



MoDOT'S BOLDER FIVE-YEAR DIRECTION

Tangible Result Driver – Don Hillis, Assistant Chief Engineer

Transportation is more than roads and bridges and projects. It's personal! It is your connection to safety, work, business, family and better government. Your connections have been improving, but now they are in jeopardy and could get worse.

Funding for transportation in Missouri has been cut in half from a construction program that averaged \$1.2 billion to about \$600 million a year. Now we will only be able to take care of the roads and bridges we have. There won't be enough money for the major transportation projects we need to do to keep motorists safe, support jobs, provide additional transportation options and compete economically.

MoDOT is doing what we can. We are tightening our belt. We are getting smaller, cutting costs, reducing services and squeezing every penny out of every dollar we have to maintain your connections.

Dollars saved for bolder five-year direction priorities—18a

Result Driver: Don Hillis, Assistant Chief Engineer

Measurement Driver: Ben Reeser, Financial Services Administrator

Purpose of the Measure:

On June 8, 2011, the Missouri Highways and Transportation Commission approved a Bolder Five-Year Direction that reshapes and resizes MoDOT to be more operationally efficient. The Bolder Five-Year Direction strategies are projected to provide \$512 million of savings from March 1, 2010 through February 28, 2015 from the following areas:

- \$212 million from staffing reductions
- \$41 million from facility reductions
- \$44 million from equipment reductions
- \$31 million from redirected services
- \$184 million from redirected budgets

This measure tracks the department's progress in saving \$512 million. The savings are redirected to critical roadway improvements while maximizing

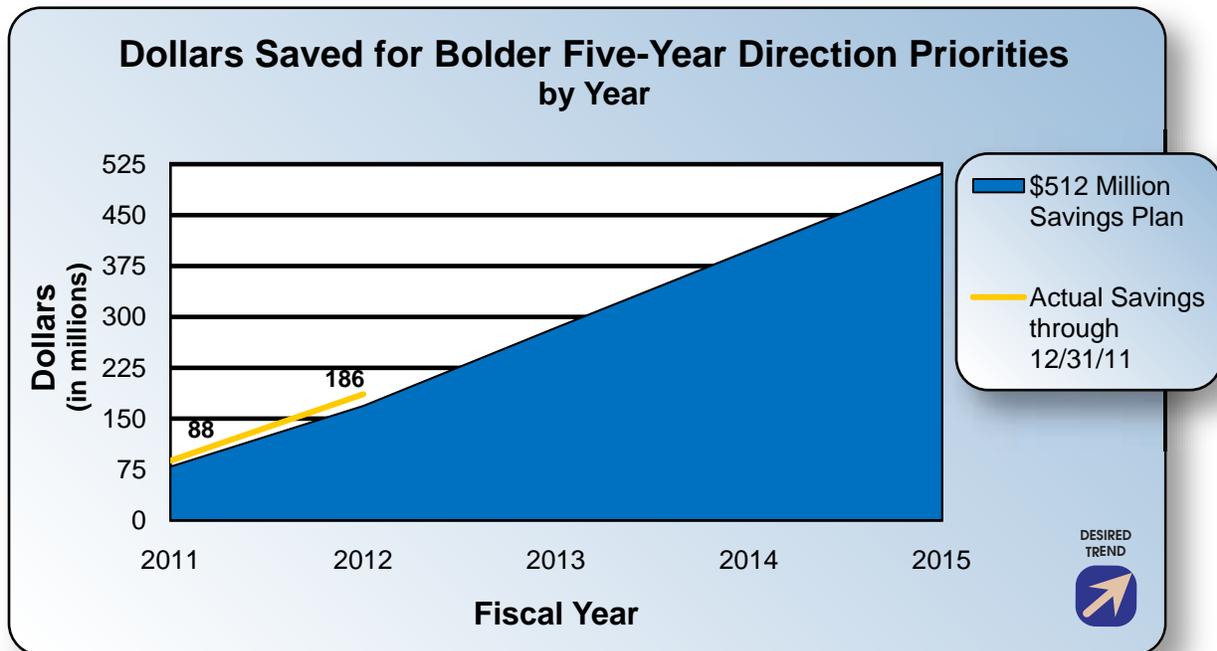
MoDOT's ability to provide state match for available federal funds.

Measurement and Data Collection:

The data collection is performed by Financial Services staff based on analysis of division and district budgets and expenditures. This measure is updated quarterly.

Improvement Status:

Through Dec. 31, 2011, \$186 million has been saved for Bolder Five-Year Direction priorities. The plan assumed \$169 million would be saved by June 30, 2012. The actual savings have been achieved sooner than anticipated in the staff reduction area. The savings have been committed to roadway improvements throughout the state.



Salaried employment levels-18b

Result Driver: Don Hillis, Assistant Chief Engineer

Measurement Driver: Becky Baltz, District Engineer

Purpose of the Measure:

This measure tracks the change in the number of salaried employees compared to current and targeted salaried headcount levels necessary to achieve the cost savings identified as part of MoDOT's workforce reduction plan announced on March 10, 2010, and Bolder Five-Year Direction approved on June 8, 2011. MoDOT will reduce its salaried staffing level to 5,106 or fewer employees by March 31, 2013. MoDOT will continue reducing its salaried staffing level through attrition, with dedicated efforts towards workforce planning and performance management, and layoffs as a last step.

Measurement and Data Collection:

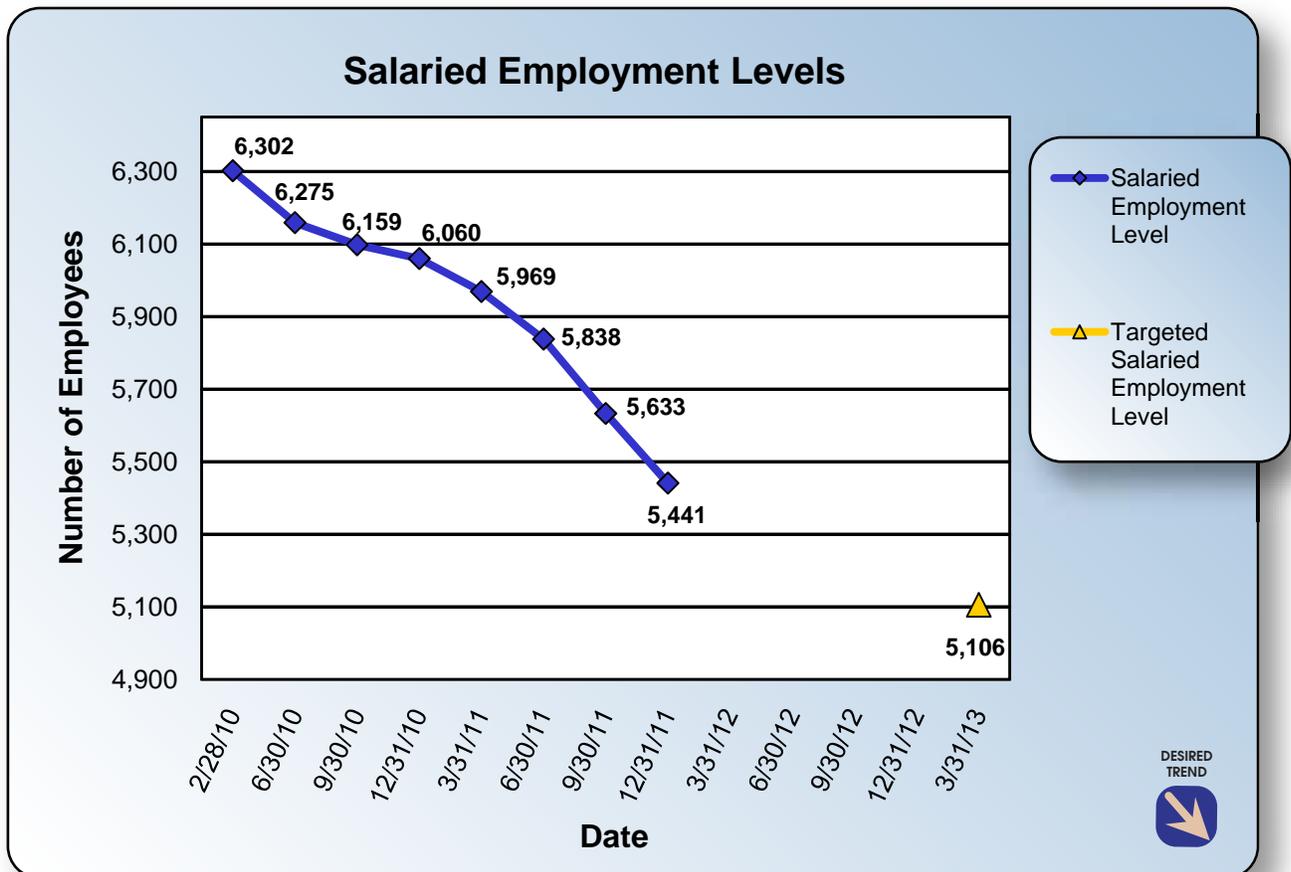
Salaried employees include full-time (including those on leave without pay or not working due to workers' compensation injury), permanent part-time, and co-op employees. Targeted headcount levels are set by

the department. The data related to this measure is collected and reported each quarter of the fiscal year.

Improvement Status:

Since February 28, 2010, there have been 1,004 total salaried separations and 143 salaried new hires, yielding a total reduction of 861 salaried employees. Since MoDOT announced its Bolder Five-Year Direction on June 8, 2011, it has suspended the hiring of full-time salaried employees and focused efforts on implementing the department's workforce reduction plan.

A reduction of 335 employees is needed to reach the targeted salaried staffing level of 5,106 employees by March 31, 2013.



Fleet and equipment reduction - 18c

Result Driver: Don Hillis, Assistant Chief Engineer

Measurement Driver: Don Wichern, District Engineer

Purpose of the Measure:

This measure tracks the progress toward the reduction of passenger cars, pickups, vans, heavy duty trucks, tractors, loaders, drills and strippers. More than half of the total fleet falls within these categories. In order to achieve the goals of the Bolder Five-Year Direction, funds must be redirected and applied to the department's established priorities.

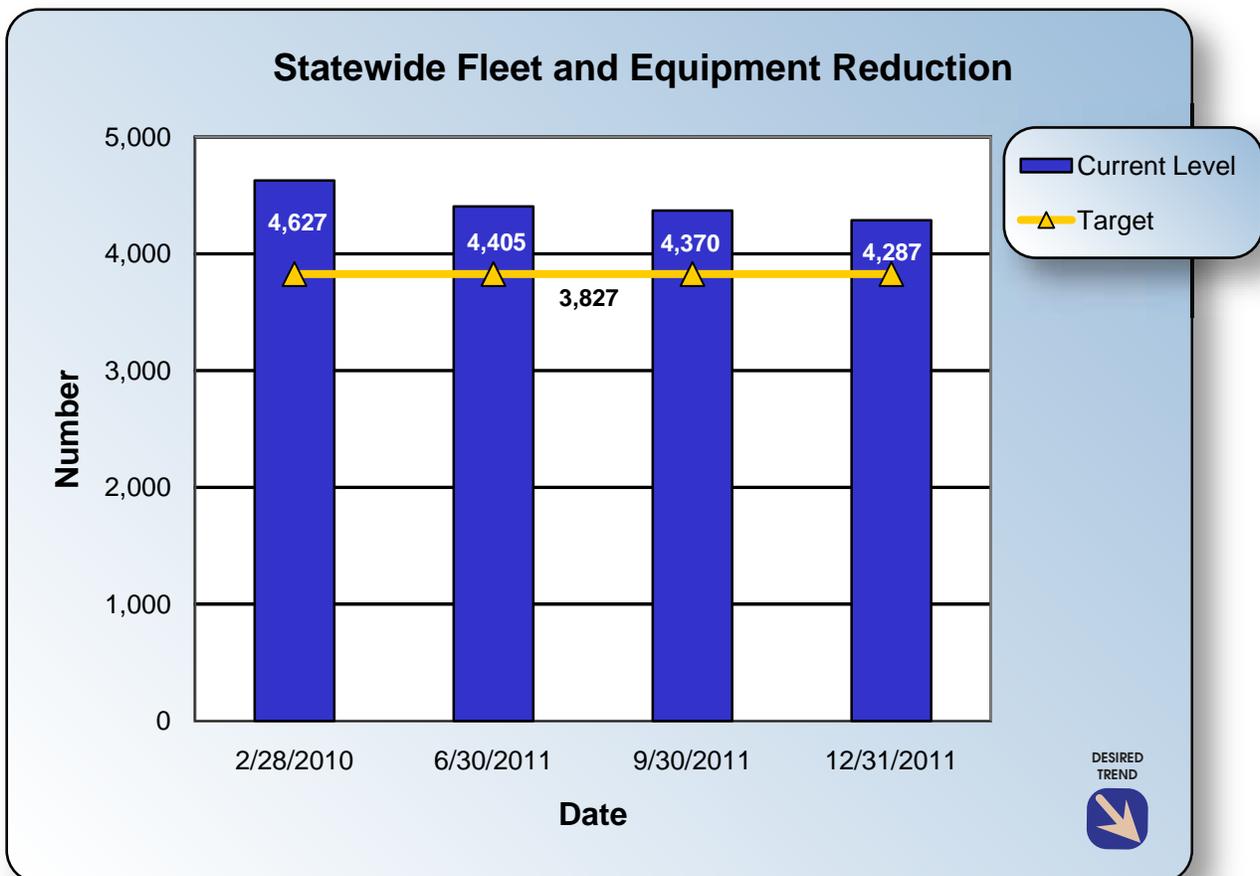
Improvement Status:

The targeted classes under the Bolder Five-Year Direction have declined 340 units since implementation began in March 2010. A total of 162 units has been disposed with an additional 178 units removed from service. Those excess units are being retained until the department identifies specific equipment needed to deliver services to Missouri citizens.

Measurement and Data Collection:

All active fleet units in the targeted fleet reduction categories are included in this report.

Reports are generated from the FASTER fleet management system. This measure is updated quarterly.



Number of facilities conveyed - 18d

Result Driver: Don Hillis, Assistant Chief Engineer

Measurement Driver: Doug Record, Central Office General Services Manager

Purpose of the Measure:

On June 8, 2011, the Missouri Highways and Transportation Commission approved a Bolder Five-Year Direction that reshapes and resizes MoDOT to be more operationally efficient.

With advancements in equipment, communications and technology, MoDOT has more buildings than needed to satisfy customer needs. The number of facilities will be reduced with the remaining facilities strategically located to fully realize the efficiencies of combining crews, resource sharing and MoDOT's Practical Operations initiative and philosophy.

This measure tracks the department's progress in reducing the number of facilities necessary to achieve

the goals of the Bolder Five Year Direction. As of February 28, 2010 the department operated 341 facilities, the goal is to eliminate 131, leaving the department with 210 active facilities.

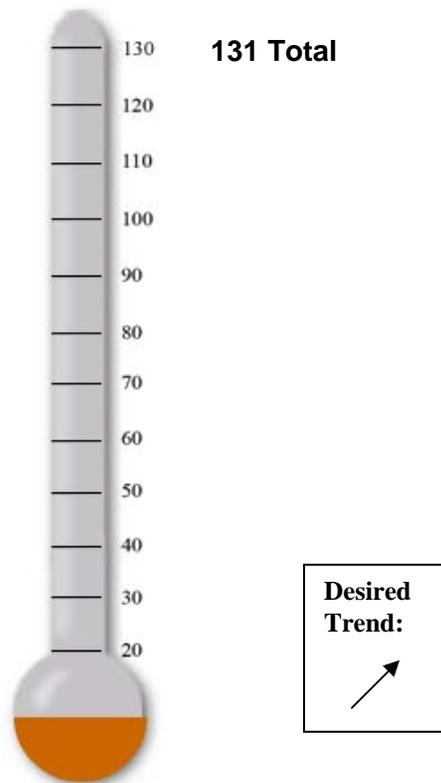
Measurement and Data Collection:

The data collection is performed by the Right of Way and General Services divisions and is updated quarterly.

Improvement Status:

Through December 31, 2011, the department vacated 106 facilities and conveyed seven facilities, which includes two lease terminations.

Number of Facilities Conveyed



7 Facilities Conveyed as of December 31, 2011