

# **Director's Board Report**

## **January 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for January 2013.

I just returned last night from the annual Transportation Research Board meeting in Washington D.C.

As you may recall, I was invited to present the successes and lessons learned from the

department's reorganization at two separate sessions. I was joined by the directors of the Michigan and Delaware DOTs and the Deputy Director of the Rhode Island DOT as presenters at one of my sessions.

The department's "Public Outreach Planner" tool, which was presented to the board at its September meeting, was also featured at one of the TRB sessions.

Our presentations at the TRB conference are another indication of the growing respect and

recognition the department is getting across the country.

We received additional recognition over the past two months throughout the department.

District 4 became the first organization of its kind to receive a StormReady designation from the National Weather Service -- an acknowledgement of the district's commitment to training for storm responses. Later this morning, you will hear a presentation on what this designation entails and why it is such an honor for the department.

ITD's work to improve safety at intersections during the winter was recognized in the Federal Highway Administration's magazine "Public Roads."

The article titled "Managing Traffic Signals During Storms" details how the department is integrating information from its road/weather information system with traffic signal technology. The prototype is currently being tested in Moscow.

The goal is to reduce the impact of weather-related crashes at intersections. The project is a

joint effort between ITD and the University of Idaho.

Idaho's extraordinary level of participation in a national organ, tissue and eye donor program earned the department a gold medal of honor award for 2012 from the Pacific Northwest Transplant Bank and Intermountain Donor Services organizations.

Idaho is one of only 10 states in the country to receive this honor. Nationwide, donor registration rates average 44.5 percent ..... but 62 percent of

Idaho's licensed drivers who are 18 years or older are registered.

In addition to receiving the plaque Sue is passing around, several employees received medallions for their work promoting the donor program. Sue is passing the medallion around as well.

Those recognized were Ed Pemble, Lynn Rhodes, Amy Smith, Cathy Smith, Scott Stokes, Jeff Stratten, Bob Thompson and Callie Wrigley.

ITD's Public Outreach Planner tool, which I mentioned earlier was featured at the TRB

conference, has been given a first place in the Idaho Association of Consulting Engineers annual awards competition. The department will receive the plaque at a luncheon in April.

ITD employees gave generously again this year to the state's annual charitable giving campaign.

More than \$18,000 was generated from events and direct contributions to support charitable organizations across the state. I want to thank DMV Management Assistant Tammie Jauregui who has led this effort for ITD for many years.

I also wanted to recognize a District 3 charitable effort. For 10 years, through the leadership of Maintenance Office Manager Janet Gregory, District 3 has participated in the Toys for Tots campaign. This year, three boxes of toys, each about two feet wide and four feet high, were collected and donated.

Every month, we receive letters and emails from the public complementing our programs and employees. I would like to highlight three of those this month.



DMV employees Amy Kearns and Michelle Radford recently reached across the continent to untangle a web that threatened the driving privileges of a Massachusetts motorist. In the process, they gained new friends and an outpouring of appreciation for the Division of Motor Vehicles.

I would like to read some of the letter we received for providing outstanding customer service and exceeding expectations:

*“My wife's license from Massachusetts somehow got entwined with an Idaho resident's license that was*

*under suspension. Massachusetts was going to suspend my wife's license based upon that data. I spoke with Michelle who did some preliminary leg work on the issue. She then turned it over to Amy. Amy was pleasant, informative and cared about my wife's situation. She pursued leads, uncovered records and went well above and beyond for us. She always kept me in the loop and she always was reachable. Everywhere my wife and I turned, the Massachusetts Registry of Motor Vehicles said it 'was Idaho's problem'. In the end Amy was able to overcome the roadblocks in Massachusetts that we could not and solve the problem.*

*We just got an e-mail confirming that the work that your team did was successful in turning an injustice into justice.*

*If your office has an 'employee of the month' or some other such award, I think that Amy and Michelle have earned the right to be acknowledged for their hard work as well as showing a human kindred spirit. Thank you."*

***Mike and Carolyn Jerzylo***      *Massachusetts*

We received another letter from a stranded motorist who was assisted by our Incident

Response Vehicle that patrols I-84 in the Treasure Valley during rush hour. The letter reads:

*“I had a tire blow out and was sitting on the side of I-84 for only a few minutes when Jim Cherry showed up in his incident response truck.*

*My tailpipe was wrapped around the tire and he had to free that before he could change my tire.*

*After he changed the tire, he suspended the tailpipe with wire. It wasn't an easy fix.*

*As a woman driving by myself, I can't express enough gratitude to Jim for his professionalism and*

*hard work. He helped me out of a huge jam and got me back on the road. Thank you for this program.”*

***Vicky Waitley, Boise***

We also recently received a lengthy letter complimenting District 1 on how well traffic was accommodated during the U.S. 95 Garwood to Sagle construction project from Bob and Paige Bingham who live in Athol.

These letters are just examples of the extraordinary customer service our employees provide daily.

In December, the Chobani Yogurt plant opened with much fanfare. I am proud of the role the department played in bringing this \$450 million facility and more than 300 jobs to Idaho by providing safe access to U.S. 30.

On January 17, I will make our annual presentation to the joint house and senate transportation committees. Our presentation to the Joint Finance and Appropriations Committee is scheduled for February 11.

I would like to finish my report this month with another example of ITD leading the nation.

Idaho's Strategic Highway Safety Plan was updated in late November at a workshop with our partners in law enforcement and the health community.

The plan has been featured on the Federal Highway Administration's website for the past two years as a model for other states to follow.

I would like to show you a brief video about the workshop and the recognition the plan is receiving by the FHWA. **SHOW VIDEO**

I would now like to introduce Chief Deputy Stokes who will discuss the department's participation in the Pacific Northwest Economic Region conference in Coeur d'Alene.

That concludes the Director's Report for January.

Are there any questions or comments?



# **Director's Board Report**

## **February 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for February 2013.

### **PERSONNEL**

The Governor reappointed and the Senate confirmed vice chairman Jim Coleman to another term on the board. We are grateful for Jim's continuing commitment and leadership. I look

forward to working with Jim for another six years.

Congratulations!

As you are aware, Chief Operations Officer Paul Steinman has accepted a leadership position with the Florida Department of Transportation. His departure will leave a significant void at ITD where he has contributed to our transformation as a department.

Paul played a key role in our progress and no doubt will make similar contributions to the Florida DOT. We wish him well in his new pursuits.

Paul's new opportunity reflects well on our drive to be a national leader in transportation. We should all be proud as our programs become models for others to follow and as other agencies recognize our talented employees.

The responsibilities of the vacant Chief Operations Officer position will be divided among Executive Team members until a replacement is named. To accommodate this transition, the following changes in our reporting structure were made.

The Division of Aeronautics and the Emergency Program Office will report to me.

The Division of Highways and all Districts will report to Chief Deputy Scott Stokes.

The Division of Motor Vehicles and the Strategic Funding Specialist will report to Chief Administrative Officer Mike Golden.

The Division of Transportation Performance will report to Chief Human Resource Officer Mary Harker.

All others will maintain their current lines of reporting.

## **LEGISLATIVE PRESENTATIONS**

Since the last board meeting, I have made presentations to the House and Senate transportation committees and the Joint Finance and Appropriations Committee. Member DeLorenzo attended the House/Senate presentation and Board Chairman Whitehead joined me at the JFAC presentation.

At both meetings, legislators praised the department for delivering on the promises we have made. Most questions focused on the condition of our roads and bridges and need for additional transportation funding.

Our budget will be set by JFAC on Friday, March 1,  
at 8 a.m.

## **REVENUE**

Discussions about the need to invest additional  
revenue into transportation are growing in  
frequency at the Legislature.

The media is beginning to pick up on these  
conversations.

The Idaho Statesman published in its Sunday, Feb.  
3<sup>rd</sup> edition, a front-page story about the need to  
increase transportation funding nationwide. I was

quoted representing the revenue challenges facing Idaho.

From my presentation to JFAC, there was statewide media coverage focused on the need for more state revenue.

3 reporters interviewed me extensively after my presentation. Both newspapers and television carried the Associated Press story statewide.

## **PROJECT DELIVERY**

I am requiring that our Fiscal Year 2015 program be submitted to Headquarters by January 2014.

This will allow us to have jobs already in our 5 year plan in the pipeline ready to go if we continue to save money through favorable bids or if additional money becomes available through other means.

ITD was represented last month at the groundbreaking ceremony for the 30<sup>th</sup> Street Extension. The new corridor will connect State Street and Fairview Avenue, north of the Boise River.



Construction of the corridor required a slice of ITD property east of the Annex and the “bullpen” along Rose Street.

### **CAPITAL FOR A DAY**

I attended the January Capital for A Day in Kuna along with District 3 Engineer Dave Jones. We were asked about the failed sealcoat on Idaho 69.

I discussed that because this was a warranty contract it was the contractor’s responsibility to pay for property damage such as broken windshields and was also responsible for redoing the seal coat to meet specifications.

To date, the contractor has been responsive to property damage claims.

I also attended the February Capital For A Day in Weiser last Friday again with District 3 Engineer Dave Jones. We were questioned about the upcoming construction of the U.S. 95 Weiser River Bridge.

## **NATIONAL RECOGNITION**

We continue to receive state and national recognition for our projects and programs.

The Sand Creek Byway received two awards recently. The American Council of Engineering Companies of Idaho selected the U.S. 95 realignment project as the first-place winner for the 2013 Engineering Excellence Awards competition for transportation.

The Byway also received the “Innovative Transportation Solutions” Award from Treasure Valley Chapter of the Women in Transportation.

The department’s Public Outreach Planning tool was the project featured on AASHTO’s weekly audio program. The 5-minute interview was sent

to more than 27,000 media and transportation officials.

The Public Outreach tool was also the focus of AASHTO Communications Director Lloyd Brown's weekly blog column called "Talking Transportation." Brown wrote that ITD's tool is a model for other states needing to improve their public outreach process. The Washington DOT recently contacted us about importing the tool into its operations. ITD employees Sonna Lynn Fernandez and Adam Rush were the department's leaders on this project.

Our system for measuring winter maintenance performance is continuing to attract national and now international attention. We were invited to speak about the system at the National Intelligent Transportation Conference in Nashville this summer.

The Swedish Road Administration recently expressed interest in the system as well.

## **SERVICE RECOGNITION**

Every month, I receive letters and emails complimenting our internal and external service. I would like to highlight a few of them now.

As part of our DMV modernization, new computers are being purchased for our county partners. Dell Computers submitted a bid and was selected as the vendor. ITD employees Tyler Zundell and Jeff Carpenter thought they could negotiate a better price. Their efforts reduced Dell's bid price by \$60 a computer lowering the final costs by \$16,000.

Six ITD employees recently worked 24 straight hours to stop the spread of a computer virus that was infecting our servers.

Matthew Bazayiff , Craig Schumacher, Mike Griffin,  
Brandon Carter, Greg Christensen and Barton  
Phelps analyzed the problem and mitigated the  
further risk of this virus to ITD's systems.

If the virus had continued without intervention, it  
could have shut down our systems and likely cost  
the department thousands of dollars in lost hours  
and hardware and software costs.

Over the past three months, our cyber security  
team's efforts have successfully blocked more  
than 3,600 attempts designed to breach ITD  
systems with viruses.

ITD's port of entry operations were recently recognized by the Idaho Department of Agriculture. Our POE officers now inspect large boats entering the state for invasive mussels. In 2012, our inspectors intercepted 14 boats with mussels.

In early January, District 5 employee Terry Smith was injured when a vehicle slid into his pickup and pushed it into him. Smith was parked in a pullout on Idaho 36 and was assisting in getting one of our snowplows back on the road.



When ISP Officer Eric Bates heard the call, he voluntarily left his regular patrol zone and rushed to the scene.

Officer Bates accompanied Smith to the hospital and informed ITD colleagues of the incident. He also provided updates on Smith's condition throughout the evening.

That shared concern over the well being of an ITD employee is evidence of the strong working relationship the two state agencies have.

Smith sustained cuts on his chin and will need corrective dental work. He has returned to work in District 5.

We received several letters of appreciation for our maintenance efforts after an early January snowstorm.

“I travel the road between Fruitland and Nyssa everyday,” wrote Theresa Rau. “The highway is always clear and in great condition. Keep up the good work.” She ended the letter with a series of “Thank yous.”

We also received a “Cheer” from Idaho Press Tribune for keeping Interstate 84 in good condition during the storm.

DMV employee Sharon Griffin was complimented on helping a citizen understand the new Parks Passport program. Idahoans can now purchase a parks pass at a discounted price of \$10 when renewing a vehicle license.

“This morning, Sharon e-mailed me a thorough explanation of the program. I called and gave her my VISA card number and within minutes she e-mailed me that my passport was in the mail.

Wow! It just doesn't get any better. Thank you for employing such a cheerful and wonderfully effective woman," wrote Gayle Valentine.

These are just examples of the extraordinary customer service our employees and partners provide daily.

At the end of my presentation, I have been showing you videos about how we are gaining credibility with the Governor and Legislators.

Today, I would like to show an example of how ITD is gaining credibility with the state's reporters.

On Friday, Feb. 15, the public television program Idaho Reports featured a conversation among the state's media about the importance of transportation funding.

The program highlights the week's top legislative issues. I would like to show you that conversation.

**I would now like to introduce Chief Deputy  
Stokes who will discuss progress on our new  
GARVEE projects.**

That concludes the Director's Report for February.

Are there any questions or comments?

# **Director's Board Report**

## **March 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for March 2013.

March madness continues on the basketball court and at the Idaho State Capitol. Many ITD staff and have been involved in supporting legislative requests. They do a great job usually on very short notice.

The Joint Finance and Appropriations Committee reviewed our budget in late February.

The committee basically accepted the budget the department presented with one exception – it recommended eliminating 13.5 vacant positions. JFAC recommended eliminating vacant positions in almost every agency budget. Compared to some other departments, we fared well.

Governmental Affairs Manager Mollie McCarty will cover our other legislative activities in her report later in the agenda.



I was able to attend the WASHTO Committee on Highway Transport late last month.

The committee's goal is to develop a prioritized plan to make uniform three or four inconsistent trucking laws that are a barrier to commerce. The committee started with a 28-page list of issues.

The transport committee will meet again this fall in Boise.

There are two other meetings I would like to mention.

The next capital for a day is scheduled for March 27<sup>th</sup> in Emmett. District Engineer Dave Jones will represent the department.

AND.....The department's bi-annual Design Conference will be held April 2<sup>nd</sup> and 3<sup>rd</sup> in Boise. Jan Vassar will open the conference with welcoming comments.

It seems like almost every month, I am able to report on successful efforts to save money.

ITD will begin saving next fiscal year \$43,000 annually by changing how the Idaho Tax Commission is paid for conducting fuel audits.

ITD was using \$100,000 in federal highway funds pay for the audits. We worked with the Tax Commission to change its budget so that the \$100,000 is now funded through the Highway Distribution Account.

This means the cost of fuel audits is now being shared by the Locals, Parks and Rec, ISP and ITD.

I would like to thank Dave Tolman, Joel Drake and Gordon Wilmoth who led the effort to make this change.

I am proud to report that the department successfully upgraded its financial system in March with no issues or delays in creating time sheets, paying contractors or ordering supplies. This was the first major upgrade to the system in five years.

I would like to congratulate the leaders on the project: Dana (Da Na) Bailey and Bryan Brown

from Financial Services and Carin Pluto and Ken Stewart from ETS.

We continue to receive state and national recognition for our projects and programs.

Last month I told how the Sandpoint Byway and our public outreach planner tool received awards from the Idaho chapter of the American Council of Engineering Consultants.

These two projects were selected for the “National Recognition Award for Engineering Excellence” by the same organization. ITD will be represented by

its consultant partners at an April 23<sup>rd</sup> awards banquet in Washington, D.C.

This is the 9th award the Sand Creek Byway has received.

We received further national recognition from the National Asphalt Paving Association on our project that reconstructed 13 miles of I-84 in southern Idaho. It was one of two runners up for the Sheldon Hayes award that recognizes the highest quality-paving job in the country.

Knife River, the contractor on the project, represented the department at a February awards banquet in Arizona.

Every month, I receive letters and emails complimenting our internal and external service. I would like to highlight a few of them now.

Rod Becker, ITD's Headquarter's supply operations supervisor, wrote to thank our print shop crew for working a 16 ½ hour day to produce copies of an environmental impact assessment that District 2 needed for its public meeting.

Rod wrote to print shop supervisor Gail Grenz  
(gren z) “you make all of us look good.”

I believe one of the ways we will know we are  
becoming the best agency is when other state  
departments look to us for advice or to model  
projects.

The Department of Corrections wrote thanking  
the department for help in transitioning to zero  
based budgeting.



Rod Leonard wrote to ITD budget analyst Joel Drake saying, “without your help we would have months more work ahead of us than we do now.”

The Division of Financial Management recommended ITD as a model to the Department of Corrections.

It is also important for the department to support the mission and projects of other state agencies.

ITD endorsed the Department of Administration’s 2014 budget request to fund statewide technology improvement projects.

Teresa Luna, the department's director, wrote to thank ITD for the support.

Luna wrote .....“I would like to specifically acknowledge ITD's Shannon Barnes. Shannon truly understands and supports the state's technology mission and needs. We value Shannon's collaboration and look forward to working with ITD in the future.”

During the winter months, we receive many letters thanking ITD maintenance employees for helping stranded motorists. I would like to read one of those letters.

Barbara Popovich wrote to thank ITD for assisting when her truck and horse trailer slid off U.S. 12 near Lolo Pass.

She wrote .....“Miraculously, within moments of the accident, an ITD employee was assessing the situation and my well-being.

“Drivers are guilty of taking the services of state transportation departments for granted. I commend ITD for your service and compassion.

“I don’t remember the name of the ITD employee who assisted me.....but I remember his warmth, friendliness and professionalism.”

She was referring to Ron Moss, a transportation tech senior, out of the Powell Maintenance Shed.

I wanted to remind you that Idaho’s 30 designated scenic byways are being featured on Idaho Public Television's Outdoor Idaho. The documentary is part of the “Idaho at 150” observance, marking creation of the Idaho Territory 150 years ago.

ITD provided about one-third (\$45,000) of the production costs through a federal Scenic Byways Program grant, and joined the Idaho Department of Commerce in helping IPTV complete the project.

At a previous board meeting, you were shown a short video of the program that featured ITD's John Krause.

On March 25<sup>th</sup>, the comment period for the U.S. 95 Thorn Creek Road to Moscow project closes.

During the comment period, we anticipate the Governor, board members and I will receive petitions, emails and phone calls from interest groups and citizens supporting specific routes.

The hearing for the DRAFT environmental impact statement was held earlier this year. I would like to show you a short video illustrating how it was conducted and the varied and strong opinions people have.

SHOW VIDEO

I would now like to introduce Chief Deputy Stokes  
who will give his report.

That concludes the Director's Report for March.

Are there any questions or comments?

# **Director's Board Report**

## **April 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for April 2013.

On Tuesday March 26, a package of bills was introduced in the Idaho Legislature that would generate more than \$200 million in additional transportation revenue.



The introduction of these bills by Senator Brackett and Representative Kaufman illustrates a willingness to start discussing how to increase transportation funding.

But it represents more than that. These bills show the legislature believes the department and its partners are efficient and effective and can deliver additional projects if the new revenue is approved.

The revenue bills received statewide media coverage.

The Idaho Falls Post Register did give a “cheer” to Senator Brackett for introducing the bills. I would like to read it to you now.

*“CHEERS to Senate Transportation Chairman Bert Brackett from Rogerson.*

*A task force chaired by Lt. Gov. Brad Little determined that Idaho needs to spend more than \$540 million annually than it does today to maintain and improve roads and bridges.*

*Brackett this week introduced four bills not for debate this year, but to send a message that this is*

*something Idahoans can no longer ignore and to inspire a discussion between now and the 2014 session.*

*Brackett's bills call for increases in the gas tax and registration and other fees totaling hundreds of millions of dollars. Those who think this discussion unnecessary need look no further than Rigby, where a bridge used by 3,000 vehicles daily was recently condemned by the Idaho Transportation Department.”*

Legislators and our private sector partners plan to spend the summer engaging citizens, industry and

government groups to determine whether this proposal or other ideas are broad and fair.

Senator Brackett and Representative Kaufman have already met with the Idaho Food Producers about the revenue proposals.

Governmental Affairs Manager Mollie McCarty will cover our other legislative activities in her report.

The Governor's Capital For A Day was held on March 27 in Emmett. Board member DeLorenzo and District 3 Engineer Jones represented the department.

The next Capital for A Day is being held today in Jerome. District 4 Operations Manager Scott Malone will represent the department.

The department's bi-annual Design Conference was held April 2<sup>nd</sup> and 3<sup>rd</sup> in Boise. More than 400 people attended and 35 vendors participated in the trade show.

Board member Vassar opened the conference with welcoming comments. The conference presented some innovative ideas and received good feedback from the participants. I would like to thank Monica

Crider, Fran Hood, Loren Thomas, Adam Rush and Fred Kreller for leading the organization of the conference.

On April 12, I will be speaking at the Idaho Association of General Contractors/ITD annual forum in Boise. Chief Deputy Stokes, all of ITD's district engineers and construction engineer Fran Hood will also be speaking.

The forum will be repeated April 26 in Idaho Falls and May 16 in Worley.

ITD is hosting the annual AASHTO Geographic Information Systems Symposium in conjunction with the Transportation Research Board and AASHTO Subcommittee on Information Systems on May 5-9 in Boise.

The symposium is attracting more than 400 registrants in addition to 50 exhibitors. Board Chairman Whitehead and Chief Deputy Stokes will provide the welcome to the participants.

ITD's Winter Performance Measuring system is a national finalist in the Intelligent Transportation Society of America's 2013 Best of ITS Awards.

ITD is one of three states being considered for the award in the Best New Innovative Practices category. Also in contention for the award are the Michigan and Virginia departments of transportation.

Each of the finalists will be recognized and the winners will be announced during the 23rd ITS America Annual Meeting and Exposition on Monday, April 22 in Nashville.



To date, 14 states, two Canadian provinces, Sweden and several universities have contacted the department about our process.

Jason Brinkman was named one of the nation's Rising Stars in Civil Engineering by the online publication CE News based in Arkansas.

The magazine, which focuses on civil and structural engineering, announced the selection last month.

The Rising Stars in Civil Engineering program recognizes civil engineers 40 years old or younger working in the U.S. who have shown exceptional

technical capability, leadership ability and effective public service benefiting the civil engineering profession, their employers and society.

As one of only 15 Rising Stars selected this year, Jason will be highlighted in an article in the April issue of CE News.

Meridian Police Officer John Gonzales was selected for a National Highway Traffic Safety Administration award for public service. ITD nominated Officer Gonzales for his service working on the state's strategic highway safety

plan; as an instructor for the Alive at 25 driving program; and his work with Meridian youth to promote proper driving behavior.

The award is being presented next week at the National Lifesaver's Conference at its annual meeting in Denver.

ITD incident response crews assisted with containment and cleanup of a fuel spill on Interstate 84 in Boise month, demonstrating their value in safety and mobility.

A semi truck traveling west on I-84 began leaking fuel and pulled over near the Orchard Interchange.

Incident Response drivers Kyle Wright and Nick Jones responded and placed a containment pool under the leak.

They also put down absorbent material and placed containment tubes near the edge of pavement.

Their quick reaction and having the tools they needed – contained the spill and kept it from spreading off the highway.

It also minimized the time the traffic lane was closed for cleanup efforts. In March, the incident response trucks made more than 400 stops to assist motorists and improve highway safety.

Many of our employees do not directly interact with the citizens like our incident response truck drivers do.

Their customers are those who serve the citizens directly. I received a copy of an email from Pat Carr, our port of entry to supervisor, to the Human Resources Office, that demonstrates the expectations I have for our support personnel.

Pat was working to improve how we select POE Officers. She wrote:

*“The entire HR team is fantastic! Angela Winters is always on the spot. She is ahead of the curve and gets things to us as promised.*

*Barb Conklin is amazing. She is great to brainstorm with and all of us know she will take care of anything we need.*

*It is always great to work Michelle George as well. Glad we have all of you to work with.”*

Thanks to Angela, Barb, Michelle and the rest of the HR staff.

On March 27<sup>th</sup>, the internal compensation plan was announced to employees.

I would like to show you a short video of the reaction of the employees to the news.

SHOW VIDEO

I would now like to introduce Chief Deputy Stokes who will give his report.

That concludes the Director's Report for March.

Are there any questions or comments?



# **DRAFT2 - Director's Board Report**

## **May 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for May 2013.

First I would like to thank District Engineer Ed Bala for his hospitality this week as I visited with employees. I would also like to thank him for yesterday's excellent tour of the district.

## **MEETINGS/SPEECHES/CONFERENCES**

Earlier this month I attended the AASHTO spring meeting in Providence, Rhode Island. There was extensive discussion among the chief executive officers regarding performance measures for all transportation departments as required in the latest federal funding bill.

It looks as if the performance measures implemented by ITD three years ago align closely with those required at the federal level.

Since the last board meeting, Chief Deputy Stokes, Chief Engineer Tom Cole, Program Oversight

Engineer Loren Thomas, the District Engineers, Construction Engineer Fran Hood, and I have spoken at three Associated General Contractors/ITD forums in Boise, Idaho Falls and Worley. We discussed:

- The department's strategic plan and its emphasis on connecting our transportation decisions to economic development;
- I reviewed the status of revenue enhancement efforts and the important role contractors will play in the process;

- We also discussed the emphasis ITD is placing on delivering its projects on time and on budget and how that will improve cash flow and efficiency for both the department and contractors;
- And we reviewed projects in the current 5-year plan and answered questions about them.

I also spoke to the Boise Chamber of Commerce's transportation committee in May and made a similar presentation.

On June 4, I will be participating on a panel discussion about transportation needs and solutions hosted by the Idaho Business Review newspaper.

Earlier this week I met with District 5 employees.

In April, I visited with District 2 employees. I will continue to tie the employee meetings with the board tour schedule throughout the summer. I will meet with the Headquarters employees in June.

While it is still early in the process, I am hearing a lot of positive feedback from the employees about our internal compensation plan. I am also

consistently hearing appreciation from employees for having ownership of their jobs and input into decisions. Later in my report I will read an email from Ed Bala that illustrates this point.

Board Chairman Whitehead and Chief Deputy Stokes welcomed the participants to the AASHTO Geographic Information Systems Symposium and AASHTO Subcommittee on Information Systems meeting that was held May 5-9 in Boise. The symposium attracted more than 400 registrants in addition to 50 exhibitors.

The 4 1/2-day meeting included technical presentations and roundtable discussions on crash mapping; mobile data mapping; asset management; and the latest GIS technologies.

The next Capital for A Day will be held on June 7 in Rexburg. District 6 Engineer Blake Rindlisbacher and myself will represent the department. The Governor did not hold a Capital for A Day program in May.

## **AWARDS**

The department received two awards from the Capital City Communicators. ITD's public outreach

planning system was chosen as one of the area's outstanding communication efforts of 2012, winning an IMPACT award. This is the third award the public involvement tool has won since being implemented by the department last year.

Public Information Specialist Reed Hollinshead was also honored for a highway safety news release he wrote titled "the 3,500 pound deadly weapon."

Last month I reported that ITD's Winter Performance Measuring system was a national



finalist in the Intelligent Transportation Society of America's 2013 Best of ITS Awards.

ITD was one of three states being considered for the award in the Best New Innovative Practices category. Unfortunately we were not selected as the winner. But is still an honor to be selected as a national finalist.

However, the recognition for the program continues. We were just recently notified the winter performance measuring system was accepted for presentation at the ITS World Congress in Tokyo in October. Presentations are

already planned in Ireland and the European country of Andorra.

I also mentioned last month that Jason Brinkman was named one of the nation's Rising Stars in Civil Engineering by the online publication Civil Engineering News. Sue is handing out a copy of the web site with Jason's write up. Jason was the only state DOT engineer selected for this honor.

A project that is substantially reducing staff time to deploy new computers has been selected as Idaho's entry in the National Association of State Chief Information Officer's Award Program.

An awards committee made up of state agency executives chose the nomination submitted by ITD. The nomination outlines a cost saving measure that deploys computers and servers from a single image, which reduces management overhead and technician time. This new installation method reduced trouble tickets to the service desk by 60% and annually saves over 7,500 hours in staff time in the districts and HQ.

This innovative process was created by Del Ferris and Dave Matheson in Enterprise Technology Services Section. Congratulations to Del and Dave.

## **EFFICIENT/EFFECTIVE**

In its continuing effort to improve the quality and cost effectiveness of its services, ITD changed how it provides construction bid materials.

Project advertisements and bidding documents are now being delivered on-line through a vendor.

Documents are provided in a PDF format so no special software is needed. The cost is \$10 to download each set of plans.

Three years ago ITD's Enterprise Technology Services Section lead an initiative to reduce costs, improve reliability and increase the bandwidth of ITD's communication network. Through this effort, ITD saved more than \$1 million over two years and increased bandwidth to all maintenance sheds and district offices. This work is continuing and you will hear more of the details later in the Board meeting when ETS Manager Shannon Barnes outlines the upcoming plans.

## **CULTURE/ACCOUNTABILITY**

Through realignment and our work to move to a more constructive culture, we are challenging

employees to take more direct responsibility and accountability for the work they do.

Recently District 5 Engineer Ed Bala shared with me how his employees are recognizing this opportunity and running with it.

Ed challenged his maintenance foremen to write, schedule and execute their own summer work plan rather than have the operations engineer do it for them.

The foremen responded with a plan that includes complete scope and budget not for the 8 projects

Ed requested, but for 13. They also met with the supply supervisor to develop specifications and a schedule for some equipment rental needed to do the job – AND – put all 13 projects on a CPM schedule.

Ed wrote “by taking my hands off the wheel and putting theirs on it, employees are challenging themselves to be higher performing individuals and teams.”

An important part of a positive, constructive work culture is saying thank you. Through the efforts of our Human Resources staff, we have on our

intranet an MVP site. There, employees can post a thank you to an employee, employees or a section that provided outstanding service.

Recently, the phones in District 2 went silent.

District 2 IT Technician Carrie Piazza posted a note on the site thanking Headquarters' employees Dan Babcock, Colleen Crane and Michelle Cobler for their assistance in restoring service.

She wrote: "Your assistance to D2 in diagnosing, replacing and configuring the failed router and rerouting the phone lines during the outage was



greatly appreciated. ITD is a better organization because of people like you!”

To establish what ITD’s strategic plan and ideal work culture are, a new employee orientation video has been produced. The Human Resources staff and ITD’s videographers collaborated on the project.

I would like to show a short video that gives you an idea of what we are showing to new employees.

**SHOW VIDEO**

I would now like to introduce Chief Deputy Stokes  
who will give his report.

# **Director's Board Report**

## **June 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for June 2013.

### **MEETINGS/SPEECHES/CONFERENCES**

Last week I participated on a panel discussion about transportation needs and solutions hosted by the Idaho Business Review newspaper.

The Business Review hosts quarterly breakfast panels on the state's issues.

I was joined by George Iliff, the managing owner of Colliers International; newly elected Ada County Highway District Commissioner Jim Hansen; Idaho Health Department Central District spokesman Dave Fotsch (a self-described “bicycling evangelist”); local business owner Skip Oppenheimer; and Nampa Mayor Tom Dale.

I was pleased by the unified message of the panelists that it is time to raise transportation revenue.

Thursday, there will be a similar panel discussion at the Association of Idaho Cities meeting.

The Capital For a Day was held in Rexburg on June 7. I attended along with Board Member Gagner and District 6 Engineer Blake Rindlisbacher. ITD was asked by the Governor to address a question from the audience about transportation needs and funding.

The date and location for the July Capital for a Day has not been announced.

I met with employees in Headquarters and District 3 this month. I will meet with the employees from Districts 1, 4 and 6 when the board travels to those districts.

A ceremony was held last week to name ITD's Headquarters as the Philip E. Batt Building.

The event was attended by more than 150 people including Governor Otter, former Governor Cecil Andrus and Board Members Kempton and

DeLorenzo. Many ITD people contributed to the successful event.

I would like to especially recognize our building services crew. They worked long hours to make our campus look great, ordered and installed the new lettering and built the mechanism that unveiled the lettering. I would like to especially note the efforts of Andy Gwadacan (Gwa da can) and Frank Cortez from that crew.

I would also like to recognize the contributions of Carla Anderson, Tabitha Smith and Mel Coulter.

They coordinated the details with the Governor's

Office and dealt with the last minute additions and changes. Reprinting the program the morning of the event was one of those changes. I would like to thank the print shop for its quick turnaround.

The Governor's Office sent a letter thanking ITD for its efforts on the ceremony. I would like to read that letter then show a short video of the ceremony.

SHOW VIDEO

**AWARDS**



In each of the monthly reports I have made to the board in 2013, I have presented a list of awards the department has received.

I am pleased to say that June is no different.

ITD will receive the 2013 Value Engineering Award this summer from the American Association of State Highway and Transportation Officials. The award will be presented for Pre-Construction Engineering on the Interstate 84 Snake River Twin Bridges.

The Twin Bridges project is located at the Declo Interchange in District 4. The project will replace the existing westbound bridge and include a redesigned Declo interchange.

AASHTO's design recognition is based on the summary of a pre-construction design workshop called "Cost Risk Assessment and Value Engineering," sponsored by ITD and facilitated by HDR Engineering.

The four-day workshop included a team of about a dozen members. The workshop generated ideas of

about 30 recommendations to improve the project.

Areas of focus included safety, mobility and economic opportunity, ITD's mission and strategic plan goals. A Cost Risk Assessment was included in the workshop summary to evaluate the project's efficiency and cost effectiveness.

Workshop participants included Brock Dille (de lay like delay), Rick Jensen, Ken Clausen, Dan Armstrong, Kimbol Allen, Bill Gilmore and Craig Wielenga (why ling ga) from District 4; and Tri

Buu (tree boo), Ted Mason and Lotwick Reese  
from Headquarters.

The award will be presented at the AASHTO Value  
Engineering Peer Exchange in Minneapolis on July  
9. Ted Mason will represent ITD at the  
conference.

ITD communications efforts the past year earned  
10 awards from the Idaho Press Club, including a  
sweep of the three awards for featuring writing.

- Mel Coulter received a first place for a feature  
story about ITD's District 2 maintenance shed

near Powell serving as a haven for motor vehicle crash victims.

- Reed Hollinshead took second for his feature on a Garden City police officer's alternative education program for traffic offenders.
- District 6 communications specialist Bruce King rounded out the sweep with third place for a feature on the Pancheri Overpass project.

- Steve Grant earned a third-place award for a series of three news releases.

A team effort to produce an In-Motion video about a mobile web application for pilots took third place in the best online-only category. Steve Grant, Tony Garcia, Rik Hinton, Mike Pape, Mark Lessor and Mark Hall produced the unique iPad tool for pilots who fly into Idaho's backcountry.

Two ITD Port of Entry employees were honored for their heroic efforts and service to travelers.

Last year, I reported to the board that Julie Roseborough and Renae Eddings from the Cottrell Port of Entry were the first to respond to a driver who appeared to be having a heart attack last summer. They initiated life-saving efforts while waiting for an Idaho State Police patrol officer and emergency medical technicians.

For their efforts, both received ISP Certificates of Appreciation for Heroism during a ceremony in last month in Jerome.

A pair of District 3 employees and one from District 5 were recognized with internal awards

for winter-driving safety and mobility, based on the department's innovative Winter Performance Measures.

Richard Peryer (per yur), foreman for Boise maintenance, and Ken Couch, foreman for Caldwell maintenance, were recognized for keeping the road free of ice during winter storms 94 percent of the time. ITD's goal in that category is 55 percent.

Shane Paye, leadworker of the Pocatello maintenance shop, was recognized for his outstanding performance in the Storm Index



Winter Performance Measures category. Paye led the crew this winter while the foreman was on medical leave. Measuring the duration of ice per unit of storm severity, Paye and the crew recorded 0.07, well below the 0.3 goal for the district. The lower the number, the better the results.

When ITD first began recording these performance standards in 2009, a score of 0.7 was common.

It's remarkable how much winter maintenance practices have improved thanks to involved,

innovative and motivated employees like Richard, Ken, and Shane and their crews.

Michelle Doane, the principal auditor at ITD, recently received the Association of Government Accountants Community Service chapter award for her initiative, leadership and organizational skills – both personal and professional.

The national organization focuses on advancing government accountability and leadership.

Every month, I receive letters and emails complimenting our internal and external service. I would like to highlight a few of them now.

Randy Rhuman, a financial specialist from the Idaho Division of the Federal Highway Administration, wrote to compliment the relationship his office has with our Office of Internal Review.

Randy wrote to Carri Rosti, the Internal Review supervisor..... “After spending a week in DC with my other FHWA Division coworkers, I realized how good I have it to be working with you and

your team. I found the other FHWA Divisions do not have the great relationship with their state DOT that we have with your team so I just want to say thank you for all you do for us. It is greatly appreciated.”

Idaho State Police Lt. Chris Schenck wrote to thank District 1 for its assistance in controlling traffic during accident investigations.

Lt. Schenck (shank) wrote “We have kind of been beat up lately with a multitude of major crashes including quite a few fatals, large scenes, completely blocked roads, and logs everywhere.

“In talking to the ISP team supervisors, on each of our major crashes we have had traffic control and scene assistance from the transportation department.

“It doesn’t matter if the crash happened near Coeur d’Alene, Lookout Pass, the Long Bridge or St. Maries, each time we have not worried about the flow of traffic in the area due to your great people being there to help.

“This has given our officers the peace of mind to only have to focus at the task at hand of determining why the crash happened.

“Could you please pass on our appreciation from the patrol officers in D-1 for all the help they have extended.”

Recently, a panicked Carnival Cruise Line customer called our DMV. He couldn't locate his Idaho driver's license and the cruise line wouldn't let him board without a photo ID.

Enter Brenda Bengston of ITD's Driver Services unit. She asked the customer named Eric to fax a request along with the required fee and a return fax number for Carnival.

She pulled the photo and created a verification letter to fax back to the cruise line. But every time she tried to transmit the information the fax failed.

She contacted the customer again and requested an e-mail address for the cruise line office, and promptly sent all of the documents needed to get him a last minute spot on the deck. The customer

was not only relieved, but thanked Brenda extensively for her help.

Reducing aggressive driving is one of the keys to meeting ITD's strategic safety goals.

During the summer driving season, ITD launches a campaign to make reduce this behavior. Chief Deputy Stokes will elaborate on the effort in his report.

I wanted to show you the new video that will part of this campaign. The public service



announcement was produced by ITD staff along with help from some local “character” actors.

SHOW VIDEO

I would now like to introduce Chief Deputy Stokes who will give his report.

# **Director's Board Report**

## **July 2013**

Thank you Vice Chairman Coleman. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for July 2013.

I will give the director's report, then the Executive Team will provide the board with an update on the strategic plan.

Before I begin my report, I would like to thank District Engineer Blake Rindisbacher for his hospitality this week as I visited with employees.

I met with employees from the Division of Aeronautics and District 3 in late June. I will complete my meetings with employees when the board travels to Districts 1 and 4.

Former Charlotte, North Carolina Mayor Anthony Foxx was sworn in last week as the new Secretary of Transportation.

Foxx says safety will be his top priority as secretary. The Senate voted unanimously to confirm the 42-year-old Foxx who replaced outgoing secretary Ray LaHood.

## **MEETINGS/SPEECHES**

Last month I attended the Association of Idaho Cities meeting in Boise along with Vice Chairman Coleman and board members DeLorenzo, Gagner and Vassar. I participated on a panel discussion about the transportation needs of the state.

The other panelists were: Idaho Lieutenant Governor Brad Little, Senate Transportation Committee Chair Bert Brackett, Senator Chuck Winder, Representative Clark Kauffman, Pocatello Chief Financial Officer David Swindell, and Mark Bowen of CH2M Hill.

The presentation will be a featured article in the Association's next newsletter.

The July Capital for A Day has been tentatively scheduled for July 30, but no location has been selected.

## **EVENTS**

ITD's truck and equipment roadeo was held last month in Garden Valley. Bruce Dial from District 5 took first place; District 3's Brad Steiner followed in second place; and Trent Maupin (Ma pin) from District 6 finished third. The employees compete in a driving and written diagnostic test.

District 4 won the team title scoring 40 more points than second place District 6.

The top two finishers, Bruce and Brad, will represent the department and compete with other operators from throughout the country in the national finale at Estes Park, Colorado, in September. It is held in conjunction with the Western Snow and Ice Conference.

Congratulations to those two and good luck.

Our maintenance workers are often the first on the scene of accidents. I have reported to you in

the past some of the invaluable contributions they make in calling in emergency services, plowing safe pullouts for responders and providing traffic control.

I'm proud to say our maintenance workers are continuing to become more valuable in these situations. Over the last nine months, two training sessions were held to teach our workers how to select "landing zones" for helicopter ambulances and when needed to be "landing zone officers."

The landing zone officer identifies a suitable landing zone that is at least 100-feet by 100-feet,

relatively flat and free of obstacles. The landing zone officer often provides the GPS coordinates and local weather conditions to State Communications or the pilot.

One of the instructors at the most recent class in Lowman said – "We are so pleased that ITD has become a partner in air medical helicopter safety. Emergency medical personnel are often short-handed in the remote areas of Idaho. Many times, we do not have a person available or trained to be a landing zone officer. It is commendable that ITD is willing to provide yet another service during an emergency."



## **AWARDS/RECOGNITION**

In each of the monthly reports I have made to the board in 2013, I have presented a list of awards the department has received.

I am sorry to say that streak has been broken. I have no awards to report for July, but it is still early in the month!

## **STUDENT EVENTS**

Fostering an early interest in students in science and engineering is a long-range goal of ITD's succession plan.

We recently held two events to help students explore new interests and careers.

More than 100 students attending Idaho State University's summer science camp joined teens from Canyon County's 2C Science Camp for a day at the Headquarters' complex last month. All the students participated in demonstrations and hands-on projects.

ITD volunteers put on chemistry, geotechnical and structure demonstrations and served as guides for

small groups of students for tours and demonstrations.

An outdoor display featured an Incident Response vehicle, a fully equipped snowplow and the department's snowplow-training simulator. Many students successfully plowed the digital snow without hitting another vehicle or random obstructions.

24 students grades 9 through 12 participated last month in the department's annual Aviation Career Academy, or ACE Academy. The goal of the ACE

Academy is to inspire teenagers to consider a career in space or aviation.

Students built, launched and tracked balloon satellites equipped with cameras; built and launched rockets; toured the army and air force national guard and Warhawk Air Museum; and were treated to airplane flights around the area among many activities.

Governor Otter visited with the students while passing through on his way to use the state plane.

I would like to show a short video that illustrates some of the activities at the ACE Academy.

## **SHOW VIDEO**

## **SERVICE RECOGNITION**

Every month, I receive letters and emails complimenting our internal and external service. I would like to highlight a few of them now.

A DMV customer wrote to praise the service he received through emailing our website.

“Recently two of your DMV staff, Sharon Griffin and Barbara Kerr, provided excellent service to me. I wanted to let you know.

“After purchasing a vehicle from a private party in Boise, I returned home to Seattle and had some difficulty titling the vehicle in Washington.

“I submitted questions and requests for help through your web site comments page and got fast, courteous, and most importantly helpful answers both times. This may be normal for your organization, but it stood out as outstanding when compared to my dealings with other companies.

Thank you for your service.” – Chris Barnhart,  
Seattle.

I received a letter from Pete Hartman, the Federal  
Highway Administration Division Administrator.

The letter was titled “ITD’s Stellar Performance in  
Final Vouchering Federal-aid Projects this Fiscal  
Year.” I would like to read to some excerpts from  
that letter.

“I want like to recognize the significant  
achievement by ITD in closing and final  
vouchering 445 Federal-aid projects this fiscal

year.....This year's closure rate is more than double the average closures in recent fiscal years.

“Budget constraints and added scrutiny by FHWA's independent auditors have made inactive projects a major area of emphasis for FHWA. In July of 2012, Idaho had over \$11 million of obligated but unexpended federal-aid funds. The combined efforts of ITD HQ and Districts' staffs have reduced that amount to \$1.1 million and have enabled the use of those funds on new projects.



“This achievement is the result of a team effort by the ITD Districts and ITD HQ Financial Services.

District project engineering staffs and records inspectors have worked very hard to complete the necessary reviews and documentation to submit the projects for closure. ITD Financial Services streamlined ITD’s Final Voucher process, eliminating redundant and duplicative steps and worked with FHWA Idaho to eliminate unnecessary paperwork and procedures.

“ITD’s effort has promoted the efficient use of taxpayer dollars and has help accelerate the

funding and delivery of Idaho highway projects.

Well Done!”

Clark Fork Mayor Jeff Jeffers recently complimented D1 Maintenance Foreman Shannon Thornton and her crew. ITD maintenance staff repaired and rebuilt 250 feet of the “icicle cliffs” area where the highway is next to Lake Ponderay.

When District Engineer Damon Allen met with Mayor Jeffers, the mayor “went on and on about how great Shannon and her crew managed this job by working quickly and keeping traffic moving.”

Sue is passing around a photo that illustrates the tight area the crew was working in.

I would now like to introduce Chief Deputy Stokes who will give his report.

That concludes the Director's Report for July. Are there any questions or comments?

Now with the vice chairman's permission, the Executive Team will now review our progress on meeting the goals of the strategic plan.

# **Director's Board Report August 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for August 2013.

Before beginning, I would like to thank District Engineer Devin Rigby for his hospitality this week and assisting with employee visits.

The Director meetings with employees will be complete next month when the board travels to District 1.

I have attended several meetings and made a presentation since the July board meeting.

On July 17, Board Chairman Whitehead joined me at the Pacific Northwest Economic Region (PNWER) Summit in

Anchorage the meeting. More than 400 people from five western states, three Canadian provinces and two territories attended the summit.

My presentation focused on two key points. The first was to show the importance of PNWER's mission and goals to the region's economy. The second was to show how Idaho's approach to improving economic opportunity could

serve as a model for the entire Pacific Northwest.

The presentation went well, and we have provided several copies to people wanted to learn more about ITD's approach to support economic growth.

On July 23, Governmental Affairs Manager Mollie McCarty and I attended a meeting on increasing transportation revenue hosted by the Association of Idaho

Highway Districts and Associated General Contractors. The Highway District's executive director Stuart Davis gave a presentation on the state's needs and the revenue options being discussed.

More than 40 stakeholders attended, representing diverse interests including truckers, retail groups, forest products, agriculture and AAA Idaho. Several sub-groups were formed to continue the discussions in key areas, such as fuels,



sales taxes, truck fee options and passenger vehicle registrations.

Senate Transportation Committee

Chairman Bert Brackett addressed the group, and summarized the legislative efforts to raise transportation revenue at the end of last session. He also commented that everyone at the meeting agrees Idaho's transportation system is underfunded, but they want someone else

to pay for it. He stressed that attitude must change.

Board member Horsch and District 5

Engineer Ed Bala and I attended the

Capital for A Day in Grace on July 30.

There, the Governor was extremely

complimentary of the department and the

improvements we have made.

A small ITD delegation attended the

WASHTO meeting in San Francisco last

week where representatives from 18 western states discussed key transportation issues. As part of that meeting, ITD Chief Operations Officer Jim Carpenter accepted a WASHTO award for completion of the Sand Creek Byway Project. I will talk more about the award in a few minutes.

We are asking employees at every level of the organization to look for opportunities

to cut costs, and improve efficiency and customer service.

When a contract for network connections between Aeronautics and Headquarters expired, we could have elected to renew the existing contract.

But Enterprise Technology employees Bill Finke, Dan Babcock, Chuck Carroll and Phil Van Sickle recognized an opportunity to lower the annual cost of \$27,000. Their

research resulted in a purchase of new network contract that requires an ongoing maintenance cost of \$7,000 annually – or a \$20,000 a year savings. I want to thank Bill, Dan, Chuck and Phil for their outstanding customer service and commitment to ITD efficiency.

When it came time to replace a 6-wheeler paint truck, District 4's traffic services employees responded to the challenge to do things differently.

Led by traffic services foreman Carl Horn and paint crew members Larry Anderson and Steve King who is now retired, and some design help from engineering assistant Bill Miles, a new approach was taken.

They chose to replace the 1½ ton dedicated paint truck with two self-contained trailers and a ¾ ton pickup.

One trailer installs and maintains painted pavement markings and the other thermoplastic products.

Using the two trailers has increased productivity by 300 percent. The paint and thermoplastic suppliers are considering featuring these innovations in their national trade magazines.

Additionally, this approach saved \$50,000 compared to purchasing the dedicated paint truck.

Employee-driven cost-cutting measures represent more than just the savings achieved. I think it also represents the empowerment of employees, their innovative thinking and commitment to our goal of being the best DOT in the country.



I report almost monthly on the extraordinary range of services our maintenance workers provide to the public. I would like to share two further examples.

Ty Winther, a transportation technician-senior in District 2, was unprepared for what he encountered on Idaho 6 the day before the Fourth of July holiday began.

An unloaded logging truck was westbound on the highway when the driver drifted out of his lane and struck the trailer of an eastbound chip truck.

Winther arrived a short time later and found both drivers relatively unscathed. However, he heard a whining noise from under the cab of one the trucks that had rolled down the hillside.

A young whitetail fawn had become trapped under the cab between the bumper and the ground. Winther cleared dirt from under the bumper and pulled the deer out. The deer, stood, recovered, and then ran off into the woods.

In District 3, Incident Response Truck driver Nick Jones encountered a similar situation.

Jones was patrolling Interstate 84 between Nampa and Meridian when he spotted an injured hawk about six feet from the edge of the highway, near fast-moving traffic. The struggling bird was pressed against the Jersey barrier.

The hawk tried to hop away, but its right wing apparently was broken.

Jones called the Treasure Valley Raptor Rescue Center to determine the best way

to corral the hawk. After putting on two pairs of gloves.....He threw a blanket over the bird as instructed and wrapped it up with the head uncovered.

The bird struggled for a few seconds, but then remained docile while Jones transported it to the bird rescue center that is located just off the interstate in Boise.

Sue Higgins is handing out two photos of Jones and the rescued bird.

Last month, I told you that our streak of winning awards in every month of 2013 was in jeopardy, but that there was still quite a few days left in July.

I am pleased to report that in late July we were notified that the U.S. 95 Sand Creek Byway Project received the America's Transportation Award.

The America's Transportation Awards competition recognizes the greatest transportation projects accomplished each year by member DOTs. The competition, co-sponsored by AAA and the U.S. Chamber of Commerce along with AASHTO, was launched to build support for transportation at the federal, state, and local levels.

The winners are first selected in four regions and then the Top 10 vie for two awards: the Grand Prize and the People's Choice Award.

We will be notified soon if the Byway Project scored in the top 10 and will be eligible for the national competition.

Our winter performance measuring system continues to be the model for other state DOTs. The Colorado DOT has



been working extensively with our department and plans to launch a winter performance measure that is a copy of what we have developed.

17 states, several universities and two countries have contacted us about our winter performance measuring system.

The system is also being presented at symposiums in Tokyo, Ireland and Andorra.

Every month, I receive letters and emails complimenting our internal and external service. I would like to highlight a few of them now.

District 3 Right of Way Manager Lana Servatius (Ser vay tee us) was recently recognized by both the City of Wilder and Idaho Senator Patti Ann Lodge for her help on upgrading the town's community signs.

Lodge wrote an email to the department saying. ....“ It is not often we are told of the great job our state workers do. I just wanted to pass this compliment along. The city said Lana really went the extra mile. Needless to say, the community is thrilled.”

Paula and Eric Turner wrote to express their appreciation for the department’s role in the summer Transportation Institute. The two-week camp is

sponsored by the Federal Highway  
Administration and Idaho State  
University.

The Turners wrote..... “Our son, Colton  
Turner, was accepted into the Summer  
Transportation Institute program and  
spent two wonderful weeks learning  
about careers in transportation. My  
husband and I couldn’t be happier with  
the results of the best two-week camp we  
have seen yet.

“We saw Colton take an interest in concrete, and steel. He talked about bridge construction and airplane models, and was animated about his daily projects with the boat regatta, the airplanes, and robotics! It was awesome to see him light up about his activities at the dinner table each night.

“We were very impressed with the caliber of people involved with instruction and

the amount of effort put into his educational needs during this camp.

“This camp gave him an opportunity to challenge himself to find his potential career path, and embark on a guided tour of his own future, without Mom and Dad influencing his thoughts.

“Thank you for extending him this great opportunity to be a part of the bigger picture.”

Fostering an early interest in students in science and engineering is a long-range goal of ITD's succession plan.

I would like to conclude my report by showing a video of a public event announcing our role in improving highway safety through increased parental involvement in teen driver education.

Chief Deputy Stokes, who spoke at the ceremony on July 31st, will provide more details about the new program after the video.

Are there any questions about my report before we watch the video?



# **Director's Board Report September 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for September 2013.

Before beginning, I would like to thank District 1 for its hospitality this week and assisting me with employee visits.

This concludes my meetings with employees for the year.

With each year, I am able to listen more and talk less. In most of the meetings, employees are spending the time showing me how they are doing more with less, their efficiency efforts and ideas to do even better.

In August, I attended the Transportation Hazards and Security Summit and Peer

Exchange in Irvine, California. Idaho State  
Police Colonel Ralph Powell also  
attended.

The conference was sponsored by  
AASHTO, the Federal Highway  
Administration, the Transportation  
Security Administration and the  
Transportation Research Board.

As the chair of the Special Committee on Transportation Security and Emergency Management, I represented AASHTO.

A major focus of the meeting was on bridging the gaps of multiagency response and recovery missions. The summit and peer exchange included workshops and exercises that simulated emergency and hazard events.

District 4 Engineering Manager Scott Malone and I attended the Capital for a Day in Fairfield on August 28<sup>th</sup>. ITD was asked by the Governor to address a question from the audience about transportation needs and funding.

The next Capital for A Day has not been scheduled.

I will be attending a brown bag luncheon with the Governor at Western States Cat in Meridian on Friday, September 20th.

The brown bag lunch allows the Governor to hear firsthand how government policies are impacting businesses and individuals. Questions from the shop's employees are being encouraged.

Also attending will be Commerce Director  
Jeff Sayer and Department of Insurance  
Director Bill Deal.

On September 11, I spoke at the  
Southwest Idaho Legislative Summit in  
Meridian. The event was sponsored by  
the Boise Metro Chamber of Commerce  
and was attended by approximately 150  
business people, legislators and board  
member DeLorenzo.

Aeronautics Administrator Mike Pape joined representatives from government, the state's universities and private industry in August to pitch Idaho as the future location of an unmanned aircraft test center.

Mike traveled to Washington, D.C., as part of Idaho's delegation.

Idaho is one of 13 states being considered by the Federal Highway Administration as



a test center for drone aircraft. A decision will be made in December.

On Tuesday, October 1<sup>st</sup>, the department will hold its second leadership summit at the Riverside Hotel in Boise.

We have invited 200 employees who represent a cross section of the department. Those selected for the summit have demonstrated strong leadership skills or the potential to

become better leaders in their respective work groups. The theme is again emphasizing how we can achieve our strategic plan goals through providing excellent customer service.

Board Chairman Whitehead is participating in the summit.

Since the last board meeting, ITD has won three more national awards....AND....the Sandpoint Byway Project was selected as

one of the 10 national finalists for  
America's Transportation Award.

ITD won two of three National Roadway  
Safety Awards. The awards are sponsored  
by the Federal Highway Administration  
and its safety partners

Our innovative winter storm performance  
index and tracking program was selected  
as the winner in the Operational  
Improvements category. Our highway

safety corridor project won top honors in the Program Planning, Development and Evaluation category.

In announcing the winners, Tony Furst, the associate administrator of FHWA's Office of Safety, wrote:

“These awards recognize the Idaho Transportation Department's commitment to roadway safety. It places

your organization in an elite status,  
worthy of national recognition.”

ITD’s winter storm performance index  
and tracking program received the Rural  
Intelligent Transportation System award  
last week as the nation’s best new  
innovative practice. Mobility Services  
Engineer Robert Koeberlein accepted the  
award on behalf of ITD and the  
development team August 26th at the  
Rural ITS conference in Minnesota.

In addition, the winter storm performance index and tracking program will be featured in the November issue of Traffic International Magazine.

The magazine states it is “the world's leading publication for advanced traffic management, reliability, safety and efficiency.” It is distributed across Europe, the United States and Asia.

The Sand Creek Byway project was selected as one of the top 10 finalists for America's Transportation Award.

AASHTO and the U.S. Chamber of Commerce sponsor the competition.

This year, 24 states entered a total of 36 projects into the competition.

AASHTO Executive Director Bud Wright wrote to me saying "The 10 projects

competing for top honors have made  
incredible impacts on their communities.”

We are very proud of these state DOTs  
and their outstanding projects.”

A panel of judges will award the Grand  
Prize. The People’s Choice Award will be  
decided by popular vote of the general  
public. The winners of both the Grand  
Prize and the People’s Choice Award will  
be awarded with \$10,000 each which



must be donated by those state DOTs to a charity or scholarship of their choice.

We solicited input from the Bonner County Area Transportation Team and have accepted its recommendation if Idaho wins to donate the funds to the North Idaho Bikeways. This group is a nonprofit organization that is establishing bike and pedestrian trails connecting Sandpoint with its neighboring communities.

Currently we are in second place in the people's choice award voting, behind California. You can vote up to 10 times a day through Oct. 2.....so vote early and often.

The link to the voting site was in last week's Transporter. Sue Higgins can forward that link to you in case you have a few moments to vote.

The two awards will be presented  
October 20th at the AASHTO Annual  
Meeting in Denver.

Sue Higgins is handing out a sheet that  
summarizes the competition and shows  
what states and projects we are  
competing against.

The Transportation Research Board will  
feature ITD's new approach to emergency

management as a national model in a special publication this fall.

The publication is titled “Planning for the Worst, Teaming with the Best.” It explains ITD’s new emphasis on emergency management and how it will be implemented when disaster strikes.

It was written by Bryan D. Smith, ITD’s emergency program manager.

Our realignment provided an opportunity to strengthen the department's commitment to emergency preparation and response by moving the program manager under Chief Deputy Scott Stokes.

Bryan created a new emergency program organizational chart that incorporates duty officers who rotate on-call duties to serve when he is unavailable. They also will be responsible for program functions

and employees operating under them during a disaster.

The concept enables ITD to broaden emergency response capabilities without hiring additional staff. It also allows us to take advantage of a wide range of expertise, from finance to planning, logistics and equipment.

I report almost monthly on the extraordinary range of services our

maintenance workers provide to the public. I would like to share another two examples that are becoming commonplace during summer.

District Four's Hailey maintenance crew provided traffic control during the Beaver Creek Fire in Blaine County.

The fire burned up to State Highway 75 in the Wood River Valley from August 15<sup>th</sup> to 23<sup>rd</sup>. It forced evacuations throughout

the valley and caused Highway 75 to close several times.

A paving and widening project in the area was also suspended during the fire.

The Beaver Creek Fire was the number one priority fire in the nation during this period.

Blaine County Sheriff, Gene Ramsey complimented the effort stating that



Foreman Steve Porter and his crew were great to work with and were professional in responding to the traffic issues. He also praised the crew on how well it communicated with the sheriff's office.

Wood River Rural Fire Chief Bart

Lassman also complimented the staff.

Chief Lassman said ITD was represented at all the meetings and provided positive input.

We often deal with the consequences of these fires for years.

A mudslide on Idaho 55 closed the highway north of Banks for 49 hours, starting at 7 p.m. Thursday, September 5th. The slide was in the area of the Zimmer Creek Fire a few years ago.

The fire left the hillside without any vegetation or roots to help “anchor” the rocks and absorb the rainfall. The slide

swept across the road with enough force to push guardrail out of place.

By the time the highway was open, Banks/Cascade Maintenance Foreman Brian Inwards estimated crews had worked 2,200 hours and moved more than 7,000 cubic yards of debris. Each cubic yard was estimated to weigh between 1,500-2,000 lbs.

I would like to show you some pictures on the screen of the extent of the slide and the cleanup efforts.

I would now like to introduce Chief Deputy Stokes who will give his report.

That concludes the Director's Report for July. Are there any questions or comments?



# **Director's Board Report October 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for October 2013.

The federal government reopened Thursday, Oct. 17, after a 16-day partial shutdown.

Through the actions of the board last week, ITD was prepared to keep its contractors working and the economy moving in case the shutdown continued.

With federal operations back to normal, the department will not need to implement the measures approved by the board last week.

Improving ITD's customer service and its culture were the key themes of the department's second Leadership Summit held in Boise on October 1<sup>st</sup>.

Board Chairman Whitehead spoke to the more than 200 employees attending and introduced the lieutenant governor. Vice Chairman Coleman and Member DeLorenzo sat with employees and participated in the discussions and activities.



I would like to thank them for their support and participation.

We have been receiving great feedback about the summit from employees through our on-line survey.

I would like to now show you a video highlighting the conference.

As you saw in the video, our new Chief Administrative Officer Char McArthur and Chief Human Resource Officer Brenda Williams were introduced at the summit.

Let me tell you a little about both of our new executive officers.

Char was the corporate controller for the Fluke Corp., a Danaher Company, in Everett, Wash. Danaher is one of America's Fortune 200 companies. She

provided oversight of the company's financial reporting and related processes and consolidation of more than 20 operating companies in North America, Europe, Asia and Latin America.

She is a proven leader, decision-maker and critical thinker. Her creative approach will be important as we continue to refine and focus our business strategies.

Char is no stranger to Idaho. She holds a Bachelors of Business Administration in Accounting from Boise State University. She worked for several area businesses including the JR Simplot Company before moving to Washington. While in Boise, she was active in several professional and civic organizations.

Brenda was the Area Human Resources Manager for Republic Services – formerly Allied Waste Services, of Salt Lake City.

Republic Services is an \$8-billion, Fortune 500 company, specializing in environmental services. It has 31,000 employees, serving in 40 states, including Idaho.

While there, she led the development and evaluation of the performance management system for the sales team, transformed leadership management through talent development strategies for

120 key positions, reduced turnover and facilitated leadership excellence.

She also was director of Human Resources for Comcast Corp., formerly AT&T Broadband, in Salt Lake City. She helped drive employee engagement strategies through management and employee action teams to achieve the highest improvement and participation rates in the company's West Region.

Brenda previously served as director of staffing and organizational development for AT&T Broadband and was a recruiter for McKay-Dee Hospital in Ogden, Utah.

I would like to welcome them both to ITD.

I recently returned from the AASHTO annual conference in Denver.

There - ITD received 4 awards.

ITD was honored with 3 President's Awards and the Frances B. Francois Award for Innovation.

It was exactly one year ago we demonstrated the department's innovative iPad application for pilots to the board. The tool received the President's Award for Aviation.

We predicted then it would be drawing the attention of the nation's and world's



aeronautical community. Along with more than 500 downloads in the United States, the application has been downloaded in Italy, Japan, China, Canada, South Africa, Denmark, Great Britain, Taiwan, Bolivia, and Russia.

The iPad team included: Tony Garcia, Rik Hinton, Mark Lessor, Wendy Bates and Tom Marks.

Our second President's Award was in the environment category for the U.S. 95, Sand Creek Byway Project. The byway project is the most honored project in ITD's history receiving 16 state and national awards.

The team members from ITD included Damon Allen, Barbara Babic, Ken Sorensen and Jeff Spohn.

Our third President's Award was in the administration category for the successful realignment of the department.

The judges were impressed with how we were able to reduce the layers of management, increase accountability and customer service while not laying off any employees AND still save money. They suggested it was a model for all agencies to consider.

We were also honored with the prestigious Francis B. Francois Award for Innovation. The award is given annually by AASHTO to one state and is accompanied by a \$10,000 graduate fellowship that ITD may designate to a university.

We received the Francois Award for our Winter Performance Measuring System. The system has been receiving so much national and international attention that I

believe I may have discussed it in each of my reports to you this year.

The winter performance team included:  
Ed Bala, Robert Koeberlein, Dennis Jensen  
and Doug Thorpe.

ITD received more President's Awards than any other state and was selected from all 50 states for the Francis B. Francois Award for Innovation.

In addition last month, Cathy Ford, our Roadside Program Administrator, was honored with the Award of Excellence from the National Roadside Vegetation Management Association for her leadership in the national vegetation field.

In 2013, ITD has received 19 national and 18 state awards for its projects and employee contributions.

ITD received two of the three Roadway Safety Awards given nationwide by the Federal Highway Administration.

We also received national awards from the American Council on Engineering; the Intelligent Transportation Society of America; the National Association of Motorcycle Administrators; and the National Weather Service among others.

I have told our employees we will know when we are reaching our goal of becoming the best DOT in the country when other states recognize our programs as national models.

I believe these awards and the many examples I have shared in the past of other states reaching out to learn about our programs - demonstrate that we have made substantial progress in reaching that goal.



I would like to show a video of the news coverage we received for receiving these awards.

That concludes the Director's Report for October. Are there any questions or comments?

# **Director's Board Report**

## **November 2013**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. I am pleased to present my Director's report for November 2013.

### **Legislative outreach**

We are currently conducting our annual legislative outreach meetings. On

November 6<sup>th</sup>, we held meetings in districts 5 and 6.

On Monday of this week, we met with legislators in Boise, and on Tuesday in Twin Falls.

We will conclude the outreach meetings in District 1 and 2 on Dec. 10<sup>th</sup>.

I would like to thank Chairman

Whitehead for his involvement in these

important interactions, as well as Board members DeLorenzo, Kempton, Horsch and Gagner.

These meetings engage legislators and encourage open discussion and relationship building.

Much of the discussion is about a potential revenue enhancement, state and local system needs, and the unstable future of federal funding.

We also received glowing compliments about the department's recent awards and our efforts to operate the department as leanly and effectively as possible.

## **511**

This winter we are adding two new features to our nationally recognized 511 system.

The system received the AASHTO President's Award for Highway Safety in 2010 and was recognized as a national best practice by the Conference of State Legislatures in 2011.

Now drivers will be able to keep our 511 reports more current. A new enhancement will allow motorists to report the conditions they are seeing as they drive the state's highways.

Previously, conditions were updated only when our snowplow operators completed their routes. But conditions change quickly and the citizen's reports will help keep the system as current as possible.

Information will be clearly identified as a "driver update" and will be filtered and monitored.

In addition, the system will be using data from our more than 100 road weather

information stations to post driving conditions.

Information will be used to create an icon on the 511 website that will identify places where motorists might encounter slick highway surfaces, high winds, snowfall or low visibility fog, blowing snow and dust.

We believe these new enhancements will help motorists make better driving



decisions and continue to position Idaho's 511 system as one of the best in the nation.

Every month, I receive telephone calls, letters and emails complimenting our internal and external service. I would like to highlight three of them now.

Nampa citizen Paul Bull wrote to compliment our outstanding DMV customer service.

Paul wrote: “I was at a meeting last night when a friend noticed the unfortunate license plates I had received with my College of Idaho plates.”

“My friend told me he knew someone who could help me get a new plate. This was at about 8:30 last night.”

“He then sent an email to Amy Smith around 9 last night. At 7:45 this morning

DMV service representative Sharon Griffin called me. She was unbelievably sweet for so early in the morning!! In about 30 seconds she took care of my issue and told me she would order me new plates. She also is sending me a temporary tag until my new plates arrive.”

“She did all this, apologized again, for something that was not of her doings, and fixed my issue.”

“These two women are awesome. What service! Please pass on to them how happy they have made me. They are people to be proud of. Thanks to Amy and Sharon - my wife can ride in my car again.”

We received a phone call from Kimberly Connell from Shoshone. She and her elderly mother were driving U.S. 93 when their car began to have trouble.

District 4 Maintenance worker Tracy

Anderson stopped to assist and put on his truck lights to protect the broken down vehicle. He stayed with the ladies until a tow truck arrived 45 minutes later.

Kimberly commented that Tracy's presence was a great comfort to the two of them. She also noted that a Forest Service employee stopped earlier, but only asked if they were okay and then

proceeded on. Kimberly expressed her thanks to Tracy and the department for its great customer service.

We received a letter from Nampa resident Dale Jeffers who was recently assisted by our Incident Response program on Interstate 84.

Mr. Jeffers wrote: "I was hauling a small load of freight on Interstate 84 when one of my trailer tires blew. I saw your

incident response truck traveling the opposite direction and was hoping he saw us.”

“Sure enough, a few minutes later he appeared and got traffic to slow down and move over a bit – giving us a much higher level of safety so we could get the tire off and the spare on.”

“The operator of your van, whose name unfortunately I did not write down, was a

helpful and pleasant individual who assisted us with the tire and even offered the use of his tools.”

“This is a great program and your employees don’t receive enough credit for risking their lives for all the crazy drivers out there who don’t yield or move over for emergency vehicles.”



With winter driving upon us, we are reminding citizens of the need to adjust their driving behaviors and how the Department is preparing to provide the best service possible.

We recently invited the media to learn about how the department's snowplow simulator is training our operators and improving safety.

We received good response and use the opportunity to produce our own video that will be distributed through our various social media.

I would like to show you that video now.

Chief Engineer Tom Cole has announced his retirement after 32 years with the department. I want to thank him for his commitment and service to ITD and the citizens of Idaho.

Now I would like to introduce Chief  
Operations Officer Jim Carpenter who  
would like to add some comments about  
Tom.

I would now like to introduce Chief  
Deputy Stokes who will give his report.

That concludes the Director's Report for  
November. Are there any questions or  
comments?

# **Director's Board Report**

**December 2013, (v. 4, 12-9-13)**

Thank you Chairman Whitehead. Good morning members of the Idaho Transportation Board. For the past four years, it has been my privilege to summarize the department's accomplishments of the previous 12 months. And every year, there is more to report, which reflects on how far we have

come in our drive to become the best  
transportation department in the country.

2013 will become a watershed mark in  
ITD history and will set the bar even  
higher for the coming year.

I would like to review our progress as a  
department since January.

## **Transportation Research Board**

- ITD was represented at the annual meeting of the Transportation Research Board in January.
- Discussed “Current Strategies for State Department of Transportation Leadership,” based on ITD’s realignment.
- Explained how we reduced reporting layers and the number of one-on-one reporting relationships and returned decision-making closer to where the work actually takes place.

➤ Joined directors

from Delaware, Michigan and Rhode Island.

➤ Our realignment was featured on the AASHTO website.

➤ My entire 15-minute TRB presentation was published on Transportation TV for international audiences.

**VIDEO No. 1: Here is a brief look at the TRB presentation:**





## **2013 Legislature**

- We're making great progress in reestablishing trust and confidence of Governor Otter and the Legislature
- As an example, the Legislature passed a concurrent resolution praising ITD for our **realignment, leadership, strategic plan** and **recognition** by other state and federal organizations.
- The last paragraph of the resolution reads: *"... the Idaho Transportation*

*Department (is to) be recognized and commended for its service to the people of Idaho and for its achievements in creating an innovative and efficient department that encourages economic growth.”*

- Five separate revenue enhancement bills were introduced late in the Legislative session.
- The discussion they generated is a major breakthrough ... a positive step toward meeting our future funding needs.

➤ Reflects well on the credibility we have gained among legislators and our stewardship of taxpayer dollars.

## **Employee compensation**

- Realignment produced significant savings -- \$ 5.7 million in 2010, \$ 7 million last year and \$9 million this year.
- Our future funding needs.
- Savings allowed us to reinvest in Idaho's transportation system and to begin addressing employee compensation.
- For the first time in five years, we provided salary increases for our employees in 2012.

➤ That was in addition to a compensation package approved by the Legislature.

➤ We followed with another round of increases this year; that's three salary bumps in two years.

➤ It supports our strategic plan goal to invest in our employees. We are doing just that.

**VIDEO No. 2: Show video of compensation announcement**

## **Strategic Plan**

➤ Made significant progress on updating our strategic plan in 2013 to ensure we continue to move forward.

➤ We chose to focus on one or two achievable goals in the coming year.

➤ Four groups worked throughout the year to update the plan.

➤ As a reminder: We will continue to emphasize our three strategic plan goals:

- 1. Commit to provide the safest transportation system possible*

2. *Provide a mobility-focused transportation system that drives economic opportunity, and*
3. *Become the best organization by continually developing employees and implementing innovative business practices*

➤ What we accomplished on the strategic plan in 2013:

- Began a Highway Safety Corridor Analysis project for planning and prioritizing safety projects
- Implemented a “Positive Community Norms” project that focuses on combating impaired driving at the grassroots level
- Generated and prioritized strategies to battle impaired driving
- Introduced software tools – TREDIS and travel demand – for performance-



based planning that incorporates  
economic opportunity

- Incorporated key performance  
measures to weigh economic  
opportunity/mobility measures  
against other strategic goal measures
- Continued implementation of the  
Freight Study
- Continued programming projects on  
critical corridors for geometric

improvements and to facilitate  
commerce and eliminate bottlenecks

- Developed a Project Acceleration and Cash Flow Management program. I will elaborate on that a little later.

## **Pacific Northwest Economic Region conference**

ITD's strategic plan includes a strong commitment to join Governor Otter in promoting economic opportunities

➤ We are becoming a national leader in that effort.

➤ Explained our emphasis at the Pacific Northwest Economic Region conference in Alaska

- Delegates attended from five western states, three Canadian provinces and two territories
- We have changed the way we look at highway construction projects to ensure they help meet Governor Otter's economic objectives for Idaho.
- This represents a new approach, not only for us, but also for most other states.
- Outlined the steps we are taking to support economic prosperity.

➤ Demonstrated how we are taking a lead in aligning transportation decisions with economic development.

## **National and state awards**

When I announced our new Strategic Plan in 2010, I said the two measures of our success will be 1) when Idaho agencies consider us the “go-to” department, and 2) when departments of transportation across the country view us as a leader – an example of how to do it right.

➤ The impressive list of awards earned in 2013 attest that we are well on our way

to becoming the best transportation department in the country.

➤ Received four AASHTO awards – unprecedented in the 100-year history of the organization.

➤ Received President's awards for *Environment, Administration* and *Aeronautics*, and the *Francis B. Francois (FRANCE-SWAH) Award* for innovation.

➤ The FRANCE-SWAH award included a \$10,000 grant for scholarships to a four-year college engineering program.

➤ We will announce distribution of the \$10,000 grant during an awards luncheon tomorrow.

**VIDEO No. 3: Let's take a look at how the news media portrayed our national awards:**



## **New executive officers**

We made a significant transition after losing several talented individuals from our executive team this year. The turnover we expected within the next five years clearly is upon with the departure of our *Chief Administrative Officer, Chief Human Resources Officer* and *Chief Operations Officer*.

- Retirement also claimed several others in key leadership positions late this year.
- Controller Gordon Wilmoth will join the list of retirees Friday after 35 years with ITD. **(introduce Gordon)**
- Each departure is an opportunity to look for highly qualified successors
- They can bring new ideas and energy and take us to a new level. I believe we have found those individuals in:

- ***Jim Carpenter***, Chief Operations Officer
  - ***Charlene McArthur***, Chief Administrative Officer, and
  - ***Brenda Williams***, Chief Human Resources Officer
- Our new Executive Team represents a diverse mix of public and private experience.

- The executive team collectively represents 50 years of public service and 54 years in the private sector.
- That's a total of 104 years of expertise.
- They hit the ground running this fall and are making substantial contributions.
- We formally introduced them at the Leadership Summit this fall.

**VIDEO No. 4: Play video of Summit.**

## **Division of Highways realignment**

Our efforts to maximize resources and personnel took another step this fall when we reorganized the Division of Highways.

➤ Retirements of Tom Cole, Greg

Laragan and Loren Thomas allowed us to take a fresh look at how the division is organized.

➤ We combined some of the basic

Highway Division functions and created a

leaner operation without sacrificing  
customer service.

## **Where are we going in 2014?**

As I indicated, the successes of the past year will be tough to follow. But I believe we are more than ready for that challenge and can raise the bar even higher in 2014.

In the coming year, we will address four main topics:

### **1. An expanded ITD culture survey.**

- Moving employees and the department to a more constructive culture.

- In 2011, we assessed our organizational culture by surveying 20 percent of the department.
- We got very good feedback about where we were and what areas we wanted to develop.
- Customer Service was identified as a primary emphasis, and we began department-wide training to understand and improve service to customers – external and internal.



- Objective is to become more inclusive, acknowledge the contributions of our peers and create a workplace that is challenging, rewarding and positive
- In 2014, we will follow with a comprehensive survey available to all employees.
- Will allow us to check our progress on moving toward a constructive culture.
- It will provide clearer idea of how to get to that culture.

## **2. Develop horizontal career**

### **advancement**

- Realignment eliminated the traditional career ladder for some employees.
- That affects how employees are recognized for their performance.
- We're moving professional advancement from a vertical to horizontal process.
- What does that mean?

➤ Our new model takes us away from compensation based on the number of employees supervised or number of years worked.

➤ Advancement will be based on continued training and developing new competencies.

➤ Our new “Learning Hub” will enable employees to track their professional training and develop a systematic path to personal improvement.

➤ As employees develop new skills and become more valuable to the department, they should be appropriately compensated.

➤ In 2014, we will more clearly define how the new structure will work and what it means to employees.

**3. We have invested heavily in developing leadership skills the past two years.**

- This fall we offered our second Leadership Summit.
- The intent is to give those in leadership positions the tools to become even better role models and mentors.
- That will help address the void left behind by retiring employees.
- Our intent is to identify employees who want to become leaders and give them opportunities to excel.

- We will continue our focus on leadership development to stay ahead of change.
- Leadership Summit participants are required to develop individual implementation plans – put learning into practice.
- Leadership development will include a series of training classes to take place over the next 15 months.

- Training should be not just for the sake of training. It should not be just time away from the workplace.
- It must translate to improvement, for the individual and the department.
- Executive Officers and members of our leadership team, along with employees with demonstrated expertise will lead by example.
- They will become teachers and mentors.

- That will allow us to take advantage of existing resources.

#### **4. The fourth emphasis will be to better manage cash flow and project funding.**

- Our goal is to maximize the resources.
- New management systems will enable us to make wiser decisions on how and where to invest resources.
- That means ensuring projects are ready when funding becomes available.



- In the past, project funding was spread over the fiscal year, and in sometimes impeded progress.
- We will accelerate the planning process and require that projects be ready one year in advance.

**This policy will ...**

1. Allow ITD to keep its promises to the citizens of Idaho

2. Improve cash flow, making certain Idaho's tax dollars are invested rather than “banked”
3. Allow contractors to plan predictable work flows
4. Create a more stable job market
5. Increase the number of bidders
6. Position ITD to invest cost savings or unexpected revenue into additional projects

**In conclusion,** I would like to thank you for your leadership and our employees for carrying us farther down the road to becoming the best transportation department in the country.