels and vehicles
		MOBILITY 5.B Seek grant funding to expand access to e-bikes, particularly for people with limited transportation options	Transportation Planning, Policy, Planning & Projects Group	Active Transportation & Safety; Bureau of Planning and Sustainability	E-bike incentive or access program launched	CLIMATE 2 Shift to cleaner fuels and vehicles
		MOBILITY 5.C Increase transportation options, such as bike-share and e-scooters that are able to move more people sustainably in our limited public right-of-way	Policy, Planning & Projects Group		Further growth in BIKETOWN and scooter use; BIKETOWN fleet increased	CLIMATE 2 Shift to cleaner fuels and vehicles
		MOBILITY 5.D Reduce emissions from internal fleet	Environmental Services Division, Maintenance Operations Group		Completion and evaluation of idling pilots	CLIMATE 2 Shift to cleaner fuels and vehicles

- **Mitigating financial burdens.** Each policy and investment decision must consider what the desired outcomes and measures will be for racial equity. As we propose significant changes to the way Portland residents get where they need to go, it is necessary to measure who is paying for and who is benefiting from these changes.
- **Understanding the impacts of gentrification and displacement on transportation.** Costs can be measured in direct fees as well as the overall housing and transportation costs of historically marginalized communities. We must also measure the environmental and social costs of our transportation options measured in air quality and displacement from traditional neighborhoods. Benefits, on the other hand, can be measured through better transportation options in specific communities, whether through new investment or increased service. By serving our most vulnerable residents better, including people with disabilities, we will deliver a better transportation system for everyone.

- **Roads less traveled.** City Council adopted ambitious goals for reducing carbon emissions, much of which depends on a large reduction in vehicle miles traveled. PBOT's Transportation System Plan aims to achieve these reductions through a significant shift in modes traveled by 2035. In order to meet our climate imperatives, this strategy aims to measure progress in near-term increments, providing regular updates to leaders and stakeholders on how our initiatives are performing.
- **Moving more people, not more vehicles.** With an evidence-based approach and cost-benefit analysis, we can speed investment, scale up successful pilots, or correct course where necessary. This could mean any combination of building new projects, shifting our priorities in the public right-of-way, or pricing congestion in response to demand. An overall focus on moving people and goods—rather than the number of vehicles—will help us reduce carbon emissions.

The diagram is a green inverted pyramid divided into six horizontal sections. From top to bottom, the sections are labeled:

- Walking**
- Bicycling**
- Transit**
- Taxi, commercial transit, shared vehicles**
- Zero emission vehicles**
- Other single-occupant vehicles**



Goal 3: Asset Management

Deliver smart investments to maintain our transportation system

Every day, Portlanders rely on our streets and other transportation assets to get where they need to go

These assets are valued at \$13 billion and include: over 100,000 street signs; tens of thousands of streetlights and curb ramps; thousands of miles of streets; thousands of signals and bike racks; hundreds of bridges and retaining walls; hundreds of miles of bikeways; a dozen streetcars; six parking garages; and one aerial tram. Operating, maintaining, and planning for the upkeep of these assets is a 24/7 job and involves staff from all of PBOT's seven primary business groups.

To support a prosperous city where all Portlanders can get around safely, easily, and sustainably, PBOT must fix the city's crumbling and substandard infrastructure. Several factors make this challenging. First, population growth has put more stress on our transportation system. Second, funding has not kept pace with what we need to maintain the system we have. New funding in recent years is a step forward, but still insufficient to see a long-term, dramatic improvement or address our existing deficiencies. The result? PBOT currently faces a maintenance obligation of \$3.5 billion, the majority of which has no committed funding.

Continuing to defer the bulk of this obligation costs Portlanders more because providing maintenance on a deteriorating system costs more. What does this deferred maintenance look like? It looks like potholes, streetlight outages, temporary road closures, and other challenges that Portlanders encounter on their daily trips.

PBOT is committed to reversing this trend and dramatically shrinking its growing unfunded maintenance liability. But we know that we cannot rely on funding alone. To this end, we are using these five years to improve our bureau's approach to building, preserving, and repairing our transportation infrastructure. In ***Moving to Our Future***, we outline the way we will focus on this by improving how we manage our assets and by implementing modern, data-driven tools, programs, and policies. These advancements will allow PBOT to maximize our current funding across our assets, and to deliver a better-maintained, safer, and more reliable transportation system at a lower cost to Portlanders.

What's new

Asset Management Goal updates

Clearly defined performance outcomes and measures

When adopted in 2019, the Strategic Plan included example outcomes and measures for each goal area. In 2021, as part of a midway progress report, staff refined these outcomes and analyzed data for key performance measures related to each goal.

The following outcomes and measures are now being tracked for the Asset Management goal:

Asset Management Outcomes

Key Performance Measures

PBOT's unmet need funding gap declines every year

- Total unmet need
- Unmet need for local streets
- Unmet need for arterial and collector streets
- Unmet need for sidewalks
- Unmet need for bridges
- Unmet need for curbs
- Unmet need for traffic signals (hardware only)
- Unmet need for improved corners
- Unmet need for Portland Streetcar
- Unmet need for parking assets
- Unmet need for Portland Aerial Tram
- Unmet need for streetlights
- Unmet need for support facilities (for PBOT and the Bureau of Environmental Services)
- Unmet need for other transportation assets

All PBOT asset classes meet or approach service level expectations set by community and stakeholders

- Average Pavement Condition Index (PCI) for busy streets
- Average Pavement Condition Index (PCI) for local streets
- Sidewalk presence on busy streets
- Percent of fiber-optic infrastructure in fair or better condition
- Percent of ITS equipment in fair or better condition
- Percent of signal controllers in fair or better condition
- Percent of signal hardware in fair or better condition
- Percent of bridges in fair or better condition
- Percent of retaining walls in fair or better condition
- Percent of parking garages in fair or better condition
- Percent of parking meters in fair or better condition
- Percent of streetlight poles in fair or better condition
- Percent of streetlights in fair or better condition
- Percent of streetcar tracks in fair or better condition
- Percent of traffic calming in fair or better condition
- Percent of tramway equipment in fair or better condition
- ADA ramps improved or constructed annually

Looking at data trends for these outcomes and measures, we see that our asset unmet need continues to grow while demands on our system and need for new infrastructure also increase. We need to simultaneously reduce our unfunded maintenance liability while making smart investments that expand options and access, without unsustainably increasing our maintenance obligations. Across individual asset classes, we lack strategies for funding improvements, preventative maintenance, and prioritizing investments, while we also bring on new assets to address rising demands. We have critical data gaps that make addressing these challenges difficult.

The initiatives on the following pages have been revised to reflect these trends, work advanced to date, and resource and capacity realities in 2023.

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives
ASSET MANAGEMENT	ASSET 1 Use criticality to prioritize asset replacement	ASSET 1.A As part of the annual cadence of reviewing PBOT’s Risk Register, define likelihood and consequence framework and conduct criticality analysis of major assets.
		ASSET 1.B Use cost-benefit considerations and business-case analyses to improve the quality and confidence of prioritization efforts
ASSET MANAGEMENT	ASSET 2 Improve quality, completeness, and accessibility of asset management-related information	ASSET 2.A Incorporate standard lifecycle costs and maintenance plans into Maintenance Operations’ strategic planning and operations.
		ASSET 2.B Continue iterations of capital improvement project asset maintenance estimates as part of the new asset onboarding improvements.
		ASSET 2.C Expand on State of Good Repair efforts to include lifecycle costs and standard lifecycle maintenance plans for most critical assets.
		ASSET 2.D Identify opportunities to improve asset data in PBOT source systems (StreetSaver, RoadRunner, GIS, Maximo).

Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
Asset Management, Office of the Director	Maintenance Operations; asset leads across all groups	Risk Register reviewed annually. Criticality assessments completed for each asset class.	CLIMATE 4 Adapt and prepare for climate resiliency
Asset Management, Office of the Director	Maintenance Operations; asset leads across all groups	Business-case analyses completed. Utilization of analyses in programming of capital improvement projects and maintenance dollars.	
Asset Management, Office of the Director	Maintenance Operations; Business Services; asset leads across all groups	Lifecycle cost estimates completed for all assets. Maintenance Operations work plans developed based on lifecycle maintenance plans.	
Asset Management, Office of the Director	Maintenance Operations; Business Services; asset leads across all groups	90% of capital improvement projects completed asset maintenance estimates.	
Asset Management, Office of the Director	Maintenance Operations; asset leads across all groups	“State of Good Repair” standards	
Asset Management, Office of the Director	Strategy, Data & Performance; Maintenance Operations; Technology Services; asset leads across all groups	Map data business processes for all asset classes. Produce annual asset snapshots.	

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives
ASSET MANAGEMENT	ASSET 3 Advance the objectives and tactics in the Maintenance Operations Strategic Plan	ASSET 3.A Continue to improve the quality of data related to categorizing Maintenance Operations work orders.
		ASSET 3.B Incorporate best practices for proactive and predictive work planning as well as community input into the Maintenance Operations Strategic Plan.
		ASSET 3.C Update emergency response plans.
ASSET MANAGEMENT	ASSET 4 Establish dedicated funding for essential and preventative asset maintenance	ASSET 4.A Complete the street-damage study and implement strategies to recover damages from pavement cuts.
ASSET MANAGEMENT	ASSET 5 Increase understanding of asset management roles, responsibilities, and goals	ASSET 5.A Establish an agency-wide strategic asset management plan
		ASSET 5.B Increase PBOT’s participation in trainings led by the Citywide Asset Management Group (CAMG)-led trainings on asset management principles.
		ASSET 5.C Continue improving the quality and completeness of annual reporting, including year-over-year progress towards identified performance goals
		ASSET 5.D Implement a reorganization of asset-related information on external PBOT website to improve accessibility and transparency

Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
Maintenance Operations	Asset Management	100% of work orders categorized appropriately.	
Maintenance Operations	Asset Management	Proportion of budget spent on preventative maintenance increases year-over-year. Use community feedback in annual maintenance planning.	
Maintenance Operations	Asset Management	Plans updated	CLIMATE 4 Adapt and prepare for climate resiliency
Asset Management, Office of the Director	Maintenance Operations; Business Services; Right-of-Way Management & Services; asset leads across all groups	Implement street-damage restoration fee. Generate revenue from fee.	
Asset Management, Office of the Director	Maintenance Operations; Business Services; asset leads across all groups	Develop and adopt Strategic Asset Management Pla	CLIMATE 4 Adapt and prepare for climate resiliency
Asset Management, Office of the Director	Maintenance Operations; Business Services; asset leads across all groups	All positions identified in the Strategic Asset Management Plan participate in trainings led by Citywide Asset Management Group.	
Asset Management, Office of the Director	Asset leads across all groups	Produce asset management snapshot. Refine and track asset performance measures annually.	
Asset Management, Office of the Director	Communications	Post asset management snapshots and Strategic Asset Management Plans on PBOT’s public website.	

How does delivering smart investments to maintain our transportation system advance equity?

- **Focusing on vulnerable roadway users.** Asset management asks whether the condition and performance of our system meet Portlanders’ expectations. Our equity work asks the important question: which Portlanders? A high-quality transportation system provides access to jobs, housing, education, and healthcare. Assets that are in poor condition create gaps in the system that block people from opportunity. Addressing the condition of our assets, particularly in communities of color and for people with disabilities, supports a more equitable distribution of this public service. ***Moving to Our Future*** mobilizes PBOT to invest and reinvest in assets that are reliable, safe, and support the needs of all Portlanders, especially those who have been historically underserved.
- **Defining successful outcomes together.** PBOT will use its Equity Matrix and other equity data tools to drive investment where the community needs it most. This will involve the broader community, and not just be driven by data. How we define asset performance, after all, is an expression of our values and the balance and trade-offs it may require Without a conscious decision to engage historically underserved communities with transparency and accountability, we will continue to respond to the needs of those with more privilege and only measure success by their expectations. Changing this historic inequity will be a conscious exercise we will undergo in each asset decision
- **Disrupting intergenerational financial burdens.** Sound financial stewardship is itself an opportunity to advance equity. By delivering systems that function over the long-term, we save residents money over a much longer timeframe, one that can span generations. This creates capacity to invest in a better future for Portlanders by taking care of our assets as we use them, rather than passing the bill onto future generations. Put another way, when we take care of what we have, we can both grow the system and sustain it.

How does delivering smart investments to maintain our transportation system reduce climate pollution?

- **Sustaining performance.** Modern asset management is an exercise in sustainability. It looks at the desired performance of our assets over the longest duration at least cost. This includes externalized costs to the environment and resilience in the face of climate change.
- **Environmentally friendly and socially responsible procurement and delivery.** Asset management also contributes to climate action through maximizing the use of materials that have a long, functional life and low energy requirements, such as LED lights. We will procure materials with a low-carbon footprint in terms of emissions, transport costs, and sourcing We will use recycled materials where possible. And we can minimize environmental harm through construction techniques like cold-mixing asphalt and through environmentally conscious waste disposal. improving our practices these ways and maximizing our assets, will mean less failing infrastructure and less waste
- **Smart technology and innovation.** New smart city technologies and innovations offer additional opportunities for managing our assets in a sustainable way. We will evaluate these innovations and their potential for offering efficient infrastructure in a changing climate and also for PBOT’s own carbon footprint.

Notes:

What parts of my job contribute to delivering smart investments to maintain our transportation systems? How does my work group:

- Make PBOT a model of modern asset management
- Use data to make better decisions about transportation assets
- Be good financial stewards of public infrastructure
- Talk to Portlanders about their expectations for asset performance



This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



Appendix

A good strategic plan needs input from everyone. For ***Moving to Our Future***, PBOT gathered input from a wide range of stakeholders over a six-month period.

Similarly, For ***Moving to Our Future: Adapting to Change***, we gathered input from our PBOT staff through...

- 7 presentations to our PBOT groups
- Online feedback forms
- One-on-one meetings
- Monthly meetings with strategic goal leads
- Regular feedback from our Executive Team

PBOT thanks all those who contributed to refreshing this strategic plan.



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