



COUNCIL PRESIDENT DAVID BRAGDON

August 25, 2010

Governor Ted Kulongoski  
160 State Capitol  
900 Court Street  
Salem, Oregon 97301-4047

Subject: Columbia River Crossing Project Sponsors' Council

Dear Governor Kulongoski:

I am resigning as Metro Council President effective September 7, and will vacate my seat on the Columbia River Crossing Project Sponsors' Council. I respectfully suggest you appoint as my replacement Acting Council President Carlotta Collette, who is also the current Chair of the Joint Policy Advisory Committee on Transportation.

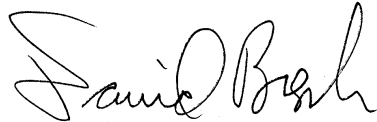
The local partners on the Project Sponsors' Council proved their value over the past months by stepping in to lead the technical work and consensus-building required to resolve the stalemate on Hayden Island, where the states' approach had stalled. Additionally, only through independent engineering commissioned by the City of Portland, the issue of bridge width was also settled, after years of unnecessary acrimony. Neither of these important resolutions on August 9 would have occurred had the local community continued to be shut out of the process. These recent accomplishments provide a working example of how the process itself must change in order to assure more forward progress on this economically vital project.

These two milestones – and, moreover, the manner in which these milestones were achieved – validates that collaboration and innovation will lead to a good project. But this type of progress should be the normal result of the project management structure, rather than requiring a work-around of the project management structure, as has been the case so far. Based on the record of the past several months, to maintain positive momentum the project management leadership staffing and structure should transition to a more effective and inclusive model, accountable to the Project Sponsors' Council. That project management model proved that it worked on Hayden Island and is the only model which will work for the project as a whole going forward. By contrast, the previous three years proved that a project management model which is not open or innovative prevents any project from moving forward.

Additional useful advice about the path ahead comes from the expert panel which you and Governor Gregoire appointed, which delivered a useful but sobering report in late July. While the experts' critiques of the project to date are harsh, they laid out sound recommendations to rectify the situation. The experts' assessment should be interpreted without denial or defensiveness or public relations patina, and their recommendations should be implemented. A team led by a trustworthy and accomplished project manager needs to be assembled to carry out that work on a realistic budget and timetable.

Like the letter I co-signed with other local officials in January 2010, the experts' report recognizes the vital importance of this project *and* the importance of getting it right, and lays out a way to do that. The mutual intention is to get a great project on a more favorable trajectory and getting it done. We have shown on Hayden Island it *can* be done, but only if we work together. My hope, like my efforts over the past several years, remains dedicated to a Columbia River bridge that the people of this region and both states and the nation can be proud of.

Sincerely,

A handwritten signature in black ink, appearing to read "David Bragdon". The signature is fluid and cursive, with the first name "David" and last name "Bragdon" clearly distinguishable.

David Bragdon  
Metro Council President

CC: Mayor Tim Leavitt  
Mayor Sam Adams  
Commissioner Steve Stuart  
Councilor Jeanne Harris  
Mr. Neil McFarlane  
Mr. Matt Garrett  
Secretary Paula Hammond  
Mr. Steve Horenstein  
Mr. Henry Hewitt  
Metro Councilors  
Members and alternates of JPACT