



APPENDIX D. PROJECT LEADERSHIP TEAM CHARTER (CDR, 2017)

**Westbound I-70
Concept Development Process Final Report
Appendix D: PLT Charter
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Westbound I-70 Mountain Corridor Concept Development Process Project Leadership Team Chartering Agreement

1. Purpose of the WB I-70 Mountain Corridor Concept Development Process Project Leadership Team

The purpose of the WB I-70 Mountain Corridor Concept Development Process (“WB I-70 CDP”) Project Leadership Team (PLT) is to lead the project, endorse the process, champion CSS and enable decision-making for the completion of the WB I-70 CDP.

2. Established Context Statement, Vision and Goals for the WB I-70 CDP

The context statement as adopted by the WB I-70 CDP PLT is: The I-70 Mountain corridor is a magnificent, scenic place. Human elements are woven through breathtaking natural features. The integration of these diverse elements has occurred over the course of time.

The corridor is a world class recreational destination for the world, a route for interstate and local commerce and a unique place to live. I-70 is also a nationally significant part of the defense network. I-70 is the lifeline for many local communities along the corridor.

Current I-70 roadway geometry is constrained, with narrow shoulders and tight curves resulting in decreased safety, mobility, accessibility and capacity for travelers.

Westbound improvements are needed to lessen delays caused by peak period volumes in a manner that protects and enhances the unique environmental, historic, community and recreational resources in the I-70 Mountain Corridor.

The vision for the WB I-70 CDP is to identify concepts for the roadway to be advanced into NEPA, taking into consideration the context of the communities and landscapes through which it travels. The process will also identify any fatal flaws with concepts.

To reach this outcome, the project must achieve the following goals and critical success factors:

- Identify concepts that can be carried forward because they do not have fatal flaws.
- Develop and recommend feasible concepts for the WB I-70 Mountain Corridor to move into NEPA.
- Consider overall context, including, but not limited to, physical, historic and legal context (e.g. ROD and MOU), community, economic, recreational, environmental, construction impacts and safety.

3. Membership and Attendance

The PLT is the leader of the project and includes the Federal Highway Administration (FHWA), Colorado Department of Transportation (CDOT), and corridor leaders. The following entities will have representation on the PLT:

- FHWA (2)
- USFS (2)
- CDOT program engineer (1)
- CDOT project manager (1)
- CDOT environmental lead (1)
- Community leaders (5)
- I-70 Coalition (1)
- Open seats based on individual project needs (4)
- Contractor project manager, added during the construction phase of a project (1)
- Consultant staff for technical expertise, as needed
- Consultant facilitator

Members of the PLT agree to strive to attend all meetings in person rather than appoint alternate members. Members agree that in-person participation is more desirable than participation by conference call. Any member unable to attend a meeting can still contribute to the PLT by providing agenda items for discussion and by reviewing appropriate materials to prepare for discussions in subsequent meetings.

Weather Cancellation Policy: If a significant number of members are unable to attend due to weather, meetings will be canceled. As a general guideline, if school buses are canceled in the area of the meeting location or in a number of members' areas, the meeting will be canceled.

4. Roles and Responsibilities

Project Leadership Team (PLT)

The purpose of a PLT is to lead the project, endorse the process, champion CSS and enable decision making.

The PLT drives the Concept Development Process and ensures that the CSS process and guidance is followed. The PLT will determine what materials are relevant for decision making and will determine who will be needed on given teams to reach the set project outcomes. The PLT will approve the decision making process and enable the teams to follow the process. Further, if there are any issues that the TT cannot resolve, these issues will be elevated to the PLT. The PLT is also tasked with developing a stakeholder engagement plan to include the public. The PLT is made of up CDOT, FHWA and local agencies.

When policy issues arise that are broader than the project team's scope, the PLT will identify the steps needed to resolve the issue. As the PLT is not empowered to make policy decisions, they will be responsible for identifying who must be involved in making the decision, bringing the decision makers together, and proposing solutions or approaches that keep the project moving forward.

Technical Team

The Technical Team members are the first to define the specific context of the segments and then identify the specific critical issues, technical, environmental and social/economic in a segment.

The Technical Team also evaluates concepts based on the critical issues for the corridor and segment.

The Technical Team (TT) is a working group made up of technical experts and experts in multi-disciplinary fields.

- Assists in developing segment specific concepts based on corridor concepts.
- Examines how different concepts work and identifies trade-offs
- Assists in evaluating concepts using Core Values and Evaluation Criteria developed by the PLT and TT.
- Defines the level of ‘feasibility’ for each segment.
- Continuity. TT members are expected to come to the table and show up to meetings.
- A TT agenda will be put out in advance to identify issue topics for specific areas and ensure that appropriate TT members are present.

Project Staff

- **Consultants and Contractors & CDOT**
 - Consultants and contractors participate in TT meetings to understand TT perspectives.
 - Develop concepts per segment and identify fatal flaws, constructability and design.
 - They are charged with seeing if TT guidance is feasible. They participate on TTs and ITFs, as needed.
 - Issue Task Forces (ITFs) are used minimally and when the TT gets “stuck”.
- **Project Management Team**
 - Staff for PLT and TT to organize, fund and facilitate the process
 - Comprised of CDOT, HDR, THK and CDR Associates

5. Operating Guidelines

The following discussion guidelines will be used to encourage productive deliberations and decision making among the PLT. The PLT will commit to “best efforts” at following the guidelines and give the facilitators the authority to enforce them:

Discussion Guidelines

- **It is crucial that everyone have a chance to be heard and to hear others.**
 - Pay attention to what is being discussed in the meeting and avoid side conversations or distractions (phone calls, etc.).
 - Allow people to speak and refrain from making interruptions.
 - Be brief and speak to the point.

- **It is important to find creative, innovative solutions.**
 - Avoid judging ideas prematurely and try to remain open minded.
 - Look for ways to improve proposals.
 - Promote positive behaviors that result in agreement.

- **Disagreements are inevitable; however they should be focused on the issues involved rather than on the people holding a particular view.**
 - Raise issues or concerns in a productive fashion and as early as possible.
 - Address one another in respectful ways.
 - Clearly articulate, after deliberation and when appropriate, whether a particular PLT/TT/ITF recommendation can be supported.

6. Decision Making

WB I-70 Mountain Corridor Concept Development Process is built on a commitment to collaborative decision making. The key principles of collaborative decision making are:

- Principle-based
- Outcome-driven
- Multidisciplinary

To achieve a collaborative process, the WB I-70 Mountain Corridor Concept Development Process will use the 6-Step CSS Process. This process is based on the three principles above and uses the constructs of Decision Science to guide effective, collaborative decision making. The purpose of the CSS process is to support a structured decision making process.

In concert with the CSS process, the project will use a consensus-building process in making decisions. A consensus is an agreement built by identifying and exploring all parties' interests and developing an agreement that satisfies these interests to the greatest extent possible. A consensus is reached when all parties agree that their major interests have been taken into consideration in a satisfactory manner.

Consensus does not necessarily mean unanimity. Some parties may strongly endorse a particular recommendation while others may accept it as a workable agreement. Members can participate in the consensus without embracing each element of the agreement with the same fervor as other members or having each interest fully satisfied. The PLT will seek to balance community values, project goals, and technical information during deliberations and discussions.

To enhance creativity during meetings, individuals are expected to explore a full range of ideas that may transcend or be inconsistent with previously held positions. The goal of the meetings is to have frank and open discussion of the topics and issues needed to lead the project and enable decision making.

7. E-mail Communication

E-mail will be used for meeting scheduling and logistics, document review, meeting summaries, and agenda building. E-mail may be used for discussion, comment, deliberation, or agreement building.

8. Schedule and Milestones

Members of the PLT commit to efficient, effective discussions. All members agree up front to strive to meet the schedule, goals, and action plans they establish at the first meeting. Additional teams identified by the PLT will meet as needed to address specific issues and provide recommendations to the PLT. Group discussion and deliberations may result in the intentional, formal adjustment of the schedule and milestones.

9. Meeting Summaries

Facilitators will draft a meeting summary following each meeting of the PLT highlighting action items and decisions. The meeting summary will be distributed to the PLT for review and approval. All meeting summaries will be considered drafts until adopted by the PLT.

10. Public Coordination

In order for the PLT to fulfill its purpose, work sessions must be focused and manageable. These work sessions will be open to the public; any participation of public observers will be at the discretion of the PLT. Consistent with established project goals, the PLT will identify the actions and decisions needed to reach those goals, such as issue and/or technical teams or public information activities. PLT members will serve as conduits for communication between their stakeholders and the PLT.

11. Communication with Other Organizations, Individuals, and the Media

PLT members wish to maintain an environment that promotes open, frank, and constructive discussion. Members recognize that such an environment must be built on mutual respect and trust, and each commits to avoid actions that would damage that trust. In communicating about the group's work -- including communication with the press -- each member agrees to speak only for herself or himself, to avoid characterizing the personal position or comments of other participants, and to always be thoughtful of the impact that specific public statements may have

on the group and its ability to complete its work. No one will speak for any group other than his or her own without the explicit consent of that group.

12. Constituent Communication

Members of the PLT who represent agencies or constituencies will inform their constituents on an ongoing basis about the issues under discussion and the progress being made in the consensus problem-solving meetings. They will represent the interests of their constituent group and bring their constituents' concerns and ideas to the deliberations. Materials developed for the PLT can be shared with their constituency; stakeholder comments on these materials should be relayed to the PLT.