DRIVERS TAKE TO SOCIAL MEDIA IN PRAISE OF WINTER EFFORTS

PG 12

Critical Success Factors Update
Q: “I don’t feel taxes. We should expect more from our suppliers, our contractors, and our people.”

A: “I agree that we should seek continuous improvement and constantly be looking to add more value. That is why we talk so much about the results over resources equation. Our goal is to provide more and better results with the resources we have. There are always opportunities to improve things. Everyone working with ODOT should be a part of helping us get better. I’m pleased and encouraged that you are thinking about how we can improve.

I believe we have made a lot of progress as a department in the past three decades. In the 90s, we reengineered and streamlined the department’s organization and processes. We created the Transportation Review Advisory Council. We also began upgrading our equipment and taking advantage of technology. In addition, we codified a section in the law that empowers us to debar contractors and vendors who don’t maintain ODOT standards.

We are making steady progress towards “Excellence in Government,” towards the professional, productive department we can be. When there are issues of sloppiness, neglect or abuse by our contractors, suppliers, or our own workers, we need people like you to speak up so we can take steps to correct these situations.”

More recently, we’ve instituted our Critical Success Factors and the metrics or measurements that go with them to indicate how we’re performing. The Critical Success Factor metrics focus on and measure tangible, retail results that gauge the state of Ohio’s transportation network and the quality of our organization. Only by measurement can we understand where we’ve been and set goals about where we want to go.

We are making steady progress towards “Excellence in Government,” towards the professional, productive department we can be. When there are issues of sloppiness, neglect or abuse by our contractors, suppliers, or our own workers, we need people like you to speak up so we can take steps to correct these situations.”
ODOT: Safety and looking professional
By ODOT Director Jerry Wray

Our top priority at ODOT is safety. With every project we do, our intention is to leave it safer than we found it, whether it’s a multi-million dollar project, snow and ice control, a culvert replacement, or any of our maintenance and construction activities. And of course the most important aspect of safety is our own workers. Our vision statement talks about being professional. Professional means you do things right, you use the proper equipment in the proper way and you do things in a safe manner.

Our safety jacket program, which kicks off in March, combines safety with our new hire probationary system. Each worker in specific classifications who has completed their probationary period will receive their jacket this spring. Moving forward, every new hire that successfully completes their probationary period will receive their jacket in recognition of acquiring their permanent status.

The Class III jackets are highly visible and can be worn both day and night. They will have reflective striping on the front and back and have a removable fleece liner that can be worn in cooler weather. Employee names and the ODOT zephyr will be printed on the front, and our “Excellence in Government” logo will be printed on the back.

The Ohio Department of Transportation is a 24-hour a day operation and our people need to be seen day and night. These jackets will help make us a safer, more visible and recognizable workforce. Additionally, the travelling public will be able to identify with ODOT. When seeing the jacket in the right of way, they’ll know it’s us and know we’re there to do a very important job that directly benefits them.

CRITICAL SUCCESS FACTORS UPDATE

CSF SPOTLIGHT:

PEOPLE
Workforce Injuries
A safety measure as it relates to employee injuries and illnesses while on the job

Workforce Crashes
A safety measure as it relates to “Contact Only Crashes”

Protecting Our Most Valuable Asset

Improve safety. This simple statement is not only part of the department’s mission, but is what drives us every day when we put on our hard hats and vest and head out to either patch potholes, repair guardrail, plow snow or perform other maintenance activities on the side of the road. And as a public entity, our focus is on engineering safe highways and bridges for motorists. But what about the safety of our employees? Our workforce is our most valuable asset, and it is our responsibility to protect them and ensure they have the proper equipment, attire, training and tools. There’s been a concerted effort on improving safety throughout the department, and it started from the top with executive leadership. When Director Wray began his “chats,” meeting with employees from around the state, he asked, “Do you feel you have what you need to work in a safe manner?” You would be surprised at the answer. The majority of employees who work within the right of way replied, “Not always.” And with that statement, Director Wray and senior leadership began to improve the safety culture within the department, and now, we are starting to see the benefits of this vision.
Workforce Injuries

**HOW IS IT CALCULATED?**
The Workforce Injuries metric uses the Occupational Safety and Health Administration (OSHA) Frequency Rate Formula. The formula is: (number of injuries × 200,000 hours) / total hours worked. The 200,000 hours in the formula represents the equivalent of 100 employees working 40 hours per week, 50 weeks per year; this provides the industry’s standard base for frequency rates.

**THE RESULTS**
Just a quick glance at the numbers and it’s clear to see ODOT is a safe place to work and that safety has slowly been weaving itself into the fabric of ODOT’s culture. Although ODOT is getting safer, 2015 was the first year that ODOT, from a statewide perspective, met the Workforce Injuries goal. In fact, the department was more than one point below the goal.

<table>
<thead>
<tr>
<th>Location</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Injuries</td>
<td>7.19</td>
<td>6.89</td>
<td>6.75</td>
<td>6.09</td>
<td>6.19</td>
<td>4.16</td>
<td>5.23</td>
</tr>
<tr>
<td>Workforce Crashes</td>
<td>12.9</td>
<td>10.2</td>
<td>9.07</td>
<td>8.28</td>
<td>12.9</td>
<td>8.18</td>
<td>8.44</td>
</tr>
</tbody>
</table>

**WHY ARE WE IMPROVING?**
There have been several changes and initiatives over the past few years which have directly resulted in reducing injuries and illnesses at the department. The Office of Employee Health and Safety recently updated the department’s Standard Operating Procedures (SOP) which guides our safety actions. The newest focus within the SOP is proactive and strives to improve workplace health and safety by identifying and correcting risk exposures before accidents and injuries occur. As well, the office released an improved version of the Personal Protective Equipment (PPE) Policy which shows the safety equipment requirements for each maintenance operation. There is a training officer in each district who works closely with the safety staff to ensure workers receive the proper training and assist with increasing overall safety awareness within the district garages. The district safety staff perform quarterly safety walk-throughs and site visits to ensure safe conditions within county garages. Another factor that shows improved safety is workers’ compensation claims. Since last year, claims are down 40 percent. To continue to promote safety at the front lines, the Highway Technician series has a class fully dedicated to safety practices and every equipment training class has a safety component. Although loss work time days are not a CSF, they do have a direct impact on our safety performance and district leadership is starting to celebrate this accomplishment. Finally, the boot program and soon-to-be launched statewide jacket program, were started because of the feedback executive leadership received from highway workers. Providing quality footwear and gear goes a long way toward improving the department’s safety, visibility and professionalism.

Workforce Crashes

**HOW IS IT CALCULATED?**
The Workforce Crashes metric uses the Occupational Safety and Health Administration (OSHA) Frequency Rate Formula. “Contact Only Crashes” is defined as:
- **Liability Contact** One of our vehicles or equipment is involved in a collision with a member of the public, regardless of fault; or
- **ODOT Only Contact** One of our vehicles or equipment is involved in a crash with another one of our vehicles, equipment or property.

The formula is: (number of contact only crashes × 200,000 hours) / total hours worked. The 200,000 hours in the formula represents the equivalent of 100 employees working 40 hours per week, 50 weeks per year; this provides the industry’s standard base for frequency rates.

**THE RESULTS**
As a department, we have the largest self-managed fleet of any other state agency. In looking at the chart below, the department has significantly reduced its Workforce Crashes factor, from 12.9 in 2014 to 8.18 in 2015.

**WHY ARE WE IMPROVING?**
So much has been done in recent years to improve vehicle visibility and safety. For example, beginning in 2012, the department began testing a unique strobe flashing pattern on the dump trucks, utilizing green, white and amber lights. Coupled with the new rear chevron pattern, ODOT trucks are not only more visible, but the unique strobe pattern and chevron uniquely identify ODOT equipment. Currently, the Office of Equipment Management is looking to standardize the strobe pattern on the rest of the fleet. To improve driving skills, the department makes defensive driving training available to all employees. The districts also focus on reducing Workforce Crashes by implementing safety tailgate talks, pre-trip inspections before heading to a worksite, and some districts even have vehicle backing policies. In addition, crew leaders keep safety top-of-mind by continuing to share job specific best practices. For example, if a district garage is using a new piece of equipment or performing seasonal maintenance activities, the county administrator and/or transportation manager will go over all safety requirements based on the PPE Policy as well as equipment safety precautions, and if necessary, will bring in subject matter experts. Reducing Workforce Crashes is a team effort and requires proper management of equipment and people. Remember, safety requires everyone working together; one team, one ODOT.
See ODOT’s Critical Success Factors Defined: Metric Appendix online for further details.

### ODOT’s Critical Success Factors Dashboard

#### People

<table>
<thead>
<tr>
<th>CSF Category and Metric</th>
<th>Reporting Timeframe</th>
<th>State Overall</th>
<th>State Goal</th>
<th>Period Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Life Index (Calendar Year Annually)</td>
<td></td>
<td>21.3%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Workforce Injuries (Calendar Year Annually)</td>
<td></td>
<td>4.16</td>
<td>5.23</td>
<td>✓</td>
</tr>
<tr>
<td>Workforce Crashes (Calendar Year Annually)</td>
<td></td>
<td>8.18</td>
<td>8.44</td>
<td>✓</td>
</tr>
<tr>
<td>Direct Labor Ratio (Fiscal Year Quarterly)</td>
<td>District direct billable labor hours divided by the total overall number of labor hours for ODOT’s core business functions.</td>
<td>66.7%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>DIS disadvantage Business Enterprise (Fiscal Year Quarterly)</td>
<td>Participation by certified DBE and/or EDGE firms on federally funded construction contracts directly related to ODOT core functions.</td>
<td>7.9%</td>
<td>8.9%</td>
<td></td>
</tr>
<tr>
<td>Encouraging Diversity, Growth &amp; Equity (Fiscal Year Quarterly)</td>
<td></td>
<td>5.4%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Minority Business Enterprise (Fiscal Year Quarterly)</td>
<td>Percentage of operating budget in categories determined by OAS that is awarded to MBEs.</td>
<td>30.9%</td>
<td>15%</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### System Conditions

<table>
<thead>
<tr>
<th>CSF Category and Metric</th>
<th>Reporting Timeframe</th>
<th>State Overall</th>
<th>State Goal</th>
<th>Period Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bridges: General Appraisal (Fiscal Year Annually)</td>
<td></td>
<td>7.00</td>
<td>6.8</td>
<td></td>
</tr>
<tr>
<td>Pavements: Priority System (Fiscal Year Annually)</td>
<td></td>
<td>85.95</td>
<td>85</td>
<td>✓</td>
</tr>
<tr>
<td>Pavements: General System (Fiscal Year Annually)</td>
<td></td>
<td>82.25</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Pavements: Urban System (Fiscal Year Annually)</td>
<td></td>
<td>79.80</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Maintenance Conditions Ratings (Twice per Calendar Year)</td>
<td>Percentage of ODOT’s roadways with MCR deficiencies related to barriers, pavements, pavement markings, and signals.</td>
<td>99.2%</td>
<td>99%</td>
<td>✓</td>
</tr>
<tr>
<td>Travel Time Reliability Index (TTRI) (Fiscal Year Quarterly)</td>
<td>Measures the percentage of time between the 5 a.m.–9 p.m. travelers experience free flow on Ohio’s freeways.</td>
<td>93%</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Snow &amp; Ice Control (Fiscal Year Winter Monthly)</td>
<td>The percentage of priority routes that recovered speeds within two hours after a snow event.</td>
<td>98%</td>
<td>96%</td>
<td></td>
</tr>
</tbody>
</table>

#### Safety

<table>
<thead>
<tr>
<th>CSF Category and Metric</th>
<th>Reporting Timeframe</th>
<th>State Overall</th>
<th>State Goal</th>
<th>Period Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatalities (Jan-Dec) (Calendar Year Annually)</td>
<td></td>
<td>506</td>
<td>YTD 474</td>
<td></td>
</tr>
<tr>
<td>Serious Injuries (Jan-Dec) (Calendar Year Annually)</td>
<td></td>
<td>3,482</td>
<td>YTD 3,568</td>
<td></td>
</tr>
<tr>
<td>Total Crashes (Jan-Dec) (Calendar Year Annually)</td>
<td></td>
<td>91,019</td>
<td>YTD 84,116</td>
<td></td>
</tr>
</tbody>
</table>

#### Capital Program

<table>
<thead>
<tr>
<th>CSF Category and Metric</th>
<th>Reporting Timeframe</th>
<th>State Overall</th>
<th>State Goal</th>
<th>Period Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Program ($ Billions) (Fiscal Year Annually)</td>
<td>Total construction and maintenance contracts awarded and to be awarded for the Fiscal Year on ODOT and local agency projects.</td>
<td>$717M</td>
<td>YTD 705M</td>
<td>✓</td>
</tr>
<tr>
<td>ODOT Let Projects Awarded On Time (Fiscal Year Quarterly)</td>
<td>Percentage of department or local contract construction projects let by their target date.</td>
<td>97.7%</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Local Let Projects Awarded On Time (Fiscal Year Quarterly)</td>
<td>Percentage of department or local contract construction projects let by their target date.</td>
<td>85.5%</td>
<td>85%</td>
<td>✓</td>
</tr>
</tbody>
</table>

**District 4’s Mike Valco has been collecting and displaying items found along the road for five years. Some of those items are pictured, right. Photos by Brent Kovacs, District 4.**

**Found treasure**

Highway Tech Mike Valco has been working for 15 years in Mahoning County. He spends his days fixing, installing, inspecting and upgrading traffic signs throughout the county. Valco also fixes signs that have been damaged due to a crash or replaces them when necessary.

Around five years ago, he decided to mount on his walls some old traffic signs that were scheduled for replacement. This idea of keeping things he or a fellow HT found along the road in a collection quickly took off. The summer seasonal employees started picking up trash on the side of the road and gave him some interesting pieces.

These days, the walls are covered by hub caps, games, 8-track tapes, post- ers, a ski pole, a fishing pole, dolls, sports memorabilia, restaurant flyers, a stuffed elephant and boxing gloves.

Walk towards Valco’s office and you will encounter an old “State Highway Department Mahoning County” sign gracing the ceiling (he thinks this may be the last sign like it in the state). Under that is an otherwise-normal yellow “curve ahead” sign, but with a circular saw blade sticking out of it. He also has vintage hard hats—one from ODOT, one from the New York Department of Transportation taken in trade.

Valco says he does it to bring smiles to people’s faces. “I hope the room cheers them up.”

**Meeting of Great Minds**

Director Jerry Wray, Terri Barnhart, and Jamie Kimberly gathered on Jan. 22 with district deputy directors’ administrative assistants to discuss issues and share best practices. Attendees were Christine Rosa, District 12 (left); Kelly Greene, District 5; Theresa Pryor, District 6; Linda Gabauer, District 6; Terri Barnhart, Central Office; Director Jerry Wray; Jamie Kimberly, Central Office; Katrina Betts, District 9; Denise Heitkamp, District 7; Judy Plato, District 3; Rhonda Pees, District 1; and Tina Perkins, District 2.


Nancy Burton, District 6

When I think of the talents of Union County Highway Technician Jeff Fluharty, I have to include teaching on that list.

Aside from completing his daily work orders, the six-year ODOT veteran is currently guiding the actions of new employees in Union County. Jason Elson, Jim Edwards and Scott Hart all started at the ODOT garage just a few months ago.

“He is always telling me to watch the road because if you stop for the cat, the cat gets hit,” said Jim Edwards. “When I asked how he came to be a mentor, Fluharty laughs nervously. He says ‘coach’ is a better word to describe him. His philosophy is the same whether you’re plowing, flagging traffic or berming: ‘Just start working right away,’ said Jim Edwards. ‘No time for goofing off.’”

Jason Elson, Jim Edwards and Scott Hart all started at the ODOT garage just a few months ago. The ODOT vet gets his strong work ethic from his parents and dad, who both worked construction. He received his first OSHA class when he was 18.

When I asked how he came to be a mentor, Fluharty said, “I get along well with everyone. I like teaching. If you start out teaching folks the right process, then everyone is productive.”

“Most of them are fixed, I promise,” he said. “One of the cats is blind though. Folks just drop off their pets, and we take care of them.”

Away from ODOT, Fluharty and his wife live on 25 acres of land and own one donkey, an alpaca, two rescue dogs, two dozen chickens and cats. Lots and lots of cats.

“Most of them are fixed, I promise,” he said. “One of the cats is blind though. Folks just drop off their animals and abandon them and we take them in.”

Maybe Jeff Fluharty is really Doctor Dolittle, even though he doesn’t believe in doing little at ODOT.

Jeff Fluharty, left, Jim Edwards, Jason Elson, and Scott Hart.

PHOTOS BY NANCY BURTON, DISTRICT 6
WHAT SOCIAL MEDIA IS SAYING . . .

Kristina Varkony WTRF You guys do an excellent job on social media! As well as making yourselves available to talk to the media. Thank you, as always.

Like · Reply 2  February 11 at 8:24am
Ohio Department of Transportation Eastern Ohio District 11 Thank You!
Like · Reply 1  February 11 at 8:28am

Rebecca Longsmith Ohio Department of Transportation
February 14 at 6:01pm

Been on 70 driving back to Columbus for about a half an hour and we have already seen 8 trucks working to keep the roadway clear, keep up the good work ODOT!

2 Likes 1 Comment

Like  Comment  Share

Eva Linich @ODOT_Cleveland thanks for keeping I90 E to 271 S clean this morning. Traffic moved along without issue. Love it when that happens.

ODOT Cleveland Retweeted
Feb 10

Linda Evans Johnson Thank you for all you do to help keep us safe!
Like · Reply  January 23 at 7:07am

Angie Doak Beros Be safe out there! We truly appreciate your efforts! You are gonna be in a battle with the wind.
Like · Reply  January 23 at 7:38am

Penny Patchen Selock Thank you for what you do and for keeping us posted on what the roads are like! My dad was a mechanic at the state garage in Guernsey County. I know how hard you are all working!
Like · Reply  January 23 at 8:01am

Marilyn Doehring @ODOT_Cleveland @MarkJWeather And doin a GREAT job! 75 through Perrysburg and Bowling Green perfect this AM.
#workinhard

ODOT Columbus Retweeted
2:01 PM · 12 Jan 2016

Katie Kohart I am so thankful for @ODOT_Columbus and all you do, especially this time of year.

ODOT Columbus Retweeted
Feb 15

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David Rose Contributing Editor

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