



ACEC Oregon

Oregon Department of Transportation (ODOT)

And

American Council of Engineering Companies of Oregon (ACEC)

STEERING COMMITTEE

PARTNERSHIP CHARTER

Preface

On March 14, 2005 the American Council of Engineering Companies/Oregon Department of Transportation (ACEC/ODOT) Steering Committee met in Salem, Oregon to outline a partnership agreement. The intent of the partnering workshop was to formulate a working relationship between ACEC and ODOT that meets partner needs and expectations given today's business context.

Specifically the workshop was organized to address the following items:

- Mutual understanding of the new working context and relationship
- Partner communication and collaboration protocols
- Committee structure and membership
- Issue identification, tracking and resolution

This Charter captures the framework of the new ACEC/ODOT partnership resulting from that workshop by:

- Officially establishing the Steering Committee and its role and responsibilities in the partnership structure
- Adopting renewed partnership communication and decision-making protocols
- Defining the new partnership structure and operations

After refinement by the Steering Committee, this Charter is expected to be formally adopted by signature of the full Steering Committee membership.

Steering Committee Purpose, Organization and Operations

Purpose

The Steering Committee is created by joint agreement of the Oregon Department of Transportation and the American Council of Engineering Companies of Oregon to provide a forum for collaborative guidance and oversight of the overall ACEC/ODOT business partnership

including the communication and decision-making structure. The objective is to seek greater efficiency and a higher level of performance. The Steering Committee is charged with providing leadership and designing the future for the working relationship.

Co-Chairs

ODOT and ACEC will each appoint a representative to act as Co-Chair. These appointments will be evaluated on an annual basis. Co-Chairs are jointly responsible for scheduling and providing agendas for committee meetings. Each Co-Chair will be responsible for coordinating and communicating with their organization's committee members. The ACEC co-chair shall be an ACEC Board Member.

Membership

ODOT and ACEC will each appoint 5 to 6 Steering Committee members in addition to the Co-Chairs. During the duration of the OTIA III State Bridge Delivery Program, the Oregon Bridge Delivery Partners (OBDP) will attend meetings to help facilitate communications between ACEC and OBDP pertaining to outsourced program management. Each organization will determine the term of their respective committee members. ACEC's membership will include a strategic mix of large, medium, small/specialty firms. These members should bring experience from the transportation industry both within and outside of Oregon and have a strong understanding of business practices.

Role & Responsibilities

Specific functions include:

- Setting partnership strategic direction and policy
- Identifying and approving standing committee membership and work plans
- Developing a full understanding of each other's business drivers, goals, and decision authority.
- Establish direction and decision authority of the committees
- Provide leadership for the strategic partnership between the ACEC/ODOT organizations' boards, decision makers and constituents
- Implementing the partnership agreement
- Ensuring appropriate partner representation at Liaison Committee meetings
- Building a collaborative working relationship that efficiently delivers professional A&E services to ODOT

Meeting Procedures

The following procedures will guide Steering Committee meetings

- Meet at least six times a year at mutually agreeable locations (initially meetings will be held approximately monthly until sufficient momentum is achieved).
- ODOT's Deputy Director will attend as required and ODOT's Director will attend a couple of times per year concurrent with ACEC President.
- Use our partner Communications and Decision-Making Protocols as meeting ground rules

- Determine agenda items at the end of every meeting for the following meeting
- Co-Chairs jointly create agendas and distribute to members in advance
- Members will confirm ability to attend by notifying the co-chairs
- Reasonable representation from both ACEC and ODOT is expected at every meeting
- Meeting notes will be provided by ODOT and distributed within 10 days of the meeting
- No proxies for attendance

Partnership Communications and Decision-Making Protocols

The ACEC/ODOT Partnership is committed to:

- Communicating openly, honestly and completely.
- Seeking full understanding of the issues.
- Working collaboratively to achieve our joint strategic direction.
- Listening closely and providing immediate feedback while allowing each other appropriate lead time to evaluate and respond.
- Providing an industry wide perspective
- Informing each other as we become aware of new circumstances to minimize surprise, conflict, and misunderstanding.
- Respecting each other's mandates and authorities and understanding the inherent limitations to joint decision-making.
- Allowing input to, and explaining the rationale for, decisions that cannot be made jointly.
- Making decisions at the lowest practical committee level.
- Documenting decisions in written communications focused on providing clarity and explaining rationale.

Partnership Committee Structure

The working partnership operates through a set of committees represented on the Partnership Structure chart below. Each committee will have ODOT and ACEC appointed Co-Chairs and committee members. The Steering Committee will review and approve Co-Chair and member appointments and establish terms of service at its discretion.

Partnership Structure

Refer to attached organizational chart. This will be updated on an annual basis to reflect any membership changes.

Liaison Committee

The Liaison Committee serves as the management and communication hub of the partnership. Meetings are expected to proactively provide a forum for raising issues, communicating with the partnership community, and overseeing and distributing work assignments to the standing

committees. Meetings are open and attendees are expected to be a mixture of ODOT technical managers and support services staff as well as general ACEC member firms. Liaison Committee core membership is comprised of the Liaison Committee co-chairs plus the standing committee co-chairs. General membership is open to the industry at large.

Role & Responsibilities

Functions include:

- Institutionalizing the new business climate – solicit general feedback, present new policies and identify emerging technical topics.
- Managing issues – receive input and resolve issues.
- Prioritizing standing committee goals – assign work to other standing committees as needed.
- Serving as a clearinghouse – distribute input and opinion surveys.
- Managing standing committees' work progress, hear standing committee progress reports and provide guidance.
- Ensuring the partnership operates to the benefit of its ACEC and ODOT members.

Standing Committees

These committees undertake specific work assignments through a work planning process in agreement with the Liaison and Steering Committees. Standing committees shall be approximately 6 to 8 members, with an ACEC and ODOT co-chair. All Standing Committees will coordinate any training initiatives with ODOT's Executive Training Group.

Procurement and Contracts

Improve contracting processes by:

- Annual review, evaluation and recommendations for improvements to general procurement processes, contract terms and conditions, and contracting policy and procedures.
- Assisting ODOT with operationalizing legislative mandates and/or regulatory requirements.
- Defining procedures and responsibilities for the contracting process from RFP to performance evaluations for the ODOT and ACEC partnership.

Project Delivery/Management Systems

Enhance ODOT and consultant delivery performance and management techniques by:

- Establishing consistent project management expectations such as cost controls, quality and schedule.
- Developing delivery performance evaluation and reporting systems.
- Forging a partnership for delivery expectations, techniques and accountabilities
- Researching and promoting effective Alternate Delivery methods.
- Standardizing project Information Management documentation and archiving systems

Technology Transfer

Promote continual partnership skills and capacity advancement by:

- Developing long-term and short-term protocols for information sharing and knowledge transfer related to technical skill sets.
- Supporting adoption of best practices – technical methods and tools.
- Interfacing with ODOT Technical Services to provide input and feedback on technical discipline manuals, guidebooks, and technical bulletins as appropriate.

Ad Hoc

Short term, single purpose committees may be formed by the Liaison or Steering Committees to undertake projects as needed.

Ad Hoc committees that have been tentatively identified are:

Cost Estimating – Purpose is to develop an accurate cost estimating tool for A&E work order contracts. ADU is currently leading this effort and would co-chair with ACEC.

CS³ Knowledge Transfer – Purpose is to ensure knowledge transfer between the Agency and ACEC on initiatives such as:

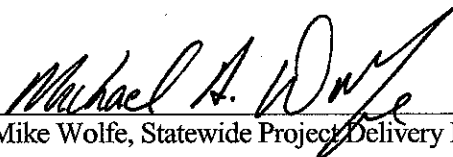
- Context Sensitive and Sustainable Solutions (CS³)
- Workforce Development
- Workforce Diversity

Information Systems Sharing

- Implementing a web based information interface – Virtual Private Network.
- Electronic Document Management System (EDMS)

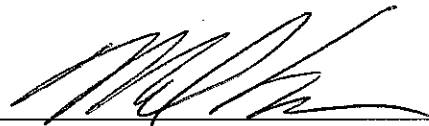
Steering Committee Endorsement

We, the undersigned, approve this Partnership 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 dedicated to meeting both the spirit and the letter of this Charter.



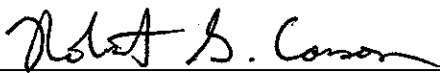
Mike Wolfe, Statewide Project Delivery Manager

ODOT Co-Chair



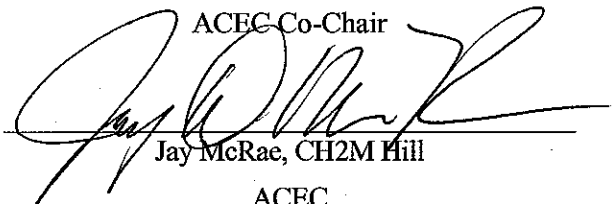
Mel Sears, Parametrix

ACEC Co-Chair



Bob Carson, Mason Bruce Girard

ACEC



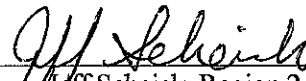
Jay McRae, CH2M Hill

ACEC



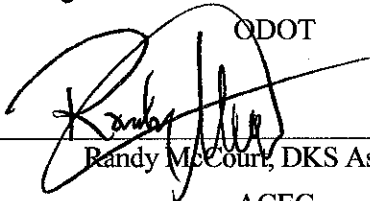
Diana Foster, Chief Procurement Officer

ODOT



Jeff Scheick, Region 2 Manager

ODOT



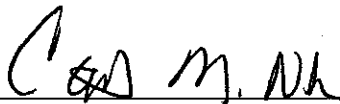
Randy McCourt, DKS Associates

ACEC



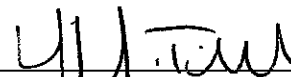
Gayle Harley, OBEC

ACEC



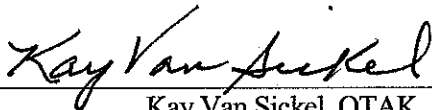
Cathy Nelson, Technical Services Branch Mgr.

ODOT



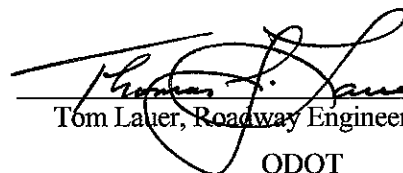
Douglas Tindall, Deputy Director

ODOT



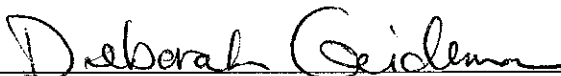
Kay Van Sichel, OTAK

ACEC



Tom Lauer, Roadway Engineering Manager

ODOT



Deborah Geideman, OTIA III Bridge and
Alternative Delivery Deputy Program Manager

ODOT

ACEC / ODOT ORGANIZATIONAL RELATIONSHIPS

Steering Committee

Mike Wolfe, ODOT, co-chai	Mel Sears, ACEC co-chair
Bob Carson, ACEC	Cathy Nelson, ODOT
Deborah Geideman, ODOT	Jeff Schieck, ODOT
Diana Foster, ODOT	Doug Tindall, ODOT
Tom Lauer, ODOT	Kay VanSickel, ACEC
Randy McCourt, ACEC	Gayle Harley, ACEC
Jay McRae, ACEC	

- Setting partnership strategic direction
- Identifying and approving standing committee memberships
- Developing a full understanding of each other's business drivers and goals
- Clarifying decision authority
- Linking ODOT decisions and ACEC input
- Communicating with partner organizations' boards and decision makers
- Implementing the partnership agreement
- Ensuring appropriate partner representation at Liaison Committee meetings

Liaison Committee

Bob Carson, ACEC Co-chair	Tom Lauer, ODOT Co-chair
Kathy Booher, ODOT ADU	Dave Lutz, ODOT OPD
Dale Horman, DOJ	Donnell Fowler, ODOT OPO
Bruce Johnson, ODOT Bridge	Mike Mowatt, ACEC
John Ferguson, ACEC	Doug Bish, ODOT
Karen Tatman, ACEC	

- Institutionalizing the new business climate – solicit general feedback, present new policies and identifying emergent technical topics
- Managing issues – receive input and resolve issues
- Prioritize standing committee goals – assign work to other standing committees as needed
- Serving as a clearinghouse – distribute input and opinion surveys
- Managing standing committees' work progress, hear standing committee progress reports and provide guidance
- Ensuring partnership operates to the benefit of its ACEC and ODOT members

AD HOC

Procurement and Contracts

- Recommending improvements to general procurement procedures and policies
- Operationalizing legislative mandates and or regulatory requirements
- Defining procedures and responsibilities for the contracting process
- Develop training scopes and objectives to be fed to AD HOC training committee

Project Delivery/Management Systems

- Developing delivery performance evaluation and reporting systems
- Researching and promoting effective Alternate Delivery methods
- Standardizing project information management documentation and archiving systems
- Develop training scopes and objectives to be fed to AD HOC training committee

Technology Transfer

- Developing protocols for information sharing and technical knowledge transfer
- Implementing a web based information interface – Virtual Private Network
- Develop training scopes and objectives to be fed to AD HOC training committee

AD HOC Training

AD HOC A&E Level of Effort

AD HOC CS3 Knowledge Transfer

ODOT/ACEC Steering Committee



ODOT/ACEC Liaison Committee



Procurement and Contracts Standing Committee

Donnell Fowler, ODOT OPO Co-Chair	Mike Mowatt, ACEC C2MHill Co-Chair
Kathy Booher, ODOT ADU	Tonya Finley, ACEC, OTAK
Marty Anderson, ODOT Local Programs	Mike Lester, ACEC, Mason Bruce
Angela Ramos, ODOT Civil Rights	Randy McCourt, ACEC, DKS

- Recommending improvements to general procurement procedures and policies
- Operationalizing legislative mandates and or regulatory requirements
- Defining procedures and responsibilities for the contracting process
- Develop training scopes and objectives to be fed to AD HOC training committee

ODOT/ACEC Steering Committee



ODOT/ACEC Liaison Committee



Project Delivery/Management Systems Standing Committee

Dave Lutz, ODOT PDU Co-Chair	John Ferguson, ACEC DEA Co-Chair
Tim Bannick, ODOT IS	Dick Upton, ACEC, CH2M Hill
Ken Kohl, ODOT, CPM	Ken Husby, ACEC, W&H Pacific
Carol Cartwright, ODOT Tech Center	Jeff Olson, ACEC, Quincy
	Scott Nebeker, ACEC, Anderson & Perry

- Developing delivery performance evaluation and reporting systems
- Researching and promoting effective Alternate Delivery methods
- Standardizing project information management documentation and archiving systems
- Develop training scopes and objectives to be fed to AD HOC training committee

ODOT/ACEC Steering Committee



ODOT/ACEC Liaison Committee



Technology Transfer Standing Committee

Doug Bish, ODOT Traffic Co-Chair	Karen Tatman, ACEC Quincy Co-Chair
Kelly Retzman, ODOT PDU	Troy Bowers, ACEC, Murray Smith
Suzanne Gehring, ODOT IS	Charles Radosta, ACEC, Kittleson
Bill Ryan, ODOT Geo-Enviromental	Xavier Falconi, ACEC, Falconi Consultants

Developing protocols for information sharing and technical knowledge transfer
Implementing a web based information interface – Virtual Private Network
Develop training scopes and objectives to be fed to AD HOC training committee

WOC Template
Deborah Geideman, ODOT
Mel Sears, ACEC



ODOT/ACEC Steering Committee



ODOT/ACEC Liaison Committee



AD HOC

Training

A&E Level of Effort

CS3 Knowledge Transfer

ODOT
Kelly Retzman, ODOT
Co-Chair

ACEC
Tom Lulay, ACEC
Co-Chair

ODOT Rep
Ingrid Saltvold, ODOT TS (possible)
Cindy Musgrove, ODOT, OPO

Jeannine Yancey, ACEC OBDP (possible)
ACEC rep
ACEC rep

Deb Geideman, ODOT
Co-Chair

Jay McRae, ACEC
Co-Chair

Dan Oven, ODOT
Dave Polly, ODOT

John Ferguson, ACEC
Doug Hoff, ACEC
ACEC rep

ODOT Still formulating
detail around program