I-74 Quad Cities Study
Chartering Meeting Notes – 07/20/00

Meeting Participants

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Significant Challenges for the Project (from Shield Exercise)

• Functioning as a team and maintaining the interest/involvement of key groups/individuals
• Getting all groups involved with the project to agree to a solution (4)
• Keeping all interested/involved parties informed of project progress, issues, and decisions
• Developing and gaining agreement on interchange access plans
• Keeping the project on schedule
• Minimizing the environmental impacts of the project
• Finding the money to fund the project and keeping the peace on the project

Vision Statement for the Project

By involving and gaining the support of all stakeholders and the public, we will develop a “gateway” corridor solution for I-74 that will improve traffic flow in the corridor, respect the environment, and enhance the economic development of the Quad Cities region. To ensure that the solution is technically and environmentally permissible, and financially viable, we will prepare a Draft Environmental Impact Statement and complete studies in a timely manner so that the project is positioned to move forward with funding from the 2003 federal transportation bill.

Critical Success Factors for the Project

• Include all stakeholders in the decision making process and get them to support the recommended solution
• Good two-way communication within the project team
• Good process for conflict resolution
• A clear definition of roles, responsibilities, and required resources
• A clear definition of the project purpose and need
• Continue the project moving ahead without turning back
• Keep the project on schedule and focused
• Develop technical recommendations with an awareness and sensitivity to environmental resources
• Early identification of a recommended alignment for the corridor
• Keep Iowa and Illinois DOT Executive Staff involved and interested to position the project for future funding
**Project Structure**

- **Senior Mgmt. of Iowa & Illinois DOT’s (Executive Committee)**
- **Steering Committee**
- **Bi-State Transportation Policy Committee**

**Project Management Team**
- PM – CH2M Hill
- CA – Iowa DOT
- CA – Illinois DOT

**Environmental Team**
- Iowa DOT
- Illinois DOT
- FHWA
- Reg. & Res. Agcys.
- Consultant Staff

**Public Involvement Team**
- Iowa DOT
- Illinois DOT
- Consultant Staff

**Stakeholder Groups**

**Roles and Responsibilities Discussions**

**Bi-State Transportation Policy Committee R&R**
- Provide traffic model outputs and data
- Technical reviews
- Assign/endorse regional priority for project via TIP
- Facilitate involvement and reviews by all local governmental stakeholders
- Provide forum for regular DOT project updates to local officials
- Approve/concur with locally preferred alternative

**Senior Management of DOT’s R&R**
- Approval of locally preferred alternative
- Communicate project expectations
- Allocate funding and resources to complete project successfully and on schedule
- Jointly resolve critical issues and support major project decisions at key milestones
Project Steering Committee R&R
- Project interface for local stakeholders
- Interface with Senior Management of Iowa and Illinois DOT's
- Endorse project decisions at key milestones
- Provide overall project direction and oversight
- Confirm and endorse project purpose and need
- Recommend a locally preferred alternative

Project Management Team R&R
- Contract Administration
- Project Budget Control and oversight
- Maintain project schedule and momentum
- Communication link to Project Steering Committee
- Communicate/coordinate project activities between Task Leaders
- Monitor project task/scope execution
- Manage and control project scope, schedule, and budget changes (Change Management) with input, as needed, from Project Steering Committee
- Coordination between Steering Committee and Task Leaders
- Identify decisions and issues requiring Steering Committee input

Task Leaders (Engineering and Environmental tasks) R&R
- Provide staff direction for task execution
- Develop project deliverables and recommendations
- Communicate task progress and issues with Project Management Team
- QC/QA
- Coordinate work process and product reviews with appropriate DOT and FHWA staff and agencies
- Work task budget and schedule control

Task Leader (Public Involvement) R&R
- Identify stakeholders
- Manage, coordinate and facilitate communications with the public
- Provide staff direction for the preparation of communication materials (website, written, verbal)
- Ensure timely follow up on public input and comments
- QC/QA
- Work task budget and schedule control
- Communicate task progress and issues with Project Management Team and Steering Committee
- Advise DOT & local agency leadership and/or Public Information Officers of project communications
### Operating Guidelines

#### COMMUNICATION MECHANISMS (within project):

<table>
<thead>
<tr>
<th>What</th>
<th>How/Who</th>
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</thead>
<tbody>
<tr>
<td>Schedule vs. progress</td>
<td>- Project Mgmt Team Meeting/Monthly Progress Report&lt;br&gt;- Website/e-mail to team with narrative (problems)&lt;br&gt;- Steering Committee Meetings (Quarterly)</td>
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<tr>
<td>Budget</td>
<td>- Website/e-mail to team with narrative (problems)&lt;br&gt;- Steering Committee Meetings (Quarterly)</td>
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<tr>
<td>Technical issues</td>
<td>- Website/e-mail to team with narrative (problems)&lt;br&gt;- Steering Committee Meetings (Quarterly)&lt;br&gt;- Senior Management Meetings (2)&lt;br&gt;- Technical Task Meetings&lt;br&gt;- Teleconference&lt;br&gt;- Technical Memoranda&lt;br&gt;- Mail</td>
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<tr>
<td>Personnel issues/conflicts</td>
<td>- Project Mgmt Team Meeting/Monthly Progress Report&lt;br&gt;- Steering Committee Meetings (Quarterly)&lt;br&gt;- Teleconference</td>
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<tr>
<td>Decisions and directions</td>
<td>- Website/e-mail to team with narrative (problems)&lt;br&gt;- Steering Committee Meetings (Quarterly)&lt;br&gt;- Senior Management Meetings (2)&lt;br&gt;- Technical Task Meetings&lt;br&gt;- Teleconference&lt;br&gt;- Technical Memoranda</td>
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<tr>
<td>Unexpected problems</td>
<td>- Project Mgmt Team Meeting/Monthly Progress Report&lt;br&gt;- Website/e-mail to team with narrative (problems)&lt;br&gt;- Teleconference</td>
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<td>External Issues or inputs affecting progress</td>
<td>- Project Mgmt Team Meeting/Monthly Progress Report&lt;br&gt;- Steering Committee Meetings (Quarterly)&lt;br&gt;- Teleconference</td>
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#### CHANGE MANAGEMENT:

**Change in scope/approach**
- Project Management Team needs to resolve, develop and implement plan of attack
- Report to/obtain concurrence as needed from Steering Committee
- The following types of changes need to go the Steering Committee
  - Key scope assumptions (e.g. MOT on bridge)
  - Project limits
  - Purpose and need
  - Technical roadblocks
  - Budget increases
Change in Team Make-up (personnel)
- Notify agencies of consultant team changes and replace, per contractual requirements
- Brief, educate, and charter new agency and consultant team members (don’t go back on prior decisions)

Change in schedule
- Project Management Team resolves and adjusts plan
- Report changes to Steering Committee for input and concurrence
- Inform Senior Management

DECISION MAKING

Types of decisions:
- Environmental issues (e.g. Mitigation Plans)
- Developing & Screening alternatives (e.g. roadway geometry, traffic control requirements)
- Standards and procedures – differences between two states
- Public Involvement – materials and messages
- Scope changes (see Change Management Operating Guidelines)
- Schedule changes (see Change Management Operating Guidelines)

Design Standards and Procedures
- Engineering Team identifies applicable Iowa and Illinois standards and develops recommendations for corridor evaluation and design standards
- Where Iowa and Illinois standards differ, Engineering Team coordinates with appropriate DOT staff to obtain agreement on procedures or standards (ie. level of detail, documentation requirements)
- Iowa standards will govern on Mississippi River structures

Environmental Issues
- The Environmental Team responsible for identifying and communicating environmental issues/constraints via constraints map
- Environmental and Engineering Teams jointly review alternatives for avoidance/minimization of resource impacts via joint Team Meetings
- Environmental Team advises and consults with involved DOT staff, FHWA and agencies to coordinate resource issues (ie. minimization and mitigation of impacts) with different resource agencies
**Alternatives Development**

- Engineering Team analyzes existing conditions and identifies problems/deficiencies with input from key stakeholders via one-on-one meetings and Steering Committee meeting.
- Environmental Team develops Purpose and Need with input from Engineering Team and obtains concurrence from FHWA and regulatory/resource agencies and Steering Committee.
- Engineering Team develops/evaluates/screens concept alternatives with input from Steering Committee, senior management from Iowa and Illinois DOT’s, stakeholders, FHWA, and the public and in coordination with Environmental and Public Involvement Teams.
- Environmental Team coordinates Alternatives (range of alternatives and alternatives evaluation/screening) with regulatory/resource agencies and obtains their concurrence.
- Public Involvement Team coordinates and facilitates all communications with the public and stakeholders during the development and evaluation of alternatives.