



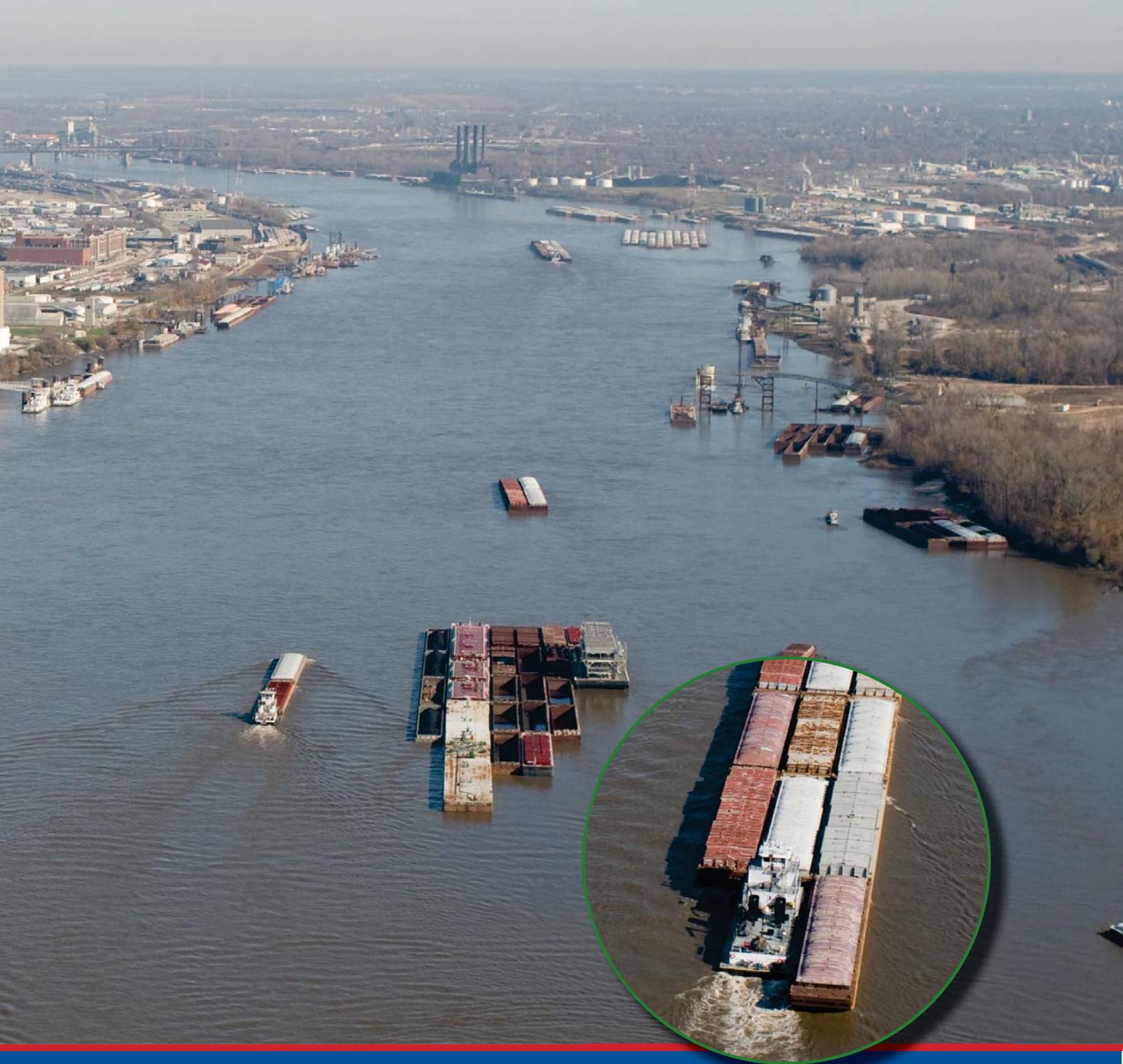
# ADVANCE ECONOMIC DEVELOPMENT

*Machelle Watkins, Transportation Planning Director*

A graphic element consisting of a circle with a crosshair, positioned to the left of the word "Tracker".

# Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE



Missouri's transportation system has a direct impact on the state's economy. Missouri businesses depend on our roadways, rail, waterways and airports to move their products and services both nationally and globally. An efficient, well-connected transportation system helps attract new businesses to our communities and helps existing businesses maintain a competitive edge with easy customer access, minimal shipping costs and strong links to a diverse workforce. We believe investments in transportation should create jobs and provide opportunities for advancement to all Missouri citizens. An investment in transportation should provide a positive economic impact on both the citizens we serve and the communities in which they live.

RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT  
DRIVER:  
Eva Voss, Senior  
Transportation Planner

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
economic impact resulting  
from the state's transporta-  
tion investments.

MEASUREMENT  
AND DATA  
COLLECTION:  
MoDOT works with the  
Economic Development  
Research Group to perform  
economic impact analyses  
for the state's transportation  
investments. The analyses  
are performed using a mod-  
el called the Transportation  
Economic Development  
Impact System, or TREDIS.  
The TREDIS model results  
demonstrate a strong link  
between transportation  
investment and economic  
development.

### *Economic return from transportation investment-7a*

Transportation projects are an economic engine that drives growth in employment and other benefits. Economists use tools such as TREDIS modeling, to provide state and regional estimates of economic benefits related to specific projects, corridors and program expenditures.

MoDOT's 2014-2018 Statewide Transportation Improvement Program invests approximately \$4.4 billion into highway and bridge projects, creating 6,528 new jobs. The projects are expected to contribute \$15.9 billion of economic output during the next 20 years, resulting in a \$3.62 return on every \$1 invested in transportation.

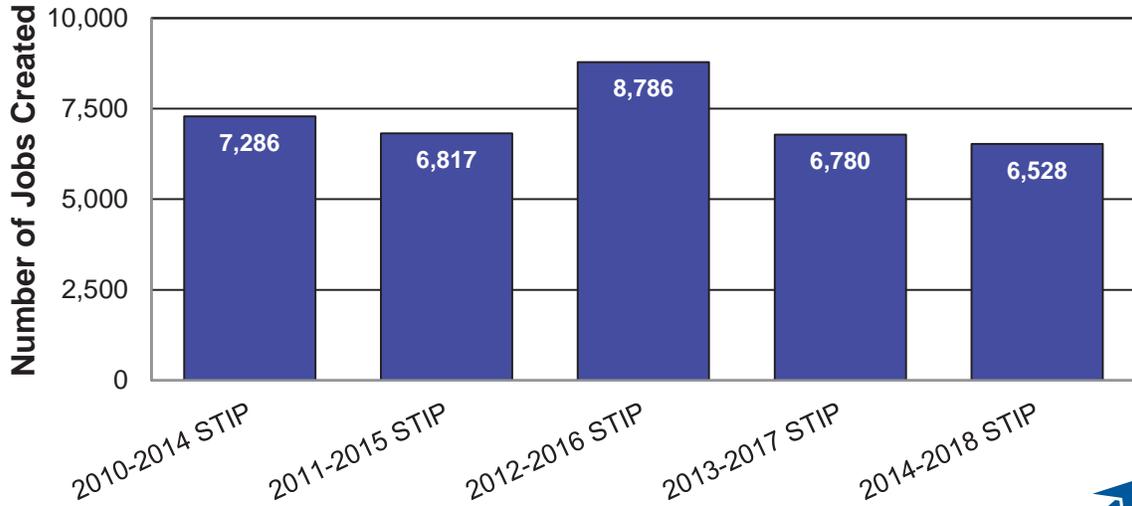
The figures tell a powerful story of economic success, but are also a sign of missed opportunity. When compared to the previous year's STIP (2013-2017), the jobs estimate decreased 3.7 percent.

Decreasing transportation funding and increasing costs are chipping away at the levels of economic return. The situation will become more drastic as MoDOT's annual construction program plummets from \$700 million to \$325 million during the 2015-2019 STIP years.



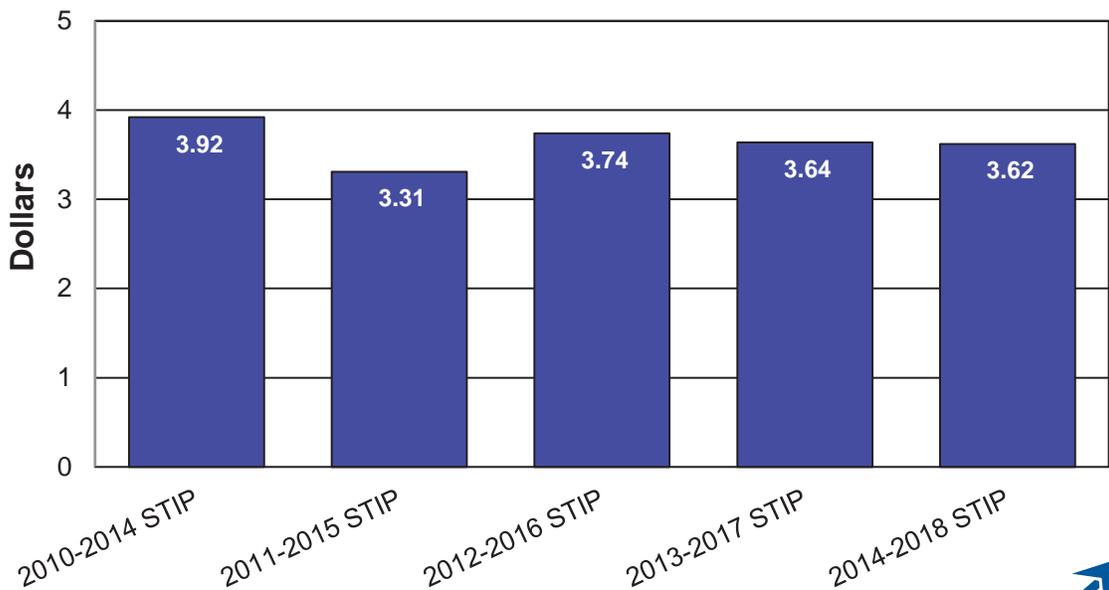
# ADVANCE ECONOMIC DEVELOPMENT

## Economic Return from Highway and Bridge Investments Annual Employment Benefit



 DESIRED TREND

## Economic Return from Highway and Bridge Investments 20-Year Benefit Ratio for Every Dollar Invested



 DESIRED TREND

**RESULT DRIVER:**  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT  
DRIVER:**  
Ben Reeser,  
Long-Range Transportation  
Planning Coordinator

**PURPOSE OF  
THE MEASURE:**  
This measure analyzes the  
strength of Missouri's trans-  
portation infrastructure for  
conducting business.

**MEASUREMENT  
AND DATA  
COLLECTION:**  
Data for this measure is ob-  
tained from an annual study  
conducted by the Consumer  
News and Business Chan-  
nel. The study scores all  
50 states on 51 measures  
of competitiveness devel-  
oped collaboratively with  
business groups including  
the National Association  
of Manufacturers and the  
Council on Competitive-  
ness, as well as the states  
themselves. Metrics are  
separated into 10 catego-  
ries, including transportation  
infrastructure. The transpor-  
tation infrastructure catego-  
ry measures the following  
for each state:

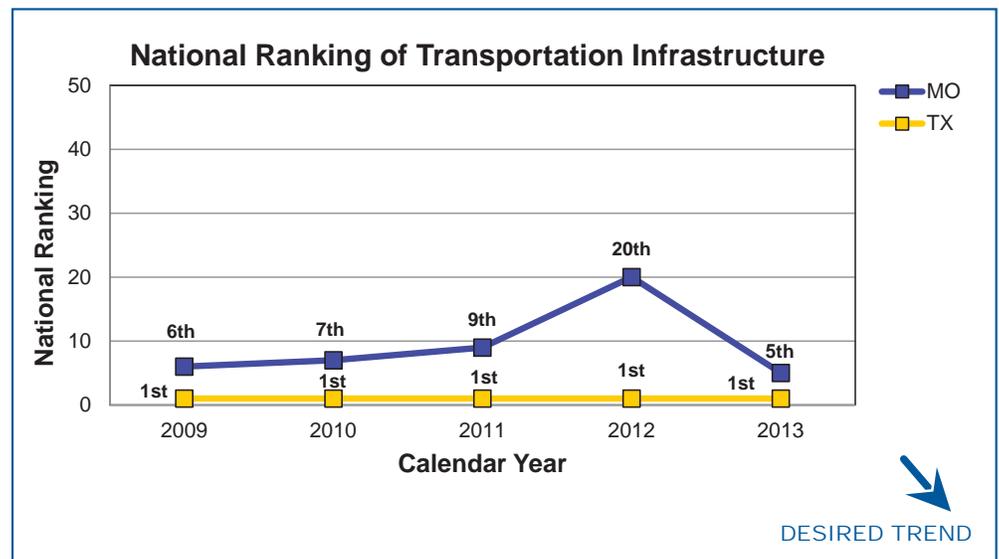
- Quantity of goods shipped by air, waterways, roads and rail (2009-2012 based on value of goods shipped, not quantity)
- Availability of air travel
- Quality of roads
- Time it takes to commute to work (added in 2012)

### National ranking of transportation infrastructure-7b

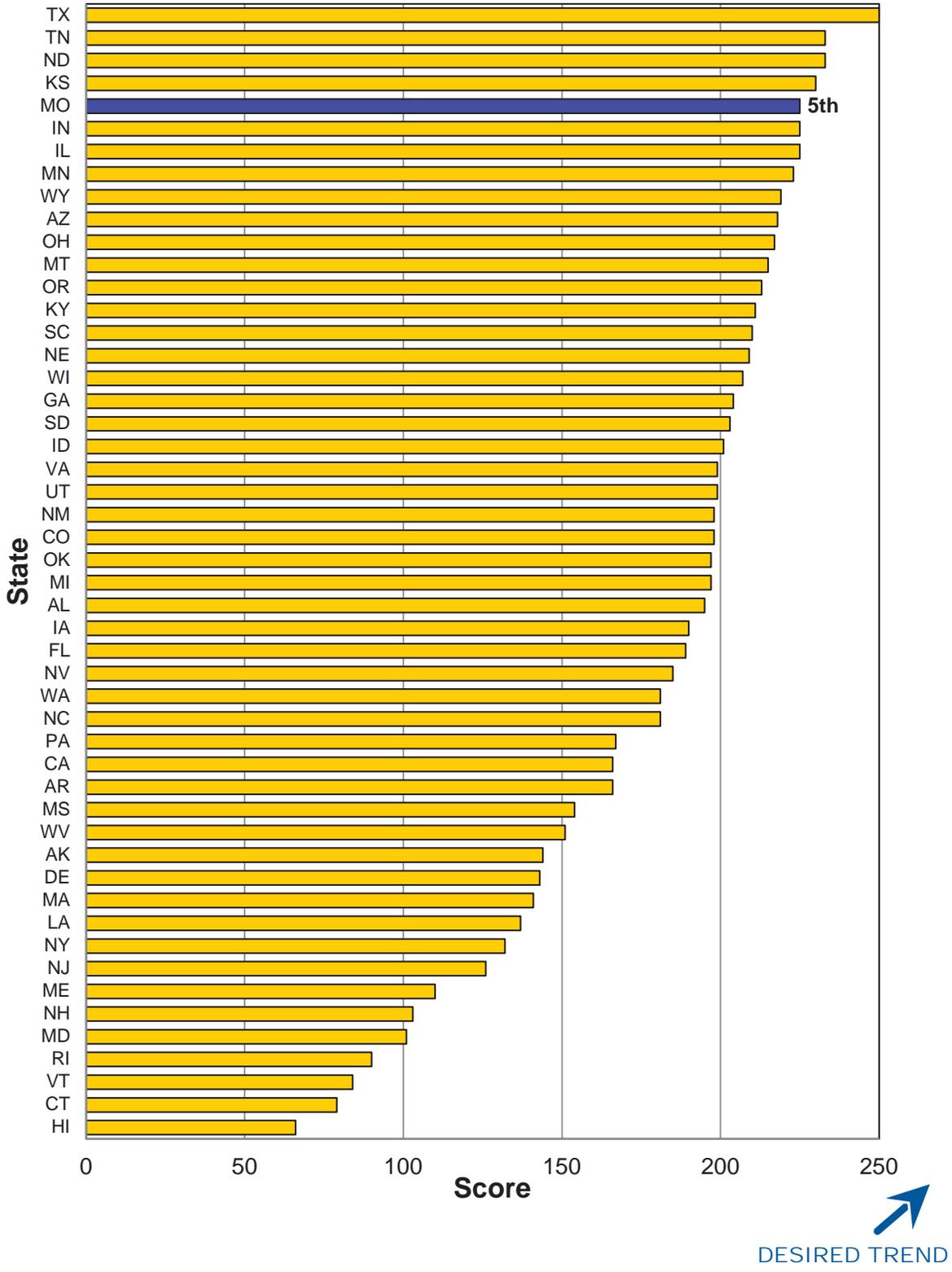
Transportation infrastructure leads to the attraction of new businesses and of employers looking to expand. These actions lead to new jobs, new opportunities and new revenue for states. A robust transportation infrastructure allows manufacturers to distribute their products quickly and inexpensively and allows citizens to get to work and to conduct business efficiently.

Between 2009 and 2011, Missouri's national rank in transportation infrastructure was in the top nine. In 2012 Missouri ranked 20th. Missouri's current ranking of fifth best in the nation is challenging to maintain as the state's annual transportation infrastructure funding decreased \$500 million beginning in 2011.

Missouri's ranking is likely to fall in the near future as MoDOT's construction budget is projected to decline to \$325 million in Fiscal Year 2017. At that point, MoDOT will not be able to keep the transportation system in the shape it is in today. Many of the factors used to rank transportation infrastructure are expected to decline.



### 2013 Transportation Infrastructure Scores by State



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT  
DRIVER:  
Tona Bowen,  
Financial Services  
Administrator

PURPOSE OF  
THE MEASURE:  
The measure reports how  
Missouri's state highway  
system funding situation  
compares to that of other  
states.

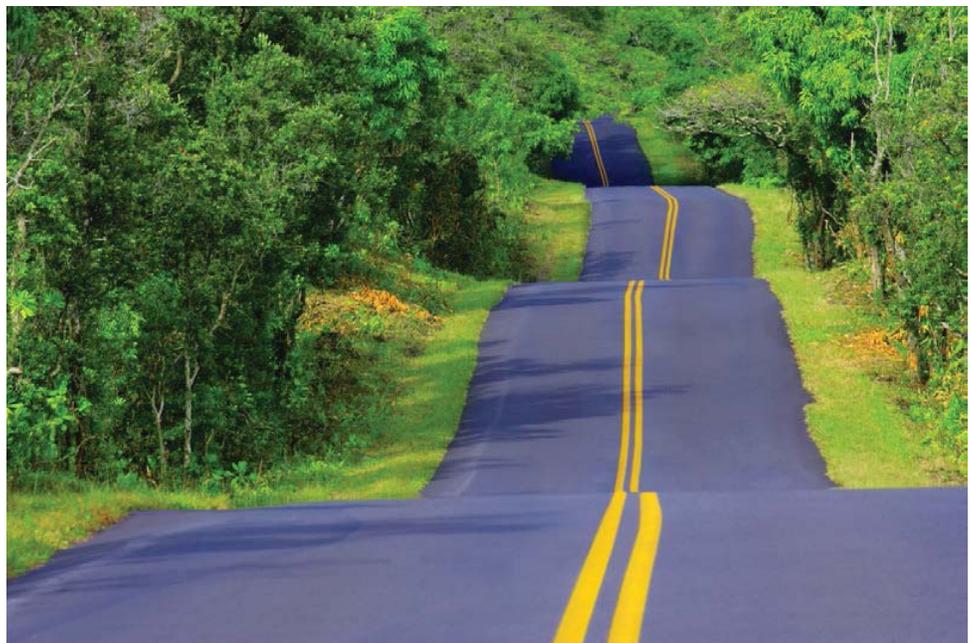
MEASUREMENT  
AND DATA  
COLLECTION:  
Per state revenue, highway  
mileage and bridge counts  
used in this measure are  
gathered from Federal  
Highway Administration annual  
reports. The information is  
updated as the data becomes  
available from the Federal  
Highway Administration.

### *MoDOT national ranking in revenue per mile-7c*

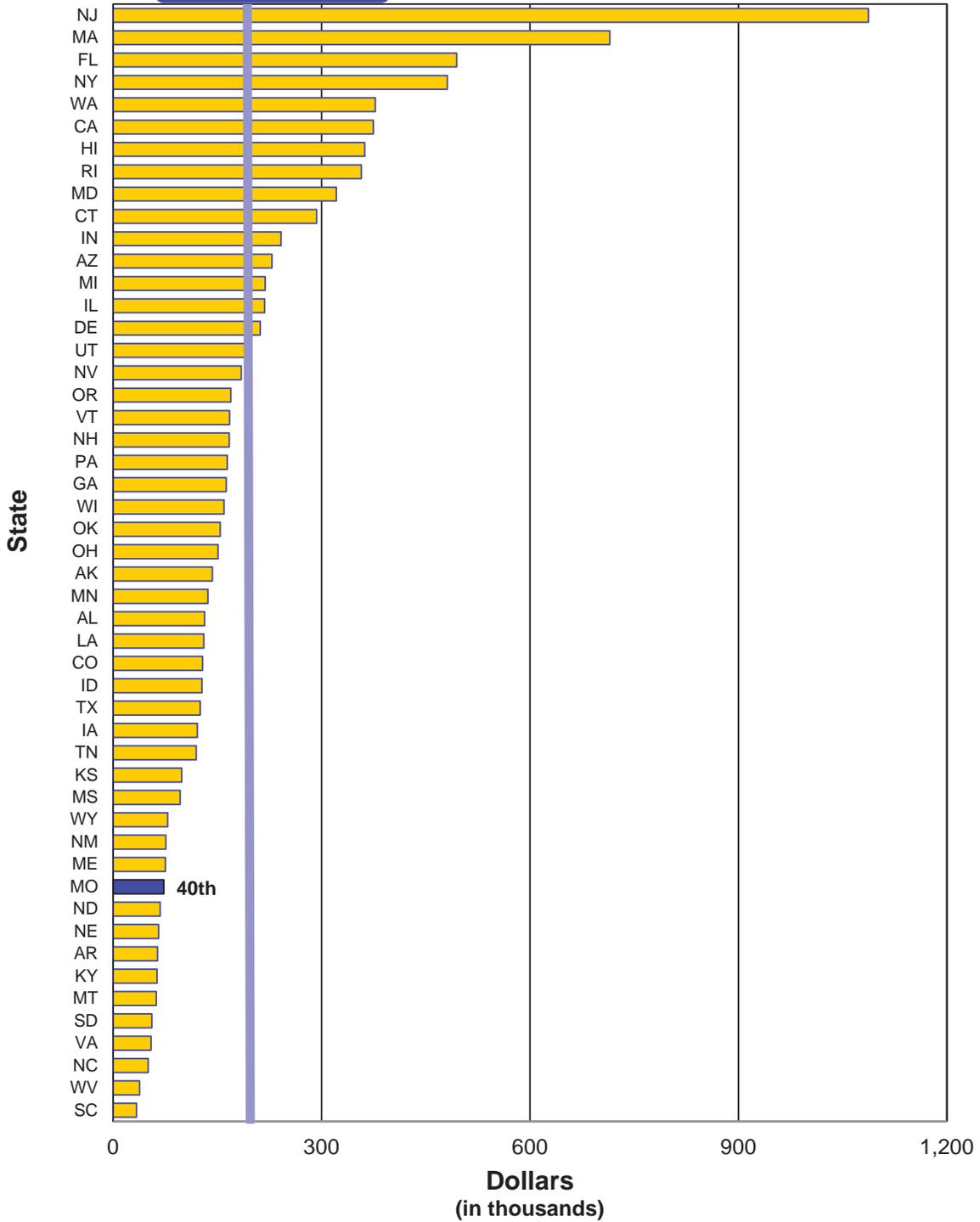
Missouri's revenue per mile of \$73,041 currently ranks 40th in the nation. Missouri's state highway system, consisting of 33,890 miles, is the seventh largest system in the nation. In addition, Missouri ranks sixth nationally in number of bridges with 10,371 bridges. New Jersey's revenue per mile of \$1,086,768 ranks first. However, its state highway system includes only 2,323 miles and 2,371 bridges.

The cost to build and maintain roads and bridges increased sharply during the past 10 years due to inflation. In contrast, revenues from fuel taxes continue to decrease as vehicles become more fuel efficient and people drive less.

MoDOT stretches transportation revenue as far as it can, in order to put as much as possible into roads and bridges. However, MoDOT's revenue per mile is likely to plummet if the current projections hold true. By 2020, MoDOT won't have enough state revenue to match federal funds. The unmatched funds will be given to other states instead. By fiscal year 2017, construction funding will not cover the cost of keeping Missouri's transportation system in the shape it is in today and won't begin to address the system expansion projects Missourians desire in their transportation system.



**MoDOT National Ranking in Revenue per Mile  
Fiscal Year 2011**



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT  
DRIVER:  
Cheryl Ball,  
Administrator of  
Freight Development

PURPOSE OF  
THE MEASURE:  
This measure tracks annual  
trends in the price of trans-  
porting products in Mis-  
souri as compared to other  
Midwest states.

MEASUREMENT  
AND DATA  
COLLECTION:  
Under Development

### *Goods movement competitiveness-7d*

Product transportation costs vary depending on efficiency, reliability, safety, and available modal options in the state's transportation system. Low transportation costs are important. To retain existing businesses and attract new ones, creating new employment and economic opportunity. Missourians also feel the effect of transportation costs at the cash register. When the system does not work well, the cost of everything – from groceries to clothing to fuel – is likely to rise.

The data in this measure indicate how well Missouri's transportation system, management and operations align with the needs of businesses to maintain economic competitiveness in domestic and global markets. Existing businesses collaborate with MoDOT to identify transportation barriers that reduce their competitiveness. However, the stark reality of Missouri's transportation funding situation limits MoDOT's ability to respond to these needs. The risk of a less efficient, less reliable, less safe system with fewer or less accessible modal choices is high and likely to result in higher prices in Missouri stores and reduced competitiveness for Missouri products in global markets.



**RESULT DRIVER:**  
Machelle Watkins,  
Transportation Planning  
Director

# ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT  
DRIVER:**  
Eric Curtit,  
Administrator  
of Railroads

**PURPOSE OF  
THE MEASURE:**  
This measure tracks the  
amount of freight moved by  
Missouri's largest transpor-  
tation modes.

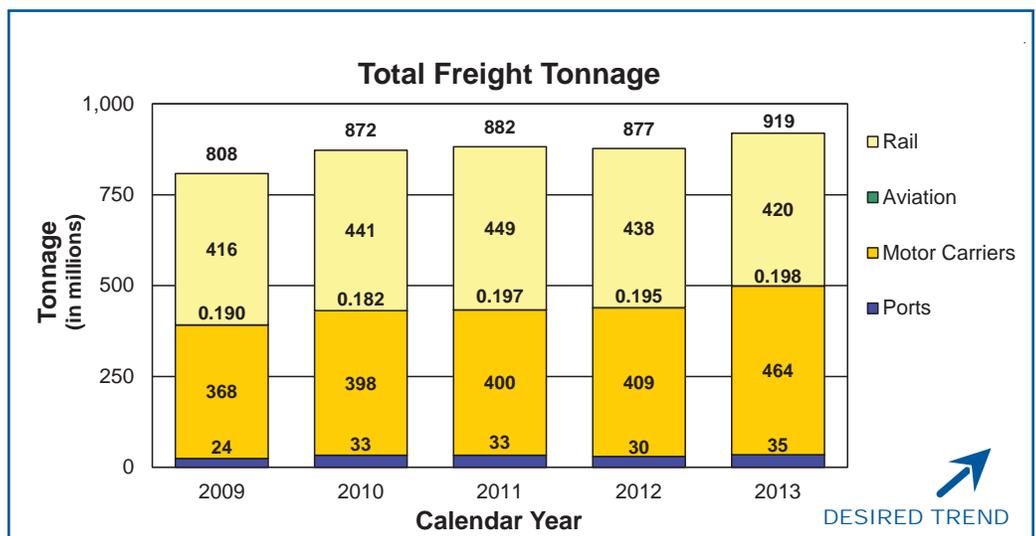
**MEASUREMENT  
AND DATA  
COLLECTION:**  
Two times a year, a freight  
tonnage estimator is used  
to calculate the amount of  
freight moved by railroads  
and highways. The estima-  
tor provides timely informa-  
tion for Missouri's primary  
freight movers. Freight data  
for aviation and waterways  
is a combination of direct  
surveys and trend analy-  
sis. This measure's data is  
estimated but provides an  
indication of current trends  
and movements.

## Freight tonnage by mode-7e

Everything comes from somewhere. How it gets from place to place depends on a number of factors. These modes experience volume shifts from year to year, often based on the health of the national economy and shifts in consumer preferences. A key element to a healthy economy is a robust transportation system.

Unfortunately, current transportation funding has dwindled to a level which by 2017 will make it impossible to maintain highways and bridges in their current condition. Nor can current funding address transportation needs other than highways and bridges. Moving 919 million tons of freight a year requires thoughtful improvements of transportation facilities such as ports, railroads and airports, yet these needs remain underfunded.

During 2013, Missouri experienced an overall increase in movements, generally indicative of a rebounding economy. Railroad tonnage fell slightly, primarily due to the continued decline of coal shipments. Motor carriers hauled the most tonnage, which can be attributed to an increase in durable good shipments. Durable goods, such as appliances and furniture, tend to move by truck. Aviation maintained tonnage similar to previous levels. Missouri's Mississippi River ports saw increased tonnage from a combination of favorable water levels and new port customers. The Lewis County-Canton port began regular grain shipments in the spring of 2013 from a new grain elevator built at the port and the Pemiscot County port began trans-loading crude oil from rail to barge.



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

# ADVANCE ECONOMIC DEVELOPMENT

MAP-21

## Annual hours of truck delay-7f

### MEASUREMENT DRIVER:

Aaron Hubbard,  
Motor Carrier Services  
Project Manager

### PURPOSE OF THE MEASURE:

This delay measure is proposed to be used as a Moving Ahead for Progress in the 21st Century Act national freight performance measure.

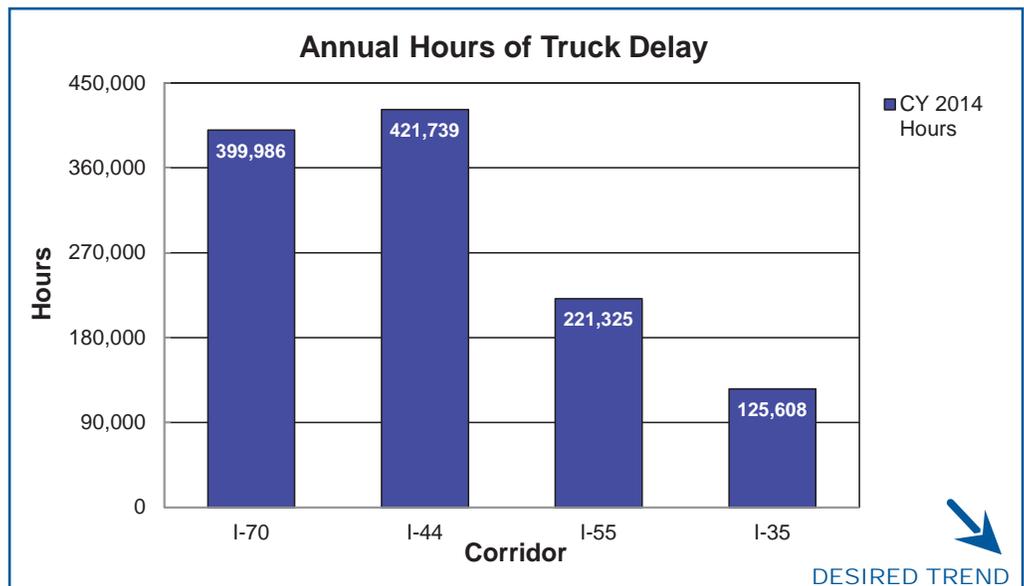
### MEASUREMENT AND DATA COLLECTION:

Annual Hours of Truck Delay quantifies the extra time spent by commercial motor vehicles on an interstate corridor based upon a state-determined threshold. Missouri's threshold is set at 5 mph below the speed limit. Speeds below that rate indicate congestion and/or other delay factors for trucks. Missouri chose this threshold because many commercial trucks are governed at 65 mph though the posted speed limit for most of the Interstate is 70 mph. Commercial vehicle delay on the Interstate system may be caused by congestion due to factors such as traffic, severe weather, safety inspections or roadway geometrics. AHTD is composed of vehicle miles traveled by trucks, speed of travel, and the desired speed of travel.

Delay impacts the cost of goods on the shelf and reduces an organization's ability to compete on a global basis. American businesses require more operators and equipment to deliver goods when delays lengthen shipping time. Businesses must hold more inventory in more distribution centers to deliver products quickly when lengthier trips are unreliable and slow. Time is money. Slow traffic also affects the local economy by reducing the number of workers and job sites within easy reach of a location.

Growth in freight volumes is a major contributor to congestion in urban areas and on intercity routes. Long-distance freight movements are often a significant contributor to local congestion, and local congestion typically impedes freight to the detriment of local and distant economic activity. Unfortunately, Missouri's construction budget is falling to a point that will make it very difficult for MoDOT to address congestion factors. In fiscal year 2017, the \$325 million construction budget will not even cover the costs of keeping today's transportation system in the status quo.

On average, those shipping by truck can expect a delay of 5.3 minutes per trip on I-70, 7.1 minutes on I-44, 4.85 minutes on I-55, and 3.25 minutes on I-35. The annual cost of delay for the trucking industry on I-70 is \$34.7 million, \$36.6 million on I-44, \$19.2 million on I-55, and \$10.9 million on I-35. Given MoDOT's financial situation, delays and the cost of delay are expected to grow.



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

MAP-21

MEASUREMENT  
DRIVER:  
Chuck Gohring,  
Motor Carrier Services  
Assistant Director

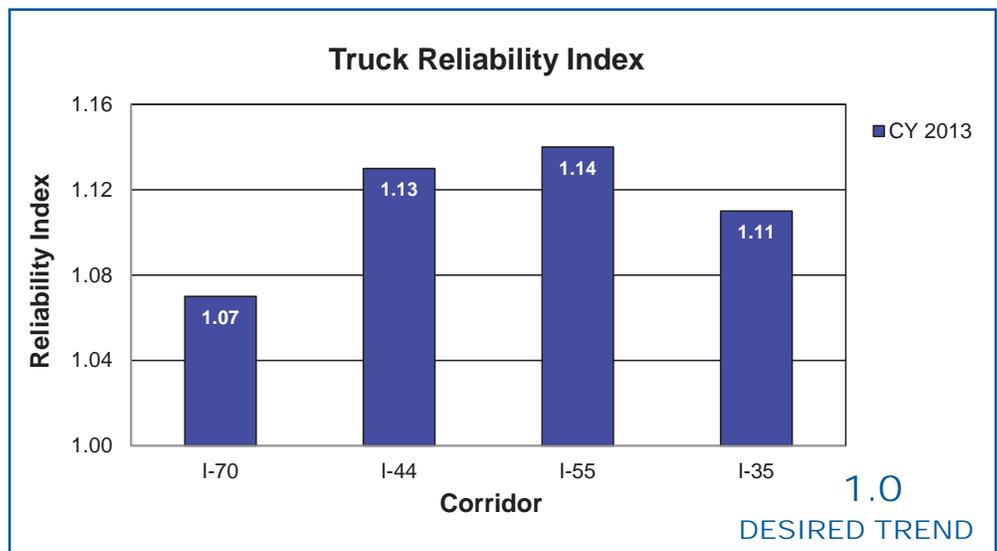
PURPOSE OF  
THE MEASURE:  
This reliability measure is  
proposed to be used as a  
Moving Ahead for Progress  
in the 21st Century national  
freight performance mea-  
sure. By comparing the  
reliability index number for  
each corridor year by year,  
MoDOT can determine if  
the corridor has become  
less or more reliable. A  
lower index for a succeed-  
ing year means reliability  
has improved.

MEASUREMENT  
AND DATA  
COLLECTION:  
This measure uses the  
Truck Reliability Index, a  
ratio of the total truck travel  
time needed to ensure on-  
time arrival four out of five  
times to the agency-deter-  
mined threshold speed of 5  
mph below the speed limit.  
The ratio is used to gauge  
consistency in truck freight  
travel times. The data for  
2013 includes the months  
July through December.  
Further guidance about  
data requirements and  
measure methodology will  
be forthcoming from the  
Federal Highway Adminis-  
tration.

### Truck reliability index-7g

The reliable movement of goods by commercial motor vehicle is critical to the U.S. economy. The reliability of the interstate system affects the trucking industry's ability to respond to customer requirements and directly affects the cost of goods bought and sold in the United States. The Federal Highway Administration estimates the cost of transit time at \$25 to \$200 per hour, depending on the product being transported. Shippers and freight carriers require predictable travel times to control transportation costs and remain competitive. Additional costs of unexpected delays can be redistributed throughout the supply chain.

MoDOT continually seeks ways to deliver the infrastructure to support reliable trips for drivers and to help keep costs down. Many new strategies and technologies for operating highway systems are emerging that can help improve travel-time reliability, however with declining state and federal transportation funding and increasing costs to do business, MoDOT is unable to make needed reliability investments.



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

### *Jobs created by projects funded through the economic development program-7h*

MEASUREMENT  
DRIVER:  
Doug Hood,  
Financial Services  
Administrator

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
number of jobs created  
through MoDOT's economic  
development program.

MEASUREMENT  
AND DATA  
COLLECTION:  
Data for this measure is  
collected from a partner-  
ship development database.  
This measure is updated  
quarterly and is based on  
the state fiscal year – July 1  
to June 30.

The Cost Share/Economic Development Program builds partnerships with local entities to pool efforts and limited resources in order to deliver state highway and bridge projects. MoDOT allocates \$45 million of Cost Share/Economic Development funds annually, based on the funding distribution formula set by the Missouri Highways and Transportation Commission. Each year, at least \$5 million is set aside for projects that demonstrate economic development through job creation. MoDOT contributes up to 100 percent of the total cost for projects on the state highway system if the Missouri Department of Economic Development verifies the project creates jobs. Retail development projects are not eligible.

In light of a plummeting 2015-2019 construction program, the Missouri Highways and Transportation Commission suspended the Cost Share/Economic Development Program on January 8, 2014. With contractor awards dropping from just over \$700 million in 2015 to slightly more than \$300 million by 2017, MODOT will be unable to maintain the existing system, much less pursue projects that add to the system. Projects already reviewed and approved by the cost share committee are eligible to move forward: however, no additional projects will be considered for funding at this time.

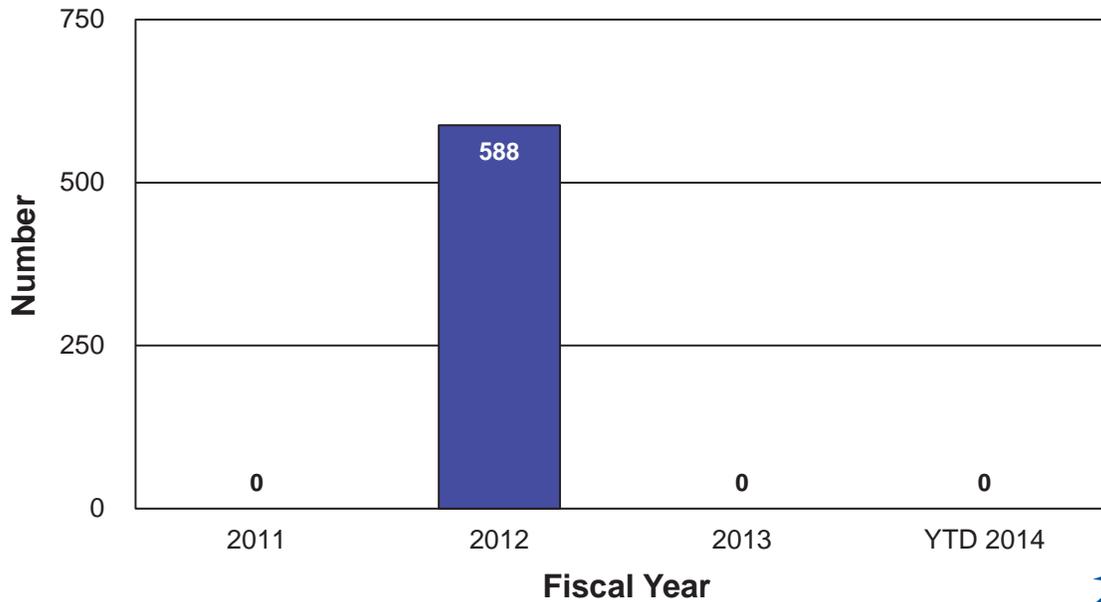
In Fiscal Year 2012, Edward Jones created 588 verified new jobs in conjunction with interchange improvements at I-270 and Dorsett Road in St. Louis County.

In Fiscal Year 2014, the following economic development partnerships are approved.

- \$4.7 million for Route 210 improvements in Clay County. The project is estimated to cost \$7.5 million and to create 39 new jobs at Adrian Steel by December 31, 2017.
- \$425,540 for Route I-70 Outer Road improvements in Montgomery and Warren Counties. The project is estimated to cost \$500,000 and to create 70 new jobs at CertainTeed by April 1, 2019.
- \$479,264 for Routes 60 & 114 intersection improvements in Stoddard County. The project is estimated to cost \$600,000 and to create 14 new jobs at Lansing Trade Group by December 31, 2016.

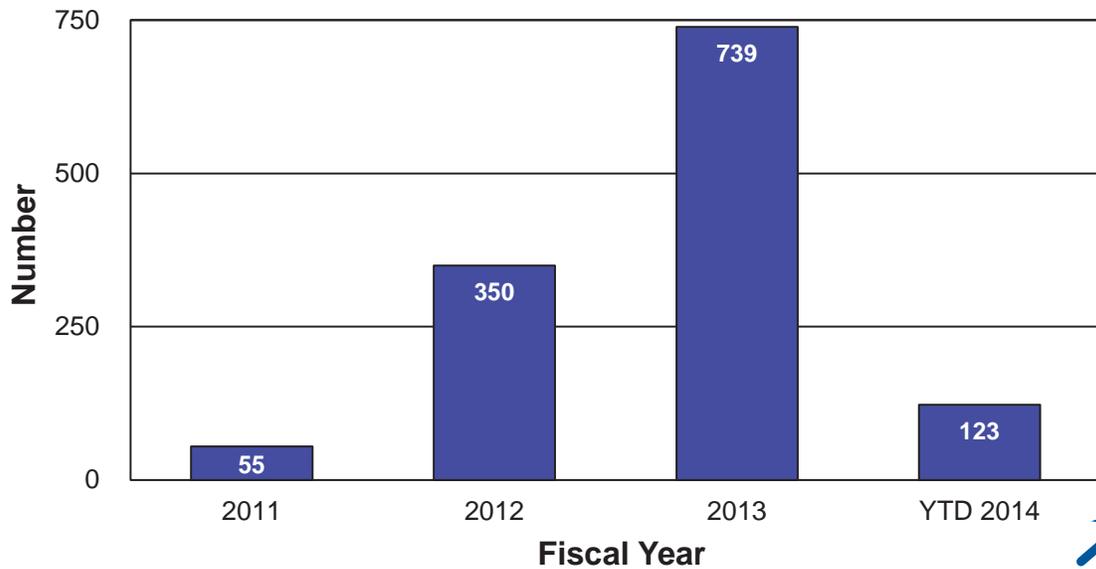
# ADVANCE ECONOMIC DEVELOPMENT

## Jobs Created by Projects Funded Through the Economic Development Program



 DESIRED TREND

## Economic Development Projects Approved with Estimated Future Job Creation



 DESIRED TREND

RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

MEASUREMENT  
DRIVER:  
Rudolph Nickens,  
Director of Equal  
Opportunity and Diversity

PURPOSE OF  
THE MEASURE:  
This measure tracks minority and female employment in MoDOT's workforce and compares it with availability data from the Missouri 2010 Census report.

MEASUREMENT  
AND DATA  
COLLECTION:  
The SAM II database is used to collect data. The Missouri 2010 Census data is used as the benchmark for this measurement.

### *Percent of minorities and females employed-7i*

By placing the right people in the right position, MoDOT can better serve its customers and help fulfill its responsibilities to taxpayers.

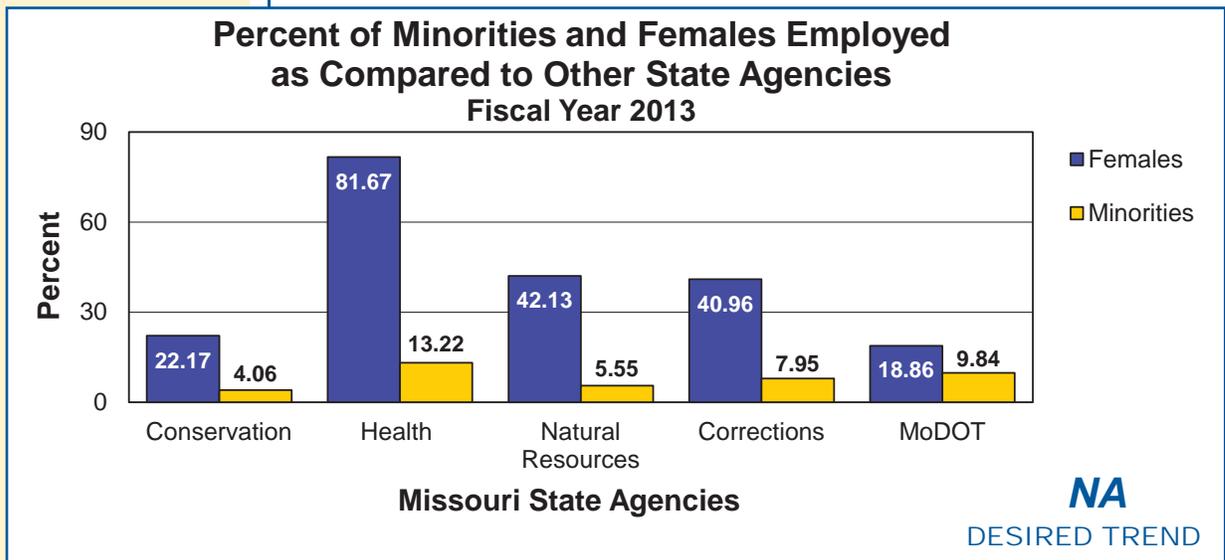
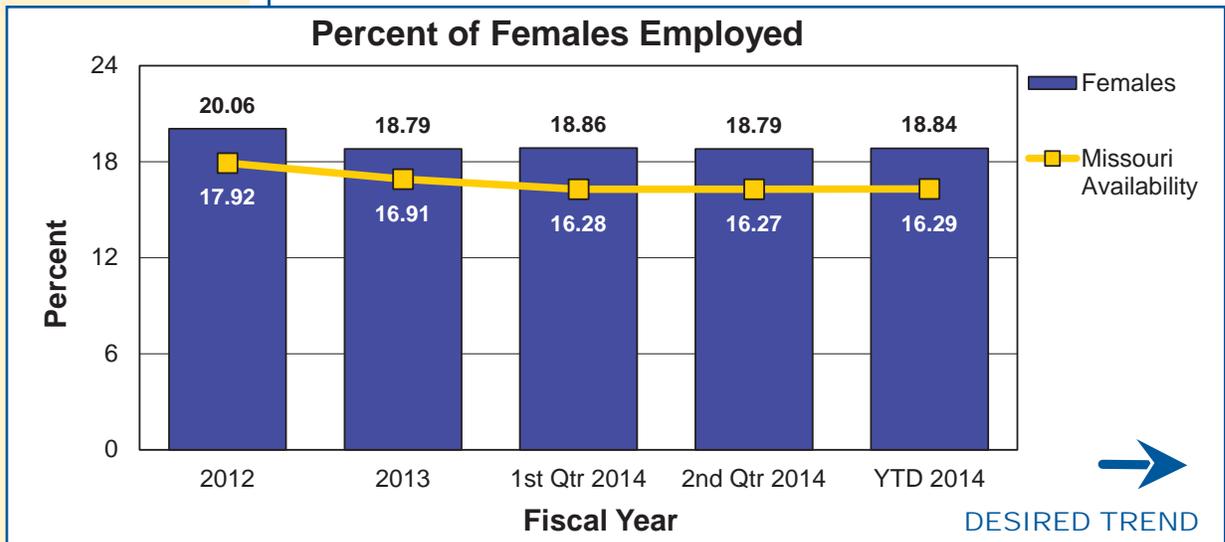
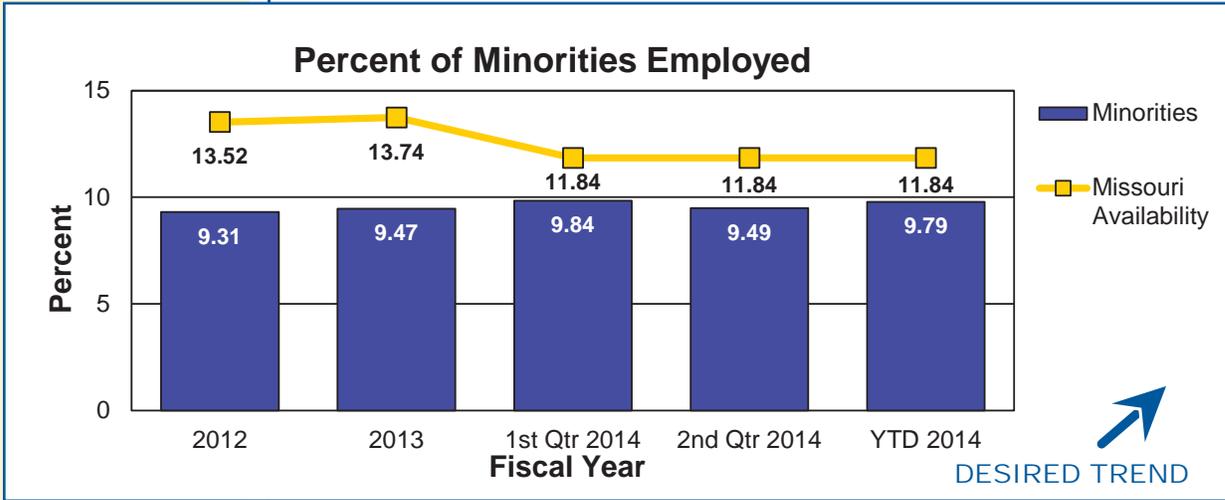
The number of minority employees increased by 3.8 percent (480 to 498) from the second quarter of fiscal year 2014 to the third quarter of FY 2014. The number of female employees increased by 0.9 percent from second quarter of FY 2014 to third quarter of FY 2014 (949 to 958). When compared to overall employment, the percent of females increased (18.79 to 18.84 percent), and is still above Missouri Availability of 16.29 percent. The percent of minorities also increased (9.49 to 9.79 percent), and is below Missouri Availability of 11.84 percent. Total employment during this time increased from 5,050 to 5,086.

During the third quarter of FY 2014, the Equal Opportunity and Diversity Division and district and Central Office HR Managers advertised job announcements with organizations that are geared toward females and minorities, attended career fairs at historically black colleges and universities, made job announcements available at minority and women organizations' meetings and forward announcements to diverse contacts. Managers also recommended female and minority employees to the ALD program. MoDOT managers are encouraged to recruit diverse candidates and develop partnerships with organizations statewide.

Note: Beginning in fiscal year 2014, 2010 census data, which includes new census counts and census job titles, is used as a benchmark. Several census titles changed, as did the number of minorities and females in the census groups from which MoDOT hires.



# ADVANCE ECONOMIC DEVELOPMENT



RESULT DRIVER:  
Machelle Watkins,  
Transportation Planning  
Director

MEASUREMENT  
DRIVER:  
Lester Woods, Jr.,  
External Civil Rights  
Director

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
percent of Disadvantaged  
Business Enterprise use on  
construction and engineer-  
ing projects.

MEASUREMENT  
AND DATA  
COLLECTION:  
Data is collected through  
Site Manager for each con-  
struction project. The overall  
DBE goal is a yearly target  
established by MoDOT  
and the Federal Highway  
Administration regarding the  
expected total DBE partici-  
pation on all federally-fund-  
ed construction projects.  
Individual DBE project goals  
are determined by subcon-  
tract opportunity, project  
location and available DBE  
firms that can perform the  
scope of work. DBE utili-  
zation is tracked for each  
construction project identi-  
fying the prime contractor,  
contract amount, the es-  
tablished goal and how the  
prime contractor fulfilled the  
goal. This measure is based  
on the federal fiscal year,  
which is Oct. 1 through  
Sept. 30. Collection of data  
of the DBE classifications  
began in FFY 2012.

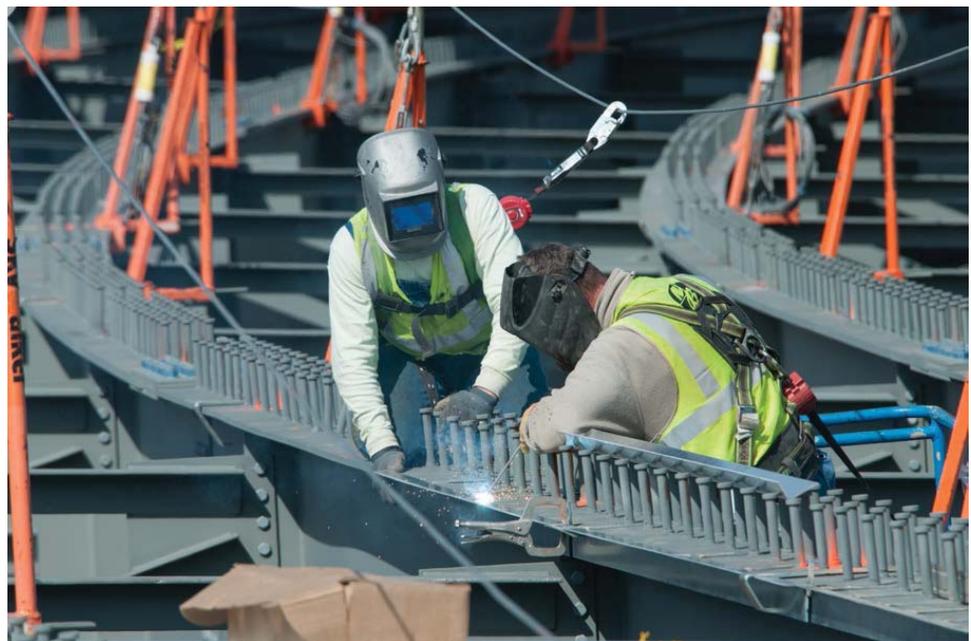
## ADVANCE ECONOMIC DEVELOPMENT

### *Percent of disadvantaged business enterprise participa- tion on construction and engineering projects-7j*

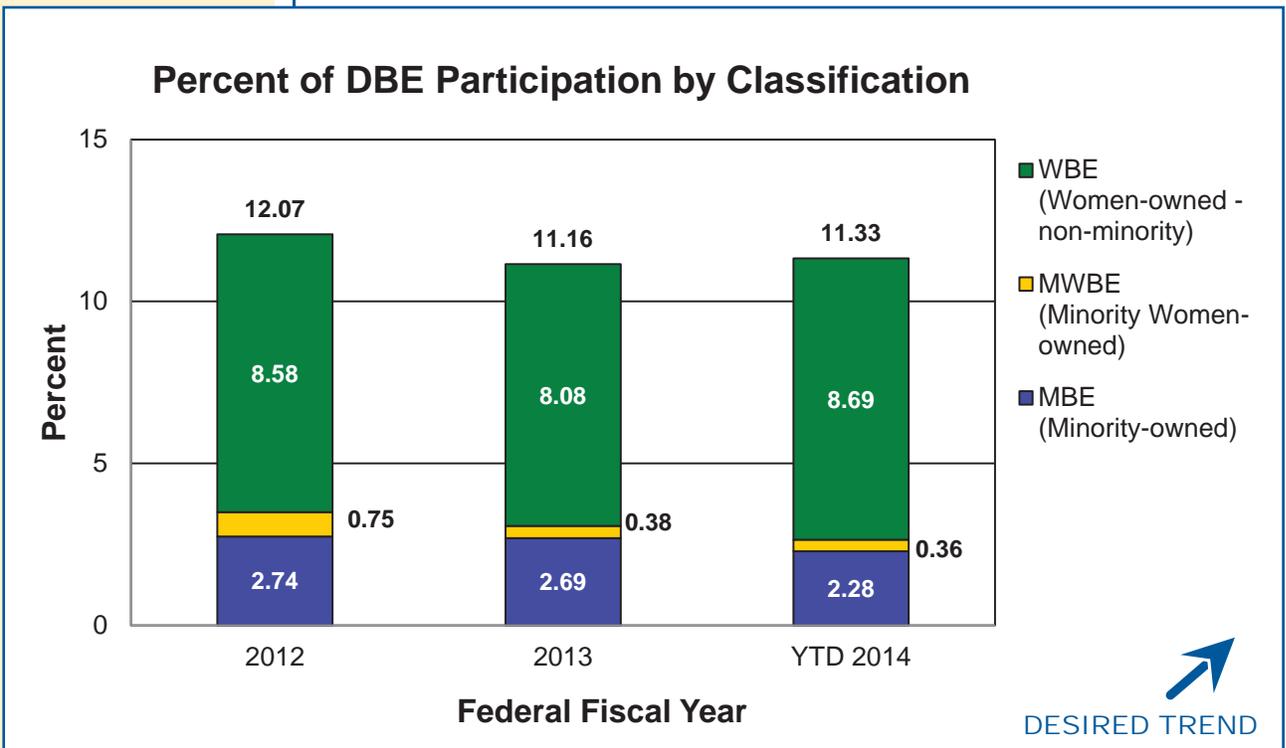
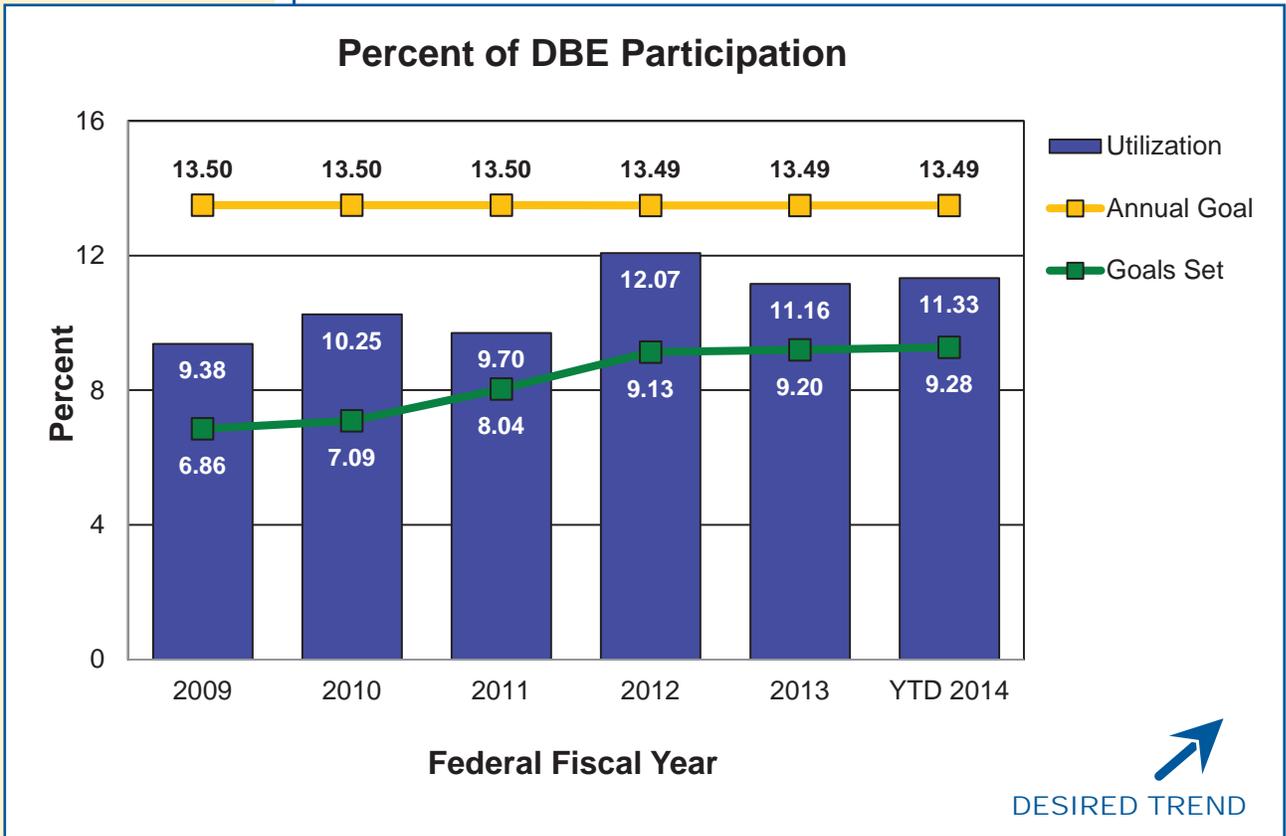
MoDOT believes it is good business to support diversity among its contrac-  
tors, subcontractors and suppliers. Contractors, subcontractors and sup-  
pliers working on construction projects that receive federal aid or federal  
financial participation are required to take reasonable steps to ensure DBEs  
have an opportunity to compete for and participate in project contracts and  
subcontracts.

The overall DBE goal for federal fiscal year 2013 is 13.49 percent. The DBE  
participation for the first quarter of FFY 2014 is 11.33 percent. This is a  
0.17 percent increase from FFY 2013. Of the 11.33 percent utilization, 2.28  
percent is participation from minority-owned DBE firms, 0.36 percent is par-  
ticipation from minority women-owned DBE firms and 8.69 percent is partici-  
pation from women-owned DBE firms. The collective goals set for projects  
closed during this period amounted to 9.28 percent.

MoDOT will continue to support diversity among its contractors, subcontractors  
and suppliers even as the funding available for its construction program  
falls to \$325 million by 2017.



# ADVANCE ECONOMIC DEVELOPMENT



**RESULT DRIVER:**  
Machelle Watkins,  
Transportation Planning  
Director

## ADVANCE ECONOMIC DEVELOPMENT

**MEASUREMENT  
DRIVER:**  
Rebecca Jackson,  
General Services  
Manager

**PURPOSE OF  
THE MEASURE:**  
This measure tracks the department's non-program spending with certified minority, women, and disadvantaged business enterprises. Vendors may be certified through the Office of Administration as well as the Missouri Regional Certification Committee. Included in these expenditures are items such as materials, equipment, tools and supplies. Program spending, including construction, design consultants, local agencies, highway safety and multimodal programs and exempted activities such as utilities, postage, organizational memberships, conferences and travel are excluded from total dollars spent.

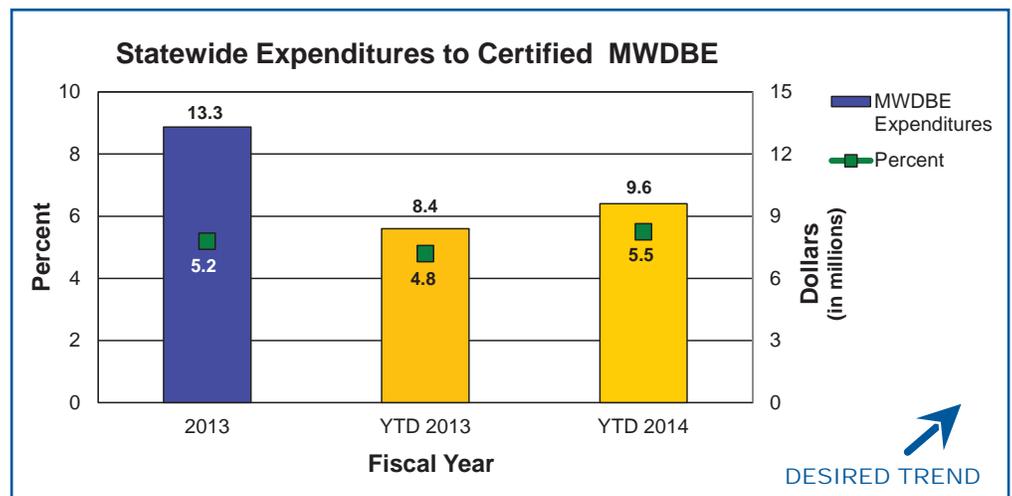
**MEASUREMENT  
AND DATA  
COLLECTION:**  
Data is obtained from the statewide financial accounting system expenditure reports and United Missouri Bank purchasing card reports. Certified vendors are maintained in a statewide procurement vendor database.

### *Expenditures made to certified minority, women and disadvantaged business enterprises-7k*

Ensuring MoDOT spending is representative of Missouri communities advances economic development for all business enterprises. Historical data helps identify opportunities for improvement. Improvement efforts include training staff who have procurement authority, outreach to MWDBE vendors to encourage them to become certified and focused inclusion efforts.

After the first three quarters of FY 2014, results indicate a \$1.2 million increase in MWDBE discretionary expenditures compared to the same period in FY 2013. Compared to the first three quarters of FY 2013, the FY 2014 percentage of discretionary MWDBE spent increased by 0.7 percent. This increase is due to better identification of available MWDBE vendors beginning in early FY 2013.

With declining state and federal transportation funding and the increasing costs to do business, the dollars spent with all vendors, including MWDBE vendors are expected to fall. This measure will continue to track the department's efforts to ensure our vendor pool is representative of the business community as a whole.



*(This page is intentionally left blank for duplexing purposes)*