

# AOT Division of Finance & Administration

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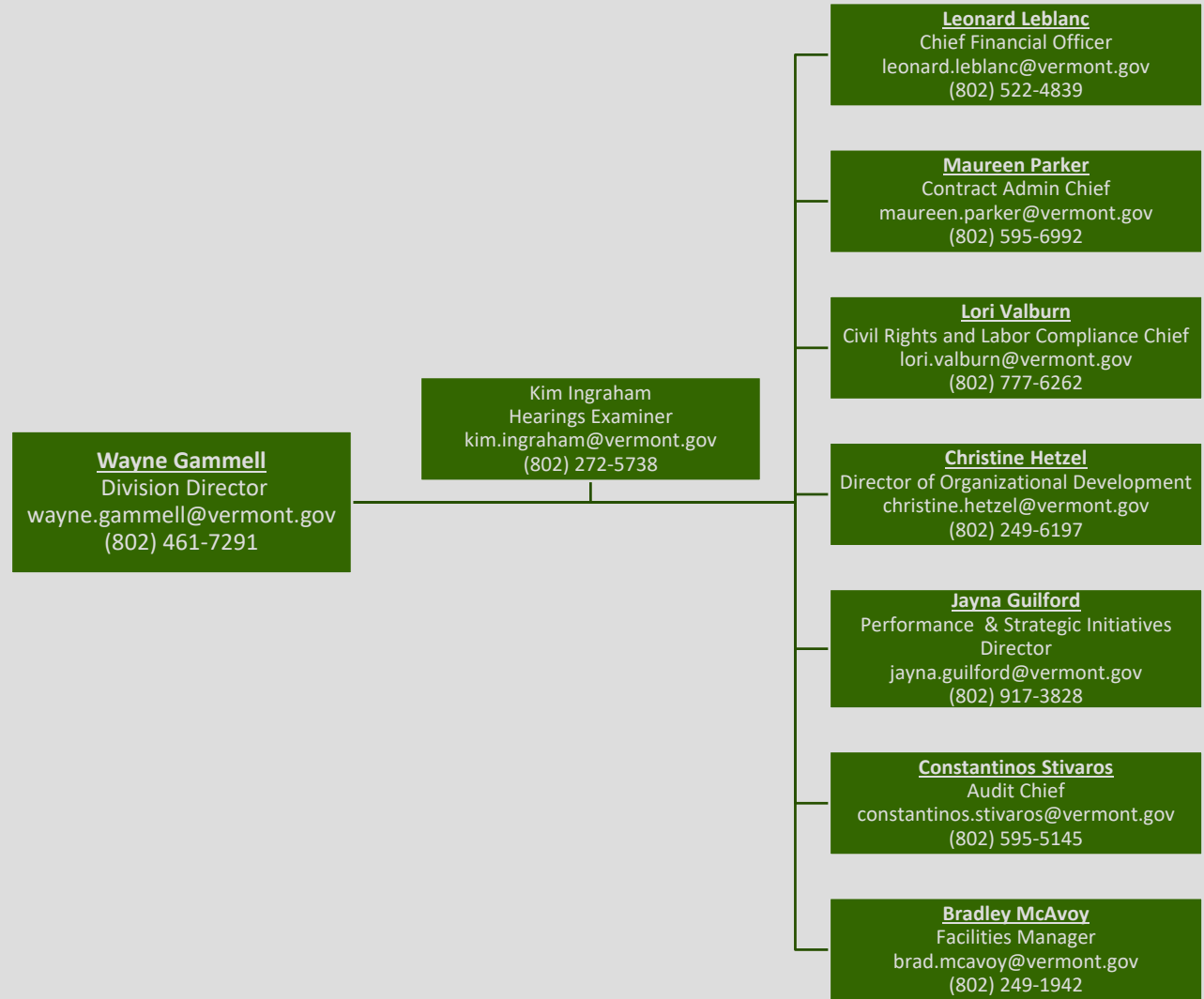
WAYNE GAMMELL, DIVISION DIRECTOR

(802) 461-7291

## Finance & Administration - Overview

- The **Division of Finance & Administration (F&A)** includes eight Sections which provide services across the agency to support the agency's mission:
  - Contract Administration
  - Hearings
  - Budget & Financial Operations
  - VTrans Training Center (Safety, Vermont Local Roads)
  - Civil Rights
  - Performance
  - Audit / Records Management
  - Facilities Management

# Organizational Structure



# VTRANS TRAINING CENTER

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CHRISTINE HETZEL, DIRECTOR OF ORGANIZATIONAL DEVELOPMENT

(802) 249-6197

Strategic Workforce Management

Learning and Development

Technical Training

Occupational Health and Safety

Vermont Local Roads

Post-Pandemic

Talent Management



# AOT Mission, Vision, & Strategic Goals

## MISSION

Through excellent customer service, provide for the safe and efficient movement of people and goods.

## VISION

A safe, reliable, and multimodal transportation system that grows the economy, is affordable to use and operate, and serves vulnerable populations.

## STRATEGIC GOALS

**Promote organizational excellence by attracting, developing, and retaining a talented, diverse, and engaged workforce.**

Grow Vermont's economy by providing a safe, reliable, and efficient transportation system in a state of good repair.

Make Vermont more affordable and serve the vulnerable by providing accessible, convenient, and affordable travel choices.

Transition to an energy efficient, advanced technology transportation system.

**Modernize and improve government efficiency through innovation, continuous improvement, and quality customer service.**

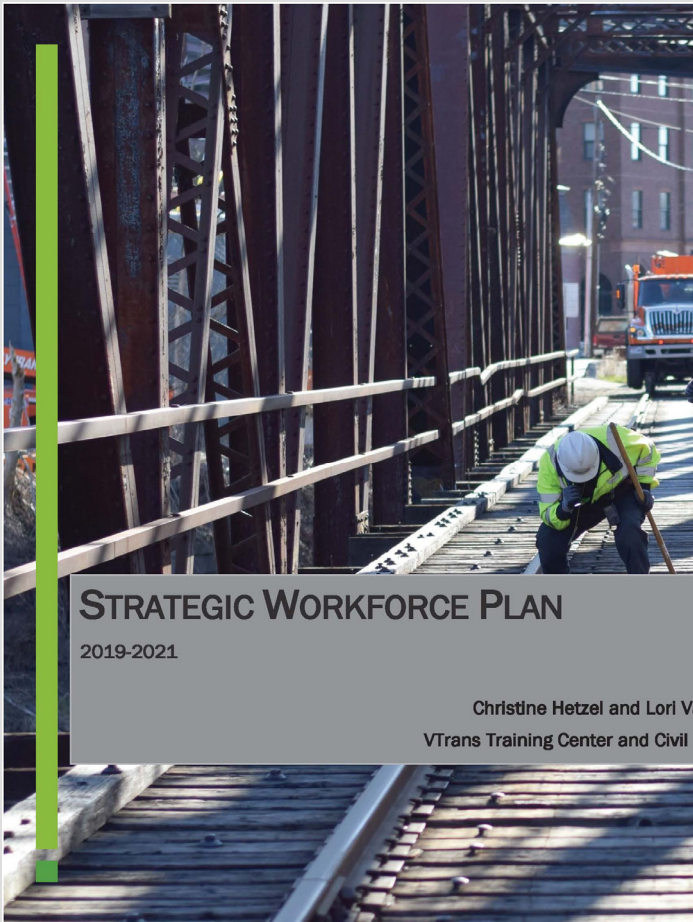


## AOT Values

# Strategic Workforce Objectives

Promote	organizational excellence by attracting, developing, and retaining a talented, diverse, and engaged workforce.
Culture	Maintain and enhance the Agency's culture of inclusion and civility so that employees feel valued, respected, and have equal opportunity for advancement.
Safety	Promote a culture of safety and security through leadership, individual commitment, education, and accountability.
Recruitment	Foster a dynamic talent pipeline by engaging with a comprehensive network of educational and community partners and proactive Agency ambassadors, to successfully attract, hire, and onboard our future workforce.
Development	Invest in an environment of learning to inspire, motivate, and support the Agency's workforce.
Knowledge Management	Share Agency knowledge through a robust knowledge management program which fosters information transfer, innovation, and transparency at all levels of the organization.
Encourage	Quality of Life: Encourage employee quality of life and wellbeing through flexibility, mobility, and a positive work environment.





## Strategic Workforce Plan & Strategic Workforce Committees

Plan Approved & Implemented in Early 2019

SWF Committees Constituted in Summer 2019

SWF Committees Refreshed in Fall 2020

## Other Modern Workforce Initiatives

Telecommuting  
policy

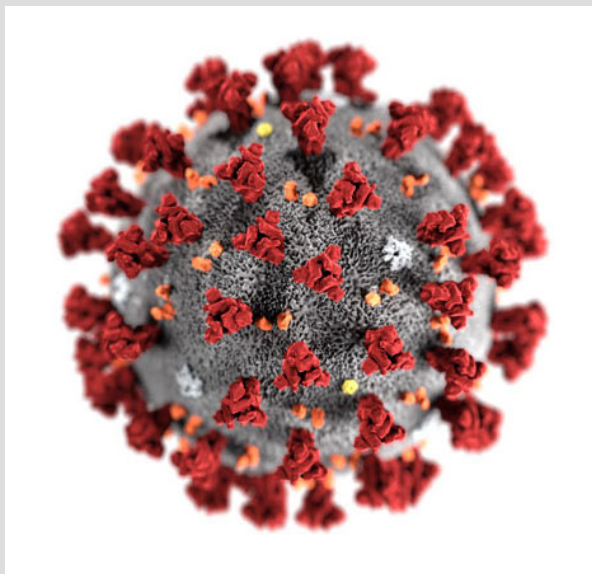
Infant in the  
workplace

Civility Commitment  
and mandated  
unconscious bias  
training

Expansion of  
Microsoft Teams

Open workspace  
environment

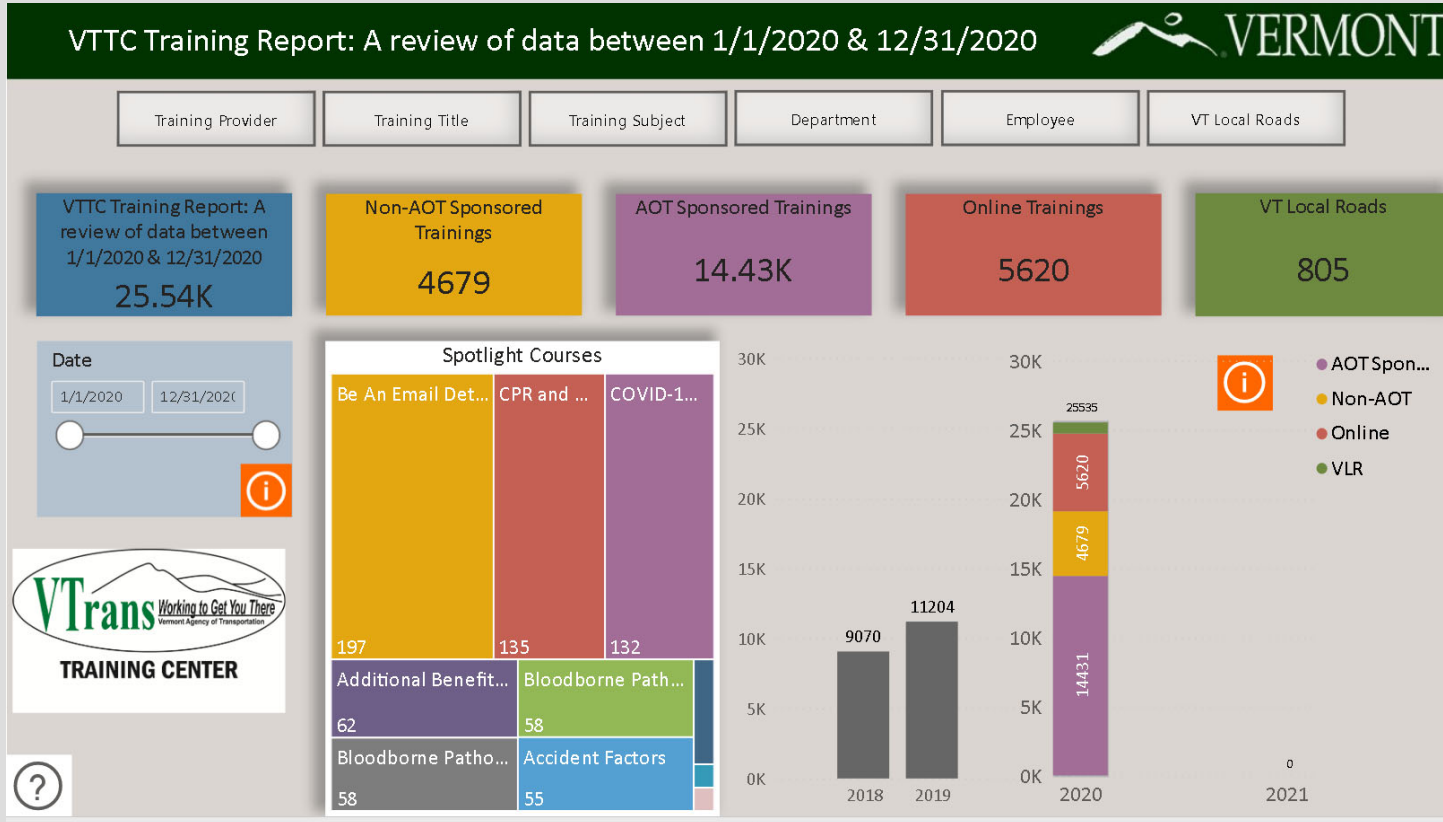
Annual employee  
engagement survey



# COVID-19 The Change Accelerator

[This Photo](#) by Unknown Author is licensed under [CC BY-NC-ND](#)

# Training Data CY 2020



VTRANS TRAINING CENTER



Learning Development & Support  
Manager



Scheduling/ Admin. Services  
Coordinator



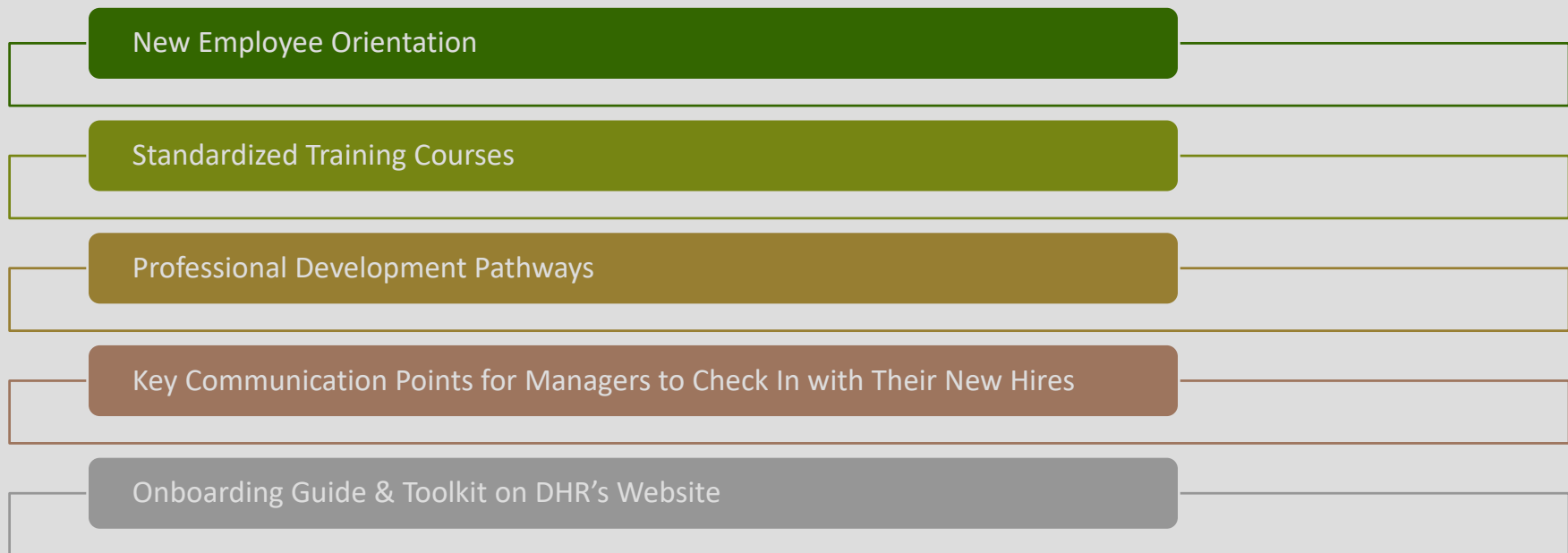
LMS Administrator/ Admin. Services  
Coordinator



Organizational Development  
Coordinator

# Learning & Development: Our Team

# N.E.W. (New Employee Welcome) Road Map





# Key Learning and Development Programs

Transportation Leadership Institute

Pathway to Supervision

Change Management

Biz Library – online learning

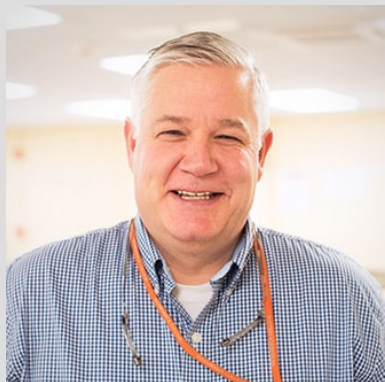
Strengths Team Retreats

Mentoring Program

Rotational Engineering Program

Decentralize Reallocation

Succession Planning thru Knowledge Management



Occupational S&H Manager

Deputy Occupational S&H Manager

NW Occupational S&H Technician

NE Occupational S&H Technician

SW Occupational S&H Technician

# Safety & Health: Our Team



# Supporting Behavioral Based Safety



Behavioral Based Safety (BBS) is built on employee & management commitment, accountability, and involvement.

Identification and correction of deficiencies:

- Facility Discrepancy Reports, serving as a monthly evaluation of conditions

Ensuring employees have the knowledge and tools necessary to identify, communicate, and control hazards:

- In Person and eLearning Safety training
- 40+ Program Safety Advisors
- Bi-weekly one-page, concise “Tailgate Talks”

VT Trans <small>Ready to Get You There</small>		2020																																									
SAFETY "AWARENESS" TAILGATE TALK		Subject: <u>PPE: High Visibility Apparel</u>																																									
Issue Date:		Version 0																																									
<b>Location</b> (page 00-010) <b>Instructions:</b> Safety Coordinators & Supervisors should use this "Safety Tailgate Talk" as a guide for discussion during their safety meetings. The primary purpose of the safety meetings is to give crews the opportunity to discuss any safety related concerns they may have. Once the meeting has concluded, the Safety Coordinator & for Supervisors should have each employee sign this form, and include their Employee ID #, in the spaces below (if more spaces are needed, continue on the back) & insert into your "SAFETY TAILGATE TALK" binder.		<b>Employee General Requirements:</b> <ul style="list-style-type: none"> <li>Identified employees shall be prepared with the Hi-Vis and reflective apparel for their daily work duties.</li> <li>Employees are to maintain and inspect reflectivity and condition of PPE before use.</li> <li>High visibility PPE found to be deficient or damaged shall be replaced.</li> <li>Average life span of coloration and reflective properties are 28-40 washes, depending on care process and detergents. Consult manufacturer recommendations for care.</li> <li>All equipment is to meet the minimum requirements as listed in the PPE Program Guide.</li> <li>No employee is to perform any work without use of appropriate Hi-Vis PPE.</li> </ul>																																									
<b>TGT Presenters</b> <table border="1"> <thead> <tr> <th>Name</th> <th>Employee ID#</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> <tr><td>5</td><td></td></tr> <tr><td>6</td><td></td></tr> <tr><td>7</td><td></td></tr> <tr><td>8</td><td></td></tr> <tr><td>9</td><td></td></tr> <tr><td>10</td><td></td></tr> <tr><td>11</td><td></td></tr> <tr><td>12</td><td></td></tr> <tr><td>13</td><td></td></tr> <tr><td>14</td><td></td></tr> <tr><td>15</td><td></td></tr> <tr><td>16</td><td></td></tr> <tr><td>17</td><td></td></tr> <tr><td>18</td><td></td></tr> <tr><td>19</td><td></td></tr> </tbody> </table>		Name	Employee ID#	1		2		3		4		5		6		7		8		9		10		11		12		13		14		15		16		17		18		19		<b>HIGHLY VISIBLE APPAREL IS BROKEN DOWN BY TYPE AND CLASS.</b> <ul style="list-style-type: none"> <li>Type O - OH Road (this Type shall not be used by Agency personnel)</li> <li>Type R - Roadway</li> <li>Type P - Public Safety</li> </ul> <p>Note: ANSI Class 2 vests are not permitted for all tasks performed by AOT. Therefore, in accordance with the MUTCD and based on the work tasks performed throughout AOT only Class 3 vest should be provided moving forward. A Class 3 breakaway vest may be necessary for some tasks.</p> <p><b>ACCEPTABLE PPE</b></p>  <p><b>INAPPROPRIATELY SIZED AND LACK OF VISIBILITY</b></p>  <p>For additional information see the "PPE-Hi-Vis Apparel" Program Advisor that has been created by the Safety Department.</p> <p>If you have any questions or comments regarding this Safety Tailgate Talk or any safety-related concerns, please contact the VT Trans Safety Team.</p>	
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# COVID-19 Safety Initiatives

2 of the 5-person team has served as the Agency's Incident Command Center Health & Safety Office since March 2020. Responsibilities include:

- Leadership role to create awareness, develop training, and ensure compliance on COVID-19 initiatives.
- Workforce Safety Plan Creation, now on 10<sup>th</sup> edition.
- Compliance evaluations at a variety of Agency sites where employees are performing in person work.
- Distribution of PPE to state government, schools, hospitals, towns, etc., regionally on a weekly basis.
- COVID-19 safety initiatives will continue with many processes being institutionalized.



Technical Branch Manager



Technical Branch Manager

# Technical Development: Our Team

# Technical Development



VTRANS TRAINING CENTER

TC3 classes for technical training and PE licensure.

Transition Winter Maintenance and Work Zone/Flagger training to virtual.

Virtual GIS course.

Collaborated with ANR to expand Rivers and Roads Training .

CDL testing and training support to in-house volunteers and new hires.

Significant testing and training support for 3 DMV IT projects.

Created onboarding training checklist for DMV Examiners and Customer Service Specialists.

Registration eLearning. Confidentiality eLearning.



VLR Branch Manager



Technical Assistance & Training Specialist



Program Coordinator

# Vermont Local Roads: Our Team

# Vermont Local Roads; Municipal Support

**Purpose:**

Vermont Local Roads (VLR) is Vermont's Local Technical Assistance Program (LTAP) sponsored by the Federal Highway Administration (FHWA) and the Vermont Agency of Transportation (AOT).

**Mission:**

To foster a safe, efficient, and environmentally sound surface transportation system by improving skills and increasing knowledge of the transportation workforce and decision makers.

**Listserv:**

A Listserv is a method of communicating with a group of people via email. You send one email message to the "reflector" email address, and the software sends the email to all the group's subscribers.

**Learning Management System:**

A learning management system, (LMS) is a software that is designed specifically to create, distribute, and manage the delivery of educational content.

**Roads Scholar Program:**

Environmental, Equipment, Safety, Supervisory & Technical

**TC3 online classes:**

LTAPA signed agreement with AASHTO to prepay online class usage for all LTAP Centers.

# This affiliation allows VLR access to:



VLR utilizes Subject Matter Experts within VTrans and other state agencies to deliver training



VLR coordinates with the VTrans Technical Center Safety and Technical Branches for combined training opportunities that are provided to municipal customers and VTrans employees



VLR collaborates with other VTTC branches to create and utilize contracts, this ensures that redundancy is limited



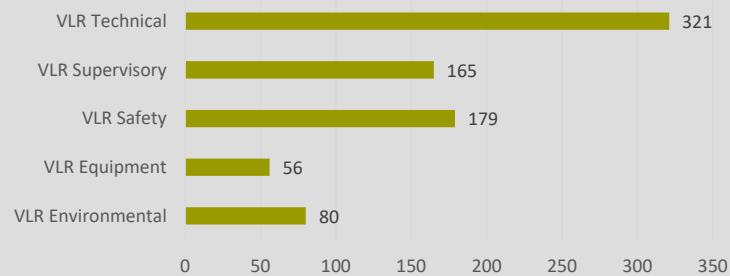
VLR provides digital, technical, material, and administrative support systems to municipal



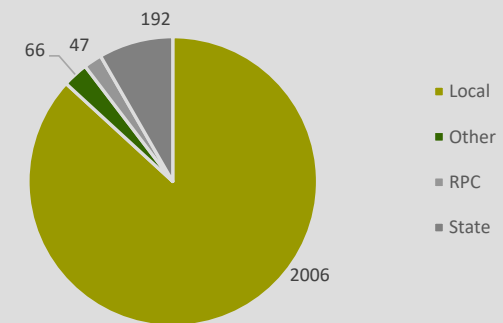
VLR provides ongoing opportunities for staff for personal development

# VLR Training Provided in CY 2020

Count of Participants by Training Category



Total Hours per Student Type



- 18 Days of In-person training was held throughout the year with 215 participants
- 33 Virtual Webinars were held March to December with 586 participants
- National COVID Preparedness for Municipalities...What if? webinar was held in November in cooperation with MA, DE, and NH LTAPs participated – Est. 50 participants
- Increase in management attending virtual trainings and round table discussions



# Post-Pandemic Rules of Talent Management



Retrieved from:  
Frankiewicz & Chamorro-Premuzic, Harvard Business Review  
<https://hbr.org/2020/10/the-post-pandemic-rules-of-talent-management>

- Technology is deepening human connections
- Building culture outside the building
- Work that supports life – hybrid telework
- Screens as the great equalizer
- Talent geographically unleashed

# CIVIL RIGHTS

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LORI VALBURN, CIVIL RIGHTS CHIEF

(802) 777-6262

## AOT's Office of Civil Rights & Labor Compliance Overview

- Promoting a culture of workplace respect, civility & inclusion through interactive training, interdisciplinary strategies and best practices, and leadership by example.
- Maintaining AOT in full compliance with all federally mandated programs to ensure equal opportunity & non-discrimination, including the Disadvantaged Business Enterprise & Small Business Programs, Internal & External Equal Employment Opportunity, Contractor Compliance, On-the-Job Training, Labor & Wage Compliance, Title VI, and the ADA Program.
- Implementing a proactive approach to all oversight, compliance & enforcement responsibilities, with an emphasis on continuous improvement and user-friendly tools and resources.
- Cultivating dynamic and respectful partnerships & collaborations with all internal & external stakeholders.
- Strong emphasis on youth outreach, training & employment practices grounded in equity, inclusion and fairness.

# Promoting a Culture of Workplace Respect, Civility & Inclusivity: Policies, Practices and Training

- It Takes a Village: The Role of Leadership, Partnerships, and Ambassadors.
- Leadership is Key to Creating a Culture of Inclusivity & Workplace Civility: Elevating the Issues, Setting the Tone & Creating Clear Performance Expectations.
- AOT Mainstreams Civil Rights into All Phases of the Talent Acquisition Pipeline & Employee Development: Outreach, Recruitment, Hiring, Onboarding, & Training
- Ouch Training & the AOT Respectful Workplace Commitment: During 2019, the AOT Office of Civil Rights delivered Workplace Civility, Unconscious Bias and Ouch Training to 1245 Employees.
- Building a Strong Diversity, Equity, & Inclusion Network Across State Government: AOT Serves on a Broad Range of Councils, Task Forces, & Teams to Share Best Practices, Tools, & Resources

# Dynamic Outreach, Recruitment, Hiring & Onboarding Program

- Civil Rights spearheads the Agency's outreach, recruitment, hiring, and onboarding programs using many platforms and venues to promote AOT as an employer of choice and to successfully attract, hire, onboard, develop, and retain a diverse and excellent workforce.
- AOT has taken the lead in youth outreach, training and employment, with numerous school to work participants, including job shadows, CBL students, facilities tours, & mock interviews. In 2018, AOT received DHR approval to hire 16- & 17-year old's as Transportation Intern Maintenance Workers; since then, we have hosted almost 50 interns, more than a dozen of whom have sought permanent employment with AOT after graduation.
- Pre-pandemic, AOT participated in approximately 100 outreach events annually, including job fairs, college, high school and tech center events, panel presentations, matchmaker & networking events, and presentations to our referral partners, including VDOL, CDL Schools, CTE Teachers, etc. During 2020, AOT has moved into the virtual space for career fairs, interviews, onboarding, and training.
- All new hires receive a comprehensive onboarding experience, including an introduction to AOT's Leadership Team, our Resource Ambassadors, and training on Workplace Civility, Unconscious Bias, and Preventing & Addressing Sexual Harassment.

# AOT's Disadvantaged Business Enterprise (DBE) and Small Business Programs

- The DBE Program is federally mandated by USDOT to encourage participation by firms that are at least 51% owned and controlled by women and minorities. AOT is the lead certifying agency in SOV.
- The AOT Small Business Program is a self-certification program to encourage all small businesses to actively participate on AOT contracting & procurement opportunities.
- Both programs are completely free, and all participants receive marketing through online directories and weekly notification of contracting & training opportunities!
- Women and minority-owned businesses accounted for almost 14% of all federally-funded Agency contract awards in FY 2020.
- AOT collaborates with ACCD, BGS, & other SOV and federal agencies to provide networking, training, & matchmaker events to promote government contracting to all Vermont businesses.

# Employment Diversity in Highway Construction (EDHC)

- During FY 2020, EDHC provided workforce training and support to 78 women & minorities, who entered or advanced careers in Highway Construction. Program components include CDL training, On-the-Job Training, & other skills training subsidies
- In FY 2020, fourteen On-the-Job Trainees (OJTs) received paid training on 12 construction projects in 7 skilled work classifications, including Entry & Advanced Bridge Construction, Carpentry, Field Engineer, Construction Supervisor, Highway Construction, & Traffic Coordinator.
- Fifty women & minorities participated in CDL training in FY 2020. Since 1999, we have assisted more than 785 women & minorities to obtain their CDLs, with funding from FHWA.
- EDHC provides additional training subsidies year-round for a diverse range of safety and technical skills, including welding, OSHA training, heavy equipment, project supervision, etc.
- EDHC participants receive supportive services to remove barriers and build career ladders, including vouchers for safety equipment and tools, career counseling and pre-employment readiness training, steel-toed boots, job referrals, & post-program support.

# Contractor Compliance and External Equal Employment Opportunity

- Civil Rights provides technical assistance, training & compliance monitoring on all AOT federally funded construction projects to ensure all federal requirements are met.
- Construction projects are monitored from design through completion to ensure non-discrimination in the contracting & award process, and equal opportunity for all contractors, sub-contractors and their employees.
- Civil Rights participates in pre-construction meetings, conducts site visits, collects demographic data and certified payrolls, and monitors prompt payment from primes to subs.
- In February of 2020, Civil Rights delivered two sessions of EEO, Sexual Harassment, & Civil Rights training to AOT's highway construction contractors to ensure they understand and meet all FHWA and USDOL requirements.
- For the 2020 construction season, the AOT contractor workforce consisted of 1,355 employees, comprised of 90.7% male and 9.3% female employees. Minorities comprise 6.3% of our contractor workforce



## Davis-Bacon & Labor Compliance

- Civil Rights has primary responsibility for administering and enforcing Davis-Bacon requirements on all AOT federally-funded construction projects.
- Civil Rights works in close partnership with AOT's Construction Section, our contractors, & USDOL to ensure the timely collection and review of all certified payrolls.
- AOT is tested annually for Davis-Bacon compliance during the A-133 Audit, as well as periodic audits by state and federal regulators.
- We provide annual training and year-round technical assistance on Davis-Bacon compliance to our Construction Section, our contractors, and other SOV agencies & departments.
- We work closely with our contractors to quickly correct all Davis-Bacon violations and collect pay restitution for underpaid workers. In FY 2020, we collected \$8,113 on behalf of 58 workers.

# Federally Mandated Data Collection & Reporting, Program Plans & Compliance Reviews

- To maintain AOT in full compliance with all federal & state requirements, Civil Rights does extensive data collection & reporting, and participates in audits, surveys & compliance reviews by USDOT & USDOL.
- In FY 2020, Civil Rights submitted in excess of three dozen mandatory reports, updated program plans & surveys to USDOT and USDOL.
- Mandatory reporting includes demographic data for our internal & external workforces, DBE participation data, Davis-Bacon compliance data, and data on all discrimination complaints and investigations.
- Civil Rights has worked closely with ADS to automate our data collection and reporting systems and to create user-friendly tools for online self-reporting by our contractors.

# CONTRACT ADMINISTRATION

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MAUREEN PARKER, CONTRACT ADMIN. CHIEF

(802) 595-6992

# Contract Administration

- Construction Contracts (4 FTE)
- Contracts for Services (2 FTE)
- IT/DMV Contracts (4 FTE)
- Grants (2 FTE)
- Work Authorizations/Invoice Review/Evaluations (5 FTE)

# Construction Contracts

Design-Bid-Build – 29 contracts in 2020 construction season/\$84M

- Finance and Maintenance Agreements
- Railroad Agreements
- Utility Agreements
- Interstate Agreements

Indefinite Delivery/Indefinite Quantity (ID/IQ) – 58 Primary Contracts

- Highway Maintenance and Repair (FHWA and FEMA)
- Rail and Aviation Maintenance and Repair (FEMA, FRA, FAA)

Job Order Contract (JOC) – 98 Primary Contracts

- State Funds Only – Equipment Rental and Small Projects (>\$50,000)

# Contracts for Services

12 Requests For Proposals (RFP) Advertised

155 Contracts For Services Issued

\$516,762,794.88 Total Maximum Amount of Contracts

## Contracts for Services in SFY20:

- Geotechnical Engineering
- Asset Management Consultant Services
- Construction Claims Legal Services
- Roadway & Traffic Engineering Services
- Railroad Engineering and Design Services

# Work Authorizations

- Work Authorization Request (WAR) on Primary Contracts
- Compliance with Code of Federal Regulations and Brookes Act
- Record of Selection and Justification of Selection
- FHWA remarked AOT has one of the best processes in the country
- 373 WARs Processed
- 3,143 Invoices Reviewed for Compliance with Contract and WAR
- 384 Consultant Evaluations Processed

# Grants

408 Grants and Amendments Issued in SFY20

\$128M Grants and Amendments Value

Grant Funds Support:

- Municipal Grants (Town Construction Projects)
- Public Transit (EV Incentives)
- Town Highways
- Better Roads
- State Highway Safety Office



# IT/DMV Contracts

## DMV Contract Support:

- DMV Queueing System
- Virtual Check-in System
- Driver's License Automated Testing System
- Enhanced Driver's License (Address Verification/Sleeve Protectors)
- Commercial Vehicle Scale for the Putney Weigh Station

## IT Contract Support:

- Right of Way Video Hosting Software
- Software to Support FHWA required ME (Mechanistic-Empirical) Pavement Design
- VAMIS (Vermont Asset Management Information System)

# Annual Innovations and Efficiencies

## Salesforce

In 2020, a Second Phase was completed by adding Rail and Aviation Bureau (RAB) scopes of work: Track Work, Culvert, Slope Slide/Landslides and/or Washout/Ditching, Bridges, Right-of-Way Clearing, Crossing and Paving, and Fencing.

## Electronic Proposal Submissions

Due to the COVID-19 pandemic, Contract Administration transitioned the Request for Proposal (RFP) solicitation process to be 100% electronic, including: the submission of Proposals, Consultant Selection Committee (CSC) meetings, and the award process. An FTP site was established for proposers to submit their electronic Technical Proposal, Cost Proposal, and Financial Information. All pertinent information regarding this revised process was drafted and included in the AOT RFP template. Guidance and training were provided to all Contract Administration staff involved in procurement. An internal SharePoint site was established for the CSC Members to review and evaluate proposals. Internal information has been provided to all CSC Members with each procurement defining the new process. The electronic process has reduced processing time and eliminated hard copies. This process has provided considerable cost savings to proposers in both printing and delivery costs.

## Contract Directory Dashboard

A one-stop shop for all AOT staff, the Contract Directory Dashboard was created to enable expeditious and efficient location of AOT and BGS contracts. The Contract Directory Dashboard is accessible by a link and has sort functions to locate contracts by item, region of the state, equipment need, contractors, consultants, and other vendors that hold an AOT contract or BGS statewide contract. This is an especially useful tool in times of emergency when a contract needs to be immediately located and utilized by staff throughout the state.

# AUDIT

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CONSTANTINOS STIVAROS, AUDIT CHIEF

(802) 595-5145

# AOT Audit Section: Value Added

## INTERNAL AUDIT & GRANTS COMPLIANCE

- Compliance with Federal, State, and Agency laws, rules, and regulations
- Ensure continued flow of critical Federal Funding
- Ensure effective, efficient and publicly accountable performance of operations
- Provide assistance to municipalities and vendors as well as internal staff

## RECORDS MANAGEMENT

- Compliance with Records Laws
- Increase efficiency in operations, especially in remote work environment
- Improve ability to retrieve information and transparency of operations
- Reduce storage costs

# AOT Audit Section: Who We Are

## INTERNAL AUDIT & GRANTS COMPLIANCE

- Three Audit Specialist II
- One Audit Specialist I

## RECORDS MANAGEMENT

- One Records and Information Systems Manager
- One Records Analyst III
- Two Records Analyst I
- One Records Management Technician II

# AOT Audit Section: What We Do

## INTERNAL AUDIT & GRANTS COMPLIANCE

- External Auditor and Regulators Liaison
- Subrecipient Monitoring
- Consultant Financial Reviews
- Internal Controls and Compliance Reviews
- Performance Audits
- Other Ad Hoc Assistance

## RECORDS MANAGEMENT

- Records Management
- Public Records Requests
- Scanning Operations
- Reprographics
- Documentation System Support

# External Audit Liaison

Monthly meeting with FHWA auditors

19 FHWA invoice reviews for CY20

Supported 3 sections with FY20 CLA Single Audit

- Highway Safety
- Public Transit
- Aviation

## Liaison with external auditors

- State Auditor
- Clifton Larson Allen (CLA)
  - Comprehensive Annual Financial Report
  - Single Audit
- Finance and Management
  - Self-Assessment of Internal Control

## Liaison with Federal regulators

- Federal Highway Administration (FHWA)
- Federal Transit Administration (FTA)
- Federal Railroad Administration (FRA)
- Federal Aviation Administration (FAA)
- Federal Emergency Management Agency (FEMA)
- Office of the Inspector General of the Department of Transportation (DOT-OIG)

# Grants Compliance and Financial Reviews

- 65 Subrecipients monitored in FY20
- 76 Indirect Cost Rates reviewed and accepted for FY20

## Grants Compliance - Monitoring

- Subrecipient Monitoring
  - Review grantee compliance
- Municipal Assistance
  - Assist with Single Audit and Annual Reporting

## Financial Reviews

- Consultant Indirect Cost Rates
- Regional Planning Commission and other institutional and non-profit Indirect Cost Rates



# Compliance and Internal Controls

- Reviewed at least one transaction from every one of the 93 AOT purchase cards in FY20
- 27 Invoice Reviews completed in CY20

## Internal Controls and Compliance Reviews

- Invoice Reviews
- Work Authorization Reviews
- Contract Reviews
- Purchasing Card Reviews

## Annual Verifications

- Payroll Load Factor
- Central Garage Equipment Reimbursement Rates (FHWA)
- Toll Credits and Revenue Reporting

# Performance Audits and Other Assistance

- Helped program manager develop income verification process for EV incentive program
- Provided training on correct federal billing time coding to several units
- 672 Hours worked on COVID-19 deployments

## Performance Audits

- Reviewing internal processes and making recommendations for cost savings and efficiencies.
- Currently conducting performance audit of purchasing card usage
- Currently conducting performance audit of Central Garage inventory and fleet management

## Other Assistance

- Develop and provide training.
- Providing assistance to develop or redesign processes.
- COVID-19 related deployments to DOL and ACCD
  - Provided call center staffing and identity theft fraud prevention assistance to DOL
  - Provided CRF grant processing and monitoring assistance to ACCD

# Records Management Programmatic Requirements

- 7 staff trained in records management practices
- 4 public information officers trained

## Required by 3 V.S.A. § 218 (c) (1) – (10)

- Maintain accurate inventory of records
- Justifiable retention periods
- Implementing and sustaining records schedules as approved by State Archivist

## Collaboration with State Archivist

- MOU for Targeted Assistance Program
- Learn how to manage online and cloud based records
  - SharePoint, Teams, OneDrive, Etc.

# Public Records Request

- 306 requests Processed in CY20
- 24,191 pages of AOT records delivered
- 92.2% of requests processed within 3 days

- Administer and coordinate responses from public for agency records
- Serve as sole point of contact with requestor
- Assist units with responding to the request
- Monitor statutory deadlines associated with request
- Review responsive records
- Two staff members assigned to this task
- We fulfilled 306 public records requests in FY20.

# Document Management

- 535,873 physical pages scanned and indexed in CY20
- 204,149 reprographics impressions in CY20
- 31,694 square feet of large format reprographics produced in CY20

High-speed/High-volume reformatting and scanning of physical records.

Large Volume/Large Format Reprographics

Maintain document imaging system – OnBase

- Index, organize, and conduct quality control for documents

# FINANCE

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LEONARD (LENNY) LEBLANC, FINANCE CHIEF

(802) 522-4839

# Budget and Business Support Services and Financial Operations Sections

- Budget and Business Support Services Section (13 FTE)
- Financial Operations Section (28 FTE)

# Budget and Business Support Services Section

- **Budget and Business Support Services Section (13 FTE)**
  - **Includes Business Support Services (7 FTE) and Federal Programs Units (4 FTE) Budget Support (1 FTE)**
    - Prepares and manages the agency's budget and provides business support functions.
    - Administers and manages state and federal transportation funds.
    - Programs projects across all modes of transportation – obligated \$238M of FHWA funds in FY2020
    - Provides financial analysis of revenues and costs.
    - Serves as the agency liaison for state budget development.
    - Provides business services and support functions to all agency program areas.
    - Prepares and manages the STIP



# Financial Operations Section

- **Financial Operations (28 FTE)**
  - **Accounting (9 FTE)**
    - Completes Annual Financial Reporting Vermont State CAFR, Transportation Fund statements, FHWA Statistical Reports, and Single Audit.
    - Review, Coordinate, and Reconcile financial systems and transactions.
    - Interprets GAAP and GASB standards as they apply to the Agency.
  - **Accounts Payable (13 FTE)**
    - Ensures prompt payment of contractors and vendors, processing 38,916 payments in FY2020.
    - Processes bi-weekly payroll for the Agency.
  - **Accounts Receivable (6 FTE)**
    - Prepares federal billings, third-party billings, and guardrail damage claim billings - \$279M billed in FY2020.
    - Processes all non-DMV revenues for the Agency.

# PERFORMANCE

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JAYNA GUILFORD, DIRECTOR OF PERFORMANCE & STRATEGIC INITIATIVES  
(802) 917-3828

# Who we are:

## CONTINUOUS IMPROVEMENT (3 FTE)

- Reducing Agency risk
- Building a culture of innovation
- Leading efforts to reduce costs in various programmatic areas
- Facilitating process improvements & efficiency engagements

## DATA ANALYSIS AND REPORTING (5 FTE)

- Building tools to measure performance in service delivery
- Developing business intelligence tools for the agency and statewide COVID response
- Leveraging existing technologies to meet business needs
- Managing the VTransparency public information portal

# Accomplishments - 2020

## Indirect Cost Rate Proposal Development:

**A/P Process Improvements:** To reduce COVID risk by limiting office visits, we facilitated a business process modernization using existing technology to convert a paper-based invoice process to paperless. This reduced office visits and is estimated to save approximately \$1,500 per day in staff labor.

**Contract Admin Process Improvements:** Currently modernizing a manual process for drafting finance and maintenance agreements with municipalities. We hope to streamline and shorten the overall time to draft and finalize agreements.

**Project Closures:** Modernized and streamlined the business process to accelerate the close of construction projects on the books with FHWA. Historically, closure of a project required 36 months. With the new process, this is anticipated to take 12 months.

**DOL Support:** Provided 4 employees to support initial call center needs, 2 of which supported DOL longer term with strategic program development for the PUA program.

**Agency COVID Response:** Most team members have played a role with the Agency's Transportation Incident Command Center, in the planning section.

**VTransparency:** Conducted research and interviews to solicit stakeholder feedback to modernize our transportation Agency data portal; VTransparency. See the new look: <https://vtransparency.Vermont.gov>

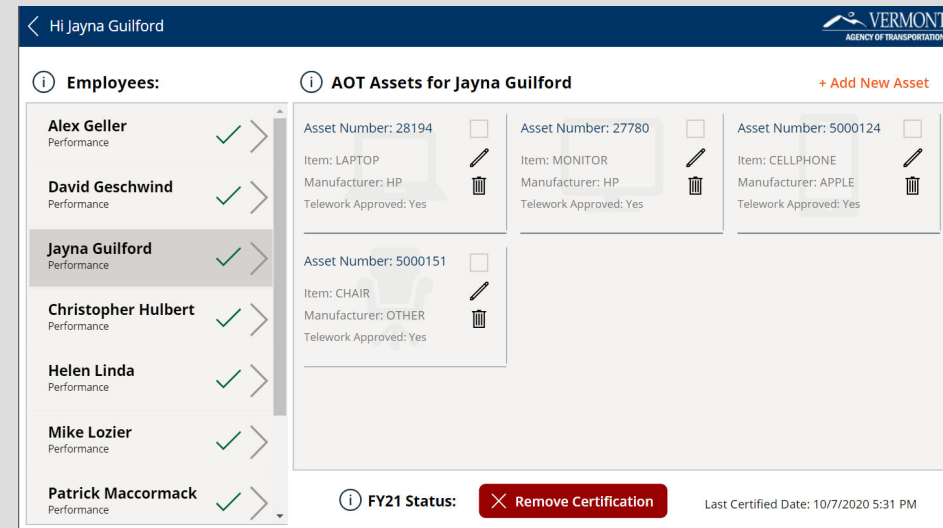
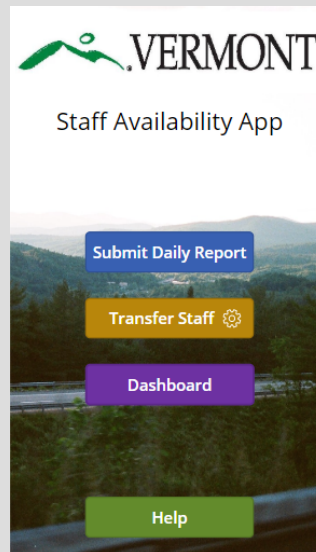
**Salt Management:** Helped to facilitate problem solving activities that have resulted in joining New Hampshire in changing how Vermont bids on salt (Reverse Bidding). This has resulted in a savings >\$4M in purchase of road salt this year compared to previous years.

**VTTC Dashboard Development:** VTTC provides training to the Agency of Transportation. A dashboard reporting tool was developed to capture and visualize all training by VTTC and reported to management, ADS and FHWA. Previously the data cleansing, transformation and visualization efforts to create reports took 10+ hours monthly. With the new dashboard the effort has been reduced to less than an hour a month.

# COVID Response Support:

# Personnel & Asset Management:

- Using existing Microsoft solutions, Power BI and Power Automate, developed tools to understand employee circumstances and leverage their skills, and to track state assets deployed in a more efficient manner.



# Planned Work - 2021

- COVID-19 Response Activities
- Bridge Maintenance Dashboard
- ePermitting Implementation
- Accounts Receivable Process Enhancements
- Maintenance Division dashboard enhancements and annual revisions
- Continued leadership of the agency transformation to distributed work
- VTransparency Phase II
- Contract Admin. agreement process streamlining/ automation
- DMV Exam System Replacement IT Project Support (Procurement)
- Agency Fact Book and other performance reporting to state and federal entities (annual activities)

# HEARINGS

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KIM INGRAHAM, HEARINGS ASSISTANT EXAMINER

(802) 272-5738

# What we do

Our administrative hearings pertain to individuals who wish to appeal a decision by DMV or the Agency of Transportation.

Two Hearings Examiners are responsible for all aspects of the hearing process:

- Determining eligibility for a hearing
- Gathering evidence for the administrative record
- Scheduling and holding the hearing
- Drafting a decision



# Types of Hearings

- Suspensions of operator licenses
- Appeal of tax or registration fee refunds
- Total Abstinence Program
- Insurance requirements
- Ignition Interlock Devices
- Driver's License Compact
- Minor alterations hearings

# By the numbers

FY 2020 - received over 300 hearing requests to review DMV actions.

- Over 90% of requests were approved for hearing
- Resolved just under half prior to the hearing

FY 2020 - held 153 hearings

- DMV actions were upheld in 75% of the cases
- 25% remaining cases were either DMV decisions that were reversed or were lifetime suspensions that were lifted as part of the Total Abstinence Program.

# More than just numbers

Most of the parties before us are not represented by attorneys

A significant amount of our time is devoted to customer service, often that means just pointing individuals in the right direction.

Helping customers understand the underlying reason for an agency's adverse action early in the process, equips them with information they needed to resolve or simply better understand their issue before a hearing becomes necessary.

# COVID Impact

The Hearings Section was fully staffed going into 2020 and by the time COVID hit we were already holding many hearings remotely, by telephone.

COVID provided the opportunity to re-evaluate our workflows and develop more efficient ways to handle a wider variety of cases remotely by adding video conferencing using Microsoft Teams. This options was used for cases that would have previously been scheduled as in-person hearings.

These methods ensure those without access to technology are still afforded the opportunity for a fair hearing.

# FACILITIES MANAGEMENT

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BRAD MCAVOY, FACILITIES MANAGER

(802) 249-1942

# Who we are/ what we do

- Provide Facilities Management services to the entire Agency related primarily to making repairs and renovations to existing VTrans buildings, and to managing new VTrans building projects including maintenance facilities and salt sheds.
- Provide assistance to the Aviation, Rail, and Dept. of Motor Vehicles Divisions as it relates to facilities. Work with municipalities to provide sample plans for salt/sand sheds, cold storage buildings, and maintenance garages.
- Internal Services oversees, security, lease management, owned facility management, mail and postal services
- Contract management for all construction retainer services as well as engineering consultants.
- Liaison with Dept. Of Buildings & General services for all leased facilities.

# Stats

- 59 Highway maintenance complexes with approx. 350 buildings managed
- 10 State Airports
- 2 Rail facilities
- 11 DMV locations
- 12 Solar arrays
- 19 outdoor wood boilers (2 planned)
- 1 garage completely green by June 2021!