

CENTRAL SERVICES DIVISION



**"Support ODOT's success by delivering
high-quality, responsive services"**

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(503) 986-4399

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(503) 986-4177

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(503) 986-3905

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(503) 986-4057

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(503) 986-2726

Business Services

- Administrative Rules
- Delegation Orders
- ODOT Policies and Procedures
- Legislative Tracking for SSB
- Records and Forms Management
- General Files and History Center
- Library and Information Resource Center
- Reprographics and Design Services
- Photo and Video Services

Facilities Management

- Facilities Construction
- Facilities Services

Fleet Services

- Bend Repair Facility
- LaGrande Repair Facility
- Salem Repair Facility
- Field Services
- Fleet Operations
- Supply Operations
- Property Distribution/Transport Services

ODOT Procurement Office

- Program & Development
- Personal Services Contracts (Architectural & Engineering (A&E) and related services)
- Procurement Contracts (Goods, Trade Services, Public Works, and Non-A&E Personal Services)
- Public Improvement Contracts
- Agreements
- Plans, Specifications, and Manuals

CENTRAL SERVICES
MIKE MARSH, DEPUTY DIRECTOR
(503) 986-4399
FAX (503) 986-3291

MISSION

Support ODOT's success by delivering high-quality, responsive services.

OVERVIEW

The Central Services Division provides services that support all operations within the Oregon Department of Transportation. The Division consists of Financial Services (including Budget), Human Resources, Information Systems, Audit Services (including Ethics/Safe Haven), and Support Services.

GOALS

- Ensure that quality customer service and continuous improvement become the standard practice of all our business lines.
- Encourage innovation, efficiency, and ethical decision making.
- Model safe working practices in all that we do.
- Develop and maintain a diverse and professional workforce.
- Promote stewardship of resources and cooperation with customers while maintaining the integrity of laws, rules and policies.
- Provide a leadership role in supplying services that support the changing needs of our customers.
- Maximize the value to internal and performance auditing in the business lines producing and delivering ODOT products and services.



Notes

The 10 Customer Service Expectations for Central Services

Balance Customer Needs with Compliance Obligations

Focus on balancing the needs of customers against the demands of meeting legal, regulatory, and internal policy obligations. Appreciate the unique needs of your customers, not simply responding with a "one-size, fits-all" solution. A focus on balance will reduce delays in problem-solving and improve service.

Use Plain Language

Communicate information to customers in plain language. Avoid the use of obscure acronyms and technical jargon in order to reduce the need for follow-up information before managers can begin tasks.

Improve Communication with ODOT Supervisors

Improve communication by helping supervisors understand your services, roles and responsibilities. A better understanding of the context of requests and compliance requirements will increase responsiveness.

Provide Quality Services and Be Responsive to Complaints

Be more responsive to complaints that products and services provided are of poor quality. Complaints will be received as opportunities to improve performance. Act on customer complaints swiftly in order to improve productivity and decrease perceptions by some customers that they would be better served elsewhere.

Ensure Timely and Accurate Information

Improve response times and accuracy rates. The productivity time lost is significant when inaccurate or conflicting technical advice and slow or non-responsive answers are experienced by our customers. This action will reduce delays and improve decision-making.

Coordinate Between Field Offices and Headquarters

Do better at coordinating and communicating with field offices. ODOT is a diverse and decentralized agency, which requires vigilance to make sure information is shared and field office employees are heard. This action will improve customer satisfaction and decision-making.

Review Standards on Safety and Confidentiality

Review standards on safety and confidentiality and make corrections where needed. This action will improve compliance with standards and restore employee confidence.

Share Expertise

Share your expertise to help managers work through complicated compliance issues, such as those related to personnel matters or contracts. Managers should be told of shortcomings in their paperwork, but also get explanatory information about how to correct it. This action will save time and improve compliance.

Improve the Procurement Process

Review your administrative procedures and simplify them where possible. Customer focus teams have been organized, and representatives from the teams are assigned to understand and support individual customer requests. When possible, make processes transparent by allowing customers to access their projects through an Internet portal and cross-train staff to broaden overall expertise. Those changes will lead to improved turn-around times and a deeper appreciation for the needs of the customer, which will mean better contract outcomes.

Reduce Administrative Delays

Review processes to determine how administrative delays can be shortened. This action will increase customer satisfaction and productivity.

AUDIT SERVICES
MARLENE HARTINGER, CHIEF AUDITOR
(503) 986-4177
FAX (503) 986-3859

MISSION

To provide value-added, professional auditing and consulting services to the management of the Oregon Department of Transportation (ODOT) for the benefit of ODOT and its stakeholders.

OVERVIEW

Audit Services provides process and program reviews to all business lines of the Department, guided by the ODOT Audit Committee. Services include, but are not limited to the following:

- Performance Audits
- Information Technology Audits
- Internal Control Reviews
- Contract Audits
- Financial and Compliance Audits
- Project and Process Development Consulting
- Risk Assessments

The Safe Haven program provides initial investigation of ethics complaints and ensures compliance with ODOT's ethics policies as guided by the Ethics Committee.

- Policy clarification and interpretation
- Appropriate use of state resources
- Conflict of interest/acceptance of gifts
- Ethical Decision Making training

GOALS

- Promote efficient, effective, and economical operation of all business lines by identifying opportunities for continuous improvement.
- Provide management with information to: Effectively control operations and promote accountability; Help reduce risk of loss of Department assets and the risk of adverse exposure; Strengthen process, system and program development, and management procedures.
- Provide an agency-wide mechanism to facilitate the detection and reporting of ethics violations.
- Promote ethical decision-making and aid in the ongoing learning of ethical practices.

KEY SERVICE CONTACTS

Internal Audit Section

The internal audit function is an independent appraisal activity established to conduct reviews of department operations and procedures and to report findings and recommendations to management, as a means of supplying all levels of management with information with which they can effectively control operations and discharge their responsibilities.

Principal Internal Auditor, Joe Gibbons (503) 731-4477

Principal Internal Auditor, Nancy McDaniel, MPA, CGAP (503) 986-4464

Senior Internal Auditor, vacant. (503) 986-3691

Senior Internal Auditor, Julie Ratcliff, MPA (503) 986-4003

Senior Internal Auditor, Mary Hull Caballero (503) 986-3920

External Audit Section

The External Audit Section provides an essential audit and oversight service to management to improve accountability and protect the public interest in providing assurance that costs submitted by contractors are properly supported and reasonable.

External Audit Manager, vacant, (503) 986-3174

Senior External Auditor, Johnny Alexander, MPA, CIA (503) 986-3957

Senior External Auditor, Margaret Cole (503) 986-3213

Performance Management Group

Performance Management helps ODOT manage statewide responsibilities. A balanced set of performance measures ensures consistent management across the state in alignment with ODOT's Strategic Direction.

Scott Bassett, (503) 986-4462

Laura Wipper, (503) 986-4092

Ethics Office (Safe Haven Program)

Safe Haven is an element of the Ethics Program of ODOT. Safe Haven provides a process for employees to safely raise questions about ethics. The primary purpose of the ODOT Safe Haven program is to help employees make proper decisions when faced with ethical issues and conflicting values that cannot be resolved through the normal channels.

Safe Haven Program Manager, vacant, (503) 986-3174

Safe Haven Coordinator, Loni Bramson (503) 986-3460

Safe Haven Program Toll Free Phone – 1-800-858-6797

 Notes

FINANCIAL SERVICES
DENNIS STRACHOTA, CHIEF FINANCIAL
OFFICER
(503) 986-3905
FAX (503) 986-4141

MISSION

To provide superior financial management information and services to ensure accountability and the efficient and effective use of public resources entrusted to ODOT.

VISION

To be recognized by customers and stakeholders as the most accountable, responsive and innovative finance organization in Oregon state government.

OVERVIEW

Financial Services is organized into six functional areas: Financial Operations, Economic and Financial Analysis, Debt and Innovative Finance, Policy and Economic Analysis, Budget Services and Cost Analysis, and the Fuels Tax Group and the Collections Unit. Financial Services has financial coordinators centrally located that serve the various divisions.

GOALS

- Provide excellent customer service in everything Financial Services Branch does.
- Streamline and strengthen ODOT's finance function.
- Improve ODOT's financial decision-making.
- Develop and retain a skilled and motivated workforce.

KEY SERVICE CONTACTS

FINANCIAL OPERATIONS
Deb Tennant, Manager (503) 986-3134
Fax (503) 986-4141

FINANCIAL POLICY AND COMPLIANCE
Clay Flowers (503) 986-3967

- Accounting policy and procedure development
- Training
- Fixed asset accounting
- Financial coordination and reporting
- Central payment review and authorization
- Standard labor

REVENUE AND EXPENDITURE ACCOUNTING
Joe Bonawitz (503) 986-3955

- Accounts receivable
- Federal and miscellaneous billings
- SFMA coordination and accounting
- TEAMS Table maintenance

PAYROLL AND PAYMENTS

Tracy Wroblewski (503) 986-3925

- Accounts payable
- Payroll
- Benefits coordination
- Employee travel processing
- PERS

ADMINISTRATIVE SUPPORT

Lorrie Link (503) 986-3903

- Mail and check distributions
- Imaging/document archival and retrieval
- Payroll support and check distributions

ECONOMIC & REVENUE ANALYSIS

Dave Kavanaugh, Manager (503) 986-2880
Fax (503) 986-4141

- Highway Fund revenue forecasts
- Special economic and feasibility studies
- Cash flow forecasting
- DMV transactions
- Revenue impacts

DEBT & INNOVATIVE FINANCE

Diane Hopper, Manager (503) 986-3922
Fax (503) 986-4141

- Loans and financial assistance through the Oregon Transportation Infrastructure Bank
- ODOT debt management and issuance
- Innovative financing proposals

POLICY & ECONOMIC ANALYSIS

John Merriss, Manager (503) 373-0776
Fax (503) 378-8688

- Highway Cost Allocation Study
- Western States Auto Taxation Comparison
- Motor Carrier Fee and Tax Comparison
- Immediate Opportunity Fund projects

BUDGET SERVICES & COST ANALYSIS

Darryl Ficker, Manager (503) 986-3918
Fax (503) 986-3907

- ODOT legislative budget development coordination
- Emergency Board request development coordination
- Program budget development coordination
- Cost allocation and cost/benefit analysis
- Bubble chart preparation
- Quarterly business review
- Allotment Plans
- Central Services assessment
- Permanent financing plans
- Cost allocation and true product cost initiative
- Benefit/cost analyses
- Jurisdictional exchange studies

HR=BUSINESS CONSULTING
General Information (503) 986-3700
Toll-Free (866) 6-ODOT-HR
Fax (503) 986-3895

Provides statewide services through 5 regional and 3 division embedded services teams. Consulting is provided in the areas of performance management (coaching, counseling, evaluation, documentation and correction); leave administration, policy and union contract interpretation, and service on workers' compensation and unemployment insurance matters.

Rick Kauffman (503) 986-3113
Senior Human Resource Manager

Region / Division HR Managers:

Portland - AJ Croucher (503) 731-4554
East Salem – Joelle Davis (503) 986-2636
Roseburg - Daryl Alosa (541) 957-3530
Bend - Brian Burleigh (541) 388-6352
LaGrande - Sheryl Jonasson (541) 963-1333
Salem/Mill Creek – Sherry Lauer (503) 986-3842
Salem/T-Building – Suzan Morrison (503) 986-3294
Salem DMV HQ - Steve Tong (503) 945-5461

CORPORATE SERVICES
General Information (503) 986-3700
Toll-Free (866) 6-ODOT-HR
Fax (503) 986-3895

Based at the Salem Headquarters Transportation Building, our team provides assistance in the areas of job classification, compensation, position control and position management, employee records management, and coordination of the general business, communications and facility needs of Human Resources.

Michael Reed (503) 986-3837
Corporate Services Manager

EMPLOYMENT & DIVERSITY
2775 – 19th Street SE, Salem HR Center (HRC)
General Information (503) 378-6202
General Use Fax (503) 378-3481

24/7 Job Hotline (866) ODOT-JOBS
Website www.odotjobs.com
Employment E-mail jobs@odot.state.or.us
Job Application Fax (503) 378-8957

Responsible for employment-related services (recruitment, selection, and retention), executive recruitment, job fairs and community marketing/outreach, and diversity.

Daniel Killam (503) 378-6796
Employment & Diversity Manager

LABOR RELATIONS & TRAINING
2775 – 19th Street SE, Salem HR Center (HRC)
General Information (503) 378-6202
Toll-Free (877) 336-6368
Fax (503) 378-3481

Responsible for the statewide coordination of labor-management partnership efforts, union contract negotiations, policies and training in human resource and professional/management development areas.

April Makalea (503) 378-4172
Labor Relations & Training Manager

Employee Civil Rights
Toll-Free (877) EEO-ODOT
Toll-Free TTY (800) 993-8898
1158 Chemeketa Street NE, Salem

Responsible for the advancement of our equal employment opportunity and affirmative action goals, and public accommodation/accessibility issues under the Americans with Disabilities Act (ADA).

Mary Marcus-Caramico (503)986-3222
• EEO/Affirmative Action Officer

12 Client Service Myths

1. Clients don't know what they want
2. Even if clients know what they want, it will take weeks or maybe even months to discover their true needs.
3. If our clients aren't satisfied with our service, typically it's someone else's fault (the client themselves, another member of the organization, or management).
4. Clients are irrational and make it impossible for us to keep them happy.
5. Client service will only increase my workload and clients don't appreciate it.
6. We are too large and too far-gone to change now.
7. Senior management will soon lose interest.
8. Client service costs too much.
9. Even if we had the money, we don't have the time.
10. Achieving client satisfaction can always be a quick fix.
11. The chances for success are pretty low – so why even try.
12. Life would be better without clients.

INFORMATION SYSTEMS
BEN BERRY, CHIEF INFORMATION OFFICER
(503) 986-4400
FAX (503) 986-4072

MISSION

Enable the people delivering Oregon Department of Transportation products and services by putting sustainable business and technology solutions into their hands.

OVERVIEW

Information Systems has an organizational structure consisting of six units: Office of Information Technology; Transportation Applications Development; Motor Carrier Applications Development; Driver and Motor Vehicle Applications Development; Technology Management, and E-Government.

GOALS

- Recognize and encourage the use of IT in support of ODOT's Mission and Strategic Plan.
- Provide excellent customer service.
- Make information accessible through an affordable, shared and widely-available Information Technology infrastructure.
- Invest in people, tools, best practices, and partnerships necessary to improve the knowledge and skills of human resources within Information Systems.

KEY SERVICE CONTACTS

DMV APPLICATION DEVELOPMENT
Gerald Fahrenkopf, Manager
(503) 945-5593
Fax (503) 945-5220

- Information Resource Management strategic planning for Driver and Motor Vehicle Services Branch (DMV)
- Information Technology project management
- Business systems planning, architecture, development & maintenance
- Data management
- Technology consultation services
- DMV Help Desk

MOTOR CARRIER APPLICATION DEVELOPMENT
Pete Mason (503) 373-1289
Fax (503) 378-6753

- Information Resource Management strategic planning for Motor Carrier Transportation Division (MCTD)
- Information Technology project management
- Business systems planning, architecture, development & maintenance
- Data management
- Technology consultation services

OFFICE OF INFORMATION TECHNOLOGY
Peter van den Berg, Deputy CIO (503) 986-4209
Fax (503) 986-4072

- Information Resource Management Plan and Information Technology Strategic Plan Oversight
- Disaster recovery & business resumption planning program
- Computer security of all ODOT systems
- Emerging technologies & practices research
- IT Process Improvement program
- IT Fiscal management
- IT Contract management
- Facilities and Safety coordination
- IS Position Management coordination
- IS Personnel/Employee Relations coordination

COMPUTER SUPPORT DESK

Steve Speckman, Manager (503) 986-4078

- Single point of contact for customer support
- Issue logging/tracking

IT PURCHASING AND ASSET MANAGEMENT

Cindy Miller (503) 986-6393

- Information Technology asset management
- Computer usage billings (mainframe, network, & desktop support)
- Computer maintenance accounts (Cascade, IBM, HP)
- Decentralized Information Technology purchasing administration
- Desktop hardware and software purchasing consultation

WIRELESS COMMUNICATIONS

Robert Reish, Manager (503) 986-2896

- Two-way radio installation & support
- Microwave system installation & support
- Intelligent Transportation System (ITS) support

TRANSPORTATION APPLICATION DEVELOPMENT
Ron Winterrowd, Manager (503) 986-3206
Fax (503) 986-4266

- Information Resource Management strategic planning for Transportation and Central Services
- Information Technology project management
- Business systems planning, architecture, development & maintenance
- Data management
- Technology consultation services
- Intelligent Transportation System development & support

TECHNOLOGY MANAGEMENT
Virginia Alster, Manager (503) 986-3196
Fax (503) 986-3242

FIELD SERVICES

Vacant (503) 986-3229

- Desktop & network technical consultation & assistance
- Daily operations support of regional & central computer systems

DATA CENTER OPERATIONS

Virginia Alster, Manager (503) 986-3196

- Computer operations, report printing & data backup services
- 24-hour a day password resetting
- DMV titles, driver & vehicle renewals, printing & delivery

ENTERPRISE SYSTEMS

Chuck Vachter (503) 986-4054

- Systems Management - server evaluation, purchasing, installation & support
- Net Apps/Web Apps & ICARS - new server & desktop software/hardware test & evaluation
- Mail Administration - electronic mail systems support
- Network & Telecommunications - Wide Area and Local Area Network, voice, video & data infrastructure planning, installation, & maintenance; data and voice communications wiring coordination

TECHNICAL SUPPORT

Virginia Alster, Manager (503) 986-3196

- Mainframe system software plan, installation, testing, & support
- Mainframe software problem consultation

E-GOVERNMENT OFFICE

Pete Mason, Manager (503) 373-1289

Fax (503) 378-6753

- E-Government Policy and Standards
- E-Government Infrastructure
- E-Government Architecture

8 Steps to Long Lasting Client Relationships

Client relationships are built on a solid foundation. Tips for long lasting relationships include not skipping steps and taking the time for each step. Here are the 8 recommended steps...

Step 1: Contact

Step 2: Rapport

Step 3: Perception

Step 4: Unmet Wants

Step 5: Expectations

Step 6: Delivery

Step 7: Follow-Up or Feed It Up

Step 8: Reward

SUPPORT SERVICES

KATHRYN RYAN, MANAGER

(503) 986-2726
FAX (503) 986-2717

MISSION

Safely provide cost effective, efficient, and responsive services.

OVERVIEW

Support Services provides statewide services for ODOT and is organized into five operating units: Business Services Section, Construction Contracts Section, Facilities Management Section, Fleet Services Section, and Purchasing and Contract Management Section.

GOALS

- Provide streamlined work processes for customers to obtain business line services for the organization.
- Recruit, train, and retain a diverse workforce to meet the branch mission now and in the future.
- Provide a safe work environment, which includes operationally safe equipment and facilities and where safe practices are the norm.
- Ensure quality communications with customers and employees.

KEY SERVICE CONTACTS

BUSINESS SERVICES

Provides management, protection, and preservation of the department's information through a variety of services pertaining to policies and procedures, telephone directories, records and forms management, library, files, graphic design, photo & video services.

Lisa Martinez, Manager (503) 986-3273

Fax (503) 986-4025

- ODOT Policy & Procedure coordination
- ODOT Administrative Rules
- ODOT Delegation Orders
- Legislative tracking for SSB
- Records management, including retention and disposition schedules
- Standard filing system maintenance
- ODOT & State telephone directory coordination
- DAS liaison for mail & copy services
- Jackson Scholarship program
- T-Building lobby receptionist

RECORDS MANAGEMENT

Chris Warden (503) 986-3690

General Information (503) 986-3276

- Off-site records storage coordination
- Records destruction & reporting coordination
- Forms design management and archival

GENERAL FILES AND HISTORY CENTER

Pat Solomon (503) 986-3284

- Contracts & agreements, resolution, & forest road files
- Department correspondence files
- Federal-aid project agreements & throughway highway maps
- Historical records for public & Department access

LIBRARY AND INFORMATION RESOURCE CENTER

Laura Wilt (503) 986-3280

- Technical information & transportation research
- On-line reference & research to national library systems
- Library & interlibrary loans
- Routing of technical & professional publications
- State DOTs Library Connectivity Project

DOCUMENTATION SERVICES

Chris Warden (503) 986-3690

- Full color scanning, copying & plotting
- Optical Character Reader (OCR) scanning
- CS bulk duplication
- Large document duplication, enlargement & reduction
- Graphic design & digital image manipulation
- Foam core board mounting, laminating & drilling
- Photo and video services
- Aerial, professional & portrait photography
- Video production & editing
- Digital photo manipulation

FACILITIES MANAGEMENT

Manages all ODOT owned and occupied structures and properties. ODOT Facilities are office buildings, rest areas, DMV outlets, communication sites, employee-occupied housing, maintenance locations, and many other types of structures.

Virginia Carey, Manager (503) 986-5800
Fax (503) 986-5780

FACILITIES CONSTRUCTION

Rich Scanlan (503) 986-5791

- Building construction management, including planning, design, program management of newly-constructed buildings and renovation of existing properties
- Statewide building repair and maintenance projects
- Architectural and Engineering contract administration
- Capital Construction and Improvement Plan development and maintenance
- Safety rest area rehabilitation

FACILITIES SERVICES

Bryant Bischof (503) 986-5801

- Lease negotiations & coordination
- Office space planning & allocation
- Building maintenance & maintenance contracts, repair and emergency work, and preventive maintenance
- Electronic access systems & photo access cards
- Maintenance of building database and energy use database
- DAS Facilities liaison

FLEET SERVICES

Provides management of ODOT's fleet. Fleet Operations determines future equipment needs, develops bid specifications, receives and assigns new equipment, manages fleet equipment fabrication, manages the fleet inventory and risk management. Fleet Repair oversees the preventive maintenance program; repairs fleet equipment through field mechanics, three repair facilities, and commercial vendors, and maintains parts rooms in each repair facilities. Supply Operations manufactures, inventories, and delivers the supplies ODOT uses through sign manufacturing, storeroom operations, transport services, fuel, and property distribution which reassigns surplus equipment and products.

Dick Fenske, Manager (503) 986-6915
Fax (503) 986-2864

FLEET INITIATIVES

Joe Jayne (503) 986-2744

EQUIPMENT REPAIR FACILITIES

Bend, Jeff Wedel (541) 388-6226

- Equipment & vehicle maintenance, coordination, repair & modification
- Fabrication of equipment
- Region 4 Field Mechanic support

LaGrande, Kevin Arnzen (541) 963-5314

- Equipment & vehicle maintenance, coordination, repair & modification
- Fabrication of equipment
- Region 5 Field Mechanic support

Salem, Keith Corbett (503) 986-2800

- Equipment & vehicle maintenance, coordination, repair & modification
- Fabrication of equipment

FIELD SERVICES

Mel Chaput (503) 986-2753

- Equipment & vehicle maintenance coordination & repair
- Fabrication of equipment
- Regions 1, 2 & 3 Field Mechanic support

FLEET OPERATIONS

Ed Hinman (503) 986-2728

- Fleet acquisition & management
- Risk management
- Equipment Management System (EMS)
- Coordination of used equipment assignment

SUPPLY OPERATIONS

Keith Ayers (503) 986-2835

- Manufacture of stock, custom, extruded panel signs, & legend
- Transport of new & used fleet equipment & supplies
- Auger truck & two underbridge inspection cranes

PROPERTY DISTRIBUTION/STOREROOM

Forrest Gitt (503) 986-2736

- Fuel contracts & gasoline & diesel credit cards
- Warehousing & distribution of forms & supplies
- Pickup, delivery, disposal & sale of surplus property
- Surplus inventory availability list
- Fleet disposal

