



Floyd Hill - Project Leadership Team

Meeting Summary

March 14, 2022, 11 AM to 1:30 PM

CDOT Golden - Lookout Mountain Conference Room and Virtual (Zoom)

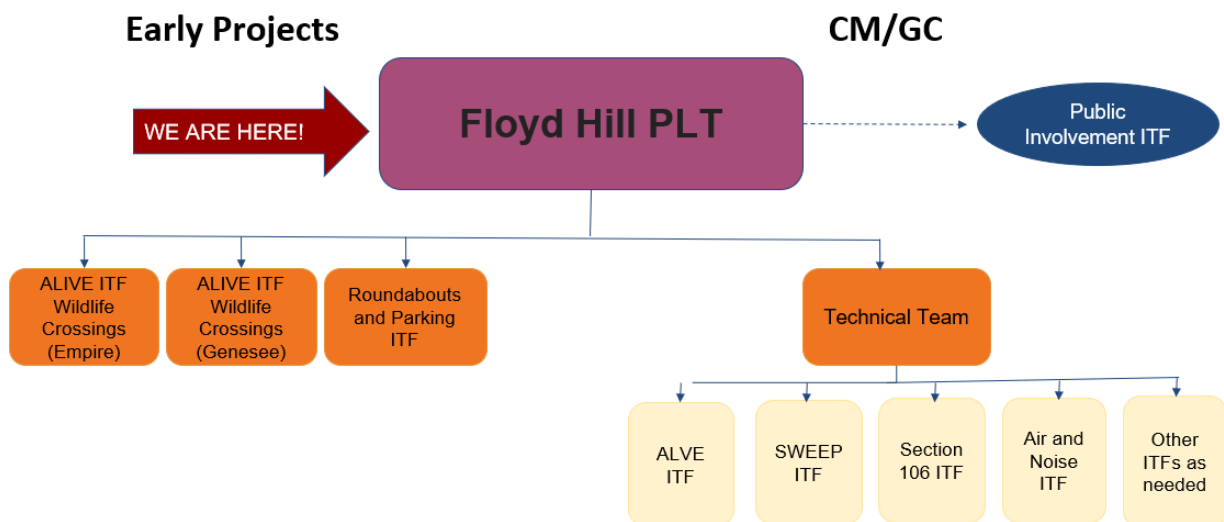
1. Welcome and Introductions

Jonathan Bartsch, CDR Associates, welcomed the Project Leadership Team (PLT) members and asked participants to introduce themselves, their role on the project, and what they looked forward to in the Construction Manager/General Contractor (CM/GC) phase.

PLT members expressed excitement about implementing a meaningful improvement in the corridor after years of planning and implementing smaller improvements. Members also expressed excitement to collaborate with the seasoned team to develop a project that the group would be proud of. Others mentioned the opportunity to work on exciting engineering solutions and to transform the project area and realize community improvements.

2. Confirm the PLT and Meet the Project Team

Jonathan reviewed the discussion objective: Review and confirm PLT members for the CSS Design Lifecycle. Taber Ward, CDR Associates, provided the graphic below illustrating the CSS teams and PLT responsibilities. She also noted that the PLT would advise on the Floyd Hill Early Projects (parking, roundabouts, and wildlife crossings). The high-level roles of the various CSS teams were also reviewed: The PLT guides the project and public involvement. The Technical Team (TT) and Issue Task Forces (ITFs) support the PLT and provide technical analyses and evaluation of project elements.



PLT members discussed the Public Involvement ITF (indicated in the above graphic as a dark blue oval). Margaret Bowes, I-70 Coalition, asked why the PI PLT was off to the side of the PLT



rather than under as with the other ITFs. Mandy Whorton, Peak Consulting, explained that the structure was meant to replicate the approach for the westbound PPSL project, which was noted as a success for that project. The project team felt that getting that group together in the design phase would ensure consistency in approaches and methods as the project moved into construction.

The PLT agreed that the WB PPSL Public Information Leadership Team (PILT) was a good model for communicating with the affected communities and the traveling public and recommended that the Floyd Hill Public **Involvement** ITF be reframed as a Public **Information** Leadership Team. The PLT agreed that public involvement and public information have different goals. Cindy Neely, Clear Creek County, noted that the PLTs had generally done a good job of proactively managing public involvement but the experience on the Early Projects showed that there could be gaps in communicating with and including the input from affected communities. She recommended that community members be included on the TT to ensure that affected communities, not just the traveling public are represented with public involvement. Amy Saxton, Clear Creek County, said that public involvement was in the purview of the PLT, and it was important to tailor approaches and involvement to the different audiences.

Mandy said that the Stakeholder Involvement Plan would need to be updated from the EA phase and that the input here regarding purposes, audiences, and goals was helpful and would be incorporated into the Plan. The Stakeholder Involvement Plan would be provided for PLT review and comment. The PLT will also recommend membership of the PILT.

The PLT reviewed the draft PLT membership list:

Organization/Agency	PEIS - Appendix A // CSS Guidance
FHWA	Federal Highway Administration (1 – 2)
CDOT	CDOT Program Engineer
Clear Creek County	Community Leaders (1-2)/Open Seat Based on Project Need (1)
Town of Empire	Community Leaders (1-2)/Open Seat Based on Project Need (1)
Central City	Community Leaders (1-2)/Open Seat Based on Project Need (1)
City of Black Hawk	Community Leaders (1-2)/Open Seat Based on Project Need (1)
Gilpin County*	Community Leaders (1-2)/Open Seat Based on Project Need (1) (Separate membership with Black Hawk recommended after PLT meeting)
I-70 Coalition	Community Leaders (1-2)/Open Seat Based on Project Need (1)
Idaho Springs	Community Leaders (1-2)/Open Seat Based on Project Need (1)
Atkins	Consultant Staff for Technical Expertise
Kraemer	Contractor Project Manager
CDR	Facilitator
CDR	Facilitator



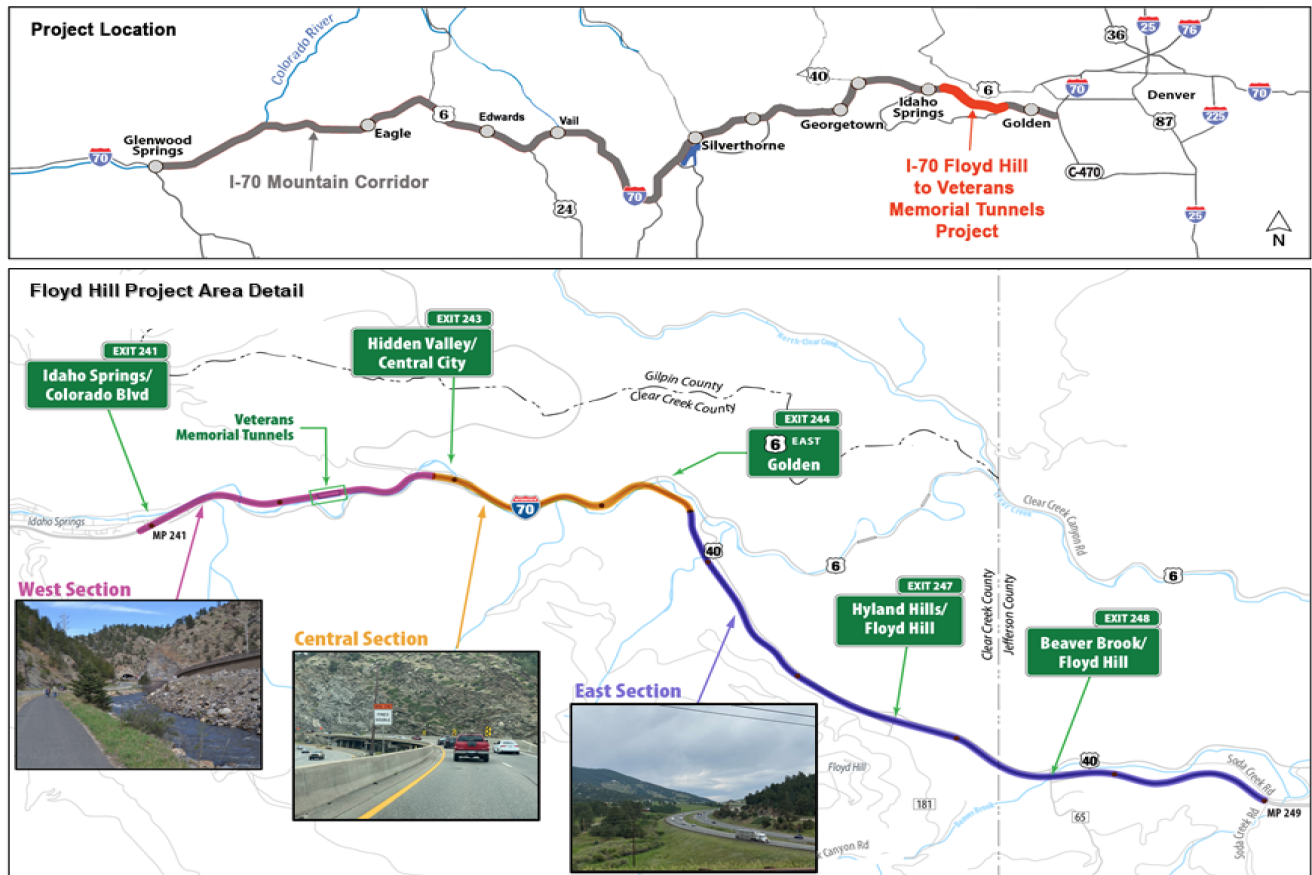
PLT Agreement: The PLT confirmed that the membership of the PLT, as noted in the chart above, is accurate. Jonathan noted that there would be a lot of work for the PLT and asked if alternates needed to be identified for all PLT members. The group agreed that alternates should be identified and noted that the primary representative should be the main participants in meetings, though the alternates are welcome to attend meetings.

Actions:

- Change **Public Involvement ITF** to a **Public Information Leadership Team (PILT)**. The PLT will recommend membership.
- Update Stakeholder Involvement Plan and provide to PLT for review.
- Primary members will identify alternates (if not already identified).

3. Review Project Scope, Direction and Schedule

Project Background: Kurt Kionka, CDOT, reviewed project limits and sections (see map below). He said the focus will likely be first on the East section, then West, with the Central section as last (because it is most complex). Kurt reviewed the project purpose and need in connection with the project elements.



NEPA and CM/GC: Vanessa Halladay, CDOT, explained how the NEPA process would be integrated with the CM/GC process. She said the EA would be the starting point to work with



the Atkins/HDR and Kraemer teams to look at innovations. The intent is to provide reevaluation/environmental analysis through the CSS process before the decision document. She explained the approach would be similar to the Twin Tunnels project, with a focus on adaptive mitigation. While there will likely be a need for NEPA reevaluations as we learn more about the project details, the goal was to include the major design innovations in the Decision Document.

Funding: Kurt said the project cost estimate is about \$700 million. He reviewed the current project funding of \$465M, which includes money from the Statewide Bridge and Tunnel Enterprise (BTE, formerly Bridge Enterprise or BE), SB-267 allocation, and financing from tolling revenue. He said the Funding Gap PLT concluded that financing from tolling revenue may be as high as \$80 to \$100M; the current estimate in the project budget is \$65M. Kurt said the project would be submitting for federal grants as one tool to bridge the gap in the overall project funding. CDOT is committed to full funding of the project. Cindy asked if FHWA would approve the project in phases if funding were not available. Melinda Urban, FHWA, said FHWA would need to have the next phase funded to approve the Decision Document. She said CDOT has made it clear to FHWA that they are expecting full funding; if that is not the case, FHWA and CDOT would need to reevaluate funding.

Mandy noted that CDOT has a grant coordinator that will be working on the grant applications; while the Notices of Funding Opportunity (NOFOs) have not been released, they are expected soon, and it is expected will include letters of support. The PLT would be asked to help coordinate those letters. Mandy asked what would be helpful since the turnaround is likely to be fairly short (60 days) from the NOFO. Lynette Hailey, Town of Black Hawk, and Cindy said it would be helpful to get those started now even though the criteria of the programs are not fully known. Lynette said that a template with basic project information and some talking points would be helpful. Cindy said it was most helpful in grant applications to personalize the support letters based on the entity's interest.

Schedule. Anthony Pisano, Atkins, reviewed the CM/GC schedule. He said the goal would be to get the east section under construction first, followed by the west section (or elements of the west section, like rock excavation and creek realignment) in spring/summer 2023. The Central section would not likely be ready for construction until 2024. He asked Matt Hogan, Kraemer, if he had anything to add. Matt said Kraemer agreed with the sequencing but noted that another schedule issue would be to figure out the refinements and how to incorporate in the EA – especially the alignment alternatives, which would not be constructed first but will take the most work by the PLT and TT.

4. PLT Charter Review and Discussion

Daniel Estes, CDR, distributed the context considerations flow chart that was developed through the EA and Concept CSS Lifecycle Phase. Taber asked the PLT to review the context statement and suggest any changes. She said agreeing on the core values was important because they set the stage for identifying TT members to ensure the right members are at the table. Cindy clarified that the core values are rooted in the PEIS, not reinvented for each



project, though new ones could be added; i.e. Recreation was added during the Concept CSS Lifecycle Phase.

Steve Long, HDR Inc., asked if *resiliency* needed to be included, perhaps under Sustainability? Cindy suggested it be included in Safety. Anthony suggested it could go under Environment with the geological hazards. The group agreed that resiliency, especially fire mitigation, needed to be included with critical issues and could be under a number of core values.

Mandy noted that the evaluation questions may need to be updated for the new project lifecycle since we have a Design now and not Alternatives. The PLT agreed to review the evaluation questions and measures of success and provide input.

Action: PLT to review the evaluation questions and measures of success and provide input for the next PLT meeting.

5. Identify Technical Team Members

Taber reviewed the TT membership by entity. The TT is organized around experts in the Core Values relevant to the Project goals. It is to include counties, cities, and towns within the project limits; non-governmental organizations relevant to the project goals; and federal and state agencies with responsibilities or expertise relevant to the project.

She said that the US Forest Service did not want to be part of the PLT or TT but was willing to part of ITFs. Cindy said that they would need to be on the TT so that they could be part of the ITFs. Mandy noted that a number of entities participate in standing ITFs without being part of the TT. The group agreed that one member of an ITF could represent the ITF at the TT; for instance, if Colorado Parks and Wildlife is part of the TT, they could represent other ALIVE members through the TT. After some discussion, the PLT agreed that ITFs may be more appropriate for specialty interests and that participation on the TT for all ITF members may be burdensome.

PLT Agreements:

- Remove Summit County Public Works from the TT.
- Add Upper Clear Creek Watershed Association (and remove the Clear Creek Watershed Foundation, which does not exist anymore)
- Ensure that Clear Creek County maintenance was represented for the frontage road discussions
- Include at least one member from each ITF on the TT. ITFs should select TT member

A number of entities were discussed for TT membership but then recommended for ITFs. These are in addition to the standing SWEEP, ALIVE, and Section106 ITFs and include:

- Rafting Group ITF (if there are modifications to Clear Creek channel)
- Law Enforcement and Emergency Services ITF (to include Colorado State Patrol, Clear Creek County, Idaho Springs, Jefferson County, Town of Empire)



- Business/industry ITF (resorts, chambers of commerce, tourism interests, Georgetown Loop Railroad, etc.); Jeff Hampton noted that this could be part of the PILT also.
- Maintenance ITF
- Air and Noise ITF

PLT Agreements:

- For all recommended ITFs, at least one ITF member should be included on the TT as needed. The group agreed that the ITFs could self-select their TT representative, and the representative should not be CDOT staff. The ITF representative to the TT would receive agendas and meeting invites but would not need to participate unless there was a topic of interest. Jonathan noted that this “optional” participation should be captured in the charter, as the expectation has always been that TT members need to fully participate.
- The group agreed that the TT members should also have alternates.

The following are the recommended organizations for the TT. CDOT will send invitation letters to the organizations and ask for primary and alternate representatives.

Technical Team Organizations/Agencies

- CDOT Construction Manager
- CDOT Design Manager
- CDOT Environmental Manager
- CDOT Project Management
- CDOT Specialists – as needed
- Central City
- City of Black Hawk
- City of Black Hawk
- Clear Creek Bikeway User Group
- Clear Creek County
- Clear Creek County School District/Board
- Colorado Motor Carrier Association (CMCA)
- Colorado Parks and Wildlife
- Consultant CSS Facilitators
- Consultant Design Lead
- Consultant Design Liaison
- Consultant Environmental Manager
- Consultant Landscape Architect
- Consultant Project Manager
- Consultant Structures Lead
- Consultant/Contractor Specialists as needed
- Contractor Project Manager
- Denver Regional Council of Governments (DRCOG)
- EPA (air quality representative)
- FHWA
- Floyd Hill Community
- Gilpin County
- Gilpin County
- I-70 Coalition
- Idaho Springs
- Jefferson County
- Statewide Bridge and Tunnel Enterprise
- Trout Unlimited
- Upper Clear Creek Watershed Association

Anthony reviewed the types of TT meetings that would be needed. The TT will need to weigh in on the schedule of meetings but some draft topics were reviewed. Cindy asked if the East section could be agreed upon first to get it “out of the way” for focus on the more significant refinements? Vanessa said the project changes need to all be agreed upon before the Decision Document so the Central innovations need to be discussed as soon as possible.



Actions:

- CDR to update TT lists based on PLT recommendations
- CDOT to send out invitations to jurisdictions, agencies, and organizations to request TT reps

6. Project Updates and Next Steps

Invitations to the TT should be sent out as soon as possible. The TT is expected to meet every two weeks in the near-term, and the first three should be scheduled now to get on calendars.

Several PLT members suggested another PLT meeting before the first TT since the meeting ran long, and technical difficulties made it hard for the PLT members on the phone/video to hear and contribute to the next steps.

7. Summary of Decisions and Action Items

Decisions

- Reframe the Floyd Hill Public Involvement ITF as a Public Information Leadership Team
- Confirmation of PLT and TT membership
- Stand up new ITFs (Rafting Group, Law Enforcement and Emergency Services, Business/Industry, Maintenance, Air and Noise)

Action Items

- Identify alternate PLT members (if not already identified) (PLT primary members)
- Review the CSS considerations evaluation questions and measures of success and provide input (PLT)
- Update the Stakeholder Involvement Plan and provide for PLT review (project team)
- Distribute project information and talking points for grant letters of support (project team)
- Coordinate grant support letters with entities (PLT)
- Send out invitations to PLT/TT members (CDOT)
- Schedule initial TT meetings (3 hours each) (project team)
- Schedule follow up PLT meeting (2.5 hour) (project team)

8. Attendees

Cindy Neely, Amy Saxton (Clear Creek County); Andy Marsh (Idaho Springs); Joe Behm (Central City); Lynette Hailey (City of Black Hawk and Gilpin County); Wendy Koch (Town of Empire); Margaret Bowes (I-70 Coalition); Melinda Urban, Liz Cramer (FHWA); Kurt Kionka, Vanessa Halladay, Mike Keleman, Kevin Brown, Tyler Brady, Jeff Hampton, Matt Smith (CDOT); Anthony Pisano (Atkins); Matt Hogan (Kraemer); Steve Long (HDR); Mandy Whorton, Ryan Rebehan (Peak Consulting); Kevin Shanks (THK); Jonathan Bartsch, Taber Ward, Daniel Estes (CDR Associates)