

Continuous Improvement Advisory Committee

Charter

Background

The Oregon Transportation Commission (OTC) is required to appoint a Continuous Improvement Advisory Committee (CIAC) comprised of members of the Commission, Oregon Department of Transportation (ODOT) employees, and transportation stakeholders to advise the OTC.

As described in Section 10 and 45 of HB 2017, the CIAC shall:

- Advise the OTC on ways to maximize the efficiency of ODOT to allow increased investment in the transportation system over the short, medium and long term.
- Develop key performance measures, based on desired outcomes, for each division of ODOT.
- Make recommendations to the OTC on ways the commission and the department can be more efficient.
- Review and report to the commission on all transportation projects costing \$50 million or more.

Text of HB2017 related to the CIAC (Section 10 and Section 45) is included as **Appendix A** of this document.

Purpose and Responsibilities

Specifically, members will:

Audits

- Provide input to ODOT's Chief Auditor on ODOT's Audit Plan
- Provide input to audit risk assessment
- Receive completed audit reports
- Monitor audit recommendation implementation
- Review ("audit") completed transportation projects of \$50M or more

Key Performance Measures (KPMs)

- Recommend KPMs to the Commission
- Report to OTC annually on the status of KPMs and what ODOT is doing to meet these

Continuous Improvement

- Identify opportunities for OTC and ODOT to increase efficiency
- Conduct feasibility and cost analyses for recommendations under consideration
- Advocate for ODOT's continuous improvement efforts and achievements

Organization

Membership

The CIAC shall consist of eight to ten voting members appointed by and serving at the pleasure of the OTC. The Commission recruits and selects members based on skills and attributes that will help the agency improve and become more efficient, such as:

- Reputation for collaboration, partnering, and offering constructive ideas
- Expertise or experience in continuous improvement, change management, organizational health, finance, performance management and/or resolving audit issues
- Understanding of the multimodal transportation system
- Familiarity with ODOT's work (e.g. project and program delivery, public contracting, services provided to the public)
- Understanding of ODOT's mission

Membership will include:

- Two OTC members
- Three or four ODOT employees, including the ODOT Director, Highway Division Administrator and Chief Administrative Officer
- Three or four external transportation stakeholders.

Key transportation stakeholders who are non-committee members will be invited to participate in specific agenda item discussions to help the committee understand various perspectives. Other resources, including staff and subject matter experts, will provide service to the CIAC on an as-needed basis and have no voting rights.

A listing of the CIAC members, roles, and the areas they represent are included in **Appendix B**.

Appointment and Removal

Members are appointed to the committee by the OTC. Terms shall be for two years. Committee members are eligible to serve for two consecutive terms.

The OTC may remove members from the committee for non-attendance, lack of adequate participation or preparation, or otherwise failing to meet committee expectations set forth in this charter. Committee members who are unwilling or unable to fulfill the duties required of them will be subject to dismissal by the OTC.

If any member of the committee is absent from two consecutive regular meetings, the committee may recommend that the position be declared vacant. Vacancies shall be filled by appointment by the OTC for the unexpired term.

Member Guiding Principles and Standards of Conduct

Committee members are expected to actively participate in the business of the committee, to include:

- Attend and actively engage in all meetings

- Fully prepare for meeting discussions, review all meeting materials in advance, and complete assignments, as needed
- Participate in sub-committee meetings and work, as needed

Additionally, it is expected that members:

- Work collaboratively for the common good of Oregon
- Fully and respectfully engage in discussions and decision-making processes
- Take on assignments and follow through to ensure quality, timely decisions
- Provide constructive input

Operation

Public Involvement

CIAC complies with the requirements of the Oregon Public Meetings Law, ORS 192.610 to 192.690. Any general or sub-committee meeting is open to any person and to all that may wish to be heard regarding any agenda item.

Committee material will be made available in advance of meetings.

Decision Making and Voting

A consensus-driven decision-making model will be used for most informal and directional types of activities, with formal voting reserved for recommendations sent to the Commission for approval and implementation.

A quorum must be present (in-person, or through any other approved meeting format) to vote on recommendations. A quorum is three-fourths of the total appointed CIAC membership. If a quorum is not present, voting will be delayed until the following meeting.

Approval of a recommendation to the OTC requires affirmative votes from two-thirds of the total appointed CIAC membership.

Each voting member is entitled to one vote on all issues requiring a vote at meetings at which the member is present. Proxy voting is not permitted.

Officers

Chair and Vice-Chair

The OTC Chair appoints one commissioner to serve as Chair and one to serve as Vice-Chair. The Chair and Vice-Chair serve terms that coincide with their OTC terms.

The Chair presides at all meetings attended, signs documents and correspondence, orients new members, approves agendas, represents CIAC in other venues, and serves as the CIAC's official spokesperson.

In the event the Chair vacates office for any reason, the Vice-Chair will accede to the Chair, and the OTC Chair shall appoint another OTC member to serve as Vice-Chair. In the event the Vice-Chair vacates office, the OTC Chair will appoint another OTC commissioner to serve on the committee and in the role of Vice-Chair.

Subcommittees

The CIAC shall have an Audit Subcommittee and may form other subcommittees as it deems necessary to effectively carry out its work.

Audit Subcommittee

The Audit Subcommittee includes the following members:

- A member of the OTC
- ODOT senior executives
- One or more transportation stakeholder members of the CIAC

Additional CIAC members may be added, as well as other ODOT staff if deemed appropriate by the CIAC Chair.

The CIAC Chair shall designate a Subcommittee Chair.

The Subcommittee work includes:

- Follow-up and resolution of audit findings, which includes reviewing management actions, engaging in detailed discussions, and determining whether corrective measures are sufficient
- Elevation of matters to the attention of the full CIAC, as appropriate
- Providing reports on subcommittee activities at the CIAC meetings
- Providing input to the ODOT Chief Auditor on risks that should be addressed in the Audit Plan
- Providing feedback to the Chief Auditor on draft Audit Plan.

Reports

The CIAC reports regularly to the OTC on activities, recommendations, and implementation tasks. As required under HB 2017, the committee shall report to the OTC at least once per year on the status of key performance measures and what steps are being taken by the department to achieve the goals of the key performance measures.

Meetings

Regularly scheduled committee meetings will be held a minimum of four times per calendar year or as necessary to fulfill its responsibilities. Special committee meetings may be called by the committee Chair. Meeting locations will be determined by the membership.

Coordination

ODOT provides staff support to the CIAC for:

- Agenda development
- Meeting logistics
- Coordination and/or review of meeting materials
- Meeting facilitation, as necessary
- Tracking decisions and action items
- Coordinating reporting requirements

Appendix A: Text of Section 10 and 45 of HB 2017

SECTION 10. Continuous Improvement Advisory Committee.

(1) The Oregon Transportation Commission shall appoint a Continuous Improvement Advisory Committee composed of members of the commission, employees of the Department of Transportation and transportation stakeholders. The committee shall be of such size and representation as the commission determines appropriate.

(2) The committee shall:

(a) Advise the commission on ways to maximize the efficiency of the department to allow increased investment in the transportation system over the short, medium and long term.

(b) Develop key performance measures, based on desired outcomes, for each division of the department. The committee shall submit key performance measures to the commission for its approval. The committee shall report to the commission at least once per year on the status of key performance measures and what steps are being taken by the department to achieve the goals of the key performance measures.

(3) The committee shall periodically report to the commission. The reports must include recommendations on ways the commission and the department may execute their duties more efficiently.

(4) Each odd-numbered year, the commission shall submit a report, in the manner provided by ORS 192.245, to the Joint Committee on Transportation established under section 26 of this 2017 Act. The report must include information on the activities and recommendations of the committee and information on any actions taken by the commission or the department to implement recommendations of the committee.

(5) The committee shall meet regularly, at times and places fixed by the chairperson of the committee or a majority of members of the committee. The department shall provide office space and personnel to assist the committee as requested by the chairperson, within the limits of available funds.

Text from Section 45 of HB 2017

(2)(a) For calendar years beginning on or after January 1, 2022, the rates determined under ORS 319.020 (1)(b) and 319.530 (1) and subsection (1) of this section shall each be increased by two cents only if the Oregon Transportation Commission submits a report in the manner provided by ORS 192.245 on or before December 1, 2021, to the Joint Committee on Transportation established under section 26 of this 2017 Act state that:

(A) The Continuous Improvement Advisory Committee appointed under section 10 of this 2017 Act has reviewed and reported to the commission on all transportation projects costing \$50 million or more and completed not less than six months prior to the date of the report required under this paragraph;

(B) The recommendations for improvement reported by the Continuous Improvement Advisory Committee to the commission at least six months prior to the date of the report required under this paragraph have been implemented; . . .

(3)(a) For calendar years beginning on or after January 1, 2024, the rates determined under ORS 319.020 (1)(b) and 319.530 (1) and subsections (1) and (2) of this section shall each be increased by two cents only if

the Oregon Transportation Commission submits a report in the manner provided by ORS 192.245 on or before December 1, 2023, to the Joint Committee on Transportation established under section 26 of this 2017 Act state that:

(A) The Continuous Improvement Advisory Committee appointed under section 10 of this 2017 Act has reviewed and reported to the commission on all transportation projects costing \$50 million or more and completed not less than six months prior to the date of the report required under this paragraph;

(B) The recommendations for improvement reported by the Continuous Improvement Advisory Committee to the commission at least six months prior to the date of the report required under this paragraph have been implemented; . . .

Appendix B: Membership

Name	Role	Representing
Tammy Baney	Chair	OTC
Bob Van Brocklin	Vice-Chair	OTC
Ted Aadland	Member	External stakeholder
Paula Hammond	Member	External stakeholder
Tony Hyde	Member	External stakeholder
Andrew Kach	Member	External stakeholder
Paul Mather	Member	ODOT Director (Deputy Director)
Kris Strickler	Member	ODOT Highway Division Administrator
Linda Beuckens	Member	ODOT DMV Service Group Manager
Bob Gebhardt	Member	ODOT Chief Administrative Officer

Staff Resources

Travis Brouwer	ODOT Assistant Director	Committee Sponsor
Cooper Brown	CIAC Manager/ OTC Chief of Staff	Recruitment, member liaison, agenda development, research, reporting
Michelle Bryant	CIAC Administration	Scheduling, record-keeping, website management, meeting notes, and administrative support