



Chartering Session Planning Resources

The following checklist and resources are provided to support the planning and facilitation of the chartering session.

Planning Checklist

- Validate the project purpose/desired outcome with management
- Identify Project Leadership Team (PLT) membership
- Identify key staff to attend chartering session
- Confirm availability of all PLT members and key staff
- Confirm date and times
- Confirm location
- Send invitations to all PLT members and key staff
- Identify room setup, audio/visual, and display needs (e.g., projector, flip charts, easels)
- Identify handouts needed (e.g., agenda, project scope, prior agreements, CSS team descriptions)
- Determine the format of the chartering document to be developed
- Determine chartering elements to be developed in the session
- Develop chartering session agenda
- Develop exercises or activities to be used during the session (e.g., icebreaker, visioning, critical success factors)
- Determine who will facilitate the session and confirm availability
- Determine documentation review and endorsement process and logistics

Icebreaker Exercise

An icebreaker is a good way to begin a meeting. It will help relax participants, help them feel more comfortable with the other participants, and make them more receptive to listening and contributing. It is not just for fun; an icebreaker will help to create group cohesion based on trust and understanding. An icebreaker should not be too long, nor should it interfere with the serious work of the meeting. The time dedicated to the icebreaker depends on the size of the group and the overall length of the meeting. An all-day retreat might warrant a 30-minute icebreaker, while a 4-hour meeting may merit only 10-15 minutes.

Some examples of an icebreaker include:

Individual questions:

- Tell the group one thing about yourself that you don't think most of the group would know.
- What is the most important issue you want to see addressed by this team?
- What skill, resource, or knowledge do you bring to the team that you think is important for others to know about?

Groups of two:

- Find a partner you don't know well. Allow 3 minutes for each person to introduce his/herself. Come back together with the group and introduce your partner.

Group activity:

- Each person tells three things about themselves, two that are true and one that is not. The group guesses which item is not true.

These examples are a starting point. You are encouraged to come up with creative ideas or activities that meet the purpose of an icebreaker.

Context Statement

The context statement should be a brief written statement that defines the context of the specific project. This context should inspire the project teams, guide project actions, spell out the project's overall goal, provide a sense of direction, and guide decision making and management. The context statement should define goals, never solutions. It can include limits or goals that are not included.

Example:

Improvements to the Twin Tunnels is an element of the I-70 Mountain Corridor PEIS and has been evaluated as a part of the mobility solution. The goal of this project is to improve mobility and lessen delays caused by the Twin Tunnels -- particularly during the peak hours. Further, it is the goal of this project to find solutions with an implementation schedule and costs that would allow improvements to be completed within the next 5 years. This project will not include improvements to the I-70 and 6th Avenue interchange.

Critical Success Factors

These should reflect the objectives of the team in terms of project success. They should include those things that indicate success for the project and for the PLT.

Example:

From the US 24 Corridor Project:

- Turn out meeting minutes within five days
- Understand the community's desire – dig deep, follow-up, listen
- Understand differences between wants and needs
 - Context (citizen, business, political, users, environmental)
 - Measurement: We listened and understand
 - Answer every e-mail, telephone message, and written comment. Be responsive and visible in the community
- Provide information to stakeholders, educate stakeholders
- Legally defensible EA
- Meet CDOT's objectives
 - Implementable
 - Fundable
 - Meet schedule objectives
- Develop alliances with other agencies

- Identify and pursue alternate money sources – may help gain endorsement from stakeholders
- Recognize project is more than just a transportation project
- Deliver constituent's needs
- Process must be completely open/honest to public.
- Process must be understandable to all, their roles, influence, and input
- FHWA is partner and endorses process and decisions
- Coordinated, effective, consistent communication and messaging
- Conduct media training for project team members
- Approved Methodology Report
- Conduct meaningful, effective implementation of Quality Management Plan (communication/training on QMP for team members)
- Safety – implementing effective safety plan
- Allowing flexibility to adapt NEPA documentation to conditions in corridor, community
 - Apprise CDOT of these conditions/opportunities
- Keep local governments and representatives informed on project, sooner not later
- Conduct a VE study on planning process to insure best possible outcome of study

Roles and Responsibilities

The PLT has the responsibility to:

- Lead the project
- Champion CSS
- Enable decision making

Additional roles and responsibilities, as well as specific actions to support the three primary responsibilities, should be identified in the chartering session.

Example:

From the US 24 Corridor Project:

- Help CDOT with expertise.
- Everything about the US 24 Corridor is our responsibility
- Make sound/informed decisions.
- Do what we need to do – then stop. “Count what Counts.”
- Support the communities through their weaknesses/fears/concerns
- Be available
- Be reliable
- Be responsive
- Be honest
- Be sensitive to firm and individual goals
- Listen to the community
- Be a mediator between community and project goals
- Produce high quality
- Produce expertise
- Be open minded and willing to change

- Have each other's back (support the team)
- Be sensitive to the environment
- Have a sense of humor
- Have fun
- Be successful
- Win awards

Operating Guidelines

This includes any logistical agreements the PLT agrees to. These might include meeting schedules, document review and approval processes, communication and notification procedures, decision-making processes, conflict resolution procedures, and any other procedural or logistical agreements to support the effectiveness of the PLT.