

Position Specification
Urban Mobility and Mega Projects Director



The Engagement

J. Tedesco & Associates has been retained by The Oregon Department of Transportation (ODOT), headquartered in Salem, Oregon, to lead their recruitment for the position of Urban Mobility and Mega Projects Director. ODOT is seeking a talented executive and change agent who has the leadership competencies and proven experience to oversee an organization of this substantial size and complexity, and who is equally skilled at managing relationships with a diverse array of internal and external stakeholders. J. Tedesco & Associates is a boutique, retained executive search firm, founded in 1998, based in San Diego. Our firm has significant experience working with public agencies, and we lead assignments from the emerging leader level up to the administration and board level.

Client Overview

The Oregon Department of Transportation is an award-winning organization with more than 4,500 employees and a \$3.8B biennial budget. Together, the employees of ODOT work to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians. Transportation in Oregon is a multi-billion dollar investment in its residents, environment and state. Almost every aspect of life is affected one way or another by transportation. With 96,000 square miles of land, Oregon must have a safe, dependable system – that includes highways, passenger and freight rail, public transit and non-motorized transportation. Over the past several years, Oregonians have opted to invest in the state's transportation infrastructure, which is providing the opportunity for the ODOT to greatly enhance the livability and transportation needs within the state.

ODOT provides comprehensive planning, design, construction, maintenance, and operation of the transportation system to serve the public of the State of Oregon. The agency carries out these activities under the direction of the Oregon Transportation Commission. ODOT's eight divisions include Communications, Central Services, Driver and Motor Vehicle Services, Motor Carrier, Transit/Rail, Transportation Development, Transportation Safety, and Highway Division. ODOT is committed to supporting a workplace environment that encourages a diverse workforce. This support focuses on respectful treatment of others, reducing conflict by increasing understand of and respect for differences amongst all people.

The leadership team at ODOT is collegial and has great respect for one another. It is a culture where everyone can raise their hand, it is an organization that encourages one another to put their different perspectives on the table. It is non-combative and a healthy culture of openness and encouragement. More information about the Oregon Dept of Transportation can be found online at: www.oregon.gov/ODOT

About the ODOT Highway Division and the New Office of Urban Mobility

The Highway Division at ODOT is comprised of 2700 employees, and it operates and maintains approximately 8,000 miles of highways throughout the state of Oregon. The highway system is as diverse as the state itself. It ranges from six-lane, limited-access freeways with metered entrances in the Portland area, to a graveled state highway in central Oregon. Oregon's economy and industries – including agriculture, timber, tourism, and technology – all depend on a sound highway system. Oregon has more than 74,000 miles of roads owned by federal, state, county and city governments. State highways comprise less than 11 percent of total road miles, but carry 58 percent of the traffic and more than 20.7 billion vehicle miles a year. More people are driving more cars more miles than ever before, but are doing so on the same highways, streets and roads. About 73 percent of commuters drive alone to and from work. Congestion is worsening, especially on urban freeways. A strong economy needs good highways. State highways link producers, shippers, markets and transportation facilities and provide access to airport freight services, ports and many other kinds of transportation facilities.

Fixing America's Surface Transportation Act (FAST Act) FAST Act reauthorizes federal highway, transit, transportation safety, and rail programs for federal fiscal years 2016 through 2020. After several years of flat funding, FAST Act provides modest increases to states over the five-year life of the bill. Keep Oregon Moving (HB 2017) The 2017 Oregon Legislature passed Keep Oregon Moving (HB 2017) which made a significant investment in transportation. The Highway Division will be tasked with delivery of projects that focus on pavements, bridges, seismic, safety and congestion relief projects. Commercial trucks rely on state highways for both short- and long-haul freight movements. Annually, trucks travel more than two billion miles on Oregon Highways. According to a Federal Highway Administration (FHWA) report, trucks moved an estimated 166 million tons of goods to, from and within Oregon in 2015. That amount is projected to increase over the next 25 years.

Organizationally, the Highway Division has an administrator who oversees this new office of Urban Mobility and Mega Projects, along with five regional offices and the headquarters office. In the past, the agency had completed most engineering and design work in-house while contracting with private companies for the actual construction of projects. With HB 2017, the outsourcing of project delivery will increase from the current 50 to roughly 70 percent.

Setting up the office of Urban Mobility and Mega Projects comes in response to House Bill 2017, the \$5.3 billion transportation package passed by the Oregon Legislature in 2017. That bill laid out funding for several projects in the Portland region (ODOT Region 1) and it defined mega transportation projects as those that, cost at least \$360 million to complete, that attract a high level of public attention or political interest because of substantial direct and indirect impacts on the community or environment or that require a high level of attention to manage the project successfully

Key Issues and Trends this Leader and his/her Team Must Navigate:

- ✚ The highway infrastructure, including pavements, bridges, and traffic control systems, continues to age, and as it does, it requires more maintenance and a larger share of ODOT's revenue each year. An aging infrastructure becomes more difficult to keep pace with growing costs through efficiency gains.
- ✚ Oregon is expected to grow to 4.6 million people by 2026. Nearly two thirds of this growth will occur in the Willamette Valley (Portland to Eugene). Growth places additional stress on highways and bridges.
- ✚ Increased vehicle travel causes safety concerns for drivers, highway employees, and contractors in work zones.
- ✚ Growing demand for driveway access to state highways creates congestion, slows traffic, and increases safety concerns for both vehicles and pedestrians.
- ✚ Oregon's population is aging. Ensuring mobility for older citizens requires creative solutions, such as innovative traffic control devices (e.g., more visible pavement markings, traffic signal displays signing, etc.).
- ✚ Strategies must be found to help Oregon meet long-term highway revenue needs.
- ✚ Environmental concerns require changes to practices, additional work and increase in costs to accomplish traditional activities. Without additional resources, less can be accomplished while addressing environmental concerns.

About Salem, Oregon and the Willamette Valley Corridor:

ODOT is headquartered in Salem, Oregon. Located in the heart of the Willamette Valley, Salem is the capital city of Oregon. Thanks to its central location, easy access to Interstate 5 and major transportation hubs, easy-going lifestyle and strong business community, Salem is at the center of it all. Salem has a population of more than 160,000, it is 47 miles south of Portland and an hour from the Cascade Mountains and the ocean beaches. Salem is in the midst of sustained, steady growth. Ongoing preservation of historic downtown buildings, along with a downtown core master plan for residential and commercial development, ensures managed growth. The Willamette Valley Corridor is a diverse region with well-established, family-friendly neighborhoods, access to good schools and universities, and all areas have a small-town feel.

Paired with a high quality of life and an endless bounty of outdoor activities, the Willamette Valley is a great place to live and work.

About Portland, Oregon:

This position will be based out of the Portland, Oregon office location. Portland and its neighboring areas have beautiful scenery, safe communities, good schools, world-class food and drink, clean air, and plenty of outdoor recreation with the beach 2 hours away and the mountains/skiing 1+ hour away. Portland has a great sense of community that is built on the hearts of kind people and a unique culture that fosters diversity. Portland is recognized as one of America's most bike-friendly cities, and provides an environment for outdoor activities galore, from hiking, mountain biking, fishing, white water rafting, skiing and more. For those foodies, Portland has great restaurants and they take their coffee and micro-brewed beers seriously. In addition, numerous wineries are within a short drive, most being between Portland and Salem. From a commerce standpoint, business is booming: Greater Portland has become a talent magnet. The workforce is growing at 6x the national average. Portland, and the greater region is a wonderful place to call home.

Position Summary

This very critical leadership role will lead and direct the new Urban Mobility Program which delivers the design, development, and implementation of complex multi-modal transportation mega projects and systems for the most densely populated and fastest growing geographical region in the state. This position will oversee the Tolling/Value Pricing Program, Mega Project Delivery Program and Public Affairs for each program. In addition, this position will lead a large consultant staff, potentially numbered in the hundreds, to successfully deliver the largest and most complex infrastructure projects in the state. Current Mega Projects include: (1) the Rose Quarter project (2) the i5/205 project and (3) Interstate Bridge Replacement. This position will transition to leading mega project implementation in other areas of the state and guide the agency in that transition, upon completion of the current mega projects. This position is responsible to represent the agency and serve as ODOT's spokesperson to elected and appointed officials at the local, regional, state and federal level, including the state Legislature, to ensure their understanding and support for mega projects and urban mobility goals.

Position Location

Portland, Oregon. In addition, considerable time will be spent in Salem, Oregon along with travel throughout the state of Oregon

Responsibilities (Duties/ Accountabilities):

- 10%** Lead the urban mobility and mega project delivery unit in working with officials and technical staff of affected jurisdictions to develop and ensure the development and implementation of large-scale transportation investments in the most urban areas of the state.
- 35%** Provide direction and leadership to agency and consultant staff in the areas of plan development, project design, contract construction and ongoing operations and mobility to ensure quality results in the most cost-effective manner. Lead a management team in broad policy areas pertaining to personnel management, training, safety, affirmative action, diversity and related areas. Maintain internal processes and structure to efficiently and effectively execute work. Provide leadership and direction to assure that vision and policies of the Department and the Oregon Transportation Plan are realized within the mega project and urban mobility delivery team.
- 10%** Serve as the lead executive for an office that develops programs to guide practical solutions implementation on the states' largest infrastructure reconstruction, including oversight of the development and implementation of policy, training, project and program stewardship, and reporting that supports an integrated practical solutions approach to asset management, planning, operations, modal systems; project development and delivery as well as the construction of the most urban area(s) of Oregon's transportation system.
- 20%** Coordinate and build consensus among various local and regional governments, business and industry, and special interest groups on transportation policies and projects. Conduct and participate in public meetings and hearings. Serve as chairperson for meetings and hearings that allow public officials and the general public access and input to transportation activities.
- 10%** Represent the Agency to the general public, media, Transportation Commission, State Legislature and other elected and appointed officials at the local, state and federal level. Serve as ODOT spokesperson regarding the activities of this unit on all phases of transportation work. Communicate in person, over the telephone, and in writing to region 'customers'; draft written statements for ODOT administration or Governor's Office in response to questions, complaints or other requests.
- 5%** Maintain communication and collaboration with the work of other divisions, including Statewide Project Delivery Branch and Region 1 to ensure project consistency, coordination, and implementation are in alignment with statewide transportation goals and initiatives.
- 10%** Chart a course for a new way of doing business in the State of Oregon, specific to institutionalizing mega project delivery, acumen, expertise and organizational health and planning, which includes embracing and operationalizing diversity and equity.

Chart a course for a new way of operationalizing urban mobility and better managing underutilized capacity within currently existing systems.

Working Conditions

This position is on call 24 hours a day, seven days a week, including holidays. The position requires considerable travel within the region and around the state in all types of weather, with some trips necessitating overnight lodging.

The position requires daily contact with the general public, government agencies, contractors, and department employees for the purpose of providing information and resolving sensitive issues. The position often interacts with individuals and groups in a highly charged, complex atmosphere. The incumbent represents the agency and the state at public meetings and is a liaison with the media on department issues; frequently works with attorneys and the courts regarding lawsuits, contract claims, discrimination complaints, etc. Extra hours frequently required to meet deadlines on special projects. Transportation decisions made in this group are subject to widespread and intense public scrutiny. All judgments and actions are undertaken within a framework of multiple competing demands, political reactions that may affect agency stature and funding, and controversy leading to court actions.

Guidelines Used in This Position

State and federal laws and regulations; Federal Aid program manual; Transportation Commission policy; Oregon Action Plan, local comprehensive plans, zoning requirements, land use laws and regulations. Because of the rapidly changing nature and variety of transportation issues, must make decisions without any existing guidelines or precedents. Department of Administrative Services' administrative rules, personnel rules and policies, ODOT policies and procedures, collective bargaining agreements, Oregon Benchmarks, ODOT management team directives, branch policies and state accounting procedures.

Regular Contact Points

Elected and appointed officials and staff at the local, state and federal level, Legislators, Oregon Transportation Commission, Television, radio, newspaper reporters, Equivalent Managers within Department and the General Public (more details in the official ODOT job description)

Decision Making for the Position

This position will manage a small number of very large, very costly, transportation projects known as Mega Projects. For context, the size of the Department's annual project funding is approximately \$500-600M statewide. One Mega Project could have a project budget in excess of that statewide total. This position will be managing multiple projects of that size and complexity. At any one time, this position may be managing \$500M to \$1.5B of budget

authority/funding. Decisions made by this position will have lifetime impacts on the transportation system in Oregon and the reputation of the Department. Project design decisions and operational considerations for mobility and system utilization will require innovation, new techniques and methods, and engagement with national and international leading experts. The position will have the support and authority as granted under ORS 184.628 of the Chief Engineer of ODOT. Recommendations for future projects affecting the ability of the transportation system to function adequately. Decisions made as part of project development process affecting cost, effectiveness, acceptability and legality of a project. Decisions regarding hiring, developing, and retaining a highly effective workforce affecting the professional growth and development of future leaders within the Department.

The impact of those decisions: The magnitude of the decisions made and the risk being managed will have direct impacts to the success of the Department with local, state, and Federal stakeholders – and more importantly the public. The budget authority/funding under the responsibility of this position is large enough that decisions will impact the fiscal position of the Department, the ability to expand revenue sources, the allocation of funds to other areas that carrier out the mission of the Department, and the bond rating for the agency which impacts current debt structure and the ability to leverage bonding as a finance tool in the future. Decisions involve politically sensitive issues, which can adversely affect the Department, the Transportation Commission, the Governor, and others. Stakeholders and interested parties will look to the decisions made and actions taken by this position when considering future investments in Oregon’s transportation system, especially at the State and Federal level, and with the users of the system.

Other Responsibilities and Skills Utilized in the Position

- Ability to perform and communicate successfully in highly volatile political environment. Ability to develop and maintain consensus from competing interest groups. This person must be able to work effectively and proactively as a coach and team leader.
- May speak or act for the Division Administrator or Director on occasion when delegated or approved. In addition, there is potential of media exposure and planned or spontaneous interaction with elected and appointed officials from the local, state and federal governments. Constituent and stakeholder interaction will occur on a regular, if not daily basis. Incumbent must be able to successfully build coalitions, establish partnerships, create constituent support and influence public opinion on issues vital to successful mega project and program delivery.
- Provides the strategic vision, executive-level leadership and management -- externally & internally -- to accomplish the successful, cost-effective project implementation & delivery of ODOT mega projects and urban mobility needs.

- Ensure that ODOT uses a practical solutions decision-making lens; that outlines the general process and key issues to consider during development of the transportation mega projects and urban mobility innovation.
- Establish policy and direction to ensure that all modes of transportation are considered and integrated as appropriate within the planning, development and delivery of transportation systems and projects. The position is responsible for ensuring delivery is consistent with a practical solutions framework.
- Ensures a systems approach, which addresses all modes of travel that are used when planning and designing transportation projects. Work closely with the Division Administrators, Region 1, and other regions as required to identify and advocate for community interests and needs as they relate to projects and programs that affect community and economic development. These include, but are not limited to land use, housing, demand management and environmental goals. Satisfy the Governor's, the OTC's and Directors agenda for transportation in the future, emphasize building collaborative and mutually beneficial relationships with local communities. Set the stage for future generations by creating the foundation of a sustainable transportation system using practical solutions, innovative approaches and transformative opportunities. Focus on better ways to coordinate, measure, and incentivize public and private actions consistent with statewide goals, policies, and programs.
- Ensure ODOT's engineering and operational procedures consistently reflect industry innovation and best practices and the products and services provided by agency personnel meet or exceed industry standards. The scope of impact is sizeable, and focuses on constantly improving procedures to deliver results for a wide variety of stakeholders and the public at large.

Size of the department

This position will oversee 5 direct reports and a total internal staff of 25-200 people (as the function builds out) in addition to external consultants and their teams.

Reporting Structure

- This position reports directly to the Highway Division Administrator and indirectly/jointly to the Director of ODOT.
- Direct reports to this position include: Tolling Program Manager, Rose Quarter Director, i-205 director and a public affairs leadership role

Qualifications and Skills:

Position requirements include:

- Ten years of management experience in a public or private organization, which included responsibility for development of program rules and policies, development of long- and short-range goals and plans, program evaluation and budget preparation.
- A valid driver license, an acceptable driving record, and the ability to drive is required for this position.

Desired attributes:

- A Bachelor's or Master's degree in Civil Engineering or Urban and Regional Planning, or Transportation Planning, or Public Policy & Administration, or business administration, or related field is preferred.
- Registration as a Professional Engineer (PE) and/or AICP certification.
- Experience in labor negotiations and organizational management.
- Substantive experience in Program and project budgeting.
- Ability to engage a wide variety of stakeholders.
- Outstanding written and verbal communication skills. Position attributes include:
- Partnership focus - highly motivated to engender strong, two-way positive relationships
- Visionary leader that creates space and reason for others to follow
- Highly skilled in recognizing system needs, partner needs and community needs, regardless of which agency or group has system component oversight
- Proven track record and passion for institutionalizing diversity and equity
- Exceptional skill in taking calculated risks in the advancement of the future of transportation for the region
- Exceptional ability to collaborate and drive an approach to durable decisions in a complex environment of competing interests
- Experience in leading and growing a diverse team with encouragement to innovate, collaborate, embrace diversity, and build core acumen toward mega project delivery and urban mobility
- Charismatic, energetic and approachable communicator; interpersonal communication expert
- Ability to grow a group, from conception, to a delivery arm that embraces a multimodal transportation model
- Politically savvy problem solver and coalition builder
- Adaptable problem solver who creates and manages a dynamic environment
- Creative in the path to resolutions
- Experience in prosecuting change, both inside the agency and for external audiences. A solid understanding of how to build the agency brand

SKILLS & COMPETENCIES:

- Honest, straight forward, transparent and genuine communication style
- Effective advocacy skills to advance ODOT's position or interests.
- Relationship motivated and focused
- Develops effective working relationships in a collegial environment
- A team player and works collaboratively across a complex organization to obtain results
- Demonstrates high integrity in all interactions and decisions
- Models and executes a safety focused culture
- Adaptable to change and has a forward-looking leadership approach
- Possesses a nice level of energy and infuses that into the positive direction of the business
- Demonstrated ability to see things from all angles and then act accordingly
- Builds and maintains relationships with diverse external stakeholders
- Challenges that status quo, but does so in respectful ways
- A leader who looks at their job as serving something greater than oneself
- Fosters critical thinking
- Solution oriented and focuses on results
- Honors commitments they make as a leader (does what they say)
- Will be fair and just, and treat all people equally
- Will show up on the most challenging of days
- Effective at developing and leading a diverse workforce

The recruiting practices of J. Tedesco & Associates are AA/EEO compliant and are aimed at developing a diverse slate of candidates. Please direct any interest or inquiries to: Jon Tedesco, Managing Director of J. Tedesco & Associates - via email at JLT@tedescoassociates.com or call 858-812-5623.