



OHIO DEPARTMENT OF  
TRANSPORTATION

# CRITICAL SUCCESS FACTORS DEFINED

# METRIC APPENDIX



**RESULTS**  
O V E R  
**RESOURCES**



# Contents



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<b>Preamble</b> .....	<b>3</b>
<b>People Critical Success Factors</b> .....	<b>4</b>
Work Life Index .....	4
Workforce Injuries.....	5
Work Force Crashes.....	6
Direct Labor Ratio.....	7
DBE .....	8
EDGE .....	9
MBE .....	10
<b>System Conditions Critical Success Factors</b> .....	<b>11</b>
Bridges: General Appraisal.....	11
Pavements: Priority, General and Urban Systems .....	12
Maintenance Condition Ratings .....	13
Travel Time Reliability Index (TTRI).....	14
Snow and Ice Control .....	15
<b>Safety Critical Success Factors</b> .....	<b>16</b>
Fatalities Per Year (ODOT System).....	16
Serious Injuries per Year (ODOT System) .....	17
Crashes per Year (ODOT System).....	18
<b>Capital Programs Critical Success Factors</b> .....	<b>19</b>
Contract Program .....	19
ODOT Projects Awarded On-Time.....	20
Local Projects Awarded On-Time Program .....	21
Preventable Change Orders .....	22

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# Preamble

The Ohio Department of Transportation has a large and very significant responsibility. We are charged with protecting the enormous investment the people of Ohio have made in their transportation system through the decades. We are also charged with improving and enhancing that system. The reason for our *Results over Resources Progress Report* is to provide a definitive and quantitative answer to the question, “How are we doing?”

The **Critical Success Factor (CSF)** metrics are intended to gauge the state of our transportation system and the quality of our organization. By measuring and monitoring the results we are achieving and balancing those results against the resources entrusted to us, we are able to quantify the return on investment we are providing to Ohio.

Having understandable, repeatable and periodic reporting on the CSF metrics allows us to identify areas of needed improvement and areas of excellence. It also provides the tools we use to set goals, adjust priorities, establish best practices, develop policy and celebrate outstanding achievements.

The purpose of this appendix is to provide clarity relative to our established CSFs and the metrics associated with them. The metrics are measurements, indicators or ratios focused on our core, tangible, retail results.

<p>This appendix should answer the questions: <b>WHAT, HOW, WHEN, WHERE</b> and <b>WHO</b> regarding each CSF metrics.</p>	
<b>WHAT:</b>	The condition, score, quantity or rating of some aspect of our system or organization. Establishes the units of measurement, i.e., dollars, lane-miles, person-hours, general appraisals, fatalities, condition ratings, etc.
<b>HOW:</b>	General explanation of the formula, equation, source, method or system of measurement, including sample or group size, and the metric’s target in relation to the stated goal
<b>WHEN:</b>	The time-frame of progress reporting and publishing.
<b>WHERE:</b>	Location where the measurement is taken or the source of measurement, i.e. accident reports, field observations, expenditure records, material usage, records, payroll data, etc.
<b>WHO:</b>	The ODOT office responsible for collecting, organizing and disseminating the information.

## Work Life Index

**WHAT:** The Work Life Index is an annual indicator from a Quality of Work Life Survey of ODOT employees. The index combines overall scores from three survey areas measuring employee's attitudes and opinions.

The areas are:

- 1) Employee Satisfaction,
- 2) Strategic Direction and
- 3) Working Environment.

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**HOW:** The Quality of Work Life Survey asks employees to rate on a scale of 1 to 5, with 1 being Strongly Disagree and 5 being Strongly Agree, their opinion regarding specific situations or conditions within each survey area.

The scores within each of the survey areas are then averaged to arrive at a score for that survey area. The survey area scores are then averaged and converted to a percentage to arrive at the Work Life Index, with the target being *above* the stated goal.

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**WHEN:** The Work Life Index is reported and published in the CSF Dashboard annually each calendar year.

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**WHERE:** The survey is conducted with all full-time and part-time, permanent ODOT employees. While not all employees choose to participate in the survey, employees who want to respond can do so either via mail or on-line. Employees are made aware of the survey through internal ODOT communications and via a direct mailing to the employee's home.

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**WHO:** The Office of Employee Development and Lean in Central Office prepares, distributes, collects, analyzes and reports on the Work Life Index.



## People Critical Success Factors

### Workforce Injuries

**WHAT:** The Workforce Injuries metric uses the Occupational Safety and Health Administration (OSHA) Frequency Rate Formula. This is a national reporting standard, which allows ODOT to calculate information on how we are doing in reducing Workforce Injuries compared to our industry.

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**HOW:** This metric indicates how many Workforce Injuries have occurred on average per 100 employees, with the target being *below* the stated goal. 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.)*

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**WHEN:** The Workforce Injuries metric is reported monthly to track the agency's progress toward its annual goal, and the total for the calendar year is published in the *CSF Dashboard*. All results lag by thirty (30) days because of how the hours worked data is reported.

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**WHERE:** Each work unit within ODOT, i.e., county garage, office, etc., reports workplace injuries/illnesses which occurred or are a result of the employee's job duties. All employee hours worked are reported by payroll from each employee's timecard.

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**WHO:** The agency-wide Workforce Injury metric is calculated by the Office of Employee Health and Safety in Central Office.

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## Work Force Crashes

**WHAT:** The Workforce Crashes metric uses the Occupational Safety and Health Administration (OSHA) Frequency Rate Formula. This is a national reporting standard, which allows ODOT to calculate information on how we are doing in reducing Workforce Crashes compared to our industry. A *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.

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**HOW:** ODOT's Workforce Crashes measures how many Contact Only Crashes have occurred on average per 100 employees, with the target being *below* the stated goal. 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.)*

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**WHEN:** The Workforce Crashes metric is reported monthly to track the agency's progress toward its annual goal, and the total for the calendar year is published in the *CSF Dashboard*. All results lag by thirty (30) days because of how the hours worked data is reported.

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**WHERE:** Each work unit within ODOT, i.e., county garage, office, etc., reports all crashes which occurred or are a result of the employee's job duties while operating our vehicles or equipment. All employee hours worked are reported by payroll from each employee's timecard.

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**WHO:** The agency-wide Workforce Crash metric is calculated by the Office of Employee Health and Safety in Central Office.



## People Critical Success Factors

### Direct Labor Ratio

**WHAT:** The Direct Labor Ratio metric measures the percentage of total hours worked in the Department (e.g. District and Central Office) which are directly spent completing work on ODOT core business functions—e.g. planning or designing new roadways, maintaining the roadway system, etc. A core business function is work performed directly affecting a portion of the transportation system ODOT is responsible for building and maintaining. In the Direct Labor Ratio, the core business functions are grouped as follows: Operations, Planning and Engineering, Construction, Equipment and Facilities.

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**HOW:** Each ODOT employee completing core business functions reports the amount of hours spent working on assigned projects and tasks by assigning predefined codes to the hours worked. The coded hours are then entered in the Department’s labor tracking system. The total amount of hours worked directly on core business functions is then divided by the total labor hour recorded by these employees and converted to a percentage to arrive at the Direct Labor Ratio.

*Important Note: While District employees in the core business function areas have historically been tracking their hours in the Department’s labor system, Central Office administrative employees have not done so; generally, approximately 60% of Central Office employees in these core business functions have been entering data.*

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**WHEN:** The Direct Labor Ratio is reported and published quarterly using year-to-date quantities in the CSF Dashboard during the State Fiscal Year (July 1 – June 30).

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**WHERE:** Each employee is responsible for recording an appropriate activity code for his/her hours worked. Each business unit is responsible for ensuring their employee’s coded hours are correctly entered into the Department’s labor tracking system.

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**WHO:** The Office of Accounting in Central Office is responsible for compiling, calculating and reporting the Direct Labor Ratio.

## DBE

**WHAT:** The Disadvantaged Business Enterprise (DBE) metric measures the percentage of participation by certified DBE firms on federally funded construction and construction related services (consultant) contracts which are directly related to ODOT core business functions – i.e., planning and designing new roadways, building and maintaining the roadway system, etc.

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**HOW:** The DBE program has an overall goal and may have individual contract goals. Each federally funded construction and consultant services project may have a DBE goal set by the ODOT Goal Setting Committee. The contract awarded is responsible for reporting the participation by DBE firms on the contract awarded by ODOT. The work performed by the DBE firm and the dollar amount associated with the work is then divided by the value of the entire contract to determine the percentage. The resulting DBE participation percentage is compared to the stated goal for the contract and to the program's overall goal. The overall goal is 8.9% and individual project goals may range from 0% to 15% DBE participation.

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**WHEN:** The DBE goal attainment is reported to the prime contractor at the end of each project. The DBE Uniform Report of Contract Awards and Payments is provided to the Federal Highway Administration on April 1 (for the period 10/1 – 3/31) and December 1 (for the period 4/1 – 9/30).

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**WHERE:** Each District has an Equal Employment Opportunity Contract Compliance Officer who is responsible for verifying the work completed by certified DBE firms. Each prime contractor is responsible for submitting subcontractor agreements and affidavits of subcontractor payment through an online database.

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**WHO:** The Office of Small and Disadvantaged Business Enterprise in Central Office is responsible for compiling, calculating and reporting the DBE participation percentage.



## People Critical Success Factors

### EDGE

**WHAT:** The Encouraging Diversity, Growth, and Equity (EDGE) metric measures the percentage of participation by certified EDGE firms on state funded construction and construction related services (consultant) contracts which are directly related to ODOT core business functions – i.e., planning and designing new roadways, building and maintaining the roadway system, etc.

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**HOW:** The EDGE program has an overall goal and may have individual contract goals. Each state funded construction and consultant services project may have an EDGE goal set by the ODOT Goal Setting Committee. The contract awarded is responsible for reporting the participation by EDGE firms on the contract awarded by ODOT. The work performed by the EDGE firm and the dollar amount associated with the work is then divided by the value of the entire contract to determine the percentage. The resulting EDGE participation percentage is compared to the stated goal for the contract and to the program’s overall goal. The overall goal is 5% and individual project goals may range from 0% to 15% EDGE participation.

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**WHEN:** The EDGE goal attainment is reported to the prime contractor at the end of each project. The EDGE Report is provided to the Ohio Department of Administrative Services quarterly.

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**WHERE:** Each District has an Equal Employment Opportunity Contract Compliance Officer who is responsible for verifying the work completed by certified EDGE firms. Each prime contractor is responsible for submitting subcontractor agreements and affidavits of subcontractor payment through an online database.

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**WHO:** The Office of Small and Disadvantaged Business Enterprise in Central Office is responsible for compiling, calculating and reporting the EDGE participation percentage.

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## MBE

**WHAT:** The Ohio Revised Code (125.081) requires that state agencies set aside approximately 15% of their projected operating spend in specific categories to include only certified Minority Business Enterprises (MBE) in the competitive bidding process. Additionally, agencies are encouraged to purchase from MBE's whenever practical regardless of whether the purchase was designated as set aside or not. To be a certified MBE vendor the business must be a for-profit business that has been active for one year, owned (51% or higher) and controlled by a minority (African American, American Indian, Hispanic or Asian).

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**HOW:** Specific categories of operating expense, identified by DAS, are deemed eligible for the MBE set-aside program. Actual spend with MBE's throughout the year is divided by total spend within the designated categories to arrive at the MBE percentage.

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**WHEN:** The MBE percentage calculation is based on the State Fiscal Year (July 1st – June 30th) and is monitored and reported quarterly.

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**WHERE:** Purchasing staff are responsible for identifying opportunities to purchase from MBE's whenever practical. Actual spend with MBE's is coded as such in the appropriation Accounting system so as to be easily identified and reported.

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**WHO:** The Office of Accounting in Central Office is responsible for reconciling, calculating, adjusting and reporting the MBE percentage.

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# System Conditions Critical Success Factors

## Bridges: General Appraisal

**WHAT:** Bridges: General Appraisal (GA) metric takes into account the physical condition of a bridge’s major parts. All bridges with a span length 10 ft. or greater, which is Ohio’s bridge definition, are included in this measure, except for ODOT’s 154 major bridges. Major bridges are funded separately so they are managed individually from the GA metric.

. . . . .  
**HOW:** GA for each bridge is measured on a scale from 0 (closed) to 9 (new). All inspected bridges in the country use this scale and system. Since bridges vary in size, it would not be a true representation of Ohio’s bridge conditions to average together a single score per bridge without figuring in the bridge’s size. The agency calculates a weighted average GA for all bridges by factoring in the total area for each bridge along with its GA, with the target being *above* the stated goal. ODOT currently maintains approximately 13,898 bridges statewide.

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**WHEN:** The average GA of inspected bridges is reported monthly to track the agency’s progress toward its annual goal, and the average for the State Fiscal Year is published annually in the *CSF Dashboard*.

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**WHERE:** The data for all statewide bridges is stored in ODOT’s Bridge Maintenance System (BMS). The inspection data is inputted into BMS throughout the year. The weighted average GA is calculated and published quarterly at the State and District levels.

. . . . .  
**WHO:** ODOT employs approximately 40 bridge inspectors statewide to perform the annual inspections. Each District Bridge Engineer reviews the inspection reports and uploads the data into BMS. The Office of Structural Engineering in Central Office collects and maintain this data, and the Office of Systems Planning and Program Management in Central Office reports the data.

## Pavements: Priority, General and Urban Systems

**WHAT:** The Pavements: Priority, General and Urban Systems metrics assess our roadways from visual inspections of pavements that determine the severity and extent of various distress types. Common distresses include potholes, rutting, faulting and different types of cracking.

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**HOW:** The Pavement Condition Rating (PCR) method measures the distress level for a section of pavement on a scale from zero to 100, with 100 being the best. The system average PCR is weighted by traffic, length, and number of lanes. Predetermined sections are measured using the PCR method, including various passes over each section and measured stops along the way to visually inspect the pavement outside of the vehicle. The agency then calculates the system average PCR by factoring the rating for each section by its traffic, length and number of lanes. Each system type – priority, general and urban – are calculated separately, with the target being *above* the stated goal. There are 13,733 miles of lanes on the priority system, 29,546 miles of lanes on the general system and 6,117 miles of lanes on the urban system.

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**WHEN:** PCR is collected once each State Fiscal Year (July 1<sup>st</sup> – June 30<sup>th</sup>) for ODOT’s entire state highway system. The data is reported monthly as counties are completed during the collection season (April to December) and published annually in the *CSF Dashboard*.

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**WHERE:** Rating teams drive across ODOT’s entire state highway system to rate our pavement conditions.

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**WHO:** Trained raters from the Office of Pavement Engineering in Central Office conduct the PCR inspections from which each system’s average ratings are calculated. The Office of Systems Planning and Program Management in Central Office reports the data.

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## System Conditions Critical Success Factors

### Maintenance Condition Ratings

**WHAT:** The Maintenance Condition Rating is a quality control measure of the performance of our maintenance operations in four categories of routine maintenance: Barrier, Pavement, Pavement Marking and Traffic Control Devices. The four categories are sub-divided into 14 types of deficiencies.

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**HOW:** A two person team, consisting of a driver and a rater, perform a visual inspection from a vehicle moving 15-20 mph. The team identifies the type and number of deficiencies in 1/10th mile segments along both sides of the highway.

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**WHEN:** Each county is rated twice during the calendar year, typically in the Spring/Summer and again in the Summer/Fall.

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**WHERE:** Random sections of Interstate, U.S. Route and State Route highways, constituting 30% (60% annual) of the length of the centerline highway within each county, are rated. Highway ramps, sections of highway outside ODOT's jurisdiction, and sections of highway under construction are not rated.

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**WHO:** The Office of Maintenance is responsible for collecting the data, calculating scores, and distributing the data to the districts/counties.

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## Travel Time Reliability Index (TTRI)

**WHAT:** The Travel Time Reliability Index (TTRI) metric measures the percentage of time between the hours of 5 a.m. and 9 p.m. that Ohio travelers experience a free flow of traffic on Ohio’s freeway system. Free flow of traffic is defined as being able to operate a vehicle at or near the posted speed limit.

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**HOW:** Speed data is gathered along the freeways from various sources, such as radar sensors, GPS, etc., and the amount of time traffic is able to flow freely is calculated. This amount is then divided by the total hours during which free flow is measured and converted to a percentage to arrive at the TTRI. The target is above the stated goal.

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**WHEN:** The statewide TTRI information is reported monthly to track the agency’s progress toward its quarterly goal and published quarterly in the *CSF Dashboard* during the State Fiscal Year (July 1<sup>st</sup> – June 30<sup>th</sup>).

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**WHERE:** The data for the TTRI is collected on Ohio’s freeway system. This roadway system includes all Interstates (except the Ohio Turnpike) as well as select major “Interstate look-a-like” highways such as State Route 315 in Columbus, State Route 8 in Akron and U.S. Route 35 in Dayton. There are approximately 7,000 center-lane miles of roadway covered by this system.

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**WHO:** The Office of Traffic in Central Office is responsible for calculating and reporting the TTRI.

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## System Conditions Critical Success Factors

### Snow and Ice Control

**WHAT:** The Snow & Ice Control Performance Evaluator measures how long it takes for maintenance crews to recover priority system roadway speeds back to the expected speed following a winter weather event. The expected speed is calculated from an ITS speed data provider and is based on numerous factors including time of day, day of week and season.

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**HOW:** ODOT Road Weather Information System (RWIS) stations detect weather conditions statewide. ITS speed data is collected and provided to ODOT 24/7 across all maintenance priority routes. A weather event begins when a percentage of the RWIS stations in a county detect snow or ice AND a percentage of maintenance priority routes in the county have a speed drop. The weather event ends when it stops snowing and winds have died down (to account for drifting). When the weather event ends, the county maintenance crews are “on the clock.” This metric reports the number of priority routes not reaching expected speeds within two hours after a snow event.

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**WHEN:** The Snow & Ice Control metric is reported and published monthly in the *CSF Dashboard* during the winter weather season (typically from November through March).

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**WHERE:** Maintenance priority routes are determined at a county level and the reporting is done statewide for the identified routes.

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**WHO:** The Office of Traffic in Central Office is responsible for calculating and reporting the Snow & Ice Performance Evaluator.

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## Fatalities Per Year (ODOT System)

**WHAT:** The Fatalities Per Year (ODOT System) metric measures the number of fatalities (deaths) occurring as a result of motor vehicle crashes on the ODOT-maintained roadway system.

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**HOW:** The number of fatalities for the current calendar year is totaled, with the target being below the stated goal, which is a 1% reduction of fatalities from the average of five previous years.

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**WHEN:** Nationally, crash data is reported by all states to the federal government each calendar year. There is approximately a three to four month lag on the crash data from the time the crash occurs until the time ODOT has the information in our database to report on it. The fatalities data is reported monthly to track the agency's progress toward its annual goal, and the total for the calendar year is published in the *CSF Dashboard*.

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**WHERE:** Motor vehicle crash data is collected by law enforcement agencies such as the Highway Patrol and County Sheriffs. The crash reports are sent to the Ohio Department of Public Safety and made available to ODOT.

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**WHO:** The Office of Systems Planning & Program Management in Central Office is responsible for collecting, organizing and disseminating the Fatalities Per Year metric.

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## Safety Critical Success Factors

### Serious Injuries per Year (ODOT System)

**WHAT:** The Serious Injuries Per Year (ODOT System) metric measures the number of serious injuries occurring as a result of motor vehicle crashes on the ODOT-maintained roadway system. A serious injury is defined as any injury which prevents the injured person from walking, driving or normally continuing the activities the person was capable of performing before the crash occurred. This is often defined as “needing help from the scene.”

**HOW:** The number of serious injuries for the current calendar year is totaled, with the target being below the stated goal, which is a 1% reduction of serious injuries from the average of five previous years.

**WHEN:** Nationally, crash data is reported by all states to the federal government each calendar year. There is approximately a three to four month lag on the crash data from the time the crash occurs until the time ODOT has the information in our database to report on it. The injury data is reported monthly to track the agency’s progress toward its annual goal, and the total for the calendar year is published in the *CSF Dashboard*.

. . . . .  
**WHERE:** Motor vehicle crash data is collected by law enforcement agencies such as the Highway Patrol and County Sheriffs. The crash reports are sent to the Ohio Department of Public Safety and made available to ODOT.

**WHO:** The Office of Systems Planning & Program Management in Central Office is responsible for collecting, organizing and disseminating the Serious Injuries Per Year metric.

## Crashes per Year (ODOT System)

**WHAT:** The Crashes Per Year (ODOT System) metric measures the number of crashes on the ODOT-maintained roadway system. A crash includes fatalities, serious injuries, non-serious injury and property damage only.

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**HOW:** The number of crashes for the current calendar year is totaled, with the target being below the stated goal, which is a 1% reduction of crashes from the average of five previous years.

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**WHEN:** Nationally, crash data is reported by all states to the federal government each calendar year. There is approximately a three to four month lag on the crash data from the time the crash occurs until the time ODOT has the information in our database to report on it. The crash data is reported monthly to track the agency's progress toward its annual goal, and the total for the calendar year is published in the *CSF Dashboard*.

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**WHERE:** Motor vehicle crash data is collected by law enforcement agencies such as the Highway Patrol and County Sheriffs. The crash reports are sent to the Ohio Department of Public Safety and made available to ODOT.

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**WHO:** The Office of Systems Planning & Program Management in Central Office is responsible for collecting, organizing and disseminating the Crashes Per Year metric.

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## Capital Programs Critical Success Factors

### Contract Program

**WHAT:** The Contract Program metric measures the agency's success in planning for its future construction program through the Lockdown process. The Lockdown process occurs once a year on January 15<sup>th</sup> for the upcoming State Fiscal Year (SFY: July 1<sup>st</sup> – June 30<sup>th</sup>). This is the day when the agency forecasts monthly snapshots as well as a total dollar amount for construction projects planned to be sold for the upcoming SFY. These forecasted dollar amounts are then compared with actual projects sold on both a monthly and annual basis.

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**HOW:** Each month throughout the SFY ODOT tracks the dollar amount of projects sold to date next to the planned sales for that date to determine if the agency is on schedule with its planned program, with the annual target being *above* the stated goal. Adjustments are made to exclude emergency projects and projects planned for but sold in the previous SFY.

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**WHEN:** The Capital Program metric is reported monthly to track the agency's progress toward its annual goal and is published annually in the *CSF Dashboard* each SFY.

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**WHERE:** Each District reports the dollar amount of actual projects sold year-to-date on a monthly basis versus the planned amount of projects to have been sold for the same time period from the Lockdown. The District totals are then combined monthly by the Office of Systems Planning and Program Management into a statewide Capital Program total for the agency.

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**WHO:** The Office of Systems Planning & Program Management in Central Office is responsible for calculating and reporting the Capital Program metric.

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## ODOT Projects Awarded On-Time

**WHAT:** The ODOT Projects Awarded On-Time metric measures the agency's success in planning for its transportation system future construction programs. It is an indicator of the timeliness, performance and level of production of ODOT's project delivery process as managed by Planning and Engineering staff.

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**HOW:** Each month throughout the State Fiscal Year (SFY: July 1<sup>st</sup> – June 30<sup>th</sup>), ODOT compares the number of projects sold to-date on ODOT's transportation system to the program's planned project sales to that date, at which a percentage is arrived. Adjustments are made to exclude emergency projects and projects planned for but sold in the previous SFY. A project is on time so long as it is sold within 30 days of the originally-planned sale date. The target percentage is *above* the stated goal.

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**WHEN:** The ODOT Projects Awarded On-Time metric is measured monthly to track the agency's progress toward its quarterly goal and is published quarterly in the *CSF Dashboard* during the SFY.

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**WHERE:** Each District reports the actual ODOT Let projects sold year-to-date versus the planned projects to have been sold for the same time period. The District totals are then combined monthly by the Office of Systems Planning and Program Management into a statewide ODOT Projects Awarded On-Time metric for the agency.

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**WHO:** The Office of Systems Planning & Program Management in Central Office is responsible for calculating and reporting the ODOT Projects Awarded On-Time metric.

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## Capital Programs Critical Success Factors

### Local Projects Awarded On-Time Program

**WHAT:** The Local Projects Awarded On-Time metric measures the agency's success in planning for the future construction program funding on the local transportation system.

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**HOW:** Each month throughout the State Fiscal Year (SFY: July 1<sup>st</sup> – June 30<sup>th</sup>) ODOT compares the projects sold to-date on the Local Roadway System to the locked program's planned sales to that date, at which a percentage is arrived. Adjustments are made to exclude emergency projects and projects planned for but sold in the previous SFY. A project is on time so long as it is sold within 30 days of the originally planned sale date. The target percentage is *above* the stated goal.

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**WHEN:** The Local Projects Awarded On-Time metric is measured monthly to track the agency's progress toward its quarterly goal and is published quarterly in the *CSF Dashboard* during the SFY.

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**WHERE:** Each District reports the actual Local Roadway System projects sold year-to-date on a monthly basis versus the planned projects to have been sold for the same time period. The District totals are then combined monthly by the Office of Systems Planning and Program Management into a statewide Local Projects Awarded On-Time metric for the agency.

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**WHO:** The Office of Systems Planning & Program Management in Central Office is responsible for calculating and reporting the Local Projects Awarded On-Time metric.

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## Preventable Change Orders

**WHAT:** The Preventable Change Orders metric examines the total cost associated with preventable changes on all ODOT construction projects. A change order would be considered preventable when an error or omission is made in contract documents, constructibility problems arise, or changes occur in the scope of the project.

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**HOW:** The total cost of Preventable Change Orders is divided by the total original construction program contract amount and converted to a percentage. The resulting percentage is the Preventable Change Orders metric, and the target percentage is *below* the stated goal.

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**WHEN:** As soon as a preventable change order is approved it gets reported. The approved preventable change orders are reported monthly to track the agency's progress toward its annual goal, and published annually in the *CSF Dashboard* for each State Fiscal Year (July 1<sup>st</sup> – June 30<sup>th</sup>).

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**WHERE:** The Preventable Change Orders metric is calculated for each District based upon information entered by their construction employees into the SiteManager, a computer program used by ODOT to track all aspects of a construction project from beginning to end.

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**WHO:** The Office of Construction Administration in Central Office is responsible for calculating the Preventable Change Orders metric.

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*For more information, contact the Office of  
Organizational Development and Lean or  
the individual metric owner offices.*

**The Critical Success Factor Metrics are  
Ohio Department of Transportation  
Official Policy promulgated under  
the authority of the Director.**

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**OHIO DEPARTMENT OF  
TRANSPORTATION**

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