



# OHIO DEPARTMENT OF TRANSPORTATION

JOHN KASICH, OHIO GOVERNOR    JERRY WRAY, ODOT DIRECTOR



## Annual Report Fiscal Year 2012

July 2012



## A MESSAGE FROM THE DIRECTOR

We have great people doing amazing things at the Ohio Department of Transportation. This past year, we've delivered on our commitment to be lean, efficient, and effective stewards of the state's transportation system. This Annual Report for Fiscal Year 2012 provides a summary of our current financial situation as well as highlights of our ongoing operational accomplishments.

ODOT people are working at a rapid pace to reduce our cost of doing business and to improve our service to the people of Ohio. We're approaching the delivery of these services in a new way, and all of this is allowing us to save millions of dollars which can be put into our major new construction budget.

Improved department efficiency, workforce and vehicle fleet reductions, higher-than-projected gas tax receipts, the elimination of federal earmarks, and savings from a mild winter are all allowing the department to invest \$400 million into major new construction projects across the state through the Transportation Review Advisory Council process over the next five fiscal years (2013-2017).

With a framework provided by our Strategic Plan and by pursuing new opportunities for innovation and improvement, we will continue to meet our challenges and exceed expectations by providing more and better results today and a stronger transportation infrastructure tomorrow.

Respectfully,

A handwritten signature in blue ink, appearing to read "Jerry Wray", written in a cursive style.

Jerry Wray, ODOT Director



## Ohio's Transportation System Fast Facts

**Transportation is what keeps our country moving and Ohio is truly a vital cross-road with a large and robust transportation network.**

### **Ohio:**

- is 35<sup>th</sup> in the nation in size
- is 7<sup>th</sup> in the nation in total population
- has 49,250 interstate, U.S. and state route lane miles, equal to 220 trips from Cincinnati to Cleveland

### **ODOT:**

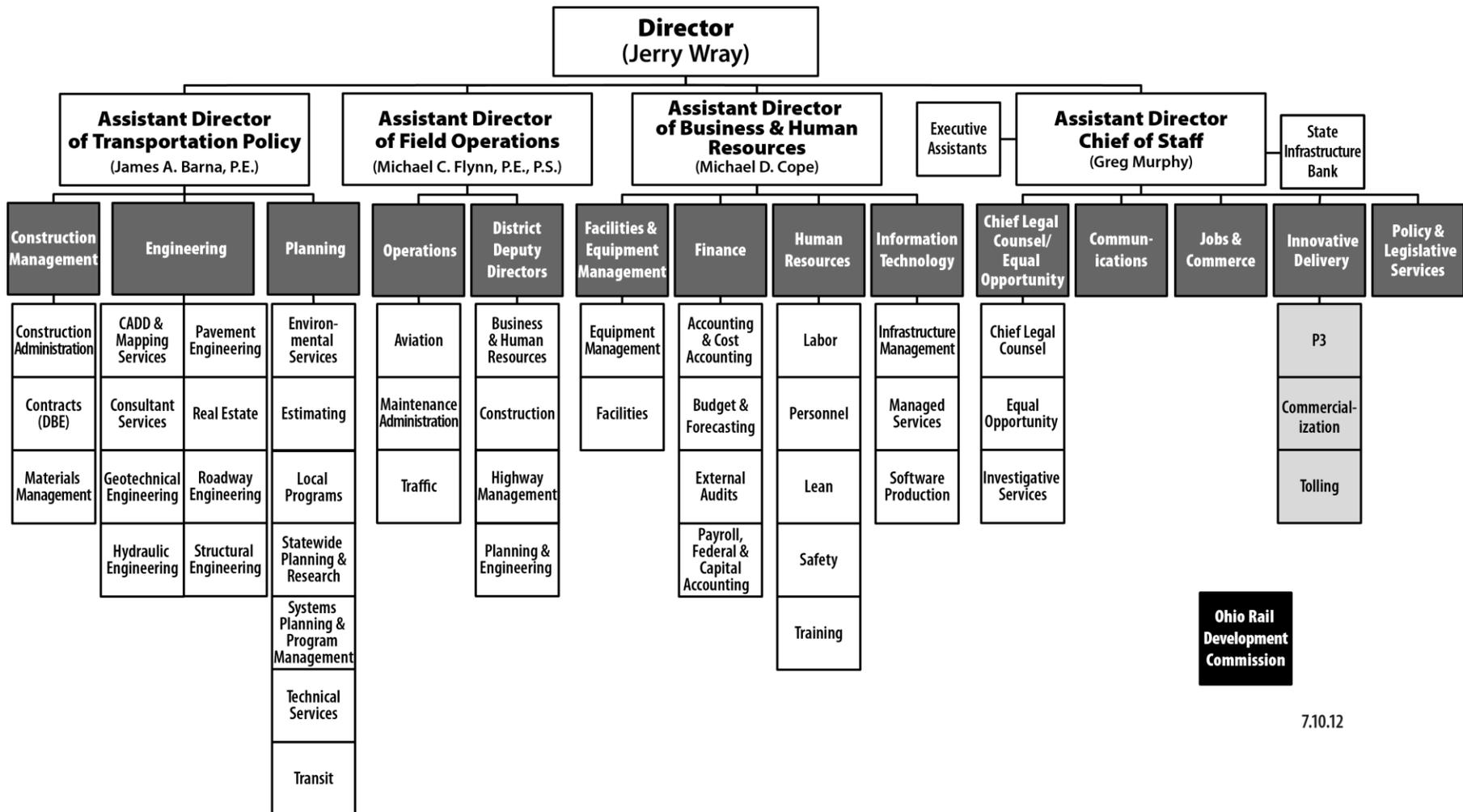
- Uses on average about 700,000 tons of salt each year, enough to fill 5,000 rail cars
- Maintains 500,000 signs or enough to cover 140 football fields
- Purchased 7.5 million tons of aggregate (stone, sand, gravel, etc.) in 2011, greater than the weight of the Great Pyramid
- Maintains 105,125,000 square feet of bridge deck, which equals 2,413 acres or the size of Kelly's Island
- Maintains 50,000 lights with 2 billion lumens; enough to light 300,000 living rooms
- Maintains 5,600 miles of barrier, the distance from Washington, D.C. to San Francisco and back again



# ODOT Table of Organization

ODOT continues to refine its table of organization to streamline operations and better align the functions of the department and its 12 district offices. While this structure defines distinct divisions and offices, an overall sense of transparent boundaries, strong interaction and teamwork supports and encourages interdepartmental cooperation.

Figure 1- ODOT Table of Organization



7.10.12



## ODOT's Districts and Central Office

With crews and garages in every county of the state, ODOT's 12 District Offices represent the first contact many Ohio's citizens and businesses have with the department. ODOT's district team members are responsible for the planning, engineering and maintenance of the state transportation system in their regions, including the cooperation and coordination with local communities and transportation partners. ODOT's Central Office plays a vital role in statewide oversight and guidance for the department's activities.

### District 1

1885 N. McCullough St.  
Lima, OH 45801  
419-222-9055 | fax: 419-222-0438

### District 2

317 East Poe Rd.  
Bowling Green, OH 43402  
419-353-8131 | fax: 419-353-1468

### District 3

906 Clark Ave.  
Ashland, OH 44805  
800-276-4188 or 419-281-0513  
fax: 419-281-0874

### District 4

2088 S. Arlington Rd.  
Akron, OH 44306  
800-603-1054 or 330-786-3100  
fax: 330-786-2232

### District 5

9600 Jacksontown Rd.  
Jacksontown, OH 43030  
740-323-4400 | fax: 740-323-3715

### District 6

400 East William St.  
Delaware, OH 43015  
740-833-8000 | fax: 740-833-8100

### Central Office

1980 W. Broad Street  
Columbus, OH 43223  
614-466-7170 | fax: 614-644-8662  
[www.transportation.ohio.gov](http://www.transportation.ohio.gov)

### District 7

1001 St. Marys Ave.  
Sidney, OH 45365  
937-492-1141 | fax: 937-497-9734

### District 8

505 South SR 741  
Lebanon, OH 45036  
800-831-2142 or 513-932-3030  
fax: 513-932-7651

### District 9

650 Eastern Ave.  
Chillicothe, OH 45601  
740-773-2691 | fax: 740-775-4889

### District 10

338 Muskingum Dr.  
Marietta, OH 45750  
800-845-0226 or 740-568-3900 |  
fax: 740-373-7317

### District 11

2201 Reiser Ave.  
New Philadelphia, OH 44663  
330-339-6633 | fax: 330-308-3942

### District 12

5500 Transportation Blvd.  
Garfield Heights, OH 44125  
800-732-4896 or 216-581-2100 | fax: 216-584-2274

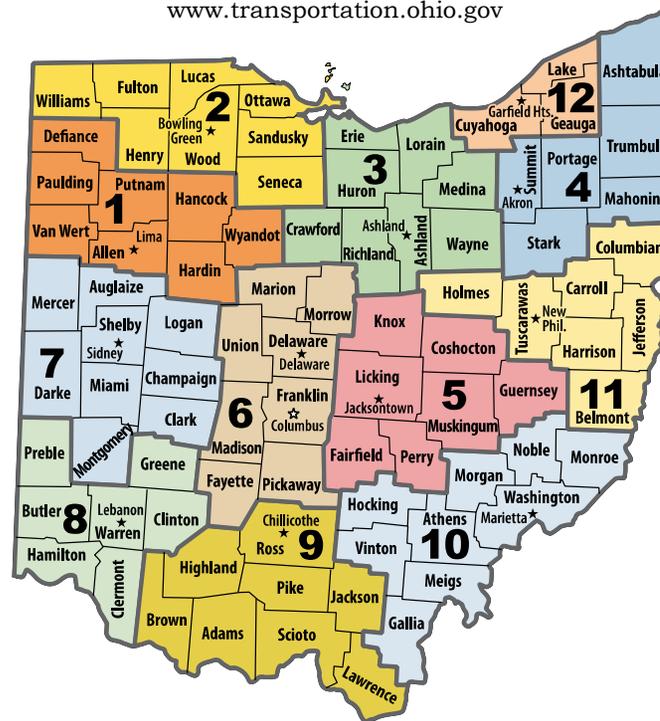


Figure 2 - ODOT District Map



## ODOT's Strategic Plan

Ohio's transportation system is essential to keeping and creating jobs. With a mission to provide easy movement of people and goods from place to place, the Ohio Department of Transportation (ODOT) is responsible for maintaining one of the largest transportation networks in the nation. Guided by ethical principles and accountability, ODOT works to improve safety, enhance travel and advance economic development. As a \$2.8 billion enterprise, the department wisely invests in its core services of snow and ice removal, annual construction program and highway maintenance operations.



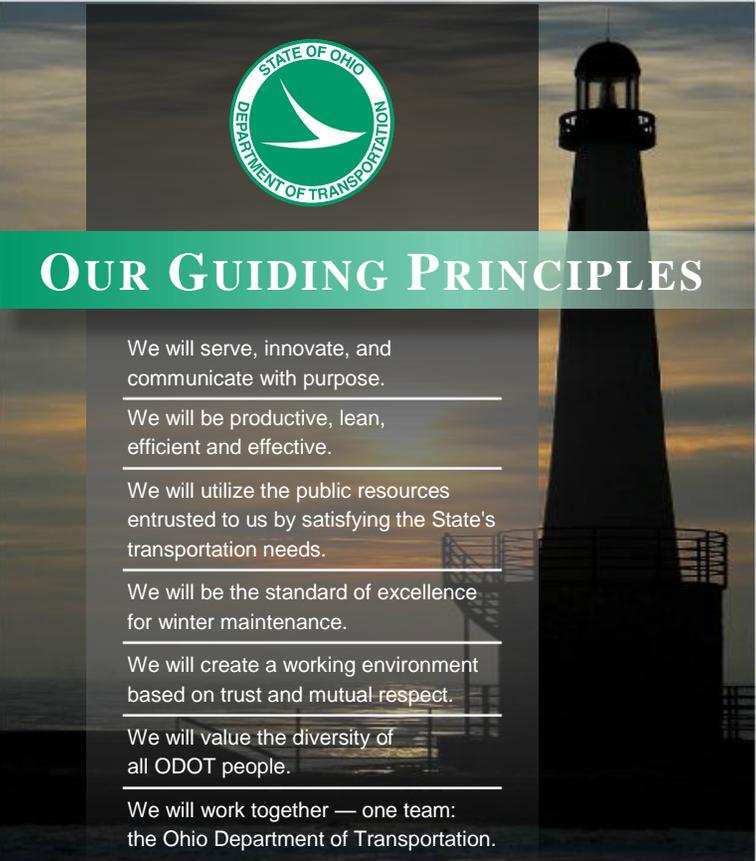
### OUR MISSION

To provide easy conveyance of people and goods from place to place, we will:

- Take care of what we have;
- Make our system work better;
- Improve safety;
- Enhance capacity

### OUR VISION

A long-term, reliable, professional and highly productive organization



### OUR GUIDING PRINCIPLES

- We will serve, innovate, and communicate with purpose.
- We will be productive, lean, efficient and effective.
- We will utilize the public resources entrusted to us by satisfying the State's transportation needs.
- We will be the standard of excellence for winter maintenance.
- We will create a working environment based on trust and mutual respect.
- We will value the diversity of all ODOT people.
- We will work together — one team: the Ohio Department of Transportation.



## Recent Accomplishments

### Efficiencies

**Staffing:** Since 2011, ODOT has reduced staffing by more than 400 employees through attrition for a savings of more than \$34 million annually.

**Zero-Based Budgeting:** This year ODOT has moved to an accounting practice called zero-based budgeting, ending the long-time practice of carrying-forward millions of dollars from year-to-year as a cushion. This frees upward of \$20 million a year to allocate to today's project needs.

**Project Scope Adjustments:** A closer scrutiny of the scope of work to be performed on projects results in significant savings of time and resources on major projects around the state. For example:

- **Dayton I-75:** Adjusting the scope of this project resulted in a savings of \$75 million from the cost of the original design.

### Legislative Changes

Recent legislation of note related to the department includes:

#### *House Bill 487 – Mid-biennium Budget Review*

- **Variable Speed Zones** (ORC 4511.98): Allows prescribed speed limits within construction zones that vary based on the type of work being conducted, the time of day, or any other criteria considered appropriate. Such variable speed limits will improve and optimize traffic flow through work zone for the motoring public.
- **Colored Lights on Overweight/Over-dimensional trucks and Snow removal equipment** (ORC 4513.18): Allows the use of colored lights, other than red or blue, for the identification of ODOT snow removal equipment and overweight/over-dimensional trucks. Better visibility will lead to safer roadways as the motoring public can quickly and easily identify these vehicles in adverse weather conditions.

#### *Senate Bill 315 – Energy Mid-biennium Budget Review*

- **Road Use Maintenance Agreement – RUMA** (ORC 1509.06): The RUMA will help protect the infrastructure of localities from the increased activity of oil and gas drilling by stating that a good faith effort must be shown on behalf of the permitting entity to obtain a RUMA from those jurisdictions affected before a permit can be issued.

## Innovative Delivery

ODOT created the Division of Innovative Delivery in 2012 to explore new and innovative approaches to managing, maintaining, operating, and building the state's infrastructure assets by reducing costs, enhancing efficiency and generating revenue. The barrel diagram shown in figure 3 outlines the immediate, short term and longer term initiatives identified by the division to strategically address the budget shortfalls facing the department.

While Ohio was the 30<sup>th</sup> state in the nation to pass Public-Private Partnerships (P3) enabling legislation, ODOT has since moved to the forefront in pursuing innovative transportation financing and project delivery because of the creative and aggressive nature of its program. The department is committed to identifying and expanding the future use of innovative approaches for the finance, design, construction, maintenance and operation of our transportation facilities.

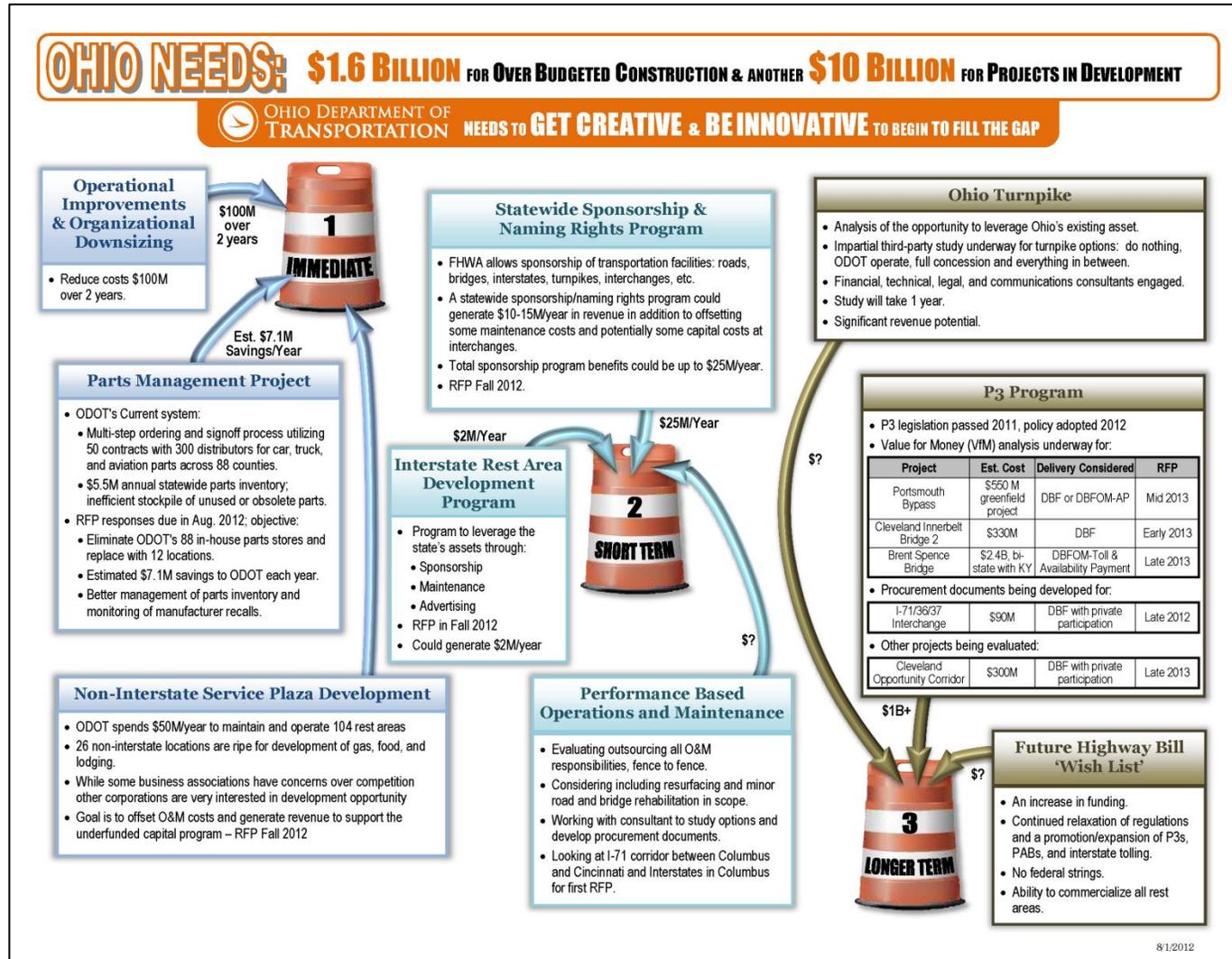


Figure 3 - ODOT's Innovative Delivery Overview



## SFY 2012 Construction Summary

The following charts and graph represent a summary of ODOT construction activities for state fiscal year (SFY) 2012. ODOT's SFY 2012 contract program (ODOT and Local Let) was \$1.68 Billion. The department's goal is to continue a steady and reliable average of \$1.5 Billion per year for a rolling two year period. Figure 4 shows the Project Delivery breakdown for ODOT and Local Agency awarded projects.

Attention continues to be given to ensure that the percentage of projects delivered on time within the originally programmed year has increased over previous fiscal years to ensure more consistent and predictable budgeting from year to year.



*Figure 4-  
SFY 2012 Project Delivery*

	ODOT Projects	Local Projects	Total
Committed SFY 2012	545	140	685
Total Committed Program	\$1,253,107,387	\$230,871,877	\$1,483,979,264
Delivered SFY 2012	817	235	1,052
Total Actual Program Delivered	\$1,387,826,533	\$283,184,702	\$1,671,011,235
Delivery Rate over Committed Program	149.91%	167.86%	153.58%

*The increase in number of projects delivered in 2012 over previous years was in part the result of emergency flood related work*



Figure 5, on the next page shows an itemized listing of construction by work type categories for the year. The chart in Figure 6, on page 11, presents the distribution of construction dollars by ODOT districts across the state. Larger projects, higher population, and more lane miles in metropolitan areas account for the greater percentages in District 12 (Cleveland), District 6 (Columbus), District 8 (Cincinnati), and Akron (District 4).

Figure 5 - Construction Summary by Major Work Type

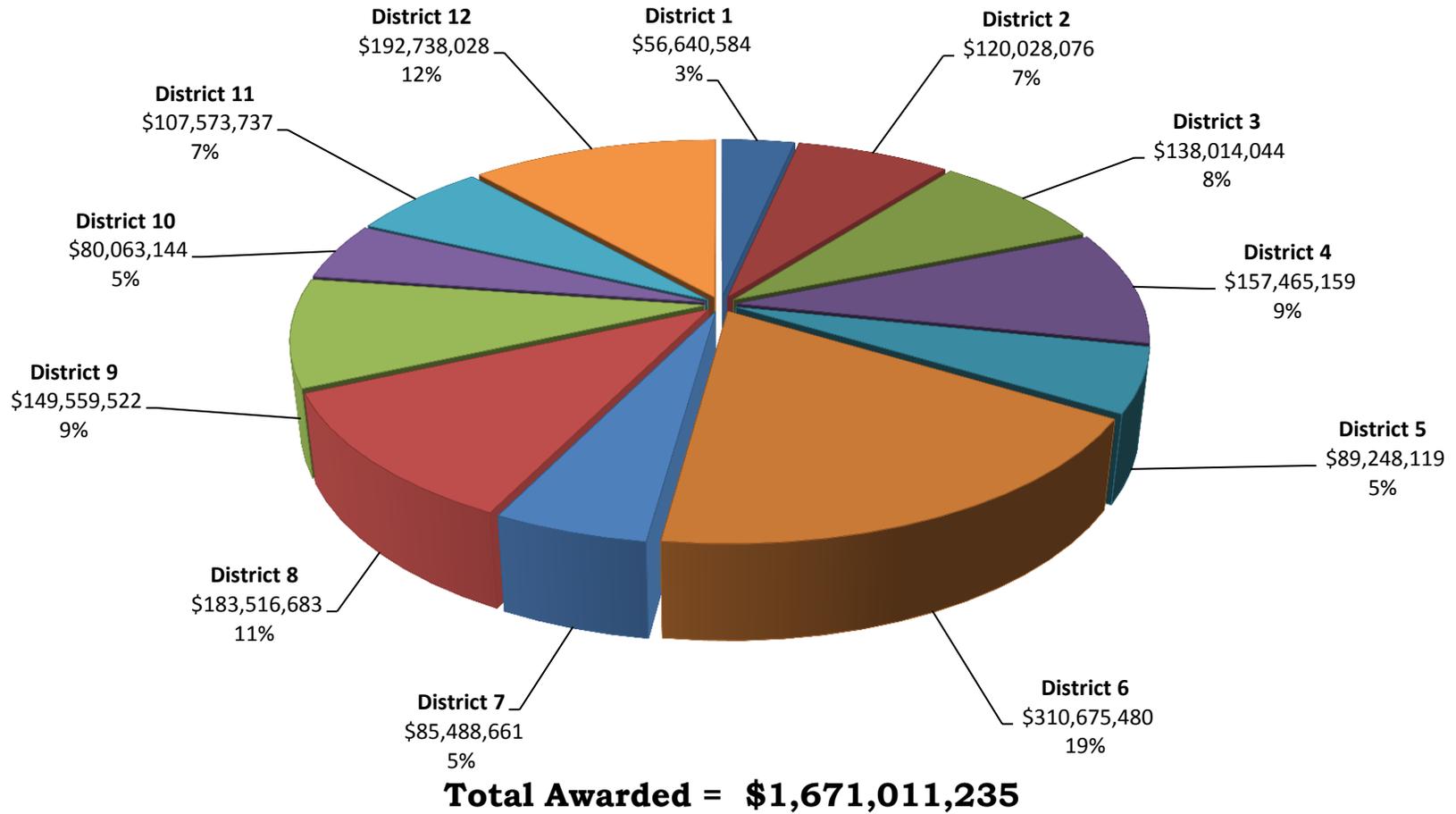
SFY 2012							
WORK TYPE	June-December		January-June		Total		Total Structures
	# Projs	Dollar amount	# Projs	Dollar amount	# Projs	Dollar amount	
<b>Pavement</b>	98	\$173,854,415	122	\$285,806,853	220	\$459,661,268	244
2-Lane	67	\$102,255,558	67	\$112,501,319	134	\$214,756,877	137
Greater than 2-Lanes	24	\$45,551,174	33	\$80,696,847	57	\$126,248,021	58
Interstate Lane Miles	6	\$25,552,490	20	\$92,101,319	26	\$117,653,809	49
Other Pavement Related	1	\$495,193	2	\$507,369	3	\$1,002,561	
<b>Total Lane Mileage</b>		<b>2,517</b>		<b>2,681</b>		<b>5,198</b>	
<b>Major New/Major Rehab</b>	16	\$241,889,951	11	\$199,009,230	27	\$440,899,182	46
<b>Bridges (stand alone projects)</b>	51	\$75,189,614	92	\$134,523,465	143	\$209,713,079	271
<b>Culvert</b>	20	\$8,711,945	21	\$5,832,987	41	\$14,544,932	12
<b>Locally Funded Projects</b>	75	\$109,364,305	159	\$179,775,543	234	\$289,139,847	74
Bikeways	3	\$2,285,030	5	\$6,656,968	8	\$8,941,998	
Bridges	19	\$43,992,172	47	\$37,317,184	66	\$81,309,356	65
Enhancements	5	\$2,554,024	4	\$2,257,345	9	\$4,811,368	
Major Projects	3	\$16,615,907	4	\$3,703,785	7	\$20,319,692	1
Pavement	24	\$30,422,076	46	\$74,247,519	70	\$104,669,595	7
Guardrail	6	\$1,786,532	15	\$5,079,979	21	\$6,866,511	
Safety Upgrading	10	\$6,671,370	31	\$25,156,055	41	\$31,827,425	
Widening	2	\$3,417,258	3	\$23,177,782	5	\$26,595,040	1
Other	3	\$1,619,935	4	\$2,178,927	7	\$3,798,862	
<b>Safety Upgrade</b>	27	\$47,074,186	52	\$60,461,070	79	\$107,535,255	6
Spot Safety	6	\$3,320,861	7	\$2,724,201	13	\$6,045,062	
Intersection	7	\$13,519,513	18	\$32,817,111	25	\$46,336,624	6
Lighting	2	\$6,918,582	2	\$2,594,277	4	\$9,512,859	
Resurface/Widening	3	\$12,200,767	3	\$9,510,771	6	\$21,711,539	
RR Crossing	1	\$5,428,118	5	\$5,186,652	6	\$10,614,770	
Signals	4	\$1,482,649	10	\$2,691,915	14	\$4,174,565	
Signing	4	\$4,203,694	4	\$3,364,615	8	\$7,568,309	
Turn Lanes			3	\$1,571,527	3	\$1,571,527	
<b>Guardrail</b>	11	\$7,269,153	7	\$7,074,317	18	\$14,343,470	
<b>Herbicidal</b>	1	\$108,287	7	\$1,161,374	8	\$1,269,661	
<b>Enhancements</b>	5	\$1,387,511	15	\$11,065,947	20	\$12,453,458	4
<b>Mowing</b>	2	\$460,647	4	\$763,732	6	\$1,224,379	
<b>Noisewall</b>	1	\$258,000	1	\$2,067,986	2	\$2,325,986	
<b>Raised Pavement Markers</b>	11	\$7,638,109	17	\$10,904,023	28	\$18,542,132	
<b>Rest Areas</b>	1	\$165,910	1	\$444,799	2	\$610,709	
<b>Parks</b>	6	\$1,891,695	8	\$2,751,349	14	\$4,643,044	
<b>Emergencies</b>	127	\$53,060,035	26	\$9,136,416	153	\$62,196,452	
<b>Miscellaneous *</b>	29	\$18,599,901	28	\$13,308,481	57	\$31,908,381	2
<b>TOTAL</b>	<b>481</b>	<b>\$746,923,664</b>	<b>571</b>	<b>\$924,087,571</b>	<b>1052</b>	<b>\$1,671,011,235</b>	<b>659</b>

\* This total consists of projects not classified above including but not limited to: Brush Clearing & Removal, Building Demolition, Highway Cleaning, Construction Inspection, Drainage Improvement, Fence Repair, Interstate Maintenance Contracts, Landscaping, Traffic Counting, Pavement/Shoulder Sealing, Rock Removal, Salt Domes, Tree Pruning and Removal.



figure 6

### Percent of All Projects by District SFY 2012



*includes ODOT and Local Projects*



## SFY 2012 Financial Statements

The following figures show the current allocations and projected financial summary for the Ohio Department of Transportation. As the state's infrastructure continues to age, the department must continue maximizing its resources to ensure Ohio's economy, transportation system and citizens do not suffer. Figures 7, 8 and 9 detail the department's state fiscal year 2012 cash balance and disbursement allocations and total operating & capital disbursements. Clearly, the bulk of ODOT's budget, more than 70 percent, is currently prioritized toward highway construction, where it is most effective in meeting the state's transportation needs.

ODOT must continue to cut operating costs and explore alternative delivery methods so any available money can be funneled towards much-needed transportation projects. In fact, ODOT's operating budget since 2009 has been held at 95 percent of 2008 levels, which has enabled the department to redirect approximately \$40 million per year to our capital projects and help offset decreases in state motor fuel consumption. With financial responsibility and efficiency in operations the department will find additional savings.

*figure 7*

### ODOT STATEMENT OF CASH BALANCES ACTIVITY BETWEEN JULY 1st AND JUNE 30<sup>th</sup> FISCAL YEAR 2012 (Without Regard to Fund Year) (1)

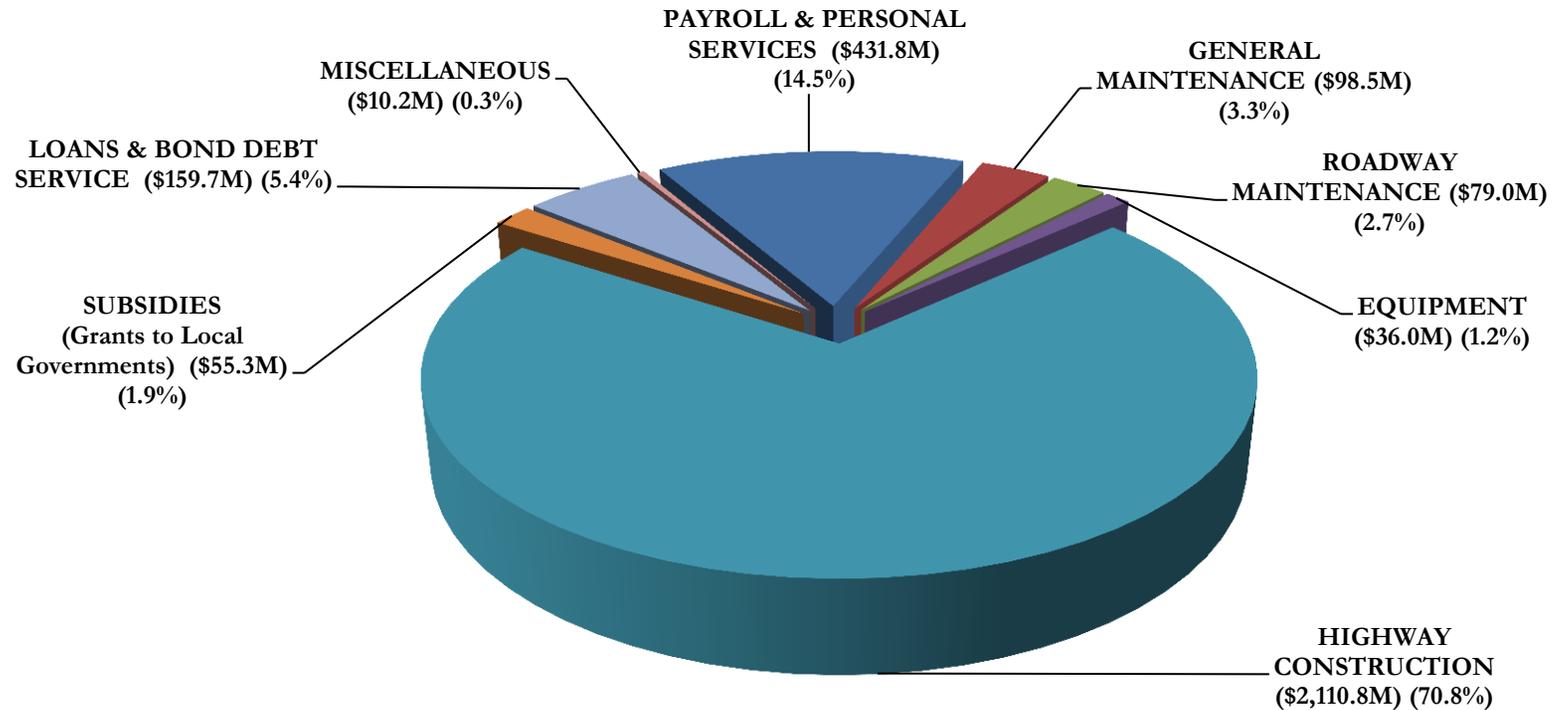
<u>CATEGORIES</u>	<u>F.Y. 2012</u>	
<b>BEGINNING CASH BALANCE:</b>	\$1,513,297,337	
<b>REVENUE AND RECEIPTS:</b>	\$2,740,304,248	
<b>TOTAL CASH AVAILABLE:</b>	\$4,253,601,585	
<b>DISBURSEMENTS:</b>	<b>AMOUNT</b>	<b>%</b>
<b>PAYROLL &amp; PERSONAL SERVICES</b>	\$431,822,442	14.5%
<b>GENERAL MAINTENANCE</b>	\$98,534,915	3.3%
<b>ROADWAY MAINTENANCE</b>	\$79,025,769	2.7%
<b>EQUIPMENT</b>	\$35,974,710	1.2%
<b>HIGHWAY CONSTRUCTION</b>	\$2,110,768,081	70.8%
<b>SUBSIDIES (Grants to Local Governments)</b>	\$55,338,841	1.9%
<b>LOANS &amp; BOND DEBT SERVICE</b>	\$159,705,932	5.4%
<b>MISCELLANEOUS</b>	\$10,246,618	0.3%
<b>GRAND TOTAL DISBURSEMENTS:</b>	\$2,981,417,307	100%
<b>ENDING CASH BALANCE:</b>	\$1,272,184,278	

(1) All activity posted between the first day of the fiscal year (July 1) and the last day of the fiscal year (June 30) without regard to the fund year appropriated.



figure 8

**ODOT STATEMENT OF CASH BALANCES  
DISBURSEMENT ALLOCATION  
FY 2012**



The graph above represents all disbursements made from July 1, 2011 through June 30, 2012. This does not take into account the outstanding encumbered liabilities yet to be disbursed. The disbursements are broken down by our key expenditure categories. Obviously, the largest portion of ODOT's expenditures is related to the capital program.

The second largest component is payroll & personal services which include our payroll costs associated with highway maintenance, as well as snow and ice control, performed by ODOT employees. Through attrition, ODOT's staffing levels have contracted by more than 400 employees, and going forth the department will realize a reduction in payroll expenses.

Figure 9

**ODOT TOTAL OPERATING & CAPITAL DISBURSEMENTS\***  
**FOR THE PERIOD JULY 1, 2011 THRU JUNE 30, 2012, REGARDLESS OF FUND YEAR**  
 (Amounts to the nearest dollar)

DISTRICT/DIVISION	F.Y. 2012
1 LIMA	101,797,124
2 BOWLING GREEN	200,890,608
3 ASHLAND	135,013,762
4 AKRON	252,626,673
5 NEWARK	115,894,297
6 DELAWARE	296,476,333
7 SIDNEY	195,395,433
8 LEBANON	271,672,886
9 CHILLICOTHE	119,769,773
10 MARIETTA	147,946,371
11 NEW PHILADELPHIA	161,235,505
12 CLEVELAND	397,192,950
MPOs	169,030,601
<b>Subtotal Districts</b>	<b>\$2,564,942,316</b>
COMMUNICATIONS	3,147,558
CHIEF LEGAL COUNSEL	1,880,717
DIRECTOR'S OFFICE	2,417,748
HUMAN RESOURCES	7,437,963
FINANCE <sup>(1)</sup>	168,870,884
FACILITIES & EQUIPMENT MGMNT	40,579,951
PLANNING	109,948,864
ENGINEERING	16,004,174
OPERATIONS	21,835,226
ASSISTANT ATTORNEY GENERAL	2,653,064
RAIL COMMISSION	4,790,599
LOCAL PROGRAMS	799,184
CONSTRUCTION MANAGEMENT	9,498,531
INFORMATION TECHNOLOGY	25,924,823
EQUAL OPPORTUNITY	496,984
INNOVATIVE DELIVERY	188,721
<b>Subtotal Central Office</b>	<b>\$416,474,991</b>
<b>GRAND TOTAL OPERATING &amp; CAPITAL DISBURSEMENTS</b>	<b>\$2,981,417,307</b>

\*Includes All Highway and Non-Highway Operating & Capital Disbursements

<sup>(1)</sup> \$152 million of Finance's \$168 million is for the State and Federal portions of ODOT'S annual GARVEE debt service. The proceeds from GARVEE bonds are used to fund highway capital projects.







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TRANSPORTATION  
Annual Report Fiscal Year 2012

*For more information on ODOT, visit our Website at:*

**[www.transportation.ohio.gov](http://www.transportation.ohio.gov)**



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