



# MoDOT'S BOLDER FIVE-YEAR DIRECTION

*Tangible Result Driver – Don Hillis, Director of System Management*

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.

## Cumulative dollars saved for bolder five-year direction priorities—18a

**Result Driver:** Don Hillis, Assistant Chief Engineer

**Measurement Driver:** Ben Reeser, Financial Resource 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

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

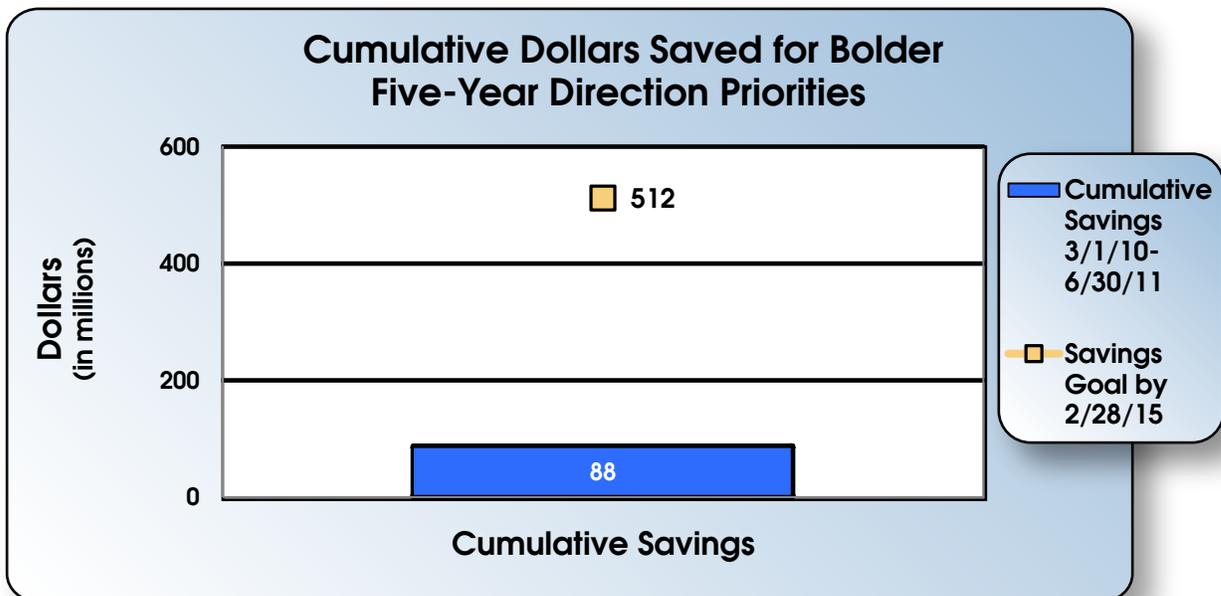
### Measurement and Data Collection:

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 June 30, 2011, \$88 million has been saved for Bolder Five-Year Direction priorities. The savings have been committed to roadway improvements throughout the state.

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



## 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

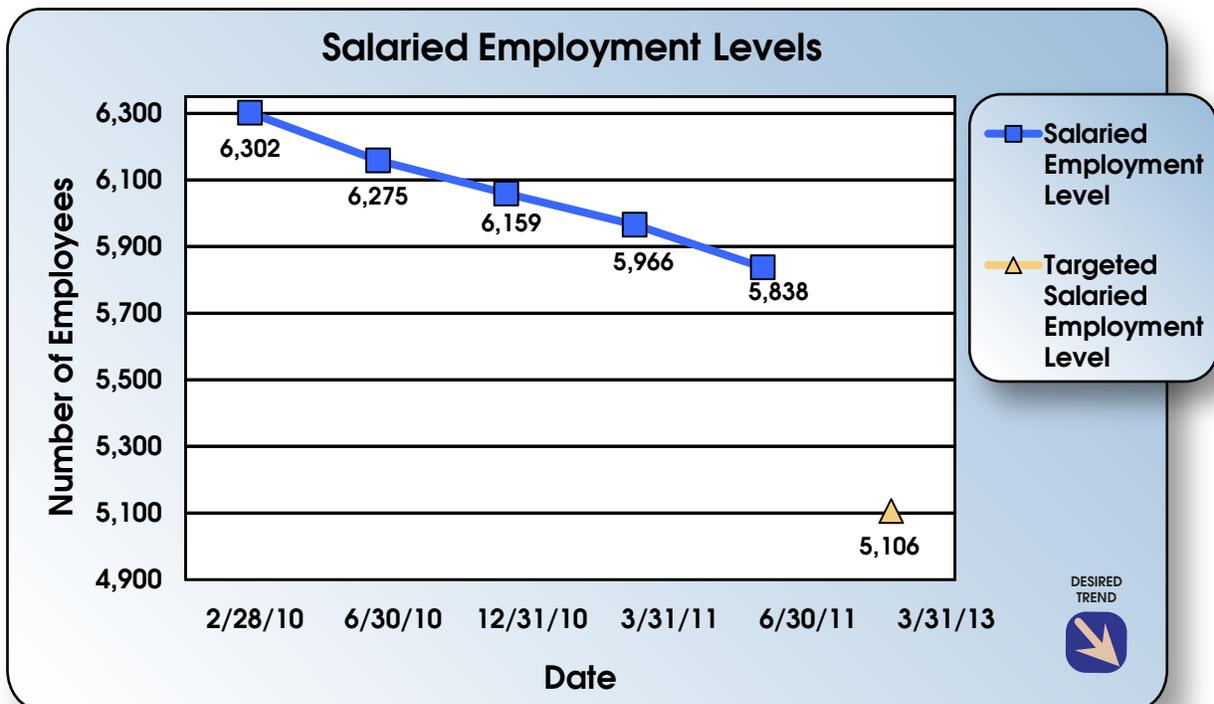
is collected and reported each quarter of the fiscal year.

### Improvement Status:

Since February 28, 2010, there have been 606 total salaried separations and 142 salaried new hires, yielding a total reduction of 464 salaried employees.

Of the 142 salaried new hires since February 28, 2010, 130 (91.5 percent) were individuals hired into field maintenance and traffic positions. Since January 1, 2011, MoDOT has hired a total of 12 employees (all field and maintenance positions), with none being hired since May 2011.

A reduction of 732 employees is needed to reach the targeted salaried staffing level of 5,106 employees by March 31, 2013.



# MoDOT's BOLDER FIVE-YEAR DIRECTION

## 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.

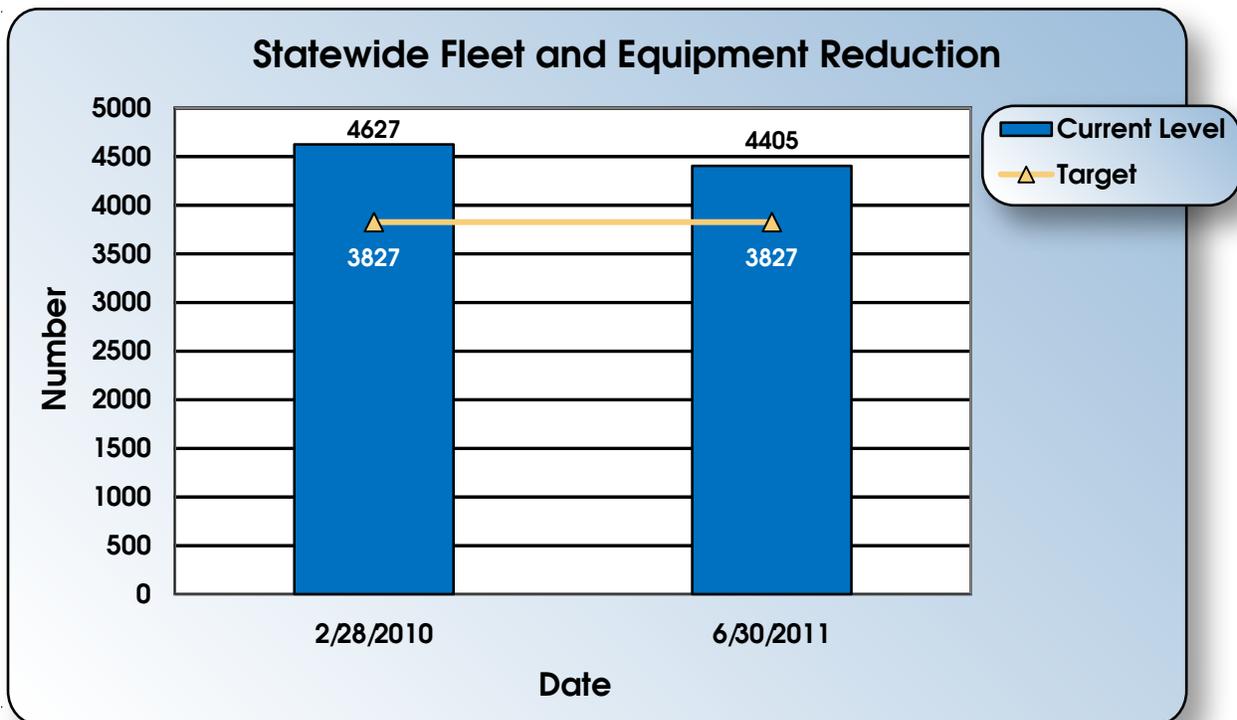
### Measurement and Data Collection:

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.

### Improvement Status:

The three classes targeted under the original Five Year Direction have made steady reductions since implementation in March 2010. As the Bolder Five-Year Direction begins implementation, opportunities to reduce excess equipment are being capitalized.



## Number of facilities vacated-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 (MHTC) 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 General Services staff and is updated quarterly.

### Improvement Status:

Through June 30, 2011, the department has vacated 23 facilities.

