

July 23
2021

CAP Report
Appendix M //

Facilitation
Needs
Assessment

Task 3.1

ODOT EA:
PE002591000J71

ODOT // I-5 Rose Quarter Improvement Project

Appendix M //

FACILITATION NEEDS ASSESSMENT

July 23, 2021

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Task 3.1

Facilitation Needs Assessment

Contents

1. Independent Cover Assessment (ICA) Overview.....	2
2. ICA Facilitation Needs Assessment Purpose, Process, And Next Steps	3
3. Table Of Contents	5
4. Current Process.....	5
5. Major Remaining Topics For ESC Consideration	9
6. Public Involvement And Community Workshops	12

1. Independent Cover Assessment (ICA) Overview

Introduction: The Oregon Transportation Commission (OTC) directed the Oregon Department of Transportation (ODOT) to work with its regional partners to hire an outside team to independently assess the highway cover component of the project. ZGF Architects LLP (ZGF) was awarded the contract for the Independent Cover Assessment (ICA) work after its selection by a panel consisting of the Albina Vision Trust, Metro, Multnomah County, Portland Public Schools, City of Portland, and ODOT. The three main questions to be answered are:

- 1) Based on the goals and objectives for the project expressed by community leaders in the Project Area, what opportunities do the highway covers offer for community development on the covers and areas immediately adjacent to them within the footprint/area of potential impact as defined in the environmental assessment (EA)?
- 2) What modifications to the current design and configuration are needed to reflect a broader community vision for development of the Project Area? Consultant's review of highway cover options must address the addition of buildings on all or certain portions of the highway covers, and must include potential uses and sizes of those buildings. Specifically, if the EA footprint constraints are lifted and a different vision is developed, what are the structural/engineering, cost, and economic implications, and implementation strategies of that vision?
- 3) What architectural and engineering considerations feasibly promote economic development and growth potential in line with the marketplace for the three development scenarios assessed?

Cover Scenarios Development Process: Based on public feedback received prior to the ICA, and Values and Outcomes established by the ESC, the ICA team will evaluate the EA's Base Case. Based on feedback and input received from participants of Work Session One, and direction provided by the ESC, the ICA team will create and evaluate up to three scenarios for Rose Quarter Improvement Project (RQIP) Highway Covers:

- i. Scenario One will be a concept that serves community needs and priorities with a configuration limited to the NEPA Environmental Assessment Area of Potential Impact (API), potentially including refinements to the existing highway cover design.
- ii. Scenario Two will be a concept that serves community needs and priorities with alterations to the existing highway cover design and configuration that may extend beyond the NEPA Environmental Assessment API.

As part of Work Session Two, these first two concepts will be presented and evaluated in Community Workshops, an Historic Albina Advisory Board (HAAB) meeting, and an ESC meeting. Based on direction received from the ESC at the end of Work Session Two, the team will refine Scenarios One and Two. Additionally, the ESC may direct the ICA team to generate a third scenario:

- iii. Scenario Three would be a concept that serves community needs and priorities as determined by the ESC. This concept may be a hybrid of other concepts considered by the RQIP and ICA teams, programmatic alternatives to Scenarios One and Two, or completely new physical and/or programmatic ideas that may or may not fall within the API.

During Work Session Three, all scenarios will be presented and evaluated in two Community Workshops, a HAAB meeting, and an ESC meeting.

ICA Contract: Please see Appendix A for highlights of the main ICA tasks.

2. ICA Facilitation Needs Assessment Purpose, Process, and Next Steps

Task 3.1 of the ICA contract calls for a Facilitation Needs Assessment to:

- Refine the public involvement elements of the independent highway cover assessment process.
- Propose the integration of the Consultant’s Services with the other I-5 Rose Quarter Improvement Project process elements.
- Assess perspectives, both as to the independent review process and framing of the community vision and values, so they can be effectively used in the evaluation of the Development Scenarios and further refinements of the Development Scenarios authorized during the performance of this Contract.
- Prepare a draft Highway Cover Coordinating Committee (HC3, formerly HCAC) Charter to describe and summarize the roles and responsibilities of the HC3 in the Agency’s independent assessment of the Project highway covers under this Contract (the “HCAC Charter”) for subsequent review and comment by the Agency, HC3, and ESC.
- Prepare a final HC3 Charter, incorporating any needed revisions to the draft HC3 Charter, responding to comments from the Agency, HC3 and ESC, for delivery to the Agency Project Director (APD) and for acceptance by the ESC and the Agency.

The ICA 3.1 process began during the summer of 2020. Questionnaires were sent to the facilitators of the ESC, CAC (now HAAB), and COAC, as well as key Agency Project staff, Agency’s Owner Representatives, current HC3 members (Metro and PPS), and prior members (representing Albina Vision Trust, the City of Portland, and Multnomah County, each of whom declined to participate at that time). The questionnaire was designed to get consensus on how best to organize and convene the ICA process. It primarily asked questions from a process perspective – not from an outcome perspective. The ICA team did not receive input from everyone. An input summary is found in Appendix B.

Appendix C contains a summary of the ICA team’s work under C3.3.3, “Online Work Meetings Assessment.”

Because of scheduling changes, most process recommendations have already been implemented during the September and October ESC meetings. Section 4 summarizes those topics for context.

The remaining topics appear in section 5 for discussion and resolution at the November 23, 2020 ESC meeting. These recommendations were informed by individual interviews of the ESC members and subsequently reviewed by the Highway Cover Coordinating Committee (HC3).

The Historic Albina Advisory Board (HAAB) will be convened in January 2021. The ICA team recognizes the critical role this group plays in the development and recommendations surrounding the highway covers. The ICA team proposes the final draft of this report be presented to the HAAB as soon as possible so its input can be incorporated into the ESC’s report adoption process. The final document is to be deemed final after adoption by the ESC.

Once this report is adopted by the ESC, it will become the basis for Task 3.2: Implementation of the Facilitation Needs Assessment Report. Here are the highlights of Task 3.2:

- Coordinate implementation of the HC3 Charter.
- Attend relevant ESC and HAAB meetings to serve as the Agency’s independent liaison to the third-party review process.

- Develop and implement an independent highway cover evaluation process that must include a comprehensive decision table, along with community-based metrics and criteria that can be used for the whole project.
- Create a plan for public accessibility to the input and evaluation process that will be implemented regarding the project highway covers.
- Provide input on communications between the project team and external project stakeholders and the public.
- Assist the Agency as needed in coordinating and facilitating the Agency's implementation of the Facilitation Needs Assessment Report with the HC3.
- Monitor the independence of the consultant's review process and report to the Agency Project Director (APD) on overall project compliance with the Facilitation Needs Assessment Report.

For more information, please contact:

- Highway cover assessment issues: ZGF - Charles Kelley (503) 267-0183 or Nolan Lienhart (503) 709-8150
- Cover-related public involvement issues: Jeana Woolley (ICA facilitator) jamew2@msn.com

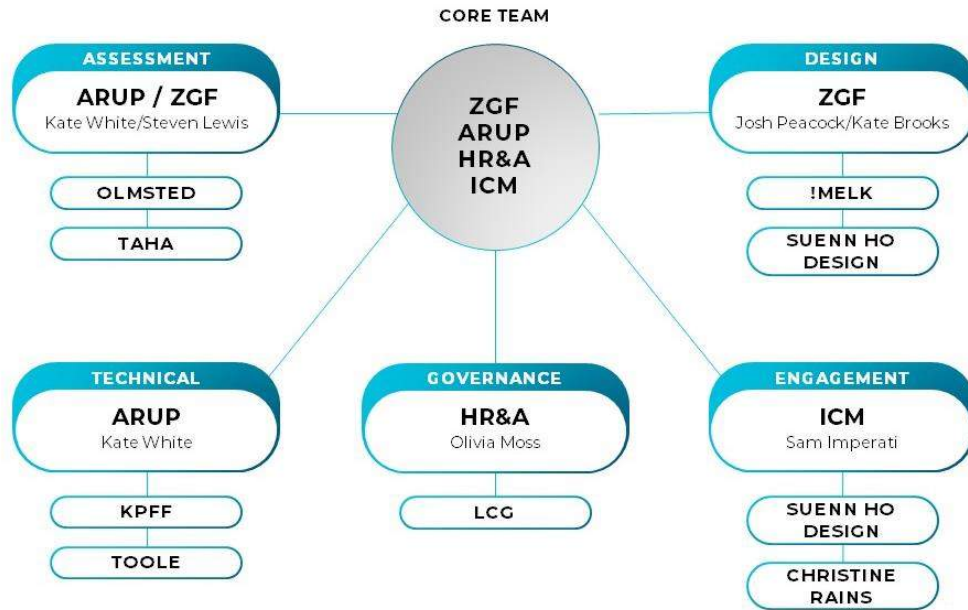
3. Table of Contents

1. Independent Cover Assessment (ICA) Overview	1
2. ICA Facilitation Needs Assessment Purpose, Process, and Next Steps	3
3. Table of Contents	5
4. Current Process	5
A. ICA Team Members	5
B. ICA Organizational Chart	6
C. Process Overview	6
D. Process Details	8
E. Tentative Schedule	8
5. Major Remaining Topics for ESC Consideration	9
A. Definition of Community	9
B. Restorative Justice: Contextual Expectations for Cover Scenarios	9
C. ICA Team Independence	10
D. ICA and HC3 Roles in the ESC Charter	11
E. Additional HC3 Membership	11
6. Public Involvement and Community Workshops	12
A. Introduction	12
B. Purpose and Intent	13
C. Goals	14
D. Supporting the Assessment	14
E. Definitions	14
F. Order of Public Involvement Outreach	14
G. Outreach to Community Members and Organizations	14
H. Recognizing the Challenges	16
I. Addressing the Challenges	16
J. Public Engagement – Work Session Approach	17
K. Community Workshops	19
L. Outreach and Workshop Preparation (Ideal Scenario)	20
M. ICA-ODOT Allocation of Public Involvement Tasks	21
APPENDIX A. ODOT- ZGF TASK 3 PUBLIC INVOLVEMENT CONTRACT HIGHLIGHTS	23
APPENDIX B. TASK 3.1 BACKGROUND INFORMATION	25

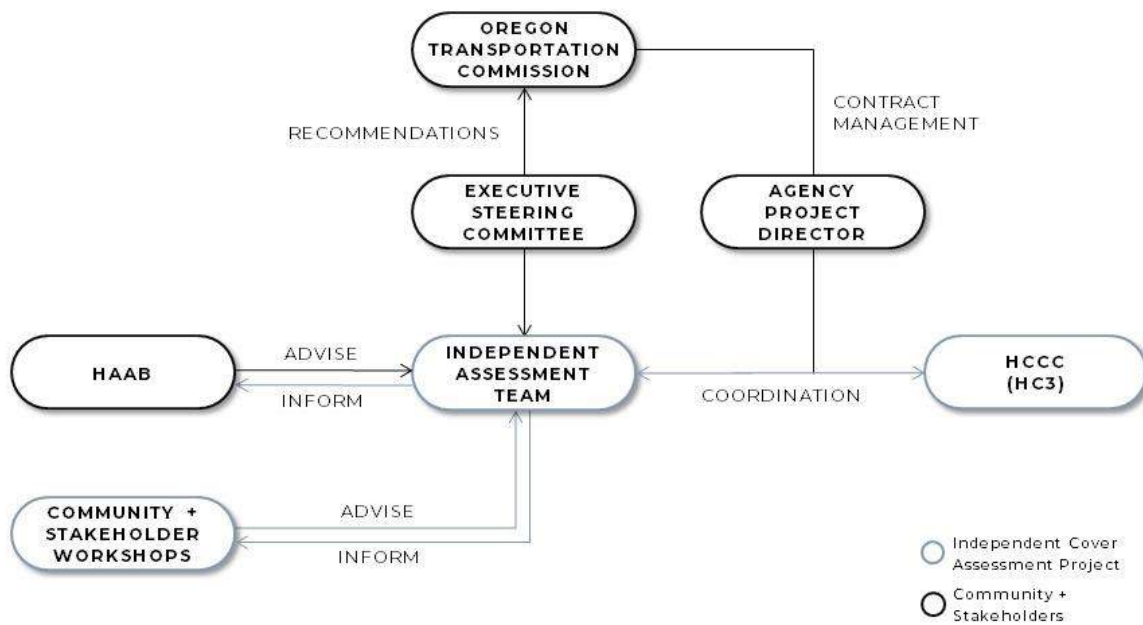
4. Current Process

This section highlights the current ICA process that has been presented to the ESC during its October and November ESC meetings. ESC meeting notes can be found at <https://www.i5rosequarter.org/events/>.

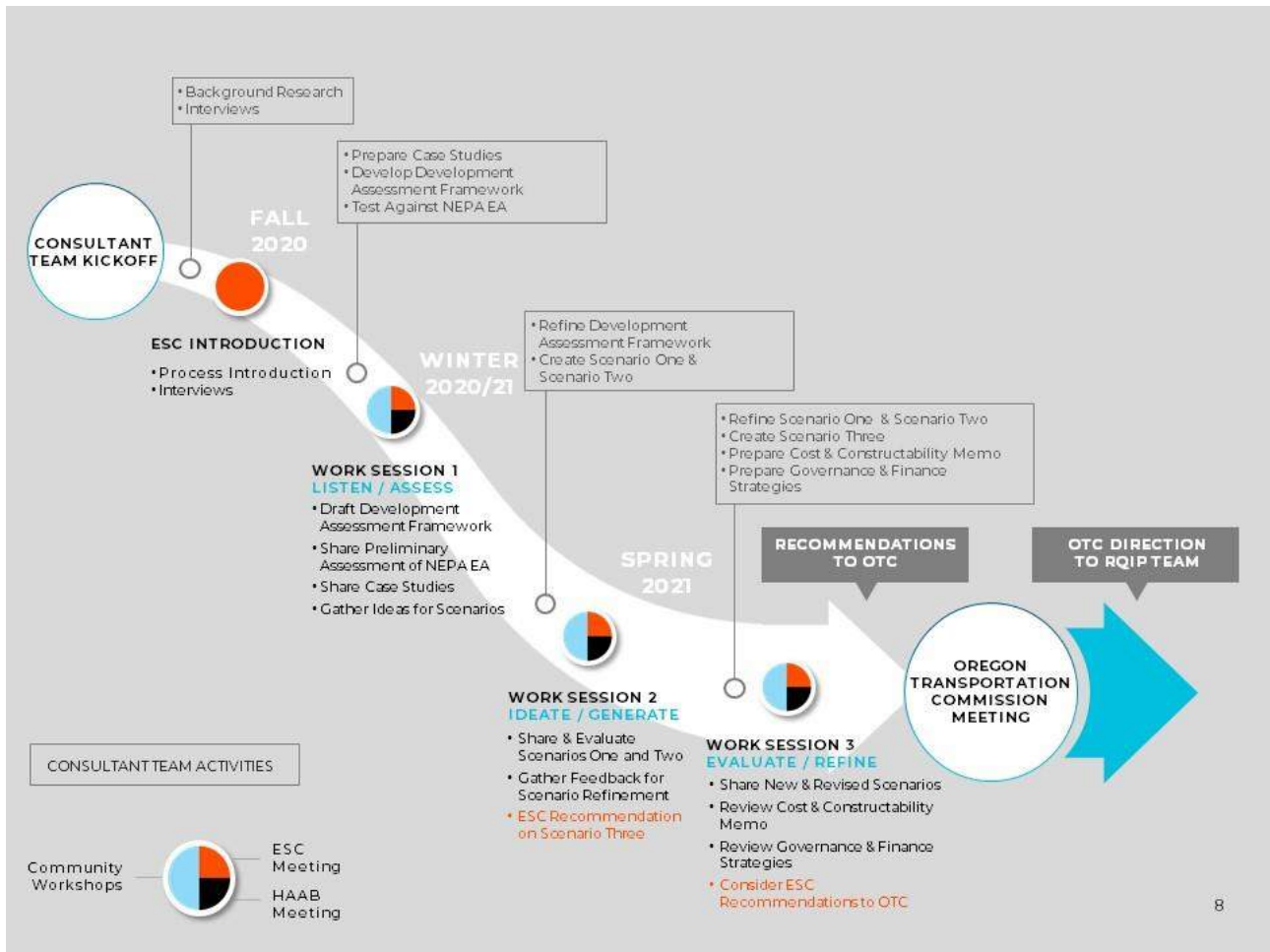
A. ICA Team Members



**B. ICA
Organizational Chart**

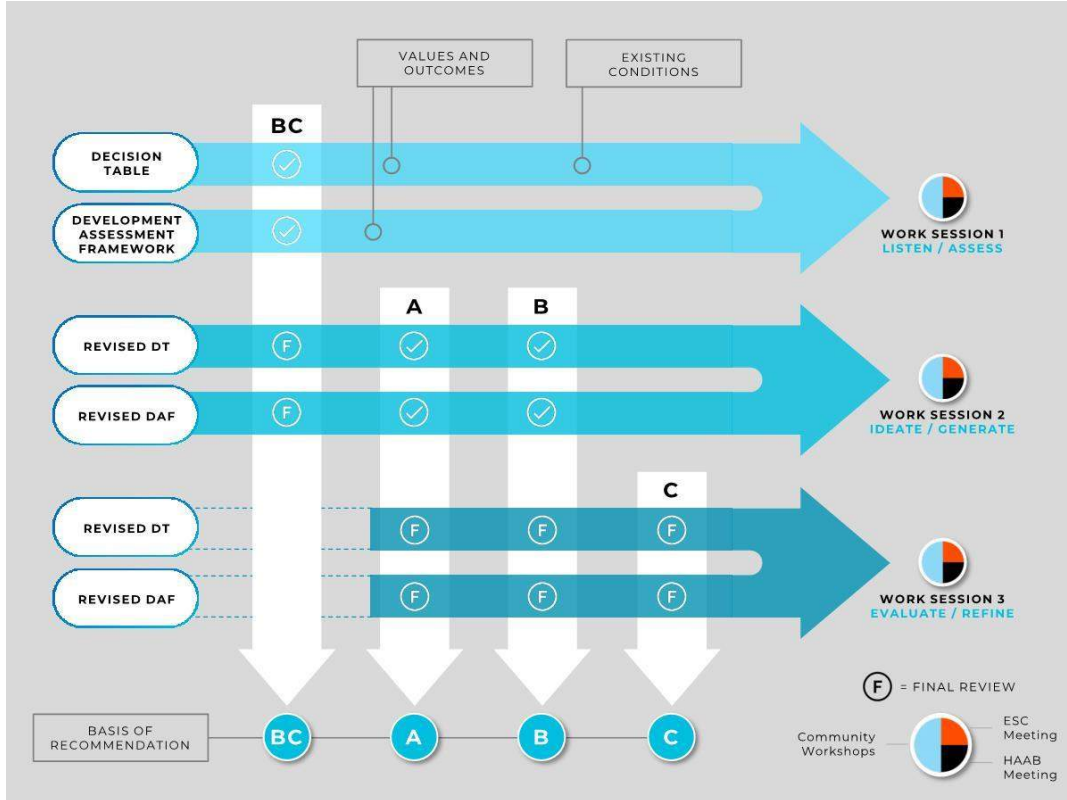


C. Process Overview

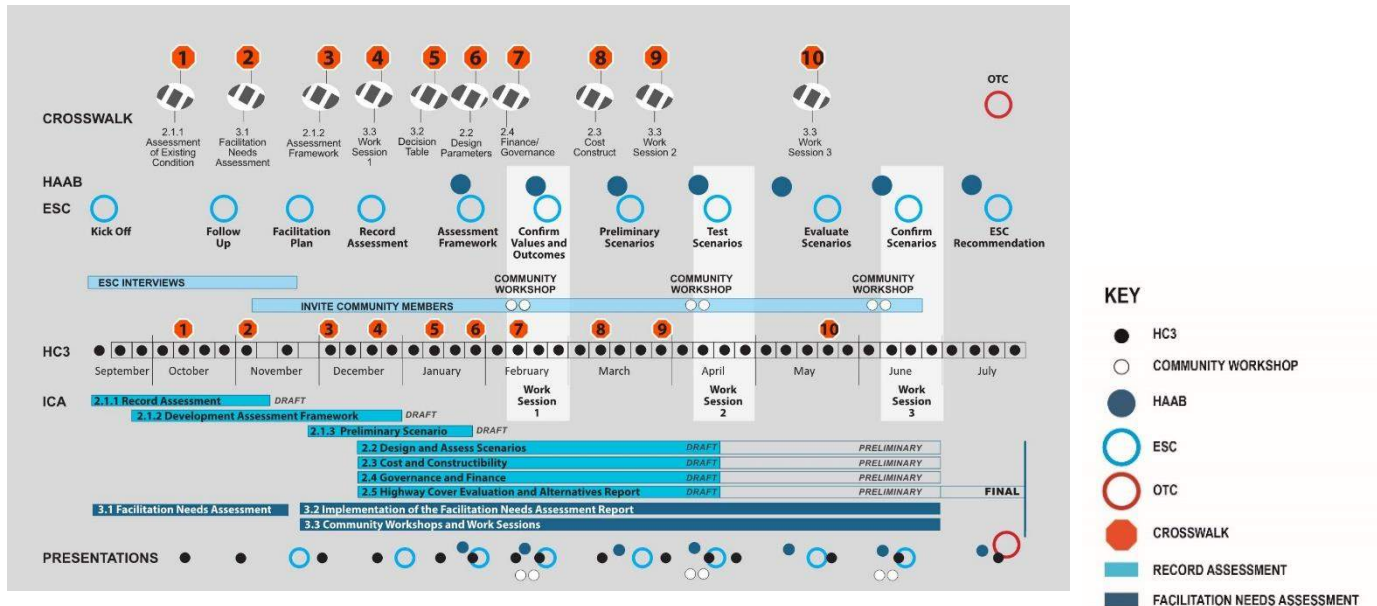


Work Sessions occur during the project’s three milestones where concerted engagement with committee, stakeholders, and community members occur. Each one includes an HC3 meeting, two Community Workshops, a HAAB meeting, and an ESC meeting, in that order. They are designed to generate information to inform the analyses and scenarios prepared by the ICA team for ESC consideration.

D. Process Details



E. Tentative Schedule



5. Major Remaining Topics for ESC Consideration

This section summarizes the remaining topics the ICA team proposes to discuss with the ESC at its November 23, 2020 meeting. They are interrelated and should be considered as a package.

A. Definition of Community

As the ICA team evaluates the ability of highway covers to serve the broader community vision, the first step is to define “community.” The team proposes the following definition:

The Rose Quarter/Lower Albina is a major regional node within the central city, so the concept of community can be construed quite broadly to include those who live, work, and learn in the areas near the Rose Quarter Interchange, as well as those who visit the area for commerce, recreation, and entertainment. Given the history of urban renewal in Lower Albina, and guided by the ESC Values and Outcomes, our definition of community emphasizes a racial equity lens because the historic Albina African American communities were displaced and deprived of generational wealth creation. The Independent Cover Assessment can help to right these past wrongs by elevating the voices of Black Portlanders and communities of color to ensure that the benefits of highway cover scenarios deliver benefits prioritized by this historically impacted community.

Accordingly, the ICA team’s plan for engaging the community includes the following:

1. There are three primary scales of community for the highway cover work.
 - a. The Historic Albina Community (past and present) and the immediate neighborhoods around the Project Area of Potential Impact (present).
 - b. The area extending across the communities between historic Vanport and Jumptown.
 - c. The larger area of the City and region where community members have roots and social connections to the Historic Albina Community.
2. While the clear focus is on the Black/African American community, other interested stakeholders who live, work and play within the project area will be invited to attend the Community Workshops (e.g. Harriet Tubman Middle School families.)
3. The Black/African American voices will be elevated, particularly with respect to Restorative Justice issues.
4. For the cover analysis, Historic Albina includes the neighborhoods along I-5 from the project area through historic Vanport.
5. Reach out to and invite “anchor” Black families who have intergenerational roots in the and who may not currently live and work in the area.
6. Work closely with the HAAB, which has been assembled for the purpose of elevating voices of the Black/African American community.
7. Members of other historically marginalized groups, e.g. low-income communities, residential renters, business tenants, those dependent on transit, walking or biking for transportation, and immigrants, etc., who live in the project area, will be invited to the Community Workshops.

B. Restorative Justice: Contextual Expectations for Cover Scenarios

The ESC has established Restorative Justice as a leading value for the Rose Quarter Improvement Project, with supporting outcomes identified. The ICA Team will gather input from ESC, HAAB, and community members to fully understand the range of needs they want served in the creation of the cover scenarios. The scenario evaluation process will include the opportunity to place special weight on restorative justice/wealth generation for Black Portlanders.

For purposes of establishing clear and realistic expectations, the ICA team proposes the following statement for its consideration.

Establishing and maintaining trust involves the setting of clear expectations about what the covers can and cannot deliver. The ICA team will explore cover scenarios, their design, and how their development could be financed and governed in collaboration with the community. The ESC's cover recommendation is an important step in providing authentic Restorative Justice. It sets the stage for the project partners to implement the governance and finance work needed in the future to deliver and sustain real progress and effective community building.

C. ICA Team Independence

ICA team Independence has been at the forefront of the cover process. For the ICA's independence, ODOT provides the following provisions to make clear that while ODOT holds the contract, the OTC has designated the ESC as the ICA team's de facto "client."

1. The ICA team will make all reasonable efforts to maintain its professional independence in facilitating an open, transparent, and engaging public process that can be presented to the ESC.
2. ODOT will make all reasonable efforts to support ICA professional independence.
3. The ICA team is solely responsible for the analyses that are developed and presented to the ESC.
4. The Highway Cover Coordinating Committee ("HC3"), with representatives to be established by ODOT, the ESC and other project stakeholders, will represent the ESC and will directly participate in portions of the consultant's work.
5. The ICA team will conduct its work in collaboration with the ESC while maintaining its professional independence, and while meeting its professional responsibilities and contractual responsibilities to ODOT.
6. ODOT will review and comment on all draft and final ICA work with the focus on ICA team compliance with contract requirements and will avoid commentary on aspects of the ICA work that reflect the consultant's professional judgment.

The term, "independent," means the ICA team is not controlled by ODOT and is guided by the ESC. The ICA team proposes the ESC add the following terms to the definition by way of an ESC Charter amendment.

The ICA team is objective and impartial. It advocates for a transparent and inclusive process, but it does not advocate for any stakeholder, its interests, or for a particular outcome. Being objective means the team calls "balls and strikes" as it sees them.

Ensuring the ICA team's independence requires the following:

1. Conversations that are not occurring in public will not be acted on by ICA without direction of the HC3 or ESC.
2. ODOT administers the ICA Scope of Work. The ICA team will track items for scope discussions with the HC3 and ESC.

3. Any substantive changes or clarifications to the ICA Scope of Work shall be reviewed by HC3 and, if necessary, the ESC for its recommendations prior to the OTC acting on them.
4. ICA will complete the assessment within the scope provided based on their independent professional expertise.
5. Similar to a typical consulting process, the ICA team will interact with the ODOT technical team (as the keeper of project work for OTC) as needed to collect data or other resources (e.g. files) necessary to inform and complete, but ODOT will not direct the ICA team's work.
6. The ICA team may use ODOT meeting support to avoid duplication of effort and increase efficiencies.

The ICA team can maintain its independence during its public engagement activities when they necessarily intersect with ODOT's public engagement by doing the following.

1. Transparently discuss any outreach activity with the HC3 beforehand.
2. Independently make professional judgments about substantive decisions.
3. Only use ODOT processes and materials to expedite its work efficiently and cost effectively.
4. Independently manage the public cover presentations, input mechanisms, type of feedback, data aggregation, and cover findings to the HC3, HAAB, ESC and OTC.

The ICA team will ask the ESC to confirm that the ICA facilitator should regularly monitor and report both to the APD and the ESC on compliance with the above. The additional reporting to the ESC may require an ICA-ODOT contract amendment.

D. ICA and HC3 Roles in the ESC Charter

As contractually scoped, the HC3 with representatives from ODOT, Metro and PPS (with information shared with the City, County, and Albina Vision Trust) will serve as the staff working group to support the ICA team's independent development and refinement of the three development scenarios and to review and provide input on the deliverables to be considered by the ESC and OTC. The HC3, on behalf of the ESC, will provide a forum for the discussion of ICA work progression, schedule, change management, and other relevant topics.

The ICA team agrees with the HC3 that the ESC add the following specific section to its Charter specifying the ICA and HC3 roles and authority.

The ESC directs the Independent Highway Cover Assessment consultant team (ICA) in assessing the highway cover design and creating the highway cover design scenario(s) to be recommended to the OTC for direction and approval.

The Highway Cover Coordinating Committee (HC3) will serve as the staff working group to support the ICA team's independent development and refinement of the three development scenarios. It will review and provide input on the deliverables to be considered by the ESC for its recommendation to the OTC. The HC3 will provide a forum for the discussion of ICA work progress, schedule, change management, and other relevant topics. It will also provide meaningful feedback to the ICA team on the cover process and how information is communicated and fits into the overall RQIP process. The HC3, with representatives from ODOT, Metro and PPS (and information made available to the City, County, and Albina Vision Trust). The ESC and HAAB facilitators, along with members of the Owner's Rep team, will participate for coordination purposes only.

E. Additional HC3 Membership

The HC3 meets about three times per month for approximately 1.5 hours to fulfill its above scope.

The ICA team agrees with the HC3 and ESC that the ESC should add additional HC3 members/voices. Here is the proposal for consideration.

Increase existing HC3 membership to include the following perspectives.

1. Representative(s) from the ESC selected by the ESC.
Consider adding non-governmental, community, and/or business voices.
2. Representative(s) from the HAAB, to be selected by the HAAB.
Consider adding non-governmental, community, and/or business voices.
3. Representative(s) from the community at large, who have technical experience and/or insights that are representative of the Historic Albina Community, to be selected by the ESC from leaders in the community.

Selection criteria could include one or more of the following knowledge bases:

1. Community connections and community organizations
2. Transportation
3. Governance and Finance
4. Social cohesion and community uplift
5. Urban Revitalization

The proposed process follows:

1. Once the ESC makes a decision on the above criteria, it can appoint an ESC member(s) during the December 14, 2020 meeting.
2. Once the ESC makes a decision on the above criteria, it can appoint interested community member(s) during the December 14, 2020 meeting.
 - a. If requested by the ESC:
 - i. The ICA team is willing to present candidates to the ESC and/or HC3 (ESC Decision Point) in a matrix comparing each to the criteria. The ICA and/or HC3 (ESC Decision Point) will contact potential candidates to confirm their interest.
 - ii. The HC3, if instructed by ESC, will present community representative candidates using the selection criteria above to ESC for approval.
3. HAAB meets and appoints its own members in January 2021.
 - a. Work with HAAB facilitators to formulate a plan for HAAB participation, formally or informally.
4. ODOT will implement its stipend/compensation policy for HC3 participation.

6. Public Involvement and Community Workshops

A. Introduction

ODOT, with the guidance of the ESC, has contracted with the ICA team to engage with the community to identify community needs that may be served by highway covers delivered as part of the Rose Quarter Improvement Project. ODOT has expressed an intent to address decades of racially biased impacts upon the historically Black community in the Albina neighborhood associated with Interstate Freeway planning, design, and operations as well as local urban renewal activities. *Portland Business Tribune*, "Finding ways to help the

Albina District grow – ODOT’s Rose Quarter Project will provide opportunities for communities that have historically been left behind,” Brendan Finn 10.23.2020

ICA Contract: Task 3.3 Stakeholder Work Sessions Highlights

- Planning, organization, meeting materials and facilitation for up to three work sessions for project stakeholders. In addition to HAAB and ESC meetings, these work sessions will include two Community Workshops.

B. Purpose and Intent

Public involvement helps verify information and confirms assessment findings. It helps to generate and evaluate desired cover scenarios, and it provides needed guidance on the implementation strategies to shape ESC’s recommendation to OTC.

1. Focus on setting priorities and implementing the ESC’s Values and Outcomes on the highway covers.
2. Provide opportunities for members of the historically impacted Albina Community to inform the development and evaluation of cover scenarios, and ensure benefits and burdens support restorative justice goals.
3. Ensure a transparent process in the weighting of criteria and the evaluation of scenarios in the ESC’s recommendation to the OTC.
4. Maintain the ICA team’s independence in its assessment of the Rose Quarter Improvement Project and related projects.

Using the well-established International Association of Public Participation’s framework, our goals for the cover work are “Involve” and “Collaborate,” which is consistent with the Rose Quarter Improvement Project’s goals.

IAP2 Spectrum of Public Participation



IAP2’s Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public’s role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

C. Goals

The ICA engagement plan is designed to collect community input through an adaptive assessment process to bring stakeholders and community members together in alignment with ideas that are supportive of the ESC values and outcomes. The ICA team will present the base case and up to three highway cover scenarios for ESC evaluation and deliberation on potential inclusion in the Rose Quarter Improvement Project.

1. The plan will be adaptive to reasonable and timely requests from committees, stakeholders, and community members.
2. The plan will be conducted in coordination with the HC3 on behalf of the ESC.
3. The HAAB will receive information and provide input and feedback to the ICA team at HAAB meetings. Additionally, HAAB members will be invited to participate with other community members during Community Workshops.

D. Supporting the Assessment

1. The ICA team will collect Information and share it with the community to evaluate the performance of proposed cover improvements.
2. The ICA team will make and use a Development Assessment Framework to identify and apply evaluation criteria data that support and operationalize ESC Values and Outcomes.
3. The ICA team will assist the ESC in the weighting of criteria and performance metrics in the evaluation of cover scenarios supporting the ESC recommendation to the OTC.

E. Definitions

1. “Stakeholder” is an organization or individual seated at the table and participating in the ESC, HAAB, or HC3.
2. “Third-Party Stakeholder” means organizations or individuals that have an interest in the process that are not committee members, and who require more engagement than provided through the work sessions.
3. “Community Members and Organizations” are all those that have an interest in the project’s outcomes, and who will be primarily engaged through Community Workshops.

F. Order of Public Involvement Outreach

1. ICA to HC3 to Community Workshops to HAAB to ESC.
2. The ESC should first provide the framing for the work by discussing the Task 3 questions and offering input on the process and who should be engaged as part of the process.
3. Then the HAAB should provide similar input to frame the process and offer additional input on engagement, before reaching out to the community through the workshops.

G. Outreach to Community Members and Organizations:

1. The ICA team will connect with people using mailers, online surveys, coordination with local institutions and organizations to extend information to their constituents, and other methods deemed effective.
2. The ICA team has categorized Community Members and Organizations in five groups, in part to ensure robust participation from segments of the community who have been traditionally underrepresented and historically impacted. These groups are as follows:

Group A – Members of Commercial Businesses within 20-minute walk from project area

Group B – Non-Profit Organizations, Schools, Churches, Neighborhood Associations

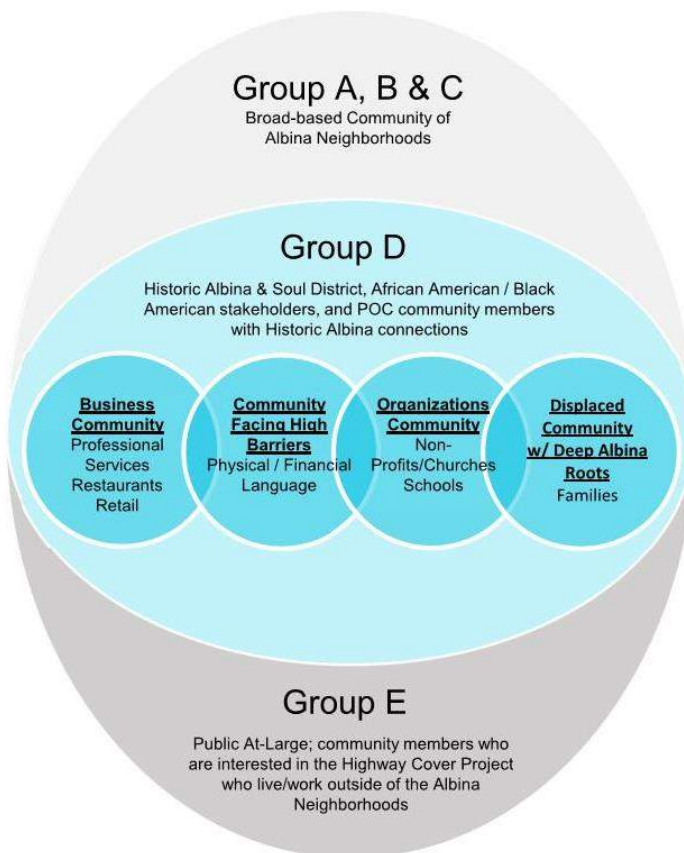
Group C – Residents of Albina Neighborhoods

Group D – *Voices that are typically unheard* Soul District List & Historic Albina Community [African Americans/Black Americans and other People of Color who have deeper connections with Historic Albina]

- Businesses, organizations (staff, BOD)
- Additional individuals suggested by ESC/HAAB
- Individuals/families who have been displaced from Historic Albina to other parts of Portland
- Individuals who typically don't participate due to disabilities, income challenges, and time constraints (e.g. physical limitations, language limitations, digital technology challenges, etc.)

Group E – Public At-Large members who live/work outside of project areas and are interested in the I-5 highway cover project

Community Outreach Groups



- A** **Businesses within 20 mins**
Any business or organization located within a 20-minute walk from the covers area
- B** **Organizations**
Non-profit organizations, schools, churches, neighborhood associations
- C** **Residents**
Residents of Albina Neighborhoods
- D** **Voices that are typically unheard**
Soul District List & Historic Albina Community [African Americans/Black Americans and other People of Color who have deeper connections with Historic Albina]
 - Businesses, organizations (staff, BOD)
 - Additional individuals suggested by ESC/HAAB
 - Individuals/families who have been displaced from Historic Albina to other parts of Portland
 - Individuals who typically don't participate due to disabilities, income challenges, and time constraints (e.g. physical limitations, language limitations, digital technology challenged, etc.)
- E** **Public**
At-large members of the public who live/work outside of project areas and are interested in the I-5 highway cover project

- As with in-person community workshops, the ICA will be limited in the number of people who can attend and participate in each workshop. In the interest of inviting and elevating the voices of those individuals and communities most impacted by past public investment and policies, the ICA team, with guidance from the ESC, will reserve a minimum number of “seats” in Community Workshops for Groups A, B, C, and particularly D.

4. Workshop materials and surveys will be posted online in the form of online workshops, so that those who are unable to participate in a given Community Workshop can still receive project information and provide input to the ICA team and ESC.

H. Recognizing the Challenges

Successful community outreach and engagement relies on recognizing the challenges at hand in the coming months:

- COVID affects
 - The Black/African American Community is statistically more vulnerable to COVID exposure.
 - The Community has suffered the financial burden with the business closures and job losses.
 - The Community has lost its supporting group-gathering environments (e.g. churches, schools, etc.).
 - The Community has limited time for activities beyond their essential responsibilities.
 - There is Zoom engagement fatigue.
 - Closure of businesses and relocations of residents negatively impact outreach responsiveness.
- Technical difficulties
 - Lack of Wi-Fi bandwidth for uninterrupted screen time / video engagements that last for hours.
 - Computer availability is limited, and household members have competing uses and needs so consideration should be given to the timing of live workshop engagements.
 - There are format and content challenges to accommodate laptops and smartphones.
- Interests & motivation
 - African American community members with roots in, and attachment to, Albina are geographically dispersed throughout our region.
 - Social reckoning with the Black Lives Matter Movement are front and center for many of the community members. Black community members are especially saturated with calls-to-engage.
- Outreach
 - Broadcast e-mail approach often end in spam boxes.
 - Mailers/postcard flyers are costly and not sustainable.
 - Most people are working remotely and schooling in their homes making it challenging to find workshop timeslots that are favorable to most.
 - Community members, although registered or committed to attend workshops, do not guarantee their attendance due to higher last-minute unanticipated changes.

I. Addressing the Challenges

The Rose Quarter Improvement Project is one of many concerns in the community. Community members and organizations across the region, and in the Historic Albina Community more specifically, must have a good reason to participate in the Independent Cover Assessment. To engage with community members and organizations the approach is rooted in the following strategies:

- Messages that emphasize:
 - The ICA team is guided by the ESC's Values and Outcomes that include Restorative Justice.

- This goal is the most important to the community, especially in the current heightened and broad-based awareness of the Black Lives Matter Movement.
- The ICA needs to hear your voice.
 - The ICA team appreciates the historical background and want to understand it through your lived experience.
 - The ICA team understands that you are not a homogeneous community, nor should you be.
 - ICA will provide a platform and process where your ideas can be heard and explored.
 - With the community's help, the Executive Steering Committee recommendation to the Oregon Transportation Commission (OTC) will set goals and provide tools for the Historic Albina Community to sustain their health and wellbeing.
- The ICA team will articulate the purpose of our community engagement.
 - Being clear about what we're asking from people who participate in our process, and how we will use their contributions.
 - Shaping community aspirations into meaningful actions to be undertaken by the project to support outcomes that are desired by the Albina Community.
- Leverage Historic Albina Community organizations, leaders, and members serving on ESC/HAAB/OTC.
 - Community organizations, neighborhood churches, and cultural organizations have established trusting relationships with their community within N/NE Portland and in the surrounding region. Support for these organizations in their contribution to the project by:
 - Alignment and support of their missions.
 - Financial compensation for organization or member participation.
 - Direct incentives for participation consistent with ODOT's policies.
 - Partner with organizations to invite and engage youth from the Black/African American community.
- Help disadvantaged community members participate in the process.
 - Consistent with ODOT's policy, provide monetary incentives targeted to ensure representation of voices from community members who are commonly underrepresented in planning processes, and who have been disproportionately impacted by public projects in the Albina area.
 - Work with organizations who share in benefits returned by the project to encourage participation of members of disadvantaged communities.
- Form recommendations on what to include in highway cover scenarios that address ESC Values and Outcomes and benefit the community:
 - Help the community to articulate their collective vision as framed by ESC's Values and Outcomes.
 - Form and use evaluation criteria to consider how conceptual design of highway covers and adjacent areas can meet community aspirations.
 - Develop recommendations for the ESC to include community aspirations in the design of highway covers that reflect the community's desired outcomes through implementation.

J. Public Engagement – Work Session Approach

The major engagement events in the ICA process are envisioned to be three Work Sessions, each of which will include two community workshops, one HAAB meeting, and one ESC meeting. They will occur in this order so

that the HAAB can hear a summary of feedback provided at community workshops, and so that the ESC can hear a summary of feedback provided at community workshops and the HAAB meeting.

1. The theme of each work session is intended to organize the topics to be discussed over a week of concentrated work across all participants in committees, workshops and online surveys, as follows:

Work Session 1. Listen/Assess

Workshop and Committee Meeting Theme “How can these covers be used to support community needs?” Topics:

- a) What are the community’s values and desired outcomes?
- b) What constraints and opportunities should guide creation of scenarios?
- c) What metrics to be used to measure success?

Work Session 2. Ideate/Generate

Workshop and Committee Meeting Theme “Restorative Community Improvements” Topics:

- a) How will a new experience and function support a restorative community on and around the highway covers?
- b) What feasible improvements can the freeway make to sustain an urban neighborhood for the historically impacted Albina Community?
- c) Should a third scenario be created to address additional opportunities to meet community priorities, or to address shortcomings in Scenarios One and Two?

Work Session 3. Evaluate/Refine

Workshop and Committee Meeting Theme “Making a Deal” Topics:

- a) What new financial and operational partnerships are needed to finance desired improvements?
- b) What agreements and public/private partnerships are required to execute the project?
- c) How well does each scenario serve the community vision and outcomes?

2. Community Workshop Engagement

For community members who are not members of the ESC and HAAB, particular care is needed to engage with these communities during the ICA cover process. Prior to the Community Workshops portion of the work session there are four steps to connect with community members.

- Step 1. The ESC and HAAB will adopt criteria to balance participation from differing community groups. Following that, ODOT will conduct targeted outreach identified using the ESC adopted criteria.
- Step 2. In preparation for the workshops, information with the purpose and goals of the work session will be provided with workshop agenda and materials, to assist with onboarding participants for workshop discussions and exercises. This workshop package of materials will also be posted to the project website.
- Step 3. Members of the ESC and HAAB who are already familiar with the project background and issues will receive a workshop package given to Community Workshop attendees prior to their work session participation.

- Step 4. During Work Sessions, Community Workshop results will be summarized and presented to the HAAB, and the summary of both the Community Workshop and HAAB meetings will be presented to the ESC.

3. Technical Logistics

- KEEP IT SIMPLE!!!
- Form questions/content and discuss them with HC3 prior to work sessions. Receive confirmation on the presentation of content by ESC.
- Make consistent messages in what is presented at Community Workshops, HAAB and the ESC.
- Use the following software which have been used by the ICA team members on similar projects.
 - Project Website
 - ZOOM
 - less training required
 - multi-lingual options available
 - interactive
 - recordable for sharing on ODOT project website post workshop sessions
 - MIRO for recording workshop notes (by facilitator)
 - Story Map
- Question Pro Polling Software (prior, during, or after workshop)

4. Supplemental Workshops and Meetings

- Once the HAAB is onboarded, the ICA team will request ODOT to authorize “Task C3.3.1 Additional Community Workshops” and “Task C3.3.2 Third-Party Stakeholder Group Meetings” to round out the public engagement plan.

K. Community Workshops

Each Work Session will contain two community workshops. These workshops will be approximately three hours in length with breaks and interactive activities. The presentations and deliverable are the same the ICA is expecting to achieve in the adjacent HAAB and ESC meetings.

1) Example Community Workshop Agenda

- ICA team workshop introduction & presentation – 25 minutes
- Community members discuss their initial impressions and those they have gathered from their community – 10 minutes
 - Team facilitators document committee members’ input on shared screen
- Breakout room work sessions to refine ideas and feedback – 25 minutes
- Full group report out – 15 minutes
- Break – 10 minutes
- Participants complete the ICA decision tool on the meeting topics – 25 minutes
- Report decision tool findings – 15 minutes
- Full group discussion of findings and synthesis of shared priorities, along with questions and observations – 30 minutes
 - Transparent! Dynamic! Pay-It-Forward results! All recorded for sharing with the larger community.

- ICA team share next steps – 5 minutes
- Post Workshop Evaluation including substantive open-ended questions
- Summary of proceedings, including decision tool findings and survey posted on website

Community Workshops will employ a Design Charette “huddle” style, which is dynamic and interactive. The huddle will use breakout rooms and each room will have interdisciplinary professional experts from our ICA team and selected community leaders. Following the huddle, participants will return to the full workshop for pin-up sessions to see the variety of ideas generated from the respective breakout rooms.

Community members who cannot attend Community Workshops will be able to participate by reviewing workshop materials and watching the recorded sessions on the website, and by completing the online workshop survey. This approach allows for maximum flexibility, highest efficiency of time, and allows for broad community input into a transparent process.

L. Outreach and Workshop Preparation (Ideal Scenario)

- Follow ODOT’s policy with HC3 input on the implementation of incentives for organizational partners who serve as outreach conduits.
- Working with ESC, make invitation to groups identified in G. Outreach to Community Members and Organizations. ODOT with ICA to interview and inquire as to their willingness to serve as outreach conduits; send formal invitation for Workshop One (6 weeks from workshop one).
 - ODOT to track and update outreach database with the missing community entries per the Outreach Community Member Groups.
- Identify means of outreach via community partners, or direct contact. Depending on the groups, need to be flexible in means of outreach, e.g. via:
 - E-mail / Facebook / Twitter / WeChat / Instagram
 - Website – home base of project background / data / info / project material / online surveys / workshop / video archive of past workshops
- Training for facilitators
 - Software
 - Activity Training
 - Questions
- **Workshop 1** Outreach slideshow final draft for internal team review (4 weeks from Workshop 1)
 - Task 2 team provides visuals for Workshop 1 (2 weeks from Workshop 1)
 - Finalize community workshop outreach contact list – include youths (younger than 18) (6 weeks from Workshop 1)
 - Distribute Workshop 1 online survey package (1 weeks from Workshop 1)
- **Workshop 2 and Workshop 3.** Repeat Process for Workshop 1.

Additional Resources:

- The Dos and Don’ts

- <https://www.adl.org/education/resources/tools-and-strategies/dos-and-donts-with-special-diversity-events>
- Thought provoking links
 - <https://www.thebipocproject.org/what-we-do>
 - <https://www.blackspace.org/spacesandplaces>
 - <https://www.dapcollective.com/>
 - <https://www.gsd.harvard.edu/2020/06/design-as-protest-how-can-designers-stand-for-fight-for-and-build-an-anti-racist-future/>
 - <https://www.koin.com/news/from-white-by-design-to-black-lives-matter-a-look-at-oregons-history-with-race/>
 - <https://archive.curbed.com/2018/6/26/17506094/portland-neighborhood-displacement-gentrification-albina>

M. ICA-ODOT Allocation of Public Involvement Tasks

Independent Cover Assessment	Lead	Informed
Public Involvement Roles	Support	None

ESC Meetings	ICA	ODOT
Prepare Overall Agenda		
Prepare ICA Agenda		
Prepare ICA Content		

Website	ICA	ODOT
Develop Structure		
Host Website		
Generate Content		

Distribute Materials			
Manage Zoom			
ESC Meeting Minutes			
ICA Segment Minutes			

HAAB Meetings	ICA	ODOT
Prepare Overall Agenda		
Prepare ICA Agenda		
Prepare ICA Content		
Distribute Materials		
Manage Zoom		
ESC Meeting Minutes		
ICA Segment Minutes		

Community Workshops	ICA	ODOT
Schedule		
Prepare Agenda		
Identify Target Participants		
Distribute Invitations		
Distribute Meeting Packets		
Develop Content		
Facilitation		
Manage Zoom & Other Tools		
Document Feedback		
Arrange Stipends		
Develop Survey/Evaluation Tools		

Post Content		
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Third-Party Stakeholder Meetings	ICA	ODOT
Identify Desired Meetings		
Outreach to Participants		
Prepare Meeting Agenda		
Host Digital Meeting		
Prepare Meeting Notes		

Appendix A. ODOT- ZGF Task 3 Public Involvement Contract Highlights

1) **Scope: Exhibit A. Section A**

As more particularly described in this SOW, Consultant shall provide Services to facilitate the ESC's efforts to incorporate public feedback in defining community-supportable development scenarios for the use of highway covers for the Project. Consultant's initial development of the scope and specific purposes of the highway covers under this Contract is expected to be an iterative process.

2) **Task 1.3.3 ESC Meetings**

Consultant shall attend and participate in four ESC meetings, to present and obtain feedback on issues related to the Project highway covers. These meetings are outside of the meetings in Task 3.3 (Three Community Workshops.) Up to six Consultant members shall attend each meeting that will last up to two hours.

3) **Task 1.3.4 CAC Meetings**

Consultant shall attend and participate in three CAC meetings to present and obtain feedback on issues related to the Project highway covers. These meetings are outside of the meetings in Task 3.3. Up to six Consultant members shall attend each meeting that will last up to two hours.

4) **Task 3.1 Facilitation Needs Assessment Report**

Interview members of the ESC, key Agency Project staff, the OTC's Chairman and Co-Chairman, and the member representatives of the HCAC to assess perspectives, both as to the independent review process and framing of the community vision and values, so they can be effectively used in the evaluation of the Development Scenarios and further refinements of the Development Scenarios authorized during the performance of this Contract.

5) **Task 3.2 Implementation of the Facilitation Needs Assessment Report**

Develop and implement an independent highway cover evaluation process, which must include a comprehensive decision table, along with community-based metrics and criteria that can be used for the whole Project. Create a plan for public accessibility to the input and evaluation process that will be implemented regarding the Project highway covers.

6) **Task 3.3 Stakeholder Work Sessions**

Consultant shall provide planning, organization, meeting materials and facilitation Services for and shall attend up to three work sessions for Project Stakeholders (the "Stakeholder Work Sessions"). Each of the Stakeholder Work Sessions will involve a series of meetings over three days, within 18 weeks of Contract NTP. These Stakeholder Work Sessions must include one HCAC meeting, one CAC meeting, one ESC meeting, two Consultant team meetings, and two community workshops (with each community workshop being three hours in duration) (the "Community Workshops"). Up to ten Consultant team members shall provide scheduling, facilitation Services, attendance, presentation of Development Scenarios, and solicit and record comments for the Community Workshops.

7) **ODOT Contractual Responsibilities**

ODOT's responsibilities are noted here for clarity around the allocation of responsibilities surround the highway cover work.

- Provide leadership to integrate all contracted service providers for the Project.
 - Use its best efforts to ensure the other contracted service providers are responsive to Consultant's reasonable requests for information, meeting requests, recommendations, assistance, and task completion efforts needed to fulfil Consultant's obligations under the Contract in a timely and quality fashion.
 - Further define Project goals in conjunction with the ESC.
 - Attendance at appropriate meetings and work sessions.
 - As directed by the OTC, coordination and communication with the ESC and other parties interested in the Project (the "Project Stakeholders" or "Stakeholders").
 - Further define the Project Stakeholders' roles and authority.
 - Coordination and communication of internal Agency staff.
 - Provide access to available Project information, recommendations, and goals.
 - Provide horizontal and vertical alignments.
 - Review of Project progress to verify adherence to this Contract and the delivery schedule for all Services and deliverables.
 - Notify Consultant of any known delays beyond the control of Consultant.
 - Arrange and pay for meeting space at a location agreed upon by the ESC.
 - Compile written public comment received at public meetings.
 - Audiotaping or videotaping of public meetings.

Production of meeting logistics, including snacks and beverages (as permitted by applicable State of Oregon requirements), announcements, staffing, sign-in sheets, table tents, binders, meeting notes for the Historic Albina Advisory Board (HAAB) and ESC meetings, and other supporting equipment and services.

Appendix B. Task 3.1 Background Information

The ICA 3.1 Facilitation Needs Assessment Report process began during the summer. The following material reflects the preliminary findings of the scoping exercise through August 14, 2020. Because of scheduling changes, most of the following recommendations have already been implemented. It is provided here for historical context.

Questionnaires were sent to the facilitators (not the members) of the ESC, CAC (now HAAB), and COAC, key Agency Project staff, Agency’s Owner Representatives, current HC3 members (Metro and PPS,) and the prior members (representing Albina Vision Trust, the City of Portland, and Multnomah County,) each of whom declined to participate at this time. The questionnaire was designed to get consensus on how best to organize and convene the ICA process. It primarily asked questions from a process perspective – not from an outcome perspective. The ICA team did not receive input from everyone.

Caveats:

- This draft only includes responses received to date.
- Not every respondent answered every question.
- It does not include input from the OTC and ESC.
- A final 3.1 assessment and resulting implementation plan will not be viable without more feedback.
- Respondents generally agreed on most topics, but there are several topics that must be further explored, refined and finalized.
- Additional issues have been added since the questionnaire and are noted with: [New] As the ICA work has evolved from the contract negotiation through the present, additional issues have arisen, as is expected in any process of this complexity.

General Questions

- a) **What are your recommendations for how to effectively apply those “Principles and Values” in the evaluation and refinement of the highway cover scenarios?**

Summary	<ol style="list-style-type: none">1) The principles and values were developed when all agency partners were still at the table and still represent our shared outcomes.2) They still set the framework for developing a decision table that establishes performance metrics. Every metric or evaluation criteria should tie back to an outcome so that tradeoffs are understood.3) Weight criteria for restorative justice/wealth generation for Black Portlanders so that it is foundational to the conversation.4) Weighting values can often be effective in lessening process bias and limiting ‘gaming.’
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b) What does the substantive ICA cover assessment process success and failure look like to you?

Summary	<ol style="list-style-type: none"> 1) Primarily, how does the size, height, shape, and span of the covers contribute to or limit our ability in achieving the vision and values mentioned above and the community priorities in section d) below 2) Story Telling 3) The scale and form of urban development (e.g. building types, land uses) 4) Mix of uses, not just density 5) The space available for the public realm including gathering space and street environment 6) Substantial presence of public art by artists from within the community 7) Access to the cover and its uses and connectivity to the larger Albina area 8) Historic Albina Community ownership and buy-in 9) Community benefits and impact analyses (particularly focused on equity) 10) Equity and Inclusion Plan (example: Broadway Corridor) 11) Costs and returns 12) Funding and financing 13) Trade-off considerations and constraints 14) Market potential and opportunities 15) Phasing (over time) 16) Partnerships (public and private) and investment opportunities 17) Anti-displacement strategies, community stability and wealth retention 18) Short-term efforts and long-term operations and maintenance 19) Consistency with implementation of the Albina Vision and Community Investment Plan 20) Separated bike lanes? 21) Wider pedestrian paths? 22) What about covers that extend to Harriet Tubman Middle School? 23) Street alignment 24) Open space – what kind, who owns? 25) Who owns the land created by the cover’s opportunities for land banking, etc.? 26) Identify options for who could pay if the desired outcome is inconsistent with the funding already allocated 27) Structural sufficiency to accommodate buildings 28) Cost range of any cover enhancements over the NEPA-studied concepts 29) Market viability of buildings on the covers 30) Viable building use and affordability given community demographics 31) Building accommodation vis-à-vis access, parking, utilities, fire/life/safety on I-5 32) Ways to reflect community heritage in meaningful ways in the covers/project 33) Ways to optimize felt sense of safety for users
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c) What is your sense of the community priorities in creating cover scenarios that begin repairing the harm within the Black American/African American Community?

For example:

- Honoring the neighborhoods’ past by transforming what exists today into a socially and economically inclusive community of residents, businesses, artists, makers, and visitors, anchoring this vibrantly diverse community by intentionally conceived parks and plazas, combined with civic and cultural event spaces of different size and use, the seamless connection to the river and its surrounding neighborhoods
- Equity, generational wealth creation, racial justice, restorative justice, people-first/people-centered design (e.g. the values for a vibrant main street with enhanced transit features and safe stops, crossings, and sidewalks)
- Environmental justice (e.g. health outcomes like reduced greenhouse gas emissions, improved air quality and reduced noise impacts)
- People-scaled, multi-modal streets/connections that are seamlessly knit into and accessible by the Albina Community, community-oriented services, housing, employment, etc.
- Reinvest in the community including opportunities for job development, land ownership, businesses, and generational wealth
- Provide space to rebuild a sense of community, allowing those displaced to return, and honor their history
- Prioritize the health of Harriet Tubman Middle School students
- Improve safety for all users
- Reduce construction burden on community

d) What other priorities do you suggest we consider and how do you suggest we identify them?

Summary	<ol style="list-style-type: none"> 1) Metro has participated in many collaborative conversations between Albina Vision Trust, the City of Portland, and the Community Investment Plan consultant team around the vision for the broader Albina area that should inform considerations for the highway covers so that the transition is seamless and the covers are integrated into and truly feel like part of the community space. 2) Clear vision of centering on people, fostering Black prosperity and embracing Black joy in a way that is creative and culture-oriented, particularly focused rebuilding around the life of children, as part of the focus on restorative justice—what do these working families need to be happy, healthy, and successful? <ol style="list-style-type: none"> a) Urban design should be purely in support of a community-driven process – how do they see their community, what do they consider community, and what are their ideas for building community? b) The area should go from just a place to visit for events to a place to live, work, and stay with strong cultural emphasis—towards resurrecting the once vibrant historical community razed through urban renewal. c) Intentional focus on inclusionary mixed-use development, large-scale affordable and workforce housing, commercial spaces, small business incubation, heritage organizations, and ownership opportunities (e.g. condos, small commercial) that contribute to wealth generation.
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	<p>d) Access to education, jobs, and opportunity within the community, stabilizing families.</p> <p>e) Central to this vision is that this area functions as the City’s front porch and should have the feel of rural backyard living (e.g. gathering spaces, gardens) in an economically vibrant urban setting.</p> <p>3) The Albina Vision already includes concepts for a grand, activated event plaza and to reconnect the area to the river through a large waterfront park that will draw people to stay and play, the covers provide the greatest opportunity for community spaces to live and work and should focus on buildings and urban form that create a community benefiting from the other elements.</p> <p>4) However, since the vision to include a range of parks, cultural, and event spaces at a range of scales and supporting a range of uses, particularly dedicated to children, there should be opportunities for smaller-scale opportunities for people living and working on the cover that are active and safe.</p> <p>5) What interventions in the public realm and ROW will ensure connections between the covers and larger Albina area – how does life play out on the covers and flow between the areas?</p>
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e) **What factors/metrics should be studied/measured to determine whether the highway covers appropriately balance benefits and costs to the surrounding community and how do you suggest we identify them?**

Summary	<p>1) As described above, use the values and outcomes as a guide, refined by community input, specifically considering who is measured by that indicator (focusing on the Albina Community) for example:</p> <p>A) Affordability indicators</p> <ul style="list-style-type: none"> o Access to affordable housing o Access to affordable business space (multiple scales) o Reduction in cost burden <p>B) Economic indicators</p> <ul style="list-style-type: none"> o Creation of jobs/family wage jobs (or businesses) o Access to jobs/workforce jobs (or businesses) o Access to educational opportunities o Changes in tax base/mobility o Opportunities for wealth-generating public/private partnerships o Particularly how the above specifically focus on Black-owned businesses or Black employment (workforce diversity/inclusivity) o Opportunities for workforce and business growth and development
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	<ul style="list-style-type: none"> C) Equity and social impacts <ul style="list-style-type: none"> o Promotion of safety (street and otherwise) o Support for community stability o Access to community places and spaces o Access to services o Community support/inclusion of community-generated elements D) Environmental impacts <ul style="list-style-type: none"> o Access to transportation options o 18-hour or complete community (reducing trip length, mobility options) o Support for public health (e.g. air quality, activity) <p>2) The benefits of the enhancements to the NEPA-studied covers should be quantified and monetized to capture deltas in bid items.</p> <p>3) Capture and monetize the benefits of the enhancements to the NEPA-studied covers</p> <ul style="list-style-type: none"> o Market/financial feasibility o Return on investment o Projected increase in real estate values <p>4) Projected traffic counts with the build alternative</p> <p>5) Transit access and time</p> <p>6) Stop gentrification and resulting displacement of current residents</p> <p>7) Climate change, air quality and noise impacts</p> <p>Note: Consider weighting criteria for restorative justice/wealth generation for Black Portlanders.</p>
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f) **What implementation and highway cover governance strategies should be considered and how do you suggest we identify them?**

Summary	<p>1) Coordinate this governance structure conversation with that envisioned in the Albina Vision as explored through the Community Investment Plan and support the policy initiatives in the Reimagine Oregon Plan.</p> <ul style="list-style-type: none"> o That governance structure is envisioned to draw on community leadership in alignment with public officials. o The initial consortium participants include Metro, the City of Portland, Portland Public Schools, and major private businesses (leveraging) as shared owners of a value-based governance and investment structure. <p>2) Strategies currently considered include:</p>
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	<ul style="list-style-type: none"> o Creating a new tax increment financing district. o Opportunities for the community to invest funds back into itself and see the returns. Example: Community investment trust, Community-owned businesses or incubators, and others like these; templates from the Broadway Corridor. o Process for leveraging short-, mid-, and long-term gains that maximize investments even if the returns are farther in the future. <p>3) Consider:</p> <ul style="list-style-type: none"> o Access rights o Air rights o Ownership/lease rights o Maintenance responsibilities/agreements
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g) In addition to the public agencies and community organizations represented on the ESC, what other community members and organizations, especially from the Black American/African American communities, should be consulted as key stakeholders regarding how the cover alternatives fit in with the rest of the neighborhood from a multi-dimensional perspective, including neighborhood improvements that support and enable the final ESC Vision and Outcomes?

Summary	<ol style="list-style-type: none"> 1) The Coalition of Communities of Color 2) Momentum Alliance 3) OPAL 4) Portland African American Leadership Forum 5) Unite Oregon 6) Urban League of Portland 7) Verde 8) Identify community elders and other keepers of the culture 9) Trusted community leaders and spaces (e.g. church/faith congregations) 10) 1000 Friends of Oregon 11) AARP 12) Asian Pacific American Network of Oregon 13) Bike Portland 14) Building Trades 15) Center for Intercultural Organizing 16) Community Cycling Center 17) EcoDistricts 18) Immigrant & Refugee Community Organization 19) Latino Network 20) Metropolitan Alliance for Workforce Equity 21) Native American Youth and Family Center 22) Oregon Environmental Council 23) Oregon League of Conservation Voters 24) Oregon Sierra Club 25) Oregon Tradeswomen, Inc. 26) Oregon Walks 27) Safe Route to Schools
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	28) Self Enhancement, Inc. 29) Street Trust 30) Sunrise PDX 31) Transportation for America 32) Surrounding neighborhood associations 33) PAALF Note: Contact the Skanner and the Observer for outreach
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Facilitator Note 1: The ODOT PI team has indicated there has been little to no outreach focused on the covers.

Facilitator Note 2: The October 2012 planning effort included the following interests, some of whom are or were represented on the ESC, CAC, and COAC.

Summary	Above
ICA	Kingston Neighborhood Association: https://kingneighborhood.org/ Lloyd Community Association: https://www.lcapdx.org/ https://www.vanportmosaic.org/ : Damaris Webb https://www.opensignalpdx.org/ http://www.centerforpublicinterestdesign.org/people : Todd Ferry http://right2root.com/ : Cat Goughnour https://ecodistricts.org/ https://www.rosewoodinitiative.org/ https://www.theskanner.com/ NPNS – Mary Jaron Kelley: https://www.npnscommunity.org/ NECN – Adam Lyons: https://www.necoalition.org/ <u>Community facilities and organizations:</u> Matt Dishman Community Center Peninsula Park Community Center North Portland Library Albina Library Portland African American Leadership Forum Urban League of Portland https://www.apano.org/ https://www.uniteoregon.org/ https://haciendacdc.org/

<https://irco.org/>

<https://nayapdx.org/>

<http://pcrihome.org/>

<https://www.reimagineoregon.org/>

<https://www.coalitioncommunitiescolor.org/>

<https://www.diversityindesignpdx.org/>

www.paalf.org

Places of worship:

AME Zion Church

Immaculate Heart of Mary

Hughes Memorial Methodist Church

Vancouver Ave First Baptist Church

Life Change Church

Allen Temple CME Church

St. Stephen Missionary Baptist

The Well Community

Mt. Olivet Baptist Church North Campus

New Hope Missionary Baptist Church

NE Community Fellowship

New Song Community Church CAC

ODOT contacted community-based organizations via phone, email, or in-person, asking them to distribute information to their membership. Some of the organizations include:

Albina Vision Trust

Portland African American Leadership Forum (PAALF)

National Association for the Advancement of Colored People (NAACP) Portland Chapter

Self Enhancement Improvement, Inc. (SEI)

Coalition of Communities of Color

Northeast Coalition of Neighborhoods (NECN)

Eliot Neighborhood Association

Lloyd District Community Association

Organizing People/Activating Leaders (OPAL)

Verde

Williams Vancouver Business Association

Community members:

Nate McCoy – NAMCO – Exec. Dir. / ESC nate@namc-oregon.org

Andrew Colas – NAMCO President, PBA, COLAS Construction andrew@namc-oregon.org

Alando Simpson – NAMCO Treasurer, OTC, Portland Business Alliance (PBA)
alando@namc-oregon.org

Don Shankin – NAMCO Secretary

Cobi Lewis – NAMCO Director CobiLewis@UmpquaBank.com

James Walker – NAMCO General Council, Miller Nash Graham & Dunn
LLP james.walker@millernash.com

Sam Brooks – PBA, OAME <https://oame.org/>

Latricia Tillman – Equity Diversity and inclusion Officer OR Housing and Community
Services Department <https://www.co.washington.or.us/CAO/first-equity-officer.cfm>

Chris Guinn – DWELL <https://www.dwellrealtypm.com/> MERCATUS
Connection cgiii65@gmail.com

Cleo Davis – <https://www.albinavisioninc.com/cleo-davis>

Othello Meadows III – <https://www.albinavisioninc.com/othello-meadows>

Marc Norman – professor of economics/community
wealth <https://www.albinavisioninc.com/marc-norman>

Kayin Davis – Business owner Historic Black Williams Art Project
<https://www.albinavisioninc.com/kayin-davis>

Chi Nguyen – Former ED of APANO, Dir. of CCC

Tony Hopson Jr. – CEO President of SEI

Arleta Christian – Senior Director of Health and Older Adult Services achristain@ulpdx.org

Denetta Monk – Director of Housing Programs dmonk@ulpdx.org

Cinna' Mon Williams – Director of Education & Workforce Development
cwilliams@ulpdx.org

Linda King – Housing Programs Manager lking@ulpdx.org

Professor Michael Lewellen – University of Portland – Marketing and Communications
lewellen@up.edu

James L. Mason, Ph.D. – Portland Business Alliance

Tejara Brown – Co-Founder of Diversity in Design PDX tbrown@ffadesign.com

Sun Joo Kim – Co-Founder of Diversity in Design PDX SunJoo_Kim@gensler.com

	<p>Alando Simpson – CEO of COR Chief Diversity Officer, Providence Health & Services / former Director of Office of Multicultural Health for the State of Oregon / President of Organizational Cultural Competence Assessment</p> <p>Marcus Mundy Exec. Dir. – Coalition of Communities of Color marcus@coalitioncommunitiescolor.org</p> <p>Jenny Lee – Deputy Director, CCC, former Advocacy Director at APANO, a CCC member organization</p> <p>Taren Evans – taren@coalitioncommunitiescolor.org.</p> <p>Wei Lou, PhD – Board of Director APANO</p> <p>Joy Alise Davis – Exec. Dir. Portland African American Leadership Forum joyalise@paalf.org</p> <p>Samantha Taylor – samantha@paalf.org</p> <p>Renate Ray Mayer – ray@paalf.org</p> <p>Michelle Yemaya Bento – myemaya@paalf.org</p>
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ICA Team Independence

Context: The contract provides the following:

- 1) All reasonable efforts to maintain its professional independence.
 - 2) Confer with the ESC and APD to support the ESC’s deliberations and recommendations to the OTC.
 - 3) The Consultant is solely responsible for the analyses.
 - 4) HC3 has a coordination role; including ESC member staff to support independent assessment team in the development and refinement of information to be reported to the ESC and OTC.
- a) **Given the requirement for the ICA team to maintain professional independence, what does our independence look like to you? What would you like to see from us? What would you not like to see from us? To what extent, if any, should we engage with the ODOT technical team during this assessment?**

Summary	<ul style="list-style-type: none"> 1) Complete the assessment within the scope provided based on their professional expertise, as they would if ODOT were not a client (but rather OTC and agency partners, as the source of that scope). 2) Work with ODOT as they would any other agency partner to consider background information and complementary work as part of the assessment effort. 3) Similar to a more typical consulting process, interact with the ODOT technical team (as the keeper of project work for OTC) as needed to collect data or other resources (e.g. files) necessary to inform and complete, but not direct, the team’s work. 4) ICA should not work with the ODOT technical team in their assessment work outside of information sharing or to provide clarification. 5) Allow ICA use of existing work product to expedite its work with cost efficiency, which will allow ICA to advance work and inform the team with new ideas.
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	<p>6) Do not solicit edits/comments from project team prior to publishing the findings.</p> <p>7) Control of the public conversation, the level of input, aggregation of data and findings, the process presentation, and findings to the HC3, ESC and OTC.</p> <p>8) ODOT meeting support is fine to avoid duplication of effort.</p> <p>9) ICA logo conveys the cover assessment is part of the overall project – not independent.</p>
<p>HC3 Summary</p>	<p><u>ICA professional independence in general.</u> Megan (ODOT): The language was needed as a legal contractual standpoint and sees herself as a co-project manager with Ally (Metro) and Courtney (PPS). The HC3 is the body helping to guide and oversee the ICA work and we will let you be independent. Don't be afraid to push back, question, and ask for more information.</p> <p><u>ICA engagement with ODOT technical team.</u> Ally: Complete the assessment within the scope provided based on their professional expertise, as they would if ODOT were not a client (but rather OTC and agency partners, as the source of that scope). Work with ODOT as they would any other agency partner to consider background information and complementary work as part of the assessment effort.</p> <p>April (ODOT): Agrees with Ally's comments around the team being able to control the aggregation of the information and creating an independent process and conveying that through the team's communications.</p>

b) **How would you propose maintaining the independence of this assessment in areas where the ICA scope necessarily intersects with public engagement tasks managed by ODOT's public involvement staff and their consultants? What are your recommendations for the facilitation of those events?**

<p>Summary</p>	<ol style="list-style-type: none"> 1) Complete the assessment within the scope provided based on their professional expertise, as they would if ODOT were not a client (but rather OTC and agency partners, as the source of that scope). 2) Work with ODOT as they would any other agency partner to consider background information and complementary work as part of the assessment effort. 3) Similar to a more typical consulting process, interact with the ODOT technical team (as the keeper of project work for OTC) as needed to collect data or other resources (e.g., files) necessary to inform and complete, but not direct, the team's work. 4) Not work with the ODOT technical team in their assessment work other outside of information sharing or to provide clarification. 5) Allow ICA use of existing work product to expedite its work with cost efficiency, which will allow ICA to advance work and inform the team with new ideas.
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	<p>6) Do not solicit edits/comments from project team prior to the publishing the findings.</p> <p>7) Control of the public conversation, the level of input, aggregation of data and findings, the process presentation, and findings to the HC3, ESC and OTC.</p> <p>8) ODOT meeting support is fine to avoid duplication of effort.</p>
HC3 Summary	<p>ICA engagement with ODOT’s public involvement staff. Megan: Support from ODOT does not necessarily affect the independence of your work if you are controlling the data and findings and the process.</p> <p>Ally: This is about ensuring the HC3 team is the driver and has as many touchpoints as they need with the CAC and ESC.</p> <p>Megan: Agrees and will see that the ODOT team has added available resources, but HC3 is the driver for the community engagement process. It may make sense to partner on some tasks with ODOT and if the HC3 team wants to leverage that we can have that conversation.</p> <p>Ally: It would be helpful that when any coordination is needed, she is involved with the ODOT staff at the facilitator meetings.</p>

c) **How do you recommend the ICA facilitator, Sam Imperati, monitor the independence of the ICA process and report to the APD on overall Project compliance with the final Facilitation Needs Assessment Report?**

Summary	<ol style="list-style-type: none"> 1) ICA should hold and lead public engagement tasks and events independent of the ODOT public engagement team wherever possible. 2) Where intersection with ODOT public engagement is necessary, regardless of the event (e.g. joint), the ICA team should develop, manage, and facilitate any presentations, workshops, or conversations around the assessment. 3) Planning for those tasks should take place only in the HC3 meetings or in the facilitator or communications meetings where partner agency staff and consultant facilitators are present to both oversee and help shape the approach. 4) Where those tasks or events coincide with the CAC, coordinate with the consultant facilitator on timing or framing for their presentation. 5) Utilize Sam to participate in these meetings and convey information as appropriate would be ideal. 6) Materials that would go through ODOT public involvement staff and their consultants should also be routed for final review in track changes by partner agency staff before posting or distribution. 7) Facilitators of color – ideally with ties to historic Albina. 8) Megan and April serve as gatekeepers of the intersections. 9) Acknowledgment that the other is happening but no coordination.
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3. ICA Draft Cover Assessment Approach

Context: Here is the current draft process concept. (Most recent draft appears above.)

a) **What are your comments, concerns, and recommendations?**

Summary	<ol style="list-style-type: none"> 1) It is critically important to establish the community vision and values early on and that the scenarios developed and assessed under those values are brought back to the community to truth check. 2) It will also be critical when thinking about cost, constructability, and finance that the community be included in discussions of tradeoffs and prioritization. 3) It will also be important to include the community in conversations around governance and the approach and process for establishing those structures in addition to the tools and strategies used to do so (e.g. community oversight groups). 4) Use Metro’s adopted values and outcomes related to public engagement for the Rose Quarter project. Engaging stakeholders through a transparent and inclusionary decision-making process includes: <ol style="list-style-type: none"> a. People with diverse backgrounds and expertise are brought together in local community spaces through engagement that is creative, intentional, and fosters community building. b. Engagement efforts reach out to communities to foster a two-way dialogue that demonstrates how those conversations meaningfully inform decision making. c. The process is community-led and supported by a clearly defined governance structure that is responsive to information, feedback, and insight gained through engagement. d. All stages of the process reflect the shared power of the community and local, regional, and state government to influence project decisions and outcomes, ensuring there is consensus on the scope and that the project ultimately meets needs at every scale. e. Communication and collaboration with interagency partners are clear, consistent, and predictable, and there is demonstrated alignment regarding and accountability for project outcomes. 5) Use the development assessment framework and the results of scenario testing to determine if the values and outcomes resonate with the community. 6) Use Metro’s work around constructability, finance, and governance for the discussion at both the HC3 and ESC. 7) Determine how the ICA process fits with other project processes, including the addition of the CM/GC.
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ICA Major Tasks, Timeline, and Schedule

(Most recent draft appears above.)

Context: Here are the current contractual tasks and draft process schedule.

Task 1: Project Management, Coordination and Quality Assurance Services

Task 2: Conceptual Design of Scenarios, Engineering Assessment and Costing

Task 3: Public Meeting Facilitation

Engagement Plan Concept

The ICA engagement plan is to move forward with the objective of collecting community input to adapt the assessment process so as to bring stakeholders and community members together in alignment with ideas that are supportive of the Albina Community's restoration. The ICA team will present up to three highway cover scenarios to the ESC for their evaluation and deliberation on potential inclusion into the Rose Quarter Improvement Project.

1. The plan should be adaptive to reasonable and timely requests from committees, stakeholders, and community members.
2. The plan is conducted in coordination with the HC3 on behalf of the ESC
3. The CAC will receive information and provide input and feedback to the ICA at CAC meetings. Additionally, CAC members will be invited to participate with other community members during Community Workshops.

a) **What are your comments, concerns, and recommendations?**

Summary	<ol style="list-style-type: none">1) Given the August CAC and ESC meetings were canceled, does the ICA team feel there are still enough touchpoints with these groups?2) Has there been commitment to the December ESC meeting date or is this likely to be canceled as well (thinking ahead to a likely possibility)?3) How will that play into the schedule? (Prudent to ask this question now where there will be less pressure to stick to an OTC decision date.)4) Is six months sufficient time to identify, onboard, and engage with enough organizations and members of the Historic Albina Community to develop the vision and meet collective goals.5) More important to get the engagement right versus getting it done by the OTC deadline.6) The environment has changed since the scope was originally put together and ODOT needs to provide flexibility to the ICA team to be nimble in their response to a shifting political climate and changing understanding.7) How will information be brought to the community, CAC, and ESC for feedback?8) How it will be presented to them for feedback?9) How will these groups hear from each other?10) How that feedback will influence the design and process?11) The ICA work needs to be community-led not community-consulted.12) Given the distrust in the project process, we need widespread buy-in from the community that the engagement strategy provides a clear feeling of ownership and support for the outcomes.13) The chances of bringing partners back will be increased if the community supports the project through genuine engagement in shaping the vision, commitments, actions, and then demonstrating concerted effort in implementation. The former partners will look to the community to validate the effectiveness of the actions taken before recommitting.
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	<p>14) Scheduling around Thanksgiving and the holidays. Concern that the scope of the work sessions is very narrow and will not capture broad public input.</p> <p>15) Making sure ESC facilitator can work with this flow.</p>
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b) **The information that is generated during the independent assessment will be deliberated in public. Where do you see this deliberation being most effective (e.g. at the ESC, CAC, and/or other public events like Community Workshops)?**

NOTE: The ESC members include:

- Governor’s Office – Leah Horner, Regional Solutions Director and Jobs and Economy Policy Advisor
- Labor – Oregon Building Trades – Robert Camarillo, Executive Secretary
- Metro – President Lynn Peterson
- N/NE Community Development Initiative – Dr. Ebony Amato
- N/NE Housing Strategy – Marlon Holmes
- National Association of Minority Contractors (NAMC) – Nate McCoy, Executive Director
- Oregon Department of Transportation – Brendan Finn, Urban Mobility Office Director
- Oregon Trucking Associations – Jana Jarvis, President
- Portland Public Schools – Julia Brim-Edwards, PPS Board Member
- TriMet – Doug Kelsey, General Manager
- Williams and Russell Project – Bryson Davis

Summary	<ol style="list-style-type: none"> 1) All the above. 2) While key deliberation and recommendation will occur with the ESC, the ESC will want to hear feedback from deliberation at the community-level, particularly from the Historic Albina Community through public events like Community Workshops. 3) The ESC will also be interested in hearing feedback from the CAC as well, but that the deliberation focus will be to prioritize/elevate the voices of those historically impacted. 4) This intentional engagement will ensure that the assessment is guided by the same values as those held by the Albina Community so that there is seamless integration between this work and complementary efforts by Metro, the City of Portland, and Albina Vision Trust.
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c) **Specifically, what are your recommendations for coordinating the timing and sequencing of ESC, CAC, Community Workshops with the ICA work to ensure an inclusive, iterative, and mutually agreeable process within a six-month schedule?**

i. **HC3 to ESC to CAC to the Community Workshops,**

- ii. HC3 to Community Workshops to CAC to ESC,
- iii. HC3 to ESC to Community Workshops to CAC, or
- iv. Other? (Please describe.)

Summary	<ol style="list-style-type: none"> 1) HC3 to ESC to CAC to the Community Workshops <ul style="list-style-type: none"> o The ESC should first provide the framing for the work by discussing the Task 3 questions and offering input on the process and who should be engaged as part of the process o Then the CAC should provide similar input to frame the process and offer additional input on engagement before reaching out to the community through the workshops. o The next CAC and ESC meetings should then include what was heard from the community and who was engaged in the community (and the CAC for the ESC, and some information to CAC about what is considered at ESC) to continue a feedback loop to inform further refinement as the process continues. 2) HC3 to ESC to Community Workshops to CAC 3) HC3 to Community Workshops to CAC to ESC x 2
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h) **What are your recommendations for the facilitated presentation of the independent highway covers assessment materials?**

Summary	<ol style="list-style-type: none"> 1) ICA should develop, manage, and present any materials related to the assessment. 2) Where these materials and presentations are for the CAC and ESC, it would be helpful for Sam to coordinate with the consultant facilitators to help frame the presentation and provide feedback regarding tweaks to maximize group understanding and participation and leverage group strengths. 3) To preserve independence, this could be done in a format similar to past preparation meetings for the CAC where after an initial conversation about the agenda, Sam previews the presentation in a meeting with both the consultant facilitators and agency partners where there is additional oversight around the approach and input more broadly, and then provides that feedback to the ICA team as appropriate. 4) Be clear on options. Most people will not have seen options. Ensure one cover like AVT's design is provided. 5) Plain language questions that get to the core of the assessment. Make it exceedingly graphical, even 3D renderings. Pictures over words.
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HC3 Role

Context: As contractually scoped, the HC3 with representatives from ODOT, Metro and PPS (with information shared with the City, County, and Albina Vision Trust) will serve as the staff working group to support our independent development and refinement of the three development scenarios and to review

and provide input on the deliverables to be considered by the ESC and OTC. The HC3, on behalf of the ESC, will provide a forum for the discussion of ICA work progression, schedule, change management, and other relevant topics.

a) What are your thoughts and recommendations surrounding the HC3 purpose and role?

Summary	<p>The resolution of these issues (and potential charter language) would be helpful in framing our work and the responsibilities of each group related to the work.</p> <ol style="list-style-type: none"> 1) Provide more clarity around what the responsibilities of the HC3 are and what it will specifically be influencing and how. 2) What is the relationship of the HC3 to the Project Management Group (PMG) and how will the PMG be involved related to the ESC? 3) Will the HC3 help provide feedback on materials, deliverables, or discussions at ESC (or CAC)? 4) Will the HC3 comment on the values reflected or the development framework at a high-level (prior to ESC review)? 5) Is there a role for the HC3 in providing feedback related to outreach strategies since that is also part of the ESC’s charter? 6) Is the PMG involved in the ICA work? <p>Note: Bring anything that the ESC will see to HC3 first so staff can provide initial feedback (related to the concerns you will hear and hear feedback from each other). Meetings at the ESC level are more successful if the briefing can indicate that staff has had a chance to comment (based on values from the full Council), how the documents already reflect our input, and where there was discussion to frame the meeting.</p>
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b) What are your recommendations for a different name for the HC3 that better focuses on the coordination function?

Resolved: Highway Cover Coordinating Committee (HC3)

c) Given the current absence of Albina Vision Trust, City of Portland, and Multnomah County from the ESC/HC3, what are your recommendations for including their interests and input in the independent assessment highway cover work?

Summary	<ol style="list-style-type: none"> 1) Continue to engage remaining partner agency staff around not only their concerns, but the concerns of absent partners with whom staff has worked closely to develop joint letters and testimony, and listened. 2) Review and consider the joint letters and joint testimony that were drawn from concerns and shared goals from other work complementary to this process, including the N/NE Quadrant Plan, Central City 2035 Plan, and the Albina Vision, and associated Metro 2040 grant funded implementation efforts, including the Community Investment Plan. Reflecting those aspirations in the assessment work will be key to making sure all partner interests are represented. 3) It is paramount to demonstrate that the Historic Albina Community has ownership of this process.
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d) **What are your recommendations for additional HC3 members/voices, especially from the Black American/African American communities? Who, how, and when should recommendations be made to ODOT for membership?**

<p>Summary</p>	<ol style="list-style-type: none"> 1) HC3 members could be drawn from leadership in community organizations or other community leaders (identifying recommendations through these partnerships should be priority). 2) Metro is willing to recommend specific members that have taken part as community members on Metro or other agency task forces or committees. 3) Like the Interstate Bridge Replacement Process, solicit recommendations from agency partners, public engagement consultants, and consultant facilitators to compile an invitation list for discussion at an HC3 meeting. 4) Then the ICA team should extend the invitation in coordination with the nominator to thread the personal connection. 5) Given the first HC3 meeting has already occurred and the six-month timeframe, this should happen as soon as possible. 6) Membership should be extended to include the following because the current configuration does not represent centering black voices: <ul style="list-style-type: none"> o NAACP o Urban League o Pastor Hennessee and his community members o Soul District o Other organizations that represent historic and current Albina o Housing groups o Black/African American Police Officers o Oregon Association of Minority Entrepreneurs <p>Facilitator note: The HC3 role is to participate by way of technical and process coordination, not the making of highway cover recommendations to the ESC. As such, we are primarily looking elsewhere to get the needed “creative ideas.” This is not to say the HC3 should not “represent centering Black voices.” Those voices need to be heard throughout the process.</p>
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e) **Do we need an HC3 charter separate from the ESC charter? If yes, what are the essential elements?**

<p>Summary</p>	<ol style="list-style-type: none"> 1) The HC3 is primarily staff supporting ESC members, so its role could be clarified in the ESC charter rather than a separate charter. This would be particularly helpful in the relationship to the ESC and CAC roles in the process. 2) However, with the addition of community representatives, an HC3 charter would be helpful for clear orientation of new members. 3) The essential elements need an explanation of the roles and responsibilities, particularly where the HC3 will provide meaningful feedback as part of the process and how that is communicated and how it fits in to the process and procedures. 4) No, these should just be staff meetings. Do not give it more voice than it needs. It is to keep staff informed and vice versa.
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