

Key Players in the Business Process

Project Leaders

Description *Project Leaders* manage project development, including technical disciplines both inside and outside ODOT, primarily for **in-source projects**. Project Leaders:

- ◆ Are assigned to highway projects in the State Transportation Improvement Program (STIP), including Oregon Transportation Investment Act (OTIA) and other special program projects.
 - ◆ Ensure project development through:
 - Leadership and management of multi-disciplinary Project Teams.
 - Involvement of internal and external stakeholders.
 - Management of project development activities performed by various project development staff primarily in Technical Services and the Region Technical Centers.
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Structure *Project Leaders* manage:

- ◆ Project Scoping Teams.
- ◆ Project Teams.

Major Functions and Responsibilities *Project Leaders* coordinate and monitor all project development components by:

- ◆ Ensuring effective management of project scope, schedule and budget.
- ◆ Negotiating work items and schedules.
- ◆ Establishing cost estimates for preliminary engineering and construction.
- ◆ Conducting risk assessments to identify appropriate special provisions for insurance and bonding.
- ◆ Recognizing and resolving conflicts.
- ◆ Providing solutions to conflicting project priorities, goals and objectives.
- ◆ Negotiating among stakeholders with different outcome expectations.
- ◆ Developing public relations and public involvement with:
 - Local jurisdictions.
 - Other agencies.
 - Special interests.
 - The general public.

NOTE: For more information see:

<http://intranet.odot.state.or.us/opd/PLAcademy101.htm>
<http://intranet.odot.state.or.us/opd/PLResources.htm>

Project Scoping Teams

Description

A *Project Scoping Team* focuses on:

- ◆ Identifying work that must be done in order to deliver a product that addresses the purpose and need.
- ◆ Ensuring that the project includes all necessary work, and only the needed work.
- ◆ Ensuring that the project requirements can be completed successfully.
- ◆ Making an initial recommendation on delivery method.

Structure

Proper team representation during scoping is critical to developing the proper scope. Certain key members should be a part of the scoping team, depending on the type of project.

Typical Members	As Needed
Project Leader	
Region Technical Center representatives, including:	Region Technical Center representatives, including:
<i>Roadway Engineering</i>	<i>Traffic</i>
<i>Right of Way</i>	<i>Geo/Hydro</i>
<i>Environmental</i>	<i>Bridge</i>
<i>Region Access Management Engineer or Coordinator (or other Access Management representative)</i>	<i>Survey</i>
<i>Utility specialist</i>	Pavement Services representative
District representative	Transportation Planning representative
Construction Project Manager	Rail Crossing Safety Section
	Region Local Program Liaison
	Local representatives (city, county)

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Project Scoping Teams, Continued

The Project Leader's Role

The Project Leader is responsible for managing the project scope, including:

- ◆ Defining and controlling what is or is not included in the project.
- ◆ Taking into consideration any political issues that may be important in developing the project.
- ◆ Balancing access to land with safe traffic movement - access management.
- ◆ Ensuring a project can be constructed.

NOTE: For more information on Access Management and project delivery, see Operational Notice PDLT-03 at:

http://www.odot.state.or.us/tdb/planning/access_mgt/documents/ammanualVol1/Vol_1CH3.pdf

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Project Scoping Teams, Continued

Major Functions and Responsibilities

The *Project Leader* and the *Scoping Team* complete the following activities:

- ◆ Research, including:
 - Reviewing each section of the project prospectus.
 - Reviewing notes or meeting minutes from STIP updates.
 - Discussing the project with key region and area staff.
 - Researching plans, including:
 - Local Transportation System Plans (TSPs).
 - Local land use plans.
 - Refinement Plans.
 - Highway segment designations.
 - Highway Corridor Plans
 - Interchange Area Management Plans.
 - Determining if a railroad track is within 500 feet of the project.
- ◆ Schedule, including:
 - Preparing a draft schedule and distributing it to the responsible work units.
 - Asking each individual responsible work unit to prepare plans and estimated costs for each task on the draft schedule.
 - Revising the draft schedule based on input from the responsible work units.
- ◆ Budget, including:
 - Preparing a project preliminary engineering budget.
- ◆ Prospectus, including:
 - Revising the prospectus and vicinity map as required.
 - Circulating a revised prospectus for review and comments.*
- ◆ Project history as recorded in the Project Delivery Work Planning (PDWP) system.

NOTE: *Each region uses a slightly different process, but in general, the project leaders, local agency liaisons, construction project managers or special program coordinators work with the STIP coordinators to assemble the prospectus, get Area Managers approvals, submit it to Regional Environmental Coordinators, who then submit the prospectus to FHWA. For state funded projects, the Area Manager approves the prospectus.

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Project Scoping Teams, Continued

The Project Scoping Process

The project scoping process begins with the idea of a project, and ends when enough information has been gathered to make a decision on how to proceed.

Thorough project scoping helps to avoid unanticipated costs and delays later in the project development stage. The project leader:

- ◆ Receives a *problem statement*.
- ◆ Identifies the purpose and need statement and the responsible party.
- ◆ Forms the scoping team based on the project being scoped.
- ◆ Schedules and conducts scoping trips.
- ◆ Prepares scoping report.
- ◆ Distributes scoping report to:
 - Region Management Team that makes recommendations on projects to be included in the STIP.
 - The STIP coordinator.
- ◆ Presents information in a project prospectus and enters it into PDWP.

NOTE: Guidance on project scoping is provided in the *Project Leader Guidebook* and the *Project Leadership Academy 102* course book.

The Scoping Report

A scoping report is the first step in completing a prospectus, and includes initial information on the following:

- ◆ Clear purpose and need statement.
- ◆ Outline of all project elements.
- ◆ Estimates of preliminary engineering, construction engineering and right of way costs.
- ◆ Anticipated design exceptions.
- ◆ Required agreements.
- ◆ Right of way scope.
- ◆ Environmental scope.
- ◆ Utility conflicts and permits.
- ◆ Unique or special elements.
- ◆ Initial delivery method recommendation (in-source or out-source).

NOTE: For more information on project scoping see:
<http://intranet.odot.state.or.us/opd/ProjectScoping.htm>

Project Teams

Description

A **Project Team** for **in-source projects** focuses on:

- ◆ Managing critical process issues that cut across the organization.
- ◆ Making technical decisions.*
- ◆ Completing specific project development activities.
- ◆ Project Team Members may complete some tasks, and coordinate other tasks.

NOTE: *Some decisions are required by law to be made by specific staff (such as the Chief Engineer, Region Managers, Region Access Management Engineers, or the Traffic Engineer) or those with specific licenses or registrations (such as registered engineers or surveyors, or certified or registered geologists).

NOTE: Out-sourced projects also may use project teams as appropriate.

Structure

Membership of Project Teams is carefully planned to bring appropriate perspectives to the decision process, however, the composition of each project team varies. The core project team is a small management group that provides overall strategy and direction to the project. Additional resource teams may be used, depending on the project.

Core Project Team

- ◆ Project Leader (manages the Project Team).
 - ◆ Construction Project Manager or Project Coordinator.
 - ◆ District Maintenance Manager or designee.
 - ◆ Region Technical Center: *Roadway Engineering Designer or Design Team Leader, and Right of Way Agent.*
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Project Teams, Continued

Structure (cont.)

Other Project Team Members (as needed or may be part of a resource team)

- ◆ Region Technical Center:
 - *Environmental Coordinator or Environmental Project Manager.*
 - *Bridge Engineering Designer.*
 - *Right of Way Project Manager.*
 - *Geology Engineer.*
 - *Hydraulics Engineer.*
 - *Traffic Management representative (especially in scoping the project).*
 - *Access Management Engineer or Access Management Coordinator.*
 - ◆ Transportation Planner or Analyst.
 - ◆ Land Surveyor.
 - ◆ Pavement Service Representative.
 - ◆ Other ODOT program staff, such as bicycle and pedestrian, landscape architects, transit, traffic engineering, railroad, utility and motor carrier staff.
 - ◆ Community relations and public affairs staff.
 - ◆ Local representative(s) from cities, counties, public works, planning commissions and the general public.
 - ◆ Federal and state agency representatives.
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Major Functions and Responsibilities

Project Teams:

- ◆ Decide appropriate activities necessary for a project.
- ◆ Recommend protocols, solutions, applications of standards or proper courses of action.
- ◆ Determine need for and make recommendations for changes in scope, schedule and budget.
- ◆ Make technical decisions.*
- ◆ Include community and stakeholder involvement.
- ◆ Provides construction scheduling as a deliverable product at PS&E.

NOTE: *Some decisions are required by law to be made by specific staff (such as the Chief Engineer, Region Managers, Region Access Management Engineers, or the Traffic Engineer) or those with specific licenses or registrations (such as registered engineers or surveyors, or certified or registered geologists).

Project Managers

Description A *Project Manager* administers the contract with the Construction Contractor, and is the construction management expert for **in-source projects**, focusing on:

- ◆ Delivery of transportation construction projects.
- ◆ Construction contract administration.
- ◆ Effective management of construction project fiduciary responsibilities.

Structure A *Project Manager* manages the contract administration for the construction portion of project delivery through a staff of:

- ◆ Engineers.
- ◆ Technicians.
- ◆ Surveyors.
- ◆ Inspectors.
- ◆ Clerical personnel.

Major Functions and Responsibilities *Project Managers* coordinate and monitor all construction delivery components through:

- ◆ Crew Management, including:
 - Budget and financial management.
 - Workforce planning and management.
- ◆ Contract Administration with the Construction Contractor, including:
 - Environmental compliance.
 - Traffic & construction impacts.
 - DBE/EEO/Subcontract compliance.
 - Prime insurance plan compliance.
 - Schedules & staging.
 - Progress documentation and payments.
 - Construction change issues.
 - Review & acceptance of work.
 - Worksite Investigations.
- ◆ Local, Regional and Statewide Management Team Responsibilities, including:
 - Region management teams.
 - Project delivery standing committees.
 - Community and stakeholder involvement.

Consultant Project Managers

- Description** A *Consultant Project Manager (CPM)* for **out-sourced projects** focuses on:
- ◆ Complex Highway construction projects in the STIP, including OTIA and other special program projects.
 - ◆ Providing fiduciary responsibility for the projects.
 - ◆ Ensuring project development and project construction through:
 - Expertise in managing multi-disciplinary engineering firms.
 - Good engineering judgment and application of engineering principles.
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- Structure** A *Consultant Project Manager* manages:
- ◆ Multiple project development teams comprised of members of several engineering firms.
 - ◆ Consulting firms responsible for construction engineering and contract administration for several construction projects.
 - ◆ Design-Build contracts.
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- Major Functions and Responsibilities** *Consultant Project Managers* coordinate and monitor all project development and construction delivery components, including:
- ◆ Contract development.
 - ◆ Vendor selection and contract award.
 - ◆ Prime insurance plan compliance.
 - ◆ Contract administration and project management.
 - ◆ Contract claims management.
 - ◆ Program evaluation and process improvement.
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Office of Project Delivery

Description

The Office of Project Delivery provides the following to the project delivery business line:

- ◆ A department-wide project delivery work planning software system that:
 - Establishes the project scope, budget and work scheduling system that helps project leaders to coordinate project schedules and resources.
 - Provides the project control system to manage STIP and OTIA delivery.
- ◆ Project leadership training that:
 - Provides project management tools.
 - Provides formal training of project leaders and project team members in the use of project management tools and best practices.

NOTE: For more information on the Office of Project Delivery see:

<http://www.oregon.gov/ODOT/HWY/OPD/>

Structure

The Office of Project Delivery consists of:

- ◆ State Project Delivery Manager.
 - Project Delivery Unit.
 - Alternative Delivery Unit.
 - OTIA III Bridge Delivery Unit.

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Office of Project Delivery, Continued

Major Functions and Responsibilities

The primary purpose of the Office of Project Delivery is to improve on-time and on-budget performance for STIP and OTIA project delivery statewide. The office accomplishes its work through a manager and two work groups.

Manager for Project Delivery

- ◆ Provides leadership in all areas of project delivery.
- ◆ Ensures organizational accountability.
- ◆ Addresses statewide consistency issues regarding:
 - Products.
 - Process.
 - Staffing.
 - Roles and responsibilities.
 - Conflict resolution.
- ◆ Focuses on project management objectives, including:
 - Improvement initiatives.
 - Performance monitoring.
 - Communications across the business line.

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Office of Project Delivery, Continued

Project Delivery Unit – Major Functions and Responsibilities

Project Delivery Unit

- ◆ Through the Project Leadership Program, provides training to Project Leaders and Project Teams in:
 - Business tools.
 - Process.
 - Best practices.
- ◆ Conducts:
 - Project Delivery Academies.
 - Business Line Forums.
 - Other project management training.
- ◆ Provides project management and reporting.
 - Project Control System (project management and control).
- ◆ Provides project business tools:
 - Project Delivery Guidebook.
 - Project Leaders Guidebook.
- ◆ Provides information systems and services to support project management in the areas of:
 - Project scope.
 - Schedule.
 - Budget.
- ◆ Provides project business systems:
 - AMS RealTime (project scheduling and resourcing software).
 - Project Delivery Work Planning (budgeting and scoping).
 - Project Delivery Management Information System (current system improvement underway).

NOTE: For more information on the Project Delivery Unit see:

<http://oregon.gov/ODOT/HWY/OPD/>
<http://intranet.odot.state.or.us/opd/ProjDelUnit.htm>

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Office of Project Delivery, Continued

Alternative Delivery Unit – Major Functions and Responsibilities

Alternative Delivery Unit

- ◆ Administers statewide alternative delivery contracts for project delivery services.
- ◆ Provides Design-Build program development and management.
- ◆ Consultant Project Managers (CPMs):
 - Provide the “hands-on” oversight for the out-sourced projects.
- ◆ Alternative Delivery Unit (ADU) staff:
 - Provide the policy and administrative oversight.
 - Assist CPMs with:
 - Contracting processes.
 - Project management.
 - Consistency of practices and procedures.
 - Provide alternative delivery consultant services to Region Technical Centers.

NOTE: For more information on the Alternative Delivery Unit see:

<http://oregon.gov/ODOT/HWY/OPD/>

<http://intranet.odot.state.or.us/opd/AlternativeDelivery.htm>

OTIA III Bridge Delivery Unit – Major Functions and Responsibilities

OTIA III Bridge Delivery Unit

- ◆ Executes the legislatively mandated OTIA III State Bridge Delivery Program.
- ◆ Partners with the private sector to deliver the OTIA III Bridge Delivery Program.
- ◆ Provides statewide highway corridor management through the integration of bridge repair and replacement projects with the STIP, ensuring that Oregon’s highways remain open and passable during construction.
- ◆ OTIA III Bridge Delivery Unit staff:
 - Manage and implement the OTIA III Bridge Delivery Program.
 - Provide oversight of the program management firm.
 - Manage design-build and design-bid-build contracts.
 - Act as liaisons between the program management firm and internal and external stakeholders.

NOTE: For more information on the Bridge Delivery Unit see:

<http://oregon.gov/ODOT/HWY/OPD/>

http://egov.oregon.gov/ODOT/HWY/OTIA/bridge_delivery.shtml

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Office of Project Delivery, Continued

Project Delivery Leadership Team and Standing Committees - Major Functions and Responsibilities

Project Delivery Leadership Team (PDLT) includes key managers assigned to oversee the project delivery business line, led by the State Project Delivery Manager. PDLT and the PDLT standing committees are responsible to oversee and monitor the project delivery system from beginning to end.

The PDLT and standing committees include:

- ◆ Project Delivery Leadership Team.
 - Standing Committees:
 - Project Development.
 - Local Program.
 - Construction.

The *Statewide Standards Discipline Teams* include:

- ◆ Bridge Engineering.
- ◆ Geo/Environmental.
- ◆ Right of Way.
- ◆ Traffic.
- ◆ Roadway.
- ◆ Survey.
- ◆ Access Management.

NOTE: For more information on PDLT see:

<http://oregon.gov/ODOT/HWY/OPD/>

<http://intranet.odot.state.or.us/opd/PDLT&StandingComm.htm>
