

SETTING THE GOALS FOR 2010-2011

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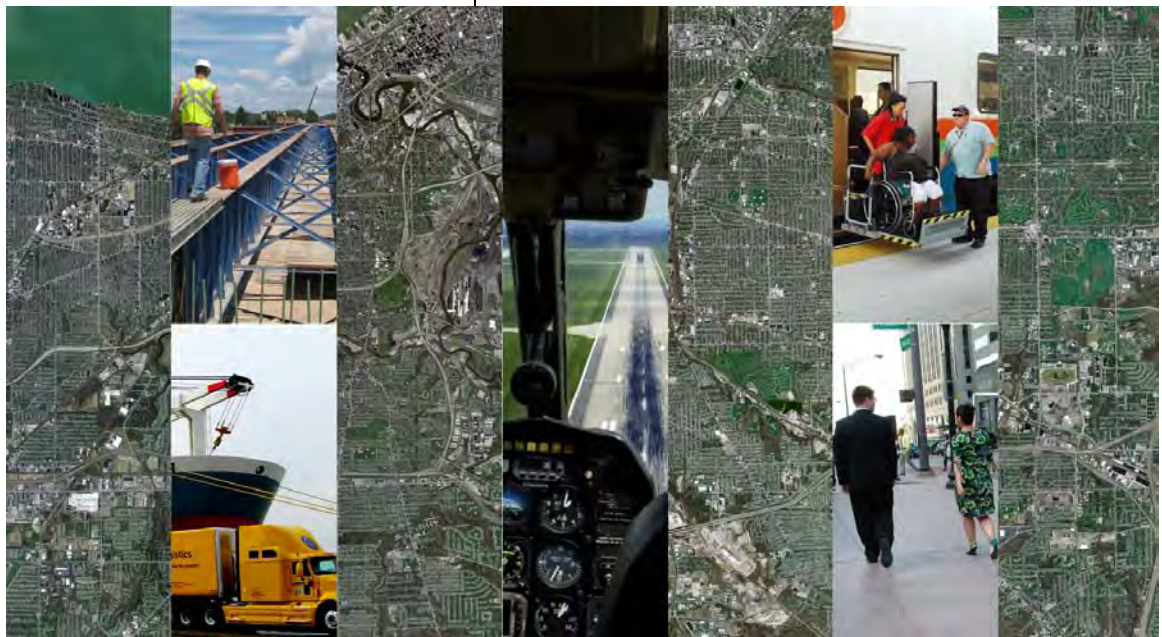
ODOT'S MISSION: MOVING OHIO INTO A PROSPEROUS NEW WORLD

“Moving Ohio into a Prosperous New World” captures in a few words the overall goal and outcome of transportation investment in Ohio. The 21st Century Transportation Priorities Task Force coined the phrase and ODOT has made it their own. This “bumper sticker” statement helps us all tell anyone quickly and accurately the kind of business we are in. Its meaning encompasses the multi modal, safe, efficient and reliable character identified in our last business plan mission statement. At the same time, it incorporates the realization that safety, economic development, green, innovative and accessible characteristics are additional drivers needed to achieve the prosperity that will assure Ohio’s future competitiveness.



ODOT is part of a worldwide financial and transportation revolution that demands a “new” ODOT, equipped to tackle and succeed in this fast paced, competitive new world. The 2010-2011 Business Plan delineates our areas of focus, our goals, objectives, strategies and commitments. Our intent in this document is to be clear, direct and forthright about what we will do and how we will deliver. We hope that the

printed page will be the beginning of a biennium-long partnership with all our stakeholders, in which we converse, brainstorm and create success for Ohio and all its citizens.



ODOT'S KEY INITIATIVES FOR THE NEW BIENNIUM

Initiative 1: "Target: Zero"

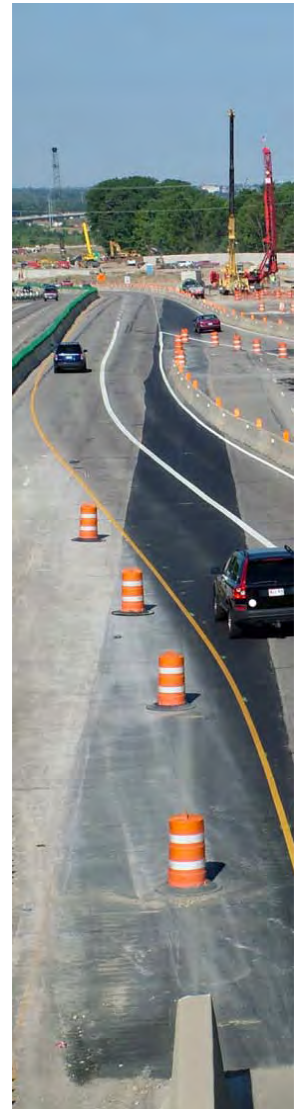
Focus on safety in the workplace, on the construction site, and with the traveling public to assure ZERO tolerance for any safety hazard.

During the Biennium, ODOT will:

- ☐ Heighten awareness department-wide of the priority of safety with an annual goal of reducing employee injury and equipment incidents by 20 percent and reducing total crashes on Ohio's roadways by 5 percent.
- ☐ Improve and measure the use of new technology and its ability to increase safety for the traveling public, including the piloted use of edge line and centerline rumble stripes that reflect oncoming headlights, new standards to require the use of reflective back plates on traffic signals at selected intersections, and updated median barrier warrants to prevent cross-median crashes.
- ☐ Intensify the annual inspection of every state route with a maintenance quality survey (MQS) that identifies and inventories system safety conditions such as drop offs, guardrail, signs, striping, and other roadway and bridge safety aspects.
- ☐ Advance additional safe work zone policies and best practices by assuring ODOT's safety team includes all critical partners such as the Ohio Civil Service Employees Association and the building trades, the Ohio Contractors Association, and the Ohio Bureau of Worker's Compensation.



- ☐ Broaden the department's level of customer communication and public education to assure that Ohioans are increasing their own safe practices, by expanding safety campaigns that target work zone safety awareness, distracted driving, and "Ice and Snow... Take it Slow."







Longer term, the department will improve safety by reviewing and revising departmental incident/injury investigations, with the consideration of mandatory suspensions for certain incidents and/or unsafe actions; in partnership with the Ohio Department of Public Safety and State Highway Patrol, work to reduce fatalities on Ohio's roads by 2.5 percent each year and to pursue legislation, administrative, and educational action that will help save lives on roadways.

Initiative 2: “Igniting Ohio’s Economic Engine”

Pursue job creation, business development and economic growth as hallmarks of ODOT’s construction and investment policies and programs.

During the Biennium, ODOT will:

-  Advance transportation projects of regional and statewide economic significance through a more expeditious FAST TRAC process; Establish criteria and provide new funding for a FAST TRAC program to advance projects to construction quickly after approval by the Transportation Review Advisory Council (TRAC).
-  Execute Governor Strickland’s “Think Ohio First” procurement practices set forth in Executive Order 2008-12S by utilizing ODOT’s purchasing power to seek out opportunities to procure supplies, services, equipment and renewable energies from Ohio-based companies.
-  Make ODOT more “business friendly” by establishing Transportation Development Roundtables within each of the department’s 12 district offices to assure ongoing conversation and collaboration with local/regional development stakeholders to maximize transportation investment outcomes.
-  Coordinate strategic investment efforts with the Ohio Department of Development (ODOD) to assure that infrastructure improvement is integral in business recruitment and expansion, including strategic state investments in Job Ready Sites, Ohio Hubs of Innovation and Opportunity (OHIO Hubs), brownfield redevelopments, and the 3C Quick Start and Ohio Hub passenger rail plans.

Longer term, the department will continue to research and bring to bear new and targeted analyses that quantify the impact of transportation investments on local, regional and state economies; partner with the private sector, ODOD and the University System of Ohio on a 21st Century National Transportation Research Enterprise (Centers of Excellence) to enhance investments in Ohio’s transportation research centers and construction manufacturing base; and explore how the department can expand its over-dimension hauling permit process to help Ohio become more competitive in international trade and in the global economy.



State and local officials, including Lt. Governor Lee Fisher, survey the Ohio River at the Wellsville Intermodal Facility in Eastern Ohio.

Initiative 3: “All Systems Go”

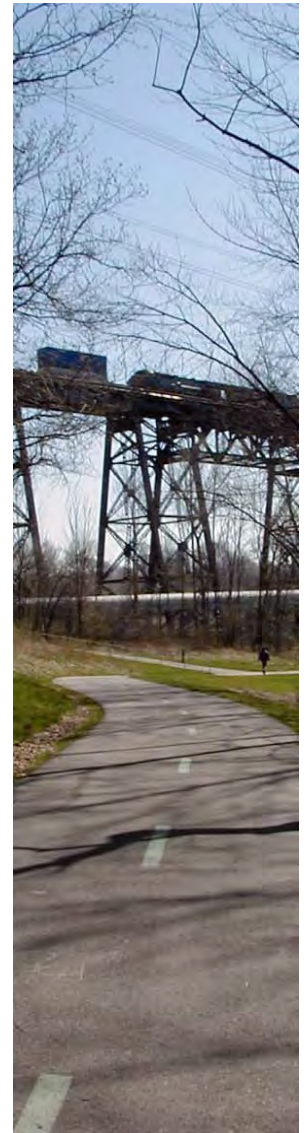
Identify critical freight and passenger transportation corridors by mode and prioritize public investment to facilitate the seamless, safe, efficient movement of people and goods.

During the Biennium, ODOT will:

- Complete the Go Ohio Transportation Futures Plan to create a statewide, multi-modal network to help attract and retain businesses and enhance the quality of life in Ohio by prioritizing necessary improvements.
- Establish measures to understand and evaluate the performance and needs of all modes of Ohio’s transportation system to a level of measurement that ODOT currently performs for roadways and bridges.
- Explore and propose new financing tools to allow private sector and public sector/local investments to leverage ODOT investments in funding locally and regionally important transportation efforts across all modes of travel and shipping.
- Target additional resources to help stabilize and restore transit services across the state, including the investment of \$15 million through the ODOT Green Fleet Transit purchase program and identify sources to support funds for operating expenses.
- Pursue federal funding for passenger rail, including initial service along the 3C “Quick Start” corridor and continued planning and environmental study for the Ohio Hub high-speed regional plan, as well as seek improved and expanded service by Amtrak, which currently offers limited service in Toledo, Cleveland, and Cincinnati.







Longer term, the department will explore the use of incentives to encourage transportation and land use planning (local and regional) to include performance objectives that promote biking, walking and transit; investigate through the Transportation Futures Plan project how the state can better use its transportation network to grow and foster the logistics and shipping industries; pursue each reliable funding source for all modes of transportation to effectively maximize investments in all options of travel and shipping; and champion federal efforts to further the development of high-speed passenger rail corridors connecting into Ohio, including the Cleveland-Pittsburgh and Toledo-Detroit corridors.



Initiative 4: “Work Smarter and Get Better Results”

Improve innovation and project delivery, with a focus on quicker decision making, stronger public and private partnerships, and “Smarter Growth” strategies.



During the Biennium, ODOT will:

-  Carry forward the lessons learned and the best practices established from the rapid and innovative investment of Recovery Act funds as a guideline to streamline ODOT’s project development, environmental and construction processes.
-  Identify and implement quicker decision-making practices at all levels of the department, including ways to break up major projects into smaller projects to perform subtasks, improved scoping of projects to avoid negotiation delays or increased consultant costs, and new goals to shorten the timeframe from consultant selection to contract initiation by adding contract writers and negotiators to the process.
-  Complete a detailed analysis of the Project Development Process to identify bottlenecks in the delivery of transportation projects; identify a way to measure the true cost to complete projects from conception to delivery (including data from Time Management System, Consultant Billings, Awarded Contracts and Change Orders) and set a goal of reducing the total time and total cost.
-  Explore how innovative public-private partnerships (PPPs) can leverage additional state and federal resources; specifically, promote the creation of Port Authorities, Transportation Innovation Authorities (TIAs), or other local/private sector partnerships to develop and operate passenger rail stations along the 3C “Quick



Multi-agency agreement signing for the Eastern Corridor Project in the Cincinnati region.

Start” corridor, and to fund specific freight business cluster (job center) infrastructure needs.

-  Create incentives for local communities who partner with the state to support Ohio’s “Livable Community” program – in conjunction with Governor Strickland’s Office, the Ohio Environmental Protection Agency and the Ohio Department of Development – to improve access to housing opportunities and allow more transportation options while lowering transportation costs to households.
-  Provide priority funding to transit authorities and regions to consolidate public transportation services – with particular attention to coordination of specialty transportation services in the health and human services sectors – including the creation of a comprehensive statewide plan and inventory of service providers, resulting in improved service and a better return on investment of limited resources.

Longer term, the department will examine the use of public-private partnerships (PPPs) in other states and countries, to see how PPPs improve service and generate a private return on investment; work with local and regional partners to develop ways that maximize existing infrastructure use and support core community revitalization; and provide alternative approaches to support economic development and control infrastructure service cost by understanding the true cost of supporting infrastructure needs driven by government land use/development policies.

Initiative 5: “World Class Business Practices”

Adopt world-class business practices that assure ODOT approaches its daily operations in a responsible, prudent, innovative and inclusive manner.

During the Biennium, ODOT will:

- ☐ Maximize ODOT’s vigorous budget management and operation quality controls – by setting Division and District budgets at 95 percent of proposed operations, continuing strict oversight and management of construction change orders and emergency construction orders, maximizing effective use of materials (Smart Salt Strategy), reducing overtime, and limiting travel expenses – with the goal of moving these savings to priority construction programs.
- ☐ Implement innovative policy and financing tools gained in the 2010-2011 State Transportation Budget, by selecting projects to be funded by toll financing, entering into innovative partnerships with public and private sector entities, and advancing a full range of projects through a design-build delivery process. Also exercise the use of new federal financing programs and state financing approaches that will assure Ohio exercises the best financing options to maximize investments.
- ☐ Work with the General Assembly to secure the ability for ODOT’s local transportation partners to form Transportation Innovation Authorities (TIAs) and access a “new generation” of investment to the State Infrastructure Bank to assist local governments in making future multi-modal investments..
- ☐ Assure that ODOT is a place that fosters diversity with its employees, contractors, and consultants, by fully staffing a new Division of Equal Opportunity, setting specific, measurable and attainable hiring and promotional goals to remedy the underutilization of women and minorities in the department’s work force, and attaining a goal of at least 15 percent in minority set-aside for ODOT purchasing contracts and 5 percent EDGE goal for construction contracts.



ODOT and FHWA work together to offer education and support to Disadvantaged Business Enterprises.

Longer term, the department will develop a process to incentivize cost containment and innovation in our design agreements and create stricter performance standards; pursue permanent and reliable funding streams for all modes of travel and shipping; improve the diversity of the transportation industry by working with various organizations and institutions to ensure students are aware of the vast career opportunities that exist in the transportation industry and have access to the educational programs they need to pursue a career in the transportation industry; and develop a more comprehensive approach to DBE goal setting and attainment.

Initiative 6: “Go with Green”

Use the best environmentally-sensitivity practices in our operations and pilot new green initiatives as ODOT leads by example in embracing environmental stewardship and reducing energy consumption.

During the Biennium, ODOT will:

- ❏ Establish and implement the increased use of “green” technology in ODOT’s operations, including the installation of diesel particulate filters on at least 58 of the department’s dump trucks in designated non-attainment areas, green certification by Ohio Green Fleets of all of the department’s snowplows, and expanded use of Global Positioning Systems on the snowplow fleet to include at least two districts (aimed at dramatically reducing ODOT’s fuel usage and dependence on roughly 600,000 tons of salt each winter).
- ❏ Expand the use of Light-Emitting Diode (LED) technology to upgrade at least 25 percent of the department’s traffic control devices (replacing incandescent signal lights) and identify at least one location for a pilot project to upgrade highway lighting to LED lamps.
- ❏ Establish and implement a program that increases ODOT’s use of non-construction and construction recycled products by at least 10 percent each year, and a separate program focused on increasing by at least 10 percent each year the use of “green” materials and applications within ODOT’s construction program, maintenance, and operations – with specific efforts to find best practices for watershed protection and water quality.
- ❏ Achieve LEEDS certification for at least 50 percent of the department’s newly constructed occupied buildings (garages, offices) within the biennium; Reduce energy usage in the department’s existing buildings by at least 15 percent (electricity, natural gas, water) by the end of the biennium.



ODOT Central Office’s pilot Rain Garden – such innovative and environmentally-friendly landscaping helps remove storm water pollutants.

Longer term, the department will empower ODOT’s “Green Team” to measure how department projects, maintenance and operations impact water and air quality, and to recommend ways to reduce negative impacts; identify a pilot project in at least one high-traffic rest area to install a Truck Electrification System (TES) to reduce the amount of truck idling; and transition ODOT’s motor pool to a “green” fleet, with the intent to purchase at least four all-electric vehicles for the Central Office motor pool, and at least one all-electric delivery truck.

Initiative 7: Legislative Strategy

Pursue a comprehensive Federal and State legislative agenda to support the department's initiatives and goals.

During the Biennium, ODOT will:

- Advocate passage of a multi-year federal transportation authorization bill that provides sufficient funding for ODOT to invest in priority projects and programs that ensure Ohio's transportation system is safe and reliable for the state's businesses and travelling public. This authorization should allow the department flexibility in spending federal funds and provide sufficient funding for a robust multi-modal system. Additionally, we will seek the federal appropriations necessary to fund these transportation priorities.
- Pursue passage of state legislation to establish Transportation Innovation Authorities (TIAs) which would give the state's local transportation partners a tool to capture the value of transportation investments and offer a greater ability to leverage state funding for locally and regionally significant projects.
- Collaborate with ODOT's national and multi-state transportation partners – including the American Association of State Highway and Transportation Officials (AASHTO), American Public Transit Association (APTA), and others – to advance a federal legislative agenda that focuses on reliable funding for all modes of travel and shipping, as well as federal policies affecting project delivery, environmental stewardship, and prohibitions that block innovation.
- Support legislative initiatives that enhance Ohio's economy by improving infrastructure and transportation systems, and creating jobs.

Longer term, the department will champion efforts to improve federal support of Ohio's transit agencies, including an improvement on the state's donor statues (only a 51 percent return) to the Mass Transit Account and new flexibility for using federal dollars for operating support; pursue additional federal funding to advance high speed passenger rail service in Ohio, building on the 3C "Quick Start" service and the development of the Ohio Hub; coordinate with Ohio's Congressional delegation on the passage of the *Jobs for Main Street Act* which provides additional federal stimulus funding for multi-modal transportation investments; open new dialogue with U.S. DOT on modernizing federal regulations – including the Highway Beautification Act – which limit a state's ability to address the needs of local communities and industries; and pursue an expanded use of the design build project delivery, based on the success of pilot project during the current biennium.

