


Department of Transportation

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The Missouri Department of Transportation (MoDOT) 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.

The department is guided by the Missouri Highways and Transportation Commission, which appoints a department director as chief executive officer. MoDOT General Headquarters is in Jefferson City. The headquarters office provides staff assistance and functional control for the various departmental tasks in 10 geographical districts. Each district contains about 10 percent of the total road mileage in the state highway system. Each district is under the direction of a district engineer, who is in turn responsible for administering all district activities.

The department's mission is taking care of and improving Missouri's transportation system. To accomplish this mission, MoDOT has three major priorities.

- Take better care of what we have
- Finish what we've started
- Build public trust

In January 2003 the Missouri Highways and Transportation Commission selected a funding distribution option that better balances taking care of the state's existing roads and bridges with new highway construction. The plan uses objective criteria including vehicle miles traveled, lane miles, population and employment.

MoDOT spent many months getting opinions from all over the state on how to fairly distribute highway money. Although the commission and department feel it is the best option, it doesn't change the basic problem, which is that there's not enough money to fix the roads the way they ought to be fixed.

The Missouri Department of Transportation will use the new process to allocate nearly \$1 billion in road and bridge construction money each year. Some of the money is set aside for required programs such as federal dollars for specific programs and paying back debt from bond financing.

An important new element in this process is the extent of local involvement. A goal from the start was to give communities more influence over how their transportation dollars are spent. In this process, most of the money allocated each year will be reviewed by local officials, who MoDOT will partner with to decide which local projects will be built first.

Improving the condition of Missouri's deteriorating highways is also factored into the new funding-distribution process. With more funding devoted each year to taking care of the state's existing roads, the department should be able to start making the state's highways better.

MoDOT will use the new process as it develops the 2004-2007 construction program. Commitments in the current program will be kept, and projects added in future years would be funded based on the new criteria. Commissioners will review the new process in two years to evaluate its effectiveness and consider improvements.

The department's districts reorganized in late 1996 to provide better customer service. Customer service centers were established in each district and headquarters to provide information, accurate call routing and quick response to customer inquiries. Area engineers coordinate construction and maintenance operations in various areas and provide a quick response to local questions and needs.

Two functional units within headquarters are responsible for bridge design and highway planning for the state. Decisions about local highway construction, maintenance or operations are made at the district level.

Waterways, transit, aviation and railroads are established as units within Multimodal Operations, which reports to the director of planning in General Headquarters. These units carry out the statewide planning for these modes; there are no counterparts in the districts. The Department of Transportation works hard to accomplish its mission to preserve, enhance and support Missouri's transportation systems.

MoDOT is guided by its Long-Range Transportation Direction, which sets the department's direction for the next 20 years. It is a fiscally unconstrained look at what MoDOT would have to do, and the resources that would be needed, to accomplish everything the public expects. It provides the vision and direction for project development activities. As needs are further refined, the most significant projects are includ-



OLLIE W. GATES
Chair, Highways and
Transportation Commission



W.L. (Barry) ORSCHELN
Vice Chair, Highways and
Transportation Commission



JAMES B. ANDERSON
Member, Highways and
Transportation Commission



DUANE S. MICHIE
Member, Highways and
Transportation Commission

ed in the 5-Year Statewide Transportation Improvement Program, which contains the specific list of projects and the timeframe in which construction contracts will be awarded. The 5-Year Statewide Transportation Improvement Program is a commitment to deliver specific projects.

The following table summarizes Missouri's state highway system.

System	Road Miles
Interstate	1,180.68
Primary	7,003.98
Supplementary	24,155.40
Total	32,340.06



BILL MCKENNA
Member, Highways and
Transportation Commission



MARGE B. SCHRAMM
Member, Highways and
Transportation Commission

State Highways and Transportation Commission

The bipartisan State Highways and Transportation Commission is composed of six members and is the governing body of the Missouri Department of Transportation.

The governor, with the consent of the Senate, appoints the members of the commission to staggered terms of six years each. No more than three commissioners may be of the same political party.

The commission appoints the director, chief counsel and secretary. The director, with commission approval, makes all other appointments.

State Highways and Transportation Commission*

Gates, Ollie W., (D), chair, Kansas City, March 1, 2004;

Orscheln, W.L. (Barry), (R), vice chair, Moberly, March 1, 2004;

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

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

McKenna, Bill, (D), Crystal City, March 1, 2007;

Schramm, Marge, (R), Kirkwood, March 1, 2007.

*\$25 per diem.

Missouri's State Transportation System

Missouri's Department of Transportation has responsibilities for five major transportation alternatives available to Missourians—highways, aviation, waterways, transit and railroads. Those responsibilities include the total operation of the 32,000-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 the development and improvement of airports, rail facilities, ports and the operational cost of transit systems. The department administers state/federal programs and funds available for these systems.

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 main sources of state revenue for the Department of Transportation are motor vehicle fuel taxes, licenses and fees and part of one-half

of the motor vehicle sales tax. A small amount of revenue comes from incidental sources such as fees from the sale of blueprints and maps. MoDOT receives approximately 64 percent of highway user fees paid by Missourians.

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 10 percent share and cities received the remaining 15 percent. Amendment 2 also merged the previously separate departments of Highways and Transportation.

Missouri voters approved a road and bridge improvement program on April 7, 1987, that increased the motor fuel tax from 7 to 11 cents per gallon, increased heavy truck registration fees 10 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 2 cents per gallon in 1992, 1994 and 1996, bringing the motor fuel tax to 17 cents per gallon.

Coupled with this tax increase was a road and bridge improvement program projected to complete hundreds of transportation projects across the state from 1992-2007. In November 1998, the Missouri Highways and Transportation Commission approved a MoDOT staff recommendation to adopt a more realistic 5-Year Statewide Transportation Improvement Program. This short-term highway and bridge construction schedule is designed to meet the high priority needs of Missouri because projecting project costs and funding over an extended period of years is not feasible. Projects from the 1992 plan are included in the STIP and continue to be a framework for transportation improvements.

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 and road and bridge construction schedules and accomplishments. A chief operating officer and a chief engineer assist the director.

In 2000, the commission was authorized to issue up to \$2.25 billion in bonds to accelerate



HENRY HUNGERBEELER
Director



KEVIN KEITH
Chief Engineer



RICH TIEMEYER
Chief Counsel

Missouri highway construction. As of July 1, 2003, \$907 million in bonds has been sold.

In January 2003, the commission appointed a 12-member Blue Ribbon Panel on Accountability, Credibility and Efficiency. The group will examine and evaluate the commission and Missouri Department of Transportation and recommend ways for them to enhance accountability, credibility and efficiency in the state's transportation operations.

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.

The department continues to provide exemplary service to Missourians, a fact that's been recognized by several national awards including being named the best cost-estimating transportation department in the country by the Federal Highway Administration. Other awards are for environmental excellence; value engineering and cost savings and the University of Missouri Honor Award for excellence in engineering.

Office of the Chief Counsel

The chief counsel is appointed by the Highways and Transportation Commission (MHTC) to handle legal responsibilities for it and the Mis-



MARI ANN WINTERS
Secretary to the Commission



PAT GOFF
Chief Operating Officer



DAVE DeWITT
Director
Administrative Services



BRENDA TREADWELL-MARTIN
Director
Equal Opportunity

souri Department of Transportation. The chief counsel's office assists MHTC and MoDOT to achieve their strategic and business plans by providing three basic legal services. These include prosecuting and defending litigation; rendering legal advice and opinions; and reviewing and drafting documents. The chief counsel's office is also responsible for eminent domain cases; risk management cases, including general and fleet vehicle liability cases and workers' compensation claims; and administration cases, including construction contract and human resource cases.

Commission Secretary's Office

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

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 operating officer, who is responsible for the financial and administrative operations, and a chief engineer, who is in charge of MoDOT's road and bridge design, construction and maintenance activities statewide. The directors of Communications and the Inspector General also report to the department director.

Administrative Areas

MoDOT is divided into eight major administrative areas, each headed by a director who reports to either the director, the chief engineer or the chief operating officer. Reporting to the chief engineer are the directors of planning, operations and project development. The directors of strategic planning, administrative services and the chief financial officer report to the chief operating officer.



FRANK ABART
Director
General Services



MICKI KNUDSEN
Director
Human Resources

Chief Operating Officer

The chief operating officer oversees the chief financial officer, the director of administrative services and Strategic Planning.

Administrative Services

The director of Administrative Services oversees General Services, Human Resources, Equal Opportunity and Motor Carrier Services units.

Equal Opportunity

The Equal Opportunity unit emphasizes affirmative action and the department's efforts to increase workforce diversity.

General Services

The unit provides procurement, fleet and facilities management, travel and mail/freight support as needed by department employees to do their jobs.

Human Resources

Human Resources develops and administers a statewide personnel program to meet department needs. The unit recruits nationally for college graduates for placement throughout the state

and for all positions in the General Headquarters in accordance with affirmative action endeavors. Employee development training programs in managerial leadership and various vocational technical areas are conducted or coordinated on an ongoing basis by the Employee Development unit. The unit's mission is to provide managers with the tools, methods and support to improve employee performance and business outcomes to better satisfy MoDOT customers.

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

Motor Carrier Services

The Motor Carrier Services unit was created in July 2002 through legislation consolidating Missouri's motor carrier services and railroad safety programs within MoDOT. Coming into the department were the Division of Motor Carrier and Railroad Safety (MCRS) from the Department of Economic Development, and the Highway Reciprocity Commission from the Department of Revenue. Railroad safety programs were merged into the railroad section of the department's Multi-Modal Operations unit. MoDOT already had a commercial vehicle operation providing permits for overweight and over-dimension vehicles.

Consolidation of motor carrier services will result in better services to the motor carrier industry by providing a central location for all commercial vehicle licensing and permit needs. Commercial vehicles include trucks, tractor-trailers, buses, limousines and others that transport property, passengers, hazardous materials or waste. Consolidation into one state agency also lowers costs to the regulated carriers involved, state government and ultimately, the taxpayers. Prior to consolidation, commercial-vehicle operators had to visit as many as four separate state agencies in Jefferson City to obtain necessary licensing and permit documentation.

Consolidation of services also will result in a common database that's compatible with other agencies serving the trucking industry and will provide better services and better enforcement. The trucking industry will be made safer through faster checks of credentials, safety and drivers' records and better tracking of hazardous waste shipments. It will also help get unsafe operators off the state's highways.

Also coming to MoDOT was the solid and hazardous waste management program dealing with registration and routing of hazardous waste transportation through Missouri. That program previously was a part of the Department of Natural Resources.

Commercial-vehicle operators will benefit from a single point-of-contact for all registration



LARRY THOMASON
Director
Motor Carriers Services



MIKE GOLDEN
Chief Financial Officer



JAMES DERESINSKI
Controller

and licensing needs, which allows for more accuracy and better customer service. MoDOT now processes all applications for commercial-vehicle operation, annually registers all Missouri-based motor carriers, and collects and remits International Fuel Tax Agreement taxes received from motor carriers.

Financial Services

The chief financial officer oversees the activities of the Controller and the Employee Benefits, Information Systems, Resource Management and Risk Management units.

Controller

The controller provides administrative support to the Missouri Department of Transportation in accounting, expenditure control and benefits.

As part of accounting and expenditure control, the unit maintains all financial records and reports for MoDOT and for the Highway and Transportation Employees and Highway Patrol Retirement System, and medical and life insurance plans. Functions include federal billing, recording funds received and expended, financial reporting, processing accounts payable and payroll, maintaining cost accounting codes and



JEFF PADGETT
Employee Benefits Manager



LEW DAVISON
Director
Information Systems



HERBERT WHEELER JR.
Director
Resource Management



DUANE AMOS
Director
Risk Management

formulating procedures for document processing. The unit also provides quality assurance measures for these functions.

Employee Benefits

Employee Benefits oversees all aspects of MoDOT's medical and life insurance plan. The unit also provides support to the Highway and Transportation Employees' and Highway Patrol Retirement System. The unit also monitors claims to pinpoint areas of concern and works with actuaries to determine appropriate premium schedules. Benefits administration provides information allowing employees to make informed decisions regarding benefit options. This unit 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 coordinates the department's information technology activities. It provides computing, data and voice communications services to the department through the operation and maintenance of local and statewide computing data networks and telephone services. The unit operates the department's central and distributed computer facilities and coordinates operations for all remote computing. Unit staff provides applications programming expertise to support the department's engineering, financial, operational and general information needs.

Information Systems provides additional services in the form of Help Desk support, computer training, computer library services, media conversion, client relations activities, technology standards facilitation, computer equipment checkout, Internet access, web publishing, and e-mail accounts. The unit installs computer hardware and software for workstations and trains employees in basic and intermediate-level com-



MARA CAMPBELL
Strategic Planning and Policy
Manager

puter applications. Information Systems uses computer-aided software engineering (CASE) for development of its larger application systems, and integrated development software for its other applications. Integrated desktop products are used to provide primary office automation and workgroup functions.

Resource Management

Resource Management coordinates financial resources and spending plans through forecasting, analysis and training. Resource Management performs financial planning and fiscal analysis, budget, federal aid, and innovative finance administration functions for the department.

Risk Management

This unit administers the Department of Transportation's insurance operations and is responsible for workers' compensation, fleet liability, general liability and property damage recovery. Also included under the risk management umbrella are safety and health programs.

Strategic Planning

The strategic planning unit directs the department's strategic planning and policy efforts.

Chief Engineer

The chief engineer oversees the directors of operations; planning; and project development and the activities of the department's 10 districts.

Operations

The director of operations oversees the Maintenance, Construction and Materials; and Traffic units.

Maintenance

Maintenance of state highways and bridges is the function of this unit. It 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 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 demand maintenance of interstate rest areas, rapid and complete removal of snow and ice and many additional services provided by the unit. Maintenance also coordinates a variety of roadside management programs including Adopt-A-Highway and Growing Together.

Construction and Materials

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

The unit provides technical assistance, new technology implementation and materials quality assurance for the department. 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 geographically 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.

Unit engineers make periodic field inspections to assist field personnel and ensure uniform



DON HILLIS
Director
Operations



JIM CARNEY
State Maintenance Engineer

contract administration over the entire state. Quality assurance reviews of the project offices are performed regularly.

This unit also staffs an equal employment opportunity section, which is responsible for contract administration of the disadvantaged business enterprise (DBE) and minority/female training programs included in federal aid contracts.

Training programs are regularly held to ensure a highly qualified staff of engineers and technicians. Quality improvement teams continuously evaluate construction methods, equipment and techniques to keep abreast of the latest advancements, including a state-of-the-art automated Construction Management System.

The unit 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. Testing is done in a modern laboratory in Jefferson City.

Unit 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.

Project Operations is highly 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, ranging from asbestos, underground tanks and lead-based paints to specifications for low volatile organic compound bridge paints and other environmentally-friendly materials.

External Civil Rights Administration

The External Civil Rights Administration unit 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 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.

Traffic

Traffic is responsible for safe and efficient movement of people and goods on the state highway system. This includes supporting signing, striping, traffic signals, lighting, intelligent transportation systems, roadway access and safety management programs throughout the state. The department's central sign manufacturing facility produces more than 120,000 signs annually.

The unit supports the districts and other department units in planning, design, construction and traffic operations. Traffic also coordinates training activities that incorporate traffic-engineering principles in all MoDOT activities. In addition to supporting maintenance, operation and training activities, the unit works with the Motorist Assist Program in the Kansas City and St. Louis areas and administers the logo services programs throughout the state.

Traffic currently maintains more than 110,000 miles of striping, 800,000 highway signs, 1,800 traffic signals and numerous other traffic control devices. The unit is implementing many new technologies, including snow-plowable raised pavement markers, highly reflective sign materials, video 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.

Statewide coordination of the ITS activities is also provided by Traffic. ITS uses advanced technologies and communications to improve the safety and efficiency of MoDOT's transportation facilities. ITS integrates federal, state and local freeway and corridor management systems with traveler information services into a single operating system.

Traffic analyzes and compiles accident data, which is used by district and headquarters units for location studies and project prioritization. A high-accident location listing, a traffic accident statistics manual and a listing of locations with a higher than normal ratio of wet to dry pavement accidents is generated annually for district review. Traffic also administers funding to address low-cost safety improvements in locations identi-



STEVE McDONALD
State Traffic Engineer



CONNIE BALDWIN
State Construction and Materials
Engineer



JOYCE SHAUL
Director
Highway Safety

fied through these listings. Federal funding is also used to provide traffic engineering services and training for smaller cities and counties that do not have traffic engineering expertise.

Traffic is responsible for preserving the safety and functional integrity of the state highway system through roadway access management. The unit has been designated as the commission's representative 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. The unit also assists MoDOT districts in complicated or controversial requests for roadways access. Traffic also regulates the movement of vehicles that exceed state statute limitations on length, width, height and weight by issuing permits.

Reducing deaths, injuries, and property damage caused by traffic crashes on Missouri roadways is the mission of the Highway Safety Unit, 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.

The Highway Safety functional unit concentrates its 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 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.

This unit is also responsible for the administration and oversight of the Motor Carrier Safety Assistance Program (MCSAP) that was authorized by the Federal Surface Transportation Assistance Act of 1982. The purpose of this program is to provide assistance to states to reduce deaths, injuries, and property damage caused by traffic crashes involving commercial motor vehicles. This program focuses on the development and implementation of programs to enforce rules, regulations, standards and orders applicable to commercial motor vehicle safety.

The Missouri MCSAP program encompasses the five National Program Elements that include standardized commercial vehicle inspections, traffic enforcement, data collection and reporting, carrier compliance reviews and public information and education. This program also supports initiatives that address commercial vehicle drug interdiction activities and the development of intelligent transportation systems.

Project Development

The Project Development director oversees the activities of the Bridge, Design and Right of Way units.

Bridge

This unit produces structural designs and detailed plans production for all state highway bridges, including cost estimates and site-specific job special provisions.

Design includes preliminary investigation that begins with 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.

Inspection services are provided by Bridge in fabrication shops around the nation to ensure steel and concrete girders and other materials meet specifications and that the bridges are safe for motorists.

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



DAVE NICHOLS
Director, Project Development



DIANE HECKEMEYER
State Design Engineer



SHYAM GUPTA
State Bridge Engineer



TERRY SAMPSON
Director
Right of Way

The unit also reviews plans for the rehabilitation or replacement of locally owned bridges using federal bridge funds and administers a program for the inspection of locally owned bridges and a program to provide engineering assistance to counties and cities.

Bridges are analyzed to determine their safe load-carrying capacities, and the unit initiates posting of bridges not able to safely carry the state's legal loads. The unit also assists in development of overall strategies for managing Missouri's bridges.

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 unit also operates a print shop that produces documents for MoDOT's monthly bid openings.

The unit'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 unit 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 Office of the Chief Counsel 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 preparation of outdoor advertising and salvage yard cases.

Planning

The director of planning oversees operations of Multimodal Operations, Research, Development and Technology, and Transportation Planning.

Multimodal Operations

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 unit administers federal and state grant programs that assist local gov-



BRIAN WEILER
Director
Multimodal Operations



JOE PESTKA
Administrator of Aviation



JAN SKOUBY
Administrator of Railroads and
Waterways



STEVE BILLINGS
Administrator of Transit

ernments in planning, maintenance and development of existing airports and establishing new facilities. The objective of these grant programs is to provide modern, all-weather airports for safety and to enhance economic development throughout the state.

The aviation unit 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 unit maintains a statewide airport system plan that guides airport development project priorities.

Aviation also produces a free annual aeronautical chart and airport directory for the flying public.

Railroads

The railroads unit is responsible for improving rail freight, passenger service and the railroad/highway grade crossing program in Missouri. Because railroad regulation is primarily a federal government function, the unit monitors federal activity and guards the state's economic interests in relation to bankruptcy and abandonment of railroad facilities. The unit also works to increase and improve rail passenger service in the state.

The railroads unit also provides assistance in all railroad matters affecting the state and is responsible for activities cited in Chapter 680 of the *Revised Statutes of Missouri*. The railroads unit has attempted to meet its goals and objectives through the preparation and implementation of a state rail plan.

The railroad-highway grade crossing program administers federal funds to improve safety at railroad crossings by implementing grade separations and improving at-grade crossings. The Railroad Safety Program was merged with the Rail Section following consolidation of the state's motor carrier and rail service programs. Railroad safety inspects for track safety, hazardous materials and grade crossing signals. Staff also investigates all grade-crossing fatalities and safety conditions at crossings. It also coordinates the Operation Lifesaver Program to reduce rail grade-crossing accidents.

Transit

The transit unit assists in planning, development and operation 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 the elderly and disabled.

The Missouri Elderly and Handicapped Transportation Assistance Program provides state financial assistance for nonprofit organizations offering transportation services to the elderly and disabled at below-cost rates. The program has more than 190 grantees that provide approximately 4.3 million trips annually.

Thirty-one small urban and rural general public transit systems receive financial and technical support from the department. These systems have an aggregate operating budget of \$13 million, provide three million trips, and travel 12 million vehicle miles per year. The entire state of Missouri is covered by these systems.

MoDOT also provides federal and state assistance to transit systems in "small urbanized" areas of more than 50,000 and less than 200,000 population. Participating cities in Missouri are Columbia, Springfield, St. Joseph and Joplin. The combined fleets number about 75 vehicles. They provide 2,988,000 annual trips with a combined operating budget in excess of \$9.5 million annually.

The transit unit purchases approximately 65 vehicles for about 35 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



RAY L. PURVIS
Director, Research
Development and Technology



KYLE KITTRELL
Transportation Planning Director

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 unit 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 emergency procedures. Technical assistance is offered in vehicle procurement and maintenance.

The transit unit 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 Highways and Transportation Commission approval.

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

Research Development and Technology

This unit coordinates research and development activities within the department. It examines new products, construction methods and



DAVE AHLVERS
District 1–Northwest
St. Joseph



MIKE BRUEMMER
District 2–North Central
Macon



KIRK JURANAS
District 3–Northeast
Hannibal



SABIN A. YANEZ
District 4–Kansas City Area
Lee’s Summit

materials. The unit also plays an active role in national research activities. Missouri currently serves as one of 21 states leading the way in implementing innovative technology uncovered through the national Strategic Highway Research Program (SHRP). SHRP was established by Congress to improve the performance, durability and safety of the nation’s roads.

The unit also coordinates contract research in partnership with the universities within the state and shares transportation information with Missouri’s cities and counties through the technology transfer program.

Transportation Planning

Transportation Planning covers several areas including long-range planning, data administration, systems analysis and planning and programming.

Planning collects, manages and analyzes data to provide a single source of information to support the department’s decision processes. Safety, bridge, congestion, traffic and pavement data are linked by using a common reference system to provide relational access as well as a map-based geographic information system (GIS) display of information.

The unit also develops and tracks the 5-Year Statewide Transportation Improvement Program, the department’s highway and bridge construction program. The districts’ regional planning activities play an important part in the development of this schedule and program.

Transportation Planning also coordinates the department’s highway, enhancement, off-system bridge and small urban programming issues as well as provides metropolitan planning organization support. Additionally, the unit provides technical support for the department’s project management software.

The long-range planning unit focuses on issues and challenges the department must face in the future. Large issues, not specific projects, are



ROGER SCHWARTZE
District 5–Central
Jefferson City



ED HASSINGER
District 6–St. Louis Metro
Chesterfield

addressed. The unit handles strategic planning, long-range transportation planning, regulation review and compliance and policy development.

District Offices

To facilitate providing the state highway and transportation program, the department divides the state into 10 geographical districts. A district engineer administers the department’s work within each district. District organization is patterned after General Headquarters.

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 land area of about 6,049 square miles and have a total population of about 193,000. District 1 has a total of 3,121 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 176,000. District 2 has a total of 3,746 miles of state highways.



RICHARD WALTER
District 7--Southwest
Joplin



DALE RICKS
District 8--Springfield Area
Springfield



TOM STEHN
District 9--South Central
Willow Springs



SCOTT MEYER
District 10--Southeast
Sikeston

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 179,000. District 3 has a total of 3,636 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 1,023,000. District 4 has a total of 2,480 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 419,000. District 5 has a total of 3,619 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 population of about 1,855,000. District 6 has a total of 1,503 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 283,000. District 7 has a total of 3,493 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 pop-



ROBERTA BROEKER, CPA
Director
Internal Inspector General

ulation of about 485,000. District 8 has a total of 3,712 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 235,000. District 9 has a total of 3,740 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 374,000. District 10 has a total of 3,856 miles of state highways.

Internal Inspector General

The Internal Inspector General is charged with improving efficiency and helping ensure organizational integrity. The goals of the inspector general are to put processes and procedures in place to support organizational integrity and to identify and eliminate problems early, when it's practical to do so.

The unit investigates a wide range of areas from grievances to criminal charges. The unit also manages the activities of employee relations.

The unit oversees investigation of employee grievances and equal opportunity complaints as well as the Audit and Business Analysis unit, which provides internal audit control and assurance.

Employee Relations

Employee Relations administers the department’s internal equal employment opportunity, affirmative action programs, and employee grievance system and investigates civil rights complaints. The unit also provides employee counseling services and monitors the department’s compliance with anti-discrimination and environmental justice laws.

Communications

MoDOT’s Communications unit is responsible for the department’s legislative and public outreach programs. The director of communications oversees Public Information and Outreach and Governmental Affairs.

Public Information and Outreach

The prime function of Public Information and Outreach is dissemination of information about the commission, the department and its programs and services. The unit prepares and distributes news releases and also publishes internal and educational publications for employees and their families. The unit also maintains and supervises the department’s Internet web site at www.modot.org.

The unit also supervises exhibits, creates multimedia presentations, prepares speeches, displays and brochures, distributes official highway maps, prepares communication and marketing plans and provides quality assurance and support to district public information efforts.

Governmental Affairs

The Governmental Affairs unit directs the department’s activities involving state and federal legislation, tracks legislation and provides information to appointed and elected officials.

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 devel-



RICH HOOD
Director
Communications



JAY WUNDERLICH
Director
Governmental Affairs



NORM ROBINSON
Executive Director, Highway &
Transportation/Highway Patrol
Employees' Retirement System

op the national, scenic, and historic parkway known as the Great River Road. 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. The province of Ontario also is included in the national commission.

Members of the Missouri Mississippi River Parkway Commission

Governor’s Appointees:

Nickell, Frank, chair, Cape Girardeau;

Musgrave, Susan, vice chair, St. Louis;
O'Leary, Gertrude, Herculaneum;
Stanfill, Cleat, Caruthersville;
Walley, George Jr., Hannibal.

Legislative Members

Carnahan, Representative Russ, St. Louis;
Naeger, Representative Pat, Perryville;
Yeckel, Senator Anita, St. Louis;
Vacancy, Missouri State Senator.

Ex Officio Members

Driskill, Joseph, director, Department of Economic Development;
Eiken, Doug, director, Division of State Parks, Department of Natural Resources;
Hoskins, John, director, Department of Conservation;
Hungerbeeler, Henry, director, Department of Transportation;
Hofherr, Peter, director, Department of Agriculture;
Robinson, John, director, Division of Tourism.

Technical Committee Members

Cave, Shannon, Department of Conservation;
Kross, Mark, Department of Transportation, secretary to the MoMRPC;
Smith, Bob, Division of Tourism;
Vineyard, Jerry, Department of Natural Resources;
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 development of the Great River Road was authorized by Congress 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 plan would be administered by the various state highway departments 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 in a predominately rural section of the nation.

The focus of the MRPC has shifted from solely the designation and construction of the GRR to one encompassing tourism, economic development, and natural/cultural resource awareness. The Great River Road in Missouri is along the Mississippi River, entering Missouri from Iowa on U.S. Route 61. It continues south through Canton and LaGrange to Palmyra, where it shifts to Missouri Route 168 proceeding south to Hannibal. After rejoining U.S. Route 61 north of Hannibal, it continues to downtown Hannibal on U.S. Route 36. It shifts to Missouri Route 79 and continues south along the river through Louisiana, Clarksville, and Elsberry. Where Route 79 ends in St. Peters, the GRR continues east on Interstate Route 70 into St. Charles and to downtown St. Louis. In sight of the Gateway Arch, the GRR shifts to Interstate Route 55 and continues south along the river. South of Crystal City, it rejoins U.S. Route 61 and continues through Ste. Genevieve, Perryville and Cape Girardeau. It continues further south on U.S. Route 61 through Sikeston, New Madrid, Portageville, near Caruthersville, Steele and into Arkansas. 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.

Bridge Commissions

There are four bridge commissions assigned to the department. These commissions were created by interstate compacts to plan, construct, maintain and operate bridges and approaches across the Mississippi River within their areas of responsibility. The location of these bridges is to be at points most suitable to the interest of the citizens of Missouri and the other states involved in accordance with the provisions of the federal General Bridge Act of 1946.

Although attached to the Missouri Department of Transportation by law for organizational purposes, the four bridge commissions operate independently of the department.

The commissions are the Missouri-Illinois-Jefferson-Monroe Bridge Commission; the Missouri-Illinois Bridge Commission (Canton); the Missouri-Illinois Bridge Commission (Ste. Genevieve); and the Tennessee-Missouri Bridge Commission.

Although attached to the Missouri Department of Transportation by law for organizational purposes, the St. Louis Area Metro and the Kansas City Area Transportation Authority operate independently of the department.

Metro

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

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 compact was approved by the U.S. Congress and the president. The compact was authorized by legislative 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. It has no taxing powers.

Administration

A board of 10 commissioners administers Metro, five appointed by the governor of Missouri and five by the governor of Illinois. The commissioners serve overlapping terms of five years each, so that only one term expires each year. The commissioners serve without pay and elect their own officers. A president and chief executive officer appointed by the board of commissioners administers Metro.

Activities and Operating Division

St. Louis Downtown Airport

On November 25, 1964, Metro purchased the closed Parks Metropolitan Airport facility located in Cahokia, Illinois, and reopened it as Bi-State Parks Airport. Funds for the purchase and development of this airfield were provided by grants from the Federal Aviation Administration and the state of Illinois, the sale of bonds and by an advance of \$500,000 for debt service on the bonds payable over a seven-year period from the city of St. Louis. These bonds were retired by the agency in January 1993.

An initial \$1 million improvement program was completed in 1970 with the opening of a lighted, 5,500-foot jet runway. In 1979, a period of immense expansion activity was begun with construction of a \$1.2 million hangar and the completion of an FAA-operated instrument landing system with glideslope and middle marker. Other projects included construction of a new terminal building with administrative offices, construction of an access road, and the preparation for a 200-acre industrial park. These were completed in 1983-84 and construction of a new parallel runway was completed in 1985. In 1989, the primary runway was extended to 7,000 feet.

The airport was renamed St. Louis Downtown Parks Airport in 1984 to emphasize its proximity to St. Louis. The sewer and water infrastructure needed to fully develop the industrial park was installed in 1987 along with an extension to the terminal drive and improved night security lighting.

Several new facility projects were completed during the 1990s including new taxiways, aircraft parking aprons, new auto parking lots and road extensions. In 1999, the Airport's name was further changed to St. Louis Downtown Airport.

St. Louis Downtown Airport is the busiest airport in southern Illinois. It is a full-service airport offering a complete line of general aviation services. A 1997 report by the East-West Gateway Coordinating Council placed the airport's annual economic impact at \$135 million. The Airport is home to about 240 aircraft, handles nearly

200,000 operations annually, and employs over 900 people.

During FY 2002, a site was selected as part of the initial phase to construct a new air traffic control tower. The new 138-foot-tall tower will include a 5,000-square-foot support building at the base to house tower administrative staff, back-up power source and other support equipment. Construction is expected to begin in 2004 with completion by 2006.

Gateway Arch Passenger Transportation System, Ticketing and Reservation Center

In the early 1960's, Metro offered, as a public service, to raise the necessary funds to permit construction of the passenger transportation facilities in the Gateway Arch at the Jefferson National Expansion Memorial.

The National Park Service contacted Metro with the opportunity to finance and operate the tram system. On May 14, 1962, Metro entered into a cooperative agreement with the Park Service to provide funds through the sale of \$3.3 million in revenue bonds to finance the construction of the tram system and the required heating, ventilation, and air conditioning systems in the Arch legs.

The tram system became operational in the north leg of the Arch in July 1967 and in the south leg in March 1968. The system consists of two trams, two maintenance elevators, stairways, related controls, and power and communication equipment.

By September 1, 1967 the system had transported its 100,000th passenger.

The bonds were paid off ten years ahead of schedule in 1982. In this same year, the first of several amendments to the cooperative agreement were signed, allowing Bi-State to continue to operate the system, expand responsibilities, and establish a debt service reserve fund for a proposed 1,238-car parking facility. The Arch Parking Garage was completed in 1986 financed by \$10.2 million in revenue bonds issued by Bi-State.

In 1989 Metro expanded from selling only tram tickets to also ticketing and reservations for the theatre and collection of the National Park Service entrance fee. To better serve guests, a computerized ticketing system was purchased and software developed to expedite the sale of all event tickets and collection of fees.

During the late 1980s and early 1990s, Metro developed, funded, and constructed an underground four-story-high large screen format theatre, known as the Odyssey Theatre, which opened in 1993. The theatre features the first

American-made 70mm, 15 pert wide screen projection system.

In 1994, Metro developed a comprehensive Arch facility expansion program. Expansion included doubling the size of the Arch Museum, additional women's restrooms, new staff break-room, lobby video wall and audio systems, and the creation of a six window, (previously four window) "guest friendly" ticket center. Architectural drawings, funding and construction were provided by Metro. This project was completed during fiscal year 1995.

Revenues in excess of operating expenses and administrative costs are committed to further development of the Jefferson National Expansion Memorial.

Today, nearly one million people ride the tram to the top of the Arch each year. Over 120 staff members work to assist guests with ticketing and expedite tram operations.

Extensive modernization of the Tucker Theatre and Arch lobby area, coupled with the implementation of new services and an aggressive marketing strategy set the stage for enhanced revenue opportunities, increased efficiencies, and explosive growth.

During 1999, Metro and the Jefferson National Expansion Memorial launched a project to add to the tram experience. Calling the project "Journey to the Top," an exhibit has opened in each leg of the Arch that educates and entertains guests as they wait in the queue area to ride the trams.

The south leg, "When Riverboats Ruled" welcomes guests to a morning in the mid 1800s, where they can witness a day on the St. Louis riverfront—a bustling, vibrant area of steamboats and commerce. At the north leg, "Fitting the Final Piece" guests are transported to the memorable morning of October 28, 1965, as the last section of the Arch was lifted into place.

Transit Division

A 1959 study of mass transportation, jointly sponsored by the city and county of St. Louis, recommended a consolidation of all transit facilities in the Missouri portion of the metropolitan area. Subsequently, Metro sponsored a study to review the Illinois portion of the area. This report concluded that the re-establishment of a unified area-wide transit system would be in the interests of all communities in the St. Louis metropolitan area and that Metro was the proper agency to establish such a system.

After approximately 18 months of additional study and negotiation, Metro completed arrangements to purchase the 15 existing privately owned transit systems. The agency also entered

into a management contract with Transit Services Corporation for operation of the consolidated transit system. A revenue bond issue of \$26,500,000 was successfully sold on March 12, 1963, and on April 1, 1963, the agency took title to the physical assets and operating rights of the unified transportation system.

In June 1973, the Missouri General Assembly enacted the transportation sales tax authorizing a one-half cent sales tax in the city of St. Louis and St. Louis County (*Revised Statutes of the State of Missouri 1969*, Sections 94.600 to 94.655). Later during the same month, the board of aldermen of St. Louis and the St. Louis County Council approved ordinances levying the local tax monies and appropriating those receipts to Bi-State.

In the early 1980s, Illinois authorized the counties served by Metro to levy up to one-fourth of one-cent tax for public transportation purposes.

In the early to mid-80s, a new era in bus maintenance, cleaning and passenger service began as new station-garages were constructed. The new Brentwood, Illinois and DeBaliviere facilities opened, and a new main repair facility opened. The old Belleville, North and South Broadway, and East St. Louis garages were closed. Call-A-Ride and Call-A-Ride Plus van service was initiated, and park-ride lots increased tenfold.

In November 1993, voters in St. Clair County, Ill., approved a one-half cent transportation sales tax. In August 1994, voters in St. Louis city and county also overwhelmingly approved a one-quarter of 1 percent regional transportation sales tax. Revenue from the taxes will be used to support future expansions of MetroLink and improvements to the transit system.

MetroLink

In November 1987, Metro assumed responsibility for the MetroLink light rail system to be built between East St. Louis, Ill. and Lambert-St. Louis International Airport. This initial 17-mile MetroLink line, built on exclusive rights of way, included 19 stations and 31 electrically powered light rail vehicles. It used existing railroad right of way and other public and private property. The capital cost for this initial phase was \$464 million, \$348 million of which was supplied by the Federal Transit Administration. The remainder was supplied by local jurisdictions. Construction started in early 1990, and passenger service began July 31, 1993.

The next phase of MetroLink to be built was a 17.4-mile extension eastward into St. Clair County, Ill. The extension stretches from the previously existing 5th and Missouri station in East St. Louis to the campus of Southwestern Illinois College in Belleville. It includes 8 new stations

and 24 new light rail vehicles, bringing the total number of stations to 27 and the number of light rail vehicles to 65. The length of the MetroLink system is now 34.4 miles.

The capital cost for the St. Clair County MetroLink Extension was \$339.2 million, 72 percent of which was supplied by the Federal Transit Administration, and 28 percent of which was supplied from a local sales tax passed by St. Clair County voters in November 1993. Construction started in March 1998, and passenger service began in May 2001.

Construction began in Spring 2001 on an additional 3.5-mile extension from Southwestern Illinois College to Shiloh and Scott Air Force Base. This \$75 million extension is being funded from \$60 million from the Illinois FIRST program and \$15 million from the local sales tax passed in 1993. Passenger service on this extension began on June 23, 2003.

The next phase of MetroLink will be built in Missouri. The Cross County MetroLink Extension, will extend from the existing Forest Park station west through Clayton and south to Shrewsbury. Construction began on this 8.2-mile extension in Spring 2003, with passenger service beginning in 2006.

Metro

Missouri

Harris, Harvey A., chair, St. Louis, Nov. 2006;
Johnson Jacob I., secretary, St. Louis, Nov. 2004;
Clements, Shonagh K., St. Louis, Nov. 2005;
Rice, B.T., St. Louis, Nov. 2005;
Van Uum, Elizabeth, St. Louis, Nov. 2003.

Illinois

Fausz, Michael W., vice chair, Waterloo, Jan. 2006;
Jedda, Ron L., treasurer, Collinsville, Jan. 2004;
Hennessy, Tom, Swansea, January 2008;
Tanzys, David R., Collinsville, January 2007;
Watson, Jeffrey K., Belleville, January 2005.

Kansas City Area Transportation Authority

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

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 61st Regular Ses-

sion 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.

The ATA is governed by a 10-member board of commissioners, five from Kansas and five from Missouri. The five Missouri commissioners are appointed by the governor, with the advice and consent of the Senate, to serve four-year terms each. Appointments are made from a panel of three nominees submitted to the governor by each of the county commissioners in Cass, Clay and Platte Counties, by the Jackson County Legislature, and by the mayor of Kansas City. In Kansas, local governments of Johnson, Leavenworth and Wyandotte counties appoint one commissioner each. The remaining Kansas representatives are appointed by the mayor of Kansas City, Kansas. The commissioners select their own officers on an annual basis.

Service Information

The Kansas City Area Transportation Authority offers customers three types of service in the Kansas City area: fixed-route service along 56 routes; Share-A-Fare Paratransit service for the elderly and persons with disabilities, and MetroFlex service, which offers a combination of fixed-route in rush hour and demand-response in mid-day. MetroFlex service is operated in North Kansas City, Lee's Summit, Raytown and three areas of south Kansas City.

The ATA currently uses 185 large buses, 86 small buses and 35 MetroFlex vehicles, all lift-equipped. Metro buses travel nearly 33,000 miles every weekday, providing transportation to approximately 51,000 passengers each weekday.

ATA Labor Force

The ATA has a staff of 829 employees; 506 are Metro bus operators (400 full-time and 106 part-time). The Maintenance Department is the second largest unit with 166 employees. The remaining employees are in Administration, Facilities, Finance, Marketing, Human Resources, Rail Planning, Special Services, Purchasing, Scheduling and Share-A-Fare.

Approximately 701 employees are members of the Amalgamated Transit Union, Local 1287.

This includes all Metro bus operations, all Maintenance employees below the position of foreman, the office clerical personnel exclusive of secretaries and supervisors.

Funding

Service or management contracts are maintained with five municipal jurisdictions, the largest being Kansas City, Mo., which contributes approximately 95 percent of the local government-operating subsidy. The city, empowered by the state Legislature, levies a special one-half cent transportation sales tax to support transit operations.

The funds derived from the transportation sales tax have also been used for local participation in a number of capital projects. In most instances, these capital improvements are 80 percent funding by a federal grant from the Federal Transit Administration. The remaining 20 percent comes from the transportation sales tax fund and payments from other local jurisdictions.

In recent years, this process has resulted in several new improvements for the ATA. A new maintenance facility and administration/customer service building was completed in 1991. A downtown transit plaza opened in October 1995.

Business and Community Support

The ATA's Transit Riders' Incentive Plan (TRIP) now boasts 135 member organizations in the Kansas City area that sell and share the cost of monthly bus passes for their employees. This number is more than double what the membership was three years ago. This success is due in part to the program's emergency ride home guarantee, employer interest in enhancing benefit packages and an increasing awareness of the importance of transit to a city the size of Kansas City.

KCATA Board of Commissioners

Missouri

Hardwick, Herbert, chair, Kansas City;
Thomson, Fred A., vice chair, Clay County;
Duval, Jerry, secretary, Cass County;
Gillihan, Robert, Jackson County;
Rule, Thomas, Platte County.

Kansas

Sadrakula, Bob, treasurer, Kansas City;
Caruthers, Dr. Patricia, Kansas City;
Caudillo, Irene, Wyandotte County;
French, Irene, Johnson County;
Huvendick, George, Leavenworth County.

Personnel, Department of Transportation: Page 1422