Always ‘win’
John Nguyen’s name is his motto pg 8

District 5 welcomes a new Deputy Director pg 3

‘Paint the Plow’ initiative engages communities, raises awareness pg 5

Critical Success Factors Update
See special insert between pages 4 & 5
Ohio will invest $120 million to repair and replace more than 200 county and city-owned bridges over the next three years. The funds are made available by Ohio’s successful efforts to overhaul highway funding by reducing overhead costs and improving efficiency at ODOT.

“When we took office, Ohio faced not only an $8 billion shortfall in our general budget but also a $1.6 billion shortfall in our highway budget,” said Ohio Governor John Kasich. “ODOT tightened its own belt, freed up more than $600 million, and then Ohio leveraged the turnpike to generate an additional $1.5 billion, which grows to $3 billion when paired with federal and local funds. That innovative thinking, and that careful management of our resources is why we can do this $120 million program to help counties and cities meet their bridge needs. In the past, ODOT hasn’t really helped counties or cities address these kinds of needs but fortunately we’re in a strong enough position now that we can and we will.”

Work is expected to begin on the first 30 bridges next year. ODOT will work with local officials to identify the remaining bridges to repair or replace in the following years. Bridges will be selected based on a variety of factors including safety and importance to local job creation efforts.

“Morrow County will receive funding for more than 20 bridge replacements as a part of the Bridge Partnership Program,” said Morrow County Engineer Randy Bush. “If we didn’t get this money, the bridges would have probably eventually closed.”

Bush said the money freed up from the program will be used for paving, and that will put Morrow County in a better place.

Ohio has 44,000 bridges, the second-highest number in the nation behind Texas. According to some reports, the condition of Ohio’s bridges is better than the national average but many bridges are waiting for much-needed repairs.

Future bridges fixed under this program will be identified in subsequent years.

Perfect Truck – an update
Joel Hunt, Central Office

For more than six months, the Office of Equipment Management, the 28 members of an improvement team, and 257 highway technicians, auto technicians and mechanics have been hard at work designing ODOT’s perfect snowplow truck. As a result, the ideal is moving closer and closer to reality.

The Perfect Truck Improvement Team held a wrap up meeting in December with Director Jerry Wray. A final list of specifications was prepared by the end of 2013. The plan: let a multiple-award contract for the 2015 Dump Truck Run and put one of each manufacturer’s trucks in each district to compare their performance equally. Perfect Truck team members from districts 1–6 attended manufacturers’ meetings on Dec. 16, while members from districts 7–12 attended meetings the next day.

“It’s worked really well,” said District 4 Highway Technician Matt Gould. “I think, all in all, everybody can stand to benefit from it.”

The new trucks will be built and delivered to the districts in late 2014.

“We certainly have come a long way together on this,” said Assistant Director David Coyle. “This is pretty cool stuff.”
The recycled road not taken

Alexandra Buerger, Central Office

ODOT’s Materials Management team has been testing recycled asphalt shingles (RAS) to determine how the stuff torn from old roofs would work in new roads. Many in the road construction industry have been exploring the use of RAS as an aggregate to save money and reduce waste. Last year, District 4 hosted a pilot project that used RAS in new pavements, and lab tests were reported in December.

Unfortunately, testing showed that mixing RAS into top surfaces results in a thinner coating of binder, or glue, than new asphalt, which increases the rates of aging, cracking and moisture damage. While the recycled material offers environmental benefits, the department has determined its use in the top layer of pavement will not meet ODOT’s high standards of quality. Tests indicate that RAS would be effective base and intermediate layers of pavement, and ODOT specifications will suggest its use in these layers whenever possible.

LOCAL NEWS

District 5 gets new Deputy Director

Lauren Holdsworth, District 5

DAVE RAY, P.E. P.S., has been named deputy director of District 5, which has jurisdiction over seven counties. He is a 27-year veteran of ODOT, having served a variety of positions in districts 4, 9, 12 and Central Office. He was most recently highway management administrator in District 4.

Ray earned his Civil Engineering degree from Youngstown State University, an MBA from Cleveland State University, and is a state-registered professional engineer and professional surveyor. In his spare time, Ray enjoys learning about history, specifically the Civil and Revolutionary War eras. He is the proud father of three adult children who all live in the Columbus area.

“I’m excited and honored to be a part of District 5’s team of professionals,” said Ray. “I’m looking forward to working with more good people here at ODOT.”

Dave Ray
Lieutenant Gov. Taylor, ODOT celebrate new George V. Voinovich Bridge
Jocelynn Clemmings, District 12

Year 2014 starts with the new $293 million westbound Interstate 90 Innerbelt Bridge beginning its first full year of service. Officially opened last November, it is the first of a pair to replace an aging 1950’s-era span.

The 4,347-foot-long bridge was officially dedicated as the “George V. Voinovich Bridge,” named after one of Ohio’s most distinguished public servants. Born and raised in Cleveland, Voinovich has served in numerous public roles: as mayor of Cleveland, Ohio Governor and U.S. Senator.

“This project means a lot to the City of Cleveland and to Northeast Ohio,” Lieutenant Gov. Mary Taylor said. “State and local partners came together to make the Innerbelt Bridge a reality and it is fitting we dedicate such an important part of Cleveland to the Senator who has dedicated so much of his life to the people of Northeast Ohio.”

Employing as many as 500 people, construction of the first new bridge alone is the largest project in ODOT history. Replacing the aging structure is vital to the success of downtown Cleveland now, and in the future. Replacement will enhance capacity, bolster Cleveland’s economy and ensure the safety of motorists.

The new westbound bridge opened in its entirety in late November. Demolition of the 1959 bridge and construction of the new eastbound span is expected to be complete in the fall of 2016.

Big help from little hands
David Rose, District 10 and Central Office

During this winter’s snow removal efforts, a group of unlikely heroes will be helping District 10 “push the snow” off the road and help keep the highways safe and passable. Kindergartners from Little Hocking Elementary recently participated in the “Paint the Plow” Initiative by placing colorful handprints on a Washington County plow.

Several other southeastern Ohio schools participated as well, each designing their own theme to paint onto a plow of their own.

“This initiative not only allows ODOT to engage in its communities, but helps bring awareness to our snow fighting efforts,” said Highway Management Administrator Jamie Hendershot.

Once the plows were painted, county crews volunteered to drive the painted plow though the local Christmas parade, showcasing the student’s artwork. In Meigs County, rival high schools participated in a friendly competition as each school painted their mascots on the plows.

continued on page 5
CSF SPOTLIGHT:

PEOPLE

Progress Toward Optimal Structure

How ODOT determines, measures, and moves toward the ideal staffing structure for districts and divisions (below)

ALSO IN THIS ISSUE:

The Purpose of Critical Success Factors (page 3)
The Critical Success Factor Dashboard (page 4)

CSF SPOTLIGHT:

The Right People, in the Right Places

The category of “People” tops ODOT’s list of Critical Success Factors (CSFs) for good reason: the department employs close to 4,900 people and without their skill, productivity, safety or satisfaction in their work life, no other CSF is achievable.

The challenge, of course, is to have the right numbers of people performing the right duties, in the right areas. Each of these factors can vary by work unit or district, and will naturally evolve with the changing demands of projects and work processes.

Determining the proper staffing structure amid changing circumstances is a complex task, but that’s exactly what deputy directors and their staffs were challenged to do as part of the Results Over Resources quality improvement program.

Director Jerry Wray called upon each of them to identify their ideal or “optimal” staffing, based on current and perceived future needs.

(continued on page 2)
The Right People, in the Right Places (cont.)

“Where is ODOT understaffed?” he asked them. “Where can we realize greater efficiencies by combining or modifying staff roles? How do we prepare for the needs of the future? And how do we accomplish that by filling gaps in some areas and reducing excess in others without losing employees?” In other words, the director asked for thoughtful human resource management, rather than arbitrary decisions. “We are done reducing the number of people at the department. We have the right number of people on the bus, we just need to find the best seats for them.”

As the analyses of each unit were submitted, the Human Resources Division combined them into a department-wide future staffing structure. The metric now known as Progress Toward Optimal Structure measures how well our staffing changes move toward that ideal. Of course, since changes in projects or work processes are inevitable, the “ideal” may not even stay the same. While we have a solid starting point, the structure will be consistently revisited and updated accordingly.

For the purposes of measurement, staffing changes are referred to under the broad category of Personnel Action (PA) and are defined as any movement of people. New hires, promotions, transfers and retirements each count as a PA. A decision to merge two offices may count as numerous PAs. The optimal future structure was determined in September 2013, and a total of 498 strategic PAs are needed to achieve it.

From here forward, if a PA occurs that fits with the future structure, that’s one less PA to bring us toward optimal, and the number (498) heads down towards zero. Zero, after all, is our goal—once there, no other changes need to happen, and we’ve reached the ideal structure. However, if a PA occurs that doesn’t fit with the future structure, it takes us one PA further away from ideal, and the number (498) would go up. (See right for a hypothetical scenario.)

“We hope people recognize that the goal of 498 reflects complex analysis, and represents a lot of strategic shifts within a range of work units,” said Nick Nicholson, Deputy Director of Human Resources. “We also hope people understand that Progress Toward Optimal Structure is not a job-cutting program. Rather, it is our ongoing effort to make sure we are adequately staffed with the right people in the right places.”

It will not happen all at once, Nicholson adds, but over time, ODOT’s staffing structure will be better attuned to meet the department’s on-going demands.

“W e are done reducing the number of people at the Department. We have the right number of people on the bus, we just need to find the best seats for them.”
What’s Behind 498?

Breaking down the total system of 498 personnel actions is extremely complex, but consider this hypothetical scenario as an example of how it works.

Say we have a “Work Unit A” that is understaffed. The employees struggle to complete tasks on time because there just aren’t enough people to adequately do the job. Their administrator and deputy director have determined that Work Unit A needs five more people to be “optimal.”

In the meantime, Work Unit B's employees struggle to find enough meaningful work to go around on a daily basis. Their leaders have determined that Work Unit B is overstaffed by five people.

Considering that both work units need five changes each to achieve their optimal structures, we have a total of ten PAs that need to occur, with our ultimate goal being zero. Adding a staff member to a work unit would count as a PA, and moving a staff member out of a work unit would count as another PA. Therefore, if we move one employee from Work Unit B into Work Unit A, two strategic PAs would occur, reducing the remaining needs to eight.

So how do we get to zero? You guessed it—move the other four people from Work Unit B into Work Unit A, and we’ve achieved the ideal structure. It could even be reached through other types of PAs—a Work Unit B staff member might retire, or a new hire could join Work Unit A. It doesn’t matter. As long as we move towards the ideal, we’re on the right track.

The goal of the optimal structure is simple. People no longer need to struggle in accomplishing tasks, and everyone is given meaningful work to add value to the organization daily.
<table>
<thead>
<tr>
<th>CSF Category and Metric</th>
<th>(Reporting Timeframe: Previous Period, Current Period)</th>
<th>Previous Period</th>
<th>Current Period</th>
<th>Goal</th>
<th>Period Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PEOPLE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Life Index</td>
<td>(Calendar Year Annually: N/A, 2012)</td>
<td>N/A</td>
<td>69.96%</td>
<td>75%</td>
<td>N/A</td>
</tr>
<tr>
<td>Progress Toward Optimal Structure</td>
<td>(Fiscal Year Quarterly: Q1 2014, Q2 2014)</td>
<td>498</td>
<td>482</td>
<td>0</td>
<td>↑</td>
</tr>
<tr>
<td>Workforce Injuries</td>
<td>(Calendar Year Annually: 2011, 2012)</td>
<td>6.89</td>
<td>6.75</td>
<td>6.44</td>
<td>↑</td>
</tr>
<tr>
<td>Workforce Crashes</td>
<td></td>
<td>10.20</td>
<td>9.07</td>
<td>9.41</td>
<td>↑</td>
</tr>
<tr>
<td><strong>SYSTEM CONDITIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bridges: General Appraisal</td>
<td>(Fiscal Year Annually: 2012, 2013)</td>
<td>6.79</td>
<td>6.80</td>
<td>6.80</td>
<td>↑</td>
</tr>
<tr>
<td>Pavements: Priority System</td>
<td>(Fiscal Year Annually: 2012, 2013)</td>
<td>87.66</td>
<td>86.38</td>
<td>85</td>
<td>↓</td>
</tr>
<tr>
<td>Pavements: General System</td>
<td></td>
<td>83.58</td>
<td>82.77</td>
<td>80</td>
<td>↓</td>
</tr>
<tr>
<td>Pavements: Urban System</td>
<td></td>
<td>81.32</td>
<td>80.19</td>
<td>80</td>
<td>↓</td>
</tr>
<tr>
<td>Maintenance Conditions Ratings</td>
<td>(Twice per Calendar Year: Winter/Spring 2013, Summer/Fall 2013)</td>
<td>627</td>
<td>765</td>
<td>376</td>
<td>↓</td>
</tr>
<tr>
<td><strong>OPERATIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor Ratio</td>
<td>(Fiscal Year Quarterly: Q1 2014, Q2 2014)</td>
<td>65.24%</td>
<td>65.46%</td>
<td>70.0%</td>
<td>↑</td>
</tr>
<tr>
<td>Travel Time Reliability Index (TTRI)</td>
<td>(Fiscal Year Quarterly: Q1 2014, Q2 2014)</td>
<td>91%</td>
<td>85%</td>
<td>88%</td>
<td>↓</td>
</tr>
<tr>
<td>Snow &amp; Ice Control</td>
<td>(Winter Monthly: Nov 2013, Dec 2013)</td>
<td>2</td>
<td>19</td>
<td>0</td>
<td>↓</td>
</tr>
<tr>
<td><strong>SAFETY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fatalities</td>
<td>(Calendar Year Annually: 2011, 2012)</td>
<td>457</td>
<td>521</td>
<td>485</td>
<td>↓</td>
</tr>
<tr>
<td>Serious Injuries</td>
<td>Current number of motor vehicle incidents that have occurred on the ODOT System roadways (all Interstates and U.S. or State Routes outside of cities) compared to these metric’s five-year average.</td>
<td>3,711</td>
<td>3,547</td>
<td>3,716</td>
<td>↑</td>
</tr>
<tr>
<td>Total Crashes</td>
<td></td>
<td>84,813</td>
<td>80,231</td>
<td>83,893</td>
<td>↑</td>
</tr>
<tr>
<td><strong>CAPITAL PROGRAM</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Program ($ Billions)</td>
<td>(Fiscal Year Annually: 2012, 2013)</td>
<td>$1.7</td>
<td>$1.8</td>
<td>$1.9</td>
<td>↑</td>
</tr>
<tr>
<td>ODOT Let Projects Awarded On-Time</td>
<td>(Fiscal Year Quarterly: Q1 2014, Q2 2014)</td>
<td>91.1%</td>
<td>89.6%</td>
<td>90%</td>
<td>↓</td>
</tr>
<tr>
<td>Local Let Projects Awarded On-Time</td>
<td></td>
<td>97.9%</td>
<td>94.2%</td>
<td>85%</td>
<td>↓</td>
</tr>
<tr>
<td>Contract Program/Production Costs</td>
<td>(Fiscal Year Annually: 2012, 2013)</td>
<td>3.73</td>
<td>3.30</td>
<td>4.0</td>
<td>↓</td>
</tr>
<tr>
<td>Complete Construction Projects On Time</td>
<td>(Fiscal Year Quarterly: Q1 2014, Q2 2014)</td>
<td>N/A</td>
<td>N/A</td>
<td>0</td>
<td>N/A</td>
</tr>
<tr>
<td>Preventable Change Orders</td>
<td>(Fiscal Year Annually: 2012, 2013)</td>
<td>1.40%</td>
<td>0.30%</td>
<td>1.5%</td>
<td>↑</td>
</tr>
</tbody>
</table>

See ODOT’s Critical Success Factors Defined: Metric Appendix online for further details.
“I am a longtime, loyal ODOT employee and haven’t had a raise in years. Why can’t you do something about this?”

“A Nationally, the economy has been extremely difficult for everybody since the economic downturn began six years ago. Although things have begun to improve, we are still struggling, particularly on the jobs front. Many people in both the private and public sectors have seen no salary increases since the current recession began. Some have even seen salary decreases.

For the many ODOT workers who are in the bargaining unit, the salaries are a function of the contract negotiations. In the current contract, which expires in February 2015, step increases are included, so some people have received pay increases. ODOT exempt employees also saw stagnant wages during the recession.”

— Director Jerry Wray

“Response from the community and schools has been incredible,” said Meigs County Transportation Manager Keith Weber. “For the first time, residents felt like they were part of ODOT. This was by far one of the best community engagement programs we’ve ever done.”

Three high schools in Monroe County also painted mascots on their plows, while Nelsonville-York High School students hoped their “snow days”-themed plow would get them a day off from classes.

Even District Deputy Director Steve Williams participated in the program as he rode with Morgan County highway employees and passed out candy at the local parade.

“The feedback regarding the plows was wonderful,” explained Williams. “You know it’s successful when nearly every school in southeastern Ohio told us they want to participate next year.”

ODOT’s “Paint the Plow” initiative began in District 4, and has been done in districts 2, 3, and 6 as well as 10. It has been so successful that Director Wray wants to initiate a statewide competition.

“The goal is to have every school system within the state participate,” said Director Wray. “We’ll create an award and allow the citizens to vote for their favorite plow.”
Theresa Pollick is a public information officer (PIO) for District 2. This means she is the ODOT spokesperson for the eight counties that make up the district, primarily in the Toledo area. She helps to communicate to the public the many road projects that are underway in the district.

She’s going to be very busy this New Year: for the coming construction season, the Transportation Review Advisory Council has approved almost $500 million in major new capacity projects in District 2. Pollick’s job will be to manage the communications strategy across all the projects, employing today’s complex mix of traditional and new media. She will also manage public meetings and produce special events, like ground-breakings or ribbon-cuttings.

“Because I’ve lived in this community for many years, and because I have many contacts in the media, I view my role as trying to get the story covered the way we want it,” said Pollick. “Our people do a great job, whether on snow and ice or on these huge highway projects. My job is to make sure the media and the public know that.”

Her duties do not end there. Pollick helps her district deputy director and his executive staff prepare remarks for press conferences and other special events. She is responsible for internal communications to the hundreds of ODOT employees in her district. She does this through a quarterly online newsletter, the Northwest News. She also helps organize the district’s annual meetings. It all comes on top of preparing for the snow and ice season. These diverse duties are shared by PIOs in all 12 district offices.

“The role of a district public information officer keeps expanding as we embrace social media and on-line construction information like OhGo,” observes Pollick. “I love it because on a day to day basis, you never know what to expect. But that keeps it exciting.”

A Columbus native, Pollick attended Bowling Green State University where she majored in geography and telecommunications. After working as an on-air weatherperson and reporter, she received her certification as a meteorologist from the American Meteorological Society through Mississippi State University and worked in Toledo doing weather and reporting for five years. Following marriage and the birth of two daughters, she opted for a career that allowed her to spend more time with her family. She joined District 2 as PIO in 2007. Pollick says the excitement of her job motivates her and her counterparts in the other 11 ODOT districts and keeps things interesting despite the many challenges all of them face on a daily basis.

“I love this job,” she said. “Having worked in the media helps give me the skills to be proactive as I promote everything our district does for the public. And I get to work with some of the smartest people in the state.”
Turnpike projects loom large
Theresa Pollick, District 2

Last September, the Transportation Review Advisory Committee (TRAC) voted unanimously to put Governor John Kasich’s Jobs and Transportation Plan into motion, authorizing a $3 billion investment in infrastructure over six years and creating 60,000 new jobs to help grow Ohio’s economy. Many previously delayed projects can now start construction sooner.

For ODOT’s District 2, this will mean an upcoming year unlike any other, and one for which they must get ready: The office was awarded projects totaling an estimated $473 million in additional construction. With the Planning and Engineering Division advancing the regular annual program, District 2’s total estimated award amount for FY 2014 projects is $335 million, with $354 million to be completed in FY 2015. Simply put, these will be the two largest construction seasons the office has ever faced.

Of the seven TRAC projects, four are focused on widening Interstate 75, from County Road 99 in Hancock County to Interstate 475 in Perrysburg. The plans are to add a third lane in each direction for the 32 mile stretch of roadway. The southernmost I-75 section will be constructed as a design-build project that will go to bid in February 2014. The northernmost section is being designed in-house and will be the last of the four contracts. The current estimate for this series of projects is $220 million.

District 2 will begin construction on the second phase of the I-75/I-475 interchange in Toledo in the spring of 2015. Safety improvements will include the addition of a third lane in each direction. When the project is completed, two lanes of traffic will be provided from southbound I-75 to westbound I-475 and from eastbound I-475 to northbound I-75 movements. This project is anticipated to cost $163 million.

Another of the approved TRAC projects is the widening on I-75 from Phillips to I-280. This construction is expected to commence in spring 2015 at an estimated cost of $45 million. In addition to a third lane provided in each direction, the interchange with I-280 will be modified to allow the ramp from northbound I-280 to southbound I-75 to enter on the “standard” right hand side of the roadway. The final TRAC-approved project is the $44 million dollar reconstruction of the Central Avenue and I-475 interchange in Sylvania. The district’s annual program includes the resurfacing of I-475 and the in-house designed I-75 reconstruction project in downtown Toledo.

The District 2 Planning and Engineering Department, who have been working hard to deliver the upcoming construction season—the largest in the district’s history.
Always ‘win,’ never lose
Pieter Wykoff, Central Office

HERE IS A HARD DAY TO IMAGINE: You’re 13 years old and your country is about to fall to a hostile enemy. Your father hands you a duffel bag with a few clothes and orders you to flee the country, leaving him and almost your entire family behind. Your mission is to make a new life for yourself, and eventually your family, in a new land.

A day most of us can’t even envision was a reality for John Nguyen, a member of Central Office’s Division of Finance. Back in the spring of 1975, this future management analyst supervisor was just a skinny South Vietnamese kid named “Nhan,” who simply saluted his father and made his way to the airport with an uncle as the North Vietnamese were closing in on Saigon.

“My father was a lieutenant colonel of the South Vietnam Army,” Nyguyen recalled, “He either gave me orders or missions.”

Following evacuation to Guam, then months in refugee camps, Nyguyen came to Columbus through a Lutheran Church group. He spoke almost no English, but he did have his youth, his drive, his mission, and, as it turned out, a talent for mathematics.

“I read comic books to learn English,” he said. “I became a Boy Scout. I delivered the Dispatch. And I picked the best student in each of my classes and asked them for help. We would meet after school. In turn, I would help them with their math.”

Nguyen graduated from Whetstone High. He moved to Texas and attended college, but returned to Columbus and earned his degree from The Ohio State University in business administration and accounting. In time he married a fellow Vietnamese native and had two sons.

Even though “Nhan” eventually changed his name to “John,” he never forgot his relatives in Vietnam. With help from elected officials, Nyguen’s family moved to California in 1987. He moved there himself to assist with their relocation, and was reunited with his father, who had been imprisoned in a Vietnamese concentration camp for nine years. After five years on the West Coast and some time in Georgia, he came back to Columbus and eventually joined ODOT after a total of 20 years working in the private sector.

Today his life is full both on and off the job. At Central Office, he assists in numerous accounting operations and does special projects for Assistant Director Mike Flynn and Director Jerry Wray. He has one son serving in the army with a second in high school. He enjoys serving as a part-time coach in high school volleyball.

John Nguyen’s last name is pronounced “win.” He says his motto is, “Always win, never lose.”