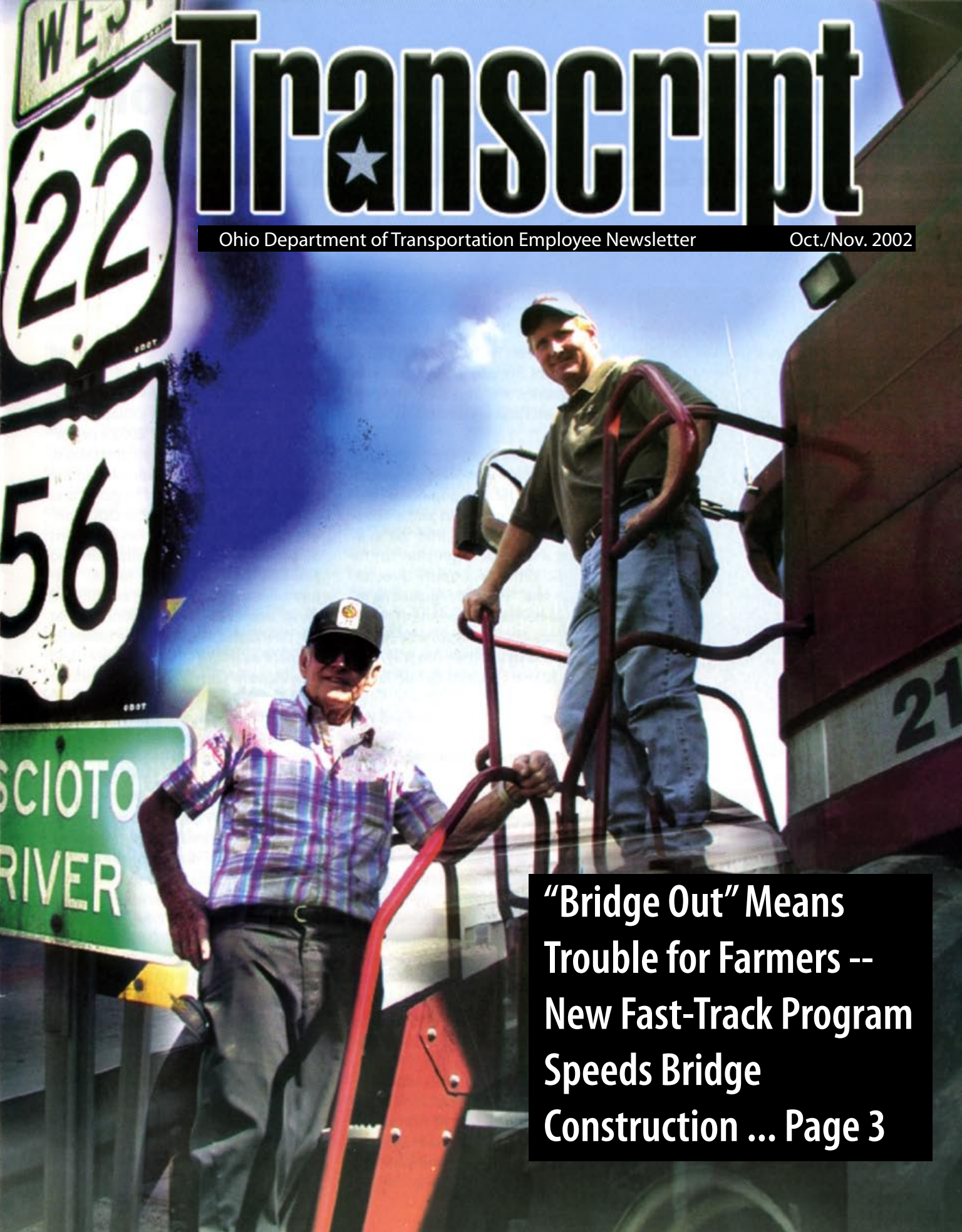


Transcript

Ohio Department of Transportation Employee Newsletter

Oct./Nov. 2002



**“Bridge Out” Means
Trouble for Farmers --
New Fast-Track Program
Speeds Bridge
Construction ... Page 3**

Funding, Pavement, Congestion Addressed in 30-Year Plan

Kim Brakefield
Central Office

Two-thirds of Ohio's interstate pavement has never been replaced. Alternative fuels, such as fuel cells and electricity, divert funds from the use tax, which funds highway construction and upkeep. And urban interstates are, in places, 100 percent over capacity. That is a snapshot of Ohio's transportation system today. What will it look like in 30 years?

Strategic Initiative Four, the long-range statewide transportation plan, addresses changes in traffic volumes, population and mobility that have occurred since 1995, and are projected to occur into the year 2030. This is a 10-year extension to the 2002 strategic initiative. Deputy Director, Matt Selhorst said, "Federal regulations require a 20 year horizon at the time of adoption for the long range transportation plan. By extending this to 2030 we can stay with a horizon of 20 years for a longer period of time."

The first five to 10 years of the plan will be clear on the types and locations of the projects ODOT intends to pursue, and the next 15-20 years of the plan will be based on projections in mobility and revenues. Since the estimates 20 years out are only projections, adding an additional five to six years will not skew the data.

Updating ACCESS Ohio is based on several pieces of information. They include: findings from a customer survey that address the level of public satisfaction about Ohio's transportation system; a synopsis

of pavement, bridge, safety, mobility and public needs; urban travel needs; 2030 projections on population, traffic volumes and freight movements; and financial projections to the year 2030.

Some of the tasks the technical update advisory team, has accomplished include working with focus groups and a survey research team to conduct a customer survey, collecting data on existing transportation conditions to develop forecasts and developing financial forecasts for the proposed 30-year plan. The team has also begun to collect data based on performance measures to use to prioritize projects.

Since ACCESS Ohio was completed in 1995, ODOT has enhanced its planning and project selection process. Recently, it has improved its forecasting of bridge and pavement needs, it has conducted new corridor analyses, it has forecasted mobility trends and it is addressing traffic operations with intelligent transportation sys-

tems and incident management. This is all made possible because of ACCESS Ohio's extended planning horizon.

The main goal of this initiative is to develop by the end of FY 2003 a performance based, financially constrained, multi-modal transportation plan to the year 2030. It will be used to guide and to clarify the public on how ODOT prioritizes projects and makes decisions about its use of transportation funding and other resources in the future. "Performance measures will be established for all modes of transportation so that our financial resources can be balanced to meet as many of the measures and goals that will be established," Selhorst said.

The 2003 update will identify critical interstate congestion and reconstruction needs, present financial projections for the coming 20 to 30 years, identify major projects which can be implemented in the next 5 to 10 years based on these financial constraints, review and incorporate urban areas' long range modal plans and prioritize needs within and between Macro Corridors.

Updating ACCESS Ohio will affect many of the Central Office entities. These offices include Planning, Production, Local Programs, Finance and Highway Management.

Other organizations include the Ohio Rail Development Commission, Federal Highway Administration, Metropolitan Planning Organizations and the Governor's Office. Assistant Director Cash Misel and Deputy Director Matt Selhorst will be responsible for ownership of this initiative.

STRATEGIC INITIATIVE 4

ODOT Puts Bridges on 'Fast Track'

Michelle May
Central Office

For several hundred people in the small farming community of Circleville, replacing a 45-year-old bridge on U.S. Route 22 next year is both a godsend and a curse.

Nearly everyone agrees the work is necessary, but many fear the closure will take residents miles out of their way and make it harder for farmers to care for crops.

"No one is happy when a bridge closes, but everything needs replaced sometime," said local farmer John Hoffman. "However, it's critical that the work gets done quickly and before the fall harvest begins."

It is a common theme ODOT hears throughout the state. People recognize the need for roadway improvements, but dislike the impact they have on local residents, businesses and services.

ODOT's "Fast Track" Bridge Construction Program will kick off this year with 15 pilot projects statewide, each ranging from \$200,000 to \$51 million. Using innovative materials, prefabrication and contractor incentives and disincentives, ODOT expects to speed the pace of bridge work, sometimes reducing time frames by more than half.

The effort is part of ODOT's 2003 Strategic Initiatives.

"Bridges are typically the most time-consuming aspect of construction, even during major pavement reconstruction," said Bill Lozier, deputy director for Highway Management. "If we can reduce the time needed to repair or replace these structures we can reduce congestion and motorists' frustration."

The program is expected to have enormous benefit to communities and motorists across Ohio. ODOT is responsible for the second largest inventory of bridges in the nation.

For the past several years, the transportation industry has been testing and perfecting new bridge materials and techniques. Today, many bridge components can be fabricated off site and "snapped" into place when ready, eliminating the down time and quality concerns associated with building components on site.

"There have been some incredible innovations in the bridge industry," said John Randall, a structural engineer for ODOT. "Now bridges can be formed quicker using stay in place metal forms and precast concrete components, including columns and piers."

In addition, the department is examining state of the art concrete technology and techniques to reduce curing time from the seven-day standard.

Other states, including Texas, New York and Virginia have used similar materials and techniques to speed high-profile construction projects. However, if ODOT's pilot program is successful, ODOT may be first in the nation to institutionalize this technology into the design, construction, and contracting of standard bridge projects.

Most of ODOT's pilot projects will also include contractor incentives for early completion and penalties for delays.

That suits Hoffman just fine. At a recent public meeting for U.S. 22, he and other farmers nodded in agreement as ODOT bridge engineer Robert Taylor outlined plans for condensing the bridge closure from nine months to 60 days. Contractors will also be rewarded or fined \$50,000 a day for early or late completion.

Taylor told the group it will cost more for construction, but ODOT may save taxpayers money overall.

"Historically, our goal has been to build safe bridges at the lowest possible cost," said Taylor. "Today, we recognize that motorists' costs and convenience also have to be factored into the equation."

To be sure the program is cost effective, the department has initiated a research study through the University of Cincinnati to collect data from the pilot projects. The outcome of the study will help ODOT decide if the program should become a permanent part of Ohio's construction program.



Photo/Leslie Dellovade

"Fast Track" kicks off this year, which is good news to rural residents.



Gordon Proctor

Dispatch Series Stops Short of Truth

I don't know how many of you read the ODOT series in the Columbus Dispatch at the end of September. Most people outside of ODOT I spoke with had not read the series, saying they tried but it was too long and too boring to finish. Those who did finish it said they found little in the series to be excited about despite the exaggerated and sensational nature of the reporting.

It is only partial solace that the series received so little attention from the public. It was an unfair and very inaccurate portrayal of ODOT that could lead an uninformed person to have the wrong impression about the department. That makes me mad. The people of ODOT have worked very hard to be responsive to the public, to continuously improve our operations and to provide the best transportation system we can afford. After all that has been accomplished, to have our reputation smeared in such a biased manner is terribly unfair to everyone.

I was a reporter and editor for 12 years. I've been at ODOT for 11 years. I understand the media and I understand life in the public sector. In the nearly 25 years since I left journalism school, I've never personally been involved with any series of stories that was so slanted, so biased and so opinionated. The reporters apparently formed a perspective about ODOT early in their reporting and then ignored all facts about the department that didn't meet their stereotype.

For instance, they made a big deal about change orders. They didn't, however, put them in any context. First, a change order is not necessarily bad it just represents a decision by people actually in the field to change the project plans to deal with some unforeseen condition. Often, they will find in the field a better way to maintain traffic or they have to deal with unforeseen sub-surface conditions. To not address those conditions would be to build a faulty project. Although we don't encourage change orders, they aren't bad. The Dispatch, however, tried to create some nefarious aura about change orders as if they represent - somehow - the cheating of the public.

What they didn't report was a study commissioned by the Legislature in 1996 by an independent company to review our change order process. The report praised our process and said there was no evidence of anything unfair - to the contrary it said ODOT had a fair and thorough process for change orders. That didn't make the paper.

At worst, a change order represents some oversight or mistake by a designer. Even if change orders were bad - which all of them aren't - the Dispatch would not put our performance in context. Big projects average change orders of about 3.8 percent at ODOT and overall our rate is about 5 percent. That compares to a slightly higher rate in the surrounding states and is about half of the national

rate. So we do as good or better than nearly anyone at managing change orders but the Dispatch didn't report on the context - just the hype.

That biased approach was typical of the series and I could go on about all the inaccuracies. One that really bothered me was their insult of our highway workers who have been trained to serve as project inspectors. They dismissed those people as mere "snow plow drivers." Yeah right. When those soft-bellied reporters are lying snug in their beds this winter, our drivers will be out there keeping the roads of Ohio safe. To write off our highway workers as somehow not smart enough to do the job only shows the insulting bias of the reporters.

Now that a few weeks have passed, the series has received almost no attention from anyone. My office has not received a single call, letter or complaint about any of the issues in the articles. One map included in the series did prompt a call from Hardin County. The caller noted the Dispatch map showed that we spent the least amount over the past few years in Hardin County than in any other county. The caller wanted us to spend more money there.

That response says a lot. The people in Ohio want more of what ODOT does, not less. The fine job you all do shines through no matter what Geraldo and Sally Jessie say. The reason the series got so little response is because it did not ring true to people who know ODOT. They know we are an honest and competent bunch who work hard under difficult circumstances.

That's the truth. Not what you read in the paper.

Managing to Change

Training program grads eager to go

Ron Poole
Central Office

Scott Fulks is a transportation manager with District 10. He is also a man with a passion for organizational development. He always wants to learn more about his job.

"I was looking for new ways to challenge myself," he said. "Middle management is a changing landscape, and you have got to be proactive."

Fulks helped fulfill that passion when he became one of the first 10 ODOT graduates in the Ohio Certified Public Manager Program (OCPM). A nationally recognized certification, OCPM is a comprehensive development program offered statewide for career public managers. Ohio is one of 24 states to offer the program, coordinated by the Ohio Department of Administrative Services.

Deputy directors, office administrators, supervisors and other ODOT exempt managers who manage or coordinate major program areas are all eligible for certification. Candidates may be nominated or request nomination by their immediate supervisor, administrator or deputy director. The department will fund three participants from each district and four from Central Office each fiscal year.

Those who enter the program receive truly complete training in the art of public management. OCPM covers the most current issues in the core areas of analysis and administration. There are three or four classes held each month over a two-year period. Partnerships with several state universities and state agencies have been established to provide and guide the training curriculum. And, in an unusual and innovative twist, students work on two class projects that have some immediate benefit to the state. The first project is geared toward improving some function in each student's own office, while the second is to create



something that will benefit managers from any agency. In other words, students are given a rare opportunity to put focused effort and resources into practical improvements. But Fulks states the course is far from all work:

"My training was a lot of fun! I not only thought the courses were great, I met all kinds of people and gained contacts that I will be using for years. Of course, none of this would have been possible without my supervisor allowing me to go to classes. I really felt supported by ODOT. At the end of the program, Director Proctor sent us all congratulation letters. The program exceeded my expectations," Fulks said.

Does the training really make a difference? Kathey Germany, a network administrator supervisor with District 12 and a fellow OCPM graduate of Fulks says it does.

"I really gained a sense of my role as a manager in the overall operation of the department," said Germany. "I did not have that clear picture before I started. I see my position as an opportunity to help the people I manage grow and develop as employees."

Currently, 19 more ODOT managers have begun the OCPM program. Information on the program and progress of the latest class is available on the ODOT Intranet in the Quality page. Anyone wanting to know more about OCPM and/or is interested in joining should visit there.

Joel Hunt
Central Office

ODOT stands prepared for winter weather. Maintenance crews have filled salt barns, checked and repaired spreaders and plows, and the department continues to hold information meetings with local emergency and law enforcement agencies, and the media.

ODOT Director Gordon Proctor said the department's highest priority during the winter is the safety of the motorists. "As construction winds down for the season, we begin focusing on our next great task - snow and ice control. Both the people and the economy of Ohio depend on our highways year-round, and ODOT will work to keep the highways open and safe."

ODOT is responsible for 43,000 lane miles of highway statewide, which are prioritized for snow and ice removal. Interstates are the highest priority, followed by four-lane non-interstates, two-lane primary roads (U.S. Routes), and two-lane secondary roads (three-digit state routes). Key transportation areas, emergency routes and traffic volumes are factors used in determining snow and ice control priorities.

This year, ODOT has resumed responsibility for clearing snow and ice on all Columbus interstates within Franklin County (an additional 400 lane miles), as well as U.S. and State Routes outside city limits. "For ODOT crews, this winter will be like any other: when the snowflakes fly, you can be sure ODOT will be there to keep Columbus moving," said Thomas Lyden, District Six highway management administrator.

From its brand new garage in Westerville that will serve as "Snow Central," to 55 trucks and 80 drivers, ODOT District 6 is prepared for the winter and will keep a watchful eye over central Ohio's highways, night and day, to make sure motorists are safe.

"Traveling during the winter can be challenging, which makes our job more important," said Bill Lozier, deputy director of Highway Operations. "Our mission is to be second to none with respect to snow and ice control."

ODOT Ready for Winter Weather



Snow Statistics

Weather Monitoring

- Throughout the winter, ODOT monitors the weather via internet radar and weather forecasting services.
- The department also gets road condition information from local law enforcement agencies and ODOT crews out patrolling the roads. They drive the highways in trucks loaded with salt, brine and snow plows. When a spotter sees precipitation, he or she notifies other drivers to begin treating the roads.
- ODOT uses pavement sensors connected to a system called the Road Weather Information System (RWIS) and information about road temperature, precipitation and weather conditions are available to the public on OTIS from ODOT's web site at www.dot.state.oh.us.
- These tools help ODOT make decisions about how, when and in what numbers to deploy winter crews. Despite the technology and human spotters, weather is difficult to predict. ODOT tries to err on the side of caution, but weather can suddenly shift, catching crews and motorists off guard.

New Equipment and Technology

- The department purchased 110 new brine spreaders, which pre-treat roads, bridges and overpasses with saltwater just before storms move through. Brine use improves the effectiveness of salt and cuts its use by up to 30 percent, which could eventually save Ohio taxpayers several million dollars annually.
- The department also purchased 10 new trucks in Franklin County which have Global Positioning Satellite (GPS) capabilities. The GPS units can monitor driver locations and drivers can accurately notify headquarters of the location of trouble spots.

Web Site

- ODOT continues to upgrade its Ohio Transportation Information System Web site. Motorists use maps along with special notices to help them navigate through winter weather. For easy identification, the maps are color-coded based on four weather-related road conditions: dry, wet, icy and snow-covered.
- Log on to the web site at: <http://www.odotonline.org/otis/> for up-to-date road and weather information.

Salt

- The 2003 contract was let for 657,000 tons of salt at \$32.83 per ton - down from \$34.63 per ton in 2002.
- ODOT had 400,000 tons on hand from previous years.
- On average, ODOT uses 631,000 tons per year across the state.
- Last year, the department spent about \$45 million and used 720,000 tons of salt statewide.
- In 2000, ODOT also spent approximately \$35.6 million and used around 600,000 tons of salt statewide.

Franklin County Command Center

- The Westerville garage will be "snow central" for Franklin County's snow and ice operation as it serves the most lane miles on interstates. It is equipped, as are the other garages, with software to monitor the weather, a salt barn, equipment and a brine-making machine.
- To compensate for the extra lane miles in Franklin County, ODOT stocked 125 percent, or 19,000 tons, of the estimated amount of salt needed for a normal winter.

We Got Your Back

Ron Poole
Central Office

Cynthia Lee, mild-mannered and helpful member of the DoIT Computer Help Desk in Central Office, wants to assume a new identity this winter: A road warrior in the battle of snow and ice removal.

"I'm a qualified, volunteer snow plow driver," she says proudly, "And I'm ready to help out this season."

Lee is one of 14 Central Office employees who graduated from special CDL training classes created for potential auxiliary drivers in Franklin County. ODOT's Office of Quality and Organizational Development worked with the District 6 Office to create three two-week classes held in August and September. ODOT has always had an auxiliary list of employees who have earned CDLs on their own volunteering to aid regular drivers during long snow emergencies, but this is the first time the department has made specific training available to new recruits.

"This year, we assumed an additional 360 lane miles from the City of Columbus," said Thomas Lyden, highway management administrator for District 6. "We wanted to identify and train additional support personnel to compliment our existing list of Central Office auxiliary drivers." Lyden stated Central Office supervisors were especially helpful by allowing their employees time off for the training. Almost all of the special CDL graduates volunteered for potential duty this winter. Lee, who anticipates being called on in midwinter, loved her learning experience:

"My trainers were thorough, patient and constantly available for questions," said Lee. "I can't quite explain it, but it has truly changed the way I feel about myself, my abilities and about ODOT. I am confident I can do this job if called upon."

"And," she added. "I can't wait for it to snow!"

HOG HEAVEN



Photo/Leslie Dellovade

Jeff Crace (left) and George Saylor of Central Office and more than 100 other ODOT employees from around Ohio ride their motorcycle to work.

way to work. Most even take the time to enjoy the ride. Transportation Engineer 3 Clint Bishop said, "I ride about 10 miles to work, sometimes more if I take the long way." Take the long way to work? Is he crazy? Although, other riders have admitted to making their trek to ODOT longer, just to make the trip worthwhile.

Most ODOT bikers have been riding all of their lives. Some started out on dirt bikes or mini bikes and have continually moved up the motorcycle ladder to either a sport bike or Harley Davidson. Becky Barney, who works in District 9 Accounting, said, "I used to ride dirt bikes some 20 years ago, so it was pretty easy to catch on." In fact, most ODOT bikers are second and third generation riders. District 9 Environmental Specialist Delvin Murray, said, "I am a second generation rider. My father started riding and now my son rides."

Senior ITS Engineer George Saylor said, "I have had all kinds of bikes, and now I just have the Harley, but I need another."

Saylor thinks of bikes the same way many people think of cars. "I have a big bike, and now I need a small bike to go with it."

Saylor sports an earring, a wallet chain, and on his desk sits a Harley clock and Harley picture frame. I guess you could say he "fits the mold." Put in a lineup, almost anyone could pinpoint him as a motorcycle rider, just by looking at him. On the other hand, he is an officer in a BMW club (his winter wheels). About riding to work, Barney said, "I haven't ridden to work much because the helmet gives me a gigantic bad hair day." Most people do not think a biker would be concerned with a bad hair day, but this proves biker stereotypes wrong again.

A lot of riders donate to charities. Bike organizations have fund raising events throughout the year that raise money for specific groups. Some of the events involve riding their bikes, others involve benefit shows and some involve answering telephones for the Jerry Lewis Telethon. All of them, however, earn thousands of dollars for charities.

As more and more people start riding motorcycles, the image of a burly, hairy motorcycle man will begin to disappear. Most ODOT riders agree that a few stereotypical bikers ruin the fun for everyone, but slowly the public is becoming more aware of motorcycles and driving safer around them. Just remember, the next time you pull out in front of someone on a motorcycle, it could be your boss.

Kim Brakefield Central Office

Leather-wearing, tattooed, foul-mouthed, heathens. Does this describe the people you work with? Probably not, but this is what most people think motorcyclists are all about. The person sitting at the desk next to you or maybe even your boss, fires up a motorcycle and drives to work during the summer months.

Surprisingly, over 100 people who work for ODOT ride their bikes to work during warm weather. Men and women alike hop on their motorcycles in the morning and hit the open road on their

Lindsay Mendicino
Central Office

The Project of a Lifetime

When Joe Warino's mom graduated from college, she bought a green '74 Dodge Charger. When Joe was born, his parents brought him home from the hospital in it. Warino grew up fascinated with the car. "It was my favorite car. When I was little, it was always the one I wanted to ride in when we went somewhere," Warino said.

By the time he was 11, the car had four flat tires, was rusted and looked like it was ready for the scrap heap. That is when The Hot Rod Supernationals, a large car show, came to town. There was a Charger in the show, just like Joe's family car, but in much better condition. Warino said he looked at his dad and said "Dad, that could be our car!" His dad just rolled his eyes.

Shortly after that, Warino's parents decided to get rid of the car because it was taking up space in the driveway. "I cried and begged for about two days straight, until they promised not to get rid of it," he said. From that day on, Warino set his mind to restoring the car.

"I knew nothing about cars or restoration," Warino said. "I pretty much just bought a manual, took things apart, marked them and put them back together." At 12 years old, in middle school, Warino was more interested in motors and car parts than anything his friends were doing.

Slowly, as Warino got older and learned more about restoring cars, the car began to turn from a junk pile into a beautifully restored showpiece car. "When I began, it was so rusted through, you could see light go in one side of the car and come out the other," Warino said.

Finally, in the spring of 2001, after almost 12 years of work, the car was ready for its first showing. "I had replaced just about everything in the entire car," Warino said. "The only thing I did not replace, at the request of my mother, was the passenger side door panel, because it has two little teeth marks from me when I bit the door when I was teething."

What could give someone the dedication it takes to spend that many years restoring a car? "It began as a father/son project," Warino said. "I loved working on it with my dad and later, it became my favorite hobby, even after my dad stopped working



Joe Warino spent 12 years restoring his parents' '74 Dodge Charger.

Photo compliments of Joe Warino

"The only thing I did not replace, at the request of my mother, was the passenger side door panel, because it has two little teeth marks from me when I bit the door when I was teething."

on it with me."

Warino said he did the bulk of the work in the last four or five years, when he got older and had more time and money to spend on the car. "I lost a lot of girlfriends to work on that car," he said. "I poured all of my free time into working on it."

Now that the car is finished, Warino said he takes it on the road to car shows. He has been to about 12 shows, and said he plans on attending more shows in the future as well as continuing his hobby of restoring cars.

"There's nothing like having someone compliment the car and knowing that I did it all myself," he said.

You can look for Warino and his metallic green '74 Dodge Charger at a local car show, or you can find him in District Six, where he is an engineer-in-training.

Bringing Home the Orange

Work Zone Policy Wins National Award

Michelle May
Central Office

For motorists like Don Breeden time is money. The time he spends stuck in traffic costs his employer PGT Trucking hundreds of dollars each year.

"It's very important for me to get from Point A to Point B safely and efficiently

– I'm on a schedule," he said. "My loads are permitted and if there is an accident or traffic jam, others can take detours but I must wait it out."

The Ohio Department of Transportation recognizes that every minute counts on the highway. So much so that ODOT was recently recognized nationally by its peers for the department's efforts to reduce work zone congestion and accidents.

The American Association of State Highway and Transportation Officials has named ODOT winner of the **2002 President's Transportation Award** for its outstanding efforts to make work zones safer and more convenient for motorists. The association represents highway and transportation departments in 50 states, the District of Columbia and Puerto Rico.

While the glory goes to ODOT, the foundation for the award was built by a hard-working team of men and women who helped change the way ODOT maintains traffic during maintenance and construction.

"Years ago, it was common practice to close a lane of traffic without regard to traffic volume, which often resulted in large-scale traffic backups," said Bill Lozier, deputy director for Highway Management. "But today, motorist delays and the cost of congestion are one of the most critical elements in planning work zones."

During the policy's first full year of implementation in 2001, the department spent an additional \$30 million to minimize work zone delays. Those efforts included building temporary pavement and ramps to maintain more lanes of traffic, longer work hours and incentive/disincentive contracts to speed the pace of construction.

Many aspects of the Maintenance of Traffic Policy, such as the permitted lane closure map and setting thresholds for motorists' delay, have been adopted by other states.

"The national recognition is great," said Dave Holstein, administrator for Traffic Engineering, "but it's even better to draw attention to the effort we're making to reduce work zone congestion. It shows that Ohio is raising the bar."



Photo/Julie Walcott

Award-winning Team: (left to right) Tim Bell, Mack Braxton, Mary Ellen Kimberlin, Bill Lozier, Ken Linger and Dave Holstein. Not pictured are Albert Antoine and Dennis O'Neil.

2002 Director's Cup Roadeo

The 2002 Director's Cup Roadeo was held on September 18, 2002 at the Ohio State Fairgrounds in Columbus, this year's winners include:

Snowplow Competition

Randy Babar, District 7
Darrell Hood, District 11
Matt Simon, District 3
Ryne Dangler, District 1

Loader Competition

Dan Short, District 2
Bob Elliott, District 5
Marvin Taylor, District 10
John Rinker, District 1

Director Proctor congratulated the winners as Dozier Taylor, President of the Ohio Assembly of AFSCME, presented savings bonds to each of the top four competitors.

ROADEO HIGHLIGHTS



FYI

On November 20, the department will begin offering continuing education opportunities for Central Office employees regarding ODOT's core business activities. These sessions are being piloted in Central Office and may be expanded to the districts. All Central Office employees, with approval from their supervisors, are invited to attend these hour-long sessions beginning at 1:30 p.m. in the auditorium. The schedule for these presentations is as follows:

November 20 - Freight Analysis - Matt Selhorst

December 18 - ODOT Fiscal Information - Julie Ray

January 15 - State of the System - Matt Selhorst

February 19 - County Work Plan - Bill Lozier

Transcript

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Our mission is to provide a world-class transportation system that links Ohio to a global economy while preserving the state's unique character and enhancing its quality of life.

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