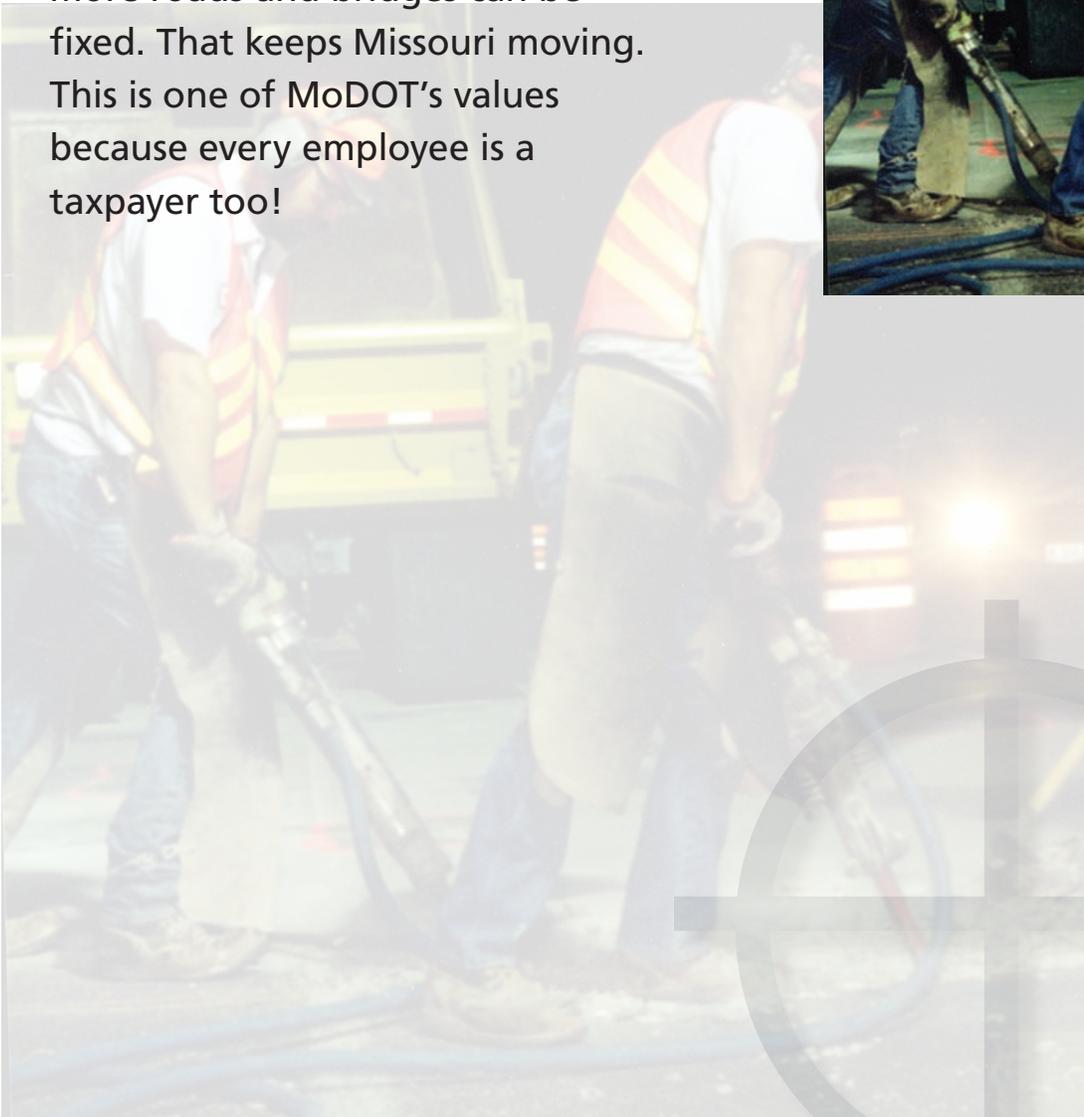

Best Value For Every Dollar Spent

*Tangible Result Driver – Roberta Broecker,
Chief Financial 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 (converted to full-time equivalency)

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

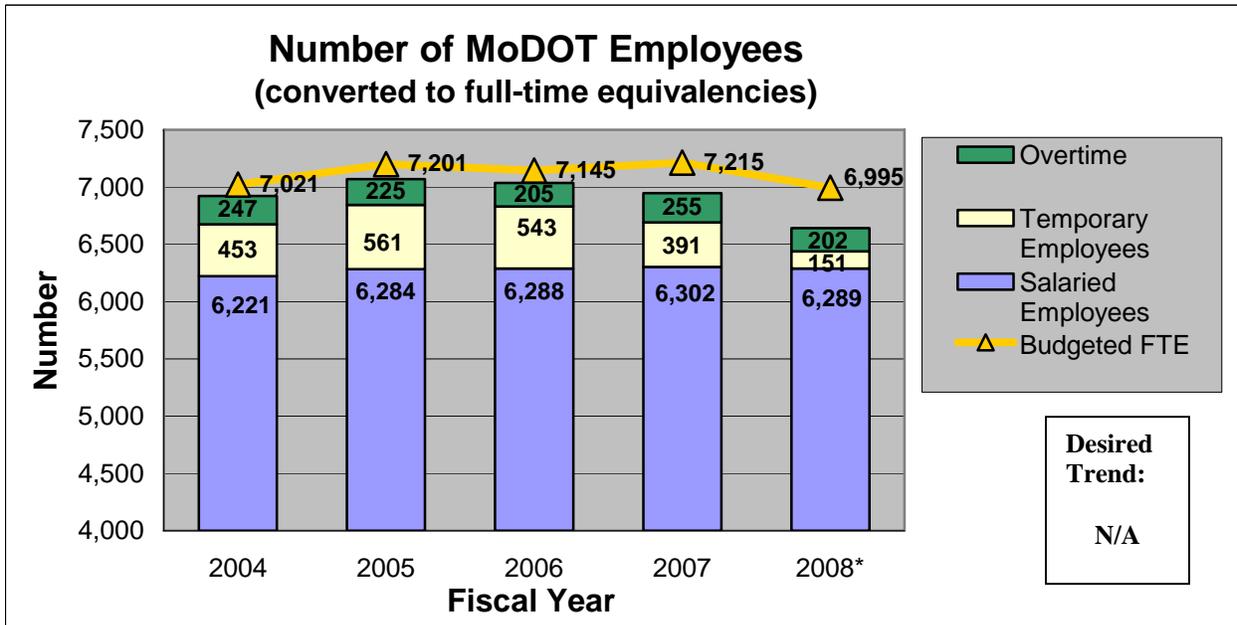
This measure tracks the growth in the number of employees within the department. This measure converts salary dollars paid to temporary and salaried employees, as well as the amount paid for overtime worked, to full-time equivalency. In order to convert these numbers to FTEs, the total number of hours worked is divided by 2080. Overtime includes both salaried and wage employees.

Measurement and Data Collection:

The data is collected and reported each quarter of the 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:

The chart for this measure has changed beginning fiscal year 2008. MoDOT managers now have increased flexibility in how they spend personal services dollars and are no longer forced to keep salaried employees within an authorized headcount. Therefore, the chart will now compare actual expenditures to budgeted FTEs. Comparing the first three quarters of fiscal year 2008 to the first three quarters of fiscal year 2007, the department has used approximately 19 fewer FTEs for salaried employees, 17 fewer FTEs for overtime, and 187 fewer FTEs for temporary employees. As of March 31, 2008, the actual number of salaried employees was 6,330 and 48 seasonal employees. An additional 650 emergency workers were available for snow removal.



* For fiscal year 2008, the “Salaried Employees” data has had the FTE used to date for salaried employees converted to an annual number (by multiplying by four) for ease in comparison to previous years. This could not be reasonably accomplished for wage employees or for overtime.

Best Value for Every Dollar Spent

Percent of work capacity based on average hours worked

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

The purpose of this measure is to track how many hours the average employee works on an annual basis. It can assist management in determining staffing and productivity levels.

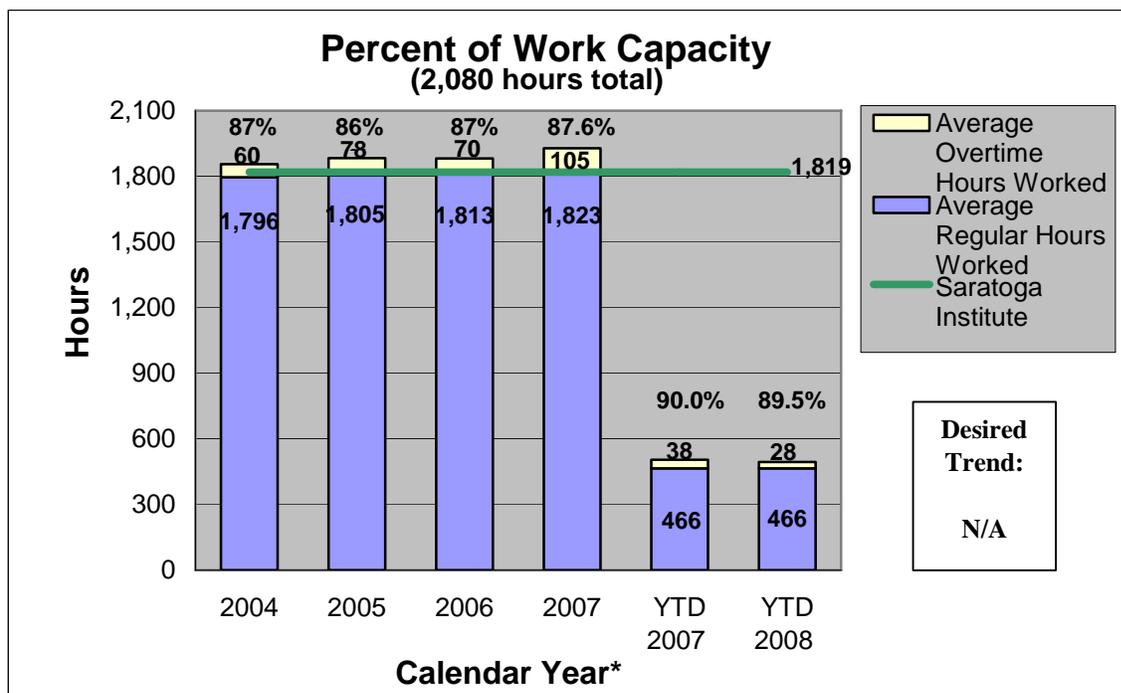
Measurement and Data Collection:

MoDOT measures organizational work capacity based on average regular hours worked and average overtime hours worked by employees. The chart also displays the percentage of regular hours available that are worked.

The average regular hours worked does not include seasonal or wage employees. The average overtime hours worked does not include exempt, seasonal, or wage employees. Benchmark data is from Saratoga Institute report, "Key Trends in Human Capital – Global Perspective," indicating average hours worked per person in the United States.

Improvement Status:

Although work capacity has increased to 89.5 percent for the first quarter of calendar year 2008, comparison to the same time frame one year ago illustrates this is typical for the first quarter of the year. To date, the department has maintained the increased work capacity achieved in calendar year 2007. The department is now focusing on the reduction of overtime. Districts have shared best practices in managing work schedules to reduce overtime. However, the majority of overtime worked during the first quarter of the calendar year is due to snow fight operations. The reduction in overtime between the first quarter of 2008 compared to 2007 could be attributed to a milder winter.



* Percentage does not include overtime hours.

Best Value for Every Dollar Spent

Rate of employee turnover

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

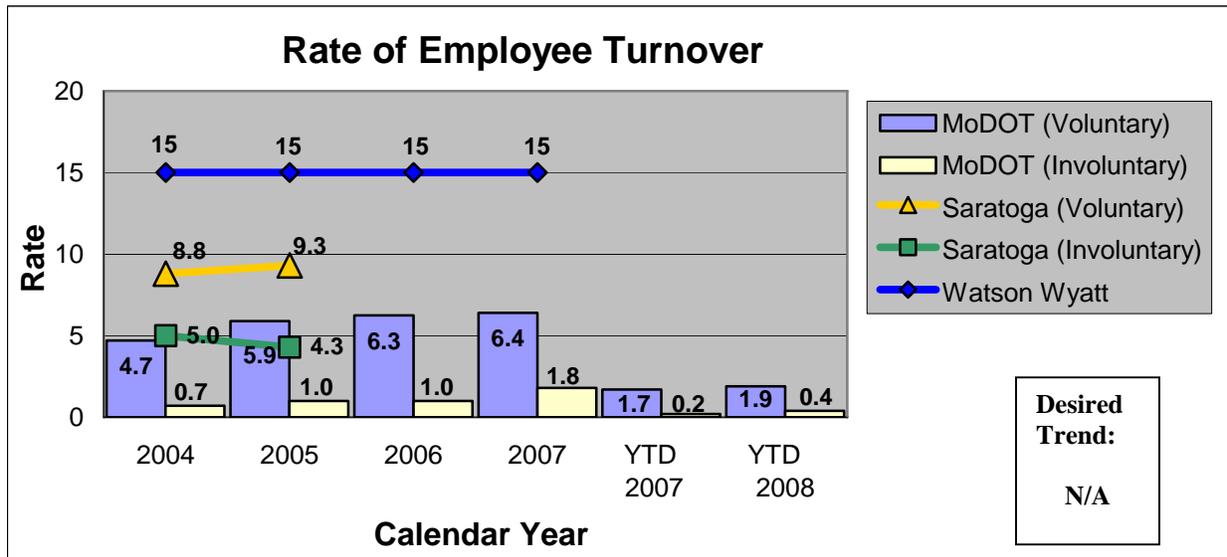
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's turnover rate to benchmarked data. Voluntary turnover includes most resignations and retirements. Involuntary turnover includes dismissals. Beginning with calendar year 2007, it also includes retirements and voluntary resignations of employees who were rated as needs improvement or had a disciplinary history. Turnover rates include voluntary separations, involuntary separations, and deceased employees.

Measurement and Data Collection:

The data is collected statewide to assess employee overall turnover. Comparison data is collected from various sources annually. For benchmarked data, Saratoga Institute surveyed 288 organizations representing a wide variety of industries. In addition, the Watson Wyatt study determined the optimum turnover rate by analyzing turnover rate compared to organizational financial performance.

Improvement Status:

During the first quarter of calendar year 2008, there were 144 separations from the department. This compares to 121 in 2007 and 105 in 2006. There were 18 involuntary separations during this quarter compared to 19 during the previous quarter and 12 during the same period in 2007. Fourteen employees, who were in civil engineering positions, left the department between January 1 and March 31, 2008. This reflects a 100 percent increase over the same time period in 2007 when only seven employees in civil engineering positions separated from the department. A targeted job study for information technology (IT) positions, including within grade salary increases, was implemented February 1, 2008, to increase the department's competitiveness with the local market. Although five employees in IT positions left during the quarter, only two have left since implementation of this job study.



Best Value for Every Dollar Spent

Level of job satisfaction

Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Micki Knudsen, Human Resources Director

Purpose of the Measure:

This measure tracks the level of employee satisfaction throughout the department at specific points in time. The first chart indicates the level of department employees' job satisfaction and changes in their satisfaction over time. The second chart shows the percentage of MoDOT employees who are satisfied compared to the organization that scored the best in employee satisfaction using the same survey instrument.

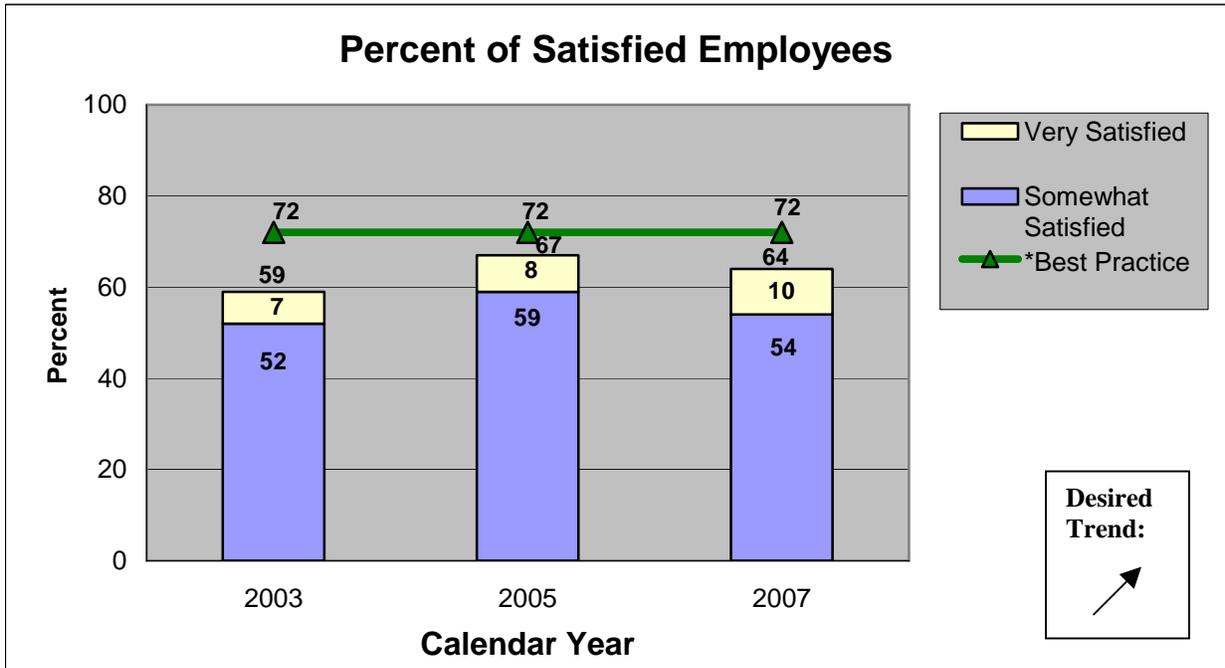
Measurement and Data Collection:

Employee satisfaction is measured using 18 items from a biennial employee survey. Best practice data for an anonymous company was provided by the vendor contracted to conduct the employee survey in 2003 and 2005.

Improvement Status:

The final report of the results of MoDOT's employee satisfaction survey was released in November. This year's report includes an action plan for addressing employee concerns. The employees' written comments were shared with the district engineer at each location in order to develop action items to address employee concerns specific to each location. Last year's report included 41 strategies to improve employee satisfaction. The district management teams and executive management at Central Office developed these strategies. To date, over 60 percent of these strategies are fully implemented and the remaining strategies are either implemented in part or in the process of implementation. The 2008 Employee Satisfaction Survey includes some changes designed to provide MoDOT with more information related to MoDOT's value statements. Fourteen items have been added or revised to gauge employee opinions about how supervisors, and/or MoDOT overall, live the value statements. The survey is being distributed the week of May 5, 2008.





* Best practice data for an anonymous company was provided by the vendor contracted to conduct the employee survey in 2003 and 2005.

Best Value for Every Dollar Spent

Number of lost workdays per year

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

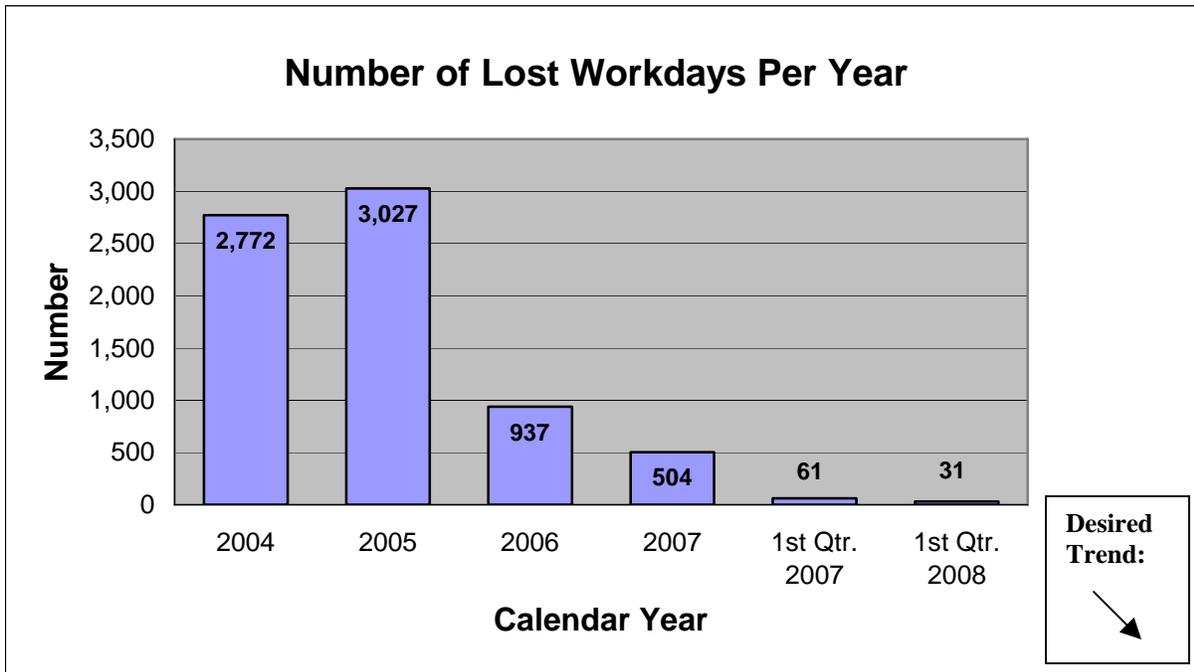
This measure tracks the actual number of days that employees cannot work due to work-related injuries sustained during the reporting period. Note that the results do not include lost workdays for injuries that occurred during previous reporting periods. (Example: an employee that is injured on Dec. 31, 2007 and is off during January of 2008 will not show up as lost time in 2008 because the incident occurred during the previous reporting period.)

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 first quarter of 2008 is 49 percent lower than last year's total, declining from 61 in 2007 to 31 lost workdays in 2008. Though not illustrated in the chart, the number of lost-time incidents was the same for this period for both years. MoDOT continues to develop and implement new safety-related initiatives to further reduce lost workdays including the Performance Plus Injury Reduction Incentive, a work simulation physical exam and a fitness for duty program. Risk Management personnel now direct all medical care for work-related injuries. MoDOT continues to identify and provide light-duty assignments for injured workers with restrictions in an effort to get them back to work quickly.



Best Value for Every Dollar Spent

Rate and total of OSHA recordable incidents

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

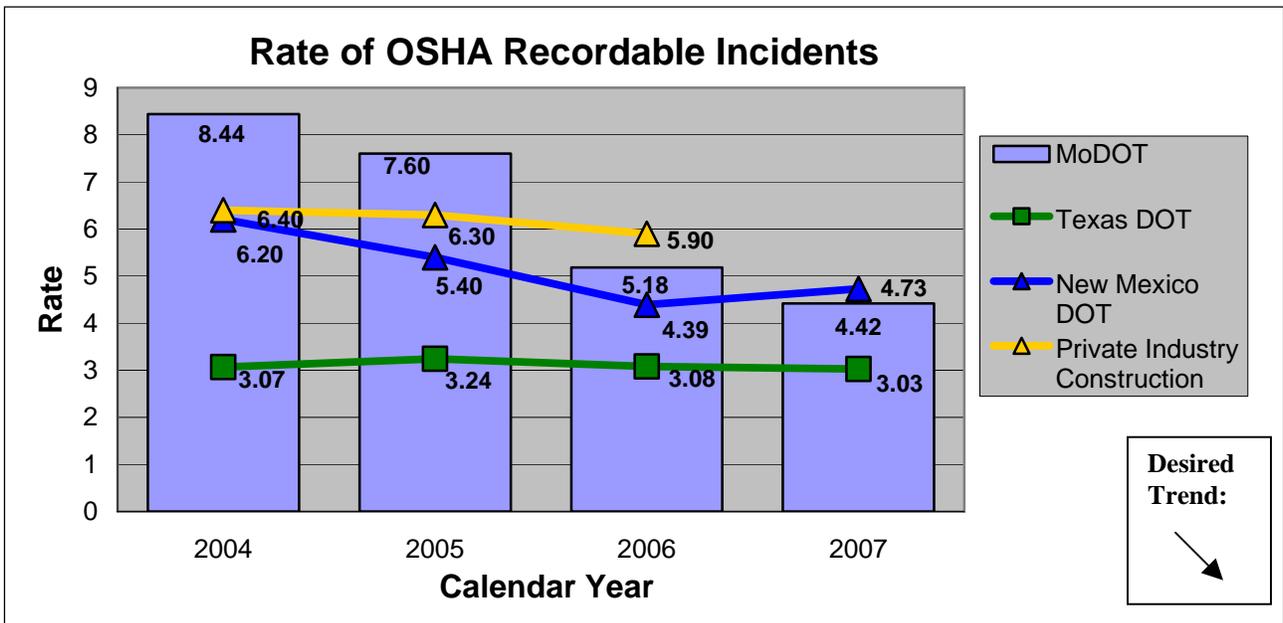
This measure tracks the number of recordable injuries, as defined by OSHA, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time workers (working 40 hours per week, 50 weeks per year). OSHA defines a recordable incident as a work-related injury or illness that results in death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness. MoDOT defines medical treatment beyond first aid as work-related injuries requiring two or more doctor visits.

Measurement and Data Collection:

MoDOT reports on the measure quarterly, one quarter in arrears, and collects the injury data from Riskmaster, a claims administration software. The number of hours worked is taken from MoDOT's payroll data.

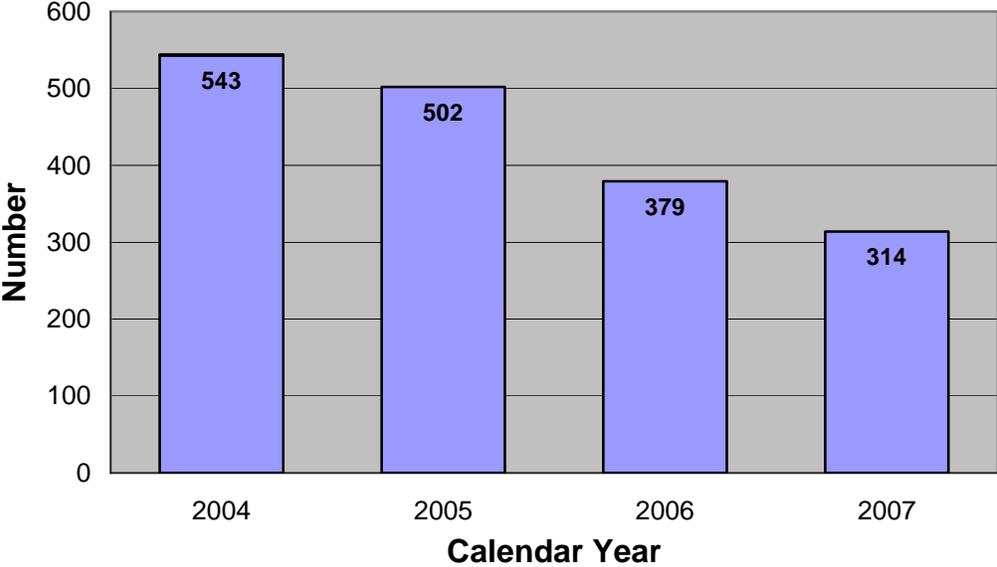
Improvement Status:

Both the number of OSHA recordables and the incidence rate for MoDOT have declined over the reporting periods noted. The incident rate declined by 15 percent for 2007 over 2006, dropping from 5.18 to 4.42. The number of recordables declined by 17 percent over the same period, demonstrating a reduction from 379 to 314 OSHA recordables. The department has reduced its injury rate by successfully implementing numerous safety-related initiatives.



(Information from Private Industry Construction was not yet available for 2007.)

Total of OSHA Recordable Incidents



Desired Trend:
↓

Best Value for Every Dollar Spent

Number of claims and total claims expense for general liability

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

General liability claims arise from allegations of injuries/damages caused by the dangerous condition of MoDOT property and the injury/damage directly resulted from the dangerous condition. In addition, an employee must be negligent and create the dangerous condition or MoDOT must have actual or constructive notice of the dangerous condition in sufficient time prior to the injury/damage to have taken measures to protect the public against the dangerous condition. This measure tracks the number of general liability claims filed and claims expense incurred during the reporting period. The claims expense includes cash paid and adjustments to claim reserves.

Measurement and Data Collection:

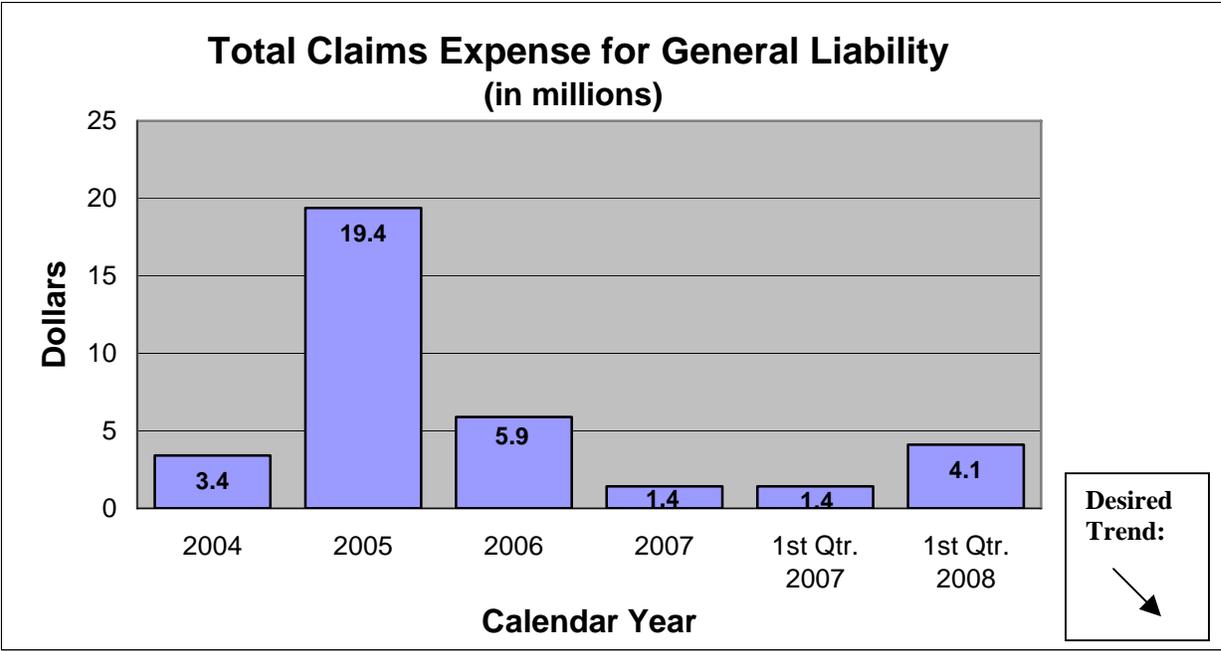
Risk and Benefits Management reports on the measure quarterly and collects the claims data from Riskmaster, the Risk Management claims administration software. The Controller's Division provides the claims expense in the self-insurance plan financial statements.

Improvement Status:

The number of claims for general liability has declined over the reporting periods noted. The number of claims has declined by 51 percent through 2008 over the same time period in 2007, dropping from 348 to 170.

The actual claims expenses for the current period have increased significantly due to several adverse arbitration awards. The substantial increase in claims expense for 2005 is due to MoDOT receiving approximately 70 additional lawsuits immediately prior to the effective date of tort reform legislation. The expense represents the best estimate of the future liability attached to each claim and is adjusted over the life of the claims.





Best Value for Every Dollar Spent

Cost of utilities for facilities

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Doug Record, General Services Manager - Facilities

Purpose of the Measure:

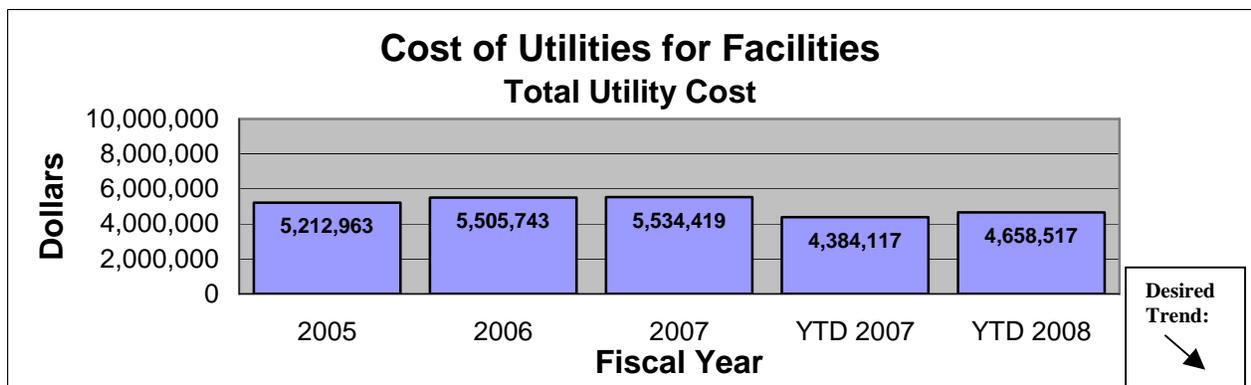
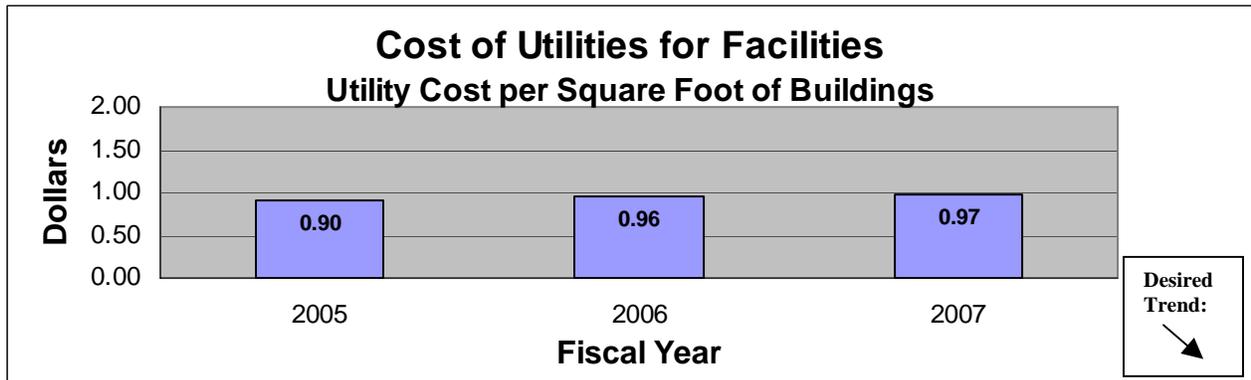
This measure tracks the cost of utilities for department facilities, excluding roadways. It focuses on how these costs are affected by energy efficient improvements in buildings and operations.

Measurement and Data Collection:

The data is collected based on utility expenditures recorded in the statewide financial accounting system. The following expenditures are included in the analysis: Electricity, excluding roadways, lighting & signals, Steam, Water, Sewer, Natural Gas, Propane, Fuel Oil, Other Fuel & Utilities. This is a quarterly measure with the per square foot chart being updated annually. This is a new measure that replaces Unit Cost per Square Foot of Buildings.

Improvement Status:

In 2007 the cost per square foot was \$0.9673, a 0.3 percent increase over 2006. And in 2007 the total utility cost was \$5,534,419, a 0.5 percent increase over 2006. According to a DNR report, electricity rates increased an average of 2 percent but natural gas prices decreased an average of 11 percent from 2006 to 2007. The utility cost per square foot in 2006 was \$0.9643 compared to \$0.90 in 2005, with a total utility cost of \$5,505,743 and \$5,212,963 for 2006 and 2005 respectively. The increase in utility cost per square foot between 2005 and 2006 is 6.55 percent and the increase in total utility cost is 5.32 percent. According to a DNR report, electricity increased an average of 2 percent and natural gas prices increased an average of 21 percent from 2005 to 2006. Currently a team is evaluating recommendations to reduce MoDOT's utility consumption and costs. The team is analyzing cost effective improvements to facilities as well as operational improvements.



Best Value for Every Dollar Spent

Fleet status

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeannie Wilson, Central Office General Services Manager

Purpose of the Measure:

This measure tracks the number of units in the MoDOT fleet as well as their condition. The chart provides an overall fleet condition status based on actual fleet age and meter compared to maximum life-cycle thresholds.

Measurement and Data Collection:

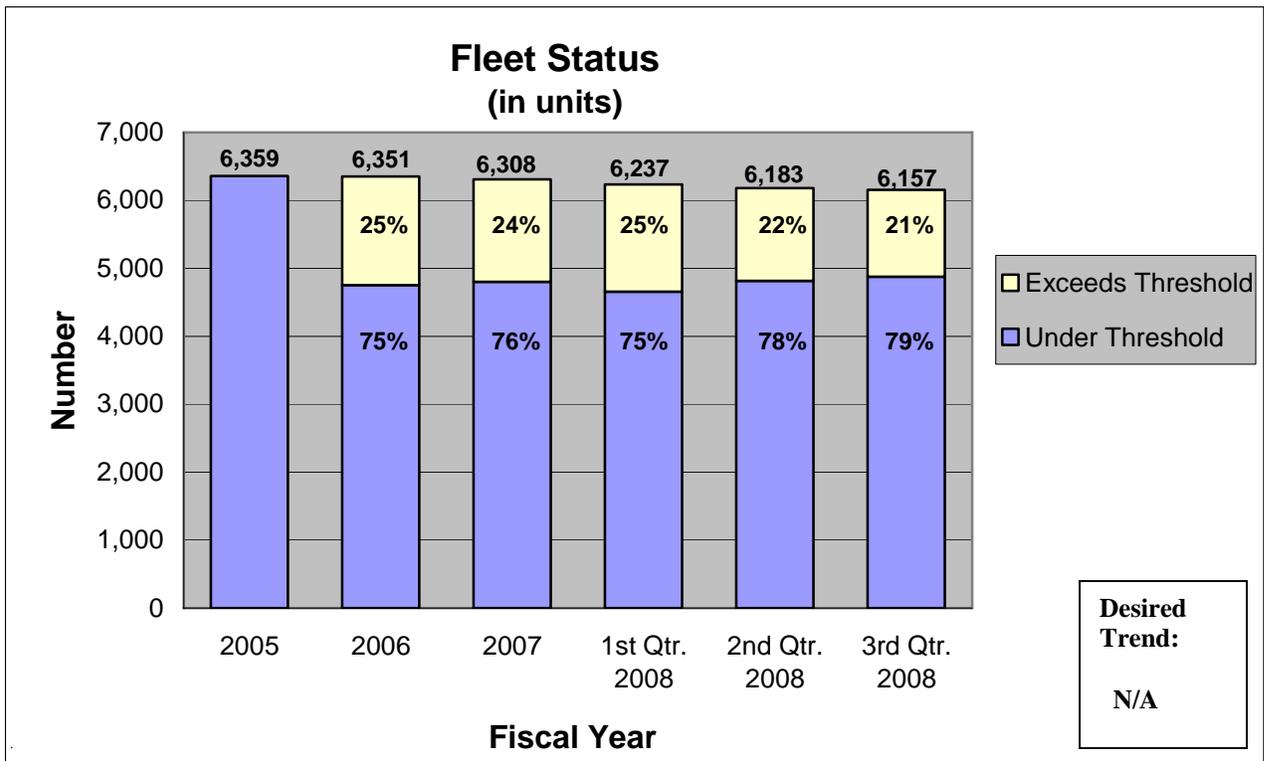
Age and meter thresholds were established based on maximum life usefulness. Units are identified as either exceeding or not exceeding their primary life cycle for either age or meter.

Reports are generated from the Fleet Management System to obtain information regarding equipment age and usage.

Improvement Status:

The overall fleet size has decreased from 6,183 units to 6,157 units in the third quarter of fiscal year 2008.

MoDOT's goal is to increase the percentage of fleet under the replacement threshold. According to the established thresholds, 79 percent of the MoDOT fleet is under the recommended replacement threshold. The threshold suggests that 21 percent of the fleet currently meets or exceeds the threshold.



Best Value for Every Dollar Spent

Percent of vendor invoices paid on time

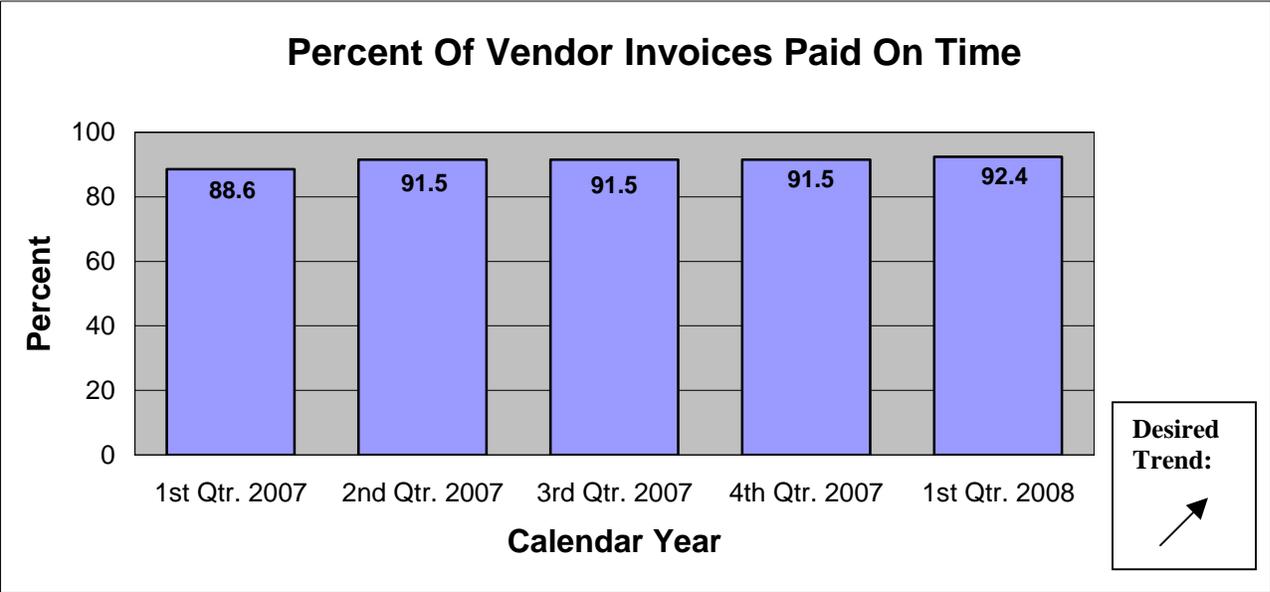
Result Driver: Roberta Broeker, Chief Financial Officer
Measurement Driver: Debbie Rickard, Controller

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

Measurement and Data Collection:
The check date determines if invoice payment is timely. Timely is defined as a check issued less than 31 days from the date of the invoice.

Improvement Status:
Vendors age their receivables based on the date of invoice. This measure indicates there has been consistent improvement, but there are still opportunities to ensure vendors consider the department a good customer. The steps to further improve are: (1) identify specific vendors experiencing delayed payment and work with those vendors to obtain timely, accurate invoices, (2) determine if delayed payments are common to a particular division within the Central Office or a district, (3) identify processes contributing to the delayed payment, and (4) identify innovative solutions to receive invoices from the customer.

Analysis tools have been developed to assist in identifying areas where improvements can be made.



Best Value for Every Dollar Spent

Distribution of expenditures

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Debbie Rickard, Controller

Purpose of the Measure:

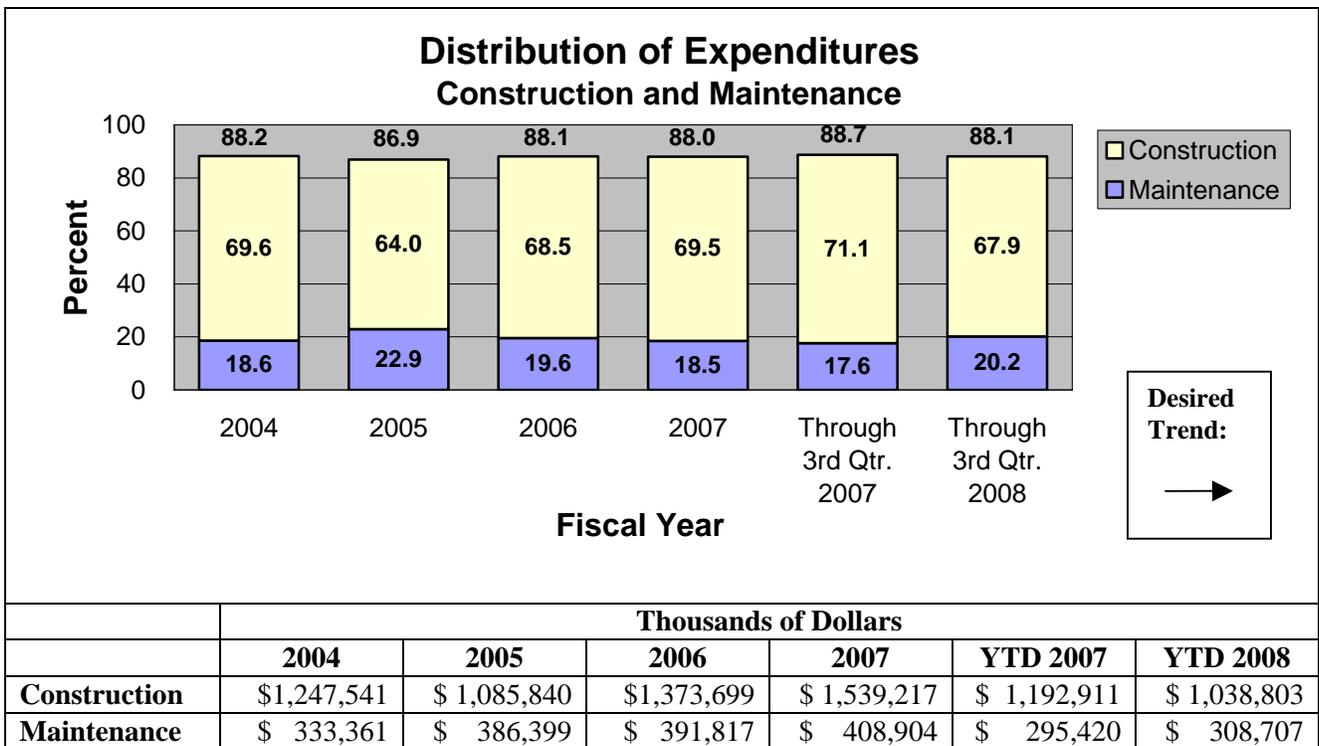
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on the construction and maintenance of our transportation system.

Measurement and Data Collection:

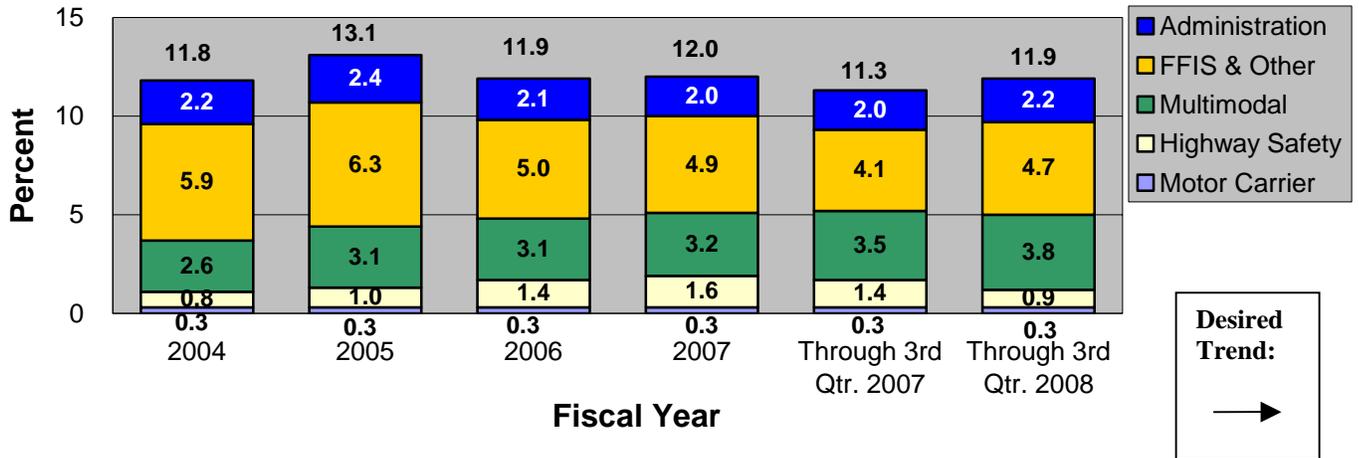
The data collection is based on cash expenditures by appropriation on a quarterly basis. Construction and maintenance expenditures are defined as expenditures from the construction and maintenance appropriations. Other expenditures include: administration, multimodal, fleet, facilities, information systems, and other services (FFIS & Other), Motor Carrier and Highway Safety appropriations.

Improvement Status:

MoDOT's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation) and rehabilitation and construction of the system (construction appropriation). Total expenditures are \$146.4 million less for the nine months ended March 31, 2008 than for the nine months ended March 31, 2007. Construction expenditures have decreased for the same period, percentage and dollars, as a result of reduced bond proceeds and a reduced construction program. Administration, FFIS, and Motor Carriers remain relatively constant as a percent of total expenditures, consistent with the desired trend. Highway Safety and Multimodal fluctuate depending on availability of federal grants.



Distribution of Expenditures Other



	Thousands of Dollars					
	2004	2005	2006	2007	YTD 2007	YTD 2008
Administration	\$ 40,486	\$ 41,288	\$ 43,076	\$ 45,086	\$ 33,292	\$ 34,814
Multimodal	\$ 46,741	\$ 52,681	\$ 61,431	\$ 71,839	\$ 57,655	\$ 57,722
FFIS & Other	\$ 105,130	\$ 106,822	\$ 99,418	\$ 108,023	\$ 69,260	\$ 72,154
Motor Carrier	\$ 5,035	\$ 5,811	\$ 6,741	\$ 6,899	\$ 4,962	\$ 5,121
Highway Safety	\$ 14,673	\$ 17,702	\$ 27,657	\$ 35,730	\$ 23,771	\$ 13,581

Best Value for Every Dollar Spent

Percent variance of state revenue projections

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, Finance Manager

Purpose of the Measure:

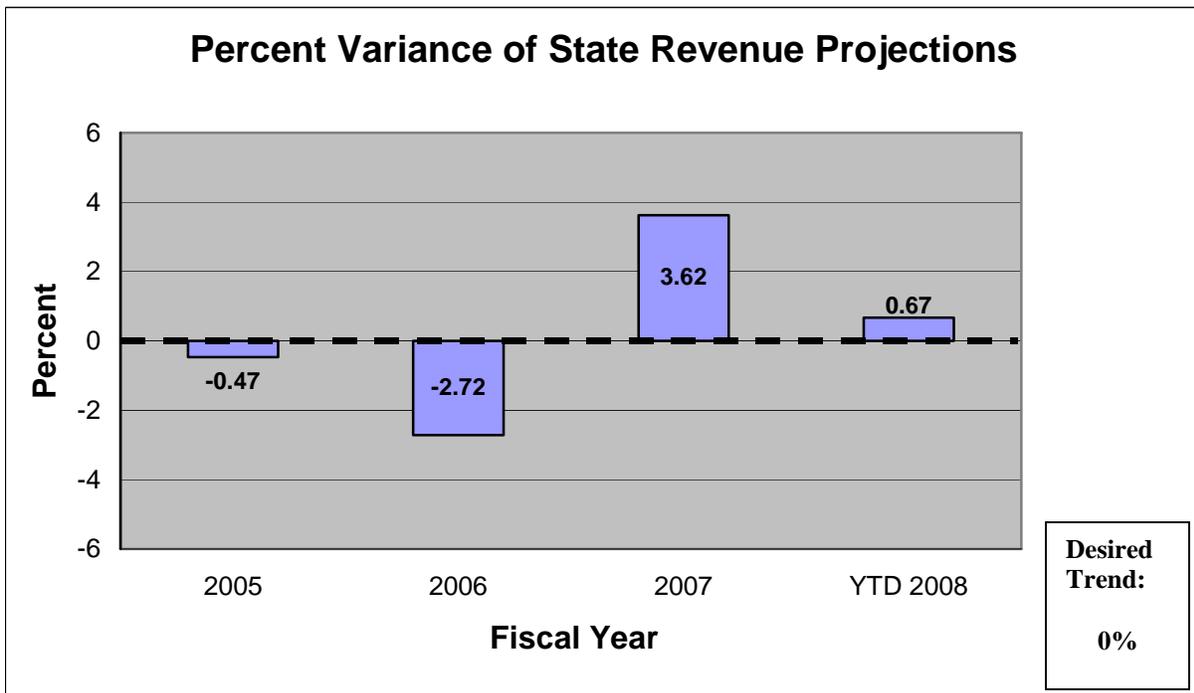
The measure shows the precision of state revenue projections. Projections are used to adjust the budget that funds MoDOT's operations and capital program.

Measurement and Data Collection:

State revenue includes three major components of taxes and fees paid by highway users: motor fuel taxes, motor vehicle and driver licensing fees, and motor vehicle sales and use taxes. This measure does not include interest earnings and miscellaneous revenue, which are also considered state revenues. The measure provides the cumulative, year-to-date percent variance of actual state revenue versus projected state revenue. Fiscal year 2008 projections are based on the current financial forecast. The forecast is updated at the beginning of each fiscal year. This measure is updated quarterly.

Improvement Status:

The actual state revenue was greater than projected through the third quarter of fiscal year 2008. The projected revenue was \$786.2 million. However, the actual receipts were \$791.5 million, a difference of \$5.3 million and a positive variance of 0.67 percent. The desired trend is for the actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these variances.



Best Value for Every Dollar Spent

MoDOT national ranking in revenue per mile

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, 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 2006 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 2006 annual highway statistics report entitled “State Highway Agency-Owned Public Roads.” Resource Management collects this information from the Federal Highway Administration. This measure is updated annually.

Improvement Status:

Missouri’s revenue per mile of \$49,977 currently ranks 44th in the nation. Missouri has a very large state highway system, consisting of 33,681 miles, which is the seventh largest system in the nation. New Jersey’s revenue per mile of \$1,010,172 ranks first. However, its state highway system contains only 2,326 miles. MoDOT staff continues to communicate the need for additional transportation funding to the public. Missouri’s transportation needs greatly exceed current available funding.

