

Oregon Department of Transportation
and
American Council of Engineering Companies of Oregon
STEERING COMMITTEE PARTNERSHIP CHARTER
UPDATED May 2018

Preface

In April 1992, Oregon Department of Transportation (ODOT) and American Council of Engineering Companies (ACEC) representatives met and established a Liaison Committee to foster better communication between the two organizations with the goal of continually improving the working relationship and the methods through which transportation planning, operation, design, and construction services are provided in the State of Oregon. The initial meetings and initiatives focused on improving contracting of consultant services and opening lines of communication between ODOT staff and the consulting community. The formation of the steering committee was based on the need to have a committee that could serve as a decision/recommendation making body guided by the ACEC Board of Directors and the ODOT Director and Highway Division Administrator.

On March 14, 2005, the ACEC/ODOT Steering Committee met in Salem, Oregon to develop a partnership agreement in recognition of the additional communication and collaboration efforts that would need to occur with the introduction of the Oregon Transportation Investment Act (OTIA) program and the unprecedented level of outsourcing of design related services required by ODOT. The intent of the partnering workshop was to formulate an enhanced working relationship between ACEC and ODOT that met partner needs and expectations given the existing and anticipated business context at that point in time.

This effort resulted in the 2005 Partnership Charter that:

- Officially established the Steering Committee and its role and responsibilities in the partnership structure;
- Adopted renewed partnership communication and decision-making protocols; and
- Defined the new partnership structure and operations.

As a result of the efforts in 2005 and the work accomplished over the following six years as the design work associated with the OTIA program expanded, the Steering Committee along with its Liaison Committee and other ad-hoc subcommittees expanded the partnership through:

- Resolving contracting issues;
- Developing and standardizing templates and protocols for managing Price Agreements and Work Order Contracts;
- Adding representatives from Active Transportation, transportation planning, and environmental planning and streamlining processes in these areas similar to those in the design and project delivery area;
- Developing an annual partnering conference as well as ongoing region based brown bag technical sessions;
- Discussing goals annually to assist committees' planning; and

- Sharing of Oregon Legislative updates.

The Steering Committee identified the following additional objectives:

- Identify the purpose, organization, and operations of the Steering Committee for existing and future participants;
- Maintain a collaborative communication structure between ACEC and ODOT at the executive, management, and staff levels;
- Identify and solve issues that detract from the ability of the two organizations to effectively and efficiently work together to deliver transportation services and projects to the citizens of Oregon;
- Create professional development opportunities for individuals within both organizations to provide and evolve their representative skills to improve/advance the current state of the practice; and
- Address evolving technical, policy, and business related issues that face ACEC and ODOT.

Steering Committee Purpose, Organization and Operations

PURPOSE

Created by joint agreement of ODOT and ACEC Oregon, the Steering Committee provides a forum for collaborative guidance and oversight of the overall ACEC/ODOT business partnership including the communication and decision-making structure. The overall objective is to seek greater efficiency and a higher level of performance in project delivery. The Steering Committee is charged with providing leadership and designing the future for the working relationship.

ORGANIZATION

Co-Chairs

ODOT and ACEC will each appoint a representative to serve as Co-Chair. These appointments will be evaluated on an annual basis. Co-Chairs are jointly responsible for scheduling the meetings, developing agendas, and summarizing meeting results. Each Co-Chair will be responsible for coordinating and communicating with their organization's committee members. The ACEC Board shall appoint the ACEC Co-Chair. ODOT's Highway Division Administrator, or their designee, shall appoint the ODOT Co-Chair.

Membership

ODOT and ACEC will each appoint up to 7 Steering Committee members including the Co-Chairs. 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 and the ACEC/ODOT Liaison Committee Co-Chairs.

ODOT's membership will include a mix of disciplines that align with the outsourcing services of the agency. These members should bring experience from the transportation industry both within and outside of Oregon and have a strong understanding of business practices, including contracting, policy, planning, environmental, engineering, project delivery, and on-going operational aspects.

[Appendix A](#) lists the current members of Steering Committee members. The term of the membership is 3 years unless agreed otherwise.

OPERATIONS

Role & Responsibilities

- Setting partnership strategic direction and policy.
- Developing a full understanding of each other's business drivers, goals, and decision authority.
- Providing leadership for the strategic partnership between the ACEC/ODOT organizations' boards, decision makers and constituents.
- Implementing and periodically updating the partnership agreement.
- Managing issues - receive input and resolve issues.
- Building a collaborative working relationship that efficiently delivers professional A&E services to ODOT.
- Identifying and approving standing sub-committee membership and work plans.
- Establishing direction and decision authority of the sub-committees.
- Ensuring appropriate partner representation at Liaison Committee meetings and within sub-committees.
- Prioritizing sub-committee goals and assigning work to sub-committees as needed.
- Creating new sub-committees to address new policy or project delivery processes.

Meeting Procedures

- Meetings will occur at least six times per year at mutually agreeable locations.
- Use our Partnership Communications and Decision-Making Protocols as meeting ground rules (see below).
- Determine potential agenda items at the end of every meeting and prior to 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.
- No proxies for attendance, unless otherwise approved in advance by the respective Steering Committee Co-Chair.
- Resource staff may attend as needed or as an approved proxy. It is not the intention that resource staff attend continuously.
- Meeting notes will be provided by ODOT and distributed within 14 days of the meeting. Handouts, presentations, and notes will be posted to the agency updated external webpage for the ACEC-ODOT partnership. Retention on the website is generally for one year. Materials are retained internally in accordance to the Secretary of State retention guidelines.

Partnership Communications and Decision-Making Protocols

The ACEC/ODOT Partnership is committed to:

- Communicating openly and honestly.
- 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 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.
- 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 Liaison Committee and set of sub-committees represented in [Attachment B](#), Partnership Structure Organizational Chart. Each committee and sub-committee will have one ODOT and one ACEC appointed Co-Chair and committee members. The Steering Committee will review and approve Co-Chair and member appointments and establish terms of service at its discretion.

LIAISON COMMITTEE

The Liaison Committee serves as the communication hub of the partnership. Meetings are expected to proactively provide a forum for raising issues, communicating with the partnership community, and providing updates on the subcommittees' work. 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 sub-committee Co-Chairs. General membership is open to the industry at large. People interested in participating in the Liaison Committee are encouraged to contact the respective Liaison Committee Co-Chairs from ODOT and ACEC. A current Liaison Committee Membership List is maintained by the Liaison Committee's Co-Chairs. The current Co-Chairs and sub-committee co-chairs are listed in [Attachment C](#) located on the ODOT ACEC Partnership website. The term of the membership for Co-Chairs is 2 years unless agreed otherwise. ACEC Committee Co-Chairs shall be from an ACEC member firm.

Role & Responsibilities

- Institutionalizing the new and evolving business climate - solicit general feedback, present new policies and identify emerging technical topics.
- Serving as an information clearinghouse - distribute input and opinion surveys; communicate personnel changes and needs at ODOT and within the A&E industry.
- Providing a forum to communicate and discuss upcoming ODOT outsourcing needs and industry workloads/availability.
- Serving as a forum for sub-committee progress reports and eliciting feedback from the industry.
- Ensuring the partnership operates to the benefit of its ACEC and ODOT members.

STANDING SUB-COMMITTEES

These standing sub-committees undertake specific work assignments through a work planning process as guided by the Steering Committee which reviews work plans and provides prioritization guidance. Sub-committees provide progress reports at the Liaison Committee meetings and annually reviews work plan and progress with the Steering Committee. Sub-committees shall be approximately 6 to 8 members, with an ACEC and ODOT Co-Chair. The term of the membership for Co-Chairs is 3 years unless agreed otherwise. Work plans and membership of the sub-committees will be maintained on the agency updated ACEC-ODOT external partnership website. Below are present standing sub-committees and general work plans.

Procurement and Contracts

Improve contracting processes by:

- Evaluating and recommending improvements to general A&E procurement processes, contract terms and conditions, and contracting policy and procedures.
- Assisting ODOT with legislative mandates and/or regulatory requirements related to A&E contracting.
- Recommending and communicating procedures and responsibilities for the contracting process from request for proposal (RFP) to post- completion Performance Evaluations.
- Addressing disadvantage business enterprise (DBE) & certification office for business inclusion and diversity (COBID) expectations.

Project Delivery/Management Systems

Enhance ODOT and consultant delivery performance and management techniques by:

- Establishing consistent project management expectations such as cost controls, quality of products and delivery schedules.
- 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.

Training

Provide educational and professional development activities to ODOT and ACEC members by:

- Identifying needed technical, policy, business, and other educational activities to continually improve the working relationships, products, and services provided to ODOT and the users of the various transportation systems within Oregon.
- Organizing topical brown bag sessions in each ODOT region to provide both educational opportunities and venues for ODOT and ACEC professionals to interact and collaborate.
- Conducting an annual ACEC/ODOT partnership conference to provide a formal educational and collaborative interaction between members as well as other partners (e.g., local agencies,

etc.).

Environmental

Provide communication and collaborative efforts in the areas of environmental planning by:

- Discussing potential environmental contract management/oversight issues.
- Providing guidance to maintaining consistency in application/use of environmental processes across regions.
- Serving as an information clearinghouse for environmental related topics.
- Providing technical review and feedback for environmental related topics.

Transportation Planning

Provide communication and collaborative efforts in the areas of transportation planning by:

- Discussing potential transportation planning contract management/oversight issues.
- Providing guidance to maintaining consistency in application/use transportation planning processes across regions.
- Serving as an information clearinghouse and best practices on emerging subject areas.

Ad Hoc Sub-Committees

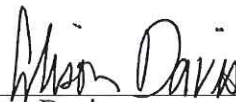
Short-term, single purpose sub-committees may be formed by the Steering Committee or sub-committees to undertake projects as needed.

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.



Matthew Garrett
ODOT Director



Alison Davis
ACEC Executive Director



Paul Mather,
ODOT Highway Division Administrator



Mike Reed, GRI
ACEC President

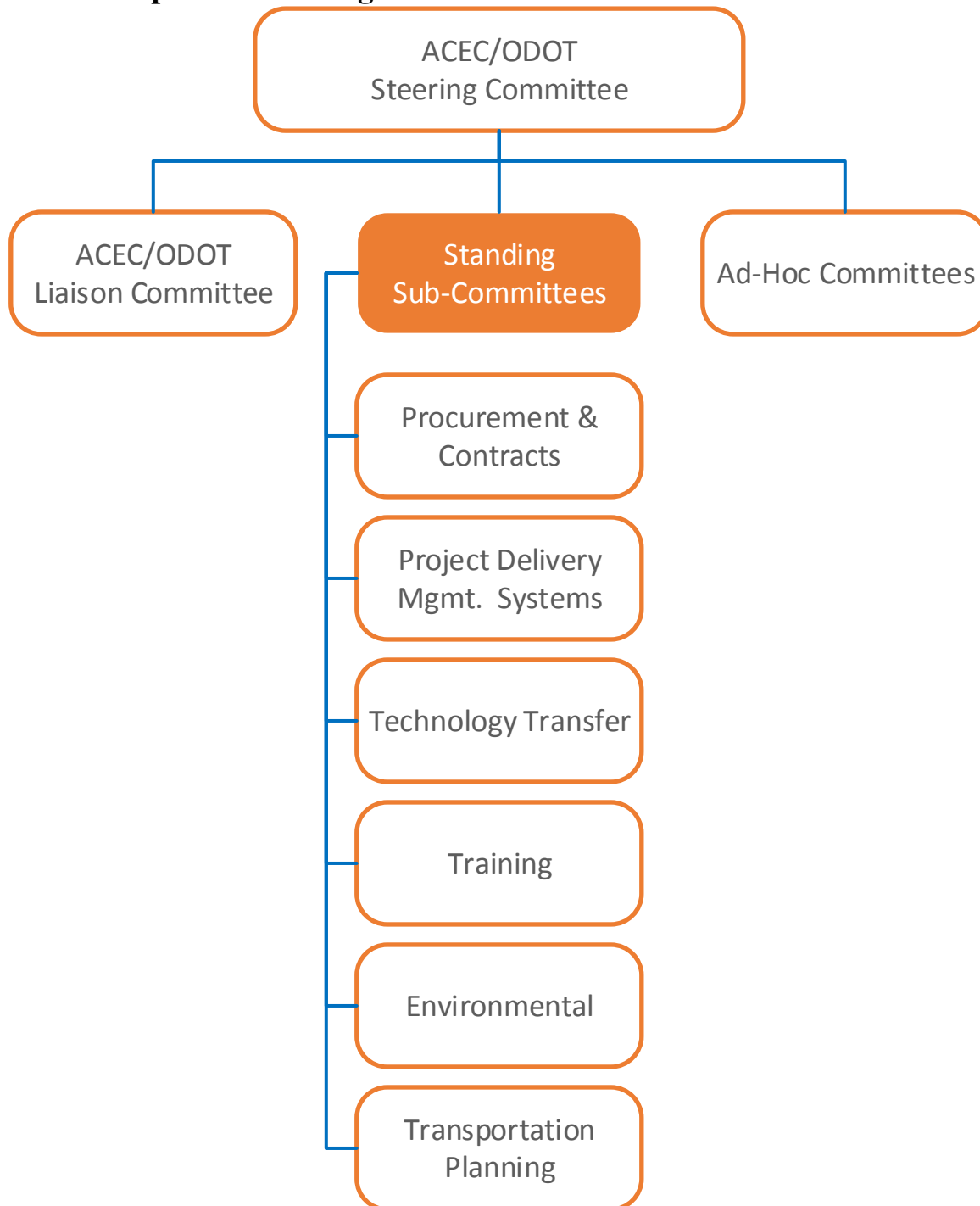
Attachment A

Steering Committee Membership

Name	Org.	Role	Email Address
Ray Mabey	ODOT	Steering Co-Chair	Raymond.MABEY@odot.state.or.us
Ed Chamberland	ACEC	Steering Co-Chair	Ejc@deainc.com
Melissa Canfield	ODOT	Procurement Office	Melissa.L.CANFIELD@odot.state.or.us
Erik Havig	ODOT	Transportation Development	Erik.M.Havig@odot.state.or.us
Joe Squire	ODOT	Construction	Joe.SQUIRE@odot.state.or.us
Jim West	ODOT	Liaison Co-Chair	James.E.WEST@odot.state.or.us
Donnell Fowler	ODOT	Consulting Services	Donnell.M.FOWLER@odot.state.or.us
Ken Kohl	ODOT	Consultant Project Manager	Kenneth.L.Kohl@odot.state.or.us
Karen Tatman	ACEC	Former Steering Co-Chair	karent@quincyeng.com
Tina Adams	ACEC	Small Firm Representative (Casso Consulting, Inc.)	Tina.adams@cassoinc.com
Larry Fox	ACEC	Medium Firm Representative (OBEC Consulting Engineers)	LFox@obec.com
Steve Litchfield	ACEC	Large Firm Representative (CH2M)	steve.litchfield@ch2m.com
Stephen Whittington	ACEC	Liaison Co-Chair	stephen.whittington@kpff.com
Tonya Finley	ACEC	Procurement/Risk Representative	Tonya.Finley@deainc.com

Attachment B

Partnership Structure Organizational Chart



Attachment C

Liaison Committee and Sub-Committee Membership Lists

For most recent Liaison Committee and Sub-Committee Membership information visit the [ACEC-ODOT Partnership website](#).

Attendance at the Liaison Committee Meetings is open to anyone interested. Questions, meeting schedule or information requests can be directed to the Committee Co-Chairs.

ODOT Co-Chair

Jim West

Region 2 Tech Center Manager

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ACEC Co-Chair

Stephen Whittington

KPFF – Associate

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Liaison Coordinator

Tiffany Sturges

ODOT – Technical Programs Unit

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