

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

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Steve Meystrik, Special Projects Coordinator

### Purpose of the Measure:

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

### Measurement and Data Collection:

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

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

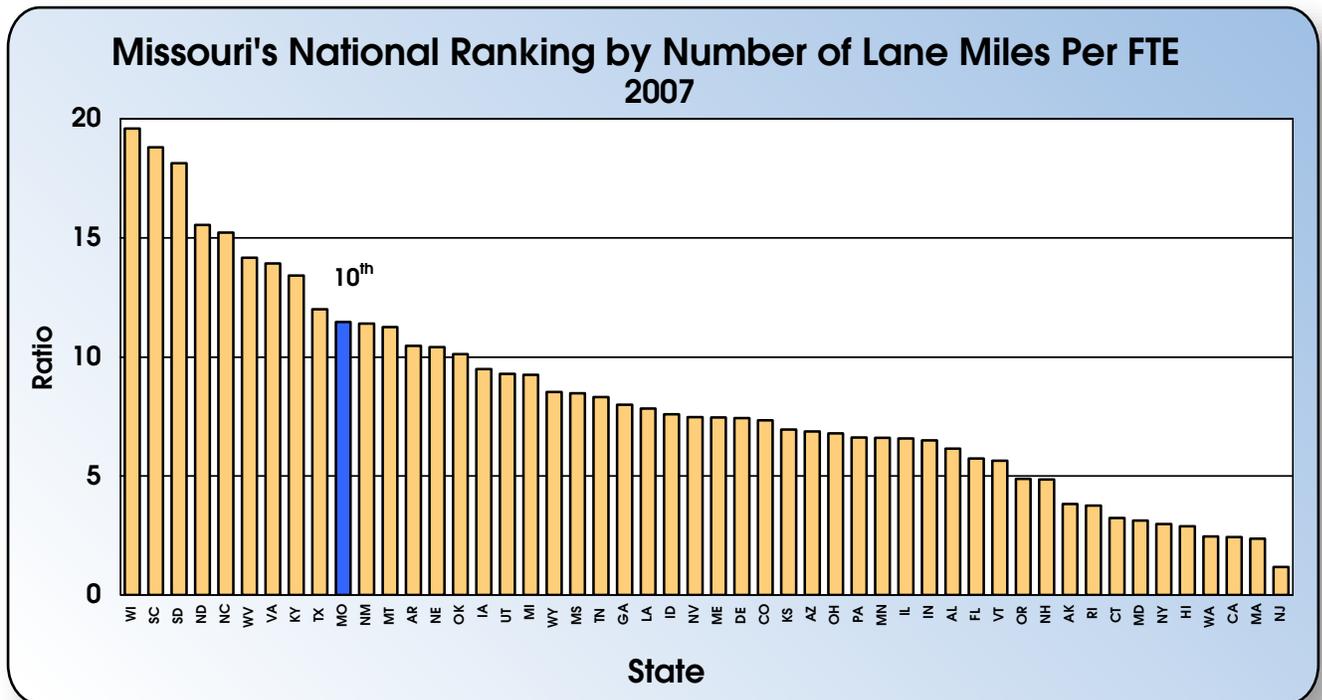
and operation of streets, roads, sidewalks, bridges, tunnels, toll roads, and ferries; snow and ice removal; street lighting; and highway and traffic engineering activities. The number of lane miles for each state is obtained from FHWA’s annual Highway Statistics report.

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

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

### Improvement Status:

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



## Number of full-time equivalencies-15b

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Steve Meystrik, Special Projects Coordinator

### Purpose of the Measure:

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

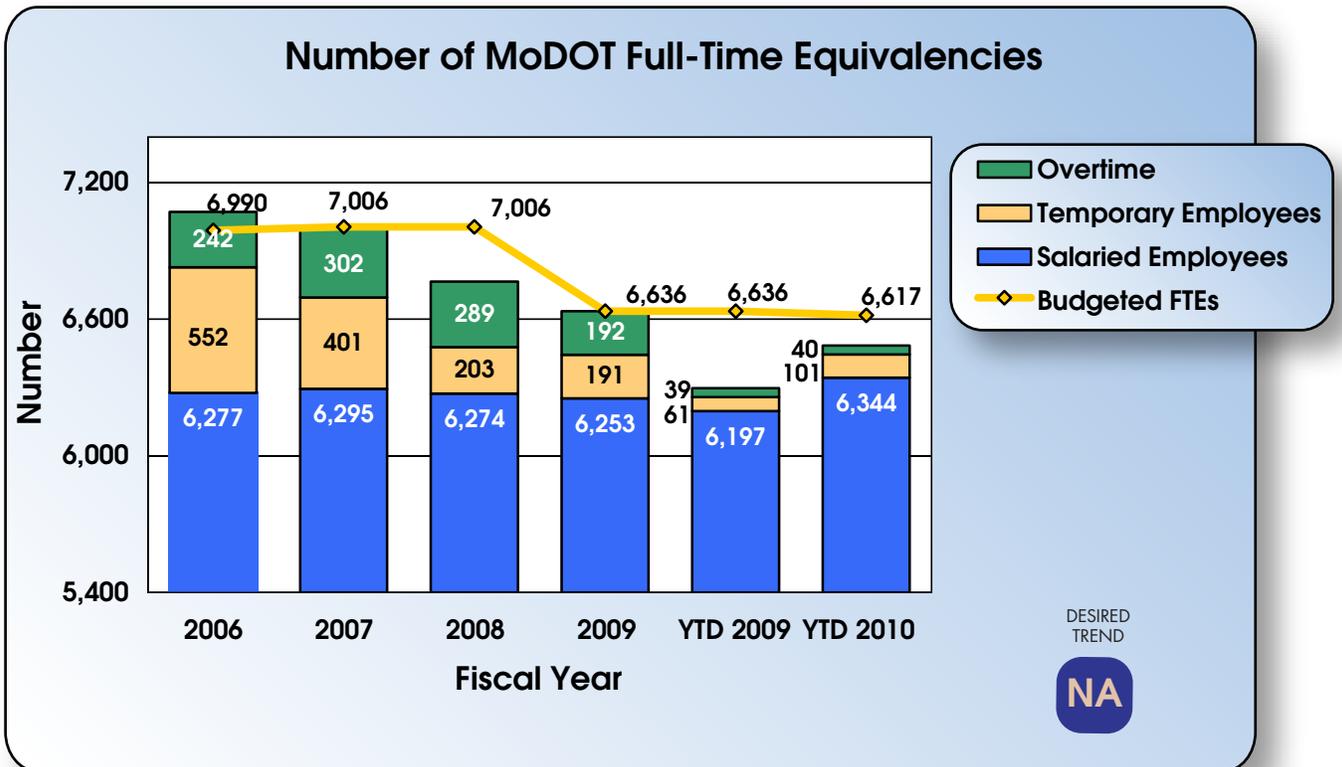
### Measurement and Data Collection:

This measure converts the regular hours worked or on paid leave of temporary and salaried employees, as well as overtime worked (minus any hours that are flexed during the workweek), to FTEs. In order to convert these numbers to FTEs, the total number of

hours worked is divided by 2,080. The data is collected and reported each quarter of the fiscal year.

### Improvement Status:

During the first quarter of fiscal year 2010, there has been an increase in the number of salaried FTEs, temporary FTEs, and FTEs resulting from overtime hours worked, compared to the same time last year. The average and total number of overtime hours worked by salaried employees during the first quarter decreased compared to same time last year; however, an increase in overtime worked by temporary employees led to an overall increase in this category.



## Percent of work capacity based on average hours worked-15c

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Micki Knudsen, Human Resources Director

### Purpose of the Measure:

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

### Measurement and Data Collection:

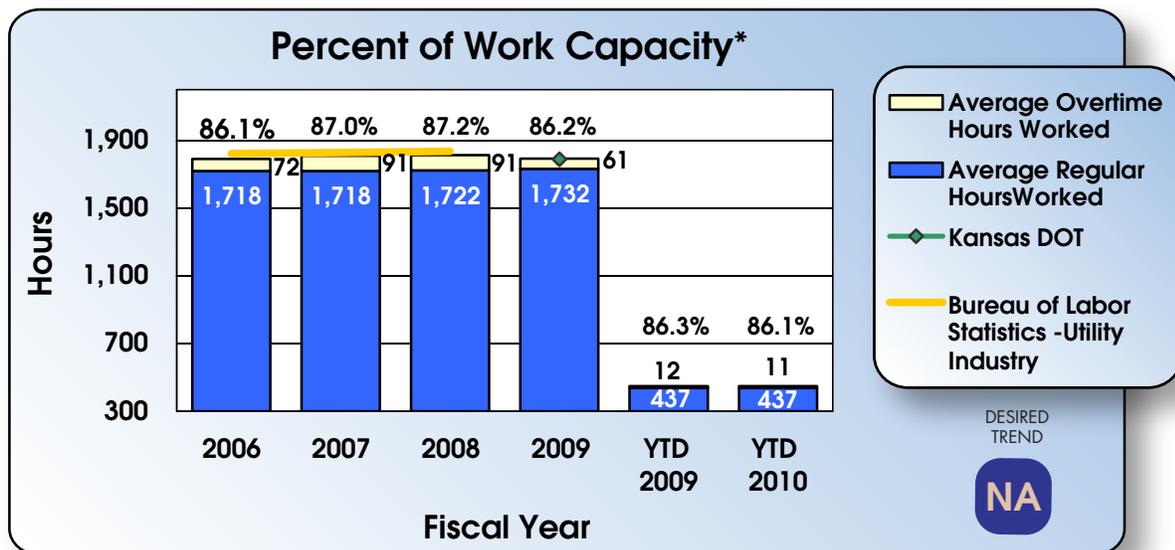
MoDOT tracks the average regular hours worked and average overtime hours worked by employees. The average regular and overtime hours worked does not include seasonal or wage employees. Additional hours worked by employees not eligible to earn overtime or compensatory time are not included. The work capacity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

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

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

### Improvement Status:

MoDOT's work capacity for the first quarter of fiscal year 2010 is just slightly below where it stood at the same time last year. This decrease can be attributed to a reduction in the number of overtime hours worked per salaried employee. The average number of regular hours worked has remained the same during the first quarter of fiscal year 2010 compared to the same quarter last year despite a slight increase in the number of sick leave hours used per employee (16.7 to 16.8 hours). The department believes the increase in sick leave usage can be attributed, in part, to the Pandemic Flu currently impacting the United States. Although sick leave usage increased slightly, the department experienced a decrease in annual leave/compensatory time (47.2 to 46.7 hours) usage comparing the same periods.



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

## Rate of employee turnover-15d

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Kim Hickey, Employment Manager

### Purpose of the Measure:

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

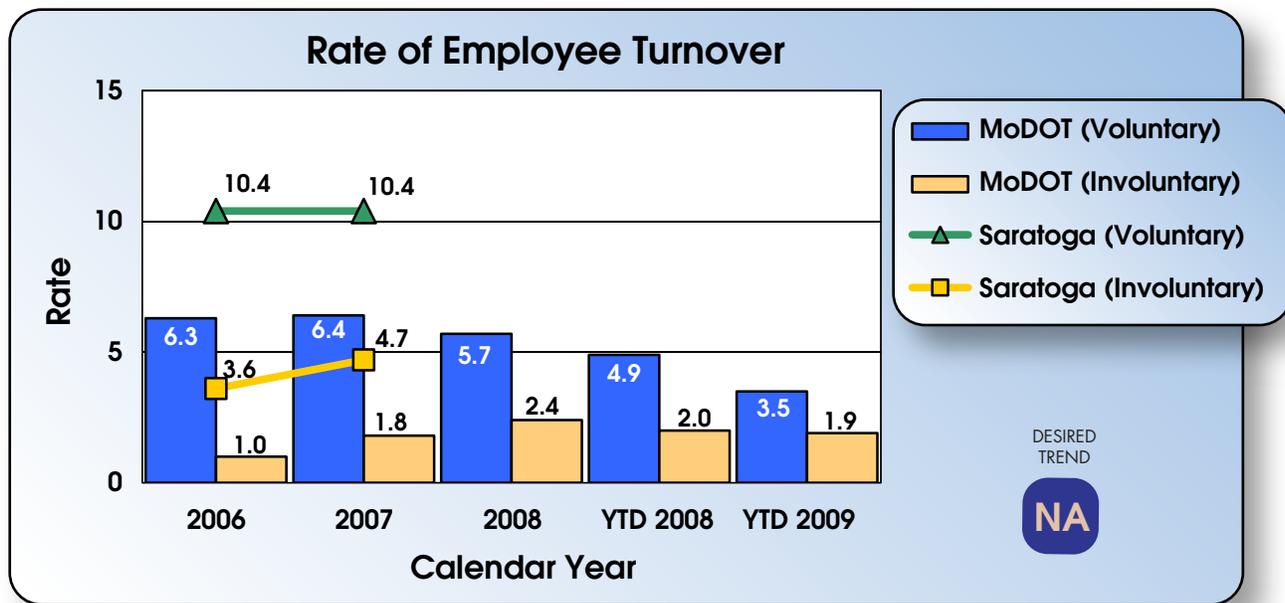
### Measurement and Data Collection:

The data is collected statewide to assess overall employee turnover. Comparison data is collected from various sources annually. For 2006 and 2007 benchmarked data, Saratoga Institute surveyed more than 300 organizations representing a wide variety of industries.

### Improvement Status:

The department's voluntary separation rate was down from 4.9 percent in the first three quarters of calendar year 2008 to 3.5 percent in the first three quarters of

calendar year 2009. During these same periods in 2008 and 2009, the department's involuntary separation rate was also down just slightly from 2 percent to 1.9 percent. There were 80 releases in the first three quarters of 2009, and an additional 40 resignations and retirements designated as involuntary separations. Of the remaining 221 voluntary separations that occurred in the first three quarters of 2009, 149 were retirements and 72 were resignations. The retirement rate is down just slightly for the first three quarters of 2009 (2.6 percent) when compared to this same period in 2008 (2.8 percent). However, the resignation rate for the first three quarters of 2009 (1.4 percent) is half of what it was for this same period in 2008 (2.8 percent). The number of resignations by employees with less than one year of service decreased from 44 in the first three quarters of 2008 to 26 in the first three quarters of 2009. Also, the number of resignations by employees in civil engineering positions decreased from 31 in the first three quarters of 2008 to 10 in the first three quarters of 2009. The overall decrease in voluntary separations can be attributed to continued unstable market conditions and high unemployment rates statewide.



### Level of job satisfaction-15e

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Paul Imhoff, Employee Development Manager

#### Purpose of the Measure:

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

#### Measurement and Data Collection:

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

#### Improvement Status:

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

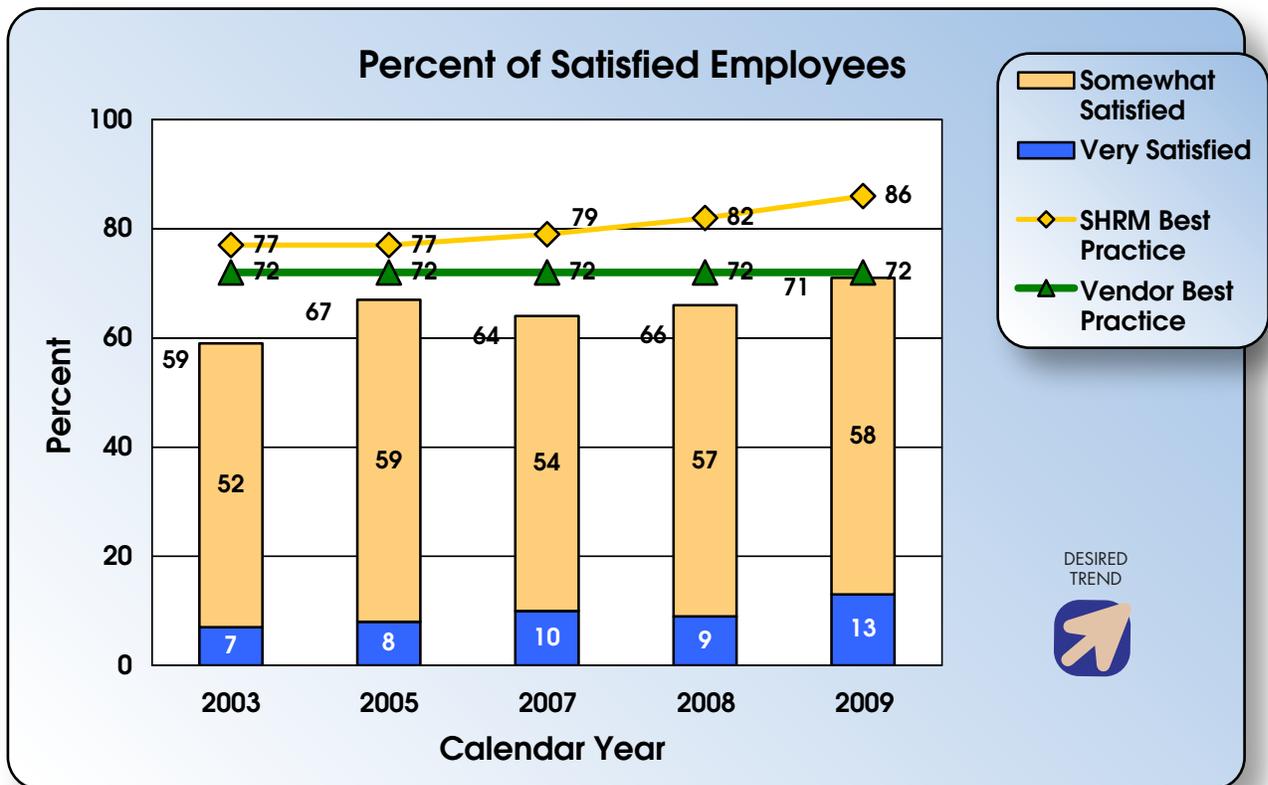
The results from the 2009 survey indicate that 3,792 employees responded to the survey for a 60 percent return rate. This is a decrease from 64 percent in 2008 (417 fewer surveys returned). The percentage of employees that were "very satisfied" increased from 9 percent in 2008 to 13 percent in 2009.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

The average rating on all four scales of the Employee Satisfaction Survey increased from 2008 to 2009. Job Satisfaction increased from 3.44 to 3.57 on a 5-point scale. Employee Engagement increased from

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

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





## Number of lost workdays per year-15f

**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, 2008 and is off during January of 2009 will not show up as lost time in 2009 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 2009 is three percent higher than the first three quarters of 2008, increasing from 277 in 2008 to 285 lost workdays in 2009. Though not illustrated in the chart, the number of lost-time

incidents reflected a 44 percent reduction from 2008 to 2009. Subrogation claims attribute the greatest number of lost workdays. Kansas City Area District suffered two motor vehicle third party incidents. Both employees sustained serious injuries that resulted in a significant number of lost workdays. The Southwest District also contributed a large number of lost workdays due to two incidents. Both employees were involved in cutting trees, and sustained relatively serious injuries. MoDOT continues to develop and implement new safety-related initiatives to further reduce lost workdays, including Safety Pays, a work simulation physical exam and the Fit for Duty program. Risk management personnel now direct all medical care for work-related injuries. MoDOT continues to identify and provide light-duty assignments for injured workers with restrictions in an effort to get them back to work quickly.



## Rate and total of OSHA recordable incidents-15g

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Jeff Padgett, Risk and Benefits Management Director

### Purpose of the Measure:

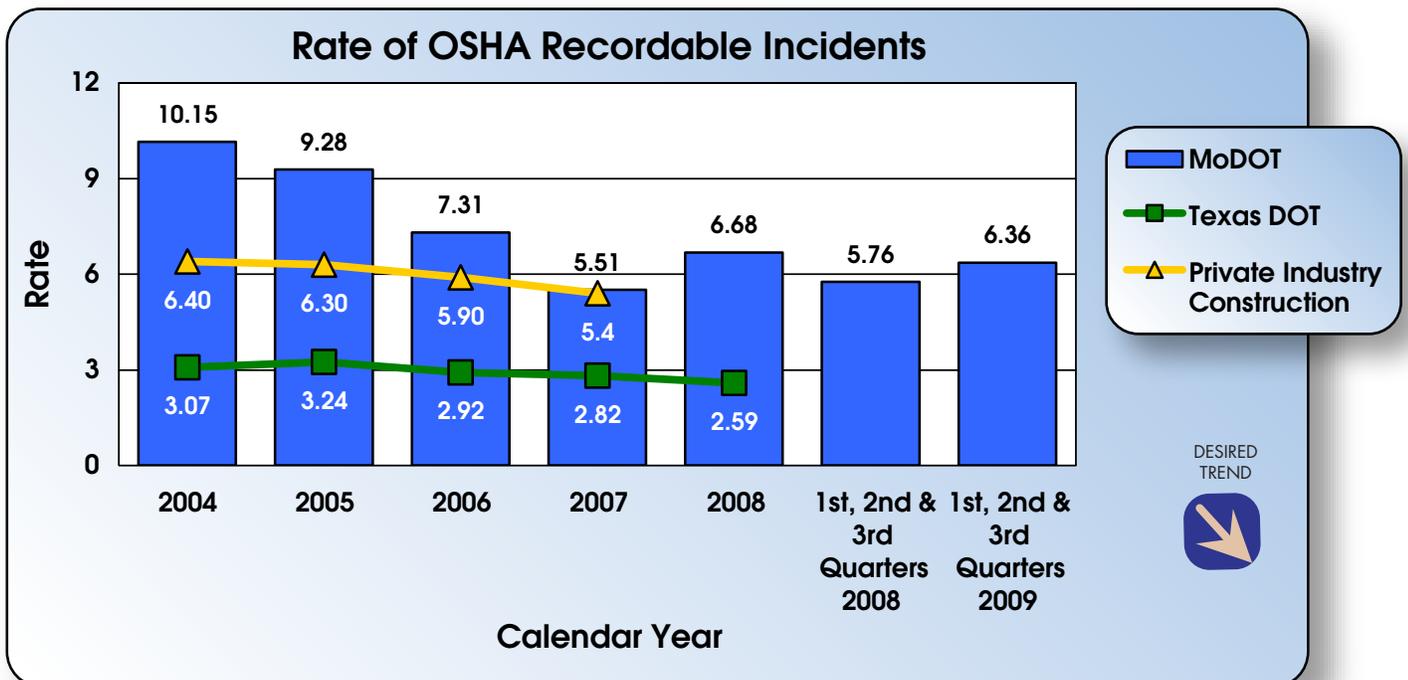
This measure tracks the number of recordable injuries, as defined by OSHA, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time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

### Measurement and Data Collection:

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

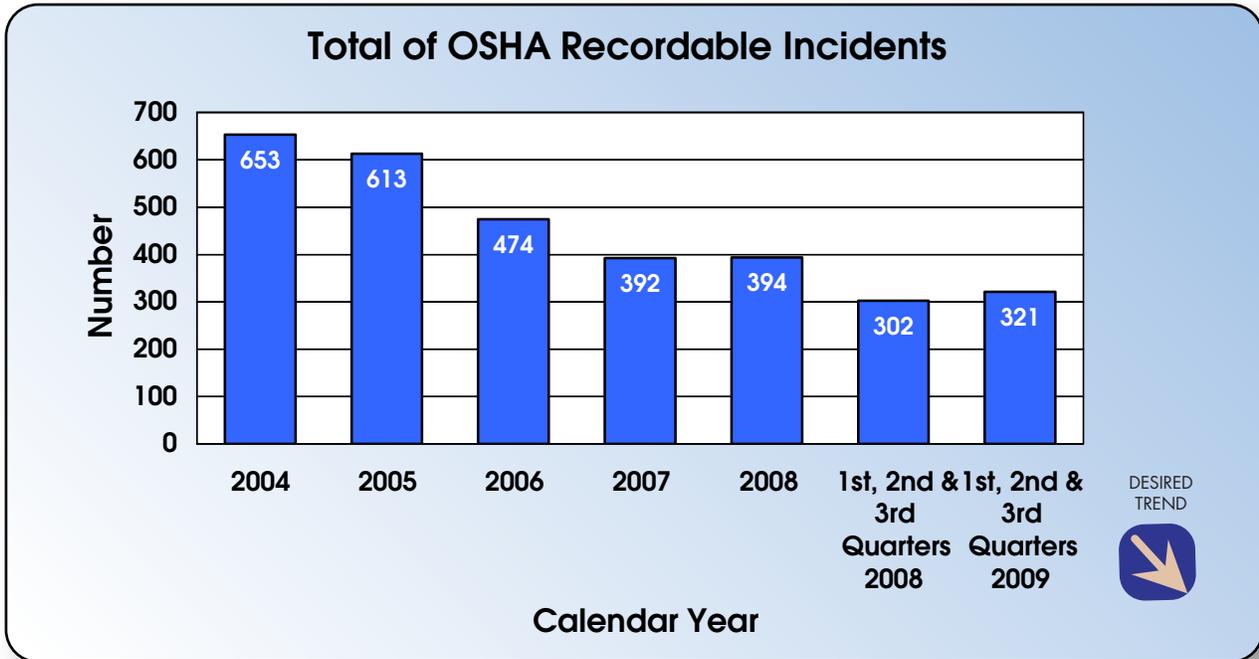
### Improvement Status:

Both the number of OSHA recordables and the incidence rate for MoDOT have increased over the reporting periods noted. The incident rate increased by 10 percent for the first three quarters of 2009 over 2008, rising from 5.76 to 6.36. The number of OSHA recordables increased by six percent over the same period, with an increase from 302 to 321.



(Information from Private Industry Construction was not yet available for 2008.)

## BEST VALUE FOR EVERY DOLLAR SPENT



## Number of claims for general liability-15h

**Result Driver:** Roberta Broecker, Chief Financial Officer

**Measurement Driver:** Jeff Padgett, Risk and Benefits Management Director

### Purpose of the Measure:

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

### Measurement and Data Collection:

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

### Improvement Status:

Our desired effect is a reduction in claims. This year to date we have a modest decrease, due primarily to an overall reduction in pothole claims.



## Cost of utilities for facilities-15i

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Doug Record, General Services Manager - Facilities

### Purpose of the Measure:

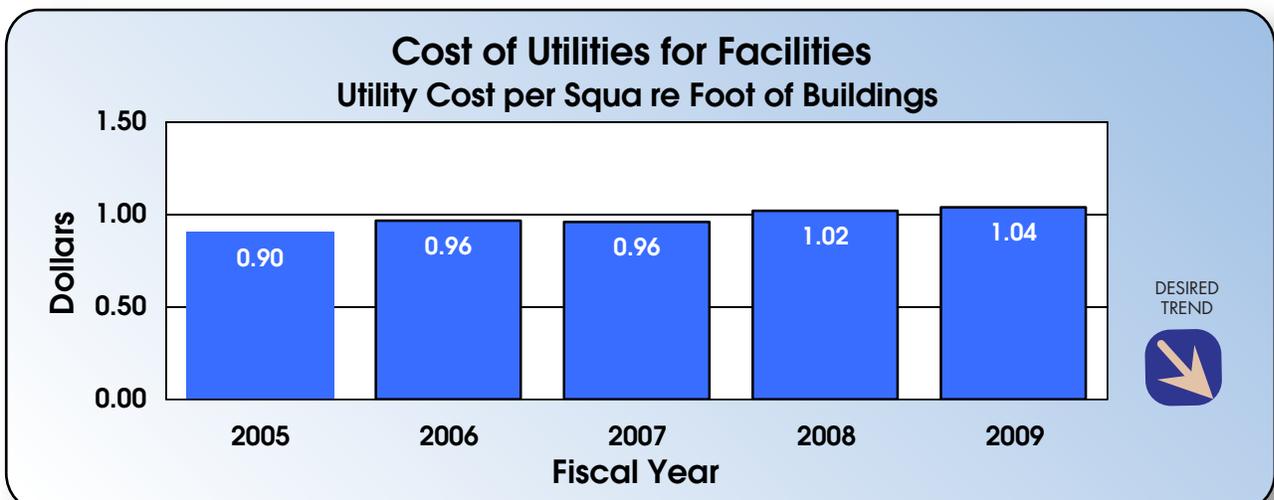
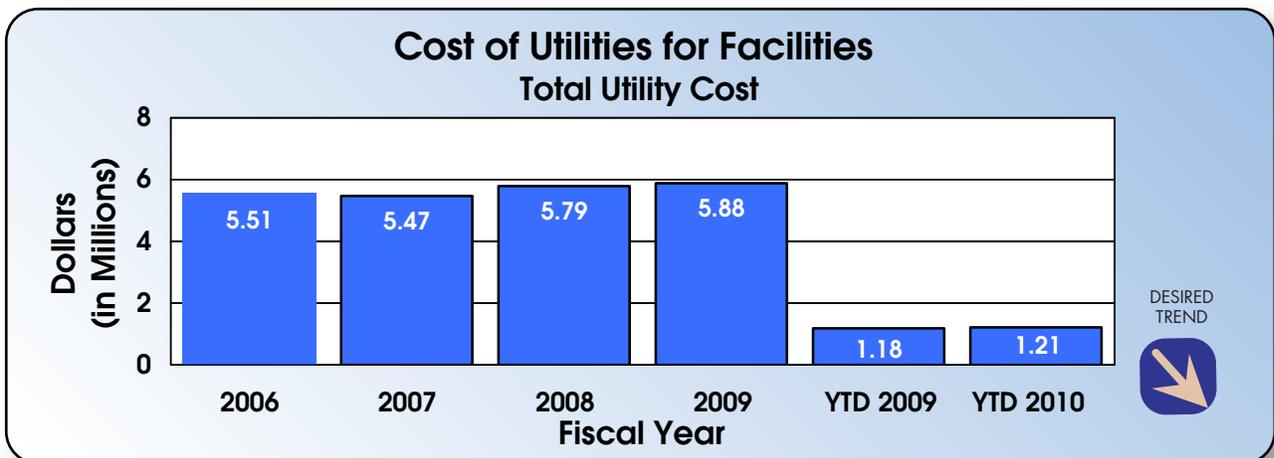
This measure tracks the cost and usage of utilities for department facilities, excluding roadways. It attempts to capture the impact of energy efficient improvements in buildings and operations.

### Measurement and Data Collection:

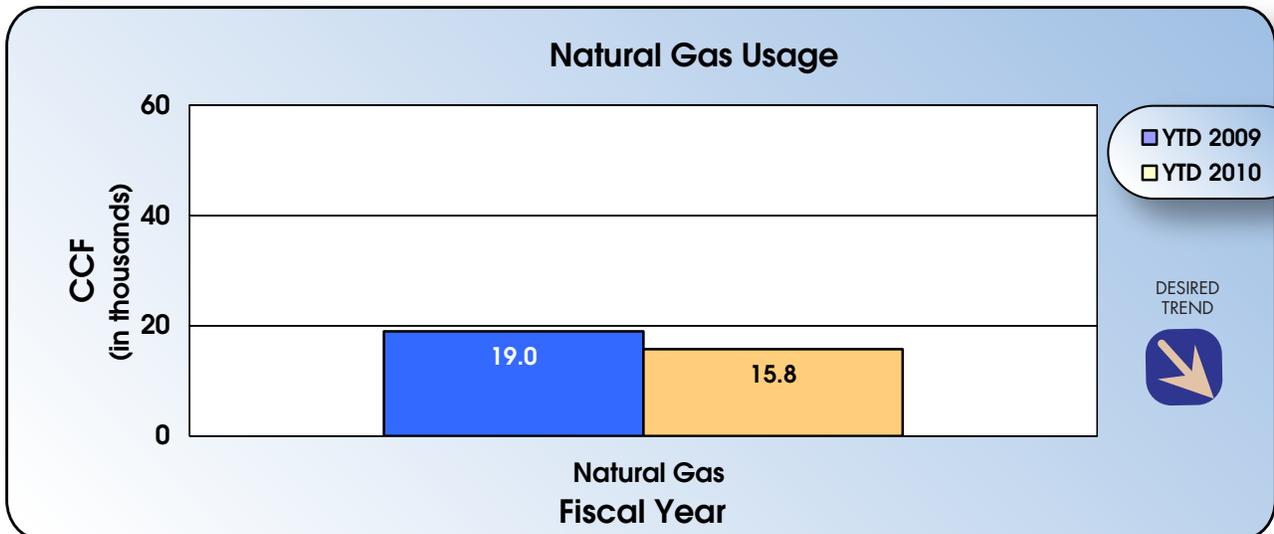
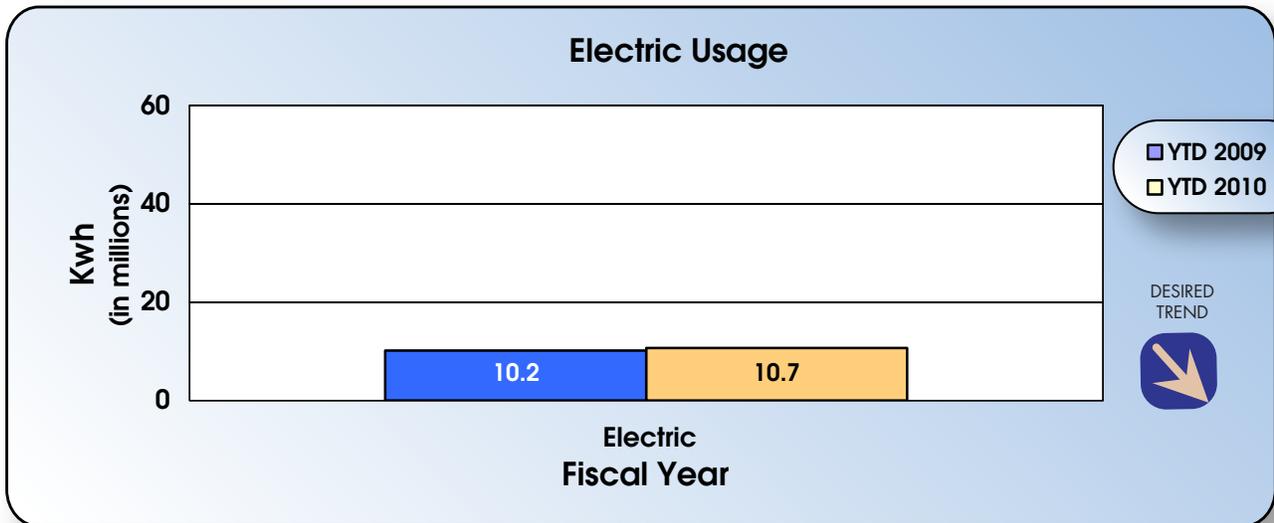
The data is collected based on utility expenditures and usage recorded in the statewide financial accounting system. The following utilities are included in the analysis: electricity (excluding roadways, lighting and signals), steam, water, sewer, natural gas, propane, fuel oil, other fuel and utilities.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

### Improvement Status:

The total cost reported for utilities for year to date fiscal year 2010 is \$1,206,722, an increase of two percent over the same time frame in fiscal year 2009. Electric rates in Missouri increased five percent over the last year. The usage graphs show a five percent increase in electric and a 16 percent decrease in natural gas. The cost per square foot chart is an annual measure, therefore no updates. We continue to improve the accuracy and timeliness of inputting usage information and have, where possible corrected historical errors.



# BEST VALUE FOR EVERY DOLLAR SPENT



## Fleet status-15j

**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:

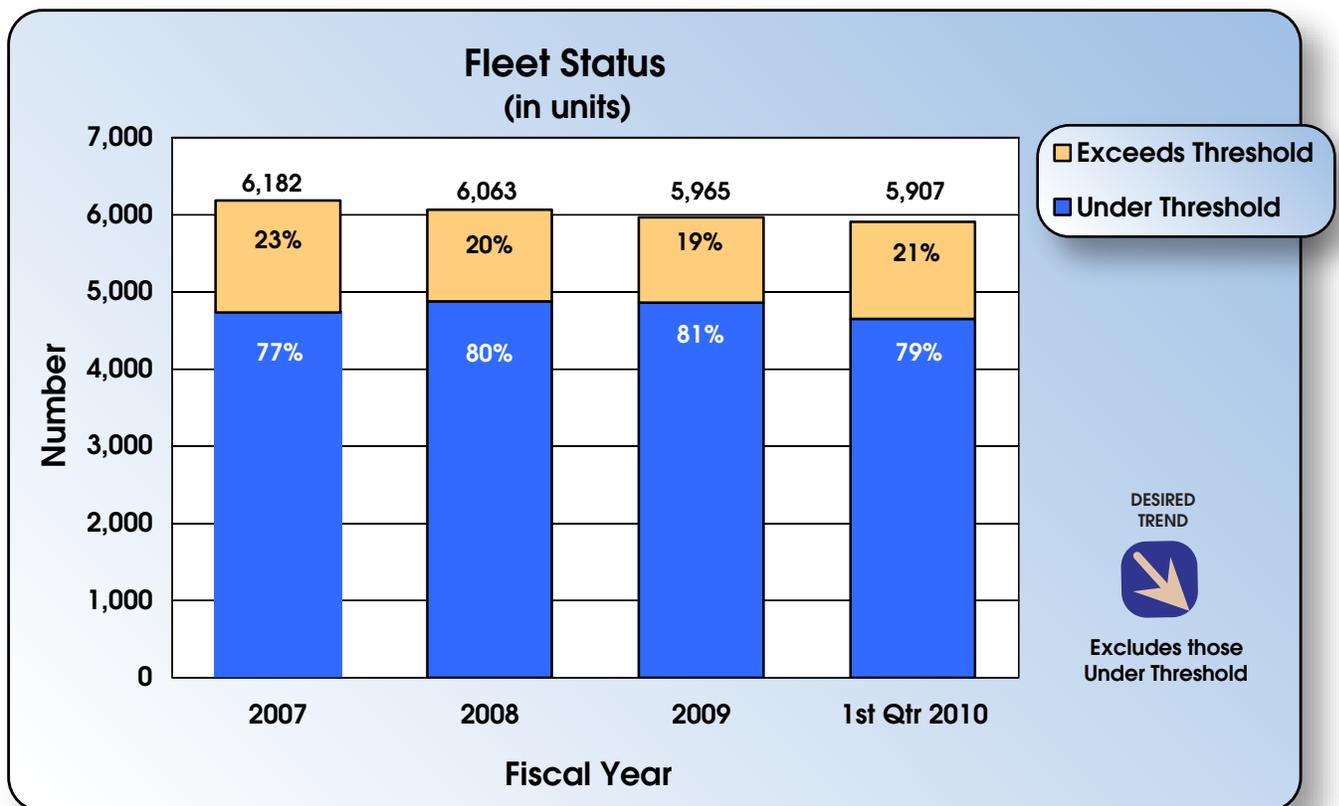
Age and meter thresholds were established based on maximum useful life. Units are identified as either exceeding or not exceeding their primary life cycle for either age or meter.

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

### Improvement Status:

The overall fleet size has decreased from 5,965 to 5,907 units through the first quarter of fiscal year 2010.

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



## Percent of vendor invoices paid on time-15k

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Debbie Rickard, Controller

**Purpose of the Measure:**

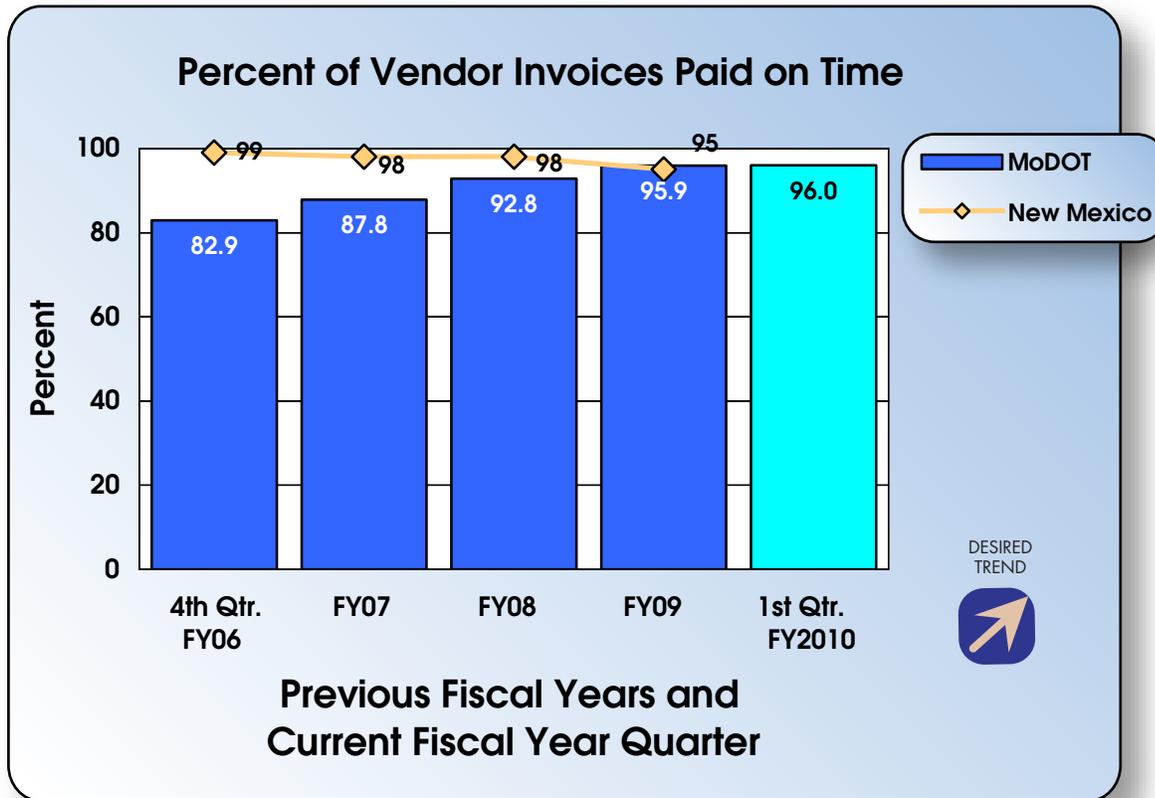
This measure tracks the department's timeliness in processing vendor payments.

**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.



## Distribution of expenditures-15I

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Debbie Rickard, Controller

### Purpose of the Measure:

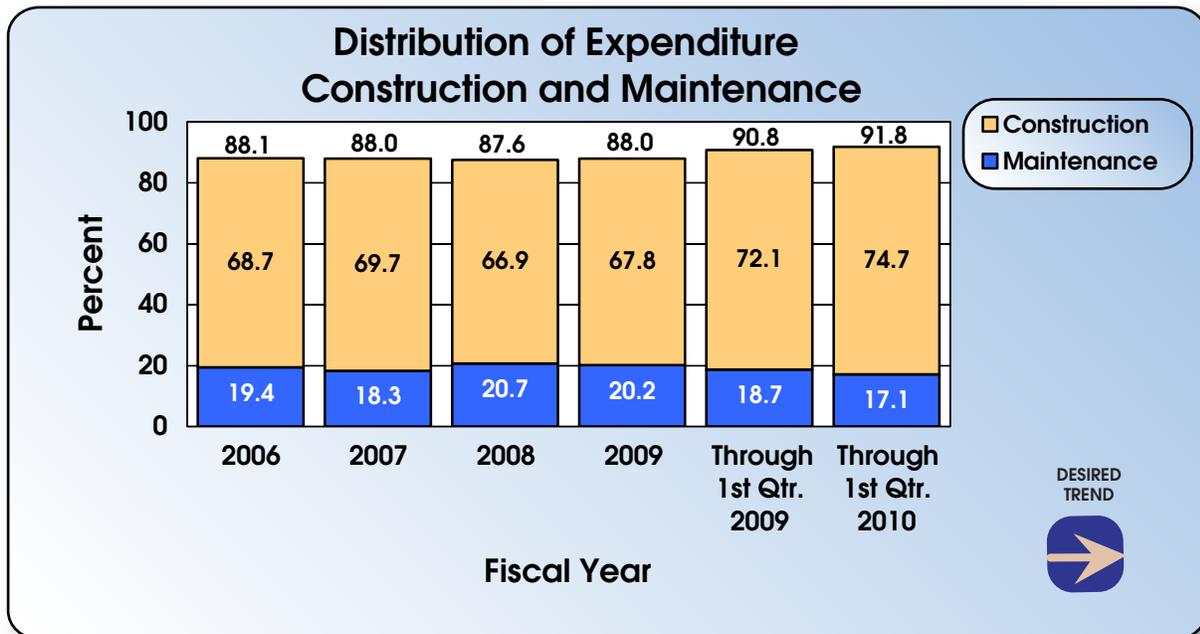
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on construction and maintenance of our transportation system.

### Measurement and Data Collection:

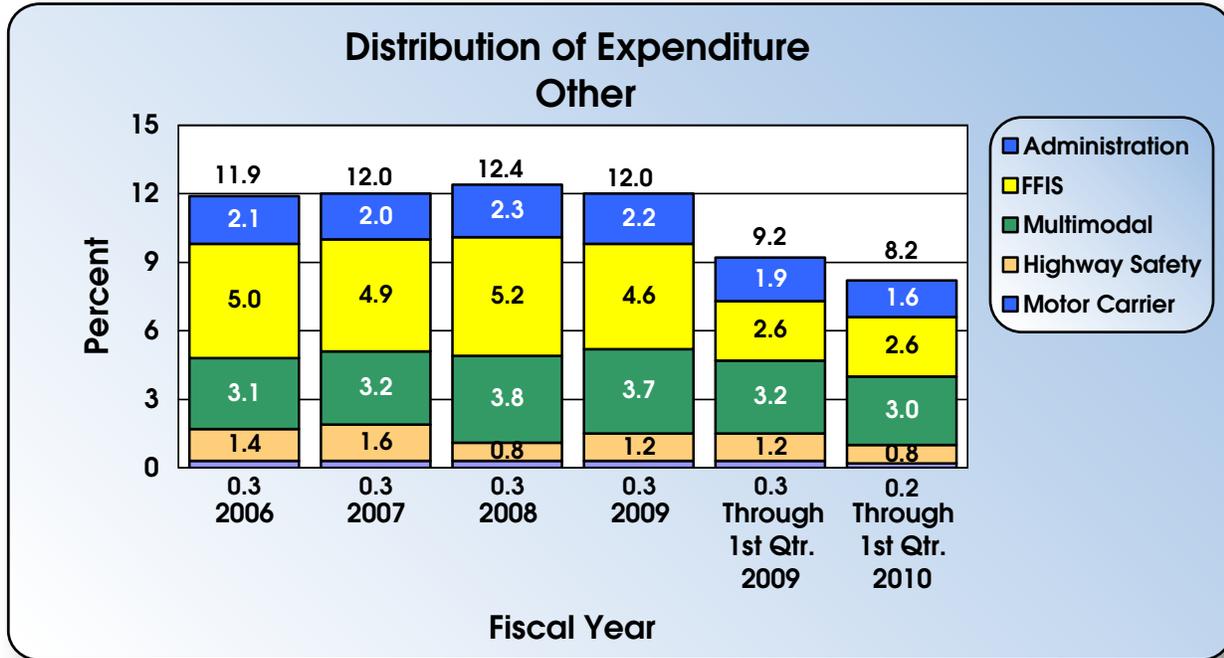
The data collection is based on cash expenditures by appropriation on a quarterly basis. Construction and maintenance expenditures are defined as expenditures from the construction and maintenance appropriations. Other expenditures include: administration, multimodal, fleet, facilities, and information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

### Improvement Status:

MoDOT's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation) and rehabilitation and construction of the system (construction appropriation). Construction expenditures, percentage and dollars, have increased for the same period as a result of an increase in the construction program and the American Recovery and Reinvestment Act funds. Administration, Motor Carrier and FFIS have remained relatively constant as a percent of total expenditures. Highway Safety and Multimodal fluctuate depending on availability of federal grants.



|                     | Thousands of Dollars |           |           |           |          |          |
|---------------------|----------------------|-----------|-----------|-----------|----------|----------|
|                     | 2006                 | 2007      | 2008      | 2009      | YTD 2009 | YTD 2010 |
| <b>Construction</b> | 1,376,944            | 1,542,674 | 1,377,328 | 1,533,866 | 464,820  | 582,330  |
| <b>Maintenance</b>  | 388,572              | 405,447   | 424,815   | 457,020   | 120,491  | 133,054  |



|                | Thousands of Dollars |         |         |         |          |          |
|----------------|----------------------|---------|---------|---------|----------|----------|
|                | 2006                 | 2007    | 2008    | 2009    | YTD 2008 | YTD 2009 |
| Administration | 43,076               | 45,086  | 46,808  | 49,214  | 12,005   | 12,437   |
| Multimodal     | 61,431               | 71,839  | 77,265  | 83,007  | 20,476   | 23,584   |
| FFIS           | 99,418               | 108,023 | 106,343 | 104,635 | 16,847   | 20,187   |
| Motor Carrier  | 6,741                | 6,899   | 6,930   | 7,095   | 1,736    | 1,744    |
| Highway Safety | 27,657               | 35,730  | 17,064  | 26,531  | 8,021    | 5,926    |



## Accuracy of state revenue projections - 15m

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Ben Reeser, Financial Resource Administrator

### Purpose of the Measure:

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

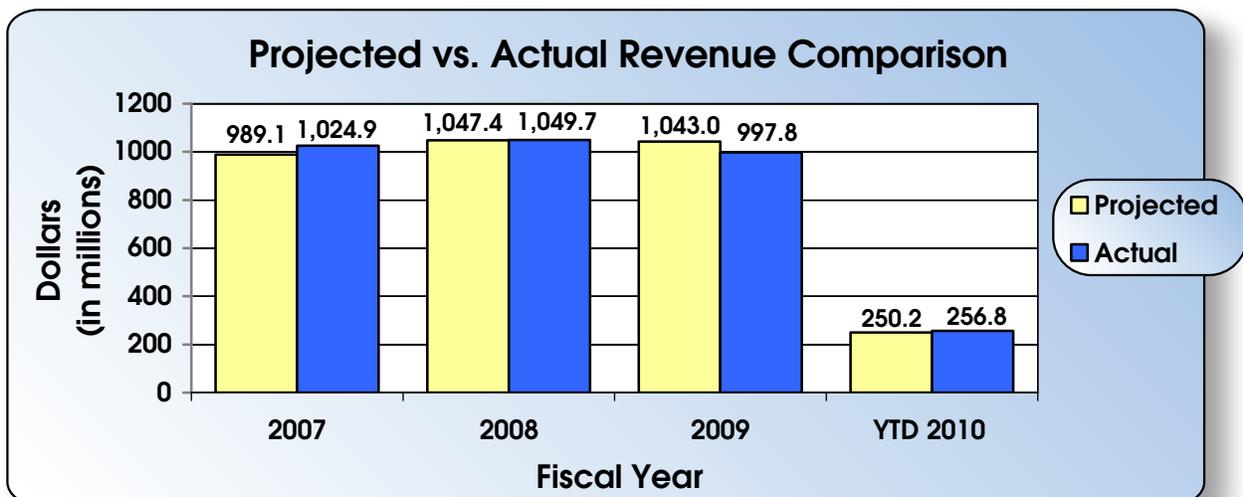
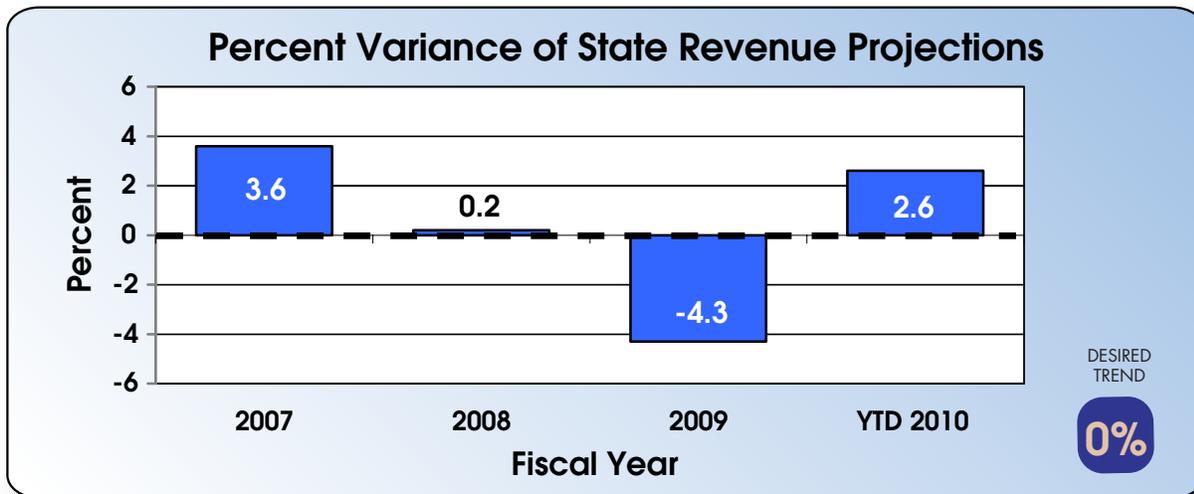
### Measurement and Data Collection:

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

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

### Improvement Status:

The actual state revenue was more than projected through the first quarter of fiscal year 2010. The projected revenue was \$250.2 million. However, the actual receipts were \$256.8 million, a difference of \$6.6 million and a positive variance of 2.6 percent. The desired trend is for the actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these variances, if needed.



## MoDOT national ranking in revenue per mile -15n

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Ben Reeser, Financial Resource Administrator

### Purpose of the Measure:

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

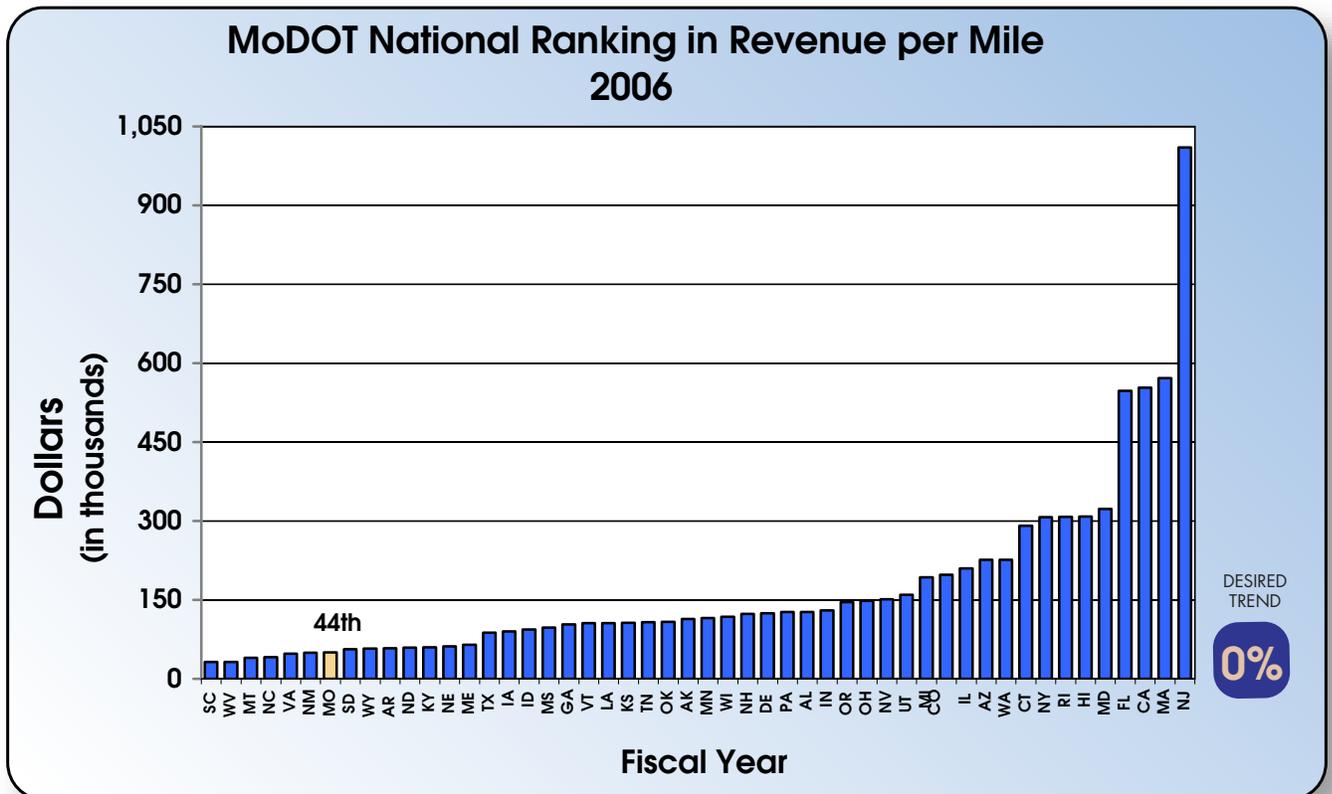
updated as the data becomes available from the Federal Highway Administration.

### 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

### Improvement Status:

Missouri's revenue per mile of \$49,977 currently ranks 44<sup>th</sup> 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.



## Number of excess properties conveyed-15o

**Result Driver:** Roberta Broecker, 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.

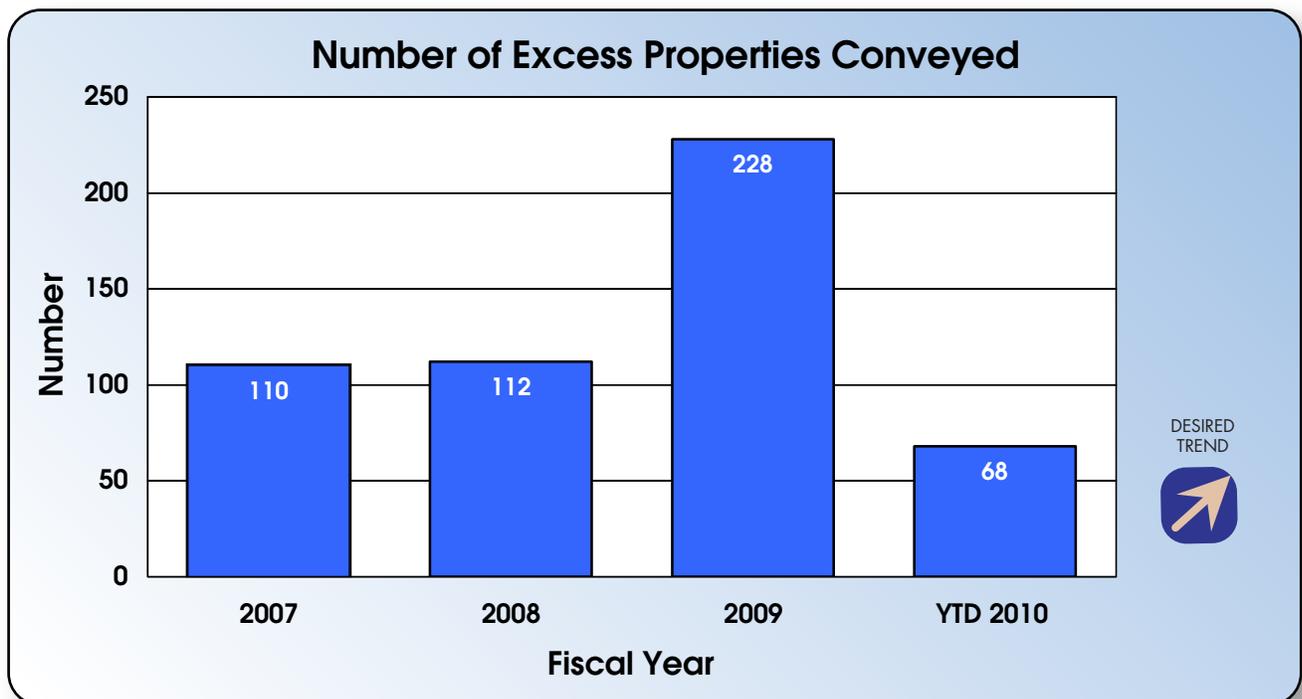
### Improvement Status:

MoDOT conveyed 68 parcels in the first quarter of fiscal year 2010, which exceeds the 60 parcels conveyed in the combined first and second quarters of fiscal year 2009.

In September, division staff refined procedures on how packets are processed. A content checklist is now used by district staff prior to a packet being sent for review and approval. Division staff verifies the packet's completeness prior to assigning the packet to a reviewer. These changes reflect a balanced quality assurance review for content.

Rollout of the Realty Asset Inventory (RAI) took place on October 13, 2009. The RAI is a collection of applications that allow districts to maintain their own realty asset data, resulting in a more efficient property management process.

On October 14, an RFP for external surveying of excess parcels was advertised.



## Gross revenue generated from excess properties sold-15p

**Result Driver:** Roberta Broeker, Chief Financial Officer

**Measurement Driver:** Kelly Lucas, Right of Way Director

### Purpose of the Measure:

The purpose of this measure is to track the 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 \$928,999, which is slightly less than the \$957,394 generated in the first quarter of fiscal year 2009. Of the first quarter fiscal year 2010 total, revenue came from 53 percent of the sales.

In July, the districts engaged in a training opportunity on current marketing techniques, the economy, and tips for thriving in the present real estate market.

LoopNet, a marketing Web site dedicated to marketing property for sale or lease, is now being used to market excess property. Search results indicate one property was viewed 122 times in the last 60 days.

The Realty to Roads Blitz news release was released on October 19. The Realty to Roads Blitz is an all-out attempt to sell multiple properties across the state in a short period of time. There are approximately 21 properties for sale as part of the blitz.

