



**State Transportation
Strategies Greenhouse
Gas Reduction
Collaborative Project Report**
Oregon Solutions | December 2020



Oregon Solutions Project Team

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About Oregon Solutions

Oregon Solutions came into being with the passage of the Oregon Sustainability Act in 2001. It is the state of Oregon's designated program to help communities address challenging community-based problems and opportunities through collaborative approaches. We do this by creating a neutral forum where businesses, governments, nonprofits, community-based organizations, sovereigns, and other stakeholders can come together to align resources and pool efforts to achieve desired results using collaboration.

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INTRODUCTION

In 2019, Oregon Solutions was approached by the leadership from four state agencies (referred to in this report as “core state agencies”)¹ to help them “*create alignment between activities and messages to effectively and efficiently administer and implement work efforts that further the state of Oregon’s climate initiatives.*” In their original request, the agency directors noted that “*greenhouse gases (GHG) from the transportation sector account for nearly 40 percent of GHG emissions for the state of Oregon.*” Yet meaningful implementation of a developed strategy, known as the Statewide Transportation Strategy (STS),² had yet to occur.

The STS is a state-level scenario-planning effort that examines all aspects of the transportation system, including the movement of people and goods, and identifies a combination of strategies to reduce GHG emissions. Agency leaders believe that—at a minimum—the effective implementation of the strategy requires cooperative involvement of their four agencies. Each operates under different missions, statutes, rules, and guidance, and each agency differs in size, expertise, and culture. These differences bring respective strengths in helping to solve the GHG challenge, but also present obstacles to a cohesive and integrated implementation team and strategy.

As part of the request from the agencies, Oregon Solutions was asked to explore whether and how to facilitate the creation of an **interagency task team** with its own mission, outcomes, roles, and responsibilities to collaboratively **develop an implementation plan**. This plan would highlight the roles and responsibilities of each agency to further mutual understanding for how each agency can help the state achieve GHG emissions reductions goals using the STS and other tools.

Oregon Solutions Assessment Process

In order to explore the agencies’ request, Oregon Solutions began by interviewing agency directors, commission chairs, policy advisors, and key stakeholders with an interest in the STS. We were primarily interested in learning about the issues and the parties’ interests and determining a project or process that can help the parties themselves resolve the issue.

We asked interviewees to share their perspectives on the STS, current and past implementation efforts, and other relevant plans or tools; and, we asked about ways to help align and coordinate efforts including forming an interagency team. We wanted to learn about desired outcomes and visions for success for this effort, as well as key challenges and barriers to coordinating STS implementation. Feedback from agency interviewees and stakeholder interviewees was, to a great extent, consistent in overarching themes and messages.

The **overarching theme** we heard was that this effort was **long overdue, timely, and urgent**. Additionally, we heard **specific elements** which surfaced as key desired actions if the STS is ultimately to be successful over time. The following is a breakdown of those elements.

- The effort needs support beyond “champions,” such as a stronger governance structure.
- State leaders should give official direction that the STS is a high priority.
- Actions and messaging of core agencies leading STS implementation effort need to be aligned.

1. The Oregon Department of Transportation (ODOT), the Oregon Department of Land Conservation and Development (DLCD), the Oregon Department of Energy (ODOE), and the Oregon Department of Environmental Quality (DEQ)

2. Available online at https://www.oregon.gov/ODOT/Planning/Documents/Oregon_Statewide_Transportation_Strategy.pdf

- Local bodies' (cities/MPOs) involvement was critical and role clarity will be needed.
- The proverbial tent should be expanded to include other state agencies and stakeholders.
- Past lack of funding and resources were identified as barriers and a partial cause for tension between state parties and stakeholders.
- A solid governance infrastructure was needed for implementation of the STS

Governor Kate Brown's Process Recommendation

Upon receiving Oregon Solutions' STS-GHG assessment—and in the wake of the Oregon Transportation Commission's (OTC) adoption of the ODOT STS Plan in 2018—Governor Kate Brown wrote the board chairs and directors at the Oregon Department of Transportation (ODOT), the Department of Land Conservation and Development (DLCD), the Oregon Department of Environmental Quality (DEQ), and the Oregon Department of Energy (ODOE) saying now is time for the four agencies “to organize an implementation plan for the STS.”³

To assist them, the Governor's Office requested Oregon Solutions facilitate a series of at least four meetings with agency leadership to discuss *collaborative approaches* to implement the 2018 Plan's GHG reduction Programs and Strategies. She specifically recommended they focus on the following items:

- “The establishment of GHG emissions reduction performance measures.”
- “Implementing a Transportation Planning Rule that directs transportation plans of metropolitan jurisdictions to meet their GHG reduction targets.”
- “That ODOT identifies options for financial and technical assistance to the metropolitan jurisdictions to utilize in crafting a transportation/land use scenario plan(s) that meets their GHG reduction target.”
- “That responsibility for the implementation and integration of the STS be at the highest level of the agency, with regular and direct reporting to the Governor's Office and respective commissions.”⁴

She also emphasized her desire for “cost-effective” approaches to reduce GHG, including integrating land use and transportation planning to reduce the frequency and distance of car trips; designing cities that are mixed-use and compact where bike/pedestrian infrastructure is accessible; and equitably-provided public transit.⁵

This report is the product of those facilitated meetings.

OREGON SOLUTIONS FACILITATED MEETINGS

November 2019 Meeting: Establishment of the Multi-Agency STS Leadership Team, Guiding Criteria, and Joint Commitments

On November 25, 2019, Oregon Solutions convened and facilitated the first STS-GHG Reduction collaborative joint meeting with agency directors and commission leadership of ODOT and OTC; DEQ and the Environmental Quality Commission (EQC); DLCD and the Land Conservation and Development Commission (LCDC); and ODOE.

3. Available online at: https://www.oregon.gov/ODOT/Get-Involved/OTCSupportMaterials/Agenda_C_Attach_1_STS_Letter_From_Gov_Brown.pdf

4. Ibid.

5. Ibid.

At this meeting, the group established the Multi-Agency STS Leadership Team and reviewed the *STS GHG Reduction Programs and Strategies* from 2010–2018. They identified a new five-year planning and implementation horizon to achieve additional and refined short-term STS GHG Programs and Strategies. They also committed to the following guiding criteria when deciding specific Programs and Strategies:

- Collaboration: The goal or strategy must require multi-agency collaboration.
- Authority and Five-Year Horizon: The goal or strategy must rely on existing agency authority and address achievable goals within a five-year horizon.
- Early Success Achievable: The goal or strategy must demonstrate early success in GHG reduction.
- Preparation for Further GHG Reduction: The goal or strategy selected should prepare the agencies for additional long-term strategies.
- Agency Long-Term Commitment: All selected goals or strategies must be built into each agencies' institutional framework and long-term goals.

The group further agreed to joint collaborative commitments:

- Each agency would adopt a joint statement, memorandum of understanding, or resolution committing to the above tenets and related processes.
- Each agency would establish an STS GHG Reduction standing agenda item for their applicable commissions or committee agendas.
- Where an agency had a commission, it would appoint a commissioner lead for the STS project.
- They would jointly determine how best to communicate their work with public and stakeholders about this effort.
- They would ensure consideration of geographic diversity, urban/rural differences, and the concepts of equity and inclusion in their work.
- They would establish a standing Director meeting focused on STS at least every other month.
- They would designate key STS staff to lead each agencies effort, including a staff project manager.
- They would commit to STS interagency staff meetings at least monthly.

Adoption of STS Multi-Agency Implementation Work Plan for 2020–2022

Over the course of the next seven months, Oregon Solutions, agency directors, designated commissioners, and agency staff worked diligently to further identify and update the STS GHG Reduction Goals and Strategies. In doing so, this Multi-Agency STS Leadership Team was guided by the criteria adopted during the November meeting, focusing only on Programs and Strategies that conform to the following:

- 1) require multi-agency collaboration;
- 2) could be implemented within five years without seeking additional agency authority;
- 3) would demonstrate early, achievable success;
- 4) would prepare the state for future GHG reduction; and
- 5) could be built into each agency's long-term institutional framework and goals.

STS Multi-Agency Implementation Work Plan 2020–2022

The product of the Multi-Agency STS Leadership Team's seven months of work is the *STS Multi-Agency Implementation Work Plan for 2020–2022*.⁶ This effort was facilitated by Oregon Solutions and directed

6. Available online at: https://www.oregon.gov/odot/Programs/TDD%20Documents/STS%20Multi-Agency%20Implementation%20Work%20Plan_2020-2022.pdf and

primarily by ODOT staff member Amanda Pietz, although all agencies' designated staff played a critical role. This work plan was submitted to the Governor's Office on July 15, 2020.⁷

In developing this final work plan, the Multi-Agency STS Leadership Team referred to the original STS GHG reduction plans developed by ODOT in 2010 and 2014 and redefined six GHG programs, including 133 separate implementation Strategies within each program. The six redefined programs are here:

- Vehicle and Engine Technology Advancements
Strategies in this category focus on a transition to more fuel-efficient vehicles, improvements in engine technologies, and other technological advancements. Example elements include Zero Emission Vehicle (ZEV) programs, electric vehicle charging infrastructure, and fleet turnover to a greater share of electric or low carbon fuel vehicles.
- Fuel Technology Advancements
Strategies in this category promote cleaner and less carbon-intensive fuels.
- Systems and Operations Performance
Strategies in this category focus on reducing stops, starts, and idling through technology, infrastructure investment, and operations management. Example elements include in-car displays that notify the driver of their fuel efficiency as they travel, providing real-time information on crashes and delays, promoting vehicle-to-vehicle communications, and supporting autonomous vehicles.
- Transportation Options
Strategies in this category focus on managing travel demand and encouraging a shift to transportation modes that produce fewer emissions and provide for the more efficient movement of people and goods. Example elements include providing park-and-ride facilities, promoting ride-matching services, adding biking and walking infrastructure, enhancing passenger rail services, and a significant growth in public transportation service.
- Efficient Land Use
Strategies in this category focus on infill and mixed-use development in urban areas to reduce demand for vehicle travel, expand non-auto travel mode choices for Oregonians, and enhance the effectiveness of public transportation and other modal options. Example elements include supporting mixed-use development, limited expansion of urban growth boundaries, and development of urban consolidation centers for freight.
- Pricing Funding and Markets
This category addresses the true financial, social, health, and environmental costs of using the transportation system and pricing mechanisms for incentivizing less travel or travel on more energy efficient modes. Example elements include transitioning to a user or mileage-based fee, adding a carbon fee, promoting pay-as you-drive insurance programs, and diversification of Oregon's economy.

https://www.oregon.gov/odot/Programs/TDD%20Documents/Appendix_STS%20Multi-Agency%20Implementation%20Work%20Plan_2020-2022.pdf.

7. Ibid.

Stakeholder Outreach and Gubernatorial Guidance

Prior to finalizing its report, the Multi-Agency STS Leadership Team surveyed stakeholders to gather preliminary feedback on the proposed summary report.⁸ Stakeholder input was incorporated into the final report,⁹ which was submitted to the Governor's Office on June 30, 2020. The Governor's Office then provided additional valuable direction to the Multi-Agency STS Leadership Team, primarily through the participation and guidance of the governor's senior policy advisors.

Detailed information about Oregon Solutions' facilitated meetings and process can be found in appendix B: 1) Timeline of Facilitation Meetings and 2) Agendas and Meeting Minutes.

RESULTS AND RECOMMENDATIONS

Results

The Multi-Agency STS Leadership Team collaboratively and commendably adopted short-term GHG reduction Programs and Strategies, as directed by the governor. Attached is a chart comparing the Governor's Directives to the responsive Multi-Agency STS Leadership Team's STS GHG Reduction Programs. (See appendix C.) They did this in a span of six months, part of which was impacted by legislative division and a pandemic.

The Oregon Solutions facilitators are no longer actively involved in the GHG reduction efforts; however, the Multi-Agency STS Leadership Team continues to meet regularly to adjust, collaborate, and apply these solutions, led primarily by ODOT's Amanda Pietz. The Multi-Agency STS Leadership Team anticipates meeting quarterly to address the next phase of collaboration, which will include longer-term goals and the establishment of scientifically-supported and specific performance metrics.

Recommendations

Specific to GHG Reduction Goals

Performance Metrics. Given the timelines and budgets imposed, the STS GHG Reduction Team could not adjust the dated performance metrics during this facilitated process. Instead, the team applied the somewhat dated performance metrics, specifically noting where amendments and adjustments were needed. The scientific process of reviewing and amending specific performance metrics will require more funding and staffing assistance.

Transportation Planning Rule Assistance. One of the primary tools to achieve many of the STS GHG reduction goals is the very necessary amendment of the Transportation Planning Rule, the responsibility for which lies primarily with DLCD. DLCD has noted strenuously that it requires assistance and funding to undertake this goal.

Communicating with Metropolitan Planning Organizations and Local Governments. Since many of the Programs and Strategies need the cooperation and coordination of the Metropolitan Planning Organizations (MPOs) and local governments, the team should establish a trusted, entrenched, and regular communication and collaboration process with the MPOs and local governments. This may include presenting at local government conferences; drafting newsletter articles for local government associations; establishing local STS GHG implementation workgroups or think tanks; naming and

8. Available online at:

https://www.oregon.gov/odot/Programs/TDD%20Documents/Summary%20of%20Public%20Comments_STS%20Multi-Agency%20Implementation%20Work%20Plan_2020-2022.pdf

9. Ibid. footnote 6.

training MPO or local government staff GHG implementation experts; establishing working relationships with local elected officials; and—perhaps most importantly—establishing and assisting with grant funding for MPO/local government implementation efforts.

Specific to Third-Party Facilitation

Whether provided through Oregon Solutions or through another provider, we find this team, in particular, would benefit from ongoing third-party process support for the following reasons:

- 1) Complex Multi-Agency Projects Likely Benefit from Trusted Neutral Facilitation: The state has admirably and necessarily committed itself to a broad and complex multi-agency GHG reduction process. Such wide-ranging programs are, by their nature, inherently vulnerable to communication and collaboration gaps. Such gaps generally occur through no fault of any one party, but rather due to the lack of a trusted, consistent, neutral person who is committed to serving as the project’s continual catalyst, institutional memory, record-keeper, mediator, and facilitator.
- 2) Intervening Circumstances Could Stall Future GHG Reduction Efforts without Funded, Imbedded Facilitation: Even though all parties are demonstrably dedicated to a collaborative GHG reduction process, the state’s past efforts were long hampered by limited financial and staffing resources, political division, economic crisis, and competing agency priorities. *The state should expect and plan for similar stalls in the future given the complexity of this particular effort.* To the extent possible, work planning should include continuation of a trusted third-party facilitator who will monitor and encourage continual progress.
- 3) Continued Facilitation Could Assist the Adoption of Joint Performance Metrics: Pursuant to the Governor’s Executive Order EO-20-04,¹⁰ the state agencies are still obligated to develop improved and specific performance metrics. Such performance metrics will be used to establish new long-term implementation Programs and Strategies. While the agencies staff’s scientific development of performance metrics will not require third-party facilitation, it is highly likely that any joint-agency discussion, adoption and/or implementation of the staff-recommended performance metrics would greatly benefit from neutral third-party facilitation.

Process Successes and Limitations

Successes. This short-term facilitation project was successful in assisting the STS Team in its adoption of achievable, collaborative short-term Programs and Strategies. This facilitation project was also key in establishing and maintaining a leadership team and schedule, as well as securing agency commitments through the adoption of a joint memorandum of understanding.¹¹

Limitations. Due primarily to time limitations, the project was less successful at forging the necessary relationships with key staff and agency heads and consistently monitoring and promoting open and clear lines of communication (both between agencies and between the Governor’s Office and the agencies). Ideally, neutral facilitators/project managers help policy makers, executives, agency staff, and other key stakeholders have the necessary space to raise and work through complex policies and projects without having to manage a process. Project dependent, it can take time to build the necessary relationships to achieve meaningful engagement on a complex project. But our experience tells us that when done correctly, it can bear great results long-term.

10. Available online at: https://www.oregon.gov/gov/Documents/executive_orders/eo_20-04.pdf

11. <https://www.oregon.gov/odot/Programs/TDD%20Documents/STS%20Multi-Agency%20Memorandum%20of%20Understanding.pdf>

Further Suggestions for Consideration

For now, we recommend that lead staff members should be tasked with attending, taking notes, and distributing the notes to all agencies. Failure to ensure such attendance when only executive leadership is involved could risk critical communication gaps, an unintended shifting of goalposts, and/or misunderstandings between agencies that could hamper or impede GHG reduction efforts.

We also find that any facilitated project on complex public policy issues involving state agencies benefits from good communication and involvement, when practicable, with governor's staff. This helps facilitators/project managers understand of the administration's needs, goals, and expectations (which can evolve over time), and ensures the appropriate authority is placed on a project. An ongoing dialogue between the governor's staff greatly assists in promoting collaboration if agencies are experiencing competing priorities.

Lastly, future facilitators should take great care to schedule time to meet with all agency staff, understand all agency concerns, amplify all agency voices, and use all agency resources. This is true even if some agencies only tangentially work on GHG issues. It is natural and efficient that agencies whose work directly implicates GHG reduction should be actively involved; however, there is a real risk of missing important collaboration/resource-sharing opportunities if all participating agencies are not actively included, invested, and heard.

APPENDIX A: HISTORY OF OREGON'S TRANSPORTATION-BASED GREENHOUSE GAS REDUCTION EFFORTS

2010: Creation of the First Statewide Transportation Strategies Greenhouse Gas Reduction Plan

In 2010, the Oregon Legislature passed Senate Bill 1059¹² requiring the Oregon Transportation Commission (OTC) to “adopt a statewide transportation strategy (“STS Strategy”) on greenhouse gas (“GHG”) emissions to aid in achieving the greenhouse gas emissions reduction goals set forth in ORS 468A.205.”¹³ They were required to do so “after consultation with and in cooperation with metropolitan planning organizations, other state agencies, local governments and stakeholders.”¹⁴ The purpose was to position Oregon to reduce state GHG levels to at least 75 percent below 1990 GHG levels.¹⁵

2013: Oregon Transportation Commission Accepts the STS Strategy

Since 2010, Oregon Department of Transportation (ODOT) staff and others worked on developing and implementing a Statewide Transportation Greenhouse Gas (STS GHG) reduction strategy. However, an intervening economic downturn and lack of dedicated funding hampered these efforts. Despite these challenges, ODOT staff released the *Oregon Statewide Transportation Strategy: A 2050 Vision for Greenhouse Gas Emissions Reduction*, which included 18 specific strategies and 133 specific elements to reduce GHG. On March 20, 2013, the OTC “accepted” this report, agreeing that the strategies listed had value and requesting ODOT to consider additional strategies.¹⁶

2014–2019: Adoption of the Short-Term Implementation Plan

In February 2014, ODOT followed up on the OTC's acceptance of the *Oregon Statewide Transportation Strategy: A 2050 Vision for Greenhouse Gas Emissions Reduction* by releasing the first Short-Term Implementation Plan to begin implementation of the OTC-accepted report. This Short-Term Implementation Plan focused on addressing transportation-based GHG reduction efforts over the next two to five years¹⁷ and established seven specific GHG reduction programs for implementation from 2014 until 2019. The specific programs are described in detail in the plan. They were:

- Electric Vehicles and Low Emission Fuels;
- Eco-Driving;
- Road User Charge Economic Analysis;
- Strategic Assessments and Scenario Planning;
- Intelligent Transportation Systems (ITS);
- Transportation Planning and Project Selection; and
- Stakeholder Coordination.

ODOT staff was assigned to each program and began implementing the GHG reduction efforts. These implementation efforts included identifying, funding, and implementing specific *strategies* in each program.

12. Available online at: <https://olis.oregonlegislature.gov/liz/2010S1/Downloads/MeasureDocument/SB1059>

13. Available online at: <https://olis.oregonlegislature.gov/liz/2010S1/Downloads/MeasureDocument/SB1059/Enrolled>

14. Ibid.

15. Available online at: <https://www.oregonlaws.org/ors/468A.205>

16. OTC-accepted STS plan available online at:

https://www.oregon.gov/odot/Planning/Documents/Oregon_Statewide_Transportation_Strategy.pdf

17. Available online at: <https://www.oregon.gov/ODOT/Planning/Documents/STS-Short-Term-Implementation-Plan.pdf>

Oregon Transportation Commission Acceptance and Adoption of STS Plan

In 2018, the Oregon Transportation Commission (“OTC”) upgraded its March 2013 “acceptance” of the STS GHG Strategy¹⁸ and formally adopted and incorporated a revised 2018 Plan, as part of the more comprehensive Oregon Transportation Plan.¹⁹ ODOT staff continued to work on the Short-Term Implementation Plan and related Programs and Strategies, as well as monitor the STS GHG emission levels and plan progress.

2019–2020 GOVERNOR’S DIRECTIVES

2019 Governor’s Letter

On September 23, 2019, Governor Kate Brown wrote the board chairs and directors at the Oregon Department of Transportation (ODOT), the Department of Land Conservation and Development (DLCD), the Oregon Department of Environmental Quality (DEQ), and the Oregon Department of Energy (ODOE) saying that with the OTC’s adoption of the STS Plan in 2018, it was now time for the four agencies “to organize an implementation plan for the STS.”²⁰

To assist these agencies, the Governor’s Office requested Oregon Solutions to facilitate a series of at least four meetings with agency leadership to discuss *collaborative approaches* to implement the 2018 Plan’s GHG reduction Programs and Strategies. She recommended they focus on the following items:

- “The establishment of GHG emissions reduction performance measures.”
- “Implementing a Transportation Planning Rule that directs transportation plans of metropolitan jurisdictions to meet their GHG reduction targets.”
- “That ODOT identifies options for financial and technical assistance to the metropolitan jurisdictions to utilize in crafting transportation/land use scenario plan(s) that meets their GHG reduction target.”
- “That responsibility for the implementation and integration of the STS be at the highest level of the agency, with regular and direct reporting to the Governor’s Office and respective commissions.”²¹

She also emphasized her desire for “cost-effective” approaches to reduce GHG, including integrating land use and transportation planning to reduce the frequency and distance of car trips; designing cities that are mixed-use and compact where bike/pedestrian infrastructure is accessible; and equitably-provided public transit.²²

2020 Governor’s Executive Order

On March 10, 2020, Governor Kate Brown issued Executive Order 20-04²³ directing many state agencies to take further actions to reduce and regulate GHG emissions with the goal of reducing the State of Oregon’s GHG emissions to at least 45 percent below the 1990 emissions levels by the year 2035, and to at least 80 percent below 1990 emissions levels by the year 2050.

18. <https://www.oregon.gov/ODOT/Planning/Pages/STS.aspx#:~:text=Statewide%20Transportation%20Strategy,-Plans%20%26%20Planning%20Guidance&text=In%202018%2C%20the%20Oregon%20Transportation,of%20the%20Oregon%20Transportation%20Plan.>

19. Available online at: <https://www.oregon.gov/odot/Planning/Pages/Plans.aspx>

20. Available online at: https://www.oregon.gov/ODOT/Get-Involved/OTCSupportMaterials/Agenda_C_Attach_1_STS_Letter_From_Gov_Brown.pdf

21. Ibid.

22. Ibid.

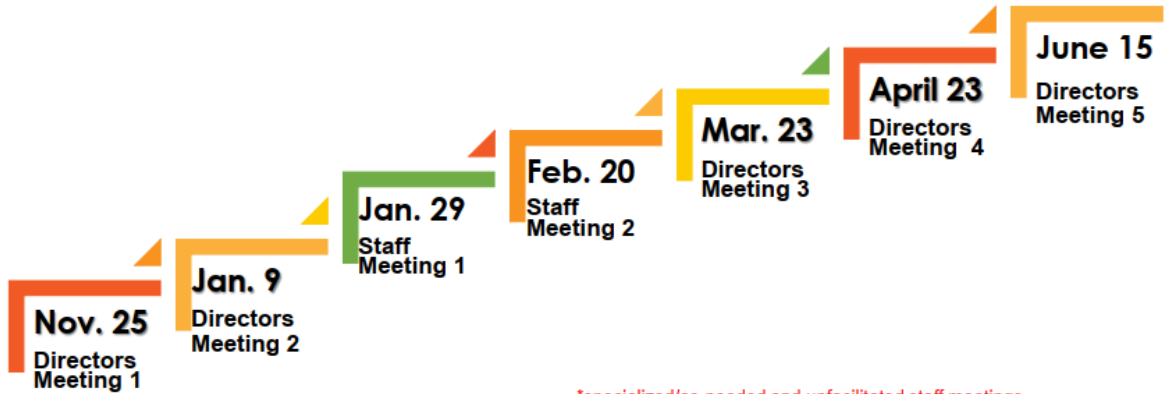
23. Available online at: https://www.oregon.gov/gov/Documents/executive_orders/eo_20-04.pdf

The governor specified that agencies shall have all authority and discretion to facilitate these GHG reduction goals and are authorized to expedite any agency processes to reach the goals. The governor also specifically directed the OTC, the Oregon Department of Land Conservation and Development Commission (LCDC), the Environmental Quality Commission (EQC), and the ODOE to work together and prioritize collaborative implementation of the STS including, specifically:

1. The establishment of GHG emissions reduction performance metrics; and
2. Amendments to the Transportation Planning Rule to direct metropolitan planning areas to take steps to achieve GHG reduction goals.

APPENDIX B: PROJECT MEETING TIMELINE, GOALS, AND AGENDAS

STS Project Meeting Timeline Facilitated Directors and Staff Meetings



*specialized/as-needed and unfacilitated staff meetings continued through the duration of the timeline.

PROPOSED MEETING GOALS

MEETING ONE

- Acknowledgement of Governor's Directive
- Agree upon purpose of workgroup (not mission).
- Learn about other agencies' progress, hurdles, commitment, and approaches.
- Agree upon a communication and accountability process for policy-makers and staff.
- Introduction of STS Directives and Strategies.
- Agree upon Directives.
- Accountability Promises for Next Meeting.

MEETING TWO

- Agency Reports including Accountability Promises: Discuss Hurdles Encountered and Refinement Measures.
- Review Directives, amend as needed.
- Agree upon Strategies. (likely will take two meetings)
- Discuss specific methods of Cross Agency Implementation (examples: TPR, legislation, admin rules, grant conditions, etc . . .)
- Accountability Promises for Next Meeting.

MEETING THREE

- Agency Reports including Accountability Promises: Discuss Hurdles Encountered and Refinement Measures.
- Agree Upon Strategies.
- Agree Upon specific Methods of Cross Agency Implementation for each Strategy (examples: TPR, legislation, admin rules, grant conditions, etc . . .).
- Accountability Promises for Next Meeting.

MEETING FOUR

- Agency Reports including Accountability Promises: Discuss Hurdles Encountered and Refinement Measures.

- Agree Upon specific Methods of Cross Agency Implementation for each Strategy (examples: TPR, legislation, admin rules, grant conditions, etc . . .)
- Accountability Promises for Phase Two.
- Schedule Phase Two Meetings.
- TBD

**STS IMPLEMENTATION CROSS AGENCY WORKGROUP
MEETING ONE AGENDA**

November 25, 2019 1:00 pm - 5:00 pm

DLCD Agriculture Building, Basement Hearing Room, 635 Capital Street NE

- 1. Introductions; Purpose and Scope** **45 MINUTES**

 - a. Introductions
 - b. Governor's Letter and Governor's Staff Report: Attachment A.
 - c. Review Proposed Meeting Goals; amend as needed.
 - d. Agree upon Purpose and Scope of Workgroup
 - i. Proposed: *Commit to concrete and coordinated efforts required to implement short term STS Strategies.*
 - ii. Proposed Scope: 1-5 Year Horizon
 - iii. Other ideas?

- 2. Snapshot of Current Agency Positions: Attachment B.** **15 MINUTES**

- 3. Commission Communications and Accountability** **30 MINUTES**

 - a. Consideration of a Joint Resolution: Attachment C.
 - b. Consideration of a Standing Agenda Item for Commissions
 - c. Consideration of a "Commissioner Lead" and Duties
 - d. Commissioner Communications: How to Talk about this Effort Publicly
 - e. Other Policy-Maker Issues to Address?

- 4. Staff Communications and Accountability** **30 MINUTES**

 - a. Consideration of a Standing Director Meeting
 - b. Designation of Key Staff.
 - c. Methods of Monitoring and Coordinating Staff of Work
 - i. Joint Standing Key Staff Meeting: assignment to key staff

- ii. Project Management software and expertise
 - iii. Google Docs
 - iv. Other?
- d. Leveraging other Staff
- i. STS Interns needed?
 - ii. Expertise from other governments needed/IGAs?
 - iii. Other?

5. Determining Short Term Directives and Strategies

120 MINUTES

- a. Consideration of ODOT Short Term Implementation Matrix as a template. Attachment D.
- b. Agree Upon Directives
- c. Consider Strategies
- d. Consideration of Cross Agency Implementation Efforts for each Strategy
- e. Preparation for Meeting Two: Discuss Detailed Implementation Issues (time permitting)
 - I. Indicate where interagency coordination, funds, or resources needed
 - II. Indicate where agencies can act alone
 - III. Is there an underserved Directive? Overserved?
 - IV. Identify Vehicles for Cross Agency Implementation: Determine specific cross agency implementation methods such as TPR, legislation, admin rules, land use rules, creating grant conditions, etc . . .

STS IMPLEMENTATION CROSS AGENCY WORKGROUP

MEETING ONE SUMMARY: November 25, 2019 Meeting

****Action Items for January 9 Meeting are Highlighted in Yellow****

1. Introductions; Purpose and Scope

Attendees were Kris Stricker (ODOT), Bob Van Brocklin (ODOT), Jim Rue (DLCD), Robin McArthur (DLCD), Kristin Sheeran (ODOT), Jerri Bohard (ODOT), Richard Whitman (DEQ), Sam Baraso (DEQ), Janine Benner (ODOE), Karmen Fore (Oregon Solutions), Christy Monson (Local Government Law Group), Jenny Hornby (Local Government Law Group).

Group introduced themselves and listened to the Governor's staff report and directives; agreed upon proposed meeting goals; and discussed the purpose and scope of the work group. Work group agreed tentatively to commit to *concrete and coordinated efforts required to implement certain selected short-term STS strategies* (which are included in ODOT's Statewide Transportation Strategy Short Term Implementation Plan of 2014). The group confirmed that the proposed scope of any STS cross-agency work on this matter would be a 1-5 year horizon.

In selecting the collaborative STS strategies the group also discussed the following:

- The need to identify opportunities for collaboration within each strategy.
- The need to focus on existing Agency authority and the "low-hanging fruit."
- A desire to focus on strategies which readily demonstrate early success (i.e., "bang for the buck.")
- The desire that the selected short-term strategies prepare agencies for long-term strategies and long term impacts.
- The need to build GHG reduction strategies into each Agency's institutional framework.

2. Snapshot of Current Agency Positions: Attachment B.

The group reviewed current Agency work and positions on STS/GHG matters.

3. Commission Communications and Accountability

a. Joint Resolution

The group agreed that, at the end of this process, it may be useful to jointly adopt a resolution (if it is concise and without excessive obligations or details). The group will revisit adopting language for a joint resolution at each meeting with the goal of drafting an acceptable joint resolution at the end of this process.

b. Consideration of a Standing Agenda Item for Commissions

Each Agency agreed to establish an "STS Project" standing agenda item for all Commission or policymaker meetings.

c. Consideration of a "Commissioner Lead" and Duties

The group agreed that each Agency would appoint a Commission Chair or Vice Chair to serve as the "Commissioner STS Lead." The Commissioner STS Lead will be the subject matter expert and Board point of contact regarding all Agency coordination efforts and will keep the Board informed of the STS/GHG efforts.

d. Commissioner Communications: How to Talk about this Effort Publicly

The group agreed that presently it does not have any talking points or directions regarding how agencies should talk about this effort publicly. However, as we proceed we will likely create talking points and/or name spokespeople for this effort.

e. Other Policy-Maker Issues

Group spent considerable time discussing how GHG reduction efforts will necessarily be variable across the state. Group agrees that it will be sensitive about geographic diversity and urban/rural differences.

4. Staff Communications and Accountability

a. Standing Director Meeting

Group agreed that each Director will establish a standing Director Meeting for all Agency directors every other month. This will primarily be a staff-driven meeting and will not include "Commissioner Leads" or policymakers. Each Director will cc Brendan Finn regarding the Director Meetings so that the Governor office is apprised and has the opportunity to attend, if necessary. The purpose of this meeting will be to share information and resources as needed, plan implementation, and establish the united message for staff, your Commissions and the public. DLCD offered to schedule and coordinate these meetings.

b. Designation of Key Staff.

Group agreed that one high level employee will serve as the STS Agency Lead, per Agency, and would be responsible for delegating work to appropriate staff persons for all STS Strategy implementation. Directors agreed to nominate this critical staff person by the next meeting.

Group also agreed that for every STS Strategy the group adopts, all affected Agencies will name at least one Staff Project Manager for that strategy who is separate from the STS Agency Lead.

c. Methods of Monitoring and Coordinating Staff of Work

Group agreed that the STS Agency Staff Leads will meet at least monthly. Group decided to wait to see which STS Agency Staff Lead people are nominated to then decide who will be responsible for scheduling and coordinating these meetings.

Each Agency Director agreed to meet with their Agency's STS Agency Staff Lead prior to Directors' meeting.

d. Miscellaneous

ODOT invited the group to attend one of their Commissioners meetings. The group agreed that March 2020 may be a good time to attend.

ODOT agreed to send a powerpoint presentation to the group.

5. Determining Short Term Directives and Strategies

The group reviewed in detail ODOT's *Statewide Transportation Strategy Short Term Implementation Plan of 2014*. Group decided that the ODOT matrix is a good template to use to narrow the group's collaborative short-term strategies (1-5 years).

Group also discussed how the TPR fits in. Is it a vehicle for accomplishing strategies or should it be added as its own strategy goal? No decision was made on this matter.

STS Workgroup Agendas

MEETING ONE: GOALS ACCOMPLISHED

- ✓ Acknowledgement of Governor's Directive
- ✓ Agree upon purpose of workgroup.
- ✓ Learn about other agencies' progress, hurdles, commitment, and approaches.
- ✓ Agree upon a communication and accountability process for policy-makers and staff.
- ✓ Introduction of STS Directives and Strategies; Agree upon Directives and Consideration of Strategies. See ODOT document.
- ✓ Action Items for Next Meeting.

MEETING TWO AGENDA

THURSDAY JANUARY 9; 1-5 PM

ODOT, T-Building, Director's Office, 1st Floor

Room 149 (Mike Hollem Conference Room)

- | | |
|--|------------|
| 1. Introductions | 5 MINUTES |
| 2. Review and Approval of Meeting One Summary | 5 MINUTES |
| 3. Input regarding Email Lists and Contact Methods. | 5 MINUTES |
| 4. Individual Agency Reports Regarding Below Action Items. | 80 MINUTES |
| a. Create a Standing Agenda Item for each Commission or policy-making Board for the next 5 years | |
| b. Name Each Agency's "Commissioner STS Lead" | |
| c. Name Each Agency's "Staff STS Lead" | |
| d. Name which Agency Staff Lead will Schedule the Staff and Director Meetings | |
| e. Commit to Monthly Staff Lead meetings | |
| f. Commit to Bi-Monthly Joint Director meetings | |
| g. Identify 1-3 Short Term Strategies (from the ODOT document) | |
| 5. BREAK | 15 MINUTES |

- 6. Entire Group to Discuss and Agree upon 1-5 short term, collaborative strategies identified by the Agencies. *Discuss specific methods of Cross Agency Implementation for each agreed-upon Strategy. Group will use worksheet provided. Examples of specific implementation may include: inclusion in the TPR, institutionalization of GHG measures into Agency processes, possible legislation, proposed administrative rules, grant conditions, etc.* 75 MINUTES
- 7. Ongoing: Consideration of Draft Joint Resolution Language 15 MINUTES
- 8. Dates for Next Two Meetings 10 MINUTES
- 9. Identify Action Items for Next Meeting. 10 MINUTES

MEETING THREE: TBD

- 10. Agency Reports including Action Items: Discuss Hurdles Encountered and Refinement Measures.
- 11. Continue Strategy Discussion and Agree Upon specific Methods of Cross Agency Implementation for each Strategy (examples: TPR, institutionalization of GHG measures legislation, admin rules, grant conditions, etc . . .).
- Accountability Promises for Next Meeting.

MEETING FOUR: TBD

- Agency Reports including Accountability Promises: Discuss Hurdles Encountered and Refinement Measures.
- Agree Upon specific Methods of Cross Agency Implementation for each Strategy (examples: TPR, institutionalization of GHG measures legislation, admin rules, grant conditions, etc . . .)
- Accountability Promises for Phase Two.
- Schedule Phase Two Meetings.
- TBD

STS IMPLEMENTATION CROSS AGENCY WORKGROUP

MEETING ONE SUMMARY: January 9, 2020 Meeting

****Action Items for January 9 Meeting are Highlighted in Yellow****

1. Introductions; Purpose and Scope

Christy Monson (LGLG), Lane Mikkelsen (High School Student), Kimberly Dahlgren (LGLG), Kate Harbour (PSU Grad Student), Jerri Bohard (ODOT), Cooper Brown (ODOT), Chris Strickler (ODOT), Bob Van Brocklin (ODOT), Robin McArthur (DLCD), Jim Rue (DLCD), Cody Meyer (DLCD), Bill Holmstrom (DLCD), Janine Brenner (ODOE) (appeared by phone), and Brendan Finn, (Transportation Policy Advisor – Governor's Office), Richard Whitman (DEQ).

2. Review and Approval of Meeting One Summary

Christy Monson reviewed the summary of Meeting One with the Group. The Group agreed with the summary of Meeting One. Christy Monson explained that all Action Items will be highlighted on each summary the Group receives.

3. Input regarding Email Lists and Contact Methods.

Group discussed email lists and contact methods. **Group will send Christy a list of everyone they would like added to the Email List.** Group indicated they were happy with the contact methods being used.

4. Individual Agency Reports for each Commission or policy-making Board for the next Five Years.

a. Create a Standing Item for each Commission or policy-making Board for the next 5 years.

Christy Monson asked if each Agency created a Standing Agenda Item for the next 5 years.

DLCD: DLCD is willing to commit to a Standing Agenda Item for the next 5 years.

ODOT: Currently has a quarterly commitment, but are still discussing frequency.

ODOE: Work group meets quarterly.

DEQ: Meets once every two months. Has no problem with a Standing Agenda Item; however, may be combined with broader item.

b. Name Each Agency's "Commissioner STS Lead."

Christy Monson asked the Group to name each Agency's Commissioner STS Lead:

DLCD: Robin McArthur for next 2.5 years.

ODOT: Bob Van Brocklin.

ODOE: No Commission.

DEQ: Sam Baraso – Will formalize at upcoming meeting at end of month.

c. Name each Agency's "Staff STS Lead"

Christy Monson asked the Group to name each Agency's Staff STS Lead

DLCD: Bill Holmstrom and Cody Meyer.

ODOT: Amanda Pietz and Jerri Bohard

DEQ: Michael Orman (planning and headquarters air quality) – may change in the future.

ODOE: Jessica Reichers (Technology and Policy Manager) and Alan Zelenka (Planning & Innovation Division Administrator).

d. Name which Agency Staff Lead will Schedule the Staff and Director Meetings.

Christy Monson asked the Group to name each Agency's Staff who will schedule the staff and director meetings.

DLCD: Esther Johnson (Assistant to Robin and Bill).

ODOT: They will name a Staff Lead.

ODOE: Jessica Reichers and Alan Zelenka.

DEQ: Not issue with frequency of meeting.

e. Commit to Monthly Staff Lead meetings.

Christy Monson asked the Group if each Agency will commit to monthly staff lead meetings.

DLCD: Yes

ODOT: Will commit to every other month (Amanda and Jerri).

ODOE: Yes.

DEQ: Will commit to monthly or maybe even more.

f. Commit to Bi-Monthly Joint Director meetings.

Christy asked the Group if each Agency will commit to Bi-Monthly Joint Director meetings.

DLCD: Yes.

ODOT: Yes.

DEQ: Yes.

ODOE: Does not have a Commission.

g. Identify 1-3 Short Term Strategies (from the ODOT document)

DLCD: Will commit to.

DEQ: Will Commit to.

The group discussed scheduling of the first meetings. Group decided that the Joint Director Meeting could be held in the second half of February, and the staff meeting could be held in January.

5. BREAK

6. Entire Group to Discuss and Agree upon 1-5 short term collaboration strategies identified by the Agencies.

Group discussed whether the STS needed to be redone. Group agreed that it was okay to go with current STS, however, staff could finesse the research and make updates as the project progresses.

See, attached spreadsheet for specifics.

Group discussed DLCD's written form presenting strategies. Christy Monson indicated she will send the group a form similar to DLCD and she would like each Agency to fill out the form and return it to her in time for the January staff meetings.

7. Ongoing: Consideration of Draft Joint Resolution Language

Christy Monson reviewed the resolution she sent to the group via email on December 23. Christy indicated this was a developing project and she would like to have a finalized joint resolution by the end of all of the meetings.

Group discussed a joint press statement.

8. Dates for Next Two Meetings.

A poll has been sent out working on setting next two meetings.

9. Identify Action Items for Next Meeting.

Christy Monson will provide template. Group needs to fill out strategies, similar to method as DLCD. LGLG will then incorporate into spreadsheet before next meeting.

Review Joint Resolution.

Get talking points from DEQ.

Looking at February 10-13. Wednesday, February 11 or Thursday, February 12, 1-5 again.

**STS INTERAGENCY WORKGROUP
DIRECTOR'S MEETING #3
MARCH 12, 2020**

AGENDA

1. Introductions and Overview 5 MINUTES
(Christy Monson)
2. Governor's Statement and Legislative Update 20 MINUTES
(Kristen Sheeran)
3. Director Reports 20 MINUTES
(Each Director)
 - a. Check in on Collaboration Commitments
 - i. Agency Appointment of a Commissioner STS Lead
 - ii. Agency Commission Standing Agenda Items
 - iii. Agency Commissions Meeting Summary, if applicable
 - iv. Interagency Director Meeting (bi-monthly)
 - v. Monthly Director Meeting with STS Agency Staff Lead
 - b. Discuss Agency Expectations about Collaboration: What is the process if agencies disagree about action items or priorities?
 - c. Comments and Critiques
4. Interim Workgroup Reports and Discussion. 80-120 MINUTES
(Staff from Each Interim Workgroup)
 - a. Presentation of Interim Workgroup Spreadsheets: Short-Term Action Items and Implementation Strategies. Possible discussion topics and questions to consider:
 - *Do the Action Items align with your Agency's resources, mission, and goals? Why or why not? How to collaborate if they do not?*
 - *Does each Action Item identify a Project Manager? Why or why not?*
 - *Does each Action Item have a firm timeline and goal dates? Why or why not?*
 - *Does each Action Item identify specific implementation strategies? (Possible implementation tools include: New or amended legislation, OAR adoption or amendment, TPR amendment, Attorney General opinion, creation of grant or loan conditions, executive orders, other.)*
 - *Discuss to what extent planning is an Action Item (i.e.: goal) vs. a necessary implementation strategy to reach a goal.*

- *Are there any critical short-term action items missing from the spreadsheets?*
 - *Identification of any obstacles to implementation.*
 - *Identification of any obstacles to collaborating.*
 - *Identification of stakeholders and partners for each Action Item. Discuss timelines for engaging stakeholders.*
- b. Discuss process for further adoption or amendment of Short-Term Action Item Spreadsheets
 - c. Identify expectations for future Interim Workgroup Meetings
5. BREAK 15 MINUTES
 6. Discuss Process to Identify Additional, Longer-Term Action Items. 20 MINUTES
(Christy)
 - a. Identification of Long-Term Action Items
 - b. Process and Guidance to Staff
 7. Discuss Adoption of Draft Joint Resolution 10 MINUTES
(Christy)
 8. Discuss Coordination of Messaging 10 MINUTES
(Christy)
 9. Next Meeting Dates and Homework
(Christy)
 10. Adjourn

STS Cross-Agency Directors Meeting #3 - Meeting Summary
1:00 - 5:00 PM, March 12, 2020
Oregon Department of Energy

In Attendance:

Name	Organization
Christy Monson	Oregon Solutions
Karmen Fore	Oregon Solutions
Kate Harbour	Oregon Solutions
Kristen Sheeran	Office of the Governor
Director Richard Whitman	DEQ
Michael Orman	DEQ
Cory Ann Wind	DEQ
Gerik Kransky	DEQ (via phone)
Director Jim Rue	DLCD
Cody Meyer	DLCD (via phone)
Bill Holstrom	DLCD
Commissioner Robin McArthur	LCDC
Director Janine Benner	ODOE
Jessica Reichers	ODOE
Alan Zelenka	ODOE
Cooper Brown	ODOT
Jerri Bohard	ODOT (via phone)
Geoff Crook	ODOT (via phone)
Amanda Pietz	ODOT
Commissioner Bob Van Brocklin	OTC (via phone)

Welcome, Introductions, and Review: Christy Monson from Oregon Solutions reiterated the purpose of the cross-agency workgroup and the purpose for the day's meeting: to share staff reports from interim cross-agency workgroups and identify next steps for carrying out cross-agency strategies to reducing state-wide greenhouse gas emissions. Christy also reiterated the priority strategy criteria outline in the Governor's charge

Governor's Statement and Legislative Update: Kristen Sheeran of the Governor's Office gave an update on this group's work in light of the Governor's recent executive order, and restated the requirement for a progress report from this group due to the Governor on June 30th (with a draft due May 15th). This progress report should outline group

objectives and include a work plan and timeline for prioritized strategies, including identifying actors responsible for work plan tasks.

Director Reports: Each agency director gave an update on agency appointments of a Commissioner STS lead as well as a staff lead, the establishment of an STS update as a standing agenda item at agency commission meetings, and summaries of recent agency Commission meetings.

All agencies have appointed a Commissioner and staff STS lead (with the exception of ODOE, which does not have a Commission). All agencies have also incorporated STS updates as a standing agenda item.

Agencies expressed interest in a future meeting including all of their respective Commissions. The group will revisit this topic at a later date, with DLCD and ODOT offering to lead on scheduling this meeting later in 2020.

Interim Workgroup Reports and Discussion: Each interim workgroup reported out on strategies prioritized in interim cross-agency workgroups.

- Scenario Planning
- Transportation Options
- Electric Vehicles
- Fuels (Freight was formerly a separate category and workgroup but has since been consolidated under the "Fuels" umbrella).

The group agreed to create work plans for all Tier 1 Recommended Actions. Interim staff work groups will reconvene over the next month to draft general work plans including what needs to be done, who is responsible, gaps in resources, and opportunities to share resources. Work plan will also include process instructions for cross-agency updates and review of work plan beyond Phase 1 of this effort.

While work plans will not be created at this time for Tier 2 and Tier 3 Recommended Actions, these Actions will be captured in the greater narrative of the work plan as potential next steps.

Draft work plans will be due Monday, March 30th. If this timeline is not feasible, agencies are directed to contact Christy Monson.

Discuss Development of Additional, Longer-Term Action Items and Timelines: Group opted not to discuss longer-term action items in light of deadlines around Governor's report.

Discuss adoption of draft Joint Resolution: Group agreed they would like to submit a Joint Resolution along with their report to the Governor in June.

Discuss coordination of messaging: Attendees discussed coordination of messaging between agencies as this effort continues. Each agency agreed to task staff with communicating cross-agency to craft and deliver messaging. A need was identified for a broader communications strategy.

Draft messaging will be available for group review in May.

Interim Group Homework Items: Workgroups will reconvene to draft work plans for Tier 1 Recommended Actions and performance measures. ODOT staff will send out a work plan template. Draft work plans will be due Monday, March 30th. Agency communications staff will work with other staff to draft cross-agency messaging to be reviewed at the May Directors meeting.

Next Meeting

The next two Directors meetings will be held in the first week of April, and the first week of May to review draft work plans and the draft report to the Governor. A third meeting will be scheduled either the week of June 8th or June 15th to finalize the final report to the Governor.

Oregon Solutions will send out an email to schedule.

Meeting adjourned at 4:30.

**STS INTERAGENCY WORKGROUP
DIRECTOR'S MEETING #4
April 23, 2020
1 p.m. – 3 p.m.**

AGENDA

- | | |
|---|------------|
| 1. Introductions and Overview
(Christy Monson) | 5 MINUTES |
| 2. Staff Presentation of STS Work Plan
(Amanda Pietz) <ul style="list-style-type: none">a. Staff Presentationb. Director- Staff Discussion<ul style="list-style-type: none">i. Nature and Characterization of the Work Plan; Amendmentsii. Supporting Staff: Implementation Direction and Planningc. May 15th Submission Approval? | 40 MINUTES |
| 3. Governor's Office
(Kristen Sheeran) | 10 MINUTES |
| 4. Director Reports
(Each Director) <ul style="list-style-type: none">a. Check in on Collaboration Commitments<ul style="list-style-type: none">i. Agency Commissions/Committee Meeting Summariesii. Interagency Director Meeting (bi-monthly) Updateiii. Monthly Director Meeting with STS Agency Staff Lead Updateb. Reports on any Organizational Changes Supporting the STS Project | 20 MINUTES |
| 5. Final Approval of Joint Resolution
(Christy Monson) | 10 MINUTES |

- a. Comments, Amendments, Finalization
 - b. Commission meeting schedules and adoption process.

- 6. Introduction to Stakeholder Engagement Process and Messaging 10 MINUTES
(Palmer Mason, DLCD)

- 7. Phase Two (P2) Planning 20 MINUTES
(Christy Monson)
 - a. Preferred P2 Planning Horizon: Two years? Five?
 - b. Appointment of Phase Two Mapping Workgroup
 - c. P2 Staff Facilitators, Meeting Expectations, and Processes
 - d. Discussion of P2's Goals and Responsibilities

- 8. Next Meeting Dates and Homework 5 MINUTES
(Christy Monson)

- 9. Adjourn

STS Cross-Agency Directors Meeting #4 - Meeting Summary
1:00 - 3:00 PM, April 23, 2020
Held via Zoom

In Attendance:

Name	Organization
Richard Whitman	DEQ
Cory Ann Wind	DEQ
Michael Oman	DEQ
Jim Rue	DLCD
Cody Meyer	DLCD
Palmer Mason	DLCD
Robin McArthur	LCDC
Janine Benner	ODOE
Jessica Reichers	ODOE
Alan Zelenka	ODOE
Kris Strickler	ODOT
Amanda Pietz	ODOT
Jerri Bohard	ODOT
Christy Monson	Oregon Solutions
Karmen Fore	Oregon Solutions
Kate Harbour	Oregon Solutions

Introduction and Overview: Christy Monson with Oregon Solutions gave an overview of relevant work from past Director meetings and cross-agency workgroups, and the purpose of today's meeting.

Staff Presentation of STS Work Plan: Amanda Pietz (ODOT) gave an overview of the draft staff work plan and report to the Governor's Office.

Group agreed to add language to report that acknowledges the economic situation of the State as a result of COVID19. Language will also be added to indicate that this work plan, while accepted by the group, may be revised periodically and will be subject to input from stakeholders as part of the process.

Stakeholder Engagement Process and Messaging: The group agreed to include a transmittal letter with the final report, which will be submitted by the June 30th deadline. The group will meet with the Governor's staff prior to the May 15th draft report deadline, likely on May 1st.

Palmer Mason (DLCD) outlined recommendations for communications surrounding the STS work of this group.

Director Reports: Each Director gave a report-out on each agency's recent actions and collaborative commitments.

Review of Draft Joint Resolution: The group reviewed the draft joint resolution. Directors agreed that the resolution is needed, but predicted that approval of a joint resolution by the June 30th deadline may not be possible due to Commission meeting schedules. Agencies agreed to fill out their portions of the draft joint resolution. The group will revisit this at their next meeting.

Phase Two Planning: At the 18-month mark of two-year Phase One work plan, the group will reconvene to start mapping out the next phase of the project. During phase one group will meet quarterly to review performance measures.

Group agreed to meet again in late May or early June to discuss specific implementation steps as well as transmittal letter to accompany final report. Palmer Mason will draft transmittal letter. Oregon Solutions will review project budget to ensure adequate funding for this additional meeting.

Meeting Adjourned at 3:00.

STS INTERAGENCY WORKGROUP #5
JUNE 15
11 a.m. – 1 p.m.
AGENDA

1. Intro; Department Status Reports from Directors (Christy Monson) 10 MINUTES
2. Governor's Office Report, if available (Kristen Sheeran) 10 MINUTES
3. Finalize the STS Multi-Agency Implementation Work Plan (Amanda Pietz) 20 MINUTES
 - a. Review survey results from May 15th-June 15th public comments
 - b. Discuss any needed modifications before June 30th submittal
4. Stakeholder Engagement Process and Messaging (Pietz and Mason) 5 MINUTES
 - a. Interdepartmental Communication and Coordination Check In
 - b. Needs/Plans for Additional Engagement
 - c. Roles and responsibilities
5. Resolution vs. MOU Discussion (Christy Monson) 15 MINUTES
 - a. Legal and Practical Effect of MOU vs. Resolution vs. Other
 - b. Additional Language Needed, re: Stakeholder Engagement? Other?
 - c. Confirm and Commit: Process and Dates for Adoption
6. Finetuning Staff and Director Meetings (All Staff and Directors) 10 MINUTES
 - a. What collaboration mechanisms and frequency make the best sense moving forward:
 - i. Director and staff joint monitoring meetings – quarterly?
 - ii. Staff check-in meetings – monthly?
 - iii. Sub-group staff meetings to work specific tasks – weekly, bi-monthly, or as needed?
 - iv. Director Only Meetings – every other month or disband? Include a staff rep?
7. Phase 1 Follow Up and Phase 2 Planning (All Staff) 45 MINUTES
 - a. Staff Summaries of Ongoing Phase 1 Projects: Needs and Goals? Metrics and Modeling? Timing/Implementation? Assistance Needed?
 - b. Discuss Preferred Phase 2 Planning Horizon: 2022 dates
 - c. Identify Facilitator Staff for Phase 2. Discuss possible inclusion of policy staff.
 - d. Confirm Phase 2 Collaboration and Communication Expectations and Processes

8. Identify Additional Topics, Homework, and Dates for Next Meeting (Christy)
9. Adjourn

5 MINUTES

STS Cross-Agency Directors Meeting #5 - Meeting Summary

11:00AM - 1:00 PM, June 15, 2020

Held via Zoom

In Attendance:

<u>Name</u>	<u>Organization</u>
Michael Orman	DEQ
Jim Rue	DLCD
Cody Meyer	DLCD
Palmer Mason	DLCD
Robin McArthur	LCDC
Janine Benner	ODOE
Alan Zelenka	ODOE
Kris Strickler	ODOT
Amanda Pietz	ODOT
Jerri Bohard	ODOT
Kristen Sheeran	Governor's Office
Christy Monson	Oregon Solutions
Karmen Fore	Oregon Solutions
Kate Harbour	Oregon Solutions

Intro, Department Status Reports from Directors: Christy Monson with Oregon Solutions introduced purpose of today's meeting. Directors shared updates from recent Commission meetings and cross-agency discussions. A cross-agency staff presentation is being considered for the July Oregon Transportation Commission meeting.

Finalize the STS Multi-Agency Implementation Work Plan: Amanda Pietz (ODOT) gave an overview of feedback ODOT received on draft STS work plan via survey. Over 300 responses from the public were received in month that survey was live. ODOT will share survey results with STS group members for review before finalizing work plan. Group is looking to incorporate any revisions within the next week (by Monday 6/22). Group agreed that language will be added to clarify whether certain issues are already being addressed elsewhere in agency work; if STS work plan is not appropriate vehicle for that work. Group also agreed to add language acknowledging areas to expand engagement with low-income residents and communities of color.

ODOT will incorporate feedback received by next Monday and also lead on writing transmittal letter.

Governor's Office Report: Kristen Sheeran from the Governor's office gave update on recent meeting with agency Directors. Gave overview of how Governor's executive order intersects with impacts from COVID-19.

Stakeholder Engagement Process and Messaging: See each agency leading engagement for individual action items in STS work plan. Work up to this point has largely been explaining the cross-agency work. Agencies are still developing individual engagement strategies. Group agreed it would like to sustain collaboration between agencies regarding engagement. Proposed that this could be done through monthly/quarterly meetings, both to share outreach strategies as well as feedback from the public. Staff to lead engagement work have been identified in some agencies but other agencies have yet to name lead engagement staff. This collaboration group still needs to be formalized.

Resolution vs. MOU Discussion: Christy Monson gave an overview of the different functions of resolutions vs. MOUs. The group agreed that an MOU was desired, and not mutually exclusive of a joint resolution. The group discussed level of detail desired in MOU. ODOT will make first attempt at drafting MOU and share with the group within the next week. The group agreed that the STS draft report to the Governor will include language that indicates an MOU is forthcoming as a next step for the cross-agency group.

Finetuning Staff and Director Meetings: The group discussed the multiple staff and Director meetings that have been part of the STS work to this point, and any recommended changes to that process moving forward. *The group agreed that staff inclusion during any Director meetings would be helpful in maintaining continuity. The group also expressed support of a quarterly meeting between staff and Directors to share performance data. ODOT staff offered to serve as coordinator for these meetings, in regards to scheduling and agenda-setting.* Group also agreed to have flexibility to meet "as needed" should additional matters arise between scheduled quarterly meetings.

Staff meetings will move to monthly, from the current schedule of every other week. Subgroups will continue to meet as needed.

Phase 1 Follow Up and Phase 2 Planning: This meeting concludes facilitated meetings by Oregon Solutions unless the project budget allows for any further meetings. Christy Monson recommends the group adhere to a master calendar to continue cross-agency work without outside facilitator.

Many of the Phase 2 commitments will be covered during MOU negotiations. These include metrics, modeling, and performance measures. It will also include the development of an implementation plan.

Group agreed to reconvene in July prior to agencies presenting budgets.

Meeting Adjourned at 1:00.

APPENDIX C: DIRECTIVES AND SOLUTIONS ADOPTED

Governor's EO Directives	STS GHG Collaborative Solutions Adopted
<p>Prioritize implementation of the Statewide Transportation Strategy</p>	<ul style="list-style-type: none"> • Developed a 2-year work plan (2020-2022), including focus on: cleaner vehicles and fuels, transportation options/ transportation demand management strategies, and integrating GHG into decision-making. Specific actions include: <ul style="list-style-type: none"> ○ Statewide trip reduction policy ○ Parking management strategies ○ Interagency zero emission vehicle action plan ○ Transportation electrification infrastructure needs analysis ○ Expansion of the Clean Fuels program ○ Truck alternative fuels study and implementation ○ New emission standards and ZEV requirements for medium- and heavy-duty trucks • Committed to the development of a new STS multi-agency implementation work plan every two years.
<p>Establish GHG emission reduction performance metrics</p>	<ul style="list-style-type: none"> • Identified an action in the 2020-2022 work plan to establish performance measures. Three tiers of measures will be developed, including: <ul style="list-style-type: none"> ○ GHG reduction (using indicators from the STS) ○ Action progress (tracking and reporting on the status of implementation actions) ○ Objective indicators (measure progress in reducing vehicle miles traveled, cleaner vehicles and fuels, and integrating GHG into decisions)

Governor’s EO Directives	STS GHG Collaborative Solutions Adopted
<p>Amend the Transportation Planning Rule (TPR) to direct changes to the transportation plans of metropolitan planning areas to meet GHG reduction goals</p>	<ul style="list-style-type: none"> • Identified actions in the 2020-2022 work plan to amend the TPR and identify the best approaches for planning requirements. Specific actions include: <ul style="list-style-type: none"> ○ Scenario and GHG Reduction Planning – ODOT and DLCD will identify planning approaches for considering GHG emissions and reaching targets/goals ○ Climate Friendly and Equitable Communities – TPR rulemaking efforts informed by the Scenario and GHG Reduction Planning work
<p>ODOT and DLCD identify and implement means to provide financial and technical assistance metropolitan planning areas for amendment to transportation and land use plans that meet the state GHG reduction goals, or more stringent goals adopted by a metropolitan planning area.</p>	<ul style="list-style-type: none"> • Identified action in the 2020-2022 work plan to estimate the costs for metropolitan areas to plan to meet their GHG targets, showing a range of potential levels of effort. This work is included in the “Scenario and GHG Reduction Planning” action item.
<p>Implement at the highest level within the agencies, with regular and direct reporting to the Governor.</p>	<ul style="list-style-type: none"> • Established a Memorandum of Understanding between the four agencies solidifying engagement by Directors and Commissions, and reporting to the Governor’s Office.