

Gibbs Street Pedestrian Bridge Project:

CAC/TAC Operating Protocols (revised approval 5/21/08)

CAC/TAC Membership

- If unable to attend a meeting, members may appoint one alternate who will attend in his or her place and have decision-making rights. The same alternate should serve for any missed meetings.
- If a member can no longer participate, staff will identify a replacement, considering alternates as a first choice.
- Alternates and any new team members will be expected to agree to the partnering protocols.
- Alternates and any new team members will be briefed by the person unable to attend or leaving the project. Meeting materials will be sent to alternates.
- Members who miss two meetings in a row or three meetings in total without sending an alternate will be removed from membership (beginning May 21).
- Staff will monitor attendance and take proactive steps to encourage participation.

Internal Communication

- The CAC/TAC will integrate different backgrounds and expertise:
 - Acknowledge that how people feel is as important as what they think
 - Recognize each other's expertise as a resource
 - Avoid acronyms – define the ones we use – if we don't understand acronyms that are used, ASK!
 - Speak from our own knowledge and experience – use examples, avoid vague generalities and sweeping assumptions (“everyone in the neighborhood feels....”)
 - Check for full understanding of issues – don't assume common knowledge
 - Recognize all ideas as valid

The CAC/TAC will dialogue to achieve understanding:

- Listen for understanding
- Provide feedback
- Inform each other immediately of changing circumstances – no surprises
- Recognize that differences need to be understood and acknowledged, not argued

- Recognize that silence means only silence, not necessarily agreement, disagreement, or neutrality
- Recognize that nothing is obvious until stated – speak up and surface assumptions
- In its internal communications, members will:
 - Be complete, open, and honest
 - Play our hands – don't hold our cards – no hidden agendas!
 - Recognize that everyone is responsible for what happens
 - Foster mutual respect and trust
- As matters of courtesy, members will:
 - Turn off cell phones and pagers until breaks
 - Speak one at a time – no side conversations

External Communication

- If members respond to the media, they will be careful to represent their own or their group's perspective. They will not attempt to represent the entire CAC/TAC. They will report media contacts to Jody Yates within 24 hours.
- Members are expected to reflect a majority or range of perspectives reflecting the organizations they represent.
- City of Portland public relations staff will prepare talking points and distribute them to CAC members as appropriate.
- Members will:
 - Communicate with their constituents by reporting key aspects of the project, getting feedback, and bringing feedback to the CAC/TAC – two-way communication!
 - Take care not to undermine the group process with comments made to the media
 - Keep interpersonal issues out of media communications
 - Refer media representatives to Jody Yates for information when unable to answer their questions

Meetings

- Staff will prepare and distribute a meeting agenda, support materials, and notes from the previous meeting by e-mail at least 5 days prior to each meeting. Hard copies will be mailed on request.
- Staff will post materials on the website and bring copies to meetings.
- Each agenda will include meeting location, materials included, approval of previous meeting notes, action expected on each agenda item (e.g., information only, decision item), and time allotted to each agenda item).

- Meetings will start on time, end on time, and last not more than 3 hours (generally from 9:00-noon). Agendas will be structured for 2.5 hours, but we will allow the full three hours if needed to complete discussion.
- If agenda items cannot be completed within the scheduled meeting time, the CAC/TAC will decide whether to extend the meeting or set an additional meeting.
- Sub-committees can be formed.
- Members will come prepared for all meetings.
- Staff will prepare written notes of each meeting, including:
 - Discussion, decisions, and reasons for decisions
 - Meeting attendees
 - List of “parking lot” issues (to capture ideas to be addressed at a later meeting) and when they will be addressed.
- Non-members will be welcome to attend meetings, but their participation will be limited to 10 minutes total during the meeting as specified in the agenda. Written comments will be accepted and distributed to committee members.
- Staff has discretion to reschedule meetings due to inclement weather or other unforeseen circumstances.

Decisionmaking

- Our goal is to reach decisions by consensus.
- If the CAC/TAC is not in full agreement, we will ask dissenters if they can live with the decision.
- If dissenters can live with the decision, the decision will be reflected as a consensus decision with no minority perspectives included in the meeting notes.
- If dissenters cannot live with the decision, the predominant perspective will be reflected as a non-consensus decision with minority perspectives reflected in the meeting notes.
- Two-thirds (8) of CAC members or their alternates must be present at meetings to make decisions at major decision points.
- Decisions made at decision points become “frozen.” “Frozen” points may be revisited only if two-thirds (8) of the CAC members concur.
- The TAC and CAC must work together. If either the TAC or CAC has a difference of opinion with the other body, they will communicate it to the other body. In the case of differing opinions that cannot be resolved through dialogue, both groups will have an opportunity to provide information directly to decision makers.