



PROJECT DELIVERY LEADERSHIP TEAM

OPERATIONAL NOTICE

NUMBER	REVISION #	SUPERSEDES	EFFECTIVE DATE	VALIDATION DATE	RESCINDED DATE
PD-12	4	01-01-2003	03-04-2009	06-25-2015	N/A
SUBJECT			TOPIC/PROGRAM		
Public Involvement Expectations for Project Delivery			Project Management		

PURPOSE:

The purpose of this notice is to provide direction to the business line on Public Involvement expectations for Project Delivery (project development and construction).

DEFINITIONS:

The following commonly used terms have been defined to provide clarity for the purposes of project delivery.

Public: All members of the community as a whole, including individual stakeholders, travelers, property and business owners, local / state / federal governments, tribal nations, etc.

Public Involvement: The practice of interacting with anyone who may be interested in or affected by a project decision. Interaction could include any activity or process which strives to inform, educate, reach out to, gather input from, collaborate with, or engage individuals or organizations regarding project decisions.

Stakeholder: Any individual or organization with direct interest, involvement or investment in ODOT project decision-making. An internal stakeholder is any ODOT employee. An external stakeholder is any individual or organization outside of ODOT.

RATIONALE

Project delivery success relies heavily on working with the public to find efficient, effective, and sustainable transportation solutions that are sensitive to community and social values. The ODOT *Vision, Mission, Values, Goals, and Strategies* statements emphasize the importance of effective public involvement in project delivery. Examples include:

- Mission for ODOT: *To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians.*
- Our Values, for Problem Solving: *We work with the appropriate customers, stakeholders and partners to find efficient, effective and innovative solutions....*
- Our Goals: *Improve Oregon’s livability and economic prosperity.*
- Our Strategies: *Engage the public, other state agencies, local governments, businesses and community leaders in solving transportation problems....*

Other rationale, framework, and guidance for effective public involvement is provided in the *Oregon Transportation Plan*, the *Oregon Transportation Commission Public Involvement Policy*, the *Oregon Highway Plan Policy 2D*, and *Project Delivery Operational Notice PD-02*¹.

SCOPE

The public involvement expectations contained in this notice apply to any project which has been assigned scope, schedule, and budget accountability within the Highway Division, including projects delivered by the Regions, Major Projects Branch, and projects overseen by Local Programs; and including projects in the draft STIP, project development, and construction phases.

EXPECTATIONS:

All public involvement efforts during project delivery shall be focused on achieving a common understanding with the public on these four points:

1. There is a need or opportunity – one that must be addressed.
2. We have the right team and it is our responsibility to address the need or opportunity.
3. Our approach in addressing the need or opportunity is reasonable, sensible, and responsible.
4. We do listen; we do care.

These points are reinforced by an awareness of and appropriate response to these facts:

- The project is at risk if any of the above four points are not established and maintained throughout the life of the project.
- Our credibility is critical to have, easy to lose, and hard to regain.
- We do not have all the answers. Effective public involvement provides necessary information for project decisions, and is an essential part of developing the best solutions.
- Diverse opinions among stakeholders are expected and welcomed, and should be sought out and respected, as differing viewpoints play a vital role in problem solving.
- Simply quoting standards, rules and policies without providing context and explanation is not effective, and it is not acceptable. It is our obligation to effectively communicate and clearly illustrate the reasons for recommended courses of action in a way the public can understand.

¹ For all three of these references, use Reference Links section at bottom of this notice.

A Public Involvement Plan is required for each project. Plans are developed at the start of project development² and maintained through completion of construction. They evolve and are tailored to the appropriate level needed, based on the context of the project (e.g. scope, complexity, potential impacts and risks, level of interest, etc.)³. Each plan includes:

1. A summary of any related public involvement prior to the start of the project.
2. A listing of stakeholders and their key issues/concerns, previous commitments made to them, and a method for ongoing updates to the listing.
3. Specific strategies for achieving each of the four points of common understanding (above), connected to an assessment of priorities, strategies, and level of effort on how individual issues/concerns/commitments/policies/etc. will be addressed.
4. Description of how public involvement activities will be coordinated with other project management efforts and processes (e.g., Transportation Management Plans, project schedules, etc.).
5. Planned activities and tasks with corresponding team member roles, responsibilities, and timeframes (e.g., information gathering, outreach, information sharing/education, coordination, assessments, collaboration/engagement, documentation, post project evaluation of plan/lessons learned, etc.).

ACCOUNTABILITY, ROLES & RESPONSIBILITIES:

In general, all ODOT representatives participating in project delivery are responsible for assisting in, providing, or supporting effective Public Involvement appropriate to a given project, and according to the expectations contained in this notice.

Area Manager (includes similar roles in the Major Projects Branch or on local projects)

- Ensure public involvement expectations are understood, reinforced, and maintained (including performance measurement) throughout the identification, selection, development, and construction of projects under their jurisdiction.
- Provide guidance, direction, assignments, tools and training for public involvement to Project Leaders, Project Managers, or others assigned to lead, manage, or oversee projects.
- Promote collaboration with stakeholders toward consensus on project decisions, including coordination among projects in their jurisdiction.
- Participate in, lead, and/or facilitate public involvement processes and discussions, and promote local decision-making with stakeholders, as needed and agreed upon with the project manager/leader on each project.

² Reference PD-18 for Planning transition expectations, PD-02 for project development public involvement milestone expectations, PD-16 Highway Mobility expectations.

³ For example templates, project examples, regulations, etc., use References section at bottom of this notice.

Project Leader, Project Manager, Local Agency Liaison, Environmental Project Manager, or others assigned to lead, manage or oversee a project:

- Responsible for development, maintenance, coordination, and implementation of public involvement plans, regardless of individual team member assignments, and including any transitions (e.g., planning to project development to construction).
- Lead, coordinate, participate in, and/or facilitate public involvement processes and activities as agreed upon with their Area Manager/supervisor and project team members on each project.

Project Team/Technical Providers/Supporting Staff

- Includes anyone with a role in delivering the project, such as the Region Tech Center, Construction, Planning, Local Programs, Major Projects Branch, Technical Services, public involvement/community liaison/communication specialists, private consulting firms or construction contractors.
- Responsible for carrying out any assigned role in developing and implementing public involvement plans in a collaborative and timely manner (according to specific project needs and focus, roles and responsibilities established by project teams, or other related agreements).
- Lead, coordinate, participate in, and/or facilitate public involvement processes and activities as agreed upon with the project manager/leader and project team members on each project.

REFERENCES:

The [ODOT Project Delivery Public Involvement Guidebook](#) provides references, tools, and related information to support implementation of this Operational Notice.