

Appendix A
I-70 Mountain Corridor PEIS Context Sensitive Solutions
March 2011

Appendix A. I 70 Mountain Corridor PEIS Context Sensitive Solutions

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Appendix A. I-70 Mountain Corridor PEIS Context Sensitive Solutions

A.1 Introduction to Context Sensitive Solutions

A.1.1 What is Context Sensitive Solutions?

The Federal Highway Administration defines Context Sensitive Solutions (CSS) as:

Context Sensitive Solutions is a collaborative, interdisciplinary approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic, and environmental resources, while maintaining safety and mobility. CSS is an approach that considers the total context within which a transportation improvement project will exist. CSS principles include the employment of early, continuous and meaningful involvement of the public and all stakeholders throughout the project development process.

It is recognized that government agencies cannot cede statutory or regulatory responsibilities.

The principles of CSS apply to any transportation project aiming to bring the full range of stakeholder values to the table and actively incorporate them into the design process and final results.

Context sensitive solutions begin early and continue throughout the entire project development process – from project concepts through alternative studies and into construction, and beyond into maintenance and monitoring improvements. Context sensitive solutions mean maintaining commitments to communities.

Context sensitive solutions recognizes that highway and transit projects are not just the responsibility or concern of engineers and constructors. For that matter, they are not only the responsibility of the Department of Transportation or transportation agency. Rather, CSS calls for the interdisciplinary collaboration of technical professionals, local community interest groups, landowners, facility users, and the general public—including any and all stakeholders who live and work near the road, and those who will use it. It is through this process and this team approach that the owning agency gains an understanding and appreciation of community values and strives to incorporate or address these values in the evolution of its projects.

Context sensitive solutions apply essentially anywhere and everywhere because every project has a context as defined by terrain and topography, communities, users, and surrounding land use.

The following excerpt is from the National Cooperative Highway Research Program 480: A Guide to Best Practices for Achieving Context Sensitive Solutions:

A consensus of the research and practitioners ... confirms that there are four essential aspects to achieving a successful CSS project. These include effective decision-making and implementation, outcomes that reflect community values and are sensitive to environmental resources, and ultimately, projects solutions that are safe and financially feasible.



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A.1.2 Why do Context Sensitive Solutions on the I-70 Mountain Corridor?

CSS provides guidance on future studies, designs, and construction projects to ensure that planners, designers, and constructors incorporate stakeholder values into their decisions on the I-70 Mountain Corridor.

After years of mistrust and disagreements among Corridor stakeholders, the Colorado Department of Transportation at the request of the Corridor citizens agreed to develop the CSS guidance for the I-70 Mountain Corridor. This agreement marked the creation of a unique set of guidance, built from common goals in a true collaboration of the stakeholders.

This guidance is the “how” to build the I-70 Mountain Corridor. Starting with agreement of what to protect and developing guidance for future planners, designers, and contractors on how to protect what matters most, this guidance set the precedence, the direction, and the inspiration for the Corridor.

The Context Sensitive Solutions project brought together a multidisciplinary, multi-interest stakeholder group to discuss, debate, and capture what they respect and will work to preserve in the Corridor.

The Context Statement and the Core Values provide direction to achieve improvements that exceed expectations by incorporating goals for agencies, communities, and users. The Context Statement and the Core Values represent a vision and goals for the Corridor.

Processes have been developed for use on future studies, designs, and construction projects to ensure that planners, designers, and constructors incorporate these values into their decisions.

To provide further depth and support to studies, designs, and construction projects on the Corridor, strategies consistent with the Context Statement and Core Values have been included for engineering, aesthetics, mitigation, and construction. These strategies are proposed or suggested as methods consistent with the Context Statement and the Core Values.

The Corridor stakeholders, the authors of this material, want the best and newest ideas – consistent with our vision and goals – to be used on the Corridor. To ensure flexibility to address and/or incorporate innovations, new techniques, advanced technologies, and emerging trends, an Amendment Process has been designed for revising and updating the Context Statement, the Core Values, and proposed guidance throughout the website.

A.1.3 The Commitment to Context Sensitive Solutions on the I-70 Mountain Corridor

The Colorado Department of Transportation has made the commitment to use the principles of CSS on all projects on the I-70 Mountain Corridor. To reach this end, the CSS website has been developed, (i70mtncorridorcss.com).

As described on the CSS website, the commitment has been made by the Colorado Department of Transportation and Federal Highway Administration to include a project leadership team on all of the projects on the Corridor. The formation of the project leadership team is done in collaboration with the county local to the project.

This commitment further includes direction for all Corridor projects to use the Decision Process and to be guided by the Context Statement and Core Values.

A.1.4 Amending the I-70 Mountain Corridor Context Sensitive Solutions Guidance

The overarching Core Value of Sustainability demands that the I-70 Mountain Corridor CSS Guidance have balance—today and for future generations. The Amendment Process allows for the best and newest ideas, consistent with our vision and goals, to be used on the Corridor. To ensure flexibility to address and/or incorporate innovations, new techniques, advanced technologies, and emerging trends, this Amendment Process has been designed to revise and update the Context Statement, the Core Values, and the proposed strategies.

The Amendment Process respects the CSS principles outlined in the 6-Step Process and ensures a collaborative and open approach to maintaining dynamic Guidance on the I-70 Mountain Corridor. To initiate the Amendment Process, contact the Colorado Department of Transportation's I-70 Mountain Corridor or Region 1 leadership.



A.1.5 How We Got Here: The History of Context Sensitive Solutions on the I-70 Mountain Corridor

In October 2005, the Colorado Department of Transportation's chief engineer made the first step in leading Colorado Department of Transportation toward the full adoption of Context Sensitive Solutions with the issuance of "Policy Memo 26, Context Sensitive Solutions Vision for Colorado Department of Transportation." The memo defined CSS and offered a vision for its implementation.

In the spring of 2008, a Programmatic Agreement was signed in which Colorado Department of Transportation committed to initiating the development of design guidelines and historic context(s) for the I-70 Mountain Corridor. The agreement, which was developed over several years, stated that Colorado Department of Transportation would complete this work prior to any Tier 2 undertakings. The guidelines would be consistent with the principles of CSS and Colorado Department of Transportation's Policy Memo 26 and, along with the historic context, would guide the development of Tier 2 undertakings on the Corridor.

Colorado Department of Transportation initiated the I-70 Mountain Corridor CSS project to provide effective guidelines for all future planning, design, and construction projects along the 144-mile Corridor. Colorado Department of Transportation's goal was to have the Corridor become the nation's standard for collaboration, partnerships, transportation innovation, and environmental sustainability.

The principles of CSS are detailed in the National Cooperative Highway Research Program Report 480, titled *A Guide to Best Practices for Achieving Context Sensitive Solutions (2002)*. Further guidance is captured in the NCHRP manual titled *Performance Measurement in Context Sensitive Design (2004)*.

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The I-70 Mountain Corridor Programmatic Environmental Impact Statement was ongoing as the CSS project was being advanced. One element of the CSS project has been coordination with the I-70 Mountain Corridor PEIS.

In the fall of 2006, proposals for the CSS project were requested from consultants with CSS experience. This effort was led by the selection committee with representatives from Colorado Department of Transportation, the Federal Highway Administration, the I-70 Coalition, and Clear Creek County.

As a part of the CSS Guidance development, the project staff and the project leadership team came together to define the goals and desired outcomes from the project. These discussions were the foundation for the teams, working groups, public meetings, and workshops described below.

The Corridor Team

During the development of the CSS Guidance for the Corridor, the project team worked with seven counties; 27 towns; two National Forests; one ski corporation; six ski resorts; and thousands of residents, business owners, truckers, and commuters to develop the CSS design guidelines—the ground rules for building the planned improvements. The inclusive group of stakeholders became the CSS Corridor Team.

The first Corridor Team Meeting was held October 26, 2007. The stakeholders came together to discuss, debate, and agree on what they respected and wanted to preserve in the Corridor. The Context Statement and Core Values were drafted. The group also discussed how the CSS Corridor Team and the Collaborative Effort would interact and support each other's work.

Additional Corridor team meetings were held in December 2007, March 2008, October 2008, and September 2009.

Public Open Houses

In November 2007, the I-70 Mountain Corridor CSS project team held public meetings in three locations along the Corridor to introduce the project, which will provide guidance for all future transportation studies, designs, and construction projects conducted along the I-70 Mountain Corridor. The public meetings included a short presentation, a small group discussion session, and informational displays explaining the process and schedule for the I-70 Mountain Corridor CSS effort.

The Collaborative Effort

The Context Sensitive Solutions project team worked with the Collaborative Effort, which was an element of the PEIS. The Collaborative Effort was designed to facilitate the Corridor stakeholders in discussions about the recommended alternatives for the I-70 Mountain Corridor. The Collaborative Effort Team included representatives of local governments; highway users; and transit, environmental, business and recreation interests; as well as state and federal agencies. Working with independent facilitators from the Keystone Center, the Collaborative Effort completed their work in the spring of 2008 by coming to agreement on a recommended alternative to be used in the I-70 Final Programmatic Environmental Impact Statement.

The Project Leadership Team

A Context Sensitive Solutions project leadership team was formed at the onset of the CSS project. The project leadership team's mission was to move world-class solutions forward by designing a principle-driven process that involved everyone, produced decisions, and resulted in projects that would stand the test of time.

A project leadership team will be formed for every project on the I-70 Mountain Corridor. The project leadership team will be scaled to fit the size and type of each project and their role will be to lead projects,

champion CSS on projects, and enable decision-making. Project leadership team will always include public stakeholders and are one avenue for public input.

Working Groups

Several working groups were formed to tackle some of the detailed issues along the Corridor:

CSS Process Working Group

The CSS Process Working Group developed decision steps and methods for Tier 2 design project and construction projects processes. The group developed the methods to be used in the future for considering new ideas, practices, and technologies. A 6-Step Process and five Life Cycle Phases for use on all subsequent Corridor projects were adopted and the roles and responsibilities of future project teams were vetted.

Chain Station Working Group

The Chain Station Working Group used the CSS Decision-Making Process in the planning of chain stations. More than fifty stakeholders—including community members, jurisdictions, and agencies—were involved in the chain station decision process.

Stream and Wetland Ecological Enhancement Program (SWEEP)

The SWEEP program focuses on efforts to integrate water resource needs (such as water quality, fisheries, wetlands, and riparian areas) with design elements for construction activities and long-term maintenance and operations of the transportation system. The working group will develop a Memorandum of Understanding establishing the management framework to assure the protection of water resources throughout the life cycle of projects in the I-70 Mountain Corridor.

A Landscape Level Inventory of Valued Ecosystems (ALIVE)

The ALIVE Working Group provided an opportunity to address issues related to improving wildlife movement and reducing habitat fragmentation in the Corridor. An inventory of Linkage Interference Zones (LIZ) where evidence suggests that the highway's barrier effect impedes important wildlife migration or movement routes or zones of dispersal has been developed and prioritized. A Memorandum of Understanding between Colorado Department of Transportation, Federal Highway Administration, Colorado Division of Natural Resources –Division of Wildlife, United States Fish and Wildlife Service, United States Department of Agriculture Forest Service, and the Bureau of Land Management established a program of cooperation. Its purpose is the early and full implementation of corrective actions to solve permeability problems in identified LIZs, and to streamline the Section 7 consultation process under the Endangered Species Act for the I-70 Mountain Corridor Tier 2 processes.

Sustainability Working Group

The Sustainability Working Group was formed to discuss more specifically what sustainability means in the Corridor, to provide definition to criteria and measures of success in relation to sustainability of the Core Values, and to develop potential strategies for sustainability in the Corridor.

Historic Context Working Group

The Historic Context Working Group developed a multi-property document form for the I-70 Mountain Corridor. This document will be used in all future National Environmental Policy Act documents as part of the Section 106 process. It will ensure that the preservation of historic resources in the communities along the I-70 highway is taken into consideration when planning and constructing future projects.

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Aesthetics Working Groups

The Aesthetic Working Groups were formed to assist the Corridor and consultant teams in preparing the Aesthetic Guidance. These working groups were formed around four geographic Design Segments that collectively include the entire I-70 Mountain Corridor.

The four Design Segments include:

- Front Range Foothills
- Mountain Mineral Belt
- Crest of the Rockies
- Western Slope Canyons and Valleys

Design and aesthetic objectives and strategies were developed for each segment to guide the design of future improvements.

Idaho Springs Visioning Workshop

Idaho Springs sits in one of the narrowest canyons in the Corridor and transportation improvements—both highway and transit—have the potential to severely impact the town. The Idaho Springs Visioning Workshop brought together Idaho Springs’ citizens and business owners for a day and a half to discuss and determine what must be protected and enhanced as transportation improvements are developed through the town.

A.2 The Evolution of the CSS Guidance

As originally conceived and described, the CSS Guidance would:

- Direct all Tier 2 processes in the Corridor
- Ensure that CSS principles were employed
- Direct an open, comprehensive, and fair public process for each project
- Reflect the unique context of the Corridor and direct future designs
- Support the identification and protection of historic resources through the Historic Context

The CSS Guidance has been delivered in an interactive website that delivers the above objectives and further:

- Presents the Corridor Context Statement and Core Values
- Delineates the decision-making process to be used on projects
- Defines the design criteria
- Organizes Corridor environmental data on maps
- Indexes the PEIS data by mile marker
- Provides tools, templates, photos, exercises, and ideas for project managers
- Makes available all Corridor agreements
- Captures years of stakeholders comments and concerns
- Links to other relevant materials

A.2.1 The Elements of the CSS Guidance

The CSS Guidance website (shown in **Exhibit 1**) provides information, guidance, and tools to implement CSS on the Corridor. It supports project managers and project leadership teams in guiding a project through the CSS decision-making process.

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Exhibit 1. I-70 Mountain Corridor CSS Landing Page

How to Use This Web Site | What's News on the I-70 Mountain Corridor | Glossary | Contact

I-70 Mountain Corridor CSS

Partnerships Powered by Context


Enter search terms ONLY IN THIS SECTION

HOME | CONTEXT STATEMENT | CORE VALUES | DECISION MAKING | DESIGN | CSS ON THE I-70 CORRIDOR

You are here: Home

Moving people and goods across the divide

Your guidance for building the I-70 Mountain Corridor

Brought to you by 

THIS WEBSITE IS CURRENTLY ONLY VIEWABLE FOR REGULATORY AND LEGAL COMPLIANCE REVIEW. CONTENTS SUBJECT TO CHANGE

I-70 Mountain Corridor Guidance »

CDOT has committed to using [Context Sensitive Solutions \(CSS\)](#) on the I-70 Mountain Corridor. The guidance contained in this Web site includes the Context Statement, the Core Values, a Decision-Making Process, stakeholder comments, background information, maps, plans and legal commitments, and other tools to implement CSS throughout the corridor.

[How to use this site »](#)

6-Step Process »

Understand the 6-Step Process, the heart of CSS.

1. Formulate the Vision
2. Establish Criteria
3. Develop Alternatives
4. Evaluate Alternatives
5. Select an Alternative
6. Implement and Monitor



Life Cycle Phases »

Understand the Life Cycle Phases, from concept to completion.

1. Concept Development
2. Design
3. Construction
4. Operation and Maintenance

I-70 Mountain Corridor Interactive Map »

Video Library »

 [CDOT Home](#) | [I-70 Mountain Corridor](#) | [State of Colorado](#) 

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The website goes further and provides background through resource maps, connections to the resource data developed for the PEIS, lists of stakeholders and stakeholder comments, relevant Corridor agreements.

Included in this document are detailed descriptions of the:

- Context Statement
- Core Values
- Decision Process

A.3 The Context Statement and Core Values

The I-70 Mountain Corridor Context Statement, in concert with the Core Values, represents a vision and goals for the I-70 Mountain Corridor.

A.3.1 What is a Context Statement?

A context statement seeks to capture in words the special qualities and attributes that define a place as unique. A context statement should capture in words that which was true 50 years ago and that which must be considered during the development of improvements in order to sustain truth in those same words for fifty years to come.

A.3.2 The I-70 Mountain Corridor Context Statement

The I-70 Mountain Corridor Context Statement

The I-70 Mountain Corridor is a magnificent, scenic place. Human elements are woven through breathtaking natural features.

The integration of these diverse elements has occurred over the course of time.

This corridor is a recreational destination for the world, a route for interstate and local commerce, and a unique place to live.

It is our commitment to seek balance and provide for twenty-first-century uses.

We will continue to foster and nurture new ideas to address the challenges we face.

We respect the importance of individual communities, the natural environment, and the need for safe and efficient travel.

Well-thought-out choices create a sustainable legacy.

A.3.3 The I-70 Mountain Corridor Core Values

What is a Core Value?

A Core Value describes something of importance to stakeholders—something they respect and will work to protect and preserve.

Core Values must be honored and understood. Decisions and choices made along the I-70 Mountain Corridor should be influenced by and support the Core Values.

The I-70 Mountain Corridor Core Values

Sustainability is an overarching value that creates solutions for today that do not diminish resources for future generations. Ideal solutions generate long-term benefits to economic strength, scenic integrity, community vitality, environmental health, and ecosystems.

Methods for **decision making** must be fair, open, equitable, and inclusive. Collaboration moves decision making beyond individual and agency interests. New ideas will always be considered with respect and an open mind.

Enhancing **safety** for all is paramount in all decisions.

A **healthy environment** requires taking responsibility to preserve, restore, and enhance natural resources and ecosystems.

Humankind's past has contributed to the sense of place. The broad **historic context** is foundational to the corridor's character and must be a part of every conversation.

We must respect the individuality of **communities** in a manner that promotes their viability. The character of the corridor is realized in the differences and commonalities of its communities.

Mobility and Accessibility must address local, regional, and national travel by providing reliability, efficiency, and inter-connectivity between systems and communities.

Aesthetics will be inspired by the surroundings, protect scenic integrity, and incorporate the context of place. Timeless design continues the corridor's legacy.



A.3.4 The Core Values Defined

Sustainability

Sustainability is an overarching value that creates solutions for today that do not diminish resources for future generations. Ideal solutions generate long-term benefits to economic strength, scenic integrity, community vitality, environmental health, and ecosystems.

Sustainability Principles:

These principles further define sustainability and the role it plays in implementing all of the Core Values. Specific strategies to reach some principles have been included. Achieving these principles requires partnerships and commitments by all Corridor stakeholders.

- Maintain the regional conversation through expanded collaboration with responsible agencies and stakeholder partnerships.
- Improve regional planning to promote responsible managed growth and development.
- Utilize holistic planning to minimize redesign and reconstruction of major elements.
- Encourage responsible individual transportation choices.
- Improve safety.
- Preserve, protect, and improve public lands, the natural environment, and outdoor recreation opportunities in the I-70 Mountain Corridor for future generations to enjoy.
- Minimize fossil fuel consumption.
- Pursue renewable energy-based transportation alternatives to respond to the potential of peak oil.
- Improve energy efficiency in transportation, homes, and businesses.
- Reduce greenhouse gas emissions.
- Respond to current state and national climate action plans.
- Respond and adapt to broader global trends and future technologies.
- Improve the conservation of all resources.
- Preserve and protect the historic and cultural resources of communities.
- Provide quality access to and from resources and communities.
- Respect the role natural resources played in building communities and continue this legacy for future generations.
- Sustain and improve Corridor economic health.
- Support viable and vital communities through the responsible use of the available resources and quality access.
- Enhance mobility by integrating modes of transportation that accommodate multiple user needs.
- Develop new and improve existing multimodal transportation alternatives.
- Improve efficiency of freight movement.
- Provide accessibility that meets the needs and expectations of users, residents, and responsible agencies.
- Encourage timeless designs that provide lasting value, are financially responsible, and are accountable to future generations.
- Preserve visual and scenic integrity.
- Protect view sheds.

Safety

*Enhancing **safety** for all is paramount in all decisions.*

Eliminating fatalities and reducing injuries and property damage are measures of enhanced safety. All users must be considered and protected: wildlife, first responders, Corridor workers, trail users, automobiles, and commercial carriers. All types of safety must be considered: vehicle collisions, weather, rockfalls, construction, and wildlife crossings.

The I-70 Mountain Corridor is a unique section of interstate that passes through mountainous terrain. The Corridor cuts through rock formations that are prone to rock slides. Weather conditions in the Corridor also play a role in safety. In the winter, frequent snowstorms impact driving conditions and traveler safety. Additionally, the current I-70 Mountain Corridor design includes steep vertical grades and/or sharp horizontal curves. The speed limit varies throughout the Corridor.

As alternatives to improve the I-70 Mountain Corridor are developed, improving the safety of the Corridor should be paramount; and design should address the unique conditions of the Corridor. The Evaluation Guidance details how I-70 Mountain Corridor alternatives will be evaluated. The Alternative Evaluation Guidance documents how safety criteria will be used to determine how well an alternative is able to enhance the safety of the I-70 Mountain Corridor. Criteria are provided for use at each level of alternative analysis.

During the I-70 Mountain Corridor Context Sensitive Solution Workshops, the stakeholders developed a list of critical issues to be considered during all future work on the Corridor. The stakeholders further provided a list of safety strategies that should be considered when developing and refining alternatives.



Healthy Environment

*A **healthy environment** requires taking responsibility to preserve, restore, and enhance natural resources and ecosystems.*

To maintain a healthy environment, it is paramount to know the environment, the terrain, and the ecosystems; how they interact; and what makes these natural systems healthy. Philosophically, a healthy environment should sustain itself. Human intervention in maintenance should be minimal, and mitigation should restore natural systems to a level that is self-sustaining.

The I-70 Mountain Corridor passes through three national forests and some of Colorado's most pristine mountain environment. The Corridor is home to many animals, including elk, mule deer, big horn sheep, and threatened and endangered species such as the lynx. These animals live along the Corridor and many migrate across the I-70 highway. The Corridor crosses over and provides access to a number of streams, lakes, and riparian habitat areas. The unique balance between preserving, restoring, and enhancing the

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natural resources and ecosystem must be measured as alternatives to improve the I-70 Mountain Corridor are considered.

The following key resource areas should be considered when developing and analyzing I-70 Mountain Corridor alternatives to determine whether alternatives are compatible with a healthy environment:

- Biological Resources
- Climate and Air Quality
- Hazardous Materials
- Wetlands and Water Resources
- Wildlife

During the I-70 Mountain Corridor Context Sensitive Solution Workshops, the stakeholders developed a list of critical issues to be considered during all future work on the Corridor. The stakeholders further provided a list of healthy environment strategies that should be considered when developing and refining alternatives.

Historic Context

*Humankind's past has contributed to the sense of place. The broad **historic context** is foundational to the Corridor's character and must be a part of every conversation.*

The historic context of this Corridor centers on human interaction with the environment and its resources: trapping, hunting, fishing, mining, hiking, and skiing. People have economically benefited from these resources over time. An interest in these past activities continues to bring economic benefit and a strong sense of place. New interests in the resources of this Corridor may develop. To honor this Core Value, projects must contribute to a positive historic context, even as they create history.

The following principles further define the historic context and provide specific ways to identify and reach the Core Value.

Historic Context Principles

- Connect to the historic setting and harmonize with the cultural landscape.
- Draw upon historic context for design input that shapes project solutions.
- Use the I-70 Mountain Corridor Historic Context as the definitive historic framework resource for future projects in the Corridor.
- Support heritage tourism and historic preservation.





Communities

We must respect the individuality of **communities** in a manner that promotes their viability. The character of the Corridor is realized in the difference and commonalities of its communities.

Communities are the pulse of the Corridor and they must be respected and supported in their efforts to remain viable and vital. Understanding what is truly important in a local area can be found only by engaging with the community – understanding their definition of what is unique and what makes them a “community.” Plans and designs must support and integrate local area efforts.

The following principles further define communities and provide specific ways to identify and reach the Core Value.

Community Design Principles

- Celebrate, enhance, and protect the individual identities of the Corridor communities.
- Improve the quality of life for current and future residents.
- Integrate alternatives with community plans.
- Engage communities in the decision-making process.
- Support economic diversity and sustainability.
- Provide mobility choices.
- Provide community vitality through access and connectivity.
- Strive to balance local community interests with regional interests.
- Support Corridor-wide planning.
- Maximize community benefits from transportation improvements.

The natural environment has shaped the development pattern of the communities along the I-70 Mountain Corridor. Community economics and quality of life are based on the wealth of resources found in the Rocky Mountains. Responsible use of and access to these resources are necessary to sustain communities and are the basis for all community design principles. Understanding how community resources are influenced by the I-70 highway improvements is necessary in each step of the 6-Step Process. Community resources found in the I-70 Mountain Corridor are discussed in the I-70 PEIS. Additional data from the PEIS can be found on the Interactive Map.

Mobility and Accessibility

Mobility and accessibility must address local, regional, and national travel by providing reliability, efficiency, and the interconnectivity between systems and communities.

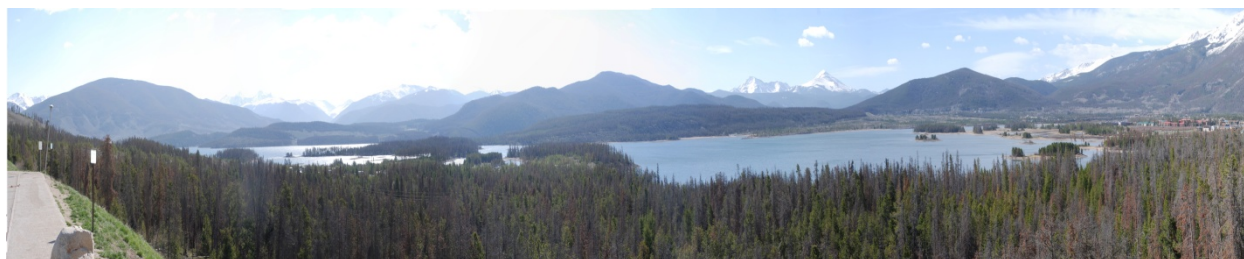
Mobility and accessibility on the Corridor are served by promoting and providing options that best fit a variety of travel and access needs. Remain open to and consider new approaches and technology that advance mobility and accessibility.

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The I-70 Mountain Corridor is an important part of our national interstate system and a vital route for the travelers and truckers who cross our nation. It provides access for Coloradoans statewide who wish to access the Rocky Mountains and the national forests, ski areas, and recreation areas in the Corridor. The I-70 Mountain Corridor provides critical links to and between the communities along the Corridor. An unprecedented number of vehicles travel through the Eisenhower/Johnson Memorial Tunnels, and the Corridor is frequently congested. Because many travelers and communities depend on I-70 Mountain Corridor, mobility and accessibility must be considered with any improvements in the I-70 Mountain Corridor.

The Evaluation Guidance details how I-70 Mountain Corridor alternatives will be evaluated. The Alternative Evaluation Guidance documents how mobility and accessibility criteria will be used to determine how well an alternative is able to address local, regional, and national travel while providing a reliable and efficient transportation system that is interconnected with communities. Criteria are provided for use at each level of alternative analysis.

During the I-70 Mountain Corridor Context Sensitive Solution Workshops, the stakeholders developed a list of critical issues to be considered during all future work on the Corridor. The stakeholders further provided a list of mobility and accessibility strategies that should be considered when developing and refining alternatives.



Aesthetics

Aesthetics will be inspired by the surroundings, protect scenic integrity, and incorporate the context of place. Timeless design continues the Corridor's legacy.

Aesthetics will be inspired by the surroundings, protect scenic integrity, and incorporate the context of place. Timeless design continues the Corridor's legacy.

The following principles further define aesthetics and provide specific ways to identify and reach the Core Value.

Aesthetic Principles:

- Connect to the setting; harmonize with the surroundings; and be a light touch on the land, subservient to the landscape.
- Reflect the I-70 highway as a major regional and national transportation Corridor.
- Celebrate crossing the Rocky Mountains with a high-country travel experience.
- Respect urban, rural, and natural settings.
- Draw upon and regenerate the context of place.
- Aesthetic design treatments shall:
 - Support safety and mobility.
 - Support communities and regional destinations by providing direct and subliminal messaging for gateways, connections, access, and identification.
 - Maintain a sense of the greater whole.

- Respect the current time and place.
- Integrate with functional elements.
- Borrow materials from the landscape.
- Showcase key views while buffering inconsistent views.
- Include maintenance considerations and responsibilities.

A.4 The Decision-Making Process

A.4.1 Overview

The I-70 Mountain Corridor Decision-Making Process is consistent with the following Colorado Department of Transportation manuals: The *National Environmental Policy Act Manual*, the *Planning and Environmental Linkages Program*, and the *Life Cycle Phases for Project Management*.

The Colorado Department of Transportation National Environmental Policy Act Manual includes guidance on incorporating CSS into the process. In Section 3.3, the manual states that “CSS represents an evolution in the philosophical approach to transportation and supports the social, economic, and environmental context of the facility... It should be reflected in the way the National Environmental Policy Act process is implemented.”

I-70 Mountain Corridor Context Sensitive Solutions is built on a commitment to collaborative decision-making. The key principles of collaborative decision-making are:

- Principle-based
- Outcome-driven
- Multidisciplinary

To achieve a truly collaborative process, the I-70 Mountain Corridor Context Sensitive Solutions Team developed a 6-Step Process that can be used for all projects at any phase of the project life cycle. This process is based on the three principles above and uses the constructs of Decision Science to guide effective, collaborative decision-making.

Principle-Based

The Corridor Team developed the Context Statement and Core Values for the I-70 Mountain Corridor. These form the principles on which the 6-Step Process is based. These provide a touchstone for every decision that is made in the Corridor to ensure its consistency with stakeholder principles.

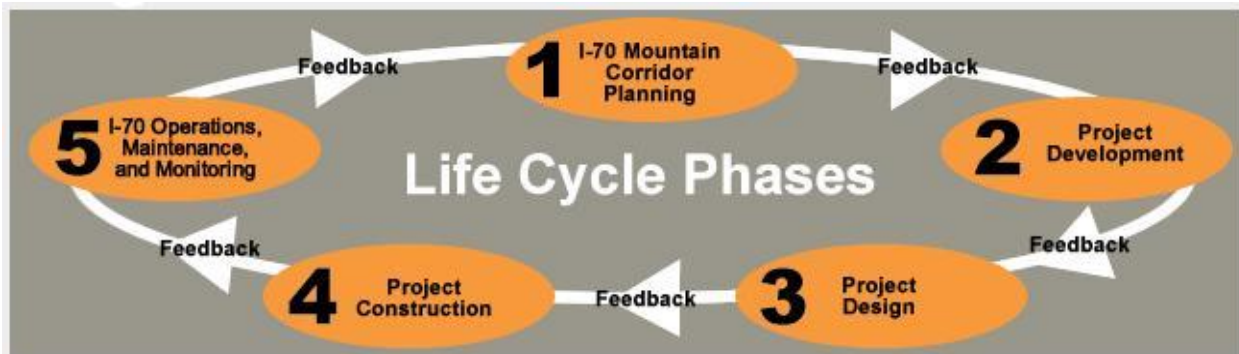
Outcome-Driven

The Life Cycle Phases and 6-Step Process provide clearly defined, repeatable decision-making steps. Early and continuous involvement of stakeholders in a fair and transparent process is a critical component of CSS and promotes the development of recommendations with strong support. Work in each of the phases will be carried out using the 6-Step Process for decision-making. Each phase has its own set of requirements and expectations, and the products developed at each phase provide inputs to the subsequent phases.

Multidisciplinary

The project leadership team, Technical Team, and Issue Task Forces are structured to provide multidisciplinary-involvement on each project. This structure supports a more robust definition of the issues and desired outcomes and leads to recommendations with broad support by the stakeholders.

A.5 Life Cycle Phases



The Colorado Department of Transportation defines the life cycles of the I-70 Mountain Corridor in five phases:

Phase 1: I-70 Mountain Corridor Planning, using the 6-Step Process, integrates with statewide planning efforts and develops plans for Corridor-wide resources.

Phase 2: Project Development, using the 6-Step Process, brings improvement concepts, environmental documents, and mitigation strategies to completion. Examples include Tier 2 documents and feasibility studies.

Phase 3: Project Design, using the 6-Step Process, develops construction plans for a project.

Phase 4: Project Construction, using the 6-Step Process, safely builds a functional transportation facility.

Phase 5: I-70 Mountain Corridor Operations, Maintenance, and Monitoring, using the 6-Step Process, will inspect, monitor, assess, manage, and maintain completed facilities.

These five phases are consistent with the process that the Colorado Department of Transportation uses throughout the state to plan, design, construct, maintain, and operate its facilities. Work in each of the phases can be carried out using the 6-Step Process for decision-making. Each phase has its own set of requirements and expectations, and the products developed at each phase provide inputs to the subsequent phases.

A.5.1 Life Cycle Phase 1: I-70 Mountain Corridor Planning

Using the 6-Step Process, I-70 Mountain Corridor Planning integrates with statewide planning efforts and develops plans for Corridor-wide resources.

I-70 Mountain Corridor Planning integrates with statewide planning efforts, champions regional planning, and promotes consistency among planning efforts. The Corridor Planning phase includes broad traffic and planning studies, such as the PEIS, that set the course for the Project Development phase.

Section 3.2 of the Colorado Department of Transportation NEPA Manual refers to Planning and Environmental Linkages as “an approach to transportation decision-making that considers environmental, community, and economic goals early in the planning stage and carries them through project development, design, and construction.” The I-70 Mountain Corridor Context Sensitive Solutions 6-Step Process is consistent with the Planning and Environmental Linkages approach. The 6-Step Process considers Core Values that address environmental, community, and economic goals. Each of the activities shown in the Planning and Environmental Linkages Corridor Planning Process Flow Chart are included in the CSS 6-Step Process, and reinforce the importance of clear and consistent decision-making processes.

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Planning studies include a public and agency outreach component that engages stakeholders in the planning process. The Colorado Department of Transportation will continue to involve public and agency stakeholders throughout the Life Cycle Phases for projects on the I-70 Mountain Corridor.

Types of projects in Phase 1 include the PEIS, the Section 106 Programmatic Agreement, the Landscape Level Inventory of Valued Ecosystem Components Memorandum of Understanding, the Stream and Wetland Ecosystem Enhancement Program Memorandum of Understanding, the Historic Context Report, the Aesthetic Plan, and other Corridor-wide planning studies.

A.5.2 Life Cycle Phase 2: Project Development

Life Cycle Phase 2 – Project Development – brings improvement concepts, environmental documents, and mitigation strategies to completion.

Project Development brings improvement concepts, environmental documents, and mitigation strategies to completion. Following the 6-Step Process, Project Development identifies a project leadership team, reviews the initial project scope and inputs from previous Corridor Planning efforts, and clarifies project outcomes. The project leadership team and project staff ensure that the subsequent steps of the 6-Step Process are followed and that each step is documented. These and other teams are defined in **Section 7, Collaboration and Communication**.

The requirement of the Colorado Department of Transportation to include public and agency outreach in NEPA documents is consistent with CSS and the 6-Step Process. The Colorado Department of Transportation National Environmental Policy Act Manual includes guidance on incorporating CSS into the National Environmental Policy Act Process. Colorado Department of Transportation has made a commitment to include community representation on selection committees and project leadership teams for all projects, including site-specific Environmental Impact Statements and Environmental Assessments. The CSS approach encourages partnerships with local, regional, and state entities.

During Project Development, the project staff develops a Project Work Plan, Project Schedule, Stakeholder Involvement Plan, and Context Map checklist for review and approval by the project leadership team.

Types of projects included in Phase 2 include Tier 2 processes (Environmental Impact Statement, Environmental Assessment, Categorical Exclusions), subsequent National Environmental Policy Act Decision Documents, environmental clearances, and feasibility studies. Documents generated in this phase often include conceptual design.

A.5.3 Life Cycle Phase 3: Project Design

Life Cycle Phase 3, Project Design, develops construction plans for a project.

Project Design develops construction plans for a project. In this phase, the project staff ensures that the final design is consistent with the conceptual design and commitments made during the Project Development phase. The project staff continues to coordinate with the public, as well as with the agencies having jurisdiction in the project limits. This coordination occurs through project teams, public outreach, and one-on-one meetings with property owners to address issues such as access and design refinements. Project Design may include value engineering for more complex projects and may initiate right-of-way acquisition if right-of-way is required for Project Construction. Project Design will review environmental mitigation/sustainability commitments and ensure that they are included in the construction design/specifications/bid package. Construction phasing is considered during Project Design, particularly for larger projects that may not be fully funded.

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Deliverables include project design plans, construction plans, specifications, and cost estimates. The project staff will complete environmental permits/certifications such as 404 permits and Senate Bill 40 certifications during this phase.

A.5.4 Life Cycle Phase 4: Project Construction

Life Cycle Phase 4, Project Construction, safely builds a functional transportation facility

Project Construction safely builds a functional transportation facility. In this phase, the Colorado Department of Transportation bids the project, selects the contractor, and manages construction. Project Construction ensures completion of environmental conditions/permits. The project staff coordinates with local, regional, and state governments and interest groups during the Project Construction Phase.

The Project Work Plan must include commitments to provide public information about construction activities, detours, and delays. Any construction modifications will be developed following the 6-Step Process as shown in the Sample Tasks and Documentation Matrix.

Deliverables include completion of the physical improvements, work acceptance, as-built drawings, and project closure documents.

A.5.5 Life Cycle Phase 5: I-70 Mountain Corridor Operations, Maintenance, and Monitoring

Life Cycle Phase 5 – I-70 Mountain Corridor Operations, Maintenance, and Monitoring – will inspect, monitor, assess, manage, and maintain completed facilities.

I-70 Mountain Corridor Operations, Maintenance, and Monitoring includes inspection, monitoring, assessment, management, and maintenance of completed facilities. Deliverables from this phase provide feedback to Phase 1: I-70 Mountain Corridor Planning and Phase 2: Project Development for consideration on future projects. The Colorado Department of Transportation maintains a Maintenance Management System inventory list of roadway features along state roadways. This list includes items such as surface type, ditch length, and culvert count to assist in the development of maintenance projects. If a maintenance activity is part of an ongoing program or plan, the 6-Step Process must be used to update or revise any existing plans and/or programs as outlined in the Sample Tasks and Documentation Matrix. Traveler information and traffic management are important aspects of this phase and should be addressed in plans or programs.

Stakeholders in the I-70 Mountain Corridor identified sustainability as an overarching value. Tracking the success of sustainability efforts is a major function of this life cycle phase. Sustainability Success Tracking efforts are detailed in the sustainability Core Value.

Deliverables include monitoring feedback, site-specific maintenance best management practices, and program documents such as traffic incident management plans, mowing and paving programs, and safety inspection reports.

A.6 Overview of the 6-Step Process

The 6-Step Process used for all projects on the I-70 Mountain Corridor was developed to ensure collaboration. It is consistent with Decision Science principles and can be followed for all decisions from Corridor-wide planning to construction change orders.



The 6-Step Process is used for projects on the I-70 Mountain Corridor to ensure collaboration. It is consistent with Decision Science principles and can be followed on all projects from Corridor-wide planning to construction change orders. Established plans, such as emergency plans, do not require that implementation decisions use the 6-Step Process.

The 6 Steps are:

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.

These steps are intended to provide a clear and repeatable process that is fair and understandable. The order of the steps is as important as the activities within each step.

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A.6.1 Step 1: Define Desired Outcomes and Actions

Step 1 establishes the project goals and actions. It also defines the teams to be used and decisions to be made. Using the CSS Guidance and other relevant materials, this step establishes the project goals and actions. It also defines the teams to be used and decisions to be made. Relevant material may include the Statewide Transportation Improvement Program, previously developed plans or commitments, environmental documents, and current program documents. These provide the initial input into establishing the goals for the project. If the project is in the Project Design phase, for example, the desired outcomes should reflect those documented in the Project Development phase and the CSS Guidance.

During Step 1 in Life Cycle Phase 1: I-70 Mountain Corridor Planning, a project leadership team is established and should be carried through all subsequent phases of a project. By using the 6-Step Process framework, the project leadership team will develop the specific process to be used during decision making, including teams, team roles and responsibilities, and interactions during the project.

Sample tasks and documentation matrices have been developed for each of the Life Cycle Phases to guide the 6-Step Process in each phase.

A.6.2 Step 2: Endorse the Process

Step 2 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. Endorsing the process includes clarifying teams and expectations for use in the process, developing a schedule, and confirming the project-specific decision process.

During Step 2 of a project in the Project Development phase, for example, the project leadership team and the project staff may form a Technical Team to support the project. The project leadership team leads the effort to gain endorsement of the process.

A.6.3 Step 3: Establish Criteria

Step 3 establishes criteria, which provides the basis for making decisions consistent with desired outcomes and project goals. The criteria support the Core Values and previously developed agreements and commitments, as well as design standards and other state and federal requirements.

The project staff will review the Context Statement, Core Values, Issues by Core Value, and CSS Evaluation Guidance for every project or study to identify criteria and guidance relevant to the decisions that will be made on the project. The project staff will work with the project leadership team, county representatives, and the public to establish project-specific vision, goals, and criteria. This activity is initiated with Scoping on National Environmental Policy Act projects. On smaller, less complex projects, the development of a project vision and project-specific goals and criteria can be accomplished in focused working sessions with the project leadership team, project staff, county representatives, and the public.

The purpose of establishing criteria is to support a structured decision-making process and ensure that decisions made and alternatives selected support the desired outcomes and actions, as well as the Core Values. In order to establish a fair process that reflects the stated outcomes and project goals, it is important to determine the criteria prior to developing potential alternatives.

Step 3 tracks how concerns and issues are used in the formation of criteria, allowing stakeholders and affected parties to see how their interests will be considered and permitting them to monitor the outcome in a meaningful way.

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It is important to represent the needs of all stakeholders in the criteria – including local, state, and federal priorities and requirements, as well as previous comments and concerns identified through earlier efforts in the Corridor. Criteria should reflect the range of stakeholder interests, including community, interest group, and local needs and priorities. It is critical that the full range of interests and requirements be incorporated into criteria to support an evaluation process that meets requirements and interests in a clear and transparent manner.

Applicable legal and policy requirements must also be incorporated into the criteria to ensure their inclusion in alternative evaluation and selection. Such requirements may include American Association of State Highway and Transportation Officials and Colorado Department of Transportation design standards and National Environmental Policy Act criteria.

A good criterion is measurable and relevant to the project decision, and it distinguishes between alternatives or options.

A.6.4 Step 4: Develop Alternatives or Options

In Step 4, 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. This work includes the review of commitments previously made for improvements, options outlined in the CSS Guidance, and brainstorming options to meet the desired outcome, vision, and goals for the project.

Engaging the public and other interested parties in this step provides an opportunity to identify and consider a wide range of alternatives and ideas in a structured approach. Ideas introduced at this step can be evaluated and documented in a way that all interested parties can track and understand. This minimizes new ideas brought forward in later steps and creates a streamlined and transparent process. Strategies developed in past Corridor efforts have been captured in Strategies by Core Value and will supplement the brainstorming effort.

Alternatives or options may include complete alternatives that address the desired outcomes and project goals. They may also be smaller parts of a solution that can be combined into a package of options to form an alternative or elements of an alternative. The important aspect of the brainstorming exercise is to allow all ideas to be captured. They will all be considered and documented in Step 5: Evaluate, Select, and Refine Alternative or Option.

A.6.5 Step 5: Evaluate, Select, and Refine Alternative or Option

Step 5 evaluates, selects, and refines an alternative or option. The process of analyzing and evaluating alternatives applies evaluation criteria to 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. The evaluation process may include refining alternatives to develop the final alternative or option. A critical element in this step is the evaluation of all ideas using all previously established criteria.

Effective use of criteria in the evaluation and selection of alternatives applies the criteria at appropriate levels of the decision-making process. If the decision or the criteria are complex, the process may be iterative, applying a series of criteria at differing levels of detail. For example, a three-level process may use broad criteria to screen out unrealistic or unfeasible alternatives and apply more detailed evaluation criteria in subsequent evaluation steps. This helps to streamline the evaluation by focusing data collection and analysis on viable alternatives. Multi-level evaluation also provides an opportunity to refine options or alternatives to meet the desired goals or outcomes more effectively with a greater understanding of the alternative's strengths and weaknesses in each criterion.

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The project staff must clearly document how evaluation criteria are applied to all ideas to provide an easily accessible record of how each idea generated through brainstorming was evaluated and possibly modified.

A.6.6 Step 6: Finalize Documentation and Evaluate Process

Step 6 finalizes documentation and evaluates the process. Continuous documentation should take place throughout the 6-Step Process. Step 6 compiles, summarizes, and references the documentation from the previous steps. It also debriefs and evaluates the process, compiling lessons learned and best practices. Final documentation will include the outcome from each of the previous steps, final recommendations, and the process evaluation. Documentation will provide strategies, exercises, and successes for use in future studies.

A.7 Collaboration and Communication

Collaboration and Communication explains project teams and partnerships necessary for project completion.



A.7.1 Ongoing Collaboration and Communication

The Colorado Department of Transportation will partner with county agencies and stakeholders to convene County-Wide Coordination Meetings. These include county, city, and town representatives who will meet on an agreed-upon schedule in order to discuss upcoming projects, ongoing projects, and maintenance activities. Federal and state agencies and special interest groups may also be involved in these meetings.

Additionally, Colorado Department of Transportation will organize public meetings that will be open to all stakeholders when their input is needed or when information is available for discussion.

A.7.2 Project Collaboration and Communication

Every project in the I-70 Mountain Corridor will form a project leadership team to lead the project. The project leadership team is a collaborative stakeholder team that focuses on the decision-making process and moving the process forward.

The project staff is a multidisciplinary team that includes experts in planning, design, public process, and communication. This team focuses on the day-to-day work of the project.

Optional Project Teams

Technical Teams are multidisciplinary teams that include experts in each of the Core Values. Projects with multiple issues and stakeholders may require Technical Teams. The project staff may act as the

Technical Team for smaller projects or projects that address a single issue, such as rock fall mitigation or pavement overlays.

Issue Task Forces are multidisciplinary teams that include stakeholders and experts in the Core Values surrounding a single issue. When a single or focused issue arises during a project, the project may require an Issue Task Force. The Issue Task Force will report its recommendations to the project leadership team or the project staff, after which the Issue Task Force will be dissolved. The project staff may be the Issue Task Force for a project addressing a single issue, such as updating a traffic incident management plan.

A.7.3 Project Leadership Team

Every project in the I-70 Mountain Corridor will form a project leadership team to lead the project. The project leadership team is a collaborative stakeholder team that focuses on the decision-making process and moving the process forward.

Roles and Responsibilities

Lead the Project: The project leadership team will identify all relevant materials for the project – such as the CSS Guidance, Programmatic Environmental Impact Statement, other environmental documents, and local plans. The project leadership team will discuss and establish project outcomes and will identify the actions and decisions needed to reach those outcomes. Furthermore, the project leadership team may develop a request for proposals using those outcomes, actions, and decisions.

The project leadership team will also determine the teams needed to reach the project outcomes and will identify the members needed for each team. If consultants are used on the project, the Colorado Department of Transportation project manager and community leaders will join the consultant selection team.

Along with the project staff and attendees at County-Wide Coordination Meetings, the project leadership team will assist in staffing the other teams needed for the project.

Champion CSS: The project leadership team will ensure that the CSS Guidance, the Context Statement, the Core Values, and the 6-Step Process are integrated into the project. The project leadership team will identify CSS checkpoints as events in the project timeline upon completion of a formal review for consistency with CSS.

The project leadership team will have primary responsibility for ensuring that Step 1: Define Desired Outcomes and Actions and Step 2: Endorsing the Process are accomplished with all project stakeholders.

The project leadership team will review and endorse required CSS elements such as Project Work Plans and associated Project Schedule, the Project Manager checklist, Context Map Reviews, the Stakeholder Involvement Plan, and the Public Information Plan.

Enable Decision-Making: The project leadership team will approve the project-specific decision-making process for its project. This process will detail the interaction between teams, the Stakeholder Involvement Plan, and the Project Communication Plan. The project leadership team will be responsible for keeping the project on track with each of these plans.

When policy issues arise that cannot be resolved within the project teams, the project leadership team will identify and implement the steps needed to resolve the issue and make a decision. The project leadership team is not empowered to make policy decisions. Instead, it is responsible for identifying who must be involved in making the decision, bringing the decision-makers together, and facilitating solutions or approaches to keep the project moving forward.

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

Membership

The project leadership team is the leader of the project and consists of the FHWA, Colorado Department of Transportation, and Corridor leaders. The following entities will have representation on the project leadership team:

- Federal Highway Administration (1 – 2)
- Colorado Department of Transportation program engineer (1)
- Colorado Department of Transportation project manager (1)
- Community leaders (1 – 2)
- Colorado Department of Transportation environmental lead (1)
- Open seat based on individual project needs (1)
- Contractor project manager, added during the construction phase of a project (1)
- Consultant project manager as facilitator
- Consultant staff for technical expertise as needed

If a consultant is engaged for the project, the consultant project manager will facilitate this team.

Forming the Project Leadership Team

The project leadership team should include representatives from each of the entities listed above. Every effort should be made to keep the members of the project leadership team consistent throughout all phases of the project. Each of the agencies and affected communities should be contacted early in the project initiation and asked to identify its representative(s) for the project leadership team. Outreach to county officials and local municipalities should occur prior to finalizing a scope or advertising for consultant services to ensure the involvement of community leaders in developing the request for proposal and selecting the consultant or contractor.

Members of the project leadership team should make every effort to attend all meetings in person rather than appoint alternate members and should be able to adequately represent their agency's interests on the project leadership team.

Meetings

The project leadership team will meet regularly, perhaps monthly, through active times of the project. The project leadership team will remain intact through all the phases of the project. Periods of low activity may occur, particularly between Life Cycle Phases.

Every effort will be made to keep the members of the project leadership team consistent throughout all phases of the project.

A.7.4 Project Staff

The project staff is a multidisciplinary team that includes experts in planning, design, public process, and communication. This team focuses on the day-to-day work of the project.

Roles and Responsibilities

- Implement Context Sensitive Solutions.
- Develop the project-specific decision-making process, which will detail the interaction between teams, the Project Work Plan, the Stakeholder Involvement Plan, and the Public Information Plan.
- Set goals for the project, identify the actions and decisions needed to reach those goals, and support the County-Wide Coordination Meetings used in staffing the Technical Team.
- Lay out alternatives and options.
- Analyze alternatives and options.
- Plan and hold team meetings identified in the Project Work Plan.
- Plan and hold all public meetings identified in the Stakeholder Involvement Plan.
- Document the project.

The project staff will have primary responsibility for accomplishing Step 3: Establish Criteria; Step 4: Develop Alternatives or Options; Step 5: Evaluate, Select, and Refine Alternative or Option; and Step 6: Finalize Documentation and Evaluate Process.

Membership

The project staff will include the Colorado Department of Transportation staff and consultant staff needed to reach the project goals. The project leadership team will guide the project staff.

The project managers and the project staff will have the following skills:

- Understanding of the I-70 Mountain Corridor Context Sensitive Solutions Guidance.
- Understanding of the Context Statement and Core Values.
- Previous use of Context Sensitive Solutions on a transportation project.
- Previous use of structured decision processes.

Meetings

The project staff will meet frequently, perhaps weekly.

A.7.5 Technical Team

The Technical Team will be a multidisciplinary team that includes experts in all of the Core Values.

Roles and Responsibilities

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.
- Preparing and reviewing technical project reports.
- Supporting and providing insight with respect to community and agency issues and regulations.
- Assisting in developing criteria.
- Assisting in developing alternatives and options.

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- Assisting in evaluating, selecting, and refining alternatives and options.
- Coordinating and communicating with respective agencies.

Documents provided for review will identify what input is needed, how the input will affect the project, and the timeframe requested for response.

Membership

The Technical Team will be comprised 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.

Technical Team membership will be comprised of representatives from:

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

The project manager will be responsible for organizing and facilitating the Technical Team.

Meeting Topics/Format

The Technical Team's meeting topics will generally parallel the project-specific decision-making process. This process will detail the interaction between teams, the public participation plan, and the project communication plan.

The meeting format will be structured for open conversations and information sharing.

A.7.6 Issue Task Force

Issue Task Forces are multidisciplinary teams that include stakeholders and experts in the Core Values surrounding a single issue.

Roles and Responsibilities

The roles and responsibilities of an Issue Task Force will include working through the elements of the identified issue in order to reach a recommendation to be taken forward to the project leadership team, the Technical Team, or the project staff.

The project leadership team, the Technical Team, or the project staff may form an Issue Task Force as needed to reach the project goals. An Issue Task Force will have focused topics and will work from a plan that outlines the actions needed to make a recommendation within a given timeframe.

The Issue Task Force will be responsible for documenting the process and making recommendations.

Membership

The Issue Task Force will be comprised of stakeholders and experts in the Core Values relevant to the identified issue.

Meeting Format

Meetings will be structured for open conversations and information sharing. When appropriate, the Issue Task Force will distribute materials for review prior to the meeting for discussion at the meeting.

Examples of Issue Task Force Topics

- Develop the mitigation needed for an impacted city park.
- Develop the way-finding signage plan for a stretch of the I-70 highway with reconfigured interchanges.
- Update a traffic incident management plan.

A.8 Conclusion

A.8.1 Why CSS for the I-70 Mountain Corridor?

The I-70 Mountain Corridor is unique in the world. It is the gateway to the Colorado Rockies, one hundred forty- four miles of mountains and valleys, towns and scenic views, places to stop and linger, destinations and activities, places to live, history to experience, a world of snow, wildlife and people. If you ski, hike, camp, fish, hunt, gamble, mountain bike, love history, or just like clean air then the I-70 Mountain Corridor is a place you will want to visit.

Sounds like travel advertising, but this is the I-70 Mountain Corridor. And it deserves unique and world class planning, design and construction. That was the thinking of all of the stakeholders as they embarked on the development of the CSS Guidance.

During the development of the CSS Guidance, trust has been rebuilt among the corridor stakeholders. The Colorado Department of Transportation has shown they are listening and adapting their approach in the corridor. Agencies and communities are talking about shared solutions. Using the CSS Guidance will streamline all of these future plans and designs.

The corridor stakeholders, the authors of this material, want the best and newest ideas -- consistent with the Corridor vision and goals—to be used on the corridor.

A.8.2 The CSS Guidance is the Implementation Strategy for the Corridor

The I-70 Mountain CSS Guidance is the how-to-get-it-done-right instructions on the Corridor for all future Tier 2 processes, all design projects, and all future construction.

The Colorado Department of Transportation initiated the I-70 Mountain Corridor CSS project to provide effective guidelines for future planning, design, and construction projects. The goal was to have the corridor become the nation's standard for collaboration, partnerships, transportation innovation, and environmental sustainability.

The guidance website, a one-of-a-kind collection of the work completed-to-date on the Corridor, includes technical work, analysis, mapping of resources, and thousands of stakeholder comments, concerns and strategies. Captured on this website are the dreams and goals of stakeholders from agencies to users.

A.8.3 Partnerships: The Hidden Treasure of the CSS Process

CSS recognizes that transportation projects are not only the responsibility or concern of engineers and constructors – or, for that matter, only the responsibility of the Colorado Department of Transportation. CSS calls for the collaboration of technical professionals, local community interests groups, landowners, facility users, the public, and, essentially, any and all stakeholders who live and work near or use the facility.

It is through the CSS team approach that an understanding is gained of the stakeholder values for the project. With this understanding, stakeholders strive to incorporate these values into the project solutions. This approach begins conversations among the agencies and groups that have plans and responsibilities

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for resources within the area of a project. This discovery leads to solutions that meet both the common and unique goals for a multitude of stakeholders. Partnerships are forged through recognizing everyone's goals, developing solutions that support all goals, and joining together to implement the solutions.

The I-70 Mountain Corridor CSS Guidance is an efficient and effective use of public resources, by realizing the goals for all of the responsible agencies with a multiplied benefit to the Corridor.