

C-470 FINANCIAL ANALYSIS AND IMPLEMENTATION COMMITTEE

Draft Operating Agreements

April 2005

Purpose

The purpose of the C-470 Financial Analysis and Implementation Committee is to provide input to CDOT and FHWA. To this end, the Committee will seek agreement about the preferred approach for improving C-470 and how to finance it.

Roles

The Committee is composed of representatives of jurisdictions with a direct interest in improvements to C-470. The expectation is that all members will:

- attend all meetings and prepare appropriately,
- clearly articulate and reflect the interests of their jurisdiction,
- listen to other points of view and try to understand the interests of others,
- openly discuss issues with people who hold different views,
- actively generate and evaluate options, and,
- keep their jurisdiction informed of the Committee's work.

For the sake of continuity, members of the Committee are encouraged to attend all meetings. If a member is unable to attend Committee meetings, he/she may designate an alternate.

Members are welcome to invite technical or staff support to the meetings.

The Osprey Group will provide facilitation services to the Committee. The facilitators will:

- design meeting agendas,
- facilitate Committee meetings,
- make strategic suggestions as appropriate,
- develop and maintain an email list for distribution of information,
- distribute a meeting summary to members and designated staff after each meeting,
- remain impartial toward the substance of the issues under discussion,
- remain responsible to the full Committee and not to individual members,
- enforce discussion guidelines accepted by the Committee, and,
- work with members to resolve process questions and construct substantive options for the Committee's consideration as appropriate.

Meeting and Discussion Guidelines

The Committee seeks to have productive and useful meetings. To this end, our collective expectations are:

- Meetings will begin promptly and adjourn by the time specified on the agenda.
- Members will arrive on time and stay through the entire meeting.
- The facilitators will call on people to speak during the meetings.
- Only one person will speak at a time.
- Members will focus on substantive and procedural issues rather than personalities.
- Members will avoid side conversations that might be disruptive.
- Members should ensure cell phones are turned off during Committee meetings.
- Members will be brief in their comments and avoid repeating themselves or others.

The facilitators will distribute material, including an agenda, several working days in advance of meetings. Members are expected to read the material beforehand and come prepared to contribute to the discussions.

Decision Making

CDOT and FHWA have certain legal responsibilities. CDOT recommends and FHWA selects the preferred alternative in the Environmental Assessment. For this reason, neither the Executive Director of CDOT nor the Division Administrator of FHWA is a member of the Committee. Since nothing can be built without the necessary financing, it is hoped that jurisdictions on the Committee can agree on both desired improvements and on strategies for financing them.

These “Operating Agreements” will evolve as needed to continue to meet the needs of the Committee.