

WESTSIDE MULTIMODAL IMPROVEMENTS STUDY: DRAFT CHARTER

Revision: May 24, 2022

Introduction

The purpose of this Charter is to set forth those undertakings expected of each Westside Multimodal Improvements Study partner,¹ and the decision-making structure, and process that will be used. By signing this Charter the participants agree to work together in good faith toward achieving the purpose and goals, creating the plan, and implementing the strategies created by this process.²

This Charter establishes the Project Management Group (PMG) and Steering Committee:

- The PMG will provide a venue for coordination with study partners. The composition of the PMG will include technical staff (planning, engineering, community development, etc.) from study partners.
- The Steering Committee will be composed of a decision-making representative of each of the partners - agencies that have jurisdiction or ownership of infrastructure or systems that will be considered in the planning process. In addition, ODOT and Metro will appoint several members to represent business and historically underrepresented communities. The Steering Committee will provide guidance throughout the process, make decisions at key milestones, and make a final recommendation to ODOT and Metro.

The signatories to this Charter will use a collaborative approach to develop the Westside Multimodal Improvements Study, as well as to align local, regional, and state policies and investments. This work will benefit from partnerships and collaboration to make the most of simultaneous planning projects to help achieve local, regional, state, and federal goals. Involved jurisdictions and agencies will use the forum created by this Charter to discuss individual work efforts and determine how local, regional, and state actions fit into a cohesive strategy.

¹ The Westside Study Area is shown in Appendix 1.

² This Charter constitutes a project-specific agreement required by the ODOT/MPO/Agreement (ODOT Agreement #; Metro Contract #)

Study Purpose

The purpose of the Westside Multimodal Improvements Study process is to collaboratively identify the transportation issues in the Westside Corridor and to identify multimodal investments that can address them in order to support the regional economy and accommodate future growth in a socially and environmentally sustainable way.

The Westside Multimodal Improvements Study will establish goals to guide the Study, considering the following values:

- Develop a set of fair and equitable outcomes.
- Improve access to regionally significant employment, educational, and commercial centers, including Regional Centers and Town Centers.
- Improve mobility throughout the Westside Corridor for people traveling to work and daily activities, as well as commercial traffic.
- Improve connections for freight, including generators and distribution.
- Support projected household and economic growth in the corridor.
- Support regional and statewide climate goals.
- Support adopted land use plans and goals for the region.

Study Organization and Decision-Making

The Westside Multimodal Improvements Study is co-led by ODOT and Metro and includes a Project Management Group (PMG) and a Steering Committee.

The PMG will include agency management and technical staff and will meet approximately monthly to guide the implementation of the work plan. The PMG members will review technical products and provide comments and support outreach activities. PMG members will inform their Steering Committee representatives about the Study progress and share Steering Committee representatives' questions and input, as well as public and additional stakeholder input, with the PMG.

A subset of the PMG and additional guests will attend a technical workshop held to develop alternatives made of combinations of projects. These alternatives will be assessed for their potential to help achieve the Study goals and, based on the analysis and public feedback, the PMG may make recommendations for projects to be included in the Implementation Plan.

The Steering Committee will make decisions on Study milestones and make a final recommendation to ODOT and Metro.

The Study will include a public engagement process that seeks input from community members and business representatives on priorities for investment in an equitable way.

ODOT, Metro, and partner agencies are responsible for taking action on the Implementation Plan or projects.

The text and figure below describe the decision process and expected relationships among the project partners.

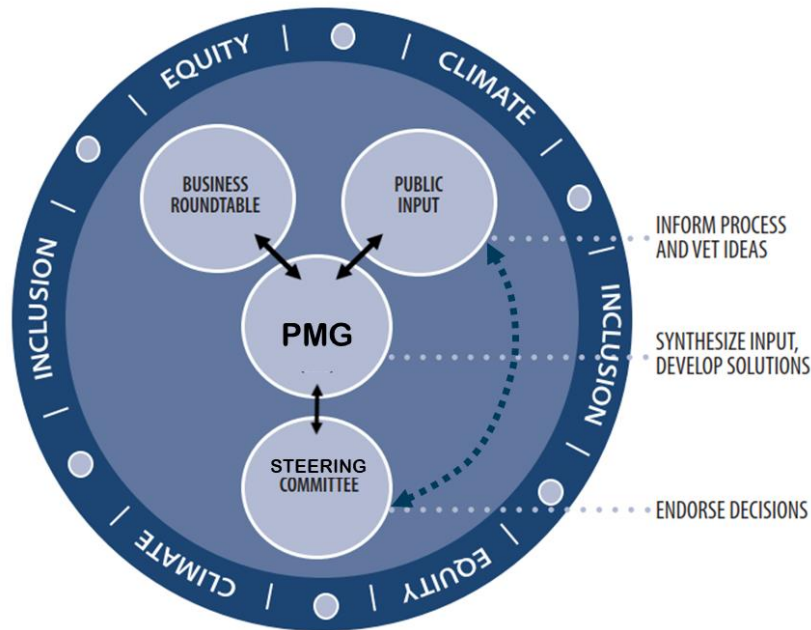


Figure 1. Decision-making process, including which bodies decide on components of the Study.

Study Products

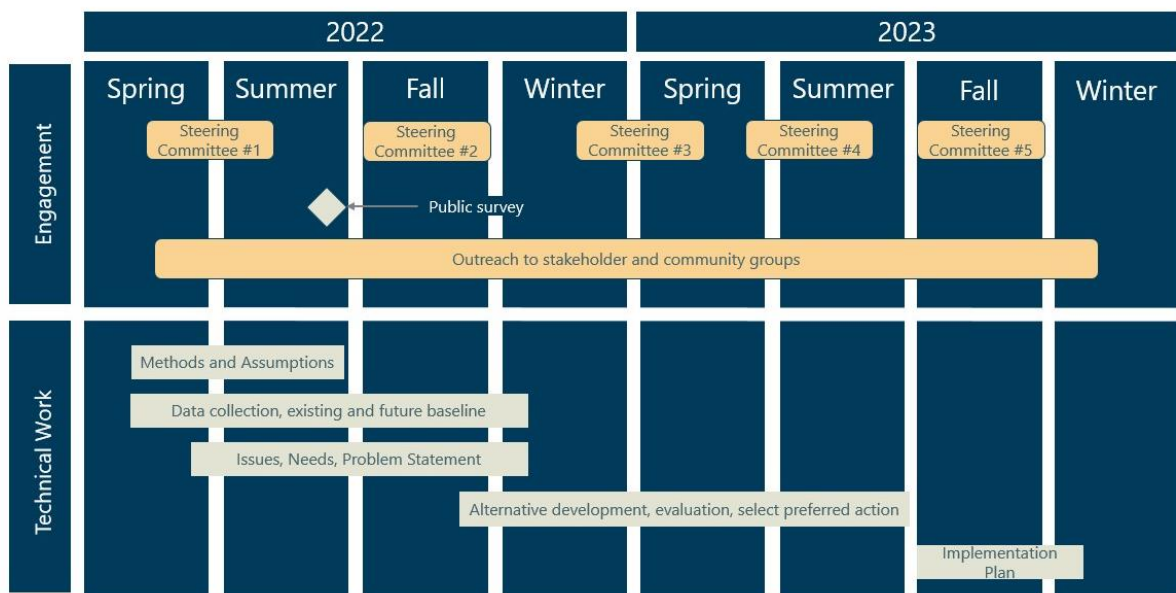
The Westside Multimodal Improvements Study process is intended to result in the following products, which may be refined due to the iterative nature of the Study and the interconnectedness of the products. The Steering Committee may identify additional or complementary plans or planning processes through the course of the Study.

- Methods and Assumptions Report;
- Communications and Engagement Plan;
- Project Area Regional Economic Profile;
- Issues, Needs, and Problem Statement Technical Memorandum;
- Metrics and Measures Technical Memorandum;
- Alternatives Evaluation Report;
- Westside Multimodal Improvements Study Implementation Plan.

The Westside Multimodal Improvements Study will highlight the Study process, outreach, key milestone decisions, and Study findings. The report will document:

- The transportation problems identified in the corridor and recommended solutions to move forward, as well as identifying future lead agencies.
- An implementation plan that considers the different elements of a preferred alternative as independent projects that could provide value as stand-alone efforts. The Implementation Plan will outline possible project descriptions, ownership, cost range, benefits, issues, and dependent projects.
- A summary of communications and engagement activities and the key issues that stakeholders identified.

Timeline and Key Milestones



PMG Charge

The Westside Multimodal Improvements Study PMG is charged with working toward the successful creation of the Implementation Plan.

The PMG provides guidance to the project team and advises the Steering Committee on Study milestones. Members will also support their Steering Committee members in recommending action on the Westside Multimodal Improvements Study to the adopting bodies. Each jurisdiction will appoint an individual to attend the PMG meetings.

Roles and Responsibilities

PMG members are specifically tasked with the following responsibilities:

- Provide technical and planning guidance throughout process.

- Provide recommendations to the project team and the Steering Committee at key milestones.
- Serve as liaisons to the partner agencies. Represent the interests and perspectives of their agencies and ensure those agencies are kept informed of study issues and development.
- Work with the project team to develop evaluation criteria.
- Provide input on alternatives evaluation and selection of a preferred alternative.
- Provide study information and communicate with agency leadership.
- Attend all meetings; no proxies if a member cannot attend a meeting. Notes may be sent ahead of a meeting if a member cannot attend; these notes will be shared at the meeting. Members may designate an alternate at the onset of the study who may attend and participate in deliberations in place of the member.
- Actively participate by contributing to meetings and reviewing materials before meetings.
- Establish and abide by Operating Protocols.
- Strive to provide recommendations by consensus when possible. Consensus is defined as the point where members agree on the most viable option for the group as a whole, even if it is not each member's personal favorite. If consensus cannot be reached, all opinions will be part of the meeting record.

Meetings

The Group is anticipated to meet monthly, or as needed, from January 2022 through the duration of the Study.

- Meetings will be scheduled and organized by ODOT and/or Metro.
- Meetings will begin and end on time. If agenda items cannot be completed on time, the co-leads will decide if the meeting should be extended or if an additional meeting should be scheduled.
- Meeting summaries will be prepared and distributed following the meetings.
- Comments on non-agenda items should be provided in writing.

PMG Operating Protocols

As a group, we agree to approach this work with honesty, openness, and willingness to work together. This includes building trust, assuming good intentions in others, and ensuring that our behavior supports a successful process. We will work with each other and staff to address issues as they arise, utilize tools to ensure clear communication and robust participation, and meet the

communication needs of members. This set of operating protocols will help guide our process and will be a living document that we can revisit as needed (with the agreement of a majority of the group).

As we fulfill our charge, we will:

- Keep the needs and concerns of the local community and the larger region at the forefront of the work.
- Keep focus on the objectives of the meetings; note additional topics for discussion.
- In discussions, challenge ideas rather than individuals.
- Approach different opinions with curiosity and seek to understand.
- Keep multi-tasking to a minimum.
- Speak from our own experience, while elevating the voices that are not present or have been historically excluded.
- Be mindful of our participation – ensure a balance speaking time by allowing others to speak once before we speak twice.
- Be respectful of each other.
- As much as possible, share materials in advance.
- Share differences of opinion on ideas - silence is considered consent.
- Help create an atmosphere in which differences can be raised, discussed, and melded into group decisions.

Steering Committee Charge

The Steering Committee makes decisions on Study milestones and recommends action on the Westside Multimodal Improvements Study. This committee will be made up of decision makers appointed from jurisdictions and agencies. The group will also have four appointed members from the community: a member from each of the two Community Based Organizations (CBO) that are conducting outreach and two members of the Study's business roundtable, one representing Washington County business interests and one representing broader regional business interests.

The Westside Multimodal Improvements Study Steering Committee is charged with working toward the successful creation of the Implementation Plan.

Roles and Responsibilities

- The Steering Committee members are specifically tasked with the following responsibilities:
- Seek a consensus-based recommendation that will go to ODOT, Metro, and other owner agencies for action.
- Provide information to and from their respective agencies regarding the process, substance, and implementation of the Study.
- Represent their constituents' perspectives, concerns, and priorities while seeking solutions that are best for the overall region.
- Receive input from, and provide guidance to, the PMG at Study milestones, which may include:
 - Study goals.
 - Conditions and needs / problem statement.
 - A methodology for assessing the effectiveness of strategies in meeting the plan goals and objectives.
 - A range of alternative strategies for testing.
 - Prioritized strategies.
 - Identified commitments to support the strategies.
 - Provide leadership, foster the creation of partnerships, and encourage local actions to implement the recommendations.
- Abide by the agreed upon meeting ground rules.

Meetings

The Committee is anticipated to meet four to six times from March 2022 through the development duration of the study.

- Meetings will be facilitated and open to the public. See below for public comment protocols.
- Meetings will be scheduled and organized by the project team.
- Meetings will begin and end on time. If agenda items cannot be completed on time, the ODOT and Metro committee members will decide if the meeting should be extended or if an additional meeting should be scheduled.
- Meeting summaries will be prepared and distributed following the meetings. All committee opinions will be documented in the summary.
- A recording of the meeting will be posted to the project website.

Steering Committee Protocols

As a group, we agree to approach this work with honesty, openness, and willingness to work together. This includes building trust and assuming good intentions in others and ensuring that our behavior supports a successful process. We will work with each other and staff to address issues as they arise, utilize tools to ensure clear communication and robust participation, and meet the communication needs of members. This set of operating protocols will help guide our process and will be a living document that we can revisit as needed.

Meeting Discussion Protocols

- In discussions, challenge ideas rather than individuals.
- Approach different opinions with curiosity and seek to understand.
- Keep the needs and concerns of the community and the larger region at the forefront of the work.
- Keep focus on the objectives of the meetings; note additional topics for discussion.
- Keep multi-tasking to a minimum.
- Speak from your own experience while elevating the voices that are not present or have been historically excluded.
- Be mindful of your participation and the space you occupy in meetings: step up and step back.
- Be respectful of each other.
- As much as possible, share materials in advance.
- Actively participate by contributing to meetings and reviewing materials before meetings.

- Share differences of opinion on ideas - silence is considered consent.
- Help create an atmosphere in which differences can be raised, discussed, and melded into group decisions. Divergent views and opinions are expected and are to be respected.

Decision-making Protocols

See Figure 1 for a graphical representation of the decision-making process.

- Attend all meetings. Notes may be sent ahead of a meeting if a member cannot attend; these notes will be shared at the meeting. Members may designate an alternate who may attend, participate in deliberations, and vote in place of the member. Alternates must be identified in an official letter prior to the meeting.
- The committee will strive to provide decisions by consensus. Consensus is defined as the point where committee members agree on the most viable option for the group as a whole even if it is not each committee member's personal favorite.
- If consensus cannot be reached, a vote will be requested and 3/4 of members must agree for the vote to be represented as a decision of the committee. If that threshold cannot be reached, the members from ODOT and Metro will consider all comments and make an informed decision in order to keep the project moving forward. Majority and minority opinions will be documented.
- Any element included in the Implementation Plan must have the support of the member(s) that have or will have ownership of that element.
- All opinions will be part of the meeting record.

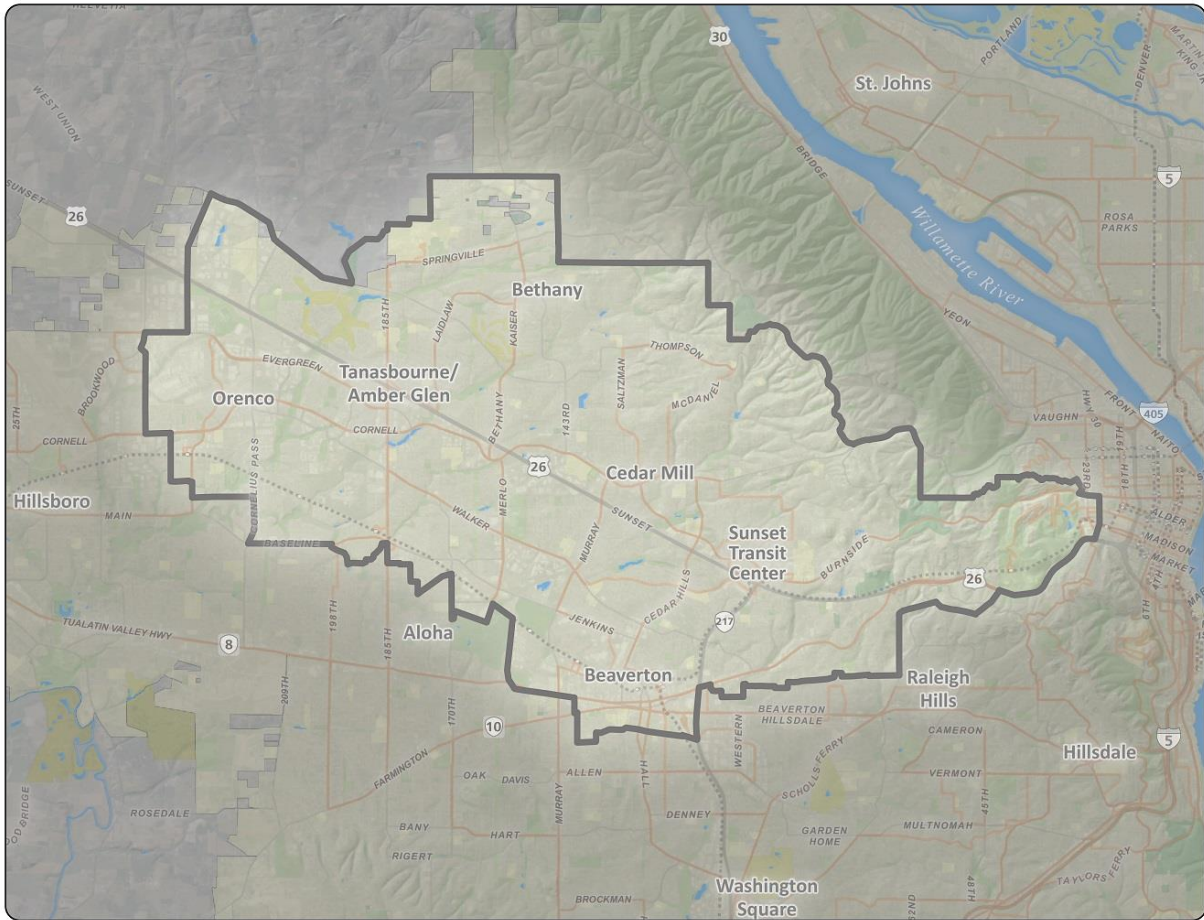
Public Comment Protocols

- All public comments, whether collected verbally or written, will be responded to in the summary.
- Agendas will include an average of 10 minutes for public comments relating to agenda items. The facilitator will manage speaking times based on the number of people who wish to speak. Convening agency members may choose to extend the public comment time at key milestones.
- Committee members and staff should not answer public questions or respond, to allow the public their full time to provide comments.
- Every agenda and virtual meeting will advertise the opportunity for comments to be emailed before or following the meeting.
- Comments on non-agenda items should be provided in writing. Community members are encouraged to provide comments at least three days before meetings to allow members time to review and reflect on comments.

Steering Committee Agreement

ODOT	Date	Metro	Date
City of Beaverton	Date	City of Hillsboro	Date
City of Portland	Date	TriMet	Date
Washington County	Date	Multnomah County	Date
Centro Cultural	Date	APANO	Date
Washington County Chamber	Date	Greater Portland Inc.	Date

Appendix 1: Study Area



Appendix 2: Definitions

Charge	The direction that the group will take, as determined by the convener.
Collaborate	To work together to achieve a common goal or objective. Collaboration is often employed where multiple parties have authority or control over the outcome and may involve a shared project or policy outcome. Parties may share expertise, resources, etc., to accomplish the goal or complete the project.
Convener	Agency responsible for making sure the planning process is completed and implemented. The convener is expected to consult with the other parties to gain efficiencies and avoid conflicts and is responsible for leading a public process.
Co-convener	Two agencies in an agreement to work together to ensure the planning process is completed and implemented.
Coordinate	To develop, plan, program, and schedule projects in consultation with other parties such that conflicts among projects are avoided. Coordinated projects are usually those over which not all parties, other than the convener, have control or authority.
Grant funder	An agency providing grant funding for a project. Responsibilities include contract management.
Grantee	The recipient of a grant for a specific planning project.
IGA	Intergovernmental Agreement
MOU	Memorandum of Understanding
ODOT	Oregon Department of Transportation
Owner	The agency that formally selects and pursues implementation of projects, strategies or policies, and that maintains the final plan or product. There may be multiple owners in a planning process that is completed inter-jurisdictionally.
PMG	Project Management Group
Protocol	The group agreement for how the group will work.
Proxies	A person or email that is providing the group your vote or input.
RTP	Regional Transportation Plan
SC	Steering Committee

Technical support	May include a wide range of services such as data analysis, mapping, policy analysis, and public engagement support and coordination.
TIP	Transportation Investment Plan
TSP	Transportation System Plan
