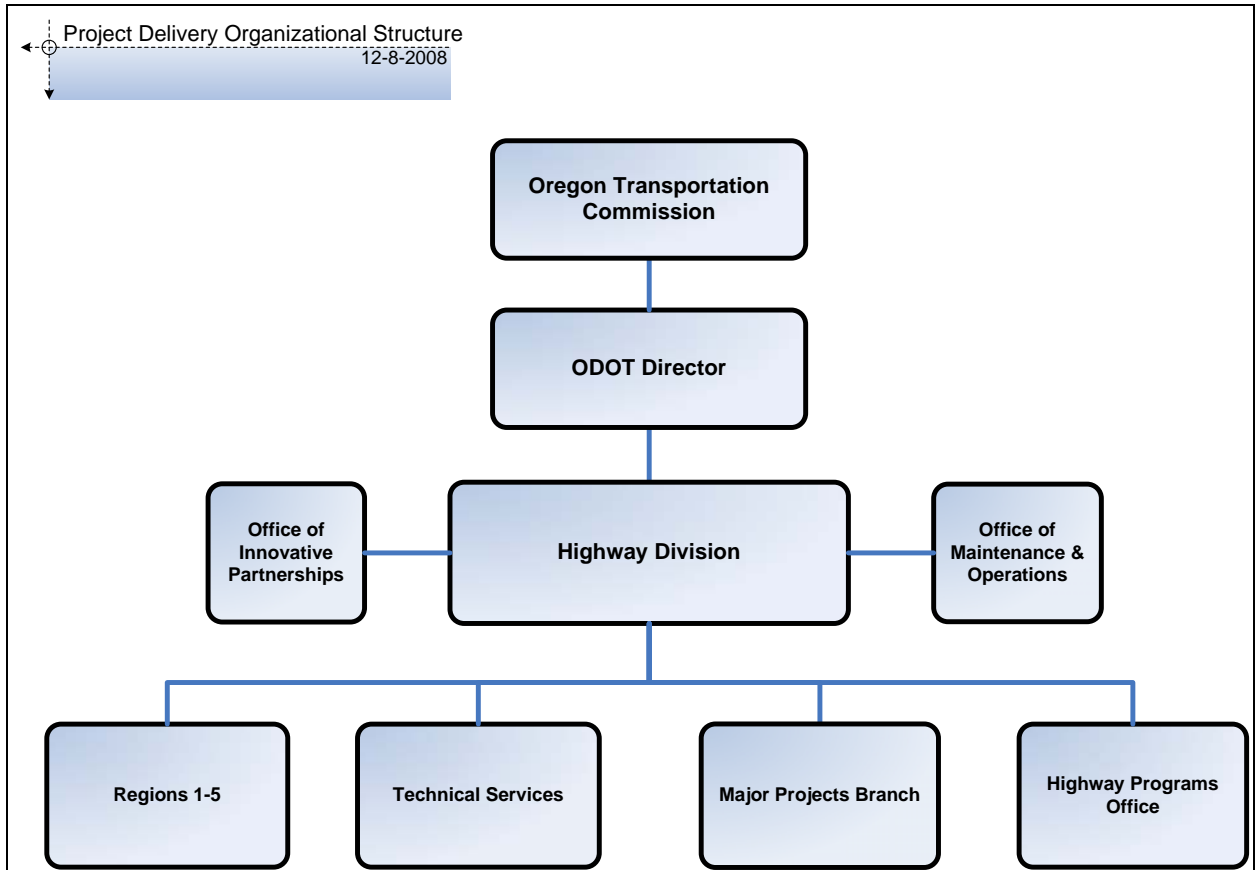


ODOT Project Delivery Guide

PROJECT DELIVERY ORGANIZATION

To report problems or update information, please e-mail the [PDG Webmaster](#)



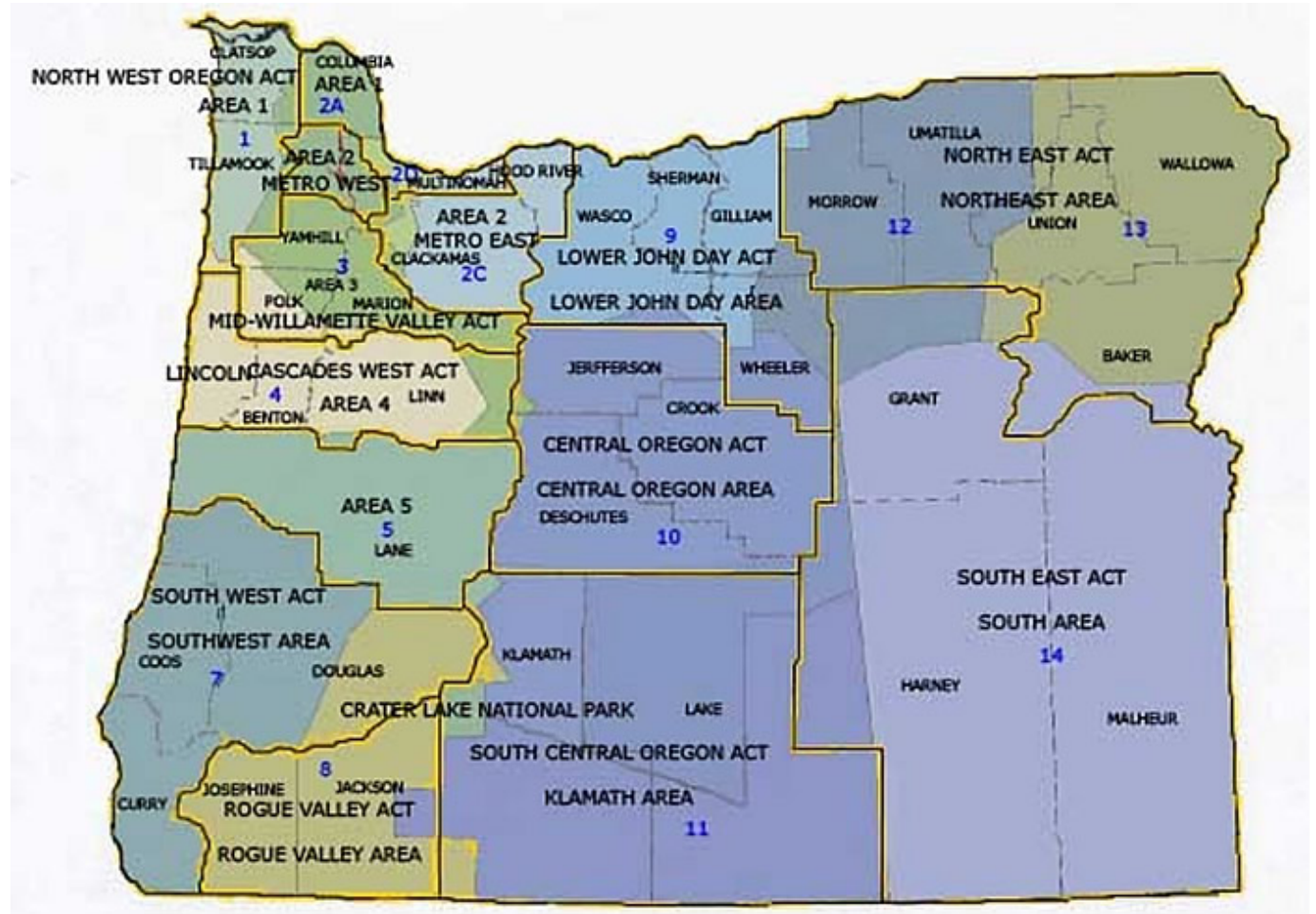
[Full ODOT Organization Chart](#)

REGION STRUCTURE

ODOT's five regions implement programs and projects initiated through the Statewide Transportation Improvement Program (STIP). They are responsible for three distinct work functions: regional planning, project delivery, and maintenance. Project Delivery is implemented through regions' areas and technical centers.

Areas

Areas are geographically aligned to be consistent with county governments. Each region includes at least two areas and there are twelve areas statewide.



Each area has primary responsibility for project development and construction of multi-million dollar transportation related projects within the area. Areas manage the project management aspects of project delivery:

Scope Management

- Project work, objective and issue identification
- Context setting and project baselining
- Scope planning
- Scoping team establishment and coordination
- Project scope definition, verification, and documentation
- Scope management/change control

Schedule Management

- Schedule development, activity/task definition, sequencing and duration estimating
- Schedule control
- Critical path management
- Resource recommendations
- On time project delivery assurance

Cost Management

- Project completion within the approved budget parameters
- Cost estimating, budgeting and control
- Project budget development and reporting

Quality Management

- Project satisfaction and acceptance
- Quality planning, assurance and control processes
- Change management
- Performance reporting

Procurement Management

- Outsourcing service acquisition
- Procurement planning
- Contract development, solicitation, selection and negotiation
- Contract administration and closeout

Risk Management

- Risk identification, analysis/evaluation and response planning
- Risk monitoring and control

Integration Management/Project Team Leadership

- Project team development and coordination
- Multi-disciplinary, cross functional
- Project charter, work plan, responsibility assignment matrix, team meeting agendas and records, issues and decision logs, etc
- Project documentation

Public Involvement/Communications Management

- Timely and appropriate generation, dissemination, storage and disposition of project information
- Public involvement and communications planning
- External engagement and coordination with local stakeholder groups, neighborhood associations, Area Commissions on Transportation (ACTs), regional Economic Revitalization Teams (ERTs), Metropolitan Planning Organizations (MPOs), federal/state/county/city agencies, consultants, contractors, media representatives, etc.

Technical Centers

Region technical centers support the delivery of all region programs and projects and are responsible for the following:

- Technical expertise
- Project designs for roadways and bridges
- Right of way acquisition and certification
- Environmental permit acquisition
- Maintenance and operations, Local Program, Planning, and outsourced project technical support
- Design exception and State Traffic Engineer approval liaison with Technical Services

The region technical centers include the following disciplines, though each region has a slightly different configuration for the technical components. Refer to each region's website for more information on their specific configuration.

Bridge - Error! Bookmark not defined. main functions:

- Bridge plan development
- Bridge design
- Construction help and problem resolution

Environmental -Error! Bookmark not defined. main functions:

- Environmental documentation
- Environmental project coordination
- Environmental issue response
- Environmental impacts and resource assessment
- Avoidance and mitigation measure development
- Contamination prevention
- Permit and project clearances acquisition

Geology and HydraulicsError! Bookmark not defined. - main functions:

- Subsurface exploration
- Environmental investigation and documentation
- Hazardous material remediation
- Other remediation and mitigation plans
- Permit acquisition
- Material source development plans and specifications
- Geotechnical and hydraulic engineering and construction inspection
- Constructability reviews

Right of Way Error! Bookmark not defined.- main functions:

- Right of way location records and legal descriptions
- Right of way acquisition management
- Property research

- Appraisal, negotiation, relocation, liaison and property management services
- Assumes possession of acquired property

RoadwayError! Bookmark not defined. - main functions:

- Roadway designs and plans
- Airport clearance studies
- Construction contract preparation and coordination
- Quality control milestone approvals
- Design change request approvals
- Cost estimate preparation and pricing guidance

Survey - Error! Bookmark not defined. main functions

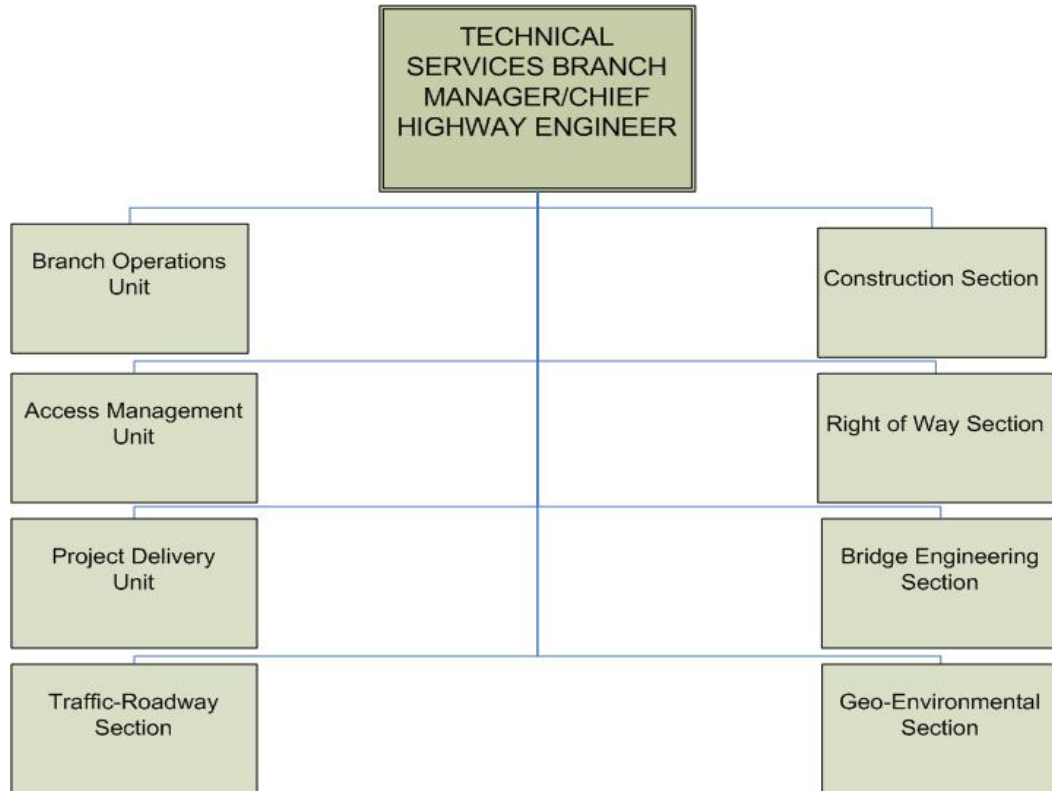
- Survey activity coordination
- Right of way monuments setting or recovery, and recording
- Detail maps and terrain data

TrafficError! Bookmark not defined. - main functions

- Sign design
- Illumination design
- Traffic signal design
- Access management
- Work Zone Traffic Control Plans (TCP)

TECHNICAL SERVICES BRANCH

The Technical Services Branch is responsible for long-term strategic management of Oregon's highway system. Technical Services provides technical and project management support for ODOT's project delivery, construction, maintenance, and planning programs. They provide professional technical standards and systems related to project delivery and operations.



Technical Services' core functions include:

- Technical advice and consultation
- Statewide program and systems management to facilitate project identification, prioritization, selection, and management
- Quality assurance/quality control processes and audits
- Technical and professional skills training and expertise
- Manuals, guidance and tools related to technical disciplines and professional project management processes
- Continuous improvement strategy development
- Transportation asset management and other related technical services
- Standards, policies and processes to effectively and efficiently develop and manage projects

Branch Operations Unit

- Leads, develops, provides guidance for, integrates and coordinates technical programs and initiatives, including those with state-wide, multi-discipline impact.
- Provides strategic and business/fiscal/resource management for Technical Services
- Establishes goals and tracks performance for Technical Services

Project Delivery Unit

- Strategic project and program management leadership and support tailored to:
 - ensure alignment with ODOT's overall project delivery goals
 - improve delivery and business management processes
 - provide resources with the systems, tools, and skills needed for successful project delivery
- Business/project management systems development and administration
- Process improvement initiatives
- Project delivery guidance, consultation and training

Access Management Unit

- Statewide access management oversight
- Development and administration of Highway Division's access management program statutes, rules, and policies.
- Best practices and techniques that balance efficient, safe and timely through-travel with access to individual destinations
- Consultation to regions and other areas of the organization
- Appeals and collaborative discussions
- Asset management
 - Approach road database administration, including data standards
 - Strategies and planning
 - Statewide approach road inventory methods and tools

Bridge Engineering Section

- All state highway structures, including 2,670 highway bridges, providing:
 - Bridge construction support
 - Bridge condition assessments
 - Bridge maintenance engineering
 - Bridge design standards, oversight and guidance
- Railroad undercrossings
- Other highway structures
- Structural design and inspection for cities and counties as requested\

Construction Section

- Construction services in planning, design and construction phases of project delivery
- Project development support for the STIP, the Interstate Pavement Preservation and Pavement Management Programs
- Project construction contract oversight, change orders and claim negotiations
- Overall construction quality assurance
- Testing and inspection materials and products used in construction, with special emphasis on bridges and other structures
- Oversight of highway pavement during construction and maintenance to ensure long-term pavement quality

Right of Way (ROW) Section

- Expertise advice and counsel to regions and other areas of ODOT
- Appraisal and relocation reviews
- Acquisition reviews and approvals
- Title examination and closing services
- Condemnation
- Alternative dispute resolution
- Research
- Management of property acquired for public projects
- Outdoor advertising sign program/control

Geo-Environmental Section

- Statewide practices, standards, training, expertise, and asset management for a variety of engineering and environmental disciplines within ODOT
- Technical assistance during planning, scoping, design, construction and maintenance activities
- Technical advice, mentoring and training
- Oversight of standards and policies
- Development of environmental regulatory compliance protocols and procedural manuals
- Asset Management, including:
 - Inventories of assets
 - Condition assessments
 - Administration of programs and management systems
 - Continuous improvement of services and tools, including:
 - Quality Assurance
 - Development of performance measures
 - Research and “state-of-the-art” practices

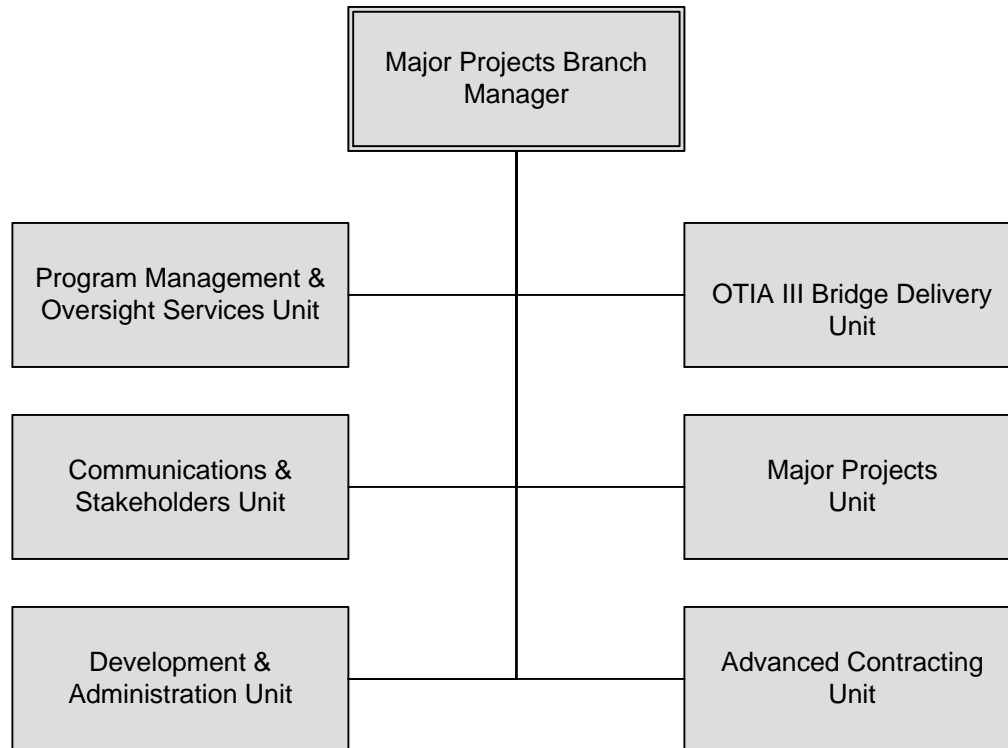
Traffic/Roadway Section (TRS):

- Specifications and standards for traffic devices and related facilities
- Design expertise, preliminary design materials, operations, and construction support services

- Field investigation reviews and recommendations on matters of authority by statute, rule or by delegation from the OTC
- Transportation safety-related programs (e.g., the Hazard Elimination Program)
- Roadway engineering standards and practices in the Highway Design Manual
- Roadway design exception approvals
- Quality control and quality assurance program for design
- Organization and leadership for special programs
- Survey operations, practices, and procedures
- Cost estimating, including details on the type and price of materials
- Construction procurement preparation and project letting
- Expertise and standards for drafting and specifications
- Standard drawings and specifications, supplemental specifications, and special provisions development and maintenance
- Serves as the federal liaison for standards and NHS system design

MAJOR PROJECTS BRANCH

The primary purpose of the Major Projects Branch is to expand the project delivery capacity of the Highway Division by facilitating, supporting, and/or delivering transportation programs and projects that are beyond the regions' capacity to deliver. Examples include the Oregon Transportation Investment Act (OTIA) III Bridge Delivery Program and the Columbia River Crossing Project.



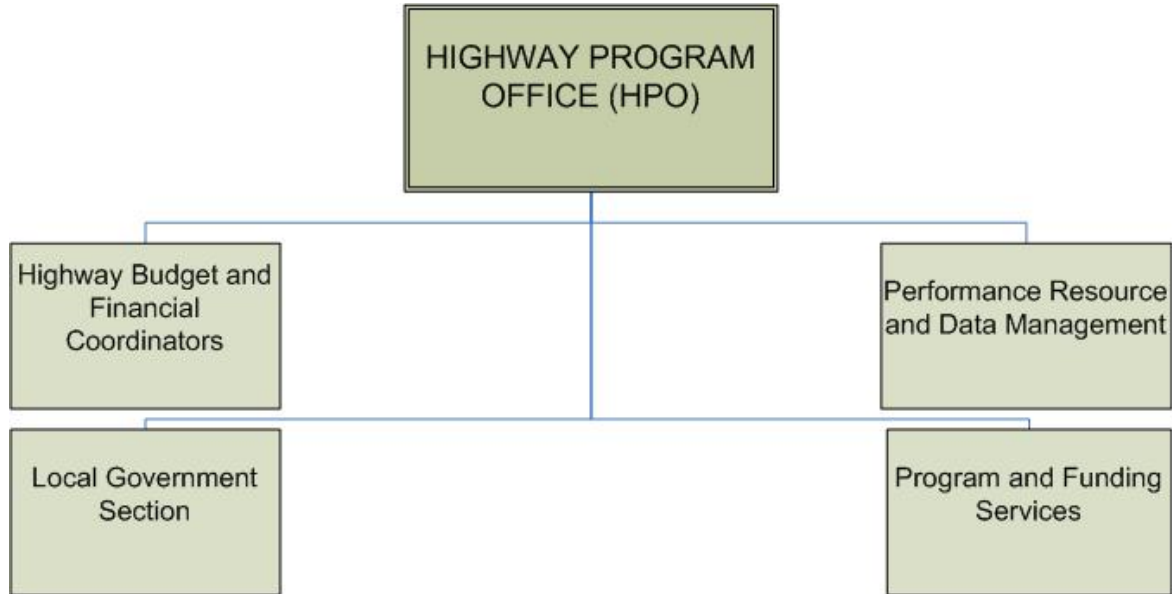
Programs and projects are assigned to the Major Projects Branch by the Highway Leadership Team. Assigned programs and projects are typically temporary in nature, though may span over a significant period of time. Major Projects Branch is responsible to closely coordinate with regions, Technical Services and other headquarter functions to ensure smooth delivery of active programs and projects and to integrate successful processes, systems, data, programs, etc. into mainstream functions.

Major Project Branch's main programs include:

- Oregon Transportation Investment Act (OTIA) I and II oversight and reporting
- OTIA III State Bridge Delivery Program delivery, management, oversight and reporting
 - Program systems development and transfer
 - Economic Development
 - Economic Stimulus Reporting
- OTIA III Modernization oversight and reporting
- Context Sensitive and Sustainable Solutions (CS3) Program
- Large Project Contracting
- Design-Build Contracting
- Construction Manager/General Contractor (CM/GC) Program
- Columbia River Crossing Program
- Willamette River Bridge Program

HIGHWAY PROGRAMS OFFICE

The Highway Programs Office manages the Highway Division's financial related programs and the development of the Statewide Transportation Improvement Program.



The Highway Program Office's main functions include:

- Cash flow forecasting
- Work plan budgeting
- Position management
- Performance management
- Federal transportation funding
- Federal aid project programming coordination
- Local Government Program management
- Federal and state revenue source tracking
- Federal and state requirement compliance