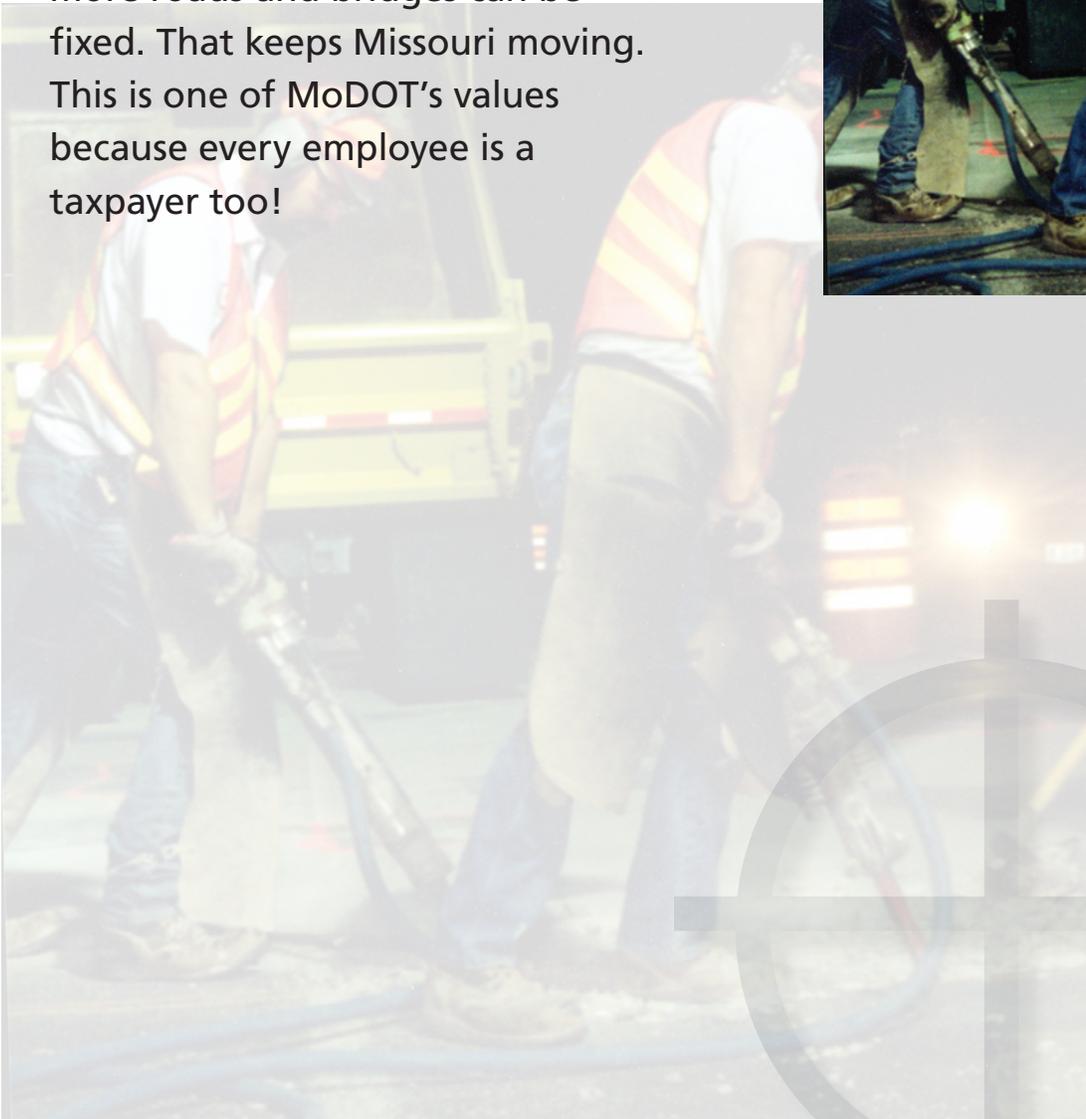

Best Value For Every Dollar Spent

*Tangible Result Driver – Roberta Broeker,
Chief Financial and Administrative 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!



Best Value for Every Dollar Spent

Number of MoDOT employees (in salaried positions)

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

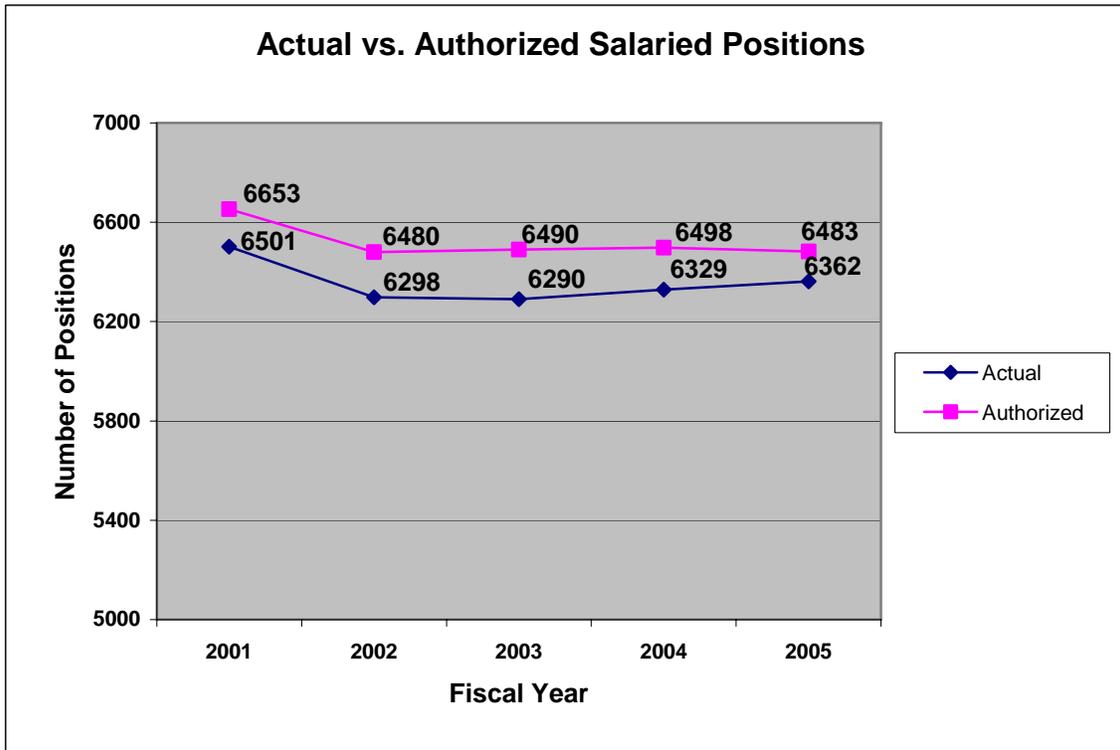
This measure tracks the growth in the number of employees within the department.

Measurement and Data Collection:

The data is collected and reported in the first quarter of each fiscal year. The data is a high level view of overall staffing at MoDOT in relation to authorized positions that could be filled.

Improvement Status:

Employment levels (both actual and authorized) are below the levels of the 1990s and early years of this decade. For FY 06, MoDOT has 6476 authorized salaried positions. As of September 30, 2005, the actual number of employees fell to 6348. MoDOT is meeting the expectations of SRI, without increasing the full time staffing level. However, our temporary employment reached an all time peak of 951 in July 2005. A team has been formed to make improvements to the seasonal program, which could result in changes to both actual and authorized employment numbers. These improvements will be implemented for the next hiring season. In addition, the supervisor to employee ratio will be improved by having the local HR Manager evaluate the need to fill every supervisory position that becomes vacant to ensure greater efficiency in the use of full time positions.



Best Value for Every Dollar Spent

Percent of work capacity based on average hours worked

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

This measure shows how many hours the average employee works. It can assist management in determining staffing and productivity levels.

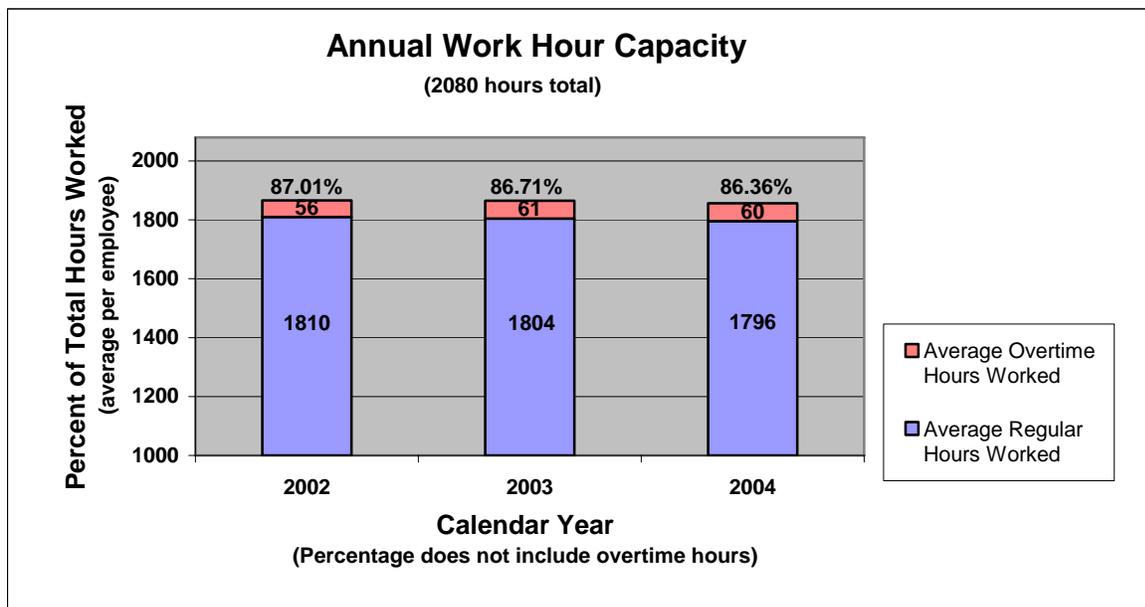
Measurement and Data Collection:

This measure tracks organizational work capacity based on average regular hours worked and average overtime hours worked by employees. This measure also tracks the percentage of regular hours available that are worked.

Average regular hours worked does not include seasonal or wage employees. Overtime hours does not include exempt, seasonal, or wage employees. Annual leave and sick leave are held constant and are accounted for in determining the percentage of available hours worked.

Improvement Status:

Through September 2005, employees have worked an average of 65 hours of overtime, which is a slight increase over 2004. The Human Resources Division has analyzed leave usage information and shared the data with district and division leaders. A committee is assessing the department’s sick leave policy, potential leave abuse among employees, appropriate corrective measures, and implementation plans for identified improvements to more effectively administer leave usage. These improvements will be implemented no later than March 2006.



Desired Trend:
N/A

Best Value for Every Dollar Spent

Rate of employee turnover

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

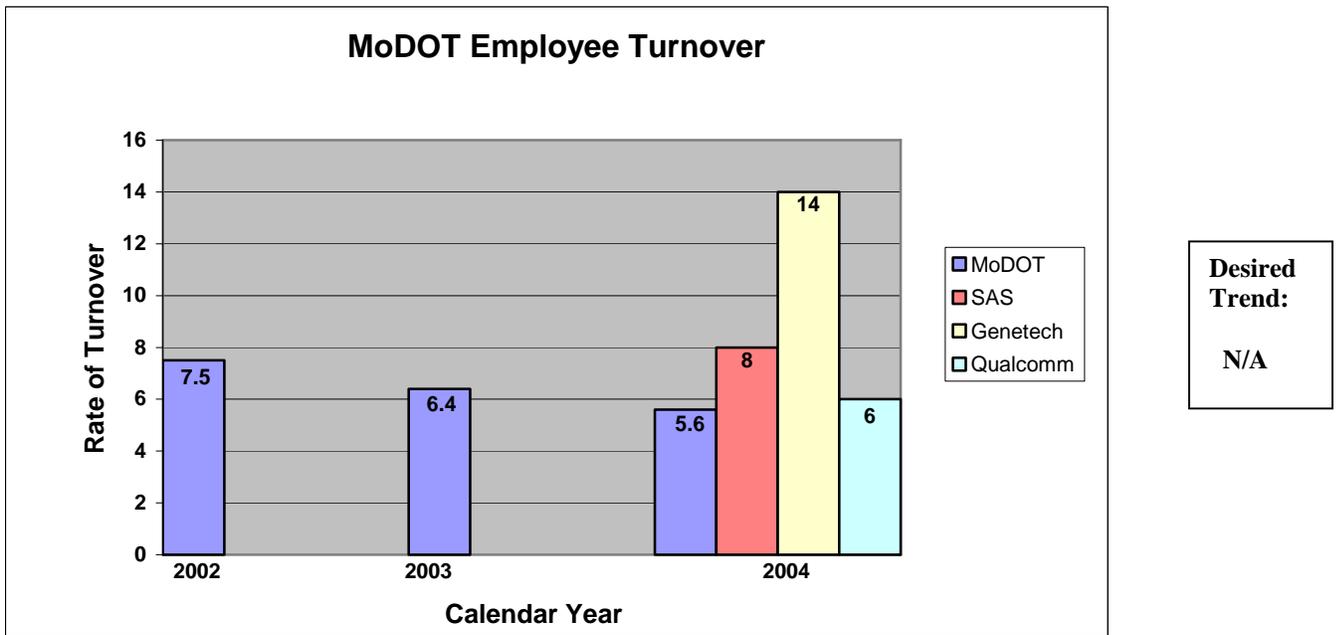
This measure tracks the percentage of employees who leave MoDOT annually in comparison to similar-sized, like organizations that are judged to be the best in terms of turnover and as the place to work.

Measurement and Data Collection:

The data will be collected statewide to assess employee overall turnover. Comparison data will be collected from various sources annually. SAS, Genetech, and Qualcomm were selected for comparison this measurement period based on best practice turnover rates, employee friendly practices, and benefits according to *Graduating Engineer*.

Improvement Status:

As of September 2005, the turnover rate for this calendar year is 5.5 percent. The department is on pace to have a significant increase in turnover for this calendar year. Of particular concern is the number of civil engineers leaving the organization in the metropolitan areas of the state. The Human Resources Division has identified strategies to address recruitment and retention in critical positions, as well as to better manage poor performers. If approved, these strategies including several policy changes are planned for implementation in January 2006.



Best Value for Every Dollar Spent

Percent of satisfied employees

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

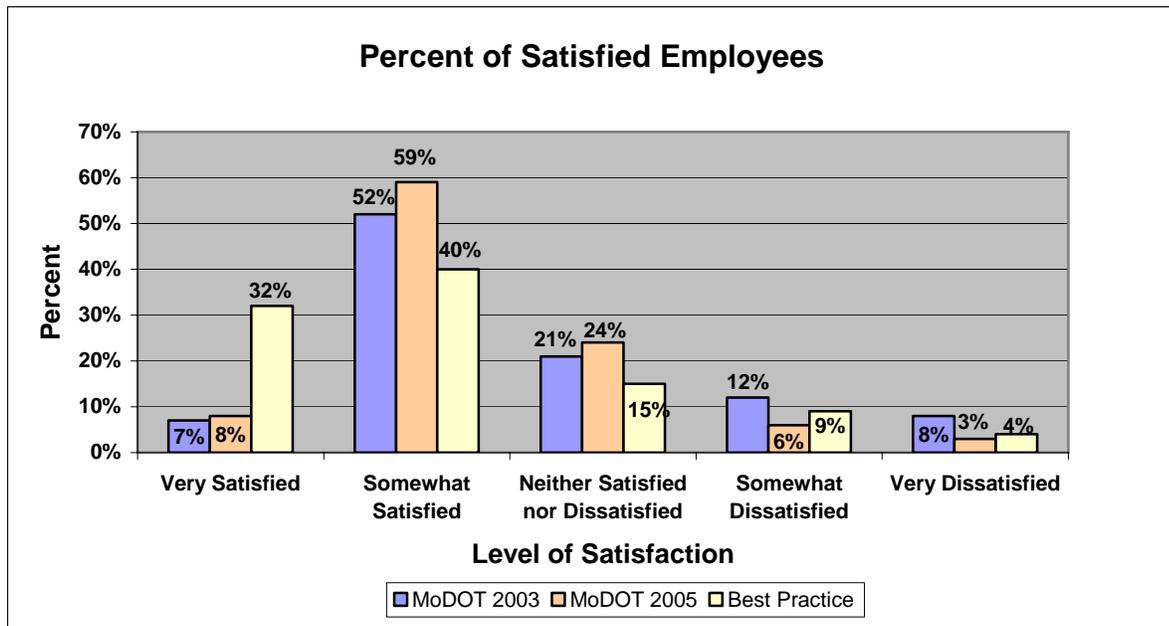
This measures the level of employee satisfaction throughout the department in comparison to the organization reporting the best levels of employee satisfaction using the same survey instrument.

Measurement and Data Collection:

Employee satisfaction is measured using 18 items from an annual employee survey, Organizational Performance Survey (OPS). To date, only the numerical responses to the rating scales have been received from the vendor. A preliminary report including full analysis of the survey and written comments is due from the vendor in mid-November. Comparison organization data is collected from the vendor of the OPS.

Improvement Status:

Employee response rate to the 2005 survey was 70 percent, which is a considerable increase over the 51 percent that responded to the previous survey. The progress made by the department is promising. The employee satisfaction subscale shows an 11 percent shift toward the neutral and satisfied levels since the last survey, with somewhat satisfied increasing 7 percent. A breakdown in the questions within the subscale shows that four issues continue to push down overall ratings: promotions, rewards (pay), recognition, and employee input. Focus group meetings were held with employees in Spring 2004, and again this fall, to discuss their concerns. Since the 2004 meetings, MoDOT has implemented over 75 strategies to address the concerns identified. After the most recent meetings, HR identified 10 strategies to address rewards, recognition, and retention issues. If approved, several policy changes designed to address rewards and retention strategies are planned for implementation in January 2006. The Employee Advisory Council is working to identify strategies for recognizing long-term employees. The department will need to develop additional strategies upon receipt of the vendor's final report.



Best Value for Every Dollar Spent

Number of lost work days per year

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Beth Ring, Risk Management Director

Purpose of the Measure:

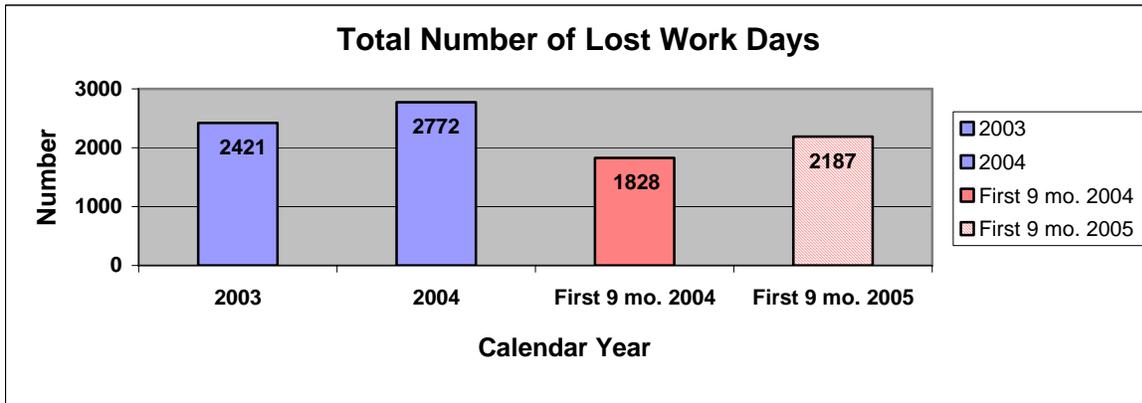
This measure tracks the actual number of days that employees cannot work due to work-related injuries sustained during the reporting period. Note that the results do not include lost workdays for injuries that occurred during previous reporting periods.

Measurement and Data Collection:

The data is collected from Riskmaster, the risk management software, and reported quarterly.

Improvement Status:

The number of lost workdays for the nine months ended September 30, 2005 is 20% higher than the same period last year while the number of lost time incidents decreased by 17% for the same period. The injuries sustained this year are more severe than last year. The largest increase in lost workdays occurred in Districts 5, 6, 9 and 10. In an effort to reduce these injuries and related lost days, we are issuing written warnings for safety violations at an increased pace and are rolling out a work simulation physical exam program for new applicants. We are developing a post-incident physical program and a statewide return to work program. District and Central Office Risk Management staff reviews all incidents monthly and identifies and adjusts processes and equipment that are causing injuries.



Desired Trend:
↓

Best Value for Every Dollar Spent

Information Systems expenditures per salaried position

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Mike Miller, Information Systems Director

Purpose of the Measure:

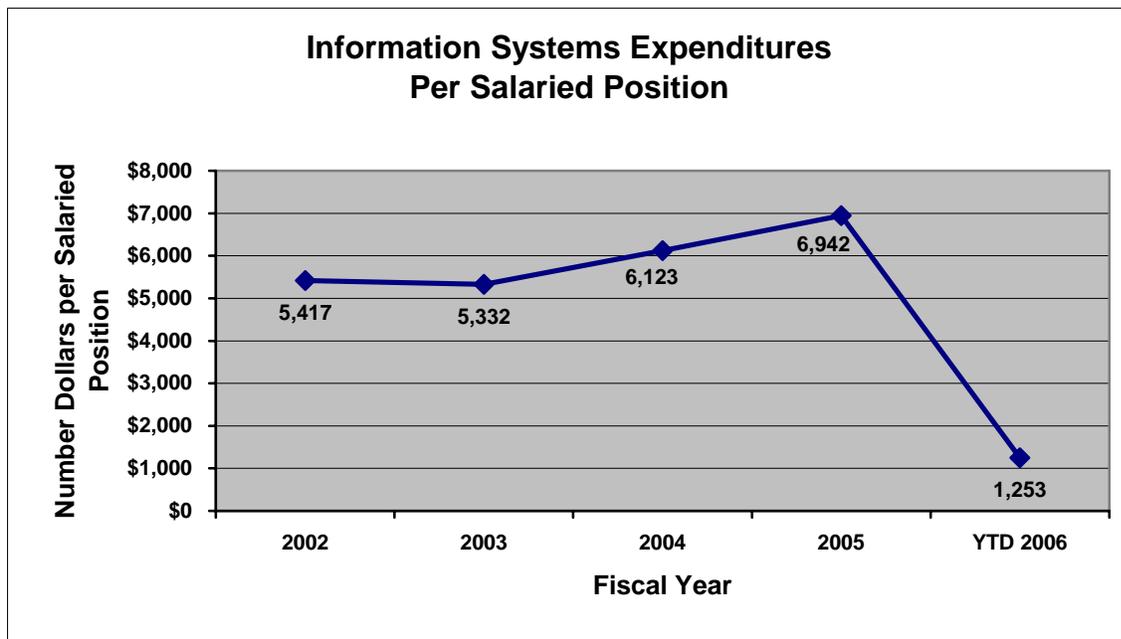
The measure tracks the cost of information systems for the department.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. Expenditures include all costs associated with District and Central Office IS divisions. Not included are the employer's share of Social Security/Medicare taxes or state match for deferred compensation. Also excluded are telecommunications charges for the entire department. Expenditures classified as the following by divisions other than IS divisions: information technology supplies, information technology outsourcing, information technology consulting and services, computer hardware & software maintenance services, computer equipment and software.

Improvement Status:

The graph reflects a decrease in expenditures per salaried position on an annual basis compared to 2005. However, the trend for 2006 will remain relatively smooth with fiscal year 2005. Although the Motor Carrier Service project, which required over \$ 10 million in FY 2005, will require less funding in FY 2006, other business process improvements requiring technological resources will be funded. Two of these projects are Realty Asset Inventory Management System and State Transportation Improvement Program Enhancement, which total approximately \$750 thousand. During the fiscal year the Information Technology Improvement Program Committee will approve additional projects. Technological investment decisions by MoDOT will impact the expenditures per salaried position in any given fiscal year.



<p>Desired Trend:</p> <p>N/A</p>

Best Value for Every Dollar Spent

Fleet expenditures per salaried position

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Jeannie Wilson, General Services Manager - Fleet

Purpose of the Measure:

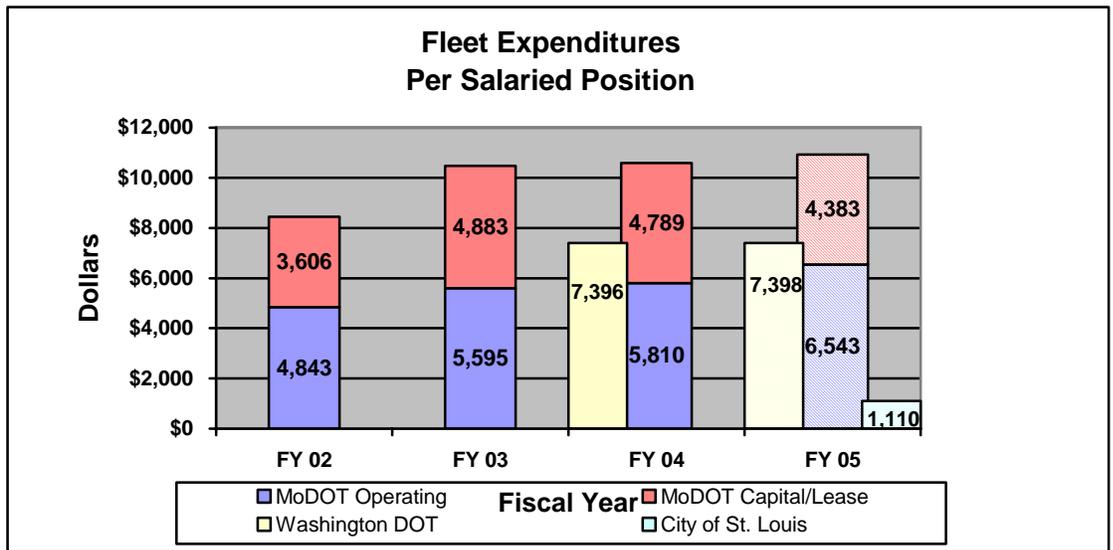
The measure tracks the cost of the department's fleet equipment.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system and inventory usage. Expenditures charged to the following have been included: capital leases, operating leases, purchase of fleet assets, fuel, liability insurance and the cost of maintaining the fleet including salaries. Expenditures do not include the employer's share of Social Security/Medicare taxes and the department's match for deferred compensation.

Improvement Status:

In FY 05 a cross-functional team made recommendations to improve consistency in reporting MoDOT fleet expenditures. Beginning in FY 06, the Fleet Budget and expenditures are tracked by the following specific areas, statewide: Equipment Acquisition, Leases, Fuel, Repairs and Liability Insurance. General Services – Fleet, and Maintenance are partnering to investigate best practices presented at the National Conference of State Fleet Administrators to determine if they support MoDOT's mission and values. These best practices may help determine future fleet composition. Capital (acquisitions and leases) fleet expenditures for FY 05 are consistent with the average of the previous three fiscal years. Fleet operating expenditures reflect an upward trend for FY 05. This trend can be attributed to the rising cost of fuel across the nation. Because of the rising fuel prices the following strategies have been implemented: all employees are directed to conserve fuel, employees assigned pool cars are expected to transport other personnel attending the same meeting, and GS is developing consistent and efficient state wide procurement practices and comparing bid prices with OPIS (Oil Price Information Service).



Desired Trend:

 N/A

Note: Washington DOT and City of St. Louis information includes operating and capital/lease costs.

Best Value for Every Dollar Spent

Building expenditures per salaried position

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Chris Devore, General Service Manager - Facilities

Purpose of the Measure:

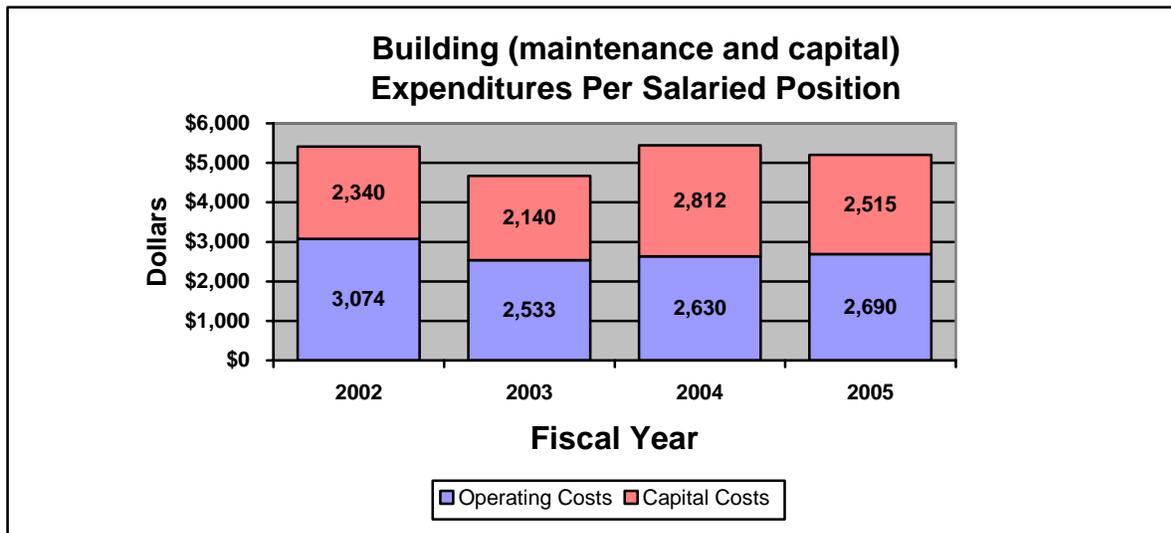
This measure tracks the cost of operating department buildings and department building capital improvements.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. The following expenditures are included in the analysis: the cost of labor, benefits, and materials for central office facilities management and facilities maintenance divisions. It does not include the employer's share of Social Security/Medicare taxes and the department's match for deferred compensation. Operating expenditures, including repair supplies, custodial supplies, janitorial and other services, repair services, building and storage leases, and utilities have been included in the data where a building job number has been assigned. Labor by department employees charged to a building job number is not included unless the employee is assigned to the facilities management and facilities maintenance sections of central office. Expenditures for capital projects are charged to a construction project.

Improvement Status:

As operational needs developed, extra consideration and funding were expended to repair/replace with energy efficient options. These improvements have included, but are not limited to, installing energy efficient windows, overhead doors, and new HVAC system and insulating maintenance bays. We anticipate a decrease in capital expenditures in FY 06 due to a decrease in budget allocation. With the energy efficient upgrades made, we anticipate a decrease in FY 06 operating expense if not offset by inflationary increases.



<p>Desired Trend:</p> <p>N/A</p>

Best Value for Every Dollar Spent

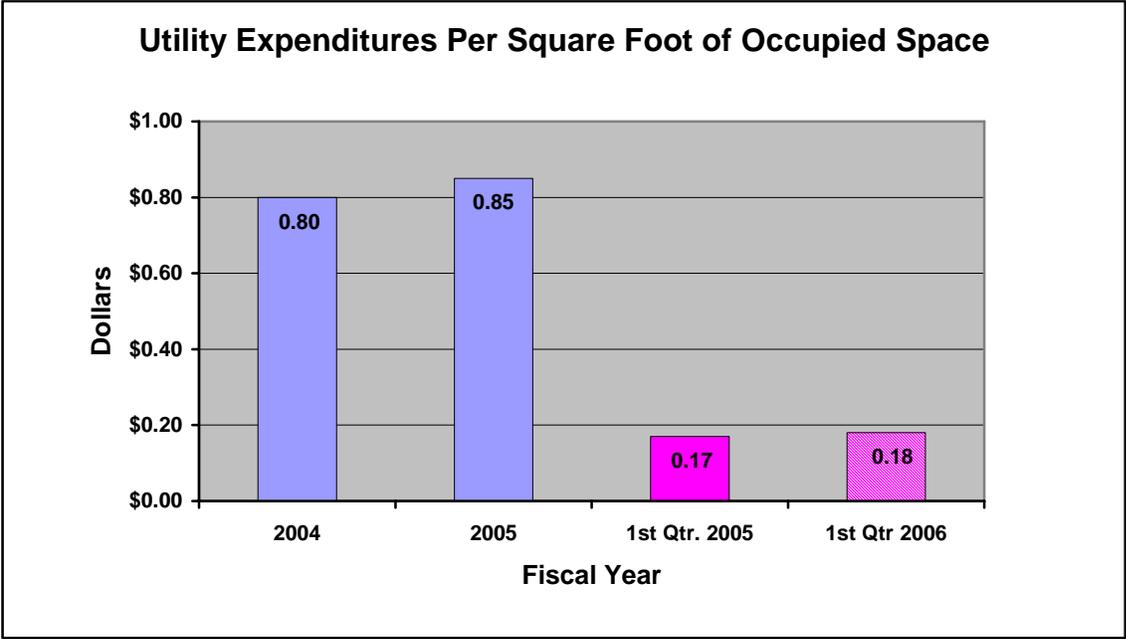
Utility expenditures per square foot of occupied space

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer
Measurement Driver: Chris DeVore, General Services Manager - Facilities

Purpose of the Measure:
 This measure tracks the department’s utility costs for occupied buildings.

Measurement and Data Collection:
 The data is collected based on expenditures recorded in the statewide financial accounting system. Expenditures classified as electricity (excluding roadways, lighting and signal), natural gas, propane (excluding employee travel), water and sewage, fuel oil, and other fuel and utilities are included in the data. Occupied square footage includes all buildings, including leased buildings where the department is responsible for utilities. The buildings may contain material, equipment, people or any combination.

Improvement Status:
 FY 05 operational upgrades made to our facilities should result in a decrease of future utility usage. As operational needs developed, extra consideration and funding were expended to repair/replace with energy efficient options. These improvements have included, but are not limited to, installing energy efficient windows, overhead doors, and new HVAC system and insulating maintenance bays. Utility costs increased 7% from FY 04 to FY 05. This is consistent with the increases in utility costs nationwide of 7.2% as reported by the Department of Energy.



<p>Desired Trend:</p> <p>N/A</p>

Best Value for Every Dollar Spent

Dollars expended on non-design related consultants

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:

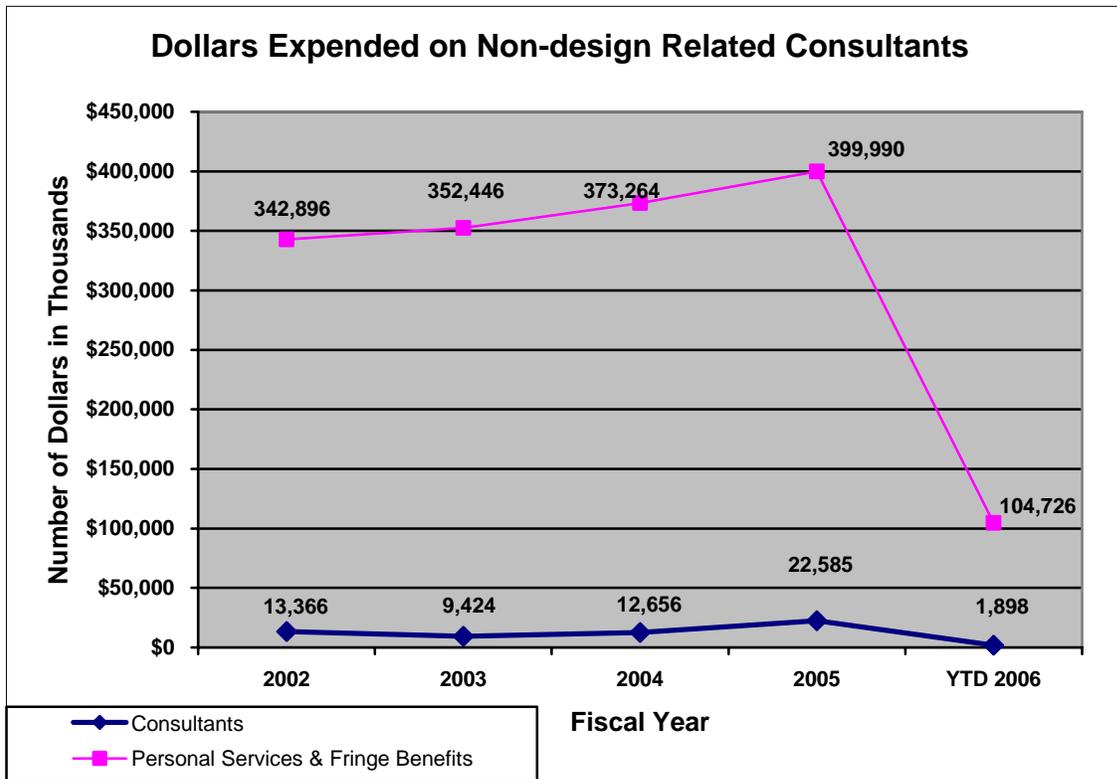
The measure tracks the department's use of non-design consultants.

Measurement and Data Collection:

The data is collected based on expenditures recorded in the statewide financial accounting system. The data includes expenditures for professional services and computer information services.

Improvement Status:

Expenditures for non-design consultants in a fiscal year are dependent on the Department's needs. Fluctuations between fiscal years are not abnormal. Included in FY 05 consultant expenditures are costs related to the Motor Carrier Services' integrated software project, approximately \$8 million, and consultant services for Statewide Integrated Management and Operations Plan, Missouri Weather Response System, and the Missouri Statewide 511 and work zone systems. The Department will continue to utilize non-design consultants for specialized services and to supplement available employee resources. FY 2006 IS projects utilizing consultants will include the completion of the Motor Carrier Services' integrated software project, the Realty Asset Inventory Management System, and the State Transportation Improvement Program Enhancement. Estimated consultant costs related to these projects totals \$3.6 million. Other consultant costs in FY 06 will include Missouri Statewide Traveler Information system and the completion of MoDOT Emergency Communication Services system.



Desired Trend:

 N/A

Best Value for Every Dollar Spent

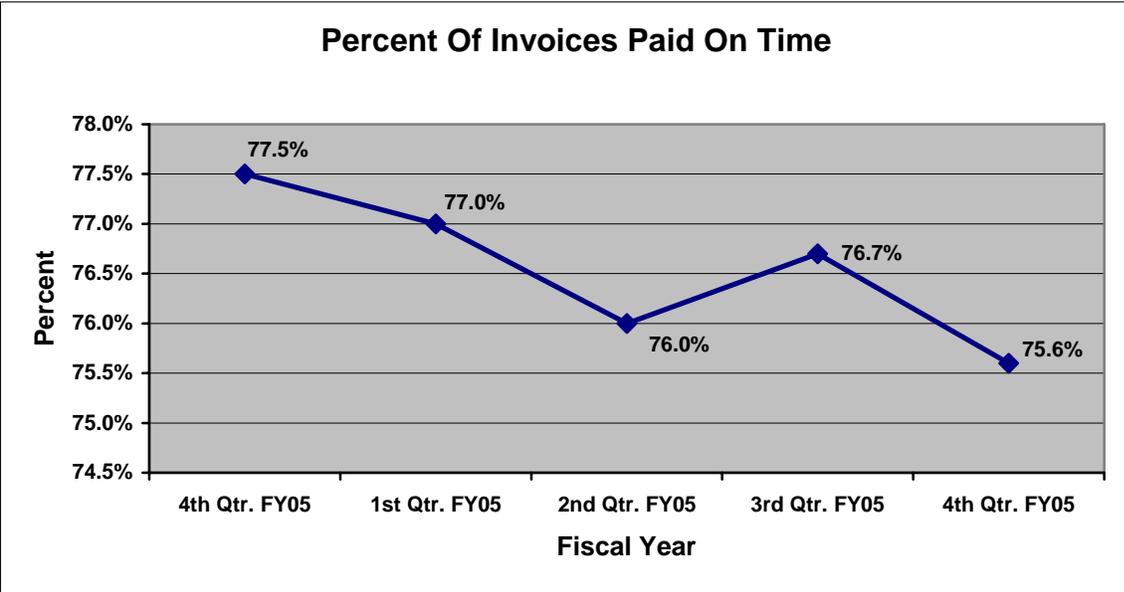
Percent of vendor invoices paid on time

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer
Measurement Driver: Debbie Rickard, Assistant Controller

Purpose of the Measure:
This measure tracks the department’s timeliness in processing vendor payments.

Measurement and Data Collection:
The data is based on check date and the date of service or receipt of goods. The number of days between the date of service or receipt of goods and check date determines if an invoice is paid on time. Timeliness is defined as a check issued less than 31 days from the date of service or receipt of goods.

Improvement Status:
The percent of invoices paid on time indicates a decrease over the five quarters. The steps to address the decrease are: (1) Identify vendor types to determine time from date of service to date of invoice to determine if a particular vendor type results in delayed payment (contractors, consultants, product suppliers, utilities, purchase cards) (2) Determine if delayed payments are common to a particular division or district (3) Identify processes contributing to the delayed payment. The Department’s average payment cycle is 26 days from the date of service to the check date. The shortest payment cycle is 2 days.



Best Value for Every Dollar Spent

Percent of actual state highway user revenue vs. projections

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Todd Grosvenor, Finance Manager

Purpose of the Measure:

The measure shows the precision of the state highway user revenue projections.

Measurement and Data Collection:

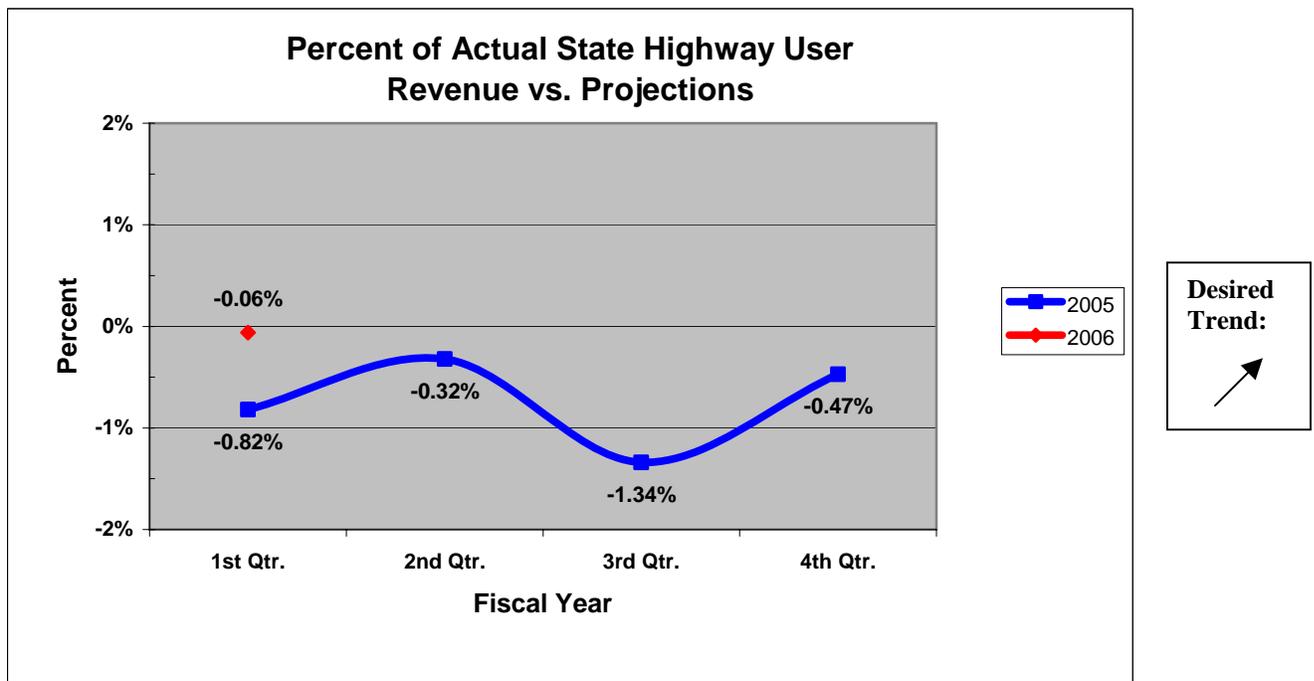
State highway user revenue includes: Motor Fuel Taxes, which are taxes collected on each gallon of motor fuel purchased; License and Fees, which are driver licenses and taxes and fees collected on motor vehicle licensing and registrations; and Sales and Use Taxes, which are taxes collected on the purchase of motor vehicles.

Projections are based on the current financial forecast. Percent is based on year-to-date revenues. The actual data is provided monthly to Resource Management by the Controller’s Office.

Improvement Status:

The actual state highway user revenue is slightly less than projections through the first quarter of 2006. The revenue was projected to be \$241.14 million. However, the actual receipts were \$240.99 million, a difference of \$0.15 million and a variance of -0.06%. Increases in Licenses and Fees helped to offset the declines in Motor Fuel and Sales and Use Taxes. The desired trend is for the actual revenue to match projections with a variance of 0%.

MoDOT staff continues to analyze the fiscal impact of increased fuel prices. The forecast will be adjusted if revenues begin to show declining trends.



Best Value for Every Dollar Spent

MoDOT national ranking in revenue per mile

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Todd Grosvenor, Finance Manager

Purpose of the Measure:

This measure shows Missouri's national ranking in the amount of revenue per mile that is available to spend on the state highway system.

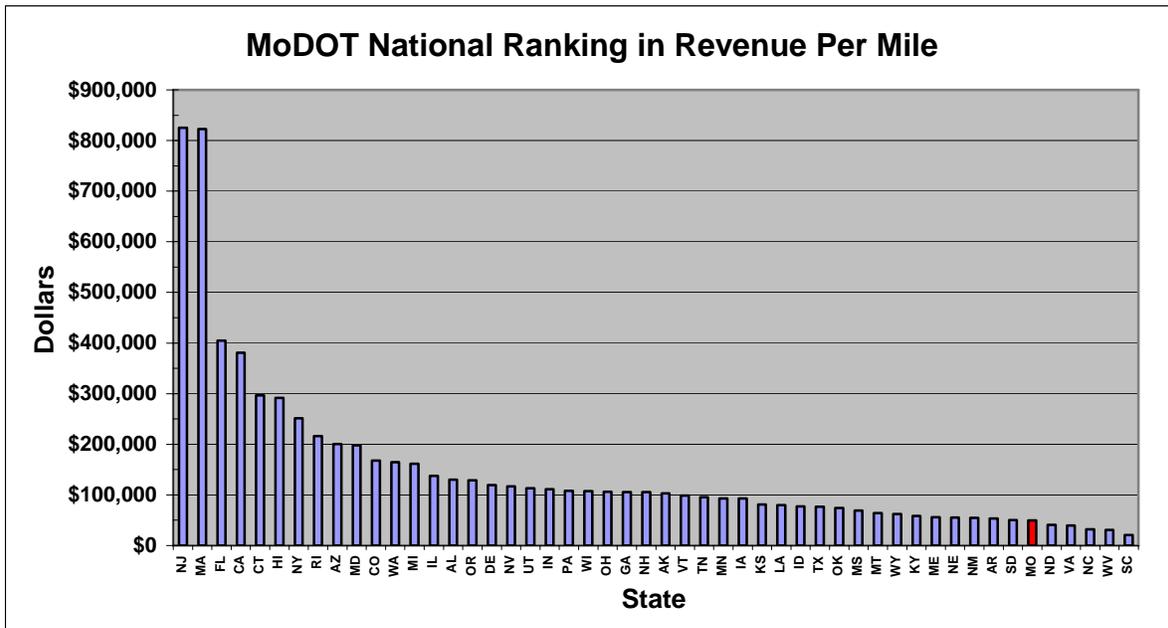
Measurement and Data Collection:

Revenue is the total receipts less bonds as reported in the Federal Highway Administration's annual highway statistics report entitled, *Revenues Used By States For State-Administered Highways*. The mileage is the state highway agency miles as reported in the Federal Highway Administration's annual highway statistics report entitled, *Public Road Length – Miles By Ownership*. Resource Management collects this information from the Federal Highway Administration.

Improvement Status:

Missouri's revenue per mile of \$49,372 ranks 45th in the nation. Missouri has a very large state highway system. Our state highway system has 32,448 miles, which ranks 7th. Most states that have a state highway system of 30,000 to 40,000 miles rank in the 40's for revenue per mile. New Jersey's revenue per mile of \$825,122 ranks 1st. However, their state highway system contains only 2,313 miles. South Carolina's revenue per mile of \$20,818 ranks 50th. Their state highway system contains 41,575 miles.

MoDOT staff continues to communicate with the public the need for additional transportation funding. Our current funding level leaves us well short of what is required to address all of Missouri's transportation needs. Even if Amendment 3 funds (fully phased-in) were added to this analysis, Missouri's ranking would have only moved up to 44th.



Best Value for Every Dollar Spent

Average salary of outsourced contract design and bridge engineer vs. full-time employee

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:

The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending for design and bridge engineering efforts.

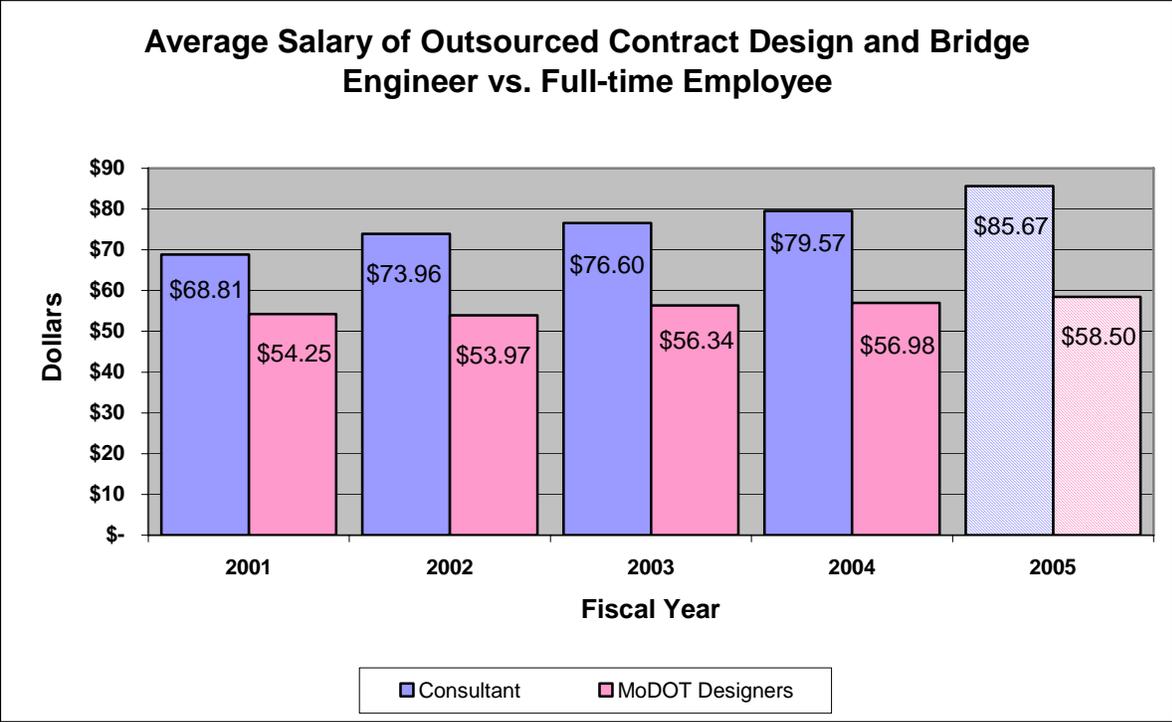
Measurement and Data Collection:

The data collection is based on outsourced contracts and employee expenditures.

Improvement Status:

The process is to measure external design consultant costs and compare to MoDOT staff design engineer costs. Both categories are fully costed and comparable. Consultant rates increased 7.1% from 2004 to 2005 while MoDOT design and bridge engineer costs increased 2.6% for the same period. The desired trend is to narrow the profit factor gap between the two rates.

Previous year's data was updated based on reporting corrections for those periods.



Desired Trend:
N/A

Best Value for Every Dollar Spent

Distribution of expenditures

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:

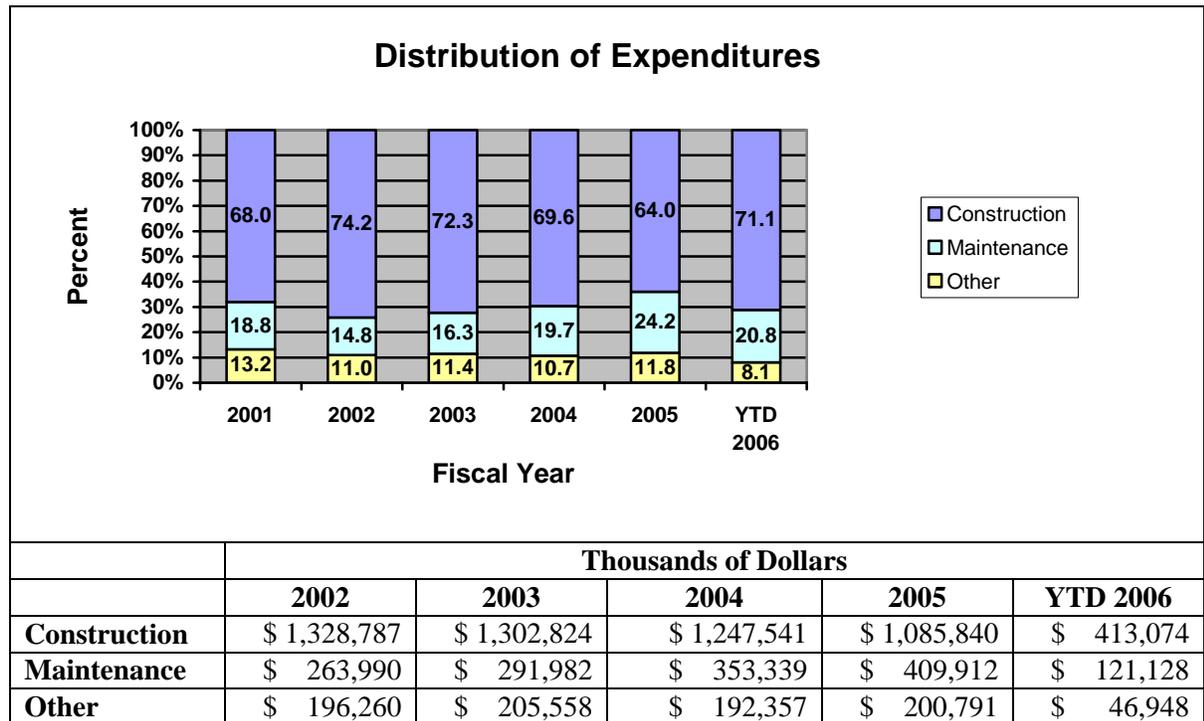
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on the construction and maintenance of our transportation system.

Measurement and Data Collection:

The data collection is based on cash expenditures by appropriation. Construction and maintenance expenditures are defined as expenditures from the construction and maintenance appropriations. Other expenditures include: administration, multimodal, and information systems, fleet, facilities, and other services appropriations.

Improvement Status:

The Department's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation) and renovation and construction of the system (construction appropriation). Although the percent of MoDOT expenditures for maintenance decreased, the dollars will increase assuming spending continues at the current rate for the remainder of the fiscal year. Construction expenditures have increased overall, percentage and dollars, as construction projects have accelerated as a result of bond proceeds. Expenditures from appropriations other than construction and maintenance remain constant, which is consistent with the desired trend.



Best Value For Every Dollar Spent

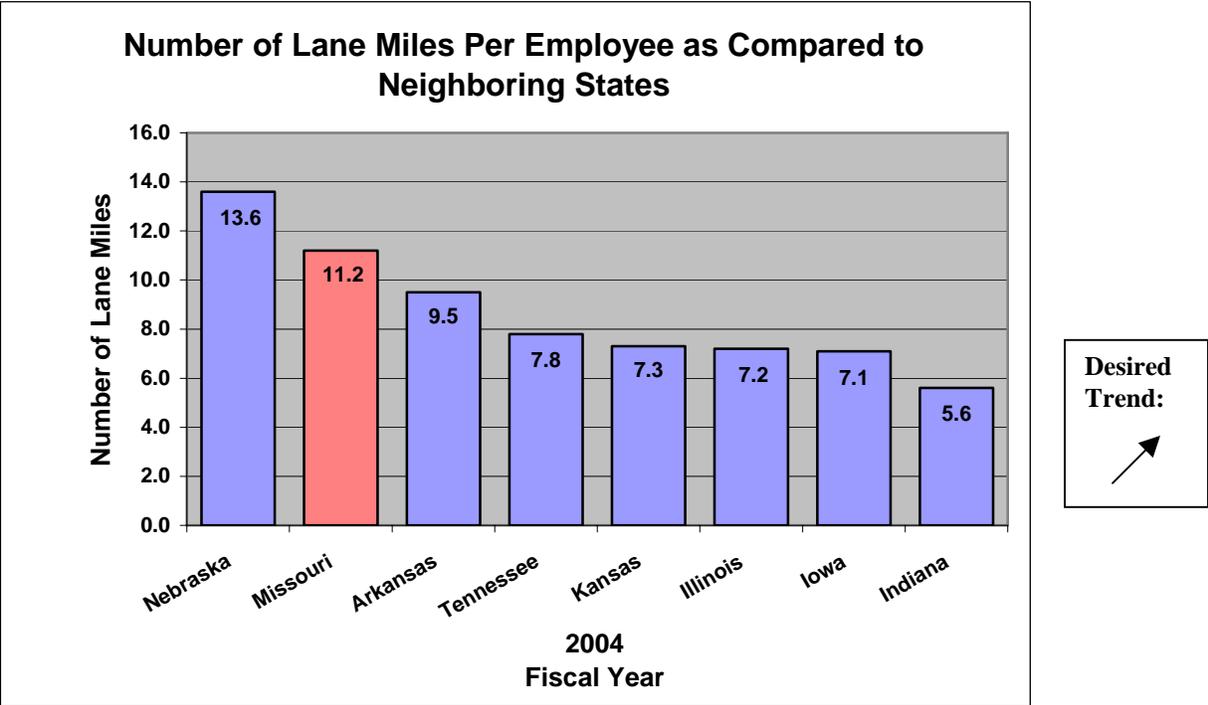
Number of lane miles per MoDOT employee as compared to neighboring states

Result Driver: Roberta Broeker, Chief Financial & Administrative Officer
Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, by controlling the number of employees.

Measurement and Data Collection:
The data collection on lane miles is from FHWA and the number of employees is from responses by state DOT's. This graph compares states that either border or are near Missouri.

Improvement Status:
Missouri ranked second among its neighboring states at 11.2 lane miles per employee in FY2004. The desired trend is to increase the number of lane miles per employee.



Best Value For Every Dollar Spent

Number of lane miles per MoDOT employee as compared to the ten best states

Results Driver: Roberta Broeker, Chief Financial & Administrative Officer

Measurement Driver: Jim Deresinski, Controller

Purpose of the Measure:

The purpose of the measure is to demonstrate a responsible use of taxpayers' money, by controlling the number of employees.

Measurement and Data Collection:

The data collection on lane miles is from FHWA and the number of employees is from responses by most DOT's. This graph compares the ten highest-ranking DOT's in the nation. The states on this graph represent the states with the highest number of lane miles per employee.

Improvement Status:

Missouri ranked ninth among ten states at 11.2 lane miles per employee in FY2004. South Dakota had 18.0 lane miles per employee in the same period. The desired trend is to increase the number of lane miles per employee.

