No Boundaries Roadway Maintenance Practices Pooled Fund, http://maintainroads.org/
TPF-5(330), https://www.pooledfund.org/Details/Study/579

Innovation Programs:
Inquiry of No Boundaries Member States

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Summary

The No Boundaries group has been given the opportunity to present at the Transportation Research Board annual meeting in January 2019. This opportunity will allow the group to highlight the impact of innovation programs on transportation organizations. To determine which states would participate in the presentation, CTC & Associates asked DW Clonch LLC to contact members of the Technical Advisory Committee (TAC) and gather information about their innovation programs. A July 2018 TAC conference call included discussion of the topic; several follow-up emails were sent to the 19 member agencies. The following seven agencies responded and provided information about the inquiry. The following summary, inquiry responses, documents, and links provide details of the information they provided. Responses were compiled from the following agencies:

- Connecticut DOT (CTDOT)
- Michigan DOT (MDOT)
- Minnesota DOT (MnDOT)
- Missouri DOT (MoDOT)
- Ohio DOT (ODOT)
- Washington State DOT (WSDOT)
- Wisconsin DOT (WisDOT)

Basic Program Features

Many of these agencies use a competitive process to encourage employees to be innovative in their day-to-day operations. The agencies encourage both office and field staff to be innovative and submit their projects to committees for evaluation, recognition, and potential awards.

Several of these agencies have produced detailed manuals that describe all facets of their innovation programs. Others have provided brochures, links, and printed information that are distributed to staff. These documents include evaluation criteria. The process begins with a written submission by the employee or team responsible for the idea.

While some agencies appoint their committees at their central office, other agencies have committees within statewide districts. The duties of these committees vary among the agencies. Some agencies task their committees with the review and recommendation of innovation submittals for implementation. Other agencies task their committees with evaluating innovation submissions for recognitions such as trophies, cash rewards, ceremonies, and internal publications or the intranet. Many agencies allow employees to recognize their peers' accomplishments by voting on a People's Choice Award.

Most programs are managed in-house by an administrator at a central office. Connecticut DOT's program, however, was developed by UCONN Technology Transfer Center and is managed by that organization. Connecticut allows local governments to participate in their program.

Program History

Several of the reporting agencies have longstanding Innovations Programs. One agency implemented its program in 1988, while the Washington State DOT program has only recently begun. Administrators have been appointed to manage and develop programs, whether they are at the district level, central level, or at an outside entity.

Recognition was determined to be an important motivating factor to drive innovation programs, so time was invested in developing that aspect of programs. First attempts at an innovation showcase produced a low number of innovation submittals, but the numbers have grown substantially over the years.

Union collaboration has been sought for support, for assistance with program development, and for recognition and awards.

Program Development

The agencies reported various stages of innovative program development. Agencies appoint an administrator who is assigned to develop and manage the program. While Washington State DOT is at the beginning of the process, other agencies have developed detailed procedures and innovation has become an integral part of their organizational culture. Missouri reports over 1500 participants in their Innovative Challenge to date. Wisconsin provided details how the program has encouraged positive culture changes throughout their entire organization.

Administrative Costs

The agencies are not tracking their program administrative costs. While most of the agencies do not have a formal budget for the program, Minnesota has identified a budget of at least $500,000 annually, while Washington has a budget of $50,000 every other year. The committees work within their agency budgets to obtain funds for purchasing equipment as well as for covering costs for testing, evaluating, and implementing innovations.

The agencies recognize they have time invested in a program administrator, committee meetings, and showcases. Awards, trophies, and the awards of discretionary funds to winning teams add to the cost.

Success Stories

Many of the agencies provided their list of innovations for possible inclusion at the No Boundaries TRB event. Others provided an example of a success that had a significant effect on the agency, including office and field submissions.

Documentation and Publicizing Successes

Most agencies document success with written reports and databases. Wisconsin is selective with documentation, choosing to conduct in-depth documentation for large-scale innovations with major impacts (e.g. mobile device program, string-less paving, etc.) and communicate these to a broader

internal and external audience; smaller innovations are lightly documented and communicated with relevant stakeholders directly.

Agencies use multiple venues to publicize innovations internally, such as bulletins, articles, events, inclusion in best practices, videos, and via the intranet. They also take advantage of external avenues to communicate successes using social media, sharing with FHWA, local agencies, peer exchanges, webinars, press releases, and conferences.

Lessons Learned

The agencies were very open about sharing their lessons learned, which will be of great interest to agencies who want to develop or initiate a program. Key areas of lessons learned include aspects of human factors, program administration, planning, outreach, and communication.

Return on Investment

These agencies have varying outlooks on the question of return on investment (ROI). Minnesota has made several attempts to determine the return, but subjectivity influences their ability to measure. They continue to develop a framework for program measures as they can align with departmental measures. Wisconsin has built ROI and Benefit-Cost analysis into their innovation development process as a validation point for implementation. Some agencies report that a lack of funding makes it difficult to measure return on investment, but they acknowledge that there are internal staff dividends.

Employee Motivation

A successful program requires employees to be motivated and supported. Agencies report that peers serving on the committees inspires the workforce. Use of internal communications allows employees to understand individual benefits as well as those for the agency. Utilization of job knowledge and skills to submit ideas is a win-win for employees and agencies. Some agencies provide motivation by entering winning innovations into external competitions such as the FHWA LTP/TTAP Build a Better Mousetrap National Competition.

Recruitment/Retention

While none of the agencies has analyzed the impact of Innovations Program on recruitment or retention, they understand that creating a work culture that encourages use of technologies and supports new ideas can project an attractive work environment, particularly for recruitment of a younger work force. Employee recognition is also appealing for recruitment. Professional development of employees is a benefit of a work environment that encourages employees to submit and present projects.

Varying responses were received regarding the impact of innovation programs on employee retention. While some stated that retention could be impacted by an innovative, positive environment, other agencies felt that salary and benefits have a greater influence on retention.

Goals and Objectives

The program objectives are to clearly identify, develop, and implement the most effective maintenance procedures, materials, and equipment. These types of programs support use of technology, culture change, and a proactive work environment. It is clear the agencies are dedicated to a world-class transportation system that is safe, innovative, efficient, and reliable.

Project Selection Criteria

Agencies have determined criteria to select innovations to be implemented, as well as those selected for awards. The key criteria identified were benefit to the agency, time saved, safety and budget, as well as originality, impact on services, and the ability to transport statewide.

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Innovations Inquiry

Inquiry

The following inquiry was submitted to the No Boundaries members by email on July 12, 2018.

> *No Boundaries TAC Members,*
>
> *As indicated in earlier emails, we are gathering information about No Boundaries member agency's innovation programs/practices. This will help us develop content for the proposed 2019 TRB sessions and will also support the innovation database on the No Boundaries website.*
>
> *Please answer the following question (if you forward this to someone else at your agency, please send us that person's contact information).*
>
> *If your agency has an innovation program:*
>
> *1. How does your innovation program work? What are its basic features?*
>
> *2. What success stories and/or innovations you would like to share? In particular, is there one innovation out of your innovation program you could single out to feature at a 2019 TRB annual meeting poster session?*
>
> *3. How do you document/publicize successes?*
>
> *4. What advice do you have for others who may have an interest in developing a similar program for their agency?*
>
> *If your agency **does not** have an innovation program:*
>
> *1. Are you considering developing one?*
>
> *2. What information are you seeking to help you get started with one?*
>
> *3. We still welcome information on standalone innovations that may have been developed by departments or individuals at your agency. What noteworthy innovations would you like to share?*

Response

The responding agencies provided a comprehensive overview of their program not only with areas of information pertinent to the TRB presentations, but also for agencies wanting to enhance or initiate programs in their prospective agencies. As a result, the information was arranged to correlate with additional questions addressing these topics:

1. How does your innovation program work? What are its basic features?

2. Can you talk about the history of your program? Where did you start?

3. Can you talk about the development and changes that have occurred to your program? Where do you see your program going in the future?

4. Do you have an idea of the administrative costs of your program?

5. What success stories and/or innovations you would like to share? In particular, is there one innovation out of your innovation program you could single out to feature at a 2019 TRB annual meeting poster session?

6. How do you document/publicize successes?

7. Have you had any failures that would be helpful for others agencies that are considering developing such a program? Lessons learned?

8. What has been the return on investment? Do you have the ability to track cost/cost savings? Is there a way you are measuring direct/indirect cost savings? Do you communicate these with the staff?

9. How did you motivate your employees to be innovative on the job? How do you continue to motivate them to be creative? How has this program impacted your staff?

10. Is there any consideration how this type of program impacts the work force environment that has a positive result in the areas of recruitment and retention?

11. Goals and objectives of the program.

12. Selection criteria for project.

Detailed Responses by Category/Question

Question 1 How does your innovation program work? What are its basic features?

Connecticut

- The program is called the CT Creative Solutions Program.

- The DOT works in partnership with UCONN Technology Transfer Center who developed their program that includes municipalities as well as the DOT, http://www.t2center.uconn.edu/solutionsaward.php

- The program was created to recognize the initiative and innovative thinking of staff, public agency transportation staff in the development of tools, equipment modifications, and processes that increase safety, reduce cost, improve efficiency, and improve the quality of transportation.

- Employees submit an online form for innovative ideas for development of tools, equipment modifications, and processes that increase safety, reduce cost, improve efficiency, and improve quality of transportation. They may include videos, photos or sketches. Submissions should include description/cost estimate/operational benefit/solution inspired by another source. Original Innovative ideas compete for Connecticut Creative Solutions Awards: three awards are given each year.

- Creative solutions are showcased at the annual Technology Transfer Center graduation and awards ceremony.

- Winners' creative solutions are published in the Technology Transfer Center newsletter.

- Judging criteria include impact on safety, cost savings, inventiveness, transportability (how broad can solution be used), and effectiveness.

Michigan

- Innovation Goal—25% Improvement in value-added innovations.

- Ideas—Employee-driven ideas and action.

- Evaluate and select ideas for implementation—The region's or office's best practice and solutions: staff in work areas know the process and describe the innovations.

- Execute ideas—Barrier busting, resources identified and allocated. Process development or process improvement. SIAT (State Innovations Alignment Team) is there to help.

- Measure and document results—report innovation results, and added value. Celebrate success!

- The majority of the ideas happen in the garages. Employees/ideas are recognized at their section meetings. There is no consistent process at this time; however, when they look at the program again they will consider a written process.

- Will consider making this more consistent across the state.

Minnesota

- Managed by the MnDOT Office of Maintenance.

- Each district within the state has a research committee that meets regularly to discuss issues/innovations/proposals.

- Two types of managed program innovation levels: Maintenance Operations Research (MOR) (costs up to $15,000) and New Technology Research and Equipment Committee (NTREC) (involving costs over $15,000, which may include a 20% match for the proposal from the District).

- Committee oversight on review of NTREC projects occurs twice per year and monthly for MOR projects.

- Proposal form is submitted by the district committee to the MOR administrator for review and potential funding. The proposal needs to tie into Product and Services to assist with measuring impacts of the program.

- Proposal needs to state what issue/problem will be addressed by the funding of the proposal, which includes proposal specifications and quotes.

- Project originator is required to present/demonstrate project at fall meeting for evaluation.

- Selection criteria has an established point system.

- Required to submit final assessment of project at end of evaluation period.

- Unique statewide collaboration is focused on identifying and applying real-world solutions to highway maintenance operations.

- The program funds research projects in the areas of Snow and Ice, Materials, Equipment, Safety, Traffic Operations, and Maintenance and includes bridges, structures, roadway and right of way.

- Agency has an updated manual in draft form outlining the program for submittals, forms, roles, and responsibilities.

Missouri

- Program is 10 years strong. Proposals are submitted by employees in core areas of Tools and Equipment, Projects, and Business Processes.

- All proposals are reviewed by an evaluations committee for an overall rating and placement for awards.

- A People's Choice Award is also selected by popular vote of employees.

- Innovation is an agency employee value to provide best customer service value.

- All full-time employees are eligible to submit an innovative idea either as an individual or a team; employees entering must not have had disciplinary action above a written warning in past 12 months.

- Submissions must be in after kickoff date of August 1; Central Office submission deadline is December 15.

- Tools and Equipment—items fabricated or modified by MoDOT employees.

- Projects—includes efforts resulting in exceptional results for transportation users or internal operations.

- Productivity—includes office and field processes, materials and products.

- Innovations are evaluated by the criteria listed in Question 12.

- Innovations event and awards are presented (awards outlined in Question 9).

- Project Best Practices: includes efforts resulting in exceptional results for transportation users or internal operations ranging from new ways to construct transportation improvements to taking innovative approach to an assigned project.

- Productivity Best Practices: Productivity best practices include improvements to office and field processes, materials and products ranging from automating or streamlining a time consuming process to purchasing innovative materials or products to get work done better, faster and safer.

- Tool and Equipment Best Practices: Innovations that focus on improvements to maintenance operations. The Tools and Equipment area was the foundation of the challenge program for its first five years and continues to be an active area for innovations.

  - Categories: Bridge Maintenance, Draining, Pavement Markings, Preventative Maintenance, Roadside, Signing, Winter Operations, and Work Zones.

Ohio

- ODOT's innovation program "Team Up" consists of three events that support and complement our mission as follows:

  a. An exhibition hall event for teams and individuals to showcase and display process improvements in both office and field settings, innovation, and to benchmark with others in a booth setting. Provides a setting for all ODOT employees to learn, share information, and network while focusing on the state as a system with less emphasis on district boundaries. In 2018, we had more than 40 booths, volunteers to participate.

  b. The Roadeo is a skills competition held at each of our 12 districts. It emphasizes safe and skilled driving of our equipment. It consists of truck and loader competitions. Winners of each district Roadeo compete against each other (at the main event) on a driving obstacle course first and then on a written test. Winners are announced at the Total ODOT Performance (TOP) Awards presentation.

  c. TOP Awards recognize employees and teams whose outstanding performance supports ODOT's mission, vision, guiding principles, and Critical Success Factors. Employees are nominated by their peers and winners are chosen by TOP Award judges. These awards are presented first, followed by Roadeo awards. TOP Award categories are System Conditions; Team Innovation; Individual Innovation; Fiscal Responsibility; External Safety

Innovation; Internal Safety Innovation; Outstanding Internal Customer Service; Outstanding External Customer Service; Communication; Unsung Heroes; Outstanding Leadership; Coaching; Extra Mile; Shining Star; Diversity Connection; Community Service; and Humanitarian.

Washington State

- Each region within the state has a committee that meets to discuss/innovations/proposals.

- Project originator required to present/demonstrate project at the statewide spring managers meeting.

- Selection criteria has an established point system.

- Agency has a webpage that outlines the program for submittals, forms, roles and responsibilities.

- All proposals are reviewed by an evaluations committee for an overall rating and placement for awards.

- A People's Choice Award is also selected by popular vote of employees.

- A Directors Safety Award is also part of the program.

Wisconsin

- Wisconsin State Transportation Council (WI-STIC) in the Division of Transportation System Development (DTSD) manages the program.

- Formal WI-STIC foster external partnerships by including representatives from contracting Industry, local and public works associations, engineering consultants, tribal task force, LTAP, environmental agencies, and FHWA.

- STIC meets quarterly to receive innovative program updates and discuss ideas for consideration.

- Innovative Review Committee (Internal Champions), DTSD developed Innovative Review Committee (IRC) using a collaborative approach by bringing business functional staff together (i.e., Project Delivery, Ops, Maintenance) and each regional office. IRC reps review ideas, identify paths, piloting or implementation, tracking progress, identify pilot leaders, and communicating pilot outcomes to IRC.

- Local Innovation Team (Practitioners)—DTSD created Local Innovation Teams (LITs) in region offices, led by staff who apply innovations on project and bring improvement ideas back to their teams for consideration.

Question 2 What is the history of your program? Where did you start?

Connecticut

- Program started in 2005 by the CT LTAP (CT t2 Center at UCONN) to recognize and share innovation in local agencies.

Minnesota

- In 1988 MnDOT began looking at innovations in Snow and Ice control.

- In 1990 the first Maintenance Research Engineer was hired.

- Additional staff were added in May 1992.

- Today there remains a dedicated office in MnDOT's Central Office as well as research committees in each district.

Missouri

- The program started in 2007. Showcase started as the Tool and Equipment/Challenge and recognized 20 maintenance and tool innovations around the state. Projects and Productivity categories were added in 2012 to address all business areas within MoDOT.

- Innovation is at the heart of MoDOT's employee value of being bold and delivering the best value to customers. Department innovation culture is front and center at their annual employee innovation competition.

Ohio

- The Director's Cup Roadeo presented by the Division of Operations began in 1987 as a stand-alone event, see details in item Question 1 B.

- In 1998, the Ohio Civil Service Employees Association and our Office of Quality proposed we host an event (Team Up) with the goal of showcasing innovative improvement and benchmarking with other districts. Our first event was held May 1999. In 2000, executive leadership sanctioned an employee recognition program resulting in TOP awards. The latter was added to Team Up in 2001. In 2009, the Roadeo and Team Up were paired to become one large event held annually.

- It is important to note that our program was modeled after an event first held by Xerox Corporation (1993) to showcase its improvement teams, benchmark, and recognize employees. It was later recreated (1994) by the state as Team Up Ohio, an event that invited all state agencies to participate.

Washington State

- Began 2017 Open to Maintenance, Traffic, and Fleet employees.

Wisconsin

- 18 months, the final product was a report focusing on

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    a. Rapid Pilot.

    b. Leverage IT development in projects.

    c. Develop a culture that fosters innovation.

- In 2014, support staff was hired to implement the plan. The staff was charged with determining how it would work within the agency, building relationships within agency to support program.

- At first program was more formal, they spent too much time documenting and tracking rather than fostering innovations and culture change.

- One committee at Central that covered all business areas (13-15 people).

- In 2015 the program was changed from a Central Office initiative to regional committee structure, which improved operations staff engagement. The program became more flexible; this structure allowed for more conversation surrounding innovations before they moved to communication phase to insure it would benefit the agency. They realized that the "early adopters" needed as much support as the actual "innovator." The creation of these local teams supported creating culture change. Central office gave these teams an outline for the program and let them build their program structure. This truly encouraged innovation in their agency. There are 80 -100 people on these committees state wide.

- The support staff's blend of business (marketing) and mechanical engineering background assisted with working through the process. These regional teams "ripped the lid" off innovations in their agencies.

- The goal is to create and sustain positive innovations from this program.

Question 3 Discuss the program development/changes/future of your program

Connecticut

- Originally our program was targeted to local agencies. A few years into the program CTDOT maintenance was incorporated into it and are now part of the award program.

- We developed a catalog of all the winners to be a continued resource to the CT transportation community as they work to solve day-to-day challenges in our transportation agencies.

Minnesota

- Over the years the funding levels have shifted for this program.

- There has been an increase in staffing.

- Committees have been set up in each district.

Missouri

- The Innovations Challenge is a well-run program that has developed over time. As stated in response to Question 2, two new categories were added in 2012.

- In the future, we don't see any major changes but anticipate enhancements along the way.

Ohio

- The program began as a Rodeo competition in 1987 and now includes Team Up process improvement and TOP Awards. Going forward, it is anticipated that all events will continue annually.

Washington State

- Continue to grow the program. At some point it may open it up to the whole agency.

Wisconsin

- Central office is allowing each regional team to set annual goals for the program, but Central has set the goals regarding documentation and continued inclusion of technology solutions. The teams have begun to focus more globally rather than regionally, and this is a continued goal for the central office.

- Central office goal to continue to move the innovative culture forward.

- The goal is to provide more Central Office coordination with teams by continuing to develop relationships to help Central Office groups and to become more supportive, particularly with IT and business folks as well as with other agencies in WI DOT A goal is to provide tools and support for implementation. If the project is statewide, they look to Central for funding; if project regional they look to that group to fund.

Question 4 What are the administrative costs of the program/program budget?

Connecticut

- Our staff administers the program as part of the CT LTAP program, and we have a volunteer group of judges that selects winners each year. The only costs are the plaques given to each of the winners.

- The CT winner are then submitted for consideration in the National "Build A Better Mousetrap" award program.

Minnesota

- Program budget is approximately $600,000 annually.

- Periodically there is also special funding for implementation

Missouri

- Since the Showcase began in 2007, 1500 MoDOT employees have competed in eight regions for a chance to play at the state level and win up to $500 in take-home cash. There is also a $10,000 group prize awarded in each category to a division or district in the form of discretionary funds.

Ohio

- Breakfast and lunch items are donated by OCSEA AFSCME (union) and employee donations support charity. Booth tablecloths and giveaway totes are donated by Bridge Credit Union. Other administrative costs are associated with time spent by ODOT employees to ensure a successful event. The event is held at the Ohio State Fairgrounds. As a State of Ohio partner entity, there is no cost for the use of the site.

Washington State

- $50,000 budget every two years.

Wisconsin

- There is no formal budget in the agency for the program. The support staff's time for the program is approximately 40% of the total position. The five-step process described in question 8 provides a roadmap to foster innovation into budget, when they can demonstrate ROI to management, there is support to obtain budget for a project.

- At the Incubate phase, there are no dollars spent except staff time discussing options and determining if the group should move forward, they network with other DOTS and vendors at this phase to determine is anyone doing the same? Can they demonstrate? Then they can decide on moving forward to the Pilot phase.

- Pilot phase requires budget, they have internally about $100,000 to purchase equipment/ materials, they leverage these dollars to get the actual dollars needed then to implement.

Question 5 Discuss success stories/innovations to share, particularly one for the 2019 TRB annual meeting poster session

Connecticut

- https://www.t2center.uconn.edu/solutionsaward.php

- The agency has 40 innovation projects in the Connecticut Creative Solutions Guide at the above link in all areas of maintenance, fleet, winter operations, traffic zone safety technology.

- They submitted two this year, the agency will be happy to send outlines should it be needed for the presentation.

Minnesota

- How the MOR/NTREC led the development of the Negotiated Maintenance Contracts (NMC) contracting process.

- On average 30 MOR/NTREC projects awarded annually.

Missouri

- In 2018, JAWS Debris Remover caught the eyes of both event judges and showcase participants at the Innovations Challenge Showcase. The innovation from the Kansas City District got the nod from showcase visitors and the productivity category judges in winning the People's Choice Award and top two category awards. JAWS is a vehicle debris remover that allows employees to safely remove roadway debris without exiting the truck. The truck is outfitted with a drop down skid plate that is controlled with a joystick inside the cab of the truck. There is also a camera that activates when the skid plate is lowered. This allows the operator to see the debris or object in the roadway. The JAWS Debris Remover greatly improves safety by keeping employees out of the roadway, avoiding risk of serious injury or death. JAWS saves time and simplifies work since one employee can operate the truck.

Ohio

- A District mechanic came up with a way to utilize the vehicle engine's heat to deice steps on dump trucks. This reduced slips and falls and made our workforce safer.

- A District realized that temporary/seasonal highway workers were having more accidents than permanent staff and came up with a safety training program to reduce these accidents.

Washington State

- Since we just started, we do not have anything to submit to TRB.

Wisconsin

- The culture change and support from senior leadership has made the program a success. They treat smaller ideas with respect because quick implementation fosters a positive environment, while the large "millions of dollars savings" projects are great wins. Providing equal respect fosters more innovation.

- One noted success is a big screen for staffers using multiple engineering software programs every day. There was some inconvenience in using multiple screens and users spent at least an hour per week moving programs around on their desktops. They purchased 40" 4K TVs and integrated them for staff to be efficient and effective. This innovation has been applied to multiple operations across the state.

Question 6 How do you document/publicize successes?

Connecticut

- An article about their innovation was highlighted in the Technology Transfer Newsletter.

- Press release was sent to local newspaper.

- Employee innovations are published in the CT Creative Solutions Awards Guide.

- Winners are recognized at their annual T2 Center Graduation ceremony as well as sent to all CT local agencies and CT DOT.

Michigan

- Agency utilizes an E-News Memo and Update distributed to all MDOT employees that describes the innovation, why/how it improved operations, employees who submitted the idea, and links to YouTube videos that show the innovation in action.

Minnesota

- Document—Through proposals, final reports, spreadsheets, and working on a database and/or content management system.

- Publicize—Through our website, monthly bulletins, articles, district committee meetings, reports (all in written and electronic form), and emails.

Missouri

- Share our innovations with FHWA, DOT and local agencies.

- http://www.modot.org/InnovationsChallenge/

- Innovative projects attached to the link above.

- Videos are made of the innovations and posted to their website.

- The annual Innovations event and awards are used to document and publicize successes.

- The Showcase winners are automatically entered into MoDOT's best practices database, and the remaining innovations from the Showcase are evaluated to also be included in MoDOT's best practices. The best practices are promoted throughout the state and districts, and the divisions are encouraged to adopt these practices.

Ohio

- Our annual event concludes with an awards ceremony in front of an audience of peers, managers, executive leadership, our Director and sponsors.

- Successes are also publicized to all employees electronically, event brochures, and on signs posted at the well-attended event. Our Communications Division produces a weekly video log that highlights success and innovation of teams and individuals throughout the agency. Videos are available on our YouTube channel available to the public. Communications also produces a

monthly publication that highlights success and innovation. It is available in hard copy and on our intranet. Lastly, information is shared by leadership at their applicable team meetings.

Washington State

- Innovation Webpage, internal communication, social media page.

Wisconsin

- One-page summaries, communication through social media/articles/bulletins and external partnerships are used to communicate successes with industry partners.

- Agency participates in numerous webinars, conferences, and peer exchanges where innovations are often a key topic area.

Question 7 Any failures/lessons learned/advice for other agencies

Connecticut

- Two lessons learned:

    1. Very good to have an external panel of judges decide on the winners and review for safety, etc., since the T2Center staff do not have a vote.

    2. Local agencies don't always recognize what they do as innovative, so for the first few years there must be some comprehensive outreach to get them to submit.

- Don't give up if you don't get a great response early on; perseverance is worth the effort.

Michigan

- Have a process in place before collecting ideas, and a way to reward and publicize any successes as they are achieved.

Minnesota

- Don't underestimate the boots-on-the-ground staff.

- Strike a balance among policy, practice, and process and technological components of all innovations.

- The ability to sustain a program through administrative changes is a challenge.

- Having dedicated staff at Central office provides stability to program.

Missouri

- Any DOT or local agency that is interested in learning more about MoDOT's innovation challenge can contact MoDOT to learn more about the program.

Ohio

- Approximately one or two weeks after the event, meet to discuss positive aspects and things to consider going forward. Lessons learned included ensuring adequate signage, descriptions of equipment displayed at each booth, ensuring good contact information for districts displaying equipment. Set up and for sound system testing a day or two before event.

Washington State

- Focus emphasis to the boots-on-the-ground.

- Communication is key. Promote is extremely important.

Wisconsin

- Focus on building a culture of innovation. Projects come and go, technology changes—but focus on positive culture change.

- Key elements for program success: leadership supporting risk taking, devoting needed resources (people and money). Innovation must be a priority culturally: employees must believe innovation can happen, understand that change takes effort, an agency needs project champions.

- Higher chance for success when innovations are driven by business needs and goals; employees need to understand agency priorities.

- Show incremental benefits because many innovations are multi-year initiatives. Share benefits with management to get buy in for continued investment. ROI is common language for managers, create a method to analyze return on investment (ROI).

- Innovation builds on innovation: treat small ideas with respect as they may open doors to other innovations.

- Spend time at the beginning to define terms so all agency members understand what is being communicated.

Question 8 Discuss your return on investment/program cost tracking both direct and indirect

Connecticut

- Having the ability to promote local agency innovation and encourage agencies to think creatively about solving day-to-day challenges has been very well received. We have not had the human resources available to survey the towns for cost savings; this may be possible in the future.

Minnesota

- Several attempts have been made to determine ROI on the projects, measures are difficult due to subjectivity in judgments of outcomes.

- In order to better measure benefit, the agency is working to attach the objective of the proposal to the objectives of the department.

- Agency is working on long-term objectives.

- Currently developing a framework for new program measures. We intend to align these new measures with department measures in relation to product & services. We can pull out some quantitative information from certain categories in final reports (safety, time, labor, etc.) We get qualitative data through direct feedback from district customers.

Missouri

- We do not have the ability to track costs.

Ohio

- Team Up is viewed as a day of celebration of accomplishments and sharing of best practices to be emulated across the agency. There isn't a quantified ROI calculation in place, but sharing of information and innovations put in place throughout the agency has paid dividends.

Washington State

- Too soon to tell!

Wisconsin

- These implementation steps capture and ensure ROI:

  - Incubate-quickly determine if innovation shows financial benefit or other opportunities, one of these required to move forward.

  - Demonstrate - discover if another agency has done, if not is there a way to test and prove concept in quick easy way?

  - Pilot - collect information, document benefits to get core savings.

  - Communicate - - the pilot results including pros and cons, lessons learned, potential benefits, ROI.

- o Implement - ROI might change depending on scope and scale of implementation so it is important to conduct further ROI analysis to track and communicate success.

Question 9 How did you motivate employees to participate? Continued participation? Program impact on staff

Connecticut

- Employee innovations are published in the CT Creative Solutions Awards Guide.

- Creative solutions showcased at annual Technology Transfer Center graduation and awards ceremony.

- Winners honored at the Annual Technology Transfer Center graduation and award ceremony.

- An article about their innovation highlighted in the Technology Transfer Newsletter.

- Press release sent to local newspaper.

- The winning innovations are entered into the FHWA LTP/TTAP Build a Better Mousetrap National Competition.

- Local agency staff are proud of their work, once the program kicks off they are very happy to receive recognition to their creative efforts. We also continue to invite the agencies to participate in different events to share their innovations.

Michigan

- This program creates a positive culture, shared values and behaviors that promote an atmosphere of trust, provides a sense of purpose and encourage and support creativity.

Minnesota

- Leadership supports continued participation.

- Staff is very aware of the program as the committees in the districts are the boots on the ground.

- MOR Administrator generates friendly competition among the districts.

- Continuous communication/monthly newsletters/outreach from Administrator.

- MOR Administrator meets frequently with all district committees to provide support and resources.

- The MOR/NTREC encourages employee innovation. We continue to encourage their participation, get out and meet regularly with committees, share information.

Missouri

- The agency has an annual event to celebrate, demonstrate and award employees for their innovations.

- The agency awards various cash incentives attached to the top innovations each year as well as a Peoples' award trophy.

    o Top 18 Innovation in Each District and Central Office - $75/max $450 per team.

- Top 12 Innovations At Showcase - $425/flat $1550 per team.

- 1st and 2nd in each category $10,000 for district or division budget.

- 3rd and 4th in each category $1000 for district or division budget.

- Director's Safety Award - $425/flat $1550 per team, traveling trophy.

- Director's Service Award - $425/flat $1550 per team, traveling trophy.

- Director's Stability Award - $425/$1550 per team, traveling trophy.

- Dickson People's Choice Award - traveling trophy.

- The Challenge's internal website provides employees access to details about the program such as categories, cash awards, trophy awards how to submit an idea, and overview of the competition and FAQ document. In addition, a virtual showcase video of the showcase is available to MoDOT employees each year. Posters and emails announcing the challenge remind employees to enter the competition each year. A PowerPoint presentation is available for districts and divisions to use to promote the program via meetings or statewide events. District and Division webpages are another way to get the word out to employees.

Ohio

- For the last decade, we have combined Team Up with our annual Roadeo truck and loader competition. Each District holds their own Roadeo competition and the winners from each District compete at the statewide competition. The pride that operators have in their abilities greatly help with participation. There are also prizes donated by our labor union that reward the winners. TOP award winners (individuals and groups whose innovations are selected as the best in their category) are recognized before the entire group, get a certificate, and have their picture taken with ODOT's Director and other leadership members.

Washington State

- Posters, email Blasts, safety meetings.

Wisconsin

- Creating the Local Innovation team helps keep staff motivated and engaged.

- The DOT has leveraged the Incubate-Demonstrate-Pilot-Communicate-Implement Structure to support submissions and implementation of the program.

- SUCCESS STORIES

  - Examples of projects: Statewide use of iPads for construction inspection and administration.

  - Statewide use of iPads for electronic bridge inspections.

  - Implementation of Trimble GEO 7X devices on projects to improve data collection, inspection and documentation.

  - Pilot testing and implementation of eSignatures.

- o Pilot testing and adoption of Bluebeam ReVu eXtreme software for electronic document review and collaboration.

- o Pilot testing of UAS for bridge inspections.

- o Pilot testing and implementation of Infraworks 360 visualization tool.

- o Use of ESRI data collector mobile application to gather in-field scoping data for project planning.

- o Use of Go-Pro™ cameras for work zone drive thru and Over-Sized/Over-Weight movement.

- o Pilot testing of sinusoidal rumble strips.

- o Improved use of 3D information for sub-surface utility reference and clash detection.

- o Mobile application for quick station/offset reference during construction inspection.

- AWARDS FOR PROGRAM

  - o Received 2017 AASHTO/FHWA STIC Excellence Award for program successes and outcomes.

Question 10 Any thoughts on how program impacts staffing recruitment and innovation?

Connecticut

- I have not evaluated a direct correlation for recruitment but I do think there would be a positive impact on retention if your work is valued by your agency and your transportation community at large. This recognition seems of particular interest to the younger members of the workforce. Having to get up in from of 150-200 participants at graduation to give a presentation on your innovation is a great (though terrifying) professional development experience.

Minnesota

- To a degree but nothing formal. This program encourages field staff and other personnel to participate in project development and committee setting that they may not otherwise be exposed to. This exposure can help set them up for future growth opportunities.

- The MOR program is also interested in learning about other state's solutions.

Missouri

- Every year, the Showcase exhibit hall is packed full of innovations. The Showcase is one of the times employees can show their creative and talented ideas. Nearly all innovations are the ones districts and divisions can apply to their own area to implement. Each and every innovation at Showcase has won a district or division competition and was rated as one of the top innovations at MoDOT this year.

- The recognition employees receive motivates other employees to enter their ideas each year; this in turn can promote retention.

Ohio

- We're unclear on what's being asked regarding the staffing/recruitment question, but we have not used Team Up as a selling point when it comes to recruiting employees into the agency.

- Team Up creates a spirit of innovation and healthy competition.

- There are a lot of great ideas submitted every year and we strongly encourage Districts and Divisions to replicate the innovations in their areas wherever applicable.

Wisconsin

- Agency believes that an environment of using technologies and supporting innovation has a significant impact on recruitment. The agency brings in interns fresh out of school and these folks see the agency using technologies they learned about. This is attractive to them and has a positive impact on their decision about where to work. In addition, these interns' communications with their peers create a opportunities for future recruiting. The agency uses social media to communicate wins to the stakeholders and the public, which fosters positive attitudes about the agency for potential recruits. Retention is less affected by the innovative culture, since employees' decisions to stay with an employer are often based on salary/benefits.

Question 11 Goals and Objectives of the program

Connecticut

- The Connecticut Creative Solutions Award Program was developed by the Technology Transfer Center. Its goal was to recognize the initiative and innovative thinking of public agency transportation staff in the development of tools, equipment modifications, and processes that increase safety, reduce cost, improve efficiency, and improve the quality of transportation.

Minnesota

- Strives to maintain an active and visible applied research effort that involves all MnDOT maintenance areas, including snow and ice control technology/winter maintenance, road and bridge maintenance, roadside maintenance, work zone safety and traffic control, advanced technologies, and technology transfer.

- Goal is to identify, develop, and implement the most effective maintenance procedures, materials, and equipment throughout the state.

- Maintain an active and viable applied research effort that involves all MnDOT maintenance areas.

- Take a proactive look at projects that take preventive, proactive action rather than a reaction.

Missouri

- The goal of today's Innovations Challenge program is to support the department's mission to provide a world-class transportation system that is safe, innovative, reliable, and dedicated to a prosperous Missouri.

Washington State

- To promote innovation, safety and best practices.

Ohio

- Showcase process improvement, enabling employees to interact and network in order to share and glean promising practices. They highlight employee recognition for safety (Roadeo), and support ODOT's mission, vision, guiding principles, and Critical Success Factors.

Wisconsin

- Culture change continues to develop.

- Efficiencies for operations.

- Use technology aggressively to support the business, continue to leverage its power to support innovations.

- Continue to foster collaboration between Central Office and the regional stakeholders, build stronger relationships.

- There is a desire to create about 80% consistency within the five regions of Wisconsin. It is understood that each region has specific needs and requirements for providing service; however, greater consistency among the regions would be beneficial.

Question 12 What is the project selection criteria?

Connecticut

- Judging Criteria:

    o Safety: Did the creative solution improve transportation or environmental safety?

    o Cost Savings: Did it save money?

    o Inventiveness: How creative was it?

    o Transportability: How broadly can the solution be used?

    o Effectiveness: Did it solve the problem?

Minnesota

- Funding.

- Funds matched from district/office.

- Benefit to agency.

- Impacts on safety.

- Level of innovation.

- Impact on product and services.

- Opportunity for statewide implementation.

Wisconsin

- There are no criteria.

- They use the five-step program to determine what should be implemented. They trust their region leads to determine which ideas are promoted..

- They continue to ask themselves if the idea aligns with the organization's goals.

Missouri

- The pilot demonstrates desired results.

- The innovation is not part of the routine in the department.

- Must be considered to be safe.

- Does not replicate a patented item.

- Criteria: 0 to 15 points awarded for each level the innovation meets of a category.

    o Originality - is this new to MoDOT?

        ▪ Totally new practice not associated with another agency or organization

- New practice to MoDOT

- Adoption of existing practice or management directive

- Practice has been considered before or product can be readily purchased

  - o Transferability: How likely is it to be used by other areas?

    - Practice can apply to all work units at MoDOT.

    - Practice can apply to seven or more work units at MoDOT.

    - Practice can apply to similar units at MoDOT.

    - Practice only applies to one work unit.

  - o Conservation of resources: How much time or money does it save?

    - Significant/ongoing time or money savings.

    - Moderate ongoing time savings.

    - Some one-time savings of time/money/limited ongoing savings.

    - Little or no time or money savings.

  - o Organizational impact: How will it impact performance, especially our Tangible Results?

    - Direct impact on organization-wide performance

    - Impact on district or division performance

    - Impact on work team performance

    - Little or no impact on performance

Ohio

- The booth exhibition event for teams and individuals is discussed and decided within applicable divisions, and offices seeking to showcase and display process the improvements in both office and field settings.

- The Roadeo is a skills competition held at each of Ohio's 12 districts. It emphasizes safe driving of our equipment—staff members volunteer to compete. Winners of each district Roadeo meet at the annual Team Up event to compete on a driving obstacle course first and then compete in a written test.

- TOP Awards recognize employees and teams whose outstanding performance supports ODOT's mission, vision, guiding principles, and Critical Success Factors. Employees are nominated by their peers, and winners are chosen by TOP Award judges.

Washington State

- Originality, transferability, conservation of resources, organizational impact.

Appendices and Links

Connecticut

- Creative Solutions Award Program website,
  http://www.t2center.uconn.edu/solutionsaward.php

Michigan

- Innovation Process Submissions to Date (Appendix MI1)

- Innovative Ideas Submittal Form (Appendix MI2)

- Team Documents (Appendix MI3)

- Monday Memo ENews: Spotlight on Innovation (Appendix MI4)

Minnesota

- DRAFT Innovations Manual (Appendix MN1)

- Maintenance Operations Research Brochure,
  http://www.dot.state.mn.us/maintenance/pdf/research/morbrochure2015.pdf

Missouri

- Innovations Challenge website, https://www.modot.org/innovations-challenge

- Innovation Challenge: Program Overview (Appendix MO1)

- Innovation Challenge: Frequently Asked Questions (Appendix MO2)

Ohio

- Team Up ODOT Registration Form (Appendix OH1)

- Team Up ODOT Brochure (Appendix OH2)

Wisconsin

- Process Flow Chart (Appendix WI1)

- Wisconsin STIC Award (Appendix WI2)

No Boundaries

- DW Clonch's October 16, 2018 presentation to No Boundaries Technical Advisory Committee on this effort (Appendix NB1)

SharePoint

TS

The Innovation Process

This page lists all of the ideas that have been submitted to date. They are listed with the most recent ideas at the top. Each column can be filtered to show desired information.

Innovation Goal	Ideas	Identify Highest Potential Ideas	Evaluate and Select Ideas for Implementation	Execute Ideas	Measure and Document Results
MDOT WIG **25% improvement in value added innovations**	Employee driven ideas and actions. **GIVE US YOUR IDEAS!**	Employee engagement. Region and Office **focus on innovation** and solicitation of ideas.	Region or Office best practices and solutions. **Work areas know the process** and drive the innovations.	Barrier busting. Resources identified and allocated. Process developed or improved. **SIAT is here to help!**	Report innovation results and value added. **Celebrate your success!**

Have a great idea?

[Submit it here!]

Innovation Idea Submittals

New ▾   Actions ▾   1 - 40 ▸ ⌃

☐	Status	Title	Idenity Your Work Area	Created
	Submitted	4 Seasons Pourable Pothole Filler	Metro Region	7/17/2018 4:07 PM
	Submitted	Geothermal Pavement Deicing for Carpool Lot	Metro Region	6/20/2018 2:37 PM
	Under Review	Test Innovation	Research Administration	6/18/2018 12:32 PM
	Submitted	Memorial Sign Administration	University Region	5/21/2018 4:09 PM
	Submitted	Test	Bureau of Finance & Administration	2/23/2018 8:19 AM
	Submitted	DOGMA Section Innovations for bridge data	Bureau of Planning	2/21/2018 2:45 PM
	Under Review	SDS Master Book	Superior Region	2/13/2018 9:41 PM
	Under Review	Wood Chips Instead of Salt	Superior Region	2/13/2018 9:38 PM
	Submitted	REcycle plastics	University Region	2/12/2018 12:01 AM
	Submitted	Utilize SIGMA to pay for Trainings	Southwest Region	1/17/2018 12:33 PM
	Submitted	SharePoint Site for Registration of Conferences/Training Courses	Southwest Region	1/16/2018 3:11 PM
	Submitted	Scanning in documents directly to email	Southwest Region	1/16/2018 3:10 PM
	Submitted	New Hire Orientation	Southwest Region	1/16/2018 3:09 PM
	Submitted	Website to enroll into benefits as a new hire	Southwest Region	1/16/2018 3:08 PM
	Submitted	SharePoint Site for Admins/Secretaries	Southwest Region	1/16/2018 3:07 PM
	Submitted	Use of Microstation Views and Container Files For Design	Metro Region	1/16/2018 2:09 PM
	Submitted	Creation of Statewide Toward Zero Deaths website	Bureau of Development	12/5/2017 12:44 PM
	Implemented	Safety Chain for Wing Plow Spring	Metro Region	11/16/2017 8:46 AM
	Submitted	Pavement Marking Reflectivity Meter	Metro Region	11/15/2017 1:44 PM
	Implemented	Field Headphone Communication System	Metro Region	11/15/2017 12:58 PM
	Implemented	Single Joystick Control for Tow PLow	Metro Region	11/15/2017 12:52 PM ⌄

Innovation Idea Submittal Form

Title

Description:

Describe the innovation accurately.

Work Area   ▽   Innovator   [   ] 👤✓ 📇

Select the area you work in.   **Person or persons who are**
                                                    submitting the idea

Work Function   ▽   Attachments   📎 Click here to attach a file

Selectable list of basic
departmental functions

                                                    Submit

Innovative Ideas

Name:_____Phone Number:_____

Date Submitted:_____E-mail Address:_____

Idea Title:_____

Idea Description:_____

_____

_____

_____

_____

_____

_____

Work Area:_____

_____

Work Function:_____

_____

_____

_____

Benefit Category:_____

Estimated Annualized Savings for the State:_____

Estimated Annualized Savings to Others:_____

Innovation:
Any idea or action that results in added value.

Positive Culture: *Shared values and behaviors that*
  - *Promote an atmosphere of trust*
  - *Provide a sense of purpose*
  - *Encourage and support creativity*

Change

Creativity

Trust

MDOT
Michigan Department of Transportation

Statewide

Innovations

Alignment

Team

Team Documents

☐   Name

⊞ **Documents :** (7)

⊞ **Documents : Action Items** (1)

⊞ **Documents : Meeting Minutes** (1)

Discussion/Suggestion Board

new discussion

Recent   My discussions   Unanswered questions

Individuals not having access to discussion board.
I was working with Teresa Kozlowski on submitting a comm...
By Feldpausch, Elise (MDOT) | Latest reply by
Kinter, Alexis (MDOT) | October 17, 2017

Error - Zoiks! The page ... doesn't exist...
>Below entered on behalf of user. Screenshot available on r...
By Kinter, Alexis (MDOT) | December 21, 2016

Enhancement - Status Dropdown Partially Hidden
On the list view of all innovations, when selecting Status, th...
By Kinter, Alexis (MDOT) | December 20, 2016

Enhancement - Use Tooltips for Understanding
The "applet" interface can provide the user with easier, bett...
By Kinter, Alexis (MDOT) | December 20, 2016

Enhancement - Approvals
During the 12/19/2016 meeting, the question was brought u...
By Kinter, Alexis (MDOT)   December 20, 2016

Enhancement - Innovation Description Field
I believe Christina Thelen brought this up at the last statewi...
By Kinter, Alexis (MDOT)   December 20, 2016

Work Area Innovation Links

URL

Bay

Bureau of Development

Information Technology

Grand

Metro

North

Southwest

Strategic Plan Coordination Team

Superior

University

Bureau of Field Services

Have a great idea?

Submit it here!

See the Innovation ideas that have been submitted.

SIAT Team Members

Title	First Name	Work Area
Armstrong	Bryan	Office of Economic Development
Feldpausch	Elise	Bureau of Field Services, ITS
Lippert	Rob	Office of Rail
Sarka	Scott	Office of Communications
Thelen	Christina	University Region
Aldrich	Carol	Research Administration
Chynoweth	Matt	Metro Region
Shreck	Bill	Executive
Clover	Andre	Research Administration
Buck	Shirleen	Executive
Esch	Andy	Finance
Fischer	Tim	Communications
Junttila	Justin	Superior Region
Kent	Polly	Planning
Kinter	Alexis	Metro Region
Latham	Jason	Southwest Region
Lontz	Marty	Transportation Planning
McGowan	Rick	Bureau of Field Services, CFS
Nobach	Amy	Passenger Transportation
Noel	Mark	Office of Aeronautics
Schafer	Christopher	Commission Audit
Shelton	Annette	Bay Region
Tellier	Tom	Grand Region
Thompson	Will	University Region
Watson	Sunny	Bureau of Development
Wilson	Doug	North Region

Spotlight on Innovation, Southwest Region: The Clumpinator

The Clumpinator tilts to eject objects caught in screen.

The "Clumpinator" embodies the MDOT innovative spirit. Created and built by maintenance workers at the Marshall Maintenance Garage, the Clumpinator offers a safer and more efficient method of clearing clumps of salt that clog the auger and prevent trucks from spreading salt evenly on snowy and icy roads.

A steel screen beneath the salt shoot catches clumps before they fall into the auger and allows them to either slide off, preventing the clumps from interrupting the salt flow onto roads, or the plow operator can flip the screen up from the cab and eject clumps stuck in the screen.

Will Hoffman, one of the Clumpinator's creators, said the innovative creation will help improve efficiency and save money by keeping salt flowing smoothly and evenly from plow trucks. There also is a safety benefit as plow operators no longer need to leave the safety of the cab to clear blockages in the salt auger.

You can view the Clumpinator video and others in the "Innovation in a Minute" series on the MDOT YouTube channel in the "Innovation in a Minute" playlist.

August 8, 2016
Spotlight on Innovation, North Region: Shoulder gravel chute
Using the gate on the back of a dump truck will get shoulder gravel on the road, but it's difficult to get the right amount in the right place. Former Atlanta Facility transportation maintenance worker (TMW) Frank Oliver (now TMW in Alpena TSC) and his crew of TMWs, Dan Radziejewski, Roxsann Prell, and Dennis Rhode rigged up a section of plastic corrugated pipe on the side of a maintenance vehicle, allowing them to use the salt/sand spreader to put gravel down on the shoulder right where it is needed alongside the pavement. This innovation has been shared throughout the region and the state.

Former Atlanta Facility TMW Frank Oliver (now TMW in Alpena TSC) ensuring proper shoulder gravel placement.

Monday Memo
E-NEWS

E-News and Updates for MDOT Employees

Meet MDOT
(An Office of Communications series highlighting some of our exceptional workforce)

Spotlight on Innovation, Southwest Region: Wing slide cut-out

Area where steel plate was removed.

Transportation maintenance workers at the Marshall Maintenance Garage have made an innovative step in increasing safety and efficiency by removing a single piece of steel from the wing plows.

Tyler Sommers, one of the wing slide cut-out creators, said removing a steel plate under the wing plow assembly eliminated the build-up of snow and ice that prevented the wing plow from lowering all the way. With the wing plow only partially lowered, the blades were wearing unevenly and not lasting as long as they could.

At a cost of $750 each, making plow blades last as long as possible is a fiscal responsibility MDOT takes very seriously.

Uneven wear on wing-plow blade.

You can view the wing slide cut-out video and others in the "Innovation in a Minute" series on the MDOT YouTube channel in the "Innovation in a Minute" playlist: https://www.youtube.com/playlist?list=PLnw95w_o1ozYOrwQpGTLlofbItiKwHF0v.

DEPARTMENT OF TRANSPORTATION
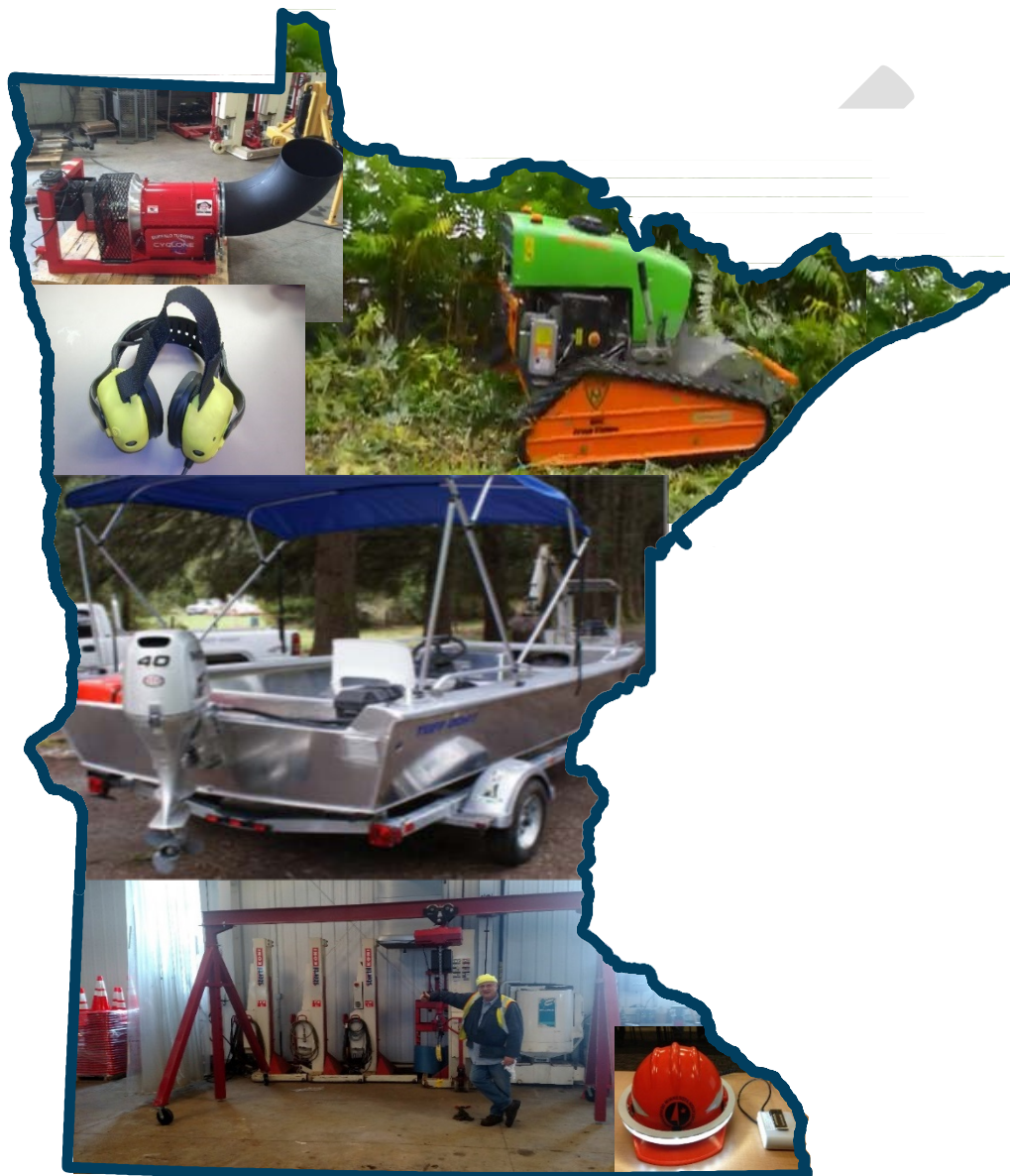
Office of Maintenance

For more information contact any of the following:

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Contents

Introduction

This manual was developed to document the administrative process for the Maintenance Research funding program. It will provide assistance to those wishing to pursue operational research opportunities and assist those responsible for program administration.

Mission

Serving as a catalyst of collaboration and innovation for the Minnesota Department of Transportation.

Goals

The goal of the Maintenance Operations Research program is to identify, develop and implement the most effective maintenance procedures, materials and equipment throughout the State of Minnesota.

The success of this program is a direct result of field involvement. Many of the best ideas and implemented projects came from various dedicated district operations staff throughout the state. They offer real life solutions to many of the challenges maintenance employees face in their work.

Objectives

- Maintain an active and viable applied research effort that involves all MnDOT maintenance areas.
- To take a proactive look at projects that take preventive action instead of being a reactionary process.

Guiding Principles

- Seeking out new technologies not now in general use.
- Seeking out technologies in use within other existing entities.
- The primary drive for ideas to research should come from the field.
- Technologies evaluated by measureable benefits versus fiscal responsibility.
- Using research funds where appropriate.
- Pursuing statewide implementation for successful products and processes.
- Share effective practices throughout all of the districts.

Program Overview

The Maintenance Operations Research unit encourages and funds applied research and assists in developing innovations. It promotes operational or "applied" research and encourages the development of ideas and methods that improves transportation and promotes collaboration between statewide maintenance districts. The program's primary research effort is to take a proactive look at projects that take a preventive action instead of being reactive.

Office of Maintenance Research Program Unit Responsibilities

- Provide budget authority approval for projects.
- Coordinate and facilitate the implementation of research findings so that results are transferred to the customer in an effective, efficient and timely method.
- Provide guidance to the sponsor regarding the proposal format and research guidelines.
- Provide guidance to prepare written work plans for research project.
- Write award letters and provide districts with funding resources and guidance.
- Promote knowledge transfer through maintenance website, biennial reports, vendor meetings, conferences and reports; gather lessons learned failures and successes of the projects.
- Present the project results and recommendation to area maintenance engineers and to operations management group.
- Oversee and assure projects are completed in a timely manner.
- Solicit and provide ideas for potential research projects.
- Support the district during the life of the project.
- Stay informed on the status, interim results and possible problems during the conduct of research
- Provide guidance in the preparation of final reports.
- Actively participate in the field testing by taking notes, photos and videos.
- Assist in the implementation process of successful research projects.
- Market the program.
- Prepare maintenance bulletins.
- Attending expos and conferences.
- Meet vendors and set up product demos.

Maintenance Operations Research Fund

The Maintenance Operations Research program is a unique statewide collaboration focused on identifying and applying real-world solutions to highway maintenance operations.

Managed by the MnDOT Office of Maintenance, the program funds the testing and evaluation of innovative products and practices that have the potential to significantly improve the efficiency and safety of MnDOT maintenance activities. Research areas include:

- Bridge and Structures Inspection and Maintenance
- Road and Roadside Maintenance
- Snow and Ice
- Traffic Operations and Maintenance

"On the road" research is our focus but at times we will support laboratory research.

MOR Funding

The MOR Fund is to fund and assist any innovations relating to field maintenance operations up to $15,000.. Funding varies each fiscal year for maintenance research activities. Activities that are eligible for partial or full research funding include the development of new or more effective maintenance procedures, materials and equipment.

Office of Maintenance MOR Selection Committee

Members are from the Office of Maintenance Department.

- Districts are encouraged to create an individual research committee. See Appendix.

District MOR Committee Member Responsibilities

The chairperson is responsible for:

- Scheduling the meetings and any logistics involved
- Creating meeting agenda
- Run the meetings - keeping committee on agenda schedule
- Tracking district ideas and approved projects

The general members are responsible for:

- Attending meetings diligently
- Actively engage in committee business
- Garner ideas from other areas to bring to the committee
- Be an advocate for the committee
- Each member should treat others and their ideas or comments with respect.

MOR Meetings

The Office of Maintenance MOR committee meets on a monthly basis or as needed.

At a minimum, district MOR meetings should be held every other month.

MOR Process

Submissions - A project proposal form must be filled out completely to be considered for funding approval. See Appendix.

What to include: All quotes, brochures, pictures and communication must be attached to the proposal.

- Material proposals should include the Material Safety Data Sheet

- Equipment proposals should include the spec sheet
  - **Note on Vendors** - if they are not a current vendor with the state - work with them to become a state approved vendor. Have the vendor go to the website to learn about vendor registration and online registration. https://mn.gov/admin/business/vendor-info/

MOR Selection Criteria

For the MOR Projects, the Office of Maintenance Operations Research staff, follow a set of criteria to ensure that research proposal submissions meet the goals and purpose of the Maintenance Operations Research program.

- Projects submitted for funding consideration are evaluated based on the following criteria:
  - Availability of funding and matching resources
  - Expected benefits or return on investment
  - Potential for improving safety in the field
  - Opportunity for statewide implementation
  - Innovation

New Technology, Research and Equipment Committee

The New Technology, Research and Equipment Committee is a sub-committee of the Minnesota Department of Transportation's Operations Management Group.

NTREC Funding

The NTREC Fund is to fund and assist any innovations relating to field maintenance operations more than$15,000. Funding varies each fiscal year for maintenance research activities. Activities that are eligible for partial or full research funding include the development of new or more effective maintenance procedures, materials and equipment.

NTREC Selection Committee

NTREC functions are under the supervision, leadership and guidance of the Maintenance Research and Training Engineer. The NTREC committee is comprised of various voting individuals representing a variety of maintenance operations.

- The chairperson is the Maintenance Operations Research Program Administrator (voting member)
- The co-chair is the Maintenance Operations Research Engineer (voting member)
- Superintendent (voting member)
- Liaison from OMG (AME)
- Office of Maintenance
  - Work Zone Safety (voting member)

- o   Training (voting member)
- Bridge (voting member)
- Traffic (voting member)
- Safety (voting member)
- Fleet (voting member)
- Materials Lab (voting member)
- District Research Committee Chairs (voting members)

The NTREC Committee general members are responsible for:

- Reviewing and voting on NTREC projects
- Each member should treat others and their ideas or comments with respect.
- Note: If a member is unable to attend the fall meeting, they should send an alternate. There is one vote per district.

NTREC Meetings

The NTREC Committee meets twice a year and at the fall meeting, presentations are made for project review and selection. This committee uses a grading sheet (voting). See Appendix.

NTREC Process

Submissions - A project proposal form must be filled out completely to be considered for funding approval. *See Appendix.*

What to include: All quotes, brochures, pictures and communication must be attached to the proposal.

- Material proposals should include the Material Safety Data Sheet
- Equipment proposals should include the spec sheet
    - **Note on Vendors** - if they are not a current vendor with the state - work with them to become a state approved vendor. Have the vendor go to the website to learn about vendor registration and online registration. https://mn.gov/admin/business/vendor-info/

The project originator is required to present or demonstrate their project at the fall meeting so their project can be evaluated for potential award.

NTREC Selection Criteria

- For the NTREC Projects, the committee uses a grading sheet and a voting process on the following criteria:
    - o   Funding and Matching Resources   (20 points)
    - o   Potential Return / Benefits   (20 points)

- o   Safety   (15 points)
- o   Potential Implementation   (15 points)
- o   Innovation   (15 points)
- o   Products and Services   (15 points)

MOR / NTREC Approval Process

Once a project is approved for funding through the MOR/ NTREC programs an approval letter is sent to the project champion from the Office of Maintenance.

The approval letter will include a funding string and an amount approved for the project. If additional funding is needed, district funds will be used.

The procurement must occur in accordance with all state laws, rules and procedures. The procurement must also be performed by a Certified ALP Buyer.

MOR/NTREC Project Evaluation

All MOR/NTREC projects are required to submit a final assessment at the end of the evaluation period. See Appendix.

Implementation Fund

Each fiscal year, there may be additional funds available to distribute statewide. The implementation fund is in place to apply projects resulting from MOR research into work practices and ensure that the results of successful Maintenance Research projects are implemented into the field operations within MnDOT maintenance and to optimize the return on investment. This funding when available is managed by the Office of Maintenance Research Committee.

Appendix (all actual forms follow this page)

A. Process Flow

MOR_NTREC Flow Process.pdf

B. NTREC Selection Criteria

NTREC Selection Criteria.pdf

C. Proposal Form - example - properly filled out

MOR Research Proposal SAMPLE.pc

D. Waiver - vendor / no promise to purchase additional

Waiver SAMPLE.pdf

E. Award Letter - example

MOR Approval Memo SAMPLE.pdf

F. Project Evaluation - example - properly filled out

MOR Research Project Assessment !

G. Sample Committee Structure

Sample Committee Structure.pdf

Office of Maintenance
MOR / NTREC
Flow Chart

START
-Present idea to District Commitee

STOP
- Denied by DISTRICT Committee

NO

YES

SUBMIT project proposal to OM

< $15K

> $15K

REVIEWED by OM MOR Committee

OM DECIDES - MOR or NTREC

HELD for Fall NTREC Meeting

REVIEWED by NTREC Committee

STOP - Deny Letter sent to District

STOP - Deny Letter sent to District

NO

NO

YES

YES

BUYER'S - Send PO to Chair -Chair copies project contact(s) & cc's OM

SEND EIOR to OM for 1st level approver

DISTRICT Committee Chair - Creates EIOR - Keeps project contact(s) in loop

AWARD LETTER sent from OM to District

DISTRICT works with Shop Supervisor to put into M5

FLEET - Receives request - Generates PO purchase/unit #, etc.

FLEET sends PO to Project Contact(s) & cc's OM

DISTRICT - Confirm delivery to OM - Starts Eval period

EVAL PERIOD -District uses item & records findings

FINAL ASESSMENT - District project contact(s) responsibility

FINAL ASESSMENT -Send to OM from project contact(s) -cc committee chair

STOP OM closes out project

DEPARTMENT OF TRANSPORTATION

NTREC Selection Criteria

For the NTREC Projects, the committee uses a grading sheet and a voting process on the following criteria:

Funding and Matching Resources   (20 points)
Does the proposal have matching contributions and available resources?
(Labor, equipment and material)

- District cash match (10 points)
- More than 20% - 10
- Between 10% and 20% - 8
- Between 5% and 10% - 7
- Between 1% and 5% - 5
- Other contributions (10 points)
  - Labor - 5
  - Equipment and / or Material 5

Potential Return / Benefits   (20 points)

- Reduce staff resources - 10
- Reduce costs - 5
- Reduce time/ efficiency - 5

Safety   (15 points)

- Public and Employee safety - 10
- Environmental impacts - 5

Potential Implementation   (15 points)

- Statewide implementation - 15
- Multi-area implementation -10
- Limited to one area - 5

Innovation   (15 points)
Is the proposal research specifically applied research or innovative in doing business?

- Is it new to MnDOT - 5
- Similar products with additional improvements - 5
- Is it made in house - 5

Products and Services   (15 points)

- Snow and Ice - 10
- HSOP (Pavements, Bridges) - 5
- Other Projects - 5

MOR/NTREC Research Project Proposal - SAMPLE

Program: ☑ **MOR** ($15,000 or less)   OR   ☐ **NTREC** ($15,001 or more)

Project title: Sander Stand

Project contact (name, phone number and email): Frank Johnson

Proposing district: Metro   **Truck station:** Arden Hills

Product/project delivery address:

1900 West County Road I, Arden Hills, MN 55126

Submission date: 1/3/2018

Funding Requested

Number of units and/or amount of material to be purchased and tested:

10 Units

Total cost: $ 13,860.00   **Amount requested:** $ 13,860.00

District hard match:

Vendor and/or Product Information

Product name: Best Sander Stand

Make/model # (if applicable): RD4400

Vendor name: Best Metal Services   **Email:** djohnson@bestmetalserices

Phone number: (763) 111-2222   **Website:** www.bestmetalservices.com

Brief product description and purpose:

Replacement sander stands for old units

Product web page: https://www.RD4400/

1

Research Need

1. What is the problem you hope to address with this project? Provide brief background.

> The sander stands that we are currently using are outdated and have been retrofitted so many times that they are unsafe to use.

2. In which primary Products and Services category does this project fall? Please select **one** sub-item from the appropriate category listed below.

MnDOT Products and Services – Operations and Maintenance				
1) Bridges and Structures Inspection and Maintenance	2) Road and Roadside Maintenance	3) Snow and Ice	4) Traffic Operations and Maintenance	5) Other
Please choose one item.	Please choose one item.	3) Snow and Ice (no subcategor	Please choose one item.	5) Replace this text with an "

3. Does this project have the potential for statewide and/or district-wide implementation?

   [✓] Statewide   [ ] District-wide

   If yes, please explain:
   > As sander stands age and are in need of retrofitting, it becomes imperative to safety that we replace our current sander stands.

Test Approach

4. Describe the test approach.

> The sander stands will be evaluated by the operators that use them.

5. Who will perform the evaluation? (name, email and phone number)

> Danny Johnson   daniel.johnson@state.mn.us   651-444-5555

6. What are the anticipated benefits/savings of implementing this project? Please describe based on the Product or Service selected in #2 (category/sub-item).

   [✓] Saves Costs (labor, equipment, materials)
   > Will require less time and equipment to remove and install. Easier to operate and roll around the shop. Takes away the current need to use a skid loader to hold the sander.

   [ ] Improves Quality
   >

   [✓] Improves Safety
   > With this stand there is less chance of someone having the sander fall on them. Reduces the chance of the sander falling or dropping on the ground.

2

7. How will this impact the Product or Service selected in #2 (category/sub-item)?

The impact is the improved process of putting on and taking off the sanders. Improved processes brings efficiency to our snow and ice season.

8. Over how many months will you evaluate this product (6, 12 or 18 months)?

☐ 6 months ☑ 12 months ☐ 18 months

Anticipated start date: 2/1/2018

Anticipated end date: 2/1/2019

Proposal Submission

Area Maintenance Engineer Support: Please proceed with the above research project.

Note: *A final report (including product photos) must be submitted for all projects that receive funding. Refer to the MOR/NTREC Research Report Project Report form for details.*

Signature: This must be signed by the Area Maintenance Engineer _____

Date: 1/3/2018

Submit this completed and signed form to:

Mindy Heinkel
Maintenance Research Program
Administrator
mindy.heinkel@state.mn.us
651-366-3585

3

Research Waiver

To: Vendors involved with Mn/DOT Maintenance Operations Research Projects

From: District Metro.

Subject: Research Waiver for   Sander Stand.

Thank you for your interest in participating in a Mn/DOT Maintenance Operations Research project. To insure understanding of all participants involved, this letter is to inform vendors of Mn/DOT's intentions at the end of the project.

1. Mn/DOT reserves the right to decide if the project, upon its findings, is suitable for Mn/DOT use.
2. By conducting the research project, Mn/DOT does not imply any further purchase or implementation of any kind.
3. Mn/DOT reserves the right to report findings of the research projects in reports and other means whether written or verbal.
4. Mn/DOT assumes no responsibility for repercussions of reports on projects whether direct or indirect to vendors involved or participating in Maintenance Operations Research Unit projects.
5. The use of this product is for research purposes and does not imply endorsement from Mn/DOT.

Please feel free to contact Mn/DOT Maintenance Operations Research if you have any questions or comments.

I have read and understand this Research Waiver, (two signatures required)

Company: Best Metal Service   Date: 1/3/18   Representative Signature _____

Company :   Best Metal Service   Date: 1/3/18   Officer Signature _____

Office of Maintenance
Maintenance Research and Operations Section
Mail Stop 722, 2ⁿᵈ Floor South
395 John Ireland Blvd.
St. Paul, MN 55155-1899

Office Tel: 651/366-3585
Fax: 651/366-3555

01/25/2018

To: Frank Johnson

From: Mindy Heinkel
           Maintenance Research

Subject: **MOR Funding Proposal: Sander Stand**

District: Metro
Approved MOR Amount: $13,860.00
District Match: 0
Delivery Location: Arden Hills Truck Station

Your above referenced proposal is approved for "up to" the amount listed above. This includes all shipping, handling, tax and delivery of any products. Anything in access of the amount awarded by MOR/NTREC Program is the Districts responsibility.
It is **recommended** that this project is a Fleet purchase. Please work with your mechanic shop supervisor to ensure proper purchase is being made.

Please use the following funding string when requesting approval through your district purchasing to purchase this item(s):
Fund: 2700   **APP:** T790081
FIN DEPT: T7938532   **Source Code:** 0051
Project ID/Activity: T00270

The following information is to be submitted prior to starting this project:
A signed copy of:
- the NTREC/MOR Proposal
- Research Waiver
- Concurrence letter

All documents can be found at http://www.dot.state.mn.us/maintenance/files/project-proposal16.docx as part of the **Project Proposal Form**

Upon completion of the 12 month evaluation period as noted in your proposal please submit pictures/video and the final results using the **Project Report Form** found at
http://www.dot.state.mn.us/maintenance/files/project-report16.docx

The technical liaison assigned to this project is Mindy Heinkel. If there are project updates and/or questions, please contact Mindy Heinkel at 651/245-0719 or 651/366-3585.

Thank you in advance for your participation in the MOR/NTREC Program. We look forward to the results of your Innovation and the potential for statewide implementation.

Cc: MOR Files,
Joe Smith
Fleet Buyer

MOR/NTREC Research Project Assessment-<mark>SAMPLE</mark>

	MOR	NTREC
	☑	☐

Project Name: Sander Stand

Date: 2/1/19

Project Information

District(s): Metro

Truck station(s): Arden Hills

Project contact (name, phone and email): Frank Johnson, 651-444-555,

Funding

Number of units and/or amount of material purchased and tested:

10 Sander Stands

Total cost: $ 13,860.00   **Amount requested:** $ 13,860.00

District hard match:

Vendor and/or Product Information

Product name: Best Sander Stand

Make/model # (if applicable): RD4400

Vendor name: Best Metal Services   **Email:** djohnson@bestmetalservice

Phone number: (763) 111-2222   **Website:** www.bestmetalservices.com

Product web page: https://www.RD4400/

1

5. How would you rate the vendor's level of support during this project? | 5 |

(Scale = 1 to 5, worst to best)

Please explain: | Best Metal Service was very easy to work with. Even though we sent them drawings and pictures of what we wanted, they took the time to come out to |

6. Please share with us any other information or comments related to this project.
   (i.e. your experience, lessons learned, suggestions, etc.)

| There was a bit of trouble getting ready for this project. With a tailgate sander , the sander needed to have a stainless steel block welded onto it. With the variety of sanders and trucks, there will be bit of difference |

7. Support documents - Please attach to your email, any of the following items that provide further details about the project.
   - Pictures
   - Videos
   - Operators questionnaires/surveys
   - Feds approval letter
   - Other

Assessment Submission

Area Maintenance Engineer Support: I have reviewed and approve this research project assessment.

Signature: ==This must be signed by the Area Maintenance Engineer==

Date: | 2/1/2019 |

Submit this completed and signed form, including all supporting documents, to:

Mindy Heinkel
Maintenance Research Program Administrator
Mail Stop 722
mindy.heinkel@state.mn.us
651-366-3585

For questions or other information, contact Mindy Heinkel or Tom Peters at 651-366-3578.

3

SAMPLE COMMITTEE STRUCTURE

MISSION

Your committee will need to have a mission. The mission is the "why" or the purpose of the committee. See example mission statement below:

The mission of the committee is to seek out new (or maybe just different) methods, supplies, practices and equipment that will allow_____to move its operations into the future. The committee will be an ever vigilant presence watching out for that next great idea coming over the horizon or that long forgotten practice that could prove innovative to the district. The committee will be the district's direct connection to MnDOT's Office of Maintenance Research and Training.

GOALS

Your committee will need to select the goals of the committee. Goals are what it is you are trying to accomplish. See the example goals listed below:

The goals of the District Research Committee are to (1) sustain or improve the district's level of service to the citizens of Minnesota that reside in the confines of _____, as well as any who may travel through the same (2) inject new concepts and technologies into the district's operations to enhance efficiency, safety, and environmental stewardship (3) to attain the previously stated goals via diligent preliminary research, frank and honest discussion, and real-world field testing that is measurable and will provide empirical data upon which an evaluation, and possible implementation can be based.

SUGGESTED GUIDING PRINCIPLES

1) Seeking out new technologies not now in general use.
2) Seeking out technologies in use within other existing entities.
3) The primary drive for ideas to research should come from the field.
4) Technologies evaluated by benefits versus fiscal responsibility.
5) Using research funds where appropriate.
6) Pursuing fleet wide implementation for successful products and processes.
7) Share effective practices throughout all of the districts.

SUGGESTED MEMBERSHIP

1) Each maintenance subarea will have two members on the committee, and bridge and sign will be represented as well. Subarea supervisors will rotate through.
2) It is highly suggested that you include TGs or TGSs.
3) The maintenance superintendent and operations support coordinator will be permanent members.
4) The Office of Maintenance Research and Training will be represented.

5) The committee will be led by a chair and a co-chairperson.
6) Members and chairs will be rotated on a two-year interval if possible (January rotate).

SUGGESTED MEMBER DUTIES

1) Chair and co-chair:
   o Schedule meetings and deal with all meeting logistics.
   o Send out requests for and create meeting agenda.
   o Run meeting- keeping committee on agenda schedule.
   o Send out minutes for approval.
   o Send out approved minutes to committee.
   o See that minutes are published on the web.
   o Co-chair to lead in chair's absence.
2) General members:
   o Attend meetings diligently
   o Actively engage in committee business.
   o Garner ideas from the subarea to bring to committee.
   o Share information from committee meetings with subarea.
   o Be an advocate for the committee.

Seek out interested personal for membership replacement

SUGGESTED MEMBER ETHICS

1) Treat others and their ideas-comments with respect.
2) Approach your membership rotation with dedication and professionalism.
3) Strive to solicit ideas from your constituency.
4) Dedicate to getting committee thoughts and decisions out to subarea.
5) Accept and carry out committee tasks.

SUGGESTED MEETING TIMEFRAME

Meetings will be held on a monthly or bi-monthly basis and will be rotated around the district to balance travel time between the subareas.

Program Overview

The Innovations Challenge is designed to identify and share the best innovations for all areas of the department.

- This challenge is open to all full-time employees.

- All innovations must be in use within the department and showing desired results.

- District and Central Office competitions run from August through December.

- Innovations will be grouped into these three categories:
  - **Tools and equipment** – *This will include items fabricated or modified by MoDOT employees.*
  - **Projects** – *This will include efforts resulting in exceptional results for transportation users or internal operations.*
  - **Productivity** – *This will include office and field processes, materials and products.*

- Innovations will be evaluated on the following:
  - **Originality** – *How new is it to MoDOT?*
  - **Transferability** – *How likely is it to be used by other areas?*
  - **Conservation of Resources** – *How much time or money does it save?*
  - **Organizational Impact** – *How will it impact performance especially our Tangible Results?*

- Each district and the Central Office can select as many as 18 submissions as first-round winners.

- **First-round winners will receive $75 per person or a maximum of $450 per team.**

- District and Central Office coordinators will choose as many as 60 innovations to compete at the Innovations Challenge Showcase. The showcase will be held the first morning of the spring statewide maintenance and program delivery meeting.

- District and Central Office judges will select up to four innovation showcase winners per category at the showcase.

- **Showcase winners will earn $425 per individual or maximum of $1,550 per team plus from $1,000 to $10,000 for the district or division budget.**

- The Director's Safety Award, Director's Service Award and Director's Stability Award traveling trophies will be given to the innovations making the greatest impact on MoDOT's [safety, service and stability initiatives](). **Cash awards of $425 per individual or maximum of $1,550 per team will be added to any other showcase winnings.**

- **Showcase visitors will vote for their favorite innovations with the top recipient receiving the Dickson People's Choice Award traveling trophy.**

Frequently Asked Questions

1) **What's in it for me?** Here's the complete breakdown of individual, team and district recognition and awards.

Recognition Level	Type	Description
Top 18 Innovations in Each District & the Central Office	Individual/ Work Team	• $75 per team or a maximum of $450 per team • A maximum of two team members may be chosen to attend Innovations Showcase
Top 12 Innovations at Showcase	Individual/ Work Team Dist./Div.	• Maximum of $425 per individual or a flat $1,550 per team • 1st and 2nd in each category $10,000 for district or division budget • 3rd and 4th in each category $1,000 for district or division budget
Director's Safety Award	Individual/ Work Team	• Maximum of $425 per individual or a flat $1,550 per team added to any other cash awards • Traveling trophy
Director's Service Award	Individual/ Work Team	• Maximum of $425 per individual or a flat $1,550 per team added to any other cash awards • Traveling trophy
Director's Stability Award	Individual/ Work Team	• Maximum of $425 per individual or a flat $1,550 per team added to any other cash awards • Traveling trophy
Dickson People's Choice Award	Individual/ Work Team	• Traveling trophy

2) **Who can submit an innovation for the Innovations Challenge?** All full-time employees are eligible. Employees may submit innovations as an individual or as a team. To receive a recognition award, an employee must not have received any disciplinary action above a written warning in the past 12 months.

3) **Can I submit an innovation shared by more than one area of the department?** Yes, but be sure to include the names of all department employees involved with developing and implementing your innovation on the entry form. Statewide teams will be sponsored by a Central Office division.

4) **Why was my submission considered ineligible?** The following submissions will be considered ineligible:

- An innovation that has not been piloted to show desired results,
- An innovation considered routine throughout the department,
- An innovation considered to be unsafe, or
- An innovation that replicates a patented item.

NOTE: The above list is not inclusive. MoDOT management reserves the right to disqualify or refuse to consider a submission if, in the opinion of the reviewers, the suggestion does not meet the established guidelines for this program.

5) **Will all first-round winners attend the Innovations Challenge Showcase?** No. District coordinators and a Central Office review team will select up to 60 innovations to compete at the showcase. Winning at the district level does not guarantee the innovation will compete at the showcase.

6) **How will my submission be evaluated?** Submission will be evaluated by a review team using a 0 to 15 scale on the individual criteria listed below.

Criteria	Description
Originality *How new is this to MoDOT?*	• Totally new practice not associated with another agency or organization • New practice to MoDOT • Adaption of existing practice or a management directive • Practice has been considered before or product can be readily purchased
Transferability *How likely is it to be used by other areas?*	• Practice can apply to all work units at MoDOT • Practice can apply to seven or more work units at MoDOT • Practice can apply to other similar units at MoDOT • Practice only applies to one work unit
Conservation of Resources *How much time or money does it save?*	• Significant, ongoing time or money savings • Moderate, ongoing time or money savings or significant one-time savings • Some one-time savings of time or money or limited ongoing savings • Little or no time or money savings
Organizational Impact *How will it impact performance especially our Tangible Results?*	• Direct impact on organization-wide performance • Impact on district or division performance • Impact on work team performance • Little or no impact on performance

7) **How do I qualify for a Director's Award?** Your district or Central Office evaluation team will select innovations that will compete for these awards. At the Showcase, the director will evaluate these entries and choose the winners. Visit the Innovations Challenge SharePoint page for more details about the categories: **http://sharepoint/systemdelivery/TP/Documents/InnovationsChallenge.aspx**

8) **Will my cash awards be taxed?** Yes. Cash awards will be added to an employee's regular paycheck and taxed at the appropriate rate.

9) **When can I submit my innovation?** You can submit your innovation at any time after the kickoff date of August 1. The Central Office submission deadline is December 15. District deadlines vary – please contact your district coordinator.

10) **Can I work on my innovation at home?** No. All work on innovations should be performed at a normal department work site.

11) **Do I have to buy my own materials?** No. Your supervisor will make decisions concerning material purchases.

Human Resources
Team Up ODOT and TOP Awards › Team Up ODOT 2016 Registration Form: New Item

| All Sites ▾ | | 🔎 Advance |

Name of registrant *	
Work Location *	
Work Phone *	
Email address *	

Are you bringing equipment? *	◉ Yes
	○ No
	The Lausche Building's rules require that all equipment enter with no more than a quarter tank of fuel. The Office of Equipment Management will be on hand to defuel if necessary. They will also assist with refueling when you leave.

| If yes, what type of equipment are you bringing? How big is it? * | |
| | Please estimate how much space you will need. Example--one dump truck with plow blade, 24' x 11' |

If you are bringing equipment, do you plan to do a demonstration that requires fuel in the vehicle?	◉ Yes
	○ No
	○ Not applicable

| Do you have any special requests? If yes, please specify. * | |
| | NOTE: All booths get one 8' table and 2 chairs, unless otherwise requested. |

| Do you need access to electricity? If yes, please bring 25'-100' of extension cords. * | ◉ Yes |
| | ○ No |

| Problem Statement: Describe the problem that led to the improvement. Example--Too many backing accidents | |

| Improvement: Explain what was implemented as a result of the suggestion. | |
| | Example--Now all trucks in the county with wing plows have cameras installed. |

| Results: List any measurable results, if applicable. Example--Reduced fuel and maintenance costs by $18,000 | |

Team or group name, if applicable

Names of team or group members, if applicable

| Save | Cancel |

Roadeo Planning Committee

Gary Apanasewicz, D4
Dean Lansing, CO
Ed Shonkwiler, D6
Scott Lucas, CO
Matt Simon, D3
Thomas Lyden, CO
Dave Ray, D5

2014 Team Up Equipment Displays

TOP Award Winners

Team Innovation Award
Endpoint Computing Team: Walter Renner, Jr., Shawn Stritz, Darrell New, Alex Teague (DoIT, Districts 7 & 9)

Individual Innovation Award
Ronald Wise, District 2

Fiscal Responsibility Award
Kelly Stiles, DoIT

Outstanding Crash Reduction Award
Patricia Wetzel, David Beekman & Chad Mitten, District 9

Communication Award (tie)
Vinton County Garage, District 10
Kevin Thomas, District 9

Unsung Heroes Award (tie)
Barb Krueckeberg, District 1
Ray Henry, District 10

Safety Innovation Award
District 7 Safety Team: Mark Hess, Pat Craft, Doug Speck, Shane Summers, Gail Lindeman

Outstanding Leadership Award
Danette Shuler, District 8

Coaching Award
Kimberly Conklin, District 3

Extra Mile Award
I-70/270 Emergency Bridge Repair Team, District 6 & CO Engineering

Shining Star Award
Joe Williams and J.D. Harris, District 9

Community Service Award
District 5 Christmas Family Team: Candy Shoemaker, Tracy Greenwald, Joe Shultz, Bob Gossett, Jeff Hipp

Humanitarian Award
Zack Livingston and Mike Scott, District 6

Food provided by OCSEA
Contributions for the food will be donated to Combined Charitable Campaign & Enhanced Lifestyles.

Team Up ODOT Planning Committee

Sheryl Bartolone, OCSEA, Co-Chair
Betsy Brown, D9
Jessica Koren, CO
Dean Lansing, CO
Scott Lucas, CO
Carol Schubert, CO, Co-Chair
Margaret Smith, CO

Director's Cup Roadeo Drivers
(This list may change due to emergencies.)

1st Place	2nd Place	
Frank Zamora	Leon Goyings	D1 Truck
Leon Goyings	Tom Mellinger	D1 Loader
Craig Eidenour	Dana Missler	D2 Truck
Chuck Theis	Jason Naus	D2 Loader
Mike Heffelfinger	Bill Workman	D3 Truck
Ryan Marks	Ryan Gorsuch	D3 Loader
Andy Jackson	Keith Stryffeler	D4 Truck
Alex Zavara	Glen Hillegas	D4 Loader
Derick Hanlon	Kody Gleba	D5 Truck
Scott Johnson	Marty Crane	D5 Loader
Frank Campbell	James Westfall	D6 Truck
John Walker	Robert Pace	D6 Loader
Ryan Orseno	Caleb Hoops	D7 Truck
Phil Cook	Rick Frederick	D7 Loader
Ova Ashley	Eric Schmidt	D8 Truck
Steve Gacek	John Stubbs	D8 Loader
Aaron Moran	Chris Fulton	D9 Truck
Jamie Watson	Josh Havens	D9 Loader
Dan Davis	Gerrad Parry	D10 Truck
Andrew Briggs	Tim Hale	D10 Loader
Jim Large	Mark Lumley	D11 Truck
Marvin Butler	Dwayne Hatfield	D11 Loader
Joe Hejduk	Don Eddy	D12 Truck
Tommie Lawson	Will Powell	D12 Loader

Cookout for charity 2014

Team Up ODOT

"Innovation for the Future"

September 16, 2015

Ohio Expo Center

Director's Cup Roadeo

Partners in Quality

Dist/CO	Booth Name	Contact
1	Hardin Co.-Volvo Skid Steer with attachments	Sandy Knott 419-999-6741
1	Hardin Co.-Use of Krown Rust Inhibitor	Sandy Knott 419-999-6741
1	SUE-Subsurface Utility Exploration using a Vactor Jet	Duane Hackworth Chris Hughes 419-549-6019
1	Van Wert Co.-Keeping Hot Mix from Getting Cold	Don Taylor 419-999-6771
1	Van Wert Co.- Power Sweeper	Don Taylor 419-999-6771
2	Seneca Co.-Form and Pour Catch Basins	Greg Glover 419-373-7104
2	Seneca Co.-Skid Steer with Slot Paver	Kacey Smith 419-409-0139
2	Seneca Co.-Spray Truck Built for Wood County	Dan Walters 419-373-7080
3	Minimize Impact of Construction on Local Businesses	Matt Miller 419-207-7109
3	Lorain Co.-Loading Cone Bases on Truck	Steve Jacobcik 440-774-6681
4	D4 BHR Budget Team-More Efficient Process	Lori Best 330-786-2240
4	D4 Facilities-Repairing Brine Pumps	Dave Stith 330-786-3100
4	District Garage-Vactor Jet with Strobe Lights	Ed Neumeyer 330-786-3163
4	Ashtabula Co.-Adjustment to Wing Plow on Tandem	Franklin Howell 330-786-4963
4	Stark Co.-Research on Vegetation Management	Mike Bondoni 330-452-0365
5	Fairfield Co.-Plow Blade Optimization Research Project	Douglas Riffle 740-323-5321
5	D5 Roadway Services-Auger Boring Machine	Lance Zimmerman 740-323-5270
5	D5 Safety Fair Team	Michelle Croom 740-323-5161
6, 12	D6 Construction-Guardrail Repair Work Order	Jill Jones 740-833-8050
6	Fayette Co.-Portable Rumble Strips	Mike Elliott 740-833-8111

Dist/CO	Booth Name	Contact
6	Franklin Co.-Use of Arrow Boards in Emergency Situations	Tylor Fetty 614-387-2335
7	Montgomery Co.-Vegetation Management Research--Rail Razor, Guardrail Wet Mower	Bob Lenser 937-497-6889
7	District 7 Safety Team-Increased Safety	Mark Hess 937-497-6717
8	Clinton Co.-Washer Fluid cleans lens of camera on wing plow	Mike Lovelace 513-933-6787
8	Warren Co.-Better View of the Pengwyn System Box	Eric Gonz, Jerry Elrod 513-932-3311
9	Health & Wellness Committee	Kevin Thomas 740-774-8898
9	Peer-to-Peer Safety Team	Andrea Woods 740-774-8844
9	Jackson Co.-Safer Pothole Patching	Dave Walton 740-774-9027
10	Athens Co.-Wirtgen 150i Milling Machine	Shawn Flannery 740-568-4321
10	Gallia Co.-Kenworth 2100 Vactor Truck	Mark Kirkhart 740-568-4331
10	Morgan Co.-Use of Herbicides	Bert Tooms 740-568-4381
11	Carroll Co.-Automated Flagger Assisted Devices	Vince Carter 330-308-6530
11	Roadway Services-Vegetation Management Research	Chad Cline 330-308-7840
11	Move Over Campaign	Becky Giauque 330-308-3949
12	Highway to Health (H2H)	Barb Gibbons 216-513-5235
12	Safety-Halo Lights on Hard Hats	Izzy Ciptak 216-584-2029
CO, DODI	New Division of Opportunity, Diversity and Inclusion	Kim Watson 614-228-9452
CO, Equip	The Perfect Truck Team	Doug Burke 614-351-2836

Dist/CO	Booth Name	Contact
CO, Equip Mgmt/HR	Mechanics/Auto Tech/Auto Body Workers Training Prog.	Matt Riley 614-351-2809
CO, HR	Office of Employee Development & Lean	Daveen Goodman 614-466-4018
CO, Operations	EMA-Quick Clear "Keep Ohio Moving"	Carl Merckle 614-644-7165
CO, Operations	OHGO App	John Macadam 614-752-9695
CO, Research	District Research Project—GPS/AVL	Jill Martindale 614-644-8173
CO, Tech Services	More Transparent TIMS Application	Gary Penn 614-466-6438
External	Bridge Credit Union	Keri Moser
External	Buckeye Physical Medicine & Rehab	James Clark 513-649-0906
External	Cappie Sportswear	Shane Roney 419-999-2277
External	Chiro & PT Centers of Ohio	Travis Parks
External	Enhanced Lifestyles	Chuck Studebaker 614-733-0807
External	Goodwill Industries	Al Sardelle 330-786-2536
External	Lehigh Outfitters	Tara Mitchell 740-591-5903
External	OCSEA ODOT Assembly	Gary Apanasewicz 330-325-7996
External	DAS—LeanOhio	Denae Kotheimer Michael Buerger 614-387-7630
External	Ohio Public Employees Deferred Compensation	Mary Hardy 614-542-9464
External	Ohio Utilities Protection Service	George Gillespie 614-889-6238
External	Optum	Jane Billman 614-410-7413
External	PERPP	Tim Clay 740-820-5945
External	Social Security Admin.	John LaMotte
External	Take Charge! Live Well!	Darcie Schultz 614-512-3576
External	Union Benefits Trust	800-228-5088
External	Union Education Trust	888-800-0074

Team Up ODOT

"Innovation for the Future"   *Director's Cup Roadeo*

Event Agenda

8am–12pm **Director's Cup Roadeo**

8am–1pm **Red Cross Blood Drive, Lausche Bldg.**

9am–12pm **Team Up ODOT, Lausche Bldg.**

11:30am–12:45pm Cookout, Rhodes Center to benefit Combined Charitable Campaign & Enhanced Lifestyles
Food donated by OCSEA

Awards Program Agenda—Rhodes Center

1 pm **Welcome**
Deputy Director Anne Fornshell, Division of Human Resources

1:05pm **OCSEA President's Remarks**
OCSEA President Chris Mabe

1:15pm **ODOT Director's Remarks**
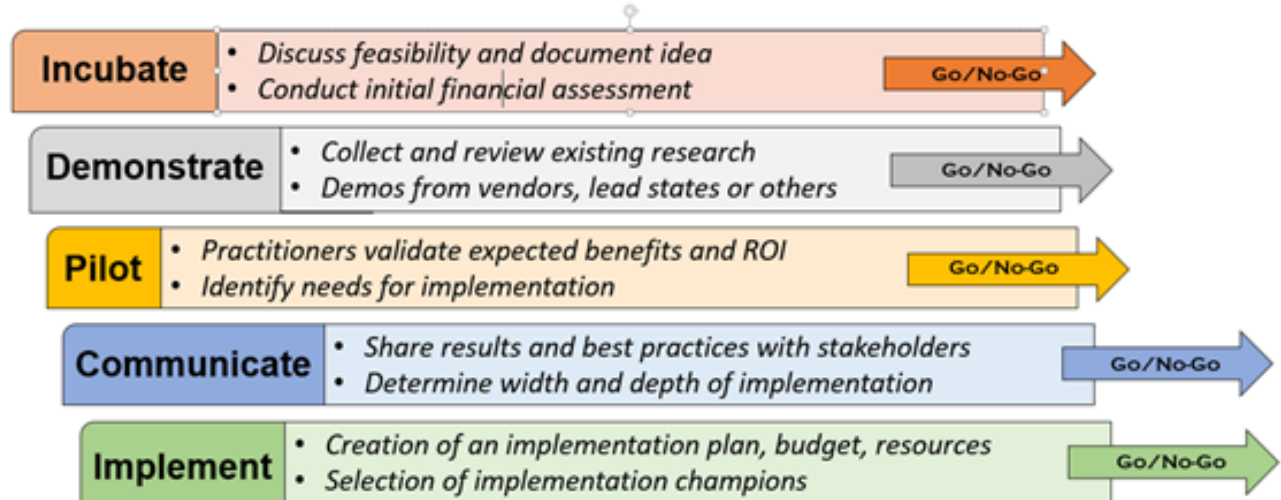ODOT Director Jerry Wray

1:25pm **Acknowledgment of US Military Service**
Scott Thompson, District 9 Ellis Coordinator & member of the US Marine Corps Reserves

1:45pm **Presentation of Awards**

TOP Awards
ODOT Director Jerry Wray
OCSEA President Chris Mabe

Director's Cup Roadeo Awards
Emcee—Deputy Director Sonja R. Simpson, Division of Operations
ODOT Director Jerry Wray
OCSEA President Chris Mabe
ODOT Assembly Officers--
Gary Apanasewicz, President
Amy Turner, Vice President
Jill Powers, Treasurer
Jenny Poole, Secretary

2pm **Closing Remarks** Deputy Director Anne Fornshell, Division of Human Resources

Incubate
- *Discuss feasibility and document idea*
- *Conduct initial financial assessment*

Go/No-Go →

Demonstrate
- *Collect and review existing research*
- *Demos from vendors, lead states or others*

Go/No-Go →

Pilot
- *Practitioners validate expected benefits and ROI*
- *Identify needs for implementation*

Go/No-Go →

Communicate
- *Share results and best practices with stakeholders*
- *Determine width and depth of implementation*

Go/No-Go →

Implement
- *Creation of an implementation plan, budget, resources*
- *Selection of implementation champions*

Go/No-Go →

Innovation Programs:
Inquiry of No Boundaries Member States

DW Clonch,LLC

No Boundaries Roadway Maintenance Practices Pooled Fund, http://maintainroads.org/
TPF-5(330), https://www.pooledfund.org/Details/Study/579

Innovation Programs:
Inquiry of No Boundaries Member States

Diana Clonch and Diane Watkins

DW Clonch LLC

DRAFT FOR NO BOUNDARIES REVIEW

September 27, 2018

Connecticut
Ohio

Michigan
Minnesota

Overview

TRB Presentation to showcase innovation
TAC Member input
Footprint for presentation development
Resource for moving forward

Missouri
Wisconsin

Washington

Overview

- Basic Program Features
- Program History
- Program Development
- Administrative Costs
- Success Stories
- Publication
- Lessons Learned
- ROI
- Employee Motivation
- Recruitment/Retention
- Goals an Objectives
- Project Selection Criteria

NO BOUNDARIES
Roadway Maintenance Practices

Connecticut
Ohio

Michigan
Minnesota

Basic Features

Competitive Process
Internal submissions, reviews, evaluations
Employee recognition
Potential awards
Managed in-house

Missouri
Wisconsin

Washington

Historically

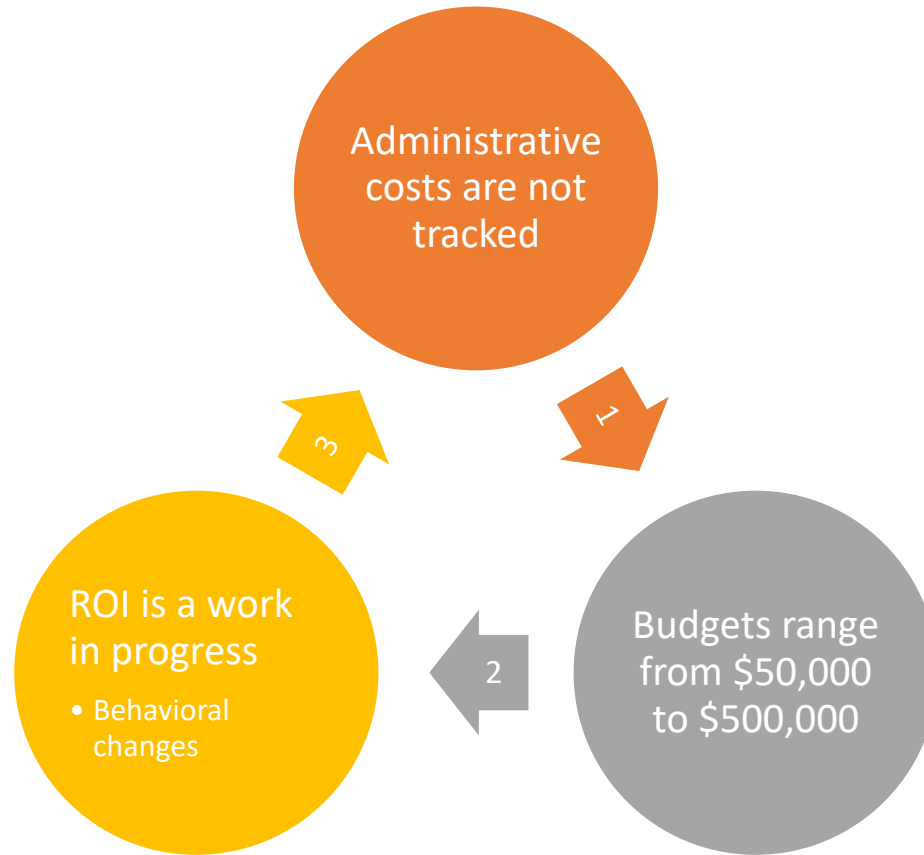|			
30 YEARS (1988) TO RECENT	RECOGNITION AS A MOTIVATOR	PARTNERING/COLLABORATION	PROMOTES POSITIVE CULTURAL CHANGES

Project Costs and ROI

Success Stories and Publication

Innovations = Success

Publicized through written reports and databases

Internally - Bulletins, articles, events, best practices, videos

Externally – Social media, sharing with others, peer exchanges, press releases, and conferences

Human Factors

Communications

Program Administration

Outreach

Planning
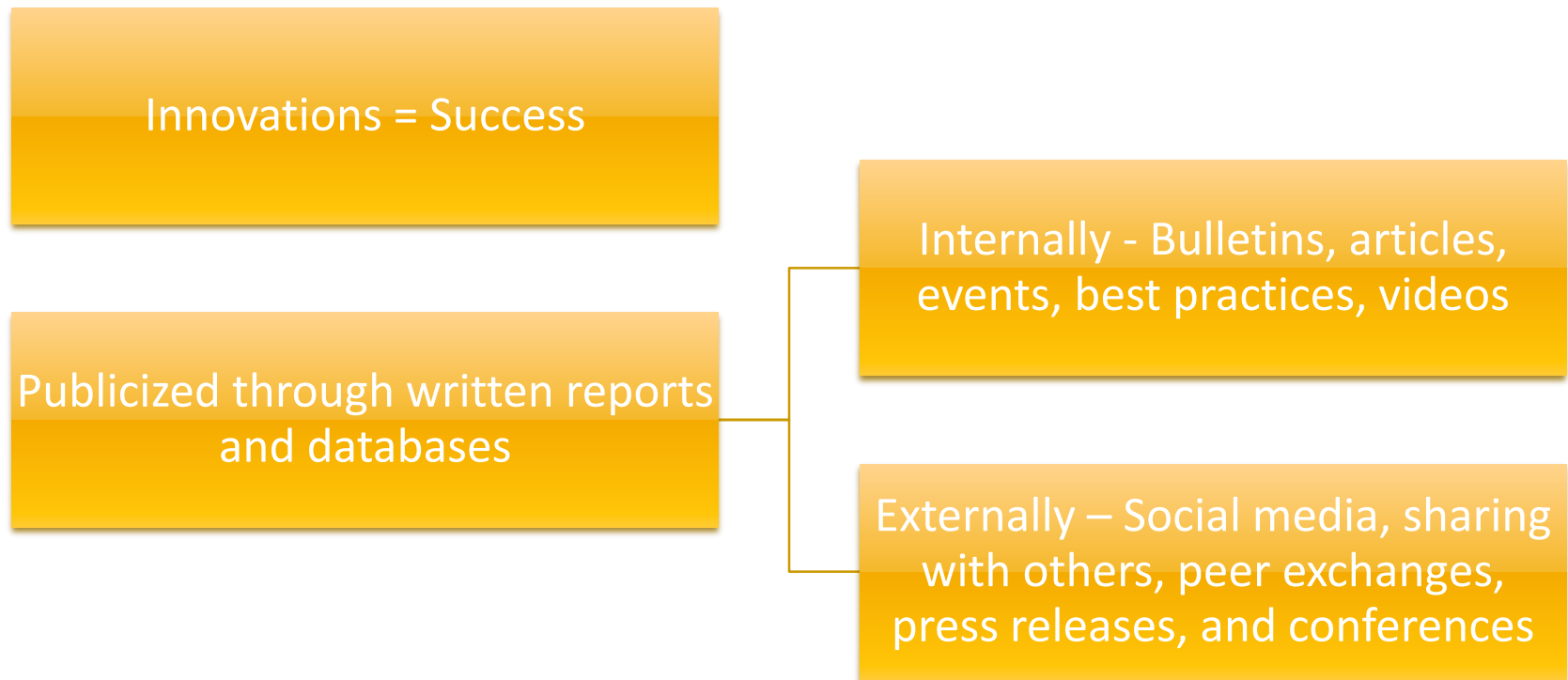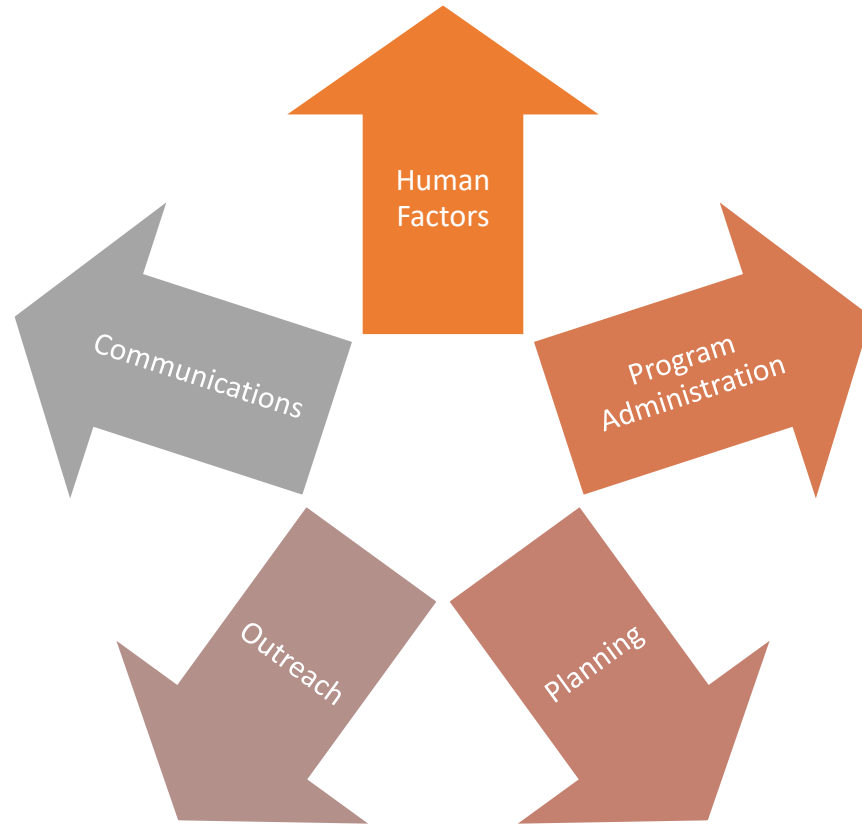
Lessons Learned

Impacts and Goals

Encourages and supports innovation

Professional development

Positive environment

Promoting and supporting goals

Development and implementation of efficiency

Safe, reliable, innovative, efficient transportation system

Recognition as a Motivator

The Innovation Process

This page lists all of the ideas that have been submitted to date. They are listed with the most recent ideas at the top. Each column can be filtered to show desired information.

Innovation Goal	Ideas	Identify Highest Potential Ideas	Evaluate and Select Ideas for Implementation	Execute Ideas	Measure and Document Results
MDOT WIG **25% improvement in value added innovations**	Employee driven ideas and actions. **GIVE US YOUR IDEAS!**	Employee engagement. Region and Office **focus on innovation** and solicitation of ideas.	Region or Office best practices and solutions. **Work areas know the process** and drive the innovations.	Barrier busting. Resources identified and allocated. Process developed or improved. **SIAT is here to help!**	Report innovation results and value added. **Celebrate your success!**

Have a great idea?

Submit it here!

Change
Creativity
Trust

Statewide
Innovations
Alignment
Team

Michigan Department of Transportation

	Created
	7/17/2018 4:07 PM
	6/20/2018 2:37 PM

1 - 40 ▸ ⌄

Innovation Idea Submittal Form

Jan. 17, 2017

Spotlight on Innovation, Southwest Region: The Clumpinator

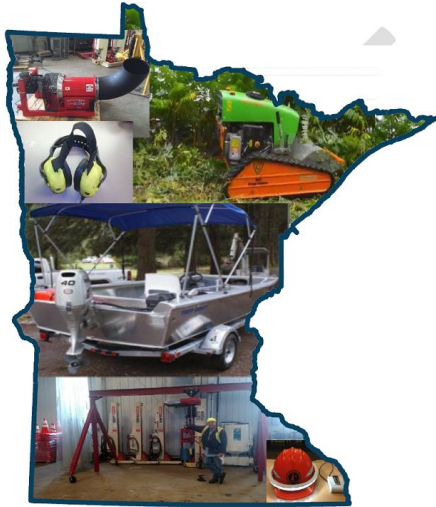The Clumpinator tilts to eject objects caught in screen.

Innovative
Ideas

Name:_____ Phone Number:_____
Date Submitted:_____ E-mail Address:_____
Idea Title:_____
Idea Description:_____
_____
_____
_____
_____
_____

Work Area:_____
_____

Work Function:_____
_____
_____

Benefit Category:_____
Estimated Annualized Savings for the State:_____
Estimated Annualized Savings to Others:_____

Established 1988

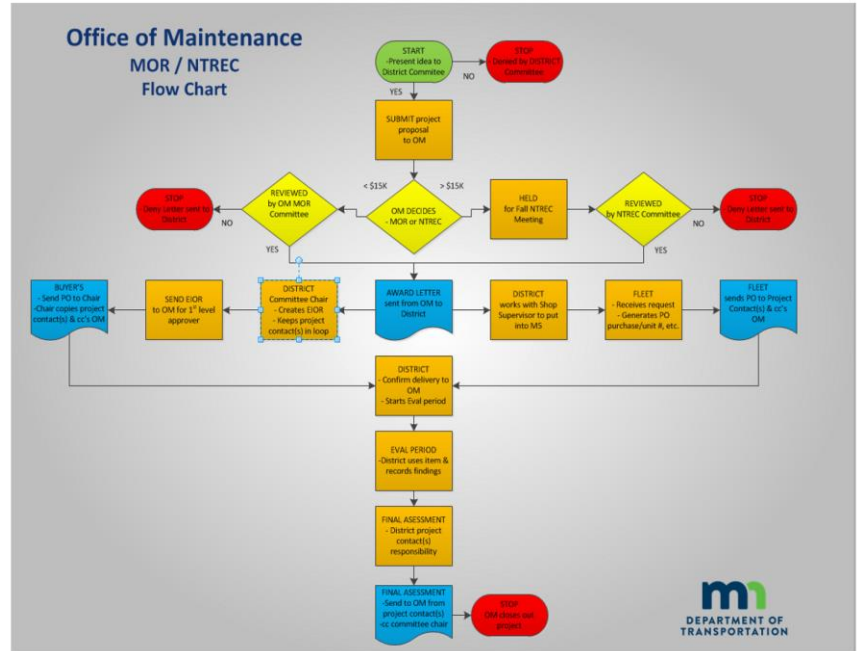# Missouri

Innovations Challenge

Program Overview

The Innovations Challenge is designed to identify and share the best innovations for all areas of the department.

- This challenge is open to all full-time employees.
- All innovations must be in use within the department and showing desired results.
- District and Central Office competitions run from August through December.
- Innovations will be grouped into these three categories:
  - **Tools and equipment** – *This will include items fabricated or modified by MoDOT employees.*
  - **Projects** – *This will include efforts resulting in exceptional results for transportation users or internal operations.*
  - **Productivity** – *This will include office and field processes, materials and products.*
- Innovations will be evaluated on the following:
  - **Originality** – *How new is it to MoDOT?*
  - **Transferability** – *How likely is it to be used by other areas?*
  - **Conservation of Resources** – *How much time or money does it save?*
  - **Organizational Impact** – *How will it impact performance especially our Tangible Results?*
- Each district and the Central Office can select as many as 18 submissions as first-round winners.
- **First-round winners will receive $75 per person or a maximum of $450 per team.**
- District and Central Office coordinators will choose as many as 60 innovations to compete at the Innovations Challenge Showcase. The showcase will be held the first morning of the spring statewide maintenance and program delivery meeting.
- District and Central Office judges will select up to four innovation showcase winners per category at the showcase.
- Showcase winners will earn $425 per individual or maximum of $1,550 per team plus from $1,000 to $10,000 for the district or division budget.
- The Director's Safety Award, Director's Service Award and Director's Stability Award traveling trophies will be given to the innovations making the greatest impact on MoDOT's safety, service and stability initiatives. **Cash awards of $425 per individual or maximum of $1,550 per team will be added to any other showcase winnings.**
- **Showcase visitors will vote for their favorite innovations with the top recipient receiving the Dickson People's Choice Award traveling trophy.**

Missouri Department of Transportation   2018

Innovations CHALLENGE Showcase

Click here for event video.

Tool and Equipment Innovations Videos (Click to watch videos.)

- Chipper Truck Hitch
- Curlex Unoller-A
- Curlex Unroller-B
- Flagger Cone
- Foldable Tailgate Chute
- Guardrail Height Jig
- Mobile Platform
- Portable Hydraulic Pump Station
- Removable Mud Flaps
- Sign Bracket for Columns and Poles
- Skid Steer-Mounted Weedeater
- Sponge Sprayer
- Trailer Pullout Ladder
- Truck Ladder Extension

Productivity Innovations Videos (Click to watch videos.)

- Back-Up Camera
- Barricade Leg Spring
- Barricade Trailer Lighting System
- Bridge and Culvert Inspection Maps
- Emergency Callout Meal Expense Payments
- eProjects Naming Convention
- Flagger Radio
- Full-Manual Signal Control
- Fluorescent Green Flagger Cone
- Ice Ban Additive
- Gas-Powered Post Driver
- JAWS Debris Remover
- Lens Protective Wrap
- Maintenance Job Numbers
- Maintenance Training Academy
- Pavement Repair Photo Documentation
- Retractable Mic Cord
- Sequential Channelizer LED Lights
- Skid Steer Culvert Clea...
- Telespar Organizer
- Turn Lane Warrants

Project Innovations Videos (Click to watch videos.)

- Automatic Flagger Assistance Device
- BDB Toolbar
- Click Button Travelway Maintenance
- DDI Flashing Yellow Arrow
- Florida Flume
- Highway Safety Grant Management System
- Professional Development Institute
- Project Prioritization Tool
- Road Trippin'
- Safety Improvements Design-Build Project
- Texas DOT Barrier
- ThrU-Turns
- Traffic Counter Site Conversions
- Transportation Funding Calculators
- TRS - OT Choice Enhancement
- Underground Utility 3-D Survey Equipment
- Up-To-Date Location Sketches

Connecticut Creative Solutions Award Program

Have you or someone in your crew built a tool or device to help make a job safer or more efficient? Have you improved a process that has increased safety, saved time or reduced cost?

If so, this program is for you!

The Connecticut Creative Solutions Award Program:

Recognizes the innovative thinking and initiative of public agency transportation staff in the development of tools, equipment modifications, and processes that increase safety, reduce cost, improve efficiency, and improve the quality of transportation.

Promotes continued improvement and technology transfer: taking good ideas and documenting them so that they can be shared among the public works community.

Innovations, complex or simple, compete for the Connecticut Creative Solutions Awards. Up to three awards are given each year. The creative solutions are showcased at our annual Technology Transfer Center graduation and awards ceremony. Winners also have their creative solutions published in our Technology Transfer Center newsletter.

Judging Criteria:

- Safety (Did the creative solution improve transportation or environmental safety?)
- Cost Savings (Did it save money?)
- Inventiveness (How creative was it?)
- Transportability (How broadly can the solution be used?)
- Effectiveness (Did it solve the problem?)

What should you include in your submission?

- The completed submission form (below)
- A description of the solution and how it meets the award program criteria
- A video, photos or sketch of the creative solution

View our online guide of winning solutions:
http://t2center.uconn.edu/pdfs/CTCreativeSolutions_Award_Guide_15.pdf

Deadline –August 1, 2018.

Roadeo Planning Committee

Gary Apanasewicz, D4
Dean Lansing, CO
Ed Shonkwiler, D6
Scott Lucas, CO
Matt Simon, D3
Thomas Lyden, CO
Dave Ray, D5

2014 Team Up Equipment Displays

TOP Award Winners

Team Innovation Award
Endpoint Computing Team: Walter Renner, Jr., Shawn Stritz, Darrell New, Alex Teague (DoIT, Districts 7 & 9)

Individual Innovation Award
Ronald Wise, District 2

Fiscal Responsibility Award
Kelly Stiles, DoIT

Outstanding Crash Reduction Award
Patricia Wetzel, David Beekman & Chad Mitten, District 9

Communication Award (tie)
Vinton County Garage, District 10
Kevin Thomas, District 9

Unsung Heroes Award (tie)
Barb Krueckeberg, District 1
Ray Henry, District 10

Safety Innovation Award
District 7 Safety Team: Mark Hess, Pat Craft, Doug Speck, Shane Summers, Gail Lindeman

Outstanding Leadership Award
Danette Shuler, District 8

Coaching Award
Kimberly Conklin, District 3

Extra Mile Award
I-70/270 Emergency Bridge Repair Team, District 6 & CO Engineering

Shining Star Award
Joe Williams and J.D. Harris, District 9

Community Service Award
District 5 Christmas Family Team: Candy Shoemaker, Tracy Greenwald, Joe Shultz, Bob Gossett, Jeff Hipp

Humanitarian Award
Zack Livingston and Mike Scott, District 6

Food provided by OCSEA
Contributions for the food will be donated to Combined Charitable Campaign & Enhanced Lifestyles.

Team Up ODOT Planning Committee

Sheryl Bartolone, OCSEA, Co-Chair
Betsy Brown, D9
Jessica Koren, CO
Dean Lansing, CO
Scott Lucas, CO
Carol Schubert, CO, Co-Chair
Margaret Smith, CO

Director's Cup Roadeo Drivers
(This list may change due to emergencies.)

1st Place	2nd Place	
Frank Zamora	Leon Goyings	D1 Truck
Leon Goyings	Tom Mellinger	D1 Loader
Craig Eidenour	Dana Missler	D2 Truck
Chuck Theis	Jason Naus	D2 Loader
Mike Heffelfinger	Bill Workman	D3 Truck
Ryan Marks	Ryan Gorsuch	D3 Loader
Andy Jackson	Keith Stryffeler	D4 Truck
Alex Zavara	Glen Hillegas	D4 Loader
Derick Hanlon	Kody Gleba	D5 Truck
Scott Johnson	Marty Crane	D5 Loader
Frank Campbell	James Westfall	D6 Truck
John Walker	Robert Pace	D6 Loader
Ryan Orseno	Caleb Hoops	D7 Truck
Phil Cook	Rick Frederick	D7 Loader
Ova Ashley	Eric Schmidt	D8 Truck
Steve Gacek	John Stubbs	D8 Loader
Aaron Moran	Chris Fulton	D9 Truck
Jamie Watson	Josh Havens	D9 Loader
Dan Davis	Gerrad Parry	D10 Truck
Andrew Briggs	Tim Hale	D10 Loader
Jim Large	Mark Lumley	D11 Truck
Marvin Butler	Dwayne Hatfield	D11 Loader
Joe Hejduk	Don Eddy	D12 Truck
Tommie Lawson	Will Powell	D12 Loader

Cookout for charity 2014

Team Up ODOT

"Innovation for the Future"

September 16, 2015

Ohio Expo Center

Director's Cup Roadeo

Partners in Quality

State of Ohio Department of Transportation
OCSEA AFSCME LOCAL 11 AFL-CIO
Ohio Civil Service Employees Association

Team-Up ODOT

Questions