**Overall Satisfaction**
With a 44 percent response rate to the 2012 Quality of Work Life survey, the ODOT workforce revealed no major dissatisfaction with the department. However, workers felt there was room for improvement in areas like employee accountability and recognition.

**Internal Communications Plan**
In response to the 2012 Quality of Work Life survey, an internal communications plan was developed in 2013. Video messages from Director Wray and employee focus groups were created to better bridge communication gaps.

**Performance Measures**
In October, ODOT’s Critical Success Factors (CSFs) were finalized by executive leadership. Covering People, System Conditions, Operations, Safety, and Capital Program, the CSFs measure the department’s performance on specific responsibilities in those areas.

**Force Account Law**
The Ohio Legislature made changes in the Force Account Law at the request of ODOT and the Ohio Contractors Association. Work on bridges and culverts, plus patching and paving of certain sizes can now be done by the department.

**Enterprise Architecture**
ODOT engaged an outside firm this year to design the way current and future technology systems will best align with all ODOT business processes. The design, known as an Enterprise Architecture plan, will provide a structure for ODOT technology investments in the future.

**Brainstorming Solutions**
Employees participated in various focus groups, contributing their first-hand knowledge and experience in decision-making on issues such as safety, Kronos, and the highway technician series.

**Ramp Clear Program In Full Swing**
The Ramp Clear Program, designed to quickly and economically alleviate major traffic backups at popular freeway exit ramps, is underway across Ohio. Using simple adjustments to intersections and interchanges, ODOT engineers are able to provide solutions to safety concerns.

**Master Planning Initiative**
The Division of Facilities and Equipment Management developed a statewide Facilities Master Plan & Optimization Process Initiative, which makes rational, cost-effective, needs-based decisions regarding the design, construction, location, functions and decommissioning of transportation maintenance facilities of the department.

**Fleet Planning Initiative**
ODOT has implemented a Fleet Management Initiative to right-size the ODOT fleet, including heavy equipment, tractors and passenger vehicles. The department’s goal is to reduce the total number of vehicles from 4,107 to the optimal number of 3,594 by December 31.

**Facilities Construction Bond Initiative**
The department has been hard at work converting old buildings to new, full-service maintenance facilities. Over the next several years, ODOT will work with OBM, DAS, and the Treasurer’s Office to generate $200 million in funding for new ODOT facilities—$200 million from the state’s Capital Bill and $40 million from ODOT cash. The department has completed four new facilities in 2013.

**5116 Initiative**
In the not-so-distant past, ODOT’s staffing ceiling was 6,031. During this administration, ODOT worked on developing an Agency Workforce Plan which resulted in the HR Division being released from hiring restrictions previously imposed by OBM and DAS and established ODOT’s current staffing ceiling at 5,116. “Our last lockdown number was in place for a decade,” said Nick Nich-
olson, deputy director of the Division of Human Resources.

Kronos Implemented
After 35 years, the paper time sheet was retired at ODOT. The Kronos system was implemented to track employee work shifts and times off for payroll. The system’s goal is to free department personnel to focus more on core business while keeping more accurate records.

Auto Parts Changed
A private vendor was selected to manage auto parts in a pilot program. Now implemented statewide, it’s estimated that ODOT will save $7.1 million each year.

ODOT Selected for National Snow and Ice Control Award
ODOT was recognized by the American Public Works Association, a not-for-profit international organization, with the 2013 APWA Excellence in Snow and Ice Control Award. Two cities in Wisconsin and Michigan also received the award.

A Look at the Books
This year, the 255-page, two-year transportation budget, funded primarily through the state and federal motor fuel tax, is $7.5 billion. For every three dollars ODOT spends each year, two go into contracts to build and maintain the state’s transportation infrastructure.

The TRAC is Back
Thanks to the passage of House Bill 51, the TRAC worked with the newly renamed Ohio Turnpike and Infrastructure Commission to decide how and where to spend nearly $1 billion in revenue bonds.

Improving Intelligence
ODOT was awarded a grant by the Federal Highway Administration and the American Association of State Highway and Transportation Officials to study Intelligent Traffic Systems efforts to improve ODOT’s own system.

New Fuel Management System
Under the new fuel pump system, drivers will be able to use their ID badge to activate the gas pump at any department facility. Paper work is eliminated, as an on-board diagnostic system will record the vehicle serial number, the time and date, and the amount of fuel pumped.

Ohgo.com to Upgrade
In January 2013, ODOT unveiled Ohgo.com, a new website that offers Ohio motorists real-time travel information that travellers can access using various electronic devices. By the end of the year, ODOT offered a new service called MyOhgo.com, which will allow motorists to log on and plan their commutes or road trips.

The Perfect Truck
ODOT has been trying to customize and build the perfect truck, based on recommendations from highway technicians and auto-techs in 2013. Specifications are still being considered based on employee input about terrain and work use requirements.

Salt Purchasing Savings
Each year, ODOT spends between $10 million and $20 million for salt. Thanks to changes made by the Office of Maintenance Administration, the average cost-per-ton has dropped by more than 35 percent from 2011 to 2013.

Changes in County Work Planning Implemented
During a spring conference, ODOT maintenance professionals discussed and implemented changes in their operations, including the elimination of winter dry runs. These will be replaced with random equipment inspections throughout the year.

ODOT Awards Safe Routes to School Projects
ODOT announced the award of 58 Safe Routes to School projects worth $7.2 million to local communities all over Ohio. The projects will help finance programs that will help keep children safe while walking and biking to school.
Local Accomplishments

District 1
Interstate 75 Progresses
The reconstruction of Interstate 75 through Allen County is completing its second year. Phase two on the mainline of I-75 from Fourth Street to State Route 81, begun in 2013, has seen significant progress. By the start of 2014, traffic will be traveling on new concrete pavement from just south of Fourth Street to Reservoir Road.

New Forest Outpost
After than 20 years of planning, an outpost in Hardin County was placed into service. The facility will serve operations in Hancock and Wyandot counties as well.
“The idea of placing a shared outpost at this location had been pursued for quite some time, but the inability to secure property and department budgets were always putting a stop to it,” said Kirk Slusher, District 1 deputy director.

GPS Photolink Project
The district implemented a photo documentation process to prove the original condition of an area and help determine responsibility for construction fixes. Using GPS and Photolink software, district personnel took over 4,000 photos of the State Route 117/309 corridor in Lima, which were then linked on Google Earth.

District 2
Lucas County Garage
In June of 2013, District 2 cut the ribbon on the new Lucas County garage. The project became a reality only through decades of effort and teamwork, and through the implementation of a unique process: a “public-public partnership” involving the Toledo/ Lucas County Port Authority. This arrangement made it possible to complete design and construction in just nine months.

Widening of Interstate 75
Thanks to the Ohio Job’s and Transportation Plan, one of the country’s largest transportation corridors will continue to expand in northwest Ohio. District 2’s Planning and Engineering staff is overseeing the beginning of construction on a 32-mile series of projects to widen Interstate 75 from Perrysburg to Findlay in 2014. The projects are expected to be completed in 2014.

All Aboard the Paving Train
It’s another record-breaking year for the District 2 Paving crew. As of Oct. 29, they placed over 7,300 tons of asphalt, beating the previous year’s record by 638 tons. Sharing resources and working with all nine facilities made their operations successful.

District 3
Major Projects Completed
District 3 completed the Boston Road project in Lorain County in just over one year, thanks to excellent collaboration with local agencies, including the Lorain County Engineer’s Office, Columbia Township and the Medina County Engineer’s Office. District 3 managed the construction of the northernmost project of the third-lane addition to Interstate 71 in Morrow County. The U.S. Route 6/Venice Road Railroad Grade Separation project was completed 10 months ahead of schedule after being in the planning stages for more than 12 years.

Goals Achieved
District 3’s Planning and Engineering Division exceeded its critical success factor goals for Projects Awarded On-Time and Local Lettings. On-Time awards are currently at a full 100 percent, while Local-Lettings are at 86 percent. The Capital Program metric for Plan Package Delivery On-Time shows ODOT-Let projects at 100 percent and Local-Let projects at 95 percent.

A Busy Season
District 3 Highway Technicians replaced more than 110 culverts throughout the
district’s eight counties, and placed over 19,215 tons of asphalt during the summer roadway maintenance season.

**District 4**

**Culvert Inventory**
The six counties of District 4 have worked together to create a way to inventory, inspect and replace the nearly 10,000 culverts in their collective areas. Multiple departments came together to add their expertise to the goal of improving the current culvert inventory and inspection process through all phases. One-tenth of the district’s culverts will be ready for inspection by October each year, with all culverts inspected in 10 years.

**District Safety Improvements**
District 4 has installed Peer-to-Peer safety, added additional training and increased safety communications. As a result of these and other efforts, District 4 is on track to finish the year down 15 vehicle crashes and 12 injuries from last year, and down 40 vehicle crashes and 14 injuries from the five-year average.

**Construction Outreach**
The District 4 Public Information Office has been working closely with the construction department to create and distribute about 800 brochures on several projects. These packets went to local businesses, informing them of traffic changes and allowing them to notify their clientele.

**District 5**

**Flexible Pavements Awards**
District 5 received three Quality Asphalt Paving Awards from Flexible Pavements in 2013. That makes 11 total for the district over the past three construction seasons, and strongly reflects the excellence of District 5 Planning and Engineering Team, Construction Inspection Team, and the contracting and material supply community.

**Paving Crews Rock**
Two crews from the Muskingum and Licking county garages set a one-day asphalt paving record, laying 740 tons of asphalt along State Route 586 in a single day. The team covered 12 lane miles in over 11 hours in both counties. The previous record was 449 tons.

**Pavement Conditions Goals Achieved**
For the first time since 2011, District 5’s Pavement Conditions for Priority, Urban, and General Pavements now meet or surpass the minimum goals established for the district’s Critical Success Factors. District 5’s Planning and Engineering Division prioritized and maximized the resources provided to the district over the past three years. The Construction and Testing departments worked diligently with contractors and materials’ suppliers to provide durable and rideable pavements.

**District 6**

**I-71/670 Columbus Crossroads Project**
The I-71/670 Interchange, just north of Columbus, completed a full rebuild in 2013. The work included 22 new bridges, 29 retaining walls, new travel lanes, ramps and the start of two new roads that will reconnect the interstate to the city streets. The Crossroads was both the first value-based engineering/design-build project and the largest construction project ever undertaken by District 6. ODOT Director Jerry Wray and District 6 Deputy Director Ferzan Ahmed personally thanked nearby residents and business owners for putting up with construction.

**Highway Maintenance Apprentice Program**
District 6 recently reinstated a 16-week program in which apprentices receive hands-on training at maintenance facilities, providing young professionals with training on highway equipment and valuable career skills.
Roadway Infrastructure Writing the Book On Maintenance
This District 6 Team created the “Roadway Infrastructure Maintenance Responsibility Manual,” an all-inclusive reference for anyone looking to maintain roadway infrastructure in Ohio. The manual met a need for a resource that provided specific information about signage, traffic signals, speed limits and other roadway issues and the government entity responsible for those issues.

District 7
The Gold Standard
District 7 received the Golden Hardhat Award for the most improved district in the state on accidents: of all 12 districts, District 7 had the greatest reduction in the number of injuries and incidents from last year.

Partnership Recognized
District 7 and Kokosing Construction Company Inc. were honored with the Partnering Award at the Conaway Conference in March. This award was given for work on Phase 1A of the I-75 Modernization Project. District 7 met the project goals for safety, budget, on-time delivery and solving issues at the lowest level.

Two Amazing Jobs
The Jobs and Commerce Division was able to aid the forward progress of two projects in District 7. The State Route 185 Relocation Project in Darke County and the funding of the addition of an eastbound left turn lane and a west bound right turn lane on State Route 29 in Mercer County were both significant wins for the district. Both will aid economic development in their immediate areas by improving access to local businesses for customers and employees.

District 8
First Span of Ohio’s Tallest Bridge Opens
The first of two new spans in the $88 million replacement of the Interstate 71/Jeremiah Morrow Memorial Bridge in Warren County opened in November 2013. The segmental concrete box girder, with a 440-foot main span, is perched on concrete piers anchored in the Little Miami River Valley. Each new structure will measure 2,240 feet in length, 55 feet in width and have pier heights ranging from 60 to 220 feet. During the course of the bridge construction, I-71 will be realigned to meet with the new location of the bridges.

Interstate 275/State Route 32
Groundbreaking
The more than $43 million reconfiguration of the Eastgate I-75/State Route 32 interchange began construction in 2013. The project, which will be completed in three phases, will include capacity and safety upgrades to structures, lights, drainage, signal and maintenance of traffic. Work at the I-275/SR 32 interchange represents the third phase of improvements in the Eastgate area that will focus on making travel easier and safer along SR 32 from the I-275 interchange to Olive Branch-Stonelick Road.

District 9
U.S. 68 Turn-Lane
District 9’s Planning and Engineering Division ramped up its efforts to sell a safety project in the village of Mt. Orab this year. The division expedited a much-needed project to construct traffic signals and turn lanes at the busy U.S. 68/S.R. 32 interchange by securing safety funding and moving it forward as a design-build. Construction will begin in early spring 2014.

Portsmouth Bypass
Following more than a year of analysis and exploration, ODOT decided in 2013 to procure the Portsmouth Bypass as a Public-Private Partnership through a Design-Build-Finance-Operate-Maintain approach, minus certain maintenance responsibilities. As a result, three teams have been selected to submit proposals, due in by the winter of 2014.

District Headquarters, Garage, get a facelift
Working in tandem with the Facilities Department, contractors have been improving District 9’s headquarters. They completed coating the building’s floor, replaced the brick and framing on an outside wall, and are installing a new roof. Likewise, the district’s survey office, traffic building and test lab have been spruced up, and other improvements have been made to the surrounding grounds.
District 10
Opening of the U.S. 33 Nelsonville Bypass
After decades of planning and more than four years of construction, the $160 million, 8.5 mile U.S. Route 33 Nelsonville Bypass opened in October. As one of the largest transportation projects ever in southeast Ohio, the Nelsonville Bypass is the last piece in creating a limited-access corridor between Columbus and Charleston, West Virginia, providing motorists in southeast Ohio safer, faster and easier travel.

Double, Double
District 10 oversaw the installation and opening of the state’s first-ever double roundabout at the intersection at U.S Route 33 and State Route 664. The previous interchange was becoming increasingly congested. The new double roundabout keeps traffic continuously flowing in circular directions around two stationary islands, reducing congestion, traffic jams and potential impacts.

Art and Snow
District 10 worked with more than a dozen schools to educate young students in safety through the “Paint the Plow” initiative. Employees took their snow plows to some local elementary schools and spoke to students about the importance of wintertime safety. Students were then allowed to put handprints on the plow using different colored paints.

District 11
Safety at Work
Creating a safer work environment has been a top priority for District 11. As of November 2013, District 11 had the lowest number of medical injuries and the lowest injury frequency in the state. This was accomplished by communicating safety, recognizing safe behaviors, engaging employees, and making safety visible to the workforce.

Largest Capital Program
In FY 2013, District 11’s planning and engineering and construction staffs made history with the almost $129 million worth of projects they administered. This is the largest capital program ever undertaken by the district, and required tremendous teamwork and years of preparation to achieve.

Maintenance Work
District 11’s maintenance staff has spent much of the last three years responding to damages and demands created by the growing oil and gas industry in eastern Ohio. In 2013, the total material cost placed on the state’s transportation system within District 11 grew to over $2.35 million from just $659,000 in FY 2011. An average of 76 percent of the maintenance dollars spent in Belmont, Carroll, Columbiana, and Harrison has been on oil- and gas-related activities.

District 12
First Innerbelt Bridge Complete
The Innerbelt Bridge project, a vital link into downtown Cleveland, opened the first new structure to traffic in November. The project replaces an aging 1950s-era span with two new bridges, named in honor of former Sen. George V. Voinovich, and expands the number of lanes from eight to 10. Construction of the first new bridge alone is the largest project in ODOT history, at a cost of $293 million.

New Full Service Maintenance Facility
In late-October, District 12 opened a new Cuyahoga County Full Service Maintenance Facility in Euclid. The new building is large enough to store all equipment indoors, includes two fully-equipped mechanics’ bays, a welding bay, an indoor truck washing station and a 6,000 ton salt storage facility.

Equipment Purchasing
District 12’s goal of replacing dump trucks on an eight-year cycle jump-started new vehicle and equipment purchasing in 2013. Twelve new dump trucks have been purchased, along with other equipment for numerous maintenance operations, such as sewer and guardrail replacement, and new trucks and cars for the motor pool.

Cleveland Innerbelt Bridge
STATEWIDE, ODOT employees raised a total of $317,080 for the Combined Charitable Campaign in 2013. This exceeded the department’s goal by more than $36,000. What follows are some highlights from the CCC and other efforts during this exceptional year.

Central Office, District 3, District 4, District 8 and District 12 all contributed to the family fund of a fallen comrade. Each held fundraisers for the family of Lee Rizor, who lost his life while working on the highway for ODOT. Together, they donated over $11,000 to be donated to the late highway technician’s family fund. District 4 also presented $3,000 to the family of Steve Vidman, a summer seasonal employee hit by a vehicle while working as a flagger in Trumbull County.

In District 1, Fiscal Officer Carol Razo took several pies in the face, raising nearly $100 for Operation Feed.

In addition to raising more than $26,000 for the CCC, District 2 is planning their Secret Santa project, providing presents and holiday meals to families this Christmas season.

District 5 held its annual event in October—a day of charitable activities which included a chili cook-off, silent auction and luncheon. District 6 held multiple fundraisers for everything from Juvenile Diabetes Research to Community Health Charity. And District 7 coordinators visited their garages and offices this fall and spoke about charitable donations, raising $15,832.

Working with the Chillicothe Jaycees, District 9 will have an ornament tree at the district headquarters during the month of December that will be used to “adopt” needy children in the area.

District 10 donated a $500 check to Mid-Ohio Food Bank and Second Harvest of SE Ohio.

District 11 showed they cared through a series of fundraising lunches to feed the hungry and through a team-up with ODNR to create 80 ornament tags for both boys and girls of various age groups. Employees will choose a tag and buy a toy for that child this Christmas season.

Each holiday season, Central Office’s Division of Finance adopts a family from a nearby elementary school. Here, employees wrap gifts to fulfill a Christmas wish list provided by the family.