

Number and percent of research recommendations implemented-8a

Result Driver: Mara Campbell, Organizational Results Director

Measurement Driver: Bill Stone, Organizational Performance Administrator

Purpose of the Measure:

This measure tracks the number of completed research projects, and the percentage of implemented research recommendations, whether ideas, methods, or tools that MoDOT implements as a result of research efforts. MoDOT realizes the importance of supporting innovation and research and is driven to provide the department with the latest ideas, technologies, and solutions needed to deliver the most efficient, safe, and economical transportation system.

Measurement and Data Collection:

Research projects implemented include any new ideas, methods, policies, processes, standards, equipment or tools introduced for the purpose of improving the department's operation, services, or products. For this measure, research projects are categorized into two areas: 1) Information and policy guidance research, and 2) Technical, product-focused research. Both categories are reported as the number of completed activities and percent of recommendations implemented. Examples of information and policy guidance research products include determining the economic impact of highway construction or smoother pavements, or development of freight planning agendas. Technical, product-focused research projects examples include developing passing lane alternatives, or concrete curing specifications.

For these research products, the definition of implemented includes all solutions that have been or are being applied. "Percent of research recommendations implemented" is determined by dividing the number of research projects producing implementable results by the total number of research projects completed during the reporting period.

For both categories of research projects, the information and policy oriented, as well as the technical, MoDOT's elevated emphasis on strategically focused research and its implementation

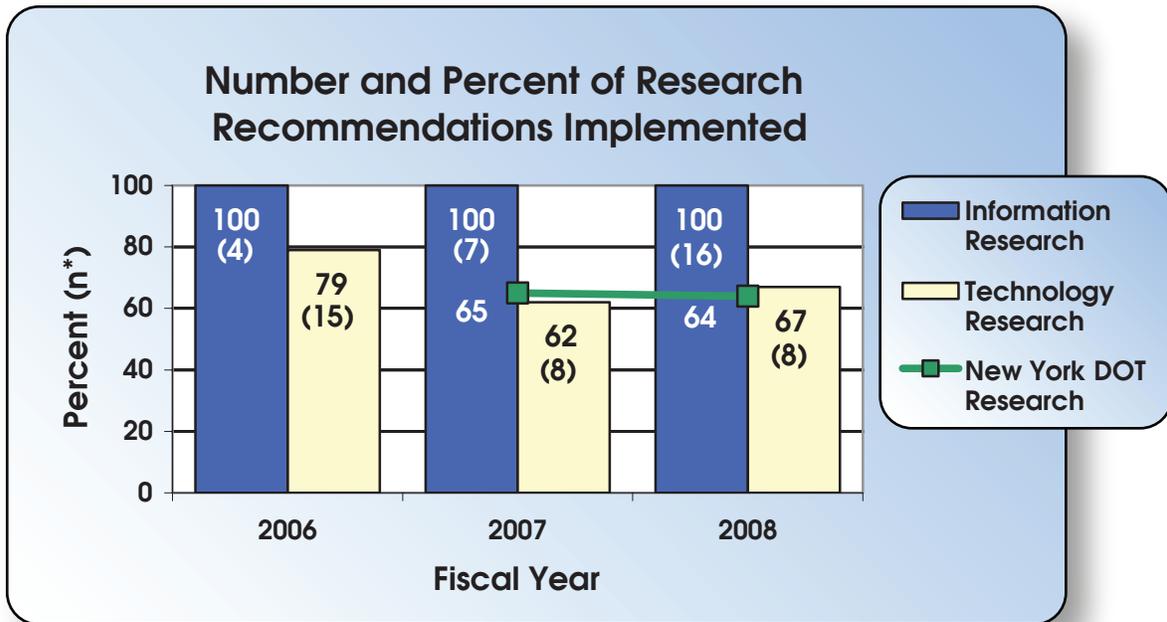
should result in better and more economical transportation products and services delivered. Data for this measure is collected and analyzed annually with updates in the July Tracker edition.

Improvement Status:

During fiscal year 2008, MoDOT's research program completed 28 total research projects. Sixteen projects were categorized as information and policy guidance reports and are considered implemented. Twelve projects were categorized as technical, product-focused reports. Of the 12 technical reports, eight projects produced implemented results within the department. This represents a 67 percent implementation rate for the technical report recommendations.

MoDOT's implementation rate for technical projects is slightly ahead of the New York implementation rate of 64 percent. MoDOT's Organizational Results continues to aggressively pursue research and innovations focused on addressing pertinent department needs that are closely tied to the 18 Tangible Results. This focus will lead to more usable solutions and better value. While not all research results or solutions can be implemented, MoDOT recognizes the importance and value of conducting a research program driven to make a difference.

Organizational Results worked with the Performance Advisory Teams, Division and District Leaders, Senior Management and outside researchers to identify research and performance needs for the department. The research projects were then prioritized and compared to budget constraints to outline the research program for the Department that will be administered through Organizational Results. The research program has outlined both the contract and in-house research projects for fiscal year 2009. The 2009 research program was approved on June 30, 2008.



*(n) Indicates the number of research recommendations implemented

Number of external awards received-8b

Result Driver: Mara Campbell, Organizational Results Director

Measurement Driver: Bill Stone, Organizational Performance Administrator

Purpose of the Measure:

This measure tracks the number of external awards received by the department. These awards display the department's dedication and efforts towards efficiency, innovation and quality throughout the organization. This information enables the department to measure progress and encourage further participation in award programs. It also provides opportunities for the department to increase public awareness of department activities.

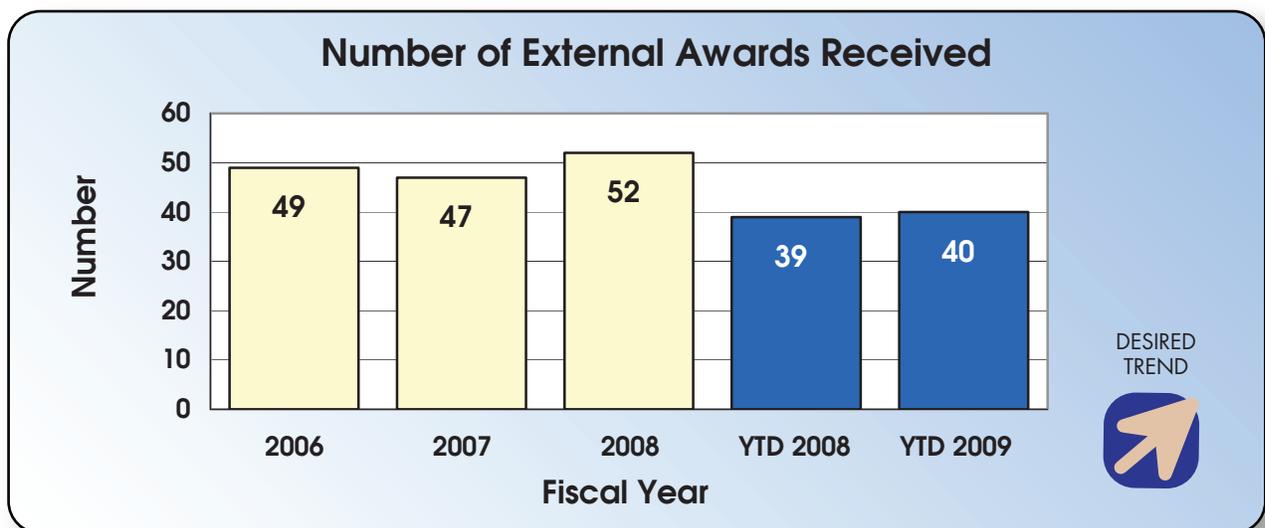
Measurement and Data Collection:

Each district and division office tracks the awards presented to the department by external organizations. This includes all awards presented to individuals, teams, districts, divisions and MoDOT as a whole. Data for this measure is updated quarterly.

Improvement Status:

In the third quarter of fiscal year 2009, MoDOT received 24 awards. A few awards to note from this quarter, the Southeast district received an award for Quality in Construction from the National Asphalt Pavement Association for an overlay project on I-55 in Perry County and the Central district received an award from the American Concrete Paving Association for the MoDOT U.S. 63 Interchange at Gans Road in Columbia.

MoDOT continues to enter various competitions to have its work judged against the efforts of other organizations.



Percent of best practices by implementation status-8c

Result Driver: Mara Campbell, Organizational Results Director

Measurement Driver: Bill Stone, Organizational Performance Administrator

Purpose of the Measure:

This measure tracks the percent of best practices implemented within MoDOT. Best practices show how MoDOT employees are applying innovation to improve daily operations.

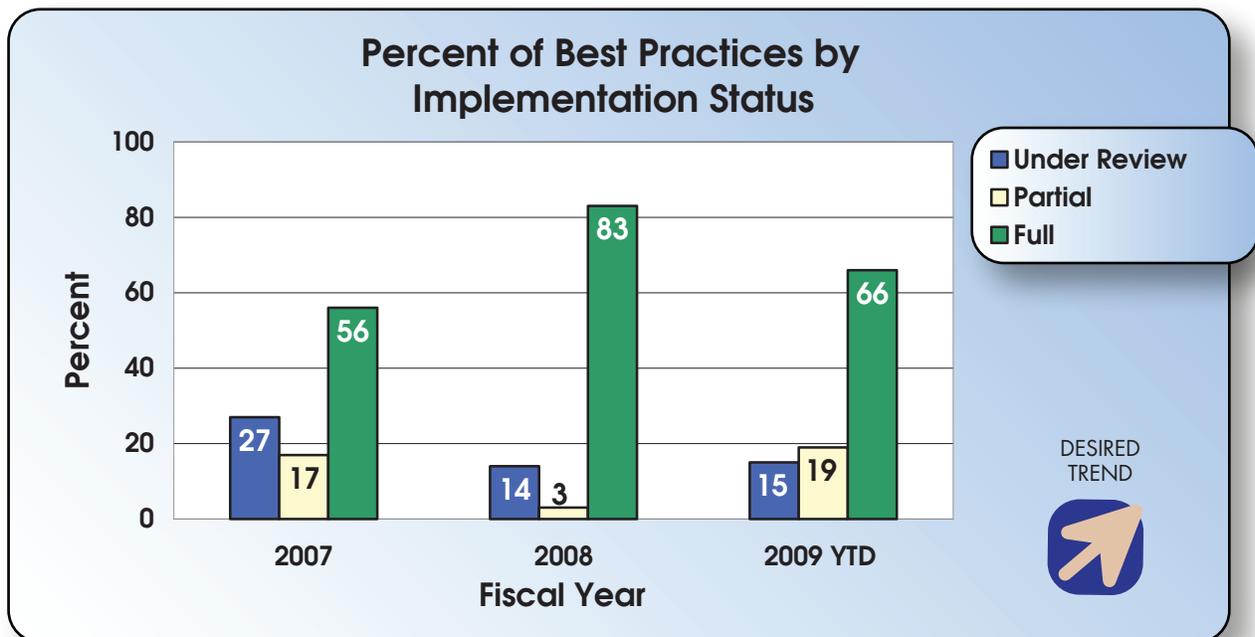
Measurement and Data Collection:

MoDOT uses a simple five-question submission form for employees to share how they have improved the ways of accomplishing daily work. Submissions are evaluated and verified by managerial and technical staff. Those submissions approved as best practices are shared with MoDOT employees through online and printed publications. Every six months, division and district managers report best practice implementation status. This measure will have updates in the July and January Tracker editions.

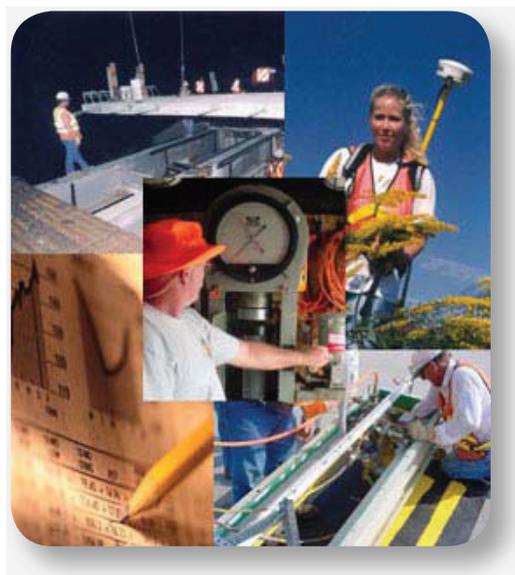
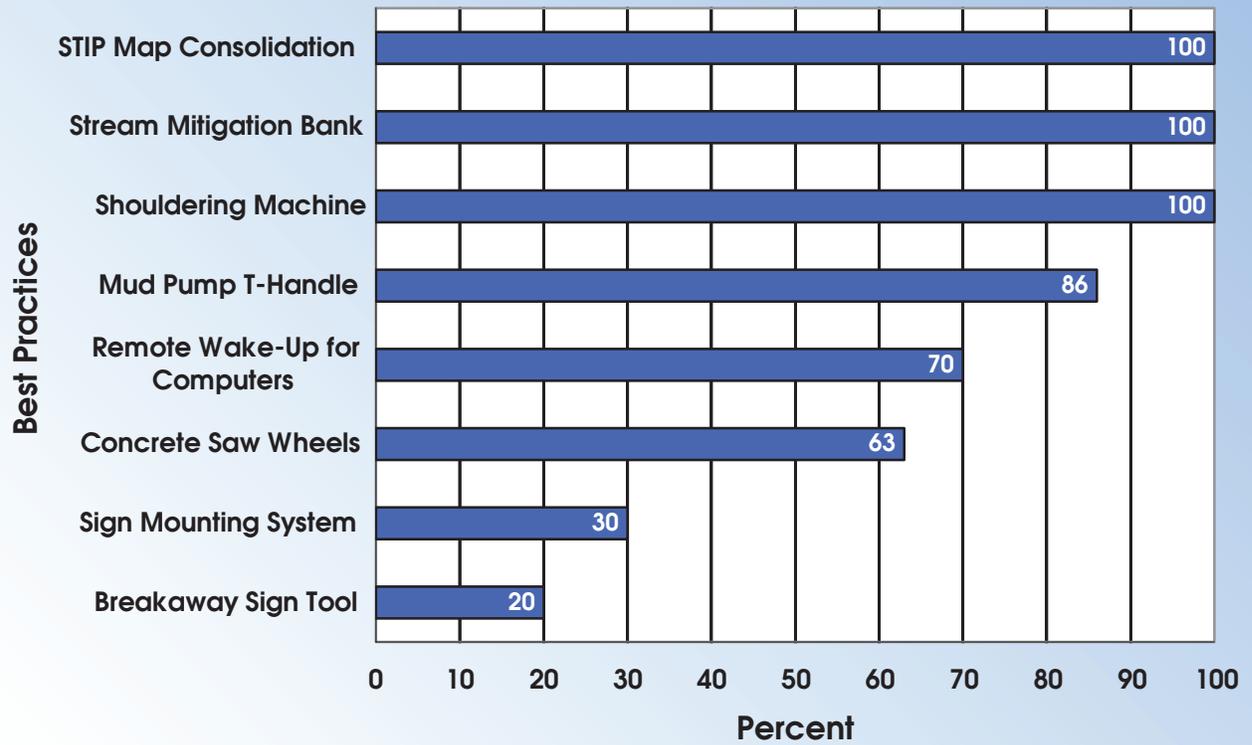
Improvement Status:

During the first six months of fiscal year 2009, MoDOT's Solutions at Work has verified and shared two best practices with department employees.

However, another six best practices from the fiscal year 2008 were too new to include in the previous survey cycle and will be reported at this time. Overall, 66 percent of the best practices have been fully implemented with 19 percent partially implemented and 15 percent still under review. With 85 percent of best practices partially or fully implemented, MoDOT is aggressively taking advantage of best practices. The 15 percent still under review is primarily due to limited staff time to fabricate several of the best practices. Staff availability during the winter months and a new statewide fabrication service will help with overall implementation numbers by the end of the fiscal year. While many of these eight best practices are tools and equipment modifications to make work faster and safer, some actual savings were realized. Most notably the department saved more than \$2 million through a process to modify low-water crossings and bank the stream mitigation credits for other projects.



Percent of Implementation by Best Practice Year-to-Date, Fiscal Year 2009



Number of dollars saved by increasing MoDOT's productivity-8d

Result Driver: Mara Campbell, Organizational Results Director

Measurement Driver: Jen Harper, Organizational Performance Engineer

Purpose of the Measure:

This measure enables MoDOT to assess its productivity by tracking cost savings indicative of practical design, value engineering, Performance Plus and good engineering judgment.

Measurement and Data Collection:

The cost-saving methods used by MoDOT are so broad that this measure focuses on savings measured through the Performance Plus program. The Construction Cost Savings and the Project Scoping and Estimating incentives are verified quarterly, while the Injury Reduction incentive is verified on a semi-annual basis. The number of dollars saved is calculated for each of the incentives. The amount paid out to employees is no longer subtracted from the reported savings in order to report the data in a timely manner. Note that the Construction Cost Savings incentive is now calculated in the same manner as the Project Scoping and Estimating and the Injury Reduction incentives, that is, calculations are based on all of the project offices/districts whether or not they qualified. For the Construction Cost Savings incentive and the Project Scoping and Estimating incentive, savings are reported in the same quarter as the data is measured. For the Injury Reduction incentive, data is reported in the quarter the incentives are paid out to the employees due to a processing lag. For the Construction Cost Savings and Project Estimating and Scoping incentives, the

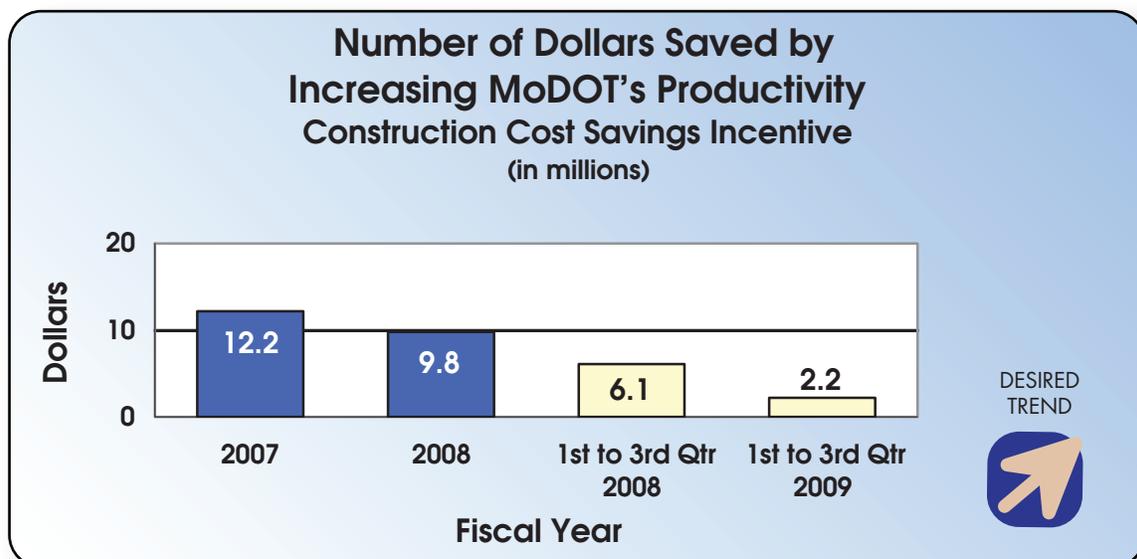
measurement data reflects October to December FY 2009 as well as January to March FY 2009. For the Injury Reduction incentive, the data reflects July through December FY 2009. Data for this measure is updated quarterly.

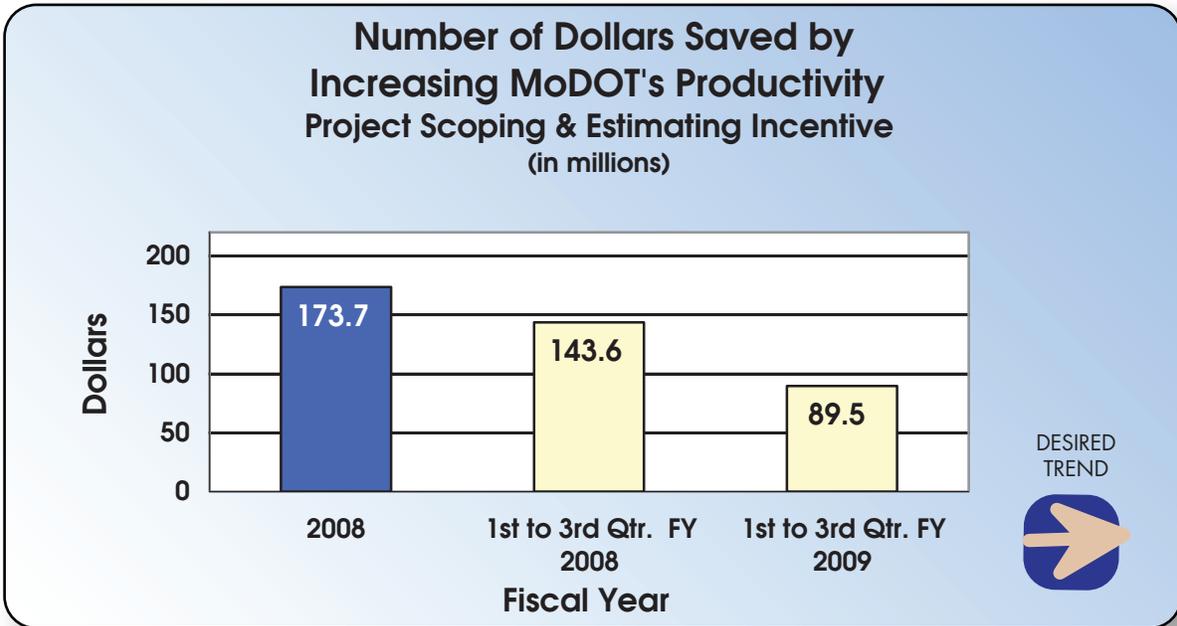
Improvement Status:

For the Construction Cost Savings incentive, the calculation of savings has changed. Previously, savings was based only on those project offices, which qualified for the Performance Plus incentive. Savings is now based on all project offices and the historical data was recalculated to reflect this change. For the second quarter of fiscal year 2009, MoDOT lost \$3.9 million. For the third quarter of fiscal year 2009 MoDOT saved \$548 thousand. For the first three quarters in fiscal year 2009, \$2.2 million was saved.

In the second and third quarters of fiscal year 2009, an additional \$22.2 million and \$63.8 million were saved through the Project Scoping and Estimating incentive. For the first three quarters in fiscal year 2009, \$89.5 million was saved.

From July 1 to December 31st 2008 (fiscal year 2009) \$516 thousand was lost through the Injury Reduction Incentive and \$285 thousand was lost for fiscal year 2009. This incentive has been discontinued.





Note: The desired trend in the Project Scoping and Estimating Incentive is to keep the variance between the STIP estimate and low bid amount to 0 percent.

