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A wonderful message to the British Foreign Office from the Duke of Wellington in 1812

Jerry Wray, ODOT Director

Gentlemen,

Whilst marching from Portugal to a position which commands the approach to Madrid and the French forces, my officers have been diligently complying with your requests which have been sent by His Majesty's ship from London to Lisbon and thence by dispatch to our headquarters.

We have enumerated our saddles, bridles, tents and tent poles, and all manner of sundry items for which His Majesty's Government holds me accountable. I have dispatched reports on the character, wit and spleen of every officer. Each item and every farthing has been accounted for with two regrettable exceptions for which I beg your indulgence.

Unfortunately the sum of one shilling and ninepence remains unaccounted for in one infantry battalion's petty cash and there has been a hideous confusion as to the number of jars of raspberry jam issued to one cavalry regiment during a sandstorm in western Spain. This reprehensible carelessness may be related to the pressure of circumstance, since we are at war with France, a fact which may come as a bit of a surprise to you gentlemen in Whitehall.

This brings me to my present purpose, which is to request elucidation of my instructions from His Majesty's Government so that I may better understand why I am dragging an army over these barren plains. I construe that perforce it must be one of two alternative duties, as given below. I shall pursue either with the best of my ability, but I cannot do both:

1.) To train an army of uniformed British clerks in Spain for the benefit of the accountants and copyboys in London or, perchance…

2.) To see to it the forces of Napoleon are driven out of Spain.

Your most obedient servant,

Wellington

While this may seem an odd entry for our newsletter, the communication below is worth sharing even after 200 years: Arthur Wellesley was the first Duke of Wellington and one of the leading historical figures of the 19th century. He was in the military for 65 years, was at one time commander-in-chief of the British Army, and was twice elected Great Britain’s prime minister. More than six years of his military career was spent fighting the French in Spain during the Napoleonic Wars. But even back then, he had to put up with his share of useless bureaucracy. As you will see from his letter, some things never change.

Arthur Wellesley, Duke of Wellington
Cover Story

Them’s fighting words, mister!

Pieter Wykoff, Central Office

Following his experience as the Supreme Commander of the Allied Forces in Europe during World War II, Dwight D. Eisenhower once said, “In preparing for battle, I have always found that plans are useless, but planning is indispensable.”

His British subordinate, Field Marshal Bernard Law Montgomery added, “Every soldier must know, before he goes into battle, how the little battle he is to fight fits into the larger picture, and how the success of his fighting will influence the battle as a whole.”

Over the past several years, these attitudes have changed how ODOT looks at snow and ice control; Planning and the inclusion of all personnel guide the department’s efforts to keep highways clear and functional during the winter season.

“We have declared war on snow and ice as a department,” said District 12 Deputy Director Myron Pakush, “and we are operating as an army as we attack the problem.”

ODOT Assistant Director of Field Operations Mike Flynn says ODOT’s 12 districts have begun working together and planning strategies and tactics for dealing with potential storms before they even hit the ground.

“In the old days, districts would compete against one another,” said Flynn. “Now, they’re aiding one another. The result is our department has a reputation as being excellent in snow and ice control.”

ODOT is not only working together as one department, but is using technology in ways few would have imagined a decade ago: ODOT’s Road and Weather Information System (RWIS) is the result of collaboration between DoIT and the Division of Operations. RWIS includes 171 Environmental Sensing Stations monitoring the surface and subsurface temperatures of the pavement along every major highway in all 88 counties.

All of the information is monitored by the Weather Command Center in the Office of Maintenance Administration. Employees like Scott Lucas and Abner Johnson pore over the data to attempt to predict when and where the next snow storm will occur. They also receive updates from the National Weather Service and a private weather consulting company that collects weather data and interprets it specifically for snow and ice operations.

“Most garages need two hours to get up to speed in the event of a storm,” says Johnson. “Therefore, we need two or three hours in advance of the storm for our managers to plan what they and their people are going to do and how they will react.”

In the event of a large storm heading towards Ohio, Johnson and Lucas send out a weather alert to all of the effected district Highway Management administrators and county managers. They have a conference call to create an “Incident Command Approach” for the storm. According to District 12 HMA Howard “Butch” Huebner, this can be incredibly complex:

“We base staffing and assignments on where the storm will be the most intense,” says Huebner. “So if we decide to move crews north and west to assist the lakeshore counties, we have to define where we might be the most vulnerable, which would be in the south and the east.”

During an early February snow storm that dumped up to two feet of snow along the lakefront and up to a foot inland, Huebner asked districts 3 and 4 for assistance. The result was rather like a big round of musical chairs: Two crews from Lorain County were sent to Cuyahoga County, while six crews from Summit County were sent to Cuyahoga along with another three

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**360 Degrees of safety**

David Rose, Central Office

**Question:** What type of intersection has shown to reduce crashes by 35 percent and fatalities by 90 percent? **Answer:** A circular intersection, commonly known as a roundabout.

According to the Federal Highway Administration, today’s modern roundabouts are a safer choice when looking to reduce congestion, enhance safety and save money on operational costs. Indeed, it was these benefits that led District 10 to create the state’s first-ever double roundabout intersection at U.S. Route 33 and State Route 664 in Hocking County.

“The intersection had outlived its usefulness and our team needed to come up with a design that was not only safer but more efficient,” said District 10 Deputy Director Steve Williams.

Back in 2009, district personnel realized the need to upgrade the intersection due to safety concerns. From 2007 to 2009 there were 42 total crashes at the intersection, including 11 angle crashes and 26 rear-end collisions. These were high rates of accidents for a rural intersection, and it was clear the current configuration was not sufficient to handle present or future traffic volumes.

Through the project development process, designers took into account many aspects of a new design, including right-of-way, cost and utility location, and, of course, safety. In the end, the design engineers came up with three alternatives, eventually settling on the double roundabout option: “With growing tourism to the Hocking Hills area and historic downtown Logan, we needed to create a design that was also inviting to visitors,” explained Williams.

Although the new design is safer and more cost effective, motorists unfamiliar with driving through roundabouts have concerns. However, District 10 has proactively engaged the community by talking to various groups and organizations about the project, safety benefits and addressing their concerns on using a roundabout properly.

In addition, District 10 has established an interactive project website and is working with the local media outlets on creating a recurring segment dedicated to the advancement of the project.

crews from Medina County. Meanwhile, two crews from Portage County and one from Trumbull County were sent to Geauga County. In all, 97 crews from three districts were all sent to the center of the storm.

The collaboration did not stop there: districts 5, 6, and 11 were all on alert to be ready to assist districts 3 and 4 if any bad weather happened while their crews were in District 12. Meanwhile, District 11’s Tuscarawas County extended its northern snow route on Interstate 77 into District 4’s Stark County.

“What happened during that storm never would have happened in the old ODOT. We have to realize that any district can be hit by anything. Our strength is when we work together as a team,” says District 4 HMA Ray.

District 4 Deputy Director Tony Urankar credits the fact that the department has a lot of seasoned veterans who have worked together before and trust one another. Indeed, Urankar himself once worked in District 12, while District 12 Deputy Director Pakush has worked in both districts 5 and 11.

“This is how it should be done,” said Urankar. “To the motorist, it shouldn’t be any different from county to county. To them, we are one ODOT.”

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*Transcript, March 2013*
Go get ‘em, Gator Getter!
Brent Kovacs, District 4

One of the most dangerous activities highway technicians face every day is picking up debris on the roadway; whether running into the middle of an interstate or closing a lane, it is hazardous to both HTs and motorists.

County managers are always keeping an eye out for new technologies that will increase safety. In that spirit, Stark County’s Mark Griffiths discovered the “Gator Getter” by Gator Industries in McGaheysville, Virginia.

The device attaches to the front of a pickup or plow truck and skims the roadway surface, scooping up material on the roadway while the truck is operated by the driver: the HT never has to leave the cab. The attachment can collect all roadway trash and debris—whether dead animals, tire treads or trash—at a high speed.

After watching the YouTube videos, Griffiths was sold on the positive impacts the Gator could provide his employees. With the purchasing process approved, the largest Gator ever built was shipped to Stark County last November. A training day was scheduled soon after, as HTs took turns picking up debris along one lane of a rural four lane state route at 55 mph.

Since then, the Gator Getter has been tearing through litter on Stark County highways. According to Griffiths, the operators are once again excited to pick up debris on the roadway and, most importantly, feel safe while using the new device.

“Stark County HT’s will no longer be put into danger while picking up debris on the highways,” he said. “I have been impressed with the Gator’s performance, and I know it will become a well-used piece of equipment.”

If you’ve visited the District 12 Headquarters in Garfield Heights, chances are you’ve met Customer Service Assistant Rolanda Page, and that you would not have forgotten the experience.

Always fashionably dressed and possessing a smile that lights up the lobby, Rolanda has been making everyone’s day a little better for the past six years.

When asked what she likes about her job, Rolanda responded it was meeting people, and it shows in her work. Whether she is helping an elderly phone caller with directions to a destination, or greeting and directing visitors in person, she always provides courteous and professional customer service.

When not working, Rolanda enjoys fine dining, shopping and amusement parks, where her favorite ride is the roller coaster. She is extra busy right now, planning her upcoming June wedding.
A ‘clear’ improvement to ramp safety

Pieter Wykoff, Central Office

Think of the dozens of interchanges in Ohio’s urban areas that back up onto the mainline-controlled access highways during peak travel hours: You have your motorists sitting in their vehicles, stopped, while drivers in the other lanes are whizzing by at 55 or 65 miles an hour. Now all you need is one distracted driver who is texting, playing with their radio, or talking with their spouse. The result is a catastrophic crash resulting in serious injuries or even death.

Each day, the people at ODOT make hundreds of decisions that could impact somebody’s life. Choices in how we design our highways, how we maintain them, which projects we build in an environment of declining revenues, and what we do to make our existing infrastructure safer, all affect our customers now and in the future.

With so much at stake how can we choose what interchange projects to undertake first? It seems impossible, yet given ODOT’s history and our highway construction funding deficit, we as a department must prioritize these sections. We must decide each year which ones get the attention and which must wait:

“Typically, we design a full fix,” said ODOT Deputy Director of Engineering James Young.

“It takes three to seven years to develop, and costs anywhere from $5 to $40 million to implement.”

But what if there were an alternative to the full fix? What if there was a way to get more improvements to more interchanges in a shorter amount of time? A group of engineers in ODOT’s Central Office may have found a way to do just that.

SMALL CHANGE, BIG IMPACT

Young credits Dave Holstein, the administrator of the Office of Traffic Engineering, with coming up with an alternative approach. Holstein teamed up with Mike Bline, administrator of the Office of Roadway Engineering, to develop a new and less-expensive way to address these traffic bottlenecks.

“What we’re about is making highways safer through small changes. We want to be able to fix it fast and economically,” said Holstein.

Thus was born the
RampClear program. This pilot program looks for interchanges that have routine, documented queues onto the mainline freeway. They take a look at simple fixes that could solve the problem, like signal changes, turn lane construction, or changes in lane use. They are also looking for projects that can be done through the design-build process; ones that cost under $2 million and require minimal right of way and utility relocation.

“These are more accelerated fixes. This is designed to quickly make changes in the short term to solve the traffic back-up through signal-timing or changing traffic patterns,” says Bline.

Some examples include the Tiedeman Road interchange at Interstate 480 in Cuyahoga County, the Rome-Hilliard Road interchange at Interstate 70 in Franklin County, and the Fields-Ertel Road interchange at Interstate 71 in Warren County.

MAKING DOLLARS COUNT

“We’re looking at things outside the box,” observed Holstein. “By making a few small, economical changes, like changing the signal timing or adding another lane, we can extend the life of an interchange for five or ten years.”

The program is currently funded at $10 million per year, which means that it can only target a handful of interchanges annually. However, both Holstein and Bline predict it will grow.

“A lot of places can be fixed at a low cost through operational changes. If it works and it’s economical, why not do it?” Holstein says.

Ohio Contractors Association President Chris Runyan says it will offer opportunities for small contracting firms to do business with the department:

“... These projects will provide an opportunity for small and medium-sized contractors to be very competitive for this work,” he said. “Improving the efficiency of interchange operations is a major benefit to travelers in a relatively short time frame at a minimal cost. Everyone wins with this program.”

A COLD DAY IN LATE JANUARY FOUND DISTRICT 2 HIGHWAY TECHNICIAN GEORGE SEAMBOS ON A NIGHTTIME SNOW AND ICE PATROL ALONG U.S. ROUTE 23 IN SYLVANIA. HIS ROUTINE RUN CHANGED DRAMATICALLY WHEN HE SAW SOMETHING NEW: THE HEADLIGHTS OF A WRONG-WAY DRIVER COMING RIGHT AT HIM!

Seambos put on his flashers to warn traffic and maneuvered his plow to block the road.

“I didn’t know what came over me,” he recalled, “I just knew I had to do something, anything to protect the people on the road. I had to get the vehicle to somehow stop.”

Putting the plow across the two lanes of traffic forced the wrong way driver to turn around in the median and travel in the right direction. Seambos immediately called 911 and followed the vehicle.

“He sped out of my sight,” said Seambos. “Plows can only go so fast. But as I was turning around, I noticed the car at a light. He remained stopped even when it turned green, I could just tell by his horrible driving and his bobbing head that he was drunk or something.”

Police soon arrived and arrested the driver, who was later charged with an OVI.

Word of the incident gained statewide and national media attention.

“One of my co-workers said his daughter heard about it in Hawaii,” said Seambos. “It’s funny—I never thought my crazy night at work would turn into national news.”
DISTRICT 3 employees have been participating in a second round of Workforce Conversations to build upon the continuous improvement dialogue. These are focusing on changes the district leadership team made since the first round, and whether those changes have affected the ability of employees to perform their jobs.

DISTRICT 5 is remodeling! Scheduled for the actual work to begin in August, District 5 will be replacing its 26-year old HVAC system over a six-month period. During that time, individual employees will be relocated to other offices within the district complex or county facilities.

Dresden Outpost employees will also be getting a new home. The project has a tentative groundbreaking scheduled for the end of March.

DISTRICT 6 has a new online right of way, commercial drive and special hauling permits application process set up to improve efficiency. Matthew Larch and Jamie Babcock of the District 6’s Data Systems Management department have created a web-based program to replace paper permit applications. The program accepts a digital submission from the public and notifies ODOT personnel, whichresults in a quicker turnaround process.

DISTRICT 11 Deputy Director Lloyd MacAdam was named a “Friend of the CEAO” at the County Commissioners Association of Ohio and County Engineers Association of Ohio Winter Conference last month. MacAdam was recognized for helping develop the statewide model Road Use Maintenance Agreement to protect and preserve local road and bridge systems.

ACH YEAR, THE Advertising Federation of Columbus hosts the Addy awards program to highlight excellence in advertising in Central Ohio. ODOT, together with its partner CareWorks Tech (CWT) of Dublin, recently won a silver Addy award in the category of Mobile Websites for the launch of the new “Ohgo.com” travel information site.

“This is great,” said Ohgo.com Project Manager Todd Wulfhorst. “We know we have a good product, but to be recognized by industry experts is quite an honor.”

ODOT and CWT rebranded the former BuckeyeTraffic.org as Ohio’s official source for real-time traffic and road conditions updates. CWT worked with ODOT to create Ohgo’s brand positioning and marketing strategy.