

1999 Annual Meeting



Ohio Department
of Transportation

1999 Annual Meeting

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Mission

Our mission is to serve the people of Ohio by planning, building and maintaining a safe, efficient, accessible transportation system that integrates highway, rail, air, water and transit networks to foster economic growth and personal travel.

Our customers include the general public, business, the transportation industry, other governmental entities and political advocacy groups. We will be open and responsive to our customer's needs. We will interact with all local and federal governmental entities to coordinate the funding of maintenance and new construction, and provide technical administrative assistance.

We are dedicated to provide positive leadership that treats all ODOT personnel with honesty and respect. We strive to create a work environment that fosters personal, professional and organizational growth.

Vision

Organizationally

We will be lean, diversified and effective while maximizing the productive contributions of each individual through job ownership and creativity.

ODOT will be the employer of choice for an enthusiastic, involved, empowered work force which is well trained, well equipped, well informed and accountable.

We will have an organizational structure that fits our continuously improving work processes.

Operationally

We will have a project-selection process that is unbiased, balanced, consistent with a long range plan, objective with respect to economic development and considerate of necessary capacity enhancements.

We will maintain the transportation system to ensure continued high levels of safety and mobility.

We will be second to none with respect to snow and ice control.

We will conduct business only with suppliers and vendors who provide quality products and services.

Culturally

We will have an employee selection and advancement system that favors the most qualified, capable and productive.

We will have a work place where manipulating or “beating the system” is unnecessary and undesirable.

We will have an open environment based on trust and mutual respect where information is freely shared.



Values

Customer Focus

We are committed to understanding and satisfying the needs of our customers.

Integrity

We are public employees, maximizing the effectiveness of the public resources entrusted to us. We understand that it is part of our job to protect and preserve the quality of life in our state.

Respect

We respect the diversity, talent and ideas of all ODOT team members—our most valuable resource. We honor the right of every individual to contribute, to be heard and to be taken seriously.

Excellence

We believe excellence is the standard for the quality of our work and we are always looking for a better way. We understand that performance excellence is achieved through hard work, innovation, creativity and prudent risk taking, and we recognize and reward our people on that criteria.

Teamwork

We are dedicated to work together and rely on each other because together everyone accomplishes more.

Goals

Goal One

Require contractors, consultants and suppliers to provide quality products and services.

Goal Two

Streamline work processes with a leadership structure that assures consistent long-term direction.

Goal Three

A project selection process based on open, objective criteria.

Goal Four

A qualified, capable, productive and creative workforce.

Goal Five

Proactive maintenance and construction practices that assure safe, reliable travel conditions.

Goal Six

A quality culture that embraces continuous improvement as fundamental to the way we do business.



Strategic Initiative One— **Reaffirm Vision 2000**

Despite a change in administration, ODOT remains committed to the Mission, Vision, Values and Goals of Vision 2000. The commitment to quality, to the customer and to continuous improvement all remain. The first Strategic Initiative for State Fiscal Year 2000 is to reaffirm to the workforce that Vision 2000 continues.

Vision 2000 enacted many permanent changes to make ODOT more efficient, responsive and customer-focused including:

Districts were given budgets so they could respond better to local needs and make decisions at the lowest level possible;

The county manager position was created to increase the standard of management at the county level;

The Transportation Review Advisory Council and an open project-selection process was created to bring more openness and accountability to the selection of major projects;

All employees were trained in the quality process and hundreds of quality improvement teams were formed.

All the changes listed above result from the cen-

tral theme of Vision 2000: Be customer focused and seek continuous improvement.

The intent of Vision 2000 will continue in the new administration. Governor Taft has repeatedly endorsed the improvements made at ODOT and he has stressed his support for Quality Services through Partnership, or QStP. He has joined with the leadership of the bargaining unit to endorse the quality process and he has instructed his appointees to embrace it.

The commitment to QSTP goes hand in hand with a commitment to Vision 2000. The achievements of ODOT in the past few years will not be abandoned but will be continued and improved under the new administration.

The year 2000 is rapidly approaching. Many of the initiatives in Vision 2000 have been achieved, such as creating the county manager, forming the TRAC and streamlining the department. The new director in the next year will lead the effort to identify the goals and vision for the next decade. The arrival of the year 2000 will be one milestone in the Department's constant effort for improvement. The year 2000, however, will not be the end of the journey. It will be a time for reflection of what we've achieved and a time to decide what we want to achieve in the upcoming decade.



Strategic Initiative Two—
Ensure reliable project-delivery processes capable of producing and administering a \$1.2 billion annual construction program.

For the past three years, ODOT has issued itself a grade of 'C' in its end-of-year production report to the public. Clearly, we can do better. The need to improve production is especially acute because we finally—through TEA 21—have received the much-needed funding necessary to meet bridge and pavement conditions, fund local needs and address new construction. For at least the next four years, the key constraint on ODOT will not be finances but will be production. The funding necessary to raise pavement standards and to address critical new construction projects is in hand. We need to deliver.

Why are we choosing a production level of \$1.2 billion? Is it to appease the construction industry? Is it just to prove we can do it? No! The goal of \$1.2 billion is chosen because that is the optimum level we can achieve by State Fiscal Year 2001 by using all available state and federal funds and without excessive borrowing. In fact, our federal allocation has grown large enough that we can achieve a \$1.2 billion program while reducing our borrowing. By gradually increasing the program from the current \$950 million level to \$1.2 billion over a three-year period, we can meet our infrastructure needs without creating an excessive surge of contract sales which would inflate bid prices. We want to expand the program in a rational, predictable manner.

What will we achieve with this size program? The additional funds will primarily go to three areas: Multi-Lane pavements, Major New Construction and local projects. Our multi-lane pavement conditions have declined significantly in recent years and we must reverse that trend. Demand for Major New Construction is high because of concerns over urban re-investment, congestion relief and rural corridor-completion. Local road and bridge conditions are inadequate and have spurred the need for greater financing of local projects. The needs are clear and the revenue is available. Now we must prepare ourselves to deliver this larger program.

At the same time we are increasing the construction program, we are continuing to hold down our staffing levels. The Department currently is staffed at 6,400 people. After an early retirement incentive, we expect about 600 people will retire and we plan to re-hire about 400 people for a new employee level of 6,200 people.

The emphasis during rehiring will be in two areas: Highway Management and Production. These are core functions. We want to ensure we are adequately staffed for snow and ice coverage and for plan production. To ensure that we are adequately staffed for production we will take the steps on the following page:



Strategic Initiative Two– (continued)

Steps to be taken for adequate production staffing:

- 1) A comparative analysis of ODOT districts will be conducted to determine why some meet their production goals and some don't;
- 2) Basic levels of staffing, training and process will be established for each district;
- 3) Districts will be allowed to rehire to a level adequate to meet the production goals;
- 4) Once it is known that each district has appropriate level of production resources, then similar levels of performance can be expected;
- 5) Project-specific goals will be established for each district with emphasis on major new, multi-lane, major bridge and local programs;
- 6) The use of Design/Build projects, project managers and other contract innovations will be expanded to achieve production levels as needed;
- 7) The initiative of Transparent Boundaries will be continued and districts will be asked to share any additional production capacity with districts who need assistance;
- 8) The end result of the increased production will be improved bridge and pavement conditions, movement toward normalization of conditions, delivery of the 2000-2003 TRAC projects and improved local project production.



Strategic Initiative Three—
**Complete a common format for the
annual work plan and integrate it into
the work processes of ODOT.**

Inherent within Vision 2000 was the recognition that the organization must have clear goals and must communicate those goals to the work force. Without a common sense of mission, no diverse group can work in unison.

To get every work unit moving in unison, each needs a common objective and a clear set of annual goals. These common objectives should be spelled out in the Annual Work Plan. Everyone in the work force should then have a shared un-

derstanding of what is important, what tasks are to be completed and whether our communal efforts have been successful.

Despite the inherent common sense underlying the need for an Annual Work Plan, we have failed for three consecutive years to identify a common format. This lack of success in no way reflects the lack of need, but rather it reflects our inability to envision how this document should look and what it must include to be meaningful and reasonable.

This Senior Leadership Given includes:

- 1) A work plan team will develop a new format by Sept. 30, 1999;
- 2) The Work Plan must include a four-year planning and production horizon;
- 3) The Work Plan must include at least a one-year highway management horizon;
- 4) The Work Plan must be a collaborative effort by planning, production and highway management;
- 5) The Work Plan must clearly identify for the department and for the individual work units the goals for the year;
- 6) The Work Plan must be integrated meaningfully into the Department's work processes.



Strategic Initiative Four–
Adopt a system to forecast multi-lane pavement needs and enact a program to ensure those needs are consistently met.

ODOT experienced a steady degradation in the multi-lane system since at least 1986. The amount of deficient multi-lane pavement rose from 10 percent in 1986 to 23 percent in 1998. The multi-lane system experienced the greatest degree of degradation of any major component of the trans-

portation system. This degradation is especially acute because of the inordinate importance of the multi-lane system. Although only 24 percent of the state lane miles, the multi-lane system carries 52 percent of the vehicle miles of travel.

This Senior Leadership Given includes:

- 1) We will develop a method to forecast a 10-year strategy for each multi-lane section;
- 2) We will develop a collaborative process for planning, production and highway management to maximize the life of these pavements for the lowest cost and least disruption;
- 3) We will develop a method to aggregate the district strategies to determine in total how much ODOT should be spending on multi-lane pavements and whether their conditions are improving or not;
- 4) We will determine the extent to which continuity and consistency are needed across the state and how to achieve them.

*Strategic Initiative Five—***ODOT will begin implementing in SFY 2000 a legislative directive to use warranties, innovative materials and innovative contracting techniques to extend the life of Ohio's bridges and pavements, especially on the multi-lane system.**

The Ohio General Assembly in the ODOT budget stipulated the Department must use warranties on all multi-lane pavement projects by the end of State Fiscal Year 2000. The General Assembly was reacting to public complaints that Ohio's pavements—especially on the freeways—are

not durable and have not lasted as long as they should. The General Assembly tasked ODOT with examining whether warranties, whether improved materials and improved construction techniques could lead to longer-lasting pavements and bridges.

This Senior Leadership Given includes:

- 1) ODOT will report to the General Assembly by Sept. 30, 1999 on how it can meet the legislative requirement to expand the use of warranties;
- 2) ODOT will report to the General Assembly by Sept. 30, 1999, on how it can use improved materials, construction techniques and contract innovations to extend the life of pavements on the multi-lane system;
- 3) ODOT will expand in the upcoming biennium the use of warranties, especially on the multi-lane system;
- 4) ODOT will test pilot projects using design/build and warranty provisions;
- 5) At the end of the pilot projects, ODOT will determine whether its materials, standards or specifications shall be changed.



Strategic Initiative Six–
**We will be second to none in
maintenance of traffic practices.**

ODOT's construction program is probably the single largest cause of congestion in Ohio. Most of our freeway system operates at a level of service between C and E under normal conditions. When one of our 800 annual construction projects is conducted on the freeway system, however, the level of service drops dramatically.

We are an extraordinary state in that we have the 10th largest highway network, the fifth highest volume of traffic, the fourth largest interstate network and the second largest inventory of bridges. That means we have an extraordinary number of projects which impinge upon the operation of one of the nation's most traveled highway networks.

Yet, we don't always make extraordinary efforts to mitigate our effect upon maintenance of traffic. Our performance in this area is sporadic. Some projects and some districts routinely address maintenance of traffic thoroughly. Others, do not.

This initiative will be analogous to the snow and ice initiative of three years ago. Like with snow and ice, maintenance of traffic concerns are not new. However, what is new will be an increased emphasis on this issue, the adoption of best practices, the bench marking with other states and perhaps a customer feedback system to ensure we excel in mitigating the effects of our projects on traffic flow.

This Senior Leadership Given includes:

- 1) Adopting minimum standards for maintenance of traffic excellence;
- 2) Routinize the use of accelerated contracts, incentives and disincentives to ensure the contractors have good reason to minimize disruptions;
- 3) Establish minimum procedures for public information campaigns for significant projects.



Strategic Initiative Seven—
Adopt new design standards to enhance the aesthetic appearance of significant transportation projects

The role of transportation projects in improving or degrading the quality of life increasingly stirs debate among the public and major policy makers. Sometimes, highway projects are viewed as intrusive and degrading to an area's quality of life.

One way to make projects more compatible with their communities is to make them more attrac-

tive and to have their design complement the local surroundings. Often, an improved aesthetic does not require much additional cost. The use of patterns, colors, texture, relief and aesthetically pleasing proportions all can make a road, bridge or building attractive. In the next year, ODOT will adopt new a new policy on how to integrate aesthetics into project design.

This initiative will include at least the following steps:

- 1) A review of the state of the art in design will be conducted to determine what other states do;
- 2) A public involvement process will be conducted in the metropolitan areas to try to determine a preferred motif in each area;
- 3) The cost, constructability, durability and maintenance cost of various options will be reviewed;
- 4) A new ODOT design policy will be adopted which will offer local communities input in to how projects in their area can be enhanced without significant additional cost.