

Chris Dudley's Day One Actions as Governor of Oregon

IT'S TIME FOR A CHANGE IN OREGON

Oregon families and businesses are being failed by the very systems meant to serve them.

That changes on day one when I am Governor.

Costs are rising. Schools are falling short. And the systems responsible for homelessness, addiction, and public safety are producing worse outcomes, not better.

For too long, the response from Salem has been more delay, more process, and too little accountability. Most politicians release a 100-day plan filled with broad promises and timelines. Oregon doesn't have time to wait that long, or to settle for plans that never translate into real action.

That's why I'm starting immediately with a Day One Action Plan. I want you to know exactly what your vote sets in motion the moment I take office.

This plan outlines the actions I will take on Day One as Governor of Oregon to restore accountability, improve outcomes, and get our state back on track. It is grounded in what can be executed immediately within the authority of the Governor's office, alongside clear legislative priorities to drive lasting change.

This is not a list of general goals. It is a framework for action, with clear direction to agencies, defined expectations, and a focus on measurable outcomes.

The objective is simple: make state government work better for the people it serves and restore Oregon as a leader in this country.

EDUCATION

Too many Oregon students are falling behind in reading, and nothing else improves until we fix it.

Oregon ranks near the bottom nationally in education, and our fourth graders are *last* in reading. When students aren't reading at grade level, it holds back every subject, limits future opportunities, and creates problems that are harder and more expensive to fix later.

Education drives the economy of the future, and this affects every Oregonian.

On Day One, we will restore accountability and take action to ensure every child learns to read.

Day 1 – Executive Actions

- Declare a state of emergency in education and establish early literacy as the state's top educational priority
- Issue an executive order establishing education outcomes, including early literacy, as a statewide priority, and direct relevant executive agencies to align resources, reporting, and performance management accordingly
- Direct the Oregon Department of Education to incorporate evidence-based literacy outcomes and improvement metrics into the design and award criteria of state-controlled discretionary grants and targeted intervention programs, consistent with applicable statutory authority
- Direct the Oregon Department of Education to:
 - Update statewide guidance, technical assistance, and model frameworks to reflect evidence-based literacy practices, including the science of reading
 - Ensure updates are consistent with existing statutory authority and do not supersede local curriculum adoption authority
- Direct the Governor's education policy office to formally petition the Teacher Standards and Practices Commission to:
 - Initiate rulemaking, consistent with its statutory authority
 - Consider incorporating evidence-based literacy competencies into educator preparation, licensure, and renewal requirements

Day 1 – Legislative Priorities

- Establish a unified statewide framework for reading proficiency, including clear benchmarks, performance metrics, and accountability standards
 - Base student promotion standards on reading proficiency rather than age
 - Require intervention programs in schools that fail to meet established benchmarks
 - Require standardized early literacy screening for grades K–3, including parental notification
 - Eliminate testing opt-outs
 - Provide reading tutors for the lowest-performing schools
 - Tie school funding to performance-based outcomes
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Process & Implementation

- Direct the identification and advancement of best-performing state models to address truancy
 - Conduct a full audit of education spending
 - Direct the Oregon Department of Education to submit a post-audit improvement plan with measurable benchmarks within 30–60 days of audit completion
 - Replace agency leadership where necessary within executive authority
 - Identify and prioritize the lowest-performing schools for targeted intervention
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Public Leadership & Ongoing Policy Focus

- Pursue long-term reforms to educator workforce systems through legislative action and good-faith engagement with collective bargaining representatives, consistent with applicable labor laws
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What This Means for You

Early literacy must be the central priority in Oregon’s education system. Raising reading proficiency brings focus and alignment, ensuring resources and policy decisions are tied to measurable student outcomes. Refocusing on the science of reading is the foundation of our education system’s turnaround.

Earlier identification of students who need support, combined with targeted intervention, allows gaps to be addressed before they widen. Standardized screening and consistent reporting improve visibility into student progress and enable better decisions at every level.

Aligning funding with measurable literacy outcomes ensures resources go to programs that deliver results. Updated statewide guidance gives educators clearer direction while preserving local control.

Strengthening educator preparation and professional development ensures instruction is grounded in proven methods. Targeted supports, including tutoring, help accelerate progress where it's needed most.

Together, these actions will raise reading proficiency and build a more accountable, results-driven education system. Oregon's children must come first, and this plan makes that the standard moving forward.

ECONOMY

Oregon families and businesses are being squeezed from both sides. Too often, the response from state government has been to add complexity, increase burdens, or expand programs without clear accountability for results.

Before asking taxpayers or businesses to carry more, the state has a responsibility to demonstrate that it is using existing resources effectively. That starts with a full understanding of where money is going, how programs are performing, and whether outcomes match the investment.

At the same time, Oregon's long-term economic health depends on whether businesses choose to stay, grow, and invest here. That requires a regulatory and tax environment that is predictable, competitive, and focused on outcomes rather than process.

A stronger economy starts with accountability, smarter use of resources, and a business climate built for growth. That's how we get Oregon back on track.

Day 1 – Executive Actions

Economic accountability and government performance

- Direct all executive agencies to conduct a comprehensive cost review and, within 30–60 days of completion, submit performance improvement plans with measurable benchmarks
- Direct a review of the performance, accountability, and operational effectiveness of executive branch boards and commissions, consistent with applicable statutory authority
- Eliminate the position of Chief Prosperity Officer within the Governor's office

Business climate and economic growth

- Consolidate the efforts of Business Oregon and other economic development agencies into a streamlined strategy to retain and grow existing employers, attract new entrepreneurs and job creators, and reduce the outflow of businesses from Oregon
- Direct the Oregon Department of Transportation to update rules to allow additional highway access points for job-creating developments

Housing and permitting efficiency

- Direct relevant executive agencies to incorporate permitting efficiency, timeliness, and housing production outcomes as scoring criteria for competitive and discretionary state

infrastructure and housing funding programs, consistent with applicable statutes and administrative rules

- Direct Oregon Housing and Community Services, the Construction Contractors Board, and other housing and development agencies to coordinate and accelerate permitting, reducing time to construction and increasing housing production, job creation, and economic development
- Direct the Department of Environmental Quality to streamline permitting and reduce unnecessary barriers, with a goal of a 90-day approval or denial timeline

Natural resources and regulatory review

- Direct the Oregon Department of Environmental Quality to initiate rulemaking, consistent with existing statutory authority, to evaluate, amend, or rescind Climate Protection Program rules and provide recommendations for any necessary statutory changes
 - Direct the Oregon Department of State Lands and the State Land Board to expand sustainable harvesting on state-managed forestlands to support job creation and increase revenue for public schools
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Day 1 – Legislative Priorities

- Lower the tax burden on the first \$100K of income
 - Repeal or modify SB 1507
 - Modify the Corporate Activity Tax to better protect small businesses
 - Streamline housing permitting to accelerate development
 - Eliminate the estate tax (Death Tax)
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Public Leadership & Ongoing Policy Focus

- Announce a policy of vetoing new business tax increases until a full audit of state spending is completed
- Launch an “Open Oregon for Business” initiative to improve the state’s business climate and competitiveness
- Advance and promote policies focused on:
 - Taxation rates (individual and business)
 - Business climate and in-state competitiveness
 - Housing supply and permitting efficiency
 - Land use reform
 - Natural resource development

What This Means for You

A more disciplined, accountable state government starts with a simple question: where is the money going, and what is it producing for the people of Oregon?

A full cost review of executive agencies will give a clear picture of how resources are being used and whether they are delivering results. That means less waste, better use of taxpayer dollars, and more funding directed to what actually works. Requiring performance improvement plans with defined benchmarks ensures agencies are judged on outcomes, so Oregonians see real results, not just more process.

Boards and commissions that often operate with limited visibility will be brought into the light. Greater transparency means better decisions and more accountability to the public. At the same time, reducing unnecessary administrative layers helps government move faster and focus on the services people rely on most.

Before asking taxpayers for more, state government must show it can manage what it already has. Pausing new business tax increases until a full audit is complete protects families and small businesses from added pressure, while legislative changes to reduce taxes on the first portion of income and adjust the Corporate Activity Tax will help Oregonians keep more of what they earn and support economic growth.

Housing affordability will be addressed by tying state funding to real results. Communities that permit housing faster and produce more units will see more support. This helps reduce delays, increase supply, and bring down costs over time.

Regulatory frameworks will also be reviewed to ensure they are working as intended. This includes the Climate Protection Program, with a focus on better balancing economic and environmental priorities. The goal is to reduce unnecessary costs currently being passed on to Oregon taxpayers.

Natural resources are core to Oregon's identity and one of our greatest advantages, and they should be managed with that in mind. Expanding sustainable use of state-managed forestlands will support job creation, strengthen rural economies, and generate additional revenue for public schools. This ensures Oregon's resources are working for the people of the state.

Oregon's economy won't grow if government keeps getting in the way. This actions will lower costs, improve accountability, and create the conditions for growth starting on day one.

LIVABILITY

Homelessness, addiction, and public safety in Oregon have reached a breaking point. The current system is not only failing to deliver results, the crisis continues to grow, placing an increasing financial burden on taxpayers.

Despite significant investment, the system remains fragmented, difficult to navigate, and inconsistent in producing measurable outcomes. Too often, that lack of coordination means people in crisis fall through the cracks, going without consistent care, treatment, or stable housing.

The consequences are visible across Oregon. Overdoses are taking lives, individuals remain on the streets without a clear path to recovery, and communities are facing rising safety concerns. Resources are being spent, but too often they are not reaching people in a way that leads to lasting change.

And too often, those failures are costing Oregonians their lives.

Day 1 – Executive Actions

Homelessness, Addiction, and Mental Health

System Leadership & Oversight

- Initiate the establishment of a centralized homelessness coordination function within the Governor's office
- Initiate the establishment of a Homelessness Oversight Board

Statewide Planning & Alignment

- Direct relevant executive agencies to develop and submit a statewide homelessness performance plan within 30–60 days
- Direct relevant executive agencies to align program goals, funding structures, and performance management practices with measurable outcome-based objectives

Funding & Accountability Standards

- Direct that state-administered grants, contracts, and discretionary funding programs include clearly defined, outcome-based performance metrics as conditions of funding, consistent with applicable authority

Program Standards & Service Delivery

- Direct relevant executive agencies to incorporate assertive outreach standards, including sustained engagement expectations and performance tracking
 - Direct relevant executive agencies to prioritize funding models that emphasize prevention, recovery, and long-term stability outcomes
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Public Safety

- Prioritize recruitment and deployment of additional Oregon State Police troopers within existing budget authority and propose expansion through the legislature
 - Direct relevant state agencies to prioritize enforcement resources and interagency coordination toward high-level drug distribution and trafficking activities, consistent with existing law
 - Direct relevant state agencies to coordinate with federal partners to establish a fentanyl interdiction and enforcement initiative
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Day 1 – Legislative Priorities

- Increase penalties for major fentanyl distribution offenses
 - Establish a separate legal classification for fentanyl-related crimes
 - Create weight-based thresholds and mandatory minimums for fentanyl distribution
 - Explore statutory changes to allow elevated charges, including homicide-related charges, in severe distribution cases
 - Codify accountability and performance standards for homelessness, addiction, and mental health funding
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Process & Implementation

- Direct the development and implementation of a post-audit leadership and accountability structure
 - Invest in law enforcement technology through existing funding and legislative proposals
 - Develop a centralized data and coordination system for state-funded homelessness services
 - Establish standardized statewide data collection and reporting requirements
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Public Leadership (Pulpit)

- Shift state funding priorities toward prevention, recovery, accountability, and measurable long-term outcomes
 - Emphasize aggressive outreach and long-term recovery outcomes
 - Publicly support law enforcement, particularly in addressing mental illness and addiction
 - Improve coordination and communication between state agencies and law enforcement
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What This Means for You

Clear leadership, stronger coordination, and real accountability will change how Oregon addresses homelessness, addiction, and mental health. A centralized function within the Governor's office creates a single point of responsibility to align agencies and track results, so efforts are no longer fragmented and resources reach people faster and more effectively.

A statewide performance plan sets clear expectations, while tying funding to measurable outcomes ensures programs are judged on stability, recovery, and long-term results, not just activity. That means taxpayer dollars are directed to what actually works, leading to more people getting off the streets and into stable situations.

Consistent outreach standards increase engagement with individuals who are not currently connected to services, helping reach people earlier and reduce the cycle of crisis that affects both individuals and communities.

Public safety efforts focus resources where they matter most, with increased law enforcement presence and targeted action against high-level trafficking networks. Coordination with federal partners strengthens Oregon's response to fentanyl and related challenges, improving safety in neighborhoods and reducing the impact of drug activity on families and communities.

Better data and reporting improve transparency, track progress, and support smarter decisions, so the public can see what is working and where improvements are needed.

We cannot settle for a system that fails to get people off the streets, into recovery, and our communities safer. As Governor, I will move Oregon out of this cycle of crisis and deliver lasting results.

WHAT COMES NEXT FOR OREGON

This plan is a starting point, not the finish line.

Change requires bold, consistent leadership, real accountability, and a willingness to measure results and adjust when needed. This plan begins that shift immediately and resets the path Oregon is on.

I believe in Oregon, and I believe in the people who call it home. I have complete confidence that our state can and will rebound, and these Day One actions are the first step.

I'm ready to get to work.