

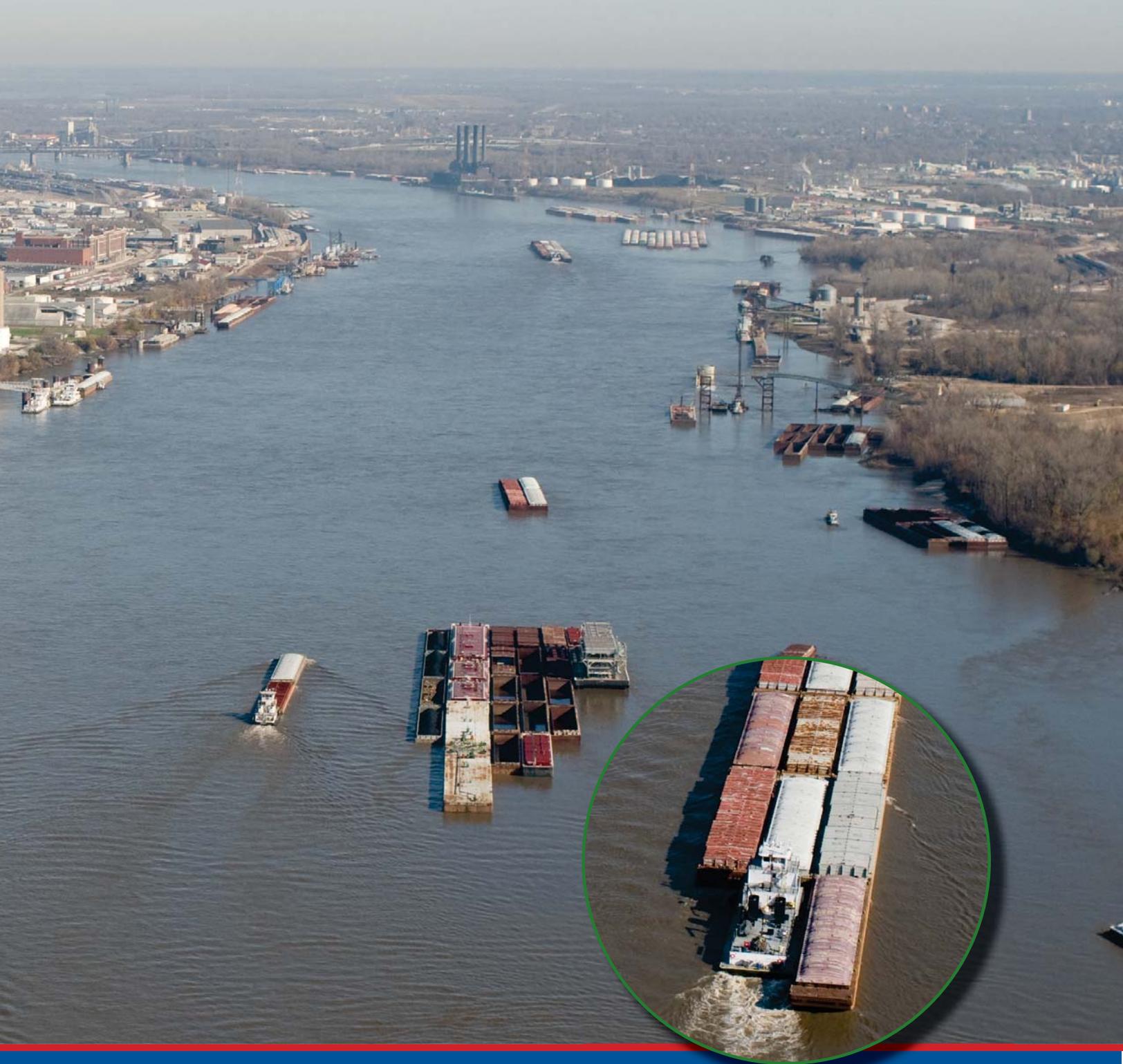


# ADVANCE ECONOMIC DEVELOPMENT

*Machelle Watkins, Transportation Planning Director*

**Tracker**

MEASURES OF DEPARTMENTAL PERFORMANCE



Missouri's transportation system has a direct impact on the state's economy. Missouri businesses depend on our roadways, rail, waterways and airports to move their products and services both nationally and globally. An efficient, well-connected transportation system helps attract new businesses to our communities and helps existing businesses maintain a competitive edge with easy customer access, minimal shipping costs and strong links to a diverse workforce. We believe investments in transportation should create jobs and provide opportunities for advancement to all Missouri citizens. An investment in transportation should provide a positive economic impact on both the citizens we serve and the communities in which they live.

RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT  
DRIVER:  
Eric Bernskoetter,  
Transportation Planning  
Specialist

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
economic impact resulting  
from the state's transporta-  
tion investments.

MEASUREMENT  
AND DATA  
COLLECTION:  
MoDOT works with the  
Economic Development  
Research Group to perform  
economic impact analyses  
for the state's transportation  
investments. The analyses  
are performed using a mod-  
el called the Transportation  
Economic Development  
Impact System, or TREDIS.  
The TREDIS model results  
demonstrate a strong link  
between transportation  
investment and economic  
development.

### *Economic return from transportation investment-7a*

Transportation projects are an economic engine that drives growth in employment and other benefits. Economists use tools such as TREDIS modeling, to provide state and regional estimates of economic benefits related to specific projects, corridors and program expenditures.

MoDOT's 2014-2018 Statewide Transportation Improvement Program invests approximately \$4.4 billion into highway and bridge projects, creating 6,528 new jobs. The projects are expected to contribute \$15.9 billion of economic output during the next 20 years, resulting in a \$3.62 return on every \$1 invested in transportation.

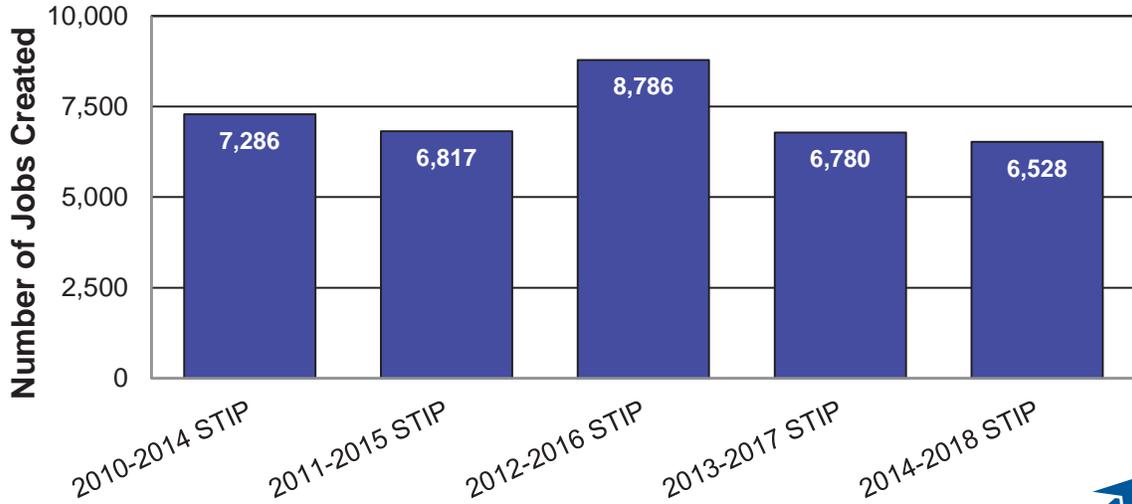
The figures tell a powerful story of economic success, but are also a sign of missed opportunity. When compared to the previous year's STIP (2013-2017), the jobs estimate is found to be a decrease of approximately 4 percent.

Static transportation funding and increasing costs have chipped away at past levels of economic return.



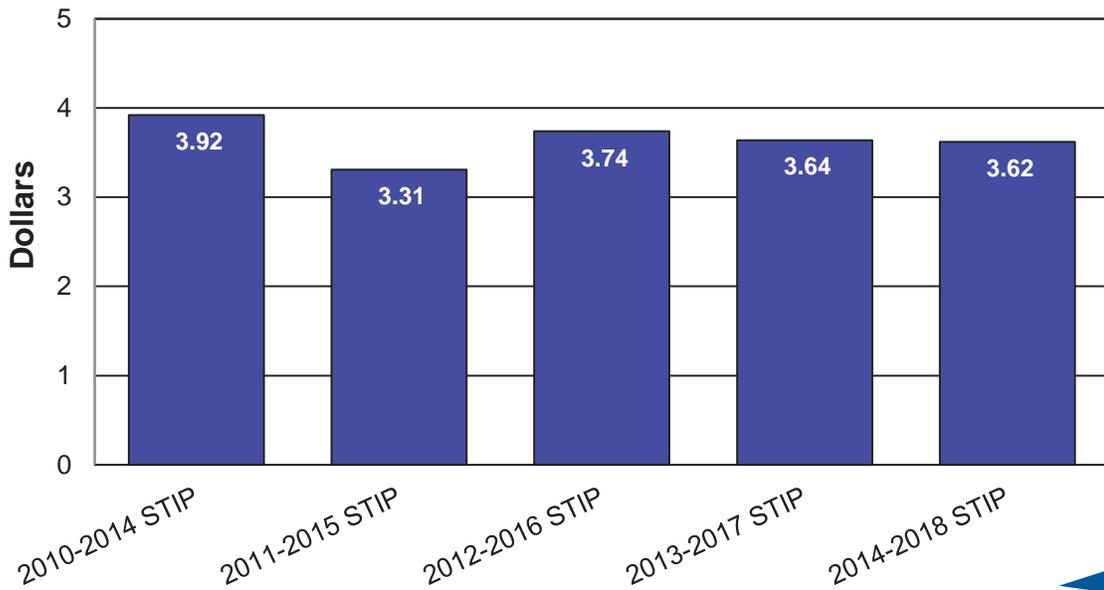
# ADVANCE ECONOMIC DEVELOPMENT

## Economic Return from Highway and Bridge Investments Annual Employment Benefit



  
DESIRED TREND

## Economic Return from Highway and Bridge Investments 20-Year Benefit Ratio for Every Dollar Invested



  
DESIRED TREND

**RESULT DRIVER:**  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT  
DRIVER:**  
Ben Reeser,  
Long-Range Transportation  
Planning Coordinator

**PURPOSE OF  
THE MEASURE:**  
This measure analyzes the  
strength of Missouri's trans-  
portation infrastructure for  
conducting business.

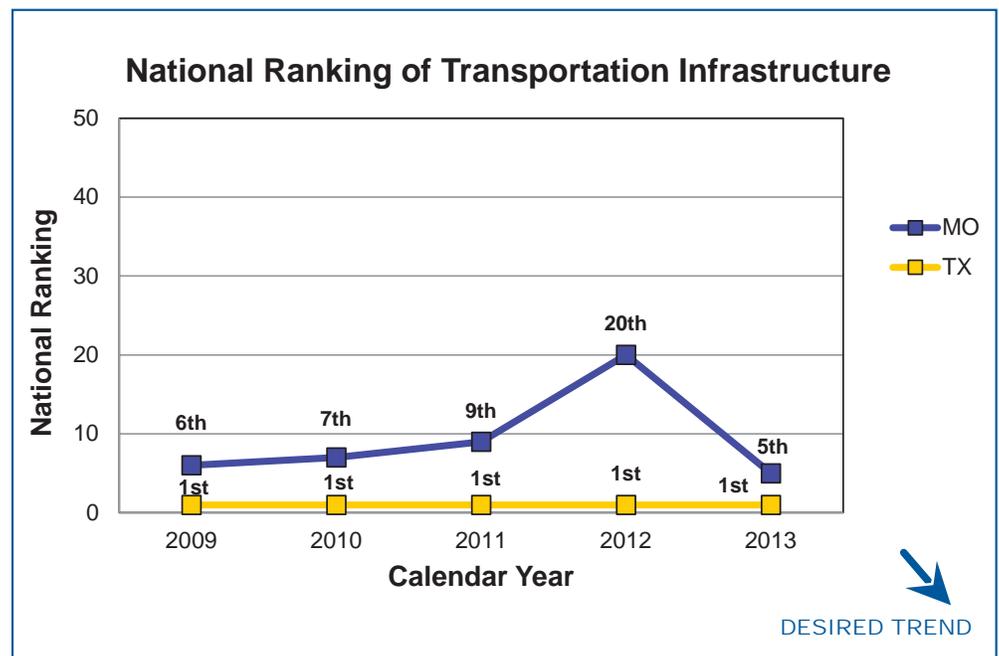
**MEASUREMENT  
AND DATA  
COLLECTION:**  
Data for this measure is ob-  
tained from an annual study  
conducted by the Consumer  
News and Business Chan-  
nel. The study scores all  
50 states on 51 measures  
of competitiveness devel-  
oped collaboratively with  
business groups including  
the National Association  
of Manufacturers and the  
Council on Competitive-  
ness, as well as the states  
themselves. Metrics are  
separated into 10 catego-  
ries, including transportation  
infrastructure. The transpor-  
tation infrastructure catego-  
ry measures the following  
for each state:

- Quantity of goods shipped by air, waterways, roads and rail (2009-2012 based on value of goods shipped, not quantity)
- Availability of air travel
- Quality of roads
- Time it takes to commute to work (added in 2012)

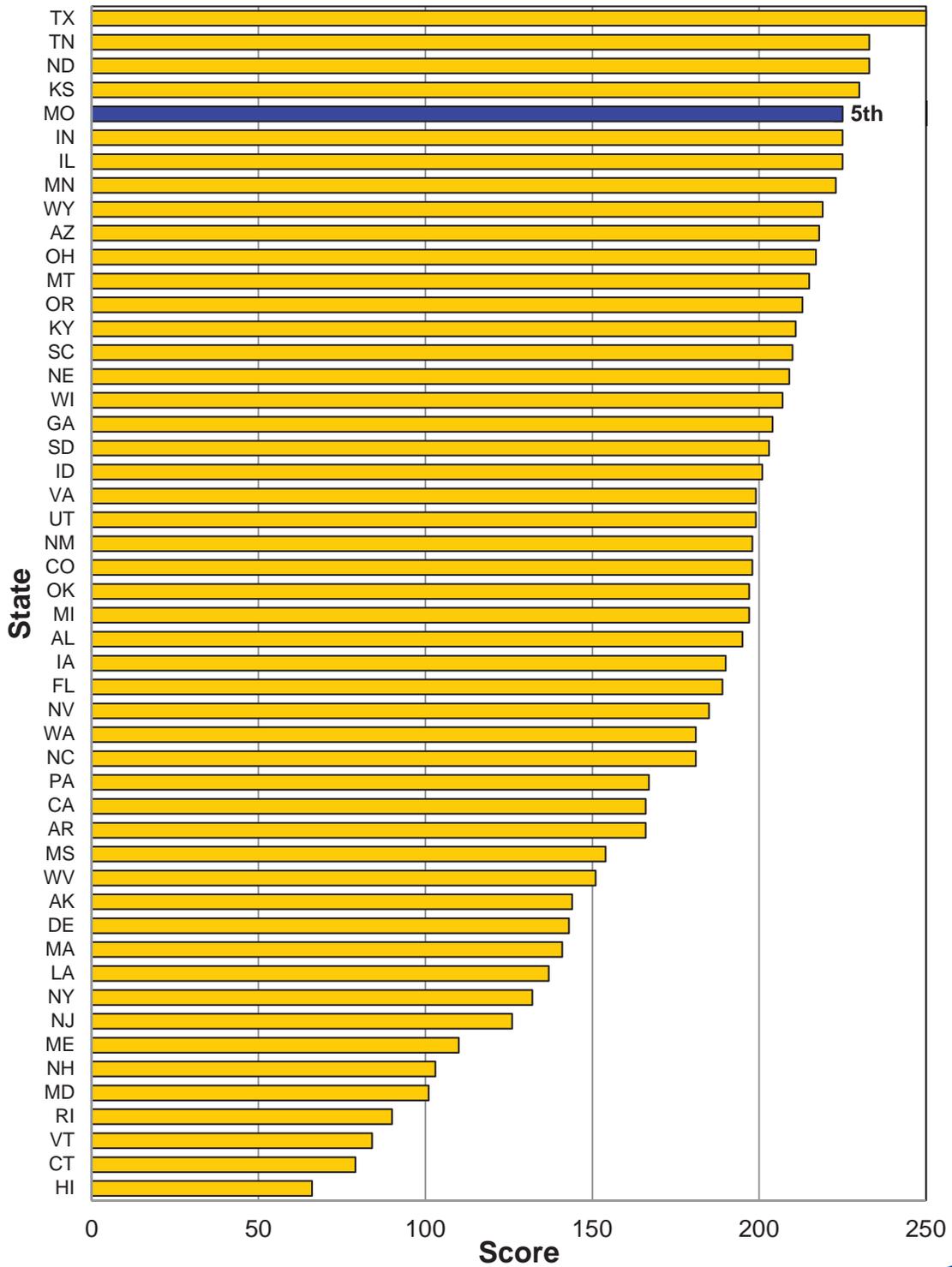
### National ranking of transportation infrastructure-7b

Transportation infrastructure leads to the attraction of new businesses and of employers looking to expand. These actions lead to new jobs, new opportunities and new revenue for states. A robust transportation infrastructure allows manufacturers to distribute their products quickly and inexpensively and allows citizens to get to work and to conduct business efficiently.

Between 2009 and 2011, Missouri's national rank in transportation infrastructure was in the top nine. In 2012 Missouri ranked 20th. Missouri's current ranking of fifth best in the nation is challenging to maintain as the state's annual transportation infrastructure funding decreased \$500 million beginning in 2011.



### 2013 Transportation Infrastructure Scores by State



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT  
DRIVER:  
Tona Bowen,  
Financial Services  
Administrator

PURPOSE OF  
THE MEASURE:  
The measure reports how  
Missouri's state highway  
system funding situation  
compares to that of other  
states.

MEASUREMENT  
AND DATA  
COLLECTION:  
Per state revenue, highway  
mileage and bridge counts  
used in this measure are  
gathered from Federal  
Highway Administration annual  
reports. The information is  
updated as the data becomes  
available from the Federal  
Highway Administration.

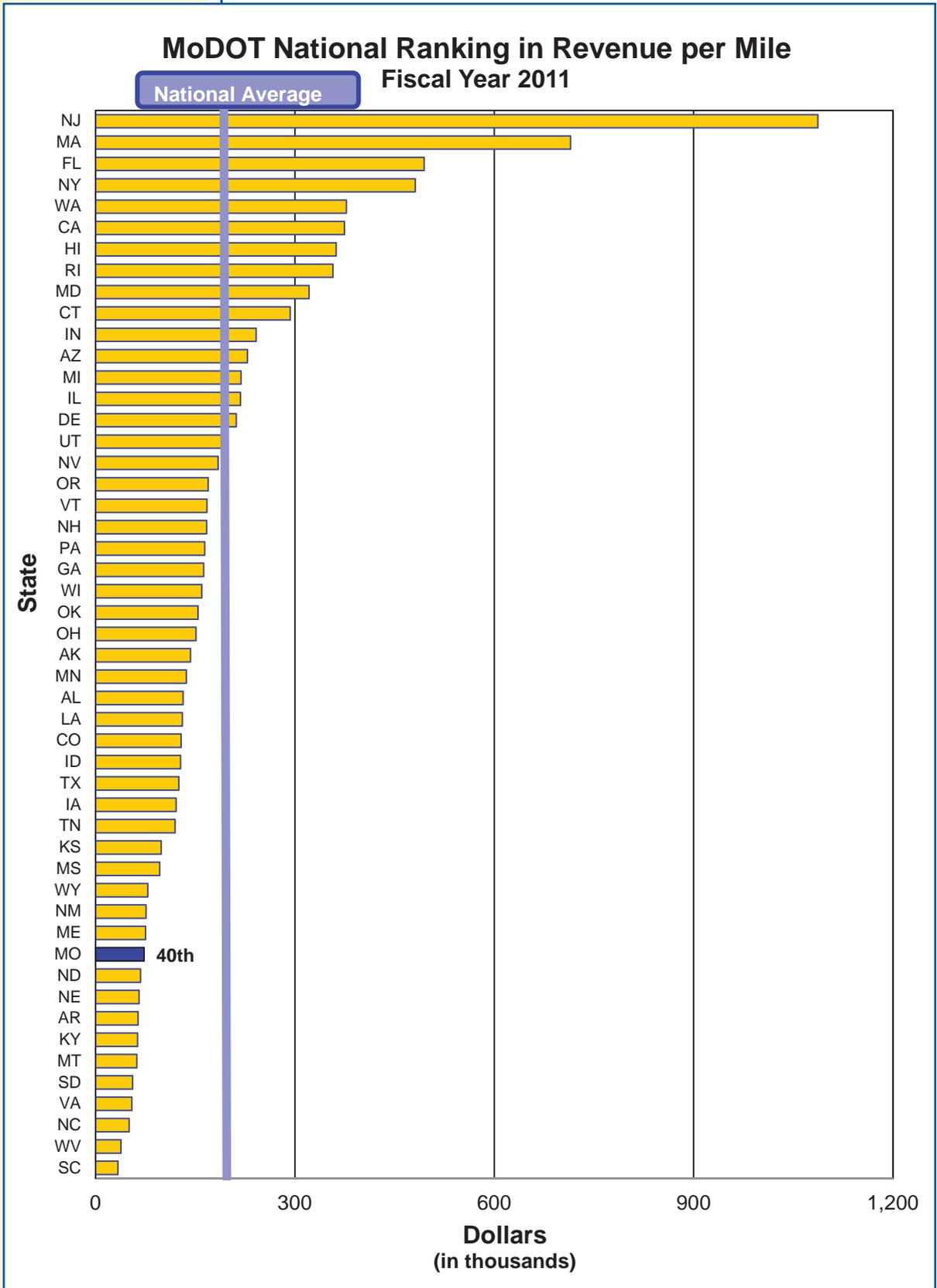
### *MoDOT national ranking in revenue per mile-7c*

Missouri's revenue per mile of \$73,041 currently ranks 40th in the nation. Missouri's state highway system, consisting of 33,845 miles, is the seventh largest system in the nation. In addition, Missouri ranks sixth nationally in number of bridges with 10,364 bridges. New Jersey's revenue per mile of \$1,086,768 ranks first. However, its state highway system includes only 2,323 miles and 2,371 bridges.

The cost to build bridges and maintain roads and highways increased sharply during the past 10 years due to inflation. In contrast, revenues from fuel taxes continue to decrease as vehicles become more fuel efficient.

MoDOT stretches transportation revenue as far as it can, in order to put as much as possible into roads and bridges. In fact, the Reason Foundation ranked MoDOT as the third lowest administrative cost per mile in the nation in the 2013 report. Further, beginning in 2011, MoDOT implemented the Bolder Five-Year Direction which reduced the size of the agency's staff by 1,200 and will result in the closing of 131 facilities and sale of more than 750 pieces of equipment. By 2015, the proposed direction will result in a savings of \$512 million that will be used for vital road and bridge projects.





RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

# ADVANCE ECONOMIC DEVELOPMENT

## Goods movement competitiveness-7d

MEASUREMENT  
DRIVER:  
Cheryl Ball,  
Administrator of  
Freight Development

PURPOSE OF  
THE MEASURE:  
This measure tracks annual  
trends in the price of trans-  
porting products in Mis-  
souri as compared to other  
Midwest states.

MEASUREMENT  
AND DATA  
COLLECTION:  
Under Development

Product transportation costs vary depending on efficiency, reliability, safety, and available modal options in the state's transportation system. Low transportation costs are important to retain existing businesses and attract new business to increase employment and economic opportunity. The data from this measure is an indicator of how well Missouri's transportation system, management, and operations align with the needs of businesses to maintain the economic competitiveness of Missouri's products in the global markets and to keep product prices low in Missouri stores.



**RESULT DRIVER:**  
Machelle Watkins,  
Transportation Planning  
Director

# ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT  
DRIVER:**  
Eric Curtit,  
Administrator  
of Railroads

**PURPOSE OF  
THE MEASURE:**  
This measure tracks the  
amount of freight moved by  
Missouri's largest transpor-  
tation modes.

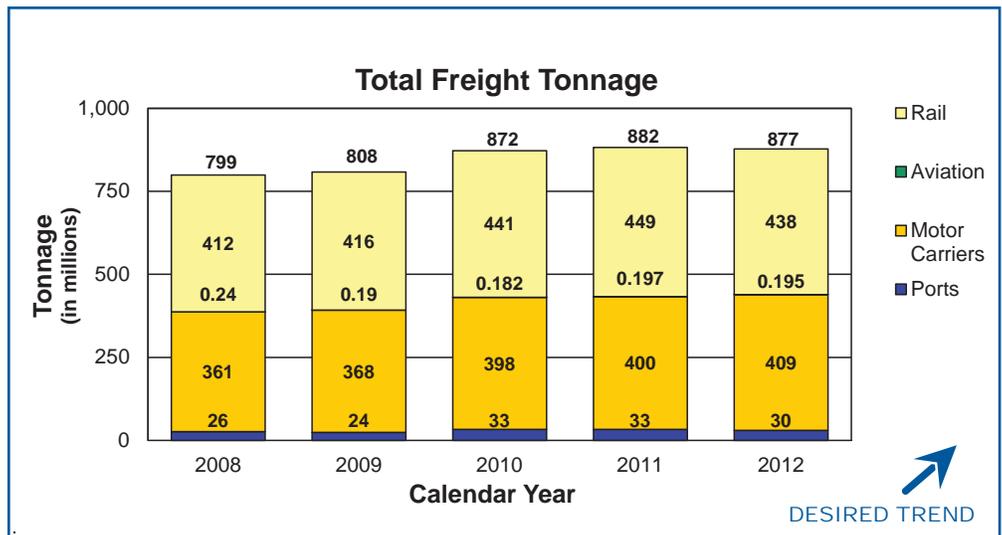
**MEASUREMENT  
AND DATA  
COLLECTION:**  
Two times a year, a freight  
tonnage estimator is used  
to calculate the amount of  
freight moved by railroads  
and highways. The estima-  
tor provides timely informa-  
tion for Missouri's primary  
freight movers. Freight data  
for aviation and waterways  
is a combination of direct  
surveys and trend analy-  
sis. This measure's data is  
estimated but provides an  
indication of current trends  
and movements.

## Freight tonnage by mode-7e

Everything comes from somewhere. How it gets from place to place depends on a number of factors. In Missouri, the vast majority of freight moves by rail, followed closely by trucks. These modes experience volume shifts from year to year, often based on the health of the national economy and shifts in consumer preferences. Note that the amount of freight moved in Missouri is recovering, but has not yet reached the pre-Great Recession levels of 2007.

Overall, the amount of freight shipped in 2012 was slightly less than 2011 totals. Rail freight fell approximately 2 percent as demand for coal and other bulk commodities dropped. Motor carriers hauled 2 percent more by weight. Trucking's increase was largely due to growth in durable consumer goods consumption. Durable goods such as appliances and furniture tend to move by truck.

Last year's drought caused low-water levels in both the Missouri and Mississippi rivers. Hauling operations suffered, but would have been worse if not for late winter rain that allowed an earlier opening to the Missouri River shipping season.



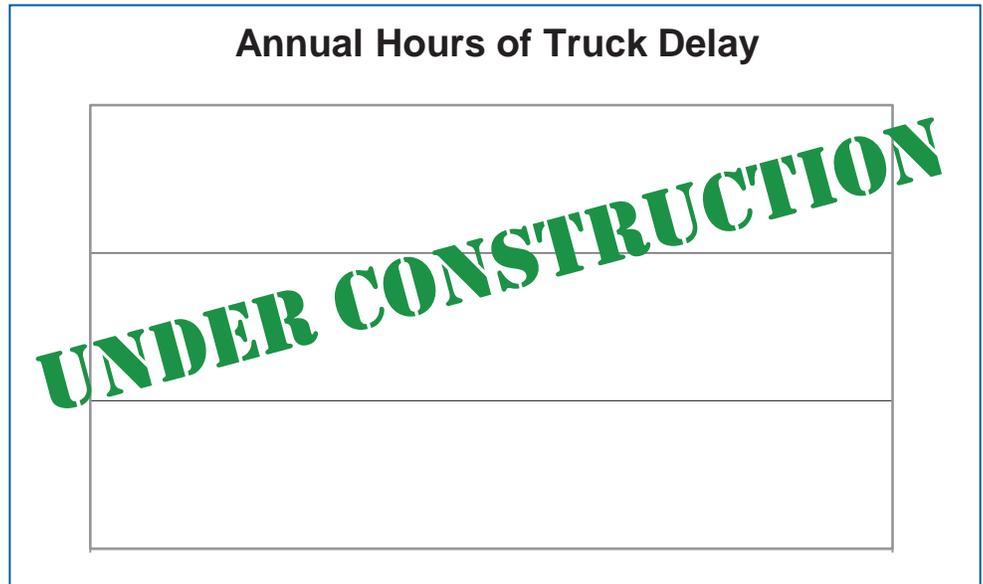
RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

*Annual hours of truck delay-7f*

MEASUREMENT  
DRIVER:  
Kim Russell,  
Motor Carrier Services  
Project Manager

PURPOSE OF  
THE MEASURE:  
This delay measure is  
proposed to be used as a  
Moving Ahead for Progress  
in the 21st Century Act  
national freight performance  
measure.

MEASUREMENT  
AND DATA  
COLLECTION:  
This measure will track  
travel time above the con-  
gestion threshold in units of  
vehicle-hours for commer-  
cial motor vehicles on the  
interstate highway system.  
Further guidance about  
data requirements and  
measure methodology will  
be forthcoming from FHWA.



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

# ADVANCE ECONOMIC DEVELOPMENT

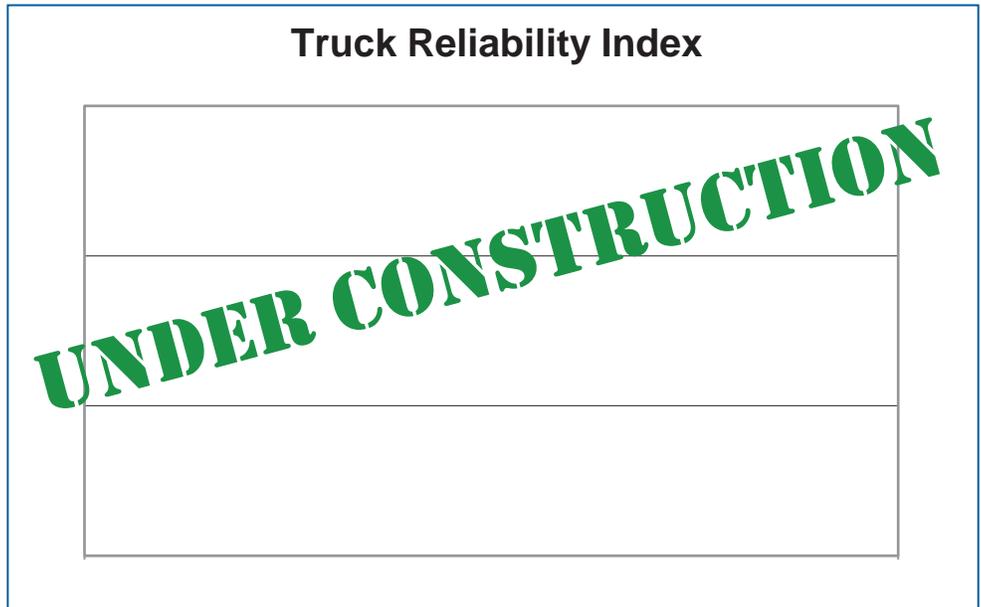
MAP-21

## Truck reliability index-7g

MEASUREMENT  
DRIVER:  
Scott Marion,  
Motor Carrier Services  
Assistant Director

PURPOSE OF  
THE MEASURE:  
This reliability measure is  
proposed to be used as a  
Moving Ahead for Progress  
in the 21st Century national  
freight performance mea-  
sure.

MEASUREMENT  
AND DATA  
COLLECTION:  
This measure uses the  
Truck Reliability Index, a  
ratio of the total truck travel  
time needed to ensure on-  
time arrival to the agency-  
determined threshold travel  
time (e.g., observed travel  
time or preferred travel  
time), to gauge consistency  
in truck freight travel times.  
Further guidance about  
data requirements and  
measure methodology will  
be forthcoming from FHWA.



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

### *Jobs created by projects funded through the economic development program-7h*

MEASUREMENT  
DRIVER:  
Todd Grosvenor,  
Financial Services  
Administrator

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
number of jobs created  
through MoDOT's economic  
development program.

MEASUREMENT  
AND DATA  
COLLECTION:  
Data for this measure is  
collected from a partner-  
ship development database.  
This measure is updated  
quarterly and is based on  
the state fiscal year – July 1  
to June 30.

The Cost Share/Economic Development Program builds partnerships with local entities to pool efforts and limited resources in order to deliver state highway and bridge projects. MoDOT allocates \$45 million of Cost Share/Economic Development funds annually, based on the funding distribution formula set by the Missouri Highways and Transportation Commission. Each year, at least \$5 million is set aside for projects that demonstrate economic development through job creation.

MoDOT contributes up to 100 percent of the total cost for projects on the state highway system if the Missouri Department of Economic Development verifies the project creates jobs. Retail development projects are not eligible.

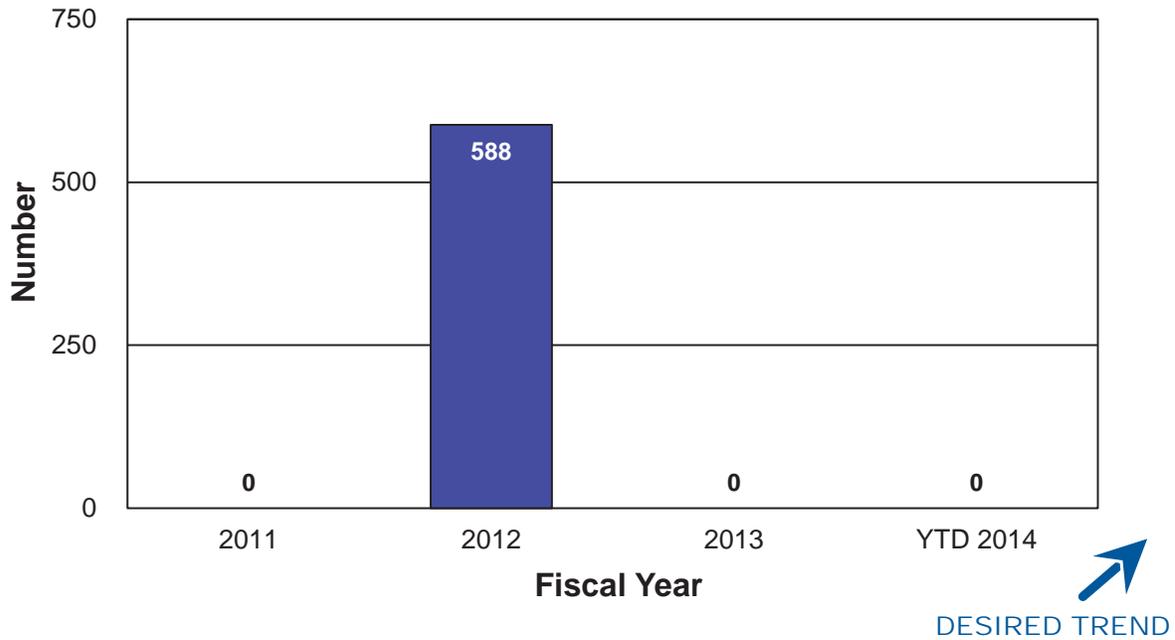
In 2012, Edward Jones created 588 verified new jobs in conjunction with interchange improvements at I-270 and Dorsett Road in St. Louis County.

\$4.7 million in Fiscal Year 2014 economic development funds are approved for Route 210 improvements in Clay County. This project is estimated to cost \$7.5 million and is expected to result in 39 new jobs at Adrian Steel by 2017.

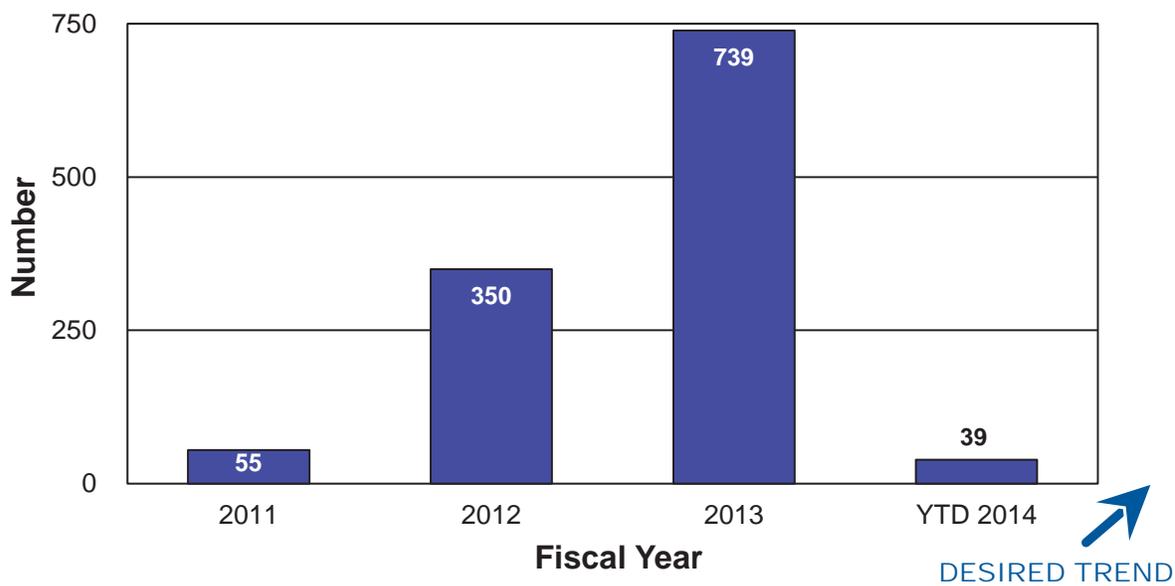
MoDOT markets the cost sharing and partnering programs throughout the state to build partnerships with entities and accomplish formerly unlikely projects.

# ADVANCE ECONOMIC DEVELOPMENT

## Jobs Created by Projects Funded Through the Economic Development Program



## Economic Development Projects Approved with Estimated Future Job Creation



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

### MEASUREMENT DRIVER:

Rudolph Nickens,  
Director of Equal  
Opportunity and Diversity

### PURPOSE OF THE MEASURE:

This measure tracks minority and female employment in MoDOT's workforce and compares it with availability data from the Missouri 2010 Census report.

### MEASUREMENT AND DATA COLLECTION:

The SAM II database is used to collect data. The Missouri 2010 Census data is used as the benchmark for this measurement.

## *Percent of minorities and females employed-7i*

By placing the right people in the right place, MoDOT can better serve its customers and help fulfill its responsibilities to taxpayers.

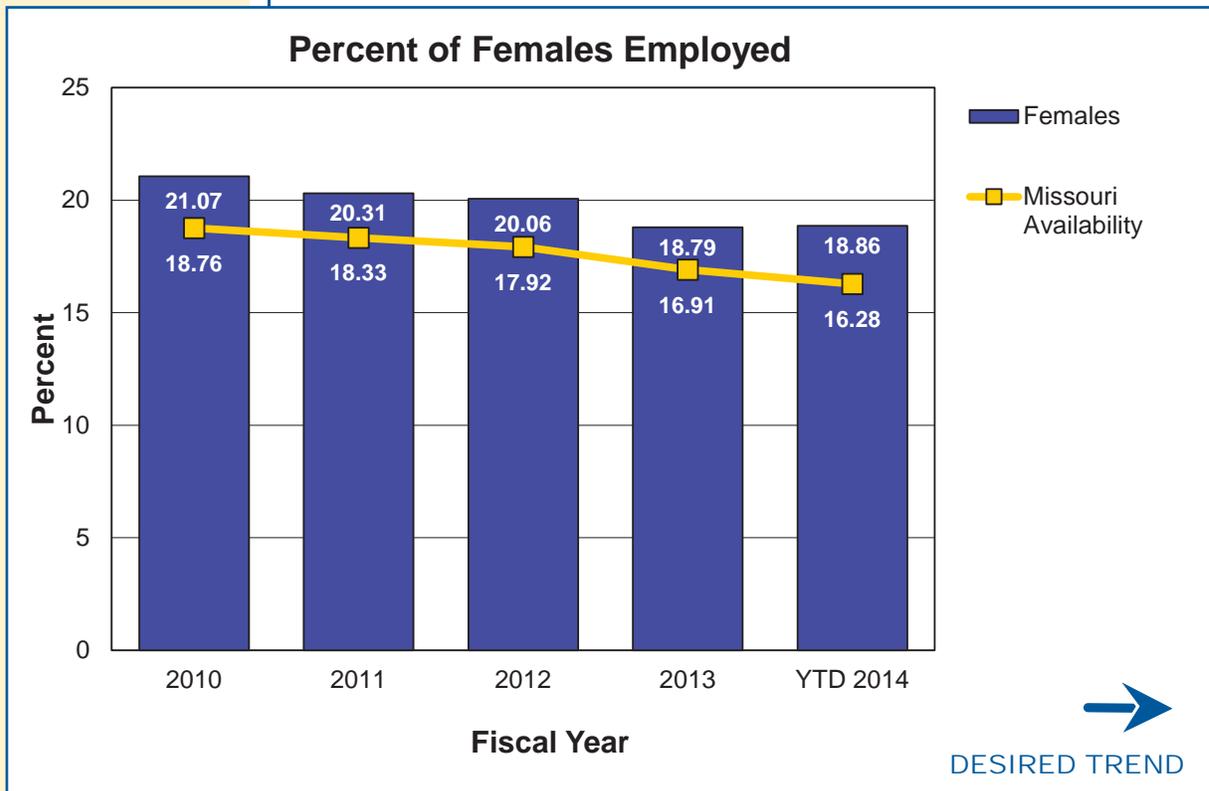
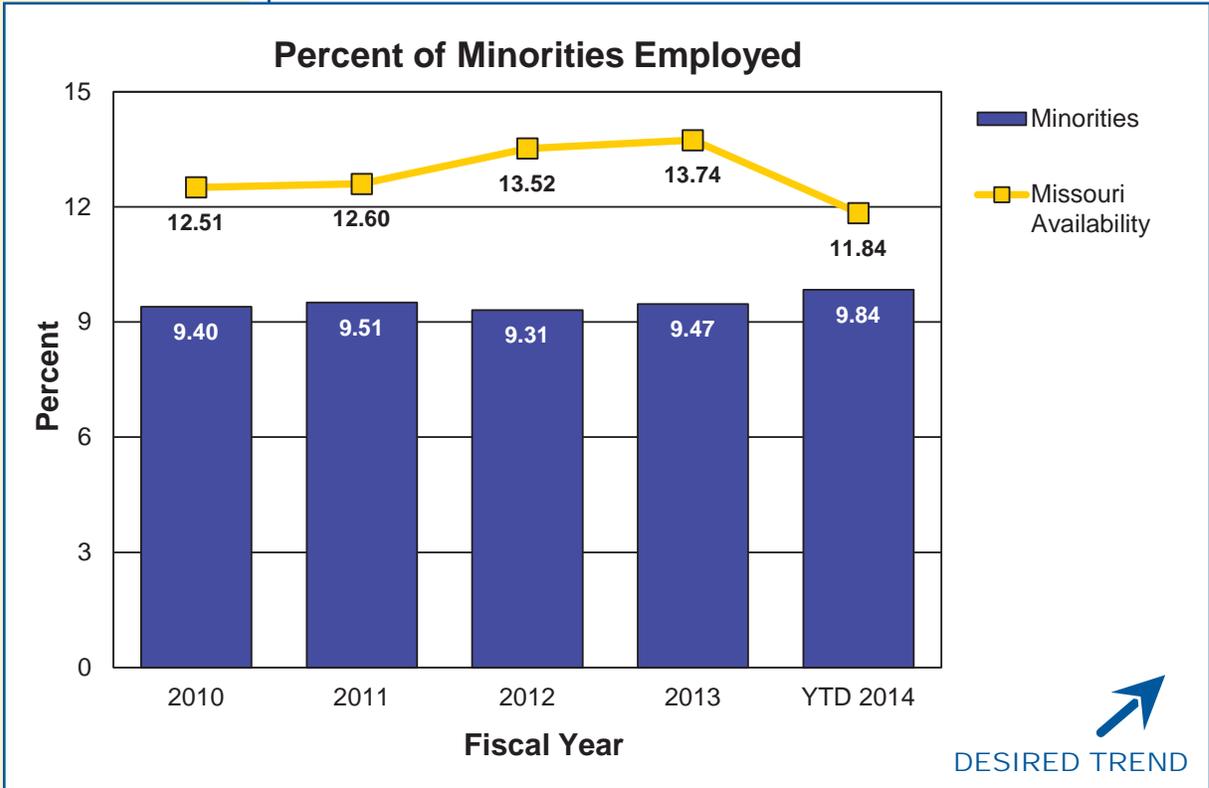
The number of minority employees increased by 3.8 percent (475 to 493) from the fourth quarter of fiscal year 2013 to the first quarter of FY 2014. The number of female employees increased by 0.3 percent from fourth quarter of FY 2013 to first quarter of FY 2014 (942 to 945). When compared to overall employment, the percent of females increased (18.79 to 18.86 percent), and the percent of minorities increased (9.47 to 9.84 percent). Total employment during this time decreased from 5,014 to 5,010.

MoDOT continues to advertise job announcements with organizations that are geared toward females and minorities, attend career fairs at historically black colleges and universities, make job announcements available at NAACP meetings and forward announcements to diverse contacts. MoDOT managers are encouraged to recruit diverse candidates and develop partnerships with organizations statewide.

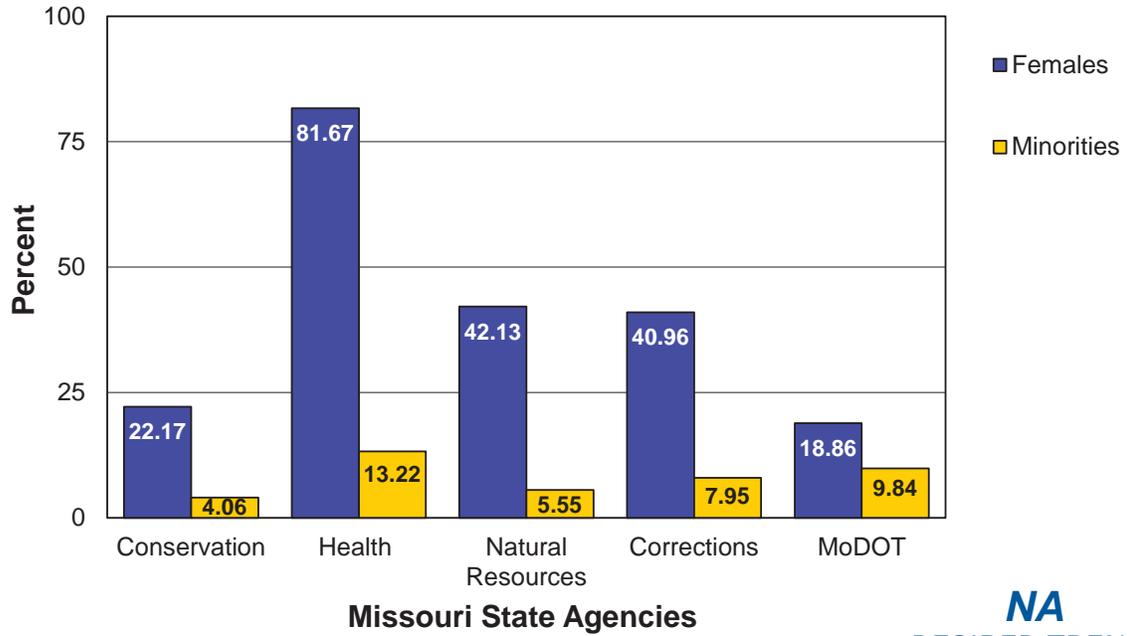
Note: Beginning in fiscal year 2014, 2010 census data, which includes new census counts and census job titles, is used as a benchmark. Several census titles changed, as did the number of minorities and females in the census groups from which MoDOT hires.



# ADVANCE ECONOMIC DEVELOPMENT



**Percent of Minorities and Females Employed  
as Compared to Other State Agencies  
Fiscal Year 2013**



**NA**  
DESIRED TREND

RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

MEASUREMENT  
DRIVER:  
Lester Woods, Jr.,  
External Civil Rights  
Director

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
percent of Disadvantaged  
Business Enterprise use on  
construction and engineer-  
ing projects.

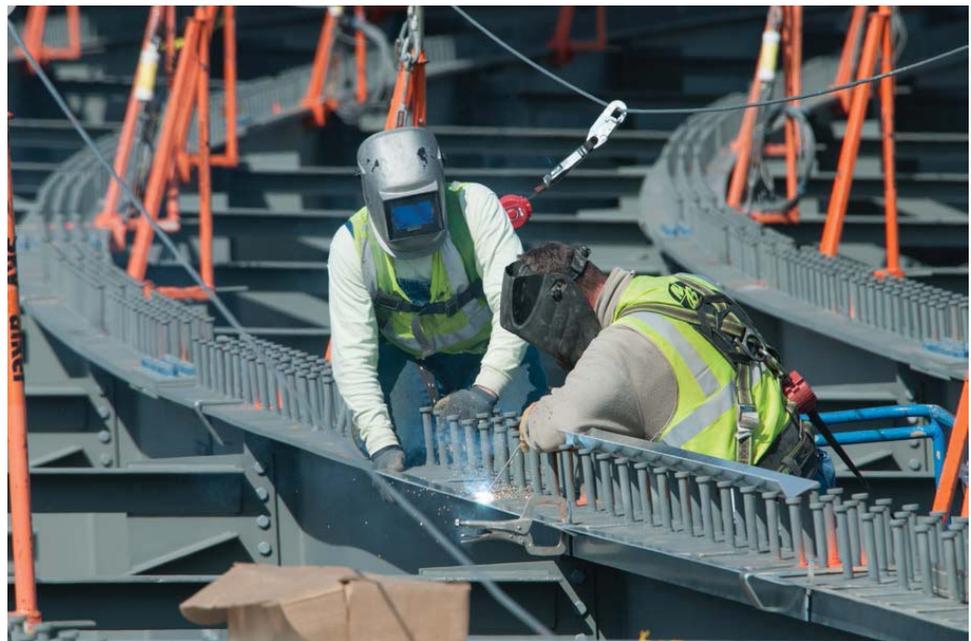
MEASUREMENT  
AND DATA  
COLLECTION:  
Data is collected through  
Site Manager for each  
construction project. The  
overall DBE goal is a  
yearly target established by  
MoDOT and FHWA regard-  
ing the expected total DBE  
participation on all federally  
funded construction proj-  
ects. Individual DBE project  
goals are determined by  
subcontract opportunity,  
project location and avail-  
able DBE firms that can  
perform the scope of work.  
DBE utilization is tracked for  
each construction project  
identifying the prime con-  
tractor, contract amount, the  
established goal and how  
the prime contractor fulfilled  
the goal. This measure is  
based on the federal fis-  
cal year, which is Oct. 1  
through Sept. 30. Collection  
of data of the DBE classifi-  
cations began in FFY 2012.

## ADVANCE ECONOMIC DEVELOPMENT

### *Percent of disadvantaged business enterprise participa- tion on construction and engineering projects-7j*

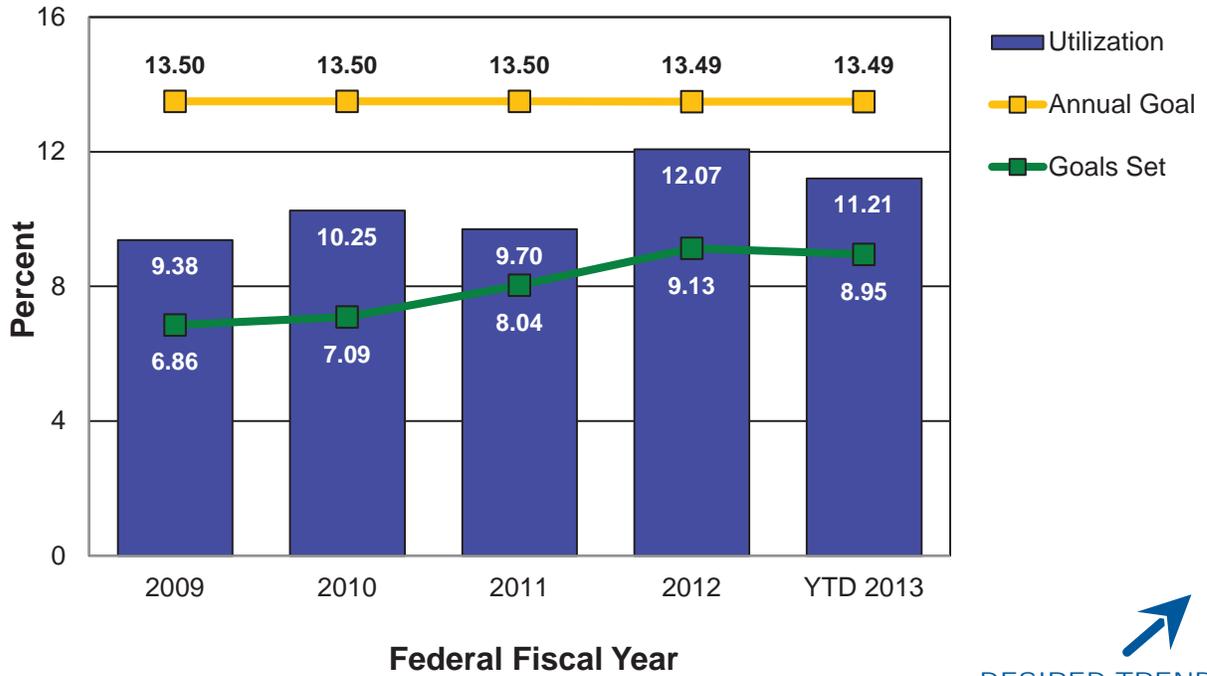
MoDOT believes it's good business to support diversity among its contrac-  
tors, subcontractors and suppliers. Contractors, subcontractors and sup-  
pliers working on construction projects that receive federal aid or federal  
financial participation are required to take reasonable steps to ensure DBEs  
have an opportunity to compete for and participate in project contracts and  
subcontracts.

The overall DBE goal for federal fiscal year 2013 is 13.49 percent. The DBE  
participation for the first three quarters of FFY 2013 is 11.21 percent. This is  
a 0.86 percent decrease from FFY 2012. Of the 11.21 percent utilization, 2.3  
percent is participation from minority-owned DBE firms, 0.47 percent is par-  
ticipation from minority women-owned DBE firms and 8.44 percent is partici-  
pation from women-owned DBE firms. The collective goals set for projects  
closed during this period amounted to 8.95 percent.



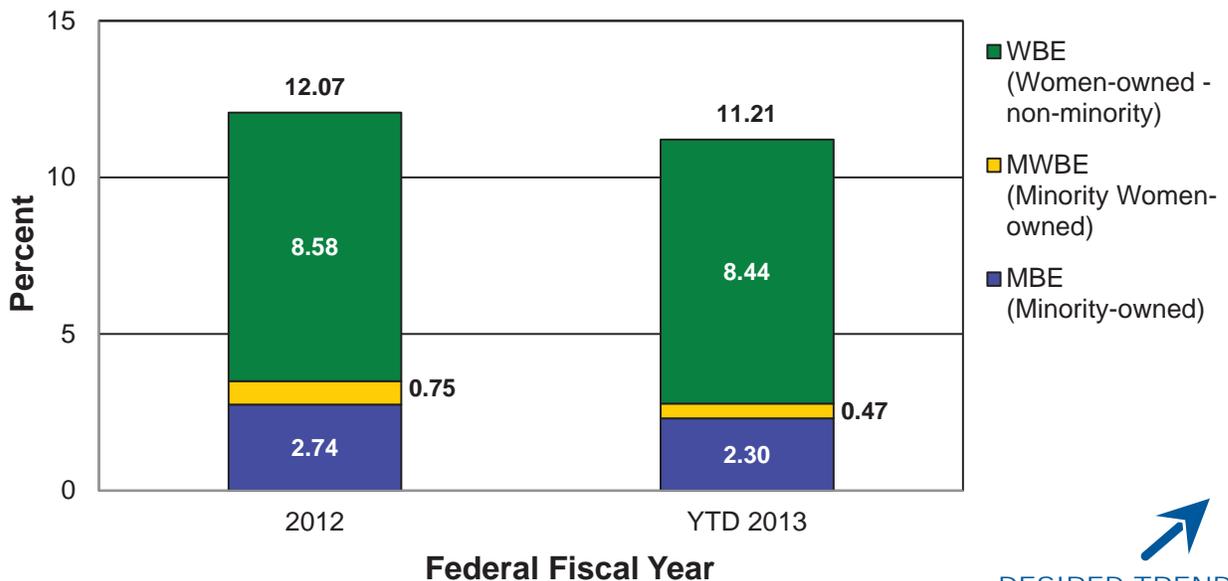
# ADVANCE ECONOMIC DEVELOPMENT

## Percent of DBE Participation



 DESIRED TREND

## Percent of DBE Participation by Classification



 DESIRED TREND

**RESULT DRIVER:**  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT  
DRIVER:**  
Rebecca Jackson,  
General Services  
Manager

**PURPOSE OF  
THE MEASURE:**  
This measure tracks the department's non-program spending with certified minority, women, and disadvantaged business enterprises. Vendors may be certified through the Office of Administration as well as the Missouri Regional Certification Committee. Included in these expenditures are items such as materials, equipment, tools and supplies. Program spending, including construction, design consultants, local agencies, highway safety and multimodal programs, and exempted activities such as utilities, postage, organizational memberships, conferences and travel are excluded from total dollars spent.

**MEASUREMENT  
AND DATA  
COLLECTION:**  
Data is obtained from the statewide financial accounting system expenditure reports and United Missouri Bank purchasing card reports. Certified vendors are maintained in a statewide procurement vendor database.

### *Expenditures made to certified minority, women and disadvantaged business enterprises-7k*

Ensuring MoDOT spending is representative of Missouri communities advances economic development for all business enterprises. Historical data helps identify opportunities for improvement. Improvement efforts include training staff who have procurement authority, outreach to MWDBE vendors to encourage them to become certified and focused inclusion efforts. During the first quarter of FY 2014, results indicate a \$1.7 million increase in MWDBE discretionary expenditures compared to the same period in 2013. Compared to first quarter FY 2013, the FY 2014 percentage of discretionary MWDBE spend increased by 2.3 percent. This increase is due to better identification of available MWDBE vendors beginning in early FY 2013.

