



USE RESOURCES WISELY

Brenda Morris, Financial Services Director

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



MoDOT has access to many resources including people, funding, supplies and equipment. Taxpayers trust MoDOT is a good steward of these limited resources while limiting the impact on our environment. We are accountable for everything we do.

RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:
Steve Meystrik,
Special Projects
Coordinator

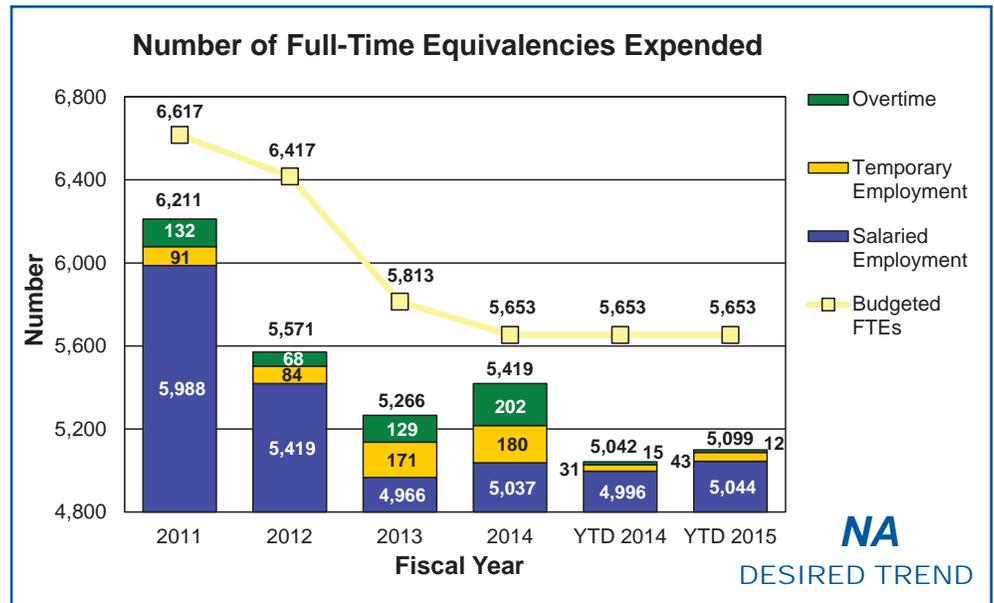
PURPOSE OF THE MEASURE:
This measure tracks the change in the number of full-time equivalencies (a calculation of hours) expended within the department and compares it to the number of FTEs in the legislative budget.

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 calculate FTEs, the total number of hours worked or on paid leave is divided by 2,080. For comparison purposes, data for salaried employment is annualized, whereas temporary employment and overtime data represent actual year-to-date calculations. Salaried headcount is different than FTEs and is not included in the chart.

Number of full-time equivalencies expended-6a

Having the right number of employees to provide outstanding customer service and respond to the state's transportation needs, especially during emergency situations, is an important part of MoDOT's efforts to use resources wisely. MoDOT remains below its targeted employment level of 5,106 salaried employees and continues the challenging task of reaching and maintaining its targeted employment level.

During fiscal year 2015, FTE levels for salaried employment and temporary employment have increased compared to the same time last fiscal year, whereas FTEs from overtime have decreased slightly.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Rudy Nickens,
Equal Opportunity and
Diversity Director

PURPOSE OF
THE MEASURE:
This measure tracks the
level of employee satisfac-
tion throughout the depart-
ment at specific points in
time.

MEASUREMENT
AND DATA
COLLECTION:
Employee satisfaction is
measured with an annual
employee survey. Em-
ployees rate items related
to their satisfaction with
MoDOT using a five-point
scale, with one indicating
low satisfaction and five
indicating high satisfaction.
Society for Human Re-
sources Management best
practice data was gathered
from an SHRM report of
an annual job satisfaction
survey of 55 Fortune 500
companies.

Level of job satisfaction-6b

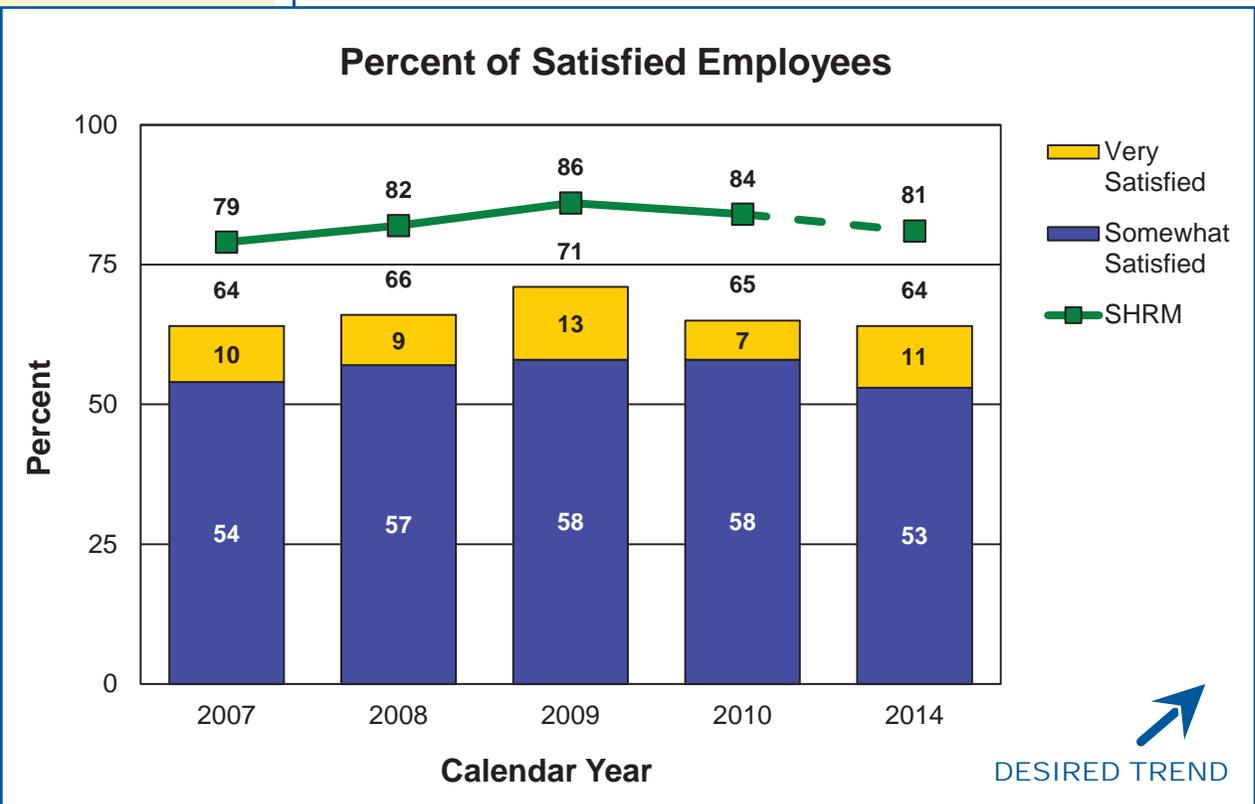
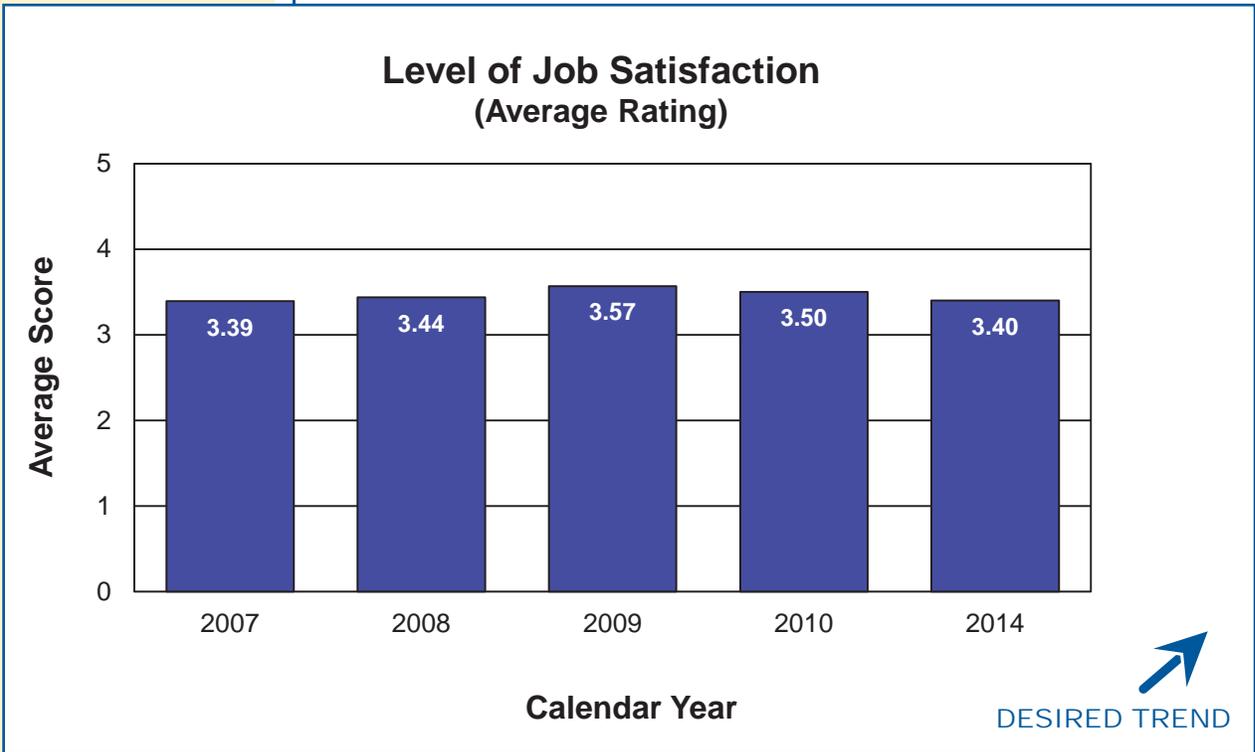
MoDOT wants employees to be satisfied with their work and workplace and feel like they are a good fit for their jobs. Employee satisfaction can be a driver of overall organizational performance. The more satisfied and engaged employees are with the workplace, the more discretionary effort they are willing to put forth on the job.

Between 2005 and 2010, the average employee satisfaction ratings and percent of satisfied employees both showed upward trends with peaks in 2009. Following a four-year break, the employee survey was conducted this past spring. Overall job satisfaction has dipped slightly from 3.5 in 2010 to 3.4 in 2014. The percentage of satisfied employees also experienced a slight decline from 65 percent in 2010 to 64 percent in 2014. However, the percentage of very satisfied employees increased from 7 percent in 2010 to 11 percent in 2014.

Areas of low satisfaction center on not seeking out employee suggestions, making employees feel valued and having opportunities to advance at MoDOT. The lack of salary increases was scored low on most surveys and dominated the written comments. Areas of high satisfaction revolve around being treated with respect by coworkers, having supervisors support needs to balance work and family, knowing how daily work relates to MoDOT goals and priorities and having cooperation within work units.

MoDOT senior managers have begun the process to form a number of teams with employees from across the department to develop specific actions to improve the organization.





RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:
Aaron Kincaid,
Employment Manager

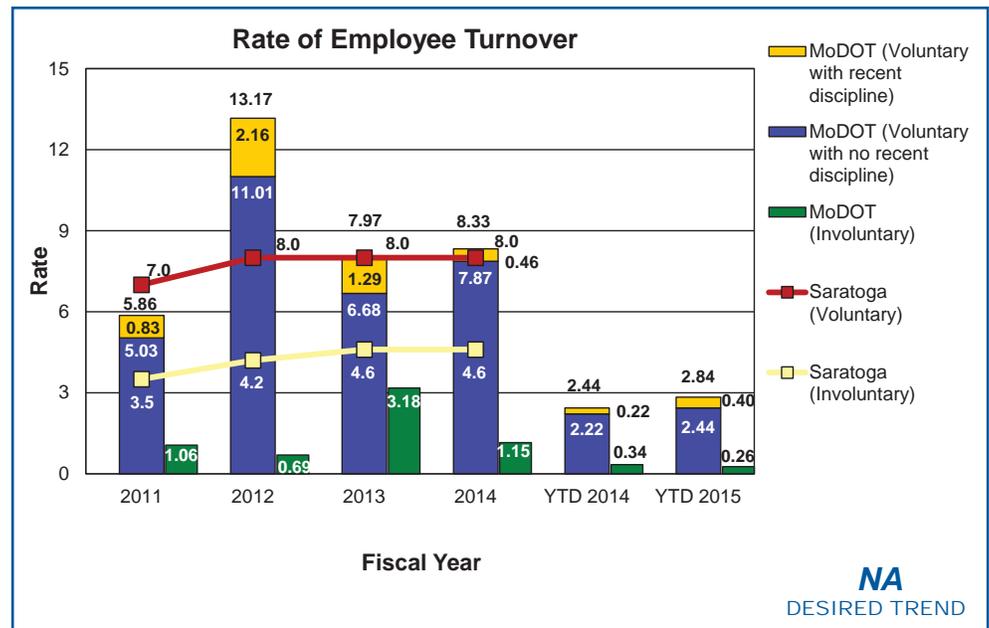
PURPOSE OF THE MEASURE:
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's voluntary and involuntary turnover rates to benchmarked data.

MEASUREMENT AND DATA COLLECTION:
Voluntary turnover includes resignations and retirements. Involuntary turnover reflects dismissals. The data is collected statewide to assess overall employee turnover. Comparison data is collected from various sources annually. For benchmarked data, Saratoga Institute surveys more than 300 organizations representing a wide variety of industries.

Rate of employee turnover-6c

When employees leave MoDOT, the department loses a large investment in recruiting, hiring and training its workforce. Historically, MoDOT has a relatively low employee turnover rate, which relates to the high percentage of employees who stay until retirement. While some turnover is desired, such as releasing poor performers, MoDOT needs to retain a great workforce that has the knowledge and specialized skills to deliver the department's commitments and provide outstanding customer service.

During the first quarter of fiscal year 2015, voluntary turnover rates (46 retirements and 97 resignations) are showing an upward trend. While the overall voluntary turnover is only slightly higher by 0.40 percent over the prior fiscal year, it does show employees resigning from the department at a rate higher than the department's historical average. First-year turnover remains the highest turnover rate and is the focus for department's employee retention efforts through the onboarding program. Involuntary turnover rates have decreased from the first quarter of FY 2014, reducing back to more similar historical statewide rates with 13 involuntary separations (dismissals) in the first quarter of FY 2015.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Todd Grosvenor,
Special Projects
Coordinator

PURPOSE OF
THE MEASURE:
This measure shows the
precision of state and fed-
eral revenue projections.

MEASUREMENT
AND DATA
COLLECTION:
State revenue for roads and
bridges include motor fuel
taxes, motor vehicle and
driver licensing fees, and
motor vehicle sales and
use taxes paid by highway
users, interest earnings and
miscellaneous revenues.
State revenue for other
modes includes motor vehi-
cle sales taxes, aviation fuel
taxes, jet fuel sales taxes,
motor vehicle licensing
fees, railroad assessments,
appropriations from General
Revenue and interest earn-
ings. The measure provides
the cumulative, year-to-
date percent variance of
actual state revenue versus
projected state revenue
by state fiscal year. Fed-
eral revenue for roads and
bridges is the amount avail-
able to commit in a federal
fiscal year of federal funds.
Federal funds are distrib-
uted to states via federal
law. Federal revenue for
other modes is the amount
reimbursed to MoDOT for
expenses incurred in a state
fiscal year.

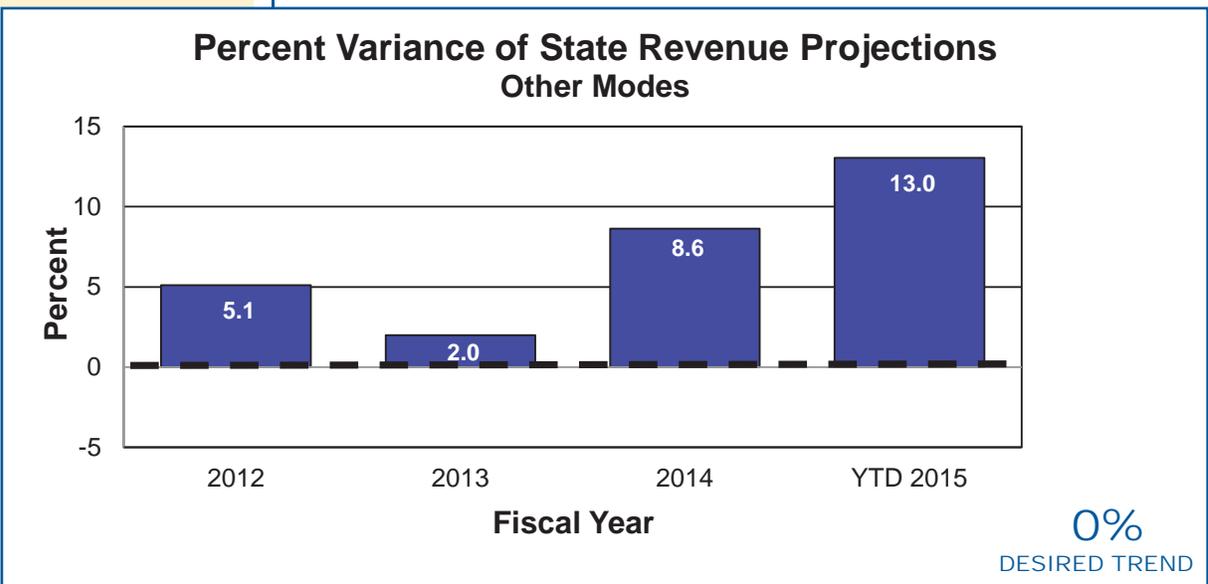
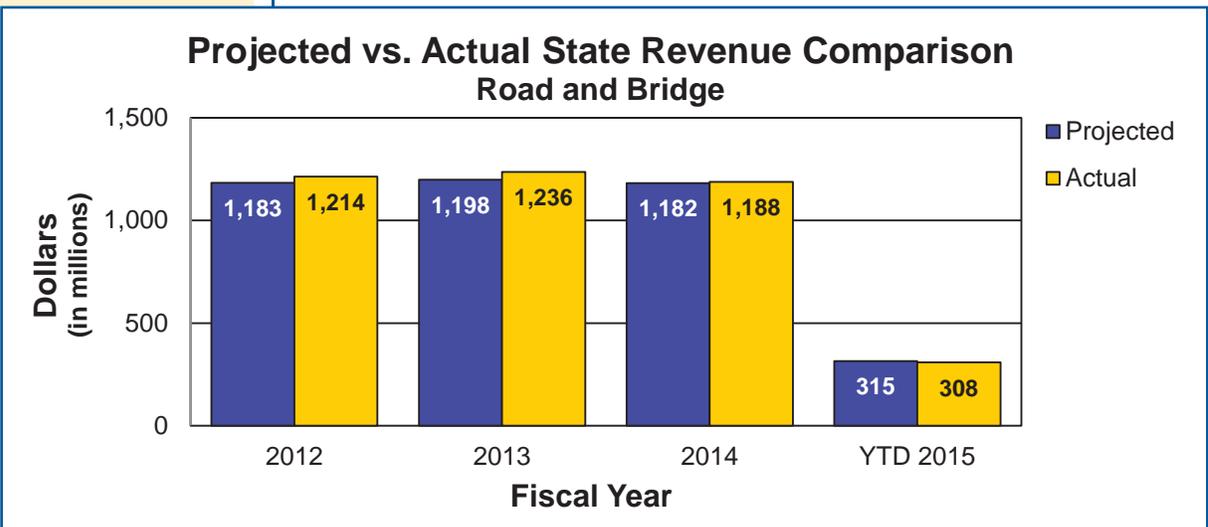
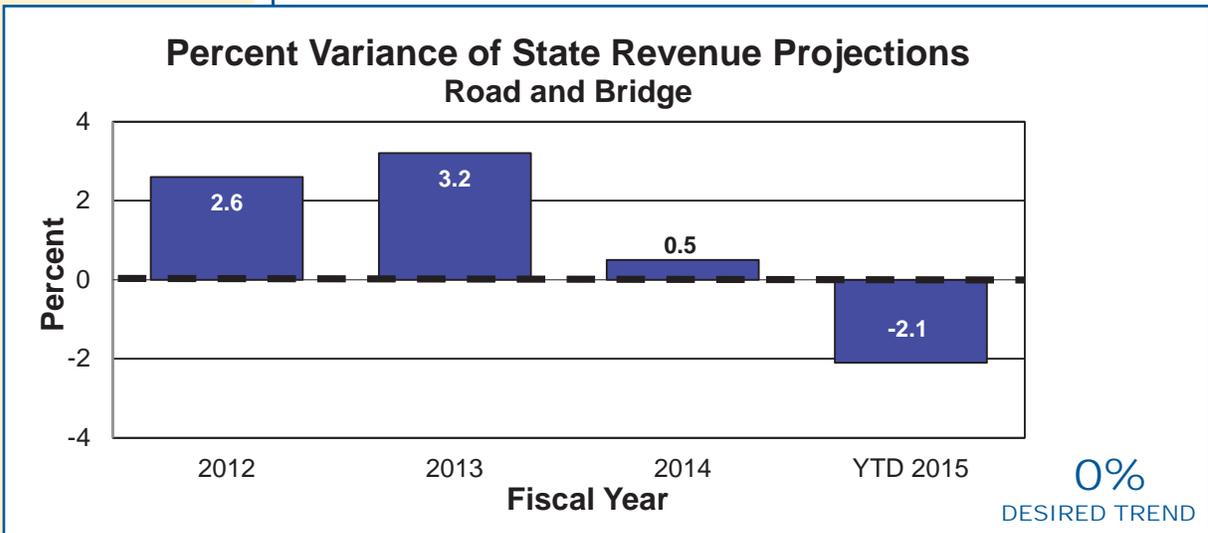
State and federal revenue projections-6d

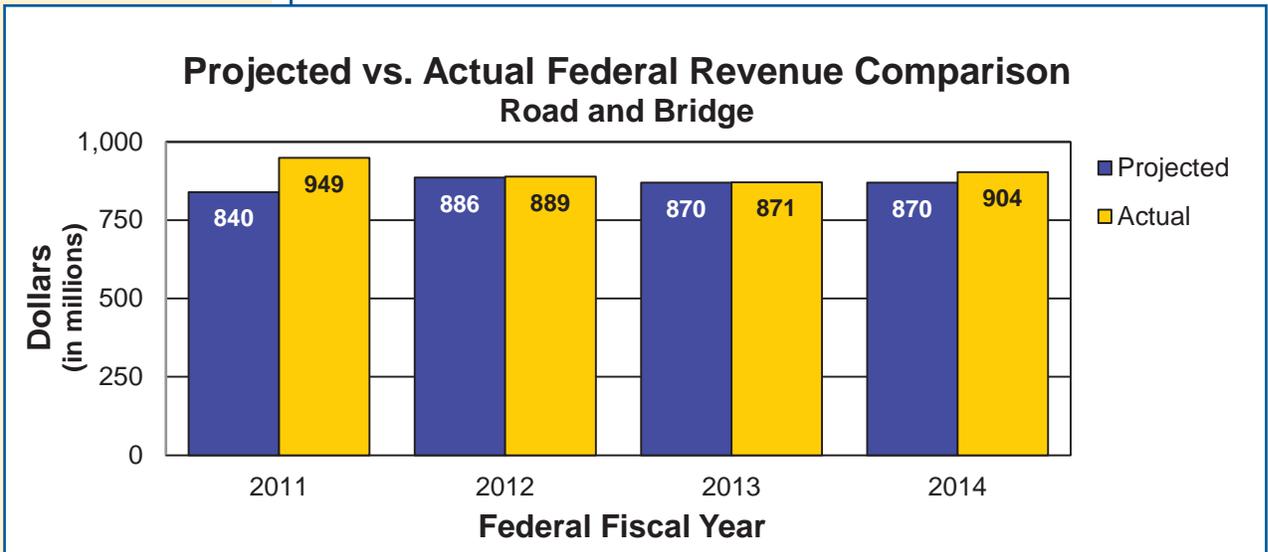
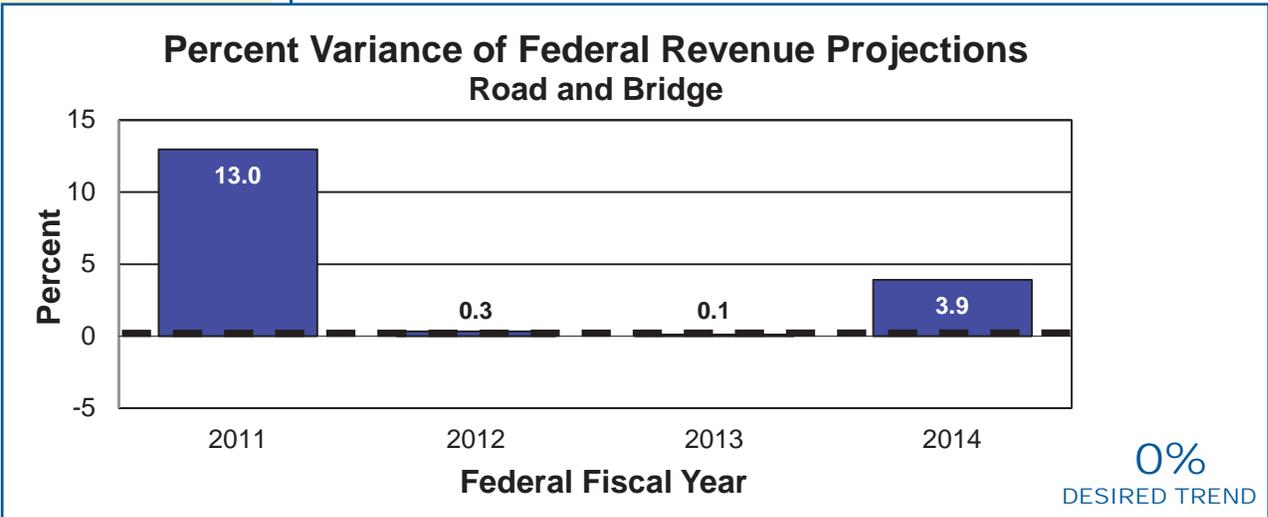
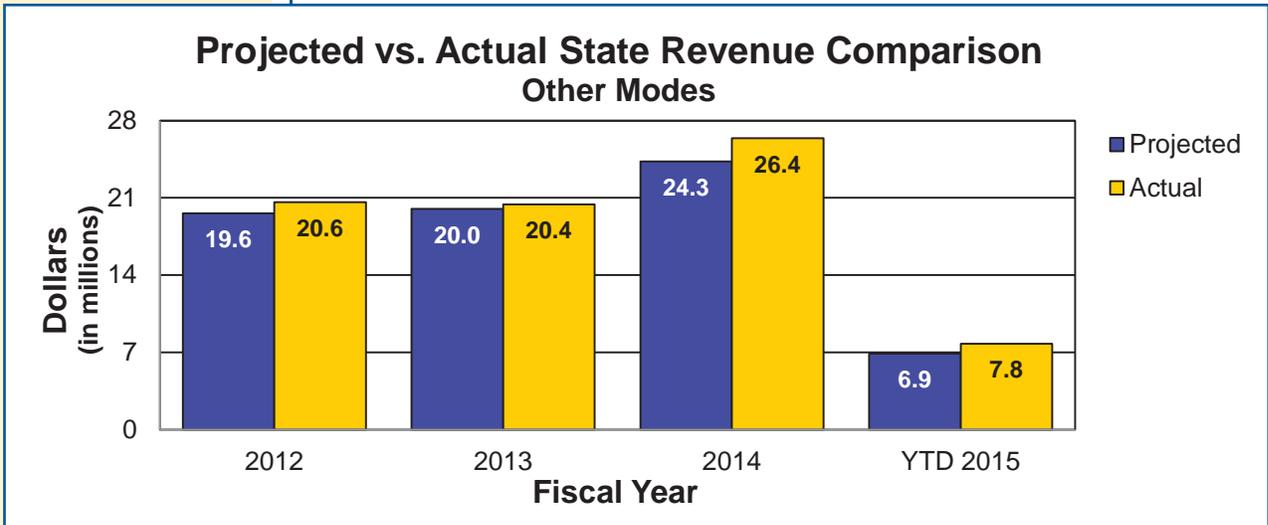
State and federal revenue projections help MoDOT staff do a better job of budgeting limited funds for its operations and capital program. The desired trend is for actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these variances, if needed.

The actual state revenue for road and bridge is lower than projected and other modes is greater than projected for the first quarter of fiscal year 2015. State revenue for road and bridge declined in fiscal year 2014. Based on the last three years, motor vehicle and driver licensing fees and motor vehicle sales and use taxes have grown, but motor fuel taxes have declined. The positive variance of 13.0 percent for other modes is attributable to the jet fuel sales tax and railroad assessments.

The largest source of transportation revenue is from the federal government. Funding is received through various federal transportation agencies including Federal Highway, Transit, Aviation and Railroad administrations. Federal funding is uncertain. In June 2012, Congress passed a new two-year federal transportation reauthorization act entitled Moving Ahead for Progress in the 21st Century Act. MAP-21 reduced the amount of road and bridge funding for all state DOTs. In July, Congress passed legislation to extend MAP-21 until May 31, 2015. Federal revenue for other modes is reliant on the timing of project expenditures.

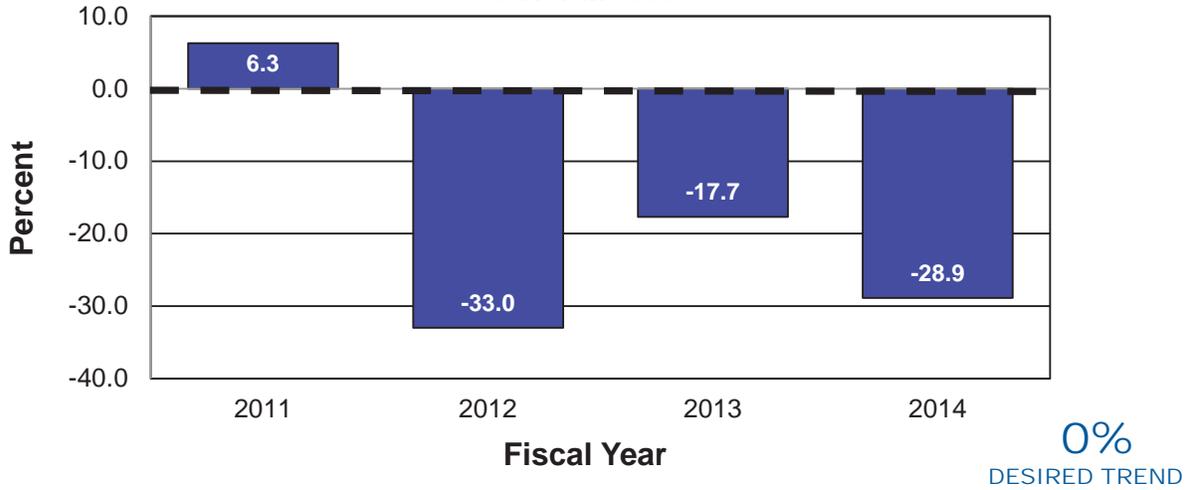
The primary source of federal and state revenue is fuel tax. With people driving more fuel efficient vehicles and fewer miles, motor fuel tax is a declining revenue source. The motor fuel tax rate has not changed in almost 20 years, while the costs for materials and labor have doubled, and even tripled for some materials, in the same time frame.



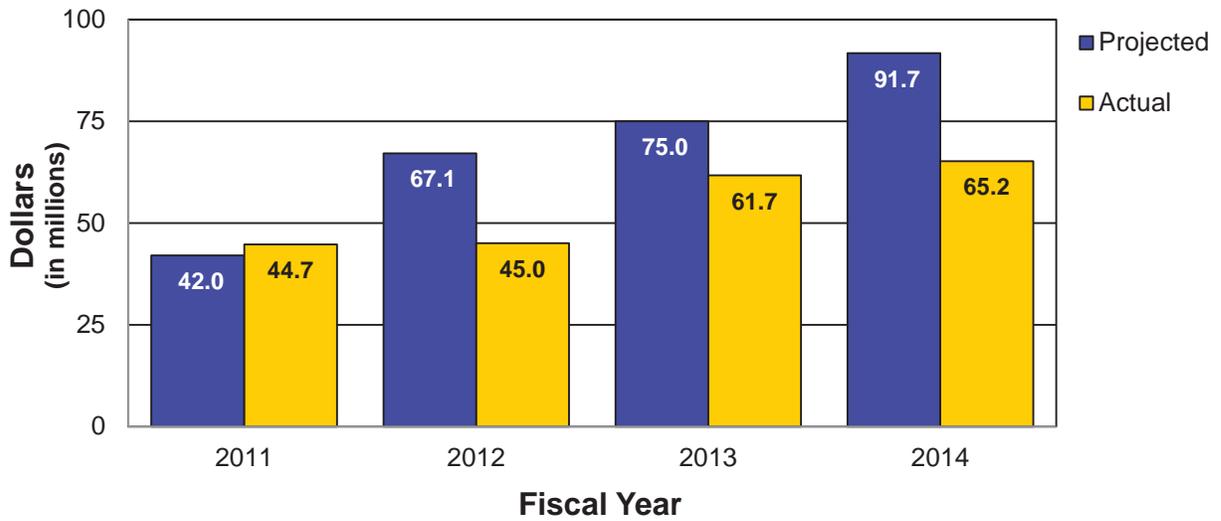


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Percent Variance of Federal Revenue Projections Other Modes



Projected vs. Actual Federal Revenue Comparison Other Modes



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Frank Miller,
District Planning Manager

PURPOSE OF
THE MEASURE:
This measurement moni-
tors the effectiveness of
MoDOT's cost-sharing and
partnering programs.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT collects this data
from the Statewide Trans-
portation Improvement
Program and the permits
database. The dollars are
shown in the state fiscal
year in which construction
contracts are awarded and
permit jobs are issued.
The percent is the number
of cost-sharing projects
divided by the total number
of projects per year in the
STIP.

Number of dollars generated through cost-sharing and partnering agreements for transportation-6e

MoDOT works with public agencies to leverage its limited resources to implement projects that might not otherwise be built. Cost-share projects are transportation improvements in which costs are shared by MoDOT and other public agencies such as cities and counties. MoDOT allocated \$30.0 million in fiscal years 2010-2011, \$37.5 million in FY 2012, \$47.5 million in FY 2013 and \$44.9 million in FY 2014 for cost-share projects. In addition, MoDOT also partners with developers and other private entities to make improvements to the state transportation system through the permitting process. The Missouri Highways and Transportation Commission suspended the Cost Share Program at its January 2014 meeting.

The amount of funds invested by partnering entities in MoDOT projects for FY 2014 of \$76.0 million is above the five-year average of \$69.0 million and the same as FY 2013. Funding through the permit process was higher in FY 2014 than FY 2013, while funding from other sources in the STIP was lower in FY 2014 than FY 2013.

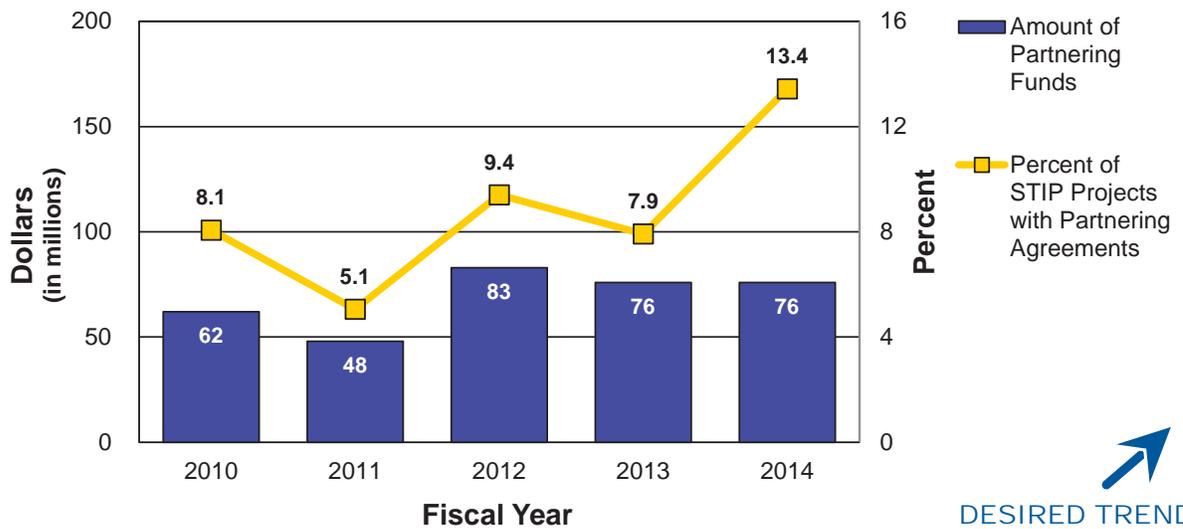
The percent of projects with funding participation from partnering agencies for FY 2014 is 13.4 percent, which is significantly higher than the five-year average of 8.8 percent. However, these projects have shifted from major projects to taking care of the system projects and smaller scale projects. This has resulted in the average partnership contribution to MoDOT projects to decrease from \$1.7 million in FY 2013 to \$866,000 in FY 2014.

As a greater share of MoDOT funds are focused on taking care of the system, partner contributions to MoDOT projects are expected to continue to decline. The value of permit projects may increase if the economy continues to improve and public and private entities fund expansion projects to address emerging needs that MoDOT cannot address with its limited project funds.

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Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Highway and Bridge Projects




DESIRED TREND

RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Dion Knipp,
Administrator of Transit

PURPOSE OF
THE MEASURE:
This measurement provides
the percent of state funds
invested in other modes
of transportation. Modes
include aviation, rail, transit,
waterways and freight.

MEASUREMENT
AND DATA
COLLECTION:
Investments in other modes
of transportation repre-
sent the state and federal
dollars spent on aviation,
rail, transit, waterways and
freight. Federal investments
represent the amount spent
on MoDOT-administered
programs only. Investments
are limited to the amounts
appropriated by the state
legislature each year.

Percent of state funds invested in other modes of transportation-6f

During the long-range planning process, “On the Move,” Missourians chose more transportation choices as a top priority. MoDOT works closely with its multimodal partners to provide more choices within the available funding amounts. In fiscal year 2014, state and federal expenditures for multimodal programs increased \$3.0 million and \$3.5 million, respectively.

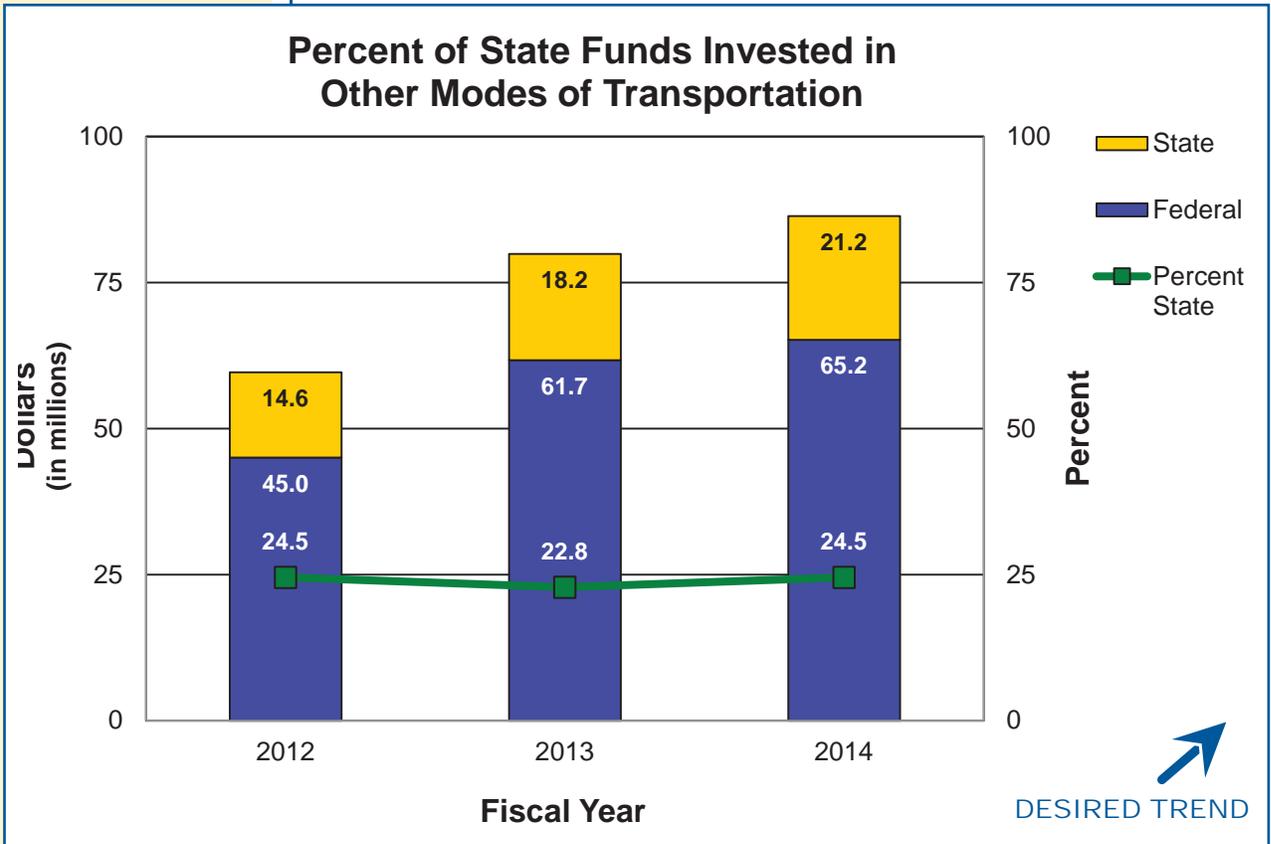
Aviation - State expenditures decreased by \$1.3 million to \$4 million, but federal expenditures increased by \$8 million to \$26 million. In FY 2014, state funds were 13 percent of total funds invested. Local funds in FY 2014 totaled \$3.1 million. FAA and State Aviation Trust funds require a minimum local match of 10 percent.

Rail - State expenditures increased by \$800,000 to \$10.1 million, and federal expenditures decreased by \$200,000 million to \$13.3 million. In FY 2014, state funds were 43 percent of total funds invested. Ticket revenue from the Missouri River Runner and Railroad funds contributed \$10.1 million to offset state costs in FY 2014.

Transit - State expenditures decreased by \$100,000 to \$2.9 million, and federal expenditures decreased by \$4.1 million to \$25.9 million. In FY 2014, state funds were 10 percent of total funds invested. FTA funds require a local match of varying percentages depending on the program. Local funds contributed to the State Transit Assistance Program and the Missouri Elderly and Handicapped Transportation Assistance Program (MEHTAP) program were insignificant with state expenditures accounting for less than 1 percent of these two programs combined.

Waterways - State expenditures increased by \$2.7 million to \$3.3 million, but federal expenditures decreased from \$200,000 to zero dollars. Local funds in FY 2014 totaled \$700,000. The waterways capital improvement program requires a minimum local match of 20 percent.

Freight - State expenditures increased from zero dollars to \$900,000, but federal expenditures were zero dollars. Local funds in FY 2014 totaled \$200,000. The freight enhancement program requires a minimum local match of 20 percent.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:
Kenny Voss,
Local Program Administrator

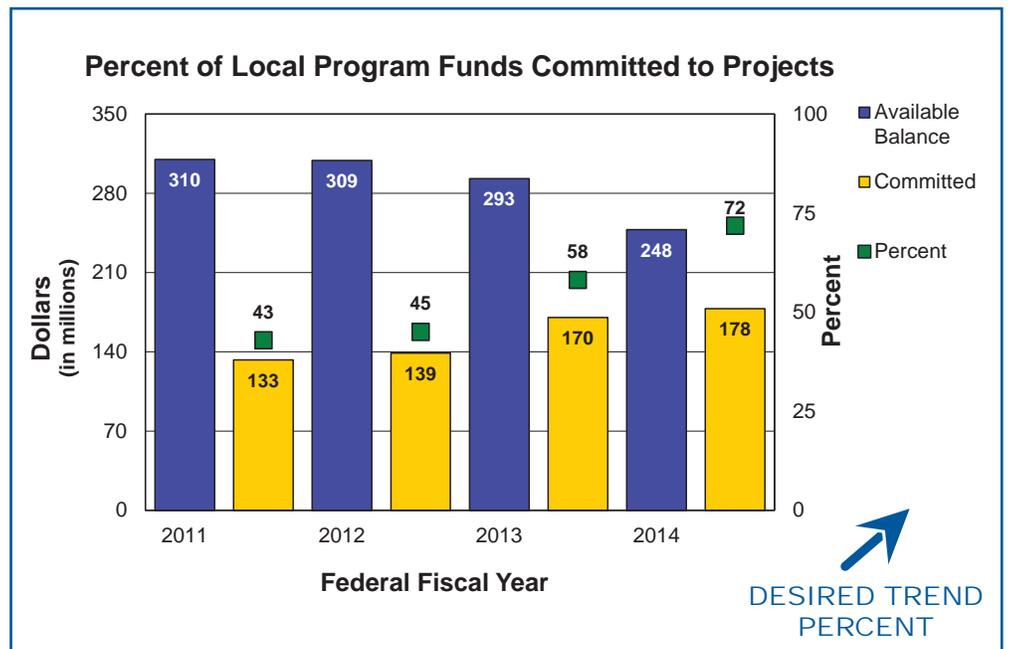
Percent of local program funds committed to projects-6g

PURPOSE OF THE MEASURE:
This measure tracks the percent of available Local Program funds committed to projects.

Some of the federal funds MoDOT receives are required to be passed through to local entities, such as cities and counties. Available funds for local entities include those that are allocated this year and those that have not been committed in prior years. When local entities use federal funds, they provide the matching funds. Matching funds provided by local entities help MoDOT use all of the transportation federal funding available to Missouri.

MEASUREMENT AND DATA COLLECTION:
The data is obtained from Federal Highway Administration's Fiscal Management Information System and is based on the federal fiscal year from October 1 through September 30. The committed amounts represent what FHWA will reimburse for the project. The available amounts represent the federal program funds distributed to local sponsors. The goal of this measure is to commit all federal funds available to local public projects.

As of the fourth quarter of federal fiscal year 2014, 72 percent (\$178 million) of the \$248 million in available funds has been committed to local projects. This represents an \$8 million increase in commitments compared to FFY 2013. Since FFY 2011, the percent of local program funds committed to projects has increased from 43 percent to 72 percent. The department has a goal of 90 percent (\$171 million) of local program funds committed to projects for federal fiscal year 2015.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Sunny Wilde,
Resource Management
Specialist

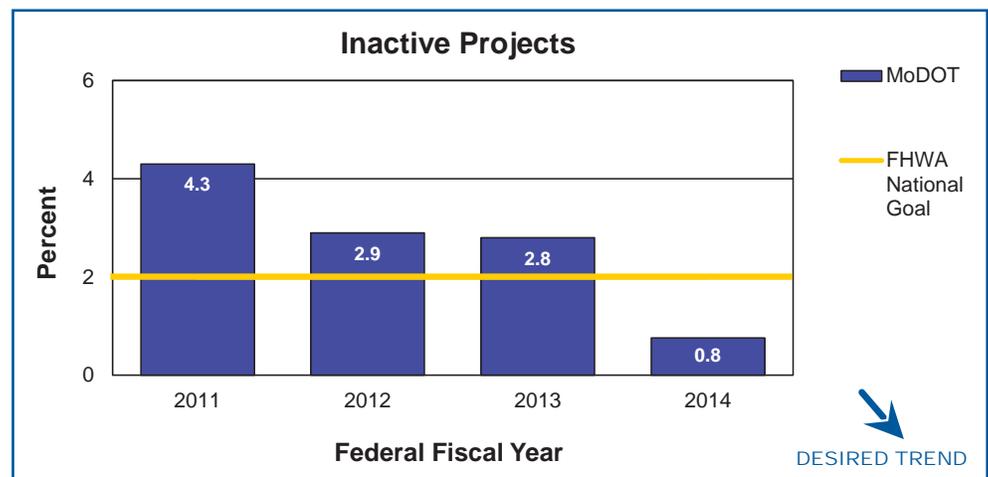
PURPOSE OF
THE MEASURE:
This measure tracks the
percent of inactive federal
projects.

MEASUREMENT
AND DATA
COLLECTION:
The data is obtained from
Federal Highway Adminis-
tration's quarterly inactive
projects report and is based
on the federal fiscal year
from October 1 through
September 30. The inac-
tive report includes projects
with no expenditure activi-
ty for more than one year.
MoDOT uses a tracking
database to assist in the
analysis and reporting of
inactive projects.

Inactive projects-6h

Project funds must be spent for taxpayers to benefit from their transportation investments. As resources continue to dwindle, ensuring available resources are committed to active projects is essential to maintaining the existing transportation system. Due to project schedule delays or lags in receiving project invoices, funds sometimes do not get spent in timely manner. When this happens, MoDOT analyzes projects to determine why there has been no activity, and actions are taken to accelerate project activity. Discussions with local project sponsors often are used to ensure invoices are submitted on a timely basis.

Due to MoDOT's increased efforts, as requested by FHWA, inactive projects have declined from 4.3 percent in 2011 to 0.8 percent (\$6.9 million) in 2014. For the fourth quarter of federal fiscal year 2014, Missouri's inactive projects were below FHWA's national goal of 2 percent. MoDOT's continued efforts to identify projects that will potentially become inactive in the coming months and taking any necessary actions on those projects has ensured the funds committed to projects are valid.



RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Doug Hood,
Financial Services
Administrator

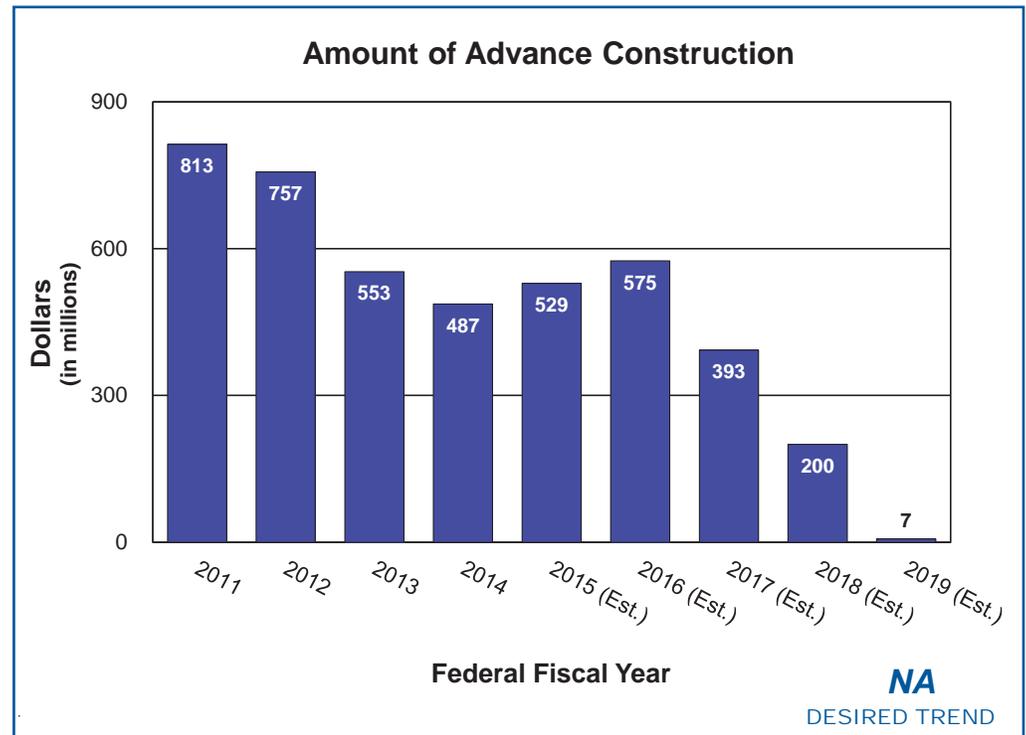
PURPOSE OF
THE MEASURE:
This measure tracks the
amount of advance con-
struction funds.

MEASUREMENT
AND DATA
COLLECTION:
MoDOT collects this data
from Federal Highway
Administration's Fiscal
Management Information
System. The federal fiscal
year is from October 1 to
September 30. Fiscal years
2015-2019 are estimates
from the current financial
forecast. The amount of ad-
vance construction is based
on the total estimated proj-
ect costs.

Amount of advance construction-6i

Advance construction is an innovative finance tool MoDOT uses to more efficiently manage its limited resources. Advance construction helps provide the 20 percent match required for federal funds. Without advance construction, MoDOT would be unable to match federal funds today. As the amount of advance construction declines, the ability to match federal funds becomes more difficult.

By 2020, MoDOT won't have enough state revenue to match federal funds. That means Missouri's unmatched federal funds will be directed to other states and lost forever to improve Missouri's transportation system



RESULT DRIVER:
Brenda Morris,
Financial Services Director

USE RESOURCES WISELY

MEASUREMENT
DRIVER:
Kevin James,
Assistant District Engineer

PURPOSE OF
THE MEASURE:
This measure tracks levels of under- and over-utilized fleet along with fuel efficiency for the five vehicle classes representing the majority of fleet expenditures and miles driven.

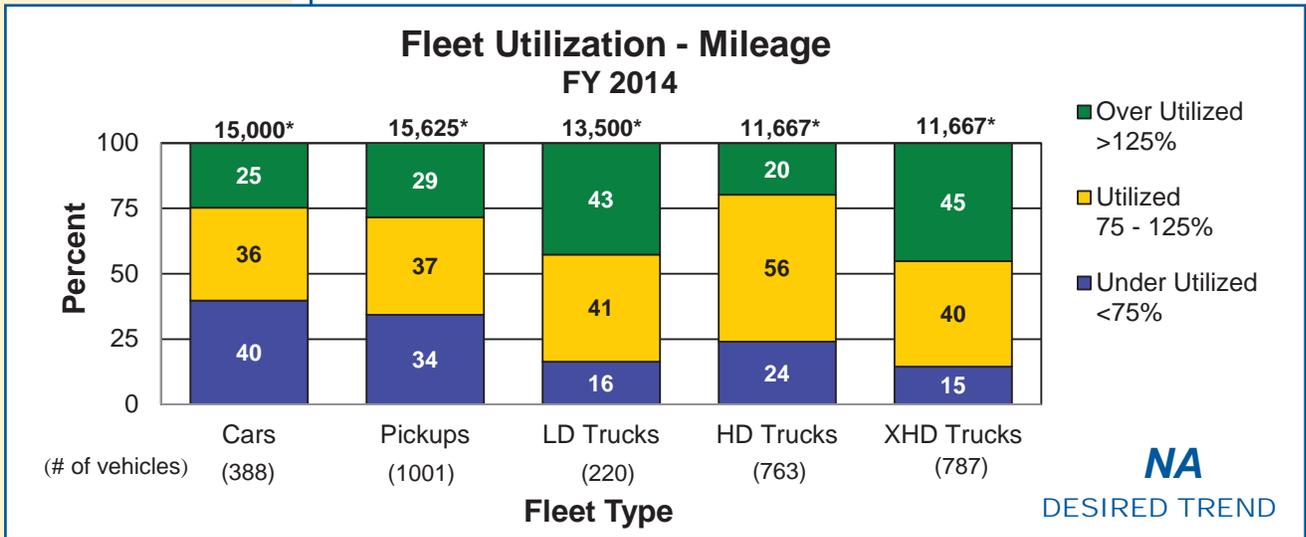
MEASUREMENT
AND DATA
COLLECTION:
Data reflects performance during the previous 12 months. Ideal fleet utilization falls within 75 to 125 percent of the vehicle's threshold. For example, a passenger car has a threshold of 15,000 miles per year. An underutilized passenger car is used less than 75 percent of 15,000 miles, or 11,250 miles. An over utilized passenger car is used more than 18,750 miles, and a utilized passenger car is used between 11,250 to 18,750 miles. The fleet utilization graphs are updated in January and July. This measure also reports MoDOT's total fuel consumed and shows how fleet choices can affect fuel economy. The fuel data is collected in the statewide financial system. Mileage data is obtained from the FASTER fleet management system.

Fleet utilization and fuel efficiency-6j

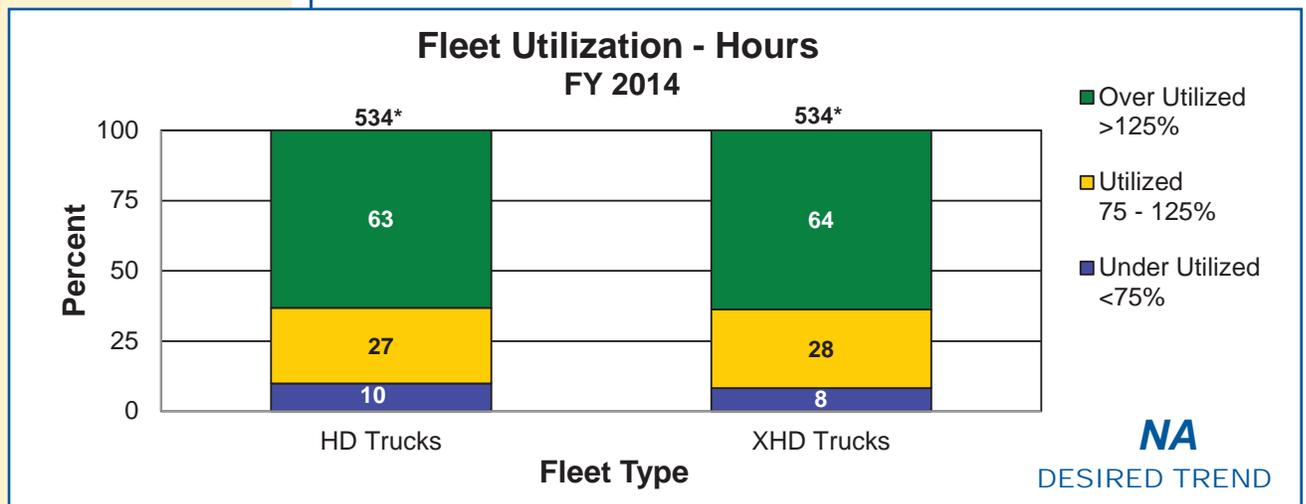
The fuel consumption and fuel efficiency measures show fairly consistent results for the first quarters of fiscal year 2014 and FY 2015. Fuel consumption so far in FY 2015 has decreased by 7,314 gallons. During first quarter FY 2015, more gallons were used to perform striping, pavement repair and drainage work, while fewer gallons were used for chip sealing and flood restoration. Changes in fuel use by activity resulted in fuel efficiency decrease of 0.28 per gallon.



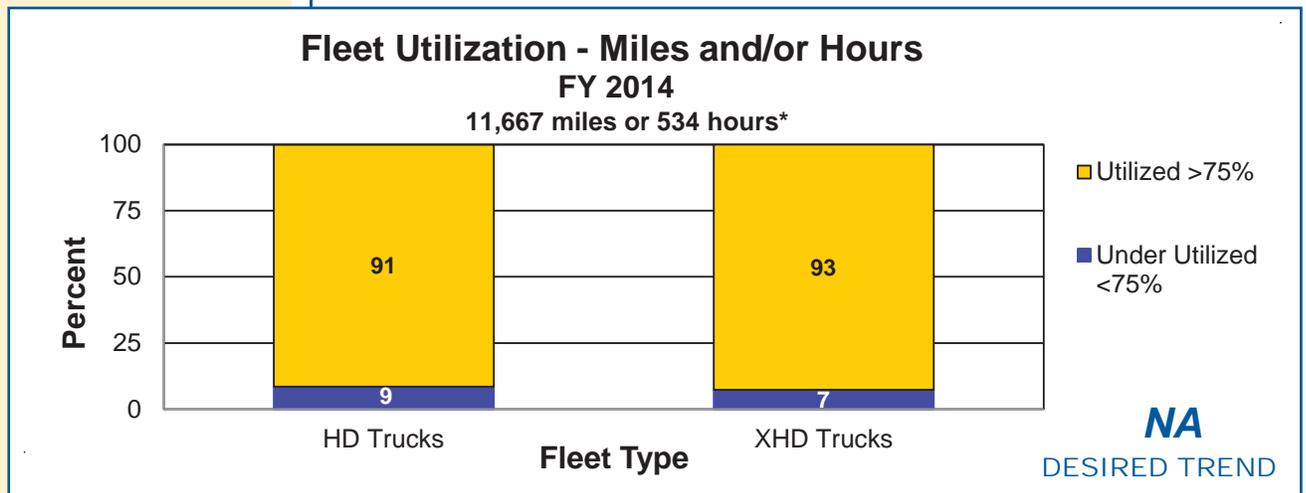
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*Miles considered utilized per year

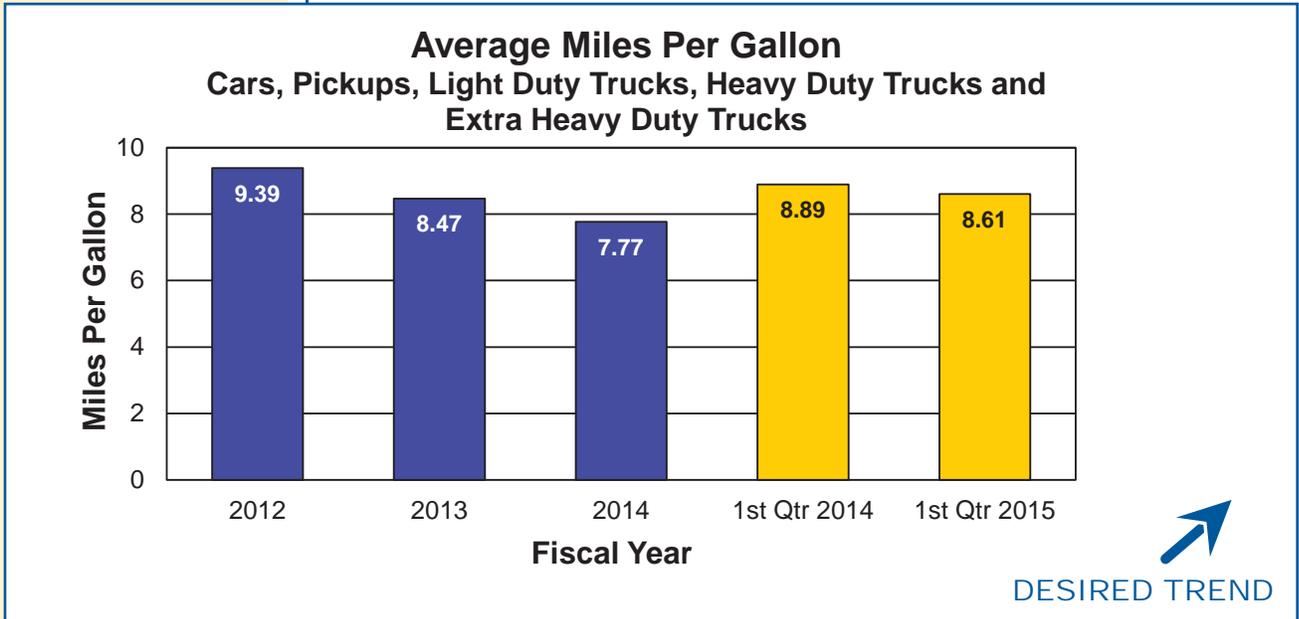
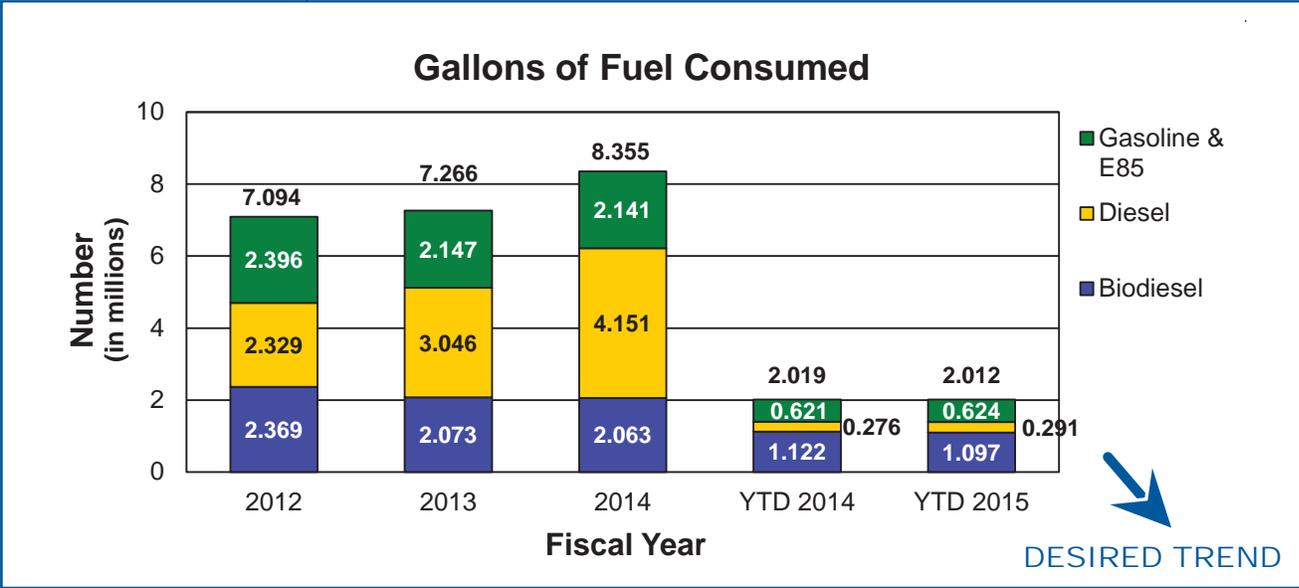


*Hours considered utilized per year



*Miles and/ or hours utilized per year

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RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT DRIVER:

Jay Bestgen, Assistant
State Construction and
Materials Engineer

PURPOSE OF THE MEASURE:

This measure tracks MoDOT's recycling efforts in construction projects and internal operations.

MEASUREMENT AND DATA COLLECTION:

The recycled material used in construction projects is measured through MoDOT's SiteManager database, which tracks material incorporated into projects. Data is collected on an annual basis due to the seasonal nature of construction. Recycled material from internal MoDOT operations, are captured from the annual Missouri State Recycling Program report and from other internal records.

Number of tons of recycled material-6k

In 2004, recycled asphalt pavements and roof shingles started being incorporated into new asphalt pavements to help offset increasing costs. While the cost of rock, sand, liquid asphalt, labor, fuel and equipment have increased since 2004, recycling efforts have helped offset the cost increases. In 2013, 29 percent of the 3.3 million tons of new asphalt pavement constructed came from recycled components. This saved MoDOT and taxpayers about \$11 per ton, or \$30 million overall. The \$30 million savings would be equivalent to improving 680 miles of a two-lane roadway with a thin overlay.

MoDOT also recycles materials no longer needed for internal operations. The majority of the recycled products come from: aluminum, cardboard, office paper, scrap rubber/tires, scrap metal, motor oil and wood pallets. Of these, 2,500 tons of scrap metal makes up the majority of the recycling followed by 641 tons of rubber/tires (equivalent to more than 61,000 passenger car tires) and 95 tons of motor oil (equivalent to about 27,000 gallons). In fiscal year 2013, it cost over \$210 thousand to recycle some items, such as scrap rubber/tires and to shred documents. However, other recycling efforts returned over \$1.2 million in revenue. The net result was just over \$1 million.

Recycling is good for the environment and helps stretch limited funding. With costs continuing to increase, fuel tax revenues declining and federal funding being uncertain, it is important to focus on increasing recycling efforts.

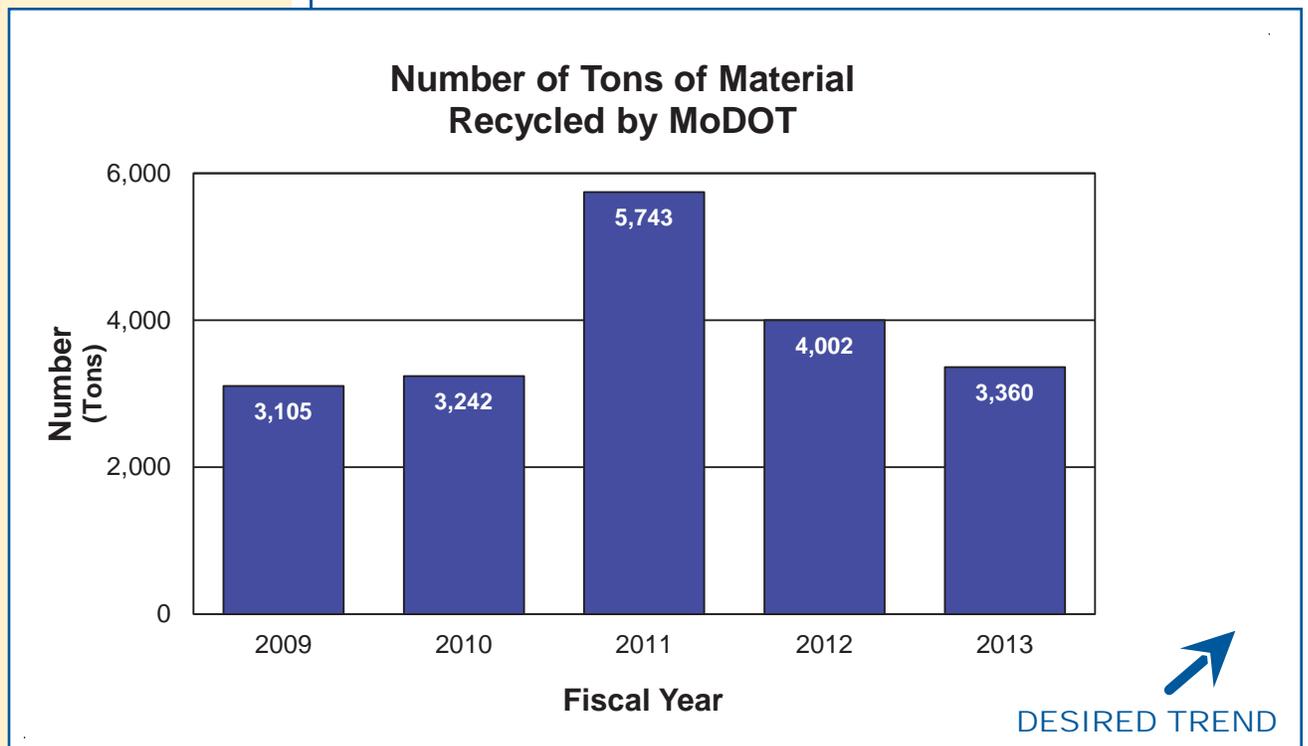
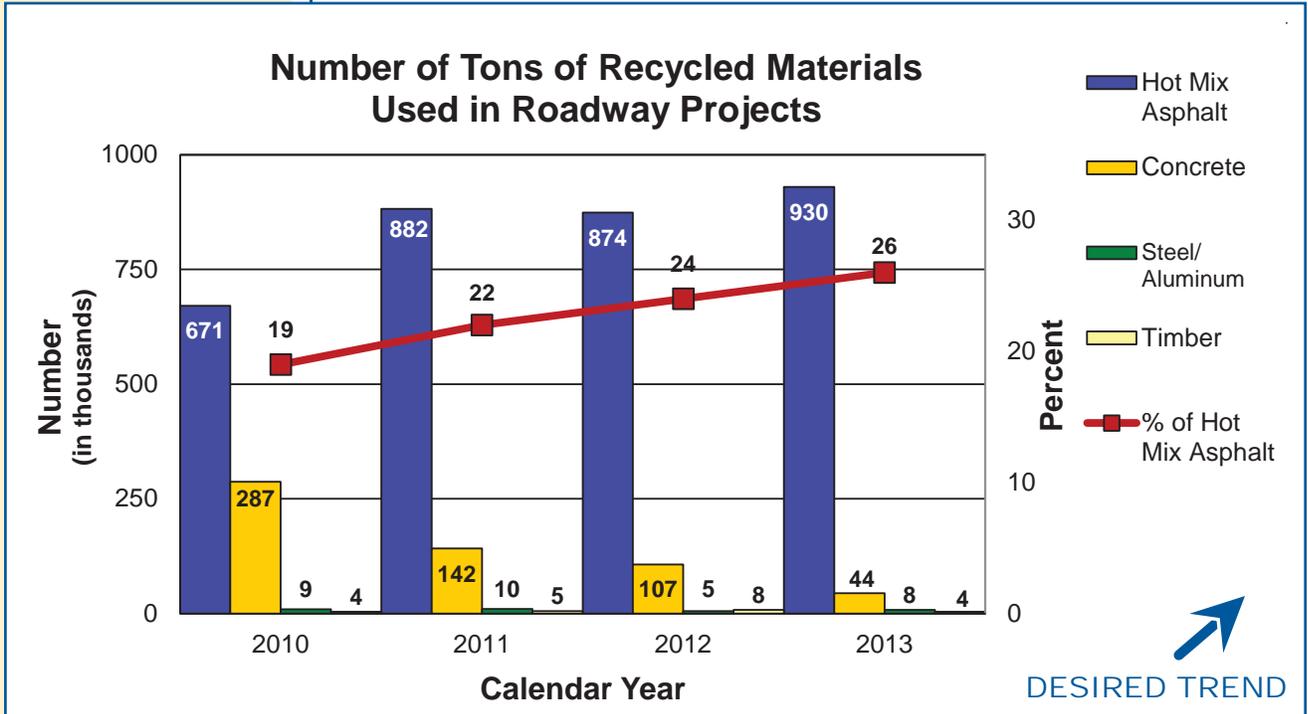


Roofs to Roads

MoDOT is among the first state agencies in the nation to recycle shingles to resurface or rebuild highways.



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RESULT DRIVER:
Brenda Morris,
Financial Services Director

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MEASUREMENT
DRIVER:
Gayle Unruh,
Environmental and Historic
Preservation Manager

PURPOSE OF
THE MEASURE:
This measure tracks the
annual trend of compli-
ance with environmental
laws and regulations, which
includes obtaining and
abiding by specific require-
ments contained in various
permits.

MEASUREMENT
AND DATA
COLLECTION:
Notices of Violation are
similar to a traffic ticket as
they are written to indicate
you are operating outside
of legal limits. A Letter of
Warning indicates that there
are problems and if not
corrected could lead to an
NOV. Issued by environ-
mental regulatory agencies,
NOVs, LOWs and letters
of satisfactory inspections
are collected and tracked
by location and/or project.
The measure reports by
calendar year the number of
NOVs, LOWs and satisfac-
tory inspections received
by the department for any
activity.

Number of environmental warnings and violations – 61

MoDOT seeks to reduce its impact on Missouri natural resources by complying with environmental laws and regulations. The department is serious about protecting human health, air, water, wildlife and ecosystems. Compliance with environmental laws and regulations helps to prevent and counteract possible damage from MoDOT activities. Under current funding constraints, it also is important to avoid violations. Violations with fines assessed against MoDOT result in less funding for transportation projects.

MoDOT has a zero-tolerance policy toward any NOV from regulating agencies, such as the Missouri Department of Natural Resources or the Environmental Protection Agency. Department employees study the situations that lead to NOVs and LOWs and then take action to prevent future occurrences.

The number of NOVs during the previous four years ranged from one to seven, LOWs ranged from five to 15. The trend for number of NOVs is down over the last four years.

For calendar year 2014, MoDOT has received three LOWs issued by MDNR. One LOW was issued for failure to submit a quarterly discharge monitoring report on a rest area lagoon. An LOW was issued for various petroleum and hazardous waste management deficiencies. The third LOW was for unsatisfactory features related to erosion control at a construction site.

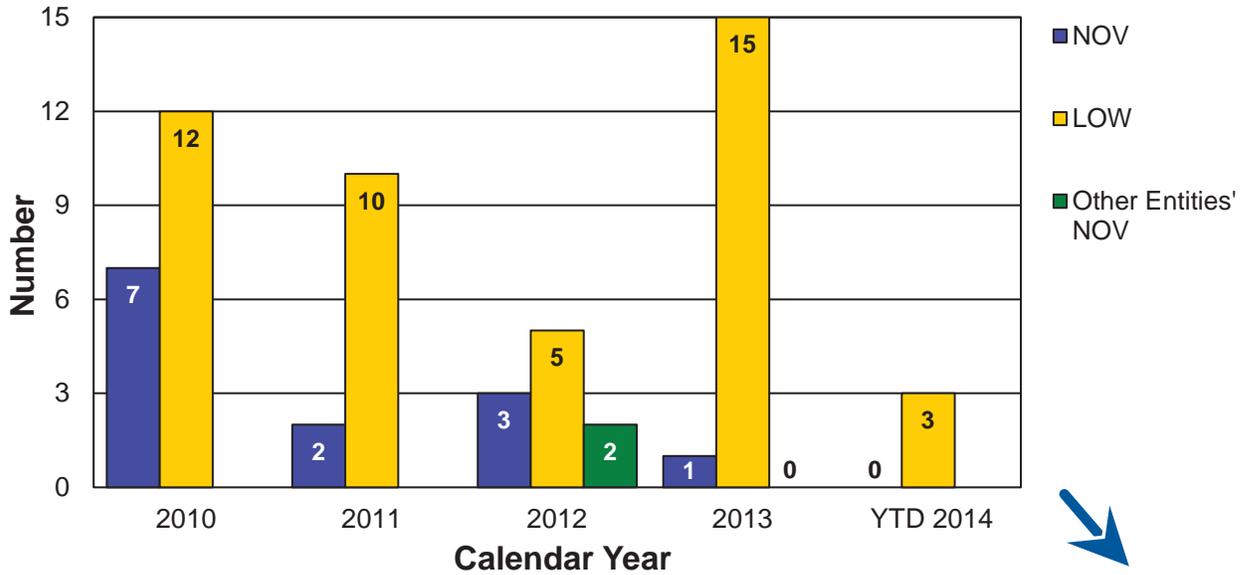
Although not issued to MoDOT, an LOW for unsatisfactory land disturbance and erosion and sediment control features was issued by MDNR to a contractor for a permitted borrow site.

During this same period, the department also received three letters of satisfactory inspections from MDNR. One other letter of inspection noted a minor correction to safety placarding, which was made during the inspection, but did not note any violations. The other two letters detail satisfactory land disturbance inspections.

MoDOT continues to work with facility supervisors and construction inspectors through training and dialog to comply with permit requirements.



Number of Notices of Violation and Letters of Warning



Note: There is no benchmark data presented with this measure. MoDOT has a zero-tolerance policy toward NOVs. Therefore, regardless of what other states are doing, MoDOT's desired results are zero NOVs, because NOVs are usually violations of law and state statute.