

Major Progress

INDOT
Capital
Program
Report

Fiscal Year
2012





**STATE OF INDIANA
OFFICE OF THE GOVERNOR**

State House, Second Floor
Indianapolis, Indiana 46204

Mitchell E. Daniels, Jr.
Governor



The Indiana Department of Transportation (INDOT) has fully embraced our goal of Aiming Higher while stretching Hoosier tax dollars, driving economic development, and enhancing opportunity for all Indiana residents.

Through hard work, an innovative spirit and an enthusiastic willingness to embrace new ways of doing things, INDOT has accomplished far more, using far fewer state employees, than any other time in our state's history.

By the end of 2012, INDOT will have completed or substantially completed 65 Major Moves roadway projects. It will have constructed 375 centerline miles of new roadway; finished 48 new or reconstructed interchanges; and rehabilitated or replaced 720 bridges – about 13 percent of the state's inventory.

But one of INDOT's most important achievements is its continuing successful shift in how it plans, builds, and maintains Indiana's transportation system. INDOT has wholeheartedly embraced a fundamental shift away from old ways of doing business and is now more agile, flexible and imaginative than ever. It's willing to form new partnerships, experiment with new processes and products, and investigate new opportunities to improve Indiana's world-class infrastructure at ever lower cost.

INDOT's list of success when it comes to out-of-the box thinking is long and getting longer. These achievements include successfully managing the financial windfall generated by the Indiana Toll Road lease; the creative engineering which dramatically lowered construction costs of I-69 between Evansville and Indianapolis; the imaginative plan to replace the Milton-Madison Bridge by lifting new pre-built spans into place, which will limit the bridge closure to 10 days, instead of the year required under traditional construction practices; and the innovative funding plan for the new Ohio River Bridges project, which will create thousands of new jobs in Indiana while enhancing our national transportation system.

And more successes are yet to come. INDOT's transformation, like the 2012 road and bridge projects it completed or constructed, will continue to boost economic growth, enhance safety, and improve connectivity far into the future for the citizens of Indiana.

Mitchell E. Daniels, Jr.
Governor



Challenged by Governor Mitch Daniels, INDOT has transformed the way it conducts business by implementing innovative, creative, and fiscally responsible solutions to get the most from every dollar.

We have significantly improved operations, restructured departments, reduced operating expenses, and increased service delivery. We've revised, upgraded, simplified, or improved dozens of processes, procedures or activities through the use of technology or new partnerships. We've embraced the use of spot bonuses and awards to encourage and recognize high-performing employees, beefed up training, and enhanced employee and public communication through an improved Internet presence and use of social media.

These moves have garnered well-deserved recognition. The Institute of Transportation Engineers awarded INDOT its Public Agency Council Achievement Award of Excellence "for transforming its business practices by implementing innovative, creative and fiscally responsible solutions in the midst of fiscal constraints."

Even more gratifying are the results of a 2011 survey that measured what Hoosier taxpayers think of the job we do. According to the survey of more than 2,000 Hoosiers, 64 percent were satisfied or very satisfied with INDOT – compared to an approval rating of 55 percent by residents of surrounding states for their DOTs. Only 9 percent of Indiana residents surveyed reported they were dissatisfied with INDOT – just slightly more than half the 17 percent dissatisfaction level reported for neighboring state DOTs.

As a result of improvements, INDOT has saved tens of millions of dollars through innovative funding solutions, more efficient policies and procedures, streamlined procurement, and reduced operational costs. These savings are reinvested into the capital program or operations, thereby benefitting every town, city or county in Indiana.

INDOT's cultural overhaul was not achieved at the expense of our primary mission, which is to plan, build, maintain and operate a superior transportation system enhancing safety, mobility, and economic growth. Since the 2006 launch of Major Moves, INDOT has started and completed more road and bridge projects than in any corresponding period in state history. Today we have completed or are working on dozens of projects that will benefit Indiana for generations to come.

INDOT's success was achieved with the support and assistance of the Indiana General Assembly, the Federal Highway Administration, the American Council of Engineering Companies, and the Build Indiana Council.

Best regards,

A handwritten signature in black ink that reads "Michael B. Cline". The signature is written in a cursive, flowing style.

Michael B. Cline
INDOT Commissioner

www.in.gov/indot



Millions of Indiana residents and non-residents travel on Indiana roads and bridges – owned, managed and maintained by INDOT – every day.

INDOT manages 28,410 lane miles, including interstates, U.S. routes and state roads. INDOT interstate highways carry 22 percent of Indiana’s traffic every day – despite making up only 1.2 percent of our road network. INDOT’s roadways carry about 50 percent of all Indiana traffic, despite comprising only about 12 percent of all public roads in the state.

We also manage and maintain more than 5,300 bridges and another 8,700 small structures (such as culverts spanning more than four feet).

Indiana Roads & Bridges at a Glance

- 240** ↪ Number of interstates, U.S. routes and state roads
- I-65** ↪ Longest interstate in Indiana (261.1 miles)
- U.S. 41** ↪ Longest active U.S. route (276.5 miles)
- S.R. 3** ↪ Longest active state road (212.9 miles)
- 28,410** ↪ Total lane miles managed by INDOT
- 2.4** ↪ In billions, total square feet of roadway pavement managed by INDOT
- 18,942** ↪ Total number of bridges in Indiana
- 5,660** ↪ Number of bridges owned by INDOT (including Toll Road bridges)
- 50** ↪ In millions, total square feet of bridge deck maintained by INDOT
- 0.25%** ↪ Indiana’s land surface that INDOT manages and maintains as roadways

Governor Mitch Daniels devised Major Moves in 2005. Major Moves was a plan to lease the Indiana Toll Road (ITR) in exchange for an upfront payment. The Indiana General Assembly approved and in April 2006, the state entered into a 75-year lease with the ITR Concession Company LLC (ITRCC) to operate and manage the Toll Road in exchange for \$3.8 billion. ITRCC formally assumed responsibility for all operating and maintenance of the Indiana Toll Road on June 30, 2006. Indiana set aside \$2.4 billion of the toll road lease payment to fund highway construction programs.

Backed by funding raised through the Major Moves plan, INDOT in 2006 launched a comprehensive transportation network construction and improvement program to begin or complete construction on hundreds of statewide transportation projects. Major Moves also prevented the need to raise state taxes for transportation improvements while allowing Indiana to avoid future debt incurred by borrowing money for highway funding – which will save Indiana taxpayers millions of dollars in future debt obligations.

Major Moves

Since 2006, Major Moves has provided for construction and/or preservation of hundreds of road and bridge projects across Indiana. Additionally, through reinvestment of lease proceeds, using proceeds to match other funding, and coupling Major Moves funding with other revenue streams, INDOT has leveraged Major Moves funding into a more than \$11 billion program through 2015.

Major Moves Impact at a Glance

- 87** ↪ New corridors identified for construction in the original 10-year Major Moves plan
- 65** ↪ Number of roadway projects either completed or substantially under construction by end of Calendar Year 2012
- 48** ↪ Number of new or reconfigured highway exits or interchanges to be completed by end of CY 2012
- 19** ↪ Number of Major Moves projects accelerated from the original 2006 plan
- 720** ↪ Number of bridges to be rehabilitated or replaced by end of CY 2012
- \$1.2** ↪ In billions, INDOT's FY 2012 construction investment

	Through FY 2012	Through CY 2015
New highway	185 miles*	413 miles*
Bridges rehabbed or replaced	705 bridges	1,070 bridges (19.5%)
Pavement centerline miles rehabbed or replaced	3,265 miles	6,350 miles (49%)
Corridors complete and open to traffic	54	87
TOTAL INVESTED	\$7.5 billion	More than \$11 billion

Note: The percent of total state inventory is shown in ().

***Centerline miles:** A centerline mile is the length of the roadway in miles. A roadway that is 10 miles in length has 10 centerline miles, regardless of the number of lanes.

The following pages include a look at some of our major projects that are either completed, under construction, or will be underway by the end of CY 2015.

Public-Private Partnerships

INDOT in FY 2012 moved to take advantage of a new state law that allows new nontraditional highway funding sources by expanding the use of public-private partnership (P3s) projects for transportation improvements. The law authorized INDOT to pursue public-private partnerships without project-specific legislative approval.

Public-private partnerships provide an additional source of funding without increasing existing capital budget. Strategic private investments offer INDOT the opportunity to design, build and complete roads and other infrastructure in a shorter timeframe at vastly reduced cost.

Public-private partnership highlights in FY 2012 included:

- Ohio River Bridges: Indiana plans to use a private sector team for financing, construction and long-term maintenance of the East End Crossing between Utica, Ind., and Prospect, Ky.
- Illiana Corridor: This prospective highway route, extending from I-55 in Illinois to I-65 in Indiana, is expected to be funded via public-private partnerships for each respective state
- INDOT hired KPMG Inc. as a financial adviser for its P3 programs
- INDOT and the Build Indiana Council co-hosted an industry forum about P3 programs

I-69 Evansville to Crane

Open to Traffic: November 2012

This 67-mile extension of I-69 will link Evansville to the Naval Support Activity (NSA) Crane facility while spanning portions of Gibson, Pike, Daviess and Greene counties in southwestern Indiana. When completed across the nation, I-69 will provide a direct interstate connection between Canada and Mexico while boosting economic development in southwest Indiana. A 65-mile long section of this project will open to traffic in November 2012, following the opening of an initial two-mile section in September 2010.

At a Glance

- \$700** → In millions, estimated construction cost
- 100%** → Project miles let
- 67** → Length in miles of the project

Samuel Sarvis
Deputy Commissioner
Major Program Management

Chriss Jobe
Area Construction
Manager/Project Manager

Elliott Sturgeon
Operations Director

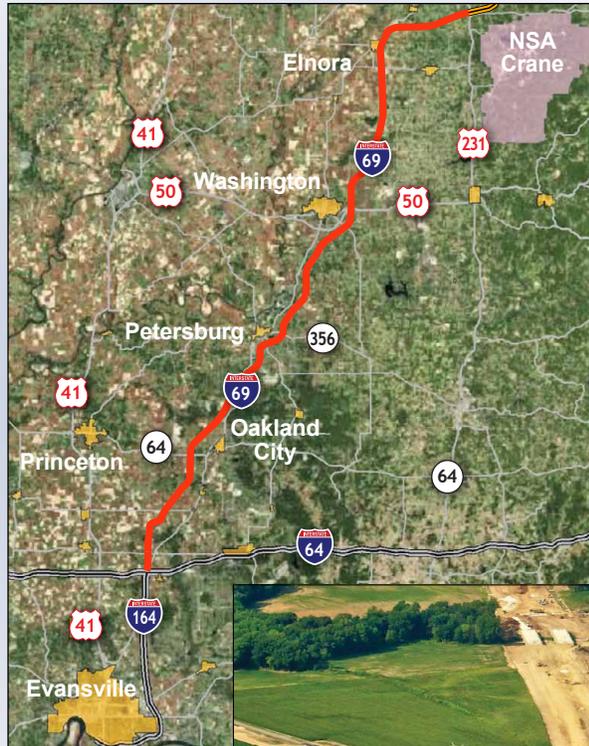
Kurt Pelz
Area Engineer

Thomas Seeman
Project Manager

Dave Butts
Project Manager

Sandra Flum
Project Manager

Janelle Lemon
Project Manager



I-69 at Troy Road, Daviess County, June 2012.

www.i69indyevn.org

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I-69 Crane to Bloomington

Open to Traffic: December 2014

A new 27-mile stretch of I-69 will reach from the NSA Crane facility to just southwest of Bloomington across Greene and Monroe counties. Land acquisition, surveying, geotechnical testing and design work are nearly complete for this stretch of highway. Construction of this section of I-69 is now 30 percent let.

At a Glance

- \$400** → In millions, estimated construction cost
- 73%** → Project miles let
- 27** → Length in miles of the project

Samuel Sarvis
Deputy Commissioner
Major Program Management

James Culbertson
Area Construction
Manager

Chris Jobe
Area Construction Engineer/
Project Manager

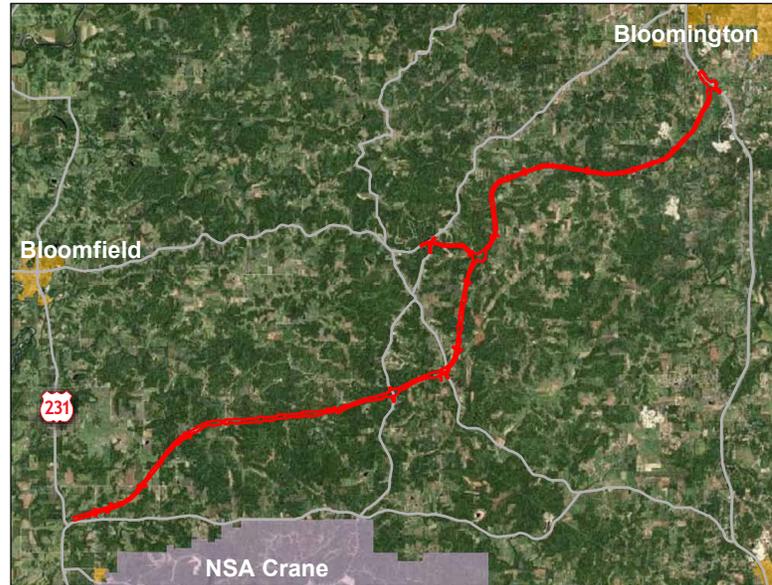
Elliott Sturgeon
Operations Director

Dave Butts
Project Manager

Sandra Flum
Project Manager

Brian Malone
Project Manager

Thomas Seeman
Project Manager



www.i69indyevn.org

I-80/I-94 Borman Expressway

Open to Traffic: August 2011

This project involved total reconstruction of the I-80/I-94 interchange at I-65 in Lake County, including three miles of added travel lanes on I-80/94 as well as 10 new bridges. The Borman Expressway project consisted of three contracts over a five-year period that began in spring 2007. The I-80/94 interchange reconstruction was the last element of the complete rebuilding of the expressway between the Indiana/Illinois state line and I-65. The complete project included new eastbound and westbound travel lanes from just east of I-65 to the Illinois state line; new collector-distributor lanes to help motorists easily enter and exit the highway; lengthened interchange ramps and new bridges to maximize vehicle flow; and enhanced lighting and improved drainage. Construction of this project is complete. The westbound lanes of the last phase of the project were completed and opened to traffic in July 2011. The eastbound lanes of the last phase were completed and opened to traffic in August 2011. The new highway is expected to handle traffic volumes for 20 years.

At a Glance

- \$197** ↪ In millions, construction cost
- 100%** ↪ Project miles let
- 6** ↪ Length in lane miles of new pavement

Gary Pence
Project Manager

Lee Randell
Project Engineer



I-80/I-94 (Borman Expressway) interchange with I-65, Lake County, June 2012.

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Accelerate 465

Open to Traffic: December 2012

Accelerate 465 involves reconstruction of an 11-mile corridor of I-465 from just south of the I-70/I-465 interchange to just south of the 56th Street interchange on the west side of Indianapolis in Marion County. The goal of this project is to expand capacity, improve safety and upgrade road design to current standards. The project involves upgrading interchanges at West 38th Street, I-74/ Crawfordsville Road, West 10th Street, U.S. 36/ Rockville Road, U.S. 40/Washington Street, Sam Jones Expressway, and I-70. Construction of the Accelerate 465 project is now 91 percent complete.

At a Glance

- \$423** → In millions, estimated construction cost
- 100%** → Project miles let
- 11** → Length in miles of the project

John Pangallo
Project Manager

Ling Gan
Project Engineer

Elsadig Ibrahim
Project Engineer

Chad Nierman
Project Engineer

Ted Sowders
Project Engineer



I-465 at West 38th Street, Marion County, June 2012.

www.in.gov/indot/div/projects/accelerate465/design/

U.S. 24 (Fort to Port)

Open to Traffic: November 2012

This project is upgrading U.S. 24 from a winding, high accident frequency, two-lane rural highway to a four-lane divided highway from I-469 to the Indiana/Ohio state line in Allen County. The route begins at the existing intersection of I-469 and U.S. 24 and continues east 11 miles to the state line. The new U.S. 24, which will greatly improve safety and mobility, is being built south of the old highway. The old U.S. 24 will become a local road after the new highway construction is complete. Construction of this project is 92 percent complete.

At a Glance

\$93 ↪ In millions, estimated construction cost

100% ↪ Project miles let

11 ↪ Length in miles of the project



KimberLee Peters
Project Manager

Mike Crill
Project Engineer

Don Stucky
Project Engineer



U.S. 24 at Webster Road, Allen County, June 2012.

www.in.gov/indot/div/projects/us24

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S.R. 25 (Hoosier Heartland)

Open to Traffic: December 2013

This project involves building a new four-lane limited-access highway across Tippecanoe, Carroll and Cass counties between Lafayette and Logansport. The new highway will replace the current S.R. 25, a two-lane rural highway which has 81 intersections, three railroad crossings and more than 140 private entrances. Linking to U.S. 24/35 in Logansport and continuing eastward to the U.S. 24 Fort to Port highway in Allen County, the Hoosier Heartland will improve access, safety, and promote economic development in north central Indiana. Construction of the Hoosier Heartland project is 50 percent complete.

At a Glance

- \$327 → In millions, estimated construction cost
- 100% → Project miles let
- 36 → Length in miles of the project

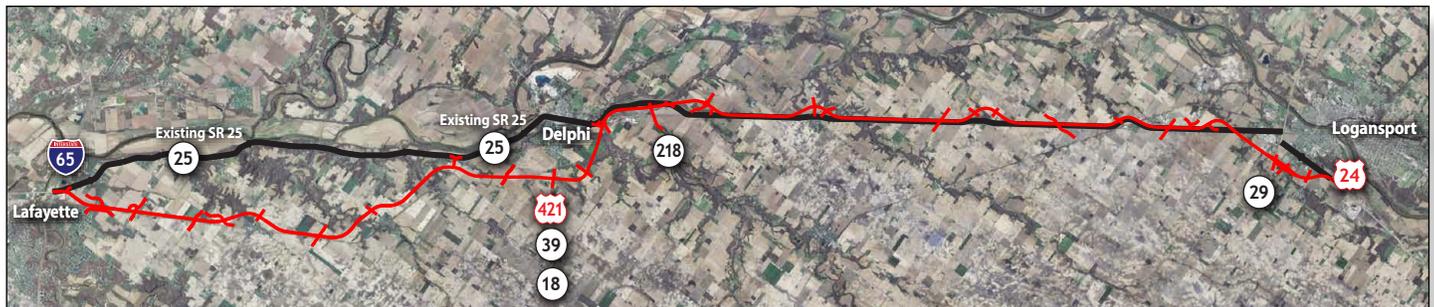
James Earl
Project Manager

Nate Pfeiffer
Area Engineer

Erik Seef
Area Engineer



S.R. 25 at County Road 500 East, Tippecanoe County, June 2012.



<http://www.in.gov/indot/projects/2284.htm>

U.S. 31 Kokomo

Open to Traffic: December 2013

At a Glance

- \$155** → In millions, estimated construction cost
- 100%** → Project miles let
- 13** → Length in miles of the project

Tim Muench
Project Manager

Brian Garner
Project Supervisor

Bill Young
Project Supervisor

James Colonis
Area Engineer

Roland Fegan
District Construction Engineer

Hooshang Hamidian
Project Engineer

Elsadig Ibrahim
Project Engineer

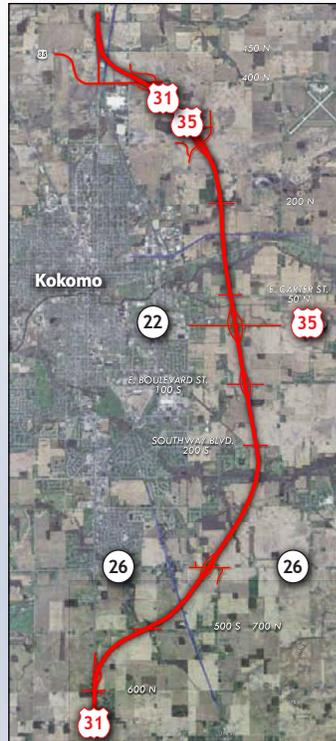
Cory Mahan
Project Engineer

Keith Myers
Project Engineer

Scott Sipes
Project Engineer

Samantha DeSollar
Project Engineer

Cliff Walker
Project Engineer



This project involves construction of a new four-lane divided limited-access rural highway and six new interchanges east of Kokomo in Howard County. The 13-mile project begins just south of the Tipton/Howard county line and ends about one mile north of the U.S. 35 junction. The goal of this project is to relieve traffic congestion and speed access to and through Kokomo. The existing stretch of U.S. 31 in Kokomo between S.R. 267 and U.S. 35 North now includes 15 signalized intersections and more than 130 cross-street and access points, which leads to vehicle crashes, traffic congestion, and delays. Construction of the project is 31 percent complete.



U.S. 31 at East Boulevard Street, County Road 100 South, Howard County, June 2012.

www.us31kokomo.in.gov

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At a Glance

- \$223** → In millions, estimated construction cost
- 93%** → Project miles let
- 20** → Length in miles of the project

Trevor Mills
Project Manager

Mike Monahan
Area Engineer

Paul Dlugopolski
Project Engineer

Feroz Dubash
Project Engineer

Sue Edging
Project Engineer

Nick Galvas
Project Engineer

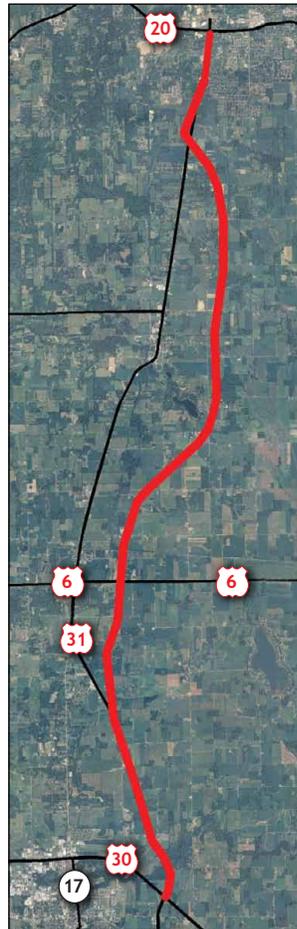
Corey Schamberger
Project Engineer

Michael Zeider
Project Engineer

www.us31plysb.com

U.S. 31 Plymouth to South Bend

Open to Traffic: December 2014



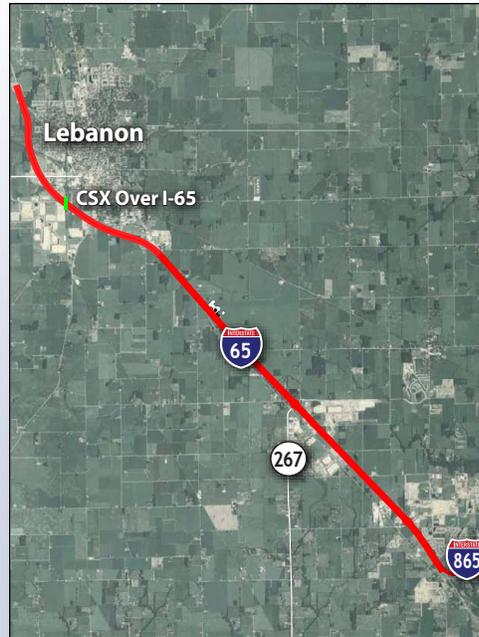
This project involves constructing a new four-lane, divided, limited-access highway and four interchanges between U.S. 30 and U.S. 20 in Marshall and St. Joseph counties. The goal of the project, which includes 15 miles of new terrain highway, is to reduce congestion and improve safety and mobility along the route. Upgrading U.S. 31 to freeway standards will greatly improve the safety of the corridor and reduce the number of crashes and rear-end collisions caused through turning movements and increased traffic, especially between Lakeville and South Bend. Construction of this project is 44 percent complete.



U.S. 31 at S.R. 4, St. Joseph County, June 2012.

I-65, I-865 to U.S. 52

Open to Traffic: June 2013



This project will add an additional travel lane on both the north and southbound lanes of I-65 from I-865 to just south of U.S. 52 in Boone County. This project also is rehabilitating the existing southbound I-65 travel lanes from U.S. 52 to just north of State Road 32 and rebuilding two highway bridges and the CSX Railroad Bridge over I-65. The first section of the project, from I-865 to one-half mile south of Boone County Road 100 East, was completed in November 2010. Work is now underway on the second section, which involves adding additional travel lanes and reconstructing existing travel lanes in both directions. Construction on this project is now 67 percent complete.

At a Glance

- \$85.5** ↪ In millions, estimated construction cost
- 100%** ↪ Project miles let
- 13** ↪ Length in miles of the project

Trevor Mills
Project Manager

Wes Shaw
Area Engineer

Lori Cating
Project Engineer

Tim Perkins
Project Engineer



I-65 at S.R. 39, Boone County, June 2012.

Major Progress

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U.S. 31 Hamilton County

Open to Traffic: December 2015

At a Glance

- \$320** → In millions, estimated construction cost
- 16%** → Project miles let
- 13** → Length in miles of the project

Gary Pence
Project Manager

Gary Adams
Project Engineer

Farid Bozorgi
Project Engineer

Jason Deering
Project Engineer

Andy Nahrwold
Project Engineer

John Reeve
Project Engineer

Chad Nierman
Area Engineer



This multi-year project will upgrade the current U.S. 31 in Hamilton County to a freeway from 96th Street to 216th Street. This work includes the construction of nine new interchanges and added travel lanes in the fastest growing county in Indiana. This project will reduce congestion and travel times while improving highway safety. Construction is now complete on the widening of the 146th Street bridge and the S.R. 38 interchange. Apart from the U.S. 31 Hamilton County project – but within the project corridor – INDOT is rebuilding and widening the 126th Street bridge in parallel with a Local Public Agency project sponsored by the Town of Fishers. A total of 19 percent of the U.S. 31 Hamilton County project is now under construction.



U.S. 31 ramp bridge at Keystone Parkway, Hamilton County, June 2012.

www.us31hamiltoncounty.in.gov

Milton-Madison Bridge

Open to Traffic: April 2013

Other Key Projects

This project consists of reconstructing the Ohio River bridge connecting Milton, Ky., with Madison, Ind. The existing bridge piers will be improved and the bridge superstructure replaced by a new 40-foot wide roadway. Using a method called “truss sliding,” a new 3,181-foot-long truss will be moved along steel rails and plates and slid into place atop the rehabilitated piers. The first truss span was assembled, floated into position, and lifted into place for eventual sliding onto the rehabilitated piers. This unique construction method will limit the bridge closure to only 10 days, rather than the year-long closure that would have occurred using traditional construction methods. Overall project construction is now 75 percent complete.

At a Glance

- \$104** ↪ In millions, estimated construction cost
- 100%** ↪ Project miles let
- 1** ↪ Length in miles of the project

Kevin Hetrick
Project Manager

Jason Bunselmeier
Area Engineer



Milton-Madison Bridge over the Ohio River, Jefferson County, July 2012.

www.miltonmadisonbridge.com/

Ohio River Bridges

Construction Start: August 2012

P3 Projects

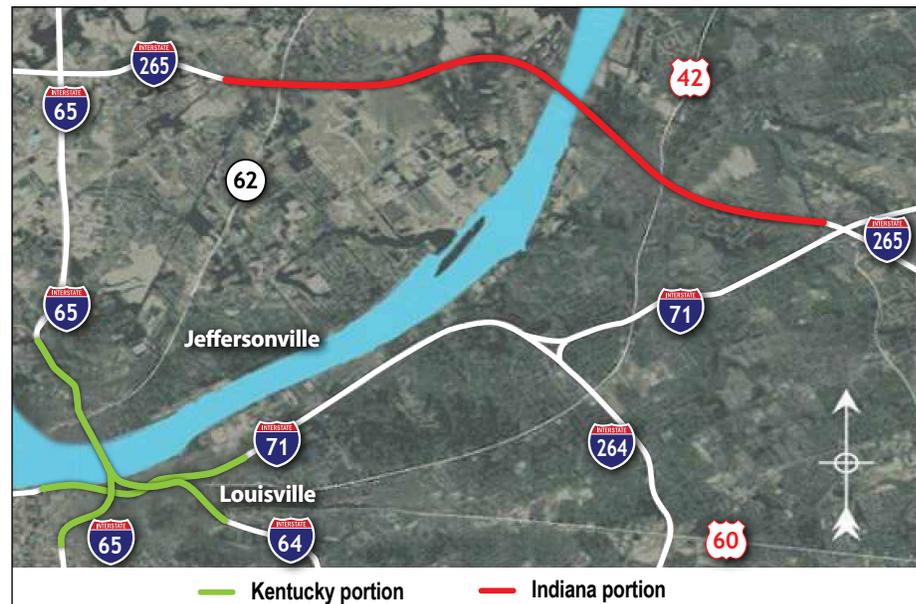
The Ohio River Bridges project consists of six major sections, which will bring unprecedented improvement in cross-river mobility over the Ohio River in southern Indiana, between Jeffersonville, Ind., and Louisville, Ky. The project will entail construction of 114 new lane miles, including interstate highways, interchanges, two bridges, and a tunnel. Kentucky will fund and construct the Downtown Crossing section, which will connect Jeffersonville and downtown Louisville with a new I-65 bridge located just upstream from the existing Kennedy I-65 span. Indiana will oversee construction of the East End Crossing between Utica, Ind., and Prospect, Ky. This project will consist of a highway-bridge link from I-265 in Indiana to the Gene Snyder Freeway in Kentucky. Approximately four miles of I-265 and a new interchange will be constructed as an approach to a new East End Bridge over the Ohio River. The East End Crossing project will complete an interstate loop around the east side of Louisville and boost economic development in southern Indiana's Floyd and Clark counties. Groundbreaking for initial elements of the East End Crossing project was held in August 2012. The Indiana General Assembly granted INDOT the authority to develop major projects, like the Ohio River Bridges, as a public-private partnership.

At a Glance

\$2.6 ↪ In billions, estimated project cost

<1% ↪ Project miles let

Ron Heustis
Project Manager



www.kyinbridges.com

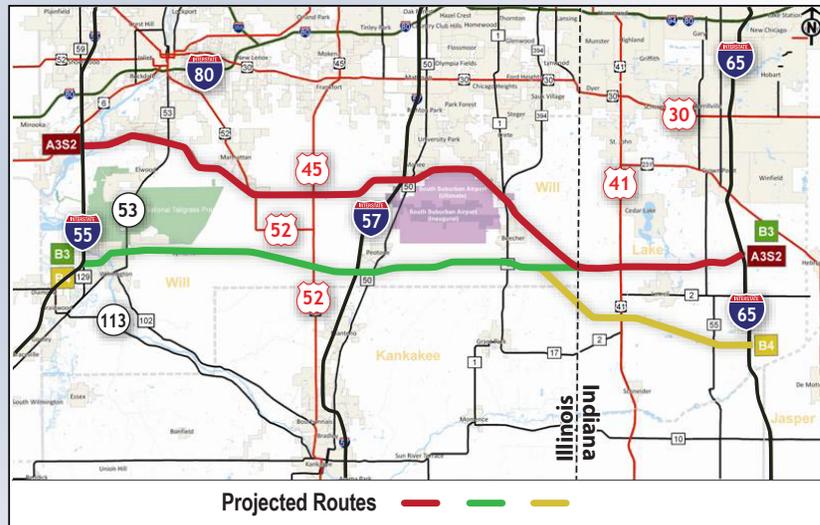
The Illiana Corridor is an east-west transportation corridor extending from I-55 in Illinois to I-65 in Indiana. The corridor will stretch from Will County, Ill. – one of the fastest-growing counties in the U.S. – to southern Lake County in Indiana. Benefits of a new expressway through this corridor include providing an alternate route for I-80/I-94 traffic and a bypass around urban congestion. The new expressway also will improve access to one of the country's largest inland port intermodal freight areas, and support economic development and job creation. The exact corridor route has yet to be determined, but data analysis, engineering and environmental studies, and public meetings are underway. A final route that provides the best balance of serving transportation needs, avoiding or minimizing environmental impacts, and incorporating community input and values is expected to be selected by the end of calendar year 2012. The Indiana General Assembly granted INDOT the authority to develop major projects, like the Illiana Corridor, as a public-private partnership.

At a Glance

\$1.3-1.6 → In billions, estimated project cost

47-50 → Length in miles of the project

Greg Kicinski
Project Manager



www.illianacorridor.org

Major Preservation Projects

INDOT delivers a variety of important projects to maintain, enhance and extend the life of state roads, bridges and infrastructure. The following pages include recent and current major preservation projects by INDOT district.

Crawfordsville

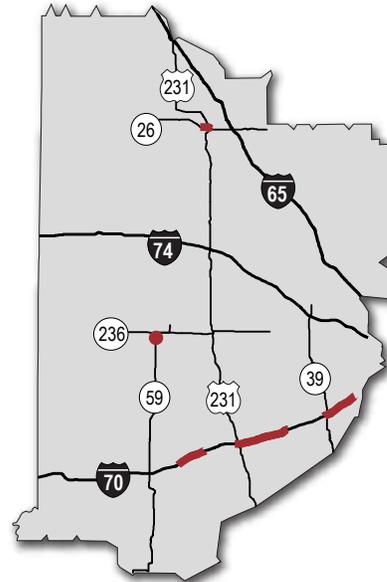


I-70 HMA overlay in Putnam and Morgan counties.

Location	Description	Cost	Completion
I-70	Hot Mix Asphalt (HMA) overlay from 5.85 miles east of S.R. 59 to 2.8 miles west of S.R. 243 in Putnam and Clay counties.	\$6.3 million	Fall 2012
S.R. 26	HMA overlay from 0.30 miles west of S.R. 526 to 0.41 miles east of U.S. 231 in West Lafayette, Tippecanoe County.	\$1.9 million	Fall 2012
I-70	HMA overlay from 0.67 miles west of U.S. 231 to 0.56 miles east of Little Point Road in Putnam and Morgan counties.	\$10.5 million	Fall 2012
I-70	HMA overlay from 0.5 miles west of S.R. 39 to 0.47 miles west of S.R. 267 in Morgan and Hendricks counties.	\$7.7 million	Fall 2012
S.R. 59	Superstructure replacement on the bridge over the south fork of Little Raccoon Creek, 0.81 miles south of S.R. 236 in Parke County.	\$906,978	Fall 2012

Joe Novak
District Construction
Director

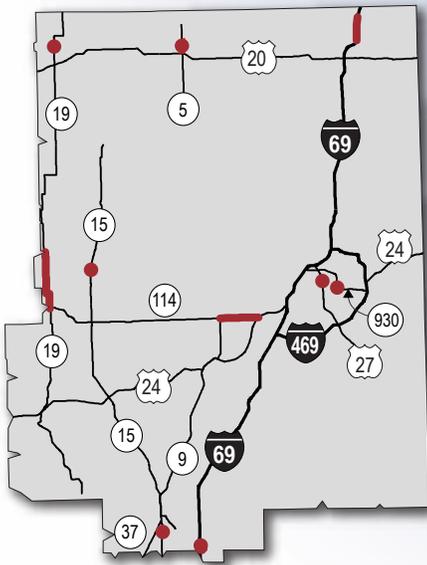
Shakeel Baig
District Capital Program
Management Director



Fort Wayne



S.R. 19 HMA project in Fulton and Kosciusko counties.



Location	Description	Cost	Completion
S.R. 5	HMA overlay from U.S. 20 north 2.43 miles to C.R. 345 North near Shipshewana.	\$700,000	Summer 2012
S.R. 15	Bridge Replacement over the N&W Railroad, 4.02 miles north of S.R. 14 in Kosciusko County.	\$4 million	Fall 2012
U.S. 27	Correction of southbound curves at Elizabeth Street and at Westbrook Drive and Spy Run Creek bridge replacement, 1.91 and 1.28 miles south of S.R. 930 in Fort Wayne.	\$2 million	Fall 2012
S.R. 9	Bridge replacement over Deer Creek, 0.51 miles north of S.R. 22/U.S. 35 in Grant County.	\$1 million	Fall 2012
S.R. 930	Bridge deck replacement over NS Railroad eastbound lane, 5.36 miles east of U.S. 27 in Fort Wayne.	\$1.2 million	Fall 2012
I-69	Bridge superstructure replacement, northbound and southbound bridges over Barron Creek, 1.44 miles north of S.R. 26 in Grant County.	\$1.8 million	Fall 2012
S.R. 19	HMA overlay from 0.36 miles south of S.R. 14 to S.R. 25 in Fulton/Kosciusko counties.	\$2.3 million	Fall 2012
S.R. 114	HMA overlay from S.R. 9 to U.S. 24 in Whitley County.	\$1.4 million	Fall 2012
S.R. 127	HMA overlay from 2.53 miles north of U.S. 20 to S.R. 120 (includes S.R. 727 from S.R. 127 to 0.75 miles west of S.R. 127) in Steuben County.	\$4 million	Fall 2012
S.R. 19	Road reconstruction, including traffic signal and sign modernization, and bridge rehabilitation over St. Joseph River in Elkhart.	\$14.8 million	Summer 2014

Jim Keefer
District Construction
Director

John Leckie
District Capital Program
Management Director

Greenfield

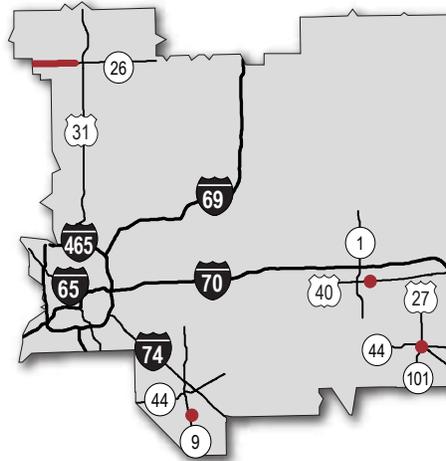


U.S. 27 urban highway reconstruction in Liberty.

Location	Description	Cost	Completion
U.S. 27	Urban highway reconstruction in Liberty.	\$5 million	Fall 2012
S.R. 9	Bridge replacement over Lewis Creek in Shelby County.	\$985,000	Fall 2012
S.R. 26	Road rehabilitation and bridge widening from Clinton/Howard county line, through Russiaville, to Dixon Road in Kokomo.	\$14 million	Spring 2013
U.S. 40	Sight distance improvement from 2.5 miles east of S.R. 1 at Pennville/Jacksonburg Road in Wayne County.	\$1.4 million	Spring 2013

Roland Fegan
District Construction
Director

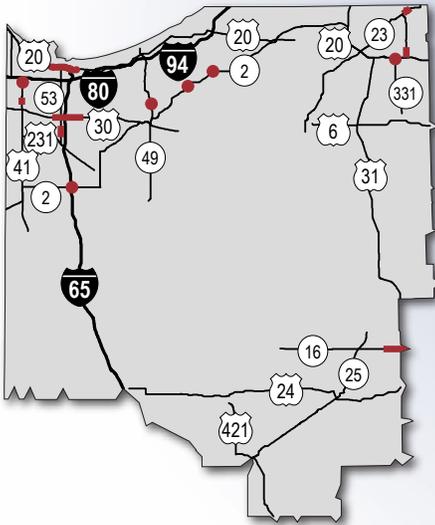
Steven Boyer
District Capital Program
Management Director



LaPorte



S.R. 331 new alignment in Mishawaka.



Brad Minnick
District Construction
Director

Angela Fegas
District Capital Program
Management Director

Location	Description	Cost	Completion
S.R. 16	Road reconstruction and lane widening with shoulders in Twelve Mile in Cass County.	\$3.2 million	Fall/Winter 2011
U.S. 41	Road rehabilitation from Main Street to E&J railroad in Schererville.	\$1.9 million	Fall/Winter 2011
S.R. 53	Intersection improvements and resurfacing between 93rd Street and U.S. 231 in Crown Point.	\$6.1 million	Fall/Winter 2011
S.R. 2	Intersection improvement and road realignment at Forrester Road in LaPorte County.	\$1.4 million	Fall/Winter 2011
S.R. 23	Added travel lanes from Brick Road to Adams Road in Granger.	\$7.2 million	Summer 2012
S.R. 331	Added travel lanes from 12th Street to U.S. 20 Bypass in Mishawaka.	\$9.7 million	Summer 2012
U.S. 41	Reconstruction from Ridge Road to Little Calumet River in Highland.	\$9.8 million	Fall/Winter 2012
U.S. 421	Added travel lanes between north and south junction of S.R. 2 in Westville.	\$4.3 million	Fall/Winter 2012
S.R. 2	Interchange modification at I-65 in Lake County.	\$7.7 million	Winter 2012
S.R. 49	New interchange at C.R. 440 North in Valparaiso.	\$3.6 million	Spring 2013
S.R. 331	Added travel lanes from 12th Street to St. Joseph River in Mishawaka.	\$24 million	Summer 2013
U.S. 12	Road rehabilitation from Bridge Street to I-65 in Gary.	\$11.8 million	Summer 2013
U.S. 30	Road resurfacing from S.R. 55 to S.R. 51 in Merrillville and Hobart.	\$3.6 million	Fall 2013
S.R. 23	Added travel lanes from Campeau Street to south of Twyckenham Street in South Bend.	\$8.6 million	Fall 2014

Seymour

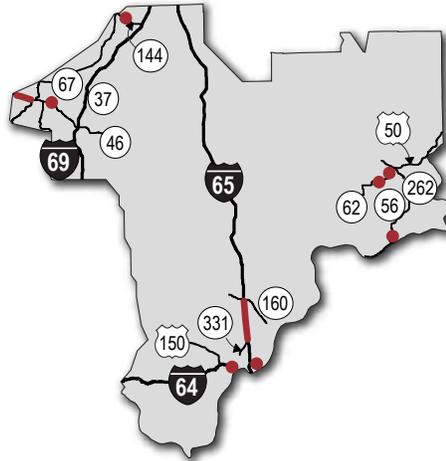


Construction of the approach to the Big Four Bridge in Jeffersonville.

Jeffrey Logman
District Construction
Director

Nathan Frey
District Capital Program
Management Director

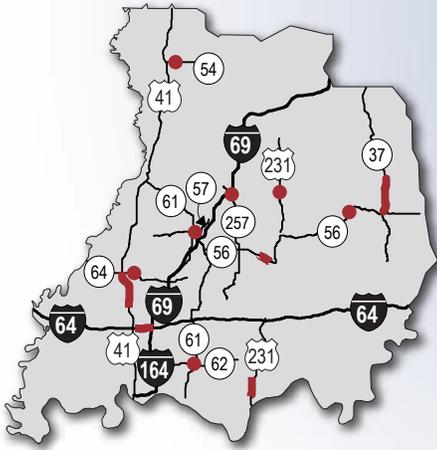
Location	Description	Cost	Completion
I-64	Phase 2 rehabilitation of Sherman Minton Bridge over the Ohio River at New Albany.	\$18.1 million	Spring 2012
I-65	HMA overlay and patching from S.R. 311 to 0.5 miles north of S.R. 160 in Clark County.	\$8.9 million	Fall 2012
S.R. 62	Ground stabilization and slide correction in Dearborn and Ripley counties.	\$2 million	Fall 2012
S.R. 56	Ground stabilization and slide correction in Vevay.	\$7.8 million	Spring 2013
S.R. 46	Road rehabilitation from S.R. 246 to west junction of S.R. 67/U.S. 231 in Owen County.	\$5.2 million	Fall 2013
S.R. 46	Site distance improvement at County Line Road, approximately 4 miles east of U.S. 231 in Owen and Monroe counties.	\$2.8 million	Fall 2013
S.R. 144	New roundabout at Kitchen Road and S.R. 144 in Morgan County.	\$1.8 million	Fall 2013
Jeffersonville	Construction of Big Four Bridge approach for a new bike/pedestrian trail over the Ohio River.	\$6.5 million	Winter 2013



Vincennes



S.R. 54 bridge replacement over Coulson Drain in Sullivan County.



Bart Mueller
District Construction
Director

Pamela Drach
District Capital Program
Management Director

Location	Description	Cost	Completion
U.S. 231	Bridge replacement over Friends Creek, 2.4 miles south of U.S. 50 in Martin County.	\$3.1 million	Fall 2012
S.R. 56	Bridge replacement over Altar Creek, 3.91 miles west of U.S. 231 in Pike County.	\$1.4 million	Fall 2012
S.R. 61	Bridge deck overlay over Southern Railroad, 0.23 miles south of S.R. 62 in Warrick County.	\$700,000	Fall 2012
S.R. 61	Small structure replacement at 0.24 miles north of S.R. 57 in Pike County.	\$700,000	Fall 2012
S.R. 257	Bridge replacement over Veale Creek, 1.03 miles south of U.S. 50 in Daviess County.	\$1.7 million	Fall 2012
U.S. 231	HMA overlay from I-64 to 0.61 miles north of I-64 and 2.76 miles north of S.R. 66 to S.R. 70 in Spencer County.	\$1.4 million	Winter 2012
S.R. 64	Small structure replacement, 0.4 miles east of east junction of S.R. 65 in Gibson County.	\$1.3 million	Spring 2013
I-64	HMA overlay from 0.5 miles east of U.S. 41 to 0.41 miles east of I-164 in Vanderburgh County.	\$1.9 million	Spring 2013
U.S. 150/S.R. 37 corridors	Various corridor road reconstruction projects in Orange County.	\$34 million	TBD
U.S. 41	HMA overlay from 1.01 miles south of S.R. 168 to 0.28 miles north of S.R. 64 in Gibson County.	\$5 million	Fall 2013
S.R. 54	Bridge replacement over Busseron Creek, 1.92 miles east of U.S. 41 and over Coulson Drain, 1.48 miles east of U.S. 41 in Sullivan County.	\$2 million	Fall 2013

Major Progress

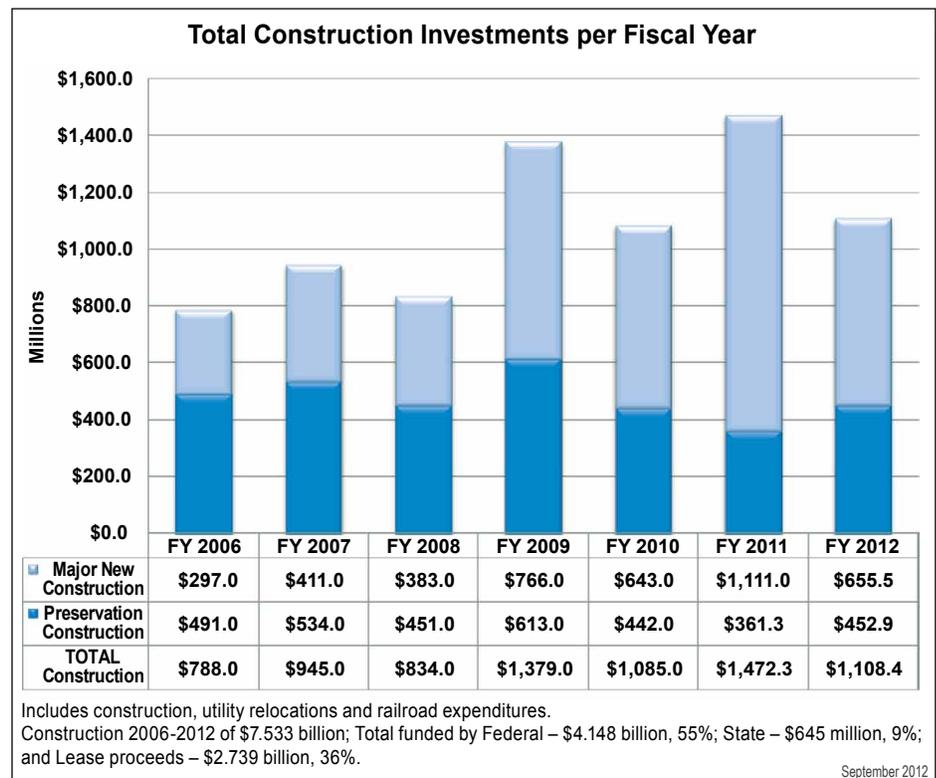
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Financials

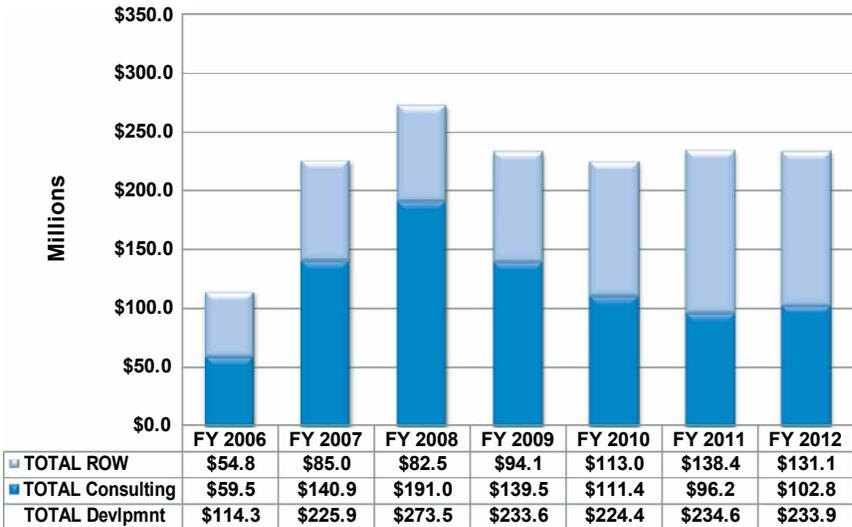
For the fourth consecutive year, INDOT in FY 2012 obligated more than \$1 billion to construction. The majority of INDOT's budget paid for construction of new roads and bridges, as well as right-of-way acquisition, design and environmental work, and upkeep of existing bridges and roads. Throughout the year, INDOT received exceptional value for its investment due to cost favorability for construction projects while establishing new levels of accountability, efficiency, and service to customers and taxpayers.

INDOT will continue to invest in Indiana's infrastructure to improve transportation mobility, safety, employment and economic growth throughout Indiana in future fiscal years. This investment in our infrastructure will continue to pay dividends in terms of increased economic impact and opportunity and enhanced quality of life for decades to come.

Capital Investments



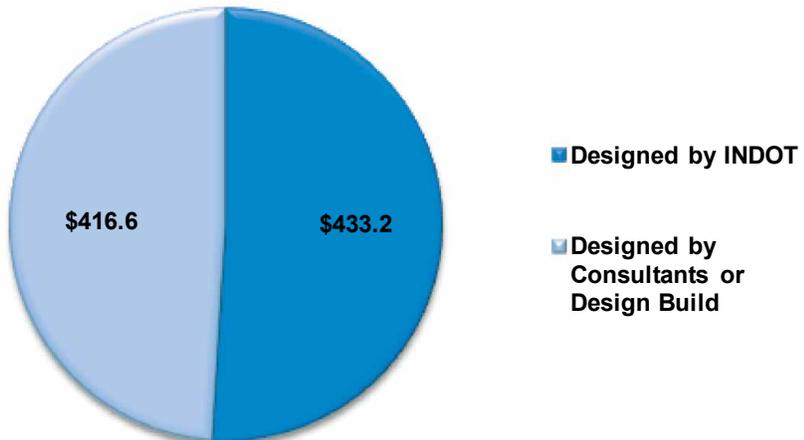
Right-of-Way & Consulting Investments for All Programs



Development includes consulting and ROW expenditures for both Major New and Preservation.
 Consulting 2006-2012 of \$841m total funded by Federal – \$596 million, 71%; State – \$187 million, 22%; and Lease proceeds \$58 million, 7%.
 ROW 2006-2012 of \$701 total funded by Federal – \$422 million, 60%; State – \$178 million, 25%; and Lease proceeds – \$100 million, 14%.

September 2012

Construction Contracts Project Design in FY 2012 In Millions



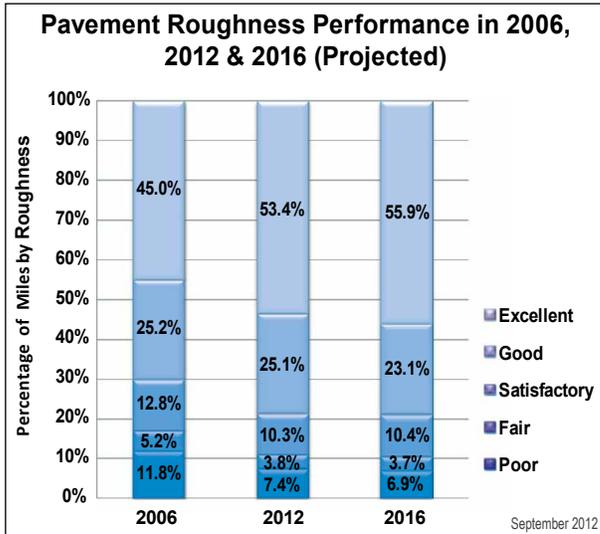
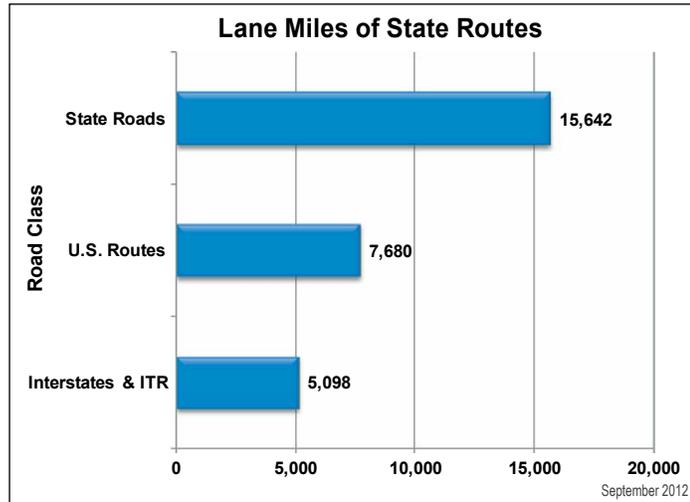
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Inventory & Condition of INDOT Roadways

INDOT owns 28,410 roadway lane miles (totaling 11,141 roadway centerline miles), including interstates, U.S. routes and state roads – including 157 miles on the Indiana Toll Road.



INDOT measures its pavement ride quality using the International Roughness Index (IRI), a nationally applied metric. The IRI specifically gauges ride smoothness of pavement (other measures include rutting, friction, cracking, faulting and so forth).

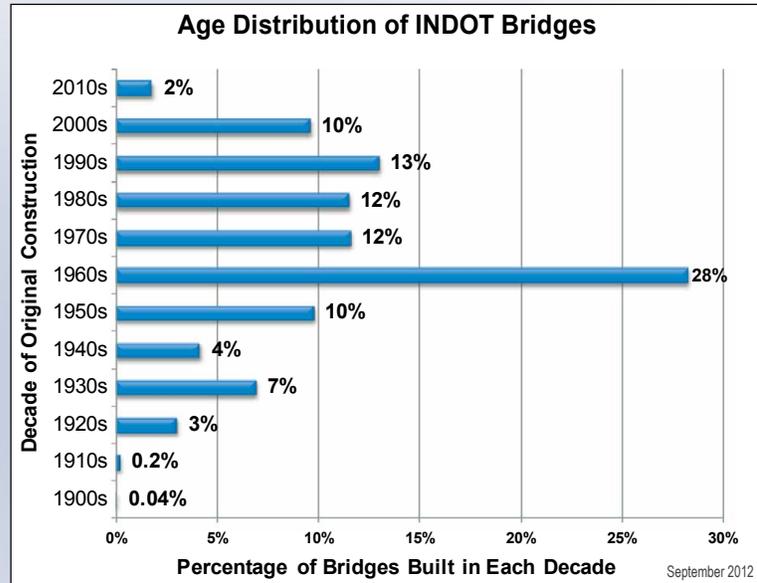
We collect IRI data annually on all our roads and use this data to help identify and prioritize capital and maintenance improvement needs. The chart on the left illustrates current pavement ride quality performance as it was back in 2006, in 2012, and as currently forecasted at the end of 2016 based on anticipated investments.

According to the most recent national statistics for interstate and other National Highway System (NHS) roads, 92.6 percent of INDOT roads in these classifications are in Excellent, Good, Satisfactory or Fair condition relative to pavement ride quality. The average in the United States is 90 percent. The share of INDOT pavement in Poor condition is half that of the national average for interstates and the NHS. INDOT's rural Interstate System ranks among the leaders in the nation for lowest percentage of pavement in Poor condition.

Inventory & Condition of INDOT Bridges

There are nearly 19,000 bridges in Indiana. Of these, INDOT manages and maintains more than 5,300.

Never before in its history has Indiana invested more in bridges. Since 2006, INDOT has rehabilitated or replaced 705 bridges. By the end of 2015, we will have rehabilitated or replaced 1,070 bridges – more than 19 percent of the state's inventory.



INDOT-managed bridges are in better condition than bridges nationwide. Only 6.8 percent of Indiana's state highway bridges are classified by the Federal Highway Administration (FHWA) as Structurally Deficient. Nationwide, the average is 7 percent. In Indiana, 7.2 percent of our state highway bridges are classified as Functionally Obsolete. The national average for bridges classified as Functionally Obsolete is 15.5 percent.

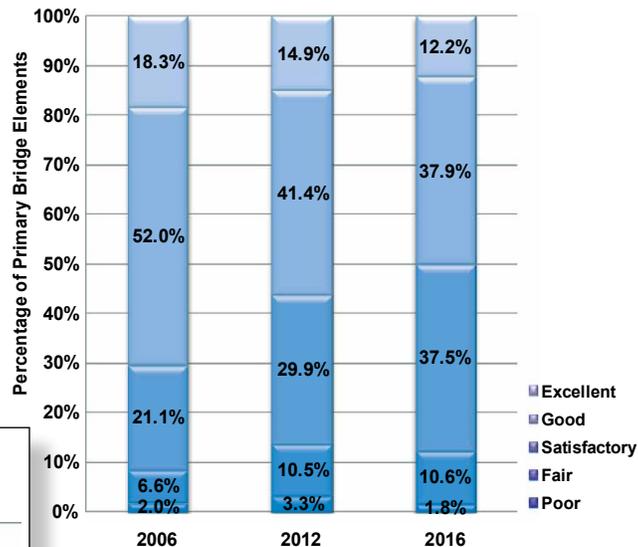
INDOT complies with national inventory and inspection standards on each of its bridges, including a routine two-year inspection cycle. Information generated from these comprehensive inspections is used to monitor network bridge performance and identify capital and maintenance improvement needs. While there are many individual elements of a bridge that are inspected and rated, the principal ones are deck, superstructure, and substructure.

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Bridge deck, superstructure and substructure conditions are rated on a scale of 0-9 according to FHWA national standards. On this scale, 9 means Excellent and 0 means failed conditions. Structurally Deficient bridges are bridges with a deck, superstructure, substructure and/or culvert rated 4 or less. A bridge classified as Structurally Deficient does not imply that it is unsafe, but these bridges typically require significant maintenance and repair to extend their service life and delay total replacement. Structurally Deficient bridges are often posted with weight limits to restrict the gross weight of vehicles using the bridge. A Functionally Obsolete bridge is one that was built to standards that are not used today. While these bridges are not inherently unsafe, they may not have adequate lane widths, shoulder widths, or vertical clearances to serve current traffic demand.

Bridge Performance in 2006, 2012, & 2016 (Projected)

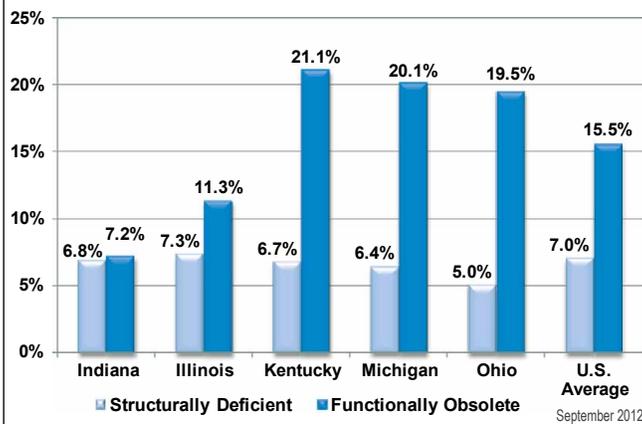


September 2012

The above chart illustrates INDOT bridge performance at three points in time: back in 2006, currently in 2012, and as projected at the end of 2016 based on planned investments.

While there are challenges ahead in meeting bridge system preservation demands and investment needs, today nearly 90 percent of INDOT bridges are rated as Excellent, Good or Satisfactory.

Percent of Bridges Ranked as Deficient or Obsolete



September 2012

Work Zone Safety

INDOT's Work Zone Safety section continues to develop and manage work zone safety policy, perform quality assurance checks on construction and maintenance projects, work with the FHWA to ensure compliance with Federal guidelines, and promote work zone safety awareness statewide.

INDOT vigilantly seeks to protect the traveling public and construction workers in work zones by performing exhaustive field inspections that consider 121 work zone traffic control factors. INDOT has sharpened the focus of field inspections to improve safety and enhance mobility by better targeting the causes of potential accidents by ensuring that consistent and appropriate traffic control devices are properly located, installed and maintained. As a result, the overall number of total work zone injuries has decreased even while the number of reviews conducted and projects inspected by INDOT has declined. Reviews of the work zones ensure that INDOT and federal safety policies are followed and are shared with INDOT staff, contractors, consultants, and others in order for them to make the necessary improvements in work zones and to aid in training.

Advances in work zone safety in FY 2012 included a new Work Zone Safety Audit form to promote consistent identification of common deficiencies in maintenance project work zones in each INDOT district. This process enabled the districts to audit more varieties of work activities and identify common areas of concern for improvement.

In CY 2012, several actions resulted from a review of this process, including quarterly reports by the Central Office and the establishment of a zero tolerance policy concerning failures to wear Personal Protection Equipment in a work zone and to use seatbelts while driving a state vehicle.

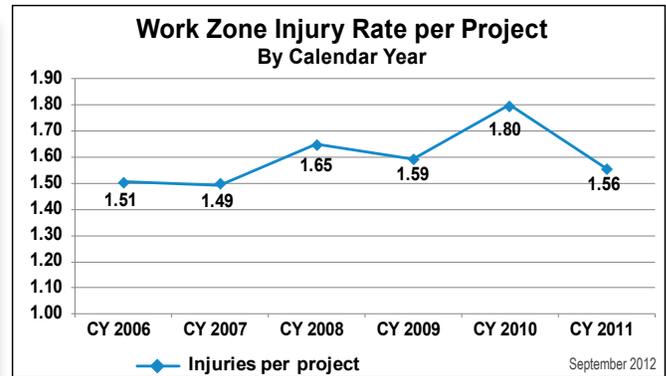
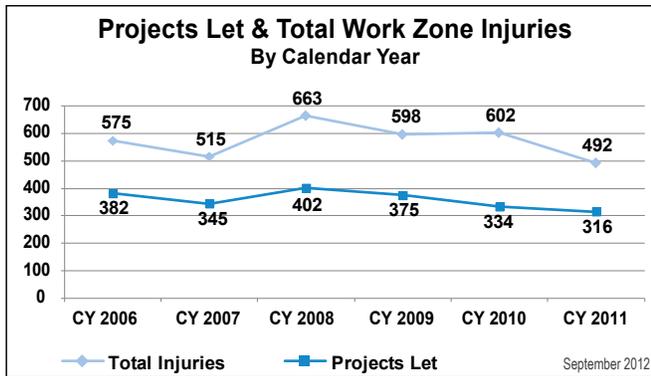
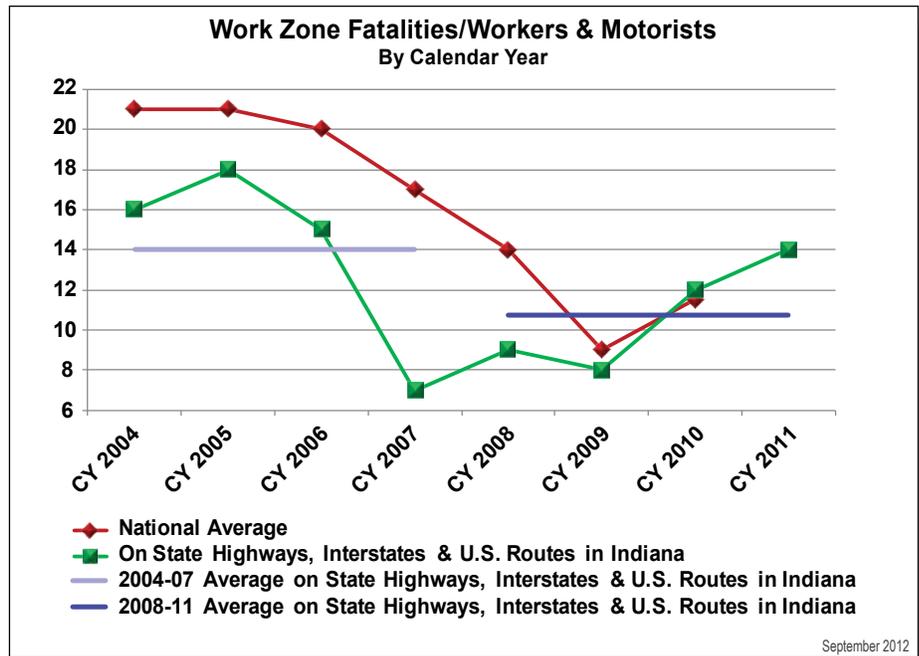
We also initiated a project to collect data on interstate projects that will help improve the predictions of the potential impacts from lane closures. We will use this information during the design process for planning how to mitigate these impacts.

INDOT also added a Work Zone Safety Track to the 2012 Purdue Road School agenda. These well-attended sessions provided additional training on a variety of work zone safety subjects.

Our focus on safety has resulted in an overall decline in work zone crash fatalities. On state highways, interstates and U.S. routes, the number of fatalities in work zone crashes has declined to an average of 11 per year statewide in the most recent four-year period (2008-2011) – a decline of 30.2 percent from the prior four-year period (2004-2007) average of 14 fatalities per year. This decline occurred despite continued high INDOT construction activity, fueled by Major Moves.

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Construction Inspection

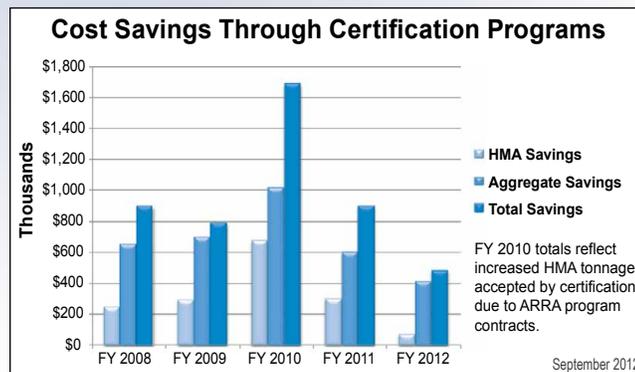
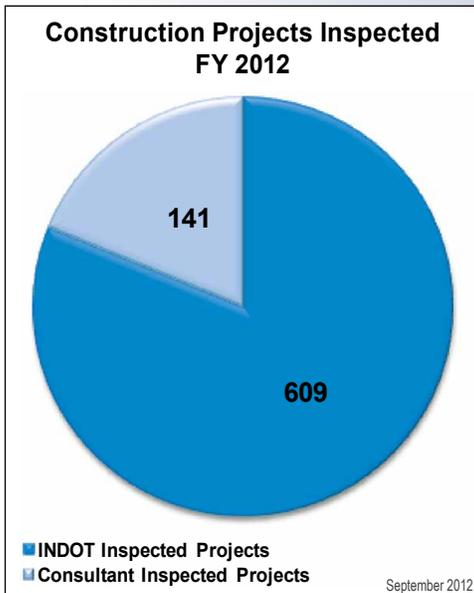
INDOT provides inspection and quality assurance oversight of contractors and material suppliers to ensure that projects are constructed as designed and delivered on time and within the project budget. INDOT's inspection process provides a record of how public dollars are spent and that all federal and state specifications and legal requirements are met.

Inspectors conduct jobsite inspections of all construction projects and currently oversee approximately 400 active projects. We also manage supplier quality programs and perform audits of district testing labs to ensure that materials used in our projects comply with Federal Highway Administration requirements.

In the past three years, INDOT's construction and material inspection labor costs – as a percentage of awarded construction expenditures – have declined due to increased management oversight even as the level of construction expenditures has climbed. In FY 2010, our construction and material inspection labor costs totaled \$32.2 million on \$870.4 million in construction expenditures – about 3.7 percent. In FY 2011, INDOT labor costs totaled \$33.4 million on \$961 million in awarded expenditures – about 3.5 percent. In FY 2012, INDOT's labor costs totaled \$35 million on \$1.083 billion in awarded expenditures – about 3.2 percent.

INDOT continually monitors and evaluates the construction inspection program to ensure optimum balance involving employee headcount, construction inspection needs, and current and projected inspection requirements. INDOT's inspection staff currently totals approximately 300 project engineers and supervisors, 255 construction highway technicians, and 67 technicians from the Shared Work Force program, which uses department maintenance staff to assist with construction inspection.

In addition, we have created numerous certification programs to further ensure that our suppliers are conducting quality control processes while minimizing the amount of testing that our district testing departments must perform. These programs have reduced the need to have INDOT inspectors located at each material facility on a daily basis while ensuring material quality meets our stringent specifications. In FY 2012 INDOT saved \$488,000 through its certification programs.



Alternate Pavement Bidding

INDOT continues to utilize alternate pavement bidding, a practice in which construction contractors are given the flexibility to specify either concrete or asphalt pavement for select projects. INDOT's traditional bidding method – in which we developed plans and determined specifications for pavement types, then selected the lowest bidder – left contractors with little room for offering creative pavement solutions.

By contrast, alternate bidding encourages contractors to bid either concrete or asphalt based on what is most economical, provided those pavements perform comparably. The primary reasons for implementing this innovative practice was to attract more bidders and competition to INDOT project bidding, obtain cost savings over similar conventional bid projects, and secure lower bid costs on pavement by providing a more competitive bidding market. Data compiled by INDOT since 2009 shows that the alternate bidding process is successful:

- More bidders are attracted to the bidding process and that promotes more competitive bid prices than traditional bidding methods
- Bid prices were consistently lower than the estimates used for evaluation
- INDOT received winning bid amounts that cumulatively averaged 5.7 percent or more below the engineer's estimates for the alternate bidding process than the conventional bidding process.



INDOT in 2011 let 14 contracts utilizing the Alternate Pavement Bidding process. Each contract attracted an average of 6.2 contractor bids – a number that is greater than INDOT's historic average. These winning bid amounts on all 14 alternate projects were substantially below the engineer's estimate – an average of 21.1 percent – equaling \$105.9 million in total budget reductions. By contrast, the winning bids on 28 conventionally bid projects came in at 15.4 percent below the engineer's estimate. The 5.7 percent difference between alternate bid and conventionally bid projects represented a direct savings of \$28.6 million in project costs due to the alternate bid process.

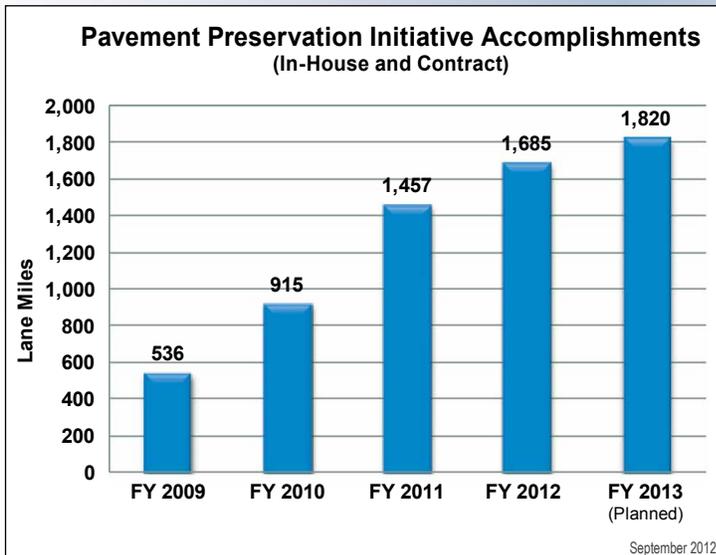
INDOT has been using the Alternate Pavement Bidding process under the auspices of an FHWA experimental program. In November 2012, FHWA gave programmatic approval to INDOT's use of alternate pavement bidding.

Pavement Preservation

Through a proactive approach to pavement preservation, INDOT maintains existing pavements and reduces or defers costly, time consuming future rehabilitation and reconstruction projects. We continue to improve our comprehensive guidelines for pavement preservation to enhance project specifications and increase efficiency.

INDOT developed its pavement preservation guidelines in 2009 to improve our pavement preservation practices. One goal of this maintenance initiative is to formalize preventive maintenance activities and determine the optimum balance between preventive maintenance expenditures and capital expenditures. INDOT's pavement preservation techniques include placing a seal over the road, putting a new surface on top of older pavement, repairing small cracks in the pavement or replacing the top layer of pavement. Benefits of pavement preservation include improved safety, smoother ride, fewer construction delays, better appearance, greater value, and lower taxpayer cost.

Our preservation work is performed by both in-house maintenance workers and private contractors. In FY 2012, INDOT workers completed more than 1,400 lane miles of preservation work at a cost of about \$11.7 million. By contrast, pavement preservation work by contractors in FY 2012 totaled 283 lane miles at a cost of about \$12 million. Pavement preservation work by contractors typically involves heavier treatment on higher traffic volume roadways.



INDOT's pavement preservation initiative optimizes our construction dollars and keeps Indiana's pavement in better condition. Just \$1 spent on pavement preservation can save \$6 to \$14 on future repairs because it costs less to keep roads in good condition than to repair them after they deteriorate. In FY 2012, our pavement preservation efforts generated more than 7,800 additional lane mile years at a cost of about \$23 million. By contrast, INDOT's resurfacing and reconstruction program generated about 8,600 additional lane mile years at a cost of \$132 million.

We will continue to expand our pavement preservation efforts into the future. In FY 2013, we have established a program goal of preserving nearly 8,500 lane miles of pavement at a cost of nearly \$30 million. In FY 2014, INDOT's goal is to preserve at least another 8,000 lane miles of pavement at a cost of another \$30 million.

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*Utility work at U.S. 31 at 151st Street,
Hamilton County.*

Utility Coordination

INDOT in FY 2012 reached out to utility companies to better understand the challenges they face with our project delivery process. We evaluated our current business processes involving utility relocations to better identify areas where we could improve our processes and coordination with utility companies.

The INDOT utility team developed and implemented new practices to address specific areas that need improvement and pose the greatest challenges to utility companies. These new practices built upon 2008 administrative rule changes, which established procedures for information exchanges between INDOT and utility companies on highway improvement projects.

INDOT promotes the full integration of utility companies in the initial product design phase to uncover potential utility issues and options earlier in the design process. Under these new practices, INDOT requires that utility coordinators assigned to a project in the design phase continue their efforts during construction to provide continuity of responsibility. INDOT also promotes a proactive approach for utility coordinators and requires designers to work to avoid utilities during design and to provide documentation if utility impact is unavoidable. Benefits of these new practices include earlier discovery of right-of-way needs, enhanced partner and public communication, streamlined project design, fewer construction delays and reduced costs.

INDOT's utility team in FY 2012 improved communications with industry partners by conducting 22 meetings to present these new practices. We also now distribute INDOT's project letting list to more than 700 utility companies each month.

In projects let in FY 2012, INDOT's utility team worked with 279 different utility companies on 1,126 different impacts to coordinate utility relocation for 310 separate projects. INDOT executed 145 separate agreements covering more than \$40 million in estimated reimbursable utility relocation expenses. INDOT also issued 344 utility relocation permits.

The utility team has the following goals for FY 2013:

- Continue efforts to address inefficiencies and establish consistency regarding utility issues
- Publish the Utility Coordination chapter of the INDOT Design Manual
- Obtain approval for and publish the revised Utility Accommodation Policy
- Initiate a prequalification program for utility coordinators prior to Purdue Road School 2013
- Continue support for major projects including Ohio River Bridges, I-69, and U.S. 31
- Partner with District Capital Program and Local Public Agency programs to develop and train critical path project development and delivery

LPA/MPO/Grants Program

INDOT works with Indiana's cities, counties, towns, Local Public Agencies (LPAs) and Metropolitan Planning Organizations (MPOs) to coordinate efforts by local governments and non-profit organizations to develop unified and collaborative transportation plans through its LPA, MPO and Grants Administration division.

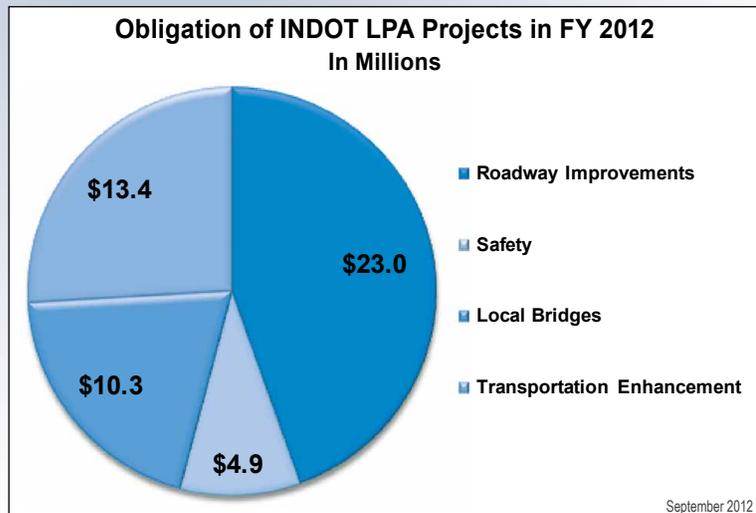
INDOT makes 25 percent of the federal aid funds it receives available to LPAs and MPOs for road improvements, bridge work, safety improvements and transportation enhancement projects. Since 2004, Indiana's MPOs have been allocated money for road, congestion management, and air quality projects. The annual allocation to MPOs for roadway projects is \$85 million and these organizations have obligated approximately \$626 million since 2004. The yearly allocation to MPOs of congestion management and air quality funds is about \$20 million; they've obligated approximately \$136 million since 2004.



Streetscape improvements in Greencastle, Putnam County.

In FY 2012, INDOT's LPA/MPO and Grants Administration division implemented eight new values to enhance and promote customer service, streamline processes and operations, and improve communication, accountability and transparency to local municipalities. These values are Customer Service, Empowerment, Compliance, Ownership, Efficiency, Education and Training, Effective Communication, and Clarity. These division values directly support INDOT's overall mission and values.

The division also expanded communications and outreach to local communities and non-profits through social media, the Local Technical Assistance Program (LTAP), and its website and conferences. These initiatives and activities helped the LPA/MPO and Grants Administration division achieve its overarching goal of helping Indiana communities imagine, create, develop and promote their visions for the future.



Erosion and Sediment Control

INDOT continues efforts to improve both the design and implementation of Erosion and Sediment Control (E&SC) and stormwater management on its projects. INDOT's focus is on improving awareness and ownership of erosion and sediment control requirements from project development through construction to deliver projects that comply with all state and federal laws and regulations.



In FY 2012, INDOT deployed new standards and processes that improve guidance on the design and implementation of E&SC statewide. These standards improve how INDOT evaluates and holds accountable those responsible for poor development or monitoring of our construction sites for E&SC. These standards include quality adjustments of contractor payment and a formalized process of documenting and providing feedback to INDOT's Prequalification Committee.

Inspections of district projects for E&SC doubled in FY 2012 compared to FY 2011 and will increase even more next year. INDOT continued to finalize updates to our design manuals and construction standards to include more than 50 E&SC Best Management Practices. INDOT also provided training on the design and implementation of E&SC measures to more than 50 INDOT staff, including construction engineers in all six districts and the I-69 team. We developed a new standardized E&SC inspection form for INDOT staff and contractors and clarified the management and monitoring expectations of district projects.

In FY 2013, INDOT will continue to develop policies to improve E&SC design and inspection processes. We will revise our standards for design and construction for the 2014 Standards book. We will finalize certification requirements and training for INDOT personnel and contractors. We expect to complete a field manual for use on our construction projects that will also include a decision matrix to more clearly define which E&SC best management practice is most appropriate for different situations; and will implement quarterly reporting of inspections of INDOT projects as well as the use of corrective measures to improve compliance.

With this additional effort, we expect increased field compliance site visits in FY 2013 will lead to continued improvement in Erosion and Sediment Control.

Profiles

INDOT's ability to design, create and operate Indiana's world-class transportation infrastructure is the direct result of the hard work and dedication of our outstanding employees. The following employees play key roles in INDOT's ability to successfully manage its capital program.



James Stark
Deputy Commissioner
Capital Program Management

Jim Stark serves as INDOT's Deputy Commissioner for Capital Program Management. His role is to oversee the costs and delivery of INDOT's capital program while overseeing the project management team delivering the program. Stark also works to develop INDOT's growing P3 program of innovative funding solutions and project delivery methods, including the Ohio River Bridges project.



Dan Brassard
Chief Financial Officer

Dan Brassard is responsible for all Finance, and IT matters of INDOT and its divisions, and INDOT's financial relationships with contractors, consultants and partners, including the financial administration of the agency's capital program for transportation. Brassard works to develop and implement financial management and cost-saving strategies across INDOT. His accomplishments as a Senior Finance Executive in the private sector included the integration of multiple acquisitions, initiating uniform operational controls, and the implementation of automated systems enhancements which enabled shorter closing cycles and increased clarity to drivers of operating performance and profitability at multiple levels of reporting and/or segments to the business.



Samuel V. Sarvis
Deputy Commissioner
Major Program Management

Sam Sarvis is responsible for delivering the I-69 project in Indiana as executive in charge of all planning, development and construction of the project corridor. Under Sarvis' leadership, sections 1-3 of the I-69 project are being delivered in record time and below budget. Section 4 of the project is nearly all designed and awarded, and environmental review and documentation for Section 5 is continuing. Sarvis directs the activities of consultants, engineers, construction, and environmental and right-of-way matters. In addition, Sarvis manages all public information and external communications, as well as contacts with legislators, Metropolitan Planning Organizations, Local Planning Agencies, and the Federal Highway Administration.

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Ryan Gallagher
*Deputy Commissioner
Operations*

Ryan Gallagher directs the operations of INDOT's six district offices in addition to the statewide support functions of construction management, maintenance management, traffic management, and fleet and facilities management. In this role, Gallagher oversees the agency's "boots on the ground" level of operations, and works with INDOT's District Deputy Commissioners to ensure Indiana's roadway infrastructure is designed, constructed, maintained, and operated effectively and efficiently.



Jay Wasson
*Deputy Commissioner
Engineering and Asset Management*

Jay Wasson provides management oversight for a large portion of INDOT's technical staff, including eight major departments: Asset Management, Bridges, Highway Design, Real Estate, Environmental Services, Pavement, Research & Development, and Traffic Engineering. Wasson also provides additional support services to ensure that the department effectively delivers its capital and preservation programs. A 16-year INDOT employee, Wasson previously served as Director of Research & Development. He also worked in the field of Intelligent Transportation Systems and served as Director for the Traffic Management Centers and Freeway Patrol operations.



Mark A. Miller
Director Construction Management

Mark Miller manages all department construction administration and materials programs. He works closely with the district construction directors to ensure we have adequate staff to inspect all construction projects in compliance with Federal guidelines and our own requirements. Miller's department works to resolve problems on construction contracts, approve change orders, resolve contractor claims and resolve failed material issues. His department is responsible for setting policy to ensure adequate inspection and testing is performed to document that INDOT has received the quantity and quality of construction for which the contractor is paid.



Greg Kicinski
Director of Project Management

Greg Kicinski oversees the project management and delivery of all added capacity and major INDOT projects. He is involved in project delivery including design, construction, design/build and project management. As Project Manager for the Illiana Corridor, Kicinski works in partnership with the Illinois Department of Transportation to direct consultants, engineers, and project managers in this bi-state project.



Kevin Hetrick
Project Manager

Kevin Hetrick is involved in development and construction of the Milton-Madison Bridge and Ohio River Bridges projects. As project manager, Hetrick's role is to direct consultants, engineers, construction, and project managers in managing the costs and delivery of these bi-state projects and other Major Moves projects.



Ron Heustis
Project Manager

Ron Heustis is Project Manager for the Ohio River Bridges project, partnering with the Indiana Finance Authority (IFA) to procure construction of the East End Crossing portion of the project as a P3 partnership that will include financing, operating and maintenance. Heustis' role includes coordination with the Kentucky Transportation Cabinet along with numerous public and private entities to ensure the project meets its scope, purpose and need, and stays within budget and on schedule. Working with other INDOT and IFA managers, he oversees project design, procurement and construction in order to open the East End Crossing to traffic by mid-2017.



David Holtz
Pavement Director

David Holtz is responsible for all aspects of INDOT pavement as it applies to state roadways. Holtz is responsible for overseeing pavement design, construction, inventories, condition, analysis, forensics, maintenance and materials.

Major Progress

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Laura Hilden
Environmental Services Director

Laura Hilden oversees the environmental services group, which provides technical expertise in the disciplines of cultural resources (archaeology and historic structures), environmental policy (environmental documentation, noise barriers, and hazardous materials), waterway permitting, and stormwater. Each of these groups ensures that INDOT projects comply with environmental laws and regulations in its area of expertise, through both documentation and through policy development and implementation.



Brad Steckler
*Director of Asset Management,
Program Engineering and Road Inventory*

Brad Steckler directs asset management activities at INDOT, across core service and infrastructure functional areas including traffic safety, traffic mobility, bridge, and roadway. That role involves continual analysis and coordination of integrally related aspects of asset inventory and its current and projected conditions, transportation performance management, finance, and formation of engineering programs/projects. Steckler and his staff perform data collection and internal and external reporting on INDOT's transportation system and capital program effectiveness.



Anne Rearick
Director of Bridges

Anne Rearick oversees the operations of bridge design, bridge rehabilitation, bridge load rating, overload permit analysis, bridge inspection, bridge asset management, and hydraulics. This includes establishing policy and review of construction plans as well as participating in decisions related to the programming of INDOT bridge projects. She also represents INDOT on several bridge focused industry organizations, including some related to gusset plate analysis and seismic considerations for accelerated bridge design.



Elliott Sturgeon
I-69 Operations Director

Elliott Sturgeon is the Operations Director for the I-69 project. In this position, Sturgeon is responsible for all I-69 consultant design contracts and all construction contracts, which currently total more than \$1.03 billion under contract.



MITCHELL E. DANIELS, JR., GOVERNOR
MICHAEL B. CLINE, COMMISSIONER

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