

ODOT Project Delivery Guide

KEY PROJECT DELIVERY ROLES & RESPONSIBILITIES

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

A number of region and headquarter staff members, managers and leadership teams are involved in project delivery at the policy, process, procedure and project level.

These key roles are established and outlined in Project Delivery [Operational Notice PD-01](#)

REGIONS

Region Manager (RM)

- Responsible and directly accountable to the executive director of highways for all planning, project development, construction and maintenance operations within the region
- In Regions 1 and 2 the RM provides direct supervision and leadership to the Project Delivery Manager, Region Maintenance Manager, Region Safety Manager and Region Planning Manager. Provides indirect supervision and leadership to the remaining midlevel managers, front line managers, and employees within the region
- Provides direct supervision and leadership to the Region 3, 4 and 5 Area Managers, Tech Center Manager, District Managers, Safety Managers and Planning Managers. Provides indirect supervision and leadership to the other regions' remaining front line managers and employees
- Represents the agency to elected and appointed officials at the local, regional, state, and federal level, including the state Legislature, as well as the public; ensures their understanding of and support for region programs
- Functions as a relatively independent arm of ODOT as a spokesperson for department policy within the Region
- Leads the geographical region in working with officials and technical staffs of affected jurisdictions in the development of short and long-term transportation plans
- Coordinates and builds consensus among various local and regional governments, business and industry, and special interest groups on transportation policies and projects within Region. Conducts and participates in public meetings and hearings

Region Project Delivery Manager (RPDM - Regions 1 & 2 only)

- The RPDM is directly responsible and accountable for project delivery within the region, including all project development and construction functions
- Provides direct supervision and leadership to Area Managers and the Technical Center Manager
- Provides indirect supervision and leadership to Project Leaders, first line managers and employees within the Region's Project Delivery Program
- Ensures that appropriate communication and collaboration are maintained (internally and externally) throughout the selection, development and construction of projects within the region
- As the person with overall accountability in the Region for ensuring that Project Delivery program expectations are met, the RPDM is the Region's final point of escalation for technical and/or operational problem resolution in project delivery
- Represents the overall interests of ODOT and/or the specific interests of the Project Delivery Business Team to region external stakeholder groups as needed by the area manager, the RPDM participates, leads, facilitates discussion, and promotes regional and/or local decision-making within external stakeholder groups. This work is done in consultation with the Region Planning Manager and is the basis for the transition between the Planning Business Line and the Project Delivery Business Line.

Area Manager (AM)

- Manages and leads all aspects of the Region's development and construction program within an assigned area
- Central figure in managing and leading the complete project life cycle (cradle to grave ownership). This includes providing statewide leadership in the area of project management.
- Supervises and mentors Project Managers and Project Leaders (and Local Agency Liaisons in some regions)
- Establishes and supports the business line strategic direction by serving as a core member of the statewide Project Delivery Leadership Team (PDLT) when called upon
- Directs the preparation and administration of biennial and annual budget requests for the agency within the respective area. Serves as a member of the Area Commission and the Economic Revitalization Team in the respective areas. The Area Manager is the primary point of contact for external stakeholders in the area
- Responsible for delivering STIP projects in his/her area and promoting achievement of the region's construction program

purpose. Manages the lifecycle of all STIP project within his or her area from design through construction

- Ensures delivery of area construction contracts, quality contract management decisions and proper contract documentation.
- Recommends final acceptance of projects

Technical Center Manager (TCM)

- Directly responsible and accountable for delivering all Technical Center projects within approved scope, schedule and budget
- Ensures all technical aspects of projects are consistent with the Agency's quality standards
- Provides engineering and professional technical support to maintenance, planning, operations, construction, local programs, project delivery (both outsourced and in-house programs).
- Ensures professional competency of staff through leadership, development and performance management
- Oversees the work of staff in the use of statewide project planning, scheduling, and management systems; ensures proper use of performance measures and takes corrective action as needed to ensure program delivery
- Administers contracts for consultant services
- Responsible for the development and implementation of a quality control program within the Technical Center. Monitors quality assurance performance

Technical Center Unit Manager (TC Unit Mgr)

- Manages a unit of discipline specific engineers and staff specialists
- Administers contracts for discipline specific consultant work
- Develops and maintains a quality control program for the unit
- Directly responsible and accountable to deliver technical products on time and within budget.
- Ensures standards, practices and procedures are followed or appropriate exceptions are obtained from Technical Services.
- Solves technical problems in a manner that meets the needs of the customer and the agency

Project Manager (PM)

- Represents ODOT in the delivery of multi-million dollar in-house transportation construction projects
- Responsible for leading and overseeing all activities necessary in the development and administration of outsourced consultant contracts for project development and/or construction
- Primary region point of contact for the development and implementation of Design-Build solicitations and contract administration
- Responsible for the contract administration of construction contracts. Represents the Engineer on the project and has the authority to enforce the provisions of the contract
- Manages a staff of engineers, technicians, surveyors, and clerical personnel who assist in the PM's role as contract administrator of ODOT construction contracts, as well as the construction management experts for the agency
- Plans, prepares, analyzes, documents, and manages the fiscal budgets and cash flow for construction workforce, facilities, vehicles, equipment, training, travel, and other resources necessary to deliver the assigned program of construction projects
- Represents the Highway Division deputy director and the chief engineer, as well as the region manager as an ODOT expert in outsourcing highway construction projects to the engineering consulting and contracting communities and local communities
- Directly responsible for reviewing, approving and accepting work products from the agency's suppliers

Project Leader (PL)

- Provides project management leadership for in-house projects during the project development phase
- Responsible for all activities necessary to ensure that assigned projects are moved successfully through the project development process
- Directly responsible for coordinating and leading all project management processes of all assigned projects: risk, quality, [public involvement](#), scope, schedule, and budget management
- Leads multiple cross-disciplinary teams working on routine-to-complex projects in various stages of development
- Provides overall direction to project team members and coordinates the successful completion of the development phase of each assigned project
- Prepares and manages project work plans for all assigned projects.
- Leads scoping teams

Local Agency Liaisons (LAL)

- Responsible for all activities necessary to ensure that assigned local agency projects proceed from solicitation and selection through the project development and construction phases.
- Ensures federally reimbursable process and regulations are met
- Provides guidance to local agency representatives on project scopes, schedules, and budgets during project development
- Responsible for coordinating FHWA review and approval of local federal aid projects
- Prepares and manages project work plans for all assigned projects

TECHNICAL SERVICES

Technical Services Manager/Chief Engineer

- Responsible for the overall quality of engineering products delivered for the agency
- Approves all engineering standards, practices and procedures in compliance with Federal and State statutes, rules and regulations
- Approves and executes the award of construction contracts (by delegated authority from the Director)
- Establishes and maintains management systems that monitor and predict system needs and performance in the areas of bridge, traffic, pavements, slides, rockfalls and safety. Makes this information available to all system users that would include, but not be limited to maintenance, operations, planning, and project delivery business lines
- Ensures training, technical advice and consultation services are available for the agency
- Resolves major design issues, resulting from conflicting standards, needs, public desires, and technical limitations; and, approves major exceptions to design standards and guidelines
- Establishes and maintains a quality assurance program for all technical disciplines within technical services. Evaluates performance and provides feedback to regions, consultants, and local governments as a result
- Oversees the agency's construction program and authorizes and approves expenditures thereof
- Directly responsible for managing the agency's stewardship role with FHWA and serves as the primary point of contact to FHWA for the agency

Section/Unit Manager

- Provides leadership for the Section/Unit and each program area
- Provides statewide oversight of each program area to monitor consistency in application
- Sets policies and direction of the Section/Unit and each program area by defining how the Section and each program meets the customer's and ODOT's needs and then working with the employees to define the policies and standard operating procedures
- Updates and maintains standards, policies, procedures and practices within the discipline and approves any exceptions thereof.
- Determines priorities, develops and implements strategies to deliver Technical Service's work program
- Provides technical training, advice, and consultation for the associated discipline
- Establishes and maintains management systems that monitor and predict system needs and performance in the associated discipline.
- Responsible for information system investments
- Establishes and maintains "best practices" within the associated discipline.
- Establishes and maintains a quality assurance program for the agency in the associated discipline. Evaluates and reports in-house, outsourced, and local government technical performance as a result.
- Initiates process improvements for the associated discipline.

MAJOR PROJECTS BRANCH

Major Projects Branch Manager

- Manages all aspects of the Major Projects Branch.
- Directly responsible for the successful delivery of the OTIA III State Bridge Delivery Program and any other major projects assigned to the branch
- Provides contract administration oversight for the program management outsourcing contract with Oregon Bridge Delivery Partners (OBPD)
- Establishes necessary guidance documents to ensure consistent program management decisions
- Responsible for knowledge transfer from programs and projects to mainstream ODOT functions
- Develops and executes all contracting documents in support of the OTIA III State Bridge Delivery program, the Design-Build program, and any other assigned programs or projects (by delegated authority from the director)

HIGHWAY PROGRAMS OFFICE

Highway Programs Office Manager

- Plans and directs the financial operations of the Highway Program Office of the Highway Division of ODOT
- Ensures that the financial activities provide relevant, accurate and timely information to enable the Highway Division to effectively carry out its mission
- Develops and monitors division budgets (limitations adopted biennially by the Legislature), monitoring expenditure levels on a regular basis against approved budgetary limitations, delivering quarterly operational reviews to the Oregon Transportation Commission, providing economic decision analysis for the division, and testifying before Legislative Committees and the Emergency Board concerning the status of ODOT construction projects
- Directs and coordinates the preparation, approval and programming (allocation) of all ODOT Federal Aid program monies, including the allocation of federal funds to city and county programs throughout Oregon
- Manages and develops the Statewide Transportation Improvement Program (STIP)

- Develops and manages performance measures and produces internal and external reports such as the OTIA Monthly Report (G-Y-R), the Highway Construction Plan (HCP), and Quarterly Status Report (QSR)

Local Government Section Manager

- Manages the Local Government Section and oversees the Local Program. This office focuses on coordination and policy development with local agency groups and process improvements for local agency project development and delivery
- Directly responsible and accountable to the deputy director of highways for statewide local program coordination, policy development and training
- Acts as the interface between the Local Program and the other major business lines. Ensures coordination occurs between these functions by initiating process improvements to ensure federal stewardship responsibilities are met and to minimize inefficiencies and unnecessary overlaps

For delegation of director's authority, see:

http://intranet.odot.state.or.us/ssb/bss/p&p/ORG_05_POLICY.pdf

http://intranet.odot.state.or.us/ssb/BSS/del/d_sub-02.pdf

http://intranet.odot.state.or.us/ssb/BSS/del/d_sub-05.pdf

http://intranet.odot.state.or.us/ssb/BSS/del/d_sub-17.pdf