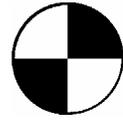




Highway Division Project Delivery Leadership Team Operational Notice



NUMBER	SUPERSEDES	EFFECTIVE DATE	CANCELLATION DATE
PD-12	N/A	January 1, 2003	N/A
SUBJECT		ISSUING BODY	
Project Communication Plans		Project Delivery Leadership Team (PDLT)	

PURPOSE:

The purpose of this notice is to outline a routine communication process to be followed by Region Managers, Area Managers, Project Leaders, Project Managers, ODOT Consultant Project Managers, and other staff involved with highway construction projects.

This document identifies ODOT’s project delivery communication strategy for highway construction projects – specifically, the roles and responsibilities of key individuals within the project delivery process who are responsible to provide the best possible information to our customers/stakeholders, and means by which they provide that information.

Each project requires a communication plan, however the plans will vary depending on the size, scope and complexity of the project. An underlying premise is that property owners, residents, customers/stakeholders and key opinion leaders in the project area must be kept informed throughout the life of the project.

In addition, construction projects can have a negative impact on the movement of freight throughout the state if height, length, width, and/or weight restrictions are not communicated to the Motor Carrier Transportation Division (MCTD).

BACKGROUND:

ODOT’s approved ’01 – ’03 budget included the following budget note:
ODOT is expected to develop and implement a communication strategy that will provide direct personal contact with affected property owners during the initial planning phases of any highway construction project. The department shall report the results of the communication strategy to the Emergency Board by December 2002.

ASSUMPTIONS:

The operational complexity or economic impact of a project may require a dedicated resource to focus entirely on implementing a communication plan. Most regions have either Public Affairs or Community Affairs offices, or have created a Project Information Specialist position that focuses on these activities. It is important from a consistency standpoint that the regional Community Affairs representatives designated by the Region Managers and Public Information representatives from the Communications Division play a key collaborative role in all project-related communication plans.

MCTD has dedicated resources to communicating any freight restrictions to the trucking industry so that appropriate actions can be taken to keep freight moving throughout the state.

RATIONALE:

As stewards of the public trust, it is critical that ODOT communicate with the public regarding issues that impact them directly. It is critical also that ODOT follow the letter and intent of laws requiring public input on project plans. The more we communicate with our customers and stakeholders, the stronger our relationships become, and the more trust is built. It is in our best interest as an agency and in the interest of public stewardship that we provide accurate, up-to-date information to our customers and stakeholders. Additionally, keeping freight moving efficiently on Oregon's transportation system is good for the economy.

PROCESS:

Develop a communication plan

- ❑ Identify key stakeholders.
- ❑ Identify issues (past, present and potential).
- ❑ Develop a list of measurable communication objectives for each stakeholder group; determine the most effective strategies, tactics, tools and activities for communicating with each group.
- ❑ Develop a project fact sheet, including project details – definition of transportation problem being addressed.
- ❑ Identify how the public can and will be involved with the project.
- ❑ Notify MCTD about any planned restriction that will affect the ability to move freight through the project construction workzone.

Create a budget for communication

Identify communication priorities and methods to achieve those priorities.

Develop a "Project Information Paper"

Prior to design acceptance, a one-page *Project Information Paper* should be distributed to each affected party. This paper should include the project particulars, upcoming dates of public meetings and major project milestones. In addition to distributing the *Project Information Paper*, other means of communication should be considered. For example, a door-to-door approach is an effective communication method. If the distribution area is small enough, it should be considered on all major projects or projects that will disrupt the traffic flow within a community for a significant period of time.

ROLES AND RESPONSIBILITIES:

Public Information/Community Affairs Representative or Project Information Specialist will:

- ❑ Assist in the formulation of the *Project Information Paper* and project communication plan, including the timeline for key tasks for outreach to customers/stakeholders and media, and act in a collaborative support role for the Project Leader/Project Manager.
- ❑ Be responsible for the coordination and development of public meetings and informational material.
- ❑ Be the primary spokesperson or contact for the news media.
- ❑ Coordinate the information campaign, news releases, advisories, etc.
- ❑ Coordinate and be available for media interviews and speaking engagements to service clubs, etc.

- ❑ Participate in training for other project team members who will participate in public/media events.
- ❑ Gather information from customers/stakeholders on projects.
- ❑ Assist inspectors, as needed, on communication issues during construction.
- ❑ Provide direct personal contact with stakeholders, including property owners, as required.
- ❑ Oversee communication plan and report to Area Manager.
- ❑ Serve on Internal Support Teams as required by the ODOT Consultant Project Managers.

Project Leaders will:

- ❑ Be directly responsible for project development phase of communication plan.
- ❑ Provide direct personal contact with customers/stakeholders, including property owners, as required.
- ❑ Utilize Project Information Specialist or Public Information/Community Affairs Representative as a key resource on communication scope and timeline.
- ❑ Assist Project Information Specialist or Public Information/Community Affairs Representative on information campaigns during project development.
- ❑ Be available for media interviews and speaking engagements.
- ❑ Meet with customers/stakeholders, as needed, to brief them on project specific issues.
- ❑ Notify MCTD about any planned restriction that will affect the ability to move freight through the project construction workzone.
- ❑ Identify issues that need to be addressed through public communications.

Inspectors will:

- ❑ Gather information from customers/stakeholders on projects, as needed.
- ❑ Answer questions and provide direct personal contact with customers/stakeholders, including property owners, as needed.
- ❑ Assist Project Manager, as needed.
- ❑ Assist Project Information Specialist or Public Information/Community Affairs Representatives, as needed.

Project Managers will:

- ❑ Appoint a community liaison for each project to be the first contact with community members regarding project issues and act as coordinator between the project office and Public/Community Affairs staff.
- ❑ Be directly responsible for the communication plan during construction phase and keep Area Manager updated on implementation activities.
- ❑ Provide direct personal contact with customers/stakeholders, including property owners, as required.
- ❑ Utilize Project Information Specialist and/or Public Information/Community Affairs Representative as a key resource for sensitive community and freight related issues.
- ❑ Utilize Project Information Specialist and/or Public Information/Community Affairs Representative as a key resource for communication scope and timeline.
- ❑ Assist Project Information Specialist or Public Information/Community Affairs Representative on information campaigns during construction.
- ❑ Be available for media interviews on projects in collaboration with Public Information/Community Affairs Representative.
- ❑ Notify MCTD about any planned restriction that will affect the ability to move freight through the project construction workzone.

- ❑ Meet with customers/stakeholders as needed to brief them on project-specific issues in collaboration with Public Information/Community Affairs Representative.

ODOT Consultant Project Managers will:

- ❑ Be directly responsible for writing, negotiating, and managing consultant contracts, which will accomplish all applicable communication and coordination roles described above to meet the unique needs of any given project and the intent of this Operational Notice.

Area Managers will:

- ❑ Ensure all projects within their Areas have appropriate and implemented communication plans.
- ❑ Act as legislative/local government liaison for the projects.
- ❑ Be available for media interviews on all projects in collaboration with public/community affairs staff.
- ❑ Work with all customers/stakeholders as needed on project specific issues.

Motor Carrier Transportation Division Representative will:

- ❑ Be directly responsible for coordinating meetings between ODOT staff and the Oregon trucking community to resolve any height, weight, length, and/or width restrictions within ODOT construction workzones.
- ❑ Ensure that the proper communication method is used to notify the trucking community statewide concerning any workzone restrictions, alternative routes, or periods of normal operations within construction workzones.

Project Information Paper

Each project shall have a one-page *Project Information Paper*, identifying project specific impacts to a community, upcoming dates of public meetings and major project milestones.

The *Project Information Paper* should include:

- Clear definition of the project location (use the Highway Construction Plan/Quarterly Status Report).
- Simple description of project purpose and need (use the Highway Construction Plan/Quarterly Status Report).
- Information about how the project fits into overall transportation plans, if appropriate.
- Opportunities for involvement if appropriate – community meetings, open house meetings, etc.
- Overview of construction activity, including any height, weight, width, and/or length restrictions (*what* will be happening on the project).
- Construction impacts – nature of impacts and timing (duration); include notice of any night work.
- Right of way impacts and their timing.
- Key project milestones (such as the Design Acceptance I milestone, Bid Let Date, begin and end construction dates).
- Plans for future communication about the project.
- Indication that emergency services have been notified, if appropriate.
- Cost of project.

Contact information:

- Area Manager.

- Project Leader.
- Construction Project Manager.
- ODOT Consultant Project Manager.
- Consultant Firm Project Manager.
- Public Information/Relations or Community Affairs contact individuals.
- MCTD representative.
- Hot line number (if available).
- Web site information (if available).
- How to get more information or questions answered.

The *Project Information Paper* will be on ODOT letterhead and include the ODOT logo and any other project-specific logos or branding identification.

It should be provided to all affected property owners during the initial planning/project development stages of any highway construction project. This can be accomplished using any number of communication methods, such as a door-to-door outreach effort or mailings to affected property owners and residents impacted by the project. If a method other than direct personal contact is used, the overall project communication plan must include a way to follow up with concerned citizens.