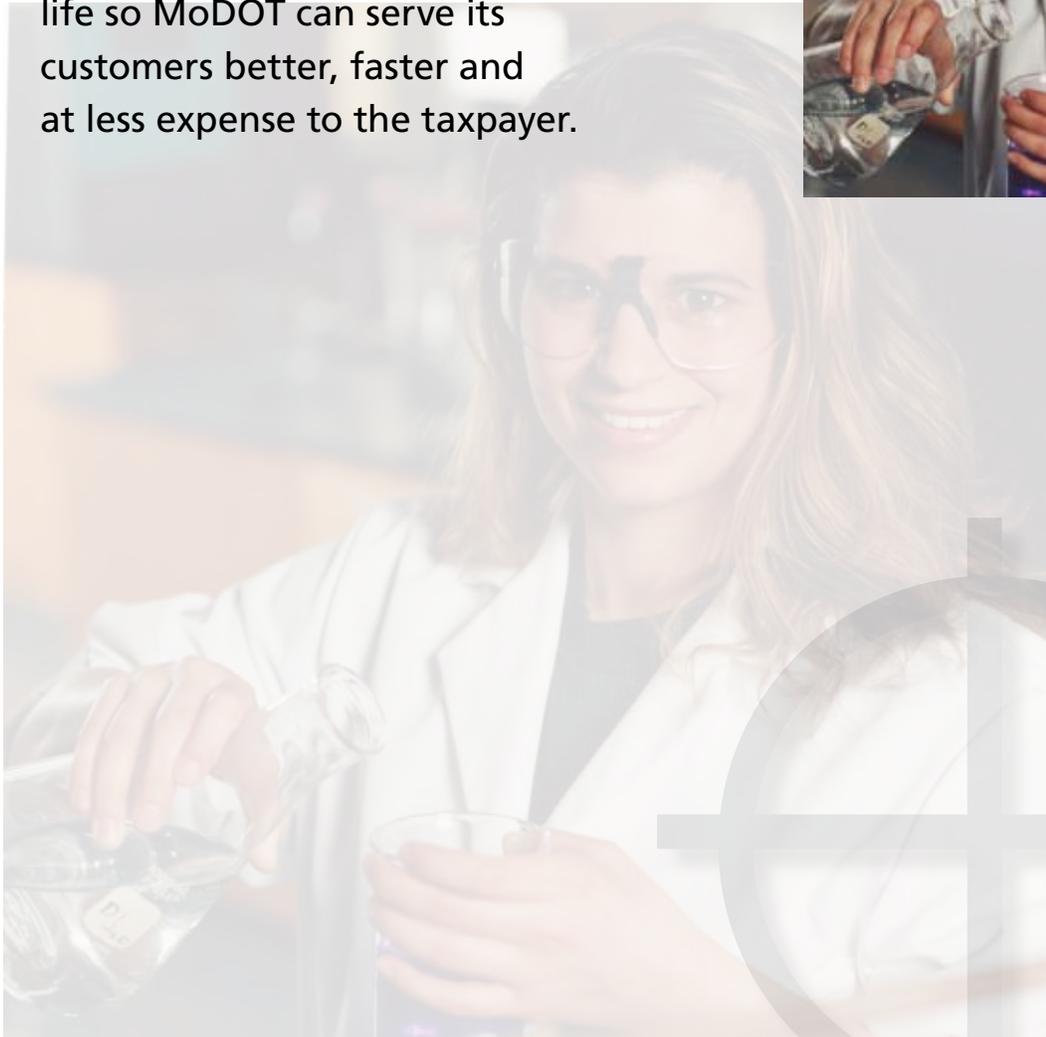


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# Innovative Transportation Solutions

*Tangible Result Driver – Mara Campbell,  
Organizational Results Director*

MoDOT values innovation. The department empowers employees and seeks input from stakeholders to generate innovative ideas. Collaboration with staff, academia and industry make unique concepts come to life so MoDOT can serve its customers better, faster and at less expense to the taxpayer.



## Innovative Transportation Solutions

### *Number and percent of research recommendations implemented*

**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 every six months with updates in the January and July Tracker editions.

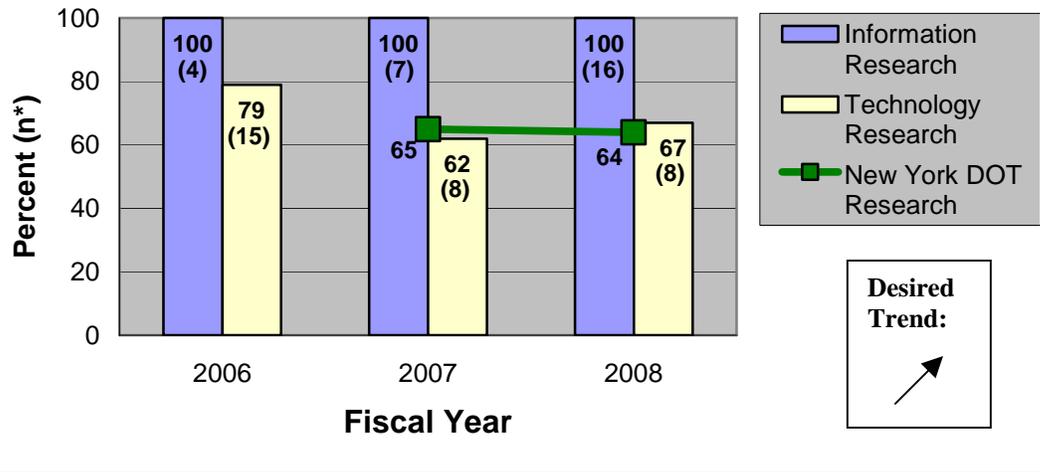
**Improvement Status:**

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 projects. Of the twelve 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 (PAT), 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.

## Number and Percent of Research Recommendations Implemented



\*(n) Indicates the number of research recommendations implemented

# Innovative Transportation Solutions

## *Number of external awards received*

**Result Driver:** Mara Campbell, Organizational Results Director

**Measurement Driver:** Bill Stone, Organizational Performance Administrator

**Purpose of the Measure:**

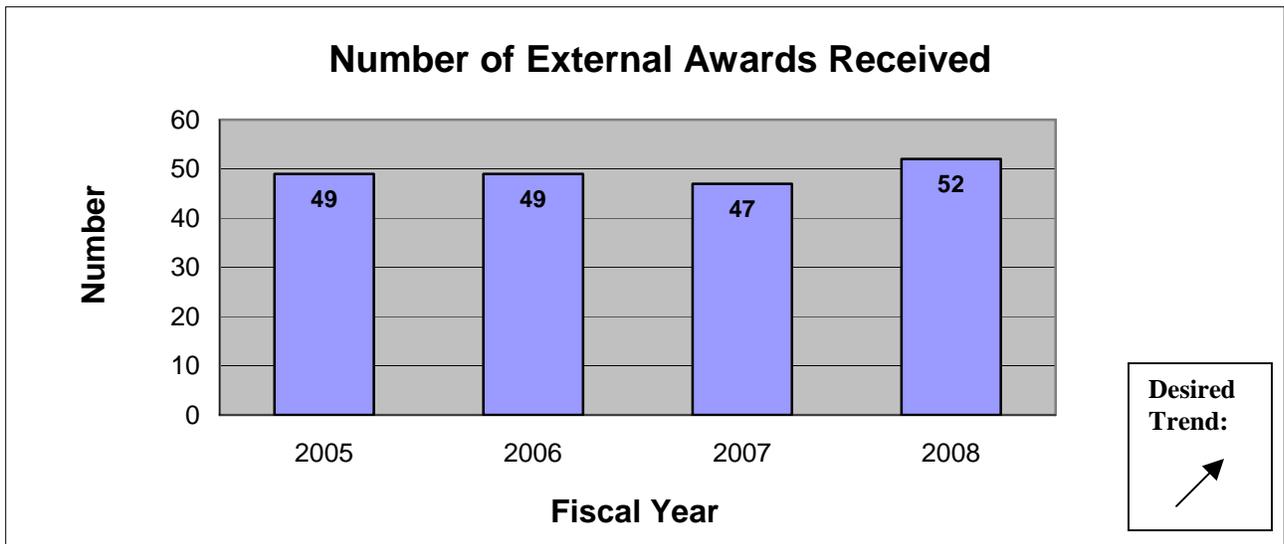
This measure tracks the number of external awards received by the department. These awards display the department's dedication and efforts towards efficiency, innovation and quality throughout the organization. This information enables the department to measure progress and encourage further participation 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 fourth quarter of fiscal year 2008, MoDOT received 13 awards. A highlight from the fourth quarter of fiscal year 2008, State Representative Todd from the Southeast area recognized the hard work of MoDOT maintenance buildings in Kennett, Quin and Campbell for their inclement weather efforts. MoDOT continues to enter various competitions to have its work judged against the efforts of other organizations.



# Innovative Transportation Solutions

## *Percent of best practices by implementation status*

**Result Driver:** Mara Campbell, Organizational Results Director

**Measurement Driver:** Bill Stone, Organizational Performance Administrator

**Purpose of the Measure:**

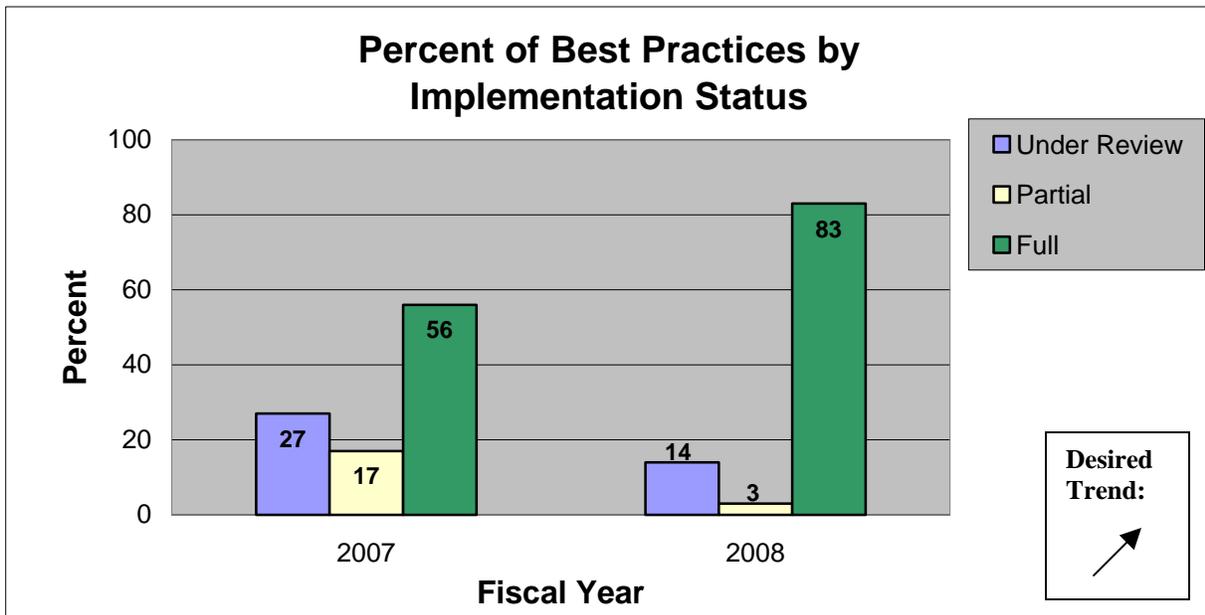
This measure tracks the percent of best practices implemented within MoDOT. Best practices show how MoDOT employees are applying innovation to improve daily operations.

**Measurement and Data Collection:**

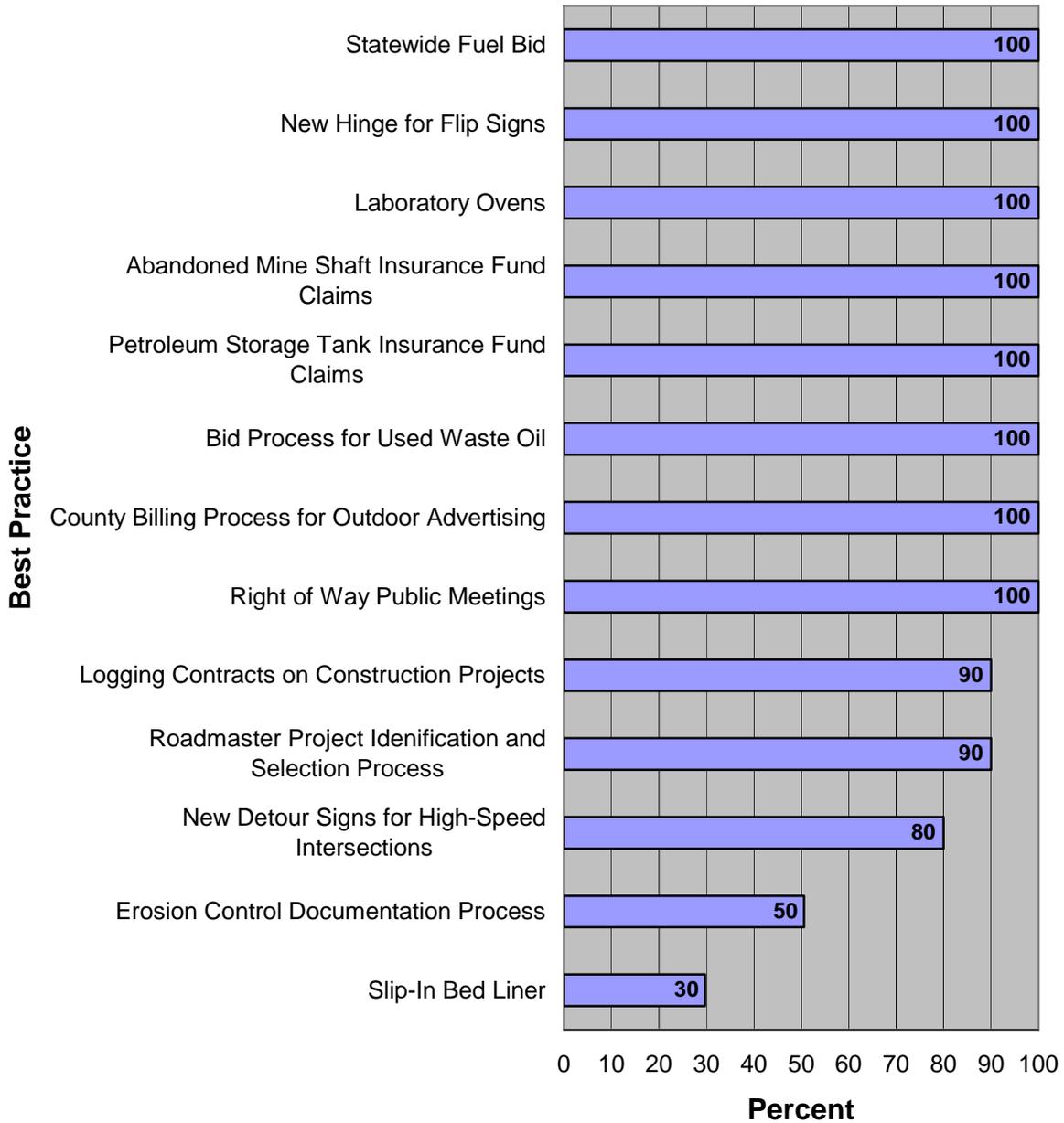
MoDOT uses a simple five-question submission form for employees to share how they have improved the ways of accomplishing daily work. Submissions are evaluated and verified by managerial and technical staff. Those submissions approved as best practices are shared with MoDOT employees through online and 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 fiscal year 2008, MoDOT's Solutions at Work has verified and shared 19 best practices with department employees. Six of those best practices have been shared within the past thirty days resulting in insufficient time to implement and are not part of this survey cycle. Overall, 83 percent of the best practices have been fully implemented with 3 percent partially implemented and 14 percent still under review. With 86 percent of best practices partially or fully implemented, MoDOT is aggressively taking advantage of best practices. The 14 percent still under review is partially due to the need to customize some best practices to better fit operational or regional needs. The improved implementation rate during the fiscal year is attributable to stricter evaluation criteria and improved statewide communication of best practices through monthly videoconferences. Implementation of these best practices resulted in a net savings of nearly \$1.5 million. Most notably the department saved more than \$1 million through a process to recover costs associated with removal of underground petroleum storage tanks. Logging contracts on transportation projects generated more than \$203,000 and a revised county billing process for outdoor advertising eliminated three full-time positions saving the department's personal services budget nearly \$140,000.



## Percent of Implementation by Best Practice FY 2008\*



\* Best practices too recent to include in this survey cycle are: a modified shouldering machine, a sign mounting system, a mud pump t-handle, concrete saw wheels, a stream mitigation bank and a breakaway sign tool.

## Innovative Transportation Solutions

### *Number of dollars saved by increasing MoDOT's productivity*

**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:**

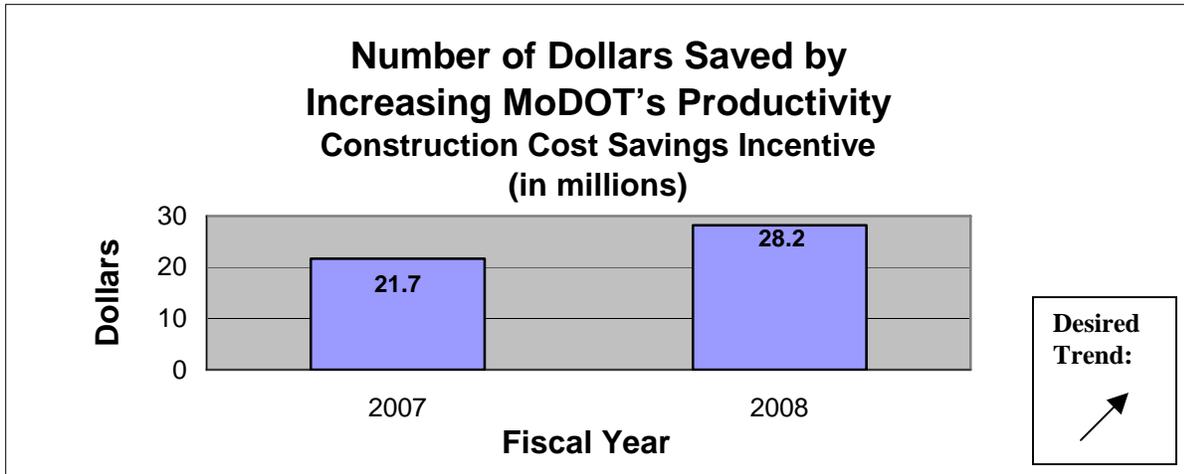
The cost-saving methods used by MoDOT are so broad that this measure focuses on savings measured through the Performance Plus program. In addition to the Construction Cost Savings, the Performance Plus program added two more incentives (Injury Reduction and Project Scoping and Estimating) in fiscal year 2008. 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 as well as the amount paid out to eligible employees is calculated for each of the incentives. Note that in the Construction Cost Savings incentive, the savings are calculated based only on those project offices that qualified for the incentive, while Project Scoping and Estimating and the Injury Reduction calculations are based on all of the districts whether or not they qualified. For each of the incentives, the amount paid out is then subtracted from the amount saved to get a final savings. These savings are reported in the quarter that the incentives are paid out to the employees. Data for this measure is updated quarterly.

**Improvement Status:**

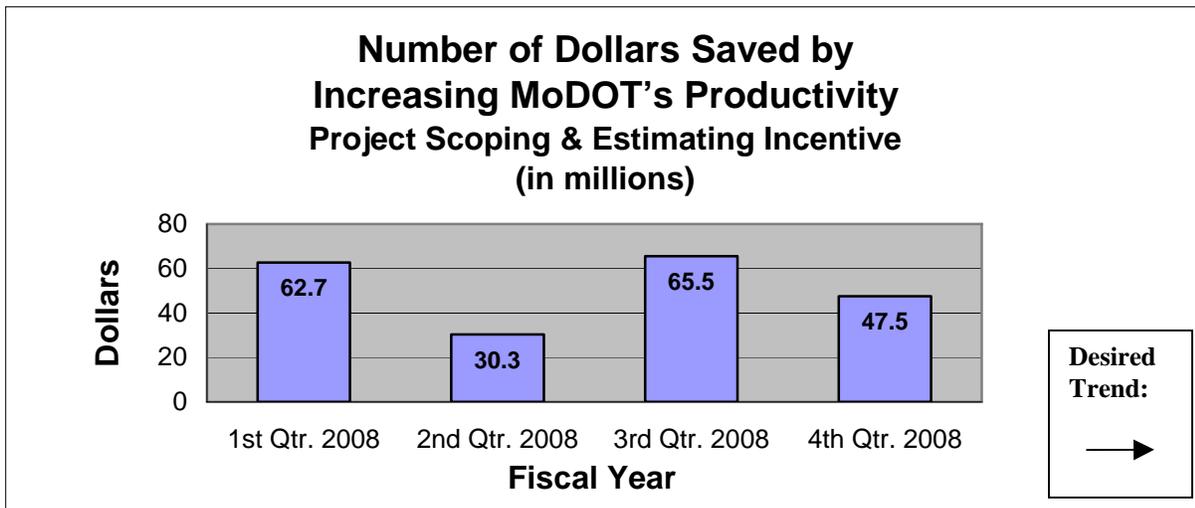
In the fourth quarter of fiscal year 2008, MoDOT saved an additional \$8.3 million through the construction cost savings incentive. In fiscal year 2008, MoDOT saved \$28.2 million through that incentive as compared to \$21.7 million in 2007.

In the fourth quarter of fiscal year 2008, an additional \$47.5 million was saved through the project scoping and estimating incentive. In fiscal year 2008, MoDOT has calculated a savings of \$205.9 million through the project scoping and estimating incentive.

The Injury Reduction Incentive did not have a payout this quarter.



Note: In the Construction Cost Savings, the savings are calculated based only on those project offices that qualified for the incentive.



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.

