



I-70 WEST VAIL PASS AUXILIARY LANES PROJECT LEADERSHIP TEAM CHARTERING AGREEMENT

PURPOSE OF THE I-70 WEST VAIL PASS AUXILIARY LANES PROJECT LEADERSHIP TEAM

The purpose of the I-70 West Vail Pass Auxiliary Lanes Project Leadership Team (PLT) is to lead, facilitate, and oversee the completion of the West Vail Pass Auxiliary Lanes Project.

DRAFT CONTEXT STATEMENT, CORE VALUES, CRITICAL ISSUES AND SUCCESS FACTORS FOR THE WEST VAIL PASS AUXILIARY LANES PROJECT

The following have been identified by the PLT and Technical Team (TT) as the project-specific guiding elements of the project.

Context Statement

I-70 is Colorado's only east-west Interstate, providing a critical interstate economic link for the country. It also provides the only direct route between the Front Range and western Colorado. Area residents and visitors travel the corridor to access growing mountain communities, as well as local and regional recreational opportunities. Vail Pass is rich in natural beauty and unique environmental, wildlife, historic, and recreational resources.

The I-70 corridor over Vail Pass has a natural scenic beauty and dramatic views as it winds through the U.S. Forest Service land. The corridor is recognized as a nationally and exceptionally significant feature of the federal interstate highway system due to its early implementation of context sensitive design, integrating a modern transportation facility with the surrounding natural environment. This section of highway is considered a historic resource due to these elements.

The steep grades, roadside terrain, and extreme weather events make I-70 over Vail Pass a challenging mountain pass to travel and maintain. Conflicts between vehicles traveling at substantially different speeds create safety problems and operational issues. Transportation improvements must preserve the aesthetic value of the corridor while improving safety and the travel experience for commerce, residents and visitors.



Core Values and Critical Issues

CORE VALUE	CRITICAL ISSUES
Safety	<ul style="list-style-type: none"> <input type="checkbox"/> Speed differentials and slow moving vehicles create erratic maneuvers and sudden braking <input type="checkbox"/> Snow storage and removal affects clear zone area and sight distance <input type="checkbox"/> Steep grades, avalanche and rockfall area <input type="checkbox"/> Substandard geometry <input type="checkbox"/> Runaway truck ramp locations and design <input type="checkbox"/> Freight and traction law chain-up station locations and design
Operations	<ul style="list-style-type: none"> <input type="checkbox"/> Speed differentials and slow moving vehicles result in traffic backups <input type="checkbox"/> Unable to respond quickly to traffic conditions and incidents <input type="checkbox"/> Number and length of time for highway closures <input type="checkbox"/> Unable to communicate real-time conditions to corridor users <input type="checkbox"/> Inadequate emergency response areas/ turnarounds increase time for closure <input type="checkbox"/> Lack of redundancy <input type="checkbox"/> Severe economic impact to Colorado each hour I-70 is closed
Corridor Character & Aesthetics	<ul style="list-style-type: none"> <input type="checkbox"/> Impacts to the local communities <input type="checkbox"/> Maintain the context sensitive design of the road while modernizing the facility <input type="checkbox"/> Noise impacts to residents <input type="checkbox"/> Impacts to the wilderness/U.S. Forest Service land <input type="checkbox"/> Impacts to the high-quality views in the project corridor
Enhanced Environment	<ul style="list-style-type: none"> <input type="checkbox"/> Water quality and sand collection <input type="checkbox"/> Wildlife corridors and habitat <input type="checkbox"/> Threatened and endangered species habitat <input type="checkbox"/> Biodiversity
Recreation	<ul style="list-style-type: none"> <input type="checkbox"/> Crowded recreational trails <input type="checkbox"/> Safety concerns related to trail proximity to highway, limited sight distance, and the sharp curve under the bridge near MP 185.5 <input type="checkbox"/> Potential conflicts between multiple recreational travel modes
Collaborative Decisionmaking	<ul style="list-style-type: none"> <input type="checkbox"/> Consensus with stakeholders on an alternative that uphold commitments
Implementability	<ul style="list-style-type: none"> <input type="checkbox"/> Ability to construct in phases <input type="checkbox"/> Impacts to traveling public during construction <input type="checkbox"/> Trail impacts during construction <input type="checkbox"/> Financial feasibility for construction
Sustainability	<ul style="list-style-type: none"> <input type="checkbox"/> Project meets the needs now and into the future <input type="checkbox"/> Maintenance and operational financial feasibility

Success Factors

The vision for the West Vail Pass Auxiliary Lanes Project is to preserve the aesthetic value of the corridor while improving safety and the travel experience for commerce, residents, and visitors.

Success Factors will be identified based on the Critical Issues listed above. The Success Factors will be used to screen alternatives and identify a refined preferred alternative.



MEMBERSHIP AND ATTENDANCE

Membership

The PLT is the leader of the project and includes the Federal Highway Administration (FHWA), Colorado Department of Transportation (CDOT), and corridor leaders. PLT members have been identified as follows:

- Joel Barnett, FHWA
- Stephanie Gibson, FHWA
- Martha Miller, Program Engineer, CDOT Region 3
- John Kronholm, Project Manager, CDOT Region 3
- Karen Berdoulay, Resident Engineer, CDOT Region 3
- Dave Cesark, Planning and Environmental Manager, CDOT Region 3
- Michael Goolsby (Randy McIntosh, alternate), Maintenance, CDOT Region 3
- Patrick Chavez, I-70 Joint Operation Area, CDOT Region 3
- Matt Klein, US Forest Service
- Ben Gerdes, Eagle County
- Tom Gosiorowski, Summit County
- Greg Hall, Town of Vail
- Dick Cleveland, Representing Vail Town Council
- Tracy Sakaguchi, Colorado Motor Carriers Association

Attendance

Members of the PLT agree to strive to attend meetings in person. 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, reviewing and commenting on meeting notes, 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 and rescheduled. 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.



ROLES AND RESPONSIBILITIES

The PLT's primary roles are to:

- ❑ **Lead and Manage the Project:** Using the Scope of Work as a foundation, the PLT will discuss and establish project goals and will identify the actions and decisions needed to reach those goals. The PLT will approve the Project Work Plan and Public Information Plan elements. The PLT will facilitate the decision-making process and focus on moving the process forward ensuring that decisions are made collaboratively among stakeholders.
- ❑ **Champion Context Sensitive Solutions (CSS):** The PLT will ensure that the I-70 Mountain Corridor Context Statement, the Core Values, and the 6-Step Process are integrated into the project. The PLT will have primary responsibility for developing a charter, ensuring that the desired outcomes, goals and actions, terms to be used, and decisions to be made are defined. The PLT will establish participants, their roles and responsibilities, and commitments and accountability for each team. Additionally, the PLT will endorse the process by discussing, possibly modifying, and then finalizing with the teams the desired outcomes and actions to be taken. Further, the PLT will clarify terms and expectations for use in the process.
- ❑ **Enable and Facilitate Decision Making:** The Project Work Plan will detail the interaction between teams, including the Stakeholder Involvement Plan, and the Public Information Plan. The PLT will be responsible for making the decisions necessary to keep the project on track according to the Work Plan. The PLT will focus on high-level issues in regard to CSS process compliance. They will work with the project team to determine the appropriate Technical Team members and will provide input on materials necessary for distribution.

When policy issues arise that are broader than the project team's scope, the PLT will identify and implement the steps needed to resolve the issue and make a decision. The PLT 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.

The PLT will facilitate formal actions required by councils, boards, and/or commissions to keep the project moving forward.

The PLT's responsibility is to:

- ❑ Develop a charter to determine the actions needed to accomplish their responsibility.
- ❑ Identify opportunities to reach agreement and reach the goals set forth for the team. The PLT will strive to focus on relevant issues.
- ❑ Identify critical issues that need to be addressed and provide guidance insights into what is of importance to stakeholders in the West Vail Pass Auxiliary Lanes Project.
- ❑ Approve the project Work Plan elements and help develop a realistic schedule for completion of the project.



- ❑ Efficiently and effectively complete the project through an easily understood, public, and transparent process.

Technical Team

PLT members understand that a TT will be formed to work through the technical decision-making process. The TT will be composed of experts in the Core Values relevant to the project goals. These may include, but are not limited to, technical staff such as planners, engineers, maintenance personnel, historians, emergency providers, and environmental specialists.

TT membership will include representatives from:

- ❑ Cities and towns within the project limits,
- ❑ Counties encompassed by the project limits,
- ❑ Non-governmental organizations relevant to the project goals, and
- ❑ Federal and state agencies with responsibilities relevant to the project.

The roles and responsibilities of the Technical Team include:

- ❑ Assuring that local context is defined and integrated into the project,
- ❑ Recommending and guiding methodologies involving data collection, criteria, and analysis,
- ❑ Supporting and providing insight with respect to community and agency issues and regulations,
- ❑ Assisting in developing criteria,
- ❑ Assisting in developing alternatives and options,
- ❑ Assisting in evaluating, selecting, and refining alternatives and options, and
- ❑ Coordinating and communicating with respective agencies.

The Six-Step Decision Making Process

- ❑ **Step 1: Define Desired Outcomes and Actions** - Using the CSS Guidance and other relevant materials, this step establishes the project goals and actions. It also defines the terms to be used and decisions to be made.
- ❑ **Step 2: Endorse the Process** - This step establishes participants, roles, and responsibilities for each team. The process is endorsed by discussing, possibly modifying, and then finalizing with all teams the desired outcomes and actions to be taken.
- ❑ **Step 3: Establish Criteria** - This step establishes criteria, which provides the basis for making decisions consistent with the desired outcomes and project goals. The criteria measure support for the Core Values for the I-70 Mountain Corridor.



- ❑ **Step 4: Develop Alternatives or Options** - The project staff works with the Project Leadership Team, stakeholders, and the public to identify alternatives or options relevant to the desired outcomes, project-specific vision, and goals.
- ❑ **Step 5: Evaluate, Select, and Refine Alternative or Option** - The process of analyzing and evaluating alternatives applies the criteria to the alternatives or options in a way that facilitates decision making. This may be a one-step or multi-step process depending on the complexity of the alternatives and the decision.
- ❑ **Step 6: Finalize Documentation and Evaluate Process** - Documentation should be continuous throughout the process. Final documentation will include each of the previous steps, final recommendations, and the process evaluation.

TEAM PERFORMANCE ASSESSMENT

The PLT identified key areas and performance measures to ensure the success of the team. These include the following:

Maintaining Momentum

- ❑ Stay on task and on schedule.
- ❑ Focus on established common ground.
- ❑ Don't revert to posturing or positioning.
- ❑ Keep stakeholder support for the established process.

Engaging Stakeholders

- ❑ Retain public and elected official backing for the PLT concept.
- ❑ Engage other stakeholders and constituents in the process.
- ❑ Ensure an inclusive and "no surprises" process.

Interacting as a Team

- ❑ Meet commitments, disseminating information and gaining feedback in a timely manner.
- ❑ Communicate.
- ❑ Grow and maintain trust between agencies and stakeholders.
- ❑ Follow a transparent process.
- ❑ Conduct selves with a high level of integrity.
- ❑ Respect differences in perspectives.
- ❑ Resolve differences in a productive manner.
- ❑ Understand regional issues and regulatory constraints.



DISCUSSIONS AND DELIBERATIONS

The PLT will use a consensus-building process. A consensus is an agreement built by identifying and exploring the parties' interests and developing an agreement that satisfies these interests to the greatest extent possible. A consensus is reached when the parties agree that their major interests have been taken into consideration and addressed 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. When decisions are reached, documentation of these decisions will include thorough explanation of the reasoning and discussions that resulted in the decision.

EMAIL COMMUNICATION

Email will be used for meeting scheduling and logistics, document review, meeting notes, and agenda building. Email may be used for discussion, comment, deliberation, or agreement building. Messages containing important discussions related to project decisions or agreements should be sent to all PLT members. When sending an email regarding the project, include the following in the subject line: 21685 I-70 WVP Aux Lanes – Subject.

SCHEDULE AND MILESTONES

Members of the PLT commit to efficient, effective discussions. The members agree up front to strive to meet the schedule, goals, and action plans they establish. 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.

The PLT will meet in-person at project milestones as shown in the attached project schedule. Additional meetings and email communications may be conducted as necessary if issues arise between the initially planned meetings.

MEETING NOTES

Project staff will draft meeting notes following each PLT meeting outlining discussion, and highlighting action items and decision points. Notes will include explanation of the reasoning behind any decisions made during the meeting.



The meeting notes will be distributed to the PLT via email for a one-week review period. If no revisions are suggested by the deadline, the notes will be considered final and approved. If comments are received, the notes will be revised as necessary and sent to PLT members for their records. If comments require additional coordination, the meeting notes may not be finalized until discussion occurs at the next PLT meeting resulting in agreement.

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. Members of the public will be allowed to observe the meeting proceedings, but no public participation will be allowed during the meetings. If public observers desire to ask questions or submit comments, this will be requested via email, web page comment, or phone call following the meeting. To facilitate a transparent process, once meeting notes are finalized they will be uploaded to the project web page for public viewing.

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.

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. Should anyone wish the PLT to release information to the press, the group will do so through a mutually agreeable statement drafted with the consensus of all of that group's members.

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.



MEASURING THE SUCCESS OF THE WEST VAIL PASS AUXILIARY LANES PROJECT

The following criteria will be used by the PLT to measure the project's success in achieving these goals:

- Were the CSS Guidance, the Context Statement, the Core Values, and the 6-Step Process integrated into the project?
- Was the project consistent with the recommendations from the I-70 Mountain Corridor PEIS?
- Were the desired outcomes and actions accomplished with the stakeholders?
- Was the project completed according to schedule?



CHARTER APPROVAL

FHWA is participating in the process

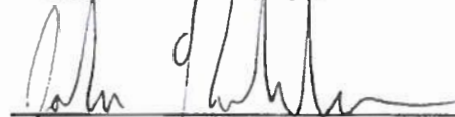
Joel Barnett, FHWA

FHWA is participating in the process

Stephanie Gibson, FHWA



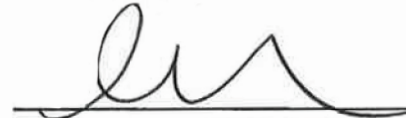
Martha Miller, CDOT Region 3




John Kronholm, CDOT Region 3



Karen Berdonlay, CDOT Region 3



David Cesark, CDOT Region 3



Michael Goolsby, CDOT Region 3



Patrick Chavez, I-70 Joint Operation Area, CDOT Region 3



Matt Klein, US Forest Service



**I-70 West Vail Pass
Auxiliary Lanes**

Final Project Leadership Team Chartering Agreement

April 19, 2018

Ben Gerdes, Eagle County & I-70 Coalition

Tom Gosiorowski, Summit County

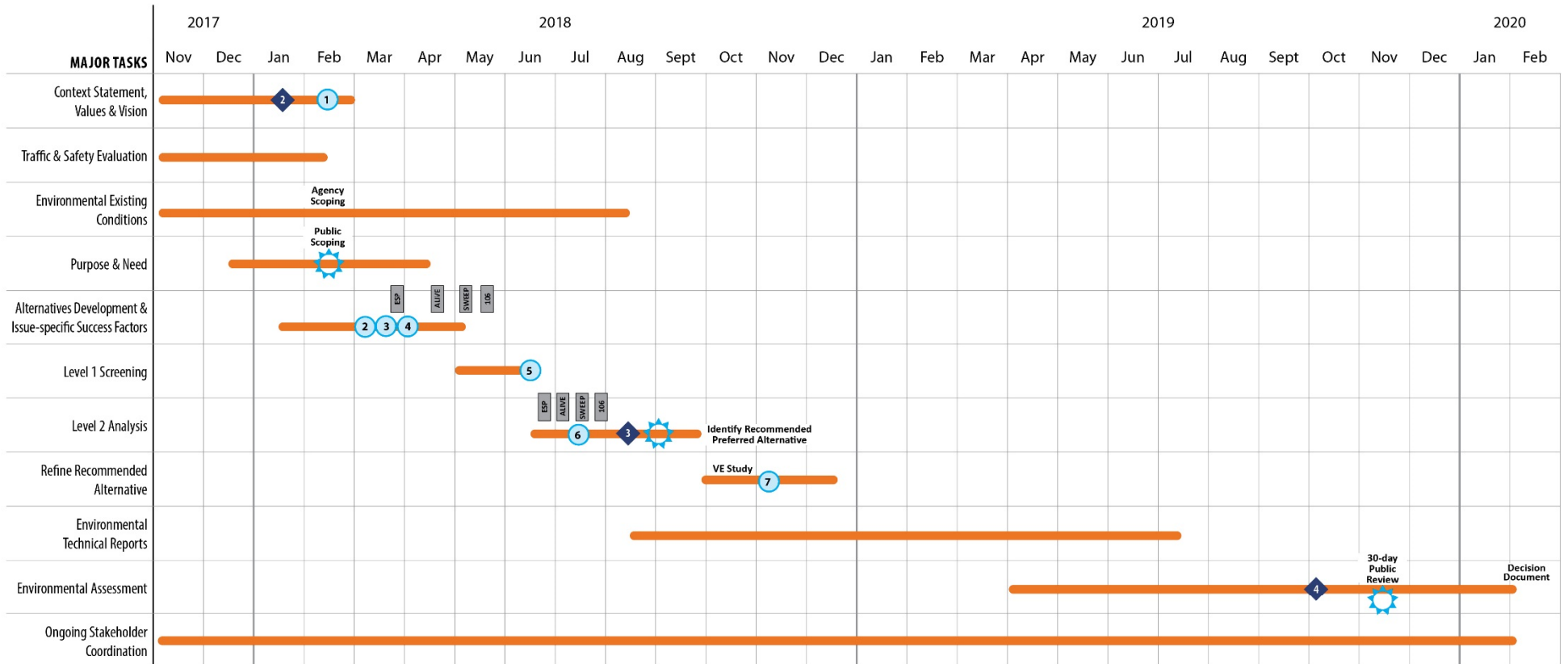
Greg Hall, Town of Vail & I-70 Coalition

Dick Cleveland, Representing Vail Town Council

Tracy Sakaguchi, Colorado Motor Carriers Association



PROJECT SCHEDULE



* Additional Technical Team, Project Leadership Team, and Issue Task Force meetings may be held as needed

LEGEND

- Public Meeting
- Technical Team (TT) Meeting
- Project Leadership Team (PLT) Meeting
- Issue Task Force (ITF) Meeting

ESP = Emergency Service Provider
 ALIVE = A Valued Landscape-Level Inventory of Ecological Values
 SWEEP = Stream and Wetland Ecological Enhancement Program
 106 = Section 106 (Historic Properties)

last updated 3/06/18