

A photograph of construction workers on a bridge deck. The workers are wearing hard hats and safety gear, and are working with rebar. The scene is outdoors, with a body of water visible 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!



Cumulative dollars redirected to the five-year direction – 15a

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Brenda Morris, Resource Management Director

Purpose of the Measure:

In March 2010, the Missouri Highways and Transportation Commission (MHTC) approved a five-year direction to make the best use of available resources that would enable MoDOT to:

- Honor our commitments
- Keep major roads in good condition
- Improve minor roads
- Hold our own on bridges, and
- Provide outstanding customer service

This measure tracks the department's progress in implementing the direction and the goal of redirecting approximately \$200 million over the next five years to critical roadway improvements.

Measurement and Data Collection:

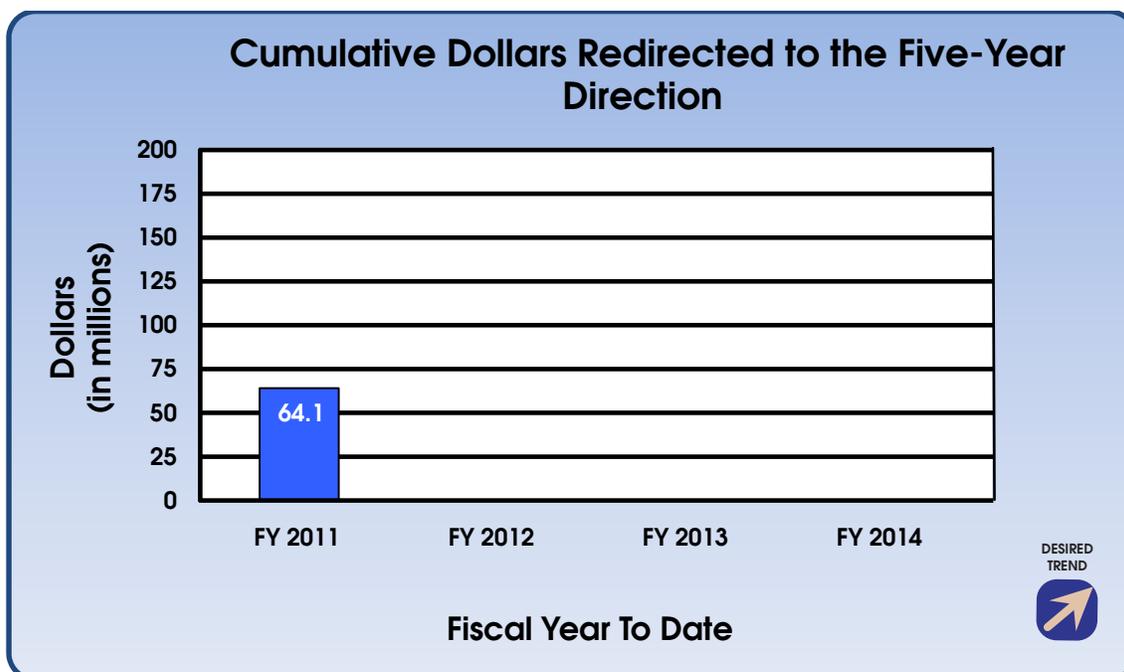
The data collection is performed by Resource Management staff based on analysis of division and

district budgets. This measure will be updated quarterly.

Improvement Status:

MoDOT's focus on reducing costs and redirecting resources to roads and bridges shows a favorable trend. A team was formed including a district engineer representative and director representatives from the Project Delivery, System Management and Facilitation Wheels to identify best practices and provide guidance to the Senior Management Team.

Over \$64 million has been identified for redirection. This was accomplished in part by reducing materials inventories, eliminating or delaying IT and capital improvements, elimination of a contingency fund and the reduction of positions without layoffs. In addition, System Management's Practical Operations plans have started implementation.



Salaried employment levels-15b

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 salaried employees compared to current and targeted salaried headcount levels necessary to achieve the cost savings identified as part of MoDOT's workforce reduction plan announced on March 10, 2010. MoDOT plans to reduce its salaried staffing level to 5,975 or fewer employees by June 30, 2012, and 5,875 or fewer employees by June 30, 2013. MoDOT plans to reach these salaried employment levels through attrition, with dedicated efforts towards workforce planning and performance management.

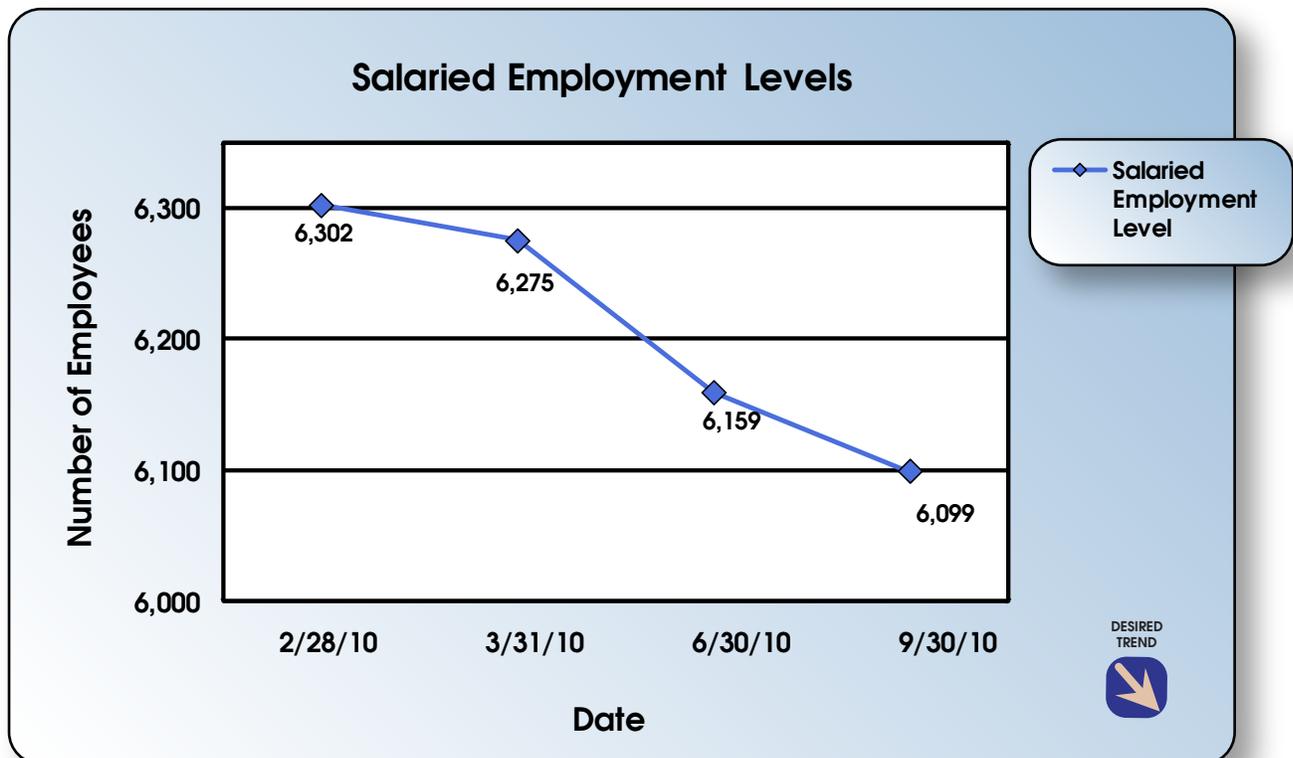
Measurement and Data Collection:

Salaried employees include full-time (including those on leave without pay or not working due to workers' compensation injury), permanent part-time, and

Co-op employees. Targeted headcount levels are set by the department. The data related to this measure is collected and reported each quarter of the fiscal year.

Improvement Status:

As part of its workforce reduction plan, MoDOT has committed to backfilling no more than 25 percent of the salaried positions that become vacant through attrition. Since February 28, 2010, there have been 258 total salaried separations, excluding 3 separating credit union employees whose positions were funded independently by credit unions, and 58 salaried new hires, yielding a total reduction of 200 salaried employees at a backfill rate of 22.4 percent. Of the 58 salaried new hires since February 28, 2010, 52 were individuals hired into field maintenance and traffic positions.



Number of full-time equivalencies-15c

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.

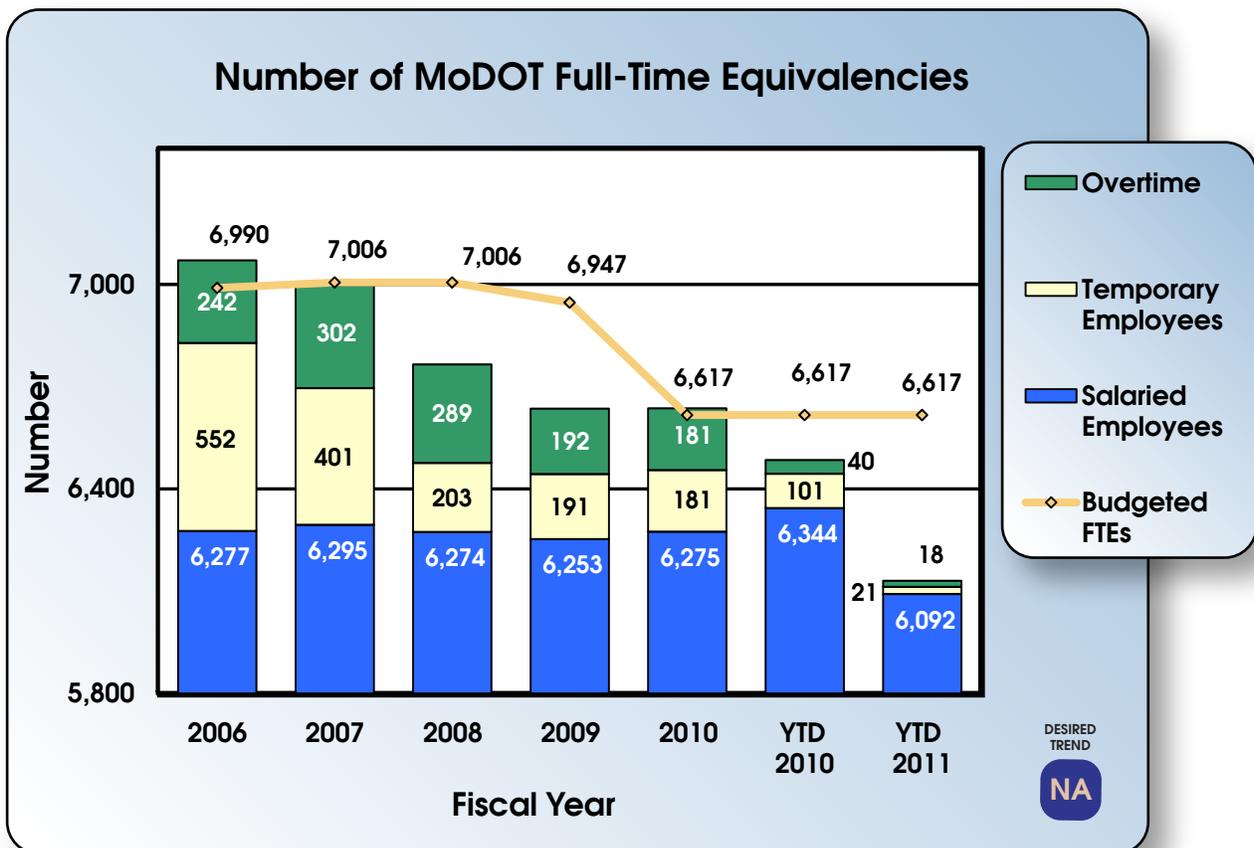
Measurement and Data Collection:

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:

During the first quarter of FY11, compared to the same time in previous years, there have been significant decreases in all three FTE categories: salaried employment, temporary employment, and overtime worked. These reductions are the result of department cost saving strategies implemented in FY10. Through the first quarter of FY11, the department has expended 354 fewer FTEs across all categories compared to the same period in FY10.



Rate of employee turnover-15d

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Kim Hickey, Employment Manager

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 reflects dismissals. Beginning with calendar year 2007, it also includes retirements and voluntary resignations of employees who had a disciplinary history and/or a final performance management rating of "Needs Improvement" or below. Turnover rates as shown in this measure include voluntary and involuntary separations.

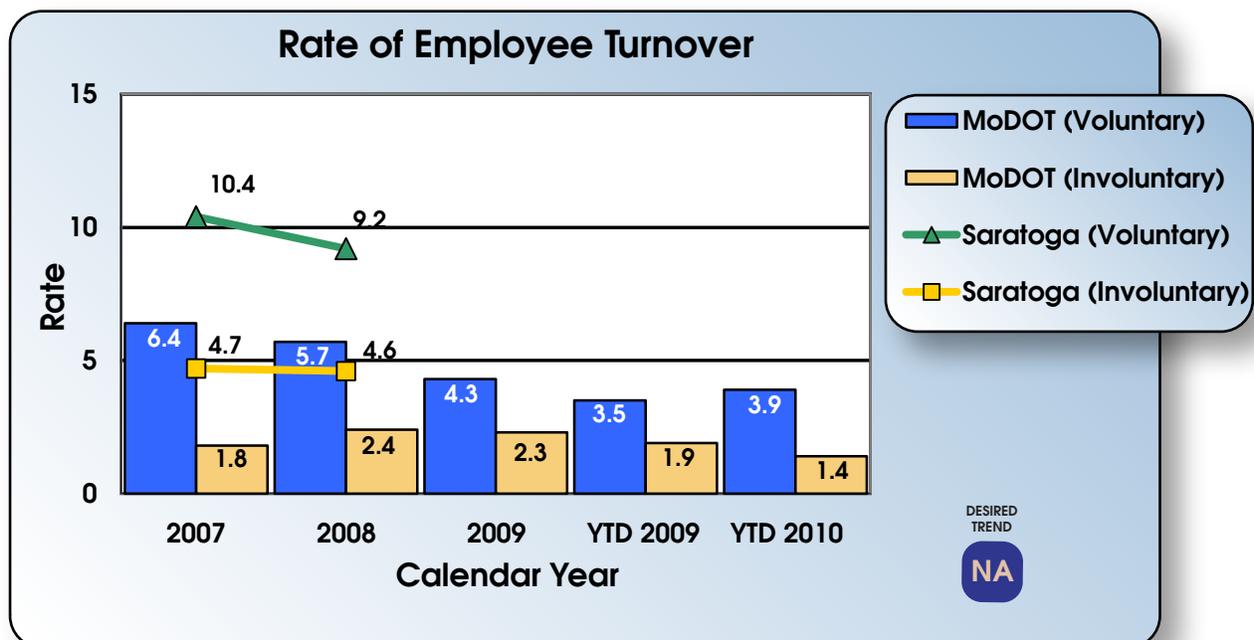
Measurement and Data Collection:

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 3.5 percent in the first three quarters of 2009 to 3.9 percent in the first three quarters of 2010. During these same periods in 2009 and 2010, the department's involuntary separation rate decreased from 1.9 percent to 1.4 percent. There were 55 releases in the first three quarters of 2010, and an additional 34 resignations and retirements designated as involuntary separations. Of the remaining 241 voluntary separations that occurred in the first three quarters of 2010, 153 were retirements and 88 were resignations. This compares to 221 voluntary separations in the first three quarters of 2009 (149 retirements and 72 resignations).



Level of job satisfaction-15e

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Paul Imhoff, Employee Development 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 will be distributed by 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.

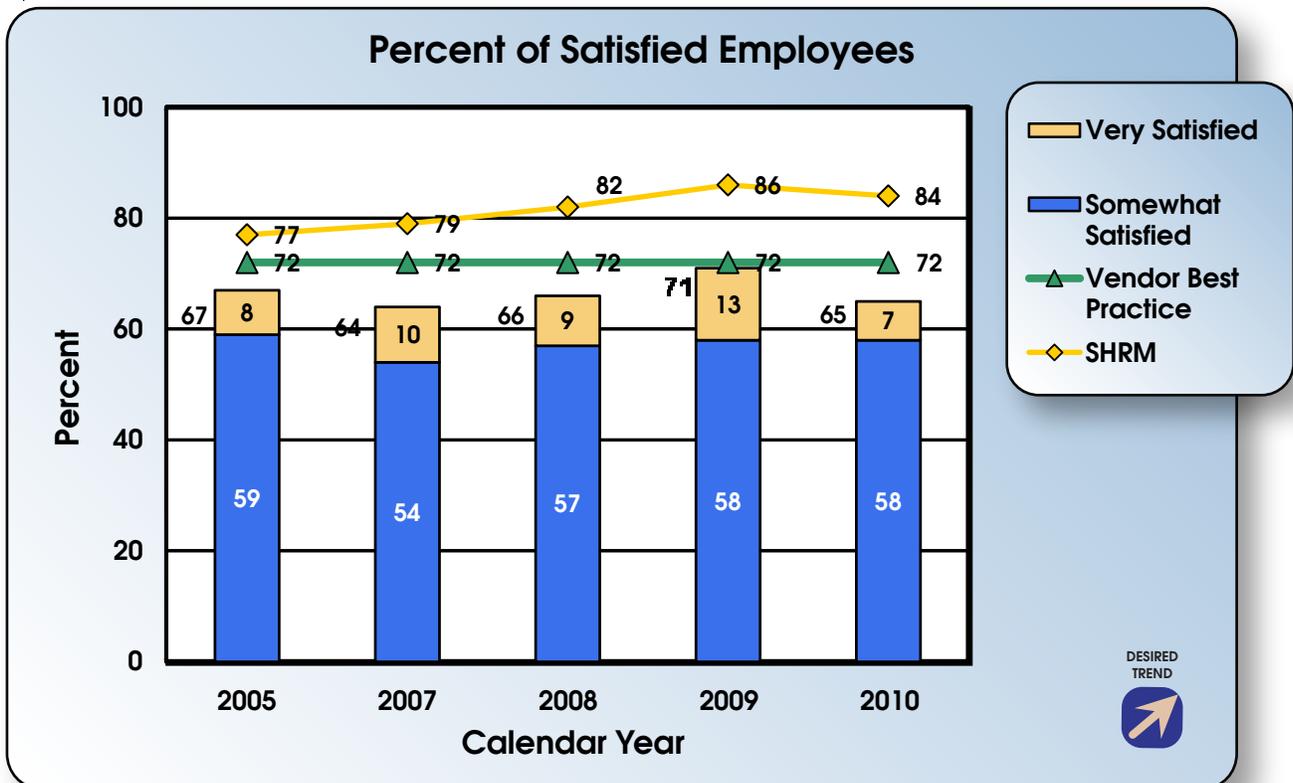
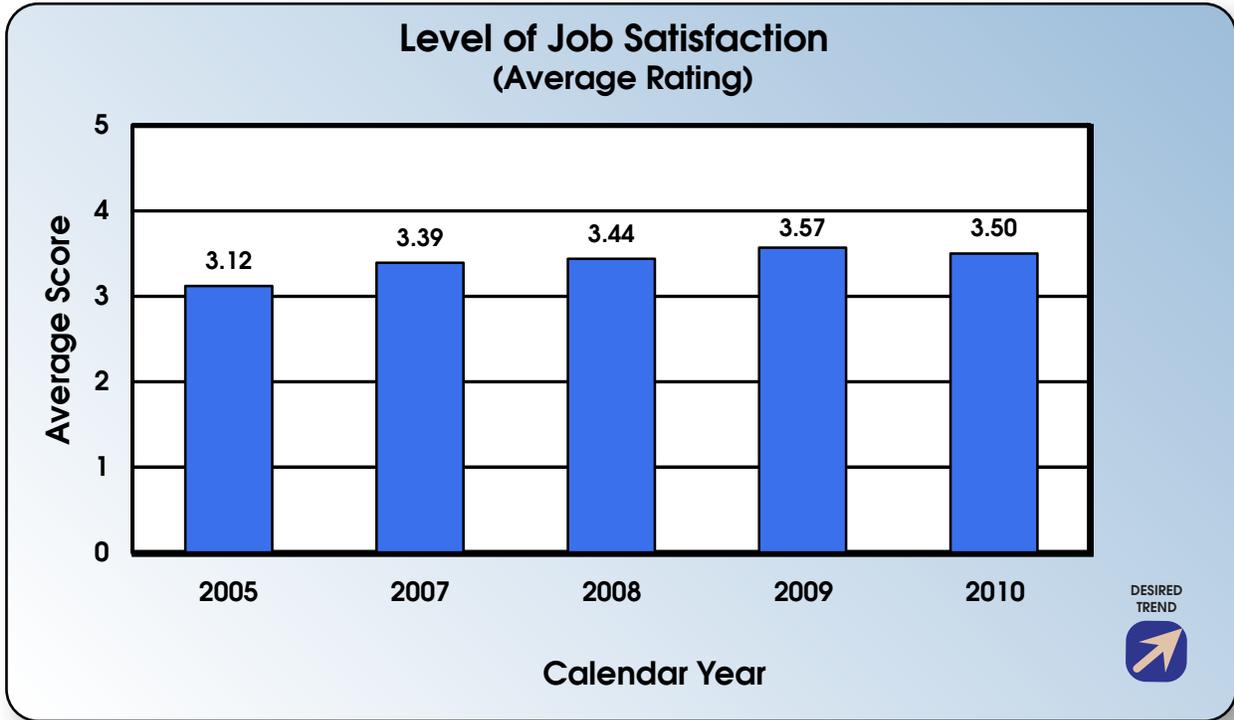
The statewide average rating on all four dimensions of the Employee Satisfaction Survey decreased from 2009 to 2010. Job Satisfaction decreased from 3.58

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-15f

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, 2009, and is off during January of 2010 will not show up as lost time in 2010 because the incident occurred during the previous reporting period.)

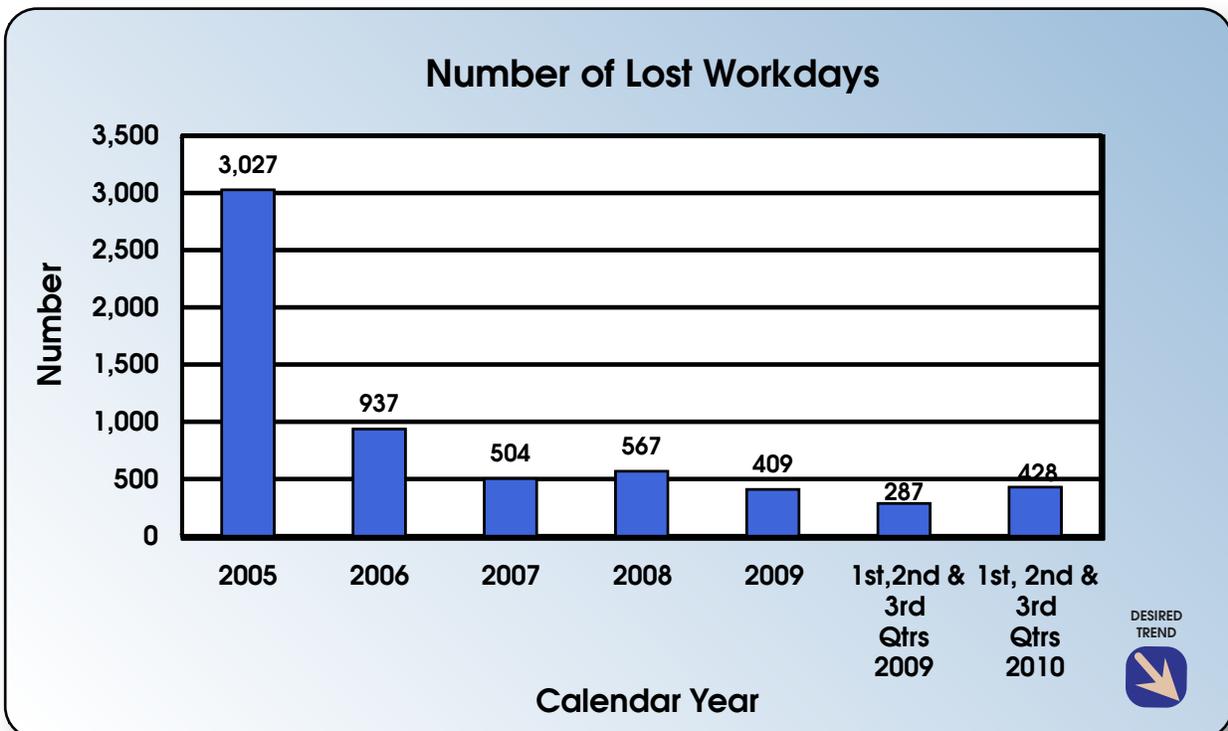
Measurement and Data Collection:

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

Improvement Status:

The number of lost workdays for the first, second and third quarters of 2010 is 49 percent greater than the

first three quarters of 2009, increasing from 287 to 428 lost workdays. Though not illustrated in the chart, the number of lost-time incidents reflected a 25 percent reduction from 2009 to 2010. Kansas City Area District and the Southeast District both suffered major injuries in which the employee fell at the worksite. The St. Louis Area District suffered two motor vehicle injuries, one of which was due to a third party. MoDOT continues to develop and implement new safety-related initiatives to further reduce lost workdays, including Safety Pays, a work simulation physical exam and the Fit 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 employees back to work quickly.



Rate and total of OSHA recordable incidents-15g

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

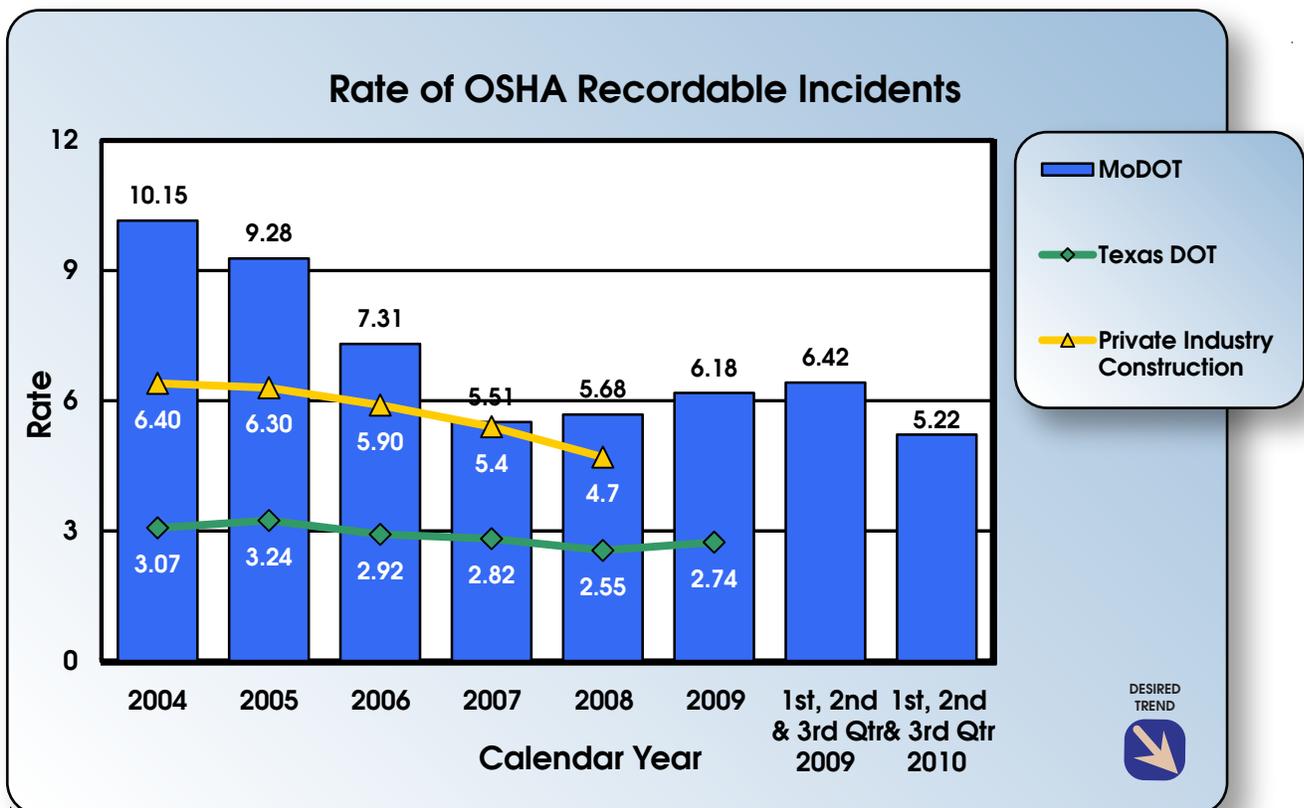
This measure tracks the number of recordable injuries, as defined by OSHA, in total and as a rate of injuries per 100 workers. The calculation for incidence rate is the number of recordables times 200,000 divided by the number of hours worked. The 200,000 used in the calculation is the base for 100 full-time 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. This measure has been changed to reflect this definition for all years being reported.

Measurement and Data Collection:

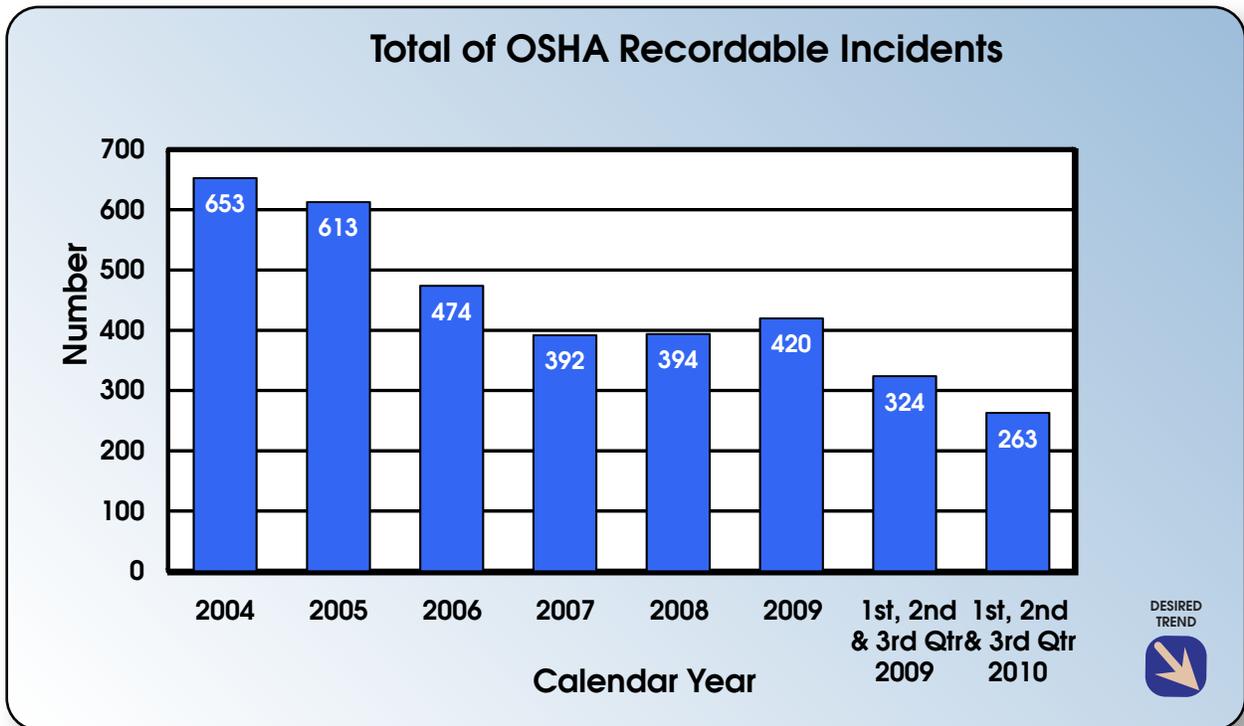
The injury data is collected from Riskmaster, a claims administration software. The number of hours worked is taken from MoDOT's payroll data. This measure is updated quarterly.

Improvement Status:

Both the number of OSHA recordables and the incidence rate for MoDOT has decreased over the reporting period noted. The number of OSHA recordables decreased by 19 percent over the same period, with a decrease from 324 to 263. The incident rate also decreased by 19 percent over the reporting period, dropping from 6.42 to 5.22.



(Information from Private Industry Construction was not yet available for 2009.)



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

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jeff Padgett, Risk and Benefits Management Director

Purpose of the Measure:

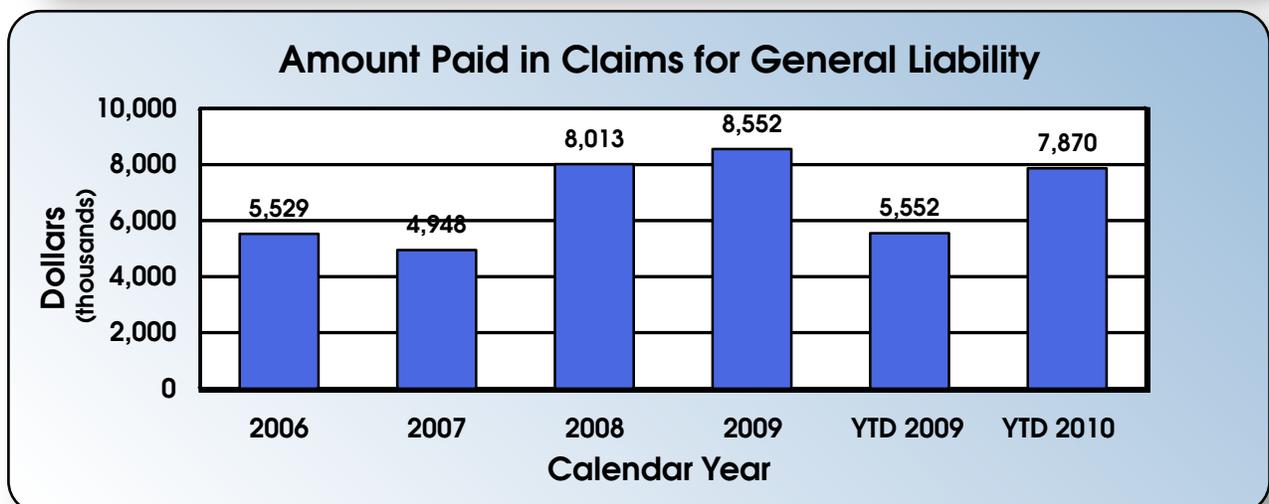
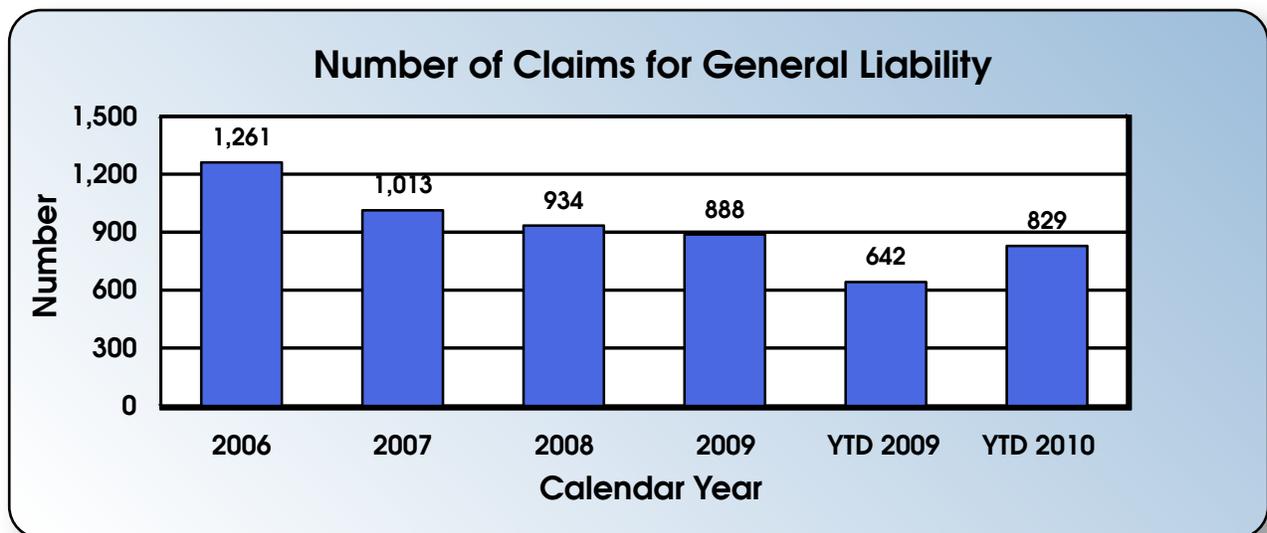
General liability claims arise from allegations of injuries/damages caused by the dangerous condition of MoDOT property and the injury/damage directly resulted from the dangerous condition. In addition, an employee must be negligent and create the dangerous condition or MoDOT must have actual or constructive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

Measurement and Data Collection:

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

Improvement Status:

The desired result is a reduction in claims and payments. This year we have an increase due primarily to an overall increase in pothole and chip and seal claims. The payment increase is primarily the result of large litigated cases.



Fleet status-15i

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:

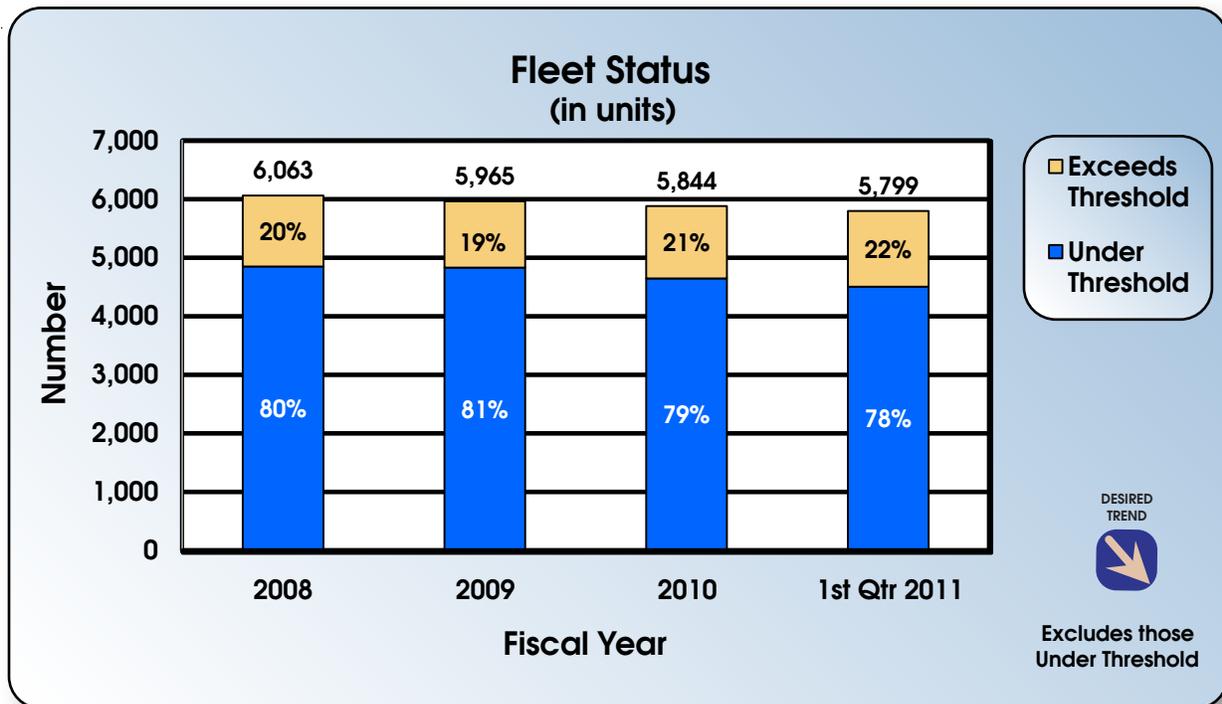
Age and meter thresholds were established based on maximum useful life. Units are identified as either exceeding or not exceeding their primary life cycle for either age or meter.

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

Improvement Status:

The overall fleet size has decreased from 5,844 to 5,799 units through the first quarter of fiscal year 2011.

MoDOT's goal is to increase the percentage of fleet under the replacement threshold. According to the established thresholds, 78 percent of the MoDOT fleet is under the recommended replacement criteria. The criteria suggests that 22 percent of the fleet currently meets or exceeds the threshold. MoDOT has made a concerted effort to maintain the fleet at the appropriate level to ensure service needs are met.



Percent of vendor invoices paid on time-15j

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Debbie Rickard, Controller

Purpose of the Measure:

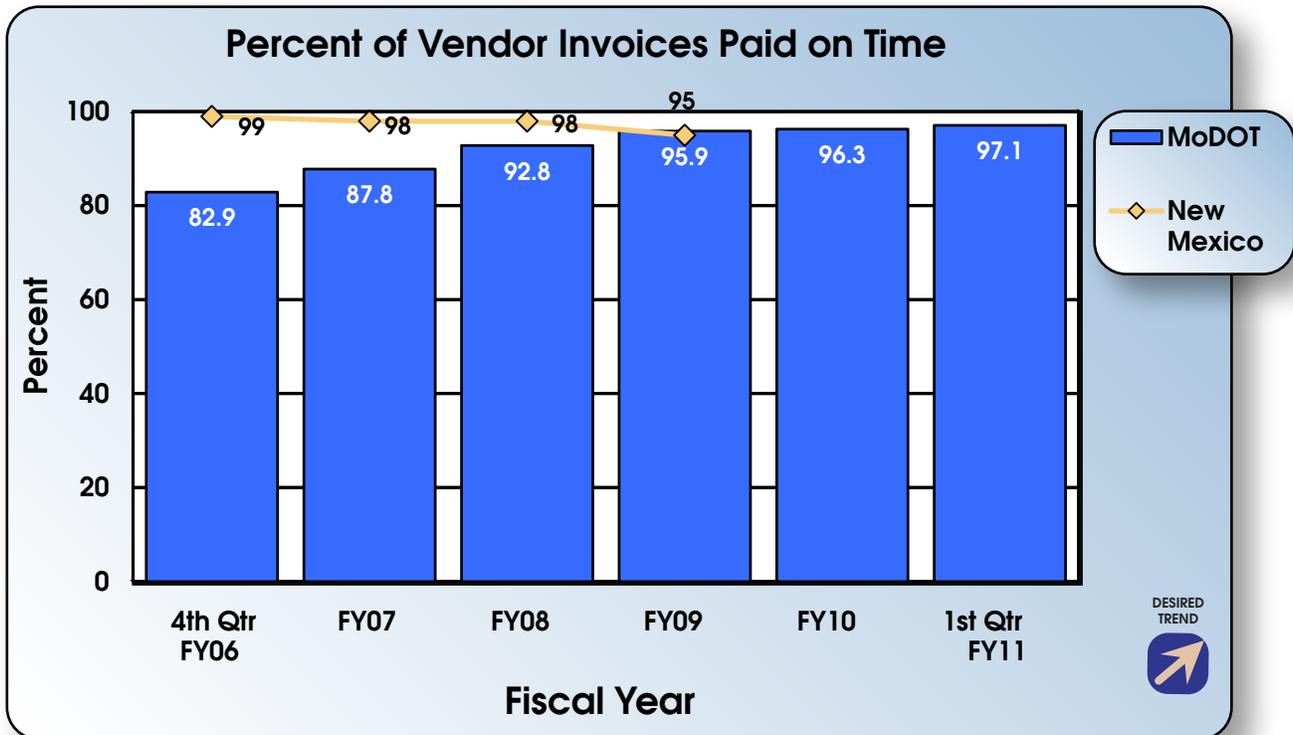
This measure tracks the department's timeliness in processing vendor payments.

Measurement and Data Collection:

The check date determines if the invoice payment is timely. Timely is defined as a check issued less than 31 days from the date of the invoice. The department's measure is benchmarked to the New Mexico DOT through fiscal year 2009. MoDOT uses the vendor invoice date for determining promptness of payment; New Mexico utilizes a combination of vendor invoice date and the date received by the approving division when the invoice has not been promptly delivered. New Mexico no longer publishes this information. This measure is updated quarterly.

Improvement Status:

Vendors age their receivables based on the date of invoice. This measure indicates there has been consistent improvement. 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-15k

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 our transportation system.

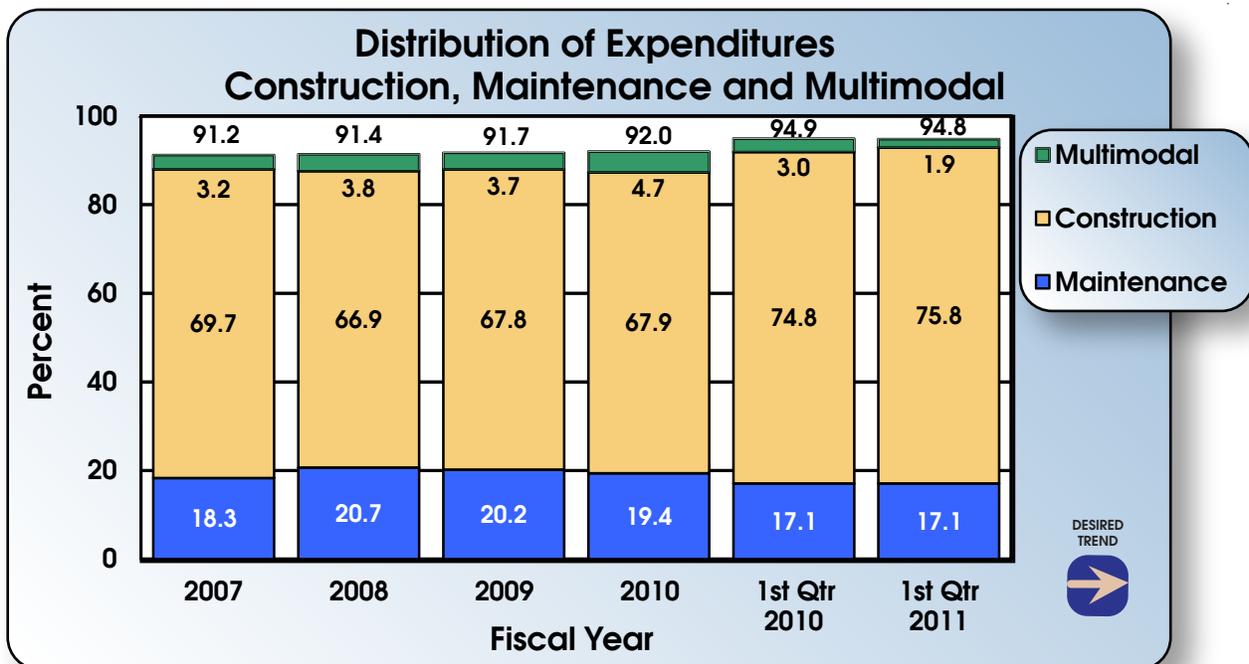
Measurement and Data Collection:

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

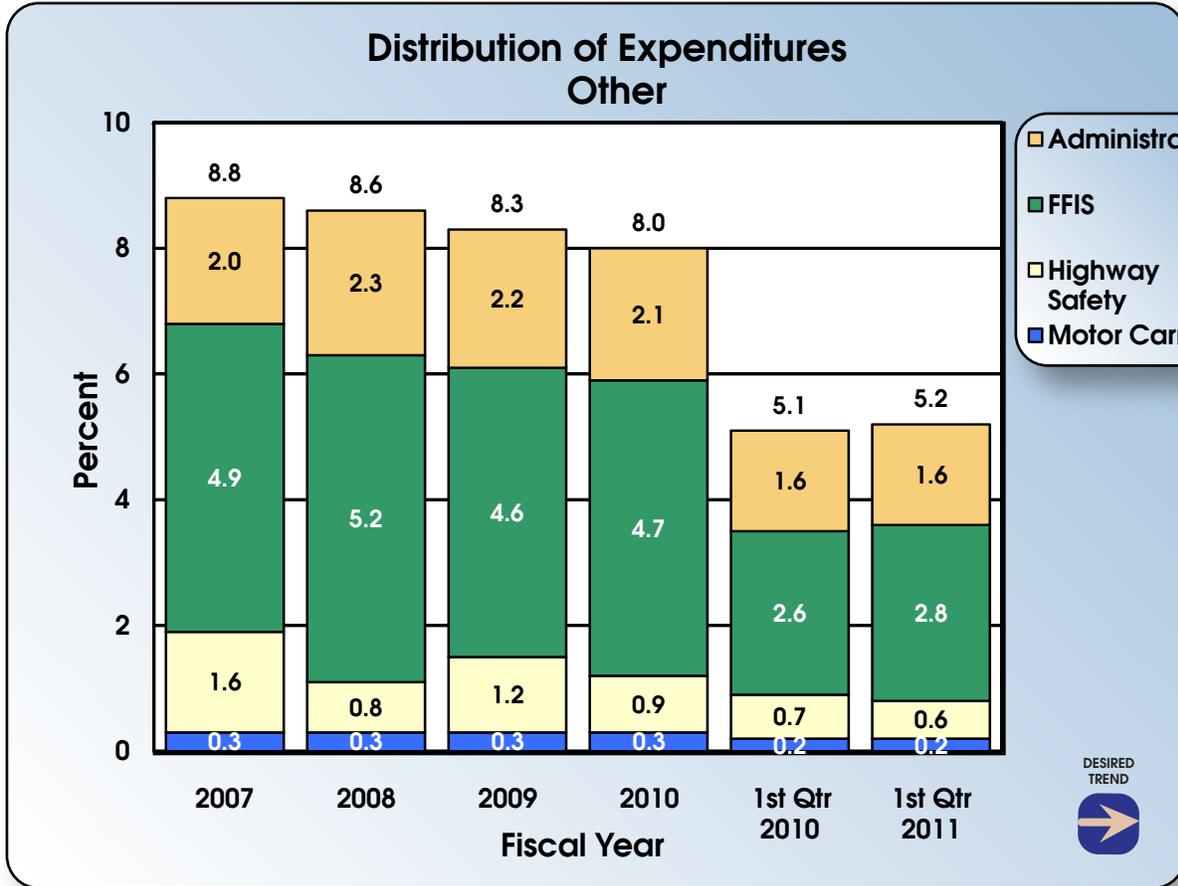
appropriations are not included. This measure is updated quarterly.

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). Although expenditure amounts have decreased, the percentage of total dollars spent has increased in the construction program. Administration, Motor Carrier, Highway Safety and FFIS have remained relatively constant as a percent of total expenditures.



	Thousands of Dollars					
	2007	2008	2009	2010	YTD 2010	YTD 2011
Construction	1,542,674	1,377,328	1,533,866	1,617,246	582,904	570,904
Maintenance	405,447	424,815	457,020	462,490	133,054	128,484
Multimodal	71,839	77,265	83,007	112,298	23,584	14,511
Total Const. & Maint.	2,019,960	1,879,408	2,073,893	2,192,034	739,542	713,899



	Thousands of Dollars					
	2007	2008	2009	2010	YTD 2010	YTD 2011
Administration	45,086	46,808	49,214	49,451	12,437	12,153
FFIS	108,023	106,343	104,635	111,564	20,187	21,276
Motor Carrier	6,899	6,930	7,095	6,963	1,744	1,664
Highway Safety	35,730	17,064	26,531	21,543	5,352	4,705
Total Other	195,738	177,145	187,475	189,521	39,720	39,798

Total Expenditures	2,215,698	2,056,553	2,261,368	2,381,555	779,262	753,697
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Accuracy of state and federal revenue projections-15l

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Ben Reeser, Financial Resource 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.

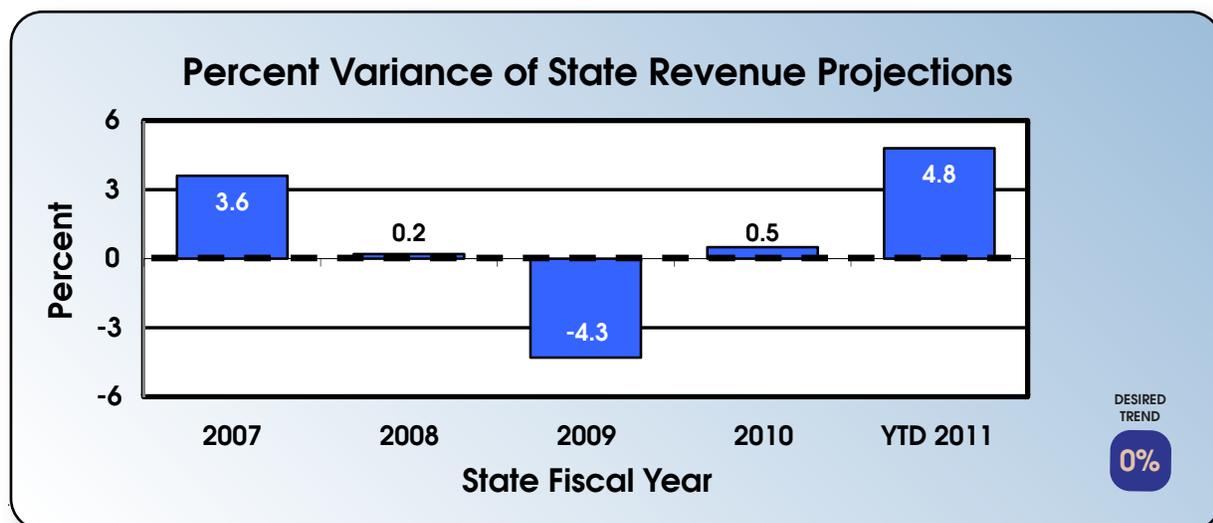
State and federal revenue projections are based on the department's current financial forecast. State revenue data is updated quarterly. Federal revenue data is updated annually in January.

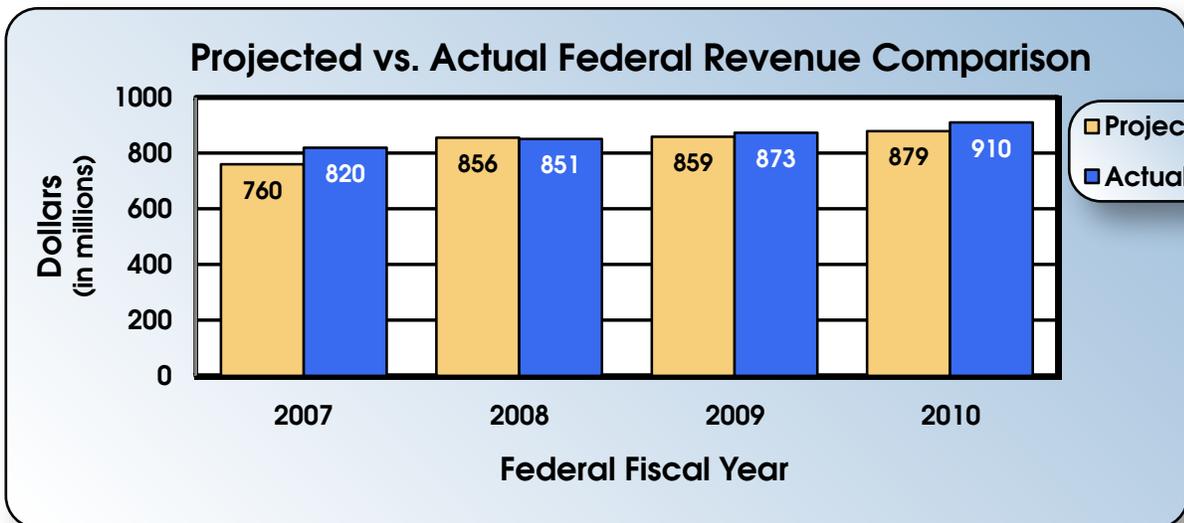
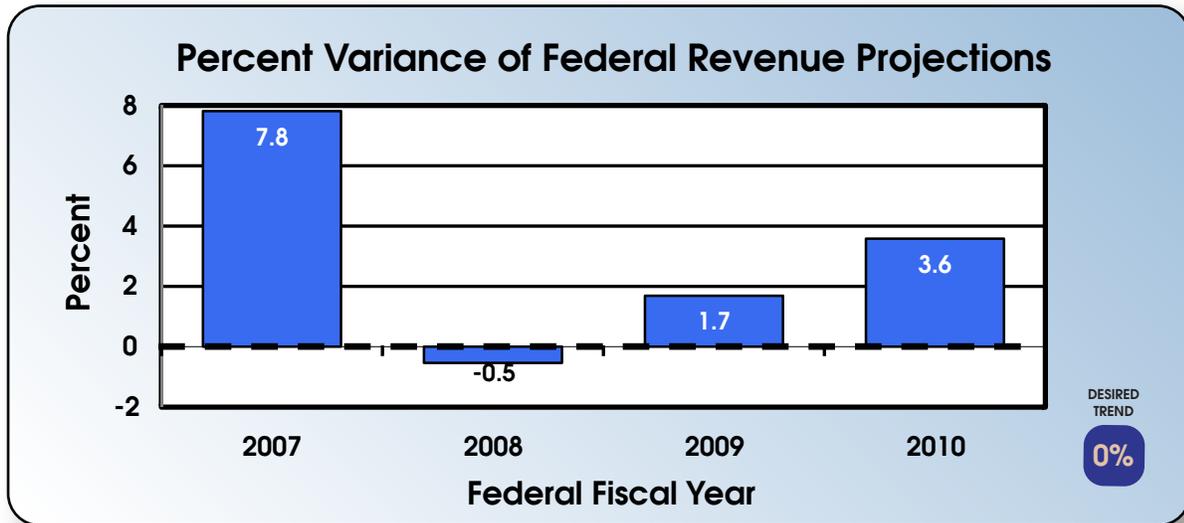
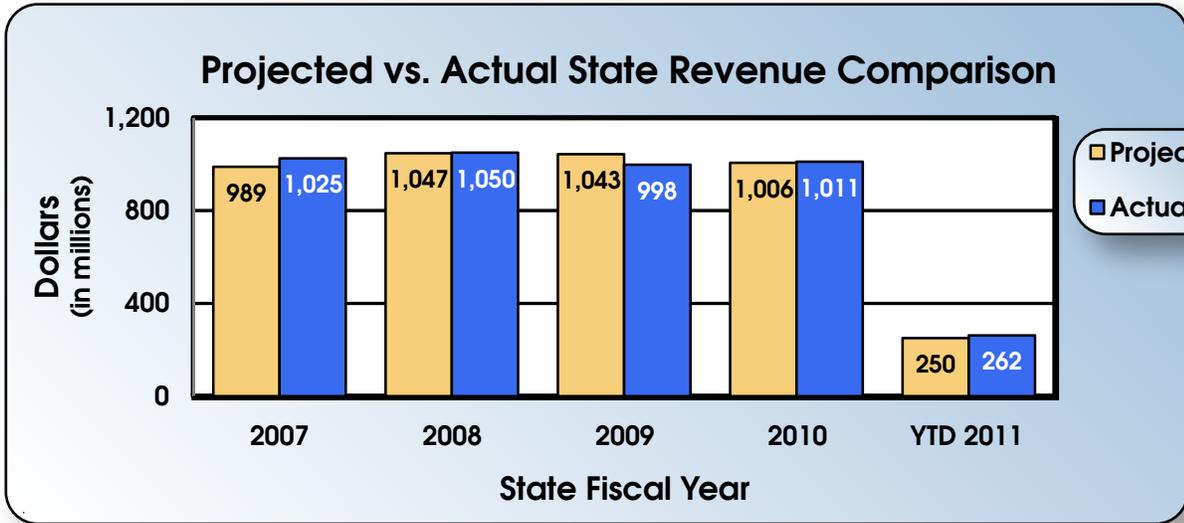
Improvement Status:

Actual state revenue was more than projected through the first quarter of fiscal year 2011. Projected revenue was \$250.1 million. However, actual receipts were \$262.2 million, a difference of \$12.1 million and a positive variance of 4.8 percent. The receipts from all three revenue components were more than projected, primarily because the forecast was more conservative than usual due to the uncertain economy.

The actual federal revenue was more than projected for fiscal year 2010. The projected revenue was \$878.9 million. However, the actual revenue was \$910.4 million, a difference of \$31.5 million and a positive variance of 3.6 percent. MoDOT received additional revenue because: 1) funding that previously was classified as discretionary was categorized as formula funds in federal fiscal year 2010 under the SAFETEA-LU extension; and 2) \$14 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 - 15m

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 74 parcels in the first quarter of fiscal year 2011, which exceeds the 68 parcels conveyed in the first quarter of fiscal year 2010. Revenue through the end of the first quarter of fiscal year 2011 from excess sales totals \$1,412,610, resulting in an increase of \$483,611 from the first quarter of fiscal year 2010. Revenue came from 52 percent of the conveyances.

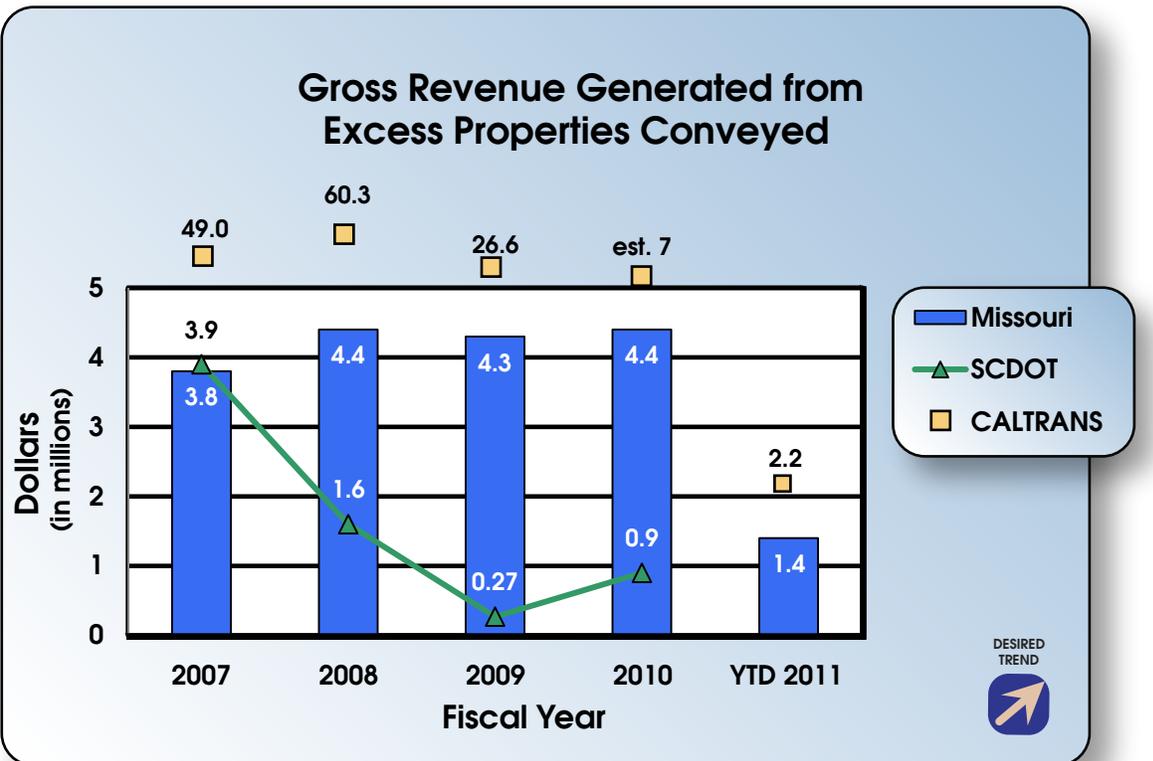
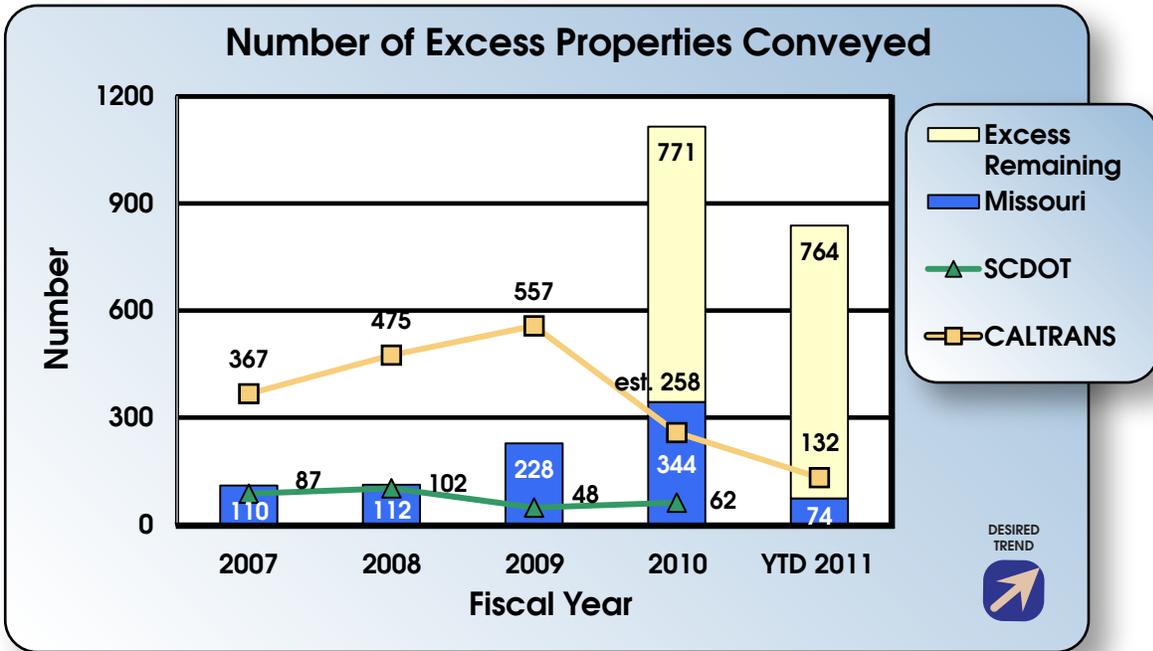
In July, District 2 held a corridor disposal event that resulted in the sale of 12 excess land conveyances totaling 193 acres. The property sales generated \$182,721.

Also in July, division staff met with kcICON project staff to initiate the review and disposal of excess property within the limits of the project. Four properties have been conveyed as a result of this meeting.

In August, MoDOT launched the Realty to Roads Facebook page. The site is used to communicate information and market excess property for sale. Other tools now being used to market the Realty to Roads program include, marketing at state and local fairs, blogs, podcasts, and other social media outlets.

In September, District 1 staff participated in an excess property inventory review exercise. As a result of this exercise, 17 properties that are no longer considered to be excess were removed from the inventory.





Average cost per acre mowed and treated-15n

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Stacy Armstrong, Roadside Management Supervisor

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.

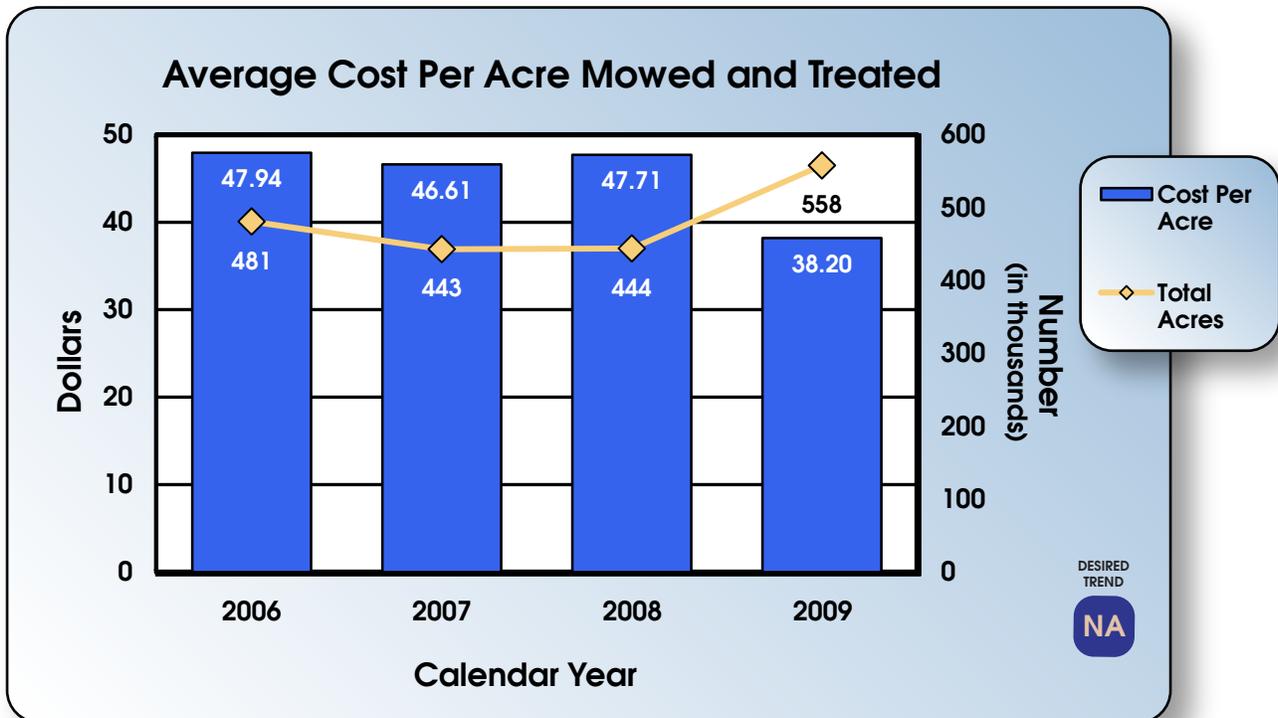
Measurement and Data Collection:

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 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 – 2009, 70 percent of the respondents are satisfied or very satisfied with how the roadside vegetation is managed. During the spring and summer of 2009, mowing best practices were implemented statewide. There is a 20 percent increase in the reported number of acres mowed and/or treated. Three districts have 90 percent of the increase, which may be due to a change in the data entry process related to the number of acres. MoDOT increased efficiency in managing roadside vegetation while at the same time maintaining attractive roadsides that deliver an enjoyable transportation experience.



Average cost per square yard of chip seal-150

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Jim Carney, State Maintenance 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. This measure includes costs associated with the equipment, labor and fringe benefits and materials used while performing chip seal operations. This measure is part of an overall best practice process, which seeks to accurately monitor costs, improve quality and reduce costs.

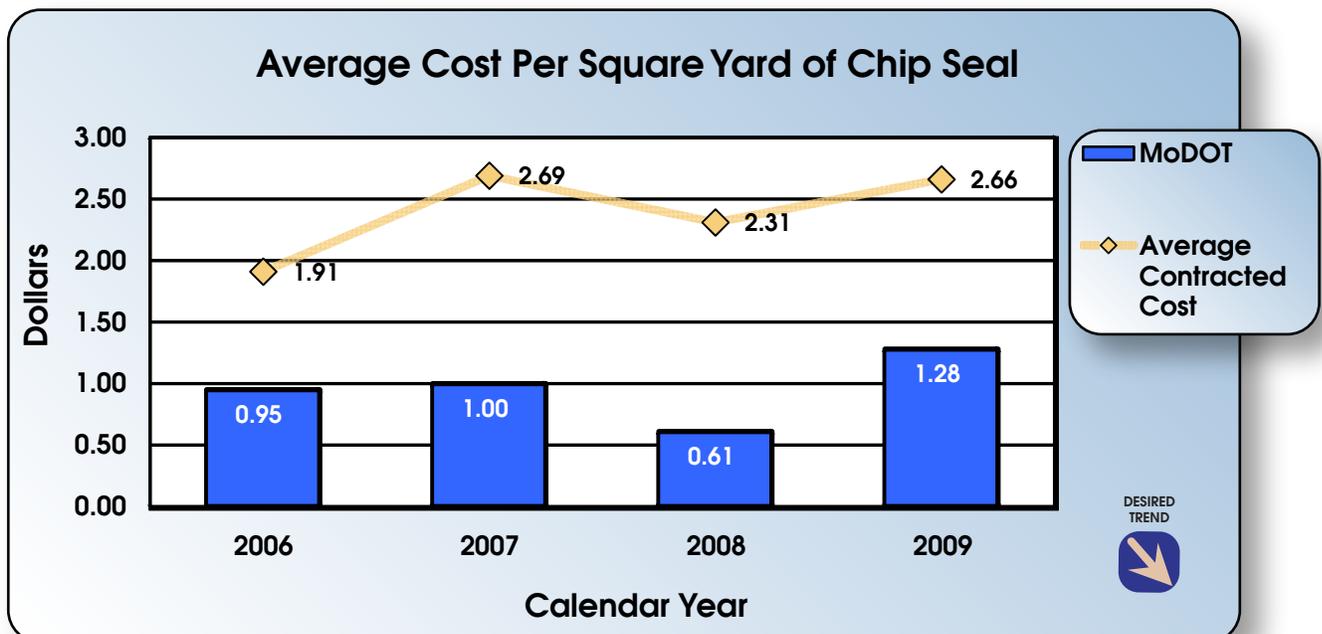
Measurement and Data Collection:

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 (FMS). The data is used to calculate a cost per square yard to complete the chip seals. All of the 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 cost is based on a roadway width of 22 feet. 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. The average contract cost per square yard for chip sealing is shown. This is a weighted average from all chip seals let in each calendar year shown. This is an annual measure updated each January.

Improvement Status:

The average cost per square yard of chip seal has continued to increase as prices for materials, labor and equipment rise. There was a dip in the cost per square yard for 2008 due to an increase usage of fine aggregate seals throughout the state. Fine aggregate seals cost less per square yard than coarse aggregate seals, but have a shorter performance period. The increase in material cost and the use of more coarse aggregate chip seals increased the cost per square yard for 2009.





Dollars invested in information technology resources-15p

Result Driver: Roberta Broeker, Chief Financial Officer

Measurement Driver: Mike Miller, 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'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 levels. Investment dollars include Information Systems Division expense and equipment, personal service and fringe benefits only. It does not include division or district dollars. The operating expenses are on a cash basis. The average government IT investment benchmark is obtained from Gartner and indicates the percentage of dollars devoted to information technology 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.

Improvement Status:

MoDOT's Information Technology Improvement Program (ITIP) Committee works to manage information technology investments while balancing investment in new technologies and maintaining existing systems. Over the last several years maintenance costs have increased due to the need to support information technology systems and applications that were previously purchased or developed. Also, the benchmark of average government IT investment has been on the decline. Similarly, MoDOT's information technology investment was also declining until 2010. The 2010 increase was due to \$3 million dollars in carryover of funds from FY09 for several large projects such as the Dual Data Center, HR Integrated Data system, Fiber to Message Boards and Re-platform Motor Carrier Services servers. We continue to review software and hardware maintenance to determine if the service is needed and of value.

