

A photograph of construction workers on a bridge deck. They are wearing hard hats and safety gear, and are working with long, green-coated steel rebar rods. The workers are in a line, bent over, as they lay out the rebar. The background shows a body of water and a clear sky. The image is framed with a blue and black curved border at the top and bottom.

BEST VALUE FOR EVERY DOLLAR SPENT

Tangible Result Driver – Roberta Broeker, Chief Financial Officer

Providing the best value for every dollar spent means MoDOT is running its business as efficiently and effectively as possible. A tightly managed budget means more roads and bridges can be fixed. That keeps Missouri moving. This is one of MoDOT's values because every employee is a taxpayer too!



Ratio of lane miles per full-time equivalency-15a

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Steve Meystrik, Special Projects Coordinator

Purpose of the Measure:

The purpose of this measure is to track how Missouri ranks nationally on the ratio of lane miles per full-time equivalency (FTE). This measure assists management in making efficiency and staffing level comparisons to other transportation departments based upon the total number of lane miles within each state system.

Measurement and Data Collection:

MoDOT receives the data for this measure from reports by the U.S. Census Bureau and Federal Highway Administration (FHWA).

The number of state DOT employees is obtained annually from U.S. Census Bureau reports of state government employment within several broad classifications that include “highways.” As defined by the U.S. Census Bureau, the “highways” classification includes employees of state government agencies whose primary function is the maintenance

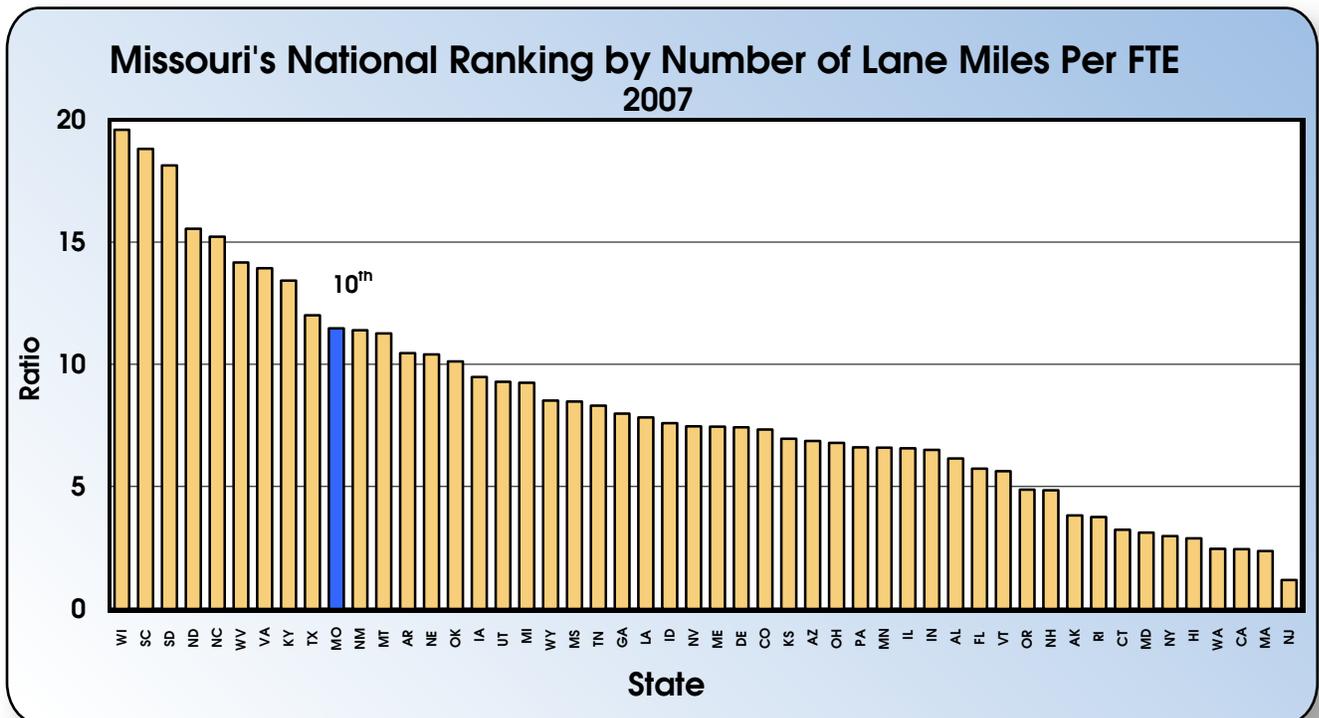
and operation of streets, roads, sidewalks, bridges, tunnels, toll roads, and ferries; snow and ice removal; street lighting; and highway and traffic engineering activities. The number of lane miles for each state is obtained from FHWA’s annual Highway Statistics report.

The ratio of lane miles is the number of lane miles each state DOT is responsible for divided by the number of FTEs within the “highways” functional classification.

This is an annual measure updated each July. The most recent reports used to update this measure reflect data collected two years prior.

Improvement Status:

According to 2007 data, Missouri ranks tenth in the nation with a ratio of 11.46 lane miles per FTE.



Number of full-time equivalencies-15b

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Steve Meystrik, Special Projects Coordinator

Purpose of the Measure:

This measure tracks the change in the number of full-time equivalencies (FTEs) within the department and compares it to the number of FTEs in the legislative budget. The data provides a high-level view of overall staffing at MoDOT in relation to budgeted FTEs.

Measurement and Data Collection:

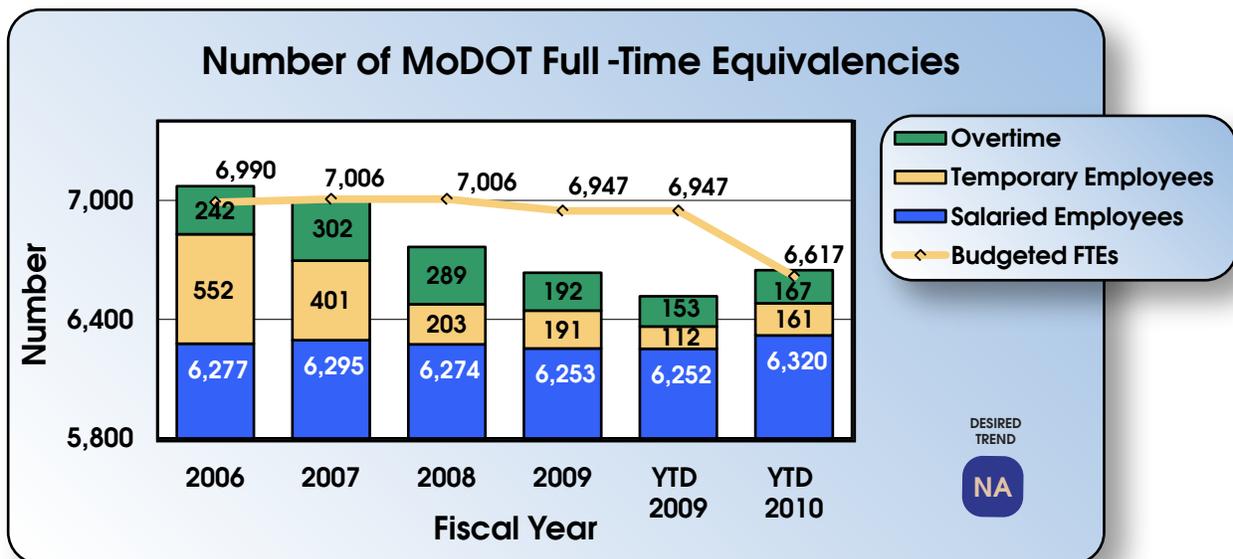
This measure converts the regular hours worked or on paid leave of temporary and salaried employees, as well as overtime worked (minus any hours that are flexed during the workweek), to FTEs. In order to convert these numbers to FTEs, the total number of hours worked or on paid leave is divided by 2,080.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

Improvement Status:

Through the third quarter of fiscal year 2010, there has been an increase in the number of salaried FTEs, temporary FTEs, and FTEs resulting from overtime hours worked compared to the same time last year. Although year-to-date totals have increased in salaried and temporary employee categories

compared to last year, the department has reduced the number of its salaried and temporary employees as part of cost saving strategies implemented in the second quarter of fiscal year 2010, and as part of the department's five year plan to reduce its salaried workforce communicated in March 2010. Since the beginning of fiscal year 2010, MoDOT has reduced its salaried staffing level by 145 positions and the department has 67 fewer temporary employees when compared to the same time last year, which accounts for seasonal fluctuations. The department has continued to manage overtime expenditures; however, the number of overtime hours worked through the third quarter of fiscal year 2010 was significantly impacted by the amount of overtime necessary due to the multiple weather events that occurred this winter. Over 245,000 hours of overtime were spent on snow and ice removal this year, an increase of over 93,000 hours compared to last year (the equivalent of over 44 FTEs).

Projecting FTEs from salaried employment to an annual number and adding FTEs from actual hours associated with temporary employment and overtime, results in a total of 6,648 FTEs expended in the first three quarters of fiscal year 2010.



Salaried Employment Levels -15c

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Steve Meystrik, Special Projects Coordinator

Purpose of the Measure:

This measure tracks the change in the number of salaried employees compared to current and targeted salaried headcount levels necessary to achieve the cost savings identified as part of MoDOT's workforce reduction plan. On March 10, 2010, MoDOT announced its plan to reach a salaried employment level of less than 6,000 employees by June 30, 2012, and less than 5,900 employees by June 30, 2013. MoDOT plans to reach these salaried employment levels through attrition, with dedicated efforts towards workforce planning and performance management.

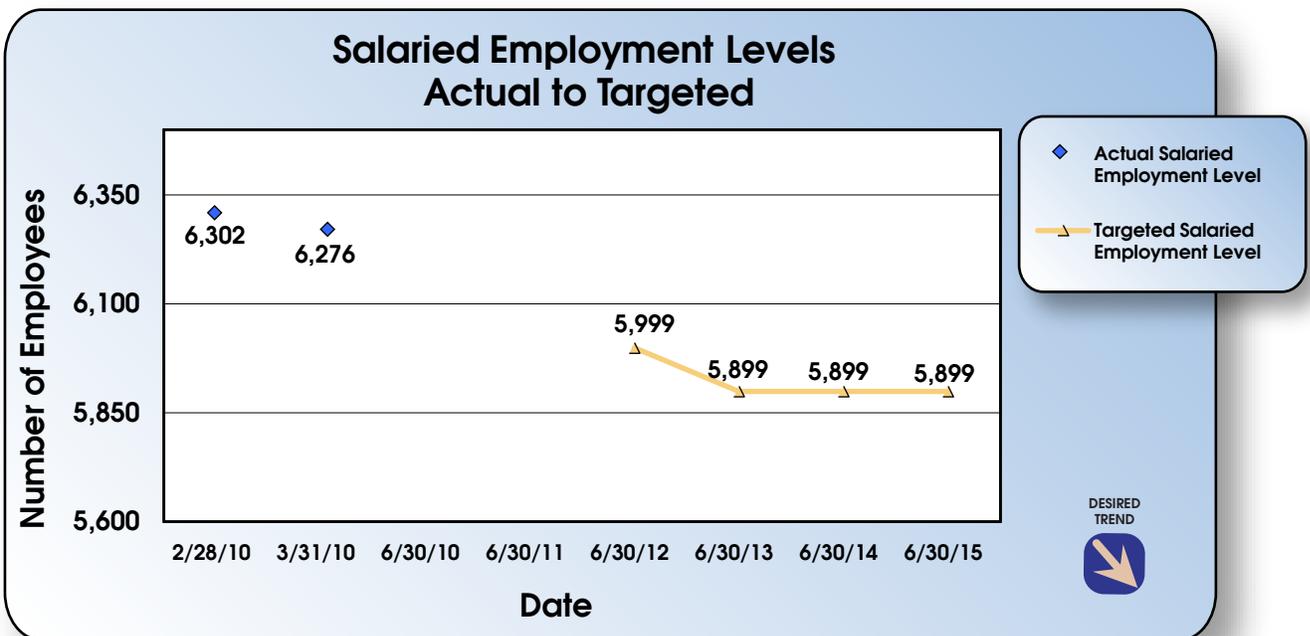
Measurement and Data Collection:

Salaried employees include full-time (including those on leave without pay or not working due to workers' compensation injury), permanent part-time, and

Co-op employees. Targeted headcount levels are set by the department. The data related to this measure is collected and reported each quarter of the fiscal year.

Improvement Status:

The department's salaried headcount has decreased by 26 since February 28, 2010. During this period there were 37 separations and 11 salaried new hires. During this one-month reporting period, all 11 salaried new hires had been extended employment offers prior to the March 10, 2010, workforce reduction plan announcement. As part of its workforce reduction plan, MoDOT will backfill no more than 25 percent of the salaried positions that become vacant through attrition, with a primary emphasis on filling roadway maintenance positions.



Percent of work capacity based on average hours worked-15d

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

The purpose of this measure is to track how many hours the average employee works on an annual basis. This measure can assist management in assessing staffing and productivity levels.

Measurement and Data Collection:

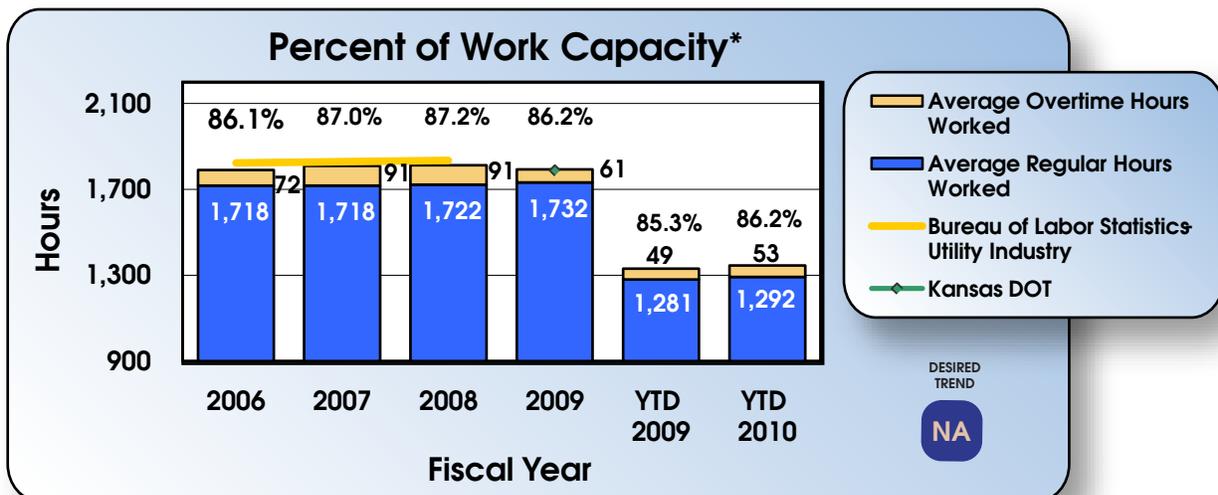
MoDOT tracks the average regular hours worked and average overtime hours worked by employees. The average regular and overtime hours worked does not include seasonal or wage employees. Additional hours worked by employees not eligible to earn overtime or compensatory time are not included. The work capacity measure is the percentage of regular and overtime hours worked out of the 2,080 hours available during a fiscal year.

Within a 2,080-hour fiscal year, an employee would work 1,984 hours (work capacity ratio of 95.4 percent) if he/she worked all available hours except the 12 state holidays provided to State of Missouri employees. If another holiday has been granted by Executive Order of the governor, which is customary following the Thanksgiving holiday, then 1,976 hours would be worked at a ratio of 95.0 percent. The difference between MoDOT's reported percent of work capacity and a work capacity of 95.0 percent will illustrate how many hours on average an employee is away from work due to paid or unpaid leave.

The United States Bureau of Labor Statistics publishes hours-worked to hours-paid ratios for 14 industry sectors. The individual ratio of the utility industry (88.2 percent in 2008) is displayed for comparison purposes due to the similarities in workforce and need for 24/7 operations. The Kansas Department of Transportation has reported a work capacity of 86.0 percent for fiscal year 2009.

Improvement Status:

MoDOT work capacity was higher through the first three quarters of fiscal year 2010 compared to the same period last year. This increase can be primarily attributed to three factors. First, overall average paid leave usage per employee has decreased. Second, less paid leave was granted through Executive Order. In 2008, a holiday was provided to state employees for the day after Christmas and over 1,100 MoDOT employees working in Cole County were given eight hours of paid administrative leave for the inauguration of the Governor on January 12, 2009. Third, the average number of overtime hours worked increased compared to the same period last year, due primarily to an increased number of snow and ice events. All three of these factors have resulted in employees spending more time at work.



* Based on 2,080 hours of work in the fiscal year, including regular and overtime hours for salaried and permanent part-time employees.

Rate of employee turnover-15e

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Kim Hickey, Employment Manager

Purpose of the Measure:

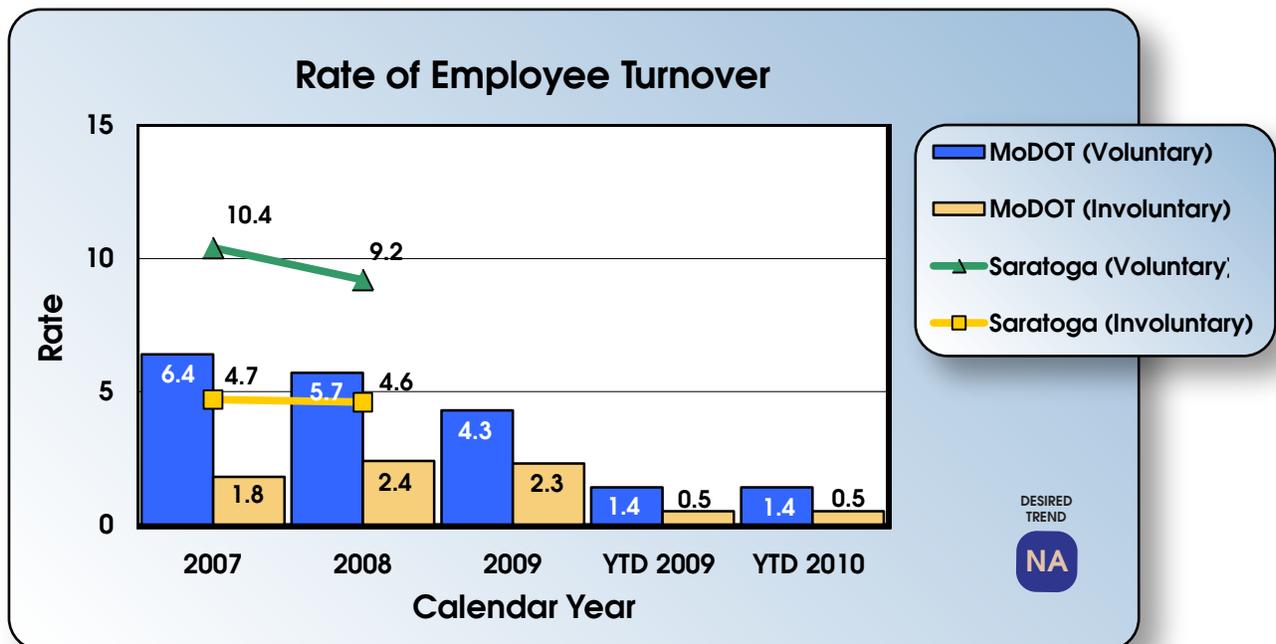
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's turnover rate to benchmarked data. Voluntary turnover includes most resignations and retirements. Involuntary turnover reflects dismissals. Beginning with calendar year 2007, it also includes retirements and voluntary resignations of employees who had a disciplinary history and/or a final performance management rating of "Needs Improvement" or below. Turnover rates as shown in this measure include voluntary and involuntary separations.

Measurement and Data Collection:

The data is collected statewide to assess overall employee turnover. Comparison data is collected from various sources annually. For benchmarked data, Saratoga Institute surveyed more than 300 organizations representing a wide variety of industries.

Improvement Status:

The department's voluntary and involuntary separation rates remained steady at 1.4 percent and 0.5 percent, respectively, for the first quarter of calendar year 2010 compared to the same time last year. There were 21 releases in the first quarter of 2010, and an additional 8 resignations and retirements designated as involuntary separations. Of the remaining 89 voluntary separations that occurred in the first quarter of 2010, 66 were retirements and 23 were resignations. This compares to 89 voluntary separations in the first quarter of 2009 (64 retirements and 25 resignations). While the total number of voluntary resignations decreased from the first quarter of 2009 to the first quarter of 2010, the percent of resignations by employees with less than one year of service increased from 16.7 percent in the first quarter of 2009 to 21.4 percent in the first quarter of 2010.



Level of job satisfaction -15f

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Paul Imhoff, Employee Development Manager

Purpose of the Measure:

This measure tracks the level of employee satisfaction throughout the department at specific points in time. The first chart indicates the level of department employees' job satisfaction and changes in their satisfaction over time. The second chart shows the percentage of MoDOT employees who are satisfied compared to the organizations that scored the best in employee satisfaction using the same survey instrument, and to top-level organizations using a similar survey questionnaire.

Measurement and Data Collection:

Employee satisfaction is measured using 18 items from an annual employee survey. The vendor contracted to conduct the employee satisfaction survey in 2003 and 2005 provided "Vendor Best Practice" data collected from an anonymous company. Society for Human Resources Management (SHRM) best practice data was gathered from an SHRM report of an annual job satisfaction survey of 55 Fortune 500 companies. This is an annual measure updated in July each year, with the final survey report completed in October each year.

Improvement Status:

The 2009 Employee Satisfaction Survey was distributed on May 4, 2009, with a completion deadline of June 16, 2009. The final report for the survey was distributed on October 30, 2009.

The results from the 2009 survey indicate that 3,792 employees responded to the survey for a 60 percent return rate. This is a decrease from 64 percent in 2008 (417 fewer surveys returned). The percentage of employees that were "very satisfied" increased from 9 percent in 2008 to 13 percent in 2009. Overall, the percentage of employees who indicated they were at least "somewhat satisfied" increased to 71 percent in 2009.

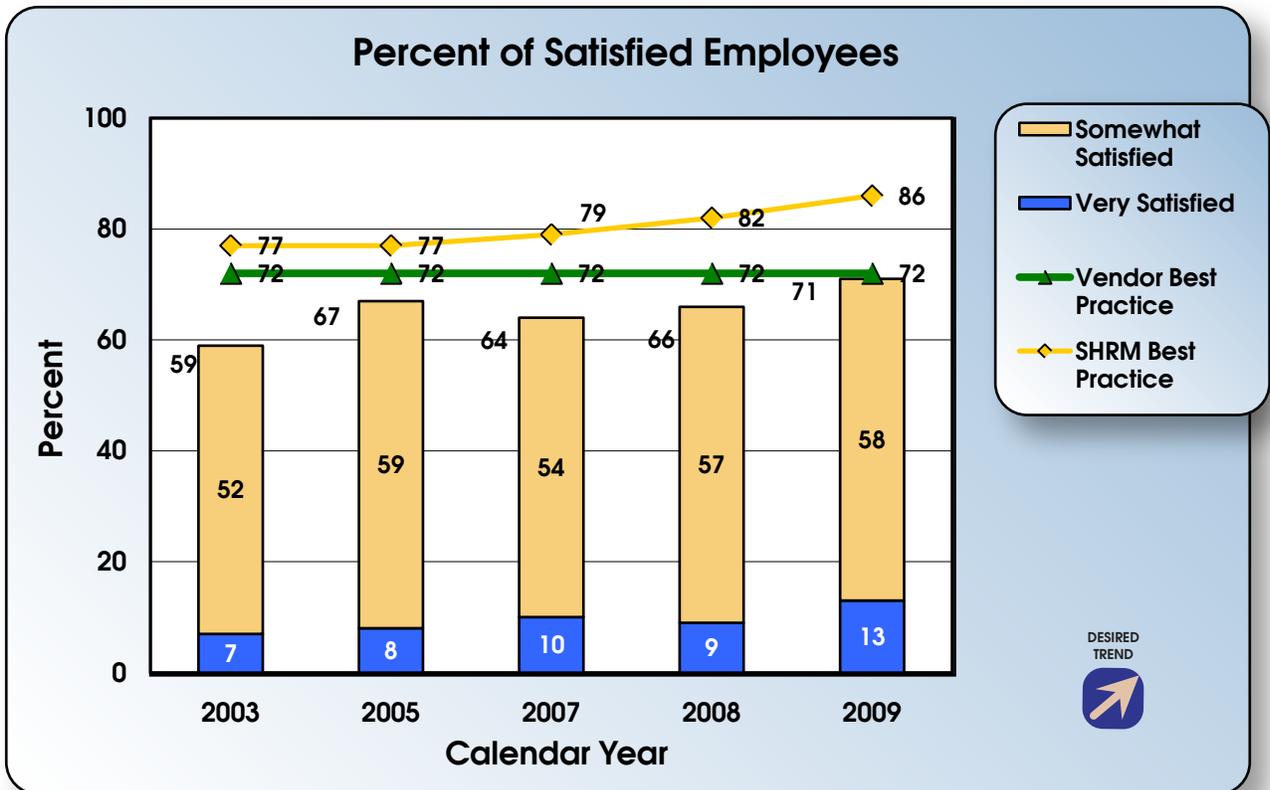
The average rating on all four scales of the Employee Satisfaction Survey increased from 2008 to 2009. Job Satisfaction increased from 3.44 to 3.58 on a 5-point scale. Employee Engagement increased from

3.55 to 3.7. Organizational Justice and Fairness increased from 3.11 to 3.28. Living MoDOT Values increased from 3.45 to 3.6. Similarly, in all ten districts and in Central Office, the average rating on each of the four scales increased.

The greatest number of specific comments from the 2009 survey tended to coincide with the lowest rated items. The area with the most negative comments revolved around pay and salary increase issues. Approximately 5 percent of respondents (175 employees) made specific negative comments about pay or issues involving the lack of promotion opportunities.



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Number of lost workdays-15g

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

This measure tracks the actual number of days that employees cannot work due to work-related injuries sustained during the reporting period. Note that the results do not include lost workdays for injuries that occurred during previous reporting periods. (Example: an employee that is injured on Dec. 31, 2009 and is off during January of 2010 will not show up as lost time in 2010 because the incident occurred during the previous reporting period.)

Measurement and Data Collection:

The data is collected from Riskmaster, a claims administration software, and reported quarterly.

Improvement Status:

The number of lost workdays for the first quarter of 2010 is 38 percent less than the first quarter of 2009, decreasing from 110 to 68 lost workdays. Though not illustrated in the chart, the number of lost-time incidents reflected a 17 percent reduction from 2009 to 2010. MoDOT continues to develop and implement new safety-related initiatives to further reduce lost workdays, including Safety Pays, a work simulation physical exam and the Fit for Duty program. Risk management personnel now direct all medical care for work-related injuries. MoDOT continues to identify and provide light-duty assignments for injured workers with restrictions in an effort to get them back to work quickly.



Rate and total of OSHA recordable incidents-15h

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

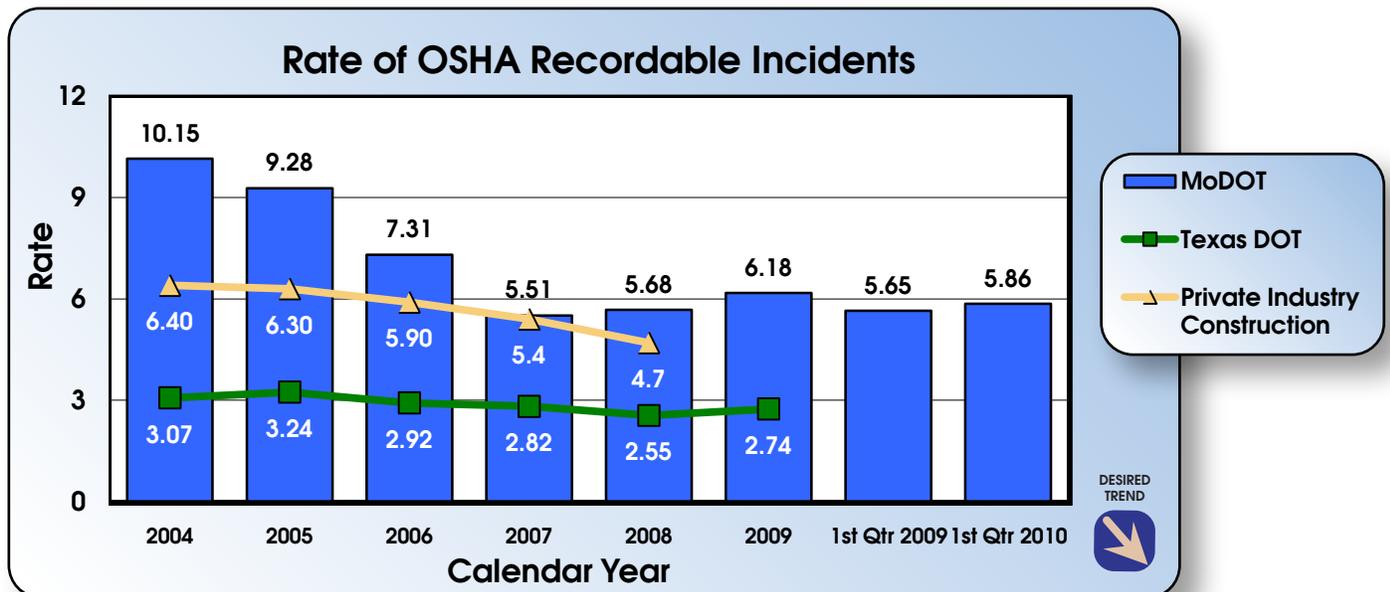
This measure tracks the number of recordable injuries, as defined by OSHA, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time workers (working 40 hours per week, 50 weeks per year). OSHA defines a recordable incident as a work-related injury or illness that results in death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid or loss of consciousness. This measure has been changed to reflect this definition for all years being reported in this measure.

Measurement and Data Collection:

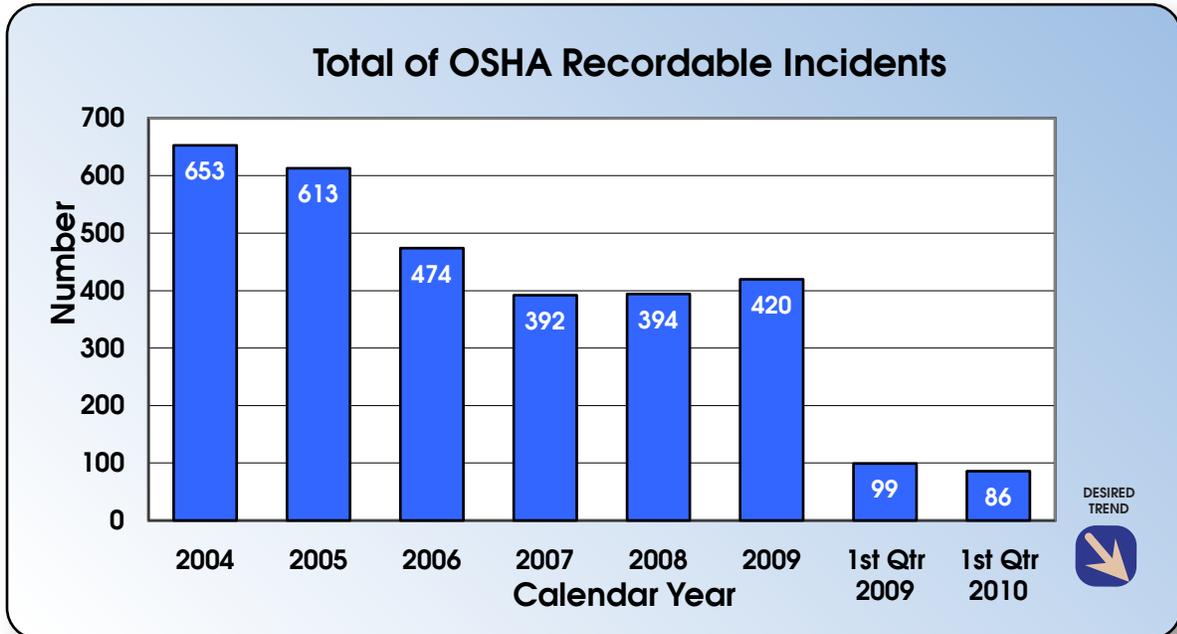
MoDOT reports on the measure quarterly, and collects the injury data from Riskmaster, a claims administration software. The number of hours worked is taken from MoDOT's payroll data.

Improvement Status:

The number of OSHA recordables for MoDOT has decreased over the reporting period noted, while the incidence rate has increased slightly. The number of OSHA recordables decreased by 13 percent over the same period, with a decrease from 99 to 86. The incident rate increased by 4 percent over the reporting period, rising from 5.65 to 5.86.



(Information from Private Industry Construction was not yet available for 2009.)



Number of claims for general liability-15i

Result Driver: Roberta Broecker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

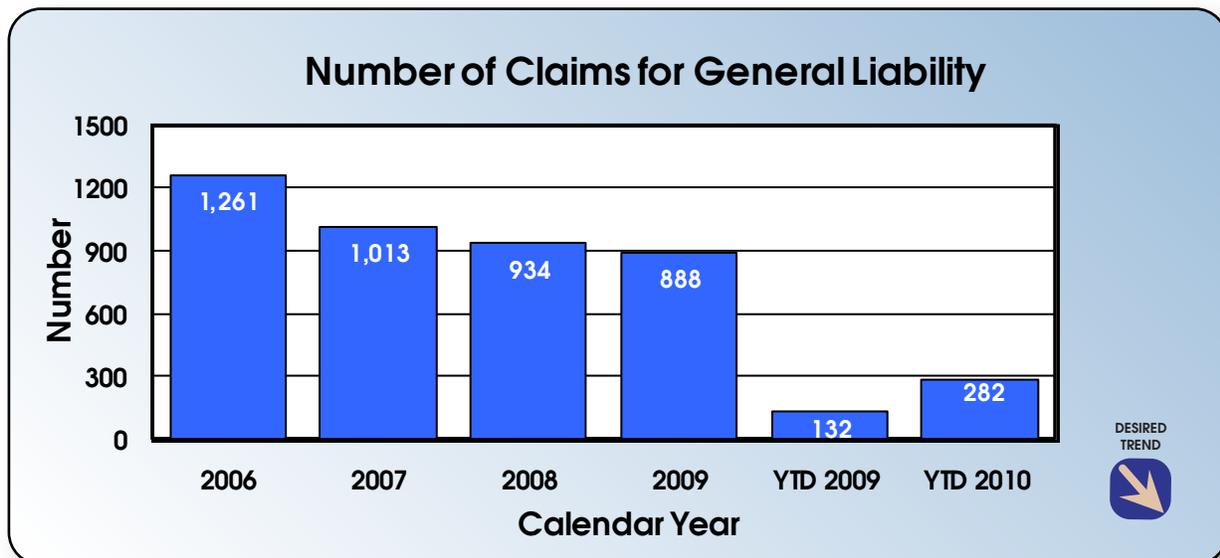
General liability claims arise from allegations of injuries/damages caused by the dangerous condition of MoDOT property and the injury/damage directly resulted from the dangerous condition. In addition, an employee must be negligent and create the dangerous condition or MoDOT must have actual or constructive notice of the dangerous condition in sufficient time prior to the injury/damage to have taken measures to protect the public against the dangerous condition. This measure tracks the number of general liability claims filed.

Measurement and Data Collection:

Risk and Benefits Management reports on the measure quarterly and collects the claims data from Riskmaster, a claims administration software program.

Improvement Status:

The desired result is a reduction in claims. This year we have an increase due primarily to an overall increase in pothole claims.



Cost and usage of utilities for facilities-15j

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Doug Record, General Services Manager - Facilities

Purpose of the Measure:

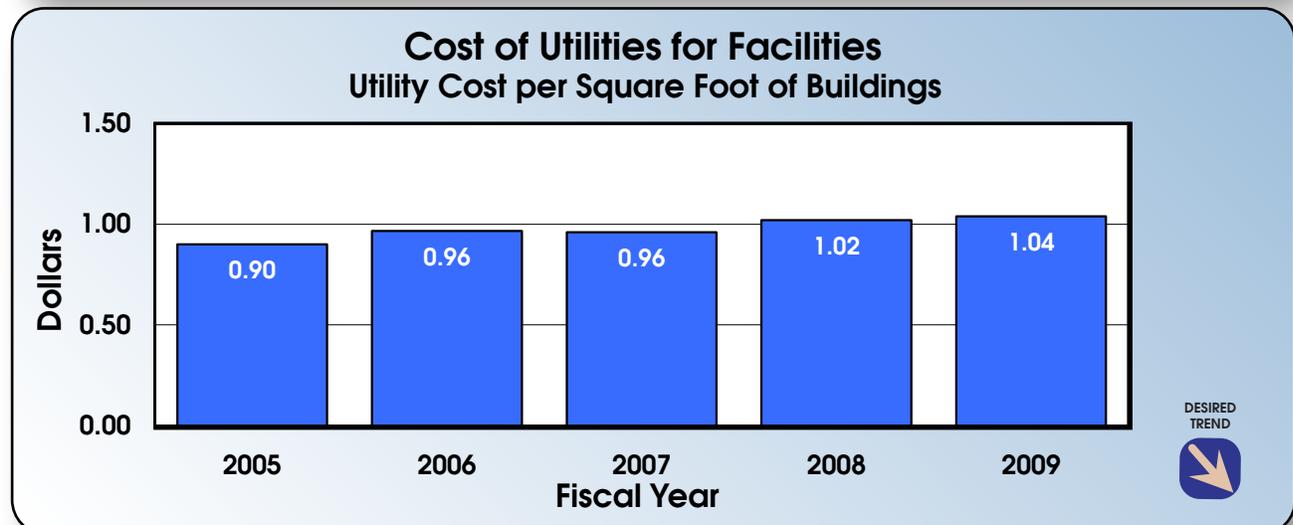
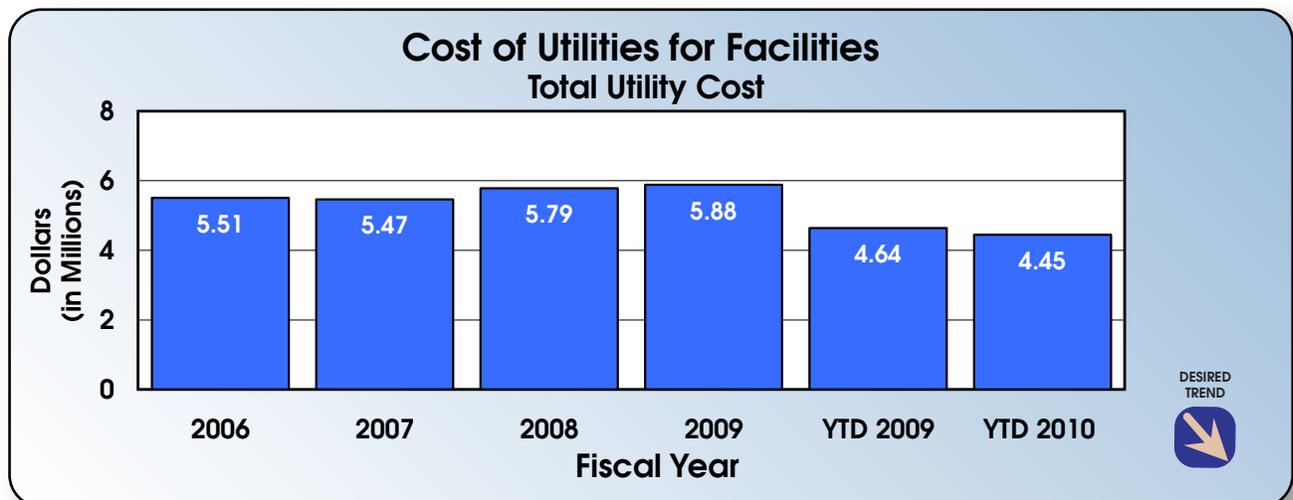
This measure tracks the cost and usage of utilities for department facilities, excluding roadways. It attempts to capture the impact of energy efficient improvements in buildings and operations.

Measurement and Data Collection:

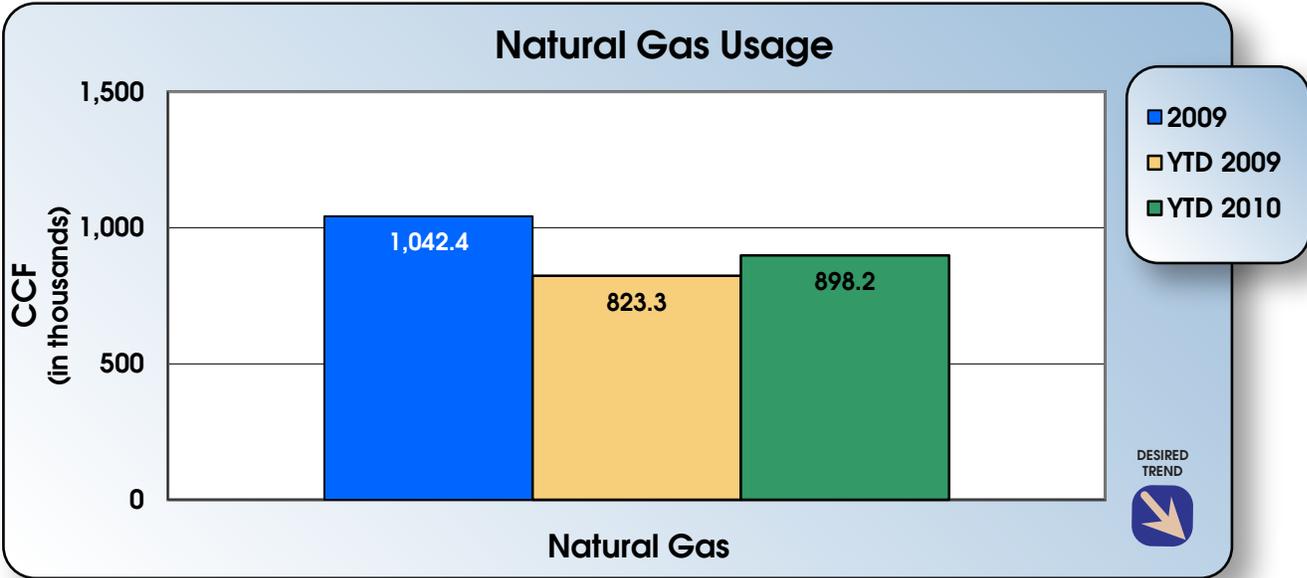
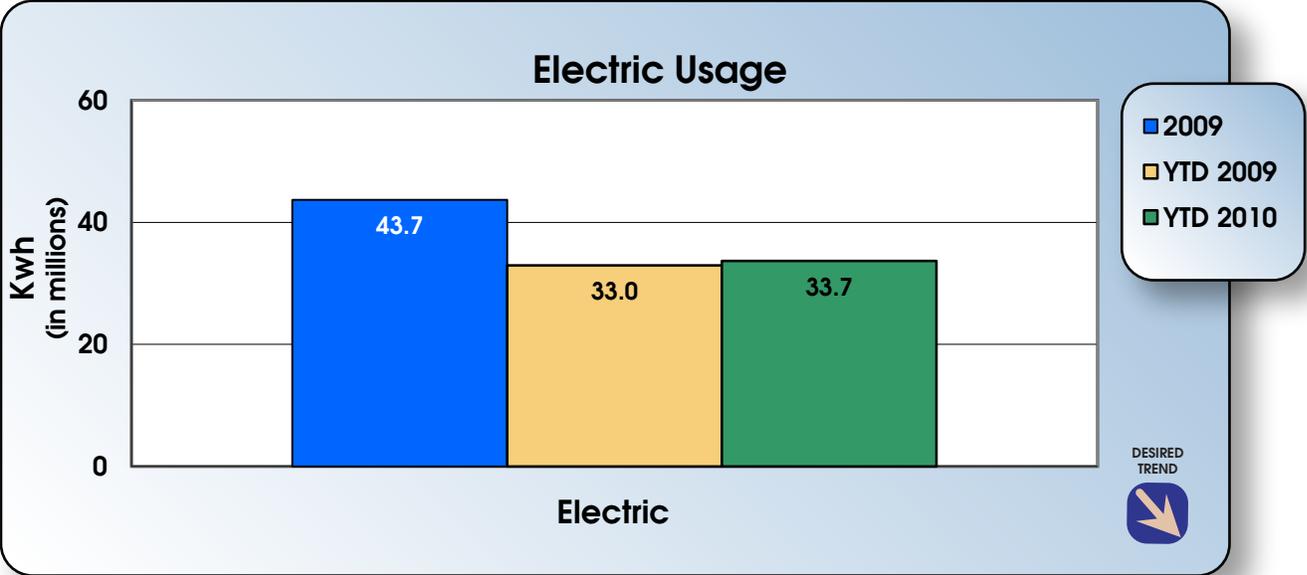
The data is collected based on utility expenditures and usage recorded in the statewide financial accounting system. The following utilities are included in the analysis: electricity (excluding roadways, lighting and signals), steam, water, sewer, natural gas, propane, fuel oil, other fuel and utilities. This is a quarterly measure with the per square foot chart being updated annually.

Improvement Status:

The total cost reported for utilities for year-to-date fiscal year 2010 is \$4,445,069, a decrease of 4.3 percent over same time frame in fiscal year 2009. The usage graphs show a 2.2 percent increase in electric and a 9 percent increase in natural gas. The natural gas increase can be attributed to a more severe winter. The cost per square foot chart is an annual measure, therefore no updates. We continue to improve the accuracy and timeliness of inputting usage information and have, where possible, corrected historical errors.



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Fleet status -15k

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeannie Wilson, Central Office General Services Manager

Purpose of the Measure:

This measure tracks the number of units in the MoDOT fleet as well as their condition. The chart provides an overall fleet condition status based on actual fleet age and meter compared to maximum life-cycle thresholds.

Measurement and Data Collection:

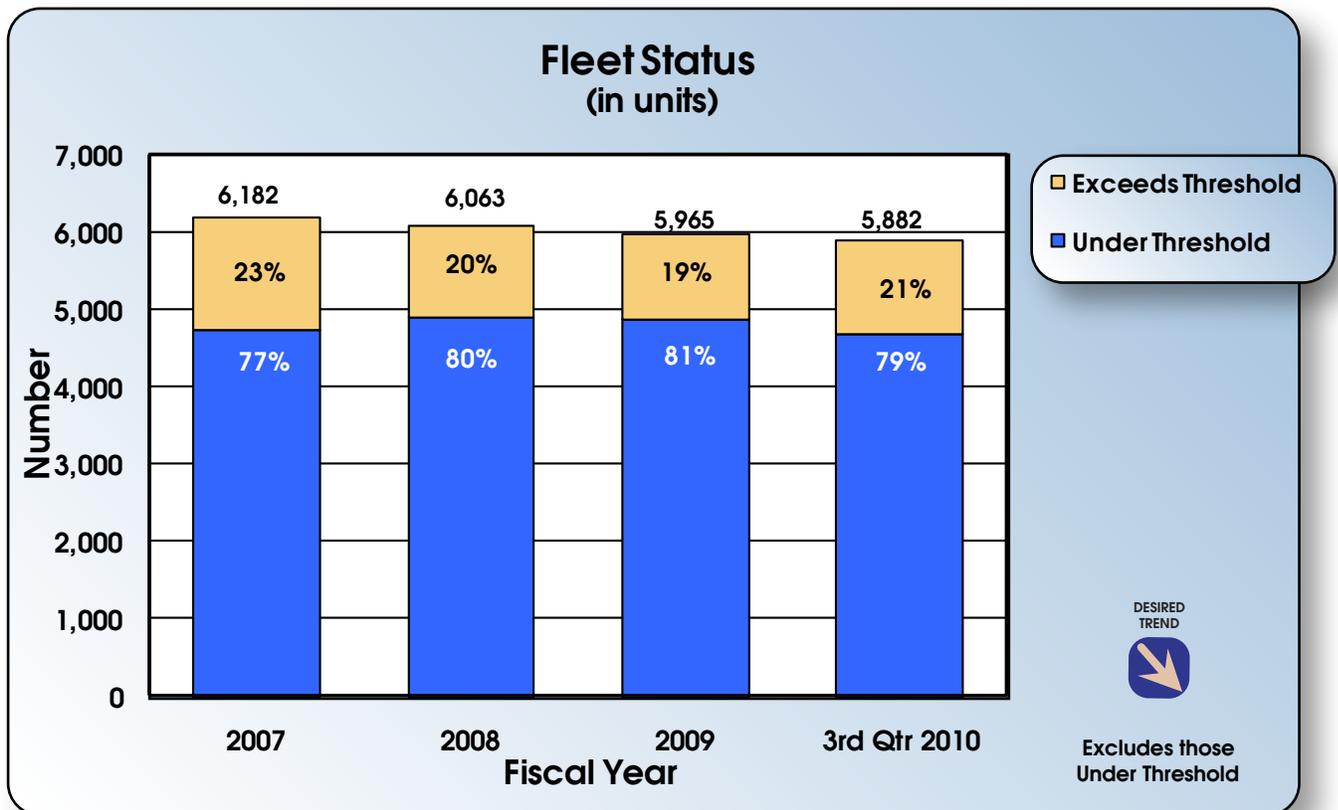
Age and meter thresholds were established based on maximum useful life. Units are identified as either exceeding or not exceeding their primary life cycle for either age or meter.

Reports are generated from the FASTER Fleet Management System to obtain information regarding equipment age and usage.

Improvement Status:

The overall fleet size has decreased from 5,965 to 5,882 units through the third quarter of fiscal year 2010.

MoDOT's goal is to increase the percentage of fleet under the replacement threshold. According to the established thresholds, 79 percent of the MoDOT fleet is under the recommended replacement criteria. The criteria suggests that 21 percent of the fleet currently meets or exceeds the threshold. MoDOT has made a concerted effort to maintain the fleet at the appropriate level to ensure service needs are met.



Percent of vendor invoices paid on time-15l

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Debbie Rickard, Controller

Purpose of the Measure:

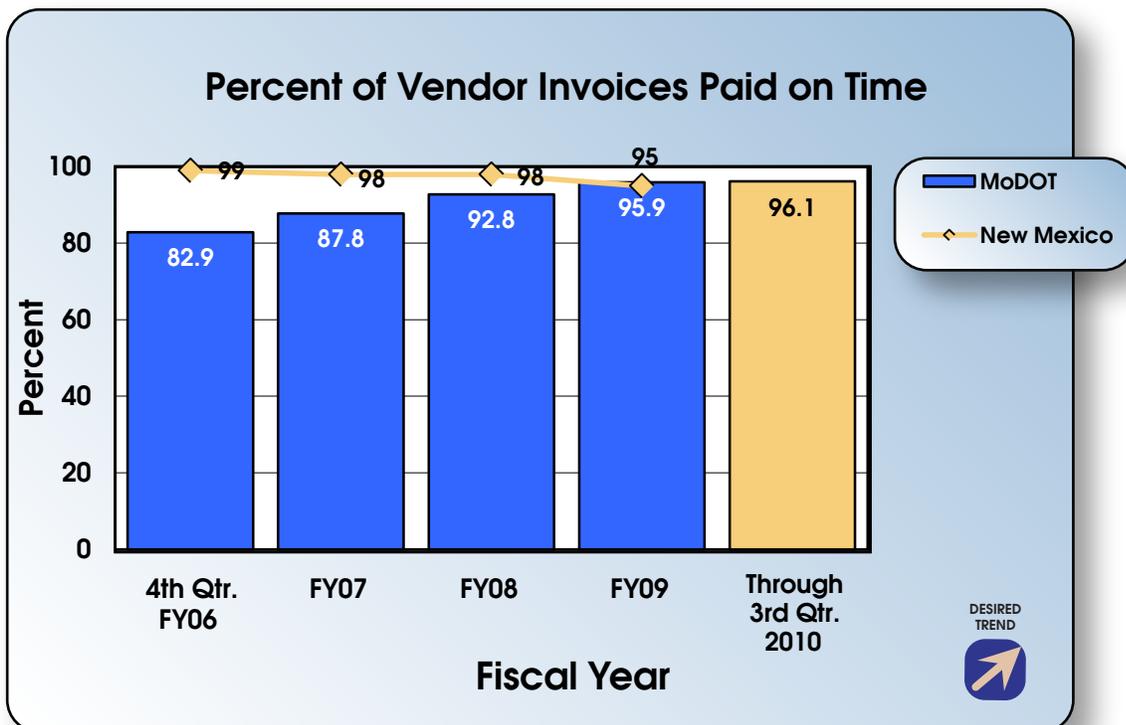
This measure tracks the department's timeliness in processing vendor payments.

Measurement and Data Collection:

The check date determines if invoice payment is timely. Timely is defined as a check issued less than 31 days from the date of the invoice. The department's measure is benchmarked to the New Mexico DOT through fiscal year 2009. MoDOT uses the vendor invoice date for determining promptness of payment; New Mexico utilizes a combination of vendor invoice date and the date received by the approving division when the invoice has not been promptly delivered. New Mexico no longer publishes this information.

Improvement Status:

Vendors age their receivables based on the date of invoice. This measure indicates there has been consistent improvement. The steps to further improve are: (1) identify specific vendors experiencing delayed payment and work with those vendors to obtain timely, accurate invoices, (2) determine if delayed payments are common to a particular division within the Central Office or a district, (3) identify processes contributing to the delayed payment, and (4) identify innovative solutions to receive invoices from the customer. Analysis tools have been developed to assist in identifying areas where improvements can be made.



Distribution of expenditures-15m

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Debbie Rickard, Controller

Purpose of the Measure:

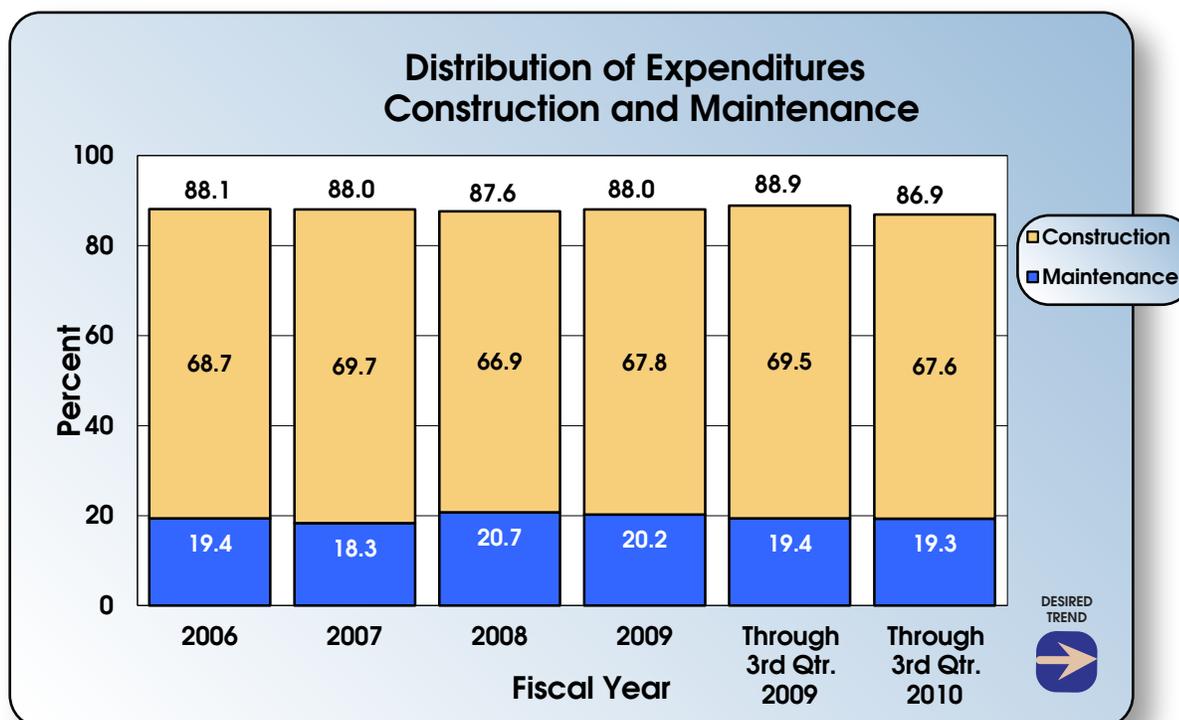
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on construction and maintenance of our transportation system.

Measurement and Data Collection:

The data collection is based on cash expenditures by appropriation on a quarterly basis. Construction and maintenance expenditures are defined as expenditures from the construction and maintenance appropriations. Other expenditures include: administration, multimodal, fleet, facilities, and information systems (FFIS), Motor Carrier and Highway Safety appropriations. Debt service appropriations are not included.

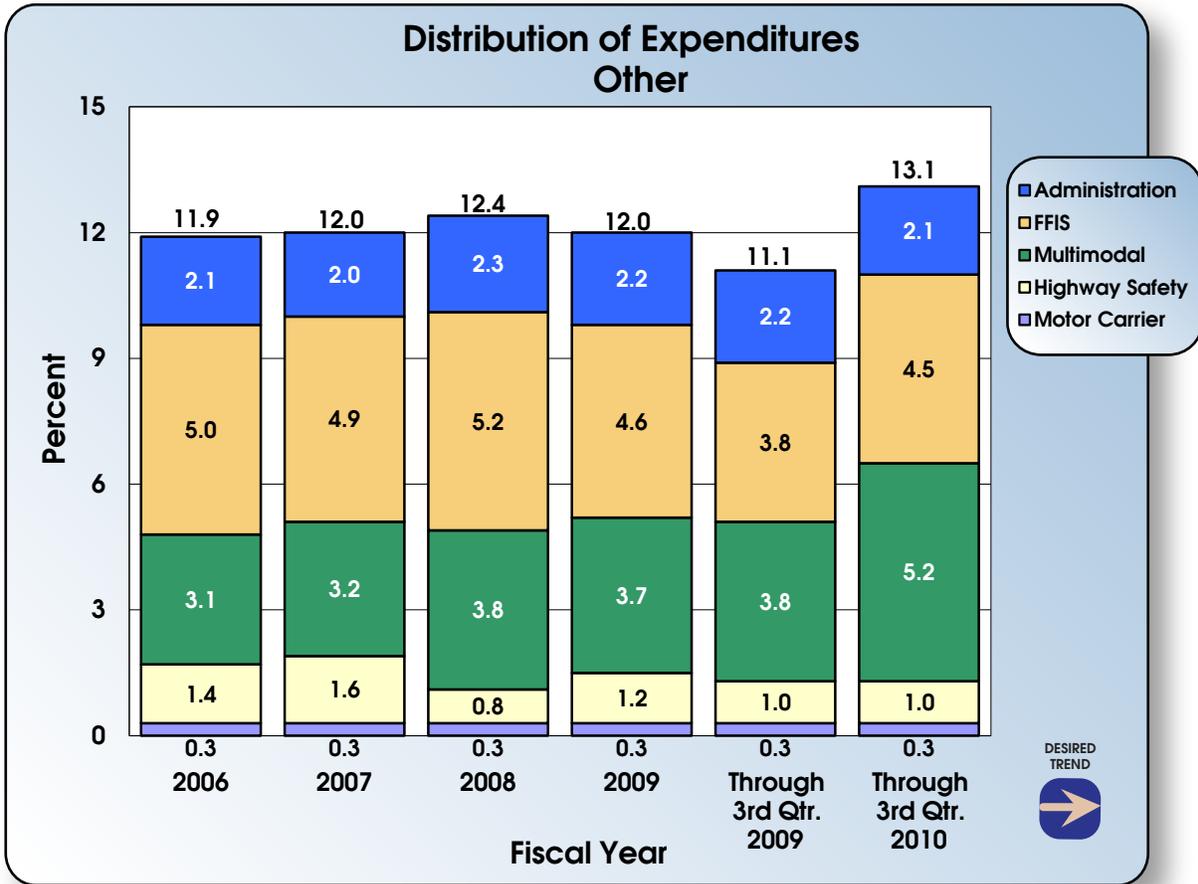
Improvement Status:

MoDOT's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation) and rehabilitation and construction of the system (construction appropriation). Although construction expenditure amounts have increased as a result of a larger construction program and the American Recovery and Reinvestment Act (ARRA) funds, the percent of total dollars spent on construction and maintenance has decreased as a result of increased Multimodal ARRA expenditures. Administration, Motor Carrier, Highway Safety and FFIS have remained relatively constant as a percent of total expenditures.



	Thousands of Dollars					
	2006	2007	2008	2009	YTD 2009	YTD 2010
Construction	1,376,944	1,542,674	1,377,328	1,533,866	1,167,163	1,190,169
Maintenance	388,572	405,447	424,815	457,020	326,456	340,237
Total Const. & Maint.	1,765,516	1,948,121	1,802,143	1,990,886	1,493,619	1,530,406

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	Thousands of Dollars					
	2006	2007	2008	2009	YTD 2009	YTD 2010
Administration	43,076	45,086	46,808	49,214	36,724	37,414
Multimodal	61,431	71,839	77,265	83,007	63,577	91,619
FFIS	99,418	108,023	106,343	104,635	64,249	78,986
Motor Carrier	6,741	6,899	6,930	7,095	5,145	5,255
Highway Safety	27,657	35,730	17,064	26,531	17,228	16,832
Total Other	238,323	267,577	254,410	270,482	186,923	230,106

Total Expenditures	2,003,839	2,215,698	2,056,553	2,261,368	1,680,542	1,760,512
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Accuracy of state revenue projections-15n

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, Financial Resource Administrator

Purpose of the Measure:

The measure shows the precision of state revenue projections. Projections are used to prepare the budget that funds MoDOT's operations and capital program.

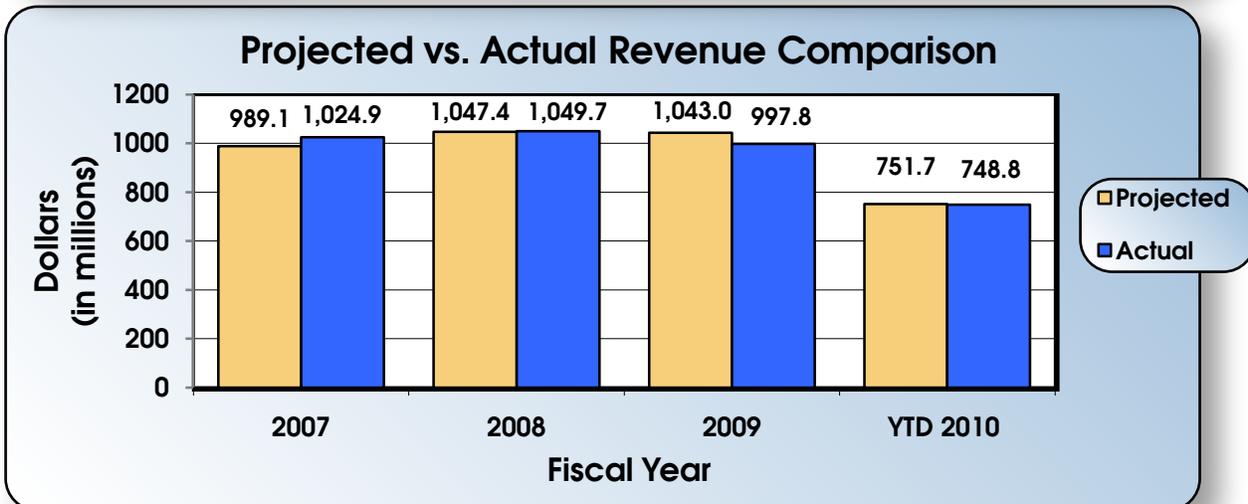
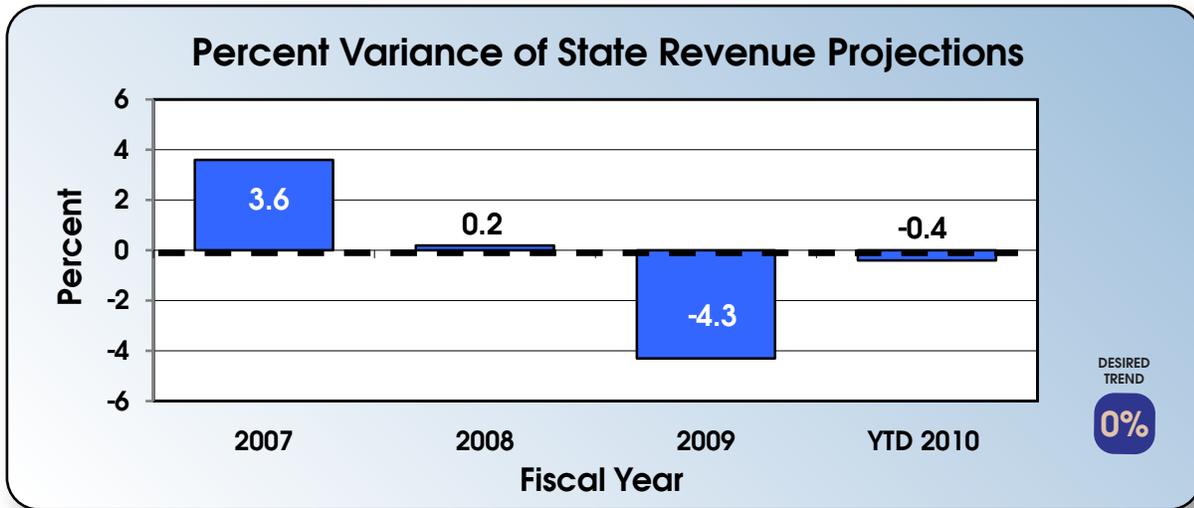
Measurement and Data Collection:

State revenue includes three major components of taxes and fees paid by highway users: motor fuel taxes, motor vehicle and driver licensing fees, and motor vehicle sales and use taxes. This measure does not include interest earnings and miscellaneous revenue, which are also considered state revenues. The measure provides the cumulative, year-to-date percent variance of actual state revenue versus

projected state revenue. Fiscal year 2010 projections are based on the financial forecast prepared in the spring of 2009. This measure is updated quarterly.

Improvement Status:

The actual state revenue was less than projected through the third quarter of fiscal year 2010. The projected revenue was \$751.7 million. However, the actual receipts were \$748.8 million, a difference of \$2.9 million and a negative variance of 0.4 percent. The desired trend is for the actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these variances, if needed.



MoDOT national ranking in revenue per mile-150

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, Financial Resource Administrator

Purpose of the Measure:

The measure shows Missouri’s national ranking in the amount of revenue per mile that is available to spend on the state highway system.

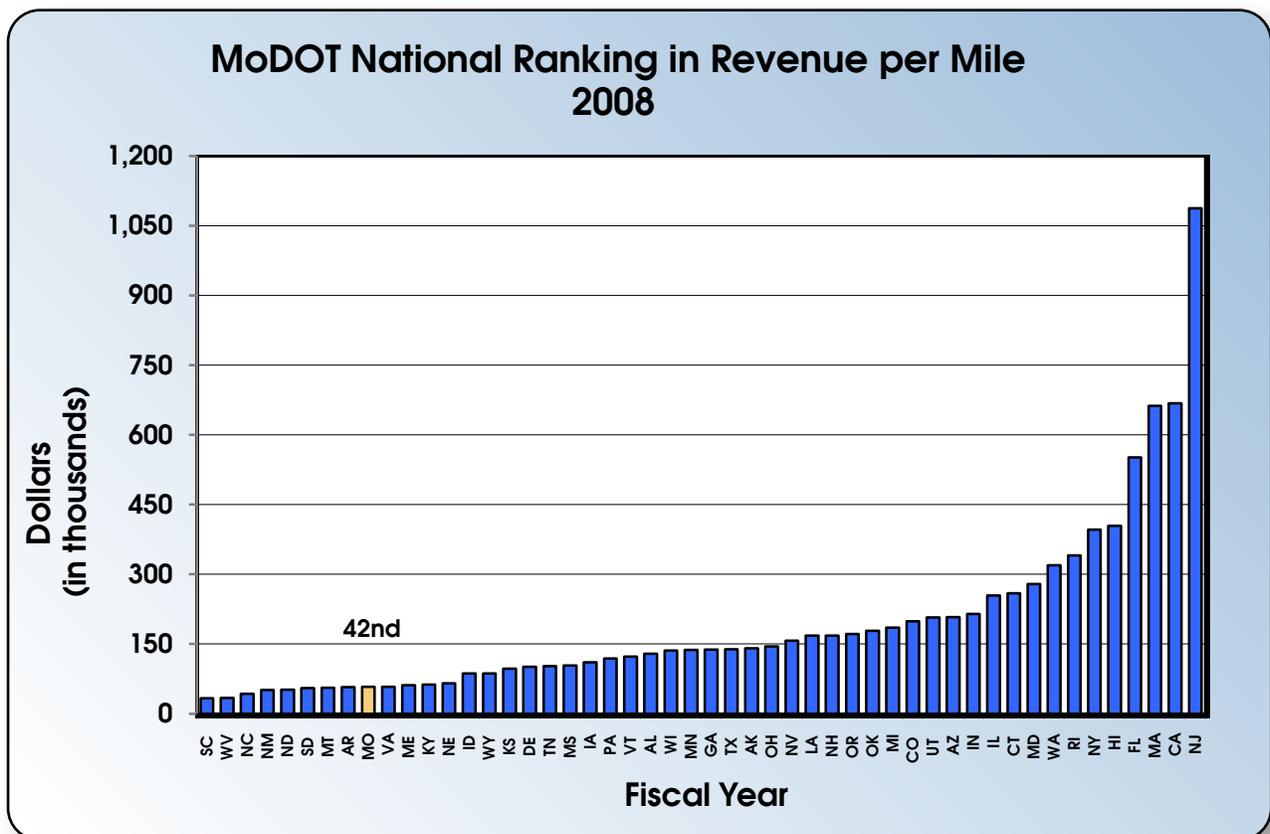
becomes available from the Federal Highway Administration.

Measurement and Data Collection:

Revenue is the total receipts less bond proceeds as reported in the Federal Highway Administration’s 2008 annual highway statistics report entitled “Revenues Used By States For State-Administered Highways.” The mileage is the state highway agency miles as reported in the Federal Highway Administration’s 2008 annual highway statistics report entitled “State Highway Agency-Owned Public Roads.” Resource Management collects this information from the Federal Highway Administration. This measure is updated as the data

Improvement Status:

Missouri’s revenue per mile of \$57,843 currently ranks 42nd in the nation. Missouri has a very large state highway system, consisting of 33,677 miles, which is the seventh largest system in the nation. New Jersey’s revenue per mile of \$1,087,618 ranks first. However, its state highway system contains only 2,324 miles. MoDOT staff continues to communicate the need for additional transportation funding to the public. Missouri’s transportation needs greatly exceed current available funding.



Number of excess properties conveyed and gross revenue generated from excess properties sold -15p

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Kelly Lucas, Right of Way Director

Purpose of the Measure:

The purpose of this measure is to track the number of excess parcels conveyed from MHTC ownership and to track the amount of revenue generated from the sale of excess property. In order to fulfill its stewardship role of asset management while observing practical business decisions, the department is proactively identifying and disposing of property that is no longer needed for the maintenance of the transportation system, will not be used for future expansion projects and is no longer needed for its operations. Funds received from the sale of excess properties are used to improve the condition of the state highway system. The districts use these funds to apply toward the costs associated with various maintenance activities and construction projects.

Measurement and Data Collection:

Data collection for this measure is reported on a quarterly basis from the Realty Asset Inventory system.

Improvement Status:

MoDOT conveyed 243 parcels in the first three quarters of fiscal year 2010, which exceeds the 156 parcels conveyed in the first, second and third quarters of fiscal year 2009 combined. Revenue from excess sales through the end of the third quarter of fiscal year 2010 totals \$3,396,502, resulting in an increase of \$1,764,473 from the previous quarter. Revenue came from 42 percent of the conveyances.

In order to complete our inventory of excess property and document our records for the retention of future

right of way, guidelines were implemented in January requiring a biennial review of future corridors. The direction was reinforced at the district engineers' meetings in February and March by way of discussion and emphasis on delivering results.

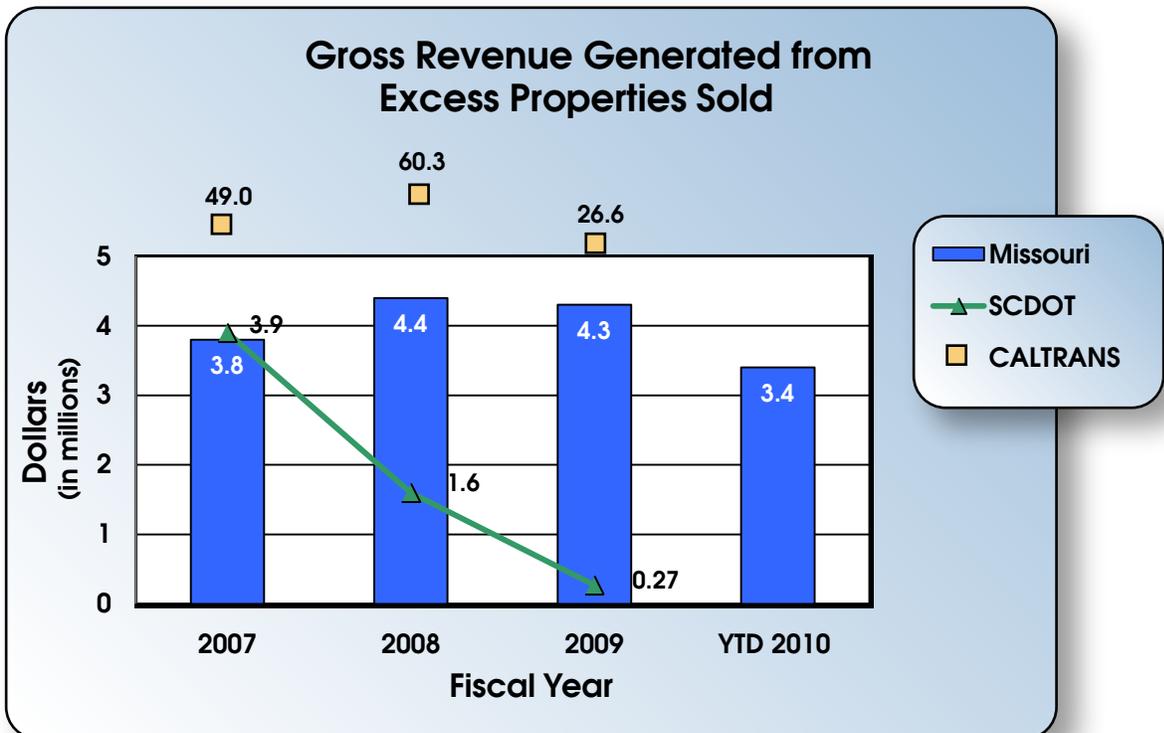
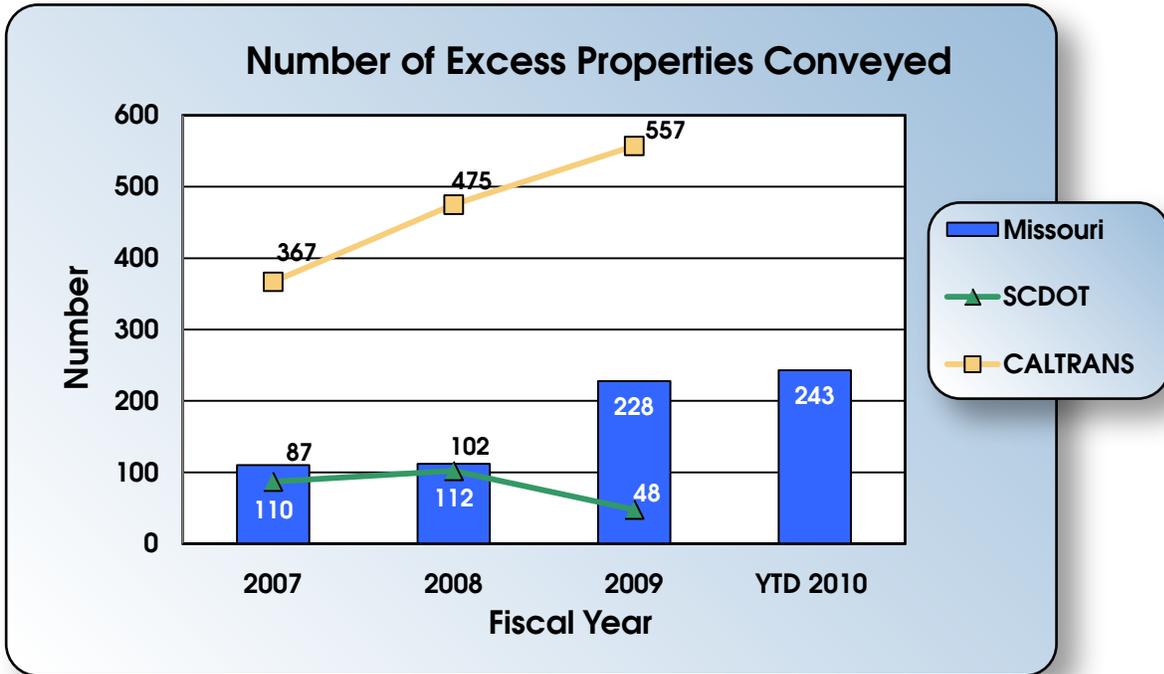
In January, the Right of Way Director was given authority to approve conveyances of excess parcels that have an appraised value of less than \$200,000. Previously, the Right of Way Director could only approve conveyances having an appraised value of \$50,000 or less. Approval authority has also been delegated to the district engineers in districts 7 and 9 for parcels valued at less than \$10,000.

Three new properties have been listed with the consultants who are under contract to provide real estate marketing and consulting services. These three parcels have a cumulative listing value of \$1.7 million.

The Internet "Realty for Sale" Web page has been redesigned to allow for user flexibility in searching for property by district and county. The Web page received 7,171 hits in the third quarter compared to 9,985 hits in the second quarter.



BEST VALUE FOR EVERY DOLLAR SPENT



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