



“The Show Me State is showing America how to deliver highway projects on budget and on schedule, and even ahead of schedule.”

*U.S. Secretary of Transportation
Mary Peters*



Mission

Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.

Dreams + action = progress

You don't achieve progress through talk. You achieve it through action. In 2007, the Missouri Department of Transportation has been your action agency. We have continued to make Missouri's roads smoother and safer and to prove we're serious about bringing projects in on time and within budget. Here are some of the results:

- Missouri has gone from having the third worst pavement on major roads to an estimated ninth best.
- Seventy-four percent of the state's major roads are now in good condition.
- Missouri jumped from 28th to 17th in overall performance of the state highway system from 2004 to 2005 and from 39th to 17th in overall performance over the five-year period from 2000 to 2005. These figures are from a Reason Foundation report that also showed the state had the third lowest administrative costs per mile.
- The Show Me State recorded the largest drop in traffic-related fatalities of any state in the nation in 2006.
- Customer satisfaction with MoDOT has risen from 64 percent in 1999 to 79 percent in 2006.



Franklin County road before and after improvements.

Hitting Our Stride

We are coming off three years of an unprecedented amount of work that not only brought both challenges and successes, but also enabled us to hit our stride as an agency. Delivering projects on time and within budget is no longer viewed as a challenge at MoDOT, but an expectation. Our ultimate mission continues to be to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.

Here's a look at some of the progress we made in 2007:

- On the heels of improving 2,200 highway miles as part of our Smooth Roads Initiative, we immediately turned our attention to the remainder of the state's 5,600 miles of major highways. Under our Better Roads, Brighter Future program, these busy highways are receiving wider striping, rumble stripes, brighter signs, paved shoulders and smooth pavement that will bring 85 percent of Missouri's major highway system up to good condition by the end of 2011.

"Not too long ago, the Missouri Department of Transportation (MoDOT) and its governing body – the Missouri Highways and Transportation Commission – were taking much criticism for failing to complete its plan for highway improvements. In fairness, we now must credit the commission and agency for pulling out of that tailspin. The best way to restore credibility is with action, not talk, and the department has done precisely that."

Jefferson City News Tribune editorial, January 2007





"I've never seen anything like that, but it felt like they were taking care of us and really protecting us."

Levi Leipheimer, Tour of Missouri competitor, commenting on MoDOT's protective wall of 73 vehicles lining Highway 65.

- In the aftermath of the tragic bridge collapse in Minnesota, we quickly went to work inspecting the 14 bridges on the state system similar in design and all are safe for travel. Three of those bridges are shared with Kansas, Illinois and Nebraska, which handled those three inspections. In addition, legislators passed a bill in the August special session that enabled us to move forward with our Safe & Sound Bridge Improvement Program. Safe & Sound will repair or replace 802 of our worst bridges in the next five years.
- Getting drivers where they're going quickly and safely is the goal of our Driving Edge program launched in September. The traveler information initiative includes new electronic message boards along Interstates 70 and 44, an online traveler information map and 24/7 customer service.
- Radical cost control – a series of cost-saving programs – has enabled us to deliver \$5.7 billion in road improvements within three-tenths of a percent of the budgeted amount over the past six years. The construction contracts awarded in fiscal year 2007 came in 7.4 percent under budget – a \$90 million savings.
- Joining with our sister states Illinois, Indiana and Ohio, we asked the federal government to include Interstate 70 in its "Corridors of the Future" program that is looking at innovative ways to reduce congestion and improve freight delivery. As a result, the U.S. Department of Transportation is giving the states \$5 million for the study, including \$2 million specifically for Missouri to supplement the existing I-70 study to consider dedicated truck lanes.
- We were proud to work with the organizers of the Tour of Missouri bicycle race to map the race routes and develop traffic management plans to minimize the impact on the traveling public and make sure the way was safe for cyclists, motorists and spectators.
- To combat needless deaths in highway work zones, we implemented Operation Orange, an award-winning effort that involved bathing symbolic landmarks throughout the state in orange lighting to create awareness for work zone safety.
- We got a little greener in the last year by teaming with the Missouri Department of Conservation on our Trees for Tomorrow initiative, which will provide half a million trees a year for the next five years to youth groups throughout the state. Continuing that environmental theme, we became one of the first state agencies in the nation to recycle tear-off shingles to resurface or rebuild highways.
- We went one step further into the electronic communications arena by providing project plans via the Internet, a move that will save an estimated \$200,000 a year in printing, paper, postage and equipment costs.
- By changing the way we do business, we reduced the number of workdays employees were off with injuries by 69 percent and with accidents by 64 percent, saving about \$7 million in workers' compensation costs.
- Despite limited funding for port projects, we completed rail and service road extensions at Semo Regional Port in Scott City to support a new corn milling operation that employs 60 people. In addition, the next phase of the rail project at Pemiscot County Port is under construction, which will give the port more than one form of transportation carrier.

Report At A Glance

The next few pages will provide more detail about our achievements over the past year and show how we're striving every day to make sure:

- you have a smooth ride when you drive Missouri's roadways;
- your travel is not delayed;
- you get where you're going – safely;
- you're getting a dollar of value for every dollar we spend; and
- you have a voice in projects that impact your life.

Getting A Smooth Ride

Smoother, Safer, Sooner

We've been able to make significant progress in highway improvements with our Smoother, Safer, Sooner initiative made possible by additional revenue from Amendment 3. In addition to our Smooth Roads Initiative, which was completed one year ahead of schedule in December 2006, Amendment 3 funding has enabled us to speed up projects and start some new construction. Work is under way on 53 accelerated projects totaling almost \$379 million in awards. Only two projects remain to be awarded.

A few examples of major projects that have been sped up are:

- Rehabilitation of the Route 67 bridge crossing the Missouri River in St. Louis;
- Major congestion relief work on the 3-Trails Crossing Memorial Highway (formerly known as the Triangle) in Kansas City; and
- Completion of Route 61 to four lanes in northeast Missouri.

The third component of our Smoother, Safer, Sooner program consists of about \$1.3 billion to \$1.5 billion in new major projects - work that would have taken years to complete without the additional funding from Amendment 3. Construction is under way on 39 of those new projects.



“ . . . the Missouri Department of Transportation has become a model of the ‘things that are right’ about public agencies: transparency, inclusiveness, and innovation. Because of this inclusiveness, local citizens know MoDOT is aware of their needs and issues. Because of MoDOT’s transparency, local citizens also know how their issues prioritize with other local issues statewide and as such the people of Missouri know that with MoDOT ‘a promise made is a promise kept.’ With MoDOT’s spirit of innovation ‘it can’t be done’ is not in the vocabulary . . . MoDOT is indeed living up to its promise “Better Roads, Brighter Future,” and for that we thank you.”



Charles Boughton, president of the Highway 63 Transportation Corporation, in a presentation to the Highway Commission on June 13, 2007 in Kirksville.

“This week, we returned from a trip to the Great Lakes area, and I decided to give I-44 a try through Missouri. I was amazed at the improvements you have made on the highway. It was as good or better than those in any state we traveled through. The resurfacing and concrete planing did the job. Keep up the good work.”

Scott Jordan, Tulsa, Okla.

Better Roads, Brighter Future

Under our Better Roads, Brighter Future program, we will improve the remainder of the state’s 5,600 miles of major highways over the next five years. These busy highways will receive wider striping, rumble stripes, brighter signs, paved shoulders and smooth pavement that will bring 85 percent of Missouri’s major highway system up to good condition by the end of 2011. Existing funds allocated for taking care of the state highway system will fund the five-year, \$1.1 billion program, which is expected to save motorists about \$100 million a year in fuel costs.



2008-2012 Statewide Transportation Improvement Program

Our \$6.5 billion five-year construction program contains more than 770 highway and bridge projects. During the first half of the STIP, about \$1 billion of Amendment 3 major projects will be delivered. We continue to develop our construction program in close coordination with our transportation partners throughout the state.

Key projects include several high priority corridors:

- Route 249 - four-lane Range Line bypass in Joplin.
- Route 5 improvements from Camdenton to Lebanon.
- Route 54 expressway at the Lake of the Ozarks.
- Route 65 improvements from Buffalo to Springfield and Cole Camp to Warsaw.
- Route 50 improvements east and west of California.
- Route 60 improvements from Howell County to West of Van Buren.
- Route 67 improvements from Fredericktown to Butler County.
- Route 100 improvements from Washington to Interstate 44.
- Route 13 improvements at Warrensburg and Lexington.



- Replacement of the Missouri River bridge, Atchison, Kan. (Amelia Earhart Bridge).
- Route 36 improvements between Macon and Monroe City.
- Route 364 (Page Avenue Extension) in St. Charles County.
- kcICON, which will improve I-29/35 and replace the Paseo Bridge.

Reducing Delays

Giving Motorists the Driving Edge

Permanent electronic message boards, an online traveler information map and around-the-clock customer service are three new tools to help motorists get where they're going quickly and safely. The resources are part of our new Driving Edge initiative, an umbrella program launched in September that provides highway information before you travel, along the way and around the clock.



Electronic message boards

Under the Driving Edge, 48 electronic message boards have been installed along Interstates 70 and 44 to inform motorists about road closings, accidents, hazardous road conditions and even Amber Alerts on missing children. A sample message might say: "Accident ahead. Use outer road." The signs are located where they're easy to see and where travelers can decide to get off the highway if traffic is backed up. Messages can be changed instantaneously with the push of a computer button.

Traveler Information Map

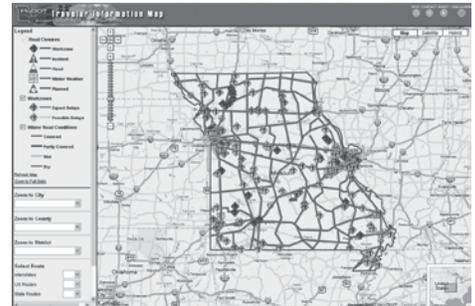
Our new Traveler Information Map shows travelers what lies ahead before they leave home. Located at www.modot.org, the map provides work zone information, highway closings and weather-related road conditions on one easy-to-use site.

24/7 Customer Service

To enhance customer service, our toll-free telephone number – 888-ASK-MODOT – is now answered 24 hours a day, seven days a week to address customers' needs after hours.

Other traveler information tools included under the Driving Edge:

- **Traffic Management Centers** in St. Louis, Kansas City and Springfield monitor the roadways, respond to problems and deliver real-time information to travelers.
- **E-Updates** provide transportation information via e-mail.
- **Emergency reference markers** are located every two-tenths of a mile on Missouri interstates to help pinpoint exact locations in case of emergencies.
- **Map My Trip** is a Web-based travel information tool that helps St. Louis motorists find alternate routes around highway and ramp closures.
- **St. Louis 511** provides around-the-clock, real-time traffic information in the St. Louis area by calling 511.



"The level-of-service that you and your staff provided was clearly beyond the call of duty . . . Rest assured that I will tell the story of your helpful staff for many years to come."

Robert M. Kick, principal, The Forrester Group, referencing his ability to quickly get a needed permit for an environmental drilling project near Joplin



Getting You Where You're Going Safely

We had some highs and lows in our efforts to keep drivers safe on Missouri highways in 2007. On the upside, Missouri led the nation in saving lives on our roads. On the downside, a primary safety belt law failed to pass the legislature.

Leading The Nation In Saving Lives

Thanks to engineering, enforcement and education efforts, Missouri had the largest drop in traffic-related fatalities of any state in the nation in 2006. Of the 868 fewer traffic deaths nationwide, Missouri accounted for 161 of them – down from 1,257 deaths in 2005 to 1,096 in 2006. A large part of the reduction is attributed to engineering advances such as median guard cable on the interstates, rumble stripes, smoother pavement and better and brighter signing, striping and reflective markings to help keep drivers on the road. Over the last four years, Interstate 70 cable installation reduced cross-median fatalities from 24 to two. Statewide, these fatalities were reduced by nearly half.

Operation Orange: 2007 Work Zone Awareness Campaign

Each April during National Work Zone Awareness Week, we heightened our efforts to combat needless deaths in highway work zones. The highlight of this year's campaign was Operation Orange, a novel approach to building work zone awareness by bathing symbolic state landmarks, such as the Planetarium at the St. Louis Science Center, in orange lighting to create awareness for work zone safety. Our work zone awareness efforts also included a news conference and memorial ceremony at MoDOT Central Office and hard-hitting radio and television public service announcements featuring MoDOT Motorist Assist Operator Ken Hoierman who was killed in a work zone in August 2006.

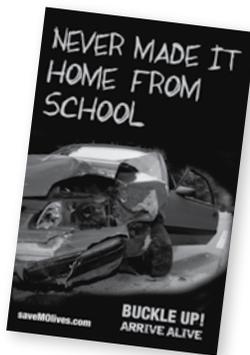
Older Driver Safety and Community Mobility

We have joined with the National Highway Traffic Safety Administration, the San Francisco-based American Society on Aging and key leaders from across the state to improve older driver safety and encourage older drivers to use transportation alternatives when they must limit or stop driving. The effort helps older drivers assess their driving abilities and make adjustments.

Protecting Young Drivers

We continue to place a strong emphasis on educating young drivers to practice safe driving habits. Teen seat belt use is only 61 percent, compared to 77 percent for the rest of Missourians.

- Battle of the Belt is an educational program in which local high schools compete against each other to increase safety belt use and potentially save lives.
- The Never Made It teen seat belt campaign uses realistic, chilling images coupled with a “never made it” message to convey the potential consequences of not buckling up.



Rail Safety

To help reduce rail crossing accidents, we teamed up with the Missouri State Highway Patrol, Missouri Operation Lifesaver, local law enforcement agencies and railroads to educate the public about rail safety. Rail safety personnel stopped motorists at rail crossings throughout the state during National Rail Safety Week to give them information to make safe decisions at railroad crossings.



“As a result of a recent increase in highway transportation funding, Missouri has been able to address many needed projects to improve road and bridge conditions, enhance highway safety and ease congestion.”

TRIP Report, June 2007

Getting a Dollar of Value for Every Dollar We Spend

Improving Missouri’s Roads and Bridges

Two national reports released this year showed we have made big strides in improving road conditions, while keeping administrative costs low. According to the Reason Foundation, a non-profit research and education organization, our rank in overall performance of our highway system jumped 11 spots in one year,

from 28th in 2004 to 17th in 2005. That was the second-largest increase in the nation, trailing only Nevada. For the five-year period from 2000 to 2005, we jumped even more dramatically - from 39th to 17th in overall performance - second only to New Mexico. We also had the third lowest administrative costs per mile and the sixth lowest project expenses per mile – key measures of efficient operations.

The Road Information Program (TRIP), a national transportation research group, noted the significant highway improvements we made with the money provided by Amendment 3. However, despite our recent progress, the report

raised concerns about the dramatic drop in transportation funding the state will experience in 2010 when the Amendment 3 funding bubble bursts. The TRIP data confirmed the drop in our construction program from \$1.23 billion in 2008 to an annual program of \$569 million in 2010.



Radical Cost Control

Radical cost control measures have enabled us to deliver projects on time and within budget at a time when all states are grappling with rising fuel and material costs. Over the past six years, we have delivered \$5.7 billion in road improvements within three-tenths of a percent of the budget. In the past year alone, these measures have lowered costs 7.4 percent under budget, saving taxpayers \$90 million, which is used to build additional projects.

“ . . . Gov. Blunt and Director of Transportation Pete Rahn have made Missouri a national leader when it comes to embracing innovative approaches and solutions.”



*U.S. Secretary of
Transportation
Mary Peters*



"I stand here today to praise MoDOT . . . But I am not praising MoDOT because they are crushing lots of rocks or laying miles of new pavement. I am doing so because Missouri finally has a transportation agency that is trying to be innovative and creative in how it addresses the state's significant transportation needs and goals."

David Stokes, policy analyst, Show-Me Institute



Among MoDOT's radical cost controls:

- **Practical Design** – Practical Design means we design projects to fit specific needs, without the frills. Over the past three years, Practical Design has saved nearly \$500 million, which has funded additional improvements.
- **Keeping bids low** - We rebid 67 projects worth nearly \$234 million in the past two years because the bids were too high, saving \$27.2 million.
- **Road closings** - When practical, we will shut down a road if it means getting the work finished quicker and saving money. We have closed 136 roads for construction over the past two years, trimming costs and completing those projects an average of 30 percent faster.
- **Contractor innovation** – We ask highway contractors to propose innovative solutions, such as using alternate materials, coming up with improved designs, working off-hours, closing lanes or rerouting traffic. Last year, this effort saved \$3.7 million on 17 projects.

In addition, in 2006 we implemented an incentive program called Performance Plus to compensate employees for achieving a final project construction cost of one percent above the contract award amount (or less) on projects in our construction program. This past year, Performance Plus grew to include two additional incentive programs - one aimed at reducing injuries and the other at improving project estimating. In conjunction with Practical Design and value engineering, the three incentive programs have saved more than \$130 million.

Reducing Workers' Comp Costs by \$7 Million

Since January 2006, we have worked to change the tasks that were causing the most employee injuries by either making different purchases or modifying the work process. For example, instead of buying 90-pound bags of concrete, we now purchase 48-pound bags that are easier to lift and carry. By simply changing the way we do business, we reduced the number of workdays employees were off with injuries by 69 percent. The number of lost-time incidents was reduced by 64 percent. This effort has saved about \$7 million in workers' compensation costs, which we put back into the transportation system.

Electronic Plans

Our move in October to offer online project plans will save an estimated \$200,000 a year in printing, paper, postage and equipment costs. The electronic plans room allows anyone, including the public, to view, print or download plans for free. In addition, we began accepting electronic bids in January. Sixty percent of all project bids are now submitted electronically. Both moves are more efficient for contractors and help us get the most competitive bids possible.

Innovative Shared Four-Lane

Construction of our first innovative, alternative roadway - called a "shared four-lane" highway - is scheduled to begin in summer 2008 on Route 5 between Camdenton and Lebanon. A shared four-lane highway consists of passing lanes along a conventional two-lane highway to better accommodate traffic volumes and improve safety. The passing lane alternates between both sides of the highway to give drivers periodic opportunities to pass. And it will cost only about half as much as a full four-lane highway.

Design-Build

Design-build is another innovative concept we're using to tackle three major transportation projects: rebuilding a 10-mile stretch of Interstate 64 in St. Louis, improving Interstate 29/35 and replacing the Paseo Bridge in Kansas City and repairing 802 of our worst bridges.

The New I-64

This project – the largest, single highway construction project in MoDOT history – involves rebuilding 10 miles of I-64 from west of Spoeede Road in St. Louis County to Kingshighway Boulevard in St. Louis City, including about one-half mile of I-170 as it approaches the I-170/I-64 interchange. The \$535 million contract was awarded to Gateway Constructors in November 2006. Design began immediately upon awarding the contract and will be completed by December 2007. Construction began in March 2007 and will be completed no later than July 31, 2010. In 2007, construction work has progressed on four cross bridges, the Kingshighway interchange and the I-170 interchange.

kcICON - Interstate 29/35, Paseo Bridge

The kcICON project will improve four miles of Interstate 29/35 in Kansas City from just north of Route 210 (Armour Road) to the northeast corner of the Central Business District freeway loop. The project will maximize safety, mobility and capacity for the approximately 102,000 motorists who travel the corridor daily, and includes the rehabilitation/replacement of the Paseo Bridge with a landmark Missouri River crossing. There are two teams competing for the \$245 million project, which is scheduled to be awarded Nov. 14. Construction is expected to begin in early 2008 and be completed by Oct. 31, 2011.

Safe & Sound Bridge Improvement Program

Most of Missouri's worst bridges will be repaired or replaced under the Safe & Sound Bridge Improvement Program, which targets 802 bridges for improvement by the end of 2012. The project is a large-scale system improvement that includes bridges in each of Missouri's 114 counties. We have packaged this project in a design-build-finance-maintain contract to encourage innovative technical and financing approaches so we can fix a large number of bridges in a short amount of time. Under the proposal, the contractor will be responsible for design and construction of these bridges and structural maintenance for at least 25 years. In addition, the contract team is asked to finance the project's capital cost, estimated between \$400 million and \$600 million. The project is scheduled to be awarded Nov. 14, with work beginning around the state in 2008.

Recycling Rooftops Into Roadways

We are one of the first state agencies in the nation to allow contractors to put used shingles that have been removed from rooftops into their asphalt mix. The result is a very durable, more-rut resistant asphalt at a much lower price. The use of recycled shingles saves \$3 to \$5 per ton of asphalt. A typical resurfacing project would use about 30,000 tons of asphalt, for a savings of \$90,000 to \$150,000. Beyond the cost savings, this practice also helps us to be environmentally responsible.

"We suggest that this Labor Day weekend is the time to say thanks to the Missouri Department of Transportation, known to friends and foes alike as MoDOT, for the way the Highway 40/64 project has been handled so far. Yes, we know, the worst is yet to come and the major impact of the four-year, \$535 million construction project will be felt in 2008 and 2009, but you have to admit, it's gone pretty smoothly since construction began in March."

Excerpt from a St. Louis Business Journal editorial, Aug. 31, 2007

"Mr. Rahn said to us it was a new day at MoDOT, and truly it is a new day at MoDOT. This work has shown that MoDOT is not only about building roads, but about building lives and communities."



Rev. Tommie Pierson, commenting on the I-64 workforce development agreement that is committed to increasing the number of minority, female and economically disadvantaged individuals working on the project.





“If we do not have a new revenue stream in place by 2010, we go over the cliff. That puts us back in a place where our highway system is deteriorating.”

*Missouri Department of Transportation
Director Pete Rahn, June 28, 2007*

HIGHWAY FUNDING



2008
\$1.23
BILLION

2010
\$569
MILLION

Trees for Tomorrow

Our job of building roads and bridges requires us to remove trees sometimes, and it's our goal to replace those trees with new ones each year. Through the five-year Trees For Tomorrow program, we'll provide about 2.5 million trees to the Department of Conservation to distribute to youth groups in Missouri.

Having a Voice in Projects That Impact Your Life

Mapping Our Transportation Future

In April 2007, we completed an 18-month planning process to determine our future course. Here's what Missourians said loudly and clearly: take care of the existing transportation system; look for innovative ways to get the biggest bang for your buck; and find more money to meet state transportation needs. Through this planning process, Missouri citizens identified many challenges facing the state's transportation future, most notably an aging infrastructure and a shortage of money to meet citizens' transportation expectations. The full report can be found online at www.modot.org.

The Perfect Storm

The strides we've highlighted in this report, coupled with the massive amount of work we've accomplished in the last few years, might suggest all is well in transportation. Unfortunately that's not the case. A "perfect storm" is taking shape for the funding of Missouri's critical highways. Three negative factors - stagnant state funding, lagging federal revenue and increasing construction, maintenance and fuel costs - are coming together to cause the amount of money we spend on roads and bridges to fall off a cliff beginning in 2010.

We will drop from a construction program totaling \$1.23 billion in 2008 to an annual program of \$569 million in 2010. That means we'll barely be able to maintain our highways, much less address congestion, safety and economic development concerns. For the long term, we predict we'll have an \$18 billion funding gap over the next 20 years - not including inflation.

Furthermore, we estimate needing an additional investment of \$300 million to \$500 million over the next 10 years to repair or replace 203 of our aging, major bridges throughout the state - bridges not included in the Safe & Sound Bridge Improvement Program. Major bridges are those more than 1,000 feet long. There are 203 of them in the state, 53 of which span either the Missouri or Mississippi rivers. On average they're 33 years old and carry 21,000 vehicles a day. With an additional \$300 million to \$500 million, we could bring all of our major bridges up to satisfactory condition or better.

This gap in what we have and what we have to do seems daunting, but it's not impossible to close. We are committed to addressing these challenges, but we need the help of citizens, community leaders, regional planning partners and elected officials.

Planning Project Priorities

So what would we do if we received more money for transportation projects? Because that's a question we can't answer without input from our planning partners, we called them together in September for a daylong discussion of how to prioritize our transportation needs. The outcome will be a work in progress that will guide our transportation decisions should additional funds become available.

In the meantime, we'll continue to do our best to make our roads smoother and fix our worn-out bridges. We will make safety a top priority. We will strive to look for innovative ways to do business and save money so we can provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.



Completed as Promised

Here is a list of projects under way or completed prior to the 2008 construction program:

- Interchange improvements in Kansas City at Interstate 470, Interstate 435 and Route 71 (also known as the Triangle)
- Four-lane Range Line bypass in Joplin (partial – some left in 2008 STIP)
- Route 367 improvements south of Route 67 in St. Louis
- McDonald County Route 71 improvements
- Camden and Miller County Route 54 improvements at the Lake of the Ozarks (partial only)
- Jefferson County Route 21 improvements, completing Route 21 corridor from St. Louis to Hillsboro
- Improvements to Route 63 south of Kirksville and north of Macon
- Moniteau and Cole County Route 50 improvements from east of California to Jefferson City
- Route 60 improvements from Willow Springs to Howell/Shannon County line
- Route 67 improvements from Fredericktown to Poplar Bluff (partial)
- Improve Route 40 to freeway from St. Louis to Interstate 70
- Design/Build project to improve I-64 in St. Louis
- Improvements to Route 13 at Collins
- Improvements to Route 36 between Monroe City and Hannibal



1 888 ASK MODOT
www.modot.org