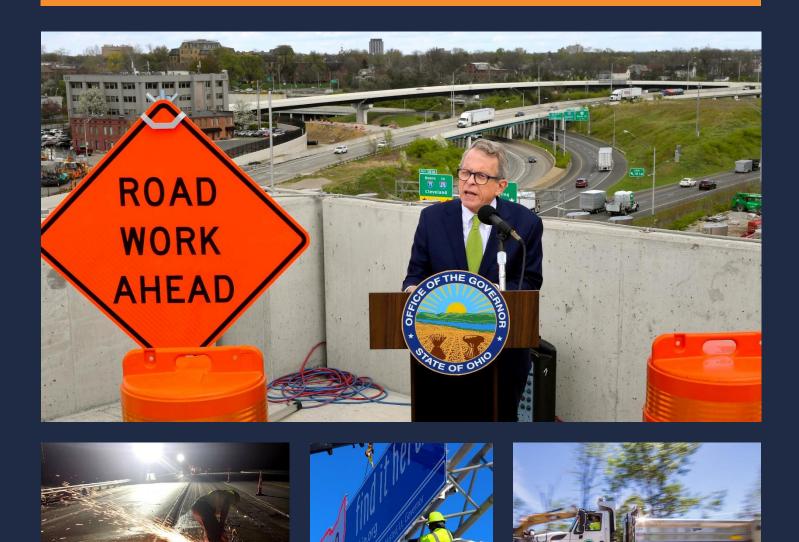
FISCAL YEAR 2019 ANNUAL REPORT



JULY 1, 2018 TO JUNE 30, 2019



Page Intentionally Blank

MESSAGE FROM THE DIRECTOR

Under the new leadership of Governor Mike DeWine, the Ohio General Assembly passed a transportation budget in 2019 that not only invested in our state infrastructure but moved Ohio forward.

An increase in the motor fuel user fee ensures ODOT receives an additional \$450 million each year to perform necessary maintenance on our roads and bridges and invest in projects that will improve safety and spur economic development. With this new budget, local governments will see a collective annual increase of just over \$370 million per year. Those additional funds will allow ODOT and local governments to partner together and make meaningful safety improvements to Ohio's infrastructure.

Highway safety is always a priority, and we enforce our commitment to this focus by using these additional funds to help save lives. With thousands of intersections on our state system, ODOT has identified 157 priority locations with higher-than-usual crash ratings. Whether it's upgrading traffic signals or adding turn lanes, ODOT will look at ways to mitigate these intersection crashes. The goal is to keep our drivers safe on our roadways.

Our mission is to provide for the safe movement of people and goods from place to place. That requires partnerships, education, outreach and technology.

Ohio is a front runner when it comes to innovation, incubation and implementation of autonomous and connected vehicle technologies. Ohio's success in this arena will be achieved by bringing together public and private leaders from the industry, government, educational institutions and communities.

Establishing multiple 'smart corridors' around the state, and partnering with more than 15 cities to utilize smart mobility technology to solve problems, positions Ohio to be THE smart mobility state.

Now is the time to make good on our pledge to the citizens of Ohio to promptly and wisely invest in the transportation system that's entrusted to us.

Together, let's work smarter, harder and safer.

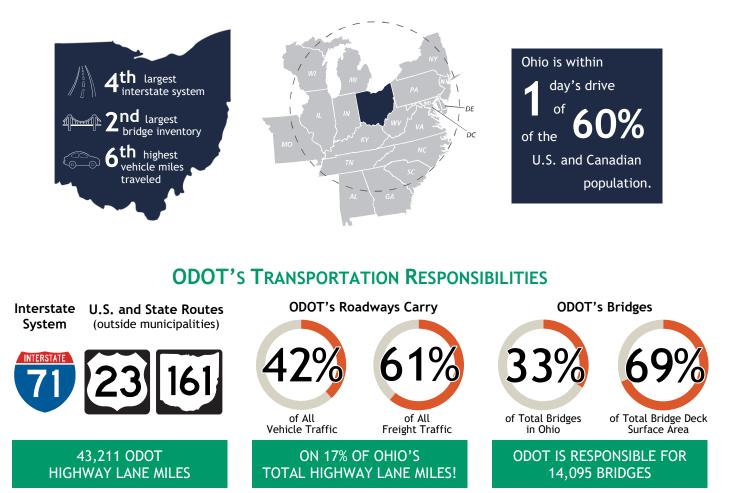
Respectfully,

ach Marchbanks ack Marchbanks, Ph.D., ODOT Director

Excellence in Government

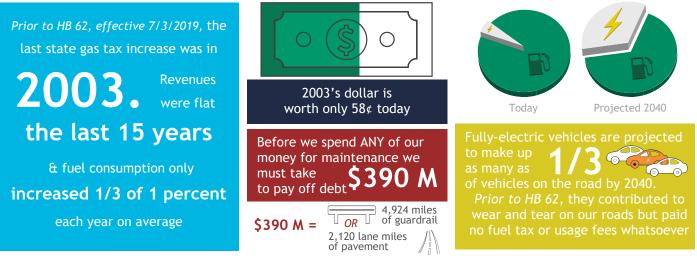
OHIO'S TRANSPORTATION SYSTEM

Transportation is what keeps the country and economy moving and Ohio is truly a vital crossroad with a large and robust transportation network.



House Bill 62, the recently passed transportation budget, helps ODOT meet immediate maintenance needs for at least the next five years. It also represents a significant increase in funds available to local governments. Now, Ohio can better focus on improving safety, maintaining roadways and bridges, planning and constructing major new projects across the state, and further enhancing and innovating the state's transportation infrastructure. Image: Construction of the state is the state is transportation infrastructure. Image: Construction of the state is transportation of the state is transportation infrastructure. Image: Construction of the state is transportation of the state is transported in t

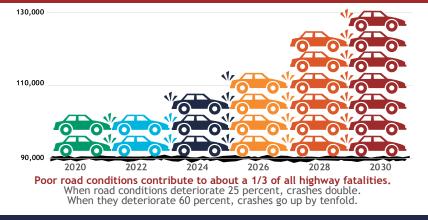
REVENUE CHALLENGES FACED BY ODOT IN FY 2019



IMPROVEMENT & MAINTENANCE PROJECTS WERE JEOPARDY AFTER FY2019



DELAYED PROJECTS = DETERIORATING ROAD CONDITIONS = MORE CRASHES



ODOT anticipated the need to move approximately

\$ 150 million in maintenance for FY 2020 into later years

Simple repaving projects



as much if forced to

wait *five or six years* to make the needed repairs.

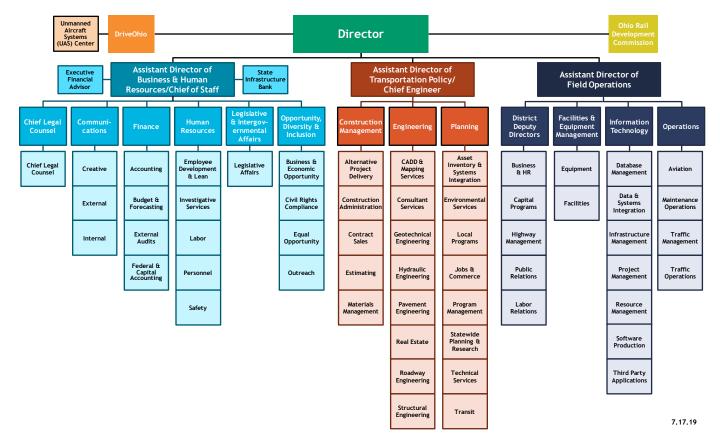
In the future, Ohio would have seen an increase in "poor" roads due to there being *less funding*

for maintenance & no new construction

ODOT continues to refine its structure for streamlined operations and better functional alignment across the department and its 12 district offices. While this chart defines a distinct hierarchy of divisions and offices, ODOT emphasizes transparent boundaries that encourage cooperation, interaction and teamwork throughout the entire department.

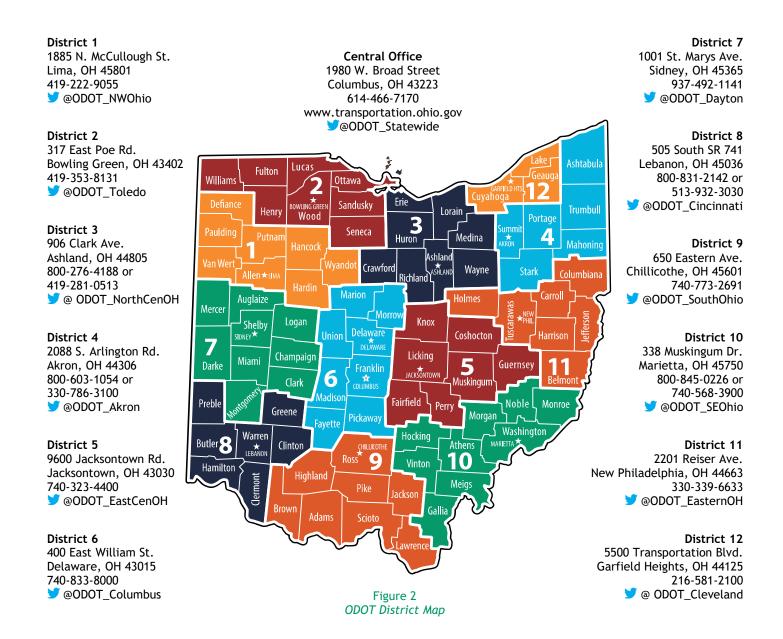
Figure 1

ODOT Table of Organization



ODOT'S DISTRICTS & CENTRAL OFFICE

With nearly 5,000 employees and full-service facilities 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, construction and maintenance of the state transportation system in their regions, including cooperation and coordination with local communities and other transportation partners. ODOT's Central Office plays a vital role in statewide oversight and guidance of the department's activities.



FY 2019 CONSTRUCTION SUMMARY

2019 CONSTRUCTION SEASON HIGHLIGHTS ⊜dot PRESERVING 5,166 2019 1,034 \$2.07 90% MILES OF THE BILLION TOTAL PROJECTS PAVEMENT SYSTEM MAJOR 246 **ENHANCING** 871 10% PROJECTS SAFETY CAPACITY BRIDGES (each >\$10m) PROJECTS

KEEPING OHIO'S ECONOMY MOVING

The following figures represent a summary of ODOT construction awards for Fiscal Year (FY) 2019. Figure 3 shows the Project Delivery breakdown for ODOT and Local Agency-awarded projects. The combined total program delivered in FY 2019 was \$2.05 billion—just short of the 2018 total of \$2.3 billion. The department continues to emphasize that projects are delivered on time - if not earlier - to both minimize any inconvenience to the traveling public and to help ensure consistent and predictable budgeting from year to year.

Figure 3: FY 2019 Project Delivery as of program lockdown in Jan 2018	ODOT Awarded	Local Awarded	Total Awarded
Projects Committed in FY 2019	642	174	816
Construction Funding Committed	\$1,517,999,619	\$273,730,604	\$1,791,730,222
Projects Delivered *	754	248	1006
Construction Funding Awarded	\$1,657,251,296	\$393,013,727	\$2,050,265,024
Project Delivery to Commitments Ratio	109.17%	143.58%	114.43%

Figure 4 on the next page shows an itemized listing of construction contract awards by work type categories for the year. Figure 5, on page 10, illustrates the distribution of all ODOT and Local Awarded projects across ODOT's 12 Districts in FY 2019. As in previous years, higher totals are generally awarded in the more metropolitan districts with larger projects, higher populations, and more lane miles (District 2 - Toledo; District 4 - Akron/Canton; District 6 - Columbus; District 7 - Dayton; District 8 - Cincinnati; and District 12 - Cleveland).

The current phase of the I-70/I-71 Columbus Crossroads project began in Spring 2019. This project will reconstruct and widen I-70 east from Fourth Street to Miller Avenue. It will also construct a new ramp from I-70 east to Parsons Avenue to provide improved, safer access to Nationwide Children's Hospital and neareastside neighborhoods.



FY 2019 CONSTRUCTION SUMMARY

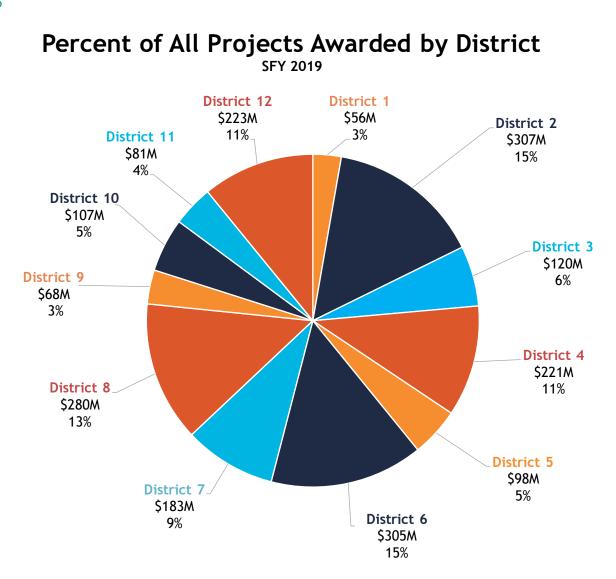
Figure 4

Project Type	June-December		January-June					Totals	Bridges	
	# Projs	C	onstruction \$	# Projs		Construction \$	# Projs		Construction \$	Dridges
System Preservation										
Pavement Projects	107	\$	269,310,714	132	\$	258,658,021	239	\$	527,968,736	425
2-Lane Roads	72	\$	160,429,986	76	\$	121,932,817	148	\$	282,362,802	235
4-Lane Roads	13	\$	34,801,247	29	\$	72,371,730	42	\$	107,172,977	98
Interstates	17	\$	71,522,162	20	\$	54,716,201	37	\$	126,238,363	85
Other Pavement Related	5	\$	2,557,319	7	\$	9,637,274	12	\$	12,194,594	7
Total Lane Mileage			2779.07			2629.35			5408.42	
Bridge Projects	58	\$	94,267,637	86	\$	132,030,430		\$	226,298,067	373
Maintenance \ Repair	30	\$	30,696,358		\$	53,654,415		\$	84,350,774	270
New \ Replacement	28	\$	63,571,278		\$	78,376,015		\$	141,947,293	103
Culvert Projects	14	\$	5,661,156		\$	14,568,376		\$	20,229,533	11
Subtotal:	179	\$	369,239,507	241	\$	405,256,828	420	\$	774,496,335	809
New Construction \ Majo	r Recor	nstr	uction							
New Construction \ Major	6	\$	277,542,439	8	\$	297,778,035	14	\$	575,320,474	63
Reconstruction	U	ڊ 	277,342,437	0	•	277,770,033		Ŷ	575,520,474	
Subtotal:	6	\$	277,542,439	8	\$	297,778,035	14	\$	575,320,474	63
Safety Upgrades										
Barriers	11	\$	13,615,719	7	\$	9,396,095	18	\$	23,011,814	3
Intersection Improvements	10	\$	21,607,863	20	\$	44,247,002	30	\$	65,854,866	
Pavement Marking	12	\$	11,065,456	19	\$	20,196,794	31	\$	31,262,250	
Rail Grade \ Crossing	2	\$	7,659,578		\$		2	\$	7,659,578	
Signals \ Signs	13	\$	5,344,569	21	\$ \$	14,980,949	34	\$	20,325,517	
			<u> </u>					\$ \$	· · ·	4
Other Road Safety Feature Subtotal:	8	\$	4,312,052		\$	7,391,254			11,703,307	1
	45	\$	49,989,518	67	\$	86,815,999	130	Ş	159,817,332	1
Other Project Types										
Bicycle \ Pedestrian	5	\$	2,810,498	17	\$	10,487,854	22	\$	13,298,352	
Buildings \ Facilities		\$	-	4	\$	2,893,555	4	\$	2,893,555	
Emergency Projects	57	\$	34,190,805	47	\$	28,552,625	104	\$	62,743,430	
Vegetation \ Erosion Control	13	\$	4,599,753	14	\$	4,503,695	27	\$	9,103,448	9
Miscellaneous	24	\$	24,684,687	21	\$	32,240,961	45	\$	56,925,648	7
Subtotal:	99	\$	66,285,743	103	\$	78,678,690	202	\$	144,964,433	16
Local System Projects										
Pavement Preservation	20	\$	31,521,969	49	\$	80,838,531	69	\$	112,360,500	11
Bridge \ Culvert Projects	19	\$	20,650,663		\$	20,935,255		\$	41,585,917	44
New Construction	17	\$	20,050,005	4	\$	12,534,953		\$	12,534,953	
	2		-							2
Reconstruction \ Rehab	3	\$	13,449,688		\$	48,336,019		\$	61,785,707	2
Safety Upgrade	35	\$	39,680,708	35	\$	62,841,818	70	\$	102,522,526	1
Bicycle \ Pedestrian	7	\$	7,588,026	16	\$	25,523,823		\$	33,111,848	1
Vegetation \ Erosion Control		\$	-	4	\$	2,116,195	4	\$	2,116,195	
Emergency Projects		\$	-		\$	-		\$	-	
Buildings \ Facilities	1	\$	385,541		\$	-	1	\$	385,541	
Miscellaneous	3	\$	9,991,292	6	\$	19,271,970	9	\$	29,263,263	
Subtotal:	88	\$	123,267,887	148	\$	272,398,564	236	\$	395,666,450	59
Statewide Total:	428	\$	899,940,813	574	\$	1,150,324,210	1,002	Ş	2,050,265,024	951

ODOT 2019 Annual Report | 9

FY 2019 CONSTRUCTION SUMMARY

Figure 5



State Route 823, aka the Southern Ohio Veterans Memorial Highway, opened for traffic in December 2018. This new 16-mile four lane, divided, limited access highway reduces congestion, improves safety and opens up that region for expanded economic opportunities.



FY 2019 FINANCIAL STATEMENTS

FISCAL YEAR 2019 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 resources for the benefit of Ohio's economy, transportation system and citizens. Figures 6, 7 and 8 detail the department's 2019 cash balance and disbursement allocations and total operating and capital disbursements. The bulk of ODOT's budget, approximately 64 percent, is currently prioritized toward highway construction, where it is most effective in meeting the state's transportation needs. Of the department's construction funds, 90 percent is devoted to preservation.

ODOT will continue to cut operating costs and explore alternative delivery methods so any available money can be put towards much-needed transportation projects. With a focus on financial responsibility and operational efficiency, the department continues to seek and secure additional savings.

Figure 6

STATEMENT OF CASH BALANCES ACTIVITY BETWEEN JULY 1st AND JUNE 30th FISCAL YEAR 2019

(Without Regard to Fund Year) ¹

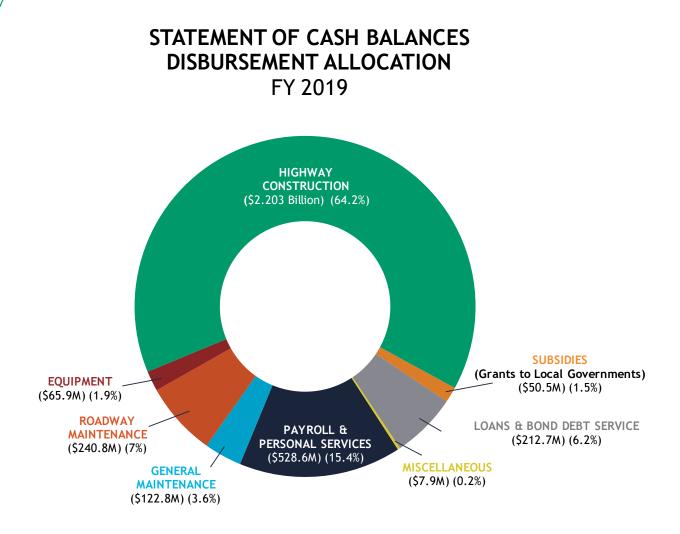
CATEGORIES	F.Y. 2019	
BEGINNING CASH BALANCE:	\$1,402,188,066	
REVENUE AND RECEIPTS:	\$3,231,072,774	
TOTAL CASH AVAILABLE:	\$4,633,260,840	
DISBURSEMENTS:	AMOUNT	%
PAYROLL & PERSONAL SERVICES	\$528,621,515	15.4%
GENERAL MAINTENANCE	\$122,757,541	3.6%
ROADWAY MAINTENANCE	\$240,833,069	7.0%
EQUIPMENT	\$65,898,733	1.9%
HIGHWAY CONSTRUCTION	\$2,202,978,454	64.2%
SUBSIDIES (Grants to Local Governments)	\$50,477,550	1.5%
LOANS & BOND DEBT SERVICE	\$212,733,768	6.2%
MISCELLANEOUS	\$7,884,695	0.2%
GRAND TOTAL DISBURSEMENTS:	\$3,432,185,324	100%
ENDING CASH BALANCE:	\$1,201,075,517	

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

ODOT's Ending Cash Balance covers future committed and projected capital and operating outlays beyond the FY 2019 reporting period.

FY 2019 FINANCIAL STATEMENTS

Figure 7



The chart above in Figure 7 represents all disbursements made from July 1, 2018 through June 30, 2019. This does not take into account the outstanding encumbered liabilities yet to be disbursed. The disbursements are broken down by key expenditure categories. The largest portions of ODOT's expenditures are related to the capital program. The second largest component is payroll & personal services which include payroll costs associated with highway maintenance, as well as snow and ice control, performed in-house.

FY 2019 FINANCIAL STATEMENTS

Figure 8

THE OHIO DEPARTMENT OF TRANSPORTATION TOTAL OPERATING & CAPITAL DISBURSEMENTS*

FOR THE PERIOD JULY 1, 2018 THRU JUNE 30, 2019, REGARDLESS OF FUND YEAR

(Amounts to the nearest dollar)

	DISTRICT/DIVISION	FY 2019
1	LIMA	145,659,365
2	BOWLING GREEN	225,458,560
3	ASHLAND	215,037,537
4	AKRON	295,730,530
5	NEWARK	158,996,792
6	DELAWARE	336,475,204
7	SIDNEY	186,512,708
8	LEBANON	271,102,390
9	CHILLICOTHE	157,364,860
10	MARIETTA	193,501,316
11	NEW PHILADELPHIA	150,056,244
12	CLEVELAND	378,673,368
	MPO's	174,998,799
	Subtotal Distri	icts 2,889,567,674
14	COMMUNICATIONS	1,753,930
15	CHIEF LEGAL COUNSEL	1,640,317
16	DIRECTOR'S OFFICE	2,574,690
17	HUMAN RESOURCES	5,811,065
18	FINANCE ⁽¹⁾	218,671,200
19	FACILITIES & EQUIPMENT MGMNT	47,223,153
20	PLANNING	126,582,995
21	ENGINEERING	18,672,464
22	OPERATIONS	42,794,355
23	ASSISTANT ATTORNEY GENERAL	3,486,840
24	RAIL COMMISSION	3,909,099
25	LOCAL PROGRAMS	2,061,276
27	CONSTRUCTION MANAGEMENT	11,122,887
28	INFORMATION TECHNOLOGY	48,412,730
34	INNOVATIVE DELIVERY	518,023
35	UNMANNED AERIAL	748,286
36	OPPORTUNITY, DIVERSITY & INCLUSION	4,200,037
37	DRIVE OHIO	2,434,304
	Subtotal Central Off	fice 542,617,650
	GRAND TOTAL OPERATING & CAPITAL DISBURSEMENTS	3,432,185,324
	*Includes All Highway and Non-Highway Operating & Capital Disbursements	

(1) \$184.5 million of Finance's \$218.7 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.

ODOT'S STRATEGIC PLAN

The Ohio Department of Transportation maintains the state's largest man-made asset - the transportation system. ODOT's mission is to provide the safe and easy movement of people and goods from place to place. As a \$3 billion per year enterprise, ODOT invests the bulk of its resources in system preservation through maintenance, construction and snow and ice 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.

- IN

GOVERNMENT

OUR GUIDING PRINCIPLES

We will serve, innovate, and communicate with purpose.

We will be productive, lean, efficient and effective.

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.

ODOT'S CRITICAL SUCCESS FACTORS

The department's critical success factors are focused on results, gauging the state of Ohio's transportation network and the quality of the organization. ODOT tracks and publishes quarterly dashboards detailing the status and trends for the various metrics used to assess the department's performance. An overview of the CSF categories and measures, as well as the most recent dashboard for 2019, are presented below and on the following page. The specific measures have primarily remained consistent since the establishment of the CSF framework in October 2013 aside from a few minor adjustments of individual metrics in the People, System Conditions, Safety and Capital Program categories. The current categories and metrics are identical to those reported in the previous FY 2018 Annual Report.

People

As with previous rating periods, the department continues to measure employees' quality of life and rate employee safety in terms of work force injuries and crashes. The People category includes the direct labor ratio for assessing the percentage of total work hours devoted to core business functions. The department also tracks metrics related to diversity and inclusion (DBE, EDGE and MBE) to gauge ODOT's commitment to equitable contracting and purchasing opportunities. A new "Diverse New Hire" metric is now being tracked to measure the department's progress toward meeting a female and minority new hire baseline.

System Conditions

The department measures:

- Bridge conditions based on a statewide average general appraisal for ODOT-maintained bridges.
- The average pavement condition rating (PCR) for ODOT's priority and general roadway systems.
- Roadway maintenance condition rating (MCR) for barriers, pavements, pavement markings and traffic control devices.
- The percentage of time that travelers experience free flow travel conditions across Ohio's freeways, and the agency's effectiveness with snow and ice control.

Safety

The department measures the state highway system's safety by comparing the current number of fatalities, injuries, and crashes compared to each metric's five-year average.

Capital Program

The department measures the overall production and the ability to produce a robust contract construction program through the total dollar amount of construction and maintenance contracts awarded, the percentage of ODOT and locally-let contracts awarded, construction projects completed on-time, and the percentage of preventable change orders.

ODOT'S CRITICAL SUCCESS FACTORS DASHBOARD

2014 to 2019

CSF Category and N	Aetric MET DID NOT GOAL MEET GOAL	2014 Results	2015 Results	2016 Results	2017 Results	2018 Results	2019 Results	2019 Goal	Trendline	Desired Trend
PEOPLE										
Work Life Index	ODOT Quality of Work Life Survey results, on a scale of 0-100%	72.0%	71.3%	72.1%	75.3%	75.8%	Not Collected	75%		ſ
Workforce Injuries	OSHA guideline for employers assessing incidents occurring for every 100 employees	7.3	5.3	4.3	4.1	3.8	3.8	5.2		↓
Workforce Crashes	in a year's time. (Goal varies by year)	8.4	8.9	8.7	6.6	9.0	Pending	8.4	~~~~	\downarrow
Direct Labor Ratio	District direct 'billable' labor hours divided by the total overall number of labor hours for ODOT's core business functions.	66.6%	69.7%	69.8 %	72.6%	72.7%	Pending	70%		1
Disadvantaged Business Enterprise	Participation by certified DBE firms on federally funded construction contracts directly related to ODOT core functions.	10.3%	11.6%	11.0%	12.5%	13.0%	Pending	15.6%		1
Encouraging Diversity, Growth & Equity	Participation by certified EDGE firms on state funded construction contracts directly related to ODOT core functions.	8.9 %	13.3%	9.6%	8.1%	11.9%	Pending	5%	\sim	1
Minority Business Enterprise	Percent of operating budget in categories determined by DAS that is awarded to MBEs.	10.7%	21.6%	26.1%	23.1%	18.3%	17.3%	15%	<	↑
Diversity New Hire	Percent progress toward meeting the female and minority new hire baseline.	Not Collected	Not Collected	Not Collected	94.1%	73.6%	76.3%	80%	/	↑
SYSTEM CONDITI	ONS									
Bridges: General Appraisal	Average rating of bridge conditions. Each ODOT maintained bridge is rated on a scale of 0-9; 0 = out of service, 9 = new.	6.90	6.98	7.01	7.02	7.04	7.06	6.8		1
Pavements: Priority System	Average pavement conditions for all Interstates and four-lane divided highways (Priority System) and rural, two-lane U.S.	86.7	85.5	85.8	86.7	86.3	86.9	85	~~~~	1
Pavements: General System	and State Routes outside of cities (General System). The ratings are on a scale of 0- 100, with 100 being brand new pavement.	83.2	82.1	82.3	84.4	84.6	85.1	80		1
Travel Time Reliability Index (TTRI)	Measures the percentage of time between the 5 a.m9 p.m. travelers experience free flow on Ohio's freeways.	92 %	90%	93%	95%	96 %	96 %	88%		↑
Snow & Ice Control	The percent of high priority routes that recovered speeds within two hours after a snow event.	9 4%	<mark>98</mark> %	97 %	<mark>98</mark> %	99 %	98 %	96 %	\sum	↑
SAFETY										
Fatalities	Current number of motor vehicle incidents that have occurred on the ODOT System	482	506	541	531	446	Calendar Year	492		↓
Serious Injuries	roadways (all Interstates and U.S. or State Routes outside of cities) in the current calendar year. Year to date goals are based	3,261	3,482	3,605	3,324	2,838	Calendar Year	3,208		\downarrow
Total Crashes	on a 1% decline from the metrics 5-year average.	86,626	91,919	90,680	86,056	81,484	Calendar Year	84,116		↓
CAPITAL PROGRA	M									
Contract Program (\$ Billions)	Total construction & maintenance contracts awarded for the Fiscal Year on ODOT and local agency projects.	\$2.4B	\$2.4B	\$1.9B	\$2.0B	\$2.3B	\$2.1B	\$1.8B		-
ODOT Projects Awarded On-Time	Percentage of department or local contract construction projects awarded by their target date. Projects that were delayed due	87.7%	90.6%	98.0%	95.5%	95.0%	94.8%	90%		1
Local Projects Awarded On-Time	to non-preventable reasons are not considered late.	90.6%	86.1%	94.0%	90.9%	90.3%	95.0%	85%	\checkmark	↑

Page Intentionally Blank



Mike DeWine, Governor

Jack Marchbanks, Ph.D., Director

2019 ANNUAL REPORT

JULY 31, 2019

For more information on ODOT, visit: transportation.ohio.gov



Follow ODOT on Twitter: twitter.com/ ODOT_Statewide





ODOT IS AN EQUAL OPPORTUNITY EMPLOYER AND PROVIDER OF SERVICES