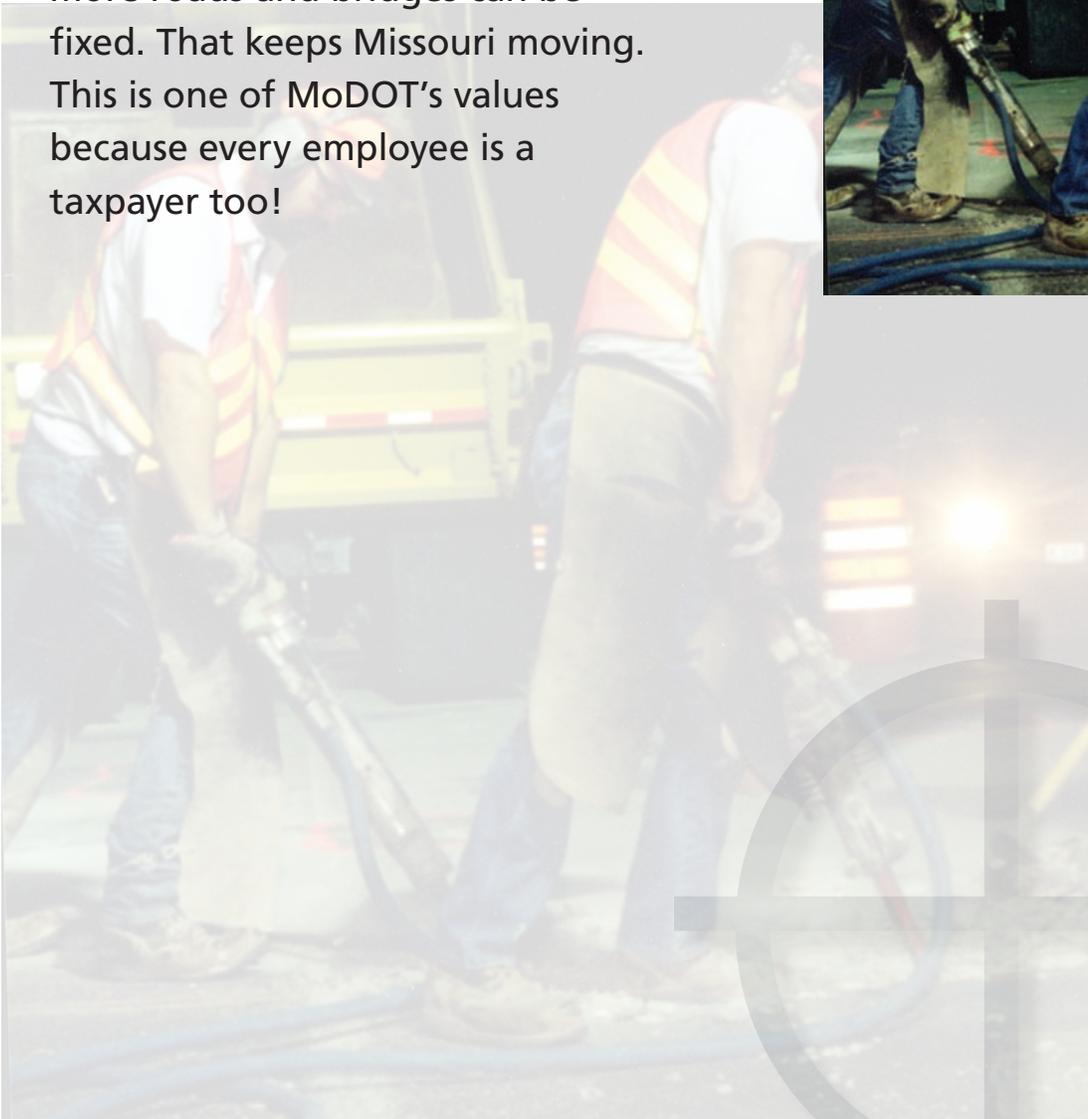

Best Value For Every Dollar Spent

*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 equivalencies)

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

Purpose of the Measure:

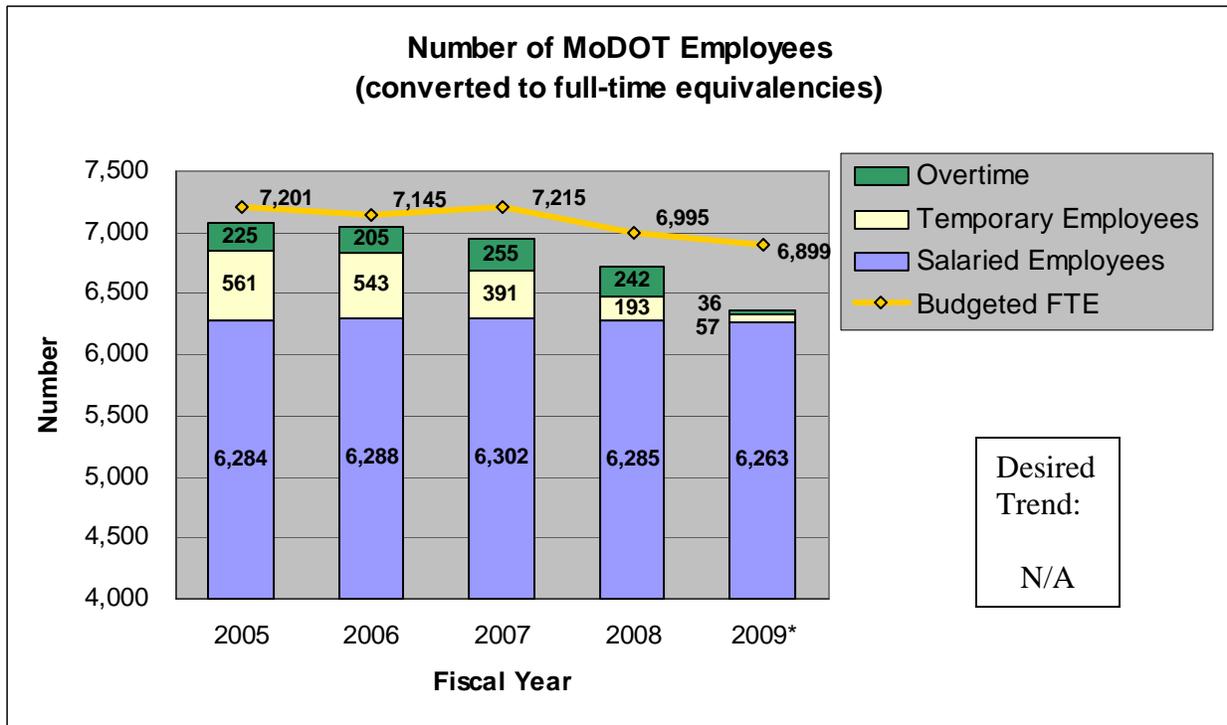
This measure tracks the change in the number of employees within the department. This measure converts salary dollars paid to temporary and salaried employees, as well as the amount paid for overtime worked, to full-time equivalencies (FTEs). In order to convert these numbers to FTEs, the total number of hours worked is divided by 2,080. Overtime includes both salaried and wage employees.

Measurement and Data Collection:

The data is collected and reported each quarter of the fiscal year. The data is a high-level view of overall staffing at MoDOT in relation to budgeted FTEs.

Improvement Status:

Since FY 2007, there has been a decline in the number of FTEs for all three categories measured (salaried, temporary, and overtime), and this trend has continued through the first quarter of FY 2009. The department has decreased salaried FTEs statewide by 21 compared to the same time frame in FY 2008. The number of temporary employees has decreased by 14 FTEs, and the number of FTEs resulting from overtime worked has decreased by 10 when comparing first quarter FY 2008 to first quarter FY 2009. Reductions in the actual number of employees and FTEs are reflective of the department’s continued emphasis on managing staffing levels and work schedules.



* For FY 2009, the “Salaried Employees” data has had the FTEs used to date for salaried employees converted to an annual number (by multiplying by four) 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.

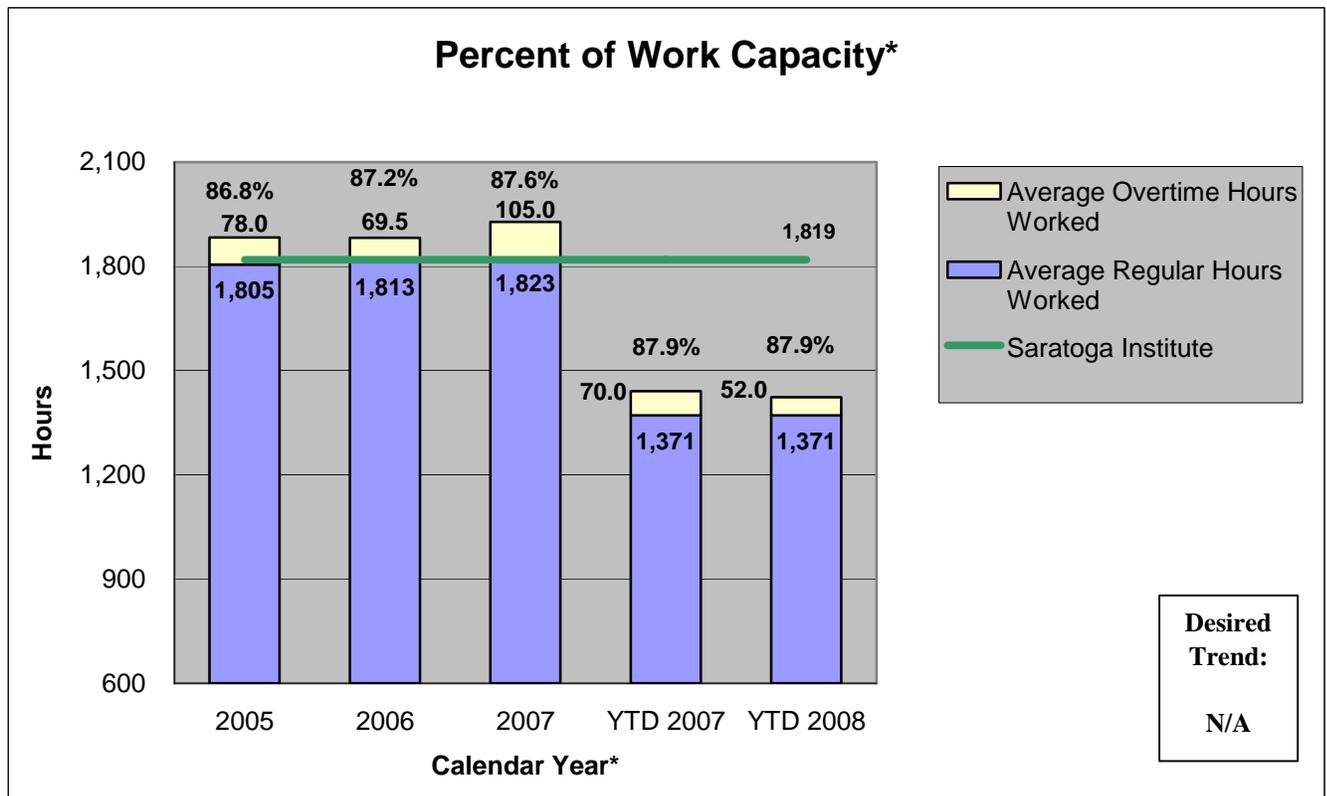
Measurement and Data Collection:

MoDOT measures organizational work capacity based on average regular hours worked and average overtime hours worked by employees. The chart 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. Benchmark data is from the Saratoga Institute report, “Key Trends in Human Capital – Global Perspective,” indicating average hours worked per person in the United States.

Improvement Status:

Year-to-date work capacity for calendar year 2008 remained the same compared to the same time frame for 2007, 87.9 percent. The most significant finding when comparing work capacity from the first three quarters of 2008 to the first three quarters of 2007 is the reduction in average overtime hours worked per employee, from 70 hours in 2007 to 52 hours in 2008. This is the result of the department’s decision to focus on the reduction of overtime by sharing best practices in managing work schedules.



* Based on 2,080 hours of work in the calendar year (520 hours in the quarter), not including 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:

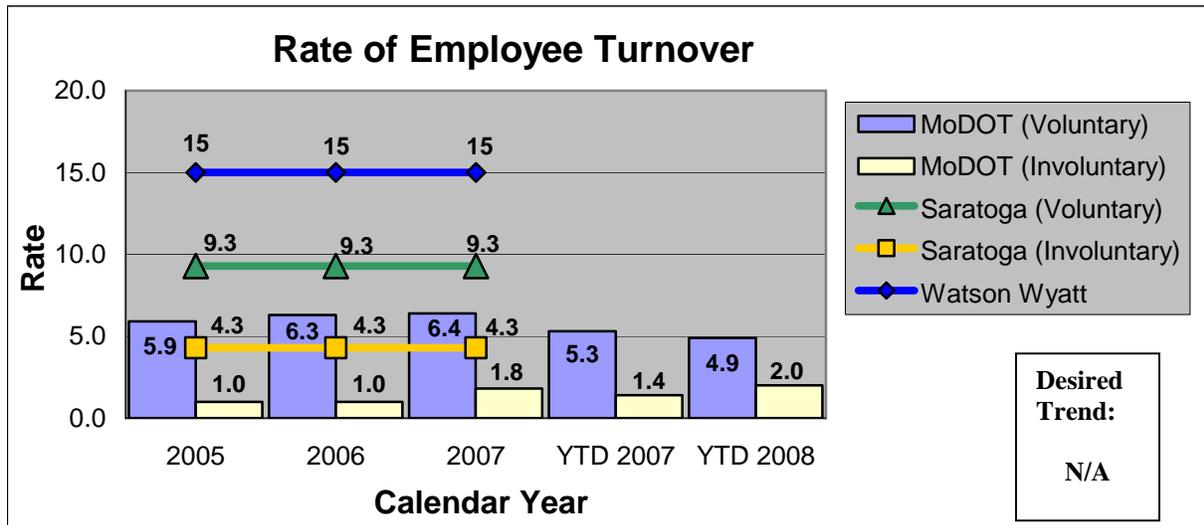
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's turnover rate to benchmarked data. Voluntary turnover includes most resignations and retirements. Involuntary turnover includes dismissals. Beginning with calendar year 2007, it also includes retirements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

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 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:

During the first three quarters of calendar year 2008, there were 439 separations from the department. This compares to 421 and 389 for these same periods in 2007 and 2006. There were 77 releases through September of 2008, and an additional 50 resignations and retirements designated as involuntary separations due to the separating employee having a disciplinary history and/or a final performance management rating of "Needs Improvement" or below. The total number of involuntary separations for the first three quarters of 2008 exceeds the 73 releases and additional 43 resignations and retirements designated as involuntary separations for the entire calendar year 2007. Of the remaining 307 voluntary separations that have occurred through September of 2008, 166 were retirements and 141 were resignations. If the current separation trend continues, it is anticipated that calendar year 2008 will have the highest separation rate since 2000. Department emphasis on performance management has resulted in an increased number of involuntary separations when compared to the same time last year. The voluntary separation rate has decreased from this time last year. This decrease can be attributed to recent instability in some labor markets, as well as employee friendly programs recently implemented such as the Performance-Based Pay program and an increased emphasis on the use of telecommuting and/or flexible work schedules.



Best Value for Every Dollar Spent

Level of job satisfaction

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Micki Knudsen, Human Resources Director

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:

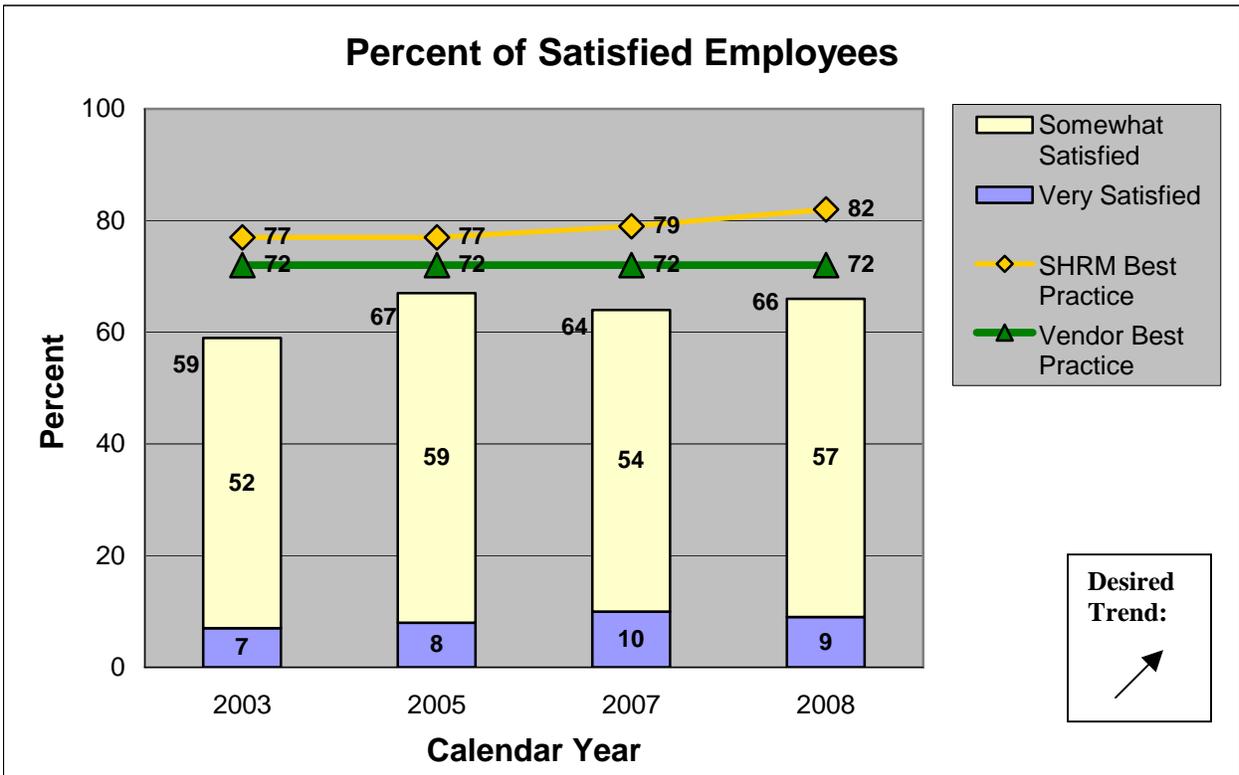
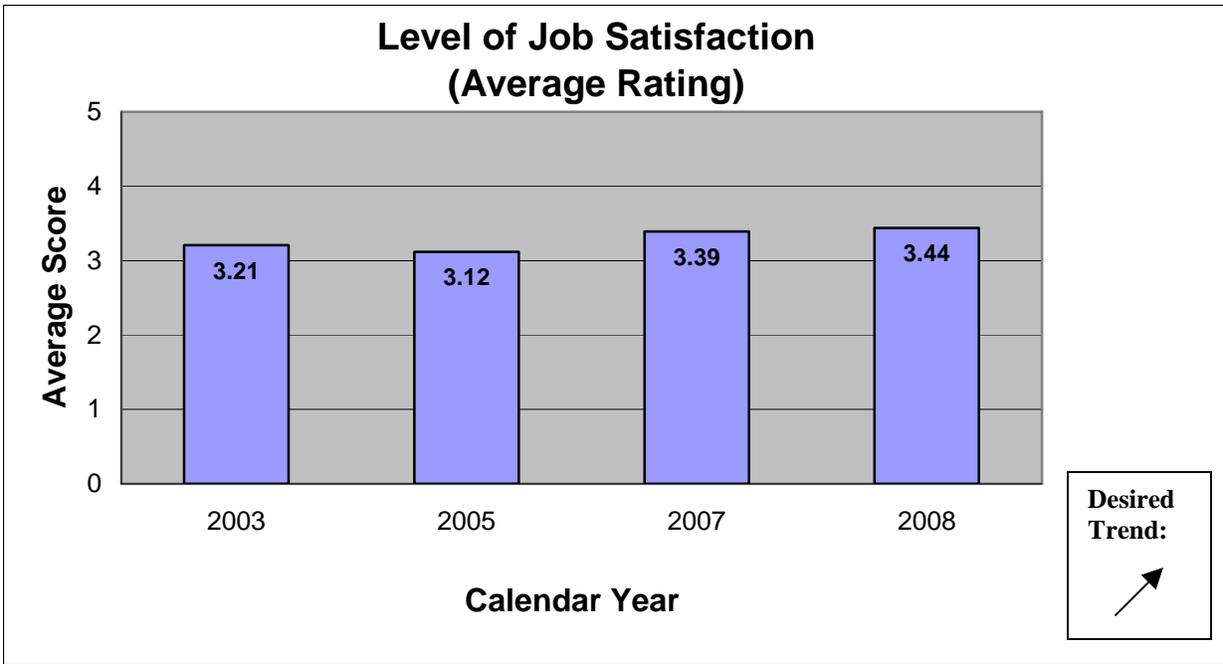
Employee satisfaction is measured using 18 items from an annual employee survey. The vendor contracted to conduct the employee satisfaction survey in 2003 and 2005 provided "Vendor Best Practice" data collected from an anonymous company. Society for Human Resources Management (SHRM) best practice data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

Improvement Status:

The 2008 Employee Satisfaction Survey was distributed on May 5, 2008, and preliminary data was analyzed beginning the week of June 16, 2008. An additional scale was added to the Employee Satisfaction Survey this year to measure employee perceptions about how supervisors and MoDOT overall live the MoDOT values. A final report will be distributed in October 2008.

Results indicate that 4,209 employees responded to the survey for a 64 percent return rate. That is a decrease from 76 percent in 2007 and is below the 2005 rate of 70 percent. For 2008, a smaller percentage of employees rated their overall satisfaction at the highest level; however, a higher percentage of employees rated their overall satisfaction above neutral - 66 percent compared to 64 percent in 2007. The average rating for job satisfaction increased for 2008. Of the 18 items comprising the job satisfaction scale, 14 items increased in average score and 2 remained unchanged. The two items related to "general satisfaction" and "feeling in control of life while at work" decreased. The two items related to "rewards at work" had the largest average increase; however, both are still among the bottom three ranked items in the job satisfaction scale. These results coincide with a significant number of comments and concerns related to pay issues including: (1) restriction on working overtime, (2) concerns about favoritism in performance-based pay increases, (3) lack of opportunities for promotion, and (4) pay increases not keeping up with rising costs of living. Additionally, concerns about employee morale comprise a significant portion of employee comments.

The 2007 Employee Satisfaction Survey report included 41 strategies to improve employee satisfaction. The district management teams and executive management at Central Office developed these strategies for implementation during fiscal year 2008. The districts and divisions have been contacted to determine the status of the strategies. The results of the survey seem to indicate these strategies have produced mixed results as both the job satisfaction and organizational justice scales increased on average, while the employee engagement scale has decreased.



Best Value for Every Dollar Spent

Number of lost workdays per year

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

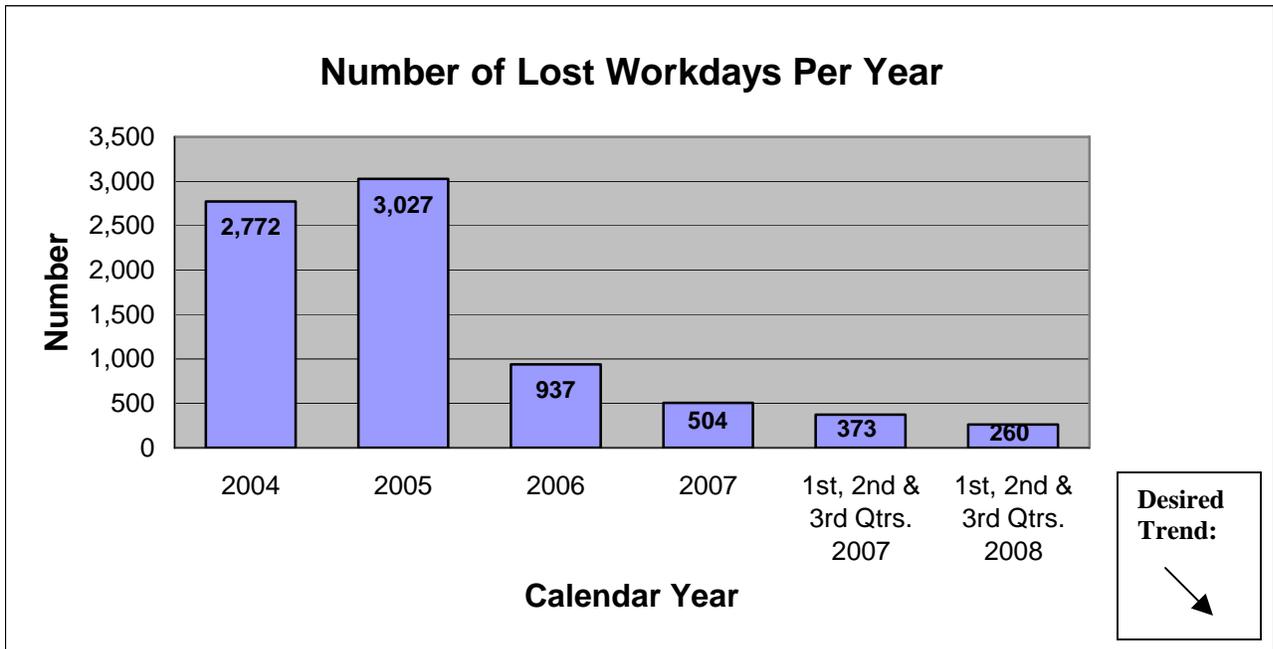
This measure tracks the actual number of days that employees cannot work due to work-related injuries sustained during the reporting period. Note that the results do not include lost workdays for injuries that occurred during previous reporting periods. (Example: an employee that is injured on Dec. 31, 2007 and is off during January of 2008 will not show up as lost time in 2008 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, second and third quarters of 2008 is 30 percent lower than the total from the same period last year, declining from 373 in 2007 to 260 lost workdays in 2008. Though not illustrated in the chart, the number of lost-time incidents reflected a 14 percent reduction from 2007 to 2008. MoDOT continues to develop and implement new safety-related initiatives to further reduce lost workdays, including the Performance Plus Injury Reduction Incentive, 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.



Best Value for Every Dollar Spent

Rate and total of OSHA recordable incidents

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

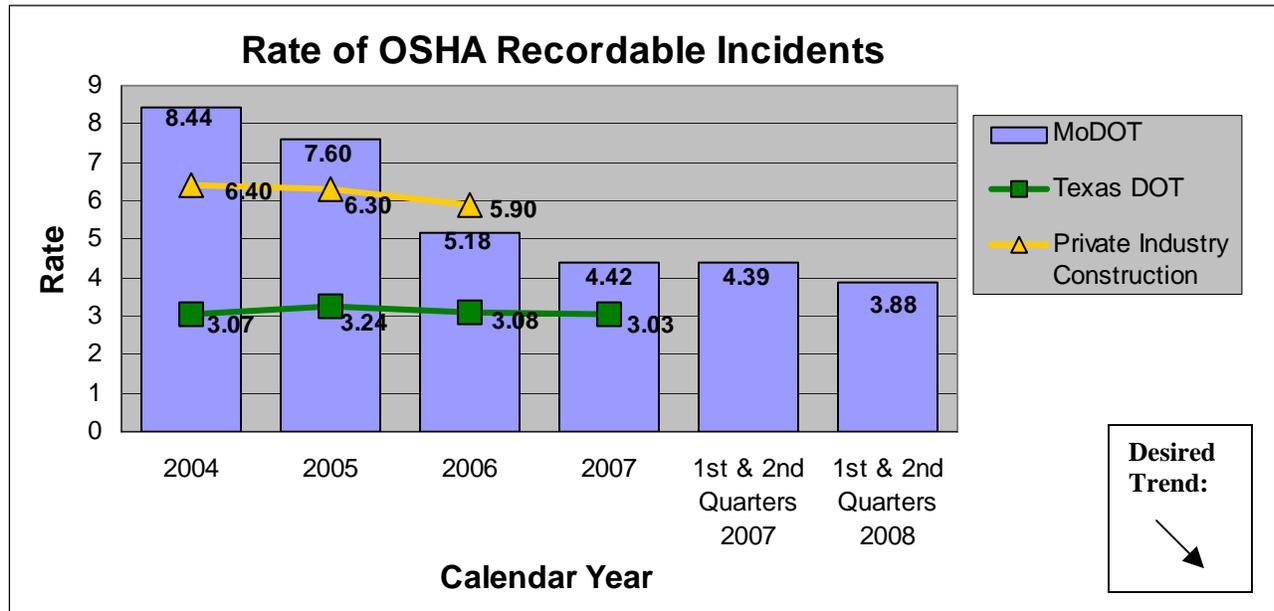
This measure tracks the number of recordable injuries, as defined by OSHA, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time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

Measurement and Data Collection:

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

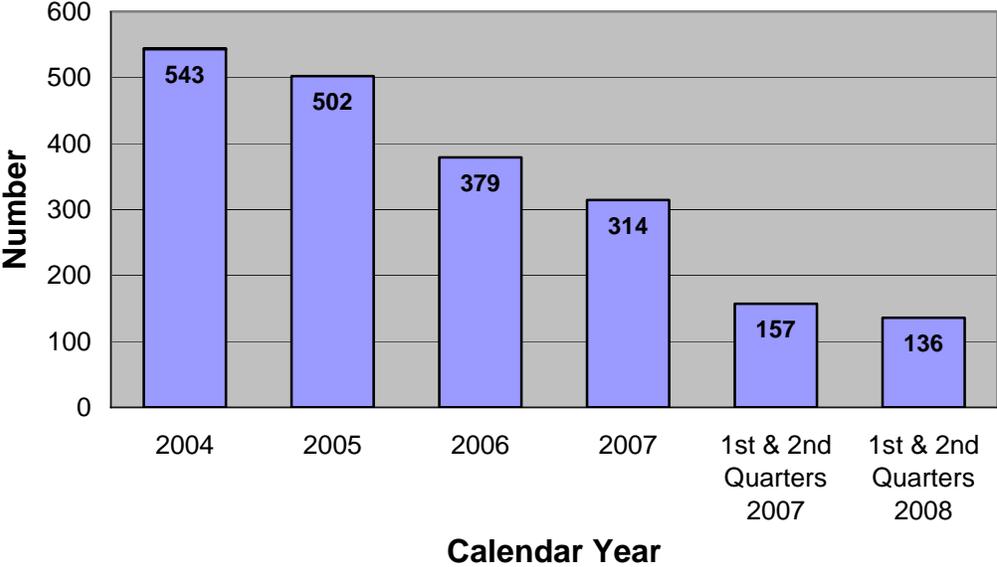
Improvement Status:

Both the number of OSHA recordables and the incidence rate for MoDOT have declined over the reporting periods noted. The incident rate declined by 12 percent for 2008 over 2007, dropping from 4.39 to 3.88. The number of OSHA recordables declined by 13 percent over the same period, with a reduction from 157 to 136. MoDOT suffered the loss of two employees during the first two quarters of 2008. The Springfield Area District had an employee who was fatally injured in March, and the Kansas City Area District had an employee who was fatally injured in June. The department has reduced its injury rate by successfully implementing numerous safety-related initiatives.



(Information from Private Industry Construction was not yet available for 2007.)

Total of OSHA Recordable Incidents



Desired Trend:
↓

Best Value for Every Dollar Spent

Number of claims for general liability

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

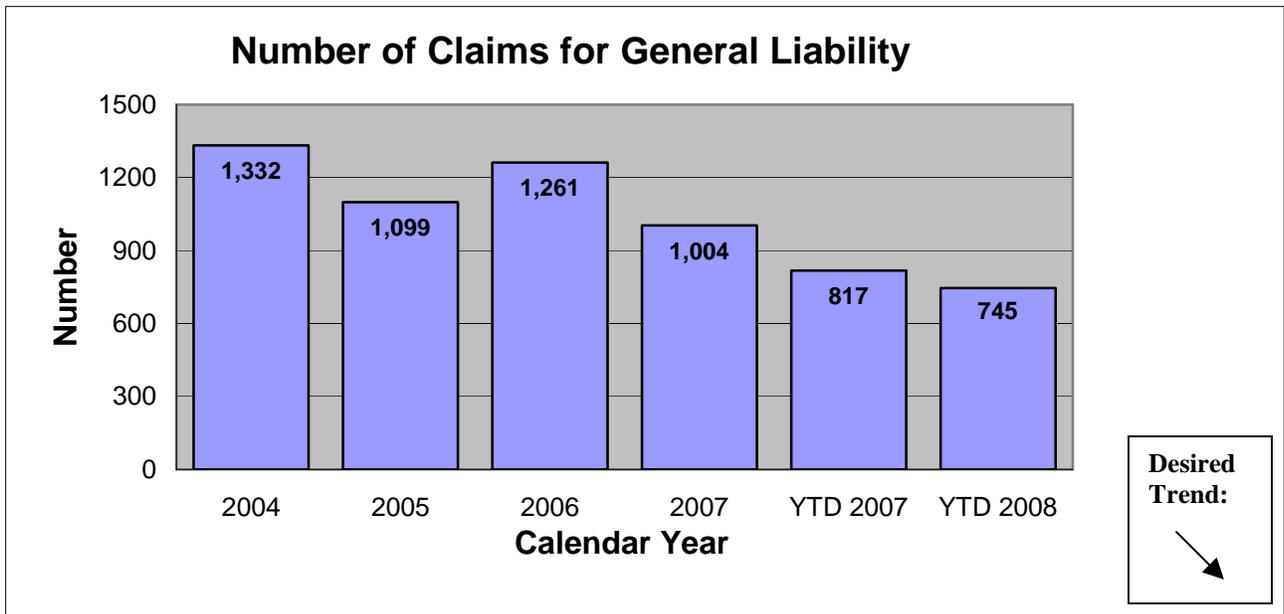
General liability claims arise from allegations of injuries/damages caused by the dangerous condition of MoDOT property and the injury/damage directly resulted from the dangerous condition. In addition, an employee must be negligent and create the dangerous condition or MoDOT must have actual or constructive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

Measurement and Data Collection:

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

Improvement Status:

The number of claims for general liability has declined over the reporting periods noted.



Best Value for Every Dollar Spent

Cost of utilities for facilities

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Doug Record, General Services Manager - Facilities

Purpose of the Measure:

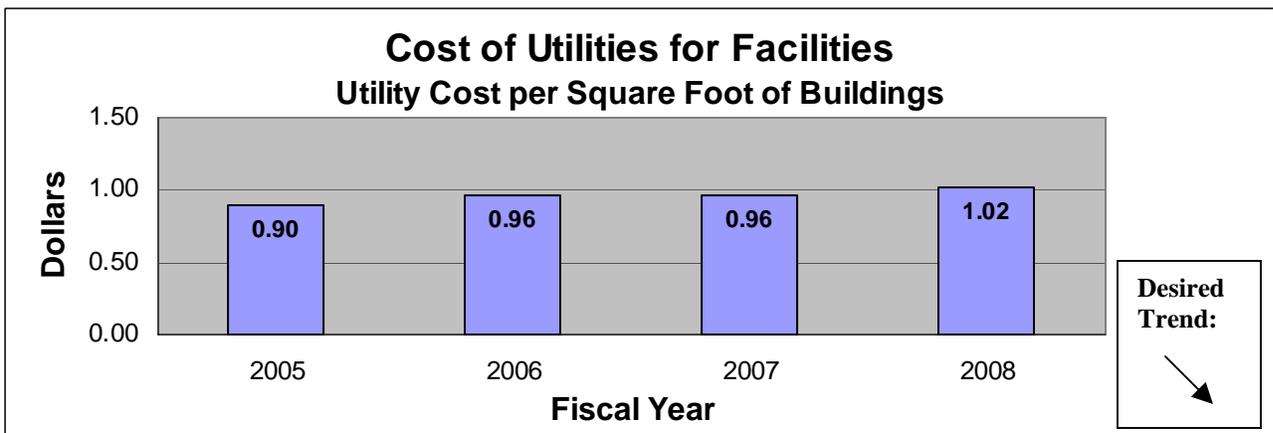
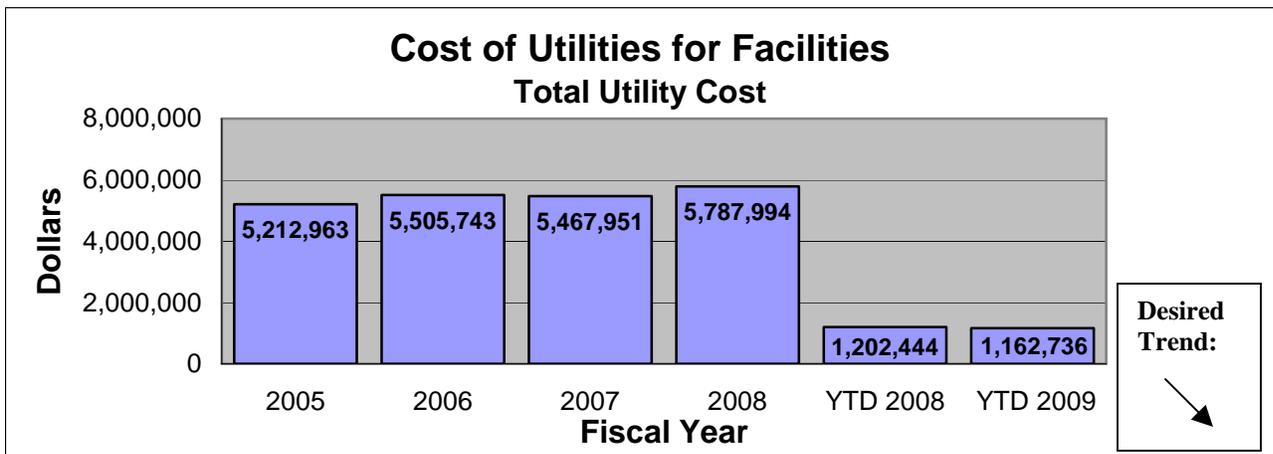
This measure tracks the cost of utilities for department facilities, excluding roadways. It focuses on how these costs are affected by energy efficient improvements in buildings and operations.

Measurement and Data Collection:

The data is collected based on utility expenditures recorded in the statewide financial accounting system. The following expenditures 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 costs reported for utilities for year-to-date FY 2009 was \$1,162,736, a decrease of 3.3 percent of the total utility costs reported in the same period of FY 2008. Even though prices continue to increase, MoDOT’s electricity cost decreased \$86,248. MoDOT’s gas cost increased \$28,450, mainly due to early propane fills. Employee awareness has been a big contributor to the overall decrease. This has come about in part due to the development of the “Stretch Your Power” energy-savings initiative. The square foot chart has no changes because it is an annual measure.



Best Value for Every Dollar Spent

Fleet status

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Jeannie Wilson, Central Office General Services Manager

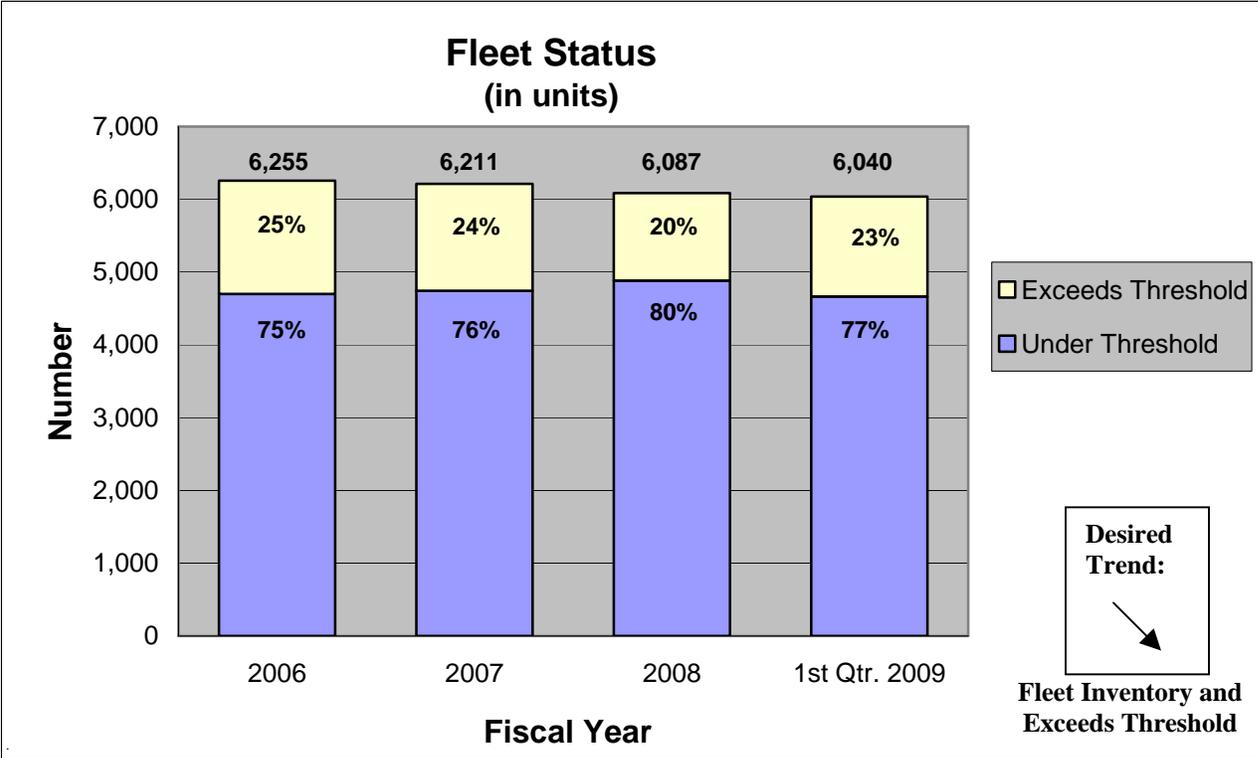
Purpose of the Measure:
 This measure tracks the number of units in the MoDOT fleet as well as their condition. The chart provides an overall fleet condition status based on actual fleet age and meter compared to maximum life-cycle thresholds.

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

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

Improvement Status:
 The overall fleet size has decreased from 6,087 to 6,040 units during the first quarter of fiscal year 2009.

MoDOT’s goal is to increase the percentage of fleet under the replacement threshold. According to the established thresholds, 77 percent of the MoDOT fleet is under the recommended replacement criteria. The criteria suggests that 23 percent of the fleet currently meets or exceeds the threshold. The increase in the percentage of equipment that exceeds thresholds is due to the fact that another model year has begun, yet the new model year of equipment has not started to arrive. MoDOT has made a concerted effort to maintain the fleet at the appropriate level to ensure service needs are met.



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.

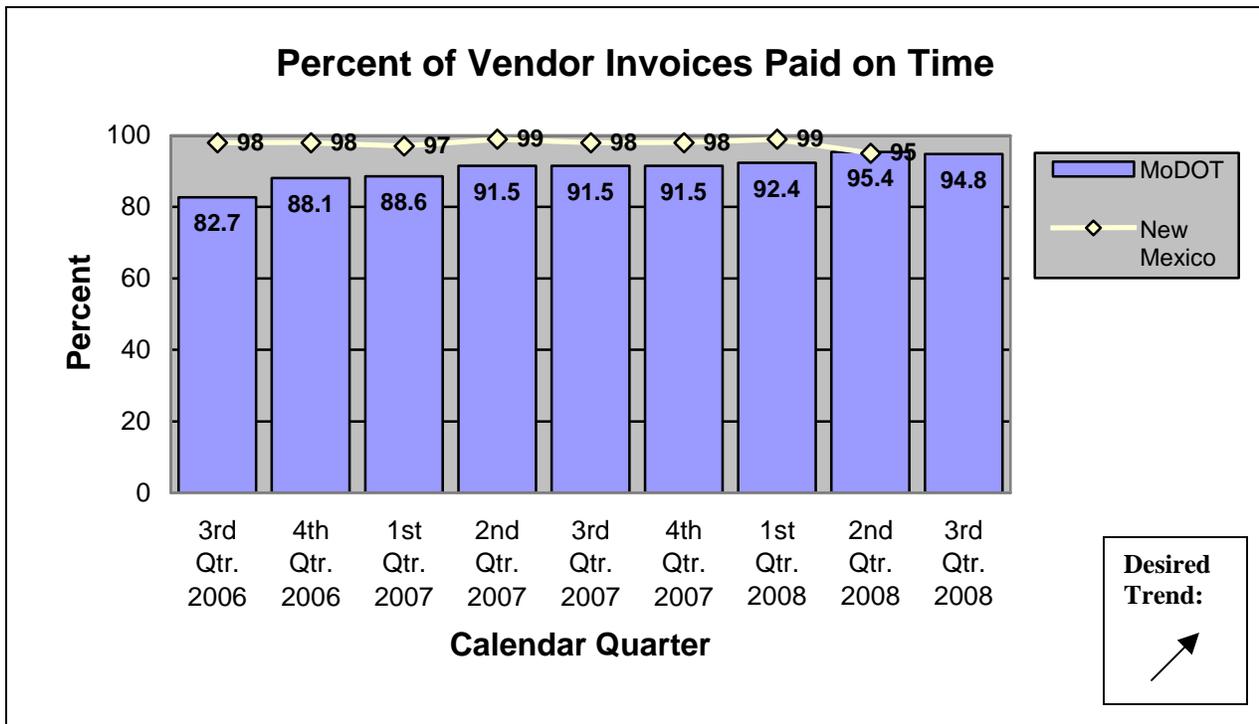
Measurement and Data Collection:

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. The department's measure is benchmarked to the New Mexico DOT. 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.

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.



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:

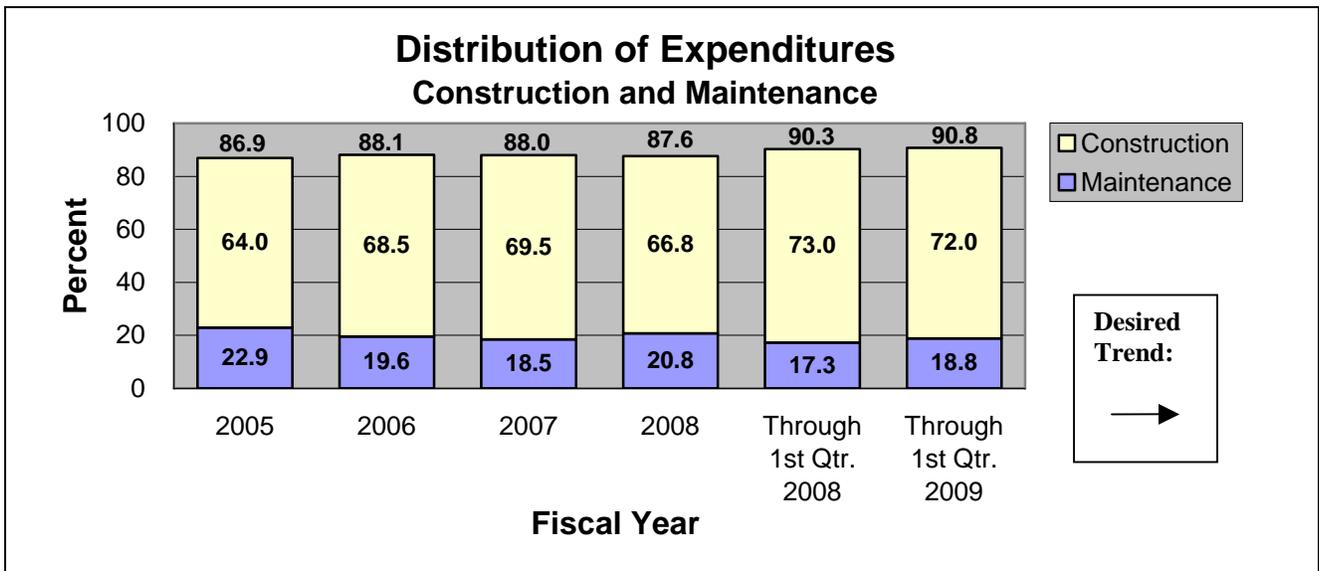
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on construction and maintenance of our transportation system.

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), Motor Carrier and Highway Safety appropriations. Debt service appropriations are not included.

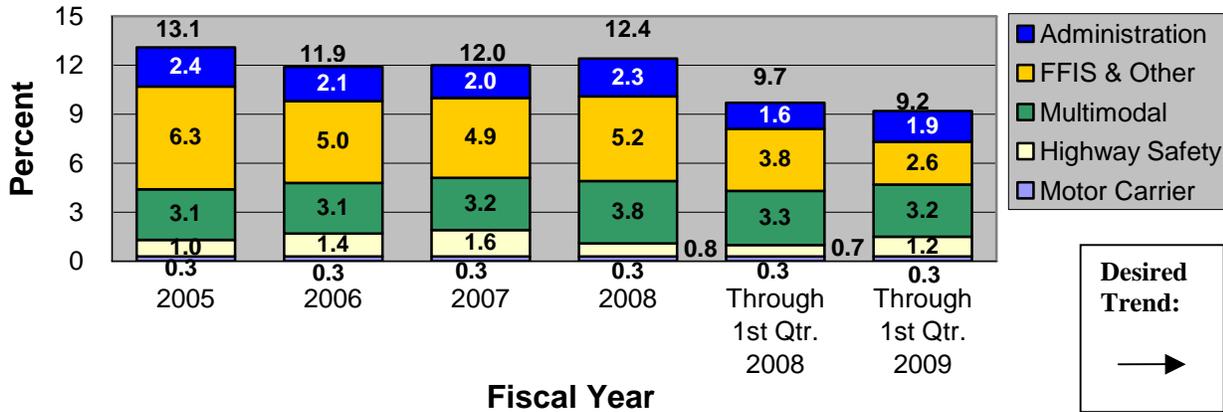
Improvement Status:

MoDOT's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation) and rehabilitation and construction of the system (construction appropriation). Construction expenditures have decreased for the same period, percentage and dollars, as a result of reduced bond proceeds and a reduced construction program. Administration, FFIS, and Motor Carrier remain relatively constant as a percent of total expenditures, consistent with the desired trend. Highway Safety and multimodal fluctuate depending on availability of federal grants.



	Thousands of Dollars					
	2005	2006	2007	2008	YTD 2008	YTD 2009
Construction	\$ 1,085,840	\$1,373,699	\$1,539,217	\$1,373,682	\$ 464,795	\$ 463,852
Maintenance	\$ 386,399	\$ 391,817	\$ 408,904	\$ 428,461	\$ 110,487	\$ 121,459

Distribution of Expenditures Other



Desired Trend:
 →

	Thousands of Dollars					
	2005	2006	2007	2008	YTD 2008	YTD 2009
Administration	\$ 41,288	\$ 43,076	\$ 45,086	\$ 46,808	\$ 10,399	\$ 12,005
Multimodal	\$ 52,681	\$ 61,431	\$ 71,839	\$ 77,265	\$ 21,037	\$ 20,476
FFIS & Other	\$ 106,822	\$ 99,418	\$ 108,023	\$ 106,343	\$ 24,202	\$ 16,847
Motor Carrier	\$ 5,811	\$ 6,741	\$ 6,899	\$ 6,930	\$ 1,627	\$ 1,736
Highway Safety	\$ 17,702	\$ 27,657	\$ 35,730	\$ 17,064	\$ 4,747	\$ 8,021

Best Value for Every Dollar Spent

Percent variance of state revenue projections

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, Finance Manager

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.

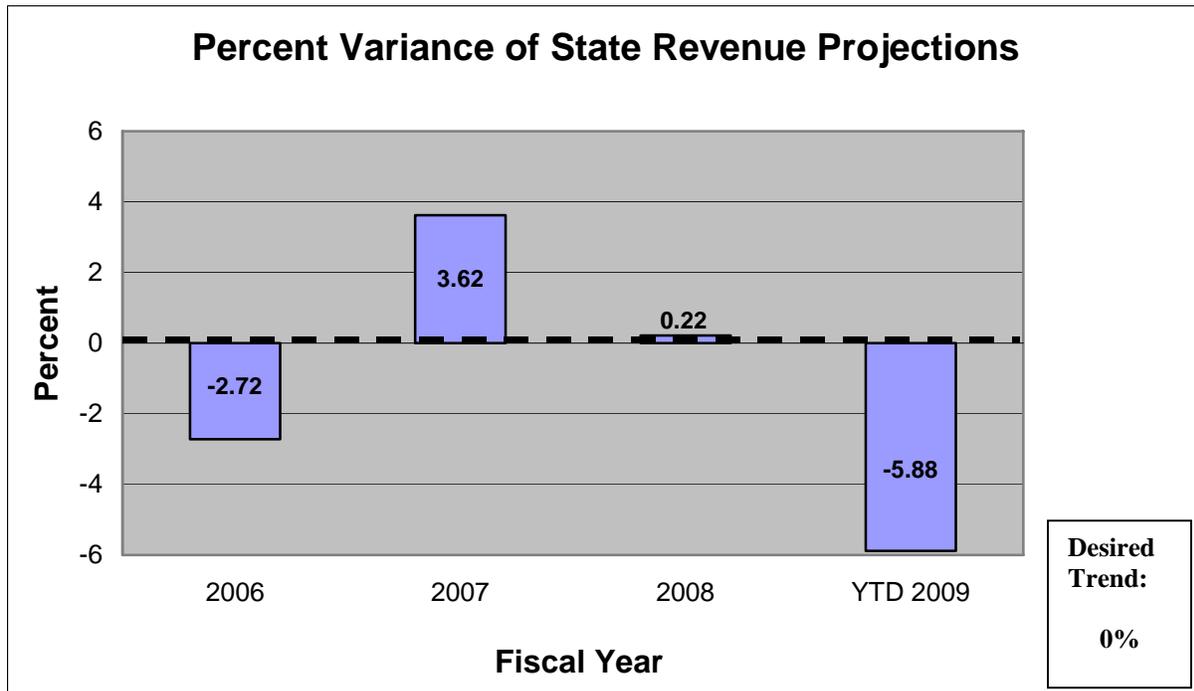
Measurement and Data Collection:

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 2009 projections are based on the financial forecast prepared in August 2007, which was used for the 2009-2013 Statewide Transportation Improvement Program (STIP). This measure is updated quarterly.

Improvement Status:

The actual state revenue was less than projected through the first quarter of FY 2009. The projected revenue was \$277.4 million. However, the actual receipts were \$261.1 million, a difference of \$16.3 million and a negative variance of 5.88 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.

Under normal conditions, state revenue projections are updated annually in July. However, state revenue collections have been declining since the fourth quarter of FY 2008, primarily caused by the weakening economy. Given the increased downside risk of state revenue collections, MoDOT has chosen to collect additional monthly data before revising its state revenue forecast.



Best Value for Every Dollar Spent

MoDOT national ranking in revenue per mile

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, Finance Manager

Purpose of the Measure:

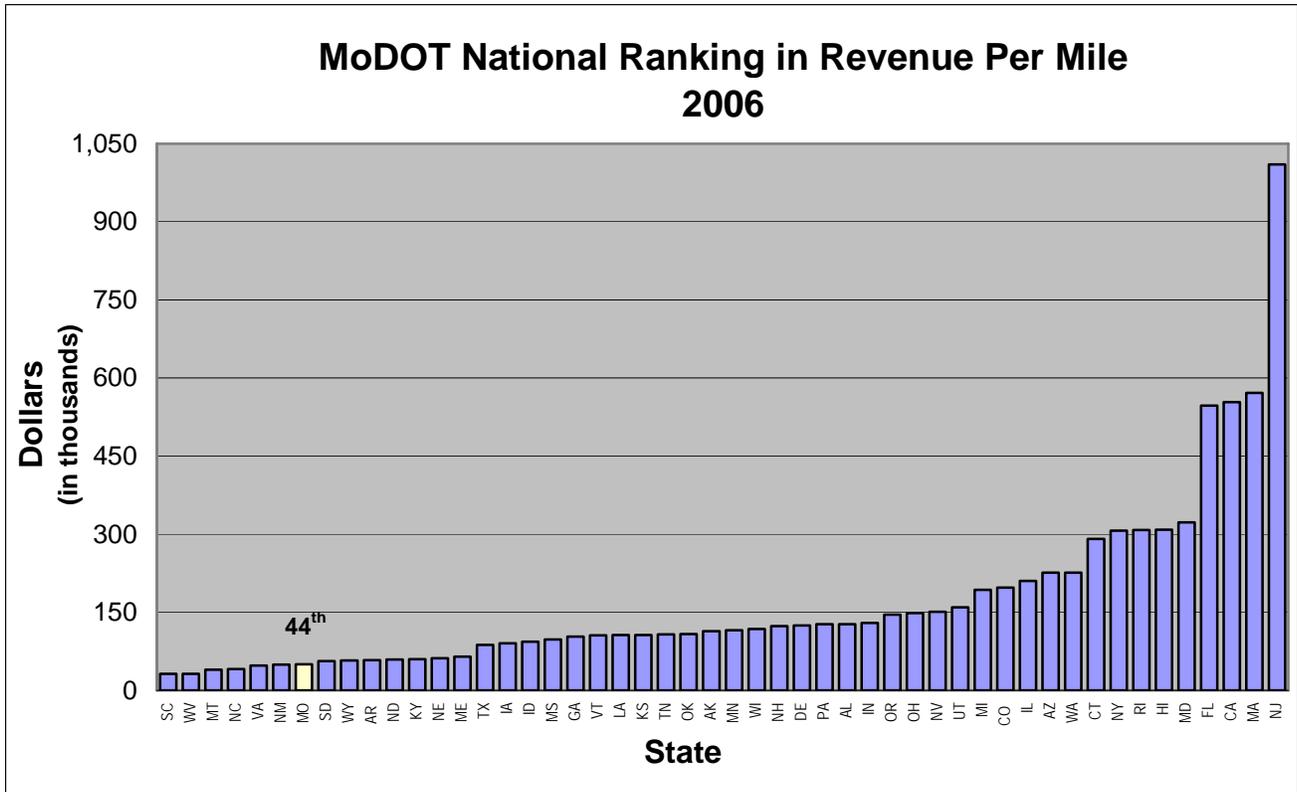
This measure shows Missouri’s national ranking in the amount of revenue per mile that is available to spend on the state highway system.

Measurement and Data Collection:

Revenue is the total receipts less bonds as reported in the Federal Highway Administration’s 2006 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 2006 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 annually.

Improvement Status:

Missouri’s revenue per mile of \$49,977 currently ranks 44th in the nation. Missouri has a very large state highway system, consisting of 33,681 miles, which is the seventh largest system in the nation. New Jersey’s revenue per mile of \$1,010,172 ranks first. However, its state highway system contains only 2,326 miles. MoDOT staff continues to communicate the need for additional transportation funding to the public. Missouri’s transportation needs greatly exceed current available funding.



Best Value for Every Dollar Spent

Number of excess properties conveyed

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. 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.

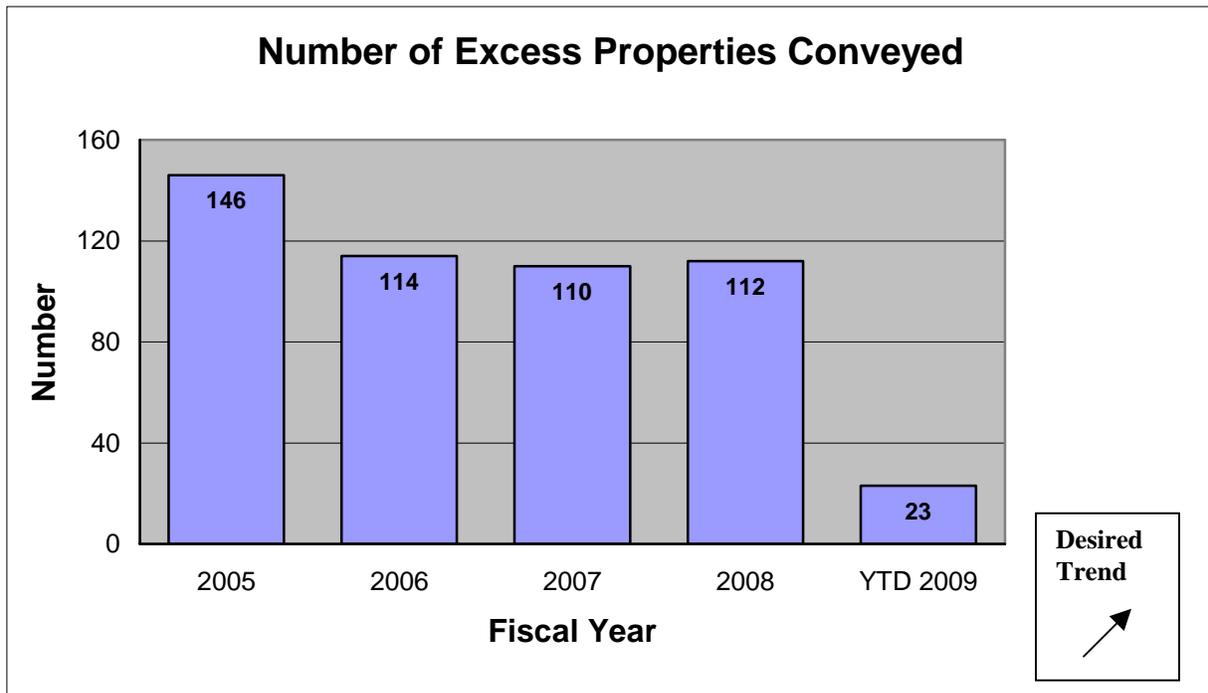
Measurement and Data Collection:

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

Improvement Status:

Twenty-three excess parcels were conveyed in the first quarter compared to 24 in the first quarter of fiscal year 2008. This quarterly number is comparable to the same period last year.

In September, division staff reached across state lines to solicit best practices from South Carolina’s DOT, a leader in property management. As a result of those discussions, division staff crafted and advertised an RFP for real estate marketing and consulting services. This tool allows individual districts more flexibility in streamlining excess property disposal by allowing a third party to facilitate the necessary elements of the disposal process, for example brokering services, marketing, land survey, etc. Another tool currently available for districts is a Central Office land survey team housed in the Design Division that allows for another option to meet surveying requirements when the resources are not readily available at the district. The Right of Way Division’s newsletter, Realty Central, continues to be a vehicle to reinforce MoDOT’s unwavering commitment to aggressively dispose of excess property.



Best Value for Every Dollar Spent

Gross revenue generated from excess properties sold

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 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.

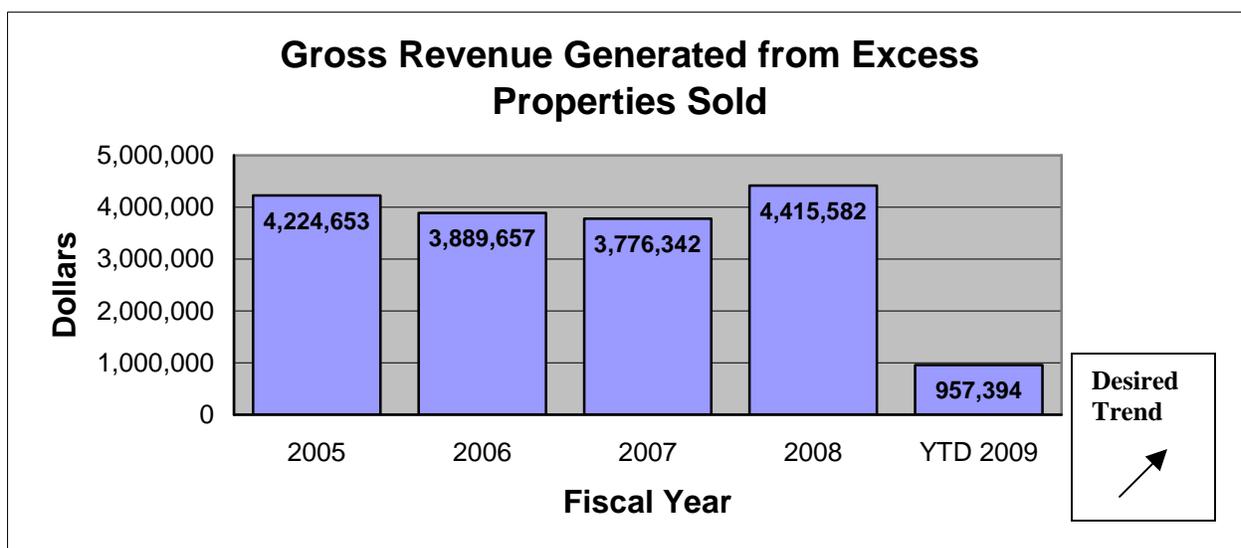
Measurement and Data Collection:

This data represents the gross revenue from all properties sold. Incidental costs incurred in the conveyance of excess properties are not considered in this measure. Data collection for this measure is reported on a quarterly basis from the Realty Asset Inventory system.

Improvement Status:

First quarter revenue from excess sales totals \$957,394, which is slightly less than the three-year quarterly average of \$1,006,798. Of the first quarter total, 90 percent of the revenue came from 13 percent of the sales.

In September, division staff reached across state lines to solicit best practices from South Carolina's DOT, a leader in property management. As a result of those discussions, division staff crafted and advertised an RFP for real estate marketing and consulting services. This tool allows individual districts more flexibility in streamlining excess property disposal by allowing a third party to facilitate the necessary elements of the disposal process, for example brokering services, marketing, land survey, etc. Another tool currently available for districts is a Central Office land survey team housed in the Design Division that provides for another option to meet surveying requirements when the resources aren't readily available at the district. The Right of Way Division's newsletter, Realty Central, continues to be a vehicle to reinforce MoDOT's unwavering commitment to aggressively dispose of excess property.



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