A photograph of construction workers on a bridge deck. They are wearing hard hats and safety gear, working with green rebar. The scene is outdoors, with a body of water and trees 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-15a

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Steve Meystrik, Special Projects Coordinator

Purpose of the Measure:

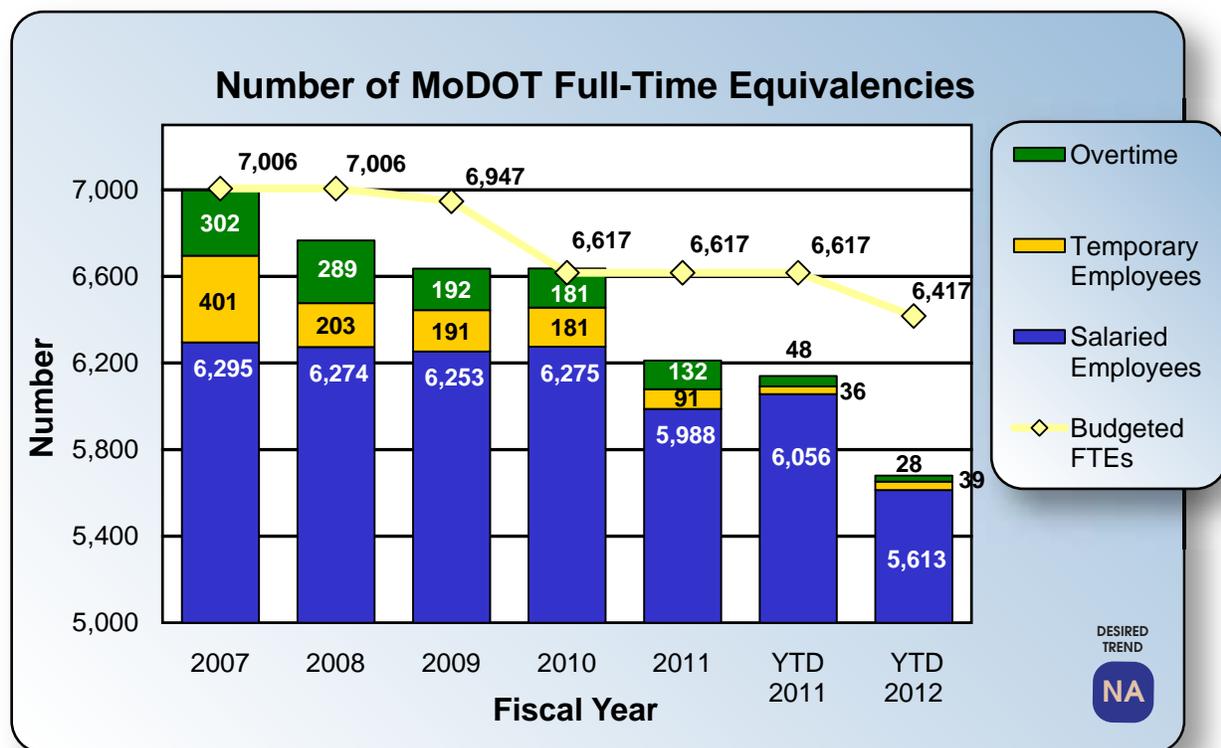
This measure tracks the change in the number of full-time equivalencies (FTEs) within the department and compares it to the number of FTEs in the legislative budget. The data provides a high-level view of overall staffing at MoDOT in relation to budgeted FTEs.

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 employee data is converted to an annual number for ease in comparison to previous years, whereas temporary employee and overtime data represent actual year-to-date calculations. This measure is updated quarterly.

Improvement Status:

Through the second 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 to date compared to previous years and overtime administration strategies utilized to reduce expenditures in this area. There has been an increase of three FTEs resulting from temporary employment compared to the same period last year and an increase of ten FTEs in this category compared to the first quarter of FY 2012. This increase is the result of an increased usage of 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:

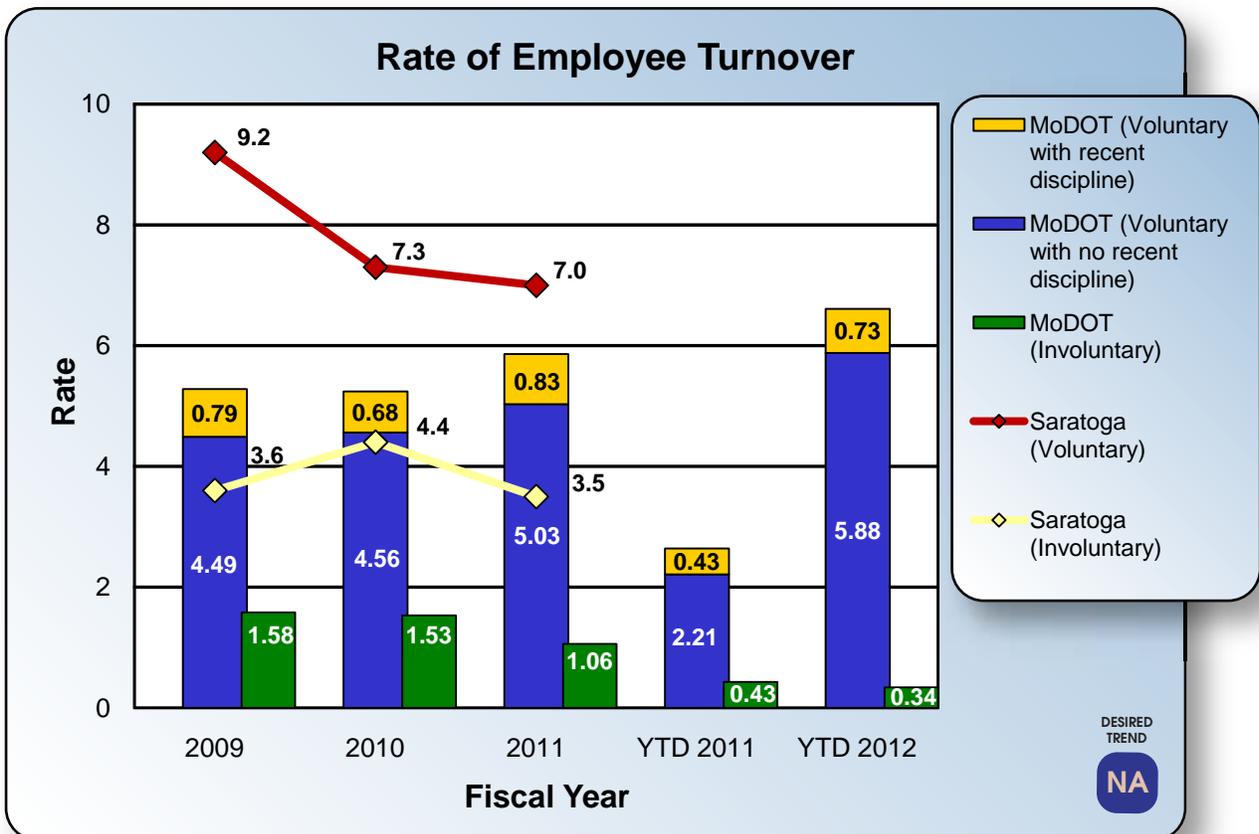
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's turnover rate to benchmarked data. Beginning in 2011, turnover rates are tracked by fiscal year. Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. Turnover 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 2.64 percent in the first half of FY 2011 to 6.61 percent in the first half of FY2012. The department's involuntary separation rate decreased from 0.43 percent in the first half of FY 2011 to 0.34 percent in the first half of FY 2012. There were 19 releases in the first half of FY 2012, compared to 26 releases in the first half of FY 2011. Of the 372 voluntary separations that occurred in the first half of FY 2012, 129 were retirements and 243 were resignations. This compares to 161 voluntary separations in the first half of FY 2011 (97 retirements and 64 resignations). During the first half of FY 2012, 11 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 16.15 percent of resignations and retirements in the first half 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.

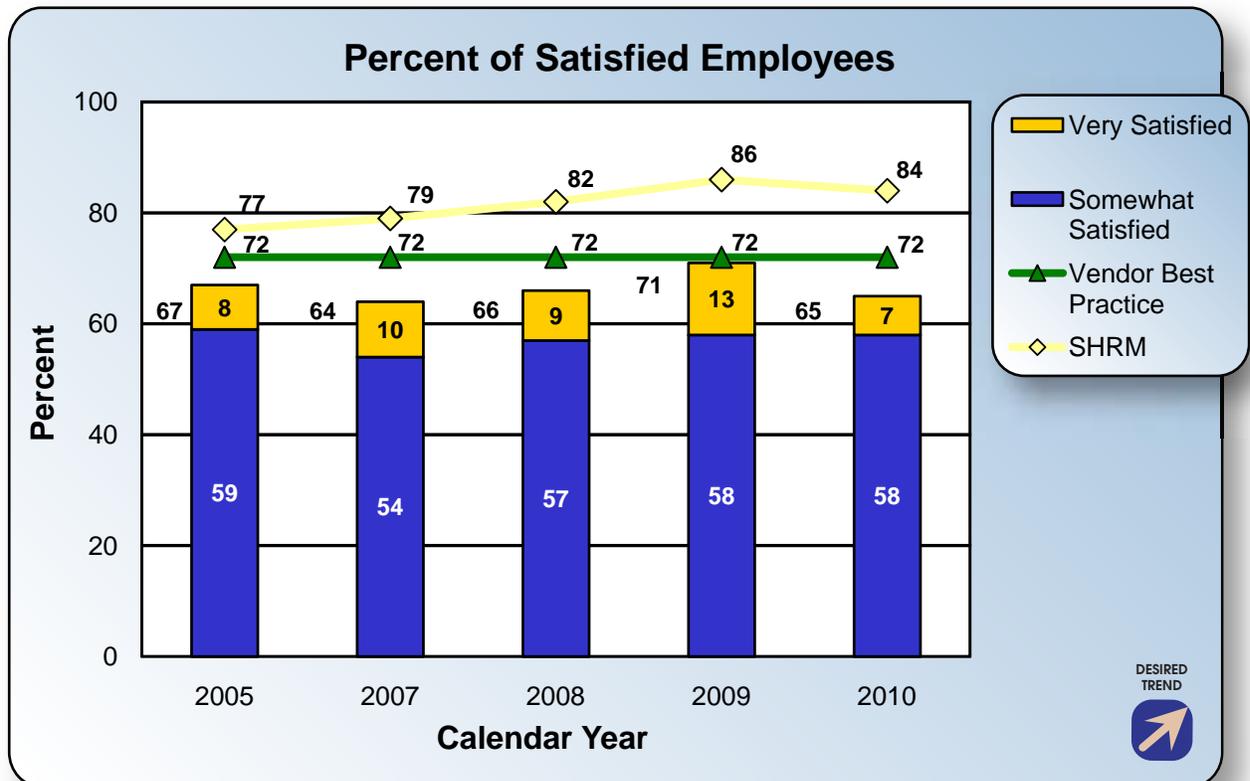
The statewide average rating on all four dimensions of the Employee Satisfaction Survey decreased from 2009 to 2010. Job Satisfaction decreased from 3.58 to 3.5 on a 5-point scale. Employee Engagement decreased from 3.7 to 3.63. Organizational Justice

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 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, 2010, and is off during January of 2011 will not show up as lost time in 2011 because the incident occurred during the previous reporting period.)

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 2011 is 32 percent greater than 2010, increasing from 615 to 809 lost

workdays. Though not illustrated in the chart, the number of lost-time incidents reflected a 31 percent increase from 2010 to 2011. Three weather-related incidents accounted for 20 percent of the lost workdays. These occurred in the Northwest, Northeast and St. Louis districts. The Kansas City District and the Southwest District both suffered injuries in which the employee struck or was struck by MoDOT equipment. These accounted for another 46 percent of the lost workdays. Two incidents in the Kansas City and Central Districts involving road maintenance accounted for an additional 17 percent of the lost workdays. Risk Management personnel 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 employees back to work quickly.



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:

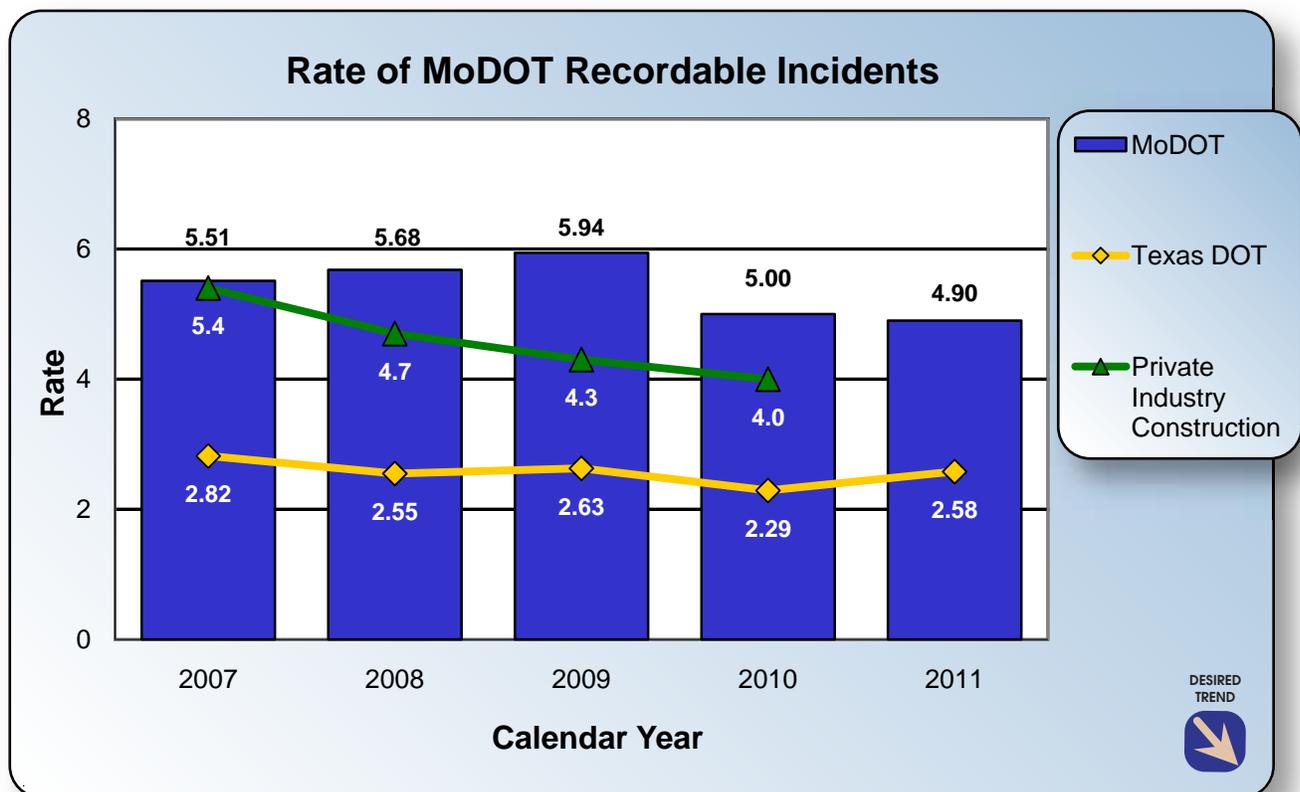
This measure tracks the number of recordable injuries, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time workers (working 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:

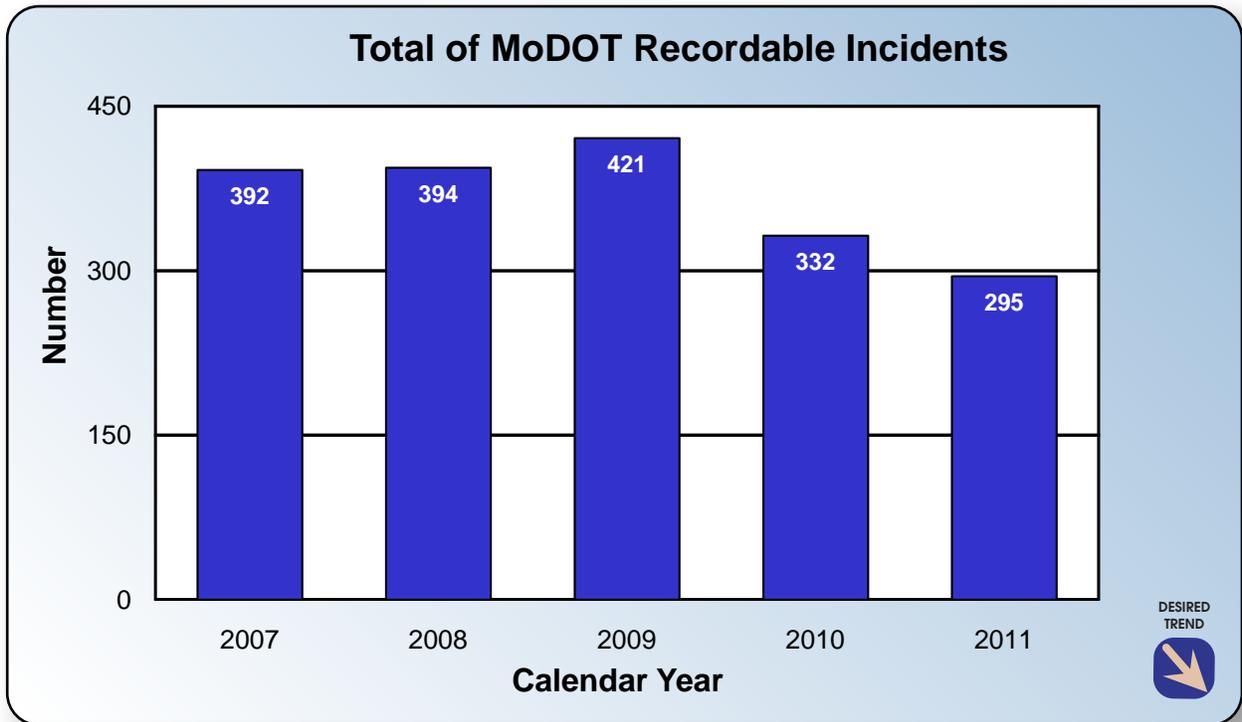
The injury data is collected from Riskmaster, a claims administration software. The number of hours worked is taken from MoDOT's payroll data. This measure is updated quarterly.

Improvement Status:

The number of MoDOT recordables and incident rate have both decreased from 2010 to 2011. The number of MoDOT recordables decreased by 11 percent over the period, with a decrease from 332 to 295. The incident rate decreased by 2 percent over the reporting period, dropping from 5.00 to 4.90.



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



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:

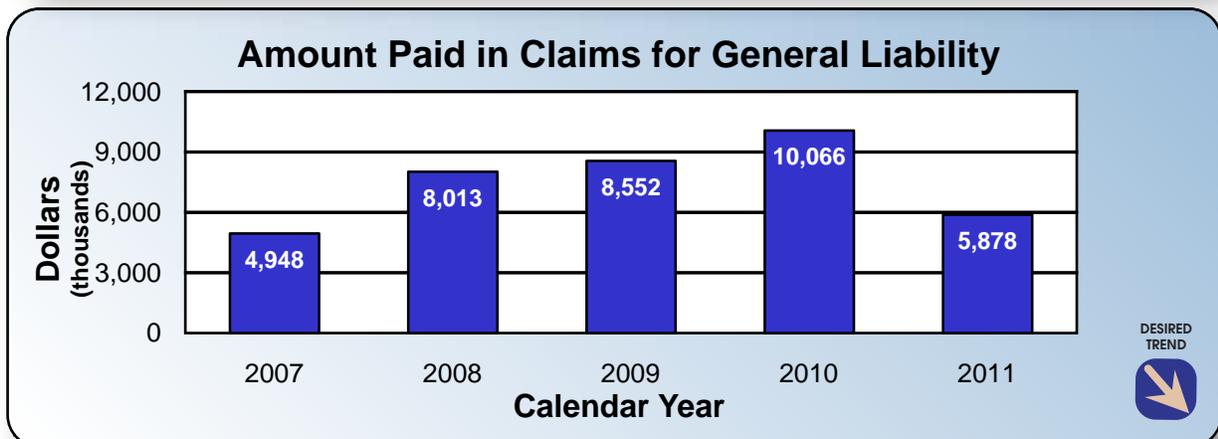
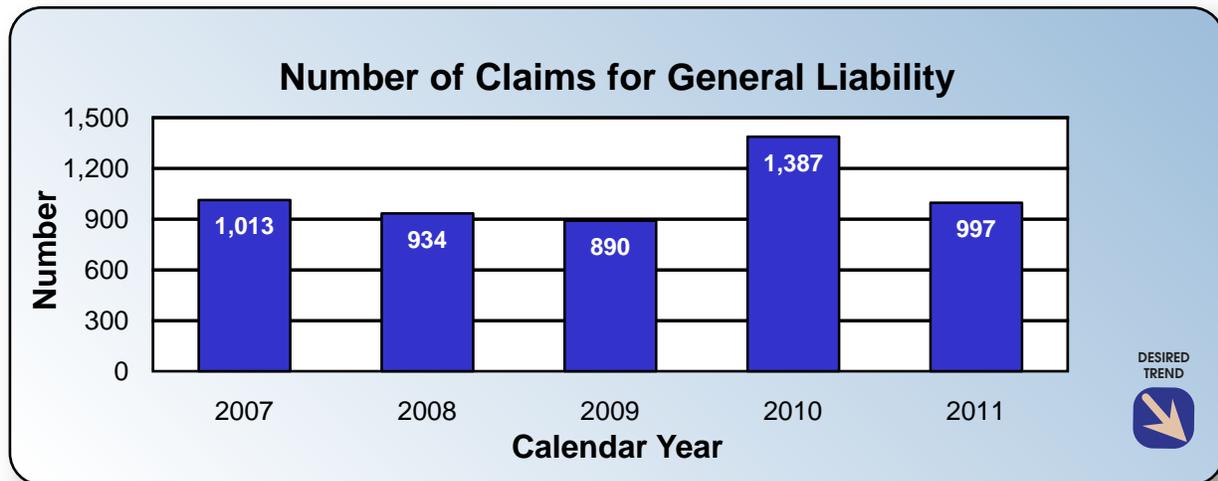
General liability claims arise from allegations of injuries/damages caused by the dangerous condition of MoDOT property and the injury/damage directly resulted from the dangerous condition. In addition, an employee must be negligent and create the dangerous condition or MoDOT must have actual or constructive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

Improvement Status:

The desired result is a reduction in claims and payments. This year, the number of claims is down 28 percent and payments are down 42 percent since this time last year. The total number of claims for 2011 is more consistent with previous years; with the exception of 2010. The increase in 2010 was the result of a chip seal project that had 188 claims. The decrease in payments is attributed to a significant decrease in the number of claims received and paid for pavement defects, intersection design, and maintenance work zones.

Measurement and Data Collection:

Risk and Benefits Management collects the claims data from Riskmaster, a claims administration software program. This is a quarterly measure.



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 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:

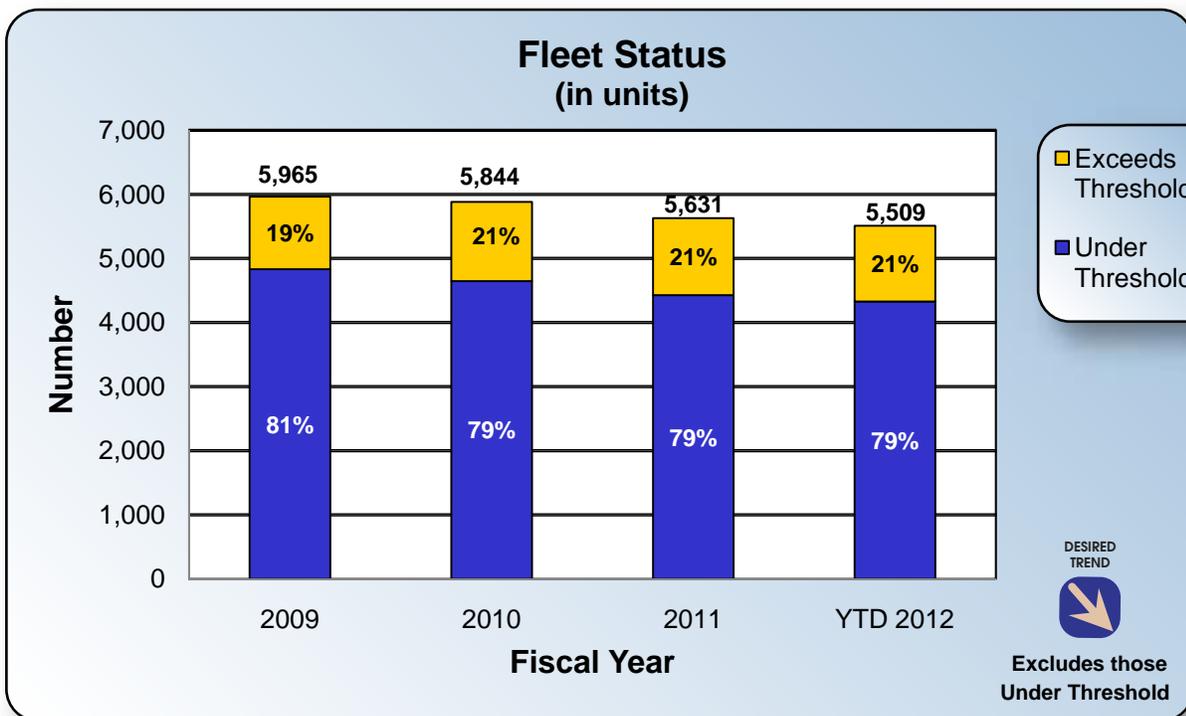
Age and meter thresholds were established based on maximum useful life. Units are identified as either exceeding or not exceeding their primary life cycle for either age or meter.

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 456 units. The fleet condition remains at 79 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.

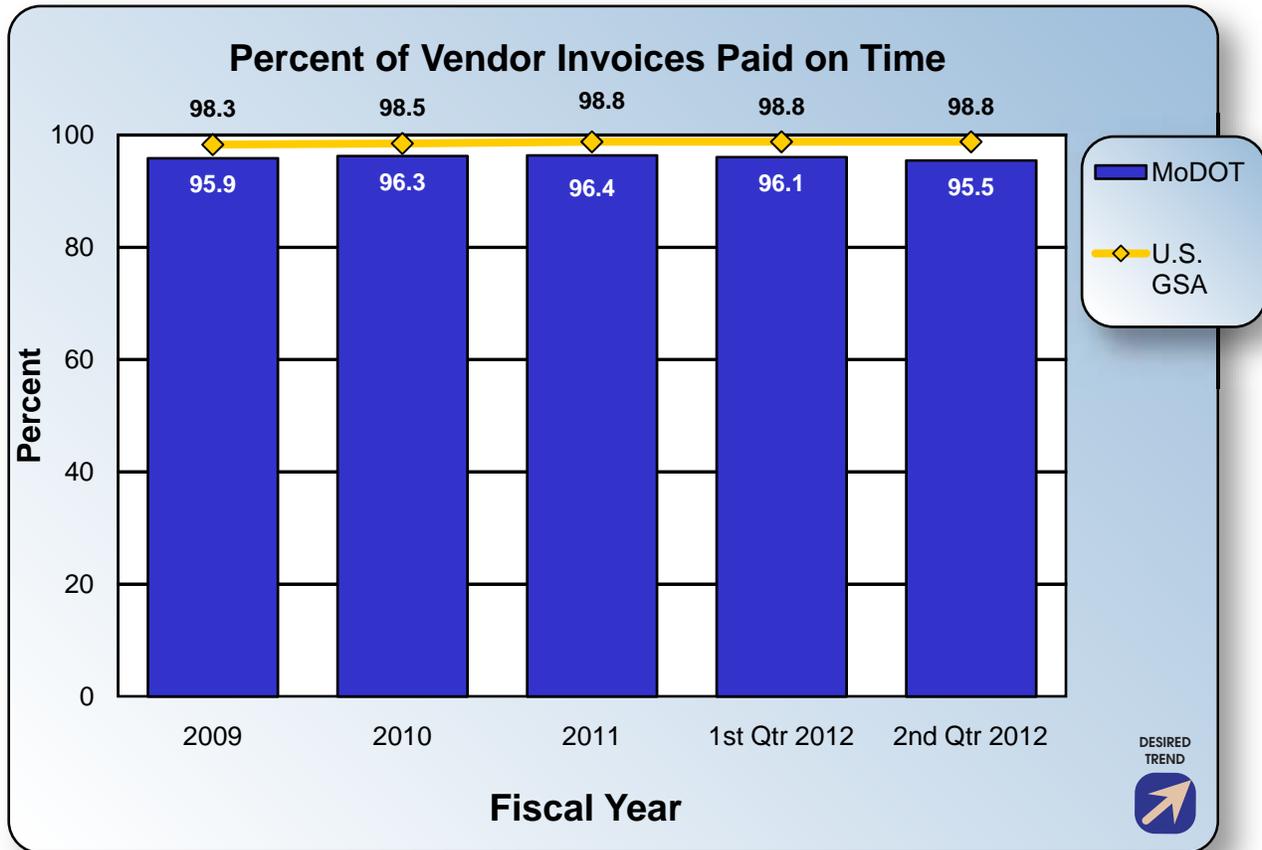
calendar ending Sept. 30. This measure is updated quarterly.

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

Improvement Status:

The measure indicates a slight decline from the first quarter of fiscal year 2012. The slight decline is related to adjusting to the various changes from the department’s Bolder Five-Year Direction. These changes include merging districts (such as changing internal mail systems and forwarding of invoices), staffing reductions and changes in staff.



Distribution of expenditures-15i

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Christina Wilkerson, Financial Services Manager

Purpose of the Measure:

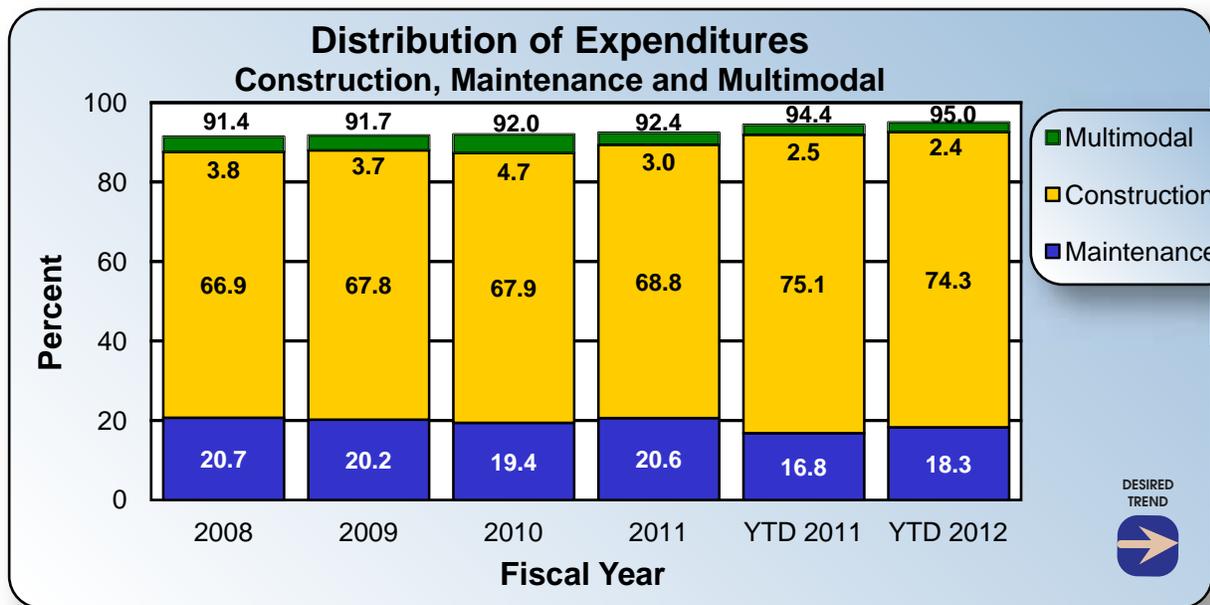
The purpose of the measure is to demonstrate a responsible use of taxpayers' money, with the emphasis of spending on our transportation system.

Measurement and Data Collection:

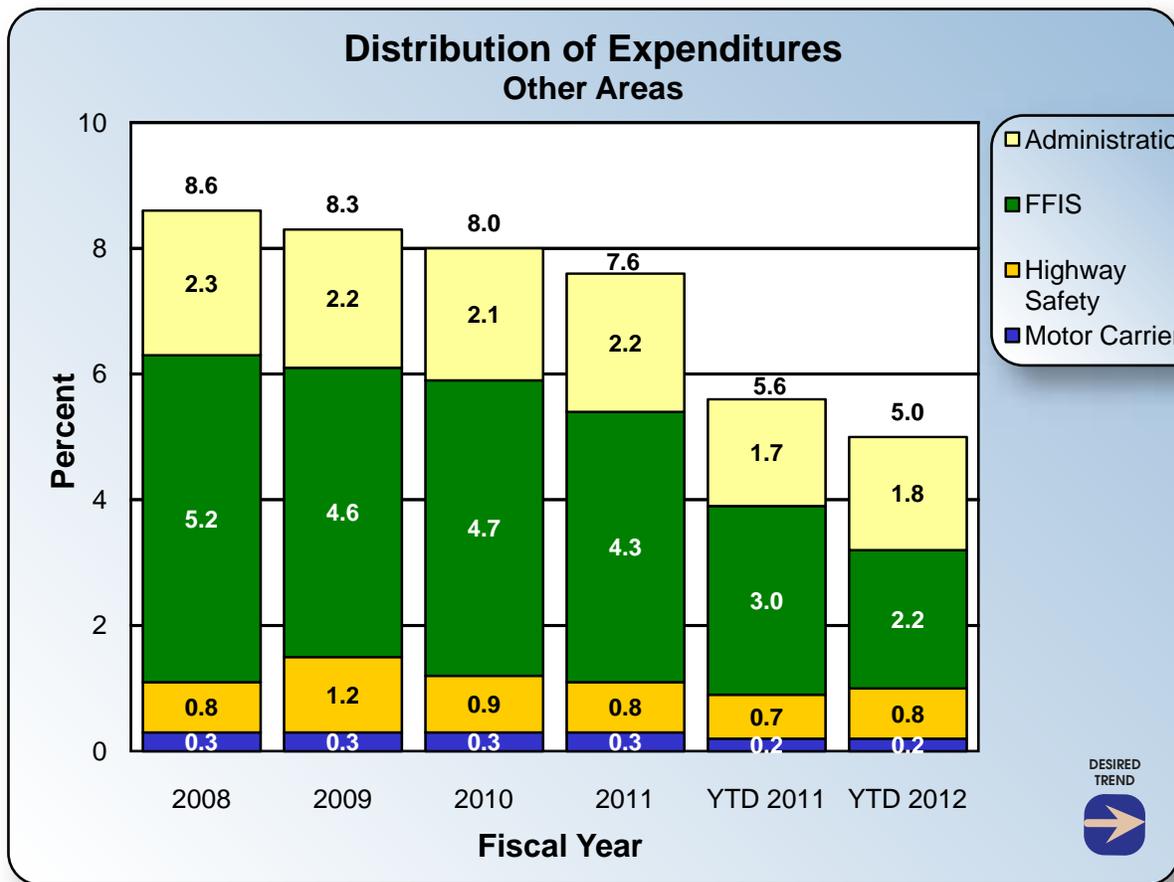
The data collection is based on cash expenditures by appropriation on a quarterly basis. Construction, maintenance and multimodal expenditures are defined as expenditures from the construction, maintenance and multimodal appropriations. Other expenditures include administration, fleet, facilities, and 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 \$116.5 million from the second quarter of this fiscal year compared to the second quarter of last fiscal year. The reduction is reflected in the decrease in the construction program, dollars and percentage, as a result of decreased funding. The percentage of maintenance has increased as a result of the overall decrease in expenditures in construction and maintenance. Overall, the total percentage for Administration, FFIS, motor carrier and highway safety has decreased. The largest decrease is in FFIS and is a result of the Bolder Five-Year Direction.



Thousands of Dollars						
	2008	2009	2010	2011	YTD 2011	YTD 2012
Construction	1,377,328	1,533,866	1,617,246	1,549,412	914,566	807,547
Maintenance	424,815	457,020	462,490	463,608	204,328	199,270
Multimodal	77,265	83,007	112,298	67,533	30,966	26,626
Total	1,879,408	2,073,893	2,192,034	2,080,553	1,149,860	1,033,443



Thousands of Dollars						
	2008	2009	2010	2011	YTD 2011	YTD 2012
Administration	46,808	49,214	49,451	48,787	20,381	19,997
FFIS	106,343	104,635	111,564	96,972	37,358	22,627
Motor Carrier	6,930	7,095	6,963	6,498	2,751	2,567
Highway Safety	17,064	26,531	21,543	17,182	8,077	8,582
Total Other Areas	177,145	187,475	189,521	169,439	68,567	53,773

Total Expenditures	2,056,553	2,261,368	2,381,555	2,249,992	1,218,427	1,087,216
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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.

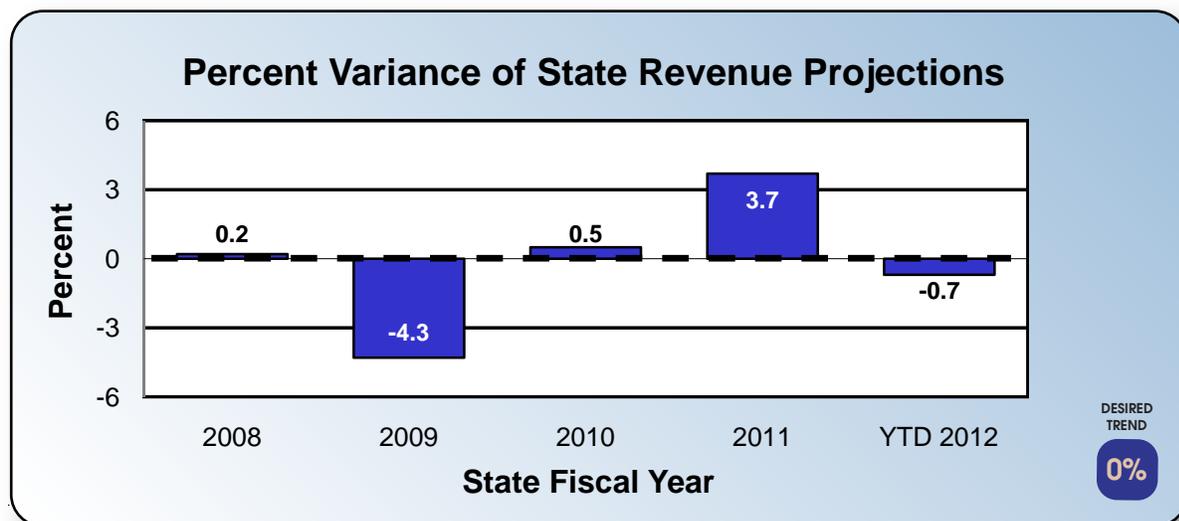
State and federal revenue projections are based on the department's current financial forecast. State revenue data is updated quarterly. Federal revenue data is updated annually in October.

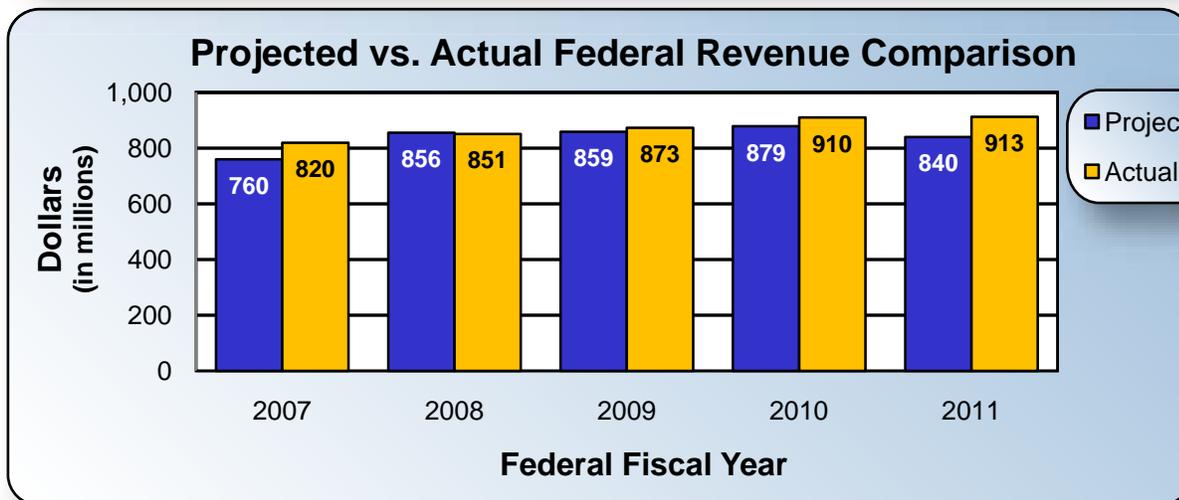
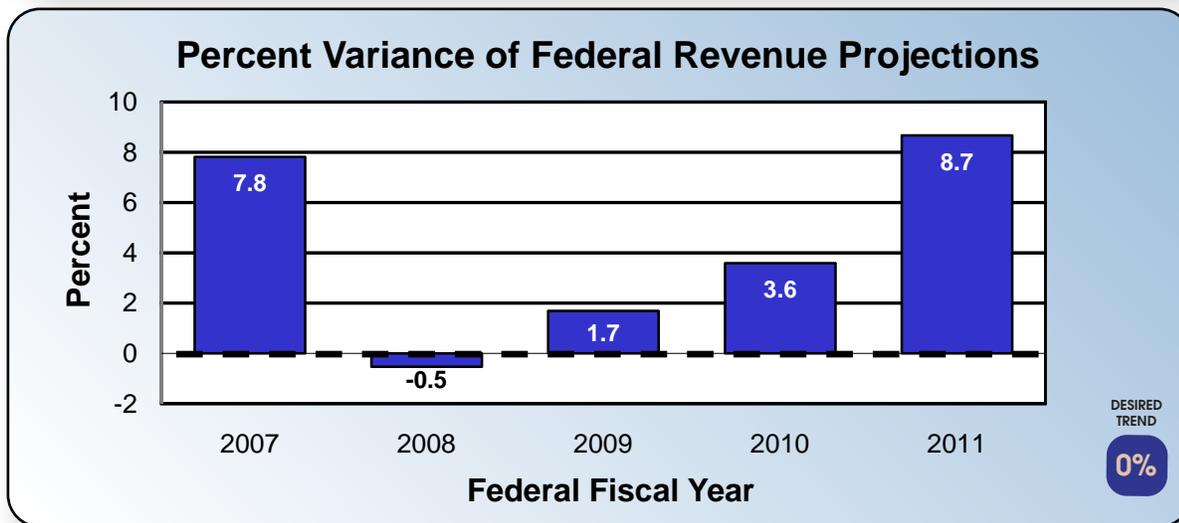
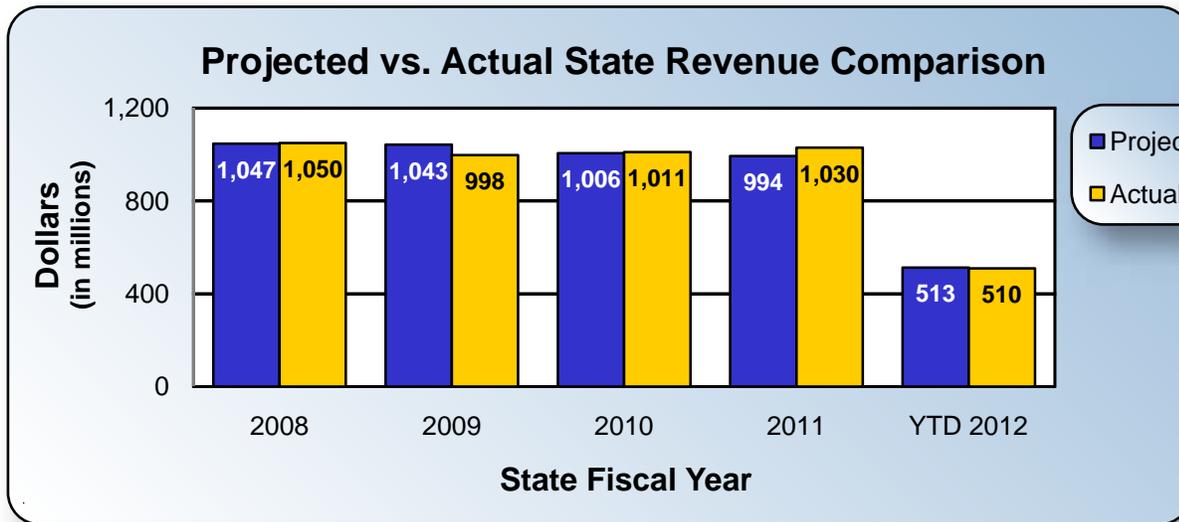
Improvement Status:

Actual state revenue was less than projected through the second quarter of fiscal year 2012. Projected revenue was \$512.9 million. However, actual receipts were \$509.5 million, a difference of \$3.4 million and a negative variance of 0.7 percent. The receipts were \$5.5 million, or 1.1 percent, less than the second quarter of fiscal year 2011. Motor vehicle sales and use tax receipts were slightly higher than projected, while motor fuel tax and motor vehicle and driver licensing fees were slightly lower than projected.

The 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 from 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.





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 various maintenance activities and 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:

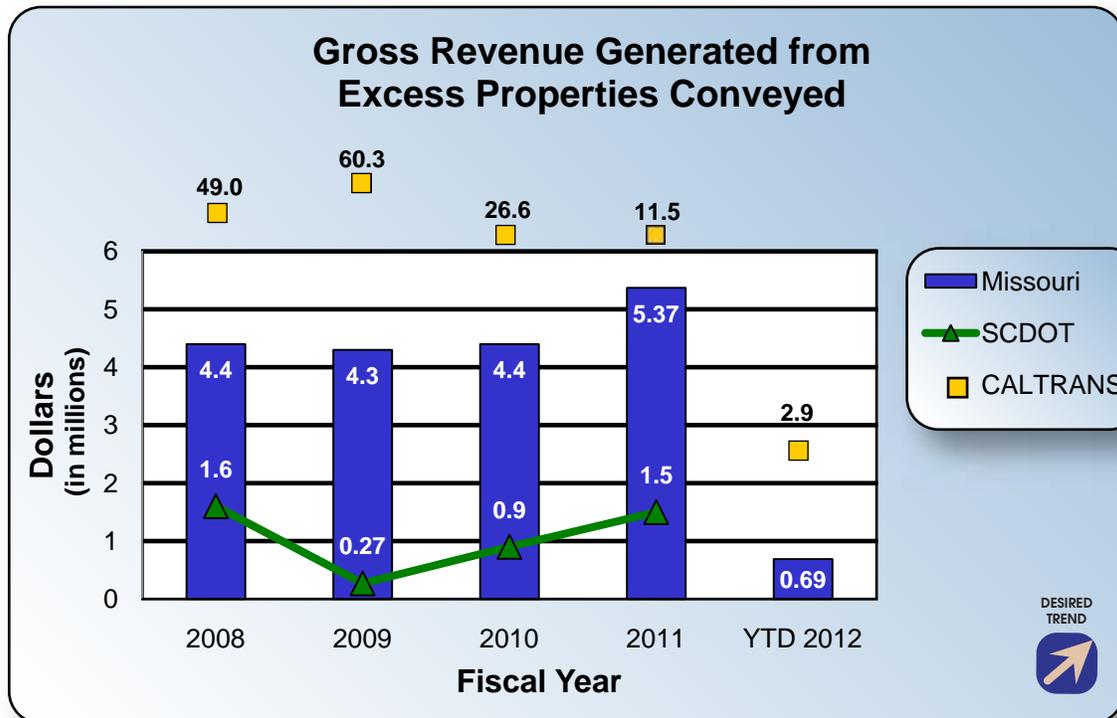
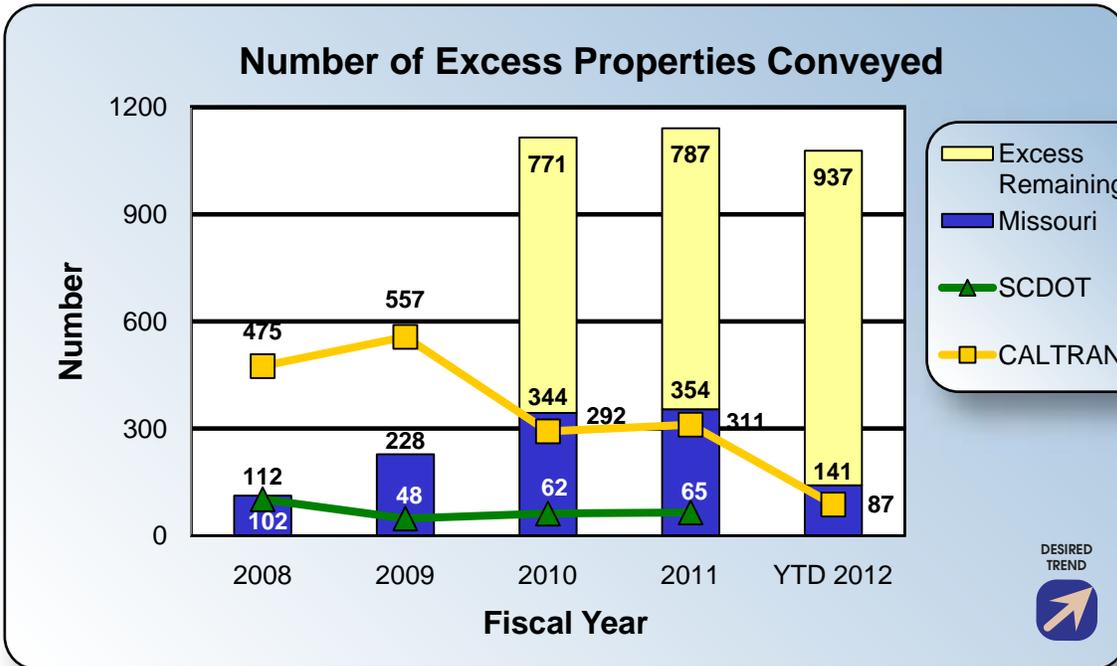
MoDOT conveyed 141 parcels in the first two quarters. One hundred and one excess parcels were conveyed in the second quarter compared to 40 in the previous quarter. Revenue through the end of the second quarter of FY2012 from excess sales totals \$689,635, resulting in an increase of \$560,914 from the previous quarter.

In October, MoDOT issued a Request for Proposal (RFP) to help market and dispose of facilities it no longer needs. Contracts were awarded in five districts. We did not award contracts in the Northwest and Southwest districts because of a lack of competition. A new RFP for those areas was issued on Dec. 1, 2011.

Twenty-two properties have been listed with the consultants. These parcels have a cumulative listing value in excess of \$2.5 million.

In November, the Southeast District elected to market four properties by accepting bids and posting the high bid on the district's internet site daily. Bidders continued to bid on the property for a specific period of time prior to the acceptance of the highest bid. Twenty-two bids were received from 16 bidders. This property's web page was viewed 459 times from locations reaching from New York to California.





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.

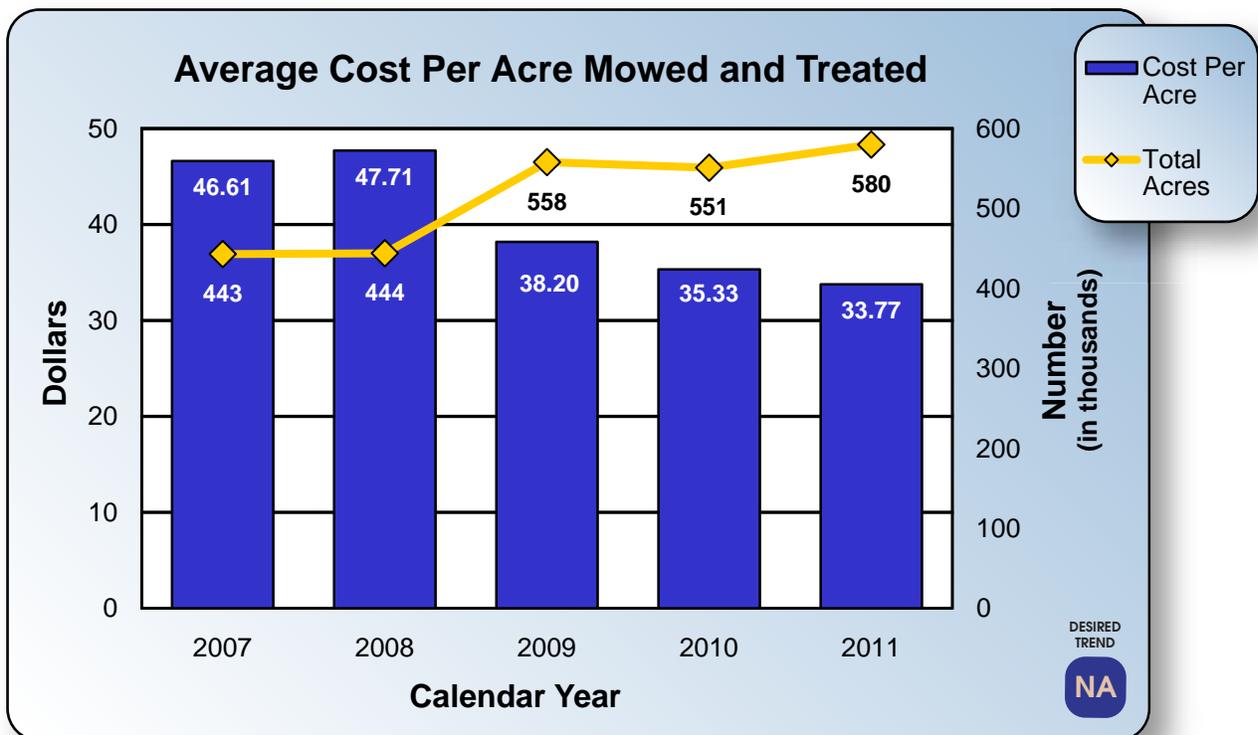
Measurement and Data Collection:

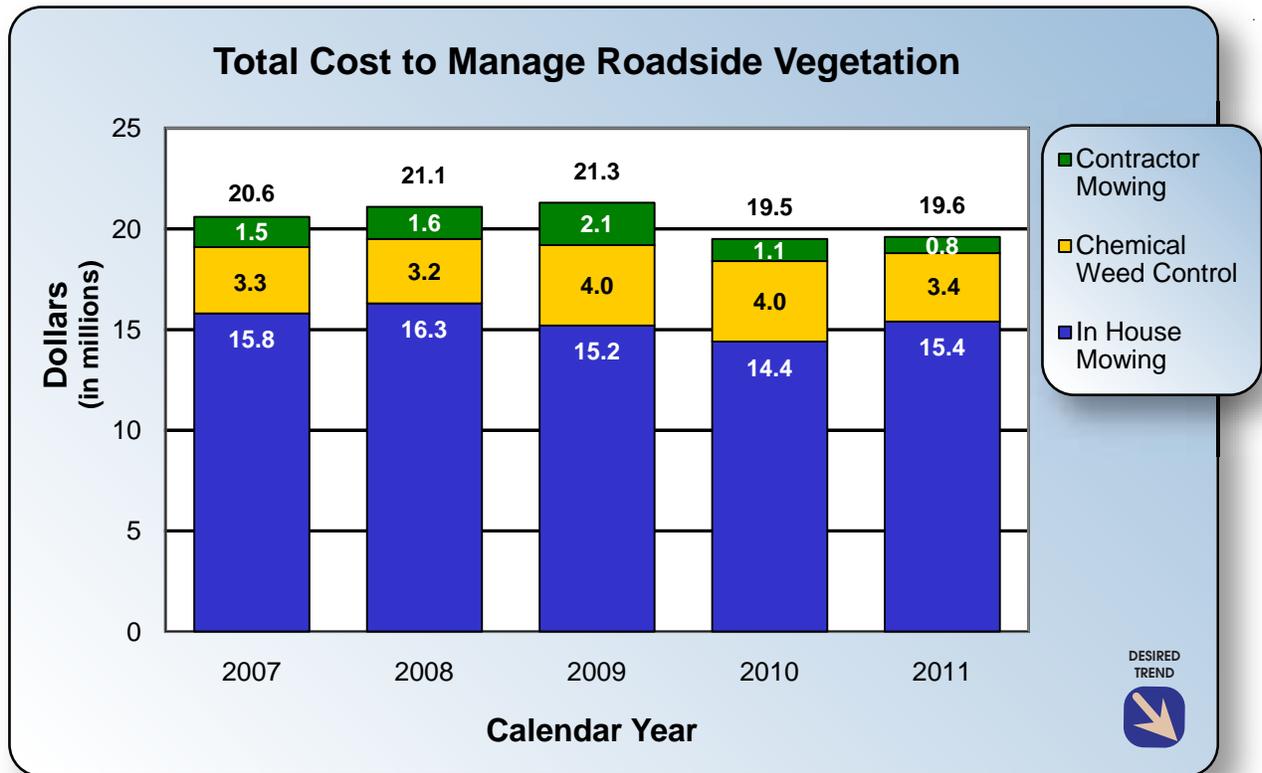
Data is collected by input from each district into the Financial Management System and the Herbicide Database. This measure evaluates the cost of managing roadside vegetation in accordance with the Roadside Vegetation Management Policy and the Herbicide Handbook. The costs reported are a total of in-house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

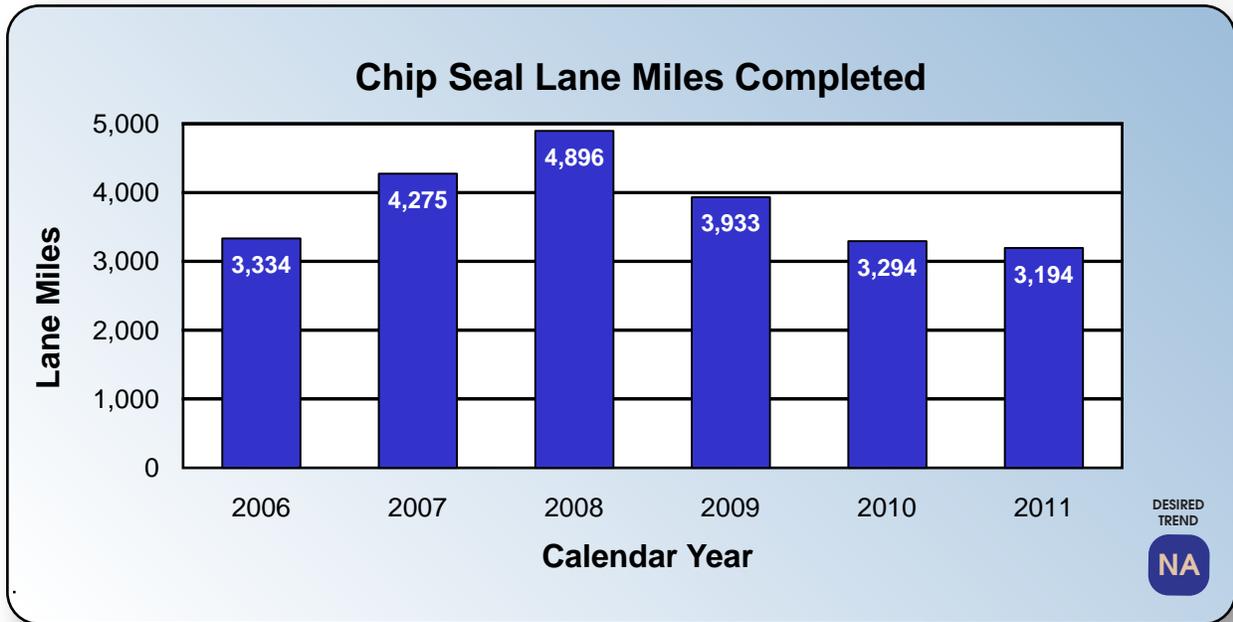
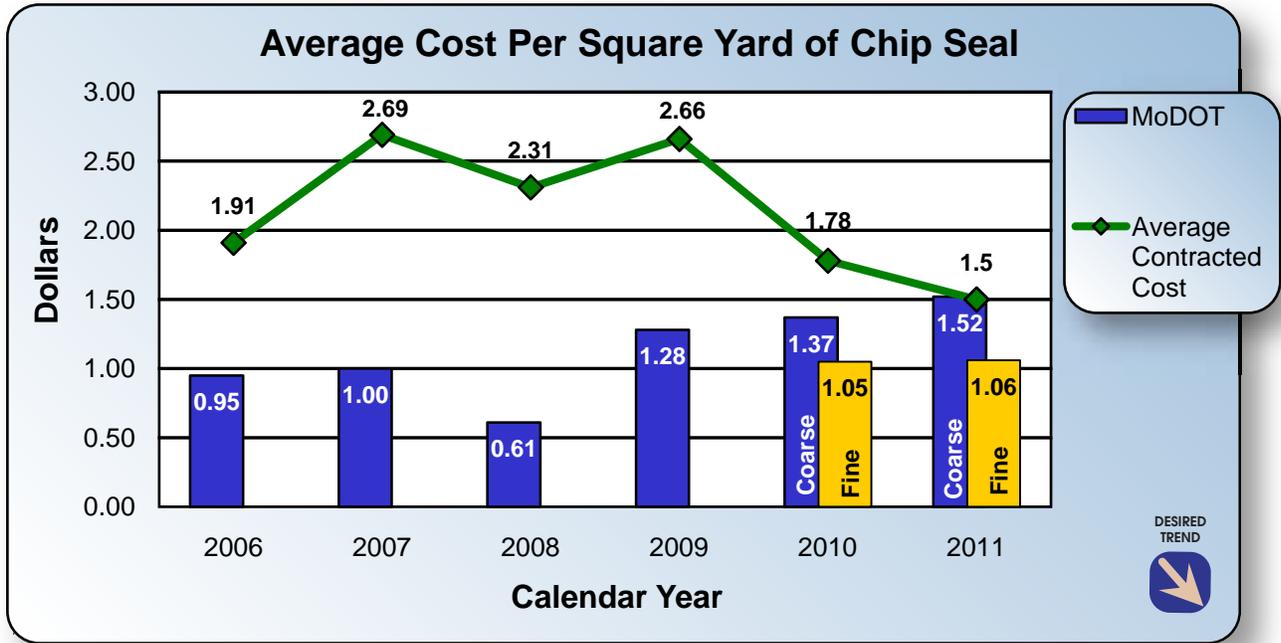
Measurement and Data Collection:

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.

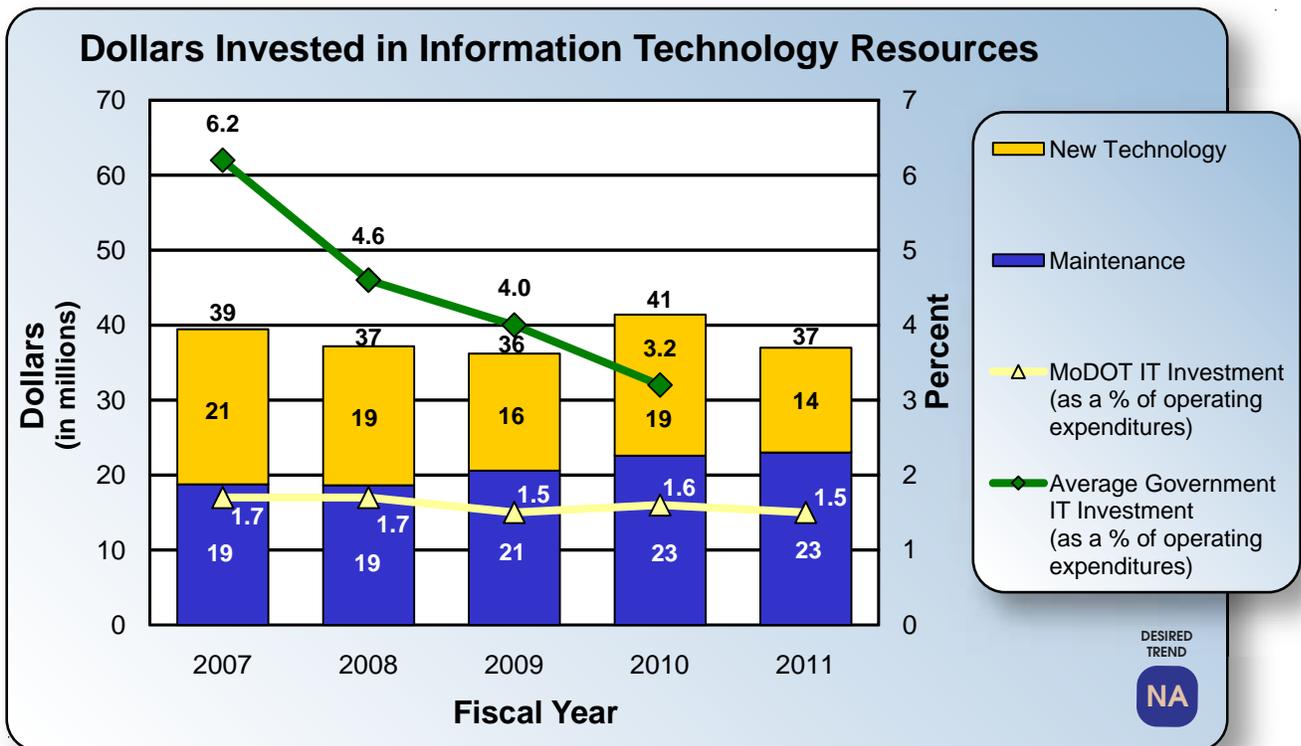
Measurement and Data Collection:

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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