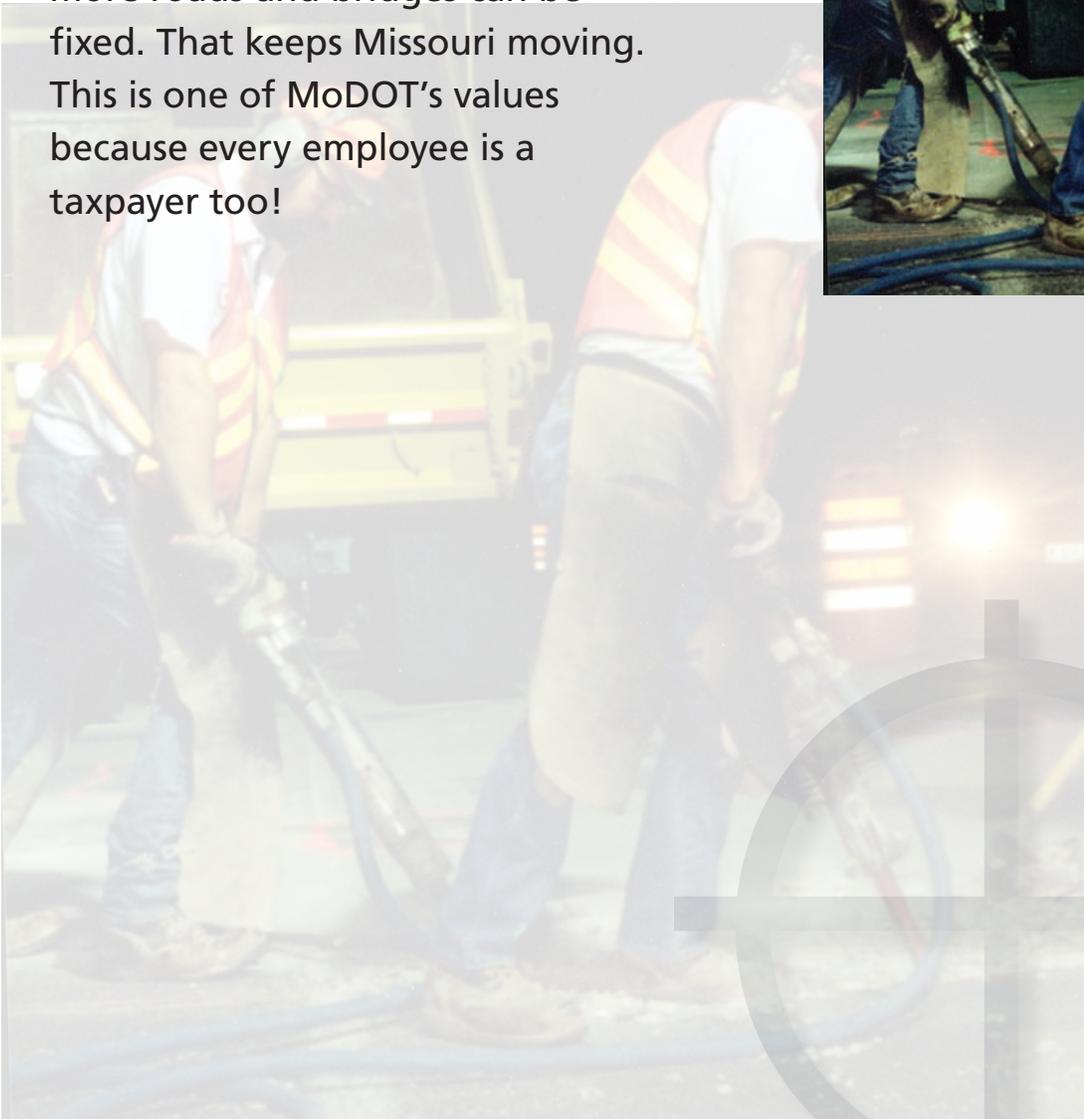

Best Value For Every Dollar Spent

*Tangible Result Driver – Roberta Broecker,
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!



Best Value for Every Dollar Spent

Number of MoDOT employees (converted to Full-Time Equivalency)

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

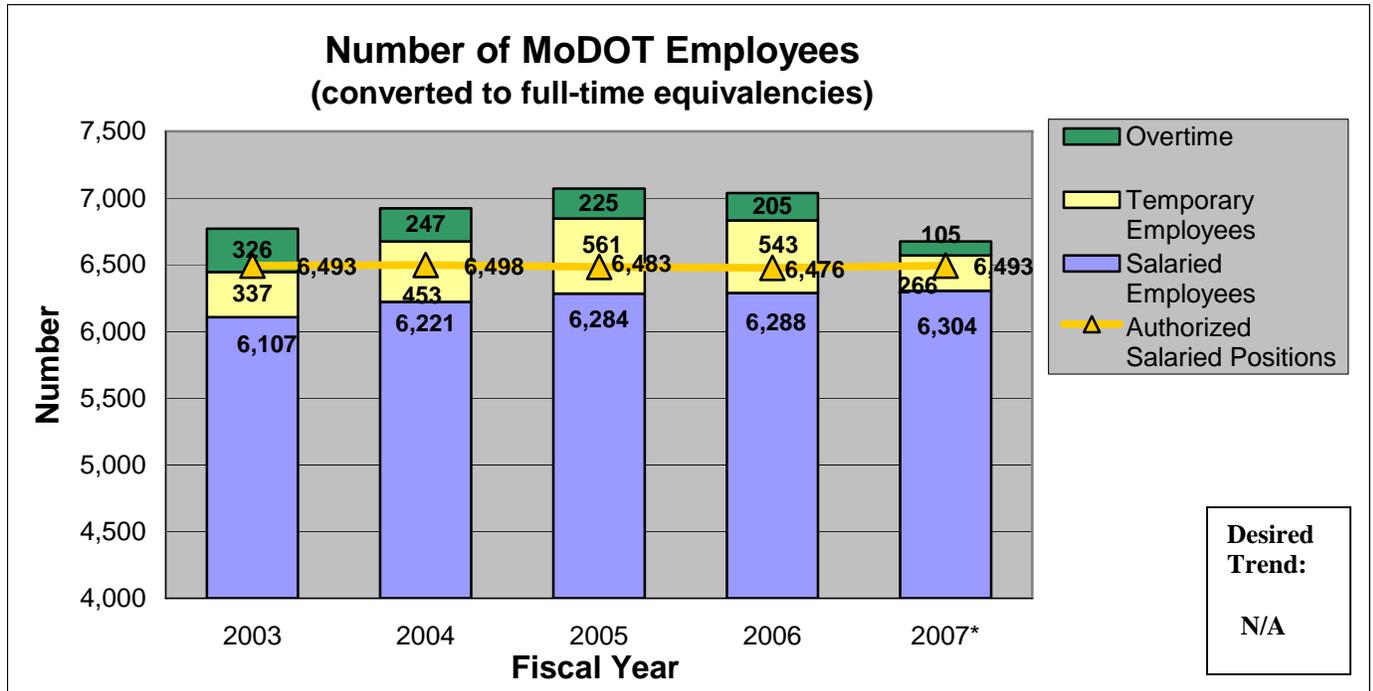
This measure tracks the growth in the number of employees within the department. This measure converts salary dollars paid to temporary and salaried employees, as well as the amount paid for overtime worked, to Full-Time Equivalency (FTE). In order to convert these numbers to FTEs, the total number of hours worked by 2080 is divided. Overtime includes both salaried and wage employees.

Measurement and Data Collection:

The data is collected and reported each quarter of each fiscal year. The data is a high-level view of overall staffing at MoDOT in relation to authorized positions that could be filled.

Improvement Status:

During the most recent quarter, MoDOT increased its authorized salaried positions to 6493; one authorization was added to the Maintenance Division at Central Office to work on the Safe and Sound Bridge project. The number of authorized salaried positions increased over last fiscal year due to a group of Motor Carrier auditors that transferred from the Missouri Department of Revenue to MoDOT. As of December 31, 2006, the actual number of salaried employees was 6,382 with an additional 244 seasonal employees still working for the department and an additional 480 individuals available to assist during snow emergencies. Seasonal employment is down from 608 in July 2006.



* For FY 2007, the Salaried Employees data has had the FTE for salaried employees used to date converted to an annual number for ease in comparison to previous years. This could not be reasonably accomplished for wage employees or for overtime.

Best Value for Every Dollar Spent

Percent of work capacity based on average hours worked

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

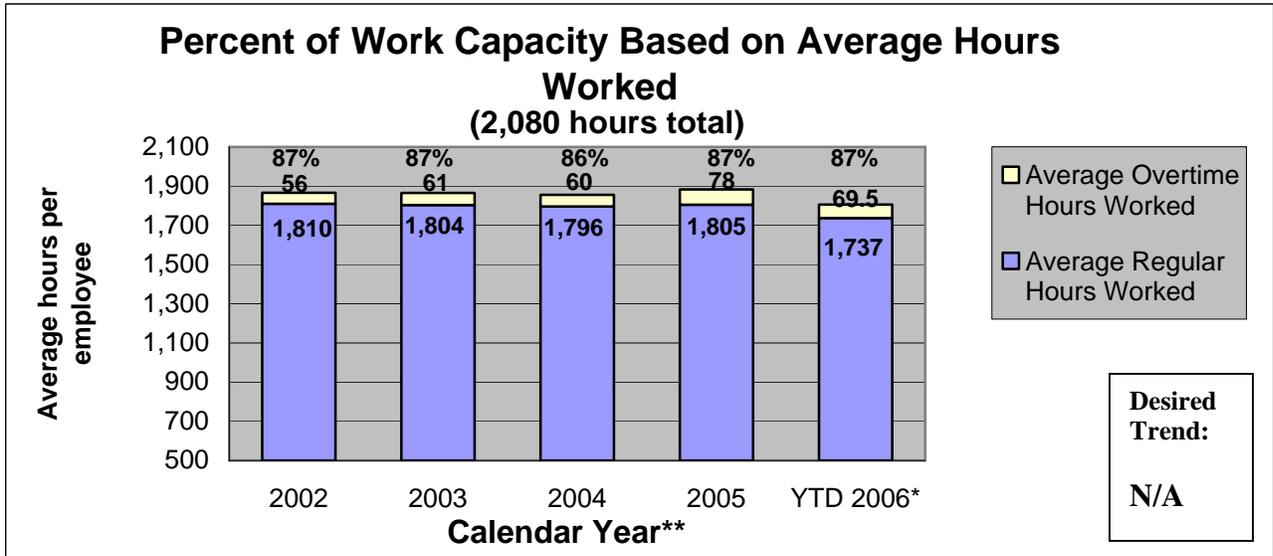
The purpose of this measure is to track how many hours the average employee works on an annual basis. It can assist management in determining staffing and productivity levels.

Measurement and Data Collection:

MoDOT measures organizational work capacity based on average regular hours worked and average overtime hours worked by employees. This measure also displays the percentage of regular hours available that are worked. The average regular hours worked does not include seasonal or wage employees. The average overtime hours worked does not include exempt, seasonal, or wage employees.

Improvement Status:

In 2006, MoDOT employees have again maintained work capacity of 87 percent. This is the same level of work capacity as the previous year. The last quarter of the calendar year, employees worked considerably less overtime, with the completion of the majority of work associated with SRI behind them. However, all ten districts had a considerable increase in overtime during the first week in December due to the major snow event on November 30 through December 1, 2006. In the most recent quarter, absenteeism by location varied significantly, ranging from 8.9 and 9.5 percent in Districts 2 and 3 respectively, to 18 percent in District 6. As a result of implementing strategies to address the use of Leave No Pay (LNP), in the last quarter of calendar year 2006, there was a 20 percent reduction in time coded to LNP over the previous quarter and a 31 percent reduction compared to the same quarter in 2005.



* Calendar Year 2006 does not include the last pay period.
 ** Percentage does not include overtime hours.

Best Value for Every Dollar Spent

Rate of employee turnover

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

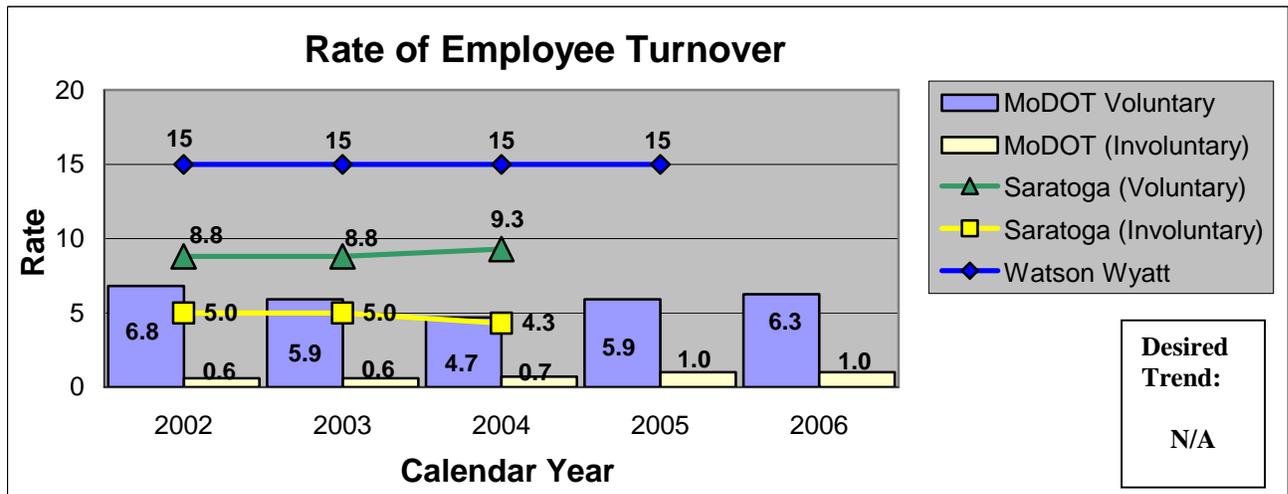
This measure tracks the percentage of employees who leave MoDOT annually and compares the department’s turnover rate to benchmarked data. Voluntary turnover includes resignations and retirements. Involuntary turnover includes dismissals only. Turnover rates include voluntary separations, involuntary separations, and deceased employees.

Measurement and Data Collection:

The data will be collected statewide to assess employee overall turnover. Comparison data will be collected from various sources annually. For benchmarked data, Saratoga Institute surveyed 288 organizations representing a wide variety of industries. In addition, the Watson Wyatt study determined the optimum turnover rate by analyzing turnover rate compared to organizational financial performance.

Improvement Status:

Of the 398 voluntary separations that occurred in 2006, 60 percent are due to resignations and 40 percent due to retirements. MoDOT has seen a steady increase in the percentage of voluntary separations due to resignations since 2003 when the rate was 41 percent. In this most recent quarter, an additional 11 employees in civil engineering positions left MoDOT for a total of 78 for the year. Although there were only 74 civil engineering separations in 2005, during the second half of this calendar year there was a 28 percent reduction in the number of civil engineering separations over the same period in 2005. The urban districts continue to have the highest turnover rates overall, as well as the highest rates for civil engineers. Sixteen employees were dismissed during the last quarter of 2006, with a total of 64 dismissals for the year.



* Saratoga’s data for 2005 or 2006 is unavailable at the time of print.

Best Value for Every Dollar Spent

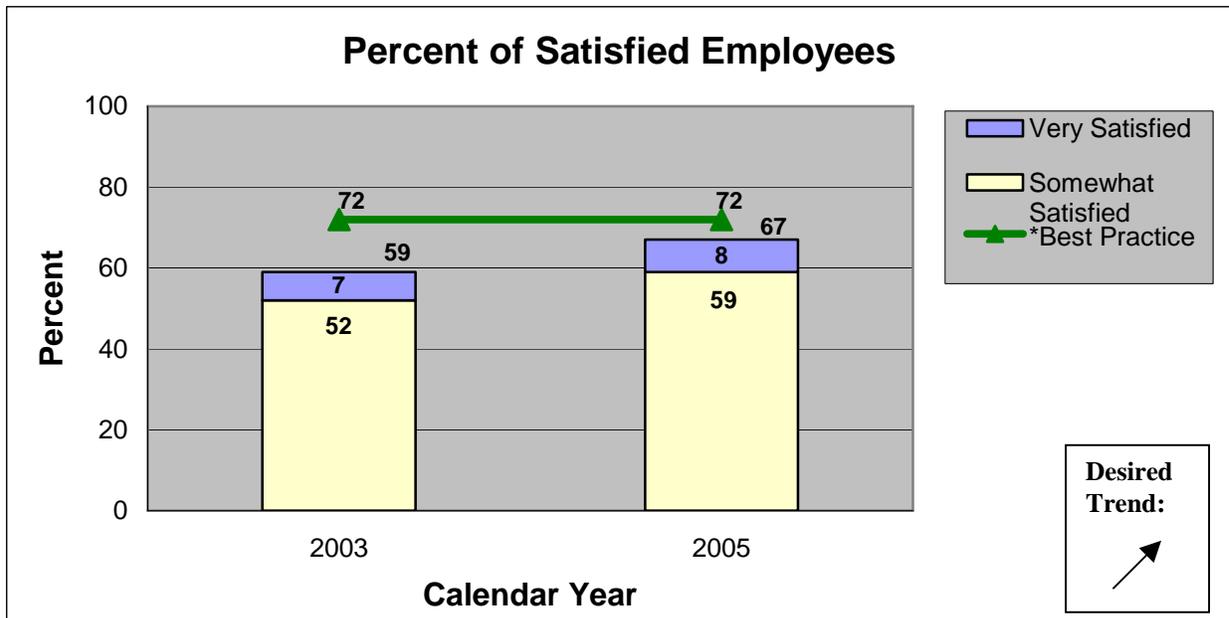
Percent of satisfied employees

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:
 This measures the level of employee satisfaction throughout the department in comparison to the organization that scored the best in employee satisfaction using the same survey instrument.

Measurement and Data Collection:
 Employee satisfaction is measured using 18 items from an annual employee survey. Best practice data for an anonymous company was provided by the vendor contracted to conduct the employee survey. A survey to gather data will be distributed again in 2007.

Improvement Status:
 Although the presentation has changed, there is no change in the data for the chart for this measure. The employee satisfaction subcommittee, made up of several senior management and Employee Advisory Council members, implemented an action plan to address four of the seven recommendations from the Employee Satisfaction Survey. Action items related to employee communication will be discussed and re-emphasized at the January SMT meeting. Empowerment and diversity messages have been shared with the SMT to communicate down the line. Results and recommendations from the MAPS quality assurance review will also be shared at that meeting. Beginning with the December 2006 issue, the statewide employee newsletter began regularly publishing articles highlighting MoDOT's values and the organizational expectations associated with them.



* Best practice data for an anonymous company was provided by the vendor contracted to conduct the employee survey

Best Value for Every Dollar Spent

Number of lost workdays per year

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Beth Ring, Risk Management Director

Purpose of the Measure:

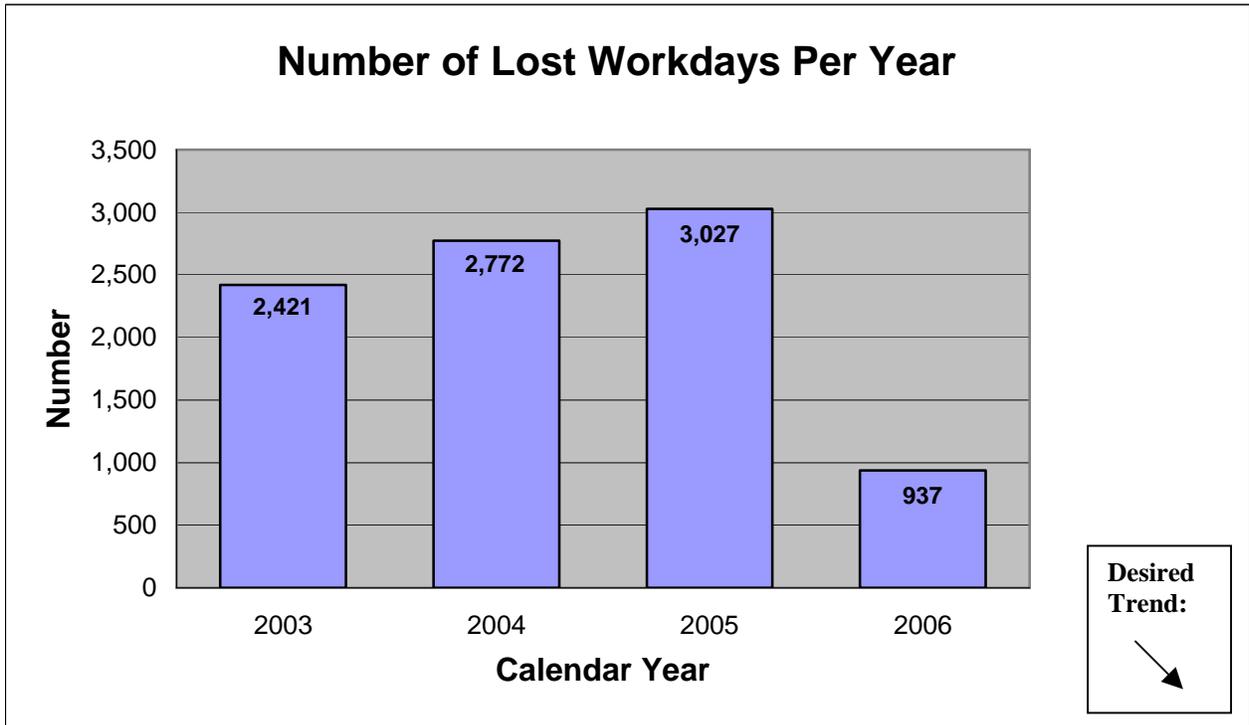
This measure tracks the actual number of days that employees cannot work due to work-related injuries sustained during the reporting period. Note that the results do not include lost workdays for injuries that occurred during previous reporting periods. (Example: an employee that is injured on December 31, 2005 and is off during January of 2006 will not show up as lost time in 2006 because the incident occurred during the previous reporting period.)

Measurement and Data Collection:

The data is collected from Riskmaster, the risk management software, and reported quarterly.

Improvement Status:

The number of lost workdays for 2006 is 69 percent lower than last year's total. Likewise, the number of lost-time incidents decreased by 64 percent for the same period. MoDOT continues to develop and implement new safety-related initiatives to further reduce lost workdays including a new safety recognition program, a work simulation physical exam and a fitness 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.



Best Value for Every Dollar Spent

Rate and total of OSHA recordable incidents

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Beth Ring, Risk Management Director

Purpose of the Measure:

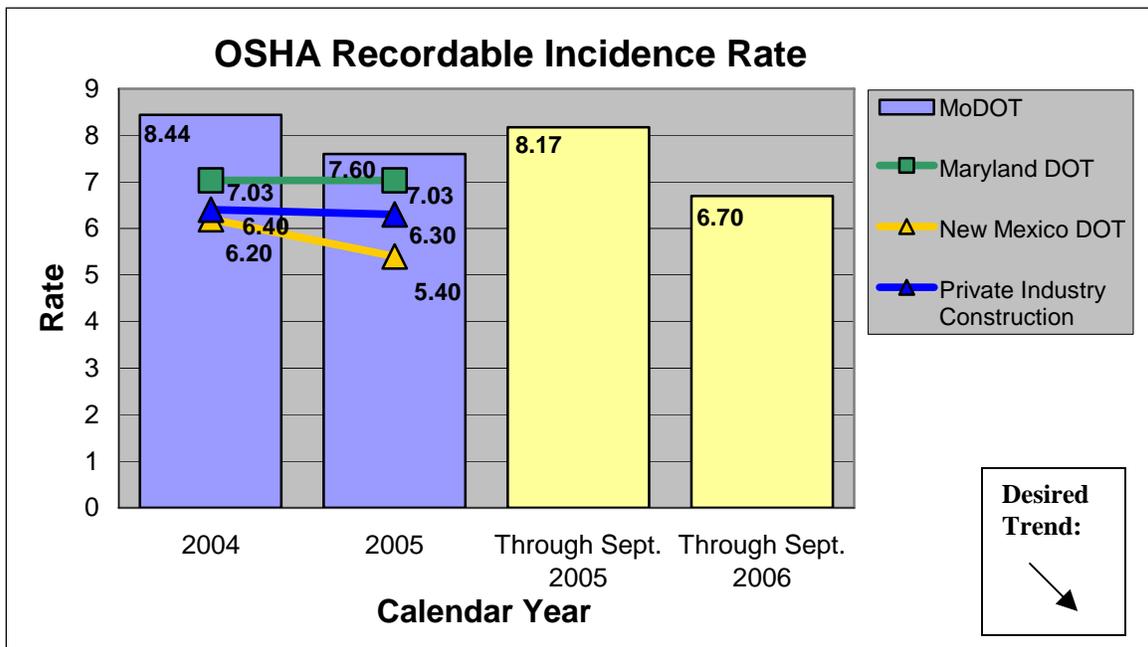
This measure tracks the number of recordable injuries, as defined by OSHA, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time 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. MoDOT defines medical treatment beyond first aid as work-related injuries requiring two or more doctors visits.

Measurement and Data Collection:

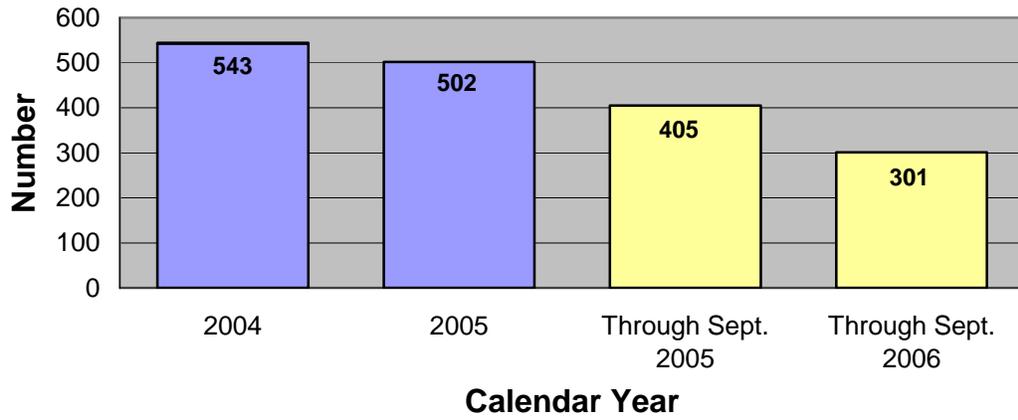
Risk Management reports on the measure quarterly, one quarter in arrears, and collects the injury data from Riskmaster, the Risk Management claims administration software. The Controller's Division gathers the number of hours worked from the HR Payroll Datamart. The benchmarking data were unavailable for 2006.

Improvement Status:

The number of OSHA recordables and the incidence rate has declined over the reporting periods noted. The incidence rate has declined by 18 percent from year-to-date September 30, 2005 to year-to-date September 30, 2006. The number of recordables has declined by 25 percent over the same period. The department has reduced its injury rate as a result of successfully implementing numerous safety-related initiatives.



Total OSHA Recordable Incidents



Desired Trend:
↓

Best Value for Every Dollar Spent

Unit cost per square foot of buildings

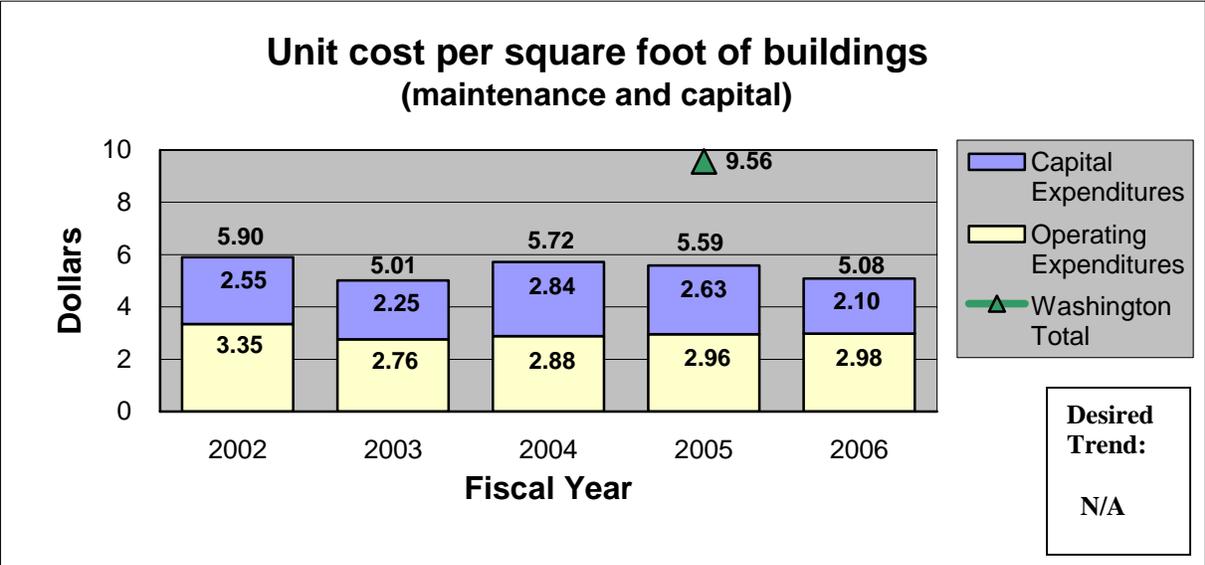
Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Chris Devore, General Service Manager - Facilities

Purpose of the Measure:
 This measure tracks the cost of operating department buildings, building capital improvements and capital asset preservation projects.

Measurement and Data Collection:
 The data is collected based on expenditures recorded in the statewide financial accounting system. The following expenditures are included in the analysis: the cost of labor, benefits, and materials for central office facilities management and facilities maintenance. It does not include the employer’s share of Social Security/Medicare taxes and the department’s match for deferred compensation. Operating expenditures, including repair supplies, custodial supplies, janitorial and other services, maintenance and repair services, building and storage leases, and utilities have been included. Capital expenditures include new construction and asset preservation projects.

Improvement Status:
 This is an annual measure. New data will be available July 2007. Between 2005 and 2006, capital costs per square foot have decreased approximately 20 percent. Operating costs per square foot have remained relatively steady even with increases in energy costs. As operational needs developed, extra consideration and funding were expended to repair/replace with energy efficient options. These improvements have included, but are not limited to, installing energy efficient windows, overhead doors, and new HVAC system and insulating maintenance bays. A team of MoDOT and DNR employees has been established to seek out opportunities for MoDOT to become more energy efficient. The Director will be presented with goals to achieve and ideas for saving energy.

The benchmark is from the Washington State DOT (WSDOT). Based on its budget the approximate capital expenditures for 2005 were \$3.44 per square foot and the approximate operating expenditures were \$6.12 per square foot.



Best Value for Every Dollar Spent

Fleet expenses compared to fleet value

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeannie Wilson, General Services Manager - Fleet

Purpose of the Measure:

This measure tracks costs for MoDOT's fleet, as well as its condition. The first chart compares repair cost, acquisition expenditures, and total fleet value. The second chart provides an overall fleet condition status based on actual fleet age and meter compared to maximum life-cycle thresholds.

Measurement and Data Collection:

The expenditures are collected from the statewide financial accounting system. All costs associated with repairs, supplies and maintenance for all fleet items are included in the analysis. Fleet value is established based on current replacement cost for all active units.

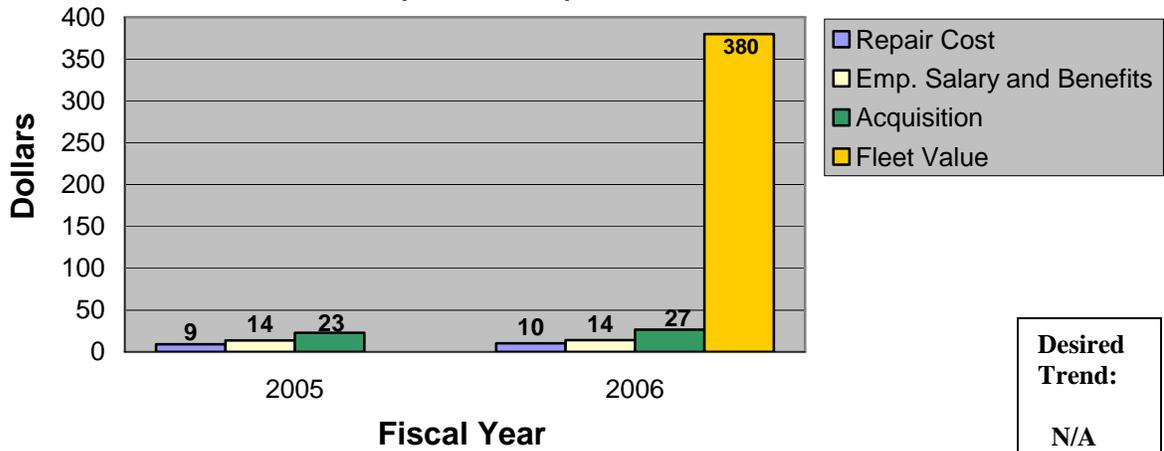
Age and meter thresholds were established based on maximum life usefulness. Units are identified as either exceeding their primary life cycle for either its age or meter, reaching maximum primary life in the next three years; and not exceeding the threshold within the next three years.

Improvement Status:

This is an annual measure. New data will be available July 2007. The repair costs to MoDOT's fleet increased from \$9 million to \$10 million from fiscal year 2005 to fiscal year 2006, while MoDOT's salary and benefit costs for its fleet employees remained the same at \$14 million in both fiscal years. Acquisition costs for new fleet increased from \$23 million to \$27 million from fiscal year 2005 to fiscal year 2006. The total value of MoDOT's fleet in 2006 was \$380 million.

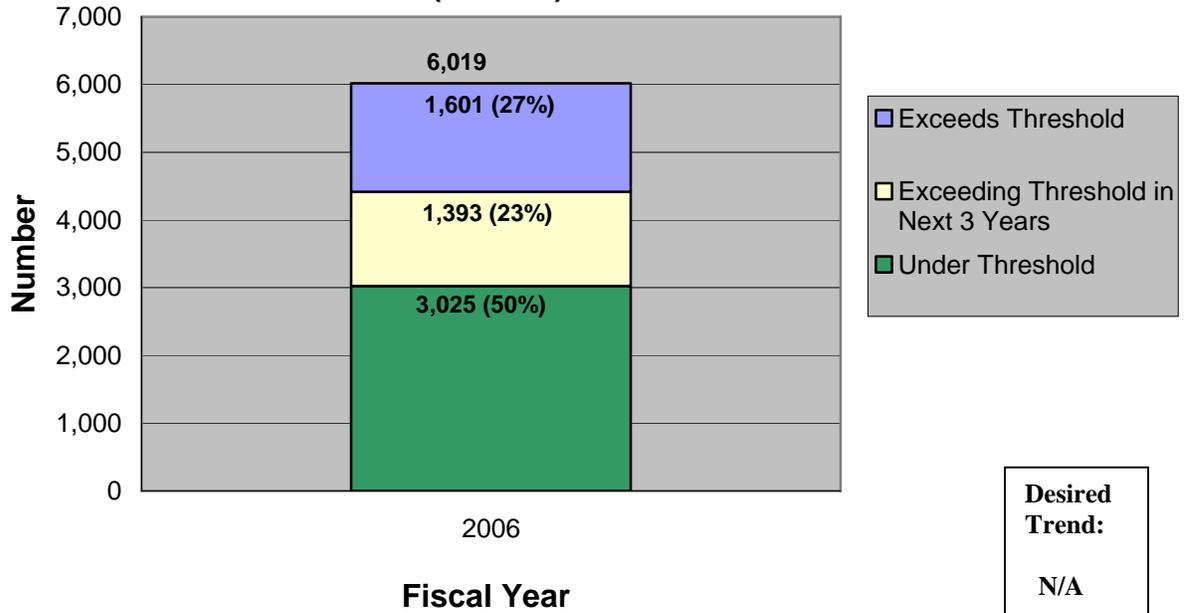
The Fleet Optimization Team was formed in March 2006 and met weekly through April to review the current fleet structure and to identify process and policy changes that would result in better overall fleet management. The team provided recommendations to management in May 2006. Team members, along with fleet services and district staff, will be implementing recommendations to eliminate underutilized equipment as the first step in right-sizing the fleet.

Fleet Expenses Compared to Fleet Value (in millions)



Desired Trend:
N/A

Statewide Fleet Status (in units)



Desired Trend:
N/A

Best Value for Every Dollar Spent

Dollars expended on consultants other than program consultants

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Debbie Rickard, Controller

Purpose of the Measure:

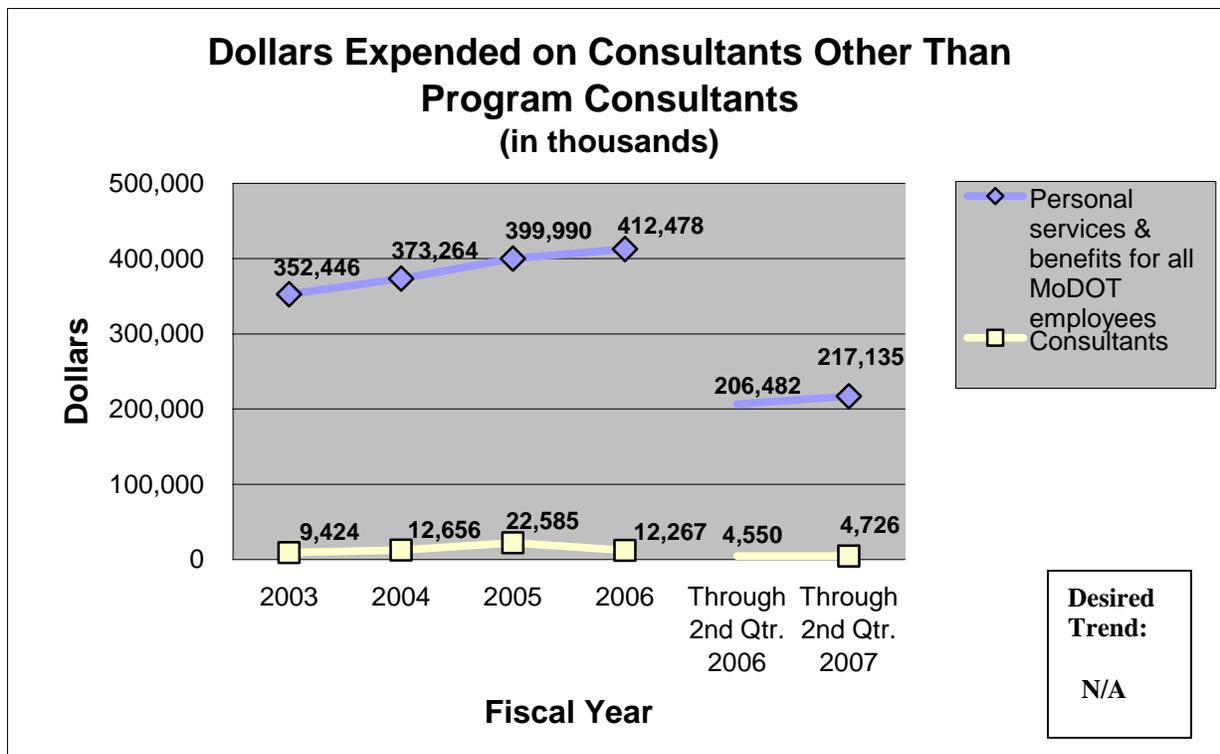
The measure tracks the department's use of consultants for other than right of way and construction. The department uses consultants to complement employee resources and expertise. Reporting heightens awareness and provides a tool to measure the utilization of consultants.

Measurement and Data Collection:

The data is collected and reported quarterly based on expenditures recorded in the statewide financial accounting system. The data includes expenditures for professional services and computer information services.

Improvement Status:

Expenditures for consultants in a fiscal year are dependent on the department's needs. Fluctuations between fiscal years are normal. The department will continue to use non-design consultants for specialized services and to supplement available employee resources. Fiscal year 2007 information systems' projects using consultants include the completion of the Motor Carrier Services and Medical and Life Insurance Projects, along with the start and completion of the Crystal Software Upgrade and the Broadband Wireless Projects. Estimated consultant costs related to these four projects total \$2.3 million. Completion of the Motor Carrier Services project was anticipated in fiscal year 2006, however, it continued to fiscal year 2007. Other anticipated consultant costs in fiscal year 2007 include the Missouri Statewide Traffic Data and Traveler Information system and completion of the MoDOT Emergency Communication Services system.



Best Value for Every Dollar Spent

Percent of vendor invoices paid on time

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.

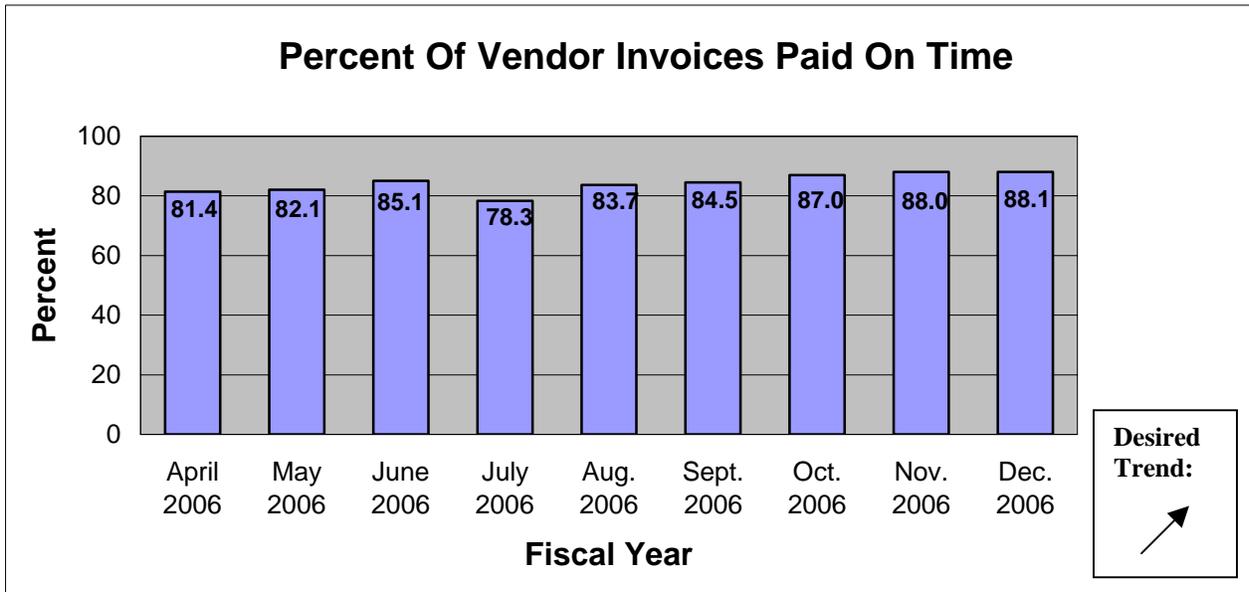
Measurement and Data Collection:

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.

Improvement Status:

Vendors age their receivables based on the date of invoice. The measure indicates there has been consistent improvement. However, there are still opportunities for improvements to ensure vendors consider the department a good customer. 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 central office or a district, and (3) identify processes contributing to the delayed payment.

District and divisional analysis tools have been developed to assist in identifying areas where improvements can be made.



Best Value for Every Dollar Spent

Average cost of outsourced design and bridge engineer vs. full costed full-time employee

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Debbie Rickard, Controller

Purpose of the Measure:

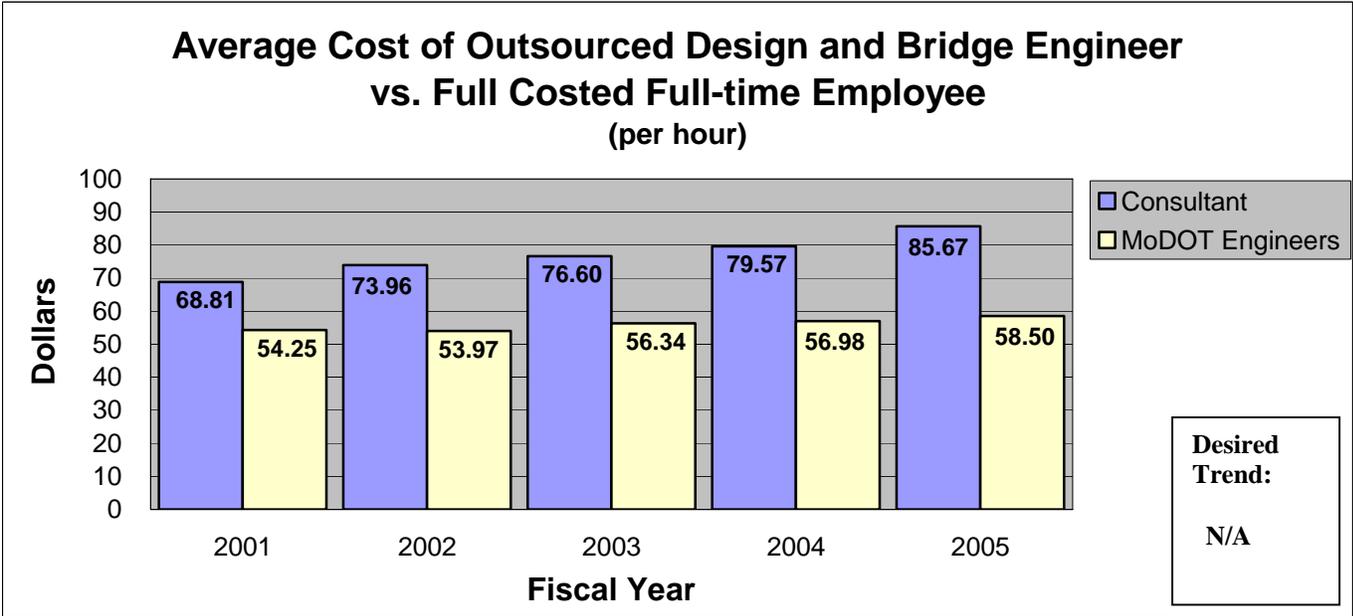
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending for design and bridge engineering efforts.

Measurement and Data Collection:

The data collection is based on outsourced contracts and employee expenditures.

Improvement Status:

The process is to measure external design consultant costs and compare to MoDOT staff design engineer costs. Both categories are fully costed and comparable. Consultant rates increased 7.1 percent from 2004 to 2005 while MoDOT design and bridge engineer costs increased 2.6 percent for the same period. The desired trend is to narrow the profit factor gap between the two rates. The fiscal year 2006 rates will be included in the April 2007 Tracker.



Best Value for Every Dollar Spent

Distribution of expenditures

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Debbie Rickard, Controller

Purpose of the Measure:

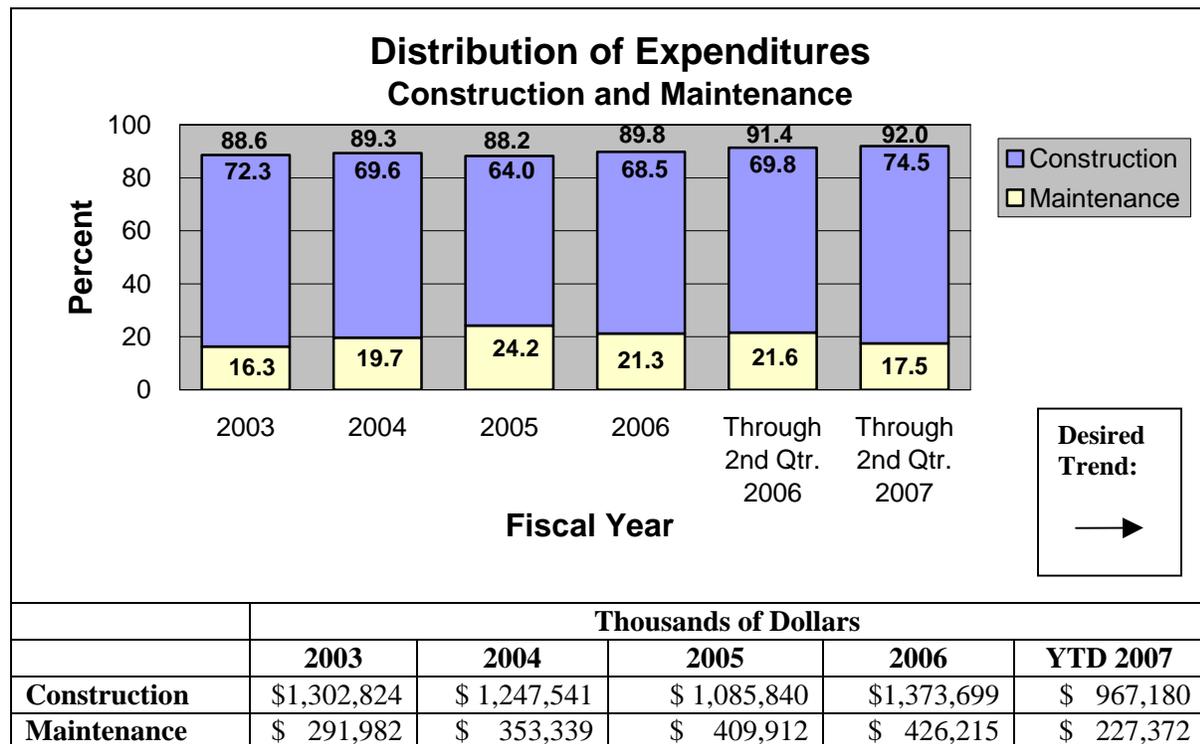
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on the construction and maintenance of our transportation system.

Measurement and Data Collection:

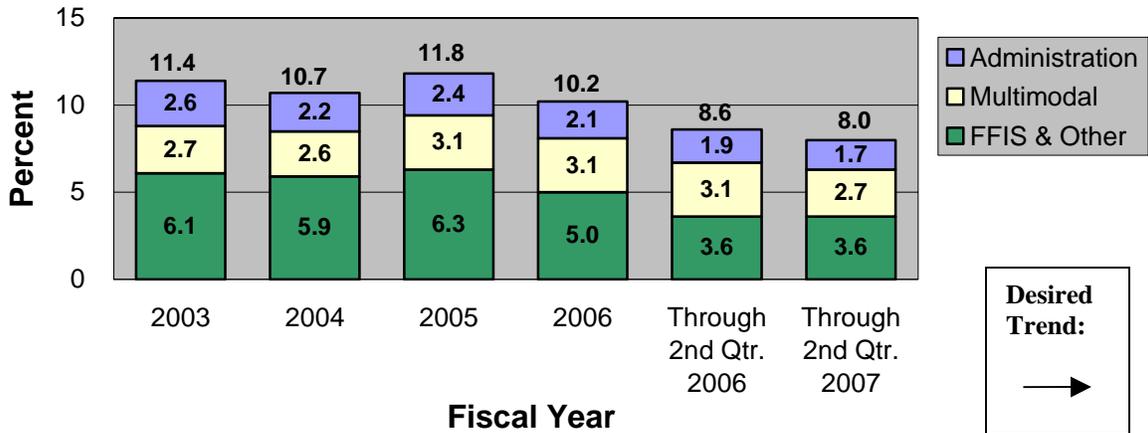
The data collection is based on cash expenditures by appropriation on a quarterly basis. Construction and maintenance expenditures are defined as expenditures from the construction and maintenance appropriations. Other expenditures include: administration, multimodal, fleet, facilities, information systems, and other services (FFIS & Other) appropriations.

Improvement Status:

The department's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation) and renovation and construction of the system (construction appropriation). Construction expenditures have increased from the same period for fiscal year 2006, percentage and dollars, as construction projects have accelerated as a result of bond proceeds. Expenditures from appropriations other than construction and maintenance remain constant, which is consistent with the desired trend.



Distribution of Expenditures Other



	Thousands of Dollars				
	2003	2004	2005	2006	YTD 2007
Administration	\$ 47,053	\$ 40,486	\$ 41,288	\$ 43,076	\$ 22,337
Multimodal	\$ 48,451	\$ 46,741	\$ 52,681	\$ 61,431	\$ 34,597
FFIS & Other	\$ 110,054	\$ 105,130	\$ 106,822	\$ 99,418	\$ 46,228

Best Value for Every Dollar Spent

Percent variance of state revenue projections

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Ben Reeser, Financial Resource Manager

Purpose of the Measure:

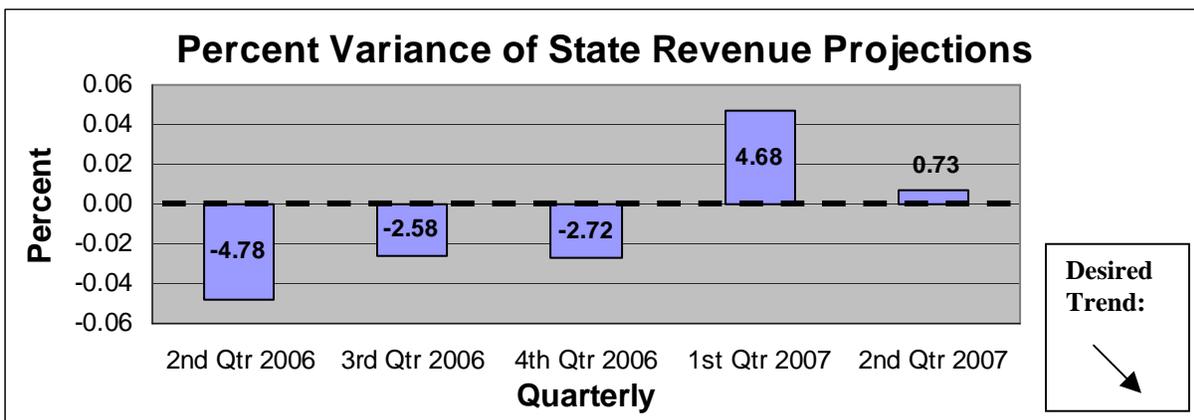
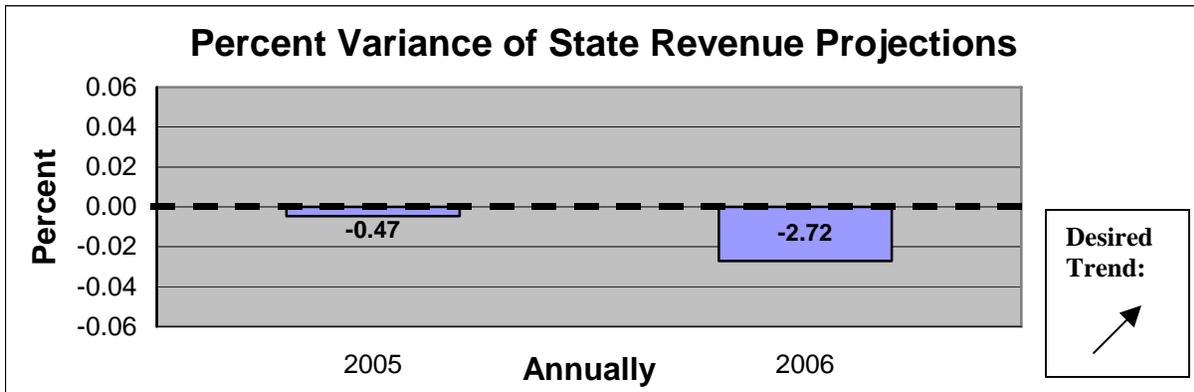
The measure shows the precision of state revenue projections. Projections are used to adjust the budget that funds MoDOT's operations and capital program.

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 uses 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. Projections are based on the current financial forecast. The Controller's Division provides the actual data monthly to Resource Management. The forecast is updated at the beginning of each fiscal year. This is an annual measure that is updated quarterly.

Improvement Status:

The actual state revenue was greater than projected through the second quarter of fiscal year 2007. The projected revenue was \$494 million. However, the actual receipts were \$497.6 million, a difference of \$3.6 million and a positive variance of 0.73 percent. The desired trend is for the actual revenue to match projections with a variance of 0 percent. MoDOT staff updates forecasting models to account for these variances.



Best Value for Every Dollar Spent

MoDOT national ranking in revenue per mile

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Ben Reeser, Financial Resource Manager

Purpose of the Measure:

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

Measurement and Data Collection:

Revenue is the total receipts less bonds as reported in the Federal Highway Administration’s 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 annual highway statistics report entitled “Public Road Length – Miles By Ownership.” Resource Management collects this information from the Federal Highway Administration. This annual measure is updated with each January issue.

Improvement Status:

Missouri’s revenue per mile of \$50,099 currently ranks 44th in the nation. Missouri has a very large state highway system, consisting of 32,464 miles, which is the seventh largest system in the nation. New Jersey’s revenue per mile of \$872,389 ranks first. However, its state highway system contains only 2,321 miles. MoDOT staff continues to communicate with the public the need for additional transportation funding. Missouri’s transportation needs greatly exceed current available funding.

