

CONGESTION RELIEF TASK FORCE

A Technical Review of Transportation Infrastructure Options



MEETING GOALS

1. Welcome and Introductions ▶ **7:00**

2. Meeting Goals and Agenda Review ▶ **7:05**

3. Task Force Process ▶ **7:10**

Agreement on:

- Task Force Goals — Public project description
- Public Survey — Content, timeframe

Weigh-in on:

- Task Force Operating Agreements — Roles and communications

4. Key Transportation Issues ▶ **7:30**

Agreement on:

- Key Problem Areas

5. Current Policies and Existing Constraints ▶ **8:00**

Weigh-in on:

- Which policies are flexible and which are not? To what degree?

6. Wrap up and Next Steps ▶ **8:20**

DATE	MEETING TOPIC
Feb. 23	1. Project Introduction a. Task Force goals and process b. Key transportation issues c. Current policies and constraints
March 23	2. Future Conditions, Transportation Ideas, Evaluation Criteria
April 20	3. Transportation Idea Results: Tier 1 Screening (choose 3)
May 4	Optional meeting
May 18	4. Transportation Idea Results: Tier 2 Screening
June 29	6. Recommendations
July	7. Additional meeting if needed

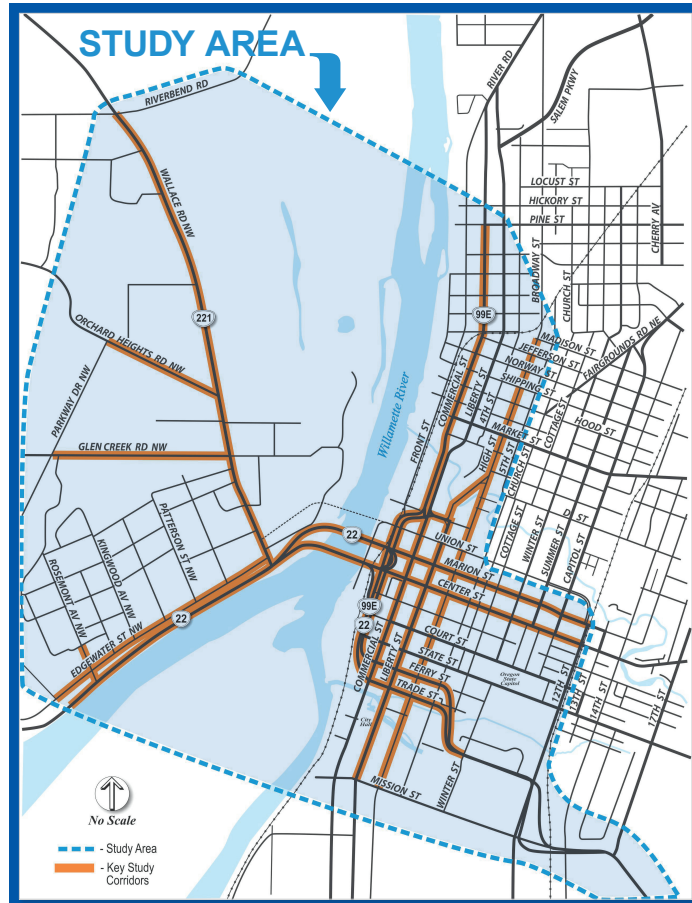
CONGESTION RELIEF TASK FORCE

A Technical Review of Transportation Infrastructure Options



With traffic levels hampering downtown circulation, and long delays in west Salem, residents are asking for transportation infrastructure improvements.

Composed of the Mayor and three City Councilors, the Task Force will investigate potential ways for the City to relieve congestion in the project area and advise the City on policies and actions to improve traffic flow.



The Task Force will:

1

Collect ideas from the public on how to reduce congestion.

2

Evaluate past transportation studies to build off prior solutions.

3

Conduct a technical analysis to evaluate traffic options for the near-term.

4

Share the results of the technical analysis and a list of recommendations for public comment later this year.

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TASK FORCE GOAL

The Congestion Relief Task Force is investigating potential ways for the City to relieve congestion in the project area and advise the City on policies and actions to improve traffic flow.

MEETING GUIDELINES

- 1 Honor the agenda.
- 2 Listen carefully to speakers.
- 3 Focus on issues, not people.
- 4 Be recognized before speaking and don't interrupt.
- 5 Monitor speaking time to give others a chance to speak.
- 6 Avoid side conversations.

- The public is welcome to observe meetings and provide written input — comment cards are provided.
- All individuals are expected to observe respectful behavior during Task Force meetings.
- Please turn all cell phones to silent and refrain from talking.
- Anyone acting in a disruptive, disorderly or threatening manner will be asked to leave, and may be precluded from participating in future meetings.
- Recordings of Task Force meetings will be posted online one week after each meeting.
- Public input will be received in writing at anytime during the course of the Task Force process. Send all comments to publicworks@cityofsalem.net.

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Share Your Ideas!

With traffic levels hampering downtown circulation and long delays in west Salem, residents are asking for transportation infrastructure improvements. The Task Force will investigate potential ways for the City to relieve congestion in the project area and advise the City Council on policies and actions to improve traffic flow (see back page for map). **From February 24 to March 10, the City of Salem welcomes your ideas on possible solutions.** The City will then conduct a technical analysis to evaluate traffic options that can happen in the near-term. The City will share the results of the technical analysis and a list of recommendations for public comment later this year.

1. My ideas for transportation congestion relief in the project area (use back of page if needed, see map other side):

2. My address zip code is: _____

3. I work in Salem: yes no

4. I own property in Salem: yes no

5. The street intersection closest to where I live is: _____

6. Please check the appropriate boxes:

In Salem, I get from one place to another by:	All the time	Most of the time	Sometimes	Rarely	Never
A. Driving or riding in a car, truck, or motorcycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Riding a bicycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Taking the bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Project Area



CONGESTION RELIEF TASK FORCE

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TASK FORCE OPERATING AGREEMENTS

TASK FORCE GOALS

A Technical Review of Transportation Infrastructure Options

With traffic levels hampering downtown circulation and long delays in west Salem, residents are asking for transportation infrastructure improvements. The Task Force **will investigate potential ways for the City to relieve congestion in the project area and advise the City Council on policies and actions to improve traffic flow.**

The Task Force will:

- Collect ideas from the public on how to reduce congestion.
- Evaluate past transportation studies to build off prior solutions.
- Conduct a technical analysis to evaluate traffic options for the near-term.
- Share the results of the technical analysis and a list of recommendations for public comment later this year.

The Task Force will achieve these goals by:

- Participating in meetings and act in a deliberative and considerate manner.
- Respecting diverse community demographics and varied interests.
- Weighing the perspectives of the whole community.
- Providing opportunities for written public comment during the Task Force process. All forms of public comment will be encouraged at the Council deliberations of Task Force recommendations.

COMPOSITION AND ROLES

Nominated by the Salem City Council, the Task Force is composed of the Mayor and 3 City Councilors. The City of Salem Project Manager and DKS Associates provide support to the Task Force – see below for roles.

Task Force Chair (Mayor Bennett):

- Opens and presides over the meeting
- Reviews and approves agendas
- Provides guidance to the Project Manager on Task Force process

All Task Force Members (Mayor Bennett, Councilor Hoy, Councilor Kaser, Councilor Lewis):

- Understand and commit to the goals of the Task Force
- Attend meetings on a regular basis and fully and honestly participate
- Commit to problem solving and decision-making
- Represent the interests and needs of individual stakeholders while simultaneously viewing the system as a whole
- Engage in an ethical manner, follow all pertinent local, state and federal laws and act in best faith
- Communicate with staff
- If the Chair is absent, nominate a member to serve as Chair

Project Manager (Julie Warncke, City of Salem):

- Schedules meetings
- Reviews and approves agendas, meeting materials, and public communications
- Records meetings and distributes meeting summaries
- Posts agendas, meeting materials, meeting summaries and recordings, and project updates on the City website seven working days after each meeting
- Responds to public inquiries and communicates with the media, or delegates communication to other staff.
- Compiles the Task Force Recommendations, including a summary of public comments

Facilitator (Julie Fischer, Cogito):

- Drafts agendas, collects input, produces final agendas
- Manages the facilitation of the meeting
- Remains neutral and leads the group in project decision-making
- Communicates with Project Manager

Technical Consultants (Scott Mansur, DKS Associates; Matt Hastie, Angelo Planning):

- Prepares and presents project content
- Attends meetings and leads content discussions
- Answers questions
- Communicates with Project Staff

MEETINGS

The Task Force will commit to the following meeting guidelines:

1. Honor the agenda
2. Listen carefully to speakers
3. Focus on issues, not people
4. Be recognized before speaking and don't interrupt
5. Monitor speaking time to give others a chance to speak
6. Avoid side conversations

Meeting Attendance: It is the responsibility of the member who misses a meeting to catch up through reading the meeting notes, listening to the recording, or discussing the meeting with members who

were present. When there is a need for an official vote, a quorum of at least 3 Task Force members is required. If other City Councilors attend the meeting, they must observe and not participate in accordance with public meetings laws.

Agendas: The Facilitator and Project Manager will work together to produce draft agendas, send them to the Chair, then distribute to the Task Force one week before each meeting. Task Force members can suggest changes to the agenda before the meeting, and the Project Manager makes the final decision about the agenda.

Materials: Meeting materials will be provided for each meeting. Due to the tight schedule, materials will be presented and explained at the meeting, then posted online afterwards. They will not be sent or posted ahead of time.

Sample language for public comment

To post on the wall and shared verbally

Public input will be received in writing at anytime during the course of the Task Force process. Send all comments to publicworks@cityofsalem.net. Because Task Force meetings are technical work sessions, there will be no verbal public comment before, during, or after the meetings. The public is welcome to observe meetings and provide written input - comment cards will be provided. Recordings of Task Force meetings will be posted seven working days after each meeting.

COMMUNICATION

Accountability - The Task Force is accountable to the Salem City Council and project stakeholders, including residents, businesses, property owners, and organizations.

Task Force members will honor the following:

1. Communication will be open, honest, transparent, and reflect a “no surprises” philosophy.
2. Questions and issues arising about the process should be directed first to the Project Manager then to the Task Force Chair before involving outside individuals.
3. Email policy: Email will be used sparingly for time-sensitive issues only. Every effort will be made to address substantive issues at the meetings. Emails should be directed to the Project Manager.
4. Communication with others: All meeting agendas, materials, and summaries will be posted on the project website in a timely way.
5. The meetings are open to the public. All communication with other groups or the media will be handled by the Project Manager.
6. Questions between meetings should be directed to the Project Manager.

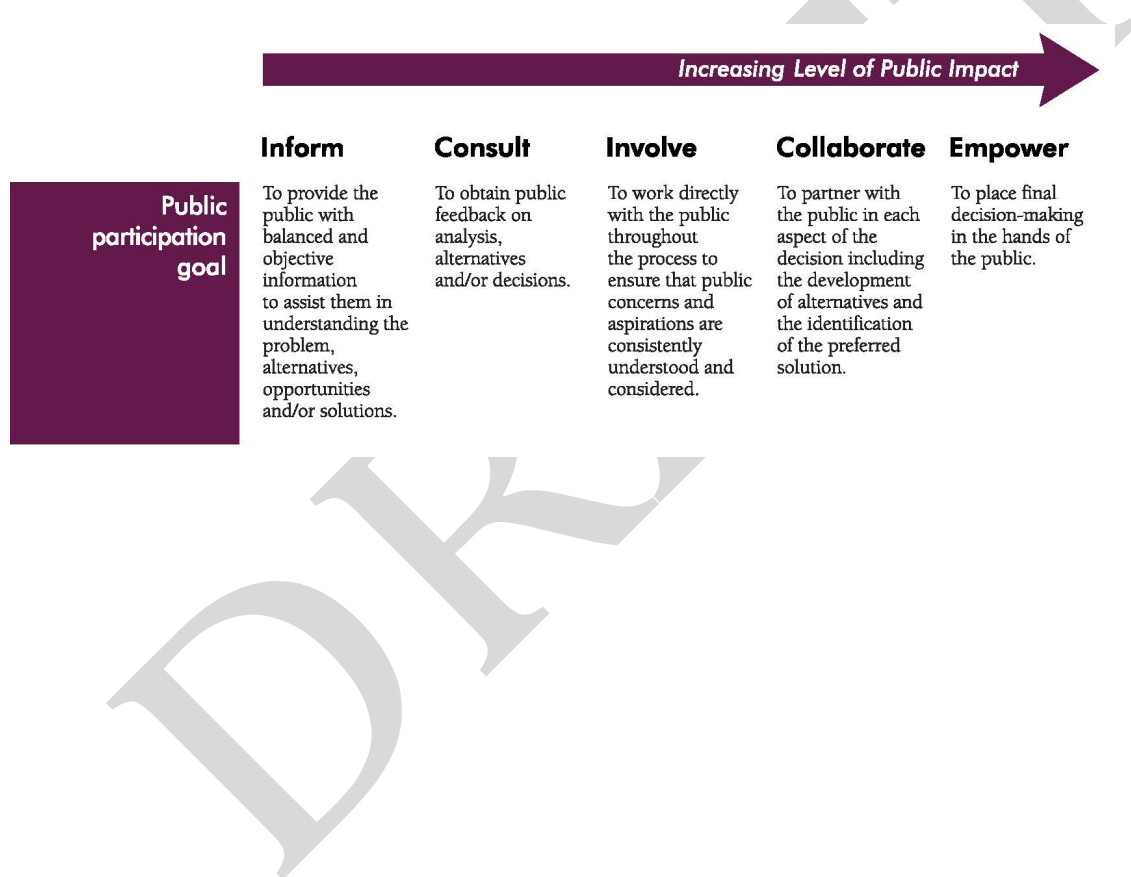
DECISION MAKING

The Task Force will match their decision making style to the importance of the decision. They will strive for consensus for important decisions, and entrust the Chair with minor decisions (see Decision Styles table on next page for details).

The Task Force will make recommendations to the Salem City Council. Public input will be an important element in any City Council decision based on the outcomes of the project. See below and the following page for a summary of decision styles:

Empower: Salem City Council (elected to decide)
Collaborate: Task Force (appointed to recommend)
Consult: Public (welcomed and encouraged to give opinion)

Decision Making Styles



More information on decision-making if needed:

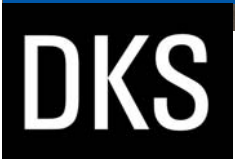
Style	Who decides	Description	Costs/Benefits	Importance of Decision*
Delegating	Delegate	A delegate (sometimes an expert) makes the decision without input from the group	Takes less time, efficient. Group may not understand or agree with who the expert is, or the decision.	Low priority decision
Telling	Leader	Leader shares reason for the final decision with the group	Takes less time, efficient. Helps group understand decision, but they might not agree with it.	Low priority decision
Consulting	Leader	Decision made by leader after group input	Input from group strengthens the decision. Group may not be committed to the decision.	Moderate decision
Voting	Majority or Super Majority	Majority: Requires 50% or more of the group to support the proposal Super Majority: A designated percentage, such as 75% of the group is necessary to support the proposal	Can create winners and losers. Minority opinion may not be valued or considered. May leave unresolved conflict and some disgruntled members.	Majority: Moderate decision Super Maj: Major decision
Consensus	All	The group makes a collective decision after effective communication. A consensus decision is one that every member of the group can live with and will support.	All perspectives are considered, good group support. Takes time, reduces involvement by people with little time. May “water down” a good decision.	Major decision

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Task Force Meeting #1, February 23, 2018



Prepared by DKS Associates



Past Accomplishments

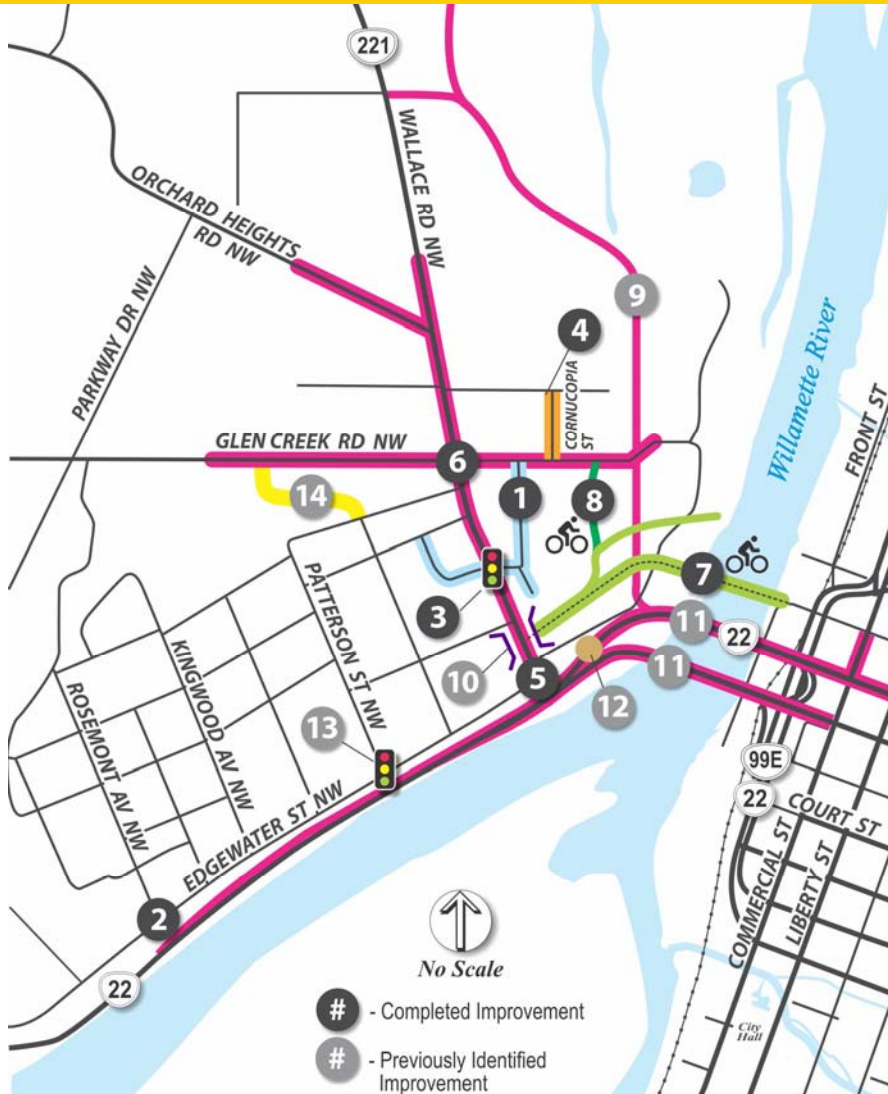
Previous Transportation Studies Completed

- Wallace Road Local Access & Circulation Study - 1997
- Bridge Head Engineering Study (BHES) – 1998
- West Salem Gateway Area Refinement Plan - 2005
- Salem Willamette River Crossing Alternate Modes Study – 2010
- Salem River Crossing Draft EIS Alternative 2A (EIS) - 2012
- *Central Salem* Mobility Study – 2013
- *West Salem* Business District Action Plan - 2015
- City of Salem Transportation System Plan (TSP) – Updated 2016
- MWWCOG Regional Transportation System Plan (RTSP) – Updated 2016

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West Salem

Completed Improvements

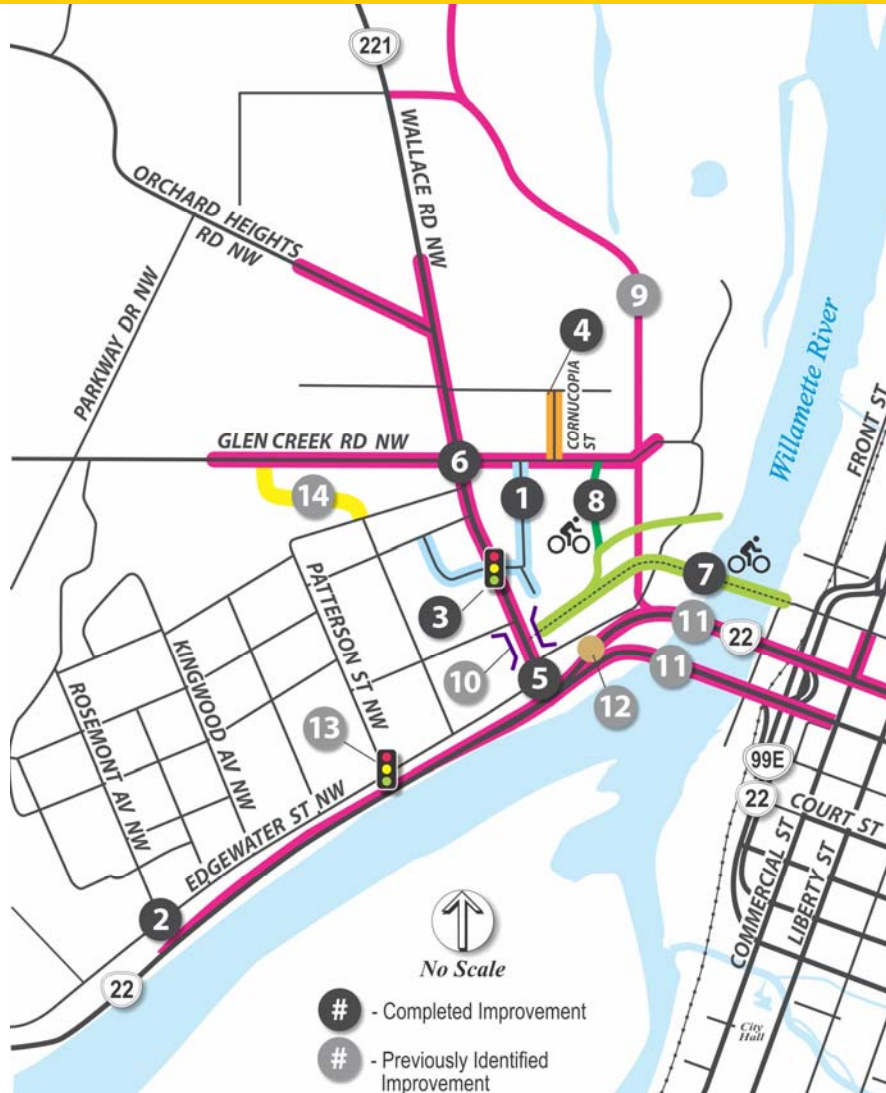


	Improvement
1	Taggart connector roads
2	Edgewater Street NW/Rosemont Ave intersection capacity improvements
3	Relocated traffic signal from 7 th St to Taggart Dr
4	Cornucopia St connector road with transit facilities
5	Wallace Rd/Edgewater St traffic signal capacity improvements (Left turn prohibition)
6	Wallace Road/Glen Creek Road capacity improvements
7	Union Street Railroad Bridge converted to ped-bike bridge with trail connections constructed
8	Multi-use trail connection from Union St. Bridge trail to Glen Creek Road

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West Salem

Previously Identified Transportation Improvements



Improvement

5	Wallace Rd/Edgewater St: <ul style="list-style-type: none"> • Add eastbound and westbound lanes on Wallace Rd. • Improve geometry, and • Close Musgrave Ln.
9	Marine Dr. connector roadway
10	Multimodal grade-separated crossing at 2 nd St/Wallace Rd
11	Marion Street Bridge increase to six westbound lanes and provide Marine Dr off-ramp
	Center St Bridge widen to five eastbound lanes
12	Wallace Rd improvements: Three ramp lanes and six-lane cross section
13	Signal at Edgewater/Patterson St
14	Murlark Ave. connector roadway to Glen Creek Rd

East Salem

Completed Improvements



Improvement

1	Commercial/Division improvements
2	Ramp from Center St bridge to southbound Front St. widened to two lanes
3	Front St pedestrian median improvements
4	Traffic signal at Center St/Front St ramp (ITS detection for congestion management)
5	Traffic signal at Commercial/Union for east-west bicycle/pedestrian movements

East Salem

Previously Identified Transportation Improvements



Improvement	
6	Construct Union St bikeway
7	Widen ramp to two lanes or provide uncontrolled right turn
8	Commercial/Marion St Bridge capacity improvements: Exclusive double right turn lanes Alternatively Uncontrolled right turn ramp onto Marion St Bridge over park, no pedestrian crossing
9	Widen Front Street to a Minor Arterial standard.

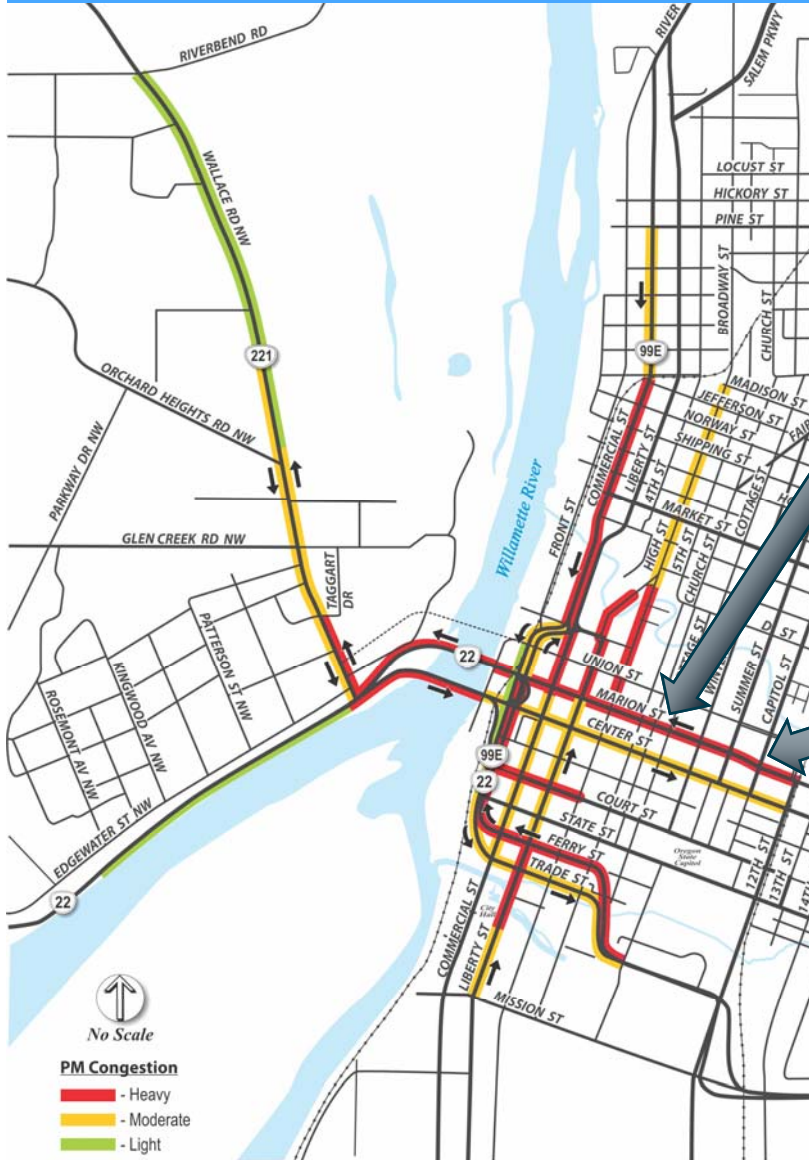
AM Peak Hour Congestion



Wallace Rd (southbound)



PM Peak Hour Congestion



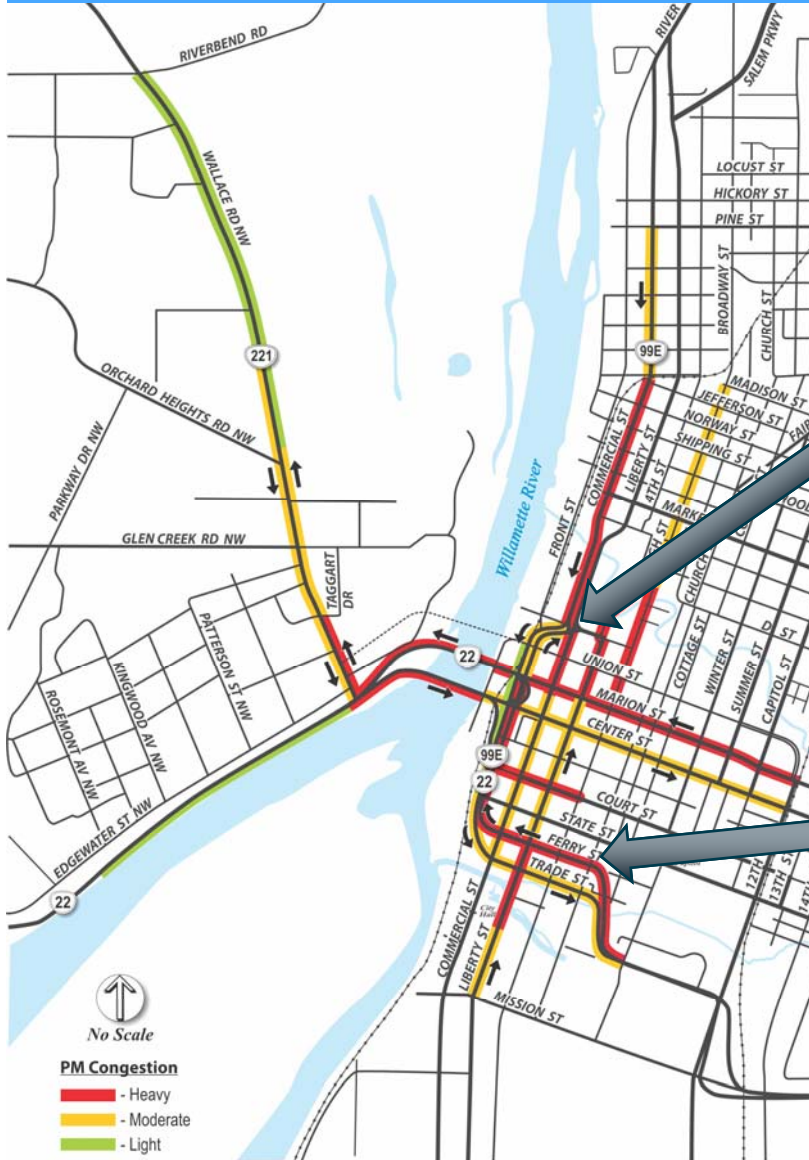
Marion Street at Cottage St (westbound)



Marion Street at Capitol St (westbound)



PM Peak Hour Congestion



Commercial St at Division St/Front St
(southbound)



Ferry Street at Church St (westbound)



Typical Travel Times (AM Peak Hour)

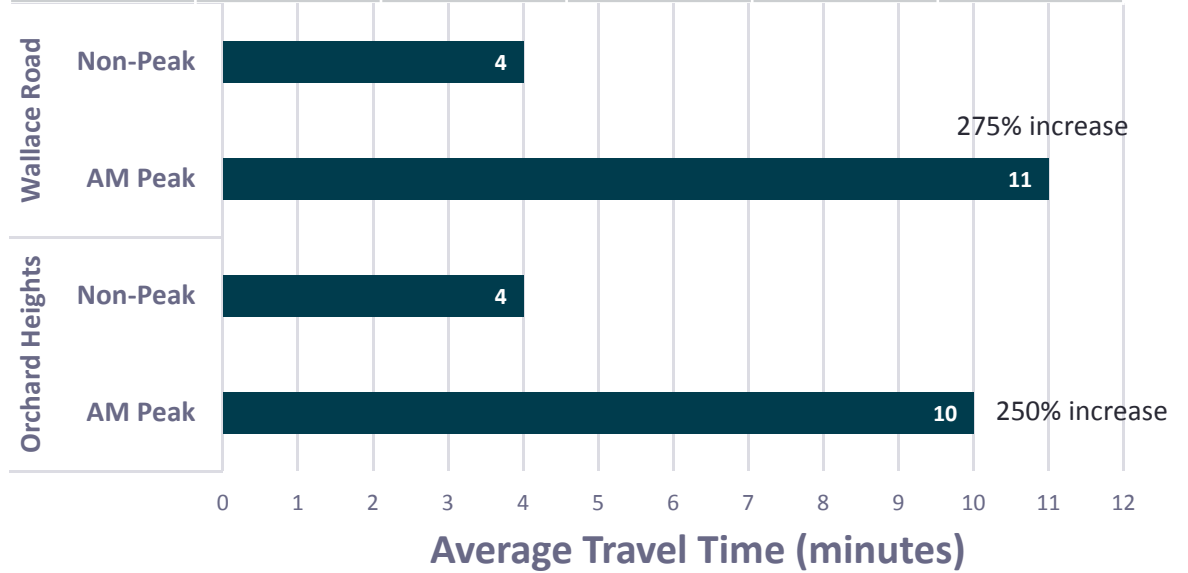


Wallace Road

Start	End	Condition	Speed	Average Travel Time	Delay
A	E	Non-Peak	32 mph	4 mins	-
A	E	AM Peak	10 mph	11 mins	7 mins

Orchard Heights Road

Start	End	Condition	Speed	Average Travel Time	Delay
B	E	Non-Peak	23 mph	4 mins	-
B	E	AM Peak	10 mph	10 mins	6 mins



Typical Travel Times (AM Peak Hour)

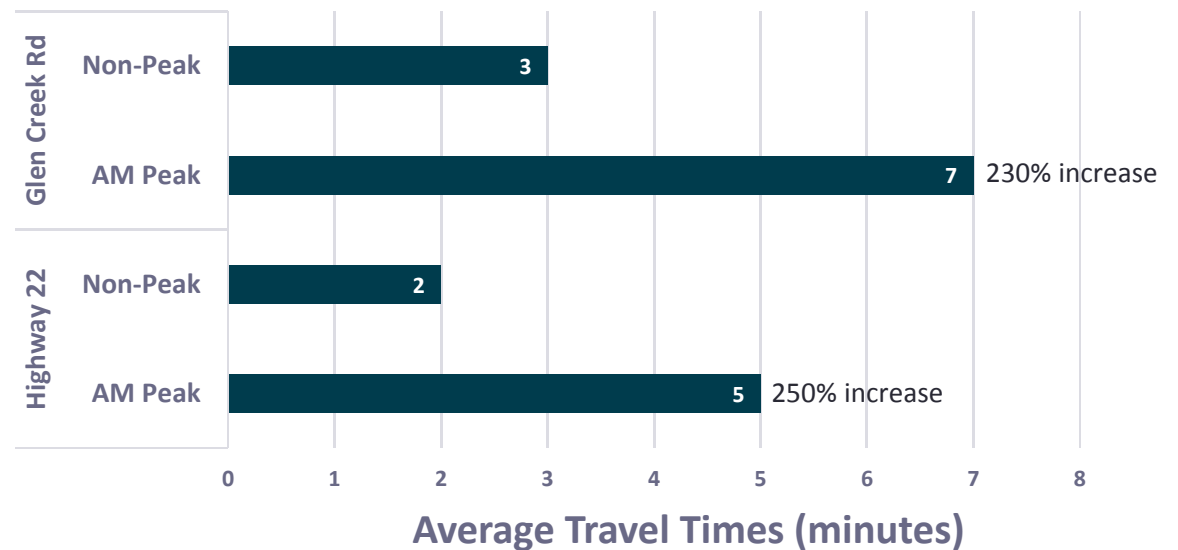


Glen Creek Road

Start	End	Condition	Speed	Average Travel Time	Delay
C	E	Non-Peak	22 mph	3 mins	-
C	E	AM Peak	9 mph	7 mins	4 mins

Highway 22

Start	End	Condition	Speed	Average Travel Time	Delay
D	E	Non-Peak	33 mph	2 mins	-
D	E	AM Peak	15 mph	5 mins	3 mins



Typical Travel Times (PM Peak Hour)

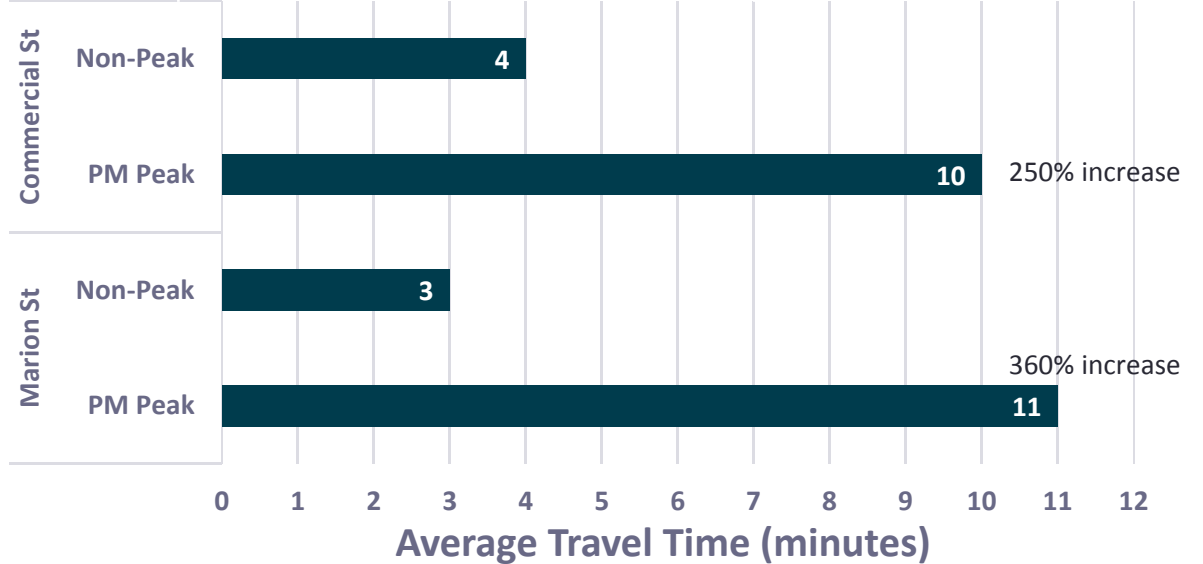


Commercial Street

Start	End	Condition	Speed	Average Travel Time	Delay
A	E	Non-Peak	23 mph	4 mins	-
A	E	PM Peak	9 mph	10 mins	6 mins

Marion Street

Start	End	Condition	Speed	Average Travel Time	Delay
B	E	Non-Peak	16 mph	3 mins	-
B	E	PM Peak	4 mph	11 mins	8 mins



Typical Travel Times (PM Peak Hour)

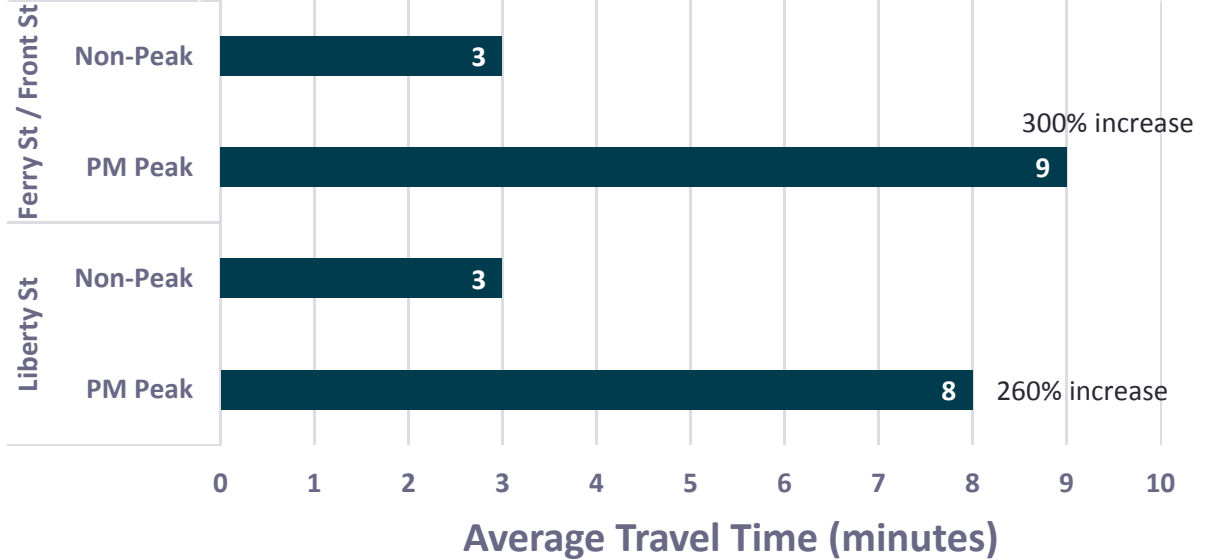


Ferry Street / Front Street

Start	End	Condition	Speed	Average Travel Time	Delay
C	E	Non-Peak	22 mph	3 mins	-
C	E	PM Peak	7 mph	9 mins	6 mins

Liberty Street

Start	End	Condition	Speed	Average Travel Time	Delay
D	E	Non-Peak	17 mph	3 mins	-
D	E	PM Peak	7 mph	8 mins	5 mins



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CITY POLICIES AND CONGESTION RELIEF OPTIONS

We have identified an initial list of policy topics to guide development and evaluation of Transportation Infrastructure Options. They represent our initial thinking and we look forward to the Task Force refining the topics and questions.

- Is anything missing or should anything be removed from the list?
- What is acceptable, not acceptable, or what does it depend on?

Topic	Acceptability, Degree of Flexibility, Sensitive location(s)
On-street parking	
Pedestrian facilities	
Bicycle facilities	
Transit facilities	
One-way/two-way streets	
Property impacts/acquisition	
Parks	
Grade-separated facilities (such as overpasses)	
Medians/turning/driveway limitations	
Railroad bridge	
Access to river	
Landscaping (including trees)	
Other?	