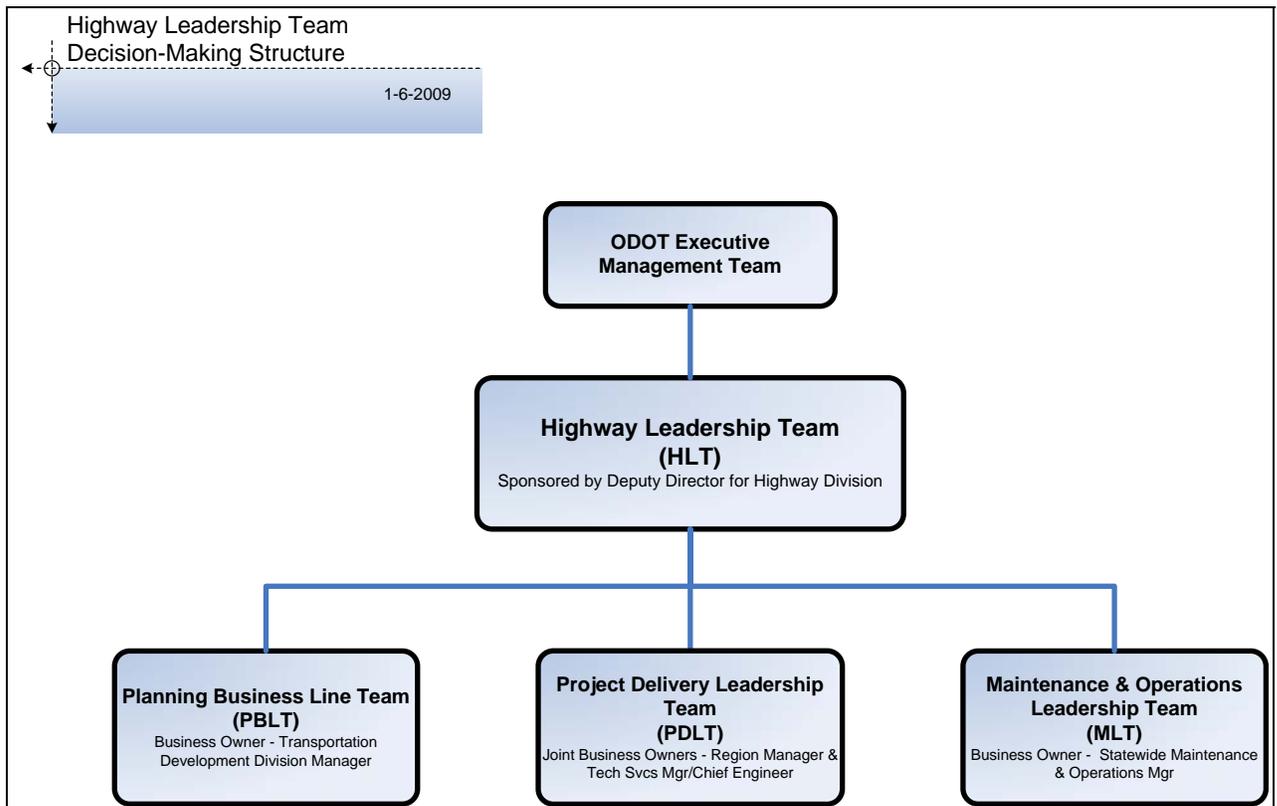


# ODOT Project Delivery Guide

## HIGHWAY DIVISION LEADERSHIP STRUCTURE

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

The ODOT Highway Division values collaborative issue management, process improvement and problem-solving. The following information describes the Division's leadership team structure, established to address topics such as budget and finance, human resources, major information technology investments, resource and position management, and organizational structure.



## ***HIGHWAY LEADERSHIP TEAM (HLT)***

The Highway Leadership Team (HLT) provides strategic planning, decision-making, oversight, implementation and overall operational guidance for the Highway Division. Key objectives include:

- Provide leadership for the division across all business lines.
- Remove roadblocks that impede work within and between division business lines and across the department.
- Address the various priorities that come from the Governor, the Legislature, the Oregon Transportation Commission (OTC), the Oregon Department of Transportation (ODOT) Director, the ODOT Executive team, and key constituents.
- Implement organization improvements for the purpose of fulfilling the department mission and carrying the values.
- Provide support and direction for the Business Line Teams, including the Maintenance Leadership Team (MLT), the Project Delivery Leadership Team (PDLT), and the Planning Business Line Team (PBLT).

For more information, follow this link to [\*HLT Charter & Membership\*](#)

## ***PLANNING BUSINESS LINE TEAM (PBLT)***

The Planning Business Line Team (PBLT) ensures that the Department fulfills its commitments by delivering strategic planning products, projects and policies that meet the needs of our customers and stakeholders and by balancing within available resources. Key objectives include:

- Develop and implement quality plans
- Improve integration of Planning and Project Development in support of further improving the Statewide Transportation Improvement Program (STIP) development process
- Provide direction and consistency in the management of the state's transportation system
- Improve planning tools and technology
- Improve and maintain coordination of planning activities
- Provide direction to planning activities based on the Transportation Program Development (TPD) Limitation and utilizing the TPD Financial Reporting System

For more information, follow this link to [\*PBLT Charter & Membership\*](#)

## ***PROJECT DELIVERY LEADERSHIP TEAM (PDLT)***

The Project Delivery Leadership Team (PDLT) provides executive level strategic planning, decision-making, oversight, and overall operational guidance for project development and construction. Established under the authority of the Highway Division Executive Management Team, the PDLT has decision authority for the development and implementation of project delivery related strategies, programs, policies, processes, and issue resolutions to accomplish the agency's goals.

Key objectives include:

- To develop and execute strategic directions and decisions to improve project delivery practices, ensure effective program delivery, and maximize efficiency.
- To promote statewide consistency through relevant, clear policy, practice and procedures that support sound decision-making at all levels.
- To ensure a high level of coordination, integration and communication between key project delivery business lines and partners.

More information on the PDLT structure is provided in the next pages.

## ***MAINTENANCE LEADERSHIP TEAM (MLT)***

The Maintenance and Operations Leadership Team (MLT) provides strategic planning, decision-making, budget management, oversight, and overall operational guidance for the Highway Maintenance and Operations business lines. The MLT's key goals are:

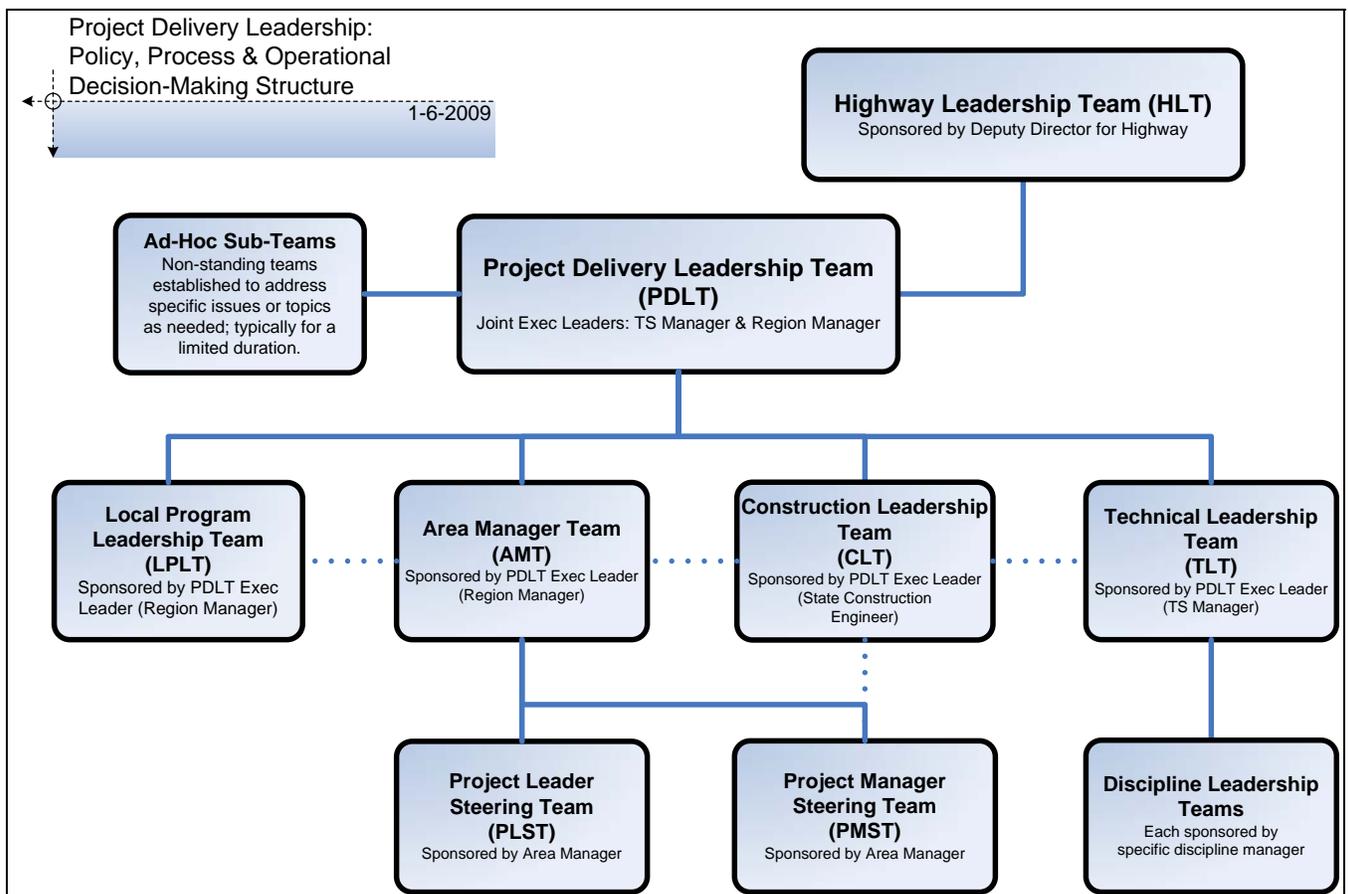
- To develop and execute strategic directions and decisions to improve maintenance and operations program practices and business functions, to ensure effective program delivery, and maximize efficiency.
- To promote statewide consistency through relevant, clear policy, practice and procedures that support sound decision-making at all levels.
- To ensure a high level of coordination, integration and communication between key business lines, partners and internal and external regulators.
- Manage fleet, maintenance facilities and radio communication systems and business practices strategically and efficiently

## PROJECT DELIVERY LEADERSHIP STRUCTURE

The PDLT serves as the primary decision point for statewide project delivery issues to be raised and resolved or elevated. It also serves as a primary link to the Highway Division Leadership Team for project delivery issues and information. The PDLT issues Project Delivery Operational Notices, which can be drafted from the standing sub-teams or directly from PDLT, and other project delivery guidance/direction as needed.

The PDLT works through its standing and ad-hoc leadership sub-teams and their sub-teams to ensure the proper management, leadership, guidance, staff, skills, tools, training and support are in place to effectively deliver projects. Each leadership team has an approved charter and work plan. A PDLT member sponsors and/or chairs each standing leadership team. The leadership teams address issues and draft policy for the business line in the following areas:

- Project/Program Management
- Technical
- Construction
- Local Program



## [Standing Leadership Sub-Teams of PDLT](#)

### Local Program Leadership Team ([LPLT](#))

The Local Program Leadership Team (LPLT) provides strategic level planning, decisionmaking, and guidance for key aspects of the Local Government Program. The LPLT is chaired by the Manager of the Local Government Section and membership includes representatives from each region, the Construction Section, and Technical Services functions.

### Area Manager Team ([AMT](#))

The AMT provides agency-wide leadership for the project/program management aspects of project delivery: designing and building projects within scope, schedule and budget. This includes responsibility for development and delivery of the STIP, beginning with the involvement of Area Commissions on Transportation (ACTs) in scoping and development, and ending with construction close-out. In addition, the AMT ensures successful implementation of improvements and changes within the business line and provides ongoing management, leadership and oversight linkages between Major Projects Branch, Planning, ACTs, Project Leaders, and Project Managers, for successful project delivery. AMT is chaired by an Area Manager and membership includes all Area Managers and Region Project Delivery Managers. AMT serves as the focal point for project management/leadership issues to be raised and resolved from project delivery staff.

The AMT oversees two key business line leadership sub-teams. These teams address issues and make decisions within their area of authority, and provide, recommend, and/or evaluate statewide policies, standards, processes and procedures in support of project delivery requirements.

- **Project Leader Steering Team ([PLST](#))** - representing all project leaders  
The purpose of the Project Leader Team is to provide a venue for: vetting, evaluating and helping to resolve issues which impact project delivery by communicating between leadership teams, making recommendations for process improvements, and fostering continuous learning and peer support.
- **Project Manager Steering Team ([PMST](#))** - representing all project managers  
The purpose of the Project Manager Team (PMT) is to provide a venue for: vetting, evaluating and resolving issues which impact project delivery through consultant and construction contract management, communicating between leadership teams and crews, and fostering continuous learning and peer support.

### Construction Leadership Team ([CLT](#))

The Construction Leadership Team (CLT) operates as a standing sub-team of the Project Delivery Leadership Team (PDLT) and has decision authority for the establishment of Department policies and procedures related to the implementation of the ODOT Construction Program. The CLT serves as the overall policy body for the Department's construction business line, which encompasses all activities necessary to take a project from contract award to final acceptance and payment for the project. It also routinely assesses the effectiveness of the construction phase of projects and identifies and prioritizes areas for improvement.

### Technical Leadership Team ([TLT](#))

The Technical Leadership Team (TLT) acts as a primary forum for technical issue identification and resolution, decision-making, policy guidance, and process improvements for the project delivery business line. It provides ongoing management and technical oversight linkages between Technical Services, Tech Center managers, other functions and discipline leadership teams as they collaborate in ensuring the success of ODOT's project delivery efforts. The Technical Services Manager/Chief Engineer chairs TLT and through the Chief Engineer's delegated authority, has full decision-making authority for actions consistent with its function - technical leadership for the project delivery business line.

### Discipline Leadership Teams ([DLTs](#))

The Discipline Leadership Teams meet regularly to ensure that the technical components of each discipline are practiced consistently and optimally across the project delivery business lines. Each Technical Services section manager leads one or more discipline teams for his/her discipline. Members are managers or designees from Technical Services and regions and may include representatives from other business lines.

## Additional PDLT Team Connections

