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

BEST VALUE FOR EVERY DOLLAR SPENT

Tangible Result Driver – Roberta Broeker, Chief Financial Officer

Providing the best value for every dollar spent means MoDOT is running its business as efficiently and effectively as possible. A tightly managed budget means more roads and bridges can be fixed. That keeps Missouri moving. This is one of MoDOT's values because every employee is a taxpayer too!



Number of full-time equivalencies expended-16a

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) expended within the department and compares it to the number of FTEs in the legislative budget. The data provides a high-level view of overall staffing at MoDOT in relation to budgeted FTEs.

Measurement and Data Collection:

This measure converts the regular hours worked or on paid leave of temporary and salaried employees, as well as overtime worked (minus any hours that are flexed during the workweek), to FTEs. In order to convert these numbers to FTEs, the total number of hours worked or on paid leave is divided by 2,080. Salaried employment data is converted to an annual number for ease in comparison to previous years, whereas temporary employment and overtime data represent actual year-to-date calculations. This measure is updated quarterly.

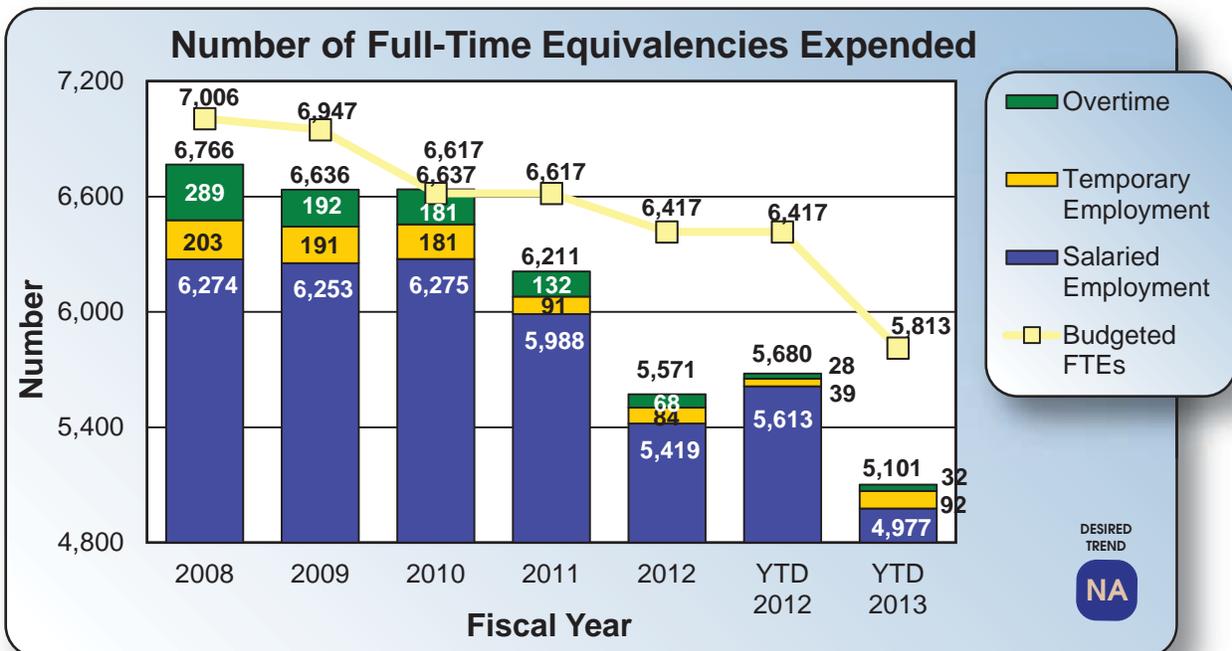
Improvement Status:

Through the second quarter of fiscal year 2013, compared to the same period last year, there has been a decrease in FTEs resulting from salaried employment due to MoDOT's continued implementation of its workforce reduction plan and

Bolder Five-Year Direction approved on June 8, 2011.

FTEs resulting from overtime expended through the second quarter of FY 2013 have increased compared to the same time last year. This increase is due to more winter weather events occurring during the second quarter of FY 2013 compared to the comparatively light winter experienced last year. Through the second quarter of FY 2013, there has been 15,528 more overtime hours (equivalent of almost 7.50 FTEs) spent on snow and ice removal than what was required for the same period last year.

There has been an increase in the number of FTEs resulting from temporary employment compared to the same period last year. This increase is primarily the result of the department's use of temporary workers to close staffing gaps prior to beginning to hire full-time maintenance workers in November 2012. The increase in FTEs resulting from temporary employment was also impacted by the occurrence of more winter weather events than last year, thus requiring greater use of emergency snow plow operators during the second quarter of FY 2013.



Number of lost workdays-16b

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. This measure has changed to include all lost workdays, regardless of when injury occurred. Previously, measurement of lost workdays ended at the end of the calendar year in which the injury was incurred.

Measurement and Data Collection:

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

Improvement Status:

The number of lost workdays for 2012 is 5 percent less than 2011, decreasing from 1,793 to 1,704 lost workdays. Three motor vehicle incidents caused by a

third party accounted for 38 percent of the lost workdays. These occurred in the St. Louis and Southeast districts. The Southwest District suffered two injuries and the Southeast District suffered one injury in which an employee struck or was struck by MoDOT equipment or materials. These accounted for 15 percent of the lost workdays. Another 17 percent of the lost workdays were attributable to lifting incidents, one in the Southwest District and one in the St. Louis District.

Two teams have made recommendations to improve the trend for this measure. One has recommended a new incentive program that began in July 2012. A second team has completed a comprehensive safety plan, which will include various strategies and implementation dates.



Total and rate of MoDOT recordable incidents-16c

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

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

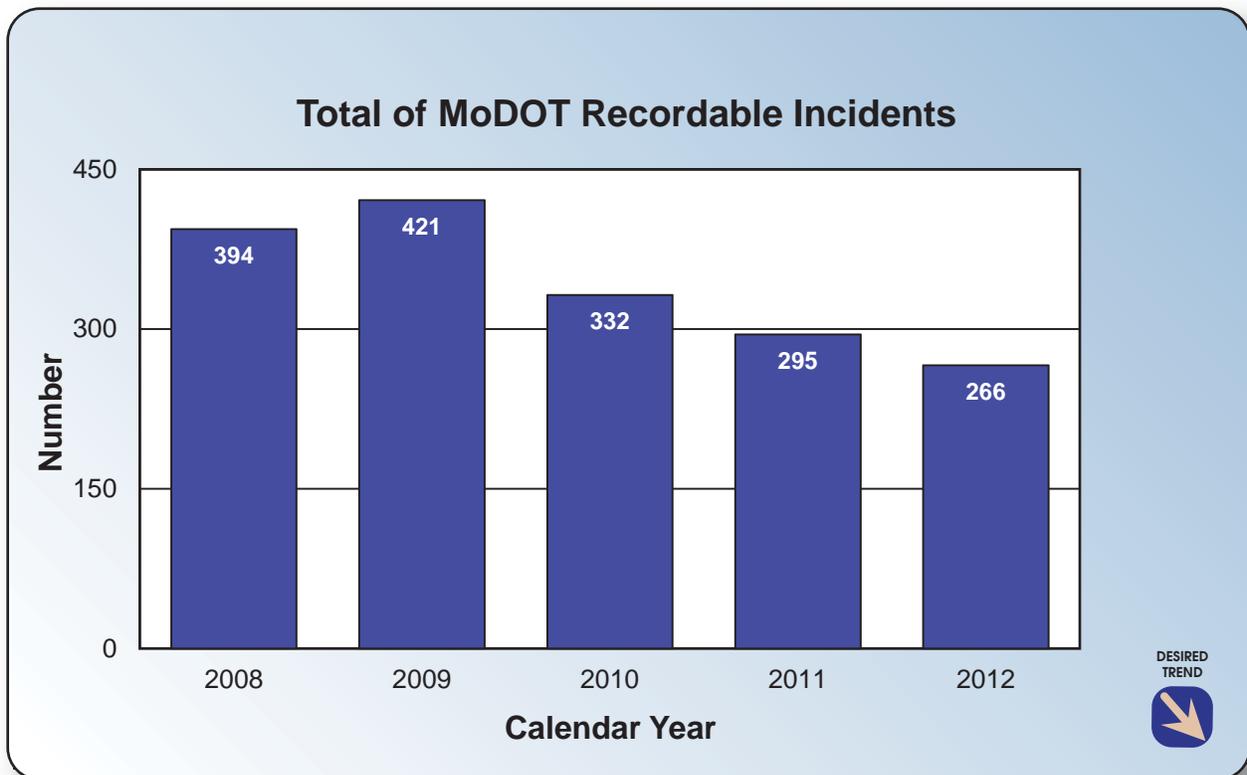
Measurement and Data Collection:

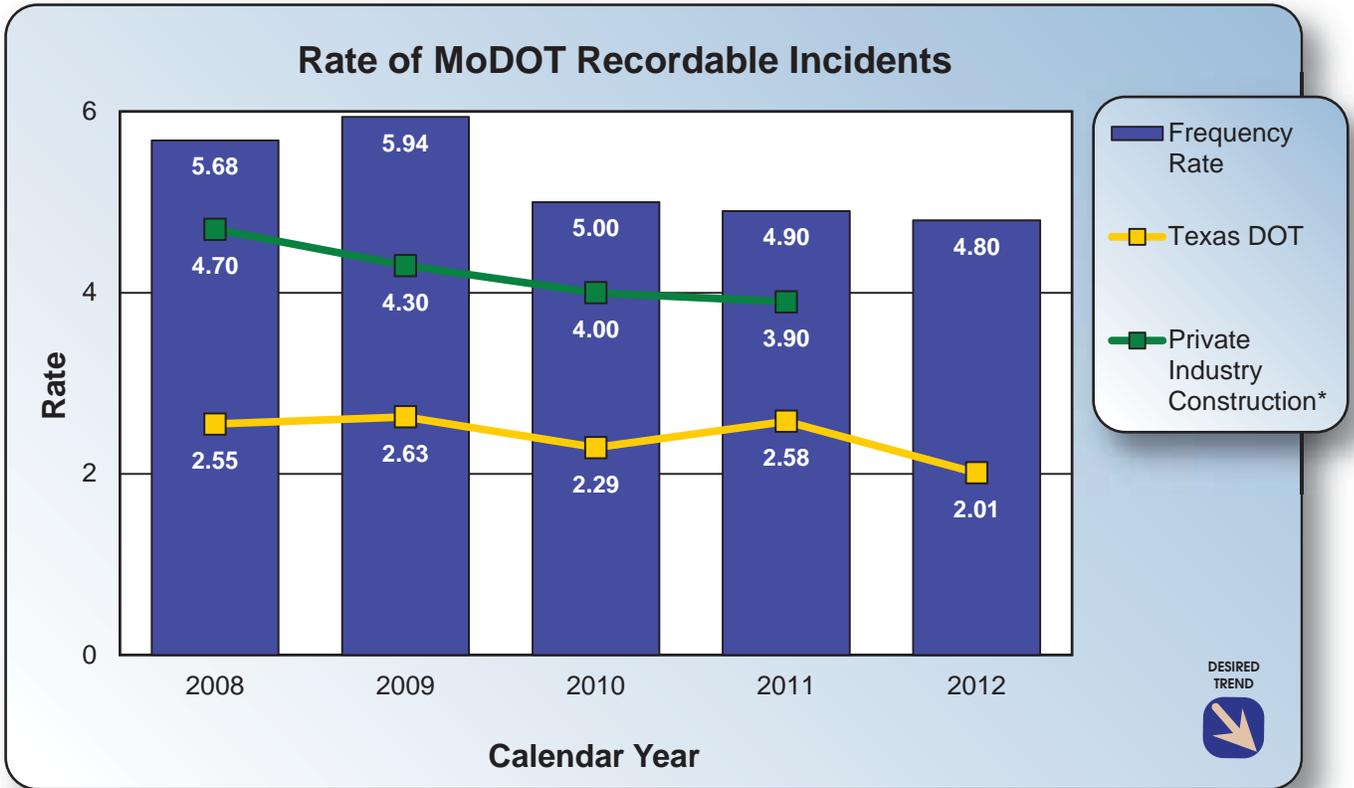
The injury data is collected from Riskmaster, a claims administration software. The number of hours

worked is taken from MoDOT's payroll data. This measure is updated quarterly.

Improvement Status:

The number of MoDOT recordable incidents as well as the rate of incidents were both lower for 2012 compared to 2011. The number of MoDOT recordables decreased by 10 percent over the period, with a decrease from 295 to 266. The incident rate decreased by 2 percent over the reporting period, decreasing from 4.9 to 4.8. MoDOT is reviewing TxDOT's policies regarding preventable incidents in an effort to improve our results. TxDOT takes a progressive discipline approach that contributes to their performance.





*Information from Private Industry Construction is not available for 2012.

Number of claims and amount paid for general liability-16d

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

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

Measurement and Data Collection:

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

Improvement Status:

The desired outcome is a reduction in the number of claims and amount of payments. For the calendar year there was a reduction of 30 percent in the number of claims while payments increased 52 percent compared to the same period in 2011. The total number of claims in 2012 (699) is the lowest number of general liability claims reported in a calendar year for the past five years.

For the quarter, MoDOT paid a total of \$1.9 million in general liability claims. Five claims account for 70 percent, or \$1,337,000. Summaries of the five claims are as follows:

A claim settled for \$230,000 from a 2007 incident on Route 27 in Clark County. A car ran off the roadway and due to a significant edge drop off, the driver overcorrected and hit a car traveling in the opposite direction, killing the driver. The plaintiff's attorney claimed the edge drop off was so significant that it created a dangerous condition.

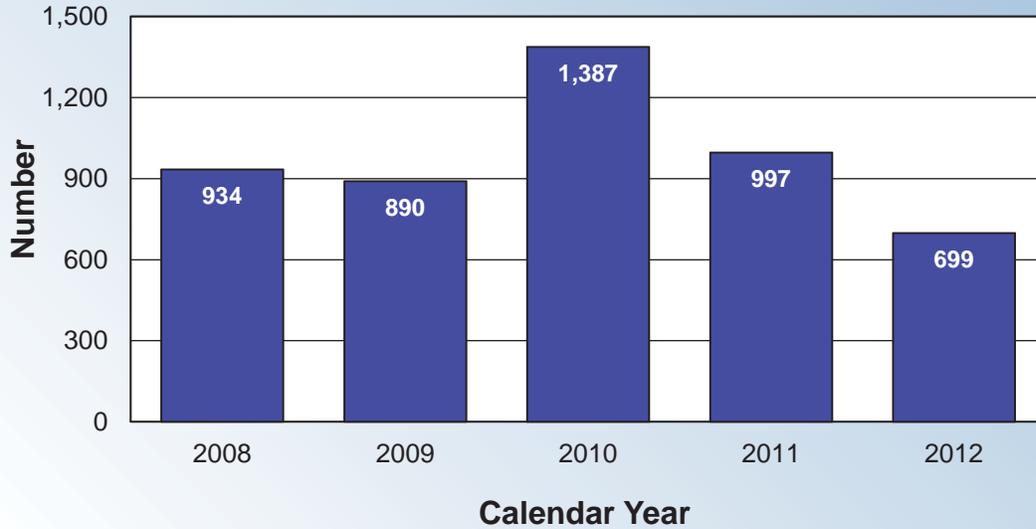
A claim was settled for \$200,000 for a 2009 incident on MO 13 in Harrison County. The driver swerved to avoid hitting a dog, left the roadway and struck a ditch causing severe injuries to the driver. The plaintiff claimed the slope along the right of way was so significant that it greatly contributed to the roll over accident.

A claim was settled for a total of \$300,000 (\$150,000 paid to the father and \$150,000 paid to the child) for a 2009 incident on I-55 in St. Louis County. This incident occurred during a snow storm. We plowed a pile of snow up next to a guardrail approaching a bridge. The car slid across the pavement, struck the guardrail then ramped off the pile of snow and landed on the roadway below the bridge. Both the father & son suffered long term injuries and the driver was killed during the incident.

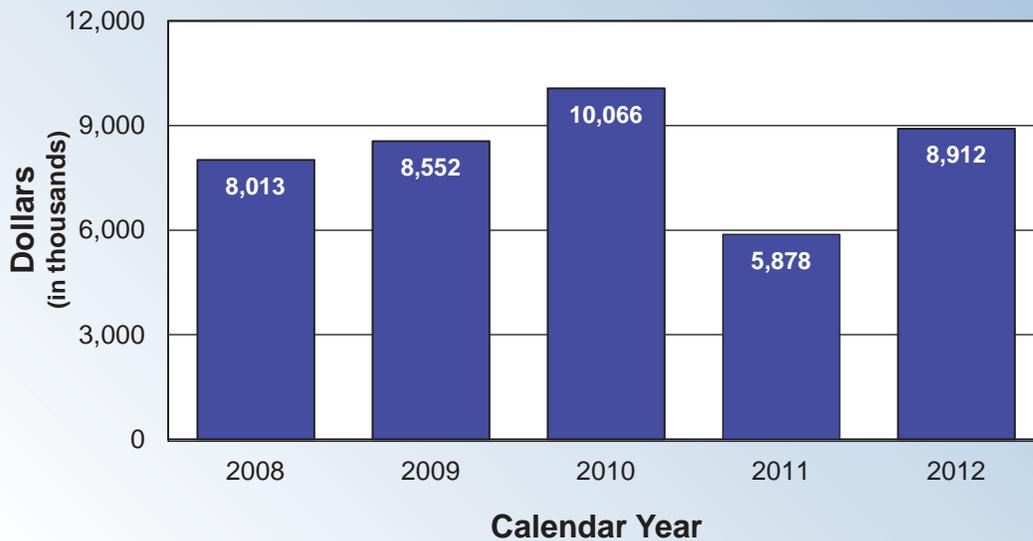
As a result of a 2010 fatal accident at MO 34 and US 67 in Wayne County a jury found MHTC 50 percent at fault and ordered to pay \$250,000. The plaintiff's attorney alleged their driver failed to stop at the stop sign because the "stop ahead" and "stop" signs were too close to the intersection, therefore, not allowing enough time to come to a complete stop prior to entering US 67 traffic.

A \$357,000 arbitration award was paid as a result of a 2006 motorcycle crash on I-35 in Clinton County. The crash occurred while the interstate was being resurfaced creating uneven driving lanes. The driver lost control while changing lanes and was injured.

Number of Claims for General Liability



Amount Paid in Claims for General Liability



Percent of vendor invoices paid on time-16e

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Amy Blankenship, Financial Services Manager

Purpose of the Measure:

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

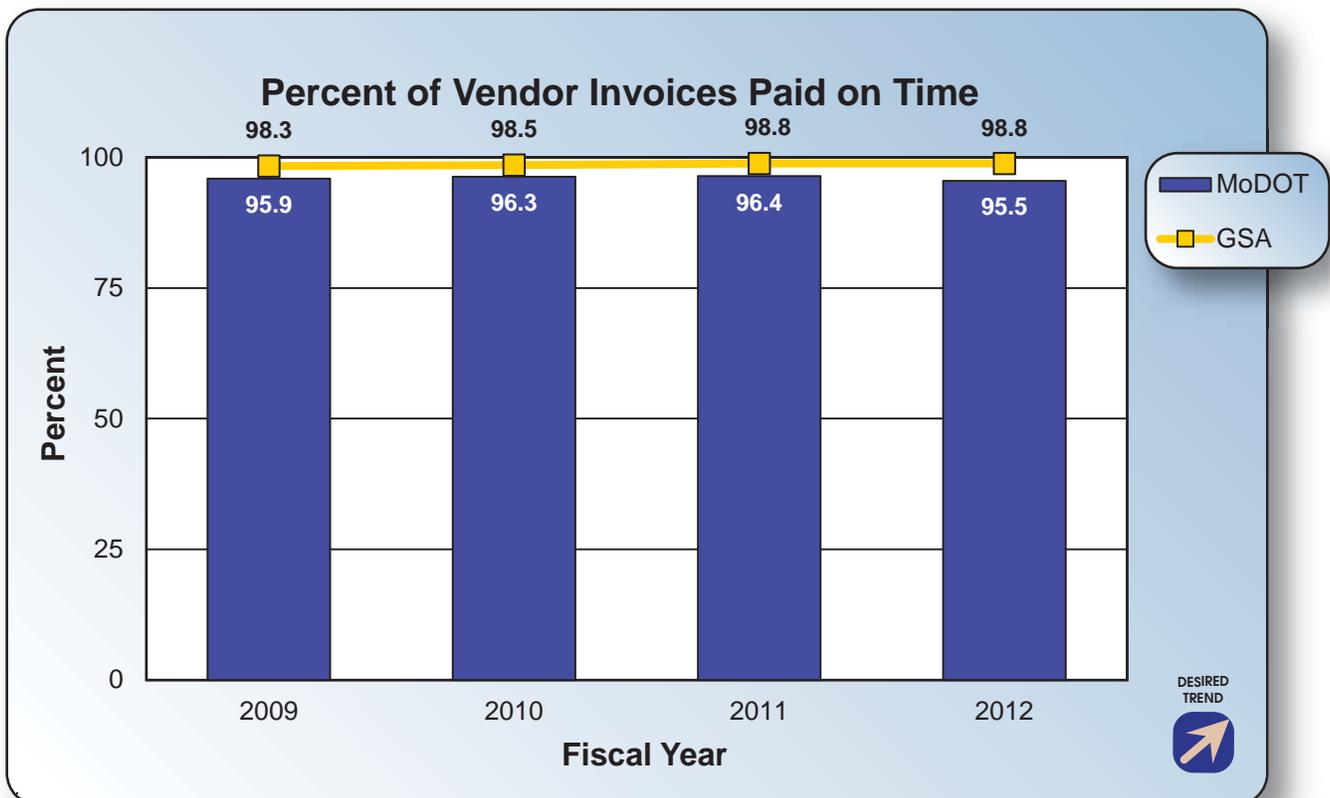
Measurement and Data Collection:

The check date determines if the invoice payment is timely. Vendors age their receivables based on the date of the invoice; therefore, timely is defined as a check issued less than 31 days from the date of invoice. The department's measure is benchmarked to the U.S. General Services Administration (GSA),

which is updated annually with the federal fiscal year calendar ending Sept. 30. This measure was first reported in fiscal year 2006 with 82.9 percent of the invoices being paid timely. This is an annual measure updated in July.

Improvement Status:

The measure indicates a slight decrease from fiscal year 2011. The slight decline is largely attributed to the placement and training of new staff during the Bolder Five-Year Direction.



Distribution of expenditures-16f

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Christina Wilkerson, Financial Services Manager

Purpose of the Measure:

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

Measurement and Data Collection:

The data collection is based on cash expenditures by appropriation. Construction, maintenance and multimodal expenditures are defined as expenditures from the construction, maintenance and multimodal appropriations. Other expenditures include administration, fleet, facilities, and information systems (FFIS), motor carrier and highway safety appropriations. Debt service appropriations are not included. This measure is updated in January and July.

Improvement Status:

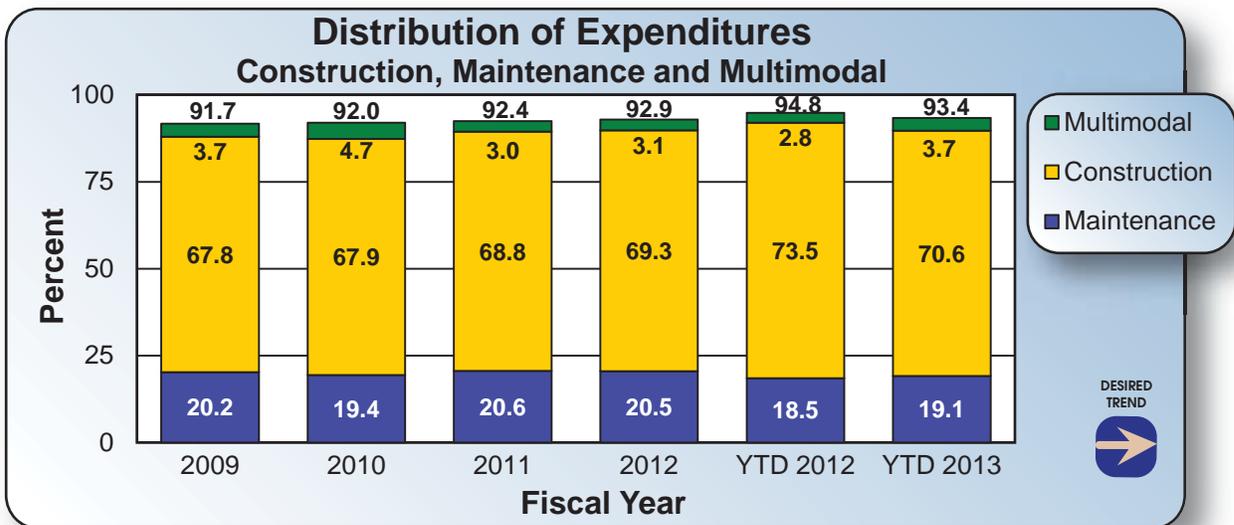
MoDOT's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation), rehabilitation and construction of the system (construction appropriation) and other modes of transportation (multimodal appropriations).

Compared to the first half of last fiscal year, total expenditures have decreased by \$145.1 million. The construction program continues to decline and is the

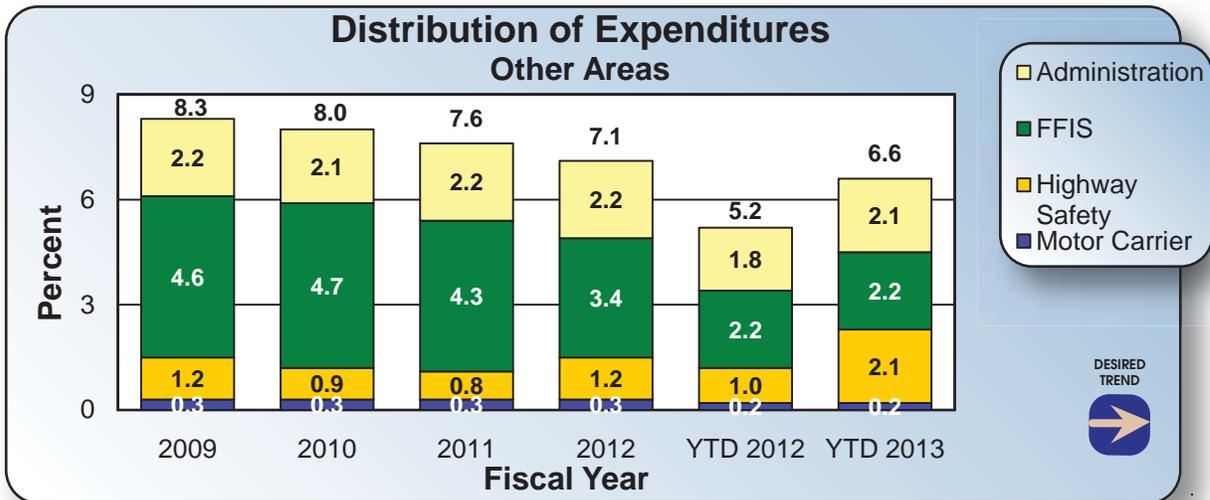
largest decrease in dollars compared to the first half of last fiscal year. The percentage of expenditures for maintenance has increased slightly, even as dollars decreased, compared to the first half of the previous fiscal year. This is a result of the proportion to overall decreased expenditures. Multimodal, however, showed an increase in dollars as well as the percentage. These expenditures include \$3.5 million of American Recovery and Reinvestment Act of 2009 funds, as well as an increase in active aviation projects.

The total expenditures in other areas including administration, motor carrier, highway safety and FFIS have increased \$7.9 million. Highway Safety has the largest increase in dollars compared to the first half of the previous fiscal year. Increased expenditures in Highway Safety are a direct result of programming and timing of expenditures for hazard elimination projects. Funding for hazard elimination projects comes from existing federal funds MoDOT is required to spend on safety projects because Missouri lacks the federally mandated Open Container law and from previously transferred federal funds for non-compliance with the Repeat Offender law. Missouri became compliant with the Repeat Offender law October 1, 2012.

BEST VALUE FOR EVERY DOLLAR SPENT



Thousands of Dollars						
	2009	2010	2011	2012	YTD 2012	YTD 2013
Construction	1,533,866	1,617,246	1,549,412	1,437,440	903,522	771,544
Maintenance	457,020	462,490	463,608	424,209	227,666	208,389
Multimodal	83,007	112,298	67,533	64,093	34,085	40,235
Total	2,073,893	2,192,034	2,080,553	1,925,742	1,165,273	1,020,168



Thousands of Dollars						
	2009	2010	2011	2012	YTD 2012	YTD 2013
Administration	49,214	49,451	48,787	46,858	22,731	23,396
FFIS	104,635	111,564	96,972	70,110	26,923	23,206
Motor Carrier	7,095	6,963	6,498	5,813	3,075	2,725
Highway Safety	26,531	21,543	17,182	24,844	12,033	23,354
Total Other Areas	187,475	189,521	169,439	147,625	64,762	72,681

Total Expenditures	2,261,368	2,381,555	2,249,992	2,073,367	1,230,035	1,092,849
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Accuracy of state and federal revenue projections-16g

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Kelly Wilson, Senior Financial Services Analyst

Purpose of the Measure:

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

Measurement and Data Collection:

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

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

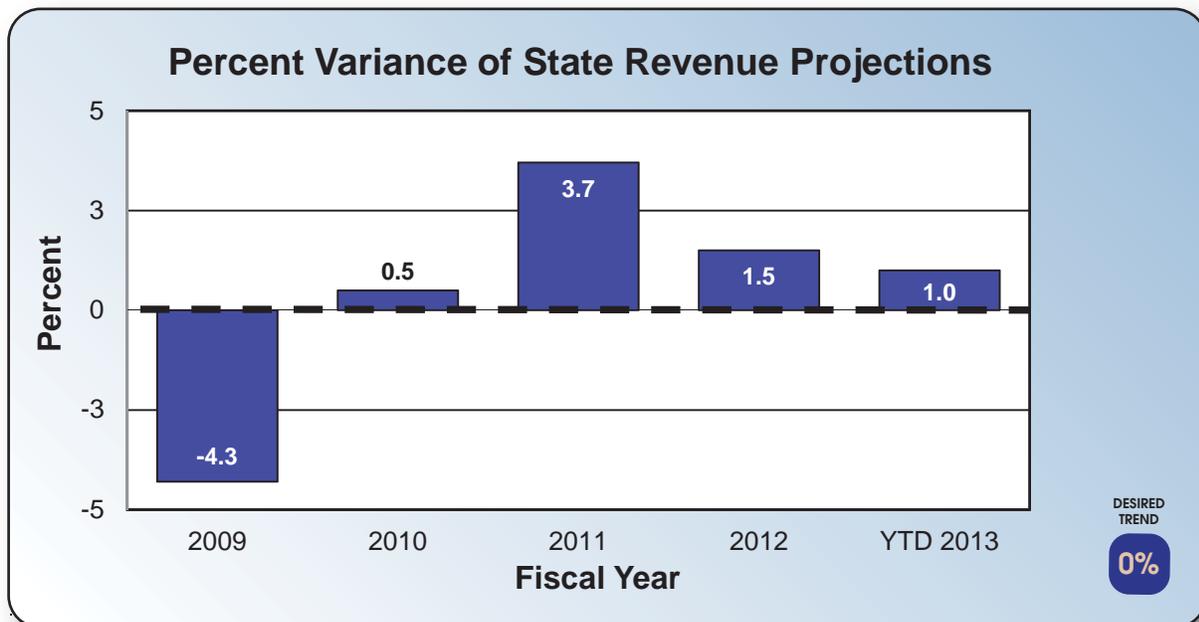
State and federal revenue projections are based on the department's current financial forecast. State revenue data is updated quarterly. Federal revenue data is updated annually in October.

Improvement Status:

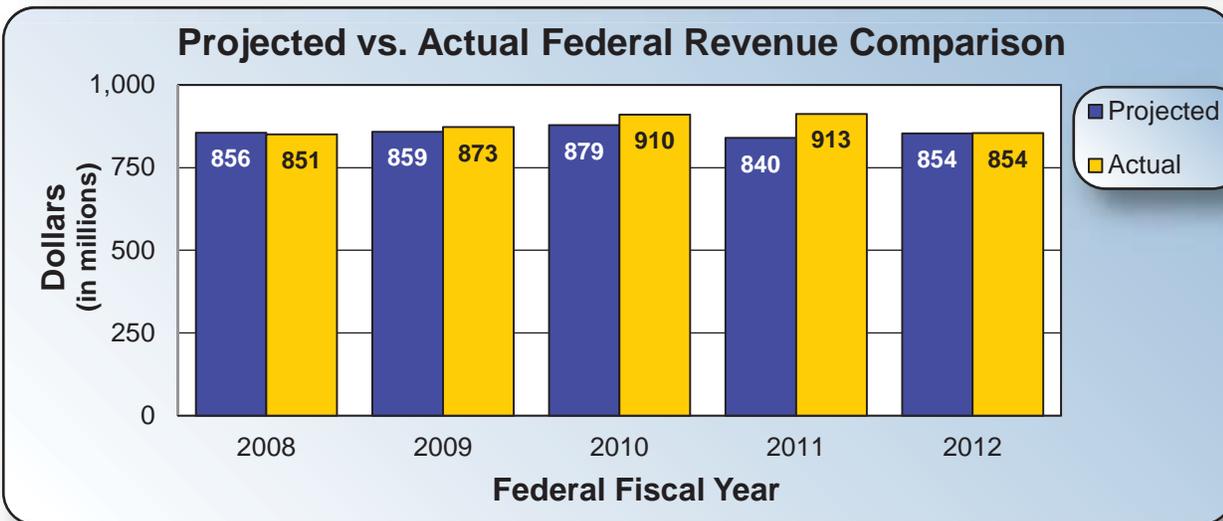
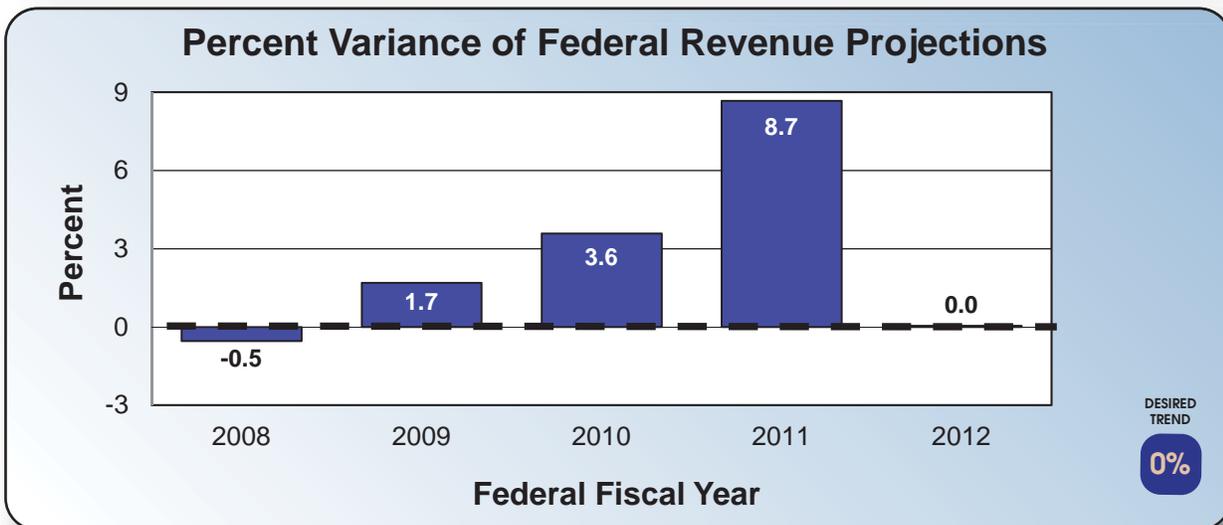
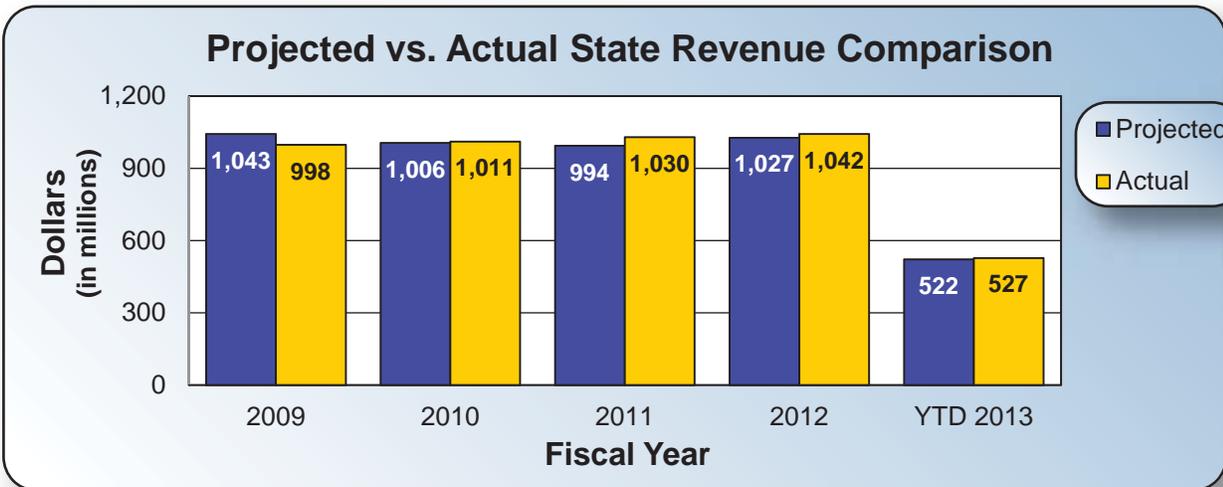
Actual state revenue was greater than projected through the second quarter of fiscal year 2013. Projected revenue was \$522.0 million; however, actual receipts were \$527.4 million, a difference of \$5.4 million and a positive variance of 1.0 percent. The receipts were \$17.9 million, or 3.5 percent, more than the second quarter of fiscal year 2012. Motor vehicle sales and use tax receipts and motor vehicle and driver licensing fees were higher than projected, while motor fuel tax was lower than projected.

Actual federal revenue matched the projection for FFY 2012. Projected and actual revenue totaled \$854.0 million.

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.



BEST VALUE FOR EVERY DOLLAR SPENT



Number of excess properties conveyed and gross revenue generated from excess properties conveyed-16h

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Kelly Lucas, Right of Way Director

Purpose of the Measure:

The purpose of this measure is to track the number of excess parcels conveyed from MHTC ownership and to track the amount of revenue generated from the conveyance of excess property. In order to fulfill its stewardship role of asset management while observing practical business decisions, the department is proactively identifying and disposing of property that is no longer needed for the maintenance of the transportation system, will not be used for future expansion projects and is no longer needed for its operations. Funds received from the conveyance of excess properties are used to improve the condition of the state highway system. The districts use these funds to apply toward the costs associated with construction projects.

A Change in Route Status Report and subsequent property conveyance is completed when a portion of the existing route is no longer needed for Commission use and removed from the state highway system.

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 154 parcels in the first two quarters. Ninety excess parcels were conveyed in the second quarter compared to 64 in the previous quarter. Revenue through the end of the second quarter of FY2013 from excess sales totals \$3,804,913, resulting in an increase of \$1,711,906 from the previous quarter. Revenue came from 51 percent of the conveyances.

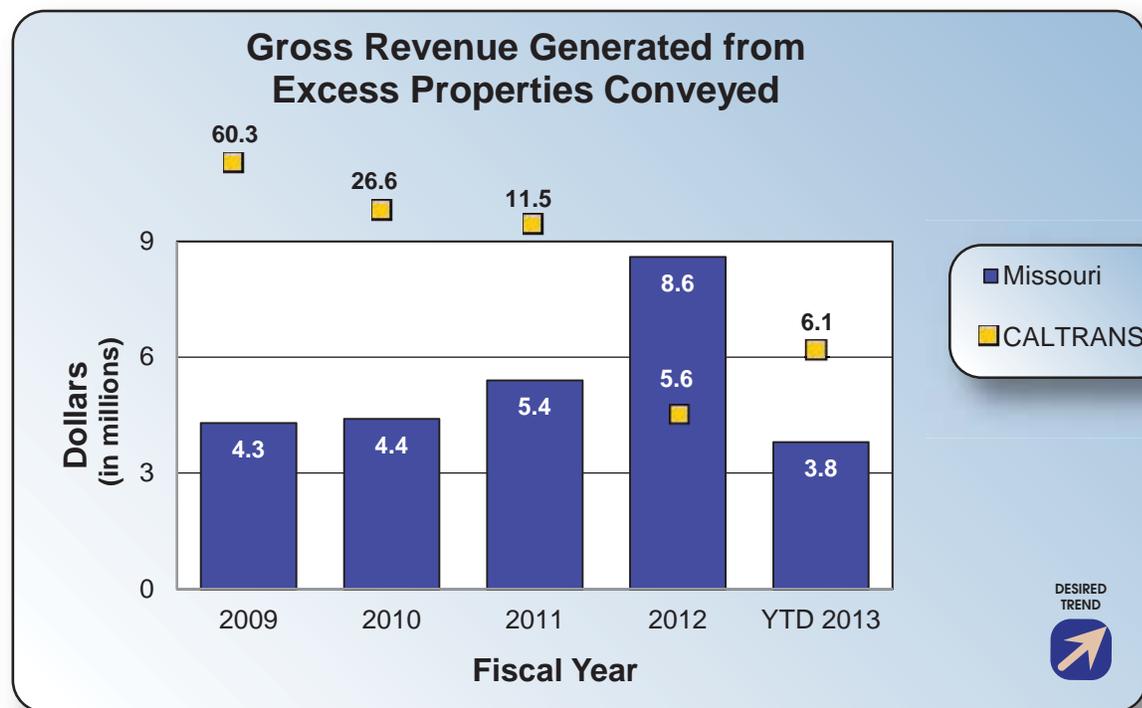
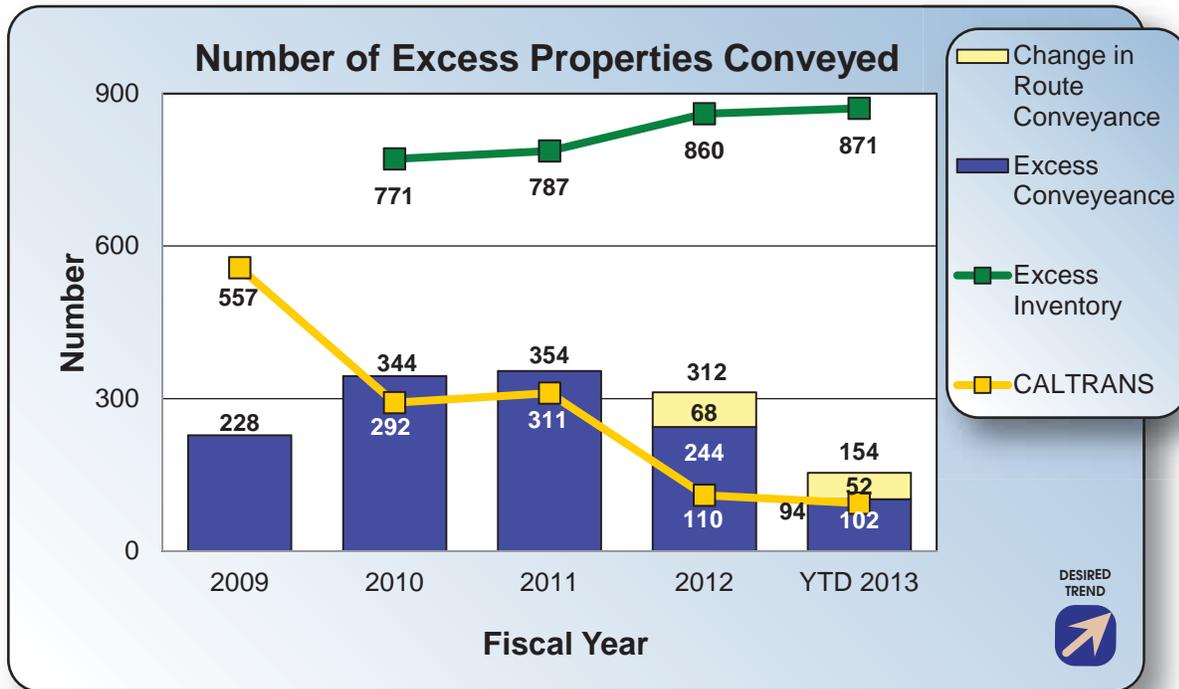
In October, live auctions were held at six maintenance facilities capturing \$420,000 in revenue. In December, another six facilities were auctioned resulting in \$486,835.

The auctions held in October were advertised using 33,000 color leaflets printed by MoDOT's print shop and then inserted into newspapers, rather than buying traditional newspaper advertisements. Using the leaflets allowed the reader to retain them for easy reference.

Revenue generated this quarter came as a result of selling excess maintenance facilities identified in the Bolder Five-Year Direction.



BEST VALUE FOR EVERY DOLLAR SPENT



Cost per lane mile and total number of lane miles for highway construction improvements-16i

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Natalie Roark, Bidding and Contract Services Engineer

Purpose of the Measure:

Customers will gain an understanding of what it costs to construct some of the more common types of contracted work for MoDOT and the amount of this type of work contracted by MoDOT.

This measure tracks the cost per lane-mile and the total number of lane-miles completed for various types of highway construction projects constructed by MoDOT's contracting partners, including:

- Seal coat, also known as chip seal,
- Minor road one-inch asphalt resurfacing,
- Major highway 3 ¾ inch asphalt resurfacing,
- Interstate 3 ¾ inch asphalt resurfacing,
- New two-lane construction, and
- New four-lane construction.

Seal coat and asphalt resurfacing are routine pavement treatments used to keep our roads in good condition. New two-lane construction projects consist of adding two lanes of roadway to an existing two-lane highway or a completely new two-lane highway. New four-lane construction projects include a completely new four-lane divided highway.

Measurement and Data Collection:

This measure includes the costs associated with the equipment, labor and fringe benefits and materials necessary to construct each of the types of projects. Data is obtained from the history of prices received from contractors over time.

Seal coat costs include the pavement material for an average ten-foot lane width one mile in length, traffic control and temporary pavement marking. Minor road one-inch asphalt resurfacing costs include the pavement material for an average 11-foot lane width one mile in length, traffic control and temporary pavement marking. Major highway and interstate asphalt resurfacing costs include the pavement material for an average 12-foot lane width one mile in length, traffic control, permanent pavement marking, rumble strips, pavement repair, guardrail and signing. New two-lane and four-lane construction costs include grading, drainage, pavement, bridge and all incidental costs for the completed project. This is an annual measure updated each January.

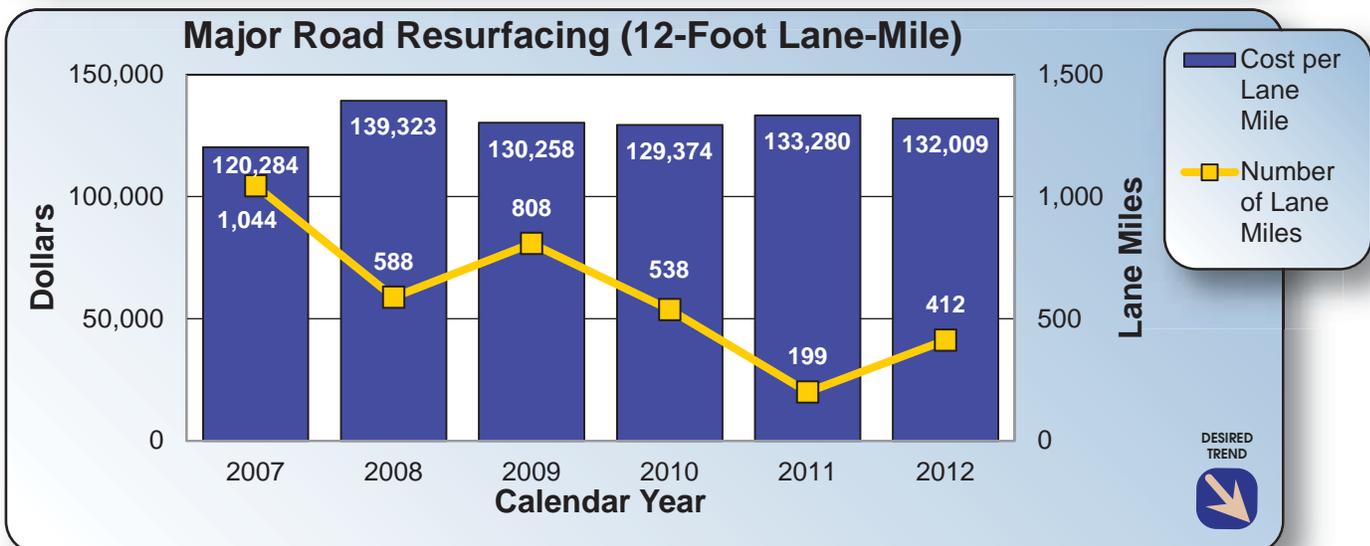
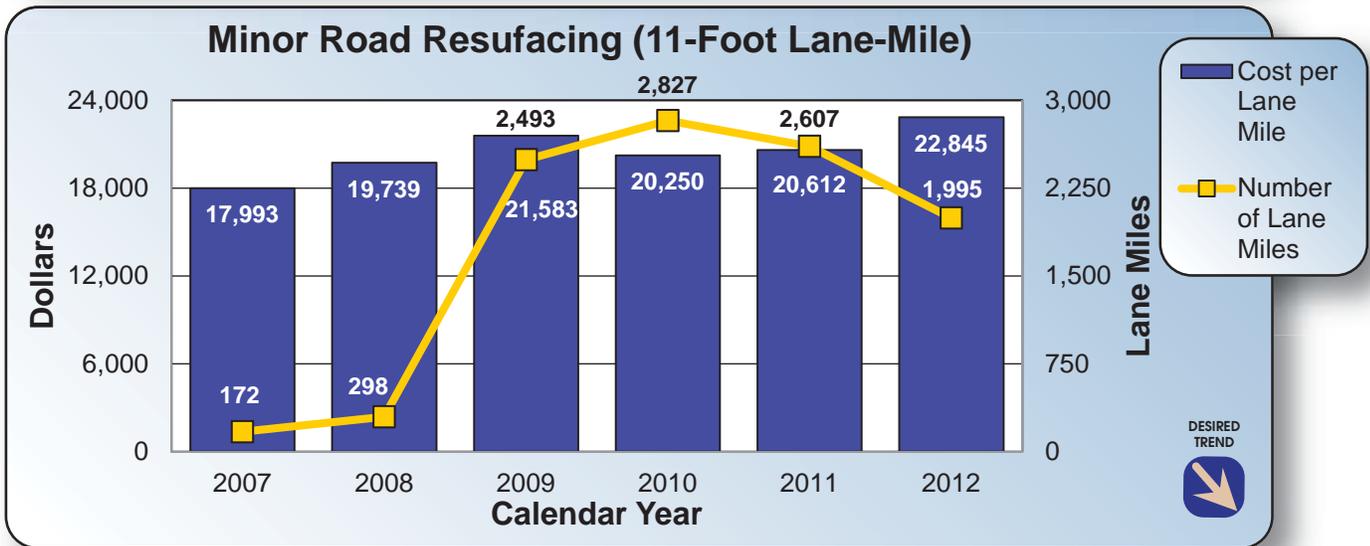
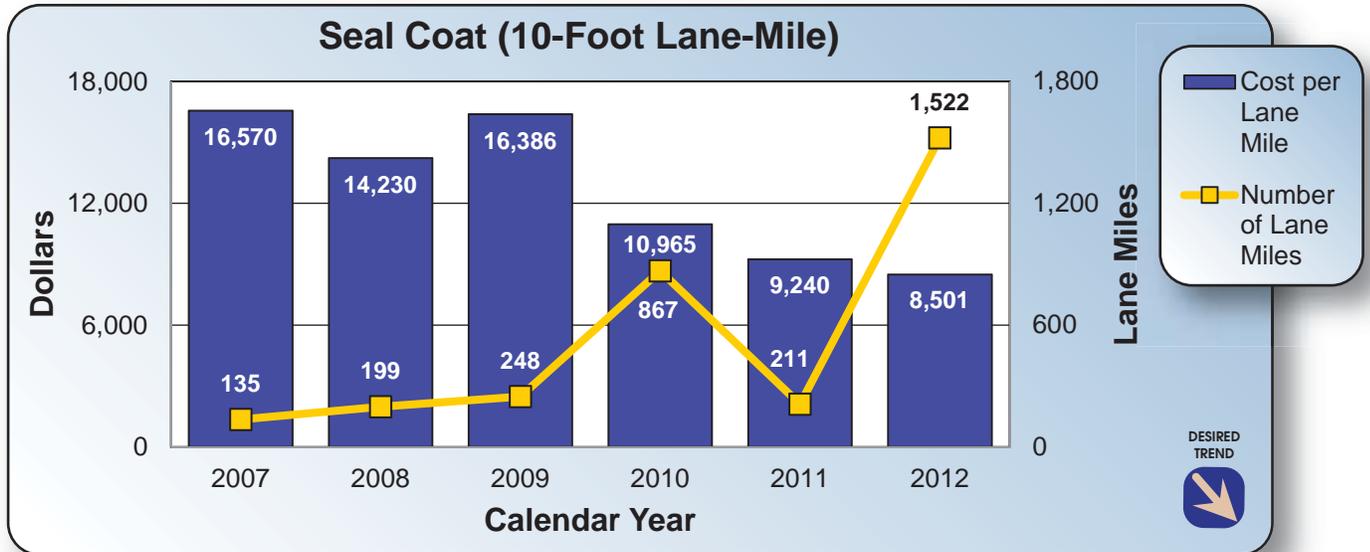
Improvement Status:

In 2012, there was a significant increase in the number of contractor-performed seal coat projects. MoDOT spent on average \$8,501 per lane-mile. It is expected MoDOT will receive even more competitive contractor prices as more seal coat projects are completed by contractors.

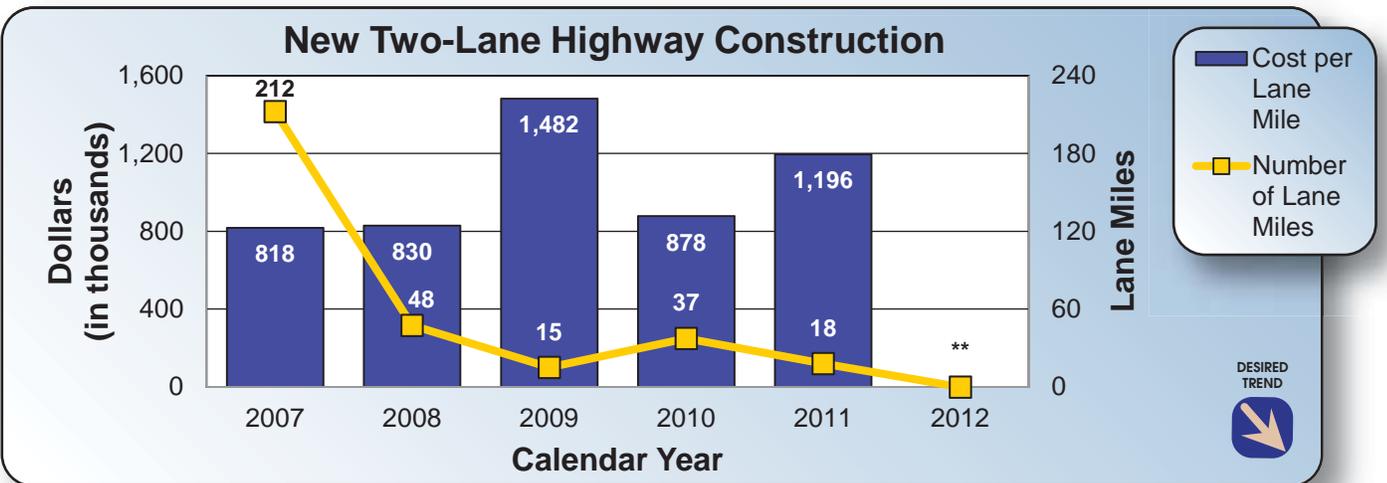
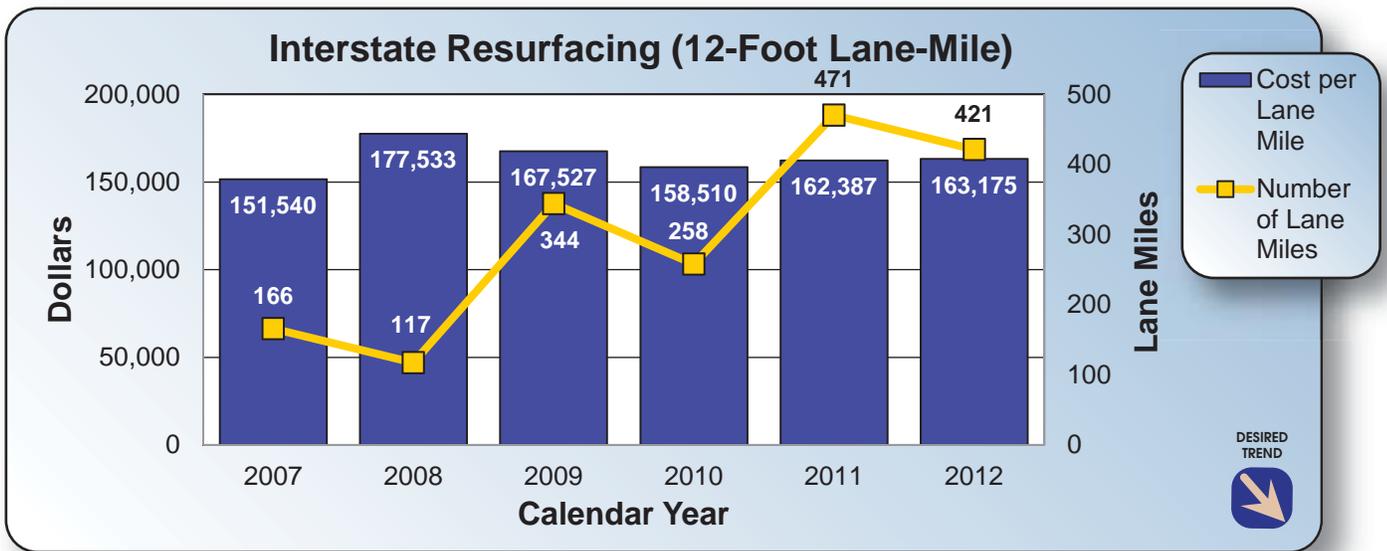
In 2012, MoDOT spent approximately \$43 million dollars on contract minor road asphalt resurfacing projects, and approximately \$50 million dollars annually from 2009-11, which is a significant increase from the \$6 million spent in 2008. The increased trend in costs over the last several years can be attributed to a combination of increased fuel, oil and material costs.

Increased asphalt resurfacing costs in 2008 for the major highways and interstates was due to increased fuel and oil costs and partly due to a shortage of polymer, which is a unique asphalt component used in mixes for these types of roadways. From 2009-12, asphalt resurfacing costs for these types of roadways decreased and remained stable. Factors contributing to the lower costs were the increased use of recycled material in the asphalt and also increased competition on bids.

Overall, 2010 received the highest number of bids since 1990. Less work in cities, counties and surrounding states and the shift in contractors from residential/commercial construction to highway construction resulted in continued increased competition for MoDOT. Although equipment, material and labor costs increased due to the economic downturn, MoDOT experienced only a slight increase in overall construction costs. With MoDOT's construction program reducing by half, contractors are aggressively bidding on all types of projects, but even more competition is being seen on the limited number of complex two- and four-lane projects. In addition, to maximize competition, MoDOT allows flexibility and encourages innovation for the contractor and strategically schedules its bid openings to spread out the amount of work and financial obligation for the bidders.



BEST VALUE FOR EVERY DOLLAR SPENT



** No two-lane projects bid in 2012.



** No four-lane projects bid in 2011.

Average bridge costs-16j

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Bill Dunn, Structural Preliminary and Review Engineer

Purpose of the Measure:

This measure tracks the average construction cost for bridge replacements and bridge redecks.

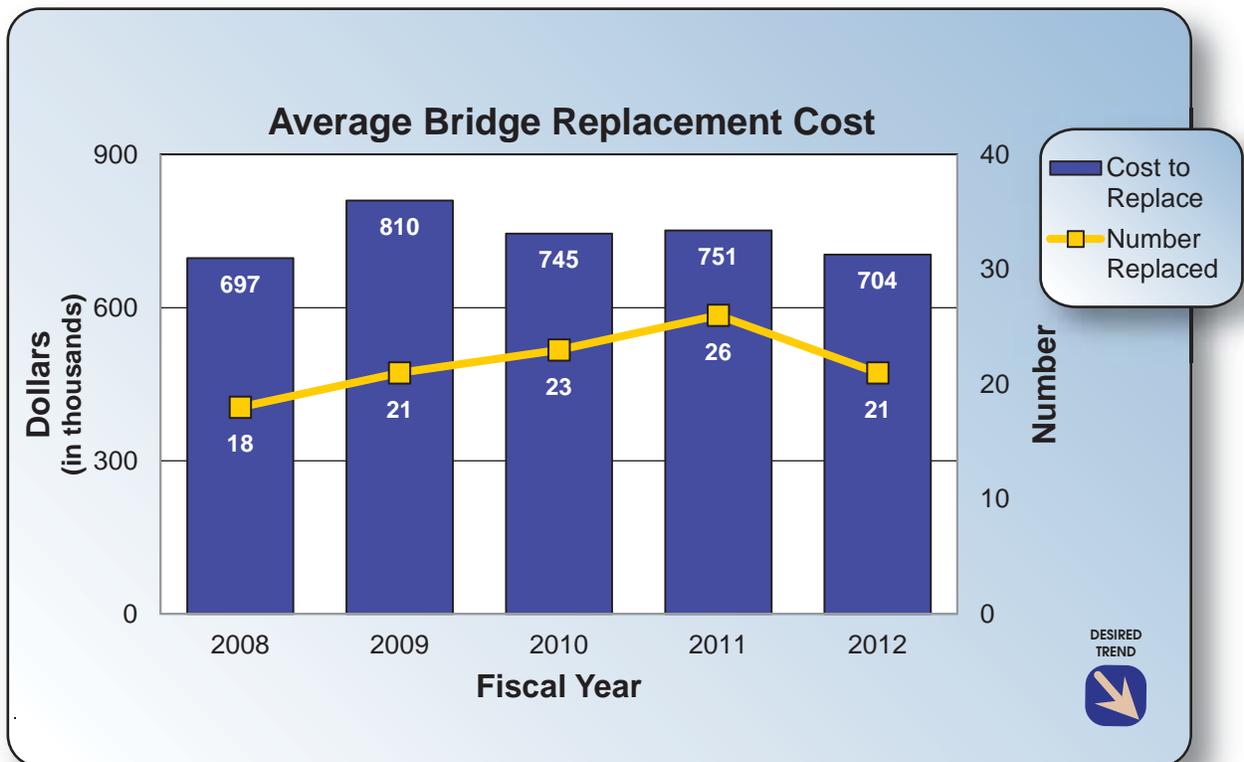
Measurement and Data Collection:

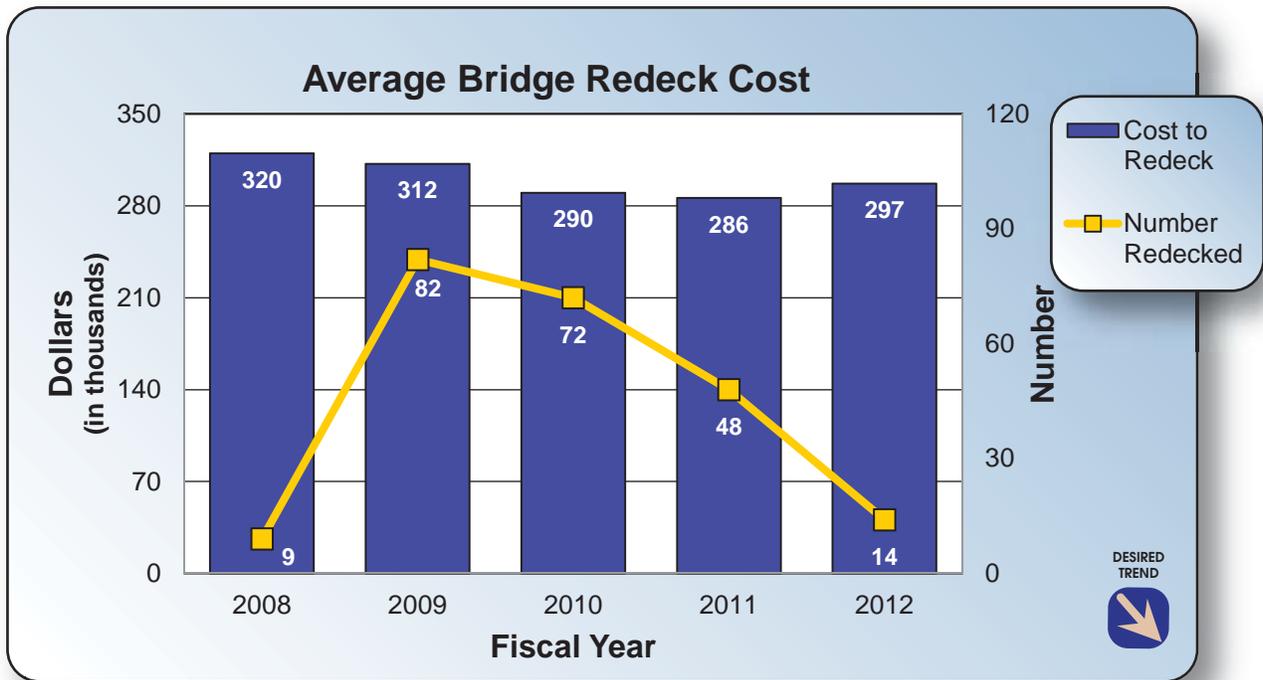
Data is collected from each bid letting after the commission’s award decision, and then entered into the bridge division general reports. The average cost per square-foot of bridge is tabulated and applied to a 6,800 square-foot bridge (area of the average bridge on the state system) to simplify comparison. The costs reported include all jobs processed through the normal bid letting process with the exception of major bridge projects. These are not included since they are much more expensive than routine replacements and would significantly inflate the

average cost. This measure also excludes the 554 Safe & Sound design-build contract bridges because of the difficulty in separating the construction cost from the design cost. The cost reported includes all bridge items in the contract. This is an annual measure updated each July.

Improvement Status:

Great competition in recent years has caused bridge construction costs to go down slightly. The spike in replacement cost in 2009 was due to the Safe & Sound Bridge Program that flooded the bridge contractors with work, causing a temporary jump in construction cost. These costs have dropped as MoDOT’s construction program has decreased.





Off roadway unit costs-16k

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Dan Niec, District Engineer

Purpose of the Measure:

This measure tracks the average annual cost per acre of roadside vegetation managed by mowing and/or herbicide treatments and the total cost per lane mile of state highway to perform our winter operations. MoDOT has made improvements to the overall quality and efficiency of managing roadside vegetation through the development of mowing best practices and herbicide research. The majority of winter operations cost is snow removal; however other activities such as mixing winter materials and pre-treating road and bridges to prevent snow and ice accumulation are also included.

Measurement and Data Collection:

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

operations from monthly reports provided by the Financial Services division. These costs include labor, materials and equipment usage as reported through the Time Reporting System. The total costs are divided by the number of state system miles to achieve the cost per lane mile. This is an annual measure updated each April.

Improvement Status:

During the spring and summer of 2011, MoDOT's roadside vegetation management direction was modified to improve consistency in mowing along all roadways. This included the reduction of the use of plant growth regulators on major roadways and mowing at four specific times: prior to Memorial Day; July 4; Labor Day and a final fall mowing. In 2011, a full mow of all minor roads met the alternate year mowing direction and MoDOT's in-house mowing costs increased by \$1 million. The light winter of 2011-12, with an average of only 5.1 inches of snow statewide, resulted in a low \$206 cost per lane mile for winter operations. This compares to \$547 per lane mile last year when we experienced an average of 34.9 inches of snow statewide, illustrating the fact that winter operations are an expensive emergency response activity.

