A photograph of construction workers on a bridge deck. They are wearing hard hats and safety gear, working with rebar. The scene is outdoors, with a body of water and a wooden structure in the background. The image is framed by a blue and black curved border at the top and bottom.

BEST VALUE FOR EVERY DOLLAR SPENT

Tangible Result Driver – Roberta Broeker, 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!



TRACKER
MEASURES OF DEPARTMENTAL PERFORMANCE

Number of full-time equivalencies expended-15a

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Steve Meystrik, Special Projects Coordinator

Purpose of the Measure:

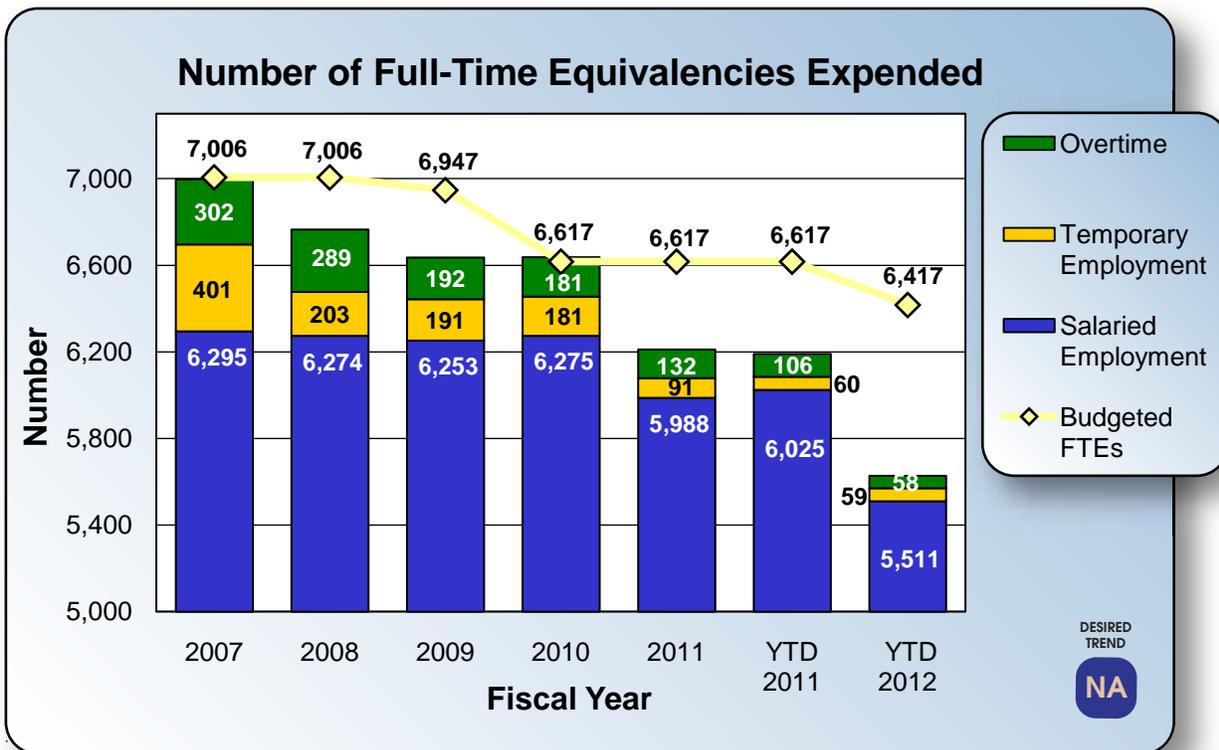
This measure tracks the change in the number of full-time equivalencies (FTEs) expended within the department and compares it to the number of FTEs in the legislative budget. The data provides a high-level view of overall staffing at MoDOT in relation to budgeted FTEs.

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 convert these numbers to FTEs, the total number of hours worked or on paid leave is divided by 2,080. Salaried employment data is converted to an annual number for ease in comparison to previous years, whereas temporary employment and overtime data represent actual year-to-date calculations. This measure is updated quarterly.

Improvement Status:

Through the third quarter of FY 2012, compared to the same period last year, there has been a decrease in FTEs resulting from salaried employment due to MoDOT's continued implementation of its workforce reduction plan and Bolder Five-Year Direction approved on June 8, 2011. There has also been a decrease in FTEs resulting from overtime as a result of less snowfall this winter compared to previous years and overtime administration strategies utilized to reduce expenditures in this area. There has been a slight decrease in the number of FTEs resulting from temporary employment compared to the same period last year. The percentage decrease in temporary employment is less than other FTE categories as a result of the department's need to continue utilizing temporary workers to close the staffing gap in full-time maintenance worker positions until the Bolder Five-Year Direction staffing implementation process is complete and employees from other areas are placed into those full time "boots on the ground" positions.



Rate of employee turnover-15b

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Sharon Golden, Assistant 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. Beginning in 2011, turnover rates are tracked by fiscal year. Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. Turnover rates as shown in this measure include voluntary and involuntary separations.

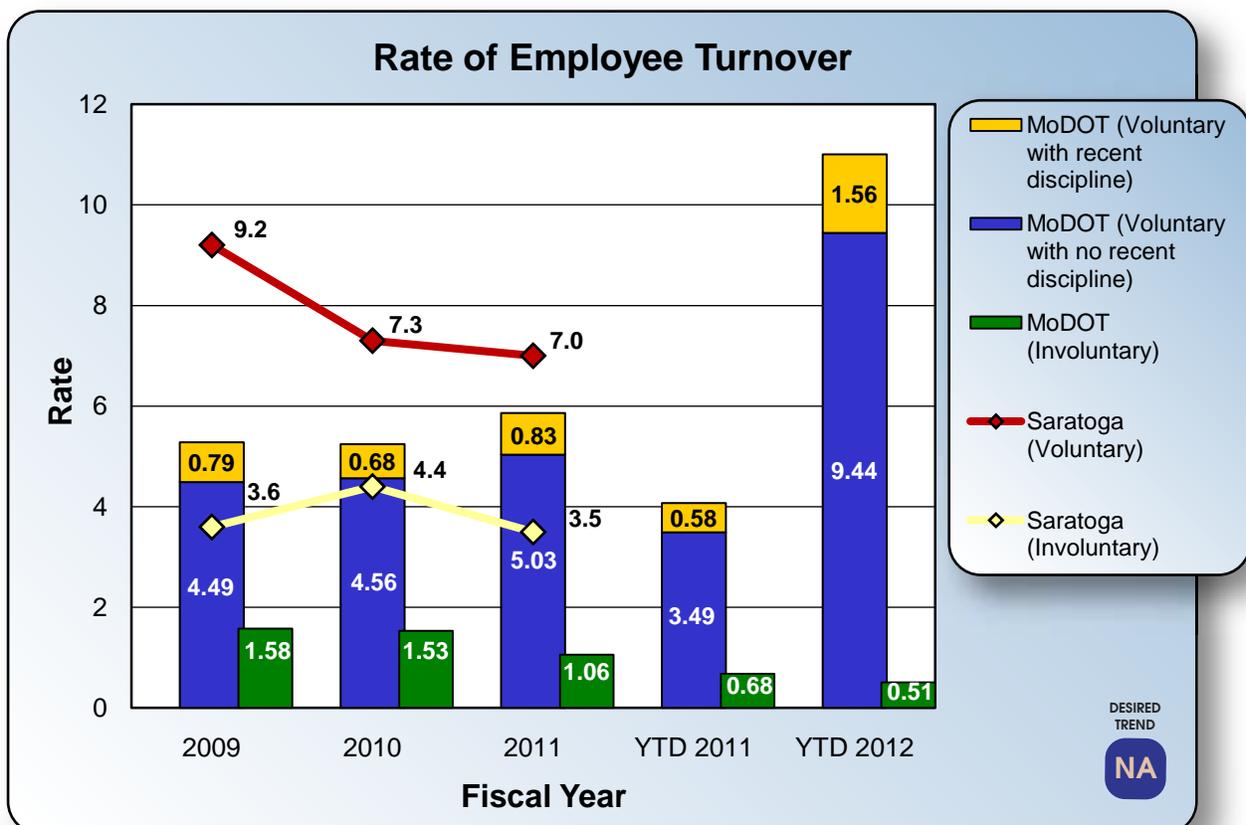
Measurement and Data Collection:

The data is collected statewide to assess overall employee turnover. Comparison data is collected from various sources annually. For benchmarked data, Saratoga Institute surveyed more than 300 organizations representing a wide variety of industries.

Improvement Status:

The department's voluntary separation rate increased from 4.07 percent in the first three quarters of FY

2011 to 10.18 percent in the first three quarters of FY 2012. The department's involuntary separation rate decreased from 0.68 percent in the first three quarters of FY 2011 to 0.51 percent in the first three quarters of FY 2012. There were 28 releases in the first three quarters of FY 2012, compared to 41 releases in the first three quarters of FY 2011. Of the 562 voluntary separations that occurred in the first three quarters of FY 2012, 240 were retirements and 322 were resignations. This compares to 246 voluntary separations in the first three quarters of FY 2011 (167 retirements and 79 resignations). During the first three quarters of FY 2012, 15 percent of employees who resigned or retired had a disciplinary history and/or a final performance management rating of "needs improvement" or below, compared with 14.2 percent of resignations and retirements in the first three quarters of FY 2011.



Level of job satisfaction-15c

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Paul Imhoff, Compensation Manager

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 organizations that scored the best in employee satisfaction using the same survey instrument, and to top-level organizations using a similar survey questionnaire.

Measurement and Data Collection:

Employee satisfaction is measured using 18 items from an annual employee survey. The vendor contracted to conduct the employee satisfaction survey in 2003 and 2005 provided "Vendor Best Practice" data collected from an anonymous company. Society for Human Resources Management (SHRM) best practice data was gathered from an SHRM report of an annual job satisfaction survey of 55 Fortune 500 companies. This is an annual measure updated in July, with the final survey report completed in October.

Improvement Status:

The 2010 Employee Satisfaction Survey was distributed on May 12, 2010, with a completion deadline of June 25, 2010. The final report for the survey was distributed October 29, 2010.

The results from the 2010 survey indicate that 4,246 employees responded to the survey for a 67.4 percent return rate. This is an increase from 60 percent in 2009 (454 more surveys returned). The percentage of employees that are "very satisfied" decreased from 13 percent in 2009 to 7 percent in 2010. The percentage of employees that indicated they are "somewhat satisfied" remained constant at 58 percent from 2009 to 2010. Overall, the percentage of satisfied employees decreased from 71 percent in 2009 to 65 percent in 2010.

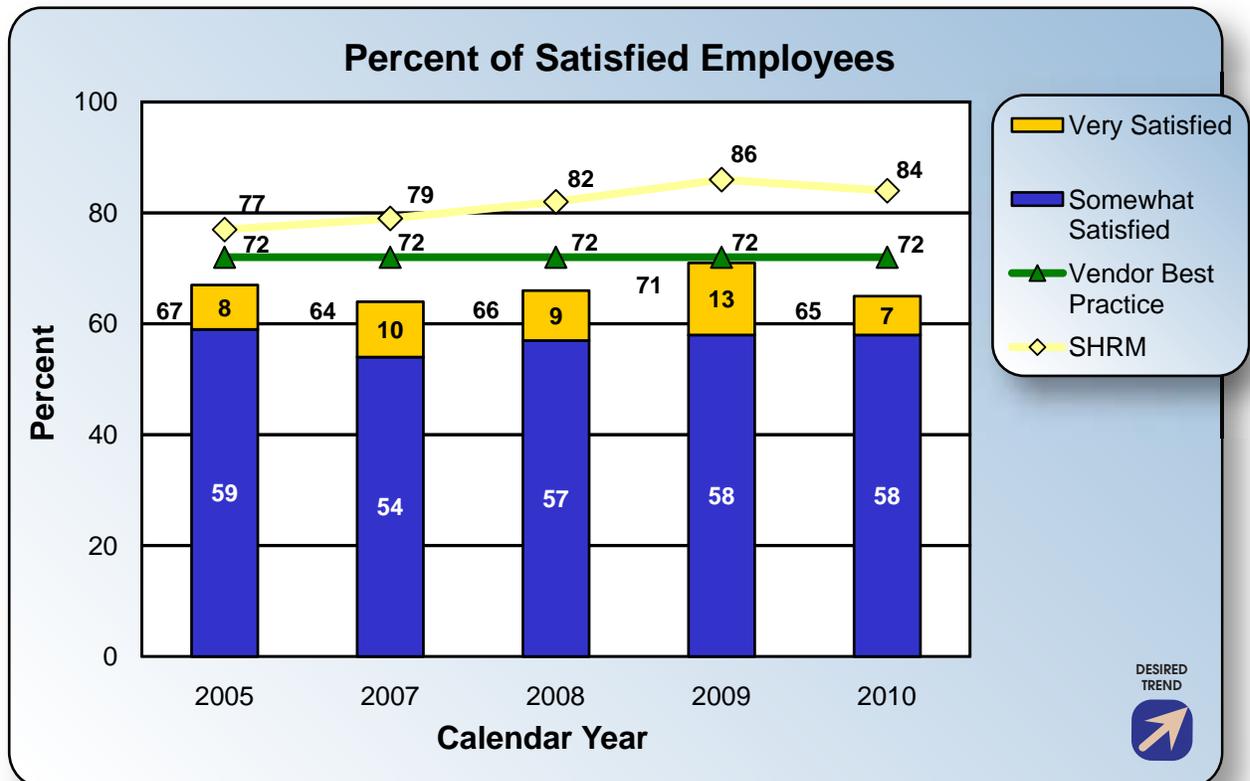
The statewide average rating on all four dimensions of the Employee Satisfaction Survey decreased from 2009 to 2010. Job Satisfaction decreased from 3.58 to 3.5 on a 5-point scale. Employee Engagement decreased from 3.7 to 3.63. Organizational Justice

and Fairness decreased from 3.28 to 3.19. Living MoDOT Values decreased from 3.6 to 3.54. Similarly, in most districts and in Central Office, the average rating on each of the four scales decreased. Conversely, District 3 increased on all scales from 2009, while District 9 stayed level on Job Satisfaction and increased on the other three scales.

Areas of low satisfaction center on decision making that leads to wasted dollars, and having little input into decision making. The fairness of disciplinary actions is another area of low ratings. The competitiveness of salaries, lack of promotional opportunities, and the lack of rewards for good performance are also major areas of dissatisfaction. These issues seem to be the leading factors in ratings of low morale and high stress.

Areas of high satisfaction revolve around having plenty of work to do, and doing more than just the minimum. Other satisfiers include having a feeling of safety from sexual harassment, and learning a lot from the work at MoDOT. These issues appear to be major factors in high ratings of commitment to MoDOT and taking pride in the work.





Number of lost workdays-15d

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. This measure has changed to include all lost workdays, regardless of when injury occurred. Previously, measurement of lost workdays ended at the end of the calendar year in which the injury was incurred.

Measurement and Data Collection:

The data is collected from Riskmaster, a claims administration software. This measure is updated quarterly.

Improvement Status:

The number of lost workdays for the first quarter of 2012 is 14.5 percent less than the same period in 2011, decreasing from 612 to 523 lost workdays. Three motor vehicle incidents caused by a third party

accounted for 33 percent of the lost workdays. These occurred in the St. Louis and Southeast districts. The Southwest District suffered two injuries in which an employee struck or was struck by MoDOT equipment. These accounted for another 25 percent of the lost workdays. One incident in the Central District involving road maintenance accounted for an additional 12 percent of the lost workdays, while another 12 percent of the lost workdays were attributable to a lifting incident in the Southwest District.

Two teams have made recommendations to improve the trend for this measure. One has recommended a new incentive program that will begin in July 2012. A second team has completed a comprehensive safety plan, which will include various strategies and implementation dates.



Rate and total of MoDOT recordable incidents-15e

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

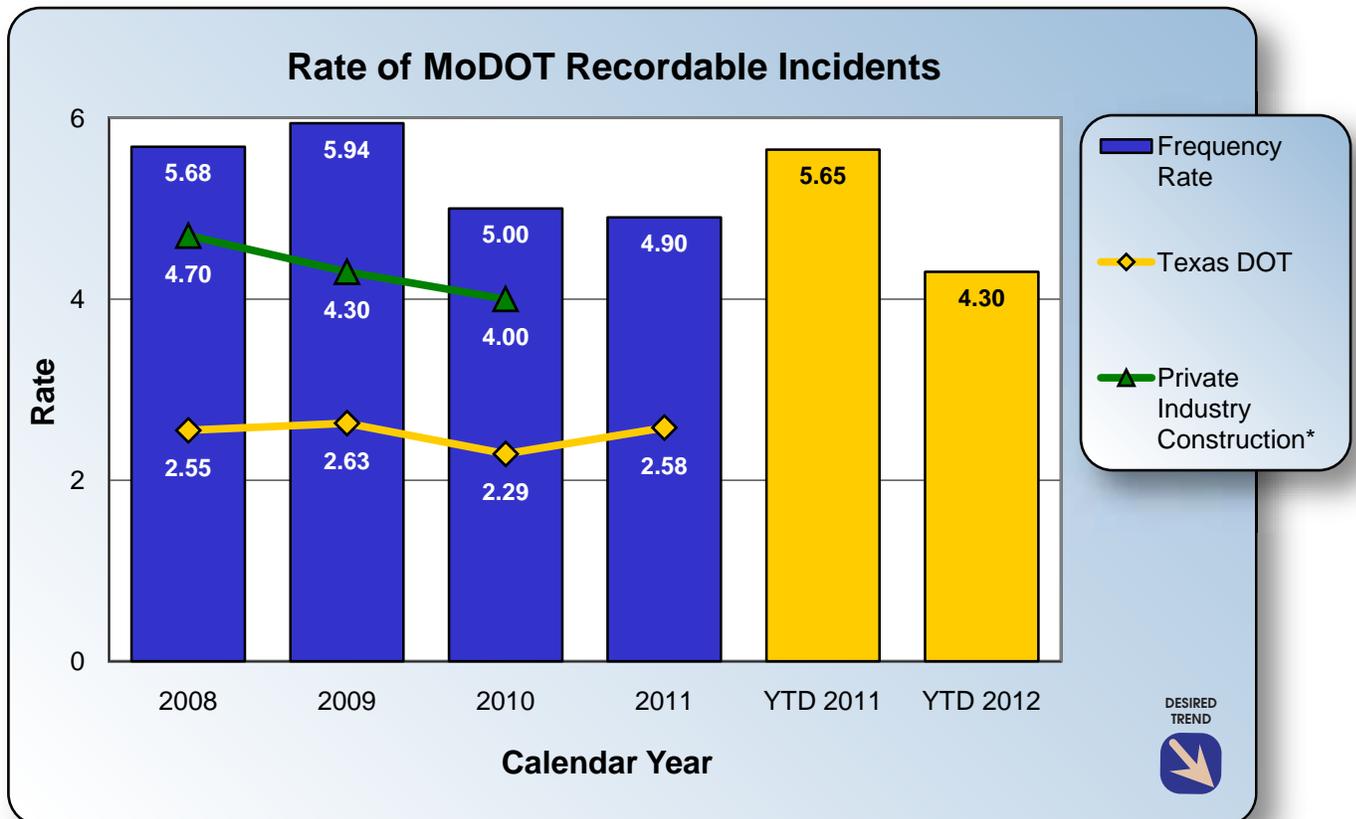
This measure tracks the number of recordable injuries, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time workers (working 40 hours per week, 50 weeks per year). MoDOT defines a recordable incident as a work-related injury or illness that results in death, days away from work, or medical treatment resulting in cost to the department.

Measurement and Data Collection:

The injury data is collected from Riskmaster, a claims administration software. The number of hours worked is taken from MoDOT's payroll data. This measure is updated quarterly.

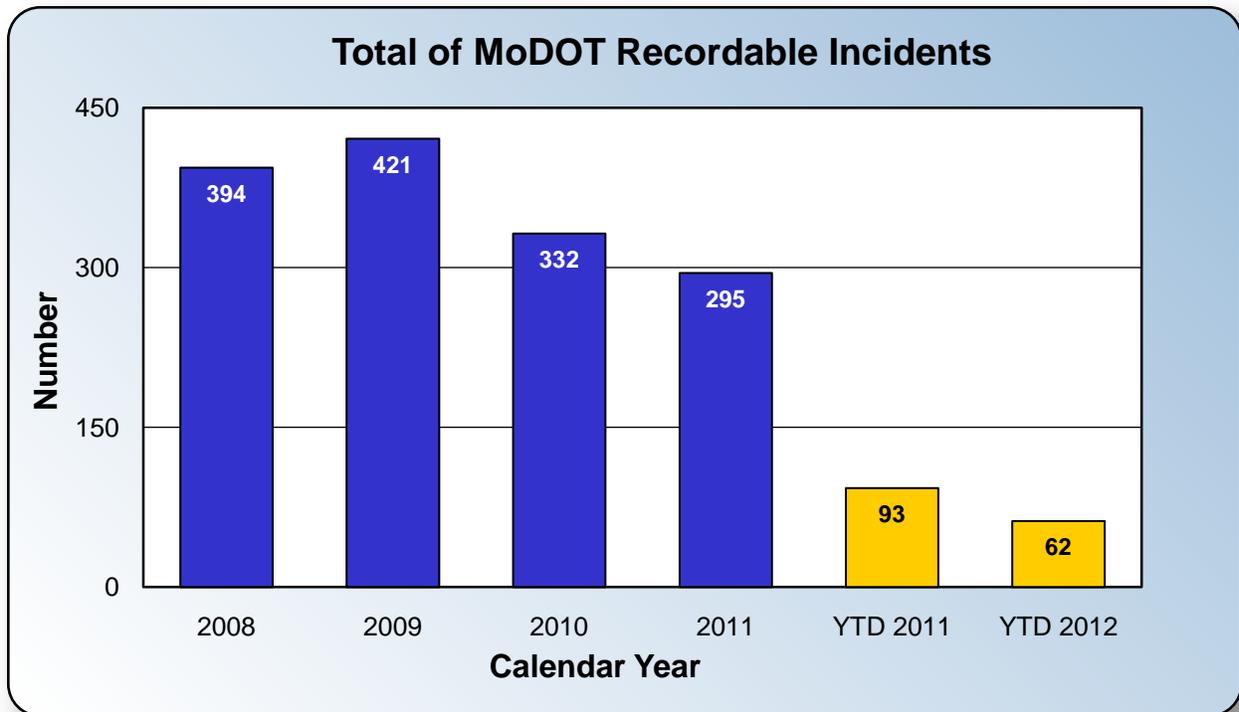
Improvement Status:

The number of MoDOT recordables and incident rate have both decreased from the first quarter of 2011 to the first quarter of 2012. The number of MoDOT recordables decreased by 33 percent over the period, with a decrease from 93 to 62. The incident rate decreased by 31 percent over the reporting period, dropping from 5.65 to 4.30.



(*Information from Private Industry Construction is not available for 2011.)

BEST VALUE FOR EVERY DOLLAR SPENT



Number of claims and amount paid for general liability-15f

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

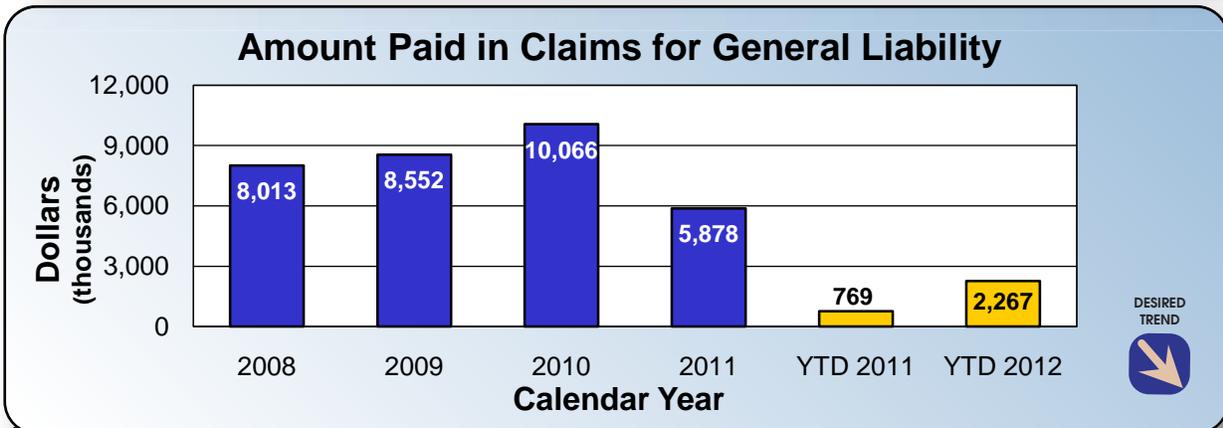
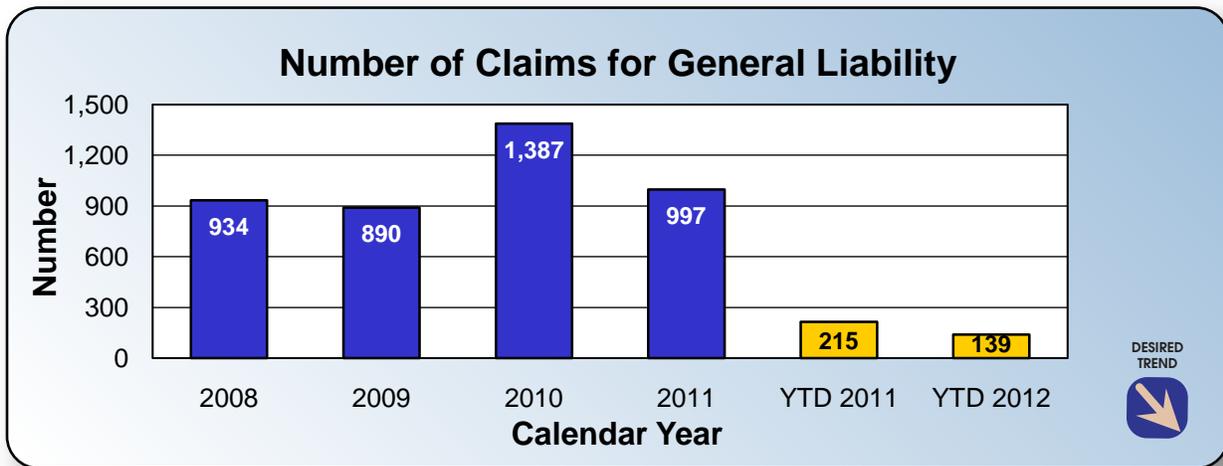
General liability claims arise from allegations of injuries/damages caused by the dangerous condition of MoDOT property and the injury/damage directly resulted from the dangerous condition. In addition, an employee must be negligent and create the dangerous condition or MoDOT must have actual or constructive 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 amount paid

Improvement Status:

Our desired outcome is a reduction in the number of claims and amount of payments. This quarter the number of claims is down 35 percent and payments are up 195 percent. The increase in payments is attributed to three large payments; one was an arbitration award for \$392,734, and two settlement agreements for the amount of \$528,250 (combined). These payouts account for 40 percent of the payments for the quarter. As compared to the first quarter of 2011, when there were no large payments for claims against the department.

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.



BEST VALUE FOR EVERY DOLLAR SPENT

Fleet status-15g

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 active 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:

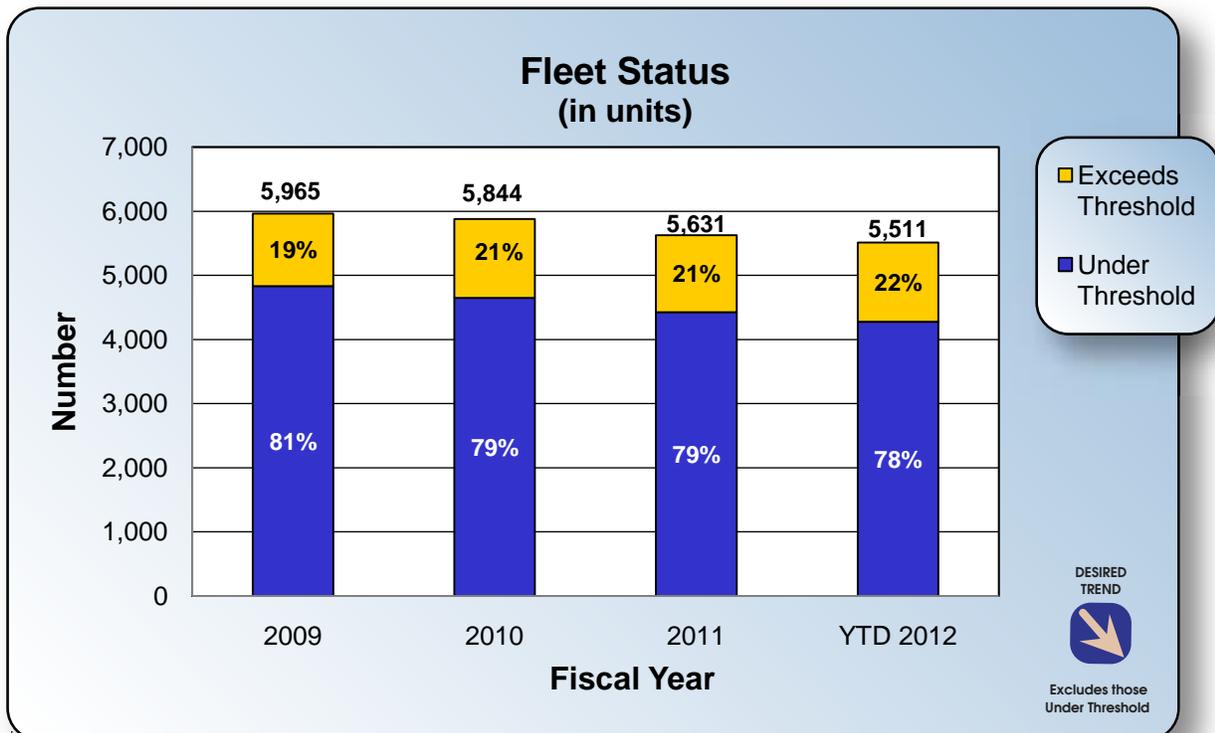
Age and meter thresholds were established based on maximum useful life. Units are identified as either exceeding or not exceeding their primary life cycle for either age or meter.

Reports are generated from the FASTER fleet management system to obtain information regarding equipment age and usage.

Improvement Status:

Over the past four years, the fleet inventory has reduced by 454 units. The fleet condition is at 78 percent under threshold.

Excess units are being held until the department identifies specific equipment needed to deliver services to Missouri citizens.



Percent of vendor invoices paid on time-15h

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Amy Blankenship, Financial Services Manager

Purpose of the Measure:

This measure tracks the department’s timeliness in processing vendor payments.

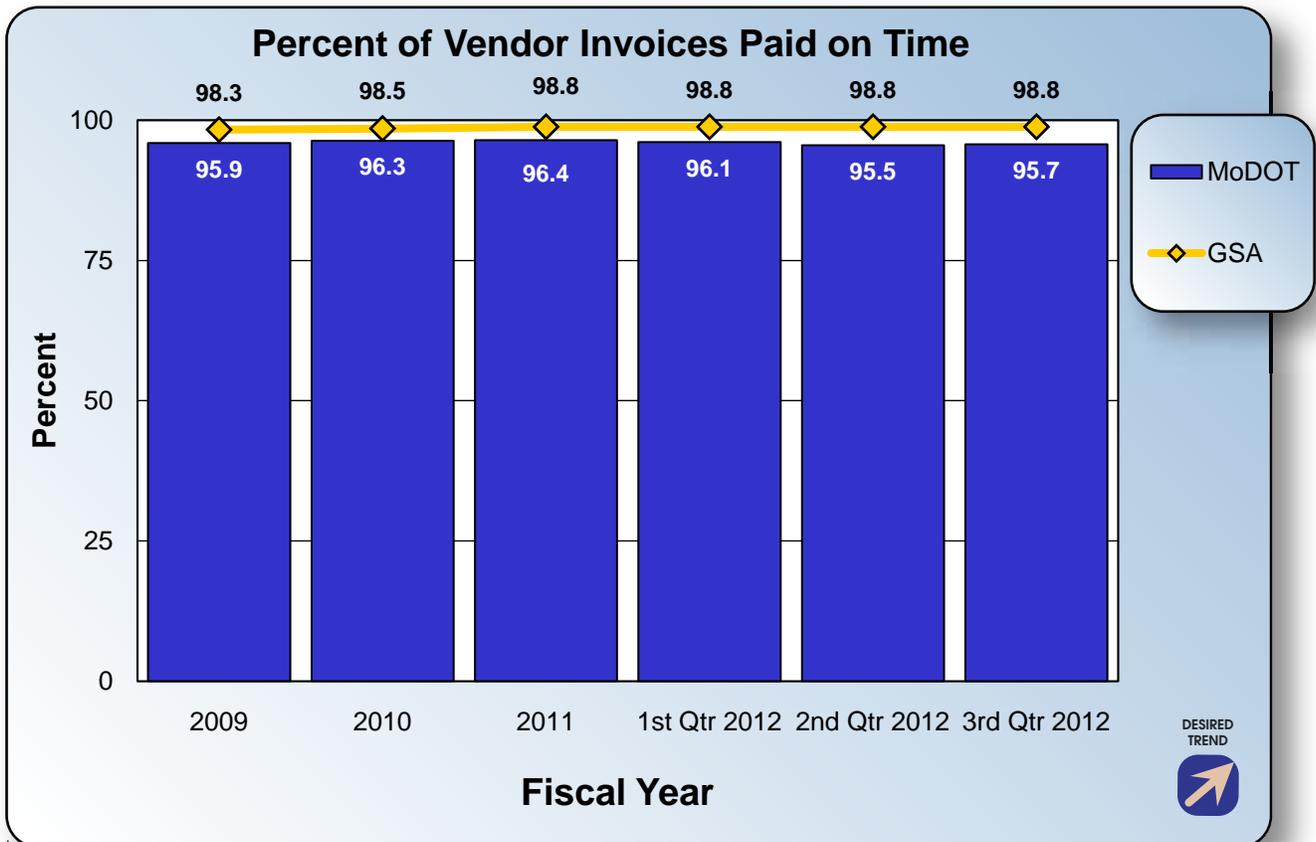
Measurement and Data Collection:

The check date determines if the invoice payment is timely. Vendors age their receivables based on the date of the invoice; therefore, timely is defined as a check issued less than 31 days from the date of invoice. The department’s measure is benchmarked

to the U.S. General Services Administration (GSA), which is updated annually with the federal fiscal year calendar ending Sept. 30. This measure is updated quarterly.

Improvement Status:

The measure indicates a slight increase from the second quarter of fiscal year 2012, which is due to an overall improvement in the districts paying a higher percentage of invoices on time this quarter.



Distribution of expenditures-15i

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Christina Wilkerson, Financial Services Manager

Purpose of the Measure:

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

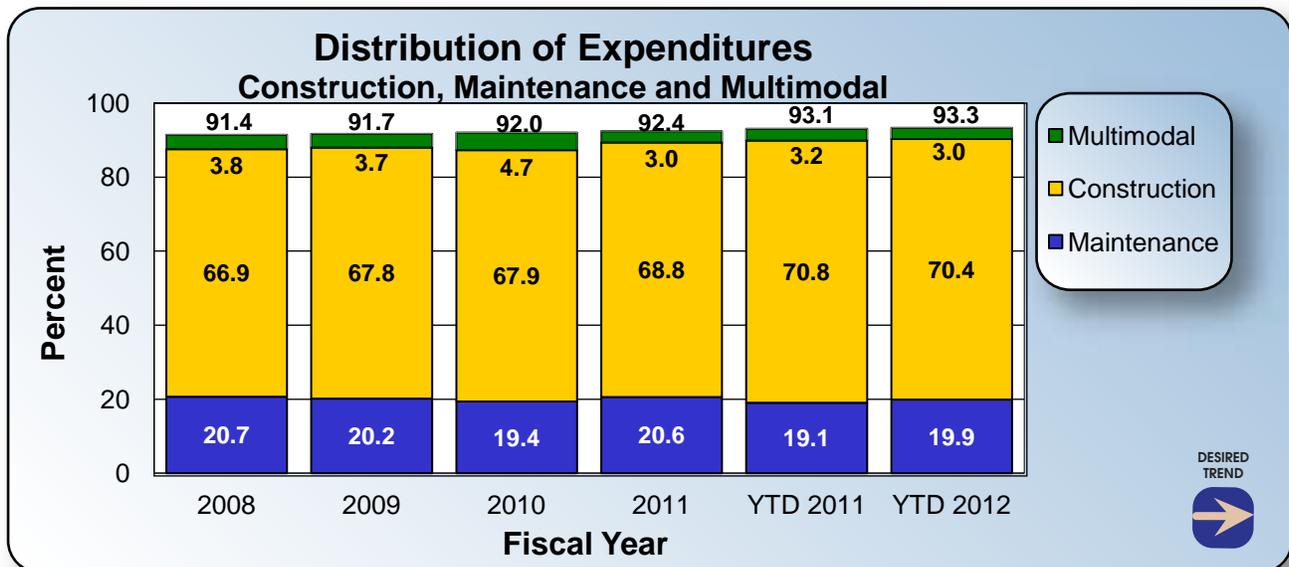
Measurement and Data Collection:

The data collection is based on cash expenditures by appropriation on a quarterly basis. Construction, maintenance and multimodal expenditures are defined as expenditures from the construction, maintenance and multimodal appropriations. Other expenditures include administration, fleet, facilities, and information systems (FFIS), motor carrier and highway safety appropriations. Debt service appropriations are not included. This measure is updated quarterly.

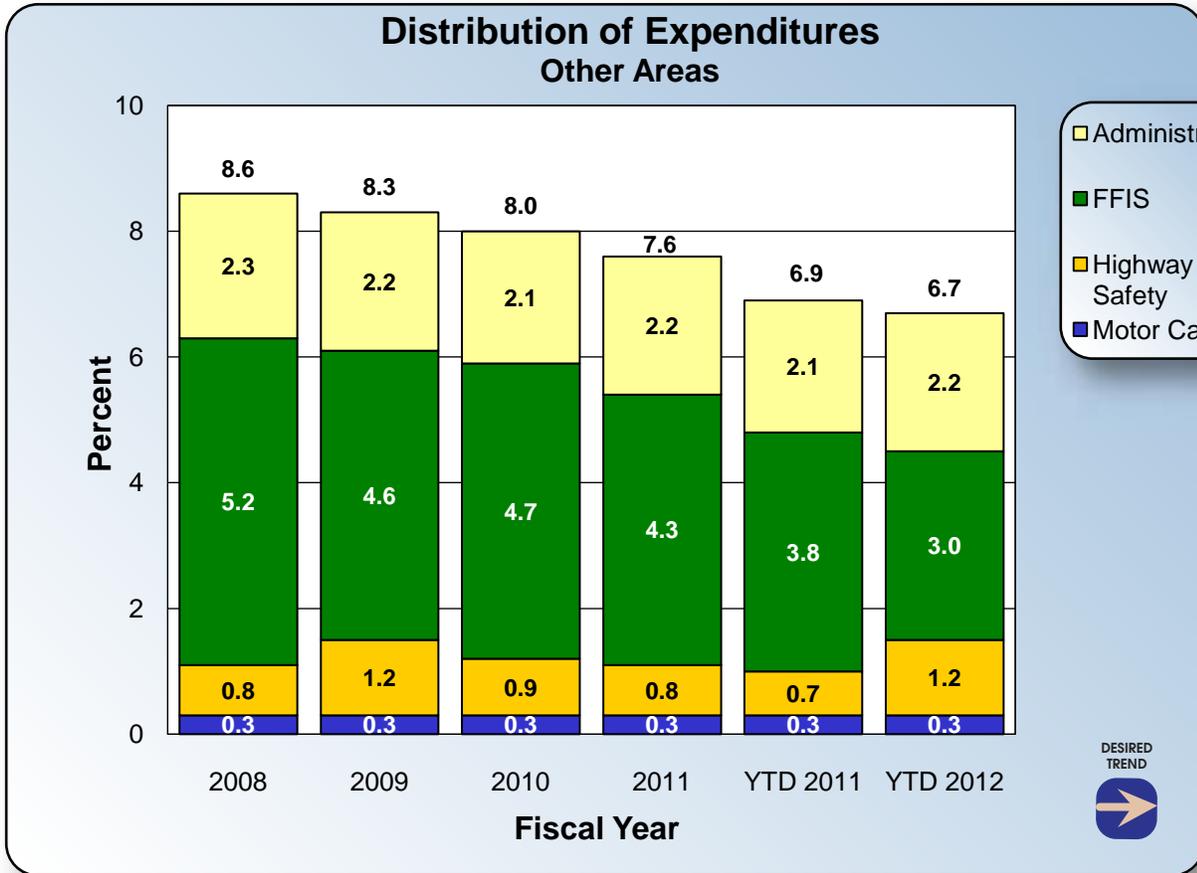
Improvement Status:

MoDOT's emphasis is on expenditures for routine maintenance of the system (maintenance appropriation), rehabilitation and construction of the

system (construction appropriation) and other modes of transportation (multimodal appropriations). Total expenditures have decreased by \$148.6 million from the third quarter of this fiscal year compared to the third quarter of last fiscal year. The reduction is reflected in the decrease in the construction program dollars as a result of decreased funding. The percentage of maintenance is consistent with last year during the third quarter, even as the dollars decreased, as a result of the relative decrease in expenditures in all areas. Overall, the total percentage for Administration, FFIS, motor carrier and highway safety decreased slightly compared to the third quarter of last fiscal year. The decrease in FFIS is a result of the Bolder Five-Year Direction. However, Highway Safety increased as a result of the programming and timing of related expenditures for hazard elimination projects such as guard cable installation, shoulder work and rumble stripes or specific projects such as the Route 54 intersection safety improvements.



| Thousands of Dollars | | | | | | |
|----------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2008 | 2009 | 2010 | 2011 | YTD 2011 | YTD 2012 |
| Construction | 1,377,328 | 1,533,866 | 1,617,246 | 1,549,412 | 1,214,426 | 1,102,315 |
| Maintenance | 424,815 | 457,020 | 462,490 | 463,608 | 326,627 | 311,538 |
| Multimodal | 77,265 | 83,007 | 112,298 | 67,533 | 54,177 | 46,997 |
| Total | 1,879,408 | 2,073,893 | 2,192,034 | 2,080,553 | 1,595,230 | 1,460,850 |



| Thousands of Dollars | | | | | | |
|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2008 | 2009 | 2010 | 2011 | YTD 2011 | YTD 2012 |
| Administration | 46,808 | 49,214 | 49,451 | 48,787 | 36,711 | 35,172 |
| FFIS | 106,343 | 104,635 | 111,564 | 96,972 | 65,856 | 46,536 |
| Motor Carrier | 6,930 | 7,095 | 6,963 | 6,498 | 4,902 | 4,497 |
| Highway Safety | 17,064 | 26,531 | 21,543 | 17,182 | 11,286 | 18,360 |
| Total Other Areas | 177,145 | 187,475 | 189,521 | 169,439 | 118,755 | 104,565 |

| | | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Total Expenditures | 2,056,553 | 2,261,368 | 2,381,555 | 2,249,992 | 1,713,985 | 1,565,415 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|

Accuracy of state and federal revenue projections-15j

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, Financial Services Administrator

Purpose of the Measure:

This measure shows the precision of state and federal revenue projections. Projections are used to prepare 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 by state fiscal year.

Federal revenue is the amount available to obligate in a federal fiscal year for formula apportionments. Formula apportionments are distributed to states via federal law. The measure provides the variance of actual federal revenue versus projected federal revenue by federal fiscal year.

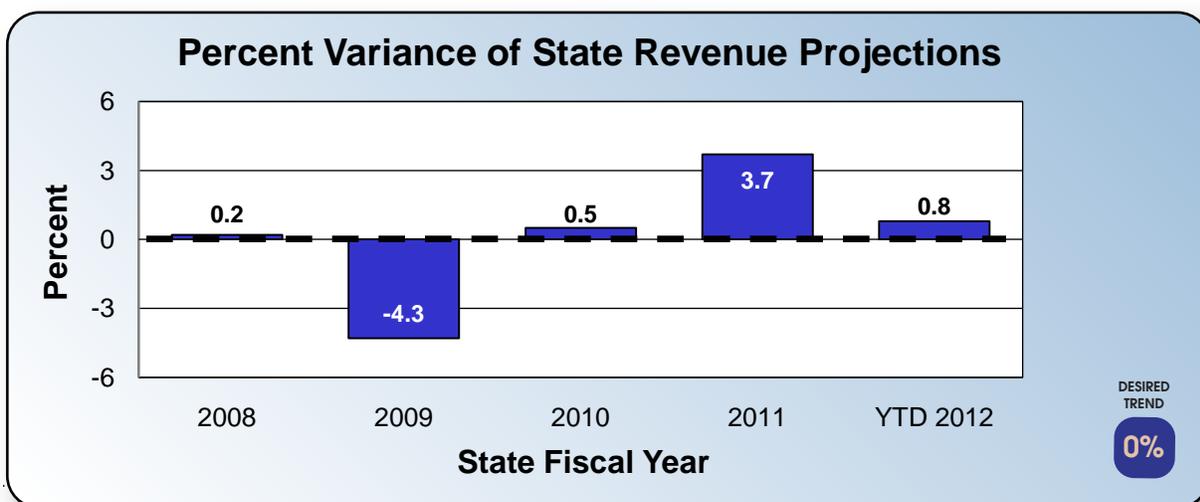
State and federal revenue projections are based on the department’s current financial forecast. State revenue data is updated quarterly. Federal revenue data is updated annually in October.

Improvement Status:

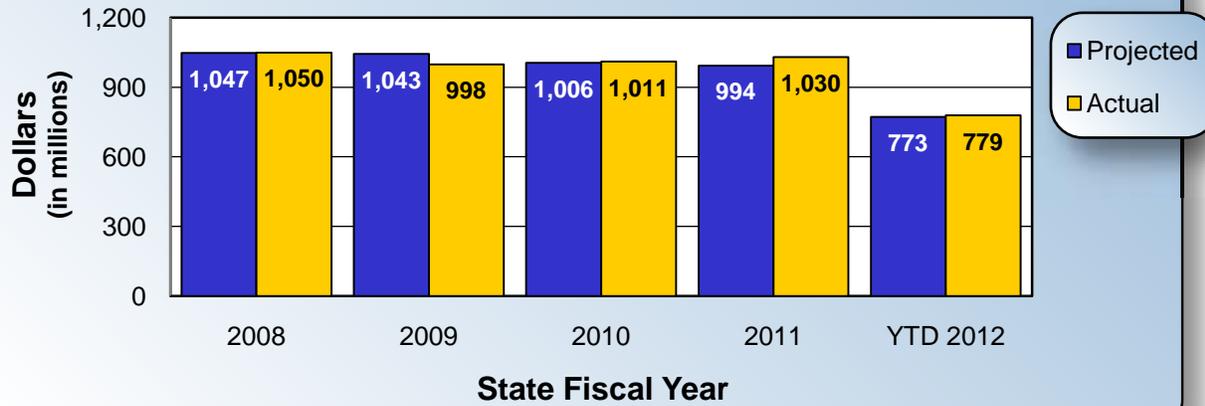
Actual state revenue was more than projected through the third quarter of fiscal year 2012. Projected revenue was \$772.6 million. However, actual receipts were \$778.6 million, a difference of \$6.0 million and a positive variance of 0.8 percent. The receipts were \$1.7 million, or 0.2 percent, more than the third quarter of fiscal year 2011. Motor vehicle sales and use tax receipts were higher than projected, while motor fuel tax and motor vehicle and driver licensing fees were slightly lower than projected.

Actual federal revenue was more than projected for fiscal year 2011. The projected revenue was \$840.0 million. However, the actual revenue was \$912.8 million, a difference of \$72.8 million and a positive variance of 8.7 percent. MoDOT received additional revenue because: 1) discretionary funding programs continued and were categorized as formula funds in federal fiscal year 2011; and 2) \$17.2 million of additional funding became available through the annual August redistribution process.

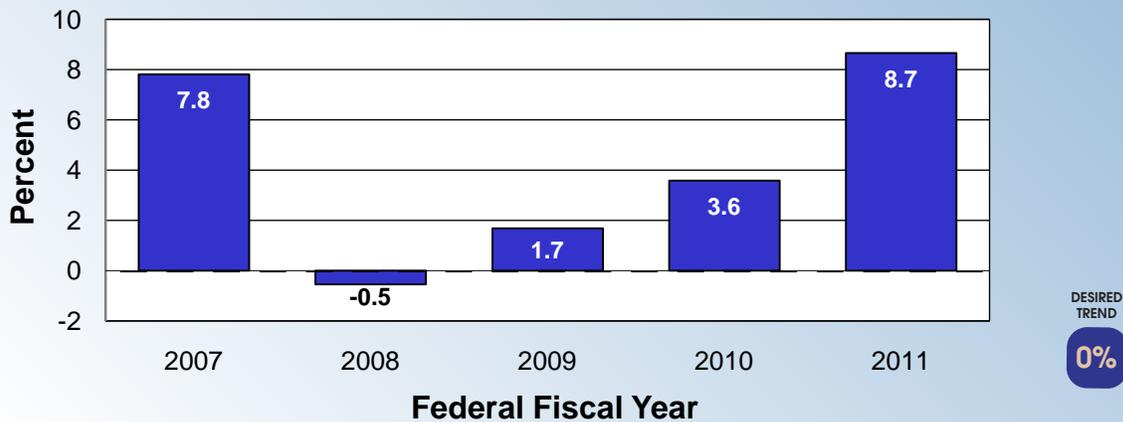
The desired trend is for actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these variances, if needed.



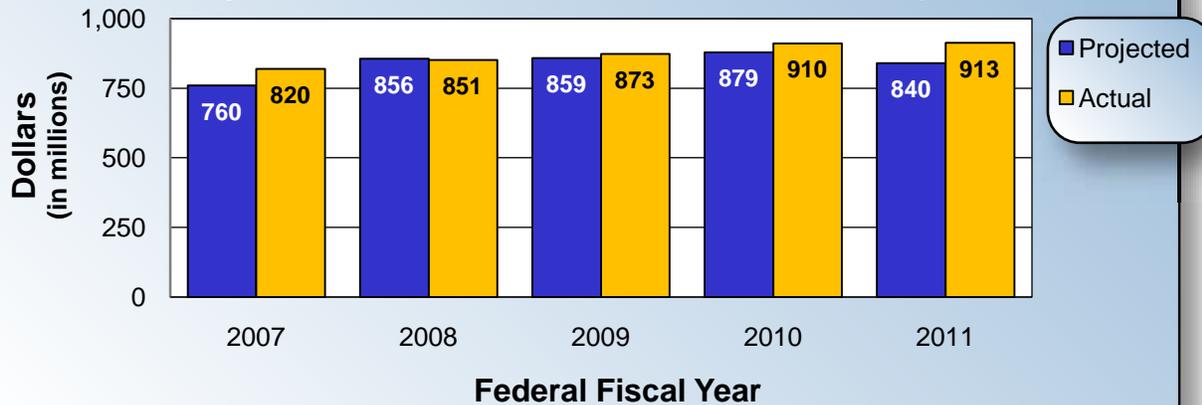
Projected vs. Actual State Revenue Comparison



Percent Variance of Federal Revenue Projections



Projected vs. Actual Federal Revenue Comparison



Number of excess properties conveyed and gross revenue generated from excess properties conveyed-15k

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Kelly Lucas, Right of Way Director

Purpose of the Measure:

The purpose of this measure is to track the number of excess parcels conveyed from MHTC ownership and to track the amount of revenue generated from the conveyance of excess property. In order to fulfill its stewardship role of asset management while observing practical business decisions, the department is proactively identifying and disposing of property that is no longer needed for the maintenance of the transportation system, will not be used for future expansion projects and is no longer needed for its operations. Funds received from the conveyance of excess properties are used to improve the condition of the state highway system. The districts use these funds to apply toward the costs associated with construction projects.

Measurement and Data Collection:

Data collection for this measure is reported on a quarterly basis from the Realty Asset Inventory system.

Improvement Status:

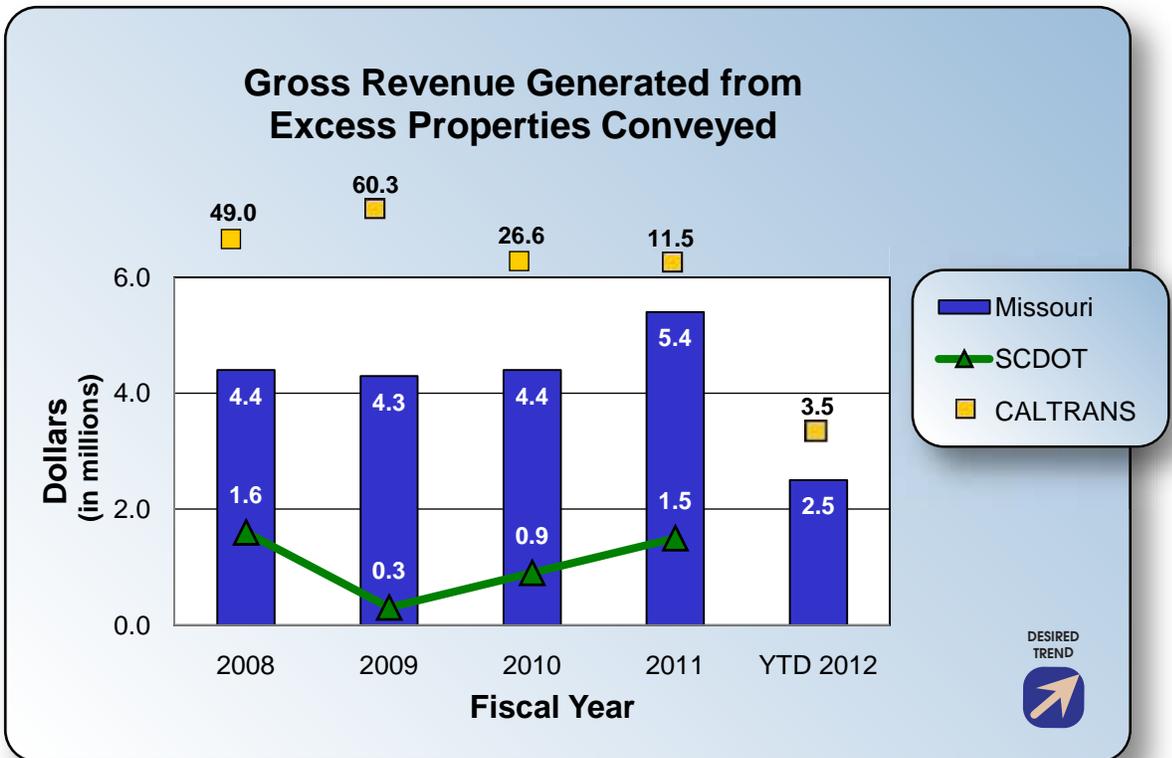
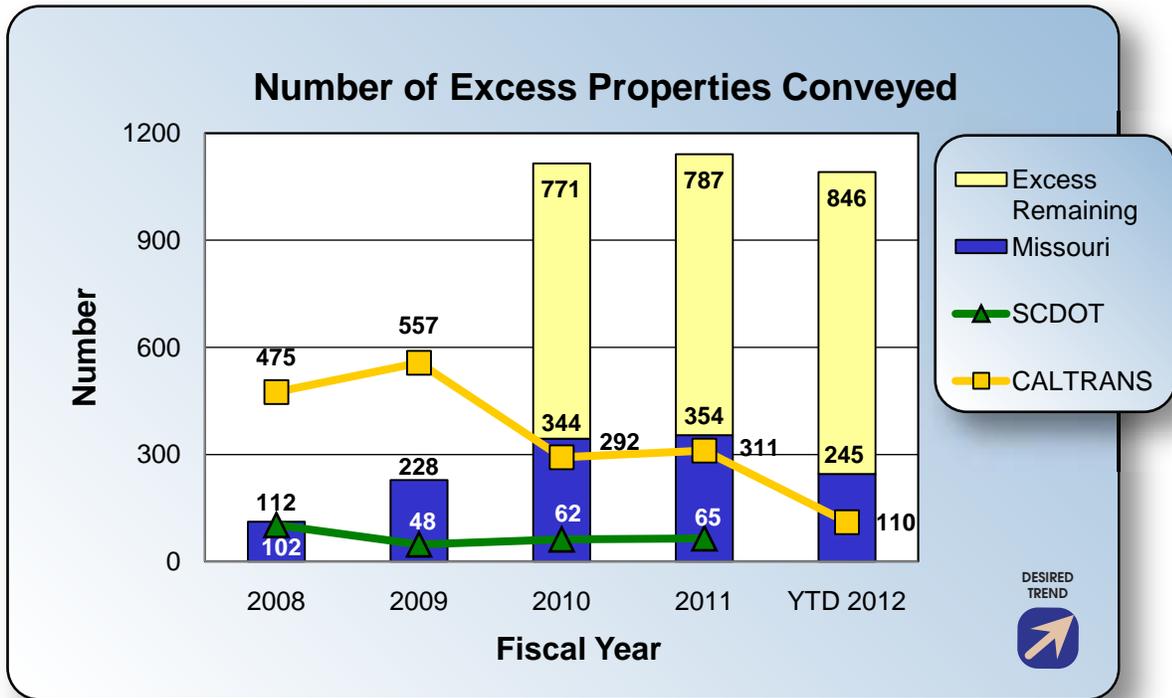
MoDOT conveyed 245 parcels in the first three quarters of fiscal year 2012, which is slightly more than the 226 parcels conveyed in the first, second and third quarters of fiscal year 2011. Revenue from excess sales through the end of the third quarter of

fiscal year 2012 totals \$2,485,463, an increase of \$1,795,828 from the previous quarter.

This quarter, each district completed an excess property inventory review. The review reinforced the program objective of reducing the number of excess properties in the Realty Asset Inventory, while also ensuring an accurate and complete inventory. As part of this action, the team evaluated multiple sites to determine if the properties should be classified as excess.

Balancing competing priorities, cross-training staff in property management, and pro-actively marketing properties within various internal and external publications resulted in an increase in the number of excess properties conveyed in the third quarter of fiscal year 2012.





Average cost per acre mowed and treated-15l

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Dan Niec, District Engineer

Purpose of the Measure:

This measure tracks the average annual cost per acre of roadside vegetation managed by mowing and/or herbicide treatments. MoDOT has made improvements to the overall quality and efficiency of managing roadside vegetation through the development of mowing best practices and herbicide research.

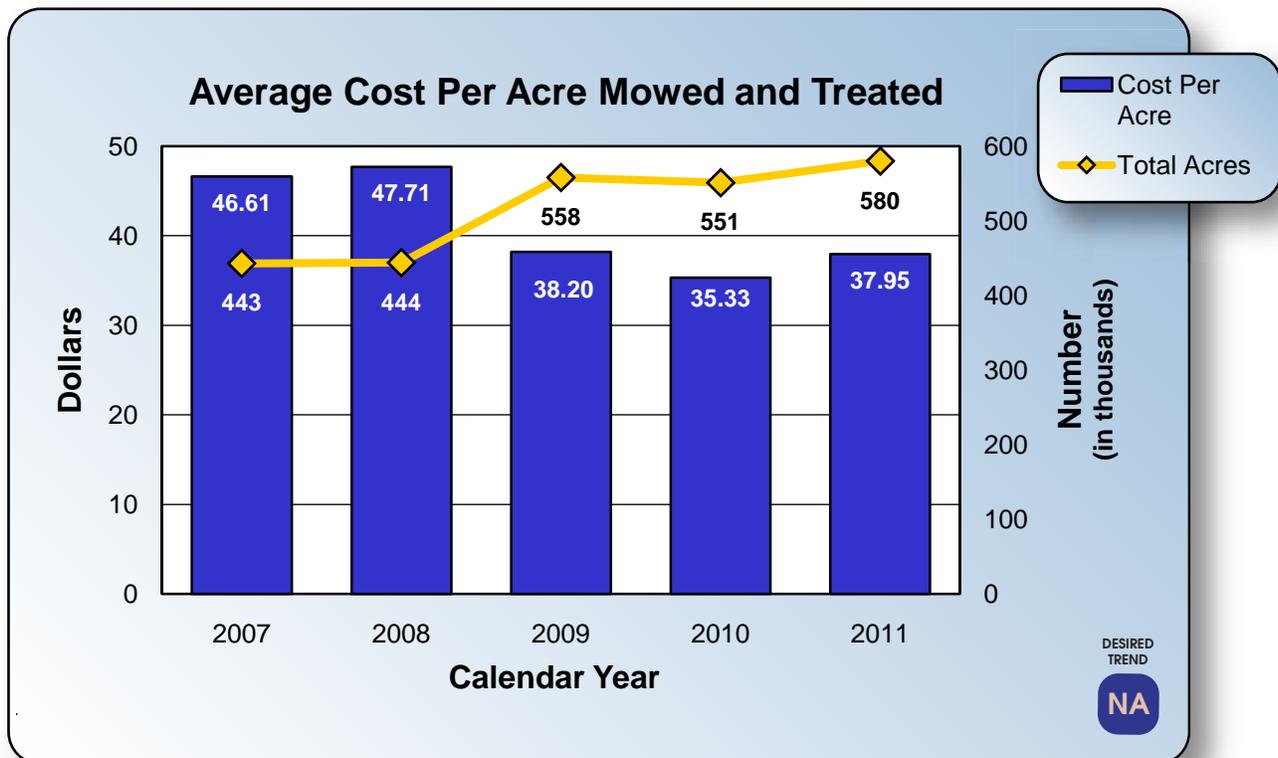
Measurement and Data Collection:

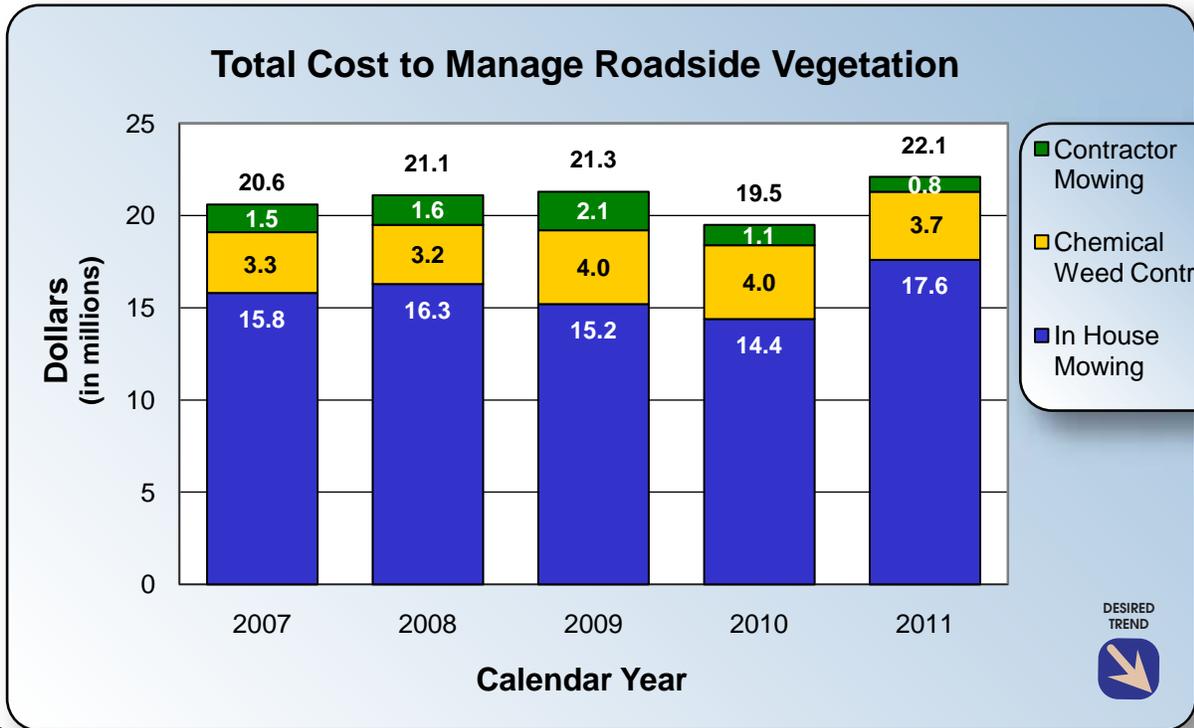
Data is collected by input from each district into the Financial Management System and the Herbicide Database. This measure evaluates the cost of managing roadside vegetation in accordance with the Roadside Vegetation Management Policy and the Herbicide Handbook. The costs reported are a total of in-house mowing, contractor and farmer mowing and herbicide treatments for chemical mowing and the

control of noxious weeds, brush and other undesirable vegetation. This is an annual measure updated each January.

Improvement Status:

According to A Report Card from Missourians – 2011, 70 percent of respondents are satisfied or very satisfied with how roadside vegetation is managed. During the spring and summer of 2011, MoDOT’s roadside vegetation management direction was modified to improve consistency in mowing along all roadways. This included the reduction of the use of plant growth regulators on major roadways and mowing at four specific times: prior to Memorial Day; July 4; Labor Day and a final fall mowing. In 2011, a full mow of all minor roads met the alternate year mowing direction and MoDOT’s in-house mowing costs increased by \$1 million.





Average cost per square yard of chip seal-15m

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Mark Shelton, District Engineer

Purpose of the Measure:

This measure tracks the unit cost per square yard to chip seal Missouri roadways and the number of lane miles chip sealed statewide. Tracking the cost per square yard of chip seal is part of an overall best practice process that seeks to accurately monitor costs, improve quality and reduce costs.

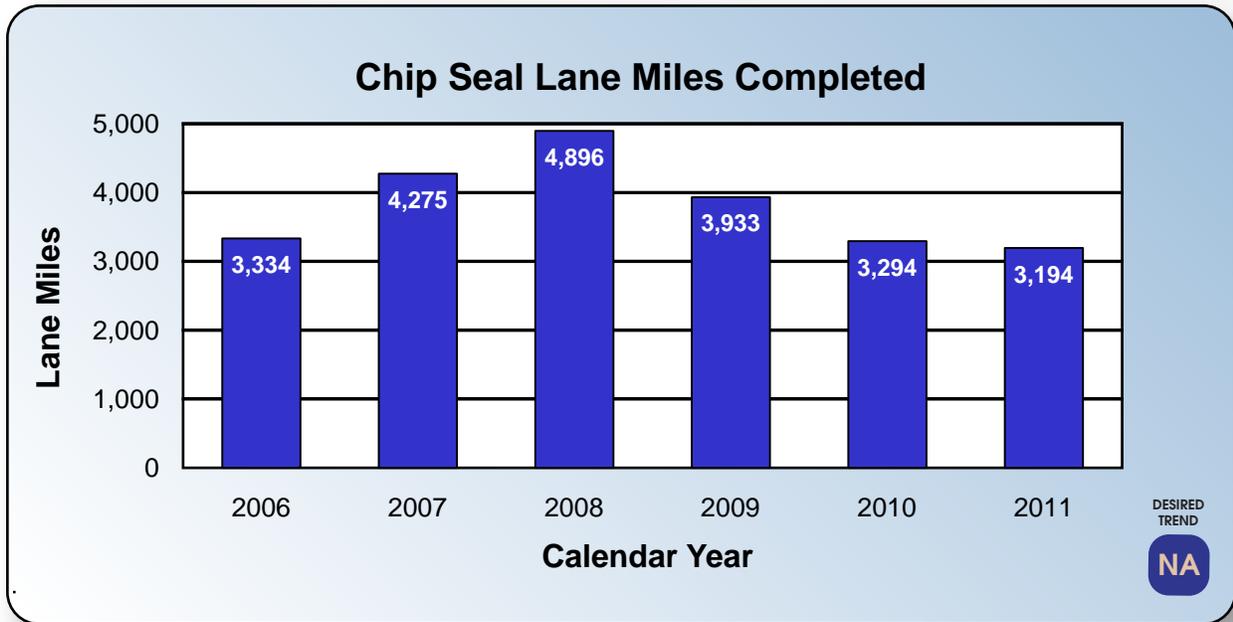
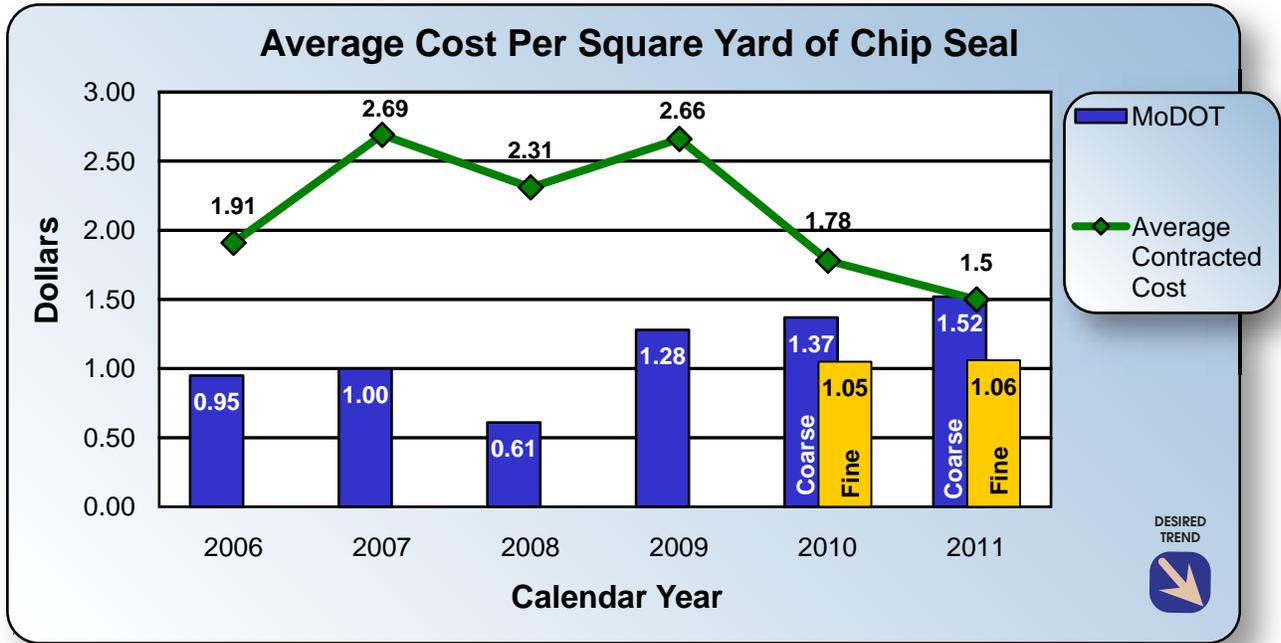
Measurement and Data Collection:

This measure includes costs associated with the equipment, labor and fringe benefits and materials used while performing chip seal operations. The desired trend is to reduce unit costs without impacting the quality of the seal. Field staff enters costs and job data into the Financial Management System. The data is used to calculate a cost per square yard to complete the chip seals. Most projects were completed using “in house” forces. MoDOT, in general, owns the equipment used in completing the chip seals, however some districts rent specialty pieces of equipment rather than purchasing them. The most inconsistent variable between the districts is the cost of the aggregate that is used in the chip seal. The cost of the aggregate can vary greatly not only by the type of product selected, but can also vary significantly between districts due to the availability of the product, as well as, the transportation costs. This is an annual measure updated each January.

Improvement Status:

In 2011, MoDOT spent \$22,322,000 on chip seals. \$21,158,000 was spent on in-house chip seals and \$1,164,000 was spent on contractor-performed chip seals. In 2011, 3,194 total lane miles were chip sealed. Of these lane miles, MoDOT’s in-house forces chip sealed 3,061 lane miles and contractors performed 133 lane miles.

The cost per square yard analysis delineates between coarse and fine aggregate chip seals. Coarse aggregate chip seals have an aggregate size of 3/8 of an inch or more while fine aggregate chip seals have an aggregate size of less than 3/8 of an inch. The coarse aggregate chip seals are more expensive because they require more oil and inherently have a heavier aggregate application rate. The cost per square yard for chip sealing with in-house forces increased slightly from 2010 at a composite average of \$1.18 per square yard. The average cost for MoDOT to contract chip seal dipped to \$1.50 per square yard. MoDOT forces placed fewer lane miles of chip seal in 2011 than in 2010. This trend will increase as more contracted chip seals occur, allowing MoDOT forces the ability to address other maintenance needs. With additional work for the contracting community, it is expected that the reduction in contract prices will continue due to the economy of scale.



Dollars invested in information technology resources-15n

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Beth Ring, Information Systems Director

Purpose of the Measure:

This measure tracks the dollars invested in information technology that makes MoDOT faster, better and cheaper. This measure also compares the percentage of dollars invested in information technology to total MoDOT operating expenses.

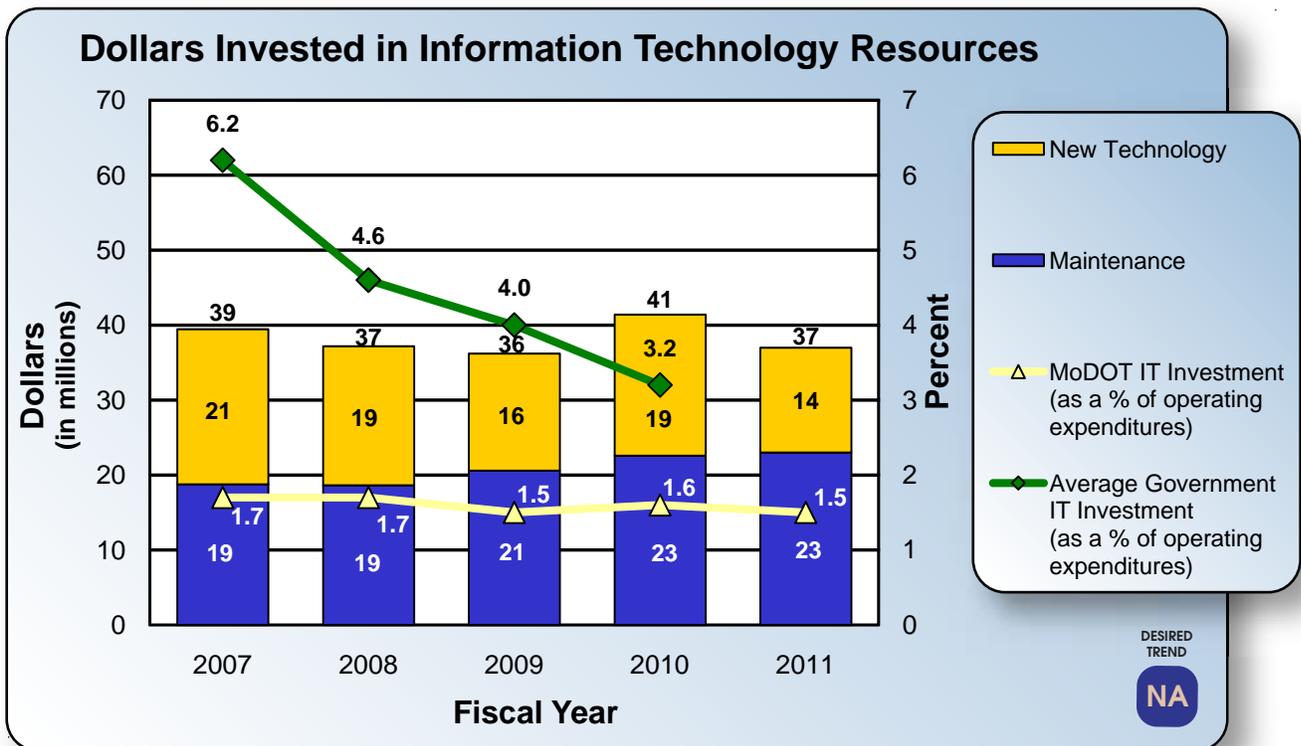
Measurement and Data Collection:

Data for this measure is collected from the SAM II financial and human resource system. The Information System Division's resource and planning system also aids in grouping the data into the categories of new technology or maintenance expenditures. New technology is new to the department or expanded beyond its previous use or extent. Maintenance keeps current systems running or upgraded to current vendor level. Investment dollars include Information Systems Division expense and equipment, personal service and fringe benefits only. It does not include other division or district dollars. The operating expenses are on a cash basis. The average government information technology investment benchmark is obtained from Gartner and

indicates the percentage of dollars devoted to IT within an agency compared to its operating expenses. Gartner is an information technology research and advisory firm that performs annual surveys across multiple industries, including state government. The Gartner benchmarks are by fiscal year and are published in December. This is an annual measure updated each July for the previous fiscal year. Note: Prior year MoDOT IT Investment percentages were revised to reflect total MoDOT operating expenses including personal service.

Improvement Status:

MoDOT's ITIP Committee works to manage information technology investments, balancing investment in new technologies while maintaining existing systems. Maintenance costs leveled out this year due to concerted efforts to move to lower cost platforms. Also, the benchmark of average government IT investment continues to decline. Similarly, MoDOT's information technology investment is also declining.



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