

PANEL 6: OPTIMIZATION DURING DESIGN, CONSTRUCTION, AND OPERATION

WYCKOFF/EAGLE HARBOR SUPERFUND SITE BAINBRIDGE ISLAND, WASHINGTON

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PROJECT GOALS FOR THE OWNER/CLIENT AND CONTRACTOR/CONSULTANT

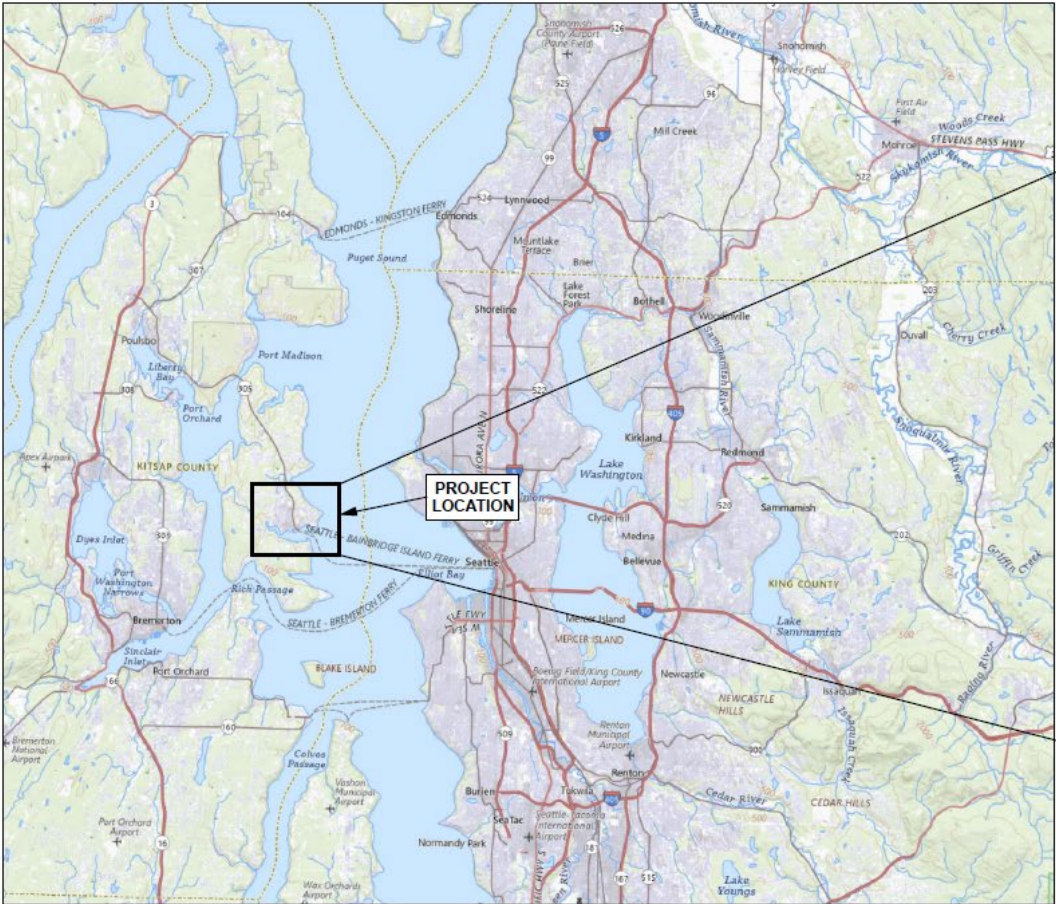
OWNER/CLIENT

- Complete the project on time or ahead of time
- Complete project Safely
- No fines or violations (if applicable)
- No surprises
- Limited or no change orders
- On or under budget (Depends on contact type)

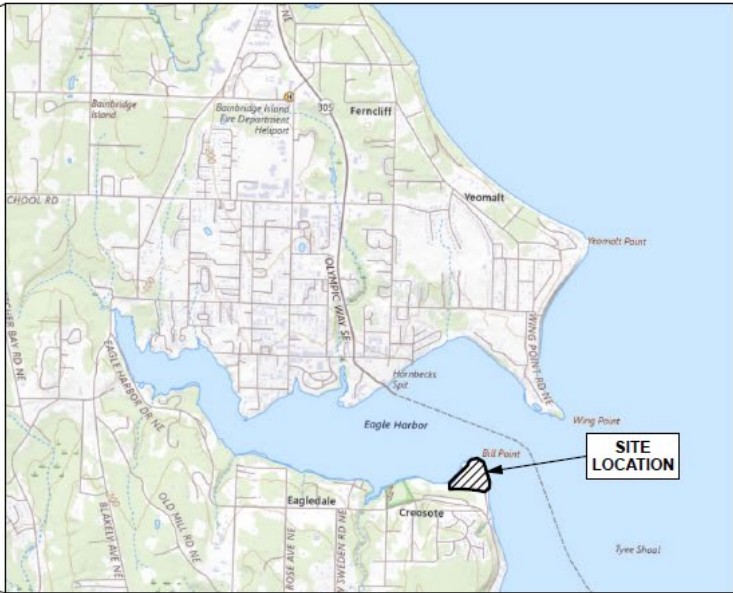
CONTRACTOR/CONSULTANT

- Complete the project on time or ahead of time
- Complete project Safely
- No fines or violations (if applicable)
- No surprises
- Limited or no change orders
- Make a reasonable profit

PROJECT LOCATION



LOCATION MAP
0 12,500 25,000
GRAPHIC SCALE IN FEET



VICINITY MAP
0 1,500 3,000
GRAPHIC SCALE IN FEET

PROJECT LOCATION CHALLENGES

WYCKOFF/EAGLE HARBOR SUPERFUND SITE

Located on Bainbridge Island, Washington

- Limited access to Island
 - Agate Passage Bridge
 - Bainbridge Island Ferry (from Seattle)
- Only one “major” highway though island (subject to backups from ferry traffic)
- Very limited infrastructure/retail/hospitality facilities on the island
- Large price swings and availability for lodging due to tourism
- Beach access located adjacent to the project site

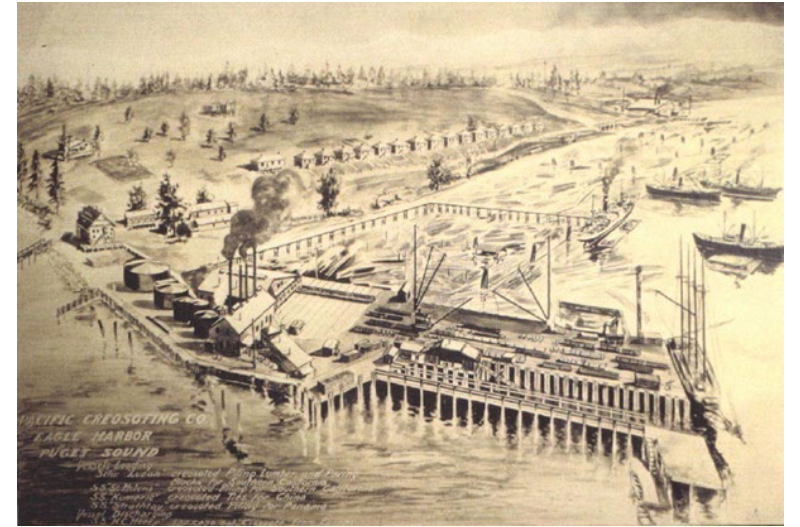


PROJECT BACKGROUND

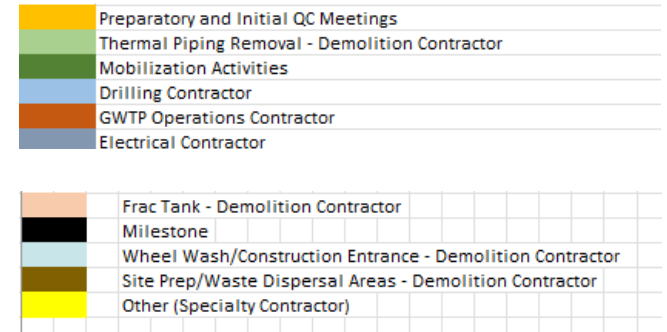
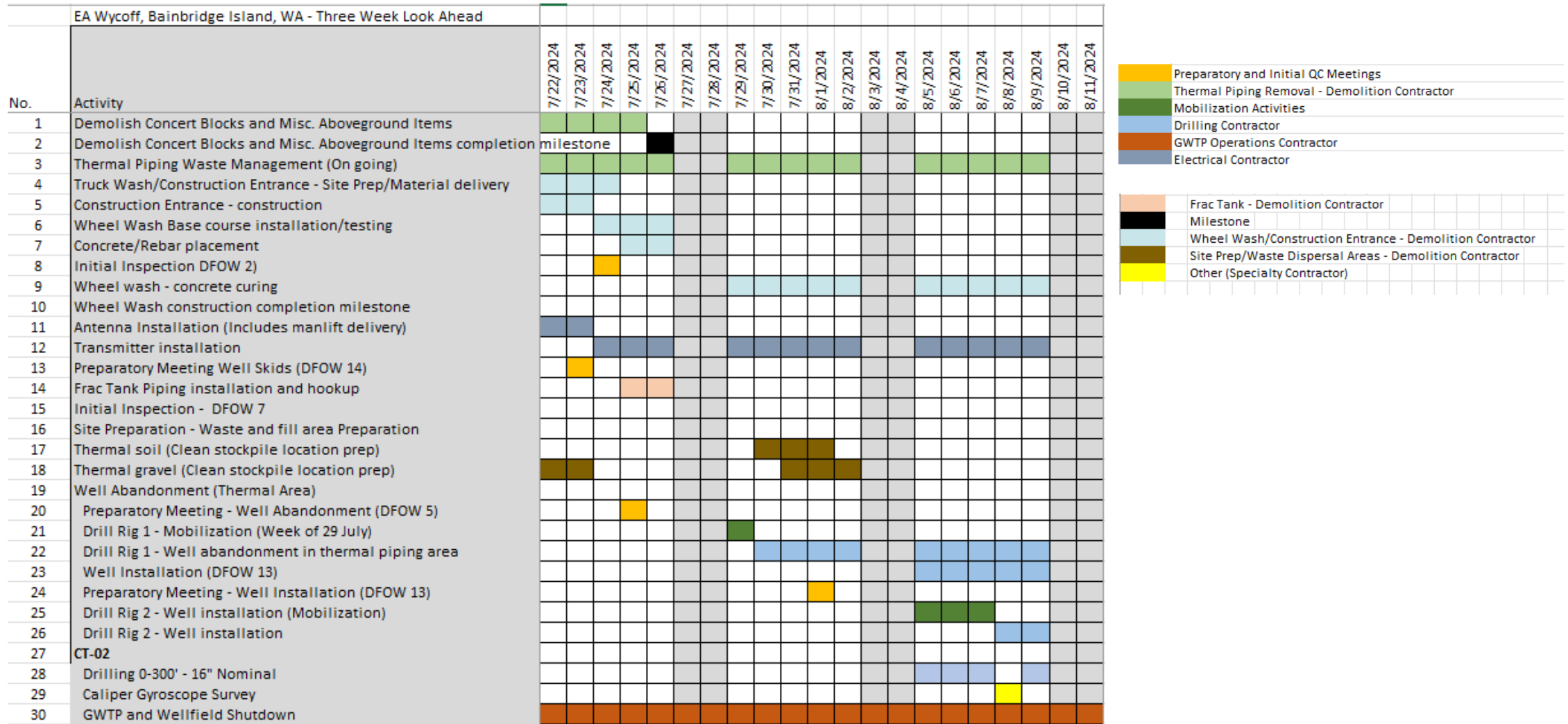
WYCKOFF/EAGLE HARBOR SUPERFUND SITE

Located on Bainbridge Island, Washington

- Demolition of existing pilot treatment system
- Abandonment of extraction and monitoring wells
- Installation of new extraction and monitoring wells
- Existing sheet pile demolition
- Soil excavation and backfill
- Waste transportation and disposal
- Construction of 8 portable well skids



CONTRACTOR/SUBCONTRACTOR INTERDEPENDENCIES



ESTABLISH TEAM AND TEAMWORK GOALS/REQUIREMENTS



OWNER/CLIENT

- Sets the tone at the kickoff and preconstruction meetings
- Laid out expectations for contractor cooperation

PROJECT MANAGER

- Set the tone at a pre-Kickoff meeting (no owner/client)
- Get to know your internal team
- Establish a dedicated project team (field and management)
- Get to know your subcontractors and key vendors
- Get subcontractor management involvement and buy-in

PRACTICE EFFECTIVE COMMUNICATION



ESTABLISH COMMUNICATION CHANNELS

- Develop internal (EA and Subcontractors) and external platforms (Owner/Client)
- Try to eliminate communication silos or funnels
- Understand communication preferences (i.e., email, text, phone call)
- Ensure a cooperative atmosphere at the site



CONDUCT MEANINGFUL MEETINGS

- Provide detailed agendas
- Work with Owner/Client to optimize the meetings as the project progresses
- Invite the appropriate stakeholders
- Solicit questions and allow discussions related to the topic



INCORPORATE TECHNOLOGY

HOW TO BEST USE THE AVAILABLE TECHNOLOGIES

- EarthCam
- Procore Software
- Video conferencing
- Starlink



PRACTICE EFFECTIVE LEADERSHIP

OWNER LEADERSHIP

- Provides vision, sets the tone

PROJECT MANAGER LEADERSHIP

- Vision and goal setting
- Team motivation and development
- Problem-Solving and conflict resolution
- Communication and stakeholder management
- Resource and task management
- Lead by example

SUBCONTRACTOR LEADERSHIP

- Risk identification and communication



BUILD TRANSPARENCY AND TRUST

HOW CAN YOU BUILD TRANSPARENCY AND TRUST WITH THE OWNER AND THE TEAM?

- Admit it when you make a mistake (that's how we learn)
- Avoid micromanaging the team
- Share project goals and success metrics with the team
- Provide visibility of project status and progress for team
- Document key decisions and their rationale (allow others to see)
- Actively encourage questions
- Celebrate successes as a team



ESTABLISH EFFECTIVE PROJECT COLLABORATION



WHAT DOES COLLABORATION ON A PROJECT LOOK LIKE?

- Synchronized effort of a team working together to achieve a shared goal/vision
- Sharing of ideas, knowledge, and resources
- Brings together diverse skills and perspectives to solve problems



HOW DOES THIS HAPPEN?

- Solicit input from team members
- Allow innovation and consider new ideas/approaches
- Leave your ego off the project

ESTABLISH EFFECTIVE PROJECT MANAGEMENT

 Lead the Team to achieve the project goals

 Understand the constraints and requirements

 Clearly define the scope and goals

 Develop detailed plans

 Identify and manage risk

 Monitor and communicate progress



PROJECT MANAGEMENT vs PROJECT COLLABORATION

ASPECT	PROJECT MANAGEMENT	PROJECT COLLABORATION
Primary focus	Tasks, timelines, deliverables	Communication, teamwork, shared understanding
Key activities	Planning, scheduling, tracking	Brainstorming, problem-solving, knowledge sharing
Success metrics	On-time delivery, budget adherence	Team satisfaction, innovation, quality outcomes
Tools	Spreadsheets, GANTT charts, project trackers, status reports	Communication platforms, shared workspace
Goals	Complete the project, make a profit	Enjoy the project and team relationships, learn new skills

SUMMARY

KEY LESSONS LEARNED

- Shared values/vision are critical to set the tone for the project
- Incorporate meaningful technologies
- Establish effective communication channels
- Establish transparency and trust with all stakeholders
- Project collaboration leads to innovation
- You can still enjoy a stressful project
- Do a good job so you can present at a conference



Thank you