



STATE OF MICHIGAN
DEPARTMENT OF TRANSPORTATION
LANSING

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March 30, 2006

The Honorable Philip LaJoy, Chair
House Transportation Committee
P.O. Box 30014
Lansing, Michigan 48909

The Honorable Jud Gilbert, Chair
Senate Transportation Committee
P.O. Box 30036
Lansing, Michigan 48909

Dear Representative LaJoy and Senator Gilbert:

Thank you for the opportunity to present information regarding the Detroit River International Crossing (DRIC) study to your respective committees last week. During the meeting, you asked me to provide you with a copy of the Border Transportation Partnership's charter, which is enclosed. I would like to emphasize again that this charter is not a binding document or treaty, but simply a way to demonstrate understanding between four governments with a common goal, specifically the U.S. Federal Highway Administration (FHWA), Transport Canada (TC), the Michigan Department of Transportation (MDOT), and the Ontario Ministry of Transportation (MTO). Each has a statutory responsibility for their respective transportation systems and can benefit from a coordinated planning effort for the study of a new international crossing.

The enclosed charter was developed to establish a general outline of the Partnership's goals and objectives, and describes how it intends to operate and assign responsibilities to the working committees. Very briefly, the Steering Committee is composed of a representative from each of the four governments, a senior level official that has been assigned by their respective executive management. They are the policy body and provide overall direction. The Working Group is the Steering Committee's conduit to the consultants, and provides technical direction and guidance. Work teams are created when the Steering committee or Working Group finds the need for detailed study of various issues.

In addition to the charter, I believe you inquired about the respective qualifications of the current members of the Partnership Steering Committee. Following is a brief summary of their backgrounds:

Steering Committee Members

FHWA: **Jim Steele**, Michigan Division Administrator, FHWA - Bachelor's degree in Civil Engineering, Masters degree in Civil Engineering specializing in transportation; with the FHWA for 43 years serving at all levels of the agency, including 25 years in the Ohio and Michigan Division offices as either deputy or administrator.

MDOT: **Susan Mortel**, Director, Bureau of Transportation Planning, MDOT - educational background in Environmental Science and Public Administration; 28 years of experience in the transportation planning field; has overseen the environmental process at MDOT for ten years.

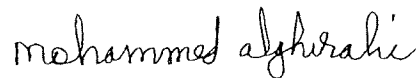
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MTO: Ray Mantha, Executive Director, Windsor Border Initiatives Implementation Group (BIIG), MTO - graduate of the University of Ottawa, 1978; Professional Engineer in the Province of Ontario; previously MTO's chief engineer and director of the Engineering Standards Branch; 28 years experience in the highway policy and operations areas, in engineering, maintenance and construction.

TC: Sean O'Dell, Executive Director, Windsor Gateway Project Team, TC - B.A. and M.A. degrees in Economics; over 25 years experience in economic and financial analysis of major energy and transportation projects, and in managing major project negotiations for the Government of Canada; was chief economist of the International Energy Agency in Paris for five years.

I believe this response covers the request you raised at the joint committee meeting last week. If you have additional questions, please feel free to contact me at (517) 373-7674, or via e-mail at alghurabim@michigan.gov.

Sincerely,



Mohammed S. Alghurabi
Senior Project Manager

Enclosure

Canada-United States-Ontario-Michigan Border Transportation Partnership Charter

February 2, 2005

The Partnership

The Canada-United States-Ontario Michigan Border Transportation Partnership, hereafter referred to as the Partnership, is composed of representatives from Transport Canada (TC), U.S. Federal Highway Administration (FHWA), Ontario Ministry of Transportation (MTO) and the Michigan Department of Transportation (MDOT).

Purpose of the Partnership

This Partnership has been formed for the purpose of improving the safe and efficient movement of people and goods across the U.S./Canadian border at the Detroit River, including improved connections to national, provincial and regional systems such as I-75 and Highway 401.

Objectives of the Partnership

In support of the purpose, the Partnership will evaluate, identify, and will enable implementation of trans-border transportation infrastructure improvements that meet the following objectives to the maximum extent possible:

1. To provide for the safe, efficient and secure movement of people and goods across the Canadian-U.S. border in the Detroit River area to support the economies of Ontario, Michigan, Canada and the U.S.;
2. To enhance local and regional economic vitality and Canadian/U.S. trade;
3. To meet long-term transportation infrastructure needs;
4. To consider all modes of surface transportation including road, transit, rail and marine.
5. To expedite, facilitate and complete the planning, design and implementation of new or expanded border-crossing facilities;
6. To use a coordinated planning and environmental study process, hereafter referred to as the "Coordinated Process", resulting in a joint solution having environmental clearance in both countries;
7. To involve public and private stakeholders in the decision-making process;
8. To develop solutions, in compliance with all relevant and applicable federal, provincial, state and/or municipal laws, regulations, bylaws, ordinances or other binding enactments that have been validly created by bodies having legislative or rule-making authority;
9. To conduct the activities of the Partnership in a timely and financially responsible manner;
10. To consider the best available procedures and technologies to enhance border-crossing efficiency, including provision of intelligent transportation systems as applicable;
11. To support short-term measures to improve efficiency of existing border crossings;
12. To develop a governance framework for new or expanded border crossing facilities;

Steering Committee

The Partnership will maintain a Steering Committee to achieve the above objectives. Decision-making shall be shared equally among the four agencies. The Steering Committee may be supported by subcommittees, as appropriate.

The Responsibilities of the Steering Committee shall be as follows:

1. Lead in achieving the partnership purpose and objectives;
2. Seek the appropriation of funds necessary to implement various tasks;
3. Direct, oversee and approve the development and implementation of the coordinated process (See attachment A for study decision points);
4. Recommend strategies for implementation of the recommended solution, including any needed enabling legislation or regulations;
5. Direct the development of communications strategies;
6. Provide the organizational resources, commitment and the management input and feedback required to achieve the purpose and objectives;
7. Address organizational or institutional barriers that are hindering or preventing the achievement of the purpose or objectives;
8. Seek resolution of political issues within the respective jurisdictions;
9. Lead the development of a governance framework for new or expanded border crossing facilities.

Working Group

Under the Coordinated Process, MTO and MDOT shall be the lead agencies on behalf of the Steering Committee.

The Responsibilities of the Working Group shall be as follows:

1. Focus on completing the environmental study phase for new or expanded border crossing facilities while looking for opportunities to expedite this and future phases;
2. Pursue opportunities to support the accelerated schedule of the study;
3. Accept full commitment to achieving the purpose and objectives, operating procedures, and behaviors as defined in the charter;
4. Provide support to the Steering Committee;
5. Develop recommendations for consideration by the Steering Committee;
6. Support the Project Managers (PMs) in procuring consultant services;
7. Support the PMs through (1) technical review and advice; (2) review and comment on consultant deliverables and (3) ongoing support and coordination within the respective partnership organizations, and with other local and regulatory agencies and the public;
8. Provide Quality Assurance/Quality Control support;
9. Provide technical support to the Communications Committee;
10. Support activities related to governance and implementation.

Decision-Making Policy

Decisions will be timely and defensible. Administrative and technical decision-making occur at the level of PM's. Decisions, including key decisions at major milestones and exceptions to existing policies, will go to the Steering Committee.

Conflict-Resolution Policy

Parties within this Charter are committed to procedures that achieve the following goals:

- Identify potential conflicts early
- Resolve in a timely & defensible manner
- Resolve in a manner that is neutral and free from reprisal
- Resolve by consensus
- Maintain mutual respect
- Resolve at lowest level (managed/contained)

Conflict Resolution/Procedure

- Scope out & analyze
- Determine need for external expert
- Identify alternatives to achieve consensus
- Analyze Pros and Cons
- Document the decision
- Respect the decision

External Communication Policy

Parties within this Charter are committed to facilitating external communications that are:

- Consistent
- Timely
- Proactive/visible
- Are not unduly repetitive
- Protective of the image of the Partnership

Procedures

- The Partnership agrees to establish a communications subcommittee
- Technical questions will be referred to the PM, who may refer questions to the consultant
- PM will answer question and notify Partners of the answer given.
- Questions posed by elected officials will be answered by the concerned Partner, who will in turn notify other partners of the answer given
- The Partnership will maintain a project website
- PMs will oversee regular updating of the project website

Internal Communication Policy (Among the Partners and within the individual agencies)

The Partnership will strive for internal communications that are inclusive and based on the concept of "no surprises."

Procedure

The PM's are responsible for distributing information internally. All WG members are responsible for supporting the PM's to facilitate inclusive communications.

PM's will adopt a proactive communications strategy:

- Provide regular updates to senior management and decision makers
- Provide regular updates of communications products such as backgrounders, questions and answers
- Verify that communications products of partner agencies are consistent
- Arrange timely release of communications materials

Rules of Conduct

Parties within this charter are committed to the following goals:

- Achieving trust/building trust through communication
- Providing open and effective communication
- Being a high performance team
- Being efficient, proactive & timely

Steering Committee Members

Jim Steele, Division Administrator, FHWA
Susan Mortel, Bureau Director of Transportation Planning, MDOT
Ray Mantha, Executive Director, Windsor BIIG, MTO
Sean O'Dell, Executive Director, Windsor Gateway Project Team, TC

Working Group Members

Mohammed Alghurabi, Project Manager, MDOT
Geraldyn Ayers, Supervisor, Environmental Analysis Unit, MDOT
Andy Irwin, Project Planning Section, MDOT
Andy Zeigler, Metro Region Planner, MDOT
Jim Kirschensteiner, Assistant Division Administrator, FHWA
Kaarina Stiff, Environmental Assessment Project Manager, TC
Dave Wake, Manager, Planning, Windsor BIIG, MTO
Roger Ward, Senior Project Manager, MTO
Joel Foster, Environmental Planner, MTO