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Dear PATI Board Member,

We want to bring you up to date on some media interest that is building in the Portland Tram project, and provide some general communications guidelines that will help us stay focused as the final designs are reviewed and approved this month.

We learned last week that Zack Dundas of *Willamette Week* is preparing a story on the Tram. For *Willamette Week* and any other media outlet, we see no reason not to provide the full range of information we have and thus put our best foot forward. His timeframe is that he will contact us next week, probably try to set an interview with Pat before the 15th, and then do the feature sometime after that. It is a probable cover story, so we might as well do our best to make it as good as possible. We have directed him to Matt for the CAC update, Barbara or Jim for the community view, and OHSU for the upper campus profile. He may want to meet with Jay as well on his perspective as a landowner. He has access to the Web site artwork and related updates. We should load him up with best material we have.

Randy Gragg of *The Oregonian* and Scott Vogel of *Portland Monthly* are also preparing major stories, and we will be hearing more from them in the coming weeks.

Much of what has transpired on this project is public record or has been published on our Web site. Thus, we should do all we can to educate reporters and the public about the real challenges and accomplishments of the project design.

We have prepared the attached communications guidelines to assist you in this process. Please feel free to call us if you have any questions or would like support for a pending interview.

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The March 30 PATI board meeting was fascinating and we are very excited about the communications possibilities for this final push toward the final design documents and construction. PATI now has an enormous opportunity to frame the completion of this phase in the most favorable possible light.

In order to achieve the best result, the whole team – board, architect, engineer, City – will need to be unified in its messages and collective commitment to the project elements: design excellence, engineering integrity, community responsiveness and safety concerns. We will prepare press materials and Web communications in advance of the key dates to support this effort.

Based on the March 30 meeting and input from Vic and Pat, here are a few suggestions:

Coordinating Media Inquiries

We expect a high level interest in our activities this month as the final design is approved. The Oregonian, Willamette Week and Portland Monthly already have approached us for major spreads, and the Tribune and others will follow. MAP is available to coordinate media inquiries and to respond to any reporter who wants information.

Pat Lacrosse is the primary spokesperson for PATI, and Vic is always available to provide background and project detail.

Every PATI board member is an expert on and ambassador for the project, and so you can expect requests for individual interviews. Your perspectives can only be helpful in building public support for the project.

If you receive a media inquiry and would like some help, call us and we will find the right spokesperson for the issue, or assist you with your response. We can arrange interviews for you and also sit in to monitor the conversation and provide any follow-up that is needed.

Board attendance and visibility.

With the media now monitoring all of our meetings and events, it will be important that board members show up and are seen as fully participating in all the decision-making. Barbara made this point to us last Monday, and it is valid. The perception needs to be that all the key players are in accord and working together. This will be especially important for the April 12 board meeting, the April 15 public presentation, any media interviews and of course for the City Council meeting.

Design Excellence.

We should make every effort to communicate that the team has, in fact, despite significant challenges, created an extraordinary design that fulfills the mission of PATI.

In several past articles, the media picked up on a kind of "disappointment" from the team that the design was being compromised by cost and engineering constraints. What we heard from Mark on the 30th belies that. The latest design has solved many issues and remains true to the original goals. We should capture and repeat the descriptions Mark himself used for the refined design.

He calls the final upper tower, "the dancer on the hill," which was Sarah's phrase from the design competition. He refers to the new mid-and upper-tower legs as "sculpted," "elegant" and

"minimalist." He says the architectural team is "ecstatic" that the cabin design can be engineered and executed within their original design vision, while giving PATI the capacity it needs. He says the adjustments to the lower station, with its "unique angles" and "sculpted edge," are "very exciting" architecturally. We should all adopt this kind of terminology and communicate our excitement about the design to the public, and to the media, as we reach the finish line.

Budget

(The obsession with our budget seems to be subsiding,) but we need to have all the relevant numbers at hand. For instance, Zack at Willamette Week says he is not heavily focused on the budget, but wants to know the process that led to the final estimates. This can be an opportunity for us to talk about the uniqueness of the project, the stringent engineering requirements we are adhering to, and the astounding work of Doppelmyer and AGPS to address these challenges while adhering to the design imperative. Of course, we should repeat our mantra: "No City general fund dollars are being requested for the project."

Safety

We should emphasize whenever possible PATI's decisions to enhance the safety of the system. As an example, Barbara made a good point at our meeting about communicating the positive side of the track-rope brake issue. We could describe our decision on that component in these terms:

"PATI carefully considered two proven options for maintaining the safety of the track rope system: the existing U.S. safety standard, which has proven effective for systems in this country, and the newly refined Swiss safety standard, which applies to all new systems built in that country. PATI chose the higher Swiss standard because it provides for continuous inspection of cable integrity and redundant braking options. Unlike the U.S. standard, the Swiss standard chosen by PATI does not allow for even the possibility of a failure in the track rope."

On the seismic issues, if we can attain Level 3 on any of the elements, we should emphasize that we have gone beyond the accepted safety standard.

On the electrical power issue, we can point to the redundancy of the system, with its primary backup and emergency backup power.

We should also point out that Doppelmyer will create and roll out a safety demonstration program. Media will be very interested in this and may want to witness the demonstration when the time comes.

Community responsiveness.

Matt Brown is the contact for the CAC process. We should build on Matt's excellent final CAC report by providing summary messages about PATI's responsiveness to community concerns. You can always refer questions to Matt, or point out that minutes of the CAC and all the project developments are contained on our Web site, www.portlandtram.com. It would be great if Barbara and Jim could be PATI's spokespeople when it comes to the impact of the project on the community and the environment.

Overall Terminology.

A while back, we made the decision to refer to this project as the "Portland Tram," distinguishing it from just an OHSU project or a project of developers in the South Waterfront. In fact, the tram will become part of Portland's transportation system, just as the "Portland Streetcar" has. Our Web site uses that term throughout, and we should stick with it.