



## USE RESOURCES WISELY

*Brenda Morris, Financial Services Director*

# Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



MoDOT has access to many resources including people, funding, supplies and equipment. Taxpayers trust MoDOT is a good steward of these limited resources while limiting the impact on our environment. We are accountable for everything we do.

**RESULT DRIVER:**  
 Brenda Morris  
 Financial Services Director

## USE RESOURCES WISELY

### Number of full-time equivalencies expended – 6a

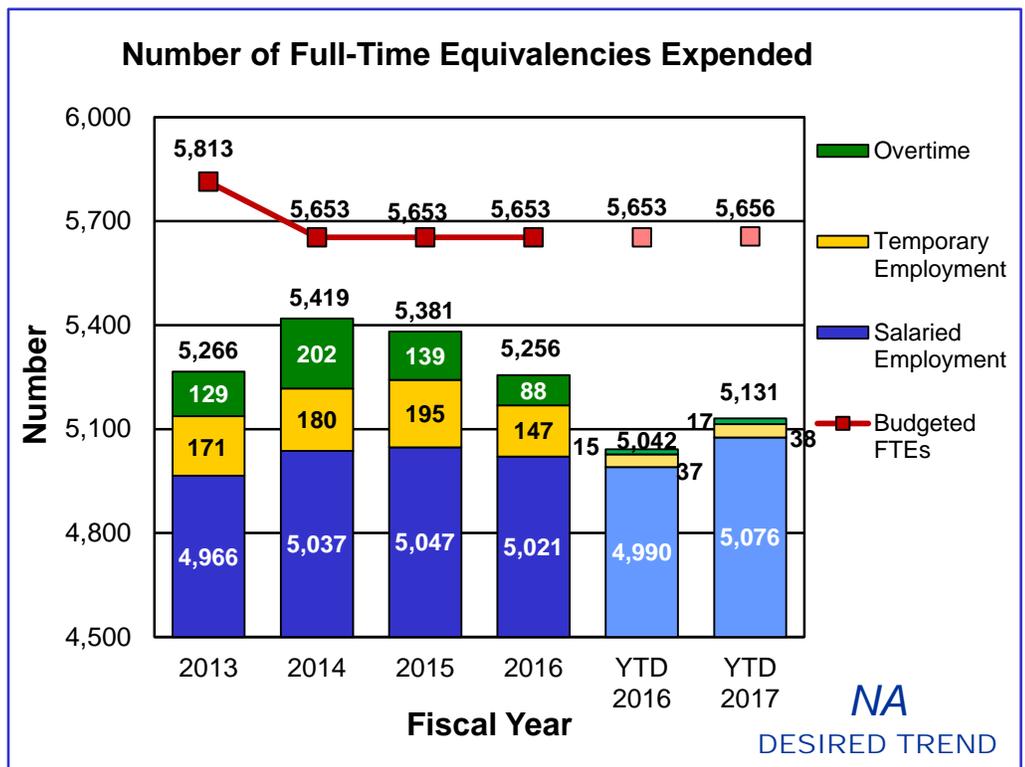
**MEASUREMENT DRIVER:**  
 Aaron Kincaid  
 Employment Manager

**PURPOSE OF THE MEASURE:**  
 This measure tracks the change in the number of full-time equivalencies (a calculation of hours) expended within the department and compares it to the number of FTEs in the legislative budget.

**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 calculate FTEs, the total number of hours worked or on paid leave is divided by 2,080. For comparison purposes, data for salaried employment is annualized, whereas temporary employment and overtime data represent actual year-to-date calculations. Salaried headcount is different than FTEs and is not included in the chart.

Having the right number of employees to provide outstanding customer service and respond to the state's transportation needs, especially during emergency situations, is an important part of MoDOT's effort to use resources wisely.

During fiscal year 2017, the FTE levels for salaried employment have increased compared to the same time last fiscal year. FTEs for salaried employment have increased mainly due to overstaffing in field maintenance. FTEs for temporary employment, as well as overtime worked, have remained relatively consistent compared to the same time last fiscal year.



RESULT DRIVER:  
Brenda Morris  
Financial Services Director

## USE RESOURCES WISELY

### *Level of job satisfaction – 6b*

MEASUREMENT  
DRIVER:  
Rudy Nickens  
Equal Opportunity and  
Diversity Director

PURPOSE OF  
THE MEASURE:  
This measure tracks the level  
of employee satisfaction  
throughout the department at  
specific points in time.

MEASUREMENT AND  
DATA COLLECTION:  
Employee satisfaction is  
measured with an annual  
employee survey. Employees  
rate items related to their  
satisfaction with MoDOT using  
a five-point scale, with one  
indicating low satisfaction and  
five indicating high satisfaction.  
Society for Human Resources  
Management best practice  
data was gathered from an  
SHRM report of an annual job  
satisfaction survey of 55  
Fortune 500 companies.

MoDOT wants employees to be satisfied with their work and workplace and feel like they are a good fit for their jobs. Employee satisfaction can be a driver of overall organizational performance. The more satisfied and engaged employees are with the workplace, the more discretionary effort they are willing to put forth on the job.

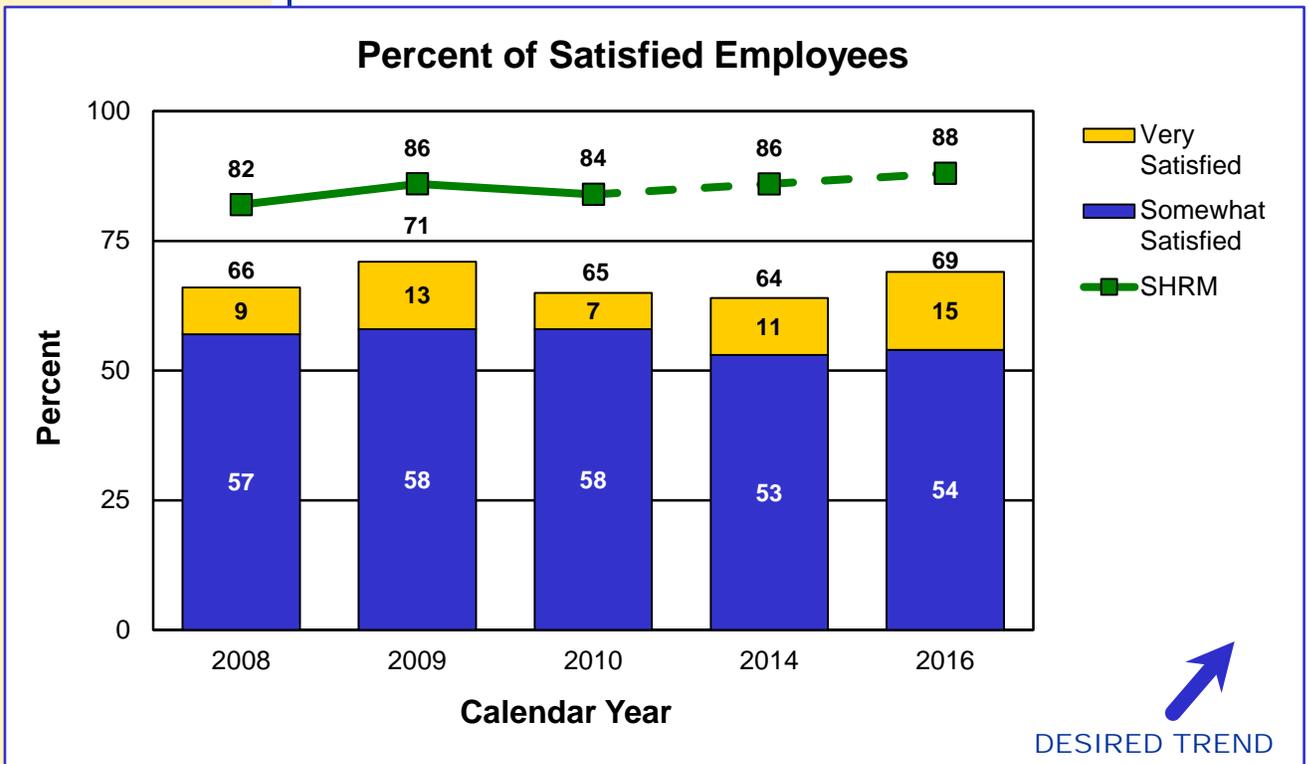
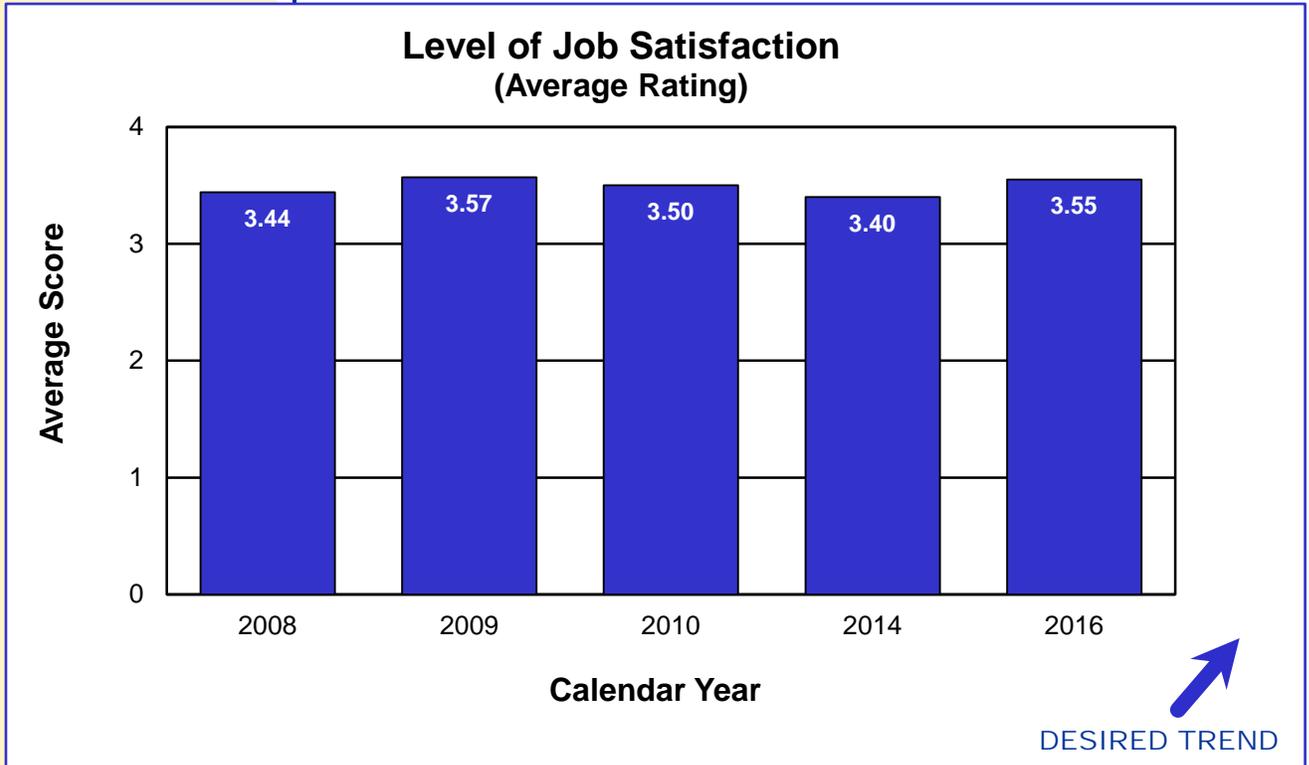
Between 2005 and 2010, the average employee satisfaction ratings and percent of satisfied employees both showed upward trends with peaks in 2009. Following a four-year break, the employee survey was conducted in the spring of 2014 and showed little change from the 2010 survey. Given the major organizational changes the department went through, the slight decline in job satisfaction from 3.5 in 2010 to 3.4 in 2014, and the slight decrease in the percentage of satisfied employees from 65 percent in 2010 to 64 percent in 2014 was seen as good. In fact, the percentage of very satisfied employees during that period increased from 7 percent in 2010 to 11 percent in 2014.

Following the 2014 survey, five employee-led teams worked to develop a series of recommendations to the concerns employees raised in the survey. The recommendations are in various stages of implementation.

The most recent employee survey was conducted in the spring of 2016. Overall job satisfaction increased from 3.40 in 2014 to 3.55 in 2016. The percentage of satisfied employees also increased from 64 percent in 2014 to 69 percent in 2016. The survey results also show the percentage of very satisfied employees increased from 11 percent in 2014 to 15 percent in 2016.

Areas of low satisfaction centered on not having acceptable opportunities for professional growth and not making MoDOT employees feel valued. The lack of salary increases was scored low on most surveys and dominated written comments as well. Areas of high satisfaction revolved around having a cooperative work unit and having supervisors support needs to balance work and family.

# USE RESOURCES WISELY



**RESULT DRIVER:**  
Brenda Morris  
Financial Services Director

# USE RESOURCES WISELY

## Rate of employee turnover – 6c

**MEASUREMENT DRIVER:**  
Aaron Kincaid  
Employment Manager

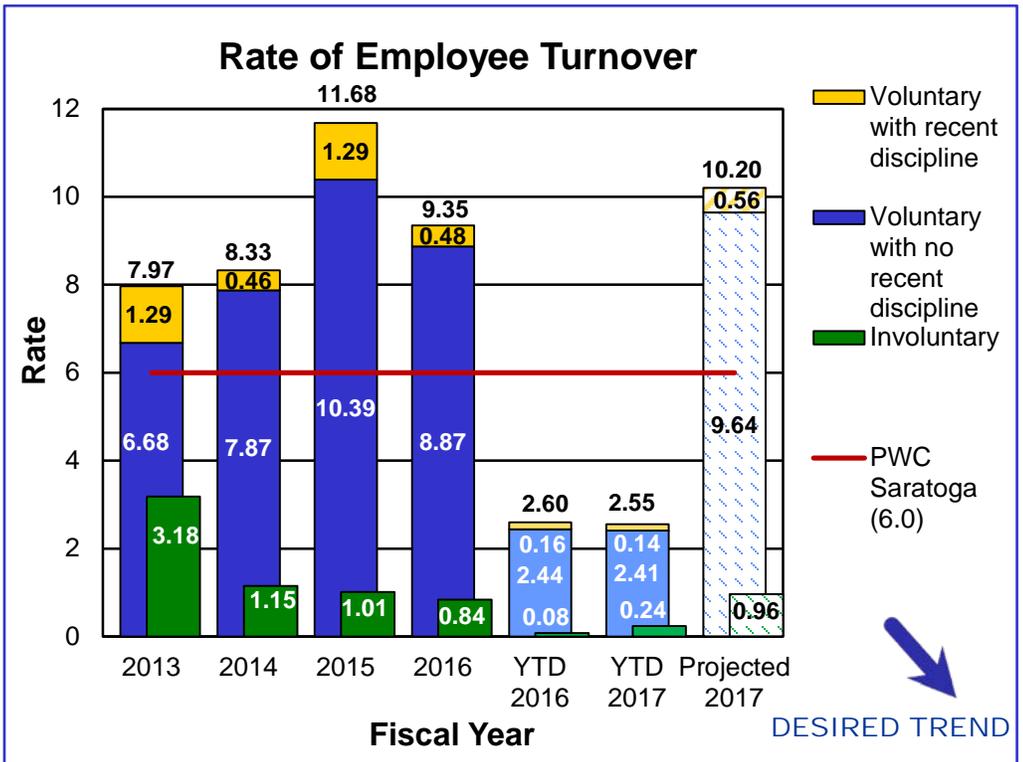
**PURPOSE OF THE MEASURE:**  
This measure tracks the percentage of employees who leave MoDOT. Turnover rates as shown in this measure include voluntary and involuntary separations.

**MEASUREMENT AND DATA COLLECTION:**  
The data is collected statewide from SAM II Advantage HR system and includes only salaried employees. Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. Data is reported quarterly, with current year-to-date data included. For benchmarked data, 2015 PWC Saratoga Benchmarks were used.

When employees leave MoDOT, the department loses a large investment in recruiting, hiring and training its workforce. While some turnover is appropriate, MoDOT needs to retain a great workforce that has the knowledge and specialized skills to deliver the department's commitments and provide outstanding customer service.

The overall turnover rate, combining the voluntary and involuntary turnover, has increased slightly from 2.68 percent in the first quarter of fiscal year 2016 to 2.79 percent in the first quarter of FY 2017. In the first quarter of FY 2017, voluntary turnover rates (51 retirements and 78 resignations) showed a slight downward trend. Involuntary turnover has increased from 5 separations (dismissals) in the first quarter of FY 2016 to 12 involuntary separations in the first quarter of FY 2017.

The increase in overall turnover is linked to an increase in dismissals. Voluntary turnover rates are decreasing slightly which may be partly attributable to recent salary adjustments. First-year turnover remains high and is the focus for the department's employee retention efforts through the onboarding program.



**RESULT DRIVER:**  
Brenda Morris  
Financial Services Director

**MEASUREMENT DRIVER:**  
Todd Grosvenor  
Special Projects Coordinator

**PURPOSE OF THE MEASURE:**  
This measure shows the precision of state and federal revenue projections.

**MEASUREMENT AND DATA COLLECTION:**  
State revenue for roads and bridges include motor fuel taxes, motor vehicle and driver licensing fees, and motor vehicle sales taxes paid by highway users, interest earnings and miscellaneous revenues. State revenue for other modes includes motor vehicle sales taxes, aviation fuel taxes, jet fuel sales taxes, motor vehicle licensing fees, railroad assessments, and appropriations from General Revenue and interest earnings. The measure provides the cumulative, year-to-date percent variance of actual state revenue versus projected state revenue by state fiscal year. Federal revenue for roads and bridges is the amount available to commit in a federal fiscal year of federal funds. Federal funds are distributed to states via federal law. Federal revenue for other modes is the amount reimbursed to MoDOT for expenses incurred in a state fiscal year.

## USE RESOURCES WISELY

### *State and federal revenue projections – 6d*

State and federal revenue projections help MoDOT staff do a better job of budgeting limited funds for its operations and capital program. The desired trend is for actual revenue to match projections with no variance.

The actual state revenue for road and bridge from motor fuel taxes, motor vehicle sales taxes, motor vehicle and driver licensing fees, and miscellaneous was 3.3 percent more than projected through the first quarter of fiscal year 2017. The majority of the increase is related to motor fuel taxes and motor vehicle sales taxes. The negative variance of 4.7 percent for non-highway modes is mostly attributable to the jet fuel sales tax.

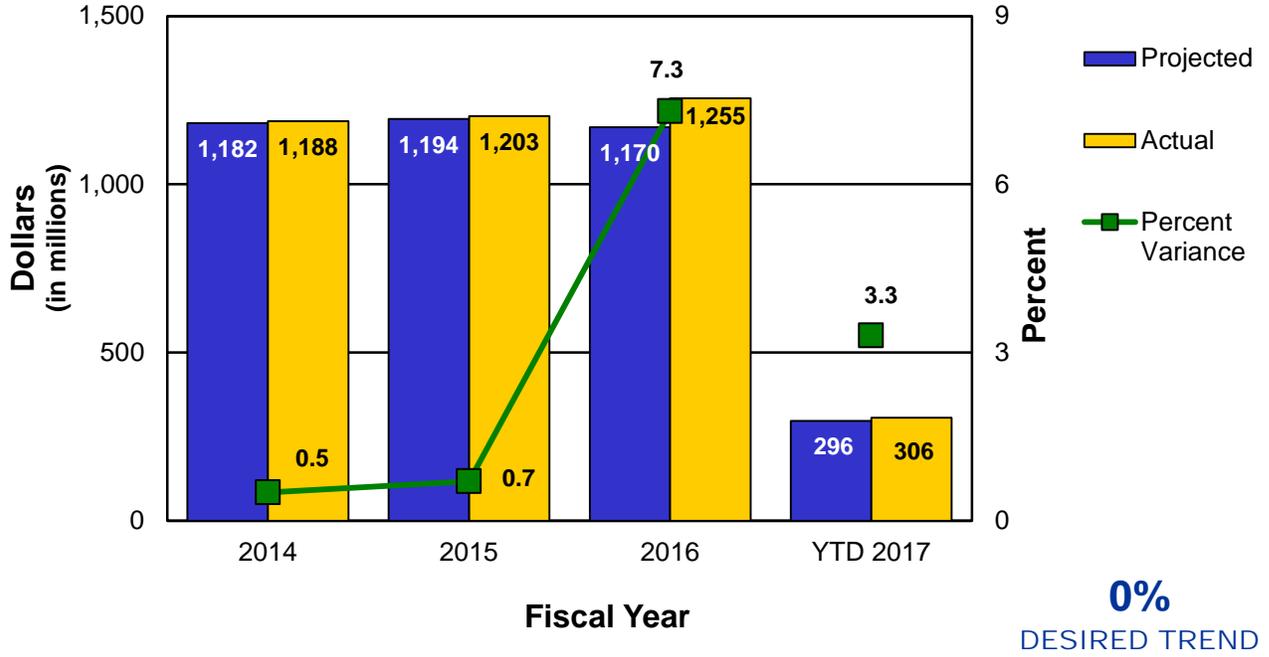
The largest source of transportation revenue is from the federal government. Funding is received through various federal transportation agencies including Federal Highway, Transit, Aviation and Railroad Administrations. In December 2015, Congress passed a five-year federal transportation reauthorization act entitled Fixing America's Surface Transportation Act. The FAST Act increases the amount of road and bridge funding for all state transportation departments. Federal revenue for other modes is reliant on the timing of project expenditures.

The primary source of federal and state revenue is motor fuel tax. The motor fuel tax rates have not changed in more than 20 years, while the costs for materials and labor have doubled, and even tripled for some materials, in the same timeframe.

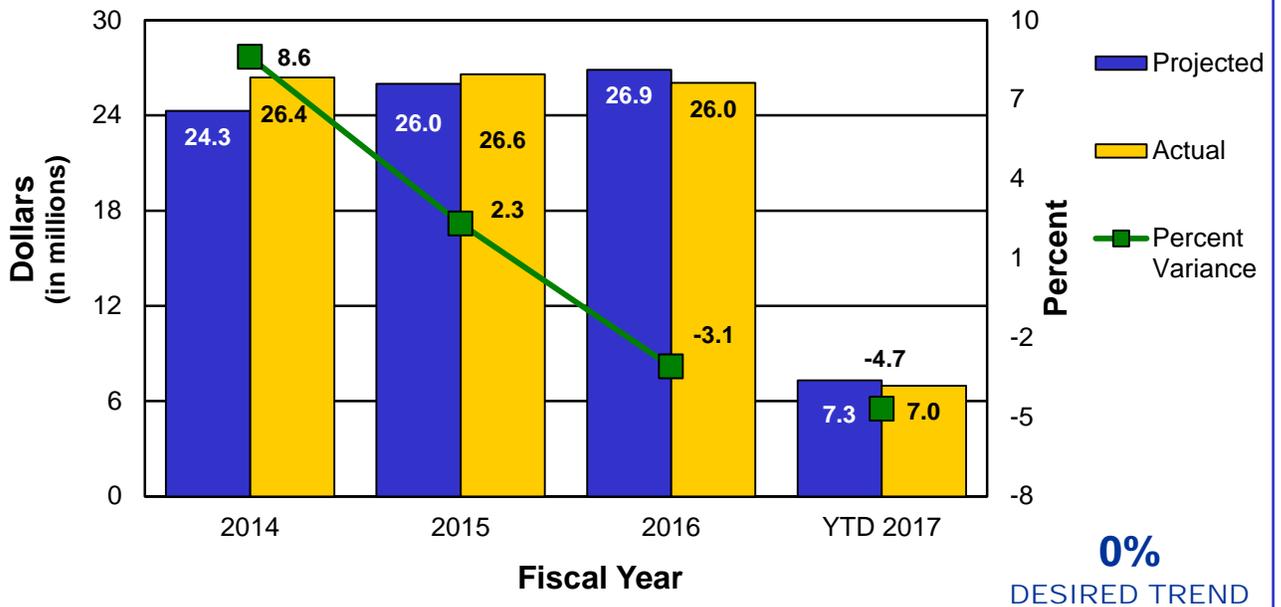


# USE RESOURCES WISELY

## Projected vs. Actual State Revenue Comparison Road and Bridge

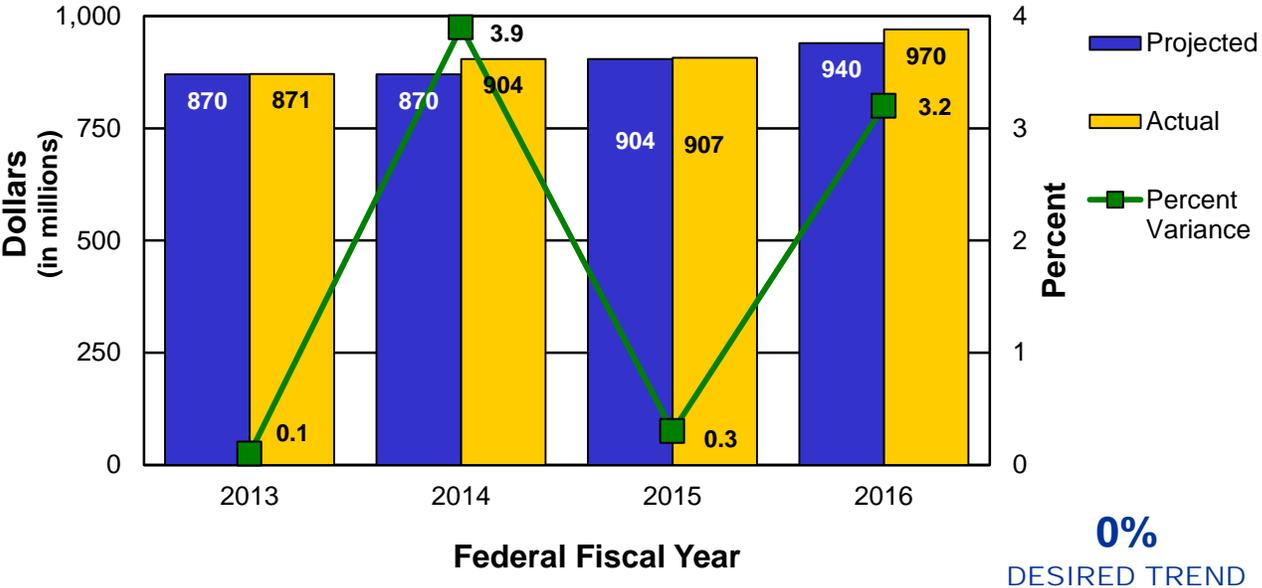


## Projected vs. Actual State Revenue Comparison Non-highway Modes

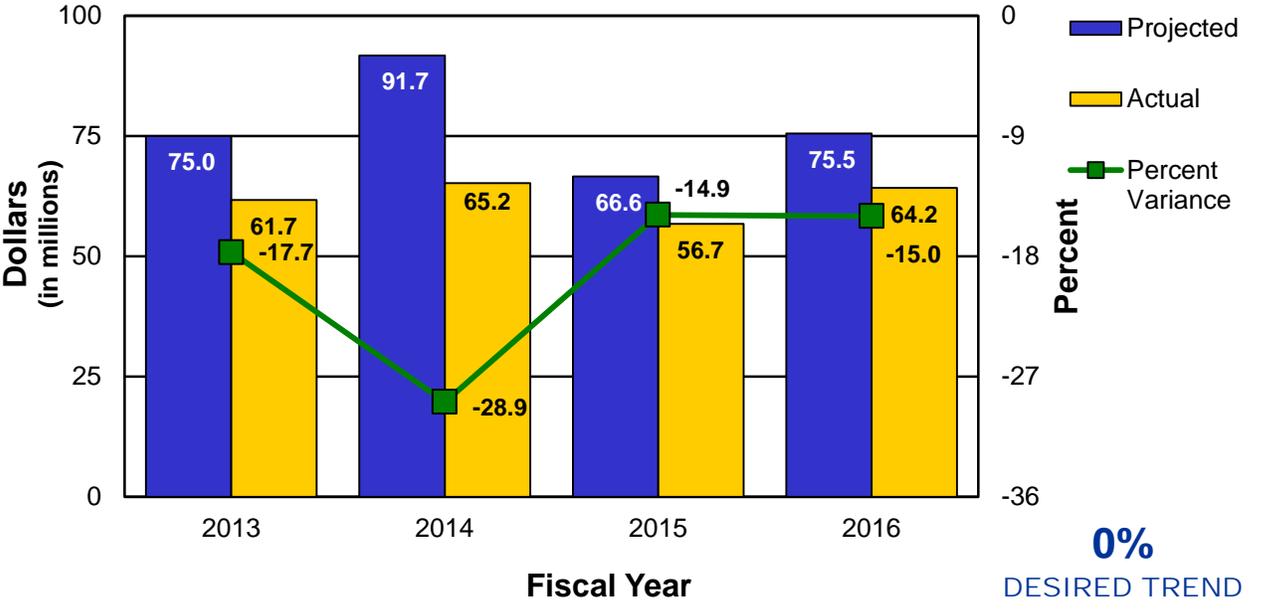


# USE RESOURCES WISELY

### Projected vs. Actual Federal Revenue Comparison Road and Bridge



### Projected vs. Actual Federal Revenue Comparison Non-highway Modes



RESULT DRIVER:  
Brenda Morris  
Financial Services Director

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### *Number of dollars generated through cost-sharing and partnering agreements for transportation – 6e*

MEASUREMENT DRIVER:  
Frank Miller  
District Planning Manager

PURPOSE OF THE MEASURE:  
This measurement monitors the effectiveness of MoDOT's cost-sharing and partnering programs.

MEASUREMENT AND DATA COLLECTION:  
MoDOT collects this data from the Statewide Transportation Improvement Program and the permits database. The dollars are shown in the fiscal year in which construction contracts are awarded and permit jobs are issued. The percent is the number of cost-sharing projects divided by the total number of projects per year in the STIP.

MoDOT works with public agencies to leverage its limited resources to implement projects that might not otherwise be built. The Missouri Highways and Transportation Commission suspended MoDOT's statewide Cost Share Program in January 2014, not awarding any funding beyond FY 2017. In addition to the Cost Share Program, MoDOT occasionally partners with other agencies to deliver transportation projects with district funds. MoDOT also competes for discretionary federal transportation funding to improve the state transportation system. In addition, MoDOT partners with developers and other private entities to make improvements to the state transportation system through the permitting process.

The amount of funds invested by partnering entities in MoDOT projects has generally been on a gradual decline – with the notable exception of FY 2015. During FY 2015, there were several large partnership projects including the Fairfax Bridge in Kansas City, cost shared with Kansas, as well as several significant local agency projects on the state system. By FY 2016, external partnering returned to an amount more in line with that occurring from FY 2012 to FY 2014. External partner investment in FY 2016 was \$69 million, which is down significantly from \$142 million in FY 2015, but much closer to the \$76 million annual investment previously received in FY 2013 and FY 2014.

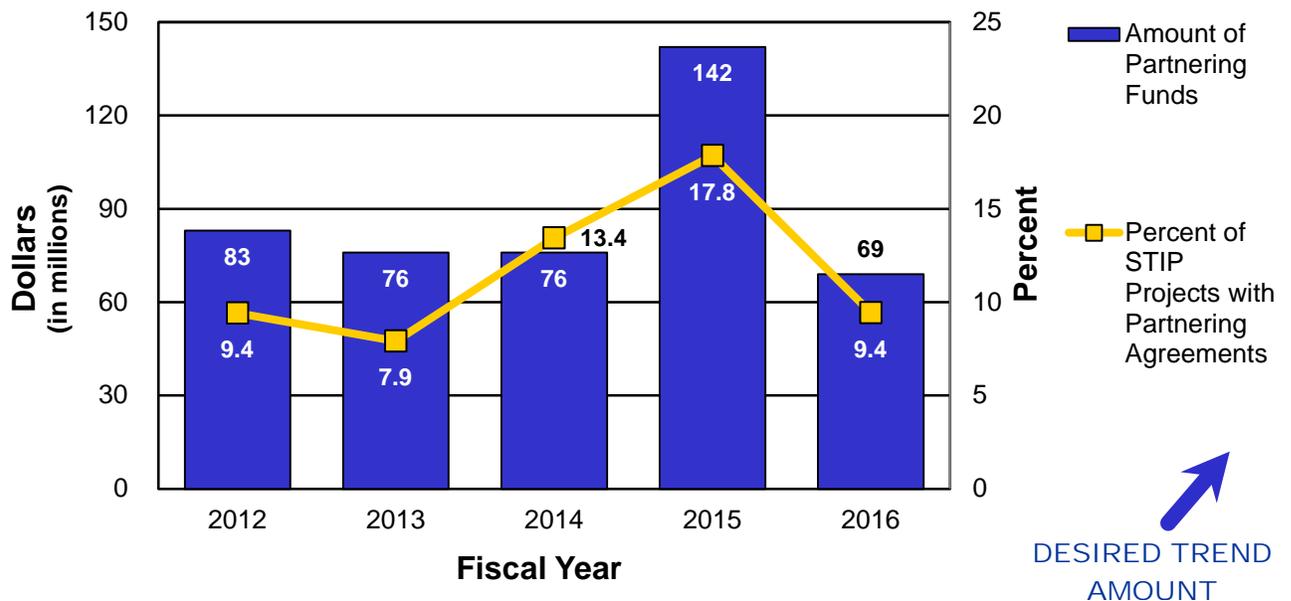
The percent of projects with funding participation from partnering agencies has also declined from 17.8 percent in FY 2015 to 9.4 percent in FY 2016. The percent of projects involving partnering funds is the same as FY 2012, but is below the average annual percentage of projects with partnering funds over the five-year period, which is 11.6 percent.

As a greater share of MoDOT funds are focused on taking care of the system, partner contributions to MoDOT projects are expected to continue to decline. The value of permit projects may increase if the economy continues to improve and public and private entities fund expansion projects to address emerging needs that MoDOT cannot address with its funding.

# USE RESOURCES WISELY



### Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Highway and Bridge Projects



RESULT DRIVER:  
Brenda Morris  
Financial Services Director

## USE RESOURCES WISELY

### *Percent of state funds invested in non-highway modes of transportation – 6f*

MEASUREMENT DRIVER:  
Dion Knipp  
Administrator of Transit

PURPOSE OF THE MEASURE:  
This measurement provides the percent of state funds invested in non-highway modes of transportation. Modes include aviation, rail, transit, waterways and freight.

MEASUREMENT AND DATA COLLECTION:  
Investments in non-highway modes of transportation represent the state and federal dollars spent on aviation, rail, transit, waterways and freight. Federal investments represent the amount spent on MoDOT-administered programs only. Investments are limited to the amounts appropriated by the state legislature each year.

During the long-range planning process, “On the Move,” Missourians chose more transportation choices as a top priority. MoDOT works closely with its multimodal partners to provide more choices within the available funding amounts. In fiscal year 2016, state and federal expenditures for multimodal programs increased \$4.2 million and \$4.1 million, respectively.

Aviation – State expenditures increased from \$6.5 million to \$7.2 million and federal expenditures increased from \$21 million to \$28 million. In FY 2016, state funds were 20 percent of total funds invested. Federal Aviation Administration and State Aviation Trust funds require a minimum local match of 10 percent.

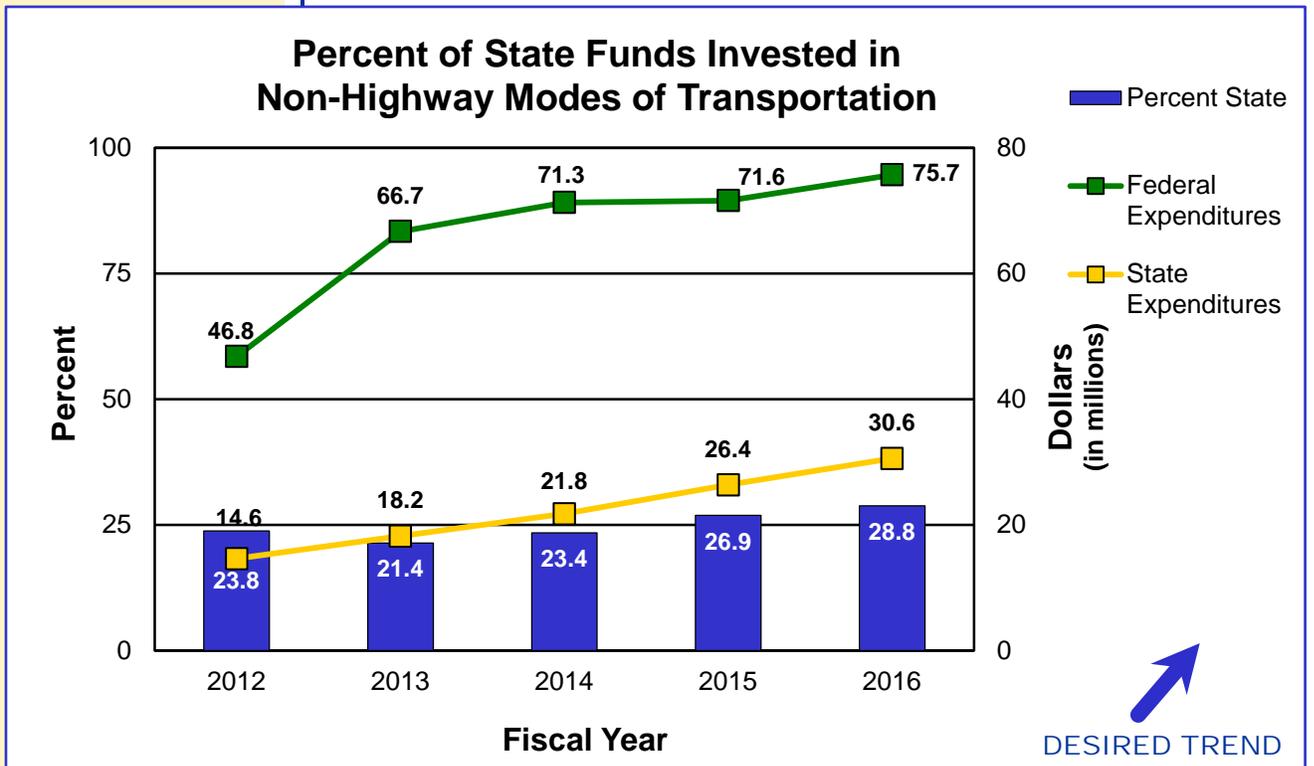
Rail – State expenditures increased from \$11.7 million to \$12.5 million, and federal expenditures decreased from \$17.9 million to \$16.3 million. In FY 2016, state funds were 43 percent of total funds invested.

Transit – State expenditures decreased from \$4 million to \$3.6 million, and federal expenditures decreased from \$32.6 million to \$31.4 million. In FY 2016, state funds were 10 percent of total funds invested. FTA funds require a local match of varying percentages depending on the program.

Waterways – State expenditures increased to 6.4 million in FY 2016 while federal expenditures remained at zero dollars. Local funds in FY 2016 totaled \$1.2 million. The waterways capital improvement program requires a minimum local match of 20 percent.

Freight – State expenditures increased from \$650,000 to \$850,000 and federal expenditures were zero dollars. Local funds in FY 2016 totaled \$170,000. The freight enhancement program requires a minimum local match of 20 percent.

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Brenda Morris  
Financial Services Director

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**MEASUREMENT DRIVER:**  
Kenny Voss  
Local Program Administrator

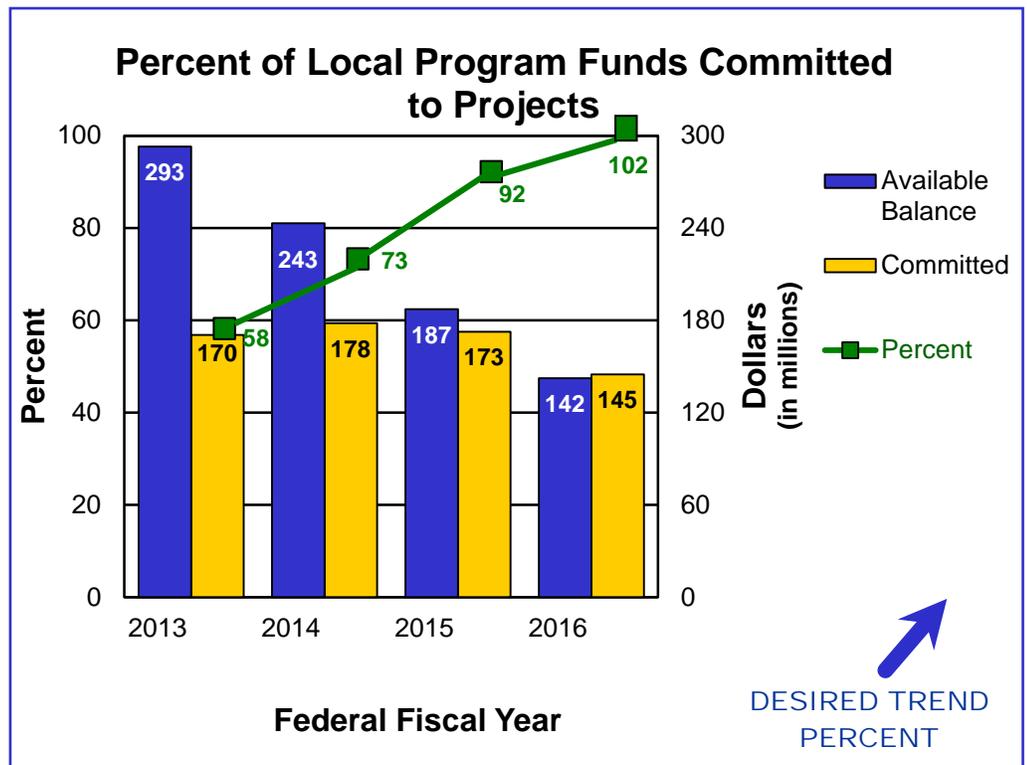
**PURPOSE OF THE MEASURE:**  
This measure tracks the percent of available local program funds committed to projects.

**MEASUREMENT AND DATA COLLECTION:**  
The data is obtained from the Federal Highway Administration's Fiscal Management Information System and based on the federal fiscal year from Oct. 1 through Sept. 30. The committed amounts represent what FHWA will reimburse for the project. The available amounts represent the federal program funds distributed to local sponsors. The goal of this measure is to commit all federal funds available to local public projects.

### Percent of local program funds committed to projects – 6g

Some of the federal funds MoDOT receives are required to be passed through to local entities, such as cities and counties. Available funds for local entities include those that are allocated this year and those that have not been committed in prior years. When local entities use federal funds, they provide the matching funds. Matching funds provided by local entities help MoDOT use all the transportation federal funding available to Missouri.

In federal fiscal year 2016, 102 percent (\$145 million) of the available funds have been committed to local projects. This represents a 10 percent increase in commitments compared to FFY 2015. Since FFY 2013, the percent of local program funds committed to projects has increased from 58 percent to 102 percent. The local program was able to commit more than what was available by using a small portion of anticipated FFY 2017 funds. MoDOT has met its goal of committing 100 percent of local program funds to projects for FFY 2016.



**RESULT DRIVER:**  
Brenda Morris  
Financial Services Director

**MEASUREMENT DRIVER:**  
Sunny Wilde  
Financial Services Coordinator

**PURPOSE OF THE MEASURE:**  
This measure tracks the percent of inactive federal projects.

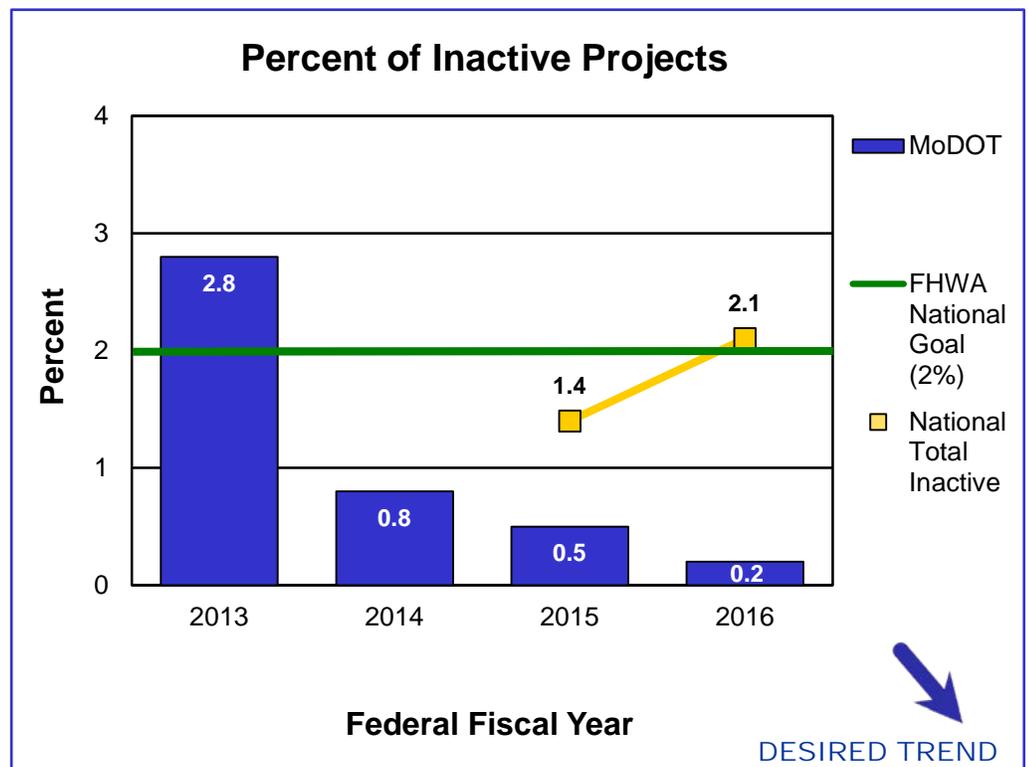
**MEASUREMENT AND DATA COLLECTION:**  
The data is obtained from Federal Highway Administration's quarterly inactive projects report and is based on the federal fiscal year from Oct. 1 through Sept. 30. The inactive report includes projects with no expenditure activity for more than one year. MoDOT uses a tracking database to assist in the analysis and reporting of inactive projects.

## USE RESOURCES WISELY

### Percent of inactive projects – 6h

Project funds must be spent for taxpayers to benefit from their transportation investments. Ensuring available resources are committed to active projects is essential to maintaining the existing transportation system. Due to project schedule delays or lags in receiving project invoices, funds sometimes are not spent in a timely manner. When this happens, MoDOT analyzes projects to determine why there has been no activity and what steps need to be taken to move the project forward. Discussions with local project sponsors often are used to ensure invoices are submitted on a timely basis.

MoDOT's continued efforts have led to a decrease in the inactive projects since federal fiscal year 2013 when the inactive percent was 2.8 percent. For the fourth quarter of FFY 2016, inactive projects were 0.2 percent (\$2.1 million). Missouri's inactive projects continue to stay below FHWA's national goal of 2 percent and below the national total inactive percentage of 2.1 percent. MoDOT's efforts to identify projects that will potentially become inactive in the coming months, and taking any necessary actions on those projects, has ensured the funds committed to projects are valid.



**RESULT DRIVER:**  
Brenda Morris  
Financial Services Director

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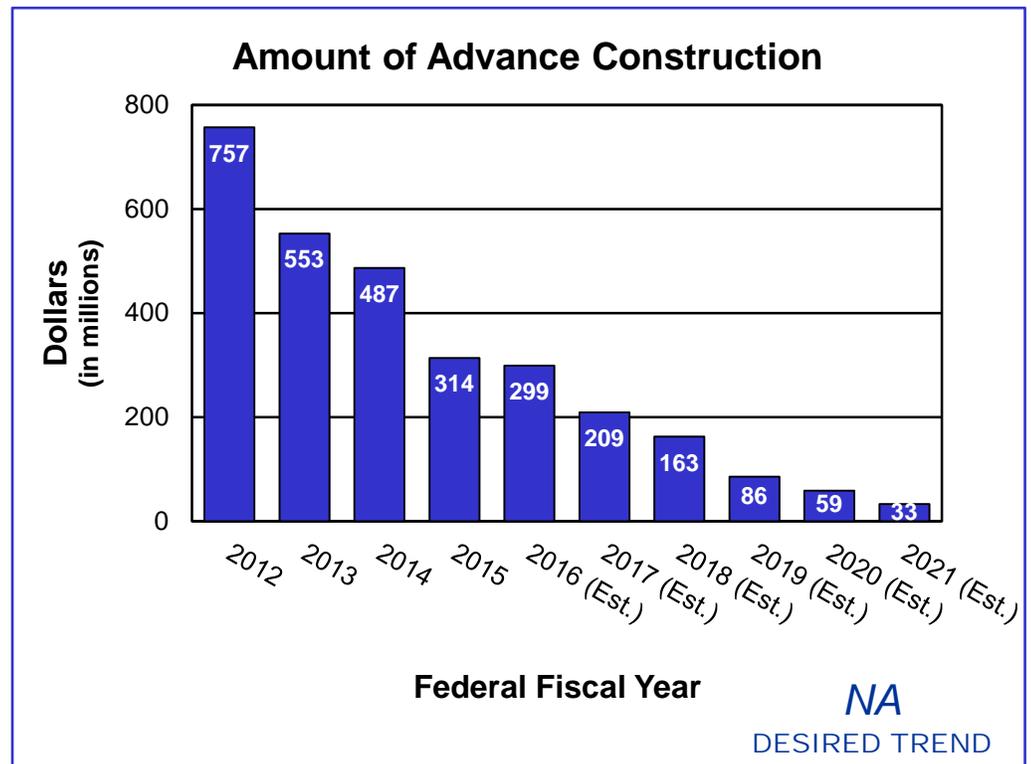
### Amount of advance construction – 6i

**MEASUREMENT DRIVER:**  
Doug Hood  
Financial Services Administrator

**PURPOSE OF THE MEASURE:**  
This measure tracks the amount of advance construction funds.

Advance construction is an innovative finance tool MoDOT uses to more efficiently manage its limited resources. Advance construction provides states the ability to move forward with projects utilizing state resources, while preserving the ability to apply and receive federal reimbursement at a later date. Advance construction helps provide the 20 percent match required for federal funds. Without advance construction, MoDOT would have had difficulty matching federal funds in the last several years.

**MEASUREMENT AND DATA COLLECTION:**  
MoDOT collects this data from Federal Highway Administration's Fiscal Management Information System. The federal fiscal year is from October 1 to September 30. Estimated Advance Construction balance for fiscal years 2016-2021 are estimates from the 2017-2021 financial forecast. The amount of advance construction is based on the total estimated project costs.



**RESULT DRIVER:**  
Brenda Morris  
Financial Services Director

## USE RESOURCES WISELY

### *Fleet usage and fuel efficiency – 6j*

**MEASUREMENT DRIVER:**  
Kevin James  
Assistant District Engineer

#### **PURPOSE OF THE MEASURE:**

This measure tracks progress of fleet usage compared to department thresholds based on annual mileage over the life of the equipment. The measure also tracks fuel efficiency for five vehicle classes: cars, pickups, light-duty trucks, heavy duty trucks and extra-heavy duty trucks. These classes represent the majority of fleet expenditures and miles driven.

#### **MEASUREMENT AND DATA COLLECTION:**

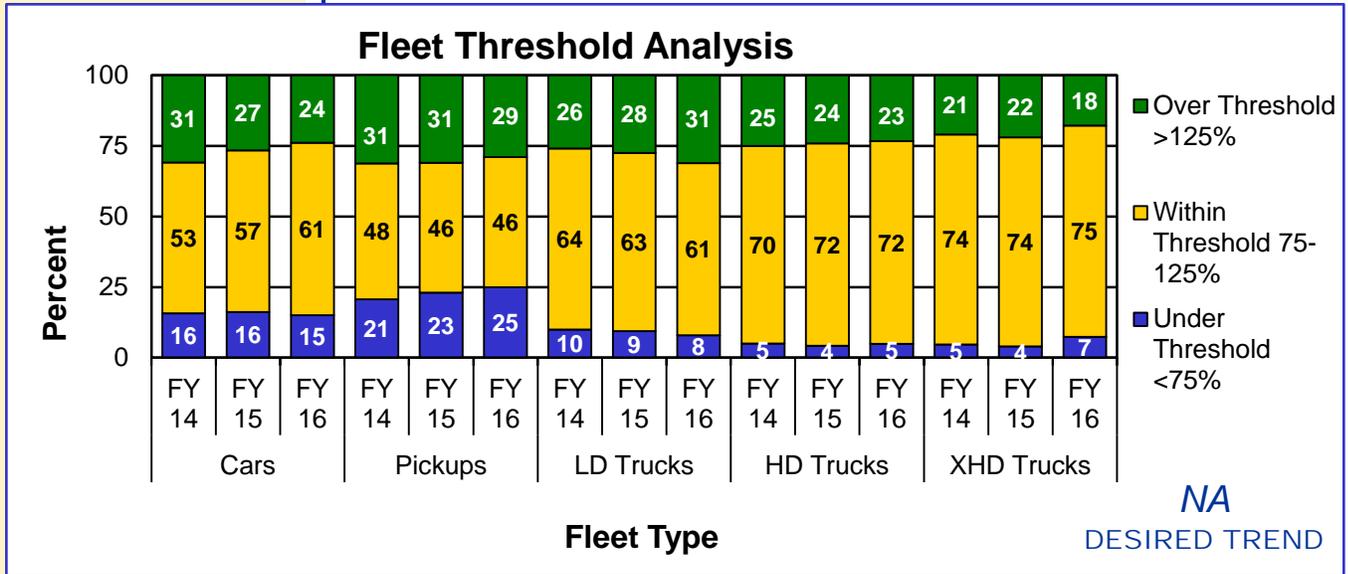
Data reflects performance for the vehicle based on its age. Ideal fleet usage falls within 75 to 125 percent of the vehicle's threshold. For example, a passenger car has a threshold of 15,000 miles per year. If a car is three years old, the mileage should be between 33,750 to 56,250 miles. The fleet threshold analysis graphs are updated in January and July. This measure also reports MoDOT's total fuel consumed and shows how fleet choices can affect fuel economy. The fuel data is collected in the statewide financial system. Mileage data is obtained from MoDOT's fleet management system, FASTER.

The fuel consumption measure shows a slight increase, and the fuel efficiency measure shows a decrease for the first quarter of fiscal year 2017 compared to the first quarter of FY 2016. Fuel consumption in FY 2017 has increased by 207,139 gallons compared to FY 2016. Mileage recorded for the five vehicle classes in FY 2017 has increased by 299,673 miles compared to FY 2016. During the first quarter of FY 2017, fewer gallons were used to perform flood restoration and drainage. For the same period, increases in gallons used for asphalt pavement repairs were also recorded. Increase in roadway work activities such as asphalt repairs resulted in a decrease in fuel efficiency of 0.6 miles per gallon compared to the same period last year.

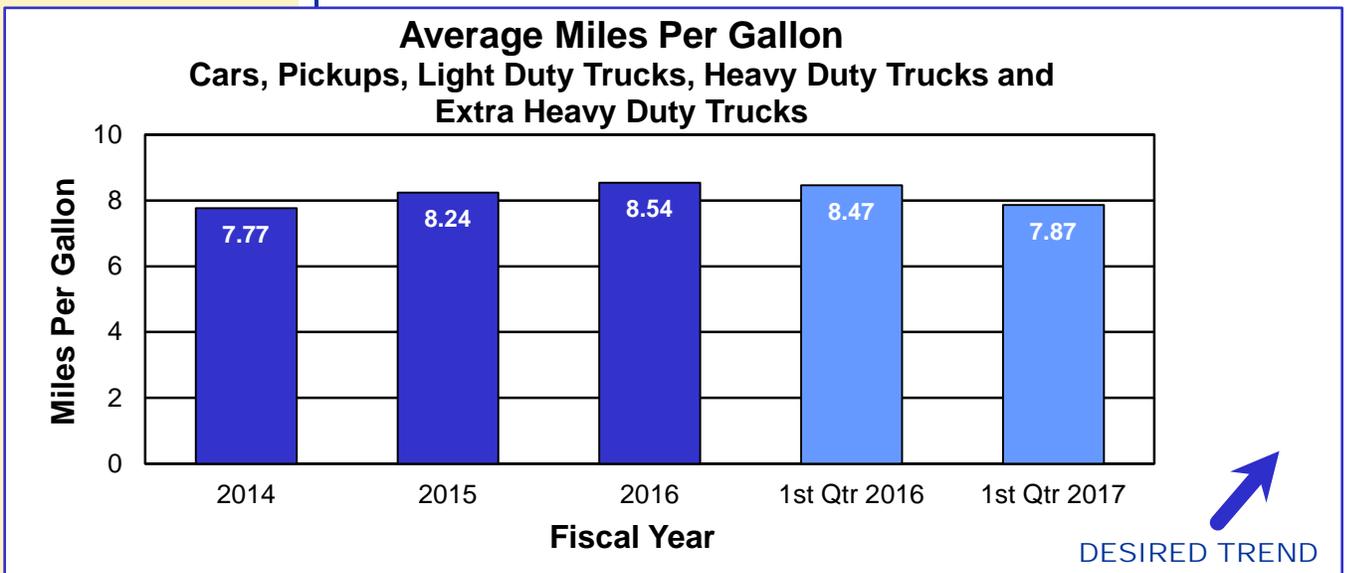
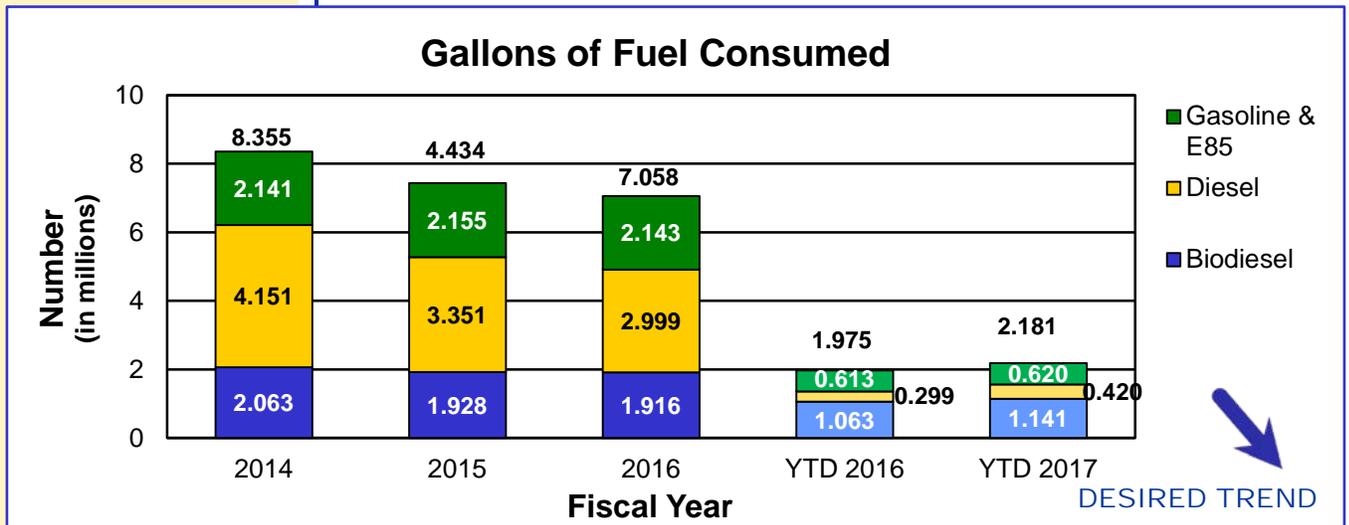
The fleet threshold chart will be updated in January 2017.



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Annual miles and/or hours threshold. Fleet threshold analysis based on life of vehicle.



**RESULT DRIVER:**  
Brenda Morris  
Financial Services Director

**MEASUREMENT DRIVER:**  
Sarah Kleinschmit  
Field Materials Engineer

**PURPOSE OF THE MEASURE:**  
This measure tracks MoDOT's recycling efforts in construction projects and internal operations.

**MEASUREMENT AND DATA COLLECTION:**  
The recycled material used in construction projects is measured through MoDOT's SiteManager database, which tracks material incorporated into projects. Data is collected on an annual basis due to the seasonal nature of construction. Recycled material from internal MoDOT operations, are captured from the annual Missouri State Recycling Program report and from other internal records.

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*Number of tons of recycled material – 6k*

For more than a decade, MoDOT has incorporated recycled asphalt pavements and roof shingles into new asphalt pavements to help offset increasing costs. While the cost of rock, sand, liquid asphalt, labor, fuel and equipment have increased, recycling efforts have helped offset the cost increases. In 2015, 27 percent of the 3.8 million tons of new asphalt pavement constructed came from recycled components. Based on tonnages bid in 2015, this saved MoDOT and taxpayers about \$7 per ton, or \$15.5 million overall. The \$15.5 million savings would be equivalent to improving more than 350 miles of a two-lane roadway with a thin overlay.

MoDOT also engages in internal recycling efforts. The amount of recycled materials has decreased steadily since 2011; however, in 2015 rose slightly compared to 2014. The majority of the recycled products come from aluminum, cardboard, office paper, scrap rubber/tires, scrap metal, motor oil and antifreeze. In fiscal year 2015, 1,900 tons of scrap metal made up the majority of the recycling, followed by 330 tons of motor oil (equivalent to more than 73,000 gallons) and 220 tons of rubber/tires (equivalent to about 20,000 passenger car tires). In FY 2015, it cost more than \$236,000 to recycle some items, such as scrap rubber/tires and to shred documents. Other recycling efforts returned more than \$456,000 in revenue. The result was slightly more than \$220,000 in net revenue.

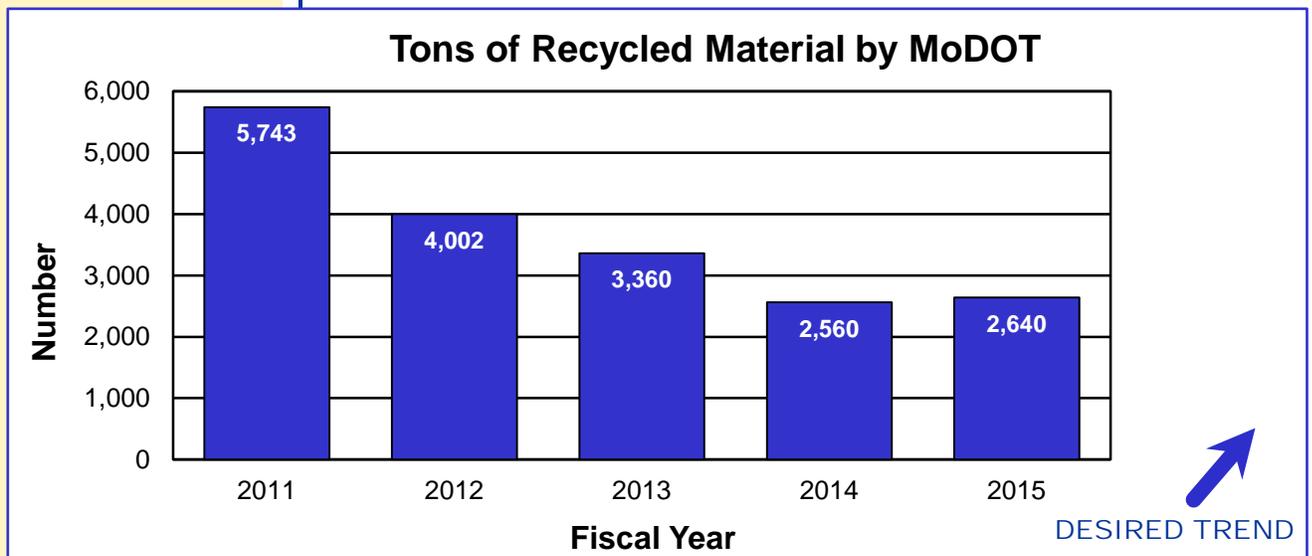
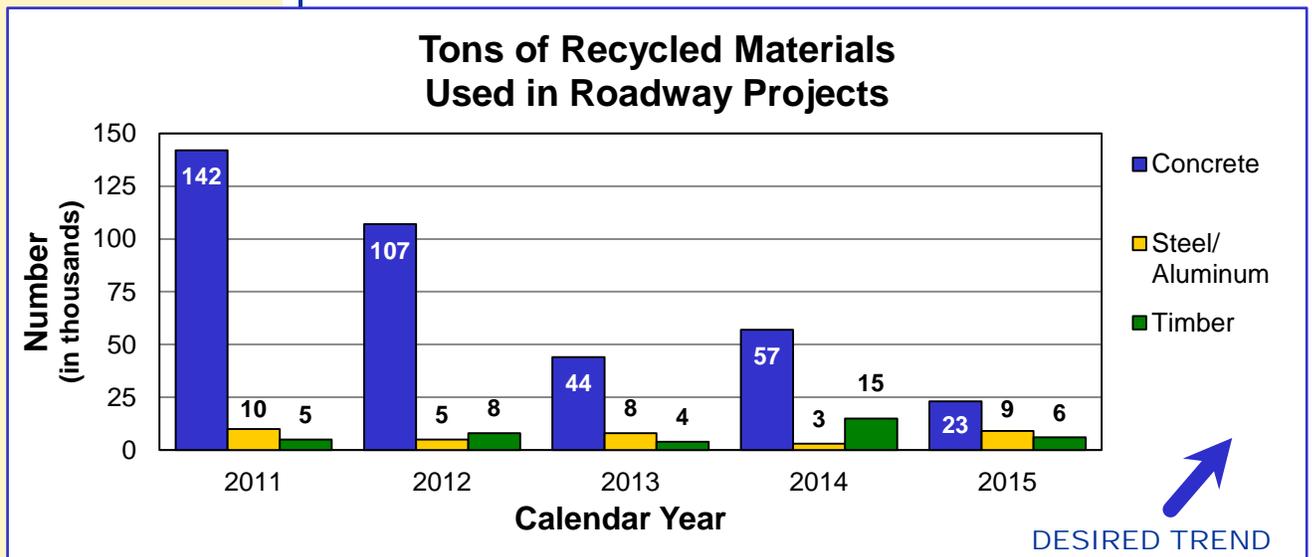
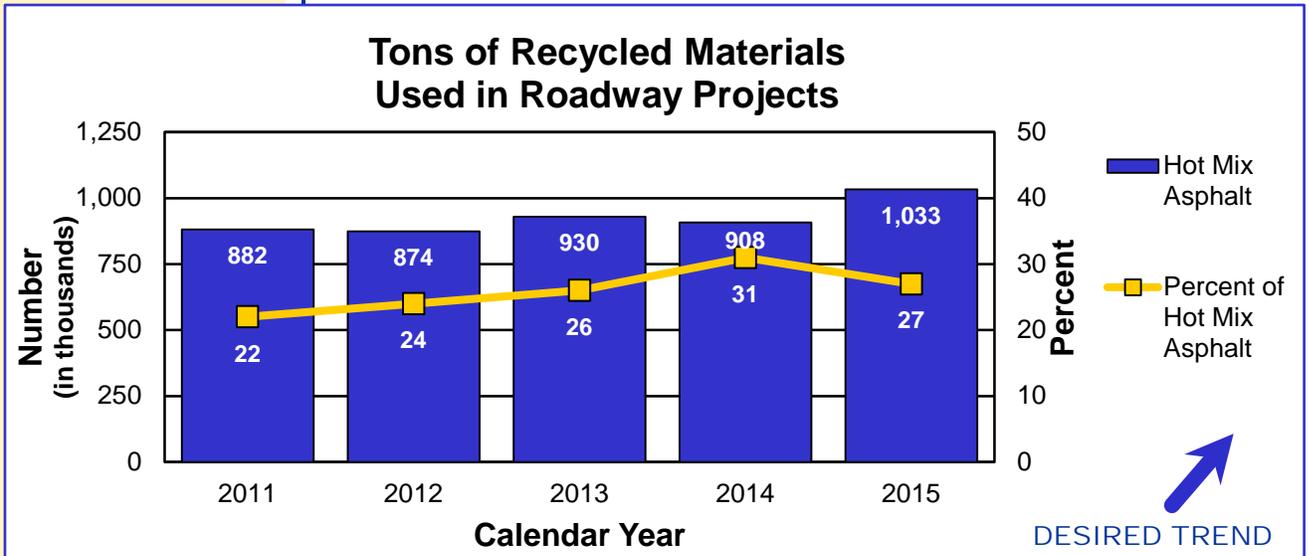
Recycling is good for the environment and helps continue to stretch available funds.



### Roofs to Roads

MoDOT is among the first state agencies in the nation to recycle shingles to resurface or rebuild highways.

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RESULT DRIVER:  
Brenda Morris  
Financial Services Director

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### *Number of environmental warnings and violations – 61*

MEASUREMENT  
DRIVER:  
Gayle Unruh  
Environmental and Historic  
Preservation Manager

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
annual trend of compliance  
with environmental laws and  
regulations, which includes  
obtaining and abiding by  
specific requirements  
contained in various permits.

MEASUREMENT AND  
DATA COLLECTION:  
Notices of Violation are similar  
to a traffic ticket as they are  
written to indicate you are  
operating outside of legal  
limits. A Letter of Warning  
indicates that there are  
problems and, if not corrected,  
could lead to an NOV. Issued  
by environmental regulatory  
agencies, NOVs, LOWs and  
letters of satisfactory  
inspections are collected and  
tracked by location and/or  
project. The measure reports  
by calendar year the number of  
NOVs, LOWs and satisfactory  
inspections received by the  
department for any activity.

MoDOT seeks to reduce its impact on Missouri natural resources by complying with environmental laws and regulations. The department is serious about protecting human health, air, water, wildlife and ecosystems. Compliance with environmental laws and regulations helps to prevent and counteract possible damage from MoDOT activities. In addition, violations with fines assessed against MoDOT result in less funding for transportation projects.

MoDOT has a zero-tolerance policy toward any NOV from regulating agencies, such as the Missouri Department of Natural Resources or the Environmental Protection Agency. Department employees study the situations that lead to NOVs and LOWs and then take action to prevent future occurrences.

A Referral NOV (referred to enforcement) was issued in the third quarter of 2016 to MoDOT and its contractor for 12 points of failure in operating a large generator of hazardous waste for the Route 54/63 bridge over the Missouri River. The NOV included improper lead-based paint removal and disposal practices.

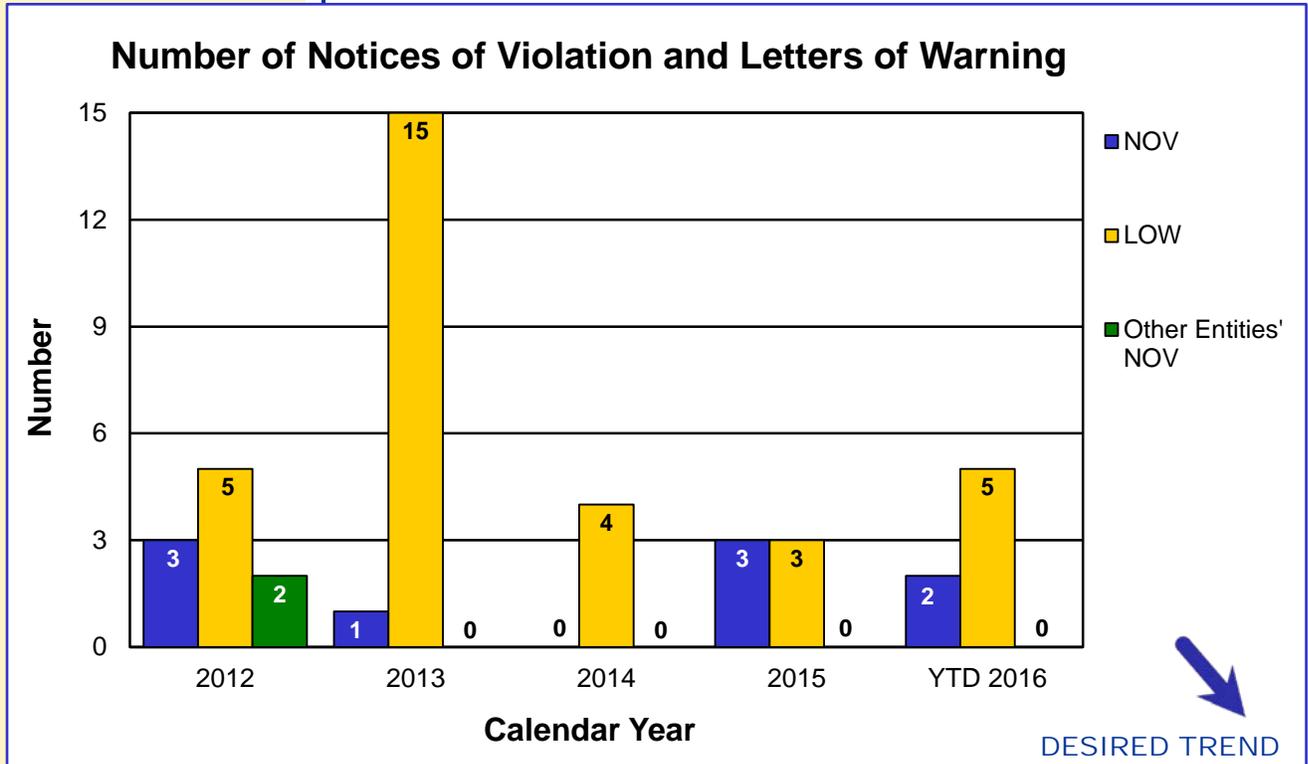
The other NOV for the year was from DNR for the cumulative past warnings of exceeding wastewater standards and related overdue monitoring reports for the Conway Welcome Center.

This same welcome center received a LOW in the third quarter of 2016 from DNR for exceedance of effluent limitations for total suspended solids established in the facilities operating permit.

Previously, DNR issued three LOWs and a letter of compliance with the Safe Drinking Water Law for the Conway Welcome Center. MoDOT received a LOW from DNR for not submitting an Operation and Maintenance Report for the erosion control permit. DNR also issued a letter of compliance for Long-Term Stewardship of the MoDOT Mulberry facility in Kansas City.

LOWs have ranged from three to 15 in the past five years. They have been significantly down the last two years.

# USE RESOURCES WISELY



There is no benchmark for this measure because MoDOT has a zero-tolerance policy toward NOV. So regardless of what other states are doing, MoDOT's desired results are zero NOV.

**RESULT DRIVER:**  
Brenda Morris  
Financial Services Director

# USE RESOURCES WISELY

## Number of stormwater violations – 6m

**MEASUREMENT DRIVER:**  
Brian Williams  
Stormwater Compliance Coordinator

**PURPOSE OF THE MEASURE:**  
This measure helps MoDOT track compliance with its stormwater permit and court ordered consent decree, which resulted from stormwater violations in 2010 and 2011. The consent decree established requirements for MoDOT projects where greater than one acre of land is disturbed.

**MEASUREMENT AND DATA COLLECTION:**

A stormwater compliance database will be used to record the compliance of MoDOT and construction contractors with the following requirements:

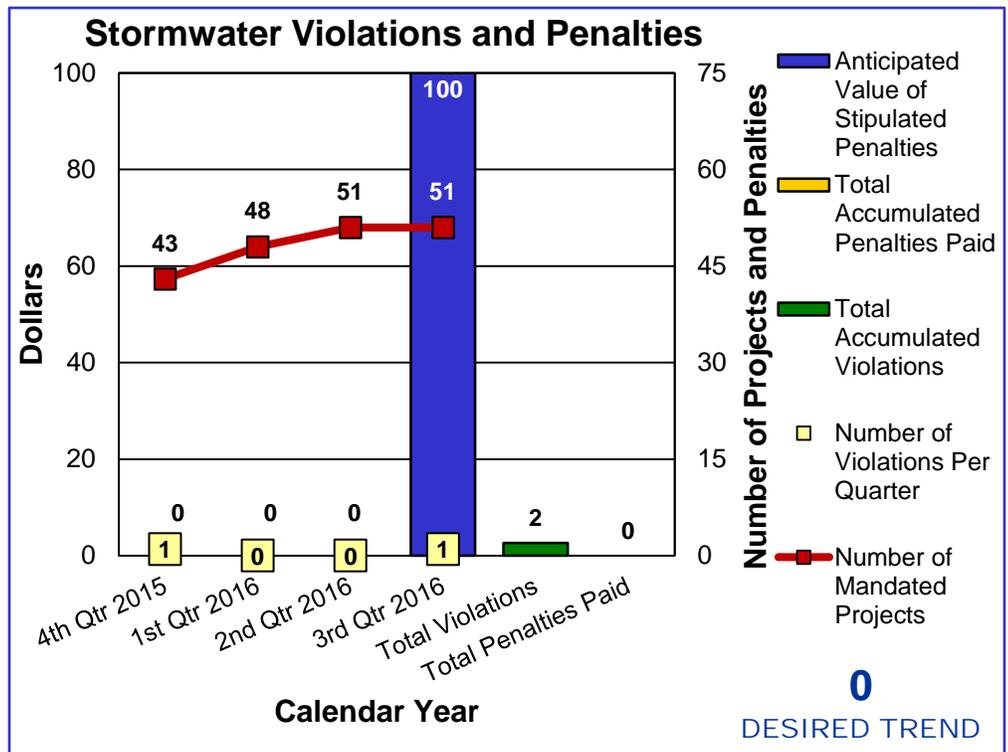
- maintain personnel in stormwater oversight positions;
- obtain the required stormwater training;
- ensure timely stormwater inspections and;
- ensure the resulting stormwater control repairs are completed within the required time.

The database also tracks the fines that result from not meeting the requirements of the decree. The data reported in this measure will be both the number of failures to meet the requirements and the dollar amount of the stipulated penalties that result during each quarter of the calendar year for the next three years. Data collection began in the last quarter of 2015.

MoDOT is committed to ensuring all land disturbance projects are in compliance with environmental laws through the use of adequate erosion and sediment control practices.

One consent decree violation occurred in the third quarter of 2016 for the 51 projects with greater than one acre of land disturbance. The current violation results from a post run-off report not being incorporated in the database within the required time because an employee was out due to illness. The violation has an anticipated stipulated penalty of \$100. The importance of inspection backup personnel has been stressed to ensure future absences will not result in reporting violations.

The accumulated total violations equal two while total accumulated penalties paid equal zero dollars. The Environmental Protection Agency exercised their option to waive the stipulated penalty shown for the fourth quarter of 2015. The anticipated stipulated penalties shown for the third quarter of 2016 will be documented in the annual report to the EPA in March 2017, and any mandated payments will be determined after their evaluation of the report.



**Note:** There is no benchmark data presented with this measure. MoDOT has a zero-tolerance policy toward stormwater violations. Therefore, regardless of what other states are doing, MoDOT’s desired results are zero violations and zero penalties.