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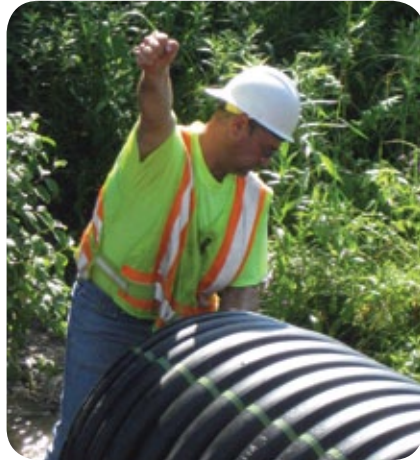


Photo by Kathleen Fuller, District 9

Spotlight on ODOT Works



A HIGHWAY TECHNICIAN IN HIGHLAND County, Chris Fulton is serious about his duties. Four years ago, Fulton fell into a well and punctured his leg on a galvanized water line. He could have lost his life; instead, this 10-year veteran worked at recuperation and returned to the department in four months.

“I was raised to have a strong work ethic, and I’ve always tried to work hard,” said Fulton.

His spare time is spent on his family farm with his wife, four kids and a host of hogs and goats. ☺

ODOT Works is a project designed to showcase ODOT employees—through the prominent display of photos throughout department facilities statewide—engaged in the important work they do every day. Contact your district Public Information Officer for more information about ODOT Works, or learn how to submit your own photos.

Believing in people: A conversation

Ron Poole, Central Office



DIRECTOR JERRY WRAY IS SITTING ACROSS FROM ME IN A CONFERENCE room, next to Mike Flynn, his assistant director for field operations. I’m there because both men have a message and I’m the messenger. At the moment, though, there is no talking; there’s just me flipping my notepad and selecting a pen in my determination to take careful notes for the occasion.

At last we are ready, we think, to talk about the strategic plan and what it means to ODOT. But where do you start?

“With the people,” Director Wray suddenly says, as though reading my mind, “We started with the belief that there is nothing the people of ODOT can’t accomplish, given the right environment and right opportunity.”

“It is our responsibility as leaders,” adds Flynn, “to provide the environment and opportunity for people to accomplish great things for the department. We talked about people working not just in, but *on* the department to make it better.”

I hear myself ask the obvious question, “Why does the department need to be better?”

“Like everyone else, we are facing a sluggish economy,” answered Wray.

“Consumption is down, and with it our state revenues. On the federal level, the next surface transportation bill will likely be less money than we have received in the past—this is something that has never happened before in our history.”

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This thought gave Director Wray pause before he continued: “Inflation has also reduced our buying power in terms of construction dollars. But we still have to deliver maximum return on investment for the people. So we asked our leadership team to look into ways to make ODOT the best department of transportation in the country.”

“Our strategic plan was the result,” said Flynn. “We have a direct and concise mission statement; a vision for our intended future; guiding principles about how to treat our customers, partners and ourselves; and specific results and outcomes to measure our progress. And all of it is based on the dedicated, committed, caring professionals who work at ODOT.”

Taking a deep breath, I ask how this relates to the talk of making the department “leaner.”

There is silence in the room, as though I had just been caught singing too loudly in a church choir. I immediately wished I would have used another word, as I know how much trouble this one once caused the director: It was 1991. The annual Ohio Transportation Engineering Conference; the then-newly appointed Director Wray speaking to the attendees about his plans for the agency, and innocently using the word “leaner.” He later returned to his office to find his phone ringing off the hook with callers wanting information about the impending layoffs he was announcing.

No layoffs were planned and none were made.



But this incident left an impression on Wray; on how much impact words can have on people. Perhaps it is why he weighs his thoughts so carefully before answering now:

“My intentions are the same now as when I was first named director,” he begins. “We are looking critically at everything to determine whether certain operations are being carried out as efficiently as they could be. There may be duties better assigned to the districts than Central Office, or vice versa.

“There may be things outside groups should do for us, and some functions better suited for us to do ourselves. We simply want to do things right, do the right things and arrive at the best possible result for the people of ODOT and the people of Ohio.”

“This restructuring will be happening over the next two years,” continued Flynn, “and the truth is ODOT will get smaller. But this is happening through a

natural process already at work within our department. Many of our veteran coworkers will be moving on and enjoying their well-earned retirement. We will take these opportunities to rearrange duties and priorities among our divisions and offices to manage the changes as smoothly as possible.”

As he thinks, Flynn takes a moment to shift in his chair and lean comfortably on his armrest before continuing:

“We are committed to easing any transitions for our fellow co-workers. We will provide the

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A Winning Team: ODOT, Nationwide Insurance launch 'Distracted Driver Simulator' tour at Ohio State Fair



ODOT's OHIO State Fair Exhibit this summer

included a special appearance by Ricky Stenhouse, Jr., the 2010 NASCAR Nationwide Series Rookie of the Year. Stenhouse spoke to the crowd about the dangers of distracted driving as part of ODOT's comprehensive roadway safety campaign: "Every Move You Make, Keep It Safe." Stenhouse took a turn at the exhibit's Driving Simulator—designed to illustrate the challenges and consequences of distracted driving—and later signed autographs and answered questions for visitors. Anyone interested in using the simulator at a safety event, or

Photo by Bruce Hull, Central Office



Ricky Stenhouse, Jr., 2010 NASCAR Nationwide Series Rookie of the Year, addresses visitors at ODOT's 2011 Ohio State Fair exhibit. Stenhouse demonstrated the exhibit's Driving Simulator, designed to illustrate the challenges and consequences of distracted driving.

learning more about the "Every Move You Make" campaign, can visit the website at www.everymove.ohio.gov/. 🌐

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Believing in people

opportunity for some people to take new training and assume new duties. Some people may be asked to report to different offices for work. In the end, people will see this is a good thing. ODOT will be a place where everyone will contribute to a more focused work product to boost Ohio's economy."

With that, Flynn reminds Director Wray of the time. Both men are due elsewhere. They rise and prepare to leave as I scan my notes, hoping I have not missed the opportunity to ask more about this important subject. Then the director seems to read my mind again.

"There's more to talk about concerning our plan," he tells me as Flynn exits the room. "Annual meetings and Chats with the Director will begin in September, and we are committed to answering any questions.

"We believe there is no such thing as over-communication on this subject, so there will be more articles, more video messages, and more efforts to reach everyone at ODOT. This conversation is just beginning."

I watch him leave quietly, like a man who knows where both he and the department are going. 🌐

Critical Success Factors: Introducing your road map to success

Melissa Ayers, Central Office



ODOT DIRECTOR

Jerry Wray likes to refer to the changes we are making together at the department as a “journey to excellence.” Being travelers on this journey can be scary if you are not sure where you’re going or how you’re getting there. That’s why all good travellers have two things: a plan and a map of the intended destination.

We have a plan—the new Strategic Plan—that you are just getting to know, and within it is a map called the “Critical Success Factors” to be used as true measures of success.

But wait a moment: just what is a true measure of success?

“It’s not about measuring activities,” Director Wray commented. “Activities do not equal success. It’s also not about reports, charts or graphs. In fact, it’s not about paper at all. Success is measured through tangible results: providing efficient transportation that keeps Ohioans moving and safe.”

Learning all about our new critical success factors map will take more than just one article; we will take a more detailed look at these important topics in future issues of Transcript. But we begin here by unfolding

our map on the dashboard and reviewing the six areas we will pass through on our journey of excellence.

It all starts with the **People of ODOT**, the department’s most valuable resource. With their countless years of experience and knowledge, they can make the agency as efficient and effective as possible. Critical success factors aim to achieve a workplace where people feel valued, perform

Success is measured through tangible results: providing efficient transportation that keeps Ohioans moving and safe.

— ODOT Director Jerry Wray

meaningful work and are free to express their honest opinions; a place where “ODOT will be successful in its execution of being the best DOT in the nation,” said District 2 Deputy Director Todd Audet.

Then we look at **System Conditions** and how we can best meet our obligation to maintain the current transportation system in which so much has been invested. The critical success factors used here address the needs of bridges, pavements and roadways as “One ODOT,”

across the state, using “better metrics for our system conditions to ensure the department is systematically investing the right amount of dollars into the right projects,” said Deputy Director of the Division of Engineering James Young.

Next are **Operations**, because no matter how much or how little money we have, ODOT should always work as efficiently and effectively as possible. Critical success factors here measure everything—not only buildings and electric bills, but snow and ice removal efforts as well. “The inclusion of winter maintenance within the guiding principles confirms our commitment to our workforce and external customers,” said

District 12 Highway Management Administrator Howard Huebner.

“By making **Safety** a critical success factor, we hold ourselves accountable for the well-being of Ohioans traveling our roads,” said District 10 Deputy Director Steve Williams. Safety is always our highest priority, and we can never be satisfied with the status quo: We have many tools and new technologies which make our highways safer than ever before.

Our **Capital Program**, developing and delivering

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Turnpike update: Advisors sought for Turnpike options

Ron Poole, Central Office



THE GROUNDWORK FOR POTENTIALLY leasing the Ohio Turnpike took another step forward in August, when the Office of Budget and Management (OBM) began seeking proposals from teams of advisors to determine the true value of the Ohio Turnpike and the preferred option for leveraging it as a state asset.

The bidding is the start of a possible three-phase strategy proposed to help advance major construction projects that impact job creation and business development.

The first phase will be an analysis and review period to help OBM and ODOT determine if a private investment option is the most beneficial course of action for the state.

If the process is approved in phase one, it will move forward to developing an invitation for proposals, and then on to selecting the final bidder for the contract. The consultant team chosen out of this initial bidding will assist in all three phases.

ODOT and OBM require the applying consultant teams to include members with experience and expertise in technical and engineering disciplines,



Photo by Amanda Lee, District 12

contract and transportation law, financial analysis and public outreach.

Fourteen interested consultant teams submitted letters of interest by the Aug. 24 due date and are currently being reviewed. 🔄

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Critical Success Factors


construction and maintenance projects, is an opportunity to save money while still delivering the maximum return for Ohio's investment.

"From a construction perspective," observed District 6 Construction Engineer Lisa Sigmund, "the department will see real savings, which will translate into real results by maximizing our investment in the state's highways and bridges."

The final area, **Jobs and Commerce**, reminds us how we affects people's lives and livelihoods by getting people to their destinations and getting goods to the global marketplace is critical to the economic well-being of the state and the nation. This can only be done with an efficient, well-maintained transportation system. Our critical success factors will look at how we can "improve

the department's impact on new business growth and development by responding and prioritizing job creation for Ohioans," said Deputy Director of the office of Jobs and Commerce Glenda Bumgarner.

We will all get to know the critical success factors better in the coming weeks. Though new to us now, this map will show the way to the excellence we are driving toward. 🔄



The superload moving along Interstate 77 southbound, south of State Route 258 in Tuscarawas County on its second day of travel. The superload weighed in at 1,005,072 pounds. Photo by Deputy Director Lloyd MacAdam, District 11.

Carrying a heavy load

Michelle Croom, District 5, with Becky Giaque, District 11

Q QUESTION: WHAT WEIGHS MORE than one million pounds, measures 351 feet in length, is 15 feet high, 20 feet wide, and travels at a top speed of 35 miles per hour through Ohio's highways?

Answer: A superload!

Or more to the point, the single largest freight load ever transported on state roadways. This monstrosity was the first of three BP-operated power generation units to leave Rolls-Royce Energy Systems Inc. in Mount Vernon this summer.

Each of the separate units left the Rolls-Royce facility, traveled through Knox, Coshocton and Tuscarawas counties, then parked overnight at the ODOT rest area on Interstate 70 in Guernsey County. From there, they crossed Belmont County on I-70 and I-470, ending their land journey along State Route 7 at the Ohio River in Bellaire. Transferred onto river barges, the three units travelled down the Ohio and Mississippi rivers to New Orleans, bound for the Caspian Sea. Their final

destination will be the city of Baku in Azerbaijan, which they are expected to reach by mid-October.

Planning for this monumental move began nearly two years ago, with extreme thought going into every detail and involved multiple groups: BP, Rolls-Royce, ODOT, Ohio State Highway Patrol, Edwards Moving Co., numerous local municipalities and Kokosing Construction. Efforts were made to avoid peak traffic hours and to notify the public of affected routes and approximate travel times. Motorists were encouraged to use alternate routes to avoid delays. Ultimately, the three power generation units were safely loaded at Bellaire Harbor with only minor delays.

"The shipment of this [first] unit is a great accomplishment, not only for the workforce at Rolls-Royce, but for the state of Ohio," said Barry Eldon, vice president of Assembly & Test for Rolls-Royce Energy Systems. "It clearly demonstrates that Ohio has both the capability and the resources to participate in the global market." 🌐

New office, Deputy Director enters the fold

Ron Poole, Central Office



THE MISSION OF THE RECENTLY-CREATED OFFICE OF Jobs and Commerce in Central Office is to insure Ohio's vast transportation infrastructure investments are promoting business development and job growth in the state.

Leading this team effort is Deputy Director Glenda Bumgarner, who joined ODOT in July. Bumgarner previously led the economic development and local government affairs offices of Columbia Gas of Ohio, and has worked for IBM and the Ohio Department of Development. She has a master's degree in public administration and will receive her doctorate in management in May 2012.

"The Jobs and Commerce team will focus specifically on partnering with state and regional economic development partners and businesses," said Bumgarner, "and identify opportunities to improve transportation access and give Ohioans a competitive, economic advantage." ☺



Health & Wellness Corner

September is Ovarian, Prostate Cancer Awareness and Fruits & Veggies—More Matters™ Month

Nick D'Eramo, Central Office



PROSTATE CANCER AFFECTS one in six men, and ovarian cancer is the fifth most common cancer among women, often running in families. These facts underscore the importance of regular exams for early detections and treatment.

Doctors generally recommend that men should have regular prostate exams beginning at age 50. Older women are at the highest risk for developing ovarian cancer, with most developing after menopause.

You can greatly increase your protection against these conditions by following a healthy diet. Harvard medical research and other studies suggest that healthy diets—especially those rich in tomato, carrot, leafy greens and citrus fruits—can help reduce the risk of developing various forms of cancer. ☺



"EAT YOUR FRUITS AND vegetables." Many of us heard this phrase, probably to our dismay, while growing up. But these words have never been more true: research suggests that both children *and* adults need to freshen up their diets.

People of all ages need the calcium, zinc and important vitamins that fresh fruit and vegetables provide—and more matters!

Avocados, grapefruits, corn, brussel sprouts—to name a few—are associated with lower blood pressure and reduced risk of heart disease and stroke. Plus, healthy foods have a regulating effect on blood sugar levels and appetite.

So add more fresh fruits and vegetables to school lunches, and to all you parents out there: Remember, "Eat your fruits and vegetables" is advice you should follow, too! ☺

ODOT hosts regional conference in Cincinnati



REPRESENTATIVES FROM NINE state DOTs, regional transportation agencies and transportation industry partners descended on Cincinnati to attend the first-ever ODOT-hosted Mid-America Association of State Transportation Officials 2011 Conference in July

More than 400 attendees shared ideas and best practices to preserve and further develop state transportation to better meet the demands of the future.

Highlights of the three-day conference included a special dinner held at the Cincinnati Underground Railroad Freedom Center. ☺



Photo by Mike Keller, Central Office

Conference attendees talk together at the Underground Railroad Freedom Center in Cincinnati.



**I-71
670**
PROJECT INFO
877-381-7071
ODOT71670.ORG

Be ready for Columbus Crossroads



THE INTERSTATE 71/INTERSTATE 670 IS A \$200 million design/build project in Central Ohio beginning this month, and ODOT is working closely with the city of Columbus to provide detailed alternate routes for motorists during construction. When completed, the I-71/670 fix will improve safety, reduce traffic congestion, connect neighborhoods and provide attractive gateways to neighborhoods and Downtown.

There is no doubt this major interstate construction

project will change the way people travel during construction. The department has responded by initiating an ongoing program to keep local citizens and businesses informed with the information they need.

Before the orange barrels come out, ODOT is making maps and charts available to the public online, meeting with numerous stakeholders, and outlining the closures and alternative routes commuters will want to take.

With construction beginning this September and further traffic changes starting in November, ODOT believes it is never too early to prepare and plan ahead. To learn more, see: www.odot71670.org. ☺



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