

Dallas Chapter  
American Society of Civil  
Engineers  
December 2009 Meeting



# American Society of Civil Engineers

## December 2009 Meeting

- AIM: Share practices & principles we have learned about transportation programs, project delivery and development of engineers
- OUTLINE:
  - Dallas County Contexts
  - Dallas County Systems & Practices
  - Principles



# Why do you care?

## The So What Question

- Our experience has been successful
  - “pretty good practices”
- Your circumstances or context may be similar
- Our program has saved money & time & improved the quality of life of our customers
- Our lessons learned (principles) are exportable

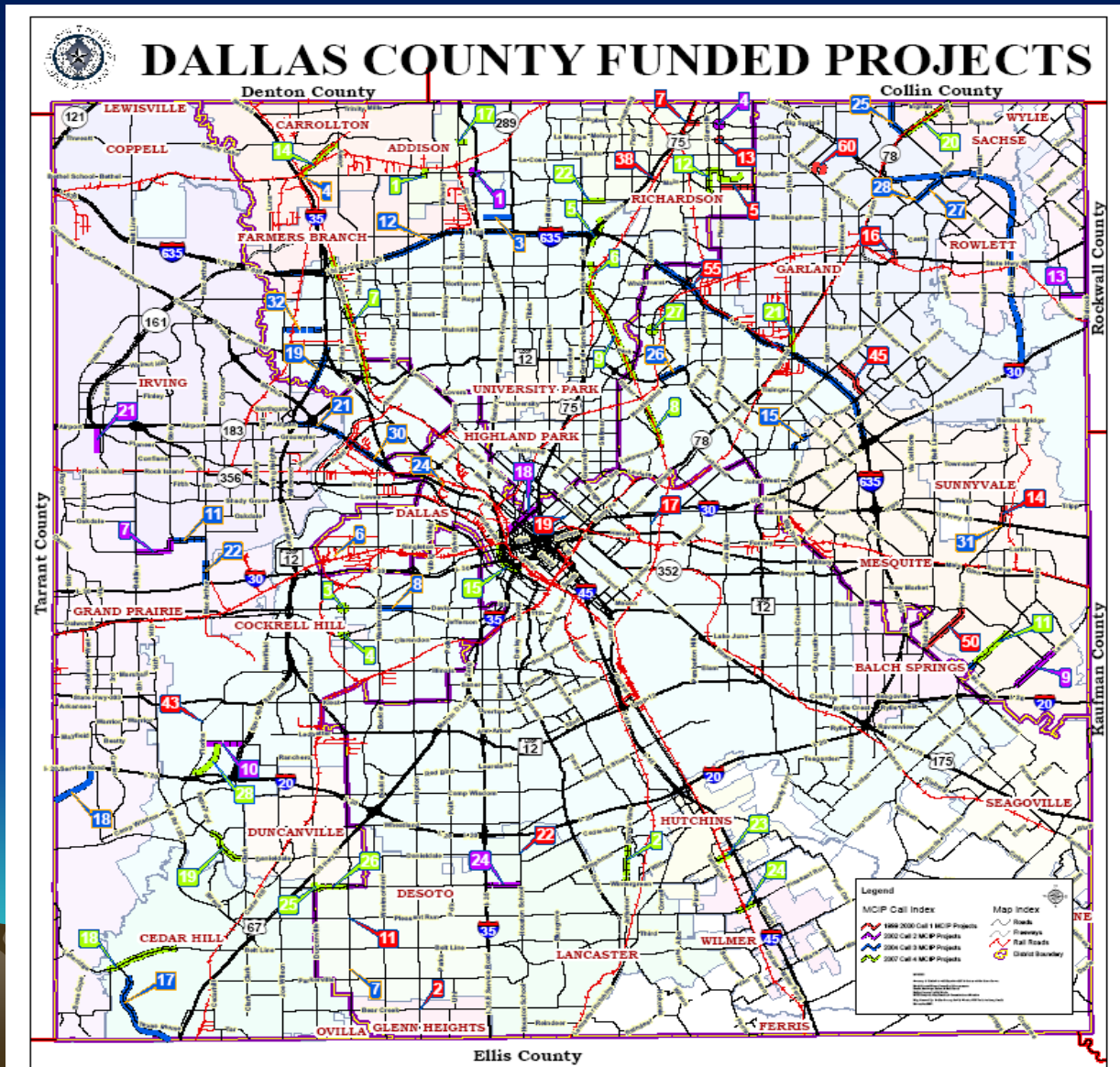


# Public Works Department Dallas County Contexts

- Geographical
- Historical
- Aspirational
- Organizational
- Systematical



# Geographical Context – Dallas County --Who We Are & Who We Serve



# Historical Context

## County Transportation Capital Funding

- Bond Programs to build major thoroughfares, e.g. '69, '77, '85, '91
- The streak runs out – what changed?
- Constraints – the mother of innovation
- Turning 4.5 cents into a sustainable program
- The need for transformation
- The opportunity for transition



# Aspirational Context

## Our Mission, Vision & Practices

- Mission – Deliver High Value Projects
- Vision -
  - Leading Transportation Planner
  - Effective Agent & Valued Partner
  - Vital Part of DC Government
  - Values based – Respected, Responsive,  
Reliable
- Practices – APWA Self Assessment



# Organizational Context

## Dallas County MCIP Transportation Program

- Growing County – partnerships w/ 26 cities
- Transportation MCIP is a COMMITMENT program
- County PW is “Project Delivery Organization”
- Equal funding partners in thoroughfares, intersections, trails, T.O.D. infrastructure, others
- Strong commitment from elected officials
- 5 Successive Calls for Projects
- Over \$400M County money spent/committed & over \$1B project value



# Systematical Context

## Dallas County PW Systems & Practices

- 5-Phase Project Delivery System & Program Year concept
  - Matrix Project Management & Lead Agency concept
  - P-5 Financial & Program Management System
  - Pervasive Partnering Program & Master Agreements
  - Utilities Partnering Practices – U-SWAT
  - Learning Organization Initiatives
    - Culture Audit
    - Guiding Coalition & Applied Book Learning
    - AAR methodology
  - Professional Development, PPOs, & Matrix Mentoring
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# Revolutionary Project Delivery

## Strategic Partnering

- Agency Partnering
- City Partnering

## Tactical Partnering

- Construction Partnering
- Design Partnering
- Utility Partnering

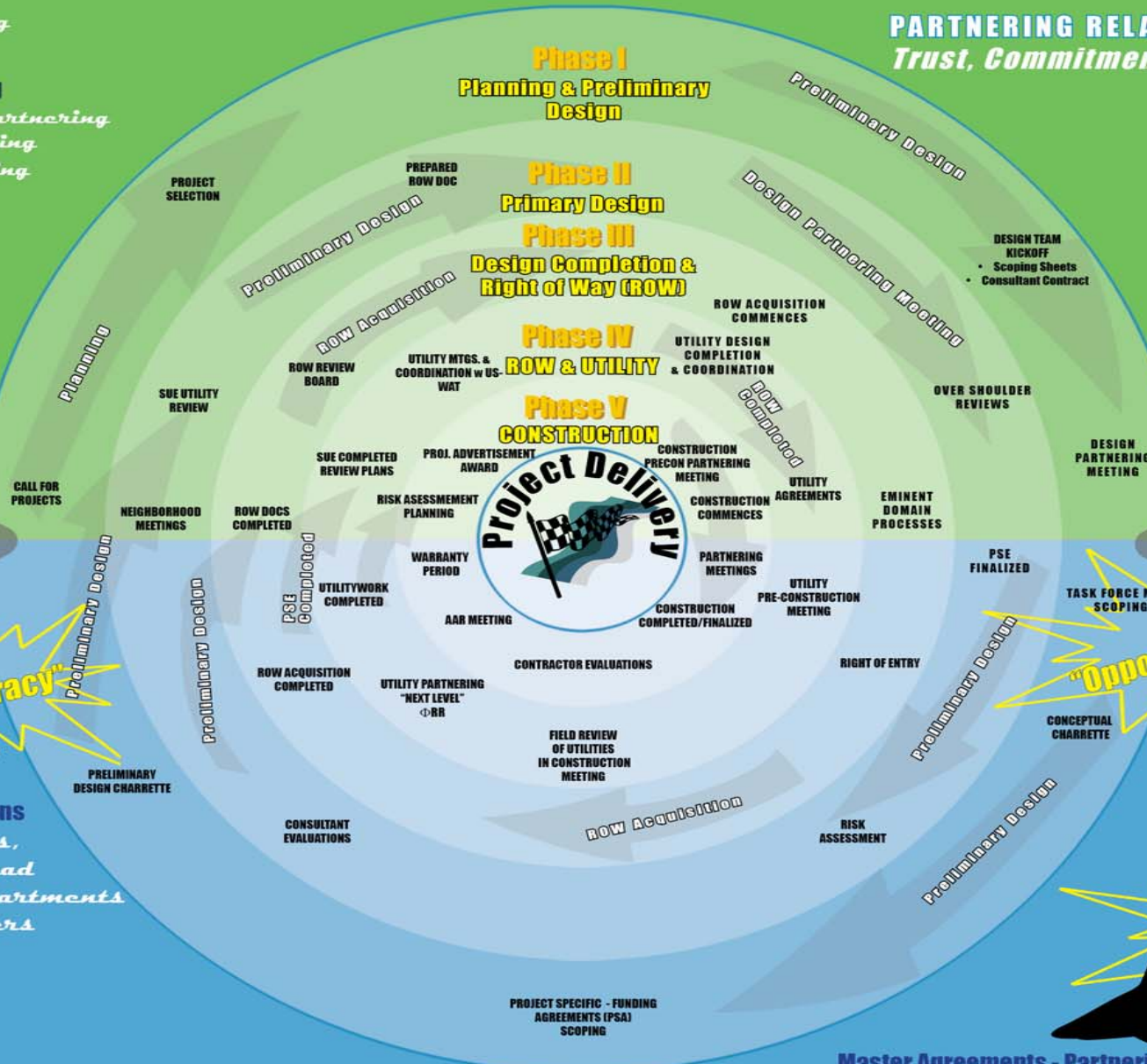
**PARTNERING RELATIONSHIPS**  
Trust, Commitment, Shared Vision



"Lessons Learned"  
"Pretty Good Practices"  
**AAR's**  
After Action  
Reviews

COUNTY  
CITY  
LOCAL AGENCY  
FED / STATE AGENCY

PROPERTY OWNERS  
STAKEHOLDERS  
BUSINESSES  
NEIGHBORHOOD DEVELOPMENT



**"Bureaucracy"**  
ICI Negotiations  
Dealpoints,  
Project Lead  
Interrelated Departments  
Stakeholders

**"Opposition"**  
**"Lawyers"**

**Master Agreements - Partnering & PM Principles**  
PSA, Permits, Specifications,  
Code Regulations, Financing

# Principles

- Effective reconnaissance is never wasted
  - BE muddy boots engineers (planners, designers, PMs, technicians, ROW agents)
- “Confront the brutal facts, but never lose faith”
- Hire for attitude, train for skill, but...
  - First BE a competent engineer at the core
  - Foundation of power is deep, deep competence
  - The support beams of power are relationships, using matrix management, partnering & ICI
  - Learn how to be an effective communicator in any context

# Principles

- Train an Engineer in the way she should go, and when she is old, she will not depart from it.
- The best personal development we will give you is to assign you challenging projects and then provide the following:
  - Clear organizational mission, vision & strategic direction
  - A culture of discipline, extraordinary caring & growth
  - A learning organization with effective mentoring & pretty good practices
  - Recognition of your team results, rewards for success



# Principles

- Who you ARE precedes & determines what you DO
  - Your character determines your success
- You are in charge of your own development; BE proactive & find opportunities to expand your competence & power base
- The best kind leader to BE is a Level 5 leader, humble but showing fierce resolve.....yet
  - BE ambitious for your team, not yourself, & you will thrive
- Partner pervasively, but.....
  - To DO good partnering, you must BE a valued partner
  - To BE a valued partner, you must build relationships
- BE...grateful, dependent, competent, whole, joyful, confident & faithful,.....& therefore filled with hope & peace

# The Context of Our Times

- A written quote from a famous American:
  - *“Unfaithfulness in public stations is deeply criminal. But there is no encouragement to be faithful. Neither profit, nor honor, nor applause is acquired by faithfulness....there is too much corruption, even in this...age of our Republic. Virtue is not in fashion. Vice is not infamous.”*





Mammogram  
Advice, plus the  
Year in Health, A to Z

Joe Klein on  
The Tsunami of  
Obama Criticism



A Photo Gallery  
Of Rescued  
Fighting Dogs

# TIME

## The Decade From Hell

And why the next one  
will be better

BY ANDY SERWER



# Last Week's Time Magazine cover story:

“The ‘00s – Goodbye (at Last) to the Decade from Hell”

- “as awful as any peacetime decade in the nation’s history”
  - Not one, but two market crashes
  - Terrorist attacks of 9/11
  - Iraq, Afghanistan, snipers, waves of Wall street scandals, Enron, WorldCom, derivatives, housing bubble, economic meltdown, Hurricane Katrina
  - Bernie Madoff, financial wipeout, mass layoffs...The Great Recession
  - The American Dream has dimmed



## Last Week's Time Magazine cover story:

- WHY: “What went wrong?” .....”In large part, we have ourselves to blame”
  - Neglect
  - Greed
  - Self Interest
  - Deferral of responsibility



# REPORT CARD on America's INFRASTRUCTURE

- ★ HOME
- ★ REPORT CARDS
- ★ STATES
- ★ LA ECONES
- ★ SOLUTIONS
- ★ TAKE ACTION
- ★ NEWSROOM
- ★



## 2009 Grades

Aviation	D
Bridges	C

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*John Adams, 1776*



# Character Determines Success\*

## The Context of Our Times

- Character:

- *The qualities built into an individual's life that determine his or her response, regardless of circumstances\**

– *\*From Character Training Institute, pamphlet, 2004*



# The Ritual of the Calling of an Engineer

## Obligation of an Engineer

- I am an Engineer, in my profession I take deep pride. To it I owe solemn obligations. Since the Stone Age, human progress has been spurred by the engineering genius. Engineers have made usable Nature's vast resources of material and energy for Humanity's [Mankind's] benefit. Engineers have vitalized and turned to practical use the principles of science and the means of technology. Were it not for this heritage of accumulated experience, my efforts would be feeble.
- As an Engineer, I pledge to practice integrity and fair dealing, tolerance and respect, and to uphold devotion to the standards and the dignity of my profession, conscious always that my skill carries with it the obligation to serve humanity by making the best use of Earth's precious wealth.
- As an Engineer [, in humility and with the need for Divine guidance,] I shall participate in none but honest enterprises. When needed, my skill and knowledge shall be given without reservation for the public good. In the performance of duty and in fidelity to my profession, I shall give **the utmost**.