



## Senior Agency Staff Group – Agenda Meeting #8

**Project:** Earthquake Ready Burnside Bridge

**Subject:** Senior Agency Staff Group Meeting #8

**Date:** Tuesday, June 11, 2019

**Time:** 1:00 to 3:00 p.m.

**Location:** HDR - 1050 SW 6th Ave, Suite 1800, Portland; 17 Downing Conference Rm  
Call-In: (866) 583-7984; Code: 4037012

**SASG Members:**

Mark Lear, City of Portland  
 Brian Monberg, City of Gresham  
 Chris Deffebach, Washington County  
 Malu Wilkinson, Metro  
 Shelly Haack, Prosper Portland  
 Mike Bezner, Clackamas County  
 Steve Witter, TriMet  
 Mike Morrow, FHWA  
 Sam Hunaidi, ODOT  
 Amanda Kraus, Sen. Kathleen Taylor’s Office  
 Dan Bower, Portland Streetcar  
 Greg Theisen, Port of Portland  
 Zoe Bluffstone, Rep. Smith Warner’s Office  
 Jean Senechal Biggs, City of Beaverton

**Project Team Members:**

Ian Cannon, MultCo  
 Megan Neill, MultCo  
 Liz Smith Currie, MultCo  
 Chris Fick, MultCo  
 Kim Peoples, MultCo  
 Jon Henrichsen, MultCo  
 Mike Pullen, MultCo  
 Emily Miletich, MultCo  
 Joanna Valencia, MultCo  
 Jamie Waltz, MultCo  
 Jeston Black, MultCo  
 Heather Catron, HDR  
 Steve Drahota, HDR  
 Cassie Davis, HDR  
 Jeff Heilman, Parametrix  
 Alice Sherring, EnviroIssues  
 Laura Peña, EnviroIssues

**Agenda:**

1:00 p.m.	Welcome and Introductions	Heather Catron
1:05 p.m.	Opening Remarks	Megan Neill
1:15 p.m.	Draft Evaluation Criteria Topics Review	Jeff Heilman
1:35 p.m.	Construction Approach: Temporary Diversion Bridge	Steve Drahota
1:55 p.m.	Fixed Bridge Alternative	Steve Drahota
2:15 p.m.	Cross Sections	Steve Drahota
2:35 p.m.	Policy Group Meeting Preparation	Heather Catron
2:55 p.m.	Recent Activities and Next Steps	Heather Catron
3:00 p.m.	Adjourn	All

# Committee Work Plan

Schedule of project committee discussion topics, public outreach, and Multnomah County BCC meetings<sup>1</sup>

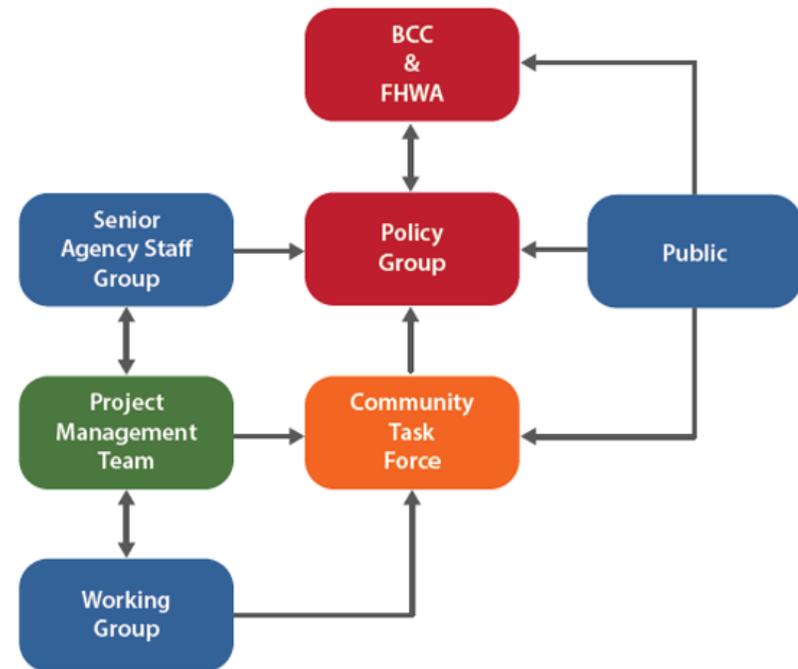
## Key Milestones

- Evaluation Criteria Development
- Alternatives Refinement
- Measures Refinement
- Weightings Development
- Ratings Development
- Alternatives Evaluation
- PA Recommendation
- Draft EIS
- Final EIS/Record of Decision

## Acronym Legend

- CTF Community Task Force
- SASG Senior Agency Staff Group
- PMT Project Management Team
- BCC Board of County Commissioners
- NEPA National Environmental Policy Act
- NOI Notice of Intent
- FHWA Federal Highway Administration
- PA Preferred Alternative
- EIS Environmental Impact Statement
- DEIS Draft Environmental Impact Statement

## DECISION MAKING AND COMMITTEE STRUCTURE



<sup>1</sup> Please note that dates and meeting topics are subject to change, but adequate advanced notice will be provided  
Updated May 30, 2019

**COMMITTEE SCHEDULE AND TOPICS**

Date	Community Task Force	Senior Agency Staff	Policy Group and BCC Briefings	Project Management Group
Oct. 2018	<p><b>CTF #1 - OCT. 17</b></p> <p><b>Project updates:</b> Feasibility Phase  <b>Topics:</b> Kick off Environmental Review Phase</p>			
Mar. 2019	<p><b>CTF #2 - MARCH 11</b></p> <p><b>Project updates:</b> Environmental Phase  <b>Topics:</b> NEPA 101, History of the Burnside Bridge, Task Force schedule  <b>Actions:</b> Adopt final Charter</p>			
April 2019	<p><b>CTF #3 - APRIL 8</b></p> <p><b>Project updates:</b> Working Groups, Updated CTF work plan  <b>Topics:</b> Evaluation criteria 101, Interests and Values, Information Needs</p>			<p><b>PMT #5 - APRIL 10,</b></p> <p><b>Project Updates:</b> Working Groups, CTF meetings  <b>Topics:</b> Dashboards review, Key Milestones Schedule, Funding Graphic, Outreach Goals and Objectives Review</p>
	<p><b>CTF #4 - APRIL 29</b></p> <p>Project Updates: Working Groups  <b>Topics:</b> Temporary diversion bridge, Interests and Values for development of preliminary-draft evaluation criteria</p>			
May 2019	<p><b>CTF #5 - MAY 6</b></p> <p><b>Project Updates:</b> Working Groups, Key stakeholder outreach commencing  <b>Topics:</b> Interests and Values used in the development of preliminary-draft evaluation criteria</p>	<p><b>SASG #6 - MAY 13<sup>2</sup></b></p> <p><b>Project Updates:</b> Working Groups, No Build Definition, Goals and Actions Overview, Navigation Study, VRF Update, Metro T2020 Application update, Dashboard Review,</p>		<p><b>PMT #6 - MAY 8</b></p> <p><b>Project Updates:</b> Working Groups, Dashboards review, Committees and  <b>Committee Update:</b> CTF Evaluation Criteria, temporary diversion bridge</p>

<sup>2</sup> SASG meetings are continued from Feasibility Phase  
Updated May 30, 2019

Date	Community Task Force	Senior Agency Staff	Policy Group and BCC Briefings	Project Management Group
	<p><b>CTF #6 - MAY 20, 2019</b>  <b>Project Updates:</b> Working Groups  <b>Topics:</b> Draft Evaluation Criteria for Policy Group review, Process steps for reaching the Preferred Alternative, Temporary Diversion Bridge options and cross-sections  <b>Action:</b> Recommend preliminary-draft evaluation criteria</p>	<p>Schedule Review and Upcoming meetings  <b>Committee Updates:</b> CTF Evaluation Criteria, Temporary Diversion Bridge</p>		
<p>June 2019</p>	<p><b>CTF #7 - JUNE 3</b>  <b>Project Update:</b> Working Groups and upcoming meetings  <b>Topics:</b> Preliminary Evaluation Criteria and Temporary Diversion Bridge  <b>Action:</b> Recommend Temporary Diversion Bridge option</p>	<p><b>SASG #7 - JUNE 11</b>  <b>Project Updates:</b> Preparing for Policy Group Meeting  <b>Committee Updates:</b> Recommend Temporary Diversion Bridge options and</p>	<p><b>PG #2 - JUNE 21<sup>3</sup></b>  <b>Project Updates:</b> September Outreach Briefing  <b>Topics:</b> Draft Evaluation Criteria, cross section, high fixed bridge alternative and temporary diversion bridge decision.</p>	<p><b>PMT #7 – JUNE 12</b>  <b>Project Updates:</b> Working Groups, Dashboards review, Committees and  <b>Committee Update:</b> CTF Evaluation Criteria, temporary diversion bridge</p>
<p>July 2019</p>	<p><b>CTF #8 - JULY 15</b>  <b>Project Updates:</b> Working Groups, Policy Group and BCC Briefing  <b>Topics:</b> Cross sections, construction impacts and evaluation criteria</p>		<p><b>BCC BRIEFING #1 - JULY 11</b>  <b>Project Updates:</b> September Outreach Briefing  <b>Topics:</b> Draft Evaluation Criteria, Alternative Refinement update, Temporary diversion bridge</p>	<p><b>PMT #8 - JULY 10</b>  <b>Project Updates:</b> Working Groups, Dashboards review, Committees and Public Outreach Events Schedule, upcoming meetings  <b>Committee Updates:</b> CTF, SASG, PG  <b>Topics:</b> Evaluation Criteria and Alternative Refinement, temporary diversion bridge, September Online Outreach Plan</p>

<sup>3</sup> Policy Group Meetings are continued from Feasibility Phase  
Updated May 30, 2019

<p><b>Aug 2019</b></p>	<p><b>CTF #9 - AUGUST 19</b> <b>Project Updates:</b> Working Groups <b>Topics:</b> Recommend refined alternatives and evaluation criteria for Policy Group consideration, review September Public Outreach Plan and outreach materials</p>	<p><b>SASG #8 - AUGUST 29</b> <b>Project Updates:</b> Working Groups, Project Dashboards Review, BCC Meeting update <b>Committee Updates:</b> CTF Alternatives Refinement and Criteria, Review September online outreach materials</p>		<p><b>PMT #9 - AUGUST 14</b> <b>Project Updates:</b> Working Groups, Dashboards review, BCC briefing update, upcoming meetings <b>Committee Updates:</b> CTF Alternatives Refinement and Criteria, Review September online outreach materials.</p>
<p><b>Sept. 2019</b></p>	<p><b>CTF #10 - SEPTEMBER 16</b> <b>Project Updates:</b> Working Groups <b>Topics:</b> Define evaluation criteria measures</p>	<p><b>JOINT WORKSHOP: AGENCY AND TECHNICAL STAFF #1 - SEPTEMBER TBD</b> <b>Project Updates:</b> Overall progress <b>Topics:</b> Criteria and Measures</p>		<p><b>PMT # 10 - SEPTEMBER 11</b> <b>Project Updates:</b> Working Groups, Dashboards review, BCC Briefing, upcoming meetings <b>Committee Updates:</b> CTF and SASG: Evaluation Criteria and Refined Alternatives, preview September online outreach materials</p>
<p><b>BROADER PUBLIC OUTREACH AND INPUT - SEPTEMBER 2019</b> <b>Topics:</b> Evaluation Criteria and Refined Alternatives. <b>Purpose:</b> Share and get input on evaluation criteria, share and get input on refined alternatives</p>				
<p><b>Oct. 2019</b></p>	<p><b>CTF #11 - OCTOBER 21</b> <b>Project Updates:</b> Working Groups, upcoming Meetings <b>Topics:</b> Review September public outreach findings, recommend refined alternatives and evaluation criteria for Policy Group approval.</p>	<p><b>SASG #9 - OCTOBER 17, 2019</b> <b>Project Updates:</b> Working Groups, Dashboards Review, Upcoming Meetings <b>Topics:</b> Review public outreach findings <b>Committee Updates:</b> CTF Evaluation Criteria and Measures</p>	<p><b>PG #3 - OCTOBER 29, 2019</b> <b>Project Updates:</b> <b>Topics:</b> Project Milestone Schedule, Working Groups, Public Outreach findings <b>Decision:</b> Approve refined alternatives for study in the EIS and evaluation criteria to help determine a preferred alternative.</p>	<p><b>PMT #11 OCTOBER 9</b> <b>Project Updates:</b> Working Groups, Project Dashboards Review, upcoming meetings <b>Topics:</b> Review September public outreach findings, paired comparison method review. <b>Committee Updates:</b> CTF evaluation criteria and measures</p>

Nov. 2019			<p><b>BCC BRIEFING #2 – NOV. 14</b>  <b>Project Updates:</b> Project Milestone Schedule, Working Groups  <b>Topics:</b> September public outreach findings, criteria and refined alternatives  <b>Decisions:</b> Approve issuing NOI (FHWA final approval)</p>	
<p><b>BROADER PUBLIC OUTREACH AND INPUT - NOVEMBER 2019</b>  <b>Topics:</b> NOI Scoping Period, Purpose and Need, range of alternatives and scope of EIS  <b>Purpose:</b> To inform the public and obtain feedback on the project’s purpose and need, range of alternatives to be studied in the EIS, and the scope of the EIS.</p>				
Dec. 2019	<p><b>CTF #12 - DECEMBER 2 (CONTIGENCY SESSION – TBC)</b>  <b>Project Updates:</b> Working Groups  <b>Topics:</b> Agree on evaluation criteria measures if further review necessary</p>			<p><b>PMT #12 - DECEMBER 11</b>  <b>Project Updates:</b> Dashboards Review, Working Groups, upcoming meetings  <b>Committee Updates:</b> CTF Evaluation Criteria and Measures</p>
Jan. 2020		<p><b>SASG #10 - JANUARY 30</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Committee Updates:</b> CTF Evaluation Criteria and Measures</p>		
Feb. 2020	<p><b>CTF #13 - FEBRUARY 3</b>  <b>Project Updates:</b> Environmental Discipline Reports update  <b>Topics:</b> Paired comparison workshop #1 to develop weightings</p>			<p><b>PMT #13 - FEBRUARY 12</b>  <b>Project Updates:</b> Dashboards review, Environmental Discipline Reports update, upcoming meetings  <b>Committee Update:</b> CTF Weightings  <b>Committee Updates:</b> CTF Workshops</p>

<p><b>Mar. 2020</b></p>	<p><b>CTF #14 - FEBRUARY 10</b>  <b>Project Updates:</b> Environmental Discipline Reports update  <b>Topics:</b> Paired comparison workshop #2 to develop weightings</p>	<p><b>JOINT WORKSHOP AGENCY AND TECHNICAL STAFF #2 – MARCH TBA</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Measures Ratings</p>	<p><b>BCC BRIEFING #3 - MARCH TBA</b>  <b>Project Updates:</b> Overall progress</p>	<p><b>PMT #14 - MARCH 11</b>  <b>Project Updates:</b> Dashboards review, Environmental Discipline Reports update, upcoming meetings  <b>Committee Updates:</b> CTF Workshops</p>
<p><b>April 2020</b></p>	<p><b>CTF #15 - APRIL 6</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Ratings Development</p> <p><b>CTF #16 - APRIL 20</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Ratings Development</p>			<p><b>PMT #15 - APRIL 8</b>  <b>Project Updates:</b> Dashboards review, Upcoming meetings, joint agency workshop outcomes  <b>Committee Updates:</b> CTF workshops</p>
<p><b>May 2020</b></p>	<p><b>CTF #17 - MAY 18, 2020</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> First review of alternatives evaluation results</p>			<p><b>PMT #16 - MAY 13</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Committee Updates:</b> CTF ratings development</p>
<p><b>June 2020</b></p>	<p><b>CTF #18 - JUNE 15</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Second review of alternatives evaluation results, review August public outreach materials</p>	<p><b>SASG #11 - JUNE 25</b>  <b>Project Updates:</b> Dashboards review, Upcoming Meetings  <b>Committee Updates:</b> CTF alternatives evaluation  <b>Topics:</b> Review August public outreach materials</p>		<p><b>PMT #17 JUNE 10</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Committee Updates:</b> CTF alternatives evaluation</p>
<p><b>July 2020</b></p>	<p><b>CTF #19 - JULY 13</b>  <b>Project Updates:</b> Overall progress  <b>Actions:</b> Final review of alternatives evaluation results based on criteria weightings, Recommend preferred alternative for Policy Group consideration</p>	<p><b>SASG #12 - JULY 17</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Committee Update:</b> CTF: Recommended Preferred Alternative</p>	<p><b>JOINT CTF AND PG MEETING #1 - JULY 28</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Review CTF recommendation on Preferred Alternative</p>	<p><b>PMT #18 - JULY 8</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Committee Update:</b> SASG and CTF: alternatives evaluation  <b>Topics:</b> Review August public outreach materials</p>

<p>Aug. 2020</p>	<p><b>BROADER PUBLIC OUTREACH AND INPUT – AUG TBD</b>  <b>Topics:</b> Evaluation Findings and Preferred Alternative  <b>Purpose:</b> Share results of alternatives evaluation, get input on recommended preferred alternative  <b>Key Questions:</b> <i>Here are the results of the alternatives evaluation, which identified a preferred alternative. Tell us what you think about these results and the recommendation for an Earthquake Ready Burnside Bridge?</i></p>			
<p>Sept. 2020</p>	<p><b>CTF #20 - SEPTEMBER 14</b>  <b>Project Updates:</b> Outreach findings  <b>Topics:</b> Review public feedback on Preferred Alternatives  <b>Actions:</b> Confirm preferred alternative recommendation</p>	<p><b>SASG #13 SEPTEMBER 24</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Topics:</b> Public Feedback on Preferred Alternative  <b>Committee Updates:</b> CTF Recommended Preferred Alternative</p>	<p><b>PG #4 - SEPTEMBER 28</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Review public feedback on Preferred Alternative  <b>Decisions:</b> Approve CTF Preferred Alternative recommendation</p>	<p><b>PMT #19 - SEPTEMBER 9</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Topics:</b> Review public feedback on Preferred Alternative.</p>
<p>Oct. 2020</p>			<p><b>BCC BRIEFING #4 - OCTOBER 15</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Review public and agency feedback on Preferred Alternative, confirm CTF Preferred Alternative recommendation</p>	<p><b>PMT #20 - OCTOBER 14</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Committee Update:</b> SASG and CTF Recommended Preferred Alternative</p>
<p>Nov. 2020</p>				<p><b>PMT #21 - NOVEMBER 11</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Committee Update:</b> SASG and CTF Recommended Preferred Alternative</p>
<p>Dec. 2020</p>	<p><b>PUBLIC NOTIFICATION AND OUTREACH - NOVEMBER 20: FORMAL PUBLIC COMMENT PERIOD 60 DAYS (MAY EXTEND)</b>  <b>Topics:</b> Published Draft Environmental Impact Statement</p>			
<p>Jan. 2021</p>	<p><b>Purpose:</b> Provide an opportunity for public comment on the Draft EIS  <b>Key Events:</b> January 2021 Public Hearing on DEIS</p>			<p><b>PMT #22 - JANUARY 13</b>  <b>Project Updates:</b> Dashboards review  <b>Topics:</b> Public hearing materials</p>

Feb. 2021				<p><b>PMT #23 - FEBRUARY 10</b>  <b>Project Updates:</b> Dashboards review  <b>Topics:</b> Review comments on DEIS</p>
Mar. 2021	<p><b>CTF #21 - MARCH 22</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Updates or changes needed to Preferred Alternative recommendation or technical analysis  Review comments on DEIS, Final EIS/ROD process and timing</p>	<p><b>SASG #14 MARCH 30</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Topics:</b> Public feedback on Preferred Alternative  <b>Committee Updates:</b> CTF Recommended Preferred Alternative</p>		<p><b>PMT #24 - MARCH 10</b>  <b>Project Updates:</b> Dashboards review, Upcoming meetings  <b>Topics:</b> Updates or changes needed to Preferred Alternative recommendation or technical analysis, Review comments on DEIS, Final EIS/ROD process and timing</p>
April 2021			<p><b>PG #5 - APRIL 8</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Review comments on DEIS  Discuss any updates or changes need to Preferred Alternative recommendation or technical analysis</p>	<p><b>PMT #25 - APRIL 7</b>  <b>Project Updates:</b> Dashboards review, upcoming meetings  <b>Topics:</b> Review comments on DEIS, Updates or changes needed to Preferred Alternative recommendation or technical analysis</p>
			<p><b>BCC BRIEFING #5 - APRIL 22</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Review comments on DEIS, Updates to Preferred Alternative recommendation or technical analysis</p>	
May 2021				<p><b>PMT #26 - MAY 12</b>  <b>Project Updates:</b> Overall progress  <b>Committee Updates</b> PG and BCC  <b>Topics:</b> Final EIS and Permits</p>
Aug. 2021				<p><b>PMT #27 - AUGUST 11</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Final EIS and Permits</p>

<p><b>Sept. 2021</b></p>				<p><b>PMT #28 - SEPTEMBER 8</b>  <b>Project Updates:</b> Overall progress  <b>Topics:</b> Final EIS and Permits, Type Selection discussion</p>
<p><b>Oct. 2021</b></p>	<p>❖ <b>PUBLISH FINAL ENVIRONMENTAL IMPACT STATEMENT AND RECORD OF DECISION</b></p>			



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June 6, 2019

# DRAFT Evaluation Criteria

## Introduction

The following preliminary draft evaluation criteria are organized into 12 groups. Each group includes one to three different types of criteria. The first two types described below will be used to help evaluate the Draft Environmental Impact Statement alternatives in order to select a Preferred Alternative. The third type described will be applied in a future project phase. A number of the criteria applied to the Preferred Alternative decision may also be applied at future phases. Collectively these criteria reflect the Community Task Force input on Interests and Values:

## Criteria Groups

### 1. Seismic Resiliency

Long Term	1a.1	Maximize confidence in post-earthquake operability and reparability.
	1a.2	Maximize post-earthquake emergency vehicle access and travel time.
	1a.3	Maximize ability for all modes to use the crossing post-earthquake (this will include heavy freight).
	1a.4	Promote ability to include utilities on bridge to support resilient functions after a major earthquake
During Const.	1b.1	Minimize reductions to seismic resilience of adjacent buildings.
	1b.2	Minimize duration of construction.
Future Phase	1c.1	Promote ability to include equipment (such as communication devices, message boards, antennas/facilities) on bridge to create additional resilient functions after a major earthquake.



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## 2. Community Quality of Life (includes Indirect Land Use Impacts and Community Resources)

Long Term	2a.1 Minimize long-term noise and light/shadow impacts (including night sky impacts). 2a.2 Minimize long-term impacts to community facilities and events under and near the bridge (e.g., Skatepark, Saturday Market, park festivals, parades, organized runs, etc.).
During Const.	2b.1 Minimize temporary noise and light/shadow impacts on adjacent land uses. 2b.2 Minimize temporary impacts to community facilities and events under and near the bridge.
Future Phase	2c.1

## 3. Equity (includes Social Services)

Long Term	3a.1 Minimize social service displacements and long-term access impacts. 3a.2 Maintain social service providers' long-term ability to provide current level of service. 3a.3 Avoid disproportionate adverse impacts to Environmental Justice communities.
During Const.	3b.1 Minimize temporary access impacts for social service providers. 3b.2 Avoid disproportionate adverse impacts to Environmental Justice communities.
Future Phase	3c.1

## 4. Crime Reduction and Personal Safety

Long Term	4a.1 Maximize personal safety and crime reduction by following principles of Crime Prevention Through Environmental Design (CPTED).
During Const.	4b.1
Future Phase	4c.1 Maintain a safe construction site. 4c.2 Implement design that minimizes risk of attempted suicide from the structure.

## 5. Business and Economics

Long Term	5a.1 Minimize business displacements and permanent access impacts. 5a.2 Support redevelopment potential consistent with local plans.
During Const.	5b.1 Minimize temporary access impacts to businesses. 5b.2 Minimize temporary regional economic impacts. 5b.3 Minimize temporary impacts to major community events under and near the bridge (in particular, minimize impacting the economic benefits of these events).
Future Phase	5c.1

## 6. Park and Historic Resources

Long Term	6a.1 Minimize park displacements, and adverse functionality and adverse impacts, and maximize park functionality improvements (will look at the net effect of impacts). 6a.2 Minimize historic resource impacts (including destruction or damage, changes in access and context impacts).
During Const.	6b.1 Minimize temporary impacts to parks (including temporary displacement, access and functionality impacts).
Future Phase	6c.1

## 7. Visual and Aesthetics

Long Term	7a.1 Minimize adverse impacts on existing views and view corridors and support the potential for new scenic views.
During Const.	7b.1 Maximize pedestrian/bicycle aesthetic experience on the bridge. 7b.2 Provide a structure that instills a sense of community pride. 7b.3 Respect the historic character of the existing bridge and area and integrate project with the urban fabric.
Future Phase	7c.1 Maximize pedestrian/bicycle aesthetic experience on the bridge. 7c.2 Provide a structure that instills a sense of community pride. 7c.3 Respect the historic character of the existing bridge and area and integrate project with the urban fabric.

## 8. Natural Resources and Sustainability

Long Term	8a.1 Minimize impacts to water quality and flooding. 8a.2 Minimize impacts to fish and wildlife. 8a.3 Minimize impacts to air quality and greenhouse gas (GHG) emissions.
During Const.	8b.1 Minimize temporary impacts to water quality and flooding. 8b.2 Minimize temporary impacts to air quality and green-house gas emissions. 8b.3 Minimize temporary impacts to fish and wildlife. 8b.4 Minimize resource consumption and waste production during construction.
Future Phase	8c.1 Maximize waste reduction and use of sustainable materials in design and construction. 8c.2 Maximize energy sustainability in design (e.g., in construction methods as well as long-term source for operations).

## 9. Pedestrians, Bicyclists and ADA

(Americans with Disabilities Act)

Long Term	9a.1 Maximize safety (including advancing Vision Zero) and comfort for bicyclists and other low-impact vehicles (e.g., scooters, skateboards). 9a.2 Maximize access/connectivity for bicyclists and other low-impact vehicles. 9a.3 Maximize safety and comfort for pedestrians (including advancing Vision Zero). 9a.4 Maximize access/connectivity for pedestrians. 9a.5 Maximize improved travel time and capacity for bicyclists, pedestrians and ADA (includes wheeled and non-wheeled). 9a.6 Maximize safety and comfort for ADA (including advancing Vision Zero). 9a.7 Maximize access/connectivity for ADA. 9a.8 Increase pedestrian and bicyclist modal share.
During Const.	9b.1 Minimize temporary travel time and access/connectivity impacts for bicyclists and pedestrians 9b.2 Maximize potential to provide permanent and temporary ADA facilities that are comfortable and safe and maximize efficient access and connectivity for users of the facilities. 9b.3 Minimize temporary safety impacts for bicyclists and pedestrians.
Future Phase	9c.1

## 10. Motor Vehicles, Freight and Emergency Vehicles

Long Term	10a.1	Maximize safety for motor vehicles and freight.
	10a.2	Maximize capacity and travel time improvements for motor vehicles, freight and emergency vehicles.
	10a.3	Maximize access/connectivity for motor vehicles, freight and emergency vehicles.
	10a.4	Minimize impacts to on-street parking.
During Const.	10b.1	Minimize temporary access and travel time impacts for motor vehicles, freight and emergency vehicles.
	10b.2	Minimize temporary safety, on-street parking, and capacity impacts for motor vehicles, freight and emergency vehicles.
Future Phase	10c.1	

## 11. River Navigation

Long Term	11a.1	Minimize permanent direct and indirect impacts to navigation.
During Const.	11b.1	Minimize temporary direct and indirect impacts to navigation.
Future Phase	11c.1	Ensure that bridge lighting and signals do not adversely affect navigation safety (e.g., don't create hazardous nighttime glare, or interfere with radar or communications).

## 12. Transit

Long Term	<p>12a.1 Maximize streetcar readiness.</p> <p>12a.2 Maximize bus accessibility.</p> <p>12a.3 Maximize potential to provide enhanced transit capacity and improvements in travel times.</p>
During Const.	<p>12b.1 Minimize temporary impacts on transit access, safety, travel times and ridership.</p>
Future Phase	<p>12c.1</p>

## 13. Utilities

Long Term	<p>13a.1 Minimize long-term impacts to major utilities, such as the Ankeny Pump Station.</p>
During Const.	<p>13b.1 Minimize construction-related impacts to major utilities, such as the Ankeny Pump Station.</p>
Future Phase	<p>13c.1</p>



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## 14. Fiscal Responsibility

Long Term	<p>14a.1 Minimize total construction cost (including right-of-way, construction, diversion bridge, mitigation, utility relocation, etc.).</p> <p>14a.2 Minimize long-term maintenance effort/cost.</p>
During Const.	14b.1
Future Phase	14c.1

Preliminary Draft



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BETTER – SAFER – CONNECTED

June 21, 2019

## Policy Group – Agenda Meeting #5

<b>Project:</b>	Earthquake Ready Burnside Bridge
<b>Subject:</b>	Policy Group Meeting #5
<b>Date:</b>	June 21, 2019
<b>Time:</b>	Meeting 2:30 p.m. to 4:30 p.m.
<b>Location:</b>	Multnomah County Building, Board Room, 501 SE Hawthorne Blvd.

### POLICY GROUP MEMBERS

Chair Deborah Kafoury, Multnomah County  
 Co-Chair Commissioner Jessica Vega Pederson, Multnomah County  
 Brendan Finn, Oregon Governor Kate Brown's Office  
 Chris Warner, City of Portland  
 Councilor Cate Arnold, City of Beaverton  
 Councilor Karylinn Echols, City of Gresham  
 Doug Kelsey, TriMet  
 Grace Stratton, U.S. Senator Wyden's Office  
 Jagjit Nagra, U.S. Senator Merkley's Office  
 Justin Douglas, Prosper Portland  
 Jon Makler, ODOT Region 1  
 Phil Ditzler, FHWA Oregon  
 Phylcia Haggerty, U.S. Representative Bonamici's Office  
 Councilor Craig Dirksen, Oregon Metro

Representative Barbara Smith Warner, OR State Legislature  
 Senator Kathleen Taylor, OR State Legislature  
 Liv Brumfield, U.S. Representative Blumenauer's

### PROJECT TEAM MEMBERS

Megan Neill, Multnomah County  
 Ian Cannon, Multnomah County  
 Mike Pullen, Multnomah County  
 Heather Catron, HDR  
 Cassie Davis, HDR  
 Steve Drahota, HDR  
 Jeff Heilman, Parametrix  
 Alice Sherring, EnviroIssues  
 Aascot Bohlander, EnviroIssues

### ADDITIONAL INVITES

Jackie Tate, Community Task Force Representative

### Purpose:

1. Provide an update to the Policy Group members on the project progress since completion of the Feasibility Study
2. Share information from the Community Task Force progress to date and their development of preliminary Evaluation Criteria topics
3. Seek approval from the Policy Group on the Temporary Bridge option for future study
4. Provide an overview on the preliminary alternatives refinement process



## Agenda:

Time	Session	Presenter/Lead
2:30 p.m.	Welcome and Introductions	Alice Sherring
2:35 p.m.	Opening Remarks	Chair Kafoury, Co-Chair Vega Pederson
2:40 p.m.	Public Comment <i>Meeting observers are welcome to provide comment at this meeting. Time limits will be determined by number of people desiring to make comment.</i>	Alice Sherring
2:50 p.m.	Project Update <ul style="list-style-type: none"> <li>- Project Decision Making Structure</li> <li>- Project Summary Schedule</li> <li>- Project Dashboard</li> </ul>	Heather Catron Mike Pullen
3:10 p.m.	Community Task Force (CTF) Overview <ul style="list-style-type: none"> <li>- Progress update</li> <li>- CTF Member experience</li> </ul>	Alice Sherring Jackie Tate
3:20 p.m.	Draft Evaluation Criteria Topics <ul style="list-style-type: none"> <li>- CTF Development of preliminary topics</li> </ul>	Jeff Heilman Jackie Tate
3:35 p.m.	Temporary Bridge Options <ul style="list-style-type: none"> <li>- Temporary Bridge options comparison</li> <li>- CTF Recommendation</li> </ul> <u>Policy Group Approval:</u> <ul style="list-style-type: none"> <li>- <i>Temporary Bridge option for future study</i></li> </ul>	Steve Drahota  Jackie Tate  Alice Sherring
4:00 p.m.	Alternatives Refinement <ul style="list-style-type: none"> <li>- High Fixed Bridge Alternative</li> <li>- Draft Cross Sections</li> </ul>	Steve Drahota
4:20 p.m.	Next Steps and Closing Remarks <ul style="list-style-type: none"> <li>- Future public outreach</li> <li>- Senior Agency Staff Group meetings and briefings</li> </ul>	Alice Sherring Megan Neill
4:30 p.m.	Adjourn	All

## EQRB Working Group / Focus Group Schedule

NAME	OBJECTIVE	WHO	WHAT / AGENDA TOPICS	WHEN	STATUS
Roadway / Transit (Motorized)	To provide early technical input on motorized design standards and preferences.	<ul style="list-style-type: none"> <li>City of Portland (PBOT: Teresa Boyle, Jamie Jeffrey, Wendy Cawley, Ningsheng Zhou, Patrick Sweeney)</li> <li>ODOT (David Warrick, Doug Stanley (alternate))</li> <li>Portland Streetcar (Andrew Plambeck)</li> <li>TriMet (John Griffiths)</li> <li>Multnomah County (Megan Neill)</li> <li>Consultant (Heather Catron, Steve Drahota, Steve Katko, James Shamrell, Sumi Malik, Omar Jaff, Mark Dorn, Lauren Wilbur)</li> <li>CTF: Laurelhurst NA (Fred Cooper); Oregon Walks (Paul Leitman); Portland Freight Advisory Committee (Bill Burgel); Gresham Area Chamber of Commerce (Neil Jensen)</li> </ul>	1. Project / WG Introduction; Roadway / transit design standards and criteria; Preliminary Geometrics	2/25/2019	Complete
			2. Specific motorized design details (if required)	Jul-19	TBD if needed in June, 2019 (as of 5/20, does not appear to be needed)
Multi-Modal	To provide technical input on the bridge uses, typical sections, and connections to the existing multi-modal networks.	<ul style="list-style-type: none"> <li>City of Portland (PBOT: Teresa Boyle, Jamie Jeffrey, Wendy Cawley, Roger Geller, Michelle Marx, Matt Kelly; Parks: Tate White, Patrick Sweeney)</li> <li>Portland Streetcar (Andrew Plambeck)</li> <li>Metro (Anthony Buczek, Alex Oreschak (alternate))</li> <li>TriMet (John Griffiths)</li> <li>ODOT (Basil Christopher)</li> <li>Multnomah County (Megan Neill, Kate McQuillan)</li> <li>Consultant (Heather Catron, Steve Drahota, Steve Katko, James Shamrell, Adrian Witte (Robert Burchfield alt.), Lauren Wilbur, Sumi Malik, Omar Jaff, Rebecca Bautista (Opt.))</li> <li><b>Additional Community Invites:</b></li> <li>Street Trust (Jillian Detweiler)</li> <li>Lyft (Dorothy Mitchell)</li> <li>Oregon Walks (Paul Leitman - CTF)</li> <li>Disability Rights Oregon (Matt Hoffman - CTF)</li> <li>MultCo BPAC (Art Graves - CTF)</li> <li>AAA (Marie Dodds - CTF)</li> <li>Portland Freight Advisory Committee (Bill Burgel - CTF)</li> <li>Bus Lane Project (TBD)</li> <li>Oregon Trucking Administration (TBD)</li> <li>Gresham Area Chamber of Commerce (Neil Jensen - CTF)</li> </ul>	1. WG Introduction; Multi-modal design criteria; Refined roadway and bike/ped geometrics	4/8/2019	Complete
			2. Bridge width options and cross-section option; Park accesses and impacts; Temporary diversion bridge width options; potential TriMet impacts	5/7/2019	Complete
			3. Refined bridge width options, cross-section, and plan-view+ options for further discussion; Discuss staged construction details further	6/21/2019	Scheduled
			4. Construction staging options and impacts	Jul-19	
			5. Alternatives design concepts review	Aug-19	
			6. TBD (if required)	9/19/2019	
Constructability / Estimating	To provide technical input on construction approach and cost estimates.	<ul style="list-style-type: none"> <li>City of Portland (PBOT: Teresa Boyle, Cameron Glasgow, Patrick Sweeney)</li> <li>ODOT (David Warrick, Maggie Bartley, Doug Stanley, Katie Bell, Zachary Horowitz (Opt.), Jennifer Mora (Opt.), Rob Wattman, Scott Turnoy)</li> <li>FHWA (Shaneka Owens)</li> <li>Multnomah County (Megan Neill, Ian Cannon, Emily Miletich, Jon Henrichsen)</li> <li>Consultant (Heather Catron, Steve Drahota, Steve Katko, Mark Libby, Jason Ruth, Brett Schneider, Kevin Parrish, Lauren Wilbur, Jeff Heilman (Opt.))</li> <li>CTF: Gresham Coalition of Neighborhoods (Stella Funk-Butler); Portland Freight Advisory Committee (Bill Burgel); Community Member at-Large (Ed Wortman)</li> </ul>	1. Project / WG introduction; Construction methods; Estimating approach	4/26/2019	Complete
			2. Construction methods and impacts for vessels and parks; Develop preliminary construction staging / access / ROW impacts map(s) per alternative	5/30/2019	Complete
			3. Estimating parameters	7/18/2019	Scheduled
			4. Estimate review	Aug-19	

EQRB Working Group / Focus Group Schedule						
NAME	OBJECTIVE	WHO	WHAT / AGENDA TOPICS	WHEN	STATUS	
Transportation	To provide technical input on traffic analysis and planning.	<ul style="list-style-type: none"> <li>City of Portland (PBOT: Teresa Boyle, Jamie Jeffrey, Wendy Cawley, Ningsheng Zhou, Clay Veka, Matthew Kelly (Ferris-Smith), Katherine Levine, Jennifer Mora (Opt.), Patrick Sweeney)</li> <li>Metro (Anthony Buczek, Aaron Breakstone)</li> <li>Portland Streetcar (Andrew Plambeck)</li> <li>ODOT (Katie Bell, Zachary Horowitz (alternate), Jennifer Mora)</li> <li>FHWA (Shaneka Owens)</li> <li>Multnomah County (Megan Neill, Brendon Haggerty)</li> <li>Toole Design (Robert Burchfield)</li> <li>Consultant (Heather Catron, Steve Drahota, Steve Katko, Sumi Malik, Lauren Wilbur, Ryan LeProwse, Adrian Witte)</li> <li>CTF: Laurelhurst NA (Fred Cooper); Oregon Walks (Paul Leitman); Portland Freight Advisory Committee (Bill Burgel); MultCo BPAC (Art Graves); Gresham Area Chamber of Commerce (Neil Jensen)</li> </ul>	1. Project / WG Introduction; Transportation Methodology Memo feedback	2/15/2019	Complete	
			2. Traffic analysis approach	5/2/2019	Complete	
			3. Traffic analysis approach (if required)	TBD		
			4. Construction staging	6/12/2019	Scheduled	
			5. TBD (if required)	Jul-19		
Seismic	To provide early technical input on non-motorized design standards and preferences.	<ul style="list-style-type: none"> <li>City of Portland (PBOT: Cameron Glasgow, Patrick Sweeney)</li> <li>ODOT (Bridge: Bruce Johnson; Region 1: Liantao Xu, Albert Nako)</li> <li>Portland State University (Peter Dusicka, Evan Kristof)</li> <li>FHWA (Tim Rogers)</li> <li>Multnomah County (Megan Neill, Jon Henrichsen, Ian Cannon)</li> <li>Consultant (Heather Catron, Steve Drahota, Dave Korpi, Mark Libby, Yuhe Yang, Justin Doornink, Park Piao, Rebecca Bautista, Christina Tomaselli)</li> <li>CTF: Portland Freight Advisory Committee (Bill Burgel); Community Member at-Large (Ed Wortman)</li> </ul>	1. Project / WG Introduction; Seismic design criteria and analysis refinement approach review	2/14/2019	Complete	
			2. Review updated seismic design criteria; Review geotechnical hazard mitigation refinement	5/2/2019	Complete	
			3. Refined seismic analysis findings review	7/18/2019	Scheduled	
Natural Resources	To collect input from natural resource regulatory agencies that will or may have permitting authority on the project, so as to integrate permitting considerations in the DEIS and alternatives design.	<ul style="list-style-type: none"> <li>NMFS (TBD)</li> <li>ACOE (TBD)</li> <li>USFW (TBD)</li> <li>DEQ (TBD)</li> <li>ODFW (TBD)</li> <li>DSL (TBD)</li> <li>ODOT (TBD)</li> <li>FHWA (TBD)</li> </ul>	<ul style="list-style-type: none"> <li>City of Portland (BES: Kaitlin Lovell, Dave Nunamaker; Parks: Tate White, Patrick Sweeney)</li> <li>Multnomah County (Megan Neill)</li> <li>Consultant (Heather Catron, Jeff Heilman, Brian Bauman, Bill Hall, Rachel Barksdale, Lauren Wilbur)</li> <li>ODOT (Thomas Loynes, Devin Simmons)</li> <li>EPA (Anthony Barber)</li> <li>State of Oregon (Russ Klassen)</li> <li>US Army (Natalie Edwards)</li> <li>DEQ (Cheryl Grabham)</li> <li>CTF: Gresham Coalition of Neighborhoods (Stella Funk-Butler); Community Member at-Large (Sharon Wood Wortman)</li> </ul>	1. Interests and drivers	4/15/2019	Complete
				2. Input on IW construction methods and demolition; Stormwater approach and siting	6/6/2019	Scheduled
				3. Resources input for Baseline Reports	Aug-19	
				4. Every 3 months during DEIS; 1 During FEIS	TBD	

EQRB Working Group / Focus Group Schedule					
NAME	OBJECTIVE	WHO	WHAT / AGENDA TOPICS	WHEN	STATUS
<b>Cultural Resources</b>	To consolidate the coordination with and input from potential Section 106 consulting parties, as part of implementing the Section 106 process.	<ul style="list-style-type: none"> <li>City of Portland (BDS: Art Graves; BPS: Nicholas Starin; Parks: Tate White; Patrick Sweeney)</li> <li>ODOT (Roy Watters, Robert Hadlow, Jeff Buckland, Tom McConnell)</li> <li>FHWA (Emily Cline, Shaneka Owens)</li> <li>SHPO (TBD)</li> <li>Multnomah County (Megan Neill, TBD)</li> <li>Consultant (Heather Catron, Jeff Heilman, David Ellis, Lauren Wilbur)</li> <li>Many other agencies are being considered for potential consulting party status. Finalizing that list requires coordination with SHPO which is anticipated in March 2019.</li> <li>CTF: Gresham Coalition of Neighborhoods (Stella Funk-Butler); Community Member at-Large (Ed Wortman); MultCo BPAC (Art Graves); Burnside Skatepark (Gabe Rahe)</li> </ul>	1. Interests and drivers; Impacted resources; Confirm review and approval process; API	July or August	
			2. Retrofit's historic impacts and process; Replacement bridge drivers and interests	TBD	
			3. TBD	TBD	
			4. Every 3 months during DEIS; One during FEIS	TBD	
<b>Definition of Alternatives (No-Build)</b>	To provide input on the definition of the build and no-build alternatives.	<ul style="list-style-type: none"> <li>City of Portland (PBOT: Richard Grant; PBEM: Jonna Papaefthimiou, Katy Wolf; RDPO: Laura Hanson; Patrick Sweeney)</li> <li>ODOT (Talia Jacobsen, Geoffrey Bowyer)</li> <li>Metro (Kim Ellis)</li> <li>Clackamas County (Jay Wilson)</li> <li>Multnomah County (Megan Neill, Chris Voss, Alice Busch)</li> <li>Consultant (Heather Catron, Jeff Heilman, Steve Drahota, Lauren Wilbur, Allison Pynch)</li> <li>CTF: Community Member at-Large (Sharon Wood Wortman); MultCo BPAC (Art Graves)</li> </ul>	1. Annotated Outline feedback (incl. No build)	5/30/2019	Complete
			2. Draft Definition (incl. No build)	Jun-19	
			3. Final Definition (incl. No build)	Jul-19	
<b>Urban Design/Aesthetics</b>	To inform early urban design and aesthetics considerations.	<ul style="list-style-type: none"> <li>Multnomah County (Megan Neill, TBD)</li> <li>Consultant (Catron, Heilman, Mayer Reed staff, Lauren Wilbur, TBD)</li> <li>TriMet (Steve Witter)</li> <li>CTF: Gresham Coalition of Neighborhoods (Stella Funk-Butler); Community Members at-Large (Ed Wortman and Sharon Wood Wortman); MultCo BPAC (Art Graves); Burnside Skatepark (Gabe Rahe)</li> <li>Others (TBD)</li> </ul>	1. Discuss the approach to urban design and aesthetics during NEPA	June or July	
			2. TBD		
			3. TBD		
			4. TBD		
<b>Emergency Management</b>	To provide insight on Emergency Management plans, and technical needs (access, capacity, etc.).	<ul style="list-style-type: none"> <li>PBEM (TBD)</li> <li>RDPO (Laura Hansen, Rich Grant)</li> <li>OEM (Althea Rizzo)</li> <li>Metro (Kim Ellis)</li> <li>ODOT Region 1 (Cory Hamilton, Geoff Bowyer (alternate))</li> <li>Clackamas County (Jay Wilson)</li> <li>Washington County (John Wheeler)</li> <li>Oregon State (Mike Harryman)</li> <li>City of Portland (Don Russ, Teresa Boyle, Patrick Sweeney)</li> <li>Multnomah County (Megan Neill, Alice Busch, Chris Voss)</li> <li>USCG (James Marten)</li> <li>Consultant (Heather Catron, Cassie Davis, Lauren Wilbur, TBD)</li> <li>CTF: Gresham Coalition of Neighborhoods (Stella Funk-Butler); MultCo BPAC (Art Graves); Laurelhurst NA (Fred Cooper); American Medical Response (Robert McDonald)</li> </ul>	1. Needs and drivers - access/capacity for everyday use, during construction and post-earthquake; plans and policies assessment	TBD	On hold until further notice

**EQRB Working Group / Focus Group Schedule**

NAME	OBJECTIVE	WHO	WHAT / AGENDA TOPICS	WHEN	STATUS
<b>Social Services</b>	To provide insight on access, housing, shelter and service needs.	<ul style="list-style-type: none"> <li>Portland Rescue Mission (Timothy Desper (CTF), Eric Bauer)</li> <li>Central City Concern (Kathy Pape (CTF), Gary Cobb)</li> <li>Bridgetown Night Strike (Lesley Snider)</li> <li>A Home for Everyone (Marc Jolin)</li> <li>Ride Connection (Mike Mullins)</li> <li>Mercy Corps (Tesia Eisenberg (CTF))</li> <li>Salvation Army (Kitty Bunten, Kristi Bugge)</li> <li>JOIN (Shannon Singleton, Will Harris)</li> <li>Union Gospel Mission (Peter Kelley)</li> <li>Multnomah County (Megan Neill, Jennifer Masotja)</li> <li>Consultant (Heather Catron, Cassie Davis, Andre Baugh, Lauren Wilbur)</li> </ul>	1. Evaluation Criteria (interests and needs) and Measures (information needs) (access and service needs for everyday use, during construction and post-earthquake; housing/shelter plans and projected needs post-construction; maintenance project update; equity lens)  Construction impacts and detour bridge  Potential mitigation ideas	N/A - one-on-one meetings with directly impacted stakeholders	
			2. Input on draft measures for social services criteria; input on diversion bridge options	Winter 2019	
			3	TBD	
<b>Diversity / Equity / Inclusion</b>	To provide insight on diversity, equity and inclusion best practices and lessons learned amongst agencies. This group will also discuss how agency equity lenses are being applied to projects and insight on how to apply DEI best practices and an equity lens to the EQRB project.	<ul style="list-style-type: none"> <li>Multnomah County (Megan Neill, Mike Pullen, Ian Cannon, Liz Smith Currie, Kate (Katherine) McQuillan, Joanna Valencia, Benjamin Duncan, Daniel Garcia, Diego Basabe)</li> <li>Consultant (Heather Catron, Jeff Heilman, Andre Baugh, Cassie Davis, Lauren Wilbur)</li> <li>ODOT (Max Bernstein (Equity-related), Kelly Ball (PI-related))</li> <li>TriMet (John Gardner)</li> <li>Port of Portland (Steve Nakana)</li> <li>Portland Streetcar (Andrew Plambeck)</li> <li>Metro (Cliff Higgins)</li> <li>City (Millicent Williams, Corrine Montana, Taylor Campi, Patrick Sweeney)</li> </ul>	1. Gain insight on DEI best practices, lessons learned and tools for success; and learn how agency equity lenses are being applied to infrastructure projects.	4/25/2019	Complete
			2. TBD		
			3. TBD		
			4. TBD		
<b>City TAC</b>	To conduct inter- bureau coordination on the key issues of the month.	<ul style="list-style-type: none"> <li>Multnomah County (Megan Neill, TBD)</li> <li>Consultant (Heather Catron, Jeff Heilman, Steve Drahota, Cassie Davis, Lauren Wilbur)</li> <li>City of Portland: (PBOT-PPP: Mauricio LeClerc, Zef Wagner, Mark Lear, Jamie Jeffrey, Wendy Cawley, Patrick Sweeney, Cameron, Roger Geller, Michelle Marx, David McEldowney; BPS: Mark Raggatt, Nicholas Starin; BDS: Art Graves; BES: Dave Nunamaker, Kaitlin Lovell; Water: Mike Saling; Parks: Tate White Parks; Fire: Don Russ; Attorney's Office: Ken McGair)</li> </ul>	1. TBD	6/17/2019	Scheduled
			2. TBD	8/19/2019	
			3. TBD	10/19/2019	
			Frequency TBD Thereafter	TBD	
<b>Sustainability</b>	To provide input on the projects sustainability approach and track progress of work plan.	<ul style="list-style-type: none"> <li>City of Portland (BPS: Nicholas Starin, Mark Raggatt; BES: Kaitlin Lovell, Nishant Parulekar; PPR: Tate White; Patrick Sweeney)</li> <li>Multnomah County (Megan Neill, John Wasitynski, Brendon Haggerty, Andrea Hamberg; ACSI: Karianee Schlosshauer, Mara Gross)</li> <li>Metro (Lake McTighe)</li> <li>Consultant (Heather Catron, Jeff Heilman, Andre Baugh, Cassie Davis, Janet Gonzalez, Steve Drahota, Pamela Yonkin (opt.), Jennifer Ninete (opt.), Lauren Wilbur)</li> <li>ODOT (Robert DeVassie)</li> <li>Safe Routes Partnership (Kari Schlosshauer)</li> </ul>	1. Sustainability workshop to review the framework of the Greenroads rating system and other best practices	5/30/2019	Complete
			2. TBD		
			3. TBD		
			4. TBD		

- Notes:**
- Working Groups are intended to support alternatives development and be comprised of discipline experts (primarily agency staff) who provide objective input on detailed work products; □ These groups are NOT intended to support the evaluation criteria development as that is a separate process.
  - Identifying mitigation is an objective within each WG, not a stand-alone entity.
  - Utilities coordination will be conducted separately from a technical working group.



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May 13, 2019

# Senior Agency Staff Group Meeting #7

## Meeting information

**Project:** Earthquake Ready Burnside Bridge

**Subject:** Senior Agency Staff Group Meeting #7

**Date:** Monday, May 13, 2019

**Time:** 1:00 to 3:00 p.m.

**Location:** HDR - 1050 SW 6th Ave, Suite 1800, Portland; 17 Downing Conference Rm

**Attendees: SASG Members:**

Mark Lear, City of Portland  
Brian Monberg, City of Gresham  
Malu Wilkinson, Metro  
Mike Morrow, FHWA  
Sam Hunaidi, ODOT  
Dan Bower, Portland Streetcar  
Greg Theisen, Port of Portland

**Project Team Members:**

Ian Cannon, MultCo  
Megan Neill, MultCo  
Liz Smith Currie, MultCo  
Mike Pullen, MultCo  
Emily Miletich, MultCo  
Heather Catron, HDR  
Steve Drahota, HDR  
Cassie Davis, HDR  
Alice Sherring, EnviroIssues  
Laura Peña, EnviroIssues

**Apologies: SASG Members:**

Chris Deffebach, Washington County  
Shelly Haack, Prosper Portland  
Mike Bezner, Clackamas County  
Steve Witter, TriMet  
Amanda Kraus, Sen. Kathleen Taylor's Office  
Zoe Bluffstone, Rep. Smith Warner's Office

**Project Team Members:**

Chris Fick, MultCo  
Kim Peoples, MultCo  
Jon Henrichsen, MultCo  
Joanna Valencia, MultCo  
Jamie Waltz, MultCo  
Jeston Black, MultCo  
Jeff Heilman, Parametrix



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## Summary Notes

### WELCOME AND INTRODUCTIONS

Heather Catron, HDR, welcomed the meeting participants and led a round of introductions around the room.

### OPENING REMARKS

Megan Niell, MultCo, went over the day's agenda.

### PROJECT UPDATE

#### Funding Opportunities

Megan shared some updates regarding project funding. She said that the project team is tracking local, regional, and federal funding streams. Regarding the 2020 Metro ballot initiative, the team is supporting the conversations with information about the Burnside corridor as they narrow down the list of corridors. Megan said that the team will select some representatives to provide public testimony about the project when the time comes. Burnside corridor made the first cut of 15 corridors and the final cut will be down to seven or eight.

- Greg Theisen, Port of Portland, asked what the role of the Burnside corridor is.
  - Mark Lear, City of Portland, said that Commissioner Vega Pederson is the co-chair on the committee. They have two meetings in May to narrow the selection to about eight corridors. From there it will be passed over to Local Identification Teams (LITs) to come up with investment scenarios for each corridor over the course of a couple months that will then go back to the task force.
  - Malu Wilkinson, Metro, highlighted that the Burnside corridor could include enhanced transit services along with the bridge.

Megan said that a flyer and other materials were sent with the DC delegation last month to discuss federal funding. The group will be updated as needed.

Ian Cannon, MultCo, gave an update regarding the Vehicle Registration Fee (VRF). There was good support for the VRF at a recent public hearing. There is a work session coming up for the bill. Megan said that if this bill is successful, the project will be funded through the design and ROW phase and a little bit into construction.

Ian and Megan also told the group that they are looking at Build America and an INFRA grant for future years.



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### **Project Timeline**

Heather went over the Earthquake Ready Burnside Bridge Key Milestones Schedule: Environmental Phase graphic. She said that Steve Drahota, HDR, and his team are continuing to work on alternatives refinement and that all methods memos have been reviewed by the County, FHWA, and ODOT. Next, they will go to the cooperating and participating agencies for review. The SASG and Policy Group (PG) will be getting updates on the evaluation criteria and alternative refinements in June.

### **Deliverables Review**

Heather reviewed the deliverables handout. She went over the different rounds and reviewers and said that the project team is working with the agencies to identify lead reviewers. She informed the group that everything is currently on schedule.

Heather then talked about the design technical reports that are being led by Steve. She said that the Environmental Baseline reports are establishing existing conditions and the full technical reports will help draft the Environmental Impact Statement.

Ian reminded the group that getting the reports and memos reviewed in a timely manner plays a big role in the success of the project.

### **CTF Workplan**

Heather called the group's attention to the graphic of all committees and Community Task Force (CTF) meetings. She pointed out the distinction between PG updates and decision points. The decision points are when the PG will be asked to make decisions at key project milestones. A companion document with details about each committee and CTF meeting will be sent out to the group. This schedule graphic was made with the intention of being more transparent and encourage collaboration by making sure everyone is informed about the process.

Heather noted that there are quite a few CTF meetings and shared her appreciation for their dedication to the project, acknowledging several back-to-back Monday meetings.

### **Working/Focus Groups Status**

Steve Drahota, HDR, gave an update about the Working and Focus Groups.

- Roadway / Transit – This WG has not met since the last meeting, and it is unclear if another meeting will be required because the roadway / transit topics are being considered in the Multi-modal Working group.
- Multi-modal – This group is talking about the bridge typical sections, approach roadway alignments, modal considerations, temporary diversion bridge versus detouring features, and their potential impacts. It is the largest design-related working group. It is also talking about



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construction sequencing and staging, providing important feedback on bridge width alternatives.

- **Constructability and Cost Estimating** – This group, which includes former construction contractor estimators, offers a lot of bridge-building knowledge to the team, especially in a complex multi-modal and urban environment. They are tasked with assessing construction tradeoffs against cost efficiencies, including the role that a detour versus a diversion bridge will have on direct costs.
- **Transportation** – This group is finalizing its recommendations for how best to model traffic on the bridge and street networks both during construction and permanently. They are considering the other large projects that will be happening concurrently, such as Rose Quarter Improvement Project, and the impact that those projects will have on the Burnside Bridge project. Steve said that Metro will be running some models in July that will be very useful for the analysis.
- **Seismic** – This group is providing input on what an appropriate seismic design criteria should be for both the permanent bridge and during construction.

Megan gave an update on the next three groups.

- **Natural Resources** – this group is tasked with setting the project up for a smooth permitting process. The key takeaway here is that the City has the most stringent permitting processes of the project and their requirements are evolving. This group is working closely with the City to make sure the project is set up to meet them.
- **Cultural Resources** – This group is looking at the archeological and historic impacts. They are identifying key components and making sure they are checking in with the right groups. They are having to think about the process for potentially demolishing a bridge that's on the historic register and has been an asset for over 90 years.
- **No-build Workshop** – This group is thinking through a no-build scenario for pre and post-earthquake. They are bringing members of the regional response and recovery community together to help define what the post-disaster scenario will look like.

Megan said the Urban Design, Emergency Management, and Social Services groups are still in development and don't have meetings on the calendar yet.

Heather covered the City TAC and Sustainability.

- **City TAC** – This group is meeting next month. The project team is working closely with Teresa Boyle to put the agenda together.
- **Sustainability** – This group will gather at the end of the month to walk through best practices.



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## DIVERSITY, EQUITY AND INCLUSION FOCUS GROUP

Mike Pullen, MultCo, talked about the Diversity, Equity, and Inclusion (DEI) Focus Group. He said that the idea for this focus group came from the SASG as a suggestion to learn what the different agencies are doing around DEI. HDR brought 18 people together for this focus group including representatives from ODOT, FHWA, and county departments that aren't normally at the table. Some of the key points that the group discussed were: going to where the people are instead of expecting them to come to meetings that they wouldn't be comfortable in, using community liaisons, downplaying complicated jargon, understanding that different messages can land differently for different communities, using gift cards, and providing transit and childcare. One of the key themes of the meeting was coordinating with other projects and agencies so that they can gather input from various groups at the same time and avoid some of the burnout that can happen in over-tapped communities.

Mike P. said that the same group would meet again later in the year. The meeting summary will be shared with the SASG.

Alice Sherring, Envirolssues, added that many agencies talked about the importance of closing the loop with stakeholders and shared specific strategies to do so.

- Mark asked for clarification on "closing the loop."
  - Mike P. said that it was about letting people know how their feedback and opinions were used.
  - Alice also said that showing appreciation and gratitude for their time and involvement is equally important.

Cassie noted the importance of collaboration among the agencies because a lot of the representatives for various communities are constantly being asked to weigh in on different projects. These conversations could be consolidated. She said that this ties in closely with keeping the Equity Lens in mind, not only when thinking about the DEI focus group and community engagement but applying an Equity Lens to all aspects of the study.

## CONSTRUCTABILITY AND ESTIMATING

Steve said that they are starting to think about cost and estimating early because there are so many variables to consider. He said that the estimates and impact of a temporary diversion bridge are significant, so it's important to start getting estimating methodology and assumptions feedback now. Steve and the working group are expanding upon the information in the EQRB Feasibility Study. A major portion of the conversation is estimating the temporary work structures and how they will impact the NEPA studies. There is a broad team working on getting an estimate ready in August.

Constructability impacts are embedded into the estimates. How one builds a bridge is a key driver for the construction estimating process. This requires the group to think about the staging areas, or the space necessary for contractors to store materials, and how the construction crews will access the



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bridge. From this, subsequent construction impacts on the surrounding areas will be assessed - including traffic, physical structures such as the Eastbank Esplanade, and within the river. The impacts of each bridge type might help drive the preferred alternatives decision.

This work is happening as part of alternatives refining process through September, 2019. The information can always be updated after the Design Refinement phase is complete. Steve asked for questions or feedback about things that the working groups might need to consider.

- Mike Morrow, FHWA, said that since this is a major project per FHWA's definition, FHWA will need to review the plan.
  - Steve agreed and asked if FHWA would accept an independent Cost Risk Analysis team as satisfying FHWA's CER requirement, but that Oregon FHWA would need to inquire further about this.
  - Mike M. said that it's helpful, but it may not satisfy it. There are also requirements for a Project Management Plan (PMP) and a Financial Plan. Steve said that there will be more opportunities to talk about these details in the future.
- Mark asked if the interim bridge will be priced out.
  - Steve said yes, every alternative will be considered both with and without a diversion bridge; so there will be a total of eight Design Options to compare.
  - Mike P. clarified that they will only be estimating one width for the diversion bridge though, and a decision for the appropriate width must be made soon.
- Greg asked if they will be considering indirect costs.
  - Steve said that indirect costs will be looked at more closely as part of the NEPA alternatives selection process and in some of the technical reports, but the constructability and estimating group will consider only direct costs and immediate mitigation costs.
- Dan Bower, Portland Streetcar, asked if the group is thinking about how the Rose Quarter Improvement Project will affect cost.
  - Steve said yes, they will be looking at the difference in cost according to whether the RQ construction is happening at the same time or not. They will be thinking about many influencing factors including detours and staging, material availability, and DBE pool shortages.

### CONSTRUCTION APPROACH: TEMPORARY DIVERSION BRIDGE

Steve said that there needs to be conversations and a decision about what the temporary diversion bridge width should be. He said that the CTF will be making a recommendation on this in June.

Megan and Heather noted that there is a distinction between detour and diversion. Detours will be used in the case that the bridge is closed completely, without a temporary bridge, in which case traffic will need to be detoured to surrounding bridges. The word diversion will be used specifically for a temporary bridge that will divert traffic in the same general area as the Burnside Bridge.

Steve told the group that the immediate decision needed regarding a diversion bridge is whether it will consist of one or two units (meaning, a decision on the width). He showed the group a picture of a comparable temporary lift bridge in Massachusetts with comparable dimensions to Burnside. The design life of this example is 15 years which should be more than enough time to cover the construction of the permanent bridge.

The segments come prefabricated in approximately 30-foot spans with the option to have approximately five-foot cantilevered sidewalk on each side. Each segment is estimated to cost between \$50-\$80 million. This price includes the cost for staging and construction. It will be up to the Project to decide if they would like to have one segment with one lane of traffic in either direction, or two segments with two lanes of traffic in each direction. Alternative widths are being requested by the bridge contractor that supplies the bridges.

- Cassie asked if the segments and cantilevered sidewalks can be wider than 30 feet and 5 feet.
  - Steve said that it might be possible, but since the segments are pre-fabricated, it would likely constitute custom work and be much more expensive. He will follow up with the manufacturers about it.

Steve drew the group's attention to a presentation slide showing the difference in placement for one segment versus two. On the graphic, the blue overlay represents one span, and the green represents two. The purple shows the contractor's temporary work and access bridge(s) that would likely be necessary to build the diversion bridge and/or the permanent bridge.

- Mark asked if the work bridges would be necessary regardless of a diversion bridge.
  - Steve said yes. Every alternative will require work bridges in some form. The Constructability team is tasked with developing the reasonable differences for these between the retrofit and replacement alternatives. He said that it's still unclear if a retrofit would even require a diversion bridge. Steve thinks it most likely does, but the team is still looking into it.
- Emily Miletich, MultCo, asked if there would be different work bridge configurations for the different alternatives.
  - Steve said that it was likely, but they weren't sure yet. The work bridges for the Couch St couplet would certainly be different, though. Steve also said that a new pier would likely be required from the east side given that the freeway makes access from existing structures a near impossibility. Another option could be getting access from the west

side, but that would then require lift spans on the temporary work bridges as well. Alternatively, large barges could be used. All of these options are being developed.

- Heather asked about the impacts to the Eastbank Esplanade.
  - Steve said that it would likely need to be closed for as much as 3-4 years, but this duration is still be assessed. Ian reminded the group that the Esplanade is modular so it can be uninstalled and reinstalled fairly easily.
- Greg asked if half of the bridge in the east or westbound direction could come down at a time to keep part of it operational.
  - Steve said yes, but only in the approach spans where there are multiple girder lines. It probably could not over the river because the movable spans are single leaves and the trusses only have only two girders. They cannot be bisected. Ian also said that the east side of the bridge only has two girders over the freeway and railroad spans, so it would take a lot of effort to support one side while taking the other side down. For the new bridge, though, it could be possible to build it one half at a time.

Steve brought the group back to the discussion of a one or two segment diversion bridge. With a single segment, you could keep half of the current bridge operational during the construction of the temporary bridge because the approaches would only take up half of the width of the existing approaches. However, a temporary bridge with two segments would require shutting down the existing bridge because the approaches for the temporary bridge would not leave enough room for traffic to continue flowing over the existing bridge. In this case, traffic would need to be detoured for up to a year and a half before the temporary bridge is operational. This is a big tradeoff, not only for traffic, but for surrounding businesses, river navigation, natural resources, and emergency services.

Ian asked the group to think about what the appropriate level of detail is to political leaders regarding this conversation.

- Mike P. also said that the County is working to have conversations with impacted property owners early so that they don't hear about it in the news for the first time.
- Greg said that it would be useful to look at the messaging around the closures to the Hawthorne bridge and what convinced them not to use diversions in that case.
- Liz asked if the temporary bridges were weight limited.
  - Steve said not to where it would impact the flow of current traffic.
- Dan noted the importance of understanding what detours would mean for surrounding bridges and if they will be disproportionately impacted if Burnside is completely closed. He also said that it would be useful to know what the time and cost savings for the overall project would be without a temporary bridge.



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- Mark suggested framing the communications starting with no temporary bridge and talking about the tradeoffs for the different options increasing by cost. Turn it into a matrix and focus on cost, time, and transit circulation.
- Alice and Liz both agreed that the messaging should center around the mitigations and what the specific needs are that they are addressing.
- Heather brought up the impacts to the river comparing a single versus double segment temporary bridge.
  - Steve said that it was a tough question. Looking at the I-205 project, we could likely expect around 700 piles just for the work bridges. A single segment might reduce the number of piles by a few hundred, but it's hard to know with certainty until they get more details.
- Mike P. mentioned that the representatives for Old Town and surrounding affected areas have not expressed a clear desire for a temporary bridge. There seems to be more support for other mitigations that could help businesses survive a complete bridge closure and shorten the overall construction time.
  - Malu said that communicating public opinions like these would be a big consideration for her representative. They will be looking carefully at public sentiment. She also said that if it seems to be clear direction regarding the segments or the temporary bridge overall, to lay out the facts and not overcomplicate things.
- Mike P. also said that the information from the traffic study would be very helpful.
  - Steve said that the data won't be ready in time to make the decision between a one or two segments, but it will be available in July when it comes time to think about whether there will be a temporary bridge or not.
- Heather said that the data will be important for the technical reports that will be a part of the EIS.
  - Mike P. asked if there is a situation where there is not support for a diversion bridge, would it still be part of the NEPA process to prove that it isn't a great option.
    - Heather thought that it would likely go through the formal EIS process.
- Mark pointed out the draw of using the money you'd save from not doing a temporary bridge and applying that to a second earthquake ready bridge.

Steve moved on to another slide that showed an aerial view of the river at Burnside Bridge and pointed out that it is located at the apex of a significant curve. This means that the height and width of the bridge really matters for river navigation. Depending on the number of work bridges and the width of the temporary bridge, it could start to create a "tunnel effect" on a curve which is not great for river



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traffic. This would likely mean having mandatory tug assist to help ships navigate this section. This would be paid for by the project as part of mitigation.

- Greg asked how long the County has had more than one bridge shut down. It will be important to consider how long you can commit to only having one bridge closed.
  - Mike P. said that they have had 6 lanes closed across two bridges for a few months.

### UPCOMING MEETINGS AND CLOSING REMARKS

Megan told the group that they would be introducing the conversation of a single versus double segment temporary diversion bridge to the CTF at their June 3<sup>rd</sup> meeting. A matrix of pros and cons would come back to the SASG June 11<sup>th</sup> to vet before going to the Policy Group on June 21<sup>st</sup>.

Megan asked the group to reach out to the project team if they have any briefing needs for their representatives. She said that they are happy to provide materials or attend briefings.

After June, the next big push will be a public outreach effort to be able to come back in October with evaluation criteria and refined alternatives.

### ADJOURN

Heather let the group know that they would be getting an invitation for the June meeting shortly. She thanked the group for their time and adjourned the meeting.

### SUMMARY OF ALL ACTION ITEMS:

- **Action 1:** Share DEI focus group meeting summary with SASG.
- **Action 2:** Steve to follow up with temporary bridge segment manufacturers about the possibility of getting wider segments.
- **Action 3:** Agencies to let the project team know if they need any support for individual or group briefings.



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## Diversity, Equity and Inclusion Working Group

<b>Project:</b>	Earthquake Ready Burnside Bridge
<b>Subject:</b>	Diversity, Equity and Inclusion Working Group Meeting
<b>Date:</b>	Thursday, April 25, 2019
<b>Time:</b>	Meeting 1:00 p.m. to 3:00 p.m.
<b>Location:</b>	HDR Offices – 1025 SW 6 <sup>th</sup> Ave., Suite 1800, Portland; 18 <sup>th</sup> Flr Willamette Rm

### ATTENDEES

Liz Smith Currie, MultCo  
 Jamie Waltz, MultCo  
 Kate McQuillan, MultCo  
 Joanna Valencia, MultCo  
 Diego Basabe, MultCo  
 Millicent Williams, City of Portland  
 Teresa Boyle, City of Portland  
 Max Bernstein, ODOT  
 Kelly Ball, ODOT

John Gardner, TriMet  
 Andrew Plambeck, Portland Streetcar  
 Megan Neill, Multnomah County  
 Mike Pullen, Multnomah County  
 Heather Catron, HDR  
 Cassie Davis, HDR  
 Lauren Wilbur, HDR  
 Andre Baugh, Group AGB  
 Alice Sherring, EnviroIssues

### APOLOGIES

Benjamin Duncan, MultCo  
 Daniel Garcia, MultCo  
 Corrine Montana, City of Portland  
 Taylor Campi, City of Portland  
 Clifford Higgins, Metro  
 Steve Nakana, Port of Portland  
 Ian Cannon, Multnomah County

### OBJECTIVES

- Share information to build a common understanding of the project and work done to date
- Share diversity, equity and inclusion best practices in applying an equity lens and integrating equity considerations throughout projects
- Explore lessons learned amongst agencies to help ensure continual improvement and support collaboration



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## AGENDA

Time	Session	Lead
1:00 p.m.	Welcome and Introductions <ul style="list-style-type: none"> <li>• Roundtable Introductions</li> </ul>	Alice Sherring
1:10 p.m.	Project Overview <ul style="list-style-type: none"> <li>• Background</li> <li>• Work done so far</li> <li>• What we've heard</li> </ul>	Megan Neill/ Mike Pullen
1:30 p.m.	Best Practices and Lessons Learned <ul style="list-style-type: none"> <li>• People, topics and barriers</li> <li>• Using and equity lens</li> <li>• Integrated and holistic approaches</li> <li>• Measuring effectiveness</li> </ul>	Alice Sherring/ Group Discussion
2:45 p.m.	Next Steps and Closing Remarks <ul style="list-style-type: none"> <li>• Development of the DEI Plan</li> <li>• Future meetings</li> </ul>	Alice Sherring



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## WELCOME AND INTRODUCTIONS

- Developed workshop as a result of feedback from SASG
- Discussions at this workshop will help inform a project DEI plan
- Workshop goals listed on page one

## PROJECT OVERVIEW

- County published Multnomah County Capital Improvement Plan in 2016 and the Earthquake Ready Burnside Bridge Feasibility Study was completed in November 2018
- Purpose and Need statement was drafted and distributed for comments in 2018
- Why Burnside? Burnside Street was identified as a regional lifeline route for multiple reasons, including that it extends from Washington County to Gresham and that it has very few seismically vulnerable structures compared to other east-west routes

## PROJECT TIMELINE: (SLIDE 6)

- Feasibility Study Process reduced options from 100+ to the 4 alternatives to advance to the EIS
- Preferred alternative: Summer 2020 / DEIS: Nov 2020 / Final EIS: Nov 2021
- 3 year design phase / 5 year construction phase (through 2028)
- Construction funding has not yet been identified
- The project is subject to federal decision – Executive Order 13807 states that EISs need to be completed within two years.

## FOUR BUILD ALTERNATIVES (SLIDE 7)

- Alternative 1: Enhanced Seismic Retrofit
- Alternative 2: Replacement: Fixed Bridge
- Alternative 3: Replacement: Movable Bridge
- Alternative 4: Replacement: Movable Bridge w/ NE Couch Connection
- Note: No-build alternative will also be considered
- Should be narrowed down to one option by Summer 2020
- *Comment (John G): Can the Couch Connection be a part of any other alternative?*
  - *Megan N: Potentially – may be able to mix and match*

## DECISION MAKING STRUCTURE (SLIDE 8)

- See graphic on slide 8 for breakdown of decision making structure

## EARLY ENGAGEMENT AND ASSESSMENT

- CTF recruitment shifted to engage more diverse organizations. 22 EJ related orgs were contacted (slide 14) and there were 37 applicants.
- Unfortunately, a lot of organizations just didn't have the capacity to join on a regular night-meeting basis, but still willing to engage along the way.



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### DEMOGRAPHICS ASSESSMENT (WITHIN A MILE OF THE BRIDGE):

- Roughly 81% white, 6% Hispanic & Asian, 5% African American
- 15% speak a language other than English
- 80% populations between 18 and 64
- 60% Bachelor's degree or higher

### WHAT WE HEARD (SLIDE 11):

- Through conducting interviews with various stakeholders and organizations, the following best known methods for future outreach were established
  - Work collaboratively with culturally competent community liaisons
  - Contract with/pay liaison
  - Provide food/childcare and incentivize participation
  - Early and consistent communication is crucial
  - Interest in minority contracting opportunities and incentivized workforce development/training
  - Environmental Study Topics of most interest: transportation, displacements and relocations, environmental justice and equity, public services, neighborhoods and social environment, health impact assessment

### OUTREACH APPROACH (SLIDE 13)

- There are different best known methods of engagement based on people who have high levels of engagement, middle levels of engagement and lowest levels of engagement. See graphic for more details.

### OUTREACH GOALS OVERALL

- Build awareness
- Ensure transparency
- Be inclusive
- Enable collaboration
- *Comment (Teresa B): the process that the county has laid out has clearly demonstrated these values. This was an absolutely logical next step and inclusion piece. I'm really delighted to see it all start and it is going to greatly inform our next steps.*

### BEST PRACTICES AND LESSONS LEARNED: ROUND TABLE DISCUSSION

County Equity Lens: [5 Ps \(Purpose, People, Place, Process & Power\)](#)

Round Table Topic: Barriers you've come across, and how you've overcome them

1. Lack of Time

- Teresa: People are busy. Evening meetings don't suit lifestyles, and attract certain cohort of people. Tool I've seen used = online engagement, as a way to meet people where they are. May not work for everyone, but wider reach than nighttime meetings.
- Diego: Maybe doing online polls/comment periods, teleconferencing, etc. Not everyone can get to every meeting.
- Millicent: There are 100s of activities happening every week. Potentially looping into already existing events – go where people are – is a better method. Because they're in a place that they're comfortable with, with people they identify with, they'll be more receptive and receive more honest feedback. Will require more work from the project team, but instead of creating things we should latch on to already existing institutional community based opportunities.
- Joanna: Get creative about getting to where people are at. People gather around food. Maybe we have a community building event with food and gathering. Think out of the box. Maybe go into the soup kitchen, or serve homeless community meal service.

## 2. Jargon

- Teresa: Terminology/Jargon we use. Words may be clear to us, but aren't clear to anyone else who doesn't do this daily
  - Heather: when we try to translate, sometimes it gets even harder.
  - Diego: agree, plus translation into other languages gets really complicated when English hasn't even been nailed down.

## 3. Blanket Communication vs Targeted Messages

- Diego: We have an Emergency Communication Response that OHS did for H1N1, and through the study they found that depending on the audience/cultural group, method matters. Hispanic = radio, Muslim = churches, etc. General messaging misses the point.
- Cassie: Barrier – treating all groups the same. But not everyone is the same. Need to stop making the assumption that everyone will assimilate to us. We need to assimilate to various community groups to bring down this barrier so that they can enter into this process.

## 4. Personal Relevance

- Andrew: Lack of personal relevance. Doesn't affect them, so why bother? When you go to where the people are and frame things based on audience, that helps.
- Joanna: Need to answer the question, "why should I care?" Need to be clear in messaging through phases so that the community can understand/care. Ask the right questions, show how it relates to them.

## 5. Unique Audiences

- Diego: Having all the groups come together is great, but not always real life. All groups are different – don't always mesh well. Removes competition between groups to be heard.
- Millicent: When we say people of color, we need to recognize that that's not monolithic. There are a ton of subgroups – need to recognize that there are differences that run

further than the ‘basic’ diverse groups. Ex: Asian, but there are a ton of subgroups under that. Ask for help with conversations – utilize stakeholders and their networks. Don’t be afraid to ask for help.

- Teresa: our very sincere project managers, maybe don’t have any gravitas. An approach/style matters to people, in terms of cultural respect.
- Millicent: Need to partner with someone who reflects/identifies with the community that they trust. Have the presenters reflect the community/audience when able in order to build trust. People who you partner with need to believe in the project, too.
- Andre: Agencies tend to think if we get this group, we represent the community. But keep in mind, there are a variety of voices within each community. Need to examine the big picture and get a broader perspective. Don’t just check the box. Sometimes this makes people feel disenfranchised. Not getting collective view, even if the team may think they are. Look for ‘untraditional’ voices.
- Joanna: trust in the government could also be an issue at this time. Utilize other departments and stakeholders who establish trust.

## 6. Agency Burnout

- Millicent: Engage with people who can help you connect with your audience. Don’t fail to include, don’t fail to ask. Yes, no one has time. But we will make the time. It’s important.
  - i. Diego: Agree – need people to be a bridge between community groups, even within ‘subsections’
- Andre: There aren’t a lot of People of Color in Portland. Agencies need to recognize that people wear multiple hats. Many people will be on many committees. Not necessarily because they want to, but because if they don’t show up – who will represent their group?
- John: Consistency. We’re going to be asking the same groups all the time. How do we engage in a better way across multiple projects? We don’t want to exhaust people/groups
  - Alice: recognize the breadth of projects going on right now. How do we maximize participation in an efficient and effective way? And not ask too much?
- Kate: If there are groups that can’t participate, how else can we support them? EX: upcoming event, purchase a table at a fundraising event or something like that.

## 7. Connecting to Stakeholders

- Mike: Social service agencies never get invited to talk about transportation issues. They don’t want to be in the meetings with traffic engineers, but they want to be engaged where they are with other social services. They’re not fatigued – they WANT engagement.
- Q: Are there groups in the EQRB zone that fit this category of wanting to be engaged more?
  - Kate: Note: a lot of the people you’re referring to, wouldn’t have access to internet/media. Maybe library meetings?
  - Kelly B: Low-income community – don’t want them to be forgotten

- John G: Who travels up and down daily? Bus stops? Who is getting on and who is getting off? Survey people as they wait for Trimet – they have time to talk. “Everyone has an opinion if they have time to give it to you”
  - Teresa: For Division Transit, as the project was starting to form, that was something we utilized and the info was much more robust/reflective of the people who would use the project area.
- John: we are looking at who lives/stays there, but make sure you’re observing who spends time there. Ex: church, work, activities.

### 8. Connection Strategy

- Cassie: Make events less about the project, more about the community. Then inform people about the project as a secondary purpose.
- Diego: Be aware of ‘hidden agendas’ – we are there to learn about where they are coming from and what they’re concerned about. Know/learn what other communities care about and where their priorities lie.
  - Millicent: Context and correct translation/words matter.
- Andrew P: From an equity lens, who benefits/who is burdened. When the earthquake happens, who is benefitted from the bridge being fixed? Who isn’t?

## POST-IT/FLIPCHART THOUGHTS FROM BARRIER & SOLUTION EXERCISE

### POST-ITS

- Time: Online Opportunities
- Terminology & Word Choice + Translation + Understanding
- Communication Channel Barriers: Diverse audiences require diverse channels
- Transportation Barrier: Teleconference
- Language Barrier: Literacy Level & Translation/Interpretation
- Go to where people are (churches), enter in from a trusted source
- Treating all groups the same: Assimilate to cultural group
- Best practices: Reporting, tracking, capturing
- Accessible Meetings: Have near transit
- Evening Committee Meetings: Provide meal
- Lack of access to internet/TV/media: Partner w/ spaces and organizations where people seek info, like libraries/social service organizations
- Meetings and materials should be developed for specific audiences reflecting their interests
- Organizations unable to use resources to participate: Intentionally seek and understand work already done (PAALF Peoples Plan, recent Portland planning efforts, State of Black Oregon, etc.)
- Time: manage time expectations
- Consistency: Go and/or engage more than once
- Participate in existing events/festivals/convening’s
- Work to leverage government partners for events and outreach
- Technical wording: Translation
- Why should I care – messages through phases



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- Finding community champions
- Getting to where they are
- Lack of personal relevance – “I don’t use it”
- Title 6 Plan: Read, understand, implement
- Who are we impacting – data collection
- Trust & government

### FLIPCHART SHEETS

- Don’t fail to ask!
- People wear multiple hats, representing groups in earnest
- Some have capacity, some don’t – be cognizant of time and key meetings to participate in
- Be consistent
- Opportunities for alignment
- Central library
- Low income community
- Who is travelling, getting off and on (buses/transit surveys)
- Data, who! Sources
- Why should I care?
- Users & neighbors – not just the loudest voices that are organized. Think about weight of who is saying what
- Who/what groups are you a member of
- Two way conversation that’s responsive to what different audiences care about
- Context
- Who benefits, who is burdened?
- Equity as the umbrella: Use the 5 P’s tool consistently to have conversations, to build trust, and to evaluate the impact of the input and validate what was heard
- Be flexible
- Bring groups together in a way that summarizes the CTF process
- Share information in a meaningful, digestible way
- Give power to the people by sharing their feedback with them. Close the loop. What you heard/how it’s being addressed
- Understand advantages and disadvantages and create an even playing field
- Competent community liaisons
- Pay community liaisons as an extension to the team
- Provide food, childcare, stipends
- Meet people where they are, around the issues (food/community building)
- Going to where people are and enter into community through trusted community sources
- Different audiences have different communication styles/preferences
- People of color is not a monolithic term. Our approach cannot assume one method works for all
- Acknowledge who and which groups you aren’t reaching and work with representatives to ask and seek help
- Partnership with someone who reflects and identifies with the community you are trying to reach



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- Be aware of the intrinsic lack of trust from some audiences and be willing to acknowledge your role and how best to navigate in this environment
- Broad perspectives from representatives within audiences. One representative can't speak for all

### EQUITY LENSES

**Question: A conversation we've been grappling with is this desire to have equity embedded in every conversation, but also a desire to have dedicated conversations with groups about this**

- Cassie: How do we engage this on a more 1:1 basis, but also how do we apply this to the project as a whole?
- Mike : Always saw it as an obligation of public engagement and EJ analysis, but what about all the other studies we are going to do? For example, the traffic study.
- Joanna: Equity is more of an umbrella than something we infuse. Make a conscious decision to make equity a clear and important policy in our plans. Using the 5 P's tool in conversations helps, as well as in project evaluation. Intent/impact thinking is important.

**Question: What are some of the ways people have reflected and done this analysis? How do you look back at what you've done and determine what was effective?**

- Mike: Keep a record of what the impact of the input was. "we did this because the public requested it"
- Kelly: Also keep in mind that we have to explain why things weren't done that the public has asked for. Consideration can take you a long way.
- Diego: Validating what you've heard and creating materials that echo that. Coming from a place of respect makes a big difference. Also making sure that it's a listening session on our part – not just hitting the objectives, but listening. Easy to lose sight of with big projects. Helps build trust.
- Diego: How do we make it easy for people to join the conversation? Be flexible in how meetings are conducted and when. There is no one approach.
- Mike: No going away from the 22 CTF meetings. Maybe what's missing are check in points in between CTF meetings and Open Houses. Lunch and learns by the bridge? Not for the person who needs to be at the 22 meetings, but maybe wants to go to 3-4 meetings.
  - Diego: How do we give them the same info in a digestible way?
- Andre: Giving power to the people that are going to make comments. Give them feedback and actually respond to comments. Doesn't have to be on a one by one basis, could be group answers, but keep the communication going both ways. A ton of comments is great, but what do we do with them? Close the communication gap and respond. Make them feel heard and understood. Otherwise the community will say 'they didn't listen.' Have to tell them how they were heard and how you're utilizing the info.
  - Agencies are counting input, not feedback/communication. 5000 comments vs 0 conversations
- Joanna: I struggle with balance and advantages/disadvantages of people who have staffs. How do you be fair, and give people an even playing field?
- Diego: What materials/processes can we develop with this equity lens so that they can get back to us? Can we poll to figure out what matters most to our audience? Then we can open up that



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

BETTER – SAFER – CONNECTED

April 25, 2019

communication channel and be culturally sensitive and encourage people to continue conversations/report back to us later.

### NEXT STEPS AND CLOSING REMARKS

- Request to bring this group together came from agency staff. How can we continue to share information?
  - Megan: Impact to community: comes down to construction impacts. One proposal I wanted to share was bringing this group back together in 9 months as a check-in. Report out on actions we're doing based on today, but also share more detail about specific impacts/mitigation methods/get input on how we should mitigate/communicate.
    - Everyone seemed to agree with this proposal
- Cassie: are there moments coming up that you want to be engaged in?
  - Andre: Ideal to check in in 9 months, but projects are ramping up like crazy. What if the Megan's of the world get together in one room and talk about mitigation for this project, and ALL projects? Going to be hard to travel for years in Portland. Develop a common mitigation strategy – not just one-offs. How do people get anywhere? Coordinate mitigation!
  - John: Opportunity to join or present at C2P2. Make sure transparency/communication is present. How do we leverage each other? We're all busy, but this is important. Has a panel we can join/talk.
    - ACTION: Mike Pullen to follow up on joining this panel
  - Alice: have a way where we can know what's going on – be efficient.
  - ACTION: Mike Pullen checking in with Metro about C2P2 (talk to Max B)
  - Andrew P: More projects will launch in 2020. Be aware of this.
- Diego: What materials/processes can we develop with this equity lens so that they can get back to us? Can we poll to figure out what matters most to our audience? Then we can open up that communication channel and be culturally sensitive and encourage people to continue conversations/report back to us later.