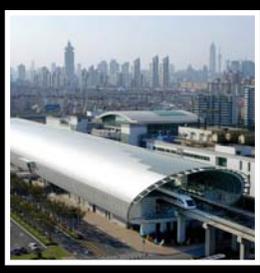
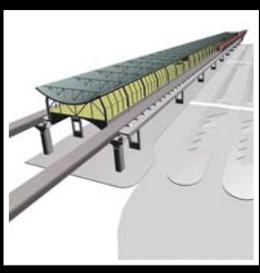


STAKEHOLDER INVOLVEMENT PLAN FOR THE ADVANCED GUIDEWAY SYSTEM (AGS) FEASIBILITY STUDY

June 13, 2012



PREPARED FOR:



PREPARED BY:



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I. AGS Feasibility Study Introduction, Background and Approach

Study Introduction

The Advanced Guideway System (AGS) Feasibility Study will evaluate alignment, technology and funding/financing proposals to determine the feasibility of a high-speed transit system for the I-70 Mountain Corridor from C-470 in Jefferson County to Eagle County Airport. The 18-month study began in April 2012 and will incorporate prior studies conducted in the corridor such as the [I-70 Mountain Corridor Record of Decision \(ROD\)](#), the [I-70 Coalition Land Use Planning Study for Rail Transit Alignment Throughout the I-70 Corridor](#) and the [Rocky Mountain Rail Authority High Speed Rail Feasibility Study](#).

There are three goals for the AGS Feasibility Study:

1. To assess the feasibility of proposed alignments and technologies.
2. To assess financial options, including private investment incentives.
3. To interface with the related transportation network, including highway system and transit connections (rail and bus).

These goals serve as a basis for determining which alternatives provide a cost-effective, safe, high-speed transit system that meets criteria defined in collaboration with the manufacturing, engineering, project implementation and financing industries (collectively, the “industry”), and with stakeholders represented through a Project Leadership Team (PLT).

Study Background

Numerous studies have been conducted in the I-70 Mountain Corridor over the last two decades. The AGS Feasibility Study is a result of the Colorado Department of Transportation's (CDOT's) and the Federal Highway Administration's (FHWA's) selection of the I-70 Mountain Corridor Preferred Alternative recommended by the Collaborative Effort in the June 2011 [I-70 Mountain Corridor Record of Decision \(ROD\)](#).

The Final Programmatic Environmental Impact Statement (FPEIS) commits to determining the feasibility of an AGS in the corridor prior to implementation of other identified roadway improvements. The specific alignment, station locations and AGS technology have not been defined but must meet certain operating characteristics as outlined in the FPEIS.

The study area begins at the C-470/Jefferson County Government Center light rail station and continues west for approximately 120 miles to Eagle County Regional

Airport. It is important to note that any potential AGS must ultimately connect to Denver International Airport (DIA).

In addition, the AGS Feasibility Study will run concurrently and interface directly with CDOT's Interregional Connectivity Study (ICS) and CDOT's I-70 Mountain Corridor Co-Development project.

The primary purpose of the ICS is to recommend optimal locations for High Speed Intercity Passenger Rail (HSIPR) alignments, technologies and station locations for a north-south high-speed rail alignment from Fort Collins to Pueblo and an east-west high-speed rail alignment from DIA to Eagle County Regional Airport with connections to the Regional Transportation District (RTD) FasTracks system. The study will focus on maximizing ridership and minimizing competition between proposed HSIPR corridors and present or future RTD FasTracks services.

The primary purpose of the Co-Development project is to assist CDOT in providing a long-term solution to the congestion and mobility issues on the I-70 Mountain Corridor through a program of highway, transit and other improvements. This includes helping CDOT to secure a Public-Private Partnership for financing, designing, building and operating the I-70 improvements through a long-term concession agreement.

Study Approach

The primary goal of this study is to solicit and evaluate the feasibility of private-sector industry proposals for an AGS in the I-70 Mountain Corridor. To do this, the study will follow the approach outlined below:

- 1. Develop Preliminary System Operation and Performance Criteria:** The most appropriate AGS technology has not yet been identified. The PLT will assist in the development of preliminary system operation and performance criteria.
- 2. Generate Awareness and Interest through Initial Industry Outreach:** The FPEIS outlines considerations to use in assessing the feasibility of an AGS that will be expanded through informal discussions with industry. Industry outreach will occur early in the project to inform and clarify these considerations for the Request for Qualifications (RFQ) and Request for Proposals (RFP).
- 3. RFQ:** An RFQ will be prepared that defines the minimum qualifications necessary to respond to an RFP and will include the preliminary system operation and performance criteria developed. Three industry teams will be shortlisted and invited to respond to an RFP.
- 4. RFP:** The RFP will include a request for the shortlisted teams to review the unique corridor conditions, develop suitable technologies and associated alignments, review and evaluate capital and maintenance/operating costs and

recommend an implementation approach (including a business plan approach, operational structures and financing strategies).

- 5. Final Report and Feasibility Determination:** A final report will be prepared that summarizes the work done by the industry teams, including a summary of considerations to be used to determine feasibility of the identified alignments, technologies and next steps.

II. Key AGS Team Contacts

CDOT Project Manager:

David Krutsinger
CDOT DTR
303-757-9008
David.Krutsinger@dot.state.co.us

Consultant Project Manager:

Mike Riggs, PE
AZTEC Engineering/TYPSA USA
720-708-4176
mriggs@aztec.us

Stakeholder Involvement Manager:

Craig Gaskill, PE, PTOE
Jacobs
303-820-4874
Craig.Gaskill@jacobs.com

Stakeholder Involvement Leaders:

Andy Mountain
GBSM
303-825-6100
andymountain@gbsm.com

Beth Vogelsang, AICP
OV Consulting
303-589-5651
beth@ovllc.com

III. Stakeholder Involvement Approach and Goals

Stakeholder Involvement Approach

The AGS Feasibility Study stakeholder involvement approach follows the Context Sensitive Solutions (CSS) Process for engaging corridor stakeholders in the I-70 Mountain Corridor with a strong focus on engaging industry representatives in a manner that encourages them to respond to the RFQ. The process provides a structure for collaborative decision making and an opportunity to involve corridor stakeholders in the decisions that affect the corridor.

The I-70 Mountain Corridor 6-Step CSS Process includes the following steps:

1. Define Desired Outcomes and Actions
2. Endorse the Process
3. Establish Criteria
4. Develop Alternatives or Options
5. Evaluate, Select and Refine Alternative or Option
6. Finalize Documentation and Evaluation Process

This stakeholder involvement plan supports the 6-step CSS process by providing that key project stakeholders are adequately informed in advance and have the opportunity to be engaged at each step in an open and meaningful way.

Stakeholder Involvement Goals

There are four stakeholder involvement goals for the AGS Feasibility Study:

1. Guide fair, open, equitable and inclusive decision making that is consistent with the CSS process.
2. Maintain public awareness and education about the study.
3. Ensure that the PLT is represented and engaged in the process.
4. Generate industry awareness and interest about the study to encourage responses to the Request for Qualifications (RFQ) and Request for Proposals (RFP).

IV. Core Outreach Strategies

Stakeholder outreach will occur throughout the study. There will also be four milestones around which a more intense outreach push will happen:

1. Project Kickoff
2. RFQ
3. RFP
4. Final Report/Feasibility Determination

Effective stakeholder involvement in the AGS Feasibility Study requires a multi-pronged approach of core communications strategies to engage the various audiences associated with the study. In addition to descriptions of the core strategies below, roles and responsibilities have been identified for executing the strategies.

Project Leadership Team (PLT) Coordination

The PLT is a primary corridor stakeholder engagement tool for the AGS Feasibility Study. The PLT for this study is comprised of representatives from the FHWA, CDOT, corridor communities and select advocacy groups. Members of the PLT are charged with helping lead the project and championing the CSS process, while also serving as important information conduits to the stakeholders they represent.

PLT engagement will primarily occur through a series of meetings (monthly for the majority of the study but bi-monthly as project activity levels dictate) and regular email correspondence as appropriate. The PLT will develop and endorse a chartering agreement that defines its role in the study. Members of the public are welcome to attend PLT meetings.

Lead: GBSM

Support: Jacobs, OV Consulting, AZTEC, CDOT

Industry Outreach

A primary purpose of the AGS Feasibility Study is to engage the industry and solicit responsive proposals for the construction of an AGS. For purposes of this study, industry has been defined as the manufacturing, engineering, project implementation and financing industries. Industry will be engaged in a proactive and consistent manner, with the ultimate goal of obtaining three responsive proposals.

Industry engagement will occur throughout the course of the study and the PLT will be kept informed of progress. The consultant will also collaborate with the PLT on the development of the RFQ and RFP as well as the review of Statements of Qualifications (SOQs) and Technical Proposals.

Specific industry outreach strategies include:

- **Direct Contact with Industry Representatives:** Direct contact with industry representatives will be facilitated by the consultant team using contacts developed through other projects. A clearinghouse of all interested parties will be compiled for use in developing teams for the AGS. The clearinghouse will be provided to any industry representative upon request.
- **Advertisement of the Project in Trade Magazines and Industry Websites:** Advertisements and articles will be provided through CDOT. These will be placed in various trade magazines and posted on industry websites to provide further information to prospective proposers.
- **Presentations at Conferences and Meetings:** When possible, the consultant and/or CDOT staff will attend conferences and meetings and make formal or informal presentations to industry representatives.
- **One-on-one Meetings with Industry:** In order to gauge the information that may be required of the consultant and CDOT, informal one-on-one meetings will be held with industry representatives. This will help the consultant team develop the RFQ to maximize the number of responders.
- **Development of an RFQ and Review of SOQs:** A RFQ will be developed to obtain qualifications of industry teams. The RFQ will include the minimum requirements necessary to provide a responsive proposal. The RFQ will be advertised for response by any qualified team. Qualified teams will submit a Statement of Qualifications (SOQ) for review by the consultants and CDOT.
- **Development of an RFP and Review of Technical Proposals:** From the SOQs, three proposers will be shortlisted to receive the RFP. The RFP will serve as the technical specifications for the AGS and will provide the information related to the feasibility of the AGS and the ability of the team to implement the AGS. It will include technical, financial and operational information. The three proposers will then prepare Technical Proposals for review by the consultant and CDOT.

Lead: AZTEC

Support: CDOT

I-70 Coalition Coordination

Members of the project team will attend I-70 Coalition meetings to provide updates on the status of the AGS Feasibility Study. While some of these updates may be very brief and informal, there will be more formal presentations to the group that coincide with key project milestones.

Lead: AZTEC, CDOT
Support: OV Consulting

Government Relations

A key desired outcome of the study is to gain endorsement from the local, state and federal levels for conclusions of the study document, including possible financial commitments. It will be important for CDOT to engage local governments and appropriate state and federal government representatives in the project early and often. PLT members will assist with this process by keeping their peers and constituents informed, but CDOT government relations staff will conduct updates (either by phone or in person) with key local, state and federal elected officials.

Lead: CDOT

Agency Coordination

A number of oversight and regulatory agencies will have an impact on – and vested interest in – this project. Among those with a strong interest will be the FHWA, Federal Transit Administration (FTA), Federal Railroad Administration (FRA), U.S. Forest Service, Environmental Protection Agency (EPA) and more. To ensure that each agency's particular interests are addressed, the project team will individually coordinate with them, as needed, through one-on-one meetings. Based on the needs and requests of each agency, ongoing updates and coordination will occur.

Lead: AZTEC, CDOT

Individual and Group Stakeholder Meetings

On an as-needed basis, members of the project team will meet with individuals or small groups about the study. Potential meetings include the I-70 Coalition and key corridor stakeholders.

Lead: AZTEC, CDOT
Support: OV Consulting

Media Relations

Media relations are intended to be a major source of public information on this study. A comprehensive appended Media Relations Plan outlining this strategy in detail can be found in Appendix A at the back of this document. In short, there will be proactive media outreach by CDOT's public relations team that coincides with key study milestones.

Lead: CDOT

Online Engagement

A study website will be established and maintained at <http://www.coloradodotinfo/projects/AGSstudy>. The site will contain regularly updated project information and opportunities for the public to contact the project team. A stakeholder database will also be created and project updates will be sent regularly to those that sign up.

Lead: GBSM (content), CDOT (technical & updates)

Support: Two Hundred, AZTEC

V. Stakeholder Involvement Schedule

The stakeholder involvement activities outlined below are consistent with and support the overall AGS Feasibility Study schedule. As a result, it is subject to change pending any changes to the overall study schedule.

Task	Timeline
Project Website	Apr. 2012
Proactive Media Outreach: Project Kickoff	Apr. 2012 – June 2012
PLT Meetings	Apr. 2012 – Sept. 2013
Industry Outreach	Apr. 2012 – Sept. 2013
Government Relations Briefings	Apr. 2012 – Sept. 2013
Agency Coordination	Apr. 2012 – Sept. 2013
Individual and Group Stakeholder Meetings	Apr. 2012 – Sept. 2013
Proactive Media Outreach: RFQ	July 2012 – Aug. 2012
Proactive Media Outreach: RFP	Sept. 2012 – Jan. 2013
Proactive Media Outreach: Final Report/Feasibility Determination	July 2013 – Sept. 2013

VI. Documentation and Measures of Success

Documentation

Each step in this study's CSS process is aligned with meetings of the PLT that provide an opportunity for documentation and evaluation. Meeting minutes will be recorded and shared with the PLT along with other project materials that will be posted and archived online for public access.

Measures of Success

The effectiveness of the study's stakeholder involvement efforts will be based on the following measures of success:

1. Execution of the four proactive outreach efforts tied to the key study milestones: Project Kickoff, RFQ, RFP and Final Report/Feasibility Determination.
2. Confirmation from the PLT that the CSS process was followed.
3. Industry responsiveness to the RFQ.

VII. Appendix A – Media Relations Plan

Proactive Media Outreach

Proactive media outreach will be employed by CDOT's public relations team to inform stakeholders about the AGS Feasibility Study, eliminate confusion with other CDOT projects and encourage appropriate stakeholder participation.

Target Media

The AGS Feasibility Study has a broad area of interest when one considers the corridor's usage, coordination with the other major transit projects in the state and connection to DIA. As a result, there are two tiers of media outreach for this study:

- 1. Corridor Media:** Local media outlets in the communities along the corridor will have an obvious interest in this study. These outlets (e.g. Vail Daily, Summit Daily, Plum TV, etc.) tend to be highly influential local sources of information and will have a strong interest in covering the study.
- 2. Statewide Media:** Given this study's statewide appeal, proactive media outreach should also extend beyond the corridor media to include major broadcast and print media in the state (TV stations, KOA, Colorado Public Radio, Denver Post, Denver Business Journal, Fort Collins Coloradoan, Colorado Springs Gazette, etc.).

Media Relations Schedule

While media relations activities will occur throughout the study, there will be four main proactive pushes in coordination with the key study milestones. The intent of these pushes will be to generate media coverage in key outlets that accurately portrays the project and informs the public about its current status.

Through the majority of the project, the focus of the media relations effort will be to generate news stories. However, near the end of the study (or at other times if warranted), CDOT should brief key editorial boards and/or columnists about the study and its findings.

- 1. Project Kickoff ~ April 2012 – June 2012:** Given the interdependency and likeliness for public confusion between the AGS Feasibility Study and CDOT's other corridor-related projects (ICS and I-70 Co-Development), it will be important for CDOT to engage the media early to explain each effort and the relationship between them.

CDOT will distribute a news release and schedule briefings with reporters as appropriate to introduce the study, its goals and its relationship to ICS and I-70 Co-Development. CDOT will provide project materials at these briefings and coordinate additional follow-up as necessary.

2. **RFQ ~ July 2012 – Aug. 2012:** The next proactive media push comes when the RFQ is advertised. CDOT will issue a news release to appropriate print and television media announcing the RFQ and respond to incoming media inquiries and requests.
3. **RFP ~ Sept. 2012 – Jan. 2013:** When CDOT selects the teams that will be shortlisted to respond to the RFP, it will issue a news release to appropriate print and television media and coordinate incoming media inquiries and requests.
4. **Final Report/Feasibility Determination ~ July 2013 – Sept. 2013:** A specific media strategy for the release of the AGS Feasibility Study Final Report should be established well in advance of the release of the report. The recommended strategy for this media push will be dependent on a number of factors including public sentiment, previous media coverage and the findings of the study. The coordinated effort will likely include briefings with editorial boards of the newspapers across the state and proactive push including a news release and other materials as appropriate with reporters.

Spokespeople

Official spokespeople have been designated for the AGS Feasibility Study. While CDOT's public relations personnel are highly trained at effectively working with the media, technical spokespeople should undergo appropriate media training to ensure preparation for media inquiries and interviews. The official spokespeople listed below are the only people authorized to speak with the media on the record in relation to the study:

Primary Spokesperson:

Bob Wilson
CDOT Region 1 & 2 Public Relations Director
303-757-9431 (office)
303-916-1456 (cell)
bob.j.wilson@dot.state.co.us

Technical Spokesperson:

David Krutsinger
CDOT Project Manager for the AGS Feasibility Study
303-757-9008 (office)
David.Krutsinger@dot.state.co.us

Members of the consultant team and the PLT are not authorized as official spokespeople unless approved by CDOT on a case-by-case basis.

Incoming Media Call Protocols

It is critical to have a protocol in place for responding to media inquiries. Adhering to a disciplined approach will not only help to ensure consistency of message, but it also provides a strategic path and helps avoid missteps that can cause problems.

The following protocol should be followed in the event that someone other than an official spokesperson receives a media call:

1. Tell the caller that you are happy to help them get in touch with the proper individual (official spokespeople for the AGS Study) who will be best suited to answer their questions.
2. Get the following information from the caller:
 - Name
 - Name of media outlet
 - Contact information (phone and email)
 - Deadline by which they need to speak with a spokesperson
3. Ask the caller for the kind of questions to which they would like a response. If you cannot get the actual questions, try to at least help determine the issue/topic about which they are calling.
4. Let them know that one of the official AGS Feasibility Study spokespeople will get back to them shortly.
5. Call and email (subject line: "AGS STUDY MEDIA INQUIRY") Bob Wilson with the previously gathered information at:
 - bob.j.wilson@dot.state.co.us
 - 303-757-9431 (office)
 - 303-916-1456 (cell)
6. Bob will determine whether to handle the inquiry personally or pass it along to the technical spokesperson, David Krutsinger.