



## 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

## USE RESOURCES WISELY

### MEASUREMENT DRIVER:

Steve Meystrik, Special Projects Coordinator

### PURPOSE OF THE MEASURE:

This measure tracks the change in the number of full-time equivalencies expended within the department and compares it to the number of FTEs in the legislative budget.

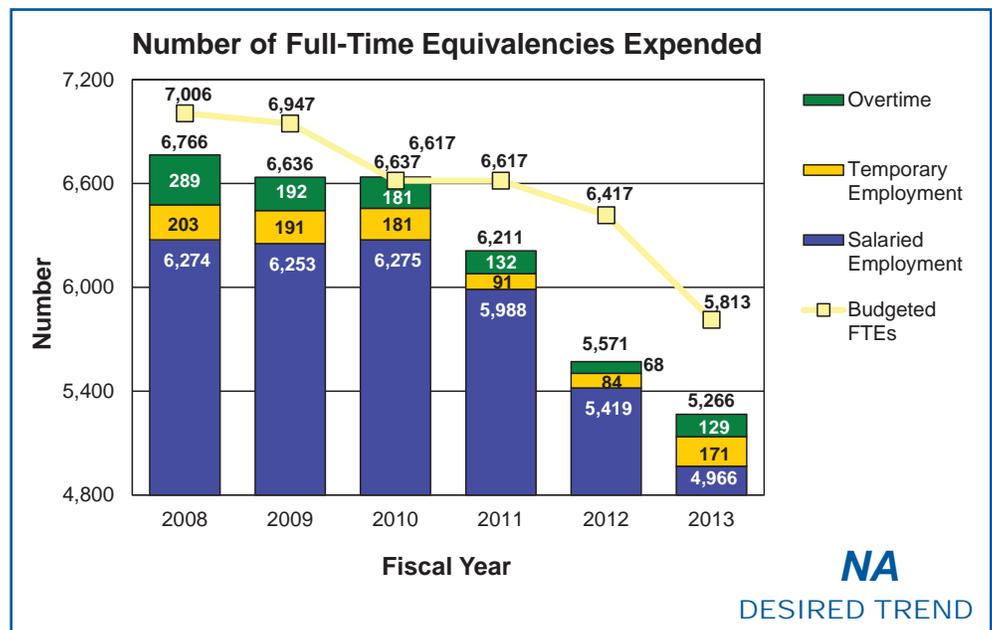
### MEASUREMENT AND DATA COLLECTION:

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

## Number of full-time equivalencies expended-6a

Having the right size staff to be successful regardless of funding levels is an important part of MoDOT's efforts to use resources wisely. Since 2008, MoDOT has reduced the number of salaried employees with the department still remaining below its target employment level of 5,106 full-time employees.

Temporary employment has increased with more seasonal and emergency employees being used to help field maintenance efforts especially during winter storms. In fiscal year 2013, there were 123,810 more overtime hours (or 59.5 FTEs) spent on snow and ice removal than what was required in fiscal year 2012.



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT  
DRIVER:  
Paul Imhoff,  
Compensation Manager

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.

### *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.

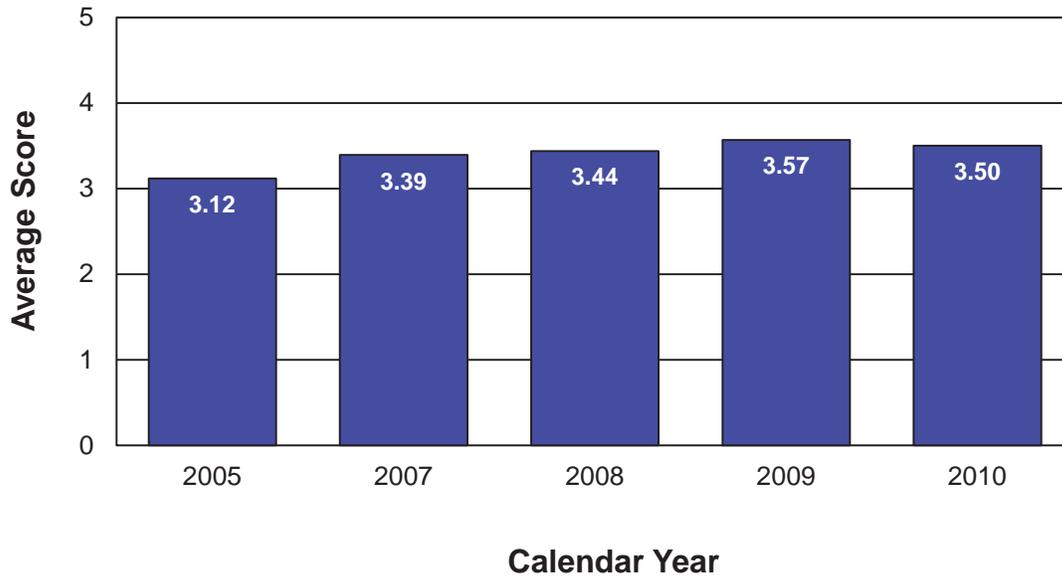
Between 2005 and 2010, the average employee satisfaction ratings and percent of satisfied employees have both shown upward trends with peaks in 2009. Highly satisfied employees were driven by having plenty of work, doing more than just the minimum, feeling free from sexual harassment and learning a lot at work. Less satisfied employees pointed to decisions that wasted money, limited input into decisions, unfair discipline, low salaries, few promotional opportunities and no rewards for good performance.

MoDOT chose to suspend the employee survey during its recent staffing reduction and reorganization but will begin a new employee survey process later in 2013.

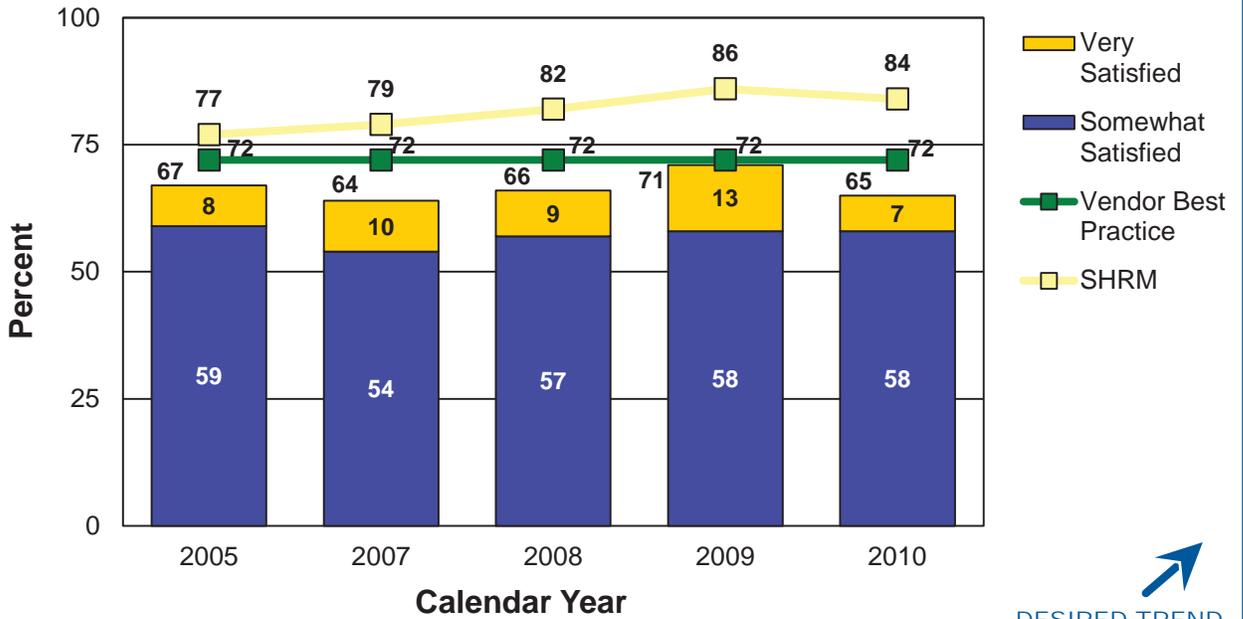


# KEEP CUSTOMERS AND OURSELVES SAFE

## Level of Job Satisfaction (Average Rating)



## Percent of Satisfied Employees



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT DRIVER:  
Aaron Kincaid,  
Employment Manager

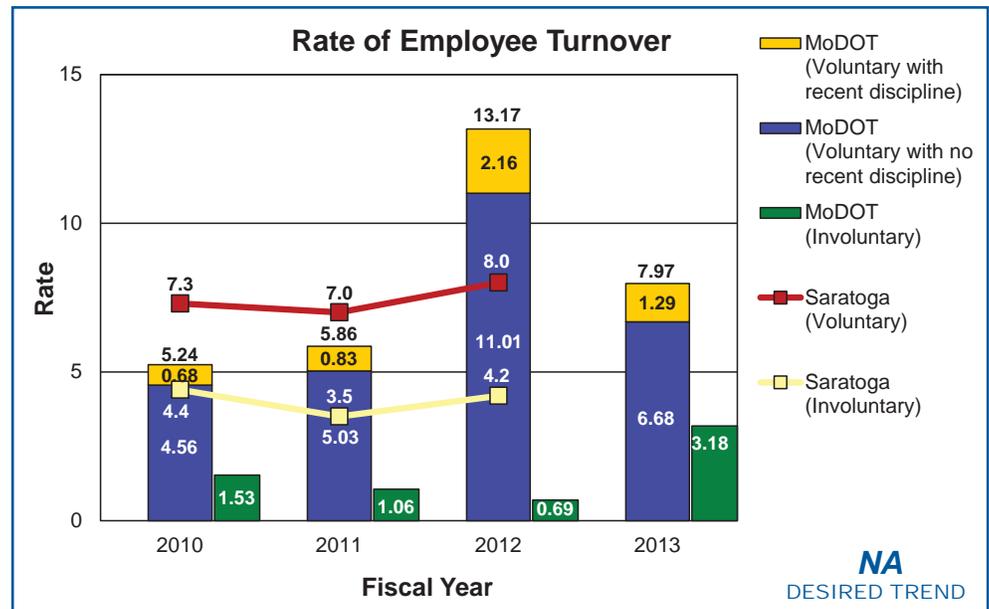
PURPOSE OF THE MEASURE:  
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's voluntary and involuntary turnover rate to benchmarked data.

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 an employee leaves MoDOT, the department loses a large investment in recruiting, hiring, and training. However, some turnover is good for the organization, such as releasing poor performers. Historically, MoDOT has had a relatively low employee turnover rate, which relates to the high percentage of employees who stay until retirement. With staffing reduction efforts implemented due to the Bolder Five-Year Direction, employee turnover rates more than doubled in fiscal year 2012, and remained higher than they have been historically during fiscal year 2013.

Fiscal year 2013's data shows voluntary turnover rates are gradually returning to more normal rates (198 retirements and 198 resignations). In contrast, involuntary turnover is high compared to historical levels, which is largely due to the completion of the staffing portion of the Bolder Five-Year Direction, which included layoffs in January and April 2013. There were 158 involuntary separations (35 dismissals and 123 layoffs) in fiscal year 2013.



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT  
DRIVER:  
Kelly Wilson,  
Resource Management  
Specialist

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.

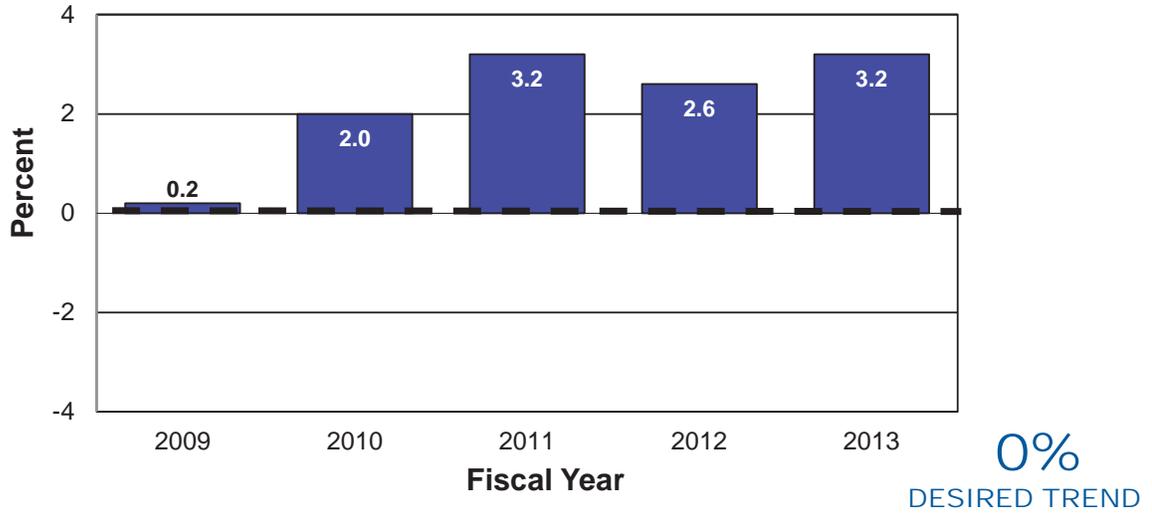
While actual state revenue for roads and bridges and other modes was greater than projected for fiscal year 2013, state revenue has been relatively stagnant from year to year.

The largest source of transportation revenue is from the federal govern- ment. Funding is received through various federal transportation agencies including the Federal Highway, Transit, Aviation and Railroad Administra- tions. 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 an attempt to make the federal highway trust fund solvent in the near future. Federal revenues for other modes is reliant on the timing of MoDOT's partners (airports, railroads, etc.) delivering projects.

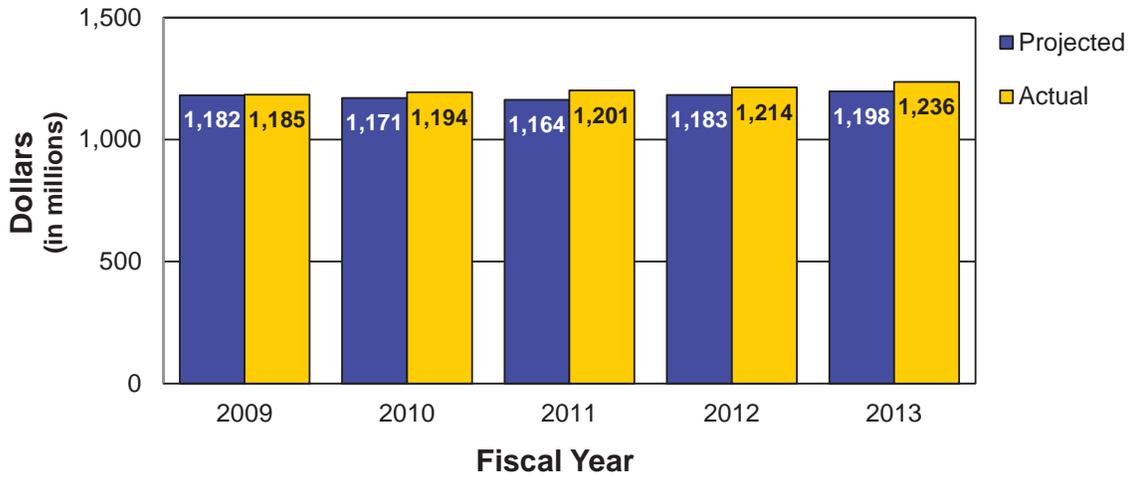
The primary source of federal and state revenue is fuel tax. With people driv- ing more fuel efficient vehicles and fewer miles, motor fuel tax is a declining revenue source. The motor fuel tax rate has not changed in 20 years, while the costs for materials and labor have doubled, and even tripled for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

# USE RESOURCES WISELY

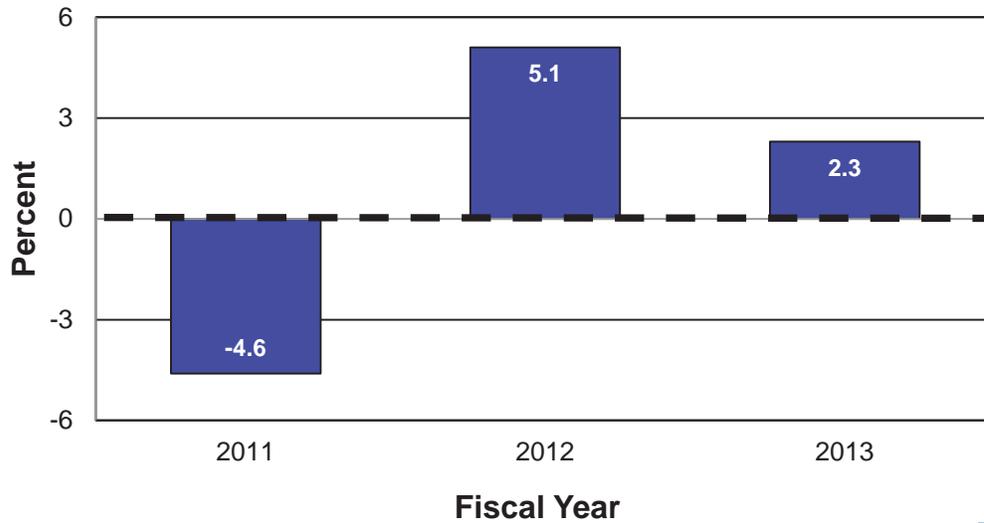
## Percent Variance of State Revenue Projections Road and Bridge



## Projected vs. Actual State Revenue Comparison Road and Bridge

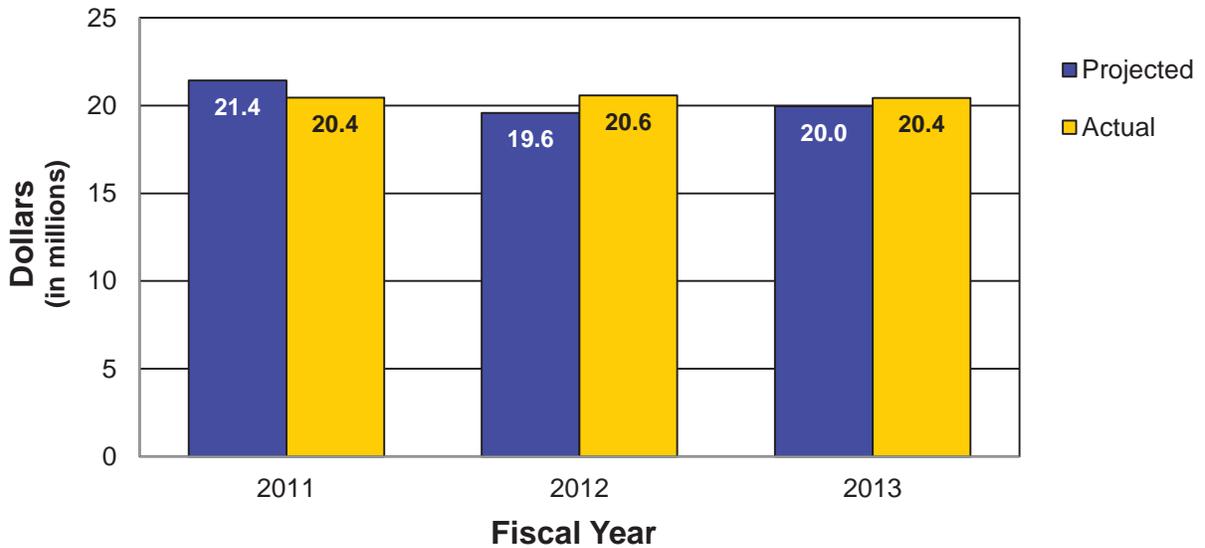


### Percent Variance of State Revenue Projections Other Modes

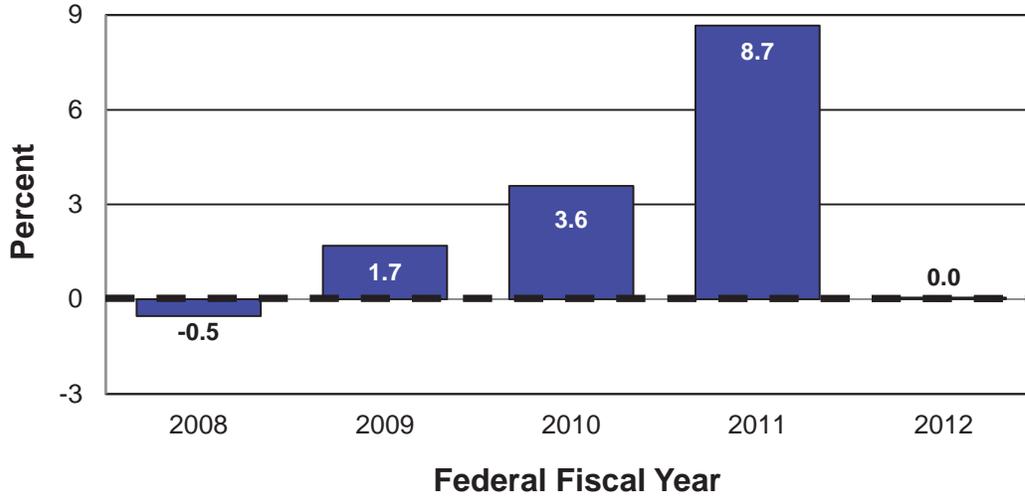


0%  
DESIRED TREND

### Projected vs. Actual State Revenue Comparison Other Modes

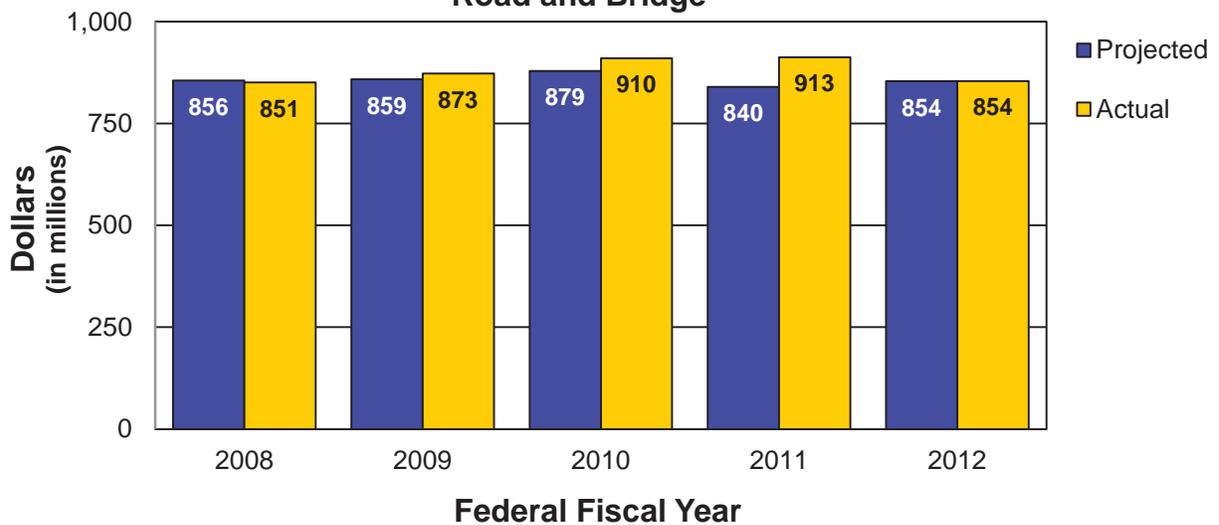


**Percent Variance of Federal Revenue Projections  
Road and Bridge**

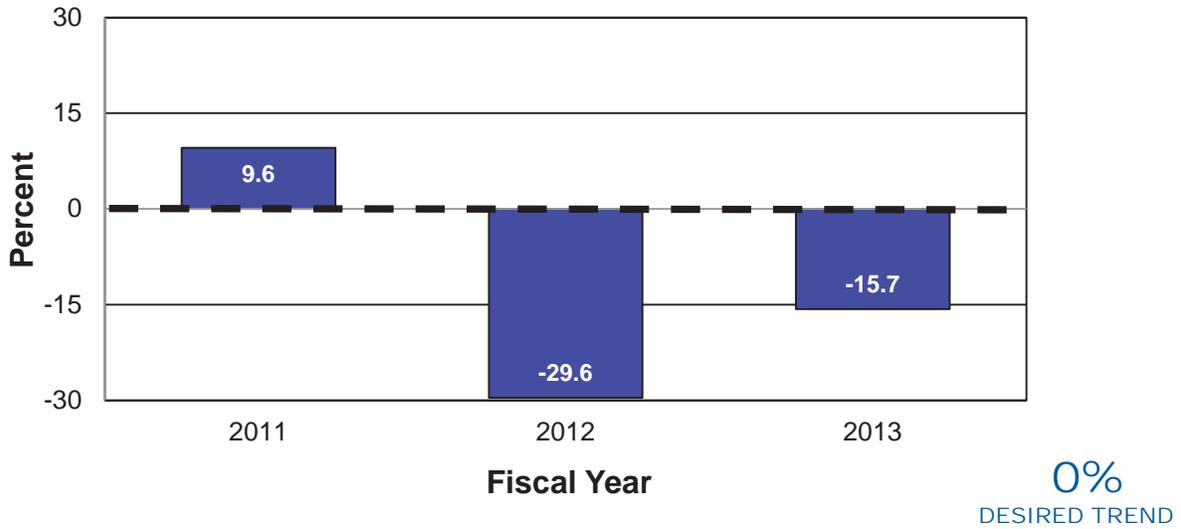


0%  
DESIRED TREND

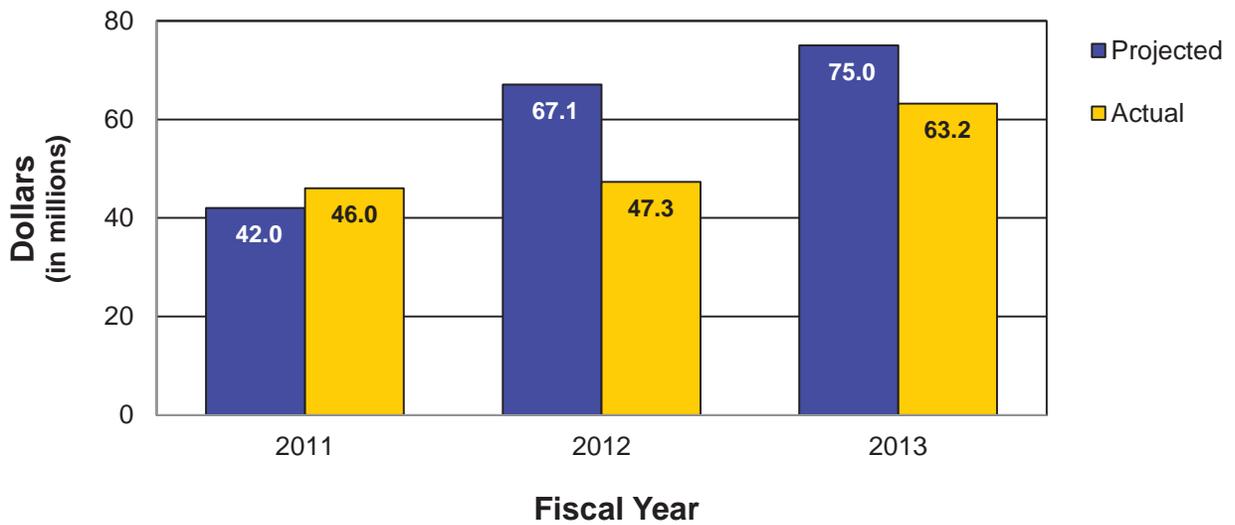
**Projected vs. Actual Federal Revenue Comparison  
Road and Bridge**



### Percent Variance of Federal Revenue Projections Other Modes



### Projected vs. Actual Federal Revenue Comparison Other Modes



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

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 Pro-  
gram, a permits database  
and Multimodal Operations'  
budget. The dollars are  
shown in the state fiscal  
year in which construction  
contracts are awarded and  
permit jobs are completed.  
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 to build partnerships with local agencies to pool efforts and limited resources to build projects that previously may have seemed unlikely. MoDOT allocated \$30 million in fiscal years 2009-2011 and \$37.5 million in fiscal year 2012 for cost-share projects. Cost-share projects are transportation improvements in which costs are shared by MoDOT and local agencies.

Highways and Bridges – The number and percent for fiscal year 2012 are above the four-year averages of \$67 million and 4.6 percent.

Railroads – The total investment for fiscal year 2012 of \$22.3 million for rail improvements and passenger service is very close to the four-year average of \$22.7 million. Federal, state and private entities provided \$6.4 million for capital improvements and federal, state and local entities contributed \$15.9 million for operating assistance.

Transit – The total investment for fiscal year 2012 of \$47.7 million for transit improvements and operations is below the four-year average of \$54.2 million. Federal and local entities provided \$5.9 million for capital improvements and federal, state and local entities contributed \$41.8 million for operating assistance.

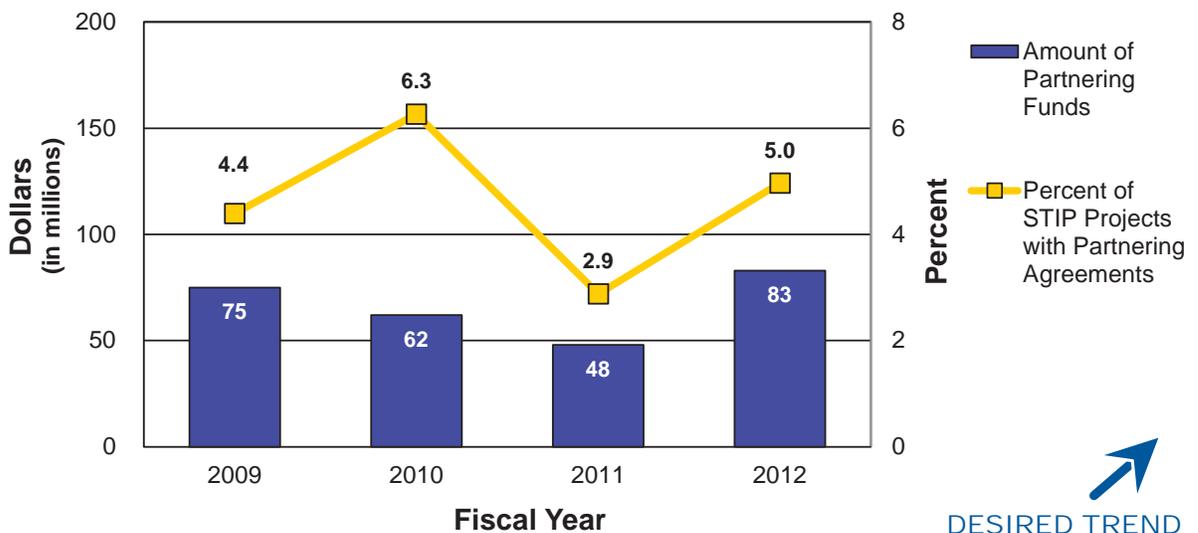
Aviation – The total investment for fiscal year 2012 of \$18.0 million for airport improvements and maintenance is below the four-year average of \$26.7 million. Federal, state and local entities provided \$17.7 million for capital improvements and \$300,000 for operating assistance.

Waterways – The total investment for fiscal year 2012 of \$12.8 million for port improvements and operations is below the four-year average of \$20.7 million. State and private entities provided \$12.1 million for capital improvements. Federal and state entities contributed \$700,000 for operating assistance.

# USE RESOURCES WISELY

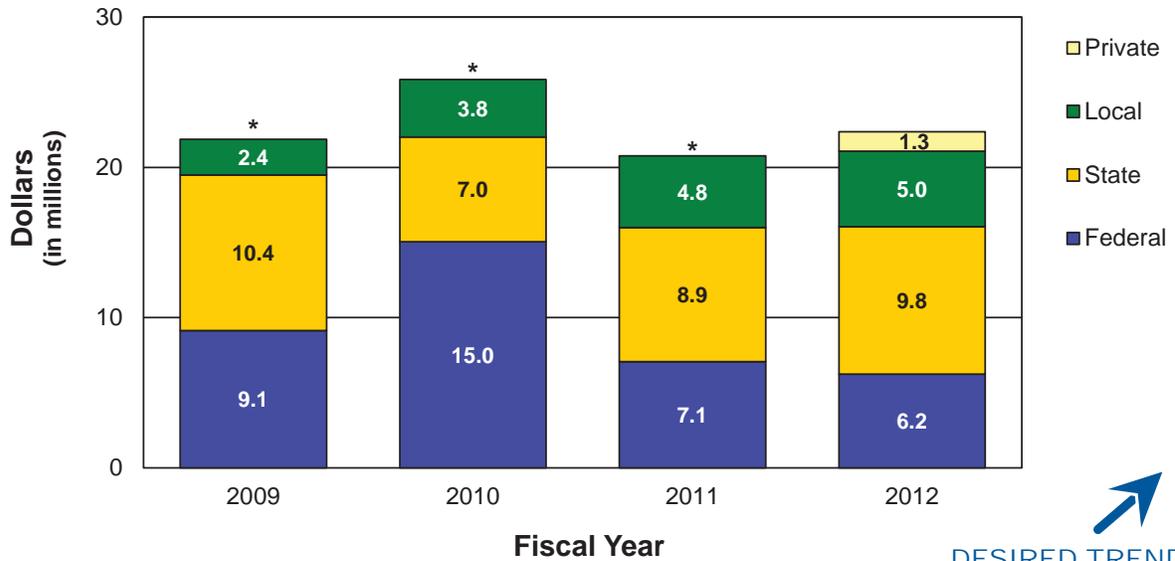


### Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Highway and Bridge Projects

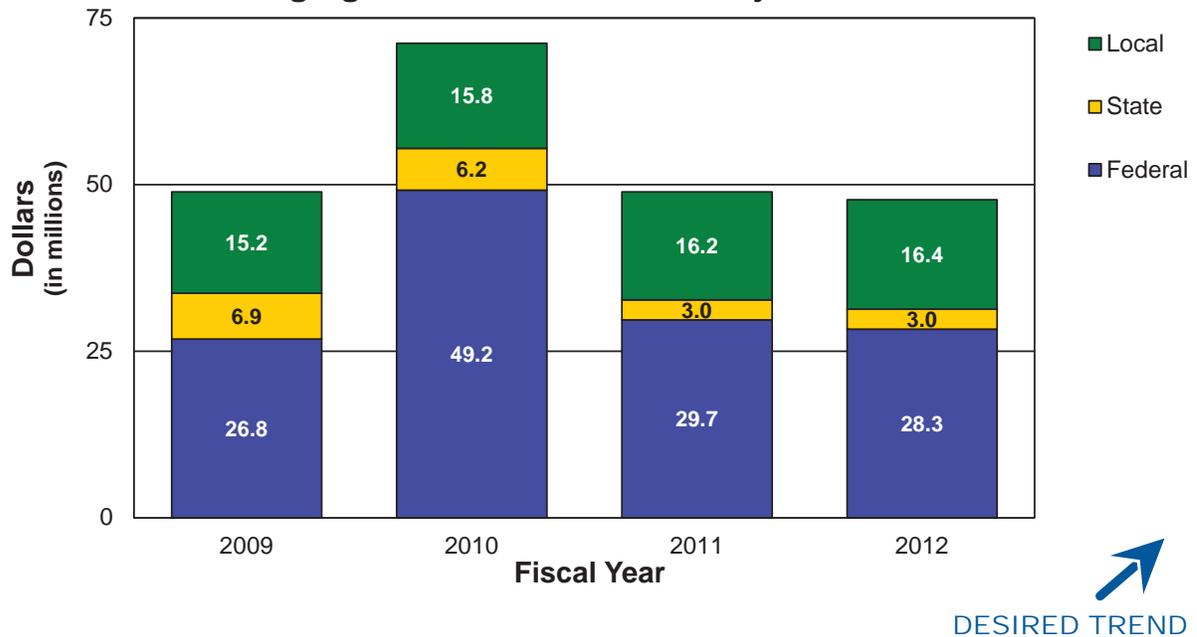


# USE RESOURCES WISELY

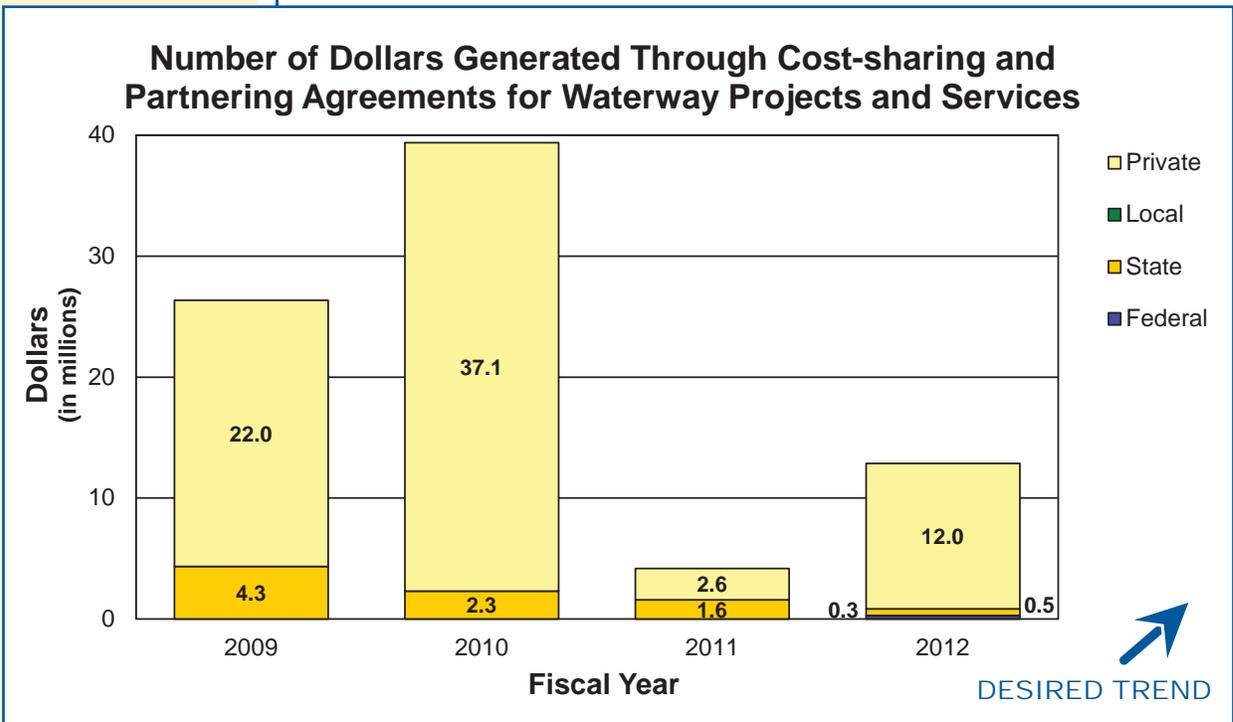
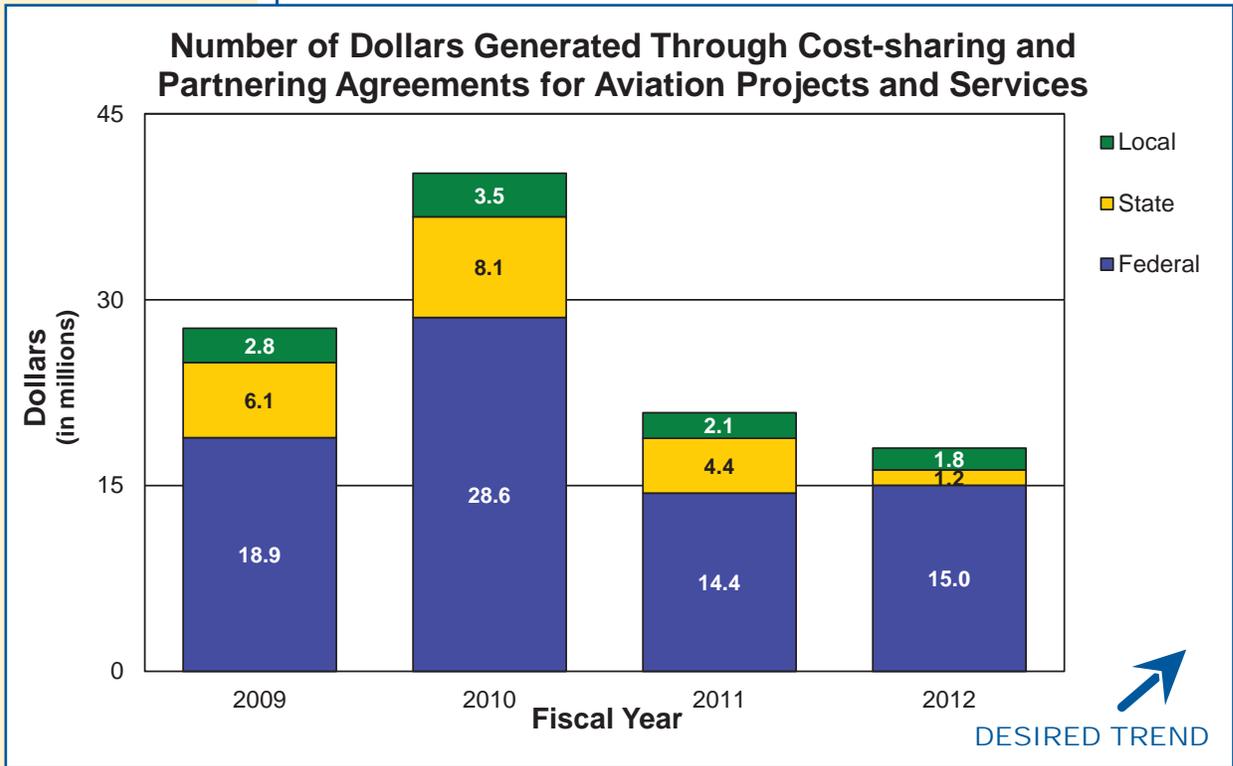
## Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Railroad Projects and Services



## Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Transit Projects and Services



# USE RESOURCES WISELY



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

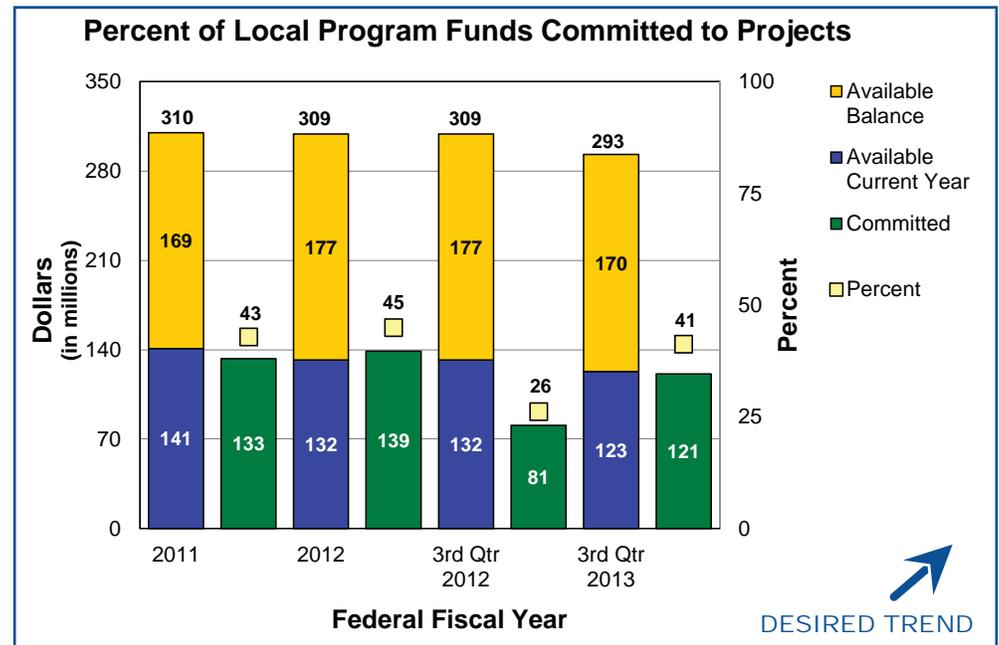
MEASUREMENT DRIVER:  
Kenny Voss,  
Local Program Administrator

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

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. Local Program funds that are uncommitted carry forward from year-to-year. The goal of this measure is to commit all federal funds available to local public projects.

### Percent of local program funds committed to projects-6f

Some of the federal funds MoDOT receives are passed through to local agencies, such as cities and counties. Ideally, MoDOT would like to be able to commit all its Local Program funds to local projects each year. However for various reasons, such as project schedule delays or having insufficient local funds to match the federal funds, local agencies are unable to use all the funds available to them. As of the third quarter of federal fiscal year 2013, 99 percent of the available funds for the current year have been committed to local projects. This represents a \$40 million increase in commitments compared to this period last year. Since 2011, the percentage of commitments compared to the total available has increased from 43 percent to 45 percent in 2012 resulting in a decreased local program balance. This increase in commitments is a result of increased training, additional project status meetings and stronger enforcement of project schedules.



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT  
DRIVER:  
Sunny Wilde,  
Resource Management  
Specialist

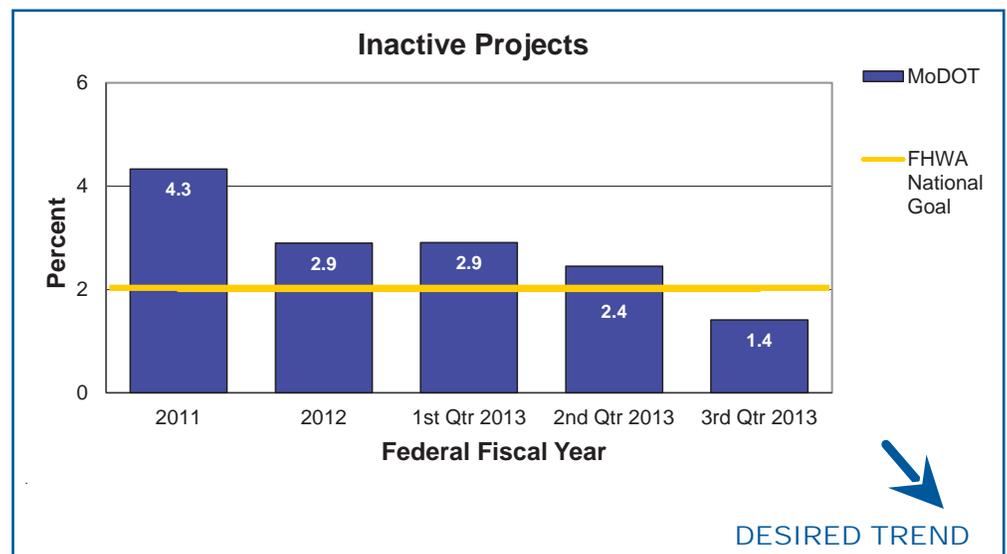
PURPOSE OF  
THE MEASURE:  
This measure tracks the  
percent of inactive federal  
projects.

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-6g

Project funds must be spent for taxpayers to benefit from their transportation investments. Due to project schedule delays or lags in receiving project invoices, funds sometimes do not get spent timely. When this happens, MoDOT analyzes projects to determine why there has been no activity, and actions are taken to accelerate project activity such as discussions with local project sponsors to ensure invoices are submitted on a timely basis.

Due to an increased effort by MoDOT, inactive projects during federal fiscal years 2011 through 2013 have continued to decline from 4.3 to 1.4 percent of available federal funds. For the third quarter of FFY 2013, Missouri's inactive projects are 1.4 percent which is below FHWA's national goal of 2.0 percent. For the third quarter of federal fiscal year 2013, Missouri's inactive projects total \$12.9 million.



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

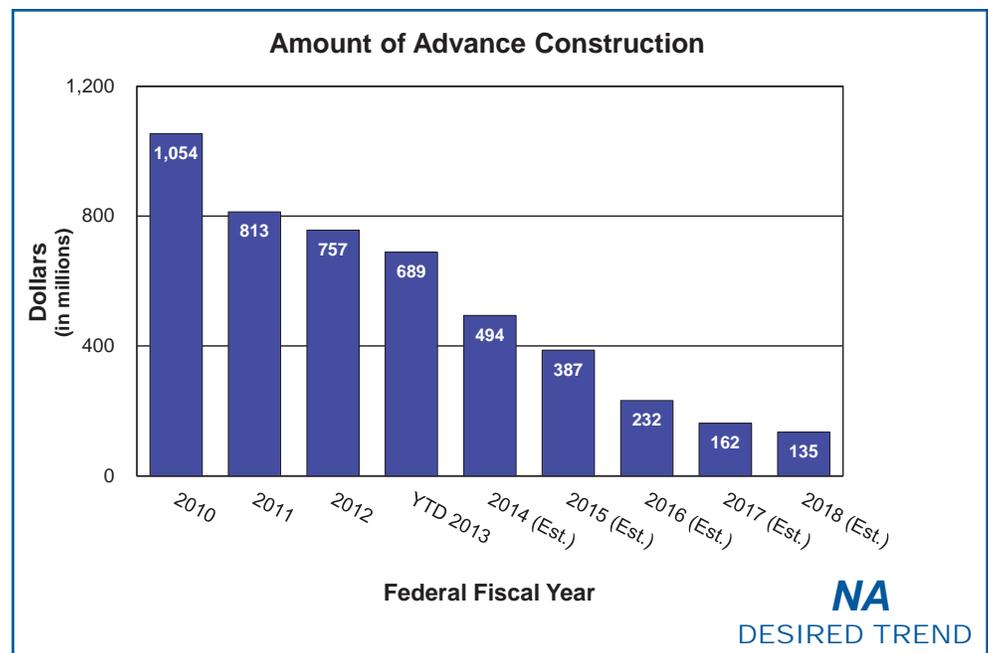
MEASUREMENT  
DRIVER:  
Todd Grosvenor,  
Financial Services  
Administrator

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
amount of advance  
construction 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  
2014-2018 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-6h

Advance construction is an innovative finance tool MoDOT uses to more efficiently manage its limited resources. As projects incur expenditures, state funds are used and are replenished as federal funds become available. The use of 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. MoDOT estimates it will not be able to match all federal funds starting in federal fiscal year 2019.



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 overutilized passenger car is used more than 18,750 miles, and a utilized passenger car is used between 11,250 to 18,750 miles. 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-6i

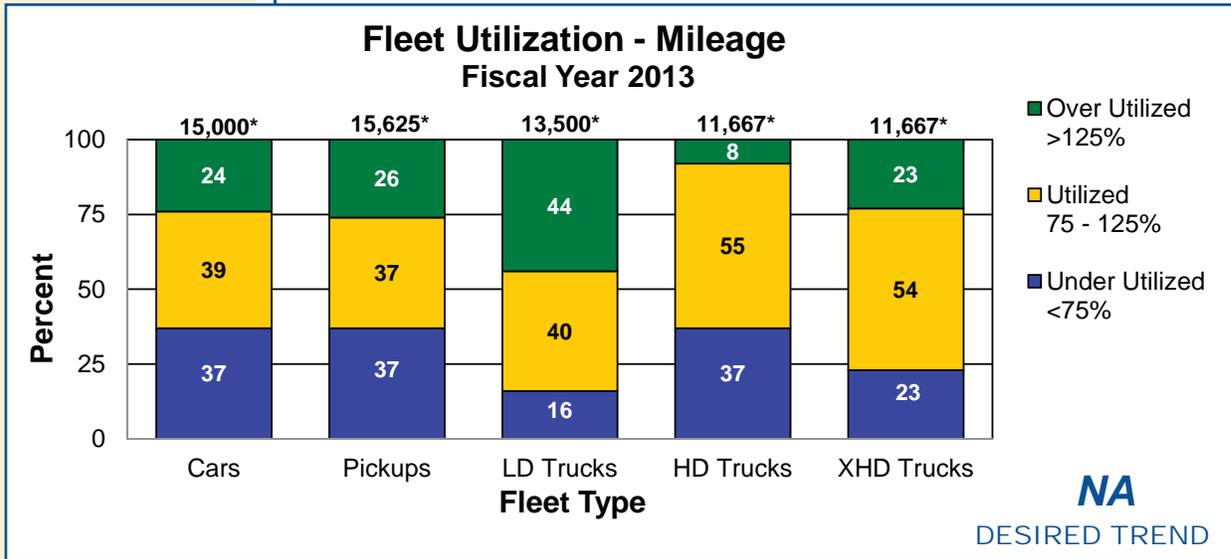
The people of Missouri trust MoDOT with their hard-earned dollars. They expect the agency to use each penny wisely. So it's important big ticket items, such as vehicles, are closely monitored. By managing equipment so it reaches the ideal number of miles/service hours for its age, MoDOT gets the best bang for taxpayers' bucks.

The data collected for this measure helps MoDOT find opportunities to obtain optimum utilization. MoDOT also can identify opportunities to use more efficient vehicles for some work. For example, the chart shows MoDOT's light-duty fleet is heavily used. When the department began collecting this data, MoDOT learned many of the tasks performed with heavy-duty trucks could be handled with light-duty pickups. Now, the charts indicate MoDOT's fleet plan, with an emphasis on light-duty and extra heavy-duty trucks, creates a better balance.

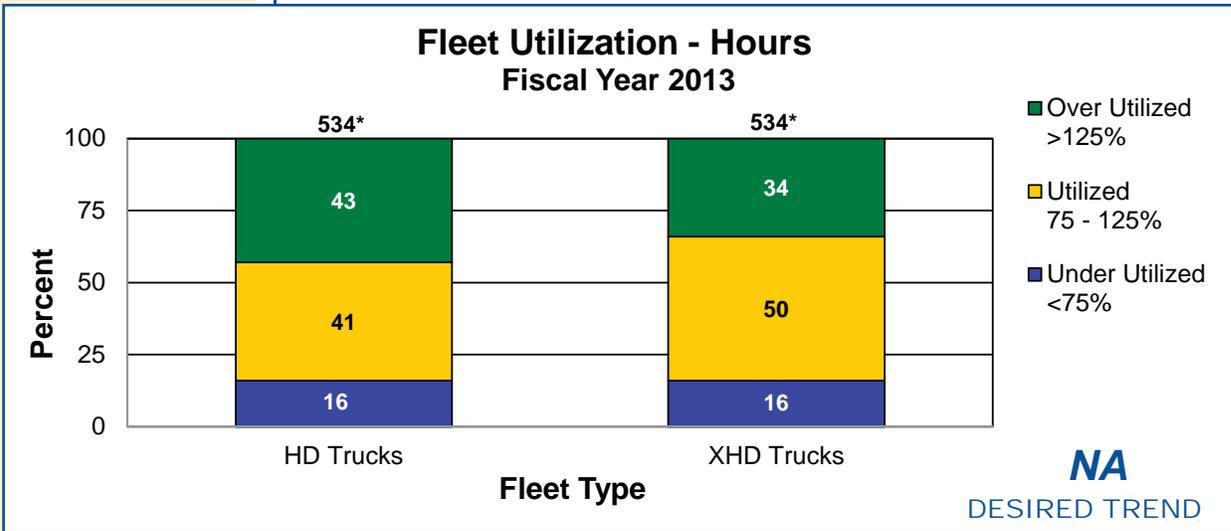
One of the most influential factors on fleet utilization and fuel consumption is uncontrollable Missouri weather. Snow operations require heavy equipment such as tandem dump trucks and motor graders, which are not fuel efficient compared to other fleet classes. In fiscal year 2013, mileage for the heavy fleet increased approximately 137,000 miles, while the more efficient light fleet recorded 650,000 less miles than the previous fiscal year.



# USE RESOURCES WISELY



\*Miles considered utilized

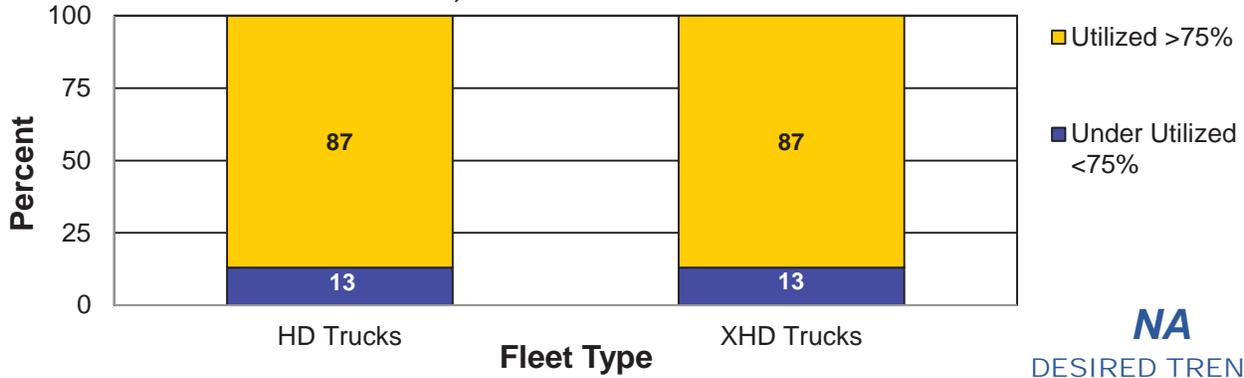


\*Hours considered utilized

# USE RESOURCES WISELY

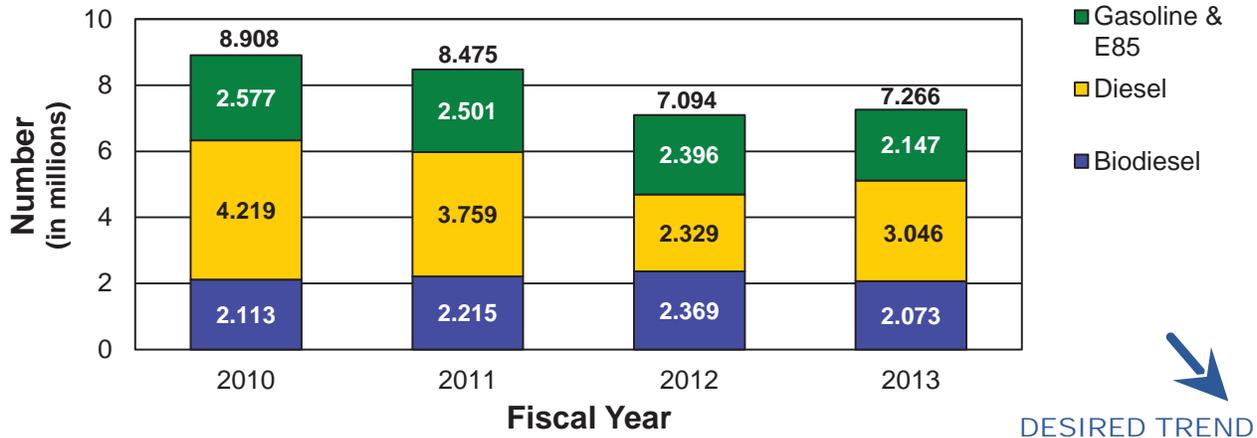
## Fleet Utilization - Miles and/or Hours FY 2013

11,667 miles or 534 hours\*

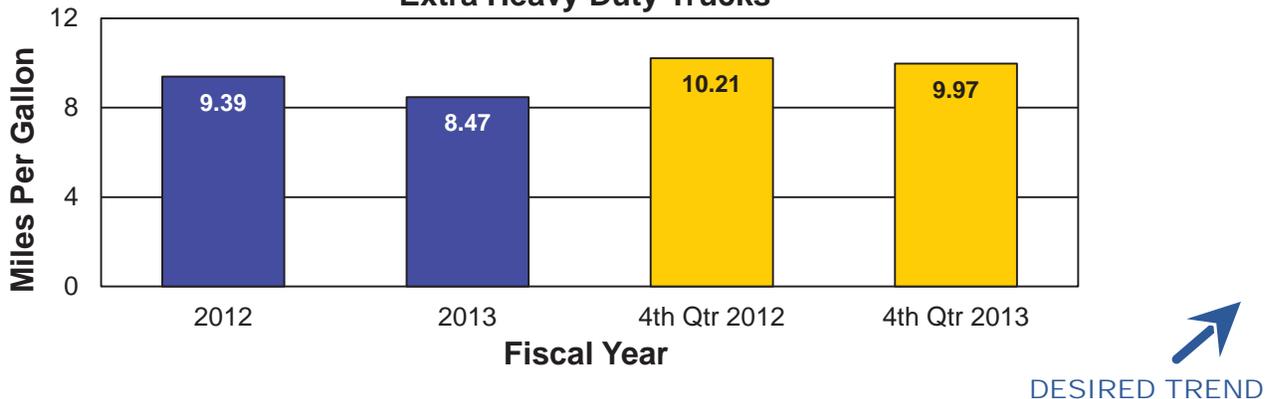


\*Miles and/ or hours utilized

## Gallons of Fuel Consumed



## Average Miles Per Gallon Cars, Pickups, Light Duty Trucks, Heavy Duty Trucks and Extra Heavy Duty Trucks



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT  
DRIVER:  
Debbie Rickard,  
General Services Director

### *Average number of days of inventory on hand-6j*

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
average number of days of  
consumable inventory on  
hand. Consumable materi-  
als are those used to deliver  
results to customers.

Managing scarce department resources to deliver MoDOT's Tangible Results involves closely monitoring department inventory to have needed materials on hand, on time and in the correct quantity. Ideally, inventory is managed to the point of no material shortages or excesses. This results in taxpayers receive needed service without waste.

MEASUREMENT  
AND DATA  
COLLECTION:  
Data is obtained from the  
statewide financial account-  
ing system for consumable  
inventory quantities pur-  
chased and on hand,  
by category.

**UNDER CONSTRUCTION**

RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

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 measurements for internal MoDOT operations, are captured from the annual Missouri State Recycling Program report and from the internal records.

### *Number of tons of recycled material-6k*

Recycling is vital for the health of the environment and helps in completing more work with the limited funding available. In 2004, recycled asphalt pavements and roof shingles started being incorporated into new asphalt resurfacing projects. The amount of recycled product increased over time as the technology improved and industry partners gained experience. Contractors have the flexibility to provide the amount of recycled product in new asphalt pavement as long as the performance criteria are maintained. The cost of rock, sand, liquid asphalt, labor, fuel and equipment have increased, but the average bid price for asphalt has remained fairly constant. The use of recycled products in asphalt pavements has offset these cost increases over time. In 2012, 24 percent of a ton of new asphalt pavement was derived from recycled components. This saved MoDOT and taxpayers approximately \$12 per ton, or \$34 million overall versus the same mixture without recycled components on the 2.9 million tons of asphalt used in 2012. The same \$34 million in savings is equivalent to improving about 600 miles of a two-lane roadway with a thin overlay.

The major components of MoDOT's internal recycling operations consist of 1.46 million pounds of rubber/tires, 5.53 million pounds of steel and more than 354,000 pounds of motor oil in fiscal year 2012.



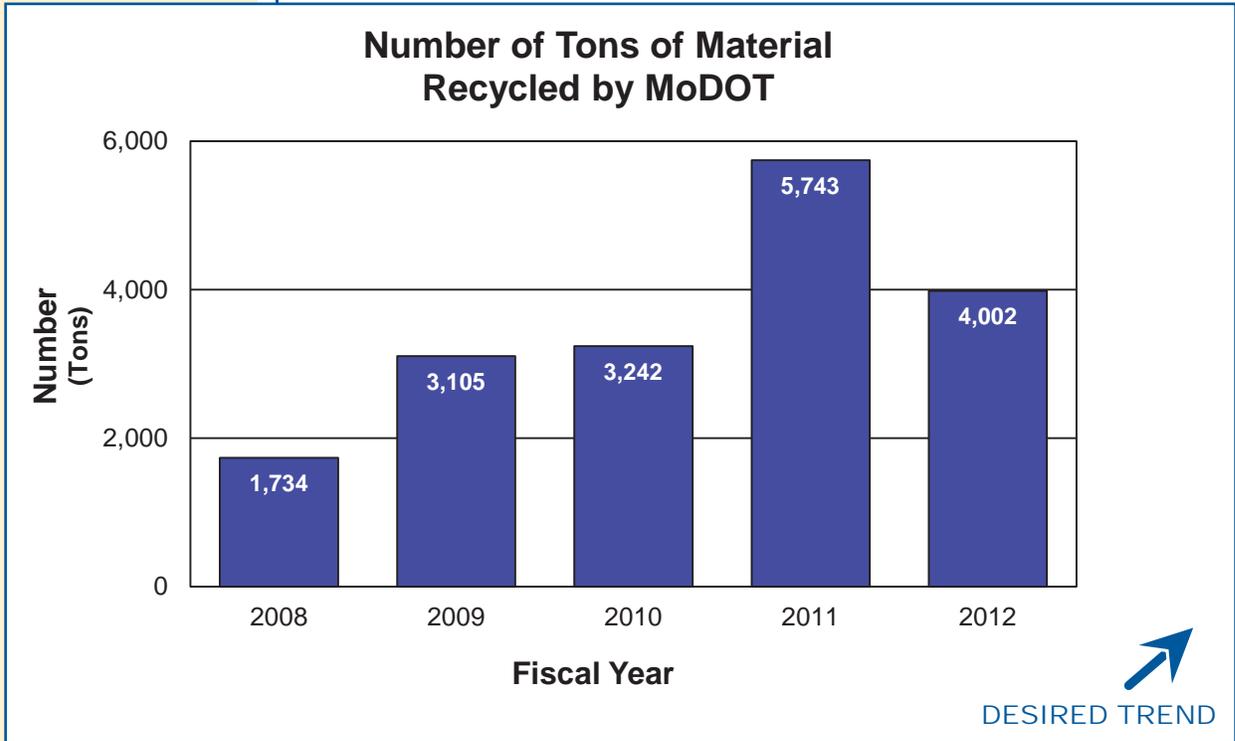
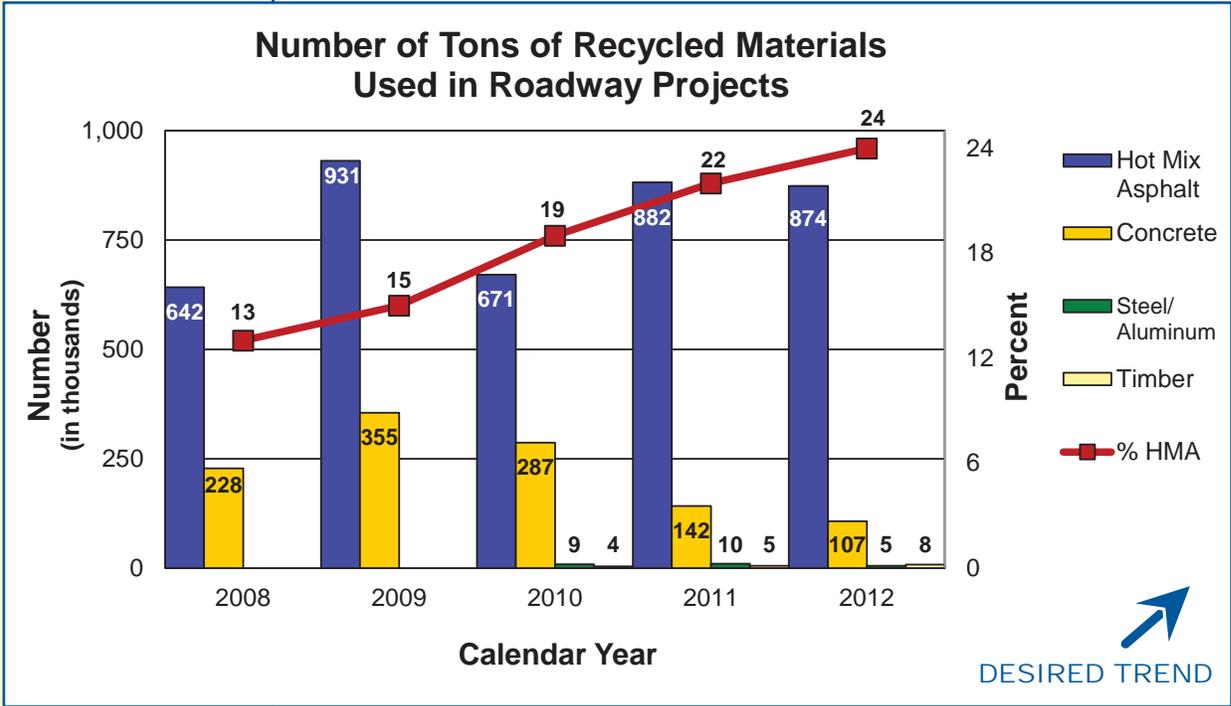
### **Roofs to Roads**

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



Shingles are ground up and processed.

# USE RESOURCES WISELY



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

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 by the design divi-  
sion and tracked by location  
and/or project. The measure  
reports by calendar year  
the number of NOVs, LOWs  
and satisfactory 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. Also, fines that have been assessed against MoDOT for violations take funds away from other projects and functions.

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

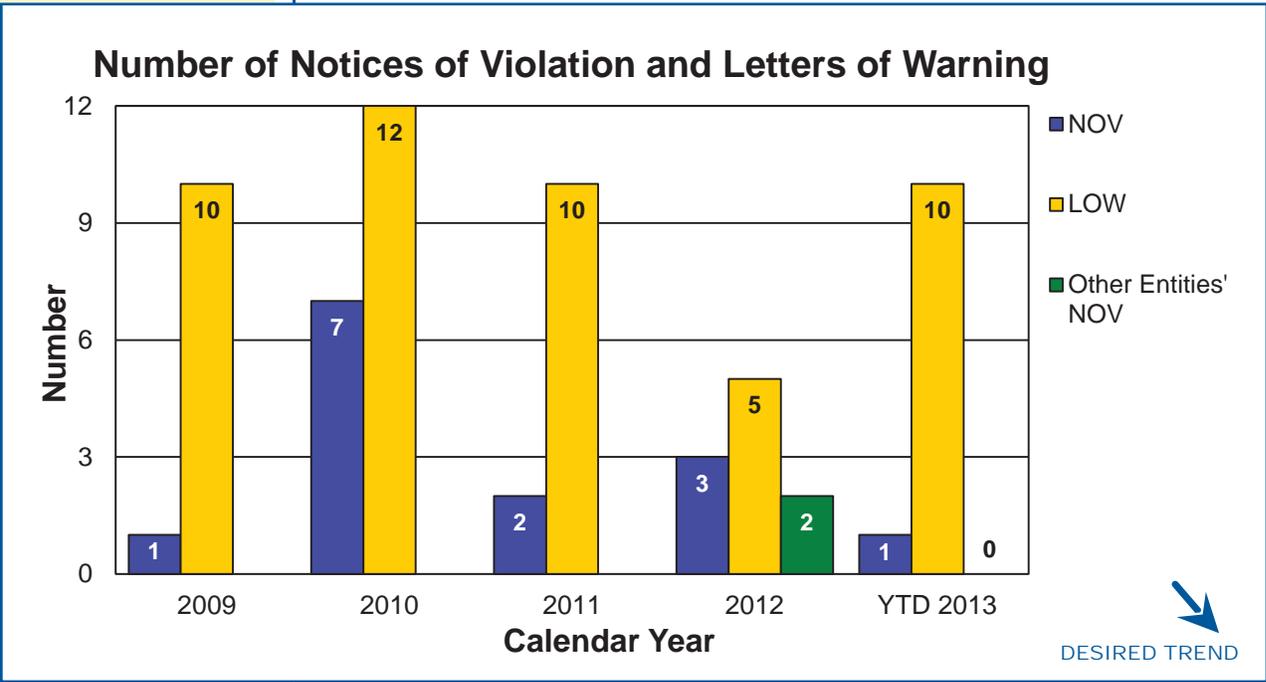
The number of NOVs during the last five years ranged from one to seven, LOWs ranged from five to 12. The number of LOWs is up in 2013. For calendar year 2013 to date, MoDOT received one NOV and 10 LOWs. During this same period, the department also received eight letters of satisfactory inspections from DNR.

One NOV and three LOWs were for unsatisfactory features associated with erosion control structures and concrete washout on construction projects. MoDOT continues to train inspectors and contractors while developing improved erosion control specifications.

Three additional LOWs were received, two for failing to submit quarterly discharge reports on maintenance facility lagoons and one for failing to obtain a construction permit for modifying a sewage system. Putting emphasis on requirements to construct, alter, and report on discharge is ongoing.

Four LOWs issued by the U.S. Army Corps of Engineers concerned tree planting survivability. MoDOT has replanted trees that did not live after initial plantings.





**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.