

Exhibit A

DRAFT

Work Plan

Suspended Cable Transportation System

Project Assessment Phase

Portland Office of Transportation

May 23, 2002

Introduction and Background

A proposal to link Oregon Health & Science University's (OHSU) Marquam Hill campus with an expansion site in North Macadam via a suspended cable transportation system has been examined extensively as part of the Marquam Hill Plan project, a long range planning project being led by the Bureau of Planning. The Portland Office of Transportation (PDOT) believes this idea can contribute to the network of transportation options available to Marquam Hill and potentially to the North Macadam District. However, it is clear that additional work is needed to fully examine the opportunities and impacts associated with a system of this nature.

On May 14, 2002, the Portland Planning Commission forwarded recommendations on the Marquam Hill Plan to City Council for a Council hearing on June 26, 2002. The recommendations do not include the policies or objectives originally proposed by the Bureau of Planning for the implementation of a Suspended Cable Transportation System (SCTS) linking Marquam Hill with North Macadam.

Part of Planning Commission's advice to City Council included a proposed process for evaluating a SCTS. The process built upon an earlier version proposed by the City Engineer, which suggested evaluating alternative systems and alignments linking Marquam Hill to North Macadam. The Planning Commission also expanded on a set of evaluation factors generated by the City Engineer to assist in the determining which alternative, if any, is preferred.

Suspended cable transportation systems include two different technologies – aerial trams and gondolas. These systems are unique transportation conveyances in many key areas. Both systems run on electric power, which is locally non-polluting. Both systems have significant capacity potential and good passenger acceptability. These systems are also unique in that they can traverse both private property and public right-of-way. Portland has a long history of seeking and implementing transportation systems that increase the public's options and encourage modes other than single occupant vehicles.

At this point, it is unclear who will fund, own and operate a SCTS. Most likely, funding will come from a variety of sources, both public and private. However, it should be noted that PDOT is pursuing this work plan in order to move the SCTS proposal along to a greater level of detail to aid in decision making, and there is no work program at this point that is exploring the funding of construction or operation of such a system.

It should be noted that this work plan does not represent a city-wide approach to the implementation of a SCTS. Rather, this is seen as a one-time project development and design process aimed at implementing a connection between Marquam Hill and North Macadam.

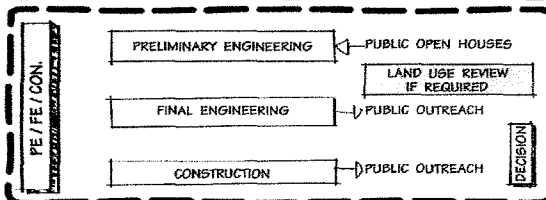
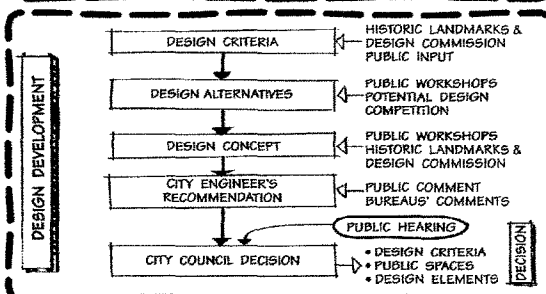
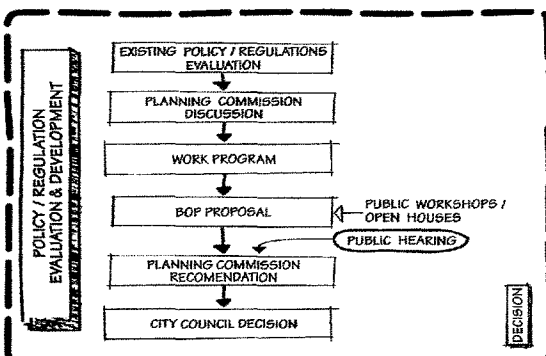
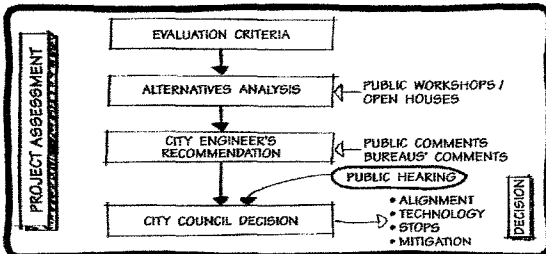
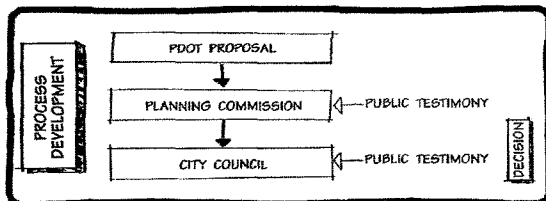
A critical component of this project, as with all of PDOT's transportation projects, is a meaningful public process. Throughout the work plan, opportunities are identified for public review, comment, and critique of the proposal. Our intent is to deliver a project that is better than it otherwise would have been had it not been for the public voice present in the process.

The diagram on the following page provides a conceptual overview of the City Engineer's proposed process. This process incorporates Planning Commission advice, expanding the original proposal by adding a Process Development piece at the front end as well as a Policy Evaluation and Development Phase. One major difference between the Planning Commission's advice and the City Engineer's proposed process is the timing of the Policy Evaluation and Development phase – the PDOT process recommends that this work occur after the Project Assessment phase to better evaluate a more specific SCTS proposal.

In addition, the Planning Commission forwarded advice on the City Engineer's Evaluation Factors, which are outlined on the page following the diagram. For the most part, the City Engineer has incorporated that advice, with the following minor exceptions. First, because no funding sources have been identified for the project, it is premature to evaluate any of the alternatives based on the source of funds, and the information is likely to be nearly equal across the alternatives as well. Second, and in a similar vein, the System Management and Development factors will be difficult, if not impossible, to use in evaluating the alternatives because the information is not developed at this point.

In summary, the proposed City Engineer's process for considering a SCTS provides an opportunity to evaluate a range of SCTS alternatives in a public forum, and will generate information for City Council that will be useful in their decision making process on the Marquam Hill Plan.

**City Engineer's Proposed Process
Suspended Cable Transportation System
Portland Office of Transportation**



Evaluation Factors
Suspended Cable Transportation System
Project Assessment Phase
Portland Office of Transportation

A. Neighborhood impacts

- Visual impacts (views to and from system)
- Sound impacts
- Property Impacts
- Historic Resources
- Natural Resources
- Personal Privacy
- Property Value
- Parking
- Terwilliger Parkway – Character and Views

B. Transportation access and efficiency

- Effect on Transit Choice
- Capacity
- Energy efficiency
- Accessibility (ADA)
- Connections to Existing Transit Facilities
- Connections to Future Transit Facilities
- Parking

C. Feasibility

- Land availability
- Compatibility with development proposals
- Timely Implementation

D. Implementation Costs

- Cost to Construct

E. Maintenance and operations considerations

- Cost to operate
- Reliability
- Operation in Weather (wind, rain, etc.)

F. Public safety

- Disaster Relief/Operations
- Security
- Fire along/under alignment
- In cabins and under system

Work Plan
Suspended Cable Transportation System
Project Assessment Phase

1.0 Project Assessment

The primary intent of this phase of work is to further define the alignment, technology, stops, and landing areas for the SCTS. While the Bureau of Planning's proposal for the Marquam Hill Plan recommended that a SCTS be constructed linking Marquam Hill to North Macadam, it was silent on the specifics of how or where that linkage should be made. To that end, there are two primary technologies that can be utilized (aerial tram and a gondola) and a number of different alignments that should be considered.

This phase will study the alternative technologies and alignments and allow for opportunities for the public review and comment. Also, the alternatives will be evaluated across a number of different evaluation factors, including but not limited to neighborhood impacts, transportation access and efficiency, energy efficiency, visual impacts, feasibility, reliability, cost, maintenance and operations considerations, land availability, and compatibility with development proposals. Mitigation strategies, if any, will also be identified as part of this evaluation process.

- 1.1 Transportation Modeling** – PDOT and Metro staff will perform a transportation demand analysis for a mid-point stop on a SCTS. The primary goal of this task is to determine the amount of demand that may exist, both currently and in the future, for a mid-line stop serving the CTLH neighborhood and Barbur transit corridor.

- 1.2 Alternatives Development** – 3-5 alternatives will be developed, using both the Tram and Gondola technologies, along a variety of alignments linking Marquam Hill and North Macadam. Also, a surface shuttle bus system will be analyzed and compared along with the aerial systems. The alternatives will be developed to a point where reasonable knowledge is attained as to the structures required to implement the alternative, the height of passenger cars above existing features (trees, buildings, utilities, etc.), the relative costs of the alternatives, the physical impact of the alternatives, and other information required to complete Task 1.3, Alternatives Evaluation.

- 1.3 Alternatives Evaluation** – The alternatives developed in Task 1.2 will be evaluated by the City Engineer across the SCTS Evaluation Factors, listed in the preceding exhibit.

- 1.4 City Engineer's Report** – The City Engineer will issue a report detailing the findings of the alternatives process and make the report available for public review at least three weeks prior to the report being considered by City Council. The report will contain a summary of key issues raised during the public process (see 1.5, Public Process) as well as an analysis of the options considered during the project development process.

Most critically, the report will make a recommendation, if any, on the best alignment and technology for implementing an SCTS. If appropriate, next steps will also be outlined in order to carry the recommended proposal through the next phase of design development.

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- 1.5 **Public Process** – The public process for the Project Development phase is focused on the comparison of various aerial transit system technologies and alignments. ~~The process will not consider alternatives to a suspended cable transportation system in depth, inasmuch as that level of analysis was performed as part of the Marquam Hill Plan effort. A “no-build” (shuttle bus) alternative will be included as part of the report.~~ The primary goal of this public process is to share information on the benefits and liabilities of the alignment and technology alternatives for a SCTS, and to allow public feedback on a preferred approach. Some of the techniques that are anticipated to be utilized include:
- 1.5.1 *Stakeholder Interviews* – Various stakeholders, including project proponents, opponents, and neighborhood representatives, will be interviewed to gather information on project ideas, issues, and impacts. This information will be used to help generate alternatives as well as assist in the evaluation of the various alternatives.
 - 1.5.2 *Public Workshop(s)* – 1-2 public workshops will be held to present alternatives for a SCTS and to gather feedback on the various criteria for the project. A draft analysis of the alternatives will be available at these workshops to give participants a starting point for their own discussion of the alternatives.
 - 1.5.3 *City Engineer’s Report Review Period* – Following the workshops, the City Engineer will document the feedback received and consider how the feedback will be incorporated into a draft report to Council. The report will include the City Engineer’s recommendation on the recommended approach for linking Marquam Hill and North Macadam. The report will be made available to the public at least three weeks before the recommendation is presented to City Council for their action, and will be mailed automatically to properties along the affected alignments, to the CTAG for the Marquam Hill Plan, and to public process participants. Comments can be made in writing to the Council Clerk or can be submitted to City Council at the hearing on the matter.
 - 1.5.4 *City Council Hearing* – The Portland City Council will hold a hearing on the report as part of its consideration of the City Engineer’s recommendation. Interested parties will be able to submit comments in writing and/or testify on the matter before Council.
- 1.6 **City Council Action** – The Portland City Council will take action on the City Engineer’s recommendation in the form of a Resolution accepting the report and directing PDOT to undertake the next steps, if any, of the planning process. Council will have three courses of action available at that time – accepting the City Engineer’s report and recommendations; rejecting the report and recommendations; and directing the City Engineer to modify the report and recommendations. If Council accepts the report and recommendations, that decision will set the groundwork for the alignment and technology to be used for the SCTS as it moves into the next phase of development.