



# Department of Transportation

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## Overview

The Missouri Department of Transportation, under the guidance of the Missouri Highways and Transportation Commission, is committed to providing the public with a safe and modern transportation system. MoDOT is responsible for maintaining 32,800 miles of highways and 10,224 bridges throughout the state.

In addition to designing, building and maintaining roads and bridges, MoDOT works to improve airports, river ports, railroads, public transit systems and pedestrian and bicycle travel. The agency also administers motor carrier and highway safety programs.

In ten districts statewide and at MoDOT's Central Office in Jefferson City, about 6,300 employees use the latest technology to serve the traveling public.

## History

The Centennial Road Law of 1921 created a system of connected state highways. Under the terms of this law and subsequent legislation and constitutional amendments, more than 32,000 miles of state highways have been constructed and improved through the years. These highways connect large population centers, county seats and small communities within the state.

The following table summarizes Missouri's state highway system.

<b>System</b>	<b>Road Miles</b>
Major highways	5,573
Minor highways	<u>27,227</u>
<b>Total</b>	<b>32,800</b>

The Missouri Department of Transportation was created by legislation passed in 1996 that changed the name of the Highway and Transportation Department. That department was formed when voters approved Constitutional Amendment 2 in November 1979 merging the

previously separate Highways and Transportation departments.

MoDOT is responsible for five major transportation alternatives available to Missourians—highways, aviation, waterways, transit and railroads. Those responsibilities include the total operation of the 32,800-mile state highway system, including highway location, design, construction and maintenance.

In addition, the department cooperates and coordinates with owners and operators of the four other modal systems in developing and improving airports, rail facilities and ports and in the operational cost of transit systems. The department administers state and federal programs and funds available for these systems.

MoDOT's main sources of state revenue are motor fuel taxes, motor vehicle sales and use taxes and motor vehicle and driver's licensing fees.

Voter-approved bond issues of \$60 million in 1920 and \$75 million in 1928 helped fund early road-building programs. Bond principal and interest were paid from revenues provided by highway users. All road bonds in Missouri were retired on June 15, 1957.

An additional revenue source was created in a special November 6, 1979, state election. Voters approved Amendment 2—a measure providing revenue through reallocation of part of one-half of the motor vehicle sales tax revenue to the department. Of this revenue, 75 percent went to the Department of Transportation. Counties received a ten percent share and cities received the remaining 15 percent.

Missouri voters approved a road and bridge improvement program on April 7, 1987, that increased the motor fuel tax from seven to 11 cents per gallon, increased heavy truck registration fees ten percent and placed a cap on administrative expenses going to other state agencies.

In April 1992, in response to new federal transportation legislation and the need for further transportation improvements, the Missouri Legislature increased the motor fuel tax by two cents per gallon in 1992, 1994 and 1996, bringing the motor fuel tax to 17 cents per gallon.

In 1998, legislation changed the department's structure by creating the position of director to be the chief executive officer. That legislation also mandated MoDOT to prepare a comprehensive annual report to the legislature that includes finances, road and bridge construction schedules and accomplishments. A chief engineer and a chief financial officer assist the director.



**JAMES B. ANDERSON**  
Chair, Highways and  
Transportation Commission



**DUANE S. MICHIE**  
Vice Chair, Highways and  
Transportation Commission



**RUDOLPH E. FARBER**  
Member, Highways and  
Transportation Commission



**DAVID A. GACH**  
Member, Highways and  
Transportation Commission

In 2000, the commission was authorized to issue bonds to accelerate Missouri highway construction. More than \$900 million in bonds was sold.

In July 2002, Governor Bob Holden signed legislation implementing an earlier executive order merging into MoDOT programs from four separate agencies serving motor carrier and railroad operators in Missouri.

In November 2004, voters approved a constitutional amendment that redirects some existing highway user fees from other state services to MoDOT. The department is using this revenue to finance \$1.7 billion to \$1.9 billion in bonds. Called Smoother, Safer, Sooner, this bond program is improving thousands of miles of the state's busiest highways, accelerating existing major projects by several years and constructing more than a billion dollars in new, high-priority major construction projects.

In January 2007, MoDOT launched the Better Roads, Brighter Future program, which 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 stripes and 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. The five-year program will cost \$1.1 billion, using existing funds allocated for taking care of the state highway system. Nearly every Missourian will benefit from these improvements, which will save lives, create jobs and save motorists money.

### State Highways and Transportation Commission

The Missouri Highways and Transportation Commission is a six-member bipartisan board that guides the Missouri Department of Transportation and is responsible for planning for and maintaining the state's highway network. The commission also has responsibilities in the other



**MIKE KEHOE**  
Member, Highways and  
Transportation Commission



**BILL MCKENNA**  
Member, Highways and  
Transportation Commission

transportation modes.

Commission members are appointed by the governor and confirmed by the Senate. No more than three commission members may be of the same political party. State law requires six-year terms, with two members replaced every two years. The two most senior commissioners serve one year each as chair and vice chair for their last two years on the commission.

The commission appoints the Missouri Department of Transportation's director and secretary to the commission.

### State Highways and Transportation Commission\*

**Anderson, James B.**, (D), chair, Springfield, March 1, 2009;

**Michie, Duane S.**, (R), vice chair, Hayti, March 1, 2009;

**Farber, Rudolph E.**, (R), Neosho, March 1, 2013;

**Gach, David A.**, (D), St. Joseph, March 1, 2011;

**Kehoe, Mike**, (R), Jefferson City, March 1, 2011;

**McKenna, Bill**, (D), Crystal City, March 1, 2007.

\*\$25 per diem.



PETE RAHN  
Director



PAM HARLAN  
Secretary to the Commission



KEVIN KEITH  
Chief Engineer



ROBERTA BROEKER, CPA  
Chief Financial Officer

## Director's Office

MoDOT's daily operations are under the direction and supervision of the director, who is appointed by the commission. The MoDOT director is assisted by a chief engineer, who is in charge of MoDOT's road and bridge design, construction and maintenance activities statewide and a chief financial officer, who is responsible for the financial and administrative operations. The directors of Community Relations, Governmental Relations, Organizational Results, Audits and Investigations and Chief Counsel's Office also report to the department director.



KENT VAN LANDUYT  
Assistant to the Director

## Commission Secretary's Office

The Highways and Transportation Commission appoints a commission secretary to provide operational support, clerical assistance and record keeping.

## Department Mission, Tangible Results

The department's mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.

In addition to the department's mission, 18 tangible results drive the organization's operations. The 18 results are outcomes Missourians expect to see as MoDOT fulfills its mission. They are:

- Uninterrupted traffic flow
- Smooth and unrestricted roads and bridges
- Safe transportation system
- Roadway visibility
- Personal, fast, courteous and understandable response to customer requests
- Partner with others to deliver transportation services
- Leverage transportation to advance economic development
- Innovative transportation solutions
- Fast projects that are of great value

- Environmentally responsible
- Efficient movement of goods
- Easily accessible modal choices
- Customer involvement in transportation decision making
- Convenient, clean and safe roadside accommodations
- Best value for every dollar spent
- Attractive roadsides
- Advocate for transportation issues
- Accurate, timely, understandable and proactive transportation information.

To achieve these results, the department is divided into three teams: **System Delivery, System Facilitation and Organizational Support**. The three teams are organized around delivering the 18 tangible results.

## Chief Engineer

The chief engineer oversees the **System Delivery Team**, which is responsible for MoDOT's 10 districts, Multimodal Operations, Bridge, Design, Transportation Planning, Construction and Materials, Maintenance, Right of Way, Motor Carrier Services, Traffic and Highway Safety. The directors of program delivery, system management and multimodal operations,



DON WICHERN  
District 1—Northwest  
St. Joseph



DANIEL C. NIEC  
District 2—North Central  
Macon



PAULA GOUGH  
District 3—Northeast  
Hannibal



BETH WRIGHT  
District 4—Kansas City Area  
Lee's Summit



ROGER SCHWARTZ  
District 5—Central  
Jefferson City



ED HASSINGER  
District 6—St. Louis Metro  
Chesterfield



REBECCA J. BALTZ  
District 7—Southwest  
Joplin



KIRK JURANAS  
District 8—Springfield Area  
Springfield

as well as the ten district engineers, report to the chief engineer.

## District offices

To facilitate providing the state highway and transportation program, the department divides the state into ten geographical districts. A district engineer administers the department's work within each district.

**District 1 (Northwest)** headquarters, St. Joseph. The district consists of Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, DeKalb, Gentry, Harrison, Holt, Nodaway and Worth counties. The counties cover a land area of about 6,049 square miles and have a total population of about 201,837. District 1 has a total of 3,120 miles of state highways.

**District 2 (North Central)** headquarters, Macon. The district consists of Adair, Carroll, Chariton, Grundy, Howard, Linn, Livingston, Macon, Mercer, Putnam, Randolph, Saline, Schuyler and Sullivan counties. The counties cover a land area of about 8,040 square miles and have a total population of about 177,206. District 2 has a total of 3,749 miles of state highways.

**District 3 (Northeast)** headquarters, Hannibal. The district consists of Audrain, Clark, Knox, Lewis, Lincoln, Marion, Monroe, Montgomery, Pike, Ralls, Scotland, Shelby and Warren counties. The counties cover a land area of about 7,017 square miles and have a total population of about 201,088. District 3 has a total of 3,325 miles of state highways.

**District 4 (Kansas City area)** headquarters, Lee's Summit. The district consists of Cass, Clay, Henry, Jackson, Johnson, Lafayette, Platte and Ray counties. The counties cover a land area of about 4,900 square miles and have a total population of about 1,121,328. District 4 has a total of 2,449 miles of state highways.

**District 5 (Central)** headquarters, Jefferson City. The district consists of Benton, Boone, Callaway, Camden, Cole, Cooper, Gasconade, Maries, Miller, Moniteau, Morgan, Osage and Pettis counties. The counties cover a land area of about 7,802 square miles and have a total population of about 452,928. District 5 has a total of 3,617 miles of state highways.

**District 6 (St. Louis Metro)** headquarters, Chesterfield. The district consists of the City of St. Louis and Franklin, Jefferson, St. Charles and St. Louis counties. The counties cover a land area of 2,707 square miles and have a total pop-

ulation of about 1,940,293. District 6 has a total of 1,533 miles of state highways.

**District 7 (Southwest)** headquarters, Joplin. The district consists of Barry, Barton, Bates, Cedar, Dade, Jasper, Lawrence, McDonald, Newton, St. Clair and Vernon counties. The counties cover a land area of about 7,139 square miles and have a total population of about 343,949. District 7 has a total of 3,376 miles of state highways.

**District 8 (Springfield area)** headquarters, Springfield. The district consists of Christian, Dallas, Douglas, Greene, Hickory, Laclede, Ozark, Polk, Stone, Taney, Webster and Wright counties. The counties cover a land area of about 7,448 square miles and have a total population of about 518,769. District 8 has a total of 3,678 miles of state highways.

**District 9 (South Central)** headquarters, Willow Springs. The district consists of Carter, Crawford, Dent, Howell, Iron, Oregon, Pulaski, Phelps, Ripley, Reynolds, Shannon, Texas and Washington counties. The counties cover a land area of about 9,889 square miles and have a total population of about 257,810. District 9 has a total of 3,751 miles of state highways.

**District 10 (Southeast)** headquarters, Sikeston. The district consists of Bollinger, Butler, Cape Girardeau, Dunklin, Madison, Mississippi, New Madrid, Pemiscot, Perry, Scott, St. Francois, Ste. Genevieve, Stoddard and Wayne counties. The counties cover a land area of about 7,954 square miles and have a total population of about 394,779. District 10 has a total of 3,885 miles of state highways.

**Multimodal Operations**

The Multimodal Operations Division is responsible for administering a number of state and federal programs that fund and support the following modes of transportation: aviation, railroads, transit and waterways.

**Aviation**

The Highways and Transportation Commission is mandated by law to administer an aeronautics program. The law further requires the commission to “encourage, foster and participate with the political subdivisions of this state in the promotion and development of aeronautics.” The commission has made this the responsibility of the aviation section, and the section fulfills its obligation in a variety of ways.

The aviation section administers federal and state grant programs that help local governments in planning, maintaining and developing existing airports and establishing new facilities. The objective of these grant programs is to provide



TOM STEHN  
District 9—South Central  
Willow Springs



MARK SHELTON  
District 10—Southeast  
Sikeston



BRIAN WEILER  
Director  
Multimodal Operations



JOE PESTKA  
Administrator of Aviation



ROD MASSMAN  
Administrator of Railroads

modern, all-weather airports for safety and to enhance economic development throughout the state.

The aviation section inspects most of the publicly and privately owned airports within the state that are open to the public. These inspections assist airport operators in maintaining safe, efficient facilities. The section maintains a statewide airport system plan that guides airport development project priorities. Aviation also produces a free aeronautical chart and airport directory for the flying public.

## Railroads

The railroad section is responsible for freight rail regulation, passenger rail support, light rail safety regulation, highway/rail crossing safety, rail/highway construction issues, inspection of railroad employee facilities and railroad safety inspection and outreach.

The railroad section also provides assistance in all railroad matters affecting the state and is responsible for activities cited in Chapters 389, 622 and 680 of the *Revised Statutes of Missouri*.

The railroad-highway section administers federal and state funds to improve safety at railroad crossings by implementing and financing lights and gates projects, pedestrian treatments, signing programs of various types, and approving and overseeing grade separations over railroads. The railroad section also inspects the various railroads operating in the state for track safety, hazardous materials, operating practices of trains, and grade crossing surfaces, conditions and signals. Most of the section's rail inspectors have been certified by the Federal Railroad Administration.

The section investigates all grade-crossing fatalities and serious accidents at crossings and participates in the Operation Lifesaver program to reduce rail grade-crossing accidents. The section also produces a free map of all railroads in Missouri and maintains a current listing of Amtrak passenger rail information and schedules of passenger trains that run through the state. Further information is available on the section's website at [www.morail.org](http://www.morail.org).

## Transit

The transit section assists in the financial and technical support of the state's public transit and specialized paratransit systems. This function is carried out through the administration of state and federal programs relating to general public transportation and specific programs for nonprofit agencies serving the mobility needs of senior citizens and people with disabilities.

The Missouri Elderly and Handicapped Transportation Assistance Program provides state financial assistance for nonprofit organizations offering transportation services to seniors and people with disabilities at below-cost rates. The program has more than 190 grantees that provide approximately 4.8 million trips annually.

Twenty-eight small urban and rural general public transit systems receive financial and technical support from the department. These systems have an aggregate operating budget of \$18 million, provide more than three million trips, and travel ten million vehicle miles per year. The entire state of Missouri is covered by these sys-



STEVE BILLINGS  
Administrator of Transit



SHERRIE MARTIN  
Administrator of Waterways



DAVE NICHOLS  
Director, Program Delivery

tems.

MoDOT also provides federal and state assistance to transit systems in "small urbanized" areas with populations of more than 50,000 and less than 200,000. Participating cities in Missouri are Columbia, Jefferson City, St. Joseph and Joplin. The combined fleets number about 60 vehicles. They provide 2.1 million annual trips with a combined operating budget in excess of \$7.0 million annually.

The transit section purchases approximately 82 vehicles for about 64 grantees annually, using funds allocated to the state through the Federal Transit Administration's Elderly and Persons with Disabilities Capital Assistance Program. The program is open to all areas of the state (rural, urban and urbanized) for nonprofit organizations and qualifying public entities. There are more than 500 active vehicles operated by almost 200 organizations. The active fleet provides more than 800,000 elderly trips and 1.6 million disability trips per year and travels more than 7.5 million miles.

The transit section also administers the rural transportation assistance program, a training and technical assistance function funded by the Federal Transit Administration. Training courses offered include defensive driving, CPR and first aid, passenger assistance techniques and emer-

gency procedures. Technical assistance is offered in vehicle procurement and maintenance.

The transit section prepares a statewide application for national discretionary capital assistance. The capital discretionary program has funded about 1,000 vehicles since the state began to receive Section 5309 assistance in fiscal year 1993. These vehicles are operating throughout the entire state. Major facilities funded to date include park-n-ride facilities, bus facilities, transitways, personal computers, radio systems, maintenance equipment and miscellaneous equipment.

## Waterways

Chapter 68, RSMo allows cities and counties located on or adjacent to navigable waterways to form port authorities and become political subdivisions of the state, upon approval from the Highways and Transportation Commission.

The waterways section helps port authorities develop commerce and foster local economic development. The section also promotes the use of Missouri's navigable rivers, assists in capital and administrative funding, acts as an information clearinghouse, provides technical assistance and represents port interests within industry and government.

## Program Delivery

The director of program delivery reports to the chief engineer and oversees the following divisions: Bridge, Design, Right of Way, Construction and Materials and Transportation Planning.

## Bridge Division

The Bridge Division produces structural designs and detailed plans for all state highway bridges, including cost estimates and site-specific job provisions.

The bridge design process begins with a preliminary investigation that includes a detailed and complex study to determine the most suitable type of structure for a given location considering hydraulics, economy, site requirements and aesthetics. The finished product is a set of detailed design plans from which contractors can construct the bridge.

Bridge personnel provide inspection services in steel fabrication shops around the nation to ensure structural steel for bridges and other materials meet specifications, and that the bridges are safe for motorists.

The Bridge Division maintains extensive microfilm files of all plans and design data for bridges, culverts and retaining walls on the state highway system. The division also reviews plans



DENNIS HECKMAN  
State Bridge Engineer



KATHY HARVEY  
State Design Engineer

for rehabilitating or replacing locally owned bridges using federal bridge funds. It administers a program for inspecting locally owned bridges and provides engineering assistance to counties and cities.

Bridges are analyzed to determine their safe load-carrying capacities and the division initiates posting of bridges not able to safely carry the state's legal loads. The unit also maintains the National Bridge Inventory for Missouri and helps in developing overall strategies for managing MoDOT's highway structures.

## Design

Design prepares all roadway plans and advertises projects for bids. Included in plan preparation are determination of state and/or federal funding for projects, ground surveys and aerial photography, public involvement meetings, consideration of social, environmental and economic factors, detailed plan design, Bid Analysis Management Systems (BAMS), and the development of specifications and cost estimates for highway projects prior to advertising for bids.

In addition, Design is responsible for the department's computer aided drafting and design (CADD) program including support and training. The division also provides printed and electronic documents to support submissions of bids for MoDOT's monthly bid openings.

The division's responsibilities include the planning processes that identify and evaluate the state's transportation needs and the location, environmental and cultural resource studies required for initial evaluation of proposed projects. Professional engineers, planners, environmental and cultural specialists and other support staff are involved in the comprehensive evaluation and study of transportation projects prior to detailed design.

The division coordinates with district project teams and regional planning organizations as well as other federal, state and local agencies to

facilitate completion of transportation projects. Design's involvement begins with the initial concept, proceeds through the project development process and provides services and support through and beyond construction of transportation facilities.

Environmental and cultural assessments provide clearances allowing the expenditure of federal funds and issuance of permits by regulatory agencies.

### Right of Way

Right of Way acquires all realty rights for constructing and improving state highways and related facilities. It provides a relocation assistance and payments program for all persons displaced by the commission's land acquisition activities. It also is responsible for the disposition of right of way no longer needed for state highway purposes and assists the Chief Counsel's Office in preparing condemnation cases for trial.

Right of Way administers the regulation of outdoor advertising, salvage yard control and scenic byways programs. It also assists the Chief Counsel's Office in preparing outdoor advertising and salvage yard cases.

### Construction and Materials

Construction and Materials administers highway construction and other contracts to ensure quality highways and materials so the traveling public has a safe, efficient transportation system.

The division provides technical assistance, implements new technology and assures quality materials on department projects. It also provides assistance in preparing many specifications for materials used in highway and bridge construction and maintenance, as well as continual testing and inspection for all materials used in the highway system.

After a contract has been awarded through the competitive bid process, the work is assigned to project offices located throughout the state. Engineers and technicians assigned to these project offices do field surveying and perform quality control tests on the work performed by contractors to ensure quality construction that improves Missouri's transportation system.

Division engineers make periodic field inspections to help field personnel and ensure uniform contract administration over the entire state. Quality assurance reviews of the project offices are performed regularly.

The division provides assistance in preparing many specifications for materials used in highway and bridge construction and maintenance as well as continual testing and inspection for all



DAVE AHLVERS  
State Construction and Materials  
Engineer



MACHELLE WATKINS  
Transportation Planning Director

materials used in the highway system. Testing is done in a modern laboratory in Jefferson City.

Personnel analyze pavement designs, roadway foundations, asphaltic concrete and portland cement mixtures, as well as carry out soil and subsurface condition surveys and furnish geotechnical information for the design, construction and maintenance of roads and structures.

Division employees are also involved in the national Strategic Highway Research Program (SHRP), an ongoing national research effort to improve highway materials such as concrete and asphalt pavements. By using new technology such as the Superpave bituminous pavement mixture, the department strives to improve the Missouri roadway system for the future. Personnel also inspect and oversee disposal of hazardous and environmental materials related to highways.

The External Civil Rights Administration unit also falls under Construction and Materials and works to ensure civil rights policies relative to department operations meet standards. The unit is also responsible for implementing the department's Disadvantaged Business Enterprise (DBE) program to ensure non-discrimination in the award and administration of contracts and to create a level playing field on which DBE firms can compete fairly for federally funded transportation projects.

### Transportation Planning

Transportation Planning is responsible for long-range planning, data administration, systems analysis, and planning and programming.

Transportation Planning collects, manages and analyzes data to provide a single source of information to support the department's decision processes. A common reference system links safety, bridge, congestion, traffic and pavement data

to provide a map-based geographic information system (GIS).

The division also develops and tracks the five-year Statewide Transportation Improvement Program, the department's highway and bridge construction program. The department's regional planning partners, along with local officials, participate in the schedule and program development.

Transportation Planning maintains a transportation plan that looks at least 20 years into the future. This plan analyzes needs for all modes of transportation including aviation, bicycle and pedestrian accommodations, freight rail and ports, highways and bridges, passenger rail and bus service between cities, and public transportation. This plan also provides policy and goal direction for MoDOT as it develops the construction program.

Transportation Planning provides statewide guidance on issues including bicycle and pedestrian accommodations, involvement of local public officials in transportation decision-making, statewide and metropolitan planning regulations and Clean Air Act impacts to transportation. The unit also provides oversight of federal transportation planning funds and implementation of planning activities.

## System Management

The director of system management reports to the chief engineer and oversees the following divisions: Highway Safety, Maintenance, Motor Carrier Services and Traffic.

This unit provides direction and oversight for safe and efficient management and operation of the state highway system. In addition, this unit promotes statewide programs and campaigns such as work zone safety and Work Zone Awareness Week, the No MOre Trash! program and the department's participation in the Missouri State Fair.

## Highway Safety

Reducing deaths, injuries and property damage caused by traffic crashes on Missouri roadways is the goal of the Highway Safety Division, which was created as a result of the National Highway Safety Act of 1966. Administration of the state's highway safety programs became a MoDOT responsibility in August 2003 when the Division of Highway Safety was merged by executive order into the department.

Highway Safety staff concentrate their efforts in three areas that are proven effective in preventing deaths and injuries from motor vehicle crashes—education, enforcement and engineering. The lives saved and injuries prevented save Missouri taxpayers millions of dollars. The unit provides resources and/or technical information



DON HILLIS  
Director  
System Management



LEANNA DEPUÉ  
Director  
Highway Safety



JIM CARNEY  
State Maintenance Engineer

to the public, state and local governmental entities, the legislature and safety advocates across the state. Funding to support these efforts is provided through federal grants.

The Highway Safety Division works with other MoDOT divisions and safety partners from both the public and private sector as part of the Missouri Coalition for Roadway Safety. The coalition is charged with leading the statewide implementation of Missouri's Blueprint for Safer Roadways. The Blueprint outlines strategies to reduce fatal and serious injuries occurring on our roadways due to motor-vehicle crashes, with a goal of 1,000 or fewer fatalities by 2008.

## Maintenance

Maintaining state highways and bridges is the primary function of the Maintenance Division. The division also establishes broad policy, disseminates best practices and supports field activities by providing quality assurance. Included in these are preservation, upkeep, operation and restoration of roadways, bridges, signs, traffic control equipment and all appropriate facilities so they remain safe and usable.

Maintenance of bridges requires annual inspections (sometimes using an aerial bucket truck modified to look under bridges and also

using underwater diving techniques), painting and major repairs by unit personnel.

Increased highway use continues to place increased demands on the maintenance of interstate rest areas, rapid and complete removal of snow and ice from pavement surfaces, and many other additional services provided by the division. The Maintenance Division also coordinates a variety of roadside management programs including Adopt-A-Highway, No MOre Trash!, Growing Together and the incarcerated personnel work release program.

## Motor Carrier Services

The Motor Carrier Services Division provides information, credentials and permits to and enforces safety and economic regulations for businesses and individuals operating commercial vehicles on the state's public highways. MCS works to ensure a level playing field for trucking businesses and increase voluntary compliance with state and federal safety regulations.

Missouri's motor carrier companies can conduct nearly all of their business with the state through Motor Carrier Services. In many ways, MCS is similar to a retail business. A first-in-the-nation Internet-based business system allows carriers to interact with MoDOT 24-hours a day. Agents answer thousands of telephone, Internet and faxed inquiries each month. With more than 20,000 active accounts, the division collects more than \$163 million annually, dispersing \$76 million to other states and provinces according to international fuel tax and registration agreements and depositing \$87 million into the state road fund.

With headquarters in Jefferson City and nine regional offices throughout the state, Motor Carrier Services employs approximately 100 individuals who are dedicated to improving highway safety and saving lives.

## Traffic

Traffic is responsible for the safe and efficient movement of people and goods on the state highway system. The division supports signing, striping, traffic signal operations, lighting, roadway access and traffic safety programs throughout the state. Traffic coordinates training activities that incorporate traffic-engineering principles in all MoDOT activities.

There are currently more than 110,000 miles of striping, 800,000 highway signs, 2,300 traffic signals and numerous other traffic control devices on the state highway system. The department's central sign manufacturing facility produces more than 120,000 signs annually. The division is working to implement many new technologies, including enhanced pavement markings, highly reflective sign materials, video



JAN SKOUBY  
Director  
Motor Carrier Services



EILEEN RACKERS  
State Traffic Engineer

cameras for traffic monitoring and control and light emitting diodes for various applications. These new technologies help increase the efficiency and effectiveness of traffic devices and traffic personnel. Traffic also provides oversight for the logo signing services program throughout the state.

The Traffic Division is involved in determining the safety and operational implications involved in requests by outside parties for changes in access on roadways. These changes in access include driveway and street connections, levee attachments and grading on interstate right of way.

Traffic also analyzes crash data, which is used by district and Central Office units for location studies and project prioritization. Traffic supports districts and local safety partners in the development of regional safety plans that support *Missouri's Blueprint for Safer Roadways*. Federal funding is administered to provide traffic engineering services and training for smaller cities and counties that do not have traffic engineering expertise.

The Traffic Division also provides statewide coordination of management and operations activities such as traffic management, incident management, traveler information services and telecommunications networks. This coordination helps to provide a single operating system to maximize the performance of the statewide transportation system while improving safety, mobility and customer satisfaction. Other management and operations activities include managing work zones and operating a radio communications system for field operations and emergency response. The Traffic Division coordinates the Motorist Assist Program in the Kansas City and St. Louis areas.

## System Facilitation Team

The department's chief financial officer manages the System Facilitation Team, whose role is

to help the System Delivery Team achieve its tangible results. Equal Opportunity, Employee Benefits, Information Systems, Human Resources, General Services, Resource Management, the Controller's Division and Risk Management make up the System Facilitation Team. The chief financial officer reports to the MoDOT director.

## Equal Opportunity

The Equal Opportunity Division administers the department's workforce diversity program. This includes outreach, cultural education, cooperative education, mentoring, exit interviews and other specialized programs to leverage human resources to transportation needs. Additionally, the division coordinates the affirmative action program to comply with federal regulations and state statutes.

## Employee Benefits

Employee Benefits oversees all aspects of MoDOT's medical and life insurance plan. The division also provides support to the Missouri Department of Transportation and Highway Patrol Employees' Retirement System. The division also monitors claims to pinpoint areas of concern and works with actuaries to determine appropriate premium schedules. Employee Benefits provides information allowing employees to make informed decisions regarding benefit options. This division also assists employees with enrollments for the various benefits, such as retirement, health and life insurance, employee assistance program, cafeteria plan and deferred compensation.

## Information Systems

Information Systems provides information technology products, services and support to the department and coordinates its information technology activities. It provides application, data, voice and video services from a central computing facility to remote locations through wide-area and local-area networks. The division also coordinates the operation of remote computing facilities located in each district.

Additionally, Information Systems provides other services in the form of Help Desk support, media conversion, client relations' activities, technology standards facilitation, computer equipment checkout, Internet access, web publishing and E-mail accounts. The division also creates and maintains hundreds of applications for the department's engineering, financial, operational and general information needs.



BRENDA TREADWELL-MARTIN  
Director  
Equal Opportunity



JEFF PADGETT  
Employee Benefits Manager



MIKE MILLER  
Director  
Information Systems

## Human Resources

The Human Resources Division develops and administers a statewide personnel program to meet department needs. The division recruits nationally for college graduates to fill civil engineering positions throughout the state and recruits locally for all positions in the Central Office in accordance with affirmative action efforts. Employee development staff is responsible for conducting or coordinating training programs in managerial leadership and vocational technical training and also works in the area of performance assessment.

Human Resources also develops personnel policy, manages the department's classification and pay system and maintains personnel records for employees.

## General Services

The General Services Division is responsible for supporting MoDOT activities by providing guidance and support services to all districts and Central Office in the areas of facilities management, procurement, distribution center services and fleet management.

Facilities Management provides planning, guidance and design services to build and main-

tain more than 1,700 facilities located at 600 sites throughout the state. Fleet Management provides support services for a state fleet of more than 6,900 vehicles and specialized equipment. The Procurement unit supports the department's purchasing activities and manages a central distribution center.

The General Services Division also provides travel, mail/freight and facilities maintenance services.

## Resource Management

The Resource Management Division is responsible for managing the department's funding mechanisms and helping the agency use fiscal resources effectively and efficiently. The division develops a comprehensive financial plan based on financial analyses, forecasts and evaluations and provides fiscal information to MoDOT's transportation partners.

Resource Management also administers various innovative finance programs. The division provides debt-financing programs through the Statewide Transportation Assistance Revolving Fund and the Missouri Transportation Finance Corporation, a non-profit lending corporation established to help local transportation projects. Cost sharing and economic development programs bring in dedicated project funds that do not have to be repaid to MoDOT. Under the cost-sharing program, the division works with MoDOT's district offices to provide guidance and financial planning analysis on projects where MoDOT commits a portion of project costs. The division also works with the Department of Economic Development to fund projects that will significantly impact the economic development in a given area.

## Controller's Division

The Controller's Division is responsible for the department's accounting, financial reporting and financial policy development. The division maintains all financial records and prepares financial statements for the department, the medical plan, the self-insurance plan and the Missouri Transportation Finance Corporation. To support this role, the Controller's Division is responsible for accounting functions including payroll, accounts payable, accounts receivable, federal billing, inventory and fixed assets.

The Controller's Division is also responsible for the department's use of the statewide financial and payroll accounting systems and the administration of MoDOT's Financial and HR/Payroll Data Marts. The quality assurance section of the Controller's Division documents processes to ensure appropriate internal controls



MICKI KNUDSEN  
Director  
Human Resources



BETH RING  
Director  
General Services



DEBBIE RICKARD  
Controller

exist and reviews transactions for compliance with policy.

## Risk Management

The Risk Management Division provides leadership and support for the statewide safety and health program and administers the department's insurance operations in the areas of workers' compensation, general liability and fleet vehicle liability. The division also provides collection services for property damage.

The goal of the Risk Management Safety and Health Unit is to provide a safe and healthful work environment for all MoDOT employees by developing, communicating and promoting safety and health programs. The unit accomplishes this goal by helping develop safety-related policies, employee training, incident review and safety incentive programs. The unit also administers the department's pre-employment/post-offer physical program and the drug and alcohol program.

The department is self-insured in the areas of workers' compensation, general liability and fleet vehicle liability. The claims administration units are responsible for administering all claims related to these three programs and maintaining the self-insurance plan. Claims administration is

also responsible for collecting damages from taxpayers who damage property on state right of way.

**Organizational Support Team**

The third team, Organizational Support, includes the Chief Counsel's Office, Audits and Investigations, Organizational Results, Governmental Relations and Community Relations. These units report directly to the MoDOT director.

**Chief Counsel's Office**

The chief counsel is appointed by the MoDOT director with the consent of the Highways and Transportation Commission to handle legal responsibilities for the department and the commission. The Chief Counsel's Office helps the commission and MoDOT to achieve their tangible results by providing three basic legal services: prosecuting and defending litigation; rendering legal advice and opinions; and reviewing and drafting documents.

**Audits and Investigations**

The Audits and Investigations unit is charged with improving efficiency and helping ensure organizational integrity by identifying problems early.

Audits and Investigations conducts internal audits of division and district operations; and external audits of overhead rates and actual cost agreements between MoDOT and entities such as cities, counties, utilities, railroads and consultant engineering firms. The division investigates a wide range of areas from grievances and equal opportunity complaints to misappropriation and employee misconduct. The division also conducts analyses of competitive bidding practices in the construction industry.

**Organizational Results**

The Organizational Results Division is responsible for working with department managers to improve organizational performance. This includes researching, developing and implementing business, policy and engineering solutions. Special attention is given to identifying best practices, technologies and new products to drive the organization's performance. Organizational Results also spearheads and directs organizational performance measures. These performance measures show the department's progress toward achieving its tangible results and help transform MoDOT into an efficient, customer-driven government organization focused on continuous improvement.

MoDOT's research is targeted to respond to



RICH TIEMEYER  
Chief Counsel



BILL ROGERS  
Director  
Audits and Investigations



MARA CAMPBELL  
Director  
Organizational Results

customer needs; provide information and technology for management policy decisions; and undertake research and development issues that have a high possibility of being implemented.

Other research responsibilities include policy, finance, environmental and community and economic development studies as related to transportation. MoDOT collaborates with the Missouri Transportation Institute, a consortium of Missouri-based universities and nonprofit organizations, to address transportation research, development, public policy and technology transfer needs.

**Governmental Relations**

The role of Governmental Relations is to work with federal, state and local officials, stakeholders, the public and department staff to advocate the department's objectives by advancing legislative initiatives designed to develop sound public policies relating to all modes of transportation. Governmental Relations develops legislation, recommends policy changes, increases public awareness of department initiatives and promotes positive rapport with customers and department staff.

## Community Relations

The Community Relations Division works to provide information about the commission and the department's programs and services to the public, as well as to MoDOT employees. Community Relations informs communities about department activities through a variety of avenues, including news releases, special events and the department's Internet website at *www.modot.org*. The division also develops exhibits, creates multimedia presentations, prepares speeches, produces brochures, distributes official highway maps, prepares communication and marketing materials and provides support to district public information efforts. In addition, the division also publishes internal educational publications.

## Missouri Mississippi River Parkway Commission

The Missouri Mississippi River Parkway Commission works to preserve, promote and enhance the scenic, historic and recreational resources of the Mississippi River, to foster economic growth in the corridor along the Mississippi, and to develop the national, scenic and historic parkway known as the Great River Road (GRR). The GRR is a river parkway system utilizing existing Mississippi River valley roads while preserving the region's landscape quality. The commission promotes and supports tourism, coordinates domestic and international marketing, facilitates efforts to enhance economic development and encourages resource awareness. It also works to leverage dollars for highway improvements, recreational trails, bikeways, scenic overlooks and historic preservation along the Mississippi River.

The Missouri commission is one of the earliest of other such bodies from the 10 states involved in the Great River Road program. Ten commissions were established as part of the National Mississippi River Parkway Commission to act in the planning and implementation of plans for the overall Great River Road development.

## Members of the Missouri Mississippi River Parkway Commission

### Governor's appointees

**Nickell, Frank**, Cape Girardeau, chair;  
**Barker, Silvey**, East Prairie;  
**O'Leary, Gertrude**, Herculaneum;  
**Walley, George Jr.**, Hannibal;  
**Vacancy**, (1).



JAY WUNDERLICH  
 Director  
 Governmental Relations



SHANE PECK  
 Director  
 Community Relations

## Legislative members

**Vacancy**, two Missouri state senators;  
**Vacancy**, two Missouri state representatives.

## Ex Officio Members

**Eiken, Doug**, director, Division of State Parks, Department of Natural Resources;  
**Hoskins, John**, director, Department of Conservation;  
**Luetkemeyer, Blaine**, director, Division of Tourism;  
**Rahn, Pete**, director, Department of Transportation;  
**Smith, Katie**, director, Department of Agriculture;  
**Steinhoff, Gregory**, director, Department of Economic Development.

## Technical Committee Members

**Cave, Shannon**, Department of Conservation;  
**Kross, Mark**, Department of Transportation, secretary to the MoMRPC;  
**Smith, Bob**, Division of Tourism;  
**Wells, Michael**, Department of Natural Resources;  
**Young, Marla**, Department of Agriculture.

Commission members serve without compensation. Administrative support is provided by the Department of Transportation.

## The Great River Road

The concept for a parkway along the Mississippi River originated in Missouri in 1936 when Governor Stark asked the Missouri State Planning Board to consider it. In 1938, the ten state national Mississippi River Parkway Commission was formed. Congress authorized the development of the Great River Road in 1954 after a two-year feasibility study and resulting report, which recommended a plan for a Mississippi River scenic route development by the states through which the route would pass. The various state highway departments would administer the

plan by improving existing highways to parkway-like standards. It was further recommended that existing highways could be incorporated into a continuous route by interconnecting them where necessary with limited sections of new construction.

The Great River Road provides three major benefits.

(1) It represents a concentrated effort to protect and conserve the natural and cultural environment of the Mississippi River corridor.

(2) The road provides a diverse experience for the vacation traveler and residents that is both enjoyable and educational through the river's major scenic and historic areas.

(3) It provides a positive economic impact on the region serving as an important part of the nation's transportation system. The program has provided important funds for road improvements and enhancements in a predominately rural section of the nation.

The focus of the MRPC has shifted from solely designating and constructing the GRR to encompassing tourism, economic development and natural/cultural resource awareness.

A 26-mile portion of the Great River Road—Route 79 between the Ralls County line to Clarksville within Pike County—is the first State Scenic Byway designated in Missouri. It also is a National Scenic Byway known as the Little Dixie Highway of the Great River Road.

## Tennessee-Missouri Bridge Commission

Although attached to the Missouri Department of Transportation by law for organizational purposes, the Tennessee-Missouri Bridge Commission operates independently of the department.

### Metro

707 N. First St., St. Louis 63102  
Telephone: (314) 982-1400

*Although attached to the Missouri Department of Transportation by law for organizational purposes, the St. Louis Area Metro operates independently of the department.*

### Origin

Metro of the Missouri-Illinois Metropolitan District was established September 20, 1949 by compact between the states of Missouri and Illinois to make plans for the overall development of the St. Louis metropolitan area and to carry out specific projects. In the following year, the U.S. Congress and the president approved the compact. The compact was authorized by leg-

islative acts of the two states and was consented to by the Congress as required by Article I, Section 10, Clause 3 of the *Constitution of the United States*. Under subsequent legislation, the two states agreed to amend the original compact. These changes were approved by the Congress and the president in 1959.

The compact was further amended by Illinois in 1979 and Missouri in 1980 to broaden Metro's powers to include the authority to acquire and operate facilities handling refuse or waste derived resources, fuel or energy.

## Scope and functions

The compact created the Missouri-Illinois Metropolitan District to include the City of St. Louis and the counties of St. Louis, St. Charles and Jefferson in Missouri and Madison, Monroe and St. Clair in Illinois. Within this district, Metro has two functions. First, it is empowered to construct, maintain, own and operate specific facilities including bridges, tunnels, airports, wharves, docks, warehouses, grain elevators, passenger transportation facilities and air, water, rail and motor vehicle terminal facilities. Second, it is authorized to make plans for coordination of streets, highways, parking areas, terminals, water supply, sewage and drainage facilities, recreational facilities, land-use patterns and other matters in which joint or coordinated action of the communities within the areas will be generally beneficial.

Metro may charge and collect fees for use of such facilities as it may own, issue bonds upon the security of revenues to be derived from such facilities and receive for its activities any contributions or money appropriated by municipalities, counties, states, the federal government or other agencies.

Metro is authorized to issue revenue bonds, collect fees and receive funds from federal, state, local and private agencies. Metro has no taxing powers.

## Administration

Metro's ten member board provides overall leadership and policy direction for the agency and is comprised of five members from Illinois and five from Missouri. In Missouri, members are selected by the governor. In Illinois, the chairmen of the board for both St. Clair and Madison counties appoint their representatives. Members of the board serve their five-year terms without compensation and must be resident voters of their state, as well as reside within the bi-state metropolitan region.

## Metro

### Missouri/Illinois

**Scott, Hugh III**, chair, Missouri;  
**Watson, Jeffrey K.**, vice chair, Illinois;  
**McKinney, Lewis L. Jr.**, treasurer, Missouri;  
**Coleman, Fonzy**, secretary, Illinois;  
**Harris, Harvey A.**, Missouri;  
**LaBore, Dr. Richard**, Missouri;  
**Cahill, Kevin S.**, Missouri;  
**Dietzel, David A.**, Illinois;  
**Rosborg, Dr. James T.**, Illinois;  
**Kicielinski, Tadas**, Illinois.

### Kansas City Area Transportation Authority

1200 E. 18th St.  
 Kansas City 64108  
 Telephone: (816) 346-0200

*Although attached to the Missouri Department of Transportation by law for organizational purposes, the Kansas City Area Transportation Authority operates independently of the department.*

### Background

The Kansas City Area Transportation Authority (KCATA) was formed with the signing of a bi-state compact created by the Missouri and Kansas legislatures on December 28, 1965. The compact was authorized by legislation enacted by the 73rd General Assembly of the State of Missouri (*Revised Statutes of the State of Missouri 1969*, Sections 238.010 to 238.100) and by the 61<sup>st</sup> regular session of the Kansas Legislature (Sections 12-2524 to 12-2535 Kansas

Statutes Annotated). The compact was approved by the 89th Congress (Public Law 89-599) and the bill signed on September 21, 1966, by President Lyndon B. Johnson. Actual transit operation began February 1, 1966.

The compact gives the KCATA responsibility for planning, construction, owning and operating passenger transportation systems and facilities within the seven-county Kansas City metropolitan area. These include the counties of Cass, Clay, Jackson and Platte in Missouri, and Johnson, Leavenworth and Wyandotte in Kansas.

### Commissioners

The ATA is governed by a ten member board of commissioners, five from Kansas and five from Missouri. Commissioners serve a maximum of two four-year terms. The commissioners select their own officers on an annual basis.

### KCATA Board of Commissioners

#### Missouri

**Rule, Thomas**, chair, Platte County;  
**Gregory, Will**, Jackson County;  
**Ford, Ed**, Clay County;  
**Mallory, Gary**, Cass County;  
**Mouton, Donovan**, City of Kansas City.

#### Kansas

**Irene Caudillo**, vice chair, Wyandotte County, Kansas;  
**A.J. Dusek**, Wyandotte County, Kansas;  
**Irene French**, Johnson County, Kansas;  
**George Huvendick**, Leavenworth County;  
**James White**, Kansas City, Kansas.



Portrait of a man and a bull  
*Gill Photograph Collection*  
Missouri State Archives