

# ODOT Statewide Local Program 5 Year Strategic Plan

January 1<sup>st</sup> 2008 - December 31<sup>st</sup> 2013

ODOT's process for working with local agencies in the development and delivery of their transportation projects has grown and evolved over the years. For example, ODOT's realignment to move project delivery to the Regions has resulted in major changes in how both state and local agency projects are delivered. However, throughout these changes, working cooperatively and collaboratively with local agencies continues to be a key element for ODOT to successfully deliver the overall highway program.

The ODOT Local Program is pro-actively moving forward with a customer service focus, a mindset of continual improvement and a core philosophy of "let's work together to make things better". This Strategic Plan will define the Local Program's direction for the next two years and is designed to support Director Matt Garrett's vision, noted below, for the Local Program.

*A successful Local Program is a key element for the successful delivery of ODOT's overall transportation program. Internal and external collaboration must remain a building block to meet FHWA and local partner expectations for local agency STIP program and project delivery.*

This plan will be updated at a minimum of every two years or as needed.

## **Local Program Overview**

There are 267 ODOT Local Program projects contained in the [2008 – 2011 Statewide Transportation Improvement Program \(STIP\)](#). These projects comprise 15% of the total STIP in terms of projects. These STIP local projects have a value of 700 million which accounts for 20% of total STIP funds.

ODOT's Local Program provides program and project support to local agencies for their efforts in developing and constructing state and federally-funded transportation projects. Additionally, the Local Program provides educational opportunities, technical support and federal oversight to local agencies and other transportation partners to help them succeed in meeting their transportation goals.

Key factors for the success of the Local Program include cooperative planning, positive interactions and collaborative partnerships between ODOT and local agencies.

ODOT's Local Program is a partnership with the Salem based Local Government Section and Local Government Units in each of the five ODOT Regions. The cohesiveness of this essential partnership is vital to

- fulfilling FHWA's federal stewardship requirements;
- providing a formal ODOT presence for local program stakeholders; and
- optimize statewide efforts that support Oregon's local agencies for delivery of their federal and state funded transportation projects.

The [Local Program website](#) provides tools, program guidance and project development information for all interested parties. Specific and current local agency project and program information can be found in ODOT's [Local Agency Guidelines Manual](#).

## **Regional Local Program Units**

The [Regional Local Program Units](#) are the ODOT cornerstone, ground-level project development support structure for local agencies. The ongoing day to day support provided by the [ODOT Regional Local Agency Liaisons](#), to Oregon's local agencies, is foundational for Local **Program success**. To provide optimum service to local agencies in all parts of Oregon, the [Regional Local Agency Liaisons](#) serve as the local agency's primary ODOT contact for developing projects, obtaining assistance for local agency project delivery efforts and troubleshooting process issues. The liaisons provide direct project management and oversight services to local agencies through all phases of local agency STIP project development and delivery.

The Regional Local Agency Construction Liaisons provide vital construction administration services for local agency STIP projects. These services include processing and approval of contract payments, periodic review of construction projects and troubleshooting assistance to resolve contract issues.

## **Local Government Section**

The [Local Government Section](#) serves as the statewide ODOT Local Program focal point and provides program and policy level development and support to key internal and external stakeholders. These stake holders include the

- local agencies
- consultants
- FHWA
- ODOT staff
- Oregon Chapter of the American Public Works Association
- Association of Oregon Counties (AOC)
- League of Oregon Cities (LOC)
- Governor's Economic Revitalization Team, and
- other state agencies.

The Local Government Section is responsible for consistent application of the appropriate AASHTO design standards statewide. It is also responsible for the consistent administration of all federal funding programs and several state programs.

## **Region Technical Centers**

The Region Technical Centers support the delivery of all region programs and projects, including Local Program projects. Region Technical Centers provide Local Program STIP project delivery technical expertise in the following disciplines

- Environmental
- Bridge, Geo, Hydro, HazMat
- Right of Way
- Utilities
- Roadway
- Survey
- Traffic

Areas of support activities include

- assisting in the development and review of the project Prospectus
- review of Design Acceptance Package
- coordinating project issues with the Local Agency Liaison
- review and commenting on Statement of Work
- review of technical reports
- review of project plans for sufficiency
- reviewing Plans Specifications & Estimates (PS&E) package for completeness
- providing construction support as needed
- working with local government surveyors or engineers to resolve issues
- certification of right of way
- review and transmittal of all federally required environmental reports for issues such as biological assessment, Sections 106, 4f, 6f, Endangered Species Act, etc.

## **Technical Services**

[Technical Services](#) is responsible for providing technical support for ODOT's project delivery, construction, maintenance, and planning programs. Technical Services develops professional technical standards related to project delivery and operations. The core functions and responsibilities of Technical Services for all STIP projects and Local Program projects include

- local agency bridge inspections & load ratings;
- offering technical advice and consultation;
- providing statewide programs and systems management to facilitate identification, prioritization, and selection of projects;
- conducting Quality Assurance and Quality Control audits of in-house and outsourced projects;
- providing technical skills training;
- developing continuous improvement strategies for the Project Delivery Business Line;
- managing transportation assets and other related technical services for ODOT; and
- working with the Regional Liaisons during the development of the 4-Year STIP.

## **ODOT Local Program Vision, Mission**

The following Local Program mission and goal statements support core [ODOT Mission, Values and Goals](#) while providing direction for statewide Local Program efforts.

### **Vision**

To support and help complete high quality local projects that satisfy identified transportation needs of the public, local agencies, ODOT, and FHWA, delivered on time and within budget.

### **Mission**

The Local Government Section supports the strategic direction of the agency, which is to provide a safe and efficient transportation system that foster economic opportunity and livable communities for Oregonians.

In promotion of ODOT's Vision & Mission the Local Program provides local agencies with policy and program oversight as well as project development and delivery processes. It also supports ODOT's quest in providing excellent customer service to Oregon communities through offering educational opportunities, technical support and federal oversight for local agencies and other transportation partners. The Local Program strives to help local agencies develop the right project, in the right way, at the right time and within the right cost. The Local Program takes pride in promoting cooperative planning, positive interactions and collaborative partnerships between ODOT, local agencies and consultants.

### **Federal Oversight Requirements**

The link and paragraph below is directly from the Code of Federal Regulations, Chapter 23 (CFR 23), regarding State Transportation Department's (STD) responsibility for oversight of federally funded projects. ODOT's Local Program must meet the requirements below. The statute clearly defines that the work done by the local agencies is the responsibility of ODOT.

<http://a257.g.akamaitech.net/7/257/2422/14mar20010800/edocket.access.gpo.gov/cfr/2003/aprqr/23cfr635.105.htm>

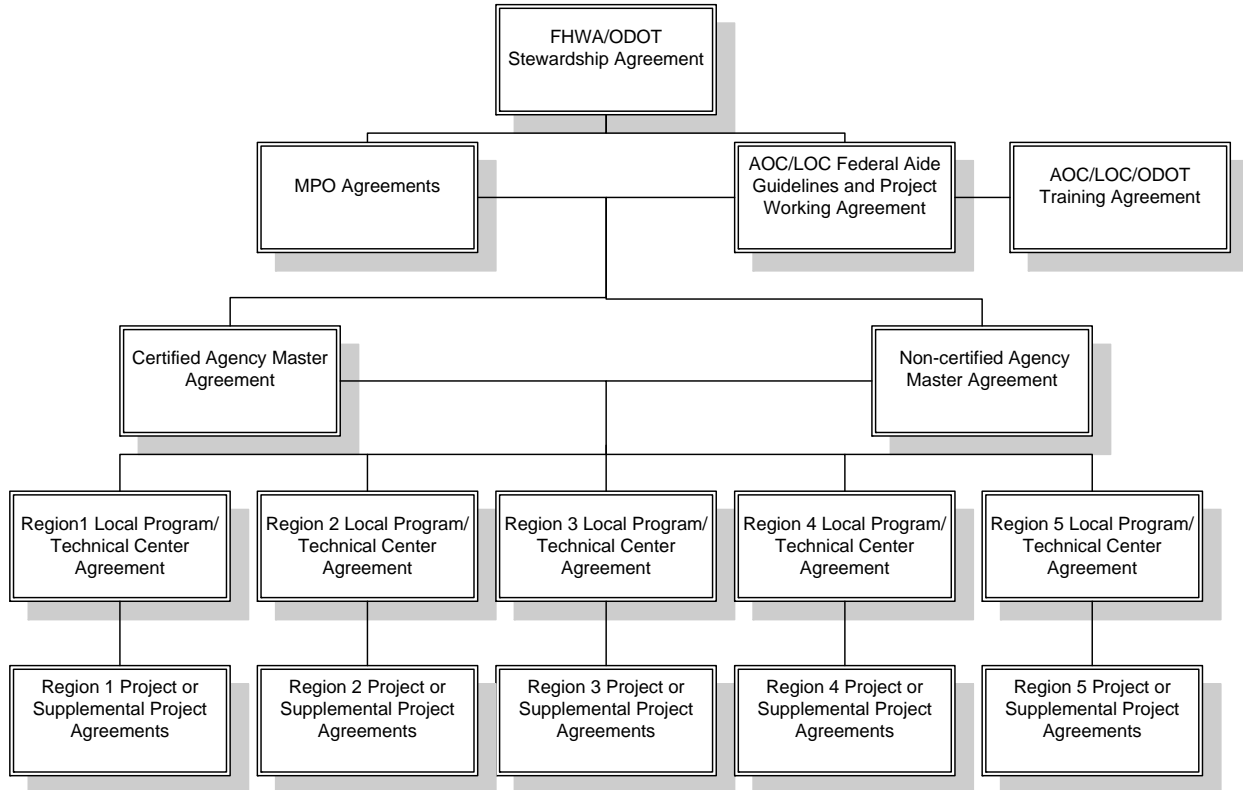
[Code of Federal Regulations] [Title 23, Volume 1] [Revised as of April 1, 2003] From the U.S. Government Printing Office via GPO Access [CITE: 23CFR635.105] [Page 171-172] TITLE 23--HIGHWAYS CHAPTER I--FEDERAL HIGHWAY ADMINISTRATION, DEPARTMENT OF TRANSPORTATION PART 635--CONSTRUCTION AND MAINTENANCE--Table of Contents Subpart A--Contract Procedures Sec. 635.105 Supervising agency. (a) *The STD has responsibility for the construction of all Federal- aid projects, and is not relieved of such responsibility by authorizing performance of the work by a local public agency or other Federal agency. The STD shall be responsible for insuring that such projects receive adequate supervision and inspection to insure that projects are completed in conformance with approved plans and specifications.* (b) *Although the STD may employ a consultant to provide construction*

*engineering services, such as inspection or survey work on a project, the STD shall provide a full-time employed State engineer to be in responsible charge of the project. (c) When a project is located on a street or highway over which the STD does not have legal jurisdiction, or when special conditions warrant, the STD, while not relieved of overall project responsibility, may arrange for the local public agency having jurisdiction over such street or highway to perform the work with its own forces or by contract; provided the following [[Page 172]] conditions are met and the Division Administrator approves the arrangements in advance. (1) In the case of force account work, there is full compliance with subpart B of this part. (2) When the work is to be performed under a contract awarded by a local public agency, all Federal requirements including those prescribed in this subpart shall be met. (3) The local public agency is adequately staffed and suitably equipped to undertake and satisfactorily complete the work; and (4) In those instances where a local public agency elects to use consultants for construction engineering services, the local public agency shall provide a full-time employee of the agency to be in responsible charge of the project.*

## **Partnerships and Program Agreements**

To accomplish its Mission the ODOT Local Program has entered into a series of partnerships and agreements with key external and internal stakeholders. These agreements, which are presented in hierarchical order in the following graphic, are discussed in further detail below.

## LOCAL Program Oversight Committee



### **Agreement Overview**

An Intergovernmental Agreement (IGA) is a contract between governmental entities (i.e. ODOT and another party such as a county, city, state agency, federal agency, Native American Tribe, or international government). An agreement is a legally binding document that defines the obligations of all parties involved in a project or providing a service. Agreements affect the public, are binding upon ODOT and the other party, and often involve significant amounts of money.

### **FHWA/ODOT Stewardship Agreement**

The Stewardship Agreement is the core agreement between FHWA and ODOT regarding how federal transportation funding provided to Oregon will be utilized. The Stewardship Agreement guides the stewardship activities of both FHWA and ODOT and discusses oversight requirements and accountability for all resources used in carrying out the Federal-aid Highway Program in Oregon. It has three components:

- (1) ensuring compliance with laws, regulations, and other applicable requirements
- (2) ensuring that the expenditure of resources results in high quality, cost effective projects for the taxpayer
- (3) providing appropriate technical assistance to all involved personnel and agencies for the accomplishment of the first two items.

A significant component of the Stewardship Agreement pertains to ODOT's state and federal responsibilities of ensuring optimum stewardship of the federal funds targeted to local agency projects.

## **AOC/LOC Federal Aide Guidelines and Project Working Agreement**

The Association of Counties and League of Oregon Cities (AOC/LOC) Federal Aide Guidelines and Project Working Agreement is the foundational agreement between ODOT and the Association of Oregon Counties (AOC) and the League of Oregon Cities (LOC) for expenditure of federal funding. This agreement has five main purposes:

1. to establish guidelines and working procedures for allocating and administering the Surface Transportation Program (STP);
2. to establish guidelines and working procedures for allocation, selection and administration of the Transportation Enhancement (TE) Program;
3. to establish guidelines and working procedures for allocation, selection and administration of the Highway Bridge Program (HBP);
4. to provide provisions for other specified programs; and
5. to outline and define the Local Agency Certification Program.

## **AOC/LOC Training Agreement**

This agreement, entered into by ODOT, AOC and LOC, lays out terms for the sharing of resources and partnering in the development and delivery of core project delivery training courses on topics such as: Construction Partnering, Leadership Skills, NEPA, Communication Skills, Project Management and Managing Consultants. The intent of this agreement is to streamline statewide training services, prevent duplication of effort and maximize the value of training funds for local agencies.

## **Metropolitan Planning Organization (MPO) Agreements**

Currently, there are no ODOT / Metropolitan Planning Organization (MPO) agreements established. However, agreements will be negotiated in the near future to codify the roles and responsibilities of ODOT and MPOs in the following areas:

- financial partnership;
- tracking and reporting of program performance goals;
- certification of local agencies;
- program oversight;
- training in federal aid project delivery;
- technical support for areas such as: scoping, design review, environmental assistance and right of way assistance; and
- support and collaboration regarding other project delivery agreements.

## **Local Agency Master Certification Agreement**

The Local Agency Master Certification Agreement is the foundational agreement between ODOT and certified local agencies. All other certified agency supplemental project agreements are based on the Master Certification. A Master Certification agreement is developed between ODOT and each local agency that uses federal-aid funding to deliver certified local agency projects. The Master Certification Agreement is updated with each new Federal Transportation Act and reflects revisions to the ODOT/FHWA Stewardship Agreement and the AOC/LOC Agreement. The Master Certification Agreement addresses various state and local agency roles

and responsibilities related to certified project delivery, including financial and funding issues, and compliance with state laws, federal laws, regulations and policies.

### **Certified Local Agency Supplemental Project Agreements**

Supplemental Project Agreements are project specific agreements between ODOT and a certified local agency that already have an established Master Certification Agreement. Supplemental Project Agreements are developed as early as possible in the project development process and outline responsibilities of the parties for the various phases of project development. The type of Supplemental Project Agreement will depend upon the type of project. Similar to a project Prospectus, the Supplemental Project Agreement describes the proposed improvement, but it also serves as the support document for the authorization of federal funds by FHWA. The Supplemental Project Agreement also provides a schedule identifying when the local agency anticipates obligating federal funds.

### **Non-Certified Local Agency Master Agreement**

The Non-Certified Local Agency Master Agreement is the foundational agreement between ODOT and non-certified local agencies, upon which all non-certified agency Supplemental Project Agreements are based. As appropriate, ODOT and non-certified local agencies develop a Master Agreement for each local agency that will be using federal-aid funding to deliver non-certified local agency projects. The Master Agreement is updated as needed or with each new Federal Transportation Act and reflects revisions to the ODOT/FHWA Stewardship Agreement and the AOC/LOC Agreement. The Non-Certified Local Agency Master Agreement includes funding and financial provisions, outlines state and local responsibilities and addresses compliance issues with state law, federal law, policy and regulations.

### **Non-Certified Agency Supplemental Project Agreements**

Supplemental Project Agreements are project specific agreements between ODOT and a non-certified local agency that has an established Master Agreement. Supplemental Project Agreements are developed as soon as possible in the project development process to outline responsibilities of the parties for the various phases of project development. The type of Supplemental Project Agreement will depend upon the type of project. Similar to a Project Prospectus, the Supplemental Project Agreement describes the proposed improvement, but it also serves as the support document for the authorization of federal funds by FHWA. The Supplemental Project Agreement also provides a schedule identifying when the local agency anticipates obligating federal funds.

### **Region Technical Center Agreements**

Regional Technical Center Agreements clearly define the roles and responsibilities of the Regional Tech Center and the Regional Local Program Unit. The Region Tech Center's responsibility is to support the development of local agency STIP projects in five key project development milestones:

- scoping;
- development of the Design Acceptance Package;
- advanced plans and specifications;
- plans, specifications and estimates submittal (PS&E); and



- construction.

## **ODOT Local Program Goals and Objectives**

- 1. Project Development Compliance and Consistency:** Ensure that local projects are delivered on time and in compliance with state and federal requirements by communicating requirements, providing assistance, training, and monitoring compliance. Compliance and consistency are ensured because the Local Program
  - a. Provides project guidance to local agencies and to other ODOT units regarding implementation of local projects.
  - b. Provides technical assistance and compliance reviews regarding American Association of State Highway and Transportation Officials (AASHTO) Guidelines and Standards and related exceptions.
  - c. Works to ensure approval of projects for on-time delivery.
  - d. Helps local agencies manage infrastructure.
  - e. Develops and maintains consistent process for selection and advancement of projects.
  - f. Monitors projects for compliance and cost effectiveness.
  - g. Produces high quality projects satisfying the needs and goals of the public, ODOT, and FHWA.
  - h. Establishes authority for local agencies to develop and deliver their own projects under the Certification Program.
  - i. Manages and supports a comprehensive training program for local agency project delivery.
  - j. Fully integrates local project delivery into ODOT's project delivery guidelines, policies and processes
  - k. Develops and implements appropriate performance measures
- 2. Project Development Process Speed and Efficiency:** Work with local agencies and various ODOT offices to improve local agency success in delivering projects on time and within budget by
  - a. simplifying and streamlining procedures such as; consultant selection, agreements and contracting;
  - b. enhancing positive and collaborative relationships with all stakeholders involved in local agency project delivery;
  - c. improving scoping of local agency federal-aid projects,
  - d. quickly resolving project development and delivery issues;
  - e. supporting local agencies in more efficient delivery of federal-aid projects;
  - f. managing and supporting a local agency certification process through ODOT's Certification Program; and
  - g. improving funding opportunities to local agencies through fund exchange, grants, etc.
- 3. Construction Oversight:** Work with local agencies and various ODOT offices to ensure the successful construction of local agency STIP projects by
  - a. performing management and oversight of construction and contact administration;
  - b. developing a procedure to periodically trace a billing transactions to pay notes and other source documents;

- c. providing technical assistance and compliance reviews for Construction practices such as materials acceptance and project inspection;
- d. Developing and clarifying ODOT's policies for construction of both certified agency and non-certified agency projects;
- e. appropriately integrating FHWA policies as necessary for local project construction;
- f. coordinating and collaborating with FHWA, AOC and LOC for continual improvement of construction policies, processes and procedures; and
- g. including construction process training in ODOT's Local Program core training curriculum.

**4. Policy Development and Oversight:** Work with various units of ODOT, local agencies and FHWA to develop, communicate and implement policies related to the delivery of local projects for which ODOT has oversight responsibility by

- a. developing and clarifying ODOT's policies for delivery of local projects;
- b. appropriately integrating FHWA policies as necessary to local projects;
- c. implementing and developing ODOT's Local Program portions of the FHWA/ODOT Stewardship Agreement;
- d. working with local agencies to update and implement the AOC/LOC/ODOT Agreement;
- e. ensuring all interest groups are well informed and empowered through open communication and coordination;
- f. assisting others in becoming more knowledgeable about project specification and delivery requirements
- g. helping local agencies and stakeholders understand state and federal project delivery and program requirements;
- h. improving collaboration and coordination with local stakeholders;
- i. supporting Governor's Economic Revitalization Team (ERT) policy development;
- j. providing Local Program information and support to ODOT Regional staff, local agencies, consultants and the general public;
- k. supporting and investing in ODOT's Local Program committee activities; and
- l. collaborating with FHWA on local agency project delivery issues.

Refer to the Local Program Roles and Responsibilities Matrix below for additional Local Program Goal and Objective information.

## Local Program Roles & Responsibilities Matrix

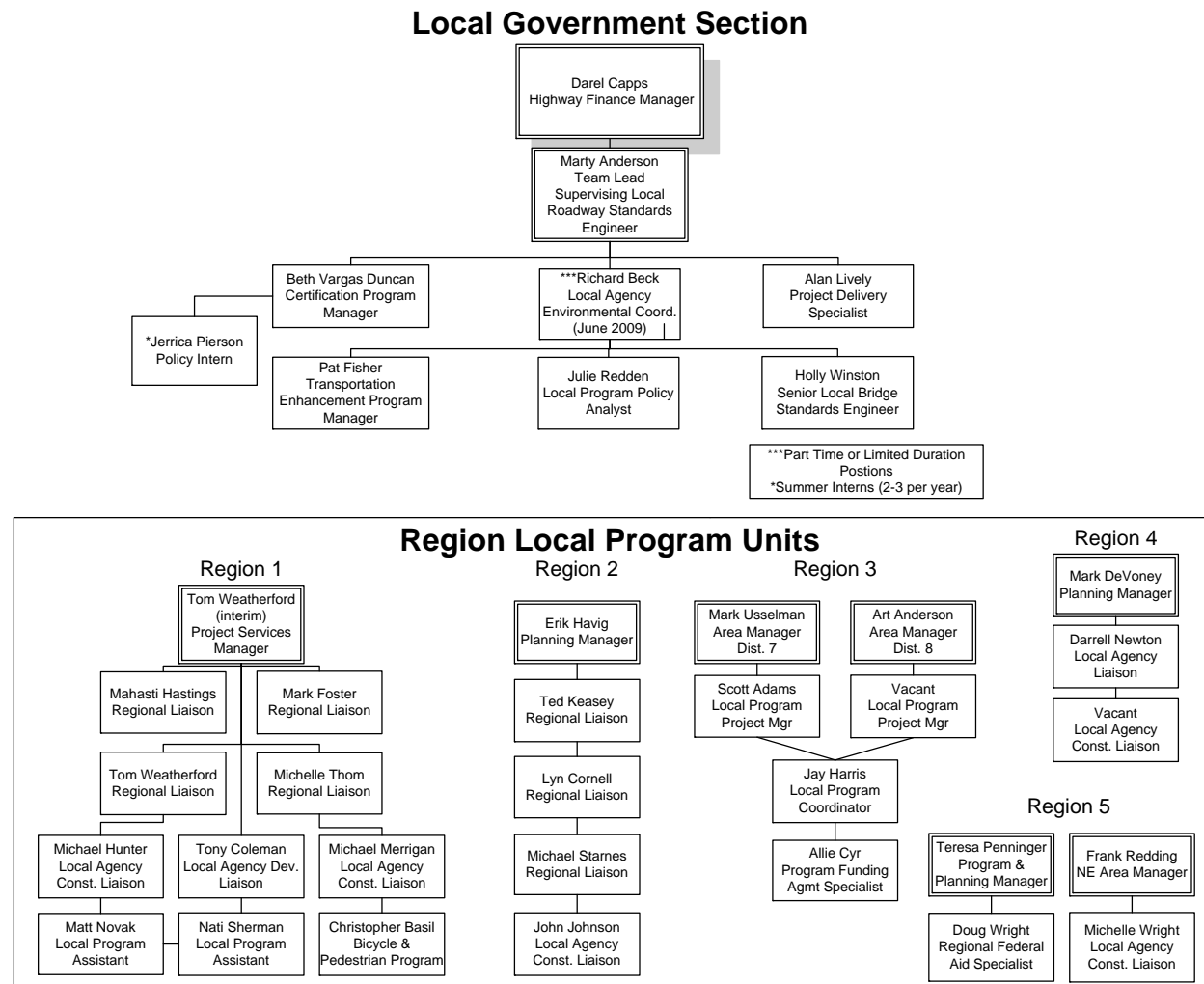
LGS - Local Government Section LAL - Region Local Government Units LAL/LGS - Shared Primary & Support Responsibilities		
Local Program Strategic Plan Goals & Objectives	Local Program Responsibility	
Goal 1. Project Development Compliance and Consistency (Objectives Shown Below)	Primary Responsibility	Support Responsibility
1. Provide project guidance to local agencies and to other ODOT units regarding implementation of local projects.	LAL	LGS
2. Provide technical assistance and compliance reviews regarding AASHTO Guidelines and Standards and related exceptions.	LAL	LGS
3. Work to ensure approval of projects for on-time delivery.	LAL	LGS
4. Help local agencies manage infrastructure.	LAL	LGS
5. Develop and maintain consistent process for selection and advancement of projects.	LAL	LGS
6. Monitor projects for compliance and cost effectiveness.	LAL	LGS
7. Produce high quality projects satisfying the needs and goals of the public, ODOT, and FHWA.	LAL	LGS
8. Establish authority for local agencies to develop and deliver their own projects under the Certification Program.	LGS	LAL
9. Manage and support a comprehensive training program for local agency	LGS	LAL
10. Fully integrate local project delivery into ODOT's project delivery guidelines, policies and processes	LGS	LAL
11. Develop and implement appropriate Performance Measures	LGS	LAL
Goal 2. Project Development Process Speed and Efficiency (Objectives Shown Below)	Primary Responsibility	Support Responsibility
1. Simplify and streamline procedures such as; consultant selection, agreements and contracting.	LAL/LGS	LAL/LGS
2. Enhance positive and collaborative relationships with all stakeholders involved in local agency project delivery.	LAL/LGS	LAL/LGS
3. Improve scoping of local agency federal-aid projects.	LAL/LGS	LAL/LGS
4. Quickly resolve project development and delivery issues.	LAL/LGS	LAL/LGS
5. Support local agencies in more efficient delivery of Federal-Aid projects.	LAL/LGS	LAL/LGS
6. Manage and support a local agency certification process through ODOT's certification program	LGS	LAL
7. Improve funding opportunities to Local Agencies e.g. Fund Exchange, Grants, etc.	LGS	LAL
Goal 3. Construction Oversight (Objectives Shown Below)	Primary Responsibility	Support Responsibility
1. Provide technical assistance to local agencies and compliance reviews for Construction practices such as materials acceptance and project inspection.	LAL	LGS
2. Develop and clarify ODOT policies for construction of both certified agency and non-certified agency projects, including appropriately integrating FHWA policies as they relate to local project construction.	LGS	LAL
3. Coordinate and collaborate with FHWA, AOC and LOC for continual improvement of construction policies, processes and procedures.	LAL/LGS	LAL/LGS
4. Include Construction process training in Local Program core training curriculum	LGS	LAL
Goal 4. Policy Development and Oversight (Objectives Shown Below)	Primary Responsibility	Support Responsibility
1. Develop and clarify ODOT policies for delivery of local projects, including appropriately integrating FHWA policies as they relate to local projects.	LGS	LAL
2. Implement and develop Local Program portions of the ODOT/FHWA Stewardship Agreement.	LGS	LAL
3. Enhance positive and collaborative relationships with all stakeholders impacted by Local Program policies.	LAL/LGS	LAL/LGS
4. Work with local agencies to develop and comply with the AOC/LOC/ODOT Agreement.	LAL/LGS	LAL/LGS
5. Communicate and coordinate information so that local agencies, other ODOT units and local stakeholders remain informed and empowered.	LAL/LGS	LAL/LGS
6. Support and invest in Oregon Local Program Committee activities.	LGS	LAL
7. Collaborate with FHWA for local agency project delivery issues.	LAL/LGS	LAL/LGS

**NOTES:**

1. LAL/LGS shared responsibility means that each group has primary responsibility in their area and support responsibility otherwise.

# Organizational Structure

The following graphic portrays the current ODOT Local Program organizational structure.



## Key Initiatives

As the Local Program fulfills its policy, training, technical assistance, project management and oversight function, and pursues its goals as described above; the following initiatives have been identified as crucial to the success of ODOT's oversight role in local project delivery. Work plans are either under development or being implemented for each initiative (See Appendix B).

### Overall Local Program Initiatives

1. Manage and participate in a comprehensive training program for local agencies and ODOT regarding delivery of local projects.
2. Ensure Local Program integration with ODOT's realigned organization and optimize support to local agencies and ODOT in the delivery of local projects.

3. Improve accountability of local agencies, MPOs and ODOT for on-time delivery of local projects.
4. Actively support FHWA initiatives for program improvement.
5. Develop and implement base line non-certified agency project delivery policies; e.g. “set the bar’ for non-certified agency project development processes. Include refinement of existing policies and procedures.
6. Develop and implement policies and procedures for alternative contracting and project delivery of Transportation Enhancement, Safe Routes to Schools, CMAQ and Scenic Byways projects.

**Region Local Program Unit Initiatives** : to develop agreements with key partners.

**Current Local Government Section Initiatives**

1. Certification of local agencies for delivery of Federal Aid projects.
2. Complete annual updates to the Local Agency Guidelines (LAG) manual.
3. Staff and participate in the Oregon Local Program Committee so that it provides a proactive forum for discussion and resolution of local agency needs and issues.
4. Creation of a Master Intergovernmental Agreement (IGA) and work to continuously improve agreements and contracting processes.
5. Develop roles and responsibilities regarding funding programs.
6. Develop Local Program Statewide Resource Plan
7. Review Environmental Program as it supports the Local Program and develop an Improvement Plan as needed.
8. Review Bridge Program as it supports the Local Program and work with Bridge to identify unmet needs, reach agreements on overcoming areas of concern and develop an Improvement Plan as needed.

**Future Local Government Initiatives**

1. Develop agreement and Action Plan with ODOT T2 Center and Research Section.
2. Integrate a connection to
  - a. mobility;
  - b. innovative finance;
  - c. sustainability;
  - d. transportation Development Division;
  - e. ODOT Procurement Office, R/W, Geo-Environmental & other Technical Services sections;
  - f. other groups as identified.

## **Performance Measurement**

The program level outcome measures, noted below, will measure the overall success of the local program in terms of project delivery. While performance of many units throughout ODOT affects these outcomes, it is the objective of the Local Program, working with other Regional and Central ODOT units, with local agencies and with FHWA to achieve a higher level of performance as measured by these objectives. While specific performance targets have not yet been set, the Local Program is developing formats to maintain data that will enable accurate reporting of performance

### **Program Level Outcome Measures**

- On time:** Percent of local STIP projects that go to bid on time (within program year).  
Percentage of local projects not receiving final close date within appropriate time after project construction is complete.
- On budget:** Percent of local STIP projects delivered within STIP cost estimate.
- Quality projects:** Percent of projects with no unforeseen permit requirements after projects go to bid.  
Percent of projects without unexpected non-reimbursable expenditures.  
Percent of projects without unresolved claims after construction is completed.

# Appendix A

## Overview of Programs Under ODOT Local Program Responsibility

The ODOT Local Program is responsible for leadership of a variety of statewide funding and stakeholder communication programs. A brief description of these programs follows.

**Connect Oregon** – *Connect Oregon* is a lottery-bond-based initiative (\$100 million) approved by the Oregon Legislative Assembly to invest in air, rail, marine and transit infrastructure to ensure Oregon’s transportation system is strong, diverse, and efficient. It is focused on improving the connections between the highway system and the other modes of transportation to better integrate the components of the system, improve flow of commerce and remove delays.

**Surface Transportation Program (STP)** - The Surface Transportation Program provides federal funding to states and local governments which can be used for highways, bridges, or transit projects. Under provisions of the program, urbanized areas with populations of 200,000 and above receive an annual allocation of STP funding based on their populations. Under an agreement developed in cooperation with Oregon cities and counties, ODOT shares a portion of its yearly STP funding with local governments with populations above 5,000 and less than 200,000.

**Fund Exchange** – Under Fund Exchange, which is a subset of STP, the State may make funds available to individual cities and counties for the exchange of flexible federal funds. The amount of funds available for exchange is determined annually. Exchanging federal funds for state funds helps local agencies avoid complicated federal contracting regulations for their projects.

**Local Agency Certification Program** - FHWA, through a Stewardship Agreement with ODOT, delegates authority to ODOT for approving project development and construction administration. ODOT has the option of delegating some or all of this authority to qualified local agencies per 23 CFR 635.105. ODOT’s Certification Program permits an agency to retain more of the approval authority at the local level when developing FHWA funded transportation projects. The Certification Program does not eliminate any project development responsibility to meet state or federal requirements. However, the Certification Program benefits local agencies through savings in time and money as certified agencies have the authority to develop, advertise, award and manage its own projects.

**Local Agency Scoping Program** – ODOT’s Local Program has developed and implemented an early scoping process, in partnership with AOC and LOC that utilizes consultant and Local Government Section staff for proactive project scoping for local agency projects in the following programs:

- Bridge (HBP)
- SAFETEA-LU High Priority Projects
- Transportation Enhancement
- SAFETEA-LU High Risk Rural Roads
- Safe Routes to Schools
- Local Agency STIP including STP and CMAQ
- *Connect Oregon*

**High Risk Rural Roads (HR3)** - HR3 is a federally-funded set-aside program within the Highway Safety Investment Program (HSIP) for improvements on rural roads. The purpose of the HR3 Program is to carry out safety improvement projects on rural roads, with identified safety issues, to achieve a significant reduction in traffic fatalities and serious injuries.

**Local Agency Training Program** - ODOT's Local Program has developed, implemented and administers a proactive, comprehensive, regularly-scheduled training program covering the full range of project delivery topics. Regularly scheduled training classes provide local agency staff and consultants performing work for these local agencies an up-to-date understanding of project delivery legal requirements, processes and procedures. The goal of this training program is more efficient project delivery and management which translates into more effective expenditure of federal aid dollars.

**Economic Revitalization Team (ERT)** - The Economic Revitalization Team (ERT) was established by the 72nd Oregon Legislature (HB 2011) to focus state agencies on working together at the local level to increase economic opportunity and help local governments and business and property owners bring industrial sites to "shovel ready" status. The ERT emphasizes multi-agency coordination on projects of local and statewide significance. ODOT's role as a key ERT partner is supported by liaison activities of the Local Government Section.

**Transportation Enhancement Program** - The Transportation Enhancement program provides federal highway funds for projects that strengthen the cultural, aesthetic, or environmental value of Oregon's transportation system. The funds are available for twelve "transportation enhancement activities" specifically identified in the Transportation Equity Act for the 21st Century (TEA-21).

**OTIA I and II** - Projects considered under OTIA I and II legislation were focused on improving state, county and city roads and bridges. House Bill 2142 required the Oregon Transportation Commission to use bond proceeds to finance increased lane capacity and interchange enhancements, bridge repair and construction, and road preservation. In February 2002, a special session of the Legislature passed House Bill 4010, which approved an additional \$100 million in bonding for projects. The Oregon Transportation Commission directed ODOT to set aside \$50 million for modernization projects. OTIA I and II currently funds about 170 projects: state, city, and county-owned bridges, modernization projects and pavement preservation projects.

**OTIA III Local Agency Bridge Program** - OTIA III, enacted by the 2003 Legislature, included \$300 million for work on county and city bridges. The Local Program section is responsible for oversight of the local agency bridge portion of OTIA III.

**Forest Highway Program** - The Forest Highways Program provides federal funding for transportation projects on roads that are located within or provide access to national forests. The Federal Highway Administration administers the program and generally is responsible for the development and construction of projects. Projects to be funded in Oregon are selected by a committee composed of representatives from FHWA, U.S. Forest Service, ODOT and Oregon counties.



**High Priority Projects (HP)/Transportation Improvements (TI)** - HP and TI projects are federal-aid highway programs that provide funding for projects named in federal law through congressional action. Such projects are included as earmarks in the six-year transportation authorization acts, which include a general description and fund amount for each project.

**Consultant Two-Tier Selection Program** - ODOT's two-tiered consultant selection process was developed in response to the requirements of ORS 279C.125. When non-certified local agencies work through ODOT to procure architecture and engineering (A&E) and related services, they will use the two-tiered selection process. During tier 1, ODOT prepares and processes appropriate solicitation documents for contracts or Price Agreements (PAs), establishes a list of qualified consultants, and when applicable awards PAs for A&E services. Tier 2 is the non-certified local agency's responsibility. In this tier, the local agency or its representative makes an independent selection of an A&E consultant from the list of qualified firms selected by ODOT in tier 1.

**Local Highway Bridge Program (HBP)** - The distribution of federal bridge funds to states is based on the percent of deficient bridges nationwide. Under an agreement with Oregon counties and cities, ODOT allocates the federal bridge funds to local governments based on their percentage of deficient bridges in Oregon. Bridges are inspected every two years, to determine which bridges are deficient.

**Discretionary Programs** - Federally funded discretionary programs available to ODOT include; Emergency Relief, Highway for LIFE, Scenic Byways, Covered Bridges, Value Pricing Pilot Program and Truck Parking Facilities

**Special City Allotment (SCA)** – The Legislature mandated \$1 million in state gas taxes to be distributed annually among cities with populations of less than 5,000. ODOT sets the distribution and dollar amount by agreement with the League of Oregon Cities. Half of the funds come from the cities' share of gas tax revenues and the half comes from ODOT's share of the State Highway Fund. Local agencies can receive \$25,000, one-half the maximum grant amount, up front, with final payment due upon completion of the project. Payments are included in the expenditure budget for Local Government in the Highway Program.

**Congestion Mitigation and Air Quality (CMAQ)** - The Congestion Mitigation and Air Quality program directs funds toward transportation projects and programs in Clean Air Act non-attainment or maintenance areas for ozone and carbon monoxide. These projects and programs must contribute to attaining a national ambient air quality standard. Federal funds are allocated only to areas not meeting Department of Environmental Quality air quality standards.

## Appendix B

### Work Plans for Key Local Program Initiatives

The following Work Plan is designed to provide direction and focus for completion of key Local Program initiatives and subsequent completion of Local Program Goals. Local Program Goals are shown below for reference.

**Goal # 1 - Project Development Compliance and Consistency:** Ensure that local projects are delivered on time and in compliance with state and Federal requirements by communicating requirements, providing assistance and training, and monitoring compliance.

**Goal # 2 - Project Development Process Speed and Efficiency:** Work with local agencies and other ODOT offices to improve local agency success in delivering projects on time and within budget.

**Goal # 3 - Construction Oversight:** Work with local agencies and other ODOT offices to ensure the successful construction of local agency STIP projects.

**Goal # 4 - Policy Development and Oversight:** Work with other units of ODOT, local agencies and FHWA to develop, communicate and implement policies related to the delivery of local projects for which ODOT has oversight responsibility.

#### Overall Local Program Unit Initiatives

1. **Manage and participate in a comprehensive training program for local agencies and ODOT regarding delivery of local projects.**

Applicable Strategic Plan Goal(s)	Current Initiative Status	Action Steps Required	Timeline	Responsible Person
1 & 2	Training Program has been developed and implemented. A Training Agreement is in place with AOC and LOC.	<ol style="list-style-type: none"> <li>1. Assess state of the Training Program</li> <li>2. Modify existing Training Program Plan as needed</li> <li>3. Continued management, improvement and delivery of Training Program</li> </ol>	<ul style="list-style-type: none"> <li>• Assessment and plan modification 9/2007-1/2008</li> <li>• Program management - ongoing</li> </ul>	Currently Contracted Out

2. **Ensure Local Program integration with ODOT's realigned organization and optimize support to local agencies and ODOT in the delivery of local projects.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	Local Program processes have been identified in core documents such as the Project Delivery Leadership Team (PDLT) Operational Notices, LAG Manual, Project Delivery Guidebook and Standard Drawings.	<ol style="list-style-type: none"> <li>1. Assess need for other core ODOT documents or committees where Local Program presence needs to be strengthened.</li> <li>2. Develop ODOT <u>Local Program Operational Notice Template</u></li> <li>3. Retain Local Program membership on core committees such as APWA Board, PDLT, HBP, OLPC &amp; OACES</li> <li>4. Establish Local Program Policies and Directives</li> </ol>	<ul style="list-style-type: none"> <li>• Assessment 9/2007-12/2007</li> <li>• Develop ODOT Local Program Operational Notice Template 9/2007 – 12/2007</li> <li>• Committee membership, establish policies &amp; directives - Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Julie Redden – assessment &amp; template</li> <li>• Committee membership, establish policies &amp; directives – LGS staff</li> </ul>

**3. Improve accountability of local agencies, MPOs and ODOT for on-time delivery of local projects.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
2	MPO discussions regarding project delivery processes and agreement development are being planned.	<ol style="list-style-type: none"> <li>1. Contact MPOs</li> <li>2. Develop Agreement with each MPO</li> </ol>	10/2007 - 10/2008	Marty Andersen

**4. Actively support FHWA initiatives for program improvement.**

Applicable Strategic Plan Goal(s)	Current Initiative Status	Action Steps Required	Timeline	Responsible Person
All	FHWA has been involved in contracting streamlining, LAG review and concurrence, training events & assessment of Local Program. Current FHWA Local Program assessment and advisory documents are being used to develop ODOT Local Program core documents.	Continue to work closely and collaboratively with FHWA in all Local Program areas.	Ongoing	Central and Regional Local Program staff

**5. Develop and implement base line non-certified agency project delivery policies; e.g. “set the bar” for non-certified agency project development processes. Include refinement of existing policies and procedures.**

Applicable Strategic Plan Goal(s)	Current Initiative Status	Action Steps Required	Timeline	Responsible Person
All	This issue has been clarified in the AOC/LOC Agreement and the LAG Manual.	<ol style="list-style-type: none"> <li>1. Conduct research to determine other documents where this policy should be stated.</li> <li>2. Add information to identified documents.</li> <li>3. Develop a <u>Local Program Operational Notice</u> to codify this policy.</li> <li>4. Send Operational Notice to LALs, OLPC. Discuss at training sessions, outreach efforts, etc.</li> </ol>	9/2007 – 12/2008	Beth Vargas Duncan

**6. Develop and implement policies and procedures for Local Agency Administration for Small Projects and project delivery of Transportation Enhancement, Safe Routes to Schools, CMAQ and Scenic Byways projects.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
2	A draft LAG Chapter is under development to set policy guidelines.	<ol style="list-style-type: none"> <li>1. Finalize Chapter</li> <li>2. Obtain FHWA concurrence</li> <li>3. Develop a <u>Local Program Operational Notice</u> to codify this policy.</li> <li>4. Distribute Operational Notice</li> </ol>	8/2007–10/2007	<ul style="list-style-type: none"> <li>• Beth - LAG Chapter</li> <li>• Pat Fisher – Operational Notice and initiative follow-up</li> </ul>

### **Regional Local Program Unit Initiatives**

#### **1. Develop agreements with key partners, e.g. Region Tech Centers**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	<ul style="list-style-type: none"> <li>• Region 1 - uncertain</li> <li>• Region 2 - Implemented</li> <li>• Region 3 - uncertain</li> <li>• Region 4 - Implemented</li> <li>• Region 5 - uncertain</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop Region Local Program Unit/Tech Center Agreement</li> </ol>	10/2007 – 5/2008	<ul style="list-style-type: none"> <li>• Marty Andersen, his delegate or the Regional Local Program Unit Manager</li> <li>• Randi Kobernik</li> </ul>

## Local Government Section Initiatives

### 1. Certification of local agencies for delivery of Federal Aid projects.

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	<p>Certification goals and policies have been codified in the AOC/LOC Agreement and the LAG Manual.</p> <p>Portland is conditionally certified. Clackamas Co. and Eugene are in process.</p> <p>Training sessions are ongoing.</p>	<ol style="list-style-type: none"> <li>1. Assess Certification goals and timelines, update as needed</li> <li>2. Continue outreach and training sessions</li> <li>3. Complete Certification process desk procedures.</li> </ol>	As stated in Certification goals document	Beth Vargas Duncan

### 2. Complete annual updates to the Local Agency Guidelines (LAG) manual.

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	Major LAG revision mostly completed. ROW and Consultant Selection issues being worked.	<ol style="list-style-type: none"> <li>1. Develop annual LAG Revision Plan</li> <li>2. Implement Annual LAG Revision Plan</li> </ol>	<ul style="list-style-type: none"> <li>• Develop Plan 9/2007 – 12/2007</li> <li>• Implement Plan- Ongoing</li> </ul>	Beth Vargas Duncan

**3. Staff and participate in the Oregon Local Program Committee so that is provides a pro-active forum for discussion and resolution of local agency needs and issues.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	OLPC has been formed. LGS staff is providing needed staff support.	<ol style="list-style-type: none"> <li>1. Continue to provide staff support to OLPC</li> <li>2. Develop a State of the OLPC White Paper</li> <li>3. Develop a procedure and method to annually review OLPC's viability and direction</li> </ol>	<ul style="list-style-type: none"> <li>• Staff support - Ongoing</li> <li>• Develop a State of the OLPC White Paper 9/2007 – 3/2008</li> <li>• Develop annual review procedure and method 9/2007 – 3/2008</li> </ul>	Julie Redden

**4. Creation of a master intergovernmental agreement (IGA) and continuous improvement of agreement and contracting processes.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	Preliminary efforts, meetings & discussions have taken place.	<ol style="list-style-type: none"> <li>1. Assess current status of Master Agreement effort</li> <li>2. Create plan and timeline for developing a Master Agreement.</li> <li>3. Implement Plan</li> </ol>	9/2007 – 1/2008	Julie Redden

**5. Develop a white paper on funding that includes advantages of fund exchange.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	<p>The LGS web page has some basic funding program information.</p> <p>The LAG manual Chapter A-3 has in-depth funding program details. Details regarding Fund Exchange are minimal.</p>	<ol style="list-style-type: none"> <li>1. Assess use of fund exchange in ODOT.</li> <li>2. Determine requirements, positives and negatives for use of fund exchange.</li> <li>3. Develop a <u>Local Program Operational Notice</u> to codify fund exchange requirements, processes and procedures.</li> </ol>	<ul style="list-style-type: none"> <li>• Assessment – 9/2007 – 3/2008</li> <li>• Development of Operational Notice 3/2007 – 7/2008</li> </ul>	Alan Lively

**6. Develop roles and responsibilities regarding funding programs.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	<p>The LGS web page has some basic funding program information.</p> <p>The LAG manual Chapter A-3 has in-depth funding program details.</p>	<ol style="list-style-type: none"> <li>1. Assess need for clarification of roles and responsibilities regarding funding programs</li> <li>2. Develop a plan to fill identified need(s).</li> <li>3. Develop a <u>Local Program Operational Notice</u> to codify funding program roles and responsibilities</li> </ol>	<ul style="list-style-type: none"> <li>• Assessment – 9/2007 – 3/2008</li> <li>• Development of Operational Notice 3/2007 – 7/2008</li> </ul>	Holly Winston

**7. Develop Local Program statewide Resource Plan**



<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	A draft Local Program Resource Plan is being developed.	<ol style="list-style-type: none"> <li>1. Tie in Region Resource Plans into statewide plan.</li> <li>2. Develop plan to fulfill resource needs, i.e. moving positions, alternate funding sources, POP packages, etc.</li> </ol>	10/2007 – 5/2009	Marty Andersen

**8. Develop and maintain a procedure to periodically tracing billing transactions to source documents.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
3	FHWA is in the process of reviewing and auditing all regions. This will add clarification for implementation that will aid Local Government Section to then develop a satisfactory procedure.	Continue to work closely and collaboratively with FHWA to develop an effective system that tracks federal dollars through the entire billing process for Local Agency Projects.	Ongoing	Regional Assurance Specialist & Local Program staff

**9. Develop agreement and Action Plan with ODOT T2 Center and Research Section**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	Preliminary meetings and discussions have been held.	<ol style="list-style-type: none"> <li>1. Review T2 Center and Research Units Mission, Vision, processes, etc.</li> <li>2. Develop a White Paper discussing possible areas of collaboration, benefits to mutual customers, etc.</li> <li>3. Bring TDD Executive Manager over T2/Research &amp; T2/Research Managers into loop with discussion of White Paper, general concurrence, etc.</li> <li>4. Prepare agreement and Action Plan based on White Paper and discussions.</li> </ol>	9/2007 – 6/2008	Marty Andersen

**10. Review Environmental Program as it supports the Local Program. Develop an Improvement Plan as needed.**

Applicable Strategic Plan Goal(s)	Current Initiative Status	Action Steps Required	Timeline	Responsible Person
All	Local Program Environmental processes & procedures have been identified in the LAG Manual.	<ol style="list-style-type: none"> <li>1. Research environmental issues and needs for Local Program</li> <li>2. Develop Improvement Plan for items identified as needing improvement</li> <li>3. Develop a <u>Local Program Operational Notice</u> to codify environmental requirements</li> </ol>	9/2007 – 6/2009	Richard Beck

**11. Review Bridge Program as it supports the Local Program. Develop an Improvement Plan as needed.**

Applicable Strategic Plan Goal(s)	Current Initiative Status	Action Steps Required	Timeline	Responsible Person
All	Local Program Bridge processes & procedures have been identified in the LAG Manual.	<ol style="list-style-type: none"> <li>1. Research Bridge issues and needs for Local Program</li> <li>2. Develop Improvement Plan for items identified as needing improvement</li> <li>3. Develop a <u>Local Program Operational Notice</u> to codify local bridge program requirements</li> </ol>	9/2007 – 4/2008	Holly Winston

**12. Integrate a connection to**

- a. mobility;**
- b. sustainability;**
- c. innovative finance;**
- d. transportation Development Division;**
- e. ODOT Procurement Office, R/W, Geo-Environmental & other Technical Services sections;**
- f. other groups as identified.**

<b>Applicable Strategic Plan Goal(s)</b>	<b>Current Initiative Status</b>	<b>Action Steps Required</b>	<b>Timeline</b>	<b>Responsible Person</b>
All	Much Local Program outreach and communication has occurred due to activities to develop and maintain the LAG Manual, TE program, Training program. Local agency certification, ERT, OLPC, AOC/LOC agreement, Stewardship agreement, etc.	<ol style="list-style-type: none"> <li>1. Research and develop a White Paper discussing additional beneficial outreach or connections</li> <li>2. Include discussion of possible areas of collaboration, benefits to mutual customers, etc.</li> <li>3. Develop an Outreach Plan to identified groups</li> </ol>	Ongoing	Pat Fisher