

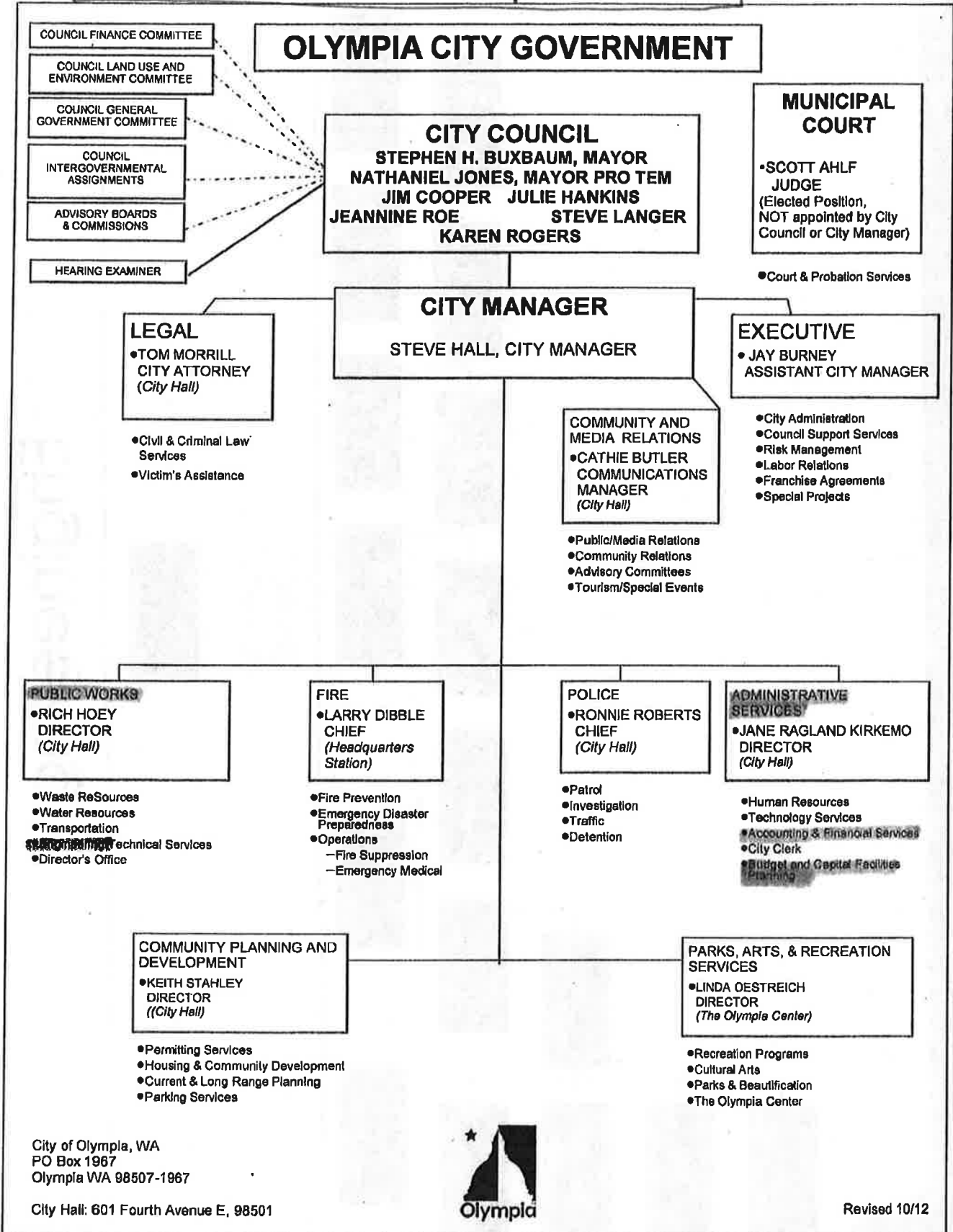
City of Olympia

Public Works Contract
Administration
Roles and Responsibilities

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Handout #11

Org Chart & Roles & Responsibilities



COUNCIL FINANCE COMMITTEE

COUNCIL LAND USE AND ENVIRONMENT COMMITTEE

COUNCIL GENERAL GOVERNMENT COMMITTEE

COUNCIL INTERGOVERNMENTAL ASSIGNMENTS

ADVISORY BOARDS & COMMISSIONS

HEARING EXAMINER

OLYMPIA CITY GOVERNMENT

CITY COUNCIL
 STEPHEN H. BUXBAUM, MAYOR
 NATHANIEL JONES, MAYOR PRO TEM
 JIM COOPER JULIE HANKINS
 JEANNINE ROE STEVE LANGER
 KAREN ROGERS

MUNICIPAL COURT
 •SCOTT AHLF JUDGE
 (Elected Position, NOT appointed by City Council or City Manager)

•Court & Probation Services

CITY MANAGER
 STEVE HALL, CITY MANAGER

LEGAL
 •TOM MORRILL CITY ATTORNEY
 (City Hall)

- Civil & Criminal Law Services
- Victim's Assistance

EXECUTIVE
 •JAY BURNEY ASSISTANT CITY MANAGER

- City Administration
- Council Support Services
- Risk Management
- Labor Relations
- Franchise Agreements
- Special Projects

COMMUNITY AND MEDIA RELATIONS
 •CATHIE BUTLER COMMUNICATIONS MANAGER
 (City Hall)

- Public/Media Relations
- Community Relations
- Advisory Committees
- Tourism/Special Events

PUBLIC WORKS
 •RICH HOEY DIRECTOR
 (City Hall)

- Waste Resources
- Water Resources
- Transportation
- Engineering & Technical Services
- Director's Office

FIRE
 •LARRY DIBBLE CHIEF
 (Headquarters Station)

- Fire Prevention
- Emergency Disaster Preparedness
- Operations
 - Fire Suppression
 - Emergency Medical

POLICE
 •RONNIE ROBERTS CHIEF
 (City Hall)

- Patrol
- Investigation
- Traffic
- Detention

ADMINISTRATIVE SERVICES
 •JANE RAGLAND KIRKEMO DIRECTOR
 (City Hall)

- Human Resources
- Technology Services
- Accounting & Financial Services
- City Clerk
- Budget and Capital Facilities Planning

COMMUNITY PLANNING AND DEVELOPMENT
 •KEITH STAHLEY DIRECTOR
 (City Hall)

- Permitting Services
- Housing & Community Development
- Current & Long Range Planning
- Parking Services

PARKS, ARTS, & RECREATION SERVICES
 •LINDA OESTREICH DIRECTOR
 (The Olympia Center)

- Recreation Programs
- Cultural Arts
- Parks & Beautification
- The Olympia Center

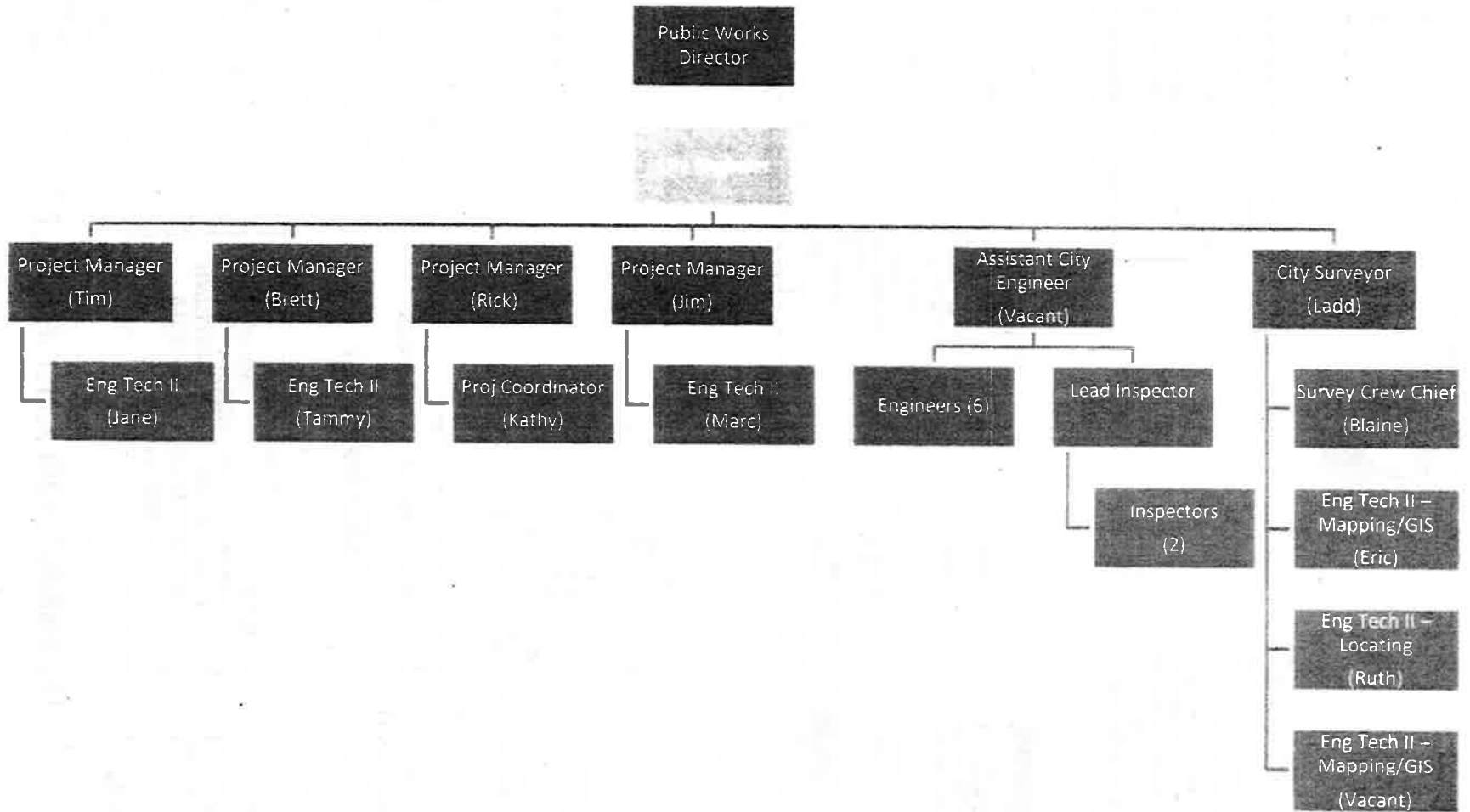
City of Olympia, WA
 PO Box 1967
 Olympia WA 98507-1967

City Hall: 601 Fourth Avenue E, 98501



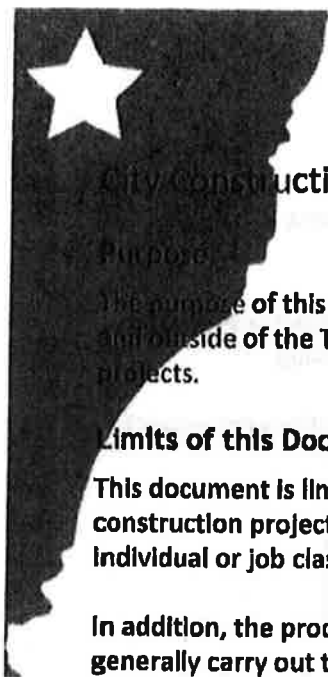
Revised 10/12

Engineering



Public Works Department

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City Construction Projects - Roles and Responsibilities

Purpose

The purpose of this document is to define the general roles and responsibilities of City staff both inside and outside of the Technical Services Line of Business (LOB) when working on City construction projects.

Limits of this Document

This document is limited to providing the general roles of staff when they are working on City construction projects. It does not provide a comprehensive description of the responsibilities of any individual or job classification.

In addition, the processes and procedures used to reach decisions, obtain necessary approvals, and generally carry out the tasks required to complete a project are not part of this document.

Document Structure

The document contains two sections.

- **Section One** briefly describes the organizational structure of the Technical Services Line of Business (LOB) and the Engineering Program.
- **Section Two** identifies individual positions and lists their general roles and responsibilities when delivering City projects.

Section One - Technical Services Organizational Structure

Technical Services Overview

The Mission of the Technical Services LOB is to partner with customers to deliver sustainable solutions. Technical Services' strategic role is to provide assistance and essential expertise.

Technical Services works primarily as a support organization helping others carry out their missions. Technical Services is made up of four programs.

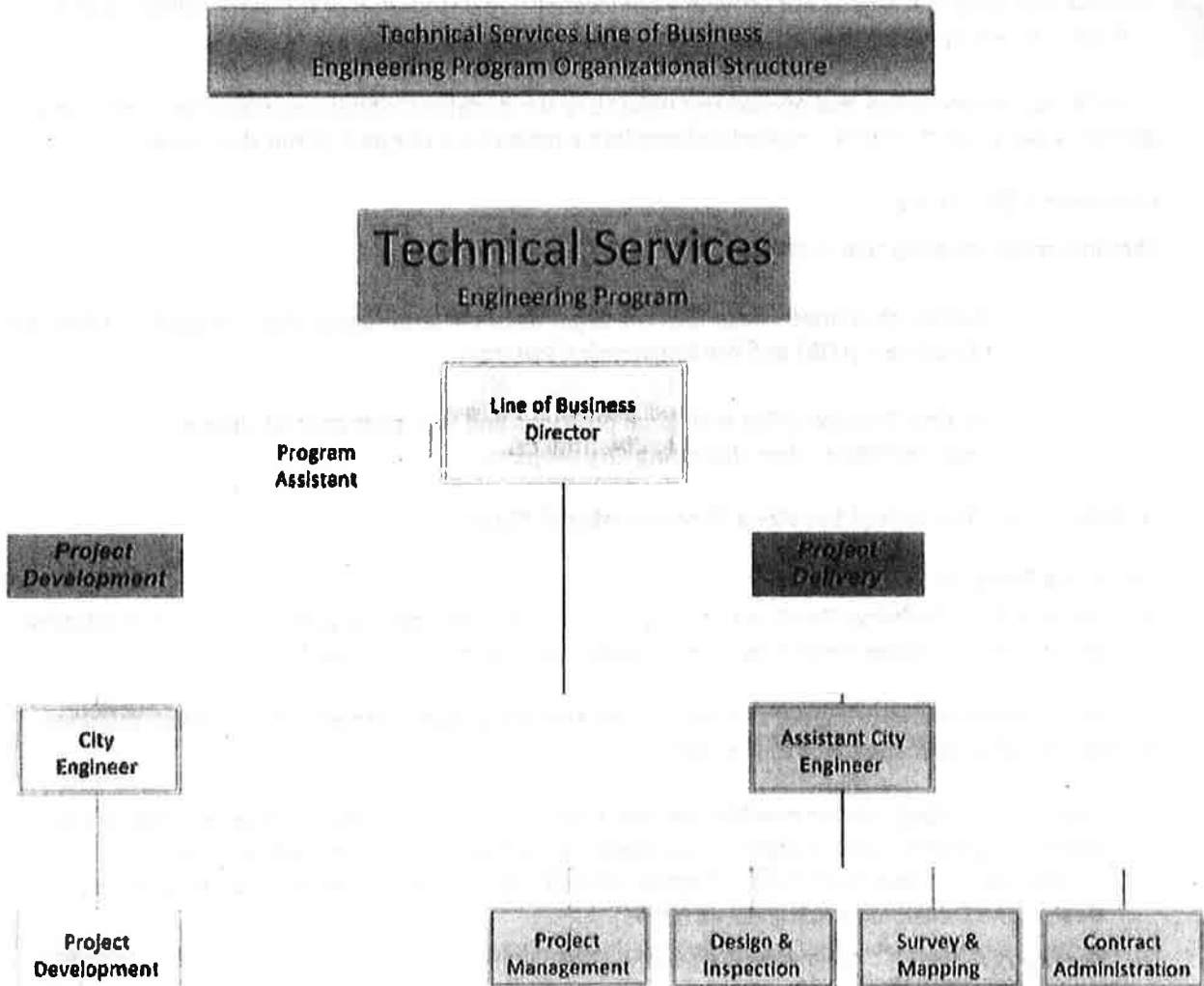
1. **Engineering** - Engineering provides general engineering services, including project management, design, inspection, survey, right-of-way/property acquisition, contract administration, development of the City's Capital Facilities Plan (CFP), and development of the Engineering Design and Development Standards (EDDS).
2. **Facility Operations** - Facility Operations conducts maintenance and custodial work on buildings owned and leased by the City.
3. **Fleet Operations** - Fleet Operations performs services needed to maintain the City fleet of vehicles, and vehicle acquisition and disposal.
4. **Safety** - The Safety Program creates a safe and healthy work environment for City staff through mandated OSHA/WSHA training, oversees compliance and tracks improvements.

Engineering Program

The Engineering Program is divided into two functional groups: Project Development and Project Delivery.

The Project Development group focuses on CFP development, maintenance and update of the City's EDDS, development of engineering policies and procedures, and initial project scoping.

The Project Delivery group takes a project from initial scoping and completes all actions necessary to deliver the project for use.



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Section Two - Roles and Responsibilities

Technical Services

Technical Services' role in project delivery is similar in many ways to the role of a design or project management consultant. It differs significantly in three fundamental ways.

1. Technical Services is part of City government and has shared responsibility to serve the public interest and to achieve the City's objectives.
2. The Engineering Program has the unique responsibility to ensure that engineering standards are met in accordance with the direction of the City Engineer.
3. The relationship with project owners is a partnership based on a common interest of helping all City staff deliver on our promises as opposed to a contractual relationship that typically exists with consultants.

Technical Services LOB Director

The Technical Services LOB director provides the strategic direction for the Engineering Program and ensures that Technical Services is delivering on our promises.

- a) Holds Technical Services staff accountable for following existing policies and procedures.
- b) Works with the City Engineer and Assistant City Engineer to ensure Technical Services is working collaboratively with other LOBs.
- c) Keeps PW Leadership Team informed of project status and controversial issues.
- d) Provides direction and advice on sensitive and controversial communication issues.
- e) Collaborates with the Project Manager, City Engineer, and Assistant City Engineer on resolution of sensitive and controversial issues.

Project Development

City Engineer

The City Engineer is the final authority for ensuring the technical excellence of Technical Services' products and practices, and compliance with applicable engineering standards.

- a) Responsible for the interpretation, application, and development of City guidelines (City Development Standards, State, Federal, Utility Standards, etc.).
- b) Final authority for decisions on technical standards, assuring the decision meets minimum standards that promote safe, cost effective, and technically sound Public Works projects that are in the interest of the public good.
- c) Final authority for approval and deviations from standards.
- d) Oversees the development of the Public Works portion of the City's Capital Facilities Plan.
- e) Oversees project development process, CFP and initial project scoping to move individual projects from the planning phase to the implementation phase.

- f) Ensures that right of way and property is acquired in accordance with the City's guidelines and procedures, Local Agency Guidelines, WSDOT's Right-of-Way Manual and the Uniform Act, as applicable.
- g) Ensures compliance with applicable state and federal laws, regulations and rules in order to maintain the City's Certified Agency status and meet the requirements of the Federal Agency that provides funds to a project.
- h) Title VI compliance.
- i) Provides direction and assistance to the project teams in the area of right-of-way/property acquisition policies and policy level issues that potentially impact project delivery.

Project Delivery

Assistant City Engineer

The Assistant City Engineer manages and allocates the staff and financial resources of the project delivery group to ensure projects are being delivered in the manner needed by the other LOBs and City departments.

- a) Ensures the projects are designed and constructed in accordance with applicable standards.
- b) Ensures that projects are delivered to meet the needs of the projects' owners.
- c) Supports the team in working through technical issues.
- d) Holds Project Managers accountable for completing the project within the SSB.
- e) Establishes priority for work effort.
- f) Resolves priorities if conflicts occur.
- g) Ensures adequate personnel resources are available to complete capital projects (in-house, additional staff, outsourcing).

Project Management

Project Manager

The Project Manager coordinates and directs the resources allocated to the project to deliver the project in accordance with the established scope, schedule and budget (SSB).

- a) Is accountable for ensuring a project's successful completion.
- b) Engages in any aspect of a project at any time as they deem necessary to ensure project delivery within the SSB.
- c) Stays on top of issues relevant to the various parties involved in the project and elevates to management and the project owner any issue that may impact the SSB.
- d) With others, explores technical options.
- e) Determines direction when two or more acceptable options to solve a technical issue are presented and no resolution can be reached on which option to pursue.
- f) Makes decisions within the constraints of the SSB on any project alternative as long as:

- No Development or Design Standards are violated;
 - The scope of the project is not altered;
 - The project timeframe remains the same;
 - No additional resources are required; and
 - The project team understands the business reasons for the alternative selected.
- g) Assures decisions are made in timely manner to keep the project on schedule.
 - h) Assures effective communications within the team and with the public (official spokesperson for the project).
 - l) Keeps owner apprised of progress via project status reports, meeting minutes, etc.
 - j) Encourages innovation.
 - k) Coaches the team during the project development.
 - l) Ensures all permits needed to proceed with construction are granted and ensures project specifications include all applicable permit requirements.

Project Coordinator

Under the general direction of a Project Manager, the Project Coordinator acts independently and with little supervision to complete key elements of projects.

- a) Carries out all duties and responsibilities of a Project Manager for smaller scale projects.
- b) Negotiates and manages consultant contracts.
- c) Sets agendas and facilitates project team meetings.
- d) Conducts independent research to develop reports or other items as needed to progress a project.
- e) Communicates directly with stakeholders, the public, project owners and management on issues related to assigned projects.
- f) Assists the Project Manager with preparation of project schedules, budget breakdowns, presentations, technical memorandums, reports etc.

Project Management Assistant

The Project Management Assistant carries out the day-to-day tasks needed to keep the project moving forward consistent with the direction established by the Project Manager.

- a) Under the direction of the Project Manager, prepares documents such as staff reports, permit submittals, ROW acquisition documents, and other documents necessary to deliver the project.
- b) Coordinates with Finance and the Project Manager to keep budget forms up to date and accurate.
- c) Reviews and tracks invoices for approval by the Project Manager.
- d) Keeps project information organized and easily accessible in accordance with established policies and procedures.
- e) Assists with the preparation of meeting minutes, status reports, memos, correspondence, and other written materials.
- f) Assists the Project Manager in meeting facilitation by seeking closure on issues; to capture items for meeting minutes; summarize issues; and ask for clarification.
- g) Performs the necessary research to ensure accuracy of information.

- h) Assists the Project Manager with coordination of activities of City staff in support of the project.
- i) Serves as point of contact with consultants providing technical services in support of the project.
- j) Assists as needed in the preparation of bid documents.
- k) Acts as a liaison with public agencies and potentially affected interests.
- l) Assists the Project Manager in preparing for public meetings, ensuring the appropriate graphics, handouts, agendas, etc., are prepared in advance and distributed correctly.
- m) Coordinates the project closeout process.

Design and Inspection

Project Engineer II

The Project Engineer II leads the design effort and coordinates with the Project Manager to obtain the support needed to successfully complete project design and construction.

- a) Leads the design team and provides guidance during all phases of a project.
- b) Establishes design parameters and provides technical solutions during the project within the intent of the SSB.
- c) Provides technical evaluation of all alternatives.
- d) Ensures technical quality of the plans and specifications within the SSB during design and construction.
- e) Oversees construction of the project, including coordinating with the Inspector, who serves as the direct communication link to the contractor.
- f) Provides support to the Inspector during construction and makes timely decisions so construction can proceed without delays.
- g) Initiates and writes change orders.
- h) Initiates and writes design revisions.
- i) Reviews contractor schedules, contractor submittals, pay estimates, etc.
- j) Assures that all project options meet appropriate standards.
- k) Within the intent of the project plans and specifications, serves as the technical decision-maker during the construction phase as long as best management practices are incorporated, costs are within budget, and minimum standards are met.
- l) Directs the work of Project Engineer I or Designer assigned to the project.

Project Engineer I

The Project Engineer I works closely with the Project Engineer II to produce the plans, specifications, and engineer's estimate for the project.

- a) Under the direction of the Project Engineer II, prepares project plan sheets, drafts specifications and develops engineer's estimates of project construction costs.
- b) Ensures the City of Olympia Engineering Division drafting standards are met.

- c) Provides general drafting support for the project.
- d) Conducts research and engineering calculations as determined necessary by the Project Engineer II.
- e) Provides support to the Inspector and Project Engineer II during construction.
- f) Works with Project Engineer II to complete change orders and design revisions.

Construction Inspector

The Construction Inspector is the onsite representative of the City during project construction who ensures the project is constructed in accordance with the plans and specifications.

- a) Coordinates with Project Engineer and Project Manager, serving as the primary communication link with the Contractor.
- b) Participates in project design to ensure constructability of the project.
- c) Performs quantity take offs.
- d) Enforces the provisions of the plans and specifications.
- e) Maintains construction documentation in accordance with specifications and appropriate standards.
- f) Shares knowledge and experience to support the design and assist in the review of a project.

Survey and Mapping

City Surveyor

- a) Project lead for property acquisitions.
- b) Assists the Project Development team in the preparation of planning level estimates for property acquisitions.
- c) Coordinates the Request for Proposal (RFP)/Request for Qualifications (RFQ) process for hiring consultants for property acquisition and/or relocations.
- d) Ensures that Local Agency Guidelines are complied with in regard to right-of-way acquisition.
- e) Coordinates with property owners on the acquisition of property and property rights needed to construct and/or provide future maintenance of a project.
- f) Is the liaison between the property owner(s) and the Project Manager for each acquisition assignment.
- g) Coordinates with WSDOT, FHWA, and the City Engineer on the certification of right-of-way for each project, as necessary.
- h) Acquires ROW in accordance with the City's guidelines and procedures, WSDOT's Right-of-Way Manual, and the Uniform Act as applicable.
- i) Participates in team meetings as required and updates the Project Manager on all aspects of property acquisitions.
- j) Provides topographic and utility information for project design.
- k) Ensures completion of construction staking in conformance with City staking specs, and documents the improvements shown on the plan.
- l) Shares knowledge and experience to support the design and assist in the review of a project.
- m) Prepares ROW plans and legal descriptions for ROW acquisitions and easements.

- n) Provides necessary map products for design and public outreach efforts.
- o) Provides oversight of "Record Drawing" process and the transfer of "Record Drawing" utility information into the City permanent records.

Contract Administration

Contract Administrator

- a) Provides overall technical support for all contracts.
- b) Serves as primary point of contact with the City's Legal Department on all contracts.
- c) Maintains the project construction files.
- d) Coordinates with the Construction Inspector to ensure all submittals are properly received, processed, and approved.
- e) Works directly with the Contractor to obtain required submittals and communicate status of approvals.
- f) Prepares pay estimates and facilitates the approval process.
- g) Formats change orders under the direction of the Project Engineer II and Inspector and facilitates the approval process.

Other Lines of Business/Departments

Project Owner

The Project Owner is the LOB or City Department that has turned over the project to Technical Services for design and construction. The Project Owner is the customer as well as a critical component of the project team.

LOB Directors and Department Heads

The Owner LOB or Department head ensures the project and the process of project delivery serves the strategic direction of the LOB or Department.

- a) Provides support to project teams.
- b) Helps identify "big picture" and the Intent of the project, and communicates these to staff charged with doing specific work.
- c) Holds owner staff accountable to existing policies and procedures.
- d) Helps team members know what points need to be addressed before the Management Team or City Manager can take action on an issue.
- e) Serves as point of contact with City Council or City Manager.
- f) Helps the project team succeed.

Program Manager

The Program Manager is the primary point of contact responsible for working with the project team to deliver the project in accordance with the established Service Agreement.

- a) Collaborates with the Project Manager to establish project budget.
- b) Provides policy direction as needed.
- c) Ensures funds are properly allocated to the project.
- d) Works with the Project Manager to resolve funding and policy issues during project execution.
- e) Attends project scoping meetings--i.e., the 30 and 60 percent design meetings--and other meetings, as agreed upon.
- f) Approves initial scope, schedule, and budget of project and any subsequent changes.
- g) Commits sufficient staff to the project to support the project schedule.

Owner Liaison

The Owner Liaison provides the specialized technical expertise needed by the project team to successfully deliver the project.

- a) Provides technical expertise to the project teams from the perspective of the project owner.
- b) Conducts research to answer questions (history, background, outside influence) that are within area of expertise.
- c) Serves as point of contact for design review and approval.
- d) Coordinates with Project Engineer and Project Manager to identify issues requiring elevation to the Program Manager or LOB Director level.
- e) Coordinates Owner staff to support project delivery.

Operations Supervisors and Leads

The Operations Supervisors and Leads work with the project team to bring the operations perspective to the design and construction process.

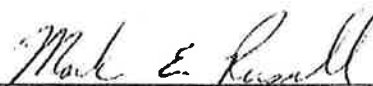
- a) Communicates the perspective of field operations staff to the project team.
- b) Provides technical expertise to project team upon request.
- c) Supports project construction as needed.

Dated: 03/01/2012

Approved:



Fran Elde, P.E.
City Engineer
Public Works Technical Services



Mark Russell, P.E.
Assistant City Engineer
Public Works Technical Services

This document does not include *Accounting!* It should!

...so for the next revision

Accounting

The project accountant ensures that all project financial issues are properly addressed, that the project is properly set up within the City's accounting systems, and maintained to ensure proper allocation of funds and record keeping that meets all applicable requirements.

- a) Coordinates with Engineering and the LOB to develop the Capital Facilities Plan
- b) Works with LOB Fund Manager to establish program funding
- c) Works with LOB Fund Manager and Project Manager to set up project funding
- d) Coordinates with project management and construction documentation staff to pay invoices related to specific projects
- e) Moves funds from designated accounts as the project generates expenses
- f) Develops grant and loan reimbursement requests and coordinates with Engineering to approve reimbursement requests
- g) Maintains all financial records associated with grants and loans
- h) Works with the Project Manager to close out projects and return unused funds to the source program
- i) Serves as lead during audits ensuring that appropriate project team members are available to support the audit process.