

Missouri Department of Transportation  
**2018 YEAR IN REVIEW**

**SAFETY**

Be Safe

Be Accountable

**SERVICE**

Be Respectful  
Be Inclusive

Be Bold

Be Better

**STABILITY**

Be One Team  
So we can be a  
great organization

# 2018 YEAR IN REVIEW

## OVERVIEW

The Missouri Department of Transportation had a lot to be proud of in 2018. MoDOT's core values of "Safety, Service and Stability" helped leadership and employees steer the department through a year of achievement. Here are some of the highlights.



### More efficient reporting to lawmakers

Starting this year, MoDOT is providing the Joint Committee on Transportation Oversight with a more streamlined annual report. The Missouri General Assembly passed legislation this session requiring MoDOT to provide the following publications as part of its annual report: The Citizen's Guide to Transportation Funding in Missouri; The Financial Snapshot; MoDOT Results: Safety, Service, Stability; and MoDOT's Comprehensive Annual Financial Report. For ease of use, we have also included a Road and Bridge Program summary for 2019-2023.

### New Mission Statement

A clear mission statement is important to any organization. While MoDOT's previous mission statement was strong, it did not include references to safety and innovation, two of the department's highest emphasis areas.

Working with the Missouri Highways and Transportation Commission, MoDOT's Employee Advisory Council revised the department's mission statement to read:

**"Our mission is to provide a world-class transportation system that is safe, innovative, reliable and dedicated to a prosperous Missouri."**

The new mission statement was launched this summer.

## Proposition D

In early January, the 21st Century Missouri Transportation System Task Force released its recommendations, which stemmed from a three-part road map to funding Missouri's transportation system needs:

- Immediate-impact investment,
- Long-term sustainability and diversifications of revenue streams, and
- Legislative actions to improve transportation system, mobility options, safety, project delivery and to better leverage federal dollars.

Acting on the first recommendation, legislation was introduced to raise the state fuel tax by 10 cents per gallon. The General Assembly passed the legislation on the last day of the 2018 session, sending Proposition D to the November ballot. Prop D was defeated by a 53.6 to 46.4 margin.

MoDOT's top priorities are safety and taking care of the state transportation system, and that is where the department will continue to focus its attention, doing the best possible job with existing resources for as long as possible. Setting priorities among the many equally important transportation projects will be a tough job with limited resources, but MoDOT will continue to work closely with planning partners, local communities and customers to address Missouri's most pressing needs. MoDOT will serve the citizens of Missouri to the best of its ability.



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With cellphones contributing to 2,470 crashes in Missouri in 2016 alone and 61 percent of roadway fatalities being unbelted for the same year, the problem is real. BUPD asks the traveling public to be part of the solution.

There is some good news on the highway safety front. During the last two years, Missouri has experienced a significant rise in seatbelt use with a 5.7 percent increase, the highest rate ever. This puts the state at a 87.1 percent usage rate, just below the national average.

## MoDOT Director Patrick K. McKenna Becomes Vice President of AASHTO

MoDOT Director Patrick K. McKenna became vice president of the American Association of State Transportation and Highway Officials in September of 2018. His appointment gives Missouri a seat at the table for transportation discussions at a national level. McKenna will help guide national transportation policy on a variety of issues during his tenure as AASHTO vice president.

Missouri is scheduled to be the host of AASHTO's national conference in fall of 2019.

## MoDOT One of the First Transportation Organizations to Combat Human Trafficking

Last July, MoDOT signed the Transportation Leaders Against Human Trafficking pledge, committing to educate employees and raise public awareness of human trafficking. Employees received training about the common indicators of human trafficking and how to report potential cases.

The pledge is an initiative of the U.S. Department of Transportation that includes transportation and travel industry stakeholders working jointly to combat human trafficking. MoDOT has provided education about human trafficking over the years and continues to work at a national level to bring additional awareness to the issue.

## Buckle Up Phone Down

MoDOT's Buckle Up Phone Down program received two national awards for excellence this year. The American Association of State Highway and Transportation Officials awarded the program the "Excellence in Crisis Management with a Public Involvement Approach" award, while the prestigious Mid-Missouri Chapter of the Public Relations Society of America gave the effort accolades with their annual "Campaign of Excellence" award.

Now approaching its second year, BUPD is an engagement effort that asks Missouri businesses and citizens to accept the challenge to buckle up every time they enter a vehicle and put their phones down if they're driving.

**During the last two years, Missouri has experienced a significant rise in seatbelt use with a 5.7 percent increase, the highest rate ever. This puts the state at an 87.1 percent usage rate, just below the national average.**

Over the past two years, more than 5,600 Missourians have accepted the challenge and more than 430 business have also stepped up.

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## Major Projects Completed

Two major bridge projects were completed in 2018 – a new Missouri River crossing at Washington, and widening of the Poplar Street Bridge in downtown St. Louis. MoDOT also completed two design-build projects in the past year – bringing the total number of design build projects completed to 10.

- The new \$63 million Missouri River bridge in Washington carries Route 47 and connects Warren and Franklin counties. The new bridge – with 12-foot lanes, 10-foot shoulders and a 10-foot protected bike/pedestrian path – replaces an 82-year-old structure. Its construction was funded in part with a \$10 million TIGER discretionary grant.
- To best facilitate the addition of an additional eastbound lane for the Poplar Street Bridge, which carries Interstates 44 and 55 in St. Louis, engineers devised a plan to slide the eastbound span nine feet south, then add a lane between the two bridges, tying them together.

The slide of the 2,165-foot-long section of roadway took place over Easter weekend and was the second longest bridge slide in U.S. history. Twenty-six hydraulic jacks were used to move the 20.4-million pound roadway section in a process that took about 12 hours.

## Design Build Projects

- The St. Louis District Safety Design Build project made safety improvements at 31 locations across Franklin and St. Charles Counties. The variety of safety improvements included pavement treatments, reflective pavement markers, rumble strips and flashing stop signs. Over a 10-year period, the improvements are expected to reduce the number of fatalities and serious injuries as a result of crashes at these locations by more than 70.
- Improved connections at the I-44/Route 141 interchange and Vance Road in St. Louis

County were completed in the summer.

The project constructed a flyover ramp from southbound Route 141 to eastbound I-44 and made significant interchange improvements for northbound and southbound Route 141 to westbound I-44. The project also improved left turns to Marshall and Vance Roads using signalized ThrU Turns. In a ThrU Turn, drivers pass the roadway and loop to an outside lane at the signal to make the turn onto the roadway. This means less time waiting at a signal during peak traffic periods and improves traffic flow.

These are just a few examples of the work undertaken in 2018. For more project information, visit [www.modot.org](http://www.modot.org).



## Long-Range Transportation Plan

The Missouri Highways and Transportation Commission approved an update of MoDOT's 2014 Long-Range Transportation Plan in June. The update was in accordance with new federal laws and regulations requiring additional content, including safety performance measures and targets.

The LRTP, which looks out 25 years, lists five goal areas:

- Take care of the transportation system and services we enjoy today;
- Keep all travelers safe, no matter the mode of transportation;

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- Invest in projects that spur economic growth and create jobs;
- Give Missourians better transportation choices; and
- Improve reliability and reduce congestion on Missouri's transportation system.

MoDOT sought public input in fall 2017. Nearly 8,000 people participated in the online survey and submitted about 5,400 comments.

For the first time, the plan also examines how Missouri should prepare for autonomous and connected vehicles.

## Challenges For the Future: Workforce and Fleet

### Pay Plan

Employee recruitment and retention is critical to MoDOT's success. These efforts are hampered by the fact that MoDOT is 12 to 16 percent behind the market in employee pay, and approximately 60 percent of employees are on the bottom four steps of our 18-step salary grid. To help mitigate this issue, MoDOT has budgeted for a more effective pay strategy that includes market adjustments to its salary grid, and step increases to ease salary compression at the low end of the salary grid. This pay strategy requires legislatively approved increases to our personal services appropriations.

### Employee Turnover

In 2018 MoDOT's overall turnover rate was 12 percent. In Kansas City and St. Louis these rates topped 17 and 15 percent respectively. Salary is the primary cause of MoDOT's significant turnover issues. This is especially problematic in our maintenance functions during winter operations and during flood events. MoDOT has had difficulty retaining enough full time and emergency maintenance employees to staff emergencies for its 24/7 operations. To make matters worse, employee turnover is expensive. In FY18, MoDOT's cost of turnover was more than \$30.7 million.

### Fleet Costs

MoDOT's work to build, operate and maintain the nation's seventh largest transportation system requires a fleet of vehicles, attachments and specialized equipment. Limited transportation funding has pushed district decision-makers to delay needed fleet and equipment replacements creating a growing number of units exceeding their recommended service lives.

### Funding

With MoDOT's current available resources, the department must focus its attention on keeping the existing system in the condition that it is in today. To do that, some MoDOT districts must devote every available dollar to maintain the condition of their roads and bridges, and they are still going to lose ground over time. That leaves a number of unfunded transportation needs which are estimated to total \$825 million annually.



# 2018 National Performance Report Card



## Road Conditions

**Current Performance** = 90 percent major highways (5,517 miles) in good condition. 76 percent of minor highways (28,339) in good condition.  
**National Ranking** = Missouri had the 9th best pavements on the National Highway System. (FHWA Highway Statistics)



## Customer Satisfaction

**Current Performance** = 83 percent satisfied customers  
**National Ranking** = Missouri trails the highest rated company on the American Customer Satisfaction Index by only 4 percent.



## Project Management

**Current Performance** = Missouri road and bridge projects were delivered within 0.8 percent of the award amount and 93 percent were delivered on-time.  
**National Ranking** = Not available.



## Congestion (travel time index)

**Current Performance** = Kansas City - 1.13 St. Louis - 1.15  
**National Ranking** = Kansas City (9th) and St. Louis (10th) rank as some of the least congested urban areas in the U.S. (Texas Transportation Institute)



## Administrative Costs

**Current Performance** = \$2,187 cost per mile  
**National Ranking** = Missouri has the 3rd lowest administrative cost per mile. (FHWA Highway Statistics)



## Infrastructure for Business

**Current Performance** = No internal measure  
**National Ranking** = A CNBC business study ranks Missouri's infrastructure as the 11th best for business.



## Number of Fatalities

**Current Performance** = 932 fatalities  
**National Ranking** = Only 12 states experienced more motor vehicle deaths ranking Missouri 38th. (National Safety Council)



## Bridge Conditions

**Current Performance** = 8 percent of bridge decks in poor condition (24,487 total bridges)  
**National Ranking** = Missouri ranked 38th for the most bridge deck area in poor condition. (FHWA Highway Statistics)



## Revenue

**Current Performance** = \$50,882 revenue per mile  
**National Ranking** = Missouri has the 48th lowest revenue per mile. (FHWA Highway Statistics)



## Employee Turnover

**Current Performance** = 11.99 percent  
**National Ranking** = Not available; However, **Stretch Target** = 6 percent. (Price Waterhouse Cooper's Saratoga Institute benchmark data)

Since 2008, MoDOT has been tracking how well we deliver services and products to our customers. Our performance results are published in a quarterly document called the Tracker. We continuously strive to fine-tune the Tracker to make sure we are measuring the right items, as well as to see how we stack up against other state departments of transportation in particular categories.

This year, we added goals and targets to existing measures to set clear expectations about what we expect to accomplish. We also launched a strategic planning framework that we use to unify and prioritize dozens of ongoing transformational initiatives in the areas of safety, service and stability. We call this quarterly document FOCUS. We are confident the benefits of these improvements will be evident in our Tracker measures.

In addition to these improvements, we took a look at how we rank nationally in a variety of areas, from road conditions to employee turnover. Those results are included in the accompanying 2018 National Performance Report Card.

RANKINGS	
1-10	= A
11-20	= B
21-30	= C
31-40	= D
41-50	= F