

A photograph of construction workers on a bridge deck. They are wearing hard hats and safety gear, working with green rebar. The scene is outdoors, with a body of water and a wooden structure in the background. The image is framed by 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!



Number of full-time equivalencies-15a

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.

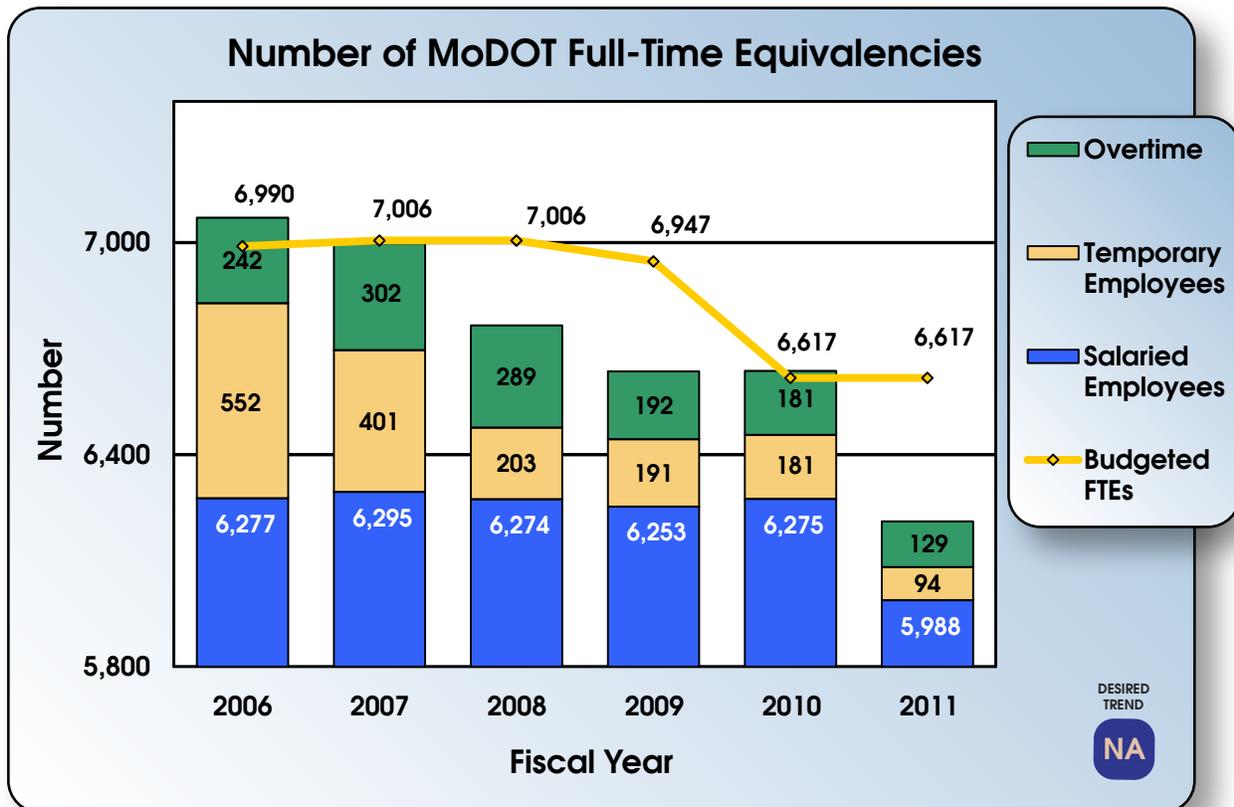
Measurement and Data Collection:

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. This measure is updated quarterly.

Improvement Status:

During FY11, MoDOT expended a total of 6,211 FTEs, with significant decreases in all three FTE categories: salaried employment, temporary employment, and overtime worked. These reductions are the result of department cost saving strategies implemented in FY10 and the Bolder Five-Year Direction approved on June 8, 2011.



Rate of employee turnover-15b

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Sharon Golden, Assistant Human Resources Director

Purpose of the Measure:

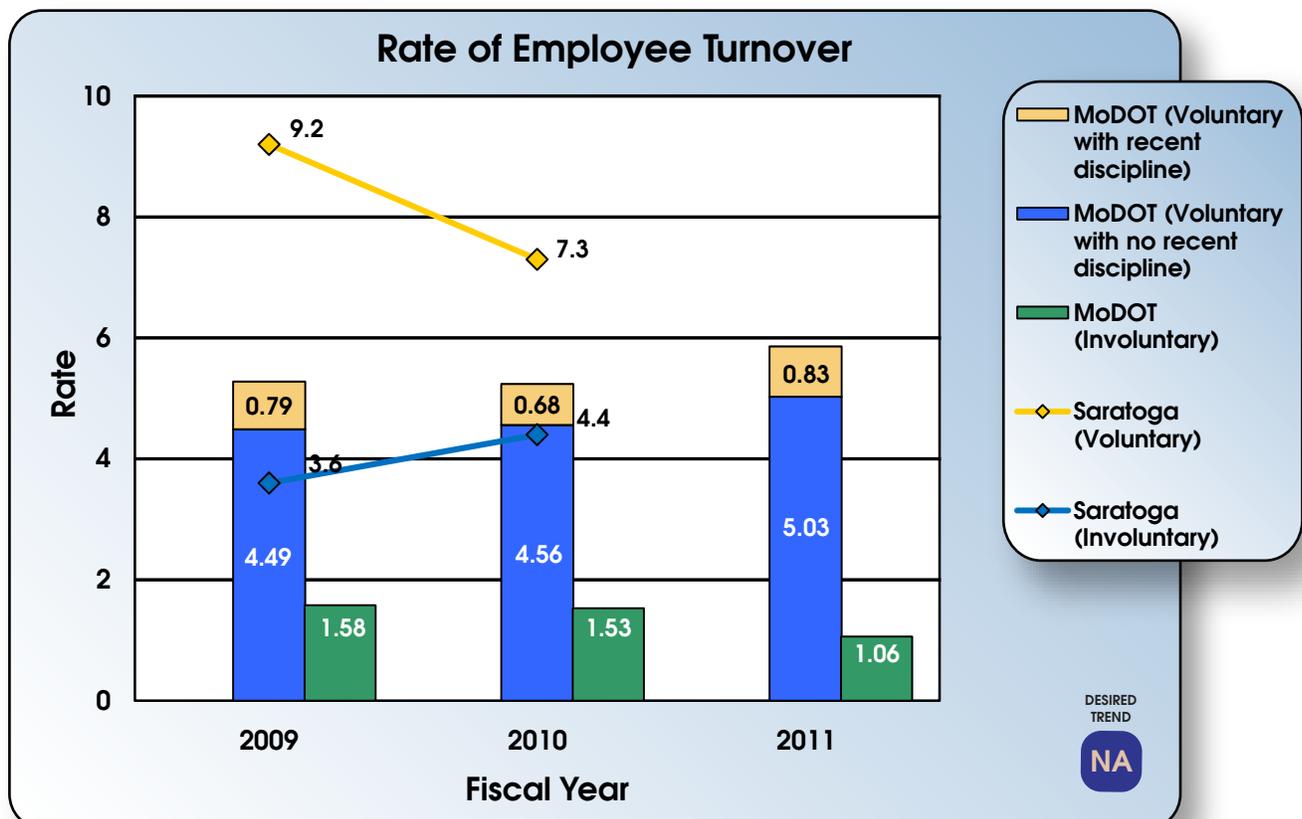
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's turnover rate to benchmarked data. Beginning in 2011, turnover rates began to be tracked by fiscal year. Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. 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 separation rate increased from 5.24 percent in FY10 to 5.86 percent in FY11. The department's involuntary separation rate decreased from 1.53 percent in FY10 to 1.06 percent in FY11. There were 64 releases in FY11, compared to 97 releases in FY10. Of the 353 voluntary separations that occurred in FY11, 221 were retirements and 132 were resignations. This compares to 332 voluntary separations in FY10 (193 retirements and 139 resignations). During FY11, 14.16 percent of employees who resigned or retired had a disciplinary history and/or a final performance management rating of "Needs Improvement" or below, compared with 12.95 percent of resignations and retirements in FY10.



Level of job satisfaction-15c

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Paul Imhoff, Compensation 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, with the final survey report completed in October.

Improvement Status:

The 2010 Employee Satisfaction Survey was distributed on May 12, 2010, with a completion deadline of June 25, 2010. The final report for the survey will be distributed by October 29, 2010.

The results from the 2010 survey indicate that 4,246 employees responded to the survey for a 67.4 percent return rate. This is an increase from 60 percent in 2009 (454 more surveys returned). The percentage of employees that are "very satisfied" decreased from 13 percent in 2009 to 7 percent in 2010. The percentage of employees that indicated they are "somewhat satisfied" remained constant at 58 percent from 2009 to 2010. Overall, the percentage of satisfied employees decreased from 71 percent in 2009 to 65 percent in 2010.

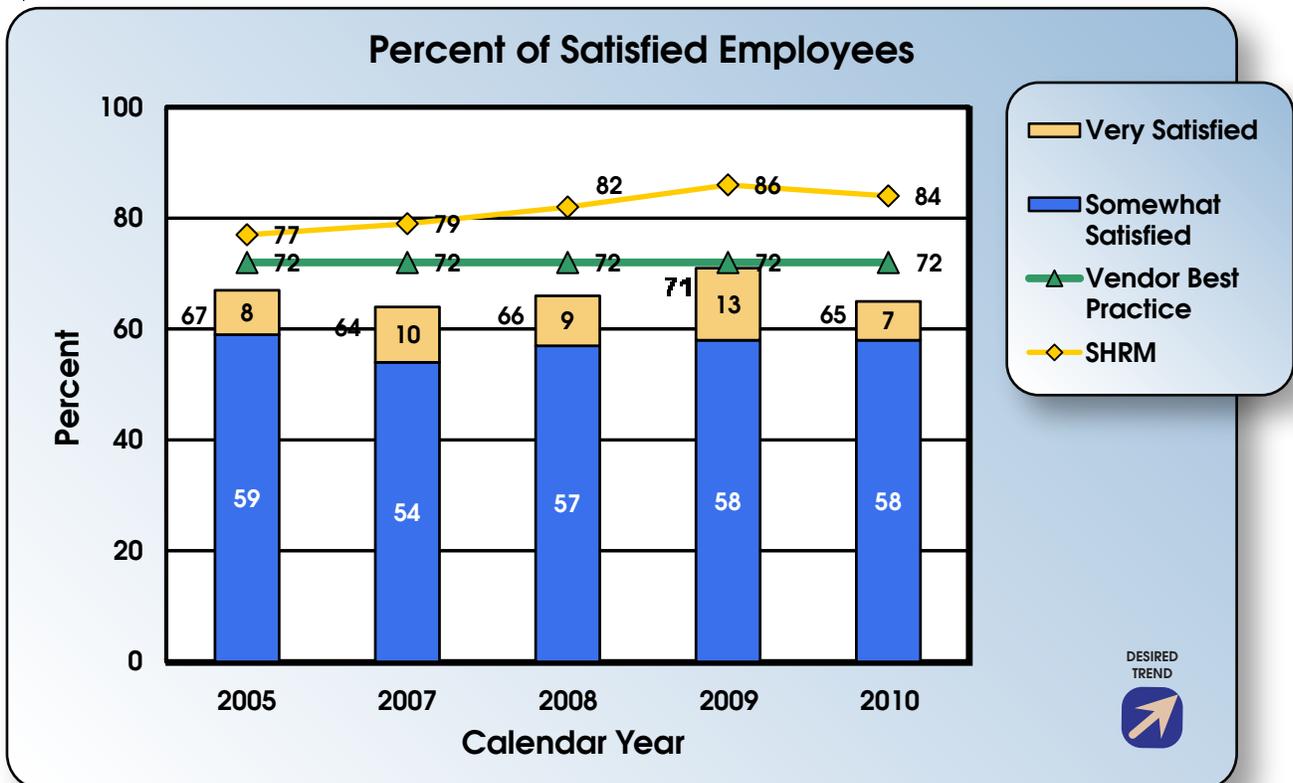
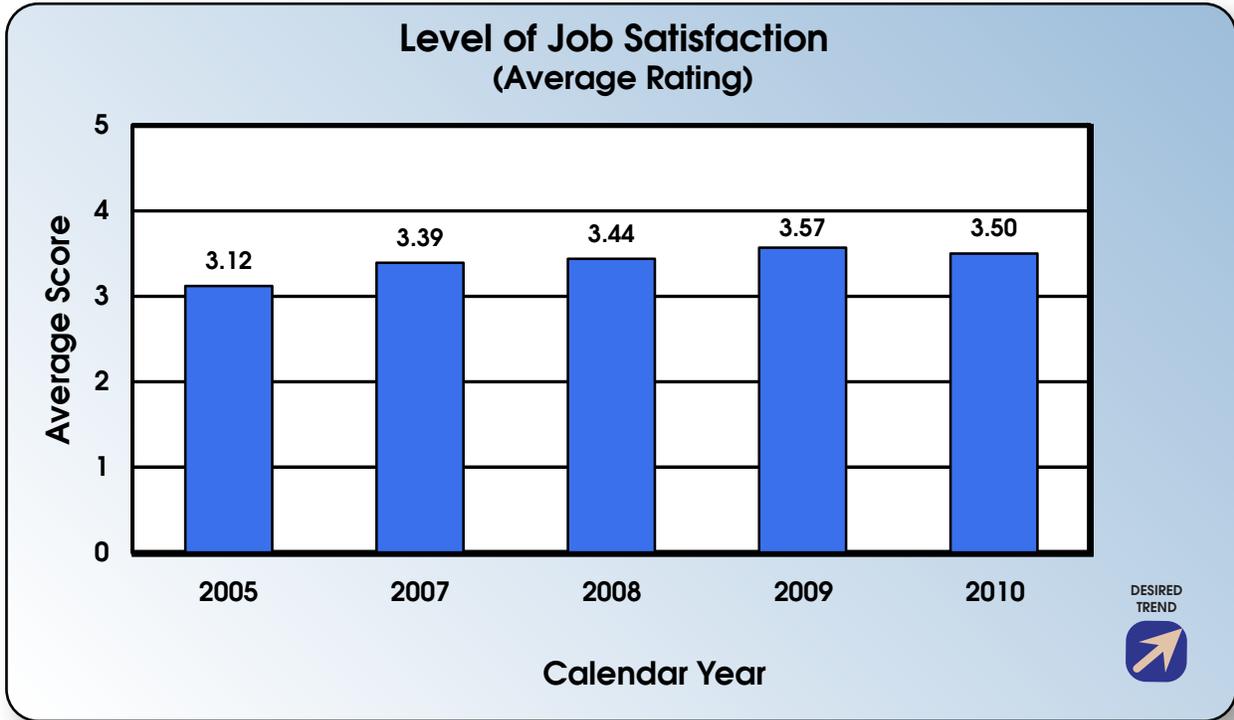
The statewide average rating on all four dimensions of the Employee Satisfaction Survey decreased from 2009 to 2010. Job Satisfaction decreased from 3.58

to 3.5 on a 5-point scale. Employee Engagement decreased from 3.7 to 3.63. Organizational Justice and Fairness decreased from 3.28 to 3.19. Living MoDOT Values decreased from 3.6 to 3.54. Similarly, in most districts and in Central Office, the average rating on each of the four scales decreased. Conversely, District 3 increased on all scales from 2009, while District 9 stayed level on Job Satisfaction and increased on the other three scales.

Areas of low satisfaction center on decision making that leads to wasted dollars, and having little input into decision making. The fairness of disciplinary actions is another area of low ratings. The competitiveness of salaries, lack of promotional opportunities, and the lack of rewards for good performance are also major areas of dissatisfaction. These issues seem to be the leading factors in ratings of low morale and high stress.

Areas of high satisfaction revolve around having plenty of work to do, and doing more than just the minimum. Other satisfiers include having a feeling of safety from sexual harassment, and learning a lot from the work at MoDOT. These issues appear to be major factors in high ratings of commitment to MoDOT and taking pride in the work.





Number of lost workdays-15d

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, 2010, and is off during January of 2011 will not show up as lost time in 2011 because the incident occurred during the previous reporting period.)

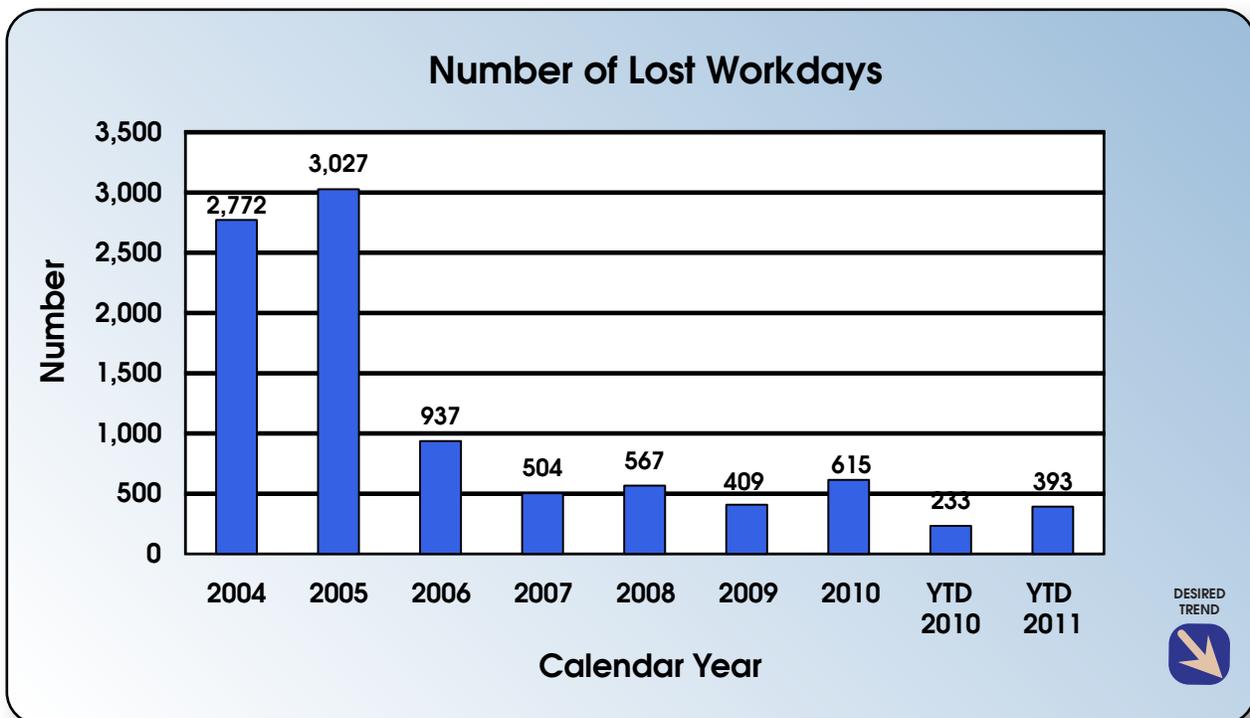
Measurement and Data Collection:

The data is collected from Riskmaster, a claims administration software. This measure is updated quarterly.

Improvement Status:

The number of lost workdays for the first two quarters of 2011 is 69 percent greater than 2010, increasing from 233 to 393 lost workdays. Though

not illustrated in the chart, the number of lost-time incidents also reflected a sizable increase from 2010 to 2011. Three weather-related incidents account for 41 percent of the lost workdays. These occurred in the Northwest, Northeast and St. Louis Area Districts. Kansas City Area District and the Southwest District both suffered injuries in which the employee struck or was struck by MoDOT equipment. These account for another 48 percent of the lost workdays. 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 employees back to work quickly.



Rate and total of MoDOT recordable incidents-15e

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

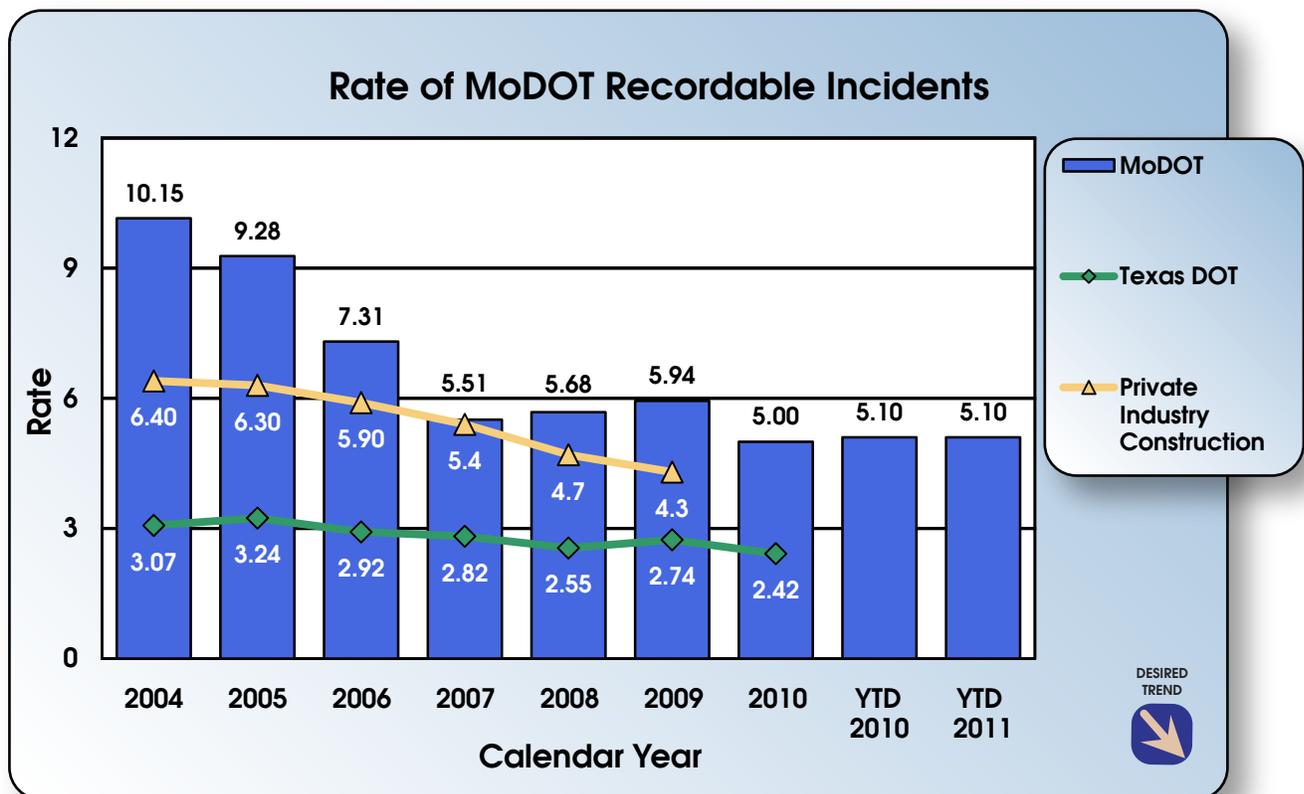
This measure tracks the number of recordable injuries, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time workers (working 40 hours per week, 50 weeks per year). MoDOT defines a recordable incident as a work-related injury or illness that results in death, days away from work, or medical treatment resulting in cost to the Department.

Measurement and Data Collection:

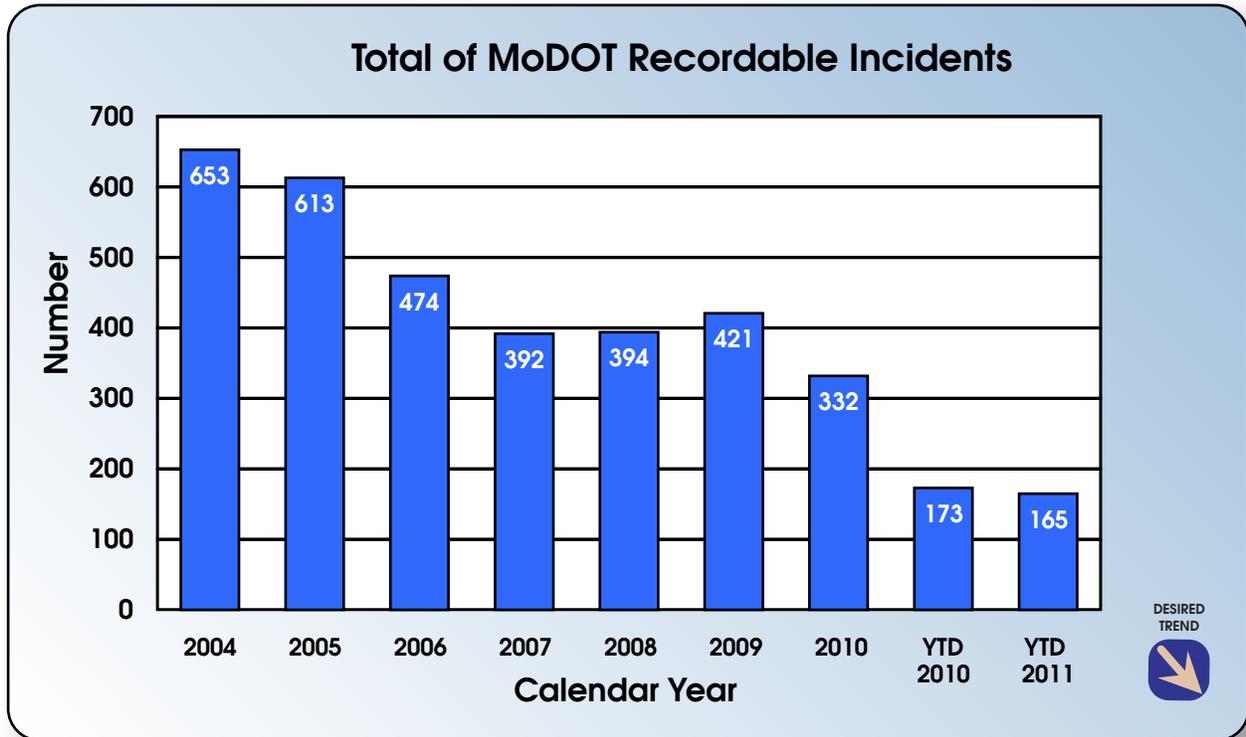
The injury data is collected from Riskmaster, a claims administration software. The number of hours worked is taken from MoDOT's payroll data. This measure is updated quarterly.

Improvement Status:

The number of MoDOT recordables has decreased over the reporting period noted, while the incident rate has remained the same. The number of MoDOT recordables decreased by 5 percent over the same period, with a decrease from 173 to 165. The incident rate remained steady at 5.1 for the reporting period.



(Information from Private Industry Construction is not available for 2010 or 2011.)



Number of claims and amount paid for general liability-15f

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

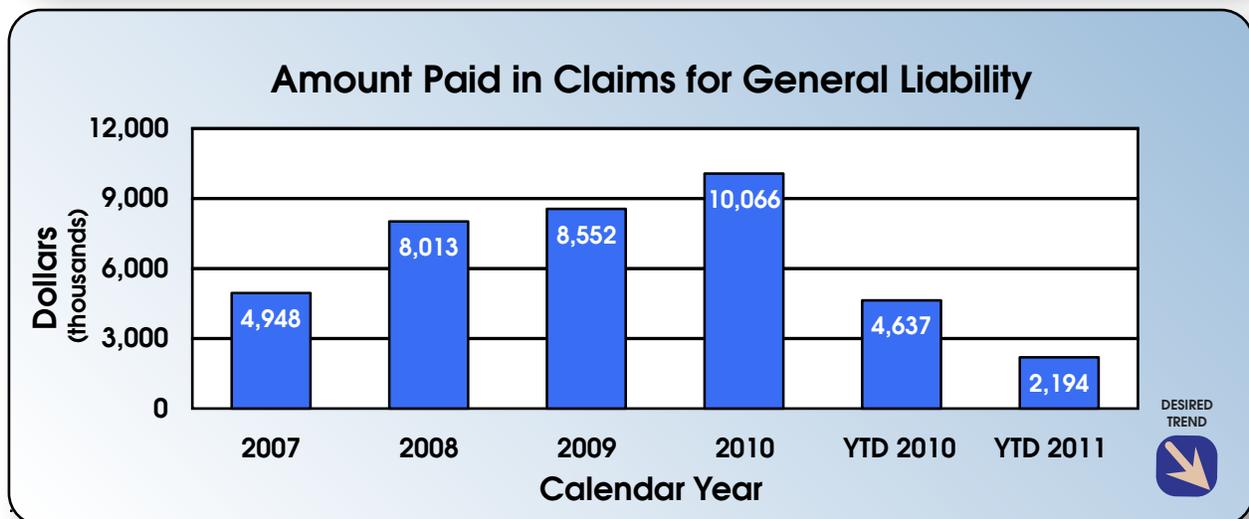
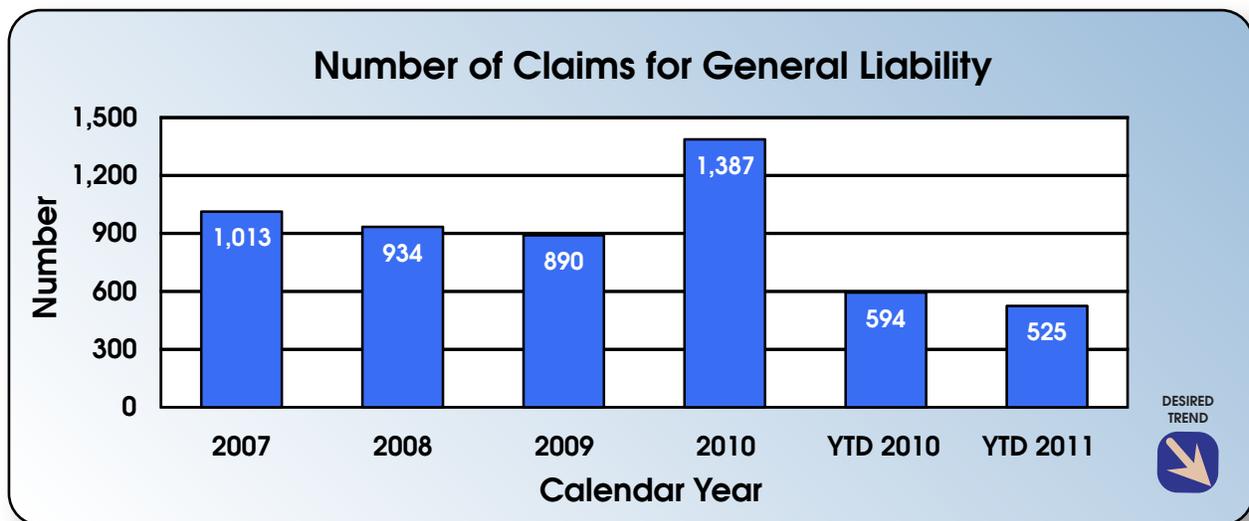
General liability claims arise from allegations of injuries/damages caused by the dangerous condition of MoDOT property and the injury/damage directly resulted from the dangerous condition. In addition, an employee must be negligent and create the dangerous condition or MoDOT must have actual or constructive 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 and amount paid.

Measurement and Data Collection:

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

Improvement Status:

The desired result is a reduction in claims and payments. So far this year the number of claims is down as well as payments.



BEST VALUE FOR EVERY DOLLAR SPENT

Fleet status-15g

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:

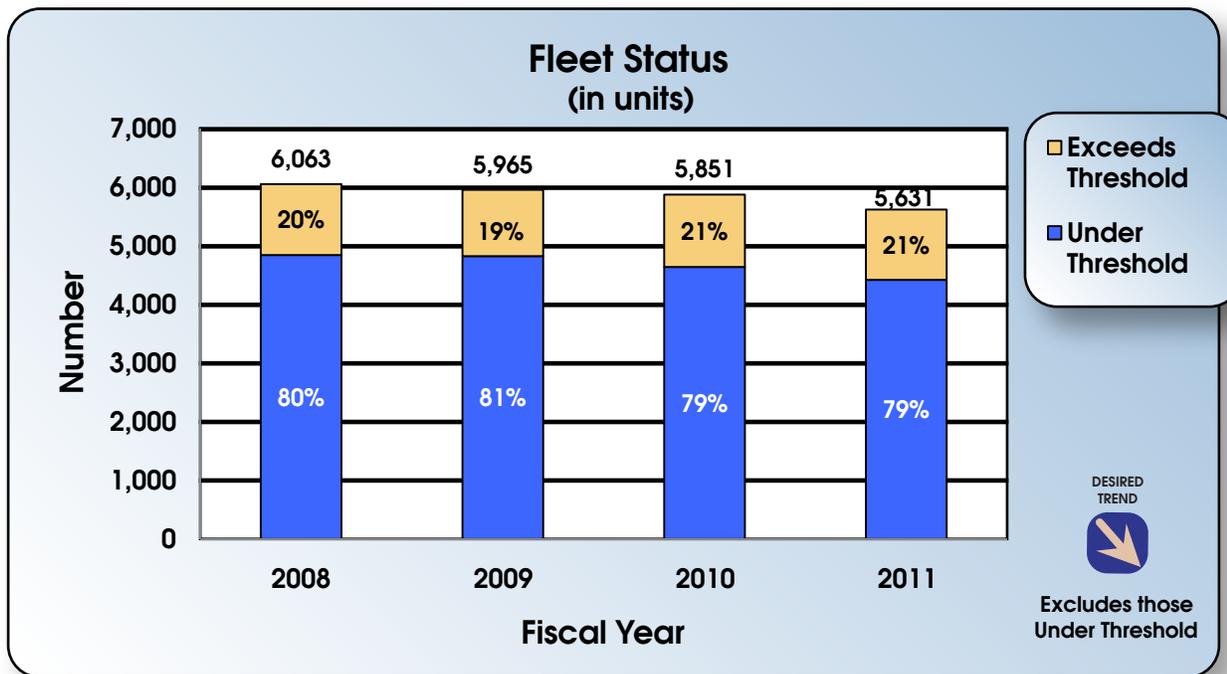
Age and meter thresholds were established based on maximum useful life. Units are identified as either exceeding or not exceeding their primary life cycle for either age or meter.

Reports are generated from the FASTER fleet management system to obtain information regarding equipment age and usage.

Improvement Status:

Over the last four years, the fleet inventory has been reduced by 432 units or seven percent. MoDOT's goal is to increase the percentage of fleet under the replacement threshold.

The exceeds threshold category has remained at 21 percent when compared to fiscal year 2010. The effort to reduce excess equipment that has reached its useful life has aided our overall fleet condition to remain consistent.



Percent of vendor invoices paid on time-15h

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Tom Veasman, Financial Services Manager

Purpose of the Measure:

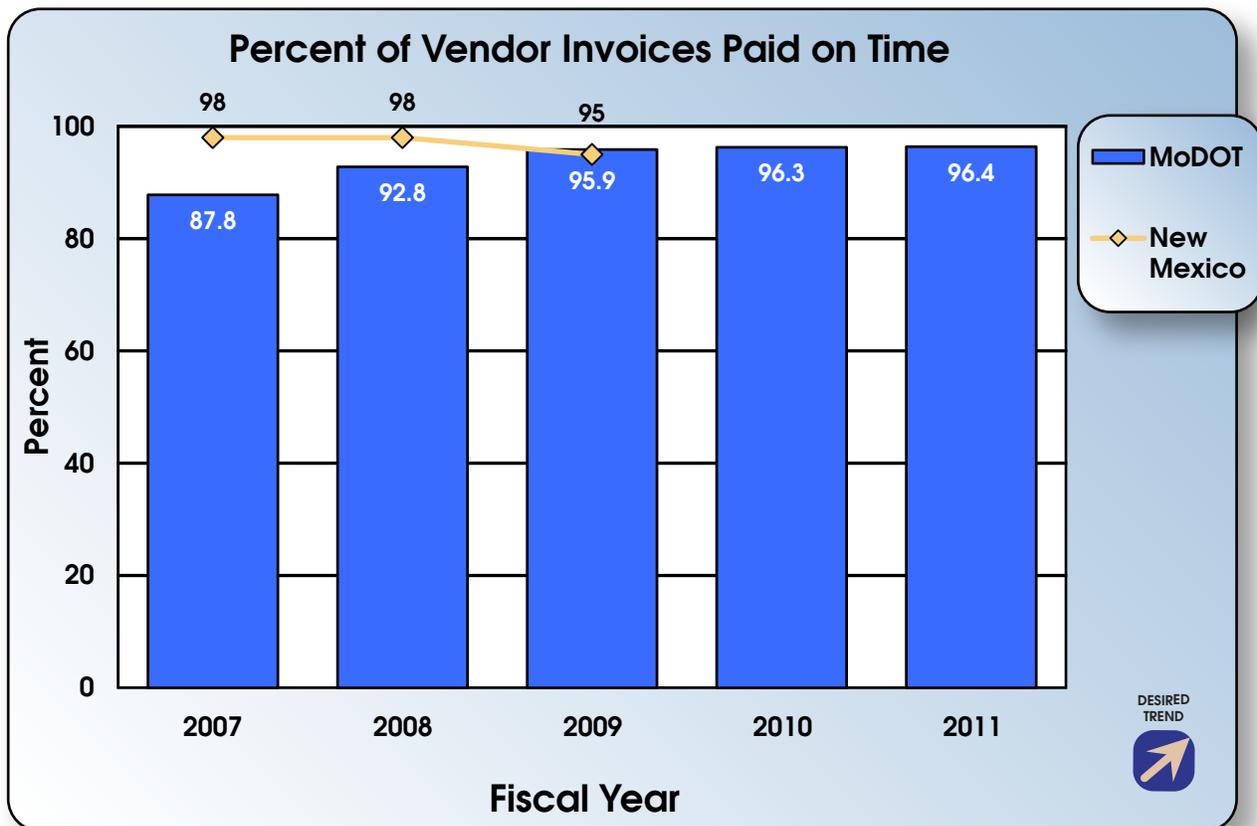
This measure tracks the department's timeliness in processing vendor payments.

Measurement and Data Collection:

The check date determines if the 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. This measure is updated quarterly.

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-15i

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Robin McKee, Senior Financial Services Specialist

Purpose of the Measure:

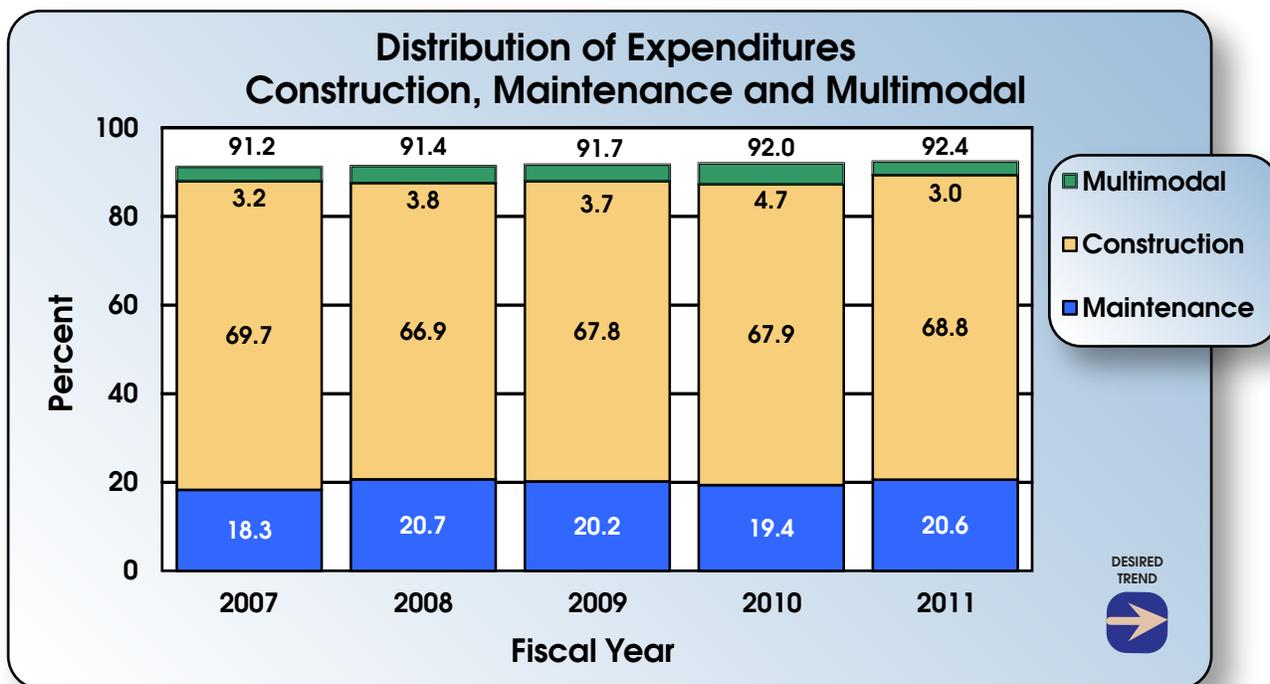
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on our transportation system.

Measurement and Data Collection:

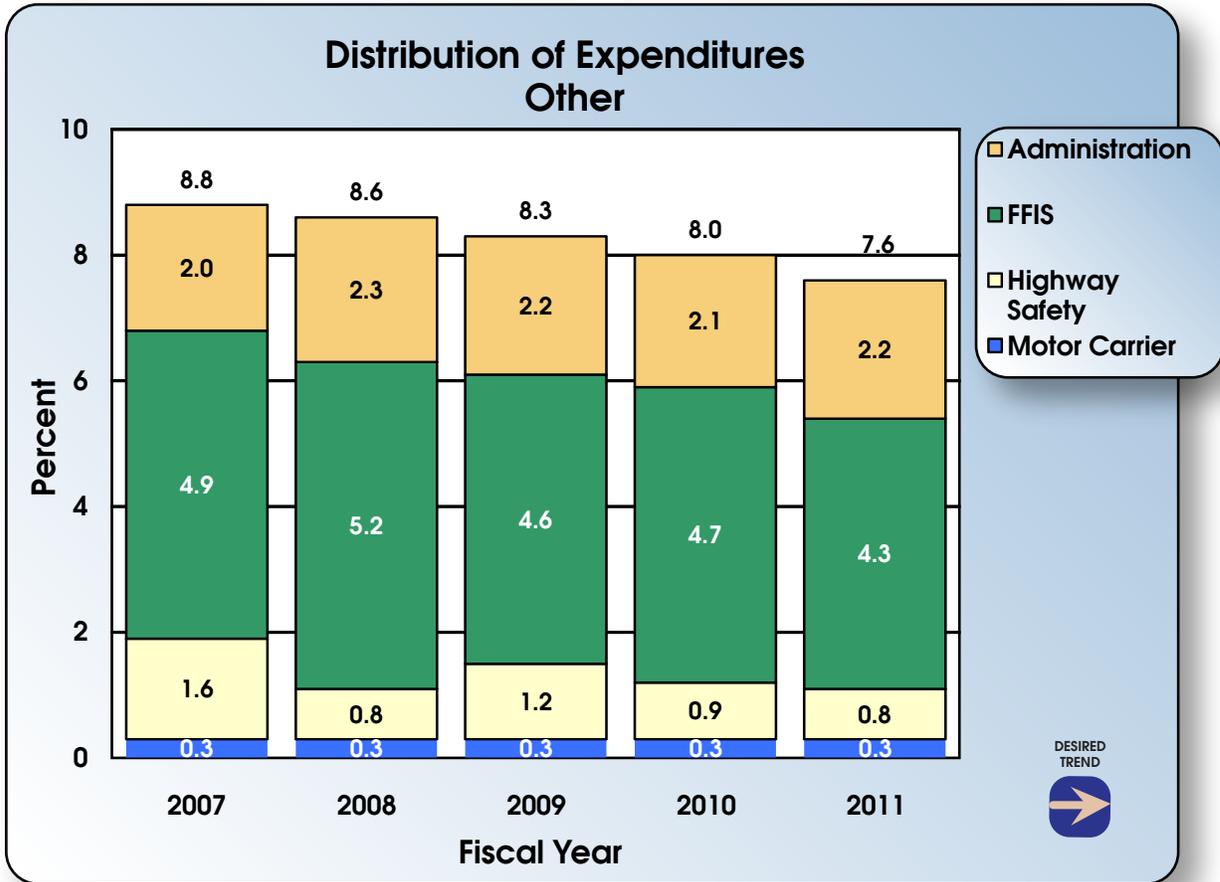
The data collection is based on cash expenditures by appropriation on a quarterly basis. Construction, maintenance and multimodal expenditures are defined as expenditures from the construction, maintenance and multimodal appropriations. Other expenditures include: administration, fleet, facilities, and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

Improvement Status:

MoDOT's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation), rehabilitation and construction of the system (construction appropriation), and other modes of transportation (multimodal appropriations). Although expenditure amounts have decreased, the percentage of total dollars spent has increased in the construction program. Administration, Motor Carrier, Highway Safety and FFIS has decreased slightly over the past five years as a percent of total expenditures.



Thousands of Dollars					
	2007	2008	2009	2010	2011
Construction	1,542,674	1,377,328	1,533,866	1,617,246	1,549,412
Maintenance	405,447	424,815	457,020	462,490	463,608
Multimodal	71,839	77,265	83,007	112,298	67,533
Total Const. & Maint.	2,019,960	1,879,408	2,073,893	2,192,034	2,080,553



Thousands of Dollars					
	2007	2008	2009	2010	2011
Administration	45,086	46,808	49,214	49,451	48,787
FFIS	108,023	106,343	104,635	111,564	96,972
Motor Carrier	6,899	6,930	7,095	6,963	6,498
Highway Safety	35,730	17,064	26,531	21,543	17,182
Total Other	195,738	177,145	187,475	189,521	169,439

Total Expenditures	2,215,698	2,056,553	2,261,368	2,381,555	2,249,992
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Accuracy of state and federal revenue projections-15j

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, Financial Resource Administrator

Purpose of the Measure:

This measure shows the precision of state and federal 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 by state fiscal year.

Federal revenue is the amount available to obligate in a federal fiscal year for formula apportionments. Formula apportionments are distributed to states via federal law. The measure provides the variance of actual federal revenue versus projected federal revenue by federal fiscal year.

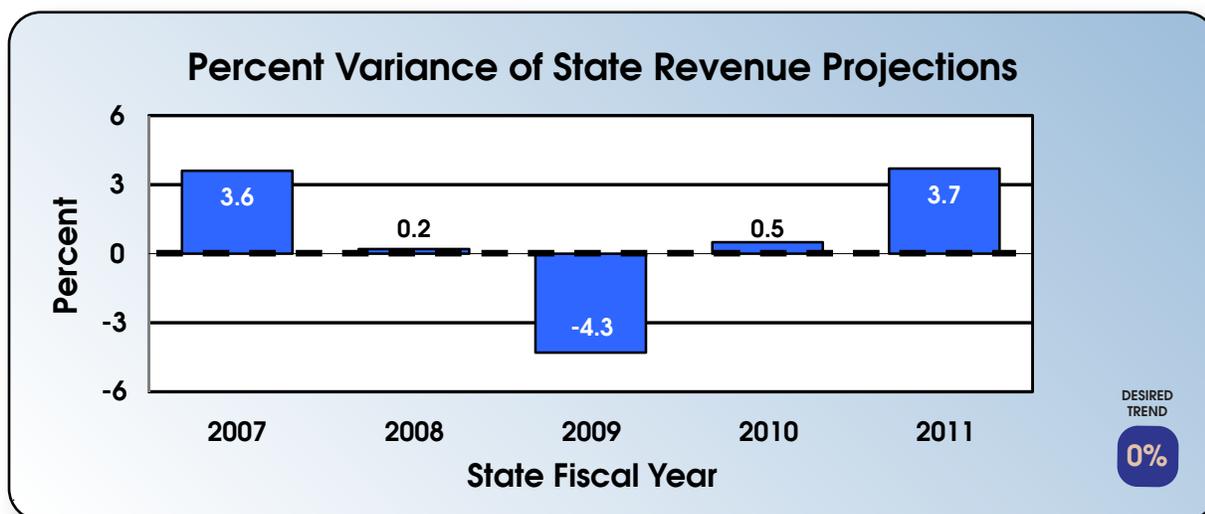
State and federal revenue projections are based on the department's current financial forecast. State revenue data is updated quarterly. Federal revenue data is updated annually in October.

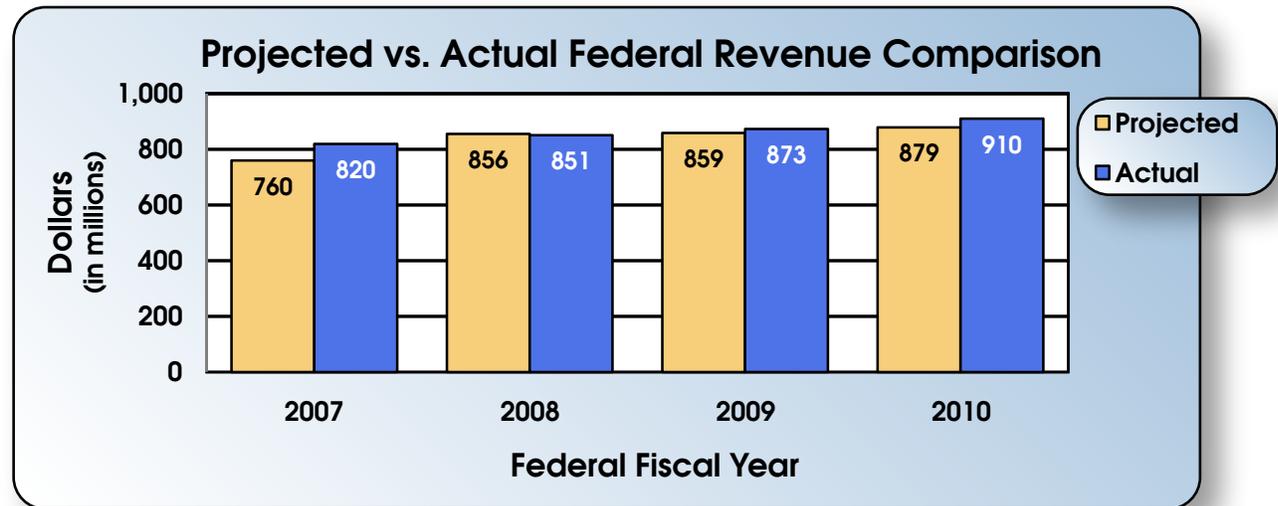
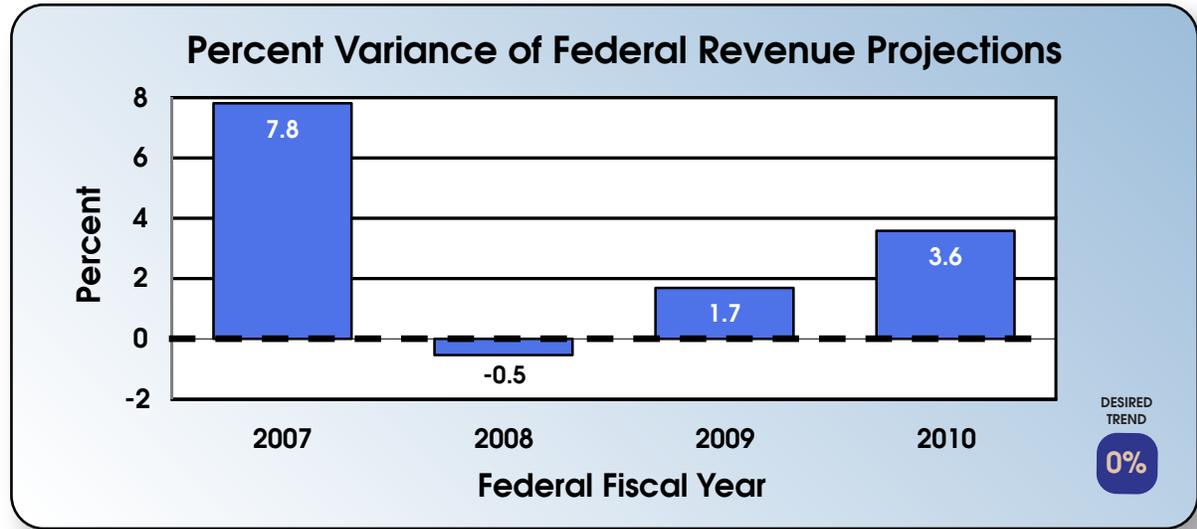
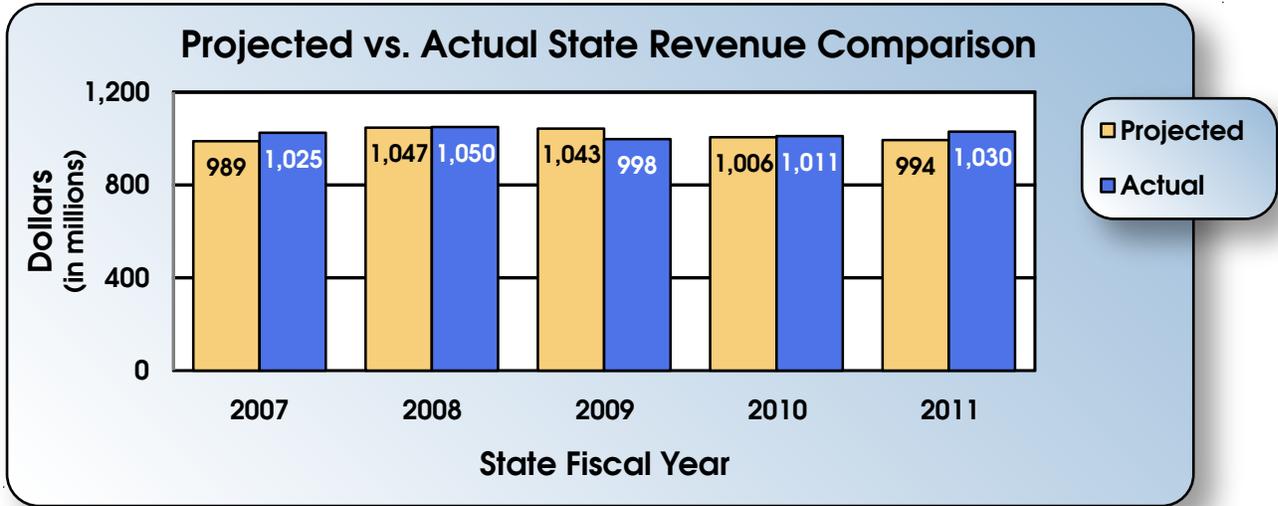
Improvement Status:

Actual state revenue was more than projected for fiscal year 2011. Projected revenue was \$993.6 million. However, actual receipts were \$1,030.2 million, a difference of \$36.6 million and a positive variance of 3.7 percent. The majority of the variance was from motor vehicle sales and use taxes, primarily because the forecast was more conservative than usual due to the uncertain economy.

The actual federal revenue was more than projected for fiscal year 2010. The projected revenue was \$878.9 million. However, the actual revenue was \$910.4 million, a difference of \$31.5 million and a positive variance of 3.6 percent. MoDOT received additional revenue because: 1) funding that previously was classified as discretionary was categorized as formula funds in federal fiscal year 2010 under the SAFETEA-LU extension; and 2) \$14 million of additional funding became available from the annual August redistribution process.

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.





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

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 conveyance 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 conveyance 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 354 parcels in fiscal year 2011, which is slightly more than the 344 excess parcels conveyed in fiscal year 2010. During the fourth quarter of fiscal year 2011, 133 excess parcels were conveyed as compared to 101 during the fourth

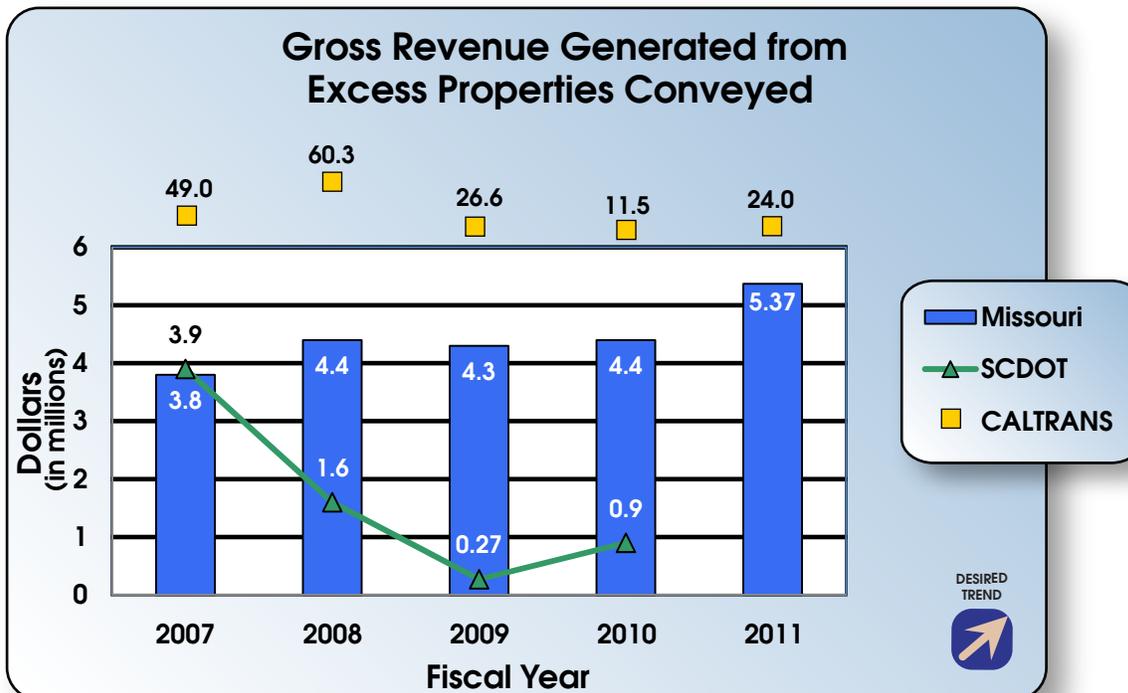
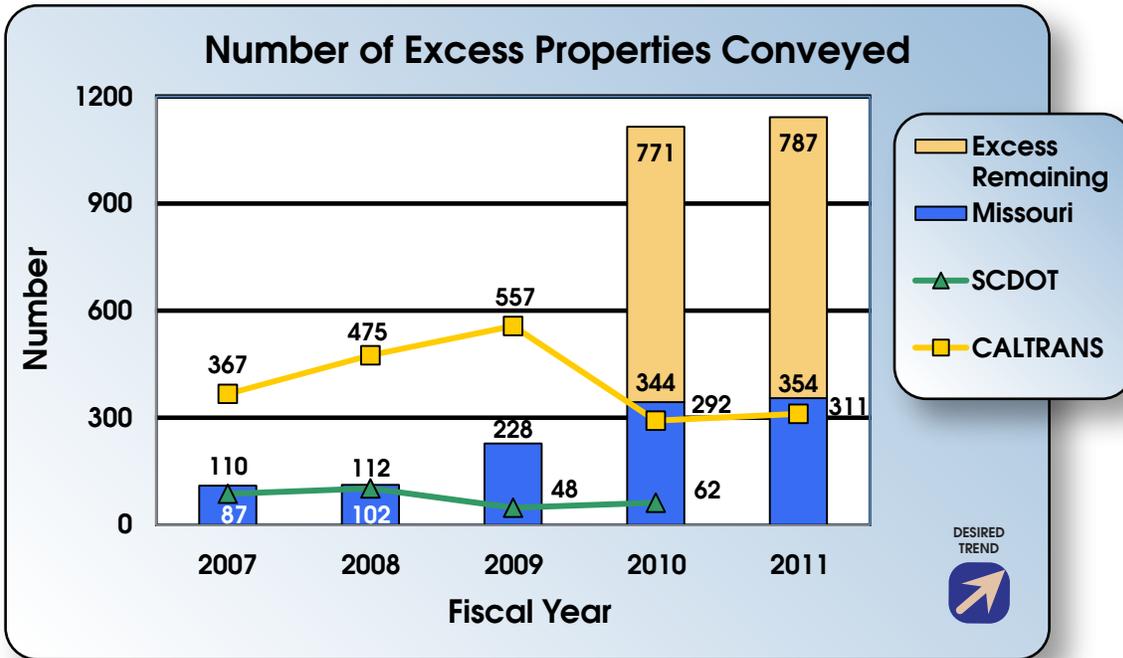
quarter of fiscal year 2010. Revenue through the end of the fourth quarter of fiscal year 2011 from excess sales totals \$5,367,809, resulting in an increase of \$981,070 from fiscal year 2010. Revenue came from 55 percent of the conveyances.

In late March, District 1 held a corridor disposal event that resulted in the sale of eight excess land conveyances. While the properties went under contract in the third quarter of fiscal year 2011, the conveyances occurred in the fourth quarter.

An auction or sealed bid was held each week in the month of May creating seven conveyances and generating \$308,936. The auctions occurred in Districts 2, 5, and 10.

In June, District 1 auctioned a former maintenance facility. The auction included surplus equipment as part of the event that drew more than 50 registered bidders. Five people bid on the former maintenance facility. The maintenance facility sold for \$81,500.





Average cost per acre mowed and treated-15I

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Kirk Juranas, District Engineer

Purpose of the Measure:

This measure tracks the average annual cost per acre of roadside vegetation managed by mowing and/or herbicide treatments. MoDOT has made improvements to the overall quality and efficiency of managing roadside vegetation through the development of mowing best practices and herbicide research.

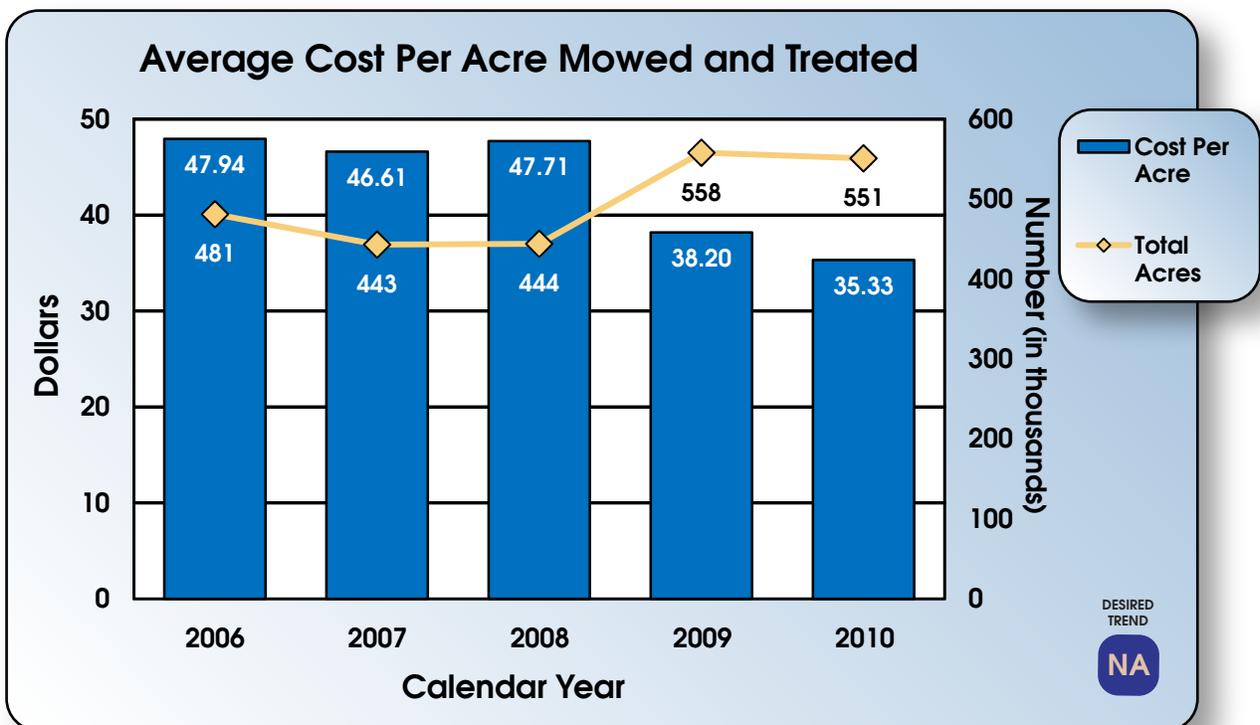
Measurement and Data Collection:

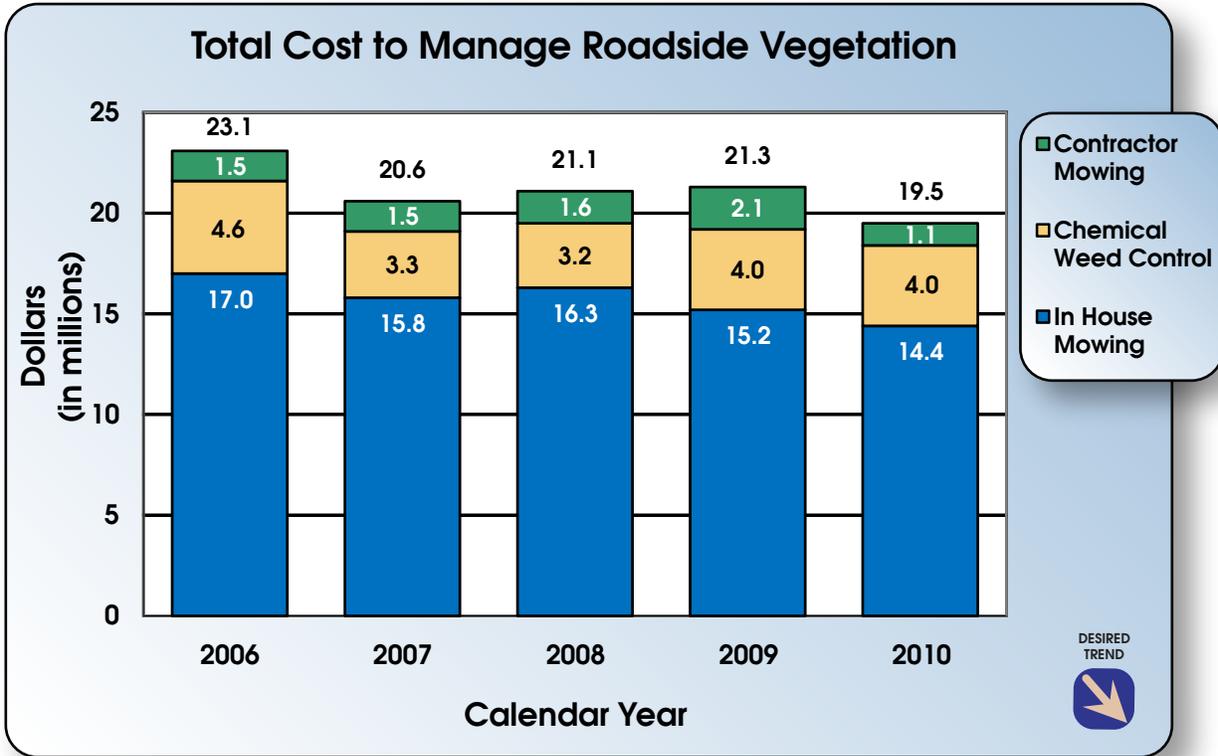
Data is collected by input from each district into the Financial Management System and the Herbicide Database. This measure evaluates the cost of managing roadside vegetation in accordance with the Roadside Vegetation Management Policy and the Herbicide Handbook. The costs reported are a total of in-house mowing, contractor and farmer mowing and herbicide treatments for chemical mowing and the control of noxious weeds, brush and other

undesirable vegetation. This is an annual measure updated each January.

Improvement Status:

According to A Report Card from Missourians – 2009, 70 percent of the respondents are satisfied or very satisfied with how the roadside vegetation is managed. During the spring and summer of 2009, mowing best practices were implemented statewide. There is a slight decrease in the reported number of acres mowed and/or treated and \$1.8 million decrease in the cost to manage roadside vegetation. MoDOT increased efficiency in managing roadside vegetation while at the same time maintaining attractive roadsides that deliver an enjoyable transportation experience.





Average cost per square yard of chip seal – 15m

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Mark Shelton, District Engineer

Purpose of the Measure:

This measure tracks the unit cost per square yard to chip seal Missouri roadways and the number of lane miles chip sealed statewide. Tracking the cost per square yard of chip seal is part of an overall best practice process that seeks to accurately monitor costs, improve quality and reduce costs.

Measurement and Data Collection:

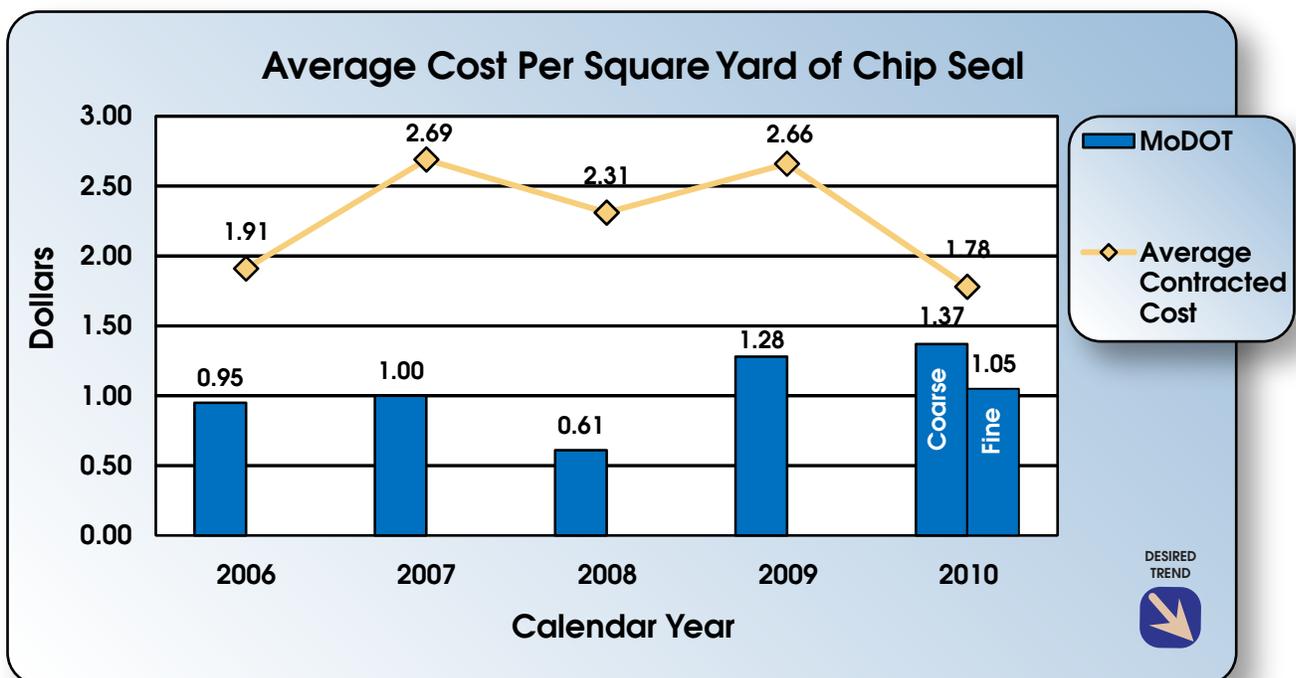
This measure includes costs associated with the equipment, labor and fringe benefits and materials used while performing chip seal operations. The desired trend is to reduce unit costs without impacting the quality of the seal. Field staff enters costs and job data into the Financial Management System (FMS). The data is used to calculate a cost per square yard to complete the chip seals. All projects were completed using “in house” forces. MoDOT, in general, owns the equipment used in completing the chip seals, however some districts rent specialty pieces of equipment rather than purchasing them. The cost is based on a roadway width of 22 feet. The most inconsistent variable between the districts is the cost of the aggregate that

is used in the chip seal. The cost of the aggregate can vary greatly not only by the type of product selected, but can also vary significantly between districts due to the availability of the product, as well as, the transportation costs. This is an annual measure updated each January.

Improvement Status:

In order to present the cost more accurately, the 2010 calendar year data was separated into fine aggregate seals and coarse aggregate seals. In 2010, MoDOT spent twice as much money on fine aggregate seals as on coarse aggregate seals. This splitting out of aggregate types more accurately conveys the unit costs.

The cost per square yard for chip seal decreased from 2009 to a composite average of \$1.14 per square yard. While the average cost to MoDOT to contract chip seal dipped to \$1.78 per square yard. MoDOT forces placed fewer lane miles of chip seal in 2010 than in 2009.





Dollars invested in information technology resources-15n

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Beth Ring, Information Systems Director

Purpose of the Measure:

This measure tracks the dollars invested in information technology that makes MoDOT faster, better and cheaper. This measure also compares the percentage of dollars invested in information technology to total MoDOT operating expenses.

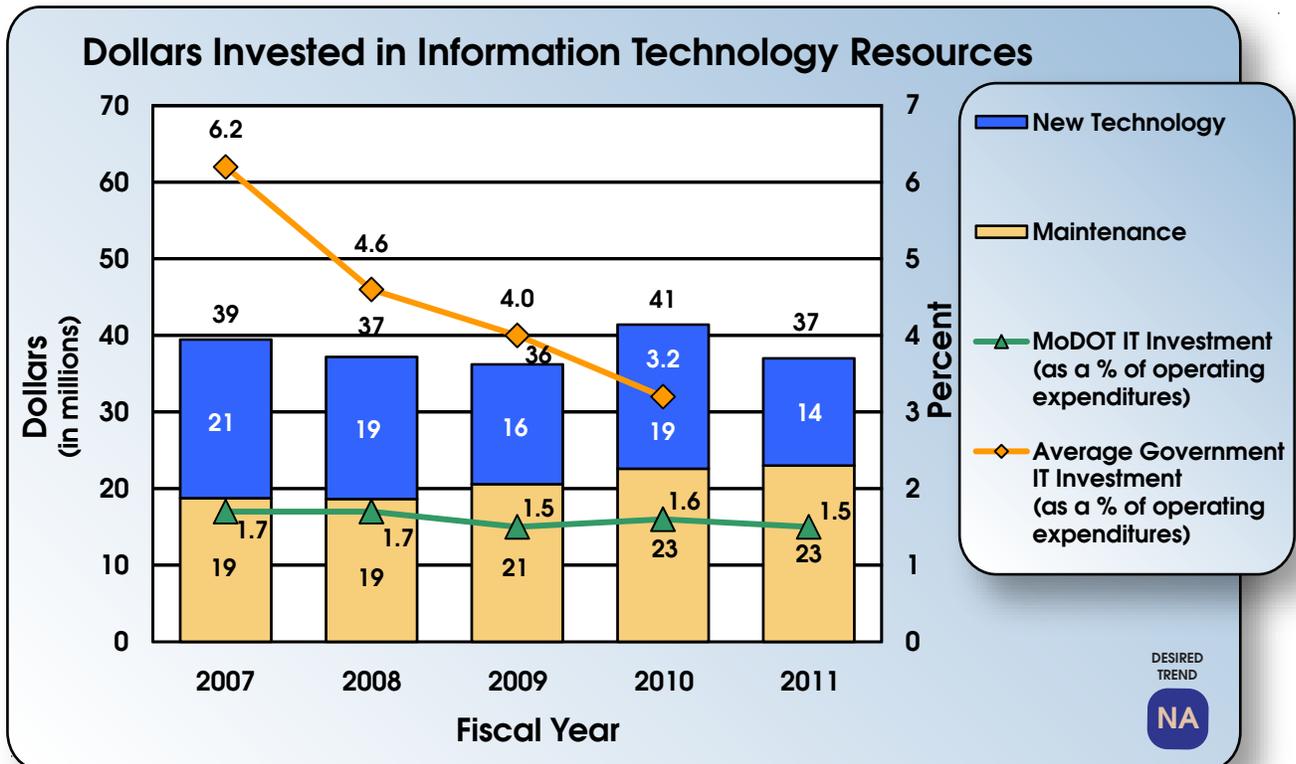
Measurement and Data Collection:

Data for this measure is collected from the SAM II financial and human resource system. The Information System's resource and planning system also aids in grouping the data into the categories of new technology or maintenance expenditures. New technology is new to the department or expanded beyond its previous use or extent. Maintenance keeps current systems running or upgraded to current vendor level. Investment dollars include Information Systems Division expense and equipment, personal service and fringe benefits only. It does not include other division or district dollars. The operating expenses are on a cash basis. The average government IT investment benchmark is obtained from Gartner and indicates the percentage of dollars

devoted to information technology within an agency compared to its operating expenses. Gartner is an information technology research and advisory firm that performs annual surveys across multiple industries, including state government. The Gartner benchmarks are by fiscal year and are published in December. This is an annual measure updated each July for the previous fiscal year. Note: Prior year MoDOT IT Investment percentages were revised to reflect total MoDOT operating expenses including personal service.

Improvement Status:

MoDOT's ITIP Committee works to manage information technology investments, balancing investment in new technologies while maintaining existing systems. Maintenance costs leveled out this year due to concerted efforts to move to lower cost platforms. Also, the benchmark of average government IT investment continues to decline. Similarly, MoDOT's information technology investment is also declining.



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