

## **Advanced Guideway System (AGS) Feasibility Study Project Leadership Team Chartering Agreement**

### **1. Purpose of the AGS Feasibility Study Project Leadership Team**

The purpose of the AGS Feasibility Study Project Leadership Team (PLT) is to lead the project, champion CSS and enable decision making.

### **2. Established Vision and Goals for the AGS Feasibility Study Project**

The vision for the AGS Feasibility Study Project is to determine if an Advanced Guideway System is technologically and financially feasible.

To reach this outcome, the project must achieve the following goals:

- Identify technologies that can meet the system performance & operational criteria
- Complete AGS Feasibility Study & gain consensus on questions of feasibility, cost, ridership, land use & governance
- Identify technological & financial feasibility of AGS in relationship to I-70 Mountain Corridor Record of Decision
- Consistent and close coordination between AGS, ICS and Co-Development, including but not limited to a transfer-free connection to Denver International Airport
- Endorsement from the local, state and federal levels for conclusions of the study document

### **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 communities. The following entities will have representation on the PLT:

- CDOT Division of Transit and Rail
- CDOT Region 1
- CDOT Region 3
- FHWA – CO Division
- Denver Regional Council of Governments
- Eagle County
- Colorado Environmental Coalition
- Summit County
- I-70 Coalition
- City and County of Denver
- Denver Chamber of Commerce
- Clear Creek County
- Club 20
- Jefferson County

- CDOT Office of Policy and Government Relations
- Consultant Project Manager

Members of the PLT agree to strive to attend all meetings in person. Members agree that in-person participation is more desirable than participation by phone or 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.

Alternates have been identified for some PLT entities. When the primary PLT member is present, the alternate will limit involvement to responding to questions directed to them from PLT members or providing comments to the primary member who may then bring those comments to the full PLT. If the primary member is absent, the alternate will take the primary member's place, with all rights due a full PLT member.

#### **4. Roles and Responsibilities**

The PLT's primary roles are to:

- **Lead 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 for the AGS Feasibility Study Project. The PLT will determine the teams that are needed to reach the project goals and will identify the membership needed for each team.

Along with the Project Staff and attendees at County-Wide Coordination Meetings, the PLT will assist in staffing the other efforts, if needed for the project.

- **Champion CSS:** The PLT will ensure that the I-70 Mountain Corridor Context Statement, the Core Values, the 6-Step Process and implementation of the CSS guidance including Design Criteria and Aesthetic Guidelines are integrated into the project. The PLT will identify CSS checkpoints as events in the project timeline. 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 all teams the desired outcomes and actions to be taken. Further, the PLT will clarify terms and expectations for use in the process.
- **Enable Decision Making:** The Project Work Plan for the AGS Feasibility Study Project will provide detail to the interaction between teams, 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 with the Project Work Plan.

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.

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.

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:

- Efficiently and effectively complete the project through an easily understood, publicly supported, and transparent process.
- Develop a charter to determine the actions needed to accomplish their responsibility.
- Identify critical issues that need to be addressed and provide guidance and insights into what is of importance to stakeholders in the AGS Feasibility Study Project.
- Identify opportunities to reach agreement and reach the goals set forth for the team. The PLT will strive to focus on relevant issues.
- Approve the Project Work Plan and help develop a realistic schedule for completion of the AGS Feasibility Study Project.
- Assist in refining and completing system performance and operational criteria.
- Assist in preparing RFQ and shortlist criteria.
- Assist in preparing RFP.
- Endorse process to get to final product.
- Serve as liaison between constituents and this project.

## **5. Team Performance Assessment**

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

### *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.

### **6. Discussions and Deliberations**

The PLT will use a consensus-building process. 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 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.

### **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. PLT members should be careful that comments on draft documents are only shared with other PLT members and other authorized users.

## **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**

The Consultant Project Manager 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 and will include an item on the agenda for members of the public to make statements. Any additional participation of public observers in PLT meetings will be at the discretion of 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. 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.

## **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.

### **13. Measuring the Success of the AGS Feasibility Study Project**

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

- Assess the economic, environmental, technological and financial feasibility of an AGS.
- Investigate all pertinent AGS technologies that meet the criteria.
- Receive responsive proposals
- PLT members understand and build on past work and accomplishments.
- Insuring close coordination and collaboration with ICS and Co-development project.
- Insure that Context Sensitive Solution is included in all aspects of the PLT process.
- Insuring the PLT continues to support and champion the study process.
- Insuring the process is consistent with Collaborative Effort criteria.
- Keeping local governments and representatives informed on project, sooner rather than later.
- Insuring the I-70 Coalition Technical Committee is properly and effectively engaged.
- Insure a successful public outreach program.