

ODOT Organization

The Deputy Director for Highways of ODOT is responsible for, among other duties, the construction, improvement, maintenance, and operation of the State Highway system.

The Deputy Director for Highways reports to the Director of ODOT. The Director is appointed by the Governor and confirmed by the Oregon Senate. The Director receives guidance and direction from the Oregon Transportation Commission, the members of which are also appointed by the Governor and confirmed by the Oregon Senate.

Authorized representatives of the Deputy Director for Highways, including the State Maintenance Engineer, Region Manager, Region Maintenance and Operations Manager, District Manager, and Transportation Maintenance Manager, perform most responsibilities in maintenance and operation of the State Highway system. The Deputy Director for Highways has delegated some authorities to those persons and others within ODOT. Refer to discussion later in this section of this Guide.

The Office of Maintenance performs, along with other tasks, policy and staff-level functions related to the Maintenance program.

Each Region Manager, through the District Manager and others, assures that ODOT fulfills all maintenance obligations within the Region. The District Manager and others may assign some duties and responsibilities to persons under their control, including the Transportation Maintenance Manager.

Following are discussions on each level of responsibility:

Office of Maintenance

The State Maintenance Engineer directs and supervises activities of the Office of Maintenance, including policy and staff-level functions related to the Maintenance program.

The Office of Maintenance, among other things, is responsible to:

- Assure that ODOT uniformly maintains and operates the State Highway system;
- Develop appropriate policies and procedures to maintain and operate the State Highway system;
- Develop, and assure overall implementation of, the budget for the Maintenance program, including the performance budget;
- Provide staff level support of the Maintenance program;
- Promote the efficient administration of the Maintenance program;
- Update the Maintenance District Map.

The State Maintenance Engineer may establish and convene teams or committees to help develop policy, guidelines, and direction related to administering and performing the Maintenance program.

Staff in the Office of Maintenance specialize in various program areas, including those discussed below. Maintenance personnel, including the Region Manager and the District Manager, should consult with them for advice and direction in administering maintenance and operations activities and programs. The programs and the associated subject areas, within the Office of Maintenance, are:

1. Access and Utility Permits. The Access and Utility Permits Specialist (AUPS) provides guidance, advice, and administrative support for the following programs:
 - Utility permits. This permit allows the permittee to occupy, or perform operations within, the state highway right-of-way, including utility work. Other discussion is in the Use of State Property by Permit section of this Guide.
 - Miscellaneous permits. This permit allows various types of activities on state highways, including parades, temporary signs or banners, Adopt A Highway activities, etc.

The AUPS also provides administrative support for approach permits. An approach permit allows the permittee to construct, operate, and maintain an approach to a State Highway. Instructions for this permit are included in ODOT's Access Management program, which is available on ODOT's Intranet. Advice and guidance on the application of the requirements found in the Access Management administrative rule (OAR Chapter 734, Division 055) are available from the Access Management Unit in the Transportation Planning Section, or the Region Access Management Engineer.

The AUPS:

- Provides guidance and advice to the District Manager, including insurance and bond needs and requirements.
- Helps to interpret the requirements of the permit program.
- Performs banking responsibilities for fees or payments for approach and encroachment permits and for security deposits submitted in lieu of a bond.
- Maintains and archives each original permit.

Also refer to the Use of State Property by Permit section of this Guide for further discussion on these and other permits needed for activities on state highway property.

2. Clean Water Program. The Clean Water Program Manager (CWPM) and the Clean Water Program Unit provide guidance, advice, and assistance on:
 - Control of erosion, sedimentation, and pollutants or contaminants resulting from maintenance activities or facilities.
 - Acts as the ODOT liaison with regulatory and other agencies regarding regulatory issues, including:
 - The National Pollution Discharge Elimination System and related Municipal Separated Storm Sewer System permit and the Total Maximum Daily Load Allocation program.

- The Oregon Department of Environmental Quality on permit requirements that involve maintenance activities.
 - Requirements of the Oregon Plan for Salmon and Watersheds.
 - Provides guidance and assistance on products used for deicing or anti-icing.
 - Works with Region Environmental Coordinators to assure that maintenance practices have minimal impact to the environment.
 - Leads the ODOT effort to develop, maintain, and implement appropriate practices for protecting water quality and habitat during activities performed under the Maintenance program.
- **Vegetation Management.** The Vegetation Management Coordinator provides guidance and advice to the District Manager in developing and implementing an Integrated Vegetation Management (IVM) Plan for each District. The IVM Plan includes:
 - Routine management of vegetation on ODOT property.
 - Control of noxious weeds and other unwanted vegetation.
 - Management and protection of protected plant species.

The Coordinator may also assist the District Manager in acquiring material or equipment needed for vegetation management and by providing needed training.

Also refer to discussion in Roadside and Vegetation Activities section of this Guide.

The Vegetation Management Coordinator also provides guidance on issuance of form 734-2140, Application and Permit for Vegetation Control. Refer to discussion in the Roadside and Vegetation Activities and the Use of ODOT Property by Permit sections of this Guide.

- **Tree Management.** The Foresters provide guidance, expertise, and advice to the District Manager regarding management and maintenance of trees and timber resources located on ODOT property. This may involve providing guidance on potential hazard trees and administering timber sales or other contract work involving tree removal or maintenance.

Also refer to discussion in Roadside and Vegetation Activities section of this Guide.

3. **Emergency Response Program.** The ODOT Emergency Operations Manager (EOM) provides guidance, advice, and assistance in:
 - **Emergency response.** With input from the Emergency Preparedness Committee and guidance from other involved agencies, the EOM maintains and updates the ODOT Emergency Operations Plan (EOP). The EOP includes guidelines and procedures that ODOT will use in the event of an emergency resulting from a natural or man-caused catastrophe. If such an event occurs, the EOM is ODOT's primary liaison with other emergency response agencies. The EOM provides guidance to the District Manager and other ODOT officials to help

assure proper and consistent application of the EOP. Also refer to the Emergency/Incident Response section of this Guide.

- Incident response and management. The EOM, with input from the Emergency Preparedness Committee, maintains, updates, helps administer, and provides guidance on ODOT guidelines and procedures for responding to and managing incidents on the State Highway system. This includes ODOT response to spills of hazardous materials on the State Highway system. Also refer to the Emergency/Incident Response section of this Guide.
 - Emergency Highway Traffic Regulation Plan. The EOM works with the FHWA to maintain this plan that would be implemented when use of the State Highway system is needed for national defense.
 - FHWA Emergency Relief Program for Federal-Aid Highways. The EOM is the ODOT liaison with the FHWA to administer funding for repair of damaged highway facilities when the Governor declares an emergency situation and the emergency caused eligible damage to highways that are a part of the Federal-Aid Highway system. If the damaged highway facility is administered by a local agency, the EOM is the liaison for ODOT between the FHWA and the local agency.
4. Field Services Program. The Field Services Program Manager and members of the Field Services Unit:
- Assist the State Maintenance Engineer in coordinating ODOT activities related to needs and requests of the Legislature.
 - Provide support for maintenance personnel performing signing or traffic line or legend work. The support includes training, acquiring materials or equipment, troubleshooting, use of new products, and administration of traffic line or legend contracts administered through the Maintenance program.
 - Develop, provide, or facilitate training as needed or requested by the District Manager or others in the Maintenance program.
5. Maintenance Services Program. The Maintenance Services Coordinator (MSC) assists the State Maintenance Engineer and other staff in developing, interpreting, and applying the laws, rules, and policies for highway maintenance activities. The MSC also coordinates the following:
- Sno-Park Program. The MSC coordinates ODOT involvement with the Winter Recreation Advisory Committee to designate winter recreation parking locations (Sno-Parks), setting the fee for parking permits, and establishing agreements for snow removal in the designated areas and enforcement of the parking permit requirement. ODOT or other forces may perform the snow removal activities in

the designated areas, with funding provided through the sale of Sno-Park parking permits.

- Snowmobile Program. The MSC coordinates the distribution of funds for the development and maintenance of snowmobile facilities. Funds for these activities result from registration fees and fuel taxes attributed to snowmobile use.
- Youth Litter Patrol Program. The MSC provides support to the District Managers in managing the Youth Litter Patrol program. Oregon law created this program to involve youth in the clean up and prevention of litter and vandalism, with funding provided from the sale of custom automobile license plates.
- Safety rest area vending and other uses. The MSC administers the agreement with the Oregon Commission for the Blind to operate vending machines in ODOT safety rest areas. The MSC also provides input to District Managers in determining other appropriate activities in safety rest areas, including the placement of motorist information centers and kiosks.

Maintenance Management System Unit of the Highway Finance Office

The Maintenance Management System (MMS) Unit of the ODOT Highway Finance Office assists the Office of Maintenance, Region Managers, District Managers, and others in several aspects of the Maintenance program, including:

- Preparing the annual performance budget. Also refer to the Field Operations Manual and further discussion in the Planning, Budgeting, and Reporting Maintenance Activities section of this Guide.
- Recording and reporting of costs and accomplishments of the Maintenance program. This includes many tasks including:
 - Establishing new activities and Expenditure Accounts (EA) including those for Claims Against Others (CAO), Emergency Relief or other special tracking.
 - Resolving problems with entry of data into the MMS and TEAMS.
 - Providing reports and information from the MMS and TEAMS data.
- Compiling costs and data for each CAO Expenditure Account to allow ODOT, through the Department of Justice as appropriate, to recover the costs incurred. Also refer to the procedure in the Crashes, Damage to Property, and Liability section of this Guide.
- Maintaining Features and Stockpile Inventory programs.

Support Services Branch

The Support Services Branch assists the Office of Maintenance, Region Managers, District Managers, and others in aspects of the Maintenance program through the Business Services, Facilities Management, Fleet Services, and Purchasing and Contract Management Sections.

- Business Services Section provides management of ODOT information through a variety of services such as tracking policies and procedures, creating telephone directories, and records and forms management. Business Services also includes the ODOT library, graphic design and photo and video services and the Sign Shop, Storeroom, and Transport Services.
- Facilities Management Section manages all ODOT owned and occupied buildings and properties. These include office buildings, rest areas, DMV outlets, communication sites, ODOT owned/employee occupied housing, maintenance yards and stockpile sites.
- Fleet Services Section manages ODOT's fleet by determining future equipment needs, purchasing and assigning new equipment, fleet equipment fabrication, fleet equipment repair and preventative maintenance, managing fleet inventory and reassigning of surplus equipment.
- Purchasing and Contract Management Section provides contracting services for the purchase of goods and services other than those for personal services or let as a Commission contract as part of the construction program.

Region

Each Region Manager is responsible to the Deputy Director for Highways for all work performed by ODOT employees in the Region. The Region Manager is also responsible to assure that the State Highway system in the Region is operated and maintained according to accepted or established requirements, standards, and policies.

The Region Manager is responsible to assure that activities of the Maintenance program are performed according to established standards and policies.

The responsibilities of the Region Manager, regarding the Maintenance program, include, but are not limited to:

- Assign the personnel and other resources necessary to properly and adequately perform and fulfill the requirements of the Maintenance program.
- Provide guidance, assistance, and advice to the District Manager.
- Provide other administrative support and guidance for the Maintenance program, including safety, training, and purchasing support.
- Assure that the District Manager, the Area Manager responsible for project delivery, the Planning Manager, and other units in the Region appropriately accommodate each other's needs in delivering the Region program.
- Assure that resources are designated and assigned for needs of the ODOT Emergency Operations Plan.

The Region Manager may assign a Region Maintenance Operations Manager to administer the Maintenance program in the Region. The Region Manager may also assign a person, which may be the Region Maintenance Operations Manager, to manage the Transportation Operations Center.

District Manager

The District Manager, under the direction of the Region Manager or Region Maintenance Operations Manager, is responsible for the performance of all activities needed to fulfill the requirements of the Maintenance program in the District.

The District Manager's duties include, but are not limited to:

- Develop, manage, maintain, and sustain an efficient organization to perform and fulfill the requirements of the Maintenance program in the District. The "organization" includes:
 - The Transportation Maintenance Managers, and their employees, in the District
 - Employees of the District Manager.
 - The Area Manager, regarding involvement in the project delivery program and liaison with local governments and other interest groups or interested citizens.
 - Other stakeholders in the Maintenance program or in delivery of the program.Although the District Manager may not supervise each of the above, the District Manager must develop and maintain a working relationship with all involved entities.
- Annually develop a performance budget for the District that identifies maintenance activities needed to maintain the desired level of service for roadway users. The desired level of service depends on the funding available in the statewide Maintenance budget.
- Acquire and assign the personnel, equipment, and other resources needed to accomplish the needs of the performance budget and other portions of the Maintenance program in the District, including the administration of approach, encroachment, vegetation control, house move, and other permits.
- Assure that needed activities are accomplished and expenditures do not exceed the allocated budget for the District.
- Provide mentoring, guidance, advice, and other assistance to each Transportation Maintenance Manager and other employees.
- Assure that needed training is provided and accomplished.
- Assure that emergency contact lists and on-line employee directories are maintained.
- Along with the Region Traffic Engineer, review serious and fatal crashes to determine if there is a highway cause and effect link to the crash. The review should be completed as soon as practical after the crash and should not duplicate efforts by other state agencies such as Oregon State Police. Care should be taken to ensure the documentation is limited to highway features such as signs, signals, pavement friction, pavement markers, etc. A call to the Department of Justice will keep this documentation confidential however, it is imperative that the documentation be strictly limited to facts and not contain opinion.

Also refer to the discussion below about the role of the Transportation Operations Center and its role in the operations of the District.

Transportation Maintenance Manager

The Transportation Maintenance Manager (TMM) manages a maintenance area and may supervise other maintenance or specialty crews. The other maintenance or

specialty crews include those responsible for work on bridges, signs, striping, landscape, and electrical facilities.

The Transportation Maintenance Manager's duties include, but are not limited to:

- Assist the District Manager in developing the performance budget for the maintenance area or the area of responsibility.
- Plan and schedule needed work, assign or acquire needed resources to accomplish the required work in a timely manner, and assure that activities are properly accomplished or performed.
- Assure that expenditures are within the allocated budget for the maintenance area or area of responsibility.
- Hire employees as appropriate.
- Provide needed training, advice, mentoring, and guidance to employees.
- Is the ODOT front line contact with travelling public and citizens.
- Assure that ODOT appropriately responds to or assists with incidents or emergencies.
- Provide support, guidance, and oversight to assure that personnel follow safe working practices.
- Assist the District Manager in monitoring activities allowed on ODOT property by permit.

Also refer to the discussion below about the role of the Transportation Operations Center and its role in the operations of the maintenance area.

Transportation Maintenance Coordinator

The Transportation Maintenance Coordinator (TMC) assists the Transportation Maintenance Manager (TMM) responsible for a maintenance area. The TMC may be an assistant to the TMM, a leadworker, or a supervisor of other maintenance or specialty crews.

The Transportation Maintenance Coordinator leads and coordinates activities of the Maintenance program in one of the sections within the maintenance area managed by the Transportation Maintenance Manager. The Transportation Maintenance Coordinator assists the Transportation Maintenance Manager in:

- Developing the performance budget for the maintenance area.
- Planning maintenance activities, assuring that appropriate personnel and other resources are available for the timely performance of the activity, and assuring that the activity is properly performed.
- Planning and administering proper traffic control and other safety measures.
- Assigning personnel and resources for activities as requested by, or in the absence of, the Transportation Maintenance Manager.
- Ensuring proper environmental best management practices are followed and environmental clearances obtained.
- Identifying and providing needed training as appropriate.
- Providing mentoring, advice, and guidance to employees.

Also refer to the discussion below about the role of the Transportation Operations Center and its role in the operations of the maintenance area.

Transportation Operations Center

ODOT has established several Transportation Operation Centers (TOC), commonly also called “Dispatch Centers” or “Dispatch”. The TOC may also be called the Traffic Management Operations Center.

The TOCs perform several duties related to the Maintenance program, including:

- Are the primary contact point for citizens to report crashes or incidents, or other concerns about road conditions.
- Forwarding requests and reports of crashes, incidents, or road conditions to the appropriate Transportation Maintenance Manager or District Manager.
- Notifying emergency response agencies about needs or requests for their assistance.
- Providing information and assistance to maintenance personnel at crash or incident scenes or who are assisting motorists.
- Recording information provided by the District office or maintenance personnel about crashes, incidents, road or weather conditions and assistance to motorists.
- Provide information to the media and others on roadway conditions.
- Posting messages on permanent variable (changeable) message signboards about roadway, traffic, and travel conditions as appropriate, and
- Compiling information on road and weather conditions and enter the information on the TripCheck website. Also refer to discussion in the Public Relations section of this Guide.
- Providing guidance and assistance to ODOT Incident Response Vehicles. See discussion in Public Relations section of this Guide.

Each TOC generally is a point of contact, a clearinghouse for requests and information, and the place to record and maintain information on roadway conditions and incidents.

Delegation of Authority

The Oregon Transportation Commission, Director, and Deputy Director for Highways have delegated certain authorities to the Region Manager, State Maintenance Engineer, and others. Refer to the Delegations and Sub-Delegation Orders on the Support Services Branch website on the ODOT Intranet.

The Region Manager, State Maintenance Engineer, or other person with delegated authority may assign authority for specific items to others through a Letter of Authority.

General authorities of the District Manager and Transportation Maintenance Manager include:

- Administering the activities in the performance budget. The District Manager and Transportation Maintenance Manager have authority to perform the level of activity in the performance budget as long as expenditures stay within the budget limitation. If expenditures will exceed the budget limitation, the Transportation Maintenance

Manager must work with the District Manager to modify levels of service so that expenditures do not exceed the budget limitation for the District.

If anticipated expenditures for the District will exceed the District's budget limitation, the District Manager must work with the Region and possibly the State Maintenance Engineer to modify levels of service and/or to acquire additional funding.

The Region may require a District Manager to reduce their District's planned expenditures if other Districts in the Region experience events that cause them to potentially overrun their performance budgets. Likewise, the State Maintenance Engineer may require redistribution of available funds statewide if unplanned events cause excessive expenditures in a Region.

- Hiring of personnel and related matters. All ODOT managers must follow the procedures and processes established by the ODOT Human Resources Branch.
- Purchasing of goods or services. ODOT managers must not exceed their authority as specified by the Department of Administrative Services and as described in the Support Services Branch website on the ODOT Intranet. They also must not exceed their budget limitation.

Always be sure to obtain approval of the proper authority.

Governmental Partnerships

In many situations, ODOT and adjacent public agencies perform similar maintenance work on nearby roadways. Adjacent public agencies may include counties, cities, or other federal, state, or local agencies.

If ODOT enters into a governmental partnership with an adjacent public agency, both ODOT and the adjacent public agency may be able to accomplish the needed activities on both systems in a more effective and efficient manner.

The ODOT handbook, *Intergovernmental Cooperative Agreements for Highway and Road Maintenance*, provides guidelines and assistance for developing and implementing such a governmental partnership.

The Region Manager, District Manager, and the State Maintenance Engineer should be involved in developing and implementing a governmental partnership.