

FISCAL YEAR 2021 ANNUAL REPORT



JULY 1, 2021 TO JUNE 30, 2021

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MESSAGE FROM THE DIRECTOR

If I had to choose a word to describe 2020, it would be “challenging.” What makes the Ohio Department of Transportation special is that our people love a good challenge. The mission is simple: To provide safe and easy movement of people and goods from place to place. That is a challenge and it certainly got tougher in the wake of a global pandemic.

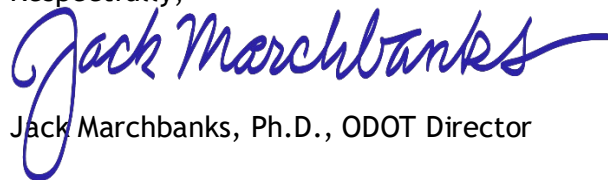
The challenges of 2020 weren’t unique to Ohio or ODOT, but some of the responses to them were. Despite headwinds from a decline in funding as fewer and fewer people hit the road, we didn’t miss a beat when it came to investing in safety and preservation of our transportation system. A lot of the credit for that goes to Governor Mike DeWine and the Ohio General Assembly for increasing the state motor fuel user fee back in 2019. Our transportation system has been essential to defeating COVID-19 and is essential to recovering from it.

While many other states were dealing with challenges by canceling projects, we were cutting the ribbon on some like the I-75 reconstruction through Findlay, a new span on the I-480 Valley View Bridge, and a complete rebuild of I-70 in Madison County. Work continues on many others like the Downtown Ramp-Up in Columbus, I-75 in Toledo, Dayton, and Cincinnati, and the major reconstruction of many highways in the Akron area. These projects will ensure that Ohio is ready to meet the challenges from increasing freight traffic as our economy grows.

None of these projects would be possible without the efforts of our nearly 5,000 employees. While some were able to transition to tele-working, most of our workforce could not. These dedicated men and women continued to plow the snow, repair the guardrail, maintain the pavement, and inspect our infrastructure. The people of Ohio are truly blessed to have such an outstanding group of people working on their behalf.

As we transition into post-pandemic life in Ohio, our country, and the globe, there are new challenges. While the challenges may change, one thing that never will is our ability to meet them head on and conquer them.

Respectfully,

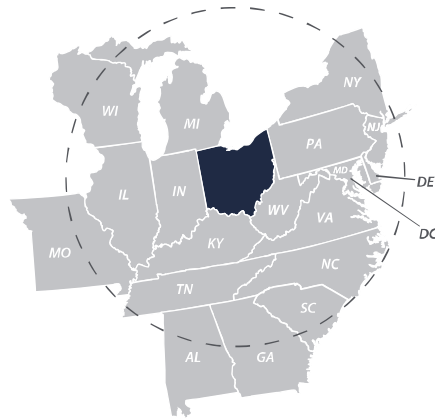


Jack Marchbanks, Ph.D., ODOT Director



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.



Ohio is within
1 day's drive
 of **60%**
 of the U.S. and Canadian
 population.

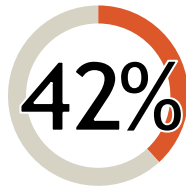
ODOT'S TRANSPORTATION RESPONSIBILITIES

Interstate System U.S. and State Routes (outside municipalities)



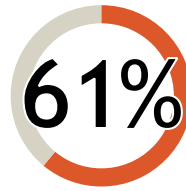
49,631 ODOT HIGHWAY LANE MILES

ODOT's Roadways Carry



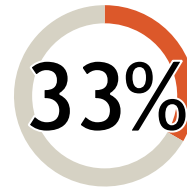
of All Vehicle Traffic

ON 17% OF OHIO'S TOTAL HIGHWAY LANE MILES!



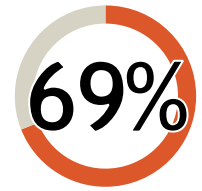
of All Freight Traffic

ODOT's Bridges



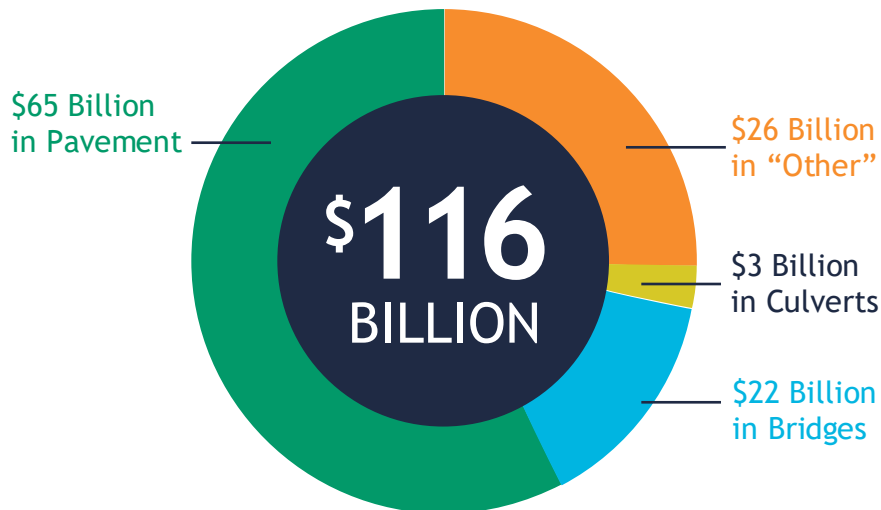
of Total Bridges in Ohio

ODOT IS RESPONSIBLE FOR 14,258 BRIDGES



of Total Bridge Deck Surface Area

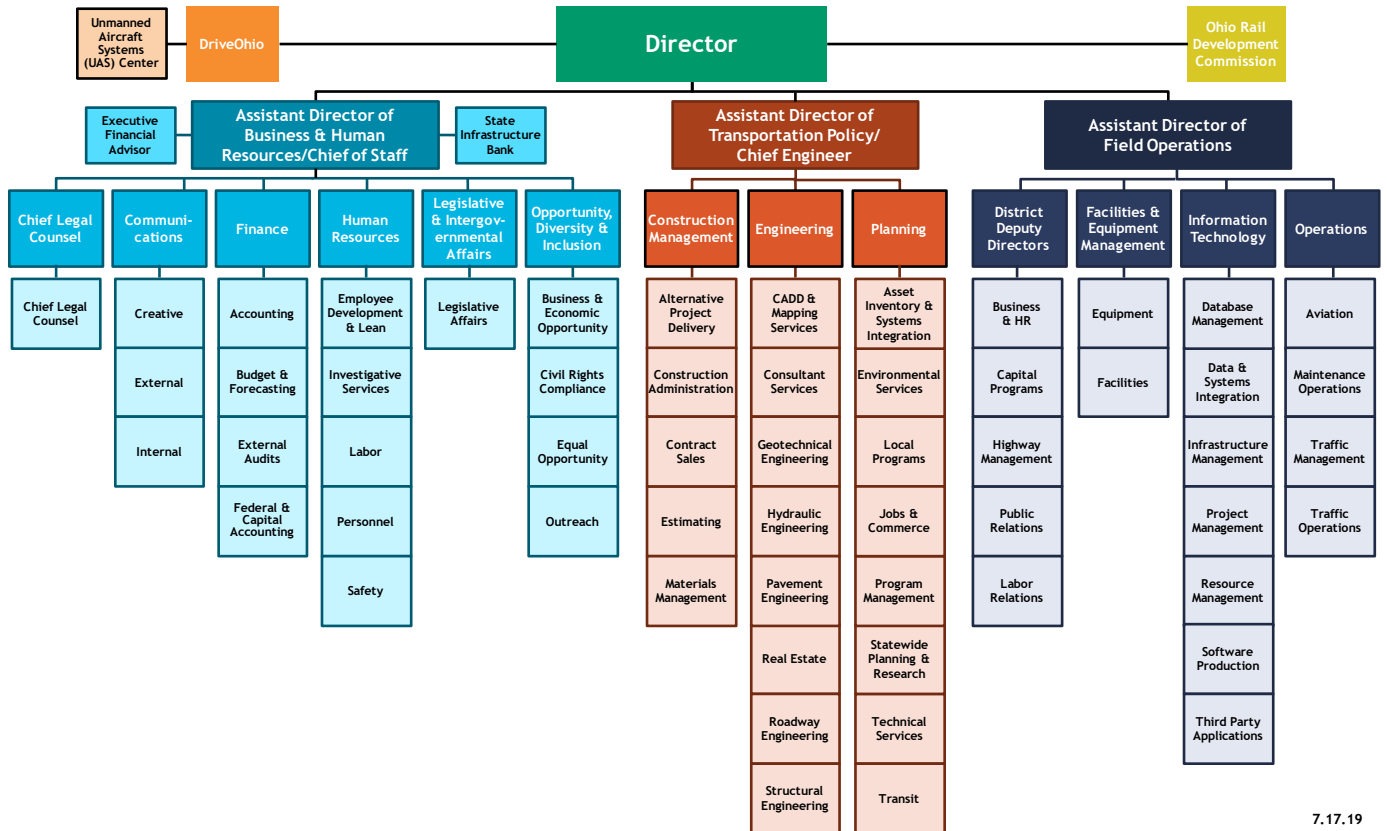
VALUE OF OHIO'S TRANSPORTATION ASSETS



ODOT TABLE OF ORGANIZATION

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



7.17.19

ODOT 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.

District 1
 1885 N. McCullough St.
 Lima, OH 45801
 419-222-9055
 @ODOT_NWOhio

District 2
 317 East Poe Rd.
 Bowling Green, OH 43402
 419-353-8131
 @ODOT_Toledo

District 3
 906 Clark Ave.
 Ashland, OH 44805
 800-276-4188 or
 419-281-0513
 @ODOT_NorthCenOH

District 4
 2088 S. Arlington Rd.
 Akron, OH 44306
 800-603-1054 or
 330-786-3100
 @ODOT_Akron

District 5
 9600 Jacksontown Rd.
 Jacksontown, OH 43030
 740-323-4400
 @ODOT_EastCenOH

District 6
 400 East William St.
 Delaware, OH 43015
 740-833-8000
 @ODOT_Columbus

Central Office
 1980 W. Broad Street
 Columbus, OH 43223
 614-466-7170
 www.transportation.ohio.gov
 @ODOT_Statewide

District 7
 1001 St. Marys Ave.
 Sidney, OH 45365
 937-492-1141
 @ODOT_Dayton

District 8
 505 South SR 741
 Lebanon, OH 45036
 800-831-2142 or
 513-932-3030
 @ODOT_Cincinnati

District 9
 650 Eastern Ave.
 Chillicothe, OH 45601
 740-773-2691
 @ODOT_SouthOhio

District 10
 338 Muskingum Dr.
 Marietta, OH 45750
 800-845-0226 or
 740-568-3900
 @ODOT_SEOhio

District 11
 2201 Reiser Ave.
 New Philadelphia, OH 44663
 330-339-6633
 @ODOT_EasternOH

District 12
 5500 Transportation Blvd.
 Garfield Heights, OH 44125
 216-581-2100
 @ODOT_Cleveland

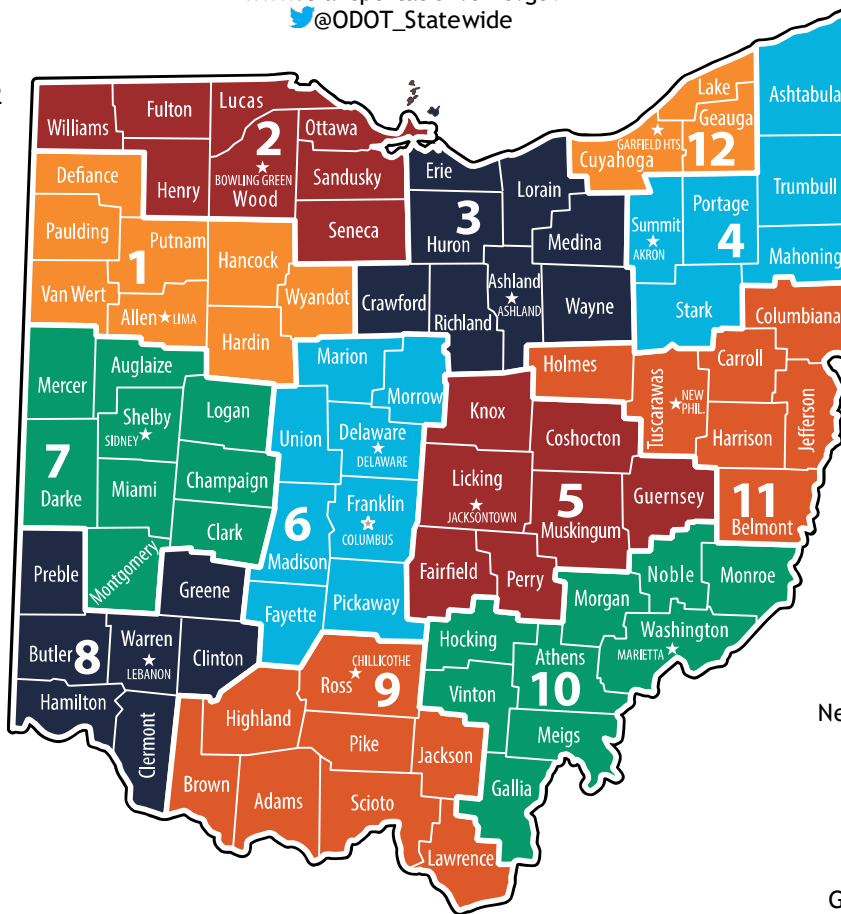
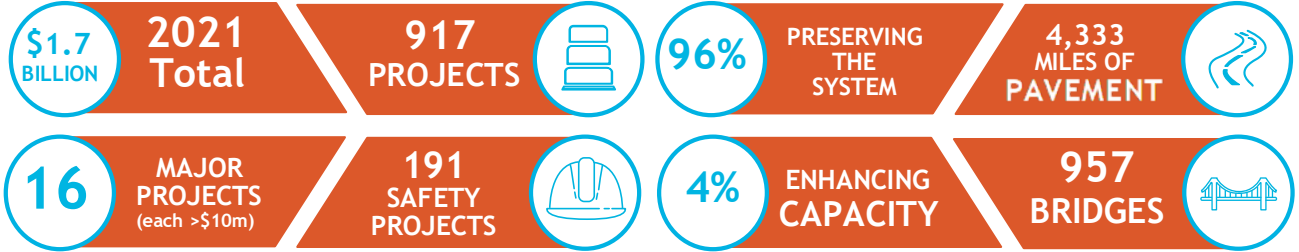


Figure 2
 ODOT District Map

FY 2021 CONSTRUCTION SUMMARY

odot 2021 CONSTRUCTION SEASON HIGHLIGHTS



MAKING OUR ROADS SAFER AND BETTER

The following figures represent a summary of ODOT construction awards for Fiscal Year (FY) 2021. Figure 3 shows the Project Delivery breakdown for ODOT and Local Agency-awarded projects. The combined total program delivered in FY 2021 was \$1.7 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 2021 Project Delivery as of program lockdown in Jan 2020

	ODOT Awarded	Local Awarded	Other Agency Let	Total Awarded
Projects Committed in FY 2021	597	169	-	766
Construction Funding Committed	\$1,551,085,336	\$240,579,045	-	\$1,791,664,381
Projects Delivered *	697	219	1	917
Construction Funding Awarded	\$1,461,661,418	\$278,293,498	\$343,879	\$1,740,298,795
Project Delivery to Commitments Ratio	94.23%	115.68%	-	97.13%

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 2021. 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).



Reconstruction of five miles of I-75 through Findlay included replacing all mainline bridges on I-75, the Harrison Street overpass, redesigning and reconstructing the interchanges between U.S. 68/State Route 15 and Interstate 75 and with U.S. 68/State Route 15 at Lima Avenue. The \$114 million project was completed in Fall 2020.

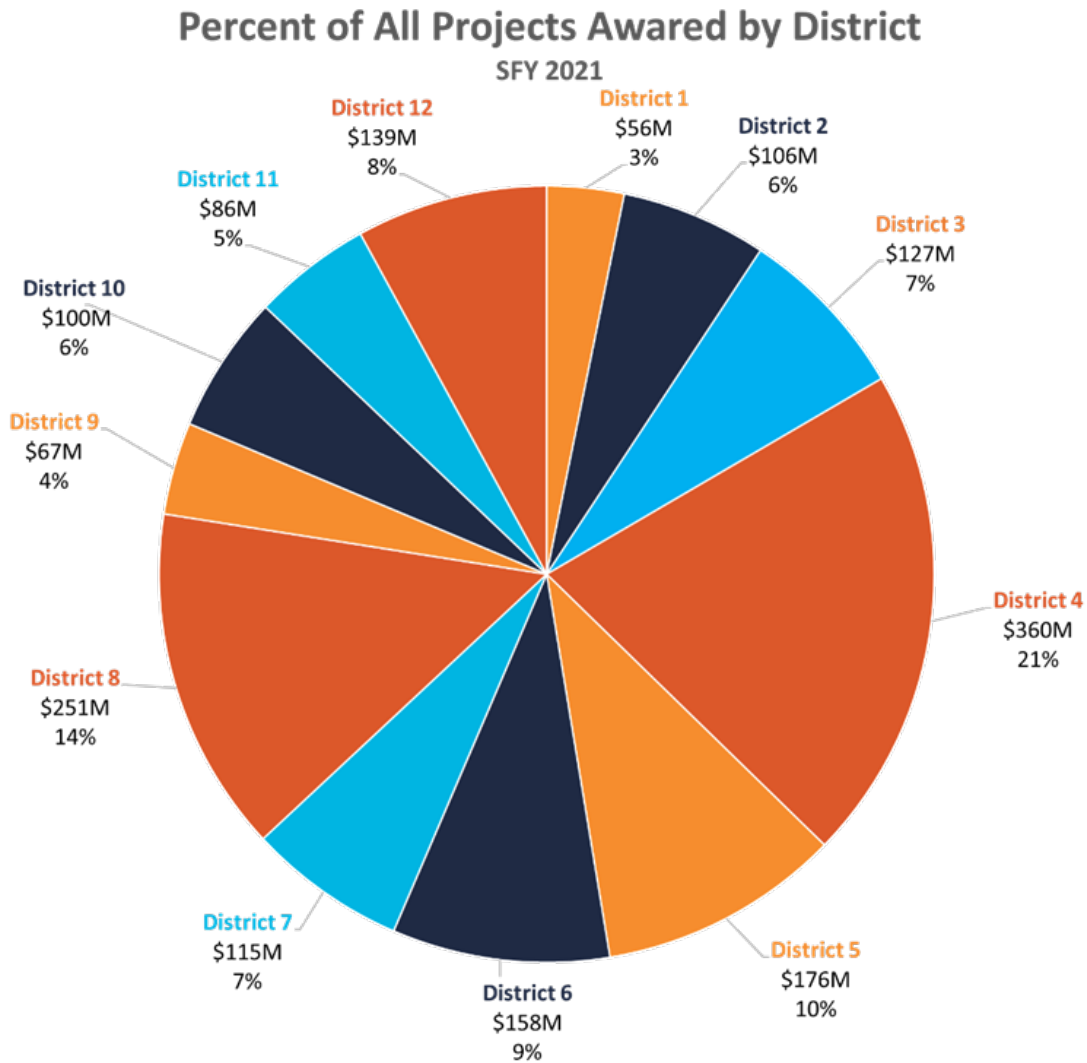
FY 2021 CONSTRUCTION SUMMARY

Figure 4

Project Type	June-December		January-June		Totals		Bridges
	# Projs	Construction \$	# Projs	Construction \$	# Projs	Construction \$	
System Preservation							
Pavement Projects	113	\$ 254,491,746	97	\$ 188,235,148	210	\$ 442,726,894	384
2-Lane Roads	60	\$ 101,630,648	40	\$ 75,139,099	100	\$ 176,769,747	154
4-Lane Roads	31	\$ 92,320,706	28	\$ 49,820,668	59	\$ 142,141,374	99
Interstates	12	\$ 52,487,532	16	\$ 56,111,688	28	\$ 108,599,220	115
Other Pavement Related	10	\$ 8,052,859	13	\$ 7,163,693	23	\$ 15,216,552	16
Bridge Projects	69	\$ 99,149,141	61	\$ 99,689,101	130	\$ 198,838,242	413
Preservation\Replacement	57	\$ 92,829,342	54	\$ 95,089,681	111	\$ 187,919,024	336
Maintenance	11	\$ 5,870,733	7	\$ 4,599,419	18	\$ 10,470,153	77
New Bridge	1	\$ 449,066		\$ -	1	\$ 449,066	
Culvert Projects	18	\$ 5,299,670	32	\$ 12,820,842	50	\$ 18,120,511	12
Subtotal:	200	\$ 358,940,557	190	\$ 300,745,090	390	\$ 659,685,647	809
New Construction \ Major Reconstruction							
New Construction \ Major Reconstruction	6	\$ 86,516,729	8	\$ 395,378,426	14	\$ 481,895,154	91
Subtotal:	6	\$ 86,516,729	8	\$ 395,378,426	14	\$ 481,895,154	91
Safety Upgrades							
Intersection Improvement	10	\$ 10,696,861	34	\$ 53,062,989	44	\$ 63,759,851	
Interchange Improvement		\$ -	2	\$ 3,725,862	2	\$ 3,725,862	5
Lighting	5	\$ 3,532,294	1	\$ 909,417	6	\$ 4,441,710	
Pavement Treatment		\$ -	5	\$ 5,700,352	5	\$ 5,700,352	
Roadway Improvement	2	\$ 561,904	7	\$ 35,077,194	9	\$ 35,639,098	1
Roadside Improvement	4	\$ 3,115,100	7	\$ 7,730,119	11	\$ 10,845,219	
Traffic Control	20	\$ 27,237,232	42	\$ 38,285,614	62	\$ 65,522,846	3
Subtotal:	41	\$ 45,143,392	98	\$ 144,491,547	139	\$ 189,634,938	9
Other Project Types							
Bicycle \ Pedestrian	10	\$ 18,875,264	29	\$ 15,104,447	39	\$ 33,979,710	
Buildings \ Facilities	1	\$ 353,565	9	\$ 7,853,762	10	\$ 8,207,327	
Slide Repair	39	\$ 27,706,722	29	\$ 25,220,453	68	\$ 52,927,175	2
TSMO		\$ -	2	\$ 1,302,747	2	\$ 1,302,747	
Miscellaneous	28	\$ 18,644,089	20	\$ 9,498,812	48	\$ 28,142,901	1
Subtotal:	78	\$ 65,579,640	89	\$ 58,980,220	167	\$ 124,559,860	3
Local System Projects							
Pavement Preservation	20	\$ 18,948,941	48	\$ 67,960,602	68	\$ 86,909,543	3
Bridge \ Culvert	14	\$ 9,806,522	26	\$ 25,877,611	40	\$ 35,684,133	37
New Construction \ Major Reconstruction	2	\$ 16,488,270	8	\$ 52,025,829	10	\$ 68,514,100	3
Safety Upgrade	21	\$ 5,604,072	31	\$ 51,956,647	52	\$ 57,560,719	
Bicycle \ Pedestrian	10	\$ 13,313,354	16	\$ 15,918,935	26	\$ 29,232,290	2
TSMO		\$ -		\$ -		\$ -	
Slide Repair	1	\$ 118,248		\$ -	1	\$ 118,248	
Buildings \ Facilities	1	\$ 273,026		\$ -	1	\$ 273,026	
Miscellaneous	4	\$ 4,976,067	5	\$ 1,255,070	9	\$ 6,231,137	
Subtotal:	73	\$ 69,528,500	134	\$ 214,994,695	207	\$ 284,523,195	45
Statewide Total:	398	\$ 625,708,817	519	\$ 1,114,589,978	917	\$ 1,740,298,795	957

FY 2021 CONSTRUCTION SUMMARY

Figure 5



The current phase of the I-70/I-71 Downtown Ramp Up project began in Spring 2019 and continues today. This project will reconstruct and widen I-70 east from Fourth Street to Miller Avenue. It includes a new ramp from Fulton Street to I-70 east and from I-70 to Parsons Avenue to provide improved, safer access to Nationwide Children's Hospital and to the east from downtown Columbus.



FY 2021 FINANCIAL STATEMENTS

FISCAL YEAR 2021 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 2021 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, 96 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 2021
 (Without Regard to Fund Year) ⁽¹⁾

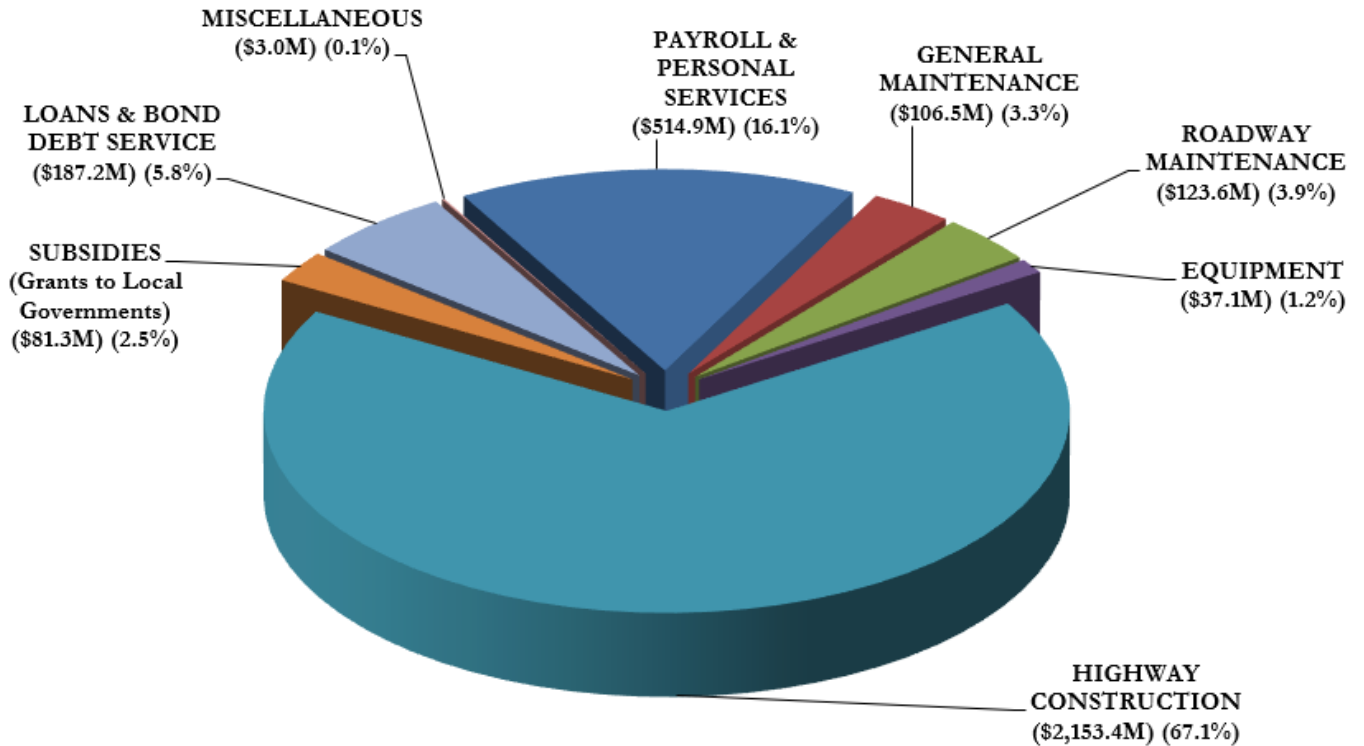
<u>CATEGORIES</u>	<u>FY 2021</u>	
BEGINNING CASH BALANCE:	\$1,199,443,275	
REVENUE AND RECEIPTS:	\$3,628,656,605	
TOTAL CASH AVAILABLE:	\$4,828,099,881	
DISBURSEMENTS:	AMOUNT	%
PAYROLL & PERSONAL SERVICES	\$514,913,941	16.1%
GENERAL MAINTENANCE	\$106,490,941	3.3%
ROADWAY MAINTENANCE	\$123,579,388	3.9%
EQUIPMENT	\$37,136,481	1.2%
HIGHWAY CONSTRUCTION	\$2,153,350,218	67.1%
SUBSIDIES (Grants to Local Governments)	\$81,264,760	2.5%
LOANS & BOND DEBT SERVICE	\$187,220,835	5.8%
MISCELLANEOUS	\$2,952,934	0.1%
GRAND TOTAL DISBURSEMENTS:	\$3,206,909,497	100%
ENDING CASH BALANCE:	\$1,621,190,384	

⁽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.

Fi ODOT's Ending Cash Balance covers future committed and projected capital and operating outlays beyond the FY 2021 reporting period.

FY 2021 FINANCIAL STATEMENTS

STATEMENT OF CASH BALANCES DISBURSEMENT ALLOCATION FY 2021



The chart above in Figure 7 represents all disbursements made from July 1, 2020 through June 30, 2021. 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 2021 FINANCIAL STATEMENTS

Figure 8

OHIO DEPARTMENT OF TRANSPORTATION

TOTAL OPERATING & CAPITAL DISBURSEMENTS*

FOR THE PERIOD JULY 1, 2019 THRU JUNE 30, 2020, REGARDLESS OF FUND YEAR

(Amounts to the nearest dollar)

DISTRICT/DIVISION	FY 2020
1 LIMA	\$134,452,498
2 BOWLING GREEN	\$316,992,684
3 ASHLAND	\$214,299,027
4 AKRON	\$290,037,075
5 NEWARK	\$146,915,287
6 DELAWARE	\$352,012,566
7 SIDNEY	\$180,195,636
8 LEBANON	\$285,065,595
9 CHILlicoTHE	\$154,606,992
10 MARIETTA	\$159,822,342
11 NEW PHILADELPHIA	\$150,722,983
12 CLEVELAND	\$354,231,291
MPOs	\$196,552,714
Subtotal Districts	\$2,935,906,691
14 COMMUNICATIONS	\$2,742,966
15 CHIEF LEGAL COUNSEL	\$1,625,492
16 DIRECTOR'S OFFICE	\$2,061,075
17 HUMAN RESOURCES	\$5,730,217
18 FINANCE ⁽¹⁾	\$211,057,813
19 FACILITIES & EQUIPMENT MGMNT	\$59,041,833
20 PLANNING	\$156,547,617
21 ENGINEERING	\$18,661,926
22 OPERATIONS	\$47,138,712
23 ASSISTANT ATTORNEY GENERAL	\$3,314,644
24 RAIL COMMISSION	\$5,086,997
25 LOCAL PROGRAMS	\$0
27 CONSTRUCTION MANAGEMENT	\$12,592,641
28 INFORMATION TECHNOLOGY	\$40,491,890
34 INNOVATIVE DELIVERY	\$0
35 UNMANNED AERIAL	\$59,822
36 OPPORTUNITY, DIVERSITY & INCLUSION	\$5,649,286
37 DRIVE OHIO	\$4,860,137
Subtotal Central Office	\$576,663,068
GRAND TOTAL OPERATING & CAPITAL DISBURSEMENTS	\$3,512,569,759

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

⁽¹⁾ \$169 million of Finance's \$211 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 CRITICAL SUCCESS FACTORS DASHBOARD

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 safe and easy movement of people and goods from place to place, we will:

- Improve safety;
- Take care of what we have;
- Make our system work better; and
- 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.



ODOT'S CRITICAL SUCCESS FACTORS DASHBOARD

The department's critical success factors are focused on results, gauging the state of Ohio's transportation network and the quality of the organization. In the spirit of continuous improvement, ODOT has recently retooled our metrics and refined our reporting process. As in previous years, ODOT continues to track and publish details on the status and trends for the various metrics used to assess the department's performance. A new, dynamic Metrics Dashboard is now available for visitors to explore and drill-down into local level information about our specific CSF categories and measures.

The categories and metrics are similar to those used previous ODOT Annual Reports, but these have also been streamlined to be more meaningful, uniformly presented and understandable in a business intelligence reporting fashion. Below is a summary of our current critical success factor categories, followed by a current snapshot of our overall metric dashboard.

[Visit our ODOT Strategic Plan page for more details and access to the current interactive metrics dashboard.](#)

Safety

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

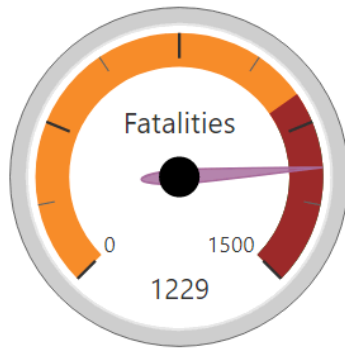
System Conditions

The department measures:

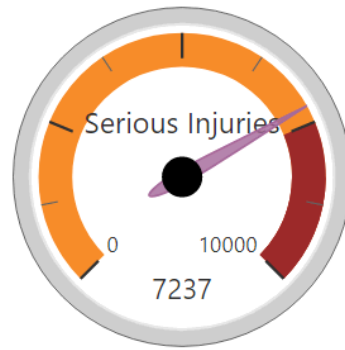
- **Bridges:** rates conditions based on a statewide average general appraisal for ODOT-maintained bridges greater than 10ft and excluding Ohio's 154 major bridges.
- **Pavements:** gauges the percent of road lane miles that are in Excellent, Good, and Fair condition based on pavement condition ratings. Measured on interstate/ lookalike, and 2-lane systems.
- **Congestion & Reliability:** assesses the percent of time on weekdays between 5am and 9pm that Ohio's primary routes operate at or near posted speed limits.
- **Snow & Ice Removal:** measures 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.

ODOT'S CRITICAL SUCCESS FACTORS DASHBOARD

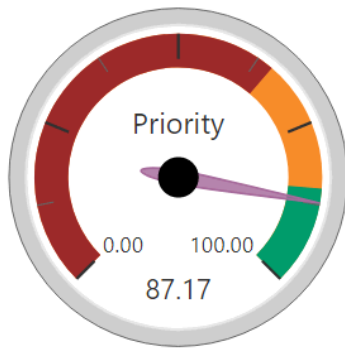
Safety



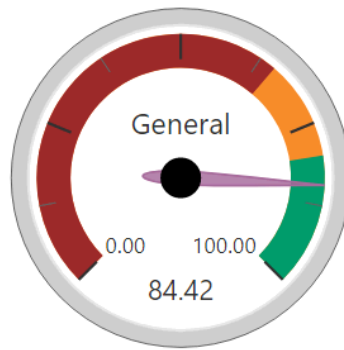
Safety



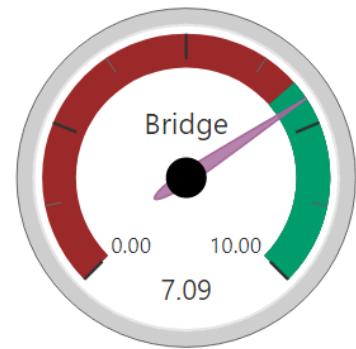
Pavement Conditions



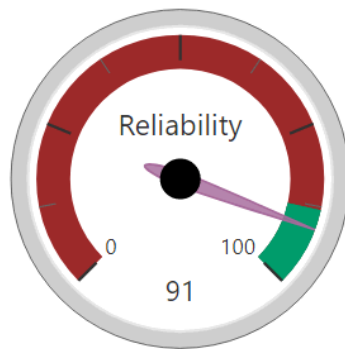
Pavement Conditions



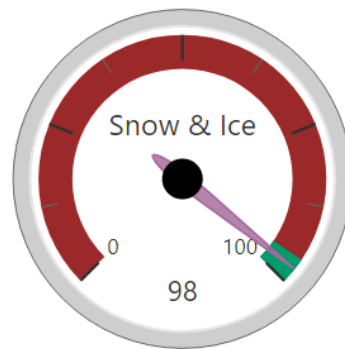
Bridge Conditions



Congestion and Reliability



Snow & Ice Removal





Mike DeWine, Governor

Jack Marchbanks, Ph.D., Director

2021 ANNUAL REPORT

JULY 31, 2021

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transportation.ohio.gov



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Statewide Traffic Info:
www.OHGO.com



**EXCELLENCE IN
GOVERNMENT**

ODOT IS AN EQUAL OPPORTUNITY EMPLOYER AND PROVIDER OF SERVICES