

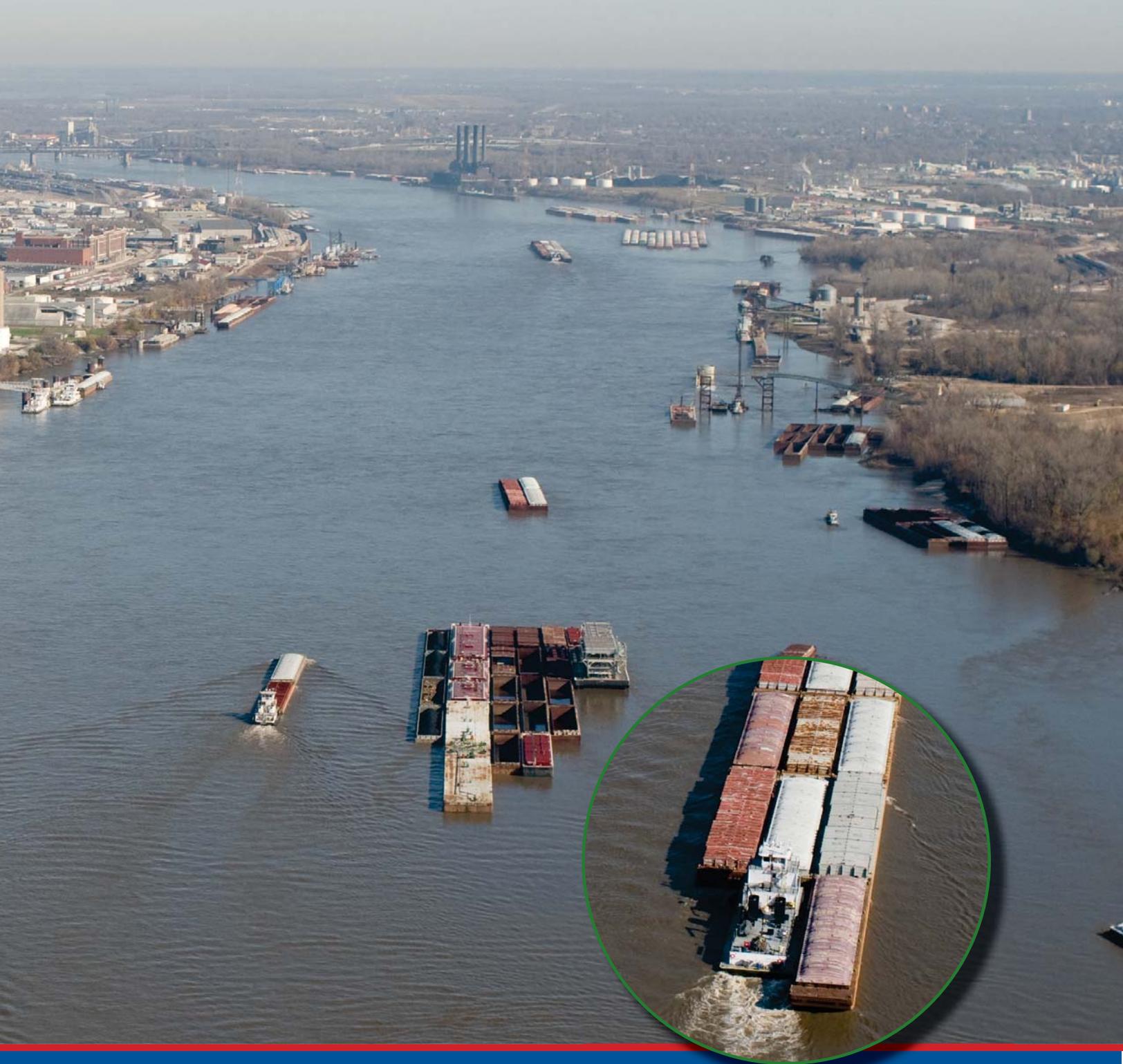


ADVANCE ECONOMIC DEVELOPMENT

Machelle Watkins, Transportation Planning Director

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



Missouri's transportation system has a direct impact on the state's economy. Missouri businesses depend on our roadways, rail, waterways and airports to move their products and services both nationally and globally. An efficient, well-connected transportation system helps attract new businesses to our communities and helps existing businesses maintain a competitive edge with easy customer access, minimal shipping costs and strong links to a diverse workforce. We believe investments in transportation should create jobs and provide opportunities for advancement to all Missouri citizens. An investment in transportation should provide a positive economic impact on both the citizens we serve and the communities in which they live.

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT
DRIVER:
Eva Voss, Senior
Transportation Planner

PURPOSE OF
THE MEASURE:
This measure tracks the
economic impact resulting
from the state's transporta-
tion investments.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT works with the
Economic Development
Research Group to perform
economic impact analyses
for the state's transportation
investments. The analyses
are performed using a mod-
el called the Transportation
Economic Development
Impact System, or TREDIS.
The TREDIS model results
demonstrate a strong link
between transportation
investment and economic
development.

Economic return from transportation investment-7a

Transportation projects are an economic engine that drives growth in employment and other benefits. Economists use tools such as TREDIS modeling, to provide state and regional estimates of economic benefits related to specific projects, corridors and program expenditures.

MoDOT's 2014-2018 Statewide Transportation Improvement Program invests approximately \$4.4 billion into highway and bridge projects, creating 6,528 new jobs. The projects are expected to contribute \$15.9 billion of economic output during the next 20 years, resulting in a \$3.62 return on every \$1 invested in transportation.

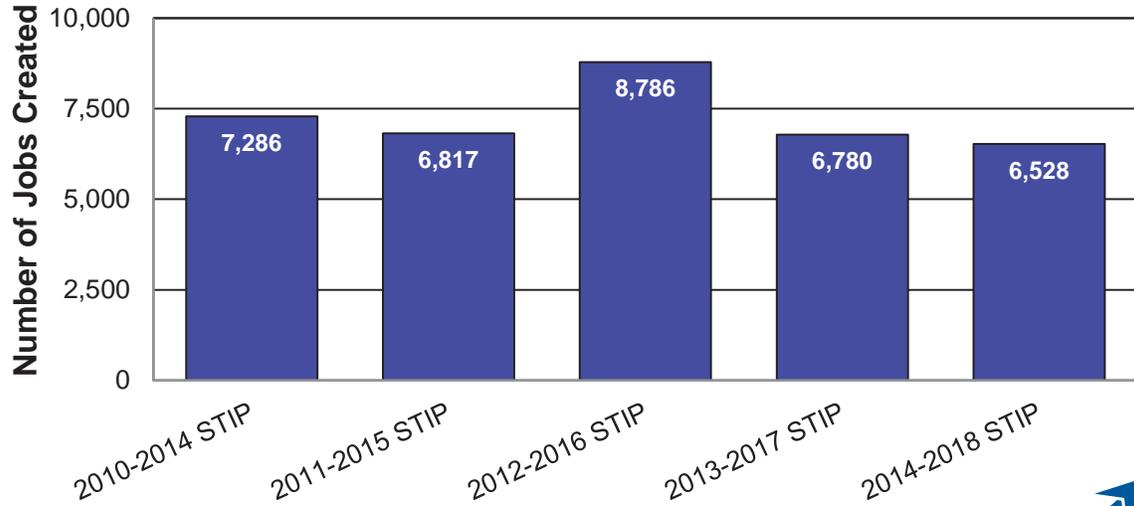
The figures tell a powerful story of economic success, but are also a sign of missed opportunity. When compared to the previous year's STIP (2013-2017), the jobs estimate decreased approximately 4 percent.

Decreasing transportation funding and increasing costs are chipping away at the levels of economic return. The situation will become more drastic as the annual construction program plummets from \$700 million to \$325 million during the 2015-2019 STIP years.



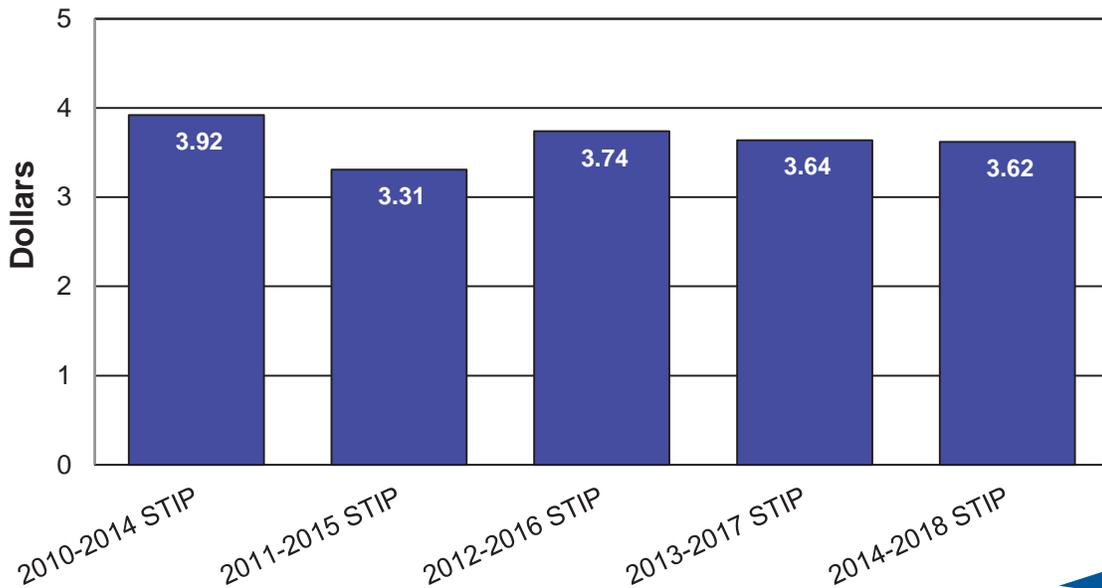
ADVANCE ECONOMIC DEVELOPMENT

Economic Return from Highway and Bridge Investments Annual Employment Benefit




DESIRED TREND

Economic Return from Highway and Bridge Investments 20-Year Benefit Ratio for Every Dollar Invested




DESIRED TREND

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT
DRIVER:**
Ben Reeser,
Long-Range Transportation
Planning Coordinator

**PURPOSE OF
THE MEASURE:**
This measure analyzes the
strength of Missouri's trans-
portation infrastructure for
conducting business.

**MEASUREMENT
AND DATA
COLLECTION:**
Data for this measure is ob-
tained from an annual study
conducted by the Consumer
News and Business Chan-
nel. The study scores all
50 states on 51 measures
of competitiveness devel-
oped collaboratively with
business groups including
the National Association
of Manufacturers and the
Council on Competitive-
ness, as well as the states
themselves. Metrics are
separated into 10 catego-
ries, including transportation
infrastructure. The transpor-
tation infrastructure catego-
ry measures the following
for each state:

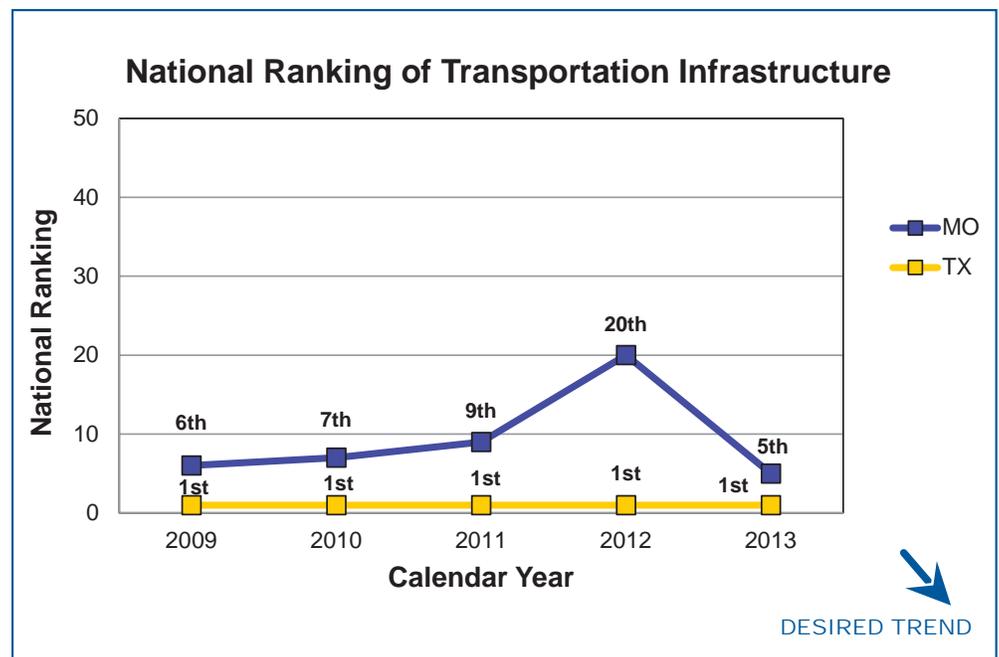
- Quantity of goods shipped by air, waterways, roads and rail (2009-2012 based on value of goods shipped, not quantity)
- Availability of air travel
- Quality of roads
- Time it takes to commute to work (added in 2012)

National ranking of transportation infrastructure-7b

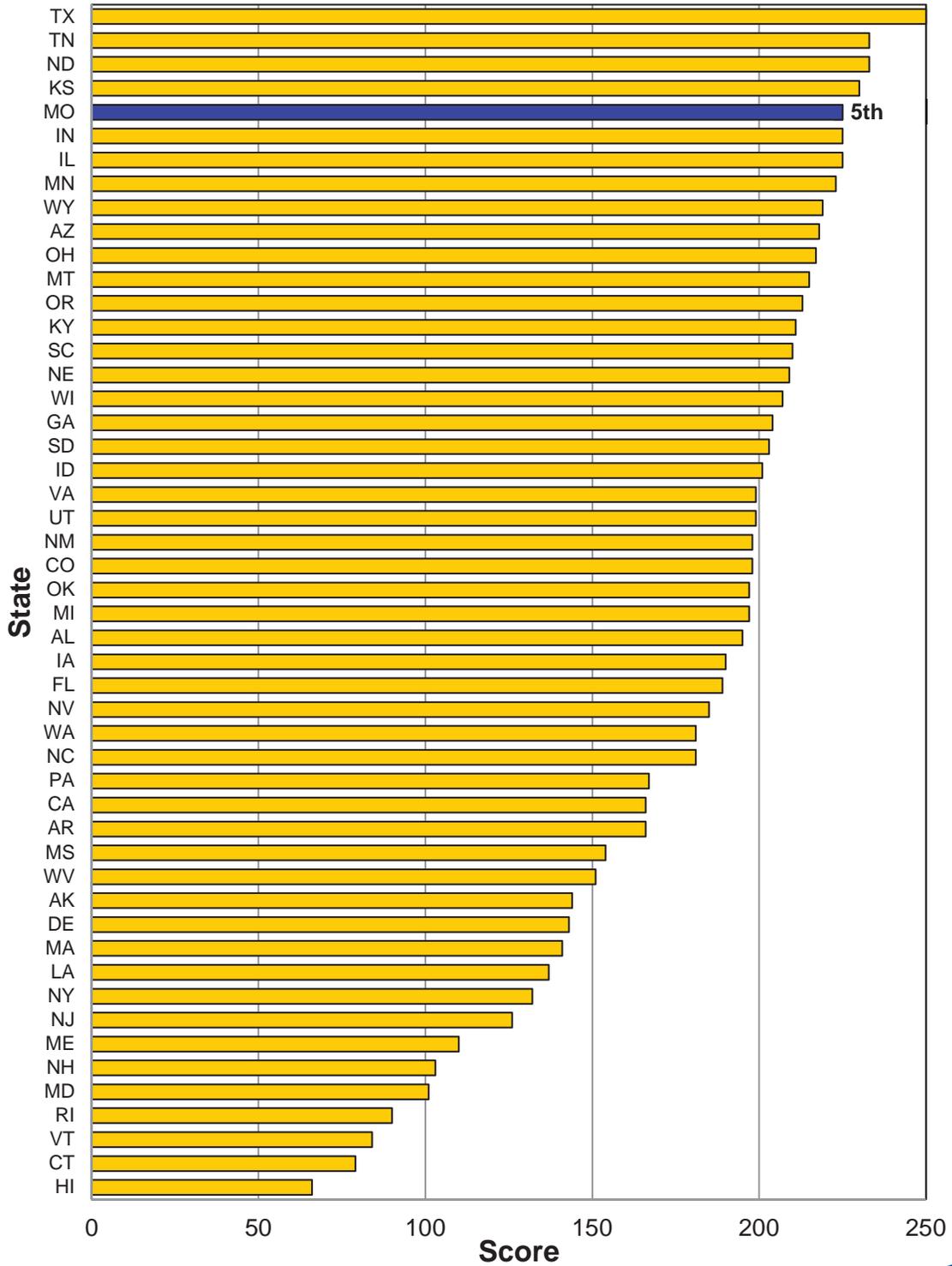
Transportation infrastructure leads to the attraction of new businesses and of employers looking to expand. These actions lead to new jobs, new opportunities and new revenue for states. A robust transportation infrastructure allows manufacturers to distribute their products quickly and inexpensively and allows citizens to get to work and to conduct business efficiently.

Between 2009 and 2011, Missouri's national rank in transportation infrastructure was in the top nine. In 2012 Missouri ranked 20th. Missouri's current ranking of fifth best in the nation is challenging to maintain as the state's annual transportation infrastructure funding decreased \$500 million beginning in 2011.

Missouri's ranking could be affected in the near future as transportation funding is projected to decline to remarkably low levels. At those levels, many of the factors used to rank transportation infrastructure are expected to worsen in Missouri.



2013 Transportation Infrastructure Scores by State



RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT
DRIVER:
Tona Bowen,
Financial Services
Administrator

PURPOSE OF
THE MEASURE:
The measure reports how
Missouri's state highway
system funding situation
compares to that of other
states.

MEASUREMENT
AND DATA
COLLECTION:
Per state revenue, highway
mileage and bridge counts
used in this measure are
gathered from Federal
Highway Administration annual
reports. The information is
updated as the data becomes
available from the Federal
Highway Administration.

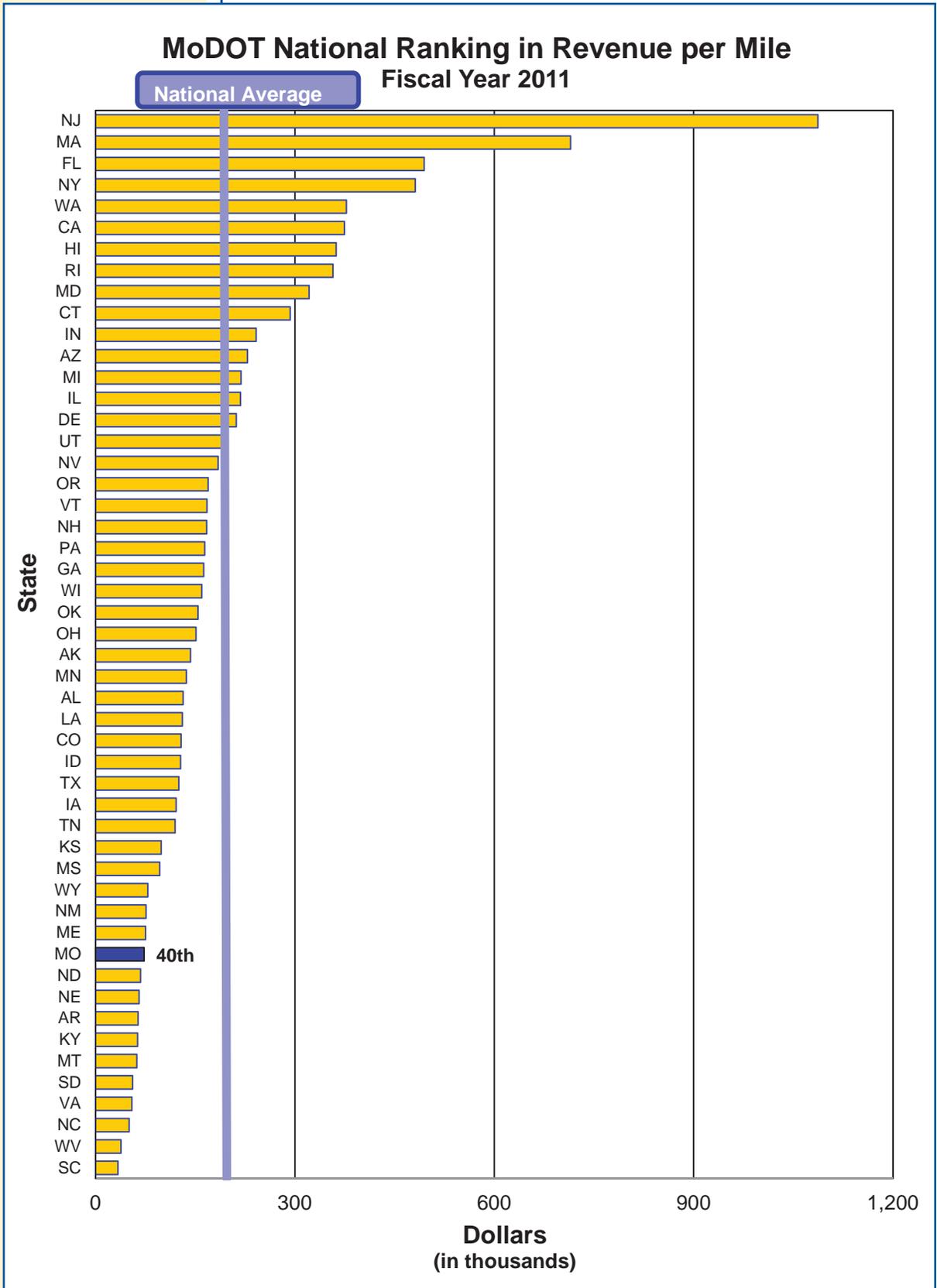
MoDOT national ranking in revenue per mile-7c

Missouri's revenue per mile of \$73,041 currently ranks 40th in the nation. Missouri's state highway system, consisting of 33,845 miles, is the seventh largest system in the nation. In addition, Missouri ranks sixth nationally in number of bridges with 10,364 bridges. New Jersey's revenue per mile of \$1,086,768 ranks first. However, its state highway system includes only 2,323 miles and 2,371 bridges.

The cost to build and maintain roads and bridges increased sharply during the past 10 years due to inflation. In contrast, revenues from fuel taxes continue to decrease as vehicles become more fuel efficient.

MoDOT stretches transportation revenue as far as it can, in order to put as much as possible into roads and bridges. However, MoDOT's revenue per mile is likely to plummet if the current projections hold true. By 2020, MoDOT won't have enough state revenue to match federal funds. The unmatched funds will be given to other states instead. Current funding barely covers the cost of maintaining our existing system and doesn't begin to address the system expansion projects Missourians desire in their transportation system.





RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

Goods movement competitiveness-7d

MEASUREMENT
DRIVER:
Cheryl Ball,
Administrator of
Freight Development

PURPOSE OF
THE MEASURE:
This measure tracks annual
trends in the price of trans-
porting products in Mis-
souri as compared to other
Midwest states.

MEASUREMENT
AND DATA
COLLECTION:
Under Development

Product transportation costs vary depending on efficiency, reliability, safety, and available modal options in the state’s transportation system. Low transportation costs are important to retain existing businesses and attract new business to increase employment and economic opportunity. Missourians also feel the effect of transportation costs at the cash register. When the system does not work well, the cost of everything from groceries to clothing to fuel is likely to rise.

The data in this measure indicates of how well Missouri’s transportation system, management, and operations align with the needs of businesses to maintain economic competitiveness in domestic and global markets. Existing businesses collaborate with MoDOT to identify transportation barriers that reduce their competitiveness. However, current transportation funding limits MoDOT’s ability to respond to these needs resulting in higher prices in Missouri stores and reduced competitiveness in global markets.



RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT
DRIVER:**
Eric Curtit,
Administrator
of Railroads

**PURPOSE OF
THE MEASURE:**
This measure tracks the
amount of freight moved by
Missouri's largest transpor-
tation modes.

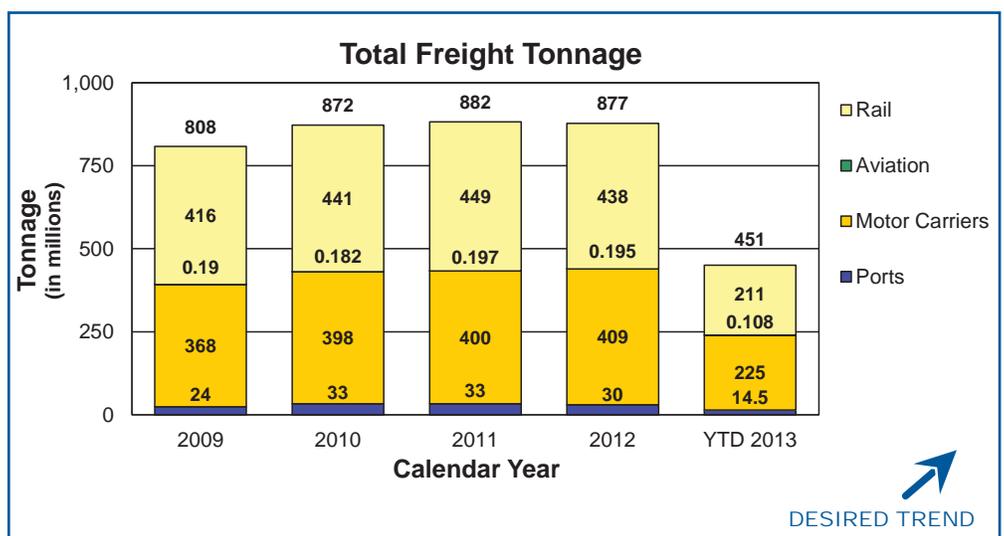
**MEASUREMENT
AND DATA
COLLECTION:**
Two times a year, a freight
tonnage estimator is used
to calculate the amount of
freight moved by railroads
and highways. The estima-
tor provides timely informa-
tion for Missouri's primary
freight movers. Freight data
for aviation and waterways
is a combination of direct
surveys and trend analy-
sis. This measure's data is
estimated but provides an
indication of current trends
and movements.

Freight tonnage by mode-7e

Everything comes from somewhere. How it gets from place to place depends on a number of factors. In Missouri, the vast majority of freight moves by rail, followed closely by trucks. These modes experience volume shifts from year to year, often based on the health of the national economy and shifts in consumer preferences. A key element to a healthy economy is a robust transportation system.

Unfortunately, current transportation funding has dwindled to a level which makes it difficult to maintain roads and bridges. Nor can current funding address transportation needs outside of roads and bridges. Moving nearly 900 million tons of freight a year requires investment in non-traditional transportation facilities such as ports, railroads, and airports and it requires more than reactive approaches.

The first half of 2013 saw an overall increase in movements. Railroad tonnage fell slightly primarily due to the continued decline of coal shipments. Motor carriers hauled the most tonnage, which can be attributed to a rebounding economy and an increase in durable good shipments. Durable goods, such as appliances and furniture, tend to move by truck. The drop in port tonnage in 2012 and the first six months of 2013 can be attributed to low water levels on the Mississippi River. During this time, low water levels caused the St. Louis Port Authority to experience a two-thirds reduction in tonnage because barges were unable to dock from October 2012 to February 2013. Aviation maintained tonnage similar to previous levels.



RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

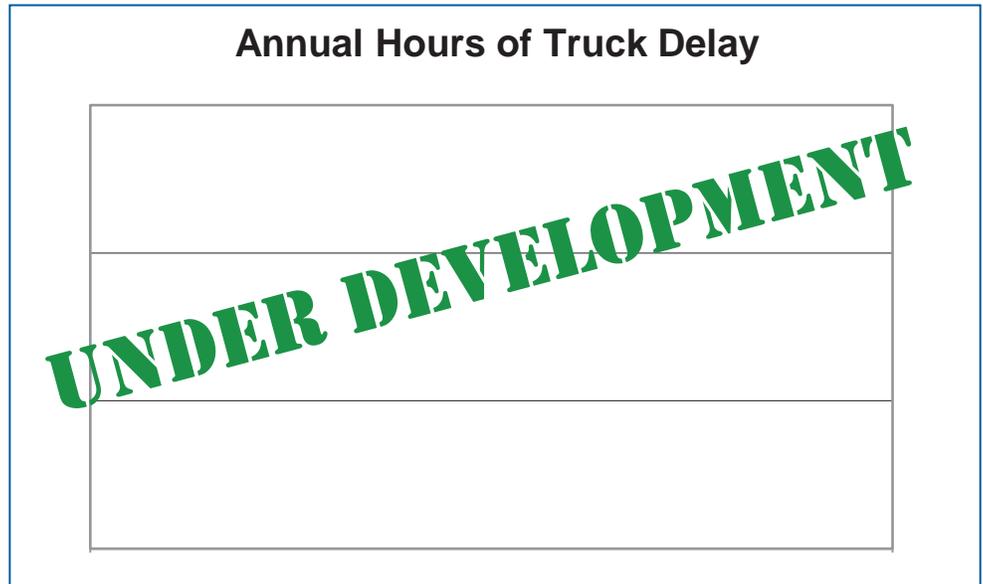
MAP-21

Annual hours of truck delay-7f

MEASUREMENT
DRIVER:
Kim Russell,
Motor Carrier Services
Project Manager

PURPOSE OF
THE MEASURE:
This delay measure is
proposed to be used as a
Moving Ahead for Progress
in the 21st Century Act
national freight performance
measure.

MEASUREMENT
AND DATA
COLLECTION:
This measure will track
travel time above the con-
gestion threshold in units of
vehicle-hours for commer-
cial motor vehicles on the
interstate highway system.
Further guidance about
data requirements and
measure methodology will
be forthcoming from FHWA.



RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

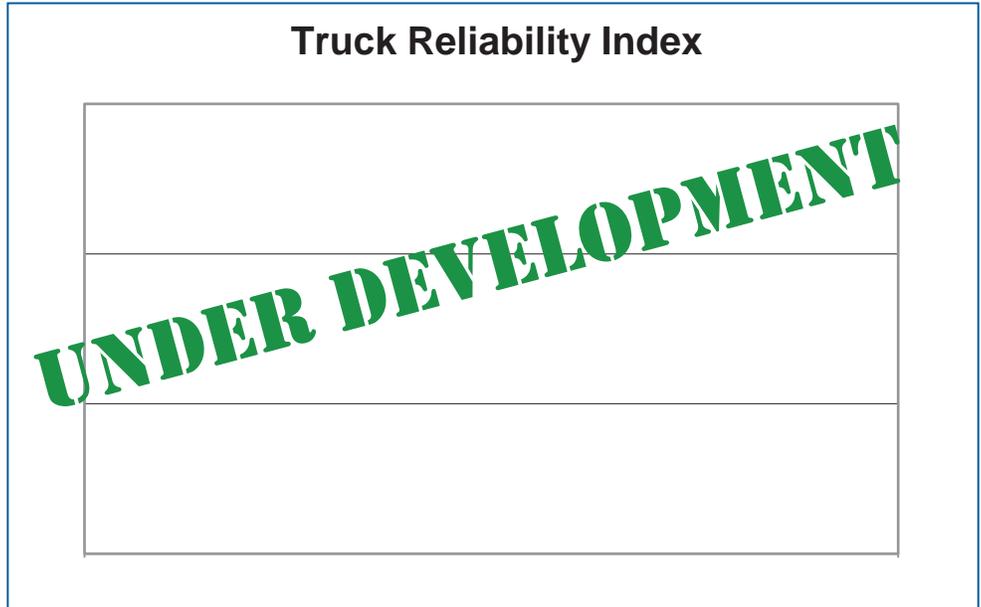
MAP-21

Truck reliability index-7g

MEASUREMENT
DRIVER:
Chuck Gohring,
Motor Carrier Services
Assistant Director

PURPOSE OF
THE MEASURE:
This reliability measure is
proposed to be used as a
Moving Ahead for Progress
in the 21st Century national
freight performance mea-
sure.

MEASUREMENT
AND DATA
COLLECTION:
This measure uses the
Truck Reliability Index, a
ratio of the total truck travel
time needed to ensure on-
time arrival to the agency-
determined threshold travel
time (e.g., observed travel
time or preferred travel
time), to gauge consistency
in truck freight travel times.
Further guidance about
data requirements and
measure methodology will
be forthcoming from FHWA.



RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

Jobs created by projects funded through the economic development program-7h

MEASUREMENT
DRIVER:
Todd Grosvenor,
Financial Services
Administrator

PURPOSE OF
THE MEASURE:
This measure tracks the
number of jobs created
through MoDOT's economic
development program.

MEASUREMENT
AND DATA
COLLECTION:
Data for this measure is
collected from a partner-
ship development database.
This measure is updated
quarterly and is based on
the state fiscal year – July 1
to June 30.

The Cost Share/Economic Development Program builds partnerships with local entities to pool efforts and limited resources in order to deliver state highway and bridge projects. MoDOT allocates \$45 million of Cost Share/Economic Development funds annually, based on the funding distribution formula set by the Missouri Highways and Transportation Commission. Each year, at least \$5 million is set aside for projects that demonstrate economic development through job creation. MoDOT contributes up to 100 percent of the total cost for projects on the state highway system if the Missouri Department of Economic Development verifies the project creates jobs. Retail development projects are not eligible.

In light of a plummeting 2015-2019 construction program, the Missouri Highways and Transportation Commission suspended the Cost Share/Economic Development Program on January 8, 2014. With contractor awards dropping from just over \$700 million in 2015 to slightly more than \$300 million by 2017, MODOT will be unable to maintain the existing system, much less pursue projects that add to the system. Projects already reviewed and approved by the cost share committee are eligible to move forward: however, no additional projects will be considered for funding at this time.

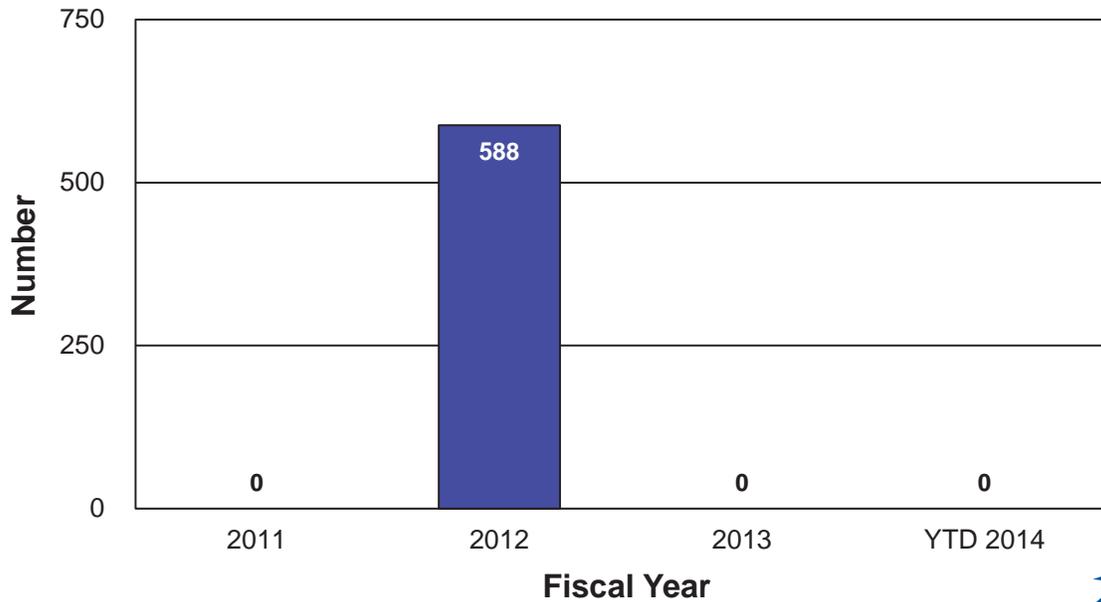
In Fiscal Year 2012, Edward Jones created 588 verified new jobs in conjunction with interchange improvements at I-270 and Dorsett Road in St. Louis County.

In Fiscal Year 2014, the following economic development partnerships are approved.

- \$4.7 million for Route 210 improvements in Clay County. The project is estimated to cost \$7.5 million and to create 39 new jobs at Adrian Steel by December 31, 2017.
- \$425,540 for Route I-70 Outer Road improvements in Montgomery and Warren Counties. The project is estimated to cost \$500,000 and to create 70 new jobs at CertainTeed by April 1, 2019.
- \$479,264 for Routes 60 & 114 intersection improvements in Stoddard County. The project is estimated to cost \$600,000 and to create 14 new jobs at Lansing Trade Group by December 31, 2016.

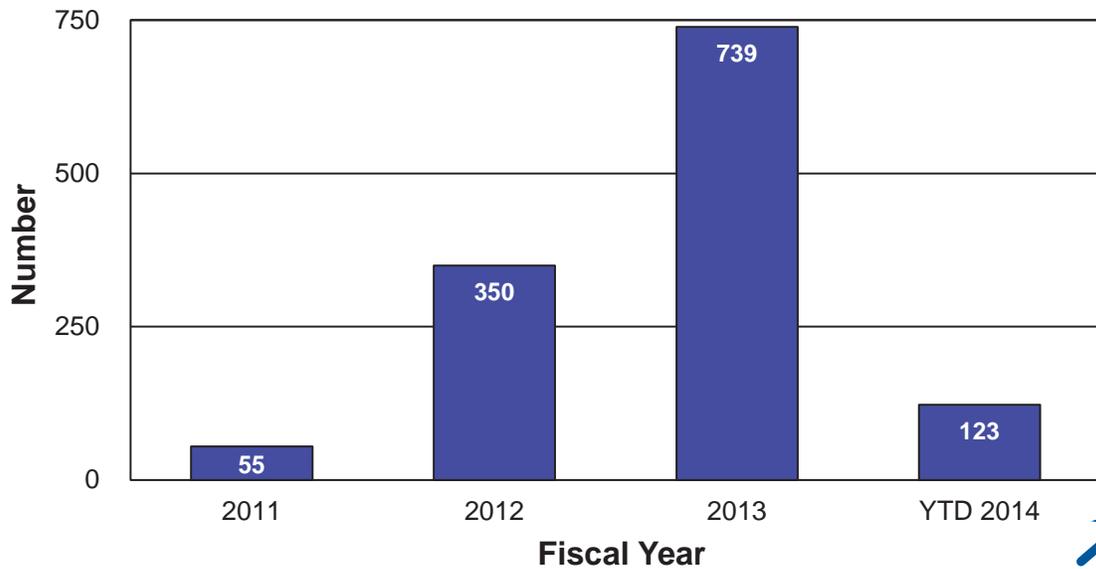
ADVANCE ECONOMIC DEVELOPMENT

Jobs Created by Projects Funded Through the Economic Development Program



 DESIRED TREND

Economic Development Projects Approved with Estimated Future Job Creation



 DESIRED TREND

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT
DRIVER:
Rudolph Nickens,
Director of Equal
Opportunity and Diversity

PURPOSE OF
THE MEASURE:
This measure tracks minority and female employment in MoDOT's workforce and compares it with availability data from the Missouri 2010 Census report.

MEASUREMENT
AND DATA
COLLECTION:
The SAM II database is used to collect data. The Missouri 2010 Census data is used as the benchmark for this measurement.

Percent of minorities and females employed-7i

By placing the right people in the right position, MoDOT can better serve its customers and help fulfill its responsibilities to taxpayers.

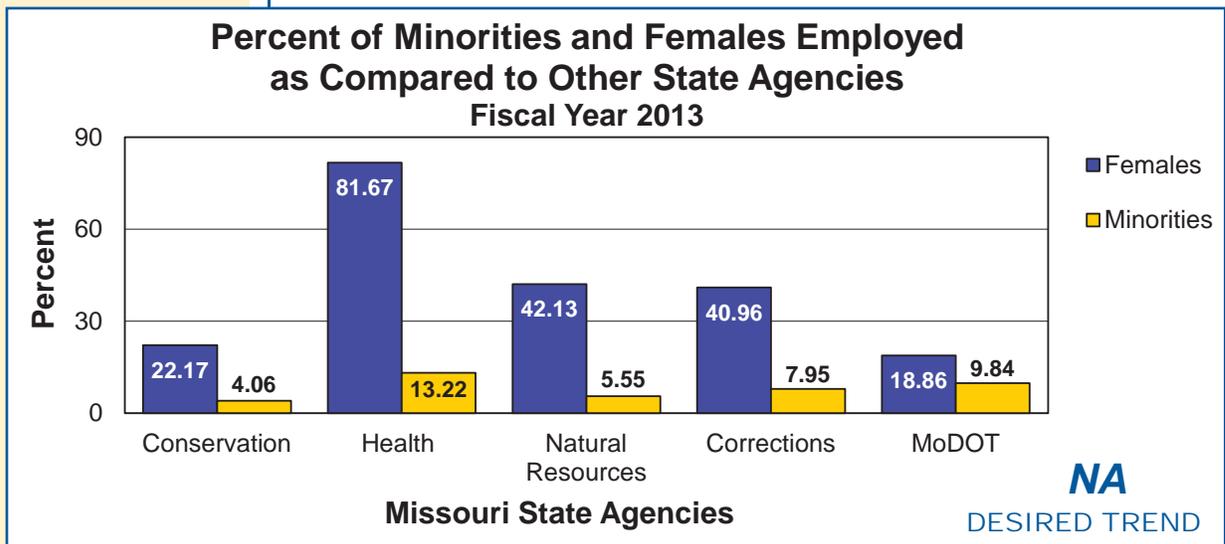
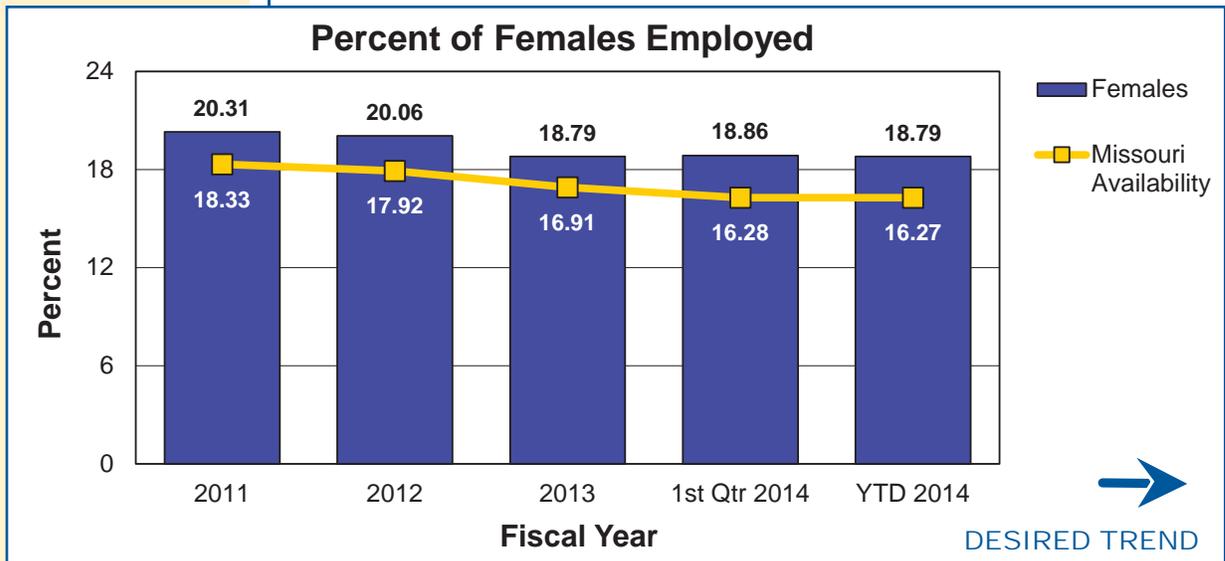
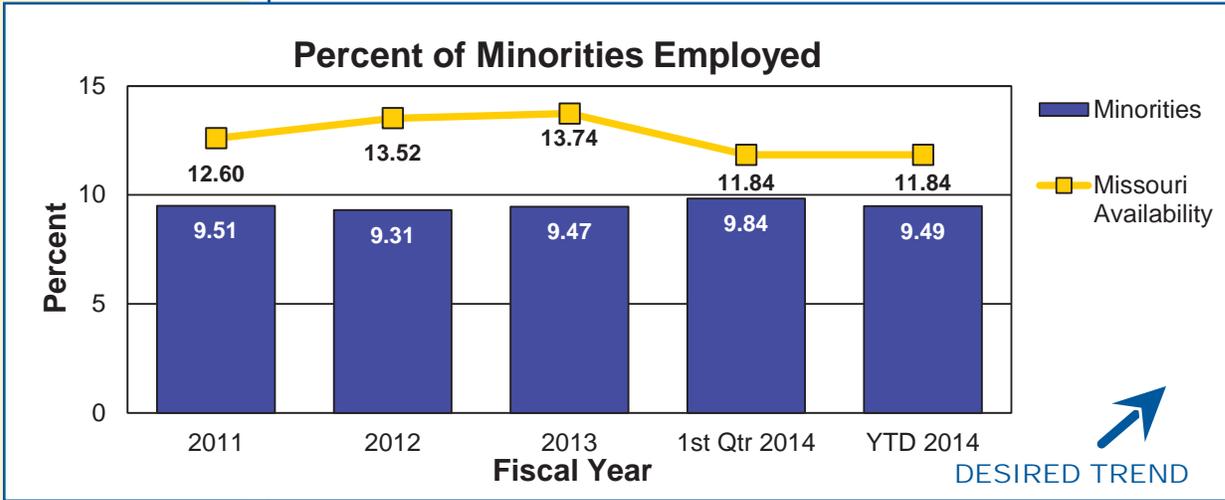
The number of minority employees decreased by 2.6 percent (493 to 480) from the first quarter of fiscal year 2014 to the second quarter of FY 2014. The number of female employees increased by 0.4 percent from first quarter of FY 2014 to second quarter of FY 2014 (945 to 949). When compared to overall employment, the percent of females decreased (18.86 to 18.79 percent), but is still above Missouri Availability of 16.27 percent. The percent of minorities also decreased (9.84 to 9.49 percent), and is below Missouri Availability of 11.84 percent. Total employment during this time increased from 5,010 to 5,050.

MoDOT continues to advertise job announcements with organizations that are geared toward females and minorities, attend career fairs at historically black colleges and universities, make job announcements available at NAACP meetings and forward announcements to diverse contacts. MoDOT managers are encouraged to recruit diverse candidates and develop partnerships with organizations statewide.

Note: Beginning in fiscal year 2014, 2010 census data, which includes new census counts and census job titles, is used as a benchmark. Several census titles changed, as did the number of minorities and females in the census groups from which MoDOT hires.



ADVANCE ECONOMIC DEVELOPMENT



RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

MEASUREMENT
DRIVER:
Lester Woods, Jr.,
External Civil Rights
Director

PURPOSE OF
THE MEASURE:
This measure tracks the
percent of Disadvantaged
Business Enterprise use on
construction and engineer-
ing projects.

MEASUREMENT
AND DATA
COLLECTION:
Data is collected through
Site Manager for each
construction project. The
overall DBE goal is a
yearly target established by
MoDOT and FHWA regard-
ing the expected total DBE
participation on all federally
funded construction proj-
ects. Individual DBE project
goals are determined by
subcontract opportunity,
project location and avail-
able DBE firms that can
perform the scope of work.
DBE utilization is tracked for
each construction project
identifying the prime con-
tractor, contract amount, the
established goal and how
the prime contractor fulfilled
the goal. This measure is
based on the federal fis-
cal year, which is Oct. 1
through Sept. 30. Collection
of data of the DBE classifi-
cations began in FFY 2012.

ADVANCE ECONOMIC DEVELOPMENT

Percent of disadvantaged business enterprise participa- tion on construction and engineering projects-7j

MoDOT believes it is good business to support diversity among its contrac-
tors, subcontractors and suppliers. Contractors, subcontractors and sup-
pliers working on construction projects that receive federal aid or federal
financial participation are required to take reasonable steps to ensure DBEs
have an opportunity to compete for and participate in project contracts and
subcontracts.

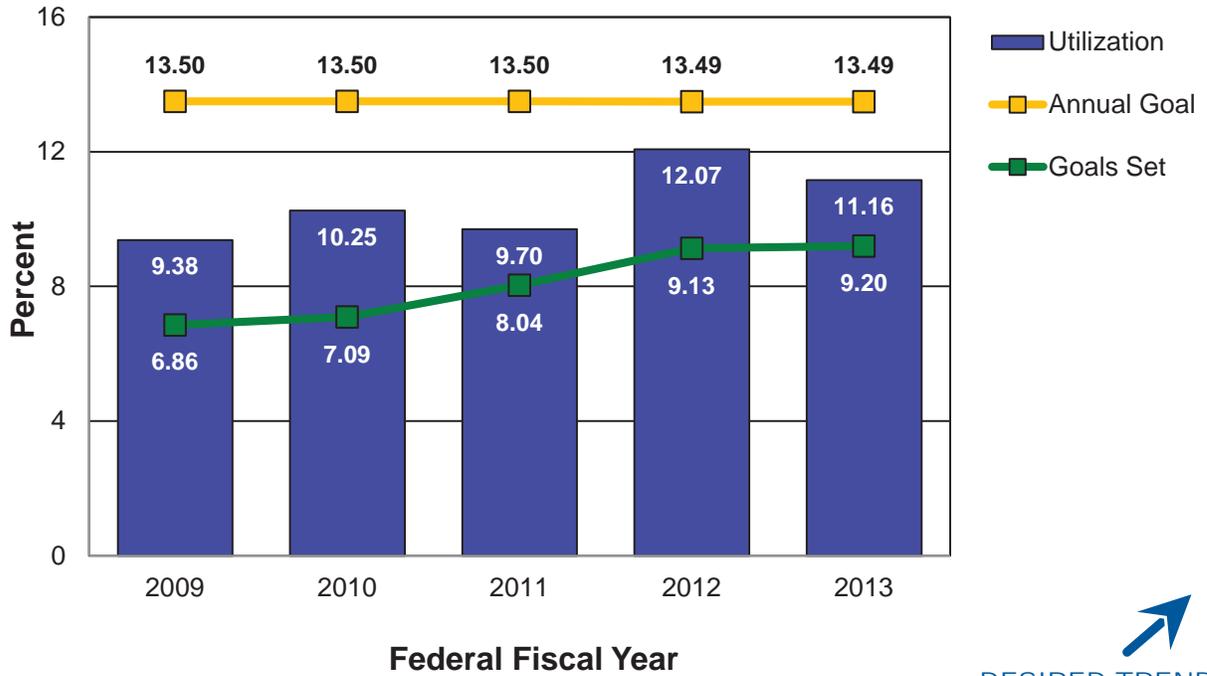
The overall DBE goal for federal fiscal year 2013 is 13.49 percent. The DBE
participation for FFY 2013 is 11.16 percent. This is a 0.91 percent decrease
from FFY 2012. Of the 11.16 percent utilization, 2.69 percent is participation
from minority-owned DBE firms, 0.38 percent is participation from minority
women-owned DBE firms and 8.08 percent is participation from women-
owned DBE firms. The collective goals set for projects closed during this
period amounted to 9.20 percent.

MoDOT will continue to support diversity among its contractors, subcontractors
and suppliers even as the funding available for its construction program
falls to slightly more than \$300 million by 2017.



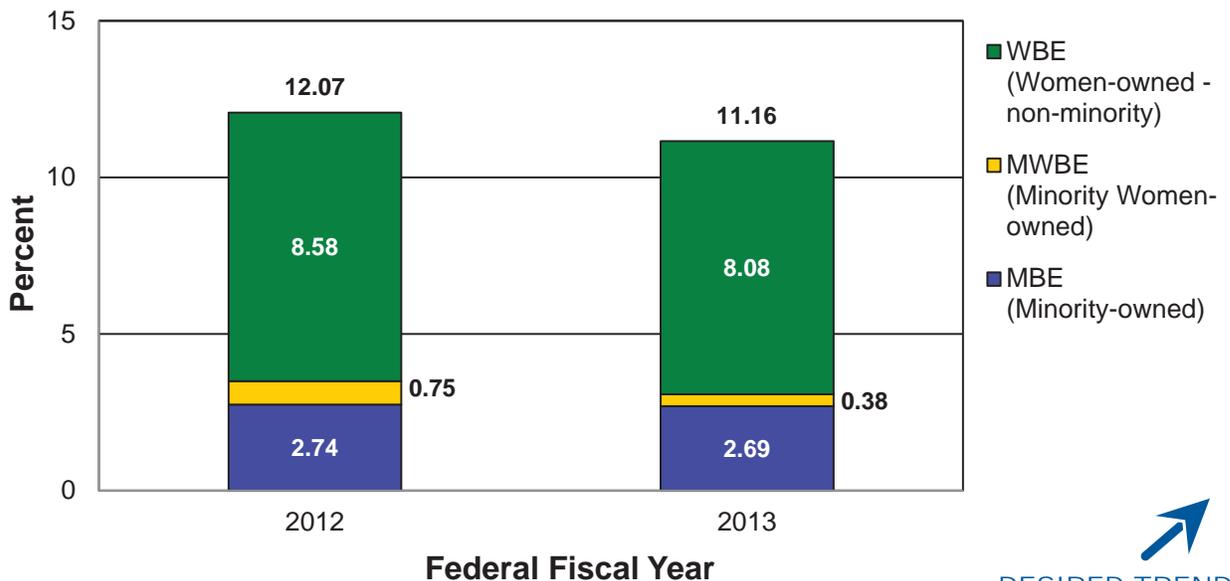
ADVANCE ECONOMIC DEVELOPMENT

Percent of DBE Participation



 DESIRED TREND

Percent of DBE Participation by Classification



 DESIRED TREND

RESULT DRIVER:
Machelle Watkins,
Transportation Planning
Director

ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT
DRIVER:**
Rebecca Jackson,
General Services
Manager

**PURPOSE OF
THE MEASURE:**
This measure tracks the department's non-program spending with certified minority, women, and disadvantaged business enterprises. Vendors may be certified through the Office of Administration as well as the Missouri Regional Certification Committee. Included in these expenditures are items such as materials, equipment, tools and supplies. Program spending, including construction, design consultants, local agencies, highway safety and multimodal programs and exempted activities such as utilities, postage, organizational memberships, conferences and travel are excluded from total dollars spent.

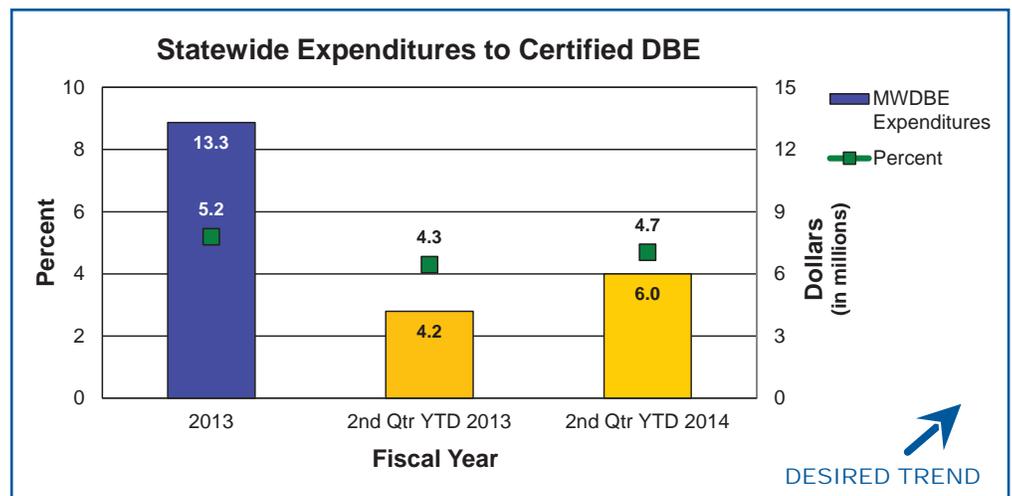
**MEASUREMENT
AND DATA
COLLECTION:**
Data is obtained from the statewide financial accounting system expenditure reports and United Missouri Bank purchasing card reports. Certified vendors are maintained in a statewide procurement vendor database.

Expenditures made to certified minority, women and disadvantaged business enterprises-7k

Ensuring MoDOT spending is representative of Missouri communities advances economic development for all business enterprises. Historical data helps identify opportunities for improvement. Improvement efforts include training staff who have procurement authority, outreach to MWDBE vendors to encourage them to become certified and focused inclusion efforts.

After the first two quarters of FY 2014, results indicate a \$1.8 million increase in MWDBE discretionary expenditures compared to the same period in FY 2013. Compared to the first two quarters FY 2013, the FY 2014 percentage of discretionary MWDBE spent increased by 0.4 percent. This increase is due to better identification of available MWDBE vendors beginning in early FY 2013.

With declining state and federal transportation funding and the increasing costs to do business, the dollars spent with all vendors, including MWDBE vendors are expected to fall. This measure will continue to track the department's efforts to ensure our vendor pool is representative of the business community as a whole.



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