



Contract No. JC0726-2022-069

Task 1.3

Solid Waste Facility Replacement Planning Project

FINAL INTEGRATED PROJECT TEAM CHARTER

March 21, 2022

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INTEGRATED PROJECT TEAM CHARTER

JEFFERSON COUNTY DEPARTMENT OF PUBLIC WORKS

SOLID WASTE DIVISION

SOLID WASTE FACILITY REPLACEMENT PLANNING PROJECT

Submitted to:

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*This Integrated Project Team (IPT) charter shall constitute the mission, structure, scope of operation, membership and responsibilities of the Jefferson County’s Solid Waste Facility Replacement Planning (SWFRP) Integrated project team, and **provides team focus, direction, and boundaries.***

VERSION HISTORY

Issue Date	Author	Version	Revision Date	Reason
10/25/2022	V.O. Okereke	1.1 shared	11/3/2022	Added two edits from AI’s 10/31/2022 Review
02/15/2023		1.2		Addressed Feedback from SWFTF meeting of 12/15/2022
02/24/2023		1.2		Send as part of Pre-Workshop #3 Package
03/21/2023		Final	03/21/2023	Added composting to “Waste Diversion” and deleted, “Indoor” under “Environmental Excellence” in Section 2.4.



Contents

1	BACKGROUND	1
1.1	JUSTIFICATION FOR THE TEAM	2
1.2	DESCRIPTION	2
1.3	MISSION OF THE TEAM	2
1.4	TEAM GUIDING PRINCIPLES	2
1.5	DECISION-MAKING AUTHORITY	4
1.6	DECISION-MAKING PROCESS	4
2	PROJECT STRATEGIC DIRECTION	5
2.1	COUNTY’S PROJECT VISION	5
2.2	PROJECT NEED/JUSTIFICATION	5
2.3	PROJECT GOAL STATEMENT AND OBJECTIVES	5
2.4	HIGH LEVEL PROJECT GUIDING PRINCIPLES	6
3	PROJECT SCOPE	7
3.1	PROJECT INITIATION, PLANNING AND MANAGEMENT	7
3.2	DISCOVERY, ANALYSIS , DATA ACQUISITION, SOLID WASTE FACILITY ALTERNATIVES DEVELOPMENT AND PRELIMINARY POTENTIAL SITES FEASIBILITY STUDIES	7
3.3	PUBLIC OUTREACH	7
3.4	CONCEPTUAL SOLID WASTE FACILITY DESIGN	7
3.5	BROAD AREA AND FOCUSED SITE SCREENING OF POTENTIAL SITE	7
3.6	COMPARATIVE EVALUATION OF SOLID WASTE FACILITY AND SITE ALTERNATIVES AND IDENTIFICATION OF A PREFERRED SITE ALTERNATIVE	8
3.7	FINANCIAL ANALYSIS AND FINANCING PLAN	8
3.8	PREFERRED SOLID WASTE FACILITY ALTERNATIVE RECOMMENDATION	8
3.9	PROJECT CLOSE OUT	8
4.0	CONCEPTUAL REPLACEMENT FACILITY DESIGN	10
4	SUCCESS CRITERIA	11
5	TEAM ORGANIZATION	12
6	PROJECT HIGH-LEVEL COMMUNICATION PLAN	16
7	PROJECT REFERENCES	18
8	INTEGRATED PROJECT TEAM CHARTER APPROVAL AND MAINTENANCE	19
	Table 1 Project Milestones, Deliverables and Planned Completion Dates ¹	9
	Table 2 Integrated Project Team Identification	13
	Table 3 Specific SWFTF Team Member Identification	15
	Table 4 Communication Plan Summary	16
	Table 5 Project Reference Summary	18



1 Background

The Jefferson County (County) Solid Waste Management Plan (SWMP) (2016) is a guide for solid waste activities in Jefferson County, in response to the Solid Waste Management Act, Chapter 70.95.080 of the Revised Code of Washington (RCW) has been recodified as RCW 70A.205.040, which states: “Each county within the State, in cooperation with the various cities located within such county, shall prepare a coordinated, comprehensive solid waste management plan” (Section 70.95.080 has been recodified as RCW 70A.205.040).

The SWMP defined the need for improvements to the existing Solid Waste Transfer and Disposal System (SWTDS) to ensure solid waste service sustainability and established the following recommendations:

- **High-Priority Recommendation for Transfer and Disposal:**
 - T&D1- Conduct improvements to the Quilcene Drop Box facility as funding is available.
- **Medium-Priority Recommendations for Transfer and Disposal**
 - T&D2 – Conduct improvements to the Jefferson County Solid Waste Disposal Facility based on facility assessment options and the Solid Waste Master Plan update; and
 - T&D3 Prepare an analysis of waste export alternatives.

The SWMP further stated that:

- The listing of these alternatives does not mean that any is considered feasible or desirable, but it poses an opportunity to evaluate the current and future status of these solid waste facilities and determine appropriate improvements options which would be incorporated into an update to the County’s Solid Waste Disposal (JCSWDF) Master Plan, while significant upgrades should be included in the Comprehensive Land Use Plan.
- These and other improvements could be considered in the future, contingent on completion of an updated existing facility assessment, cost-effectiveness of phased improvement options and the availability of funds for preferred options.
- The County will be the lead agency for all three recommendations.

Jefferson County’s Solid Waste Facilities (SWF) Replacement Planning (the current project) process is the first step towards addressing these SWMP recommendations. The output from this project will inform the development of detailed facility Master Plan, and updates to the 2016 SWMP and Comprehensive Land Use Plans.

To this end, in 2022, Jefferson County hired Vikek Environmental Engineers, LLC (Vikek), a Solid Waste Management and Management Engineering firm, to complete the recommended facility assessments and develop recommendations, including modernization and/or replacement alternatives. The Board of County Commissioners (BoCC) created a Solid Waste Facilities Task Force (SWFTF) to assist County staff and Vikek with all aspects of finding the best solution(s) to the County’s solid waste recycling and transfer facility system challenges pursuant to the SWMP recommendations.



1.1 Justification for the Team

Effective communication and joint planning between the County staff, Vikek and SWFTF on the alternative solid waste facility's assessment and y planning is critical for achieving necessary community acceptance and successful project delivery.

1.2 Description

The Jefferson County's Solid Waste Facility Planning Integrated Project Team (IPT or "Team") is a multi-disciplinary group of knowledgeable and experienced experts who are committed to the project goal and approach to delivering specified work products in a timely fashion and within budget. Members hold themselves mutually accountable for the success of the effort and provide competency-based expertise and advocacy for their respective areas, throughout all phases of the project's lifecycle. Members are collectively responsible for delivery of work products, as specified by the IPT Charter, and committed to by the IPT membership.

The IPT is the basic work unit for the project's product delivery. It *is not* a group that meets periodically where participants deliberate, make decisions, leave, and have minimal involvement until the next meeting. Rather the IPT members will work side-by-side on an ongoing basis to plan, manage and execute all activities required to deliver the planned project products. The IPT will be led by Vikek's Team Project Manager and IPT's term ends at the completion of the project delivery.

1.3 Mission of the Team

To develop and present a recommendation for the BoCC for improvements to the Jefferson County Solid Waste Facility that is fiscally sustainable, reflects current data and analysis, responds to stakeholder and community input and prepares the Jefferson County solid waste system for the next 40 years of service. The IPT will make internal decisions in light of all legitimate stakeholder considerations, and based on these team decisions, will provide recommendations to the Jefferson County Department of Public Works.

1.4 Team Guiding Principles

These are the fundamental guidelines that inform the way the IPT will operate and includes the following:

- **Planned:** Assure that Jefferson County's Solid Waste Facility planning process is well planned and integrates the County's Standard Open Public Meeting Policy requirements, and support the planning and programming of project processes, development of Project Work Plan and progress reviews.
- **Alignment:** Assure all project interfaces with the BoCC and Port Townsend City Council are identified, completely described, defined and managed to completion, and that the project delivery process aligns with the County Solid Waste Facility planning guiding principles
- **Value Based:** Assigned County staff and SWFTF members will be trained in the application of planning tools for identifying and planning for current and future challenges. Team members will assure that this Solid Waste Facility Replacement Planning project depends on and will benefit from transparency, inclusiveness, honesty, openness, trust, active listening, the critical examination of ideas and evidence, and constant communication.
- **Participation:** Assure that the planning process produces an enhanced [solid waste facility recommendation that integrates capital planning best practices](#) through engagement of customers, stakeholders, and community members using a collaborative and transparent decision-making process.



Wide participation will lead to greater understanding and support from County management, and acceptance by Jefferson County residents and external stakeholders for the plan and its implementation.

- **Strategic:** Enable a Solid Waste Facility planning process that is not only inward-looking and backward-looking, but which rigorously assesses current and potential external conditions through engagement of leaders from external partners, stakeholder organizations and community groups in the development of the County's Solid Waste Facilities recommendation. A recommended SWF that is evolutionary, fiscally prudent, and celebratory is more likely to obtain long-term support than one that advocates rapid, radical changes in direction (unless clearly necessary).
- **Focused:** The team will clearly define what they hope to accomplish at the beginning of a discussion and how it supports overarching purpose and goals. It will use the 80:20 rule which states that 80% of outcomes result from 20% of all cases and focus on the identification of critical issues, priorities and the means of dealing with them.
- **Includes measurable anticipated outcomes:** An important tool for ensuring that progress is occurring with respect to plan implementation is the identification of measurable expected outcomes. Identify, monitor, and meet approved performance measures.
- **Communication** – The IPT - produces a communications plan that will guide the team's decision-making; believes in the inherent value of the individual and the collective wisdom of the team; strives to help make the best use of the contributions of each assigned team member; and believes that collaborative and cooperative interaction builds consensus and produces meaningful outcomes.
- **Mutual respect** – The IPT seeks to have all relevant stakeholders represented and involved. The team will promote equitable relationships among the participants and facilitators and ensure that everyone has an opportunity to examine and share their thoughts and feelings within a mutually respectful and collegial environment free of harassment and discrimination. It is expected that all participants use respectful behavior and appreciate the diversity represented.
- **Time management** – The Project Team Leader, Facilitation Team and Sponsor agree to adhere to the project timelines and conduct assignments accordingly. The County has several competing priorities and major strategic challenges on its plate that it must address. This Solid Waste Facility planning effort demands timelines by key participants.
- **Integrity** – We will act with integrity and honesty in all relationships and in all workplaces, avoiding all conflicts of interest between our work and personal interests.
- **Meeting Ground Rules**
 - Attend meetings regularly
 - Complete 'homework' prior to meetings
 - Listen actively, without side conversations
 - Give everyone equal opportunity to speak
 - Respect other's contributions and learn from them
 - Focus on interests rather than positions
 - Value disagreement and constructive argument
 - Look for ways to achieve mutual gain
 - Respect meeting timeframes
 - Silence electronic devices



1.5 Decision-Making Authority

The IPT will identify issues and recommend solutions to the sponsor, Jefferson County's Department of Public Works. The Solid Waste Division Manager, Al Cairns, represents the County on the IPT and therefore, the team will own (jointly with the Department of Public Works) recommendations it determines to provide to the BoCC, Port Townsend City Council and other stakeholders.

1.6 Decision-Making Process

The team will reach optimal project task decisions in the most efficient manner, thus increasing the probability of successfully producing the related task product on time, within budget, and which satisfies the needs of Jefferson County residents and key stakeholders.

The team will use a modified consensus decision-making process to reach agreement on reasonable recommendations through a cooperative and collaborative discussion process. If it is not possible for team members to reach a decision in a reasonable time, a report of the differing viewpoints will be provided to the Sponsor by the Team Leader for decision.

Consensus may not represent unanimity. Consensus has been reached when everyone agrees they can accept and will support whatever is proposed after every effort has been made to meet the interests of all participants. The facilitator is responsible for seeking and probing for consensus. It is the responsibility of each IPT member to voice dissent if s/he cannot live with any particular recommendation. There is no requirement for the IPT to reach consensus in order for recommendations to go forward. However, the facilitator will work with the group to identify areas of agreement among team participants and will capture individual perspectives where agreement is not identified.



2 Project Strategic Direction

2.1 County's Project Vision

A Solid Waste Facility that is located at an optimal site(s), adequately funded, accepted by the community, and meets both current and future needs of the citizens of Jefferson County for the next 40 years, while complying with regulatory requirements, as well as fiscal constraints, as defined by the County.

2.2 Project Need/Justification

The 2016 SWMP identified several challenges with the existing Solid waste facilities. These include [1] projected population growth and the corresponding increase in the tonnage of materials that will be handled for disposal or recycling, [2] facilities not currently sized to handle projected customer and tonnage increases, and [3] aging facilities. The solid waste facilities need to be strategically improved or replaced to meet current and future solid waste management needs.

The SWF planning process will include assessment of improvement alternatives, including rebuild and replacement options, and identify the alternative that produces the most long-term benefit relative to cost and other considerations. Although an assessment of all viable alternatives will be completed, this project includes a detailed assessment of a facility replacement alternative now because it would take at least several years to design and build new facilities or remodel the existing ones, and a decision on our optimal solid waste facility alternative(s) is required before the state-mandated updates to the Solid Waste Management Plan and the County's Comprehensive Land Use Plan are scheduled to begin in 2024. The first phase in solid waste facilities planning includes a robust public involvement process, evaluation of criteria and conditions that will inform the selection of an optimal facility, site, and development of a funding plan. After the facility, site, and funding plan is selected and approved, detailed facility master planning, permitting and detailed facility design can begin.

2.3 Project Goal Statement and Objectives

The objectives are described both from the County's perspective, the realization of which is dependent on the County's capability to complete implementation of the recommended priority solid waste facility improvement alternatives, and from the consultant's perspective.

The **County's project goal** is to:

- Recommend an optimal - Solid Waste Facility Alternative, Site(s) and funding Plan that meets the County's current and future Solid Waste Needs for the next 40 years.

The **Consultant's project Objectives** are to:

- Achieve public acceptance of a recommended Solid Waste Facility Alternative, including related optimal - conceptual facility, site(s) and financing by November 2023.
- Develop and recommend a Solid Waste Facility Alternative, including - optimal related conceptual facility, site and financing to Jefferson County Department of Public Works, Solid Waste Division by December 2023.
- By December 2023, support the Jefferson County Department of Public Works, Solid Waste Division to present the recommended solid waste conceptual facility, site and funding plan to the Board of County Commissioners and Port Townsend City Council.



2.4 High Level Project Guiding Principles

These are the fundamental guidelines that inform the team on the requirements of the Solid Waste Replacement Facility that will be recommended by the team and include:

- **Service Life.** The replacement SWF will provide a service life of a minimum of at least 40 years.
- **Flexibility.** The replacement SWF Facility Plan will be flexible. The plan must provide future operational continuity, while accommodating growth and other changing circumstances without material service disruptions or adverse impacts to the environment.
- **Transportation , Site Access , Traffic and Circulation.** Access to the proposed SWF Facility alternatives should be compatible with the types of vehicles using the facility and American Disability Act (ADA) requirements, and provide adequate space for onsite roadways, queuing, parking, utilities, and safe operations.
- **Service Equity.** The SWF Facility or facilities will provide a level of service that is as equitable to all County residents relative to population densities and ADA requirements .
- **Environmental Excellence.** Proposed facility should reduce the carbon footprint and reliance on the electric grid, promote the improvement of air quality, protect and enhance the quality of adjoining environmental elements and integrate the natural environment. The facility location should include consideration for the reduction of Greenhouse Gas (GHG) emissions and reduction in the carbon foot print within the service area.
- **Land Development and Land Use.** Proposed alternatives should be sensitive to general community interests and consistent with Jefferson County’s Solid Waste Management Plan and land-use requirements. Buildings and landscaping should blend into the surrounding areas and maintain adequate buffer space and separation from adjoining lands.
- **Energy and Water Consumption Efficiency.** Options could include renewable sources of energy, improved efficiency of energy and water consumption, and use of energy efficient and/or recycled materials in future construction of improvements/new facility.
- **Experiential Education.** The SW Facility will provide a user experience that intuitively describes the waste management hierarchy with waste reduction as the highest order.
- **Waste Diversion.** The SW Facility will provide users with the means to exchange useable items and for materials to be otherwise diverted from the waste stream, including optimal food waste, and support the highest cost-effectively feasible waste reduction and diversion program, within the constraints of the facility selection assessment criteria.
- **Public Private Partnerships.** The SW Facility will provide opportunities for public/private partnerships for waste diversion.
- **Other Operations Co-location.** The SW Facility will provide opportunities for the co-location of ancillary County functions that benefit from shared infrastructure. Such functions may include an organics management facility.
- **Cost-Benefit Outcome.** The SW Facility will provide the highest level of return for the public’s investment, consistent with all relevant constraints and goals, as specified by the relevant decision makers.



3 Project Scope

The project scope includes the activities that support, coordinate, integrate, and sustain the core activities of this project and assure its successful completion.

A. Project Management and Coordination

3.1 Project Initiation, Planning and Management

Coordination of the Vikek team and Solid Waste Facilities Task Force (SWFTF) activities, development of Jefferson County Solid Waste Division's website and project webpage, determining the replacement cost of the existing solid waste recycling/transfer station and conducting appropriate quality assurance reviews of project work products. Activities under this task are structured to achieve the overall project goals within schedule and budget limitations and to coordinate work efforts among the project team, the County, Solid Waste Facilities Task Force, the Jefferson County Board of Commissioners (BoCC), Port Townsend City Council (PTCC), regulatory agencies, the community and other project stakeholders.

3.2 Discovery, Analysis, Data Acquisition, Solid Waste Facility Alternatives Development and Preliminary Potential Sites Feasibility Studies

- **Discovery, Analysis and Data Acquisition**
Completion of Current State Solid Waste Facility Analysis (Definition and documentation of customer needs, system inventory, assessment criteria, level of service, SWF condition, life cycle replacement costs, depreciation to date and residual life, and required major repairs and related costs), defining/refining the County's case for change; definition/refining of measurable goals; alignment with the SWMP, and other major initiatives.
- **Solid Waste Facility Improvement Alternatives Development**
Development and alternative facility improvement options (including facility rebuild and replacement) that address the defined problems and facility performance gaps. Includes identification of assessment criteria, and initial ranking to define 2-3 SWF alternatives.
- **Initiate Potential Sites Feasibility Studies**
Completion of initial feasibility studies to support screening of potential SWF sites.

3.3 Public Outreach

All project activities completed to enable the achievement of community acceptance of this project, participation of stakeholders, as well as the broader public, and assuring a transparent, inclusive and fair process that is accessible to all community members.

3.4 Conceptual Solid Waste Facility Design

Development of conceptual and facility design layouts based on the outcome of all preceding public meetings, screenings, programming and design workshops that will guide the evaluation of the short-listed two to three sites.

3.5 Broad Area and Focused Site Screening of Potential Site

- **Broad Area Screening of Potential Sites** - Using input from the initial public meeting and other stakeholders, to review the potential site, and apply the Exclusionary Site Selection Criteria down to a



smaller number of sites (less than 10) for a more detailed evaluation. These sites must conform to applicable federal, state, and local siting regulations, and to other technical and community-specific criteria. Applicable regulations include but are not limited to: Revised Code of Washington (RCW) 70A.205.110 (Solid Waste Disposal Facility Siting Site Review), Washington State Administrative Code (WAC) 173-350, Jefferson County's Solid Waste Management plan and Zoning Codes.

- **Focused Site- Screening of the Short-Listed Sites** - Using input received on the initial short-listed sites (less than 10), and the application technical, environmental and community -specific criteria, to further evaluate the short-listed sites by providing conceptual drawings , which will include a non-site-specific facility layout, traffic patterns, potential impacts on surrounding areas, and basic feasibility studies on environmental and operational issues, including geological investigation of the sites, as necessary. Based on the Focused Site Screening activity and related tours, the options will be ranked again to produce a short list of 2 to 3 Site Alternatives and their related SWF Alternatives.

3.6 Comparative Evaluation of Solid Waste Facility and Site Alternatives and Identification of a Preferred Site Alternative

- **Comparative Evaluation of Solid Waste Facility and Site Alternatives** - Complete a detailed comparative evaluation of the short-listed 2 or 3 potential sites and the associated solid waste alternative to determine a preferred solid waste facility replacement location and facility option. The assessment of each finalist site will provide Jefferson County and the public with impartial information about each alternative, including ways to avoid or minimize adverse impacts and enhance environmental quality. This will include detailed analysis to inform; facility cost models, demand, capacity and revenue forecasts, and performance Measures.

3.7 Financial Analysis and Financing Plan

Identify realistic sources of funding for the Preferred SW Facility alternative. These might include [a] increased tipping fee, [b] issuing municipal or revenue bonds, [c] creating a special Municipal Solid Waste (MSW) taxing district across the eastern part of county, [d] establishing a Private Public Partnership (PPP) agreement with outside investors after determining how much of the project risk the County is willing to off-load to an outside party, and [e] building a new facility under some version of a design-build-operate contract with an established solid waste company.

3.8 Preferred Solid Waste Facility Alternative Recommendation

Development of recommended Solid Waste Facility Alternative that will drive the next six-year 2024 – 2030 Solid Waste Division's Budget for the Solid Waste Transfer and Disposal Plan, and related forecasted rate impacts; and Development of a final solid waste facility alternative recommendation and presentation to the Port Townsend City Council, and BoCC.

3.9 Project Close Out

Conduct a lesson learned meeting and assure sign-off of all products and project deliverables.



Table 1 Project Milestones and Deliverables

Major Milestone	Deliverable
1.0 PROJECT MANAGEMENT	<ul style="list-style-type: none"> ✚ Meeting and Workshop Notes ✚ Workshop #s 1 and 2 Notes ✚ Integrated Project Team Charter ✚ Project Management Plan/Work Plan ✚ Published SWD Website and Project Webpage
2.0 DISCOVERY, ANALYSIS, DATA ACQUISITION; SOLID WASTE FACILITY IMPROVEMENT ALTERNATIVES DEVELOPMENT AND POTENTIAL SITES FEASIBILITY STUDIES	<ul style="list-style-type: none"> ✚ Workshops #3, 4 and 5 Notes ✚ Discovery and Current State Assessment Report ✚ Ranked SWF Alternatives TM ✚ Organics Management Study, TM ✚ Baseline Cost and Financial Study TM ✚ Traffic Study TM ✚ Noise Study TM ✚ ESJ Study TM ✚ GIS Maps with Potential Sites and Site Characteristics TM ✚ Site Selection Criteria and Decision Process TM
3.0 PUBLIC OUTREACH	<ul style="list-style-type: none"> ✚ Public Outreach and SWF Needs Study Memo ✚ Public Involvement Plan ✚ Public Meeting #1 and 2 Notes



Major Milestone	Deliverable	
4.0 CONCEPTUAL REPLACEMENT FACILITY DESIGN	<ul style="list-style-type: none"> ✚ Functional Requirements and Design Criteria ✚ SWF Site Tour ✚ Workshop # 6 Notes ✚ SWF Replacement Design Report , includes Conceptual Replacement SWF Layouts 	
5.0 BROAD AND DETAILED POTENTIAL SITES SCREENING	<ul style="list-style-type: none"> ✚ Short Listed Potential Sites (<10) ✚ Workshop #s 7 and 8 Notes ✚ Broad Area Screening TM ✚ Site Tour ✚ Additional Feasibilities TM ✚ Focused Site Screening TM 	
6.0 COMPARATIVE SWF REPLACEMENT SITE ALTERNATIVES EVALUATION	<ul style="list-style-type: none"> ✚ SWF AND SITES Comparative Evaluation Criteria and Decision Process TM ✚ Financial Impact Analyses TM ✚ Workshop #9 Meeting Notes ✚ Preferred SWF and Site Alternative Matrix and Memorandum 	
7.0 FINANCIAL ANALYSIS AND FINANCING PLAN	<ul style="list-style-type: none"> ✚ Workshop #10 Notes ✚ Financing Alternatives and Funding Plan TM 	
8.0 PREFERRED SW FACILITY ALTERNATIVE SELECTION	<ul style="list-style-type: none"> ✚ Presentation Package ✚ Mock Presentation ✚ Final Presentation of Preferred SW Facility Alternative(s) 	
9.0 PROJECT CLOSE – OUT	<ul style="list-style-type: none"> ✚ Final Project Lessons Learned TM 	



4 Success Criteria

The overall success of the project and project team will be evaluated by measuring the following parameters:

- The aforementioned work must be completed within the deadline stipulated in this charter.
- Work products must be usable and accepted by Jefferson County Department of Public Works.
- Successful management of the risks and issues.
- Consistency with the Project Guiding Principles.



5 Team Organization

This overarching and integrative process will be conducted by bringing together subject-area IPT members in a series of facilitated planning workshops and meetings. The IPT members will be charged with specific areas of planning through this integrated project team charter approved by the Jefferson County Solid Waste Division Manager and County Project Manager.



Table 2 Integrated Project Team Identification

Role Description & Agency	Role Activities (Things They Do)	Role Responsibilities (Decisions They Can Make)
Sponsor: Al Cairns (Jefferson County SWD)	<ul style="list-style-type: none"> • Appoints a Project Team Leader and provides management support for the planning process, and high-level project direction. • Responsible for allocating County resources • Provides executive guidance and support • Receives progress updates from Project Team Leader • Reviews draft and final products • Resolves conflict within the Solid Waste Facility Taskforce members 	<ul style="list-style-type: none"> • Approves Project Charter • Approves (or rejects) changes to project schedule or scope. • Approves (or rejects) work products
Project Team Leader: Victor O. Okereke (Vikek)	<ul style="list-style-type: none"> • Develops Charter • Act as Primary contact for all stakeholders • Assures ongoing alignment of project requirements with implementation • Responsible for making sure that this project is carried out with integrity and in compliance with applicable standards, policies, and procedures. • Provides ongoing guidance and direction on Processes. • Help resolve related team and external conflicts • Help assure understanding of process requirements • Make project team member task assignments in consultation with Team and Sponsor • Facilitate scheduling and conduction of all team meetings • Produces communications per the Communications Plan below • Maintain all pertinent project data and documentation • Track progress, develop, maintain and publish Project Performance dashboard • Lead Planning Workshops 	<ul style="list-style-type: none"> • Authority to direct IPT • Internal approval of budget, scope, schedule, and work products. • Approval of project communications.
Lead: Quality Assurance Gary Arndt (Vikek)	<ul style="list-style-type: none"> • Provide independent work product quality assurance reviews. 	<ul style="list-style-type: none"> • Recommend approval of required products



<p>Lead: Financial Analysis and Planning Tom Karston (Vikek)</p>	<ul style="list-style-type: none"> • Financial analysis and the development of financial plans • Core Team Member 	<ul style="list-style-type: none"> • Recommend approval of financial work products
<p>Lead – Public Outreach Penny Mabie (DM, Vikek Team)</p>	<ul style="list-style-type: none"> • Plan public outreach activities • Facilitating IPT Planning workshops • Core Team Member 	<ul style="list-style-type: none"> • Selects public outreach tools • Manage project webpage • Recommend approval of public outreach work products
<p>Lead - Website and Webpage Development Shiloh Schroeder (FCW, Vikek Team)</p>	<ul style="list-style-type: none"> • Solid Waste Division Website development • Project webpage development and content updates • Core Team Member 	<ul style="list-style-type: none"> • Recommend approval of webpage updates
<p>Lead – Conceptual Facility Design Sarah Fischer (BLRB Architects, Vikek Team)</p>	<ul style="list-style-type: none"> • Conceptual Facility Design Activities • Core Team Member 	<ul style="list-style-type: none"> • Recommend approval of conceptual facility designs
<p>Lead - Site Selection Peter Battuello (Perteet, Vikek Team)</p>	<ul style="list-style-type: none"> • Site Selection activities • Core Team Member 	<ul style="list-style-type: none"> • Recommend approval of potential sites
<p>Lead – Organics Analysis Karamjit Singh (SCS, Vikek Team)</p>	<ul style="list-style-type: none"> • Waste Stream and Organics Analysis 	<ul style="list-style-type: none"> • Recommend approval of organics management strategies
<p>All Project Team Members</p>	<ul style="list-style-type: none"> • Bring functional expertise to the project • Perform research and share ideas • Participate in meetings and evaluate ideas 	<ul style="list-style-type: none"> • Recommend potential changes to scope and schedule
<p>All members of the Solid Waste Facility Task Force (SWFTF)</p>	<ul style="list-style-type: none"> • Provide review and feedback on project products and support throughout the project phases. • Provide and/facilitate the provision of information required for project. • Provide supervisory and managerial support and situational expertise as required throughout project phases. Will provide project support and communication of the goals. • Core Team Members 	<ul style="list-style-type: none"> • Inputs on responsible business areas



Table 3 Specific SWFTF Team Member Identification

Solid Waste Facilities Task Force Members		
Member		Area of Expertise
Lisa Crosby	District 1 Citizen	Solid Waste Management Plan
Jenifer Taylor	District 2 Citizen	Solid Waste Management Plan
Tim Deverin	District 3 Citizen	Solid Waste Management Plan
Greg Brotherton	Board of County Commissioners	County goals
Owen Rowe	Port Townsend City Council	City goals
Steve King	Port Townsend Public Works	City Operations
Carol Cummins	Local 2020 - Beyond Waste Action Group	Solid waste reduction
Tracy Grisman	Arts Community	Arts Community
Miranda Nash	D.A.S.H./Jefferson Transit	Customer mobility/access
Cindy Jayne	Climate Action Committee	Green House Gas reduction/energy efficiencies
Pinky Feria-Mingo	Jefferson County Public Health	Permit requirements/other County functions
David Wayne Johnson	Department of Community Development	GMA/zoning/permitting requirements
Brain Tracer	East Jefferson Fire and Rescue	Risk management
Willie Bence	Department of Emergency Management	Disaster debris management
Will O'Donnell	Public Utility District	Infrastructure
Derek Rockett	Department of Ecology	Facility design/requirements
Bridgett Gregg	WSU Extension	Agriculture community
Steve Gilmore	Republic Services - Roosevelt Regional Landfill	Transfer station and landfill operations
Chad Young	Waste Connections - WUTC G-Certificate Hauler	MSW collection and transfer station operations
Alysa Thomas	Skookum Contract Services - Recycling Contractor	Recycling collection and recycling center operations



6 Project High-Level Communication Plan

Good communication among all team members and stakeholders is key to the success of this project. The following Communication Plan provides guidance for expected project communications. This describes key communications, products, audience, means and frequency of communications based on Stakeholder preferred communication techniques.

Table 4 Communication Plan Summary

Target Audience/ Stakeholder	Information to be Communicated	Communication Tool	Who to Action	Reporting/ Update Period	Planned Duration
Project Team	Kickoff: Team Charter and review of contents	Presentation and Team Charter	Project Leader	Once	1 hour
Project Team	To ensure that the team is provided with project progress and performance reports on an agreed template; and Sponsor is given key and relevant information for project sponsorship; decision making; and providing signoffs Information required	Meeting and Presentation	Project Leader	Monthly	1 hour
Project Sponsor	To ensure that this stakeholder is given key and relevant information for project sponsorship; decision making; issues resolution and providing signoffs Information required; (short version of same information provided at Team meetings)	Meeting	Project Leader	Weekly/As needed	1 hour



Target Audience/ Stakeholder	Information to be Communicated	Communication Tool	Who to Action	Reporting/ Update Period	Planned Duration
SWAC/BoCC/ Port Townsend Council	To ensure that this stakeholder group is provided with details of progress for the development each product family and to receive feedback on draft work products	Meeting	Project Leader	Quarterly	1 hour
Project Team	Closeout communication - Project review, successes, Lessons Learned, celebration, next steps	Meeting and Presentation	Project Leader and Task Leads	Once at Closeout	1 hour
Stakeholders	Project Information	Email	Project Leader and Task Leads	As Needed	Varies
Stakeholders	Questionnaire and Surveys	Email	Project Leader and Task Leads	As Needed	Varies
Project Sponsor	Issue Escalation	Memorandum	Project Leader	As Needed	Varies



7 Project References

All project documentation should be stored in a central location and identified here:

Table 5 Project Reference Summary

Item	Location
Integrated Project Team Charter	SharePoint
Project Work Plan	SharePoint
Project Schedule	SharePoint
Major Project Deliverables	SharePoint
Issues List	SharePoint
Change Log	SharePoint
Risk Log	SharePoint
Meeting Notes	SharePoint
E-mail	Requests, decisions, and discussions pertinent to the project



8 Integrated Project Team Charter Approval and Maintenance

Charter Change Procedures

The Jefferson County Solid Waste Facility Replacement Planning Integrated Project Team Charter is a “living document” maintained by the Project Team Leader who will review and update the Charter as needed and obtain approval from the Sponsor.

The Jefferson County Solid Waste Facility Replacement Integrated Project Team Charter is hereby submitted for approval by:

Victor O. Okereke, Project Team Leader

March 27, 2023

Date

Charter Approval

I have reviewed and approved the Jefferson County Solid Waste Facility Planning Integrated Project Team Charter and it is hereby executed:

Al Cairns, Sponsor

March 28, 2022

Date