

**HIGHWAY DIVISION  
ENVIRONMENTAL LEADERSHIP TEAM  
CHARTER  
September 2005**

**PURPOSE and GOALS:** The Environmental Leadership Team (ELT) acts as a primary forum for technical issue identification and resolution, decision-making, policy guidance, and process improvements. It provides ongoing management and technical oversight linkages between Technical Services, Tech Center environmental managers, other functions and discipline leadership teams as they collaborate in ensuring the success of ODOT. The Geo-Environmental Section Planning Unit Manager is the positional chair of the ELT. The Geo-Environmental Section Manager has the authority for actions that affect statewide consistency, environmental policy and environmental technical leadership for the project delivery business line.

The team's goals are four-fold:

- To create a statewide consistent, relevant, and well understood policy, practice, and procedures that supports sound technical decision-making within the business line.
- Resolve issues involving natural and man-made resources and environmental planning elements.
- To ensure a high level of technical coordination and communication between key environmental technical committees.
- To ensure that ELT activities integrate with the overall direction and guidance from the Technical Leadership Team (TLT).

**EXPECTED BENEFITS and PERFORMANCE INDICATORS:**

- A forum for substantive dialogue to enhance environmental decision-making and for discussing and resolving contemporary environmental issues.
- A greater level of consistency when developing and implementing environmental policies and bulletins, procedures and practices across business lines.
- Improved relationships and problem solving abilities among key business partners.
- An improved level of communication and leadership within the agency, with methods to document and publicize decisions consistent with other Leadership Team practices.
- A forum for managing emergency or special program resource needs to address short-term increases in workload volumes, increased risk or regulatory scrutiny, and new or unanticipated changes impacting successful technical decision-making.
- An opportunity to capitalize on the talents of team members to creatively streamline technical processes and procedures, by providing standardized templates, training, or other efficiencies that assist in meeting technical needs within ODOT.
- Improved production through increased overall knowledge and sharing of technical procedures, processes, innovations and efficiencies.

**OPERATING PRINCIPLES/GUIDELINES:**

- **STRUCTURE:** The ELT holds a full-day meeting bi-monthly. Membership includes the Environmental Section Managers in each of the five Tech Centers, and the Geo-Environmental Natural Resource Unit and Environmental Planning Unit Manager, a

FHWA representative, and occasional guests. If unable to attend, members may substitute a designee with full decision-making authority to represent their function. Staff support is provided by the Geo-Environmental Section. Where feasible, e-mail is used to update or follow-up on action items. Additionally, activities or issues requiring specialized attention may be delegated to a sub-group of the ELT for consideration and resolution. Results of sub-team work are brought back to the ELT for concurrence before being publicized.

ELT ensures that its technical decisions and work products are consistent with the overall direction set by TLT and PDLT. Additionally, it works closely with the various Technical Discipline Teams to ensure integration with ELT, PDLT and TLT direction, and to provide guidance around cross-discipline issues that may surface.

ELT has approval authority for technical issues and procedures as they relate to environmental work at ODOT. Elevation of issues that affect other business lines are elevated to TLT for approval or coordinated with MLT prior to implementation.

- **MEMBERSHIP RESPONSIBILITIES:** ELT membership requires a commitment of approximately 10 hours per month for meetings and follow-up work. Members are expected to attend bi-monthly meetings. They are expected to be prompt in meeting deadlines for assignments and/or follow-up work. They are expected to bring up items and engage in substantive discussions during the meetings. Additionally, members are expected to use discretion when sharing information from team meetings, and to honor confidences or confidential material that may be discussed during meetings. Key roles and responsibilities include:
  - Providing overall technical leadership and policy guidance for the Project Delivery Business Line and other teams.
  - Serving as point of escalation for Technical Discipline Teams if they can not reach agreement
  - Ensuring that technical decision-making is integrated and that it does not adversely impact one discipline over others
  - Managing cross-discipline technical issues and, where appropriate, ensuring that other business line leadership teams are informed of technical issues that cross multiple business lines.
  - Ensuring that overall direction and guidance from TLT is incorporated into ELT business practices and that TLT is kept informed on relevant decisions/actions to be taken
- **DECISION MAKING METHODOLOGY:** The ELT conducts its business from the perspective of what's best for the overall good of the department. To ensure an appropriate level of discussion and professional interaction, members must be willing to listen to the opinions and views of others and make decisions that further the overall business line agenda. This requires collaboration and, on occasion, compromise from team members. There is an ongoing expectation that all members will be supportive of decisions made by the ELT. If consensus cannot be reached and the issue is within the delegated authority of the Geo-Environmental Section Manager, the decision will be made by the Geo-Environmental Section Manager. In situations where consensus can not be reached, and the issue is outside the delegated authority of the Geo-Environmental Section Manager, majority and minority opinions can be presented to TLT for resolution.

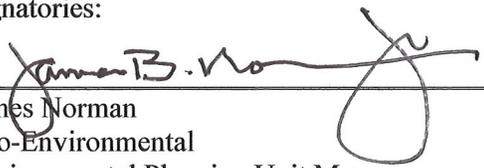
- **SURFACING AND RESOLVING ISSUES:** Members recognize that anyone within Highway Division may have an issue or question that should be brought to the attention of ELT. And, members want to encourage bringing issues forward. Issues may be raised through any ELT member for discussion at the next ELT meeting.

When addressing an issue, ELT takes one of the following actions:

1. Deals with it directly.
  2. Assigns it to an existing sub-team or ad hoc group to work “off line” and bring back at a later date.
  3. Refers it to a more appropriate group or organization within ODOT for follow up.
  4. Breaks it into discrete parts and works the issue using multiple approaches.
- **TRACKING AND COMMUNICATING ISSUES:** Meeting notes are sent out in email and placed on a shared directory for agency personnel. A decision log is used to memorialize decisions. An issues log is used to track action items. Issues Log items are reviewed at the beginning of each meeting.

This charter for the **Environmental Leadership Team** is adopted on September 28th 2005

Signatories:

  
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James Norman  
Geo-Environmental  
Environmental Planning Unit Mgr

  
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Max Mizejewski  
Region 1 Environmental Mgr

  
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Molly Cary  
Region 2 Environmental Mgr.

 11/16/05  
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Jim Collins  
Region 3 Environmental Mgr.

*Randall K. Davis*

Randy Davis  
Region 4 Environmental Mgr.

*Mark* 28 SEPT 05

Mark Hanson  
Region 5 Environmental Mgr.

*Frannie Brindle*

Frannie Brindle  
Geo-Environmental  
Natural Resource Unit Mgr.

*Bill Ryan*

Bill Ryan  
Geo-Environmental  
Program Support Mgr.