



Resiliency, Preparations and Implementation

Pennsylvania Department of
Transportation

PennDOT

- ▶ 96,000 Snow-Lane-Miles
- ▶ 2,252 Dump trucks
- ▶ 5,000+ personnel used for winter operations
- ▶ About 271 Rental trucks + 180 Standby Rentals
- ▶ \$252 Million FY 2014 (\$260M FY 2013)
- ▶ 1.2 Million tons of salt used FY 2013
- ▶ 1.1 Million tons of salt used FY 2014
- ▶ Average Salt Price = \$64/ton (FY 2014)
- ▶ Average Salt Price = \$72/ton (FY 2015)

The Locals

- ▶ 2,562 Municipalities in PA
 - Approx 1,500 piggy-back on state salt contract
 - Leave 1,000+ to purchase salt thru COG or independently
- ▶ Municipalities not utilizing state contract may be purchasing at market price
- ▶ Municipalities not using the state contract
 - Price Spike
 - Order refusal
- ▶ COSTARS members buy at PennDOT price

The Looming Crisis

- ▶ Department salt deliveries
 - Reduced delivery rate
 - Delayed deliveries
 - Rumor control
- ▶ Approx 1,500 Municipalities utilizing state contract
- ▶ Municipalities not using the state contract
 - Price Spike
 - Order refusal
- ▶ No notice from salt vendors concerning supply issues
- ▶ Vendors were prioritizing deliveries

How did we get there?

- ▶ New contract provision allowed summer replenishment beyond established estimates
 - Approx. 400,000 tons of replenishment salt was ordered in the spring and summer of 2014
 - Only available to the DOT
- ▶ Revenue Enhancement extended the construction season the previous year
 - Increased demand for trucking due to extended season
 - Unintended Consequences?
- ▶ Slow delivery of replenishment salt

How did we get there?

- ▶ January 2014 started to see supply issues
 - Some but not all vendors
 - Requests for help from municipalities
- ▶ February 2014 Emergency Salt Purchase
 - 55,000 tons purchased directly off of 2 ships in the Port of Wilmington, DE
 - PennDOT hired private trucking firms to haul the salt
 - Purchased at \$75/ton
- ▶ February 2015 delivery/supply issues resurfaced
 - Supplier stockpiles low
 - Transportation Issues

Impact

- ▶ 660 Municipal Agreements for Winter Services
- ▶ 9,800 Snow-Lane-Miles under agreement
 - City of Philadelphia
 - City of Pittsburgh
- ▶ Municipalities wanted PennDOT to provide salt
- ▶ Threats of untreated roads under agreement
- ▶ Bad Publicity
- ▶ Legislative Complaints

Our Response (to municipal issues)

- ▶ Established a process through the Pennsylvania Emergency Management Agency (PEMA)
- ▶ Municipalities start by contacting County EMA
- ▶ PennDOT Central Office coordinated responses
 - Contacted counties to identify salt availability and location for pick-up
 - PA Turnpike established quantities and locations for pick-up
- ▶ PennDOT developed a standard set of questions for municipalities to answer

Our Response (to vendor issues)

- ▶ Developed internal reports to monitor orders and deliveries
- ▶ Regular conference calls with the rail industry
- ▶ Weekly or more conference calls with salt suppliers
- ▶ Prioritized deliveries to address most critical needs
 - Extended operating hours
 - Weekend deliveries
- ▶ Transfer of material between counties
- ▶ Transfer of ordering capacity
 - Impacts vendor logistics

The Result

- ▶ PEMA received hundreds of requests
- ▶ Questionnaire reduced total requests to Approx. 80
 - Total requested 8,044 tons
 - Total granted 3,645 tons
 - PennDOT provided 3,050 tons
 - PA Turnpike provided 500 tons
- ▶ Department of General Services
 - Asked municipalities for stockpile capacity
 - New contract requires weekly delivery reports from vendors

The Result

- ▶ More drive to educate municipal officials
 - Salt conservation measures
 - Renewed interest in the use of liquids
 - Spreader calibration
 - Sharing of some Department training materials
- ▶ Department of General Services and PennDOT reviewing storage facilities



For additional information or assistance regarding winter operations, contact the Bureau of Maintenance and Operations, Winter Operations personnel

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