

## Team Charter

June 18, 2012

In the spirit of cooperation and collaboration, and acknowledging the critical role that a number of agencies play in achieving the goals of the Westside Avenue Action Plan, the following Team Charter was developed between the project participants listed below. The charter was developed during a Team Charter session hosted June 18, 2012, at the Westside Community Center.

### LEAD AGENCIES

Lead Agencies include El Paso County, the Cities of Colorado Springs and Manitou Springs and the Colorado Department of Transportation. Representatives from lead agencies are responsible for involvement in all aspects of the project, and capable of representing the project externally. They speak on behalf of their organization/agency and commit to keep their constituents informed and share their constituents' opinions during meetings.

El Paso County: Andre Brackin and Victoria Chavez

City of Colorado Springs: Kathleen Krager and Tim Roberts

City of Manitou Springs: Dan Folke and Bruno Pothier

Colorado Department of Transportation: Dave Watt and Robert Frei

### Roles and Responsibilities

- Provide overall project management and participate in Project Management Team (PMT) meetings
- Provide input to the goals and objectives, and critical success factors of the project
- Provide data or approval to obtain data from others
- Provide subject matter expertise and information during PMT and Technical Staff meetings
- Provide input throughout the project
- Participate in small group meetings, Stakeholder Committee meetings, and Public Open Houses, when appropriate
- Be the central internal and external point of communication about the Westside Avenue Action Plan
- Review project deliverables and other outputs
- Keep respective agencies and elected officials informed

### STAKEHOLDERS

Stakeholders include all organizations, groups and individuals with an interest in the project or who may be impacted by the project. Also included are elected officials, coordinating agencies, business/community/neighborhood groups property owners, citizens and businesses/business interests along the corridor; and other potentially affected interests (PAIs).

### Roles and Responsibilities

- Represent and speak on behalf of their respective organization/agency and/or constituencies

- Agree to communicate project progress by promoting two-way communication with other stakeholders/constituents, keeping keep their constituents informed and sharing their constituents' opinions during meetings
- Actively participate in Stakeholder Committee meetings, committing to attend each meeting, when possible, throughout the duration of the 10-month planning period, working toward informed consent
- Participate in Public Open Houses
- Support the broader technical and public input processes, as applicable
- Provide input to the evaluation process
- Review and provide input for project deliverables and other outputs throughout the project

**TECHNICAL STAFF:** Individuals with key subject matter expertise, perspectives or information that will be important to the project at some point or for a particular topic.

**Roles and Responsibilities**

- Attend the Technical Staff meetings and Stakeholder Committee meetings as requested/required
- Present technical data to help guide the planning process
- Coordinate with others as needed to assure a successful project planning process
- Participate in Public Open Houses as required

**CONSULTANT TEAM:** Representatives of the selected consultant team contracted to complete the assessment include:

**Lead consultant:** Felsburg Holt & Ullevig

**Subconsultants:** Bachman PR, NES, Nolte NV5, CTL Thompson and Summit Economics

**Roles and Responsibilities**

- Coordinate and facilitate PMT meetings, Technical Staff meetings, Stakeholder Committee meetings, Public Open Houses and Charter Team briefings.
- Provide information and meeting agendas in sufficient time for representatives to discuss with their respective agencies
- Execute the project according to the scope of work, in coordination with the County and Lead Agencies
- Provide objective technical guidance and expertise
- Manage the task flow and move tasks forward
- Keep the Lead Agency representatives informed and coordinate the process through them
- Provide input to the goals and objectives
- Facilitate the needed decision-making and approval processes
- Lead the stakeholder and public input processes
- Document the process with deliverables described in the scope of work

## **PROJECT FOCUS AREA**

The primary focus of this assessment is the segment of W. Colorado Avenue and Manitou Avenue between N. 31<sup>st</sup> Street and the US 24 interchange.

## **AVENUE ACTION PLAN PURPOSE**

The purpose of the Westside Avenue Action Plan is to develop a comprehensive assessment of the existing characteristics of the Colorado Avenue/Manitou Avenue corridor within the project area, a corresponding evaluation and screening of potential multimodal options and typical sections, and conceptual plans which best support the goal of long term corridor revitalization.

## **CRITICAL SUCCESS FACTORS**

- Establish a clearly defined set of goals and objectives for the project
- Effectively identify potential project stakeholders and promote two-way communication between citizens, businesses, other agencies, elected officials, and agency technical staffs, along with a supporting public process led by the respective lead agencies
- Provide opportunities for cooperation and participation among stakeholders and entities involved with the project
- Identify an adoptable plan with clear direction, actionable recommendations and funding options necessary to assure the project can be implemented

## **AVENUE ACTION PLAN GOALS**

- Provide safe and efficient traffic and pedestrian transportation and access of the W. Colorado Avenue/Manitou Avenue project segment for commercial and residential properties and for emergency vehicles
- Create a compatible link between the two vibrant historic districts of Old Colorado City and Manitou Springs, taking into consideration additional future connections of other key elements of the corridor (such as trails, creek enhancements and others)
- Develop alternatives that can serve as a catalyst for economic revitalization and other future corridor improvements
- Engage stakeholders and citizens in a collaborative public involvement process resulting in support of the Westside Avenue Action Plan, where all team members can at least say, "While this may not include all aspects of my ideal outcome, I will support it overall."

## **AVENUE ACTION PLAN OBJECTIVES**

- Develop complete and consistent documentation of the process, input, analysis and evaluation to support the final plan
- Identify priority and phasing of potential short-term and long-term multi-modal improvements to the Westside Avenue Action Plan project segment
- Create a corridor inventory
- Recommend corridor typical sections and profiles
- Recommend road right-of-way ownership and road maintenance responsibility
- Identify feasible alternatives and a preferred alternative

## **SCHEDULE**

The Westside Avenue Action Plan is anticipated to be a 10-month process (May 2012 to February 2013), which will result in a plan for publication and dissemination.

## **NEGOTIATION AND AGREEMENT**

- Stakeholder meetings will be facilitated to ensure interested parties have opportunities to be heard, have collaborative participation and provide input that is equally considered. Everyone's input is important and will be heard and considered.
- Meeting participants will stay on track with the goals/objectives and timeline.
- To resolve issues and disagreements, the group will be asked to:
  - discuss it at the end of the meeting, if time allows;
  - extend the meeting beyond the end time; or
  - add an additional meeting
- Stakeholders will have an opportunity, and an expectation, to voice their thoughts and opinions, representing their own opinions and that of their organization, group or constituents
- Participants are encouraged to be respectful of each other's input and ideas, not interrupt or dominate discussions
- We are working together to create an informed Westside Avenue Action Plan that will benefit the community as a whole; therefore, we are committed to:
  - resolving conflicts directly, openly and honestly, without personal attack;
  - consider the interests of the community-at-large beyond only our own agency's or individual interests; and
  - achieve group informed consent of the plan
- Stakeholder meetings will be open to the public. Citizens will be given an opportunity to provide comments

## **COMMUNICATIONS**

- Stakeholder Committee meeting notifications will be by email and/or e-newsletters. Public open house notifications will be by e-newsletters, news media reports, social media as appropriate and other available means. Meeting summaries will be made available on the project website.
- We will conduct assessments at the conclusion of the stakeholder meetings to assess our effectiveness in relation to our stated objectives (example: Did we meet our goals? Are we where we need to be to complete our work on time? Do we have all the information we need?)
- A project website will be established and maintained by the consultant team 24 hours a day through the duration of the 10-month planning period.