

Technical Memorandum

December 21, 2022

Project# 23021.043

To: Melissa Johnson
City of Troutdale
219 E Historic Columbia River Highway
Troutdale, OR 97060

From: Matt Bell and Polina Polikakhina, Kittelson & Associates, Inc.

CC: Glen Bolin, Oregon Department of Transportation

RE: Main Streets on Halsey Cross Section and Street Design Plan

PROJECT MANAGEMENT PLAN

This Project Management Plan (PMP) describes the roles and responsibilities, communication protocols, and quality management protocols that will serve as a consolidated reference for the *Main Streets on Halsey Cross Section and Street Design Plan* project. The information provided in this memorandum will be updated throughout the project, as necessary, based on input from the project team.

Project Overview

The *Main Streets on Halsey Cross Section and Street Design Plan* will build on work conducted under previous phases of the *Main Streets on Halsey Plan* to transform the three-mile stretch of NE Halsey Street from a busy, nondescript, car-dominated arterial into a vibrant, attractive, pedestrian and bicycle-friendly "main street". The plan will revise Multnomah County's street cross section and develop ten percent (10%) design plans for the project corridor. The plan will include new cross sections and street design plans that reflect the unique character of each community while providing continuity along the project corridor.

Roles and Responsibilities

This section outlines the roles and responsibilities of the Project Management Team (PMT), Technical Advisory Committee (TAC), Project Advisory Committee (PAC), and the consultant team.

Project Management Team (PMT)

The PMT is comprised of staff from the cities of Fairview, Wood Village, and Troutdale (the three cities), Multnomah County, and Oregon Department of Transportation (ODOT), as well as members of the consultant team. Contact information for each PMT member is provided below.

Table 1: Project Management Team (PMT)

Name, Organization	Role	Phone No.	E-mail
Glen Bolin, Oregon Department of Transportation	Agency Project Manager (APM)	(503) 539-8454	Glen.A.BOLEN@odot.oregon.gov

Melissa Johnson, City of Troutdale	City Project Manager	(503) 674-7249	melissa.johnston@troutdaleoregon.gov
Sarah Seldon, City of Fairview	City Representative	(503) 674-6242	seldens@ci.fairview.or.us
Greg Dirks, City of Wood Village	City Representative	(503) 489-6854	gregd@woodvillageor.gov
Eve Nilenders, Multnomah County	County Representative	(503) 349-5014	eve.nilenders@multco.us
Jessica Berry Multnomah County	County Representative	(503) 988-3897	jessica.berry@multco.us
Matthew Bell, Kittelson & Associates, Inc.	Consultant Project Manager (PM)	(503) 535-7435	mbell@kittelson.com
Polina Polikakhina, Kittelson & Associates, Inc.	Deputy Project Manager (DPM)	(503) 535-7502	ppolikakhina@kittelson.com

The PMT will:

- Complete initial review of draft project materials
- Attend up to twelve (12) PMT meetings and up to three (3) TAC and PAC meetings
- Solicit and consolidate comments from other City, County, and ODOT staff
- Participate in up to three (3) public events

Technical Advisory Committee (TAC)

The Technical Advisory Committee (TAC) will consist of representatives from city, county, region, and state agencies as well as local transportation and emergency service providers. The TAC will provide technical guidance and coordination throughout the project to ensure the project is consistent with local and state planning efforts. TAC members will review and comment on technical memoranda and reports and participate in committee meetings and public events. A preliminary list of TAC members is included as an attachment. This list will be updated in future drafts of this memorandum. TAC members will:

- Review draft project materials prior to TAC meetings
- Attend up to three (3) TAC meetings and provide comments
- Provide additional comments to City staff within one week following each meeting
- Participate in up to three (3) public events (not required but encouraged)

Project Advisory Committee (PAC)

The Project Advisory Committee (PAC) will consist of local residents and property owners, local business owners and operators, and local organizations, such as the Halsey Community Collaborative Committee (HC3). The PAC will also include representatives from local school districts, local advocacy groups, and the planning commissions and city councils of the three cities. The PAC will serve as the voice of the community and the caretakers of the project goals and objectives. Much like the TAC, PAC members will review and comment on technical memoranda and reports and participate in committee meetings and public events. A preliminary list of PAC members is included as an attachment. This list will be updated in future drafts of this memorandum. PAC members will:

- Review draft project materials prior to PAC meetings
- Attend up to three (3) PAC meetings and provide comments
- Provide additional comments to City staff within one week following each meeting

- Participate in up to three (3) public events (not required but encouraged)

Consultant Team

The consultant team will develop the technical memoranda and reports, facilitate discussions with the PMT, TAC, and PAC, and host the public events. The consultant team is comprised of five consulting firms led by Kittelson & Associates, Inc. Contact information for the consultant team is provided below.

Table 2: Consultant Team

Name, Organization	Role	Phone No.	E-mail
Darren Hippenstiel, Kittelson & Associates, Inc.	Project Principal (PP)	(503) 535-7488	dhippenstiel@kittelson.com
Matthew Bell, Kittelson & Associates, Inc.	Project Manager (PM)	(503) 535-7435	mbell@kittelson.com
Polina Polokakhina, Kittelson & Associates, Inc.	Deputy Project Manager (DPM)	(503) 535-7502	ppolikakhina@kittelson.com
Mike Abbaté, Abbaté Designs	Landscape Architect	(971) 404-8670	mike@abbatedesigns.com
Mike Faha, Greenworks	Streetscape Design	(503) 222-5612	mikef@greenworkspc.com
Andrew Holder, Greenworks	Streetscape Design	(503) 222-5612	andrewh@greenworkspc.com
Brandy Steffen, JLA	Public Involvement	(503) 235-5881	brandy.steffen@jla.us.com
Matt Hastie, MIG APG	Land Use	(503) 297-1005	mhastie@migcom.com

The consultant team will:

- Consult with the City and ODOT on technical analyses
- Provide draft project materials to the PMT, TAC, and PAC with adequate time for review
- Arrange and facilitate up to twelve (12) PMT meetings and up to three (3) TAC and PAC meetings
- Arrange and facilitate up to three (3) public events
- Provide final memoranda and reports that incorporate TAC, PAC, and public comments
- Support adoption efforts by the local agencies

Communication Protocols

The consultant team will communicate with the PMT through coordination calls/virtual meetings throughout the project. Kittelson will participate in up to twelve (12) PMT meetings in order to review progress, identify and mitigate potential issues, and oversee project development from beginning to end. The PMT meetings will be scheduled following the project kick-off meeting and will correspond with upcoming meetings and deliverables. The consultant team will prepare agendas prior to each meeting and provide a summary of decisions and action items.

Meetings and Deliverables

The consultant team will provide technical memoranda and reports at key points throughout the project. The memoranda and reports will be reviewed and updated based on discussions with and input from the PMT, TAC, PAC, and the public. This process will help build consensus and support adoption by the planning commissions and city councils of the three cities. The following summarizes the meeting schedule for this project including preliminary meeting dates and times, key deliverables for discussion, and anticipated attendees. The meeting dates, times, and locations are subject to change based on location and participant availability.

Table 3: Meetings and Deliverables

Meeting	Date & Location	Deliverables Presented	Participants
Project Kick-off Meeting	October 3, 2022 (Virtual)	Project Management Plan Project Website	PMT & Consultant Team
TAC / PAC Meeting #1	February 2, 2023 (Virtual)	Draft TM #1: Existing Standards, Existing Conditions and Needs Draft TM #2: Cross Section Deficiencies and Needs Draft Streetscape and Roadway Design Toolkit	PMT, TAC / PAC, & Consultant Team
Public Event#1	January 29, 2023 through February 12, 2023 (Virtual)	Draft TM #1: Existing Standards, Existing Conditions and Needs Draft TM #2: Cross Section Deficiencies and Needs Draft Streetscape and Roadway Design Toolkit	PMT & Consultant Team
TAC / PAC Meeting #2	May 11, 2023 (Virtual)	Draft TM #3: Halsey Alternatives Draft TM #4: Transportation and Land Use Alternatives	PMT, TAC / PAC, & Consultant Team
Public Event #2	May 7, 2023 through May 21, 2023 (Virtual)	Draft TM #3: Halsey Alternatives Draft TM #4: Transportation and Land Use Alternatives	PMT & Consultant Team
Joint TAC / PAC Meeting	August 24, 2023 (Virtual)	Draft TM #5: Amendments for Streetscape Elements and Linear Design	PMT, TAC / PAC, & Consultant Team
Public Event #3	August 20, 2023 through September 3, 2023 (Virtual)	Draft TM #5: Amendments for Streetscape Elements and Linear Design	PMT & Consultant Team

Quality Control Procedures

Kittelson will implement its ODOT-approved QA/QC process that requires the project principal to review draft documents for technical competency and regulatory compliance. Documents are also reviewed by subject matter experts and given to the project manager to finalize prior to each submission. All key and public facing documents will be reviewed by a technical editor to verify readability, proper grammar and punctuation, and consistent writing style. Final documents will receive a final review before delivery. This

review process is detailed in an internal quality management plan with identified reviewers and review deadlines as an internal guide for the consultant team throughout the project.

Beyond the internal QA/QC process, all draft technical memoranda and reports will be reviewed by the PMT and revised by the consultant team before they are shared with the TAC, PAC, and the public. The following summarizes the general review timeline for project materials to provide the PMT, TAC, and PAC members adequate time to review and comment on project materials.

Table 4: Review and Revise Schedule

Week #	Mon	Tues	Wed	Thurs	Fri
1					PMT Draft Submitted by Consultant Team
2					
3					PMT Draft Comments Provided by City/ODOT
4				TAC/PAC Draft Submitted by Consultant Team	
5				TAC/PAC Meetings Review draft materials	
6					TAC/PAC Final Comments Provided by City/ODOT
7					Final Draft Submitted by Consultant Team

Legend: PMT Review Period; TAC/PAC Review Period