

**Colorado Department of Transportation  
Efficiency and Accountability Committee  
June 21, 2012 Meeting Minutes**

Committee members in attendance:

Jeff Keller, Chairman; Asphalt Paving Company  
Maribeth Lewis-Baker, Deputy Chairperson; Free Ride Transit System, Breckenridge  
Kathy Gilliland, Commissioner  
Gary Vansuch, Vice Chairman; CDOT Director of Process Improvement  
Bill Weidenaar, Regional Transportation District  
Daniel Owens, Operating Engineers Union  
John Vetterling, CDOT Audit  
Dave Childs, CDOT Highway Maintenance & Operations  
John C. Rich, Jackson County Commissioner  
Louie Lucero, CDOT Office of Financial Management & Budget  
Debra Perkins-Smith, CDOT Division of Transportation Development

Staff in attendance:

Samuel Nnuro, CDOT Audit  
Toni Simms, CDOT Audit

**Welcome and approval of agenda**

At 2:00 p.m., Committee Chairman Jeff Keller called the meeting to order and asked for an approval of the agenda for the meeting.

**Approval of May Minutes**

At 2:03 p.m., Chairman Jeff Keller asked for approval of the May, 2012 minutes. Approval of the minutes was moved, seconded, and adopted.

**Safety Minutes**

At 2:10 p.m., Chairman Jeff Keller addressed the Committee on the importance of safe driving. Mr. Keller noted employees at his organization currently went through professional driver training offered by the Smith Safe System. This course is a hands-on, on-the-road training program which teaches employees the negative side effect of distractive driving. He mentioned that the course is also unique in the way it addresses the broader spectrum of distractions both inside and outside the vehicle. The Smith Safe vehicle decal program has proven itself over many years to be an excellent and economical way to monitor the actions of your drivers. Maribeth Lewis-Baker, Free Ride Transit System, stated that she spends a lot of time educating her employees on the importance of defensive driving.

## **Succession Planning**

At 2:20 p.m., Maribeth Lewis-Baker discussed the Committee's succession planning initiative and distributed a copy of the succession planning memorandum and retirement eligibility forecast data. Members were advised to look for errors or language that needs to be changed. Members of the Committee noted that the language within the memorandum regarding employee's career development does not convey the right message. Several changes to the memorandum were suggested. A recommendation was made to encourage cross-training of employees to facilitate an easier transition of knowledge when a vacancy occurs. Commissioner Gilliland suggested that there should be a strategy for training employees and to define clear career paths for advancement. Mr. Dave Childs, CDOT Highway Maintenance and Operations, also noted that there is no clear career path for his division's employees and if there is opportunity, it's not being utilized properly. Ms. Lewis-Baker agreed to draft amendments to the memorandum and submit the changes at the July meeting for review and approval. Members of the Committee approved a motion to move forward with this initiative.

## **Pre-award authority**

At 2:35 p.m., John Vetterling, CDOT Audit, addressed the Committee on the Pre-Contract Award Authority issue regarding ordering and purchasing capital equipment such as buses. He mentioned that the cost of buses can increase significantly if there are delays between when grantees are notified of their award and the processing of the grant contract. Currently, the average timeline to procure a bus is 18 months. In addition to the financial burden incurred by delaying the order, the constituents in the localities are impacted by the delay of getting the new buses placed into service. The state's transit agencies have experienced frustration with the inability to place a bus order until the grant contract is fully executed for many years. Maribeth Lewis-Baker noted that the issue is more than the amount of time for CDOT to execute a grant contract, it's the time between when grantees are aware they are going to receive the money until the grant contract is developed, processed, and then finalized. Currently, no bus order can be placed until the fully-executed grant contract and Notice to Proceed is issued. A request was made for Mr. Vetterling to document the procedures for dealing with grants not matching the cost of the buses. He advised Committee members that the Attorney General's Office, in conjunction with CDOT, will not set up an escrow account as previously suggested. Commissioner Kathy Gilliland asked members of the Committee the reason for the delay in ordering the buses. Maribeth Lewis-Baker noted the reason for the delay is due to understaffing at CDOT's Division of Transit and Rail.

## **Review Status of Fulfilling Committee Vacancies**

At 2:50 p.m., Deputy Chairman Gary Vansuch discussed the status of vacancies and how to recruit new Committee members to fill the three vacancies that exist. Ms. Debra Perkins-Smith, CDOT Division of Transportation Development, suggested that the first step should be to contact professional organizations about Committee vacancies as they great resources for recruitment. Mr. Vansuch encouraged members of the Committee to solicit their peers to be members; however, prospects should be highly competent in their field of work as required by the Executive Director. Commissioner Kathy Gilliland also suggested that the officers of the Committee do an outreach campaign to recruit members of diverse backgrounds and make

recommendations to the Director on whom they think will best fit. Mr. Vansuch agreed to work with Stacy Stegman at CDOT Public Relations Office to get the message out about the opportunities to serve on the Committee.

### **Establish Committee Plan of Work for the Balance of 2012**

At 3:05 p.m., Chairman Jeff Keller discussed the stakeholder input list. Mr. Vansuch asked the Committee members to set the direction for their initiatives for the remainder of the year. Members of the Committee came up with various initiatives on what they would like to tackle for the year. Mr. Vansuch mentioned that this time is an open forum for members to brainstorm ideas. Mr. Keller suggested that the financial task force will reconvene soon to analyze fixed and variable costs. Louie Lucero, CDOT Office of Financial Management and Budget, was assigned the task of collecting CDOT financial data. Mr. Keller stated that the financial task force will pay more attention and identify areas where CDOT can be efficient and held accountable. John Vetterling mentioned that Committee should focus on CDOT regional boundaries because it will provide a real value. He stated that in the past, decisions about the maintenance boundaries were made based on political affiliation. As result, there is confusion over maintenance regions and transportation planning regions. Deputy Chairman Gary Vansuch spoke about the Lean process and how it could be used to effectively eliminate duplicate efforts.

### **Adjourn**

At 4:05 p.m., the meeting adjourned.

Respectfully submitted by Samuel Nnuro and Toni Simms.