

# WSDOT / ACEC-WA Project Delivery Team Charter

Updated – May 29, 2020

## Team Purpose

This team was created by the Washington State Department of Transportation (WSDOT) and the American Council of Engineering Companies of Washington (ACEC-WA) to provide a forum for addressing project delivery issues of common interest. Pursue opportunities for improving project delivery processes, tools, policies and other related elements.

## Team Sponsors

(Executive Team Co-Chairs)

Steve Roark  
Linea Laird

WSDOT  
ACEC-WA

## Team Members

### WSDOT

Mike Fleming (Co-Chair)  
John Donahue  
Chris Keifenheim  
Larry Larson  
Brian White  
Cathy George  
Bill James  
Chad Hancock  
Alec Williamson  
Chuck Meade

HQ - Design Office  
HQ – Design Office  
North Central Region  
Eastern Region  
South Central Region  
Northwest Region  
Northwest Region  
Southwest Region  
Ferries  
Olympic Region

Olympia  
Olympia  
Wenatchee  
Spokane  
Union Gap  
Shoreline  
Bellevue  
Vancouver  
Seattle  
Olympia

### ACEC-WA

Lisa Reid (Co-Chair)  
Ben Hoppe  
Suryata Halim  
Daniel Babuca  
Steve Olling  
Manuel Feliberti

SCJ Alliance  
JUB  
RHC Engineering  
WSP  
Parametrix  
DEA

Seattle  
Kennewick  
Seattle  
Seattle  
Seattle  
Bellevue

## Vision

The team vision includes:

- Effective, Best Value Project Delivery
- Cost effective profitable quality projects
- Simple straight forward process
- Collaboration and sharing of engineering design knowledge
- Atmosphere of mutual trust and respect
- Alternative Project Delivery is embraced and understood by all parties
- Understanding of each other's business responsibilities
- An atmosphere which promotes innovation
- Constructible, permittable and maintainable projects
- Opportunity to enhance communication and build positive working relationships

## Mission

Develop guidance and recommendations to improve the value and effectiveness of project delivery by:

- Improvement opportunities in current practices of project delivery
- Developing a mechanism to share lessons learned and best practices
- Creating clearly defined expectations for work products and review of work products, including communication
- Resource sharing for training & education
- Identifying software and translation opportunities (scheduling, engineering, drafting, etc.)
- Boundaries of project delivery: project concept through construction
- Policy review and feedback

## Meeting Schedules

- Hold regular team meetings from 9:00 AM to Noon, Friday every 6 weeks or as agreed
- In-person meetings or teleconference as needed
- Hold team focus group meetings (sub-committees) as needed

## Meeting Conduct

- Begin and end meetings on time
- Respect the agenda
- Listen actively and get involved
- Manage air time constructively
- Be open to new ideas, concepts, and thoughts
- Be willing to reach consensus
- Set deadlines for all action items
- Each member assumes responsibility for the group's progress
- Leave the meeting with a clear idea of the next steps - who will do what by when

## Agendas

- Action Items/Assignments will be provided at meeting conclusion and as part of following agenda
- Meeting tasks will be distributed with the next meeting agenda
- Post meeting minutes within 1 week of meeting

## Communication

- LISTEN - to what is being said, value everyone's input
- RESPECT - all input, demonstrate flexibility and openness to all suggestions
- ASK - for clarification when needed and show interest
- TAKE ACTION - on a suggestion or give feedback why no action was taken
- THANK YOU - appreciate each individual's contribution

## Attendance

- Notify co-chairs of attendance prior to meeting
- Substitutions allowed by exception only, with co-chair concurrence
- Can provide input by proxy on team recommendations if cannot attend meeting
- If an issue requires a vote, need a minimum of eight team members to cast a vote (4 ACEC and 4 WSDOT) including at least one co-chair

## Membership Rotation

- New members to be endorsed by sponsors as needed
  - WSDOT members by WSDOT co-chair
  - ACEC members by ACEC co-chair
- Rotation of membership and chairs will be case by case
- Not more than one representative from the same company for ACEC members
- AD Hoc team participation based on agenda topics

## Consensus on Recommendations

- Thumbs up - Yes
- Thumbs sideways - Can live with it
- Thumbs down - No
- Majority of thumbs up recommendation is passed
- Co-Chairs need to co-sponsor all recommendation and implementation plans

## Roles and Responsibilities

### **Collective**

- Develop problem statements and desired outcomes and assign to individuals or teams.
- Provide team recommendations related to policy, work product, processes, tools and other items of interest in support of improved project delivery
- Brainstorm and provide topics of mutual interest for consideration for future agendas

### **Individual**

- Solicit input on behalf of this committee.
- Follow through with assigned "Action Items."
- Bring all input to the table whether you agree with it or not

### **Co-chairs**

- Represent committee on WSDOT/ACEC Executive Team – provide progress updates
- Represent committee at annual meeting
- Prepare agendas/lead meetings

## Critical Success Factors

- Develop action plans
- Coordinate with other teams to gain endorsement and/or improve outcomes and prevent duplication of effort
- Assign responsibility for implementation
- Recommendations provided are endorsed and implemented successfully
- Annual team evaluation
- Positive feedback and support from sponsors
- Positive feedback from users of implemented solutions

## Team Endorsement

"We approve this Team Charter and are committed to actively supporting it. We accept responsibility for fulfilling any aspect of the charter that applies to us, including providing resources, actively participating, and effectively communicating. We know what to do and are prepared to act. Our endorsement is an active and positive statement that we are committed to fulfilling the responsibilities designated in this charter."