

# Partnership Project: Final Assessment Areas

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| Select Code | 1. MISSION ACCOMPLISHMENT (Core Value - We Are Accountable to the People)  | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|--|----------------|----------|--------------------------|--------------------------|
|             |  | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| YES         | 1a Is KDOT doing a good job maintaining highways given available resources and funding considerations?             | X              | X        | 22                       | 54                       |
| YES         | 1b Does the design and construction of state highways meet the public's expectations?                              | X              | X        | 43                       |                          |
| YES         | 1c Is KDOT adequately supporting non-highway transportation modes in Kansas?                                       | X              | X        |                          |                          |
| YES         | 1d Is KDOT adequately planning for the State's future transportation needs?  | X              | X        |                          |                          |
| YES         | 1e Is KDOT generally perceived to be fair and consistent in the way it treats the public and external partners?    | X              | X        | 18, 66, 60, 53           |                          |
| YES         | 1f Should KDOT policies be more flexible and account for regional differences in the state during decision making? | X              |          | 11                       |                          |

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| Select Code | ID# | 2. MORALE (Core Value - Our Employees Are Our Most Valuable Resource)   | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|-----|---|----------------|----------|--------------------------|--------------------------|
|             |     |   | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| BEST        | 2a  | What can KDOT do about the change in the State pay stub policy?   |                | X        |                          | 1, 3, 58                 |
| BEST        | 2b  | How can the needs/expectations of KDOT employees be incorporated into State level decisions better? (pay, health care, space allocation, and expedited process for elimination of employees who do not perform) |                | X        |                          | 19, 56, 59, 75           |
| BEST        | 2c  | How can KDOT attract and retain more good people? What can be done with pay, bonuses, etc.?   | X              | X        | 74                       | 10, 15, 43               |
| YES         | 2d  | Should KDOT have a mentoring/training process to prepare employees for more senior positions?   |                | X        |                          | 41, 89                   |
| NO          | 2e  | How can KDOT reduce the time it takes to fill vacant positions?   | X              | X        |                          | 81                       |
| YES         | 2f  | How can KDOT be more inclusive in decision-making?  |                | X        |                          | 35                       |
| YES         | 2g  | How can KDOT empower employees to make decisions?   | X              | X        | 2, 51                    | 28                       |
| NO          | 2h  | What are some of the accomplishments KDOT employees are proud of?   |                | X        |                          | 69                       |
| YES         | 2i  | Are KDOT inspectors and other employees adequately trained to do their job?   | X              | X        | 68                       | 73                       |
| NO          | 2j  | Can KDOT distribute the work load more evenly among work units?<br><b>This is still a valid suggestion, worth pursuit even though it ranked low.</b>  |                | X        |                          | 82                       |
| DONE        | 2k  | Should KDOT have a non-chain of command way to communicate concerns and ideas to the top of the organization?   |                | X        |                          | 88                       |

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| Select Code | ID# | 3. RESOURCE EFFICIENCY (Core Value - We Will Manage Our Resources Wisely)   | <u>SOURCES</u> |            | External Focus Group Suggestion # | Internal Focus Group Suggestion # |
|-------------|-----|---|----------------|------------|-----------------------------------|-----------------------------------|
|             |     |   | External       | Internal   |                                   |                                   |
| BEST        | 3a  | Should KDOT/State Allow more "off-contract" purchases at the local level?   |                | X (IS #9)  |                                   | 9, 21, 30, 31, 33, 47, 97         |
| BEST        | 3b  | How should KDOT/State of Kansas change the "use it or lose it" mentality about the budget?  | X              | X          |                                   | 2, 26                             |
| YES         | 3c  | Is it more cost effective for KDOT to do some tasks that are currently contracted out?  |                | X          |                                   | 4, 11, 62, 67, 70, 100            |
| BEST        | 3d  | Should KDOT/State change the policy of awarding vendor and project contracts to the low bidder?   | X              | X          |                                   | 17, 29, 50                        |
| BEST        | 3e  | Should KDOT/State monitor the vendors on the qualified vendor list more closely?  | X              | X          | 23                                |                                   |
| YES         | 3f  | Should KDOT Right-Of-Way acquisition process be reviewed?   | X              | X          | 56                                |                                   |
| YES         | 3g  | Should KDOT relax inspection requirements for smaller projects?   | X              |            | 28                                |                                   |
| BEST        | 3h  | Should KDOT increase its efforts to dispose of surplus property to put \$ back into system?   |                | X (IS #12) |                                   | 98                                |
| DEF         | 3i  | Should the IG's office do more performance audits?  |                | X          |                                   |                                   |
| YES         | 3j  | Should KDOT allow for the electronic receipt and issuance of permits?   |                | X          |                                   | 83                                |
| DEF         | 3k  | Should KDOT reinstate its Process Improvement Effort which look at work flows/work processed?   |                | X          |                                   | 90                                |
| YES         | 3l  | Is KDOT resurfacing highways or making major maintenance improvements when it is needed?  | X              |            | 35, 71                            |                                   |
| YES         | 3m  | What can KDOT do to make employees feel like the Agency's most valuable resources?  |                | X          |                                   |                                   |
| BEST        | 3n  | Should KDOT include local governments in the purchasing process if it would reduce costs and provide savings for state and local governments? |                | X          |                                   |                                   |
| DEF         | 3o  | Should KDOT let local construction projects in the same lettings which are in the same area as state projects?                                |                | X          |                                   |                                   |
| BEST        | 3p  | Should KDOT simplify the process for renting equipment at the local level?  |                | X          |                                   | 72                                |

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|            |    |   |          |          |    |       |
|------------|----|---|----------|----------|----|-------|
| <b>YES</b> | 3q | Should KDOT do more to expedite utility relocations? And/or hold local governments accountable for delays? Should KS Require utilities to be listed on the One Call list? | <b>X</b> | <b>X</b> | 32 | 8, 20 |
| <b>DEF</b> | 3r | Should KDOT embrace geospatial systems?   |          | <b>X</b> |    | 91    |

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| Select Code | ID# | 4. COMMUNICATION   | <u>SOURCES</u> |            | External                 | Internal                 |
|-------------|-----|--|----------------|------------|--------------------------|--------------------------|
|             |     |  | External       | Internal   | Focus Group Suggestion # | Focus Group Suggestion # |
| YES         | 4a  | Should HQ staff spend more time in the field and/or field staff spend more time at HQ?<br>- train field personnel about issues that affect decision-making<br>- establish relationships with those they support<br>- encourage direct contact between work units; not always thru chain of command<br>- should there be more liaisons between HQ and the field?<br>- ensure policies are consistently interpreted and enforced | X              | X          |                          | 14, 23, 32, 42, 65, 74   |
| YES         | 4b  | Should KDOT do more education about the agency both internally and externally?   | X              | X (IS #14) | 30, 38, 44, 50           | 27, 36, 51, 92           |
| YES         | 4c  | Should KDOT provide some justification/reasons for operational and design decisions?   | X              | X          |                          | 25, 48, 57               |
| YES         | 4d  | Should KDOT develop a central catalogue of all data sources in the Agency?<br>- make accident and other data more accessible to internal/external partners   | X              | X          |                          | 22, 96                   |
| YES         | 4e  | Should KDOT's website be redone so that it is tailored to the needs of key external partners?  | X              | X          | 48                       |                          |
| YES         | 4f  | Should maintenance personnel be more involved in construction activities (e.g., included in pre-construction conferences)?   |                | X (IS #4)  |                          | 18, 87                   |
| DONE        | 4g  | Should KDOT hold regular meetings with Bureau Chiefs? Should the Secretary hold these meetings?  |                | X          |                          |                          |
| DEF         | 4h  | Should KDOT develop closer relationships with the media?   |                | X          |                          | 60                       |
| YES         | 4i  | Should KDOT do a better job of promoting who the contact is for specific purposes? Is a single contact needed for all external requests? (i.e., a single phone number to call)   | X              | X          | 20, 57, 49               | 61                       |
| YES         | 4j  | Is KDOT providing an adequate amount of information to the public to keep them informed of the selection, project development and construction of state highway projects?  | X              | X          | 63, 59                   | 39                       |
| YES         | 4k  | Should KDOT communicate more with local economic development interests?  | X              |            | 47                       |                          |
| DEF         | 4l  | Should KDOT communicate directly with suppliers who provide supplies to KDOT contractors?  | X              |            | 46                       |                          |
| No          | 4m  | More 2-way partnering - concept/suggestion was too vague   |                | X          |                          | 44                       |

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| Select Code | ID# | 5. RESPONSIVENESS   | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|-----|---|----------------|----------|--------------------------|--------------------------|
|             |     |   | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| YES         | 5a  | Is KDOT generally responsive to the needs of those it serves?   | X              | X        |                          |                          |
| YES         | 5b  | Should District/Area Managers Be Given More Authority/Input of Decisions? Should KDOT allow more decisions to be made in the field?   | X              | X        | 61                       | 13                       |
| DEF         | 5c  | Should KDOT develop internal measures to assess the quality of internal responsiveness?<br>- have KDOT employees assess the quality of support provided by other internal departments | X              | X        |                          | 78                       |
| YES         | 5d  | Is the "fear of law suits" having a negative impact on KDOT's ability to serve the public? Does this fear limit the way KDOT shares information with the public?                      | X              | X        | 55                       |                          |
| YES         | 5e  | How can KDOT encourage/promote a sense of urgency in the organization to increase responsiveness to external customers  | X              | X        | 15                       | 24, 79                   |
| YES         | 5f  | Should KDOT's culture be less authoritative and more customer oriented?   | X              |          | 41                       |                          |
| YES         | 5g  | Should KDOT reduce the paperwork/number of forms required for projects?   | X              |          | 16                       |                          |
| DEF         | 5h  | Should customer surveys be done at the district/area levels?  | X              |          | 39                       |                          |
| DEF         | 5i  | Should KDOT have more cross functional teams that stay with a project for the duration of a project?  | X              |          | 69, 52                   |                          |
| NO          | 5j  | Should Operations be tailored to the needs of districts/areas?<br><b>If the Districts &amp; Areas are where greatest majority of work occurs, why not?</b>                            |                | X        |                          | 95                       |

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| Select Code | ID# | 6. SAFETY   | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|-----|---|----------------|----------|--------------------------|--------------------------|
|             |     |   | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| YES         | 6a  | Is KDOT Preserving the overall safety of the state highway system   | X              |          | 12                       |                          |
| YES         | 6b  | Does KDOT adequately respond to safety concerns expressed by local communities? (rumble strips, railroad crossing concerns, speed limits)   | X              | X        | 42, 62                   | 46                       |
| DEF         | 6c  | Should KDOT ask for more input from law enforcement on road closures and speed limit decisions?<br><b>Consider splitting this into 2 areas: (1) process for road closures and (2) KHP Input on speed limits</b> | X              |          | 17, 33                   |                          |
| YES         | 6d  | Does the public feel safe when traveling through construction and maintenance work zones?   | X              | X        |                          |                          |
| YES         | 6e  | Does KDOT need better guidelines for establishing traffic control measures at accident locations?   | X              | X        |                          | 45                       |
| YES         | 6f  | When selecting a highway design, should KDOT consider how safety on non-KDOT roads will be affected by the change?  | X              |          |                          |                          |
| YES         | 6g  | Overall, how safe do people feel when they travel on KDOT highways?   | X              | X        |                          |                          |
| NO          | 6h  | Are some KDOT safety requirements for employees too restrictive?  |                | X        |                          | 80                       |
| BEST        | 6i  | Should KDOT assume the leadership role for safety on a statewide basis?   |                | X        |                          |                          |
| DEF         | 6j  | Should KDOT use more accident data in planning highway improvements, not just fatality data?  | X              |          | 27                       |                          |

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## 7. KEY PARTNER GROUP ISSUES :

### Core Value - We Depend on Employees and Business Partners to Get the Job Done

| Select Code | ID#  | 7a. Local Governments/MPOs   | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|------|--|----------------|----------|--------------------------|--------------------------|
|             |      |  | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| YES         | 7a1  | Should KDOT conduct Partnering Conferences with cities, counties, and MPOs? Have more direct meetings with local governments?  | X              | X        | 1, 58, 54                | 16, 66, 71               |
| YES         | 7a2  | Should KDOT's signage policy be more accommodating for local tourism signs?  | X              | X        | 31                       | 37, 64                   |
| YES         | 7a3  | Should KDOT's highway access policies be less restrictive?   | X              | X        | 25, 31, 75               | 37, 64                   |
| YES         | 7a4  | Should KDOT's local project process be change or expanded?<br>-Does the process need to be expedited?<br>-Should their be different requirements based on the size of the community?<br>-Should more functions be delegated to cities that have the resources? | X              | X        | 6, 29, 65, 19, 26, 8     | 64                       |
| YES         | 7a5  | Should any of the basic parameters of KDOT's city connecting link policies be changed?<br>Should Local governments have more control over decisions affecting connecting links   | X              | X        | 40, 64                   | 38                       |
| YES         | 7a6  | Should KDOT give local governments more influence on highway design of state highway projects?<br>-More influence on location?<br>-More influence on access management?<br>-More influence on project scoping?   | X              |          | 7, 10, 8                 |                          |
| YES         | 7a7  | Does KDOT need to reduce the time it takes to close out local projects and make final payments to cities/counties?   | X              |          | 5, 37                    |                          |
| YES         | 7a8  | Is KDOT adequately supporting local transportation programs? Should KDOT help address the loss of demand transfer funding to local communities and give more support for local projects?   | X              |          | 3                        |                          |
| NO          | 7a9  | Is there a need to spend a minimim amount of money in each county?   | X              |          |                          |                          |
| YES         | 7a10 | Should KDOT provide more technical assistance to local governments?  | X              |          | 3                        |                          |
| DEF         | 7a11 | Should KDOT have a liaison with local governments  | X              |          | 4                        |                          |
| YES         | 7a12 | Should KDOT involve local governments more in the State's long range planning process  | X              |          | 9                        |                          |

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|            |      |  |          |        |    |
|------------|------|--|----------|--------|----|
| <b>YES</b> | 7a13 | Should State speed limit signage be more flexible?   | <b>X</b> | 13     |    |
| <b>YES</b> | 7a14 | Should KDOT improve the coordination/timing of projects so they do not conflict with projects planned by local communities | <b>X</b> | 14     |    |
| <b>YES</b> | 7a15 | Should economic development have a greater role in highway planning decisions?   | <b>X</b> | 36, 70 |    |
| <b>YES</b> | 7a16 | Should KDOT continue to identify designated pots of money for special projects?  | <b>X</b> |        | 68 |

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| Select Code | ID# | 7b. State Legislators   | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|-----|---|----------------|----------|--------------------------|--------------------------|
|             |     |   | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| YES         | 7b1 | <u>Should KDOT communicate more with State legislators?</u>   | X              | X        |                          | 52, 53                   |
| YES         | 7b2 | How much involvement should State legislators have in State transportation decision-making?<br>-how and when should they be involved? | X              | X        | 24                       | 40, 55, 63               |

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| Select Code | ID# | 7c. Contractors   | <u>SOURCES</u> |           |                                   |                                   |
|-------------|-----|---|----------------|-----------|-----------------------------------|-----------------------------------|
|             |     |   | External       | Internal  | External Focus Group Suggestion # | Internal Focus Group Suggestion # |
| DEF         | 7c1 | Should highway projects be bid in smaller increments?   | X              |           | 73                                |                                   |
| DEF         | 7c2 | Should KDOT have pre-bid conferences prior to all bids?   | X              |           | 72                                |                                   |
| YES         | 7c3 | Should the State allow more flexibility in construction specifications and the types of materials that are used?                            | X              | X         | 21, 34                            | 64                                |
| YES         | 7c4 | Should KDOT provide employees with more project management and contract administration training to ensure contractors are held accountable? | X              | X (IS #2) | 45                                | 7, 49, 77                         |
| DEF         | 7c5 | Should KDOT involve contractors in constructability reviews?  | X              |           |                                   |                                   |

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| Select Code | ID# | 7d. Consultants   | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|-----|---|----------------|----------|--------------------------|--------------------------|
|             |     |   | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| YES         | 7d1 | Should KDOT develop procedures to expedite the consultant contracting process                               | X              |          |                          |                          |
| YES         | 7d2 | Should KDOT develop/share planning documents on the web?  | X              | X        |                          | 84                       |
| YES         | 7d3 | Should KDOT develop better guidelines for billing?  |                | X        |                          |                          |
| YES         | 7d4 | Should KDOT implement procedures to hold consultants more accountable for timeliness/quality of their work? |                | X        |                          | 6, 7, 93                 |
| DEF         | 7d5 | Should consultant overhead rates be limited to a maximum amount?  |                | X        |                          |                          |
| YES         | 7d6 | Is KDOT getting good value for contractors being used for the contract inspection process?                  | X              |          |                          | 5, 12                    |

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## SOURCES

| Select Code | ID# | 7e. Other State Agencies  | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|-----|---|----------------|----------|--------------------------|--------------------------|
|             |     |   | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| <b>BEST</b> | 7e1 | What kinds of equipment, if any, should KDOT share with other State agencies?                                       | X              | X        |                          | 76                       |
| <b>BEST</b> | 7e2 | What kinds of training, if any, should KDOT share with other State agencies?  | X              | X        |                          | 76                       |
| <b>BEST</b> | 7e3 | Should KDOT provide more support to other state agencies?<br>- repair vehicles<br>- road maintenance in State parks | X              | X        |                          | 86                       |

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| Select Code | ID# | 8. ORGANIZATIONAL STRUCTURE (Core Value - We Will Continually Improve)                         | <u>SOURCES</u> |          | External                 | Internal                 |
|-------------|-----|--|----------------|----------|--------------------------|--------------------------|
|             |     |  | External       | Internal | Focus Group Suggestion # | Focus Group Suggestion # |
| DEF         | 8a  | Should core functions of the Bureau of Engineering Support and Program Management Be Combined? |                | X        |                          |                          |
| DEF         | 8b  | Should structure/functions of the Bureau of Local Projects be changed?                         | X              | X        |                          |                          |
| DEF         | 8c  | Should name and organizational titles in Construction/Maintenance be changed?                  |                | X        |                          |                          |
| DEF         | 8d  | Should KDOT create a Multi-modal Bureau?   | X              | X        |                          |                          |
| DEF         | 8e  | Should Bureau of Traffic Safety mission be broader?  |                | X        |                          |                          |
| DEF         | 8f  | Should Transportation Information and Traffic Safety functions be combined?                    | X              | X        |                          |                          |
| DEF         | 8g  | Should KDOT reclassify some positions that currently require an engineer?                      |                | X        |                          | 85, 94                   |
| DEF         | 8h  | Should the Bureau of Fiscal Services and the Office of Management and Budget be combined?      |                | X        |                          |                          |
| DEF         | 8i  | Should the Bureau of Traffic Engineering and Traffic Safety be combined?                       |                | X        |                          |                          |
| DEF         | 8j  | Should the Bureau of Local projects have representatives who report to each District Engineer? | X              | X        | 67                       |                          |
| DEF         | 8k  | Should the "Road Section" be renamed?  |                | X        |                          |                          |
| NO          | 8l  | Eliminate job positions that do not contribute to the mission                                  |                | X        |                          | 34                       |
| DEF         | 8m  | Revise/rewrite SOMs  |                | X        |                          | 99                       |

**Why not?**