



Multnomah County is creating an earthquake-ready downtown river crossing.

BETTER – SAFER – CONNECTED

October 2, 2020

Policy Group – Agenda Meeting #7

Project:	Earthquake Ready Burnside Bridge
Subject:	Policy Group Meeting #7
Date:	October 2, 2020
Time:	10:00 a.m. to Noon
Location:	WebEx Virtual Meeting

POLICY GROUP MEMBERS

Chair Deborah Kafoury, Multnomah County
 Co-Chair Commissioner Jessica Vega Pederson, Multnomah County
 Chris Warner, City of Portland
 Councilor Cate Arnold, City of Beaverton
 Mayor Karylinn Echols, City of Gresham
 Doug Kelsey, TriMet
 Grace Stratton, U.S. Senator Wyden’s Office
 Kari Herinckx, U.S. Senator Merkley’s Office
 Justin Douglas, Prosper Portland
 Rian Windsheimer, ODOT Region 1
 Liv Brumfield, U.S. Representative Blumenauer’s Office
 Al Bannan, U.S. Representative Bonamici’s Office
 Councilor Craig Dirksen, Oregon Metro
 Representative Barbara Smith Warner, OR State Legislature
 Senator Kathleen Taylor, OR State Legislature
 Phil Ditzler, FHWA Oregon

PROJECT TEAM MEMBERS

Megan Neill, Multnomah County
 Ian Cannon, Multnomah County
 Mike Pullen, Multnomah County
 Heather Catron, HDR
 Steve Drahota, HDR
 Cassie Davis, HDR
 Jeff Heilman, Parametrix
 Allison Brown, JLA
 Laura Peña, EnviroIssues
 Sarah Omlor, EnviroIssues

ADDITIONAL INVITES

Susan Lindsay, Community Task Force Representative
 Neil Jensen, Community Task Force Representative

Purpose:

1. Provide an update on the project progress since last meeting
2. Review input received from 2020 outreach efforts on a recommended Preferred Alternative
3. Review Community Task Force recommendation on a Preferred Alternative
4. Seek approval on the Recommended Preferred Alternative including Preferred Bridge Alternative and Traffic Management Option During Construction
5. Review Type Selection Phase process

Agenda:

Time	Session	Presenter/Lead
10:00 a.m.	Welcome and Introductions	Allison Brown
10:10 a.m.	Opening Remarks	Chair Kafoury, Co-Chair Vega Pederson
10:20 a.m.	Public Comment <i>Acknowledge comments submitted in advance of the meeting.</i>	Allison Brown
10:30 a.m.	Project Update	Megan Neill
10:45 a.m.	Community Task Force Recommendation Review and Policy Group Approval <ul style="list-style-type: none"> - Review Preferred Bridge Alternative - Review Preferred Traffic Option During Construction - Review Community Feedback - Listen to CTF Comments - PG Discussion <u><i>Policy Group Approval of Preferred Alternative:</i></u> <ul style="list-style-type: none"> - Preferred Bridge Alternative - Traffic Option During Construction 	Mike Pullen CTF Ambassadors
11:30 a.m.	Bridge Type Selection Phase Overview	Heather Catron
11:50 a.m.	Next Steps and Closing Remarks	Allison Brown
Noon	Adjourn	All

What is a long span bridge?

A type of bridge that requires fewer support columns, allowing for longer spacing, or spans, between columns. A vertical support structure above the deck of the bridge is needed to accomplish the longer spans. A variety of vertical structures can be considered for this project, including tied arch, truss, and cable stayed options (see examples on back page).

Why are we considering it?

The long span alternative allows for fewer columns in the Geotechnical Hazard Zones on each side of the river, reducing project risks and costs.

Decisions Regarding Long Span Alternative

Environmental Phase Decisions

Choosing a Preferred Alternative at this stage of the process means deciding on a class of bridge that considers high level variables including:

- Retrofit or replacement
- Alignment
- Width
- Number and approximate location of columns
- Approximate span lengths

Future Phase Decisions

Type Selection Phase Decisions (TS)

- Bridge superstructure type
- Column sizes and locations
- Movable bridge type

Specific to Cable Stayed option:

- Tower location

Final Design Phase Decisions (FD)

- Column shape
- Bridge lighting, railings, color and texture

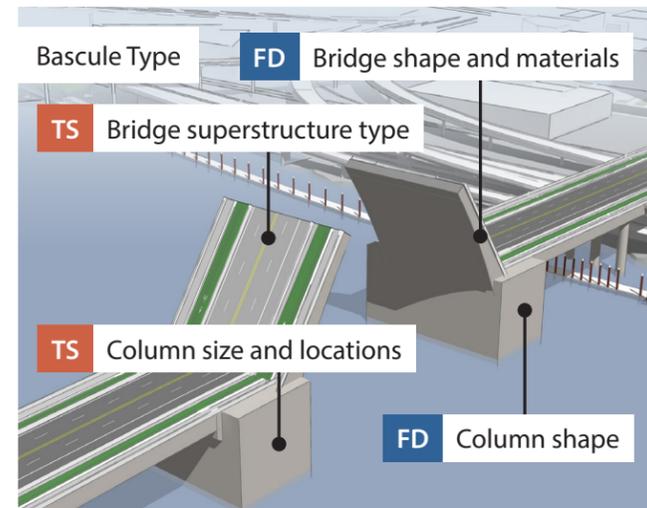
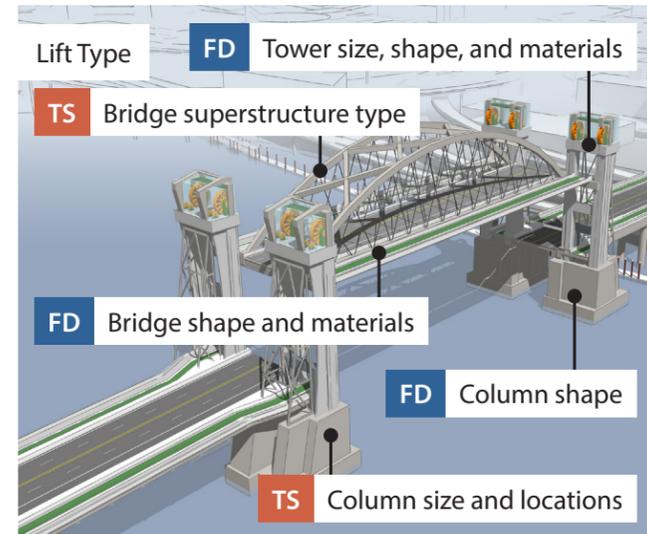
Specific to Tied Arch option:

- Arch height
- Arch rib materials, size, curvature, and shape
- Cross-frame size and shape
- Cable size and pattern

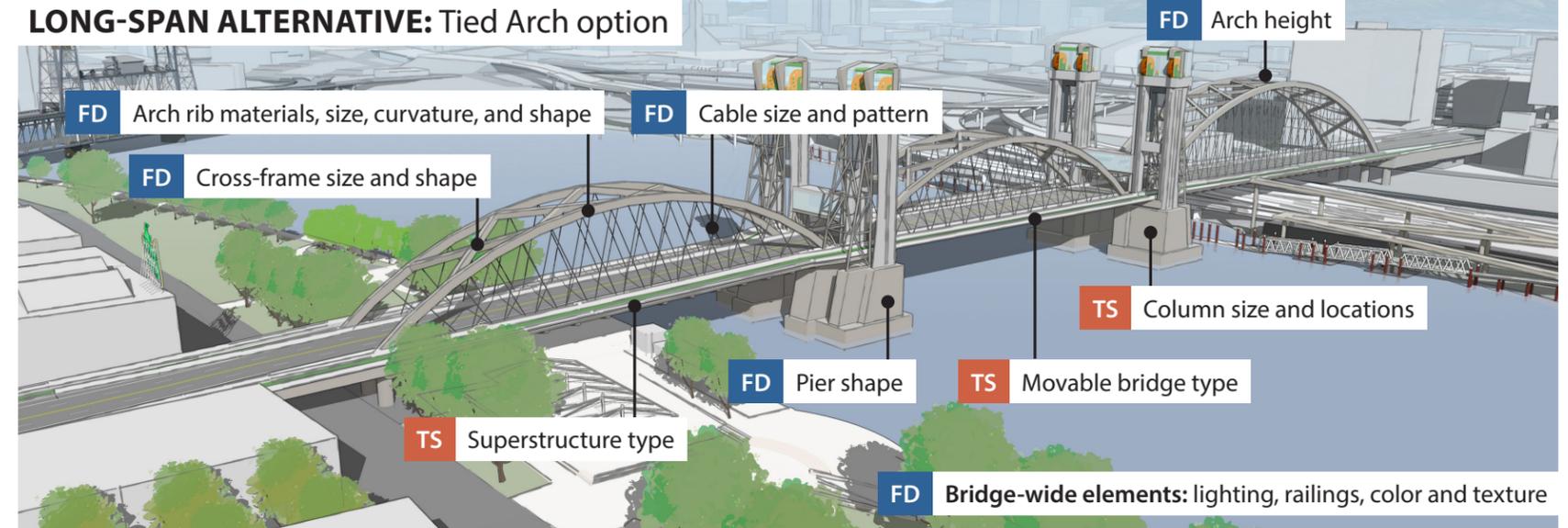
Specific to Cable Stayed option:

- Tower height, size, shape, and materials
- Cable size and pattern

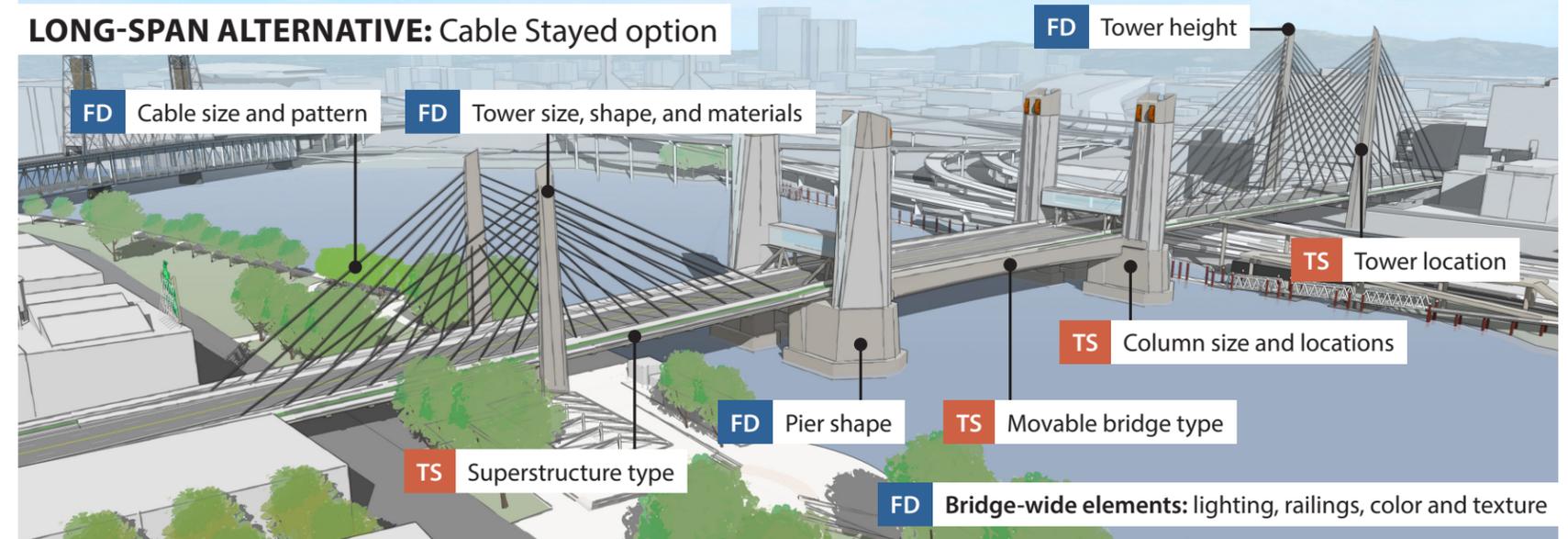
Movable Span Type: variables for consideration



LONG-SPAN ALTERNATIVE: Tied Arch option



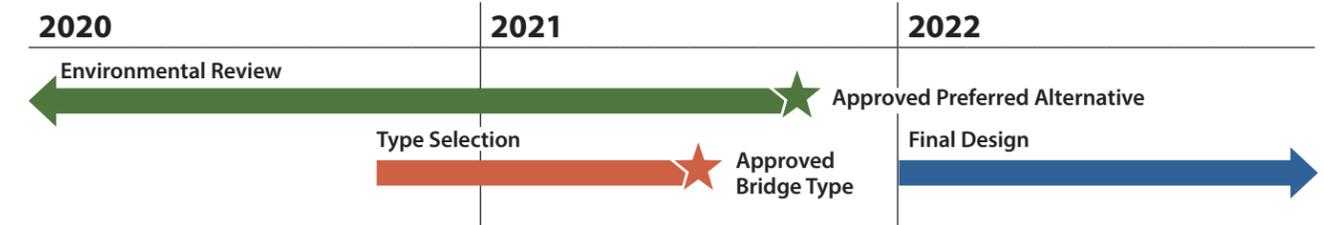
LONG-SPAN ALTERNATIVE: Cable Stayed option



LEGEND:

- TS Type Selection Phase
- FD Final Design Phase

Schedule



Bridge Type Examples

BRIDGE TYPE OPTION: Tied Arch examples



Hastings Bridge, Minnesota



Torikai Ohas Bridge, Japan



Siuslaw River Bridge, Oregon



Tacony-Palmyra Bridge, Pennsylvania



Gateway Bridge, Michigan

BRIDGE TYPE OPTION: Cable Stayed examples



Indian River Inlet Bridge, Delaware



Chongqing Expressway Bridge, Oregon



Copper River Bridge, South Carolina



Tilikum Crossing Bridge, Oregon

BRIDGE TYPE OPTION: Through Truss examples



Main Street Bridge, Florida



Triborough (Harlem River) Bridge, New York



Tower Bridge, CA



Broadway Bridge, Oregon



Hawthorne Bridge, Oregon

MOVABLE SPAN: Bascule examples



South Park Bridge, Washington



Harbor Bridge, Spain



New Johnson St. Bridge, Canada



Woodrow Wilson Bridge, Maryland

MOVABLE SPAN: Vertical Lift examples



Teregganu Bridge, Malaysia



Fore River Bridge, Massachusetts



Pont Jacques Chaban, Delmas



Manchester Millenium Bridge, England

For information about this project in other languages, please call 503-209-4111 or email burnsidebridge@multco.us. | Para obtener información sobre este proyecto en español, ruso u otros idiomas, llame al 503-209-4111 o envíe un correo electrónico a burnsidebridge@multco.us | Для получения информации об этом проекте на испанском, русском или других языках, свяжитесь с нами по телефону 503-209-4111 или по электронной почте: burnsidebridge@multco.us.

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Round 2 Engagement Summary



Overview

Multnomah County conducted the second of three rounds of planned outreach and engagement activities with identified stakeholder groups and the general public for the project’s Environmental Review phase from January through September 2020.

The purpose of Round 2 (R2) Engagement was to inform the public of the status of the project and to seek input on the Recommended Preferred Bridge Alternative and traffic management option during construction to be included in the draft Environmental Impact Statement in early 2021. The Community Task Force recommended:

- The Replacement Long Span Alternative
- Full bridge closure during construction

Inside this report

- Key Findings Overview
- Public Outreach and Engagement
 - Briefings
 - Phone Canvassing
 - Diversity, Equity and Inclusion
 - Online Open House and Survey
 - Who We Heard From
 - Media and Notifications
 - Native American Tribes
 - Agencies
- Future Considerations





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R2 Engagement also sought to establish contact with and understand the needs and perspectives of stakeholders, including organizations and neighbors located near the project and members of communities who are historically underserved and underrepresented (as identified in the project's Diversity, Equity, and Inclusion Plan).

The onset of the COVID-19 pandemic in Oregon beginning in March 2020 greatly affected the outreach strategy. The project team had to quickly adjust to digital and socially distant outreach measures. No tabling or in-person focus group events were held.



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Public Outreach Activities

R2 outreach and engagement activities included:

70+	Briefings to agencies, individuals, and organizations
19	Diversity, Equity and Inclusion organizations reached
23,000+	Unique visitors to the online open house and survey
6,800+	Survey responses
6	In-language translations of the online open house and materials
38	Social media posts and advertisements
2,578	E-newsletter recipients
3	Project videos
2	News releases and e-newsletters
2	Banners over the Burnside Bridge
147	Businesses contacted via phone canvassing
41,901	Flyers mailed
7	Media interviews

Key Findings Overview

Broad input was received encompassing a large range of perspectives. This report summarizes themes identified in this input. Key findings include:

- Strong public support for the recommended Preferred Bridge Alternative: Replacement Long Span
- Strong public support for the recommendation to fully close the bridge during construction

Public Involvement Goals

Awareness

Build awareness and share information through regular, meaningful, and consistent project communications about the important role this project plays in creating an earthquake-ready river crossing in downtown Portland.

Transparency

Inform all stakeholders and community of how the project team has thoroughly considered their feedback, interests, issues, and concerns in project solutions and transparently communicate how project decisions are being made.

Inclusion

Provide equitable, inclusive, and accessible opportunities for stakeholders and community to influence and shape the project by reducing participation barriers, ensuring culturally responsive practices, and offering diverse ways for all people to participate in project conversations.

Coordination

Engage and build authentic relationships with agencies, industry stakeholders, and County departments, securing cross-government coordination, commitment, alignment, and industry readiness, to realize the Earthquake Ready Burnside Bridge in the future.



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- High levels of engagement among the skating community who support the preservation of the Burnside Skatepark
- Similar levels of support for the two recommendations among DEI respondents as all survey respondents

Activity: Briefings

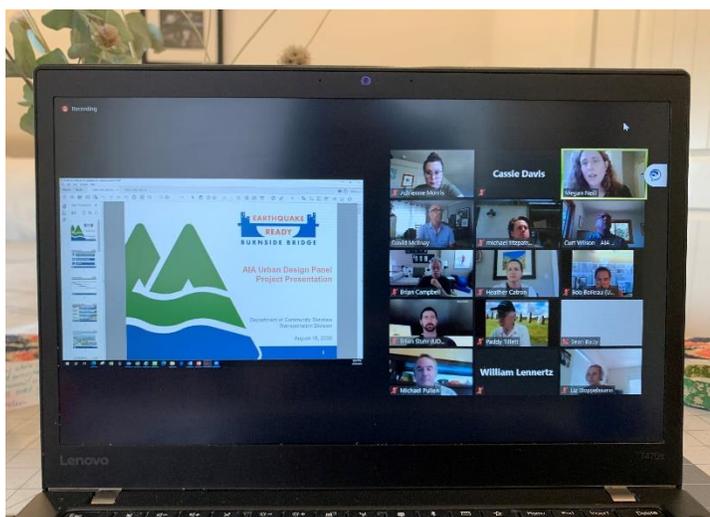
Purpose

From January through September 2020, the project team conducted over 70 briefings with community organizations, individuals, agencies and elected officials. The intent of the briefings was to keep stakeholders and interested groups up-to-date and engaged with the project, initiate and build meaningful relationships and gather community input to inform the project, process and environmental analysis.

Opportunities to request a project briefing were offered through emails, phone calls, project newsletters, social media, and the project website.

Generally, information presented and engaged upon during the briefings included:

- Project overview, timeline and purpose
- Range of bridge alternatives being studied in the EIS
- Traffic management options being studied in the EIS
- Input on a recommended Preferred Alternative and traffic management options during construction
- Input on specific items of interest to the stakeholder and people they represent
- Outreach activities and ways to keep people engaged and provide input
- Next steps in the process



Online briefing with American Institute of Architects – Urban Design Panel of Oregon held in August 2020



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Briefings were provided to a number of different stakeholders and community organizations representing various interests, including:

- Transportation (pedestrians and people with ambulatory devices, bicyclists, transit users, drivers and freight movers)
- Emergency response and resiliency
- Social services
- Diversity, Equity and Inclusion and BIPOC communities
- Neighborhoods
- Right of way and property owners
- Residents
- Businesses
- Historic resources
- Visual aesthetics and urban design
- Parks and community spaces and activities
- River users
- Natural resources
- Local, regional, state and federal agencies and elected officials

Below is a summary of the most frequently heard themes:

- General support and understanding of the project and need for a seismically resilient downtown river crossing
- Support for the Replacement Long Span as the recommended Preferred Alternative
- Interest in long term transportation facilities including safer, protected bike and pedestrian paths, ADA access and accommodating future transit needs
- Short term and long term impacts to Eastbank Esplanade
- Concern for impacts to historic resources including the Burnside Bridge and Burnside Skatepark
- Interest in the future design of the bridge including what it will look like and how it will fit into the urban fabric and environments on both sides of the river
- Concern about impacts to social services, houseless community and vulnerable populations



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- Recognition of the cost and impacts associated with building a temporary bridge and a desire to save money and time by closing the bridge and detouring to adjacent bridges
- Interest in ways to address traffic during construction if bridge is fully closed including things like detour routes, transit impacts and rerouting, access and safety
- Interest in funding, both in how it could impact them as a taxpayer and desire to find more money to make sure the project gets done
- Interest in contracting opportunities for disadvantaged and underserved community groups, community benefit agreements and workforce development trainings
- Concern for access, right of way and construction impacts to surrounding property owners, residents, parks and community activities

A full list of stakeholders that the project team met with during this time can be found in Appendix A.



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Activity: Business Phone Canvassing

Purpose

In August 2020, project team members made 147 phone calls to businesses near the Burnside Bridge to build awareness about the project and direct business owners to the online open house to share input on the two key recommendations being made regarding the Preferred Bridge Alternative and Traffic Options During Construction. Canvassing also aimed to further build the project email list and gather input on preferred outreach and information methods.

Summary

The canvassing area had a roughly two to three blocks radius (about a quarter mile) from Burnside Street on both sides of the river's edge and excluded stakeholders who have already been briefed on the project, such as social service providers. Canvassing began after the online open house opened on August 3 and following the arrival of a direct mailer which was sent to over 41,000 addresses in about a one-mile radius of the bridge.

Due to COVID-19, many businesses, especially in Downtown Portland, were temporarily closed which impacted the amount of successful connections. The Project team left voicemails when possible and sent follow-up emails if email addresses were offered.

Outcomes	Number of businesses
Total calls attempted	147
Conversations	37
Voicemails	47
Follow-up emails	27
No answer and/or no voicemail possible	63

Of the 147 total businesses contacted, the Project team was able to talk to 37 business owners or employees. Most of the people spoken to were appreciative for the project update and interested in visiting the online open house. Many were unaware of the project. Two businesses had specific questions or concerns and received additional follow-up responses from Multnomah County.



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Activity: Diversity, Equity, and Inclusion Outreach

Purpose

Multnomah County partnered with the Community Engagement Liaisons (CELs) Program to continue bridging relationships and engaging with currently and historically underserved and underrepresented communities. The liaisons’ efforts engaged the Black and African American, Native American, Vietnamese, Chinese, Latinx, Japanese, Arabic, and Russian and Ukrainian communities. These communities were identified in 2019 based on frequently spoken languages within a one-mile radius of the project area and/or because of historical and cultural roots in the project area.

Considering the impacts of the COVID-19 pandemic to vital in-person engagement opportunities, the liaisons employed several methods to help inform and gather input from their respective communities during the month of August 2020 (see table below). These methods ranged from one-on-one telephone calls, outreach to community-based organizations and culturally specific media outlets.

Multnomah County recognized the importance of variety and flexibility in outreach methods to allow for culturally appropriate engagement across communities, especially in a time of the public health crisis. Each community engagement liaison worked with their respective community members and community-based organizations (CBO’s) to use activities that were desired and appropriate for that community.

There was a total of 355 respondents to the translated survey sites. For comparison, there were 182 participants reached through focus group during Round 1 engagement in 2019.



Online open house ad in Portland Chinese Times newspaper, August 2020



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Chart of outreach activities per community

	Phone or Zoom briefings	CBO outreach	Business Phone Canvassing/ flyer	Social Media	Print Media	Radio/ Television
Black and African American	X		X	X	X	X
Native American	X	X	X	X		
Arabic	X	X	X	X		
Chinese	X		X	X	X	
Japanese		X	X	X	X	
Vietnamese	X	X	X		X	
Latinx	X	X	X	X	X	X
Russian/Ukrainian	X	X	X	X	X	X



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Summary of findings: Diversity, Equity, and Inclusion Outreach

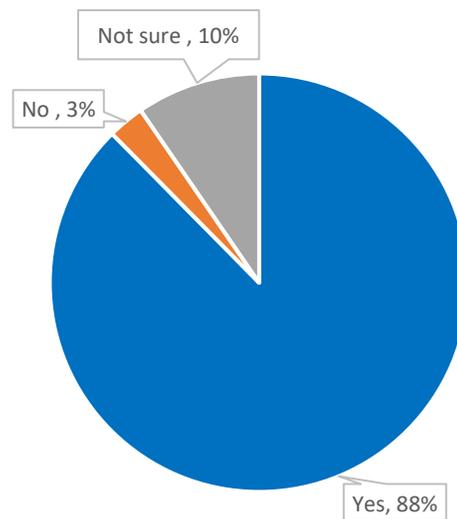
The following graphs and data represent participants who took the survey using any of the six translated sites. Aggregate data representing total responses across all sites is included in the next report section, “Activity: Online Open House and Survey.”

QUESTION 1, DEI respondents: Is the recommended Replacement Long Span option the right choice for an earthquake-ready Burnside Bridge?

88% of the 355 DEI respondents for this question agreed that the Replacement Long Span was the right choice for an earthquake-ready Burnside Bridge.

3% did not agree and 10% were not sure.

The percentage of respondents who agreed with the recommendation was consistent with the findings for all survey respondents. However, the percentage of DEI respondents that was not sure was higher at 10% compared to 4% for all survey respondents. The percentage of DEI respondents that did not agree was lower at 3% compared to 8% for all survey respondents.



QUESTION 2, DEI respondents: Why do you feel this way?

Of the 88% who agreed, the most common themes were seismic resiliency/safety, cost savings, general agreement/least impact, and construction time savings.

These four topics were similar to the most common themes from the aggregate survey respondents with the exception that DEI respondents ranked construction time savings much higher than the overall respondents and did not cite the preservation of the Burnside Skatepark as a primary concern.

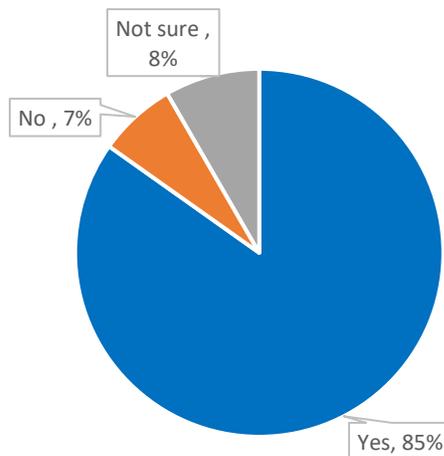
Of the 13% who did not agree or were not sure, many respondents noted that they did not feel qualified to weigh in because they were not trained professionals in the field of bridge engineering or design. Some respondents did not agree with the threat of a major earthquake in the area or that the cost of the project was justified. There were also some respondents who were not convinced that fewer supports under the bridge would result in a more seismically resilient structure.

QUESTION 3, DEI respondents: Is a full bridge closure the right choice to manage traffic during construction?

85% of the 336 DEI respondents for this question agreed that a full bridge closure is the right choice to manage traffic during construction.

7% did not agree and 8% were not sure.

These results are largely consistent with the findings for all survey respondents.



QUESTION 4, DEI respondents: Why do you feel this way?

Of the 85% who agreed, the most common themes were construction time savings, cost savings, increased safety for construction crews and bikes/pedestrians, and environmental factors.

Construction time savings and cost savings were also the top themes for the aggregate survey responders. However, DEI respondents elevated safety concerns for those who would be working on or using the temporary bridge as well as greater emphasis on the reduced impacts to the environment.

Of the 15% who did not agree or were not sure, most respondents were concerned with the traffic impacts from a full bridge closure. Some noted that they did not feel qualified to weigh in because they were not trained professionals in the related fields.

QUESTION 5, DEI respondents: Is there anything else you would like to share with us?

The most common themes were praise and urgency, specifically for multi-lingual and diverse outreach, support for an iconic aesthetic, and environmental concerns.

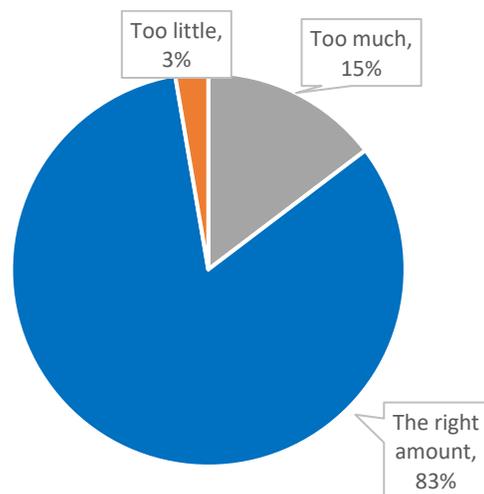
Praise and urgency for the project was a top theme for the aggregate survey respondents. However, DEI respondents elevated themes around supporting an iconic bridge design and environmental preservation more so than aggregate survey respondents.

QUESTION 6 (SURVEY EVALUATION), DEI respondents: What do you think about the amount of information presented?

85% of the 334 total respondents for this question said that the online open house had presented the right amount of information.

3% said it was too little and 15% felt it was too much.

The percentage of DEI respondents who felt it had been the right amount of information was consistent with the findings for all survey respondents. However, the percentage of DEI respondents that felt it had been too much information was over three times higher at 15% compared to 4% for all survey respondents. The percentage of DEI respondents that felt it was too little information was lower at 3% compared to 8% for all survey respondents.



This difference in the amount of information preferred supports having a flexible approach to outreach that can adapt to individual communities. The overall response to this round of engagement was mostly positive, but there are ongoing opportunities to continue working closely with the CEL Program and other community representatives to tailor the information and outreach methods to their community's needs.



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Activity: Online Open House and Survey

Purpose and Reach

The online open house and survey were available to the general public from August 3 through August 31, 2020. The sites remained open to Community Engagement Liaisons through September 7 to allow them more flexibility to engage with their communities. The online open house and survey provided an opportunity for people to learn about the status of the project and review and provide input on the recommended Preferred Alternative and traffic management option during construction. The online open house and survey included two animated videos, captioned in seven languages, presenting the reasons why the two recommendations were made along with some of the major considerations. The videos are available to view on Multnomah County's YouTube channel:

- [Recommended Preferred Alternative video](#) (>5.8k views as of 9/8/20)
- [Recommended Traffic Option During Construction video](#) (>700 views as of 9/8/20)

Open house visitors could also watch a [video tour](#) of the bridge (>300 views as of 9/8/20).

The online open house and survey received over 23,000 unique visitors and over 6,800 responses. The survey included a mix of qualitative and open-ended questions. It also included travel mode and demographic information.

As an outreach and engagement tool, survey respondents were self-selected, and the results were not intended to be statistically valid.

Stakeholders were notified of the sites through a variety of notifications outlined in the Media and Notifications section in this report.

Complete survey results are included in Appendix B.

Survey period: August 3 - September 8, 2020

Select Language

Powered by Translate

Español | Tiếng Việt | العربية | 简体中文 | 日本語 | Русский | Українська

EARTHQUAKE READY BURNSIDE BRIDGE BETTER-SAFER-CONNECTED

Welcome Recommended Bridge Option Recommended Traffic Management What's Next? More Information

Welcome

We need an earthquake-ready Burnside Bridge to help our community recover after a major earthquake and to meet our long-term transportation needs.

About the project and selection process +

Click the plus signs throughout the Online Open House to learn more about each topic.

We want to know your thoughts on two decisions:

- The recommended bridge option
- The recommended traffic management option during construction

Recommended bridge option overview



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Survey Results and Comment Themes

A total of 6,827 people answered at least one survey question for this R2 survey, compared to 830 in R1. This number includes all liaison contacts. The significant increase in participants could be a result of many factors including increased social media posts by the project and project partners, increased coverage in earned media, increased time or interest for people working from home or otherwise affected by the COVID-19 pandemic, and simplified content and platform.

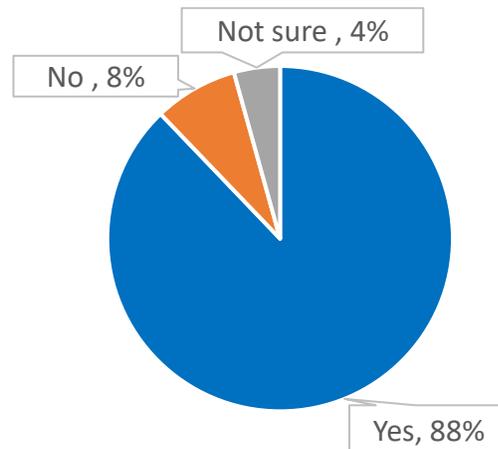
The Instagram account representing the Burnside Skatepark, a major project stakeholder, posted about the online open house and survey twice over the course of the survey period and drove significant traffic to the site. The spike in survey responses following these posts made up approximately 30% of the total responses received. However, there was no significant difference in the distribution of these respondents who agreed or disagreed with the recommendations compared to all responses. All responses are therefore included in the aggregate data below.

The number of responses to individual questions varied because survey participants were able to answer as many or as few questions as they chose. All graphs reflect the total number of responses to each individual question. A randomized sample of about 60% of the total written comments for each open-ended question was analyzed for top themes due to the large number of comments received.

QUESTION 1: Is the recommended Replacement Long Span option the right choice for an earthquake-ready Burnside Bridge?

88% of the 6,796 total respondents for this question agreed that the Replacement Long Span was the right choice for an earthquake-ready Burnside Bridge.

8% did not agree and 4% were not sure.



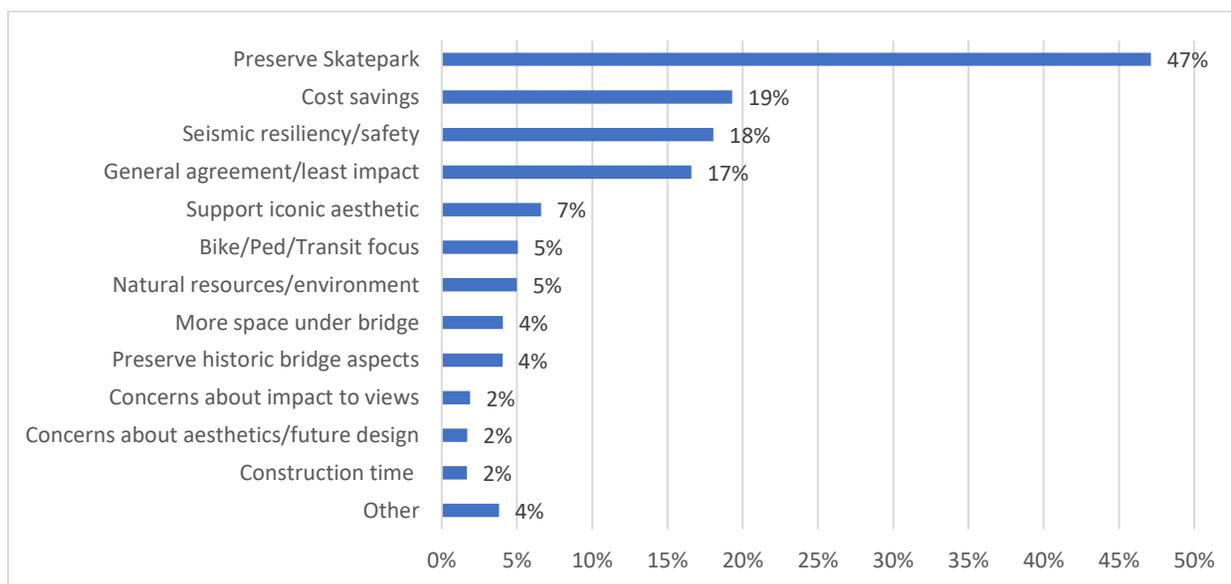


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QUESTION 2: Why do you feel this way?

The distribution of major themes for the 88% of respondents who agreed with the recommendation are:



A randomized sample of 60% of the 4,839 written comments received for this question was analyzed for top themes.

Preserve Skatepark – Comments supporting the preservation of the Burnside Skatepark as an important cultural resource and world-renowned landmark that attracts visitors.

Cost savings – Comments citing project cost savings as a reason to support the Long Span alternative.

Seismic resiliency/safety – Comments referring to increased safety and seismic resiliency due to fewer columns in unstable soil. Most comments were in support of the preferred alternative because it presents the least risk in the event of an earthquake.

General agreement/least impact – Comments that are in general agreement with the Long Span alternative because it has the least impact or without citing anything more specific.

Support iconic aesthetic – Comments in support of the new bridge designs or sharing a preference for one of the renderings (the Cable Stayed option was the most common). Many respondents were excited about the opportunity to create a visually striking bridge.

Bike/Ped/Transit focus – Comments expressing the importance of prioritizing bicyclists, pedestrians, and public transit including praise for separate bike lanes and sidewalks.



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Natural resources/environment – Comments advocating for the preservation of natural resources and in support of the Long Span alternative because its smaller footprint will have fewer impacts on the river, shoreline, and other environmental aspects.

More space under bridge – Comments in support of having fewer columns and more space under the bridge that can be used by the community.

Preserve historic bridge aspects – Comments supporting the retrofit option or keeping elements of current bridge to pay homage to its history, in particular the current bridge towers.

Concerns about impact to views – Concerns about the Long Span alternative obstructing views of downtown Portland and overall impact to the city skyline.

Concerns about aesthetics/future design – Comments disapproving of the conceptual designs because they do not fit the Portland aesthetic or are outdated and overwhelming.

Construction Time – Comments referring to the duration of construction time typically in support of the long span for its shorter construction period. Comments relating less construction time to less impact to the community.

Other – Comments encompassing a wide array of topics, each accounting for less than 2% of the total comments. Topics include preferences around cable, arch, or truss bridge types, general disagreement with preferred alternative without any specific reason provided.

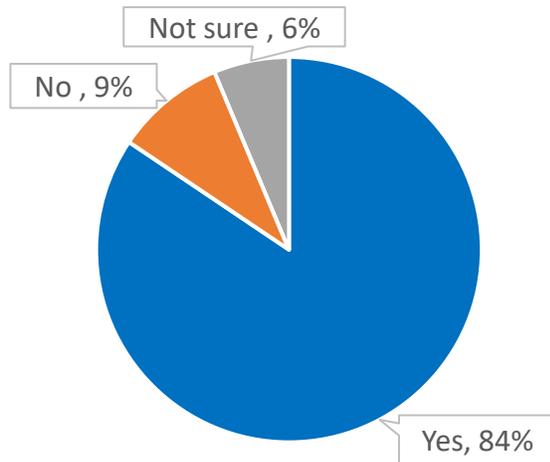
Survey response analysis found that the 8% of respondents who did not agree with the recommended long-span option were primarily concerned with the Long Span aesthetics, the loss of the current historic bridge, and negative impacts of the above-deck support structure to views of Downtown, East Portland, and the Portland Oregon sign. A minority of respondents felt that the retrofit alternative would have the least impact to natural resources and the recommended alternative would destroy all or a portion of the Burnside Skatepark. These concerns are not supported by the current environmental analysis and suggest that these are areas where additional clarifying information is needed to aid accurate understanding by stakeholders.

The 4% of respondents who said they were not sure had similar concerns as those who did not agree, but several also shared that they were unsure if the cost of the entire project was justified when there are many other social issues that could benefit from the funds, such as addressing houselessness. Some also shared that the information presented seemed heavily biased towards the recommended option.

QUESTION 3: Is a full bridge closure the right choice to manage traffic during construction?

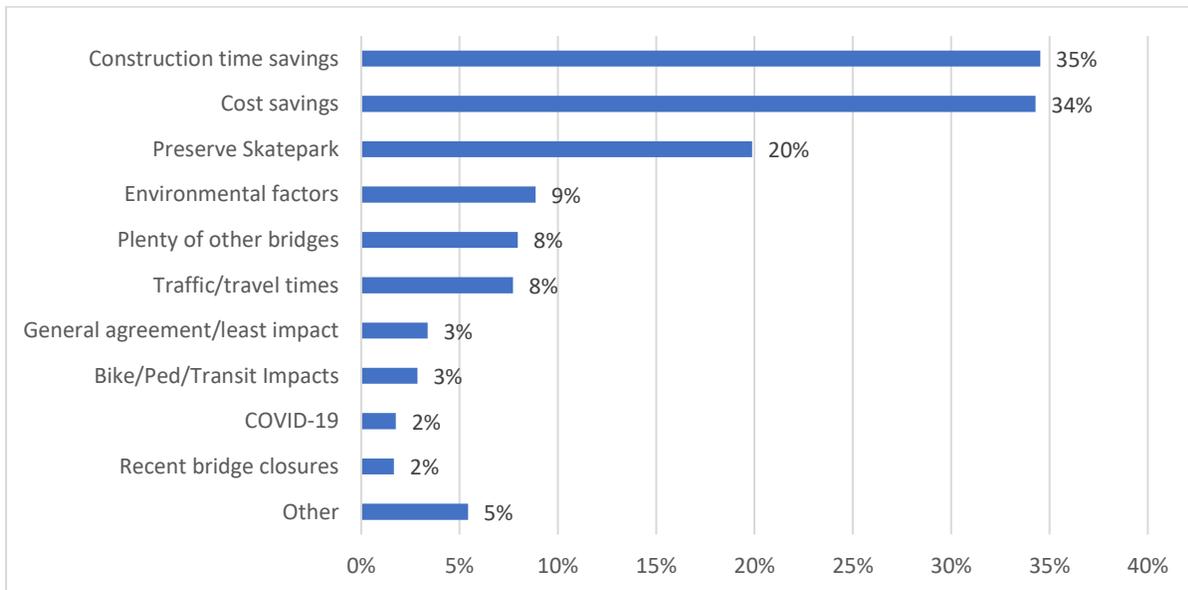
84% of the 5,111 total respondents for this question agreed that a full bridge closure is the right choice to manage traffic during construction.

9% did not agree and 6% were not sure.



QUESTION 4: Why do you feel this way?

The distribution of major themes for the 84% of respondents who agreed with the recommendation was:



A randomized sample of 60% of the 3,245 written comments received for this question was analyzed for top themes.



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Construction time savings – Comments citing the shorter construction time as a reason to support the full closure and not build a temporary bridge.

Cost savings – Comments citing project cost savings as a reason to support the full closure and not build a temporary bridge.

Preserve Skatepark – Comments supporting the preservation of the Burnside Skatepark under the east approach of the bridge and its importance as a cultural resource for Portland and the international skating community.

Environmental factors – Comments citing lower environmental impacts including requiring fewer resources and lowering carbon emissions with the full closure.

Plenty of other bridges – Comments expressing that the many other bridges in the surrounding area will be able to absorb the additional traffic during a full closure.

Traffic/travel times – Comments concerning increased traffic/congestion and/or travel times due to a full bridge closure, or construction in general.

General agreement/least impact – Comments in general agreement with the full closure because it has the least impact or without citing anything more specific.

Bike/Ped/Transit impacts – Comments about bicycle, pedestrian, and transit impacts during construction and the idea that a full bridge closure could be a catalyst for many to switch their commutes to methods of active transportation instead of driving.

COVID-19 – Comments suggesting the decreased traffic during the current pandemic would make it an optimal time to construct the bridge.

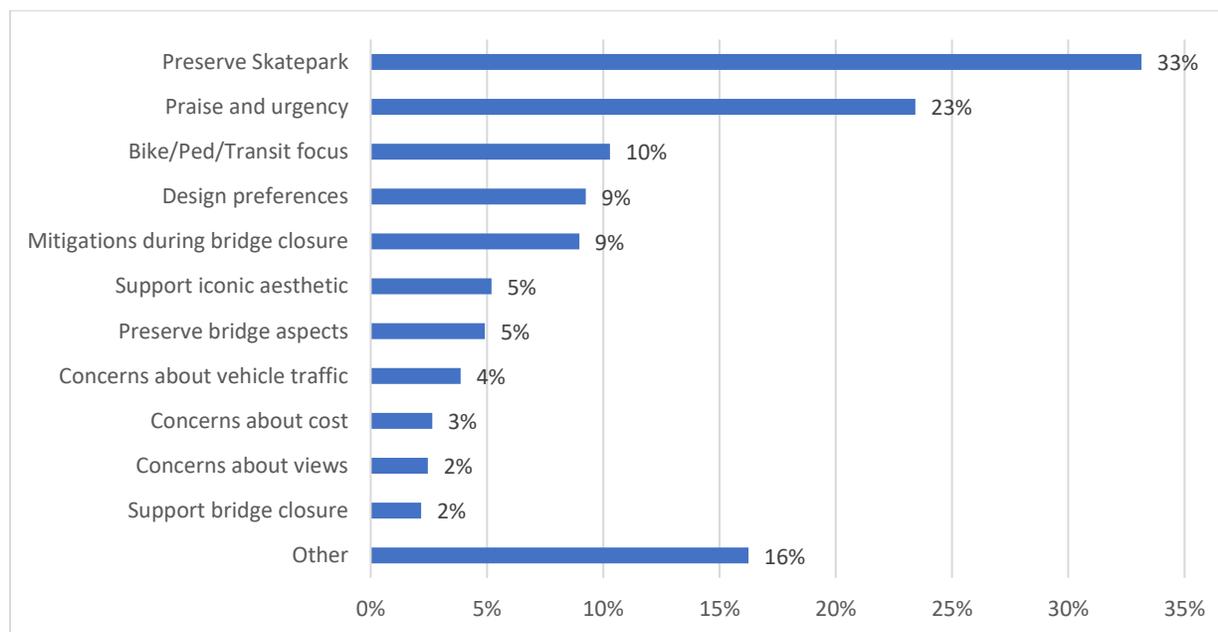
Recent bridge closures – Comments expressing that the region has adapted to other recent closures on the Burnside, Sellwood, and Morrison bridges and will be able to do so again during a full closure of the Burnside Bridge during construction.

Other – Encompasses a wide array of topics, each accounting for less than 2% of the total comments. Topics include using the money for other needs, full closure as the safer option, building a new bridge in a new location or not needing another bridge at all, disagreeing that an earthquake is likely to happen, and concerns about the impact to the economy and local businesses during the full bridge closure.

Analysis of responses from the 9% of respondents who did not agree showed they are primarily concerned with traffic impacts to motor vehicle drivers and traffic congestion on city streets and other bridges during the bridge closure. A smaller proportion are concerned about impacts to cyclists and pedestrians. Many respondents felt that the additional cost and construction time of a temporary bridge were justified.

The 6% of respondents who were not sure had similar concerns as those who did not agree with the recommendation. Some also shared that the information presented seemed heavily biased towards the recommended option or that they couldn't comment because they did not live in the area.

QUESTION 5: Is there anything else you would like to share with us?



Preserve Skatepark – Comments supporting the preservation of the Burnside Skatepark under the east approach of the bridge and its importance as a cultural resource for Portland and the international skating community.

Praise and urgency – Comments giving praise for or general agreement with the project and for the information presented and outreach efforts. Many comments also expressed urgency to complete an earthquake-ready crossing as soon as possible.

Bike/Ped/Transit focus – Comments expressing the importance of prioritizing bicyclists, pedestrians, and public transit during construction and in the long-term design of the bridge including praise for protected bike lanes and sidewalks, requests for effective detour routes and signage during construction, and suggestions to have a bus-only lane in both directions.

Design preferences – Comments expressing support for the various conceptual Long Span design options presented.



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Mitigations during bridge closure – Suggestions for how to handle all modes of traffic during the bridge closure including bike and pedestrian ferries, adjustments to bus routes or fares, effective detour routes and signage, and minimizing closures of other bridges during construction.

Support iconic aesthetic – Comments supporting the aesthetics presented in the conceptual renderings and/or requests for an iconic design and collaboration with local artists, specifically indigenous artists and artists of color.

Preserve bridge aspects – Comments supporting the retrofit option or keeping elements of current bridge to pay homage to its history, in particular the current bridge towers.

Concerns about vehicle traffic – Comments concerned with an increase of vehicle traffic especially during the bridge closure, or voicing support for motor vehicle interests.

Concerns about cost – Comments concerned with the overall cost of the project, going over budget, and questions about where funding will come from.

Concerns about views – Concerns about the impacts that the proposed long spans designs will have on current views, obstructing the Portland Oregon sign, and negative impacts to the overall Portland skyline.

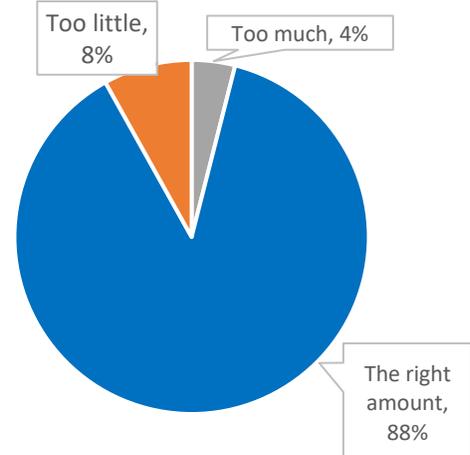
Support bridge closure – Comments supporting a full bridge closure during construction. Many comments mentioned cost savings and that other bridges have absorbed the increased traffic during past closures and that the public was able to adapt to delays.

Other – Encompasses a wide array of topics, each accounting for less than 2% of the total comments. Topics include using the money for other needs, addressing houselessness, building a new bridge in a new location, disliking the designs in the conceptual renderings, environmental concerns, and concerns about the impact to the economy and local businesses during the full bridge closure.

QUESTION 6 (SURVEY EVALUATION): What do you think about the amount of information presented?

88% of the 4,720 total respondents for this question said that the online open house had presented the right amount of information.

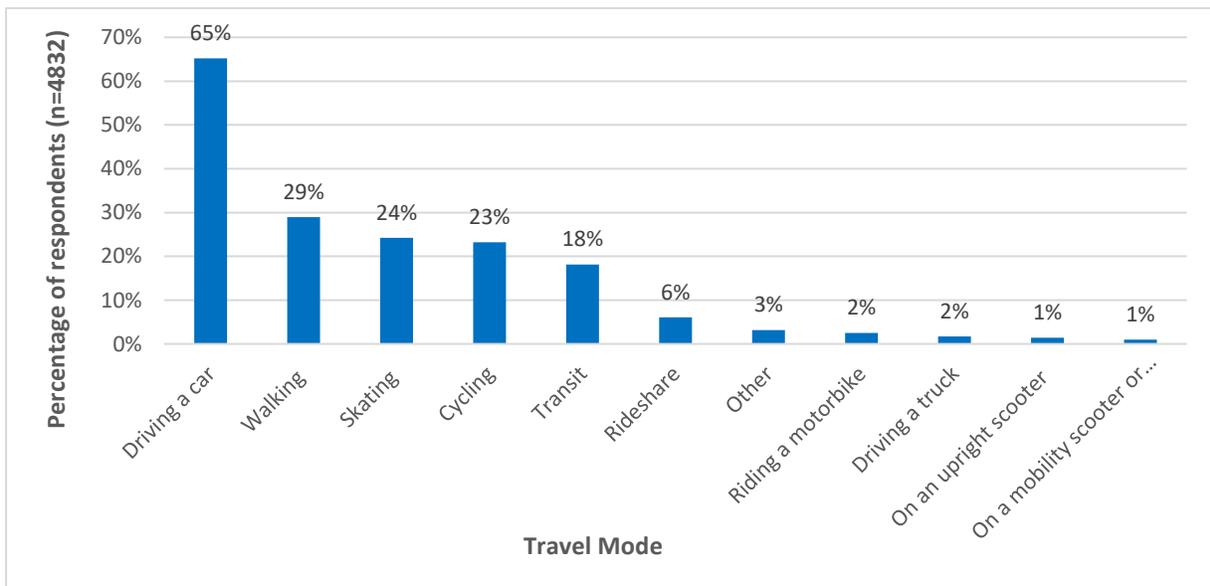
8% said it was too little and 4% felt it was too much.



Who We Heard From

Travel mode and demographic questions were included in the online survey to better understand the input provided, identify the demographic groups reached through engagement activities, and to adjust future public participation planning for the project.

When I cross the Burnside Bridge, I am usually:



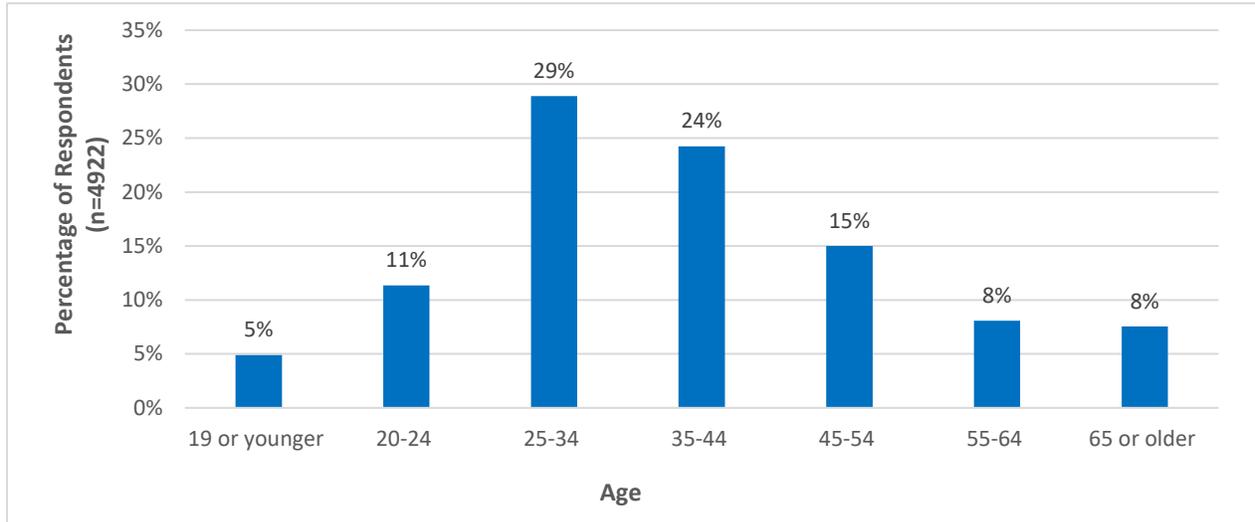
Percentages add up to more than 100% because respondents were able to choose more than one answer option.



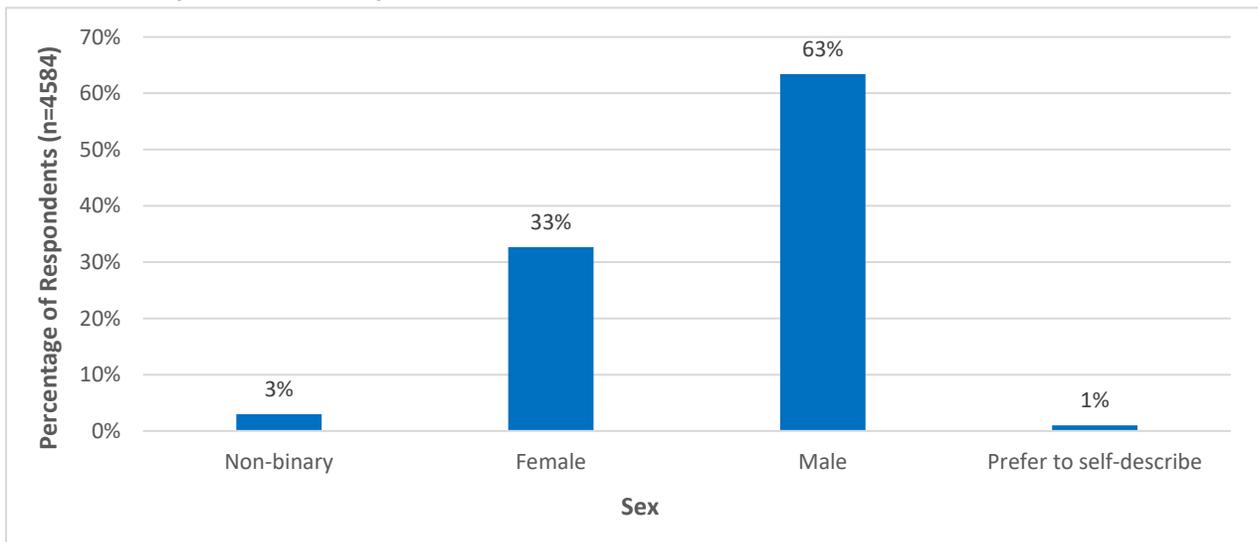
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BETTER – SAFER – CONNECTED

What is your age?



Which sex do you most identify with?



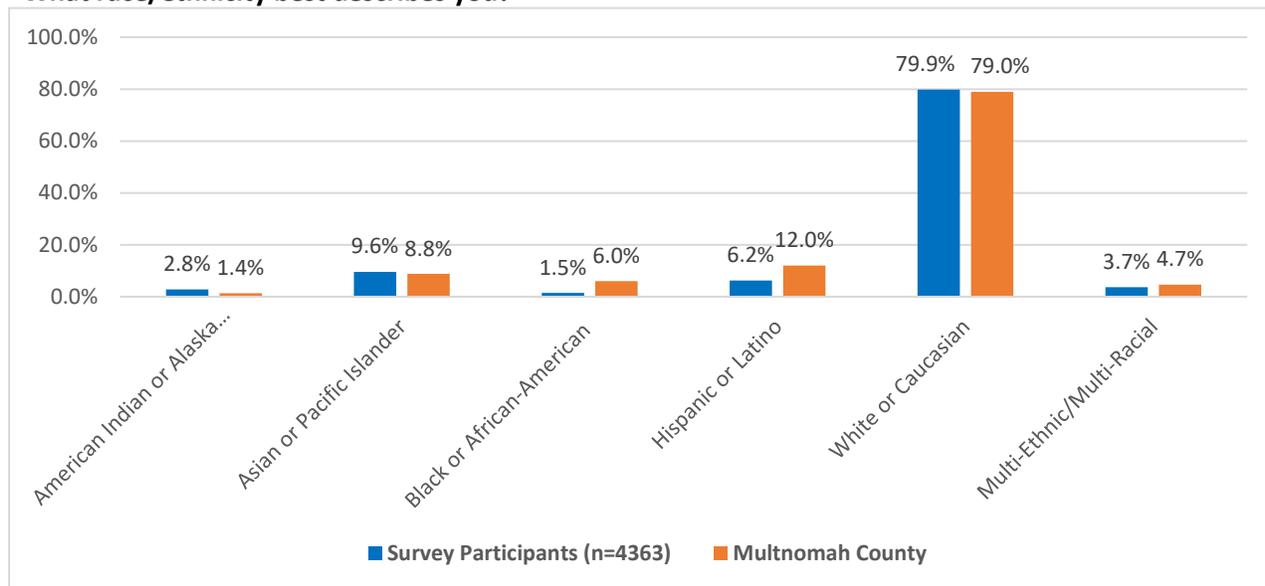
The amount of people who identified as male was nearly double the amount that identified as female. This could be due to subject matter or a variety of other factors.



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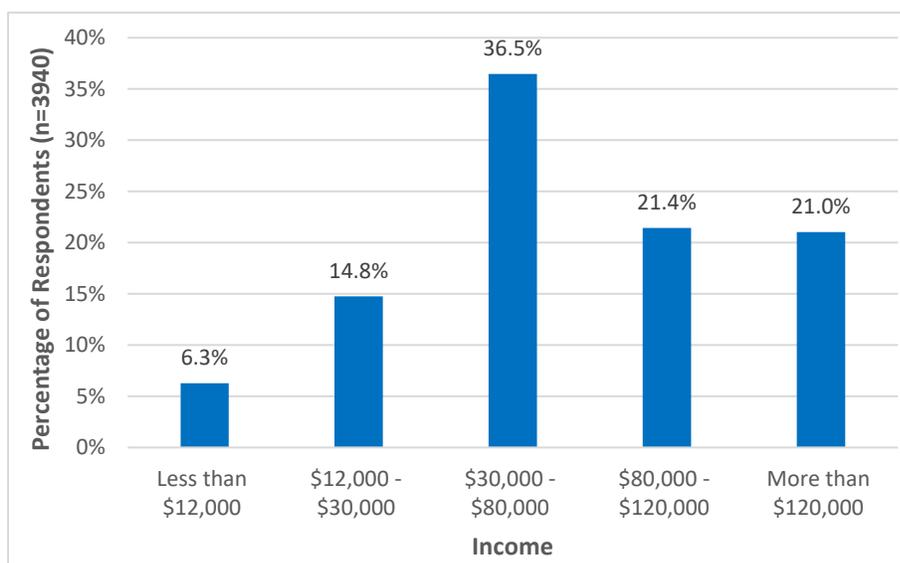
BETTER – SAFER – CONNECTED

What race/ethnicity best describes you?



Percentages add up to more than 100% because respondents were able to choose more than one answer option.

What is your household income?



Reported household incomes of survey respondents are shown. For comparison, the median household income of Multnomah County residents was \$60,369 (2013-2017 ACS).





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Media and Notifications

Purpose

APPROACH TO MEDIA COVERAGE

Media and notifications drove the majority of traffic to the online open house, with 40 percent of survey respondents saying that they heard about the survey through news media and Facebook. The approach to notify the public about the online open house was to use newsletters (both online and print), social media and news releases. Diversity, Equity, and Inclusion were included into the media and notifications approach by working with the Community Engagement Liaisons to send information in different languages and to advertise through different media outlets relevant to their culture.

10	Media stories
38	Social media posts and advertisements
6	Advertisements in languages other than English
7	News releases and e-newsletters
2,578	E-newsletter recipients
6,700+	YouTube video views
41,901	Mailers
2	Banners over the Burnside Bridge

Multnomah County notified members of the public about the online open house through:

- The project website
- Social media and digital advertising: The project implemented a social media plan including posts and/or paid advertisements on Facebook, Twitter, and Instagram.
- E-newsletters
- Multi-lingual advertisements
- The Community Engagement Liaison Program to reach DEI audiences
- News releases and resulting news coverage
- Banners on the Burnside Bridge
- Mailers
- Commissioners' e-newsletters
- Multnomah County Wednesday Wire employee e-newsletter
- Targeted emails encouraging local community-based organizations to share information through their channels



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Summary

MEDIA COVERAGE

Traditional media continues to be a strong method for promoting online open houses. For this round of engagement, most local news stories wrote about the online open house in a positive way. The positive and broad media coverage could account for good turnout and participation in the online open house.

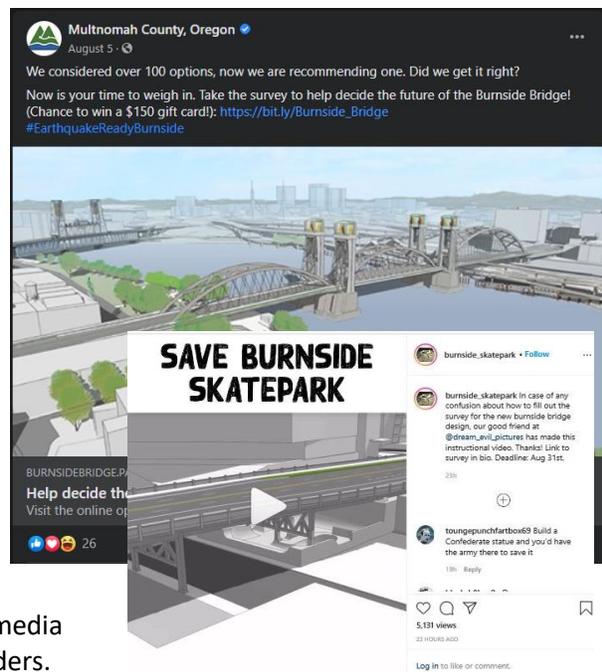
FACEBOOK CAMPAIGN

Without in-person event opportunities due to COVID-19, the Facebook campaign presented an opportunity to share the online open house with a wider audience. The campaign included five separate audiences to attract different behavioral and geographical groups. These groups ranged from a general pool near the bridge to a wider geographical reach with interests similar to the project's purpose and need statement. Below are the highlights of the Facebook ad campaign.

- The campaign reached 115,294 unique users and generated 8,292 clicks to the website.
- The cost per click was \$0.12. Looking at industry standards for industrial services, the benchmark is \$2.14. One possible reason for the low cost could be relevant and engaging content. (source: <https://instapage.com/blog/facebook-advertising-benchmarks>)
- The strongest performing ad set targeted Facebook users who had similar interests and demographics as those who "liked" the Multnomah County Facebook page. This is not a large surprise as these users are likely more familiar with local government projects.

ORGANIC SOCIAL MEDIA

Throughout the month of August, ten posts were shared across Multnomah County's Facebook, Instagram, and Twitter pages. These posts generated over 53,000 impressions and over 550 site clicks. Awareness is generally the primary goal of organic posts, and traffic is secondary. With that said, the first posts to the right had the highest impressions, and the 60 second video of the bridge tour produced the greatest number of clicks. With organic social media, it is important to keep the channel's ecosystem in mind. During the month of August, election content saw the highest engagement across Multnomah County social media channels which led to scattered engagement for the project's social media posts. Nevertheless, the survey responses indicate social media continues to be a strong tool for engaging stakeholders.





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Outside of Multnomah County's channels, various other community-based organizations shared the information and posts through their social media channels, including the Burnside Skatepark, who shared the survey with its 37,000+ followers.

TARGETED MEDIA

In addition to attracting the general Multnomah County public, there were concerted efforts to reach culturally-specific audiences. The Community Engagement Liaisons shared advertisements across non-English speaking publications and a news story on a Spanish speaking television news channel.



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Outreach to Native American Tribes

As part of the ongoing government-to-government consultation relationship between tribes, Oregon Department of Transportation (ODOT) and the Federal Highway Administration (FHWA), Roy Watters, ODOT Archaeologist and Tribal Liaison, and Emily Cline, FHWA Environmental Program Manager coordinated or met with the following tribes in 2019:

- Confederated Tribes of Grand Ronde
- Confederated Tribes of Siletz Indians
- Confederated Tribes of Warm Springs
- Confederated Tribes of the Umatilla Indian Reservation

Because of COVID-19 travel restrictions and precautions, as well as limited availability, no in-person meetings have occurred with the Tribes in 2020. However, in July 2020, ODOT and FHWA had telephone conference calls with the Confederated Tribes of the Warm Springs Reservation of Oregon and the Confederated Tribes of the Umatilla Indian Reservation. They also had a video conference meeting with the Confederated Tribes of the Grand Ronde Community of Oregon who expressed concerns that the project area has a high probability for archaeological resources, particularly historic archaeology, and requested a detailed treatment plan and an approach for identifying intact archaeological resources prior to impacts by construction, as well as an opportunity to review and comment on both the methodology and treatment plan. ODOT and FHWA are working on arranging video conference meetings with the remaining consulting Tribes for the EQRB project.

Tribes are also recognized as Participating Agencies for the National Environmental Protection Act (NEPA) process underway for the project. They received periodic NEPA communications from the project team such as draft technical reports. The Nez Perce Tribe previously requested to end its consultations for the EQRB project. The Cowlitz Indian Tribe and the Confederated Tribes and Bands of the Yakama Nation did not respond to invitations for face-to-face consultation meetings in 2019 and early 2020.

Members of the project team also held virtual briefings with local community-based organizations serving Native Americans including the Native American Youth and Family Center (NAYA) and Native American Rehabilitation Association (NARA).



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Outreach to Agencies

Regular and specific outreach with federal, state and local agencies occurred leading up to and through the Round 2 engagement process. Coordination occurred through committees, working groups and focus groups that have been established by the project for communicating with and getting input from agencies. Groups included:

- Senior Agency Staff Group
- Project Management Team
- Multi-modal Transportation Working Group
- Natural Resources Working Group
- Urban Design Focus Group
- Cultural Resources Working Group
- Seismic Resiliency Working Group

The project team also engaged with agencies through workshops set up to gather input on evaluation criteria scoring that were used to inform the recommendation of a Preferred Alternative, as well as through various meetings with specific agencies.

Further coordination with the City of Portland occurred through a variety of city-established committees and groups including the Portland Pedestrian Advisory Committee, the Portland Historic Landmarks Commission and the Portland Design Commission.



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Future Considerations

The process and outcomes from R2 Outreach activities resulted in considerations for planning and implementing future phases of outreach. These include:

- **Continuing flexible outreach during COVID-19 and beyond:** The project team’s successful adaptations to the COVID-19 pandemic support continuing with a flexible approach to outreach that can adjust to individual communities. The overall response to this round of engagement was mostly positive, but there are ongoing opportunities to continue working closely with the CEL Program and other community representatives to tailor the information and outreach methods to be culturally responsive and meet their community’s needs.
- **Reaching Black and Latinx audiences:** While the R2 outreach was successful at reaching people from a broad range of cultural and economic backgrounds, the Black and African American and Latinx communities were underrepresented compared to the County population. Although the project team increased their efforts to reach both communities from previous rounds by working with additional Community Engagement Liaisons, increasing advertisement through social media and local publications, and outreach to community-based organizations, there were likely other topics on people’s minds that took precedence, such as the COVID-19 pandemic and sustained local and national protests for racial justice. The project will increase outreach and involvement among these groups in future phases of outreach.
- **Reaching female audiences:** Female respondents were significantly underrepresented compared to males during this round of outreach. This could be due to subject matter or a variety of other factors. Efforts were made to increase participation with people who identified as female, with limited results. The project team will consider how to increase outreach to female populations in future phases of outreach.



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Appendices

Appendix A: Stakeholder Briefings Log

Appendix B: Online Survey Report

Appendix items are available electronically upon request – please email Cassie Davis at Cassie.Davis@hdrinc.com to request an electronic copy.

GETTING TO A PREFERRED BRIDGE TYPE

BETTER – SAFER – CONNECTED

Fall 2020

	2020				2021							
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE		
Community Task Force (CTF)	<ul style="list-style-type: none"> Type Selection phase overview and chartering 	<ul style="list-style-type: none"> Site context Opportunities, constraints and trade-offs Interests assessment 	<ul style="list-style-type: none"> Evaluation criteria and measures development 	<ul style="list-style-type: none"> Evaluation criteria and measures development Evaluation criteria and measures refinement Range of feasible bridge types 	<ul style="list-style-type: none"> Finalize evaluation criteria and measures Range of feasible bridge types 			<ul style="list-style-type: none"> Share public input on range of bridge types and evaluation criteria Weight evaluation criteria 	<ul style="list-style-type: none"> Review and discuss evaluation screening results 	<ul style="list-style-type: none"> Work towards bridge type recommendation 	<ul style="list-style-type: none"> Make a bridge type recommendation for community review 	<ul style="list-style-type: none"> Review community feedback and make final recommendation on bridge type for Policy Group review and approval
Community					Public Outreach: Get community feedback on: <ul style="list-style-type: none"> Range of bridge types Type Selection evaluation criteria 				Public Outreach: Get community feedback on: <ul style="list-style-type: none"> Recommended bridge type 			
Senior Agency Staff Group (SASG)/Agency Workshops	<ul style="list-style-type: none"> Type Selection phase overview and chartering 		Agency Criteria and Measures Workshop	<ul style="list-style-type: none"> Review range of bridge type options Review draft evaluation criteria and measures 		Agency Criteria Rating Definitions Workshop		<ul style="list-style-type: none"> Review recommended bridge type 			<ul style="list-style-type: none"> Review community feedback on recommended bridge type and CTF's final recommendation 	
City Technical Advisory Committee (TAC)			<ul style="list-style-type: none"> Project update TS overview City mitigation meetings outcomes 		<ul style="list-style-type: none"> Review criteria/measures and feasible range of bridge types 			<ul style="list-style-type: none"> Recommend bridge type Comments on DEIS 			<ul style="list-style-type: none"> Final recommendation FEIS update 	
Policy Group (PG)		<ul style="list-style-type: none"> Type Selection phase overview and chartering 				<ul style="list-style-type: none"> Review and approve range of bridge type options and evaluation criteria 					<ul style="list-style-type: none"> Review and approve recommended bridge type 	



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September 2020

Policy Group

Charter and Group Protocols

PREAMBLE

Multnomah County is conducting a project to provide our community with a reliable Willamette River crossing on the Burnside regional lifeline route after a major earthquake. The Policy Group will serve as a decision making body to Multnomah County (the County) during the environmental review phase and bridge type selection phase, representing a spectrum of agencies and elected officials with interests related and relevant to this study.

In the environmental review process is part of the County's requirements under the *National Environmental Policy Act (NEPA)*. This major project planning phase will consider the bridge alternatives and assess their benefits and impacts. During environmental review, preliminary designs of the alternatives are prepared and a range of issues are studied, including the:

- Social, cultural, built and natural environment
- Cost and ease of construction
- Ability to survive and recover after an earthquake
- Other factors as required

In this phase an Environmental Impact Statement (EIS) will be prepared and on completion, a single solution will be chosen for an Earthquake Ready Burnside Bridge.

Upon the selection of a recommended Preferred Alternative, the bridge type selection phase will commence and work to identify approve a bridge type to move forward into the final design phase.

PURPOSE OF CHARTER

This Charter and Group Protocols document (the Charter) will guide the operation of the Earthquake Ready Burnside Bridge Policy Group (the PG) and the Charter will be endorsed at the inaugural meeting of the Policy Group. An update to the Charter will occur at the beginning of the bridge type selection phase.

This charter is intended to provide a clear definition of the PG and the roles and responsibilities of the PG members, the group facilitator, County staff, the consultant team and any invited guests. It also identifies the way in which the PG will operate, including decision-making process, serving to guide the work and conduct of the PG in an open and transparent way.

PURPOSE OF THE COMMUNITY TASK FORCE

The purpose of the PG is to serve as an advisory body to the County by:





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- Considering the potential environmental impacts of the alternatives
- Providing informed insights and opinions on the impacts being evaluated
- Discussing technical recommendations and suggesting measures to avoid, minimize or mitigate potential impacts
- Representing the interests, needs and opinions of community, business organizations and groups
- Identifying synergies with local, regional and state plans
- Developing long-term, productive partnerships that will endure throughout the entire planning, design and construction process
- Considering input and information from other community members, stakeholders and interested parties
- Making decisions at key project milestones which are then referred to the County Board and FHWA for approval.

OUTCOMES OF THE GROUP

During the environmental phase of the project, it is envisioned that the PG will provide recommendations on the following activities:

- Draft Purpose and Need, range of alternatives and scope of EIS
- Refinement of alternatives
- Evaluation criteria and measures to select a preferred alternative
- The selection of the preferred alternative.

During the type selection phase of the project, it is envisioned that the PG will approve the following items:

- Evaluation criteria topics
- Range of bridge type options
- Preferred bridge type

MEMBERSHIP AND REVIEW

TERM:

For the environmental review phase, the PG was effective from October 2018 to October 2020 when they approved a Preferred Alternative. Starting in October 2020, the PG will begin the Type Selection Phase that will conclude with their approval of a Preferred Bridge Type in June 2021.

MEMBERSHIP:

The Policy Group has been assembled to represent a spectrum of agencies and elected officials with interests related and relevant to this study.

A list of the membership and represented organizations is attached to this Charter.





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PG members approve the sharing of individual member contact information within the PG for the sole purpose of enabling communication among members between meetings. PG members are asked to copy the Project Manager and group facilitator for record keeping purposes.

MEMBER PARTICIPATION:

Meetings will be scheduled in advance and attendance is important. Members will make their best effort to attend all meetings. Members will notify the facilitator or designated staff in advance if unable to attend and will provide written comments or vote prior to the meeting. Members attending each meeting will constitute a quorum for any determinations made at that meeting.

Members may appoint an alternate to represent them if they cannot attend a meeting. The member will work with the alternate to provide any background and help the alternate be prepared to be a productive committee member. Progress made at any meeting which the regular member does not attend will not be revisited unless the whole group deems it necessary. Non-attendance for three or more meetings may result in relinquish of membership from the PG.

Should a member need to resign their membership from the group, they should do so by informing the Co-Chairs and PG facilitator in writing. Should a member be deemed to no longer represent their organization (through change in position or other circumstance) the County reserves the right to revisit the PG membership to ensure the PG maintains organizational representativeness.

From time to time, subject matter experts or guest speakers may be asked to present to the group.

PG OPERATION AND PROCESS

MEETING FREQUENCY AND LOCATION:

Meetings will be held on a weekday and will typically be two-hours long in duration and held at the County's Multnomah Building in the Board Room (501 SE Hawthorne Blvd, Portland). Since the onset of the COVID-19 pandemic in early 2020, meetings have been shifted online. Until further notice, meetings will be hosted online through WebEx.

MEETING AGENDA AND MATERIALS:

The meeting agenda will be provided to group members approximately one week prior to the meeting. From time to time, background materials maybe included with the agenda for pre-reading and meeting preparation.

Every effort to ensure meeting materials are finalized at the time of electronic distribution to PG members, however there may be instances where updated versions of materials or additional materials are provided during the meeting.

Meeting materials will be posted on the County website within three-days of the PG meeting.

The facilitator and supporting staff will be available at and between meetings to address questions, concerns and ideas. The facilitator and staff will respond to all member inquiries in a timely manner. The



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facilitator may contact PG members between meetings to address any potential areas of concern or conflict that may arise during the PG process.

MEETING MINUTES:

Preparation of meeting summaries will be performed by Multnomah County's project team and its consultants. Meeting recordings will be posted to the project website within a week of the meeting and meeting summaries will be posted approximately two weeks after the meeting.

MEETING PROTOCOLS:

Meetings will be actively facilitated to ensure that discussions are consistent with the Charter and to ensure that discussion, feedback and recommendations are advanced from the group in a timely manner.

The PG will be Co-Chaired by County Chair and Commissioner. The facilitator will be a 'content neutral' party who ensures that all PG members have an equal opportunity to participate. The group's facilitator, PG Members, project team members, consultants and invited guests agree to follow the meeting ground rules, including:

- Be curious and willing to learn and contribute.
- Ask questions of each other to gain clarity and understanding.
- Express yourself in terms of your preferences, interests, and outcomes you wish to achieve.
- Listen respectfully, support each other and try to understand the needs and interests of others.
- Raise issues honestly, clearly and early in the process.
- Respect timelines by being concise and brief with comments and questions.
- Minimize distractions during meetings by putting cell phones on silent mode and avoiding side conversation.
- Focus on the agreed scope of the discussion.
- Attend all meetings in a timely manner.
- After an absence, read materials from the missed meeting and contact the project team with questions or for a more in-depth briefing.
- Represent their agency or constituent views but do not speak for the Policy Group when engaged in other forums, including contacts with the news media or other stakeholders.
- Discuss any process concerns with the project team to help future meetings and activities work more effectively.
- Seek common ground.

Members agree to give the facilitator permission to keep the group on track and table discussions as needed to keep the group moving.



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DECISION MAKING

WORKING TOWARDS CONSENSUS:

PG members will be asked to actively participate in consensus building processes. All members are encouraged to challenge themselves and each other to think creatively and to approach the project with an open mind. While it is important to identify problems, it is even more important to seek thoughtful solutions that advance the conversation.

The group will endeavor to work towards consensus, understanding that the results of their deliberations are strengthened when they are widely supported by the group. At key milestones, votes may be taken from PG members. Majority and minority opinions will be documented, recorded and included in any PG recommendations.

Disagreement and differences of opinion should be acknowledged, explored, understood and appreciated. Should conflict arise, it should be addressed with the guidance of the facilitator. Should the conflict remain unresolved, assistance of an independent mediator may be engaged. Any inappropriate.

FORMAL SPOKESPERSON:

The media spokesperson for this project is Mike Pullen, County Communications Office, who may be contacted at 503-209-4111 or mike.j.pullen@multco.us

PG members may not speak to the media *on behalf of the PG*, unless consent has been provided in writing from the County and agreed to by the PG membership.

PHOTOGRAPHY, RECORDING AND SOCIAL MEDIA:

Members are asked to silence mobile phones and electronic devices and refrain from live recording, personal live streaming or other use of social media during the PG meeting sessions to allow members to focus on the discussion.

Due to the restrictions of meeting in-person that came in early 2020 with the COVID-19 pandemic, meetings will be held online, recorded and live streamed for the public to view.

From time to time photography or video recording may be used to capture meeting activities, outcomes and process, however any members may choose to abstain from appearing in any photographs. Activities and outcomes of the group process may be recorded and utilized on various media and social media channels for marketing and reporting processes. The group will be informed of and invited to participate in such promotional activities undertaken by the project team. Media and news organizations may be present to film or record at PG meetings.

GOVERNANCE STRUCTURE:

The PG has no formal delegated powers of authority to make decisions, represent Multnomah County or commit to the expenditure of any funds. Their recommendations will be made for Multnomah County Board and FHWA, as required, for consideration and final decision making.



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ROLES AND RESPONSIBILITIES

OFFICIAL DUTIES:

To ensure the success of the group, the following roles have been identified:

- PG Co-Chairs – County Chair and County Commissioner
- County Transportation Director (*participation as required*)
- County Project Manager
- Project Technical Leader
- Facilitator
- Notetaker

CONFLICT OF INTEREST:

PG members are required to complete a conflict disclosure form and conflicts will be publicly disclosed, and meeting notes will reflect who speakers are when points of view are stated.

Members who have a conflict that is problematic to the topic of discussion, are allowed to sit on the PG, but will be considered “non-voting” members of the PG. Non-voting member of the PG will not take part in any votes, but may be asked to provide their opinion, insight or expertise in the development of minority or majority statements.

The PG members are asked to proactively manage any conflict of interest. Should any apparent, potential or perceived conflict of interest in matters that may be considered by the group arise during the process, the PG member should declare this conflict to the PG members and facilitator so that these may be appropriately managed and ensure the group’s future accountability, transparency and success.