

# Project Charter

Proposed Improvements to Route 101 Segment in Santa Barbara County from 0.4 Mile South of Carpinteria Creek Bridge (PM 2.0) in Carpinteria to Sycamore Creek Bridge (PM12.3) in Santa Barbara

South Coast 101 HOV  
EA No. 05-0N700\_  
SB-101-PM 2.0/12.3

Project Approval & Environmental Document (PA&ED) Phase and Coastal Development Permitting

Date Prepared: September 9, 2008  
Date Revised: November 18, 2008

## CHARTER PURPOSE

The Project Charter establishes a mutual understanding between agents of the State of California Department of Transportation (Caltrans), Santa Barbara County Association of Governments (SBCAG), County of Santa Barbara, City of Santa Barbara and City of Carpinteria serving as members of the Project Development Team (PDT) regarding the development of this project and the working relationship between the agencies. The Charter sets expectations for the PDT regarding preparation and review of project documents, issue resolution, and permit application review. The Charter provides guidance to the PDT to complete the Project Approval and Environmental Document (PA&ED) phase and coastal development permitting in a timely and effective manner.

## PROJECT DESCRIPTION

Add new HOV lane in each direction of Route 101 in Santa Barbara County from 0.4 mile south of Carpinteria Creek Bridge (PM 2.0) in Carpinteria to Sycamore Creek Bridge (PM 12.3) in Santa Barbara.

## PRIMARY PROJECT SPONSOR

Santa Barbara County Association of Governments (SBCAG)

## LEAD AGENCY (for project development)

Caltrans

## PROJECT PARTNERS

Caltrans  
City of Carpinteria  
City of Santa Barbara  
County of Santa Barbara  
SBCAG

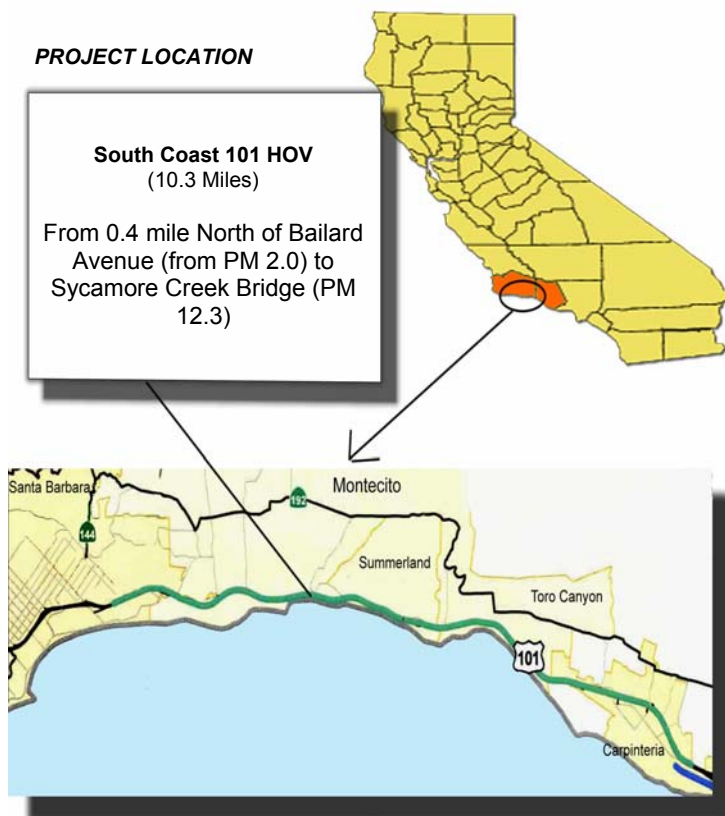
## CALTRANS TASK MANAGERS (by unit)

Project Manager	Scott Eades
Design Manager	John Fouche
Environmental Manager	Michael Sandecki
Right-of-Way Manager	Connie Shellooe
Traffic Manager	Paul McClintic
Construction Manager	Andy Gill

## ATTACHMENTS

Exhibit A: Purpose and Need Statement and Guiding Principles  
Exhibit B: PDT Roster

## PROJECT LOCATION



## **PROJECT BACKGROUND**

Consideration for widening of Route 101 from the Ventura County line to Goleta has been a topic of discussion for many decades, starting in the early 1960s. By the late 1980s, over \$70 million in STIP funds and \$15 million in Measure D funds had been programmed for widening south of Milpas Street. In March 1993, Caltrans released a draft environmental document to add one lane in each direction between the Santa Barbara/Ventura County line and Milpas Street in the City of Santa Barbara. The plan was met with substantial community opposition that ended further development of the programmed project to widen the highway.

A series of studies sponsored by SBCAG, including the *Highway 101 Alternatives Study* (1995) and *The South Coast Highway 101 Deficiency Plan* (2002), assessed options for relieving congestion in the corridor without the need for freeway widening. *The South Coast Highway 101 Deficiency Plan* identified the problems on the highway and proposed short and long-term strategies aimed at improving transit, managing travel demand, and providing transportation system enhancements. Consequently, as a result of the 101 Deficiency Plan, in 2002, SBCAG and the local cities adopted 34 short-term projects aimed at correcting operational deficiencies on both the mainline and adjacent roads. The plan further qualified that these improvements did not address long-term freeway congestion and that further action on a community-wide basis would be required to alleviate the projected increases in traffic volumes and ensuing decrease in Level of Service (LOS) along the corridor.

One of the actions required from the 101 Deficiency Plan was to develop an Implementation Plan for the adopted projects. The 101 Implementation Plan began in 2004 and evolved into what is now called *101 in Motion*. *101 In Motion* had the goal of bringing all the communities together to agree on a longer term (20- to 40-year) plan that addressed congestion along the Route 101 corridor. The *101 In Motion* process, which involved staff participation from area cities, SB County and the Metropolitan Transit District, along with local decision makers and members of the public, assessed a wide range of improvement approaches and strategies. Improvement packages were evaluated based on numerous quantitative and qualitative criteria. The consensus recommendation for implementation arising out of the *101 in Motion* process included a number of strategies, but the primary recommendation was “add a lane and a train” to address commuter and goods movement needs between the Ventura County lines and the City of Santa Barbara. Furthermore, the recommendation specifically defined the added lane to be a High Occupancy Vehicle (HOV) lane. The *101 In Motion* consensus recommendations were unanimously approved by the SBCAG Board in October 2005.

An opportunity to fund a segment of the “add a lane” portion of the 101 in Motion recommendation came as a result of Proposition 1B passed by the California voters in 2006. With the successful passage of Proposition 1B, funding for key transportation corridors was approved, and Caltrans Districts 5 and 7, along with SBCAG and VCTC joined efforts to seek funding for an HOV lane addition / facility widening project that extended from Mussel Shoals (Ventura County) to Carpinteria Creek. Proposition 1B also provided a one-time augmentation in state gas tax dollars, from which SBCAG programmed environmental phase funding for the South Coast 101 HOV project. These two projects, in conjunction with Milpas to Hot Springs Improvement project (05-44780\_) and the Linden & Casitas Pass Interchanges project (05-4482U\_), will provide a continuous six-lane segment on Route 101 from the City of Ventura through the City of Goleta. This combination of projects will significantly reduce existing and forecasted congestion and delay in the corridor particularly during the peak traffic hours.

Caltrans District 5 completed a Project Study Report in February 2007 for the South Coast 101 HOV project. PA&ED phase work on the project began in July 2007.

## **PURPOSE AND NEED OF PROJECT**

The latest adopted Purpose and Need Statement and the Guiding Principles for the project are included in Attachment A. These items provide the framework for development and selection of project alternatives.

## **DELIVERY SUCCESS CRITERIA**

The criteria for project success for the purpose of this charter is the achievement of the PA&ED milestone and subsequent approval of applicable coastal development permits needed for this project. These achievements require:

- Approval of the appropriate draft NEPA/CEQA environmental document and Draft Project Report (DPR) by Caltrans.
- Public notice and circulation of the Draft Environmental Document (DED) for public review and comment.

- Selection of a preferred project alternative with a cost estimate that falls within SBCAG's expectation for the long term funding stream available to develop and construct the project.
- Approval of the Final Environmental Document (FED) that documents public involvement, provides a rational assessment of the alternatives based on the identified impacts and public comment, and selects a preferred alternative that meets the purpose and need of the project.
- Approval of the Project Report (PR). Approval of the PR documents approval of the project subject to the preparation of the detailed design and ready to list construction drawings in accordance with Caltrans standards, policies and procedures, as applicable.
- Approval of all jurisdiction-specific coastal development permits in a timely manner following selection of the preferred (selected) project alternative without the need for subsequent modifications in scope or environmental re-evaluation of the FED preferred alternative.

### **CONSTRAINTS, RISKS & ASSUMPTIONS**

The key constraints and assumptions for this project are as follows:

1. PDT member agencies are partners in the delivery of the project and agree to work together to develop and deliver a project that addresses shared goals for improving mobility in the 101 South Coast corridor, based on, and in alignment with, the project Purpose and Need Statement and Guiding Principles.
2. PDT members recognize that conditions can change that will affect the original schedule. PDT members will work together to minimize the impacts of such changes.
3. Decisions requiring action beyond the authority of the PDT shall have a recommendation to the appropriate decision body by the PDT.
4. All decisions will be documented and considered to be final unless conditions change. Changes shall be documented, and if they result in modification to a previous decision, changed decisions, assumptions and/or issues leading to the change will also be documented.
5. Resource agencies will be given the opportunity to review the project documents. Project documents will be reviewed in a timely manner that is respectful to the objective of maintaining the project's schedule. Where possible, PDT will contact the reviewing agencies in advance to alert them of important dates/timelines. Meetings should be arranged when necessary.
6. PDT representatives understand and agree to the working constraints highlighted in the project Guiding Principals. This includes developing a project with costs within the limited long term funding stream anticipated to be available for the project and working largely within the available Caltrans right of way to minimize right of way acquisition and impacts.
7. By general consensus the PDT will agree to the range of project alternatives that will be studied in the environmental document. Adding or modifying alternatives will likely cause schedule and cost impacts and changes should be carefully considered before proceeding. The development of additional or substantially modified alternatives will likely cause additional time and/or cost to deliver the project and thus result in a project amendment.
8. For environmental approvals, Caltrans will be the Lead Agency for CEQA and NEPA. The environmental review, consultation, and any other action required in accordance with applicable federal laws for this project are the responsibility of the Department pursuant to 23 U.S. Code 327. All work shall be in accordance with applicable State and Federal laws, regulations, policies and procedures.
9. Risk management plans, prepared in accordance with the Caltrans Risk Management Handbook, shall be reviewed by the PDT and modified as new risks or assumptions are identified.
10. While the goal is to eliminate the need for environmental re-evaluation, should it be required, partner agencies will work together to process changes in scope to the FED preferred alternative and subsequent re-evaluation in a timely manner.

11. The submittal of applications for Coastal Development Permits to the appropriate agencies and payment of associated permitting fees will be done at the appropriate time, early enough in the process to avoid any delays in the final approval of the project. This will help to ensure efficient and timely processing of the necessary permits.

### ***DELIVERABLE MANAGEMENT***

Management of the PA&ED phase deliverables will be conducted by the PDT through regular progress and coordination meetings. Assumptions are as follows:

- A project development team (PDT) has been organized for the project. The PDT consists of representatives from Caltrans, Santa Barbara County Association of Governments (SBCAG), City of Carpinteria, County of Santa Barbara, and the City of Santa Barbara. The current PDT roster is included as **Attachment B**.
- The project is to be developed using applicable Caltrans' procedures and policies.
- PDT decisions will be made by consensus. Meeting notes are the basis of documentation for all decisions.
- The PDT shall follow the Caltrans Project Development Procedures Manual (PDPM) for the preparation of the Draft Project Report (DPR) and PR documents.
- All environmental administrative reports, studies, materials, documentation, including, but not limited to, all administrative drafts and administrative finals relied upon, produced, created or utilized for the project will be held in confidence pursuant to Government Code Section 6254.5(e). Caltrans legal counsel will be consulted as needed. Distribution of draft items to be agreed to by the Project Manager prior to their distribution.
- If any procedural process error occurs, appropriate PDT members shall be assembled as soon as possible to ensure corrective action is taken, and if determined necessary, the project schedule shall be amended with the accompanying reason(s) for the delay documented.
- If some project element or process requires a more intensive effort to produce required deliverables, the PDT will agree to assemble a subcommittee of members to participate and report to the larger group.
- Schedule and Changes:
  - ✓ The project will have a major milestone schedule that is jointly approved by the PDT.
  - ✓ Any schedule changes / delays in major milestones must be brought to the PDT, with proposed changes and reasons for the changes discussed at the PDT meeting. Each time the schedule is amended, the minutes shall fully document the reason(s) why the amendment was undertaken and deemed necessary.

### ***PROJECT SUCCESS RESPONSIBILITY***

- The PDT meetings will be scheduled at a recurrent time (e.g. 3<sup>rd</sup> Monday afternoon) in an attempt to maximize full participation of the PDT. If a PDT member is unable to attend a scheduled PDT meeting, the member will notify the Project Manager in a timely manner and coordinate with his/her PDT Alternate representative in advance of the meeting to ensure full representation at the meeting. PDT Alternates will be informed of project issues as necessary to ensure they can act on behalf of the PDT representative at the meeting.
- In order to deliver the project on time, within budget, and in a quality form, all project team members shall agree upon and use generally accepted principles of project management and task management. Work flow on the project shall be governed by the applicable processes in the Caltrans Project Development Procedures Manual.
- Each project team member has responsibility for the products and processes associated with their authority and expertise in the project delivery plan. Individual project team members act as suppliers for some deliverables and customers for others.
- Local jurisdiction PDT members will work with the PDT and within their respective agencies to aid in the development of a project that is consistent with the project purpose and need and guiding principles. This includes, as necessary, updating key local jurisdiction management and decision makers about the project, facilitating inter-jurisdiction issue resolution about project features, circulation of documents and deliverables within their jurisdictions for review and comment, and providing project and alternative development insights to the team that will facilitate approval of coastal development permits following completion of the final

environmental document. While the goal is to eliminate the need for environmental re-evaluation, should it be required, partner agencies will work together to process changes in scope to the FED preferred alternative and subsequent re-evaluation in a timely manner.

- Caltrans Project Task Managers (see page 1) are responsible for delivering their work products in a timely, thorough, cost effective, and quality manner. Task Managers will monitor task and work product related schedules and expenditures and inform the Project Manager of any anticipated delays or the potential that task related expenditures will exceed the approved workplan task budget.
- Project team members are to be proactive to minimize delays and develop solutions. If inputs are delayed, the task manager for that element (receiving the inputs) shall talk to the supplier of the inputs and take active steps to get that information in a timely manner. If the inputs are not forthcoming, the task manager will inform the Project Manager and undertake a course of action to correct the situation. This may cause a schedule amendment, and the need for appropriate documentation
- Project team members are to keep their respective management and/or decision making bodies informed, as needed, about key project issues that may require their future attention with the goal of aiding in the timely completion of the project, effective use of public resources, and approval of permits.

### ***PHASE DELIVERABLES***

1. Finalized Meeting Notes
2. Risk Management Plan
3. Project Schedule
4. Traffic Study, including HOV Report
5. Preliminary Geotechnical Report
6. Advance Planning Studies
7. Design Exception Fact Sheets
8. R/W Data Sheets
  - Anticipated Area In Right Of Way
  - Assessor Parcel Numbers
  - Preliminary R/W Maps (including utility conflicts)
9. Geometric Plans
10. Value Analysis Report
11. Pavement Life Cycle Analysis
12. Traffic Management Plan
13. Draft Project Report and Project Report
14. Draft Environmental Document, supported by the following technical studies:
  - Natural Environmental Study (NES) - Biology
  - Cultural Resource Study – Section 106
  - Air Quality Analysis
  - Floodplain Evaluation and Location Hydraulic Study
  - Noise Study and Noise Abatement Decision Report
  - Paleontology
  - Water Quality Assessment
  - Community Impact Assessment
  - Updated Initial Site Assessment (ISA) or Preliminary Site Assessment (PSI)
  - Visual Impact Analysis
15. Final Environmental Document
16. Coastal Development Permits from each applicable jurisdiction

**BASELINE MILESTONE SCHEDULE** (based on Minimum Build Alternative)

<i>Circulate Draft Environmental Document</i>	<i>4/2011</i>
<i>DED Public Hearing</i>	<i>6/2011</i>
<i>PA&amp;ED</i>	<i>11/2011</i>
<i>Ready to List</i>	<i>1/2014</i>

**ISSUE RESOLUTION**

It is the intent of the PDT is to resolve issues at the lowest level possible. However, certain issues may need to be elevated when consensus cannot be obtained.

***First Level of Review and Resolution:***

Many of the issues that arise during the development of a project can be resolved by the PDT, especially those that do not impact the scope, cost or schedule of the project. The project team will review the project issue, the options for resolution, the pros and cons to each option, and any advocate's reasons in support of a specific option. Provided the resolution does not change the scope, cost and schedule of the project, the project team should determine the outcome. If the project team either does not have sufficient authority to resolve the issue or is unable to agree, then the project team will elevate the issue within six (6) working days following the meeting that identified the issue and attempted to attain resolution.


***Second Level of Review and Resolution:***

The second level involves the Deputy District Director 5 for Program/Project Management, Deputy Director for SBCAG, local jurisdiction Planning Director and/or Public Works Director, as required in relation to the issue at hand. When an issue has been elevated to a second level participant, such representative(s) will review the document presenting the issue, the options for resolution, the pros and cons to each option, and any advocate's reasons in support of specific options. Provided the resolution falls within their responsibility and available contingencies, which they oversee, the second level representative(s) should determine the outcome. If they either do not have sufficient authority to resolve the issue or are unable to agree, then they will elevate the issue to the third level of review after a maximum of two meetings (an initial meeting to hear the issue, and, if necessary, a second meeting to hear any additional information requested during the first meeting).

***Third Level Review and Resolution:***

The third level of review involves the District 5 Director and the SBCAG Executive Director. When an issue has been elevated to a third level participant, such executives(s) will review the document presenting the issue, the options for resolution, the pros and cons to each option, and the advocate's reasons in support of specific options. The District 5 Director and SBCAG Executive Director will coordinate with local agency representatives as necessary. Provided the resolution falls within the authority granted to them, then they should determine the outcome. If, for some reason, the issue cannot be fully resolved without approval from the SBCAG Board and/or Caltrans Headquarters, they will direct the preparation of agenda items for any required action needed to ratify their agreed upon solution.

**APPROVALS:**



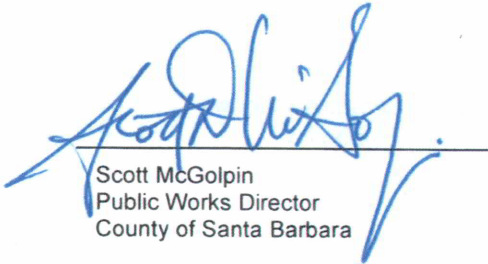
Richard Krumholz  
District Director  
Caltrans District 5

12/8/08  
Date




Jim Kemp  
Executive Director  
Santa Barbara County Association of Governments

12/9/08  
Date



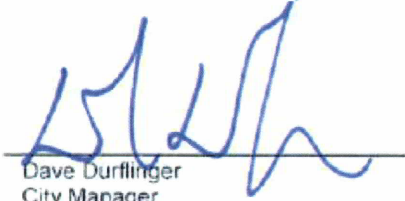
Scott McGolpin  
Public Works Director  
County of Santa Barbara

12/14/08  
Date



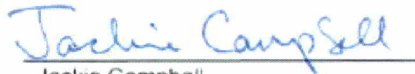
John Baker  
Planning and Development Director  
County of Santa Barbara

12/9/08  
Date



Dave Durlinger  
City Manager  
City of Carpinteria

12/9/08  
Date



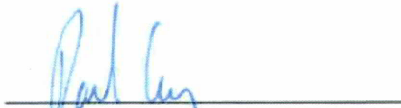
Jackie Campbell  
Community Development Director  
City of Carpinteria

12-3-08  
Date



Christine Andersen  
Public Works Director  
City of Santa Barbara

12/8/08  
Date



Paul Casey  
Community Development Director  
City of Santa Barbara

12-3-08  
Date

*South Coast 101 HOV*

Draft Project Purpose and Need Statement – May 2008

*Purpose*

The purpose of this project is to reduce congestion and improve travel time on Route 101 within the project limits. To achieve this purpose, the project proposes to construct an additional lane on Route 101 in both the northbound and southbound directions to be used as High Occupancy Vehicle (HOV) lanes. Adding capacity to the corridor will reduce peak hour congestion and improve freeway operations within the project limits.

*Need*

The current Annual Average Daily Traffic (AADT) in the project limits ranges between 66,000 and 92,000 and is forecasted to exceed 94,000 by 2030. The existing capacity of Route 101 within the project limits, and throughout much of the Santa Barbara south coast, is congested during peak periods and weekends.

During these times, the facility operates at Level of Service (LOS) F congested flow conditions for two to four hours daily in each direction (SBCAG *Congestion Management Program*, 2007). Without capacity improvements, LOS F conditions on Route 101 within the project limits are forecast to exceed nine hours a day in each direction by 2030 (SBCAG's *101 in Motion* July 2006).

The forecasted rise in congestion and delay is a result of several factors, including increased long distance commuting from Ventura County, internal population growth, which is forecast to expand by ten percent by 2020 in Santa Barbara County (SBCAG *Regional Growth Forecast*, 2007), and interregional traffic growth, including goods movement. This project represents one component of a larger Route 101 corridor improvement strategy in northern Ventura County and southern Santa Barbara County.

## Guiding Principles

- Project design is to be compatible with existing community character while addressing user and maintenance worker safety.
- Visual and coastal resources are to be preserved and/or mitigated to the greatest extent feasible.
- Adverse impacts to historical and cultural resources are to be avoided where possible or mitigated to the greatest degree feasible.
- Acquisition of private property is to be minimized.
- Financial viability is a key constraint; alternatives under consideration should be feasible within the anticipated long term funding stream for the project.
- Opportunities for stakeholder and public input and involvement will be provided throughout the project development process.

**Project Development Team Roster**Project: **South Coast 101 HOV**County/Rte/PM: **05-SB-2.0/12.3**Project Manager: **Scott Eades**EA Number: **0N700\_, PA&ED Phase****6/4/2008**

Project Development Team (Core Team)					
Name	Jurisdiction	Function	Telephone	Email	Alternate Representative
Fred Luna	SBCAG	Program Management	(805) 961-8926	fluna@sbcag.org	Steve VanDenburgh
Steve VanDenburgh	SBCAG	Programming & Project Development	(805) 961-8904	svandenburgh@sbcag.org	Fred Luna / Jim Kemp
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Scott Eades	Caltrans	Project Management	(805) 549-3144	scott_eades@dot.ca.gov	Tim Gubbins

## Project Development Team Roster

Project: **South Coast 101 HOV**  
 County/Rte/PM: **05-SB-2.0/12.3**  
 Project Manager: **Scott Eades**

EA Number: **0N700\_ PA&ED Phase**

6/4/2008

PDT Alternate Representatives / Occasional Involvement					
Name	Jurisdiction	Function	Telephone	Email	Alternate For
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