WSDOT/ACEC-WA Executive Liaison Committee Charter

Updated October 2026

Vision

We work towards a trusted and unified partnership between WSDOT and ACEC-WA that inspires public confidence, maximizes the value of public resources, and builds a capable, flexible workforce.

Committee Membership (October 2026 – October 2028)

Co-Chairs / Facilitators:

Mark Gaines	WSDOT Development Division Director, State Design Engineer
Allison Dane Camden	STV Inc.

Members:

Todd Trepanier	WSDOT Assistant Secretary for Regions, Chief Engineer
Kerri Woehler	WSDOT Assistant Secretary, Multimodal Development and Delivery
Brian Nielsen	WSDOT Regional Administrator for Northwest Region*
Vacant	WSDOT ********
Kim Rydholm	WSDOT Fish Passage Delivery Director
Jay Drye	WSDOT Local Programs Director
Aaron Adelstein	ACEC-WA/Executive Director
Richard Patterson	ACEC-WA/AECOM
Vacant	ACEC-WA/
Jilma Jimenez	ACEC-WA/Jacobs*
Vacant	ACEC-WA/

Term membership for non-permanent (*) Executive Committee positions will typically be limited to three years but may be extended up to five years. The goal will be to limit member rotations to no more than 2 ACEC or 2 WSDOT members within a single year.

Subcommittee Co-Chairs:

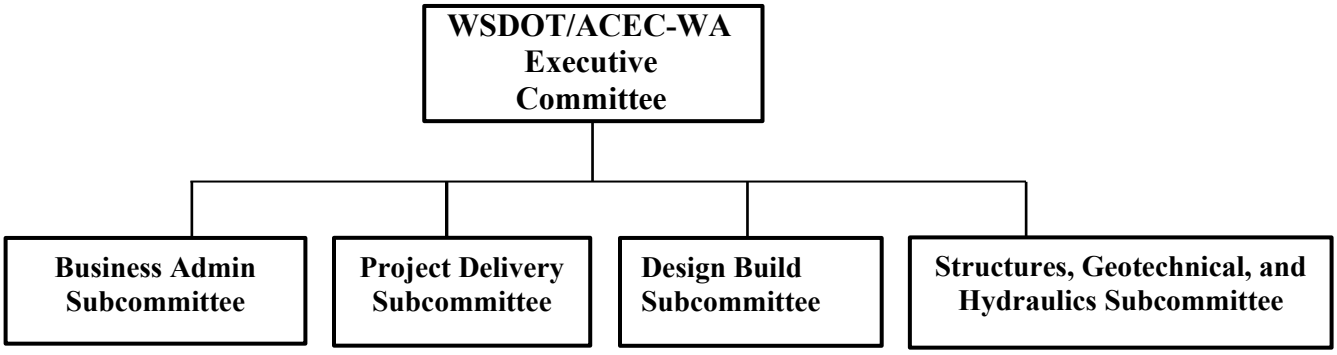
Design Build: Art McCluskey, WSDOT Asst. State Construction Engineer-Design-Build Prog. Mgr.
Richard Patterson, ACEC-WA/AECOM

Project Delivery: Rafael Reyes, WSDOT Assistant State Design Engineer
Jennifer Saugen, ACEC-WA/Ardurra

Business Administration: Erik Jonson, WSDOT Technical Services Director
Ron Paananen, ACEC-WA/HDR, Inc.

Structures and Geotechnical: Andrew Fiske, -WSDOT State Geotechnical Engineer
Greg Hess, ACEC-WA/KPFF

Organizational Structure



Mission

The WSDOT/ACEC-WA Executive Liaison Committee fosters collaboration between public and private partners to advance Washington's transportation industry. Through education, strategic leadership, and collaborative and proactive problem-solving, we anticipate and work through emerging industry challenges, strengthen project delivery, and support workforce development and the transfer of institutional knowledge.

Values

- Collaboration – We work together across organizations to solve problems and share knowledge
- Trust & Respect – We cultivate an atmosphere of openness, fairness, and integrity
- Innovation – We foster a culture of continuous improvement where we embrace emerging technologies, innovative transportation materials and data-informed design
- Stewardship – We responsibly manage public resources and deliver cost-effective projects
- Culture of belonging – We ensure diverse voices are heard and valued in shaping Washington's transportation future

Operating Guidelines

Meetings

- Meet at least 4 times a year.
- Meetings will be held at mutually agreeable locations or may be conducted virtually.
- Conduct a joint "annual meeting" to foster networking and build relationships.
- Abide by the WSDOT Meeting Guidelines as follows:

Communication Guidelines:

✓ *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*

Meeting Guidelines:

- ✓ *Begin and end meetings on time*
- ✓ *Respect the agenda*
- ✓ *Listen actively and get involved*
- ✓ *Manage airtime constructively*
- ✓ *Be open to new ideas, concepts, and thoughts*
- ✓ *Be willing to reach consensus*
- ✓ *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*

Tenets

- We will openly communicate about our mutual concerns and not avoid difficult issues.
- We will listen to the other person's perspective and respect what we each bring to the table.
- We will "play above the line" when communicating by choosing to take full ownership of the decisions we make, being accountable for the actions we take, and acknowledging that we are fully responsible for the end results we achieve.
- We have a willingness to let go of the negative and celebrate our successes.
- We will remember our responsibility to show a cohesive face to the larger community for the good of both of our groups.

Agenda

- Summarize items for the next meeting at the end of each meeting.
- Co-Chairs develop the agenda and distribute the draft agenda at least one week before the meeting.
- Meeting notes will be provided by WSDOT and distributed to ACEC for review and comment.
- Action Items List will be provided as part of the meeting notes.
- Meeting notes will be distributed within 30 business days of the meeting.
- ACEC-WA Executive Director will keep complete records of the committee indefinitely.

Attendance

- All members will confirm ability to attend by notifying both Co-Chairs and their delegates.
- No Substitutes.
- Need a minimum of 8 attendees (4 ACEC and 4 WSDOT).
- Members should give Co-Chairs at least one week's notice if unable to attend when possible.

Boundaries

- We will discuss only those issues/projects that affect both WSDOT and Consultants.

- We will not duplicate the efforts of other teams.
- Projects involving other transportation agencies.

Roles and Responsibilities

Collective:

- Charter Subcommittees and Task Forces as appropriate.
- Reaffirmation of Team Charter – Biannually.

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 Indicators for 2026-2028

- When we feel the meetings are productive and tackling critical issues for both parties.
- When we consistently have an agenda and accomplish our "to-do" list.
- When all subcommittees are well staffed, meetings are regularly attended by members, and members are actively working on critical issues.
- When we can build and maintain efficient and productive teams within our organizations.
- When the meeting minutes are posted and shared with respective organizations so that the broader organizations understand and are knowledgeable of the work we are accomplishing.

Committee Endorsement

"We approve this Committee 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."

The Committee accepts this Charter as is effective October 2026. The Committee Charter will be reviewed and updated biannually.