

WSDOT / ACEC-WA Project Delivery Team Charter

Updated – August 2024

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.

Team Sponsors

(Executive Team Co-Chairs)

Mark Gaines	WSDOT
Linea Laird	ACEC-WA

Team Members

WSDOT

Rafael Reyes (Co-Chair)	HQ - Design Office	Olympia
Mike Fleming	HQ - Design Office	Olympia
Dan Lewis	North Central Region	Wenatchee
Larry Larson	Eastern Region	Spokane
Randy Giles	South Central Region	Yakima
Chris Damitio	Northwest Region	Mt. Baker Area
Kenneth Loen	HQ – Design	Olympia
Paul Mason	Southwest Region	Vancouver
Cesar Mayor	Ferries	Seattle
Joseph Perez	Olympic Region	Olympia

ACEC-WA

Steve Olling (Co-Chair)	Parametrix	Seattle
Stacy Davis	Cobb, Fendley & Associates, Inc	
Ben Hoppe	JUB	Kennewick
Suryata Halim	RHC Engineering	Seattle
Daniel Babuca	WSP	Seattle
Manuel Feliberti	DEA	Bellevue
Heather Weeks	Jacobs	Bellevue
Don Sims	HNTB	Bellevue
Michael Adams	Skillings	Tri-Cities
Jennifer Saugen	Perteet	Wenatchee

Vision

The team vision includes:

- Effective, best value Project Delivery
- Cost-effective, profitable quality projects
- Simple, straight forward processes
- 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 and permittable projects

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- Adaptive environment for changing 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 reviews of work products, including communication and education.
- Identifying software and translation opportunities (scheduling, engineering, drafting, etc.).

Boundaries of project delivery: project concept through construction

Meeting Schedules

- Hold regular team meetings from 9:00 AM to Noon, Thursdays every 6 weeks or as agreed.
- In-person, virtual or teleconference meetings, 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 List will be provided shortly after the meeting and as part of the following agenda.
- Meeting tasks will be distributed with the next meeting agenda.

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 on why no action was taken
- THANK YOU - appreciate each individual's contribution

Attendance

- Notify co-chairs of attendance prior to meetings.
- Substitutions allowed by exception only, with co-chair concurrence.
- Can vote by proxy on team recommendations if cannot attend meeting.
- Need minimum of eight team members in attendance (4 ACEC and 4 WSDOT), including at least one co-chair.

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Membership Rotation

- New members need to be endorsed by sponsors:
 - WSDOT members by WSDOT sponsor
 - ACEC members by ACEC sponsor
- Rotation of membership and chairs will be case-by-case. A suggested limit of four years is the target and each member who wishes to rotate off should look at their own organization first before there is any advertisement for new members by the co-chairs.

Consensus on Recommendations

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

Roles and Responsibilities

Collective

- Develop problem statements and desired outcomes and assign to team focus groups.

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.

Critical Success Factors

- Develop action plans.
- Coordinate with other teams to prevent duplication of efforts.
- Assign responsibility for implementation.
- Complete annual team evaluation.
- Obtain positive feedback and support from sponsors and 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."