

VandenBerghe, Alissa (Consultant)

From: White, John
Sent: Thursday, February 19, 2009 7:39 PM
To: Greco, Theresa; Williamson, Alec
Cc: Preedy, Matt
Subject: Re: Documentation of Meeting w/Paul Lacy 2/19/09
Follow Up Flag: Follow up
Flag Status: Red

Good work everyone. Another important part of the resource question is when they are needed and for how long...not sure BST has any pressing needs for the maintenance project, and any future disposition work is always out still.

John

From: Greco, Theresa
To: Williamson, Alec
Cc: White, John; Preedy, Matt
Sent: Thu Feb 19 19:05:25 2009
Subject: RE: Documentation of Meeting w/Paul Lacy 2/19/09

Nice follow-up Alex. You did a good job today with this difficult task.

The only other aspect I would include Paul pursuing relocation of his office to the Integris building without any coordination, approval or concurrence from you, Matt, John or me. He engage in discussions with Larry Ellington and in fact was late for our meeting following a site visit to the Integris building. I made it clear -- and verified with Paul that he was clear that he was not authorized to initiate such discussions. If any moves occur in the future, it will follow our realignment process and it will come with the coordination and approval of you and AWV leadership.

I suggest using this document as your background and prepare a memo to Paul through Matt and me (since I participated in the discussion) outlining your expectations for behavior following the events as well as your assignments listed in this summary. I also suggest adding due dates and recommend you follow up at that time to assess progress. I am happy to support you and Matt in your efforts for positive course corrections for Paul. I also share your concern that despite your thorough explanation of expectations and my direct statements on boundaries and leadership expectation to work within those boundaries, he does not fully comprehend those expectations.

Keep up the good work on this matter. A tight work plan and frequent check-ins may be needed to help him get back on course.

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From: Williamson, Alec
Sent: Thu 2/19/2009 6:10 PM
To: Greco, Theresa

6/24/2009

Subject: Documentation of Meeting w/Paul Lacy 2/19/09

Hi Theresa-

Following is a quick summary of our meeting this afternoon with Paul and the conclusions and actions we mutually agreed to. Please fill in any gaps that you might see in my summary.

A few events precipitated the meeting. First, Paul submitted a hiring freeze form to UCO without going through me, or through the chain of command here. A contributing factor perhaps that UCO HR did not remind Paul to go through chain of command, but really he should have known. It should have been clear that at the very least Paul should have come to me with the request and asked for approval. As you can see from the attached email chain, he did not include me in the discussion until I found out about it and asked for the e-mail.

Second, Paul sent an e-mail to Larry Ellington today inquiring about the process he undertook to hire Hope Jennings in hopes that it would shed light on his process to bring Jeff Donahue on board and perhaps justify his actions. Theresa made it clear that this was an inappropriate action on Paul's part.

In terms of actions, we agreed to the following:

Paul is to follow up with Alec as to the remaining term of Jeff Donahue's temporary status. Paul is to make a recommendation to Alec based on Jeff's remaining term limitations as to whether or not Jeff is the right person to bring on to do this job. If he must be released from duty at WSDOT due to his temporary status prior to Paul's project for him being completed, then it may not be a good fit.

Paul will prepare a short white paper describing any project delivery major risks he sees on the ITS projects and the BST project, and describe what he needs to insure that those projects will meet their ad dates, given what we know now. Paul indicated that the ITS projects were not in danger of missing ad dates at this time, but he will need new resources to complete the BST project. If warranted after studying the issues, Paul will write a trend describing the ad date slippage, if any, with a range of possible remedies and a recommended course of action.

I also asked Paul to work on his "Transition Team To-Do List" that Matt assigned from our 1/14/09 team alignment meeting in preparation for the next alignment meeting next Tuesday to polish it or add new thoughts.

I asked Paul to communicate with me regularly because it is more important than ever that we be on the same page with each other.

I reminded Paul that our theme is to "go slow to go fast" and that we are in a planning phase with the bored tunnel. Even though upper management gave the impression last month that we need to move very fast, the advice we have received is that we need to set up a management structure and plan that is robust enough to handle a program of this magnitude, and it will take some time for that to develop. Paul should focus on delivery of the Moving Forward projects above all else.

Again, it was reinforced over and over to Paul to follow the chain of command and go through his supervisor (me) for any and all personnel related needs or requests.

I hope this summarizes our meeting of this afternoon pretty well. Please let me know if I missed something. Should we share this with Paul at some point?

Alec Williamson, PE

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6/24/2009