

**Colorado Department of Transportation
Efficiency and Accountability Committee**

April 21, 2011 Meeting Minutes

Committee members in attendance:

Patrick Byrne, CDOT Office of Financial Management & Budget
Heidi Bimmerle, CDOT Division of Human Resources and Administration
Dave Childs, CDOT Highway Maintenance & Operations
Cliff Davidson, North Front Range MPO
Mickey Ferrell, CDOT Government Relations
Jennifer Finch, CDOT Transportation Development
Solomon Haile, CDOT Engineering
Maribeth Lewis-Baker, Committee Chair; Free Ride Transit System, Breckenridge
Jeff Keller, Asphalt Paving Company
Daniel Owens, Operating Engineers Union
John C. Rich, Jackson County Commissioner
Bob Sakaguchi, Jacobs Engineering
Stephanie Thomas, Colorado Environmental Coalition
Casey Tighe, Committee Vice Chair; CDOT Audit Director
Bill Weidenaar, Regional Transportation District

Staff in attendance:

Peggy Catlin, Deputy Executive Director
Kate Dill, Performance & Policy Analysis Unit
Lori Freedle, Office of Financial Management and Budget
Pam Hutton, Chief Engineer
Sandi Kohrs, DTD Planning and Performance Branch Manager
JoAnn Mattson, Performance & Policy Analysis Unit
Scott McDaniel, CDOT Manager Staff Branches
Samuel Nnuro, CDOT Audit
Scott Richrath, Committee Secretary; Performance & Policy Analysis Unit

Welcome and approval of agenda

At 2:00 p.m., Committee Chair Maribeth Lewis-Baker called the meeting to order and approved the agenda for the meeting.

Approval of March Minutes

At 2:05 p.m., approval of the minutes for the March meeting was moved and seconded.

Performance measures presentation

At 2:10 p.m., Secretary Scott Richrath hosted a “town hall” presentation on performance measures, providing electronic keypad voting devices. He introduced team members JoAnn Mattson and Kate Dill, and made available black and white copies of the Fiscal Year 2010 Annual Performance Report’s spotlight page. The entire report may be found at <http://www.coloradodot.info/library/AnnualReports/2010AnnualPerformanceReport.pdf> . The report and the presentation were also posted in the committee’s SharePoint site in the Performance Measurement folder of Shared Documents.

General responses from the group indicated that Safety and Department Efficiency were among the higher priorities in the performance arena. Members noted that the questions did not ask them to make tradeoffs based on funding limitations and that answer choices that were broad and more encompassing tended to get more votes than those that were specific (e.g. highway safety over potholes). Some felt that the public was smart enough to gauge performance of the system by commuting on the system, some felt that the public did not care to be informed about performance of the system, and many agreed that the public has different definitions for terms like ‘safety’ than does the transportation industry. The group generally agreed that clearly articulated goals are most important to the execution of goals. It felt that this committee could best engage in performance measures by selecting measures that are most meaningful to the public and by providing specific recommendations. It believed that performance measures were most important for supporting managing decisions, but agreed that communicating to the public could also be a key benefit of measuring performance. When CDOT staff votes were removed from these results, communication with the public became the top priority. To better communicate to the public, the group favored an interactive website or dashboard and linking to cotrip.org, which receives millions of hits monthly. One comment noted that CDOT does not do a good job of communicating the value that the department and transportation infrastructure provides the taxpayer with its tax dollar compared to the monthly costs of many other utilities.

Mr. Richrath offered to facilitate further discussion of the results at a future meeting.

Project Costs Subcommittee Report

At 3:00 p.m., Jeff Keller spoke on the progress of the project costs subcommittee analysis of fixed and variable costs. He stated that the subcommittee members are still gathering and analyzing data. Mr. Keller suggested that the Project Cost Subcommittee reconvene before the May meeting of the Committee of the Whole. He also noted that members of the cost project will place more emphasis on; ongoing activities related to Context Sensitive Solutions, fixed-variable cost analysis, as well as performance measures. Mr. Keller said that it is important that the results be credible and simple. He said that Patrick Byrne and Mickey Ferrell would be providing two different budget analyses in the next few weeks. (Note from the secretary: those analyses were submitted to the Subcommittee on May 16.)

Permit Fees Subcommittee Report

At 3:10 p.m., committee Vice Chair Casey Tighe updated the Committee on the access control recommendations. He stated that all changes were made to the report before submitting it to the Executive Director. He noted that members of the Planning Subcommittee have decided that the next topic they will tackle will be utility permit fees.

Planning Subcommittee Update

At 3:15 p.m., Mr. Cliff Davidson of North Front Range updated the Committee on access control. He explained to members of the committee why it will be essential to educate the public about distinction between access management and access control. Mr. Davidson noted that the idea is to provide detail information about access control plans and also create public awareness of good access control and why it is important.

Contract Improvement Update

At 3:25 p.m., Heidi Bimmerle, CDOT Division of Human Resources and Administration updated the Committee on the contracting project with Treya Partners. She noted that the second phase which focuses on improving the overall quality of CDOT contracting, as well as how to communicate effectively with customers and vendors, has been completed.

Executive Director Briefing

At 3:30 p.m., Executive Director Don Hunt shared with the committee that he had created a position for the Director of Process Improvement. Fifty to 60 applications had been received and he would be interviewing the top three candidates that would emerge from an open, competitive process. This person would interact directly with this committee with the following priorities: 1) customer-facing communication and 2) internal processes. Mr. Hunt said he would like this Committee to work with the new director to focus on the accountability aspects of communication with the public. He hoped to find groups of coherent process improvement ideas rather than attack one idea at a time. He mentioned LEAN principles as the type of model that could be employed to improve CDOT processes and systems management. He asked this Committee to help find from the public “What makes CDOT effective” and stated that performance measures are critical to accountability. Bob Sakaguchi asked Director Hunt to consider energy efficiency performance measures, encouraging him to look at the Army’s Net Zero program.

At 3:50 p.m. the meeting adjourned.

Respectfully submitted by Samuel Nnuro and Scott Richrath, Committee Secretary.

Efficiency and Accountability Committee

Appendix A – Action Plan

#	Who	What	By When	Output	Done
1	Scott Richrath	Identify cost to produce bid plans.	01-21-10	Report	X
2	Casey Tighe	Bring draft Scope of Work for hiring a consultant to conduct an assessment of the procurement and contracting processes.	01-21-10	Document	X
2a	Casey Tighe	Discuss progress of RFP.	03-18-10	Discussion	X
3	Casey Tighe	Have Audit Team gather and report on the cost of generating paper pay stubs.	01-21-10	Presentation or Report	X
4	Affected Committee Members	For those having trouble accessing SharePoint, send Casey Tighe an e-mail.	01-21-10	Enable access	X
5	Scott Richrath	Provide preliminary information on Energy Cost Reduction. Report provided by Joe Mahoney	02-18-10	Report	X
5a	Joe Mahoney	Report back on implementation of print shop efficiency recommendations and Energy Cost Reduction.	10-31-10	Report	X
6	Patrick Byrne	Report on components and impact of Construction Engineer and Indirect rates. (Heather Copp presented.)	03-18-10	Presentation	X
7	Sub-comm.	Investigate the Planning Process and related stakeholder issues.	05-20-10	Report	X
7a	J Finch; M Ferrell	Present recommendations of Project Costs subcommittee to Executive Director George.	09-16-10	Report back to committee	X

8	Sub-comm.	Investigate components of construction engineering and indirect rates and appropriate staffing levels.	05-20-10	Report	X
8a	Scott Richrath	Prepare three recommendations related to project, staff, and meeting costs to the committee of the whole.	06-17-10	Recommend.	X
8b	S Richrath; M Ferrell	Present recommendations of Project Costs subcommittee to Executive Director George.	07-31-10	Report back to committee	X
8c	J Keller; P Byrne	Provide initial report to committee on Fixed-Variable Cost Analysis.	10-31-10	Report to committee	X
8d	J Keller; P Byrne	Provide second report to committee on Fixed-Variable Cost Analysis.	11-30-10	Report to committee	X
8e	J Keller; P Byrne	Deliver final Fixed-Variable Cost Analysis to committee with recommendations.	12-31-10	Report to committee	
9	Sub-comm.	Investigate the procurement process and work with the consultant that will review the CDOT contract process.	05-20-10	Report	X
9a	Casey Tighe	Inquire with Executive Director on inviting non-staff to the procurement analysis project.	06-17-10	Invitation to Bob S.	X
9b	Casey Tighe, Tammy Lang	Present Treya Phase I report to committee.	08-19-10 if available	Report	X
10	J Finch; S Richrath; M Ferrell	Present recommendations of Planning subcommittee to Executive Director George.	09-30-10	Report back to committee	X
11	Staff	Gather performance measures from each division to provide foundation for interview of program managers.	11-18-10	Report back to committee	X
12	Staff	Gather list of employee recommendations for improved efficiency at CDOT.	11-30-10?	Report back to committee	

13	Sub-comm.	Compile CDOT fee schedule, now pending results of 13a.	01-20-11	Report back to committee	
13a	Sub-comm.	Examination of access permit fees.		Report back to committee	X
14	S Richrath; C Tighe	Prepare first annual committee report.	01-20-11	Distribute to committee	X
14a	M Ferrell	Present first annual committee report to Executive Director and Transportation Commission.	01-20-11	Report back to committee	X
15	Sub-comm.	Review of access permit policy.		Report / recommend to committee	