The Truth About Employee Morale

By Megan Tsai

For a true morale boost, think beyond gimmicks and quick fixes.

Across Indiana and throughout the country, decreasing tax revenues have had a profound effect on local highway departments. Budgets have declined or remained stagnant, leading to pay freezes, hiring freezes, and even job cuts. This dismal situation has taken its toll on highway department managers and staff, making employee morale a key concern—one that’s justified by its significant impact on your organization.

“Employee morale is fundamental to the performance of any organization,” says David Bowles, author of *Employee Morale* and *The High Engagement Work Culture*. “If you want to achieve your mission you need the backing of your people, and to get that backing you need a certain level of morale.”

High morale is also linked to many other benefits including increased productivity, decreased absenteeism, better health, lower levels of stress, fewer workplace accidents and the ability to attract and retain top talent.

Despite the current budget squeeze for local governments, there’s good news. Even in a tough economy, high employee morale can still flourish with the right management and organizational attitude. Better yet for cash-strapped highway departments: fostering high employee morale isn’t costly. “Some of the most effective things you can do to improve morale are almost without cost,” says Bowles.

The Quick-Fix Myth

Unfortunately, in the case of employee morale, low-cost doesn’t mean easy. Sure, an internet search for “cheap
Indiana LTAP Welcomes New Employees!

This fall, Indiana LTAP is excited to welcome more new additions to its team.

**Sarah Hubbard, Research Manager**
Sarah is a licensed Civil Engineer with a broad range of experience in consulting, academics, and research. Sarah has B.S. and Ph.D. degrees in civil engineering from Purdue University and an M.S. degree in civil engineering from Texas A&M University. Recently, she worked at Purdue University as the Instructional Lab Manager for undergraduate courses in civil engineering and managed labs in introductory materials, hydraulics, geotechnical, and structures. Her transportation experience includes traffic engineering and ITS, multi-modal transportation planning, and some work with Indiana LTAP’s Needs Assessment and HELPERS projects. Sarah looks forward to joining LTAP full time and working with Indiana agencies. Originally from Indiana, Sarah has also lived in Georgia, Texas, Kansas, Connecticut, and Maryland. In her spare time, Sarah and her husband enjoy outdoor activities, including cheering on their kids’ sports teams.

**Claudio A. Figueroa Bueno, Graduate Research Assistant**
Claudio rejoins Indiana LTAP after working as a Dwight D. Eisenhower Fellowship recipient during summer 2011. He recently graduated magna cum laude from the University of Puerto Rico with a bachelor’s degree in civil engineering. Now he pursues a graduate degree from Purdue. During his undergraduate work, Claudio was involved in the Institute of Transportation Engineers Student Chapter, serving as Treasurer, Public Relations Coordinator, and finally as President. He also participated in Reto Colegial, a fast-paced leadership and team-working opportunity and was selected to compete at the HENAAC College Bowl. Claudio has moved to Indiana from the Dominican Republic. He enjoys watching and playing baseball, basketball, and tennis and looks forward to becoming a Colts fan.

**Michael Ficcaglia, Undergraduate Research Assistant**
Indiana LTAP is also excited to welcome back Michael this fall. For details about his achievements with LTAP this past summer, see the next article, “Summer Students Offer Research Success.”

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**Upcoming Indiana LTAP Training**

**Fall 2012, Winter 2013**

**LPA Certification Training**
*With the Indiana Department of Transportation (INDOT)*
**November 13**
Indianapolis

**27th Annual Civil Engineering Professional Development Seminar**
*With the Purdue School of Civil Engineering and the American Society of Civil Engineers (ASCE) (Metropolitan Indianapolis Branch)*
**November 15**
West Lafayette, Purdue University

**Road Scholar Core Course #9: Bridge Basics**
**November 28**
Indianapolis
(During IACC Annual Conference)

**APAI Annual Winter Conference**
*With the Asphalt Pavement Association of Indiana (APAI)*
**December 13-14**
Indianapolis, Marriott East

**County Bridge Conference**
**January 30-31, 2013**
West Lafayette

**Stormwater Drainage Conference**
*With the Indiana Association for Floodplain and Stormwater Management*
**February 14, 2013**
West Lafayette

**99th Annual Purdue Road School**
*With the Joint Transportation Research Program (JTRP)*
**March 5-7, 2013**
West Lafayette, Purdue University

For more details and registration information, visit our website at [www.purdue.edu/INLTAP](http://www.purdue.edu/INLTAP)
Summer 2012 brought a flux of research students to Indiana LTAP. Once again, LTAP partnered with Purdue University’s SURF program and FHWA’s Dwight D. Eisenhower Transportation Fellowship program to give engineering students the opportunity to participate in research projects that can benefit local Indiana agencies.

**About the Programs**

**SURF**, or Purdue’s Summer Undergraduate Research Fellowship program, is a paid internship available to top undergraduates from Purdue and other universities across the United States. In the SURF program, students from engineering, science, and technology disciplines are paired with a professor and one or more graduate student mentors to work on interdisciplinary research projects.

**The Dwight David Eisenhower Transportation Fellowship Program (DDETFP)** awards paid fellowships to undergraduate and graduate students pursuing degrees in transportation-related disciplines. This program advances the transportation workforce by attracting the brightest minds to the field through education, research, and workforce development.

**The Students and Projects**

This past summer, four undergraduates and one graduate student spent three months in the LTAP office working on five different research projects. LTAP staff selected the projects and supervised the students’ work; however the bulk of the work and the final project posters were the students’ efforts. Each of the students composed a poster summarizing their research to present at the end-of-summer SURF Symposium.

**Michael Ficcaglia** is an undergraduate student at Purdue University. His research involved a transportation safety project developing average crash rates for rural Indiana roads. In addition, Michael assisted with the railroad flatcar bridge project directed by Dr. Robert Connor at Purdue University’s Bowen Lab. Michael’s research poster documenting his work was named as one of the Top Ten posters for this year’s SURF students. Congratulations, Michael, for a job well done!

**Heriberto Pujols Pena** is an undergraduate student at the University of Puerto Rico. His project tested porous fluid transport properties in concrete using the rapid electrical test. The results of these tests can be used to test the durability of concrete. Heriberto’s work was conducted at the Pankow Materials lab on Purdue campus.

**Jean Elías Medina** is an undergraduate student at the University of Puerto Rico. This year marked his second summer working with Indiana LTAP. His new project also involved the railroad flatcar research occurring at Bowen lab, as Jean helped prepare the retired flat cars, now used for low-volume bridges, for strength testing according to the project guidelines. The results of these tests will determine the appropriate load rating for these structures and increase their safe usage.

**Valeria Arocho González** is an undergraduate student at the University of Puerto Rico. Her project evaluated 107 parking lots at Purdue University to determine the current asphalt condition and maintenance needs. Using a modified PASER rating, she found 74% of the parking lots were in fair condition and 2% were in poor condition. Purdue University can now use this information to plan their asphalt maintenance.

**Davis Chacón Hurtado** is a graduate student at the University of Puerto Rico. His project evaluated the effects of a previously completed Highway Safety Improvement Program (HSIP) project. Davis completed a Before and After statistical evaluation of a horizontal curve improvement project in Monroe County. Davis’ analysis showed an 80% reduction in overall crashes as a result of the curve improvements.
morale boosters” will churn up a list of quick-fix ideas—everything from organizing a Hawaiian-theme day to putting a Foosball table in the break room. But according to the experts, while these ideas may be fun, they won’t lead to long-term morale improvement.

Instead of implementing a one-size-fits-all incentive program or constantly experimenting with the “latest and greatest” morale-boosting gimmicks, Bowles recommends selecting morale improvement strategies and incentive programs based on the BEST test:

- **Balanced**—Does it strike a fair balance between cooperation and competition, the individual and the team, management and employees?
- **Engagement-Friendly**—Can it be done in a way that will boost employee engagement and team morale?
- **Sustainable**—Can we keep this going over the long term?
- **Trackable**—Can it be monitored and measured using a survey or other means?

Using this method to evaluate all your organizational values and practices will boost employee morale by ensuring everyone within the organization knows, understands, and is playing by the same rules—thereby giving everyone an equal opportunity to succeed. “Fairness is the bedrock of high morale,” says Bowles.

**A Manager’s Role in Morale**

The role of the employee-manager relationship in morale cannot be overstated. For example, in a 100 question employee morale survey the question “How would you rate your relationship with your immediate supervisor?” can predict the employee’s responses to every other survey question extremely accurately.

Not only do managers have the ability boost employee morale, they also have the ability to demotivate employees. “Most companies have it all wrong. They don’t have to motivate their employees. They have to stop demotivating them,” say the experts at research firm Sirota Survey Intelligence. “The great majority of employees are quite enthusiastic when they start a new job. But our research finds that in about 85 percent of companies, employees’ morale sharply declines after their first six months—and continues to deteriorate for years afterward.”

For managers this means constantly honing management skills, particularly the emotional component of a manager’s job. “It’s about becoming more understanding and compassionate by finding your own heart and using it in your

**The High Morale Manager**

The key characteristics of a high-morale manager are outlined in the book *Employee Morale* by David Bowles:

1. Leaves personal baggage behind
2. Checks ego at the door; doesn’t steal credit for team members’ successes
3. Views team as motivated, intelligent, and creative
4. Believes these positive qualities can be fostered with the right support and encouragement
5. Sees job as a coach, not a controller
6. Has a profound respect for her team
7. Treats people with equality and fairness, no favoritism based on personal relationships
8. Provides honest, supportive, timely feedback
9. Tough enough to make difficult personnel decisions
10. Communicates organizational values through actions and words
11. Refuses to tolerate violations of organizational values

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On the Right Track

Once the true nature of employee morale is understood, it’s easy to see that many local highway departments in Indiana are already on the right track. “Take it and run with it” is a familiar refrain among highway department supervisors when an employee suggests a new tool, innovation, or program to advance the department’s mission. Cost savings, time savings, and safer roads are often the result of this faith in their staff’s ability and knowledge. And there’s no mistaking the palpable feeling of camaraderie as a highway department gears up to face an oncoming snowstorm.

Whether employee morale at your organization is weak or strong, there is always more work to be done. As our state and nation begin to emerge from recession, what better time than now exists to reassess and rework the way you manage and reward your organization’s greatest asset—your people?

With the right management skills, attitude, and organizational framework, you can boost employee morale and reap the many rewards it provides.

Morale is not just the boss’s job or HR’s job. Working to improve morale is one those things that you do for yourself, just like eating right or exercising.

For More Information

To learn more about improving employee morale and emotional management skills, check out these books:

- Employee Morale by David Bowles
- Emotional Intelligence by Travis Bradberry

Megan Tsai is a freelance writer specializing in transportation and engineering. Learn more at www.redwagonwriting.com.
August 2, 2012

All Local Public Agencies (LPA)

RE: LPA Annual Pre-Award Certification and the Americans with Disabilities Act (ADA) and Section 504 of the Vocational Rehabilitation Act (Section 504)

Due to several questions we at the Indiana Department of Transportation (INDOT) have received regarding the LPA Annual Pre-Award Certification, the Americans with Disabilities Act (ADA) and Section 504 of the Vocation Rehabilitation Act of 1973 (Section 504), I want to explain the purpose of the pre-award certification and briefly list the minimum requirements an local community must meet to comply with the nondiscrimination laws as they relate to persons with a disability. I strongly encourage all local communities to strive to exceed the minimum requirements and show that Indiana is committed to ensuring equal access to all persons.

Earlier this year INDOT notified local communities via the Local Technical Assistance Program (LTAP) that we developed an electronic self-reporting tool, the local community Annual Pre-Award Certification and Assurance, for locals. The purpose of this self-reporting tool is to assist INDOT in gathering baseline information to monitor local community compliance with the relevant civil rights laws. The LPA Annual Pre-Award Certification and Assurance is a short survey that outlines the basic requirements for compliance with the relevant nondiscrimination laws. The information reported will be shared with the Federal Highway Administration (FHWA). Additionally, the information will be used to monitor the good faith efforts of a local community to comply with the nondiscrimination laws.

Each local community was required to complete the LPA Annual Pre-Award Certification and Assurance by June 30, 2012. If your community has not completed the LPA Annual Pre-award Certification and Assurance, please do so immediately. Those entities that do not complete the LPA Annual Pre-Award Certification and Assurance will receive a notice in September.

As a part of your contractual agreement with INDOT, you must voluntarily comply with the relevant nondiscrimination laws. Failure to make a good faith effort to comply with these laws could result in a deferral of funding for a local community’s projects pending the local community voluntarily coming into compliance.

Under the ADA and Section 504, a local community should at a minimum:

1. Designate an employee of the local community as an ADA/504 Coordinator, who is responsible for overseeing compliance with the nondiscrimination laws as they relate to persons with a disability.

2. Develop and distribute on an ongoing basis a notice to the public regarding their rights under the ADA and Section 504 and the local community’s responsibilities under the law.

   A model nondiscrimination statement containing the minimum requirements for a nondiscrimination statement is available on the Department of Justice (DOJ) website at: http://www.ada.gov/pca/toolkit/chap2/toolkit.htm.

3. Develop and/or adopt a grievance or complaint procedure that provides for prompt and equitable resolution of complaints. A model grievance or complaint procedure containing the minimum requirements for a nondiscrimination statement is available on the DOJ website at: http://www.ada.gov/pca/toolkit/chap2/toolkit.htm.

4. Develop and/or adopt accessibility standards, specifications and design details. Design standards should reflect the most current Americans with Disabilities Act Accessibility Guidelines (ADAAG) for buildings. The current ADA standards are available on the Access Board website at: http://www.access-board.gov/ada/. A local community’s
design standards for pedestrian facilities may reflect the draft Public Right of Way Accessibility Guidelines (PROWAG). Although, the PROWAG is currently in rulemaking, INDOT strongly encourages the use of the PROWAG since it reflects the best practices for designing accessible pedestrian facilities. The PROWAG is available on the Access Board website at: http://www.access-board.gov/prowag/.

5. Complete a self-evaluation and inventory of all of its facilities, programs, policies and activities to evaluate whether there are access barriers for persons with disabilities. To avoid a duplication of efforts, communities located within the jurisdiction of a Metropolitan planning Organization (MPO) planning area should contact their MPO before beginning their inventory. Many MPOs have begun inventories of their planning areas.

6. Develop an ADA/504 plan for removing the access barriers identified in its inventory that includes a budget and schedule for improvements. All local communities receiving federal funds are required to have a transition plan. Additionally, all local communities with 50 or more employees, regardless of whether they receive federal funds, must have a plan.

7. Implement its accessibility plan and regularly monitor progress at removing barriers. INDOT recommends a reevaluation occur at least once every three to five years.

All INDOT local communities should have an initial ADA/504 plan completed by December 31, 2012. These are the minimum requirements for compliance with the applicable disability nondiscrimination laws. Commencing August 6, 2012, the INDOT District Customer Service Manager will contact you to confirm you have received the letter and will request information regarding the status of your Transition Plan.

The information in this letter is intended as guidance for recipients of funds from INDOT and should not be interpreted as legal advice. Each local community has the ongoing responsibility to comply with the civil rights laws, including the ADA and Section 504. Furthermore, each local community must develop an accessibility plan for the removal of access barriers that meets their unique needs as a community based on their available resources. There is not a template or boilerplate transition plan that would serve the needs of all local communities. If you have specific questions regarding how to comply with the law, please contact independent counsel.

Additional resources, including sample plans, are available on the INDOT LPA/MPO webpage: http://www.in.gov/indot/2390.htm. INDOT wants to provide as many resources as possible; however, INDOT cannot provide legal advice regarding the adequacy of a local community’s self-evaluation/inventory or ADA/504 plan. Should you have any general questions regarding the ADA or Section 504 that relate to doing business with INDOT, please contact:

Latoshia N. Higgins
Title VI/ADA Program Manager
(317) 234-6142
lhiggins@indot.in.gov.

For technical questions regarding accessing the LPA Annual Pre-Award Certification and Assurance via the INDOT Technical Application Pathway (ITAP), please contact:
Ann Bishop
Grants and Special Initiatives Coordinator
abishop1@indot.in.gov.

This letter should serve as the prevailing guidance from INDOT

Sincerely,

[Signature]
Trey A. Woodruff
INDOT Chief of Staff
To: All Recipients of Congestion, Mitigation and Air Quality (CMAQ) Funding
From: INDOT LPA/MPO and Grant Administration
Date: 8/7/2012
Re: CMAQ funding

The new Transportation Bill, Moving ahead for Progress in the 21st Century (MAP 21), was passed in June 2012 and will take effect on October 1, 2012. One of the changes with this new bill is the funding ratio for Congestion and Mitigation Air Quality (CMAQ). Under SAFETEA-LU, CMAQ projects were permitted to be 100% federal because of the under the Energy Independence and Security Act of 2007. However, at sunset of SAFETEA-LU on September 30, 2012, CMAQ funds will revert to the match allowable by the programs under MAP-21.

Any projects that anticipate using CMAQ funds at 100% will need to have the funds obligated by September 15, 2012. If the project will not move forward with expenses to be reimbursed by the Federal Highway Administration within 6 months of the obligation (9/15/12), we will not be able to obligate funds at 100%. If a project happens to slip past the 6 months without an expense, the project funds will be subject to withdrawal of the 100% spending authority and will at that point require a 20% local match.

August 16, 2012

The Indiana Department of Transportation (INDOT), in conjunction with the Federal Highway Administration (FHWA), has prepared a draft guidance document to clearly outline expectations for historic bridge alternatives analysis documents, increase the consistency and quality of alternative analysis documents, and streamline the review process. This document provides the recommended process for writing alternatives analysis documents and indicates the components required for inclusion. The goal of this guidance document is to satisfy both the requirements of the “Programmatic Agreement among the FHWA, INDOT, the Indiana State Historic Preservation Officer (SHPO), and the Advisory Council on Historic Preservation (ACHP) Regarding Management and Preservation of Indiana’s Historic Bridges” (Historic Bridge PA) and the Historic Bridge Programmatic Section 4(f) Evaluation.

This guidance document is attached and can be found on the INDOT Historic Bridge Inventory Summary & Results website page, under “Historic Bridge Alternatives Analysis Layout.” The direct page URL is http://www.in.gov/indot/2531.htm.

The draft guidance document will be presented at the INDOT National Environmental Policy Act (NEPA) Refresher Class on August 20, 2012. The presentation is available for download in pdf format from the INDOT Historic Bridge Inventory Summary & Results website page.

The draft guidance document is being distributed at this time to allow review and comment. Comments will be accepted through the close of business on Friday, Sept. 21, 2012. We plan to finalize the guidance soon thereafter. Additional notices will be sent at that time to confirm the guidance document has been finalized for implementation. Comments should be sent to Mary Kennedy at mkennedy@indot.in.gov.
August 24, 2012

Dear Business Leaders and Friends,

Carmel is pleased to have been awarded CNN Money Magazine’s #1 Best Place to Live in America for 2012. I wanted to make sure you were aware of this honor in case you missed the announcement on the Today Show on Monday, August 20th. We are so excited to have been recognized for our efforts during the past 16 years as we worked to create the best city anywhere to live, work and raise a family.

When Money Magazine staff members began their search for the best city with a population between 50,000-300,000, they knew Carmel was developing a vibrant walkable community because they had visited before and we had ranked #14 in 2010. The completion of many of our projects, the growth of our urban areas, the thriving business community and the liveliness of the Arts & Design District and City Center helped move us into number one.

There were many key contributors to Carmel being awarded #1 Best Place to Live in America by Money Magazine including the business community, our public private partnerships, our residents, civic organizations, volunteers, and others. Your presence in Carmel engages our citizens, provides valuable jobs and positively impacts our city. Those who visited from Money Magazine recognized the overall enjoyment people experience while living and working in Carmel.

I am thankful for your confidence in Carmel and the enthusiasm you have shown for making our city not only a great place to do business, but also a great place to live and raise a family. We have obtained this ranking because we recognize that great things are accomplished when we all work together toward a common goal. We have had wonderful success to date and will continue to expand those efforts.

This is a tremendous honor, yet it is not a time to sit back and rest on our laurels, but rather a time to take advantage of this rare opportunity. Carmel will use this honor to continue to attract and retain top level employees and businesses. If you are a part of our community, I hope your organization can capitalize on this great story as well and use it to your advantage in your economic development efforts. You continue to be an integral part of the story we are sharing with the rest of the nation and the world- and for that, I am sincerely grateful.

Very truly yours,
James Brainard
Mayor
Attention all leaders, I have a question. Why do your people follow you? The typical answers can be “Because they have to” or “I’m the boss.” But why do they really follow you—and why would they follow you willingly? Before willingly following a leader, followers will often ask the eternal question: What’s in it for me? When we are in a leadership position, we must understand that our followers need to gain some benefit in following us—or else in time, they won’t. We should choose, by design, the benefit our people can expect because sometimes, there are other reasons why followers follow—and they can be treacherous.

One reason people follow leaders is to curry favor or position. When power or position is implicitly or explicitly promised, it taints the leadership model and can create massive problems including ethical violations, nepotism that destroys an organization, lawsuits and scandal. When people feel they were promised power or position and it’s not delivered, the claws come out and chaos erupts. If power or position is promised and it is delivered, leaders (and the organization) can be ruined.

It’s not just politicians and corporate bigwigs who have been burned by this, but also department managers, tribal leaders, and committee heads. Don’t imply or promise favors, promotions, etc. to your people or you’ll set yourself and your team up for heartbreak.

Sometimes, people will follow a leader to gain friendship. This can be a difficult situation at work as it attempts to melt the personal-professional boundary that enables leadership to be effective. It doesn’t mean you can’t be a friendly leader, but one of the hardest things to do in leadership is to get a “friend” to do something they don’t want to do. It also sets a team up for grumbling and dissension in the ranks. When others see the boss hanging out with their buddy, how do you think that will affect their performance, attitude, and belief that they too are a valued team member? It can also spur negative competition where others fight to be your buddy too. Be aware and steer clear of this dynamic.

Instead of allowing these negative situations above to emerge, consciously choose the benefits you’ll provide your followers and do it with intent.

One of the best benefits we can provide our followers is a commitment to provide encouragement, support, coaching and sharing our knowledge, lessons, best practices, etc. with them. Offer your time and experience to aid in their development through regularly scheduled meetings or share books and articles that educate, inspire, and improve their skill sets. Advise them of trainings that would benefit them. Be willing to link them up with people that have specific and beneficial knowledge or experience. And willingly give praise when they earn it through performance. This taps into the most powerful need in us all—the need to feel valued. Make the decision to provide these as benefits to your people vs. favoritism or friendship.

This will boost their careers, establish a powerful mentorship, and increase your influence and impact as a leader. After all, the best leaders aren’t the ones with the most followers—they’re the ones that create the most leaders!

D. J. “Eagle Bear” Vanas is a motivational storyteller, leadership expert, author, and warrior. To learn more about his work, visit www.nativediscovery.com.
Spotlight on Innovation

Steuben County Goes Full-Depth

Interview with Ken Penick and Jane Cox by Rich Domonkos and Sam Taylor

Write-up by Sam Taylor

Spotlight on Innovation is a new series highlighting best practices demonstrated by local municipalities across Indiana. The goal of these articles is provide a venue where local agencies can share success stories as they strive to improve the level of service offered to their communities.

When Ken Penick, Superintendent of the Steuben County Highway Department, was faced with repairing a worn-out road, he went straight to the core of the problem—revamping its faulty base.

Changing Times

County Road 800 South (formerly Indiana State Road 4) had been designed decades ago primarily for rural traffic. The increasing loads now seen on the road are the direct result of welcome increases in residential and business growth in the area—including the introduction of a Family Dollar distribution center. This expansion, however, brings with it serious consequences for the smaller road.

Penick reported that the road’s base was never designed for the “amount of traffic and weight going across” it, and as a result, severe damage, including pavement edge distress, potholes, rutting, alligator cracking, and worn-away aggregate, had steadily increased to the levels seen recently. After securing funding through Major Moves, Penick pursued a complete renovation of the road through the Full-Depth Reclamation process (FDR), a method that would bring resolution straight to the base of the road itself.

What is FDR?

FDR involves converting the old road into the new by pulverizing the existing pavement and mixing the remains with new base materials to provide fresh resources for improved transportation. It is a flexible method, with the new base consisting of either cement or emulsions—or even a combination of the two. The choice is determined by a geotechnical engineer who tests core samples of the old road as well as the surrounding soil and tailors the right solution to the both the documented traffic use and the soil composition. After grading, compaction, and drum rolling, the result is a new product that is best equipped to handle the unique conditions confronting each road.

In the case of Steuben County Road 800 South, the soil borings indicated layers of peat beneath the road that were important to leave undisturbed. Furthermore, the test indicated that crews needed to break through a depth of 16 inches to pulverize all existing layers of asphalt and its original base in order to adequately address the increased stress on the road.

Trial Run

Steuben County isn’t a stranger to Full-Depth Reclamation. Last year,
Penick headed a test run of FDR, combined with a chip-seal finish, over a half mile span of county road. His agency was interested in examining how the repaired road held up to both increasing travel traffic and the natural elements—especially in light of the winter weather upcoming at the time. In addition, they wanted to acquaint themselves with potential construction issues and difficulties with this new method before applying it to a larger project. Their efforts were rewarded, with the end result of the work being so satisfying that they were eager to apply the method to a longer stretch of road in need of repair.

**Environmentally Friendly, Budget Friendly**
Penick praises Full-Depth Reclamation as an “environmentally-friendly” method that makes use of existing road materials, keeping old materials out of landfills. Additionally, FDR is also budget-friendly, as the recycling, or pulverizing and remixing of pavement, occurs on-site, without the need (and extra expense) for equipment to transport the old materials to another location for processing. Construction truck traffic is consequently reduced, making it possible to leave the road open at all times for local traffic to pass through and lessen delays and detours for local travelers.

Furthermore, construction time itself on the road is also reduced. Penick reported that work on the four and a half mile stretch of road was completed in a little over a month, with the FDR process itself lasting for only ten days during that time. Complete pulverization of the road stretch was finished in four of those days, with the remaining six dedicated to the compacting of the road. For Steuben County, Full-Depth Reclamation of their road brought satisfying results quickly and at a savings of over a million dollars a mile, compared to the cost of excavating and replacing the road base.

**FDR Tips and Advice**
In reflecting on the project, Penick observed that, compared to traditional base reconstruction, the full-depth reclamation process is quicker, easier, less expensive, and results in a better-quality product that is easier to maintain.
that is easier to maintain. For other local agencies considering Full-Depth Reclamation, he recommends that they also take the time to test soil samples prior to the project in order to best know the correct mix of materials to apply to the new road, as well as how deep the machinery will need to extend to correct damages. In addition, he recommends keeping a geotechnical engineer close by during the work to frequently check the density of the mix and ensure it is being laid out correctly. For the work on 800 South, his crew kept their geotech on-site for all ten days of the FDR process to ensure that the work was being completed accurately at all times and that the end result would be a quality product that would last longer and wear better.

Penick is confident that the end result of this project will better serve the business growth occurring in Steuben County. He remarked that the establishment of the Family Dollar Distribution center was contingent on renovations being made to 800 South. In addition, improving the road will also assist with the development occurring in the nearby town of Hamilton. Penick expressed gratitude to the Steuben County Board of Commissioners and the county council for their support in proceeding with the FDR process and enabling their community to take part in the benefits it has to offer. Says Penick, “FDR is the correct solution for a lot of the problems faced today in road maintenance,” and it is a solution he intends to turn to again. Already plans are underway to use the process again next year, for two additional miles of road within the county lines.

For more information on Full-Depth Reclamation and Steuben County’s renovation project, contact Ken Penick at 260-668-1000.

If your agency has a success story to share, please contact either Rich Domonkos at rdomonko@purdue.edu or Sam Taylor at samt@purdue.edu.

Steuben County FDR project photos courtesy of Jane Cox, Klink Trucking.
Everyone knows that winter, with its snow and ice, can be a treacherous time to travel—and it gets the press to prove it. But what about autumn? Chances are, you probably have heard little about driving during the fall, which comes with its own set of challenges.

Will Wingfield, spokesperson for the Indiana Department of Transportation (INDOT), says that fall frost is a condition that prompts a safety reminder for all drivers. “When frost is on the ground, it’s important to remember not to change lanes on bridges in particular,” he says. “Bridges are more susceptible to that thin layer of barely visible frost or ice that can be hazardous, especially in the late fall.”

Fall also marks the time that deer are mating and on the move. “We see a spike in collisions involving deer in October, November, and December,” says Wingfield, “particularly in our north central and north eastern counties.” While he admits that there isn’t much that can be done about the hazard deer cause, he reminds drivers that swerving to miss deer often creates a larger hazard. “Don’t ever swerve more than you or your vehicle can handle,” he advises.

Nathan Riggs, INDOT media relations director, says that while seasonal driving training is not situational or conditional for the department’s employees who drive as part of their job, there are briefings during which driving safety is addressed.

“In the fall, intermediate temperatures provide an optimal time to seal cracks on roads, so we do go over safety measures at that time,” says Riggs. He adds that his department relies heavily upon drivers’ training for their Commercial Driving License (CDL) and the experience and expertise that goes along with it to assure safe driving on Indiana’s roadways. “While it’s difficult to verbally teach someone how to handle dangerous driving conditions, safety reminders are always good and are a part of our briefings.”

With that in mind, and knowing that more than 800 people lose their lives on Hoosier roadways each year, here are some fall driving tips offered by INDOT, Castrol Oil, and Tacoma Transmissions that are guaranteed to make you think twice about how to handle the roads this fall.

1. **Steer clear of leaves.** On the trees, autumn leaves are a sight to behold with their vibrant color show. Once they fall, however, they become a serious driving hazard, especially when they are wet. Wet leaves on the road provide absolutely no traction. Plus, they often cover up markers on the road, making it difficult to determine lane widths and where the shoulder is. Wet leaves can also clog wiper blades, making it harder to see out of your windshield. When you park, you should avoid piles of leaves because they can be a fire hazard if too close to your vehicle’s catalytic converter.

2. **Be leery of the dark.** In the fall, days get shorter while nights get longer, meaning that commutes once totally lit by the sun may now take place during dusk or dawn—
some of the most difficult times to see. We lose one minute of daylight every day until clocks are set back on November 4.

3. Stay alert. With the end of Daylight Savings Time, even though you are gaining an hour, your body takes time to adjust and may become easily tired. Incidences of drowsiness are much higher during the first weeks following time changes in both the fall and the spring.

4. Stop for school buses. By September, and even earlier in most communities, school is back in session, which means that buses are back on the roads during the early mornings and afternoons. Never pass a school bus that is stopped with its red lights flashing. Also watch for school zones and reduce your driving speed according to the posted signs.

5. Beware of frost. One of the first true signs that winter is on its way, frost creates a pretty sparkling fall scene but can easily turn into ice on bridges and over passes. Slow down before crossing a bridge when frost is on the ground and, as Wingfield advises, never change lanes on a bridge that could be icy. Shaded areas also provide conditions where frost could actually create black ice during early mornings or in the evenings.

6. Keep lights low in fog. The low beams will direct light to the roadway, making it possible to see better in fog. High beams aim light up into the fog, which does nothing for visibility.

7. Check tire pressure. Back-and-forth fall temperatures can cause tires to expand and contract, affecting tire pressure and potentially causing tires to lose air. Low air pressure is a major contributor in vehicle accidents where the driver loses control.

8. Don’t veer for deer. Autumn marks the peak season for deer movement, with deer trying to escape hunters and also looking to mate. More deer/vehicle accidents occur during the fall than any other time of the year. While you can’t always prevent an accident, you should always use extreme caution when driving at dawn or dusk when deer are the most active. Tacoma Transmissions also recommends these specific safety measures:
   - Slow down when approaching deer standing near roadsides. Deer may bolt or change direction at the last minute.
   - If you see a deer cross the road, slow down and use extreme caution. Deer often travel in groups—if you see one, expect more.
   - Use flashers or a headlight signal to warn other drivers when deer are spotted on or near the road.

   • Use caution and be alert when passing through areas marked with deer crossing signs. These signs are placed in areas that have shown a high incidence of deer/vehicle collisions in the past.

9. Plan ahead. Just when you’ve settled into fall, it’s time to get ready for winter. Keep your car in good condition to decrease your chances of getting stranded in winter weather. Check fluids, your battery, ignition system, thermostat, and, of course, your heater.

10. Always wear your seatbelt. No matter what the driving conditions, studies have shown that wearing your seatbelt reduces your chance of being killed in a car crash by 50 percent.

Cindy Ratcliff is a freelance writer who specializes in landscape, trees, and chemicals. She can be reached at cindy_ratcliff@yahoo.com.
ADA Corner

Question: Michele, what is the Department of Justice’s Project Civic Access (PCA)? I understand the department is going after cities all over the country. What is it trying to accomplish?

Answer: To answer these questions, I will refer to a webinar put on by the APWA (American Public Works Association) in December of 2010. I was the moderator with the Department of Justice (DOJ) and the City of Santa Rosa California serving as the speakers for the webinar. The following information is taken directly from the webinar PowerPoint from DOJ. Note that the Santa Rosa portion is not included.

Goals of PCA

a. For cities, towns, and counties across the United States to make their programs, services, facilities, and activities accessible to people with disabilities
b. To establish a cooperative relationship in which the entities review selected facilities and provide technical assistance so communities can come into full compliance

PCA Selection—Procedures related to PCA and the DOJ

a. Percentage of people with disabilities in the community
b. Racial, ethic, and economic diversity
c. Include every state
d. If complaint have been filed against the entity
e. Vary in size and location

As a side note of interest, I am from Kansas City, Missouri. This city has the dubious distinction of being the 200th PCA agreement signed on July 26, 2012—the 22nd anniversary of the signing of the ADA in 1990 by President George H. W. Bush. For a complete listing of cases/settlements DOJ has signed with public entities and others agencies related to discrimination under the ADA regulations, go to www.ada.gov. PCA settlements can be found on the middle of the page under the heading “Project Civic Access.” Click on it to find a complete listing of all settlements, along with complete details for each agreement.

PCA Process Procedures—What to Expect

1. Formal Notification is sent
2. Investigator makes contact
3. Request for Information
   a. Buildings owned or leased that programs, services, and activities are offered
   b. Public notice
   c. ADA coordinator
   d. Self-evaluation
   e. Transition plan
   f. Grievance procedure
   g. Sidewalks
   h. Voting
   i. Domestic violence shelters
   j. Security and emergency-preparedness measures
   k. Internet services
   l. Effective communication of TTY’s
   m. Employment
4. On-site review is scheduled
   b. Alteration – alterations made after January 26, 1992
   c. Existing – built on or prior to January 26, 1992
5. **Settlement Agreement**  
   a. All information gathered from the on-site and RFI (Request of Information) are reviewed  
   b. ADA violations are listed in the settlement agreement along with the actions needed for compliance  
   c. Recognized compliance accomplishments by the jurisdiction  
   d. Negotiated and signed

**The General Response to PCA**  
1. Most government officials have responded favorably and cooperated fully with the Department’s reviews  
2. This initiative is not intended to develop matters for litigation  
3. So far, no entity has been sued under PCA

**Common Misconceptions**  
1. Our building complies with the local building codes  
2. Existing buildings are “grandfathered” and do not have to be made accessible  
3. We have never had anyone with disabilities use our programs

**Common Problems**  
1. Protruding objects  
2. Signs  
3. Parking  
4. Routes to building entrances  
5. Entrance doors  
6. Toilet rooms  
7. Water closet

**Steps Toward Access**  
1. Have an ADA coordinator  
2. Engage the local disabled community in planning, development, and management  
3. Utilize the ADA website and technical assistance information line

I hope I haven’t overwhelmed you with all of this information, but I feel that the best explanation of this process comes straight from the DOJ. Do note that sidewalks are included in the PCA evaluations. Many public entities have surveyed their buildings and even parks but have overlooked their Public Right of Way sidewalks and intersections. These features are also an important part of your transition plan. Take a good look at all the information requested to help you review your status and readiness should DOJ contact you.

I often describe the DOJ as the iron fist in the velvet glove. If you sincerely work with the DOJ representative assigned to your review, then the DOJ will work with you. That is the velvet glove. If you refuse to cooperate, then you leave the DOJ no alternative but to use the iron fist. Meanwhile, when you are not sure about a situation, feel free to call DOJ or the Access Board. I use the Access Board often, and they usually respond within 24 hours. Their general contact page can be found at [www.access-board.gov/contact.htm](http://www.access-board.gov/contact.htm). Here you will find a list of different disciplines available to receive questions.

**Best of Luck!**

*Michele Ohmes is an author, trainer, consultant, and motivational speaker who has helped both the public and private sector successfully comply with the Americans with Disabilities Act. For more information, visit [www.michele-able.com](http://www.michele-able.com).*

Michele S. Ohmes
**LTAP Research Study Needs Participants**

How is maintenance for Indiana’s local roads funded?

What alternatives may be used to increase funding for local roads?

How will these alternatives affect Indiana’s drivers?

Watch a short video about Indiana’s local roads, then provide your input on proposed funding changes through an online survey. The results will be available to local and state decision-makers and posted on the Indiana LTAP website.

To join the study, visit [www.purdue.edu/INLTAP](http://www.purdue.edu/INLTAP) and click “Participate in the Indiana LTAP Local Road Funding Survey” in the News box located on the right.

**Important Survey Guidelines**
- Participation is voluntary and anonymous
- You may skip any questions at any time
- You must be at least 18 years old to participate
- Survey includes 24 multiple-choice questions
- Principal investigators: Professors Jon Fricker and John Haddock, Faculty of Purdue University’s School of Civil Engineering
- For additional information, visit [www.purdue.edu/INLTAP](http://www.purdue.edu/INLTAP) or email roadsurvey@ecn.purdue.edu

If you would like to spread the word about this survey in your community, printable flyers are available for download at [http://tinyurl.com/9pewd8w](http://tinyurl.com/9pewd8w). Or, contact Indiana LTAP at (800) 428-7639 or email inltap@ecn.purdue.edu to have a packet of color flyers sent to your agency.

Indiana LTAP values your participation in this project! Your opinion is important to us.

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**Engineering Designer**

**Johnson County Highway Department**

**Franklin, Indiana**

Primary job duties include working with the Highway Engineer to develop road, culvert, or bridge construction projects. Additional duties regarding Highway Department operation may also be assigned.

Applicants should have experience with design, permitting, and construction aspects of road and bridge projects, with emphasis placed on drainage design and the proficient use of AutoCAD Civil 3D software. An associate’s degree in civil engineering or construction technology as well as job experience is required.

To inquire about the position, request a job application, or request the complete job description, contact Nancy Bunch at (317) 346-4632.

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**Call for Nominations: IPTQ Quality Awards**

To recognize and showcase quality achievement for transportation projects, the Indiana Partnership for Transportation Quality will present Quality Awards at the 99th Annual Purdue Road School, March 5-7, 2013.

**Award Categories**

Nominations will be received for projects in the following categories:

- Major New/Reconstruction - Rural
- Major New/Reconstruction - Urban
- Pavement - Rural
- Pavement - Urban
- Bridges - Rural
- Bridges - Urban
- Special Projects > $2,000,000
- Special Projects < $2,000,000

Application information can be obtained at: [http://www.fhwa.dot.gov/indiv/iptq](http://www.fhwa.dot.gov/indiv/iptq)

Download Awards Application in Word format!

**Questions?**

Contact: Laura Britton, Program Coordinator, Federal Highway Administration (317) 226-5323

[laure.britton@dot.gov](mailto:laure.britton@dot.gov)

Applications must be received by January 7, 2013

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The Indiana Partnership for Transportation Quality, a partnership of fourteen Indiana agencies, industry associations, and academia is dedicated to continuous quality improvement in the planning, design, construction, and maintenance of Indiana’s highways.
Announcement from Asphalt Pavement Association of Indiana (APAI)

All:
At its meeting on August 16, the APAI Board of Directors approved a revised and updated APAI Local Guide Specification for asphalt pavements. Special thanks to our member task force who contributed their time and expertise over the past few months in the development of this document: Gerry Huber, Brad Cruea, and Dudley Bonte. The guide spec can also be found on the association’s website: http://www.asphaltindiana.org/asphalt_spec_sheet.php

We would appreciate your help in disseminating this document throughout your organization. If there are any questions, please contact our pavement engineer, Dave Andrewski, P.E. at dandrewski@asphaltindiana.org.

Thanks,
William I. Knopf, Executive Director
Asphalt Pavement Association of Indiana
5348 West Vermont Street, Suite 300
Indianapolis, IN 46224
(317) 910-5493 cell
www.asphaltindiana.org
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Indiana Association of County Highway Engineers and Supervisors
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Dwight Smith, Highway Superintendent, Bartholomew County

Indiana Street Commissioners Association
Rob Roberts, Town of Danville, Street Superintendent

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