

Transcript

Ohio Department of Transportation ★ Employee Newsletter

January 2006

2005 Accomplishments Issue

AS YOU READ THIS MONTH'S TRANSCRIPT you will get a sense of the breadth and scope of ODOT's accomplishments in 2005. ODOT is so big, so spread across Ohio and has so many good people in so many places that it is impossible for any of us to appreciate everything that goes on. But if you look at any area of the department you will find accomplishments and performance that speak well for the men and women of ODOT.

ODOT's push for improved maintenance conditions was successful as measured through the county Organizational Performance Index (OPI) scores. OPI scores were consistently high across all Districts and all counties in 2005. Only three years ago, we were uncertain if we would meet our goal of achieving our OPI standards in all 88 counties. That goal was achieved in 2004. Throughout 2005, the accomplishment seemed locked in as standard practice that each county would achieve as part of their normal operations.

The winter of 2004-2005 was among the worst in Ohio history. The year began with ODOT digging out much of the state, particularly the Dayton area, which suffered through holidays of deep snow and downed power lines. For the next weeks, ice storms, floods and more snow buffeted Ohio. The snows didn't let up until spring, with freakish late-season cold fronts hitting during spring break. Throughout all that, ODOT crews were everywhere. Without their efforts, the hardship to Ohioans would have been much worse.

In 2005, ODOT produced and deliv-

ered the largest construction program in its history. Another record of \$1.36 billion worth of projects was delivered with an on-time delivery rate of about 94 percent. ODOT's construction forces efficiently inspected and managed the record program while keeping our inspection costs to an admirable level of about 5.8 percent. ODOT's production and construction efforts resulted in significant improvement to some of Ohio's most congested and accident-plagued locations. Progress was dramatic at the Interstate 70/Interstate 75 interchange in Dayton, on U.S. Route 30 in Districts 1 and 3, on the Lancaster Bypass in District 5, on the Interstate 270/State Route 161 interchange in District 6, at the Maumee River Crossing in Toledo, on the U.S. Grant Bridge in District 9, on the Pomeroy Mason Bridge in District 10, on Interstate 77 in Canton and on I-71 in District 3.

ODOT's business operations and employee-support efforts also had a number of important accomplishments. Accidents and workplace injuries were down. Information technology applications were enhanced through a wide variety of ways from more robust roadway weather sensors, to customer inquiry management software, to enhanced project-management tools. ODOT's cost-accounting advancements allow increased understanding of our cost of doing business and allow us to compete better with the private sector. The Highway Technician Academy continued the unprecedented efforts to train and enhance the workforce.

There is much to be proud of here. No doubt we've had our setbacks and

at times we had isolated breakdowns in performance. Those shortcomings get a disproportionate amount of media attention, but don't let that influence your opinions about ODOT. The accomplishments of everyone at ODOT have become so great they are gathering statewide and even national attention.

Districts 12 and 10 received the highest rating of Tier IV organizations and Central Office and District 4 were rated as Tier II organizations by the Ohio Partnership for Excellence, a nationally recognized quality organization. Governing Magazine conducted an exhaustive comparison of states' infrastructure practices and graded Ohio as an A-. That put ODOT among the four highest scoring departments in America. Overdrive Magazine respondents rated Ohio among the top states in several categories. ODOT's safety and work zone practices received national recognition from the American Association of State Highway and Transportation Officials.

I was recently interviewed by a national researcher doing a study of innovative practices at state departments of transportation. He said that 10 years ago, ODOT was not mentioned among the top 10 states whenever national studies were conducted. Now, he said, ODOT is consistently cited as among the top five or six departments of transportation in the country.

Thanks. You all deserve that reputation.



Gordon Proctor, ODOT Director



Final Section of U.S. Route 30 Begins

DISTRICT 1 CELEBRATED THE BEGINNING OF CONSTRUCTION OF ITS FINAL PIECE OF THE improvement of U.S. 30 with a ground breaking ceremony on May 13. Both Governor Bob Taft and ODOT Director Gordon Proctor attended the event.

The 26-mile, \$98.8 million project will expand the current two-lane highway into a relocated, four-lane facility between State Route 235 in the village of Ada, to the Upper Sandusky bypass in Wyandot County, reducing congestion and increasing safety along the route. Work on the new highway is one-third complete. The new highway is scheduled to open in 2007.



Breaking ground on the U.S. Route 30 improvement project in Hancock County, May 2005.

The U.S. 30 project is not only the largest money project ever constructed within the district, it is also one of the most significant. "This project finishes a quest we've pursued for almost 40 years," said Norman R. Redick, District 1 deputy director. "Seeing this final phase begin and knowing that the completion of the U.S. 30 corridor through our district

will be realized, is an accomplishment for not only us, but the citizens of Ohio who have continued to support the project." ☺

Quality Standards Index/ Safety Standards Index Emphasized

THE QUALITY STANDARDS INDEX (QSI) AND THE SAFETY STANDARDS INDEX (SSI) were taken to a new level of importance during 2005. The two indexes serve as a unique system of evaluating work quality and safety for District 1's highway management department. The additional emphasis on how safely work crews and district facilities operate has resulted in a reduction in lost-time injuries.

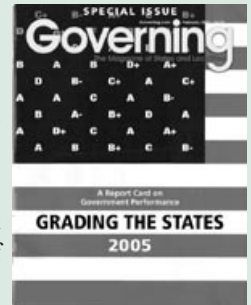
The QSI and SSI require a specified number of evaluations be performed per month on work crews and adjacent work unit crews as they carry out their normal operations. Then, by recording any findings on an index form, a measurement of the quality of the work being done and the level of safety exhibited by the workers performing the work is generated. In addition, each district facility is evaluated monthly by a safety inspector for compliance with existing safety standards. All information is then placed into a data base and is tracked.

Each work unit is expected to achieve at least 95 percent compliance. Currently, the average score in all QSI areas is more than 96 percent, with the current average in all SSI areas over 97 percent. Supervisor evaluations include goals tied to their safety performance.

"Every crew on the road, and all supervisors, now have a greater focus on quality and safety as a result of the QSI and SSI evaluations," said Steve Reichenbach, roadway services engineer. ☺

High Marks for Highways

IN 2005, GOVERNING MAGAZINE GAVE Ohio a grade of A- for infrastructure in the results from their Government Performance Project released Jan. 31. The project involved the study and grading of each state in the country based on the examination of two agencies per state and on the key government management areas of money, people, infrastructure and information. The analysis credited ODOT with completing major restructuring efforts, developing a detailed strategic planning process and adopting comprehensive performance measures to track the condition of the state transportation system.



These efforts were directly responsible for the continuous and methodical reduction of pavement and bridge deficiencies and overall reduction of roadway fatalities in Ohio over the last few years.

Also in 2005, Overdrive Magazine published the results of its Highway Report Card survey. The readers, primarily truck drivers, were asked to rate the best and worst road conditions in the continental United States. Out of the 50 states, Ohio was tied for fourth by drivers for best roads, fourth for best rest stops; and ranked second as toughest on truck inspections. ☺

Quality Milestone in 2005

BY 2005, ALL 12 DISTRICTS INDIVIDUALLY and ODOT as a whole had applied at least once to the Ohio Partnership for Excellence (OPE). Through Central Office, the department as a whole was recognized for a Tier II award in its first application to OPE. ODOT requested this first-ever agency-wide review as a part of a continuous effort to improve customer service. More than 50 ODOT employees have been selected, trained and served as examiners for Ohio Partnership for Excellence in 2005.

Six teams were formed within the Division of Quality and Human Resources to implement improvements that were identified as Opportunities for Improvements, or “OFIs,” in the feedback report from the Ohio Partnership. One of the goals undertaken by the teams included the administration of the Employee Satisfaction Survey (ESS) to ODOT employees in October, 2005. The first department-wide survey administered since 1998, the ESS had a response rate of just over 92 percent.

Other team accomplishments include improving the QAR process, revising the system for developing employees through training, benchmarking with an award winning outside organization and creating systems to share best practices.

Overall, six ODOT offices were honored at the sixth annual “Quest for Success” conference, sponsored by the OPE on Sept. 15 and 16 in Columbus. ODOT was represented in three out of four possible Tier Awards as defined by the Malcolm Baldrige National Quality criteria. Districts 2 and 5 received Tier I recognition, while District 11 received Tier II in its first application. And in addition to the Tier II given to Central Office, the conference’s only Level IV recognitions went to District 10 and District 12. This is the highest award possible among both public and private organizations. 📍

Chief Legal Counsel Office of Safety and Claims Improving Employee Safety

FOR THE SECOND YEAR IN A ROW, ODOT successfully reduced the number of lost days due to injury and the total number of injuries suffered by employees at work in fiscal year 2005.

The department made workers compensation and safety a business goal by making it a measurable category under the Organizational Performance Index.

In FY 2005, ODOT had a 27 percent reduction in days lost from those in FY

State Route 108, Perry Street Bridge Opens in Napoleon

ON OCT. 29, ODOT OFFICIALS OPENED THE NEWLY RECONSTRUCTED STATE ROUTE 108 Perry Street bridge in Napoleon. This \$17.4 million bridge project replaced an aging, two-lane concrete bridge which first opened to traffic in 1930. The new bridge carries four lanes of traffic across the Maumee River and features two multi-use paths, decorative parapet walls, roadway lighting and architectural details in the bridge’s concrete arches and abutment walls which match features found on the previous bridge.

As the only bridge in Napoleon that allows motorists to cross the Maumee River, the bridge is of vital importance to the community. During construction, the detour for motorists around the project was seven miles long and took motorists around the city and away from local businesses. The original plans for the reconstruction of this bridge called for a 27-month closure of SR 108.

Drawing on experiences from the Interstate 280 Veterans’ Glass City Skyway Bridge project, ODOT used pre-cast concrete segments to construct the bridge. This method saved a great deal of time over using the traditional method of bridge building and reduced the need for closing the roadway to nine months – or one construction season. 📍



State Route 108 Perry Street bridge in Napoleon.

Center Pylon Marks Milestone for Bridge Project

AFTER MORE THAN THREE YEARS OF WORK, THE CENTER PYLON OF THE VETERANS’ Glass City Skyway Bridge was completed in October. The 400-foot tall concrete pylon is the central structural element of the bridge. The pylon is the second-tallest structure in Toledo and will not only be unique to Ohio, but also to the world. The top 185 feet of the pylon contains glass curtain walls that will be internally illuminated by 350 Light Emitting Diodes (LEDs). These LEDs can make the pylon any color or combination of colors and will be visible for miles.

“Topping off the pylon is a major milestone for ODOT and the citizens of Toledo,” said ODOT Director Gordon Proctor. “This one-of-a-kind pylon will make the Veterans’ Glass City Skyway Bridge a lasting landmark for the entire northwest Ohio region.” 📍

New Response Team to Patrol Major Corridors in District

ON DEC. 16, ODOT’S DISTRICT 2 OFFICE HELD AN EVENT TO ANNOUNCE THE START OF the district’s Freeway Incident Response Service Team (F.I.R.S.T.). The new team will patrol the Interstate 75 corridor, from the Ohio/Michigan state line to the I-75/Interstate 475 split in Perrysburg, as well as all of I-475.

F.I.R.S.T. was created as a pilot program in 2001 in Columbus to help detect and clear highway incidents faster. The primary focus is detecting and responding to minor incidents, such as property damage accidents, flat tires, stalled cars and debris in the roadway. Because of its success, ODOT has been expanding the program. There is now a freeway patrol in almost every urban area in the state, including Dayton, Akron, Cleveland, Cincinnati, Columbus and now Toledo. 📍

Delivering the Jobs and Progress Plan

DISTRICT 3 BEGAN 2005 WITH 70 CONSTRUCTION PROJECTS TOTALING MORE THAN \$430 million. Seven major projects, totaling more than \$280 million are devoted to the Governor's Jobs and Progress Plan; four of these projects (more than \$165 million) were on Interstate 71 alone. In March, the district began construction of the final section of I-71 in Richland County. The project will reconstruct and add a lane on I-71 south of Mansfield. In the northern part of the district, two more projects on I-71 began in Medina County. In 2006, the final portions of I-71 in Medina County will begin construction, including the reconfiguration of the I-71/Interstate 76 interchange. 📍



Interstate 71 widening in Medina County.

U.S. Route 30 Opens

TWO PROJECTS IN DISTRICT 3 WERE DEDICATED TO RELOCATING AND WIDENING THE U.S. Route 30 macro-corridor in 2005. In early August, a newly relocated, four-lane highway between Ontario and Bucyrus opened. The three-phased, \$70 million project took less than three years to complete and brought ODOT 16 miles closer to meeting its commitment to provide a safer and more efficient highway that will provide economic development opportunities for decades to come.

In December, the \$45 million, eight-mile project to relocate and widen U.S. 30 between Wooster and State Route 57 was completed and opened one year ahead of schedule. 📍

Work Zone Safety

DISTRICT 3 USED SEVERAL METHODS TO IMPROVE THE SAFETY OF WORK ZONES on Interstate 71. After studying crash reports, the district used Highway Advisory Radio announcements, portable changeable message boards, speed trailers and rumble strips to emphasize to motorists the importance of driving safely through work zones.

In addition to adding extras to work zones, District 3 also delivered key safety projects such as the installation of cable barriers. This construction season, District 3 installed more than 75 miles of this cost-effective barrier to prevent cross-over crashes. 📍

2004. The total injuries of ODOT employees were reduced by about 10 percent between 2004 and 2005.

These results are part of Governor Bob Taft's initiative to reduce workplace injuries each year during a two-year period. The effort to increase employee safety has been led cooperatively by ODOT's Office of Safety and Workers Compensation, the Ohio Civil Service Employees Association and the Statewide Health and Safety Committee. 📍

Chief of Staff Big Year for Byways

ODOT'S SCENIC BYWAYS PROGRAM HAD a big year as the Lake Erie Coastal Trail was designated Ohio's 21st scenic byway in April 2005. In September the Federal Highway Administration nationally designated this byway as part of America's Byways.

The more than 200-mile Lake Erie Coastal Trail closely follows Lake Erie from Ashtabula County on the east-side, ending in Lucas County on the west-side. Some of the byway attractions include historic lighthouses, museums, national parks, beaches, wildlife centers, marshes, prairies, state parks, amusement parks, covered bridges and maritime museums detailing the rich heritage of the communities along Lake Erie.

Ohio's Scenic Byway program also was the host of the National Scenic Byway Conference in October in downtown Cleveland. More than 300 people throughout the United States and Japan attended the four day conference. The feedback from the conference was very positive. Attendees enjoyed the

training sessions and traveling along several of Ohio's Scenic Byways.

Ohio has 21 state designated scenic byways that comprise more than 1,500 miles of roads located in 45 counties. Also, five byways have been nationally designated by the Federal Highway Administration. For more information about Ohio's Byways, visit: www.ohiobyways.com and for the National Byway Web site log on to: www.byways.org. 📍



Division of Construction Management Jobs and Progress Construction Management Plan

THE DIVISIONS OF CONSTRUCTION MANAGEMENT and Contract Administration, with assistance from several district construction engineers, successfully developed the Jobs and Progress Construction Management Plan in 2005. This plan is being provided as a management tool to assist the districts in determining the level of personnel and other resources needed for construction of the Jobs and Progress Program.

The plan consists of identifying construction project personnel, preparing a table of organization for each Jobs and Progress Project and compiling a Construction Annual Work Plan for all projects.

Other management plans are also recommended for consideration dependent upon project complexity and potential local impacts. The Division of Construction Management introduced the plan at the Executive Leadership and District Construction Engineers' meetings in November 2005. 📍

Fuel Price Adjustment Provision

THE OFFICE OF CONSTRUCTION ADMINISTRATION, in cooperation with the construction industry and the Federal Highway Administration, is in the final stages of developing and implementing a Fuel Price Adjustment Provision. The Fuel Price Adjustment provision is intended to provide partial compensation for unanticipated dramatic fluctuations in the price of fuel consumed in the con-

District 4 Reaches Out to Partners

IN AN ONGOING EFFORT TO KEEP STAKEHOLDERS INFORMED ABOUT DISTRICT 4 PROGRAMS, activities and achievements, the district published and distributed its first annual report in 2005. More than 500 copies were provided to public officials, contractors, consultants and customers. The report was designed to illustrate the district's commitment to quality, accountability and customer focus. Construction and maintenance operations, planning and production activities and community outreach programs were featured in the report. Feedback from recipients has been overwhelmingly positive. 📍

Teamwork, Communication Pave the Way for Record Year

THE DISTRICT 4 CONSTRUCTION DEPARTMENT ADMINISTERED A RECORD PROGRAM DURING the 2005 season, consisting of 105 construction projects at a total cost of \$431 million. The district construction department delivered \$306 million of that total cost during the past year.

The fourth of seven phases to widen a 13-mile stretch of Interstate 77 was completed in Stark County and the State Route 711 connector, a new highway in Mahoning and Trumbull counties, was completed on schedule.

At the same time, the district Production and Planning departments continued the pace by delivering an even larger program for 2006. During the past year, 70 ODOT-let plans were filed along with 14 local-let projects. Design was completed on the \$70 million widening of Interstate 80 in Mahoning County, which includes the replacement of the 2,500-foot twin bridges over the Meandor Reservoir. The reservoir provides drinking water to 300,000 people. As a result, the project will include construction of a new spill containment system for potential hazardous material spills. The spill containment system is the first of its kind to be constructed by ODOT. 📍



Aerial view of work in progress on the State Route 711 project.

New Ashtabula Garage Becomes a Reality

ANEW ADMINISTRATION BUILDING, AN 18,500 SQUARE FOOT GARAGE, SEVERAL STORAGE sites and two salt domes are making it a lot easier for Ashtabula crews to battle the worst snow and ice conditions in the state. In November, crews moved from an outdated facility in Ravenna to the new site in Plymouth Township, situated on 46 acres and easily accessible to Interstate 90, State Route 11 and U.S. Route 20. After spending six years looking for alternate locations, working with county and local agencies and evaluating at least eight proposed sites in the county, the Plymouth Township site provided the best access and location to continue safely maintaining the highway network for motorists. 📍

New Scanning System First of Its Kind at ODOT

DISTRICT 4 HAS IMPLEMENTED AN INTEGRATED DOCUMENT MANAGEMENT SYSTEM TO organize and preserve files and to provide electronic access to information previously stored in boxes and filing cabinets. With more than 100 projects each year, storage for project files became an overwhelming issue. As a result, a Quality Services through Partnership team developed the action plan to establish a new system that will protect files from fire and other environmental hazards. Archived files are being scanned into the electronic centralized filing system, while new projects are being submitted by consultants in a compatible electronic format. The new scanning system has been deployed district-wide. 📍

U.S. Route 33, Lancaster Bypass Project Opens

THE DRIVE FROM COLUMBUS TO ATHENS BECAME AT LEAST 20 MINUTES SHORTER ON OCT. 26. After eight years of planning, designing, purchasing property and construction, the U.S. Route 33, Lancaster Bypass project in Fairfield County officially opened with a ribbon-cutting ceremony. The new 12-mile, \$141 million limited access highway bypasses the city of Lancaster to the southwest.



The new U.S. Route 33 Lancaster Bypass.

goods and services to the southeast quadrant of the state. It also increases safety and reduces congestion along the route. ➤

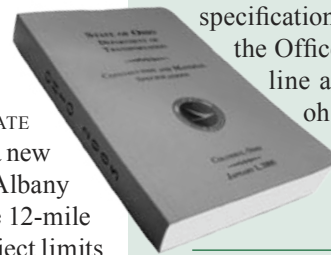
The Lancaster Bypass, one of the district's first projects to receive 100 percent of the funding up front by the Transportation Review Advisory Council, is a cornerstone for the U.S. 33 corridor. The new bypass provides an economic gateway to Appalachia, as it offers a safe, efficient road for manufacturers delivering

struction of ODOT projects.

When completed, the Fuel Price Adjustment can be applied to ODOT projects that have significant quantities of earthwork, aggregate base, asphalt or concrete pavement, or structural concrete for existing as well as future projects. Information regarding the Fuel Price Adjustment can be found online at <http://www.dot.state.oh.us/construction/OCA/FPA%20Guidance%20for%20Existing%20Contracts.htm>. ➤

Updated 'Spec Book' Published

THE DIVISION OF CONSTRUCTION CREATED and published the 2005 Construction Specification Material book to replace the 2002 version. The updated version includes numerous new specifications and a newly developed Qualified Products list that simplifies product approvals on construction projects. Copies of the new specifications are available through the Office of Contracts, and online at <http://www.dot.state.oh.us/construction/OCA/Specs/Rewrite2005/default.htm>. ➤



State Route 161 Expansion Project Set to Begin

IN DECEMBER 2005, DISTRICT 5 FILED PLANS FOR THE FIRST PHASE OF THE STATE Route 161 expansion and relocation project. This project will construct a new four-lane, limited access highway on a new alignment between New Albany and Granville in Licking County. District 5 designed more than half of the 12-mile project in house, including two new interchanges within the phase-one project limits. In addition, the district also designed its own right-of-way plans for the entire 12-mile stretch of SR 161. By designing the project's first phase and the right-of-way plans, the district was able to expedite the SR 161 construction time frame.

"The SR 161 expansion is a flagship project for District 5," said Production Administrator Greg Murphy. "We're proud to have an expert staff that can conceptualize, plan and design projects of this magnitude."

The estimated \$43 million project is slated to begin in May 2006. ➤

Flood Relief Efforts

IN EARLY 2005, MOTHER NATURE WREAKED HAVOC ON THE STATE BY DUMPING SEVERAL inches of rain on the already snow and ice covered land within District 5. The additional precipitation caused severe flooding in the over-saturated areas. Several area routes, along with portions of Interstate 70, were closed. Maintenance crews worked around the clock to provide traffic control and clean-up assistance.

After the floodwaters receded, District 5 was plagued with 43 federally declared disaster areas in its seven-county region. District 5 added these emergency projects to the list of 40 existing projects already planned, designed and ready for construction. Within a matter of weeks, the district began scoping and designing the additional slip repair projects. This work required the efforts of the Planning, Production and Highway Management department employees working together. With this mindset, the district was able to complete all of its emergency projects, in addition to its regular construction program, by November. ➤

Division of Contract Administration: Office of Contracts Jobs and Progress Outreach Initiative

ODOT IS COMMITTED TO ENCOURAGING contractors to develop a workforce that reflects the local community's diversity. The department, in conjunction with the Ohio Contractor's Association and various labor unions, created a Jobs and Progress Outreach Initiative in 2005. The ongoing program has two goals: Locate additional local firms which may be eligible as Disadvantaged Business Enterprises (DBEs) that are available to participate on Jobs and Progress construction projects in their own communities and increase the number of on-the-job trainees in the construction workforce.

As part of the initiative, each district created its own team to contact local

minority programs and work with community leaders, local politicians and minority organizations to identify prospective DBE firms. Job fairs will be held for minority businesses to determine whether they can qualify as a DBE. Local minority and women owned firms, as well as small non-minority firms will be invited. These minority firms will be educated about the DBE certification process and on the difference between Minority Business Enterprises, DBEs, or business enterprises under the Encouraging Diversity, Growth and Equity

Program maintained by the Department of Administrative Services. Public service announcements will also be created for newspapers, radio stations and minority owned media outlets.

In the future, ODOT will use the program to produce long term employment opportunities for local community members. A base of cooperation will be built by partnering with schools and community groups. Students in grade schools, high schools and community colleges will be identified to promote opportunities in the construction industry. ☺

Office of Contracts Online Bidding for Highway Construction Projects

THE PROCESS OF FILING AND DELIVERING large amounts of paper documentation for bid documents has been replaced by electronic versions in the Office of Contracts. Beginning with a contract letting on May 11, 2005, Contracts made online bidding mandatory for all those seeking highway construction projects. The documents are posted on a Web site, and customers are notified of changes via e-mail. Bids are digitally signed upon submission and downloaded by ODOT on letting day.

The office uses a web-based bidding information service developed exclusively for the highway construction industry. Users have access to lettings from across the country – not just those in their home

District 6 Gets Tough on Litterbugs

DISTRICT 6 BECAME ODOT'S FIRST DISTRICT TO PARTNER WITH LAW ENFORCEMENT and a local agency to create a billboard campaign actively targeting those who litter on Ohio's highways. In August, billboards went up in central Ohio encouraging motorists to report those who litter. Local law enforcement agencies saw an immediate increase in the number of calls to their hot lines.

"The kinds of violations we get can range from minor infractions to the more serious illegal dumping of large amounts of refuse," said Sgt. Chris Burden with the Delaware County Sheriff's Office.

Kristine Adams-Wolfe, coordinator of the Adopt-a-Highway program for District 6, has tried more passive approaches in the past but says, "Now we are emphasizing a more direct message that will get the public involved."



One of District 6's collaborative effort Anti-Litter Billboards.

District 6 received an award from Keep Delaware County Beautiful for the campaign. ☺

Major Interstate Projects Wrap Up

DISTRICT 6 CELEBRATED THE COMPLETION OF SOME HIGH-VISIBILITY PROJECTS THIS YEAR, including Interstate 71 in Fayette County and Interstate 270 on the southwest side of Columbus.

The \$42 million, two-year, I-71 widening project in Fayette County improved poor and deteriorating pavement conditions, as well as added a third lane in each direction. The nine-mile project, which began in April 2003, stretched from the Fayette/Greene county line to the village of Jeffersonville.

The \$14 million I-270 project, between Georgesville Road and I-71 in Franklin County was also completed this year. The project, which began in the summer of 2003, included reconfiguring the ramps at U.S. Route 62 to improve safety, roadway and bridge reconstruction, guardrail installation, bridge painting and drainage system upgrades. ☺



Fayette County Commissioner Tony Anderson, State Representative John Schlichter and Sarah Peterson help District 6 Deputy Director Jack Marchbanks pack up the barrels at a ceremony celebrating the completion of the Fayette County Interstate 71 project in August 2005.

District 7 Launches F.I.R.S.T. Team

ON AUG. 5, DISTRICT 7 KICKED OFF ITS FREEWAY INCIDENT RESPONSE SERVICE TEAM (F.I.R.S.T.). This two-member crew helps alleviate congestion due to traffic-related incidents on Interstate 75 between Vandalia and Miamisburg by moving stalled vehicles out of traffic lanes, cleaning up minor spills, clearing debris off the roadway and making minor repairs to broken-down vehicles.

In preparation of their assignment, the F.I.R.S.T. drivers rode along with various law enforcement officers and received training in first aid, hazardous material awareness, traffic control, Ohio Highway Watch and incident and emergency management. They use modified utility pickup trucks equipped with safety gear, arrow boards and traffic cones to patrol the interstate from 5:30 a.m. to 7:30 p.m. weekdays. District 7 plans to add more team members to patrol Interstate 70 in the near future.



ODOT District 7's Freeway Incident Response Service Team.

The program has received significant media attention and overwhelming appreciation from the traveling public. The Dayton Fire Department requested ODOT conduct a F.I.R.S.T. training seminar at their facility for their crew and other area responders in late September. Several of these responders have said they view the service

as a joint effort and expressed appreciation of the F.I.R.S.T. Team's coverage and assistance on the roadway. The District 7 team serves as part of a statewide ODOT initiative to ease congestion and improve safety on Ohio's interstate highways. 🌟

District 7 Meets DBE, OJT Goals

AS PART OF THE STATEWIDE JOBS AND PROGRESS OUTREACH INITIATIVE, ODOT is committed to ensuring equal access to contracting opportunities. In August, each district presented its plans to the Jobs and Progress Steering Committee on how it proposes to develop a pool of new, competitive Disadvantaged Business Enterprise (DBE) firms and contractors and to increase the number of On-the-Job Trainees (OJT). The plans contain measurable goals and activities geared toward increasing awareness of ODOT's commitment to educate and encourage more minority and women-owned organizations to become certified DBEs and to prepare and hire more OJT trainees.

Since the program's inception, District 7 has consistently met 100 percent of the items listed on the approved action plan. Activities have included attending and providing information at Dayton Urban League meetings, Dayton African-American Chamber of Commerce meetings, Listener Lunches, job fairs, county fairs and high school and college student Constructor for a Day programs.

Following a regional rollout of the outreach program, District 7 will continue to expand its outreach effort in 2006. 🌟

state, as the software is used by several other DOTs. Real-time bid results are also available.

With this new process, ODOT can more efficiently process bid lettings, eliminating the manual entry of contractor bids and reducing errors. 🌟

Office of Contracts Ohio Unified Certification Program

THANKS TO ODOT'S INITIATIVE TO CREATE a one-stop shop for all Disadvantaged Business Enterprise (DBE) firms, Ohio now has a fully operational Unified Certification Program (UCP).



There are currently 589 DBE firms certified in Ohio. ODOT, the Greater Cleveland Regional Transit Authority and the Dayton Human Relations Council are the main certifying agencies in the state, while Port Columbus and Cleveland Hopkins airports are certifying airport concessionaires.

ODOT took the lead in creating the UCP, inviting other organizations to join in the program the department was creating. ODOT organized meetings with the other agencies to gain their input on the needs of the certification process and paid for the development of the needed software for the application process. With the UCP in place, the DBEs only need to have one certification to be eligible to do work and be counted toward meeting the DBE goal with ODOT or any airport or transit agency which receives funding from the United States Department of Transportation. The DBE community has responded positively to the program, and is also happy with the added exposure through a single directory in Ohio listing all certified DBE firms. 🌟

Office of Estimating Bid Analysis and Review Team

AMONG A NUMBER OF MAJOR TASKS, THE Bid Analysis and Review Team (BART) created a cost index for department construction costs in 2005. The team created a "market basket" of items, such

as steel, asphalt and concrete pavements, representing the major groups contributing to the overall program construction costs over the last five years. This cost index provides a basis for understanding how available dollars have been affected by rising commodity prices, changing construction methods and inflation over this period of time. This information can be used by decision makers at ODOT to help plan for future projects and the money that will be needed to build them. ●

Office of Estimating Construction Budget Estimating

DURING 2005, THE CONSTRUCTION COST Section of the Office of Estimating was involved with the development and implementation of procedures for construction budget estimating. There had been a lack of consistency between different offices in creating estimates, so two years ago the department established an initiative to create more consistent estimates in a timely manner.

As part of the initiative, the Construction Cost Section completed a six-month study of preliminary estimating practices by districts and consultants in January 2005. From this study, ODOT instituted new estimating software to ODOT district and consultant estimators, with training on its use.

The roll-out of ODOT Procedures for Construction Budget Estimating to districts and consultants occurred in April and May of 2005. A training video was developed and placed on the ODOT Internet for new users to view. A QAR process for the procedure was developed shortly thereafter. To date, QAR's have been performed on four districts, with the remaining districts scheduled to be completed prior to the end of fiscal year 2006. ●

Division of Facilities and Equipment Management Office of Equipment Management Alternative Fuel Initiative

THROUGH GOVERNOR BOB TAFT'S EXECUTIVE Order, the Office of Equipment

Brent Spence Bridge Advances

IN 2005 ODOT SERVED AS THE LEAD AGENCY, PARTNERING WITH THE KENTUCKY Transportation Cabinet (KYTC), in the project development process for the proposed mega-project to replace the overcrowded and aging Brent Spence Bridge, which spans the Ohio River from Cincinnati to Northern Kentucky. ODOT is contributing just over half the cost of the development process and helped move the project into the environmental and preliminary design phase.

Over the next three and a half years, ODOT and KYTC will work with our consultant to complete the environmental document, approximately 60 percent of the design and a financial plan for the project. Upon completion of this phase of the project, ODOT and KYTC will review and update the current agreement to determine how the next phase of the project will be managed (through ODOT or KYTC).

The six-lane, 1,700-foot-long bridge which opened in 1963 averages 155,000 vehicles a day – long surpassing its design capacity of 80,000 vehicles per day. If the planning and funding process continue as anticipated, construction of the bridge could begin any time between 2012 and 2015. ●

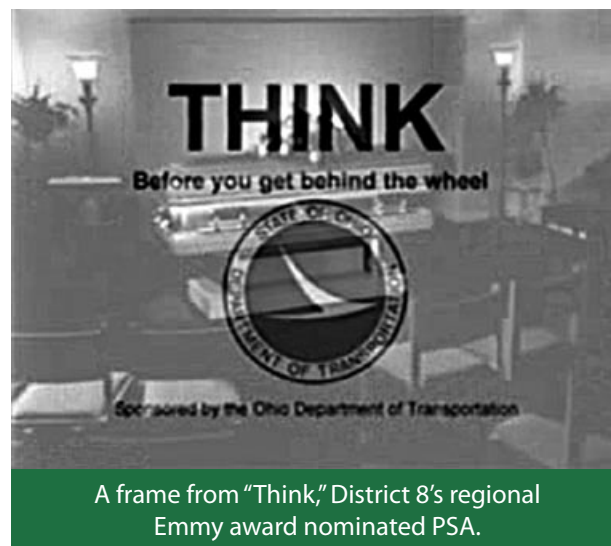


The existing Brent Spence Bridge over the Ohio River between Cincinnati and Kentucky.

District 8 Receives Emmy Nomination

A PUBLIC SERVICE ANNOUNCEMENT (PSA) SPONSORED BY DISTRICT 8 GARNERED A regional Emmy nomination this year. The PSA was a collaborative effort by District 8 and Pierce Media Inc., a Blue Ash-based private firm.

Entitled "Think," the 30-second spot, encourages motorists to think before they get behind the wheel by wearing a seatbelt, using hands-free cell phone devices, slowing down in construction areas and not drinking and driving.



A frame from "Think," District 8's regional Emmy award nominated PSA.

The PSA's dramatic message, "The Ohio Department of Transportation wants you to think about this message now, because you can't think inside the box," accompanied a stark, black and white video pan to a full shot of a casket. The PSA has run on local stations and can also be seen on District 8's Web site: www.dot.state.oh.us/dist8. ●

District 9 Works to Implement New Safety OPI

DISTRICT 9'S SAFETY TEAM IMPLEMENTED AN ADDITION TO THEIR ORGANIZATIONAL Performance Index (OPI) maintenance goals in 2005. Workplace safety became a measurable element under the district's Quality Service Index (QSI) evaluations. The mission of the Safety Team was not only to develop a measurement similar to an OPI for safety, but one that would also hold supervisors and managers accountable and strike a balance between safety issues and the need to produce.

The District 9 safety QSI inspection measures four specific areas: work zone traffic control, employee safety, workmanship and truck, trailer and equipment safety. The developed rating system awards point scores from one to 100. Score ranges include "very good" (95-100), "good" (94-90), "acceptable" (89-80) and "unacceptable" (79 and below). The first trial examination occurred at the Pike County garage, where the crews there scored an overall score of about 96. Since the Pike County trial, each county has participated in a trial examination to independently evaluate its safety techniques and procedures. District 9 had this process implemented throughout the District's eight counties by the end of 2005.

"After benchmarking District 1's process, we have merged District 9's Quality and Safety Teams," said Pike County Administrator and OPI Chairman Steve Jenkins. "Since the safety team inspects the safety of the work zone and the quality team inspects the quality of work, both teams go hand in hand." ●

District 10

ODOT District 10 Nets Top Governor's Award

AFTER SEVERAL YEARS OF HARD WORK AND ORGANIZATIONAL PLANNING AND IMPROVEMENT, District 10 became one of two ODOT offices to be awarded a Tier IV – also known as the Governor's Award – under the Ohio Partnership for Excellence (OPE) in September, 2005. Along with District 12 achieving the same status, this occasion became the first time a governmental agency received the accolade in the history of the award.

The award applicants provided a detailed self-assessment of their respective organization or agency, which was then reviewed in depth by a trained group of on-site evaluators. The process of preparing such an application takes nearly a year, and the site visit lasts up to five days. The end result is a detailed feedback report noting organizational strengths and weaknesses, along with a recommendation for an award of a tier level, ranging from I to IV.

"We are proud and honored that the district's hard work and commitment to performance excellence has been recognized in such a way," said ODOT District 10 Deputy Director George M. Collins. "Our organization has made a tremendous change over the past few years in an effort to better serve our customers. This demonstrates that progress has been made throughout the department in this and many other areas." ●



D-10 DDD George M. Collins addresses the crowd at the the 2005 OPE award ceremony.

Management started an alternative fuel initiative to power heavy equipment and cars at ODOT in September 2005. The department made a commitment to use 30,000 gallons of E85 (ethanol) fuel, and at least one million gallons of B20 (biodiesel) fuel in ODOT vehicles and equipment each year. The department is also committed to purchasing only new cars that are able to run on both unleaded fuel and ethanol.

In 1999, the governor asked ODOT to develop a pilot program to purchase \$1 million worth of alternative fuels for use in the ODOT fleet. Since then, ODOT has used 1.2 million gallons of biodiesel fuel. In 2005, the Governor asked ODOT to increase its use of alternative fuels. ODOT uses about four million gallons of diesel fuel a year to power more than 4,000 pieces of heavy equipment, such as pickup and dump trucks, or off-road equipment. Due to recent advancements in production, biodiesel has become more economical and is nearly equal in cost to conventional diesel fuel.

"Ohio is taking a major step forward in the state's commitment to biofuels, reducing our dependence on foreign oil, decreasing emissions and increasing opportunities for the Ohio biodiesel and farm industry," said Governor Taft. "ODOT's pilot program has been a success for everyone, and we will continue to make the increased use of alternative fuels a priority at the state and local levels." ●

Inventory Improvement

THE OFFICE OF EQUIPMENT MANAGEMENT coordinated and implemented the facility parts/supplies inventory into the Equipment Management System (EMS) and Transportation Management System (TMS) in 2005 for the Office of Facilities Management.

Inventory items used within the department are managed in the EMS and TMS systems, with the usage of these materials posted to specific work orders. Statewide, the facilities area did not have a formal inventory process. Different garages, maintenance sections and traffic offices within the department had differ-

ent ways of monitoring and maintaining inventory. This resulted in a lack of accountability, an inability to account for the cost of projects and an inability to reconcile purchases or measure performance.

The review and redesign of the TMS activity codes by the Office of Equipment Management created better distinctions with the work orders accomplished. New business rules, procedures for inventory, labor entry, materials entry and equipment entry were created for everyone using the EMS. Central Office Facilities also set up training meetings with all districts in December 2005.

By having a facilities inventory in the same system statewide as other inventory groups, with all users following the same process, ODOT is now better able to track, account for and manage inventory purchased each year. The system also allows repairs to be accomplished in a timely fashion and better measures the cost of maintaining structures and other assets. ☺

Division of Finance and Forecasting Office of Accounting Accounting Determines the Cost of a Person

IN 2003, STRATEGIC INITIATIVE THIRTEEN (SI-13) called upon ODOT employees to improve ODOT's accounting information system for more effective decision making. Since then, most ODOT employees now must keep track of the labor, equipment and material costs used during the course of their daily work.

In 2005, the divisions of Finance and Highway Operations conducted a study to determine the total hourly cost to deploy various county maintenance workers, such as Highway



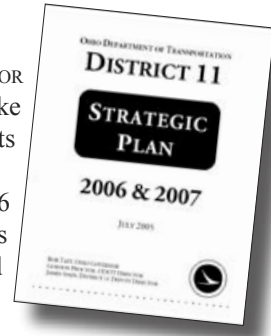
Members of the D-12 OPE Team, which achieved Level IV status, at the 2005 OPE award ceremony.

District 11 Strategic Plan

AS PART OF DISTRICT 11'S CONTINUING OHIO PARTNERSHIP FOR EXCELLENCE (OPE) process, the district took steps to make critical improvements in 2005. District 11 developed its first ever strategic plan in 2005.

In June 2005, shortly after ODOT's new Business Plan for 2006 – 2007 was rolled out statewide, District 11 began developing its Strategic Plan. The employees in the district came together and reviewed the department's Business Plan, customer feedback and agency and district OPI scores. They then gave input concerning their personal and work unit goals. The result was five common areas of focus: Transportation Safety; Customer Focus; Efficient, Reliable Traffic Flow; System Preservation; and Resource Management.

District 11's strategic plan starts with a focus on ODOT's mission, values and goals and includes the five areas of concern identified by district employees. The plan then develops District 11's strategies for achieving those goals and includes action planning – who will do what and by what date. Specific goals and action items are listed under each initiative to help ensure a successful accomplishment. District 11's Strategic Plan now serves as the framework for the district's decisions.



New Web Survey to Gain Customer Feedback

THE DISTRICT 11 STRATEGIC PLAN IS ALREADY SHOWING RESULTS, AS THE OFFICE implemented a new Web survey to gain customer feedback in summer 2005.

The survey asks customers to rate the core services ODOT provides, such as keeping roadways clear of snow and ice, maintaining roadway and roadside safety items and maintaining smooth pavements of roadways.

This survey, which is also a direct result of the district's strategic plan, provided district decision makers with a better understanding of what customers expect and what they think about the products and services being delivered in their region. "We provide a lot of services to a lot of people on a daily basis," said District 11 Deputy Director Jim Spain, "so it's very important for us to know how we are doing." ☺

District 12

OPE Tier IV Recognition

DISTRICT 12 ACHIEVED A RECOGNITION LEVEL OF TIER IV, THE GOVERNOR'S AWARD for Excellence, from the Ohio Partnership for Excellence (OPE) for 2005. This level of recognition had never before been reached by any government agency.

The award was given for being an "outstanding example of excellence in the state of Ohio, and for exhibiting 'world class' processes that serve as role models for others," as stated in the OPE Tier IV criteria.

A key element in achieving this recognition is District 12's commitment to its employees in creating and implementing the Individual Satisfaction Survey (ISS) instrument which has since been adopted as a best practice on a statewide basis. The survey is administered biannually to measure employee satisfaction and identifies district-wide priorities for improvement. The district has focused on these priorities in subsequent months and has devised employee-directed action plans to improve. ☺

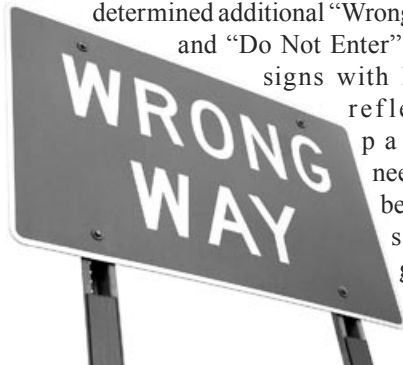
Technicians. Most employees and managers are aware of the direct costs of doing business, such as the hourly wages, equipment and materials they use on a regular basis. But the cost to deploy also includes buildings, utilities, personnel to hire and pay employees, personnel to plan and design projects, office and information technology equipment, services and many other costs. When all factors are considered, the total maintenance-related cost to deploy a county worker is between \$80 and \$100 per hour.

Strategic Initiative Four (SI-4) in the ODOT Business Plan 2006 & 2007 expands upon the success of SI-13. SI-4 calls for ODOT employees to continuously improve county operations by using business tools. ODOT managers will be tasked to fully analyze cost behavior for county activities such as mowing, pavement maintenance, drainage and litter pickup. Cost Accounting and Highway Operations have already begun making site visits to various county facilities. ●

Division of Highway Operations Office of Traffic Engineering Wrong Way Signs Produced in Record Time

DURING THE SPRING, A RASH OF ACCIDENTS – mainly concentrated in the greater Columbus area – occurred involving motorists driving the wrong way on exit ramps and entering freeways against opposing traffic. Staff members of traffic engineering in both District 6 and Central Office were tasked with developing a course of action to quickly remedy the situation.

To have an immediate impact, it was determined additional “Wrong Way” and “Do Not Enter” traffic signs with highly reflective panels needed to be placed strategically and at vary-



ing heights on all freeway exit ramps within the Columbus city limits.

After quantities were determined, the Central Office Sign Shop was engaged to quickly produce the needed signs. In a matter of a couple days and at a cost of less than \$52,000, the Sign Shop produced nearly 700 of these critical signs. Once completed, District 6 expedited the installation of the signs. ●

Ohio Leads Nation in Work Zone Safety and Mobility

THE FEDERAL HIGHWAY ADMINISTRATION (FHWA) recently made the most encompassing changes to their work zone regulations in several decades. The new regulations put forth work zone safety and mobility requirements each state must now follow. ODOT was ahead of the game as the department was instrumental in providing real-life examples and information to FHWA as they crafted the new regulations.

The regulations (CFR 630 Subpart J) require any federal aid project to systematically assess and then address the impacts a construction project would have on safety and mobility. All states are required to be compliant with the regulations by October 2007.

While most states are scurrying to develop new processes, ODOT is already well prepared to meet the new standards. Past work zone initiatives and preparations for the Jobs and Progress Plan – such as ODOT’s Interstate Work Zone Policy, Organizational Performance Index and training efforts – have created the processes necessary to meet the federal requirements.

ODOT is the first and only state so far to be found compliant with the regulations.

The department’s processes are now being shared and discussed nationally in order to help other states also become compliant with the regulations. ●

Near-Real Time Work Zone Crash Study

HISTORICALLY, CRASH DATA HAS BEEN available six to 12 months after a crash happened. The delay was due to

a lag in the submission and processing of the data through the Department of Public Safety and was a major hurdle in identifying and taking corrective actions in work zone crashes. By the time work zone crash data was available for review through normal methods, work on the construction project was complete or in a different phase.

The Office of Traffic Engineering worked with the Office of Roadway Safety and Mobility to select 18 freeway construction projects this year for monitoring work zone crash data in near-real time. Receiving the data in this fashion was accomplished by working with the Highway Patrol and other law enforcement agencies responsible for enforcement. Arrangements were made for the enforcement agencies to set aside the work zone crash reports for pick up by ODOT.

The work zone crash data was compared to the history of crashes in the area prior to the creation of the construction zone. When a comparison of the historic crash frequency versus the work zone crash frequency indicated a problem, ODOT conducted a field review. Corrective actions were taken in at least five locations which prevented additional crashes from happening. Lessons learned from the crash analysis and effectiveness of countermeasures will be implemented in various standards governing future projects. The practice of near-real time work zone crash analysis will continue in 2006. This process was recently awarded a Federal Highway Administration safety award. ●

Office of Structural Engineering Bridges Photographed and Posted on Web

ODOT WAS ONE OF THE FIRST TRANSPORTATION departments in the nation to upload photos of the state’s bridges to the Internet. This summer the Office of Structural Engineering took more photographs of bridges around the state. The department now has photos of all bridges in 45 percent of the state. The office also relies on submissions from the districts. To view Ohio’s bridges online, visit the



Images of a State Route 2 bridge in Ottawa County from Structural Engineering's Bridge Photo Web site.

Office of Structural Engineering's Web site at www.dot.state.oh.us/se/ and click "Bridges in Ohio." 📍

Division of Information Technology System of Recovering Vital Data in Place

UNDERSTANDING THE IMPORTANT ROLE that technology plays in supporting ODOT's business operation, the Division of Information Technology (DoIT), implemented an initiative to review ODOT's operational needs in the event of an emergency. As part of this initiative, DoIT contracted with experts from the industry in disaster recovery to identify data, applications, network and other essential technology that would be needed to support ODOT operations in case of an emergency.

A plan that details how to maintain IT operations in the event of an emergency is now in place. It focuses on a well-documented method for IT disaster recovery for ODOT's business critical applications and network/computing infrastructure. The plan details the hows and whys of the actions the department needs to take to maintain or bring back service in the event of an emergency which compromises the entire facility at the State of Ohio Computer Center. 📍

DoIT Rolls Out Comprehensive Training

THE DIVISION OF INFORMATION TECHNOLOGY (DoIT) faced a large training task in 2005. After deploying thousands of new computers with new operating

systems the previous year, the division needed to provide employee training on a new Microsoft Office Suite – most employees were only familiar with the Core Office Suite.

To prepare, DoIT tailored a training program specifically for the operations ODOT employees need to carry out their job duties effectively. All training materials and programs were developed and taught in-house, saving money over hiring consultants to deliver such training. Each district volunteered trainers to assist with deploying the training statewide. A total of 56 trainers assisted with the statewide initiative. 📍

Computer Applications Help Direct Jobs and Progress Projects

GOVERNOR TAFT'S \$5 BILLION JOBS AND Progress Plan focuses on delivering very complex, large projects across Ohio. To help manage these projects, the Division of Information Technology (DoIT) worked closely with Central Office and district subject matter experts to develop an application to proactively view and manage the risk associated with cost scope and schedule. The application tracks around 185 cost and scope items and 65 schedule items that can delay projects. Any changes to cost, scope or schedule from approved values will be flagged by color indicating a level of severity – "red" is the color for the highest risk.

The application and related business processes are expected to assist the department in delivering the Jobs and Progress projects on time. The application provides a detailed view of risks at a state summary level, district or project level at a glance. Districts 1 and 7 have been piloting this application for ODOT. Every district will be trained and expected to up-

date the application with district Jobs and Progress projects by February 2006. The application will be used at the Jobs and Progress monthly meetings to address items flagged as at-risk. 📍

Division of Local Programs Office of Local Projects Local Projects Delivers in a Big Way

IN 2005, THE OFFICE OF LOCAL PROJECTS delivered 164 projects totaling \$203 million. This marks the second year in a row that the \$200 million mark was reached. The projects in 2005 were met with a delivery rate of 92 percent, which greatly exceeded the goal of 80 percent. 📍

Office of Transit United We Ride Gets Federal Grant

WITH ODOT AS THE LEAD AGENCY, the Ohio Statewide Transportation Coordination Task Force was awarded a State Transportation Coordination Grant from the Federal Transit Administration's United We Ride initiative. United We Ride is an interagency federal initiative that supports states and local communities in developing coordinated human service transportation delivery systems.

To implement the grant, the Task Force recently held a series of five regional stakeholder forums to gain feedback from consumers and their advocates about public needs and possible state action to initiate or improve service and



Screenshot of the Jobs and Progress Performance Management System Web application DoIT is developing.

the coordination of local public transportation. Participants talked about the adequacy of their current transportation resources; benefits and obstacles to coordination; strengths and weaknesses of current state coordination policies and practices; currently used local coordination tools; and recommendations for statewide action.

Information gathered at the forums will be used by the Task Force to develop an action plan for next year and to implement recommendations from the Governor's Ohio Access Plan. ☺

Division of Planning Office of Environmental Services Agreement Helps Streamline Environmental Review Process

ODOT, THE FEDERAL HIGHWAY ADMINISTRATION and U.S. Army Corps of Engineers (Corps), signed an interagency cooperative agreement in May to ensure priority Corps review of Ohio transportation projects. The Corps is responsible for regulating proposed activities in waters of the U.S. under federal law. Prior to this cooperative agreement, four Corps districts in Buffalo, Huntington, Louisville and Pittsburgh handled the review and processing of Ohio transportation project permits. This interaction between four distant locations made the process time-consuming.

Under the new agreement, a single Corps district – the Huntington branch – has been designated as the point of contact for the review and evaluation of all Ohio transportation projects. The other three Corps Districts will continue to have regulatory jurisdiction and authority in Ohio on non-ODOT related projects. When the agreement is implemented, the goal will be the achievement of timely permit decisions for creating safe, economical and environmentally-sound highway design and improvements. The cooperative agreement preserves the authorities and responsibilities of each agency, while encouraging positive interagency coordination and consistent regulation practices.

TOP SAFETY CORRIDORS



The Columbus office for the Huntington branch of the Corps is scheduled to open in the spring of 2006. ☺

Office of Roadway Safety & Mobility Ohio Transportation Safety Program Receives National Recognition

ODOT RECEIVED TWO NATIONAL SAFETY awards from the Federal Highway Administration and the Roadway Safety Foundation in November. The department was one of 14 organizations across the country recognized for its unique approach to making the state's roads safer.

Both safety awards recognized the department for its comprehensive approach to reduction of highway accidents. ODOT studies and addresses hundreds of roadway locations annually, including the top 200 non-freeway and top 50 freeway high-crash locations. The department also addresses "hot spots" where crashes exceed set thresholds and congested locations statewide. Over the last two years, the department has delivered more than 700 low-cost safety projects as well as increased safety by reducing guardrail deficiencies by 75 percent, signing deficiencies by 67 percent, shoulder drop offs by 88 percent and pavement marking deficiencies by 55 percent. ODOT is also working with local governments, businesses and others to develop a comprehensive highway safety plan for the state. ☺

Corridor Safety Program Targets High Crash Locations

IN JANUARY, 2005, THE Governor's Task Force on Highway Safety was created at the direction of Governor Bob Taft. The purpose of the task force is to create a crash trend ranking system for long stretches of highways, create a common definition of "dangerous" with regard to highway safety, work to target different locations and problems along the state's vast highway system for safety concerns, and work with residents and local governments to comprehensively reduce crashes on identified problem stretches of highway. The task force includes ODOT, the Ohio Department of Public Safety, the Ohio State Highway Patrol and the Governor's Highway Safety Office.

Utilizing a number of statistical analyses, the task force swiftly identified the seven top corridors – state routes 37, 46, 49, 60, 73, 93 and 193 – with fatality levels above the state standard. Through public meetings and continued research, countermeasures and enforcement/educational strategies are being implemented to reduce accidents on each of the corridors. ☺

Division of Production Management Office of Real Estate Focus on Utility Relocation

THE UTILITY SECTION OF THE OFFICE OF Real Estate has been focusing on how to make utility relocation for Governor Taft's Jobs and Progress initiative as seamless and efficient as possible.

Jobs and Progress projects represent the largest investment in the state's major highway system since the construction of the interstate system. Preparing utility companies for the additional relocation work they will incur is imperative to delivering the program.

Since March 2004, the section has

been developing a Workload Analysis, defining how these major highway projects will affect the state's utility companies, both private and public. From the analysis, ODOT will create a communications plan to keep the companies actively involved in ODOT's project development process. 📍

Office of Roadway Engineering Computer Simulation Saves Money on Guardrail Test

THE OFFICE OF ROADWAY ENGINEERING recently received approval to test guardrail through the use of computer simulation.

The office contracted with Battelle Memorial Institute to identify problems with guardrails and solve them without actual crash testing. Each live crash test costs upwards of \$35,000, so the advances made by Battelle in validating computer simulation for future roadside safety research will be important to all state departments of transportation. 📍

Continuous Flow Intersections in Development

THE OFFICE OF ROADWAY ENGINEERING has been actively investigating innovative geometric designs, such as Continuous Flow Intersections (CFI) and modern roundabouts, to improve the operation and safety of highways at reduced cost.

The first modern roundabout on the state system likely will be on the northeast side of Columbus at U.S. Route 62 and Morse Road near New Albany and Gahanna, and the first CFI may be built at State Route 750 and U.S. Route 23 in Delaware County, north of Columbus.

Roadway Engineering has launched an extensive training program and Quality Assurance Review process to help districts as well

as non-ODOT personnel understand the new designs. 📍

Division of Quality & Human Resources ODOT Library Expanding Library Resources

IN 2005, THE ODOT LIBRARY BECAME part of a new study on Transportation Library Connectivity, with an ODOT representative on the study's Technical Advisory Committee. The goal of those working on this two-year study is to give researchers access to a vast and diverse pool of information by creating a national network of transportation library materials and resources. Such resources will result in cost savings by avoiding unnecessary duplication of research and create a better informed workforce within transportation institutions. 📍

Office of Organizational Development TEAM UP ODOT Largest Ever

ODOT'S 7TH ANNUAL "TEAM UP ODOT," held in May 2005, was the largest ever, with 64 teams entering displays and 46 nominations for TOP (Total ODOT Performance) Awards. Eleven districts and Central Office participated in the event, which was attended by a record crowd. Director Proctor spoke at the event, reviewing ODOT achievements. Also featured were workshops from award winning districts, informa-

tion booths and numerous teams demonstrating the processes they improved and results they achieved. For those who could not attend, the "Virtual Team Up ODOT" intranet site allowed all ODOT employees to "visit" every booth at Team Up from their desks, download the information from every team and watch Web casts of the ceremonies, awards presentations and workshops. 📍

Office of Personnel Human Resources Implements New Affirmative Action Program

THE FEDERAL HIGHWAY ADMINISTRATION (FHWA) commended the Office of Human Resources (HR) for developing and implementing a new Affirmative Action Program (AAP) in July 2005. The AAP is a required written document detailing the positive actions ODOT will take to assure equal employment opportunity within the department.

A primary objective of the AAP is to take effective steps to ensure equal employment opportunity for women, minorities, veterans and the disabled. The HR Office developed the Recruit, Select, Hire and Retain strategy and manual to guide the districts and Central Office in their recruitment efforts – creating diverse interview panels, developing standard interview questions and giving assessment tests. Each district and Central Office division was trained in order to understand the importance of utilizing the AAP in their recruiting, selecting and hiring decisions. Following the strategies in the AAP, ODOT has formed a more proactive relationship with recruitment sources by hosting an orientation.

Orientation also allows ODOT to utilize certified sources to find more qualified and diverse applicants. Attendees were also able to become certified as primary sources for ODOT recruitment.

Future actions from the AAP are noted in the annual HR Plan to provide the initial springboard for the continuation of the overall strategy. The annual plan reviews numerous functions involving



Diagram of the proposed modern roundabout at U.S. Route 62 and Morse Road in northeast Franklin County.

hiring, vacancy levels, construction levels, snow and ice lane miles and projected retirements to create a system wide course of work for an entire year. ●

Engineer in Training Program Develops New Web site, Approach to Recruitment

IN 2005, THE HR OFFICE CREATED THE www.engineerintraining.com Web site, as well as other marketing materials to reach all possible candidates for the Engineer-in-Training Program (EIT). The EIT program was established to provide entry-level engineering applicants a thorough introduction to the department's core engineering disciplines. The 12- to 24- month training program helps ensure each participant matures professionally by passing down the knowledge of seasoned engineers through continued education and hands-on transportation experience. The Web site provides potential applicants with information on all aspects of the program, including benefits and available opportunities. ●

Office of Training HT Academy – One Year Under the Belt

JANUARY 2005 MARKED THE FIRST full year of existence for the Highway Technician (HT) classifications at ODOT. As of October, 2005, 98 percent – or 1,299 Highway Maintenance Worker (HMW) Is, HMW IIs and Route Marker Is have entered or advanced to the first HT level. Of these, 88 received pay range increases. In addition, 68 percent, or 1,003 HT Is, HMW IIIs and Bridge Worker Is have entered or advanced to the second level, with 788 receiving pay range increases.

So far, 35 of the planned 45 courses and certifications offered by the HT Academy have been developed and are in use. To date, 1,825 classes have been scheduled, equaling more than 3,000 days of training so far. Classes range from one-to-three days in length. More than 50,000 pre- and post-tests have been administered over the time period.

HT Level 1 courses have been audited

by Owens Community College for college credit. The program currently has 665 employees enrolled in Owens Community College to receive free college credit for HT Level 1 courses passed. ●

New Structures Course Created

TRAINING PARTNERED WITH THE OFFICE of Structures and the SBC telephone company to create a course utilizing Highway Technician (HT) structures and surveying. The intent of the training is to save time and unnecessary costs for both ODOT and SBC by cooperatively relocating utilities while planning highway improvements through design sufficiency and construction accuracy.

ODOT conducted basic training on highway surveying and bridge construction to provide a general overview of the on-site project layout requirements with basic highway plan details and terminology. The training also provided SBC technical and managerial staff with a basic understanding of the construction procedures and sequence of operations for building bridges, so that utility relocations can be designed to avoid conflict with the highway construction activities. The success of this training will be realized in future work on ODOT projects involving utility relocations with SBC (now AT&T). ●

Local Technical Assistance Program Training, Outreach, Scholarship Increases Productivity

ODOT'S LOCAL TECHNICAL ASSISTANCE Program (LTAP) had its most active year ever in 2005. For the first time in the program's 21-year history, more than 150 sessions (technical workshops, equipment courses and on-site Circuit Rider classes) were delivered statewide, with a total attendance exceeding 3,300 participants. The program's 2005 curriculum featured new topics, such as Supervisory Training, Erosion & Sediment Control and Maintenance of Catch Basins.

LTAP also intensified its outreach to local agencies – especially to those in the southeast region of the state – in 2005. LTAP staff members made presentations at township trustee meetings in 18 counties throughout the state and participated in several conference events including the Ohio Township Association (OTA) Winter Conference, Ohio Safety Congress & Expo, Lifesavers Conference, County Engineers Association of Ohio Bridge Conference, OTA Summer Conference, Ohio Municipal League Conference and Ohio Transportation Engineering Conference. This is the greatest number of outreach events LTAP members have ever done in a single year.

The LTAP Roads Scholar training recognition program saw a dramatic increase in participation last year as well. Though the program has been in existence since 1998, Roads Scholar was restructured in 2004 to provide recognition to local transportation and public works employees who pursue their continuing education. Participants must complete six LTAP courses in areas such as traffic control to achieve Level I. Completion of six additional courses leads to Level II. In 2005 – its first full year of existence – the program had 13 participants reach Level I and nine reaching Level II. This is more than twice the number of Roads Scholar graduates of any previous year. ●

Transcript

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