



USE RESOURCES WISELY

Brenda Morris, Financial Services Director

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



MoDOT has access to many resources including people, funding, supplies and equipment. Taxpayers trust MoDOT is a good steward of these limited resources while limiting the impact on our environment. We are accountable for everything we do.

RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:
Steve Meystrik, Special Projects Coordinator

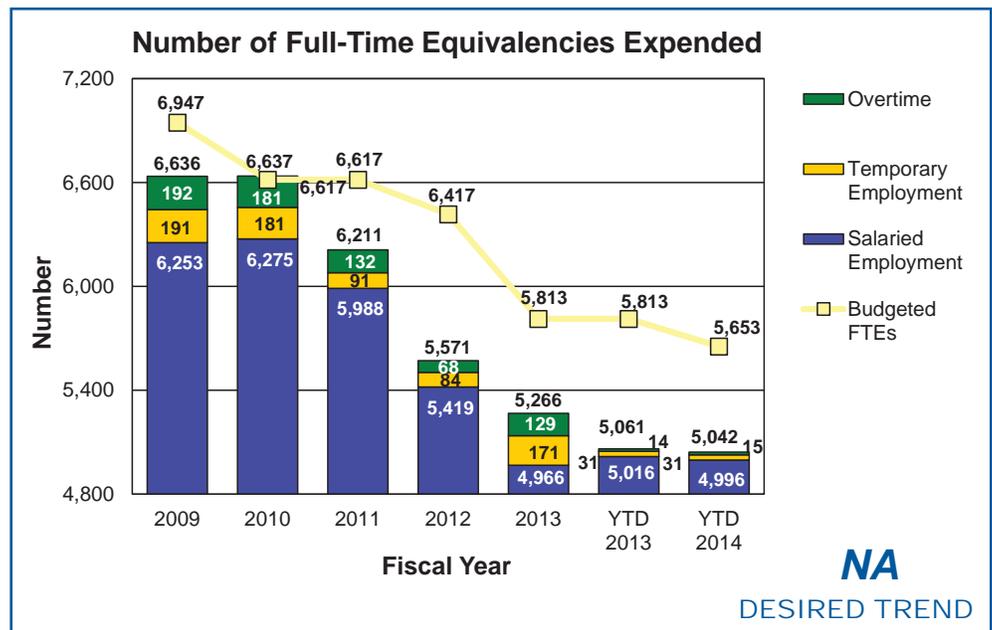
PURPOSE OF THE MEASURE:
This measure tracks the change in the number of full-time equivalencies expended within the department and compares it to the number of FTEs in the legislative budget.

MEASUREMENT AND DATA COLLECTION:
This measure converts the regular hours worked or on paid leave of temporary and salaried employees, as well as overtime worked (minus any hours that are flexed during the workweek), to FTEs. In order to convert these numbers to FTEs, the total number of hours worked or on paid leave is divided by 2,080. Salaried employment data is converted to an annual number for ease in comparison to previous years, whereas temporary employment and overtime data represent actual year-to-date calculations.

Number of full-time equivalencies expended-6a

Having the right size staff to be successful regardless of funding levels is an important part of MoDOT's efforts to use resources wisely. Since 2008, MoDOT has reduced the number of salaried employees with the department still remaining below its target employment level of 5,106 full-time employees.

The use of temporary employment continues to be a strategy used in field maintenance operations and overtime remains necessary, most commonly for emergency situations such as the flooding that occurred in some areas of the state during the first quarter of this fiscal year. In the first quarter of fiscal year 2014, FTE levels across all three categories (salaried employment, temporary employment, and overtime) remained steady compared to the same levels expended during the first quarter of fiscal year 2013.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Paul Imhoff,
Compensation Manager

PURPOSE OF
THE MEASURE:
This measure tracks the
level of employee satisfac-
tion throughout the depart-
ment at specific points in
time.

MEASUREMENT
AND DATA
COLLECTION:
Employee satisfaction is
measured with an annual
employee survey. Em-
ployees rate items related
to their satisfaction with
MoDOT using a five-point
scale, with one indicating
low satisfaction and five
indicating high satisfaction.

Level of job satisfaction-6b

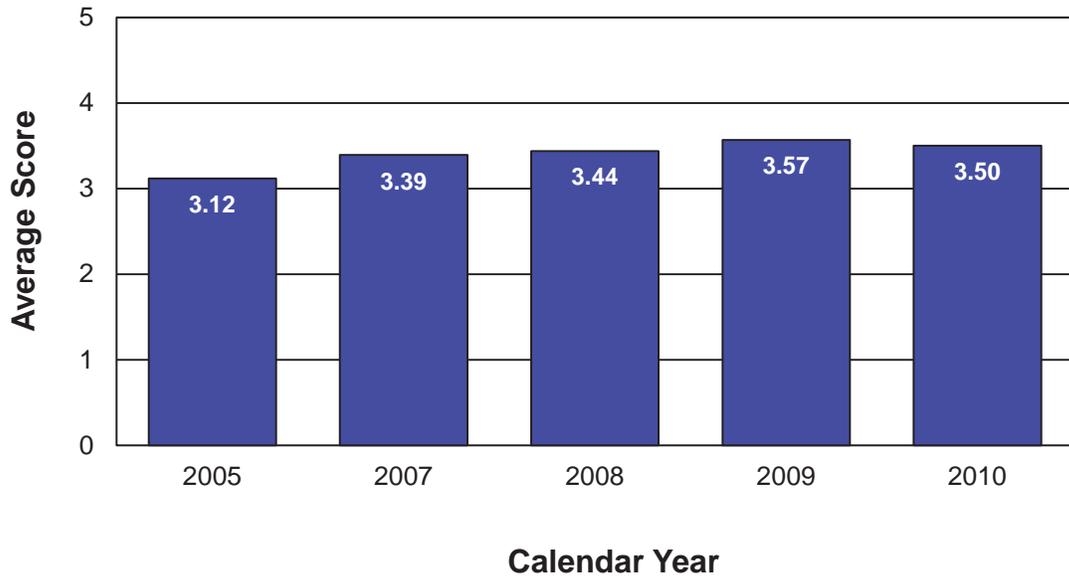
MoDOT wants employees to be satisfied with their work and workplace and feel like they are a good fit for their jobs. Employee satisfaction can be a driver of overall organizational performance. The more satisfied and engaged employees are with the workplace, the more discretionary effort they are willing to put forth on the job.

Between 2005 and 2010, the average employee satisfaction ratings and percent of satisfied employees have both shown upward trends with peaks in 2009. Highly satisfied employees were driven by having plenty of work, doing more than just the minimum, feeling free from sexual harassment and learning a lot at work. Less satisfied employees pointed to decisions that wasted money, limited input into decisions, unfair discipline, low salaries, few promotional opportunities and no rewards for good performance.

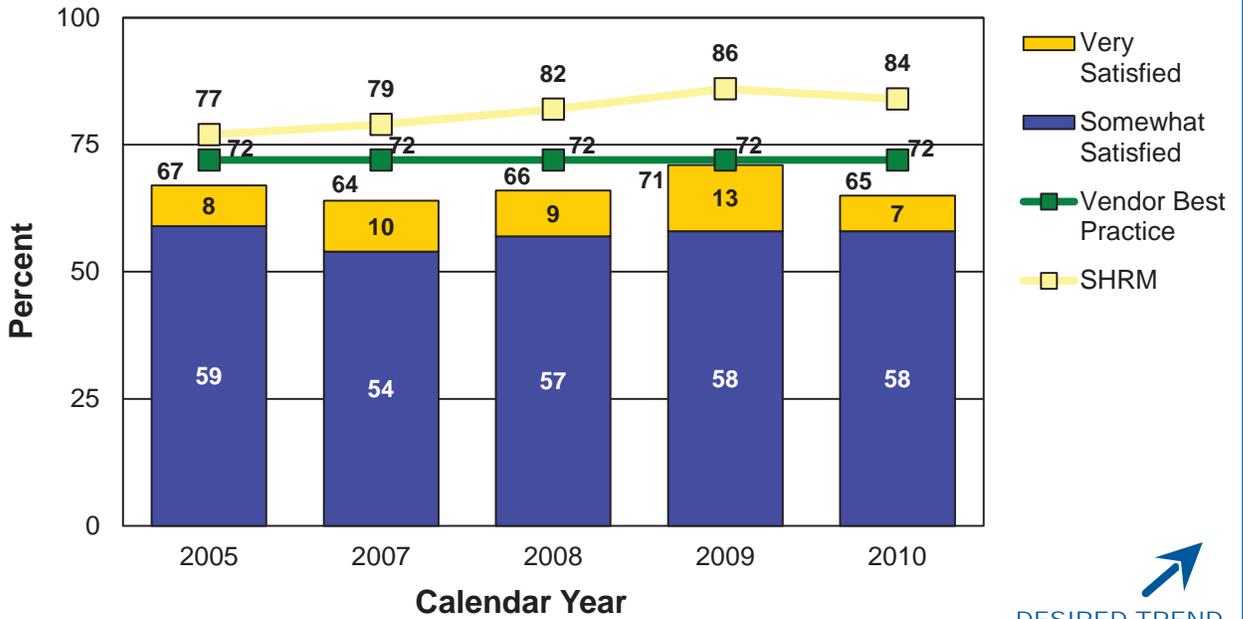
MoDOT chose to suspend the employee survey during its recent staffing reduction and reorganization but will begin a new employee survey process later in 2013.



Level of Job Satisfaction (Average Rating)



Percent of Satisfied Employees



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:
Aaron Kincaid,
Employment Manager

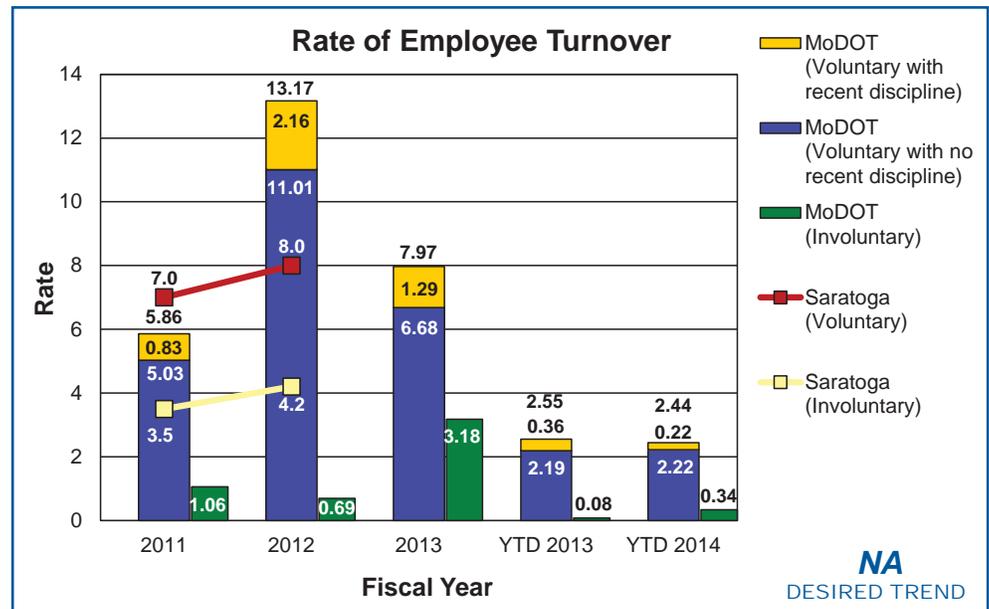
PURPOSE OF THE MEASURE:
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's voluntary and involuntary turnover rate to benchmarked data.

MEASUREMENT AND DATA COLLECTION:
Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. The data is collected statewide to assess overall employee turnover. Comparison data is collected from various sources annually. For benchmarked data, Saratoga Institute surveys more than 300 organizations representing a wide variety of industries.

Rate of employee turnover-6c

When an employee leaves MoDOT, the department loses a large investment in recruiting, hiring, and training. However, some turnover is good for the organization, such as releasing poor performers. Historically, MoDOT has had a relatively low employee turnover rate, which relates to the high percentage of employees who stay until retirement. With staffing reduction efforts implemented due to the Bolder Five-Year Direction, employee turnover rates more than doubled in fiscal year 2012, and remained higher than they had been historically during fiscal year 2013.

First quarter fiscal year 2014 data shows voluntary turnovers gradually returning to more historically normal rates (45 retirements and 77 resignations). Involuntary turnovers also are returning to normal rates with 16 involuntary separations (dismissals) so far in fiscal year 2014.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Kelly Wilson,
Resource Management
Specialist

PURPOSE OF
THE MEASURE:
This measure shows the
precision of state and fed-
eral revenue projections.

MEASUREMENT
AND DATA
COLLECTION:
State revenue for roads and
bridges include motor fuel
taxes, motor vehicle and
driver licensing fees, and
motor vehicle sales and
use taxes paid by highway
users, interest earnings and
miscellaneous revenues.
State revenue for other
modes includes motor vehi-
cle sales taxes, aviation fuel
taxes, jet fuel sales taxes,
motor vehicle licensing
fees, railroad assessments,
appropriations from General
Revenue, and interest earn-
ings. The measure provides
the cumulative, year-to-
date percent variance of
actual state revenue versus
projected state revenue
by state fiscal year. Fed-
eral revenue for roads and
bridges is the amount avail-
able to commit in a federal
fiscal year of federal funds.
Federal funds are distrib-
uted to states via federal
law. Federal revenue for
other modes is the amount
reimbursed to MoDOT for
expenses incurred in a state
fiscal year.

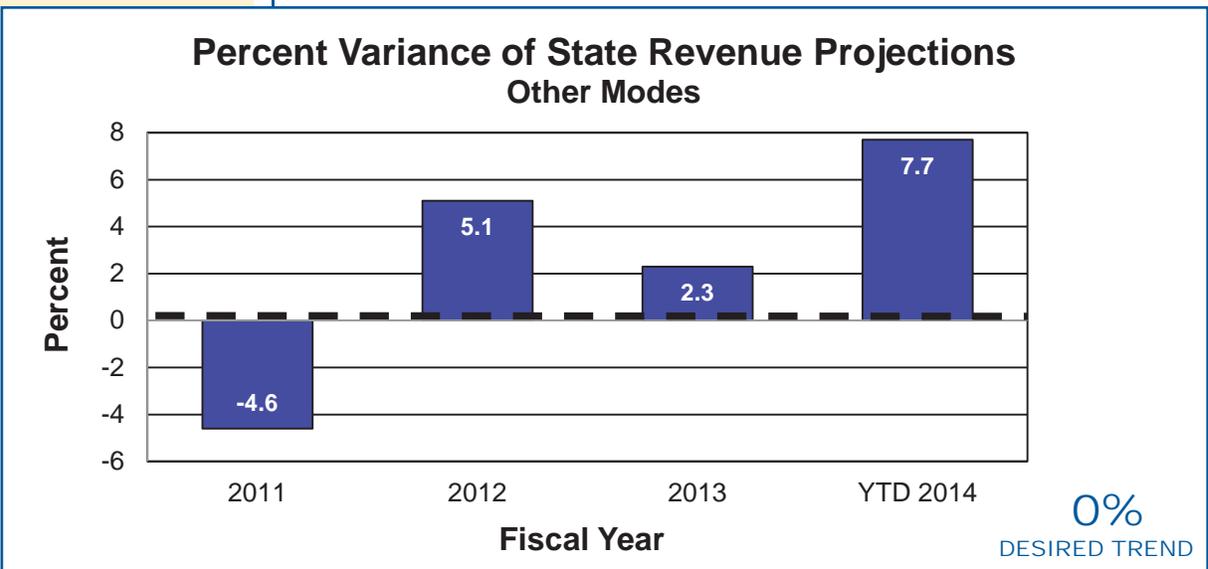
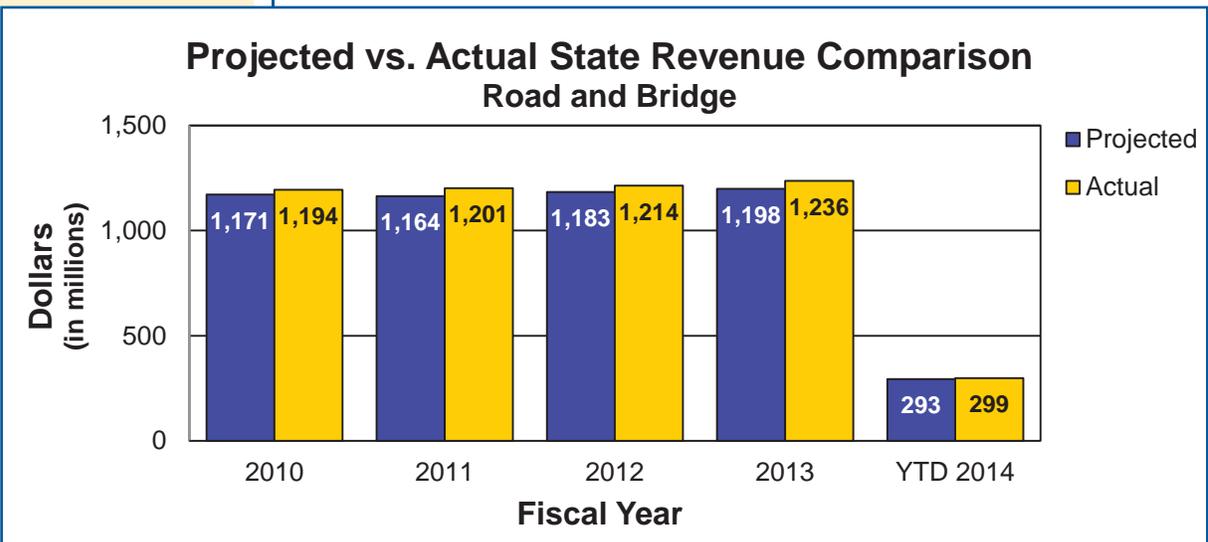
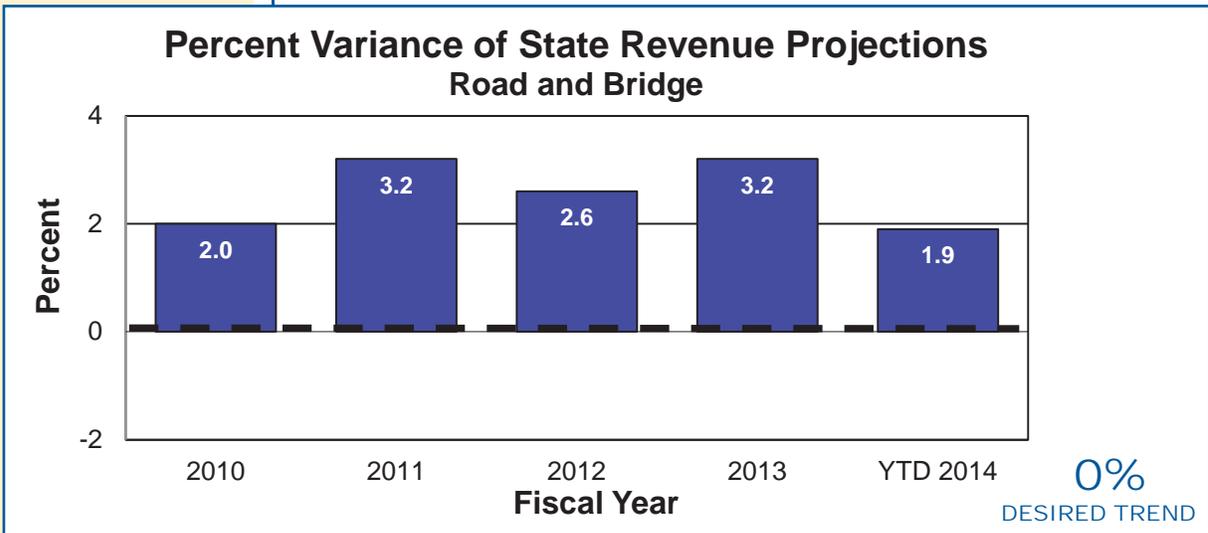
State and federal revenue projections-6d

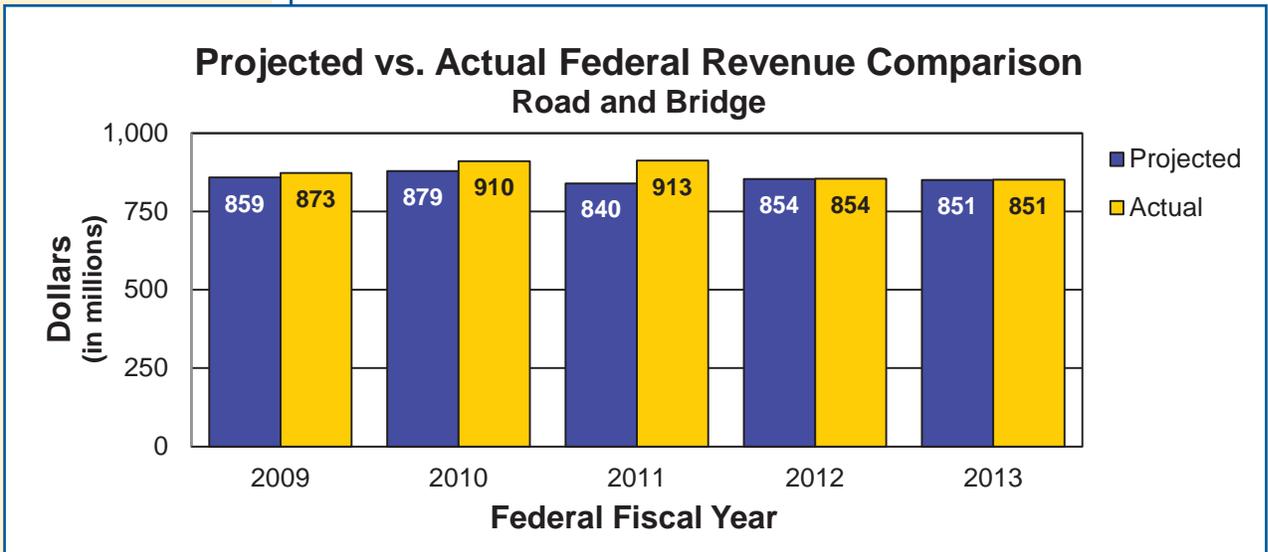
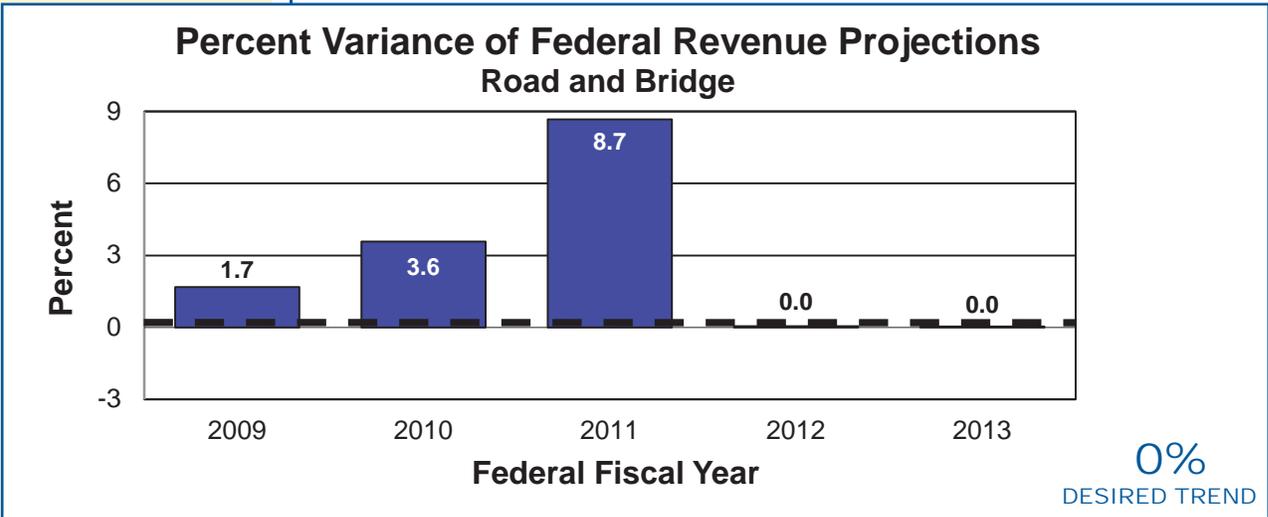
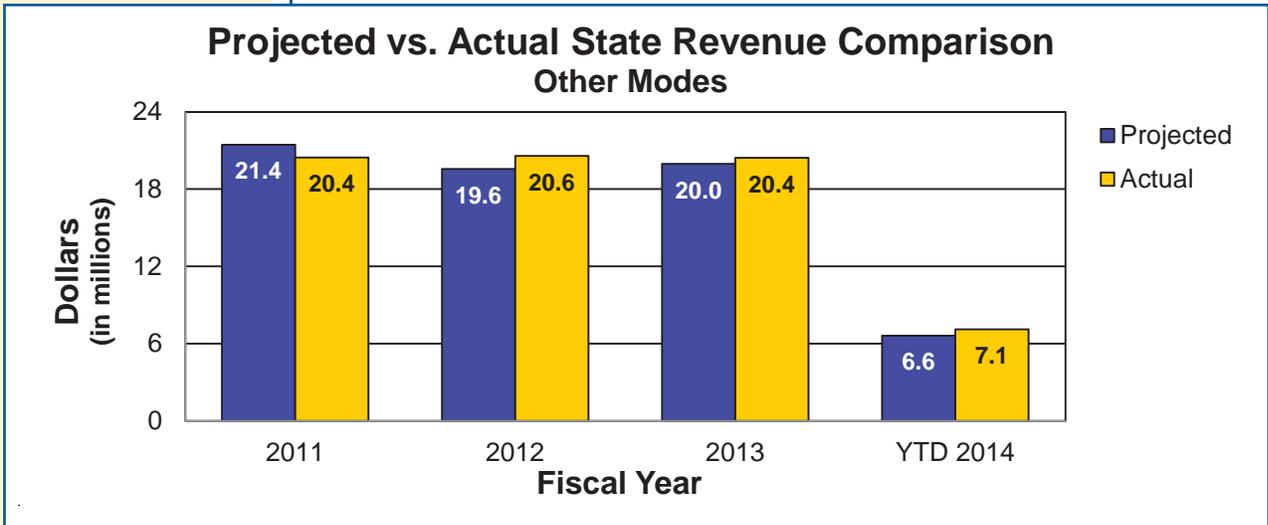
State and federal revenue projections help MoDOT staff do a better job of budgeting limited funds for its operations and capital program. The desired trend is for actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these variances, if needed.

While actual state revenue for road and bridge and other modes was greater than projected for fiscal year 2014, state revenue has been relatively stagnant from year to year.

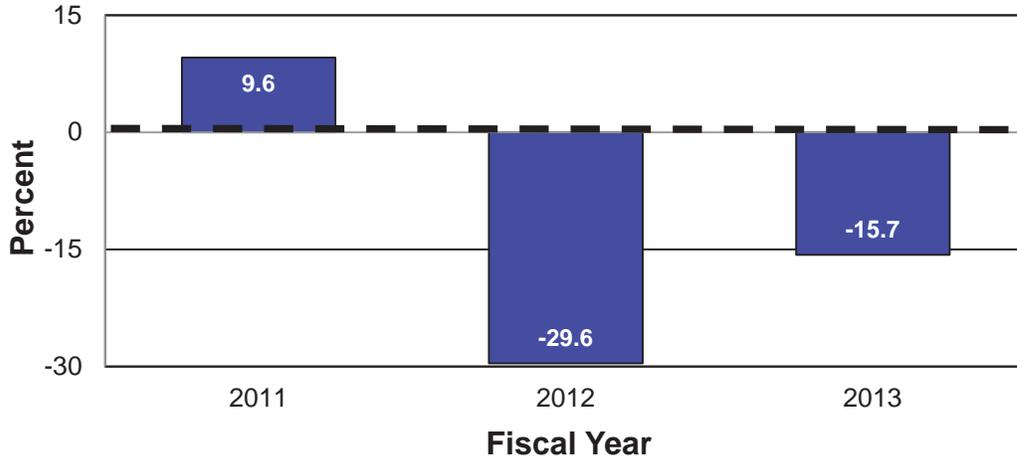
The largest source of transportation revenue is from the federal government. Funding is received through various federal transportation agencies including the Federal Highway, Transit, Aviation and Railroad Administrations. Federal funding is uncertain. In June 2012, Congress passed a new two-year federal transportation reauthorization act entitled Moving Ahead for Progress in the 21st Century Act. MAP-21 reduced the amount of road and bridge funding for all state DOTs in an attempt to make the federal highway trust fund solvent in the near future. Federal revenues for other modes is reliant on the timing of MoDOT's partners (airports, railroads, etc.) delivering projects.

The primary source of federal and state revenue is fuel tax. With people driving more fuel efficient vehicles and fewer miles, motor fuel tax is a declining revenue source. The motor fuel tax rate has not changed in 20 years, while the costs for materials and labor have doubled, and even tripled for some materials, in the same time frame.



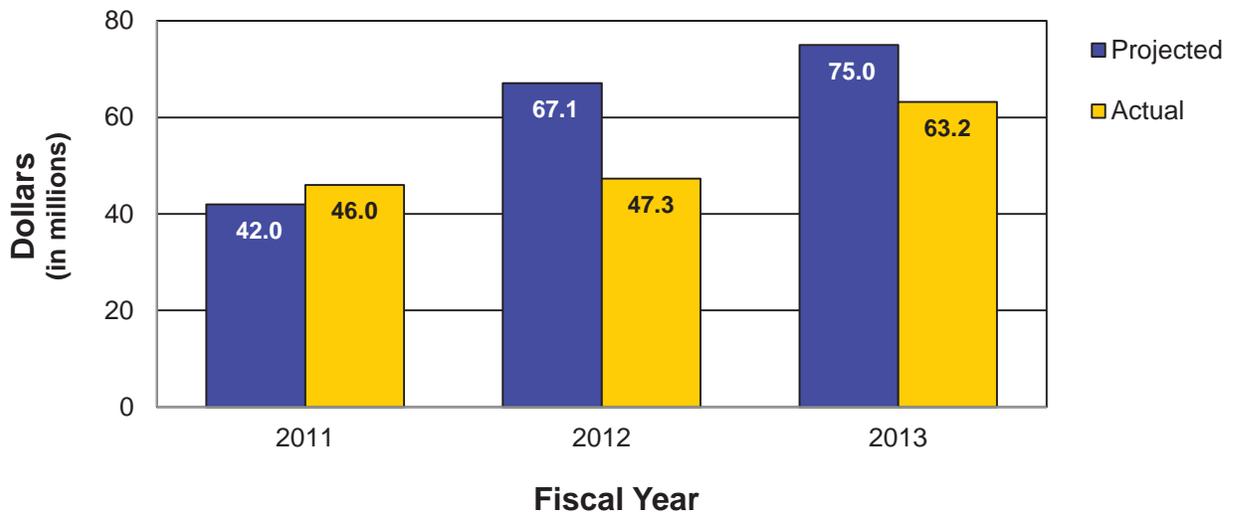


Percent Variance of Federal Revenue Projections Other Modes



0%
DESIRED TREND

Projected vs. Actual Federal Revenue Comparison Other Modes



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Frank Miller,
District Planning Manager

PURPOSE OF
THE MEASURE:
This measurement moni-
tors the effectiveness of
MoDOT's cost-sharing and
partnering programs.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT collects this
data from the Statewide
Transportation Improve-
ment Program, a permits
database and Multimodal
Operations' budget. The
dollars are shown in the
state fiscal year in which
construction contracts are
awarded and permit jobs
are issued. The percent is
the number of cost-sharing
projects divided by the total
number of projects per year
in the STIP.

Number of dollars generated through cost-sharing and partnering agreements for transportation-6e

MoDOT works to build partnerships with local agencies to pool efforts and limited resources to build projects that previously may have seemed unlikely. MoDOT allocated \$30 million in fiscal years 2009-2011, \$37.5 million in fiscal year 2012 and \$47.5 million in 2013 for cost-share projects. Cost-share projects are transportation improvements in which costs are shared by MoDOT and local agencies. Districts also may cost share with distributed STIP funds, independent of the Cost Share program, and partner with developers and other private organizations to make improvements to the state transportation system through the permitting process.

Highways and Bridges – The number for fiscal year 2013 is above the five-year averages of \$69 million. The percent for fiscal year 2013 is right at the five-year average of 7.9 percent.

Railroads – The total investment for fiscal year 2013 of \$14.8 million for rail improvements is higher than the five-year average of \$10.7 million. Federal and private entities provided \$14.8 million for capital improvements.

Transit – The total investment for fiscal year 2013 is currently not available.

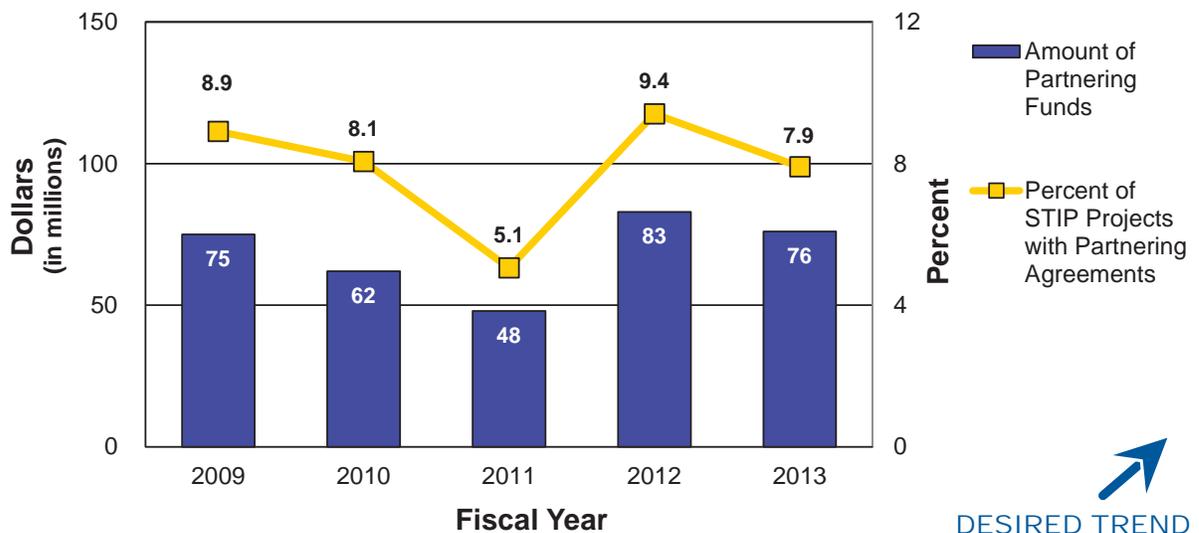
Aviation – The total investment for fiscal year 2013 of \$2.5 million for airport improvements and maintenance is right at the five-year average of \$2.5 million. Local entities provided \$2.5 million for capital improvements and \$4,000 for operating assistance.

Waterways – The total investment for fiscal year 2013 of \$43.6 million for port improvements and operations is above the five-year average of \$25.3 million. Federal, state, local and private entities provided \$43.0 million for capital improvements. Federal and state agencies contributed \$600,000 for operating assistance.

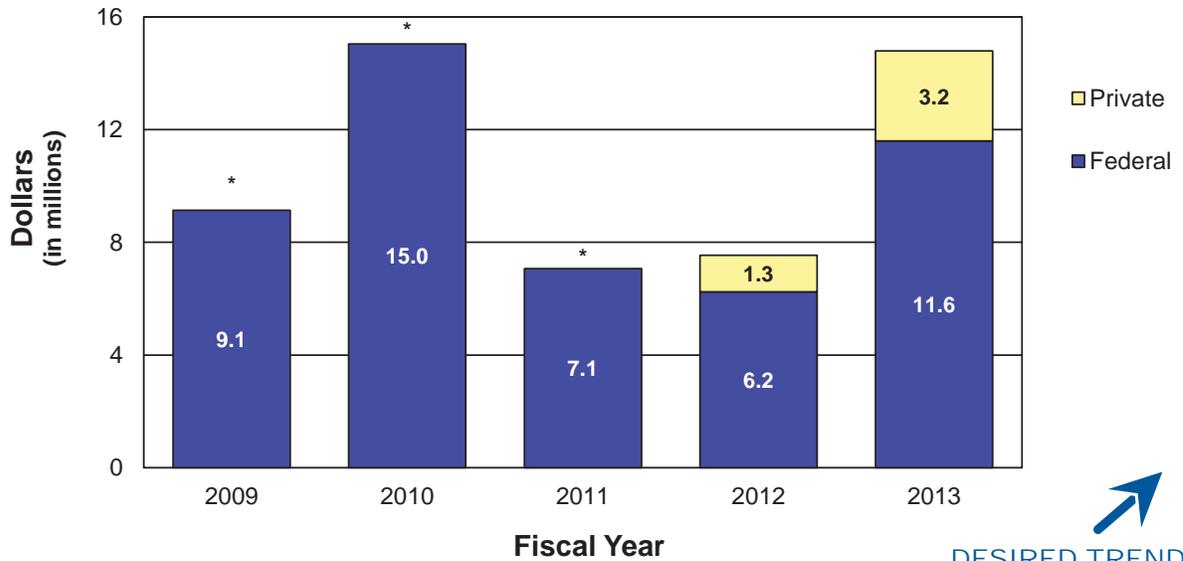
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Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Highway and Bridge Projects

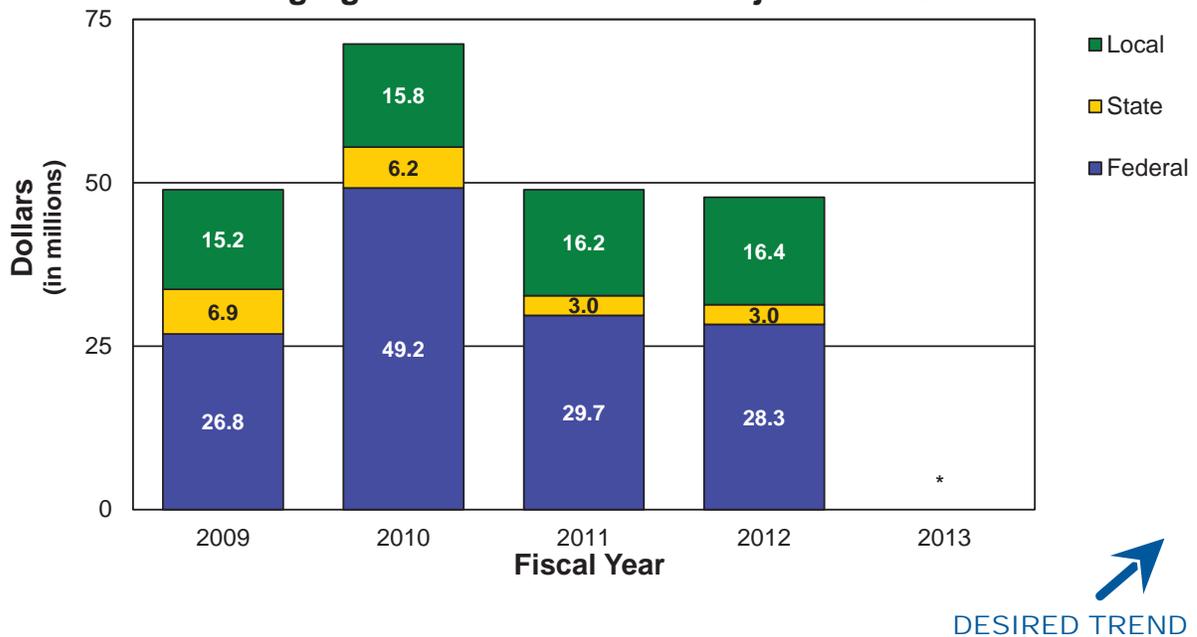


Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Railroad Projects



*Private data is not available for FY 2009-2011

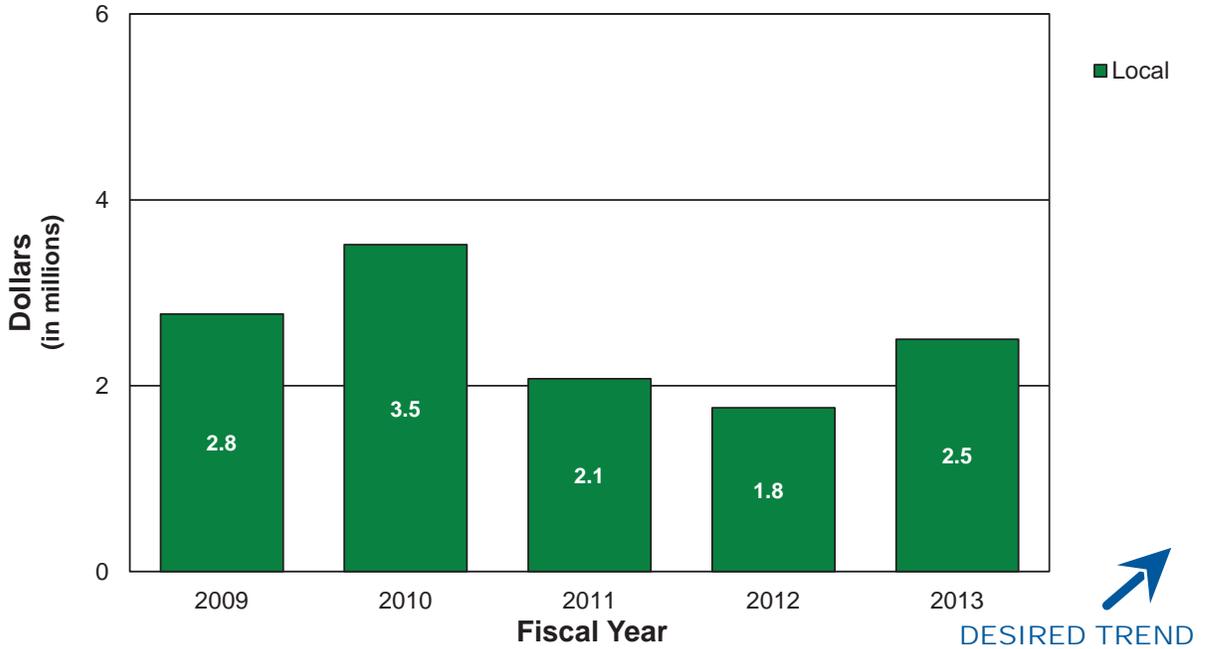
Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Transit Projects and Services



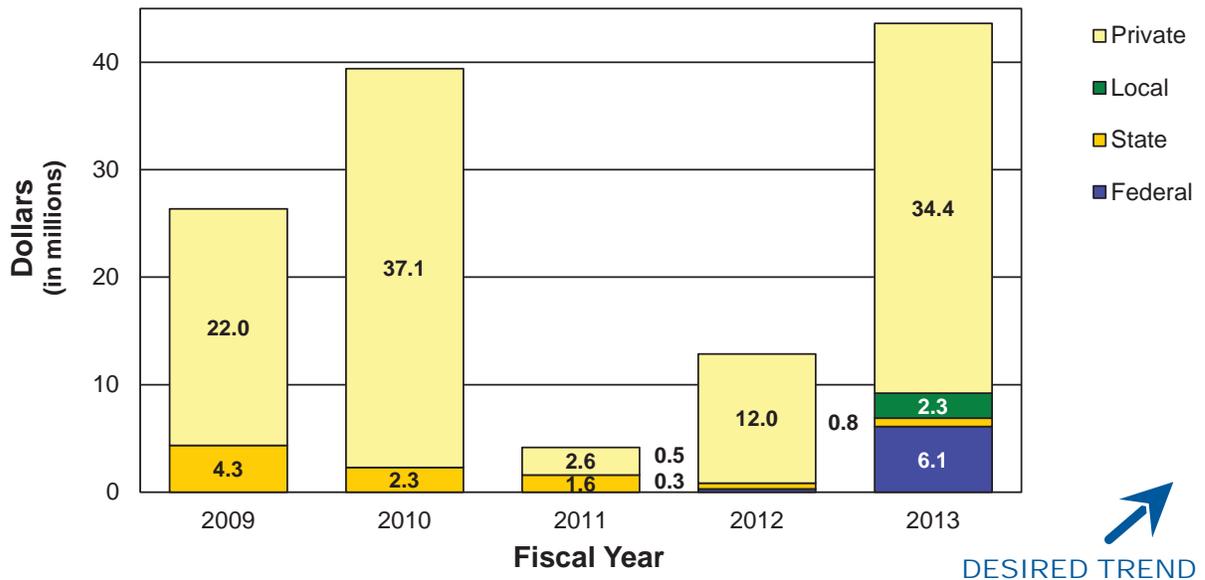
*Transit data is currently not available for FY2013.

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Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Aviation Projects and Services



Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Waterway Projects and Services



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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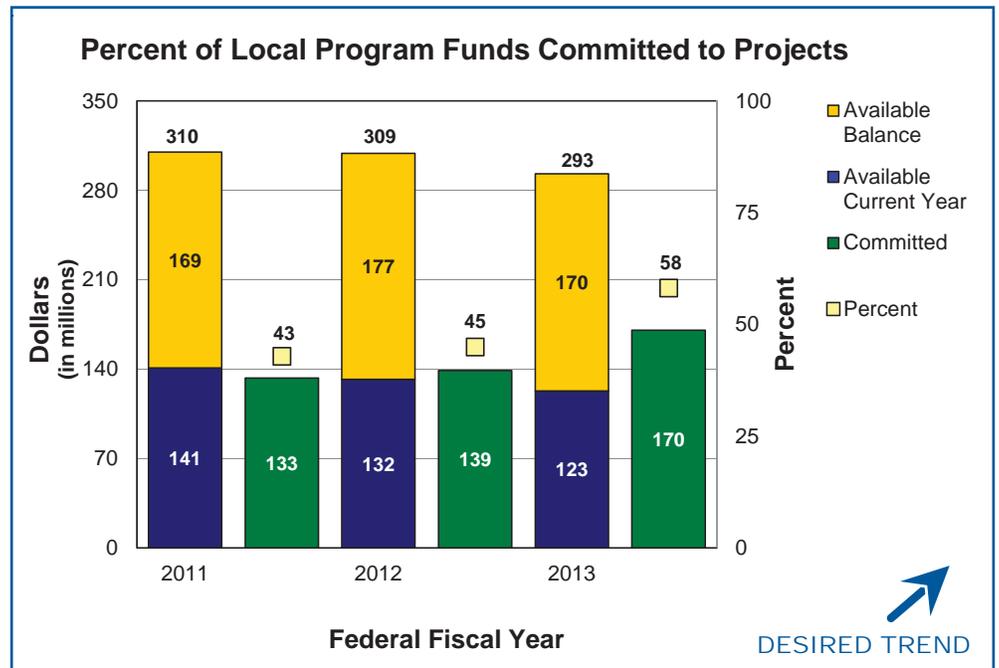
MEASUREMENT DRIVER:
Kenny Voss,
Local Program Administrator

PURPOSE OF THE MEASURE:
This measure tracks the percent of available Local Program funds committed to projects.

MEASUREMENT AND DATA COLLECTION:
The data is obtained from Federal Highway Administration's Fiscal Management Information System and is based on the federal fiscal year from October 1 through September 30. The committed amounts represent what FHWA will reimburse for the project. The available amounts represent the federal program funds distributed to local sponsors. Local Program funds that are uncommitted carry forward from year to year. The goal of this measure is to commit all federal funds available to local public projects.

Percent of local program funds committed to projects-6f

Some of the federal funds MoDOT receives are passed through to local agencies, such as cities and counties. Ideally, MoDOT would like to be able to commit all its Local Program funds to local projects each year. However for various reasons, such as project schedule delays or having insufficient local funds to match the federal funds, local agencies are unable to use all the funds available to them. For federal fiscal year 2013, 138 percent of the available funds for the current year have been committed to local projects. This represents a \$31 million increase in commitments compared to last year. Since 2011, the percentage of commitments compared to the total available has increased from 43 percent to 58 percent in 2013 resulting in a decreased local program balance. This increase in commitments is a result of increased training, additional project status meetings and stronger enforcement of project schedules.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Sunny Wilde,
Resource Management
Specialist

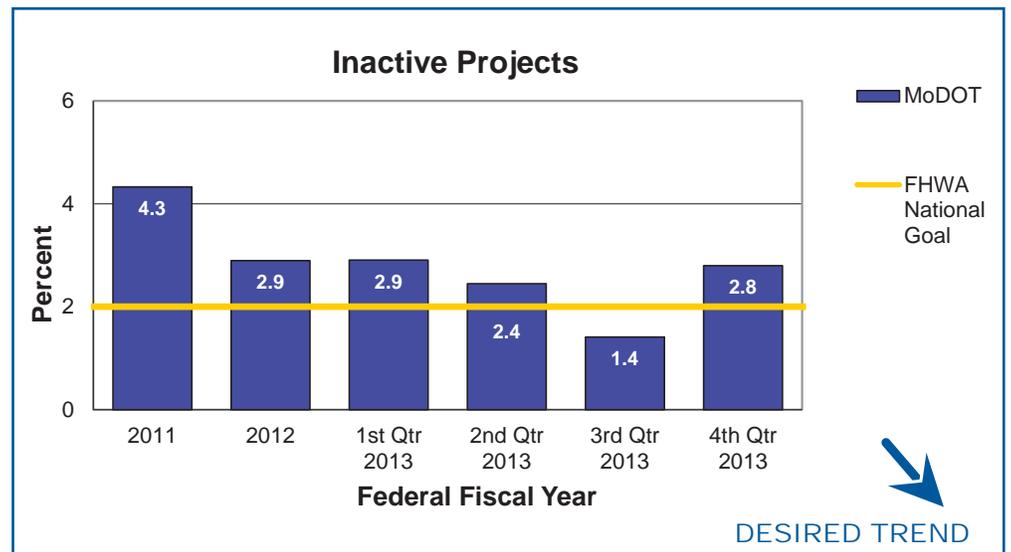
PURPOSE OF
THE MEASURE:
This measure tracks the
percent of inactive federal
projects.

MEASUREMENT
AND DATA
COLLECTION:
The data is obtained from
Federal Highway Adminis-
tration's quarterly inactive
projects report and is based
on the federal fiscal year
from October 1 through
September 30. The inac-
tive report includes projects
with no expenditure activi-
ty for more than one year.
MoDOT uses a tracking
database to assist in the
analysis and reporting of
inactive projects.

Inactive projects-6g

Project funds must be spent for taxpayers to benefit from their transportation investments. Due to project schedule delays or lags in receiving project invoices, funds sometimes do not get spent timely. When this happens, MoDOT analyzes projects to determine why there has been no activity, and actions are taken to accelerate project activity such as discussions with local project sponsors to ensure invoices are submitted on a timely basis.

Due to an increased effort by MoDOT, inactive projects during federal fiscal years 2011 through 2013 have declined from 4.3 down to an all-time low of 1.4 percent of available federal funds last quarter. For the fourth quarter of federal fiscal year 2013, Missouri's inactive projects spiked above FHWA's national goal of 2.0 percent at 2.8 percent. For the fourth quarter, Missouri's inactive projects total \$26 million. The increase is due to local program projects and obligation of funds for the preliminary engineering and right-of-way phases of MoDOT projects.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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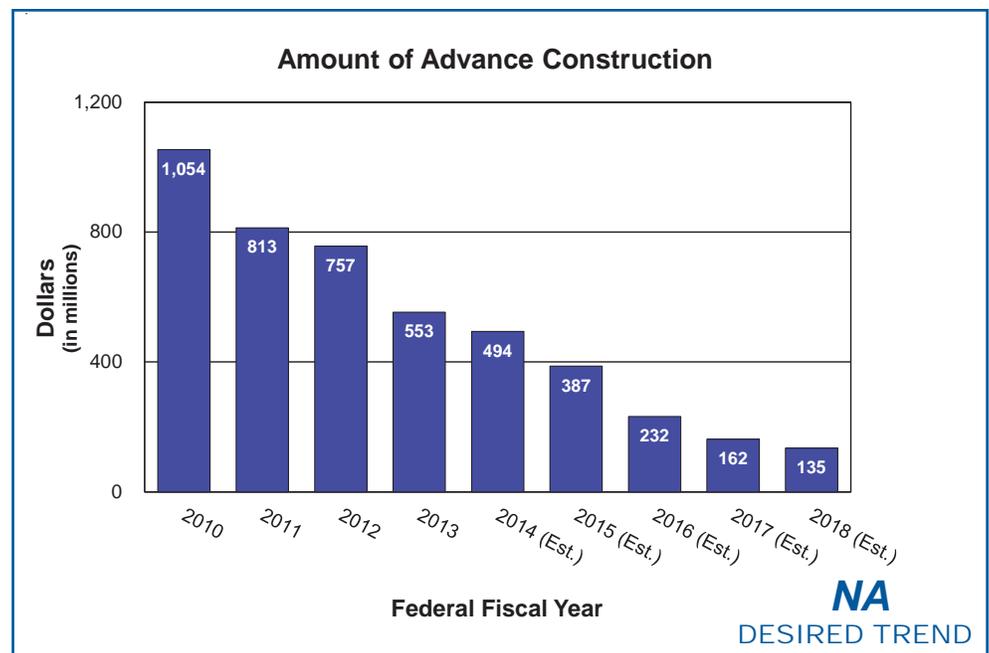
MEASUREMENT
DRIVER:
Todd Grosvenor,
Financial Services
Administrator

PURPOSE OF
THE MEASURE:
This measure tracks the
amount of advance
construction funds.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT collects this data
from Federal Highway
Administration's Fiscal
Management Information
System. The federal fiscal
year is from October 1 to
September 30. Fiscal years
2014-2018 are estimates
from the current financial
forecast. The amount of ad-
vance construction is based
on the total estimated proj-
ect costs.

Amount of advance construction-6h

Advance construction is an innovative finance tool MoDOT uses to more efficiently manage its limited resources. As projects incur expenditures, state funds are used and are replenished as federal funds become available. The use of advance construction helps provide the 20 percent match required for federal funds. Without advance construction, MoDOT would be unable to match federal funds today. As the amount of advance construction declines, the ability to match federal funds becomes more difficult. MoDOT estimates it will not be able to match all federal funds starting in federal fiscal year 2019.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT
DRIVER:
Kevin James,
Assistant District Engineer

PURPOSE OF THE MEASURE:

This measure tracks levels of under- and over-utilized fleet along with fuel efficiency for the five vehicle classes representing the majority of fleet expenditures and miles driven.

MEASUREMENT AND DATA COLLECTION:

Data reflects performance during the previous 12 months. Ideal fleet utilization falls within 75 to 125 percent of the vehicle's threshold. For example, a passenger car has a threshold of 15,000 miles per year. An underutilized passenger car is used less than 75 percent of 15,000 miles, or 11,250 miles. An overutilized passenger car is used more than 18,750 miles, and a utilized passenger car is used between 11,250 to 18,750 miles. This measure also reports MoDOT's total fuel consumed and shows how fleet choices can affect fuel economy. The fuel data is collected in the statewide financial system. Mileage data is obtained from the FASTER fleet management system.

Fleet utilization and fuel efficiency-6i

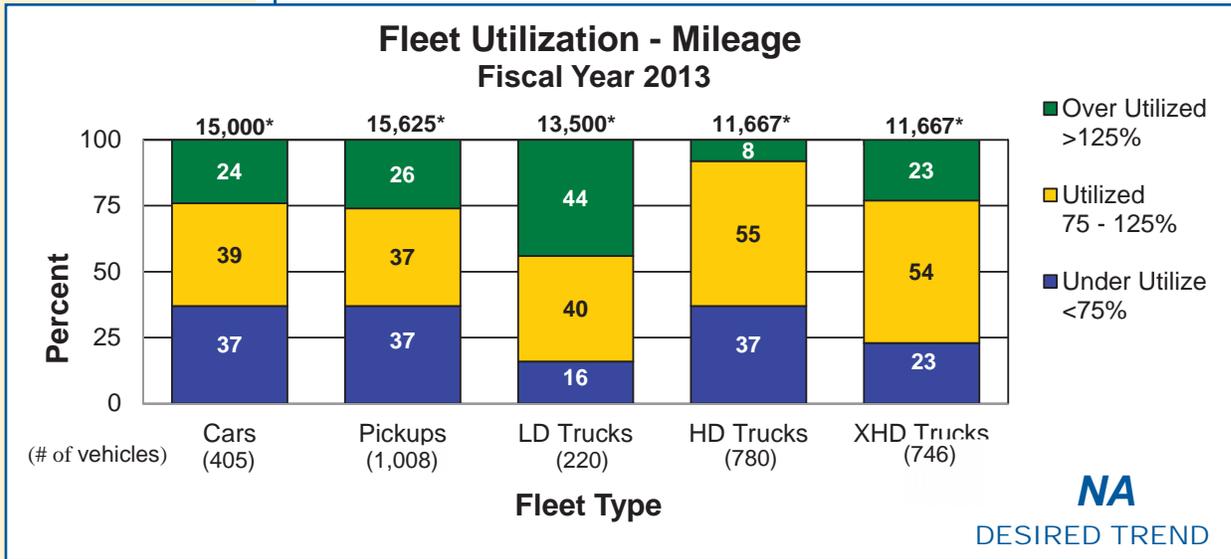
The people of Missouri trust MoDOT with their hard-earned dollars. They expect the agency to use each penny wisely. So it's important big ticket items, such as vehicles, are closely monitored. By managing equipment so it reaches the ideal number of miles or service hours for its age, MoDOT gets the best bang for taxpayers' bucks.

The data collected for this measure helps MoDOT find opportunities to obtain optimum utilization. MoDOT also can identify opportunities to use more efficient vehicles for some work. For example, the chart shows MoDOT's light-duty fleet is heavily used. When the department began collecting this data, MoDOT learned many of the tasks performed with heavy-duty trucks could be handled with light-duty pickups. Now, the charts indicate MoDOT's fleet plan, with an emphasis on light-duty and extra heavy-duty trucks, creates a better balance.

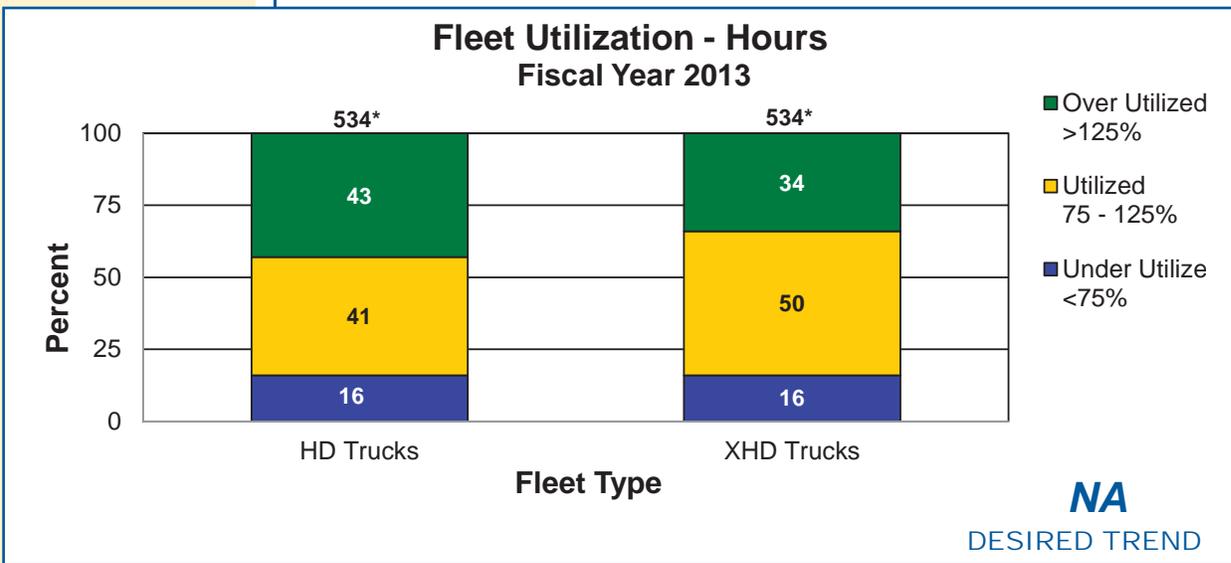
One of the most influential factors on fleet utilization and fuel consumption is uncontrollable Missouri weather. Snow operations require heavy equipment such as tandem dump trucks and motor graders, which are not fuel efficient compared to other fleet classes. In fiscal year 2013, mileage for the heavy fleet increased approximately 137,000 miles, while the more efficient light fleet recorded 650,000 less miles than the previous fiscal year.



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*Miles considered utilized



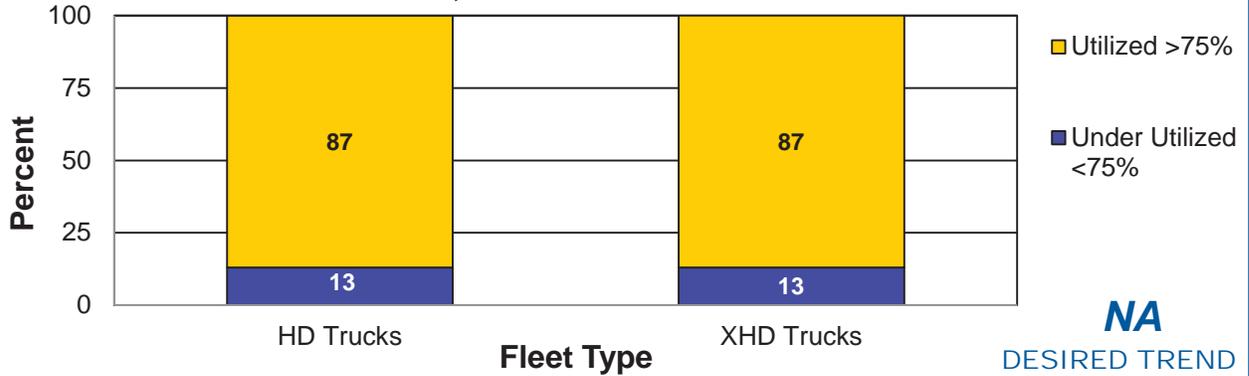
*Hours considered utilized

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Fleet Utilization - Miles and/or Hours

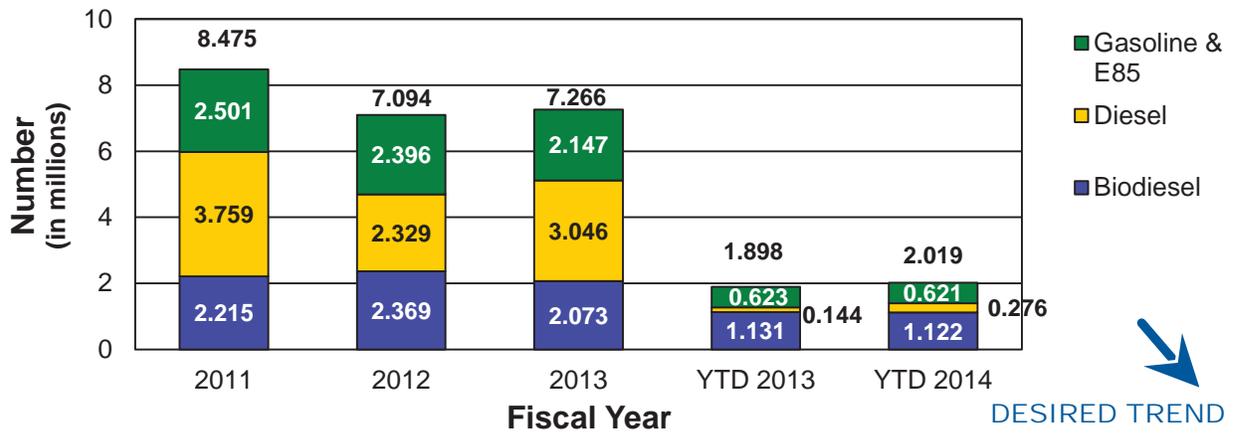
FY 2013

11,667 miles or 534 hours*

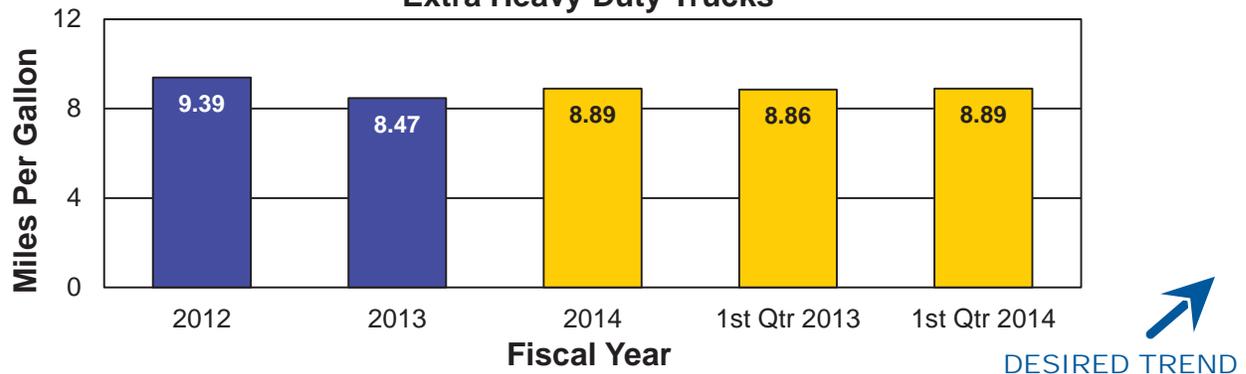


*Miles and/ or hours utilized

Gallons of Fuel Consumed



Average Miles Per Gallon Cars, Pickups, Light Duty Trucks, Heavy Duty Trucks and Extra Heavy Duty Trucks



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:

Jay Bestgen, Assistant State Construction and Materials Engineer

PURPOSE OF THE MEASURE:

This measure tracks MoDOT's recycling efforts in construction projects and internal operations.

MEASUREMENT AND DATA COLLECTION:

The recycled material used in construction projects is measured through MoDOT's SiteManager database, which tracks material incorporated into projects. Data is collected on an annual basis due to the seasonal nature of construction. Recycled material measurements for internal MoDOT operations, are captured from the annual Missouri State Recycling Program report and from other internal records.

Number of tons of recycled material-6j

Recycling is vital for the health of the environment and helps in completing more work with the limited funding available. In 2004, recycled asphalt pavements and roof shingles started being incorporated into new asphalt resurfacing projects. The amount of recycled product increased over time as the technology improved and industry partners gained experience. Contractors have the flexibility to provide the amount of recycled product in new asphalt pavement as long as the performance criteria are maintained. The cost of rock, sand, liquid asphalt, labor, fuel and equipment have increased, but the average bid price for asphalt has remained fairly constant. The use of recycled products in asphalt pavements has offset these cost increases over time. In 2012, 24 percent of a ton of new asphalt pavement was derived from recycled components. This saved MoDOT and taxpayers approximately \$12 per ton, or \$34 million overall versus the same mixture without recycled components on the 2.9 million tons of asphalt used in 2012. The same \$34 million in savings is equivalent to improving about 600 miles of a two-lane roadway with a thin overlay.

The final numbers are not complete, but MoDOT's internal recycling efforts to date have resulted in nearly 3,000 tons of materials being recycled. The majority of the recycled products are attributed to seven products: aluminum, cardboard, office paper, scrap rubber/tires, metal, motor oil and wood pallets. Of these, 2,500 tons of scrap metal makes up the majority of the recycling followed by 189 tons of rubber/tires (equivalent to more than 18,000 passenger car tires) and 95 tons of motor oil (equivalent to about 27,000 gallons).

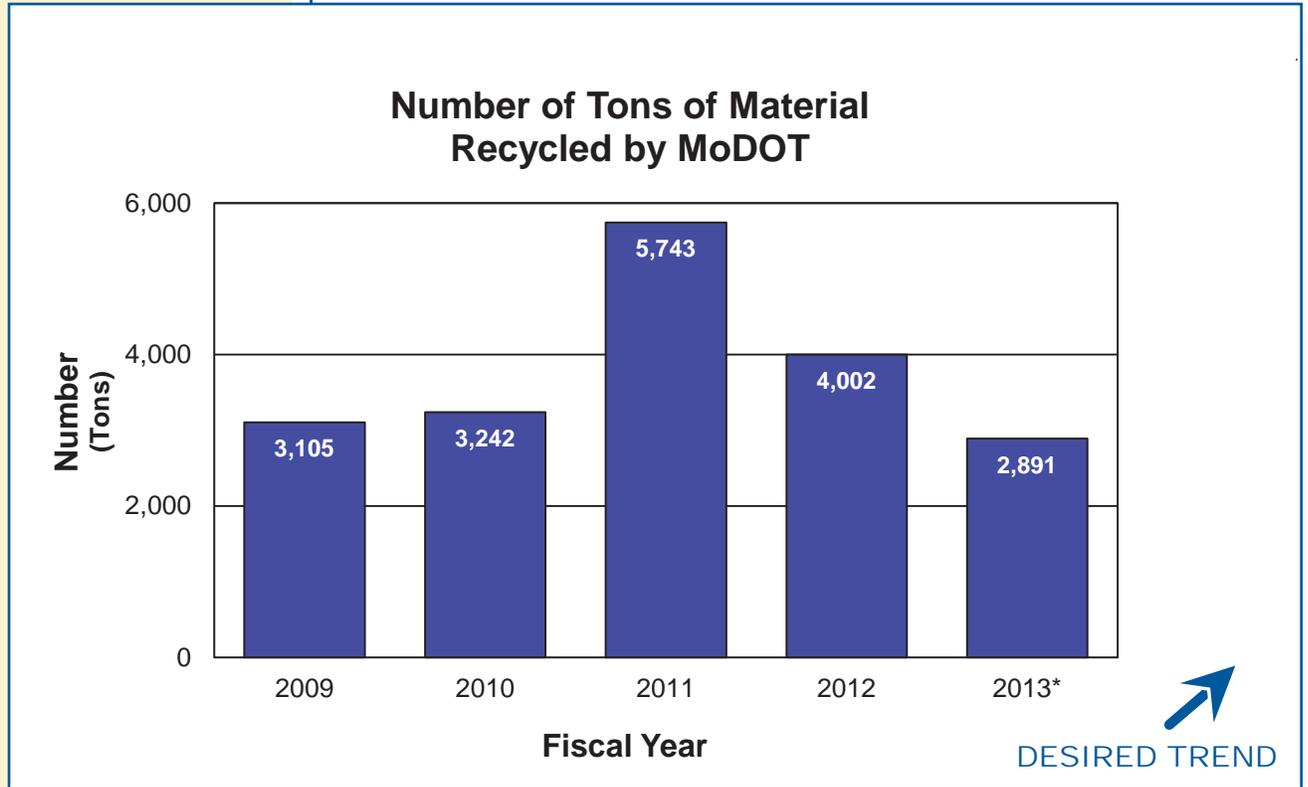
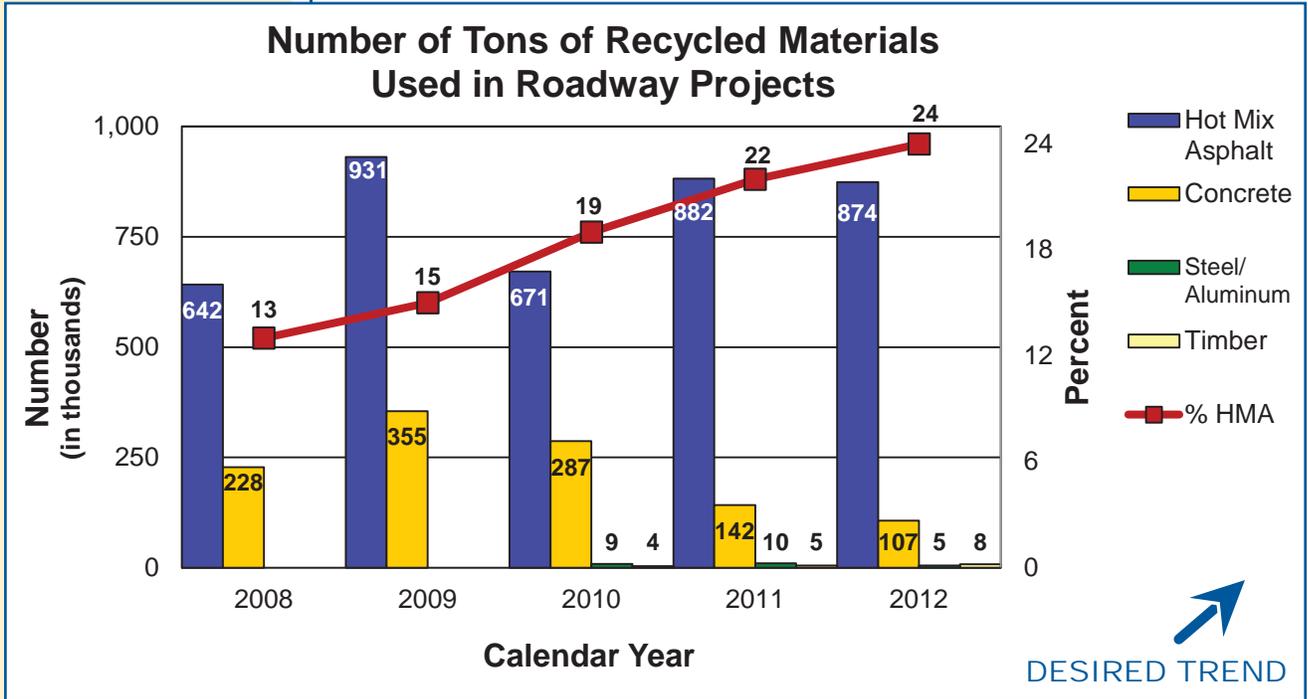


Roofs to Roads

MoDOT is among the first state agencies in the nation to recycle shingles to resurface or rebuild highways.



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*Reporting not complete

RESULT DRIVER:
Brenda Morris,
Financial Services Director

MEASUREMENT
DRIVER:
Gayle Unruh,
Environmental and Historic
Preservation Manager

PURPOSE OF
THE MEASURE:
This measure tracks the
annual trend of compli-
ance with environmental
laws and regulations, which
includes obtaining and
abiding by specific require-
ments contained in various
permits.

MEASUREMENT
AND DATA
COLLECTION:
Notices of Violation (NOV)
are similar to a traffic ticket
as they are written to indi-
cate you are operating out-
side of legal limits. A Letter
of Warning (LOW) indicates
that there are problems
and if not corrected could
lead to an NOV. Issued by
environmental regulatory
agencies, NOVs, LOWs
and letters of satisfactory
inspections are collected
by the Design Division and
tracked by location and/or
project. The measure re-
ports by calendar year the
number of NOVs, LOWs
and satisfactory inspections
received by the department
for any activity.

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Number of environmental warnings and violations – 6k

MoDOT seeks to reduce its impact on Missouri natural resources by complying with environmental laws and regulations. The department is serious about protecting human health, air, water, wildlife and ecosystems. Compliance with environmental laws and regulations helps to prevent and counteract possible damage from MoDOT activities. Also, fines that have been assessed against MoDOT for violations take funds away from other projects and functions.

MoDOT has a zero-tolerance policy toward any NOV from regulating agencies such as the Missouri Department of Natural Resources or the Environmental Protection Agency. Employees study the situations that lead to NOVs and LOWs, and then take action to prevent future occurrences.

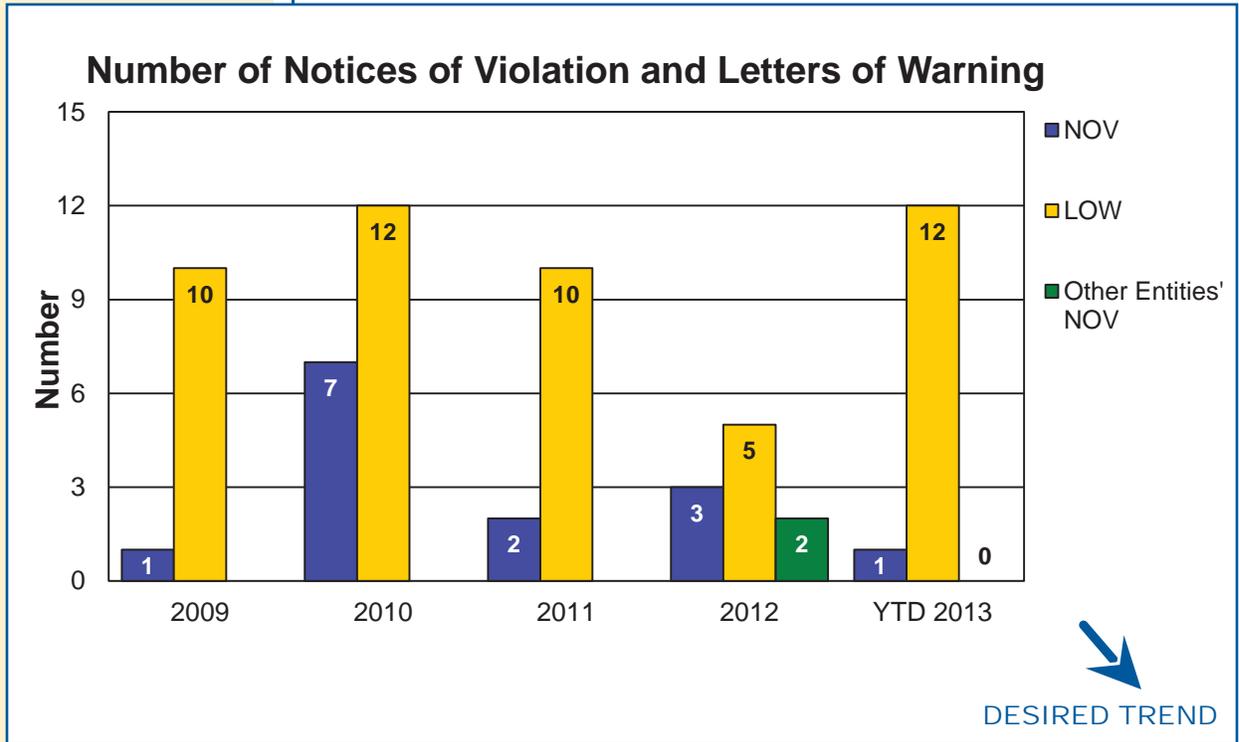
The number of NOVs during the last five years ranged from one to seven, LOWs ranged from five to 12. The trend for number of NOVs is down over the last three years.

For calendar year 2013 to date, MoDOT received one NOV and 12 LOWs. During this same period, the department also received 10 letters of satisfactory inspections from DNR.

One NOV and three LOWs were for unsatisfactory features associated with erosion control structures and concrete washout on construction projects. MoDOT continues to train inspectors and contractors while developing improved erosion control specifications.

Four additional LOWs were received, two for failing to submit quarterly discharge reports on maintenance facility lagoons, one for failing to obtain a construction permit for modifying a sewage system and one for lagoon waste water leakage at a welcome center. Emphasizing requirements for construction and reporting discharge is ongoing.

Five LOWs issued by the U.S. Army Corps of Engineers concerned tree planting survivability. MoDOT has replanted trees that did not live after initial plantings.



Note: There is no benchmark data presented with this measure. MoDOT has a zero-tolerance policy toward NOVs. Therefore, regardless of what other states are doing, MoDOT's desired results are zero NOVs, because NOVs are usually violations of law and state statute.