



USE RESOURCES WISELY

Brenda Morris, Financial Services Director

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



MoDOT has access to many resources including people, funding, supplies and equipment. Taxpayers trust MoDOT is a good steward of these limited resources while limiting the impact on our environment. We are accountable for everything we do.

RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:
Steve Meystrik, Special Projects Coordinator

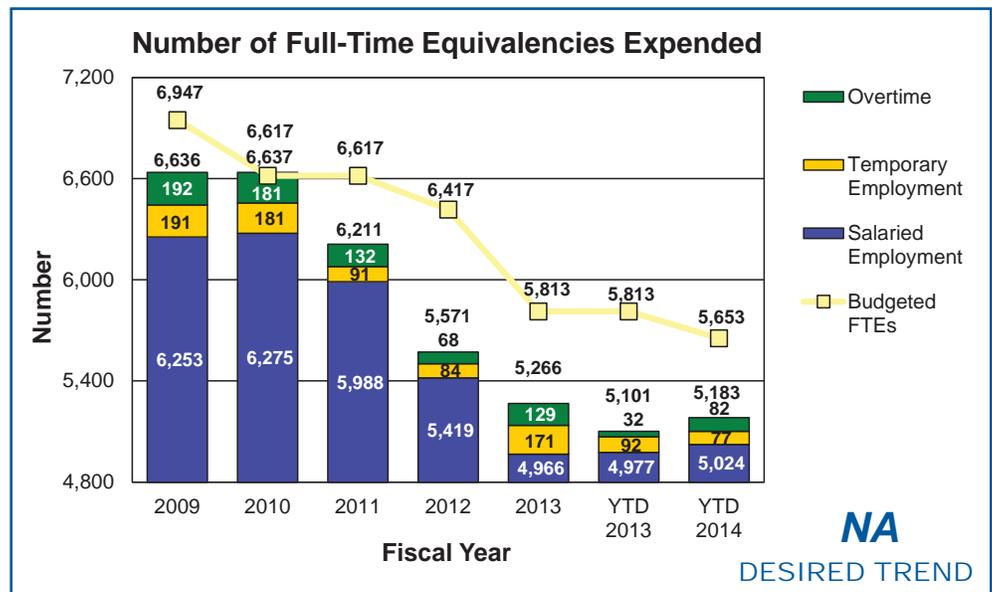
PURPOSE OF THE MEASURE:
This measure tracks the change in the number of full-time equivalencies (FTEs), a calculation of hours, expended within the department and compares it to the number of FTEs in the legislative budget.

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 calculate FTEs, the total number of hours worked or on paid leave is divided by 2,080. For comparison purposes, we annualize the data for salaried employment, whereas temporary employment and overtime data represent actual year-to-date calculations. Salaried headcount is different than FTEs and is not included in the chart.

Number of full-time equivalencies expended-6a

Having the right size staff to provide outstanding customer service and respond to the state's transportation needs, especially during emergency situations, is an important part of MoDOT's efforts to use resources wisely. Due to projected funding shortfalls, MoDOT has reduced the number of salaried employees since 2008, and has fallen below its targeted employment level of 5,106 full-time employees. MoDOT has made some progress and continues the challenging task of reaching its targeted employment level.

In the first half of fiscal year 2014, FTE levels for overtime increased compared to the same time last year due to winter weather and flooding events. FTEs for temporary employment have decreased because some seasonal maintenance workers were hired to full-time maintenance positions. These conversions to full-time employment, as well as the hiring of other full-time employees needed to reach targeted staffing levels, resulted in an increase in FTEs expended for salaried employment compared to last year at this time.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Paul Imhoff,
Compensation Manager

PURPOSE OF
THE MEASURE:
This measure tracks the
level of employee satisfac-
tion throughout the depart-
ment at specific points in
time.

MEASUREMENT
AND DATA
COLLECTION:
Employee satisfaction is
measured with an annual
employee survey. Em-
ployees rate items related
to their satisfaction with
MoDOT using a five-point
scale, with one indicating
low satisfaction and five
indicating high satisfaction.

Level of job satisfaction-6b

MoDOT is currently working with an external vendor to develop a new employee survey to be launched in March 2014. MoDOT wants employees to be satisfied with their work and workplace, and feel like they are a good fit for their jobs, and within MoDOT's culture. High employee satisfaction can be a driver of positive overall organizational performance. The more satisfied and engaged employees are with the workplace, the more discretionary effort they are willing to put forth on the job.



Level of Job Satisfaction

UNDER DEVELOPMENT

RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:
Aaron Kincaid,
Employment Manager

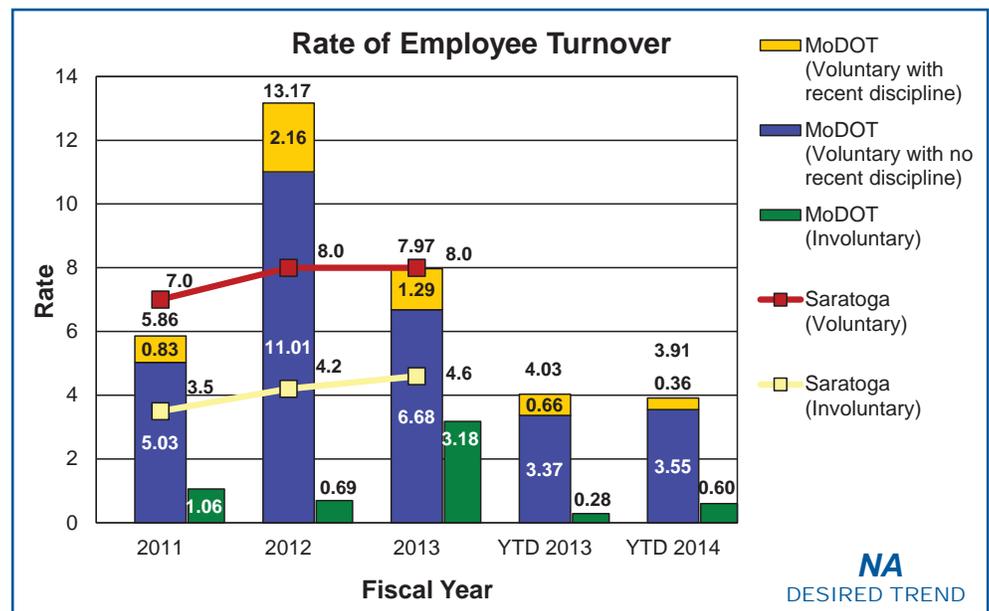
PURPOSE OF THE MEASURE:
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's voluntary and involuntary turnover rate to benchmarked data.

MEASUREMENT AND DATA COLLECTION:
Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. The data is collected statewide to assess overall employee turnover. Comparison data is collected from various sources annually. For benchmarked data, Saratoga Institute surveys more than 300 organizations representing a wide variety of industries.

Rate of employee turnover-6c

When employees leave MoDOT, the department loses a large investment in recruiting, hiring, and training its workforce. Historically, MoDOT has a relatively low employee turnover rate, which relates to the high percentage of employees who stay until retirement. While some turnover is desired, such as releasing poor performers, MoDOT needs to retain a great workforce that has the knowledge and specialized skills to deliver the department's commitments and provide outstanding customer service.

During the first two quarters of fiscal year 2014, voluntary turnovers gradually returned to more historically normal statewide rates (73 retirements and 123 resignations). Involuntary turnovers also have returned to normal statewide rates with 27 involuntary separations (dismissals) so far in fiscal year 2014.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Kelly Wilson,
Resource Management
Specialist

PURPOSE OF
THE MEASURE:
This measure shows the
precision of state and fed-
eral revenue projections.

MEASUREMENT
AND DATA
COLLECTION:
State revenue for roads and
bridges include motor fuel
taxes, motor vehicle and
driver licensing fees, and
motor vehicle sales and
use taxes paid by highway
users, interest earnings and
miscellaneous revenues.
State revenue for other
modes includes motor vehi-
cle sales taxes, aviation fuel
taxes, jet fuel sales taxes,
motor vehicle licensing
fees, railroad assessments,
appropriations from General
Revenue, and interest earn-
ings. The measure provides
the cumulative, year-to-
date percent variance of
actual state revenue versus
projected state revenue
by state fiscal year. Fed-
eral revenue for roads and
bridges is the amount avail-
able to commit in a federal
fiscal year of federal funds.
Federal funds are distrib-
uted to states via federal
law. Federal revenue for
other modes is the amount
reimbursed to MoDOT for
expenses incurred in a state
fiscal year.

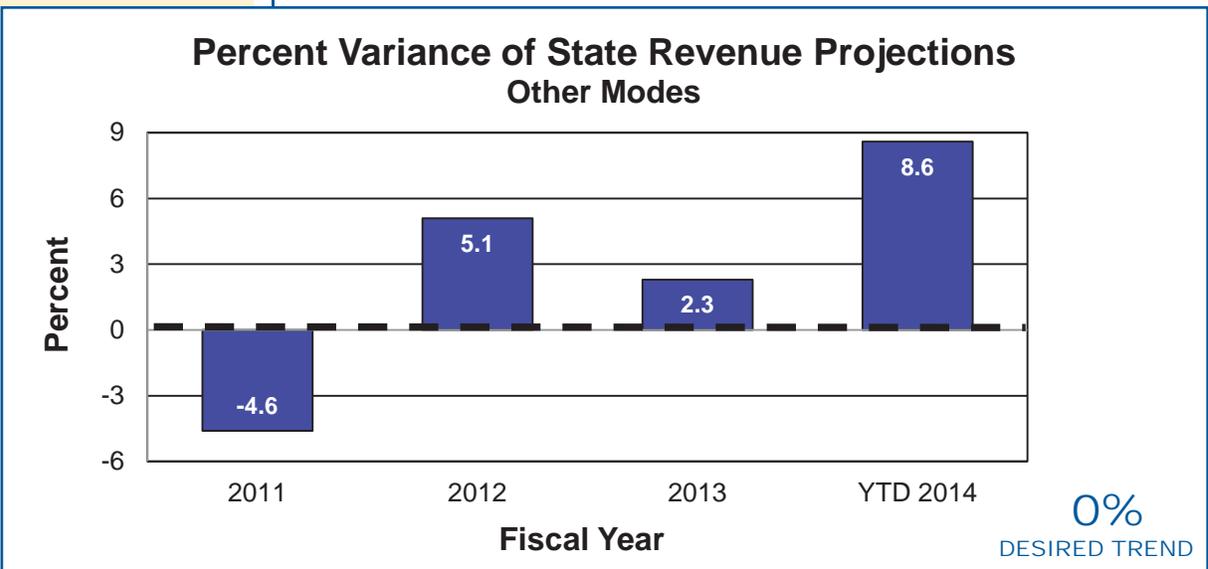
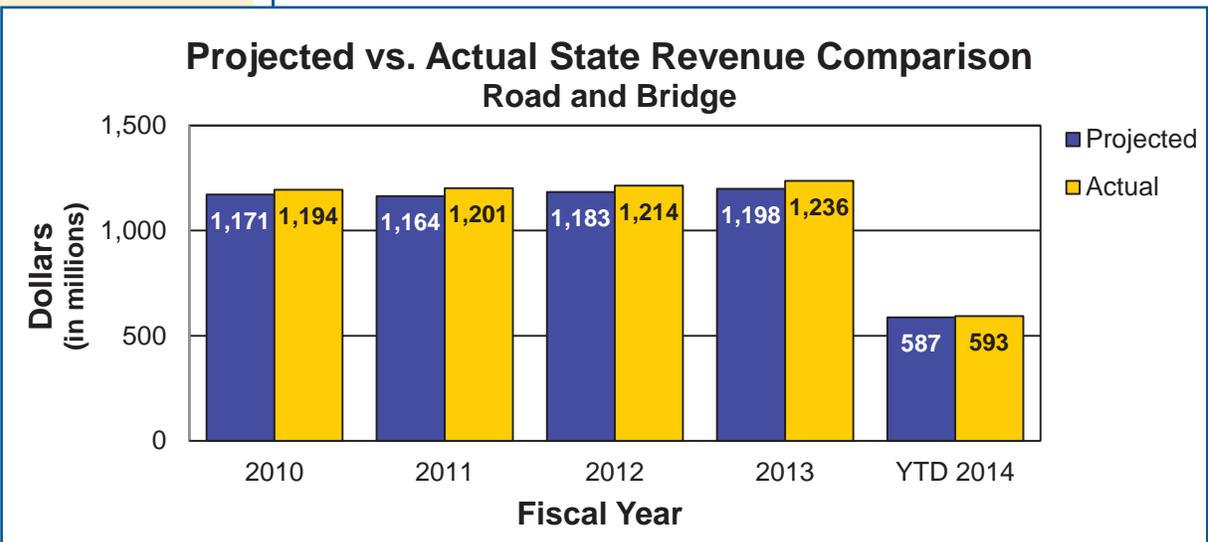
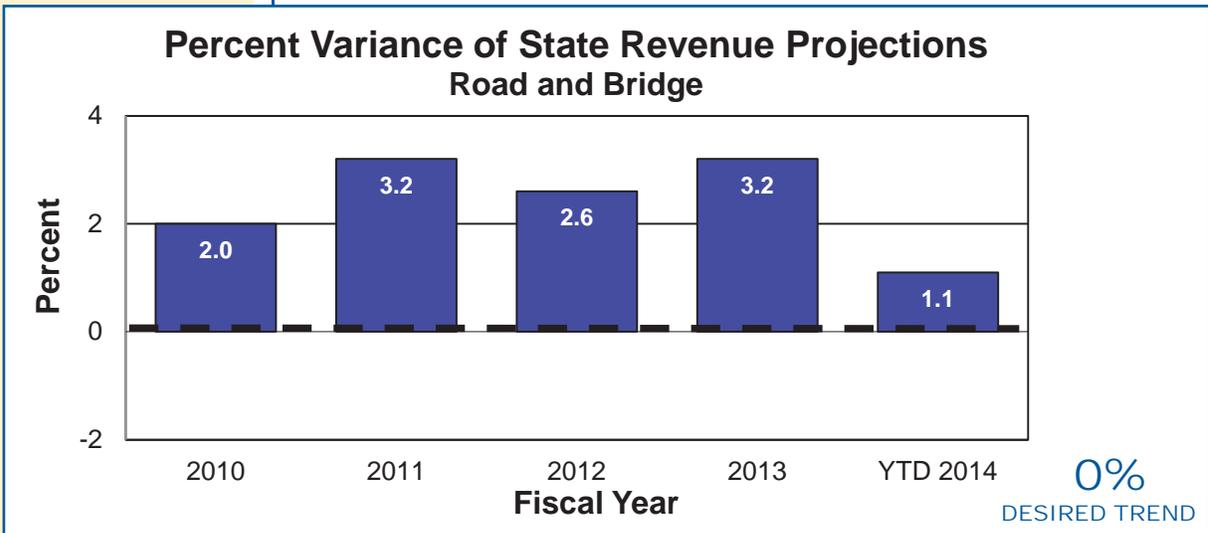
State and federal revenue projections-6d

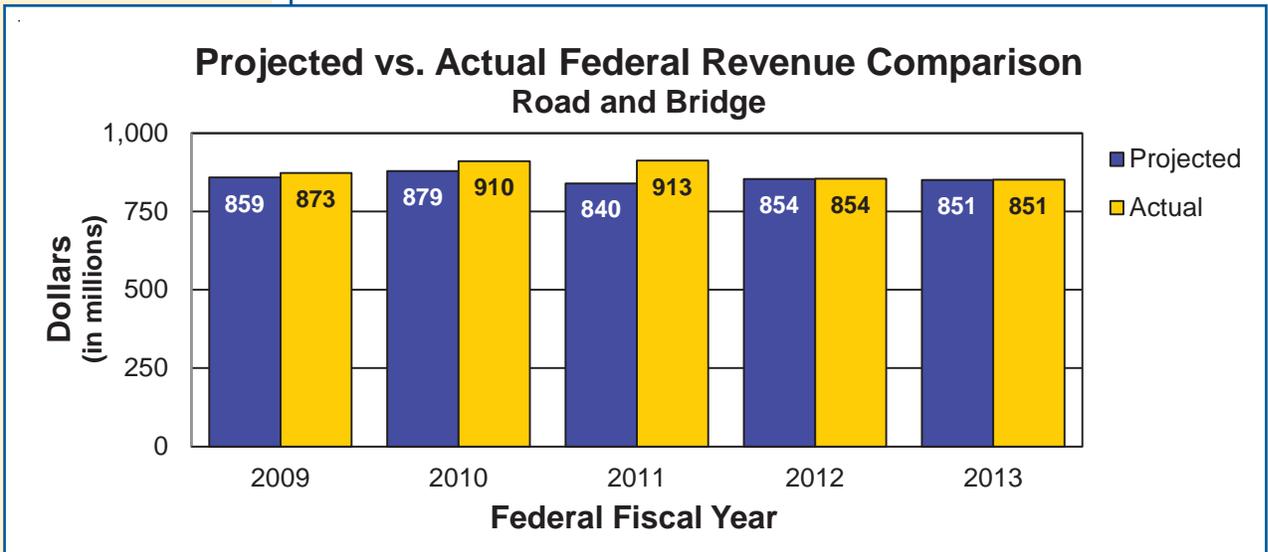
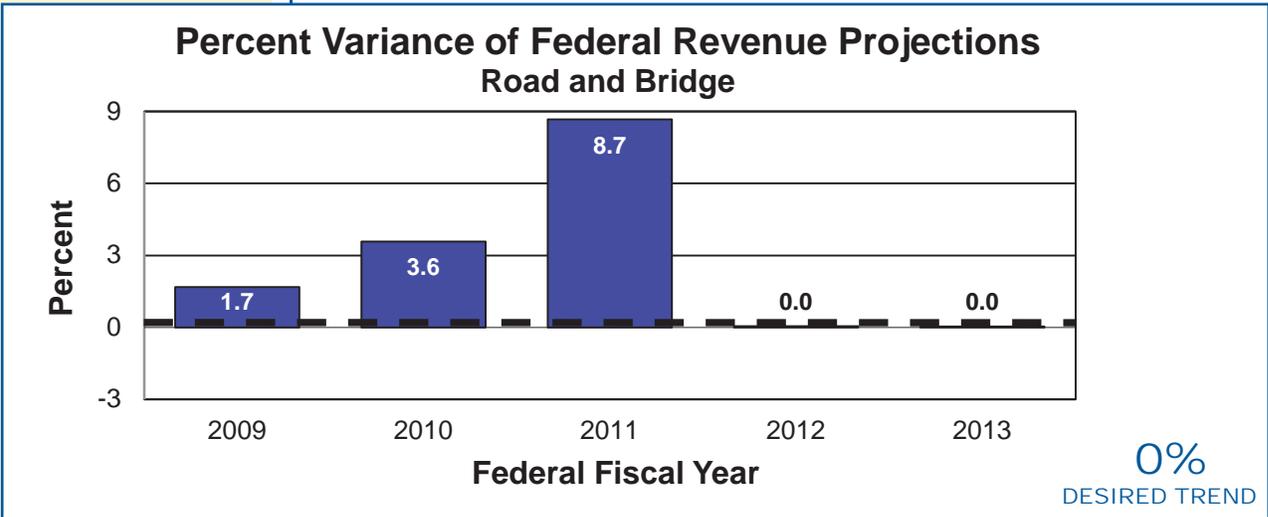
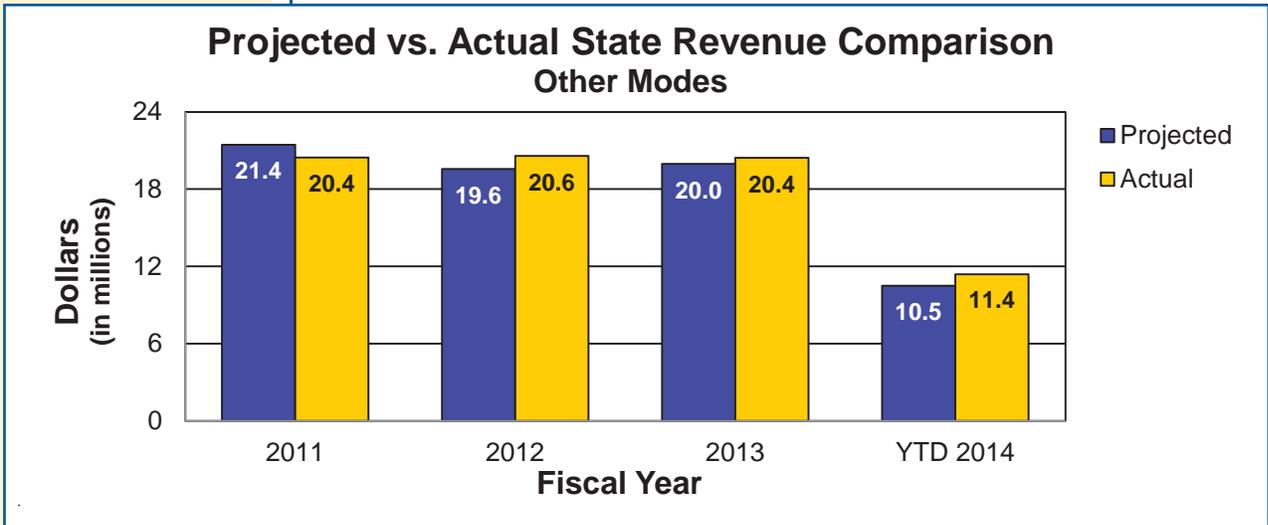
State and federal revenue projections help MoDOT staff do a better job of budgeting limited funds for its operations and capital program. The desired trend is for actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these variances, if needed.

While actual state revenue for road and bridge and other modes is greater than projected for fiscal year 2014, state revenue has been relatively stagnant from year-to-year.

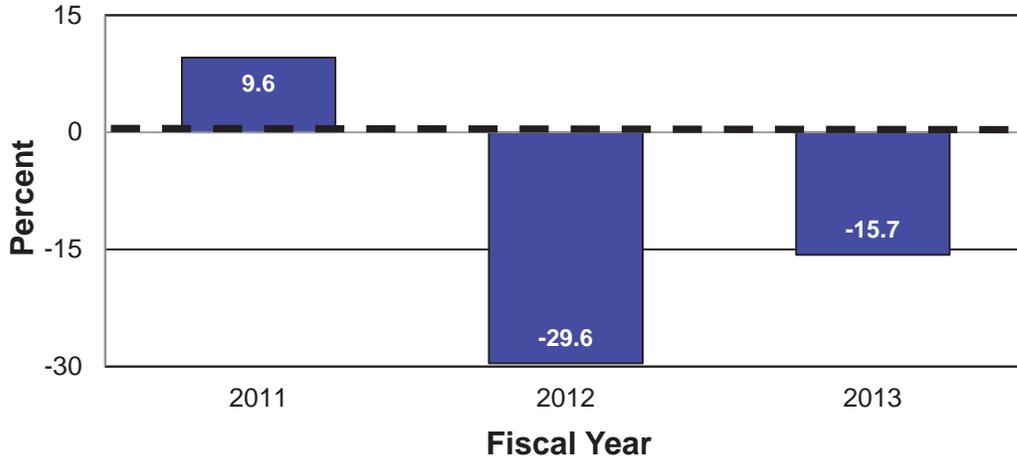
The largest source of transportation revenue is from the federal government. Funding is received through various federal transportation agencies including the Federal Highway, Transit, Aviation and Railroad Administrations. Federal funding is uncertain. In June 2012, Congress passed a new two-year federal transportation reauthorization act entitled Moving Ahead for Progress in the 21st Century Act (MAP-21). MAP-21 reduced the amount of road and bridge funding for all state DOTs. Federal revenues for other modes is reliant on the timing of MoDOT's partners (airports, railroads, etc.) delivering projects.

The primary source of federal and state revenue is fuel tax. With people driving more fuel efficient vehicles and fewer miles, motor fuel tax is a declining revenue source. The motor fuel tax rate has not changed in almost 20 years, while the costs for materials and labor have doubled, and even tripled for some materials, in the same time frame.



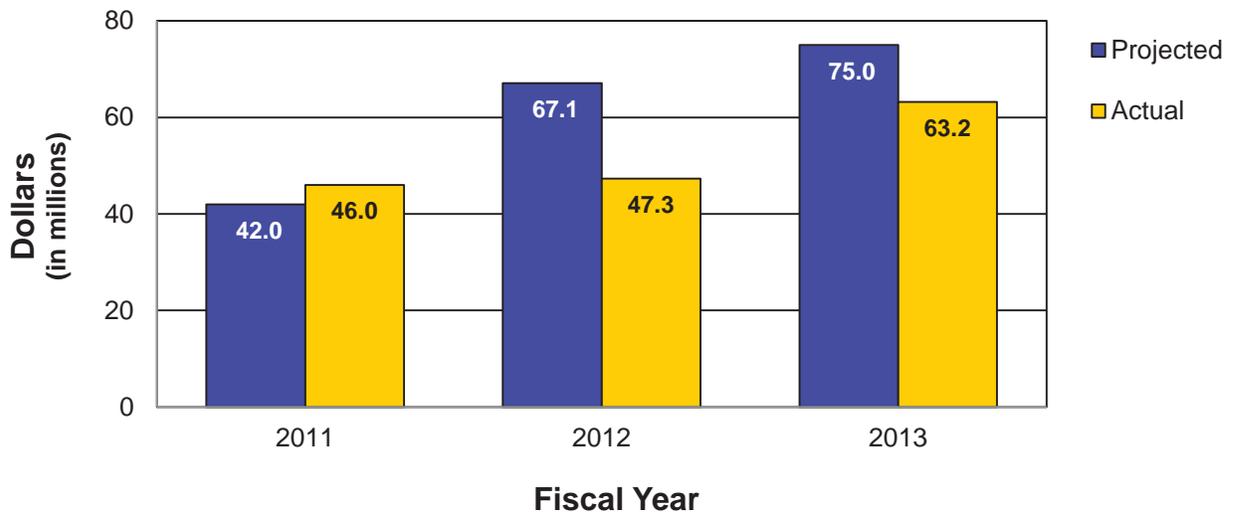


**Percent Variance of Federal Revenue Projections
Other Modes**



0%
DESIRED TREND

**Projected vs. Actual Federal Revenue Comparison
Other Modes**



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Frank Miller,
District Planning Manager

PURPOSE OF
THE MEASURE:
This measurement moni-
tors the effectiveness of
MoDOT's cost-sharing and
partnering programs.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT collects this
data from the Statewide
Transportation Improve-
ment Program, a permits
database and Multimodal
Operations' budget. The
dollars are shown in the
state fiscal year in which
construction contracts are
awarded and permit jobs
are issued. The percent is
the number of cost-sharing
projects divided by the total
number of projects per year
in the STIP.

Number of dollars generated through cost-sharing and partnering agreements for transportation-6e

MoDOT works with public agencies to leverage its limited resources to implement projects that might not otherwise be built. Cost-share projects are transportation improvements in which costs are shared by MoDOT and other public agencies such as cities and counties. MoDOT allocated \$30 million in fiscal years 2009-2011, \$37.5 million in fiscal year 2012 and \$47.5 million in 2013 for cost-share projects. In addition, districts may also cost share with distributed STIP funds and partner with developers and other private entities to make improvements to the state transportation system through the permitting process. The Missouri Highways and Transportation Commission suspended the Cost Share Program and the addition of new projects to the STIP at its January 2014 meeting because of a projected reduction in available funds.

Highways and Bridges – The number for fiscal year 2013 is above the five-year averages of \$69 million. The percent for fiscal year 2013 is right at the five-year average of 7.9 percent. These projects have shifted from major projects to taking care of the system projects and smaller scale projects. As a greater share of MoDOT funds have to be focused on taking care of the system, these numbers will decline.

Railroads – The total investment for fiscal year 2013 of \$14.8 million for rail improvements and passenger service is higher than the five-year average of \$10.7 million. Federal and private entities provided \$14.8 million for capital improvements. Documented rail needs far exceed the amount of funds available for them.

Transit – The total investment for fiscal year 2013 of \$49.3 million for transit improvements and operations is below the five-year average of \$53.2 million. Federal and local entities provided \$9.0 million for capital improvements and federal, state and local entities contributed \$40.3 million for operating assistance.

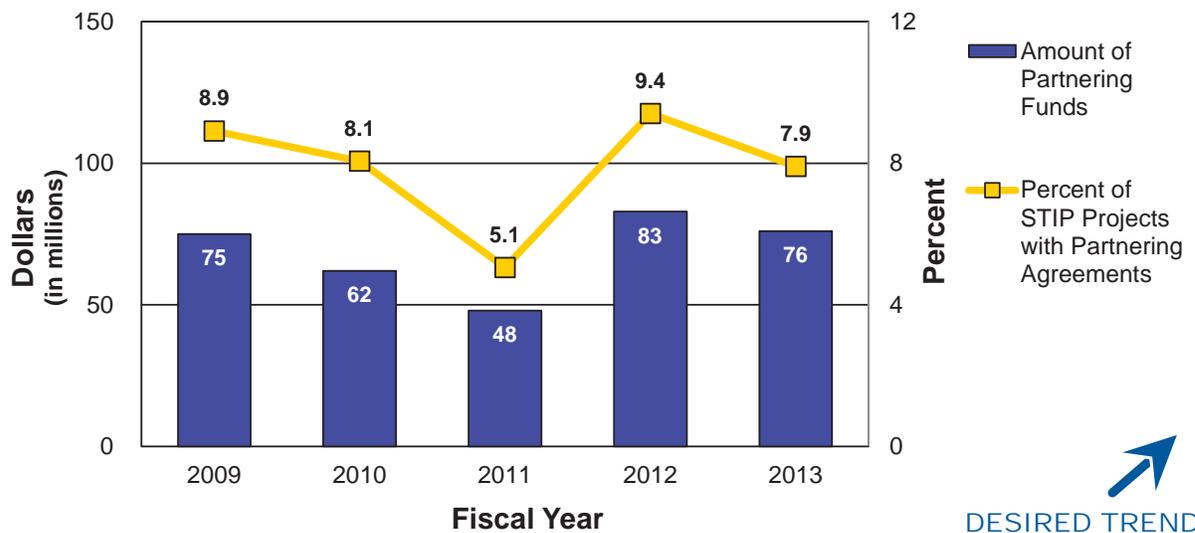
Aviation – The total investment for fiscal year 2013 of \$25.5 million for airport improvements and maintenance is slightly under the five-year average of \$26.4 million. Local entities provided \$2.5 million for capital improvements and \$4,000 for operating assistance.

Waterways – The total investment for fiscal year 2013 of \$43.6 million for port improvements and operations is above the five-year average of \$25.3 million. Federal, State, local and private entities provided \$43.0 million for capital improvements. Federal and state entities contributed \$600,000 for operating assistance. Without additional investment available for ports, Missouri loses an opportunity to support economic growth and job creation.

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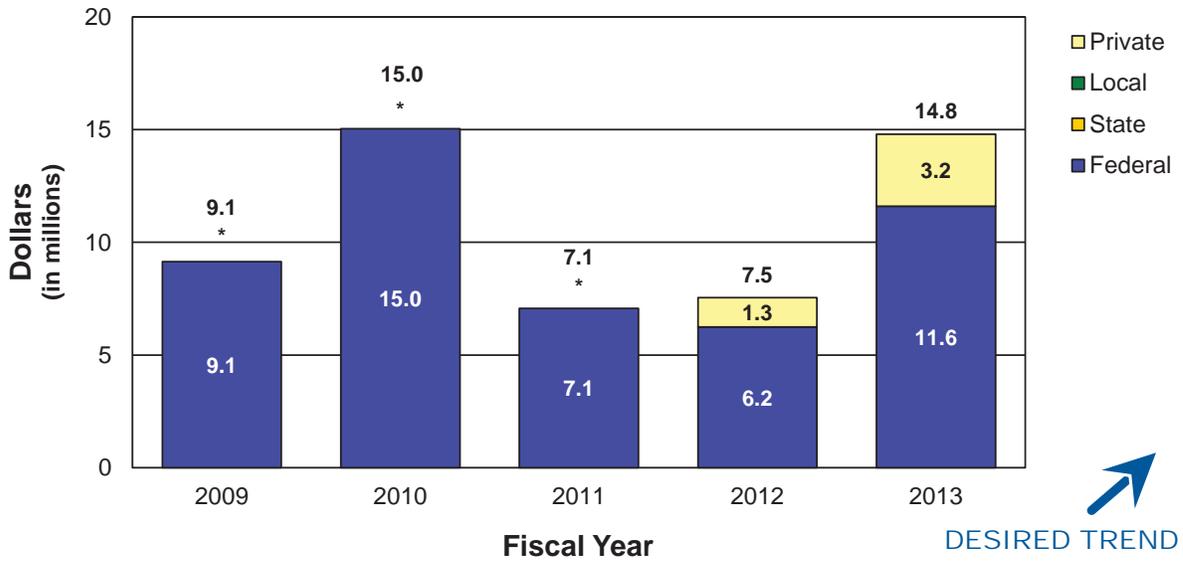
Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Highway and Bridge Projects



DESIRED TREND

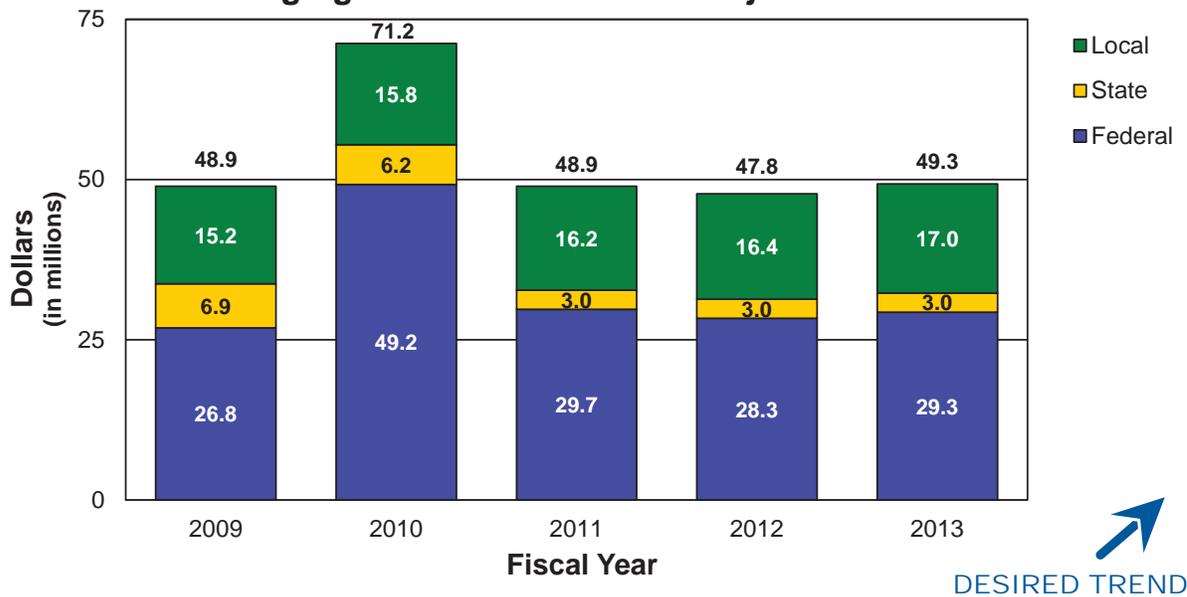
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Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Railroad Projects and Services



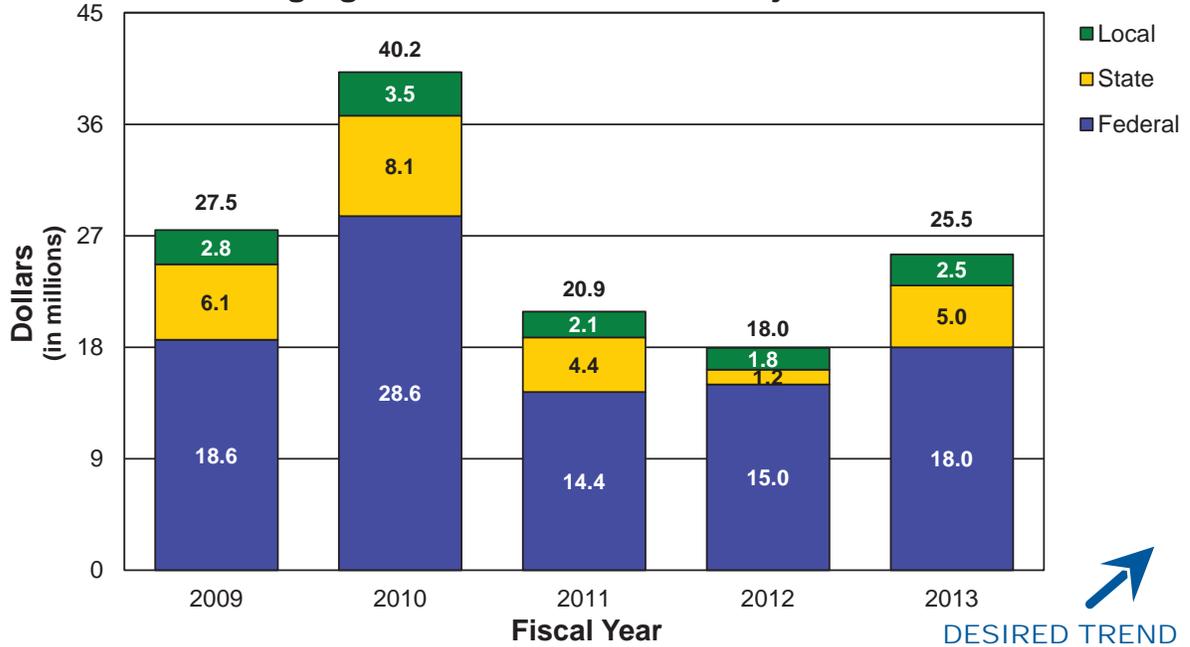
*Private data is not available for FY 2009-2011.

Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Transit Projects and Services

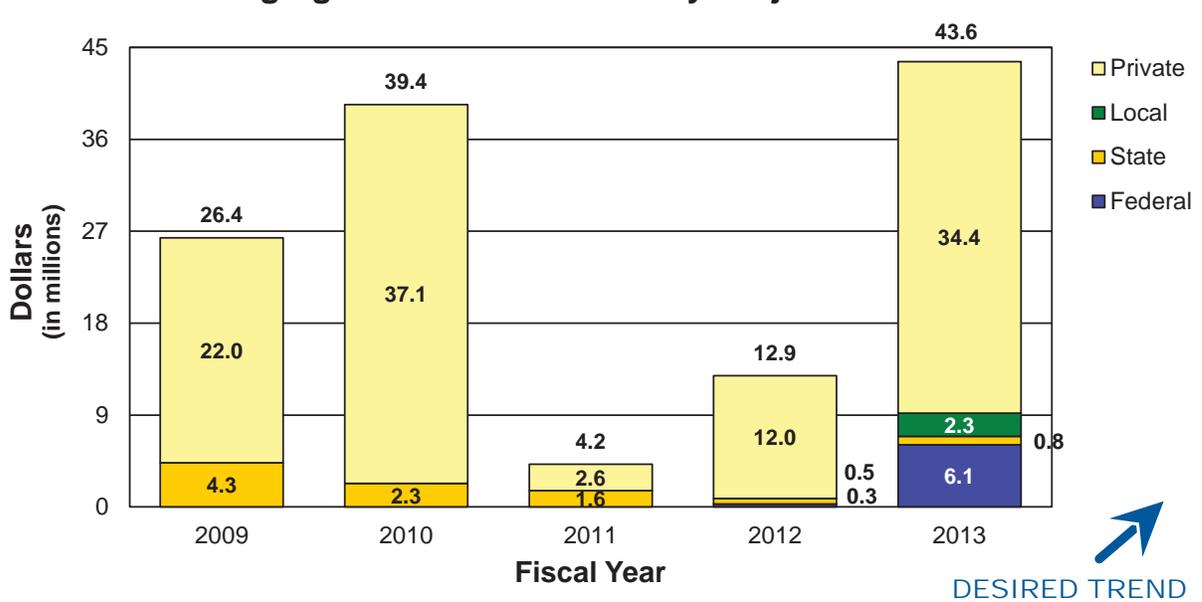


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Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Aviation Projects and Services



Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Waterway Projects and Services



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:
Kenny Voss,
Local Program Administrator

PURPOSE OF THE MEASURE:
This measure tracks the percent of available Local Program funds committed to projects.

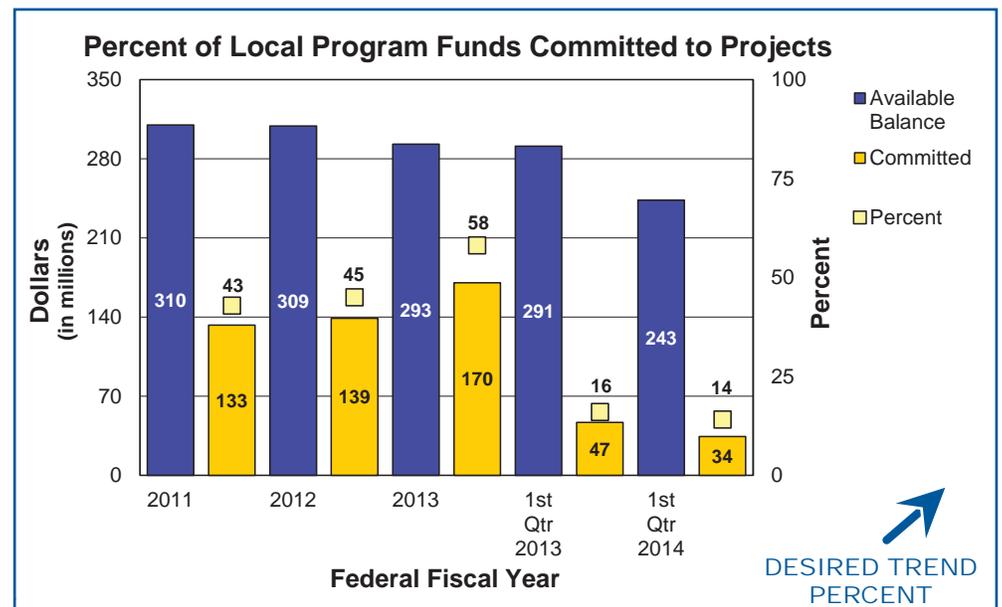
MEASUREMENT AND DATA COLLECTION:
The data is obtained from Federal Highway Administration's Fiscal Management Information System and is based on the federal fiscal year from October 1 through September 30. The committed amounts represent what FHWA will reimburse for the project. The available amounts represent the federal program funds distributed to local sponsors. The goal of this measure is to commit all federal funds available to local public projects.

Percent of local program funds committed to projects-6f

Some of the federal funds MoDOT receives are required to be passed through to local entities, such as cities and counties. Available funds for local entities include those that are allocated this year and those that have not been committed in prior years.

As of the first quarter of federal fiscal year 2014 (October through December), 14 percent of the \$243 million in available funds have been committed to local projects. This represents \$13 million less in commitments compared to the same period last year. Last year, local entities committed more funds to design of projects than this year to aggressively reduce the available balance. For 2014, more funds are scheduled to be committed to construction of projects which typically occurs in the later quarters. Since 2011, the available balance has decreased from \$310 million to \$243 million.

When local entities use federal funds, they provide the matching funds. Matching funds provided by local entities help MoDOT use all of the transportation federal funding available to Missouri. A goal of \$200 million in project commitments has been set for federal fiscal year 2014.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Sunny Wilde,
Resource Management
Specialist

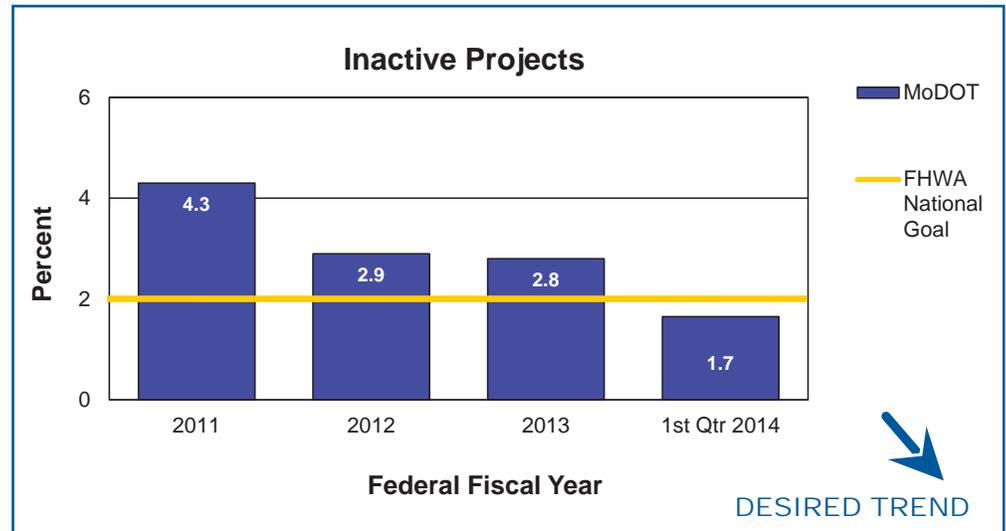
PURPOSE OF
THE MEASURE:
This measure tracks the
percent of inactive federal
projects.

MEASUREMENT
AND DATA
COLLECTION:
The data is obtained from
Federal Highway Adminis-
tration's quarterly inactive
projects report and is based
on the federal fiscal year
from October 1 through
September 30. The inac-
tive report includes projects
with no expenditure activi-
ty for more than one year.
MoDOT uses a tracking
database to assist in the
analysis and reporting of
inactive projects.

Inactive projects-6g

Project funds must be spent for taxpayers to benefit from their transportation investments. As resources continue to dwindle, ensuring available resources are committed to active projects is essential to maintaining the existing transportation system. Due to project schedule delays or lags in receiving project invoices, funds sometimes do not get spent in timely manner. When this happens, MoDOT analyzes projects to determine why there has been no activity, and actions are taken to accelerate project activity. Discussions with local project sponsors often are used to ensure invoices are submitted on a timely basis.

Due to an increased effort by MoDOT, inactive projects during federal fiscal years 2011 through 2014 have declined from 4.3 percent down to 1.7 percent of available federal funds. For the first quarter of federal fiscal year 2014, Missouri's inactive projects were below FHWA's national goal of 2.0 percent at 1.7 percent. For the first quarter, Missouri's inactive projects total \$15 million.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Todd Grosvenor,
Financial Services
Administrator

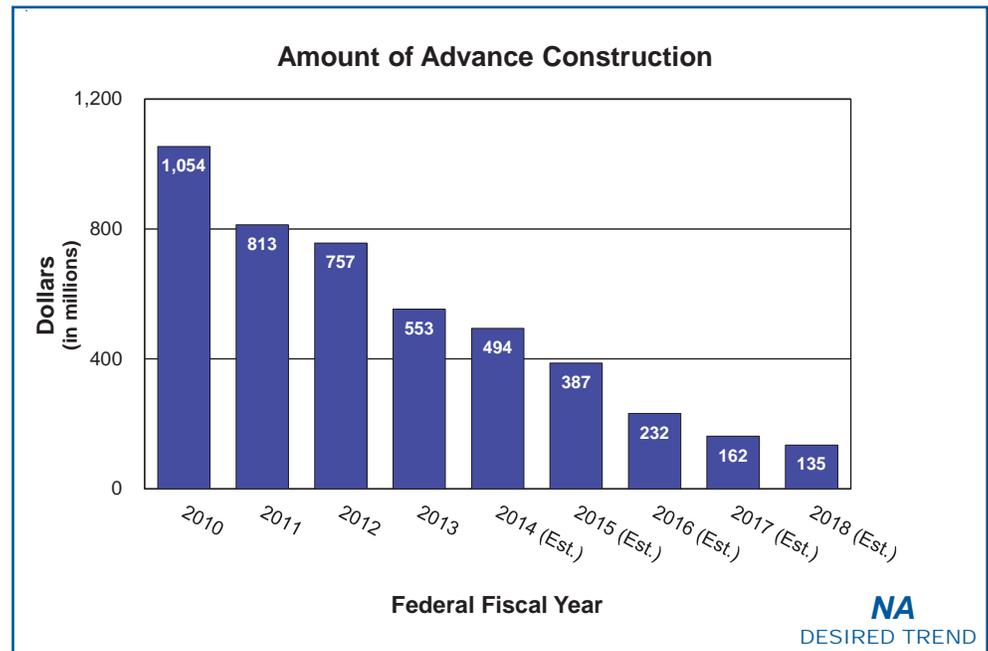
PURPOSE OF
THE MEASURE:
This measure tracks the
amount of advance
construction funds.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT collects this data
from Federal Highway
Administration's Fiscal
Management Information
System. The federal fiscal
year is from October 1 to
September 30. Fiscal years
2014-2018 are estimates
from the current financial
forecast. The amount of ad-
vance construction is based
on the total estimated proj-
ect costs.

Amount of advance construction-6h

Advance construction is an innovative finance tool MoDOT uses to more efficiently manage its limited resources. Advance construction helps provide the 20 percent match required for federal funds. Without advance construction, MoDOT would be unable to match federal funds today. As the amount of advance construction declines, the ability to match federal funds becomes more difficult.

By 2020, MoDOT won't have enough state revenue to match federal funds. That means those unmatched federal funds will be directed to other states and lost forever to improve Missouri's transportation system.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT
DRIVER:
Kevin James,
Assistant District Engineer

PURPOSE OF
THE MEASURE:
This measure tracks levels of under- and over-utilized fleet along with fuel efficiency for the five vehicle classes representing the majority of fleet expenditures and miles driven.

MEASUREMENT
AND DATA
COLLECTION:
Data reflects performance during the previous 12 months. Ideal fleet utilization falls within 75 to 125 percent of the vehicle's threshold. For example, a passenger car has a threshold of 15,000 miles per year. An underutilized passenger car is used less than 75 percent of 15,000 miles, or 11,250 miles. An overutilized passenger car is used more than 18,750 miles, and a utilized passenger car is used between 11,250 to 18,750 miles. This measure also reports MoDOT's total fuel consumed and shows how fleet choices can affect fuel economy. The fuel data is collected in the statewide financial system. Mileage data is obtained from the FASTER fleet management system.

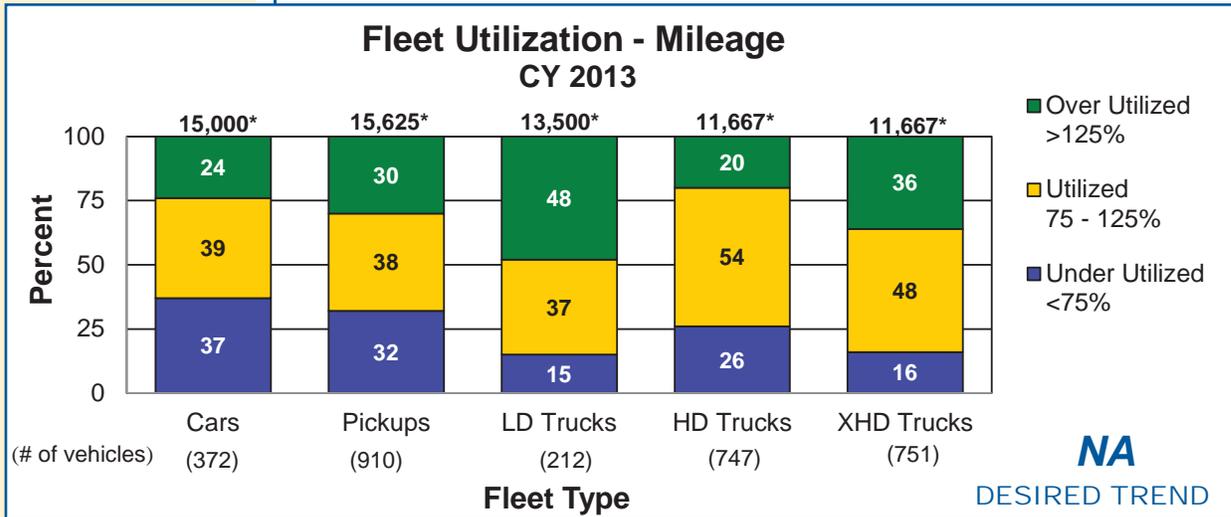
Fleet utilization and fuel efficiency-6i

The fleet utilization measures have changed since the last period. The percent of HD and XHD trucks over utilized or utilized has increased by 4 percent and the percent of pickups over utilized or utilized has increased by 5 percent. Use of cars and light duty trucks has not changed. The increased use for HD and XHD trucks resulted from a 30 percent jump during winter operations.

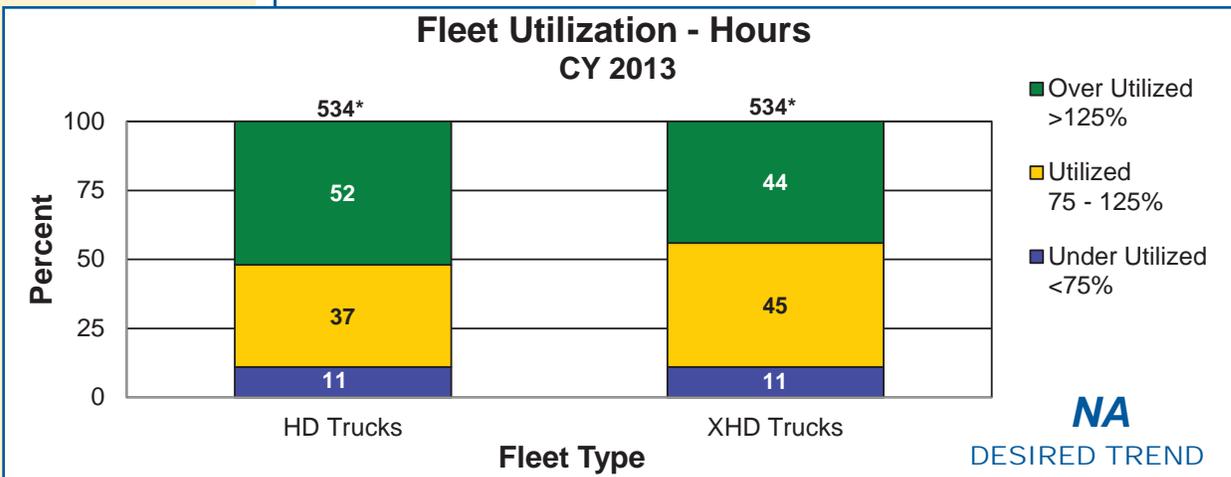
The fuel consumption and fuel efficiency measures are trending opposite of the desired trend. Fuel consumption so far in FY 2014 has increased by more than 652,000 gallons with 98 percent of this increase in diesel fuel. The fuel efficiency measure has decreased slightly more than 1.5 miles per gallon. The increase in snow removal causes the increase in fuel consumption and the decrease in fuel efficiency (both negative trends). The resulting increase in resources used on snow removal takes away from resources available to use in other areas.



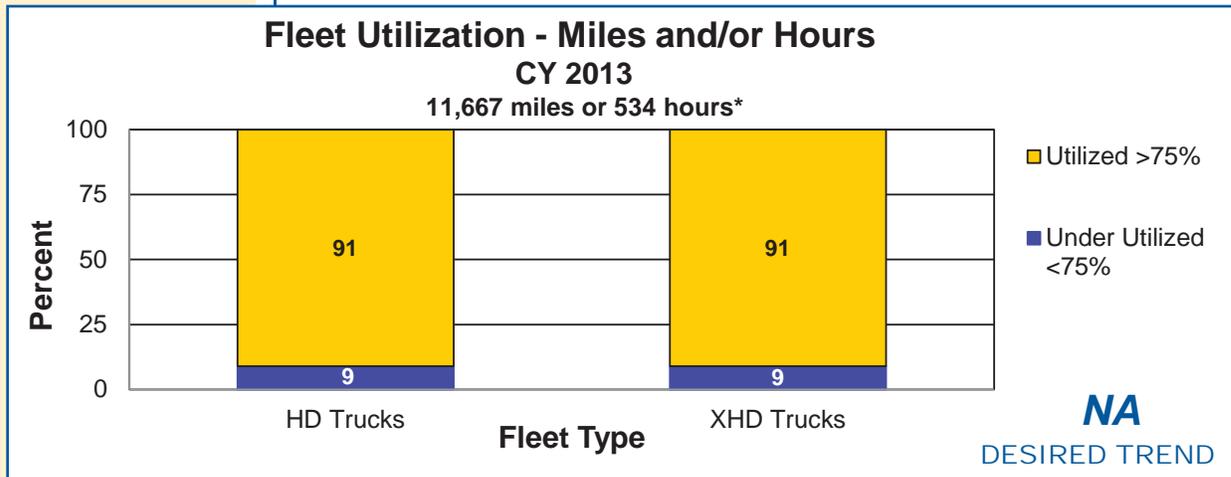
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*Miles considered utilized



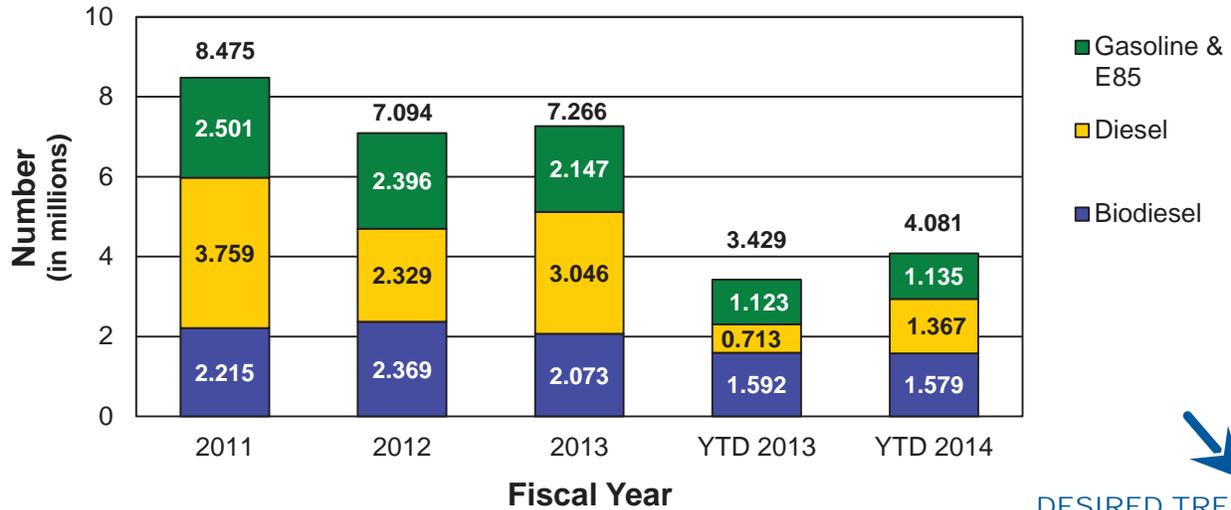
*Hours considered utilized



*Miles and/ or hours utilized

USE RESOURCES WISELY

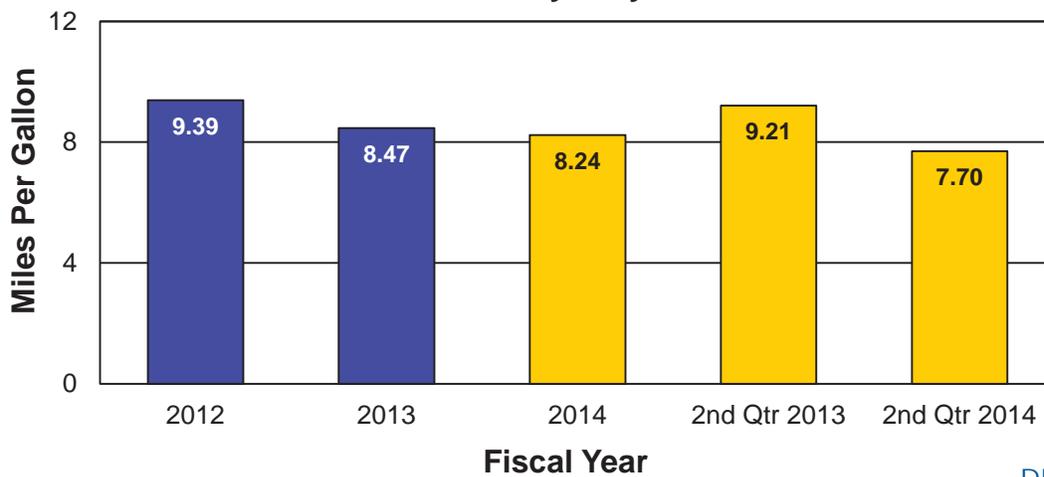
Gallons of Fuel Consumed



DESIRED TREND

Average Miles Per Gallon

Cars, Pickups, Light Duty Trucks, Heavy Duty Trucks and Extra Heavy Duty Trucks



DESIRED TREND

RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT DRIVER:

Jay Bestgen, Assistant State Construction and Materials Engineer

PURPOSE OF THE MEASURE:

This measure tracks MoDOT's recycling efforts in construction projects and internal operations.

MEASUREMENT AND DATA COLLECTION:

The recycled material used in construction projects is measured through MoDOT's SiteManager database, which tracks material incorporated into projects. Data is collected on an annual basis due to the seasonal nature of construction. Recycled material measurements for internal MoDOT operations, are captured from the annual Missouri State Recycling Program report and from other internal records.

Number of tons of recycled material-6j

In 2004, recycled asphalt pavements and roof shingles started being incorporated into new asphalt pavements to help offset increasing costs. While the cost of rock, sand, liquid asphalt, labor, fuel and equipment have increased since 2004, recycling efforts have helped offset the cost increases. In 2013, 26 percent of the 3.3 million tons of new asphalt pavement came from recycled components. This saved MoDOT and taxpayers about \$11 per ton, or \$30 million overall. The \$30 million savings is equivalent to improving about 680 miles of a two-lane roadway with a thin lift overlay.

MoDOT also recycles materials no longer needed for internal operations. The majority of the recycled products come from seven products: aluminum, cardboard, office paper, scrap rubber/tires, scrap metal, motor oil and wood pallets. Of these, 2,500 tons of scrap metal makes up the majority of the recycling followed by 641 tons of rubber/tires (equivalent to more than 61,000 passenger car tires) and 95 tons of motor oil (equivalent to about 27,000 gallons).

Recycling is good for the environment and helps stretch limited funding. With costs continuing to increase, fuel tax revenues declining and federal funding being uncertain, it is important to focus on increasing recycling efforts.

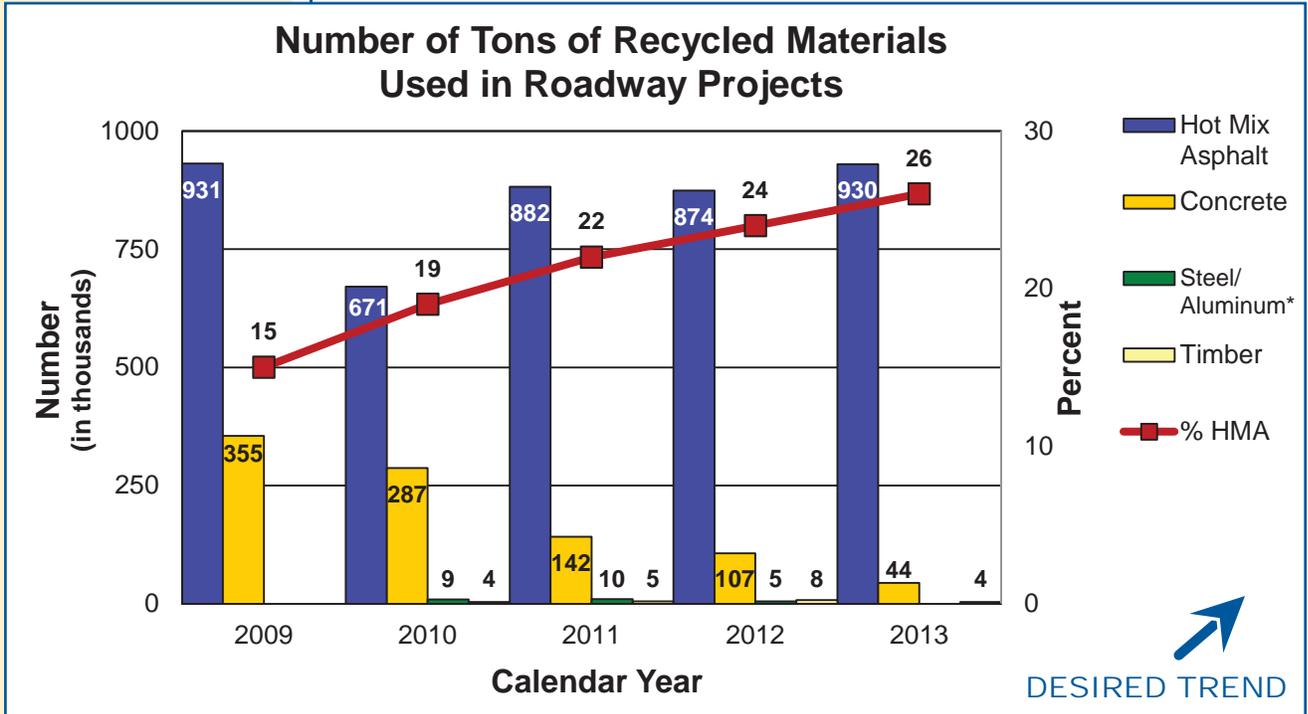


Roofs to Roads

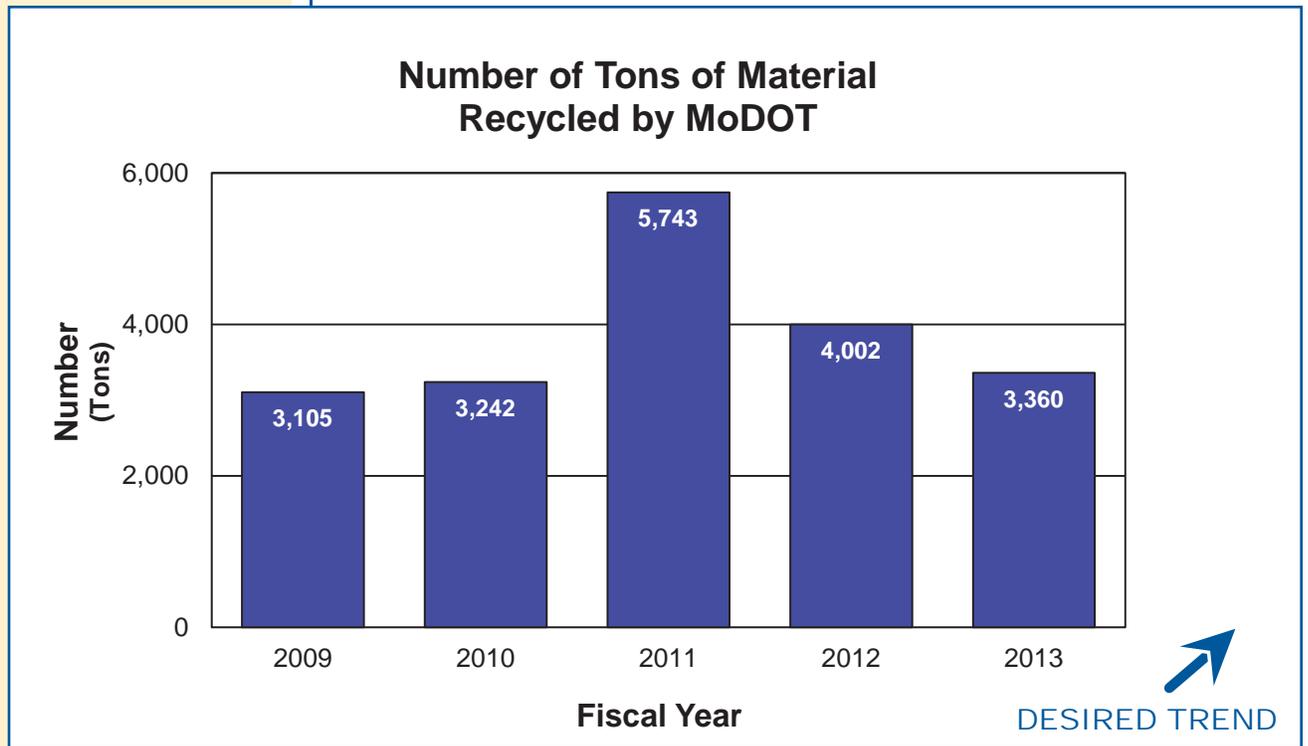
MoDOT is among the first state agencies in the nation to recycle shingles to resurface or rebuild highways.



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*Tonnage unavailable until February 2014



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Gayle Unruh,
Environmental and Historic
Preservation Manager

Number of environmental warnings and violations – 6k

PURPOSE OF
THE MEASURE:
This measure tracks the
annual trend of compli-
ance with environmental
laws and regulations, which
includes obtaining and
abiding by specific require-
ments contained in various
permits.

MoDOT seeks to reduce its impact on Missouri natural resources by complying with environmental laws and regulations. The department is serious about protecting human health, air, water, wildlife and ecosystems. Compliance with environmental laws and regulations helps to prevent and counteract possible damage from MoDOT activities. Under current funding constraints, it also is important to avoid violations. Violations with fines assessed against MoDOT result in less funding for roadway projects.

MoDOT has a zero-tolerance policy toward any NOV from regulating agencies, such as the Missouri Department of Natural Resources or the Environmental Protection Agency. Department employees study the situations that lead to NOVs and LOWs and then take action to prevent future occurrences.

The number of NOVs during the last five years ranged from one to seven, LOWs ranged from five to 15. The trend for number of NOVs is down over the last three years.

For calendar year 2013, MoDOT received one NOV and 15 LOWs. During this same period, the department also received 10 letters of satisfactory inspections from DNR.

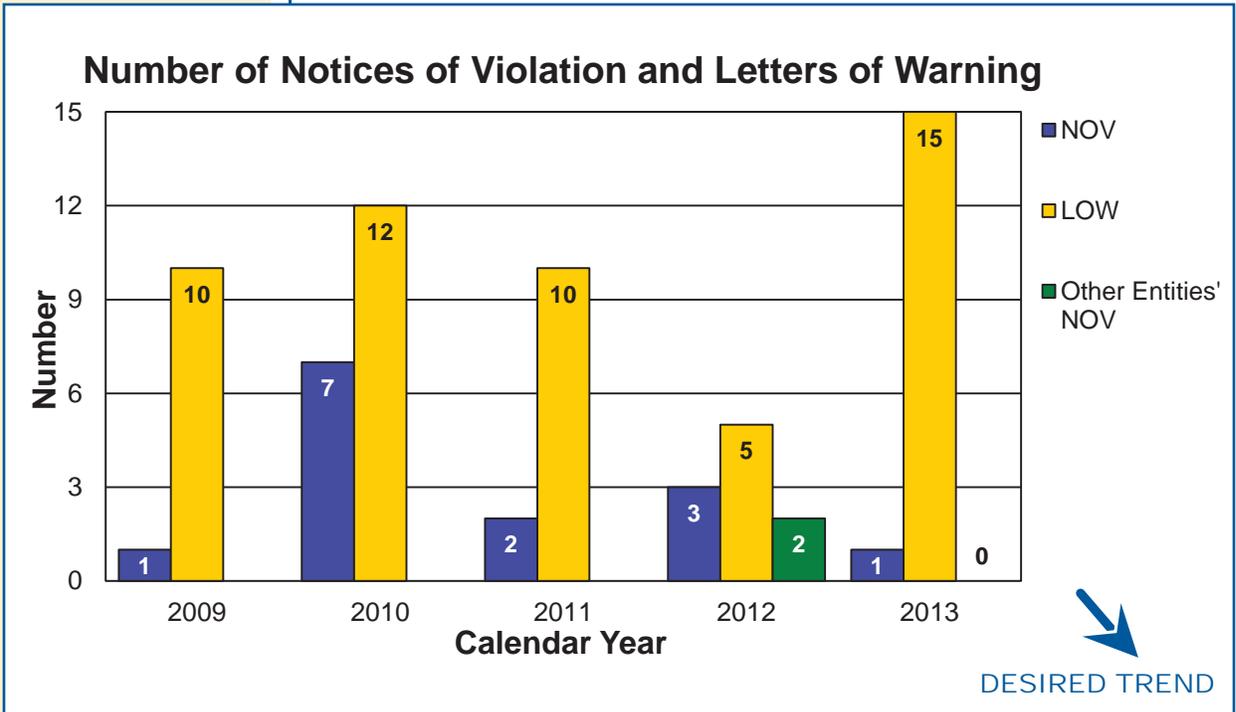
One NOV and five LOWs were issued for unsatisfactory features associated with erosion control structures and concrete washout on construction projects. MoDOT continues to train inspectors and contractors while developing improved erosion control specifications.

Five LOWs were received on MoDOT facilities: two for failing to submit quarterly discharge reports on maintenance facility lagoons; one for failing to obtain a construction permit for modifying a sewage system; and two for waste-water effluent at two welcome centers. A contractor is being used to help with compliance issues for maintenance facility lagoon systems.

Five LOWs issued by the U.S. Army Corps of Engineers concerned tree planting survivability. MoDOT has replanted trees that did not live after initial plantings.

MEASUREMENT
AND DATA
COLLECTION:
Notices of Violation (NOV)
are similar to a traffic ticket
as they are written to indi-
cate you are operating out-
side of legal limits. A Letter
of Warning (LOW) indicates
that there are problems
and if not corrected could
lead to an NOV. Issued by
environmental regulatory
agencies, NOVs, LOWs
and letters of satisfactory
inspections are collected
by the Design Division and
tracked by location and/or
project. The measure re-
ports by calendar year the
number of NOVs, LOWs
and satisfactory inspections
received by the department
for any activity.

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Note: There is no benchmark data presented with this measure. MoDOT has a zero-tolerance policy toward NOVs. Therefore, regardless of what other states are doing, MoDOT's desired results are zero NOVs, because NOVs are usually violations of law and state statute.



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