



TOLLING. MOVING SMARTER.

Organization Name: Conduent Transportation

Project or Program Name: Ohio Turnpike Toll Collection System

Goal that best reflects your Project or Program’s achievements: Promotes diversity, equity, inclusion, and anti-racist policies through our work in the tolling industry

Launch date for the Project or Program

6/24/2020

How many months of proven experience is this submission based upon?

12 months.

Is this Project or Program complete? If no, when will it be completed?

No. It will be completed 3/23/2023.

Briefly describe the Project or Program

Implementation of New Toll Collection System for the Ohio Turnpike and Infrastructure Commission

Partnering to Enhance Social Responsibility and Equity in implementation of Toll Collection Systems

In partnership with Ohio Turnpike and Infrastructure Commission, Conduent Transportation is implementing the New Toll Collection System for the Commission. This program will completely replace the legacy toll collection system in conventional tolling lanes, with the addition of Open Road Tolling (ORT) and Violations Processing capabilities for Ohio Turnpike. The new toll collection system will provide enhanced technology solutions for all toll and revenue collection, weigh-in-motion for commercial vehicles, and automated traffic recorder functions. The addition of ORT capabilities will provide a non-stop travel option from Indiana to Pennsylvania, covering 241 miles of travel across the State of Ohio.

The primary features for the New Toll Collection System include:

- New Toll Lanes technology (188 conventional toll lanes, 20+toll plazas)
- New Open Road Tolling along the mainline (28 ORT Lanes, 4 new plazas)
- New Weigh-in-Motion system for commercial vehicles (58 Lanes, 13 locations)
- New Automated Traffic Recorders for travel counts (50 lanes, 12 locations)
- TCS System enhancement at two Ohio Turnpike Datacenters
- New Automated Toll Processing and Automate Ticket Issuer Machines (188 Lanes)
- Violations Image Capture and Processing
- Implementation of Tri-Protocol Automated Vehicle Identification System

In conjunction with this program, Ohio Turnpike is also implementing an additional Capital Construction program that includes:

- Construction of new toll plazas and lanes for ORT Lanes
- Addition of travel lanes at selected toll plazas

- Construction of new Weigh-in-Motion and Automated Traffic Controller Infrastructure

At a capital and system implementation and operations value of approximately \$100 million, this program offers a significant investment and sizable opportunity for economic development along the corridor over the next 5 years. Furthermore, this program provides long-term employment opportunities in the field of construction, engineering, technology, and business management to the citizens of Ohio.

With the economic and employment opportunity in mind, the Ohio Turnpike and Conduent Transportation have partnered to synergize efforts in creating a sustainable social equity platform within this program that fosters long term economic, employment, and skillset enhancement opportunities for workforce and students from socially diverse backgrounds. While, as individual organizations both Ohio Turnpike and Conduent Transportation have specific organizational initiatives (described below) that address Diversity & Inclusion practices, this public-private partnership targeted with a specific capital implementation program is unique in its approach for social equity enhancement. Although this targeted social equity platform was not mandated by any contractual or legislative requirements, it was a demonstration of the forward thinking and socially responsible partnership that has formed between the two organizations to bring great outcomes to the state of Ohio.

In 2016, the Ohio Turnpike and Infrastructure Commission established its Office of Equity and Inclusion to provide more opportunities for contracting. These efforts included packaging projects as smaller-sized contracts, eliminating unnecessary barriers to doing business with the Commission, establishing contract-specific participation goals, evaluating prime contractors' good faith efforts for inclusion and effective monitoring to ensure that contractors fulfill their commitments. The Office also implemented a new certification and compliance system. The system includes a one-stop shop located on the Commission's webpage for certification and contract management. As a result, the Ohio Turnpike has greater ability to evaluate and report on the results of its efforts to include Small, Minority and Disadvantaged-Business Enterprises in its contracting opportunities.

As an organization, Conduent Transportation works every day to build a culture where individuality is both noticed and valued, and where every associate feels like they belong and can bring their authentic self to work. We work to ensure that when a new employee joins Conduent, they are engaged in creating the future – both the company's and their own. And our culture is engrained in the belief that we can make a difference – that our team is united in our passion to make a positive difference around the world – together, with our communities, clients, and end users. We take pride in this passion as it's what pushes us every day to work hard, innovate, think creatively, and solve problems.

As a result of this New Toll Collection System program, the Ohio Turnpike and Conduent Transportation have actualized a footprint for enhanced awareness for social equity in toll implementation programs.

What objective(s) was the Project or Program designed to accomplish?

The objective for this program is to implement a new state-of-the-art Toll Collection System. When discussing this significant new technology and construction program with Ohio Turnpike leaders, it was evident to both organizations that this new program would foster an incredible opportunity to not just improve the tolling experience for drivers but create a sustainable social equity platform that fosters long-term economic, employment, and skillset enhancement opportunities for workforce and students from

socially diverse backgrounds.

The following specific objectives were identified for the sustainable social equity platform to encourage and enhance social equity and inclusion opportunities –

- Drive economic growth in specific 'Opportunity Zones' along the project corridor leading to growth opportunities and economic vibrancy in low-income and diverse communities;
- Provide long-term employment opportunities and skillset enhancement initiatives for the local workforce from diverse and disadvantaged communities;
- Engage in building tomorrow's workforce by creating opportunities for internships and co-op positions and programs for candidates from socially disadvantaged backgrounds;
- Integrate public-private process resources to leverage enhanced avenues for small and disadvantaged business participation.

How did the Project or Program accomplish the stated objectives?

Beginning at the onset of the New Toll Collection System program, Conduent Transportation and the Ohio Turnpike defined specific initiatives and a roadmap to identify and accomplish program objectives. This section provides specific steps taken to accomplish each objective.

- Drive economic growth in specific 'Opportunity Zones'

As part of the capital investment, the program team defined and implemented a specific action plan to drive economic development opportunities in low-income, socially disadvantaged opportunity zones.

Specific steps taken include:

- o Develop a real estate facility plan for a large program facility to accommodate an equipment storage warehouse, office space for new staff, and training operations for program staff;
- o Execute a targeted search for a real estate facility in economic opportunity zones;
- o Identify and acquire a facility in the opportunity zone located just west of the Cleveland Airport;
- o Build out the program facility.

Result: Conduent Transportation has acquired a 7,000-sq feet facility in Cleveland, Ohio that will provide economic activity in the local community with opportunities for office and warehouse functionality, as well as allied employment and economic opportunities.

- Provide long-term employment opportunities and skillset enhancement initiatives

As part of the implementation and maintenance stages of the program, the team defined specific employment opportunities made available to the local workforce from socially disadvantaged opportunity zones.

- Specific steps taken include:

- o Develop long-term staffing plan for the local program office in the field of engineering, construction, technology, and business management;
- o Develop specific skill-set enhancement training for incoming staff in respect to technology implementation and maintenance for toll collection programs;
- o Develop specific job descriptions and hiring processes that leverage local workforce;

o Enforce a hiring process that leverages tools fostering involvement of diverse local workforce.

Result: The program has identified 10-12 specific employment positions in Cleveland, Ohio that will recruit local workforce from socially disadvantaged opportunity zones.

Engage in building tomorrow's workforce

As part of the implementation and maintenance stages of the program, the team defined specific involvement opportunities for internship and co-op opportunities for a diverse workforce. Specific steps taken to encompass both objectives listed include:

- o Identify specific internship and co-op opportunities in the field of engineering, construction, technology, testing, and business management;
- o Develop specific roll-out plan for the inclusion of an internship program in our work plan and implementation strategy over the construction/installation period;
- o Collaborate with local universities to develop a relationship with educational discipline departments to promote and identify internship and co-op opportunities open to students;
- o Identify specific training and mentoring plans for incoming staff to include technology implementation and maintenance for toll collection programs.

Result: The program has identified 4-6 specific internship/co-op positions in Cleveland, Ohio that will provide local universities and socially disadvantaged students with training and employment opportunities.

- Integrate public-private process resources

As part of this new program, the Ohio Turnpike and Conduent Transportation have partnered to engage and coordinate processes by each organization to encourage participation by small and disadvantaged business organizations.

Specific steps taken include:

- o Coordinate with the Ohio Turnpike Equity and Inclusion Office to advertise construction and installation work opportunities for small businesses;
- o Advertise and engage local small business enterprises in program work.

What were the successful, demonstrable results of the Project or Program that positively affected the customer, agency and/or the community?

While the New Toll Collection System program and allied social engagement initiatives are still a work-in-progress (implementation scheduled for 2022) and program outcomes will continue to be evaluated, the following specific outcomes have resulted from these initiatives that will continue to be implemented over next the program life.

- Acquisition and buildout of a significant office/warehouse facility in an economic opportunity zone. (7000-sq feet facility in Cleveland, Ohio);
- Establishment of specific employment opportunities in the field of engineering, technology, and business management made available for the local workforce in opportunity zones;
- Establishment of collaborative student engagement program and specific employment; (internships/co-op program) opportunities for local students with a socially diverse population;
- Engagement of small businesses in installation and construction work.

Is your Project or Program relevant and applicable to the overall toll industry?

If so, how?

Yes, the New Toll Collection System program for the Ohio Turnpike is extremely relevant to the tolling industry. The strategic efforts undertaken for this program provide a roadmap on for integrating social equity and inclusion initiatives in its implementation of toll industry contracts. Furthermore, the mentoring and skillset enhancement activities will result in the addition of a better qualified work force for the tolling industry.

How did this Project or Program achieve or demonstrate excellence?

The sustainable social equity platform has demonstrated excellence through the collaborative partnership between the Ohio Turnpike and Conduent Transportation in developing and implementing employment and economic strategic initiatives targeted for low-income opportunity zones and diverse local workforces (steps described in response above about how objectives were accomplished). This new platform allows the program to invest not only into the transportation infrastructure but also the people and surrounding communities to build a greater and stronger Ohio.

Describe any innovative aspects of your Project or Program

The innovation demonstrated through a public-private organization collaboration to drive a social equity and local community engagement program is key to the success of this program. It exemplifies what a strong partnership can achieve with out-of-the-box thinking to identify how a new tolling program can help create greater change beyond new infrastructure and re-invest back into the community.

List individuals worthy of special recognition for this Project or Program

- Ferzan Ahmed, P.E. - Ohio Turnpike and Infrastructure Commission, Executive Director
- Tony Yacobucci – Ohio Turnpike and Infrastructure Commission, Chief Engineer
- Dave Miller – Ohio Turnpike and infrastructure Commission, Director of Internal Revenue Control and Audit
- Laurie Davis – Ohio Turnpike and Infrastructure Commission, Director of Operations
- Scott Doering - Conduent Transportation, Vice President and General Manager – Road User Charging
- Vinit Deshpande – Conduent Transportation, Director Program Management