

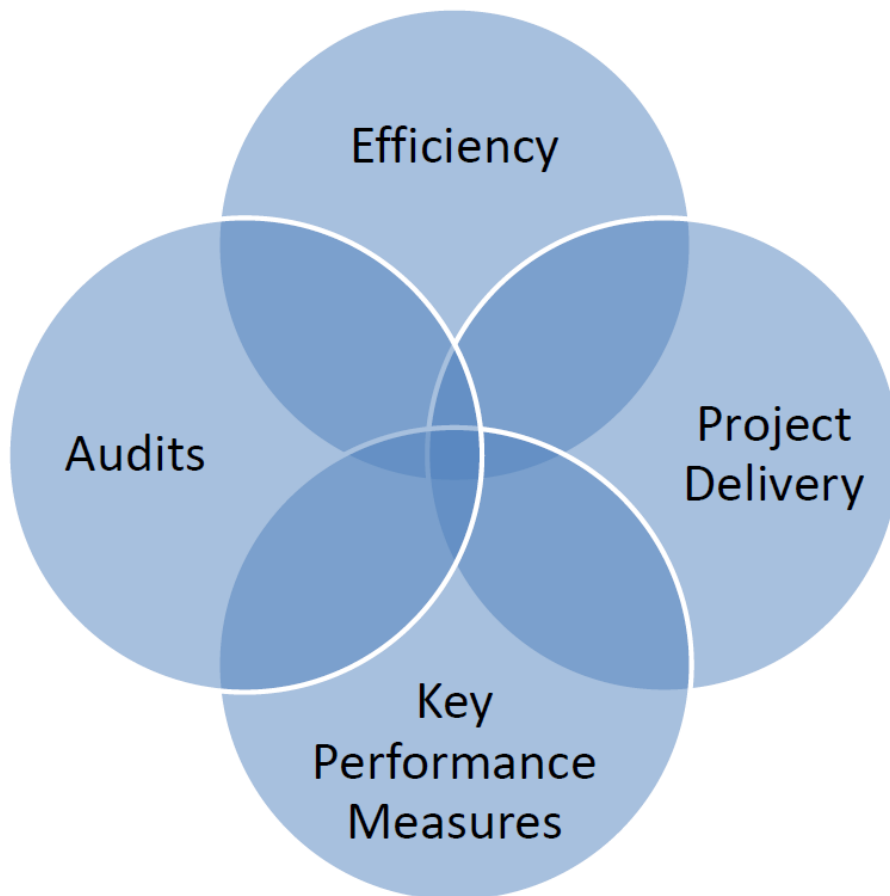
Continuous Improvement Advisory Committee 2019 Work Plan

Based on statutory and Oregon Transportation Commission (OTC) direction, the Continuous Improvement Advisory Committee (CIAC) has four primary (and sometimes overlapping) focus areas:

- Improving project delivery
- Performance management
- Audits
- Efficiency

Given the importance of effectively delivering projects, the CIAC has elected to focus most heavily on project delivery in 2019. This work plan will serve as a starting point for the CIAC's work in 2019 but remains a living document.

CIAC Focus Areas



Project Delivery

With HB 2017, ODOT will see a significant increase in its project volume, along with very high expectations for delivering these projects on time, on budget, with high quality, and minimizing impacts on the traveling public. With a realigned organizational structure for project delivery, ODOT is undertaking a large number of initiatives designed to ensure the agency meets this challenge, and the CIAC will be asked to provide insight and direction into these initiatives.

CIAC Goal: Ensure ODOT has a skilled workforce, effective processes, and modern information systems that will allow the agency to deliver transportation projects effectively and efficiently.

Project Delivery Workforce: Recruitment, retention, and capabilities

The CIAC will dig into the challenges that ODOT has in recruiting, training, and retaining a skilled project delivery workforce, particularly in the Portland metro region with its higher costs of living and greater competition with local governments and the private sector. The CIAC will also focus on ensuring that ODOT project managers across the state have the training and capabilities needed to effectively deliver projects, as well as partnership training opportunities with industry.

Review of Major Projects

As required by HB 2017, the CIAC will review recently completed major projects costing over \$50 million, as well as the delivery of the Jobs and Transportation Act (JTA) projects, to hear about lessons learned by ODOT and provide direction on how to continue to improve delivery of major projects.

Project Delivery Dashboard

The CIAC will work with ODOT to establish a project delivery tracker dashboard that reports delivery performance for active projects, including those under construction as well as those in the preliminary engineering/environmental, and design phase, and identifies risks and mitigation strategies for each.

Minority Contracting/Disadvantaged Business Enterprises

The CIAC will learn about ODOT's efforts to increase utilization of Disadvantaged Business Enterprises (DBEs) and provide direction on how to improve ODOT's performance. This will include a focus on growing the number and capabilities of minority firms through mentoring opportunities.

Performance Management

When used effectively, performance measures are an important tool to help gauge an agency's effectiveness in meeting its goals and identify ways to improve performance. The CIAC has been granted the role of proposing Key Performance Measures for the agency and also reviewing the agency's success in meeting its performance targets.

CIAC Goal: Ensure that ODOT is making progress toward its goals across the multimodal transportation system and in serving customers.

Monitoring Performance

As required by HB 2017, CIAC will review ODOT's performance in 2018 on ODOT's legislatively approved Key Performance Measures and report to the OTC on progress to meet performance targets. The CIAC will receive the agency's Quarterly Performance Report in order to monitor performance on a regular basis in areas such as safety, project delivery, customer service, and passenger rail. The CIAC will also receive a briefing and provide feedback on the agency's new Transparency, Accountability, and Performance (TAP) website, which will provide a portal for a variety of performance-related information.

Updating Key Performance Measures

As required by HB 2017, CIAC will oversee updating the department's Key Performance Measures, providing input as ODOT launches the process early in the year and approving the final proposed measures that will go to the OTC in 2020. As part of this review, the CIAC will review ODOT's overall set of performance measures—including Key Performance Measures, program-level measures in critical areas, and federally-required measures—to ensure that the agency has a streamlined, consistent, and meaningful set of measures that align with agency goals and programs.

Audits

Audits are an important tool for identifying and addressing deficiencies and recommending actions to improve the agency. The CIAC will review the results of audits in order to make recommendations for improving ODOT's performance and efficiency—particularly in project delivery. While ODOT's Chief Auditor reports to the Director and the OTC, the CIAC and its Audit Subcommittee play a key role in reviewing audit activity, following up on management's corrective actions, and providing input into the audit plan.

CIAC Goal: Gain insight on improvement opportunities through reviewing audits and providing input into key topics for audit activity.

Audit Finding Review

The CIAC Audits Subcommittee will receive all audits in order to ensure findings are considered and corrective actions are implemented effectively. The Audits Subcommittee will also provide input to the ODOT Chief Auditor on risks that should be addressed in the Audit Plan. The full CIAC will receive an audit briefing at each of its meetings to gauge progress on individual audits and the department's Audit Plan, as well as to get input on potential improvement opportunities.

Project Delivery Audits

ODOT's auditors are undertaking a number of audits of key elements of the project delivery process, including construction change orders, construction cost estimate and bidding process, and design quality assurance/quality control. The CIAC will receive the results of these audits to help inform its work on improving project delivery.

Efficiency

HB 2017 gives the CIAC the task of advising the OTC “on ways to maximize the efficiency of the department to allow increased investment in the transportation system over the short, medium, and long term.” Within this broad charge, the CIAC will focus on a number of areas that will address challenges, including areas noted in McKinsey’s 2017 review of the agency.

CIAC Goal: Seek opportunities across ODOT’s portfolio to improve efficiency in program delivery and administration in order to stretch scarce taxpayer resources as far as possible, including identifying potential statutory changes that would enhance efficiency.

Regulatory Inefficiencies

The CIAC will work with ODOT employees to identify opportunities to streamline inefficient regulations and processes, including those owned by both ODOT and other state and federal agencies, in ways that will help ODOT be able to more efficiently and effectively complete its work, particularly in project delivery.

Procurement

The CIAC will examine opportunities to improve the efficiency of ODOT’s architectural and engineering, and construction procurement processes, including addressing opportunities to streamline the legal sufficiency review by Oregon’s Department of Justice that is required by statute. This may include recommending statutory changes.

Fleet

The CIAC will provide ongoing monitoring of the results of the ODOT Management Review fleet initiative, providing any feedback and input on potential efficiencies that can be gained, to include carbon reduction.

Information Systems

The CIAC will receive information from a recent benchmark review on staffing, spending within ODOT’s Information Systems Branch, including recommendations from the consultant on how to improve the agency’s efficiency and effectiveness.

Planning Calendar

The CIAC intends to meet six times in 2019 (approximately every two months). This planning calendar serves as a starting point for developing CIAC meeting agendas. It will be updated continuously by ODOT staff as the committee's development and focus evolve.

January 29

- Review and discuss draft CIAC work plan
- Review and discuss CIAC membership needs
- Discuss project delivery workforce challenges and opportunities
- Review Jobs and Transportation Act and US 20 Pioneer Mountain to Eddyville projects
- Review FHWA geotechnical implementation
- Review Transparency, Accountability, and Performance website

April 2

- Approve work plan
- Review and discuss Key Performance Measures update process
- Discuss project delivery work flow and scoping

May 21

- Information Systems Branch benchmark review
- Remaining agenda to be determined

July 23

- Approve annual report to OTC, including recommendations and membership changes
- Review and discuss ODOT Key Performance Measures status
- Remaining agenda to be determined

September 24

- Agenda to be determined

November 19

- Review and discuss draft KPM update proposal
- Remaining agenda to be determined