FOUNDATION FOR TRANSFORMATION

STRICKLAND ADMINISTRATION
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To Ohio’s Transportation Partners…

In his final speech as Ohio Governor, Ted Strickland reflected on the critical need for the American Recovery and Reinvestment Act and Ohio’s historic investment in transportation. “We accelerated the funding of our most promising job-creating transportation projects, improving our roads and rails and ports,” said the Governor. “I am proud that we buckled down, we met the critical needs of our people, and we strengthened the foundation of Ohio.”

To create jobs in Ohio and rebuild the state’s economy, the Ohio Department of Transportation was challenged with delivering on the largest commitment in state history to improving transportation. Status quo was not acceptable. ODOT met that challenge and - with the help of transportation partners in every section of the state - built a strong foundation for the transformation in Ohio’s multi-modal system.

Today, the Ohio Department of Transportation is recognized for being safer and smarter, leaner and greener, an unprecedented partner and an industry leader. History will mark how this administration made historic investments and how Team ODOT never ever lost sight of the future. Quite simply: ODOT moved Ohio into a prosperous new world.

Under Governor Strickland, ODOT published two updated Business Plans. The 2008-2009 Business Plan began a transition to develop a balanced multi-modal transportation system, advance economic development, and promote partnership. The 2008-2009 plan identified Ohio’s transportation challenges based upon economic conditions and past program decisions. It directed common sense reforms to business practices and project development to restore fiscal responsibility. The 2010-2011 Business Plan followed by setting a course to transform Ohio’s transportation system to make Ohio more economically competitive and meet the transportation needs of the 21st Century. This document chronicles some of the major achievements reached during this administration and sets the stage for transition to a new ODOT leadership.

Transportation is not and should never be a partisan issue. Ohio’s investments in transportation have always been about creating new jobs for working families, growing the potential for prosperity in our cities, attracting and retaining our population, and offering reliable choice in travel and shipping for all of our citizens and businesses. From this foundation of transformation established by Governor Strickland, future generations of Ohioans will be served better by this state’s multi-modal transportation system.

At one point during these past four years, someone shared with me the story of just how much ODOT has changed. In very clear terms, he said: ODOT used to be known as the department of “Slow” and “No” but today we think of you as the department of “Fast” and “How can we help?”

I am proud of Team ODOT in partnership with so many public and private entities and individuals who achieved so much return on the investment of precious tax dollars and human resources. Historic accomplishments were made on so many levels. What we have undertaken under this administration was not simply ‘change for change’s sake’ - together we have led a transformational effort to better connect ODOT’s work to Ohio’s economic engine, recognizing that transportation and the economy are inextricably linked.

To the members of Team ODOT and all of our transportation allies, thank you for your continued partnership to pursue the delivery of on-time and on-budget investments and excellence in planning, environmental, and construction on projects in every county in Ohio. We have put Ohioans to work in record numbers. We have built and are building projects that are important, will last, and are MOVING OHIO INTO A PROSPEROUS NEW WORLD!

Sincerely,

Jolene M. Molitoris
Director
Under the leadership of Governor Ted Strickland, the mission of the Ohio Department of Transportation has been redefined to capture the economic goal and outcome transportation investment must have for Ohio. Embodied in these seven simple words - Moving Ohio into a Prosperous New World - is a new vision for transportation - a vision equipped to tackle and succeed in a fast-paced, competitive new world.

“Moving” requires all major modes of transportation to work together optimally, giving citizens and businesses choice in travel, shipping, and logistics. ODOT’s effort must be for all of “Ohio” - for every region of the state, from its urban cores to its rural communities. And it is not enough to simply deliver Ohio into a future of status quo. The goal is a “prosperous new world” - where Ohio is competitive, with a vibrant economy and growing population.

Every major new road, bridge, rail, transit, airport, bikeway, pedestrian or port project that comes to our department is now viewed as an opportunity for economic development and job growth. This new mission also serves as a reminder for ODOT to always look to the future and not lose sight of the importance of young professionals and students - Ohio’s next generation - as we plan future transportation investments.
New Team ODOT Pledge

During this administration, ODOT also introduced a Team ODOT Pledge, recognizing and embracing the role each employee has as an essential member of Team ODOT and a contributor to the department’s historic success. The Pledge has been incorporated into the orientation program so that all new employees are introduced to this concept on their first day of employment. Only a committed world-class team working together - focused on the mission and its commitments - could achieve such feats as have been accomplished during these four years.

As a member of Team ODOT, SERVICE is my commitment:

- **Safety First**: I will focus each day on safety: my own, my teammates, our workplace, our work practices, and our customers – the traveling public – with a “Target: Zero” goal for any and all safety hazards;

- **Every Partner**: I will remember that partnership is the key to success and help all members of Team ODOT succeed, along with all our public and private partners;

- **Respect for My Customers**: I will bring a positive attitude to everything I do, remembering Ohioans are my customers and deserve respect, prompt and effective solutions, and the best return on their investment of precious tax dollars in our transportation system;

- **Value of My Job**: I will commit myself fully every day to be a productive and safety-conscious member of Team ODOT, and in return, be given meaningful, valuable work and treated without discrimination or prejudice;

- **Integrity**: I will conduct myself with honor, integrity and professionalism by following the highest ethical standards;

- **Clear Communication**: I will communicate with everyone respectfully, clearly, honestly, effectively, and timely; and

- **Eye to the Future**: I will always look for and welcome new ways to assure ODOT’s continuous improvement through partnership, innovation, wise investment, technology and environmental stewardship.
New View of Ohio’s Transportation System

As a true department of transportation, ODOT prioritizes the development of a fully integrated multi-modal transportation system, where all major modes of travel and shipping work optimally to offer Ohio’s citizens and businesses transportation choice and to ignite our state’s economic engine.

**Highway System**
- Ohio is a single day’s drive from 60% of U.S. and Canadian population
- Nation’s 4th largest interstate system with 6,700 lane miles
- Nation’s 2nd total number of bridges with 43,412
- 2009: safest year on record for Ohio’s roadways

**Maritime**
- Ohio has approximately 715 miles of navigable waterways
- Ohio annually moves more freight by water than flows through the Panama Canal
- Ranked as high as 4th in the nation in value of freight shipments moved by water
- $6.5 billion annual impact Ohio’s 26 ports have on economy

**Public Transit**
- 12th highest transit ridership rate in U.S
- Estimated 500,000 rides each work day
- Urban: 60% of trips are work related
- Rural: more than 50% of riders are senior citizens or people with disabilities

**Freight Rail**
- 3rd in nation in total active rail miles (in mid-2010, Ohio surpassed California)
- Intermodal connections to both CSX National Gateway and NS Heartland Corridor
- 2008: Ohio’s 36 freight rail companies shipped 283.4 million tons of freight (Association of American Railways)

**Passenger Rail**
- 2010: 146,681 passengers got on or off trains in Ohio, according to Amtrak
- Represents 14% increase in Ohioans riding passenger trains over previous year
- Amtrak provides limited long-distance service in Ohio, with seven station stops
- Biggest Ohio ridership gains in Toledo, where 65,667 people got on or off at the historic Toledo Union Station - up 21% from prior year - and in Elyria, where ridership jumped nearly 30%

**Aviation**
- 163 public use airports
- Ohio’s six commercial airports average 11 million passengers each year
- Ohio’s general and commercial airports generate $10.5 billion in economic activity

**Bicycle/Pedestrian**
- More than 3,000 miles of designated bike paths
- Estimated 4 million bicycle owners
- Cleveland: 39th best city for biking according to Bicycling Magazine
- Columbus: ranked 20th nationally in bicycle-to-work transportation ratio
New Achievements: by the Numbers

During the Strickland Administration, the members of Team ODOT - in partnership with many of the state’s public and private entities and individuals - have made historic achievements on so many levels. Over the past four years, Team ODOT...

- awarded **2,534 ODOT-Let construction projects** totaling $5.3 billion and **810 Local-Let projects** for a total of $1.12 billion
- upgraded more than 7,500 miles of highway pavement
- constructed 292 bridges with a total deck area of 1.6 million square feet and modernized 635 bridges with a total deck area of 7.8 million square feet
- performed **12.8 million hours of highway maintenance** and 38.8 million hours of snowplowing
- assisted 180,000 motorists with ODOT’s freeway service patrols
- picked up more than 1.4 million bags of litter
- assisted Ohio’s transit agencies in purchasing **1,170 new fuel-efficient and greener buses**, worth more than $142.6 million
- helped twice as many local communities secure access to salt during the winter by growing number of municipalities participating in ODOT’s contract for road salt, from 238 municipalities in 2008 to 466 in 2010
- **reduced the use of environmentally-harmful herbicides and pesticides by 90%**
- recorded 1,211,115,966 vehicle miles travelled on Ohio’s highway system
- **documented fewer than 4800 fatalities on state roadways**
- invested historic levels of contracted or subcontracted work totaling **$575,454,791 with minority and women-owned (DBE) firms and companies**
- completed 32 runway safety projects at general airports worth $5.4 million
- invested $21.9 million in 46 new sidewalk projects and $66.1 million in 56 new bike path projects
- **raised $1.6 million and 44,294 pounds of food for Ohio charities** through employee donations to the Combined Charitable Campaign and the Plow Through Hunger food drive
Ohio Governor Ted Strickland and ODOT Director Jolene M. Molitoris led the Ohio Department of Transportation as it transformed into a transportation partner the private and public sectors wanted to work with to build a safer, more multi-modal, greener transportation system. Ohio’s historic investments in transportation ignited the state’s economic engine by creating jobs, revitalizing our cities and towns, and making Ohio competitive in the global economy.

**Largest Construction Program in Ohio History**

**Historic Investments in Every Region of Ohio**

*With more than $2 billion in construction projects awarded in State Fiscal Year 2010 and another historic $2 billion projected for State Fiscal Year 2011, Ohio invested 30% more in transportation construction than at any time in the state’s past.*

**State Fiscal Year 2010:**
- ODOT: 803 projects awarded totaling $1,586,492,186
- Local Let: 346 projects awarded totaling $ 489,869,516

**State Fiscal Year 2011:**
- ODOT: 644 projects anticipated totaling $1,845,127,046
- Local Let: 198 projects anticipated totaling $ 309,186,502

* Current SFY 2011 Program Estimate as of 11/19/10

A well-studied formula from the Federal Highway Administration estimates that every $1 billion invested in highways and bridges impacts 27,800 jobs. **With $2 billion invested in a single year, Ohio's transportation investments will positively impact an estimated 55,000 jobs,** ranging from direct jobs on construction sites, indirect jobs at companies that supply materials and good for construction, and spin-off jobs that benefit from all of the investment.
Major Projects Undertaken and Completed

Under Governor Strickland, ODOT and its local transportation partners awarded 3,404 construction projects worth more than $6.4 billion. ODOT completed major projects in every corner of the state and began work to address some of the state’s most pressing transportation needs.

During the past four years, ODOT completed construction of the historic Toledo Veterans Glass City Skyway - the largest, most complicated project ODOT has completed to date. ODOT also celebrated major completions of the U.S. 24 Fort to Port through Northwest Ohio; sections of U.S. 30 through northern Ohio; the I-70/I-75 Interchange near Dayton; major sections of State Route 161 from Franklin County into Licking County; a partnership with West Virginia on the Blennerhasset Bridge; improvements to State Route 104 in Ross County; modernization of the International Gateway interchange at Port Columbus; the new Main Street Bridge into downtown Columbus; major resurfacing of State Route 315 near The Ohio State University; and new structures carrying I-90 over the Grand River in Lake County and I-80 over the Meander Reservoir in Mahoning County.

Focusing on the future, ODOT broke ground on additional phase of the I-75 modernization through downtown Dayton; the U.S. 33 Nelsonville Bypass; the Marion Northwest Connector, the I-71 Jeremiah Morrow Bridge replacement project near Cincinnati; a stimulus-funded project to better connect the Rickenbacker Airport and Intermodal Terminal near Columbus and several bridge widening projects on I-270 in southern Franklin County; and a five-mile major upgrade of I-70 in Belmont County.

Construction projects were also awarded on the I-90 Innerbelt Bridge in downtown Cleveland - representing the largest single-project award in the department’s history. ODOT is investing in a stimulus-funded crane replacement project at the Port of Toledo and the reconstruction of I-475 in Lucas County; the major modernization of I-90 in Ashtabula County; and the first-of-its-kind State Route 4 Bypass in Butler County (near Cincinnati) which includes construction of the state’s first “superstreet” intersections to relieve increasing congestion.
American Recovery and Reinvestment Act

Ohio took full advantage of the unprecedented additional federal transportation funding made available by the American Recovery and Reinvestment Act. In all, Ohio was awarded more than $1.6 billion in transportation stimulus funds.

National Recognition: ODOT has been recognized as having one of the most diverse transportation stimulus portfolios in the nation. With the flexible $935.7 million awarded to Ohio through the Federal Highway Administration, ODOT and its local transportation partners have awarded more than 430 construction projects.

Because of the Recovery Act, working faster, more collaboratively, more transparently, more multi-modally are now the norm. ODOT and its local transportation partners met every Recovery Act deadline.

In fact, a 2010 report to Congress by the General Accounting Office highlighted how ODOT’s management of Recovery Act funding - combined with cost savings on projects - allowed Ohio to fund 89 more projects than originally planned.

Putting Ohioans to Work: ODOT’s historic investments meant jobs. Numbers from Ohio’s highway contractors show that the Recovery Act resulted in a total of $45 million in paychecks going to thousands of Ohio construction workers during the busy months of June, July, August and September in 2010. More than $65 million in total paychecks have been paid to thousands of Ohio construction workers since the start of the Recovery Act.

Simply put: more Ohioans would have been out of work, particularly in the construction industry, if it weren’t for the economic recovery plan. During the 2010 Summer of Recovery, U.S. Transportation Secretary Ray LaHood met with Ohio contractors and learned that some companies would have been down by 40 percent had it not been for the Recovery Act.

Recovery Act investments also led to major industries making private investments in Ohio. A $15 million railroad underpass project in Lima led to Lima Energy’s decision to invest $1.5 billion in a new facility and creating 120 new jobs. In Youngstown, a $20 million rail infrastructure project contributed to V&M Star Steels investment in a new $650 million steel rolling mill with 350 new jobs.
For far too long, too much of government was simply continuing next year what had been done the year before, without regard to what could be done or should be done. Governor Strickland pushed this department to engage in a common-sense assessment of its needs and opportunities. We promoted cooperation across boundaries and encouraged new ideas and new solutions. Today, ODOT’s investments and its decisions are made in a smarter, more strategic way.

Ohio’s 21st Century Transportation Priorities Task Force

The Ohio 21st Century Transportation Priorities Task Force - a diverse mix of 60-volunteer citizen leaders - issued a clear challenge to Governor Strickland and the Ohio Department of Transportation: “We believe that in the face of economic upheaval, strategic investments in transportation can bring new jobs and help retain the precious ones we already have. By boldly reinventing our transportation system now, we can position Ohio to stimulate and drive the growth of the future.”

The “Transportation Conversation” included thousands of Ohioans - those who attended regional meetings across the state or dozens of public subcommittee meetings, or joined the conversation online through the TransportationForTomorrow.ohio.gov website - sending email, completing a transportation survey, or watching every meeting via webcast.

The Task Force’s mission was clear: to envision and champion the optimum transportation system for Ohio’s future and recommend the resources and financial tools needed to build and sustain it. The conversation focused on three key areas: promoting a multi-modal system, generating economic development, and maximizing public investment.

The words and work of this Task Force were inspiring, and the final report did not sit on a shelf. ODOT listened. In all, the Task Force made 72 recommendations - 52 of them specifically targeted at ODOT. Since the report’s issuance, ODOT has completed or made significant progress on all of the recommendations aimed at the department.

- Support a balanced multi-modal system that gives business and citizens transportation choice
- Prioritize creation of jobs and economic development in project selection process
- Emphasize cooperation with local governments, transportation partners and businesses
Go OHIO Transportation Futures Plan

In a groundbreaking study to develop a new approach to transportation investment, the Go OHIO Transportation Futures Plan offers a blueprint on how best to use ODOT’s resources for the highest return on taxpayer dollars. The Go OHIO report - results of a year-long examination of Ohio’s multi-modal system - offers a data-driven analysis of how people and business use the state’s transportation network, particularly targeted industries most poised for growth.

ODOT is the first state transportation department in the U.S. to develop this type of economy-focused, data-driven approach to transportation investment. The findings in the Go OHIO report include a unique insight at future trends that will affect Ohio’s ability to move people and goods, and what changes need to be made to enable economic expansion. Simply put, Go OHIO offers a new way to prioritize investments that will bring ODOT the most bang for the buck.

The GO Ohio report identified new policy recommendations on how to use transportation investments to retain and attract jobs and residents. It also included a data-driven analysis of where Ohio jobs are today and where they will be tomorrow, and where Ohioans live today and where they might choose to live in the future. A Strategic Transportation System map highlights locations where transportation investments have made a difference in economic performance, and where economic investments could create opportunities for growth in the future.

Go OHIO: Four Strategies to Propel Ohio Forward

- **Strategy 1: GO on the Offense, not Defense - Increase State Competitiveness** - Ohio must do more than simply maintain its vast transportation system. To ensure transportation remains as safe, efficient, reliable and affordable as possible, Ohio must expand travel choices for individuals and shippers alike.

- **Strategy 2: GO to Your Strengths First - Connect Transportation Investments to Growing Industries** - Ohio is already a leader in nine targeted industries, identified our state’s greatest potential for job growth and economic success. Go OHIO identifies the strategic transportation investments that will nurture and grow these industries for decades to come.

- **Strategy 3: GO with a Plan in Place - Link Land Use and Transportation Decisions** - As Ohio’s communities have developed, more land has been consumed by fewer people which has increased the cost of providing and maintaining infrastructure. Ohio needs a more coherent linkage between transportation investment decisions and land use planning.

- **Strategy 4: GO Green to get Green - Advance a Green Economy** - Strategic transportation investments that emphasize “green” solutions to logistical challenges allow Ohio to reduce energy dependency and resource demand, while at the same time leveraging savings through environmentally-sensitive construction, maintenance and operations.
TRAC: Selecting the Best Projects

Under Governor Strickland, a “new era of TRAC” began with the adoption of innovative project selection criteria for ODOT’s largest construction investments, with an emphasis on multi-modal solutions, economic development, innovative financing and fiscal responsibility.

The TRAC - the independent bi-partisan council that assists ODOT in selecting all major multi-modal projects worth more than $5 million that add capacity to the state transportation system - now looks at projects more systemically, as part of a multi-modal transportation system. By insisting that the state’s investments in new roads, bridges, bus routes, rail lines and airport access be connected to the creation of new jobs and economic development, ODOT’s largest funding commitments are made more strategically.

The new scoring criteria are designed to more readily consider projects of various modes – highways, bridges, passenger rail, transit, and freight projects – to compete for funding. The TRAC scores applications using a benefit/cost ratio, to measure the full public benefit of a project, not just the number of vehicles moved. A new environmental category gauges air quality impacts, and an enhanced economic development category scores whether projects reclaim brownfields and/or improve access to job centers. The scoring also emphasizes the need for land use planning and “Smart Growth” strategies, and rewards communities who partner on investments.

During the four years of the Strickland Administration, the TRAC approved two major updates to the TRAC Project List. In Spring 2010, TRAC advanced $103.2 million in new state funding commitments into several multi-modal projects across the state, including $14.5 million in new funds to modernize the Interstate 75 West Carrolton interchange near Dayton - a project that will ignite redevelopment near the former General Motors Moraine Assembly plant - and $15 million toward the purchase of right-of-way for the Cincinnati Streetcar plan, a project set to connect the city’s two largest employment centers of Uptown and Downtown with electric streetcars operating on fixed rail.

In December 2010, the TRAC recommended $167.6 million in additional new funding commitments. Among the largest new funding were $27 million to continue design of a new Brent Spence Bridge carrying Interstates 71 and 75 over the Ohio River in Cincinnati and $20 million for detailed design of the State Route 7 Chesapeake Bypass to spur economic development in Southern Ohio. The TRAC also proposed an additional $35 million for the first phase of construction on the Cincinnati Streetcar; $15 million to help the Stark Area Regional Transit Authority build the Mahoning Road Transit Corridor in Canton; more than $13 million to partner with the Lucas County Engineer on a new and safer railroad-roadway underpass at a high-traffic location on McCord Road in the Toledo area; and more than $14 million on a similar railroad-roadway underpass on State Route 58 in Wellington.
FAST TRAC: Cutting Red Tape

The TRAC also adopted a FAST TRAC process to streamline the processes for investing in important job-creating transportation projects. This regulatory reform initiative is used to accelerate major transportation infrastructure projects – the kind that can quickly have a profound economic development impact for an entire region.

FAST TRAC was introduced in January 2010 by the TRAC as an investment tool to consider important transportation projects on an “as needed” basis, instead of the typical four-year planning horizon. The members of the TRAC called for this regulatory reform to cut red tape and capitalize on the success of ODOT’s expedited project development process under the American Recovery and Reinvestment Act. By cutting red tape and advancing promising job-creating projects, more Ohioans can be put to work more quickly rebuilding Ohio from the ground up.

To date, eight projects have been put on the “FAST TRAC.” Each of these projects demonstrate a strong statewide or regional economic development connection, will leverage public and private investment, and can be under construction promptly. As part of the 2012-2013 State Transportation Budget, additional funds were being identified for future projects that are identified as regional economic drivers.

**Interstate 90 - Avon Interchange** (Lorain County): A new interchange at I-90 and Nagel Road - paid for entirely by the City of Avon - will provide access for future growth, including a Cleveland Clinic hospital/office facilities complex.

**Interstate 275 - Gilmore Road Interchange** (Butler County): Added capacity and improved safety at this interchange near the city of Fairfield provides access to Cincinnati Financial Corporation, which is planning a major expansion of up to 3000 jobs by 2030.

**Interstate 270 - Alum Creek Interchange** (Franklin County): With turn lanes, by-pass lanes and roundabouts, the modernization of this interchange will better connect the growing Rickenbacker Airport and Intermodal Terminal with I-270.

**Interstate 71 Grove City Urban Interchange** (Franklin County): By sharing in the costs to replace this 50-year-old heavily congested interchange, ODOT and Grove City are partnering to improve mobility for daily traffic demands and increased business traffic.

**Interstate 70 Third Lane** (Clark County): In addition to improving the pavement and widening the shoulder for safety, a third travel lane on both eastbound and westbound I-70 near Springfield will better accommodate the estimated 20,500 trucks which travel this route daily.

**Cincinnati Banks Intermodal** (Hamilton County): Redevelopment of the riverfront area between Paul Brown Stadium and Great American Ball Park includes a new transit facility and improved sections of Freedom Way and Race Street as they connect to the intermodal center.

**CSX National Gateway** (Statewide): A $98 million multi-state award through the U.S. Department of Transportation’s TIGER (Transportation Investment Generating Economic Recovery) Discretionary Grant Program will improve bridges and freight rail lines to allow trains to carry double-stack containers from the East Coast to shipping facilities in Ohio.

**Interstate 71 Third Lane** (Morrow County): Using a design-build contract on the first phase of this project will speed delivery of a third travel lane in each direction on I-71 in Morrow County - eliminating the last two-lane segment of I-71 between Columbus and Cleveland.
Building a 21st Century ODOT

Because ODOT’s customers and markets demanded it, the department is not the same as it was just a couple years ago. New divisions and offices were created and staffed to reflect the demands of Ohio’s 21st Century Transportation System.

Division of Transportation System Development
From the Division of Planning, ODOT created the new Division of Transportation System Development, bringing together all the activities and broad range of transportation considerations to assure that decision making had as its goal the right modal answer to any transportation problem.

Office of Maritime and Freight Mobility
ODOT also has for the first time in its history an Office of Maritime and Freight Mobility, which is already leading two national programs to build upon the $6.5 billion annual impact Ohio’s 26 ports have on Ohio’s economy.

Office of Multi-Modal Planning/Economic Development Liaison
Under the Division of Transportation System Development, the new Office of Multi-Modal Planning was created to set the course for multi-modalism within the department. Within this office, ODOT also has its first-ever Economic Development Liaison focused on connecting transportation investment and business development opportunities by working with Ohio’s Department of Development, local governments, developers, and business owners across the state.

Office of Innovation, Partnership and Energy
ODOT also has a new Office of Innovation, Partnership and Energy - charged with exploring new partnerships and new ways of doing business. This team initiated a Statewide Plug-in Electric Vehicle Readiness Strategy, proactively examining how ODOT can coordinate statewide use of electric vehicles. The Innovation Team worked on the state’s first “solar highway” near Toledo, where Ohio-made solar panels along the highway collects energy to power the lighting system on the Veterans Glass City Skyway Bridge.

The team is advancing the first-of-its-kind Gateway Rest Area Green Technology Project - where trucks will be able to plug into a green-powered charging stations instead of idling their engines - to reduce harmful vehicle emissions, decrease our transportation system’s carbon footprint and create new clean energy jobs for Ohioans.
“Safety First: I will focus each day on safety: my own, my teammates, our workplace, our work practices, and our customers - the traveling public - with a “Target: Zero” goal for any and all safety hazards.” In the ODOT pledge, we put safety first because safety is our top priority. **If we are not safe, we cannot do anything. We cannot be productive... we cannot serve our customers... we cannot have a good way of life, if we are not safe.**

The ODOT pledge also includes a commitment to “Clear Communication: I will communicate with everyone respectfully, clearly, honestly, effectively, and timely.” The department touches the public in many ways. Whether it is motorists needing road conditions, local governments seeking assistance, or community leaders partnering with our department, the duty is certain: provide clear, concise, and user-friendly information.

**Target: Zero**

With the 2010-2011 Business Plan, ODOT ushered in a goal of Target: Zero - a heightened focus on safety in the workplace, on the construction site, and with the traveling public to assure ZERO tolerance for any safety hazard. The goal is simple: work every day toward zero incidents and zero injuries. During this administration, ODOT established an annual goal of reducing employee injury and equipment incidents by 20 percent and reducing total crashes on Ohio’s roadways by 5 percent.

**Safest Year on Ohio’s Roadways**

In **2009, traffic deaths on Ohio’s highways were at a historic low, representing the safest year on record for those traveling the state’s highways.** ODOT's traffic safety analysis revealed that 1,022 people lost their lives in motor vehicle crashes - a 14 percent decline from the previous year.

Statewide, steady improvements in all safety categories were reported. Overall, the number of motor vehicle fatal crashes decreased. Motorcycle fatalities and fatal crashes also declined. Perhaps the greatest area of progress was in the area of impaired driving, where alcohol-involved fatal motor vehicle crashes declined by nearly 25 percent in 2009.

**Safest Year at Ohio’s Railroad Crossings**

Working in partnership with the Ohio Rail Development Commission and the Public Utilities Commission of Ohio - as well as safety advocates at Operation Lifesaver and the Angels on Track Foundation - ODOT’s made several safety upgrades at railroad-roadway grade crossing, such as modern lights and gates. By the end of this administration, more than 3,100 of Ohio’s 6,100 public grade crossings were equipped with modern lights and gates. More than 100 grade crossings have been closed since the year 2000. **In 2009, grade crossing accidents, fatalities and injuries were reduced to a record 10-year low** - with 55 crashes, 6 fatalities, and 18 injuries.
Commitment to Bridge Safety

The tragic collapse of the I-35W bridge in Minneapolis in 2007 - when 13 lives were lost - placed a renewed awareness on the safety of all bridges. Under Governor Strickland, ODOT devoted significant state resources to protecting, preserving and modernizing the more than 42,000 bridges in this state, with more than a billion dollars directed to improving state and local bridges over the four-year period. Ohio inspects more bridges more often than any other state. Today, 97.7 percent of state-maintained bridges are in good-to-excellent condition.

Office of Safety

While safety is a part of everything ODOT does, there was no single source for all safety-related information at ODOT - with roadway safety under Planning, worker safety under Human Resources, and injury reporting under Legal. In 2010, ODOT created a new Office of Safety, responsible for the coordination of safety issues from an enterprise perspective, ensuring that ODOT prioritizes and tracks all aspects of safety in our workplaces and our work practices.

The Office of Safety is leading an effort to create a transportation-specific Behavioral Based Safety Training Program - a first-of-its kind for the department. The effort will develop an organization-wide solution to many of our most-dangerous safety problems, with staff focused on identifying and changing unsafe behavior at every level of the department in order to prevent injuries.

Statewide Systematic Safety Improvements

As part of the 2010-2011 Transportation Budget, ODOT dedicated more than $20 million to invest in systematic safety improvements - relatively low-cost safety improvements that can be implemented across hundreds of miles of Ohio roads. Unlike spot improvements, which can cost several million dollars to complete, the improvements can be added to the roadway for several thousand dollars per mile. National studies have shown that systematic safety improvements significantly reduce the number of crashes - including injury and fatal crashes - that cost Ohioans millions of dollars each year. In 2010, ODOT identified an additional $10 million in new federal funds to increase systematic safety improvements being made across the state.

Median Cable Barrier Upgrades

During this administration, ODOT updated its design policies to expand and encourage the use of cable median barrier within freeway medians that are 59 feet wide or less. About 125 miles of freeway met this new minimum requirement, and ODOT targeted about $9 million to install cable barrier at these locations. Since 2003, ODOT has installed more than 150 miles of cable median barrier. The barrier costs one-third less than the price of concrete median barrier. Since ODOT began the installation, fatalities have dropped from 50 to 0 in completed locations.
Edgeline Rumble Stripes
During the 2010 construction season, roughly 1,335 miles of edgeline rumble stripes were placed along sections of Ohio’s state highway system (non-interstate) to reduce fatal and serious-injury crashes caused by drivers running off the road. Approximately 3,000 serious injuries and 450 fatalities every year in Ohio are a result of drivers running off the road and colliding with trees, ditches, utility poles or other fixed objects. Rumble strips and stripes can decrease crashes by as much as 35 percent.

Centerline Rumble Stripes
ODOT also developed a statewide policy that would require the use of center line rumble stripes on rural, two-lane roads with a high number of cross over, head-on/side swipe crashes. ODOT focused on two-lane rural roads because they have a high percentage of fatal crashes, many involving motorists that veer from the travel lane and hit oncoming vehicles. Adding the grooves to the pavement stripe increases the visibility of pavement markings. Studies have shown crash reductions by as much as 25 percent, depending on the type of rumble stripe and crash.

Back Plates, LED Bulbs and Battery Backups
ODOT published new standards to require the use of reflective back plates on traffic signals, which will improve signal visibility at intersections. In addition, new statewide contracts allow districts to retrofit existing signals with back plates, energy-efficient LED bulbs and battery backups. In 2010 and 2011, ODOT dedicated $9 million to install these treatments, which can reduce crashes by up to 13 percent. The benefit-to-cost of upgrading ODOT signals with back plates is 193 percent.

Additional Safety Measures on Ohio Roads
- **Doubling Key Safety Signage:** In 2007, ODOT installed dual stop ahead, stop, and signal ahead signs on all high-speed approach state routes.
- **Sign Post Reflectors:** ODOT also installed sign post reflective strips on all critical regulatory and warning signs. This program has since been expanded to assist ODOT district offices and county engineers in upgrading signs that do not meet new national reflectivity standards.
- **Systematic Signal Timing:** In 2008, ODOT initiated a new program that provides technical expertise to upgrade signal timing and funding for signal equipment improvements in high-crash, congested corridors.
BuckeyeTraffic.org and Intelligent Transportation

ODOT’s premier traffic website continues to be one of the State of Ohio’s most used websites during the winter season. During the 2009-2010 winter season, the website recorded more than 131 million hits. With user-friendly, map-based features, drivers can access up-to-date traffic information, road conditions and closures across the state. Users can also view weather information - such as air temperatures, wind velocities, and pavement temperatures - from 172 different Roadway Weather Information System stations around the state.

In 2010, ODOT expanded the reach and service of BuckeyeTraffic.org by investing $18.2 million to install state-of-the-art traffic cameras, message boards, vehicle detectors and advisory radios throughout the Cleveland and Akron/Canton regions. New radar-based speed sensors give minute-by-minute updates on traffic flow in the Dayton and Columbus region. By 2011, ODOT will have a centralized traffic control center located in Central Office.

Safety through Cyber-Space

Promotion of the former Office of Communications into a full Division reflected Governor Strickland’s commitment to transparency in government and clear communication with the public we service. Since 2007, the Division of Communications has initiated many of the department’s widely recognized safety campaigns, including the “Ice and Snow... Take It Slow” and “Don’t Crowd the Plow” winter safety campaigns, the “Slow for the Cone Zone” and annual Work Zone Safety Awareness efforts, and ODOT’s first-ever use of social media outlets including Twitter, Facebook and YouTube.

- **KNO B4 U G O (Twitter):** ODOT offers instant information on rush hour and winter weather conditions along interstates and highways in Akron, Cincinnati, Cleveland, Columbus, Dayton, and Toledo. First used by ODOT in 2009, this effort has already generated more than 10,000 followers through the free Twitter.com website.

- **Walmart Winter Partnership:** For three-years running, ODOT has partnered with retail-gaint Walmart to display ODOT’s winter safety messages at the entrances and exits of all 150 Walmart and Sam’s Club stores across the state throughout the holiday season. Through this partnership with Walmart, millions of Ohioans saw the simple and important safety message: in Ice and Snow... Take it Slow.

- **Ohio Transportation Channel:** With the launch of ODOT’s first-ever channel on YouTube, a library of dozens of videos gives viewers a behind-the-scenes look at ODOT’s ice and snow operations, highway maintenance efforts and progress on major construction projects.

The efforts of the Communications team have been recognized with national public affairs award by the American Association of State Highway and Transportation Officials (AASHTO).
Safe Routes to School

School zones have been the site of more than 1,300 crashes over the past three years. Two people have been killed in school zone accidents - one of them a crossing guard. Aimed at elementary and middle schools, ODOT's Safe Routes to School program is part of a national movement to create safe, convenient, and fun opportunities for children to walk and bike to and from schools. **Under Governor Strickland, ODOT’s successful Safe Routes to School program invested more than $21 million to make getting to school safer for students in Ohio communities.** These funds have been used to construct safer school crossing signals and sidewalks, provide new educational materials, add police enforcement in school zones, and create school travel plans to encourage more students to consider walking and biking. ODOT also partnered with the Federal Highway Administration and many local school districts to remind both students and drivers to “Take Care, Be Aware” during the August Back to School season and October’s Halloween trick-or-treating.
When Governor Strickland took office in 2007, ODOT faced a forecasted deficit of $3.5 billion for the through the year 2015. The cumulative effects of high construction cost inflation, adjustments needed to address maintenance and preservation shortfalls, and past over-programming created much of this shortfall. During the Strickland Administration, ODOT has cut that projected shortfall by $2 billion through 2017. Several factors have contributed to this improvement, beginning with a commitment to restore financial responsibility.

Throughout this administration, ODOT worked to identify new ways to capture value for taxpayers, created by the state's public investments. Today, ODOT is fiscally sound with a foundation of accountability, responsibility and sensibility.

Operating with Staffing at a 30-year Low

Echoing Governor Strickland’s devotion to state government living within its means, ODOT identified new ways to contain costs and “run a tighter ship.”

Over the four year period, ODOT consistently operated at 95 percent of anticipated operation costs. With approximately 5,600 employees - far below the Department of Administrative Service’s lockdown number for ODOT of 6,031 permanent employee - ODOT is at its lowest staffing levels in 30 years. From State Fiscal Years 2008-2017, ODOT anticipates these operating saving will total more than $400 million.
**Tighter Fiscal Management**

Meeting deadlines and federal requirements matter. Under this administration, ODOT developed a strategic plan to ensure the department did not lose any funds under the Federal Highway Administration during a rescission of the SAFETEA-LU authorization. **ODOT was one of only fourteen states that did NOT lose funding under federal transportation funding rescissions.** Ohio also successfully obligated all core-FHWA funds each federal fiscal year end and met the Maintenance of Effort requirement under the Recovery Act. These efforts make **ODOT eligible for as much as $50 million in additional federal funding under the FHWA August Redistribution.**

**Living Within Our Means**

Under Ohio Revised Code, ODOT has the administrative ability to award unbid emergency contracts to respond to events which require immediate response to ensure the safety of the travel public. In the past, the department awarded hundreds of these “Type A” emergency contracts – but a review by the Director’s Office revealed that a number of these contracts could have been competitively bid without threat to safety. **By requiring further scrutiny of emergency contracts ODOT reduced un-bid emergency contracts, saving $13 million in one year alone.**

Building only what is needed and buying only what is necessary, ODOT also reduced costly change orders on major construction projects - saving $46 million in one fiscal year alone - and restricted equipment purchases - saving another $10.9 million in just one year.

- **New Policy on Change Orders:** Work that is not necessary to complete a project as originally intended shall not be added to a project by change order and shall be contracted through the competitive bidding process or emergency contracting authority. Convenience or lower costs are not valid reasons to avoid competitive bidding.

Continued improvement in construction management reforms is estimated to produce at least $250 million in savings through 2017.

**Business Sense and Sensibility**

In response to the changing needs of Ohio’s hauling businesses, ODOT modernized and standardized its permit process for vehicles carrying oversize, overweight and over-dimensional loads - the kind that damage our roads and bridges above and beyond normal wear-and-tear. A study of the impacts of these heavy trucks on our roadways and bridges estimated that the state must invest $144 million more each year to account for the additional wear-and-tear caused by overweight trucks. Taking into account all the fees and registration paid by the trucking industry, there is still a $45 million gap.

These new “common sense” permit regulations were designed to improved commerce and economic opportunity by making the permit process business-friendly, while the fairer fee structure allowed ODOT to still prioritize safety and preserve our extensive state highway system. ODOT also introduced a new permit allowing private companies to fully use international shipping containers for exporting Ohio goods to foreign markets.
ODOT also changed the way it manages the blue Ohio Logos sign program, now requiring payment for the administration of this widely-recognized program that offers directions to food, gas, and lodging at interchanges along the state highway system. **Never before had ODOT shared in the profits of this program.** From 2008-2017, these two efforts will account for more than $200 million in new funding for ODOT.

### ‘Shovel Ready’ Recovery Act Investments

Although ODOT selected the most diverse multi-modal stimulus project list in the country and partnered with local governments on many of the selections, the department estimates that more than $532 million of the transportation infrastructure stimulus funds made available to Ohio went toward projects in the state’s construction pipeline. These funds gave ODOT the dual benefit of advancing the completion of important “ready to go” projects and providing an additional half-billion dollars toward our future financial plan.

### ‘Trust and Verify’

By holding contractors and our transportation partners accountable for their work and performing external audits to guarantee the results, ODOT has saved and recovered the state a considerable amount of funding that might otherwise be lost. During the past four years, the outstanding accounts receivables balance of $12.8 million with local governments and utility companies was cut down to $4.4 million. ODOT also recovered nearly $800,000 through the more than 1300 audits involving consultants, MPOs, transit agencies, port authorities, utilities and railroads. Through legal action, we resolved 37 cases involving accusations of contracts failing to meet bridge painting specifications, collecting more than $40 million in recovered damages for the state.

### Purchasing Accountability Implementation Team

As the result of a joint ODOT-Inspector General investigation, widespread changes were made in how goods and services are purchased to hold both ODOT’s employees and its vendors more responsible with purchasing and accounting. This includes inventory spot checks, segregation of purchasing duties, and a new bid specification/purchasing quote system.

- **New Policy on Purchasing Ethics and Vendor Visits:** Each purchase by ODOT involves the expenditure of tax dollars that creates a trust between ODOT and the general public. It is ODOT’s policy that ODOT employees who purchase supplies and services for the department will protect this trust and treat all vendors who are interested in doing business with the department fairly and equally.

As part of this effort, more than 1,200 employees were retrained on purchasing and contract administration laws, rules, regulations, policies, procedures and ethics. Ethics training was also offered to vendors who contract with ODOT.
ODOT is a greener department than it was four years ago. The “Go with Green” initiative prioritized using the best environmentally-sensitivity practices in our operations and piloting new green initiatives as ODOT leads by example in embracing environmental stewardship and reducing energy consumption.

By implementing green practices and technologies, ODOT proved that you can save the planet and save money at the same time.

ODOT is also more diverse. Ohio is a state full of great talent and great diversity. During the Strickland administration, we celebrated and embraced diversity, coming together in a unified and inclusive fashion to develop strategies worthy of all Ohio. The men and women of Team ODOT better reflect the diversity of our state, and we gave more citizens and companies an opportunity to do work with ODOT.

Office of Environmental Sustainability

ODOT’s Environmental Sustainability Program works with state, federal, and non-government agencies to develop the most applicable policies and efficient practices that promote a better-than-before environment. The program assists staff in developing actions that reduce energy use and promote thriving natural resources - all the while ODOT works to provide access to essential goods and services, economic opportunities, transportation choice, and livable communities for all Ohioans. Ultimately, sustainability is about making the most mindful and efficient use of all resources. The ODOT Environmental Sustainability Program works closely with the ODOT Green Team - a group of representatives from all Divisions within ODOT that identify, research, prioritize and implement the best environmentally-sensitive practices at ODOT.

Sustainability Showcase

Below are just a handful of the remarkable new ways in which ODOT has Gone with Green over the course of this administration:

- **Non-Herbicide Roadside Vegetation Management** - ODOT developed new strategies for controlling roadside vegetation by reducing both mowing and herbicide use. This approach has reduced the use of environmentally-harmful herbicides and pesticides by 90 percent.

- **Green Snowplows** - ODOT earned one of the state’s first “Ohio Green Fleets” certification by reducing diesel emissions and using more alternative fuels on snowplows in six of the ODOT districts. Crews in Districts 9 and 11 were nationally recognized with a Government Green Fleet Award - making ODOT the only state department of transportation in the top 50 award winners.
**Alternative Fuels** - In 2009, ODOT used about 2.5 million gallons of Bio-Diesel (B-20), which far exceeded the Governor’s Executive Order (194% of the required amount). ODOT also owns and operates 703 Flexible-Fuel Vehicles (Statewide), which utilize Ethanol, E-85 and 11 Compressed Natural Gas (CNG) Pickup Trucks.

**Smart Salt Strategy** - Developed in 2008, ODOT’s Smart Salt Strategy ensures that crews are as efficient as possible with the salt used to keep roads safe and passable during winter months. Through training, crews learn to use the right amount of salt at the right times and in the right places. ODOT also updated its practice of storing salt, making sure that salt piles are covered to prevent water from coming in contact with the salt and generating a salt water runoff.

**Paper Use Reduction** - Over the past four years, ODOT has dramatically reduced the amount of paper used in its office by encouraging double-sided printing and by reducing the number of printers owned by ODOT. According to the EPA, the average office worker uses 10,000 sheets of paper each year, which equates to about 2 pounds of paper and paperboard products every day from every worker - or the use of 465 trees per person over a lifetime.

**Eliminating Computer Waste** - New computers at ODOT are no longer purchased with styrofoam and cardboard packing. ODOT is also ridding itself of electronic waste in a greener manner by using a “Tech Box” to collect outdated circuit boards, radios, chargers, and computer components - keeping electronic waste out of landfills.

**Water-based Parts Washers and Recycled Oil** - Several ODOT garages have transitioned to aqueous water-based parts washers, thus reducing the use of harmful solvents and the exposure to those solvents by our fleet mechanics. These garages are also collecting used oil to be recycled. Districts have heating equipment that turns the used oil into a source of heat during the winter months. The use of used-oil in this manner lowers heating bills at garage facilities and keeps the used oil out of landfills.

**Central Office Rain Garden** - Through a collaboration of Facilities Management, Environmental Services and the Office of Training in Quality and Human Resources, a section of Central Office’s main parking lot was transformed into an innovative and environmentally friendly form of landscaping that welcomes the coming of snow and rain.

**LED Traffic Signals** - ODOT upgraded incandescent traffic signal lamps to LED signals, realizing a 90 percent savings in energy usage for each upgraded intersection. Nearly all of ODOT’s signals are now using LEDs - which mean more than 9,600 megawatt-hrs/year reduction in electricity usage.

**Warm Mix Asphalt and Recycled Construction Materials** - ODOT has increased the use of warm mix asphalt, which requires less heat/energy to apply and reduces plant emissions and worker exposure to fumes. New specifications now allow from 10% to 55% recycled asphalt material in new asphalt mixes. Recycled asphalt and recycled concrete can be used in embankment construction, linear grading, traffic compacted surface, stabilized crushed aggregate, pipe backfill and reconditioning shoulders.
Greener and More Diverse

**Green “Chia” Noise Wall** - Seeking an alternative to the typical concrete noise walls, ODOT explored an experimental green noise wall, to be constructed of interlocking bags of sand and organic material covered with a variety of soil and plant mixtures - creating what the news media dubbed a “Chia-type” noise wall. The wall would be studied for two years to determine its sound buffering capabilities, maintenance concerns, suitability, and long term applicability.

**Ohio’s Diesel Emission Reduction Program** - ODOT and the Department of Development were partners in a $20 million Diesel Emission Reduction Program. Through investments in retrofits, anti-idling, engine repower and machinery/vehicle replacement, Ohio’s public and private construction fleets are burning cleaner and polluting less.

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**Commitment to Diversity**

In 2007, Governor Strickland called for a Peace Corps spirit in the public service sector. He believed that we should humbly serve and empower our fellow Ohioans. At ODOT, we committed to working toward the common good for all Ohioans, dedicating ourselves to bringing respect and civility back to government.

The commitment started at the top, when **Governor Strickland appointed Director Molitoris as the first female director in the department’s 100-year-plus history**. Fourteen of ODOT’s 28 top leadership positions were held by women, African-Americans, or other minority individuals. ODOT also established a new and clearer policy on hiring - ensuring that a fair and transparent process for hiring the best candidates for positions.

**Policy on Hiring**: ODOT's recruiting, interviewing and hiring activities are conducted to ensure the employment of the best qualified individuals. These activities must be carried out in a manner consistent with the State of Ohio’s commitment to the principles of diversity and affirmative action.

The department’s Affirmative Action Goals were also incorporated into the Human Resources Plan.

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**Division of Equal Opportunity**

Director Molitoris also established a new Division of Equal Opportunity at the forefront of the department’s efforts to promote diversity, eliminate discrimination, and encourage more disadvantaged and minority businesses to work with ODOT. **For Fiscal Year 2010, ODOT and its local transportation partners will invest more than $178 million in construction contracts and subcontracts with minority and women-owned firms and companies - the largest amount in state history.** For the four years of this administration, more than half a billion dollars ($575,454,791) was invested in minority and women-owned firms and companies.
This same team was also recently awarded by the Federal Highway Administration **more than half-a-million dollars in new federal funds to assist DBE firms and promote training opportunities for women and minorities**, who continue to be under-represented in the highway construction industry’s skilled and semi-skilled crafts, such as masonry and carpentry. Programming also included a Construction Career Day designed to inform high school students of the careers that comprise the highway construction industry. Some 1,780 students representing 35 schools attended the two-day event.
“Every Partner: I will remember that partnership is the key to success and help all members of Team ODOT succeed, along with all our public and private partners.” Team ODOT’s SERVICE Pledge is a daily reminder of the importance of partnerships. **Under Governor Strickland, ODOT forged strong and unprecedented partnerships across the transportation and economic development industries. ODOT also became a more reliable partner with local communities.** Together with our private and public sector partners – and working in sync with our colleagues in organized labor, our contractors and our consultants – Team ODOT has indomitable spirit, vision and commitment to our shared goal of creating the transportation system Ohio needs.

### 21st Century Transit Partnerships for Ohio’s Next Generation

Through project savings and additional federal funding, ODOT dedicated immediate funding and future financial commitments to significantly help urban and rural transit agencies that were impacted by a decade of cuts to the General Revenue Fund budget. **ODOT awarded $50 million in the 2011 fiscal year - and pledged $50 million in each year of the next biennial budget - to invest in a sustainable transit partnership for Ohio’s next generation,** with targeted funding to preserve existing transit services (operational support), provide ‘clean and green’ new vehicles, and add innovative new services - all to better connect Ohio’s younger generation to new job centers and new opportunities.

In 2010, ODOT also received more than $13 million in grant funds through the Federal Transit Administration’s “State of Good Repair” program. Over the next six months, this new federal money allows ODOT to invest in new transit vehicles ($10 million) and new equipment ($3.4 million).

**These efforts built upon ODOT’s four-year commitment to Ohio’s transit agencies.** Under Governor Strickland, ODOT and the state’s metropolitan planning organizations redirected approximately $25 million to help local transit agencies when record fuel costs led to service reductions. ODOT also led an historic $15 million direct investment to purchase 41 environmentally-friendlier, clean-fuel buses for 11 local and regional transit authorities across the state. In additional, ODOT recalibrated its TRAC project selection process to encourage and better evaluate public transit projects, which has led to funding support for projects like the Cincinnati Streetcar.
District Transportation Development Roundtables

As part of the 2010-2011 Business Plan, ODOT’s twelve district offices were tasked with establishing Transportation Development Roundtables to create an ongoing conversation with local/regional development stakeholders to maximize transportation investment outcomes. By making ODOT more “business friendly,” these Roundtables helped to better coordinate district 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.

Logistics and Distribution Stimulus Program

On June 12, 2008 – well before the federal stimulus package – Governor Strickland created the $1.57 billion bipartisan economic stimulus package which included $100 million for logistics and distribution. In coordination with the Ohio Department of Development, the Logistics and Distribution Stimulus Program was established to award $100 million over a three-year period in the form of loans ($50 million in FY 2009, $25 million in FY 2010, $25 million in FY 2011) to projects that help expand connections to logistics and intermodal centers, improve the flow of freight by reducing chokepoints and freight bottlenecks, and increase access to new markets for Ohio businesses.

Inspector General Office

Under Governor Strickland, ODOT established its highest set of ethical and professional standards. Through the State Transportation Budget, the Governor assigned the first-ever Ohio Inspector General specifically dedicated to ODOT. The Director’s Office assisted with twenty investigations to protect taxpayer dollars, improve operations and take quick action against employees and businesses that violate public trust.

Ohio Rail Development Commission

Over the past four years, ODOT has established an unprecedented level of communication and coordination with the Ohio Rail Development Commission. This effort is helping the state to strategically align development and transportation dollars to maximize the positive impact they have on Ohio’s competitiveness. Through this partnership with ODOT, ORDC attracted, leveraged and administered historic levels of federal funding for freight, passenger and safety projects. In addition to annual program funds allocated through the State Transportation Budget, ODOT is helping ORDC manage $75 million worth of stimulus-funding projects and $98 million for the CSX National Gateway.
Ohio’s Bicycle Community

ODOT continues to be the state’s leading investor in bicycle accommodations. Since 2002, ODOT has invested more than $118 million in bicycle-specific transportation projects - ranging from the creation of new bike paths and bike lanes to extending and modernizing existing bikeways. Under Governor Strickland, ODOT was put on a track to nearly double that investment, with more than $92.5 million in additional bicycle-specific transportation projects planned through 2015.

Director Molitoris’ commitment to a thriving, healthy and complete multi-modal transportation system fostered the department’s strongest-ever relationship with Ohio’s Bicycle community. ODOT’s Office of Multi-Modal Planning provided guidance and support in the development of facilities for pedestrians and bicyclists. ODOT’s Bicycle and Pedestrian Program also played a key role in public educational, promotional, and safety programs to encourage the increased use of active non-motorized transportation.
During these past four years, ODOT was regularly recognized - at both the state and federal levels - as a transportation industry leader.

Recovery.Ohio.gov

The Recovery Act strengthened many of ODOT's existing partnerships and fostered new relationships, as the department worked closely together with the branches of the U.S. Department of Transportation (Federal Highway Administration, Federal Aviation Administration, Federal Railroad Administration, and U.S. Maritime Administration) and Ohio's local governments, metropolitan planning organizations, railroad operators and other carriers, water ports, transit authorities, airports, bike and pedestrian advocates, industry and the private sector.

ODOT was nationally acknowledged for the open, transparent, and accountable process used in soliciting and selecting projects for stimulus funding. To identify projects, the state established the recovery.ohio.gov website, which allowed Ohio communities, municipalities, businesses and individual citizens to submit transportation project proposals. More than 4,600 highway, transit, rail, aviation streetscape, bike path, and transportation enhancement project expressions of interest were submitted through the website.

Mirroring a similar team at the U.S. Department of Transportation, ODOT established an Ohio TIGER Team (Transportation Investment Generating Economic Recovery) to gather in-depth information from local communities on potential projects. The ODOT TIGER Team requested additional information from project sponsors on all 4,602 projects. Of that number, 2,222 projects met federal eligibility guidelines. In addition, priority was given to projects in economically distressed areas (high unemployment/low average income); projects that maximize job creation and economic growth potential; and projects which could be advanced and completed within the Recovery Act's required timeframes.

3C ‘Quick Start’ Passenger Rail Award

In his 2009 State of the State speech, Governor Strickland called for a transformational effort to restore daily passenger service between Ohio's major cities and bring to the state a proven generator of economic development and jobs. Ohio was one of 31 states to earn a share of the historic $8 billion in federal funds directed to intercity and high speed rail in the American Recovery and Reinvestment Act. Many states wanted the money; Ohio met the high bar set by the Federal Railroad Administration and had a strong winning application.
Ohio Department of Transportation Foundation for Transformation • 2007 - 2010

Ohio competed successfully against other states to win a $400 million federal grant to establish a 79-mile-per-hour passenger train service connecting Cleveland, Columbus, Dayton, Cincinnati, and communities in between. With this award, Ohio would have finally had its own passenger rail network that would connect to regional and national rail networks - ensuring Ohio did not become an island isolated from the emerging Midwest high speed rail system.

First and foremost, this project was about jobs for Ohioans. The Public Interest Research Group analyzed population density, employment, business patterns, investment opportunity, and the existing and proposed passenger rail service throughout our region to determine that a completed Midwest high-speed rail network will create 57,000 permanent jobs. The investment in Ohio into a high-speed rail system would boost the region’s economy enough to create 16,700 permanent jobs in Ohio, the report added.

This historic effort also created tremendous opportunity for job creation around the initial eight station sites:

- The City of Cleveland’s station would connect to the city’s light rail system and would be incorporated into plans for the Medical Mart, Convention Center, casino, and East Bank Flats development to encourage more economic activity and job creation downtown;

- The City of Columbus station would support business in the Short North and Arena District and be adjacent to the Columbus Convention Center, with potential tie-in to light rail connecting to Port Columbus Airport and the suburbs/communities of northern Columbus;

- The City of Dayton estimates that private mixed-used downtown development within a 10 minute walk of its station at Sixth and Ludlow could range from $150 million to $250 million in rehabilitation and new construction over the next decade;

- The City of Riverside has estimated that the station across from the U.S. Air Force Museum would spark 1.2 million square-feet of new commercial space, generating $180 million taxable property and $480 million taxable income as well as strengthening the Museum’s bid to host one of the retiring space shuttles; and

- The City of Springfield has already incorporated its planned station into plans to revitalize its downtown and university district.

In 2010, ODOT launched the first investments of these historic funds, with work on the final environmental study, updated modeling to demonstrate how freight and passenger trains can work
safety and efficiently together, assistance in preparing for negotiations with the host freight railroads and the competitive selection process for determining an operator, continued work on defining our specifications for American-made train cars and further work with our cities on stations and development around the eight stops. On December 9, 2010, however, U.S. Transportation Secretary Ray LaHood informed Governor Strickland that $385 million - the bulk but not all of Ohio’s $400 million federal award - would be sent to California, Florida, Illinois and a host of other states because of opposition to the plan by the incoming administration.

The ODOT/ORDC team - with help from a competitively selected consultant team - had been moving forward with this phase of work for several months, accomplishing some good work in the short amount of time. In January 2011, ODOT wrapped up the incredible work and research done so far in order to produce an interim project report on the 3C, making detailed, well-researched information available for future governors and General Assemblies.

**Value-Based Design Build**

Under the 2010-2011 State Transportation Budget, ODOT received legislative authority to expand the use of design-build construction planning through a competitive quality-based selection process. By combining the design and construction of a project into a single competitively-awarded contract, ODOT expected to see significant project savings... and we did.

- **Cleveland I-90 Innerbelt Bridge:** Awarded September 2010 at $287,400,000 - Expected to be completed one full year earlier than anticipated and more than $150 million under original project estimates

- **Columbus I-70/I-71 Corridor:** First phase to be awarded May 2011 estimated at $250 million - Advancing to construction sooner than originally planned, providing a safer highway and new gateways to connect downtown

- **Morrow County I-71 Third Lane (Traditional Design Build):** First phase on FAST TRAC to be awarded in 2011 estimated at $46.9 million - widening in Morrow County completes third lane of I-71 between Columbus and Cleveland.

As part of the 2012-2013 budget, **ODOT proposes making the use of a value-based selection process a permanent tool for ODOT projects.** Additionally, ODOT proposes to increase the dollar amounts for design-build projects and allow an annual contract amount under permanent law.
Tolling Authority

Also in the State Transportation Budget, ODOT received authority to explore the use of tolling to finance future transportation projects. Giving ODOT this financing tool used by many other state DOTs, the budget provided authority to the department to use tolling – similar to the authority granted the Ohio Turnpike Commission – to finance the construction and operation of new transportation projects.

Nationally Recognized Training and Local Programming

Today, ODOT is recognized as a leader among state agencies and other state departments of transportation for the training academies and curriculum that have been created in response to changing business needs. This includes new academies on Highway Management, Project Management and Mechanic’s Training.

**ODOT’s LPA Program is also nationally recognized for its success in allowing local agencies the flexibility to manage federally-funded projects.** ODOT’s Local Technical Assistance Program (LTAP) provides training and technical assistance to county, municipal and township agencies that manage and maintain Ohio’s local public roadway networks. Training opportunities include technical workshops, equipment courses and on-site classes relating to roadway management and maintenance, traffic safety, and employee safety and development. In 2009, ODOT’s LTAP conducted more than 140 training sessions throughout the state, with a total attendance of more than 3,000 persons.
“Eye to the Future: I will always look for and welcome new ways to assure ODOT’s continuous improvement through partnership, innovation, wise investment, technology and environmental stewardship.” As ODOT made history under the leadership of Governor Strickland, the department kept an eye to the future. Transportation will continue to be a driving force behind our state’s economic recovery.

**Strategic Investment Planning Studies**

In late 2010, ODOT launched a series of Strategic Investment Planning Studies - 13 studies in all - around our urban centers and along our waterways. This includes specialized plans for each of the Ohio Hubs of Innovation and Opportunity identified by our partners at the Department of Development. These Strategic Investment Planning Studies will help ODOT identify not only how we can better connect those Hubs... but also new ways to leverage private sector investment to create and retain good-paying Ohio jobs.

As ODOT identifies the infrastructure needs in these Strategic Investment Planning Studies, we have in place new investment options. FAST TRAC would streamline the processes for investing in important job-creating transportation mega-projects. ODOT could also use a MINI TRAC (Making Investment in Needed Infrastructure) for job-generating projects too large in cost for a local community but not large enough to qualify for the TRAC.

**2012-2013 State Transportation Budget**

The department-proposed 2012-2013 State Transportation Budget - which would fund this department at $6.3 billion over the biennium with a combination of mostly federal transportation funds and state motor fuel tax - continues this bold reinvention of Ohio’s transportation system.
The proposed budget demonstrates how ODOT can be a true transportation department - with investments in the development of a fully integrated multi-modal transportation system, where all major modes of travel and shipping work optimally to offer Ohio’s citizens and businesses transportation choice.

- **Public Private Partnerships** - To promote the use of Public-Private Partnerships, the budget enhances use of innovative financing opportunities to enable contractual agreements with private sector participants. The language provides ODOT with the necessary authority and financial tools to work with a variety of entities to develop new and innovative ways to finance, maintain or operate a transportation project.

- **Transportation Innovation Authorities** - the proposed budget again seeks to establish the use of Transportation Innovation Authorities (TIAs) to provide local governments with the tools to target local revenue options (local taxes, special assessments, fees, etc) and to dedicate these funds to partner important roadway, public transit, passenger rail, and intermodal projects. The budget also proposes to dedicate specific funding for the New Generation Infrastructure Bank to make additional resources available for TIA projects.

- **Target: Zero** - As part of ODOT's “Target: Zero” efforts, this budget recommends several changes to assure ZERO tolerance for any safety hazard. To improve worker safety, the budget proposes a Construction Zone Automated Enforcement System that will enable the use of speed cameras and create civil penalties for speed violations. The budget proposes language to make it a primary traffic offense if all front seat passengers are not wearing their seatbelts. For the first time, the budget proposes to prohibit driving a motor vehicle while writing, sending or reading texts or emails on a cell phone or other wireless communication device.

- **Green Lantern** - Safety is also the reason behind language that would enable ODOT snow removal trucks to use green colored lights to improve truck visibility for the traveling public. Currently, ODOT snow removal equipment uses yellow flashing lights - commonly shared by other non-emergency/first responder vehicles such as tow trucks. Studies have indicated that blue and green colored lights have the best visibility in snowy, wintry, conditions.

- **Transit Investment** - The proposed budget includes a line item for $50 million in each year of the biennium to invest in a sustainable transit partnership. The $100 million would be targeted funding to preserve existing transit services (operational support), provide ‘clean and green’ new vehicles, and add innovative new services - all to better connect Ohio’s younger generation to new job centers and new opportunities.

- **Continued Cooperation** - the budget offers several improvements to our cooperative efforts with local communities, contractors, and the public. The budget updates ODOT’s requirements for public notice of competitive bids to allow for electronic notification to pre-qualified businesses and requires a good-faith effort to advertise in local newspapers. It amends ODOT’s cooperative purchasing statute to allow school districts to participate in our purchasing agreements. The budget language would also enable local zoning authorities to establish rules for the use of outdoor advertising that would control the placement of signs. This would reduce compliance costs with the Highway Beautification Act and improve local control. The new language would also streamline the process to remove illegal advertising signs. ODOT also seeks to expands the use of revenues generated by the Share the Road specialized license plates to cover the costs for the creation and distribution of bicycle safety education materials.
With crews and garages in every county of the state, ODOT’s 12 District Offices represent the first contact Ohio’s citizens and businesses have with the department. The members of Team ODOT in our districts are responsible for the Planning, Production and Maintenance of the state transportation system in their regions, including the cooperation and coordination with local communities and transportation partners. Below are some of the major accomplishments of our district offices over the past four years:

**District One: Lima**

Leonard E. Brown, P.E., District Deputy Director

- Established a Safety Blitz Facilitation Team, a thirty member team of a cross-section of all levels of the district workforce to identify and discuss safety concerns and potential solution.
- Set a new level of cooperation with local officials by encouraging open dialogue and greater partnership with mayors and other regional public officials.
- Proactively shared ODOT’s construction plans on state routes through local jurisdictions, for possible concurrent implementation to avoid major disruption to adjacent businesses, homes and other adjacent properties.

**District Two: Bowling Green**

David R. Dysard, AICP, District Deputy Director

- Completed improvements at the Henry County Garage, constructively partnering with the Ohio EPA to resolve longstanding environmental issues with regard to discharging truck wash water from garage into septic system.
- Responded to the June 5, 2010 tornado disaster and its devastation, with state routes open in hours and over 380 loads of more than 3500 cubic yards of debris removed.
- Secured alternate temporary location and are finalizing permanent location for a new Lucas County facility in western Lucas County and have concluded an agreement to co-locate a
District Three: Ashland

John Hart, P.E., District Deputy Director

- Installed Automated External Defibrillators in the District complex and county garages following life-saving actions by team members in Ashland County to help a highway technician who suffered a full cardiac arrest.
- Completed the final piece of the Interstate 71 corridor in District 3, the largest project in the district’s history.
- Established a “paving train” to resurfacing and upgrade several sections of state highway, with nearly 105,000 total labor hours and 64,900 tons of asphalt to bring much-needed maintenance sooner than planned or programmed.

District Four: Akron

Eric M. Czetli, District Deputy Director

- Assisted in developing the Kent Central Gateway Multimodal Transit Facility, which will include a bus bay transfer facility, bicycle storage area, parking deck, indoor and outdoor waiting area and retail space.
- Implemented a zero-based budgeting process which involved managers in the operating budget decision-making process and tighter budget control throughout the year.
- Piloted ODOT’s first use of a tow plow - a secondary 26-foot snow plow blade - that will allow crews in Ashtabula County to clear ice and snow twice as fast.

District Five: Jacksonstown

Karl D. Newman, District Deputy Director

- Completed construction on a widened and relocated State Route 37/161, a $160 million dollar investment, nearly 13 miles long - which has opened up economic development opportunities in Licking County and now serves as an alternate route for I-70 travelers.
- Piloted the department’s implementation of a unique Behavioral Based Safety effort in collaboration with the Bureau of Workers Compensation.
- Delivered and administered construction of 18 projects as part of the American Recovery and Reinvestment Act, an investment of nearly $29 million.

District Six: Delaware

Thomas J. Wester, District Deputy Director

- Completed second year of major rehabilitation of State Route 315 near The Ohio State University ahead of schedule and without major traffic disruption due to unprecedented cooperation with OSU, Ohio Health and the City of Columbus.
- Invested $8.8 million dollars to resurface pavements on Interstates 70, 71, 270, and U.S. Routes 23 and 36 in Franklin, Delaware and Morrow Counties as a better solution to the growing pothole problem.
- Raised awareness of employee safety through proactive tailgate talks and new signage, which helped district facilities and county garages go hundreds of days without a lost time incident.
**District Seven: Sidney**

**Rex Dickey, P.E., District Deputy Director**

- Completed the $145 million three-phase I-70/I-75 Interchange modernization project, one of the largest interchange projects in Ohio.
- Implemented new Intelligent Transportation System for Dayton area, with area's first Dynamic Message Signs, automated radar speed sensors, and real-time traffic cameras.
- Established regular meeting with all of the County Engineers and metropolitan planning organizations to exchange news, concerns, and find real solutions to problems - rather than simply pointing out that a problem exists.

**District Eight: Lebanon**

**Hans Jindal, P.E., District Deputy Director**

- Processed 363 projects over the four years of the Strickland Administration, for an investment total of $890.6 million.
- Delivered all of the region’s Locally Administered projects on time, within budget and of high quality - 42 projects with a total construction cost of $72 million.
- Represented one of the most diverse districts in the department, including having the highest number and highest percentage of women in the workforce.

**District Nine: Chillicothe**

**James A. Brushart, District Deputy Director**

- Opened the doors to a new maintenance facility in Pike County.
- Oversaw the widening of State Route 104 in Ross County from two lanes to five lanes, increasing safety, reducing congestion, and improving access along this important section of road.
- Constructed several miles of new sidewalk and shared use paths as part of ODOT’s Safe Routes to School program, including a new one-half-mile path from the Adena school’s campus on to the public library at Frankfort.

**District Ten: Marietta**

**Karen A. Pawloski, District Deputy Director**

- Advanced the state’s single largest transportation stimulus investment - Phase II and III of the Nelsonville Bypass ($150 million) - with Phase II at least 12 months ahead of schedule.
- Constructed southeastern Ohio’s first roundabout on State Route 682 in near Ohio University, a $4.85 million investment which is the largest Athens County public works project.
- Began construction of the department’s first-ever LEED-certified facility, with the start of work on the environmentally sensitive Noble County Garage.
District Eleven: New Philadelphia

Richard A. Bible, P.E., District Deputy Director

- Earned the designation of a “Three Star” Ohio Green Fleet, representing the considerable investment of time and resources in greening the district’s fleet of snow plows, trucks, and equipment.
- Coordinated one of the state’s largest special hauling permits, with lane closures on State Route 7 to assist FirstEnergy with the transportation of massive steel rings from a barge on the Ohio River to their plant in Jefferson County.
- Opened new county facilities to better serve Holmes and Harrison counties, including a 3,500 ton salt storage facility and a 500 ton salt/grit mixing building.

District Twelve: Garfield Heights

Bonita G. Teeuwen, P.E., District Deputy Director

- Utilized cutting-edge techniques to analyze the Interstate 90 Innerbelt Bridge, by perform a three-dimensional, fixed-fixed analysis on the 2721-foot, nine span structure’s gusset plates, trusses and members and providing new insight on the short-term repairs required to keep the bridge in service.
- Performed more in-house repair projects with ODOT personnel - including traffic signal upgrades, culvert replacements, pavement repairs, bridge deck repairs and bridge subdeck repairs - with an estimated savings of more than $245,000.
- Reduced overtime in maintenance and construction by creating staffing plans on a more frequent time frame, scrutinizing all hours worked by each employee - which led to a 20% decrease in construction overtime even though the construction program increased significantly.