AI-Tracker

Performance Data
Report

March 2021

Missouri Department of Transportation
For Internal Use Only

Effective July 1, 2010, AI Tracker is published quarterly.

Introduction

Audits and Investigations (AI) emphasizes the values of accountability and integrity in department operations. To ensure these values are an integral part of MoDOT's culture, AI works to instill in all employees a sense of responsibility for their actions and honesty in their dealings with other employees, transportation stakeholders, and the citizens of Missouri.

The Director of Audits and Investigations reports to the Director of MoDOT, and periodically to the Missouri Highways and Transportation Commission and the Commission's Audit Committee. AI's audit authority and independence are granted by an audit charter, which is approved by the Audit Committee. The charter establishes AI's audit reporting responsibility to the department Director and the Audit Committee. The charter states AI will not be organizationally located within the staff or line management functions of the department, ensuring AI's organizational independence. The unit consists of five sections whose employees report to the Director of Audits and Investigations. These sections are:

*   Internal audit (performance audits of MoDOT operations)
*   External audit (audits of contracts and grant agreements)
*   Motor Carrier audit (audits of motor carrier tax returns, miles driven and registration)
*   Investigations (including employee grievance and complaint investigations)
*   Contract monitoring (construction contracts)

Staff consists of 25 professional positions and 1 administrative support position. Staff certifications include Certified Public Accountant, Certified Fraud Examiner, Missouri Certified Peace Officer, and Certified Managerial Accountant.

To assist the department "use resources wisely" and protect MoDOT and taxpayer resources, AI uses a fraud reporting hotline; fraud reporting posters throughout the state; gives ethics presentations to senior management, supervisors, and employees; and provides fraud awareness briefings to educate employees on suspicious activities to watch for and how to report suspected illegal activities.

AI will continue to be proactive in protecting MoDOT and taxpayer resources and building on a three-prong approach to combat fraud: Deterrence; Detection; and Investigation. Our goal is not only finding fraud, but also preventing the department and the taxpayers from being victimized.

The results of AI's Tracker measures are combined into an annual report, which is presented to the Missouri Highways and Transportation Commission each February.

Glossary

Briefings are presentations conducted by AI staff to educate employees on fraud, waste, and abuse; ethics; grievances; and EEO complaint procedures.

External EEO complaints are employee allegations of unlawful discrimination that have been filed with the Missouri Commission on Human Rights (MCHR) and/or the U.S. Equal Employment Opportunity Commission (EEOC). AI gathers information and answers questions posed by the outside enforcement agency, however, the case is investigated and determination reached by the outside enforcement agency.

Internal EEO complaints involve a MoDOT employee alleging unlawful discrimination, such as harassment or retaliation, due to race, sex (including pregnancy), age, religion, color, national origin, genetic information, or disability.

Grievances are filings when an employee believes they have been unfairly penalized by an action committed or omitted by MoDOT, but the action is unrelated to unlawful discrimination.

Inquiries come from MoDOT employees seeking limited advice about their rights or obligations under department policies and procedures.

Investigative Inquiries are often questions that do not require full investigation or information from an anonymous complaint that provides insufficient information to initiate an investigation.

Job Site Visits are proactive activities wherein AI attempts to learn construction activities, and speak to field personnel about suspicious activities to watch for and educate them on how to report suspected fraud, waste, and abuse or other illegal activities. This effort is expected to help deter fraud, waste, and abuse or other illegal activity, and also identify inefficiencies that can drain an organization of valuable resources.

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Provide Outstanding Customer Service

Percent of external partner satisfaction

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Russell Halton, Audit Manager

Purpose of the Measure:
The purpose of this measure is to track AI's Motor Carrier Audit Unit's progress toward providing outstanding customer service.

Measurement and Data Collection:
Data is collected through surveys, which are provided to external entities that are audited by AI's Motor Carrier Unit.

Improvement Status:
In calendar year 2021, 8 surveys have been returned and all were marked as highly satisfied or satisfied. In calendar year 2020, 64 surveys were returned and all were marked as highly satisfied or satisfied. In calendar year 2019, all surveys were marked as highly satisfied or satisfied. In calendar year 2018, there was one survey returned as dissatisfied. The carrier was called to discuss the audit. The issues that were raised by the carrier were discussed with the auditor and the auditor was coached on how to improve on future audits. These results and comments received from carriers indicate the audit staff works with customers to gain compliance in a helpful and responsive manner

Percent of Satisfied or Highly Satisfied Customers

Use Resources Wisely

Audit plan completion progress

Result Driver: Misty Volkart, Audits and Investigations Director
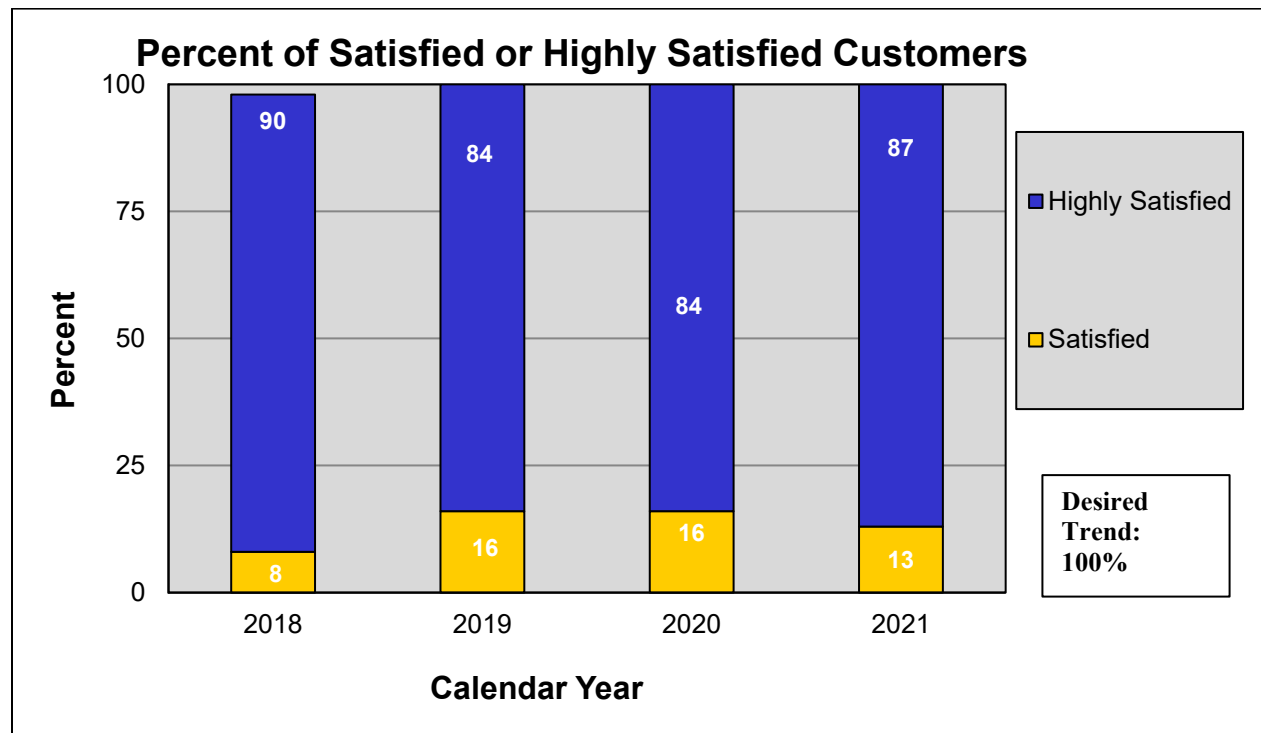**Measurement Driver:** Kelly Niekamp, Audit Manager

Purpose of the Measure:
This measure tracks the progress of internal audits from the beginning to acceptance by the audit committee.

Measurement and Data Collection:
By tracking the progress of audits, we can determine if adequate progress is being made toward the completion of the audit plan. Auditors complete a weekly time summary for each audit to ensure audit resources are used as budgeted.

Improvement Status:
Internal audit will work toward completing all audits identified on the approved audit plan for fiscal year 2021. However, completion of audits from fiscal year 2021 audit plan will be based on continued re-evaluation of priorities determined by risk assessment and department needs. Due to the Covid-19 pandemic and remote work, the work and documentation processes were changed from a largely all-paper format to an all-electronic format. In addition, a focus was made on external audit activities to address work with consultants and activities associated with ensuring progress was not delayed for the main department programs. As new electronic internal audit processes were developed and implemented through the beginning of fiscal year 2021, processes for starting and completing internal audits were slower due to learning curves with new methods. As the processes start to be familiarized, internal audit processes will become faster and more efficient and AI will work to complete all fiscal year 2021 audits as planned.

Audit Plan Completion Progress
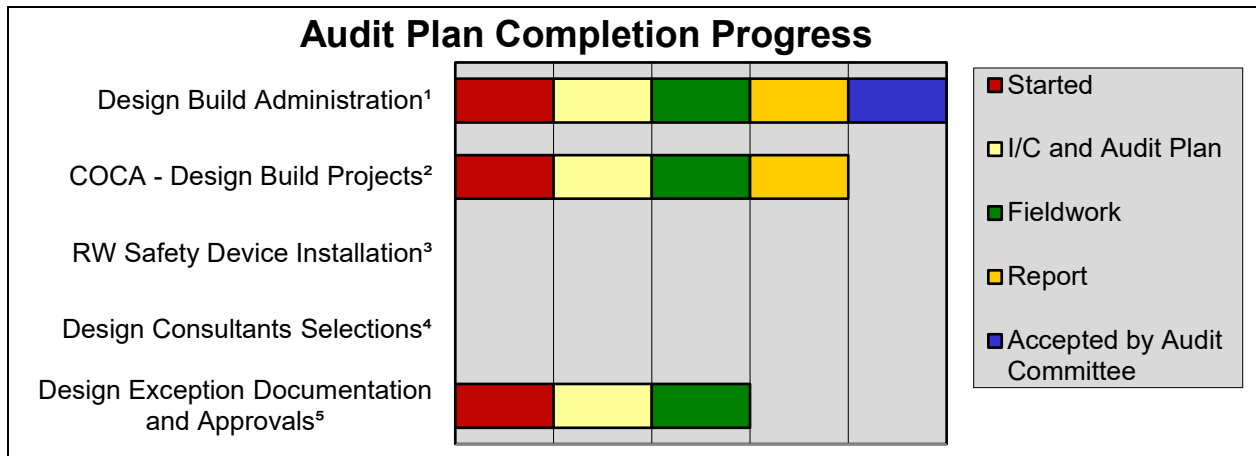
[1]Review of Design Build Administration
[2]Review of Construction Contract Administration – Design Build Projects
[3]Review of Right of Way Safety Device Installation
[4]Review of Design Consultant Selections
[5]Review of Design Exception and Documentation Approvals

Internal Audit Reports Issued

Fiscal Year	Number
2019	4
2020	4
2021	1

Desired Trend:

N/A

Use Resources Wisely

Hours worked on internal audit plan compared to available audit plan hours

Result Driver: Misty Volkart, Director of Audits and Investigations
Measurement Driver: Kelly Niekamp, Audit Manager

Purpose of the Measure:
This measure tracks the actual hours worked on the internal audit plan compared to total available internal hours. A target of 3000 total hours was set to spend on the fiscal year 2020 audit plan. The total fiscal year hours available for the audit plan was calculated by using the total available work hours for 3 auditors less leave and holiday time.

Measurement and Data Collection:
Auditors track their total number of work hours on a monthly basis. The number of hours worked on the internal audit plan is determined by the total of number of hours worked less external audit hours and administrative hours.

The graph below shows hours per-quarter with an additional point for the year-end total. A target of 750 hours per quarter was determined by using the total number of hours in the internal audit plan divided by the four quarters in the fiscal year. For the first quarter, due to the COVID-19 pandemic, the Shared Work Program was instituted which reduced total available work hours during this quarter by approximately three percent.

Improvement Status:
Internal audit worked to meet the target of 750 hours per quarter to ensure progress in completing the approved annual audit plan. AI continues to actively cross-train staff between internal and external audit activities to improve efficiency
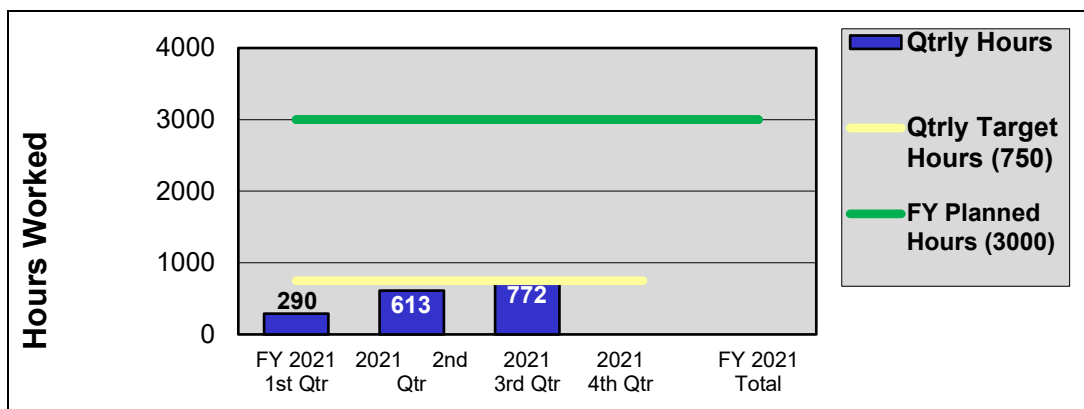
Note 1: Target hours for fiscal year 2021 (FY21) plan of 3000 reflect the planned implementation of electronic work papers, transferring more supervisory review hours to senior auditors, and more hours dedicated to external audit activities.

Note 2: Target hours for 1st quarter of FY21 were not met due to continued effort on finalization of aging external audits, further reduction of seasoned staff by one Senior Auditor during the quarter, the need to immediately convert manual/paper audit and review processes to all electronic documentation, review, and workflow processes and the implementation of the Shared Work Program due to the Covid-19 pandemic. Target hours for 2nd quarter of FY21 increased due to discontinuation of Shared Work Program and application of newly developed electronic procedures for completing the FY21 Audit Plans. Actual hours spent on the internal audit plan are nearing the calculated target. Target hours for the 3rd quarter of FY21 were slightly exceeded and continue to increase due to less required hours for external audit work projects which have been finished.

<div style="text-align: center; border: 3px solid black; background-color: #c5c5e8;">

Use Resources Wisely

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Number of external audits and reviews completed

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Kelly Niekamp, Audit Manager
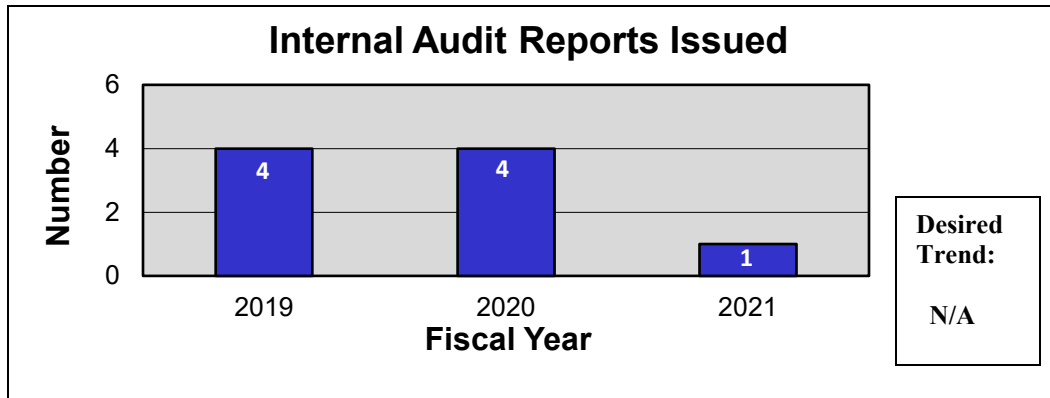
Purpose of the Measure:
This measure tracks the number of external audits and reviews completed. These audits and reviews are performed to ensure monies are expended in compliance with federal and state requirements.

Measurement and Data Collection:
Data is collected from an internal database that records the receipt date and completion date for each type of audit and review.

Improvement Status:
The number of requests or projects available to be reviewed or audited bears a direct relationship to the amount of work the department completes. For example, as more projects are completed or more funding is available, the number eligible for audit or review increases. For FY2020, based on available staff resources, the expected trend for this measure was for completed audits or reviews to remain steady or increase slightly according to the estimated budgeted hours and requests for each of the external audit activities.

Due to the COVID-19 pandemic necessitating remote work and a revision to working and documentation processes to electronic forms, the number of reviews finaled during FY2020 were less than previous years. In addition, the Shared Work Program and training of a new auditor on single audit and pre-qualification processes took place during the third and fourth quarter.

Pre-qualification Reviews examine labor and indirect cost information of design consulting firms. These reviews are a process established to meet federal requirements and address federal cost compliance issues related to indirect costs by detecting potential unallowable costs and errors before contract expenditures are made. Pre-qualification reviews are an in-depth review of a firm's financial records and can require substantial time to analyze.

Pre-Qualification Reviews Completed

Fiscal Year	Number
2019	162
2020	149
2021	130

Desired Trend: N/A
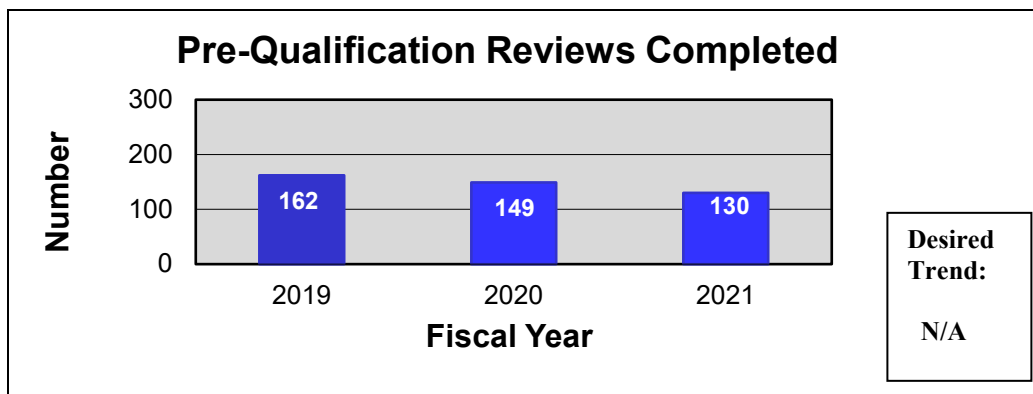
Final Invoice Engagements determine compliance for design consultant agreements, utility relocations, railroad crossing projects, and project agreements with counties, cities, and other entities. These engagements may result in findings if proper procedures were not followed on the project.

Total Project Costs Finaled vs Total Project Costs Audited
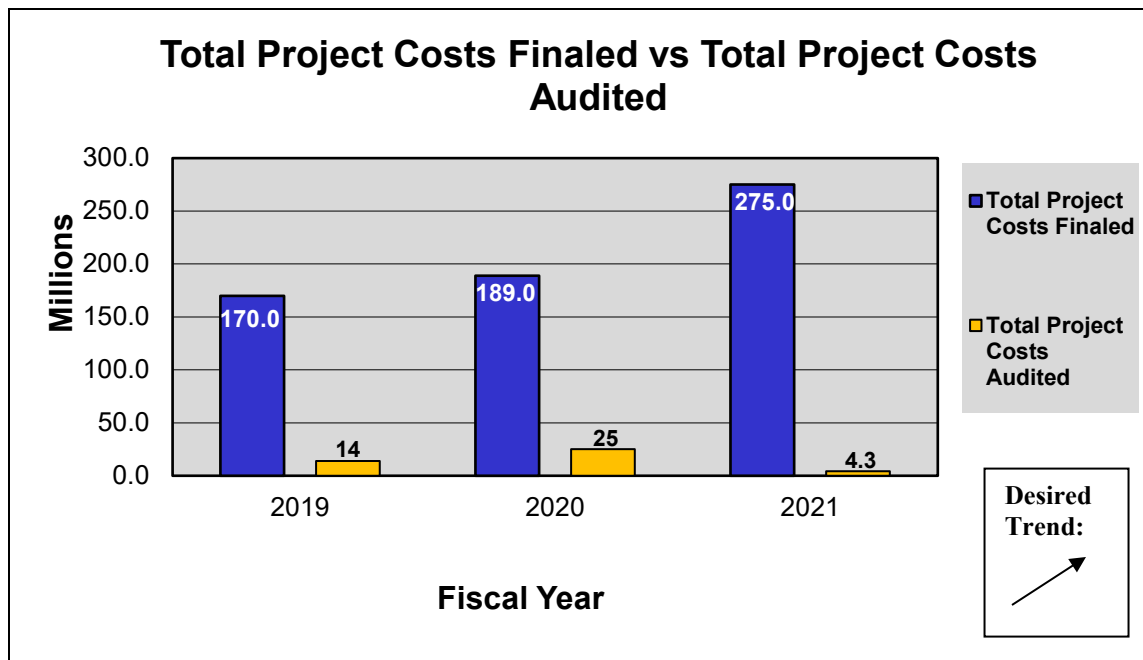
Note: Total number of projects completed in FS database during fiscal year (FY) 2019 was 300, FY 2020 was 184, and FY 2021 is 180 to date. Total number of projects audited for FY 2019 was 12, FY 2020 was 8 and for FY 2021 is 2 to date.

Special Reports include audits and cognizant reviews which verify overhead rates charged by consultants on MoDOT projects and indirect cost rate information for some local non-profit agencies. Other special reviews can be conducted at the request of the department.

Special Reports Completed
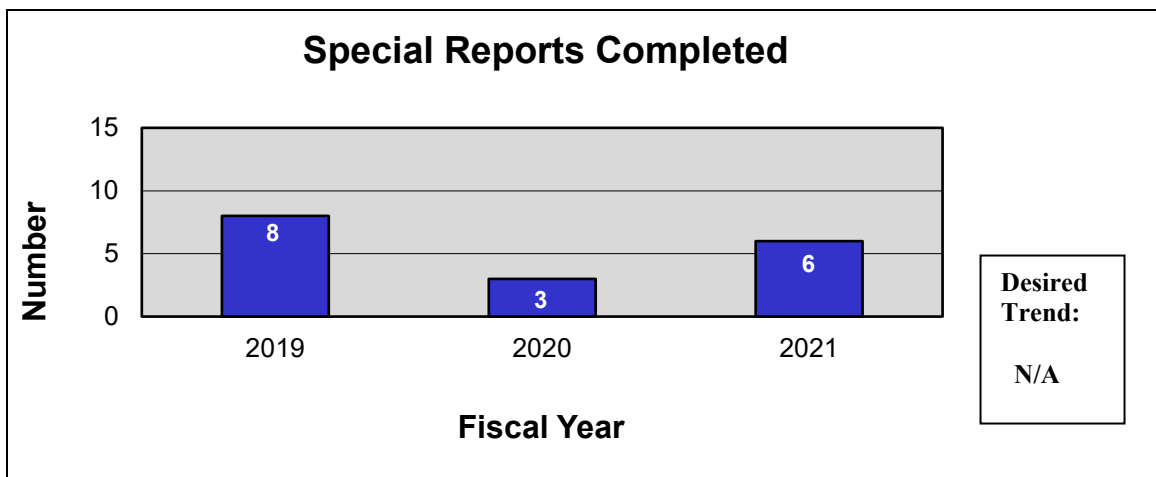
Subrecipient Single Audit Reviews are part of MoDOT's required monitoring of federal pass-through funds to other governmental entities. CPA firms or the State Auditor's Office conduct subrecipient Single Audits on those entities that receive monies from MoDOT. These Single Audit reports are reviewed to determine how MoDOT funds were handled and to follow-up on any audit findings related to department programs.

Subrecipient Single Audit Reviews Finaled

	2019	2020	2021
Number	86	55	21

Desired Trend:

N/A

Number of Entities with Single Audit Findings Directly Related to MoDOT Programs

	2019	2020	2021
Number	12	11	4

Desired Trend:

N/A
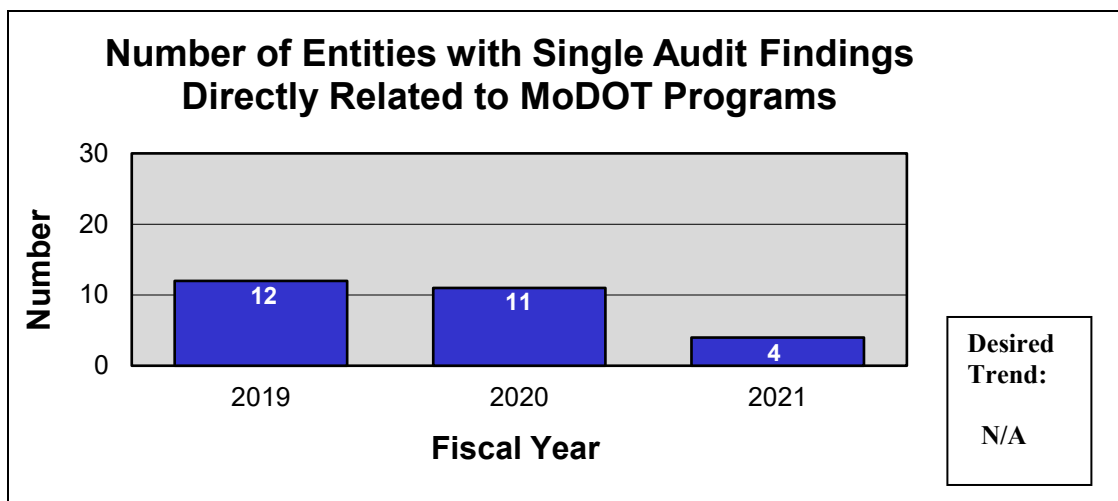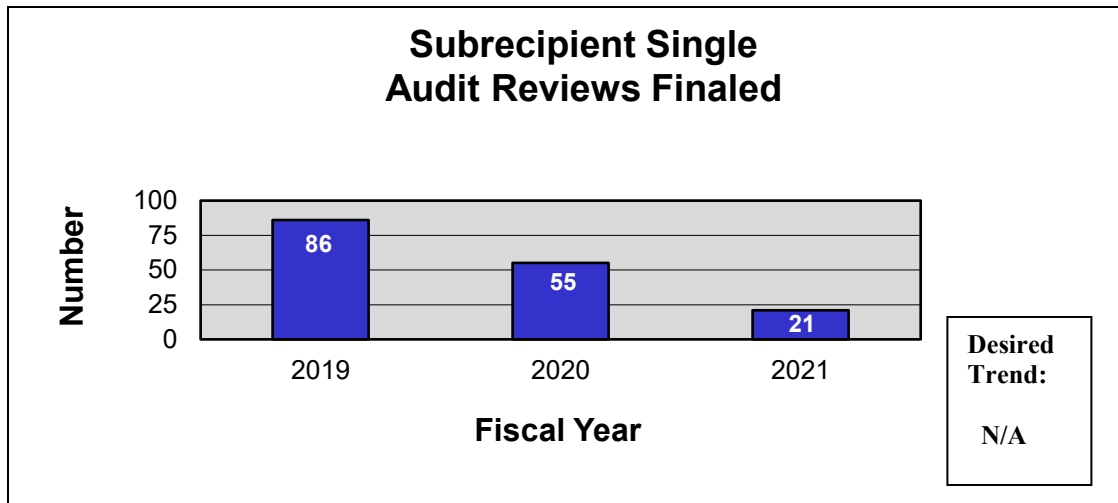
Note 1: The types of findings noted in fiscal year 2019, 2020, and 2021 include internal control deficiencies, management responsibility and auditor independence, cash management, lack of risk management documentation, and incorrect and/or untimely filed Schedules of Expenditures of Federal Awards.

Use Resources Wisely

Audit findings and dollar recoveries

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Kelly Niekamp, Audit Manager

Purpose of the Measure:
This measure tracks total findings and dollar recoveries determined through audits.

Measurement and Data Collection:
Data is collected from internal databases that record total audit findings noted for each project engagement and actual dollar amounts recovered from these findings.

The total audit findings amount includes findings where monies were due back to MoDOT and also where monies were due to the entity. Typical audit findings include overhead rate adjustments; errors in the calculation of local match or donations; overcharges; federally unallowable or ineligible costs; and lack of documentation to support costs billed. Ideally, the trend for this measure would show a decline. Finding amounts should decrease as MoDOT improves in its program administration and entities being audited are educated in project administration. A decrease in the trend may also be a result of reduced federal funding.

Dollar amounts recovered represent monies received by the department as a result of audit findings. As the chart shows, recoveries, as well as the amounts due to auditees, do not equal the total audit findings amounts or the amounts due to MoDOT. Varying funding percentages on individual projects contribute to this difference. In addition, audit findings may be rescinded, finding amounts may be uncollectible or written off, or may be collected over a period of time.

Improvement Status:
The trend for this measure should remain steady or decline over time. An increase in the trend may indicate problems exist with local agency administration of MoDOT programs or the number of projects funded and/or audited has increased.

Audit Findings
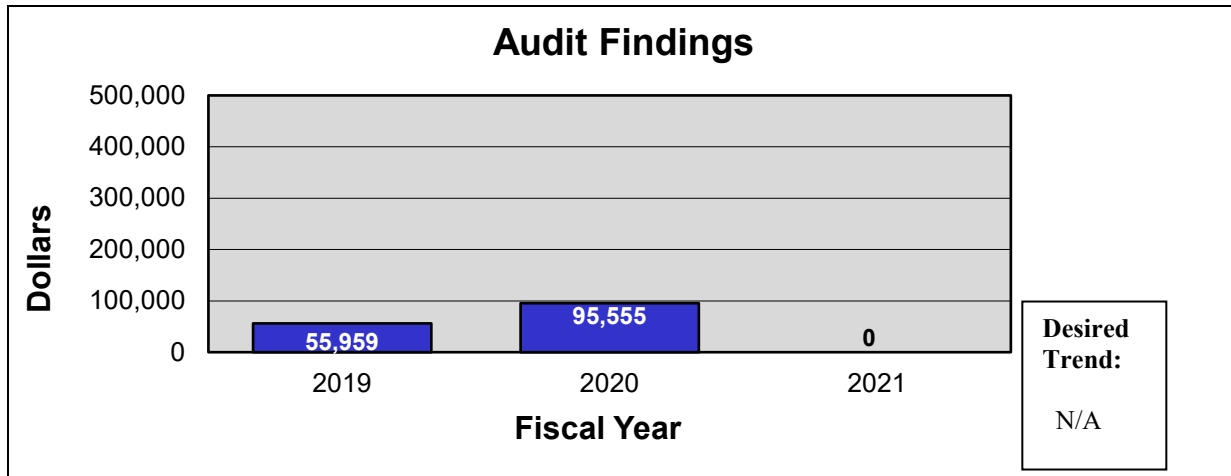
Note: The types of findings noted in fiscal year 2019 and 2020 are ineligible or unallowable expenditures such as those incurred prior to federal or state authorization and those in excess of federal per diem and mileage rates, overhead and labor rate adjustments, invoice errors, inadequate supporting records, costs' paid that were incurred for a different project, fixed fee calculation errors, field/payment diaries that were incomplete and/or contained errors, insufficient change order approvals, lack of required notice to proceed documentation for construction, and supplemental contract issues.

Amount Recovered, Amount Due to MoDOT, and Amount Due to Auditee
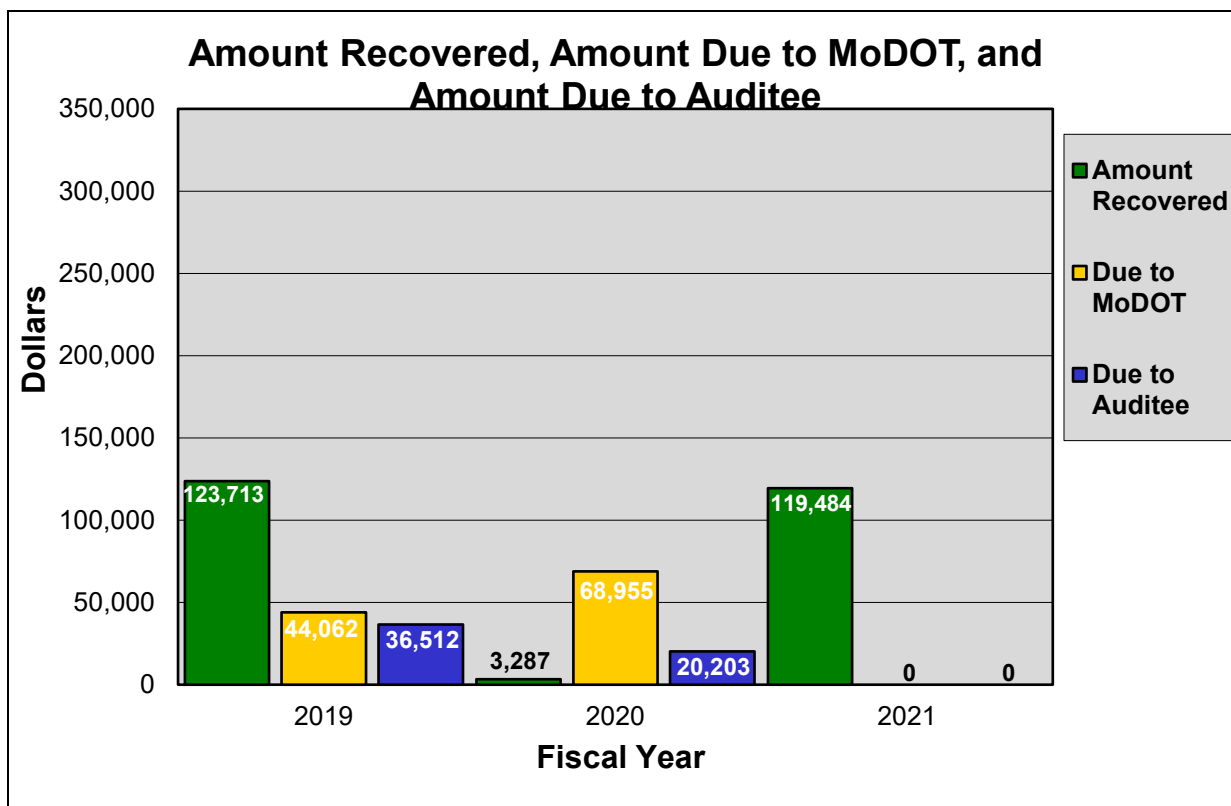
Note: MoDOT recovered $104,965 associated with findings on final invoice engagements completed in prior years.

Use Resources Wisely

Average number of days to complete final invoice engagements and Pre-Qualification Reviews

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Kelly Niekamp, Audit Manager

Purpose of the Measure:
This measure tracks the time final invoice engagements and pre-qualification reviews reside in AI before final issuance.

Measurement and Data Collection:
Data is collected from internal databases that record the dates the engagement or review is received through the date it is final. The averages shown were derived by comparing the date the engagement or review was initiated or received, the auditor's review completion date, supervisory review completion date, and the days to final the audit report after supervisory review is complete.

Improvement Status:
The desired trend for completion time of final invoice engagements measure is a steady or downward trend. Decreasing the time it takes to complete these engagements improves our relationship with our customers as it reduces the time they must maintain records and enables them to close their project files in a more timely fashion. In addition, any monies due as a result of findings can be collected or paid out promptly.

The desired trend for completion of pre-qualification reviews is a downward trend. A quick turn-around time is desirable to avoid delays in getting agreements signed and starting projects.

Average Number of Days to Complete a Final Invoice Engagement

Legend:
- Days to Final (green)
- Days to Review (yellow)
- Days to Completion (blue)

Data (Number of Days vs Fiscal Year):
- 2019: Days to Completion 349.0, Days to Review 117.3, Days to Final 2.4
- 2020: Days to Completion 254.9, Days to Review 150.8, Days to Final 0.8
- 2021: Days to Completion 76.0, Days to Review 52.3, Days to Final 40.0

Desired Trend: (downward arrow)

Note: Fiscal year 2019 days to complete increased due to training, clean-up of older projects, unexpected medical leave, and unusual circumstances surrounding two large projects requiring work with both local and state entities regarding identification and support. Fiscal year 2020 and 2021 days to review have remained at increased days over fiscal year 2019 due to the one senior auditor available to review the engagements, having internal audit priorities, and the engagements have become more complex and training for less-experienced auditors requiring more time for supervisory review. Additionally days to final for fiscal year 2021 have also increased due to the Shared Work Program, change over paper processes to electronic (as discussed in prior Tracker Measures), and Access database crashing/data loss issues which also had to be addressed by the same Senior Auditor. For quarter three, days appear to be decreasing. However, this is due to only two final invoice audits being included in the hours and the other types of reviews being smaller scope reviews that inherently take less time to complete and to review. It is expected the hours reported to increase drastically when additional, older final invoice engagements are finaled.

Average Number of Days to Complete Pre-Qualification Reviews

Legend:
- Days to Final (yellow)
- Days to Completion (blue)

Data (Number of Days vs Fiscal Year):
- 2019: Days to Completion 18.83, Days to Final 27.6
- 2020: Days to Completion 36.65, Days to Final 57.66
- 2021: Days to Completion 85.15, Days to Final 115.3

Desired Trend: (downward arrow)
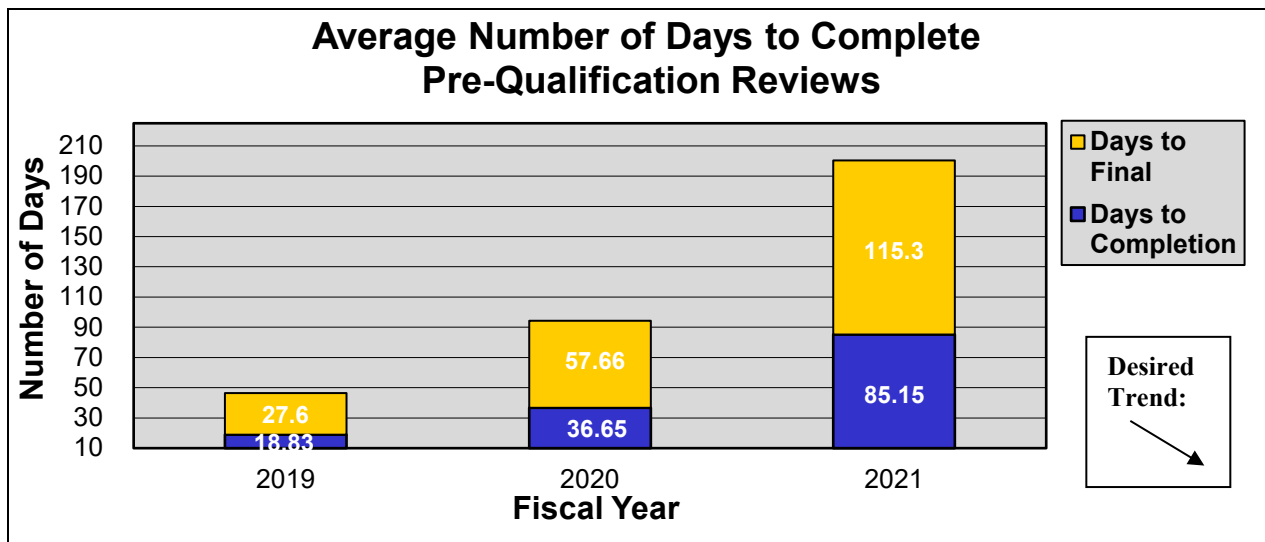
Note 1: Seventeen prequalification reviews had days reduced from the overall fiscal year (FY) 2019 and 2020 results. The removal, due to unusual circumstances surrounding difficulties in completing the pre-qualification reviews, provides a more accurate representation of typical results.

Note 2: Days to complete and days to final increased in FY 2020 and 2021 due to training new and less-experienced auditors to do the reviews, utilizing the experienced auditor for training and to conduct supervisory reviews, and supervisory reviews completed by the manager were delayed due to other external and internal audit priorities, complex process changes made necessary due to COVID-19 pandemic, and Shared Work Program.

Use Resources Wisely

Number of motor carrier audits completed

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Drivers: Russell Halton, Audit Manager

Purpose of the Measure:
This measure reports the number of International Fuel Tax Agreement (IFTA) and International Registration Plan (IRP) audits completed for compliance with the audit requirements established by the governing bodies of each organization. Jurisdictions are required to audit an average of 3 percent of the IFTA and IRP accounts each year. [According to Section A310 of the IFTA Audit Procedures Manual and Article X of the International Registration Plan.] Of this 3 percent requirement, 25 percent of the IFTA audits must be of high mileage carriers and 15 percent must be of low mileage carriers. There is no minimum audit requirement for the medium mileage carriers.

Measurement and Data Collection:
Data is collected monthly. Audits completed by the audit staff and transmitted to Motor Carrier Services by the audit manager are used to monitor the number of audits issued each month toward the annual audit goals.

Improvement Status:
The calendar year 2021 audit requirements are based on 7,151 IFTA carriers based in Missouri in 2020 and 6,856 IRP fleets based in Missouri in 2020. For calendar year 2021, IFTA requires 215 audits and IRP requires 206 audits. For calendar year 2021, the unit goals are 181 IFTA audits and 206 IRP audits. Unit goals are based on each auditor's current career ladder level. The career ladder level is based on an auditor's ability to complete the audit work in a timely manner and the ability to manage more complex audits.

The peer review period is five years for both IFTA and IRP. Audit requirements were not met for IFTA but were met for IRP Peer Reviews covering 2015-2019. The total number of IFTA and IRP carriers has steadily increased over the past 7 years, from 6,243 IFTA carriers and 6,026 of IRP carriers in 2014 to 7,151 IFTA carriers (a 14.5% increase) and 6,856 IRP carriers (a 13.8% increase) in 2020.

For the peer review period 2020-2024, Motor Carrier audits has 7 FTEs. The unit became fully staffed on November 16, 2020 when two new auditors started working for the unit. For the calendar year 2021, the unit has completed 38 IFTA audits and 50 IRP audits.

2021 IFTA Audits Issued as of 3/31/21

Y-axis: **Number** (0 to 120)
X-axis: **District**

Legend:
- Low Mileage Carrier
- Medium Mileage Carrier
- High Mileage Carrier

District	Low Mileage Carrier	Medium Mileage Carrier	High Mileage Carrier
NW	2	1	
NE			
KC	1	3	3
CD	8		
SL	1	7	2
SW	2	2	
SE	3	2	1
Total	7	24	7
Twelve Month Goal	27	109	45

Desired Trend: ↗
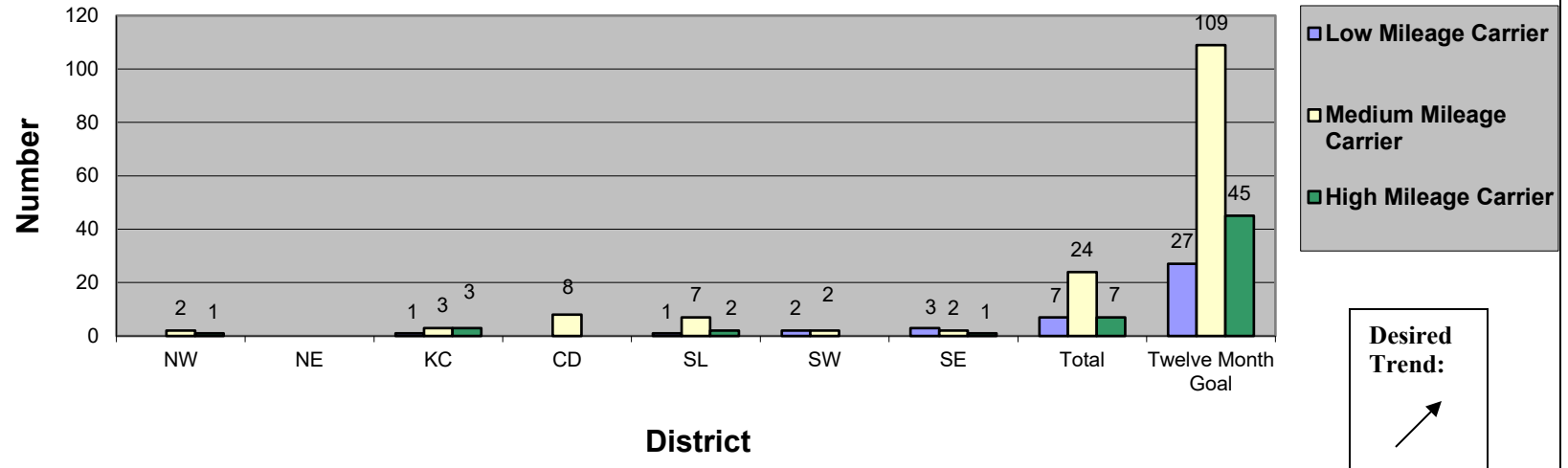
2021 IRP Audits Issued as of 3/31/21

Y-axis: **Number** (0 to 250)
X-axis: **District**

Legend:
- IRP

District	IRP
NW	6
NE	
KC	9
CD	9
SL	12
SW	7
SE	7
Total	50
Twelve Month Goal	206

Desired Trend: ↗
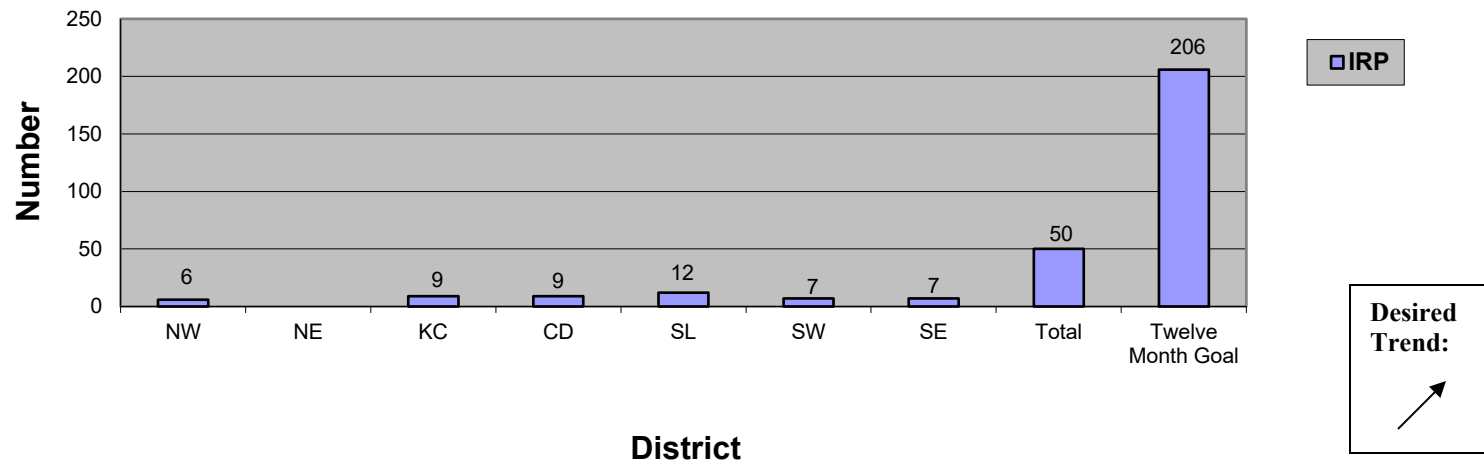
Annual IFTA/IRP Audits for Peer Review Period 2020-2024

Bar chart plotting Number (y-axis, 0 to 250) against Calendar Year (x-axis, 2020-2024).

Legend:
- Low Mileage Carrier
- Medium Mileage Carrier
- High Mileage Carrier
- IRP

2020 values: Low Mileage Carrier = 25, Medium Mileage Carrier = 101, High Mileage Carrier = 33, IRP = 211

2021 values: Low Mileage Carrier = 7, Medium Mileage Carrier = 24, High Mileage Carrier = 7, IRP = 50

Desired Trend:

N/A

IFTA Peer Review Period 2020-2024

Desired Trend:

N/A

IRP Peer Review Period 2020-2024

Legend:
- IRP Audit Goal
- IRP Audits Issued

Desired Trend: N/A

Data (Number vs Calendar Year):
- 2020: IRP Audit Goal = 208, IRP Audits Issued = 211
- 2021: IRP Audit Goal = 206, IRP Audits Issued = 50
- 2022: (none)
- 2023: (none)
- 2024: (none)
- TOTAL: IRP Audit Goal = 414, IRP Audits Issued = 261

Use Resources Wisely

Recordkeeping compliance

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Drivers: Russell Halton, Audit Manager

Purpose of the Measure:
This measure reports the number of noncompliant carriers as the result of International Fuel Tax Agreement (IFTA) and International Registration Plan (IRP) audits completed.

Measurement and Data Collection:
Data is collected monthly. Audits completed by the audit staff and transmitted to Motor Carrier Services by the audit manager are used to monitor the number of carriers found to be noncompliant.

Improvement Status:
This measure is for informational purposes only.

IFTA/IRP Recordkeeping Compliance
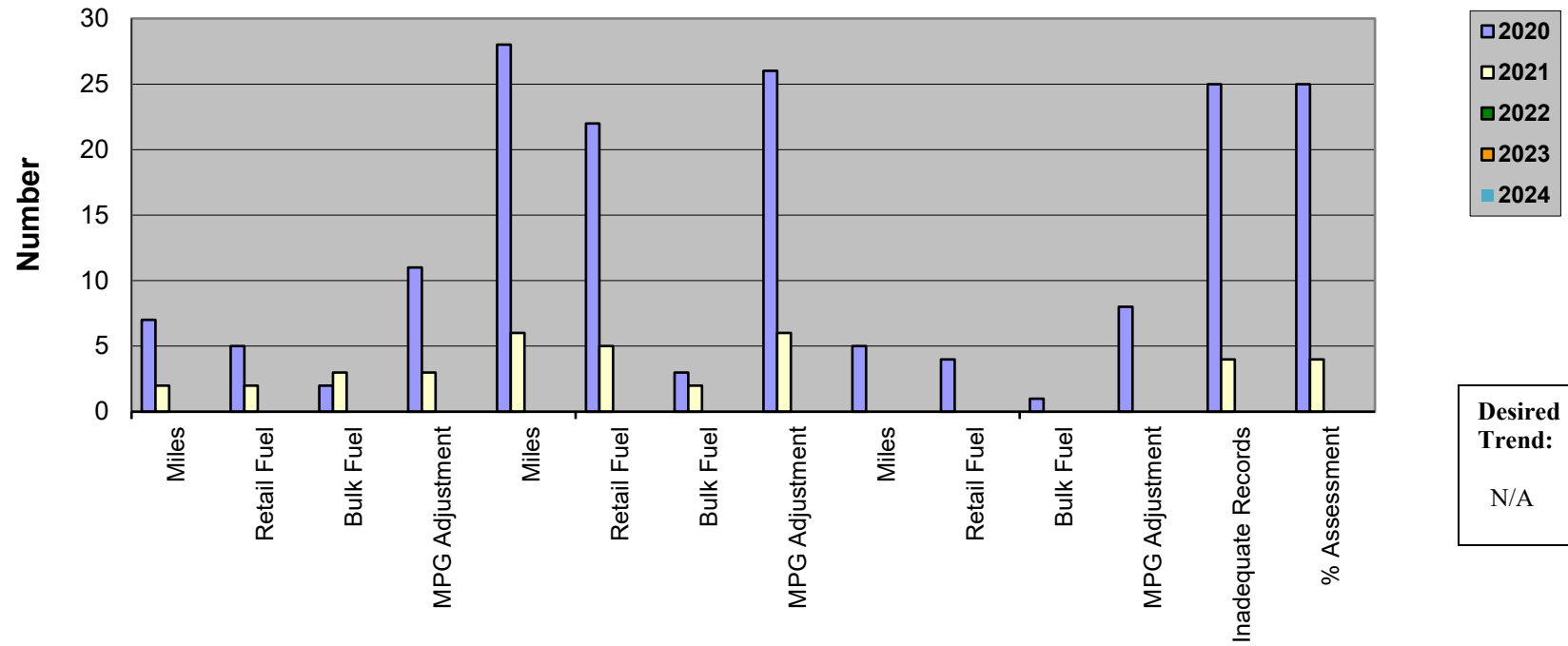
Legend:
- 2020
- 2021
- 2022
- 2023
- 2024

X-axis categories:
- Low Mileage Carriers — Records Not In Compliance: Miles, Retail Fuel, Bulk Fuel, MPG Adjustment
- Medium Mileage Carriers — Records Not In Compliance: Miles, Retail Fuel, Bulk Fuel, MPG Adjustment
- High Mileage Carriers — Records Not In Compliance: Miles, Retail Fuel, Bulk Fuel, MPG Adjustment
- IRP Audits: Inadequate Records, % Assessment

Y-axis: Number (0 to 30)

Desired Trend:

N/A

Use Resources Wisely

Total number of fraud, waste, and abuse or other illegal activity investigations and inquiries by location

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Brian Sefton, Investigations Manager

Purpose of the Measure:
To identify the total number of fraud, waste, and abuse or other illegal activities by location including theft; employee misconduct; conflicts of interest; etc.

Measurement and Data Collection:
Data is collected from an internal database that records the location where investigations occur. The number of allegations made and the results can indicate trends or problem areas to watch. Types of investigations conducted each calendar year are reported in Audits and Investigations' Annual Report.

Improvement Status:
Investigations, and the results, can indicate trends in employee behavior. The unit notifies appropriate personnel when trends or patterns are noted including inappropriate employee behavior or clusters of thefts or vandalism so appropriate departmental responses can attempt to mitigate or reduce activity or exposure.

Investigations by Location and Calendar Year

Desired Trend: N/A

Inquiries by Location and Calendar Year

Desired Trend: N/A

Use Resources Wisely

Average number of days to complete fraud, waste, and abuse or other illegal activity investigations

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Brian Sefton, Investigation Manager

Purpose of the Measure:
The purpose of this measure is to determine the number of days to complete and subsequently close fraud, waste, and abuse or other illegal activity investigations.

Measurement and Data Collection:
Data is collected from an internal database that records the open, complete, and close dates. Investigators are tasked with completing fraud, waste, and abuse or other illegal activity investigations within 60 days. The first chart shows the average number of days to complete fraud, waste, and abuse or other illegal activity investigations. The completion date is the date the investigator and investigation manager have finalized the draft report for review and signature by the Audits and Investigations Director.

The second chart shows the average number of days to close fraud, waste, and abuse or other illegal activity investigations. The closure date is the date when all outstanding responses are received regarding the investigation and no further activity is required or expected.

Improvement Status:
The Investigation Unit works to complete investigations accurately and thoroughly, but also attempts to complete investigations as quickly as possible. Completing investigations as quickly as possible allows MoDOT managers, supervisors, and employees to move beyond the allegations no matter the outcome. If disciplinary action is warranted, decreasing the time between allegation and completion increases both the specific and general deterrent to similar behavior. Employees are cognizant of the time lapse between investigation and action and make assumptions on the importance and severity of the action based on the Department's response, including the speed at which the investigation is completed. Case complexity, workload, staffing, investigator experience, and schedules impact the completion dates.

The Investigation Unit sends management action forms to Division Directors or District Engineers based on findings from investigations submitted for approval by the MoDOT Director, these actions could require coordination with Human Resources for disciplinary action, review or change of policy or procedure, or evaluation of a practice by a team or work group. Beginning April 2013, the Division Directors or District Engineers are provided a draft report to develop an action plan for presentation to the MoDOT Director.

The Investigation Unit conducts investigations and completes referrals to Division Directors or District Engineers based on findings from investigations. Referrals could require additional review by the District, coordination with Human Resources for disciplinary action or a review or evaluation of a practice or process for the Division Director or District Engineer. Beginning in September 2011, referrals are followed up on in writing after two weeks unless a reason for a delay is provided.

In some instances, management action is delayed for legitimate business purposes. For example, similar issues may be concurrently investigated and action needs to occur near the same time, or further evaluation by a team or work group is necessary before appropriate action can be determined.

Average Number of Days to Complete

Number (y-axis)

80.0, 60.0, 40.0, 20.0, 0.0

Legend:
- To complete
- Target (60)

Bar values:
- 2019: 28.7
- 2020: 21.9
- 2021: 42.1

Calendar Year (x-axis)

Desired Trend: ↘

Average Number of Days to Closure

Number (y-axis)

100.0, 80.0, 60.0, 40.0, 20.0, 0.0

Legend:
- Referred to Close
- Management Action to Close
- Target (30)

Bar values:
- 2019: 43.7 (Referred to Close), 56.3 (Management Action to Close)
- 2020: 77.8 (Referred to Close), 65.7 (Management Action to Close)
- 2021: 87.2 (Referred to Close), 33.0 (Management Action to Close)

Calendar Year (x-axis)

Desired Trend: ↘

Note: The upward trend seen in referred cases and management action for CY 2019 and CY 2020 was due to multiple referrals involving the same person(s) being held to be addressed at the same time as completed reports.

Use Resources Wisely

Total dollar recovery through investigations

Result Driver: Misty Volkart, Audits and Investigations Director
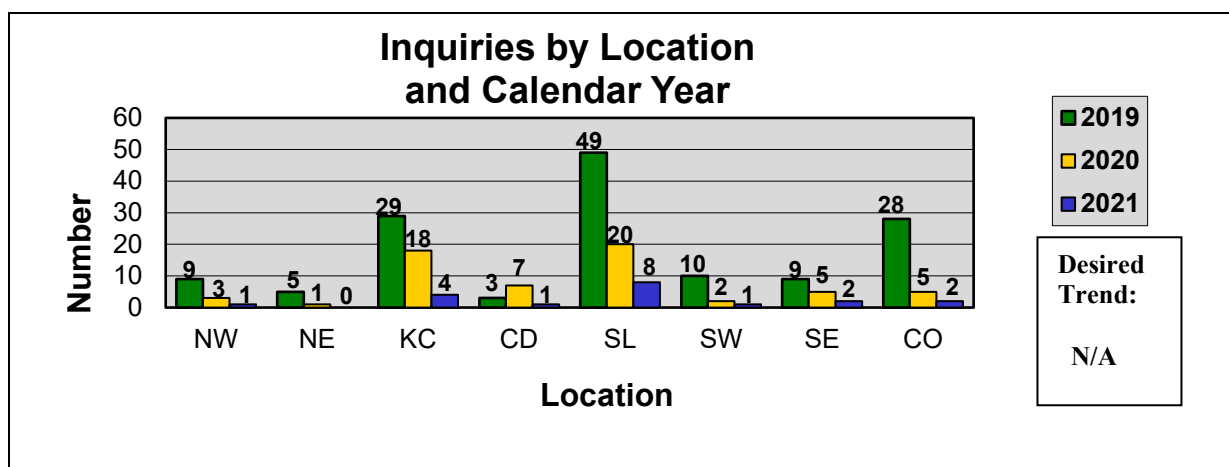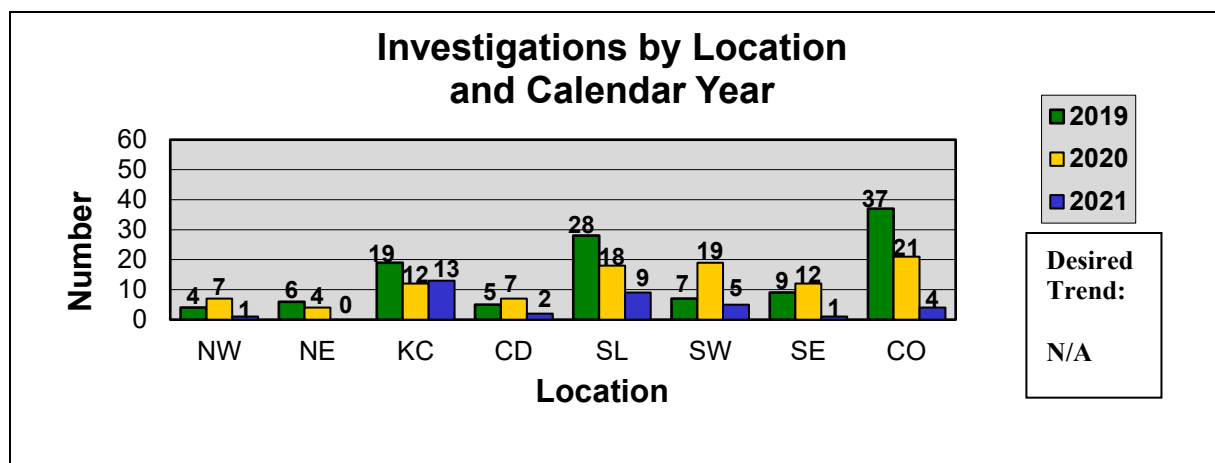**Measurement Driver:** Brian Sefton, Investigation Manager

Purpose of the Measure:
The purpose of this measure is to track the total dollar recovery through investigations annually.

Measurement and Data Collection:
Data is collected from an internal database that records total dollar recovery through investigations. The recoveries can be from a variety of sources such as: fines, penalties, restitution, reimbursement or recovered property.

Improvement Status:
AI tries to ensure that MoDOT and the taxpayers receive the highest recoveries possible.

Total Dollar Recovery through Investigations

Calendar Year	Recoveries
2019	15,645
2020	166,249
2021 To Date	225

Desired Trend: N/A

Use Resources Wisely

Total number of grievances, internal EEO complaints, external EEO complaints, and inquiries

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Brian Sefton, Investigation Manager

Purpose of the Measure:
This measure is to identify the total number of grievances, internal EEO complaints, external EEO complaints, and inquiries.

Measurement and Data Collection:
Data is collected from an internal database that records the type of investigation.

Improvement Status:
NA

Total Number of Grievances, Internal EEO Complaints, External EEO Complaints, and Inquiries

Type	2019	2020	2021
Grievances	13	16	5
Internal EEO	3	8	0
External EEO	8	13	3
Inquiries	38	31	6
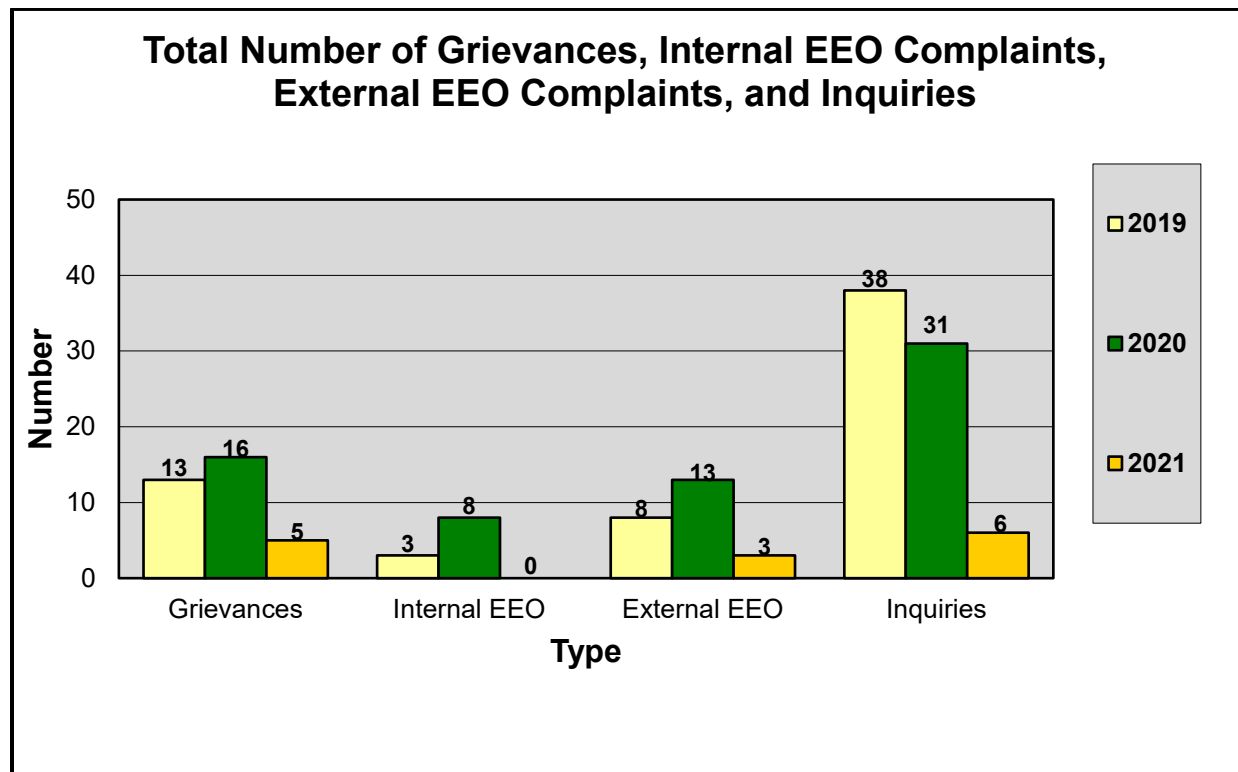
Use Resources Wisely

Average number of days to complete grievance and internal EEO complaint investigations

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Brian Sefton, Investigation Manager

Purpose of the Measure:
This measure tracks the average number of days to complete and close grievance and internal EEO complaint investigations.

Measurement and Data Collection:
Data is collected from an internal database that records the open, complete, and close dates. Investigators are tasked with completing internal grievance and internal EEO investigations within 90 days. The first chart shows the average number of days to complete internal grievance and internal EEO complaint investigations. The completion date is the date the investigator and investigation manager have finalized the draft report for review and signature by the Director of Audits and Investigations.

The second chart shows the average number of days to close internal grievance and internal EEO complaint investigations. The closure date is the date when all outstanding responses are received regarding the grievance or complaint and no further activity is required or expected.
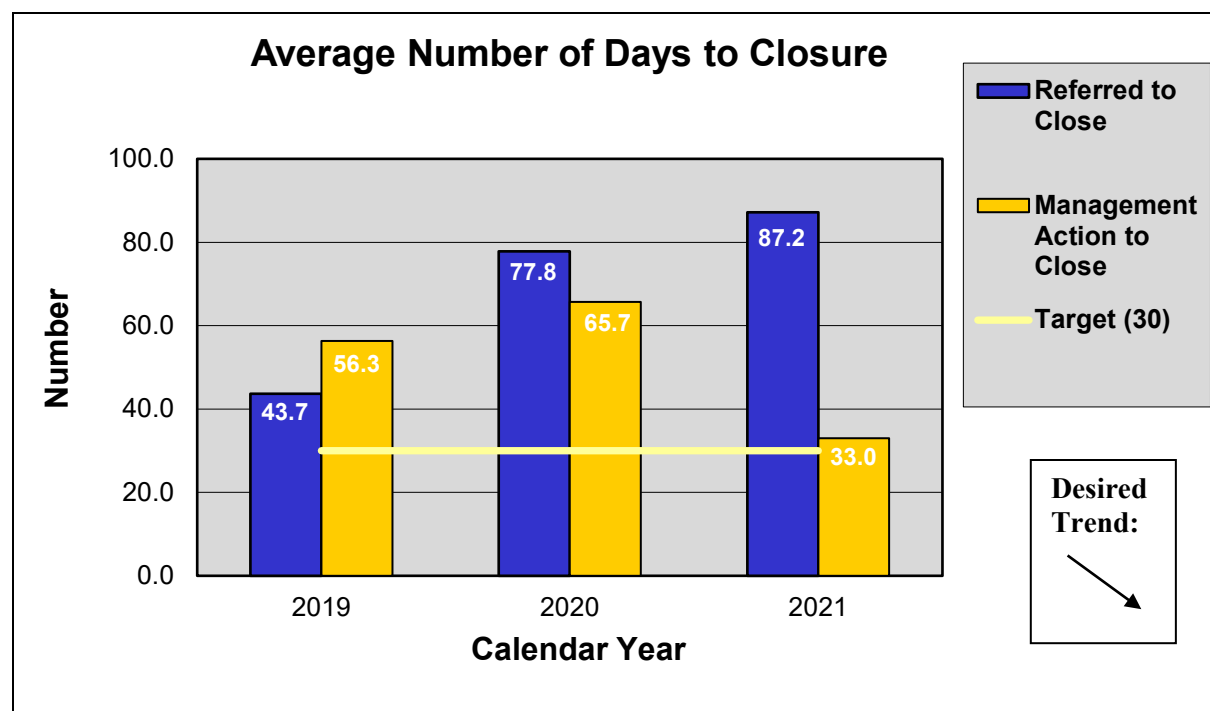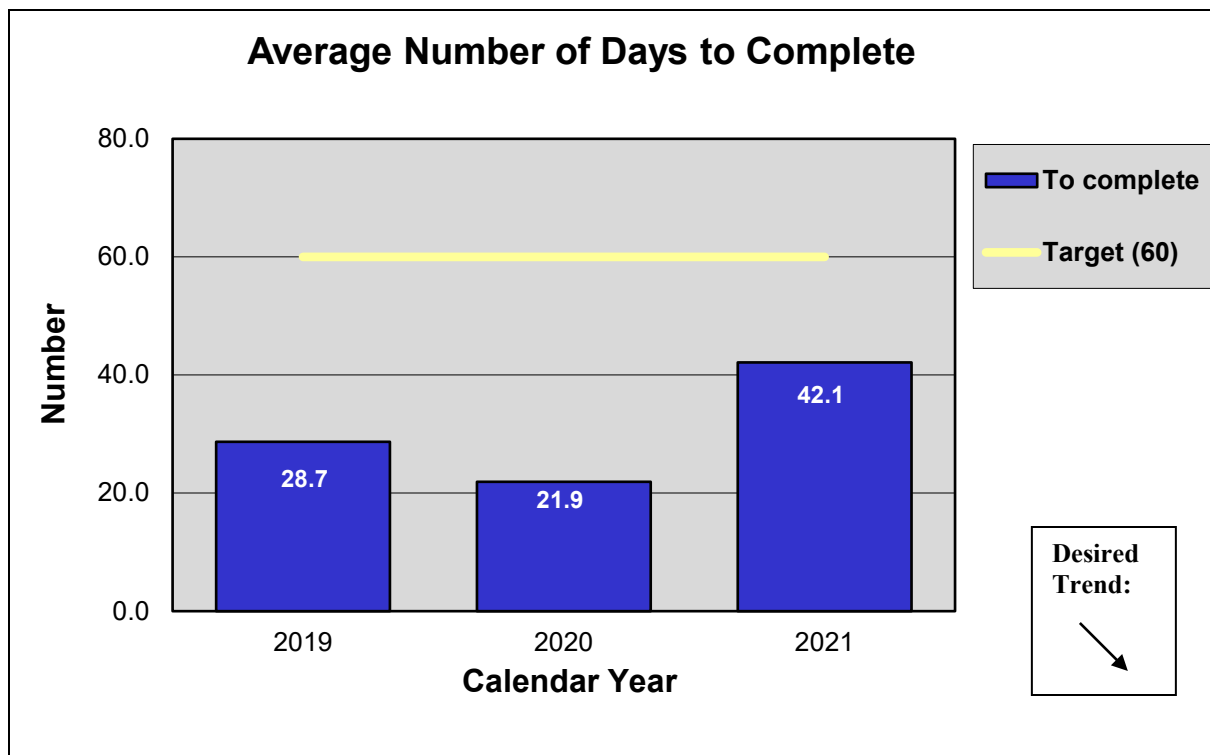
Improvement Status:
The Investigation Unit works to complete investigations accurately and thoroughly but also attempts to complete the investigation as quickly as possible. Completing investigations as quickly as possible allows MoDOT managers, supervisors, and employees to move beyond the allegations no matter the outcome. Employees are cognizant of the time lapse between investigation and action and make assumptions on the importance of their claims based on the Department's response, including the speed at which the investigation is completed. Case complexity, workload, staffing, investigator experience, and schedules impact completion dates. In addition, at times investigations are held open for mediation.

The Investigation Unit sends management action forms to Division Directors or District Engineers based on findings from investigation. In some cases no management action is required; in others multiple management action forms are required. In cases where multiple Division Directors or District Engineers receive management action forms, the case is closed when the last form is received.

These management action forms could require rescinding disciplinary action, administering appropriate disciplinary action, review or change of policy or procedure, re-training or training employees, or evaluation of a practice by a team or work group. In some cases, action is delayed on management action forms due to parties involved in the process being on medical leave or otherwise unavailable for appropriate action or removal of action, as well as an evaluation being required by a work group or team.

Average Number of Days to Complete
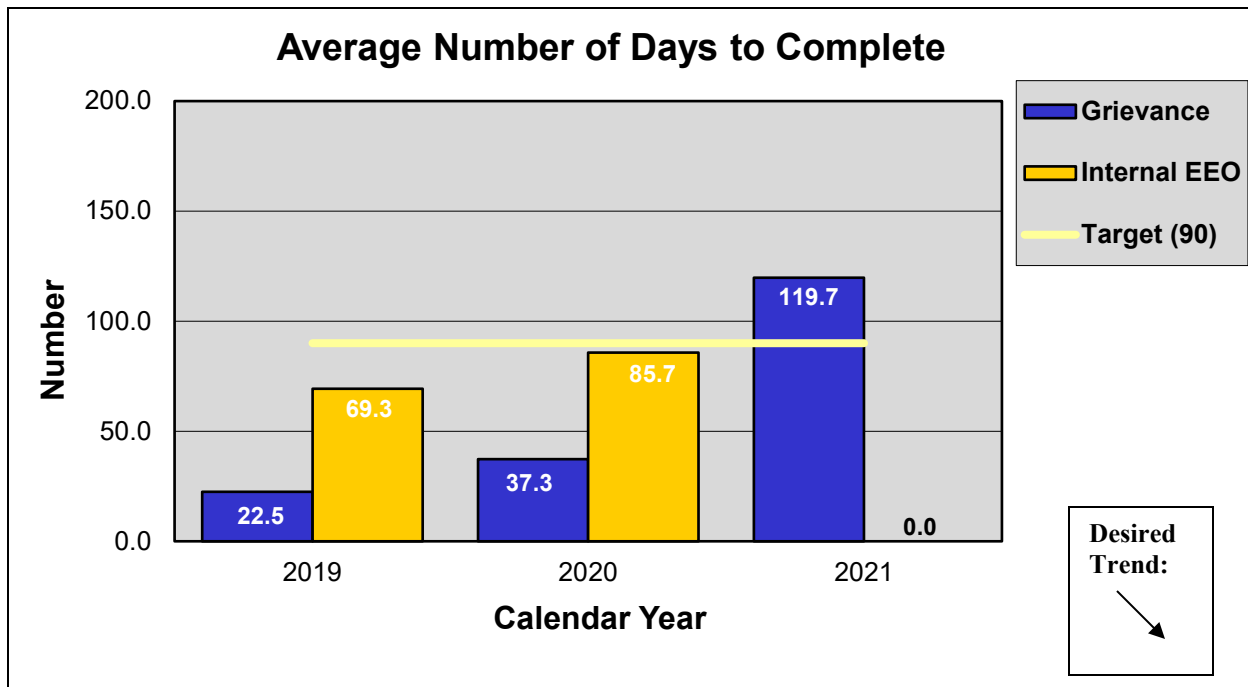
Note: Totals for calendar year (CY) 2021 Grievances increase as well as the CY 2020 increase in Grievances and Internal EEO is due to Covid-19 pandemic protocols, Shared Work Program, and hiring and training of two new investigators. In the second and third quarter of CY 2019 an investigator vacancy and training of a new investigator led to an increase in the number of days to Internal EEO completion.

Average Number of Days for Management Action
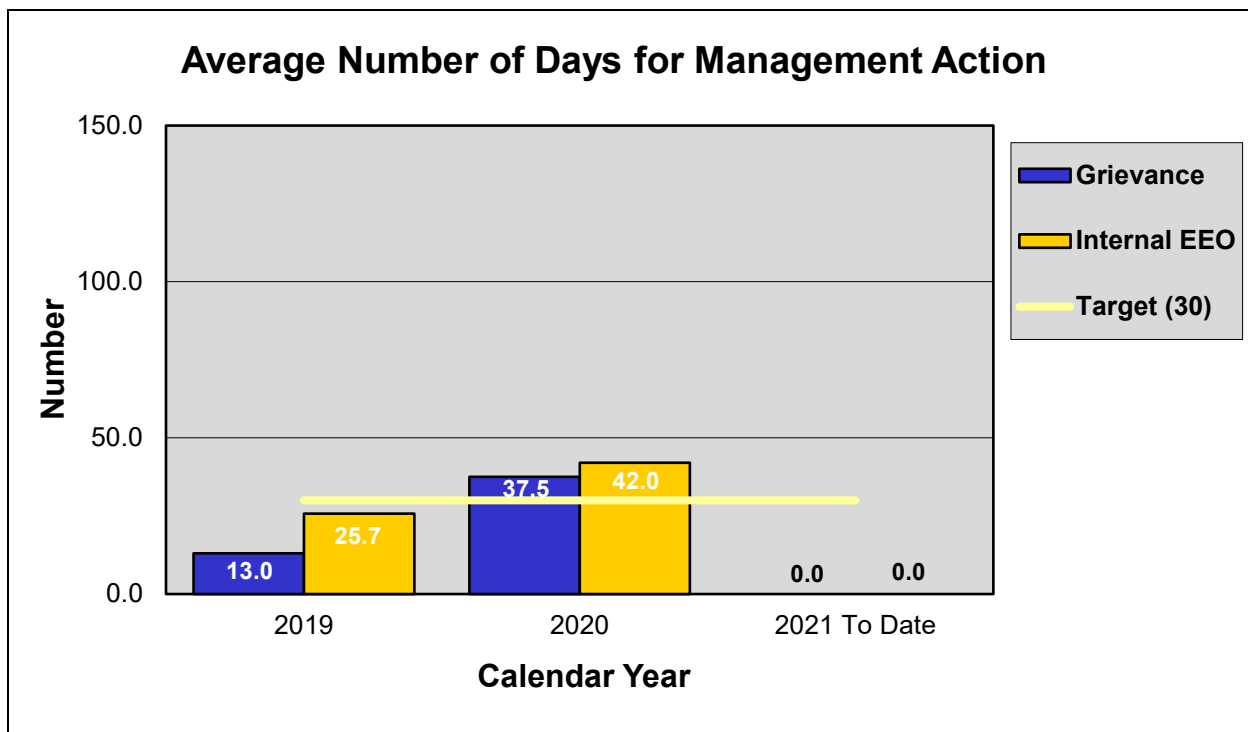
Note: Delayed management action in Internal EEO cases for CY 2020 saw an increase with the addition of Covid-19 pandemic protocols and the Shared Work Program.

Use Resources Wisely

Total number of briefings by year and by location

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Brian Sefton, Investigation Manager
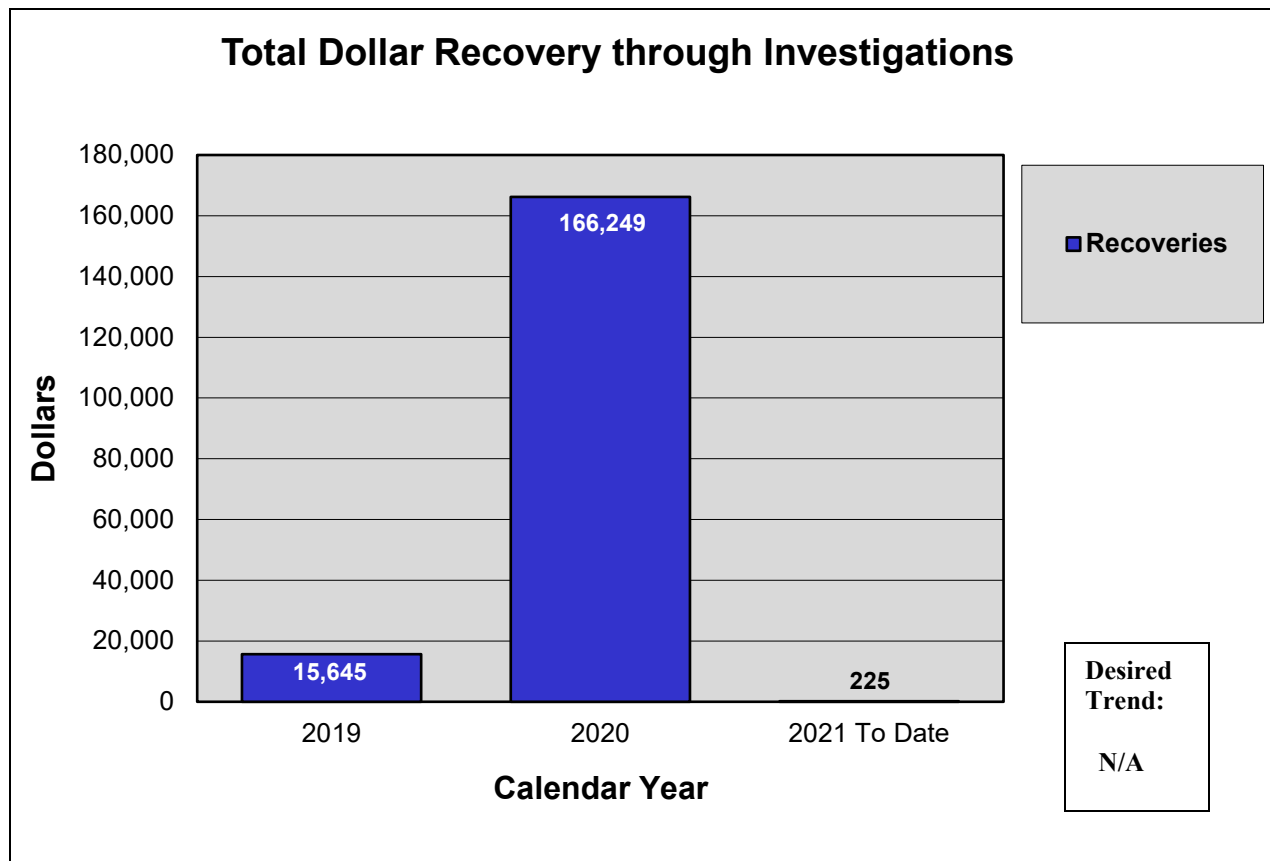
Purpose of the Measure:
The purpose of this measure is to track the number of briefings by year and by location.

Measurement and Data Collection:
Data is collected from an internal database that records briefings. Through proactive activities such as fraud briefings, AI attempts to educate employees on suspicious activities to watch for and how to report suspected fraud, waste, and abuse or other illegal activity. This effort is expected to help deter fraud, waste, and abuse or other illegal activity, and also identify inefficiencies that can drain an organization of valuable resources.

Improvement Status:
The Investigations Unit works proactively to offer briefings to District Management in all Districts. The CY 2020 spring meetings for the districts were cancelled due to Covid-19. The calendar year (CY) 2021 spring meetings have not been set to date.
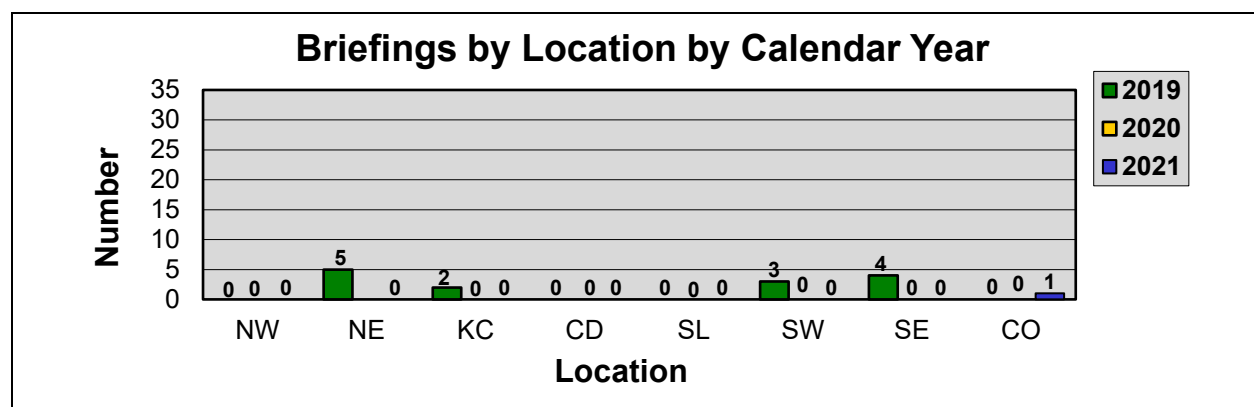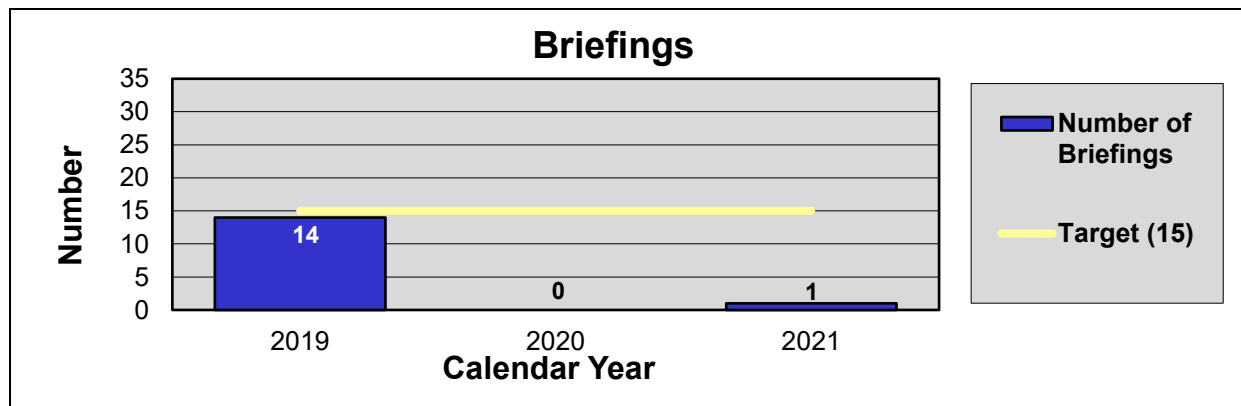
Use Resources Wisely

Total number of anonymous complaints

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Brian Sefton, Investigation Manager

Purpose of the Measure:
The purpose of this measure is to track the number of anonymous allegations received by AI. The allegations are received via a toll-free hotline, e-mail, letter, telephone, and fax.

AI established a toll-free hotline to give employees and others a mechanism to report suspected fraud, waste, and abuse, and other illegal activities without fear of retaliation. This effort is not only expected to help deter fraud, waste, and abuse, and other illegal activity, but also identify inefficiencies that can drain an organization of valuable resources. AI's SharePoint site allows employees to print a complaint form that can be mailed in or sent by e-mail to the AI Administrator.

Measurement and Data Collection:
Anonymous allegation data is collected from a log that records how allegations are received. The chart shows the number of anonymous allegations received annually.

Improvement Status:
The hotline number is being added to all AI employee business cards when ordered.
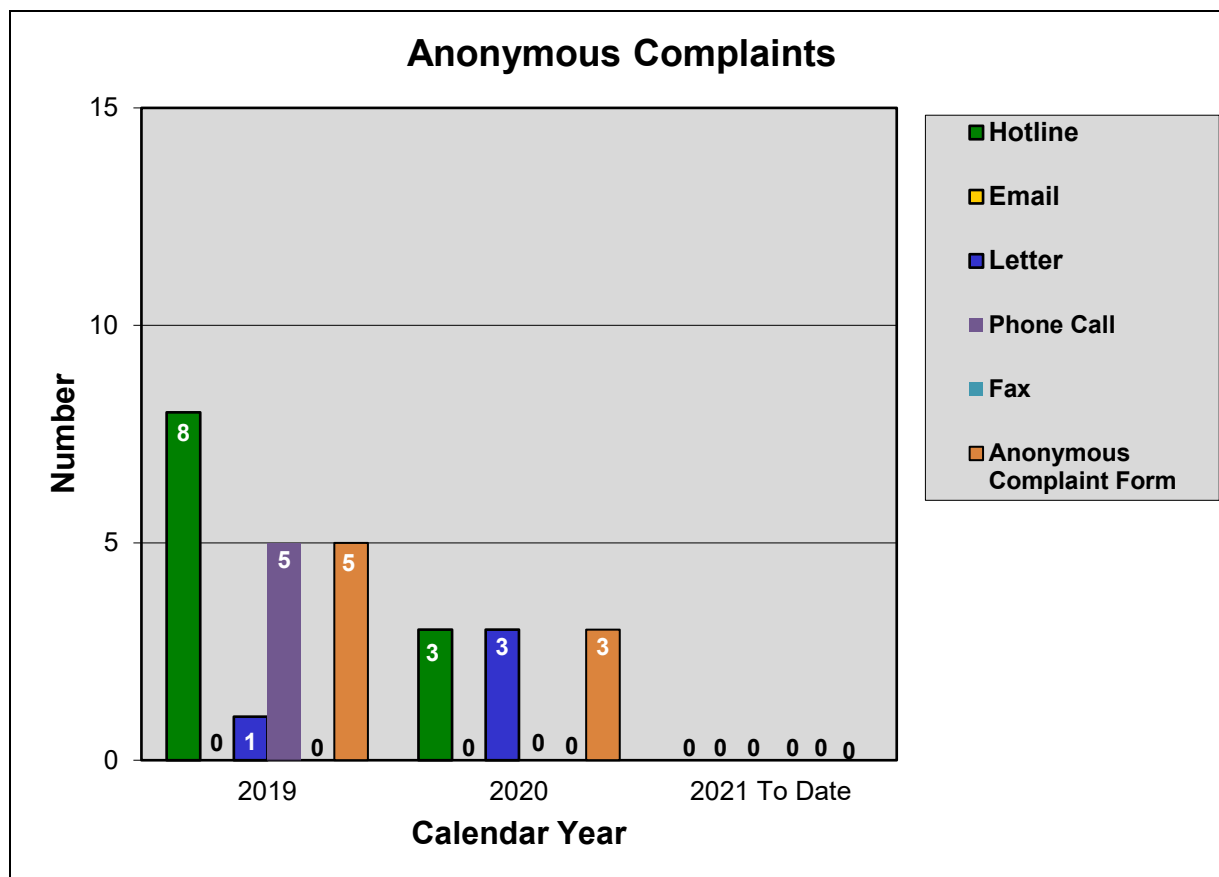
Note: Total includes only those complaints directly received by Audits and Investigations.

Investigations, Referrals, and Inquires from Anonymous Complaints
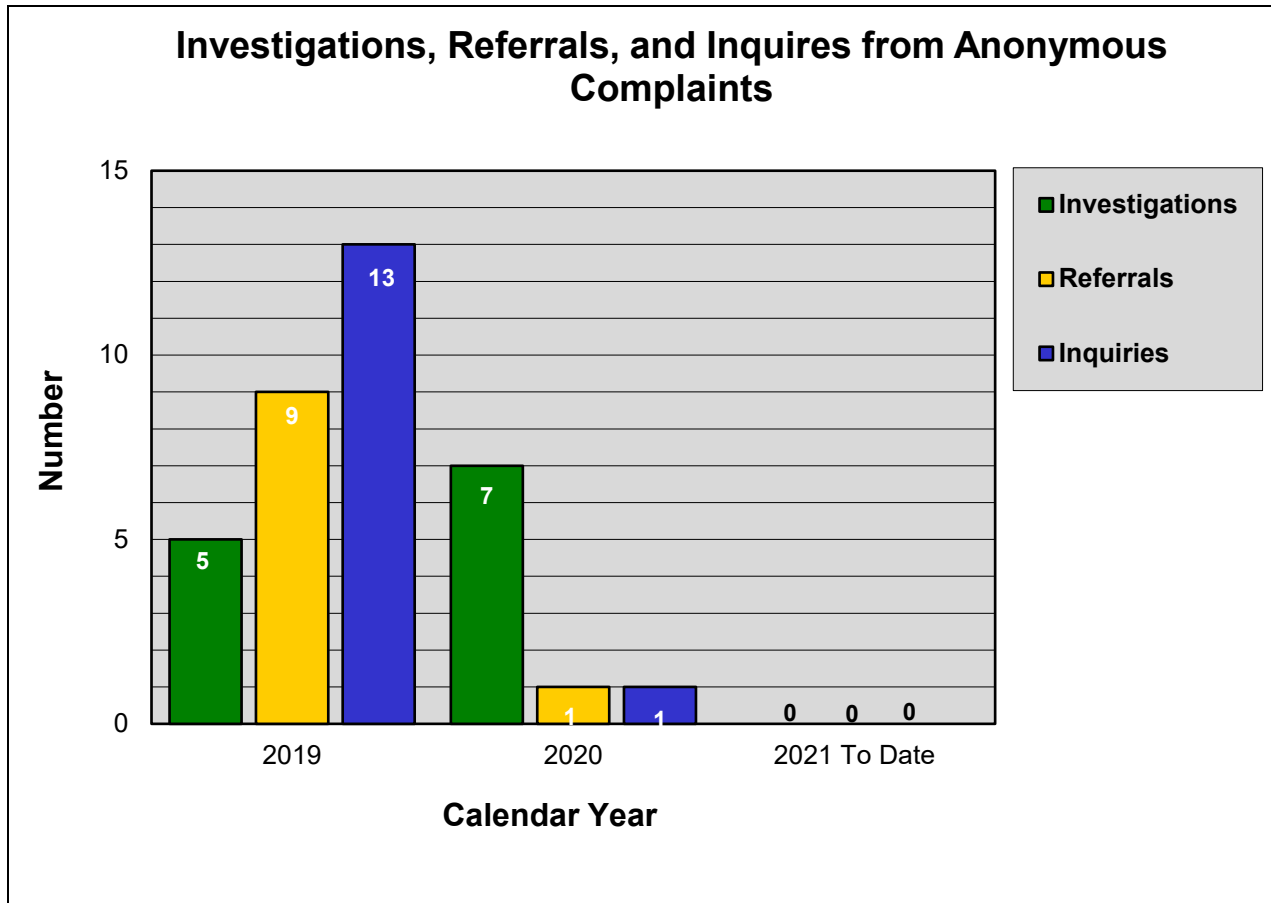
Note: The total number of Investigations, Referrals and Inquires may not reflect the total number of anonymous complaints due to investigations resulting in referrals to the district or division, and duplicate anonymous allegations made on previously reported complaints.

Use Resources Wisely

Total number of job site visits by year and by location

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Brian Sefton, Investigation Manager

Purpose of the Measure:
The purpose of this measure is to track the number of job site visits by year and by location.

Measurement and Data Collection:
Data is collected from an internal database that records job site visits. Through proactive activities such as job site visits, AI attempts to learn construction activities to educate themselves as well as to speak to field personnel about suspicious activities to watch for and how to report suspected fraud, waste, and abuse or other illegal activity. This effort is expected to help deter fraud, waste, and abuse or other illegal activity, and identify inefficiencies that can drain an organization of valuable resources.

Improvement Status:
To assist Investigations with project selection for site visits Contract Monitoring will maintain a spreadsheet. The spreadsheet will include recommended projects based on any concerns noted by Contract Monitoring or discussed during the Division Bid Review meetings. Collaboration between Contract Monitoring and Investigations will result in a more effective selection of projects for site visits. Due to Covid-19 Pandemic Protocols, Shared Work Program, investigator vacancies, and training of two new investigators the site visits goal for calendar year 2020 was not met.
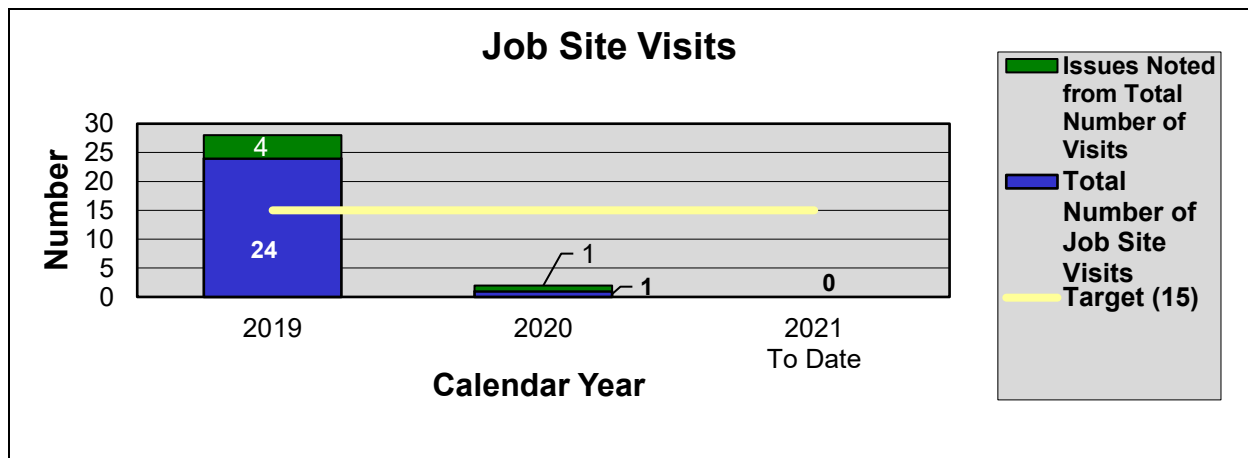
Job Site Visits by Location by Calendar Year

Legend:
- ■ 2018
- □ 2019
- ■ 2020

Location	2018	2019	2020
NW	0	3	0
NE	2	2	0
KC	3	1	0
CD	2	6	0
SL	5	1	1
SW	2	7	0
SE	1	4	0
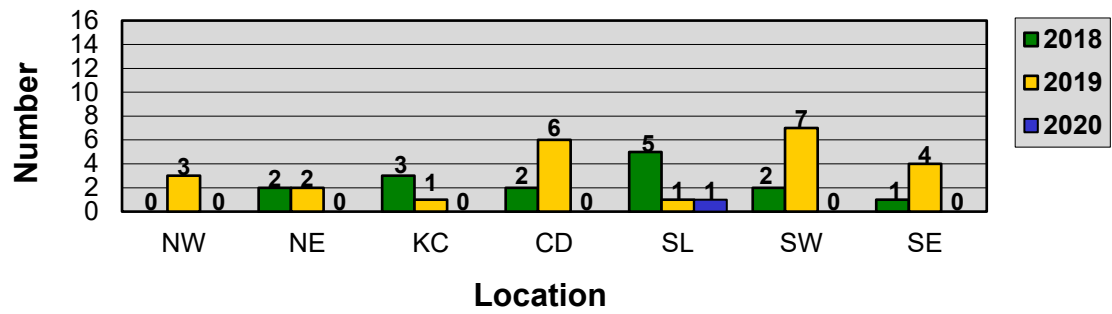
Use Resources Wisely

Percent of projects with single bids

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Elizabeth Oliver, Contract Monitoring Coordinator

Purpose of the Measure:
Single bid jobs are a measure of the value MoDOT is receiving from the sealed bidding process. High numbers of single bid jobs could indicate a lack of competition and they are often the most obvious measure of success or failure available to the general public.

Measurement and Data Collection:
Bidding and award data for Missouri and Iowa is compiled from AASHTOWare Project and Bid Express (bidx.com) to compute the percentage of awarded projects that only received one bid. All work types are considered, including on-call and design-build projects.

Improvement Status:
MoDOT focuses on minimizing the occurrence of single bid jobs with efforts to suppress territoriality among bidders with the improvements achieved by packaging projects into appropriately sized calls (a required grouping of projects) along with continued recommendations on project timing. Historically asphalt projects can be a recurring source of single bid jobs.

MoDOT Single Bid Contracts by Region by Calendar Year

Legend: 2019, 2020, 2021

Desired Trend: ↘

MoDOT Single Bid Contracts by District by Calendar Year

Legend: 2019, 2020, 2021

Desired Trend: ↘
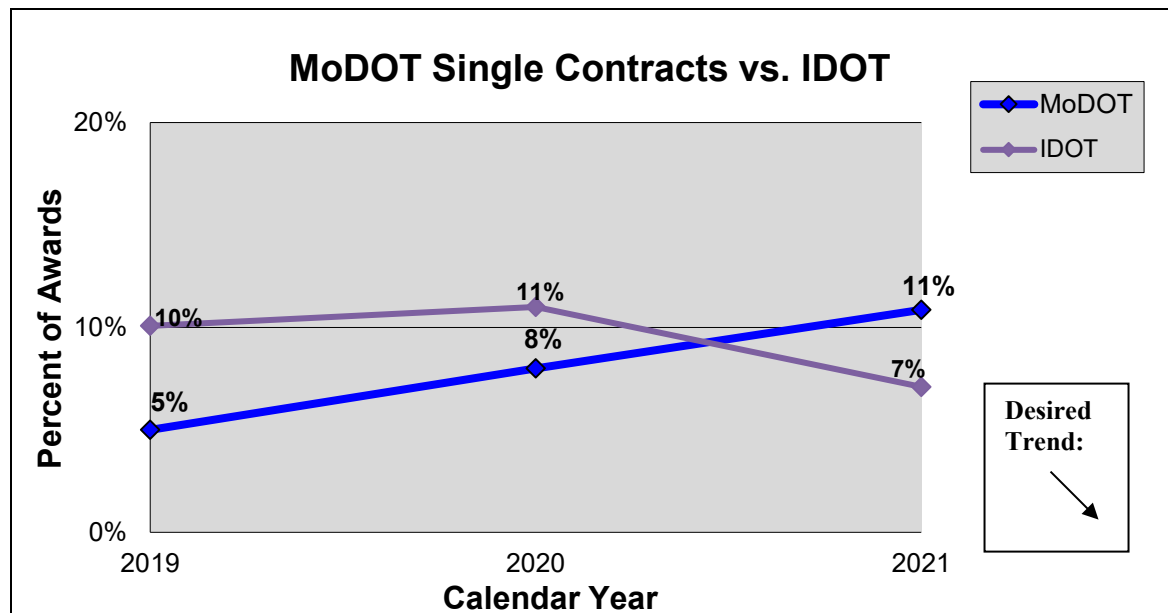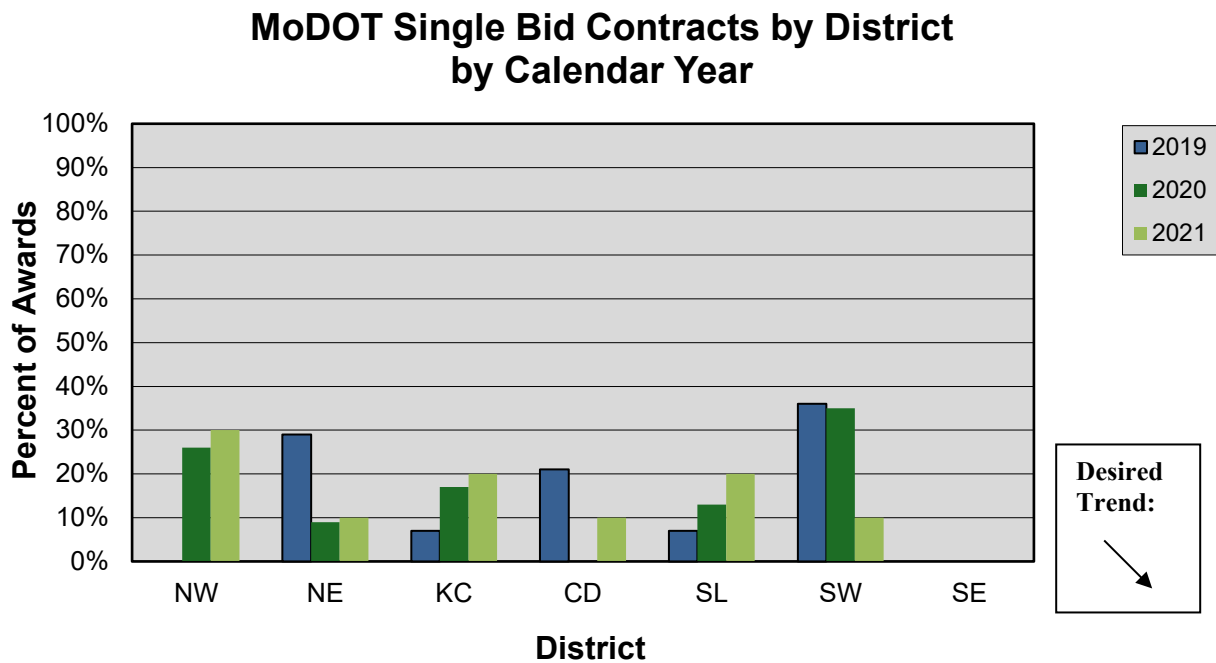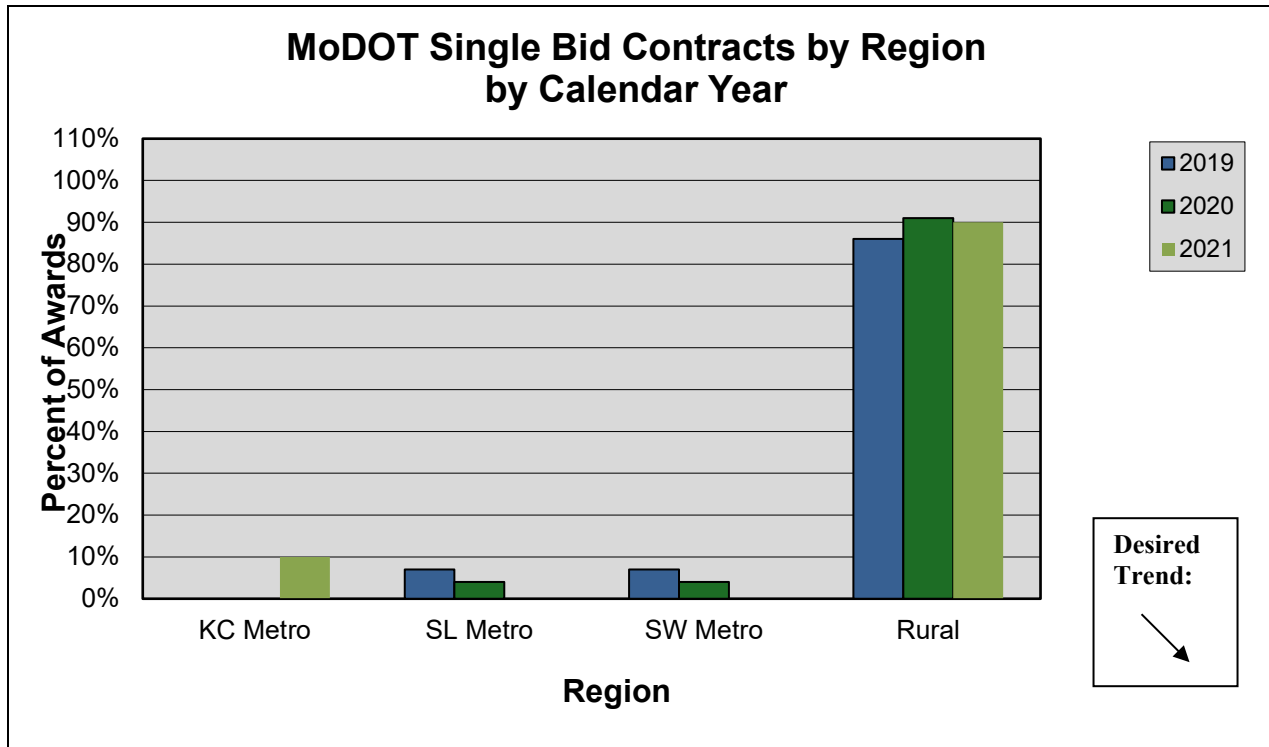
Use Resources Wisely

Percent of projects with two bids

Result Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Elizabeth Oliver, Contract Monitoring Coordinator

Purpose of the Measure:
Contracts with two bids are a measure of the value MoDOT is receiving from the sealed bidding process. High numbers of two bid jobs could indicate a lack of competition and they are often the most obvious measure of success or failure available to the general public.

Measurement and Data Collection:
Bidding and award data for Missouri and Iowa is compiled from AASHTOWare Project and Bid Express (bidx.com) to compute the percentage of awarded projects that only received two bids. All work types are considered, including on-call and design-build projects.

Improvement Status:
MoDOT focuses on minimizing the occurrence of two bid jobs with efforts to suppress territoriality among bidders by packaging projects into appropriately sized calls (a required grouping of projects) along with continued recommendations on project timing. Historically asphalt projects can be a recurring source of two bid jobs.

MoDOT Two Bid Contracts vs. IDOT

Desired Trend: ↘

MoDOT Contracts with Two Bids by Region and Calendar Year

Percent of Awards

Region

Desired Trend:

Legend: 2019, 2020, 2021

MoDOT Contracts with Two Bids by District and Calendar Year

Percent of Awards

District: NW, NE, KC, CD, SL, SW, SE

Desired Trend:

Legend: 2019, 2020, 2021
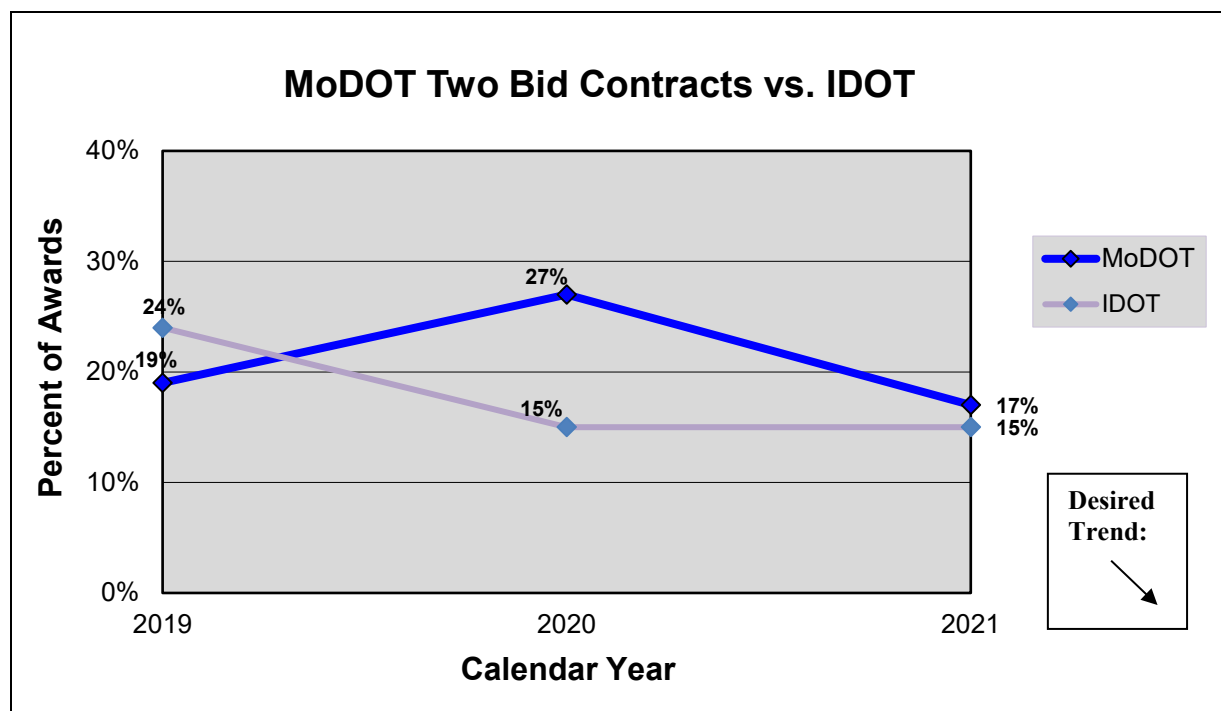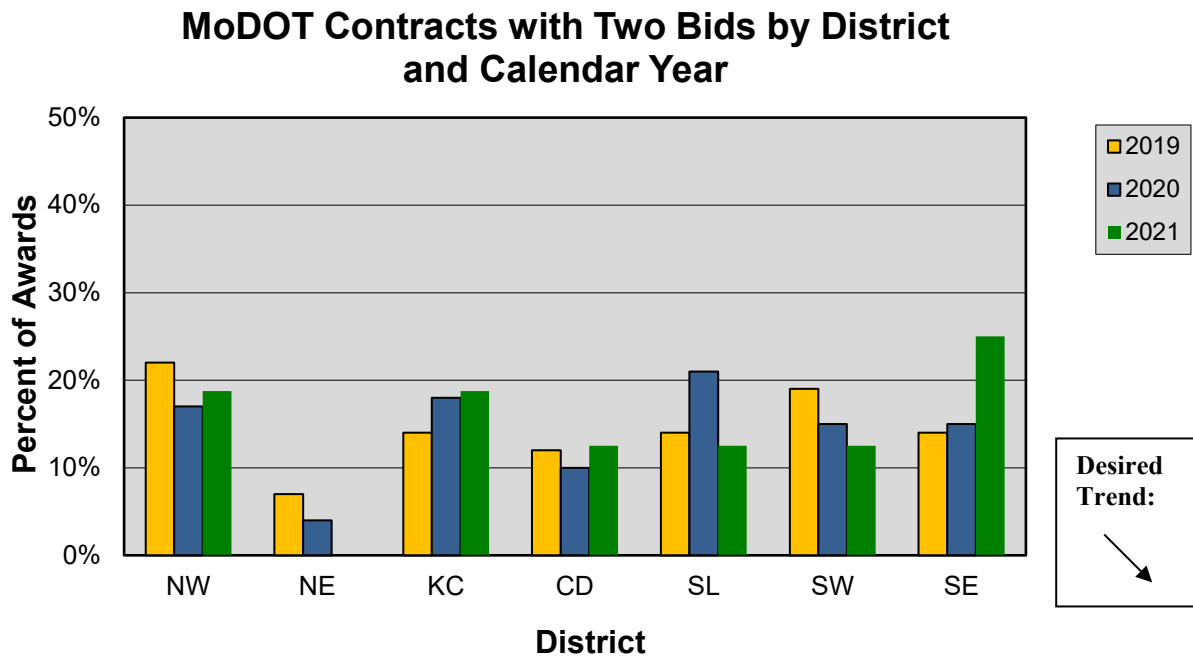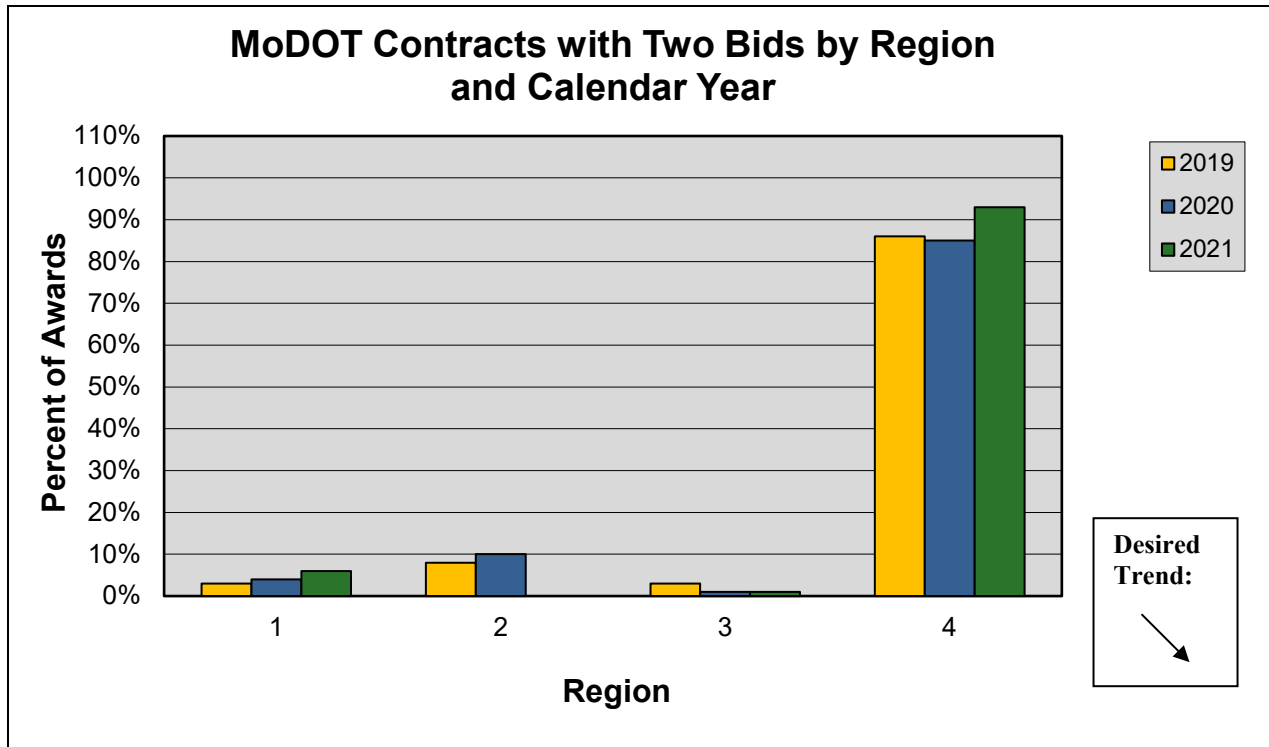
Use Resources Wisely

Audits and Investigations' budget-to-actual

Results Driver: Misty Volkart, Audits and Investigations Director
Measurement Driver: Lisa Hoffman-Everhart, Executive Assistant

Purpose of the Measure:
This measure tracks the total budget amount and expenditures by fiscal year for AI. The data used allows AI to analyze spending from year-to-year to develop accurate budgeting practices.

Measurement and Data Collection:
This measure compares AI's budget to expenditures and reflects the budget amount remaining at the end of each fiscal year. The source of the data is the BRASS (MoDOT's budget system) Budget-to-Actual Report in Cognos.

FTE Counts

Fiscal Year	Authorized	Actual
FY 2019	25	24
FY 2020	26	25
FY 2021	26	25

Expense & Equipment Budget-to-Actual
(Dollars in Thousands)

Fiscal Year	Actual	Budget
FY 2019	45	46
FY 2020	49	78
FY 2021 To Date	38	52

Desired Trend: →
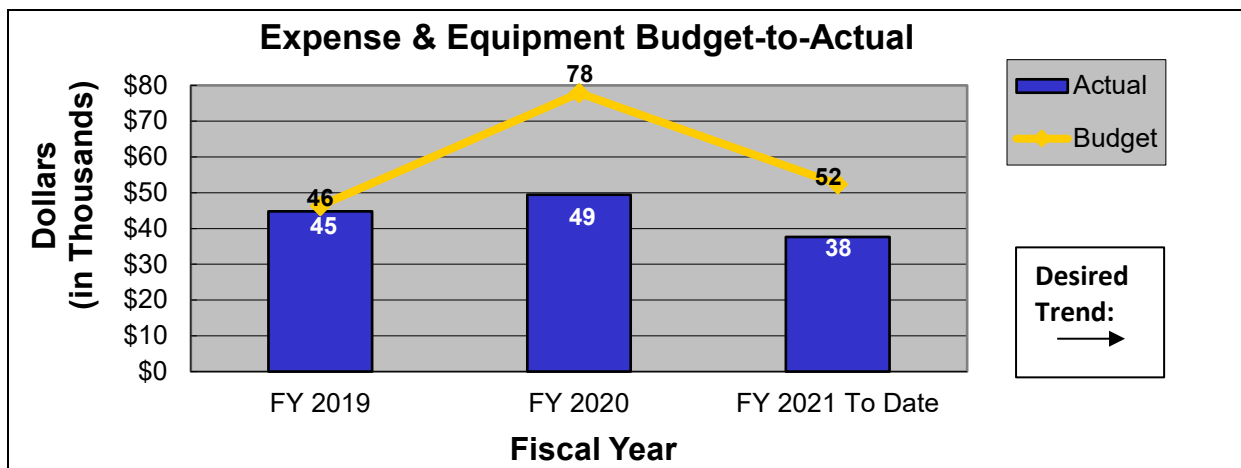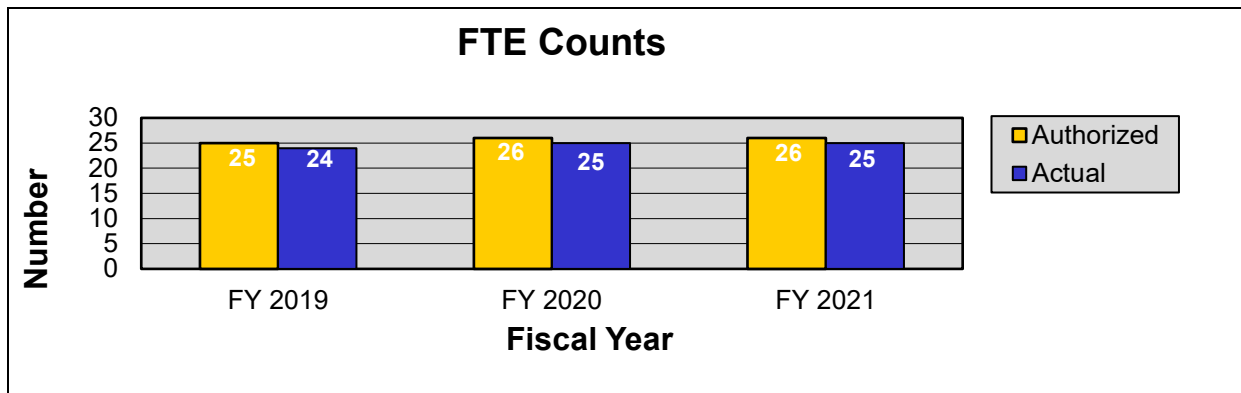
Note1: AI budget for FY2020 was $77,850. The increase was provided for relocation expenses, additional training, and the addition of one FTE. Due to Covid-19 pandemic protocol, beginning in February 2020, planned training and travel was cancelled. AI budget for FY2021 was decreased to $52,350.

Historical Data: AI has made a conscious effort to reduce costs at every opportunity. Due to budgeting efforts that allowed us to be more efficient, AI voluntarily reduced FY2013 E&E budget an additional $23,000, bringing the total E&E budget to approximately $46,000.

BRIDGE *TRACKER*

Bridge Division *Performance Data Report*

Table of Contents

2a – Number of Weight Restricted Structures on the State System

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Bob O'Connor, Bridge Rating & Inventory Engineer

Purpose of the Measure:
This measure tracks the number of state structures (bridges and culverts) having a weight restriction. The public has indicated the condition of Missouri's existing roadway system should be one of the state's highest priorities. MoDOT places a high priority on increasing the quality of bridges on the state system.

Measurement and Data Collection:
This measure includes any NBI length structure on the state system requiring a load posting sign. This measure isn't necessarily an indication of poor condition since it includes older structures that have an insufficient load capacity when compared to modern design standards and also includes structures with a commercial zone load posting. Commercial zones are established around cities with a population of 75,000 or more. State law requires a limit of 22,400 pounds per axle inside commercial zones as opposed to a limit of 20,000 pounds per axle for the remainder of the state. Commercial zone load postings are used when the legal limit established for the remainder of the state has been exceeded.

This is an annual measure and data is taken from the National Bridge Inventory. The data is available in April of each calendar year for the previous year and is updated in the April Tracker. Graphs are provided on an annual basis to show the number of weight restricted structures on the state system statewide and for each district for the last four years.

Improvement Status:
The number of weight restricted structures on the state system is trending downward. The reason for the downward trend results from work completed under STIP projects to remove the load posting on structures by either rehabilitation or replacement.

Number of Weight Restricted Structures on the State System
Statewide

Calendar Year	Number
2017	1194
2018	1131
2019	1081
2020	995

Desired Trend: ↘

Number of Weight Restricted Structures on the State System
Northwest District

Desired Trend: ↘

Number of Weight Restricted Structures on the State System
Northeast District

Desired Trend: ↘

Number of Weight Restricted Structures on the State System
Kansas City District

Number

- 2017: 198
- 2018: 187
- 2019: 181
- 2020: 173

Calendar Year

Desired Trend:

Number of Weight Restricted Structures on the State System
Central District

Number

- 2017: 91
- 2018: 86
- 2019: 79
- 2020: 74

Calendar Year

Desired Trend:

Number of Weight Restricted Structures on the State System
St. Louis District

Desired Trend: ↘

Data points:
- 2017: 144
- 2018: 140
- 2019: 132
- 2020: 119

(Y-axis: Number, 110–150; X-axis: Calendar Year)

Number of Weight Restricted Structures on the State System
Southwest District

Desired Trend: ↘

Data points:
- 2017: 160
- 2018: 154
- 2019: 152
- 2020: 143

(Y-axis: Number, 130–170; X-axis: Calendar Year)

Number of Weight Restricted Structures on the State System
Southeast District

2b – Number of Truss Bridges Awaiting Gusset Plate Analysis

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Aaron Kemna, Senior Structural Engineer

Purpose of the Measure:
An investigation into the August 2007 collapse of the I-35W bridge over the Mississippi River in Minneapolis, MN identified undersized gusset plates, resulting from a design error, as being the root cause of the failure. MoDOT is analyzing the load rating of the gusset plates on our truss bridges to comply with Federal Highway Administration's subsequent Technical Advisory 5140.29 of January 15, 2008.

Measurement and Data Collection:
The number of truss bridges awaiting gusset plate analysis decreases when either a gusset analysis is complete or when the replacement of a truss bridge is added to the STIP. Gusset analysis is considered complete for a bridge once the load ratings for all the gussets are done and presented in a Gusset Rating Summary.

Improvement Status:
There are 8 truss bridges on the MoDOT system that are still in need of this analysis. The amount of time needed for gusset analysis for each bridge varies widely from 30 hours for a simple truss to 500 hours for a large, complicated truss.

Number of Truss Bridges Awaiting Gusset Plate Analysis
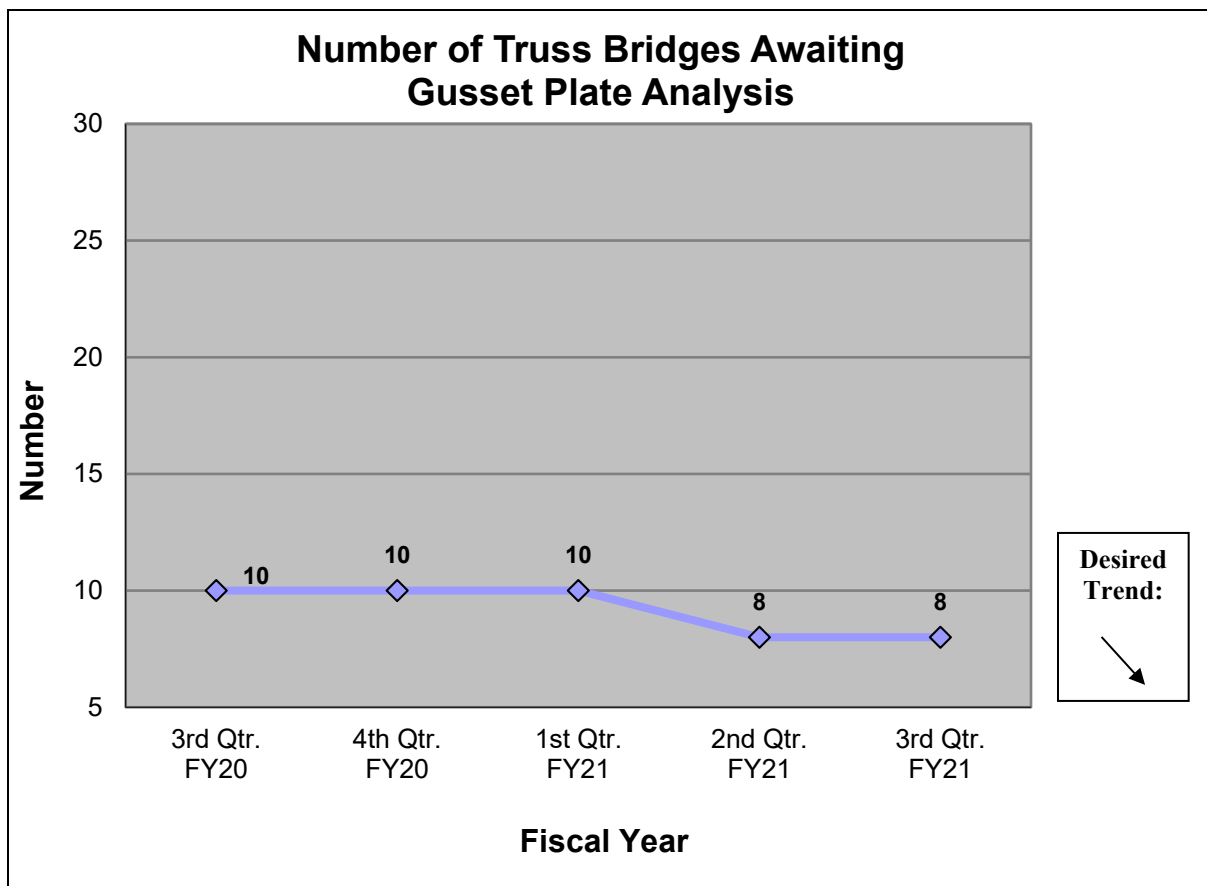
3a – Percent of Fabrication Submittals Meeting Seven Calendar Day Turnaround

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Dean Franke, Fabrication Operations Engineer

Purpose of the Measure:
This measure tracks the Bridge Division's responsiveness to fabrication submittals. By providing quick submittal turnaround, we help our contracting partners keep on schedule to provide fast projects at the best value. The Division's target is to have 95% of the submittals returned within seven (7) calendar days of receipt.

Measurement and Data Collection:
The data used are based on records kept by the Fabrication Section. Many bridge contracts awarded require detailed shop drawings, which are prepared by the contractor's fabricator and submitted to the Bridge Division for review and approval. Items that require shop drawings include steel girders, stay-in-place metal forms, prestressed concrete girders/beams, prestressed concrete panels, bearings, expansion devices and other structural items. Each fabrication submittal is tracked by received date and returned date. The Division has committed to a seven (7) calendar day turnaround (reduced from 14 working days in April 2020). Factors that affect the turnaround time include size and complexity of the project, volume and quality of submittals, and staffing availability.

Improvement Status:
This measure was just revised April 2020 to a more realistic goal of seven (7) calendar days and to simplify calculating the number of days. We met this goal in 2017 and 2019. We ended 2020 slightly behind the goal of 7 days calendars. We are currently meeting our goal in the 1st quarter of 2021. I expected this continue into the 2nd quarter of 2021.

Percent of Fabrication Submittals Meeting Seven Calendar Day Turnaround

Percent vs. Calendar Year

- 2016: 89%
- 2017: 95%
- 2018: 87%
- 2019: 100%
- 2020: 93%
- 1st Qtr. 2021: 97%

Desired Trend: >95%

Shop Drawings Submittals

Number vs. Calendar Year

- 2016: 211
- 2017: 297
- 2018: 392
- 2019: 327
- 2020: 488
- 1st Qtr. 2021: 111

Desired Trend: N/A
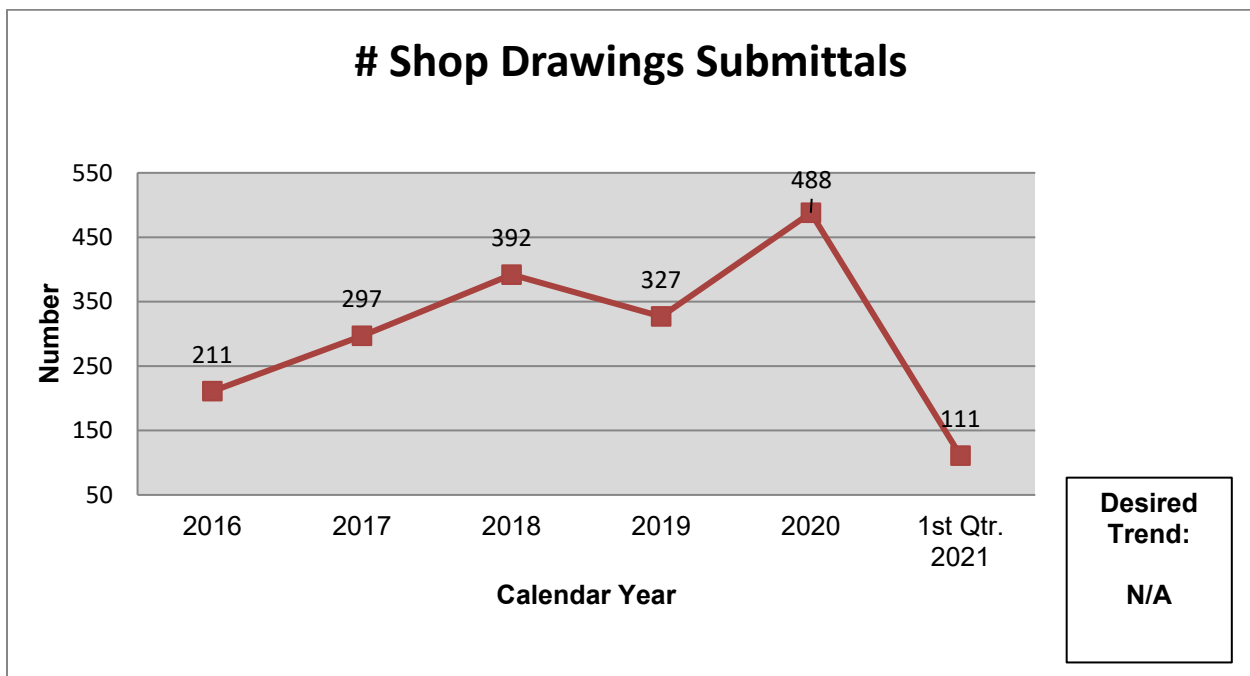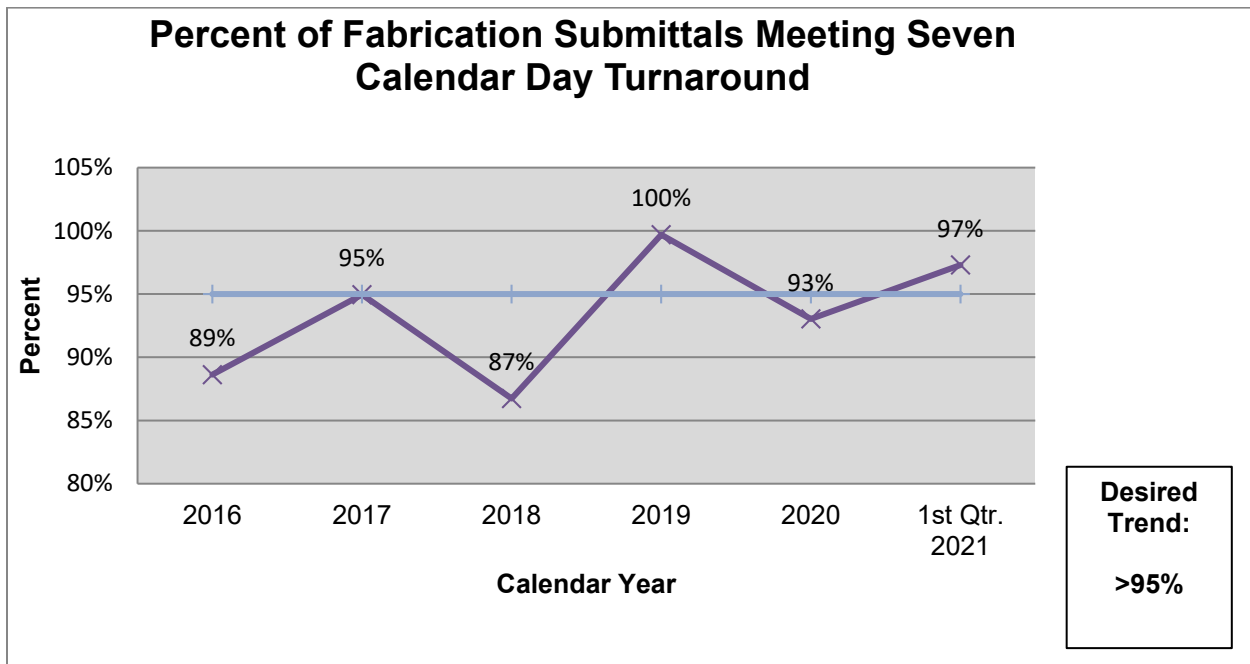
4a – Average Engineering Cost as a Percentage of Estimated Structure Cost

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: David Hagemeyer, Structural Resource Manager

Purpose of the Measure:
This measure shows average final design engineering cost as a percentage of estimated construction cost for in-house staff and for design consultants. It demonstrates how our staff measures up to the cost of contracted services. It is used as a guide as we negotiate for engineering services to help get the best value for our projects.

Measurement and Data Collection:
The data used is based on new structures turned in to our review section during the calendar year. The measure is for each calendar year and compares in-house production with that of our consultant partners. After each letting is tabulated, a total in-house engineering cost, total design consultant engineering cost and total estimated construction cost are tallied on a spreadsheet by the Structural Resource Manager. In-house cost used to calculate the average percentage includes overhead. The consultant cost includes overhead and profit. The percent of engineering cost is averaged annually. The data includes only new bridge structures (i.e., no rehabs or box culverts). The high and low values were not dropped for any of the data from 2016 thru 2020.

Improvement Status:
It is normally desired to keep the average percentage on a downward trend. During 2020, the average percentage went up significantly for in-house designed bridges. This increase reflects the high cost of turnover and retraining of staff as our office has had a high number of employees retire. In addition, a number of in-house projects were delayed out of the 2020 calendar year (reducing the sample size) due to the participation in the Shared Work program and remote working. These efforts were under taken to offset early revenue losses due to the pandemic and to keep our employees safe during the pandemic. At the same time the average percentage for bridges designed by consultants went down. This was largely due to the average cost of the structures being designed by consultants being 30% higher than that average structure cost from 2019. During 2020, the average estimated cost of the 5 bridges designed in-house was $501,851 (down from $655,183 in 2019) while the average estimated cost of the 32 bridges designed by consultants was $975,535 (up from $755,918 in 2019).
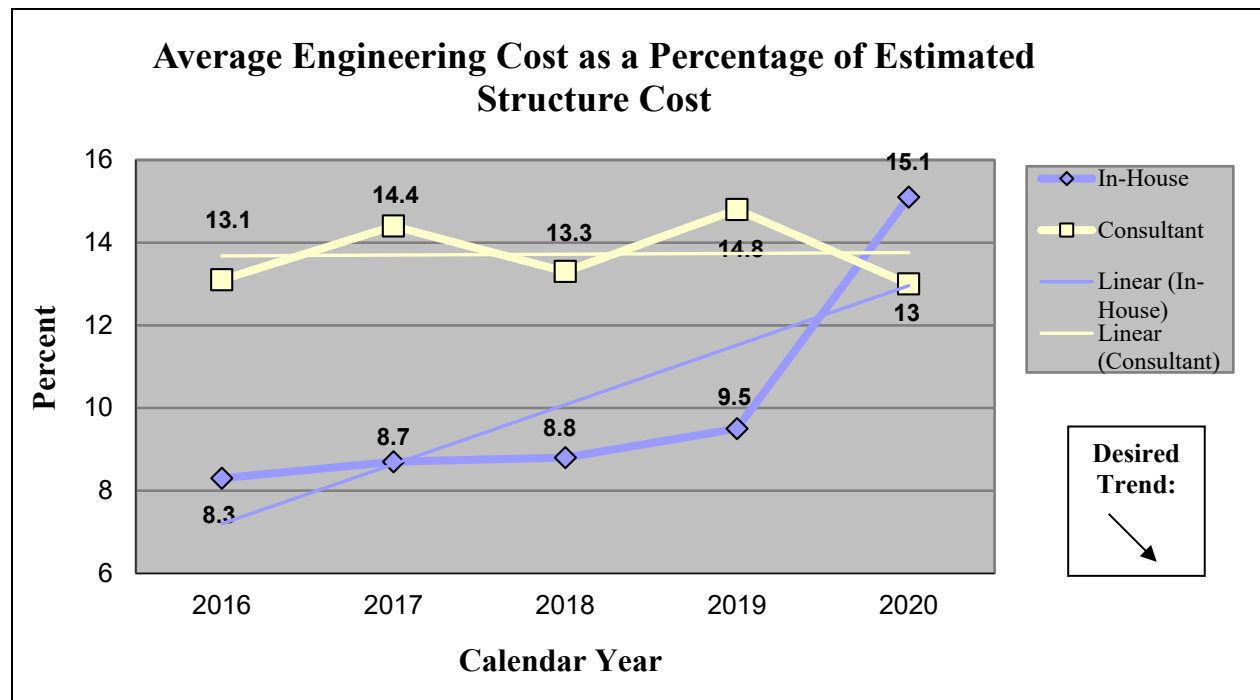
Average Engineering Cost as a Percentage of Estimated Structure Cost

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Dan M. Smith, Structural Review Engineer

Purpose of the Measure:
This measure shows the STIP budget and Bridge Division estimates versus awarded structure cost. The purpose of this measure is to show on a fiscal year basis how well our estimates compare with the actual awarded structure cost as we progress through plans production. The goal is to have our estimated cost equal the awarded cost. It is important that our estimates be accurate for budgeting and contract award purposes. If our estimates are too high, we have to program more work to spend our money. This results in inefficient use of resources. If our estimates are too low, we may have to adjust scopes or delay other projects to balance the overage.

Measurement and Data Collection:
The data is reported by fiscal year based on a project's contract award date and updated with the most recent year each July.

The STIP budget estimate is normally based on the Bridge Division's memo estimate and adjusted annually for inflation and scope change. There are also several projects with STIP estimates not based on the Bridge Division memo estimate. This is due to having a short project timeline where the job was programmed in the STIP before the memo was completed or the District was unable to update the STIP.

The memo estimate is based on the initial Bridge Memorandum which describes the structure to be designed. There are many factors affecting the cost of a structure. When the memo estimate is developed, there are several unknowns such as soil conditions, inflation, contractor's bidding procedures, materials and construction cost. It generally takes two or more years from the time the initial bridge estimate is developed until the contract is awarded.

The final estimate is developed by the Bridge Division after detailed bridge plans are complete. This estimate is the engineer's estimate for the bridge portion of the contract for bid consideration purposes.

The STIP estimate, memo estimate, final estimate and awarded cost are each tallied at the end of each fiscal year on a spreadsheet maintained by the Bridge Division.

The attached graphs provide an overall view of all awarded structures along with a District-by-District breakdown.

Improvement Status:
In FY18, statewide awarded structure costs were 14.0% under the STIP estimates, 9.4% under the memo estimates and 10.0% under the final estimates.

In FY19, statewide awarded structure costs were 2.2% under the STIP estimates, 5.6% under the memo estimates and 6.1% under the final estimates.

In FY20, statewide awarded structure costs were 0.9% under the STIP estimates, 4.5% under the memo estimates and 2.3% under the final estimates.

Percentages may vary slightly from graphs due to graph numbers being rounded and percentages calculated from actual numbers.

Dollar Estimates Versus Awarded Structure Cost
Statewide
(in millions)

Legend:
- STIP
- Memo
- Final
- Awarded

Values by Fiscal Year:
- 2018: STIP 169, Memo 161, Final 162, Awarded 146
- 2019: STIP 130, Memo 135, Final 136, Awarded 127
- 2020: STIP 163, Memo 169, Final 165, Awarded 162

Y-axis: Dollars (0, 50, 100, 150, 200)
X-axis: Fiscal Year (2018, 2019, 2020)

Desired Trend:

N/A

Dollar Estimates Versus Awarded Structure Cost
Northwest District
(in thousands)

Legend:
- STIP
- Memo
- Final
- Awarded

Values by Fiscal Year:
- 2018: STIP 7,095, Memo 7,221, Final 6,615, Awarded 6,742
- 2019: STIP 17,896, Memo 18,950, Final 19,380, Awarded 17,577
- 2020: STIP 21,905, Memo 23,752, Final 24,358, Awarded 24,741

Y-axis: Dollars (0, 5,000, 10,000, 15,000, 20,000, 25,000)
X-axis: Fiscal Year (2018, 2019, 2020)

Desired Trend:

N/A

Dollar Estimates Versus Awarded Structure Cost
Northeast District
(in thousands)

Legend:
- STIP
- Memo
- Final
- Awarded

Data (Fiscal Year):
- 2018: STIP 9,301 | Memo 10,025 | Final 10,018 | Awarded 9,311
- 2019: STIP 15,818 | Memo 16,165 | Final 16,214 | Awarded 15,500
- 2020: STIP 8,834 | Memo 8,794 | Final 8,867 | Awarded 9,014

Dollars (y-axis) / **Fiscal Year** (x-axis)

Desired Trend: N/A

Dollar Estimates Versus Awarded Structure Cost
Kansas City District
(in thousands)

Legend:
- STIP
- Memo
- Final
- Awarded

Data (Fiscal Year):
- 2018: STIP 34,450 | Memo 32,968 | Final 33,931 | Awarded 31,005
- 2019: STIP 39,853 | Memo 45,883 | Final 45,880 | Awarded 45,809
- 2020: STIP 16,326 | Memo 13,791 | Final 14,603 | Awarded 14,561

Dollars (y-axis) / **Fiscal Year** (x-axis)

Desired Trend: N/A

Dollar Estimates Versus Awarded Structure Cost
Central District
(in thousands)

Legend: STIP, Memo, Final, Awarded

Fiscal Year	STIP	Memo	Final	Awarded
2018	11,365	10,581	10,585	9,629
2019	14,403	12,340	12,960	11,415
2020	9,777	10,425	10,672	11,299

Desired Trend:

N/A

Dollar Estimates Versus Awarded Structure Cost
St. Louis District
(in thousands)

Legend: STIP, Memo, Final, Awarded

Fiscal Year	STIP	Memo	Final	Awarded
2018	61,776	58,374	58,252	47,315
2019	21,520	21,258	20,309	16,111
2020	56,333	57,732	55,847	50,898

Desired Trend:

N/A

Dollar Estimates Versus Awarded Structure Cost
Southwest District
(in thousands)

STIP, Memo, Final, Awarded

Fiscal Year	STIP	Memo	Final	Awarded
2018	24,901	21,912	22,621	21,767
2019	13,545	13,076	13,629	13,553
2020	27,783	26,667	26,463	25,979

Desired Trend: N/A

Dollar Estimates Versus Awarded Structure Cost
Southeast District
(in thousands)

STIP, Memo, Final, Awarded

Fiscal Year	STIP	Memo	Final	Awarded
2018	20,574	19,851	19,937	19,975
2019	7,175	7,194	7,237	7,405
2020	22,132	28,068	24,613	25,172

Desired Trend: N/A

4c – Number of Structures Designed and Estimated Cost of Structures Designed

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: David Hagemeyer, Structural Resource Manager

Purpose of the Measure:
This measure shows the total annual number of structures designed with the corresponding estimated cost. It demonstrates the total volume of work and value of structures designed. The number and cost is broken down between in-house and design consultant to show how the volume and value of work is distributed.

Measurement and Data Collection:
The data used is based on structures designed within a given calendar year. This includes rehabs, redecks, replacements, walls and any other sets of plans turned into Design Division. After each structure is designed, a record is kept by the Structural Resource Manager, who calculates the total number and cost of structures designed annually. The number and estimated cost is affected by many factors, including; project complexity, type of structure, roadway geometrics, etc. Estimated cost used is the Preliminary Estimate, which is included on the Design Layout or Bridge Memorandum.

Improvement Status:
Tracked for informational purposes only.

Number of Structures Designed

Calendar Year	Consultant	In-House	Total
2016	80	180	260
2017	142	167	309
2018	104	151	255
2019	102	214	316
2020	84	182	266

Desired Trend: N/A

Estimated Cost of Structures Designed (in millions)

Calendar Year	Consultant	In-House	Total
2016	143	64	207
2017	75	61	136
2018	93	53	146
2019	115	84	199
2020	57	47	104

Desired Trend: N/A
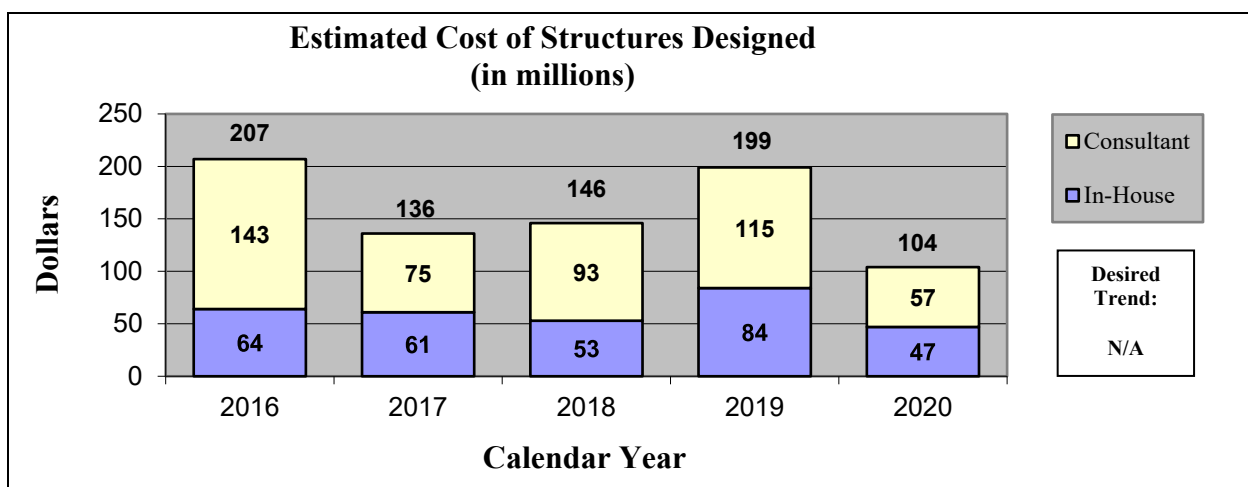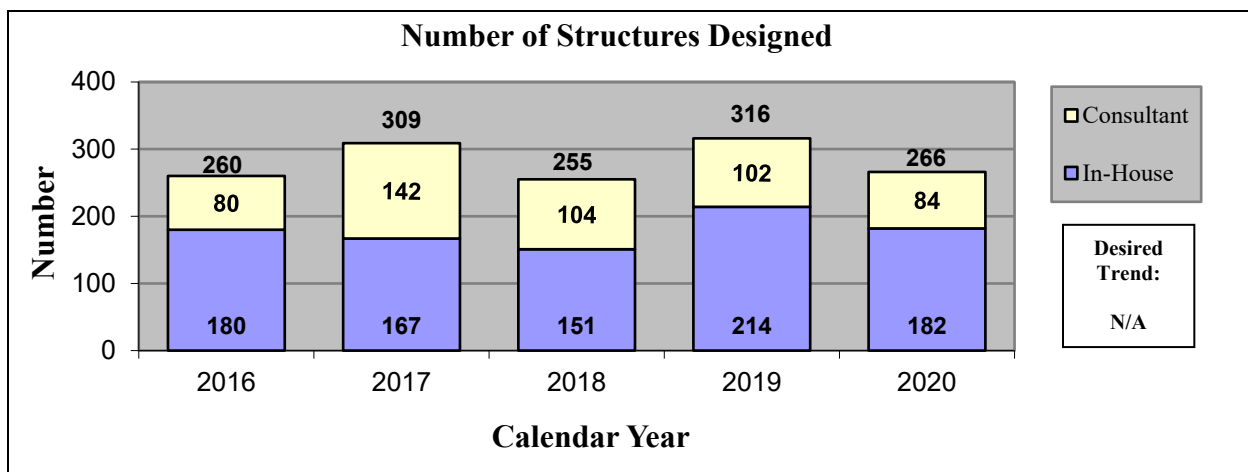
5a - Percent of Superload Permit Responses Meeting Two Working Day Turnaround and Number of Superload Permits

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Bob O'Connor, Bridge Rating & Inventory Engineer

Purpose of the Measure:
This measure tracks the Bridge Division's responsiveness to Superload Permit requests. Superload Permits have to be issued for all overweight vehicles that exceed 160,000 pounds and will be crossing bridge structures on the route that they travel. The overall goal is to have a two working day turnaround. The Division's target is to have 95% of the permits evaluated meet the two working day turnaround. Quick turnaround time provides for efficient movement of Superloads.

Measurement and Data Collection:
The data used is based on the number of Superload Permits that are required for vehicles exceeding the weight requirements in Missouri's Overdimension and Overweight Permit Regulations for super heavy loads. Graphs are provided on an annual basis for the last five years and are updated every January for the previous year. Each permit is logged in and out and the number of working days per permit is tracked on a database kept by the Bridge Rating & Inventory Engineer. Factors that affect the turnaround time include permit volume, staffing levels, the number of bridges on a route, the complexity of the route, and the complexity of the permit vehicle.

Improvement Status:
For the last five years, we have been able to respond to superload requests within the 2-working day turnaround goal approximately 100% of the time. The number of Superload Permits have steadily increased over the past 4 years, with a dramatic increase last year due to the number of wind farms under construction.

Percent of Superload Permit Responses Meeting Two Working Day Turnaround

Calendar Year	Percent
2016	100.0
2017	100.0
2018	99.8
2019	99.9
2020	99.9

Desired Trend: >95%

Number of Superload Permits

Calendar Year	Number
2016	2177
2017	2276
2018	2429
2019	2458
2020	3695

Desired Trend: N/A
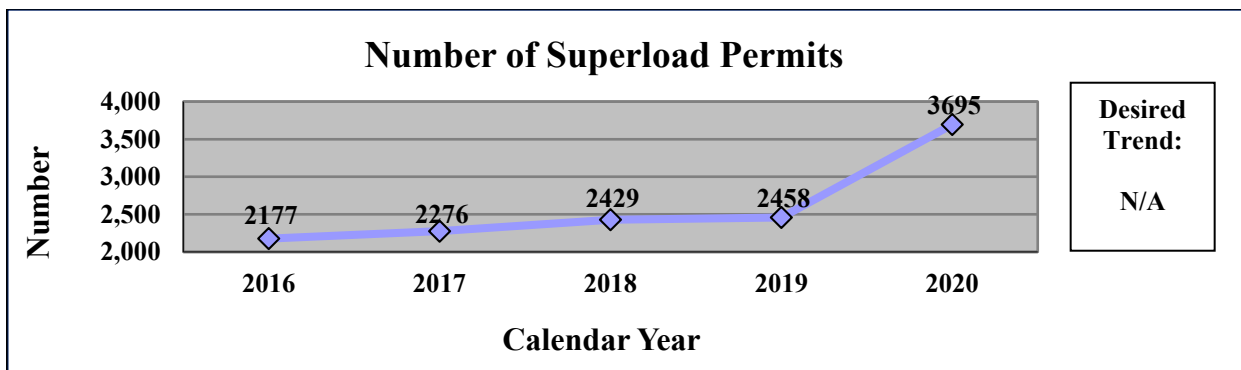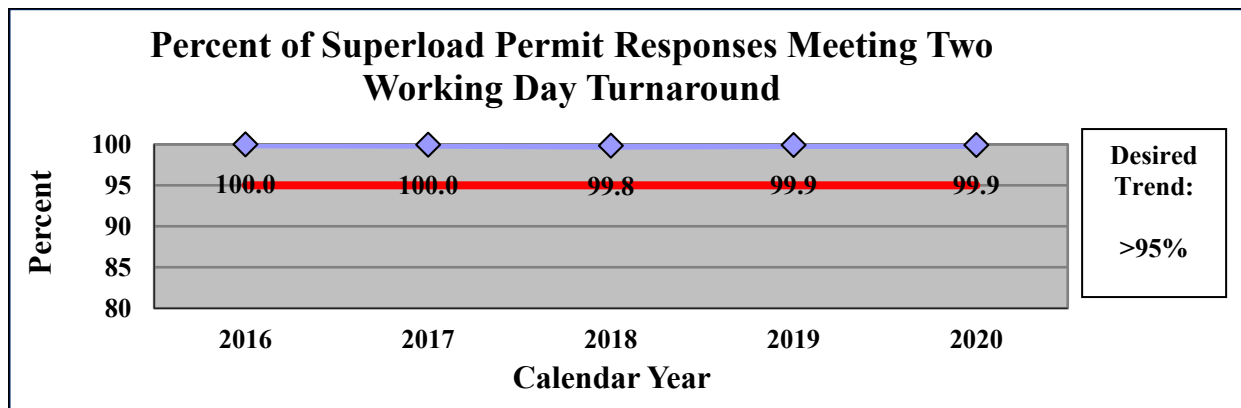
6a – Budget to Actual (E&E and PS)

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Ashley Fick, Executive Assistant

Purpose of the Measure:
This measure reports the amount of actual expenditures for both Expense and Equipment (E & E) and Personal Services (PS).

Measurement and Data Collection:
The data is provided by the Financial Services Division and updated monthly.

Improvement Status:
At the conclusion of the third quarter of FY21, we were 33% under on E&E and 12% under on PS. The underrun in E&E is mainly due to our field crews not staying in hotels between July 1, 2020 and January 11, 2021. The underrun in PS is due to our ongoing problem of filling vacancies.

FY21 Expense & Equipment (E&E) Budget
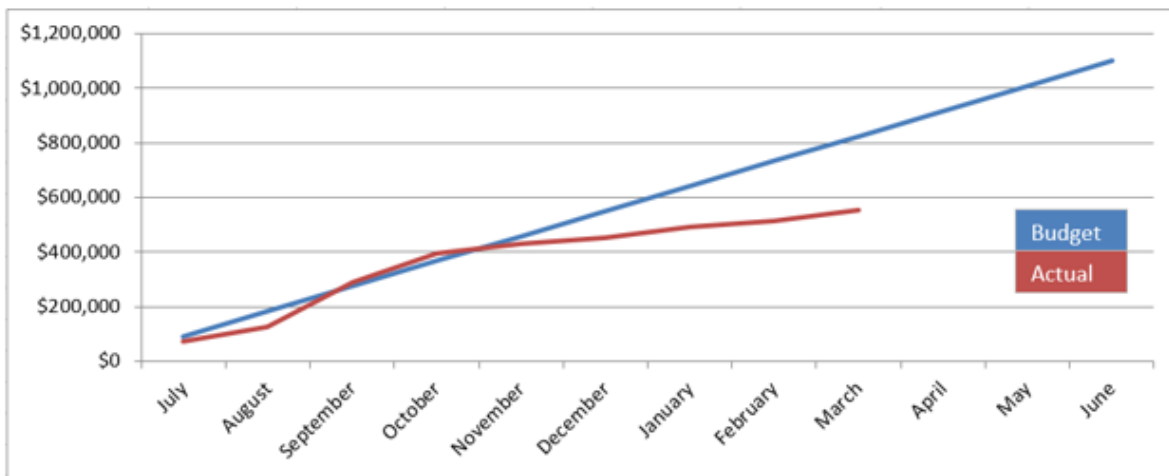
FY21 Personal Services (PS) Budget
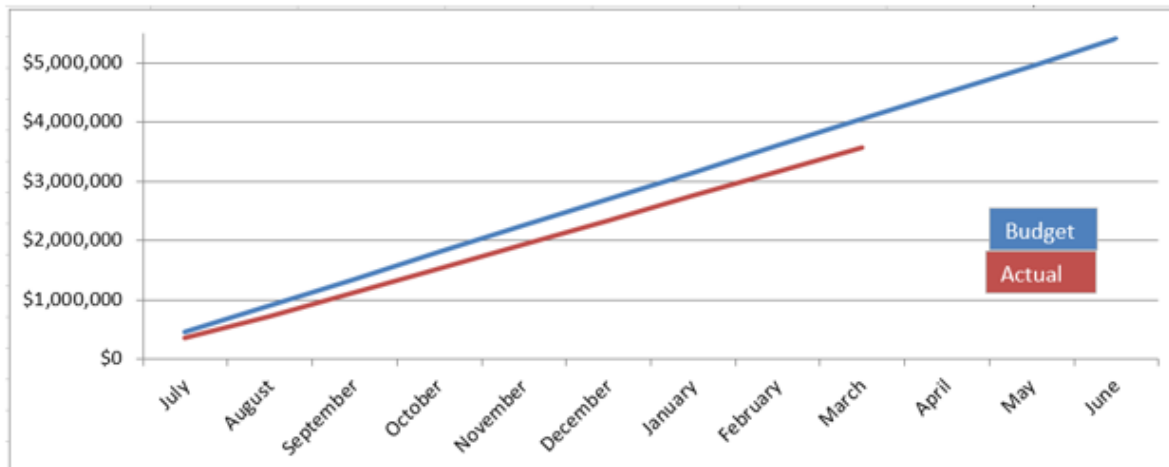
6c – Average Years of Experience and Number of Bridge Engineers and Technicians

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Ashley Fick, Executive Assistant

Purpose of the Measure:
This measure shows the average years experience of the Bridge Division's full time equivalent engineers and technicians. The purpose of this measure is to show on an annual basis how well we are retaining and replacing employees in the division. Our ability to produce quality and timely bridge plans depends on our ability to train and retain experienced employees.

Measurement and Data Collection:
The data used is based on MoDOT service of full time as of December 31 for the year under consideration. Date of Service was used to figure years of MoDOT service for full time. The Administrative Technician will keep a spreadsheet and update it as personnel actions affect employment status. The data is stratified by all Engineers and Technicians, Graduate Engineers, and by Technicians.

Improvement Status:
Tracked for informational purposes only.

Average Years Experience of Bridge Engineers and Technicians

Number of Bridge Engineers and Technicians

Desired
Trend:

N/A
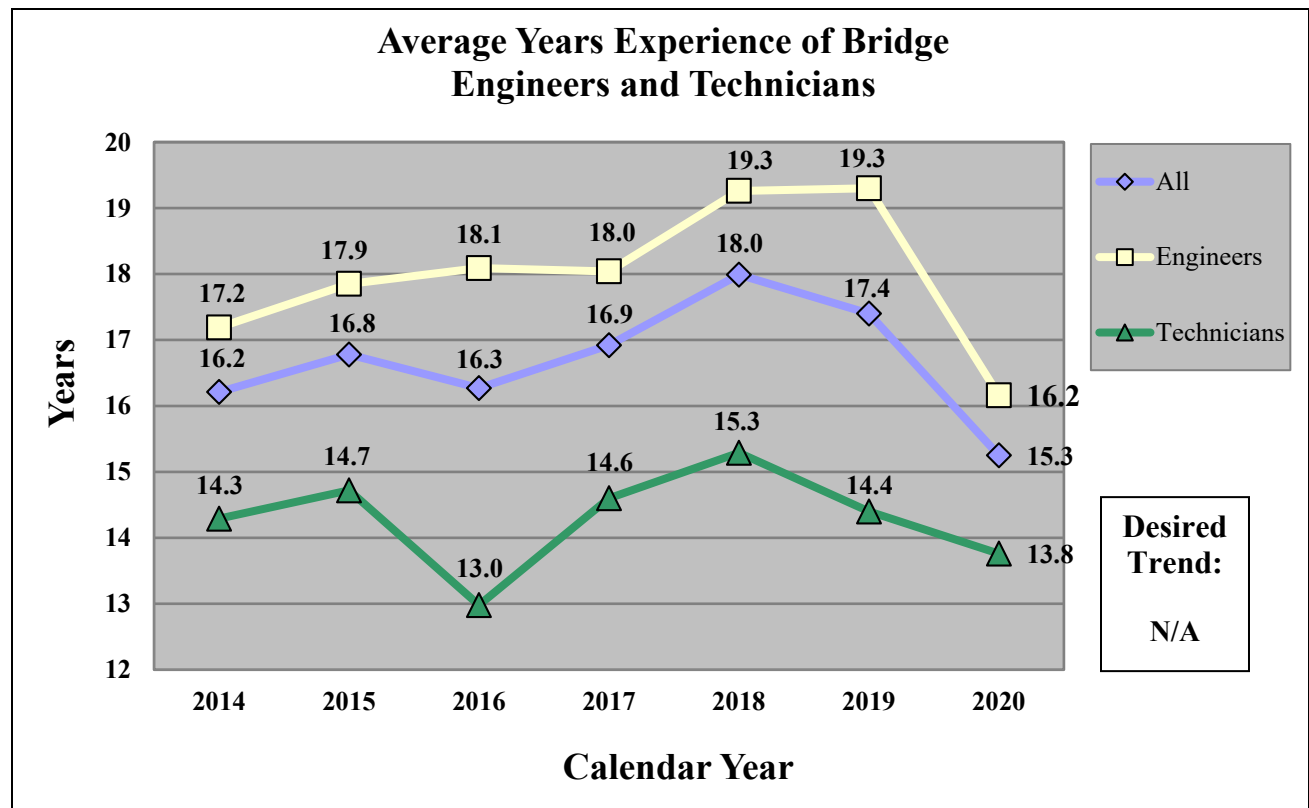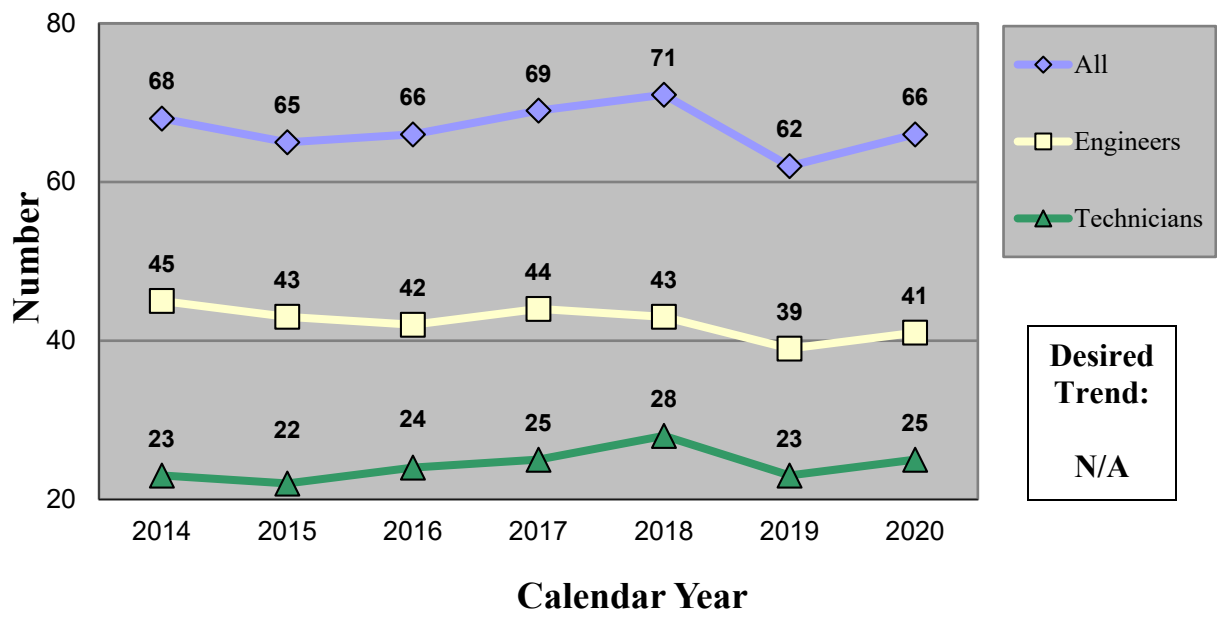
6d – Total Amount Spent on Consultant Invoices for Contracts Administered by the Bridge Division

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Ashley Fick, Executive Assistant

Purpose of the Measure:
This measure tracks the amount of money spent on consultant invoices on a fiscal year basis.

Measurement and Data Collection:
These invoices are for bridge design services procured through contracts administered by the Bridge Division (BR Admin). The funds to pay the invoices come out of the DBC (Design/Bridge Consultant) budget. Our goal is to do as much bridge design work as possible in-house and use consultants as an integral part of our plans production team to meet peak workloads.

Improvement Status:
Tracked for informational purposes only.

Total Amount Spent on Consultant Invoices For Contracts Administered by the Bridge Division (in thousands)

Fiscal Year	DBC	BR Admin
2020	45,000	10,692
2019	55,000	9,252
2018	40,000	14,160
2017	30,000	10,067
2016	10,000	559
2015	28,500	1,300

Dollars
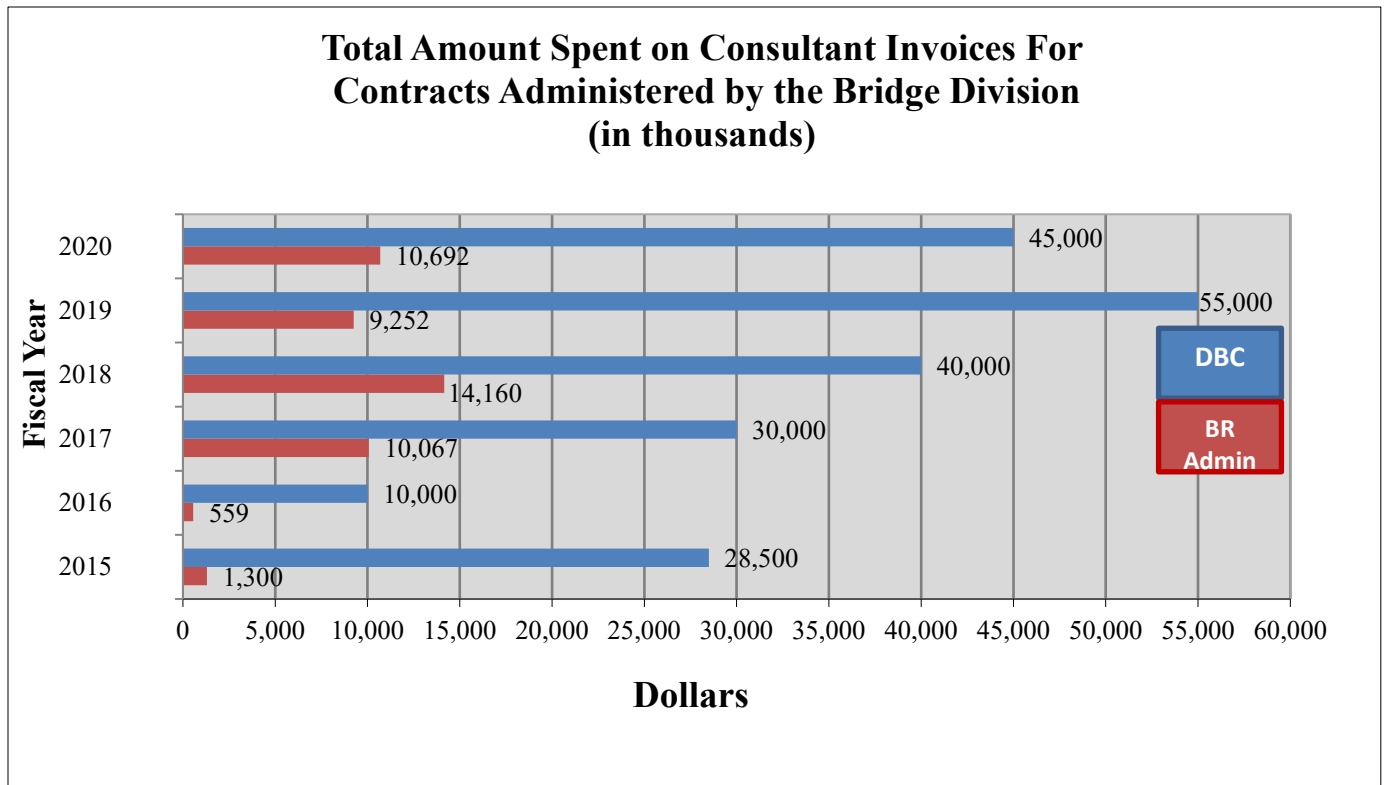
6e – Percent of Time Coded to Projects

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Bryan Hartnagel, Assistant State Bridge Engineer

Purpose of the Measure:
This measure tracks the percent of time plans production staff codes to bridge design projects. Coding design and construction services time to a project number enables MoDOT to match allocated federal transportation funds, usually at a 4:1 ratio.

Measurement and Data Collection:
Bridge division staff enter their time, including appropriate activity codes and project numbers, into MoDOT's Time Reporting System at least weekly. On a quarterly basis, Bridge staff runs a Cognos report to compile this data and prepares a detailed summary for plans production staff. The chart below reflects the results of this analysis for staff assigned to the plans production, preliminary & review, and fabrication sections, less supervisors. The data for 2021 Q1 includes a portion of the time where approximately 80% of our Plans Production staff participated in the Shared Work Program. Since the Shared Work Program started on June 14, 2020 and ended on September 5, 2020 those that participated in the program were switched to hourly status. This complicated the reporting so their hours only for the month of September when they were switched back to full time are included in the percentages shown below. There were some staff that did not participate in the Shared Work Program so their percentages include the whole fiscal year quarter. Lack of allowed overnight travel and a small amount of steel structures let is the reason for the decline in the fabrication section's decline in hours coded to projects. The staff has been working on udating welding guidance and procedures.

Improvement Status:
Tracked for informational purposes only.
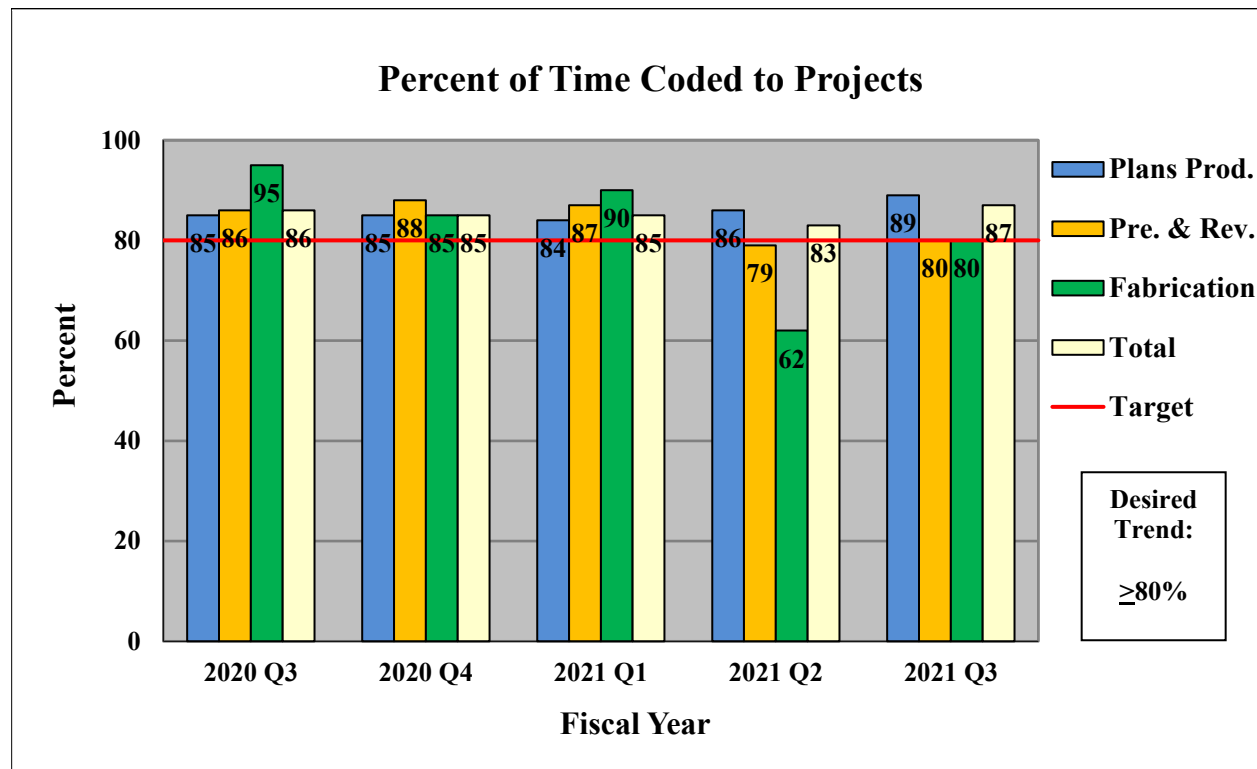
7a – Percent of Minorities and Females Employed by Division or District

Result Driver: Dennis Heckman, State Bridge Engineer
Measurement Driver: Ashley Fick, Executive Assistant

Purpose of the Measure:
This measure tracks minority and female employment in MoDOT's workforce and compares it with availability data from the Missouri 2000 Census report.

Measurement and Data Collection:
MoDOT's Affirmative Action database is used to collect data. The Missouri 2000 Census data is used as the benchmark for this measurement. The data used is based on employee staffing as of December 31 for the year under consideration. The Administrative Technician will keep a spreadsheet and update it as personnel actions affect the minority status.

Improvement Status:
Tracked for informational purposes only.

Percent of Minorities Employed by Bridge

Calendar Year	Percent
2017	8.1
2018	10.8
2019	6.7
2020	7.4

Desired Trend: N/A

Percent of Females Employed by Bridge

Calendar Year	Percent
2017	19.8
2018	16.9
2019	16.0
2020	14.2

Desired Trend: N/A
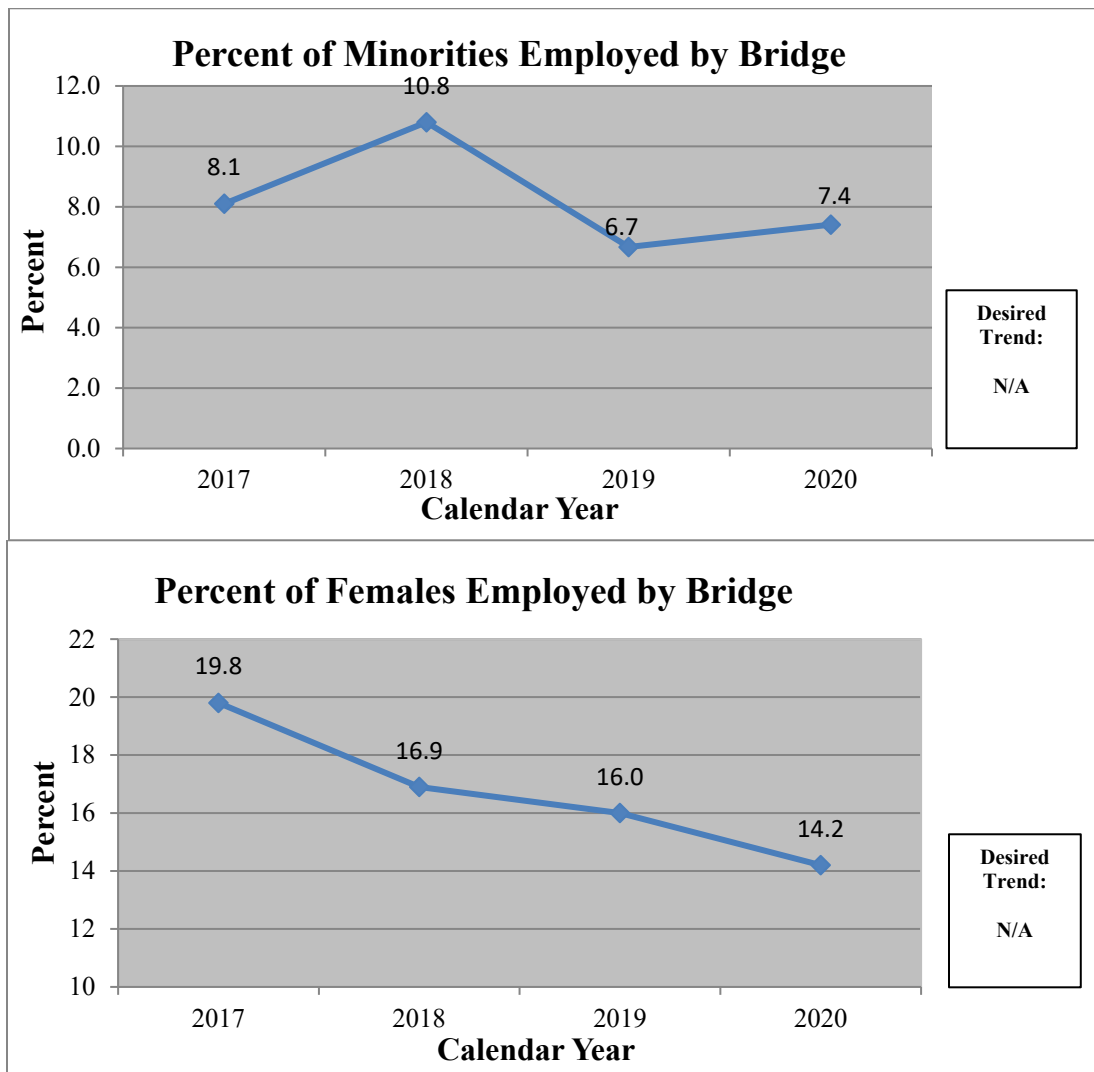
April 2021

Communications D-TRACKER

Division Performance Data Report

Missouri Department of Transportation

MoDOT VALUES

TANGIBLE RESULTS

SAFETY
Be Safe

Moving Missourians Safely

SERVICE
Be Accountable
Be Respectful
Be Inclusive

Providing Outstanding Customer Service

Delivering Efficient and Innovative Transportation Projects

Operating a Reliable Transportation System

STABILITY
Be Bold
Be Better
Be One Team

Managing our Assets

Stabilizing Resources and Engaging our Workforce

Building a Prosperous Economy for All Missourians

So we can be a great organization

Table of Contents

RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
BETHANY BELT
*INT. COMMUNICATIONS
SPECIALIST*

PURPOSE OF THE MEASURE:
This measure tracks the percentage of electronic Express Lane newsletters opened and links clicked by our external audience.

MEASUREMENT AND DATA COLLECTION:
Data is gathered from Constant Contact reports.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Express Lane Reach – External Audience – 1a

We emailed six Express Lane newsletters to customers in the first quarter of 2021. The three newsletters opened by the most customers this quarter included these headlines in the email reference line: *Design builder announced for Buck O'Neil Bridge, If you feel different, you drive different* and *State of the State Address.*

The three most popular individual links opened by customers were: Feb. 11 Rocheport Bridge project page (148 click), Feb. 11 Buck O'Neil Bridge project page (145 click) and Jan. 28 How to shovel your driveway video (138 clicks).

Our opened average for this quarter is 42% compared to the transportation industry average of 14%. Our average click-through rate for the quarter is 6% compared to the transportation industry average of 5%. *Data provided by Constant Contact.*

Our current number of subscribers is 12,940. The drop in subscribers from last quarter is due to removing subscribers who had not opened Express Lane in the past six months or more, which is done at the beginning of each calendar year. The average number of customers opening Express Lane this quarter was 5,644.

Express Lane Reach - External Audience

Desired trend: ↗

● 2019 Opened   ● 2019 Clicked   ● 2020 Opened   ● 2020 Clicked   ● 2021 Opened   ● 2021 Clicked

April 2021 – 1a

RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
BETHANY BELT
INT. COMMUNICATIONS SPECIALIST

PURPOSE OF THE MEASURE:
This measure tracks the percentage of electronic Express Lane newsletters opened and links clicked by employees.

MEASUREMENT AND DATA COLLECTION:
Data is gathered from Constant Contact reports.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Express Lane Reach – Internal Audience – 1a

We emailed six Express Lane newsletters to employees in the first quarter of 2021. The three newsletters opened by the most employees this quarter included these headlines in the email reference line: *State of the State Address, If you feel different, you drive different* and *Missouri traffic fatalities increase 12%.*

The three most popular links opened by employees were: March 11 MoDOT Minute (132 clicks), March 25 MoDOT minute (102 clicks) and Jan. 28 MoDOT Minute (80 clicks).

Our opened average for this quarter is 22% compared to the transportation industry average of 14%. Our average click-through rate for the quarter is 15% compared to the transportation industry average of 5%. *Data provided by Constant Contact.* The drop in readership is potentially linked to a new Outlook setting causing users not to see this publication and is currently under investigation.

Our current number of subscribers is 5,064. The average number of employees opening Express Lane this quarter was 1,349.

Express Lane Reach - Internal Audience
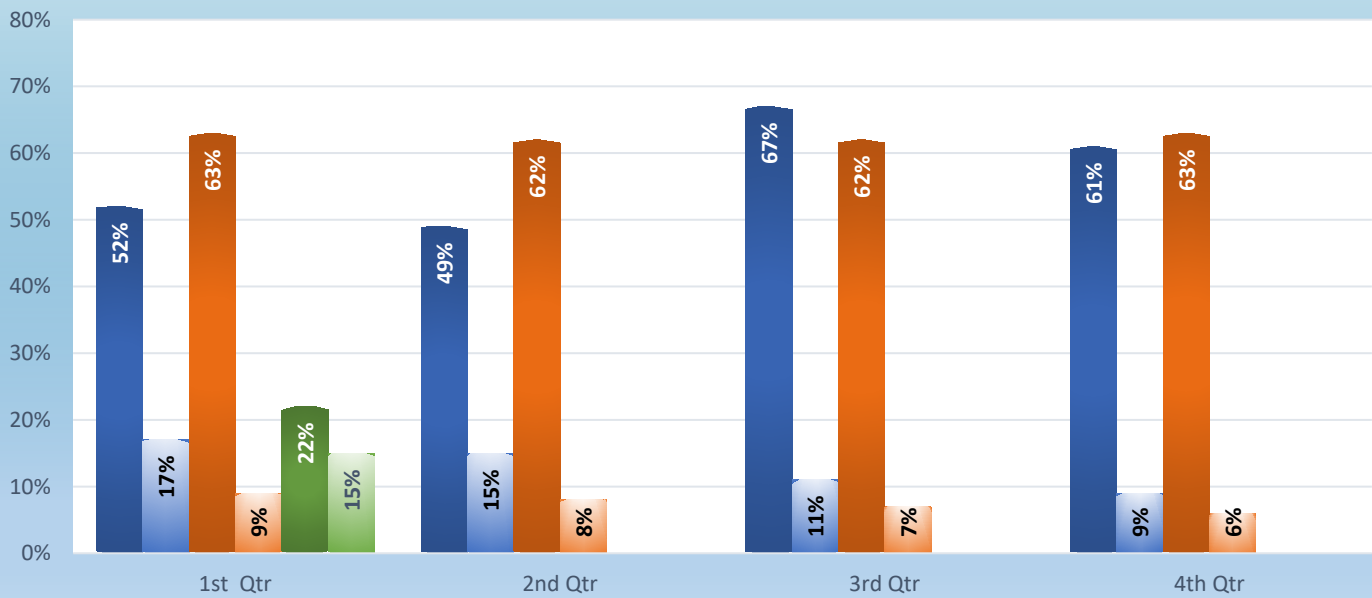
Quarter	2019 Opened	2019 Clicked	2020 Opened	2020 Clicked	2021 Opened	2021 Clicked
1st Qtr	52%	17%	63%	9%	22%	15%
2nd Qtr	49%	15%	62%	8%		
3rd Qtr	67%	11%	62%	7%		
4th Qtr	61%	9%	63%	6%		

Desired trend: ↗

● 2019 Opened ● 2019 Clicked ● 2020 Opened ● 2020 Clicked ● 2021 Opened ● 2021 Clicked

RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
BETHANY BELT
*INT. COMMUNICATIONS
SPECIALIST*

PURPOSE OF THE MEASURE:
This measure tracks the percentage of electronic Connections newsletters opened and links clicked by employees.

MEASUREMENT AND DATA COLLECTION:
Data is gathered from Constant Contact reports.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Connections Reach – Internal Audience – 1a

We emailed six Connections newsletters to employees in the first quarter of 2021. The three newsletters opened by the most employees this quarter included these headlines in the email reference line: *COVID-19 vaccine FAQs available, COVID-19 vaccine distribution* and *It's tax season.*

The three most popular individual links opened by employees were: Feb. 4 Vaccine FAQs (133 clicks), Jan. 21 UInteract System (104 clicks) and Jan. 7 NW Steve Tarr remembers 45 years article (90 clicks).

Our opened average for this quarter is 23% compared to the transportation industry average of 14%. Our average click-through rate for the quarter is 15% compared to the transportation industry average of 5%. The drop in readership is potentially linked to an Outlook setting causing users not to see this publication and is currently under investigation.

Our current number of subscribers is 5,164. The average number of employees opening Connections this quarter was 1,184.

Connections Reach - Internal Audience
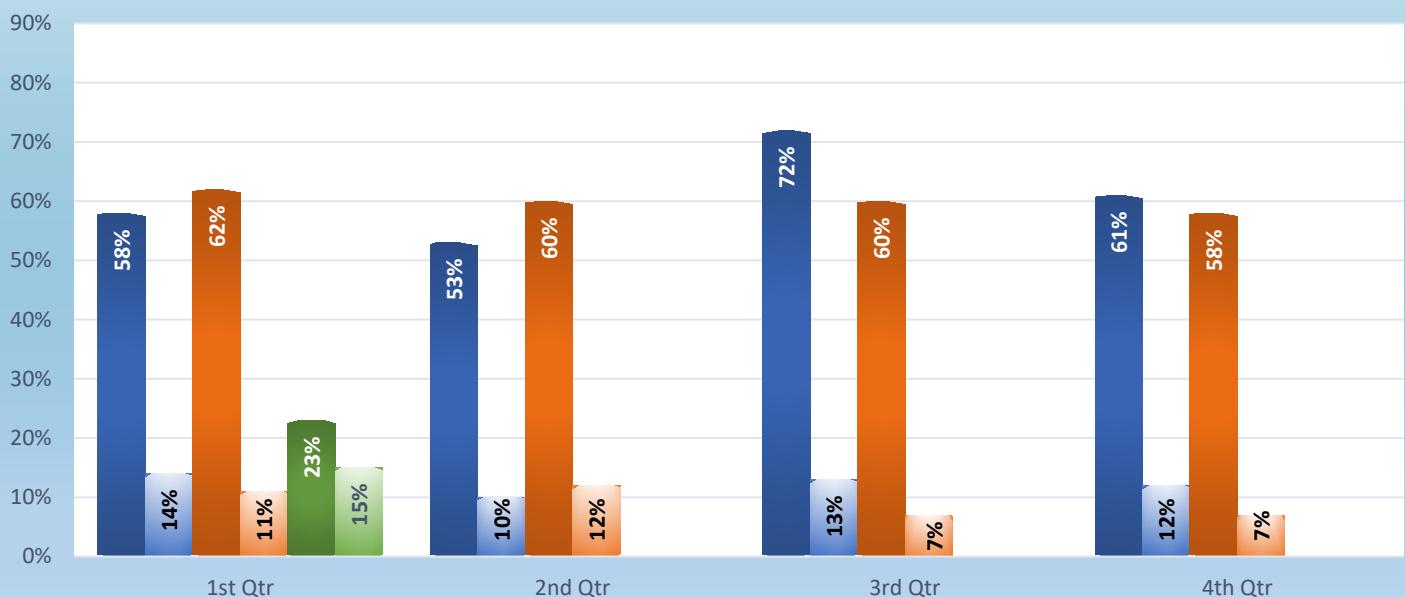
Desired trend: ↗

● 2019 Opened ● 2019 Clicked ● 2020 Opened ● 2020 Clicked ● 2021 Opened ● 2021 Clicked

RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
CHRIS KELLY
COMMUNICATIONS MANAGER

PROVIDE OUTSTANDING CUSTOMER SERVICE

Number of overall subscriptions to E-update – 1c

PURPOSE OF THE MEASURE:
This measure tracks the number of subscriptions to MoDOT's E-update system.

MEASUREMENT AND DATA COLLECTION:
Data is gathered through the E-update system. A Communications employee runs a report on the number of new subscribers every quarter.

Total E-update subscriptions increased from 40,786 at the end of 2020 to 40,998 at the end of first quarter 2021. This is an increase of 212 total subscriptions.

All district subscriptions increased slightly during this same time period, with the statewide account also adding 40 subscriptions.

The increase in subscriptions in most likely due to the seasons, with people signing up during the end of winter and the beginning of spring, which is flood season.

Also, the large hiring push for plow drivers has ended. Last quarter, many individuals unsubscribed due to their inboxes being flooded with job postings.

This quarter, a few E-update posts rolled out on the statewide social media channels pushing people to sign up, which we will continue to do. We also periodically promote E-Update both internally and externally in Express Lane and internally in the Weekly News.

Links continue to be placed prominently on the modot.org homepage, and E-update is promoted at the end of Central Office press releases.

Number of Overall Subscriptions to E-update by District and Statewide

Calendar Year	2018	2019	2020	2021
Total	**40,633**	**41,879**	**40,786**	**40,998**
Statewide	4,421	4,547	4,459	4,499
SE	4,700	4,745	4,650	4,685
SW	4,616	4,776	4,245	4,203
SL	6,124	6,223	6,088	6,134
CD	7,019	7,219	7,077	7,127
KC	4,534	4,804	4,720	4,750
NE	6,634	6,796	6,769	6,801
NW	2,585	2,769	2,778	2,799

Legend: NW | NE | KC | CD | SL | SW | SE | Statewide

Desired trend: ↗

PROVIDE OUTSTANDING CUSTOMER SERVICE

Number of MoDOT website sessions and repeat visitors to MoDOT's website – 1d

PURPOSE OF THE MEASURE:
This measure tracks the number of customers who have used MoDOT's website. Monitoring overall sessions aligns with national trends for web analytics and measures both content value and public awareness of MoDOT's website. The number of repeat visits to MoDOT's website is also presented in this measure.

Typical to seasonal trends, MoDOT's websites trended upward in the first quarter of 2021 from the fourth quarter of 2020. MoDOT websites saw 2,508,567 sessions during the quarter compared to 2,185,303 in the first quarter of calendar year 2020. This quarter, we added two things to the measure: EPG analytics and files downloaded by user.

The top five pages (Pageviews) and file downloads on MoDOT's websites for this quarter were:

MoDOT.org
1. MoDOT Homepage – 375,077
2. Winter Road Conditions – 275,536
3. Career Opportunities – 39,518
4. TIM Map App – 33,117
5. Online Plans Room – 27,504

Other Sites
1. Traveler Information Map – 1,197,109
2. KC Scout Homepage – 460,511
3. Ozarks Traffic – 290,425
4. Ozarks Traffic: Incidents– 64,980
5. TIM Central Map – 39,348

MEASUREMENT AND DATA COLLECTION:
Data is gathered using Google Analytics software. Google Analytics measures site activity and produces reports and produces reports in graphic and tabular formats. Reports for the main site, Traveler Information Map, Gateway Guide and other sites outside our main server are run individually and then added together for this report. The Missouri Department of Conservation is used as a benchmark for this measure.

Files Downloaded by External Users
1. Standards and Specs Highway Third Edition – 1,855
2. Standard Plans for Highway Construction 2020 – 1,391
3. Standards and Specs Highway Fourth Edition – 1,297
4. January 2020 Salary Grid – 1,113
5. Standard Plans for Highway Construction 2020 –957

MoDOT's repeat visitors trended upward from the fourth quarter 2020 about 250,000 users. The website saw 418,598 repeat visitors, which is about 23,000 visits more than first quarter 2020. Only four years of measure are displayed here because 2015 and 2014 were measuring session data as opposed to actual visitors. Profiles that were used for the Traveler Map and others were also changed, so that data (actual repeat visitors) is no longer available to us.

Number of MoDOT Website Sessions
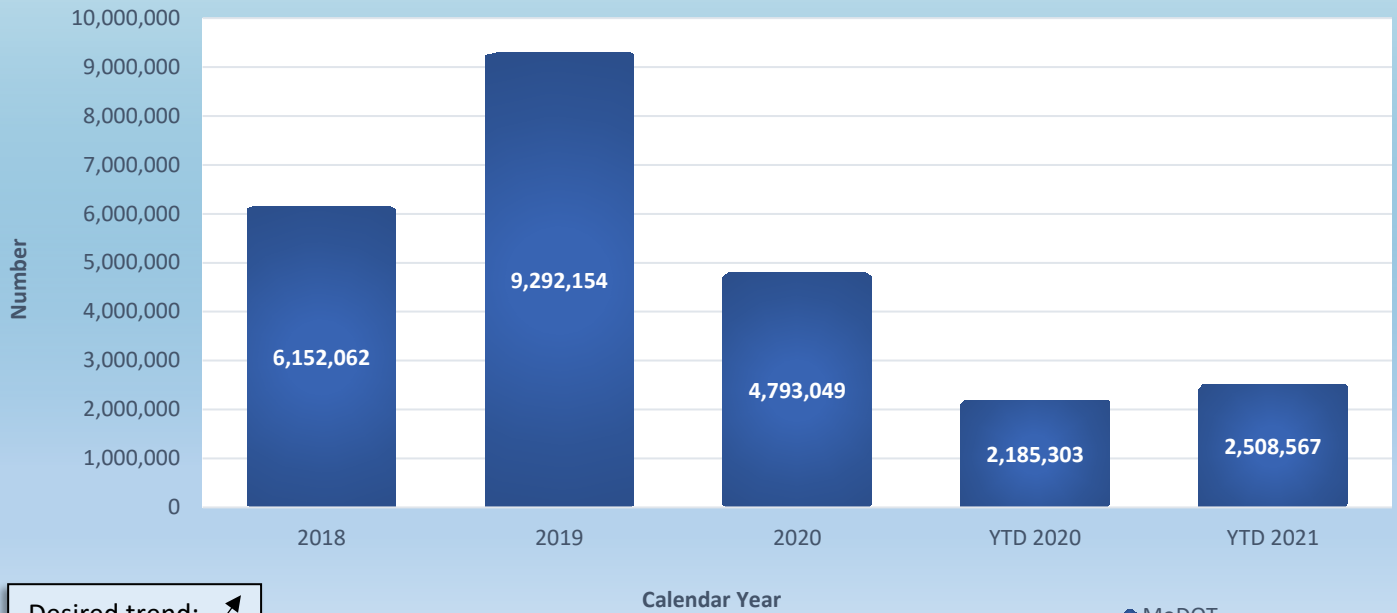
Number of MoDOT Website Sessions (bar chart)
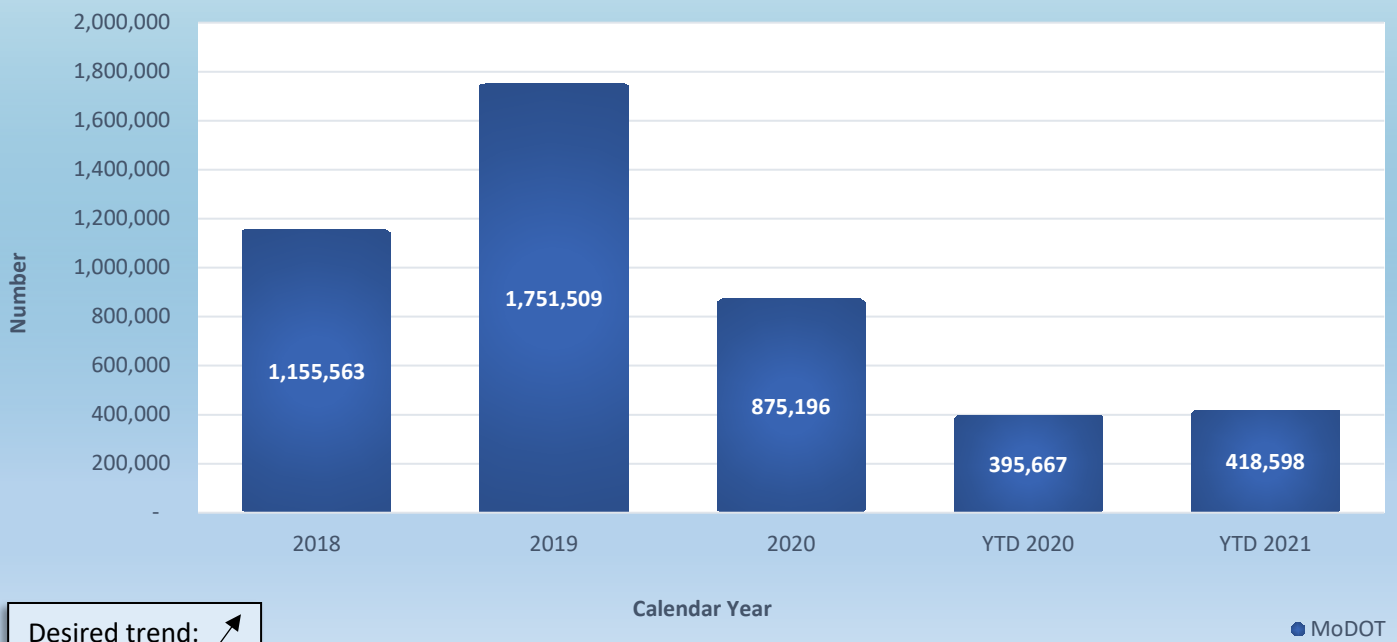
- 2018: 6,152,062
- 2019: 9,292,154
- 2020: 4,793,049
- YTD 2020: 2,185,303
- YTD 2021: 2,508,567

Y-axis: Number (0 to 10,000,000)
X-axis: Calendar Year

Desired trend: ↗

● MoDOT

Number of Repeat Visitors to MoDOT's Website

Number of Repeat Visitors to MoDOT's Website (bar chart)

- 2018: 1,155,563
- 2019: 1,751,509
- 2020: 875,196
- YTD 2020: 395,667
- YTD 2021: 418,598

Y-axis: Number (- to 2,000,000)
X-axis: Calendar Year

Desired trend: ↗

● MoDOT

RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
TAYLOR BRUNE
*INT. COMMUNICATIONS
SPECIALIST*

PURPOSE OF THE MEASURE:
This measure tracks the number of followers, impressions and engagements of MoDOT's Twitter accounts that are driven by Communications. This includes the statewide news and information account and the SaveMOLives account.

MEASUREMENT AND DATA COLLECTION:
Twitter tracks the number of followers and alerts the account manager via internal notification when a new user chooses to follow the account.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Number of Twitter followers, impressions and engagements on Communications' accounts – 1e

Followers to the statewide account continue to increase to a total of 59,313 – an increase of 946 followers this quarter. New district followers since January 2021 totaled 2,513. SaveMOLives decreased by 39 followers in the same time frame.

The number of impressions on the statewide accounts totaled 2,529,394 this quarter, including 2,485,200 impressions on the statewide MoDOT account and 44,194 impressions on the SaveMOLives account. The districts totaled 14,725,844 impressions. Some district accounts include paid impressions.

The number of engagements on the statewide accounts totaled 20,817 this quarter, including 18,988 engagements on the statewide MoDOT account and 1,829 engagements on the SaveMOLives account. The districts totaled 13,028 engagements. Link clicks and likes were the most frequent types of engagement.

Number of Twitter Followers to Communications Statewide Accounts
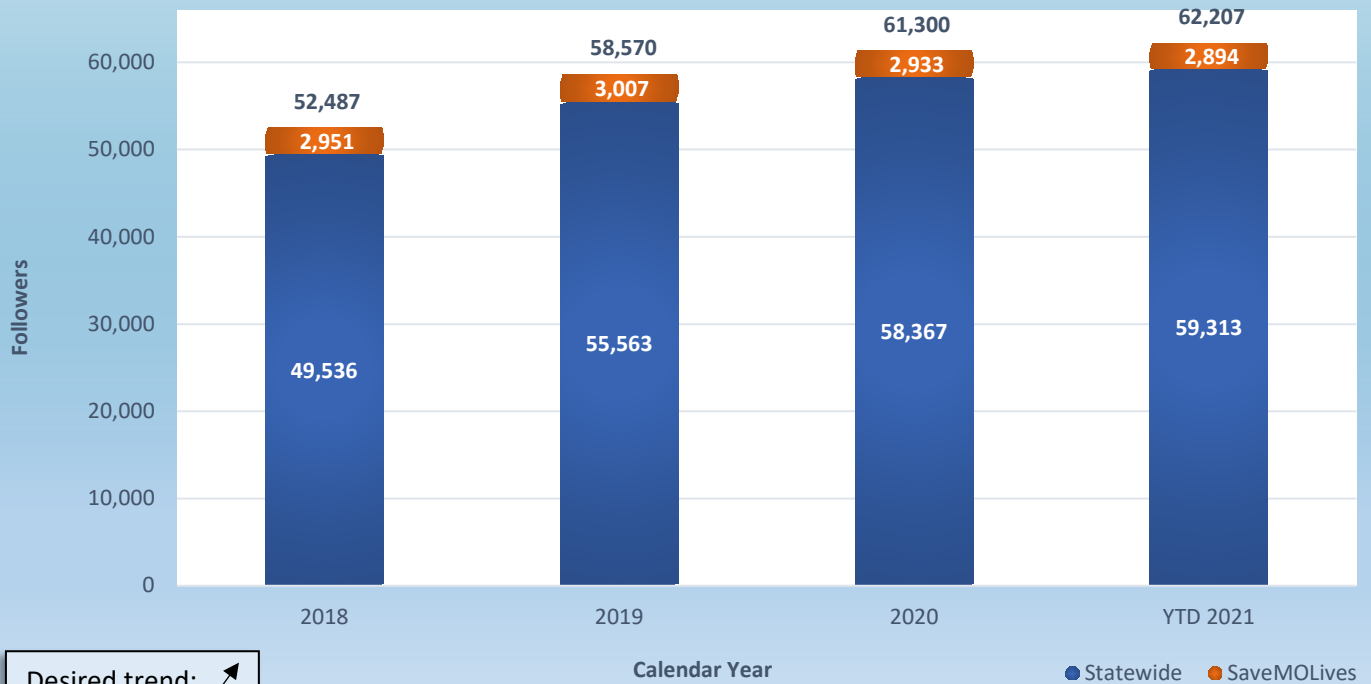
Followers (Y-axis)
Calendar Year (X-axis)

Calendar Year	Statewide	SaveMOLives	Total
2018	49,536	2,951	52,487
2019	55,563	3,007	58,570
2020	58,367	2,933	61,300
YTD 2021	59,313	2,894	62,207

Desired trend: ↗

● Statewide ● SaveMOLives

Number of Twitter Followers to Communications District Accounts

Followers (Y-axis)

District	2020	YTD 2021
NW	2,987	3,004
NE	1,705	1,696
KC	49,105	50,057
CD	8,711	8,791
SL	61,028	62,537
SW	6,330	6,313
SE	2,958	2,939

Districts
*KC and SL include multiple accounts

Desired trend: ↗

● 2020 ● YTD 2021

April 2021 – 1e (2)
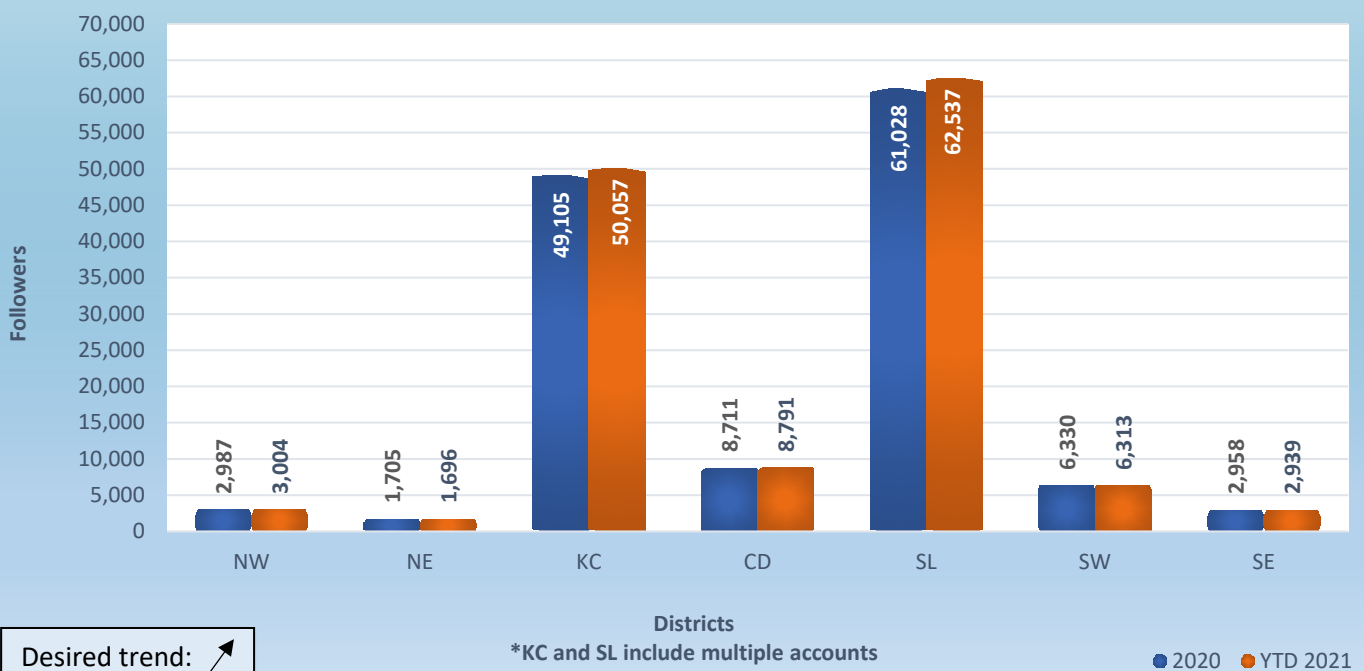
Number of Twitter Impressions on Communications Statewide Account

Impressions

- **6,461,486**
  - 1,751,086 (SaveMOLives)
  - 4,710,400 (Statewide)
- 2019

- **4,167,535**
  - 3,862,900 (Statewide)
- 2020

- **1,905,210**
  - 1,891,800 (Statewide)
- YTD 2020

- **2,529,394**
  - 2,485,200 (Statewide)
- YTD 2021

Calendar Year

Desired trend: ↗

● Statewide ● SaveMOLives

Number of Twitter Impressions on District Accounts

Impressions

District	2019	2020	YTD 2020	YTD 2021
NW	990,676	675,677	223,882	259,452
NE	167,000	62,939	20,100	10,500
KC	13,078,000	40,853,249	12,767,424	3,106,261
CD	2,346,622	1,133,911	738,023	440,616
SL	31,389,300	35,539,223	9,386,800	10,721,900
SW	720,500	553,800	158,400	157,800
SE	202,485	194,872	42,210	29,315

Districts
*KC and SL include multiple accounts

Desired trend: ↗

● 2019 ● 2020 ● YTD 2020 ● YTD 2021

April 2021 – 1e (3)

Number of Twitter Engagements
on Communications Statewide Account

Engagements (y-axis)

31,900
- SML Link Clicks: 8,458
- Statewide Likes: 8,743
- Statewide Retweets: 2,913
- Statewide Link Clicks: 9,785

15,551
- Statewide Likes: 5,330
- Statewide Retweets: 1,693
- Statewide Link Clicks: 7,652

20,817
- Statewide Likes: 3,595
- Statewide Retweets: 1,938
- Statewide Link Clicks: 13,272

Calendar Year: 2020 | YTD 2020 | YTD 2021

Legend: Statewide Link Clicks | Statewide Retweets | Statewide Likes | Statewide Replies | SML Link Clicks | SML Retweets | SML Likes | SML Replies

Desired trend: ↗

Number of Twitter Engagements
on District Accounts
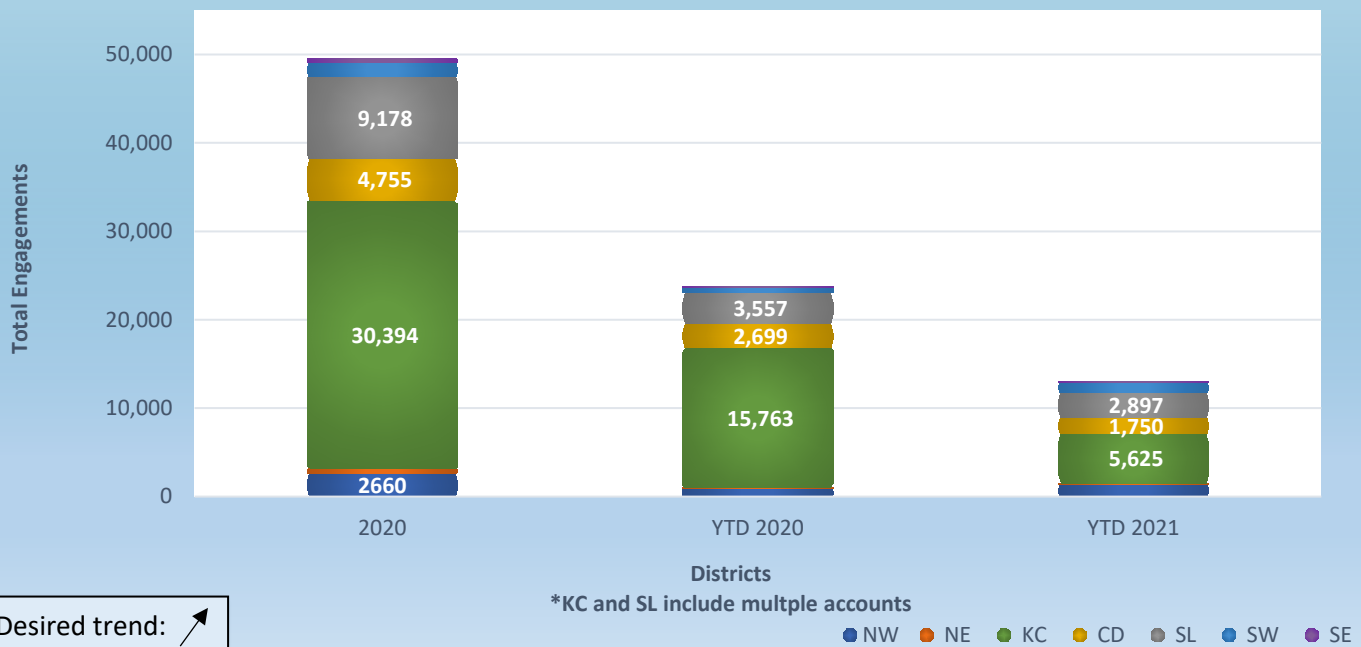
Total Engagements (y-axis)

2020
- SL: 9,178
- CD: 4,755
- KC: 30,394
- NW: 2660

YTD 2020
- SL: 3,557
- CD: 2,699
- KC: 15,763

YTD 2021
- SL: 2,897
- CD: 1,750
- KC: 5,625

Districts
*KC and SL include multiple accounts

Legend: NW | NE | KC | CD | SL | SW | SE

Desired trend: ↗

April 2021 – 1e (4)

RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
TAYLOR BRUNE
INT. COMMUNICATIONS SPECIALIST

PURPOSE OF THE MEASURE:
This measure tracks the number of people who follow one or more of MoDOT's Facebook pages: MoDOT, SaveMOLives and Barrel Bob. It also tracks reach and engagement of posts.

MEASUREMENT AND DATA COLLECTION:
Facebook tracks the followers of a page. The total number of followers is collected for each page at the end of each calendar quarter.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Number of Facebook followers, reach and engagements on Communications' accounts – 1f

Followers of the statewide pages driven by Central Office Communications totaled 210,708 at the end of the first quarter of 2021. This is an increase of 6,531 from the fourth quarter of 2020. During the first quarter of 2021, the most popular statewide page post warned the public of the possibility of overnight refreeze during a February winter storm. The post reached 305,680 people with 18,264 engagements including post clicks, shares, comments and reactions.

District followers increased this quarter by 9,427.

The statewide pages earned a reach of 3,680,672 in the first quarter of 2021. This includes a reach of 3,601,917 from the statewide MoDOT page and 78,755 from the SaveMOLives page. The districts totaled a reach of 3,619,433 in the same time frame. Some pages include paid reach.

The statewide pages earned 247,822 engagements in the first quarter of 2021. This includes 244,920 from the statewide MoDOT page and 2,902 from the SaveMOLives page. The districts totaled 201,358 engagements in the same time frame.

Number of Facebook Followers to Communications Statewide Accounts
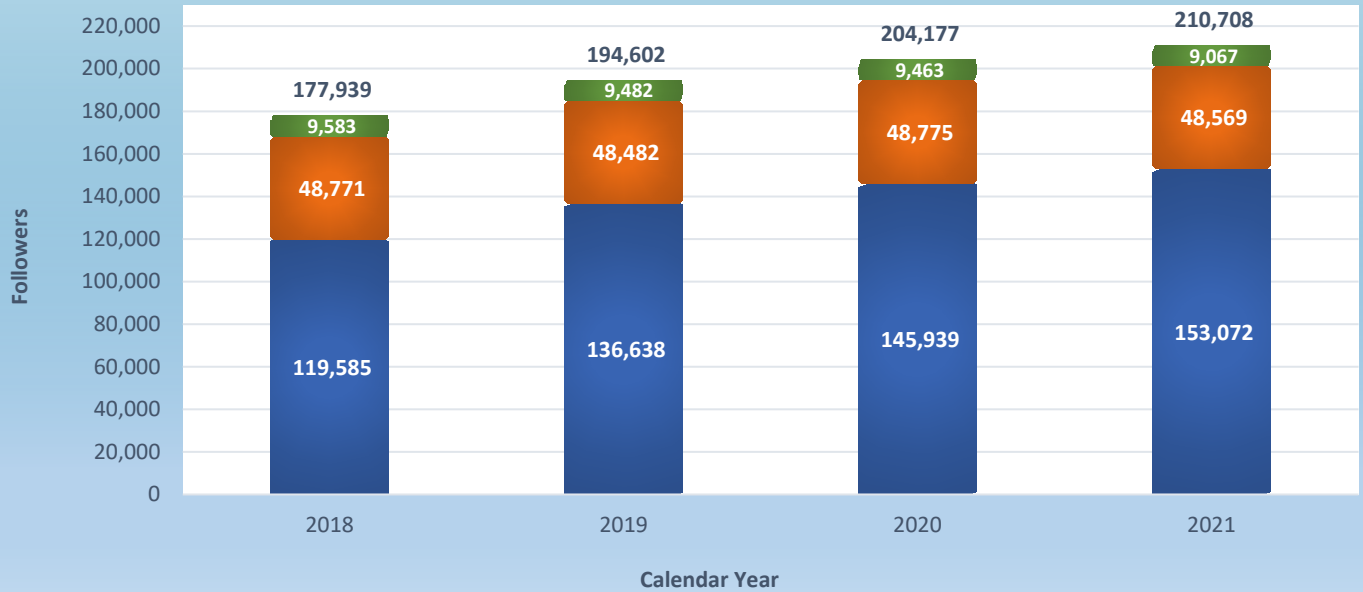
Desired trend: ↗

● MoDOT Statewide Page   ● SaveMOLives   ● Barrel Bob

Number of Facebook Followers to Communications District Accounts
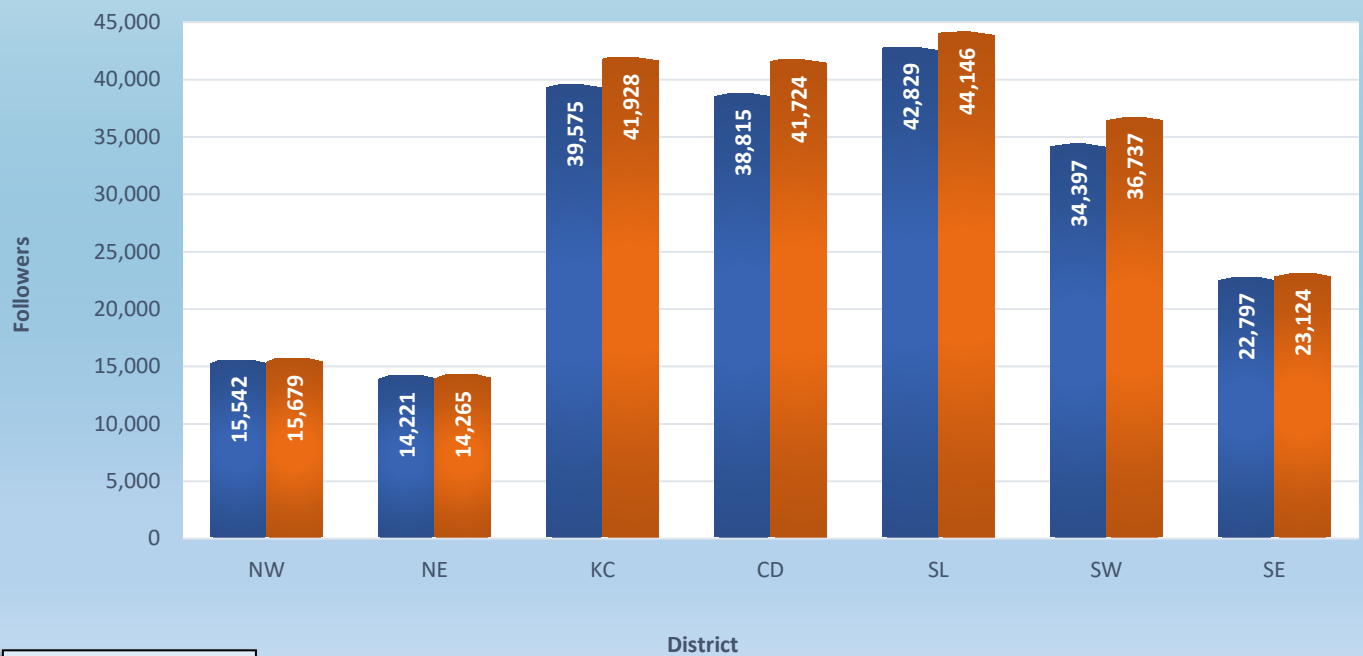
Desired trend: ↗

● 2020   ● 2021

April 2021 – 1f (2)

Facebook Reach
on Statewide Account

Reach

Calendar Year			
8,421,893			
2,147,386			
	4,406,992		**3,680,672**
6,274,507	713,201		
	3,693,791	**1,631,796**	3,601,917
		1,379,666	

2019   2020   YTD 2020   YTD 2021

Desired trend: ↗

● Statewide   ● SaveMOLives
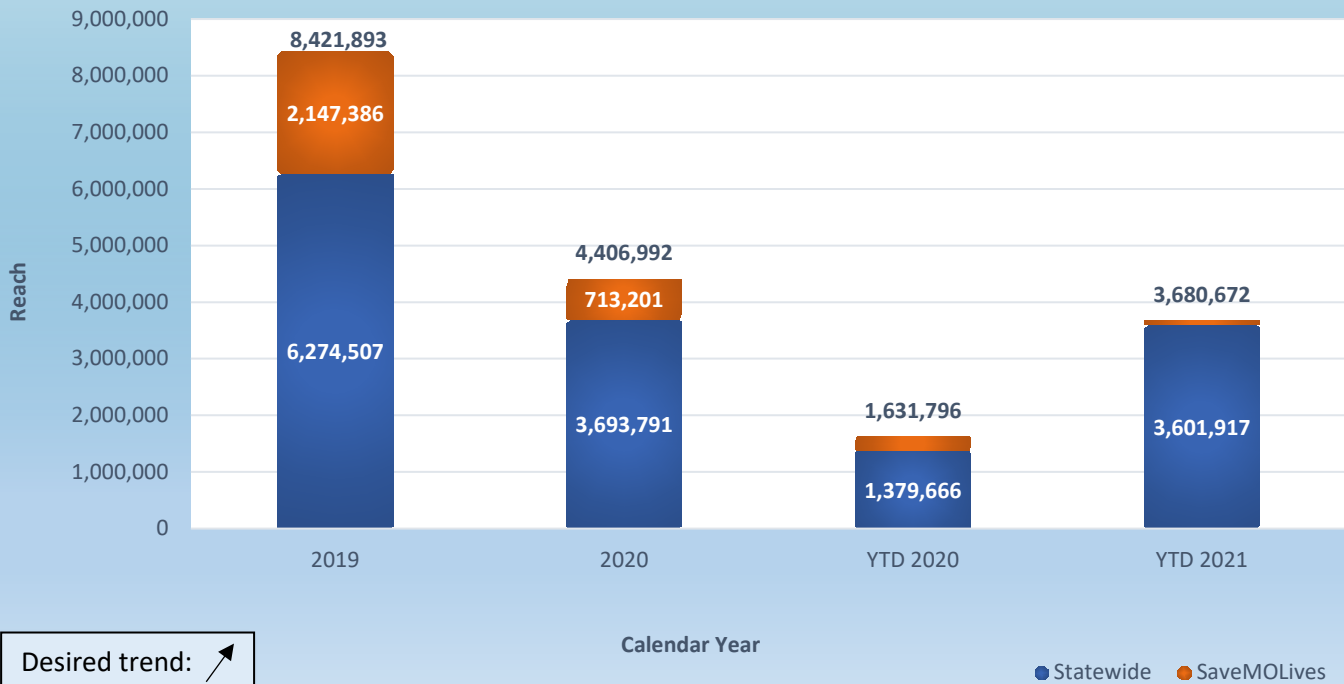
Facebook Reach
on District Accounts

Reach

- NW: 1,782,926 / 625,975 / 1,097,685
- NE: 351,073 / 159,889 / 199,043
- KC: 4,022,298 / 1,268,045 / 264,006
- CD: 1,725,399 / 1,026,959 / 907,120
- SL: 1,970,349 / 707,602 / 695,997
- SW: 1,568,529 / 642,020 / 232,049
- SE: 1,004,911 / 234,611 / 223,533

Districts

Desired trend: ↗

● 2020   ● YTD 2020   ● YTD 2021

April 2021 – 1f (3)
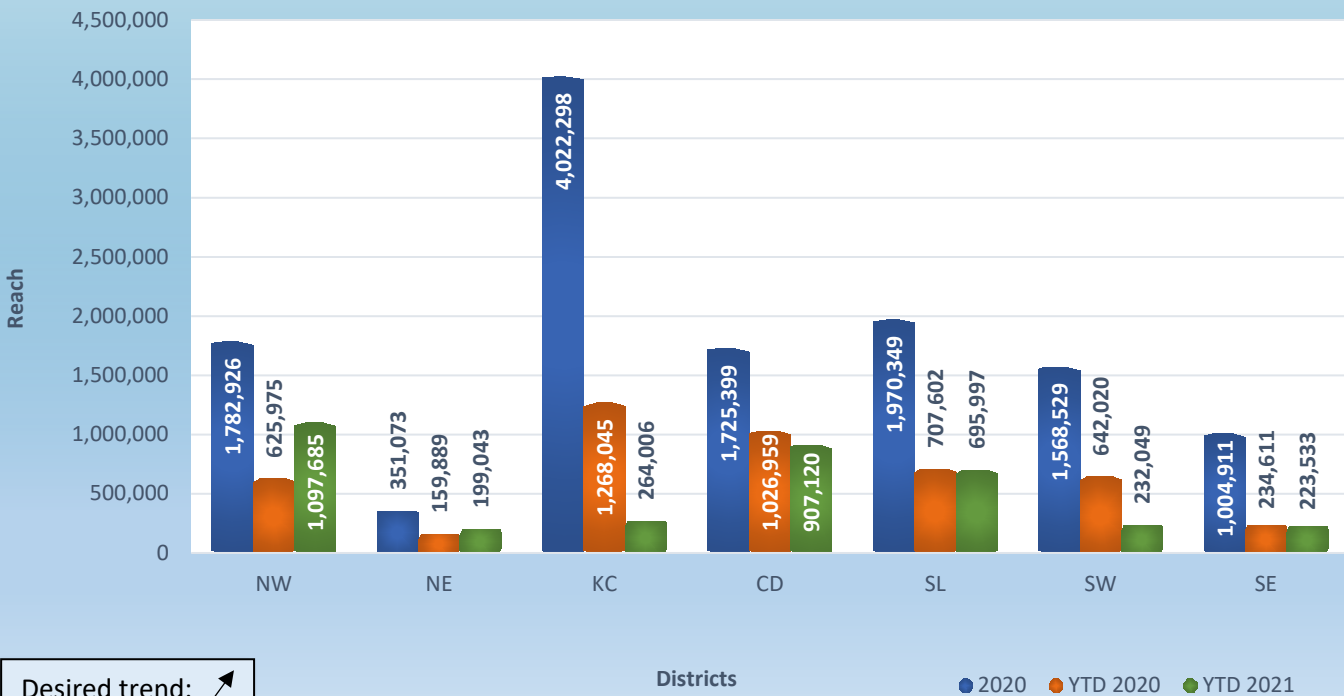
Facebook Engagement
on Statewide Account

351881

19,525	
18,039	
215,950	
22,217	
61,918	

204379

16,565
131,512
12,648
31,480

247822

186,164
24,563
26,314

Engagment

2020 | YTD 2020 | YTD 2021

Calendar Year

Desired trend: ↗

● Statewide Reactions ● Statewide Comments ● Statewide Shares ● Statewide Clicks
● SML Reactions ● SML Comments ● SML Shares ● SML Clicks
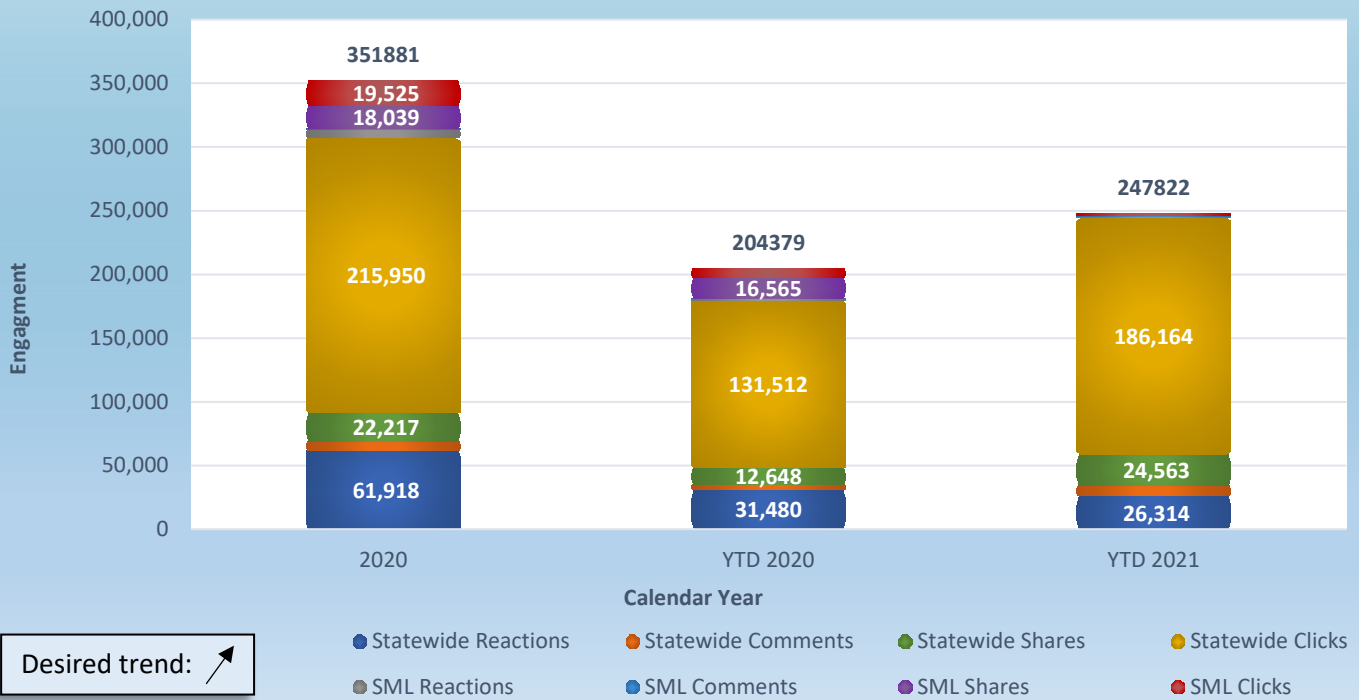
Facebook Engagement
on District Accounts

58,849		
148,648		
113,233		
322,806		
65,658		

77,335
83,935
145,014

32,879
34,577

Engagements

2020 | YTD 2020 | YTD 2021

Districts
*KC and SL include multiple accounts

Desired trend: ↗

● NW ● NE ● KC ● CD ● SL ● SW ● SE

April 2021 – 1f (4)
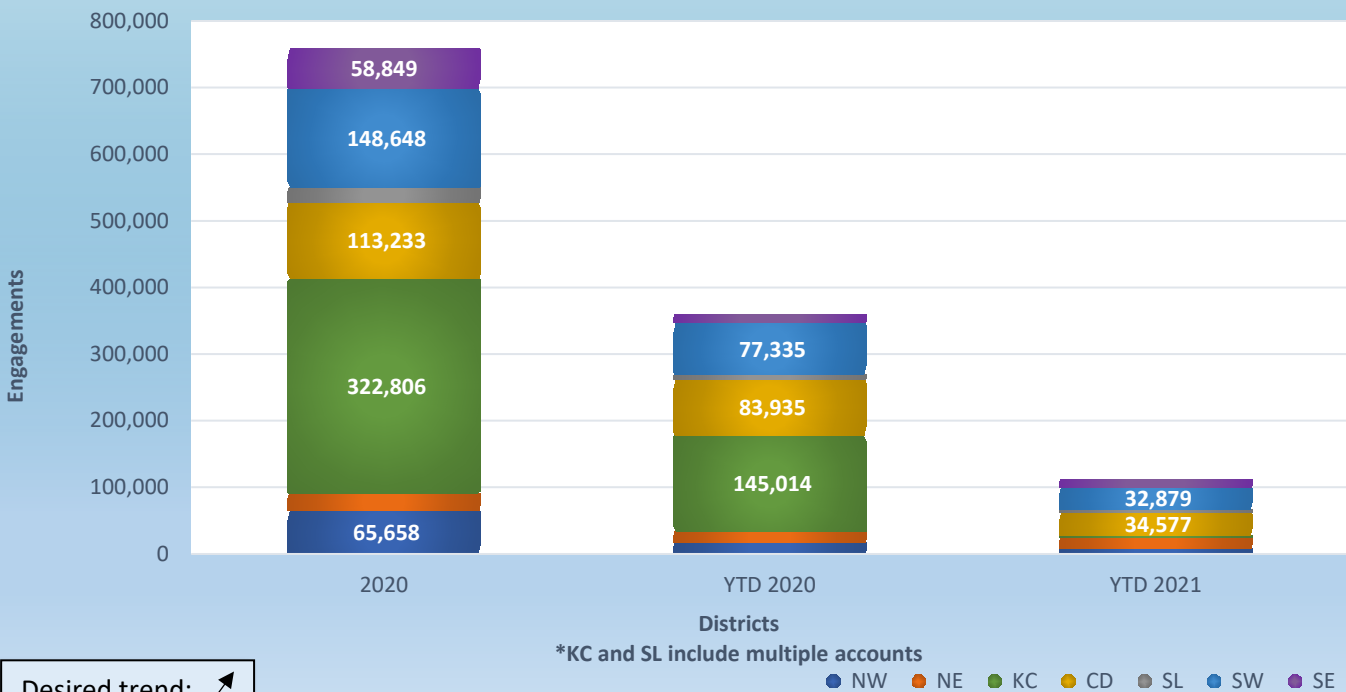
RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
STEVE BUSHKO
SR. COMMUNICATIONS SPECIALIST

PURPOSE OF THE MEASURE:
This measure tracks the number of times videos have been viewed on MoDOT's (MoDOT_Videos) and SaveMoLives YouTube channels as well as MoDOT's statewide social media channels.

MEASUREMENT AND DATA COLLECTION:
YouTube lists the number of views under each video that is posted on the site. We track the views quarterly.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Number of video views – 1h

MoDOT_Videos (statewide channel) and SaveMOLives' YouTube and social media received 1,584,772 video views in the first quarter of 2021.

- MoDOT_Videos – 759,024
- SaveMOLives – 764,227
- Social media – 61,521
- Bucket Media – 16,891,671

MoDOT_Videos Top 5 Videos
1. Tow Plows Action – 604,150 views
2. MoDOT Tow Plows In Action – 102,069 views
3. Snow Shoveling Secrets – 6,482 views
4. Motorgrader Operations pt 1 – 4,631 views
5. Motorgrader Operations pt 3 – 4,513 views

    Subscribers added – 356
    Total subscribers – 5,384
    Impressions – 4,819,776

SaveMOLives Top 5 Videos
1. March Impaired Campaign 2021 – 437,067 views
2. Teen Seat Belt 2021 – 117,359 views
3. MoDOT Super Bowl PreGame – 108,631 views
4. Show-Me Zero Longform Caption – 40,536 views
5. March Impaired Campaign 2021-Spanish – 37,038 views

    Subscribers added – 10
    Total subscribers – 1,421
    Impressions – 25,422

Numbers by Quarter

	2018	**2019**	**2020**	**2021**
1st Qtr	324,551 (SML: 1,281,393)	410,372 (SML: 442,643)	611,762 (SML: 1,257,623) (SM: 108,500) (BM: 22,319,515)	759,024 (SML: 764,227) (SM: 61,521) (BM: 16,891,671)
2nd Qtr	54,694 (SML: 1,574,884)	86,024 (SML: 1,387,593)	99,384 (SML:1,119,417) (SM:85,053) (BM: 17,283,572)	
3rd Qtr	73,992 (SML: 2,043,602)	63,965 (SML: 694,390) (SM: 34,294)	68,514 (SML: 1,513,038) (SM: 48,540) (BM: 41,843,254)	
4th Qtr	110,599 (SML: 400,993)	598,311 (SML:393,168) (SM:19,682)	606,039 (SML:1,122,807) (SM: 32,239) (BM: 19,763,778)	

April 2021 – 1h

Number of MoDOT's Video Views

	2018	2019	2020	YTD 2020	YTD 2021
Total	5,864,714	4,130,442	107,883,035	24,297,400	18,476,443
SaveMOLives	563,841	2,917,794	5,012,885		
Bucket Media			101,210,119		

Calendar Year

Desired trend: ↗

● MoDOT ● SaveMOLives ● Social Media ● Bucket Media
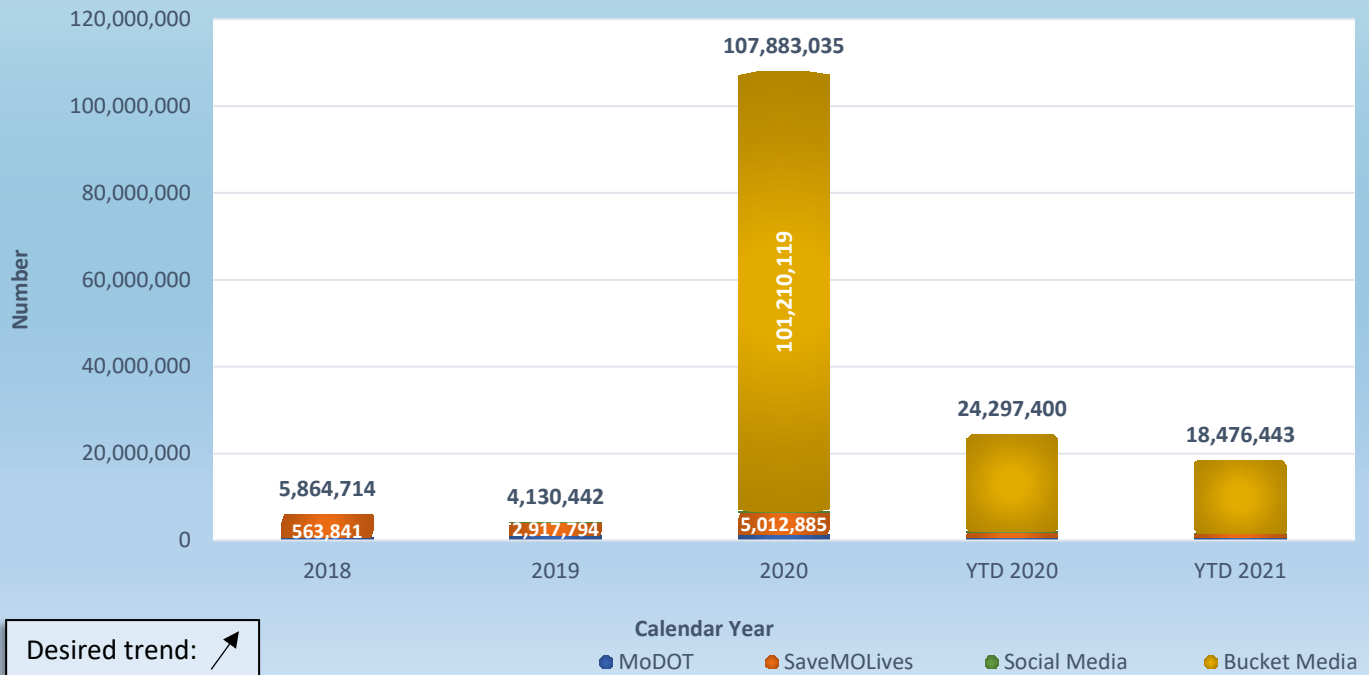
*The addition of social media data began in Nov. 2019, and the addition of Bucket Media began in April 2020.

Number of Views on Districts' YouTube Sites
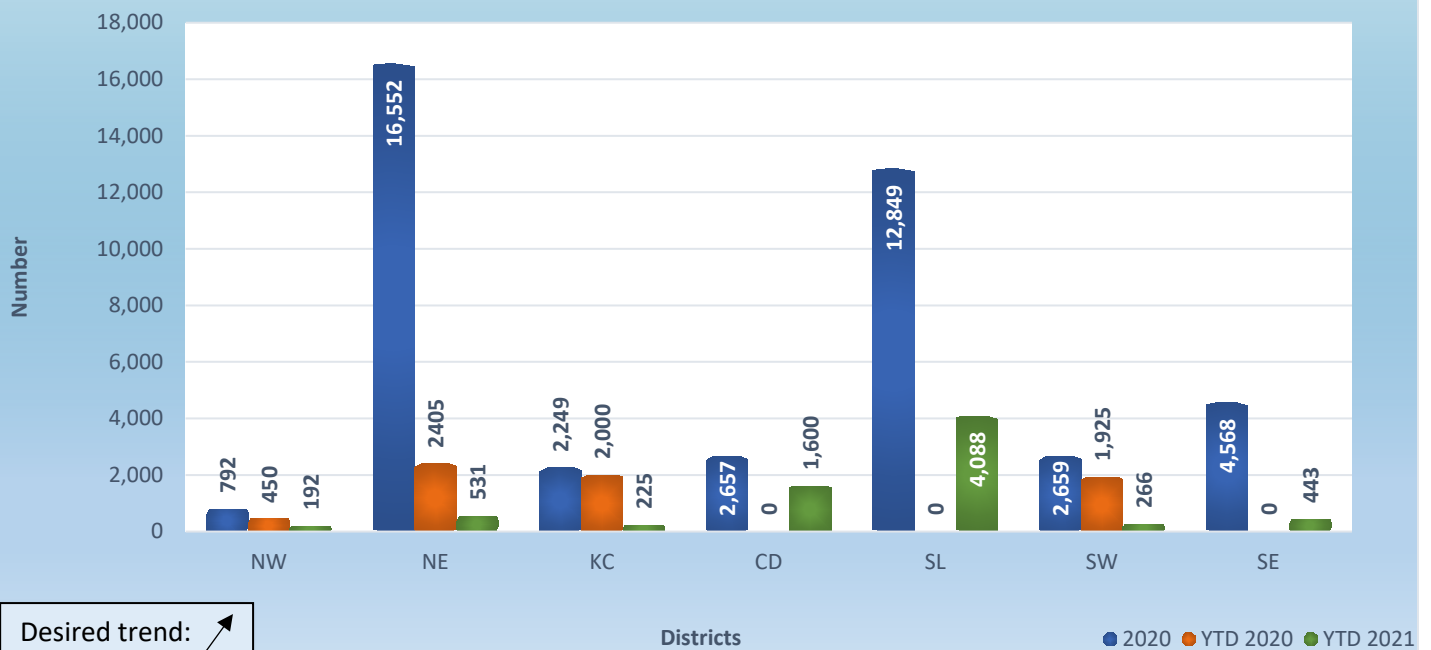
District	2020	YTD 2020	YTD 2021
NW	792	450	192
NE	16,552	2405	531
KC	2,249	2,000	225
CD	2,657	0	1,600
SL	12,849	0	4,088
SW	2,659	1,925	266
SE	4,568	0	443

Districts

Desired trend: ↗

● 2020 ● YTD 2020 ● YTD 2021

April 2021 – 1h (2)

RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
KELLY JACKSON
SR. COMMUNICATIONS SPECIALIST

PURPOSE OF THE MEASURE:
This measure tracks the number of Highway Safety campaigns per quarter, the amount spent and the number of exposures to the targeted audience. Various media outlets are available for tracking, such as TV, digital, internet, social media, radio, video, outdoor and print.

MEASUREMENT AND DATA COLLECTION:
Our contracted ad agency, Bucket Media, provides detailed reports on the exposure of each campaign. Impressions reported are for all outlets reported to date.

Campaigns have been combined into like categories for better comparison of target audience and campaign goals.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Total cost and number of targeted audience exposed to Highway Safety campaigns – 1i

Four paid media campaigns were held this quarter:
1. Buckle Up Phone Down Awareness Campaign
2. NFL Playoffs Awareness Campaign
3. Super Bowl Awareness Campaign
4. March Impaired Enforcement Campaign

Another advertising opportunity with the Kansas City Chiefs in the NFL playoffs allowed for additional BUPD messages to Missourians this quarter. All campaigns performed well. A total of $679,100 was spent on paid media, resulting in nearly 23 million impressions.

With the changes brought by COVID-19, several placements were again changed to accommodate various closings of businesses and venues. A switch to more online, digital and traditional radio advertising deemed beneficial in this effort to continue to get our safety messages out.

Higher and lower impressions are most likely the result of varying campaign budgets or last-minute placement changes due to COVID-19. However, the growth of the digital ad space, along with more robust targeting opportunities in digital and social media and evolutions in technology, are providing higher CPM (cost per thousand) of ad inventory. Movement of ads to this more premium ad inventory and platform helps to guarantee full run of ads, higher viewability, higher click through rates and more user interaction versus other platforms that allow skipping within a few seconds, lower viewability and less user interaction. More traditional OOH (out of home) mediums use multipliers in their provided impression calculations which differ from digital in that an impression is simply an impression with no calculations. This differs from digital in that an impression is simply an impression with no calculations, formulas or multipliers involved. This difference in how impressions are measured from medium to media also contributes to the differences and the largest skews in some of the overall campaign and quarter impression totals.

To date, not all reporting measures are available. The number of impressions will improve with additional reporting.

Total Cost and Number of Impressions of Highway Safety Campaigns

$3,382,881	**$3,279,115**	**$3,727,390**	
399,463,848	359,086,118	306,835,713	**$679,100**
			22,873,681
2018	2019	2020	YTD 2021

Impressions (left axis): 0 to 480,000,000
Dollars (right axis): 0 to 3,600,000

Impressions — Calendar Year — **Dollars**

Desired trend: ↗

● Impressions   ● Dollars

Impaired Driving Campaigns

Impressions per Dollar

Campaign	2018 Profitability	2019 Profitability	2020 Profitability	2021 Profitability
Super Bowl Impaired Driving	51	36	28	17
March Impaired Enforcement	313	79	93	41
Youth Alcohol Enforcement	64	125	101	0
July Impaired Driving	125	77	115	0
December Impaired Driving	132	137	91	0
Drive Sober or Get Pulled Over	109	100	74	0
420 Drugged Driving		132	47	0

Desired trend: ↗

● 2018 Profitability   ● 2019 Profitability   ● 2020 Profitability   ● 2021 Profitability

April 2021 – 1i (2)

Occupant Protection Campaigns

Impressions per Dollar

Youth Seat Belt Enforcement	Click It or Ticket	Child Passenger Safety
103	93	89
118	104	48
164	79	94
0	0	0

Desired trend: ↗

● 2018 Profitability   ● 2019 Profitability   ● 2020 Profitability   ● 2021 Profitability

Work Zone Awareness Campaigns

Impressions per Dollar

April thru June	July thru October
161	243
164	177
121	180
0	0

Desired trend: ↗

● 2018 Profitability   ● 2019 Profitability   ● 2020 Profitability   ● 2021 Profitability

Other Campaigns

Impressions per Dollar

Comm. Motor Vehicle Awareness: 2018 Profitability 107, 2019 Profitability 173, 2020 Profitability 92, 2021 Profitability 0

Motorcycle Awareness: 2018 Profitability 171, 2019 Profitability 170, 2020 Profitability 136, 2021 Profitability 0

Pedestrian Safety Awareness: 2018 Profitability 162, 2019 Profitability 138, 2020 Profitability 40, 2021 Profitability 0

Buckle Up Phone Down: 2018 Profitability 109, 2019 Profitability 146, 2020 Profitability 109, 2021 Profitability 24

Farm Safety Awareness: 2019 Profitability 21, 2020 Profitability 83, 2021 Profitability 0

Speed Awareness: 2019 Profitability 95, 2020 Profitability 64, 2021 Profitability 0

Transportation Incident Response Awareness: 2019 Profitability 100, 2020 Profitability 72, 2021 Profitability 0

Aging Road User: 2020 Profitability 57, 2021 Profitability 0

Desired trend: ↗

● 2018 Profitability   ● 2019 Profitability   ● 2020 Profitability   ● 2021 Profitability

April 2021 – 1i (4)

MEASUREMENT DRIVER:
BETHANY BELT
*INT. COMMUNICATIONS
SPECIALIST*

PURPOSE OF THE MEASURE:
This measure compares the overall Communications budget to the actual expenses to ensure fiscal responsibility within the division.

MEASUREMENT AND DATA COLLECTION:
Data collection is based on information from BRASS budget reports comparing Communications' budget to actual expenditures.

USE RESOURCES WISELY

Percent of Central Office Communications budget versus actual (Personal Services and Equipment & Expenses) – 2a

The total Fiscal Year 2021 budget for Communications is $1,315,558. At the end of the third quarter, $751,306.95 had been expended. Communications was under target for the quarter by 18% overall:

- Personal Services – under target by 6%
- Equipment and Expenses – under target by 48%

Central Office Communications Budget-to-Actual Summary

Desired trend: 75%

Legend: ● Total Budget ● Quarter Target ● Expenditures

X-axis: Fiscal Year

Y-axis: Dollars (in Thousands)

2018: 1,287 / 965 / N/A
2019: 1,338 / 1,004 / 889 — 66%
2020: 1,395 / 1,047 / 851 — 61%
2021: 1,316 / 987 / 751 — 57%

Central Office Communications
Budget-to-Actual (Personal Services)

Dollars (in Thousands)

Fiscal Year	Total Budget	Quarter Target	Expenditures	%
2018	950	713	N/A	N/A
2019	1,000	750	732	73%
2020	1,028	771	695	68%
2021	948	711	652	69%

Desired trend: 75%
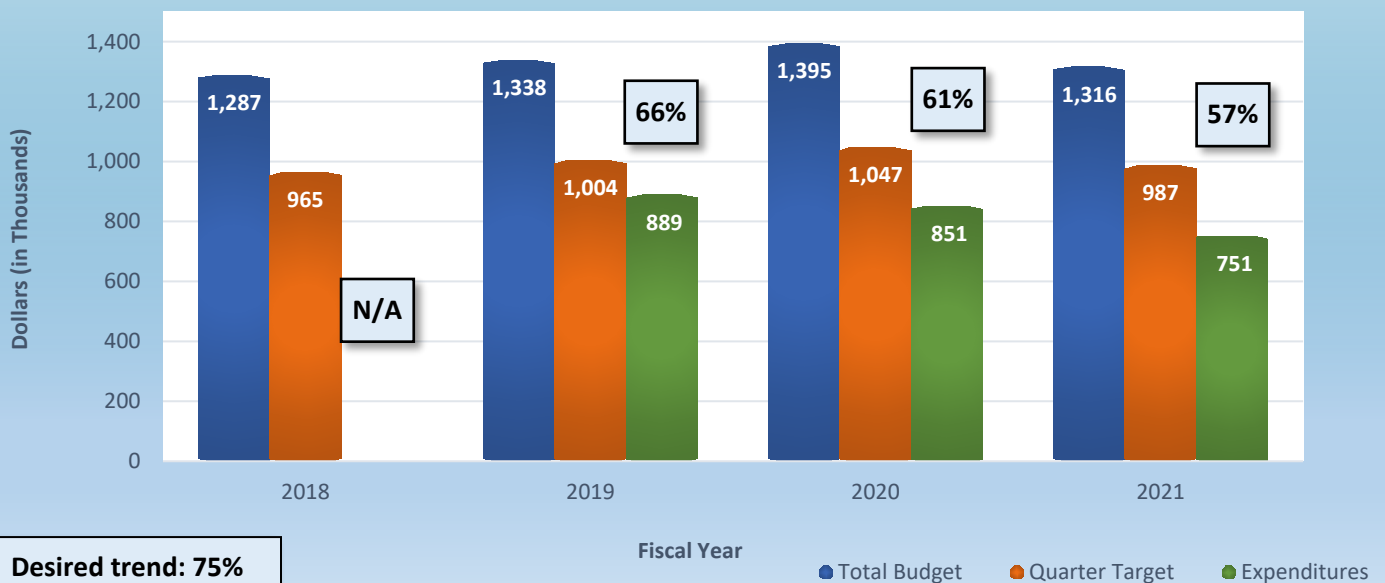
● Total Budget ● Quarter Target ● Expenditures
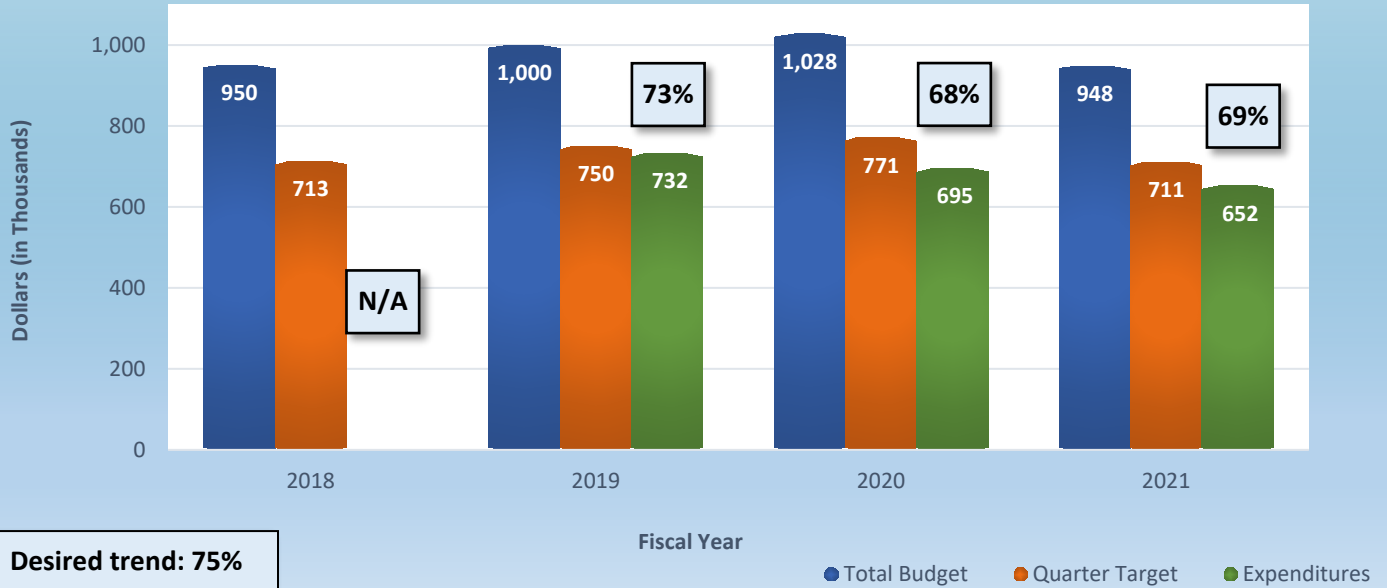
Central Office Communications
Budget-to-Actual (Equipment and Expenses)
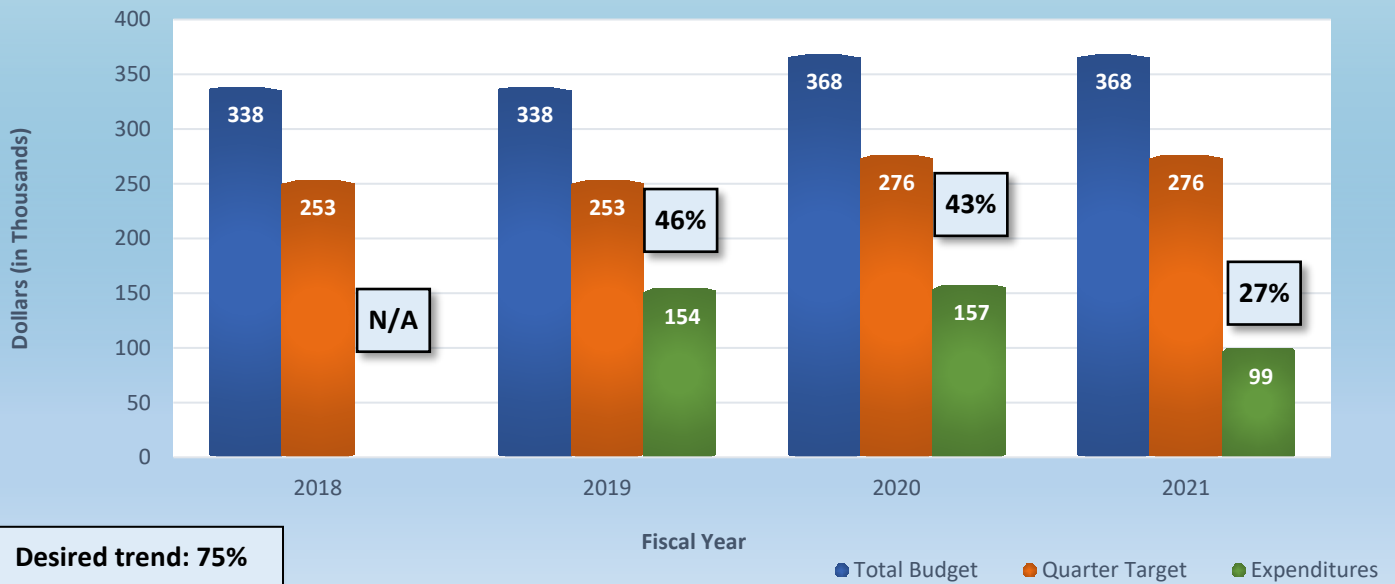
Dollars (in Thousands)

Fiscal Year	Total Budget	Quarter Target	Expenditures	%
2018	338	253	N/A	N/A
2019	338	253	154	46%
2020	368	276	157	43%
2021	368	276	99	27%

Desired trend: 75%

● Total Budget ● Quarter Target ● Expenditures

PURPOSE OF THE MEASURE:
This measure tracks the number of job assignments completed by print shop staff versus the number of jobs sent to outside printers.

MEASUREMENT AND DATA COLLECTION:
Information is based on print requests received by the print shop. Costs for outsourcing jobs are acquired from the state print shop and other local printers.

USE RESOURCES WISELY

Number of printing jobs completed by the Print Shop versus those outsourced – 2b

Print shop staff completed 182 jobs this quarter:
- Color copier – 110 jobs – 258,919 copies
- Black and white copier – 49 jobs – 936,040 copies
- CW500 color OCE – 7 jobs – 662 sq/ft copies
- iJet envelope printer – 16 jobs – 39,129 copies

The total number of impressions for the quarter was 1,234,750. No jobs were outsourced this quarter.

In-house cost: $256,950.68
Cost to outsource those same jobs: $599,073.25
Total savings: $342,122.57

Number of Printing Jobs Completed by the Print Shop Versus Those Completed Through Outsourcing

Desired trend: ↗

April 2021 – 2b

RESULT DRIVER:
LINDA WILSON-HORN,
COMMUNICATIONS DIRECTOR

MEASUREMENT DRIVER:
JUSTIN WRIGHT
EXECUTIVE ASSISTANT

PURPOSE OF THE MEASURE:
This measure tracks minority and female employment in MoDOT's Communications Division and compares it with availability data from the Missouri 2010 Census report. By tracking this progress, Communications demonstrates its commitment to maintaining a diverse workforce.

MEASUREMENT AND DATA COLLECTION:
MoDOT's Affirmative Action database is used to collect data. The Missouri 2010 Census data is used as a benchmark. Communications' staff information is gathered from personnel records and a review of employee start dates and last date worked.

ADVANCE ECONOMIC DEVELOPMENT

Percentage of minorities and women employed by Central Office Communications – 3a

As of the third quarter of fiscal year 2021, the percentage of female employees in Communications was 33.33%, and the percentage of minority employees was 6.67%. One female employee retired, and one male employee was hired this quarter. During this reporting period, Communications had 15 full-time employees and one part-time employee.

Percent of Women Employed within Communications

Fiscal Year	Percent	Missouri Availability
2018	42.10	15.63
2019	41.18	15.62
2020	33.33	15.61
2021	33.33	15.61

Desired trend: →

Percent of Minorities Employed within Communications

Fiscal Year	Percent	Missouri Availability
2018	10.50	11.71
2019	5.88	11.79
2020	6.67	11.73
2021	6.67	11.64

Desired trend: ↗

Table of Contents

State Design Engineer: Travis Koestner
Assistant to the State Design Engineer - Right of Way: Brenda Harris

Provide Outstanding Customer Service

Rate of property owner satisfaction

Result Driver: Brenda Harris, Assistant to the State Design Engineer Right of Way
Measurement Driver: Jenny Hall, Outdoor Advertising Manager

Purpose of the Measure:
This measure tracks the rate of property owner satisfaction when realty rights are acquired for projects in the Statewide Transportation Improvement Program.

Measurement and Data Collection:
A survey is sent to each property owner affected by the acquisition of realty rights including donated parcels. The data is collected from the returned surveys on a quarterly basis. A one rating means the property owner is completely dissatisfied and a five rating means the property owner is very satisfied.

Improvement Status:
The data returned indicates the property owners are satisfied. The rating through the third quarter of FY2021 is 4.35. The results indicate the districts continue to work closely and provide timely communication with the property owners to ensure outstanding customer service has been delivered. One hundred eight two (182) surveys were distributed and fifty two (52) were returned with a return rate of twenty nine (29) percent. Of the one hundred eighty two (182) parcels, sixty three (63) were donated and thirteen (13) property owners returned the survey with an overall rating of 3.9. Sixty four (64) parcels in the NE District were acquired through Lochmueller Group with eighteen (18) property owners returning the survey for an overall consultant rating of 4.3.

Historical data reflects an overall high customer service satisfaction rating in the right of way acquisition process. Property owner satisfaction decreased 3% during the third quarter of fiscal year 2021, compared to fiscal year 2020. Over the past five years, projects shifted from maintenance to expansion efforts impacting a greater number property owners. The overall third quarter rating of 4.35 or 87% remains above average in light of face to face meetings with property owners being restricted due to COVID-19 and MoDOT. Right of Way staff continue to successfully deliver projects through alternative methods using video, phone, email, and mail to acquire property.
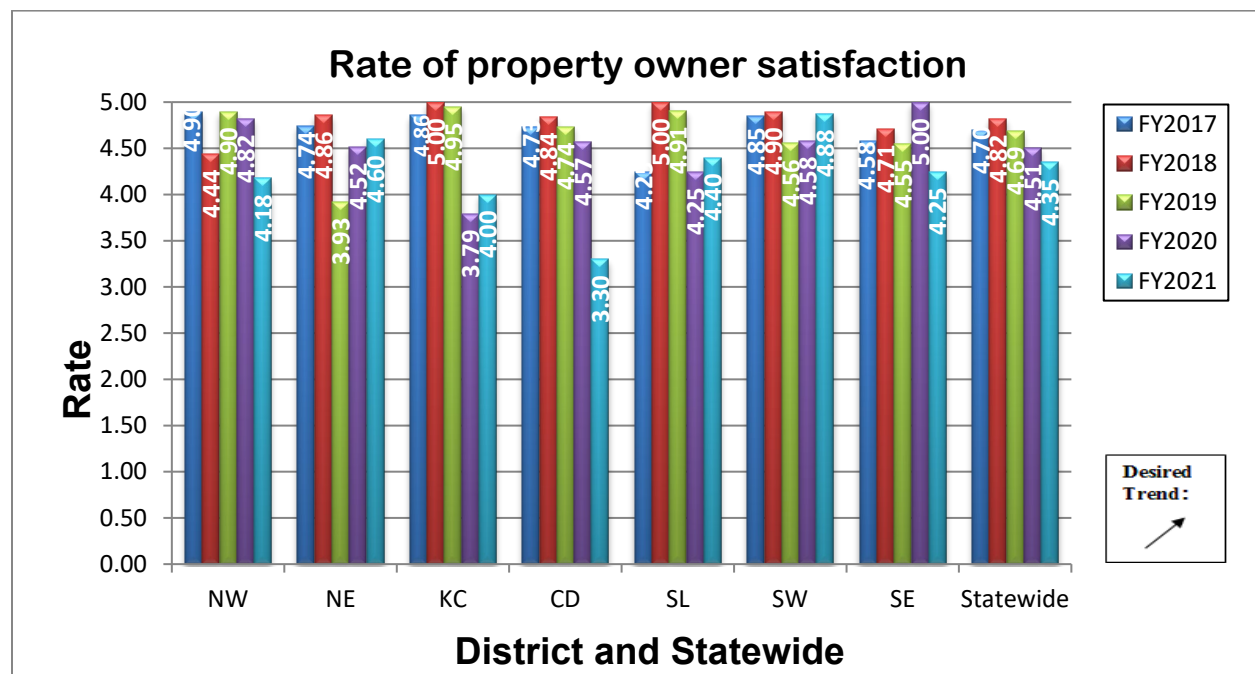
Rate of property owner satisfaction

District	FY2017	FY2018	FY2019	FY2020	FY2021
NW	4.90	4.44	4.90	4.82	4.18
NE	4.74	4.86	3.93	4.52	4.60
KC	4.86	5.00	4.95	3.79	4.00
CD	4.73	4.84	4.74	4.57	3.30
SL	4.21	5.00	5.00	4.25	4.40
SW	4.85	4.90	4.56	4.58	4.88
SE	4.58	4.71	4.55	5.00	4.25
Statewide	4.70	4.82	4.69	4.51	4.35

Desired Trend: ↗

Percent of customers satisfied with options for traveling by bicycle on bike lanes or paved shoulders

Result Driver: Julie Stotlemeyer, Assistant State Design Engineer LPA
Measurement Driver: Sarah Kleinschmit, Policy and Innovations Engineer

Purpose of the Measure:
This measure reports the results of a comprehensive statewide customer satisfaction study based on the most recent customer comments taken the summer of 2019. The data is collected from the statewide customer satisfaction study that occurs every two years.

Measurement and Data Collection:
Improvements are measured by the satisfaction ratings over time. Data is only available from October 2013 forward as the study questions were revised for the 2013 study. Due to the new survey parameters, past historical data on this item is not available.

Improvement Status:
It is MoDOT's desire to consider the needs of cyclists on 100 percent of its projects and to build facilities where it is appropriate to do so. MoDOT is actively working to increase the number of modal options available for transportation.

Suitable projects include those that provide connections to origins and destinations, bridge natural and man-made obstacles, and those that contribute to a connected multi-modal environment.

The vast majority of Missourians are satisfied with the job MoDOT is doing. The overall satisfaction rating for 2019 is 81 percent. Customer satisfaction as it relates to how MoDOT is providing for bicycle travel is at 46 percent statewide. This percentage is lower than desired, however it is up two percent since 2017.
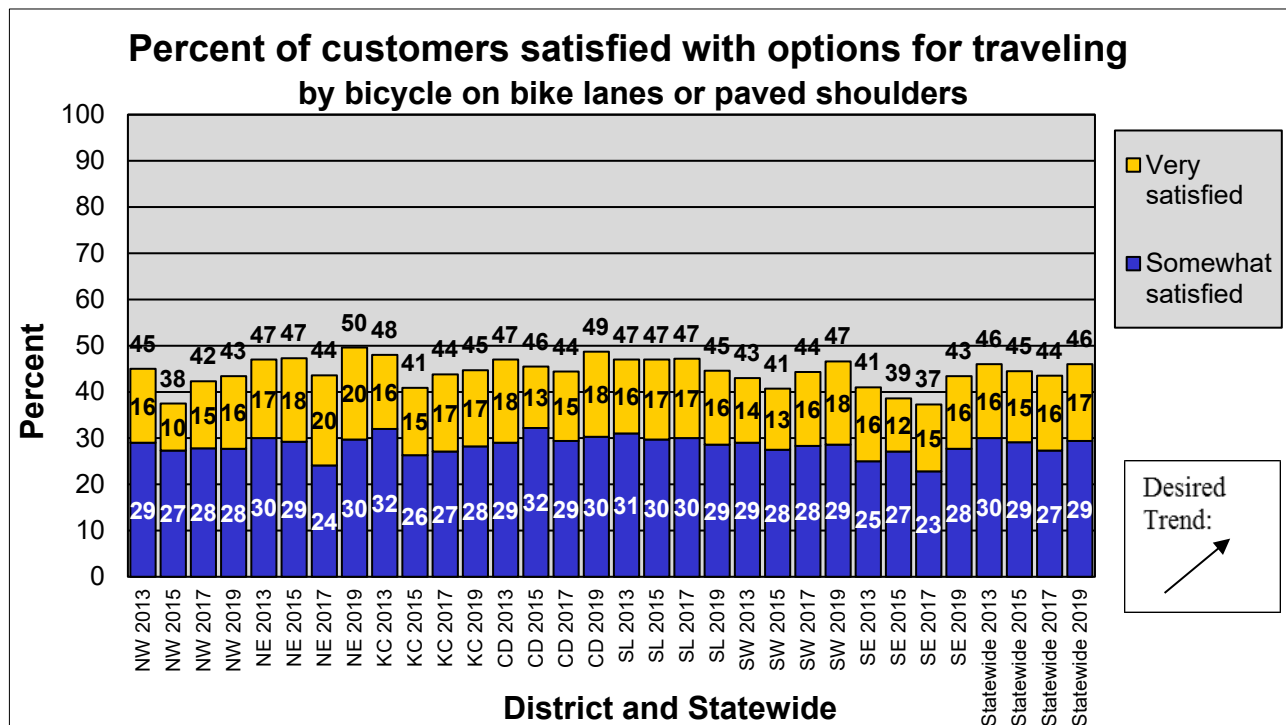
Provide Outstanding Customer Service

Percent of customers satisfied with options for traveling by walking on sidewalks or intersection crossings

Result Driver: Julie Stotlemeyer, Assistant State Design Engineer LPA
Measurement Driver: Sarah Kleinschmit, Policy and Innovations Engineer

Purpose of the Measure:
This measure reports the results of a comprehensive statewide customer satisfaction study based on the most recent customer comments taken the summer of 2019. The data is collected from the statewide customer satisfaction study that occurs every two years.

Measurement and Data Collection:
Improvements are measured by the satisfaction ratings over time. Data is only available from October 2013 forward as the study questions were revised for the 2013 study. Due to the new survey parameters, past historical data on this item is not available.

Improvement Status:
It is MoDOT's desire to consider the needs of pedestrians on 100 percent of its projects and to build facilities where it is appropriate to do so. MoDOT is actively working to increase the number of modal options available for transportation.

Suitable projects include those that provide connections to origins and destinations, bridge natural and man-made obstacles, and those that contribute to a connected multi-modal environment.

The vast majority of Missourians are satisfied with the job MoDOT is doing. The overall satisfaction rating for 2019 is 81 percent. Customer satisfaction as it relates to how MoDOT is providing for pedestrian travel is at 64 percent statewide. This percentage is lower than desired, however it has remained steady since 2017.
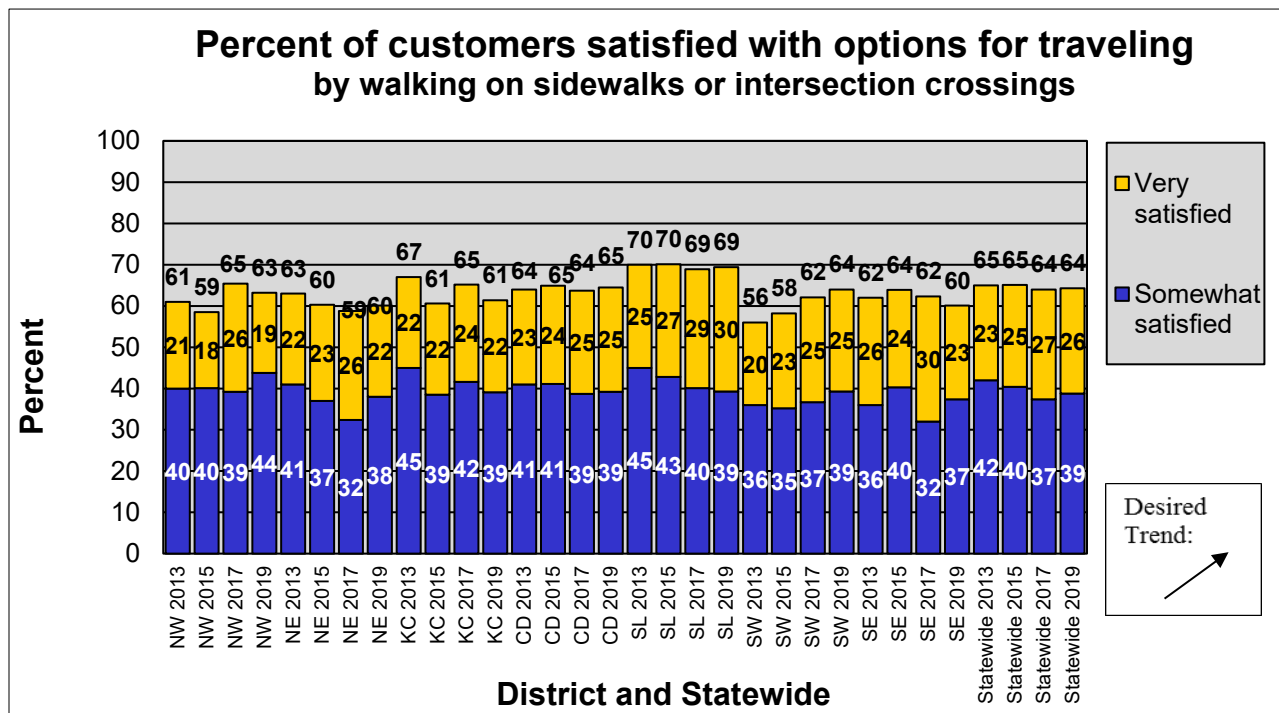
Number of bids per call per type of work

Result Driver: Travis Koestner, State Design Engineer
Measurement Driver: Patrick Hake, Estimate and Review Engineer

Purpose of the Measure:
The number of bids per awarded call is an important measure to determine the level of competition MoDOT is receiving on projects. The level of competition is directly related to the prices received from the bidders. MoDOT Contract Services collaborates with the districts to group projects in combinations to help attract a strong pool of bidders and maximize competition. MoDOT schedules the bid openings of these projects to better balance the workload and financial obligation of the bidders.

Measurement and Data Collection:
The Contract Services section compiles data every month after bid opening on the number of bids received per awarded call. A call is the actual proposed work in a contract, which may be one or more projects. This data on average number of bids per call has been collected since the early 90s. Starting in FY2014, the average number of bids per call per work type was added to the data. The work types include New Roadway Construction, Surface Treatment, Bridge, and Other.

Improvement Status:
In the third quarter of FY2021, 375 bids were received on 88 calls, for an average of 4.3 bids per call. The other category includes pavement improvement, job order contract, scour repair, sign installation and ada improvement projects. The fiscal year to date average of 4.1 bids per call is above the total average for FY2020. Districts are encouraged to package projects together that is optimal for the contractors and promotes a balanced letting so contractors can schedule their work. For the third quarter of FY2021, the bundle average is 3.8 bids per call and the non-bundle average is 4.3 bids per call.

(#) Indicates number of calls

Average number of bids per call by fiscal year
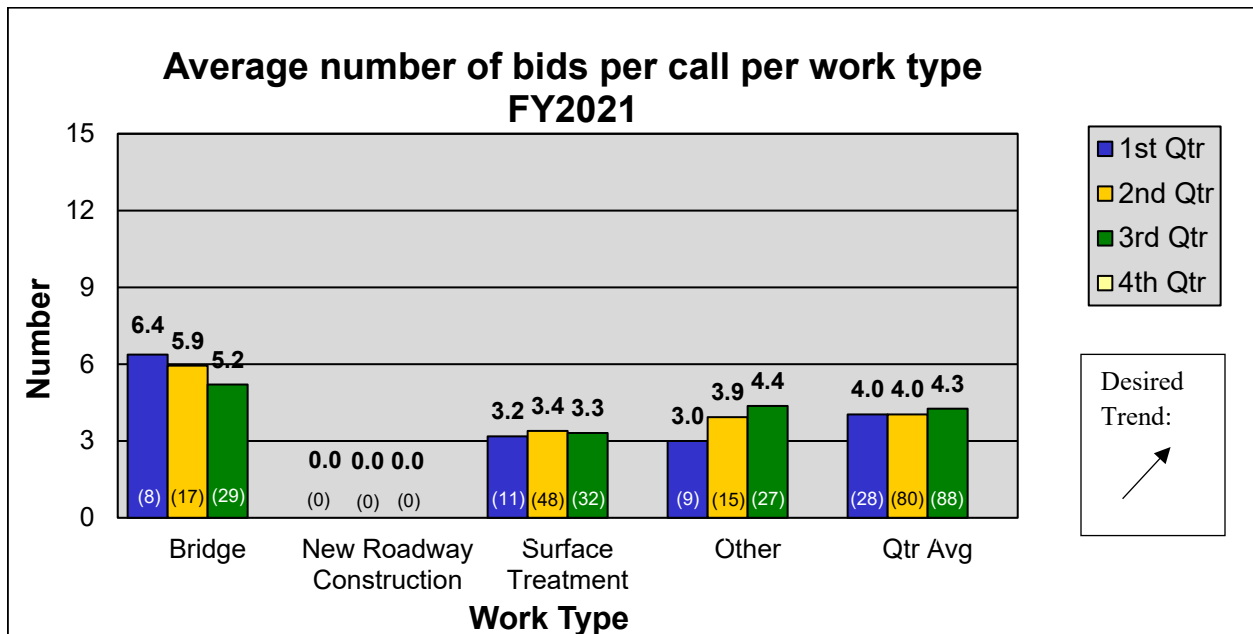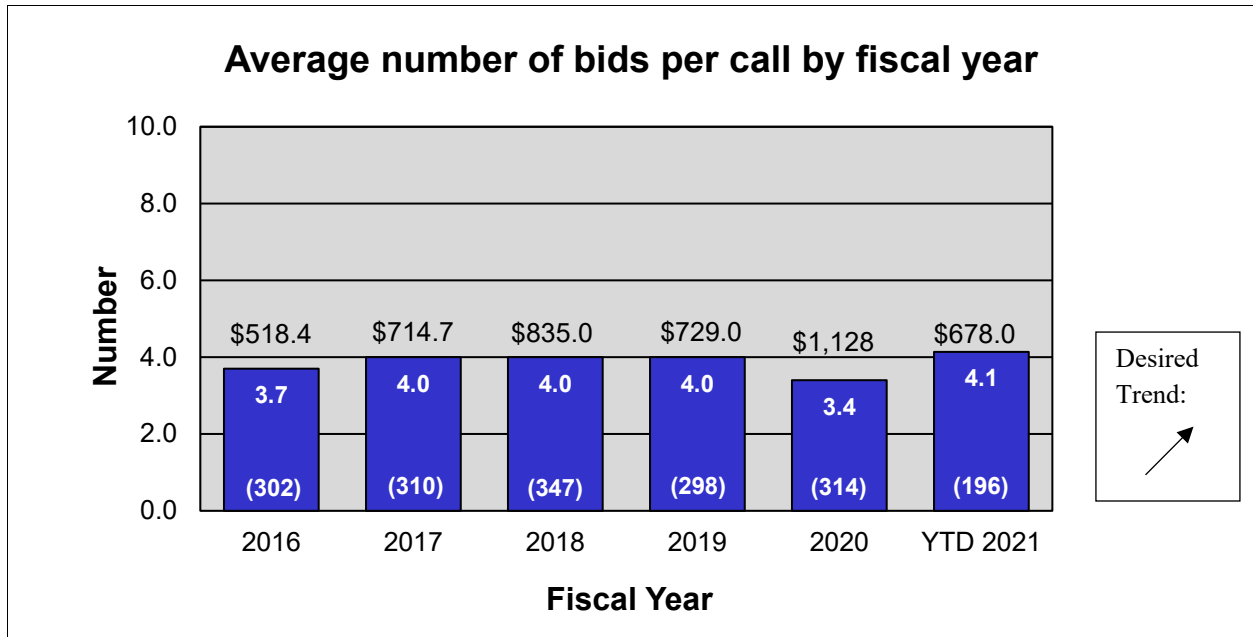
(#) Indicates number of calls

Statewide Award Amount with contingencies in millions of dollars
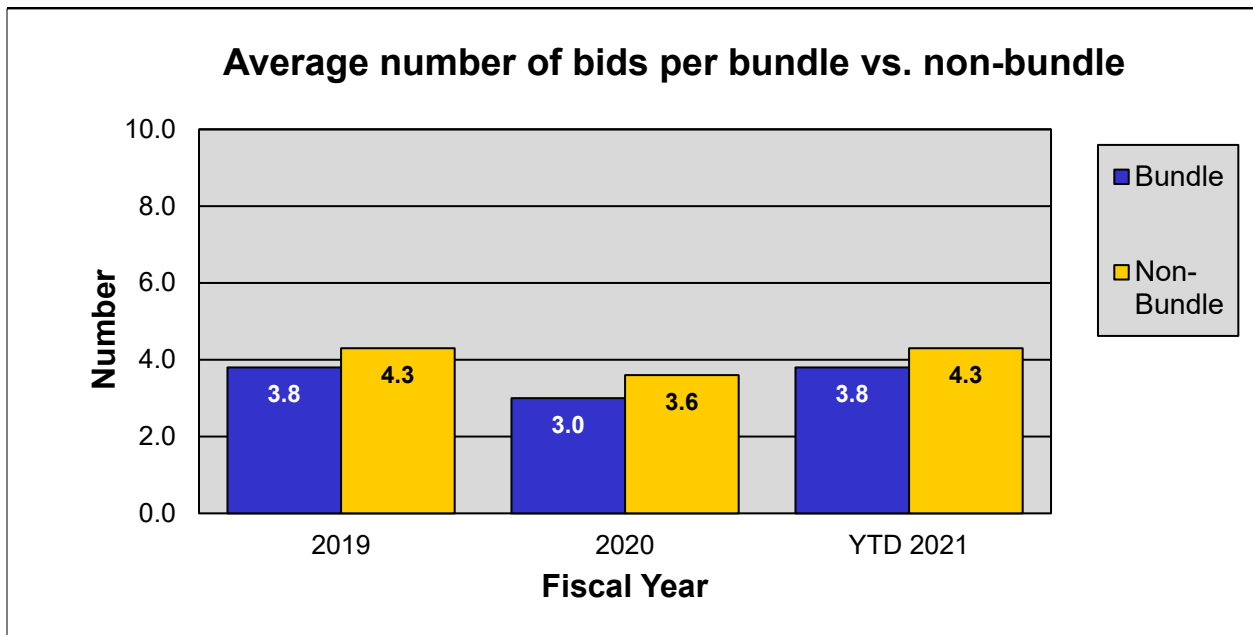
Average number of bids per bundle vs. non-bundle

Percent and number of federally funded projects submitted to FHWA on time and without conditions

Result Driver: Kenny Voss, Assistant State Design Engineer
Measurement Driver: Tim Schroeder, Design Liaison Engineer

Purpose of the Measure:
MoDOT must obtain funding authorization from Federal Highway Administration (FHWA) prior to advertising any federally funded project seven weeks before the scheduled date of advertisement. Full oversight projects require a complete set of the plans, specifications and estimate (PS&E), right of way clearance, utility, railroad, environmental clearances, and all permits obtained. All other federally funded projects require the district estimate, right of way clearance, utility, railroad, environmental clearances, and all permits obtained. If federal funding approval is not granted three weeks prior to the bid opening, federal funds may be removed from the project or the project must be advertised for a later bid opening.

Measurement and Data Collection:
The date is recorded in Bidding and Contract Services to identify the number of plans submitted on time. Financial Services Division verifies the PS&E and provides Federal Highway's Financial System (FIMS) details on FHWA approved projects. Requests for funding approval are not entered into FIMS until the district estimate is available and all clearances and permits are obtained. Although the plans and specifications for projects of division interests may be submitted to FHWA on the required date, a project is not considered on time unless all clearances and permits are finalized. The second graph identifies the reasons the projects are submitted late to FHWA.

Improvement Status:
For the third quarter of FY2021, 139 of the 139 federally funded projects were submitted to FHWA on time (100 percent). In addition, for the third quarter, 133 of the 139 federally funded projects were submitted on time and without conditions (95.7 percent). For the year to date, 253 of the 289 federally funded projects were submitted on time and without conditions (87.5 percent). One project was submitted in the third quarter with conditions for one DOT approval (Southwest District). Two projects were submitted with conditions for right of way (1- Northeast District and 1-Saint Louis District). Two project were submitted with conditions for railroad (1-Northeast District and 1-Kansas City District). One project was submitted with conditions for environmental (Southeast District). Six projects were submitted late because of PS&E (2-Northwest District, 2-Kansas City District, and 2-Southwest District).

Design and right of way liaisons will continue to communicate the importance of early request for environmental services (RES) submittals and identifying/meeting right of way plan milestones. The division is also working on improved reporting tools to identify targets and practices for meeting critical project milestones related to environmental, railroad, and right of way clearances. Guidance has been communicated with the districts that condition statements are reserved for true emergencies and will not be accepted as a common practice. Also, the environmental section has revised its practices to request a minimum of two RES submittals instead of one. The earlier RES submittal will assist with the environmental staff prioritizing and scheduling their work. The final RES is now requested 60 days before the plan submittal due date instead of 30 days to allow for better consultation with outside agencies. Finally, Central Office is working with the districts to get projects ready 6 to 12 months ahead of schedule.

Percent of federal funded projects on time and without conditions for current fiscal year

Percent of Projects on Time and without conditions

- 100
- 90
- 80
- 70
- 60
- 50
- 40
- 30
- 20
- 10
- 0

District	Value
NW	80.4 (46)
NE	90.0 (40)
KC	82.6 (46)
CD	97.6 (42)
SL	78.9 (19)
SW	88.2 (76)
SE	95.0 (20)

(289) Number of federal funded projects

Desired Trend:
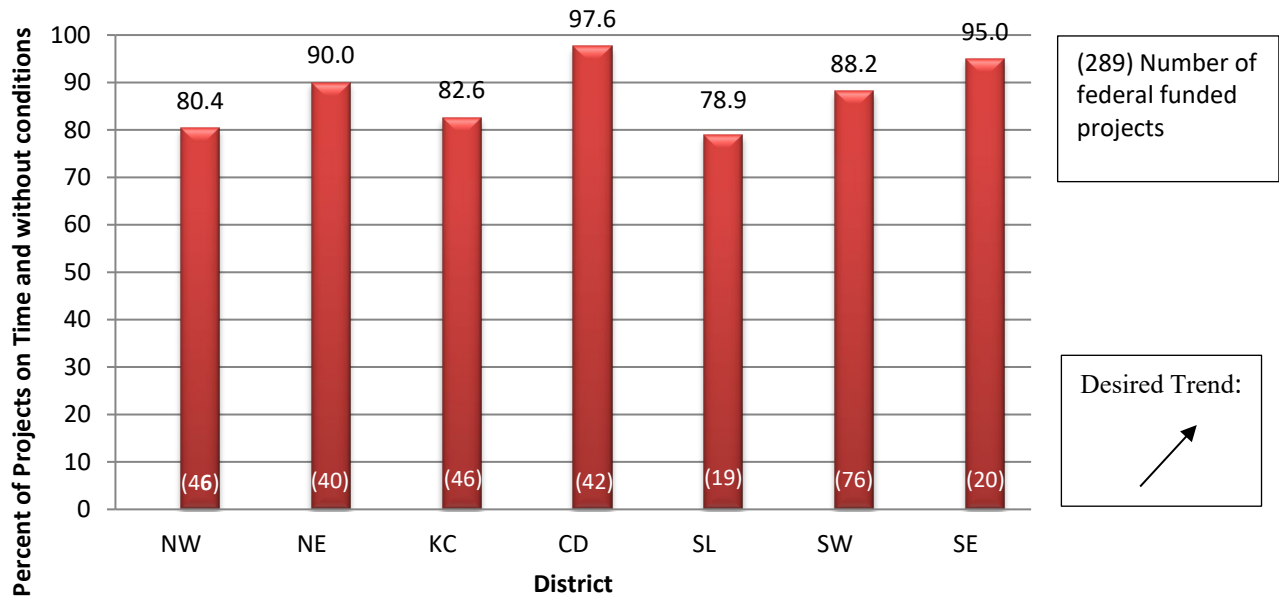
Reason for condition statements on federally funded projects to FHWA for current fiscal year

Number of Projects

- 12
- 10
- 8
- 6
- 4
- 2
- 0

NW: 4, 1, 2
NE: 4, 2, 1, 1
KC: 4, 1, 2, 1
CD: 1
SL: 2 2
SW: 6, 2, 2
SE: 1
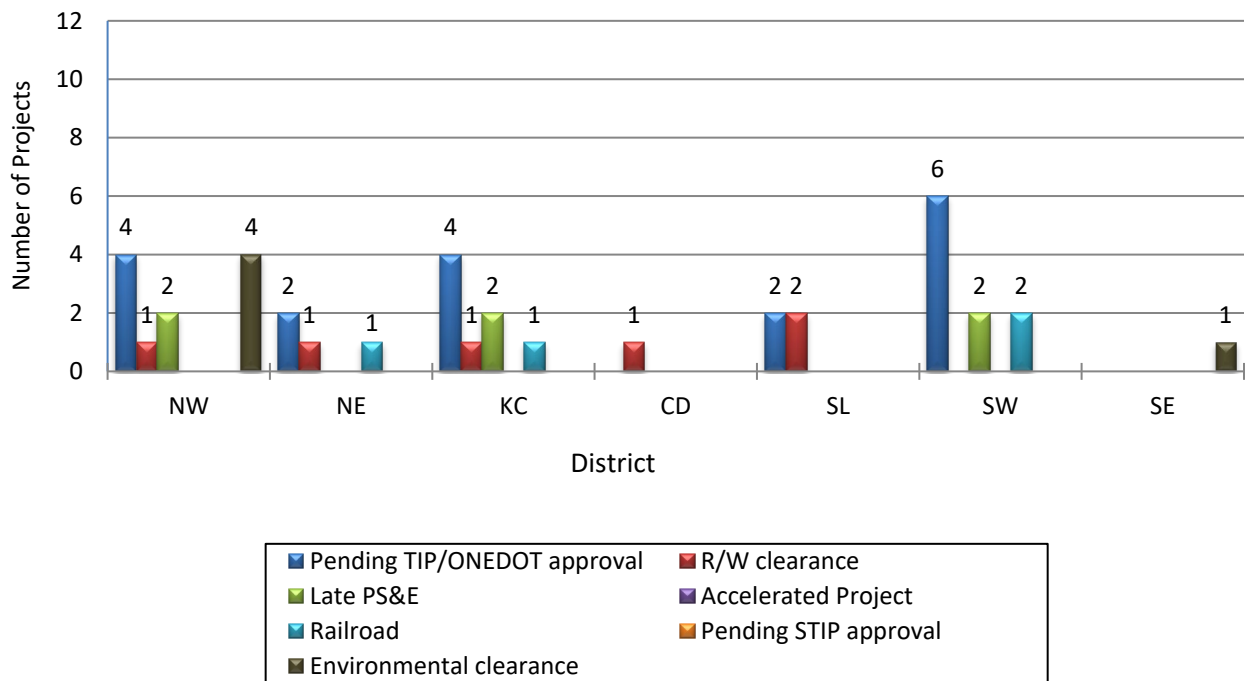
- ■ Pending TIP/ONEDOT approval
- ■ R/W clearance
- ■ Late PS&E
- ■ Accelerated Project
- ■ Railroad
- ■ Pending STIP approval
- ■ Environmental clearance

Statewide rate of parcels acquired through negotiation

Result Driver: Brenda Harris, Assistant to the State Design Engineer Right of Way
Measurement Driver: Mendy Sundermeyer, Right of Way Liaison

Purpose of the Measure:
This measure tracks the statewide percentage of parcels acquired by negotiation on a fiscal year basis. The current fiscal year is updated quarterly and there are four other data points representing the four previous fiscal years.

Measurement and Data Collection:
This data is presented on an individual fiscal year basis. The number of parcels acquired by negotiation includes parcels that were settled without condemnation action. Data collection for this measure is captured quarterly from the Right of Way Parcel Acquisition (RWPA) database.

Improvement Status:
The department has a stated goal of 95 percent. There were 313 parcels acquired YTD for FY2021 (253 negotiated, 60 free deeds, 0 condemnation). YTD for FY2020, 543 parcels were acquired (483 negotiated, 59 free deeds, 1 condemnation). For FY2021 to date, 100 percent of parcels were acquired through negotiation or free deeds. Due to project timelines, the right of way for these projects must be cleared in a very expedited fashion. The Right of Way section has already streamlined the process as much as possible putting all pressure on District Right of Way staff to quickly build relationships and coordinate with property owners in a very timely manner.

Statewide percent of parcels acquired through negotiation

Fiscal Year	Percent
2016	99
2017	97
2018	99
2019	100
2020	99
2021	100

Desired Trend:

95%
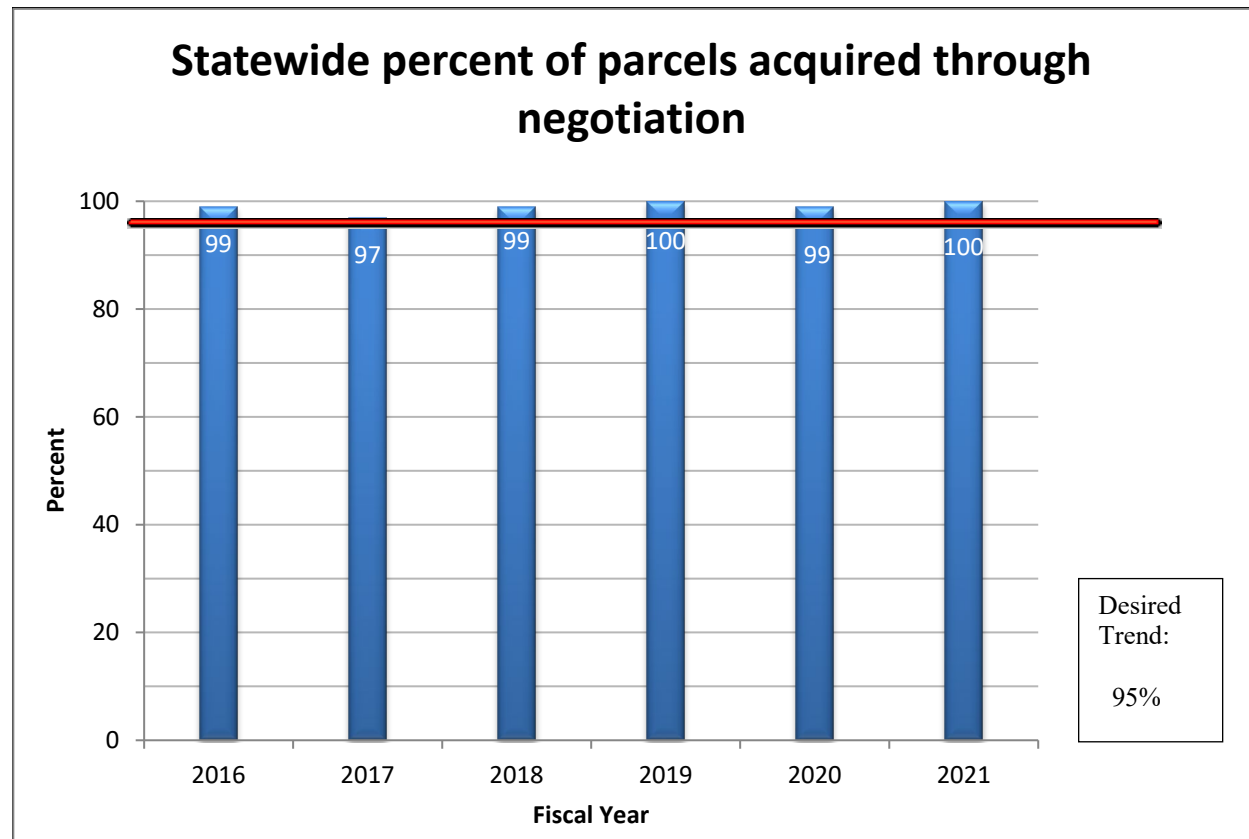
Percent of parcels acquired through negotiation by district

Percent (y-axis): 50, 60, 70, 80, 90, 100

Districts (x-axis): NW, NE, KC, CD, SL, SW, SE

Values: 100, 100, 100, 100, 100, 100, 100

Desired Trend:

95%
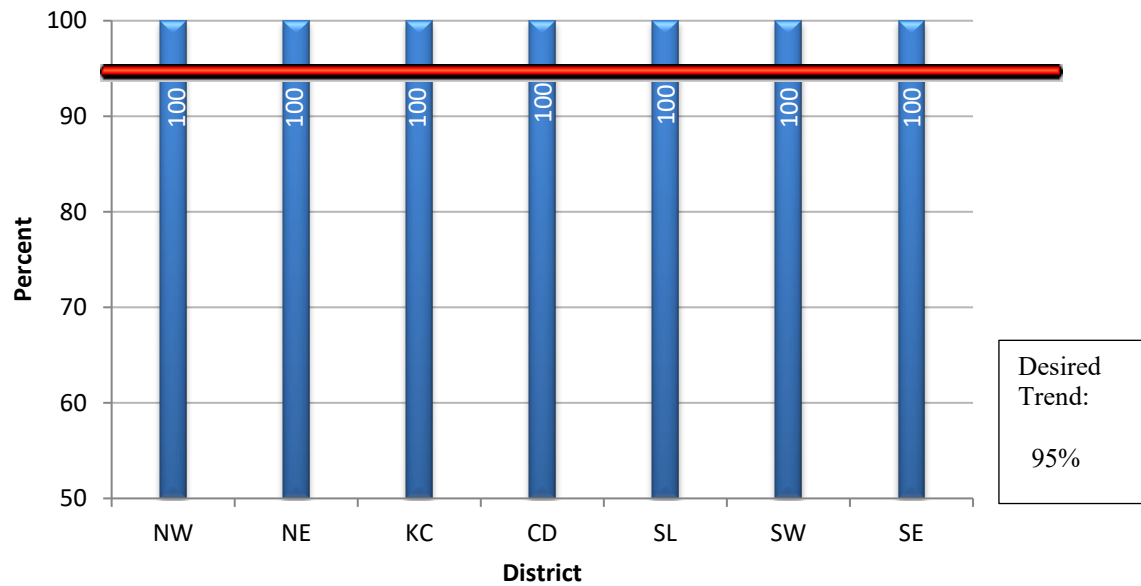
Deliver Transportation Solutions of Great Value

Right of Way Programmed vs. Appraised Value vs. Actual Cost

Result Driver: Brenda Harris, Assistant to the State Design Engineer Right of Way
Measurement Driver: Mendy Sundermeyer, Right of Way Liaison

Purpose of the Measure:
This measure compares the right of way programmed, appraised value, and actual cost at the final clearance per parcel and project. The purpose of the measure is to provide a financial summary during the different stages of the right of way process and the amount of time involved to clear projects to meet letting schedules.

Measurement and Data Collection:
The data is collected quarterly from the Right of Way Parcel Acquisition (RWPA) database, Transportation Planning Database, the Statewide Transportation Improvement Program (STIP), and SAM II. The actual costs are actual right of way expenditures, excluding incidentals, heritage, and homestead payments. This measure includes all projects that have been issued clearances throughout the fiscal year. The desired trend is no deviation in the programmed versus actual costs and little to no deviation in the appraised value versus actual costs.

Improvement Status:
This chart shows the status of the right of way programmed versus appraised value versus the actual cost, excluding incidentals, heritage, and homestead payments. There were a total of 37 projects cleared containing 313 parcels FY2021 YTD.

The projects were cleared at a cost of $1,242,065 with $2,264,000 programmed, representing an over estimated programmed amount of $1,021,936 or approximately 182 percent. The underage for Northeast, St. Louis, Southeast and Southwest Districts are due to plan changes that reduced the footprint of the project requiring less right of way and contingencies for potential condemnations that did not take place. The underage for Kansas City was unexpected donations. The overage for Central district are due to higher administrative settlements than expected. Overall, the total cost came in lower than the programmed amount due to the reduction in right of way needed which was not reflected in the STIP because the department was in the current fiscal year.

In order for Right of Way staff to know exactly what right of way is needed for the project, they must receive approved right of way plans timely and before we enter into the current STIP year so adjustments can be made accordingly. In the fourth chart, the average number of days between receiving approved right of way plans and the project letting was 299 days or 10 months. This timeframe of less than a year does not allow the right of way managers to adjust the amount of money programmed in the STIP for right of way.

There were 313 parcels appraised, for a total of $866,276, but the actual cost to clear the parcels was $1,242,065 representing an increased cost of $375,789 or approximately 143 percent more than the appraised value to settle with the property owner to keep the project on schedule. The trend for all districts is the actual cost is more than the appraised value.

Also, in the fourth chart, the statewide average number of days between the approved right of way plans and the clearance date is 233 days or 8 months and the average number of days between the acquisition authority date and clearance date is 169 days or 6 months. The difference between these two timeframes is unusable right of way plans, the time it takes to receive environmental clearances, and Federal Highway Administration approval to allow the acquisition of right of way. The environmental clearances for 19 of the 37 projects (51 percent) took an average of 1-16 months longer than the approved right of way plan date. Both of these timeframes do not allow for any challenges or issues when working with property owners and keeping the project on time and on schedule.

District Programmed vs. Appraised Value vs. Actual Cost FY21 YTD

Number In Thousands

	Programmed	Actual Cost	Appraised Value
NW	40	22	11
NE	462	315	181
KC	115	46	33
CD	46	154	126
SL	533	60	49
SW	230	186	122
SE	838	458	343

Desired Trend: ↘

Statewide Total Programmed vs. Appraised Value vs. Actual Cost

Number In Thousands

	Programmed	Actual	Appraised Value
FY18	5,178	4,628	2,999
FY19	4,983	3,069	2,656
FY20	6,806	3,907	2,636
FY21 To Date	2,264	1,242	866

Desired Trend: ↘

FY21 Statewide Total Programmed vs. Appraised Value vs. Actual Cost by Quarter

Legend:
- Programmed
- Actual
- Appraised Value

Desired Trend: ↘

Values:
- 1st Quarter: Programmed 639, Actual 159, Appraised Value 90
- 2nd Quarter: Programmed 972, Actual 694, Appraised Value 515
- 3rd Quarter: Programmed 653, Actual 388, Appraised Value 261

Y-axis: Number In Thousands

Number of days between Adate & Clearance and Approved ROW plans & Letting Date FY21 YTD

Legend:
- Days between Adate and Clearance
- Days between Approved ROW Plans and The Letting Date
- Days between Approved ROW Plans and Clearance

Desired Trend: ↗

Y-axis: Number of Days

Values:
- NW: 100, 164, 121
- NE: 231, 349, 260
- KC: 257, 394, 305
- CD: 143, 262, 200
- SL: 129, 272, 185
- SW: 201, 350, 333
- SE: 121, 304, 229
- Avg FY18: 126, 213, 152
- Avg FY19: 93, 216, 104
- Avg FY20: 163, 298, 211
- Avg FY21: 169, 299, 233

Environmental and historic preservation clearances and permits achieved by plans, specifications, and estimate due date

Result Driver: Richard Moore, Environmental and Historic Preservation Manager
Measurement Driver: Melissa Scheperle, Environmental Compliance Manager

Purpose of the Measure:
The Environmental and Historic Preservation Unit provides services to meet MoDOT's project delivery schedule and achieve the tangible result to Delivering Efficient and Innovative Transportation Projects. All Statewide Transportation Improvement Program (STIP) projects and Local Public Agency (LPA) projects are required to have environmental and historic preservation clearances and/or permits by the bid opening date, however, for STIP projects, the unit strives to have them prior to the Plans, Specifications, and Estimate (PS&E) date. Thus, this measure will track clearances and permits achieved at both the PS&E and the bid opening dates for STIP projects to ensure compliance with applicable laws, minimize project delays, and improve the bidding environment. Also tracked are the elements that lead up to meeting PS&E and bid opening dates – receiving a final Request for Environmental Services (RES) on time and reviewing within 30 days of receiving the RES. This measure will help to identify timeliness of procesess and provide data for environmental, historic preservation, and district design project managers to work toward improvements in the delivery of the STIP. For LPA projects, this measure will track Request for Environmental Review (RER) submittals compared to project award date and length of time to complete the RER. This part of the measure will help to identify the time it takes to complete an RER and if there is any significant length of time between the project award and submittal of the RER by the sponsor.

Measurement and Data Collection:
The Unit tracks the percentage of STIP projects that have clearances by the PS&E and bid opening dates through the web-based RES and RER through Cognos reporting. The benchmarks are to receive all final RESs 60 days before the PS&E date, have all RESs reviewed within 30 days, and to have all project clearances and permits prior to the PS&E due date. The benchmarks for the RER are tentatively set to be submitted by the sponsor no more than 180 days post award and cleared by staff in 90 days. These benchmarks are established based on current reviews and will be re-evaluated to determine realistic expectations as more data is evaluated. These are tracked quarterly to help understand where best practices can be applied and improvements made.

Improvement Status:
For the third quarter of FY2021, 93 percent of projects met the PS&E date and 99.7 percent (one project did not meet bid opening date in 2nd quarter) met the bid opening date for environmental and historic preservation clearances (RES). Overall, 8 percent of final RESs statewide were submitted late by the Districts (less than 30 days before PS&E). The average number of days for RES reviews was 18. A majority, 73 percent of RESs that identified a desired A-date were met (49 of 67), greater than last quarter. Only 20% of all projects (67 of 331) noted a desired A-date. Lack of environmental and historic preservation clearances did not stop any projects from receiving a bid for the bid opening. All projects were Let.

Information regarding the LPA awards and the RER was compiled for third quarter FY2021. In total, there are 73 projects across all Districts in varying degrees of completness. The average number of days between LPA project award and RER submittal was 643 days (higher than last two quarters) for 49 of those projects. The average number of days between RER submittal and full clearance was 70 days (compared to 72 days in the first two quarters) for 9 of those projects.

Clearances and permits achieved by PS&E date and bid opening

(331) Total projects by year

Legend:
- Met PS&E date
- Bid opening date

Desired Trend: ↗
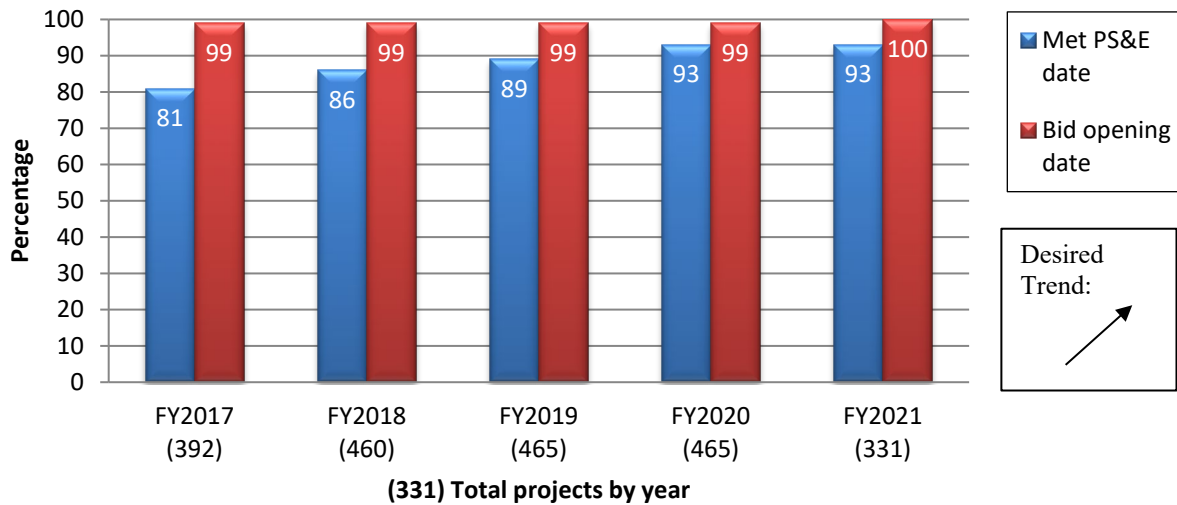
Clearances & permits achieved by PS&E & bid opening dates by district for 1st, 2nd & 3rd Qtr FY2021

(331) Total number of Final RES projects received from districts

Legend:
- Percent of projects received on time
- Percent that Met PS&E date
- Percent that Met bid opening date

Desired Trend: ↗
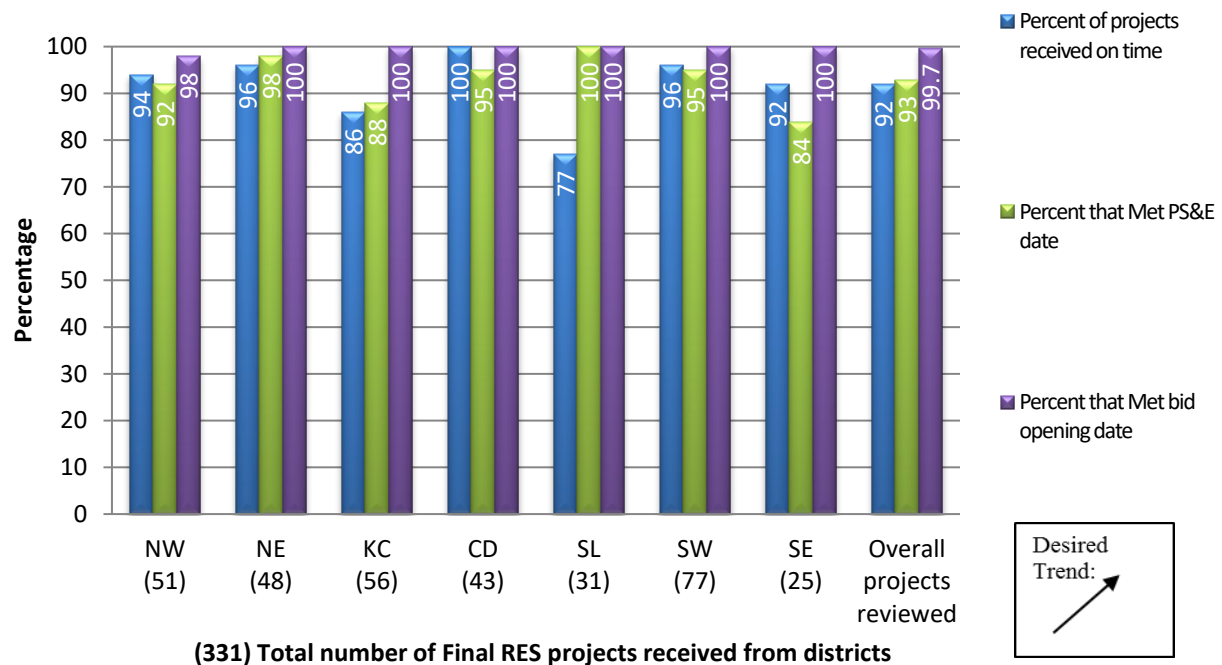
Desired A-date
for 1st, 2nd & 3rd Qtr FY2021

(67/331) Number of Final RES projects with an A-date identified

Chart legend:
- Met desired A-Date
- No. Projects with desired A-Date
- Desired Trend: →

Data values:
- NW (51): 12, 13
- NE (48): 8, 13
- KC (56): 3, 6
- CD (43): 9, 13
- SL (31): 4, 4
- SW (77): 12, 15
- SE (25): 1, 3
- Total (331): 49, 67

Y-axis: Number of Projects (0–70)
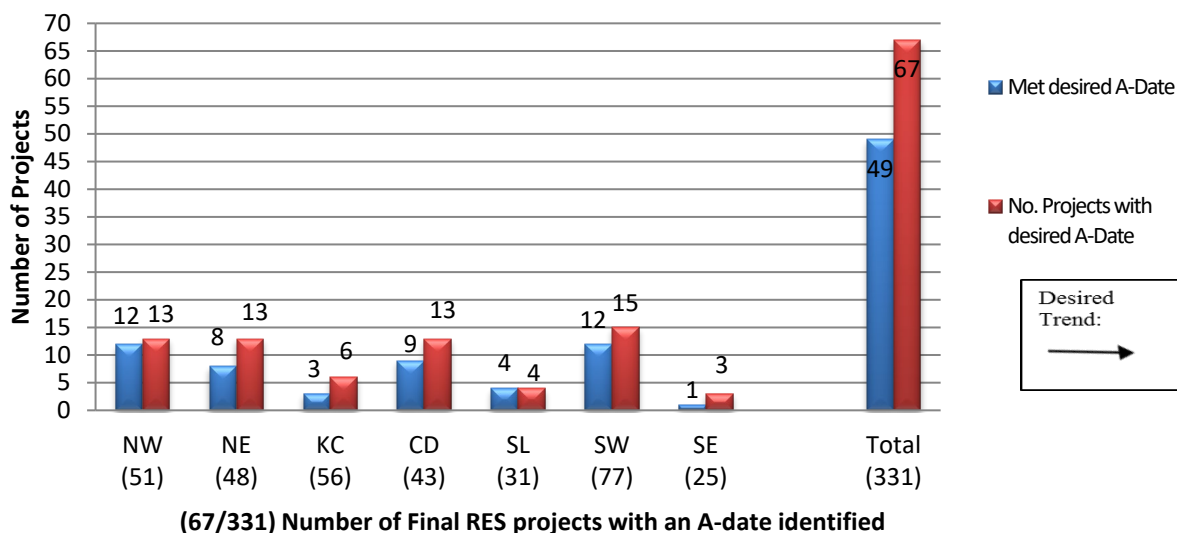
LPA clearances achieved (73 projects)
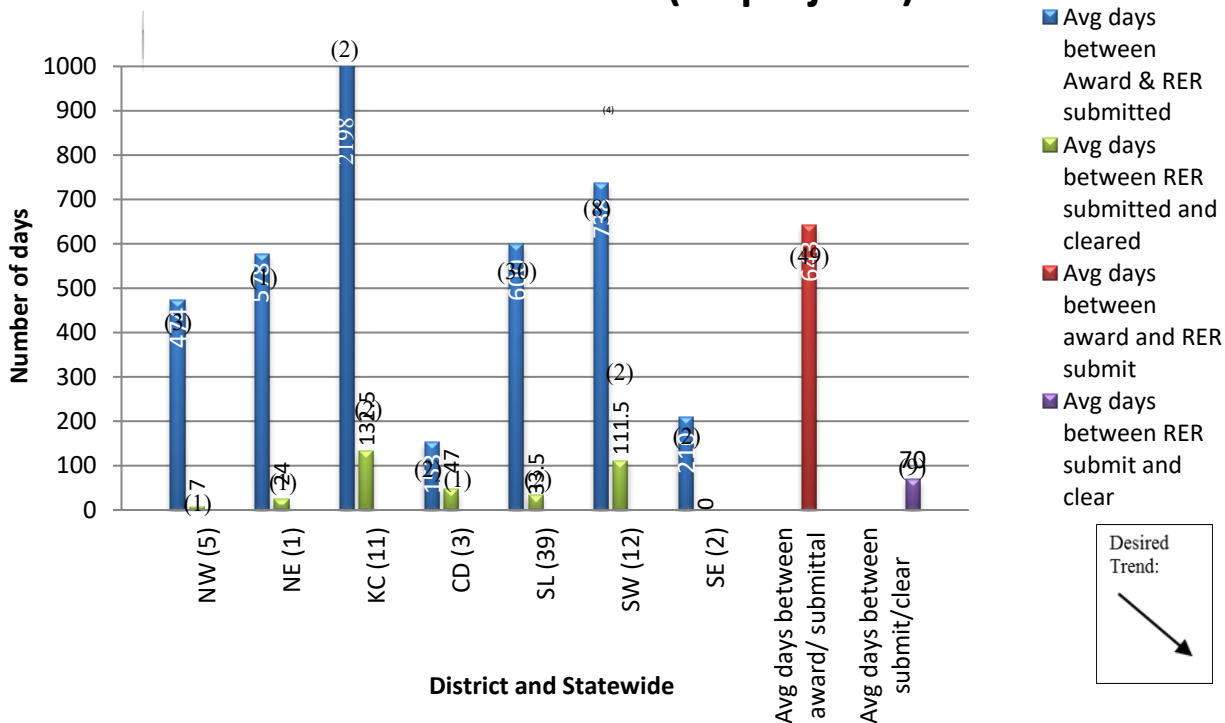
District and Statewide

Chart legend:
- Avg days between Award & RER submitted
- Avg days between RER submitted and cleared
- Avg days between award and RER submit
- Avg days between RER submit and clear
- Desired Trend: ↘

Y-axis: Number of days (0–1000)

Data values:
- NW (5): 421 (17)
- NE (1): 521 (24)
- KC (11): 2198 (2), 133.5
- CD (3): 125 (47)
- SL (39): 601 (30), 33.5
- SW (12): 738 (8), 111.5 (2)
- SE (2): 212 (2), 0
- Avg days between award/submittal: 640 (49)
- Avg days between submit/clear: 70 (9)

Average training hours per employee in Program Delivery

Result Driver: Kenny Voss, Assistant State Design Engineer
Measurement Driver: Shelie Daniel, Design Liaison Engineer

Purpose of the Measure:
The purpose of this measure is to track average training hours for employees in Program Delivery.

Measurement and Data Collection:
This measure tracks the average training hours per employee in Program Delivery for Design Division, Central Office and District staff. The measure also tracks the year to date comparison between State Fiscal Years 2020 vs. 2021.

The data for this measure is provided by Human Resources Employee Development (HRED) staff and training hours are pulled from MoDOT U and MoLearning. Training hours reported could include conferences, softskills, technical training, webinars and etc. Data collection for this measure is captured and reported on a quarterly basis.

Improvement Status:
The Program Delivery Training (PDT) team continues to make improvements to the PDT SharePoint site to provide more training options for employees. Design's monthly webinar series was expanded to include all of Program Delivery and rebranded to the Program Delivery Webinar Series. Currently, webinars are scheduled through August 2021. There are several trainings scheduled for 4th Quarter including Karrass Negotiatons Training, FHWA UtilitiesVirtual Workshop and Safe Transportation for Every Pedestrian (STEP) Virtual Workshop. There are also NHI course being scheduled in State Fiscal Year 2022.

Average Training Hours Per Employee in Design Division

Average Training Hours Per Employee in Program Delivery in Central Office

Y-axis: Average Training Hours (0 to 35)
X-axis: Division

Division	YTD FY20	YTD FY21
BR	13	14
CM	16	14
DE	22	29
TP	17	19

Desired Trend ↗

Average Training Hours Per Employee in Program Delivery Statewide

Y-axis: Average Training Hours (0 to 35)
X-axis: District and Central Office

District	YTD FY20	YTD FY21
NW	19	31
NE	19	15
KC	25	21
CD	15	17
SL	16	18
SW	10	21
SE	28	21
CO	17	19

Desired Trend ↗

Use Resources Wisely

Number of excess properties conveyed and gross revenue generated from excess properties conveyed

Result Driver: Brenda Harris, Assistant to the State Design Engineer - Right of Way
Measurement Driver: Gregory Wood, Right of Way Liaison

Purpose of the Measure:
The purpose of this measure is to track the number of excess parcels conveyed from MHTC ownership and to track the amount of revenue generated from the conveyance of excess property. In order to fulfill its stewardship role of asset management while observing practical business decisions, the department is proactively identifying and disposing of property that is no longer needed for the maintenance of the transportation system, will not be used for future expansion projects and is no longer needed for its operations. Funds received from the conveyance of excess properties are used to improve the condition of the state highway system. The districts use these funds to apply toward the costs associated with construction projects.

A Change in Route Status Report and subsequent property conveyance is completed when a portion of the existing route is no longer needed for Commission use and removed from the state highway system.

Measurement and Data Collection:
Data collection for this measure is reported on a quarterly basis from the realty asset inventory system.

Improvement Status:

MoDOT conveyed 57 parcels in the first three quarters of fiscal year 2021, which is 12 parcels more than the number of parcels conveyed in the first, second and third quarters of fiscal year 2020. Revenue from excess sales through the end of the third quarter of fiscal year 2021 totals $976,717 which is an increase of $559,291 from the previous quarter.

This quarter, strategies used to market excess property include the use of social media and staff marketing the property for sale through traditional marketing techniques. Thirty of the fiftyseven conveyances were the result of external requests.

Reduction of Excess Inventory

Legend:
- Conveyance-External Request
- Change in Route Conveyance
- Excess Conveyance
- Excess Inventory - Right of Way
- Excess Inventory - Remnants

Data by Fiscal Year:

Fiscal Year	2017	2018	2019	2020	YTD 2021
Total	179	106	92	59	57
Change in Route Conveyance	64	17	13	4	4
Excess Conveyance	115	40	35	11	23
Conveyance-External Request		49	44	44	30
Excess Inventory - Right of Way				290	286
Excess Inventory - Remnants				114	110

Gross Revenue Generated from Excess Properties Conveyed

Fiscal Year	2017	2018	2019	2020	YTD 2021
Dollars (in millions)	2.7	5.9	1.7	17	1

Budget to actual personal services and expense and equipment

Result Driver: Travis Koestner, State Design Engineer
Measurement Driver: MaryAnn Jacobs, Division Administrative Support Supervisor

Purpose of the Measure:
This data represents the dollar amount of actual expenditures to the Expense & Equipment (E&E) and Personal Services (PS) budgets for the fiscal year. It is important that we evaluate detailed budget allocations to ensure funds are being spent as intended and not tie-up funds that can be used on our highway system.

Measurement and Data Collection:
Design is responsible for maintaining their E&E budget. This measurement indicates the dollar amounts allocated and spent for the fiscal year. The desired trend for the E&E budget is to have the expenditures equal monies allocated for the fiscal year. Design's goal is to manage the E&E budget within +/- two percent for the fiscal year.

In addition to E&E budget, Design is also responsible for maintaining their PS budget. This measurement indicates the budget dollars allocated for payroll expenditures for each full-time and permanent part-time authorized position. Each position is placed where it is best utilized to meet Design's and the department's tangible results. The desired trend for the PS budget is to be equal to the monies allocated at the end of the fiscal year.

Improvement Status:
The Design and Financial Services Divisions determined the dollar amount that Design needs to operate effectively and efficiently is $692,400. At the completion of the third quarter, Design had 54 percent remaining in the E&E budget. Design will continue to evaluate the need for items purchased and determine if the allocated amount can be adjusted. Design's approved FY2021 PS budget for a salaried position count of 85 is $4,875,262. Design had 29 percent remaining in the PS budget for the end of the third quarter. Design's goal for the PS budget is to stay within the allocated amount for a salaried position count of 85.

Design's E&E actual expenditures to allocated funds
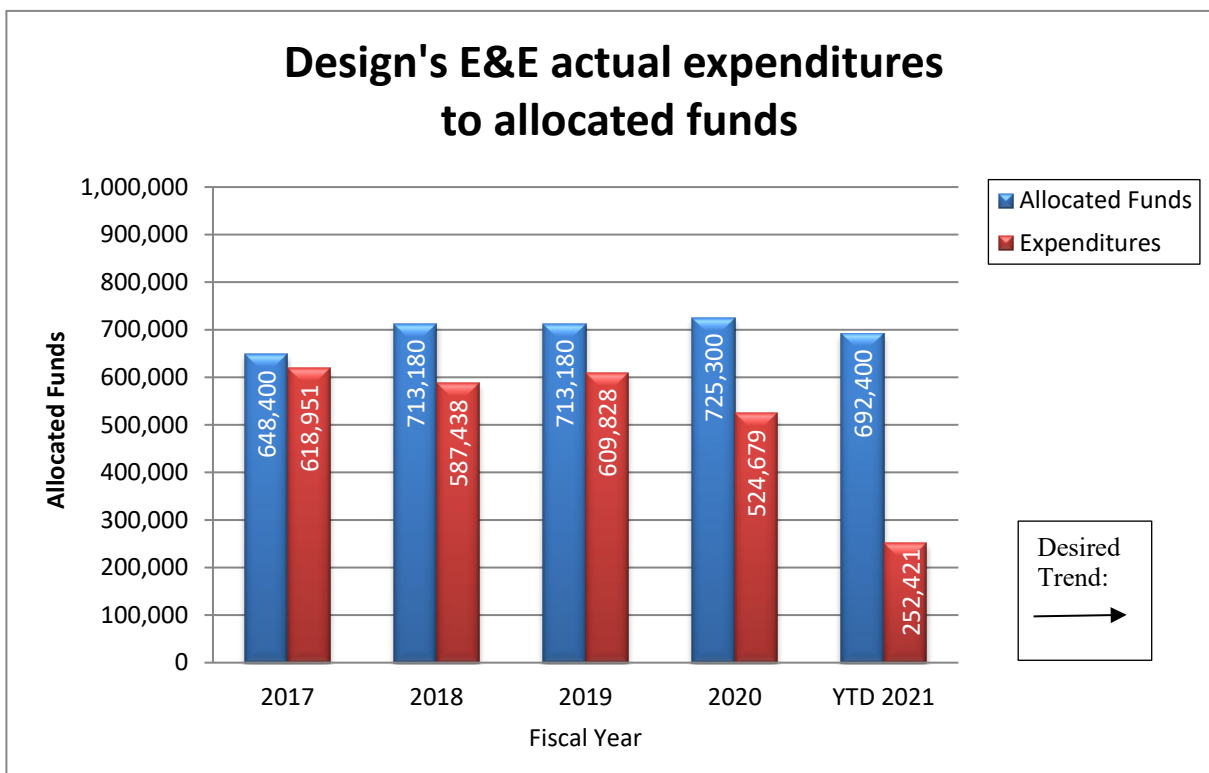
Design's personal services salary and wages

Legend:
- Allocated Funds (blue)
- Salaries & Wages (red)

Fiscal Year	Allocated Funds	Salaries & Wages
2017	4,766,462	4,465,001
2018	4,754,702	4,349,998
2019	4,784,334	4,600,105
2020	4,816,973	4,551,700
YTD 2021	4,875,262	3,425,477

Desired Trend: →
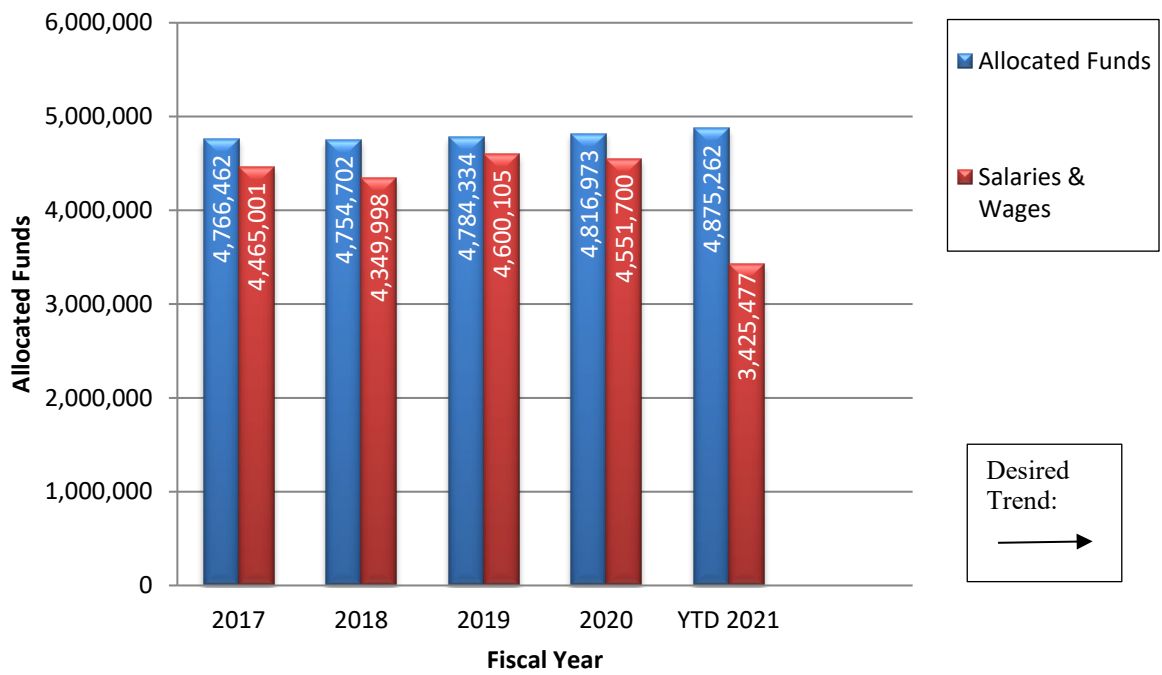
Percent of local program funds committed to projects

Result Driver: Travis Koestner, State Design Engineer
Measurement Driver: Julie Stotlemeyer, Assistant State Design Engineer LPA

Purpose of the Measure:
This measure tracks the percent of available local program funds committed to projects.

Measurement and Data Collection:
The chart represents the percentage of obligated funds for all the sub-allocated federal-aid programs administered by MoDOT. The data is obtained from Federal Highway Administration's (FHWA) Fiscal Management Information System and is based on the federal fiscal year from October 1 through September 30. The percentages represent the cumulative amount of FHWA reimbursement for local program projects for the current federal fiscal quarter compared to the cumulative percentage amount for the same quarter of the previous federal fiscal year. The desired trend is to commit 100 percent of each program balance.

Improvement Status:
For FFY2021, local agencies have $224.3 million available to invest in local projects. For second quarter FFY2021, 22 percent ($48 million) of the LPA funds have been obligated, leaving a balance of $175.9 million. This is a four percent increase of commitments from this time last year. BRO is outperforming the other programs as well as compared to this itme last year. CMAQ is considerably behind from second quarter FY20, TAP is up three percent and STP is up ten percent. Fifty percent of the $176 million remaining balance is in the STBG program.

Percent of Local Program Funds Committed to Projects

Legend: 2nd QTR FFY20 (blue), 2nd QTR FFY21 (yellow), Desired Trend 100%

Program	2nd QTR FFY20	2nd QTR FFY21
BRO	18	30
CMAQ	57	28
TE/TAP	5	8
STBG/STP-LU	8	18
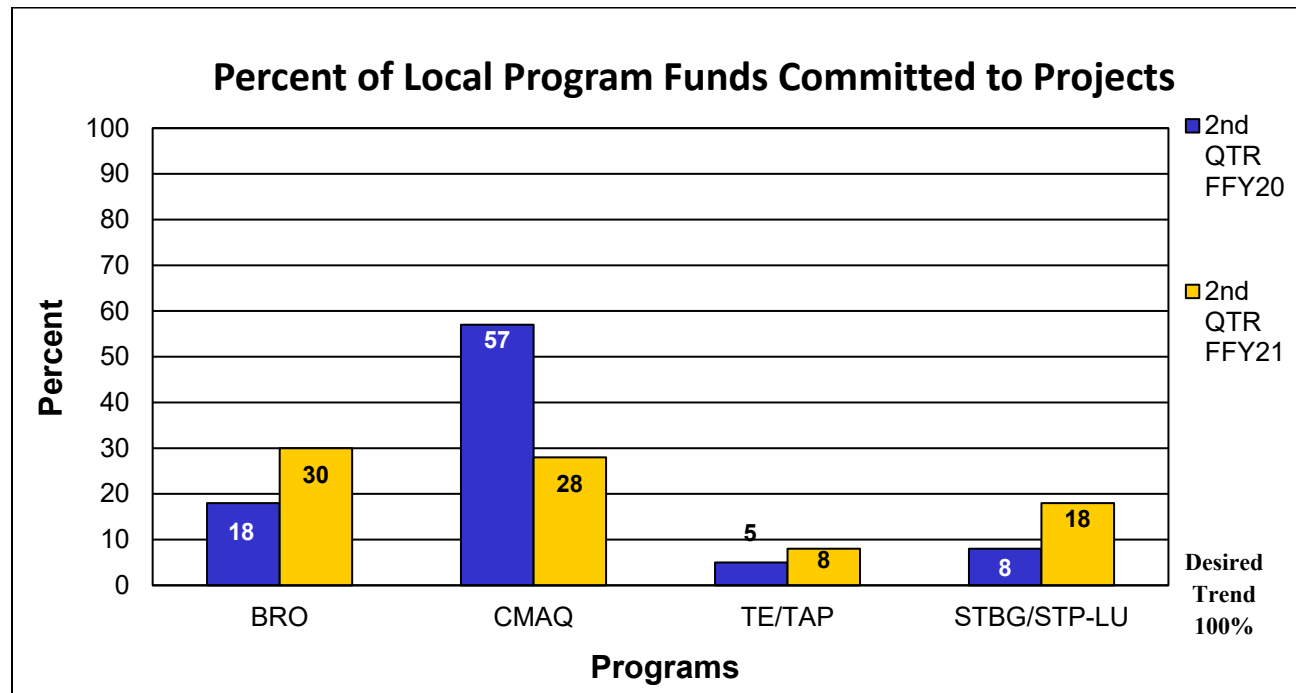
Average number of days required to complete final paperwork for local projects

Result Driver: Travis Koestner, State Design Engineer
Measurement Driver: Laura Ellen, Design Support Engineer

Purpose of the Measure:
The measure tracks the average number of days required to close-out local projects.

Measurement and Data Collection:
Project close-out progress is tracked through the Local Public Agency (LPA) Statewide Management System and is calculated by averaging the number of days between the date physical construction is complete and the date Federal Highway Administration (FHWA) approves the final voucher for the project. The data includes the time for submittal of final paperwork from the LPA to the district as well as the time for Central Office to provide Disadvantaged Business Enterprise (DBE) concurrence, desk top reviews, final audits, and processing of the final voucher with FHWA.

Improvement Status:
For FY2021 to date, 68 projects have had approved final vouchers. The average number of days to close out a project is 555 days. The goal is to close out projects within one year of construction completion. The average number of days required for districts to submit close out documents to Financial Services (FS) is 179 days for the projects that have received final voucher. The goal is to submit closeout documents to FS within 60 days of project completion. The time for FS and FHWA to complete the process of generating the final voucher is 376 days.
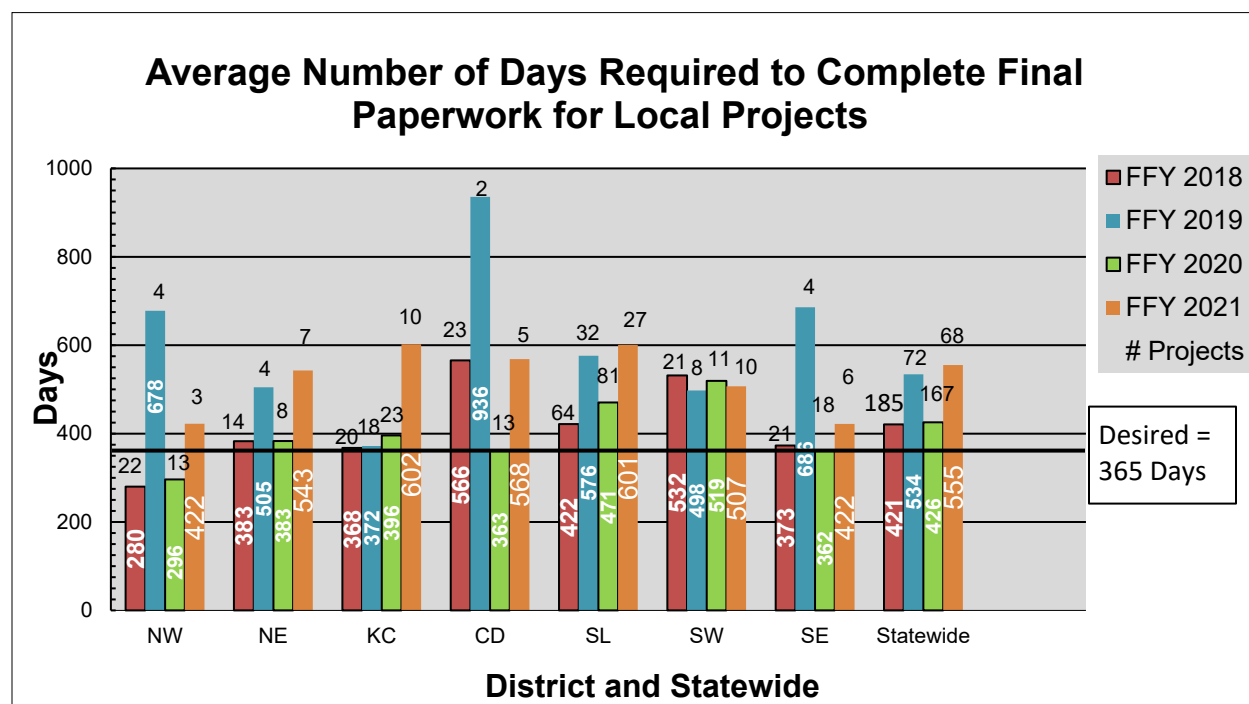
Use Resources Wisely

Average number of days from sponsor project selection to project award

Result Driver: Travis Koestner, State Design Engineer
Measurement Driver: Julie Stotlemeyer, Assistant State Design Engineer LPA

Purpose of the Measure:
This measure monitors how quickly projects go from the programmed commitment to award of a construction project.

Measurement and Data Collection:
MoDOT compares how long it takes from when the project is selected to when the project is awarded for construction. The data is obtained from the Local Program Agency (LPA) Statewide Management System that is populated by the district and based on the fiscal year the project is awarded. The programmed commitment is based on the date a project is awarded through a competitive process or the date that a project is programmed by the sponsor depending upon the type of program funds. The award date is the date the construction contract is executed for the project.

Improvement Status:
For second quarter FFY2021, 58 projects have been awarded in an average of 990 days, up from 961 days in FFY2020. Three districts have decreased the number of days, while four districts have had increases. Five districts are below the target of committing projects within two years (730 days) of the program date and two are over. The St. Louis District is over the goal due to the process East-West Gateway uses to notify sponsors of their selected projects. Sponsors are notified of their selection one year prior to programming the project.

Average Number of Days from Project Selection to Award
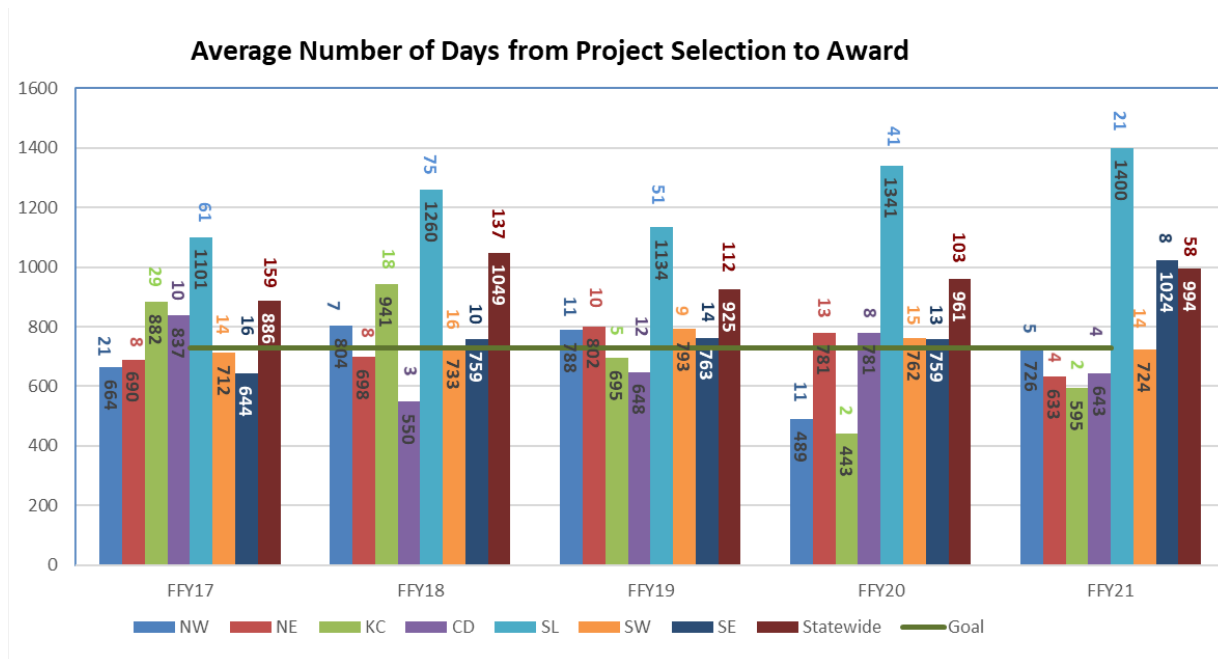
Workforce diversity utilization in engineering services contracts

Result Driver: Travis Koestner, State Design Engineer
Measurement Driver: Laura Ellen, Design Support Engineer

Purpose of the Measure:
The purpose of this measure is to track the engineering consultant workforce diversity.

Measurement and Data Collection:
This measure tracks the total hours worked on an engineering services contract and further breaks down those total hours into hours worked by a minority or female. Diversity includes a wide range of individual characteristics such as age, religion, gender, race, ethnicity, disability and sexual orientation. Diversity can also include such things as communication style, work style, economic status, and geographic origin. For reporting purposes, females and minorities are the only diversity categories that must be reported in the consultant services invoices. The following groups are considered to be minorities: Black, Hispanic, Asian, American Indian, Native Hawaiian and Pacific Islander. The report is based on the hours worked by minorities and women during the life of the contract and is reported on the project team level, not the firm's corporate level. The data for this measure is identified in the engineering services contract invoices that are received and paid each quarter. Data collection for this measure is captured quarterly, but reported on a fiscal year basis.

Improvement Status:

Under Construction

DBE utilization in engineering services contracts

Result Driver: Travis Koestner, State Design Engineer
Measurement Driver: Laura Ellen, Design Support Engineer

Purpose of the Measure:
The purpose of this measure is to track the engineering consultant Disadvantaged Business Enterprise (DBE) usage.

Measurement and Data Collection:
This measure tracks the dollar amount paid to DBE firms from the Design Bridge Consultant (DBC) budget. The first chart shows the DBE usage on engineering on-call contracts. The second chart shows the amount in millions and percentage of DBC budget paid to DBE firms by Fiscal Year to Date.

Improvement Status:
Since November 2015, on-call engineering contracts have been assigned DBE goals. In FY2021 to date, there were 78 (34 LPA and 44 MoDOT) on-call contracts executed, totaling $5,545,238.78. 22 contracts utilitzed DBE firms in the amount of $220,862.91. This results in 4.0 percent DBE usage for on-call contracts in FY2021 to date.

The DBC budget for FY2021 is $50 million as compared to a $45 million DBC budget in FY2020. The total paid to all firms (DBE and non-DBE) in FY2021 to date is $33.9 million. There were 362 active consultant contracts at the end of the third quarter of FY2021. A total of $7.0 million was paid to DBE firms in FY2021 to date. DBE firms have received 20.7 percent of the total dollars paid to consulting firms in FY2021 to date.

DBE participation on on-call contracts

Percent of DBE Goal Met

- 2015: 3.3%
- 2016: 11.0%
- 2017: 15.5%
- 2018: 13.2%
- 2019: 12.2%
- 2020: 13.8%
- 2021: 4.0%

Fiscal Year

Legend: ■ Percent of DBE Firms

Desired Trend: ↗

DBE Expenditures as a Percent of DBC Funds

Percent of DBC Funds / DBC Funds Spent

- 2017: 15.0% — $28.9
- 2018: 17.8% — $40.0
- 2019: 20.3% — $45.7
- 2020: 21.0% — $47.8
- 2021 to date: 20.7% — $33.9

Fiscal Year

Legend: ■ Percent of DBC Funds   ■— DBC Funds Spent

Desired Trend: ↗

External Civil Rights-Tracker

Performance Data Report

July 2021 (January to March 2021 Data)

Missouri Department of Transportation

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Missy Stuedle, External Civil Rights Director

*This is also a MoDOT Tracker measure

Trainee goals on projects

Results Driver: Missy Stuedle, External Civil Rights Director
Measurement Driver: Laura Bouslaugh, Intermediate Civil Rights Specialist

Purpose of the Measure:
Data is collected for each project identifying contract amount, number of working days, type of working being performed, area of the project, the availability of minorities and females, and the need to train minorities and females. Based on this information and criteria, trainee goals are set on projects. FHWA requires MoDOT to submit an annual anticipated goal indicating the total number of trainee goals that will be placed on projects throughout the year. This data is reported annually to FHWA to demonstrate our achievement in obtaining the trainee goal.

Measurement and Data Collection:

The trainee goal is tracked for each MoDOT and off-systems project where a trainee goal was established. The data is reported annually to FHWA to demonstrate our achievement in obtaining our annual OJT goal. Data is also collected on our Design Build projects to determine if the OJT goals are being met on those projects.

Story:
In 2017 the goal of 40 trainees was met. For 2018 ECR set a goal of 35 trainees with 33 goals set. The trainee goal for 2019 was 35, and 24 goals were set. The 2020 trainee goal was 34, and a total of 32 OJT goals were set. The goal for 2021 is 34 OJT Trainees. The first quarter had 4 OJT Goals set.

MoDOT Construction Program
Trainee Goals
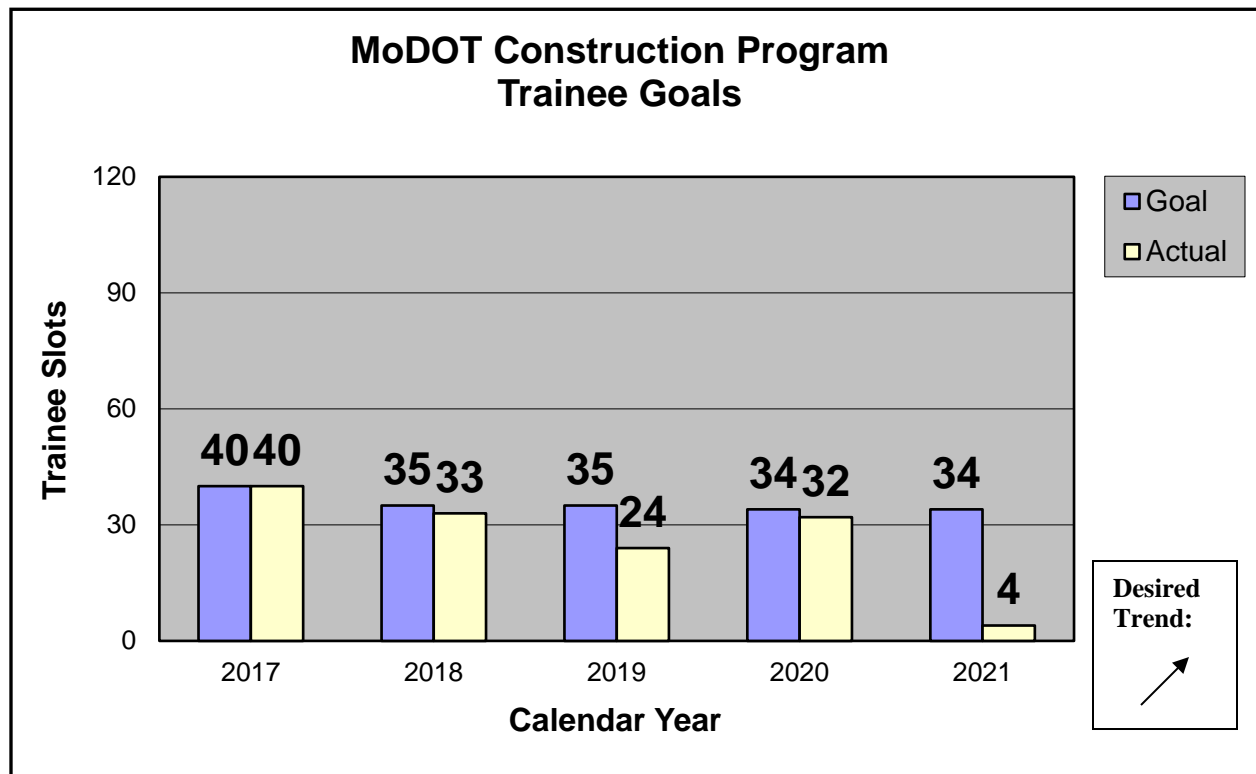
Advance Economic Development

Number of active, enrolled and graduated trainees participating in the on-the-job training program

Result Driver: Missy Stuedle, External Civil Rights Director
Measurement Driver: Laura Bouslaugh, Intermediate Civil Rights Specialist

Purpose of the Measure:
This measure tracks the number of active, enrolled and graduated trainees participating in the on-the-job training (OJT) program. FHWA requires the training of minorities, females and disadvantaged persons on highway projects.

Measurement and Data Collection:
Trainees are tracked to ensure contractors are utilizing minorities, females and disadvantaged individuals on projects where goals are assigned. The data is reported annually to FHWA to demonstrate MoDOT's achievement in ensuring minorities, females and disadvantaged persons are being trained and utilized on highway projects that receive federal funds. This measure is updated quarterly.

Story:
In the first quarter of 2021, there were a total of 58 enrolled trainees. Of those, 5 were new enrollees in the program, four minority males and one minority female. There were no graduates for the first quarter of 2021.

Number Of Active Trainees
Participating In The OJT Program

Legend: Minority Male, Minority Female, Non-minority Male, Non-minority Female

Calendar Year	Minority Male	Minority Female	Non-minority Male	Non-minority Female
2017	50	12	1	15
2018	48	8	0	13
2019	35	8	0	8
2020	39	7	2	11
2021 YTD	41	8	2	7

Desired Trend: ↗

Number of New Trainees Enrolled
in the OJT Program

Number (y-axis)

Legend:
- Minority Male (blue)
- Minority Female (gold)
- Non-minority Male (green)
- Non-minority Female (pale yellow)

Calendar Year	Minority Male	Minority Female	Non-minority Male	Non-minority Female
2018	21	5	0	5
2019	13	3	0	5
2020	10	2	2	2
2021 YTD	4	1	0	0

Calendar Year (x-axis)

Desired Trend: ↗

Number of Graduated Trainees
from the OJT Program

Number (y-axis)

Legend:
- Minority Male (blue)
- Minority Female (gold)
- Non-minority Male (green)
- Non-minority Female (pale yellow)

Calendar Year	Minority Male	Minority Female	Non-minority Male	Non-minority Female
2017	13	0	1	2
2018	14	2	0	5
2019	13	1	0	6
2020	7	0	1	1
2021 YTD				

Calendar Year (x-axis)

Desired Trend: ↗

New Trainees Enrolled

Number

20

10

0

NW   NE   KC   CD   SL   SW   SE

District

- ■ Minority Male
- □ Minority Female
- ■ Non-Minority Male
- □ Non-Minority Female

3

1

Trainees Graduated

Number

20

10

0

NW   NE   KC   CD   SL   SW   SE

District

- ■ Minority Male
- □ Minority Female
- ■ Non-Minority Male
- □ Non-Minority Female

Advance Economic Development, January 2021

Advance Economic Development, January 2021

Advance Economic Development

Percent of Disadvantaged Business Enterprise participation by District

Result Driver: Missy Stuedle, External Civil Rights Director
Measurement Driver: Kristi Hixson, External Civil Rights Manager

Purpose of the Measure:
This measure tracks the percent of Disadvantaged Business Enterprise (DBE) utilization on construction and engineering projects.

Measurement and Data Collection:
Data is collected through Site Manager for each construction project. The overall DBE goal is a yearly target established by MoDOT and FHWA regarding the expected total DBE participation on all federally funded construction projects. Individual DBE project goals are determined by subcontract opportunity, project location and available DBE firms that can perform the scope of work. DBE utilization is tracked for each construction project identifying the prime contractor, contract amount, the established 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 classification began FFY 2012.

Story:
MoDOT believes it is good business to support diversity among its contractors, subcontractors and suppliers. Contractors, subcontractors and suppliers 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 years 2021 – 2023 is 12.45%. The DBE participation for FFY 2021 was 13.62 percent. This is a 0.97 percent inrease from FFY 2020. Of the 13.62 percent utilization, 1.74 percent is participation from minority-owned DBE firms, 4.07 percent is participation from minority women-owned DBE firms and 7.81 percent is participation from women-owned DBE firms. The collective goals set for projects closed during this period amounted to 11.37 percent.

Percent of DBE Participation by Classification

Legend:
- WBE (Women-owned - non-minority) — green
- MWBE (Minority Women-owned) — yellow
- MBE (Minority-owned) — blue

Federal Fiscal Year	MBE (Minority-owned)	MWBE (Minority Women-owned)	WBE (Women-owned - non-minority)	Total
2016	2.29	0.31	9.03	11.63
2017	4.19	0.43	8.96	13.58
2018	2.13	1.56	9.6	13.29
2019	1.84	0.64	11.47	13.95
2020	1.93	0.16	10.56	12.65
2021 YTD	1.74	4.07	7.81	13.62

Desired Trend: ↗

Advance Economic Development, January 2021

Advance Economic Development

Average days to complete new Disadvantaged Business Enterprise (DBE) applications

Results Driver: Missy Stuedle, External Civil Rights Director
Measurement Driver: Jennifer Griffin, Intermediate Civil Rights Specialist

Purpose of the Measure:
To ensure new Disadvantage Business Enterprises (DBE) Certification Applications are distributed to the appropriate specialist and processed within the time frame required under Federal Regulations (CFR 49 Part 26). The target time for completing a Disadvantage Business application is set at 90 days.

MoDOT. The data is entered in an Excel spreadsheet by the received date and the approval date. The measure then calculates the average number of working days that it took to review DBE applications that were approved or denied during the reporting period.

Measurement and Data Collection:
Once External Civil Rights (ECR) receives the DBE Application, the DBE applicant is assigned to a specialist based on location of the company within (2) days. In determining the average number of working days, data is collected from the Transport Database for each DBE application received by

Improvement Status:
After a review of the collected data for the 2nd quarter reporting period, nine DBE applications were reviewed. The nine applications ranged from tthree days to one hundred and sixty-eight days. Overall, the data reveals that the approval process took an average of seventy-seven days to complete.

2nd Qtr 2

**Average Working Days
to Complete New Certification Applications**

Average Days

Federal Fiscal Year

	Average Actuals
	Goal 90 Days

74 — 2nd Qtr 2020
74 — 3rd Qtr 2020
75 — 4th Qtr 2020
60 — 1st Qtr 2022
77 — 2nd Qtr 2022

Desired Trend:
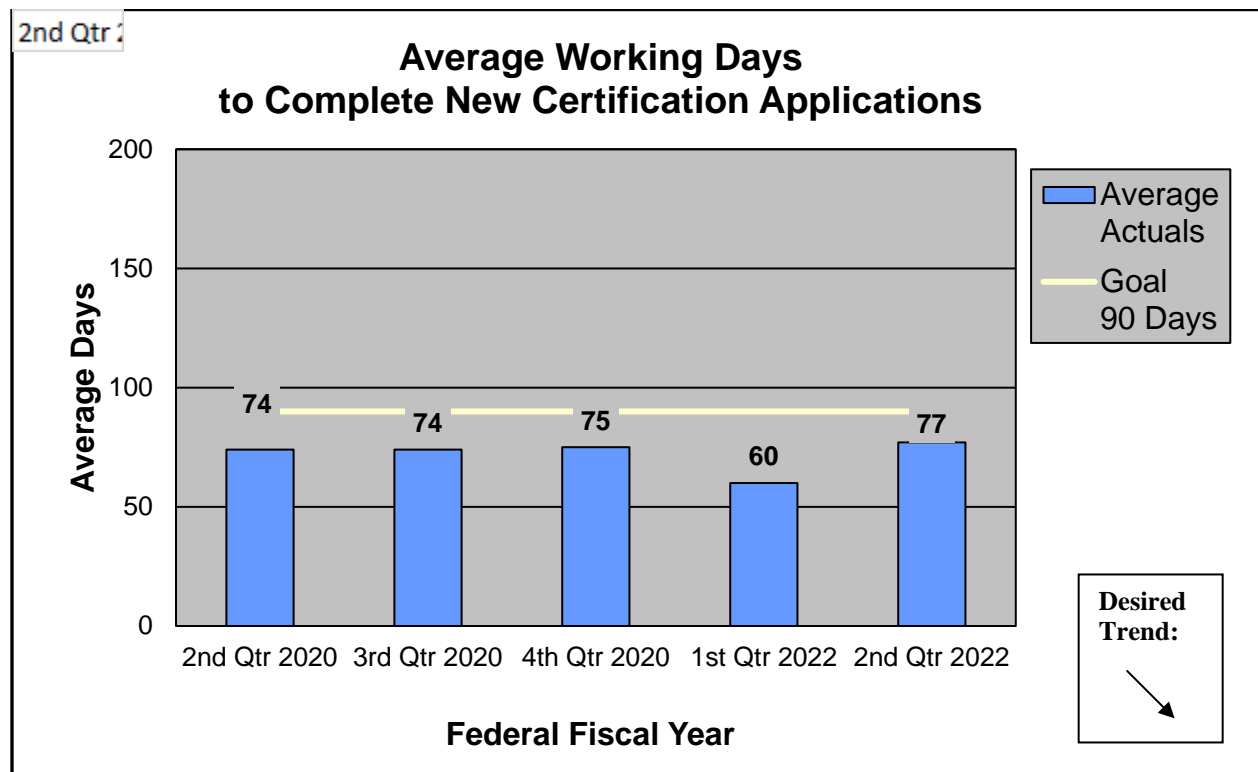
Use Resources Wisely

Budgeted amounts versus expended amounts for the External Civil Rights Division

Results Driver: Missy Stuedle, External Civil Rights Director
Measurement Driver: Tracy Evers, Executive Assistant

Purpose of the Measure:
This measure represents the amount of actual expenditures to the approved budget for the External Civil Rights Division. It is important to evaluate detailed budget allocations to ensure funds are being spent as intended and not tie up funds that can be used on our highway system.

Measurement and Data Collection:
This measurement indicates how much the ECR budgeted versus the actual amount expended in each fiscal year. The indicated amounts are year-to-date (YTD) and the current year is on a quarterly basis. The source of this data is the Financial Management System.

Story:
External Civil Rights' goal for FY 2021 is to manage the E&E and PS budget within +/- 3 percent. As of March 31, 2021 ECR has a remaining E & E budget of 145,109 and a remaining Personnel Budget of $209,783.

Expense & Equipment Budget-to-Actual

Personnel Services Budget-to-Actual

Dollars (thousands)

Fiscal Year	Budget	Actual
2017	611	541
2018	611	545
2019	616	572
2020 YTD	604	547
2021 YTD	626	210

Fiscal Year

Use Resources Wisely, April 2021
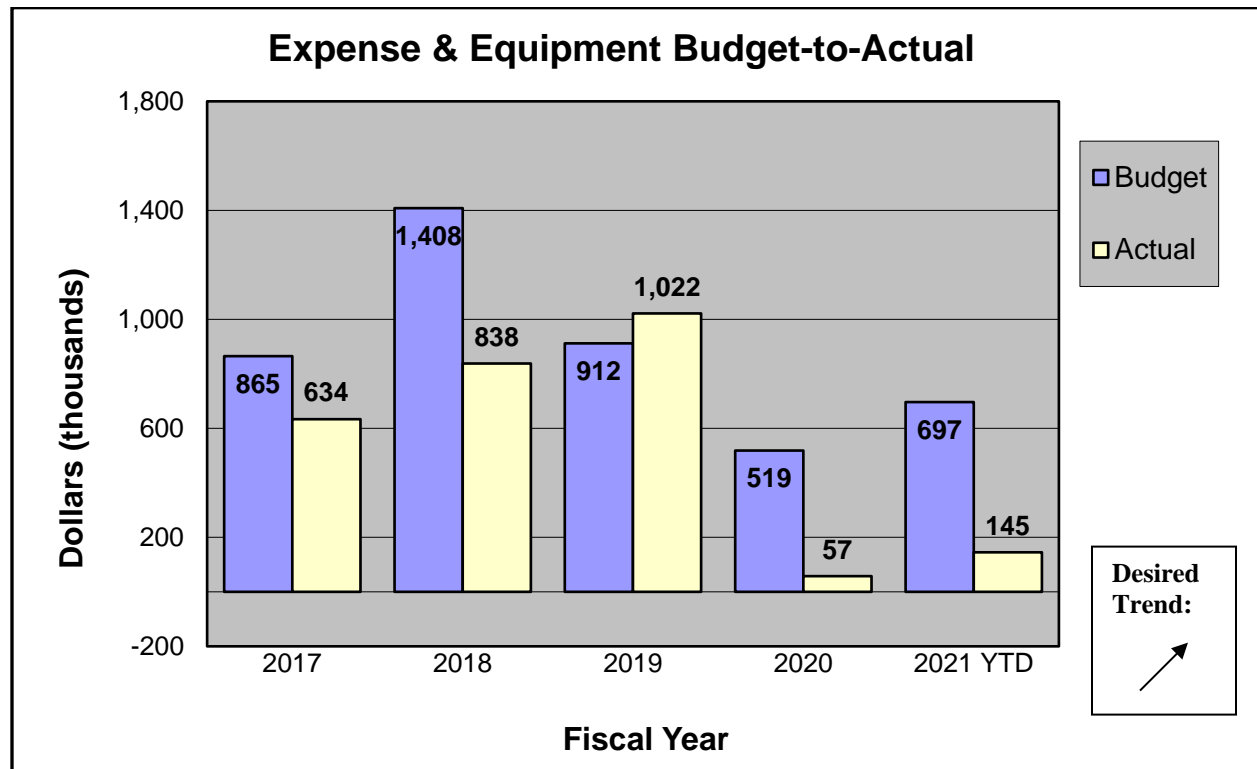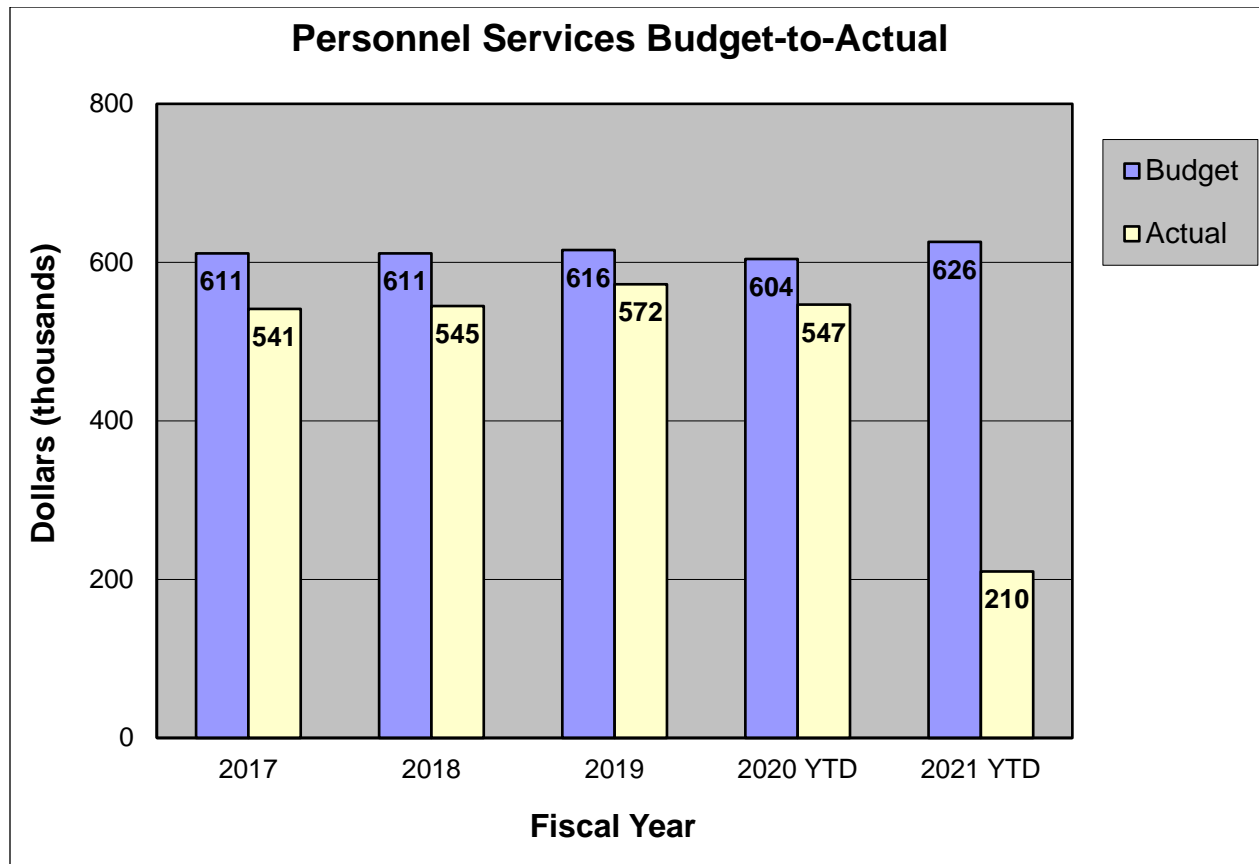
Use Resources Wisely

Number of External Civil Rights invoices paid on time

Results Driver: Missy Stuedle, External Civil Rights Director
Measurement Driver: Tracy Evers, Executive Assistant

Purpose of the Measure:
This measure is used to track the amount of invoices the External Civil Rights' Division processes and the timeliness in processing invoices for payment.

Measurement and Data Collection:
The check date determines if the invoice payment is timely. Vendors age their receivables based on the date of the invoice; therefore, timely is defined as a check issued less than 31 days from the date of invoice. The department's measure is benchmarked to the U.S. General Services Administration (GSA),

which is updated annually with the federal fiscal year calendar ending Sept. 30. This measure was first reported in fiscal year 2006 with 82.9 percent of the invoices being paid timely.

Story:
External Civil Rights' goal is to ensure at least 100 percent of invoices are paid within 30 days. FY20 percentage of invoices paid on time was 95 percent. For the three quarters of FY21 the percentage of invoices paid on time is 92% percent.
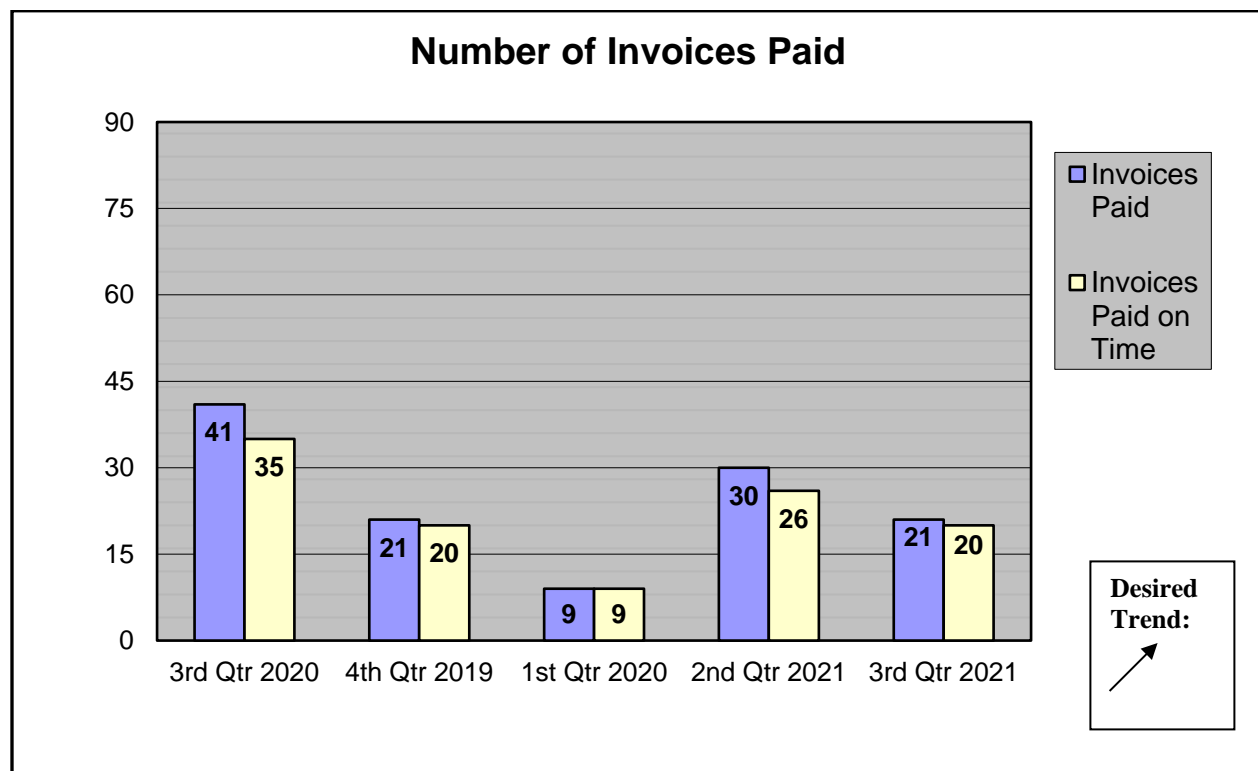
Number of Invoices Paid

	Invoices Paid	Invoices Paid on Time
3rd Qtr 2020	41	35
4th Qtr 2019	21	20
1st Qtr 2020	9	9
2nd Qtr 2021	30	26
3rd Qtr 2021	21	20

Desired Trend: ↗

Use Resources Wisely, April 2021

FY 2021

EQUAL OPPORTUNITY
AND DIVERSITY DIVISION

TRACKER

APRIL 2021

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SAFETY   SERVICE   STABILITY

Stabilizing Resources and Engaging our Workforce

Level of participation in the Mentoring Program	Beckie Brietzke	Quarterly	1A
Satisfaction of Mentoring Program	Beckie Brietzke	Annual	1B
Impact of Mentoring Program - **Under Construction**	Beckie Brietzke	N/A	1C
Level of participation in Diversity Education and other EODD events	Cheryl Roberts	Calendar	1D
Impact of Regional Diversity and Inclusion Conferences	Cheryl Roberts	Calendar	1E
Separations of minorities and females	Adam Hoffman	Quarterly	1F
Top reasons for separating from the department	Adam Hoffman	Quarterly	1G
Satisfaction of employees separating from the department	Adam Hoffman	Quarterly	1H
Grievances and Complaints by Gender and Race	Beckie Brietzke	Annual	1I
Disciplinary Action by Race and Gender Compared to Total Employment	Beckie Brietzke	Annual	1J

Building a Prosperous Economy for All Missourians

Average salary of MoDOT employees	Beckie Brietzke	Annual	2A
Promotion of minorities and females	Andrew Ragsdale	Quarterly	2B
Number of job groups underutilized statewide	Beckie Brietzke	Quarterly	2C

MoDOT Tracker Measure

Percent of minorities and females employed*	Beckie Brietzke	Quarterly	n/a
Percent of minorities and females employed by division/district**	Beckie Brietzke	Quarterly	n/a

* Statewide Tracker Measure 7e
** Supplement to 7e

Stabilizing Resources and Engaging our Workforce

Level of participation in the Mentoring Program – 1A

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Beckie Brietzke, Senior Diversity and Inclusion Specialist

Purpose of the Measure:
The purpose of this measure is to track the number of active partnerships in this program as well as the number of mentoring participants by location. Active status in the mentoring program includes regular meetings and/or regular contacts between the mentor and mentee.

Measurement and Data Collection:
The program was implemented in fall 2005. The objective of the program is to nurture a relationship between two employees, a mentor and a mentee, that helps support and develop professional growth through one-on-one sharing of knowledge and expertise. The number of partnerships and participants will be uneven due to employees involved in more than one partnership. Data is collected quarterly from a SharePoint database.

Improvement Status:
The number of active participants in the mentoring program is currently 404. Of the 404 active participants, there are 39 minorities, 131 are females and 248 are white males.

The program will be presented every quarter at the 90-day Onboarding follow-up meetings in Central Office, when the department resumes in person meetings. Currently the program has been revised to meet the new needs of the department. The new program is being promoted through user emails, Connections and the weekly news. The program will be more hands on and provide more structure for participants to ensure a positive outcome. The new training schedule provides more opportunity to engage with others in the program and improve the employee experience.

Number of Participants

Fiscal Year	Number
2017	477
2018	463
2019	491
2020 3rd Qtr	415
2021 3rd Qtr	404

Desired Trend: ↗

Number of Participants by Minorities and Females

Legend:
- Minorities
- Females
- White Males

Desired Trend: ↗

Data:
Fiscal Year	Minorities	Females	White Males
2019	41 (9.4%)	142 (32.5%)	268 (61.3%)
2020 3rd Qtr	39 (9.4%)	135 (32.6%)	255 (61.4%)
2021 3rd Qtr	39 (9.4%)	131 (32.3%)	248 (61.5%)

Number of Participants by Location

Legend:
- FY 2019
- FY 2020
- FY 2021

Desired Trend: ↗

Location	FY 2019	FY 2020	FY 2021
NW	31	28	25
NE	71	68	67
KC	50	48	49
CD	31	30	29
SL	67	64	62
SW	80	70	69
SE	9	9	9
CO	98	95	94

Number of Participants by Job Group

FY 2021 YTD

Legend: ■ Mentors ■ Mentees

Desired Trend: ↗

Data values by Job Group:

Job Group	Mentors	Mentees
101 Upper Management	23	10
102 Manager	42	28
104 Other Managers	88	65
204 Professionals	6	28
207 Civil Engineers	6	21
217 Professionals-Technical	0	7
303 Technicians	0	10
501 Paraprofessionals	0	7
601 Office/Clerical	0	4
701 Skilled Crafts	39	32
804 Service Maint.	12	14

Stabilizing Resources and Engaging our Workforce

Satisfaction of Mentoring Program – 1B   NO CHANGES

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Beckie Brietzke, Senior Diversity and Inclusion Specialist

Purpose:
The purpose of this measure is to track the success of this program by measuring the level of satisfaction of participating mentors and mentees.

Measurement and Data Collection:
Data is collected and reported annually from a survey sent every spring via Survey Monkey. Surveys are sent to all active program participants.

Improvement Status:
Overall satisfaction with the mentor program for the FY 2020 is 87 percent. The mentor program

database is continuously updated to reflect the most current participation levels in the program.

The mentoring satisfaction survey was sent out at the end of the Fiscal Year 2020. This year the number of responses increased 39% to 76 responses compared to FY 2018 when there were 48 responses. The data shows that of the 76 respondents, 90.7 percent reported being successful in their mentorship, while 89.5 percent claimed they learned something valuable. In addition to that, 82.9 percent of respondents said they were likely to participate again, and 85.5 percent claimed the program was helpful in their career.

The mentoring program has been helpful in my career.

Legend: FY 2016, FY 2017, FY 2018, FY 2020

Response	FY 2016	FY 2017	FY 2018	FY 2020
Strongly agree	33.3	28.8	29.2	10.5
Agree	61.4	59.0	54.2	75.0
Disagree	3.5	11.0	10.4	11.8
Strongly disagree	1.7	1.3	6.3	6.3

I have been successful in my mentorship.

Legend: FY 2016, FY 2017, FY 2018, FY 2020

Response	FY 2016	FY 2017	FY 2018	FY 2020
Strongly agree	30.7	29	22.9	11.8
Agree	66.1	62	58.3	78.9
Disagree	1.6	8.5	10.4	6.6
Strongly disagree	1.6	1.4	4.1	2.6

I have gained something valuable from my experience in the program.

Legend: FY 2016, FY 2017, FY 2018, FY 2020

Responses	FY 2016	FY 2017	FY 2018	FY 2020
Strongly agree	40.0	38.5	39.6	30.3
Agree	46.0	53.4	45.8	59.2
Disagree	3.2	6.9	6.3	7.9
Strongly Disagree	3.0	1.4	6.3	2.6

I am likely to participate again.

Legend: FY 2016, FY 2017, FY 2018, FY 2020

Responses	FY 2016	FY 2017	FY 2018	FY 2020
Strongly agree	38.7	32.9	29.7	18.4
Agree	54.8	56.7	52.1	64.5
Disagree	4.8	9.5	10.4	14.5
Strongly disagree	1.6	1.3	4.7	2.6

Stabilizing Resources and Engaging our Workforce

Impact of Mentoring Program – 1C   __Under Construction__

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Beckie Brietzke, Senior Diversity and Inclusion Specialist

Purpose:

        Improvement Status:

Measurement and Data Collection:

NOTE:

Stabilizing Resources and Engaging our Workforce

Level of participation of Diversity Education and Other EODD Events – 1D

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Cheryl Milton Roberts, Senior Diversity and Inclusion Specialist

Purpose:
The purpose of this quarterly measure is to track the participation of Diversity Education Events held by calendar year. The first graph reflects the participation of all Diversity Education Events, while the second graph excludes the RDIC attendance, as these conferences *often* account for the largest attendance at a single event. The final graph breaks down the participation by location for the current calendar year.

Measurement and Data Collection:
Diversity Education Events include Regional Diversity and Inclusion Conferences (RDIC), workshops, webinars and additional trainings. These events are coordinated and/or conducted by EODD and HR staff. Data is collected from MoDOTU tracking, as well as event sign-in sheets.

Improvement Status:
In Calendar Year 2021, nine Diversity Education Events were held with 418 participants. All participants attended via webinar. These events ranged from formal presentations to customized programs to facilitated conversations in small groups, to "on-demand" informal DEI informational events (attendees not tracked) within the webinar setting. The use of the webinar format also increased the employee diversity in attendance.

Total Participation of Diversity Education Events

Breakdown of EODD Virtual Events

Category	Value
Custom Programs (Mentoring, DBE Sym, incl.)	3 — 126
H.Y.P.E.	2 — 55
News You Can Use	3 — 16
Core Workforce Supervisors (LDR)	1 — 19
Diversity Education Events	3 — 202

X-axis: 0, 100, 200, 300, 400, 500

Calendar Year

Legend:
- Number of attendees
- Linear (Number of events)

Participation of Diversity Education Events
(excluding RDIC)

Calendar Year	Number of attendees	Number of events
2015	953	14
2016	590	21
2017	1139	16
2018	128	7
2019	391	7
2020	901	3?
2021	498 / 491	8

Number (y-axis): 0, 1000, 2000, 3000

Calendar Year

Legend:
- Number of attendees
- Number of events

Desired Trend: ↗

NOTE: *Any events that were offered to employees statewide (i.e. ALD, EAC) will not be reflected in the graph below but are included in the above graphs. Additionally, for the purpose of the graph below, some events may be reflected more than once. For example, the CD/CO Regional Diversity and Inclusion Conference will be included in numbers for both locations.*

NOTE: For Calendar year 2020 - 2021 Tracking by Webinar, not location due to remote work.

Participation of Diversity Education Events
(By Location for Calendar Year 2021)

Legend:
- Number of attendees
- Number of events

Desired Trend: ↗

Bar values (Number of attendees):
- NW: 117
- NE: 77
- KC: 177
- CD: 69
- SL: 106
- SW: (none)
- SE: 107
- CO: 125
- Webinar '20: 901
- Webinar '21: 418

Line values (Number of events):
- NW: 1
- NE: 1
- KC: 1
- CD: 1
- SL: 1
- SW: 0
- SE: 1
- CO: 4
- Webinar '20: 39
- Webinar '21: 9

Location
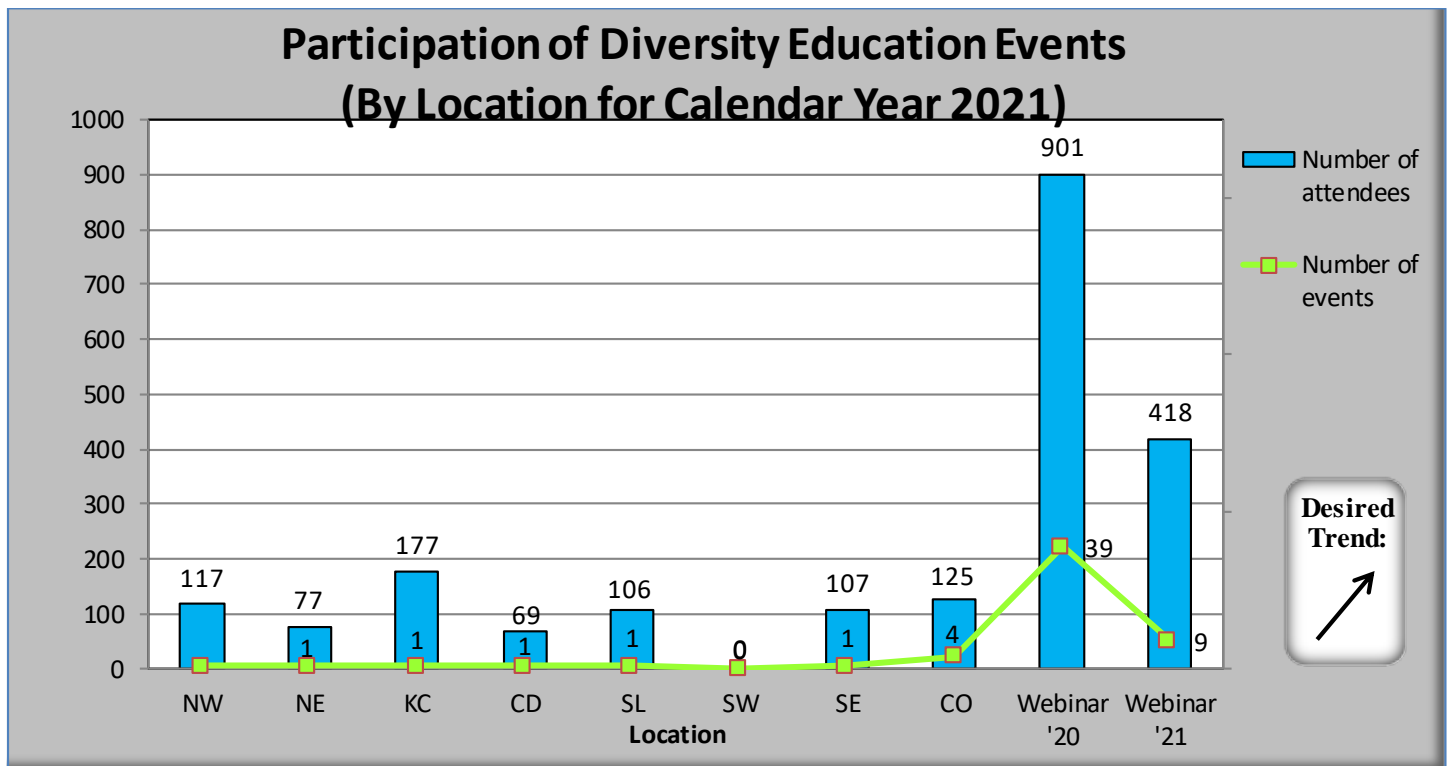
Stabilizing Resources and Engaging our Workforce

Impact of Regional Diversity and Inclusion Conferences – 1E **NO CHANGES

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Cheryl Milton Roberts, Senior Diversity and Inclusion Specialist

Purpose:
The purpose of this quarterly measure is to track the impact of the Regional Diversity and Inclusion Conferences (RDIC) held in each district and central office in a calendar year.

Measurement and Data Collection:
Data is collected after every RDIC from paper surveys given to participants. The information is presented in additional graphs below for all the conferences combined as well as by location. Note: This measure is on hold due to Covid-19 restrictions.

Improvement Status:
For Calendar Year 2019, six Regional Diversity and Inclusion Conferences were held with a total of 653 employees. While topics for each conference are tailored to specific needs of the locations, similar topics and/or speakers are offered at different conferences.

Overall, 85.0 percent of participants had a better understanding of diversity and inclusion and 84.0 percent learned something valuable. On a scale of 1 to 4 (4 being the highest), participants gave the overall conferences a 3.5 rating.

Total Participation of RDICs

Legend: Number of attendees; Number of RDICs

2015: 753 attendees, 7 RDICs
2016: 626 attendees, 6 RDICs
2017: 521 attendees, 6 RDICs
2018: 657 attendees, 6 RDICs
2019: 653 attendees, 6 RDICs

Desired Trend: N/A

Participation by Location
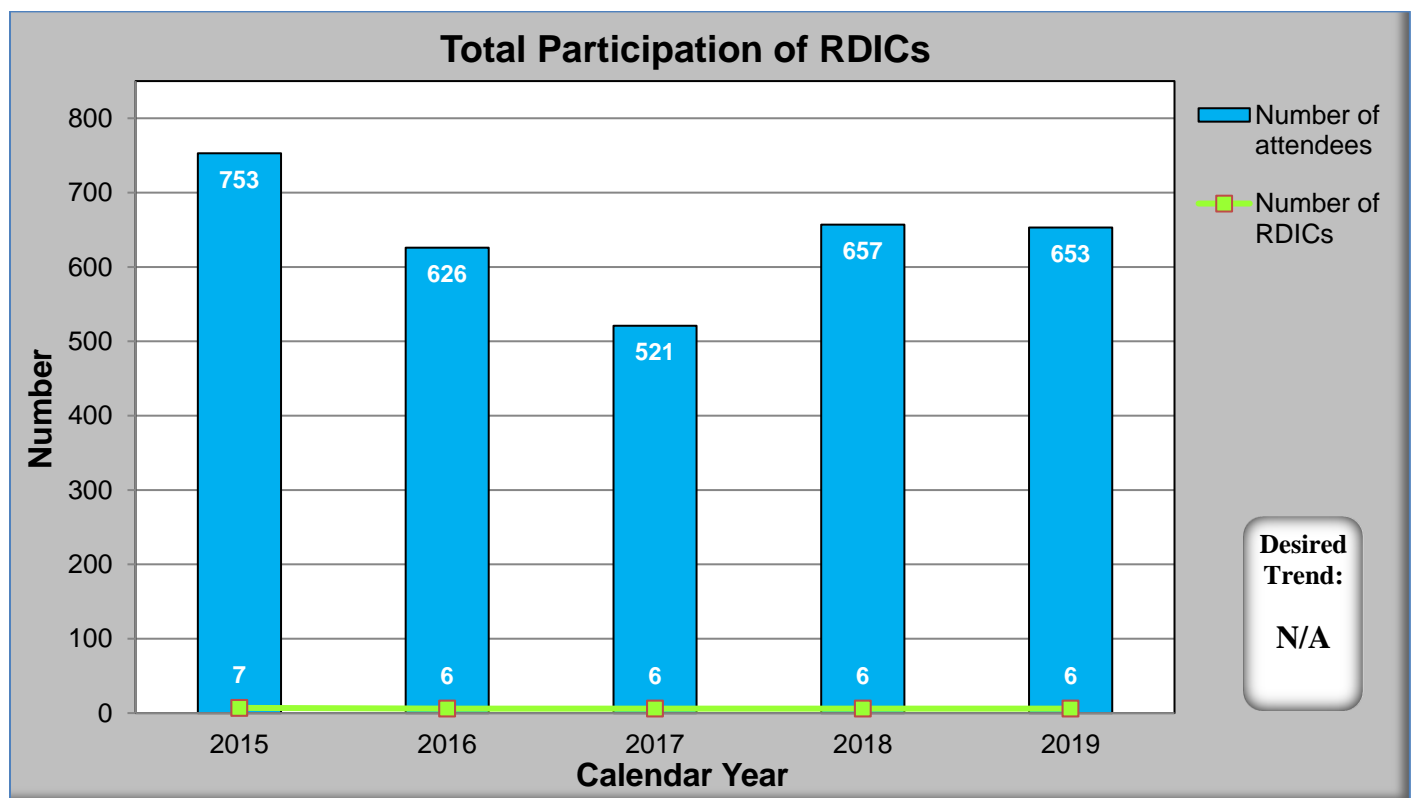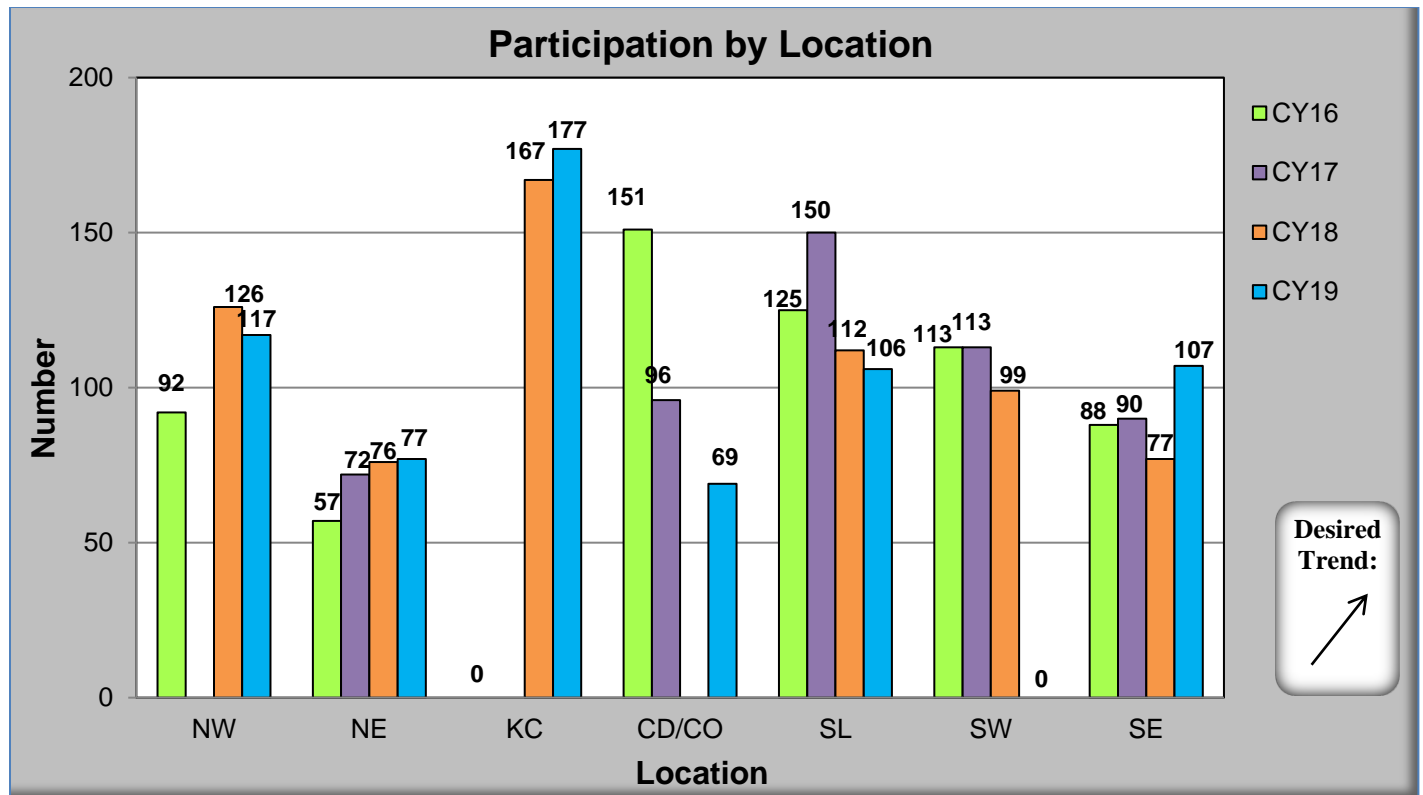
RESPONSES FOR ALL REGIONAL DIVERSITY AND INCLUSION CONFERENCES

I have a better understanding of diversity and inclusion after attending this event.

I learned something valuable at this event.

Legend: CY16, CY17, CY18, CY19

Responses	CY16	CY17	CY18	CY19
Yes	88.3	90.0	88.1	84.0
No	3.5	2.0	3.4	3.4
Too soon to tell	8.1	8.0	8.5	12.6

Desired Trend: ↗

I found the information presented to be useful.

Legend: CY16, CY17, CY18, CY19

Responses	CY16	CY17	CY18	CY19
Yes	87.7	88.4	88.8	85.71
No	3.3	2.7	2.86	3.4
Too soon to tell	9.0	8.9	8.3	10.88

Desired Trend: ↗

SURVEY RESPONSES FOR REGIONAL DIVERSITY AND INCLUSION CONFERENCES BY LOCATION FOR 2019 CALENDAR YEAR TO DATE.

I have a better understanding of diversity and inclusion after attending this event.

Location	Yes	No	Too soon to tell
NW	84.0	1.1	14.9
NE	88.9	3.7	7.4
KC	13.0	13.0	74.0
CD/CO	7.1	1.8	91.1
SL	82.4	4.7	12.9
SW			
SE	84.1	4.5	11.4
Total	85.9	3.9	10.2

Desired Trend: ↗

I learned something valuable at this event.

Location	Yes	No	Too soon to tell
NW	84.0	1.1	14.9
NE	88.9	3.7	7.4
KC	75.0	12.0	13.0
CD/CO	92.9	1.8	5.3
SL	82.4	4.7	12.9
SW			
SE	84.1	4.5	11.4
Total	89.1	3.1	7.8

Desired Trend: ↗

I found the information presented to be useful.

Legend: Yes (green), No (purple), Too soon to tell (blue)

Percent vs Location

Location	Yes	No	Too soon to tell
NW	81.9		16.0
NE	92.6	3.7	3.7
KC	73.0	11.0	16.0
CD/CO	95.0	0.0	5.0
SL	83.5	4.7	11.8
SW			
SE	89.8	3.4	6.8
Total	88.8	2.9	8.3

Desired Trend: ↗

Overall opinion of the conference
(1=Low; 4=High)

Legend: CY16 (green), CY17 (purple), CY18 (orange), CY19 (blue)

Number vs Location

Location	CY16	CY17	CY18	CY19
NW	3.3		3.5	3.3
NE	3.4		3.4	3.6
KC			3.3	3.0
CD/CO	3.2	3.4		3.2
SL		3.1	3.3	3.5
SW	3.6	3.4	3.5	
SE	3.2	3.4	3.7	3.5
Total	3.3	3.4	3.5	3.5

Desired Trend: ↗

Stabilizing Resources and Engaging our Workforce

Separations of minorities and females – 1F

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Adam Hoffman, Diversity and Inclusion Specialist

Purpose of the Measure:
The purpose of this measure is to track female and minority separations compared to the overall MoDOT separations.

Measurement and Data Collection:
Data is collected through SAM II Advantage HR, Cognos and Berkshire Affirmative Action reports. Separations include both voluntary and involuntary separations from the department. Each category represented in the graph adds up to more than the total number of separations because minority women are a counted for in two categories. This measure is updated quarterly.

Improvement Status:
The number of separations for 3rd Quarter Fiscal Year 2021 slightly decreased by 10 percent (175 to 157) compared to 3rd Quarter Fiscal Year 2020. Minority separations decreased by 27 percent (26 to 19). Female separations decreased by 50 percent (44 to 22) and white male separations increased by 13 percent (108 to 122).

When compared to the overall employment of each category, 3.9 percent of minorities, 2.5 percent of females and 78 percent of white males separated in 3rd Quarter FY 2021. Overall employment of each category, 9.7 percent are minorities, 17.4 percent are females, and 75.1 percent are white males.

In creating an inclusive work environment, the department continues to offer diversity education events, professional and personal development classes, mentoring and flexible work schedules.

Separations for Minorities, Females, and White Males
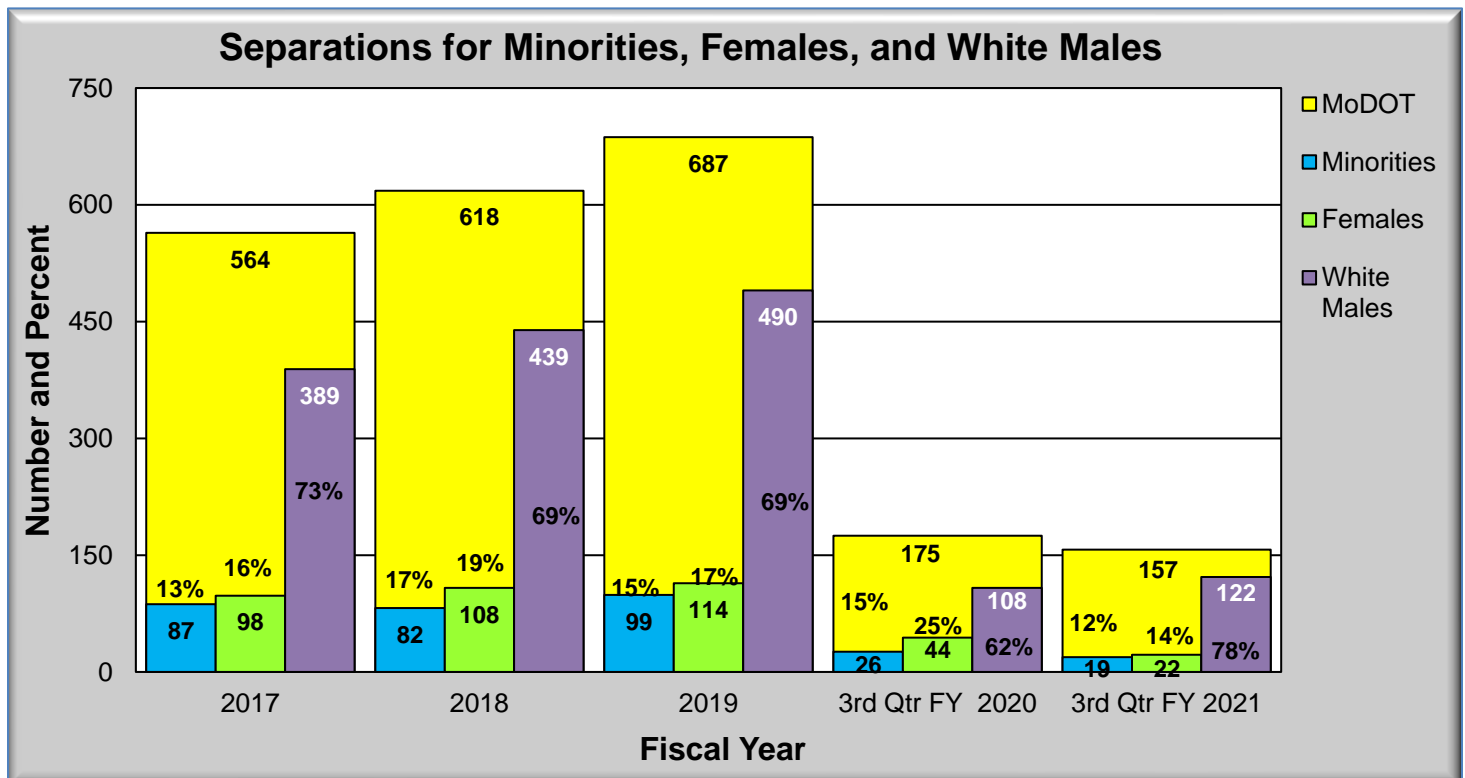
Percent of Minorities and Females Separated as Compared to Total Employment of Minorities and Females

Legend:
- ■ Minorities
- ■ Females
- ■ White Males
- ◆ Minority Employment
- ◆ Female Employment
- ◆ White Male Employment

X-axis: Fiscal Year (2017, 2018, 2019, FY20 3rd Qtr, FY21 3rd Qtr)
Y-axis: Percent

Data points:
- 2017: Minorities 17.4, Females 10.7, White Males 10.3, Female Employment 18, Minority Employment 9.8, White Male Employment 73.8
- 2018: Minorities 16.0, Females 11.8, White Males 11.7, Female Employment 18.1, Minority Employment 10.1, White Male Employment 73.9
- 2019: Minorities 19.0, Females 12.6, White Males 13.0, Female Employment 17.8, Minority Employment 10.2, White Male Employment 74.1
- FY20 3rd Qtr: Minorities 4.9, Females 4.9, White Males 2.8, Female Employment 17.5, Minority Employment 10.4, White Male Employment 74.3
- FY21 3rd Qtr: Minorities 3.9, Females 2.5, White Males 3.3, Female Employment 17.4, Minority Employment 9.7, White Male Employment 75.1

Separations of Minorities, Females, and White Males by Reason
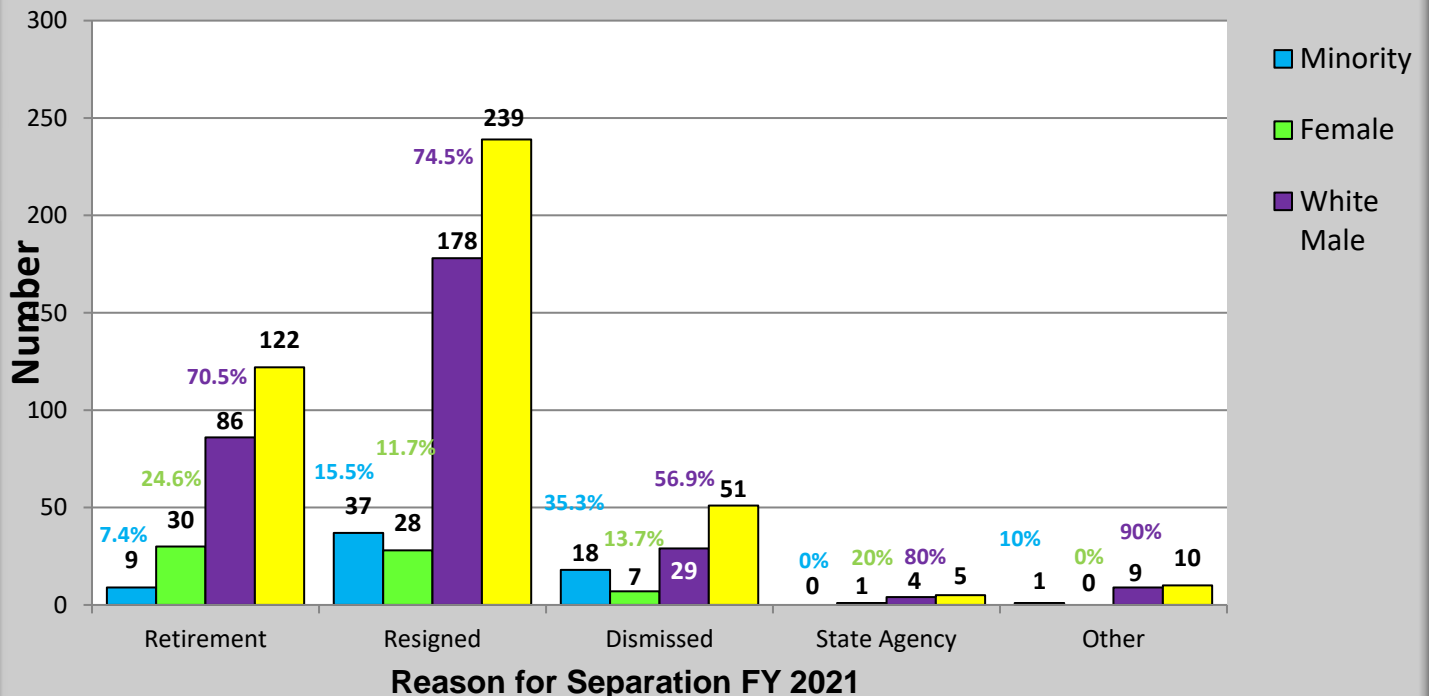
Legend:
- ■ Minority
- ■ Female
- ■ White Male

X-axis: Reason for Separation FY 2021 (Retirement, Resigned, Dismissed, State Agency, Other)
Y-axis: Number

Data:
- Retirement: Minority 9 (7.4%), Female 30 (24.6%), White Male 86 (70.5%), 122
- Resigned: Minority 37 (15.5%), Female 28 (11.7%), White Male 178 (74.5%), 239
- Dismissed: Minority 18 (35.3%), Female 7 (13.7%), White Male 29 (56.9%), 51
- State Agency: Minority 0 (0%), Female 1 (20%), White Male 4 (80%), 5
- Other: Minority 1 (10%), Female 0 (0%), White Male 9 (90%), 10

Separations of White Males

Legend: ■ 2020 YTD ■ 2021 YTD

Y-axis: **Number** (0 to 90)
X-axis: **Districts and Central Office**

District	2020 YTD	2020 %	2021 YTD	2021 %
NW	52	86.7%	45	90.0%
NE	26	76.5%	29	85.3%
KC	42	46.7%	41	51.3%
CD	39	86.7%	42	84.0%
SL	50	58.8%	40	56.3%
SW	66	90.4%	51	86.4%
SE	29	69.0%	42	91.3%
CO	25	34.2%	21	46.7%

Equal Opportunity and Diversity Division Tracker
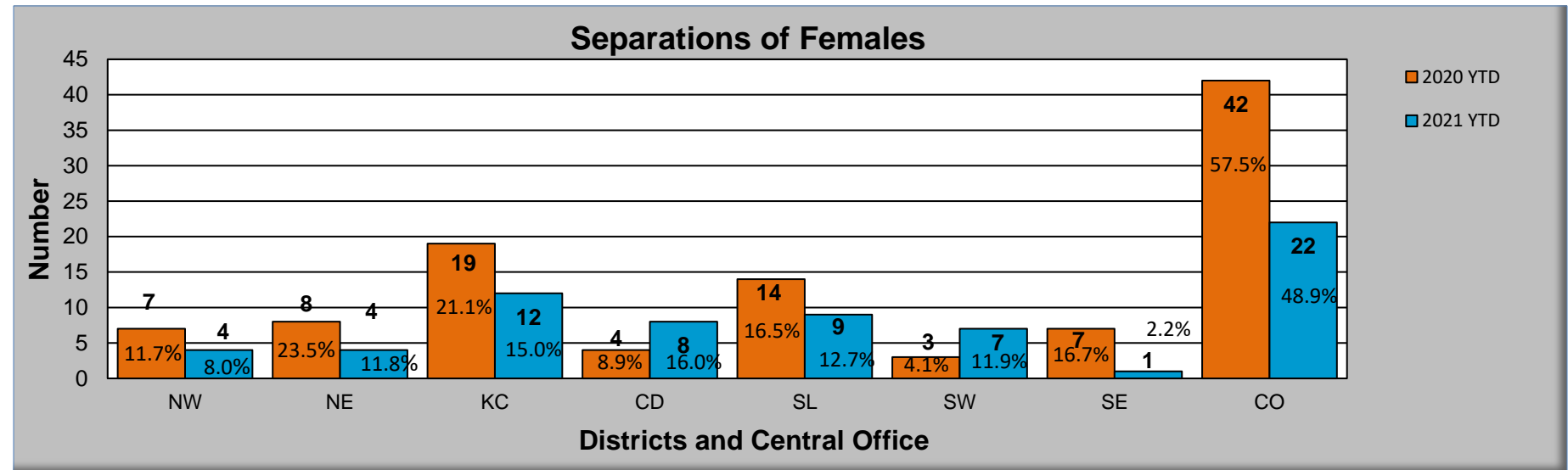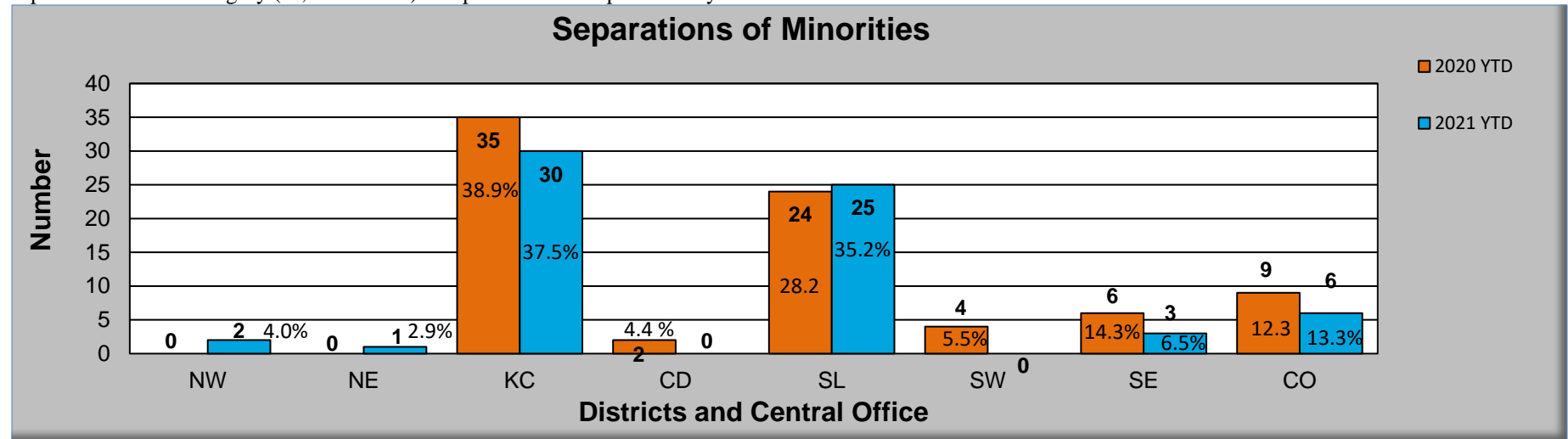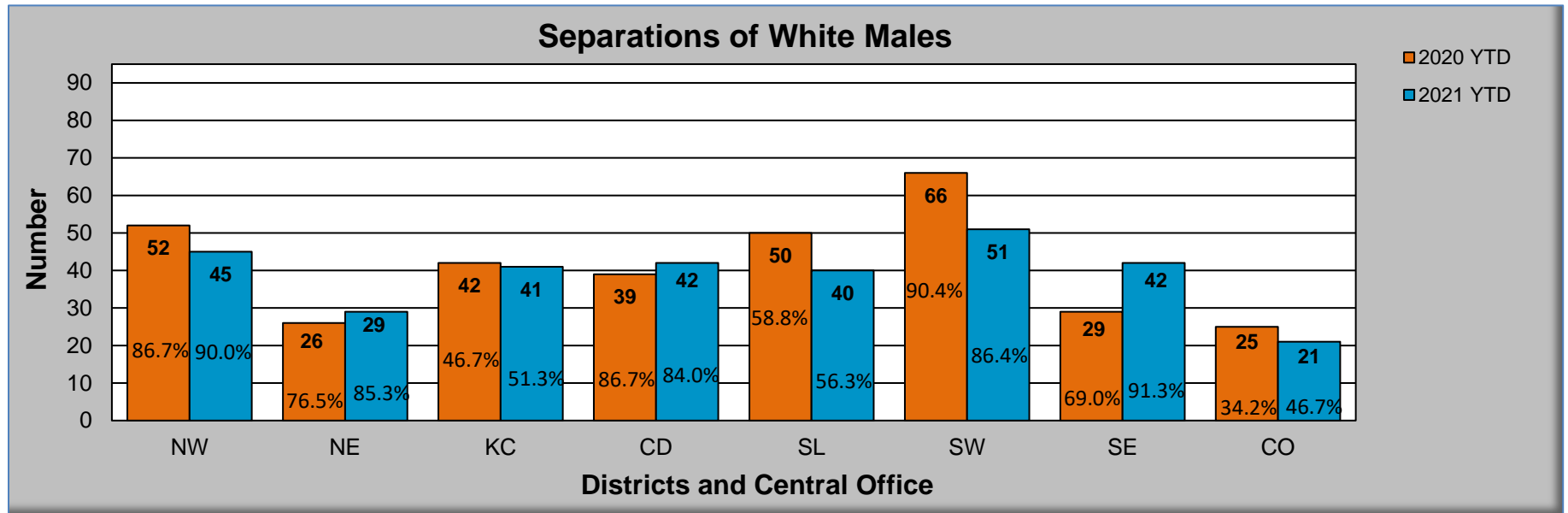
Stabilizing Resources and Engaging our Workforce

Top reasons for separating from the department – 1G

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Adam Hoffman, Diversity and Inclusion Specialist

Purpose:
The purpose of this measure is to track the top reasons why employees voluntarily leave the department through results gathered from MoDOT's Exit Interview Surveys.

Measurement and Data Collection:
Data is collected quarterly from a SharePoint Database System. Exit Interview Surveys are distributed to voluntarily separating employees and the results are entered into this database. (Note: This survey was designed specifically for MoDOT, implemented in October 2011, and updated in October 2016.) The survey lists 19 options as reasons for separating and employees are asked to pick their main reason(s). The results show only the top reasons selected.

For 3rd quarter Fiscal Year 2021, 21.7 percent of separating employees completed an exit interview survey. Minorities accounted for 11.8 percent and females were 17.6 percent of these surveys. Northwest District had the highest completion rate with 40 percent. Out of 90 surveys completed this fiscal year, overall the top reason for separations for all employees was better pay. Of the 16 surveys completed, female top reasons were better pay and better opportunities. Of the eight surveys completed, minorities' top reason was better pay. The Human Resources and Equal Opportunity and Diversity Divisions continue to encourage districts and central office employees to complete the survey upon learning of an employee's voluntary resignation. The survey results were sent to each District Engineer and HR Manager of the districts at the end of 4th quarter.

Improvement Status:

April 2021   *For Internal Use Only*   *Page 1G*

Surveys Completed by Category

Legend:
- Total
- Females
- Minorities
- **% Completed**
- **Desired Trend:** ↗

Data points:
- 2017: 163 (Total), 30 (Females), 26 (Minorities), 16.0%, 18.4%
- 2018: 149 (Total), 30 (Females), 18 (Minorities), 12.1%, 20.1%
- 2019: 180 (Total), 31 (Females), 19 (Minorities), 10.6%, 17.2%
- 3rd Qtr 2020: 41 (Total), 9, 3, 7.3%, 22.0%
- 3rd Qtr 2021: 34 (Total), 6, 4, 11.8%, 17.6%

X-axis: **Fiscal Year**
Y-axis: **Number**

Surveys Completed By Location

Legend:
- Separations
- Surveys
- **% Completed**
- **Desired Trend:** ↗

Data points:
- NW: 50, 20, 40.0%
- NE: 34, 8, 23.5%
- KC: 80, 1, 1.3%
- CD: 50, 19, 38.0%
- SL: 71, 7, 9.9%
- SW: 59, 14, 23.7%
- SE: 46, 7, 15.2%
- CO: 45, 14, 31.1%

X-axis: **Fiscal Year 2021**
Y-axis: **Number**

(NOTE: Numbers will reflect the top reasons and may add up to more than 100% because the Survey asks employees to select all the reasons they are leaving MoDOT. This can result in each employee picking more than one reason.)

Top Reasons for Separation (All Employees)

Fiscal Year	Better Pay	Better Opportunities	Retirement	Career Change	Benefits
2017	63.2	42.9	20.9	22.7	21.5
2018	68.5	49	—	28.2	18.8
2019	73.9	50.6	17.2	25.0	—
2020	56.7	41.1	29.1	24.1	14.9
2021 YTD	35.6	22.2	21.1	15.6	10.0

Top Reasons for Separation (Females)

Percent vs. Fiscal Year

Fiscal Year	Better Pay	Better Opportunities	Retirement	Relocation	Career Change	Benefits	Better Working Conditions
2017	42.9	31.3	31.3	18.8		18.2	
2018	50.0	43.3	16.7	13.3			
2019	48.4	48.4	22.6				
2020	42.9	37.1	37.1		28.6	17.1	
2021 YTD	56.3	43.8	25.0		18.8		18.8

Top Reasons for Separation (Minorities)

Percent vs. Fiscal Year

Fiscal Year	Better Pay	Better Opportunities	Advancement	Career Change	Relocation	Benefits	Training and Development
2017	80.8	46.2		19.2	26.9	23.1	19.2
2018	66.7	33.3		16.7		16.7	
2019	78.9	52.6		42.1			
2020	45.5	54.5		45.5	27.3		
2021 YTD	87.5		50.0	25.0		37.5	

Stabilizing Resources and Engaging our Workforce

Satisfaction of employees separating from the department – 1H

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Adam Hoffman, Diversity and Inclusion Specialist

Purpose:
The purpose of this quarterly measure is to track the satisfaction of employees who voluntarily separate from the department.

Measurement and Data Collection:
Data is collected from exit interviews completed by employees who voluntarily separate from the department. Results are shown from responses to the following three questions: please rate your overall satisfaction with MoDOT; overall, I felt MoDOT employees were treated fairly by management; I would recommend employment at MoDOT to my family and friends.

Improvement Status:
In Fiscal Year 2021, 90 employees responded to the question regarding his/her overall satisfaction with the department. Of the employees who answered, 80 percent were satisfied with the department. When breaking down the separations by category, of the 16 females who answered, 75 percent were satisfied. Of the eight minorities responding to this question, 75 percent were satisfied.

Based on the 90 surveys that were completed, 63 percent of all employees felt they were treated fairly by management, 64 percent of employees would recommend employment at MoDOT to family and friends, and 72 percent believe MoDOT values diversity and inclusion.

Overall Satisfaction with MoDOT (Females)

Overall Satisfaction with MoDOT (Minorities)

Overall, I felt employees were treated fairly by Management.

Fiscal Year	2017	2018	2019	2020	2021 YTD
Strongly Agree	23.3	32.9	25.7	26.2	22.2
Agree	46.6	39.6	37.4	40.4	41.1
Neutral	14.7	14.8	20.7	22.0	25.6
Disagree	9.8	7.4	11.2	7.1	8.9
Strongly Disagree	5.5	5.4	5.0	4.3	2.2

Desired Trend: ↗

I would recommend employment at MoDOT to my family & friends.

Fiscal Year	2017	2018	2019	2020	2021 YTD
Strongly Agree	26.9	25.5	25.1	27.7	23.3
Agree	38.8	40.3	34.1	34.0	41.1
Neutral	18.8	20.1	22.2	26.2	26.7
Disagree	9.4	4.7	11.2	7.1	7.8
Strongly Disagree	6.3	9.4	7.4	5.0	1.1

Desired Trend: ↗

MoDOT Values Diversity and Inclusion

Stabilizing Resources and Engaging our Workforce

Grievances and Complaints by Gender and Race – 1I – NO CHANGES

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Beckie Brietzke, Senior Diversity and Inclusion Specialist

Purpose of the Measure:
The purpose of the measure is to track the number of grievances and complaints by race and gender. Tracking this information will allow MoDOT to identify any potential disparate impacts that may exist. By identifying these trends MoDOT can better implement new policies and procedures to correct historical injustices.

Measurement and Data Collection: This measure is updated on an annual basis. The data

for this measure is collected annually through collaboration with Audits and Investigations.

Improvement Status:
For FY20 the number of complaints filed with the Audits and Investigations Division doubled. Both FY18 and FY19 saw 18 complaints filed and FY20 saw 36. Of the 36 that were filed in FY20, 75% (27 out of 36) were filed by males which is an increase from the 72% (13 out of 18) in FY19. Women filed 275% (9 out of 36) in FY20, a decrease from the 27% (5 out of 18) that were filed in FY19.

Grievances and Complaints by Gender cont.

Legend:
- Female 2018
- Female 2019
- Female 2020
- Male 2018
- Male 2019
- Male 2020

Reason	Female 2018	Female 2019	Female 2020	Male 2018	Male 2019	Male 2020
Retaliation	4	1	2	1	0	2
Hiring	1	1	1	1		1
Termination	1	0	4	0	5	14
Treatment	1	0	0	0	1	2
Other	1	0	0	0	0	

X-axis: Reason
Y-axis: Number

Grievances and Complaints by Race

Legend:
- Minority 2018
- Minority 2019
- Minority 2020
- White 2018

Reason	Minority 2018	Minority 2019	Minority 2020	White 2018		
Harassment	1	0	0	1	1	1
Hostile Work Environment	1	0	0	0		1
Promotion	0	2	2	2	1	2
Sexual Harassment	0	1	0	0	0	0
Disciplinary	0	1	0	0		5

X-axis: Reason
Y-axis: Number

Grievances and Complaints by Race cont.

Chart legend:
- Minority 2018
- Minority 2019
- Minority 2020
- White 2018

X-axis (Reason): Retaliation, Hiring, Termination, Treatment, Other

Y-axis (Number): 0 to 12

Data values:

Retaliation: 3, 1, 0, 1, 4
Hiring: 0, 0, 0, 2, 1, 2
Termination: 0, 3, 7, 0, 2, 11
Treatment: 0, 0, 0, 1, 1, 2
Other: 0, 0, 0, 1, 0, 0

Stabilizing Resources and Engaging our Workforce

Disciplinary Action by Race and Gender Compared to Total Employment – 1J – No Changes

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Beckie Brietzke, Senior Diversity and Inclusion Specialist

Purpose of the Measure:
The purpose of the measure is to track the type of disciplinary action by race and gender, and to compare it to the overall employment of the demographics measured. Tracking this will provide the opportunity to assess whether there are disparate impacts affecting minorities and women in regards to discipline.

Measurement and Data Collection:
This measure is updated on an annual basis. Data for this measure is collected through Cognos with the assistance of the Human Resources Division.

Improvement Status:

To be determined

Disciplinary Action by Race and Gender Compared to Total Employment Fiscal Year 2020

Type of Discipline	Female	Male	Minority	White
Verbal	2.05%	3.02%	6.11%	2.48%
Written	1.03%	1.18%	3.63%	0.86%
Probation	0.91%	0.38%	1.34%	0.38%
Suspension	0.23%	0.10%	0.19%	0.11%
Probation and Suspension	0.11%	0.19%	0.76%	0.11%
Demotion	0.11%	0.02%	0.00%	0.04%
Termination	0.34%	1.46%	5.73%	1.00%

Discipline by Job Group Fiscal Year 2020

Bar chart titled "Discipline by Job Group Fiscal Year 2020" with Y-axis labeled "Number" (0 to 110) and X-axis labeled "Type of Discipline". Legend groups: A, B, C, E, F, G, H.

Data labels by category:

- **Verbal:** 11, 10, 1, 1, 2, 17, 102
- **Written:** 6, 6, 3, 2, 1, 9, 31
- **Probation:** 3, 6, 1, 1, 1, 4, 8
- **Suspension:** 1, 1, 0, 0, 0, 2, 2
- **Prob. & Susp.:** 0, 1, 0, 0, 0, 0, 7
- **Demotion:** 1, 0, 0, 0, 0, 0, 1
- **Termination:** 3, 6, 4, 1, 5, 5, 51

Equal Opportunity and Diversity Division Tracker

Building a Prosperous Economy for All Missourians

Average Salary of MoDOT Employees – 2A – NO CHANGES

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Beckie Brietzke, Senior Diversity and Inclusion Specialist.

Purpose:
The purpose of this measure is to track the average salary of MoDOT employees. By identifying pay inequities MoDOT will be better prepared to implement new strategies to correct them.

Measurement and Data Collection:
Data is collected annually from a Cognos database for the fiscal year. The first graph shows the average salaries statewide for white males, females, and minorities. The additional graphs show average salary by job groups that compares minorities and non-minorities, and males and females respectively.

Improvement Status:
The average salary statewide is $43,827. Females exceed that salary by $4,090. Both white males and minorities' average salary is lower than the statewide average salary. White males' average salary is $479 lower; and minorities' average salary is $2,801 lower. Approximately 76.2% percent of females work in professional job groups, which contributes to a higher average salary; and approximately 60.1% of minorities employed work in non-professional positions, which is a major factor as to why minorities' average salary is lower than the statewide average salary.

Average Salaries Statewide

Fiscal Year	Minorities	Females	White Males	Total
2016	40,304	46,020	42,101	42,577
2017	39,939	46,158	42,030	42,481
2018	39,597	46,071	41,871	42,322
2019	39,837	46,681	42,047	42,557
2020	41,026	47,917	43,348	43,827
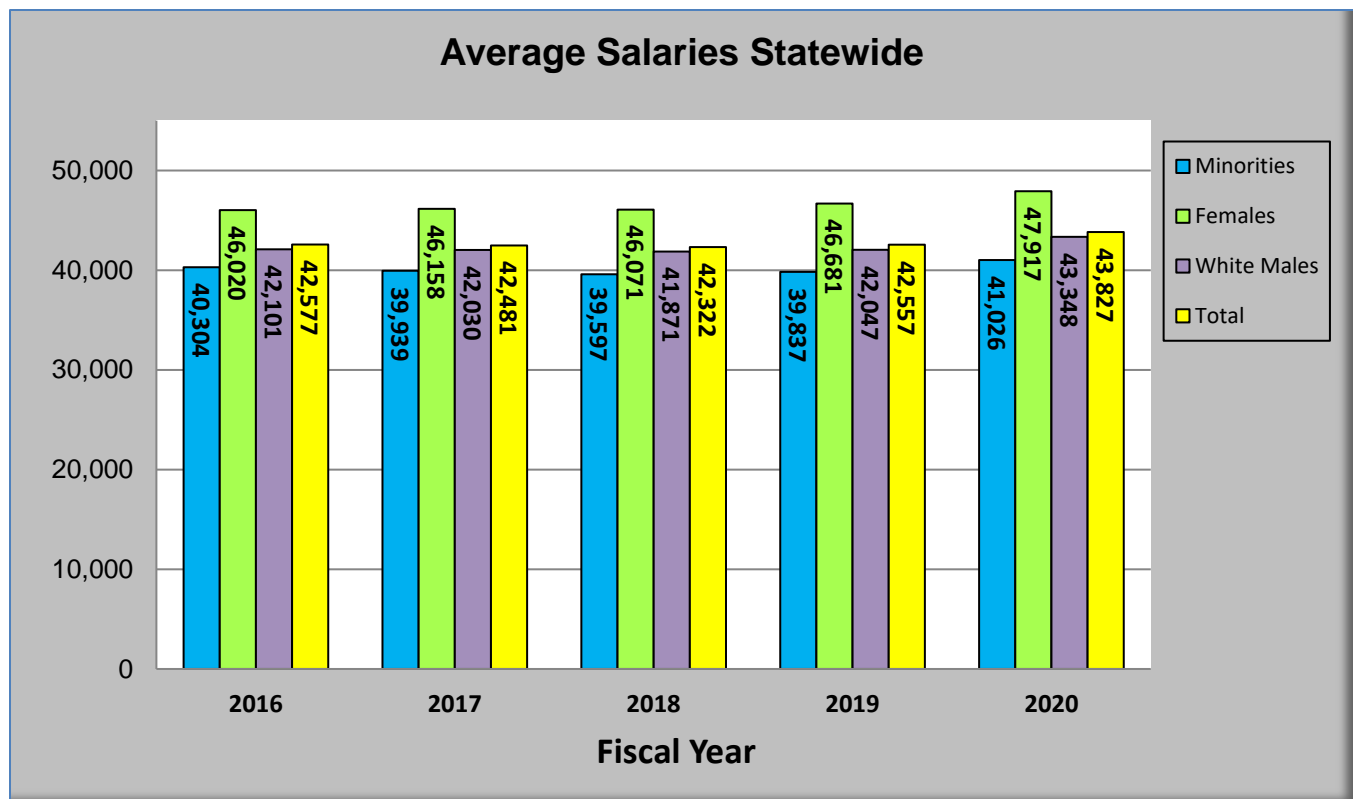
Average Salaries by Job Group for Minorities

Legend: Minorites, White, Total Average

Job Group	Minorites	White	Total Average
A	59,583	62,888	62,689
B	51,298	52,703	52,537
C	37,612	39,914	39,647
E	35,018	36,499	36,328
F	34,189	32,147	33,012
G	39,520	41,177	41,002
H	33,972	34,843	34,740
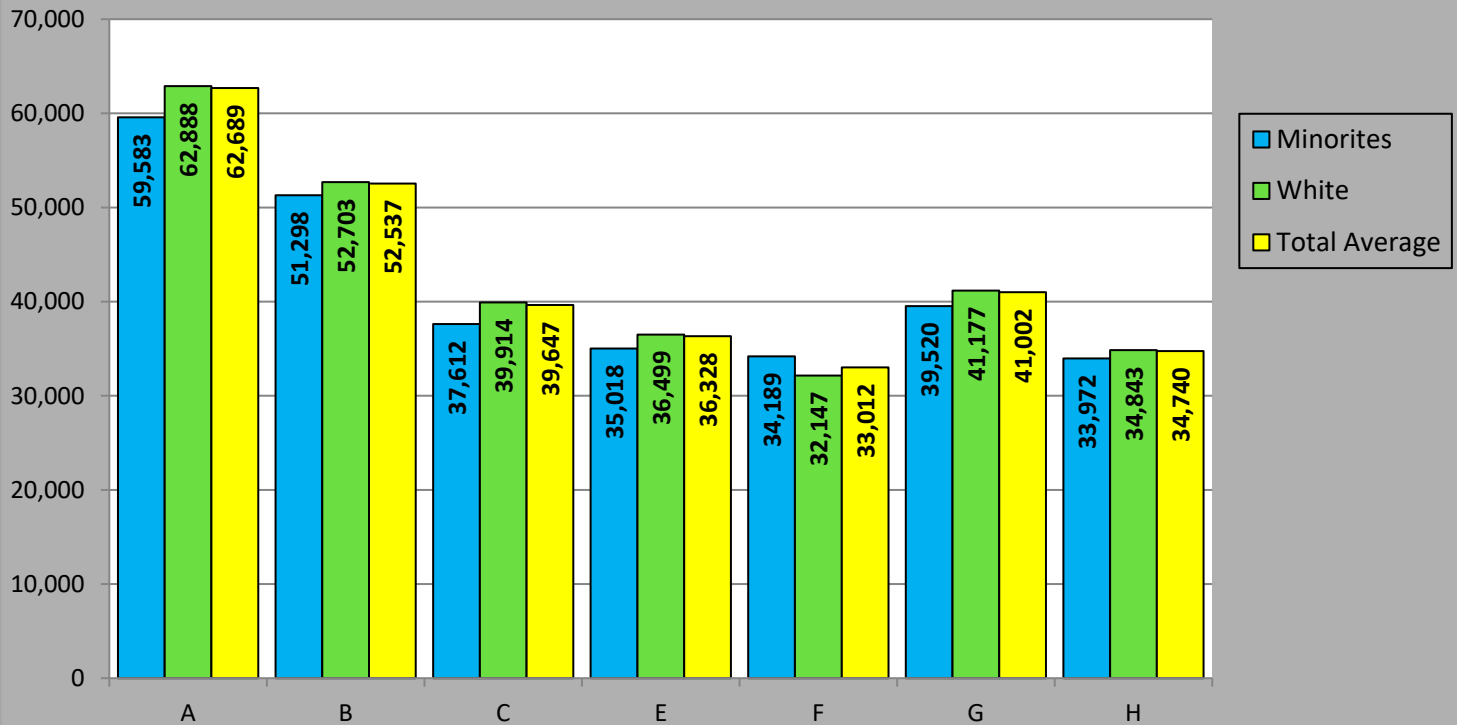
Average Salaries by Job Group for Females

Legend: Females, Males, Total Average

Job Group	Females	Males	Total Average
A	68,989	61,087	62,689
B	51,162	53,258	52,537
C	39,821	39,599	39,647
E	36,130	38,078	36,328
F	34,128	34,723	33,012
G	39,515	41,071	41,002
H	35,507	34,701	34,740

Average Salaries by District for Minorities, Females and White Males

District	Minorities	Females	White Males	Total
NW	39,555	44,679	40,237	40,641
NE	37,282	48,962	41,955	42,552
KC	39,273	45,501	43,156	42,408
CD	38,760	46,772	41,641	42,125
SL	39,756	46,227	44,493	43,680
SE	40,765	45,422	41,214	41,524
SW	42,748	45,991	40,881	41,550
CO	50,862	51,049	57,120	54,221

Building a Prosperous Economy for All Missourians

Promotions of minorities and females – 2B

Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Andrew Ragsdale, Intermediate Diversity and Inclusion Specialist

Purpose of the Measure:
This measure tracks minority and female promotions in comparison to all promotions throughout MoDOT. A diverse workforce indicates efficient use of our employees. Just as recruitment and retention are important measures of workforce diversity, promotion is a good indicator of the progress the department makes towards a diverse workforce. By placing the right people in the right place, the department can better serve its customers and help fulfill its responsibilities to taxpayers.

Measurement and Data Collection:
Data is collected using SAM II Advantage HR and Cognos reports. This includes all promotions throughout job groups within the department. In the first graph, the numbers add up to more than the total at the top of each column because minority women are accounted for in two categories. This is a quarterly measure.

Improvement Status:
For the 3rd quarter of Fiscal Year 2021, there have been 225 promotions. Of these, 29 (12.9 percent) were minorities and 36 (16 percent) were females. White males received 168 (74.7 percent) of the promotions. When compared to the total employment for each category, 5.9 percent of minorities, 4.2 percent of females and 4.5 percent of white males were promoted.

Percent of Minorities and Females Promoted as Compared to Total Employment of Minorities and Females

Legend:
- Minorities
- Females
- White Males
- Minority Employment
- Female Employment
- White Male Employment

X-axis (Fiscal Year): 2017, 2018, 2019, 3rd Qtr FY 20, 3rd Qtr FY 21

Fiscal Year	Minorities	Females	White Males	Minority Employment	Female Employment	White Male Employment
2017	3.0	3.2	4.1	9.6	18.1	73.8
2018	4.5	5.1	5.7	10	18	73.9
2019	5.4	3.5	4.5	9.9	17.7	74.5
3rd Qtr FY 20	2.3	3.1	4.6	10.5	17.5	74.1
3rd Qtr FY 21	5.9	4.2	4.5	9.8	17.1	75.2

Comparative – Promotions of minorities and females

The following charts show the number of promotions for minorities and females by job group per fiscal year.

Promotions of Minorities

Chart data — Number & Percent (y-axis 0–90) by Job Group:

Job Group	3rd Qtr FY 20 Total Promotions	3rd Qtr FY 20 Minority Promotions	3rd Qtr FY 21 Total Promotions	3rd Qtr FY 21 Minority Promotions
Officials &…	3	35 (9%)	2	24 (8%)
Professionals	3	53 (6%)	11	59 (19%)
Technicians	2	15 (13%)	0	11 (0%)
Paraprofessionals	0	4 (0%)	1	3 (33%)
Office & Clerical	0	1 (0%)	1	3 (33%)
Skilled Crafts	1	43 (2%)	4	42 (10%)
Service Maintenance	3	61 (5%)	10	84 (13%)

Promotions of Females

Chart data — Number & Percent (y-axis 0–90) by Job Group:

Job Group	3rd Qtr FY 20 Total Promotions	3rd Qtr FY 20 Female Promotions	3rd Qtr FY 21 Total Promotions	3rd Qtr FY 21 Female Promotions
Officials &…	35	4 (11%)	24	1 (4.2%)
Professionals	53	14 (26%)	59	26 (44.1%)
Technicians	15	1 (7%)	11	3 (27.3%)
Paraprofessionals	4	4 (100%)	3	2 (100%)
Office & Clerical	1	1 (5%)	3	1 (2.4%)
Skilled Crafts	43	2 (5%)	42	1 (2.4%)
Service Maintenance	61	1 (13%)	84	2 (15.9%)

Promotions of White Males

Number & Percent (y-axis, 0 to 90)

Job Group (x-axis)

Legend:
- 3rd Qtr Fy 20 Total Promotions
- 3rd Qtr FY 20 W. Male Promotions
- 3rd Qtr FY 21 Total Promotions
- 3rd Qtr FY 21 W. Male Promotions

Job Group	3rd Qtr Fy 20 Total	3rd Qtr FY 20 W. Male	3rd Qtr FY 21 Total	3rd Qtr FY 21 W. Male	Percents
Officials & Administrators	35	28	24	21	80%, 87.5%
Professionals	53	36	59	28	87.5%, 47.5%
Technicians	15	12	11	8	80%, 72.7%
Paraprofessionals	4	0	3	1	0%, 33.3%
Office & Clerical	1	0	3	1	0%, 33.3%
Skilled Crafts	43	40	42	37	93%, 88.1%
Service Maintenance	61	56	84	72	92%, 85.7%

Building a Prosperous Economy for All Missourians

Number of job groups underutilized statewide – 2C
Result Driver: Rudolph W. Nickens, Director of Equal Opportunity and Diversity
Measurement Driver: Beckie Brietzke, Senior Diversity and Inclusion Specialist

Purpose of the Measure:
The purpose of this measure is to track the percentage of minorities and females in job groups that are underutilized.

Measurement and Data Collection:
Information is gathered from the SAMII database and imported into the Berkshire Affirmative Action Software. Underutilization is the employment of fewer minorities or women in a job group than would be reasonably expected given their availability. Job groups include Officials and Administrators, Professionals, Technicians, Paraprofessionals, Office/Clerical, Skilled Crafts, and Service Maintenance.

The eight locations include the seven districts and Central Office. There are 11 job groups within each district and Central Office, respectively, for a total of 88 job groups.

Improvement Status:
For the 3rd Quarter of FY 2021, 17 job groups were underutilized for females, an increase from the same quarter in FY 20 which had 16 underutilized groups. There were 13 job groups underutilized for minorities during the 3rd Quarter of FY 21, the same amount as 3rd Quarter FY 20.

There continues to be efforts made toward decreasing the numbers of job groups underutilized. These efforts include conducting diversity education events online, enhancing the mentor program, incorporating Employee Resource Groups, and virtual outreach events geared toward minorities and/or females.

Number of Job Groups Underutilized for Females by Location

Legend:
- 3rd Qtr 17
- 3rd Qtr 18*
- 3rd Qtr 19
- 3rd Qtr 20
- 3rd Qtr 21

*3rd Qtr. 18 data unavailable

Desired Trend: ↘

X-axis (Job Group): NW, NE, KC, CD, SL, SW, SE, CO

Values:
- NW: 3, 2, 2, 2
- NE: 5, 2, 3, 3
- KC: 0, 1, 1, 1
- CD: 1, 4, 1, 3
- SL: 3, 2, 4, 3
- SW: 2, 2, 2, 2
- SE: 4, 4, 3, 3
- CO: 1, 2, 0

Number of Job Groups Underutilized for Minorities by Location

Legend:
- 3rd Qtr 17
- 3rd Qtr 18*
- 3rd Qtr 19
- 3rd Qtr 20
- 3rd Qtr 21

*3rd Qtr. 18 data unavailable

Desired Trend: ↘

X-axis (Job Group): NW, NE, KC, CD, SL, SW, SE, CO

Values:
- NW: 2, 0, 0, 0
- NE: 0, 0, 0
- KC: 4, 3, 3, 3
- CD: 2, 4, 4, 2
- SL: 2, 1, 1, 2
- SW: 1, 3, 1, 2
- SE: 3, 1, 1, 3
- CO: 2, 1, 3, 1

Job Groups Underutilized for Females by Location

Desired Trend:

Legend:
- ■ Officials and Administrators
- ■ Managers
- ■ Other Managers
- ■ Professionals
- ■ Civil Engineers
- ■ Professional Tech
- ■ Technicians
- ■ Paraprofessionals
- ■ Office Clerical
- ■ Skilled Crafts
- ■ Service MT

Job Groups Underutilized for Minorities by Location

Desired Trend:

Legend:
- ■ Officials and Administrators
- ■ Managers
- ■ Other Managers
- ■ Professionals
- ■ Civil Engineers
- ■ Professional Tech
- ■ Technicians
- ■ Paraprofessionals
- ■ Office Clerical
- ■ Skilled Crafts
- ■ Service & MT

April 2021

Financial Services
Tracker
Performance Data Report

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Keep Customers and Ourselves Safe

Fleet Vehicle Liability Claims Filed/Amount Paid on Claims

Results Driver: Steve Patterson, Claims Manager – Claims Administration
Measurement Driver: Laurie Forck, Senior Risk Management Technician

Purpose of the Measure:
This measure tracks the average cost per claim incurred and number of claims filed on an annual basis. The Self Insurance Plan only provides coverage when it is determined a department employee negligently operated a vehicle or equipment causing damage to a third party, much like your personal automobile liability policy. This does not include costs of damage to MoDOT property or equipment.

Measurement and Data Collection:
This data is provided by Riskmaster, the claims administration software. The charts show the number of fleet vehicle liability claims filed and the amount paid.

Improvement Status:
Compared to first quarter 2020, the number of claims filed against the department increased by 17 percent with 97 claims attributable to winter operations. Also, compared to the first quarter 2020, the amount paid decreased by 54 percent.

The third chart shows the amount paid for first quarter 2021 by Districts and Central Office for fleet vehicle liability claims.

Fleet Vehicle Liability Claims

Calendar Year	Number
2017	779
2018	863
2019	865
2020	631
1st Qtr 2020	162
1st Qtr 2021	190

Desired Trend: ↘

Amount Paid on Fleet Vehicle Liability Claims

Dollars (in thousands)

Calendar Year	Amount
2017	1,711
2018	1,332
2019	834
2020	2,658
1st Qtr 2020	1,310
1st Qtr 2021	600

Calendar Year

Desired Trend: ↘

Amount Paid on Fleet Vehicle Liability Claims
Calendar Year 2021 - First Quarter

Dollars (in thousands)

Districts and Central Office	Amount
NW	0
NE	5
KC	207
CD	64
SL	30
SW	9
SE	281
CO	4

Districts and Central Office

Desired Trend: ↘

Use Resources Wisely

Comparison of Actual vs. Projected Year-to-Date Cash Balances

Results Driver: Janel Lueckenotte, Financial Services Administrator – Financial Planning & Financial Reporting
Measurement Driver: Devin Frank, Senior Financial Services Specialist

Purpose of the Measure:
This measure tracks the precision of cash balance projections. Projections are used to prepare the budget that funds MoDOT's operations and capital program.

Measurement and Data Collection:
Year-to-date cash balance projections include the following funds: State Road, State Highways and Transportation Department, and State Road Bond for highway funds; Aviation Trust Fund, Grade Crossing Safety Account, Railroad Expense Fund and State Transportation Trust Fund for multimodal purposes; and the Motorcycle Safety Trust Fund for highway safety purposes. Projections of all funds are based on the January 2020 financial forecast.

Improvement Status:
The actual year-to-date cash balance of $1.2 billion for highway funds was $241 million (or 25 percent) more than projected for March 31, 2021. The positive variance was primarily due to lower than projected payments to other state agencies, payments to contractors and operating budget expenditures for personal services, fringe benefits and expense and equipment related to staff turnover and impacts of COVID-19. Other state agencies payments are lower than projected because some personal services and fringe benefits for the Highway Patrol are being paid from the CARES Act monies.

The actual year-to-date cash balance for the Aviation Trust Fund was $1.1 million (or 23 percent) more than projected for March 31, 2021, due to lower than projected airport capital improvements and maintenance project expenditures, from delays in requests for reimbursements by airport sponsors. Some projects moved at a slower rate due to COVID-19. MoDOT also does not own the airports and does not control when airport sponsors request reimbursements.

The actual year-to-date cash balance for the Grade Crossing Safety Account was $348 thousand (or 9 percent) less than projected for March 31, 2021, due to higher than projected grade crossing hazard elimination project expenditures.

The actual year-to-date cash balance for the Railroad Expense Fund was $34 thousand (or 4 percent) less than projected for March 31, 2021, due to lower than projected revenue from railroad assessments.

The actual year-to-date cash balance for the State Transportation Fund was $1.3 million (or 19 percent) more than projected for March 31, 2021, primarily due to higher than projected revenue from motor vehicle sales tax and lower than projected expenditures for state transit assistance. Agreements for state transit assistance were finalized later than usual this year due to the emphasis on spending down COVID-19 relief funds.

The actual year-to-date cash balance for the Motorcycle Safety Trust Fund was $28 thousand (or 61 percent) more than projected for March 31, 2021, due to lower than projected motorcycle safety training program expenditures.

The target is for the actual cash balance to match projected with no variance.

Comparison of Actual vs. Projected Cash Balances - Highway Funds

$1,206

$965

Legend: Actual, Projected

Target: $0 Variance

Y-axis: Dollars (in millions) — 0, 200, 400, 600, 800, 1,000, 1,200, 1,400

X-axis: State Fiscal Year — 2017, 2018, 2019, 2020, 2021 YTD
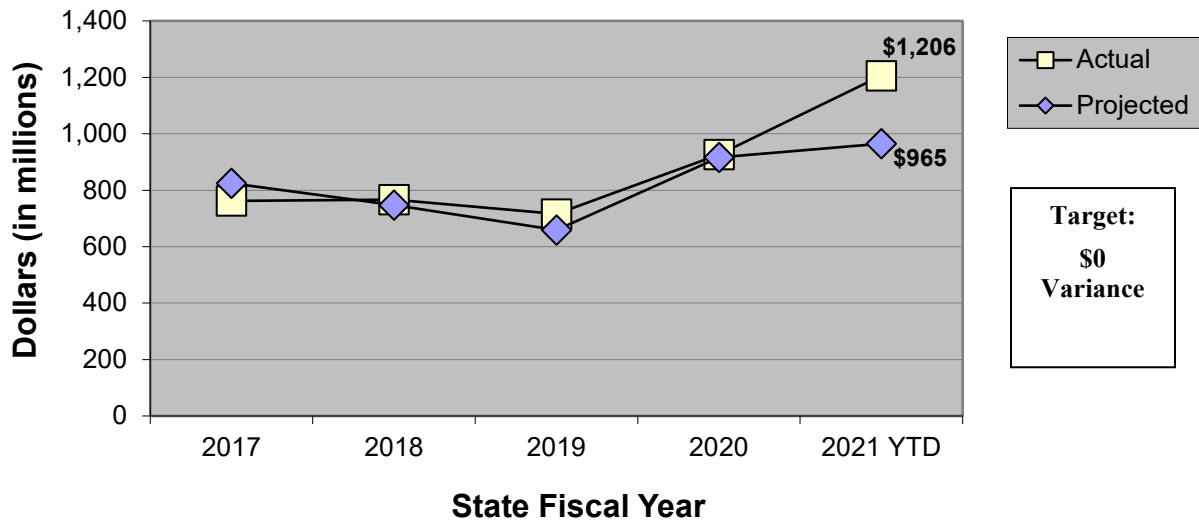
Comparison of Actual vs. Projected Cash Balance - Aviation Trust Fund

$5.8

$4.7

Legend: Actual, Projected

Target: $0 Variance

Y-axis: Dollars (in millions) — 0, 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

X-axis: State Fiscal Year — 2017, 2018, 2019, 2020, 2021 YTD
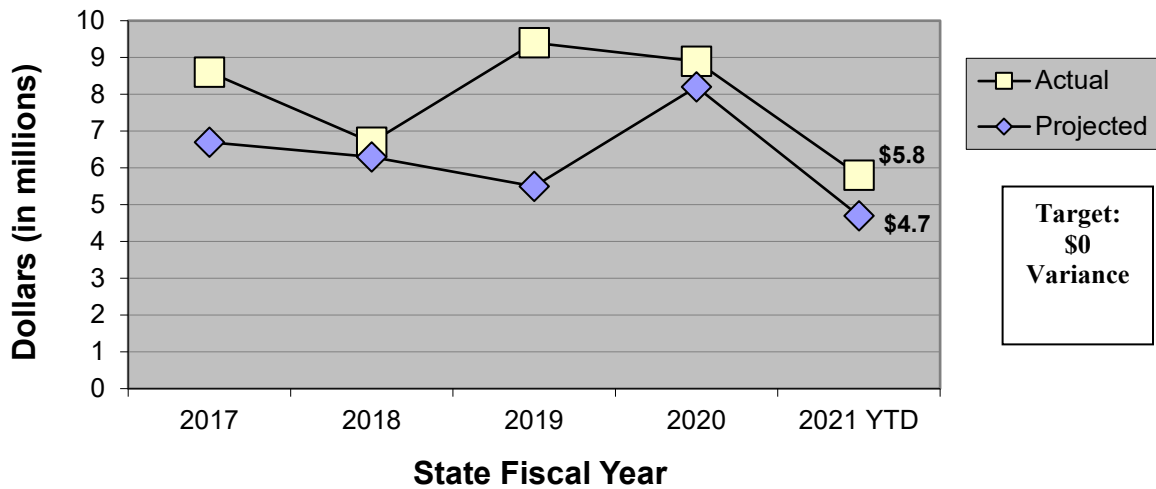
Comparison of Actual vs. Projected
Cash Balance - Grade Crossing Safety Account

Dollars (in millions) — vertical axis (0 to 5)

Legend:
- Actual
- Projected

Target:
$0
Variance

$3.6
$3.3

State Fiscal Year: 2017, 2018, 2019, 2020, 2021 YTD
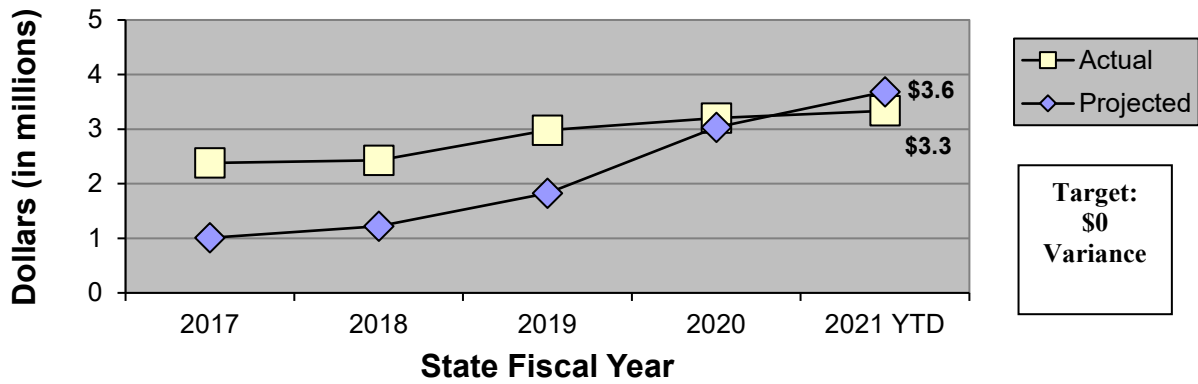
Comparison of Actual vs. Projected
Cash Balance - Railroad Expense Fund

Dollars (in thousands) — vertical axis (0 to 1,000)

Legend:
- Actual
- Projected

Target:
$0
Variance

$848
$814

State Fiscal Year: 2017, 2018, 2019, 2020, 2021 YTD

Comparison of Actual vs. Projected
Cash Balance - State Transportation Fund

Dollars (in millions) — y-axis: 0.0, 2.0, 4.0, 6.0, 8.0, 10.0

State Fiscal Year — x-axis: 2017, 2018, 2019, 2020, 2021 YTD

Legend: Actual, Projected

$8.3

$7.0

Target:
$0
Variance

Comparison of Actual vs. Projected
Cash Balance - Motorcycle Safety Trust Fund

Dollars (in thousands) — y-axis: 0, 100, 200, 300, 400

State Fiscal Year — x-axis: 2017, 2018, 2019, 2020, 2021 YTD

Legend: Actual, Projected

$74

$46

Target:
$0
Variance

Use Resources Wisely

Yield Earned on MoDOT's Funds

Results Driver: Janel Lueckenotte, Financial Services Administrator – Financial Planning & Financial Reporting
Measurement Driver: Jared Martin, Senior Financial Services Specialist

Purpose of the Measure:
This measure tracks the effective yield earned on funds held on behalf of the Missouri Department of Transportation (MoDOT) at Central Bank for the following accounts: (1) Self Insurance Plan; (2) Local Fund; (3) Medical and Life Insurance Plan and (4) Missouri Transportation Finance Corporation (MTFC). MoDOT staff monitors earnings to ensure funds are invested in a reasonable manner and the department receives a benefit by investing separately from the state's other funds.

Measurement and Data Collection:
This data is obtained from the Missouri State Treasurer's website and statements provided by Central Bank. The yields are as of month end.

Improvement Status:
Interest rates remained low during the third quarter of fiscal year 2021. MoDOT's funds held by the State Treasury had a yield of 0.38 percent, which is slightly higher than the target. The yield on the MTFC's funds decreased to 0.58 percent. The yield on the Local Fund is lower than the other accounts, because it is set up as a checking account instead of an investment account. The Local Fund earned the minimum yield of 0.01 percent. MoDOT adopted this investment strategy to reflect its desire to reduce the risk of principal being lost in the Local Fund. The yield on the Self Insurance Plan decreased to 0.94 percent. The yield on the Medical and Life Insurance Plan decreased to 0.82 percent.

The target is for yields greater than those earned on all state funds within the State Treasury as of the end of the third quarter, excluding the Local Fund.
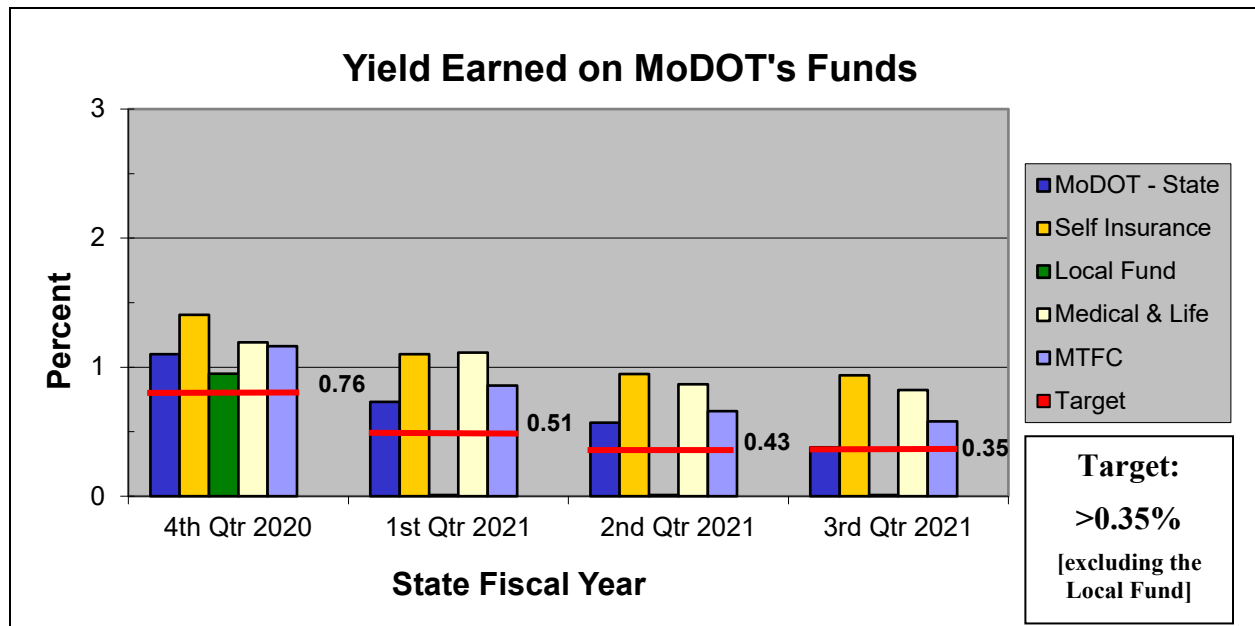
Use Resources Wisely

Financial Services Budget-to-Actual

Results Driver: Janel Lueckenotte, Financial Services Administrator – Financial Planning & Financial Reporting
Measurement Driver: Christina Wilkerson, Financial Services Coordinator

Purpose of the Measure:
This measure tracks the total budget amount and expenditures by fiscal year for the Financial Services (FS) division. The data is used to analyze spending from year-to-year to develop accurate budgeting practices.

Measurement and Data Collection:
This measure compares the FS budget to actual expenditures. The source of the data is the BRASS (MoDOT's budget system) Budget-to-Actual Report in COGNOS.

Improvement Status:
The Personal Services (PS) budget decreased slightly for fiscal year 2021. The budget decrease is attributable to the Shared Work program implemented in response to the COVID-19 pandemic's impact to the state revenue. PS expenditures were less than last fiscal year due to the Shared Work program and the five percent Salary Reduction programs implemented in response to the COVID-19 pandemic's impact to state revenue. PS expenditures were 66 percent of the budget at the end of the third quarter of fiscal year 2021 compared to 67 percent for the third quarter of fiscal year 2020.

The Expense & Equipment (E&E) budget and expenditures decreased for fiscal year 2021. The budget decrease is attributable to the reduction of the self insurance general liability premiums and the actuarial report related to post-retirement medical insurance obligations that was completed in fiscal year 2020. The decrease in E&E expenditures is due to the self insurance premiums for general liability and reduced spending for only essential purchases in response to the COVID-19 pandemic's impact on state revenue. E&E expenditures were 73 percent of the budget at the end of the third quarter of fiscal year 2021, compared to 72 percent for the third quarter of fiscal year 2020.

The target is for the actual expenditures to match the budget, with no variance at year-end.

Personal Services Budget-to-Actual

Dollars (in thousands) (y-axis: 0 to 3,000)

- 2020 YTD: Budget $2,666, Actual $1,795
- 2021 YTD: Budget $2,618, Actual $1,720

State Fiscal Year (x-axis)

Legend: Actual (blue bar), Budget (yellow line with diamond markers)

Target: $0 Variance [At year-end]

Expense and Equipment Budget-to-Actual

Dollars (in thousands) (y-axis: 0 to 12,000)

- 2020 YTD: Budget $9,695, Actual $6,970
- 2021 YTD: Budget $4,667, Actual $3,402

State Fiscal Year (x-axis)

Legend: Actual (blue bar), Budget (yellow line with diamond markers)

Target: $0 Variance [At year-end]

Use Resources Wisely

Consumable Inventory Adjustments (IAs)

Results Driver: Janel Lueckenotte, Financial Services Administrator – Financial Planning & Financial Reporting
Measurement Driver: Jody Mills, District Support Services Manager–Southeast District

Purpose of the Measure:
This measure tracks the number of inventory adjustment lines processed by the Districts and Central Office. The purpose of this measure is to identify Inventory Adjustments (IAs) to determine what improvements are needed.

Measurement and Data Collection:
The source of the data is the IAs Report in COGNOS. SAM II adjustment codes included in each category and a general description is as follows:

Salt Brine	JSBRIN: These adjustments are necessary to get salt brine into inventory so usage can be accounted for and inventory levels are available when needed.
Receipts From Others	AGYPUR/AGYRPL: Items received from another state agency. MATCO: Excess material from construction project. NEWADD: New items added to inventory.
Physical Count Reconciliations	CYCLE: Field employees take physical count of inventory level and it does not match SAM II resulting in an inventory adjustment request. PHYINV: Financial Services staff performing a physical audit and actual quantities do not match SAM II necessitating an inventory adjustment. These do not include the annual physical inventory counts conducted in March.
Miscellaneous Non-Usage Codes	DAMAGE: Damaged item. EXPIRE: Items reached expiration date. OBSOLE: Obsolete items. SOLD: Inventory items that have been sold. SPILL: Spillage. STOLEN: Items that have been stolen. VANDAL: Items that have been vandalized. REMOVE: Items removed from inventory as directed by General Services.
Accounting	DERROR: Daily transaction error. Typically caused by not entering usage. RCERR: Warehouse is omitted from purchase order. TOSTK: Items returned to stock.
Fuel	FUELRN: Fuel adjustments made from routine reconciliation.

Improvement Status:

The first chart provides a summary of the cost and number of adjustments per quarter to help identify trends. Comparing the third quarter of fiscal year 2021 to the second quarter of 2021, there was an increase in the number of adjustments (294 to 604) and an increase in the cost of adjustments ($62,443 to $10,8889,445); 83 adjustments totaling $3,247,691 for accounting corrections, 41 adjustments totaling -$17,952 for fuel reconciliations, 30 adjustments totaling -$51,609 for miscellaneous non-use code corrections, 199 adjustments totaling $7,711,315 for physical count reconciliations and 251 adjustments totaling $0 for the manufacture of salt brine.

Inventory Adjustments Summary

- Number
- Cost

Target: $0

State Fiscal Year	Number	Cost
4th Qtr 2020	372	$501
1st Qtr 2021	133	$98
2nd Qtr 2021	294	$62
3rd Qtr 2021	604	$10,889
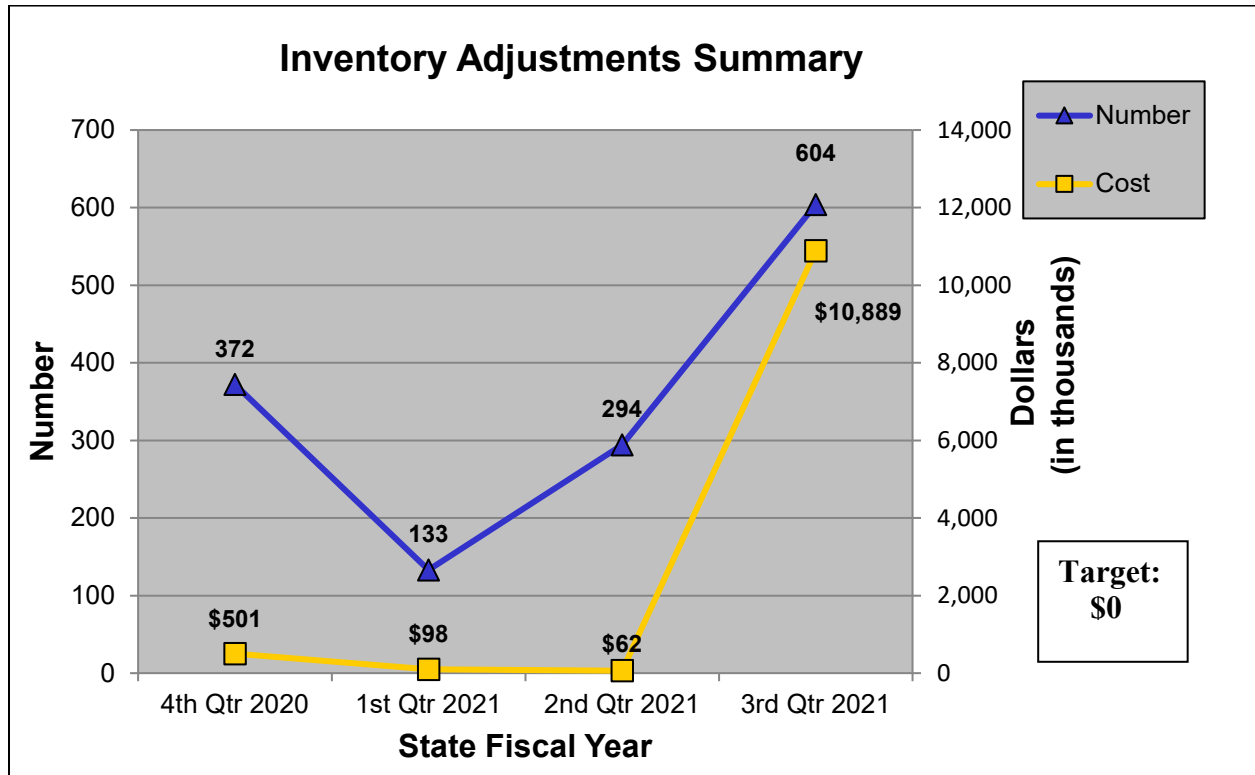
The following chart provides detail by district on the number of inventory adjustments for each category. When compared to last quarter, all districts had an increase in adjustments. St. Louis District had the largest number of adjustments at 174 with most of the adjustments falling under the Physical Count Reconciliation category. These adjustments were issued after Central Office General Services sent out guidance changing the wire inventory from by the spool to linear feet. This required adjustments to both the unit of measure and the unit cost. Northwest District had the second largest number of adjustments at 118 with most of the adjustments falling under the Salt Brine Manufacture category. These adjustments were necessary due to normal winter operations.

Inventory Adjustments - FY 2021

Legend:
- Salt Brine
- Receipts from Others
- Physical Count Reconciliation
- Misc Non Usage Codes
- Fuel
- Accounting

Target: 0

Y-axis: Number (0 to 180)
X-axis: Districts and Central Office — NW 3rd Qtr, NE 3rd Qtr, KC 3rd Qtr, CD 3rd Qtr, SL 3rd Qtr, SW 3rd Qtr, SE 3rd Qtr, CO 3rd Qtr
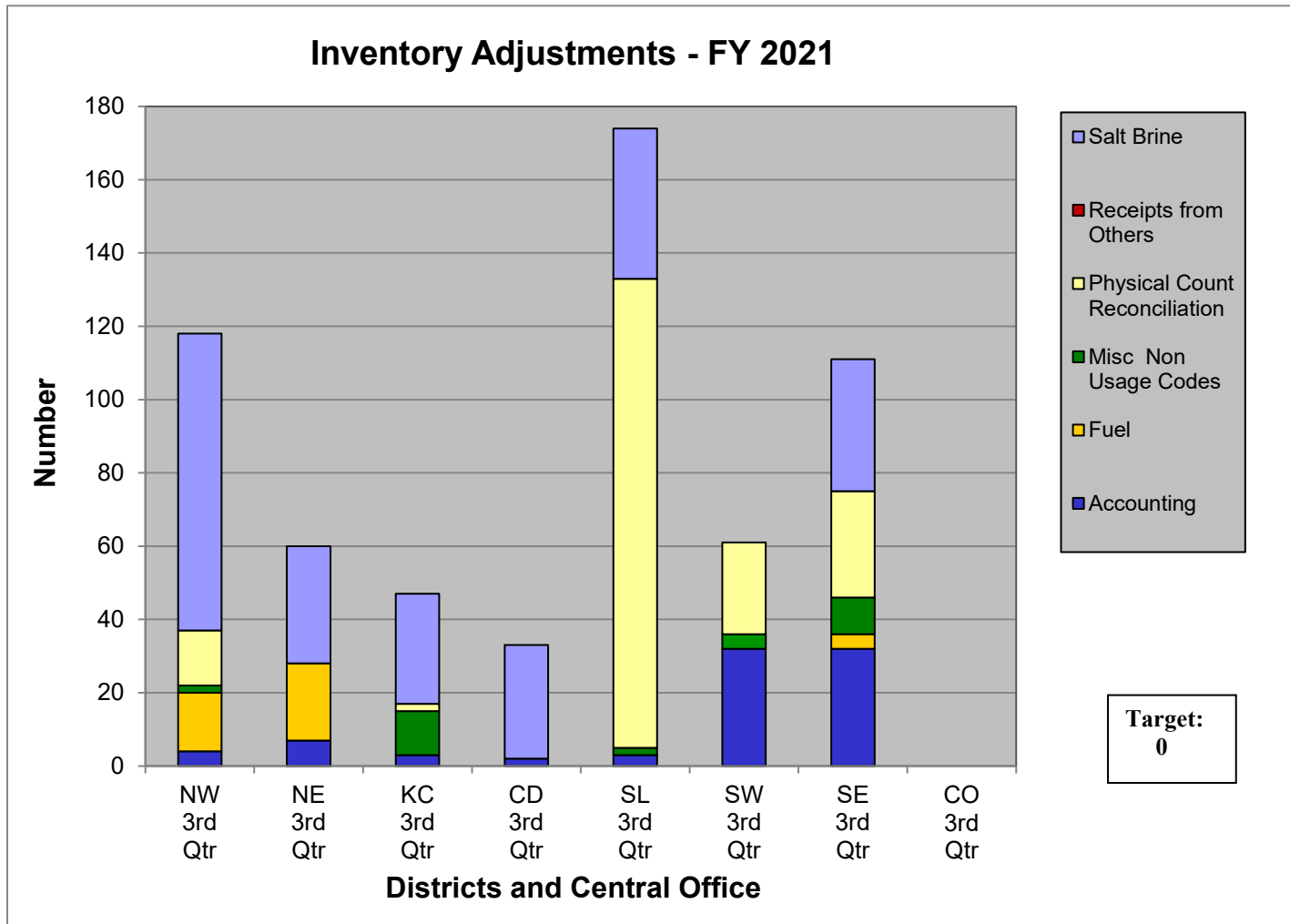
The following chart provides detail by district on the total cost of inventory adjustments for each category. Northwest, Central and Kansas City Districts had decreases in cost adjustments, while the remaining districts had increases when compared to last quarter. St. Louis District had the highest overall cost adjustment of $7,701,434 and Northeast District had the second highest cost adjustment of $3,090,510. Central Office General Services sent out guidance changing the wire inventory from by the spool to linear feet. This required adjustments to both the unit of measure and the unit cost.

Inventory Adjustments Cost Detail - FY 2021

Legend:
- Salt Brine
- Receipts from Others
- Physical Count Reconciliation
- Misc Non Usage Codes
- Fuel
- Accounting

Y-axis: Dollars (in thousands) — ranging from -1,000 to 8,000

X-axis: Districts and Central Office — NW 3rd Qtr, NE 3rd Qtr, KC 3rd Qtr, CD 3rd Qtr, SL 3rd Qtr, SW 3rd Qtr, SE 3rd Qtr, CO 3rd Qtr

Target: $0
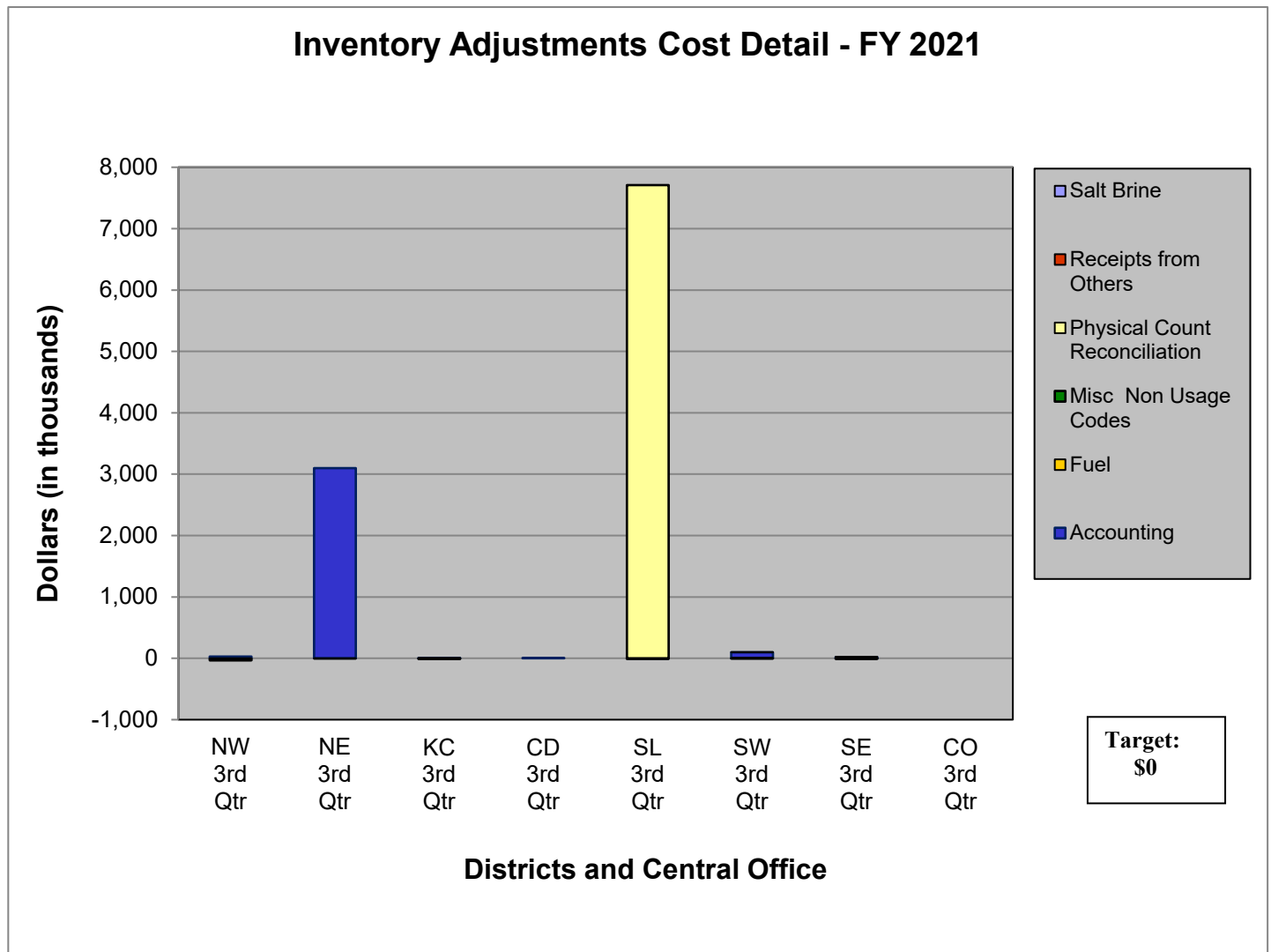
Use Resources Wisely

Age of Outstanding Partnership Agreements

Results Driver: Sunny Wilde, Financial Services Administrator – Program & Project Accounting and Receivables
Measurement Driver: Sunny Wilde, Financial Services Administrator

Purpose of the Measure:
This measure tracks the age of outstanding partnership agreements for Cost Share, Governor's Transportation Cost Share, Missouri State Infrastructure Bank (SIB) and State Transportation Assistance Revolving (STAR) loan projects. The age is based on the number of months since the project was approved, but an agreement has yet to be executed.

Measurement and Data Collection:
This data is obtained from Financial Services' partnership database system and is based on the state fiscal year. The outstanding agreements are grouped by age in six month increments. The chart shows the number in each group.

Improvement Status:
For the third quarter of fiscal year 2021, seventeen partnership agreements are outstanding, six Cost Share agreements, ten Governor's Transportation Cost Share agreements, and one combination Cost Share and Governor's Transportation Cost Share agreement.

One Cost Share project was approved, three Cost Share agreements were executed, one Cost Share project was withdrawn, one Cost Share project was combined with a Governor's Transportation Cost Share agreement and eight Governor's Transportation Cost Share projects were re-instated.

One MTFC agreement was executed.

Four outstanding agreements are beyond the six-month target.

- Cost Share agreement with the City of Manchester for Route 100 pedestrian improvements in the St. Louis District approved at the September 2020 Cost Share Committee meeting.

- Cost Share agreement with the City of St. Peters for Route 370/Salt River Road/Spencer ramp improvements in the St. Louis District approved at the September 2020 Cost Share Committee meeting.

- Two Governor's Transportation Cost Share agreements approved by the Commission at the January 2020 Missouri Highways and Transportation Commission meeting for the following partnerships: Pettis County for a new Route 65 interchange north of Sedalia for an Industrial Park in the Kansas City District and City of Creve Coeur for Route 67 intersection improvements in the St. Louis District.

The target is for all agreements to be executed within six months, which was set by management directive.

**Age of Outstanding Partnership Agreements
State Fiscal Year 2021 - 3rd Quarter**

Target: 100% [executed within 6 months]
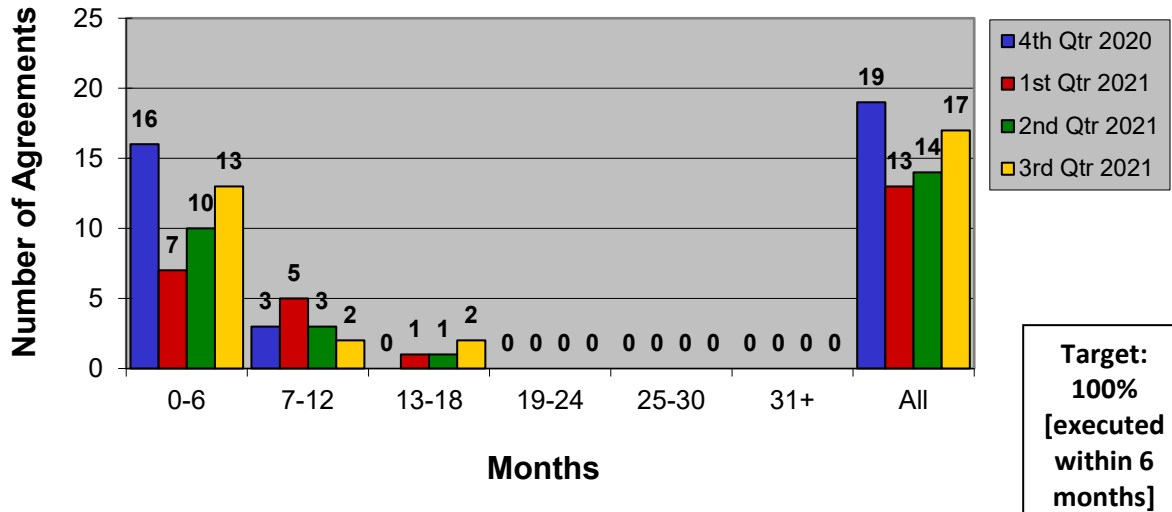
**Age of Outstanding Partnership Agreements By District
State Fiscal Year 2021 - 3rd Quarter**

Desired Trend:
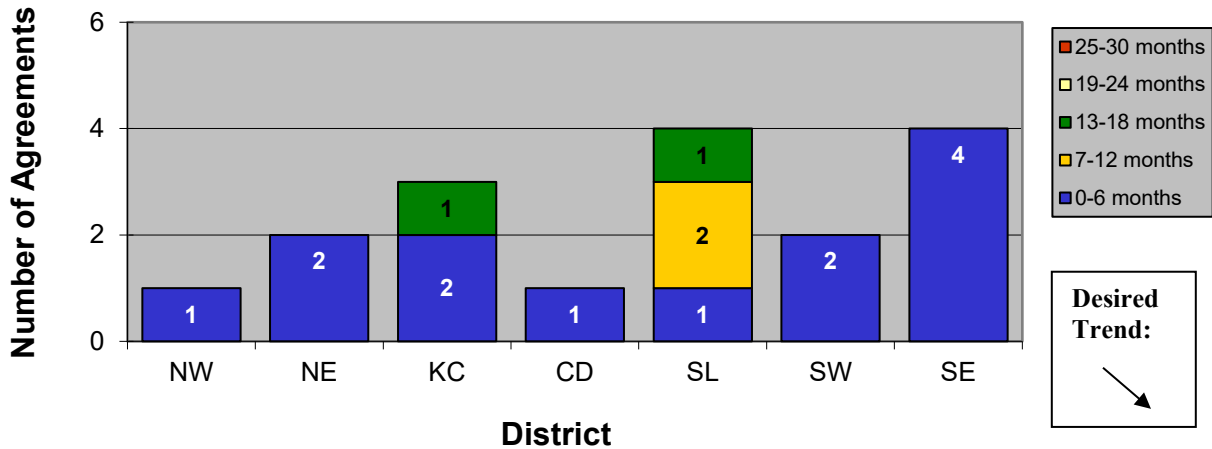
Use Resources Wisely

Inactive Projects

Results Driver: Sunny Wilde, Financial Services Administrator – Program & Project Accounting and Receivables
Measurement Driver: Erin Martin, Senior Financial Services 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 Administration's (FHWA) quarterly inactive projects report and is based on the federal fiscal year from October 1 through September 30. The inactive report includes projects with no expenditure activity for more than one year. MoDOT uses a tracking database to assist in the analysis and reporting of inactive projects.

Improvement Status:
Project funds must be spent for taxpayers to benefit from their transportation investments. 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 are not spent in a timely manner. When this happens, MoDOT analyzes projects to determine why there has been no activity and what steps need to be taken to move the project forward. Discussions with local project sponsors are often used to ensure invoices are submitted on a timely basis.

For the second quarter of federal fiscal year 2021, inactive projects are 0.9 percent (approximately $9.5 million) which is below the target of 1.0 percent and below FHWA's national goal of 2.0 percent. Missouri's inactive projects include MoDOT projects and Missouri Department of Natural Resources (MoDNR) Recreation Trail projects funded through FHWA and administered by MoDNR. MoDOT's inactive percentage remained at 0.8 percent (approximately $8 million) for the second quarter of federal fiscal year 2021. MoDNR's inactive percentage remained steady at 0.1 percent (approximately $1.5 million) for the second first quarter of federal fiscal year 2021. MoDOT's 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.

The target is based on 50 percent of FHWA's national goal.
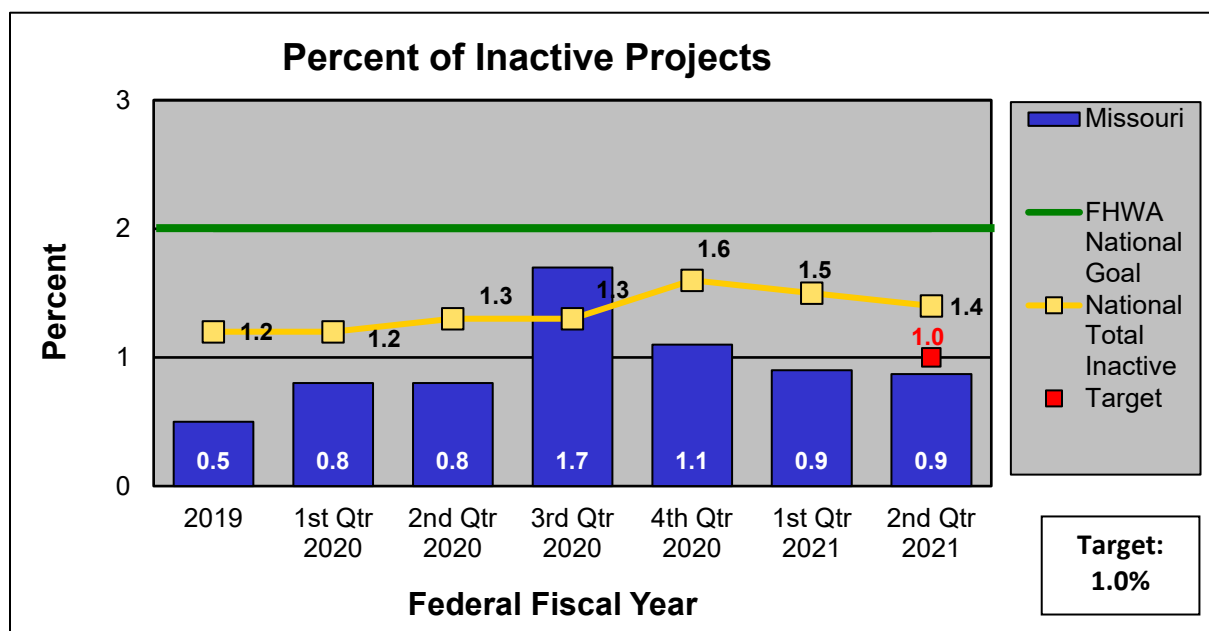
Use Resources Wisely

Percent Utilization of SIB and STAR Loan Programs

Results Driver: Sunny Wilde, Financial Services Administrator – Program & Project Accounting and Receivables
Measurement Driver: Sunny Wilde, Financial Services Administrator

Purpose of the Measure:
This measure tracks the percent utilization of MoDOT's revolving loan programs, the Missouri State Infrastructure Bank (SIB), and the State Transportation Assistance Revolving (STAR) program.

The SIB program, which is administered by the Missouri Transportation Finance Corporation (MTFC), was authorized by federal law in 1995 to finance both highway and non-highway projects. The STAR program finances non-highway projects such as air, water, rail or mass transit facility construction, mass transit vehicles and vehicles for the elderly or handicapped people. STAR funding is appropriated by the General Assembly.

Measurement and Data Collection:
This data is obtained from financial reports and a SIB and STAR loans database. The percent utilization is the total assets less cash available for loans divided by total assets.

Improvement Status:
The percent utilization of the SIB loan program increased to 48.8 percent as of March 31, 2021, which is above the target of 40 percent. The SIB loan program has approximately $58.8 million available for loans. The increase in utilization is due to a decrease in projected investment earnings and interest income on loans due to delayed loan disbursements.

The target is 40 percent utilization, which was set by management directive.

The percent utilization of the STAR loan program remained constant at 31.8 percent as of March 31, 2021, which is below the target of 40 percent. The STAR loan program has approximately $3.0 million available for loans.

The target is 40 percent utilization, which was set by management directive.
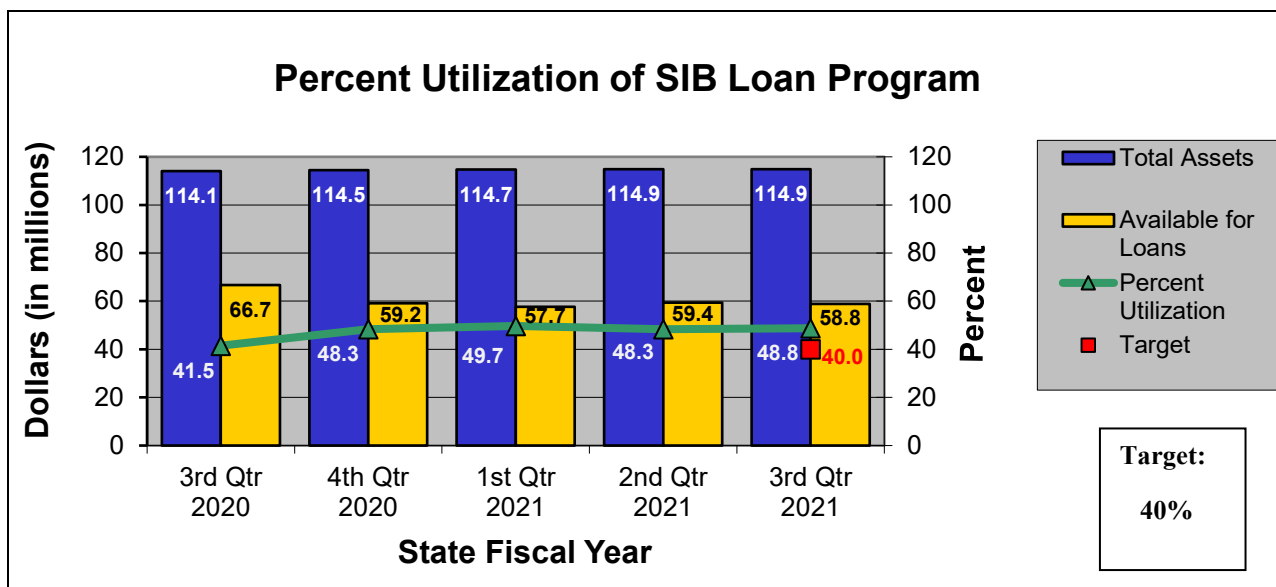
Percent Utilization of STAR Loan Program
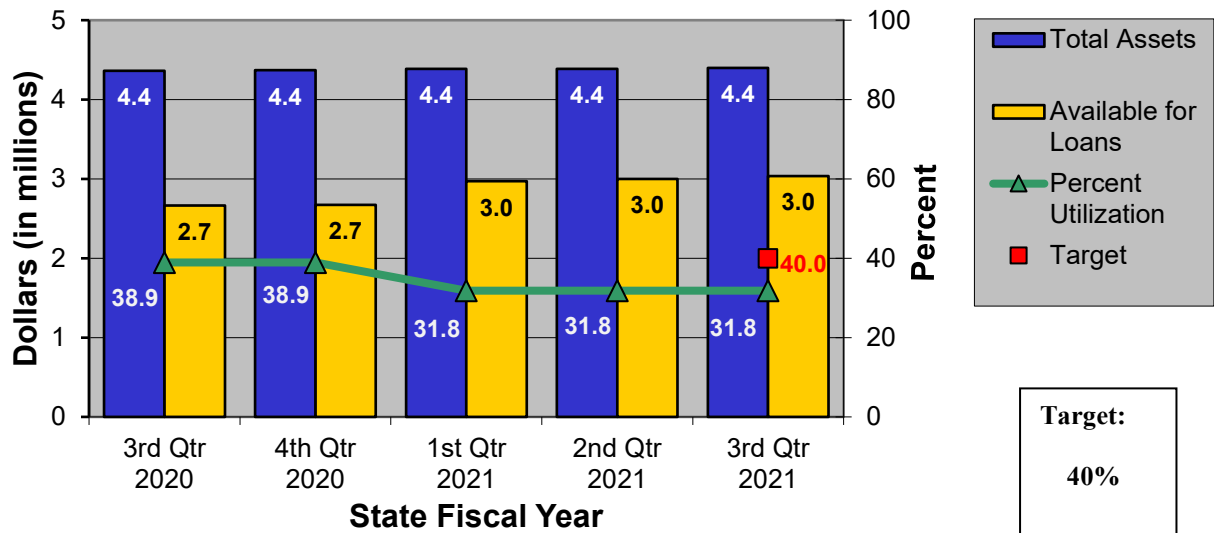
Use Resources Wisely

Dollar Value of Receivables More Than 90 Days Old

Result Driver: Shirley Bock, Financial Services Manager – Project Accounting and Receivables
Measurement Driver: Jennifer Allen, Intermediate Financial Services Specialist

Purpose of the Measure:
This measure tracks MoDOT's receivables more than 90 days old by type and by district.

Measurement and Data Collection:
Financial Services maintains amounts due from various entities and individuals. These receivables are aged based on the date of the invoice. Financial Services monitors receivables and pursues collections. This measurement provides a means of identifying receivables that are several months old.

Improvement Status:
Receivables more than 90 days old for the third quarter of fiscal year 2021 are $3.6 million which is up from the previous quarter and above the target of $2.3 million. Property Damage and Agreements increased, while Audit Findings and Others decreased. Staff is working with Claims Management Resources (CMR) to determine why Property Damage receivables increased 25 percent for the third quarter. Since 2016, MoDOT has utilized CMR to aid in property damage collections. The Oxford on the Blue project with the city of Kansas City represents the majority of the receivables for Agreements and staff is working with the city to resolve.

Receivables more than 90 days old represent 70.6 percent of the total outstanding receivables of $5.1 million which is $0.7 million less than the previous quarter. The average age of receivables more than 90 days old decreased from 470 days to 456 days during the third quarter of fiscal year 2021.

Dollar Value of Receivables More Than 90 Days Old

(Bar chart – Dollars (in millions) vs State Fiscal Year)
- 4th Qtr 2020: 2.7
- 1st Qtr 2021: 3.2
- 2nd Qtr 2021: 3.3
- 3rd Qtr 2021: 3.6 (Target: 2.3)

■ Target

Dollar Value of Receivables More Than 90 Days Old

Dollars (in thousands)

Legend:
- 4th Qtr 2020
- 1st Qtr 2021
- 2nd Qtr 2021
- 3rd Qtr 2021

Category	4th Qtr 2020	1st Qtr 2021	2nd Qtr 2021	3rd Qtr 2021
Agreements	944	1,402	1,296	1,305
Audit Findings	121	121	16	2
Contractor Overpayments	77	0	0	0

Desired Trend: ↘

Number of Receivables More Than 90 Days Old

AGREEMENTS				AUDIT FINDINGS				CONTRACTOR OVERPAYMENTS			
7	12	11	11	6	6	4	1	2	0	0	0

Dollar Value of Receivables More Than 90 Days Old

Dollars (in thousands)

Legend:
- 4th Qtr 2020
- 1st Qtr 2021
- 2nd Qtr 2021
- 3rd Qtr 2021

Category	4th Qtr 2020	1st Qtr 2021	2nd Qtr 2021	3rd Qtr 2021
Disasters	0	0	0	0
Property Damage	1,417	1,591	1,750	2,180
Others	125	120	212	119

Desired Trend: ↘
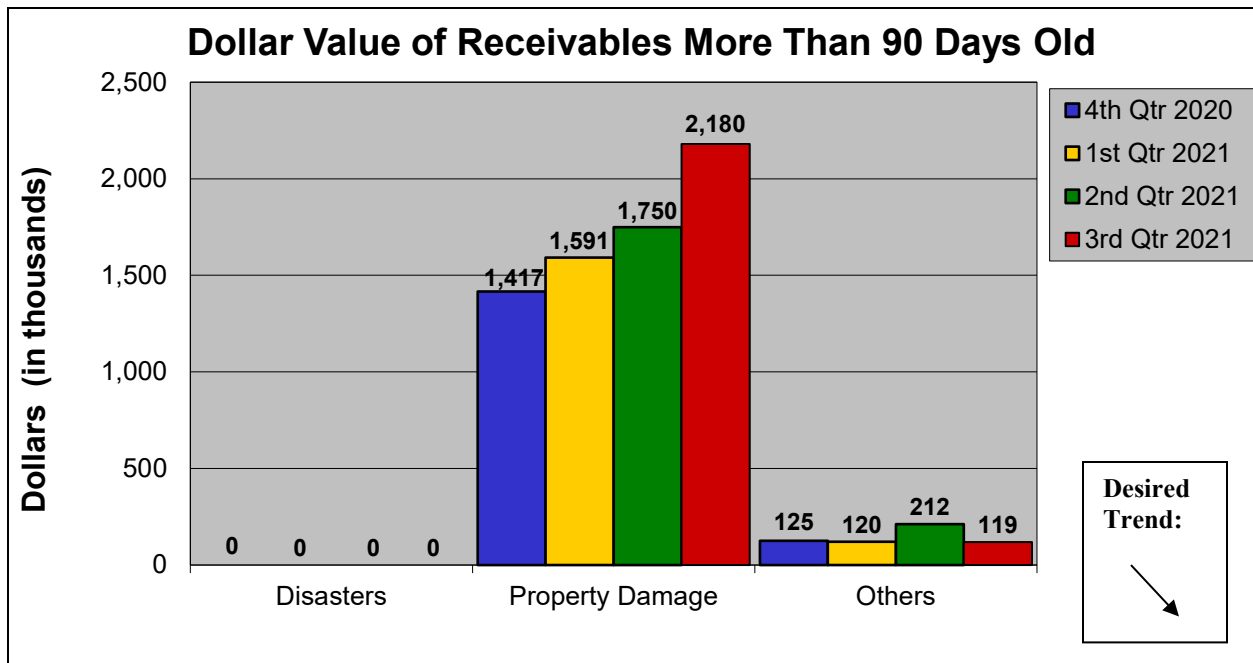
Number of Receivables More Than 90 Days Old

DISASTERS				PROPERTY DAMAGE				OTHERS			
0	0	0	0	497	562	594	743	84	75	101	65

Dollar Value of Receivables More Than 90 Days Old

Dollars (in thousands) (y-axis, 0 to 1,500)

District and Central Office (x-axis)

Legend:
- 4th Qtr 2020 (blue)
- 1st Qtr 2021 (yellow)
- 2nd Qtr 2021 (green)
- 3rd Qtr 2021 (red)

Desired Trend: ↘

Data values by district:

District	4th Qtr 2020	1st Qtr 2021	2nd Qtr 2021	3rd Qtr 2021
NW	69	161	276	199
NE	33	36	50	46
KC	1,288	1,228	1,110	1,134
CD	135	282	197	203
SL	623	984	982	1,257
SW	309	293	298	395
SE	200	228	252	365
CO	27	22	109	7
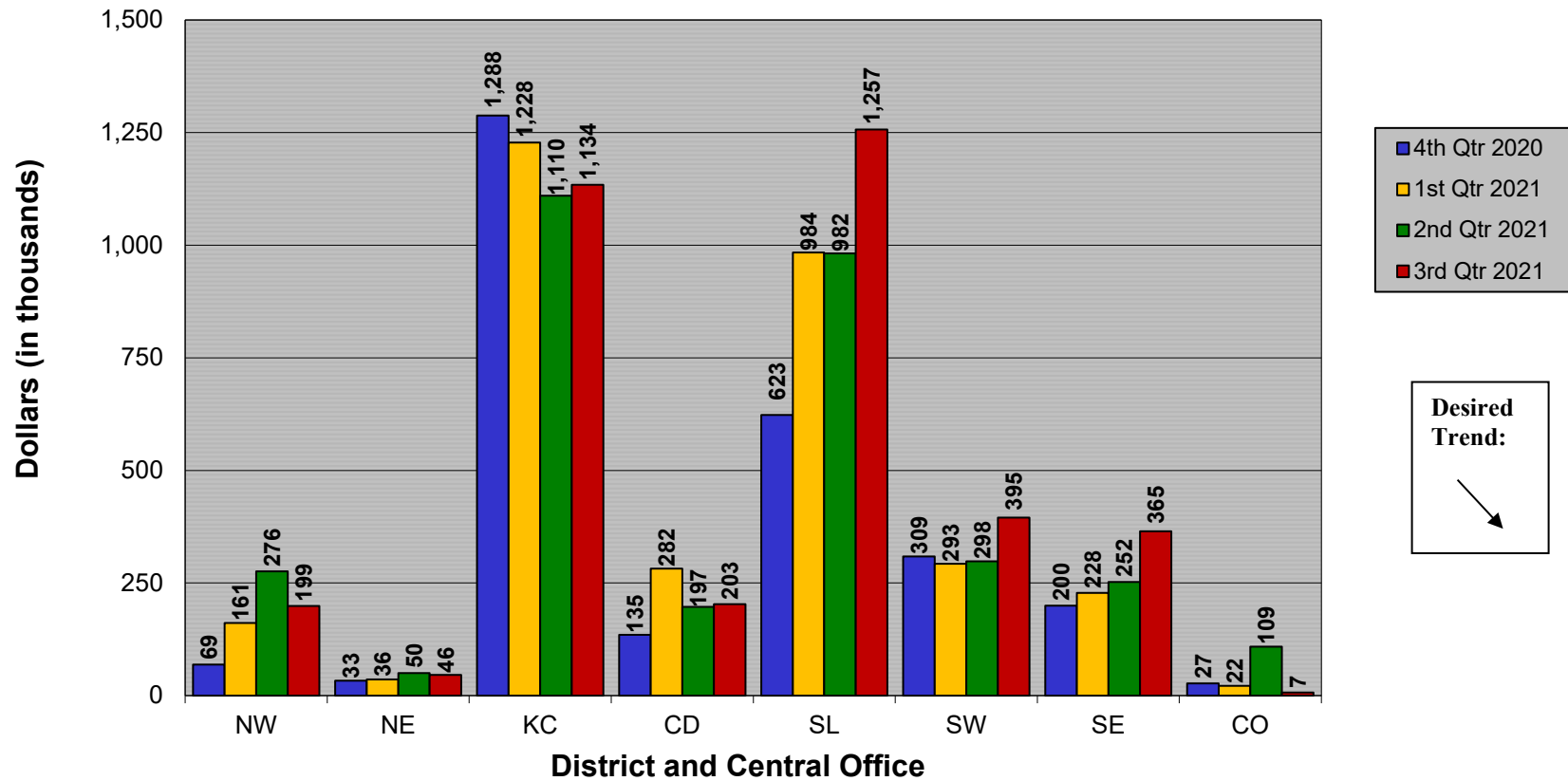
Number of Receivables More Than 90 Days Old

	NW				NE				KC				CD				SL				SW				SE				CO			
	11	18	17	20	9	10	14	12	105	104	101	96	91	125	131	139	202	219	238	324	89	79	85	100	72	86	106	120	17	14	18	9

Federal Projects to be Closed by Financial Services

Result Driver: Shirley Bock, Financial Services Manager – Project Accounting and Receivables
Measurement Driver: Scott Nichols, Senior Financial Services Specialist

Purpose of the Measure:
This measure tracks the number of federal projects ready to be closed by Financial Services - Project Accounting and Receivables.

Measurement and Data Collection:
Financial Services maintains a log of federal projects ready for Federal Highway Administration (FHWA) final voucher processing. Federal projects ready for FHWA final voucher are defined as either State Construction projects or Audit Eligible Projects. State Construction projects are those that have final plans complete and have all expenditures incurred. Audit Eligible projects are subject to a final audit. These projects are not added to the log until Audits and Investigations completes the audit or when it is determined the project will not be selected for an audit. The log is updated monthly, as projects are closed (final vouchers approved by FHWA). The log is also updated monthly and quarterly for new projects that are ready to be closed. Audit Eligible projects not selected for audit are added to the log on a monthly basis; Audit Eligible projects selected for an audit are added to the log, once the audit is complete; and State Construction projects are added monthly.

Improvement Status:
As of March 31, 2021, the number of federal projects to be closed is 288. This is a decrease of 152 compared to the previous quarter and well below the target of 396. During the third quarter of fiscal year 2021, 276 projects were closed, and 124 projects were added. There were an additional 10 projects submitted to FHWA before the end of the quarter, but did not receive final approval prior to the quarter ending.

The target is based on a 10 percent reduction from the previous quarter.

Federal Projects to be Closed by Financial Services

State Fiscal Year

Audit Eligible Projects:
- 3rd Qtr 2020: 88
- 4th Qtr 2020: 67
- 1st Qtr 2021: 65
- 2nd Qtr 2021: 119
- 3rd Qtr 2021: 74

State Construction Projects:
- 3rd Qtr 2020: 221
- 4th Qtr 2020: 282
- 1st Qtr 2021: 279
- 2nd Qtr 2021: 321
- 3rd Qtr 2021: 214

Total Projects:
- 3rd Qtr 2020: 309
- 4th Qtr 2020: 349
- 1st Qtr 2021: 344
- 2nd Qtr 2021: 440
- 3rd Qtr 2021: 288

Target: 396

Legend: Audit Eligible Projects, State Construction Projects, Total Projects, Target

Federal Projects Added and Closed by Financial Services

State Fiscal Year

Added:
- 3rd Qtr 2020: 64
- 4th Qtr 2020: 149
- 1st Qtr 2021: 156
- 2nd Qtr 2021: 213
- 3rd Qtr 2021: 124

Closed:
- 3rd Qtr 2020: 248
- 4th Qtr 2020: 109
- 1st Qtr 2021: 161
- 2nd Qtr 2021: 217
- 3rd Qtr 2021: 276

Legend: Added, Closed

Use Resources Wisely

Percent of Vendor Invoices Paid on Time

Result Driver: Debbie Downing, Financial Services Administrator – Accounts Payable & Payroll
Measurement Driver: Jessica Basinger, Intermediate Financial Services Specialist

Purpose of the Measure:
This measure tracks the department's timeliness in processing vendor payments.

Measurement and Data Collection:
The check date determines if the invoice payment is timely. Vendors age their receivables based on the date of the invoice; therefore, timely is defined as a payment issued less than 31 days from the date of invoice. The department's measure is benchmarked to the U.S. General Services Administration (GSA), which is updated annually with the federal fiscal year calendar ending September 30. This measure was first reported in fiscal year 2006 with 82.9 percent of the invoices being paid timely.

Improvement Status:
The percent of vendor invoices paid on time declined from 91.1 to 89.2 percent compared to the previous quarter. During the third quarter, Northwest, Northeast, and Southwest improved. Invoices not paid on time are due to refunds, invoices not submitted promptly for payment, and staffing issues. Accounts Payable staff are working on cross-training and moving away from assigned desk responsibilities to allow team members to assist in higher priority areas.

The target is 95.2 percent, which was set by management directive.
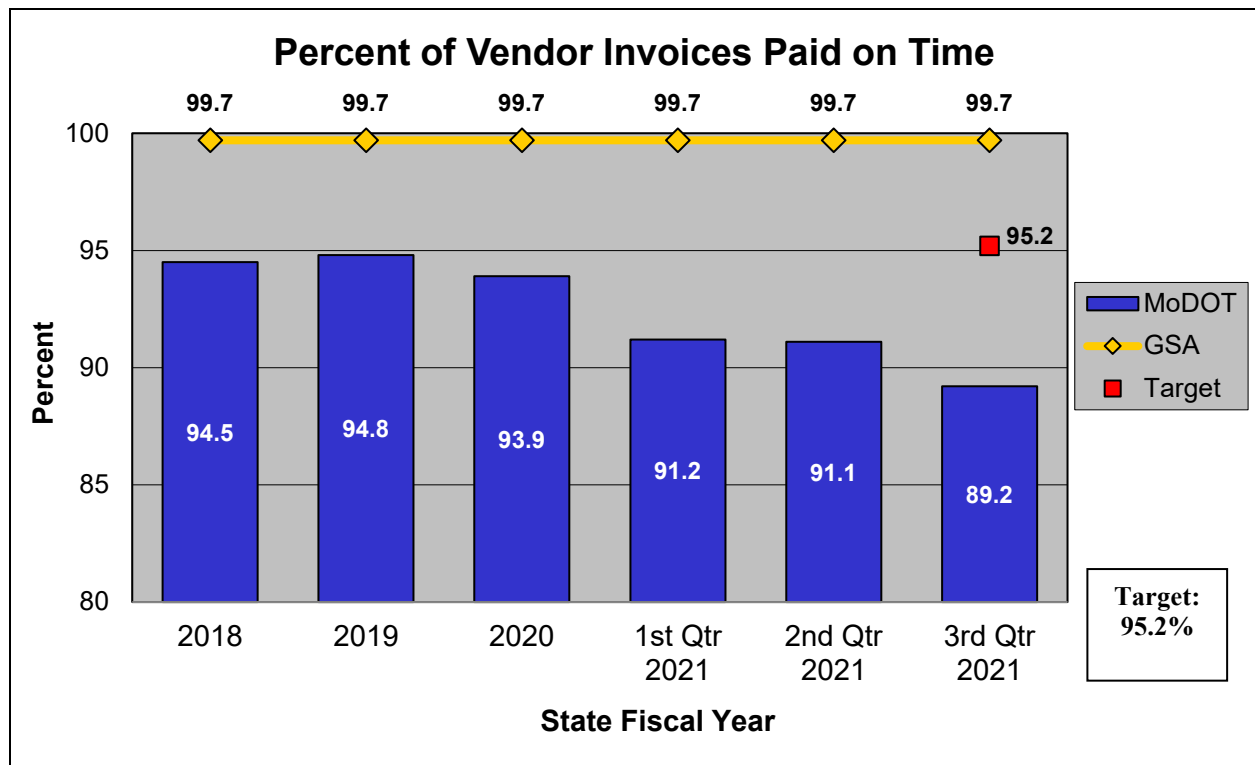
Percent of Vendor Invoices Paid on Time

State Fiscal Year	MoDOT	GSA
2018	94.5	99.7
2019	94.8	99.7
2020	93.9	99.7
1st Qtr 2021	91.2	99.7
2nd Qtr 2021	91.1	99.7
3rd Qtr 2021	89.2	99.7

Target: 95.2%

Comparative – Percent of vendor invoices paid on time

The following chart shows the distribution of percent of vendor invoices paid on time, by state fiscal year quarter, as an average of the three monthly amounts, by District and Central Office. Northwest, Northeast and Southwest Districts improved. Invoices being received and/or submitted late for payment and staffing issues impacted invoices being paid on time during this quarter. The Districts and Central Office continue to analyze and improve processes, to reach the goal of vendor invoices paid on time.

The Northwest, Northeast, Kansas City, Central, St. Louis and Southwest Districts, and Central Office are below the target of 95.2 percent.
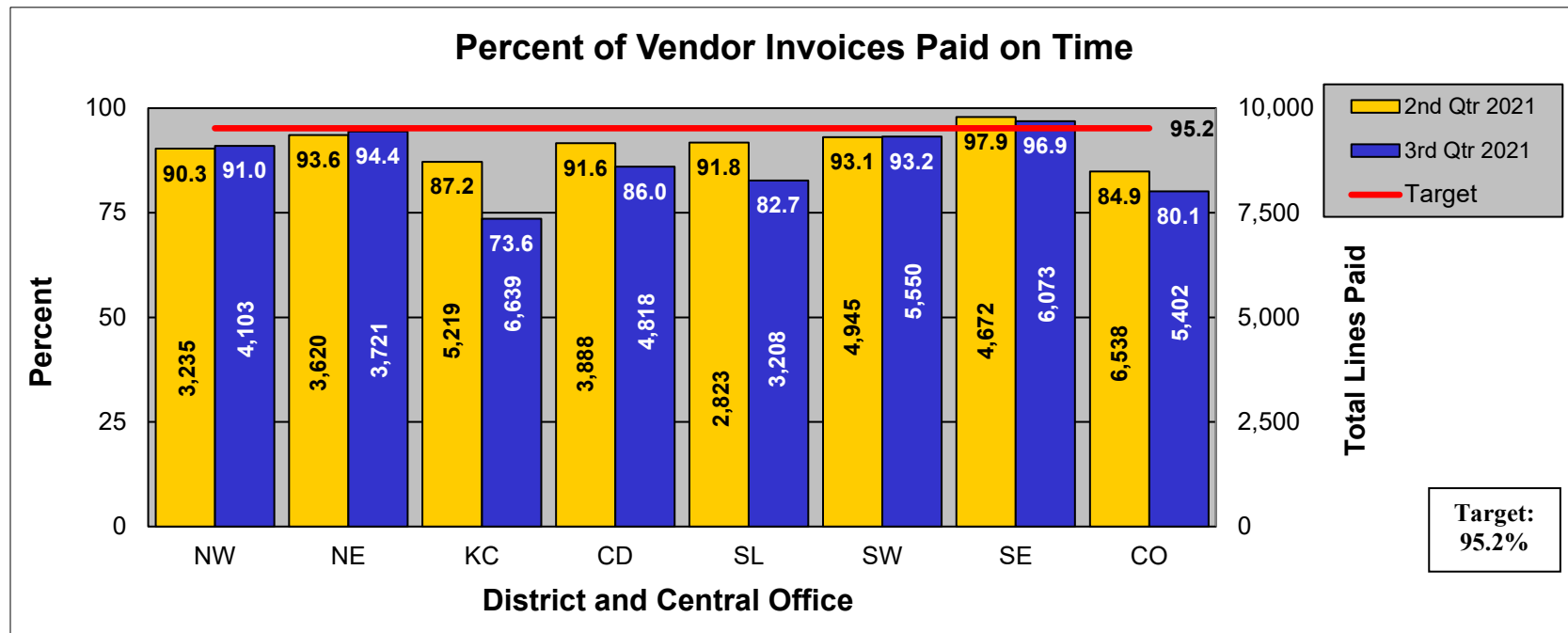
Comparative – Percent of vendor invoices paid on time

The following chart shows the distribution of vendor invoices paid on time by state fiscal year quarter, as an average by Central Office Divisions. During the third quarter, 15 of the 22 Central Office Divisions met the target of 95.2 percent. Invoices being received and/or submitted late for payment and staffing issues impacted invoices being paid on time during this quarter. The Central Office Divisions continue to analyze and improve processes to reach the goal of vendor invoices paid on time.

Percent of Vendor Invoices Paid on Time

Legend: 3rd Qtr 2021; Target

Target 95.2%
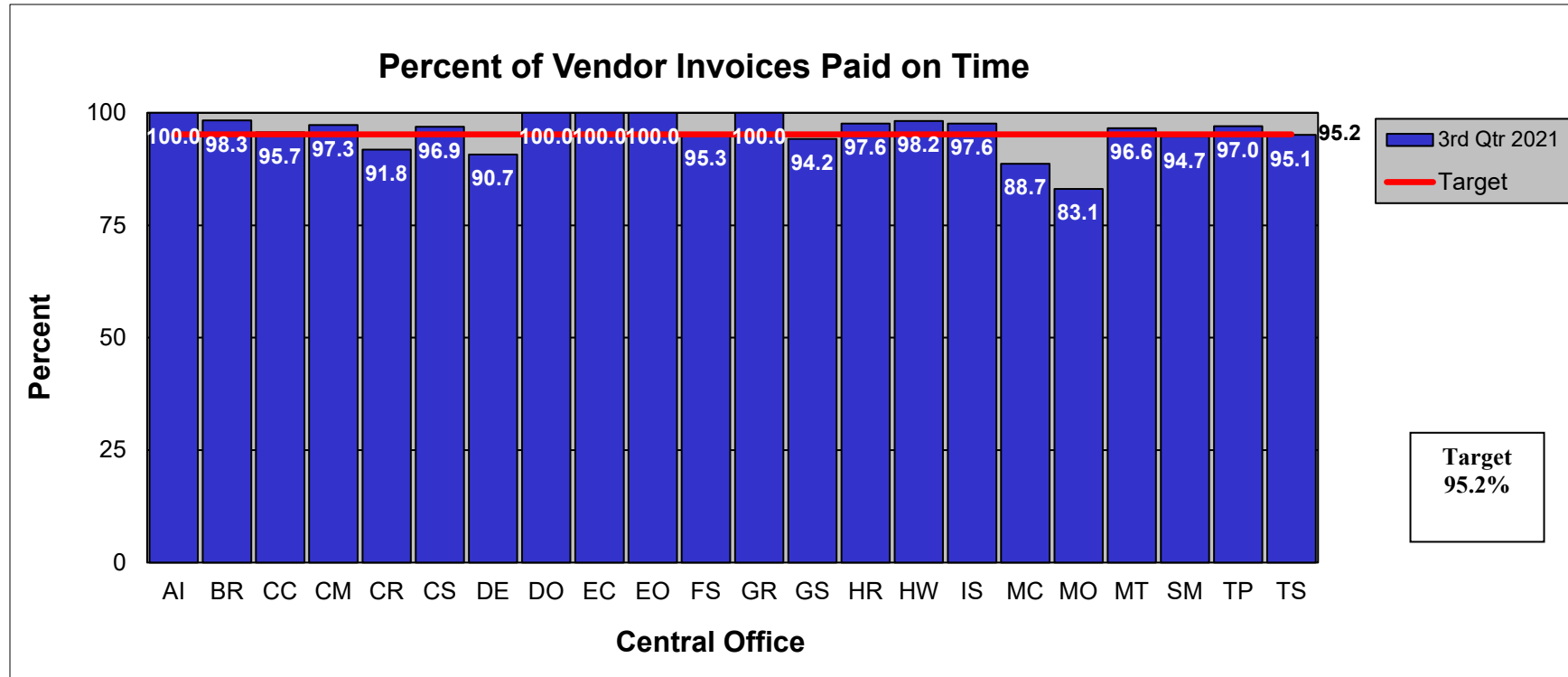
Division Total lines paid	AI	BR	CC	CM	CR	CS	DE	DO	EC	EO	FS	GR	GS	HR	HW	IS	MC	MO	MT	SM	TP	TS
3rd Qtr FY21	24	118	184	257	61	32	118	31	21	7	43	28	278	42	114	369	53	510	147	57	99	573

Use Resources Wisely

Invoices Paid by Purchasing Card—Number of Invoices, Dollars, and Rebate

Result Driver: Debbie Downing, Financial Services Administrator – Accounts Payable & Payroll
Measurement Driver: Deborah Sartin, Support Services Manager– Southwest District

Purpose of the Measure:
This measure tracks invoices paid via the State Purchasing Card (PCard), the corresponding dollars for those invoices, and the rebate amount. Paying our vendors, via the PCard, supports our goals of paying our vendors promptly and increasing our payments made via electronic fund transfer. By utilizing this payment method, vendors are paid immediately, and the monthly statement payments are made to the UMB Card Center electronically.

Measurement and Data Collection:
Data was compiled detailing payments made to all vendors, except for UMB Bank, and then all payments made to UMB Bank. There are certain items that cannot be processed via the PCard such as maintenance material inventory items, equipment purchases, payments made to state employees, postage, boots, CDL's, interagency payments, invoices in excess of $3,000, petty cash replenishment, and prescription safety glasses. All payments, of this nature, were excluded from the tabulation. Utility payments and all documents processed to Navistar for fleet charges, Site Manager payments, and MissouriBUYS payments were also excluded. Comparisons were then made between those payments made, via PCard and those that were eligible, but paid using another method. We also receive a 1.65 percent rebate on the total dollars expended each month. The Purchasing Card Rebate graph depicts the breakdown of this rebate by District and Central Office.

Improvement Status
Six Districts (NW, KC, CD, SL, SW & SE) and Central Office increased the number of invoices paid by purchasing card and five Districts (NW, KC, CD, & SW) and Central Office increased the dollars paid by purchasing card. Total purchasing card rebates increased from $84,004 to $96,622

KC, CD, SL and SW Districts met the target of 82 percent of Invoices Paid on PCard. KC, CD, SL and SW Districts met the target of 75 percent of Dollars Paid by PCard.

The targets are based on historical statewide averages.

Dollars Paid by Purchasing Card

Legend:
- 2nd Qtr 2021 (blue)
- 3rd Qtr 2021 (yellow)
- Target (red line)

Percent vs. District and Central Office (NW, NE, KC, CD, SL, SW, SE, CO)

District	2nd Qtr 2021	3rd Qtr 2021
NW	70.06	71.57
NE	63.61	59.46
KC	72.70	77.99
CD	89.58	91.32
SL	89.57	88.00
SW	75.77	79.29
SE	72.08	70.27
CO	46.62	52.78

Target: 75%

Purchasing Card Rebate

Legend:
- 2nd Qtr 2021 (blue)
- 3rd Qtr 2021 (yellow)

Dollars (in thousands) vs. District and Central Office (NW, NE, KC, CD, SL, SW, SE, CO)

District	2nd Qtr 2021	3rd Qtr 2021
NW	10	12
NE	7	7
KC	9	11
CD	10	12
SL	20	18
SW	13	15
SE	11	14
CO	4	7

Prior Period Payroll Adjustments (PPERs)

Result Driver: Norma Wood, Support Services Manager – Northwest District
Measurement Drivers: Patrick Lehmen, Senior Financial Services Specialist

Purpose of the Measure:
The purpose of the measure is to demonstrate the number of prior period adjustments (PPERs) processed by Financial Services Payroll staff. A PPER adjustment is processed in the SAMII payroll system to add, remove and/or change leave usage, to code missing hours worked and to add, remove and/or change coding (activity and/or job) for a prior pay period. In 2011, the Time Reporting System (TRS) was implemented with checks and balances for time reporting. Implementation of the Maintenance Management System (MMS) began on November 17, 2019, with 100% of maintenance organizations implemented as of March 31, 2020. Maintenance employees document their own time in MMS, and it interfaces to the crew report in TRS.

Measurement and Data Collection:
The data collection for the number of PPERs processed is collected by fiscal year and reported on a quarterly basis. The counts reported in this measure are based on the process date of the PPERs, which includes all normal payroll processing and supplemental payroll processing that occur in the quarter. PPERs that include lump sum payouts of annual or compensatory leave or any paid compensatory leave, including holiday compensatory time, are not included. The target for this measure is 2 percent less than the average number of PPERs processed in the prior three (3) fiscal years.

Improvement Status:
In the third quarter of fiscal year 2021, the total number of PPERs processed increased by 179 from the previous quarter. The increase in PPERs for the third quarter is primarily a result of correcting coding errors to jobs and projects. The Southwest District had the biggest overall increase of 54 PPERs from the previous quarter. The majority of these PPERs were to correct coding to jobs and projects. The Northwest District had an overall decrease of 14 PPERs from the previous quarter, primarily due to a reduction in PPERs for coding.

The following chart shows the total number of prior period adjustments (PPERs) processed by fiscal year and the number of PPERs processed each quarter.
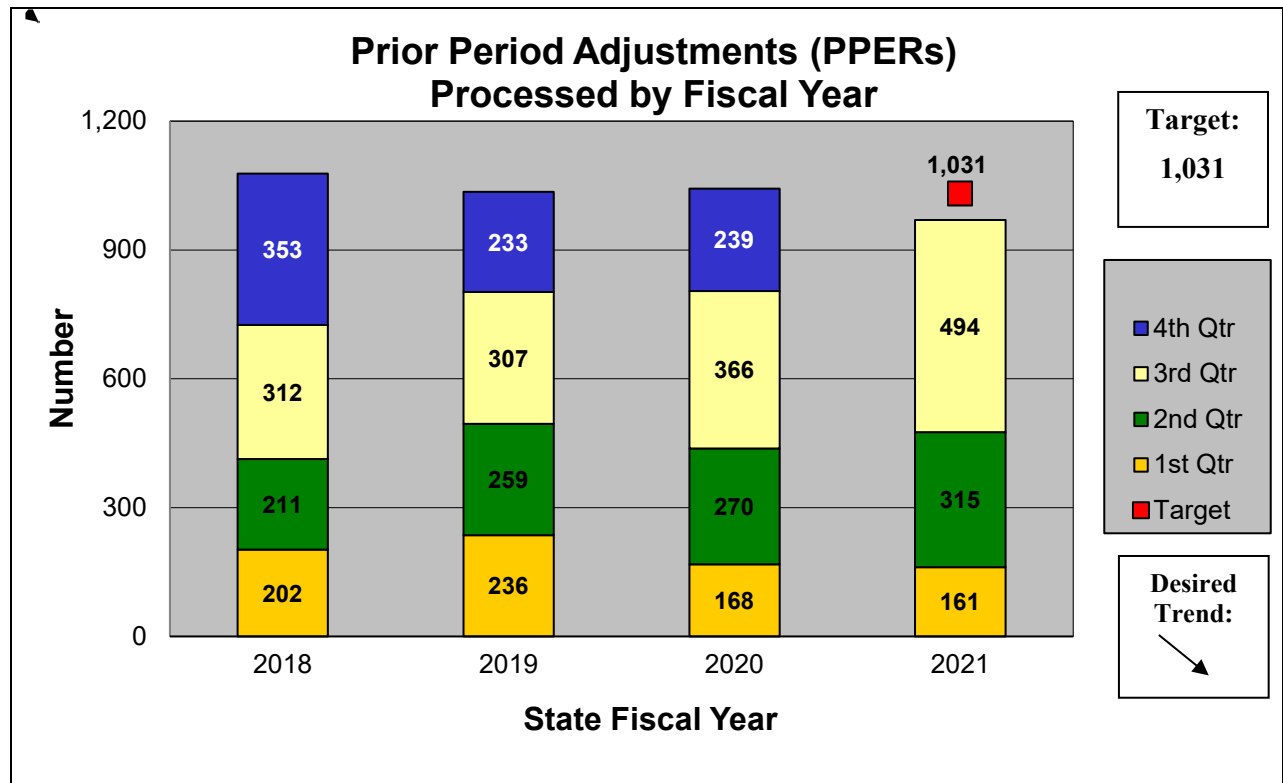
Prior Period Adjustments (PPERs) Processed by Fiscal Year

State Fiscal Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2018	202	211	312	353
2019	236	259	307	233
2020	168	270	366	239
2021	161	315	494	

Target: 1,031

Target (2021): 1,031

Legend:
- 4th Qtr
- 3rd Qtr
- 2nd Qtr
- 1st Qtr
- Target

Desired Trend: ↘

The following chart shows the quarterly breakdown of the number of prior period adjustments (PPERs) processed by District and Central Office.

Prior Period Adjustments (PPERs) Processed by District and Central Office

District and Central Office	4th Qtr 2020	1st Qtr 2021	2nd Qtr 2021	3rd Qtr 2021
NW	14	11	42	28
NE	14	23	13	66
KC	24	30	41	64
CD	28	22	28	23
SL	32	22	41	69
SW	67	15	47	101
SE	15	23	48	88
CO	45	15	55	55

Desired Trend: ↘

The following chart shows the quarterly breakdown of the number of prior period adjustments (PPERs) processed by PPER type (identified by a four-digit document prefix).

Prior Period Adjustments (PPERs) Processed by Type

State Fiscal Year	CODE	DIFF	LEAV	MISC	MKAD	OVER
4th Qtr 2020	145	1	72	14	0	7
1st Qtr 2021	37	5	65	52	0	2
2nd Qtr 2021	96	0	103	94	3	19
3rd Qtr 2021	234	34	115	69	12	30
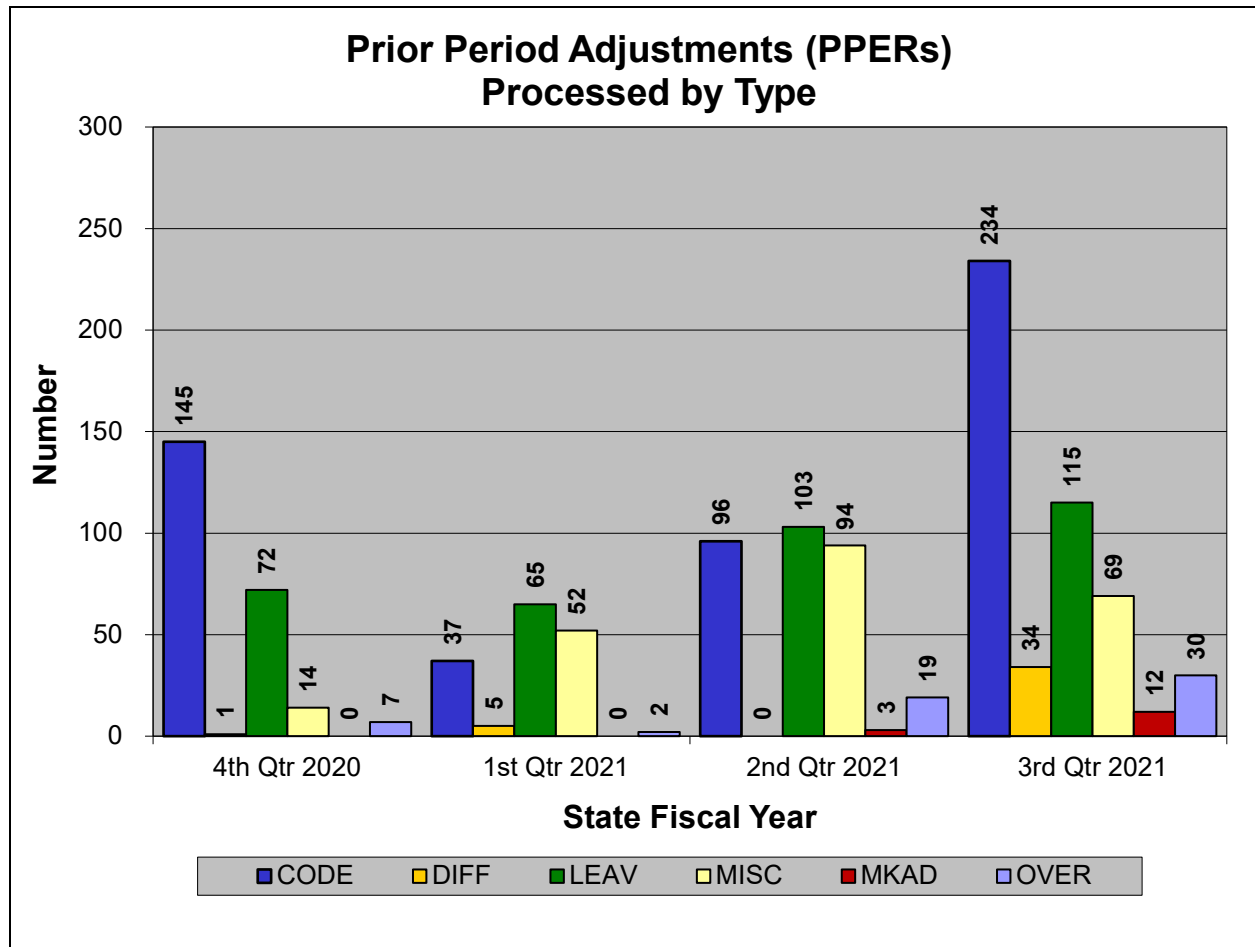
Legend for PPER Types:

CODE – Add/Remove/Change Activity or Job/Project Coding
DIFF – Add/Remove Holiday and/or Shift Differential
LEAV – Add/Remove/Change Leave Events
MISC – PPER's Not Specific to Other Categories
MKAD – Add/Remove Market Adjustment Coding
OVER – Add/Remove/Change Overtime (ADDHR)

The following chart shows the quarterly breakdown of the number of prior period adjustments (PPERs) processed by PPER type (identified by a four-digit document prefix) and District and Central Office.
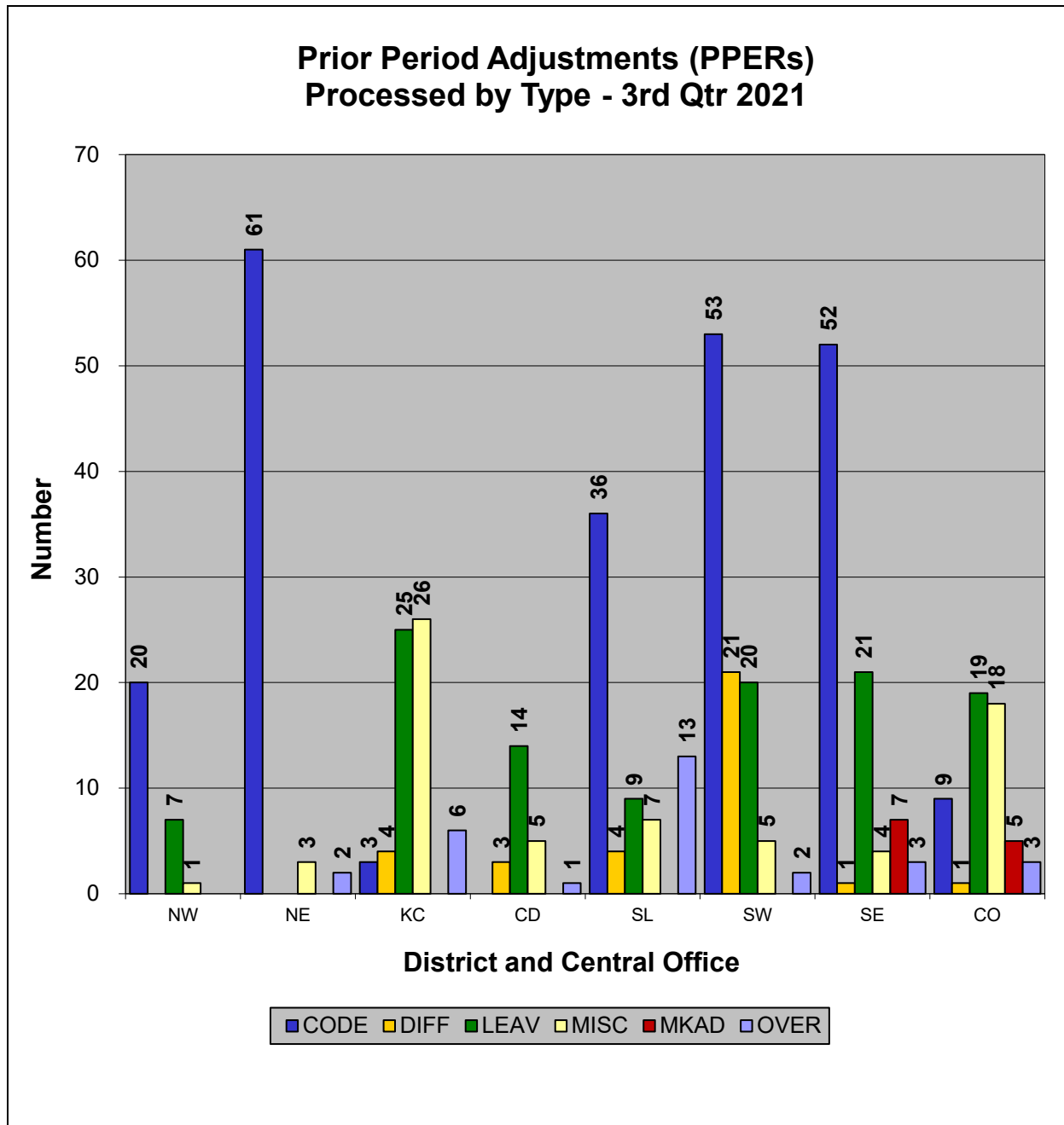
Prior Period Adjustments (PPERs) Processed by Type - 3rd Qtr 2021

Legend for PPER Types:

CODE – Add/Remove/Change Activity or Job/Project Coding
DIFF – Add/Remove Holiday and/or Shift Differential
LEAV – Add/Remove/Change Leave Events
MISC – PPER's Not Specific to Other Categories
MKAD – Add/Remove Market Adjustment Coding
OVER – Add/Remove/Change Overtime (ADDHR)

Administrative Expenditures

Result Driver: Steven Pike, Support Services Manager – Northeast District
Measurement Driver: Barb Burch, Senior Data Report Analyst

Purpose of the Measure:
The purpose of this measure is to demonstrate a responsible use of taxpayers' money, keeping costs within 2 percent of the previous year to allow for normal increases in costs. Included in the administrative expenditures are wireless devices (cell phones and pagers); department provided food; employee recognition; promotional items; employee relocation and travel – both in-state and out-state.

Measurement and Data Collection:
The data collection is based on cash expenditures coded to object codes categorized in the administrative expenditures. The target for this measure is an annual increase of no more than 2 percent, which closely compares to the average Consumer Price Index for the Midwest region of 1.8 percent, for most of the items tracked in this measure.

Improvement Status:
Fiscal year 2021 Administrative Expenditures have decreased compared to fiscal year 2020. This is due to discretionary spending reductions due to COVID-19. Wireless Devices is the only area that increased. Costs in this area have increased by 4.2%.
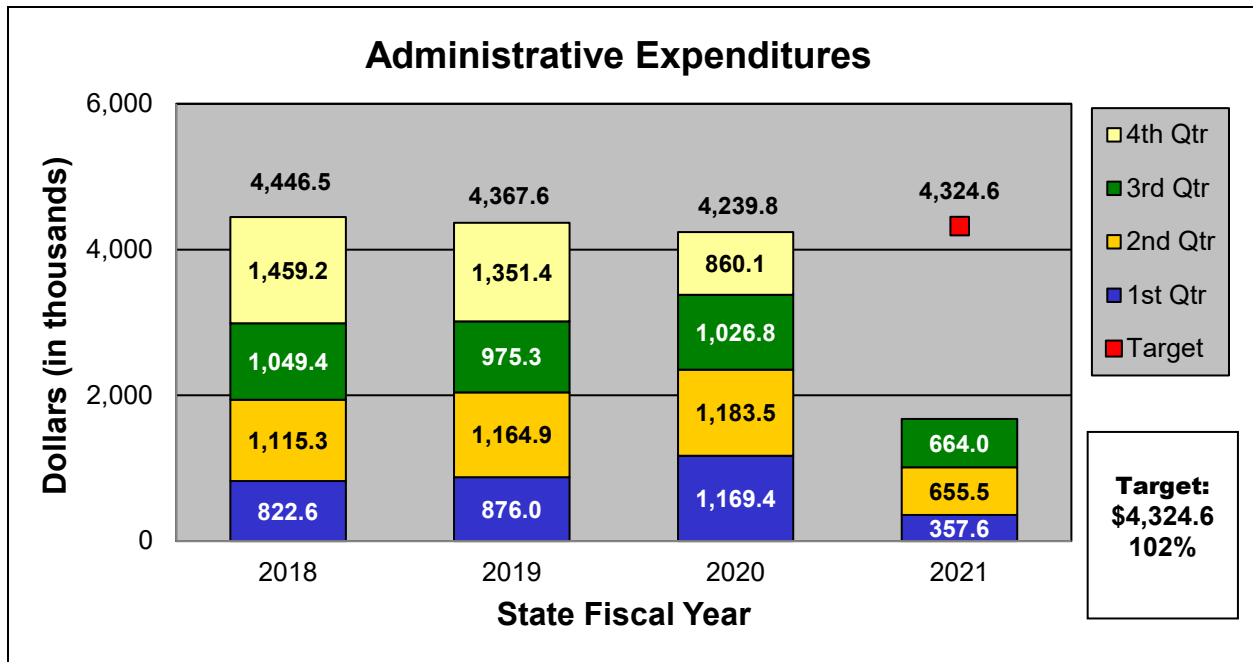
Administrative Expenditures – 2021 YTD

	Wireless Devices	Dept Provided Food	Employee Recog	In State Travel	Out of State Travel	Promotional Cost	Relocation Costs	Total
Northwest District	98,284.44	0.00	250.50	15,791.88	0.00	912.56	0.00	115,239.38
Northeast District	94,984.50	230.25	648.00	396.20	129.03	0.00	1,000.00	97,387.98
Kansas City District	194,494.03	782.86	1,185.28	17,297.33	5.00	0.00	5,202.00	218,966.5
Central District	143,081.20	0.00	918.00	4,061.32	0.00	0.00	7,070.00	155,130.52
St. Louis District	266,624.77	942.84	864.00	14,657.45	0.00	5,054.11	0.00	288,143.17
Southwest District	190,834.17	418.17	1,242.00	18,046.84	14.70	0.00	0.00	210,555.88
Southeast District	164,118.88	194.63	540.00	21,661.00	0.00	4,370.20	11,029.20	201,913.91
Audits & Investigations	1,879.37	0.00	0.00	417.92	0.00	0.00	0.00	2,297.29
Bridge	7,145.21	0.00	216.00	38,955.34	40.00	0.00	0.00	46,356.55
Chief Counsel	11,966.40	0.00	0.00	1,609.57	0.00	0.00	0.00	13,575.97
Construction & Materials	19,900.41	0.00	494.50	7,020.09	0.00	0.00	1,000.00	28,415
External Civil Rights	502.58	0.00	0.00	100.62	0.00	0.00	0.00	603.20
Commission	3,794.17	1,414.65	0.00	3,744.64	0.00	0.00	0.00	8,953.46
Directors Office	5,624.83	0.00	0.00	72.24	0.00	0.00	0.00	5,697.07
Design	27,624.31	0.00	54.00	950.11	0.00	0.00	0.00	28,628.42
Equal Opportunity	600.16	0.00	0.00	101.22	0.00	0.00	0.00	701.38
Enterprise Resource	456.17	0.00	0.00	0.00	0.00	0.00	0.00	456.17
Financial Services	1,528.49	0.00	0.00	0.00	0.00	0.00	4,410.00	5,938.49
Governmental Relations	2,884.74	0.00	0.00	0.00	0.00	0.00	0.00	2,884.74
General Services	8,481.65	0.00	54.00	80.00	0.00	0.00	0.00	8,615.65
Human Resources	4,735.19	0.00	60,470.99	0.00	0.00	0.00	0.00	65,206.18
Employee Health & Wellness	2,194.40	0.00	0.00	586.12	0.00	0.00	0.00	2,780.52
Information Systems	71,012.81	0.00	0.00	191.34	0.00	0.00	0.00	71,204.15
Motor Carrier Services	18,530.40	0.00	0.00	732.24	0.00	0.00	0.00	19,262.64
Multimodal	20,198.56	0.00	144.32	3,422.30	0.00	0.00	0.00	23,765.18
Maintenance	7,298.07	0.00	54.00	2,339.28	0.00	0.00	0.00	9,691.35
Communications	5,766.15	0.00	54.00	0.00	0.00	1,213.74	0.00	7,033.89
Safety & Emergency Mgt	5,659.09	0.00	-99.35	2,871.37	0.00	0.00	0.00	8,431.11
Highway Safety and Traffic	6,302.27	45.51	322.98	681.43	-684.28	0.00	0.00	6,667.91
Transportation Planning	22,561.27	0.00	0.00	19.60	0.00	0.00	0.00	22,580.87
	1,409,068.69	4,028.91	67,413.22	155,807.45	-495.55	11,550.61	29,711.20	1,677,084.53

Wireless Devices

		2020 YTD				2021 YTD			
		OA		Stipend		OA		Stipend	
		Cost	Count	Cost	Count	Cost	Count	Cost	Count
2ANW	Northwest District	111,253.70	232	2,250.00	15	98,284.44	226	0.00	0
2BNE	Northeast District	94,600.60	218	2,860.00	20	94,984.50	233	0.00	0
2CKC	Kansas City District	206,532.87	379	2,025.05	24	194,494.03	431	0.00	1
2DCD	Central District	154,723.38	334	2,600.00	29	143,081.20	331	0.00	0
2FSL	St. Louis District	223,610.01	577	6,940.00	66	266,514.94	565	109.83	2
2GSW	Southwest District	179,366.94	525	930.00	13	190,834.17	502	0.00	0
2HSE	Southeast District	169,570.86	390	4,330.00	50	164,118.88	391	0.00	0
2XAI	Audits & Investigations	1,812.46	3	0.00	0	1,879.37	3	0.00	0
2XBR	Bridge	6,493.94	17	650.00	3	7,145.21	17	0.00	0
2XCC	Chief Counsel	10,900.88	27	580.00	5	11,966.40	28	0.00	0
2XCN	Construction & Materials	9,676.26	45	2,460.00	16	19,900.41	49	0.00	0
2XCR	External Civil Rights	727.51	2	0.00	0	502.58	1	0.00	0
2XCS	Commission	4,566.49	11	0.00	0	3,794.17	10	0.00	0
2XDO	Directors Office	3,133.71	10	200.00	1	5,624.83	11	0.00	0
2XDR	Design	23,385.21	61	1,230.00	8	27,624.31	57	0.00	0
2XEO	Equal Opportunity	665.17	1	0.00	0	600.16	1	0.00	0
2XER	Enterprise Resource	0.00	0	0.00	0	456.17	1	0.00	0
2XFS	Financial Services	992.45	4	250.00	1	1,528.49	3	0.00	0
2XGR	Governmental Relations	2,801.95	5	0.00	0	2,884.74	6	0.00	0
2XGS	General Services	7,963.56	18	500.00	2	8,481.65	17	0.00	0
2XHR	Human Resources	3,762.72	9	0.00	0	4,735.19	9	0.00	0
2XHW	Employee Health & Wellness	910.46	4	0.00	0	2,194.40	5	0.00	0
2XIS	Information Systems	41,572.68	80	1,850.00	10	71,012.81	80	0.00	0
2XMC	Motor Carrier Services	19,151.19	18	600.00	3	18,530.40	4	0.00	0
2XMO	Multimodal	12,687.26	16	350.00	2	20,198.56	5	0.00	0
2XMT	Maintenance	4,844.32	15	450.00	2	7,298.07	17	0.00	0
2XRE	Communications	5,733.93	13	560.00	3	5,766.15	13	0.00	0
2XSM	Safety & Emer Management	4,402.93	11	0.00	0	5,659.09	13	0.00	0
2XTH	Highway Safety and Traffic	4,489.29	17	810.00	4	6,302.27	17	0.00	0
2XTP	Transportation Planning	9,658.40	50	300.00	3	22,561.27	60	0.00	0
		1,319,991.13	3,092	32,725.05	280	1,408,958.86	3,106	109.83	3

Use Resources Wisely

Property Damage Invoiced/Collected/Written Off

Results Driver: Steve Patterson, Claims Manager – Claims Administration
Measurement Driver: Laurie Forck, Senior Financial Services Technician

Purpose of the Measure:
This measure tracks the amount of money invoiced, collected and written off as a result of MoDOT property being damaged by third parties. The money collected for property damage is returned to the districts on a semi-annual basis for road and bridge projects.

Measurement and Data Collection:
This data is provided by the Claims Administration staff and our contractor, Claims Management Resources (CMR), on a calendar year and current year to date basis.

Description:
The chart shows the dollar amount invoiced for the calendar year and how much has been collected or written off to date. MoDOT began utilizing Claims Management Resources (CMR) for property damage collections on February 17, 2016.

The process for recovering cost for damaged property starts at the district and workflows to Central Office Claims Administration staff. The claims are invoiced by CMR with a goal to collect 100% of the amount invoiced. 74 percent of the amount invoiced in 2018 has been recovered to date, 71 percent for 2019 and 65 percent for 2020.

For the first quarter of 2021, we have invoiced 828 claims totaling $2.0 million, received payments for 313 claims totaling $0.7 million and written off or written off a portion of 153 claims totaling $0.1 million. Currently, we have collected 35 percent and written off 5 percent of the amount invoiced in the first quarter of 2021. Collected and written off percentages will continue to increase as the claims mature.

Property Damage Claims

Chart: Dollars (in millions) vs Calendar Year

Calendar Year	Invoiced	Collected	Written Off	Remaining
2018	8.9	6.6	2.2	0.1
2019	9.0	6.4	2.0	0.6
2020	6.2	4.1	1.3	0.8
1st Qtr 2021	2.0	0.7	0.1	1.2

Desired Trend: ↗ (Collected)
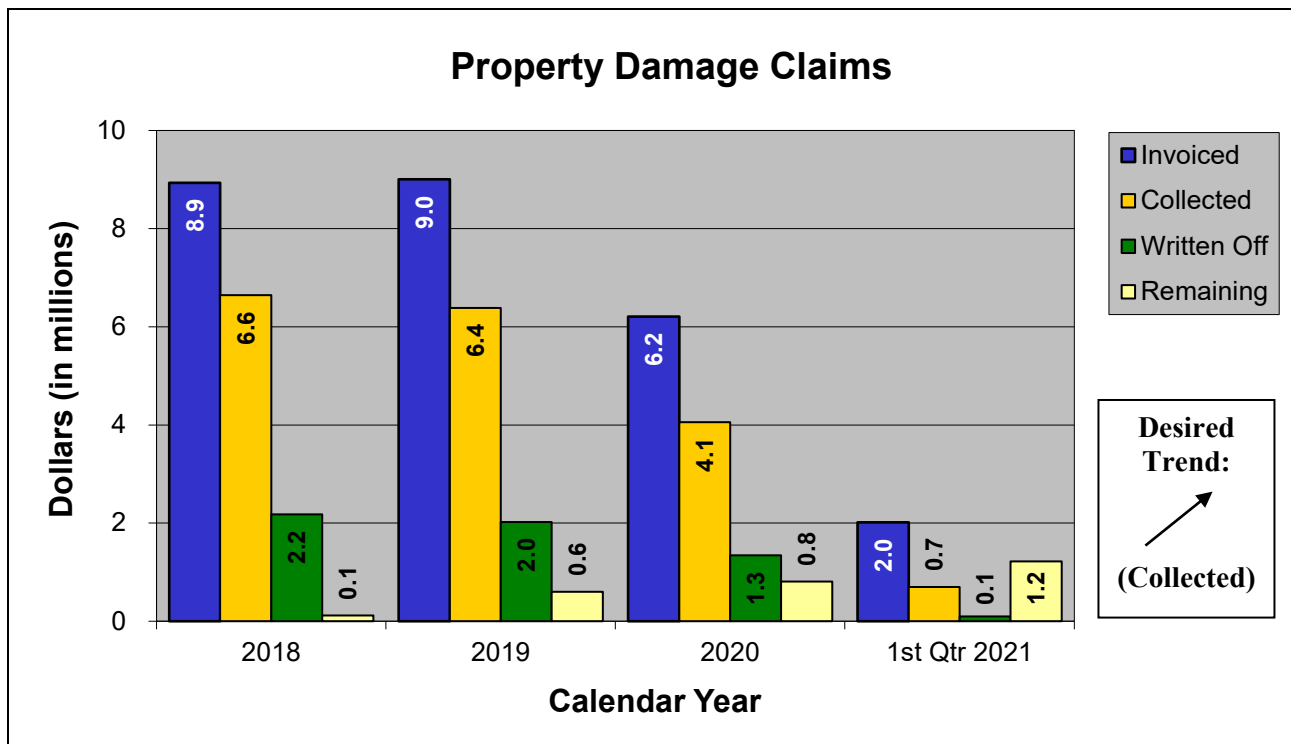
Advance Economic Development

Jobs Created by Projects Funded Through the Cost Share Program

Result Driver: Sunny Wilde, Financial Services Administrator – Program & Project Accounting and Receivables
Measurement Driver: Sunny Wilde, Financial Services Administrator

Purpose of the Measure:
The purpose of this measure is to track the number of jobs created through MoDOT's Cost Share Program.

Measurement and Data Collection:
The data for this measure is collected from a partnership development database. This measure is the number of jobs committed to being created, based on the state fiscal year in which the project was approved by the Cost Share Committee.

Improvement Status:
The Cost Share Program builds partnerships with local entities to pool efforts and limited resources in order to deliver state highway and bridge projects. MoDOT allocates Cost Share funds annually based on the funding distribution formula set by the Missouri Highways and Transportation Commission. Twenty percent of the Cost Share Program funds are set aside for projects that demonstrate economic development. MoDOT works in cooperation with the Department of Economic Development with project sponsors to determine when targeted investments can be made to create jobs and may provide up to 100 percent of participation costs. Retail development projects do not qualify as economic development projects that create jobs.

In the first quarter of 2021, the City of West Plains' project to construct a signalized intersection on Route 63 was approved, which is estimated to create 110 jobs. In the third quarter, the City of Sikeston's project to widen and construct a signalized intersection on Route 61 was approved, which is estimated to create 100 jobs. In addition, so, the City of West Plains returned their Cost Share funds due to the reinstatement of the Governor's Transportation Cost Share Program.

Jobs Created by Projects Funded Through the Cost Share Program

State Fiscal Year	Number
2017	0
2018	410
2019	324
2020	0
2021	100

Desired Trend: ↗
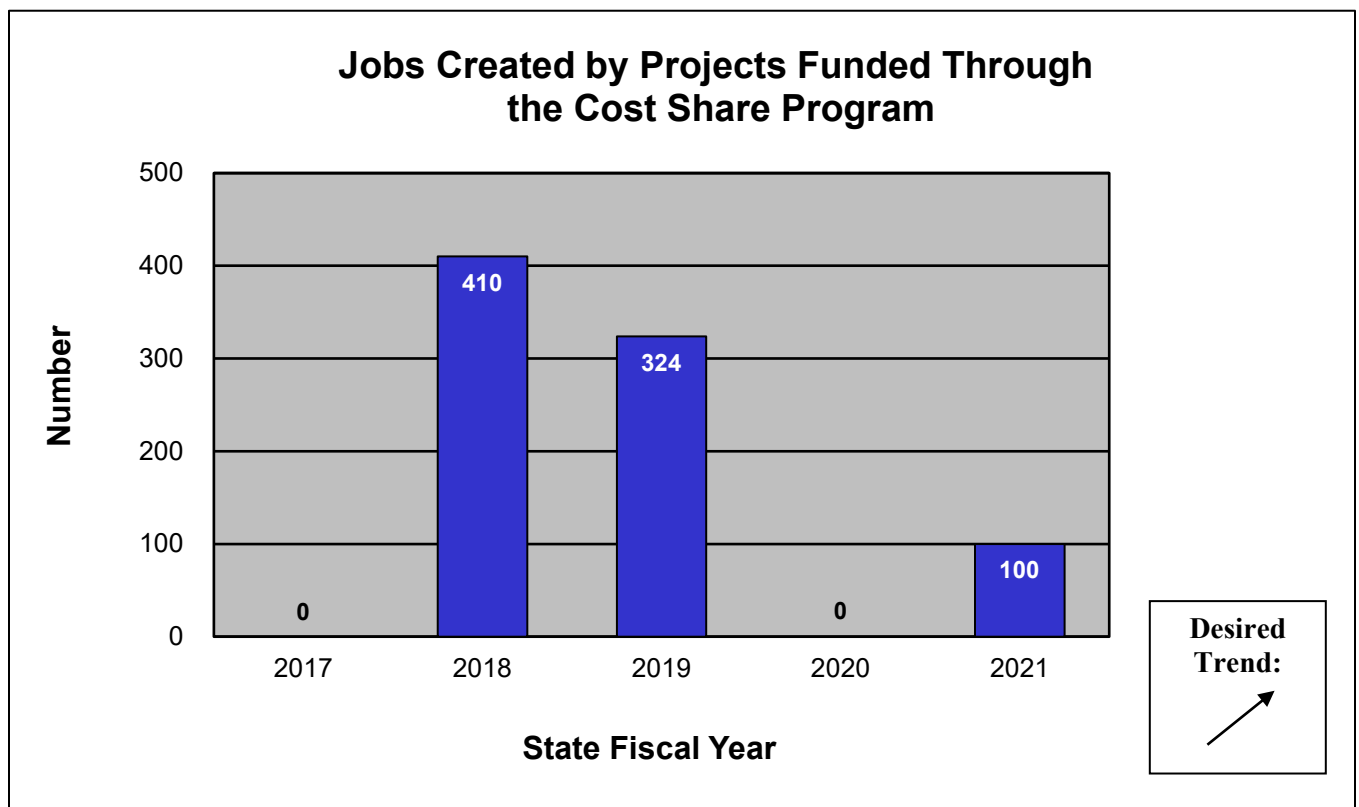
General Services
D-TRACKER
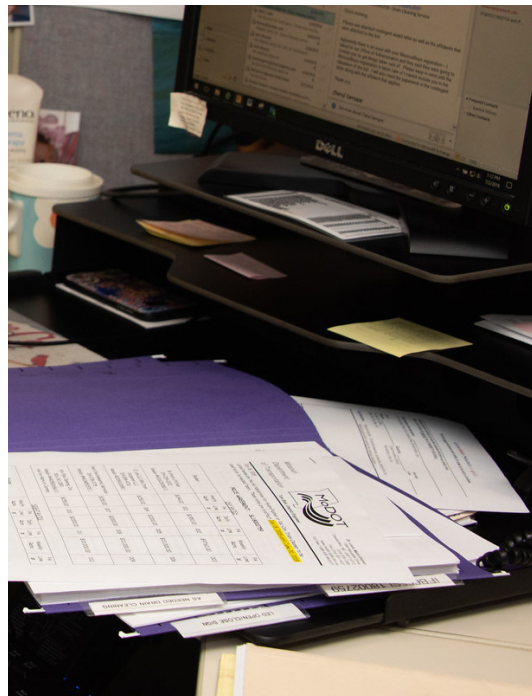
Missouri Department of Transportation
Division Performance Data Report

General Services Division Tracker Table of Contents			
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Managing Our Assets – Fleet

Fleet Inventory

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: Aaron Utrecht, Senior General Services Specialist

Purpose of the Measure:
This measure tracks the number of units in the MoDOT fleet by category. Efficient use of fleet resources provides opportunities for the department to reduce inventory and conserve funds that can be utilized for other transportation priorities.

Measurement and Data Collection:
All fleet units in an active or excess status as of the last day of the current quarter are included in this report. The units are separated into five categories:
- Light Duty (passenger cars, pickups, utility trucks, vans, and light duty trucks)
- Heavy Duty Snow Truck (single and tandem axle trucks capable of being used for Winter Ops)
- Heavy Duty Non-snow Trucks (single and tandem axle specialty trucks not able to be used for Winter Ops such as box body trucks, flatbed trucks or tractor trailers)
- Tractors (owned and leased tractors).
- Specialized Equipment (backhoes, loaders, stripers, skid steers, dozers, forklifts, motor graders, aerial units, drills, rollers, cranes, excavators, distributors, and sweepers)

Excess units are parked and awaiting disposal.
Lease tractor inventory is adjusted in the 3rd quarter of each year for the Spring deliveries.

Reports are generated from the FASTER fleet management system. This measure is updated quarterly.

Improvement Status:
The current fleet target number is 4,933 and there are 5,057 active units in service. There are 92 units in excess status that are in the process of being disposed. Some units have remained in service and/or re-purposed to assist with social distancing practices.

Light Duty Fleet
(Passenger Cars, Pickups, Utility Trucks, Vans, and Light Duty Trucks)

Legend:
- Excess Inventory (yellow)
- Active Inventory (blue)
- Fleet Needs (green)

Fiscal Year / District data (Active Inventory values):

District	20	21	Deviance
NW	217	224	(+17)
NE	210	207	(+4)
KC	260	270	(+15)
CD	254	257	(-1)
SL	309	311	(+6)
SW	326	343	(+20)
SE	326	343	(+34)
CO	142	143	(-5)

Excess Inventory (top of bars): NW 0/2, NE 1/2, KC 0/2, CD 1/1, SL 1/3, SW 13/4, SE 3/5, CO 1/4

Fleet Needs: NW 209, NE 205, KC 257, CD 259, SL 308, SW 327, SE 314, CO 152

Desired Trend: N/A

(x) = Deviance from fleet need

Heavy Duty Fleet
(Snow Trucks)

Legend:
- Excess Inventory (yellow)
- Active Inventory (blue)
- Fleet Needs (green)

District	20	21	Deviance
NW	197	205	(+28)
NE	170	169	(+10)
KC	203	215	(+12)
CD	222	232	(+12)
SL	214	210	(+9)
SW	280	288	(+4)
SE	282	289	(+29)

Excess Inventory (top of bars): NW 1/4, NE 3/8, KC 0/1, CD 1/2, SL 4/14, SW 7/2, SE 9/13

Fleet Needs: NW 181, NE 167, KC 204, CD 222, SL 215, SW 286, SE 273

Desired Trend: N/A

(x) = Deviance from fleet need

Heavy Duty Fleet
(Non-snow Trucks - Box Body, Flatbed)

Legend:
- Excess Inventory (yellow)
- Active Inventory (blue)
- Fleet Needs (green)

Data by District (Fiscal Year 20 / 21):
- NW: 10 / 10, Fleet Need 10, (0)
- NE: 9 / 9, Fleet Need 8, (+1)
- KC: 2 / 2, Fleet Need 2, (0)
- CD: 3 / 4, Fleet Need 3, (+1)
- SL: 5 / 5, Fleet Need 5, (0)
- SW: 3 / 3, Fleet Need 1, (+2)
- SE: 1 / 1, Fleet Need 1, (0)
- CO: 9 / 8, Fleet Need 8, (0)

Desired Trend: N/A

(x) = Deviance from fleet need

Tractors
(Owned and Leased)

Legend:
- Leased inventory (yellow)
- Owned inventory (blue)
- Fleet Needs (green)

Data by District (Fiscal Year 20 / 21):
- NW: Owned 34 / 34, Leased 22 / 22, Total 56 / 56, Fleet Need 67, (-11)
- NE: Owned 47 / 47, Leased 9 / 9, Total 56 / 56, Fleet Need 57, (-1)
- KC: Owned 16 / 16, Leased 31 / 34, Total 47 / 50, Fleet Need 54, (-4)
- CD: Owned 61 / 62, Leased 10 / 12, Total 71 / 74, Fleet Need 71, (+3)
- SL: Owned 35 / 34, Leased 14 / 14, Total 49 / 48, Fleet Need 48, (0)
- SW: Owned 71 / 70, Leased 19 / 19, Total 90 / 89, Fleet Need 91, (-2)
- SE: Owned 85 / 85, Leased 13 / 10, Total 98 / 95, Fleet Need 100, (-5)

Desired Trend: N/A

(x) = Deviance from fleet need

Specialized Equipment
(Backhoes, Aerials, Stripers, etc.)

Legend:
- Excess Inventory
- Active Inventory
- Fleet Needs

Fiscal Year	20	21	District
NW	127	123	
NE	104	106	
KC	97	100	
CD	119	120	
SL	92	92	
SW	123	124	
SE	155	157	
CO	19	19	

Deviance from fleet need values:
- NW (+13)
- NE (+3)
- KC (+1)
- CD (+2)
- SL (+5)
- SW (-1)
- SE (+12)
- CO (-2)

Desired Trend: N/A

(x) = Deviance from fleet need

Fleet Average Age

No Update

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: Aaron Utrecht, Senior General Services Specialist

Purpose of the Measure:
This measure tracks the overall average age of our fleet by category. Efficient use of fleet resources provides opportunities for the department to reduce inventory and conserve funds that can be utilized for other transportation priorities. MoDOT must keep a dependable fleet to meet customers' needs. Fleet age is the best indication of fleet condition. The large investment in fleet, with a replacement value over $490 million, emphasizes the importance. Optimization of fleet is identified as one of MoDOT's strategic initiatives. MoDOT is moving toward an asset management approach for fleet using data to plan fleet purchases over the next several years.

Measurement and Data Collection:
All fleet units in an active status as of the last day of the current quarter are included in this report. The units are separated into three categories:

- Light Duty (passenger cars, pickups, utility trucks, vans, and light duty trucks)
- Dump Trucks (single and tandem axle trucks capable of being used for Winter Ops)
- Other Fleet (Tractors) and Specialized Equipment (backhoes, loaders, stripers, skid steers, dozers, forklifts, motor graders, aerial units, drills, rollers, cranes, excavators, distributors, and sweepers)

Information is collected from the Faster fleet management system. This measure is updated semi-annually in January and July.

Improvement Status:
In CY 2020, the average age for Light Duty fleet, Dump Truck fleet, and Other fleet showed an incremental increase. Disruptions stemming from the ongoing Covid-19 pandemic caused fleet expenditures to be temporarily suspended through the Spring and mid-summer for new fleet purchases. In addition, several units past their useful life in age have remained in use to assist with social distancing protocols when they ordinarily would have been removed from service. The goal is for the average age to be half the department's age threshold.

Fleet Average Age by Fiscal Year

	Light Duty			Dump Trucks			Other Fleet		
	CY 18	CY 19	CY 20	CY 18	CY 19	CY 20	CY 18	CY 19	CY 20
Average Age	6.51	5.81	6.06	7.45	6.80	6.91	10.65	10.07	10.53
(Desired)			5			6			7
# of Units	1,991	2,018	2,099	1,604	1,602	1,620	1,342	1,313	1,325
Current Replacement	$59,074,62			$247,378,486			$164,877,876		

Desired Trend: ↘
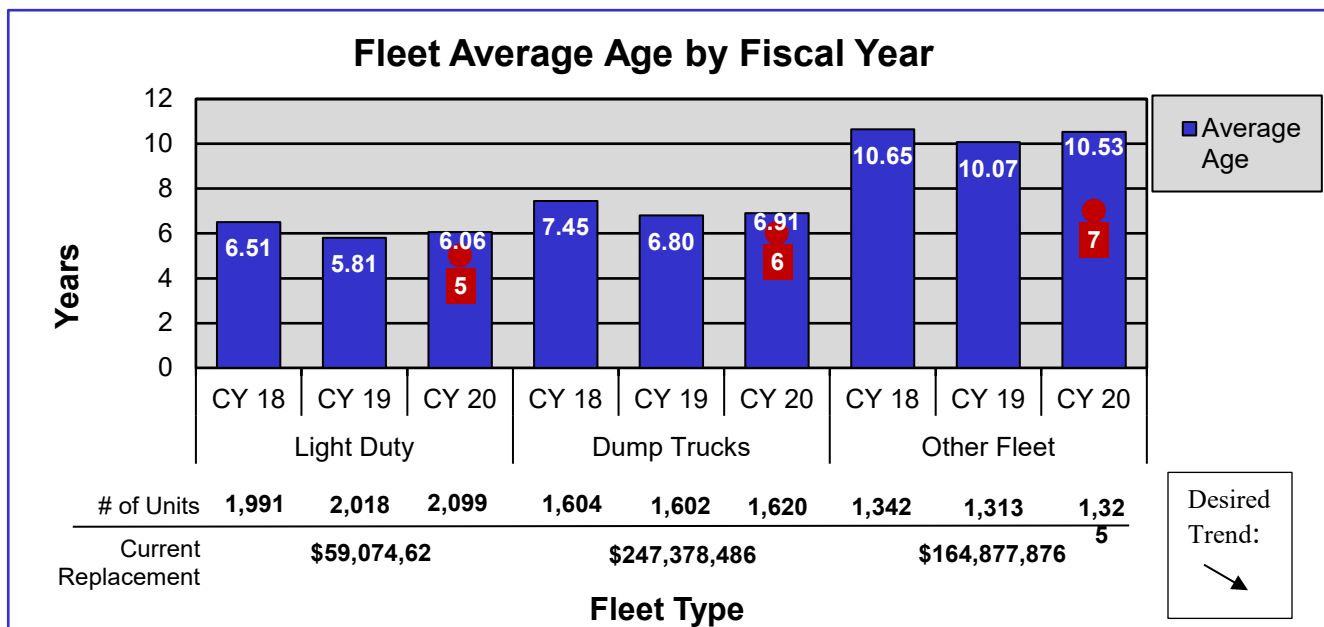
Fleet Condition by Class by District

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: Mark Wilde, Equipment Technician Support Specialist

Purpose of the Measure:
This measure tracks the condition of MoDOT's diverse fleet. This includes all classes of fleet broken down by Light Duty, Dump Trucks and Other Fleet. Light Duty fleet contains cars, pickups, utility trucks, vans and 1-ton trucks. Other Fleet contains heavy equipment such as tractors, loaders, distributors and aerial trucks.

Measurement and Data Collection:
Data is obtained from MoDOT's fleet management system, FASTER and is updated by fleet personnel involved in the inspection process. Central Office Equipment Technician Support Specialists perform onsite quality assurance reviews on fleet ratings throughout the year. The general guidelines for establishing overall condition are based on the criteria of safety, functionality, repairability and appearance.

The ratings are as follows: **Excellent** – unit is fully operable and capable of full performance functionality; **Good** – unit is operable and safe with signs of normal use; **Average** – unit is generally operable but may have minor component failure or damage needing repair; **Below average** – unit has major component failure or damage preventing performing all functions and **Poor** – unit is not safe or inoperable with component failure or damage beyond repair.

Data is as of October 31st, 2020 and is the data used in the fleet asset management model. This measure is updated annually in the 3rd quarter.

Improvement Status:
Statewide data was first available in 2019. The majority of fleet is rated at or above average. However, 14% of MoDOT dump trucks are rated below average or poor which equates to 227 trucks.

Light Duty
(Cars, Pickups, Utility trucks, Vans, Light duty 1-Ton trucks)

Legend: Excellent, Good, Average, Below Avg, Poor

District	Excellent	Good	Average	Below Avg	Poor
NW	20%	48%	31%		
NE	13%	23%	44%	19%	
KC	29%	42%	26%	2%	
CD	37%	38%	24%	1%	
SL	36%	18%	44%		1%
SW	14%	16%	68%	3%	
SE	16%	30%	47%	6%	
CO	22%	50%	27%		

Dump Truck Fleet
(Single and Tandem Axle)

Legend: Excellent, Good, Average, Below Avg, Poor

District	Excellent	Good	Average	Below Avg	Poor
NW	17%	35%	44%	5%	
NE	11%	26%	27%	35%	
KC	19%	37%	31%	13%	
CD	27%	40%	28%	4%	
SL	28%	17%	32%	6%	16%
SW	8%	29%	57%	7%	
SE	11%	28%	41%	19%	1%

Other Fleet
(Aerial trucks, Tractors, Loaders, Stripers,
Distributor trucks, etc)

Legend: Excellent, Good, Average, Below Avg, Poor

District	NW	NE	KC	CD	SL	SW	SE	CO
Top (Below Avg/Poor)	2%	25%	7%	3%	10% / 8%	1% / 2%	12%	
Average	45%	52%	47%	46%	42%	77%	65%	42%
Good	42%	15%	32%	38%	14%	13%	16%	53%
Excellent	11%	9%	14%	13%	26%	7%	8%	5%

X-axis: District

Y-axis: Percent

Fleet Availability

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: John Hayden, Equipment Technician Support Specialist

Purpose of the Measure:
This measure is a summary report to show the percentage of time a district's fleet was available for use.

Measurement and Data Collection:
Availability percentages are calculated by dividing the total number of hours units are available by the total number of hours the units should be available during a given quarter. A unit is not considered to be unavailable, or down, if the unit can be operated safely.

The nationwide average for fleet availability from the Equipment Management Technical Services Program (EMTSP-AASHTO) for state DOT's on National Fleet Performance Metrics is 90%.

Reports are generated from the FASTER fleet management system. This measure is updated quarterly.

Improvement Status:
Weekly reports are sent to fleet personnel to monitor fleet activity and Maintenance receives downtime information via the Maintenance Management System (MMS) which was implemented in every building as of March 2020. GS and MT communicate over the availability of the fleet.
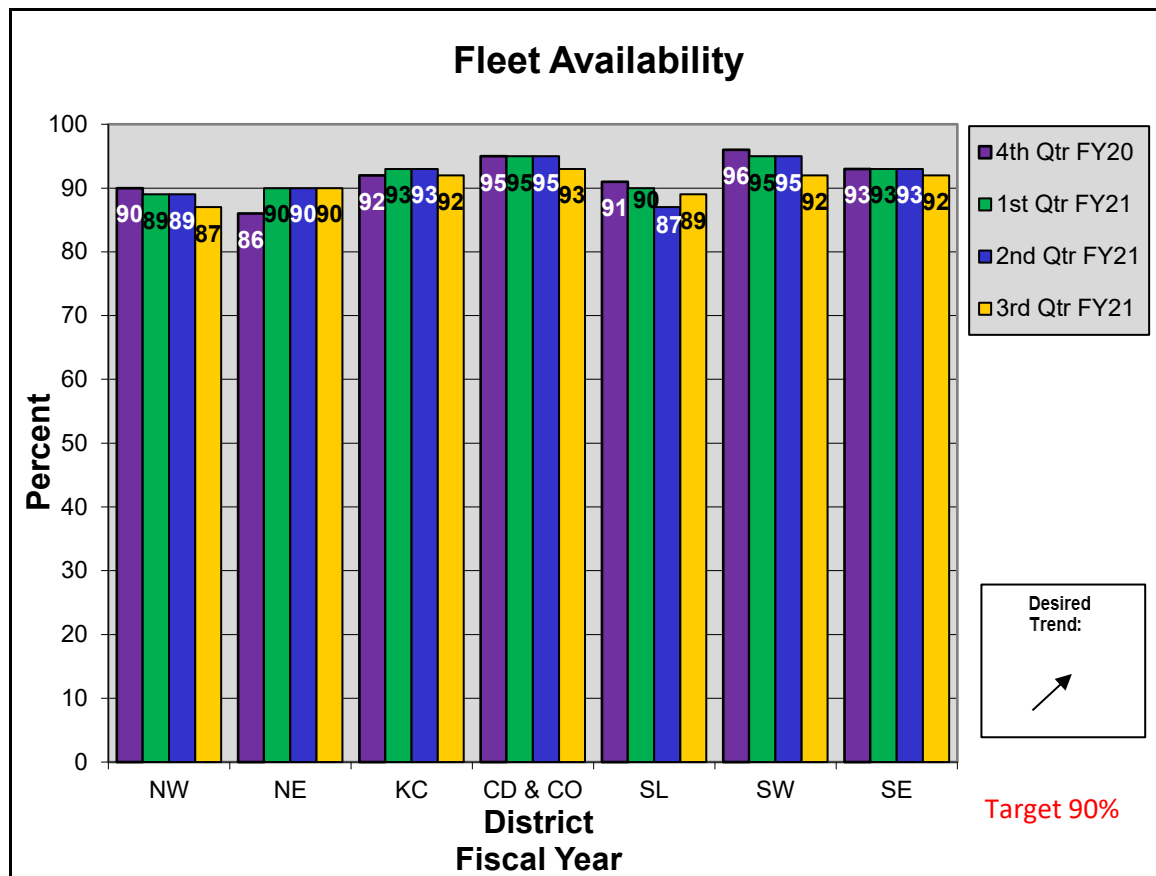
Percent of Preventive Maintenance Tasks Completed

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: Mark Wilde, Equipment Technician Support Specialist

Purpose of the Measure:
This measure tracks the percent of fleet units receiving routine preventive maintenance (PM) tasks when they are due. Proper maintenance of our fleet is a proactive approach to maintaining the fleet in safe working condition and ensuring optimal performance. As the fleet inventory is realigned to meet our needs, it is critical the remaining units are maintained properly.

Measurement and Data Collection:
All fleet units assigned preventive maintenance schedules are included in this report. The levels of preventive maintenance are: level 1 (oil change) and level 3 (engine tune-up). MoDOT service intervals are performed sooner than some Original Equipment Manufacturer (OEM) recommended schedules due to the nature of materials handled within our fleet and rigorous use of equipment.

The nationwide average for preventative maintenance from the Equipment Management Technical Services Program (EMTSP-AASHTO) for state DOT's on National Fleet Performance Metrics is 87% completed.

Reports are generated from the FASTER fleet management system. This measure is updated quarterly.

Improvement Status:
There were 2,499 units requiring the Level 1 PM service during the reporting period and 93% of those were completed. 294 units required a Level 3 PM service this quarter and 89% were completed.

Percent of Preventive Maintenance Tasks Completed - Level 1
Oil Changes

Legend:
- 4th Qtr FY20
- 1st Qtr FY21
- 2nd Qtr FY21
- 3rd Qtr FY21

Y-axis: Percent

X-axis: District

District	4th Qtr FY20	1st Qtr FY21	2nd Qtr FY21	3rd Qtr FY21
NW	96 (319)	94 (274)	92 (288)	95 (320)
NE	96 (222)	93 (201)	97 (199)	97 (227)
KC	94 (217)	93 (211)	94 (212)	94 (226)
CD & CO	90 (295)	91 (349)	89 (321)	93 (450)
SL	86 (312)	73 (257)	74 (308)	83 (329)
SW	96 (388)	96 (357)	94 (360)	93 (496)
SE	96 (413)	92 (364)	96 (390)	98 (451)

Desired Trend: ↗

Target 87%

(x) = Number of units needing service

Percent of Preventive Maintenance Tasks Completed - Level 3
Tune-Ups

Legend:
- 4th Qtr FY20
- 1st Qtr FY21
- 2nd Qtr FY21
- 3rd Qtr FY21

Y-axis: Percent

X-axis: District

District	4th Qtr FY20	1st Qtr FY21	2nd Qtr FY21	3rd Qtr FY21
NW	99 (25)	92 (33)	89 (32)	93 (38)
NE	85 (29)	75 (32)	84 (37)	76 (37)
KC	99 (17)	72 (18)	99 (19)	100 (17)
CD & CO	100 (25)	82 (17)	91 (21)	89 (49)
SL	100 (17)	84 (19)	87 (45)	77 (34)
SW	99 (25)	92 (12)	90 (20)	98 (47)
SE	82 (44)	92 (52)	83 (40)	88 (72)

Desired Trend

Target 87%

(x) = Number of units needing service

March 2021   GS Division Tracker – 5b

Fleet Threshold Analysis by class (Miles and Hours)   No Update

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: Karen Reinkemeyer, Senior General Services Specialist

Purpose of the Measure:
This measure tracks progress of fleet usage compared to department thresholds based on annual mileage/hours over the life of the equipment for five vehicle classes: cars, pickups, light duty trucks, heavy duty trucks, and extra-heavy duty trucks. These classes represent the majority of fleet expenditures and miles driven.

Measurement and Data Collection:
Data reflects performance for the vehicle based on their age. Ideal fleet usage 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. A below threshold passenger car is used less than 75 percent of the miles based on age; an over threshold passenger car is used more than 125 percent of the miles based on age. If a car is three years old, the mileage should be between 33,750 to 56,250 miles. The fleet threshold analysis graphs are updated in January and July.

Improvement Status:
The fleet threshold measure for CY 2020 shows 58 percent for Cars, 44 percent for Pickups, 65 percent for LD Trucks, 66 percent for HD Trucks, and 71 percent for XHD Trucks being within threshold. An increase in over threshold equipment will result in equipment requiring replacement before its expected life. Equipment under the thresholds results in underutilized equipment that could be used in other areas of the department.

District Comparison Fleet Threshold Analysis – Hours

Fleet Threshold Analysis - Hours

HD Trucks

Legend:
- ■ Over Threshold >125% (green)
- ■ Within Threshold 75-125% (yellow)
- ■ Under Threshold <75% (blue)

HD Trucks data by district:

District	CY	Over	Within	Under
NW	CY18	16	84	0
NW	CY19	28	72	0
NW	CY20	30	69	1
NE	CY18	8	90	2
NE	CY19	11	87	2
NE	CY20	19	79	2
KC	CY18	15	72	13
KC	CY19	17	73	10
KC	CY20	18	70	12
CD	CY18	25	73	2
CD	CY19	26	71	3
CD	CY20	20	77	3
SL	CY18	47	52	1
SL	CY19	46	51	3
SL	CY20	48	49	3
SW	CY18	21	66	13
SW	CY19	22	68	10
SW	CY20	18	70	12
SE	CY18	4	76	20
SE	CY19	3	75	22
SE	CY20	3	70	27

Fleet Threshold Analysis - Hours

XHD Trucks

Legend:
- ■ Over Threshold >125% (green)
- ■ Within Threshold 75-125% (yellow)
- ■ Under Threshold <75% (blue)

XHD Trucks data by district:

District	CY	Over	Within	Under
NW	CY18	31	67	2
NW	CY19	40	58	2
NW	CY20	43	55	2
NE	CY18	27	68	5
NE	CY19	35	60	5
NE	CY20	34	60	6
KC	CY18	18	64	18
KC	CY19	23	63	14
KC	CY20	22	64	14
CD	CY18	12	81	7
CD	CY19	14	82	4
CD	CY20	11	86	3
SL	CY18	10	61	29
SL	CY19	9	66	25
SL	CY20	9	64	27
SW	CY18	11	76	13
SW	CY19	14	73	13
SW	CY20	11	74	15
SE	CY18	13	81	6
SE	CY19	12	82	6
SE	CY20	9	82	9

*Annual hours threshold 667

District Comparison Fleet Threshold Analysis – Mileage

Fleet Threshold Analysis - Mileage (Cars)

*Annual miles threshold 15,000

Fleet Threshold Analysis - Mileage (Pickups)

*Annual miles threshold 17,273

Fleet Threshold Analysis - Mileage

LD Trucks

*Annual miles threshold 16,667

Fleet Threshold Analysis - Mileage

HD Trucks

*Annual miles threshold 14,583

Fleet Threshold Analysis - Mileage

Legend:
- Over Threshold >125%
- Within Threshold 75-125%
- Under Threshold <75%

District	CY	Under <75%	Within 75-125%	Over >125%
NW	CY 18	9	57	34
NW	CY 19	7	54	39
NW	CY 20	6	47	47
NE	CY 18	8	76	16
NE	CY 19	6	74	20
NE	CY 20	10	70	20
KC	CY 18	33	60	7
KC	CY 19	30	60	10
KC	CY 20	30	59	11
CD	CY 18	12	82	6
CD	CY 19	12	82	6
CD	CY 20	12	83	5
SL	CY 18	66	34	0
SL	CY 19	63	37	0
SL	CY 20	71	29	0
SW	CY 18	32	67	1
SW	CY 19	32	67	1
SW	CY 20	33	64	3
SE	CY 18	10	72	18
SE	CY 19	11	77	12
SE	CY 20	19	72	9

XHD Trucks

*Annual miles threshold 14,583

District Comparison Fleet Threshold Analysis – Miles and/or Hours

Fleet Threshold Analysis - Miles and/or Hours

Legend:
- Over Threshold >125%
- Within Threshold 75-125%
- Under Threshold <75%

District	CY	Under <75%	Within 75-125%	Over >125%
NW	CY 18	0	84	16
NW	CY 19	0	72	28
NW	CY 20	1	69	30
NE	CY 18	2	90	8
NE	CY 19	2	87	11
NE	CY 20	2	79	19
KC	CY 18	13	72	15
KC	CY 19	10	73	17
KC	CY 20	12	70	18
CD	CY 18	2	73	25
CD	CY 19	1	73	26
CD	CY 20	1	79	20
SL	CY 18	1	52	47
SL	CY 19	2	52	46
SL	CY 20	3	49	48
SW	CY 18	12	67	21
SW	CY 19	9	69	22
SW	CY 20	12	70	18
SE	CY 18	20	76	4
SE	CY 19	22	75	3
SE	CY 20	27	70	3

HD Trucks

*Annual miles threshold 14,583 / Annual hour's threshold 667

Fleet Threshold Analysis - Miles and/or Hours

XHD Trucks

Legend:
- Over Threshold >125%
- Within Threshold 75-125%
- Under Threshold <75%

	CY 18	CY 19	CY 20
NW Over	38	45	50
Within	60	53	48
Under	2	2	2
NE Over	27	36	34
Within	69	60	62
Under	4	4	4
KC Over	18	24	23
Within	64	62	64
Under	18	14	13
CD Over	14	14	11
Within	81	83	87
Under	5	3	2
SL Over	10	9	9
Within	61	66	64
Under	29	25	27
SW Over	11	14	12
Within	76	73	74
Under	13	13	14
SE Over	22	18	13
Within	72	77	80
Under	6	5	7

*Annual miles threshold 14,583 / Annual hour's threshold 667

Percent of Miles Traveled by Class

Legend:
- Dump Trucks
- Light Duty Trucks
- Pickups
- Cars

	2nd Qtr 2020	2nd Qtr 2021
NW Dump	44	44
Light Duty	9	8
Pickups	41	43
Cars	6	5
NE Dump	44	49
Light Duty	15	16
Pickups	30	26
Cars	11	9
KC Dump	47	46
Light Duty	4	4
Pickups	43	39
Cars	6	11
CD Dump	51	45
Light Duty	8	11
Pickups	34	36
Cars	7	8
SL Dump	44	44
Light Duty	11	10
Pickups	34	36
Cars	11	10
SW Dump	40	40
Light Duty	9	10
Pickups	40	40
Cars	11	10
SE Dump	35	35
Light Duty	14	15
Pickups	40	37
Cars	11	13
CO Dump	1	0
Light Duty	56	54
Pickups	43	46
Statewide Dump	41	41
Light Duty	10	10
Pickups	39	38
Cars	10	11

Operating Cost of Fleet

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: Aaron Utrecht, Senior General Services Specialist

Purpose of the Measure:
This measure tracks the operating cost of MoDOT's diverse fleet. This includes all classes of fleet broken down by Lighty Duty, Dump Trucks, Other Fleet and Stripers. Lighty Duty fleet contains cars, pickups, utility trucks, vans, and 1-ton trucks. Other Fleet contains heavy equipment such as tractors, loaders, distributors, and excavators.

Measurement and Data Collection:
All fleet units in an active or excess status as of the last day of the current quarter are included in this report. The units are separated into four categories:
- Light Duty (passenger cars, pickups, utility trucks, vans, and light duty 1-ton trucks)
- Heavy Duty Snow Truck (single and tandem axle trucks capable of being used for Winter Ops)
- Other Fleet (backhoes, loaders, stripers, skid steers, dozers, forklifts, motor graders, aerial units, drills, rollers, cranes, excavators, distributors, and sweepers)
- Stripers

Data reflects the operating cost of MoDOT units in fuel, repairs, labor, benefits, and miscellaneous costs. Cost data is collected in the statewide financial system. Fleet data is collected from the FASTER fleet management system. This measure is updated quarterly.

Improvement Status:
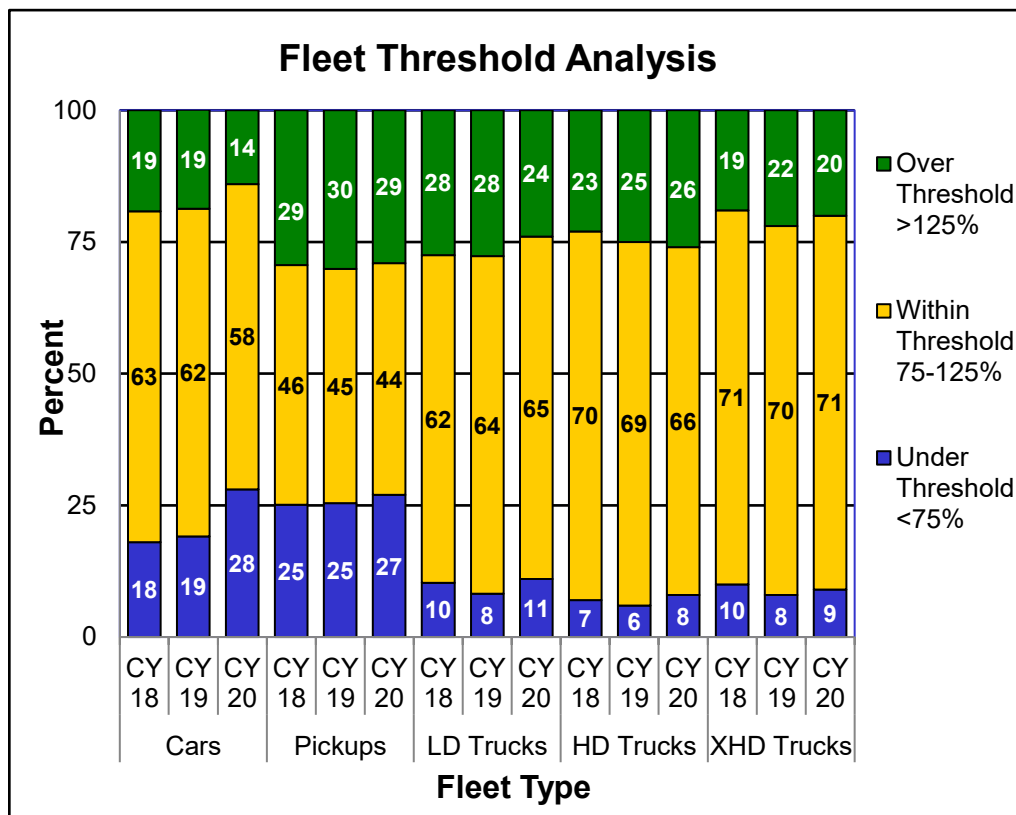Through the third quarter of FY2021, overall costs are mostly down compared to FY2020. From FY2017 to FY2020, operational costs, not factoring fuel cost, have increased except for stripers. Dump trucks increased 14%, Light Duty increased 18%, Other Fleet increased 5% and Stripers decreased 5% per mile. According to the Bureau of Labor and Statistics, the consumer price index inflation factor increased 8% for the same time period.

Light Duty

Cost per Mile

(31,424,170)	(30,682,878)	(30,889,413)	(28,943,439)	(18,722,980)
$0.25	$0.28	$0.28	$0.27	$0.28
Repairs $0.11	$0.12	$0.12	$0.13	$0.14
Fuel $0.14	$0.16	$0.16	$0.14	$0.14
2017	2018	2019	2020	2021 YTD

Fiscal Year

Legend: ■ Fuel ■ Repairs

Desired Trend: ↘

(x) = Total Miles

Other Fleet

Cost per Hour

(439,814)	(436,858)	(434,244)	(448,498)	(320,630)
$18.31	$20.08	$20.15	$19.45	$18.09
Repairs $13.54	$14.50	$14.19	$14.22	$13.86
Fuel $4.77	$5.58	$5.96	$5.23	$4.23
2017	2018	2019	2020	2021 YTD

Fiscal Year

Legend: ■ Fuel ■ Repairs

Desired Trend: ↘

(x) = Total Hours

Stripers

Cost per Mile

	2017	2018	2019	2020	2021 YTD
(Total Miles)	(192,888)	(198,569)	(195,546)	(198,914)	(181,235)
Total	$3.42	$3.54	$3.57	$3.36	$2.11
Repairs	$2.65	$2.65	$2.58	$2.51	$1.60
Fuel	$0.77	$0.89	$0.99	$0.85	$0.51

District

Fuel

Repairs

Desired Trend:

(x) = Total Miles

Asset Management Plan for Fleet

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: Jared Hardwick, General Services Specialist

Purpose of the Measure:
This measure tracks the number as well as the overall percentage of vehicles purchased identified on the Asset Management Plan list that is compiled annually in November.

Measurement and Data Collection:
Executed fleet purchase orders for vehicles and equipment identified for replacement on the Asset Management Plan and those not listed on the plan are included.

There can be various reasons why a unit is purchased where replacement was not listed on the Asset Management list for the current fiscal year. Reasons may include wrecked units, units in need of repairs where the cost exceeds the value of the unit, or new purchases as district operations change. This measure is updated quarterly.

Improvement Status:
81 fleet purchases were performed during the 3rd quarter of FY21.

Non-Asset Management Plan Purchases
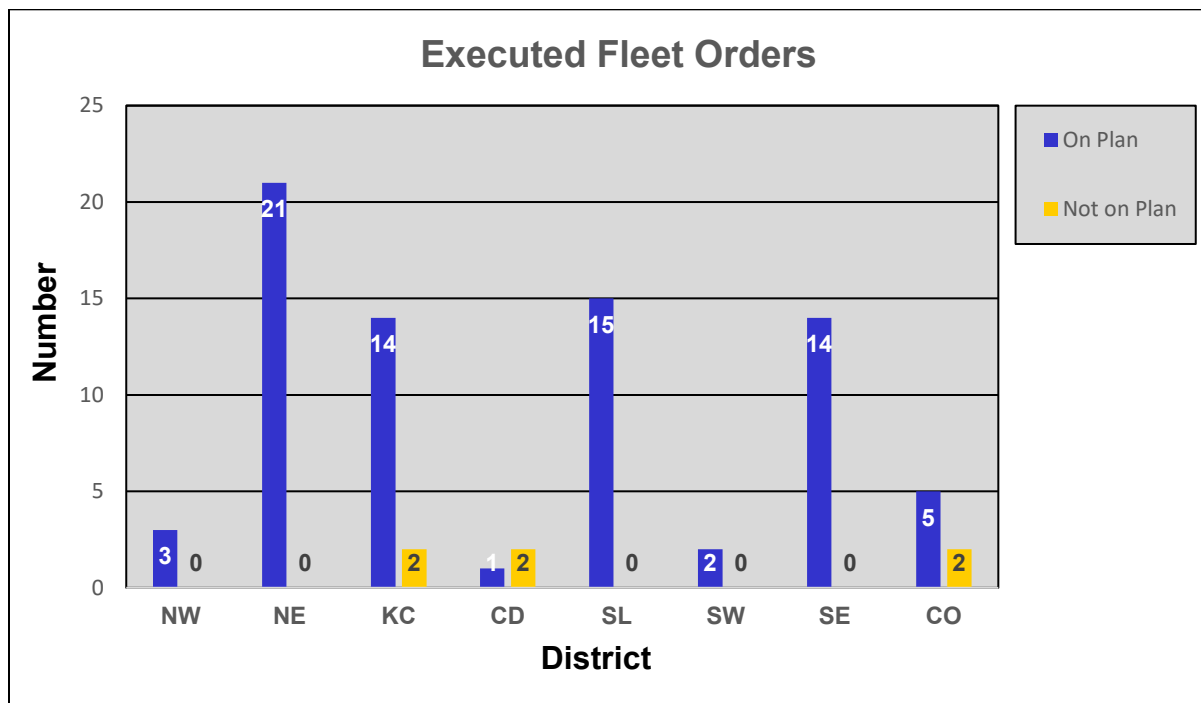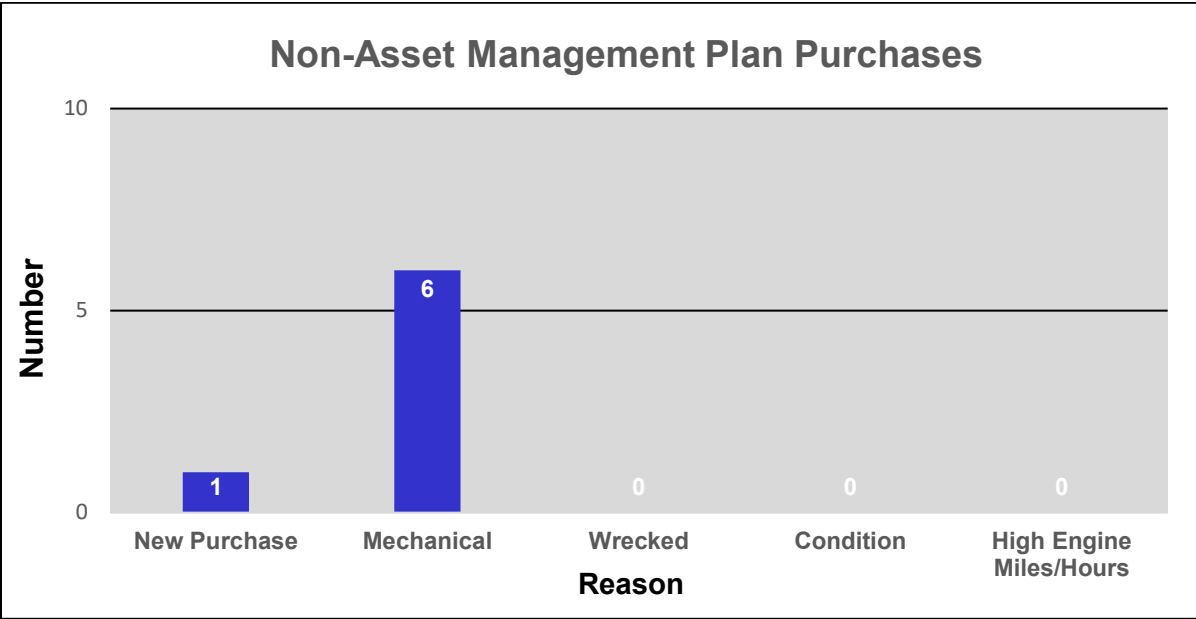
Average Days to Prepare Fleet for Service

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: John Hayden, Equipment Technician Support Specialist

Purpose of the Measure:
This measure tracks the average number of calendar days it takes to place a fleet item into service from the day it is delivered so best practices can be identified and duplicated.

Measurement and Data Collection:
The number of days to prepare fleet is calculated by the difference between the acquisition date and the in-service date. The acquisition date is defined as the date MoDOT takes receipt of the asset and in-service date is the date the asset has been prepped and is available for use.

Prepping a vehicle to be placed in service includes tasks such as placing decals, license plates, and first aid kits on or within the unit. Additionally, some units require extensive preparation and need attachments such as truck-mounted attenuators, plows, utility beds or aerial devices to be installed before they can be utilized in the field. Radios are also installed in many vehicles and require tutorial programming in order to operate.

Information is obtained from the FASTER fleet management system. This measure is updated quarterly.

Improvement Status:
There were 13 light duty units delivered for an average of 23 days to get placed in service. Twentty-nine specialized units were delivered for average of 6 days. We had 23 dump trucks delivered in the third quarter for an average of 11 days.

Average Calendar Days to Put Fleet into Service
Light Duty (Cars, Pickups, Vans, etc.)

Legend:
- 4th Qtr FY20
- 1st Qtr FY21
- 2nd Qtr FY21
- 3rd Qtr FY21

Y-axis: Days (0–70)

X-axis: District — NW, NE, KC, CD & CO, SL, SW, SE

Data:
- NW: (4) 4, (4) 4, (1) 1, (4) 8
- NE: (6) 12, 0, 0, 0
- KC: 0, (7) 11, 0, 0
- CD & CO: (5) 12, (6) 7, (3) 3, 0
- SL: (16) 10, (3) 9, 0, (3) 49
- SW: (5) 7, (2) 9, (2) 13, (1) 16
- SE: (11) 5, (6) 9, (13) 5, (5) 18

Desired Trend: (downward arrow)

(x) = Number of units

Target 10 Days

Average Calendar Days to Put Fleet into Service
Snow Truck Fleet

Legend:
- 4th Qtr FY20
- 1st Qtr FY21
- 2nd Qtr FY21
- 3rd Qtr FY21

Y-axis: Days (0–50)

X-axis: District — NW, NE, KC, CD & CO, SL, SW, SE

Data:
- NW: 0, 0, 0, (9) 3
- NE: (1) 7, 0, 0, (10) 14
- KC: 0, 0, (14) 25, 0
- CD & CO: 0, 0, (12) 11, 0
- SL: (1) 24, 0, (12) 8, (1) 19
- SW: 0, 0, (6) 5, (2) 12
- SE: 0, 0, (14) 31, (1) 8

Desired Trend: (downward arrow)

(x) = Number of units

Target 7 Days

Average Calendar Days to Put Fleet into Service Specialized Equipment (Loaders, Aerials, Rollers, etc.)

Legend:
- 4th Qtr FY20
- 1st Qtr FY21
- 2nd Qtr FY21
- 3rd Qtr FY21

Desired Trend: ↘

(x) = Number of units

Target 9 Days

X-axis (District): NW, NE, KC, CD & CO, SL, SW, SE

Y-axis (Days): 0 to 50

Data values by district:

- NW: (3) 2, 0, 0, (6) 2
- NE: (1) 4, 0, 0, (11) 3
- KC: (2) 12, (3) 32, 7, 0
- CD & CO: (2) 5, 0, (4) 6, (15) 8
- SL: (3) 7, 0, 7, (2) 14 (1)
- SW: (13) 8, 0, 0, (1) 7
- SE: (13) 5, (7) 11, (1) 13, (4) 3
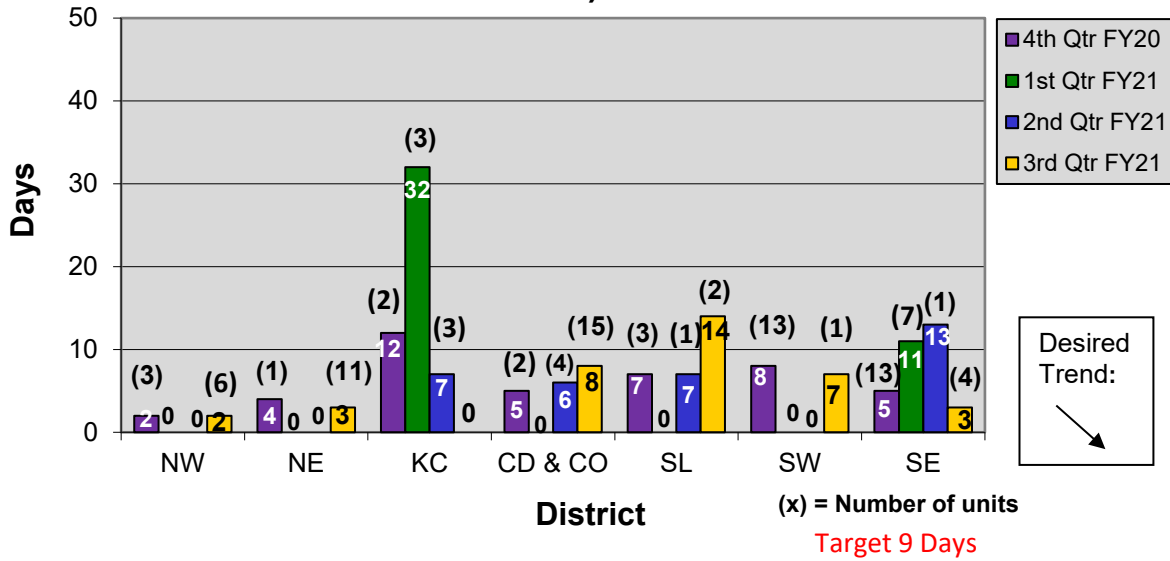
Average Days to Complete Fleet Purchase Orders

Result Driver: Amy Niederhelm, Central Office General Services Manager
Measurement Driver: Jared Hardwick, General Services Specialist

Purpose of the Measure:
This measure tracks the average number of calendar days it takes to issue a fleet purchase order from the day it is entered into the Fleet Request System (SharePoint) to ensure timely execution.

Measurement and Data Collection:
Data below reflects the 3rd quarter only in Fiscal Year 2021. Data is collected through the Fleet Purchasing Request databases in SharePoint. The information reflects when a request order is entered by the district, reviewed by Central Office Fleet and completed by Central Office Procurement.

Improvement Status:
This is a new measure implemented in 3rd quarter FY2020. The goal is to decrease the amount of days it takes to issue fleet purchase orders from districts by Central Office. There was a total of 81 purchase orders issued statewide with an average of 15.3 days statewide.

Percent of Contracted Capital Asset Preservation (CAP) and Capital Improvement (CI) Projects (over $25,000) – Delivered on Time

Result Driver: Levi Woods, General Services Manager
Measurement Driver: Kevin Griep, Senior General Services Specialist

Purpose of the Measure:
This quarterly measure tracks the percentage of contracted capital improvement projects over $25,000 completed on time. This will help improve coordination between contractors and in-house forces to deliver projects as planned. A contracted project is a contract over $25,000 that includes construction or installation services.

Measurement and Data Collection:
A project is on time if it is completed by the commitment date established in the contract. Adjustments to the completion date are made when additional work is required or for unusual weather occurrences. It indicates MoDOT's ability to complete projects by the agreed upon date.

Improvement Status:
Eleven projects were completed as of March 31, 2021. Ten projects were completed on time. Below is the one project not completed on time:

- SE – Doniphan Mechanic Building – Contractor did not diligently pursue the project

Capital Improvement Projects (over $25,000)

FY 2017: 91.3
FY 2018: 100.0
FY 2019: 92.7
FY 2020: 96.8
FY 2021: 90.9

Projects Completed on Time

Desired Trend: ↗
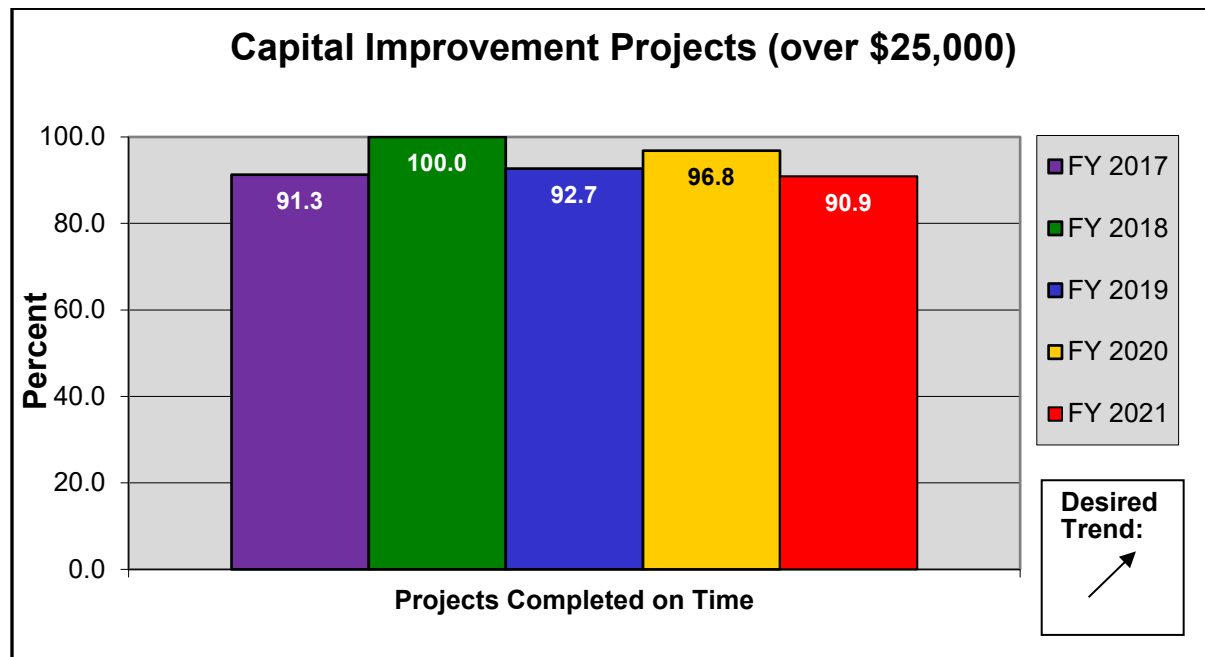
Managing Our Assets - Facilities

Percent of Change for Finalized Contracts

Result Driver: Levi Woods, General Services Manager
Measurement Driver: Kevin Griep, Senior General Services Specialist

Purpose of the Measure:
This facility measure tracks the percentage difference of total construction payouts to the original contract award amounts. This indicates the percent of changes to the original contracts made after they are awarded to the contractor.

Measurement and Data Collection:
Contractor payments are processed in the financial management system. Change orders document the under-run or over-run of the original contract cost. This is a quarterly measure.

Improvement Status:
Facilities Management's performance of 0.09% for FY2021 is within the target range of +/- two percent. By limiting overruns on contracts, Facilities Management can deliver more projects, leading to an overall improvement of the entire facility inventory. The following finalized projects had overruns exceeding 2 percent:

- SL District Office Hydralic Elevator North – increase for wraping new stainless elevator car doors and polishing existing stainless cab doors on the inside. (Programmed $65,442 – Total Cost $67,301)
- SL District Office Hydralic Elevator South – increase for wraping new stainless elevator car doors and polishing existing stainless cab doors on the inside. (Programmed $65,442 – Total Cost $67,301)

Percent of Change for Finalized Contracts
Total Contractor Payment vs. Award Amount

Capital Asset Preservation (CAP) and Capital Improvement (CI) Projects - Programmed Cost Compared to Final Cost

Result Driver: Levi Woods, General Services Manager
Measurement Driver: Aaron Chambers, Senior General Services Specialist

Purpose of the Measure:
This measure determines how close total project completion costs are to the programmed costs. The programmed cost is considered the budget. It helps us examine trends in the cost of construction materials and services, programming projects, and in developing estimates that represent the actual cost of capital construction.

Measurement and Data Collection:
The ideal status is no deviation in the original estimated cost of projects and total cost.

Improvement Status:
Funding not required to award contracts is available to meet other statewide needs, allowing the greatest number of projects to be constructed with the funding available. Among the factors impacting the difference between the programmed project cost and final project cost are competition among contractors, material and labor cost fluctuations, and contract change orders. For FY2021, 88 projects had been completed at a cost of $3,581,688. This represents a deviation of -0.49 percent or $17,682 less than the programmed cost of $3,599,370.
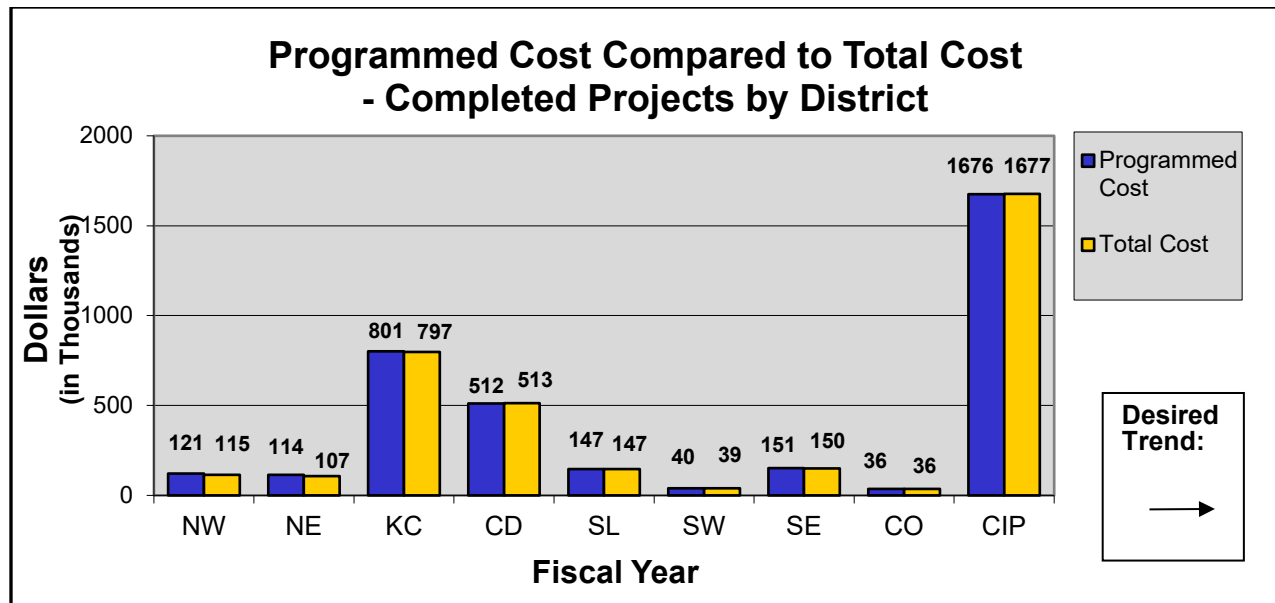
September 2020   GS Division Tracker – 13

Programmed Cost Compared to Total Cost
- Completed Projects by District

Legend:
- Programmed Cost
- Total Cost

Desired Trend: →

Data values:

District	Programmed Cost	Total Cost
NW	121	115
NE	114	107
KC	801	797
CD	512	513
SL	147	147
SW	40	39
SE	151	150
CO	36	36
CIP	1676	1677

Y-axis: Dollars (in Thousands) — 0, 500, 1000, 1500, 2000

X-axis: Fiscal Year

Capital Asset Preservation (CAP) and Capital Improvement (CI) Projects – Number of In-progress and Completed Projects Compared to Programmed Projects

Result Driver: Levi Woods, General Services Manager
Measurement Driver: Aaron Chambers, Senior General Services Specialist

Purpose of the Measure:
This measure shows the number of projects the districts and Central Office have in progress or completed at each quarter's end. These totals represent the total number of projects programmed for the quarter or carried over from the previous fiscal year as well as projects added from the start of the fiscal year. The goal is to deliver completed projects on the original plan with minimal changes to the project plan.

Measurement and Data Collection:
"In-progress" projects are those where funds have been encumbered or expenditures have been incurred. "Completed" projects are those where all work items programmed in the facilities condition assessment database for the project have been finished and approved, and all expenditures related to the work have been charged against the job or project number. Data for this measure is collected from the district work plans and the SAMII Financial System.

Improvement Status:

All districts and Central Office have initiated and completed projects funded from the capital improvement budget. Project priority and available funding will dictate the number of programmed projects the districts and Central Office complete during the fiscal year.

Status of Facility Projects
Fiscal Year 2021

Number of Projects

Legend:
- In progress (yellow)
- Completed (blue)

District	Total programmed	PP	PA
NW	(24) / (12)	19 completed, 2 in progress	4 completed, 3 in progress
NE	(12) / (4)	9 completed, 3 in progress	1, 0
KC	(14) / (3)	11 completed, 2 in progress	1, 0
CD	(19) / (1)	3 completed, 14 in progress	0
SL	(45) / (16)	3 completed, 24 in progress	1 completed, 4 in progress
SW	(16) / (14)	5 completed, 9 in progress	10, 0
SE	(37) / (15)	19 completed, 5 in progress	2 completed, 2 in progress
CO/CIP	(24) / (10)	9 completed, 9 in progress	2 completed, 4 in progress

District

(x) = Total projects programmed
PP = Projects programmed / carried over
PA = Projects added

Desired Trend:

N/A

March 2021

GS Division Tracker – 14a

Asset Management Plan for Facilities

Result Driver: Levi Woods, General Services Manager
Measurement Driver: Ian Yoakum, Senior General Services Specialist

Purpose of the Measure:
This measure tracks the number as well as the overall percentage spent on facility CAPP projects from the Asset Management workplan that is approved prior to the start of each fiscal year.

Measurement and Data Collection:
All FY2021 projects and expenditures for facility CAPP projects listed on the Asset Management Plan and those not listed on the plan are included.

There can be various reasons why a facility project gets moved up for completion when not listed on the Asset Management list for the current fiscal year. Reasons may include damage to a facility, the useful life of the system not met, or a portion of the system needed replacing not the entire system, or a district decision to do a project. This measure is updated quarterly.

Improvement Status:
n/a

Number of Planned Facility Projects

District	On FY21 Plan	Not on FY21 Plan
NW	28	3
NE	15	1
KC	16	0
CD	16	0
SL	40	5
SW	22	1
SE	43	3
CO	9	1
CIP	5	0

Percent of Dollars Spent FY2021 on Asset Management

Stacked bar chart showing Percent on y-axis (0% to 100%) versus District on x-axis.

Legend:
- Not on FY21 Plan (yellow)
- On FY21 Plan (blue)

District	On FY21 Plan	Not on FY21 Plan
NW	86%	14%
NE	99%	4%
KC	100%	0%
CD	100%	0%
SL	60%	40%
SW	90%	10%
SE	98%	2%
CO	53%	47%
CIP	0%	

Non-Asset Management Plan Purchases

Bar chart showing Number on y-axis (0 to 15) versus Reason on x-axis.

Reason	Number
Replaced due to Damage	10
Useful life of system not met	1
District decision	3

Percent of Customers Satisfied with Rest Areas' Convenience, Cleanliness and Safety

Result Driver: Levi Woods, General Services Manager
Measurement Driver: Ian Yoakum, Senior General Services Specialist
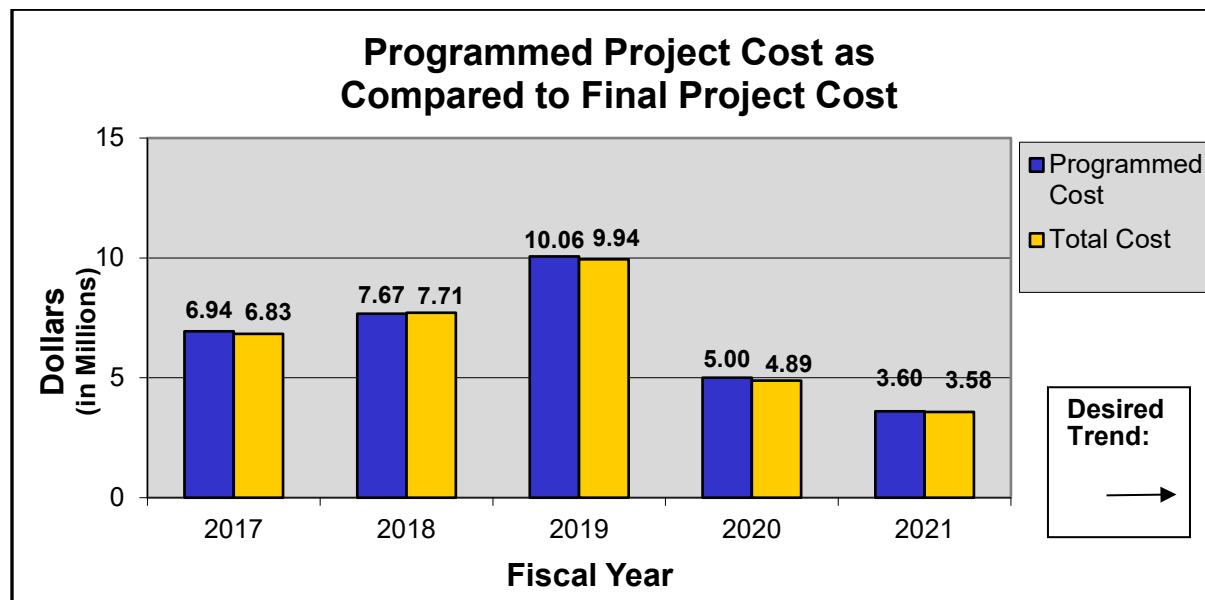
Purpose of the Measure:
This measure helps MoDOT understand and meet customer expectations concerning the convenience, cleanliness, and safety of its rest areas. This information provides insight to customer expectations related to rest area location, lighting and security, as well as overall cleanliness.

Measurement and Data Collection:
The data for this measure is collected from external sources. MoDOT receives external feedback from survey cards offered at all 22 rest areas. The survey card has a variety of questions, with three of the questions specifically targeting the convenience, cleanliness, and safety of the rest areas. As of October 1, 2016, Infrastructure Corporation of America (ICA) and Deangelo Brothers (DBI) assumed, by contract, the responsibility of maintenance for the state's rest area system. The company continues to support sheltered workshop janitorial services through its contracts with the workshops. This measure is updated quarterly.

Improvement Status:
MoDOT compiled 1,431 surveys through the 3rd quarter of fiscal year 2021. Safety scored 97% and convenience at 98%. Cleanliness is rated 92% for the year.

Percent of Customers Satisfied with Rest Areas' Convenience, Cleanliness and Safety
Statewide Average Score of Rest Area Condition by External Surveys

Number of Rest Area Surveys Received

Legend:
- 4th Quarter (purple)
- 3rd Quarter (green)
- 2nd Quarter (blue)
- 1st Quarter (yellow)

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
2018	2,143	1,922	990	1,330	6,385
2019	1,231	922	775	650	3,578
2020	1,265	3,079	984	563	5,891
2021	682	224	435		1431

Desired Trend: ↗

Managing Our Assets – Consumable Inventory

Quantity of consumable inventory on hand **No Update**

Result Driver:
Measurement Driver: Jared Hardwick, General Services Specialist

Purpose of the Measure:
This measure tracks the dollars of consumable inventory on hand. Consumable materials are those used to deliver results to customers.

Measurement and Data Collection:
Data is obtained from the statewide financial accounting system for consumable inventory quantities on hand by stock group. Each stock group will be reported at various times based on the seasonality of the materials. All stock groups will be reported this period. The Dec 31st quantities on hand are reported.

Improvement Status:
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 receiving needed service without waste.

Marking Materials on Hand

*Target (Max) Based on Annual Average Usage (for previous 2 years)
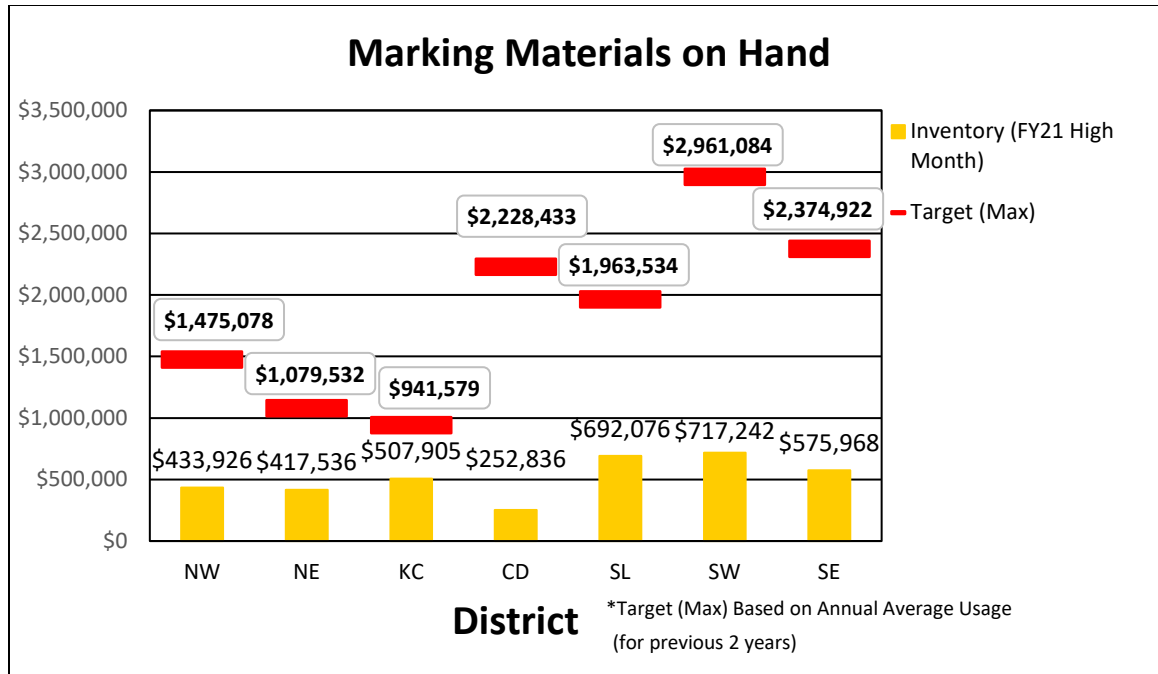
Marking Materials

	Inventory (FY21 High Month)	Target (Max)
NW	$433,926	$1,475,078
NE	$417,536	$1,079,532
KC	$507,905	$941,579
CD	$252,836	$2,228,433
SL	$692,076	$1,963,534
SW	$717,242	$2,961,084
SE	$575,968	$2,374,922

Pavement Materials on Hand

Chart: Pavement Materials on Hand

- Inventory (FY21 High Month)
- Target (Max)

District	Inventory	Target
NW	$501,261	$1,025,513
NE	$1,431,143	$4,045,310
KC	$2,268,930	$2,496,553
CD	$734,963	$712,651
SL	$179,158	$91,844
SW	$1,447,016	$3,512,319
SE	$1,714,678	$2,375,395

District

*Target (Max) Based on Average Annual Usage (for previous 2 years)
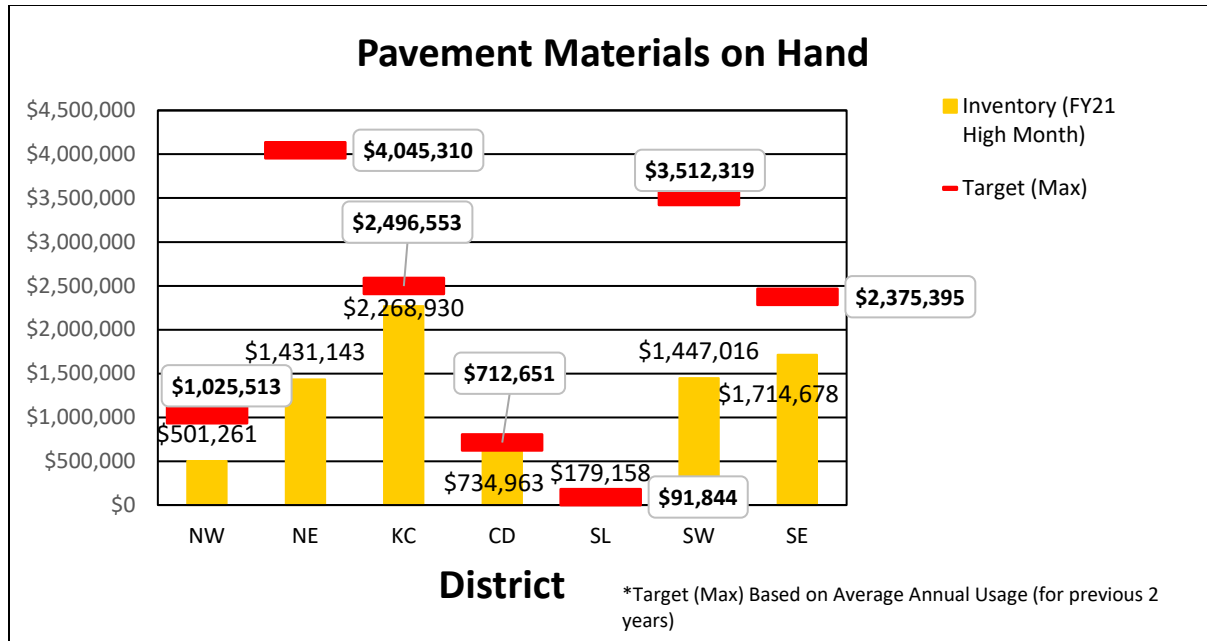
Pavement Materials

	Inventory (FY21 High Month)	**Target (Max)**
NW	$501,261	$1,025,513
NE	$1,431,143	$4,045,310
KC	$2,268,930	$2,496,553
CD	$734,963	$712,651
SL	$179,158	$91,844
SW	$1,447,016	$3,512,319
SE	$1,714,678	$2,375,395

Roadside Materials on Hand

Chart data:

District	Inventory (FY21 High Month)	Target (Max)
NW	$70,772	$40,104
NE	$176,491	$211,430
KC	$108,068	$175,976
CD	$184,498	$153,263
SL	$125,353	$138,721
SW	$188,026	$342,101
SE	$273,907	$403,333

*Target (Max) Based on Average Annual Usage (for previous 2 years)
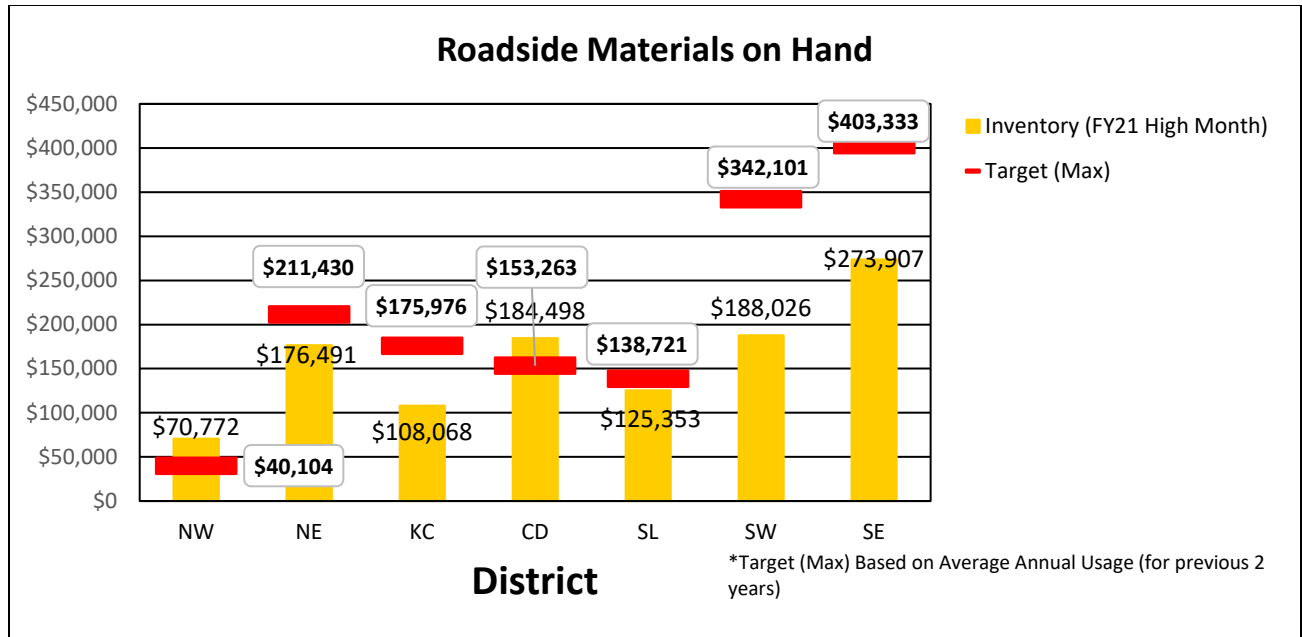
Roadside Materials

	Inventory (FY21 High Month)	Target (Max)
NW	$70,772	$40,104
NE	$176,491	$211,430
KC	$108,068	$175,976
CD	$184,498	$153,263
SL	$125,353	$138,721
SW	$188,026	$342,101
SE	$273,907	$403,333

Posts (Non-Structural) on Hand

Posts (Non-Structural)

	Inventory (FY21 High Month)	Target (Max)
NW	$67,044	$98,282
NE	$53,870	$73,024
KC	$76,239	$73,509
CD	$96,416	$107,292
SL	$40,424	$54,255
SW	$188,421	$190,110
SE	$199,942	$133,773

Petroleum Product on Hand

Chart: "Petroleum Product on Hand" — bar chart showing Inventory (FY21 High Month) in yellow bars and Target (Max) as red markers, by District.

- Legend: Inventory (FY21 High Month) — yellow; Target (Max) — red
- NW: Inventory $18,186; Target $52,081
- NE: Inventory $38,176; Target $56,445
- KC: Inventory $58,520; Target $82,348
- CD: Inventory $34,853; Target $53,278
- SL: Inventory $44,308; Target $60,246
- SW: Inventory $38,908; Target $72,142
- SE: Inventory $45,405; Target $53,627

X-axis: District
Y-axis: $0 to $90,000

*Target (Max) Based on Average Annual Usage (for previous 2 years)

Petroleum Product

	Inventory (FY21 High Month)	Target (Max)
NW	$18,186	$52,081
NE	$38,176	$56,445
KC	$58,520	$82,348
CD	$34,853	$53,278
SL	$44,308	$60,246
SW	$38,908	$72,142
SE	$45,405	$53,627

Posts (Structural) on Hand

*Target (Max) Based on Average Annual Usage (for previous 2 years)
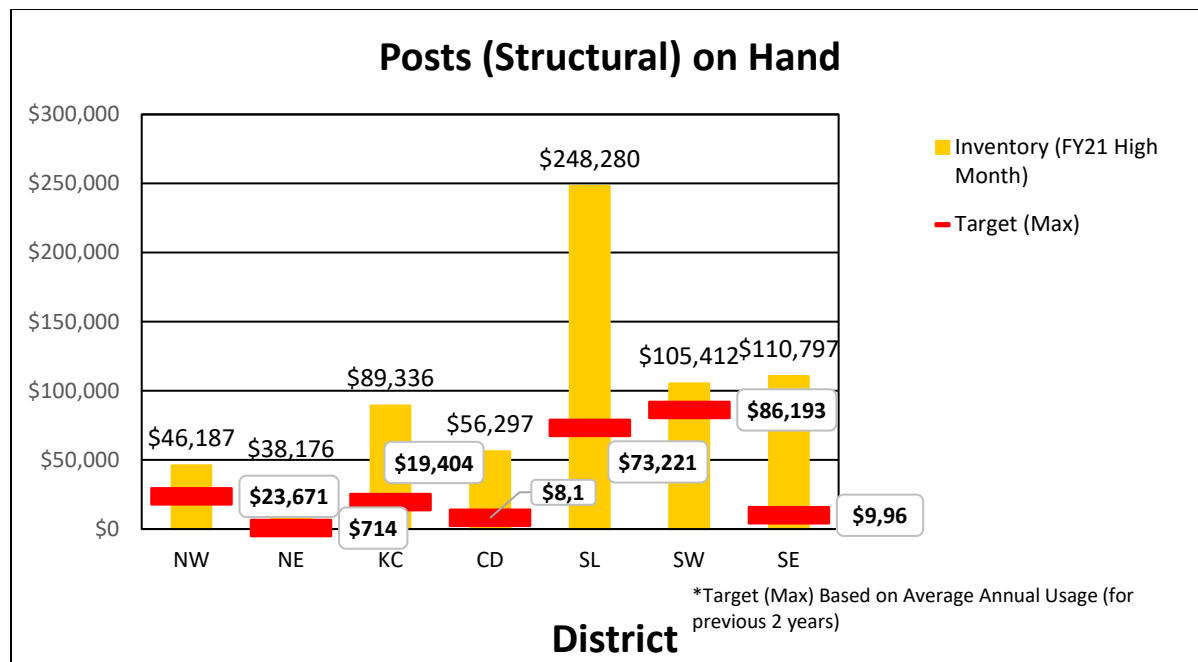
Posts (Structural)

	Inventory (FY21 High Month)	Target (Max)
NW	$46,187	$23,671
NE	$38,176	$714
KC	$89,336	$19,404
CD	$56,297	$8,106
SL	$248,280	$73,221
SW	$105,412	$86,193
SE	$110,797	$9,964

Sign Materials on Hand

Legend:
- Inventory (FY21 High Month)
- Target (Max)

Chart values:
- NW: $53,659 (Inventory), $86,279 (Target)
- NE: $129,223 (Inventory), $140,792 (Target)
- KC: $178,165 (Inventory), $210,185 (Target)
- CD: $135,883 (Inventory), $136,511 (Target)
- SL: $228,115 (Inventory), $129,856 (Target)
- SW: $257,428 (Inventory), $393,706 (Target)
- SE: $173,659 (Inventory), $145,136 (Target)

X-axis: **District**

*Target (Max) Based on Average Annual Usage (for previous 2 years)

Signs

	Inventory (FY21 High Month)	Target (Max)
NW	$53,659	$86,279
NE	$129,223	$140,792
KC	$178,165	$210,185
CD	$135,883	$136,511
SL	$228,115	$129,856
SW	$257,428	$393,706
SE	$173,659	$145,136

Winter Blades on Hand

*Target (Max) Based on Average Annual Usage (for previous 2 years)
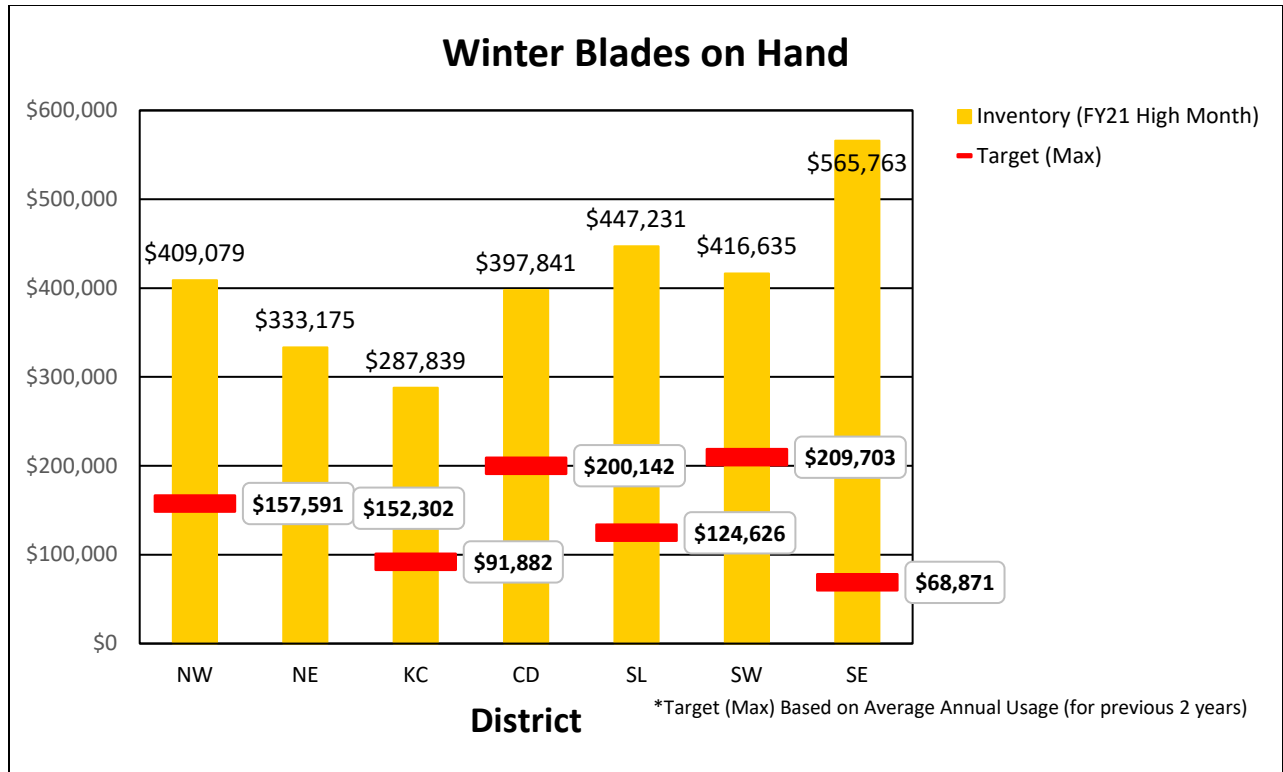
Winter Blades

	Inventory (FY21 High Month)	Target (Max)
NW	$409,079	$157,591
NE	$333,175	$152,302
KC	$287,839	$91,882
CD	$397,841	$200,142
SL	$447,231	$124,626
SW	$416,635	$209,703
SE	$565,763	$68,871

Winter Materials on Hand

$3,500,000

$3,072,742 $3,297,754 $2,966,672 $2,938,008
$2,680,502 $2,487,308 $2,202,894
$2,325,104 $2,138,157 $2,526,834 $2,066,625
$2,099,310 $1,997,822
$781,344

■ Inventory (FY21 High Month)
━ Target (Max)

*Target (Max) Based on Average Annual Usage (for previous 2 years)

District: NW, NE, KC, CD, SL, SW, SE
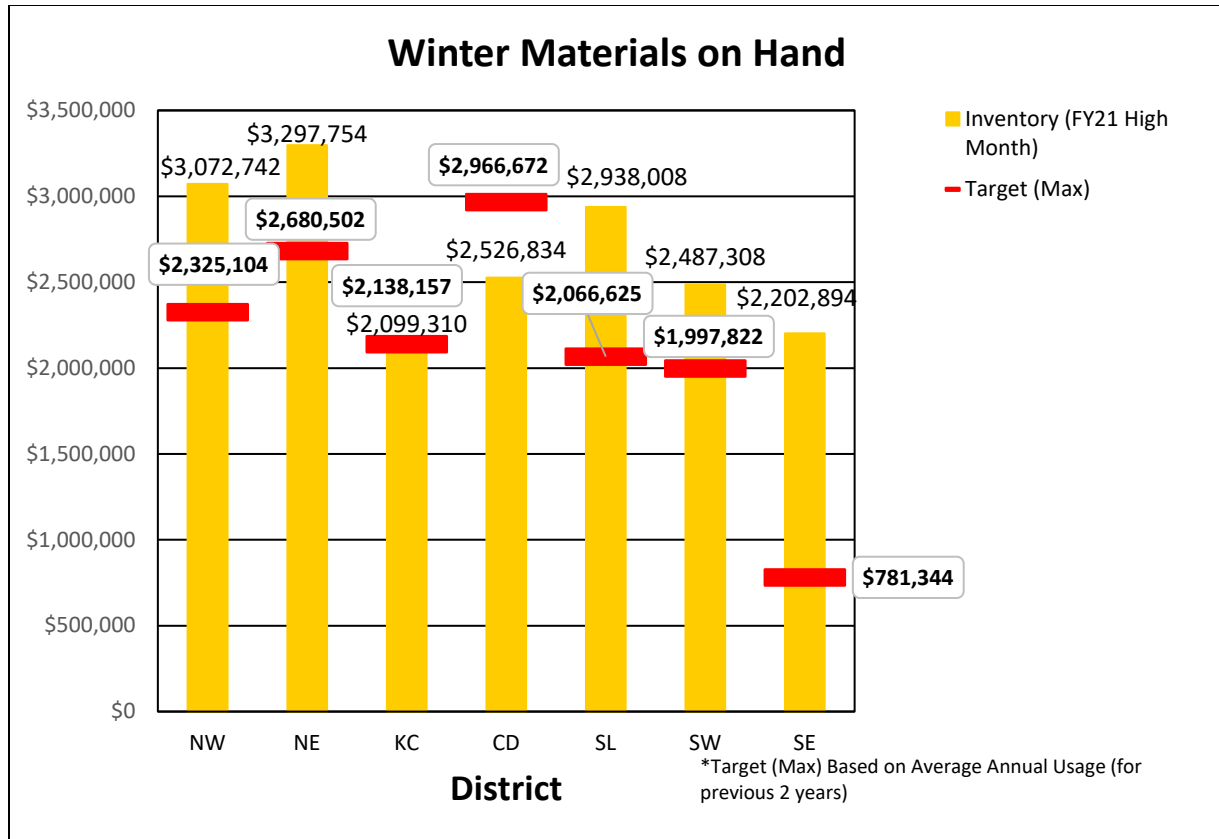
Winter Materials

	Inventory (FY21 High Month)	Target (Max)
NW	$3,072,742	$2,325,104
NE	$3,297,754	$2,680,502
KC	$2,099,310	$2,138,157
CD	$2,526,834	$2,966,672
SL	$2,938,008	$2,066,625
SW	$2,487,308	$1,997,822
SE	$2,202,894	$781,344

Bridge Materials on Hand
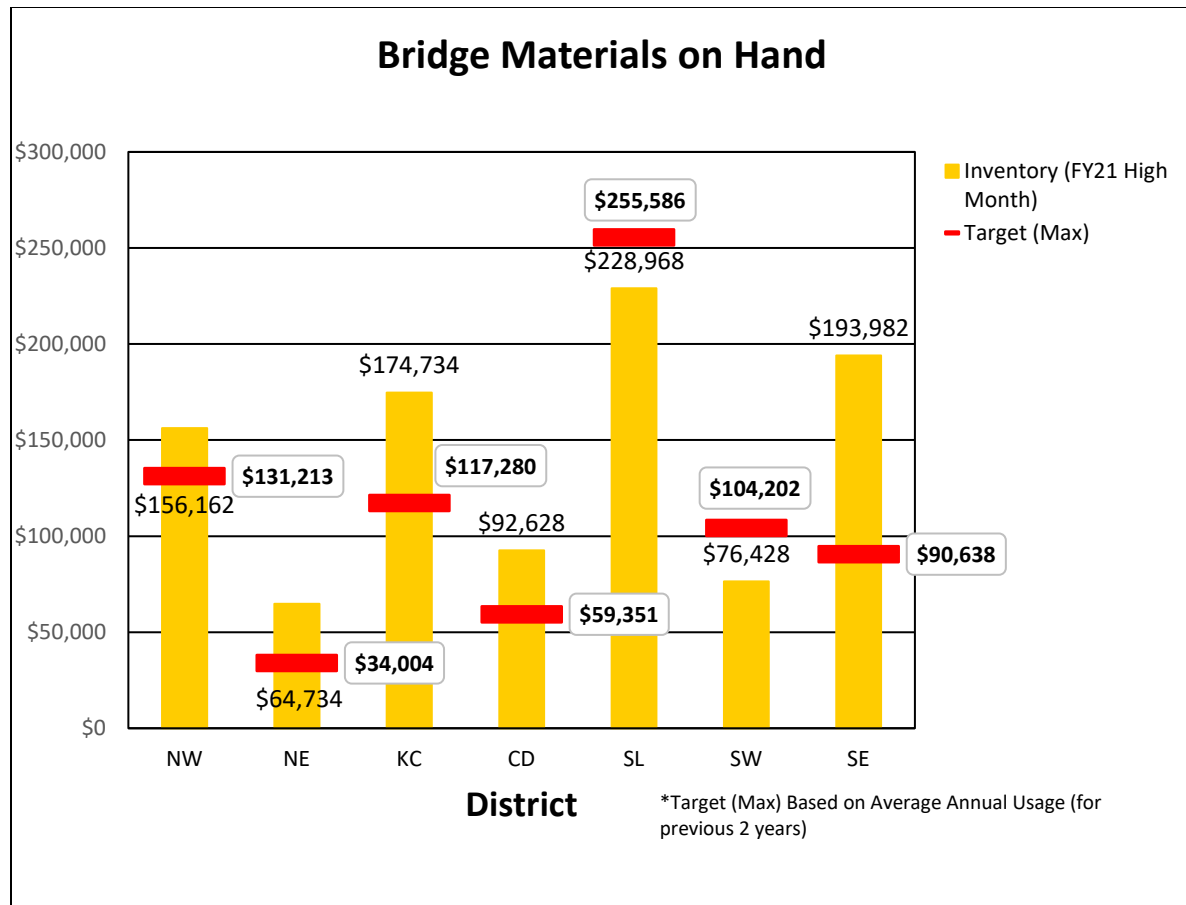
Bridge Materials

	Inventory (FY21 High Month)	Target (Max)
NW	$156,162	$131,213
NE	$64,734	$34,004
KC	$174,734	$117,280
CD	$92,628	$59,351
SL	$228,968	$255,586
SW	$76,428	$104,202
SE	$193,982	$90,638

Drainage Materials on Hand
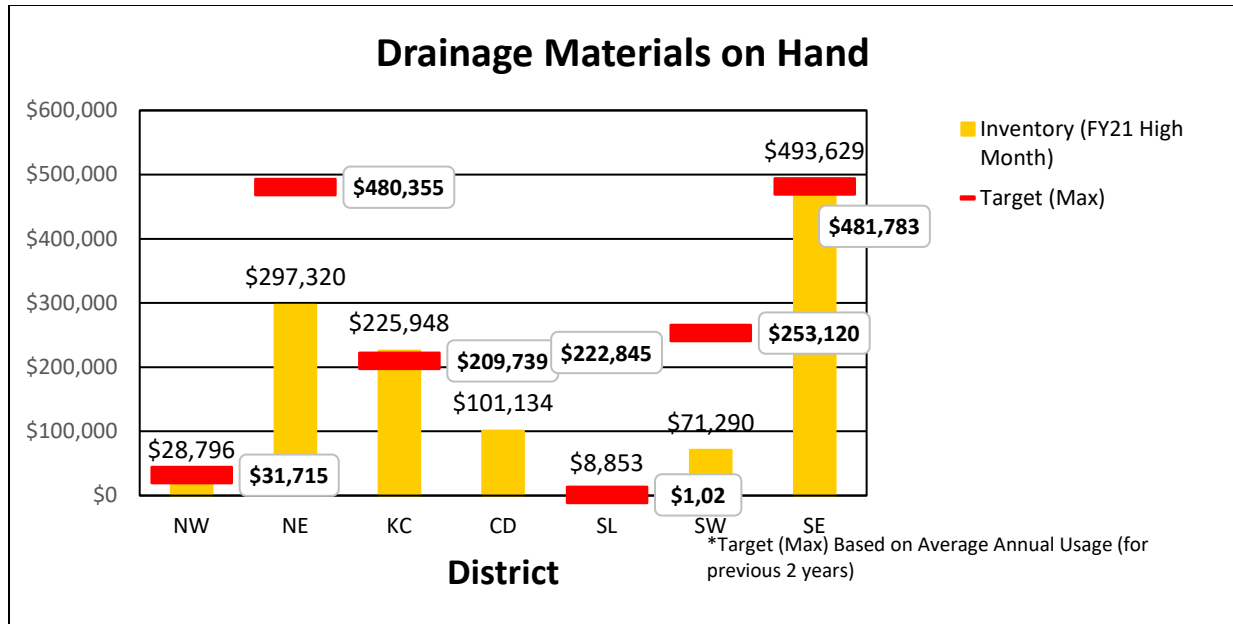
Drainage Materials

	Inventory (FY21 High Month)	Target (Max)
NW	$28,796	$31,715
NE	$297,320	$480,355
KC	$225,948	$209,739
CD	$101,134	$222,845
SL	$8,853	$1,026
SW	$71,290	$253,120
SE	$493,629	$481,783

Lighting Materials on Hand
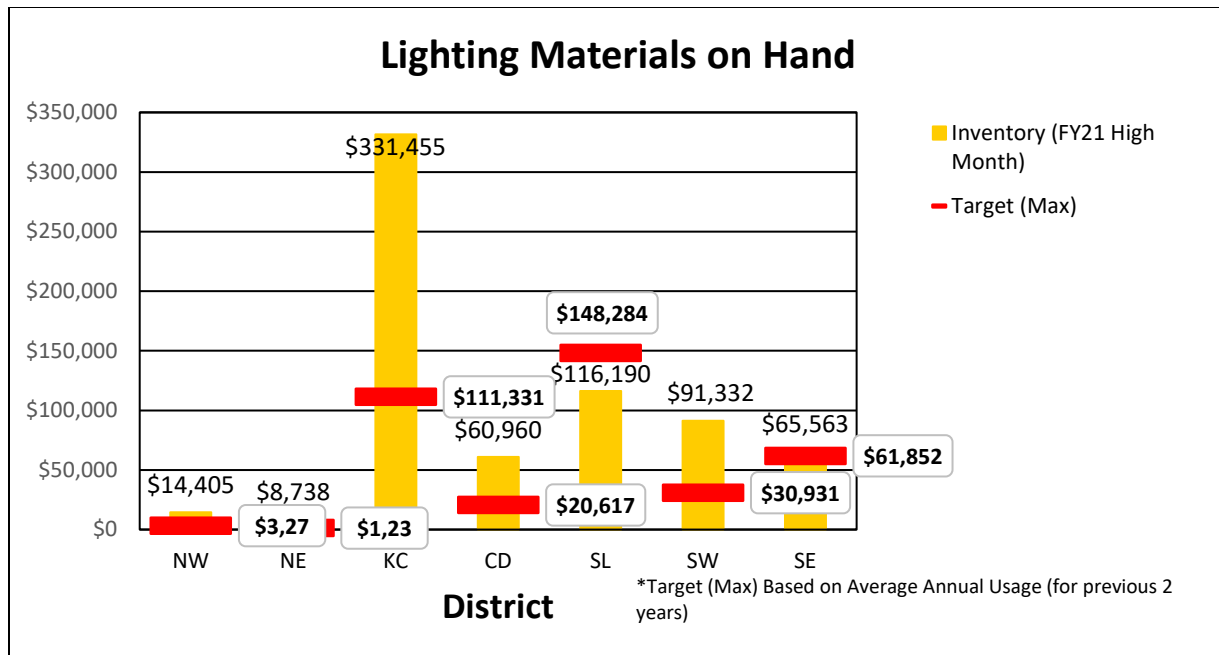
Lighting Materials

	Inventory (FY21 High Month)	Target (Max)
NW	$14,405	$3,275
NE	$8,738	$1,230
KC	$331,455	$111,331
CD	$60,960	$20,617
SL	$116,190	$148,284
SW	$91,332	$30,931
SE	$65,563	$61,852

Building Prosperous Economy – Procurement

Number of Minority, Women and Disadvantaged Vendors   **No Update**

Result Driver: Jeff Ball, General Services Manager
Measurement Driver: Lori Tackett, Intermediate General Services Specialist

Purpose of the Measure:
This measure tracks the number of women (WBE), minority (MBE), and disadvantaged (DBE) business enterprises available in our vendor database.

Measurement and Data Collection:
This measure is intended to focus on our increased vendor outreach to ensure the number of vendors available to do business with MoDOT mirror our community and diversify our spending. The data comes from the MoDOT vendor database application. Certification is through Office of Administration and the Missouri Regional Certification Committee.

Improvement Status:

Minority, Women and Disadvantaged Business Enterprises (MWDBE) Vendor Contacts and Responses   **No Update**

Result Driver: Jeff Ball, General Services Manager
Measurement Driver: Lori Tackett, Intermediate General Services Specialist

Purpose of the Measure:
This measure tracks Minority, Women and Disadvantaged Business Enterprises (MWDBE) bidding and contracting activities for non-construction contracts. It shows MoDOT's contribution toward social responsibility.

Measurement and Data Collection:
This quarterly measure is intended to focus on providing a fair and open procurement process while supporting a diverse vendor community. The data for the non-construction solicitations sent to MWDBE's is collected using the Procurement Database.

Improvement Status:
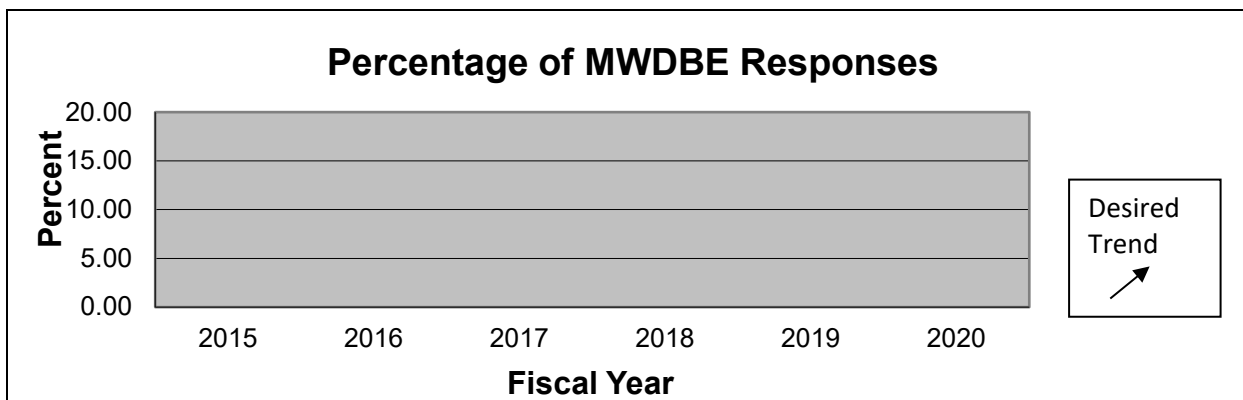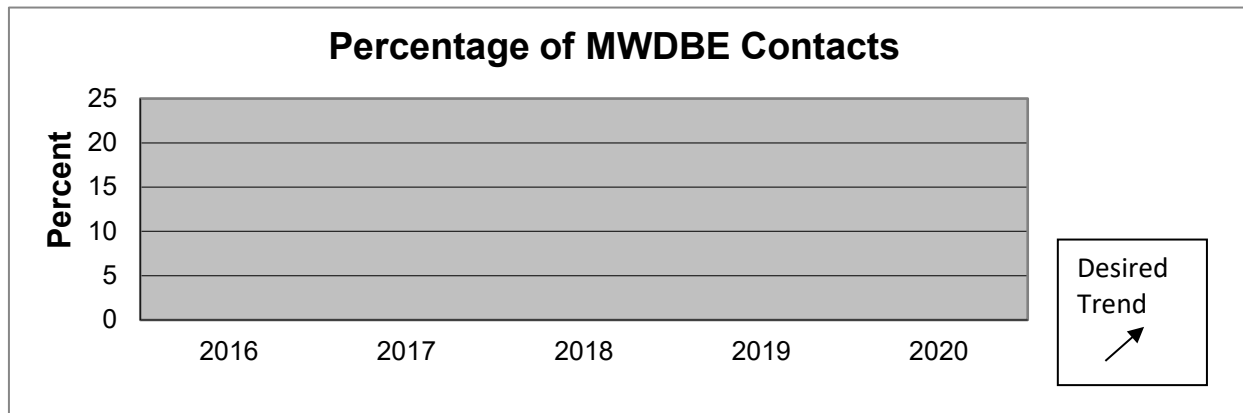
Percentage of MWDBE Contacts

Percent: 0, 5, 10, 15, 20, 25
Years: 2016, 2017, 2018, 2019, 2020

Desired Trend ↗

Percentage of MWDBE Responses

Percent: 0.00, 5.00, 10.00, 15.00, 20.00
Fiscal Year: 2015, 2016, 2017, 2018, 2019, 2020

Desired Trend ↗

Expenditures Made to Certified Minority, Women and Disadvantaged Business Enterprises

Result Driver: Jeff Ball, General Services Manager
Measurement Driver: Lori Tackett, Senior General Services Specialist

Purpose of the Measure:
This measure tracks the department's non-program spending with certified minority, women and disadvantaged business enterprises.

Measurement and Data Collection:
Data is obtained from the statewide financial accounting system expenditure reports and United Missouri Bank purchasing card reports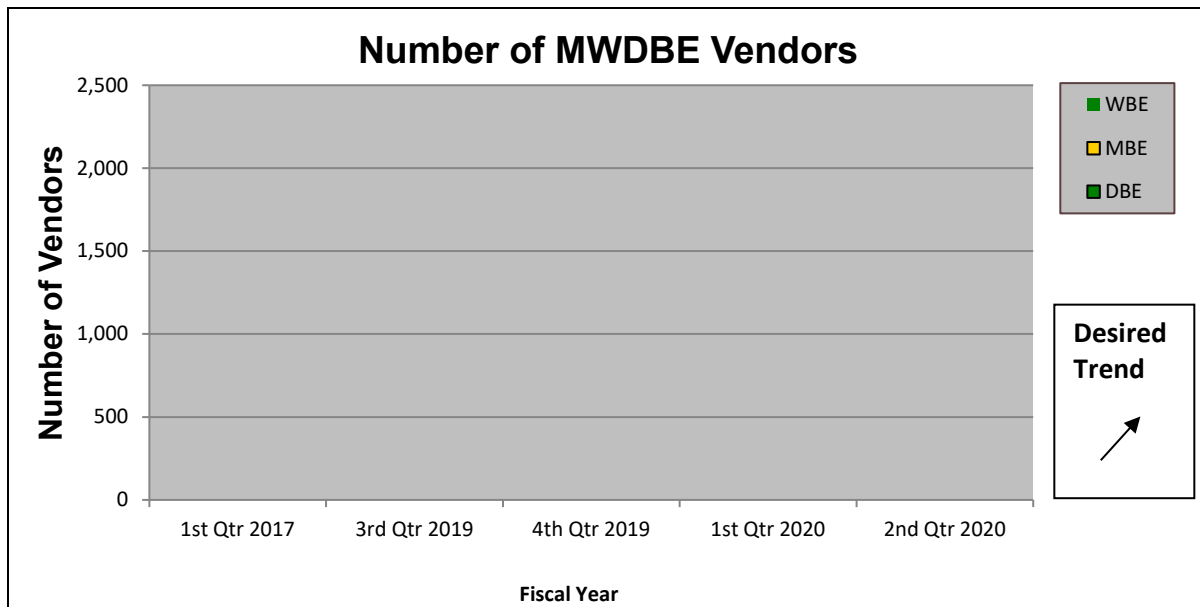. Certified vendors are maintained in a statewide procurement vendor database. Vendors may be certified through the Office of Administration as well as the Missouri Regional Certification Committee. Included in these expenditures are items such as materials, equipment, tools and supplies. Program spending, including construction, design consultants, local agencies, highway safety and multimodal programs and exempted activities such as utilities, postage, organizational memberships, conferences and travel is excluded from total dollars spent.

The target for this measure is an average of the availability percentage of minority-owned and women-owned businesses and MoDOT's most recent five-year average utilization. This target will be updated annually in October.

Improvement Status:
Ensuring MoDOT spending is reflected in all Missouri communities helps advance economic development for all business enterprises. By reviewing historical data, opportunities for improvement are identified. These improvement efforts include training staff who have procurement authority and reaching out to minority, women and disadvantaged business enterprises to encourage them to become certified as well as focus on inclusion efforts.

Results from the third quarter of fiscal year 2021 show an increase of $700,000 in MWDBE expenditures compared to the third quarter of FY 2020. The percentage of MWDBE expenditures to total expenditures also increased 1.2% from 4.8% to 6.0%.

This measure will continue to track the department's efforts to ensure the vendor pool is representative of the business community as a whole, including MWDBE firms.
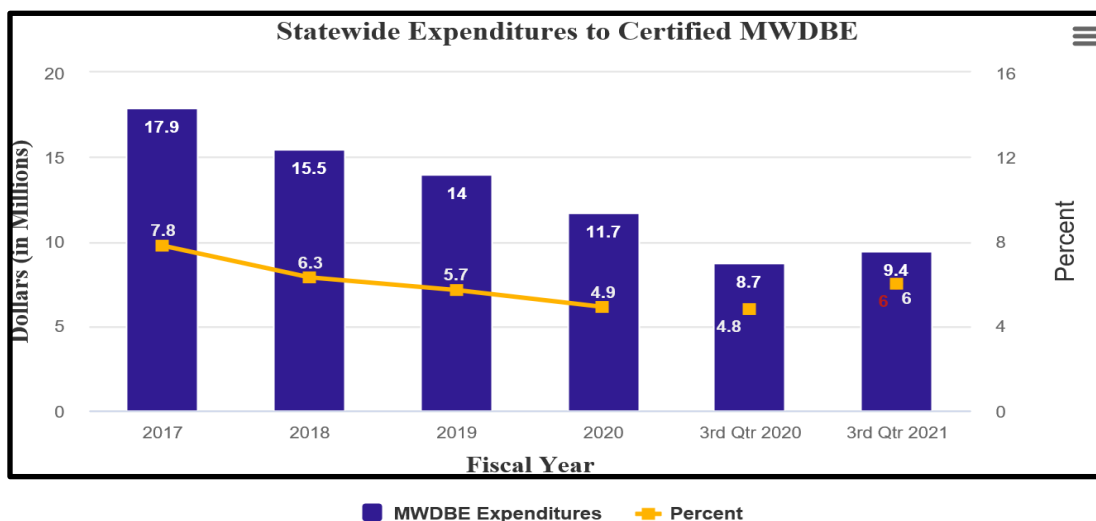
Target: 6.0%

HIGHWAY SAFETY & TRAFFIC DIVISION TRACKER

PERFORMANCE DATA REPORT

APRIL 2021

Missouri Department of Transportation

HIGHWAY SAFETY and TRAFFIC DTRACKER
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Keep Customers and Ourselves Safe

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Age of signal controllers and cabinets	Semi-Annual – April/October	Katy Harlan	37-39
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Percent NHTSA funds expended	Semi-Annual – April/October	Scott Jones	44
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Advanced Economic Development

Percent of minorities and females employed	Annual – April	Nicole Hood	50

Documents not in our HST DTracker, but require district maps to be included in the supplement sharepoint folder: Number of fatalities and serious injuries (MAP-21) by district and Number of fatalities and crashes in work zones by district.

Keep Customers and Ourselves Safe

Percent of Safety Belt/Commercial Vehicle Restraint Use

Result Driver: Jon Nelson, Assistant to State Highway Safety & Traffic Engineer
Measurement Driver: Heather Luebbert, Commercial Motor Vehicle Program Manager

Purpose of the Measure:
This measure tracks trends in safety belt usage by persons in commercial motor vehicles. This data drives the development and focus of the Motor Carrier Safety Assistance Program. This plan is required annually by the Federal Motor Carrier Safety Administration and outlines key strategies to increase usage and decrease fatalities and serious injuries. In addition, this data supports the *Missouri's Blueprint ~ A Partnership Toward Zero Deaths*. This document identifies the statewide CMV initiatives which support the Missouri's ultimate Blueprint goal that no lives are lost due to a traffic crash.

Measurement and Data Collection:
Every other year in late summer/early fall, a statewide commercial motor vehicle survey is conducted throughout the state. The data collected is used to determine a commercial motor vehicle safety belt usage rate. The safety belt usage survey enables data collection from locations representative of selected roadway types based on daily travel by commercial motor vehicles. The data collection plan is the same each survey year for consistency. The overall safety belt usage rate for commercial motor vehicles observed in the survey conducted in August of 2016 was 82.8%. We strive to increase this category to the statewide usage rate of 84 percent.

Improvement Status:
Safety belt use in Missouri among commercial motor vehicle drivers increased 1.8% percent from 2014 to 2016. Missouri follows the federal CMV laws that allow for primary seat belt enforcement in commercial motor vehicles. Missouri also participates in national CMV awareness and safety campaigns such as Operation Safe Driver, Roadcheck, and Brake Safety Week.

Percent of Safety Belt/Commercial Vehicle Restraint Use (bar chart, Percent vs. Calendar Year): 2007 = 68, 2008 = 73, 2010 = 80.6, 2012, 2014, 2016. Target 84%. UNDER DISCUSSION
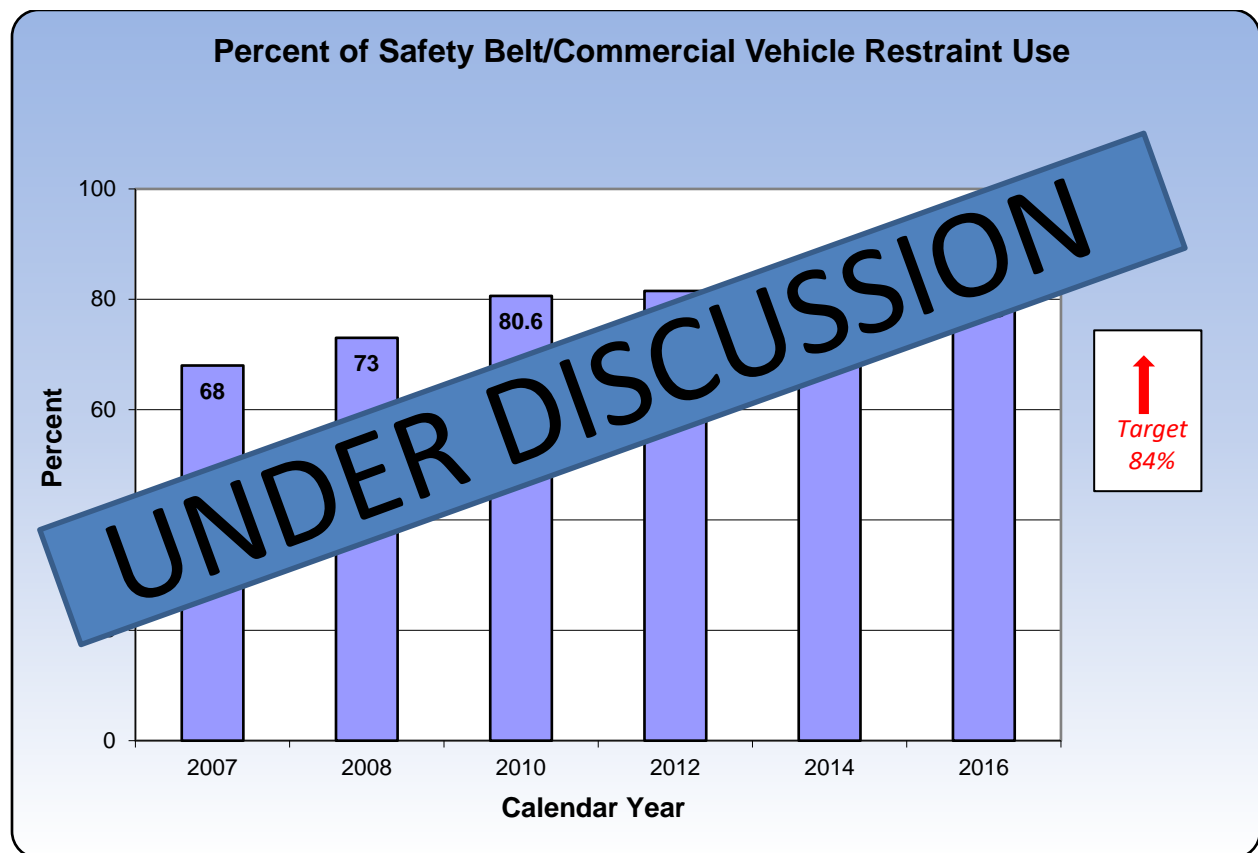
Percent of Child Safety Seats Restraint Use

Result Driver: Jon Nelson, Assistant to State Highway Safety & Traffic Engineer
Measurement Driver: Tara Van Loo, Intermediate System Management Specialist

Purpose of the Measure:
This measure tracks annual trends in child safety seat usage. This data drives the development and focus of the Missouri Highway Safety Plan. This plan is required annually by the National Highway Traffic Safety Administration and outlines key strategies to increase usage and decrease fatalities and serious injuries. In addition, this data supports the *Missouri's Blueprint ~ A Partnership Toward Zero Deaths*. Missouri's ultimate Blueprint goal is that NO lives are lost due to a traffic crash.

Measurement and Data Collection:
Highway Safety conducts surveys when funding is available, striving to complete them yearly. A statewide survey is conducted in 18 counties. The data collected at 21 sites is used to determine a child safety seat usage rate. The data collection plan is the same each survey year for consistency.

Improvement Status:
Results from the recent survey conducted in the spring of 2017, indicates that child safety seat use in Missouri has increased since the 2014 survey. Missouri's impressive usage rate is largely due to increased public awareness and child safety seat distribution to low-income families. Missouri passed a booster seat law in 2006 that requires children ages 4 through 7 to be placed in an appropriate child safety seat or booster seat. A continued effort will be made to offer several child passenger safety certification courses throughout the year as well as the distribution of child safety seats to low income families provided that funding is available.

Percent of Child Safety Seats Restraint Use

Calendar Year	Percent
2007	88.2
2008	90
2009	91
2014	91
2017	94

Desired Trend: ↗
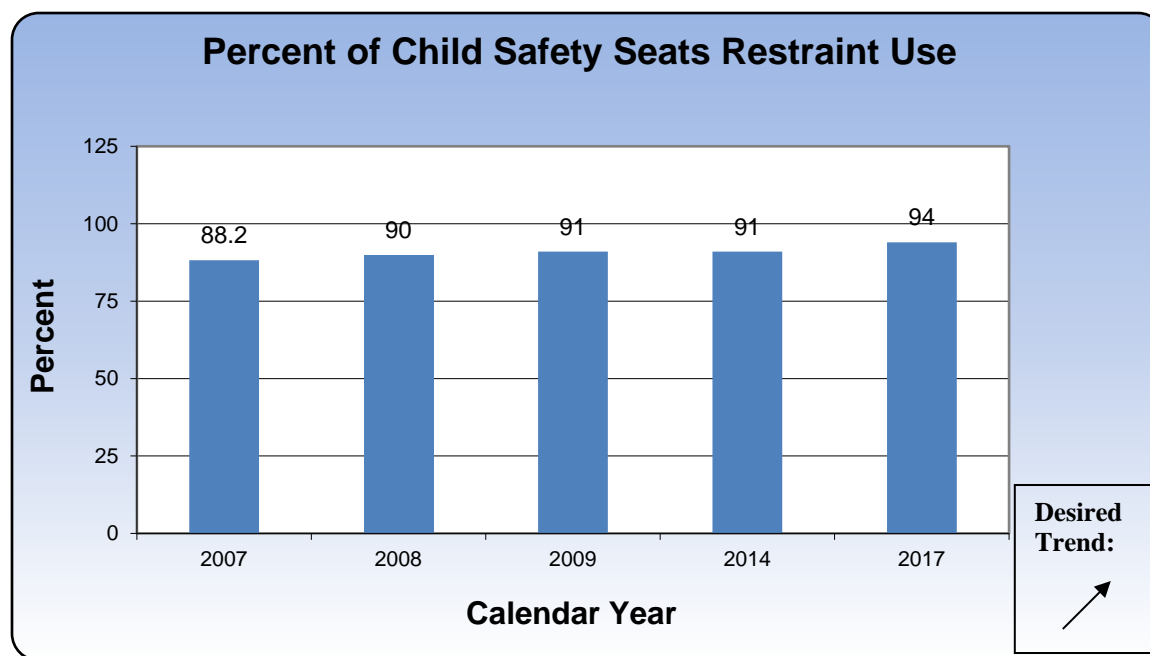
Percent of Safety Belt/Teen Restraint Use

Result Driver: Jon Nelson, Assistant to State Highway Safety & Traffic Engineer
Measurement Driver: Kacey Morgan, Senior System Management Specialist

Purpose of the Measure:
This measure tracks annual trends in safety belt usage by teen drivers. This data drives the development and focus of the Missouri Highway Safety Plan. This plan is required annually by the National Highway Traffic Safety Administration and outlines key strategies to increase usage and decrease fatalities and serious injuries. In addition, this data supports the *Missouri's Blueprint ~ A Partnership Toward Zero Deaths*. Missouri's ultimate Blueprint goal is that NO lives are lost due to a traffic crash.

Measurement and Data Collection:
A bi-annual statewide survey is conducted including each of MoDOT's seven districts. This survey is conducted at 150 high schools in 92 counties; 80 percent of the 115 counties in the state. The data collected at these sites is used to determine an annual teen safety belt usage rate. The data collection plan remains the same for consistency. For this countermeasure an interim target of 78 percent safety belt use has been established. We strive to increase this category to the statewide usage rate of 87 percent.

Improvement Status:
Safety belt use for Missouri teens remained steady between 2013 and 2015. However, the teen safety belt survey conducted by the Missouri Safety Center showed a six percent increase from 2015 to 2018. Public awareness, school activities focused on safety belt use and law enforcement participation in the Youth Seat Belt Enforcement Campaign continue to target this low usage rate population. All new drivers operate vehicles under the provisions of the Graduated Driver License (GDL) law requiring drivers and all passengers to wear safety belts and law enforcement is encouraged to strictly enforce the GDL law. Programs such as It only Takes One and TRACTION – Teens Taking Action to Prevent Traffic Crashes, focus peer-to-peer training efforts on safety belt use and First Impact educates parents about the GDL and provides parents with tools to monitor and coach their new teen driver. These programs contribute to the increase in safety belt use among teens.

Percent Of Safety Belt/Teen Restraint Use
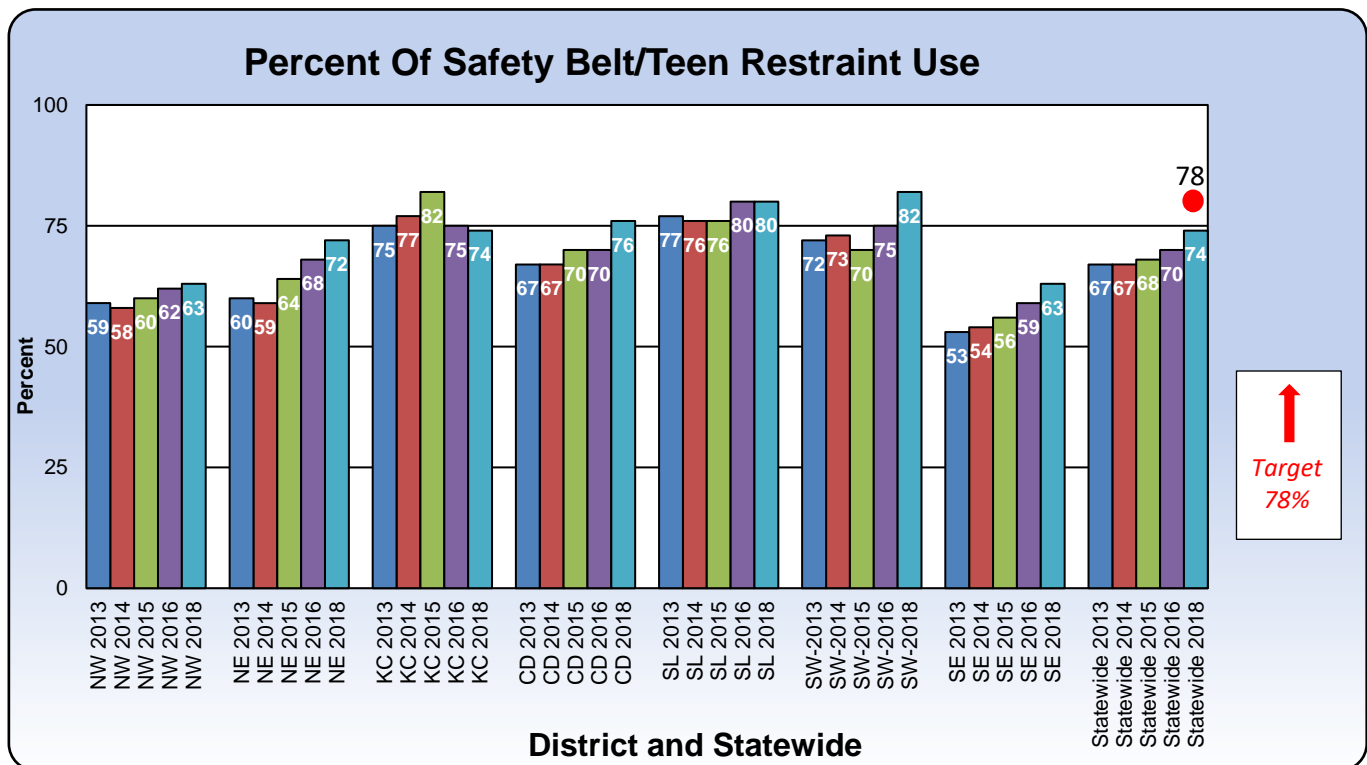
Keep Customers and Ourselves Safe

Number of fatalities and serious injuries for various focus groups

Result Driver: Nicole Hood, State Highway Safety & Traffic Engineer
Measurement Driver: Jon Nelson, Assistant to State Highway Safety & Traffic Engineer

Purpose of the Measure:
These measures track the annual trends for fatalities and serious injuries occurring on Missouri roadways. By tracking trends, the department is able to more efficiently and effectively utilize resources to improve highway safety. This data provides valuable information to help identify the key issues and potential strategies for reducing fatalities and serious injuries.

Measurement and Data Collection:
Crash data is collected by the Missouri State Highway Patrol and entered into a traffic accident record system. The record system automatically updates MoDOT's traffic management system. Crash data reports are available to law enforcement and traffic safety advocates for crash analysis through both databases. Data is collected on a quarterly basis.

Improvement Status:
Overall fatalities were up in 2020 (12% increase). Aggressive driving and unbelted fatalities continue to be the two most common factors in Missouri's fatal crashes. Speed related fatalities were up nearly 25% in 2020 as there were noticeable increases in traffic speeds throughout the state during the pandemic. Fatalities related to impaired driving and distracted driving were also up in 2020.

Pedestrian fatalities reached a record high in 2020 with 128 pedestrians being killed in crashes. While motorcycle fatalities were down slightly, this area remains a concern with the repeal of the all-rider helmet law. The full impacts of this change will not be readily known until after a full year of no helmet requirement. Finally, CMV fatalities were down in 2020. This is likely to do with less interaction with passenger vehicles given the lower traffic volumes.

Number of Fatalities — stacked bar chart of fatalities by quarter for calendar years 2016–2020, with 5-year average line.

Calendar Year	2016	2017	2018	2019	2020
Total	947	932	921	881	987
5-year average	833	854	887	910	934
4th Qtr	243	257	216	232	245
3rd Qtr	283	250	279	270	294
2nd Qtr	219	225	236	215	270
1st Qtr	202	200	190	164	178

Number of Serious Injuries

	4th Qtr	3rd Qtr	2nd Qtr	1st Qtr	5-year average	Total
2016	1,172	1,227	1,313	1,031	4,883	4,743
2017	1,200	1,364	1,284	1,038	4,759	4,886
2018	1,111	1,293	1,321	992	4,715	4,717
2019	1,094	1,314	1,152	929	4,681	4,489
2020	1,217	1,490	1,165	913	4,724	4,785

Y-axis: Number (0, 1,600, 3,200, 4,800, 6,400)
X-axis: Calendar Year

Unbelted Fatalities

Calendar Year	Unbelted Overall	Unbelted Teens (Age 13-19)
2016	396	54
2017	397	46
2018	392	38
2019	349	38
2020	434	45

Unbelted Serious Injuries

Legend:
- Unbelted Overall (red)
- Unbelted Teens (Age 13-19) (blue)

Year	Unbelted Overall	Unbelted Teens
2016	1,173	199
2017	1,190	208
2018	1,187	201
2019	1,140	188
2020	1,274	209
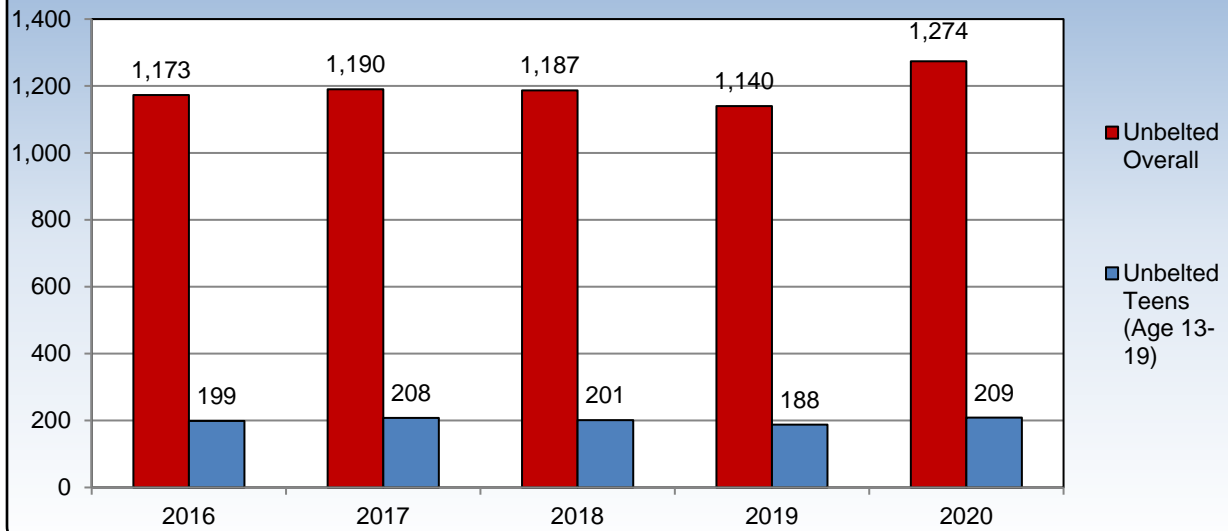
Number of Fatalities for Children 14 Years of Age and Younger

Legend (Total):
- Age 13-14 (green)
- Age 8-12 (yellow)
- Age 4-7 (purple)
- Under 4 (red)

Calendar Year	Under 4	Age 4-7	Age 8-12	Age 13-14	Total
2016	12	8	8	7	35
2017	13	7	14	4	38
2018	6	4	4	2	16
2019	7	12	9	9	37
2020	5	6	9	1	28
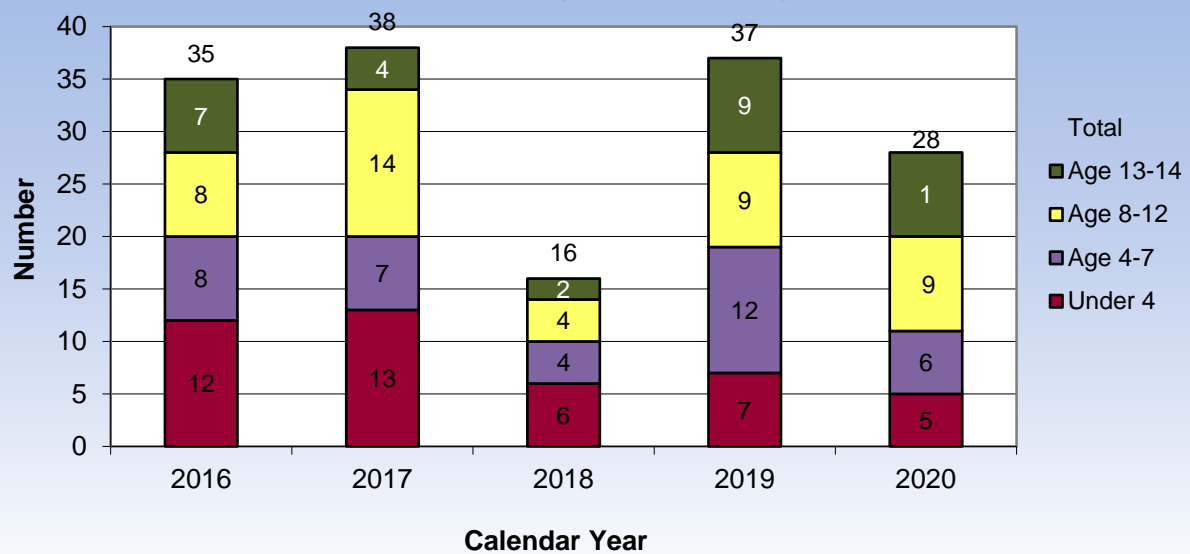
Number of Serious Injuries for Children 14 Years of Age and Younger

Total
- Age 13-14
- Age 8-12
- Age 4-7
- Under 4

Calendar Year	Under 4	Age 4-7	Age 8-12	Age 13-14	Total
2016	26	44	73	49	192
2017	20	41	63	57	181
2018	28	51	60	48	187
2019	32	35	79	42	188
2020	29	51	71	60	211

Number of Fatalities Involving Drivers Age 15 through 20 Years Old

Calendar Year	Number of Fatalities
2016	144
2017	142
2018	103
2019	115
2020	126
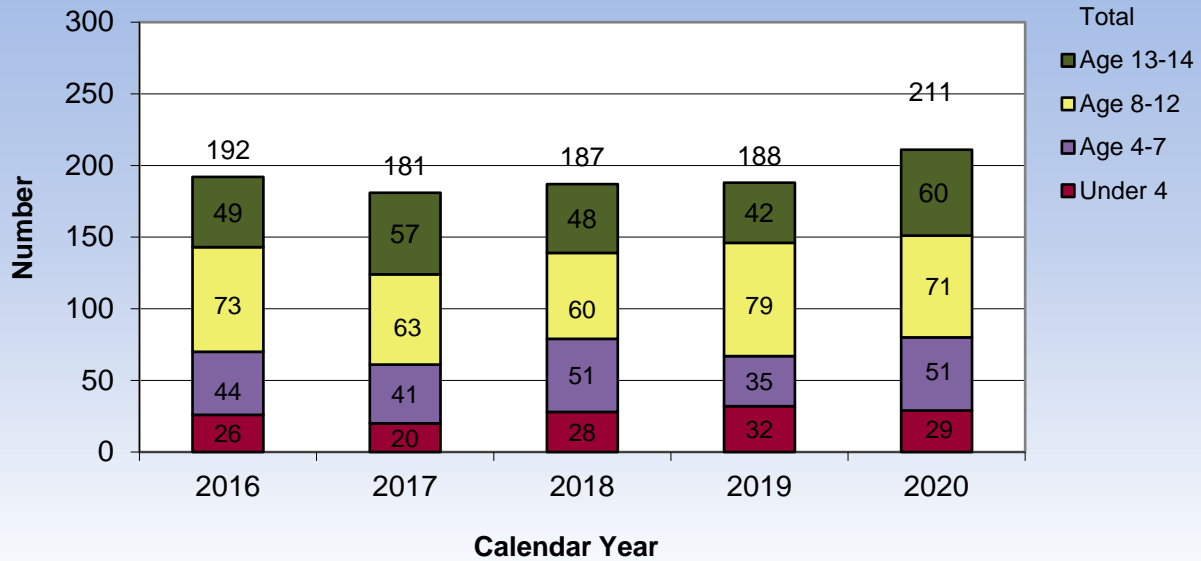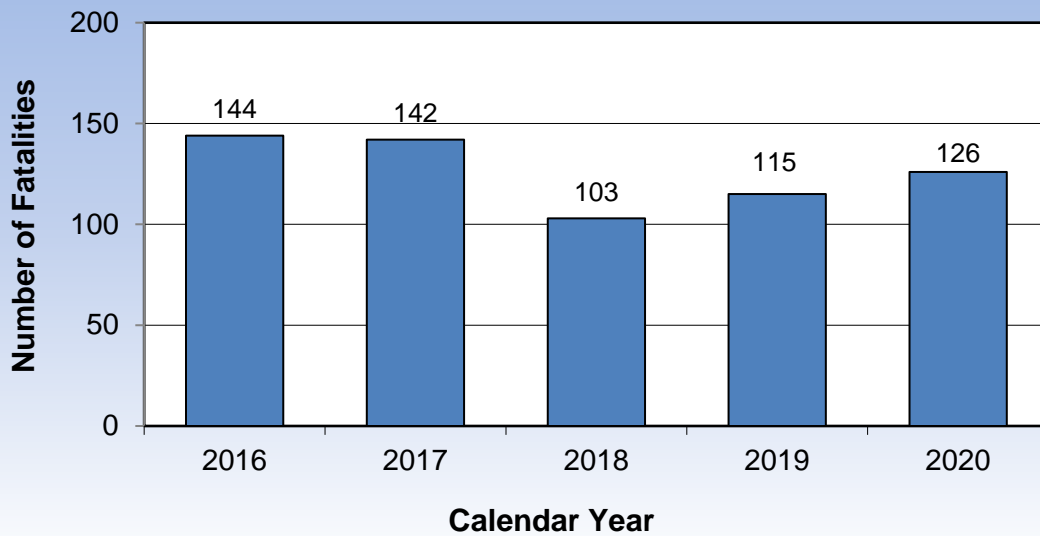
Number of Serious Injuries Involving Drivers Age 15 through 20 Years Old

Number of Serious Injuries
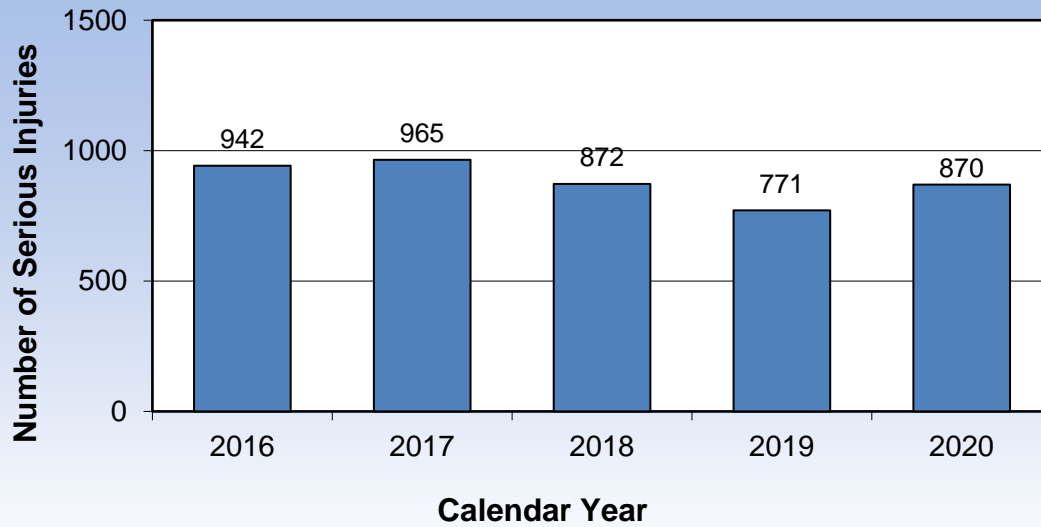
Calendar Year	Value
2016	942
2017	965
2018	872
2019	771
2020	870

Number of Fatalities Involving Drivers 21 through 25 Years Old

Number of Fatalities

Calendar Year	Value
2016	161
2017	160
2018	175
2019	145
2020	166

Number of Serious Injuries Involving Drivers 21 through 25 Years Old

Number of Serious Injuries (y-axis): 0, 500, 1000, 1500

- 2016: 955
- 2017: 927
- 2018: 898
- 2019: 846
- 2020: 834

Calendar Year (x-axis)

Number of Fatalities Involving Drivers 65 Years Old and Older

y-axis: 0, 25, 50, 75, 100, 125, 150

Year	65-75 years of age	76 and over
2016	117	100
2017	108	81
2018	121	90
2019	109	74
2020	112	69

Legend: 65-75 years of age, 76 and over

Number of Serious Injuries Involving Drivers 65 Years Old and Older

Legend: 65-75 years of age; 76 and over

Year	65-75 years of age	76 and over
2016	521	252
2017	499	260
2018	553	293
2019	481	257
220	520	225
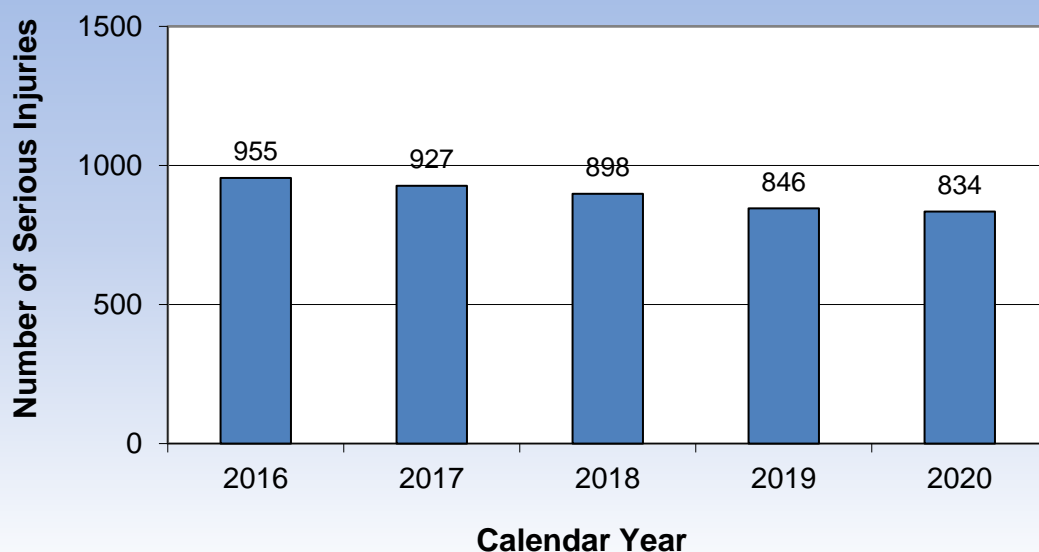
Aggressive Driving Fatalities

Legend: Aggressive Driver Involved; Speed Involved

Year	Aggressive Driver Involved	Speed Involved
2016	470	320
2017	491	338
2018	484	351
2019	462	310
2020	556	396

Aggressive Driving Serious Injuries

Aggressive Driver Involved:
- 2016: 2,133
- 2017: 2,101
- 2018: 2,048
- 2019: 1,981
- 2020: 2,133

Speed Involved:
- 2016: 1,304
- 2017: 1,322
- 2018: 1,328
- 2019: 1,300
- 2020: 1,428

Number of Fatalities Involving a Substance-Impaired Driver

Number of Fatalities by Calendar Year:
- 2016: 219
- 2017: 199
- 2018: 203
- 2019: 185
- 2020: 205

Number of Serious Injuries Involving an Substance-Impaired Driver

Number of Serious Injuries

Year	Value
2016	669
2017	608
2018	541
2019	588
2020	703

Calendar Year
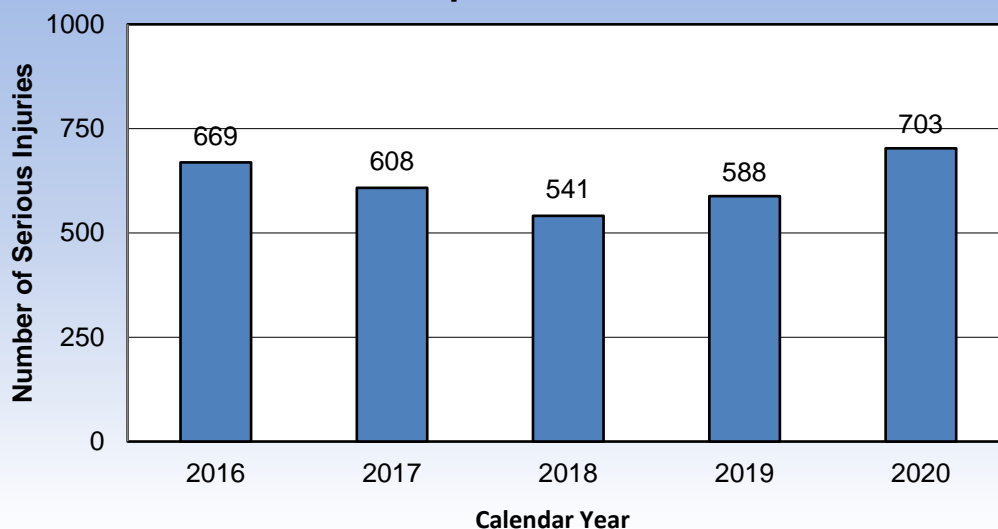
The data in both charts does not include crashes where the substance-impaired driver was driving a bicycle, motorized bicycle or unknown vehicle body type.

Number of Fatalities Involving a Substance-Impaired Driver Under 21 Years of Age
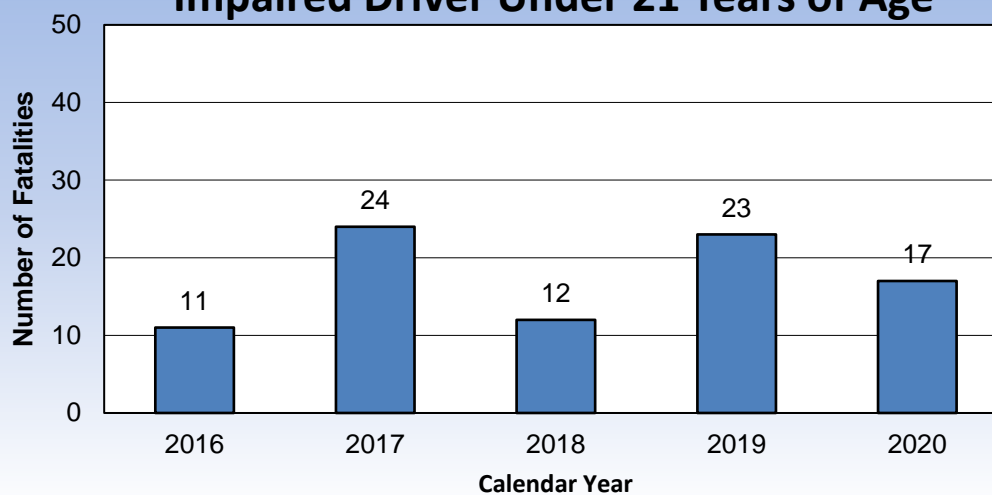
Number of Fatalities

Year	Value
2016	11
2017	24
2018	12
2019	23
2020	17

Calendar Year

Number of Serious Injuries Involving a Substance-Impaired Driver Under 21 Years of Age

Number of Serious Injuries (y-axis)

Calendar Year	Number of Serious Injuries
2016	70
2017	52
2018	48
2019	54
2020	74
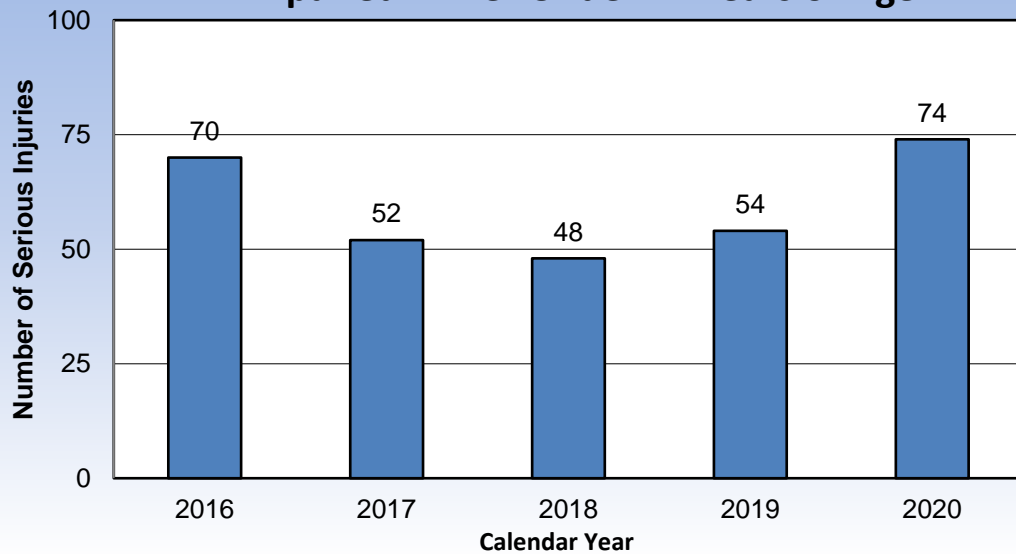
Distracted Driving Fatalities

Year	Distracted Driver Involved All Ages	Distracted Driver Involved Age 15-20
2016	97	16
2017	79	14
2018	79	5
2019	71	9
2020	81	14
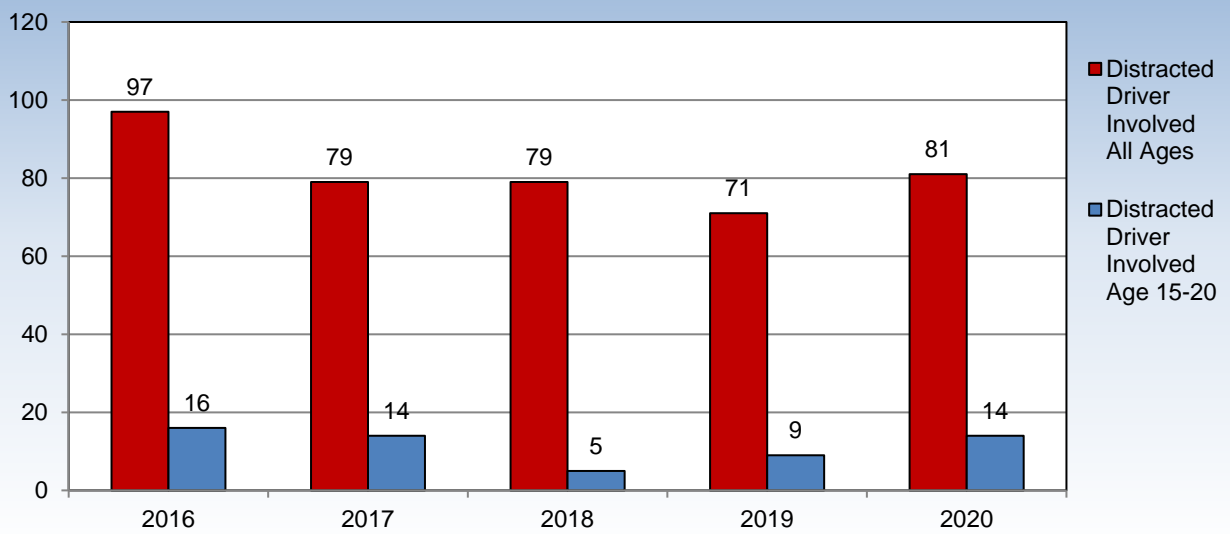
Distracted Driving Serious Injuries

Legend:
- Distracted Driver Involved All Ages (red)
- Distracted Driver Involved Age 15-20 (blue)

Year	Distracted Driver Involved All Ages	Distracted Driver Involved Age 15-20
2016	573	118
2017	640	122
2018	564	113
2019	499	95
2020	512	89

Number and Rate of Fatalities Involving
Commercial Motor Vehicles

Legend:
- Fatalities (blue)
- Crash Rate (yellow)

Calendar Year	Fatalities	Crash Rate
2016	130	1.29
2017	127	1.15
2018	147	1.33
2019	146	1.27
2020	129	1.17

Number and Rate of Serious Injuries Involving Commercial Motor Vehicles

Bar chart showing Serious Injuries and Crash Rate by Calendar Year:
- 2016: 415 (Crash Rate 4.12)
- 2017: 386 (Crash Rate 3.50)
- 2018: 408 (Crash Rate 3.70)
- 2019: 438 (Crash Rate 3.80)
- 2020: 441 (Crash Rate 4.01)

Motorcycle Fatalities & Serious Injuries

Bar chart showing Fatalities and Serious Injuries by Calendar Year:
- 2016: Fatalities 123, Serious Injuries 573
- 2017: Fatalities 115, Serious Injuries 616
- 2018: Fatalities 107, Serious Injuries 546
- 2019: Fatalities 121, Serious Injuries 514
- 2020: Fatalities 118, Serious Injuries 606

Pedestrian Fatalities & Serious Injuries

Calendar Year	Fatalities	Serious Injuries
2016	99	268
2017	98	275
2018	97	261
2019	111	311
2020	128	315

Estimated Fatal and Serious Injury Crashes Reduced Through Safety Projects

Result Driver: Jon Nelson, Assistant to State Highway Safety & Traffic Engineer
Measurement Driver: Matthew McMichael, Senior System Management Specialist

Purpose of the Measure:
While many eligible safety improvements have an influence on reducing fatal and serious injury crashes, using a data-driven approach will allow the department to maximize the benefit of each dollar invested. Nationally, accepted analysis found in the Highway Safety Manual can be utilized to determine the most cost-effective measures for each section of highway.

Traditional crash and roadway analysis methods mostly rely on subjective or limited quantitative measures of safety performance. This makes it difficult to calculate safety impacts alongside other criteria when planning projects. Data-Driven Safety Analysis (DDSA) employs a newer approach to identify high-risk roadway features and execute the most beneficial projects with limited resources to achieve fewer fatal and serious injury crashes.

The data not only helps make better decisions during the project development phase, but also helps inform the public as to what safety benefits they can expect from their investment. DDSA improvements may be implemented on a project level basis or on a program level.

DDSA is also used for systemic analysis to identify high-risk roadway features that correlate with particular crash types. Severe crashes are widely dispersed, and their location and frequency fluctuate over time. Systemic analysis identifies locations that are at risk for severe crashes, even if there is not a high crash frequency. We can apply low-cost countermeasures to those locations. The benefit is wider, but a more targeted, safety investment.

The focus of this measure will be to track how DDSA is utilized in the districts to maximize safety benefits. The measure will track the number of fatal and serious injury crashes reduced for every safety dollar invested. The Highway Safety and Traffic Division will be reviewing and prioritizing Safety projects utilizing calculated benefits during the draft Statewide Transportation Improvement Program phase. Projects in each District will be prioritized by Data Driven Analysis. The data will follow STIP cycle.

Average Benefit Cost Ratio

Region	Value
NW	4.4
NE	18.3
KCR	4.8
KCU	2.7
CD	4
SL	13.6
SWR	8.9
SWU	35.5
SE	2.8

Severe Crashes Reduced for Each $1 Million Invested

Region	Value
NW	1.8
NE	7.6
KCR	2
KCU	1.1
CD	1.7
SL	5.6
SWR	3.7
SWU	14.6
SE	1.1
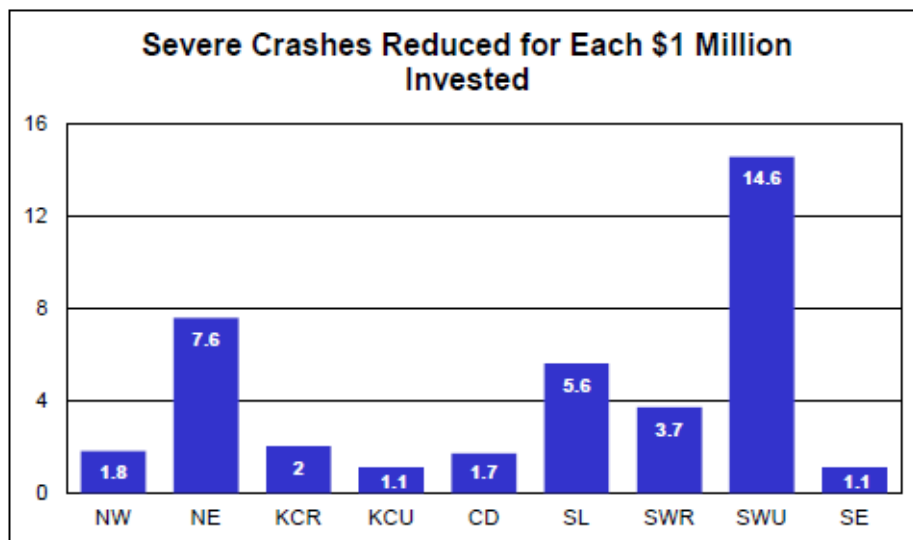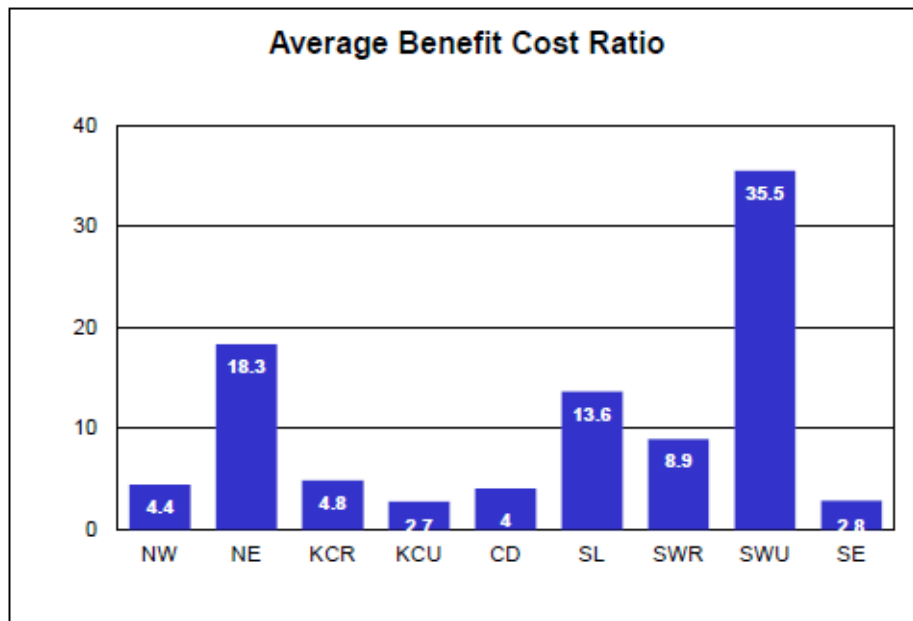
This represents the average B/C ratio and predicted reduction in severe and fatal crashes for STIP projects programed in years 2020-2022. These benefits are calculated over the life of the improvement. The department is currently working to have all data driven safety project calculations checked by independent traffic consultant experts to assure the data is all calculated with the same methodology.

	Severe Crashes Reduced (Over the Life of the Improvements)	Total Safety Dollars Programmed	Benefit Cost Ratio	Severe Crashes Reduced for Each $1 Million Invested
NW	12	$ 6,562,000	4.4	1.8
NE	38	$ 5,031,000	18.3	7.6
KCR	15	$ 7,497,000	4.8	2.0
KCU	32	$ 28,286,000	2.7	1.1
CD	62	$ 36,998,000	4.0	1.7
SL	153	$ 27,185,000	13.6	5.6
SWR	62	$ 16,993,000	8.9	3.7
SWU	65	$ 4,424,000	35.5	14.6
SE	21	$ 18,867,000	2.8	1.1
Statewide	459	$ 151,843,000	7.3	3.0

Totals for STIP Years 2020-2022

Horizontal Curve Fatalities and Serious Injuries (Major and Minor Roads)

Result Driver: Nicole Hood, State Highway Safety and Traffic Engineer
Measurement Driver: Ray Shank, Traffic Safety Engineer

Purpose of the Measure:
Lane departure crashes (run off road, head-on and sideswipe meeting) represent a significant portion of Missouri's fatally and seriously injured persons, especially in curves. Installing chevrons in horizontal curves are a low-cost countermeasure to reduce the frequency of these crashes. Roadway widening in the curve and improving the surface friction are two additional, more expensive countermeasures.

Measurement and Data Collection:
Crash reports, including lane departures related to curves, and roadway signs, including chevrons, are entered in the TMS system. The Safety Section of the Highway Safety and Traffic Division queries and analyzes crash and sign data for the state system, for fatal and serious injury crashes, on major and minor highways. With this quarter's report, crash data for CY 2018 is completed, and data for 2019 should be completed in late 2020. The Sign Management System, a part of TMS, counts chevrons installed in the state, by counting the number of assemblies for W1-8 & W1-8d signs on the entire state highway system – not identified as on major or minor roads.

Improvement Status:
This measure continues to show a trend of reduced fatalities and serious injuries through 2019, in sync with installing more chevrons, in curves.

In 2009 an initiative started to install chevrons on state highway curves, with advisory speeds at least 15 mph lower than posted speed limits, and 1,000 or greater average annual daily traffic. In early 2019, guidance was updated to continue the initiative, including more chevrons on minor roads.

In 2019 (the latest year with completed crash data) MoDOT had approximately 50,100 chevrons, a 25% increase over 2016 and continuing the trend of more chevrons per year. From '16 to '19, *major* roads 18% fewer fatally or seriously injured persons, and *minor* road had 20% fewer in these crashes. All roads combined had 19% fewer persons in these crashes. Minor roads show a decreasing trend, although major roads show fluctuating levels.

Horizontal Curve Fatalities and Serious Injuries
State System Major & Minor Roads

Horizontal Curve Fatalities and Serious Injuries on Major Roads

Number of Serious Injuries and Fatalities

Y-axis: 0, 50, 100, 150, 200

Data labels by District and Statewide:

- NW CY 2016: 13, NW CY 2017: 17, NW CY 2018: 8, NW CY 2019: 10, NW YTD 2020: 9
- NE CY 2016: 17, NE CY 2017: 9, NE CY 2018: 20, NE CY 2019: 9, NE YTD 2020: 7
- KC CY 2016: 18, KC CY 2017: 20, KC CY 2018: 33, KC CY 2019: 23, KC YTD 2020: 18
- CD CY 2016: 50, CD CY 2017: 35, CD CY 2018: 48, CD CY 2019: 25, CD YTD 2020: 36
- SL CY 2016: 28, SL CY 2017: 22, SL CY 2018: 19, SL CY 2019: 31, SL YTD 2020: 13
- SW CY 2016: 37, SW CY 2017: 21, SW CY 2018: 35, SW CY 2019: 28, SW YTD 2020: 33
- SE CY 2016: 25, SE CY 2017: 25, SE CY 2018: 32, SE CY 2019: 28, SE YTD 2020: 15
- StW CY 2016: 188, StW CY 2017: 149, StW CY 2018: 195, StW CY 2019: 154, StW YTD 2020: 131

District and Statewide

■ Serious Injuries on Major Roads.   ■ Fatalities on Major Roads.

Desired Trend: ↘

Horizontal Curve Fatalities and Serious Injuries on Minor Roads

Number of Serious Injuries and Fatalities

Y-axis: 0, 200, 400, 600, 800

Data labels by District and Statewide:

- NW CY 2016: 38, NW CY 2017: 30, NW CY 2018: 31, NW CY 2019: 22, NW YTD 2020: 22
- NE CY 2016: 61, NE CY 2017: 70, NE CY 2018: 34, NE CY 2019: 29, NE YTD 2020: 40
- KC CY 2016: 38, KC CY 2017: 33, KC CY 2018: 31, KC CY 2019: 35, KC YTD 2020: 28
- CD CY 2016: 112, CD CY 2017: 100, CD CY 2018: 136, CD CY 2019: 105, CD YTD 2020: 101
- SL CY 2016: 59, SL CY 2017: 51, SL CY 2018: 46, SL CY 2019: 43, SL YTD 2020: 35
- SW CY 2016: 143, SW CY 2017: 145, SW CY 2018: 136, SW CY 2019: 121, SW YTD 2020: 115
- SE CY 2016: 140, SE CY 2017: 116, SE CY 2018: 103, SE CY 2019: 119, SE YTD 2020: 93
- StW CY 2016: 591, StW CY 2017: 545, StW CY 2018: 517, StW CY 2019: 474, StW YTD 2020: 434

District and Statewide

■ Serious Inuries on Minor Roads.   ■ Fatalities on Minor Roads.

Desired Trend: ↘

*Crash data are being finalized for 2018 and 2019.

Lane Departure Fatalities and Serious Injuries (Major and Minor Roads)

Result Driver: Nicole Hood, State Highway Safety and Traffic Engineer
Measurement Driver: Ray Shank, Traffic Safety Engineer

Purpose of the Measure:
Lane departure crashes (run-off-road, head-on, and sideswipe-meeting) represent a significant portion of Missouri's fatally and seriously injured persons. Rumble stripes are a proven countermeasure to reduce such crashes.

Measurement and Data Collection:
Crash reports, including lane departure crashes, and roadway features, including rumble stripes, are entered into the TMS System. The Safety Section of the Highway and Safety Division queries and analyzes crash and rumble stripe data for the state system, for persons fatally and seriously injured, on major and minor highways. A distinction is also made in the data on placement of rumbles and lane-line paint. The lane-line must be in the rumble to be included in the "rumble stripe" mileage. (Counting "strip" miles would add 14%)

Improvement Status:
Based on locations of rumble stripes, as updated by districts; more than 12,600 miles have been installed on major roads, and 6,000 miles on minor roads, as of 2020, this brings the total to 18,700 miles of rumble stripes. Major roads have mixed lane configurations (especially multi-lane and physically divided) compared the typical 2-lane highway of minor roads. Lane configurations especially affect head-on crashes and sideswipe-meeting crashes.

Major roads have more miles of rumble stripes and more vehicle miles traveled, but have generally fewer of these crashes. Minor roads have fewer miles of rumble stripes and fewer vehicle miles traveled, but generally more of these crashes. *Major* roads gained 32% more rumble stripes, but also increased persons in serious lane departure crashes by 3% (from 2016 to 2019). The number of persons fluctuated year to year and thus may not indicate a trend. At the same time, *minor* roads gained 31% more rumble stripes, and a reduction of 16% persons in serious, lane departure crashes, with a declining trend pattern.

Lane Departure Fatalites and Serious Injuries
State System Major and Minor Roads

Lane Departure Fatalities and Serious Injuries on Major Roads

Number of Serious Injuries and Fatalities

District	Values
NW CY 2016	75
NW CY 2017	91
NW CY 2018	98
NW CY 2019	85
NW YTD 2020	59
NE CY 2016	110
NE CY 2017	82
NE CY 2018	128
NE CY 2019	82
NE YTD 2020	43
KC CY 2016	266
KC CY 2017	245
KC CY 2018	287
KC CY 2019	246
KC YTD 2020	164
CD CY 2016	183
CD CY 2017	153
CD CY 2018	134
CD CY 2019	138
CD YTD 2020	132
SL CY 2016	298
SL CY 2017	333
SL CY 2018	381
SL CY 2019	421
SL YTD 2020	329
SW CY 2016	210
SW CY 2017	183
SW CY 2018	215
SW CY 2019	214
SW YTD 2020	157
SE CY 2016	146
SE CY 2017	142
SE CY 2018	122
SE CY 2019	137
SE YTD 2020	104
StW CY 2016	1288
StW CY 2017	1229
StW CY 2018	1365
StW CY 2019	1323
StW YTD 2020	988

District and Statewide

■ Serious Injuries on Major Roads.   ■ Fatalities on Major Roads.

Desired Trend: ↘

Lane Departure Fatalities and Serious Injuries on Minor Roads

Number of Serious Injuries and Fatalities

District	Values
NW CY 2016	99
NW CY 2017	113
NW CY 2018	91
NW CY 2019	75
NW YTD 2020	78
NE CY 2016	162
NE CY 2017	184
NE CY 2018	125
NE CY 2019	105
NE YTD 2020	92
KC CY 2016	139
KC CY 2017	124
KC CY 2018	112
KC CY 2019	137
KC YTD 2020	102
CD CY 2016	247
CD CY 2017	223
CD CY 2018	246
CD CY 2019	225
CD YTD 2020	202
SL CY 2016	184
SL CY 2017	169
SL CY 2018	153
SL CY 2019	140
SL YTD 2020	136
SW CY 2016	352
SW CY 2017	370
SW CY 2018	348
SW CY 2019	300
SW YTD 2020	280
SE CY 2016	313
SE CY 2017	272
SE CY 2018	254
SE CY 2019	281
SE YTD 2020	236
StW CY 2016	1496
StW CY 2017	1455
StW CY 2018	1329
StW CY 2019	1263
StW YTD 2020	1126

District and Statewide

■ Serious Injuries on Minor Roads.   ■ Fatalities on Minor Roads.

Desired Trend: ↘

*Crash data are being finalized for 2018 and 2019.

Intersection Fatalities and Serious Injuries (Signalized and Non-Signalized)

Result Driver: Nicole Hood, State Highway Safety and Traffic Engineer
Measurement Driver: Ray Shank, Traffic Safety Engineer

Purpose of the Measure:
Crashes at signalized and non-signalized intersections represent a considerable portion of Missouri's fatally and seriously injured persons. Backplates, 12- inch signal indicators, and a signal-head per lane are countermeasures to improve safety at signalized intersections. Protected and "flashing yellow arrow" left-turns are countermeasures to reduce frequency of high angle crashes, which often result in severe crashes. Countermeasures for non-signalized intersections often focus on reducing the angle of the crash type, and they can involve both lower-cost and higher-cost improvements. For instance, a low cost option is to make an intersection more conspicuous with signs and markings, to alert drivers and avoid high angle crashes. A high cost option is to reconstruct an expressway's at-grade crossing into a J-turn interchange, to reduce high speed, high angle crashes.

Measurement and Data Collection:
The Safety Section, of the Highway Safety and Traffic Division, collects and analyzes crash data for fatal and serious injury crashes, per signalized and non-signalized intersection, on the state system. The section also collects and analyzes feature data, as reported into TMS, on intersection types and innovative designs.

Improvement Status:
The inventory shows fluctuations in number of MoDOT intersections, signalized or not, although the overall trend is steady. MoDOT strives to be a leader in technology and safety of signalized and non-signalized intersections. Improvements include "flashing yellow arrows," diverging diamonds, offset turn lanes, and roundabouts. Non-signalized intersections show fluctuating totals, but fatalities and serious injuries are down 4% from 2016 to 2019, the most recent year with complete crash data. Signalized intersections show a decreasing trend, currently down by 33%.

Signalized Intersection Fatalities and Serious Injuries

Number of Serious Injuries and Fatalities

District/Year	Value
NW CY 2016	8
NW CY 2017	7
NW CY 2018	1
NW CY 2019	3
NW YTD 2020	2
NE CY 2016	7
NE CY 2017	7
NE CY 2018	7
NE CY 2019	2
NE YTD 2020	1
KC CY 2016	55
KC CY 2017	48
KC CY 2018	58
KC CY 2019	35
KC YTD 2020	36
CD CY 2016	24
CD CY 2017	16
CD CY 2018	10
CD CY 2019	12
CD YTD 2020	12
SL CY 2016	92
SL CY 2017	75
SL CY 2018	70
SL CY 2019	82
SL YTD 2020	55
SW CY 2016	52
SW CY 2017	37
SW CY 2018	38
SW CY 2019	18
SW YTD 2020	31
SE CY 2016	8
SE CY 2017	13
SE CY 2018	16
SE CY 2019	14
SE YTD 2020	18
StW CY 2016	246
StW CY 2017	203
StW CY 2018	200
StW CY 2019	166
StW YTD 2020	155

District and Statewide

Desired Trend: →

■ Serious Injuries at Signalized   ■ Fatalities at Signalized

Non-signalized Intersection Fatalities and Serious Injuries

Number of Serious Injuries and Fatalities

District/Year	Value
NW CY 2016	20
NW CY 2017	28
NW CY 2018	18
NW CY 2019	13
NW YTD 2020	21
NE CY 2016	46
NE CY 2017	33
NE CY 2018	40
NE CY 2019	28
NE YTD 2020	23
KC CY 2016	77
KC CY 2017	65
KC CY 2018	90
KC CY 2019	90
KC YTD 2020	49
CD CY 2016	52
CD CY 2017	47
CD CY 2018	56
CD CY 2019	40
CD YTD 2020	42
SL CY 2016	91
SL CY 2017	82
SL CY 2018	66
SL CY 2019	92
SL YTD 2020	64
SW CY 2016	94
SW CY 2017	110
SW CY 2018	108
SW CY 2019	98
SW YTD 2020	54
SE CY 2016	64
SE CY 2017	46
SE CY 2018	53
SE CY 2019	65
SE YTD 2020	66
StW CY 2016	444
StW CY 2017	411
StW CY 2018	431
StW CY 2019	426
StW YTD 2020	319

District and Statewide

Desired Trend: →

■ Serious Injuries at Non-signalized.   ■ Fatalities at Non-signalized.

*Crash data are being finalized for 2018 and 2019.

Number of Lane Closures vs. Number of Fatalities & Crashes in Work Zones

Result Driver: Nicole Hood, State Highway Safety and Traffic Engineer
Measurement Driver: Dan Smith, Traffic Management & Operations Engineer
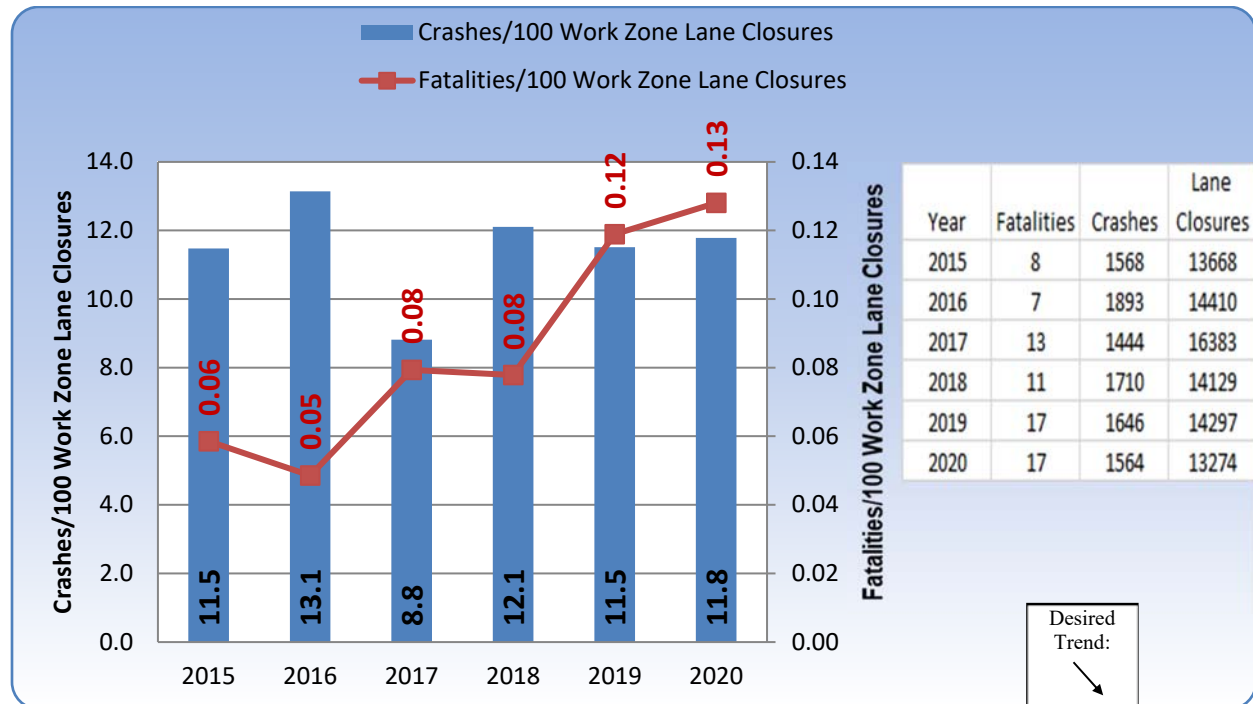
Purpose of the Measure:
Work zones are designed to allow the traveling public the ability to travel with minimal disruption and safe trip through the work area. Any change of the traveling public's expectations of the roadway, per example curves, hills, weather, work zones, etc., raises the rates of having a potential crash. This measure provides a relationship between the number of recorded lane closures and recorded crash reports in Transportation Management System (TMS) database.

Measurement and Data Collection:
Every district provides work zone lane closure data into the TMS data base which then populates MoDOT Traveler Information Map (TIM). For the crash data is collected by the Missouri Highway Patrol and entered in the TMS. The TMS data is downloaded according to total number of statewide lane closures. The crash data is also downloaded from TMS and is broken into fatalities, serious injuries, and crashes.
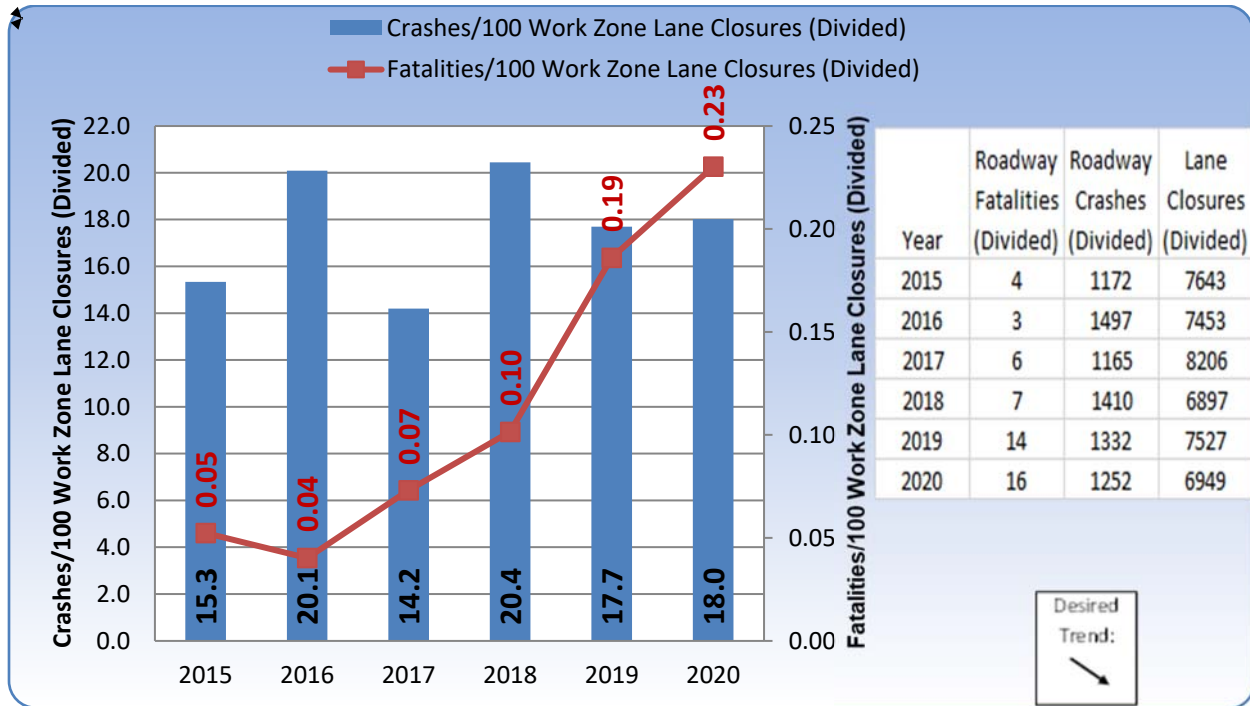
Improvement Status:
For January – December 2020, the data has shown 11.8 crashes for every 100 work zone lane closures reported in TMS. The fatality information is the following: 0.13 fatalities for every 100 work zone lane closures. For the same period, the data has shown 18.0 crashes for every 100 work zone lane closures on divided highways and 5.0 crashes for every 100 work zone lane closures on undivided roadways. The fatality information has shown 0.23 fatalities crashes for every 100 work zone lane closures on divided highways and 0.02 fatalities for every 100 work zone lane closures on undivided roadways.

Year	Fatalities	Crashes	Lane Closures
2015	8	1568	13668
2016	7	1893	14410
2017	13	1444	16383
2018	11	1710	14129
2019	17	1646	14297
2020	17	1564	13274

Crashes, fatalities, and serious injuries may have occurred within a work zone without a lane closure.
2019 – Due to a backlog of crash reports into STARS, the following crash measure will only illustrate final year data derived from TMS.
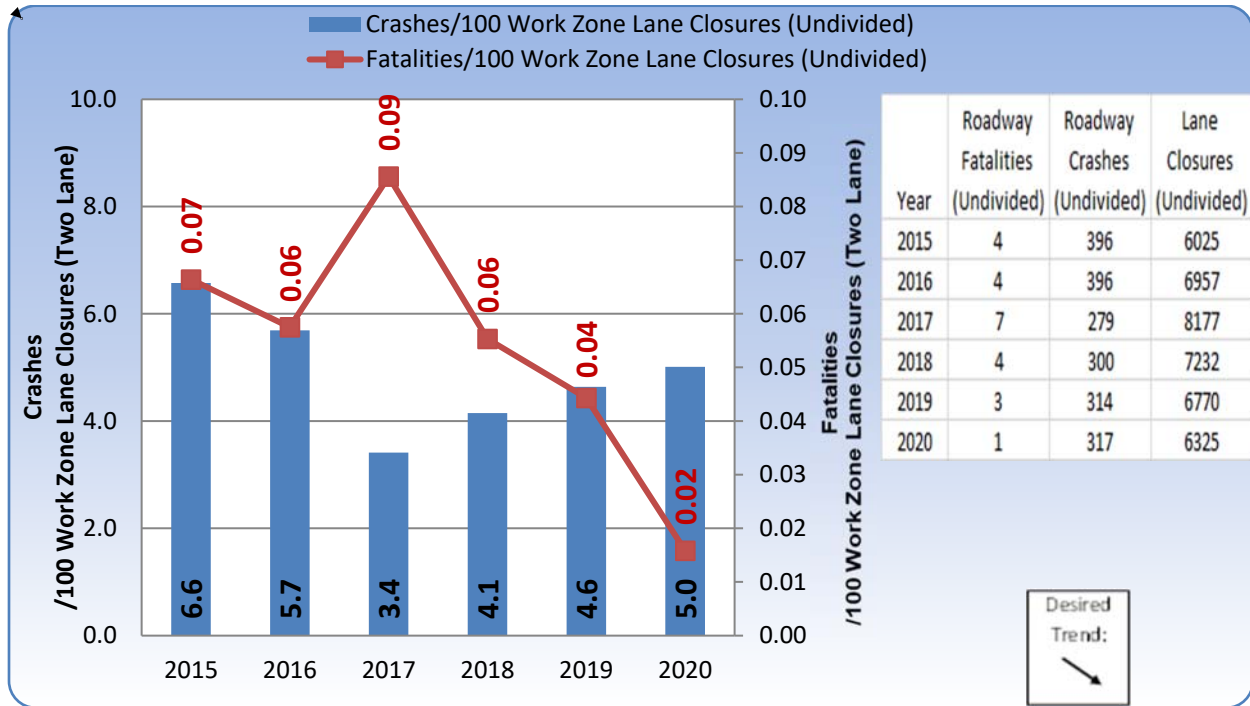
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Legend:
- Crashes/100 Work Zone Lane Closures (Divided)
- Fatalities/100 Work Zone Lane Closures (Divided)

Bar values (Crashes/100 Work Zone Lane Closures):
- 2015: 15.3
- 2016: 20.1
- 2017: 14.2
- 2018: 20.4
- 2019: 17.7
- 2020: 18.0

Line values (Fatalities/100 Work Zone Lane Closures):
- 2015: 0.05
- 2016: 0.04
- 2017: 0.07
- 2018: 0.10
- 2019: 0.19
- 2020: 0.23

Year	Roadway Fatalities (Divided)	Roadway Crashes (Divided)	Lane Closures (Divided)
2015	4	1172	7643
2016	3	1497	7453
2017	6	1165	8206
2018	7	1410	6897
2019	14	1332	7527
2020	16	1252	6949

Desired Trend: ↘

2013-2018 FATAL Crashes (Divided)
1. Following Too Close
2. Improper Lane Usage/Change
3. Distracted / Inattentive
4. Alcohol and/or Drugs
5. Failed to Yield

2013-2018 ALL Crashes (Divided)
1. Following Too Close
2. Improper Lane Usage/Change
3. Distracted / Inattentive
4. Too Fast for Condition
5. Failed to Yield

NOTE: These contributing circumstances apply to drivers, pedestrians and bicyclists involved in work zone crashes. One driver/ped/bicyclists can have multiple contributing circumstances to one single crashes.

Legend:
- Crashes/100 Work Zone Lane Closures (Undivided)
- Fatalities/100 Work Zone Lane Closures (Undivided)

Chart data — Crashes /100 Work Zone Lane Closures (Two Lane):
- 2015: 6.6
- 2016: 5.7
- 2017: 3.4
- 2018: 4.1
- 2019: 4.6
- 2020: 5.0

Chart data — Fatalities /100 Work Zone Lane Closures (Two Lane):
- 2015: 0.07
- 2016: 0.06
- 2017: 0.09
- 2018: 0.06
- 2019: 0.04
- 2020: 0.02

Year	Roadway Fatalities (Undivided)	Roadway Crashes (Undivided)	Lane Closures (Undivided)
2015	4	396	6025
2016	4	396	6957
2017	7	279	8177
2018	4	300	7232
2019	3	314	6770
2020	1	317	6325

Desired Trend: ↘

| 2013-2018 FATAL Crashes (Undivided) |
|---|
| 1. Failed to Yield |
| 2. Distracted / Inattentive |
| 3. Violation Signal/Sign |
| 4. Wrong Side (Not Passing) |
| 5. Vision Obstructed |

2013-2018 ALL Crashes (Undivided)
1. Following Too Close
2. Distracted / Inattentive
3. Failed to Yield
4. Improper Lane Usage / Change
5. Too Fast for Conditions

NOTE: These contributing circumstances apply to drivers, pedestrians and bicyclists involved in work zone crashes. One driver/ped/bicyclists can have multiple contributing circumstances to one single crashes.
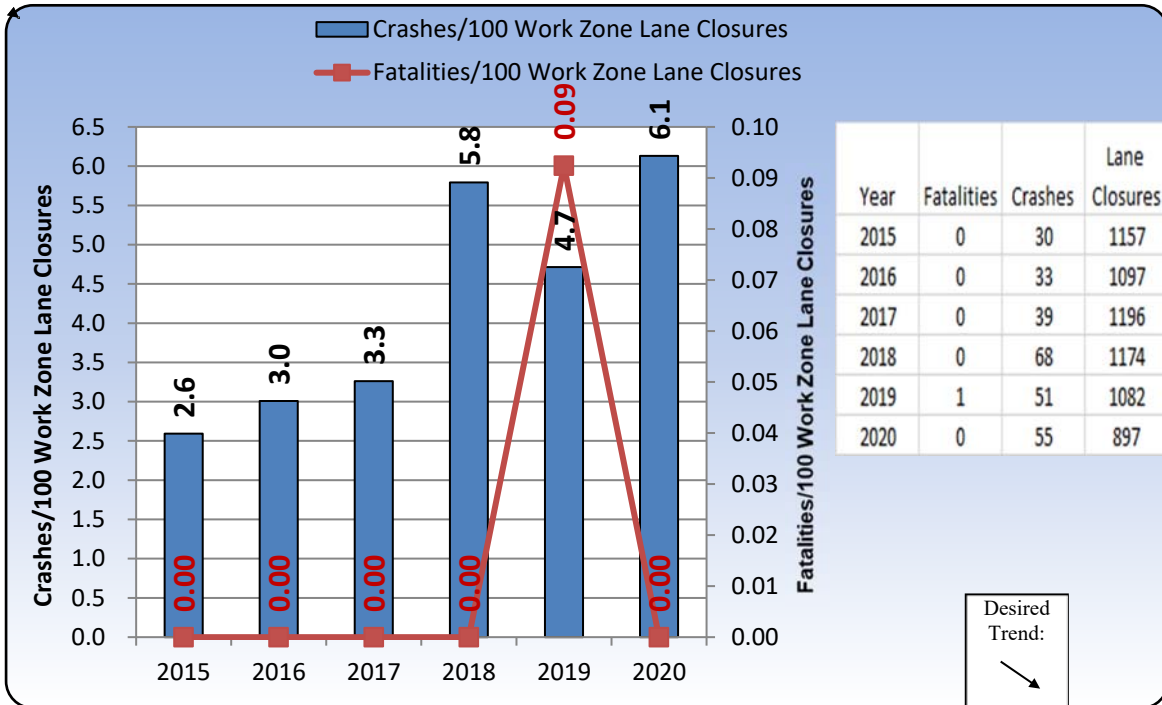
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Northwest District
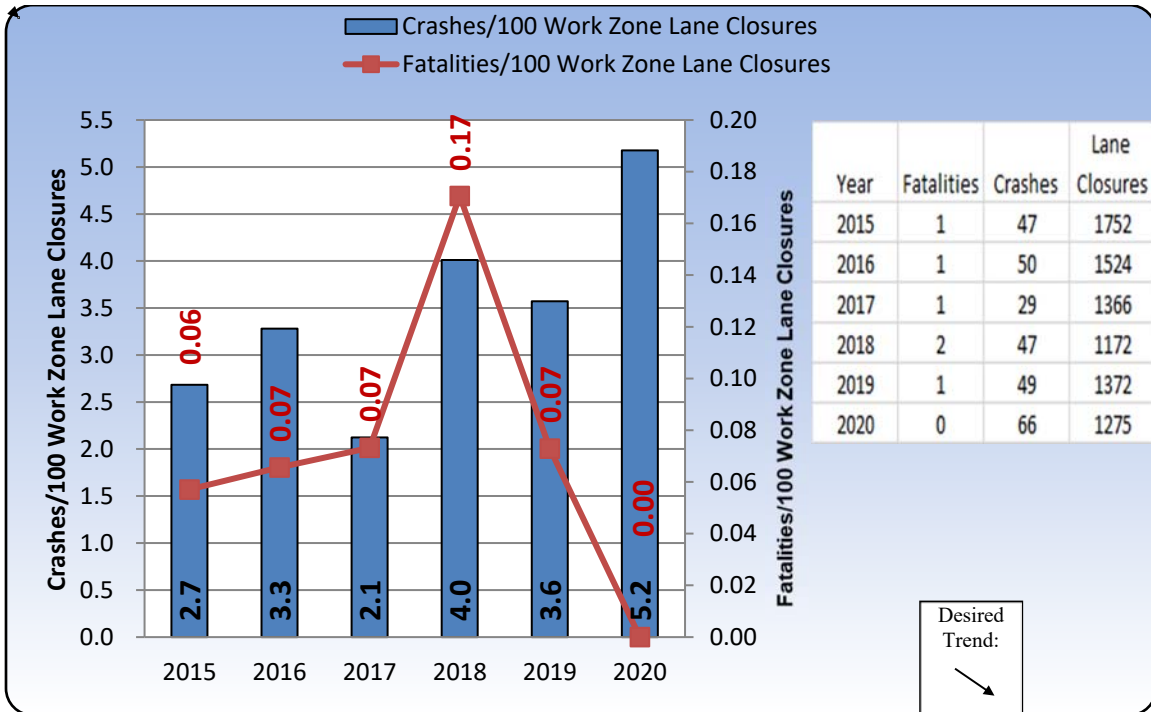
Crashes, fatalities, and serious injuries may have occurred within a work zone without a lane closure.
2019 – Due to a backlog of crash reports into STARS, the following serious injury measure will only illustrate final year data derived from TMS.

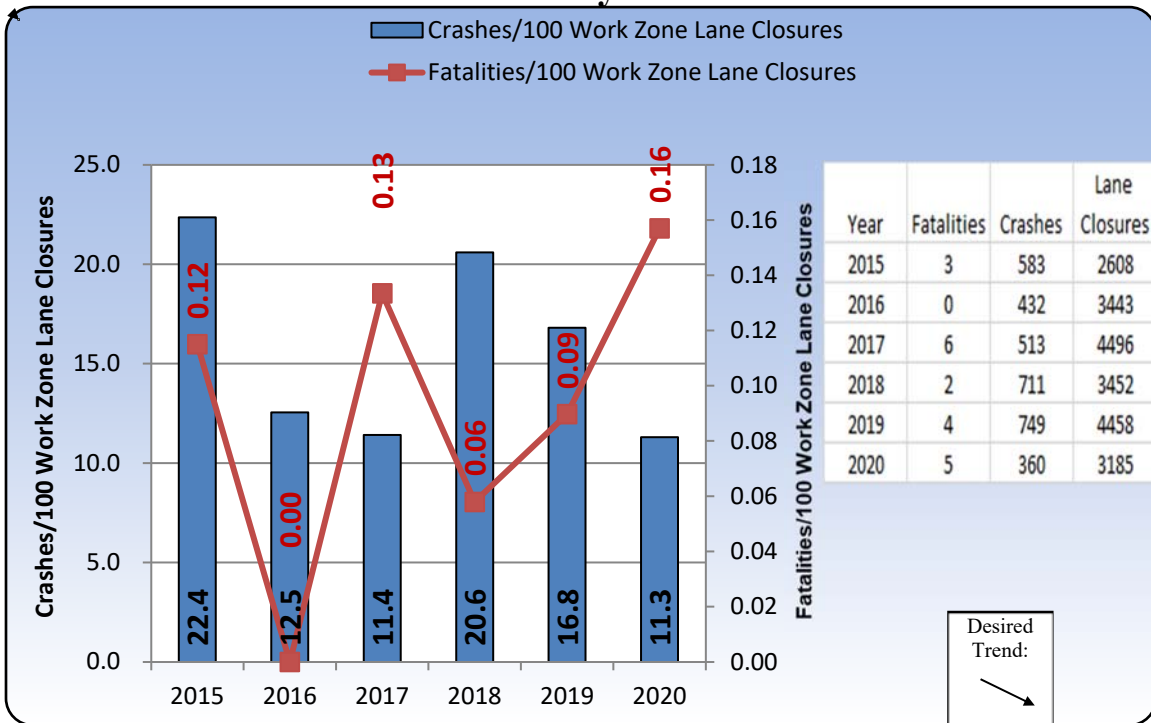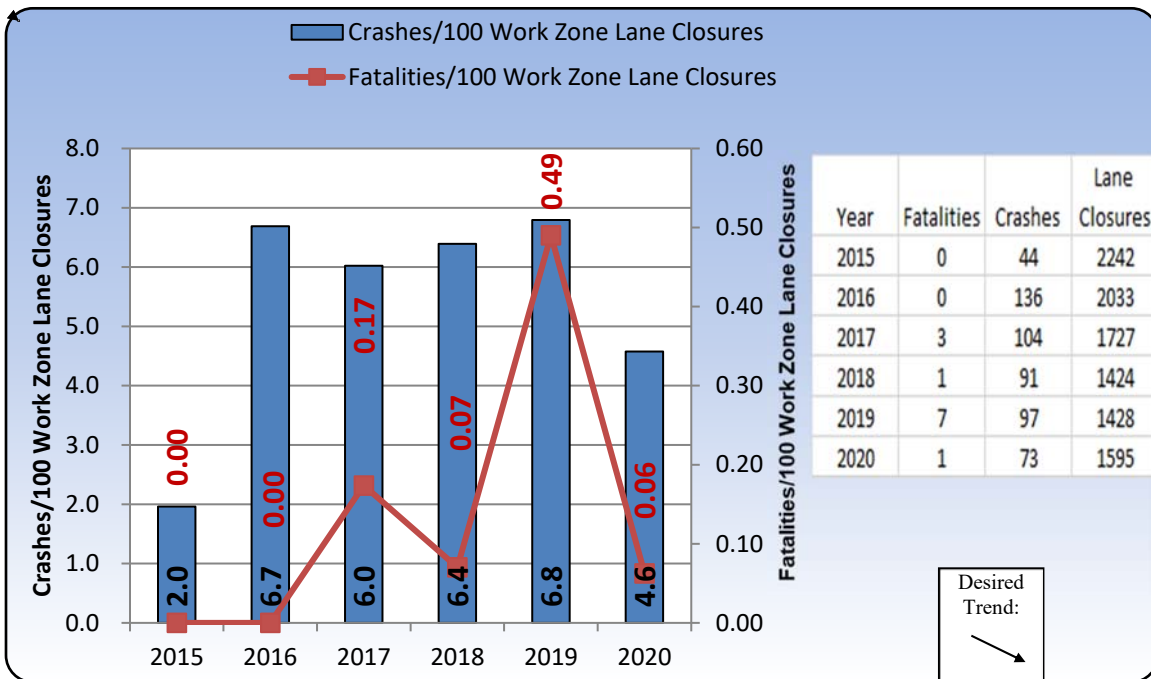| Year	Fatalities	Crashes	Lane Closures
2015	1	47	1752
2016	1	50	1524
2017	1	29	1366
2018	2	47	1172
2019	1	49	1372
2020	0	66	1275

Northeast District

Crashes, fatalities, and serious injuries may have occurred within a work zone without a lane closure.
2019 – Due to a backlog of crash reports into STARS, the following serious injury measure will only illustrate final year data derived from TMS.

Year	Fatalities	Crashes	Lane Closures
2015	0	30	1157
2016	0	33	1097
2017	0	39	1196
2018	0	68	1174
2019	1	51	1082
2020	0	55	897

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Kansas City District

Legend:
- Crashes/100 Work Zone Lane Closures
- Fatalities/100 Work Zone Lane Closures

Bar values (Crashes/100 Work Zone Lane Closures): 2015: 22.4, 2016: 12.5, 2017: 11.4, 2018: 20.6, 2019: 16.8, 2020: 11.3

Line values (Fatalities/100 Work Zone Lane Closures): 2015: 0.12, 2016: 0.00, 2017: 0.13, 2018: 0.06, 2019: 0.09, 2020: 0.16

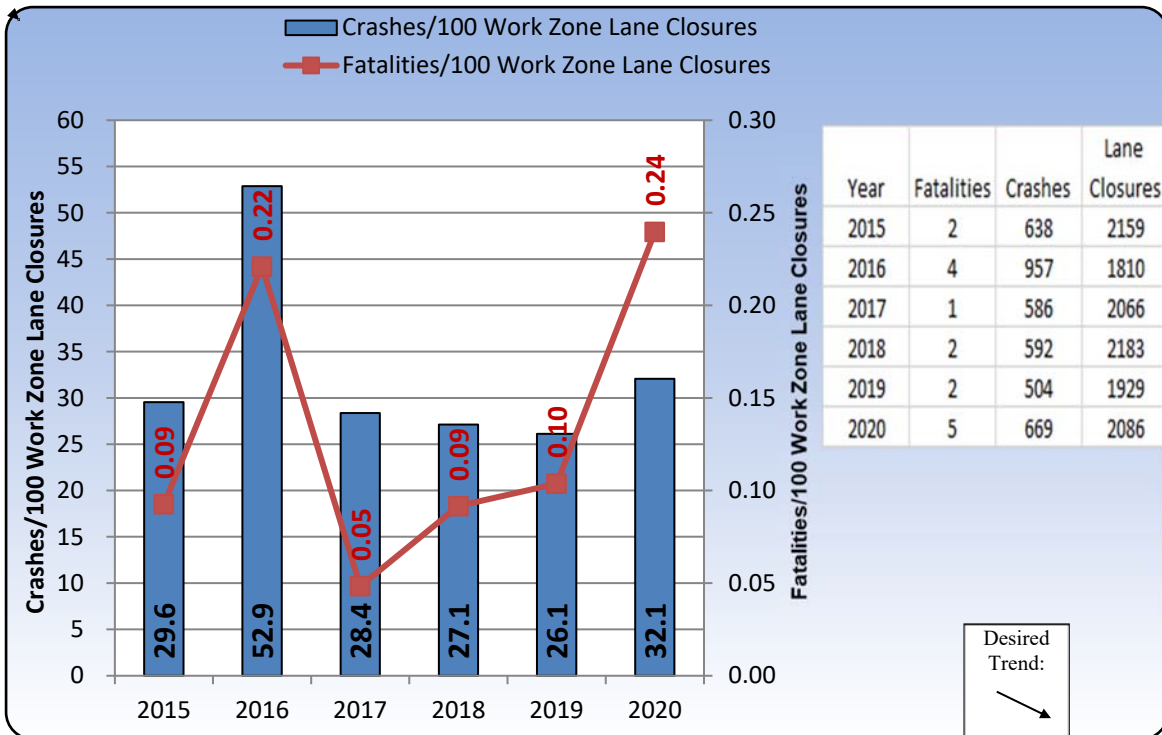| Year	Fatalities	Crashes	Lane Closures
2015	3	583	2608
2016	0	432	3443
2017	6	513	4496
2018	2	711	3452
2019	4	749	4458
2020	5	360	3185

Desired Trend: ↘

Crashes, fatalities, and serious injuries may have occurred within a work zone without a lane closure.
2019 – Due to a backlog of crash reports into STARS, the following serious injury measure will only illustrate final year data derived from TMS.

Central District

Legend:
- Crashes/100 Work Zone Lane Closures
- Fatalities/100 Work Zone Lane Closures

Bar values (Crashes/100 Work Zone Lane Closures): 2015: 2.0, 2016: 6.7, 2017: 6.0, 2018: 6.4, 2019: 6.8, 2020: 4.6

Line values (Fatalities/100 Work Zone Lane Closures): 2015: 0.00, 2016: 0.00, 2017: 0.17, 2018: 0.07, 2019: 0.49, 2020: 0.06

Year	Fatalities	Crashes	Lane Closures
2015	0	44	2242
2016	0	136	2033
2017	3	104	1727
2018	1	91	1424
2019	7	97	1428
2020	1	73	1595

Desired Trend: ↘

Crashes, fatalities, and serious injuries may have occurred within a work zone without a lane closure.
2019 – Due to a backlog of crash reports into STARS, the following serious injury measure will only illustrate final year data derived from TMS.
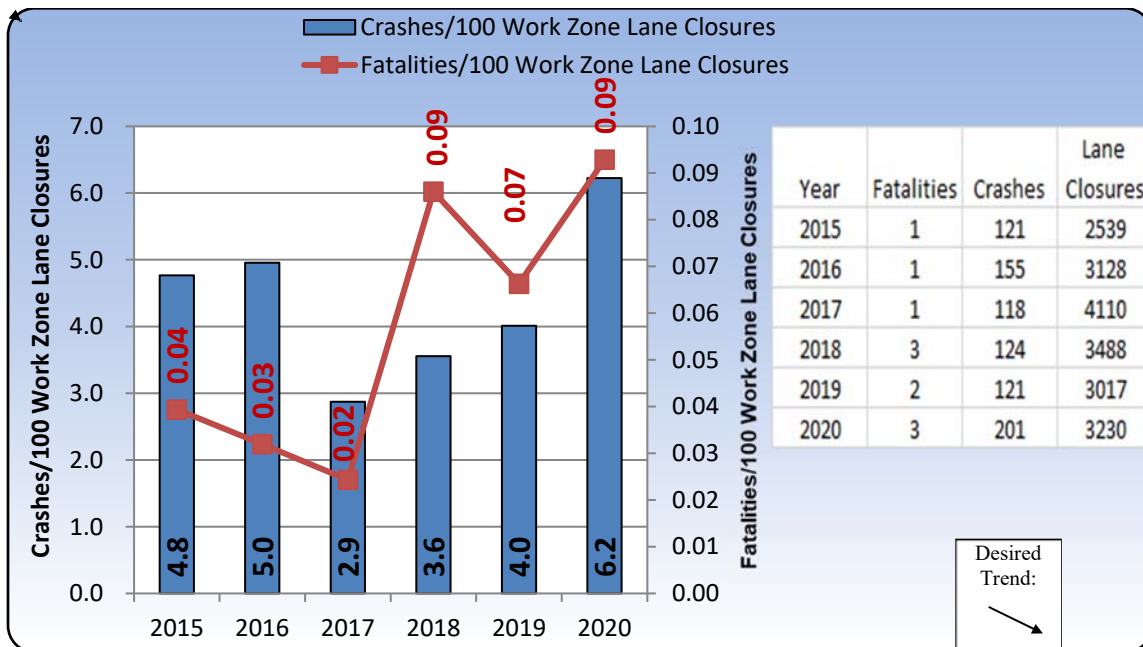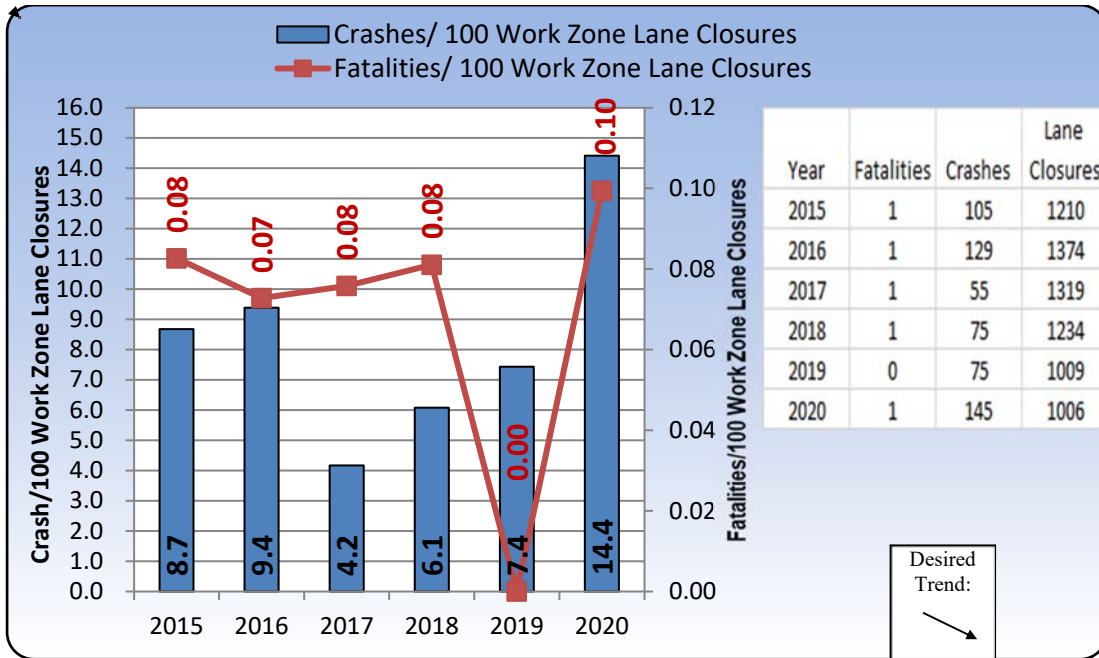
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Saint Louis District

Legend:
- Crashes/100 Work Zone Lane Closures
- Fatalities/100 Work Zone Lane Closures

Crashes/100 Work Zone Lane Closures (bars):
- 2015: 29.6
- 2016: 52.9
- 2017: 28.4
- 2018: 27.1
- 2019: 26.1
- 2020: 32.1

Fatalities/100 Work Zone Lane Closures (line):
- 2015: 0.09
- 2016: 0.22
- 2017: 0.05
- 2018: 0.09
- 2019: 0.10
- 2020: 0.24

Year	Fatalities	Crashes	Lane Closures
2015	2	638	2159
2016	4	957	1810
2017	1	586	2066
2018	2	592	2183
2019	2	504	1929
2020	5	669	2086

Desired Trend: ↘

Crashes, fatalities, and serious injuries may have occurred within a work zone without a lane closure.
2019 – Due to a backlog of crash reports into STARS, the following serious injury measure will only illustrate final year data derived from TMS.

Southwest District

Legend:
- Crashes/100 Work Zone Lane Closures
- Fatalities/100 Work Zone Lane Closures

Crashes/100 Work Zone Lane Closures (bars):
- 2015: 4.8
- 2016: 5.0
- 2017: 2.9
- 2018: 3.6
- 2019: 4.0
- 2020: 6.2

Fatalities/100 Work Zone Lane Closures (line):
- 2015: 0.04
- 2016: 0.03
- 2017: 0.02
- 2018: 0.09
- 2019: 0.07
- 2020: 0.09

Year	Fatalities	Crashes	Lane Closures
2015	1	121	2539
2016	1	155	3128
2017	1	118	4110
2018	3	124	3488
2019	2	121	3017
2020	3	201	3230

Desired Trend: ↘

Crashes, fatalities, and serious injuries may have occurred within a work zone without a lane closure.
2019 – Due to a backlog of crash reports into STARS, the following serious injury measure will only illustrate final year data derived from TMS.

Southeast District

Legend:
- Crashes/ 100 Work Zone Lane Closures
- Fatalities/ 100 Work Zone Lane Closures

Crash/100 Work Zone Lane Closures (left axis): 0.0 – 16.0
Fatalities/100 Work Zone Lane Closures (right axis): 0.00 – 0.12

Bar values (Crashes/100 Work Zone Lane Closures):
- 2015: 8.7
- 2016: 9.4
- 2017: 4.2
- 2018: 6.1
- 2019: 7.4
- 2020: 14.4

Line values (Fatalities/100 Work Zone Lane Closures):
- 2015: 0.08
- 2016: 0.07
- 2017: 0.08
- 2018: 0.08
- 2019: 0.00
- 2020: 0.10

Year	Fatalities	Crashes	Lane Closures
2015	1	105	1210
2016	1	129	1374
2017	1	55	1319
2018	1	75	1234
2019	0	75	1009
2020	1	145	1006

Desired Trend: ↘

Crashes, fatalities, and serious injuries may have occurred within a work zone without a lane closure.
2019 – Due to a backlog of crash reports into STARS, the following serious injury measure will only illustrate final year data derived from TMS.

Number of Law Enforcement Agencies Participating and their Citation Results for the National "Click It or Ticket" and "Drive Sober or Get Pulled Over" Campaigns

Result Driver: Jon Nelson, Assistant to Highway Safety & Traffic Engineer
Measurement Driver: Mike Stapp, Senior System Management Specialist

Purpose of the Measure:
This measure tracks both the participation and enforcement results of law enforcement activity in the national "Click It or Ticket" safety belt campaign and the "Drive Sober or Get Pulled Over" and Holiday impaired driving campaigns. The National Highway Traffic Safety Administration strongly encourages Missouri's law enforcement participation in these campaigns. Public information and education coupled with strong law enforcement support has proven to be effective in modifying driver behavior.

Measurement and Data Collection:
The Highway Safety Office subcontracts with the Missouri Safety Center to provide mini grants to law enforcement agencies in the form of overtime. The enforcement overtime is used to target impaired drivers and unbuckled vehicle occupants. The law enforcement agencies report their enforcement statistics to the Highway Safety Office via an online reporting system.

Improvement Status:
Beginning in 2009 all agencies that worked the Drive Sober or Get Pulled Over campaign and four the other statewide DWI campaigns were included in a drawing for a fully equipped DWI enforcement vehicle. This and other avenues of promotion by the Highway Safety Office helped increase participation in all statewide campaigns. (In 2017, the DWI car promotion was not allowed. In September of 2016, Law Enforcement Liaisons were added in Missouri to work with local agencies to encourage their participation in the various highway safety programs.

After dropping in participation during 2014, participation in both Click It or Ticket and the Drive Sober Campaign picked back up in 2015. After the surge in 2015, participation dropped back down and has remained steady. Some of the drop may be attributed to agencies that participated in the past being dissolved or merging with larger agencies. **Due to Covid 19, 2020 stats are drastically lower as many agencies were not allowed to participate in the campaigns or make traffic stops.**

Number of Law Enforcement Agencies reporting for *Click It or Ticket, Drive Sober or Get Pulled Over* and Holiday DWI Campaigns
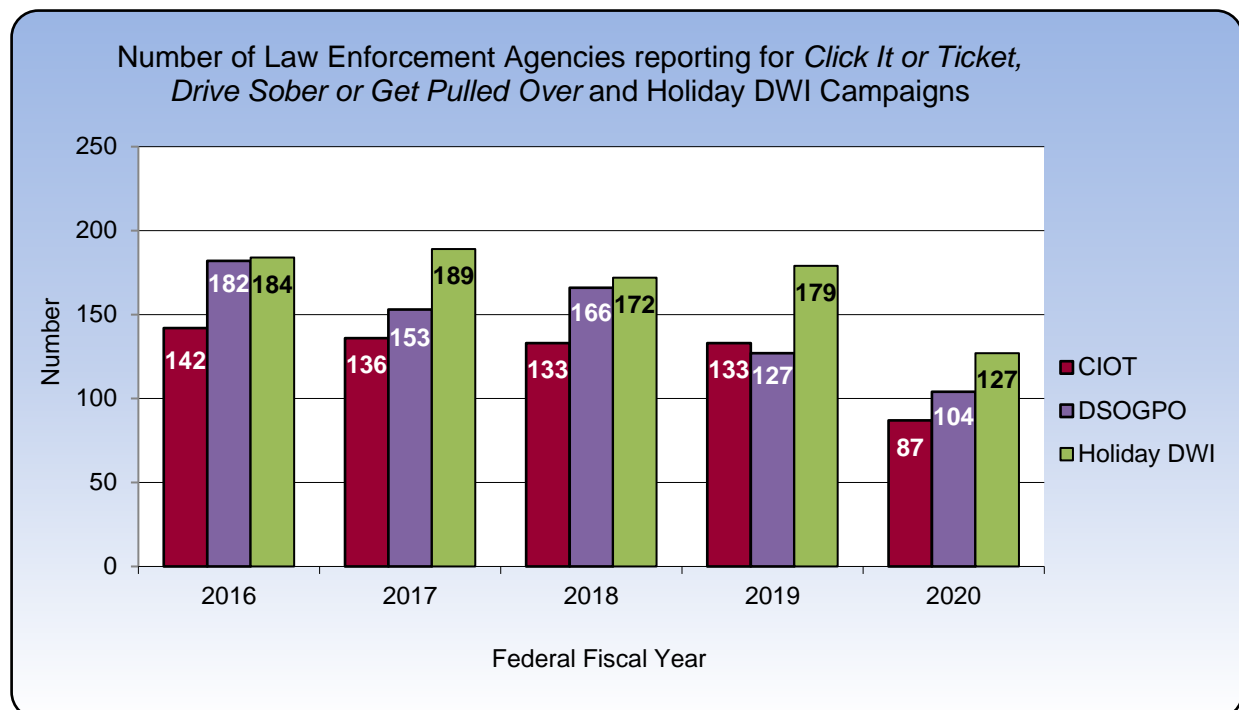
Click It or Ticket Safety Belt Campaign

Year	2016	2017	2018	2019	2020
Participating Agencies	142	136	133	133	87
Hours Worked	7,381	11,071	6,290	3,348	2,623
Traffic Stops	10,894	10,180	9,866	25,913	5,581
DWI Arrests	174	146	460	421	399
Safety Restraint	6,011	5,535	4,487	3,761	2,752

Drive Sober or Get Pulled Over DWI Campaign

Year	2016	2017	2018	2019	2020
Participating Agencies	182	153	166	127	104
Hours Worked	5,725	4,255	4,722	4,608	3,547
Traffic Stops	10,118	6,694	7,854	6,409	4,940
DWI Arrests	318	242	286	230	223
Safety Restraint	1,125	664	685	459	333

Holiday DWI Campaign

Year	2016	2017	2018	2019	2020
Participating Agencies	184	189	172	179	127
Hours Worked	6,051	6,501	4,926	5,220	3,234
Traffic Stops	7,906	9,534	8,253	7,849	6,879
DWI Arrests	322	279	325	316	227
Safety Restraint	774	657	454	563	285

Keep Customers and Ourselves Safe

Number of Citations and Warnings Issued by Law Enforcement Officers Working Highway Safety Grant Projects

Result Driver: Jon Nelson, Assistant to Highway Safety & Traffic Engineer
Measurement Driver: Mandy Kliethermes, Senior System Management Specialist

Purpose of the Measure:
This measure tracks annual trends in law enforcement activity conducted during contracted overtime enforcement projects each federal fiscal year. Law enforcement agencies are awarded overtime enforcement grants to conduct high visibility enforcement of traffic laws. Focused law enforcement efforts attempt to modify driver behavior and ultimately reduce traffic crashes in their jurisdiction.

Measurement and Data Collection:
Law enforcement agencies receiving grant funds are required to submit monthly or quarterly reports showing their enforcement efforts. These activity reports are used to demonstrate the amount of effort being conducted in a particular focus area. The enforcement and crash data can help us determine if the project is having an impact. The number of citations issued can vary depending on the time of the year, ongoing campaigns, calls for service, and department strengths.

Improvement Status:
The Highway Safety and Traffic Division continues to encourage all law enforcement to participate and report activity for all enforcement efforts. The graphs below show the citations and warnings written each federal fiscal year by law enforcement agencies working in an overtime basis with grants funded by the Highway Safety and Traffic Division.

Number of Citations and Warnings Issued by Law Enforcement - Grant Projects

Year	2016	2017	2018	2019	2020
Total Number of Stops	276,215	198,184	158,921	149,892	125,350
Total Hours Worked	141,781	130,280	128,289	121,199	107,670
Total Violations	237,927	228,928	211,259	200,258	168,144
Total HMV	143,463	143,901	134,375	122,884	105,160
DWI/Drug *arrest/citation only	3,850	3,862	3,948	3,484	3,012
Following to Close	1,554	1,366	1,005	973	779
Stop Sign	7,328	6,562	5,783	5,363	3,860
Signal Violation	2,973	3,142	3,120	3,347	2,383
Fail to Yield	868	792	778	778	594
C&I	1,326	1,114	1,237	1,199	873
Speeding	89,325	87,232	78,391	73,730	66,491
Other HMV	34,063	39,831	40,113	34,010	27,248
Seat Belt	22,414	18,465	15,597	13,331	11,394
Child Restraint	658	675	375	403	313
Other Non-HMV Violations	39,164	41,035	44,156	41,792	22,719
Felony Arrests *arrest only	1,378	1,640	1,701	1,551	1,319
Drug Arrests *arrest only	2,425	2,520	2,373	2,167	1,656
Stolen Vehicles Recovered *arrest only	68	114	125	122	103
Fugitives Apprehended *arrest only	3,207	4,077	3,451	2,988	1,994
Suspended/Revoked License	6,100	5,596	5,097	4,343	3,830
Uninsured Motorist	17,420	16,521	14,489	14,457	11,312
Number of Sobriety Checkpoints	376	134	0	0	0

Number of Citations and Warnings Issued by Law Enforcement Officers Working Highway Safety Mobilizations

Result Driver: Jon Nelson, Assistant to Highway Safety & Traffic Engineer
Measurement Driver: Mandy Kliethermes, Senior System Management Specialist

Purpose of the Measure:
This measure tracks annual trends in law enforcement activity conducted during mobilization efforts throughout the federal fiscal year. Eleven mobilization campaigns are conducted throughout the year targeting occupant restraint and impaired driving violations. Public information and education coupled with strong law enforcement support has proven to be effective in modifying driver behavior and ultimately reduces traffic crashes.

Measurement and Data Collection:
Law enforcement agencies utilize funding provided by the University of Central Missouri - Missouri Safety Center or provide manpower at their own expense. Enforcement data from the participating agencies is collected through a web-based reporting site. These activity reports are used to demonstrate the amount of effort being conducted in a particular focus area.

Improvement Status:
Citations increase during National and State recognized campaigns. These include, but are not limited to, "Youth Seat Belt Enforcement" in March, "Click It or Ticket" in May/June, and "Drive Sober or Get Pulled Over" in August/September. The Highway Safety and Traffic Division continues to encourage all law enforcement to participate and report activity for these campaigns whether funded or not. The graph below shows the citations written and warnings given each year by participating law enforcement agencies.

Number of Citations & Warnings Issued by Law Enforcement During Mobilizations

Year	2016	2017	2018	2019	2020
Total Number of Stops	70,339	65,046	53,816	63,691	30,228
Total Hours Worked	46,372	50,801	32,320	26,394	19,023
Total Violations	142,106	126,406	142,755	119,024	79,565
Total HMV	73,232	66,261	86,344	70,112	50,113
DWI/Drug * arrest/citation only	2,021	1,803	1,898	1,546	1,303
Following to Close	1,076	889	766	707	370
Stop Sign	5,925	4,876	4,425	3,457	1,894
Signal Violation	2,738	2,185	2,129	1,701	2,136
Fail to Yield	1,094	1,055	830	811	458
C&I	1,411	1,369	1,010	821	645
Speeding	40,039	34,377	39,392	30,470	25,653
Other HMV	18,928	19,707	35,894	30,692	14,901
Seat Belt	15,704	12,755	10,641	8,042	5,399
Child Restraint	764	626	480	419	147
Other Non-HMV Violations	26,055	24,293	25,400	23,777	15,331
Felony Arrests *arrest only	773	684	696	661	820
Drug Arrests *arrest only	1,610	1,495	1,552	2,235	1,000
Stolen Vehicles Recovered *arrest only	50	72	52	43	30
Fugitives Apprehended *arrest only	1,793	1,535	2,008	1,711	811
Suspended/Revoked License	5,755	5,242	4,335	3,443	2,322
Uninsured Motorist	15,709	14,509	12,157	11,007	61,147
Number of Sobriety Checkpoints	40	29	0	0	0

Age of Signal Controllers and Cabinets

Result Driver: Ashley Buechter, Traffic Liaison Engineer
Measurement Driver: Katy Harlan, Traffic Studies Specialist
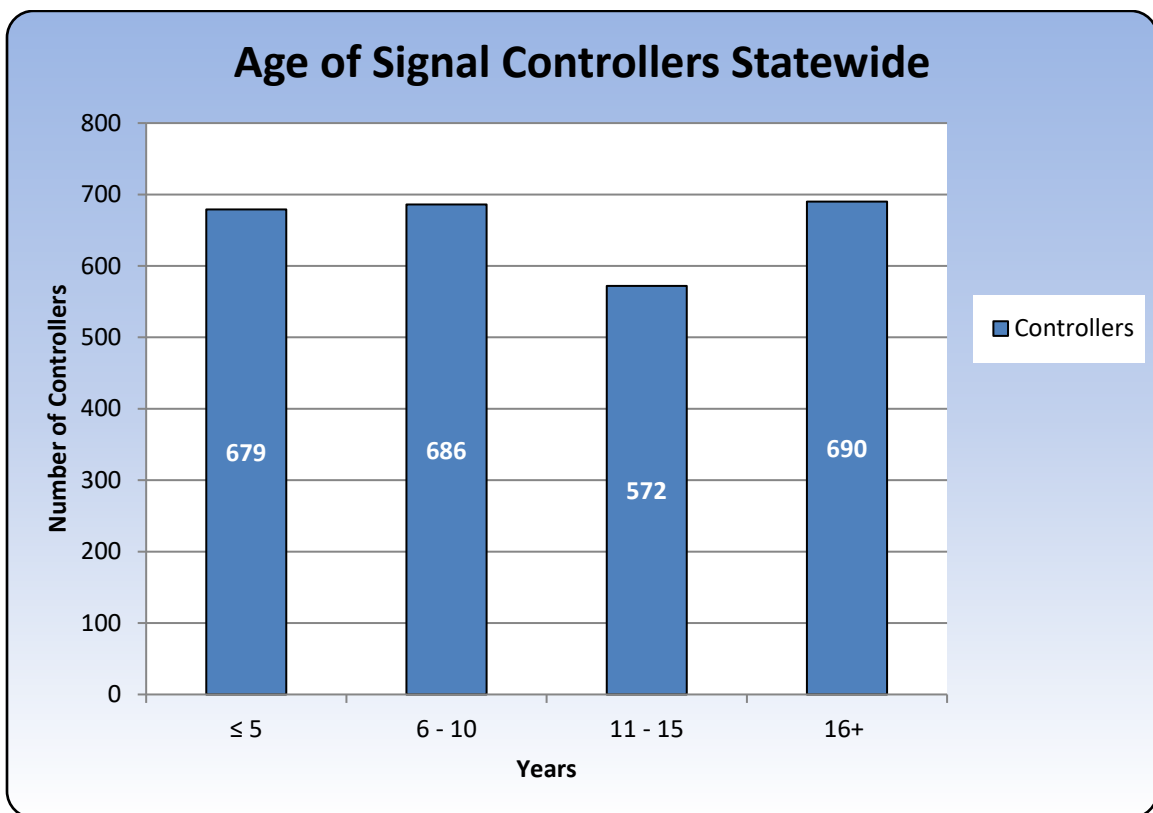
Purpose of the Measure:
Routine replacement of signal control equipment assists in maintaining and operating a reliable system. Signal controllers should be replaced at 10 years of age or older and signal cabinets should be replaced at 20 years of age or older. After this, maintenance increases and controllers begin to experience problems.

Measurement and Data Collection:
Using a TMS query, the age of signal controllers and cabinets is determined. Highway Safety and Traffic Division coordinates the annual order and Districts fund the controller replacement program. This is a semi-annual measure.

Improvement Status:
Statewide there are 1,262 controllers that are older than 10 years of age and 109 cabinets that are older than 20 years of age. For 11+ years of controller age, St. Louis District has 57 percent of the controllers and for 21+ years of cabinet age, Kansas City District has 59 percent of the cabinets.

Age of Signal Controllers Statewide

Years	Number of Controllers
≤ 5	679
6 - 10	686
11 - 15	572
16+	690

Legend: ■ Controllers

Age of Signal Controllers by District

Legend:
- 16+
- 11 - 15
- 6 - 10
- ≤ 5

Y-axis: **Number of Contollers** (0, 200, 400, 600, 800, 1000)

X-axis: **District** (NW, NE, KC, CD, SL, SW, SE)

Data values:
- NW: 32, 22, 21, 19
- NE: 14, 28, 0, 20
- KC: 191, 154, 97, 134
- CD: 30, 81, 41, 105
- SL: 65, 292, 321, 393
- SW: 211, 87, 65, 33
- SE: 136, 22, 6, 7
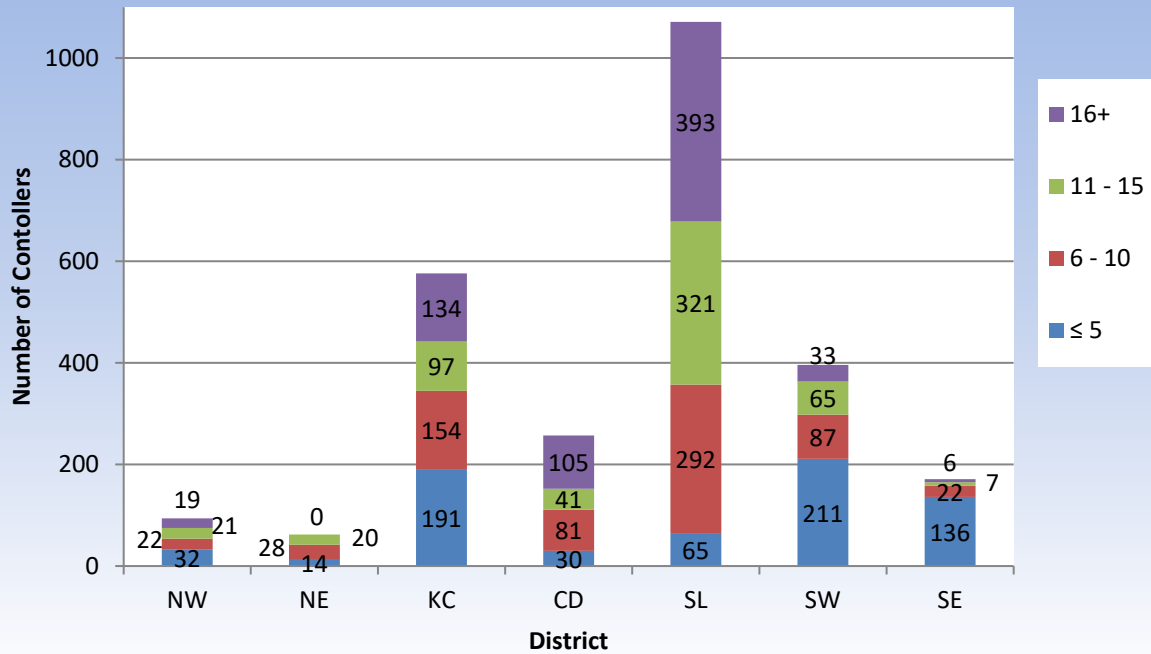
Age of Signal Cabinets Statewide

Legend: Cabinets

Y-axis: **Numbre of Cabinets** (0, 200, 400, 600, 800, 1000, 1200, 1400)

X-axis: **Years** (≤ 10, 11-15, 16-20, 21-25, 26+)

Data values:
- ≤ 10: 1179
- 11-15: 747
- 16-20: 592
- 21-25: 75
- 26+: 34

Age of Signal Cabinets by District

Chart: "Age of Signal Cabinets by District"

Y-axis: Number of Cabinets (0 to 1200)
X-axis: District (NW, NE, KC, CD, SL, SW, SE)

Legend:
- 26+
- 21-25
- 16-20
- 11-15
- ≤ 10

Data values by district:

NW: ≤ 10 = 49; 11-15 = 28; 16-20 = 13; total label = 4

NE: ≤ 10 = 34; 20; 8

KC: ≤ 10 = 315; 11-15 = 79; 16-20 = 118; 21-25 = 33; 26+ = 31

CD: ≤ 10 = 122; 11-15 = 41; 16-20 = 85; 21-25 = 9

SL: ≤ 10 = 366; 11-15 = 378; 16-20 = 299; 21-25 = 26

SW: ≤ 10 = 209; 11-15 = 135; 16-20 = 49

SE: ≤ 10 = 84; 11-15 = 66; 16-20 = 20; 1

Percent of Stripes in Good Condition

Result Driver: Nicole Hood, State Highway Safety and Traffic Engineer
Measurement Driver: Tom Honich, Traffic Liaison Engineer

Purpose of the Measure:
This measure evaluates the performance of MoDOT's pavement marking quality and visibility based on sample evaluations statewide. This data is used in conjunction with other quality assurance reviews to evaluate striping policy, processes, materials and application practices in order to find ways to make improvements. This measure was reconfigured for July of 2019, changing the time measurements that were taken and combining major and minor pavement marking condition into one tracker measure.

Measurement and Data Collection:
This measurement evaluates the nighttime performance of the pavement marking using a mobile retroreflectometer with the results reported in units of milicandelas per meter squared per lux (mcd/m^2/lux). Data is collected on minor roads along random 5 mile segments, measuring both centerline and edge line. Data is collected on major routes continuously on one lane line in each direction for the length of the route; with the assumption the lane line receives the most wear. The data displayed for minor routes in 2016 and 2017 were collected in the fall of the year (old data collection cycle) with the individual district data for 2016 being corrupted and not displayed. All other data (major and minor) were collected in the spring after snow fight. For uniformity in data, all data is being collected in the spring, evaluating the condition of the pavement markings coming out of winter.

Improvement Status:
The goal of MoDOT's waterborne pavement marking program is to come out of winter with lines meeting minimum levels of visibility to provide guidance to motorists until our crews are able to refresh the lines. The outcome of this measure is affected by both the quality of the pavement markings and the degree of snow plow damage inflicted during the winter season. MoDOT began a quality improvement effort in 2015 and continues to make improvements through annual training and quality assurance reviews. The direction is safety first, quality second and production third without sacrificing safety and quality. Quality essentially comes down to focusing on the application of the materials to maximize performance and longevity.

Minor routes also have a third aspect affecting data and that is the fact only 50% of the minor routes are striped each year and data is collected regardless if the route has been striped or not. Higher quality pavement markings with higher initial retroreflectivity have a far greater chance of making it through the winter with acceptable levels of visibility in the spring.
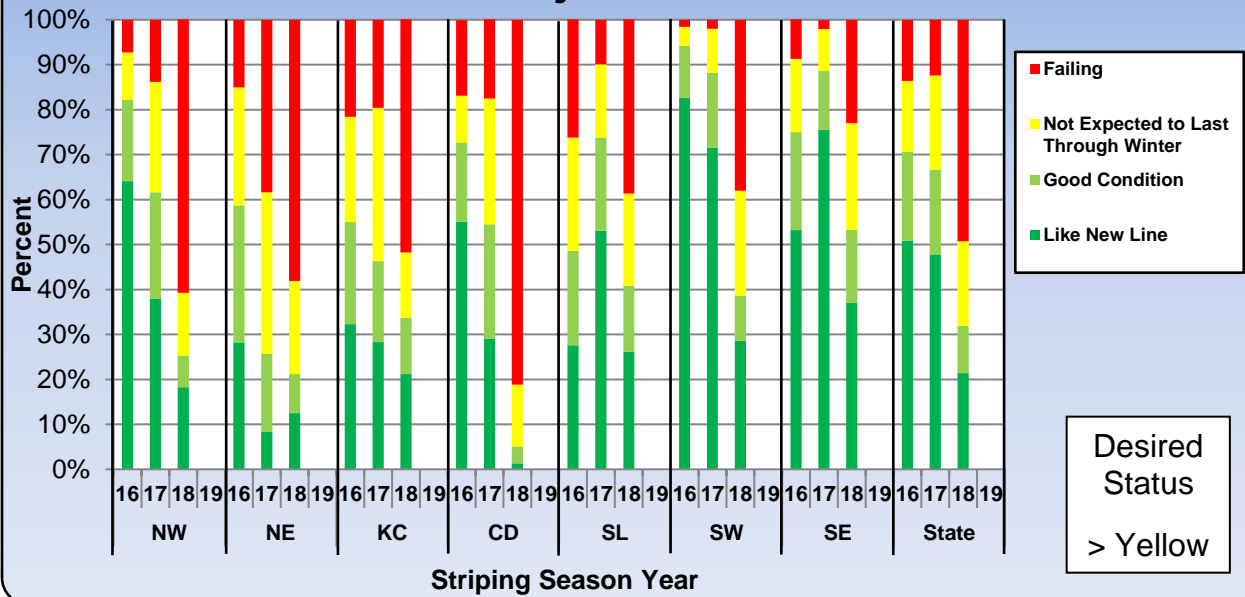
The expectations for pavement marking performance in the table below are based on research on the effectiveness and life winter is above the failure point listed in the table below as this level of visibility would still provide a minimal expectancy of pavement markings and are the basis for this measure. The minimum desired level of retroreflectivity coming out of level of guidance to motorists. However, the ideal status would be to meet or exceed the levels expected to make it through another winter, providing a level of visibility meeting driver expectations and safety throughout the entire year.

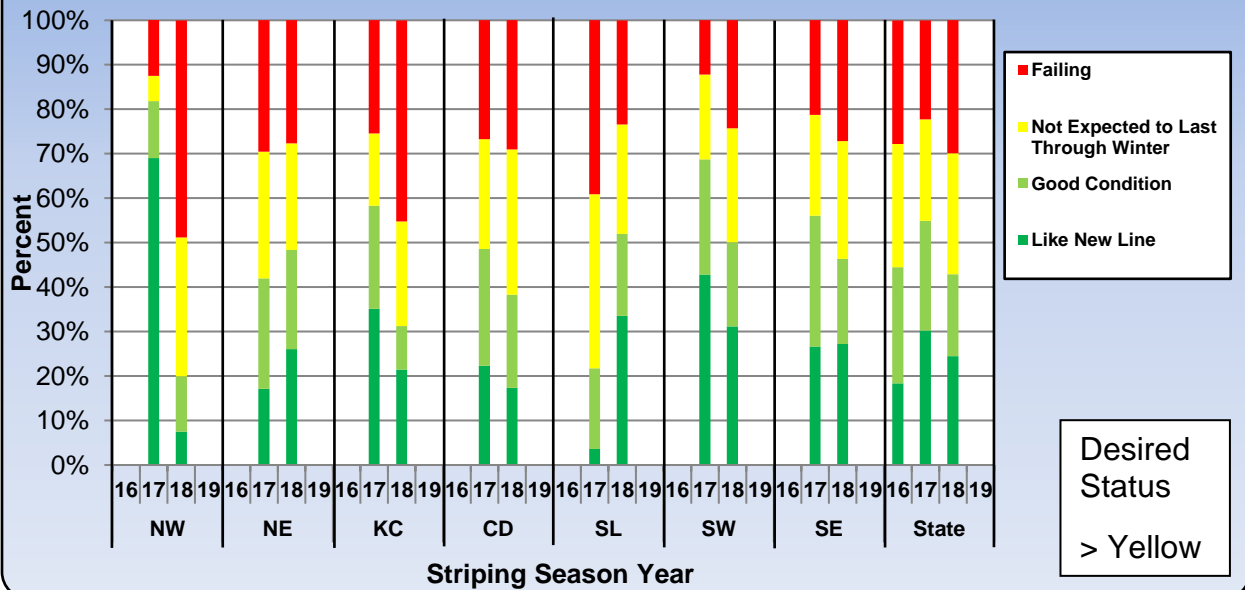| Pavement Marking Acceptance Table, mcd/m²/lux	White	Yellow
New Pavement Markings	300	225
Existing Pavement Markings Expected to Last Through Winter	225	175
Pavement Marking Failure Point	150	125

Due to COVID-19 and the funding shortfalls associated with vehicle miles traveled during 2020 the collection of spring readings were not funded so no data

Operate a Reliable and Convenient Transportation System

Major Routes

Desired
Status

> Yellow

Legend:
- Failing (red)
- Not Expected to Last Through Winter (yellow)
- Good Condition (light green)
- Like New Line (green)

Y-axis: Percent (0% to 100%)
X-axis: Striping Season Year (16 17 18 19) for NW, NE, KC, CD, SL, SW, SE, State

Minor Routes

Desired
Status

> Yellow

Legend:
- Failing (red)
- Not Expected to Last Through Winter (yellow)
- Good Condition (light green)
- Like New Line (green)

Y-axis: Percent (0% to 100%)
X-axis: Striping Season Year (16 17 18 19) for NW, NE, KC, CD, SL, SW, SE, State

Operate a Reliable and Convenient Transportation System

Percent of Signs Replaced by Districts

Result Driver: Nicole Hood, State Highway Safety and Traffic Engineer
Measurement Driver: Tom Honich, Traffic Liaison Engineer

Purpose of the Measure:
The purpose of this measure is to track the maintenance of highway signs on state routes by MoDOT operations and monitor the levels of resources being applied to this effort by each district. Signs should be replaced when they reach the end of their service life, which is determined primarily through annual nighttime inspections as well as call reports throughout the year. The end of service life is the point at which the nighttime visibility/legibility of the sign reaches minimal levels established by FHWA, not when the sign becomes completely illegible. This measure is an annual snapshot of resources being expended and does not reflect the scope of deficient signs a district may have or the actual percent of signs which may actually need to be replaced to get a district into an annual replacement cycle. This measure begins at a point where excess sign inventories should have been eliminated and would not skew the data.

Measurement and Data Collection:
The data for this measure is collected at the end of the fiscal year. The number of signs ordered by each district is compared to the number of signs recorded in the field inventory of the Sign Management System for each district. The data does not include signs installed by contractors. Signs, such as facility signs or signs for temporary traffic control are not counted as they are not permanently installed on MoDOT's highways.

Improvement Status:
Routine sign maintenance is intended to provide a uniform level of sign performance to meet minimum federal sign quality requirements, public expectations and most importantly safety. The goal is to establish a sign replacement program which maintains signs at an acceptable level while also establishing uniform sign maintenance work loads and budgets from year to year. In order to have a consistent workload and budget, each district should be replacing approximately 8% of their signs each year based on the average sign life expectancy of 12 years. Theoretically, the portion of signs not replaced in any given year should be added to the next year's sign replacement plan to maintain a district's overall sign condition at an acceptable level. Sign maintenance and resources should be applied appropriately to all types of signs (flat sheet, structural and overhead) and road types so no one category is neglected.

The graph displays the overall percent of signs a district replaces (orders) in relation to the total number of signs they have in the field, sign orders are in large part driven by annual sign inspections. The table below displays the raw data to allow a sense of scale. Theoretically, the number of signs ordered each year should be slightly greater than the percent of sign assemblies needing replacement to account for new installations and work orders for sign repairs identified outside of annual sign inspections. Sign inspections normally take place during the fall and winter months with the sign replacements taking place in the spring and summer following. The data for 2020 is very likely impacted by COVID-19 and the subsequent restrictions applied to signing activities beginning in March of 2020.

Data from July 1, 2019 to June 30, 2020

District	Total Number of Signs Per District	Estimated Number of Signs Needing Replacement Each Year	Actual Signs Ordered Each Year
NW	81,580	6,527	2,313
NE	79,380	6,351	4,976
KC	75,004	6,001	6,819
CD	104,385	8,351	5,521
SL	76,637	6,131	5,255
SW	142,889	11,432	6,226
SE	129,921	10,394	3,582
Statewide	**689,796**	**55,184**	**34,692**

Percent of Total Signs Replaced
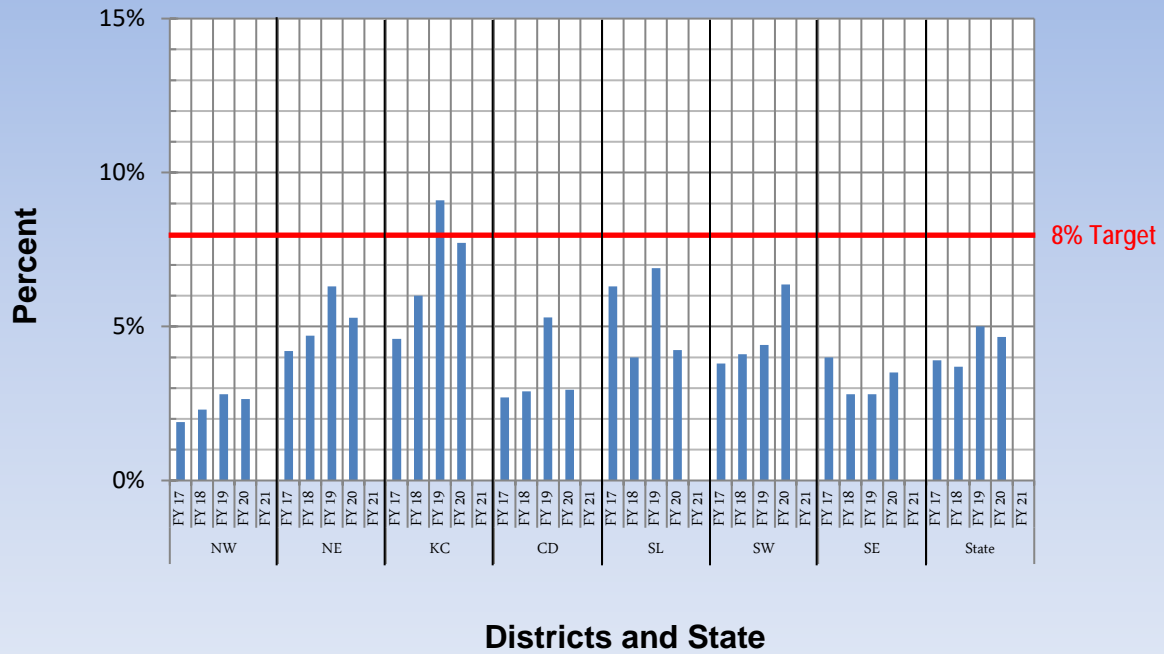
Number of NHTSA Projects Monitored

Result Driver: Jon Nelson, Assistant to State Highway Safety & Traffic Engineer
Measurement Driver: Scott Jones, Highway Safety Program Administrator

Purpose of the Measure:
Using National Highway Traffic Safety Administration funds, the Highway Safety & Traffic Division administers projects to influence driver behavior in order to reduce fatal and serious injury crashes. With a yearly budget of $15-$17 million, the Highway Safety & Traffic Division awards over 400 total contracts to 175-200 state and local entities with projects including activities such as officer overtime, safe communities, breath alcohol instrument maintenance, media, child passenger safety, and young driver initiatives, to name just a few. Every project is required to be monitored by Highway Safety staff, and may be done via email, phone, and/or in-person. This measure tracks the monitoring of highway safety projects administered by the MoDOT Highway Safety & Traffic Division.

Measurement and Data Collection:
The information tracked in this measure is the count of projects monitored, by quarter. Ideally, projects would be monitored evenly throughout the year (25% each quarter). However, some projects, namely law enforcement overtime projects and educational projects, may only be conducted during higher-travel summer months, therefore there would be no activity to monitor until later in the year. In addition, staff may also monitor projects multiple times throughout the year, but for this measure's purpose only the most recent monitor report is counted.

Improvement Status:
Highway Safety staff continually monitor their assigned projects throughout the Federal fiscal year to ensure projects are being worked, and expenses are being billed, as required by the contract. Often, contact is made with the sub-recipient's project manager to determine what, if any, issues are affecting timely billing. The goal is to have all projects monitored by the end of the 4th quarter of the fiscal year (September 30).

In 2020, the Highway Safety and Traffic Division monitored 413 projects. In 2021, HSTD staff are managing 425 NHTSA projects. Restrictions in travel and contact due to COVID-19 has impacted required on-site monitoring of projects over $200,000, and staff has had to adapt to virtual monitoring of those and other projects in both FY20 and FY21.
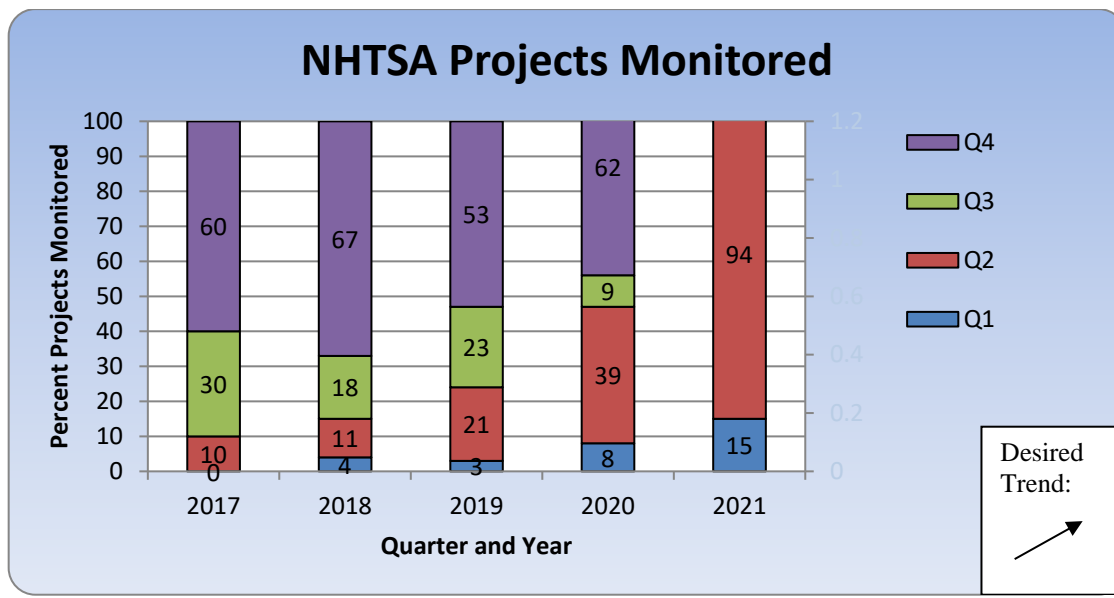
Percent of NHTSA Funds Expended

Result Driver: Jon Nelson, Assistant to State Highway Safety & Traffic Engineer
Measurement Driver: Scott Jones, Highway Safety Program Administrator

Purpose of the Measure:
Funds are earmarked by the National Highway Traffic Safety Administration to influence driver behavior in order to reduce fatal and serious injury crashes. A recent study by NHTSA indicates that as high as 94% of crashes are due to driver error. Funding is passed through state highway safety offices to state and local entities to reduce crashes involving driver inattention, driver impairment, aggressive/speeding driving, and other driver-related issues that may lead to crashes. This measure tracks the amount of expenditures by sub-recipients of highway safety funding administered by the MoDOT Highway Safety & Traffic Division.

Measurement and Data Collection:
The information tracked in this measure is the percentage of actual expenditures vs. awarded funds, by quarter. Ideally, funds would be spent evenly throughout the year (25% each quarter). However, some projects, namely law enforcement overtime projects, may only be during higher-travel summer months.

Improvement Status:
Highway Safety staff continually monitor their assigned projects throughout the Federal fiscal year to ensure projects are being worked, and expenses are being billed, as required by the contract. Often contact is made with the sub-recipient's project manager to determine what, if any, issues are affecting timely billing. The goal is to have 100% expenditures by the end of the 4th quarter of the Federal fiscal year (September 30); however, final billing of all projects is not complete until November 15 of each year.

Highway Safety project expenditure history is factored in to future award determinations during the evaluation of applications when applicable.

Chart: **NHTSA Funds Expended by Quarter** — Percentage Funds Expended (y-axis) vs Quarter and Year (x-axis)

$ - Awarded (in millions)

Year	$ Awarded	Q1	Q2	Q3	Q4
2016	$20.6	4.5	12.39	21.24	44.24
2017	$18.0	2.45	17.03	21.05	38.37
2018	$18.0	3.46	15.46	18.06	45.16
2019	$18.6	4.52	16.27	19.97	44.8
2020	$19.0	3.50	20.66	17.25	37.32
2021		6.58	16.01		
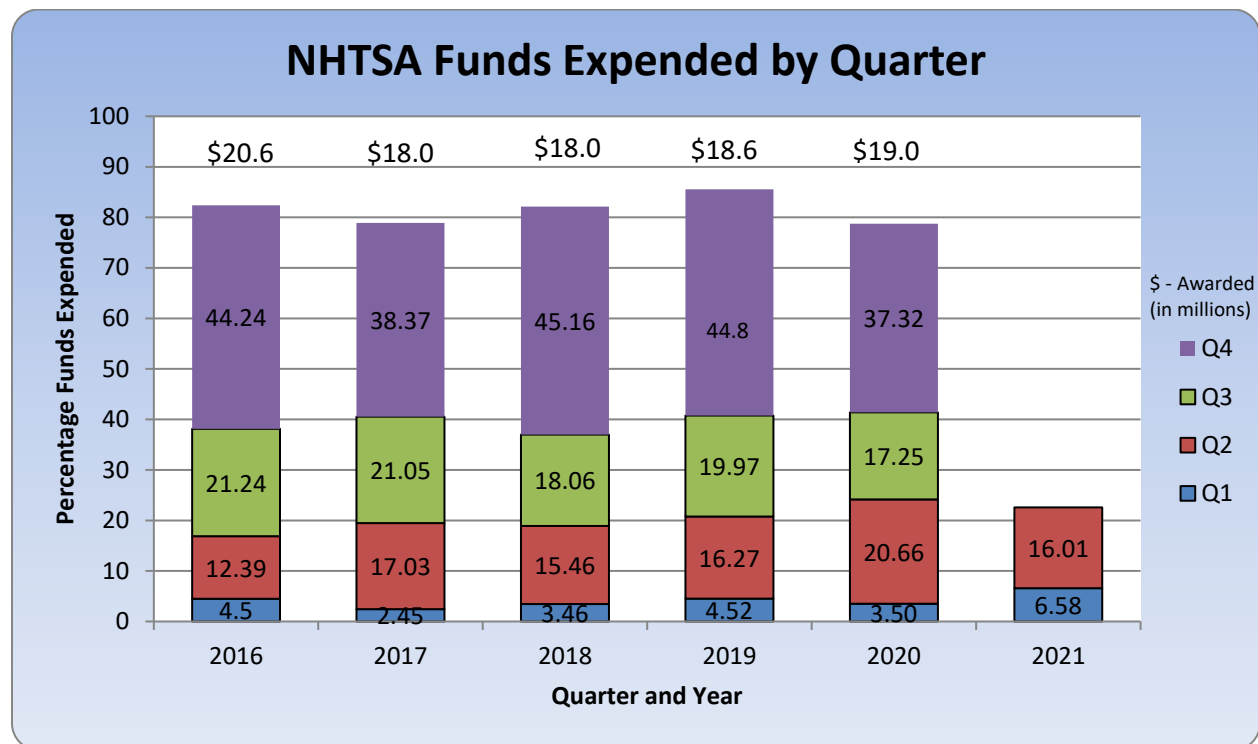
Keep Customers and Ourselves Safe

Total Cost and Number of targeted audience exposed to Highway Saftey Campaigns

Result Driver: Jon Nelson, Assistant to State Highway Safety & Traffic Engineer
Measurement Driver: Kelly Jackson, Senior Communications Specialist

Purpose of the Measure:
This measure tracks the number of Highway Safety campaigns per quarter, the amount spent, and the number of exposures to the targeted audience. Various media outlets are available for tracking, such as TV, digital, internet, social media, radio, video, outdoor, and print.

Measurement and Data Collection:
Advertising is geared directly toward the target audience. Our contracted ad agency, Bucket Media, provides detailed reports on the exposure of each campaign. Impressions reported are for all outlets reported to date. Tracking of this measure began second quarter of 2012.
Contracted agencies use media outlets based on the current media habits of the target audience. It's important to continue using the most effective media versus the most efficient media to gain and retain the attention of our target audience and meet the goals of the campaigns.
Campaigns have been combined into like categories for better comparison of target audience and campaign goals. Impressions continue to increase even in areas where less campaign dollars are spent from the previous year, indicating that specific monitoring of media habits and strategic placement of ads is working. Higher and lower impressions are most likely the result of varying campaign budgets.

Improvement Status:
Reporting for this measure was changed in 2019 to better reflect a measurable trend of impressions per dollar. This process helps to streamline not only the look of the charts, but to help the reader better interpret the results of the campaigns. Four campaigns were held in fouth quarter 2020 and first quarter 2021:
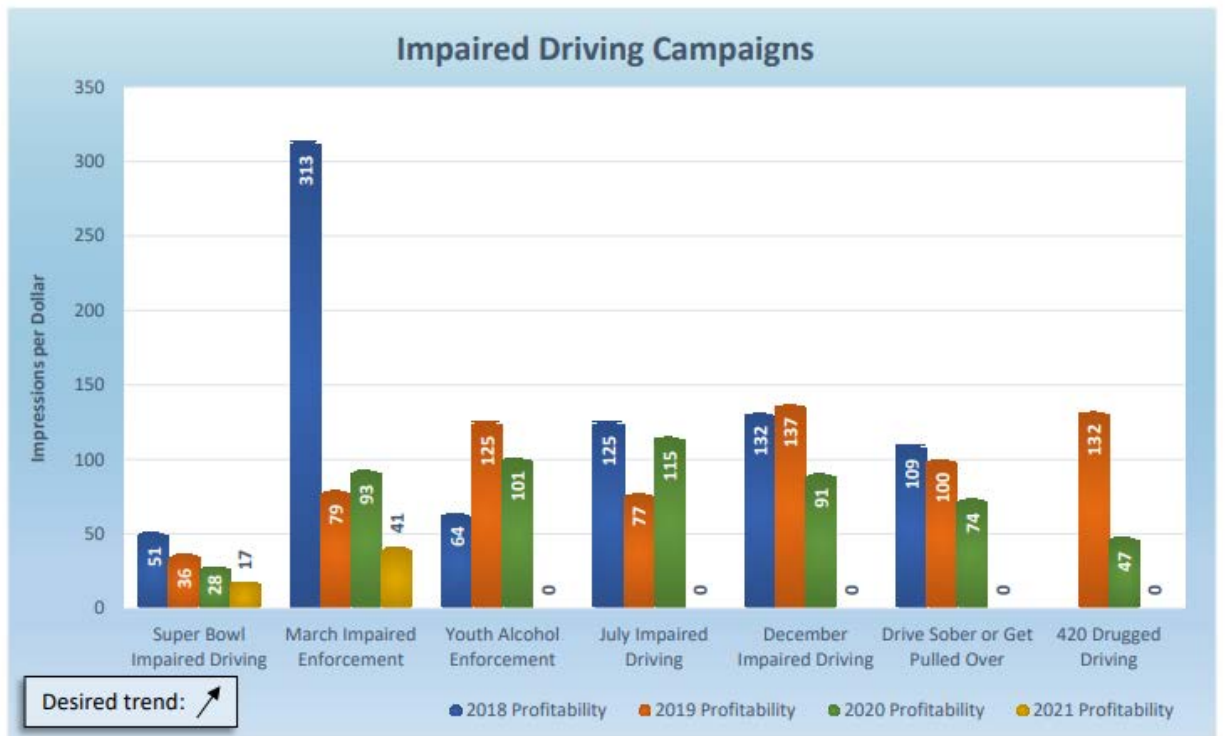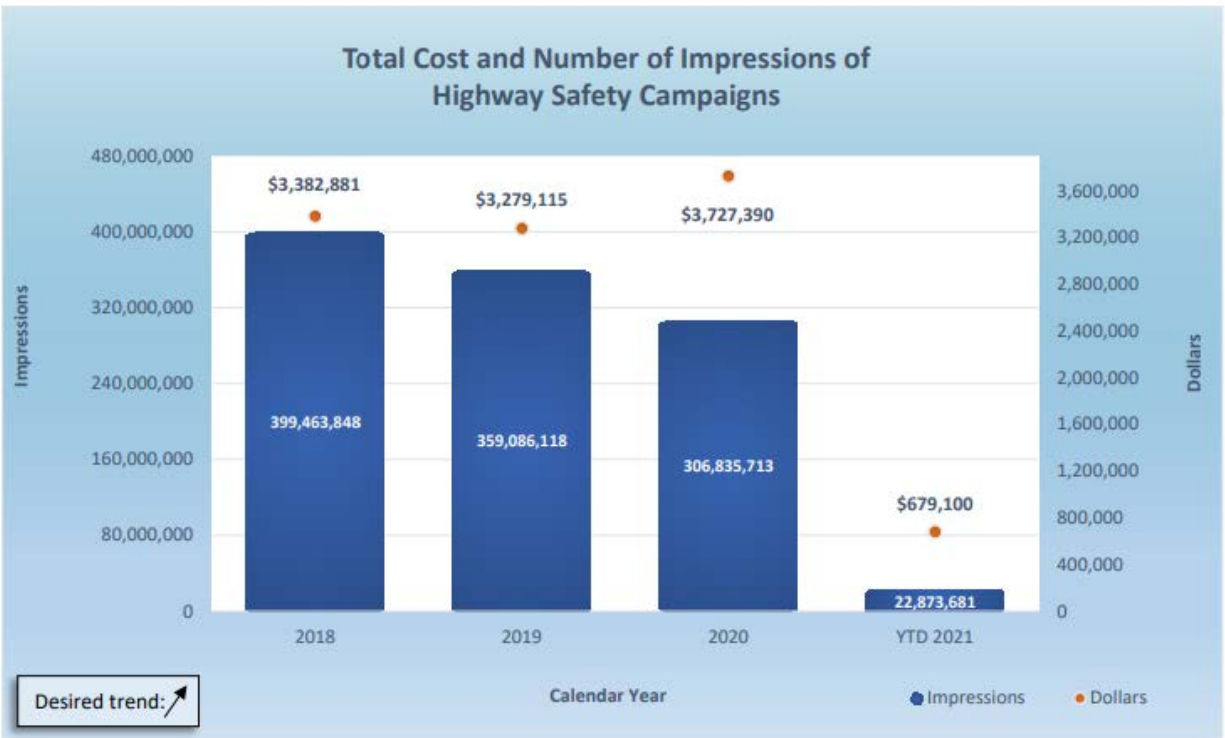
1. Buckle Up Phone Down Awareness Campaign
2. NFL Playoffs Awareness Campaign
3. Super Bowl Awareness Campaign
4. March Impaired Enforcement Campaign

Another advertising opportunity with the Kansas City Chiefs in the NFL playoffs allowed for additional BUPD messages to Missourians this quarter. All campaigns performed well. A total of $679,100 was spent on paid media, resulting in nearly 23 million impressions.
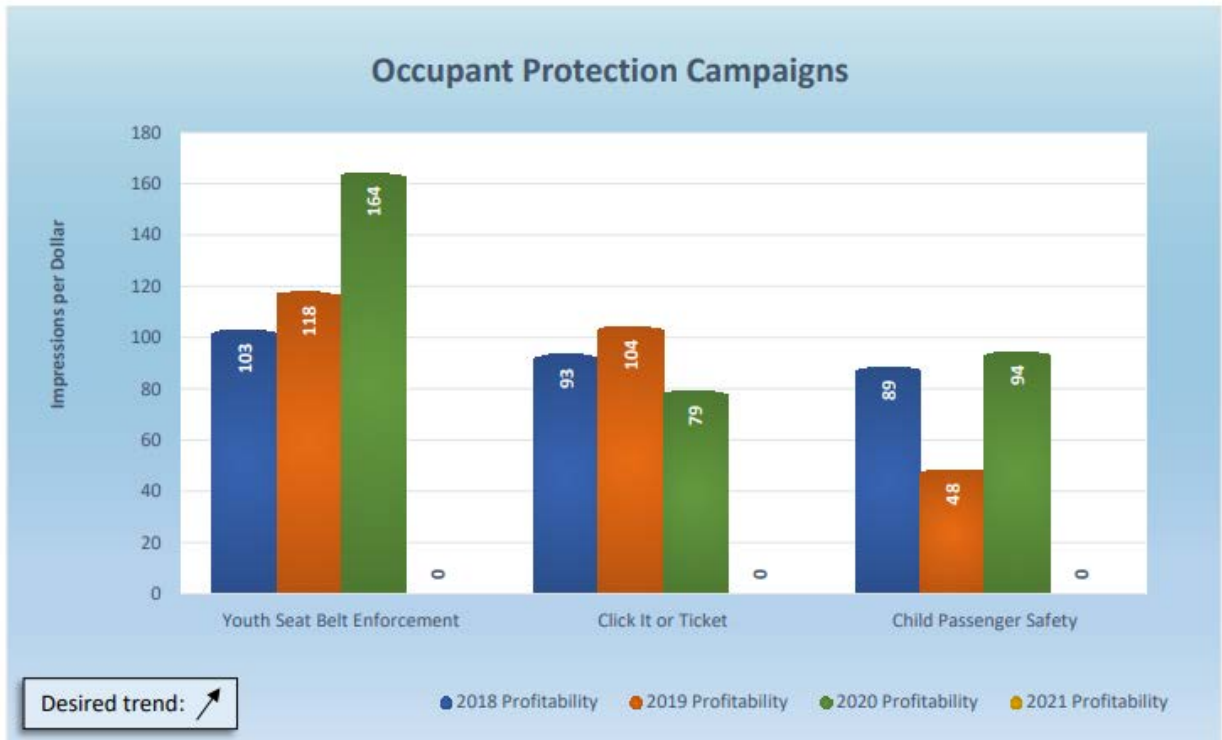
With the changes brought by COVID-19, several placements were again changed to accommodate various closings of businesses and venues. A switch to more online, digital and traditional radio advertising deemed beneficial in this effort to continue to get our safety messages out.
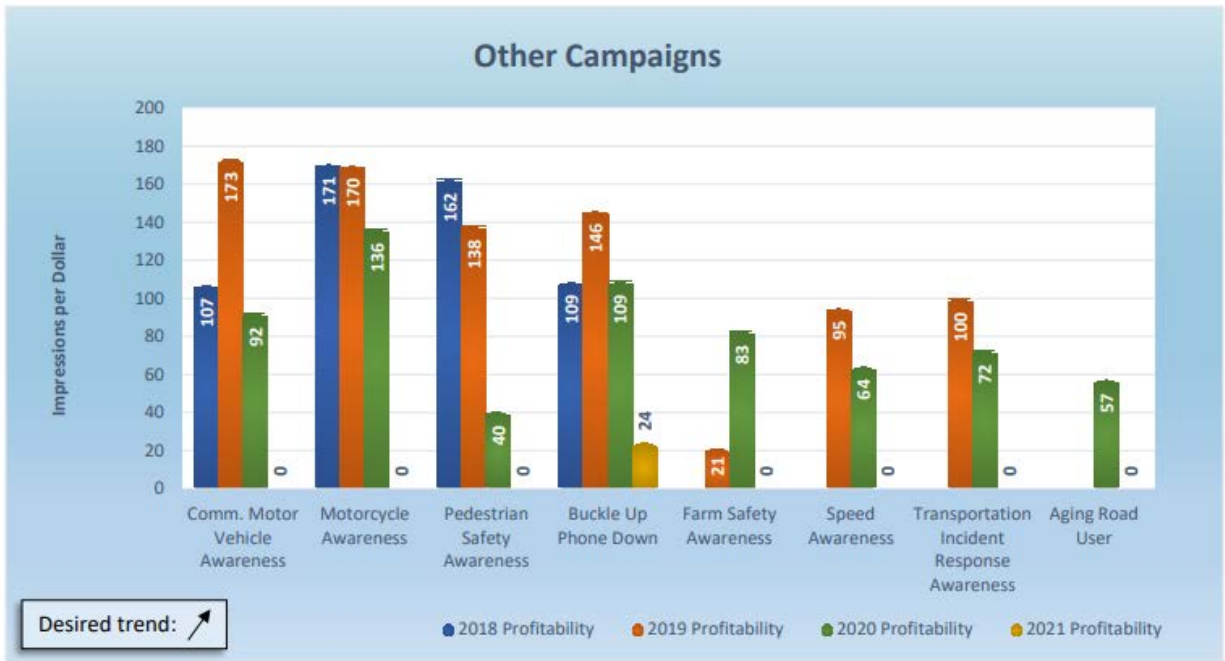
Higher and lower impressions are most likely the result of varying campaign budgets or last-minute placement changes due to COVID-19. However, the growth of the digital ad space, along with more robust targeting opportunities in digital and social media and evolutions in technology, are providing higher CPM (cost per thousand) of ad inventory. Movement of ads to this more premium ad inventory and platform helps to guarantee full run of ads, higher viewability, higher click through rates and more user interaction versus other platforms that allow skipping within a few seconds, lower viewability and less user interaction. More traditional OOH (out of home) mediums use multipliers in their provided impression calculations which differ from digital in that an impression is simply an impression with no calculations. This differs from digital in that an impression is simply an impression with no calculations, formulas or multipliers involved. This difference in how impressions are measured from medium to media also contributes to the differences and the largest skews in some of the overall campaign and quarter impression totals.

To date, not all reporting measures are available. The number of impressions will improve with additional reporting.

Total Cost and Number of Impressions of Highway Safety Campaigns

Calendar Year	Impressions	Dollars
2018	399,463,848	$3,382,881
2019	359,086,118	$3,279,115
2020	306,835,713	$3,727,390
YTD 2021	22,873,681	$679,100

Desired trend: ↗

● Impressions   ● Dollars

Impaired Driving Campaigns

Impressions per Dollar

	2018 Profitability	2019 Profitability	2020 Profitability	2021 Profitability
Super Bowl Impaired Driving	51	36	28	17
March Impaired Enforcement	313	79	93	41
Youth Alcohol Enforcement	64	125	101	0
July Impaired Driving	125	77	115	0
December Impaired Driving	132	137	91	0
Drive Sober or Get Pulled Over	109	100	74	0
420 Drugged Driving		132	47	0

Desired trend: ↗

● 2018 Profitability   ● 2019 Profitability   ● 2020 Profitability   ● 2021 Profitability

Occupant Protection Campaigns

Impressions per Dollar

| Youth Seat Belt Enforcement | Click It or Ticket | Child Passenger Safety |
| 103 / 118 / 164 | 93 / 104 / 79 / 0 | 89 / 48 / 94 / 0 |

Desired trend: ↗

● 2018 Profitability   ● 2019 Profitability   ● 2020 Profitability   ● 2021 Profitability

Work Zone Awareness Campaigns

Impressions per Dollar

| April thru June | July thru October |
| 161 / 164 / 121 / 0 | 243 / 177 / 180 / 0 |

Desired trend: ↗

● 2018 Profitability   ● 2019 Profitability   ● 2020 Profitability   ● 2021 Profitability

Other Campaigns

Impressions per Dollar

	Comm. Motor Vehicle Awareness	Motorcycle Awareness	Pedestrian Safety Awareness	Buckle Up Phone Down	Farm Safety Awareness	Speed Awareness	Transportation Incident Response Awareness	Aging Road User
2018 Profitability	107	171	162	109				
2019 Profitability	173	170	138	146	21	95	100	
2020 Profitability	92	136	40	109	83	64	72	57
2021 Profitability	0	0	0	24	0	0	0	0

Desired trend: ↗

● 2018 Profitability ● 2019 Profitability ● 2020 Profitability ● 2021 Profitability

Percent of Minorities and Females Employed

Result Driver: Nicole Hood, State Highway Safety and Traffic Engineer
Measurement Driver: Nicole Hood, State Highway Safety and Traffic Engineer

Purpose of the Measure:
This measure tracks minority and female employment in Highway Safety and Traffic's Division workforce. People resources provide opportunities for the department to make decisions that best reflect the needs of Missouri's population. By placing the right people in the right place, the department can better serve its customers and help fulfill its responsibilities to taxpayers.

Measurement and Data Collection:
Equal Opportunity and Diversity staff provides Highway Safety and Traffic Division with a report that pulls the information from the SAMII data warehouse.

Improvement Status:
At the 4th quarter of 2020, the Highway Safety and Traffic Division had 55.56 percent females with availability of 37.39 percent. Minorities employed was at 3.70 percent and the availability was at 10.53 percent.

Percent of Minorities and Females Employed
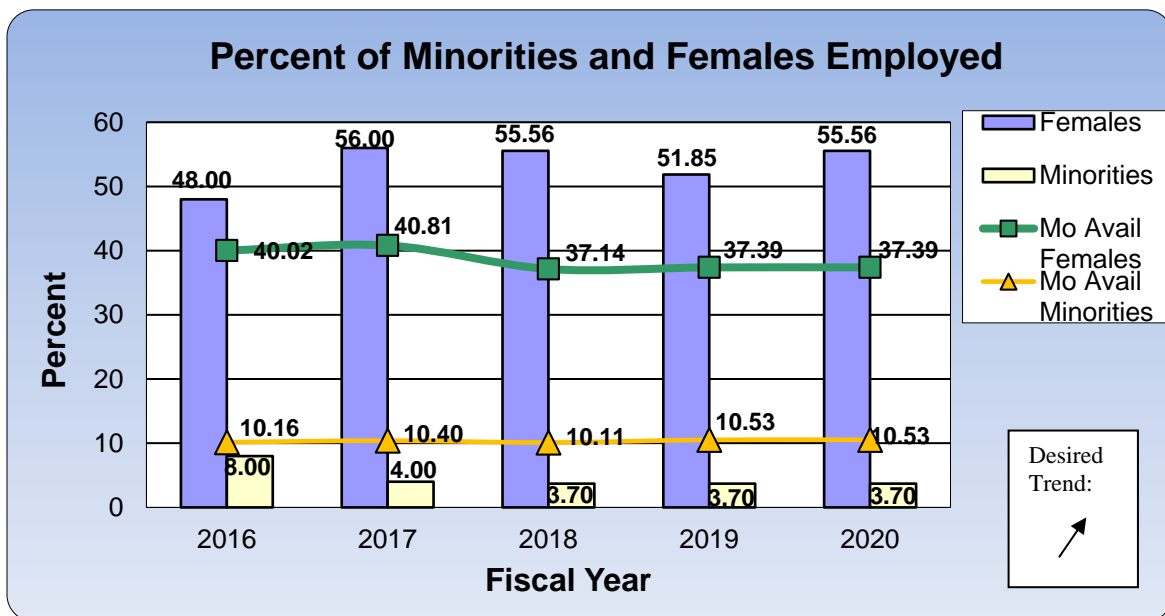
HR-Tracker

Human Resources Division
Performance Data Report

April 2021

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Compensation	New Data Reported	Measurement Driver	Reporting Page
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Employment			
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Telecommuting and Remote Work	Under Development	Tara Meisenheimer	4b
Voluntary and Involuntary Turnover by Location	X	Lori Hogue	4c
Positions Filled Internally and Externally	X	Tara Meisenheimer	4d
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Number of Female and Minority Applicants Considered for Vacancies	X	Tara Meisenheimer	4g
Onboarding Effectiveness	X	Lori Hogue	4h

Use Resources Wisely

Number of Employees by Location

Measurement Driver: Rachel Hickman, Compensation Manager
Data Driver: Bryson King, Senior Human Resources Specialist
Measure Updated: Quarterly

Purpose of the Measure:
This measure tracks the number of salaried employees (full-time and permanent part-time) by location and by the maintenance worker series (including crew leaders) in order to measure progress towards target salaried employment levels. This measure also tracks the number of temporary employees (excluding seasonal maintenance workers, emergency maintenance equipment operators, and emergency maintenance laborers) and the number of female and minority seasonal maintenance workers by location.

Measurement and Data Collection:
Data is collected quarterly within each fiscal year. The first chart shows the current salaried employment level by location (districts and Central Office) compared to targeted staffing levels. The next chart shows the salaried staffing levels of employees categorized in the "maintenance worker series" (which includes crew leaders) in order to track progress towards maintaining a staffing level of 2,386 "boots on the ground" employees. The next two charts show the salaried employment levels for the Central Office divisions/offices. The department considers full-time and permanent part-time employees in its salaried headcount calculations, including those on leave without pay or not working due to workers' compensation injury or illness. The next chart shows the quarter-ending staffing levels of temporary employees such as interns, retirees, and other temporary wage employees (excluding seasonal maintenance workers, emergency maintenance equipment operators, and emergency maintenance laborers). The final chart shows the quarter-ending staffing levels and diversification in the seasonal maintenance worker title by location.
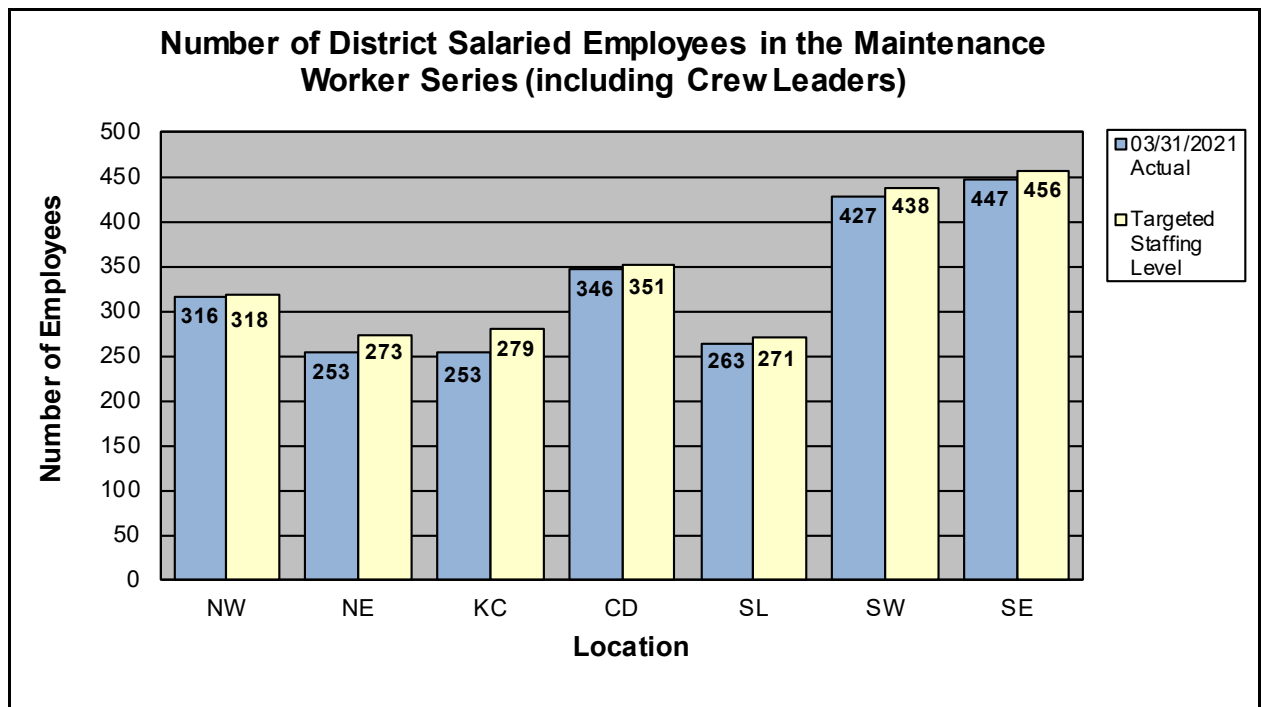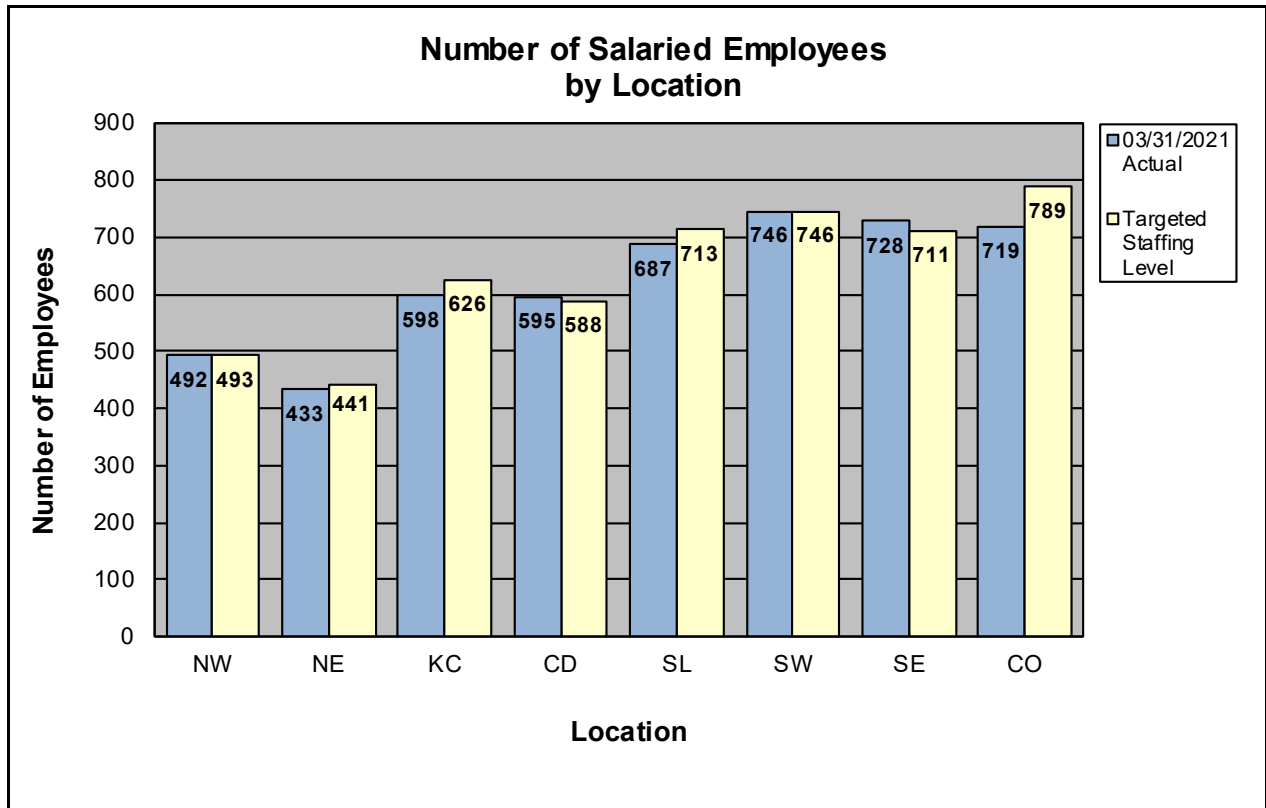
Improvement Status:
The department's salaried employment level as of March 31, 2021, was 4,998 employees. This level is 109 employees below the department's targeted staffing level of 5,107 salaried employees. The department's expected salaried employee headcount is 5,139.
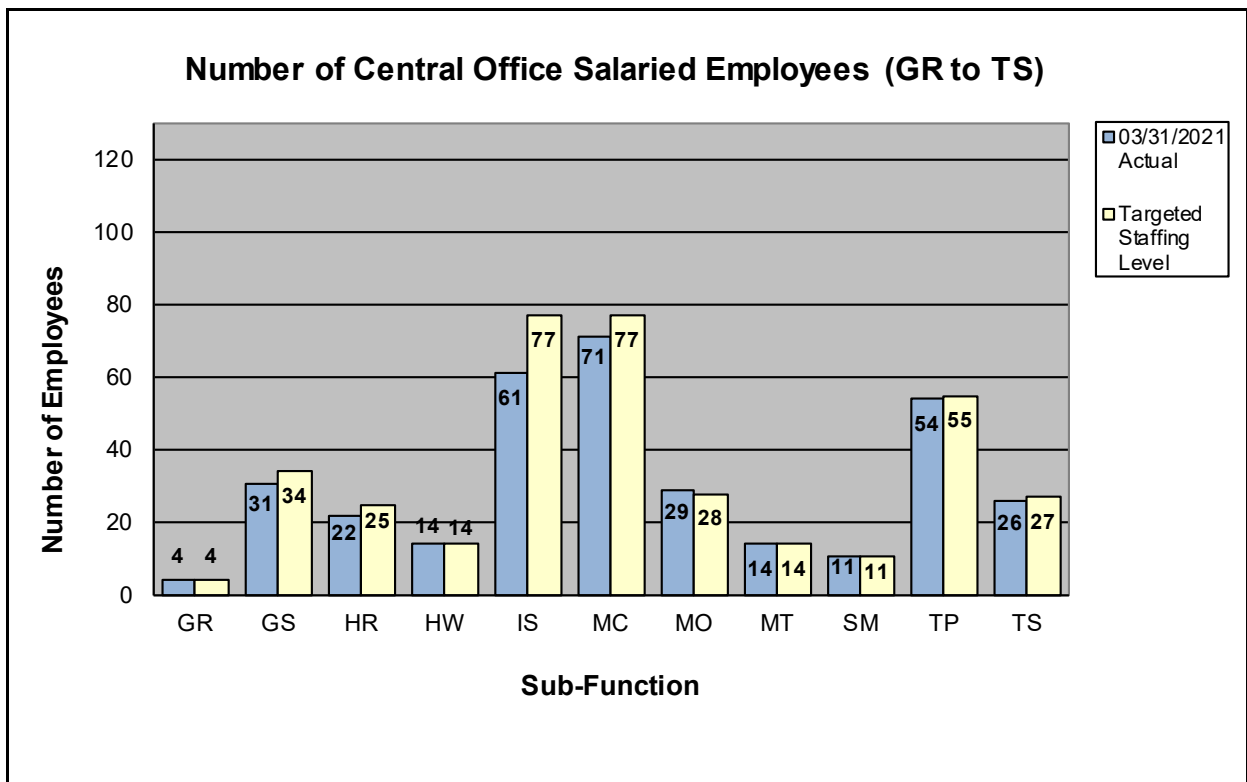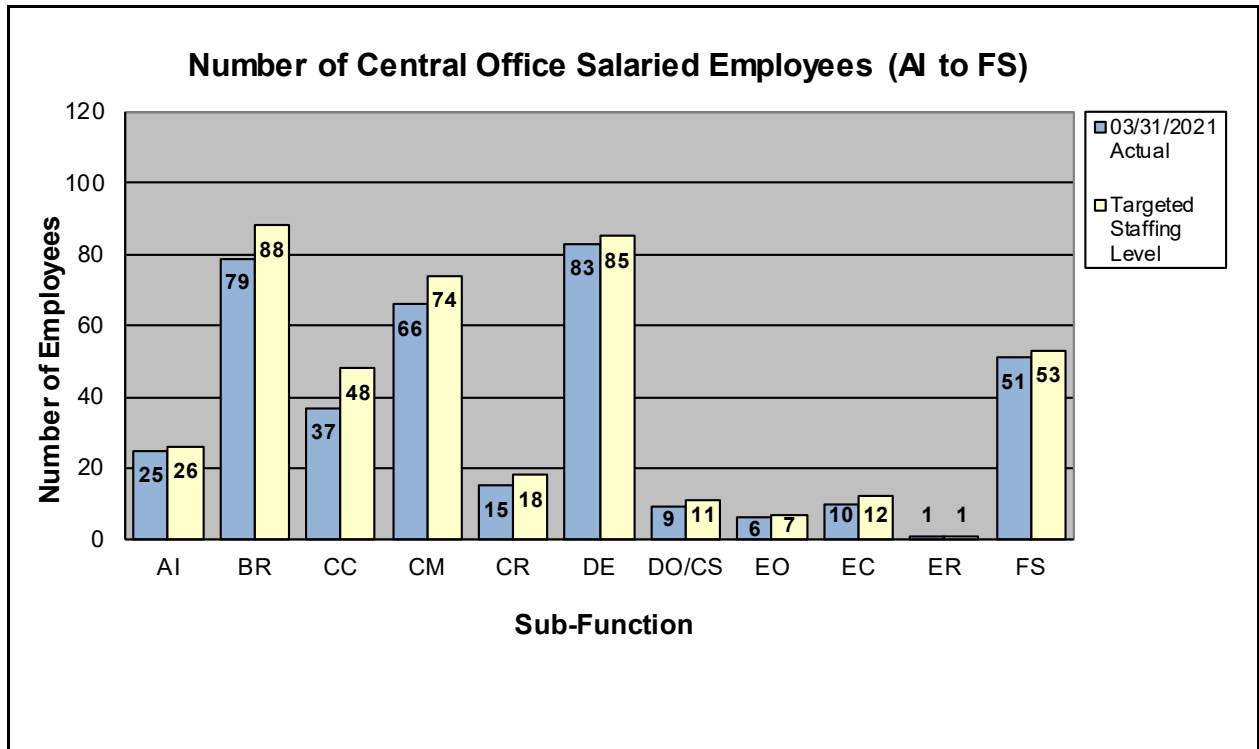
The Central Office is 70 employees below its targeted level. All divisions/offices remain at or under their targeted staffing levels for the end of March 31, 2021, except for Multimodal Operations. Staffing targets have been adjusted to reflect the new Enterprise Resource Planning Division (ER) added during the first quarter of FY21.

MoDOT's salaried staffing level is below the targeted staffing in all districts except Central and Southeast. Included in the salaried staffing levels are permanent part-time employees. On March 31, 2021, the department employed 18 permanent part-time employees (14 females/4 males) compared to 17 (12 females/5 males) as of March 31, 2016 (when MoDOT had a total salaried staffing level of 5,033).
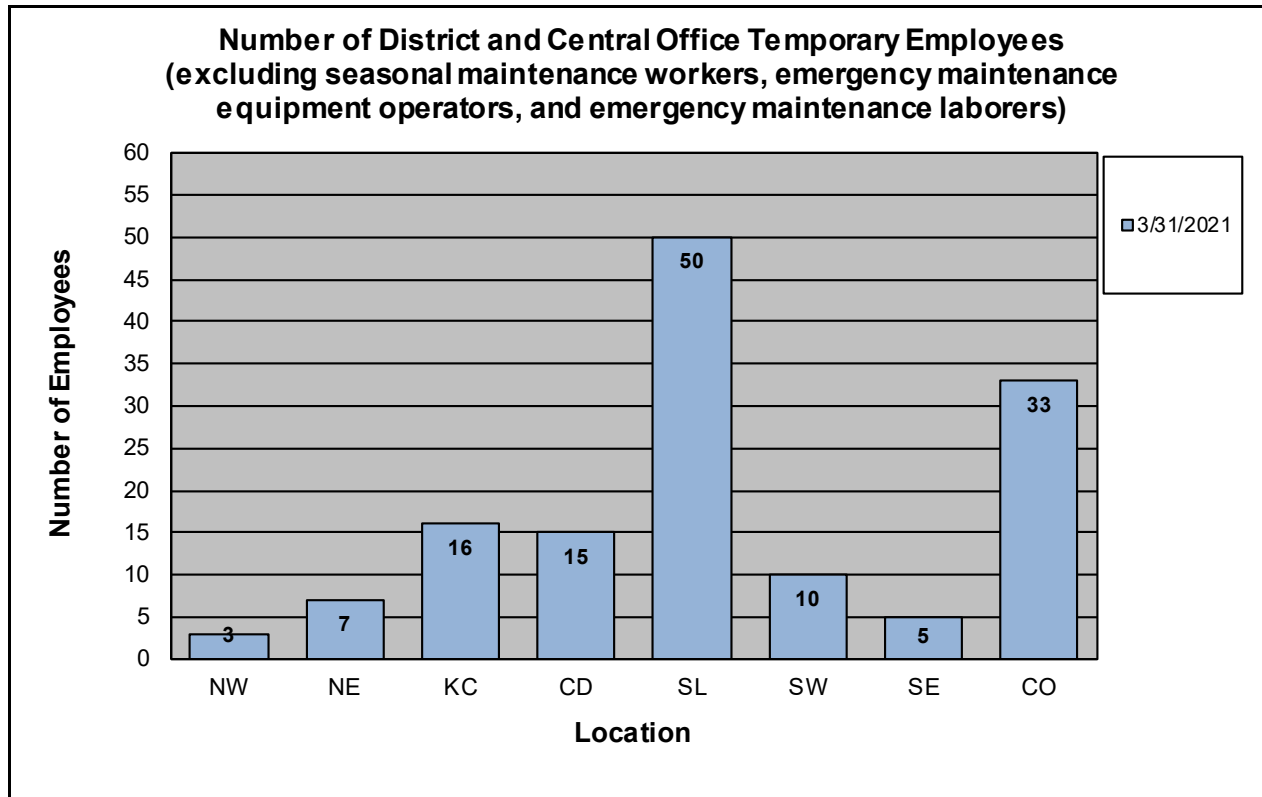
There were 139 temporary employees (excluding seasonal maintenance workers and emergency maintenance equipment operators) on March 31, 2021. Temporary positions include mainly retirees, but also some interns and other wage employees utilized by districts and Central Office divisions. Of the 139 temporary employees, 128 were retirees, with 32 of the 128 retirees performing field maintenance activities. For comparison purposes, on March 31, 2016, there were 79 retirees working for MoDOT, with 32 performing field maintenance activities.

There were 3 seasonal maintenance worker in the districts on March 31, 2021. Of the 3 employees, none were identified as female or minority.

Number of Salaried Employees by Location

Number of Employees

Location	03/31/2021 Actual	Targeted Staffing Level
NW	492	493
NE	433	441
KC	598	626
CD	595	588
SL	687	713
SW	746	746
SE	728	711
CO	719	789

Number of District Salaried Employees in the Maintenance Worker Series (including Crew Leaders)

Number of Employees

Location	03/31/2021 Actual	Targeted Staffing Level
NW	316	318
NE	253	273
KC	253	279
CD	346	351
SL	263	271
SW	427	438
SE	447	456

Number of Central Office Salaried Employees (AI to FS)

Legend: ■ 03/31/2021 Actual □ Targeted Staffing Level

Y-axis: Number of Employees (0, 20, 40, 60, 80, 100, 120)

Sub-Function	AI	BR	CC	CM	CR	DE	DO/CS	EO	EC	ER	FS
Actual	25	79	37	66	15	83	9	6	10	1	51
Targeted	26	88	48	74	18	85	11	7	12	1	53

Number of Central Office Salaried Employees (GR to TS)

Legend: ■ 03/31/2021 Actual □ Targeted Staffing Level

Y-axis: Number of Employees (0, 20, 40, 60, 80, 100, 120)

Sub-Function	GR	GS	HR	HW	IS	MC	MO	MT	SM	TP	TS
Actual	4	31	22	14	61	71	29	14	11	54	26
Targeted	4	34	25	14	77	77	28	14	11	55	27

Number of District and Central Office Temporary Employees
(excluding seasonal maintenance workers, emergency maintenance equipment operators, and emergency maintenance laborers)

Number of District Seasonal Maintenance Workers
as of March 31, 2021

	Total	Females	Minorities	Unknown
NW	1	0	0	0
NE	0	0	0	0
KC	0	0	0	0
CD	2	0	0	0
SL	0	0	0	0
SW	0	0	0	0
SE	0	0	0	0
TOTAL	3	0	0	0

No changes in the data for this measure for this quarter

Use Resources Wisely

Percentage of Employees Below Salary Range Midpoint Step

Measurement Driver: Rachel Hickman, Compensation Manager
Data Driver: Mike Holloway, Senior Human Resources Specialist
Measure Updated: July

Purpose of the Measurement:
MoDOT's goal is to provide salaries that are internally equitable and competitive with the external market. It is best practice within the field of employee compensation for salary range midpoints to approximate the market average for benchmark jobs grouped within each salary grade. This measure shows the department's overall standing regarding employee compensation from an external market perspective, assuming salary grade midpoint steps are reflective of competitive market rates. This measure allows the department to track progress towards moving employees to the market rate/midpoint step for their positions.

Measurement and Data Collection:
The chart shows classified employees only. Senior management, attorneys, wage, seasonal, and other unclassified employees are not included. The data is extracted from the Data Mart and reported annually (i.e., June ending). Based on the salary grid effective January 1, 2020, step 10 of each salary grade is the step that most closely approximates the mathematical midpoint of each salary range. On June 1, 2020, the department moved to stepless salary ranges, but the amounts equivalent to the previous step 10 still represent the range midpoints. Due to temporary salary reductions initiated in June, data from May 31, 2020, was used for this measure.

Improvement Status:
In May 1999, approximately 50 percent of employees' salaries were below their salary range midpoint step, however since then the long-term trend has been of increasing percentages of employees below the midpoint step. In FY12, the Bolder Five-Year Direction (BFYD) led to a decrease in the percentage of employees below the midpoint step, however that reversal resulted from employee demotions and a hiring freeze, rather than pay increases, and following the BFYD reorganization the percentage of employees below their range midpoint began to increase again. Within-grade increases of approximately 2 percent to 4 percent, provided to most employees on January 1, 2020, decreased the percentage of employees below the salary range midpoint in the most recent data. However, significant and lasting progress in this measure is not likely until multiple years of within-grade increases are legislatively appropriated or appropriations are approved that would allow an alternative pay plan funded by MoDOT.

Percentage of Employees Below Salary Range Midpoint Step

June 2016	June 2017	June 2018	June 2019	June 2020
90.1	91.4	92.8	94.4	89.6

Desired Trend: ↘

No changes in the data for this measure for this quarter
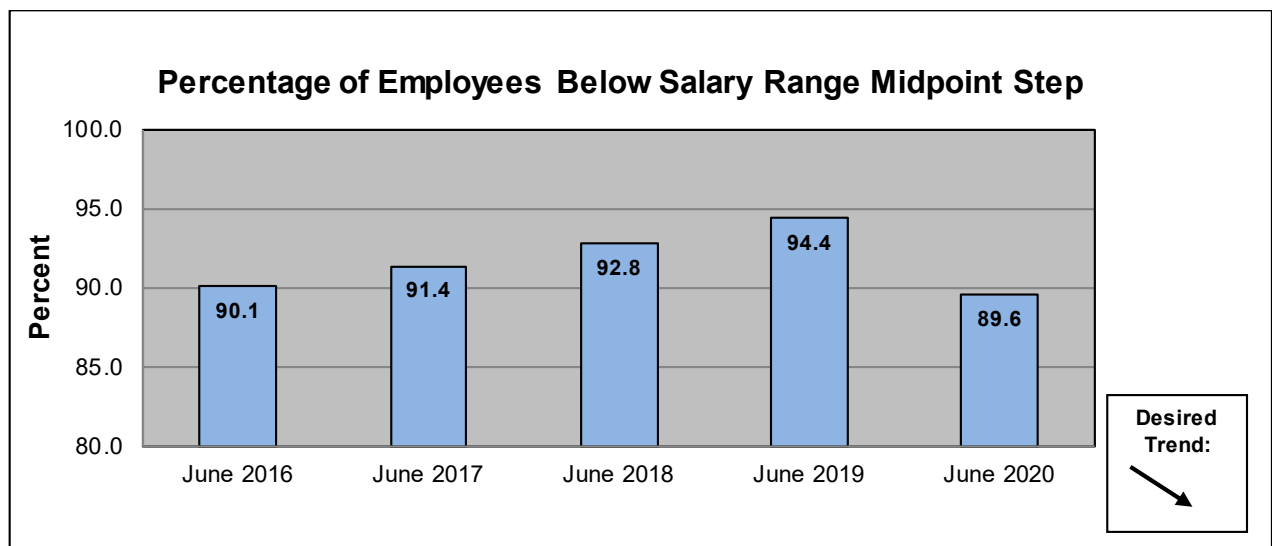
Use Resources Wisely

EEO Refresher Training Compliance

Result Driver: Kim Larimore, Human Resources Administrator
Measurement Driver: Hannah Matthews, Intermediate Employee Development Specialist
Measure Updated: January

Purpose of the Measure:
This measure tracks compliance with 1 CSR 20-6.010(8) which states that all supervisors, managers, and executives are required to take training in the areas of diversity and prevention of unlawful discriminiaton every two to three years. MoDOT complies with this rule and has specific courses defined which satisfy this requirement.

Measurement and Data Collection:
Data is collected from a report produced in MoDOT U. This report shows all supervisors, managers, and executives who are employed with MoDOT. It also shows if they have completed one of the courses MoDOT has defined as satisfying the rule outlined in 1 CSR 20-6.010(8) in the past three years. The percentage of supervisors, managers, and executives in compliance is recorded for MoDOT as a whole and also for each district. The data is reported on a calendar year basis.

MoDOT has two specific courses which have been determined to meet the training curriculum qualifications as outlined in the state rule. Both of these courses are an online EEO Refresher assignment available in MoDOT U. All supervisors, managers, and executives must complete one of these two training options every three years to be in compliance with the state rule.

Improvement Status:
The target for the measure is 100% compliance since the state rule applies to all supervisors, managers, and executives. MoDOT decreased from 96% compliance in 2019 to 69% in 2020. For 2020, there are 236 people that are not in compliance and need to take the EEO Refresher course. A list of people in each district, who are not in compliance, will be sent to District HR Managers so they can work with these individuals to get the training completed.

Compliance Rate with 1 CSR 20-6.010(8) - Calendar Year 2020

% Compliance (y-axis)

Location (x-axis): CD, CO, KC, NE, NW, SE, SL, SW, Statewide

Legend: 2019, 2020

Location	2019	2020
CD	100%	99%
CO	99%	97%
KC	98%	98%
NE	95%	95%
NW	92%	76%
SE	89%	16%
SL	96%	42%
SW	100%	20%
Statewide	96%	69%

TARGET
100% in compliance

No changes in the data for this measure for this quarter
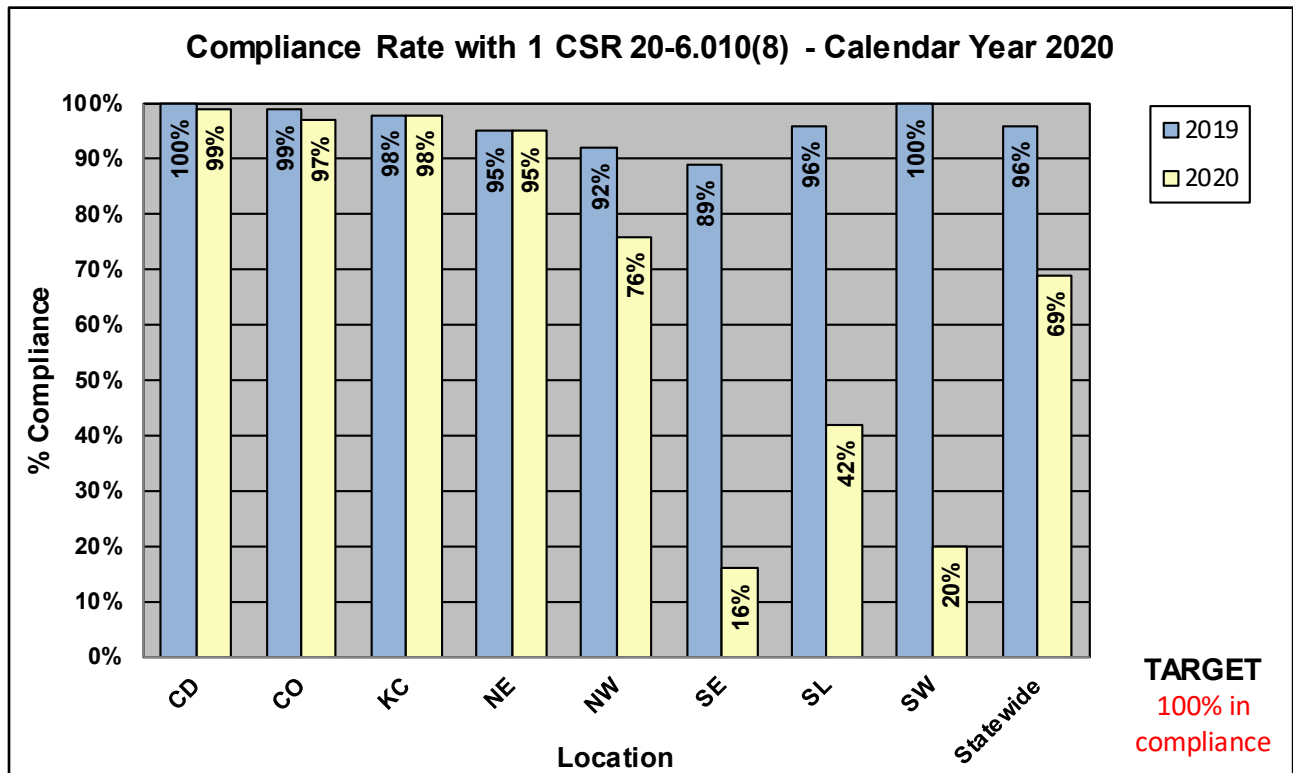
Use Resources Wisely

PDI Program Effectiveness

Result Driver: Kim Larimore, Human Resources Administrator
Measurement Driver: Paula Clay, Senior Employee Development Specialist
Measure Updated: October

Purpose of the Measure:
This measure tracks how effectively the Professional Development Institute (PDI) is meeting the outcomes and core components of the program. The outcomes are: 1) the employee will have satisfied all course requirements for their respective division's universal and technical competencies upon completion of PDI and 2) the employee will have gained valuable knowledge and skills that translate into better performance on their job after program completion. The core components are: 1) the curriculum is specific to the employees developmental needs, 2) participating in PDI involves minimal interruption to the employees normal job duties and 3) the program requirements are easy to understand and it is easy to navigate through the program.

Measurement and Data Collection:
Data used to measure outcome one are collected every two years and is displayed in the first graph. It shows the percentage (26%) of people who have completed a PDI level within two years.

Data used to measure outcome two are displayed in the second graph. Participants were asked what percentage of their change in knowledge and skills was a direct result of PDI after completing the program

Data used to measure core components of PDI are displayed in the third graph and were collected from PDI participants via Survey Monkey. The rating scale for the graph is as follows: Very Satisfied = 5, Somewhat Satisfied = 4, Neither Satisfied nor Dissatisfied = 3, Somewhat Dissatisfied = 2, and Very Dissatisfied = 1.

Improvement Status:
This is the second report on PDI and will include the time frame of July 2017 thru November 2019. In this period, we had a total of 121 employees who enrolled in the PDI program. Of the 121 employees, 34 completed, 11 resigned from MoDOT, 34 are incomplete and 8 have opted-out of PDI. Currently, there are 34 active participants and 22 employees who enrolled in 2020 for a total of 56 participants for this program.

Overall, there is room for growth in meeting the targets for all three outcomes. The program's curriculum is being updated to help increase the number of participants who complete the program in the two-year timeframe. The PDI curriculum will be organized by topic, to include remote work, innovation, critical thinking, coaching, etc. This will also help participants keep track of their progress in the program. Additionally, there will be fewer courses/hours to complete in the general education section of the program. Furthermore, MO-Learning courses will be included in the general education curriculum and electives. Finally, participants will be encouraged to schedule time in their calendar each week to work on their development and will receive bi-annual status updates to show their progress in the program.

PDI Participation Numbers

Percent

100%

75% — % completed within 2 years

50%

25%

26%

0%

2019

Enrollment Period

TARGET
80%

Knowledge & Skills Increase as a Direct Result of PDI

Percent

100%

75% — % change in knowledge as a direct result of PDI

80%

50%

40%

25%

30%

30%

0%

| Level 100 | Level 200 | Level 300 | Level 400 |

PDI Enrollment Level

TARGET
50%

PDI Program Satisfaction

Legend:
- The curriculum is specific to my developmental needs
- Participating in PDI involves minimal interruption to my normal job duties
- The program requirements are easy to understand and it's easy to navigate my way through the program.

Satisfaction Level (y-axis, 1 to 5)

PDI Enrollment Level (x-axis)

PDI Enrollment Level	The curriculum is specific to my developmental needs	Participating in PDI involves minimal interruption to my normal job duties	The program requirements are easy to understand
Level 100	3.3	4.0	4.3
Level 200	3.1	3.9	4.3
Level 300	4.5	4.3	5
Level 400	3.8	4.3	4.5

TARGET
AVG of 4
out of 5

Use Resources Wisely

Average Use of Sick Leave, Annual Leave, and Compensatory Time

Measurement Driver: Tara Elliott, Senior Human Resources Specialist
Data Driver: Joyce Jaegers, Senior Human Resources Technician
Measure Updated: January and July

Purpose of the Measure:
Generally, the use of sick leave, annual leave, and compensatory (comp) time can be used as an indicator of employee satisfaction and employee wellness. Increases in the use of these leaves may indicate the need to focus on employee satisfaction/wellness issues. Time off for illness/injury is difficult to manage because it is often unscheduled and interrupts the work group's overall performance. Time off for vacation is expected for employees and is scheduled in advance; therefore, supervisors can plan accordingly.

Measurement and Data Collection:
Data is collected semi-annually from the Advantage HR system and year-to-date (YTD) information is shown in the charts below, with leave use rounded to the nearest one-tenth of an hour. The charts illustrate the average number of hours for paid leave (sick leave, annual leave, and comp time) used per full-time equivalency (FTE), by location. Sick leave includes paid time off charged to sick leave for an employee's illness/injury or his/her family member's illness/injury. Charts have also been added to show the average hours of paid leave (sick leave, annual leave, and comp time) used per FTE by Central Office, divisions/offices.

Improvement Status:
Human Resources continues to work with supervisors to ensure employees make good choices to have more scheduled than unscheduled leave usage. The average sick leave use per FTE for the department in the first half of FY21 was 32.89 (30.23 hours adjusted), which represents a decrease compared to the first half of FY20 of 36.06 (34.43 hours adjusted) and the first half of FY19 of 38.62 hours (36.73 hours adjusted). In the first half of FY21, the Southeast District had the highest number of average sick leave hours per FTE (39.86 hours), followed by Northeast District (36.52), Central District (34.29), and Kansas City District (33.43). Central Office had the lowest average number of sick leave hours used to date (21.43). After removing the employees who were out due to long-term illnesses, who used 100 hours of sick leave in a quarter, Southeast District had the highest usage (36.56) and Central Office had the lowest usage (19.64).

The average annual leave and comp time used per FTE in the first half of FY21 for the department was 91.18 hours, which is up from the first half of FY20 (83.36), and the first half of FY19 (90.37). The Northeast District had the highest average usage of annual leave and comp time per FTE (105.22 hours). The Northwest District was second in usage (100.84 hours), and the Southeast District (100.79) ranked third in the average usage of annual leave and comp time per FTE. In Central Office, Governmental Relations Division had the highest usage (99.04 hours). Maintenance Division was second in usage (92.13 hours). The lowest usage was in External Civil Rights Division (45.47 hours).
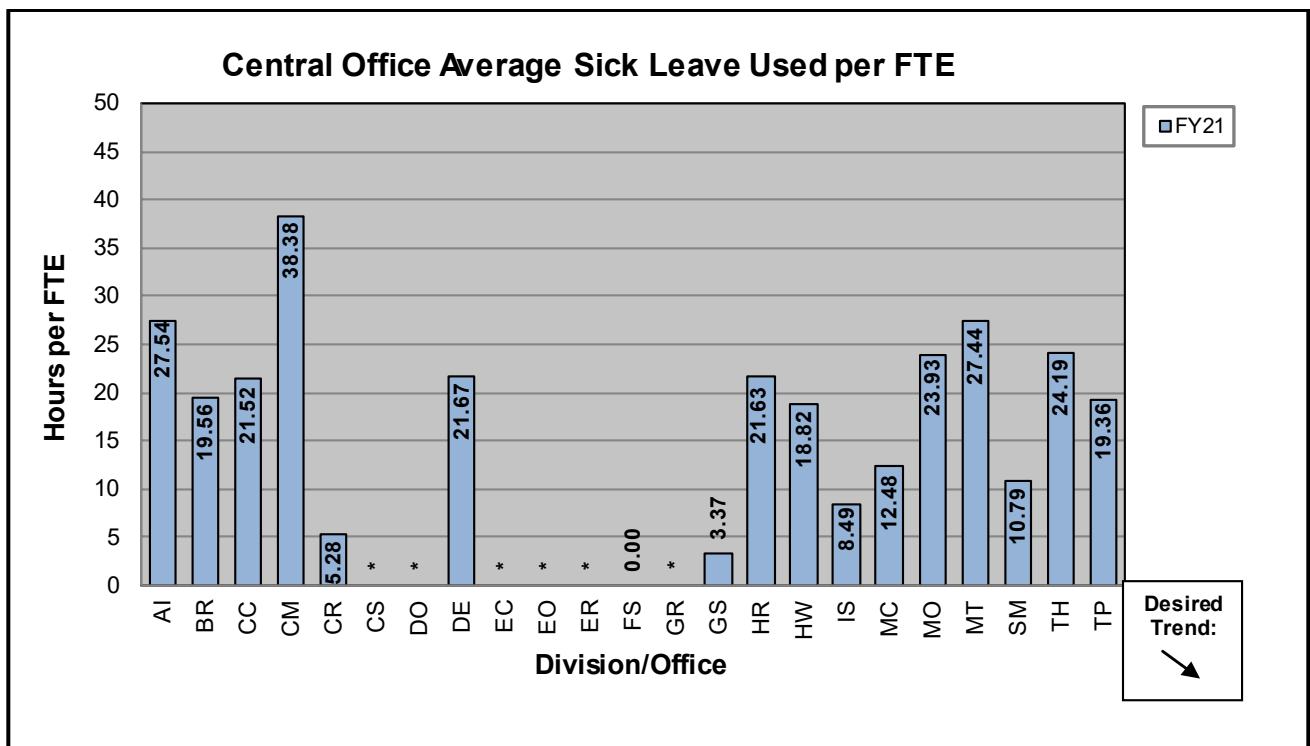
Beginning in March 2020, there were new categories of federally mandated leave available due to the COVID-19 situation. This leave was to be used due to employee and family exposure or diagnosis, doctor recommended quarantine, and absences due to school closures. From July 1 through December 31, 2020, 55,032.92 hours of leave were coded to one of these federally mandated leave categories. Northwest District had the highest average use of COVID-19 leave per FTE, followed by the Northeast District. From March 1 through June 30, 2020, 15,773.12 hours of leave were coded to one of these federally mandated leave categories. The Northeast District had the highest average use of COVID-19 leave per FTE, followed by the St. Louis District. The Human Resources Division will monitor the situation for continuation or cancellation of these federally mandated leaves.
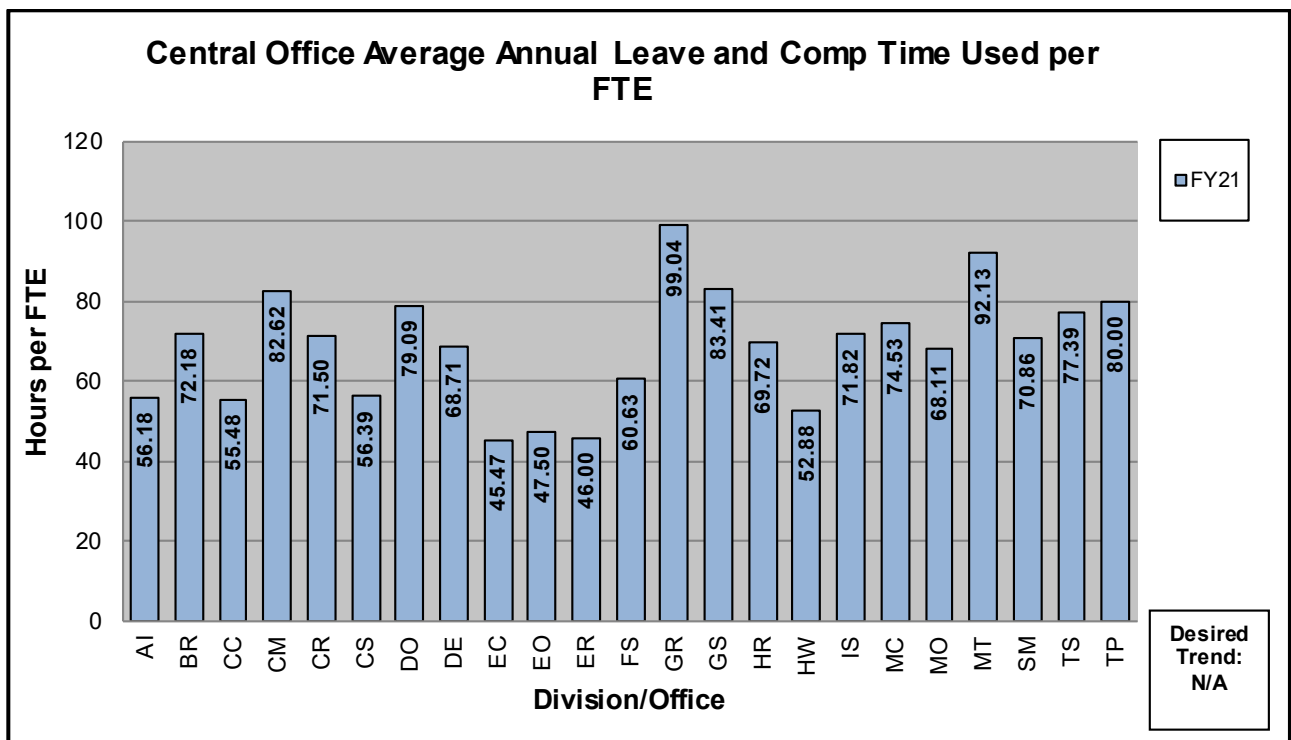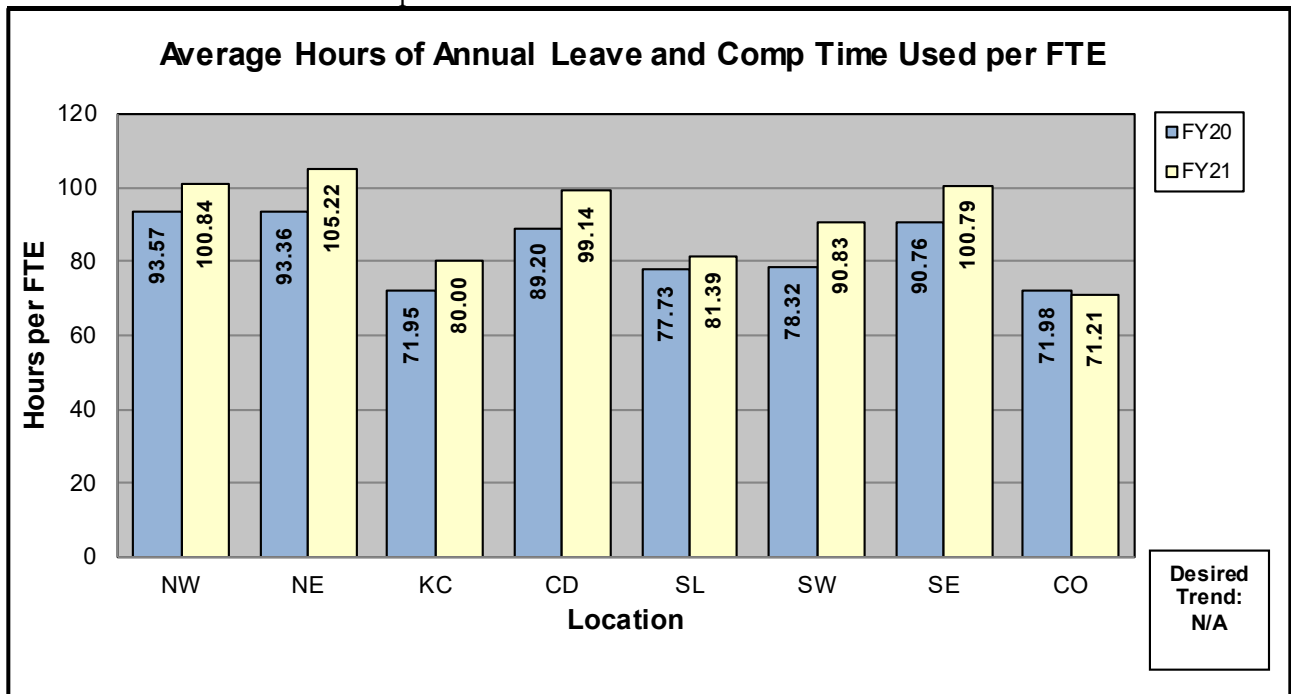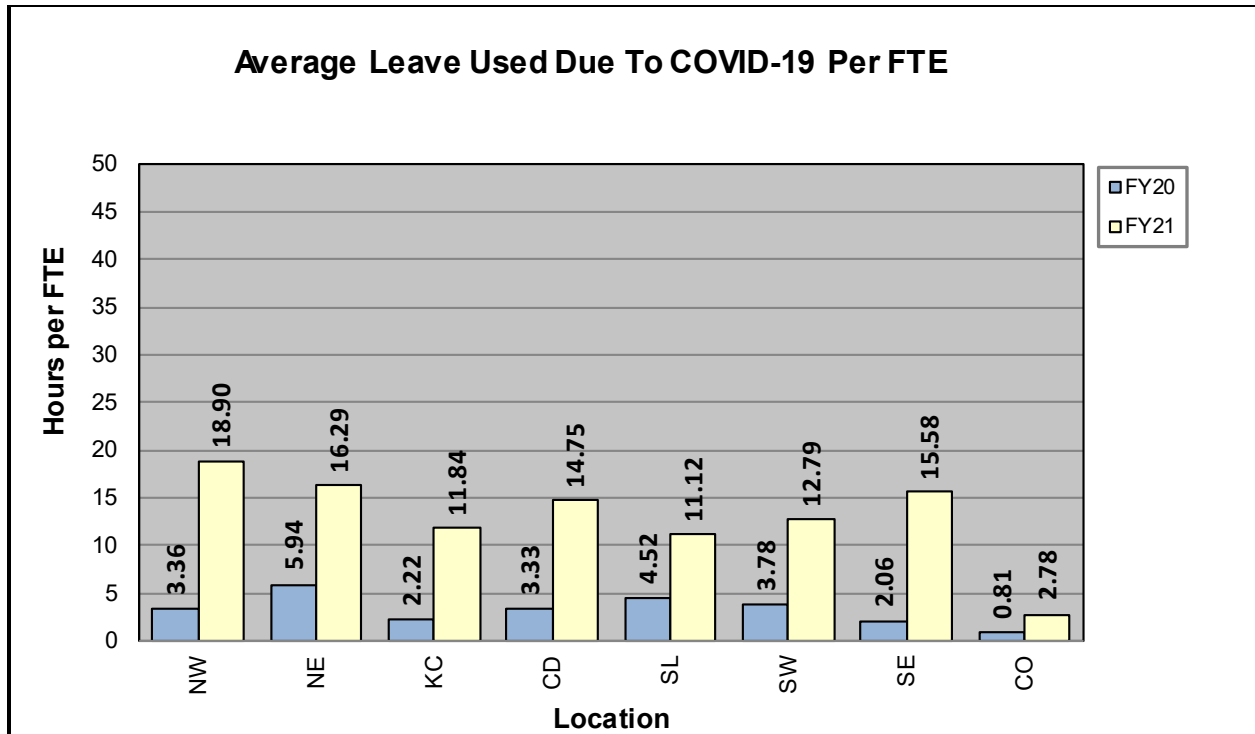.

Average Hours of Sick Leave Used per FTE

Legend: FY20, FY21, FY20 adjusted, FY21 adjusted

Location	FY20	FY21	FY20 adjusted	FY21 adjusted
NW	37.10	31.24	34.22	28.35
NE	35.70	36.52	33.21	33.07
KC	34.00	33.43	32.70	31.25
CD	39.18	34.29	37.00	32.54
SL	36.89	33.23	35.85	30.32
SW	37.21	33.09	36.01	29.95
SE	36.28	39.86	35.67	36.56
CO	32.08	21.43	30.93	19.64

Desired Trend: ↘
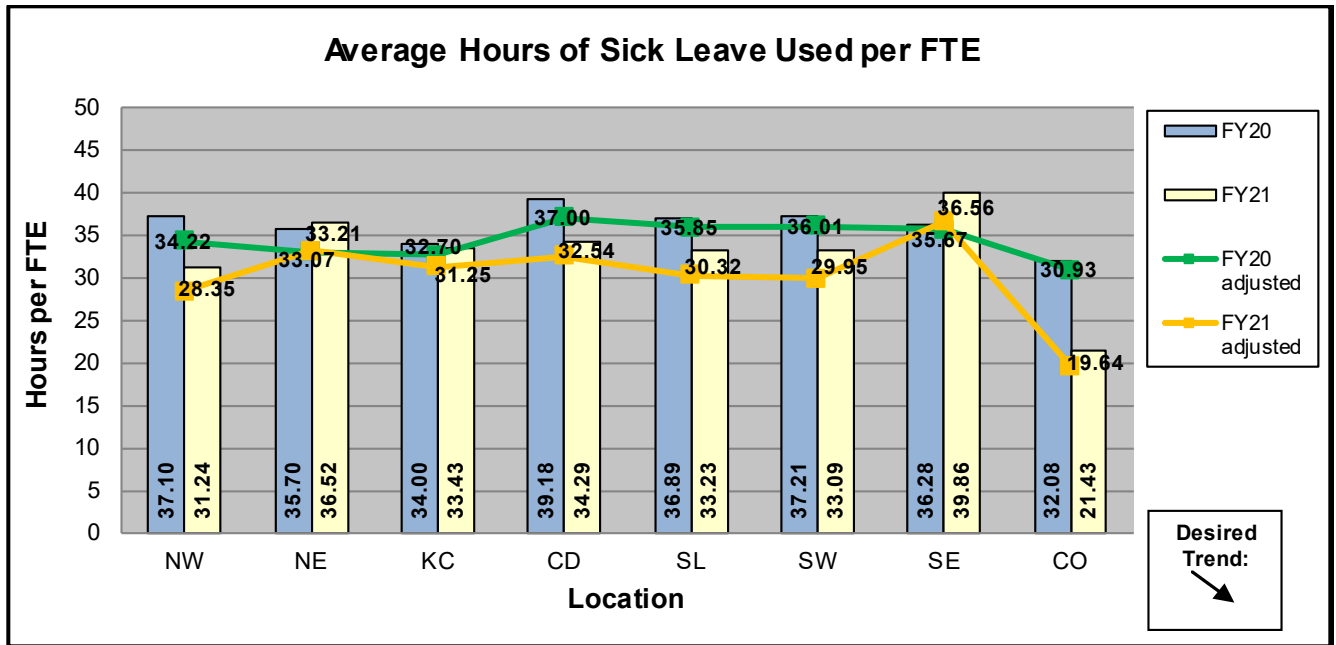
The above chart shows FY20 and FY21 adjusted total by removing employees who used more than 100 hours of sick leave in a quarter.

There was a total of 75.75 hours of Sick Leave for Personal Wellness used statewide during the first two quarters of FY21. This total is not included in the Sick Leave charts.

Central Office Average Sick Leave Used per FTE

Legend: FY21

Division/Office	FY21
AI	27.54
BR	19.56
CC	21.52
CM	38.38
CR	5.28
CS	*
DO	*
DE	21.67
EC	*
EO	*
ER	*
FS	0.00
GR	*
GS	3.37
HR	21.63
HW	18.82
IS	8.49
MC	12.48
MO	23.93
MT	27.44
SM	10.79
TH	24.19
TP	19.36

Desired Trend: ↘

* Division/office size too small to report

Average Hours of Annual Leave and Comp Time Used per FTE

Legend: ■ FY20 □ FY21

Y-axis: Hours per FTE (0 to 120)

X-axis: Location

Location	FY20	FY21
NW	93.57	100.84
NE	93.36	105.22
KC	71.95	80.00
CD	89.20	99.14
SL	77.73	81.39
SW	78.32	90.83
SE	90.76	100.79
CO	71.98	71.21

Desired Trend: N/A

Central Office Average Annual Leave and Comp Time Used per FTE

Legend: ■ FY21

Y-axis: Hours per FTE (0 to 120)

X-axis: Division/Office

Division/Office	FY21
AI	56.18
BR	72.18
CC	55.48
CM	82.62
CR	71.50
CS	56.39
DO	79.09
DE	68.71
EC	45.47
EO	47.50
ER	46.00
FS	60.63
GR	99.04
GS	83.41
HR	69.72
HW	52.88
IS	71.82
MC	74.53
MO	68.11
MT	92.13
SM	70.86
TS	77.39
TP	80.00

Desired Trend: N/A

Average Leave Used Due To COVID-19 Per FTE

No changes in the data for this measure for this quarter

Use Resources Wisely

Teleworking

Measurement Driver: Tara Meisenheimer, Senior Human Resources Specialist
Data Driver: Joyce Jaegers, Senior Human Resources Technician

Measure Updated: January and July

Purpose of the Measure:
This measure tracks how many employees are teleworking, as well as identifies where improvement is needed within each district and Central Office.

Measurement and Data Collection:
Data is collected from each district and Central Office on a semi-annual basis through surveys and submission of teleworking agreement forms. Data is based on the number of employees each district and Central Office report as teleworking on a regular basis.

Improvement Status:
On September 1, 2014, the department revamped the telework program policy including renaming the program and streamlining paperwork. In addition, Human Resources enhanced the department's telework SharePoint site to include additional resources in efforts to continue to place a greater emphasis on flexible work arrangements. As of March 1, 2020, there were 152 employees throughout the districts and Central Office who are teleworking as compared to January 2020 (164), July 2019 (154), January 2019 (169), July 2018 (167), January 2018 (173 employees), July 2017 (168 employees), and January 2017 (154 employees). Of the 113 employees from the Central Office location, 67 (59.3 percent) work for the Motor Carrier Services, Information Systems, and Design Division.

Beginning on March 12, 2020, the teleworking situation at MoDOT changed drastically due to the COVID-19 situation. The average number of teleworkers during the fourth quarter of FY20 was 1,430. This has allowed MoDOT to continue to complete its mission as well as allow employees to safely keep working. Issues have arisen with equipment, internet, processes, etc., however, they have largely been resolved and the telework program has been very successful. Human Resources will continue to advocate telework as a means to reduce costs and as a tool to recruit and retain employees.

Employees Teleworking FY20

Location	FY19	FY20
NW	1	0
NE	2	4
KC	5	4
CD	11	12
SL	3	12
SW	2	2
SE	5	5
CO	125	113

Desired Trend: ↗
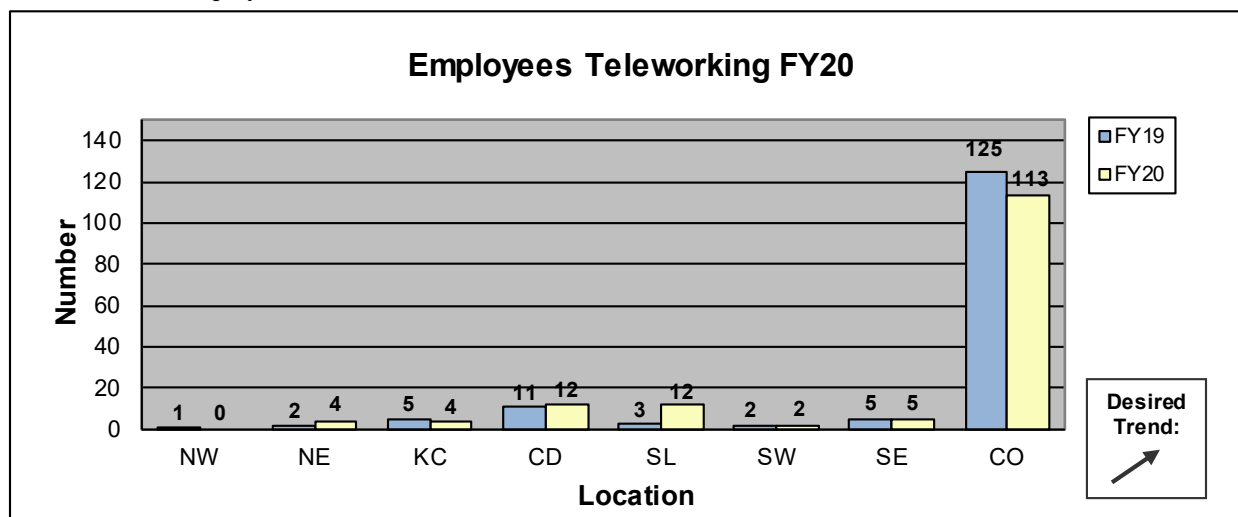
Use Resources Wisely

Voluntary and Involuntary Turnover by Location

Measurement Driver: Lori Hogue, Employment Manager
Data Driver: Tara Meisenheimer, Senior Human Resources Specialist
Measure Updated: Quarterly

Purpose of the Measure:
This measure tracks the percentage of employees who leave each district and division annually. Voluntary turnover includes resignations and retirements. Involuntary turnover includes dismissals. Turnover rates as shown in this measure include voluntary and involuntary separations. The voluntary turnover rate shown in the charts reflects the voluntary turnover rate of employees who had a disciplinary history and/or performance issues (voluntary with recent discipline), and the voluntary turnover rate of employees with no recent discipline or performance issues. Rate of turnover can be an indication of employee satisfaction with the organization; however some turnover is good.

Measurement and Data Collection:
Data is collected from SAM II Advantage HR system and includes only salaried employees. Data is reported quarterly, with current year to date data included.

Improvement Status:
During the first three quarters of FY21, a total of 439 separations occurred within the department, of which 385 were voluntary (129 retirements, 256 resignations), and 51 were involuntary. The department's overall voluntary turnover rate during the first three quarters of FY21 was 7.71 percent, a decrease from 8.48 percent during the first three quarters of FY20. The overall involuntary turnover rate during the first three quarters of FY21 was 1.02 percent, a decrease from 1.11 percent during the first three quarters of FY20.

The turnover demographics for the first three quarters of FY21 include 67 females and 68 minorities leaving the department.

Voluntary and involuntary turnover by years of service is as follows:
- Less than 5 years of service - 209 voluntary and 38 involuntary separations
- 6 to 10 years of service - 32 voluntary and 6 involuntary separations
- 11 to 15 years of service - 28 voluntary and 3 involuntary separation
- 16 to 20 years of service - 33 voluntary separations and 3 involuntary separation
- 21 or more years of service - 83 voluntary separations and 1 involuntary separation

Separations by age group include:
- 18 to 38 – 160 voluntary and 22 involuntary
- 39 to 54 - 112 voluntary and 17 involuntary
- 55 to 65 - 105 voluntary and 12 involuntary
- 65 and over – 8 voluntary

Rate of Employee Turnover
FY21 YTD

Legend:
- MoDOT (Voluntary with recent discipline)
- MoDOT (Voluntary with no recent discipline)
- MoDOT (Involuntary)

Data values:

Location	Voluntary with recent discipline	Voluntary with no recent discipline	Involuntary
NW	0.42	9.05	1.05
NE		7.43	0.23
KC	0.49	10.51	1.97
CD	0.17	7.98	0.51
SL	1.30	6.38	2.46
SW		7.58	0.27
SE	0.41	5.26	0.97
CO	0.28	5.46	0.56

Desired Trend: N/A

Central Office Rate of Employee Turnover (AI to FS)
FY21 YTD

Legend:
- MoDOT (Voluntary with recent discipline)
- MoDOT (Voluntary with no recent discipline)
- MoDOT (Involuntary)

Data values:

Location	Voluntary with recent discipline	Voluntary with no recent discipline	Involuntary
AI		4.00	4.00
BR		7.50	
CC		2.63	2.63
CM		8.97	1.49
CR		13.33	
CS	*		
DE		3.75	
DO	*		
EC		18.18	
EO	*		
FS	2.00		2.00

Desired Trend: N/A

*Division/office size too small to report

Central Office Rate of Employee Turnover (GR to TS)
FY21 YTD

*Division/office size too small to report

Use Resources Wisely

Positions Filled Internally and Externally

Measurement Driver: Tara Meisenheimer, Senior Human Resources Specialist
Data Driver: Joyce Jaegers, Senior Human Resources Technician
Measure Updated: April and October

Purpose of the Measure:
This measure tracks how many positions are filled with internal candidates versus external candidates. This will provide information as to how well employees are being prepared for promotion, as well as where improvements are needed in the recruiting process.

Measurement and Data Collection:
Data is collected semi-annually from the Job Opportunity Announcement system. Data is based on positions filled through the competitive process and does not include career ladder promotions. "Internal" includes all positions filled by current salaried MoDOT employees, whereas "external" positions are filled with candidates whose most recent employment was outside MoDOT. Finally, "wage to salary" identifies the full-time positions filled with candidates taken from MoDOT's seasonal workforce.

Improvement Status:
In the third quarter of FY21, there were more internal than external candidate selections. Northwest District hired more external candidates than any other district (20), followed by Central Office (18), Kansas City District (18), Central District (14), Southeast District (14), St. Louis District (13), and Southwest District (11). Northeast District had no external hires in the third quarter of FY21. There was an increase in the number of wage to salary hires, with 4 in the third quarter of FY21 compared to 0 in the first quarter of FY21. Overall, a total of 226 positions were filled during the third quarter of FY21, with the department reaching a staffing level of 4,998 out of the authorized 5,107 as of March 31, 2021. A total of 7 positions were filled in salary grade 17 or higher during the third quarter of FY21; 6 were filled with internal candidates and 1 was filled with an external candidate. This compared to the first quarter of FY21 when 8 positions were filled with internal candidates and none were filled with an external candidate. This suggests the department is continuing to prepare MoDOT employees for these positions.

Overall, the department continues its trend back towards a more balanced ratio of internal promotions and external hires. Best practice research indicates that successful organizations have a relatively balanced ratio of external hires to the promotion of internal candidates.

Positions Filled Internally and Externally
Third Quarter FY21

Legend:
- External
- Internal
- Wage to Salary

Location	External	Internal	Wage to Salary
CO	18	12	0
NW	20	8	0
NE	0	9	0
KC	18	7	0
CD	14	29	3
SL	13	10	1
SW	11	12	0
SE	14	27	0

Desired Trend: N/A

Positions Filled Internally and Externally
Third Quarter FY21

- External 48%
- Internal 50%
- Wage to Salary 2%
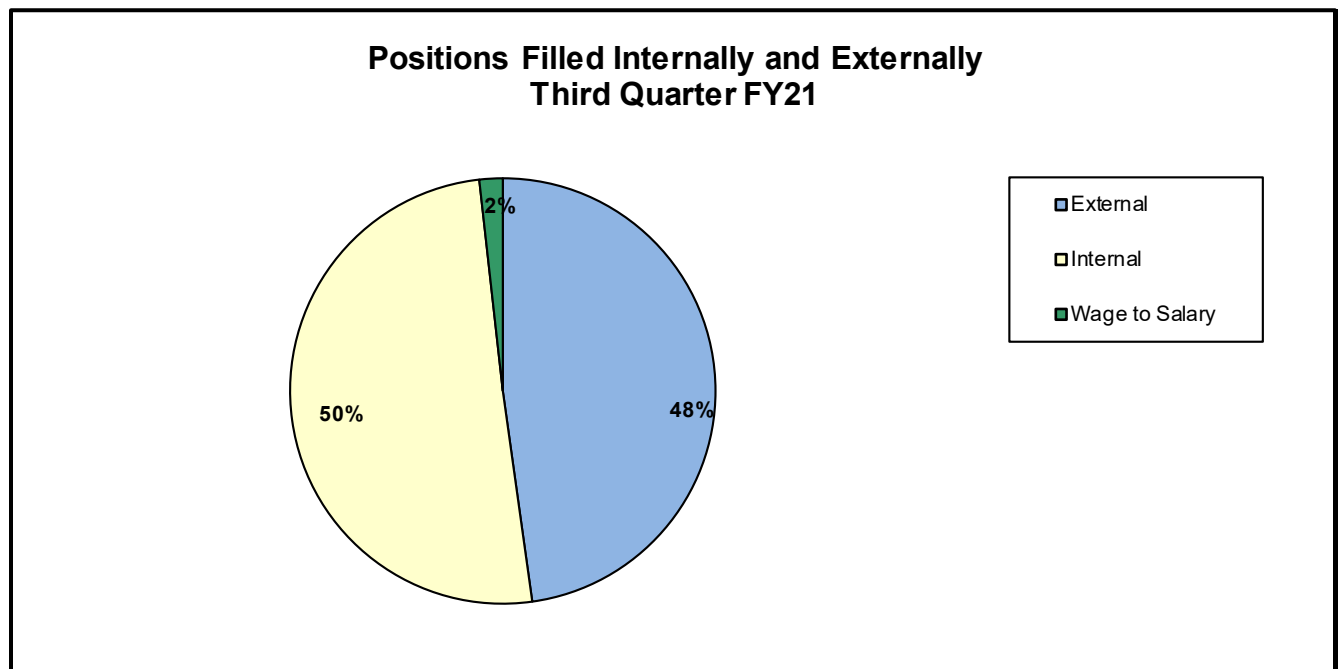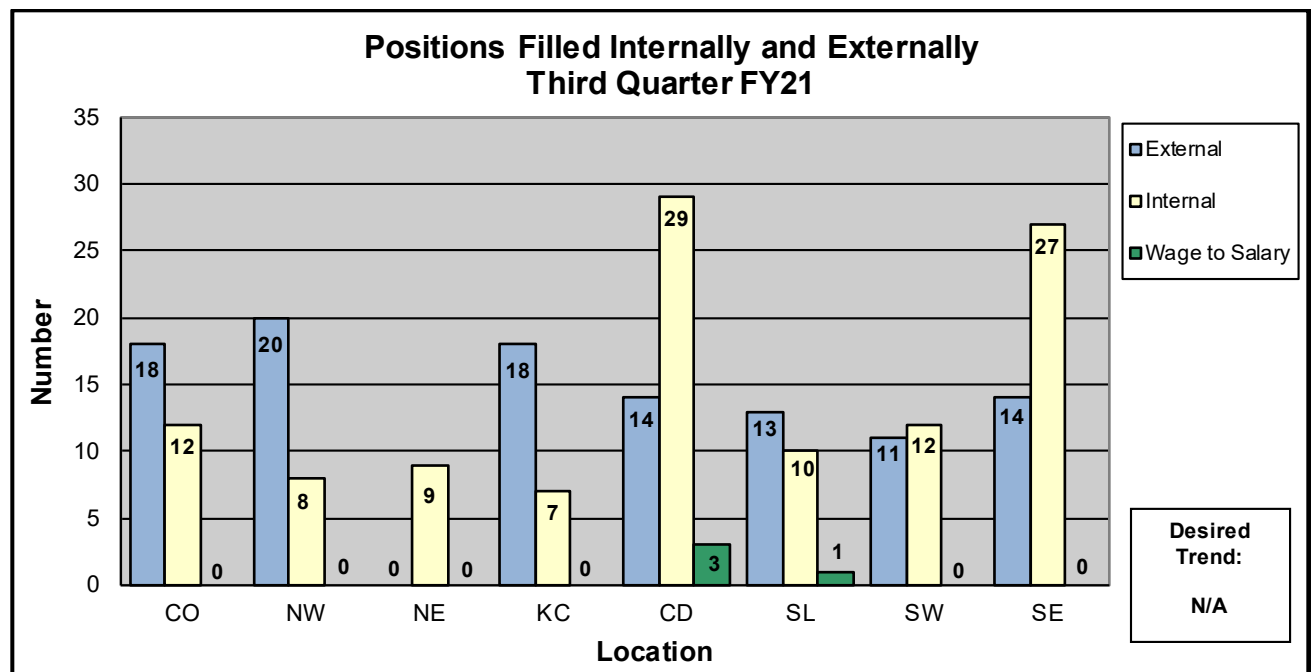
Use Resources Wisely

Civil Engineering Acceptance Rate

Measurement Driver: Lori Hogue, Employment Supervisor
Data Driver: Zach Harman, Human Resources Specialist
Measure Updated: January and July

Purpose of the Measure:
This measure tracks how well MoDOT is recruiting civil engineering students and whether the department is able to compete with other employers. It also alerts the department when its ability to recruit is diminishing.

Measurement and Data Collection:
Data is collected semi-annually. After each recruiting season (Spring and Fall), employment staff will divide the number of entry-level civil engineers who accept MoDOT's offers of employment by the number of entry-level civil engineers to whom MoDOT offered one or more positions. It should be noted that there was no recruiting activity from Fall 2009 until Spring 2013 due to the Bolder Five-Year Direction.

Improvement Status:
With MoDOT's mission, values, and diversity goals in mind, Human Resources worked to recruit and hire a diverse group of civil engineers. During Fall 2020, Human Resources – Employment, with assistance from district offices, attended virtual career fairs at numerous colleges and conducted 40 virtual interviews. A total of 36 civil engineering job offers were made statewide (college campus and non-college campus) with 17 (47 percent) of those accepted, 6 (16 percent) of those declined, and 13 (36 percent) offers still outstanding. This compares with Spring 2020 when 17 civil engineering job offers were made and 11 (64 percent) were accepted. It should be noted that not all of the job offers resulted from the on-campus interview process. Some of the job offers came as a result of direct advertisement for open civil engineering positions and were filled by candidates not deemed to be recent college graduates.

In the upcoming Spring 2021 recruiting season, MoDOT will attend career fairs at the University of Missouri – Columbia, Missouri University of Science & Technology, Texas A&M University – Prairieview, Texas Tech University, Southern Illinois University - Carbondale and Edwardsville, University of Kansas, Kansas State University, University of Missouri – Kansas City, University of Arkansas - Fayetteville, Iowa State University, University of Nebraska – Lincoln and Omaha, Christian Brothers College, Arkansas State University, University of Memphis, University of Missouri – St. Louis, University of Illinois – Urbana/Champaign, Missouri State University, and Southern University – Baton Rouge, all of which will be held virtually. District Human Resources representatives will also be partnered with colleges and universities in close proximity to their district. In addition, Human Resources – Employment will have a continued focus on diversity-based recruitment efforts at local core colleges/universities.

Civil Engineering Acceptance Rate

Year	Spring	Fall
2008	64	57
2009	79	0
2013	71	66
2014	86	70
2015	66	44
2016	67	65
2017	77	46
2018	47	41
2019	39	9
2020	64	47

Desired Trend ↗
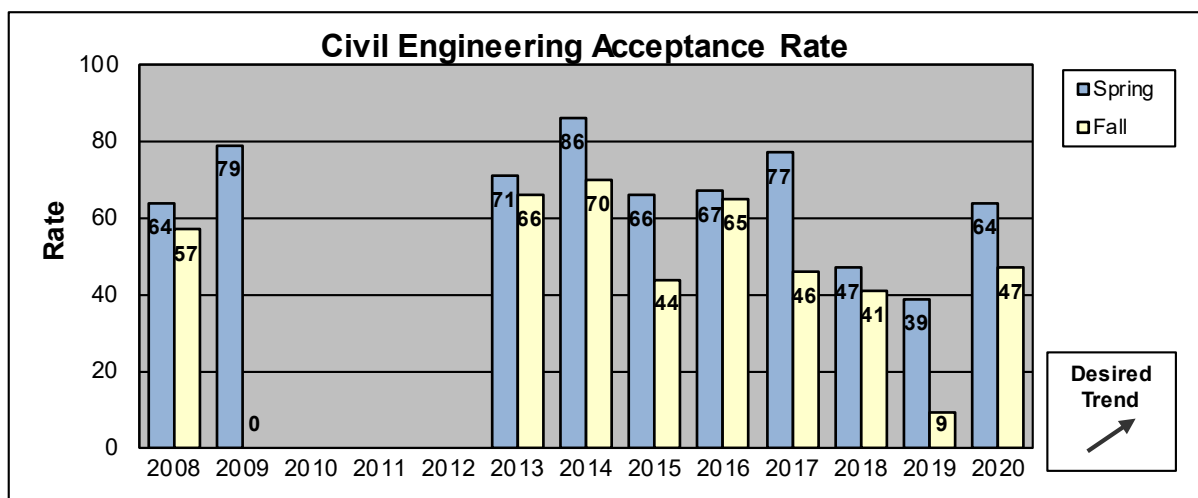
Use Resources Wisely

First Year Turnover by Location

Measurement Driver: Lori Hogue, Employment Manager
Data Driver: Tara Meisenheimer, Senior Human Resources Specialist
Measure Updated: Quarterly

Purpose of the Measure:
This measure tracks employees who leave during the first year of employment as a percentage of the employees in each district and Central Office with less than one year of service. Voluntary turnover includes most resignations and retirements. Involuntary turnover includes dismissals. First year turnover can be an indication of performance issues being addressed during probation, levels of employee satisfaction with the organization, and/or poor cultural or job fit.

Measurement and Data Collection:
Data is collected from SAM II Advantage HR system and includes only salaried employees. Data is reported quarterly, with current year-to-date data included.

Improvement Status:
During the first three quarters of FY21, there were an average of 405 active employees with less than one year of service. There were 82 first year separations that occurred within the department, 70 resignations, and 11 dismissals. In addition, of these 82 first year separations, there were 45 employees who separated during their first six months of service. The department's first year separations equate to a rate of 20.0 percent for the first three quarters of FY21. This is down from 21.62 percent during the first three quarters of FY20. The department's overall separation rate for the first three quarters of FY21 is 8.73 percent.

Out of the department's 82 first year separations, 60 (73.17 percent) were in maintenance. Of the 45 separations that occurred during the first six months of service, 34 (75.55 percent) were in maintenance and included 7 minorities and 7 females.
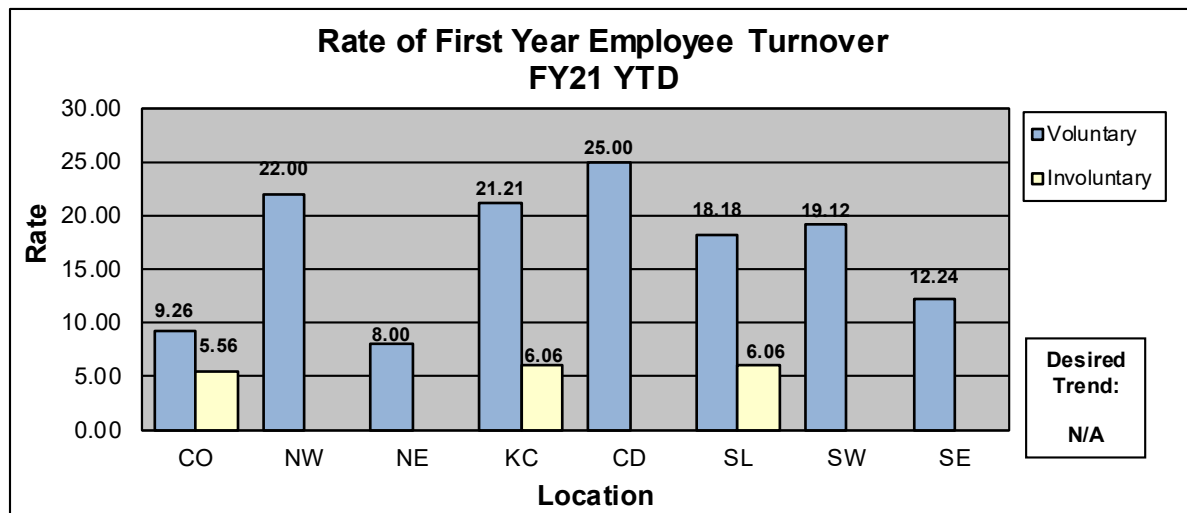
Use Resources Wisely

Number of Female and Minority Applicants Considered for Vacancies

Measurement Driver: Tara Meisenheimer, Senior Human Resources Specialist
Data Driver: Joyce Jaegers, Senior Human Resources Technician
Measure Updated: Quarterly

Purpose of the Measure:
This measure indicates the number of female and minority applicants who are considered for full-time vacancies statewide by district and job groups. In providing the best value to the taxpayers of Missouri, the department must take advantage of the value gained by having a diverse workforce. This measure allows managers to evaluate the success of diversity initiatives.

Measurement and Data Collection:
Data is extracted on a quarterly basis from the Applicant Monitor system and is entered into the SAM II system by district Human Resources staff. Data is based on positions that are filled through the competitive process and does not include career ladder promotions or positions filled through the civil engineering college recruiting process.

Improvement Status:
During the third quarter of FY21, the department filled 132 maintenance positions and 94 non-maintenance positions. This is a decrease compared to the second quarter of FY21 when the department filled 305 maintenance positions and 96 non-maintenance positions.

Maintenance

In the maintenance positions filled during the third quarter of FY21, 17.34 percent (282) of the applications received were from **minority candidates**. Of those applicants, 11.38 percent (185) were qualified minorities with 45.95 percent (85) of qualified minorities being interviewed and 6.06 percent (8) of positions filled with minorities. This compares to the second quarter of FY21 when 10.59 percent (445) of the applications received were from minority candidates. Of those applicants last quarter, 8.14 percent (342) were qualified minorities with 36.84 percent (126) of qualified minorities being interviewed and 6.56 percent (20) of positions filled with minorities. This quarter experienced an increase in the percentage of minority applicants, qualified minority applicants, and qualified minority applicants interviewed; and a slight decrease in the percentage of minorities hired compared to the previous quarter.

In the maintenance positions filled during the third quarter of FY21, 8.49 percent (138) of the applications received were from **female candidates**. Of those applicants, 5.90 percent (96) were qualified females with 45.95 percent (38) of qualified females being interviewed and 3.79 percent (5) of positions filled with females. This compares to the second quarter of FY21 when 7.19 percent (302) of the applications received were from female candidates. Of those applicants last quarter, 5.97 percent (251) were qualified females with 24.30 percent (61) of qualified females being interviewed and 3.28 percent (10) of positions filled with females. This quarter experienced an increase in the percentage of female applicants, qualified female applicants interviewed and females hired; and a slight decrease in the percentage of qualified female applicants compared to the previous quarter.

Non-Maintenance

In the third quarter of FY21, 94 non-maintenance positions were filled. Of the applications received for these positions, 16.12 percent (239) were from **minority candidates**. Of these applications, 8.36 percent (124) were qualified minorities with 29.84 percent (37) of qualified minorities being interviewed and 10.33 percent (7) of positions filled with a minority candidate. This compares to the second quarter of FY21 when 96 non-maintenance positions were filled. Of the applications received last quarter, 15.54 percent (214) were from **minority candidates**. Of these applications 6.54 percent (90) were qualified minorities with 47.78 percent (43) of qualified minorities being interviewed and 7.29 percent (7) of positions filled with a minority candidate. This quarter experienced an increase in the percentage of minority applicants, qualified minority applicants and minorities hired; and a decrease in the percentage of qualified minority applicants interviewed compared to the previous quarter.

Of the 94 non-maintenance positions filled during the third quarter of FY21, 39.65 percent (588) of the applications received were from **female candidates**. Of those applicants, 27.65 percent (410) were qualified females with 35.12

percent (144) of qualified females being interviewed and 48.68 percent (33) of positions filled with a female candidate. During the second quarter of FY21 in the non-maintenance positions filled, 36.89 percent (508) of the applications received were from **female candidates**. Of those applicants, 24.04 percent (331) were qualified females with 37.46 percent (124) of qualified females being interviewed and 32.29 percent (31) of positions filled with a female candidate. This quarter experienced an increase in the percentage of female applicants, qualified female applicants and females hired; and a decrease in the percentage of qualified female applicants interviewed compared to the previous quarter.

Minority and female recruitment and hiring will continue to be an area of emphasis within the Human Resources Division, particularly in the area of recruiting qualified candidates to consider MoDOT as a choice employer.

THIRD QUARTER FY21 APPLICANT SUMMARIES

Maintenance														
	Total Applicants				Qualified				Interviewed				Hired		
	Total	Minority	Female	Unknown	Total	Minority	Female	Unknown	Total	Minority	Female	Unknown	Total	Minority	Female
CO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NW	145	3	14	10	130	3	12	10	74	2	6	7	20	1	2
NE	37	0	0	0	20	0	0	0	26	0	0	0	7	0	0
KC	557	184	67	22	381	120	49	17	178	52	15	7	20	3	2
CD	276	32	11	15	204	20	7	8	144	12	2	3	37	1	0
SL	181	46	16	10	127	27	9	7	54	11	3	2	9	1	0
SW	52	1	1	2	38	1	0	1	24	0	0	0	7	0	0
SE	378	16	29	28	314	14	19	24	136	8	12	4	32	2	1
MoDOT	1,626	282	138	87	1,214	185	96	67	636	85	38	23	132	8	5

Non-Maintenance														
	Total Applicants				Qualified				Interviewed				Hired		
	Total	Minority	Female	Unknown	Total	Minority	Female	Unknown	Total	Minority	Female	Unknown	Total	Minority	Female
CO	449	49	175	35	275	24	121	28	131	9	61	11	30	1	14
NW	63	3	9	7	44	2	6	3	33	1	6	2	8	0	3
NE	22	0	1	1	27	0	1	1	18	0	1	1	2	0	0
KC	149	35	94	20	86	24	56	16	22	5	13	3	5	1	4
CD	76	9	10	4	40	3	8	2	29	1	4	0	9	0	1
SL	263	100	85	24	126	41	41	7	70	14	17	3	15	1	4
SW	370	38	205	29	296	27	176	25	75	5	41	7	16	3	6
SE	91	5	9	6	30	3	1	0	23	2	1	0	9	1	1
MoDOT	1,483	239	588	126	924	124	410	82	401	37	144	27	94	7	33

4j Supplemental

(Interviews/Offers declined or rescinded)

	# Declined Interview	# Minority Declined Interview	# Females Declined Interview	# Unknown Declined Interview	# Offers Rescinded	# Minority Offers Rescinded	# Females Offers Rescinded	# Unknown Offers Rescinded	# Offers Declined	# Minority Offers Declined	# Females Offers Declined	# Unknown Offers Declined
CO MAINT	0	0	0	0	0	0	0	0	0	0	0	0
CO NON-MAINT	14	1	6	0	1	1	1	0	4	0	1	0
CD MAINT	8	2	0	0	1	0	0	0	7	0	0	0
CD NON-MAINT	0	0	0	0	0	0	0	0	0	0	0	0
NE MAINT	0	0	0	0	0	0	0	0	0	0	0	0
NE NON-MAINT	4	0	0	0	0	0	0	0	1	0	0	1
NW MAINT	12	2	2	0	0	0	0	0	6	0	0	0
NW NON-MAINT	5	0	0	0	0	0	0	0	4	0	0	2
KC MAINT	29	6	1	0	4	3	0	0	27	11	4	0
KC NON-MAINT	4	1	2	0	0	0	0	0	0	0	0	0
SE MAINT	20	1	6	0	1	0	0	0	3	0	0	0
SE NON-MAINT	2	1	0	0	0	0	0	0	0	0	0	0
SL MAINT	18	2	0	0	1	0	0	0	0	0	0	0
SL NON-MAINT	11	5	3	0	0	0	0	0	1	0	0	0
SW MAINT	3	0	0	0	0	0	0	0	1	0	0	0
SW NON-MAINT	19	1	9	0	0	0	0	0	1	0	1	0
TOTAL	149	22	29	0	8	4	1	0	55	11	6	3
TOTAL MAINT	90	13	9	0	7	3	0	0	44	11	4	0
TOTAL NON-MAINT	59	9	20	0	1	1	1	0	11	0	2	3

There were 90 applicants for maintenance positions that declined an offer to interview; of those that declined, there were 13 minority applicants and 9 female applicants.

There were 59 applicants for non-maintenance positions that declined an offer to interview; of those that declined there wwere 9 minority applicants and 20 female applicants.

There were 7 offers of employment into maintenance positions rescinded; 3 by minority applicants.

There was 1 offer of employment into non-maintenance positions rescinded; 1 by a minority female applicant.

There were 44 offers of employment into maintenance positions declined; 11 by minority applicants and 4 by female applicants.

There were 11 offers of employment into non-maintenance positions declined; 2 by female applicants, 3 by unknown applicants.

FY21 YTD Maintenance Positions Filled - Statewide

FY21 YTD Non-Maintenance Positions Filled - Statewide

FY21 YTD Maintenance Positions Filled- Statewide

FY21 YTD Non-Maintenance Positions Filled - Statewide
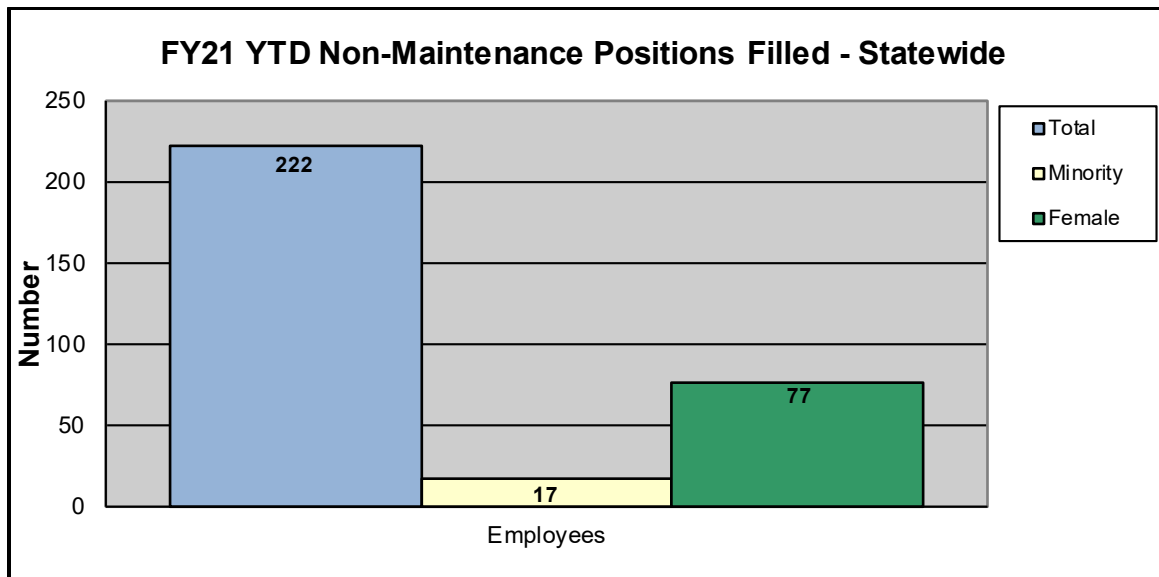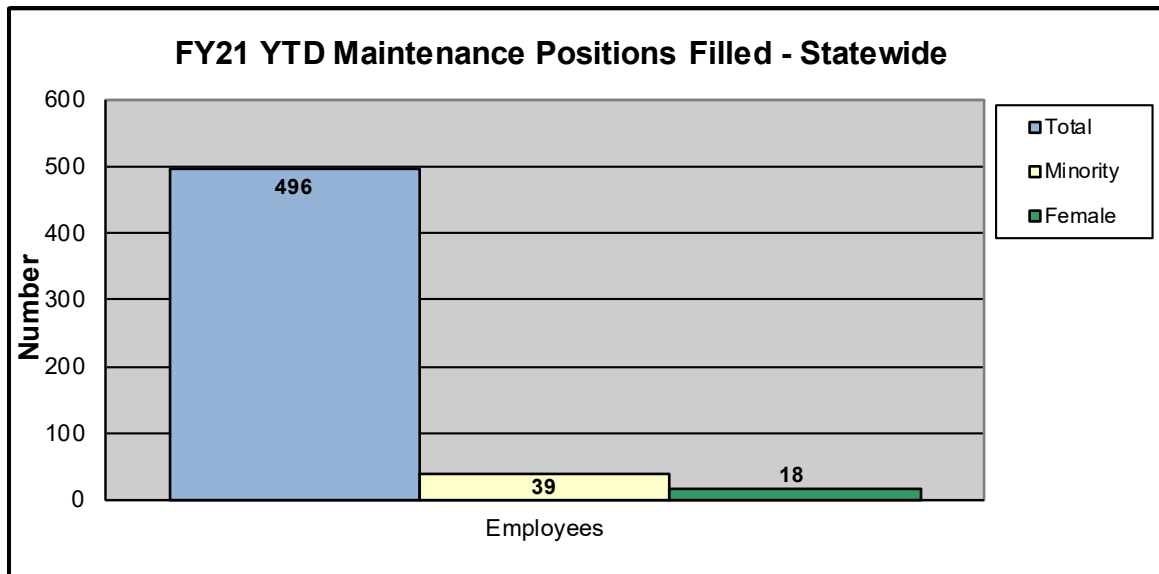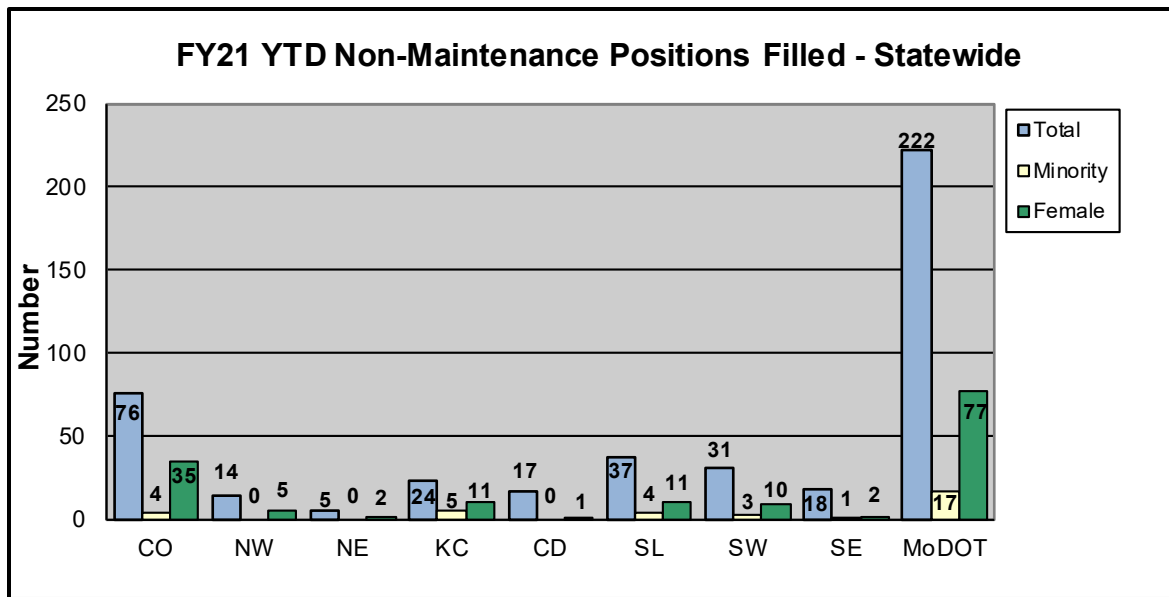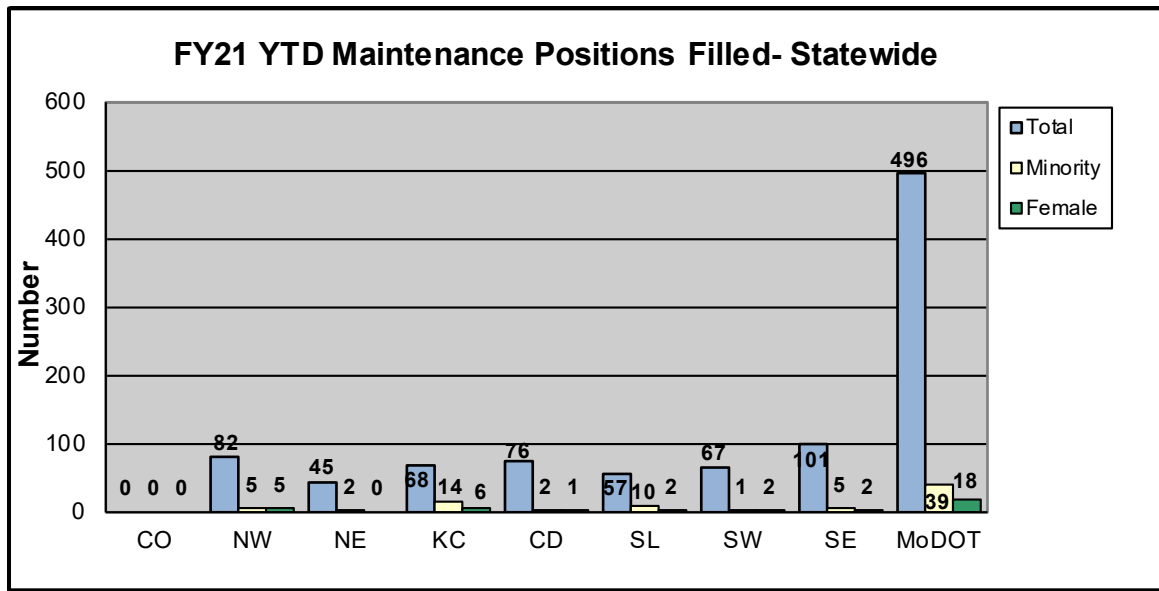
Use Resources Wisely

Onboarding Effectiveness

Measurement Driver: Lori Hogue, Employment Manager
Data Driver: Zachary Harman, Human Resources Specialist
Measure Updated: Quarterly, data available through COHR upon request

Purpose of the Measure:
This measure provides feedback on MoDOT's onboarding efforts. Onboarding is the process of welcoming, acclimating and providing new employees with tools, resources and knowledge to become successful and productive.

Measurement and Data Collection:
Data is collected by the Office of Administration (OA) using new employee onboarding surveys and is presented in calendar year format. Surveys are sent to these employees at 30, 90, 180 and 365 days of employment during their first year. For example, if an employee started on January 1st they would receive a survey on or around February 1st, April 1st, July 1st, with the final survey on or around their 1 year employment anniversary the following January 1st. Participation is critical as feedback from these surveys will help us determine what we are doing well and where we need to improve our onboarding process. All responses are anonymous.

We will begin tracking MoDOT's onboarding effectiveness by tracking these measures:
- Improvements recommended
- Top 3 successes
- Number of surveys taken (to encourage survey participation)

Improvement Status:
On June 1, 2020, OA began using onboarding surveys. Trends emerged that most employees were having a favorable onboarding experience, yet improvements were needed to help new employees understand their job duties and provide training. In October 2020, MoDOT received access to review MoDOT specific data that showed overall, new hires are having a positive start with MoDOT with an average onboarding experience of 89 percent, an increase of 3% from the previous quarter. Human Resources (HR) began district specific onboarding meetings in April 2021, and will continue meeting with leadership throughout this year. As this data and process continues to mature, the goal will be to share with leadership in a format that can be provided on an on-going basis to aide in better decision making regarding the onboarding process at MoDOT.

Quarterly Snapshot of Onboarding Scores:
Green portion of the graph represents percentage of positive responses

4th Quarter CY2020
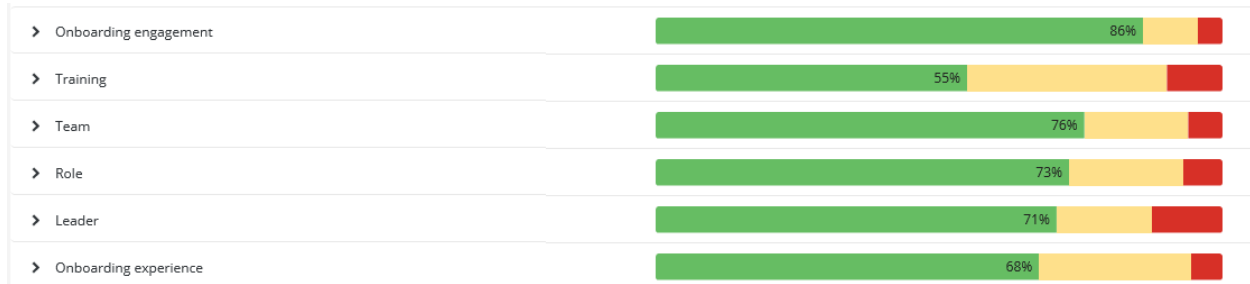
Onboarding Success - 86%; Training - 55%; Team - 76%; Role - 73%; Leader - 71%; Onboarding Experience - 68%
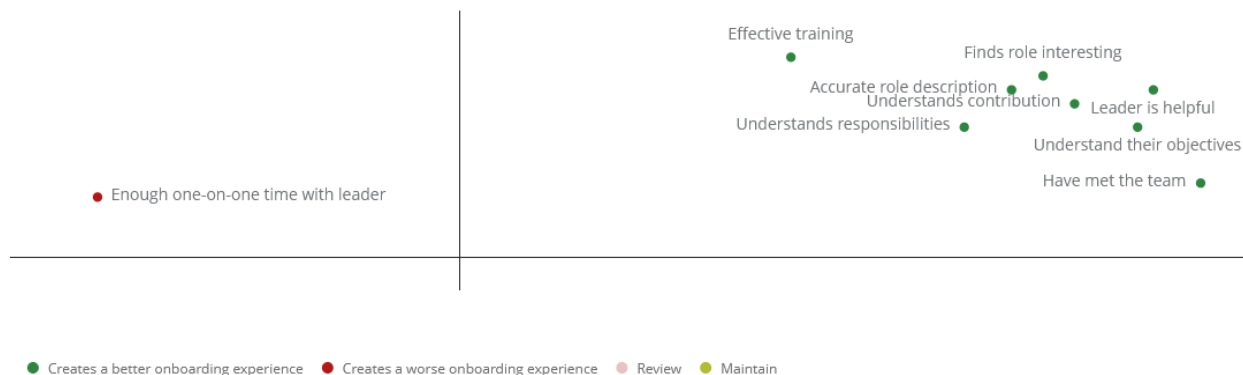
1st Quarter CY2021
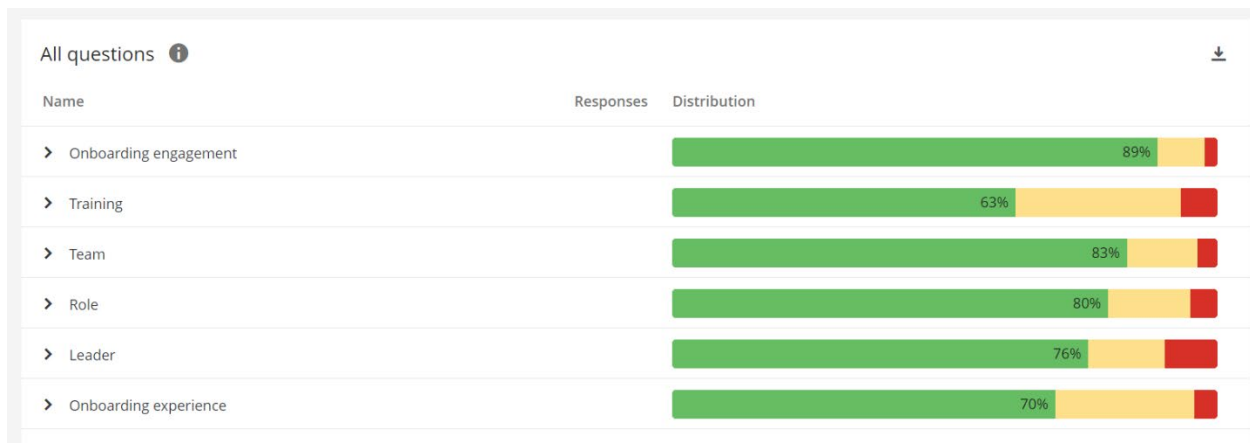
Onboarding Success - 89% (+3%); Training - 63% (+8%); Team - 83% (+7%); Role - 80% (+7%); Leader - 76% (+5%); Onboarding Experience - 70% (+2%)

Improvements Recommended:

This quarter's data shows that we can improve our new hires onboarding experience by increasing the amount of one-on-one time leaders spend with them. This may also help the new employee feel better trained and oriented to the role.

We should focus on the red dots ⓘ   ▽ 1   ⋮

Effective training •
Finds role interesting •
Accurate role description •   •
Understands contribution •   Leader is helpful •
Understands responsibilities •   Understand their objectives
Have met the team •

• Enough one-on-one time with leader

● Creates a better onboarding experience ● Creates a worse onboarding experience ● Review ● Maintain

Top 5 Successes:

This is a great time to celebrate what we do well. By drilling down into specific data points within the snapshot above, MoDOT best onboarding successes are:

Question:	Positive Response %	
	4th Quarter 2020	1st Quarter 2021
My team makes me feel welcome	99%	99%
Resources needed to perform my job	94%	94%
Proud to tell people where I work	92%	93%
Satisfied with job at the company	92%	93%
Likely to recommend company as an employer	91%	89%

Number of surveys taken:

This graph shows our participation level, but we need to further develop a comparative chart to see how many of our new hires are giving feedback and craft strategies to increase participation. There is a significant portion of MoDOT's workforce who does not have regular or easy access to a work computer to take the survey on.

Number of responses over time ⓘ

[line chart with x-axis: Jul 2020, August, September, October, November, December, Jan 2021, February, March, April; y-axis values 20, 30, 40]

Desired Trend: ↗

Information Systems Tracker

Tracker

April 2021

<table>
<tr><td colspan="5" align="center">Table of Contents
MoDOT Information Systems Tracker
Beth Ring, Information Systems Director</td></tr>
</table>

Stabilizing Resources and Engaging our Workforce

Number of Desktops, Laptops, Tablets and Printers and the Number of Employees

Result Driver: Bryan Trabue, Computing Systems Supervisor
Measurement Driver: Beth Borgmeyer, Computing Systems

Purpose of the Measure:
This measure tracks the number of desktops, laptops, tablets and printers for each District and Central Office. The goal for desktops, laptops and tablets is to reduce multiple machines for a single user, and to reduce the number of printers for multiple users where feasible.

Measurement and Data Collection:
The data for this measure is collected and reported at the conclusion of each quarter of the fiscal year. The number of desktops, laptops, tablets and printers is obtained from the Asset Management System (AMS). The number of employees is obtained from a report received from HR and the total includes all full time employees and active contractors. Not every MoDOT employee is assigned a computer.
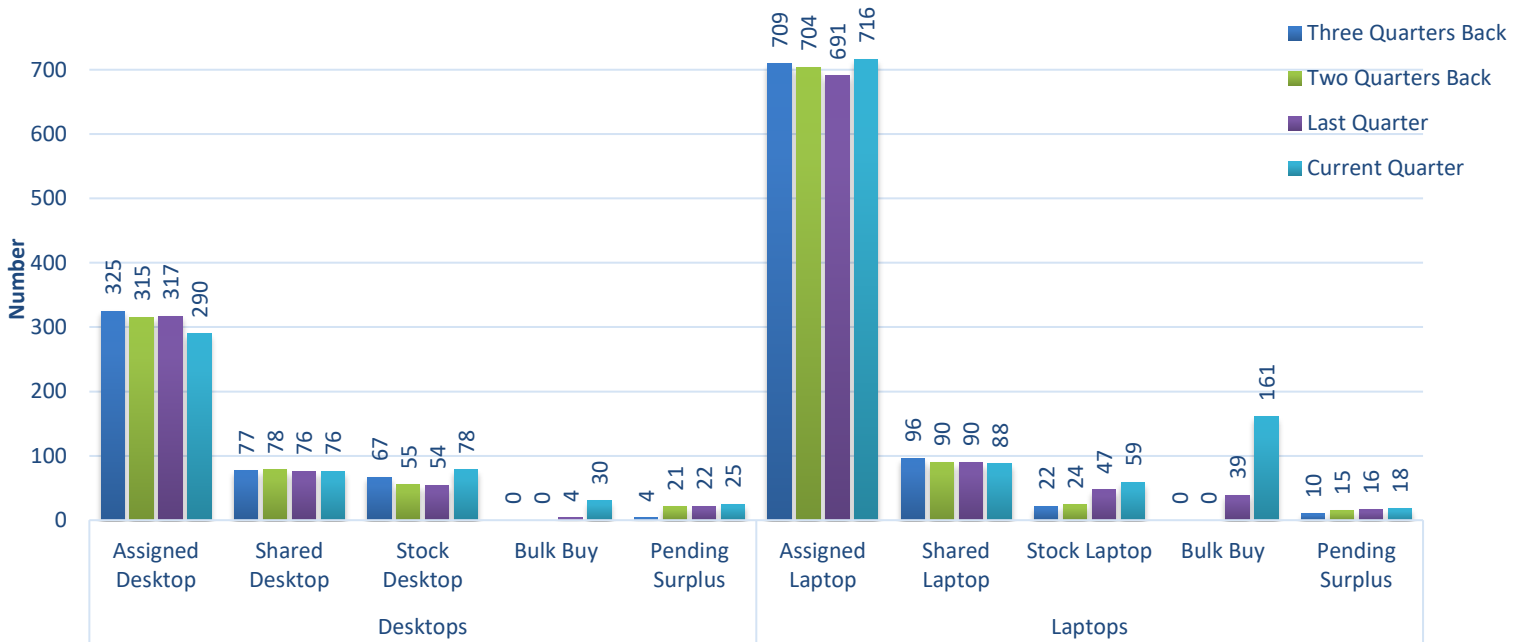
Improvement Status:
Statewide:
During the 3rd quarter, we saw an increase of 3 tablets, an increase of 6 printers, an increase in desktops by 72 and an increase in laptops by 340. The increase of desktops and laptops is due to the receipt of bulk buy machines.
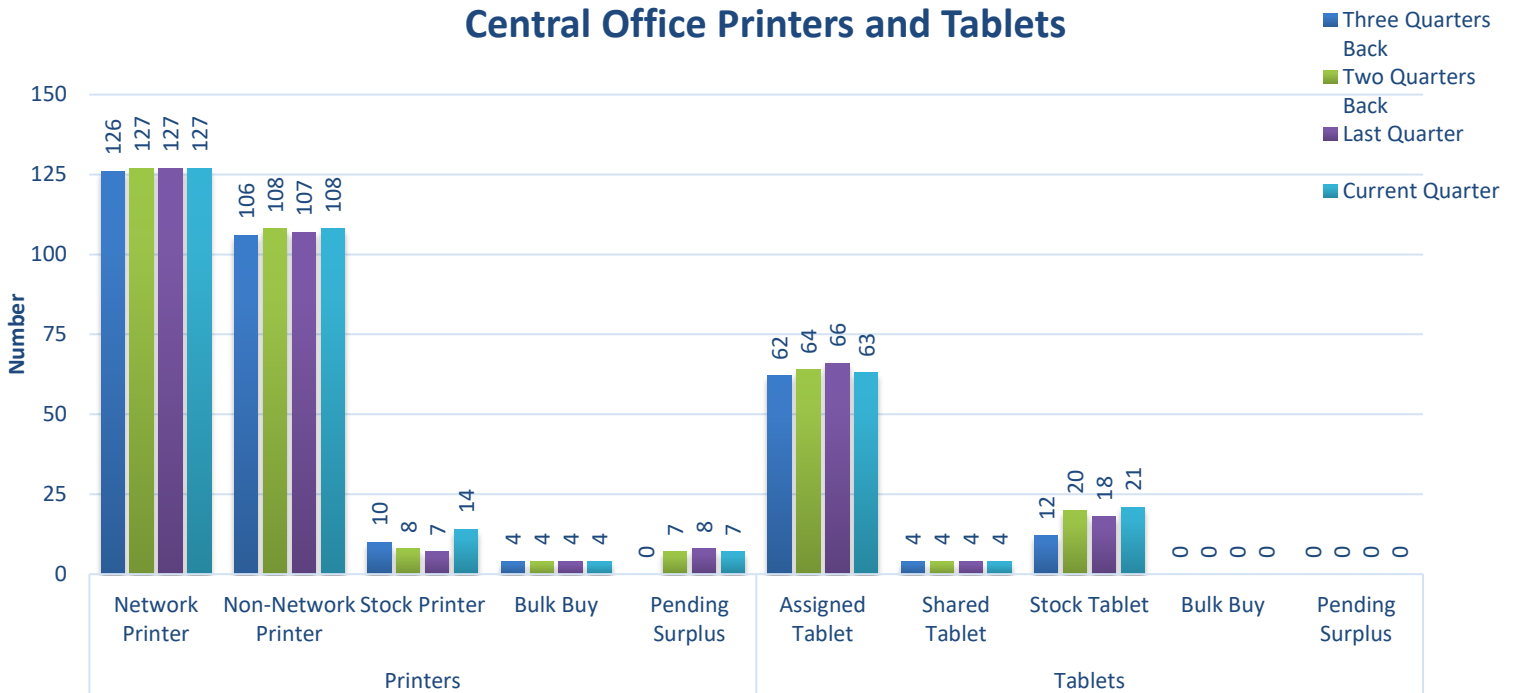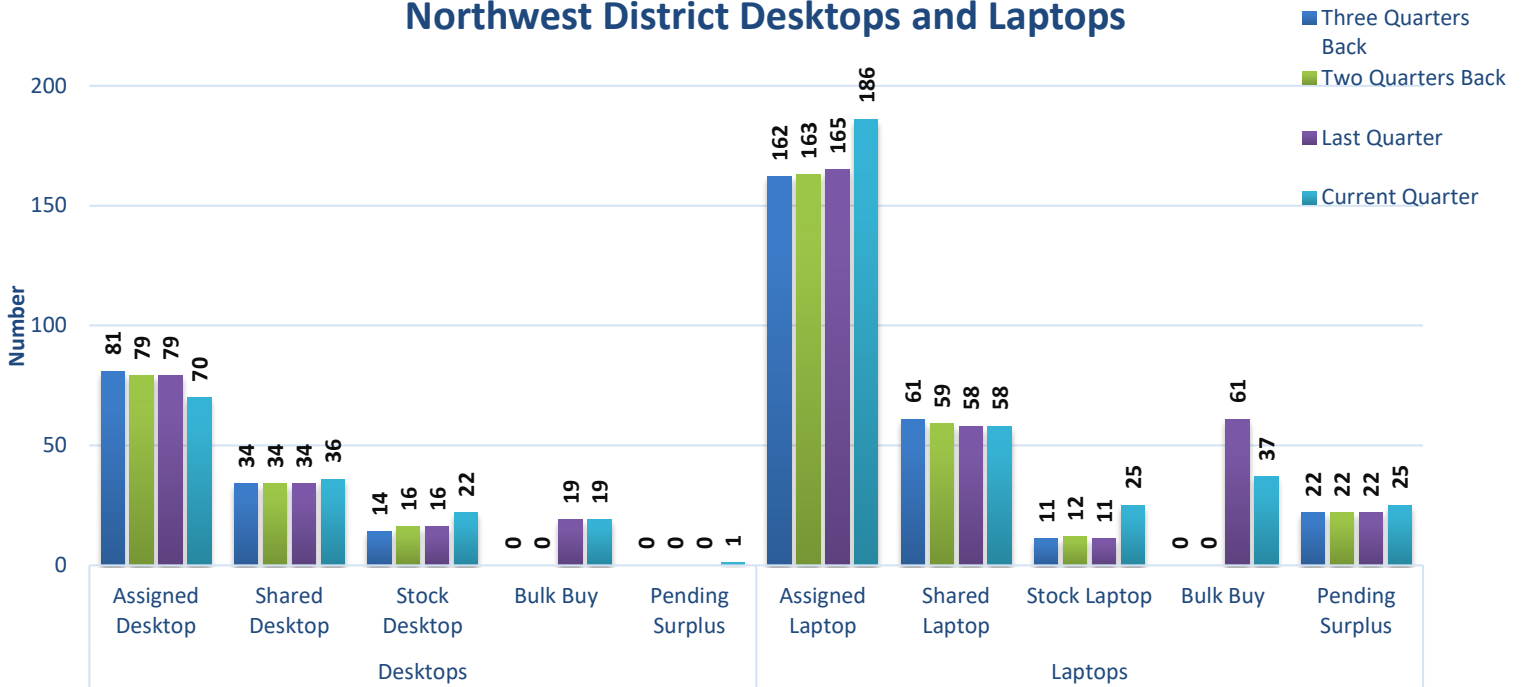
Statewide Number of Machines

Machine Type	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Desktops	1,925	1,929	2,002	2,074
Tablets	108	138	137	140
Laptops	3,208	3,196	3,515	3,855
Printers	1,075	1,097	1,097	1,103
Employees & Contractors	5,394	5,316	5,422	5,381
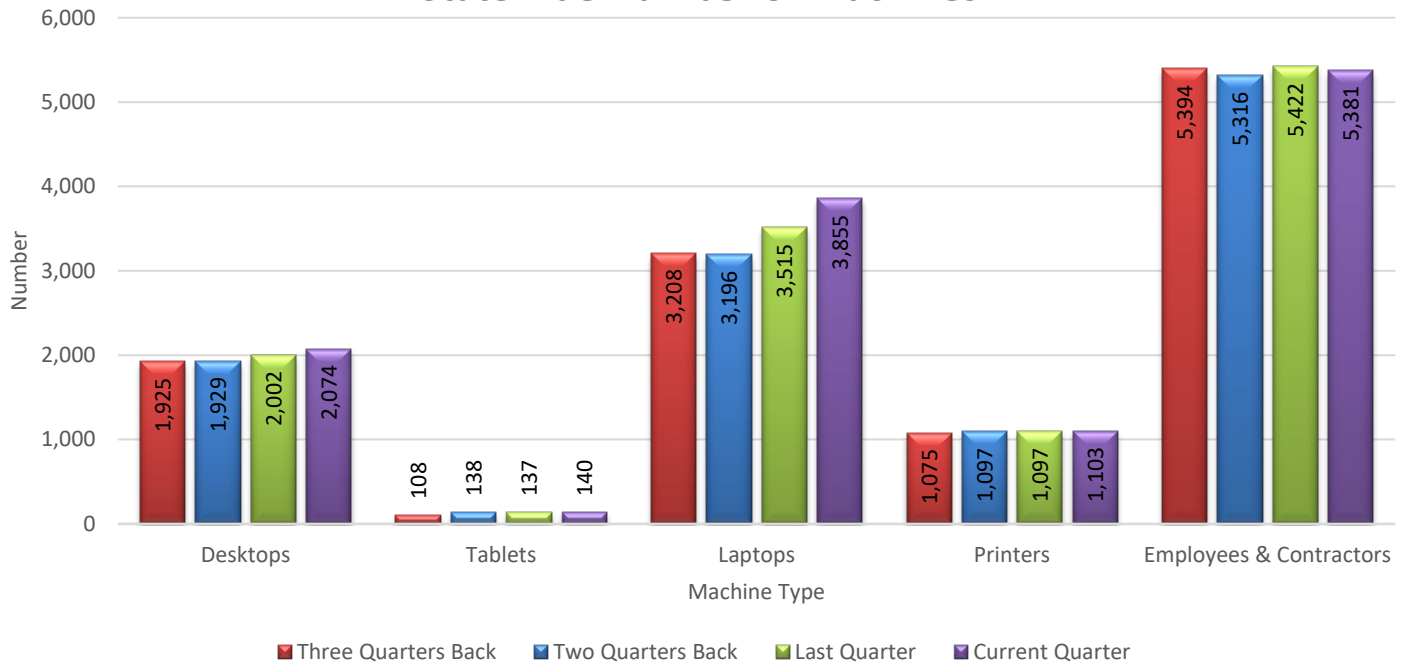
Central Office Desktops and Laptops

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Desktops				
Assigned Desktop	325	315	317	290
Shared Desktop	77	78	76	76
Stock Desktop	67	55	54	78
Bulk Buy	0	0	4	30
Pending Surplus	4	21	22	25
Laptops				
Assigned Laptop	709	704	691	716
Shared Laptop	96	90	90	88
Stock Laptop	22	24	47	59
Bulk Buy	0	0	39	161
Pending Surplus	10	15	16	18

Central Office Printers and Tablets

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Printers				
Network Printer	126	127	127	127
Non-Network Printer	106	108	107	108
Stock Printer	10	8	7	14
Bulk Buy	4	4	4	4
Pending Surplus	0	7	8	7
Tablets				
Assigned Tablet	62	64	66	63
Shared Tablet	4	4	4	4
Stock Tablet	12	20	18	21
Bulk Buy	0	0	0	0
Pending Surplus	0	0	0	0

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Northwest District Desktops and Laptops

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Number (y-axis): 0, 50, 100, 150, 200

Desktops

Assigned Desktop: 81, 79, 79, 70
Shared Desktop: 34, 34, 34, 36
Stock Desktop: 14, 16, 16, 22
Bulk Buy: 0, 0, 19, 19
Pending Surplus: 0, 0, 0, 1

Laptops

Assigned Laptop: 162, 163, 165, 186
Shared Laptop: 61, 59, 58, 58
Stock Laptop: 11, 12, 11, 25
Bulk Buy: 0, 0, 61, 37
Pending Surplus: 22, 22, 22, 25

Northwest District Printers and Tablets

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter

Number (y-axis): 0, 25, 50, 75, 100

Printers

Network Printer: 88, 91, 91, 91
Non-Network Printer: 2, 2, 2, 2
Stock Printer: 8, 8, 8, 8
Bulk Buy: 2, 2, 2, 2
Pending Surplus: 31, 31, 31, 31

Tablets

Assigned Tablet: 0, 0, 0, 0
Shared Tablet: 0, 0, 0, 0
Stock Tablet: 0, 0, 0, 0
Bulk Buy: 0, 0, 0, 0
Pending Surplus: 0, 0, 0, 0

Northeast District Desktops and Laptops

Legend: Three Quarters Back · Two Quarters Back · Last Quarter · Current Quarter

Desktops

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Desktop	69	69	69	64
Shared Desktop	51	51	50	50
Stock Desktop	3	3	4	9
Bulk Buy	0	0	0	0
Pending Surplus	2	2	2	2

Laptops

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Laptop	128	126	128	132
Shared Laptop	95	95	94	96
Stock Laptop	11	13	12	14
Bulk Buy	0	0	30	35
Pending Surplus	8	3	3	3

Northeast District Printers and Tablets

Legend: Three Quarters Back · Two Quarters Back · Last Quarter · Current Quarter

Printers

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Network Printer	69	71	71	71
Non-Network Printer	6	7	7	7
Stock Printer	8	7	8	8
Bulk Buy	0	0	0	0
Pending Surplus	0	0	0	0

Tablets

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Tablet	2	2	2	2
Shared Tablet	0	0	0	0
Stock Tablet	0	0	0	0
Bulk Buy	0	0	0	0
Pending Surplus	0	0	0	0

KC District Desktops and Laptops

Number

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Desktops:

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Desktop	119	125	125	117
Shared Desktop	79	79	79	81
Stock Desktop	15	17	17	23
Bulk Buy	0	0	0	18
Pending Surplus	0	0	0	0

Laptops:

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Laptop	317	298	303	292
Shared Laptop	53	54	54	54
Stock Laptop	12	31	24	45
Bulk Buy	0	0	11	68
Pending Surplus	1	1	1	1

KC District Printers and Tablets

Number

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Printers:

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Network Printer	72	73	72	72
Non-Network Printer	29	30	31	31
Stock Printer	3	2	3	1
Bulk Buy	0	0	0	0
Pending Surplus	1	1	1	3

Tablets:

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Tablet	5	5	5	5
Shared Tablet	0	0	0	0
Stock Tablet	1	1	1	1
Bulk Buy	0	0	0	0
Pending Surplus	0	0	0	0

Central District Desktops and Laptops

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Desktops

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Desktop	112	114	111	94
Shared Desktop	79	78	77	77
Stock Desktop	5	4	6	5
Bulk Buy	0	0	8	8
Pending Surplus	2	3	5	31

Laptops

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Laptop	222	226	230	
Shared Laptop	67	68	66	60
Stock Laptop	11	6	3	2
Bulk Buy	0	0	54	58
Pending Surplus	2	2	3	43

Central District Printers and Tablets

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Printers

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Network Printer	94	95	94	94
Non-Network Printer	9	10	10	8
Stock Printer	0	0	1	1
Bulk Buy	0	0	0	0
Pending Surplus	0	0	0	2

Tablets

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Tablet	3	3	3	3
Shared Tablet	0	0	0	0
Stock Tablet	0	0	0	0
Bulk Buy	0	0	0	0
Pending Surplus	0	0	0	0

SL District Desktops and Laptops

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Y-axis: Number (0 to 400)

Desktops:
- Assigned Desktop: 157, 155, 155, 155
- Shared Desktop: 107, 107, 107, 111
- Stock Desktop: 7, 8, 8, 10
- Bulk Buy: 0, 0, 10, 15
- Pending Surplus: 0, 0, 0, 0

Laptops:
- Assigned Laptop: 366, 384, 386, 392
- Shared Laptop: 121, 105, 104, 100
- Stock Laptop: 15, 13, 15, 17
- Bulk Buy: 8, 6, 58, 72
- Pending Surplus: 31, 30, 30, 30

SL District Printers and Tablets

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Y-axis: Number (0 to 100)

Printers:
- Network Printer: 73, 76, 76, 76
- Non-Network Printer: 41, 41, 41, 40
- Stock Printer: 7, 7, 7, 7
- Bulk Buy: 9, 9, 9, 9
- Pending Surplus: 0, 0, 0, 0

Tablets:
- Assigned Tablet: 3, 3, 3, 4
- Shared Tablet: 2, 2, 22, 22
- Stock Tablet: 2, 22, 2, 4
- Bulk Buy: 0, 0, 0, 0
- Pending Surplus: 4, 4, 4, 4

Southwest District Desktops and Laptops

Legend: Three Quarters Back, Two Quarters Back, Last Quarter, Current Quarter

Desktops:
- Assigned Desktop: 205, 205, 205, 185
- Shared Desktop: 69, 69, 68, 68
- Stock Desktop: 10, 10, 10, 18
- Bulk Buy: 0, 0, 0, 3
- Pending Surplus: 0, 0, 1, 13

Laptops:
- Assigned Laptop: 245, 247, 248
- Shared Laptop: 91, 89, 90, 79
- Stock Laptop: 13, 13, 11, 12
- Bulk Buy: 0, 0, 44, 9
- Pending Surplus: 0, 0, 0, 24

Southwest District Printers and Tablets

Legend: Three Quarters Back, Two Quarters Back, Last Quarter, Current Quarter

Printers:
- Network Printer: 79, 81, 81, 81
- Non-Network Printer: 34, 34, 34, 34
- Stock Printer: 3, 2, 2, 2
- Bulk Buy: 0, 0, 0, 0
- Pending Surplus: 0, 1, 0, 0

Tablets:
- Assigned Tablet: 6, 6, 6, 6
- Shared Tablet: 0, 0, 0, 0
- Stock Tablet: 1, 1, 1, 1
- Bulk Buy: 0, 0, 0, 0
- Pending Surplus: 0, 0, 0, 0

Southeast District Desktops and Laptops

Number

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Desktops

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Desktop	160	163	162	165
Shared Desktop	68	66	65	66
Stock Desktop	4	3	5	5
Bulk Buy	0	0	32	25
Pending Surplus	0	0	0	9

Laptops

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Laptop	189	192	196	200
Shared Laptop	108	105	99	99
Stock Laptop	0	0	0	0
Bulk Buy	0	0	18	15
Pending Surplus	1	0	0	4

Southeast District Printers and Tablets

Number

Legend:
- Three Quarters Back
- Two Quarters Back
- Last Quarter
- Current Quarter

Printers

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Network Printer	102	103	101	100
Non-Network Printer	48	52	54	54
Stock Printer	2	3	3	4
Bulk Buy	8	4	4	4
Pending Surplus	1	0	0	0

Tablets

Category	Three Quarters Back	Two Quarters Back	Last Quarter	Current Quarter
Assigned Tablet	0	0	0	0
Shared Tablet	0	0	0	0
Stock Tablet	0	0	0	0
Bulk Buy	0	0	0	0
Pending Surplus	1	1	0	0

Stabilizing Resources and Engaging our Workforce

RemedyForce Ticket Aging

Result Driver: Norma Schulte, Service Management Office Supervisor
Measurement Driver: Norma Schulte, Service Management Office Supervisor, Janet Ruth, Senior Information Systems Technologist and Adeyemi Olalekan, Information Systems Technologist

Purpose of the Measure:
This measure tracks the calendar days elapsed from the time of ticket entry to ticket closure. From the partner viewpoint, this measures the amount of time that it takes to resolve a reported issue. The desired state is to resolve problems as quickly as possible. Monitoring the time it takes to resolve a ticket will help identify areas where additional training or service may be needed.

Measurement and Data Collection:
This measurement takes the total number of tickets assigned to both Central Office staff and district staff that are closed in the quarter and groups them by number of days it took to close the tickets. We include any incidents, maintenance, service requests and information request tickets. Tickets for work efforts and mandated work efforts are not included in this measure. Weekends are not included in the total amount of days calculated. The data is collected in a database by Remedy Force, IS' Service Desk software. Reports are compiled and graphs are generated in an Excel spreadsheet for viewing.

Improvement Status:
IS closed 74% of the tickets in 0-1 days, which is a 6% decrease from the previous quarter. We closed 9% of the tickets in 2-5 days. This is 2% increase from the previous quarter. We closed 4% of the tickets in 6-9 days. This is a 1% increase from the previous quarter. We closed 13% of the tickets in 10+ days, which is a 3% increase from the previous quarter. We continue to work with and educate staff to close tickets promptly.

This quarter, there were a total of 2,966 tickets closed by all of MoDOT. This includes any incidents, maintenance, service requests, and information request tickets. Work efforts and mandated work efforts are not included in this measure since they are typically long term work efforts. This amount is less than the previous quarter.

Ticket Aging Summary

Percent of Closed Tickets (y-axis)

Timeframe (x-axis)

Legend:
- % of Total Tickets - FY20 Q4 (3,785)
- % of Total Tickets - FY21 Q1 (3,056)
- % of Total Tickets - FY21 Q2 (3,354)
- % of Total Tickets - FY21 Q3 (2,966)

Desired Trend:
(for 0-1 Days)

Data values by timeframe:

Timeframe	FY20 Q4	FY21 Q1	FY21 Q2	FY21 Q3
% Closed in 0-1 Days	74%	77%	80%	74%
% Closed in 2-5 Days	10%	7%	7%	9%
% Closed in 6-9 Days	3%	6%	3%	4%
% Closed in 10+ Days	13%	10%	10%	13%
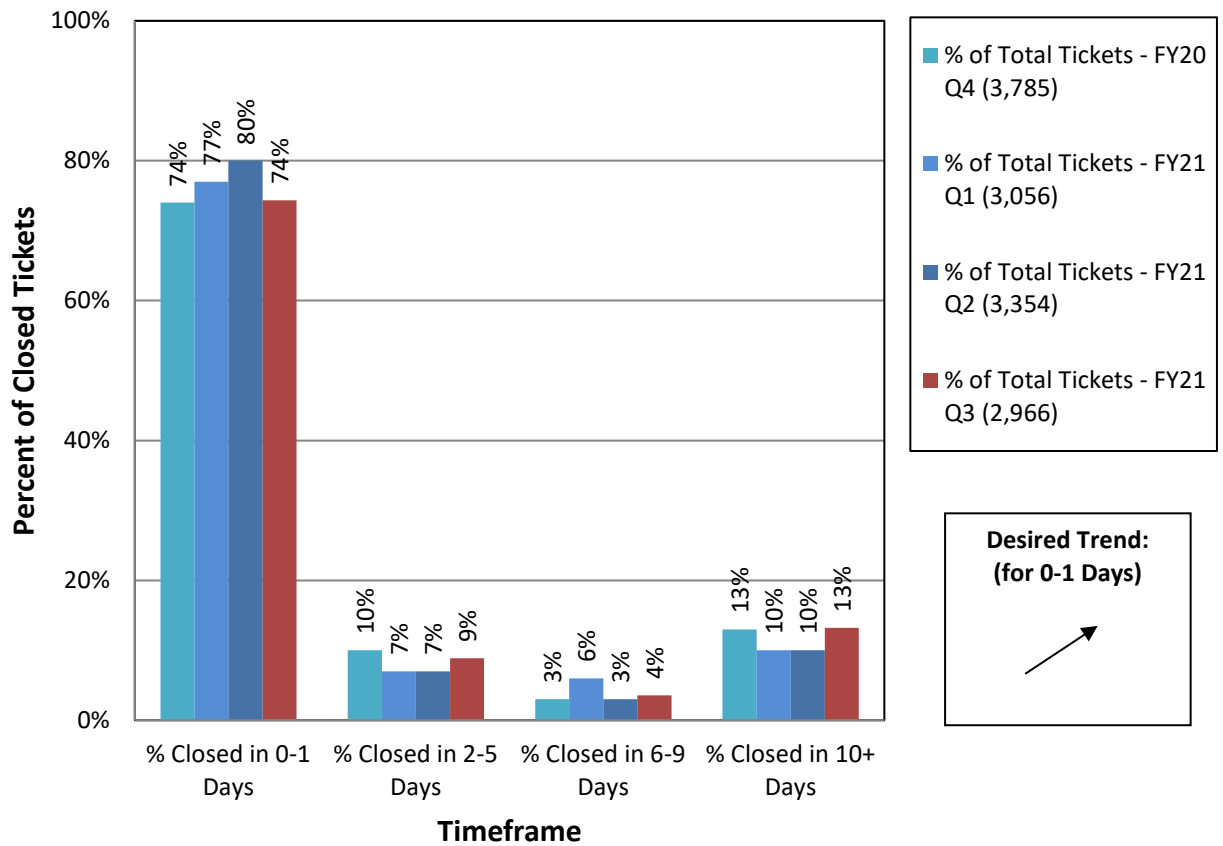
Stabilizing Resources and Engaging our Workforce

First Level Support Ticket Resolution

Result Driver: Norma Schulte, Service Management Office Supervisor
Measurement Driver: Norma Schulte, Service Management Office Supervisor, Janet Ruth, Senior Information Systems Technologist and Adeyemi Olalekan, Information Systems Technologist

Purpose of the Measure:
This measure tracks the percentage of tickets resolved by the first level support (District IS staff and the Service Desk) versus second level support within IS. The goal is to increase the number of calls that can be resolved by first level support, thereby providing more effective and efficient service to the partners. An increase in first call resolutions reflects trust and confidence in Information Systems and emphasizes the "one-stop shop" concept.

Measurement and Data Collection:
This measurement tracks all tickets entered as a result of calls and emails received by the Service Desk only. The data is collected in a database by Remedy Force. Reports are compiled and graphs are generated in an Excel spreadsheet for viewing. The reports show the total number of tickets by type for a quarterly period, and the percentage of tickets closed by the first level support, which includes both Service Desk and district IS staff.

Improvement Status:
In the third quarter of fiscal year 2021 there were 2,390 tickets originated by Service Desk staff as a result of phone calls to 751-5000 and emails to IS-Helpdesk. This is an overall decrease from last quarter.

1,870 tickets were resolved by first level support while the other 520 tickets were resolved by second level support. The IS Service Desk and district IS staff continue to work to resolve user issues at the first level if possible.

Of the 1,870 tickets resolved by first level, 413 (22%) were categorized as incident tickets. Incidents include such things as outages and break/fix issues. 1,346 tickets (72%) were categorized as maintenance. Maintenance includes password resets, requests for hardware, and general support services. This quarter the top five categories of maintenance tickets were: Add User to Email Group, Outlook O365, Other, MoDOT U and Software Other. 111 tickets (6%) were categorized as information requests. Information requests are typically how-to questions on applications or processes. Of the 1,346 maintenance tickets, 156 were password resets for various systems and 21 were for unlocking network accounts. Both password resets and unlocking network accounts decreased from last quarter. We attribute this decrease to the password policy changes.

The industry standard for first level resolution is 68.3% based on information from the Help Desk Institute. The current IS percentage of tickets resolved by first level support is 78%, which is same as last quarter.

Service Desk Ticket Resolution by Fiscal Year

Percent of Closed Tickets (y-axis: 0%, 20%, 40%, 60%, 80%, 100%)

- FY20 Qtr 3 (Total 3,380): Resolved by 1st Level 76%, Reassigned to Other Staff 24%
- FY20 Qtr 4 (Total 2,433): Resolved by 1st Level 82%, Reassigned to Other Staff 18%
- FY21 Qtr 1 (Total 2,126): Resolved by 1st Level 85%, Reassigned to Other Staff 15%
- FY21 Qtr 2 (Total 2,170): Resolved by 1st Level 78%, Reassigned to Other Staff 22%
- FY21 Qtr 3 (Total 1,870): Resolved by 1st Level 78%, Reassigned to Other Staff 22%

Fiscal Period

Legend:
- Resolved by 1st Level
- Reassigned to Other Staff

Desired Trend: (Closed by Service Desk) ↗

*Total number of tickets for each quarter reflects those resolved by first level support.

Percentage of Calls Resolved by Type

Percentage (y-axis: 0%, 20%, 40%, 60%, 80%, 100%)

- Incidents (413): % of Calls Resolved by First Level 84%, % of Calls Resolved by Other Staff 16%
- Maintenance & Service Requests (1,346): % of Calls Resolved by First Level 76%, % of Calls Resolved by Other Staff 24%
- Information Request (111): % of Calls Resolved by First Level 86%, % of Calls Resolved by Other Staff 14%
- Overall Total (1,870): % of Calls Resolved by First Level 78%, % of Calls Resolved by Other Staff 22%

Legend:
- % of Calls Resolved by First Level
- % of Calls Resolved by Other Staff

Desired Trend: (Calls Resolved by First Level) ↗

*The number of tickets by type and the overall total (1,870) reflects those resolved by first level support.

Stabilizing Resources and Engaging our Workforce

Total Number of Application Priority Incidents Reported

Result Drivers: Norma Schulte, Service Management Office Supervisor
Measurement Driver: Norma Schulte, Service Management Office, Janet Ruth, Senior Information Systems Technologist and Adeyemi Olalekan, Information Systems Technologist

Purpose of the Measure:
This measure tracks the Priority One incidents for software applications that impact the greatest number of users in MoDOT. Monitoring the number of Priority One incidents will help ensure that Information Systems is resolving issues and stabilizing systems to avoid downtime by MoDOT employees.

Measurement and Data Collection:
This measure shows the number of Priority One incidents that have been handled for the core applications used at MoDOT. The data is collected using Remedy Force application tickets issued when calls are received regarding the top ten software applications used by the most users. **The core applications are: Transportation Management System (TMS), Motor Carrier Express (MCE), MedLife, AASHTOWare, Time Reporting System (TRS), Cognos, SharePoint, Email (Outlook), Maintenance Management System (MMS), and Virtual Machines (VDI).**

Improvement Status:
In Central Office, a total of 11 Priority One incidents took place in FY21 Q3. Of the 11 incidents, 9 were for core systems and 2 were for non-core systems.

The nine Priority 1 incidents for core systems were broken down as follows:
- Three MCE incidents were all related to the Legatus module. The Legatus module (IRP, IFTA, OPA) will lock up and spin if a user opens multiple MCE browser sessions which have the same session ID. The issues are resolved by rebooting the server. This issue is known to the vendor and has not been addressed to date.
- Two tickets were related to the following TMS systems:
  - Statewide Transportation Improvement Program: Error with data tables while compiling STIP data.
  - Right of Way Parcel Acquisition issue: Issue with producing mandatory tax forms.
- The 4 Cognos issues were due to DataMart delays.

Two of the Priority 1 incidents were for issues that were not related to the core systems. They were in the following areas:
1. One ticket was for a network outage at the St. Charles maintenance building.
2. One was for connection issues to BMC Remedy Force ticketing system.

Priority One Incidents Entered by Central Office

Legend:
- MMS
- VDI
- SharePoint
- AASHTOWare
- Email
- TRS
- Medlife
- MCE
- Cognos
- TMS
- Non Core

FY20 Q4 (total 14)
- Email 1
- MCE 9
- Non Core 4

FY21 Q1 (total 11)
- Email 1
- MCE 7
- Non Core 3

FY21 Q2 (total 15)
- AASHTOWare 1
- MCE 3
- Cognos 2
- TMS 7
- Non Core 2

FY21 Q3 (total 11)
- MCE 3
- Cognos 4
- TMS 2
- Non Core 2

Desired Trend
(# of Priority
One Tickets)
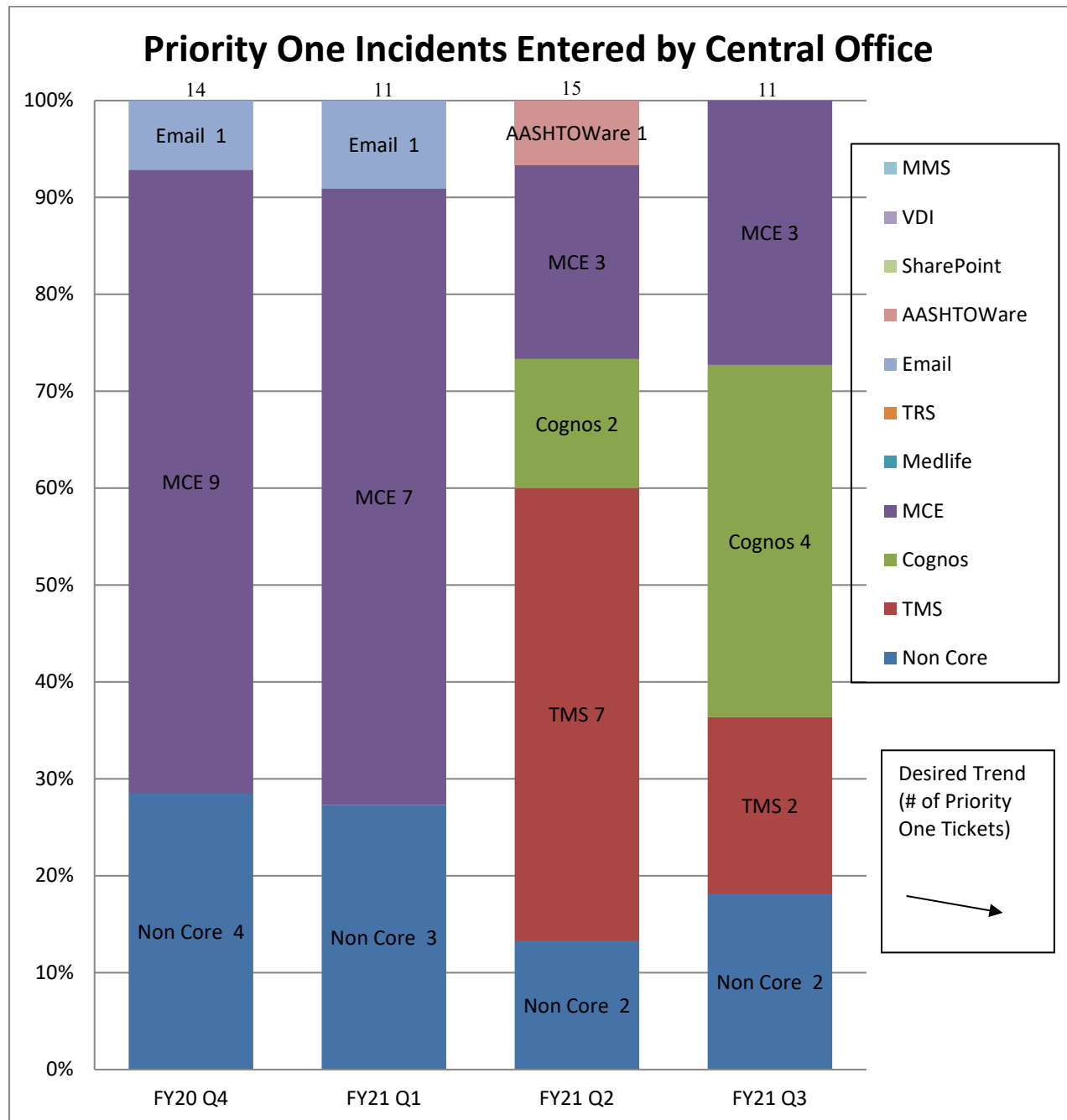
Stabilizing Resources and Engaging our Workforce

On-Time Delivery

Result Driver: Kristi Jamison, Portfolio and Project Management Office Supervisor
Measurement Driver: Kristi Jamison, Portfolio and Project Management Office Supervisor

Purpose of the Measure:
This measurement shows how Information Systems is performing with regards to estimating work effort time and requirements versus final actual time needed. This enables IS to determine if its estimating, planning and execution processes are thorough enough to produce on-time work efforts.

Measurement and Data Collection:
IS reviews work efforts that are in their close-out period comparing the planned end dates versus actual end dates to determine if they met on-time requirements. The data is collected from work effort documentation, comparing the number of closed-out work efforts that met on-time requirements to those that didn't meet on-time requirements. A work effort is generally defined as more than 80 hours of work. In an effort to remain consistent with MoDOT's Construction Program's Project On-Time Delivery reporting, IS compares original targeted completion to actual completion date for reporting.

Improvement Status:
The IS – Oracle 12c to 19c Upgrade was the only work effort closed in the third quarter of Fiscal Year 2021. The upgrade was delivered late because it couldn't be completed until another ongoing project, AASHTOWare WebProject 4.4, was upgraded. It was delayed from December 7, 2020 to January 22, 2021.

Delivered Late
- IS – Oracle 12c to 19c Upgrade

Work Efforts On-Time

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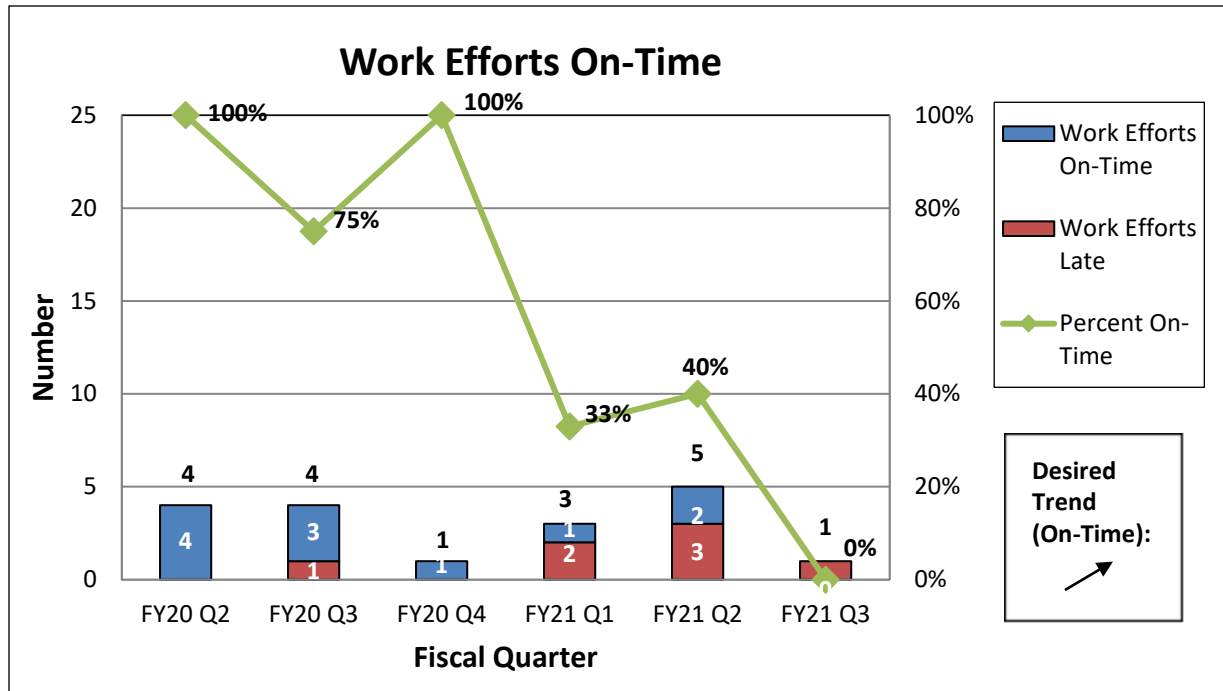
Stabilizing Resources and Engaging our Workforce

On-Budget (E&E) Delivery

Result Driver: Kristi Jamison, Portfolio and Project Management Office Supervisor
Measurement Driver: Cathy Propst, Information Systems Project Manager

Purpose of the Measure:
This measurement shows how Information Systems is performing with regards to initial work effort planning concerning budgeting versus the final actual work effort costs for all equipment and expenses (including contracting). This enables IS to determine if its estimating, planning and execution processes are thorough enough to produce on-budget work efforts.

Measurement and Data Collection:
IS reviews work efforts that are in their close-out period comparing the planned costs versus actual costs to determine if they met budget requirements. Work efforts include projects and planned work efforts that include expense and equipment funds. The data is collected from work effort documentation, comparing the number of closed-out work efforts that met budget requirements to those that didn't meet budget requirements. A work effort is generally defined as more than 80 hours of work.

Improvement Status:

One work effort, with an E&E budget, was closed during the third quarter of fiscal year 2021. The total planned budget cost was $71,275. The actual cost was $75,610, resulting in 6.08% over budget for the closed work efforts in this quarter. This compares to 10.71% under budget for efforts closed in the previous quarter.

PROJECT	Planned Budget	Actual Costs	Variance	On/Over/Under Budget	Comments
Oracle 12c to 19c Upgrade	$71,275	$75,610	6.08%	$4,335	Consultant needed additional hours
TOTAL	$71,275	$75,610	6.08%	$4,335	

Percentage of Change for Closed Work Efforts

Percentage of Change for Closed Work Efforts

Desired Trend: 0%
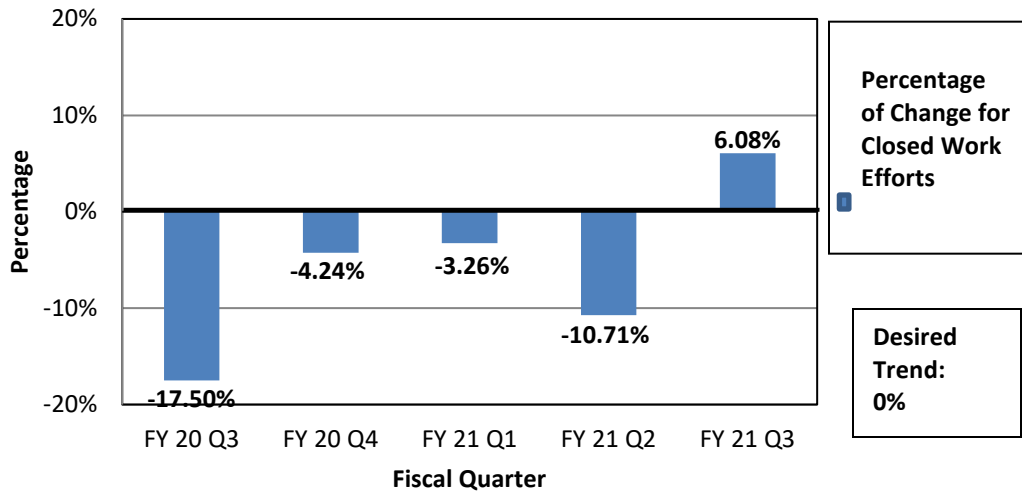
Work Effort Delivery Satisfaction

Result Driver: Kristi Jamison, Portfolio and Project Management Office Supervisor
Measurement Driver: Carrie Wolken, Portfolio and Project Management Project Manager

Purpose of the Measure:
The purpose of this measure is to gain insight as to partners' collaboration with IS staff and partners' assessment of delivered IT solutions. Through partner feedback, the IS team can measure both customer and product satisfaction. Partner feedback allows the IS team to assess and identify processes working well and processes needing improvements or modifications.

Measurement and Data Collection:
Two, four-question surveys are sent to partners who work closely with IS to develop or implement an IT solution.

The 'Partner' survey relates to partners' experience with IS staff and is sent shortly after the work effort is closed. The survey asks the partners to indicate their level of satisfaction in these areas:

- Project was delivered in a timely manner
- MoDOT IS' communication efforts during the project
- Professionalism of MoDOT IS staff
- Overall satisfaction

The 'Product' survey relates to partners' experience with the IS solution. This survey is sent 30 days after the IS solution is deployed, asking partners to indicate their level of satisfaction with the IT product in these areas:

- Product/project was successful in achieving planned objectives
- Finished product met the business needs of the district or division
- Quality and functionality of the finished product
- Overall satisfaction

Results from both survey types are plotted by graph based on the number of responses in each area. Note: "Product surveys may be reported in a different quarter than the partner survey due to the 30-day lag."

Improvement Status:

Partner Surveys
For Quarter 3 - FY21, there was 1 'Partner' survey sent during this quarter:
- TMS Traffic Permits Rewrite – Phase 1
  - Surveys were sent to 8 partners, with 2 responding. This represents a 25% response rate.   Survey results indicate very satisfied and satisfied responses when rating the IS timeliness, communication, professionalism and overall project review.

Product Surveys
For Quarter 3- FY21, there were 3 'Product' surveys sent during this quarter:
- HW – RiskMaster Upgrade
  - Surveys were sent to 4 partners, with 2 responding. This represents a 50% response rate.   Survey results indicate overall "satisfied" responses when rating the IS deliverables, business needs, quality, and overall project review. One rating of "dissatisfied" was given due to remaining issues affecting functionality being worked on with the vendor. This rating will be changed to "satisfied" after all issues are resolved.
- DE – ProjectWise
  - Surveys were sent to 2 partners, with 2 responding. This represents a 100% response rate. Survey results indicate 100% "very satisfied" responses when rating the IS deliverables, business needs, quality, and overall project review.

- TMS Traffic Permits Rewrite – Phase 1
  - o Surveys were sent to 8 partners, with 1 responding. This represents a 13% response rate.   Survey results indicate 100% "satisfied" responses when rating the IS deliverables, business needs, quality, and overall project review.

PPMO's goal is to provide 100 percent customer satisfaction to our partners. Therefore, PPMO embraces both positive and negative ratings. We strive to get better by continuously reviewing and modifying, as applicable, processes and procedures that will provide us with the opportunity to serve our customers.

Partner Survey Results

Legend:
- Very Satisfied (blue)
- Satisfied (red)
- Dissatisfied (green)
- Very Dissatisfied (purple)

Desired Trend: Satisfied ↑

* No Partner Surveys were sent during the this quarter.

Product Survey Results

Legend:
- Very Satisfied (blue)
- Satisfied (red)
- Dissatisfied (green)
- Very Dissatisfied (purple)

Desired Trend: Satisfied ↑

* No Product Surveys were sent during the this quarter.
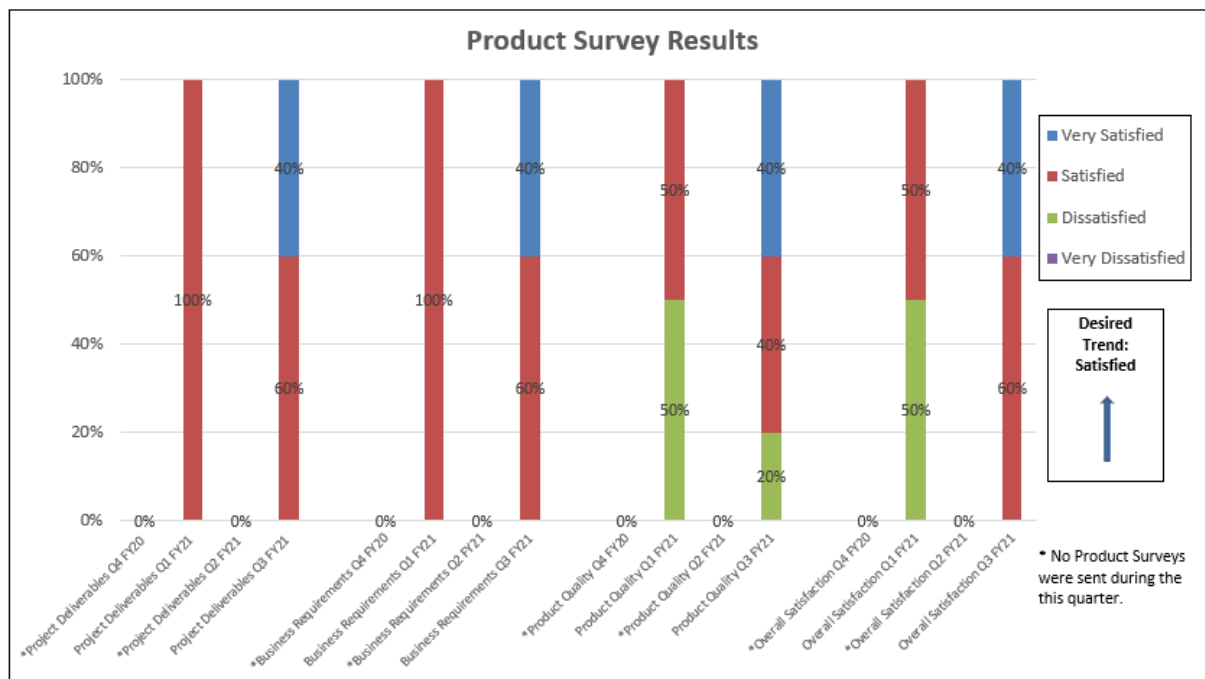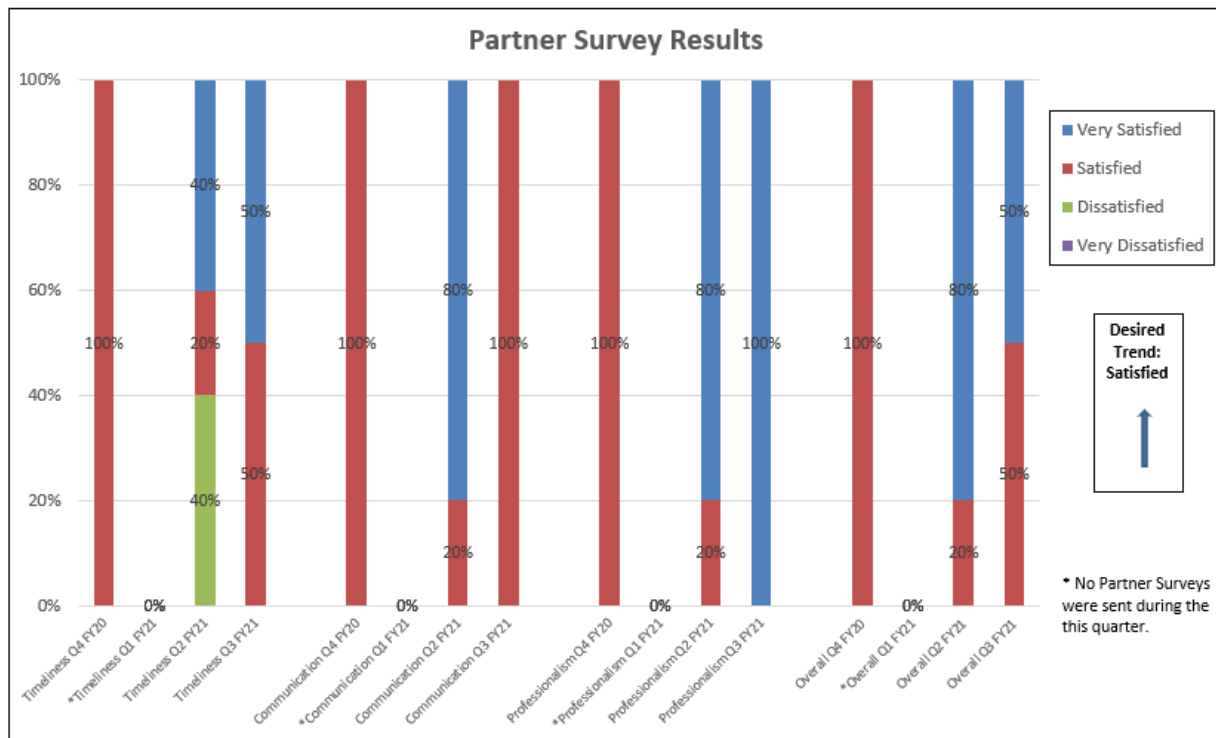
Total Percentage of IS Maintenance and KTDO Costs Compared to IS Budget – Annual (July)

Result Driver: Kristi Jamison, Portfolio and Project Management Office Supervisor
Measurement Driver: Angela Sutton, Lead Information Systems Technologist

Purpose of the Measure:
This measure tracks the planned cost for IS maintenance and KTDO (Keep the Doors Open) as compared to the total IS budget. The goal is to reduce the percentage of cost of these items in the IS budget. Maintenance is defined as an item that will be an annual expense paid to keep software/hardware and/or services available with vendor support in case of problems. It can also include a work effort to upgrade hardware or software to a current version. KTDO is defined as expenses and professional services spent for the day-to-day routine tasks to keep information systems running and available to MoDOT.

In addition, this measure compares the yearly cost of IS maintenance as compared to the total actual IS expenditures.

The percentage of maintenance and KTDO cost in comparison to the total IS budget and actual expenditures is reflective of many factors including risk, partner needs, and anticipated growth in MoDOT's IT presence. The industry standard for this percentage varies from the low end at 60 percent to the high end at 85 percent depending on the type of organization and the accepted levels of the various factors.

Measurement and Data Collection:
Data is collected from the portfolio management tool that IS uses for monitoring and tracking its budget.

Improvement Status:
The percentage of IS maintenance and KTDO cost compared to Total Actual Expenditures for FY20 is 86%. This is an increase from the previous year of 1%. The actual expenditures for FY20 as compared to FY19 were lower by $164,277 and the total Maintenance and KTDO cost for FY20 increased by $64,353 from FY19.

Planned Maintenance and KTDO
FY20 Budget = $19,007,167

Pie chart legend:
- ■ Projects and Unallocated IT Discretionary Fund
- ■ Planned KTDO, Maintenance and Admin

$3,109,034 16%
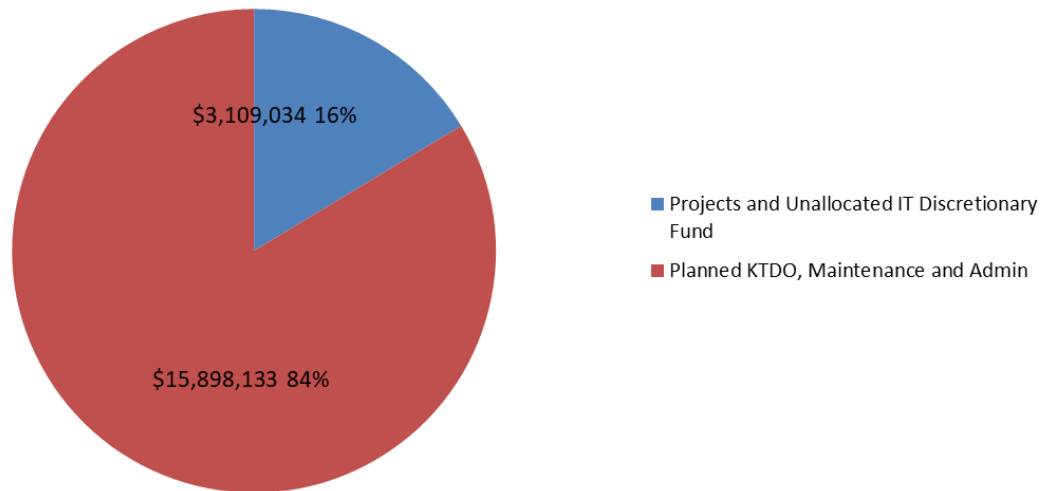
$15,898,133 84%

	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Maintenance and KTDO Planned Expenditures	12,697,310	13,120,352	16,788,260	16,116,515	15,415,146	15,833,780	15,898,133
Total Actual Expenditures per FY	16,914,609	17,003,525	19,448,411	18,938,101	20,396,111	18,709,526	18,545,249
Maint and KTDO as a Percent of Total Actual Expenditures	75%	77%	86%	85%	76%	85%	86%

Discretionary Investment Fund Account

Result Driver: Kristi Jamison, Portfolio and Project Management Office Supervisor
Measurement Driver: Angela Sutton, Lead Information Systems Technologist

Purpose of the Measure:
This measure tracks the amount of IS funds that are available for new development or additional purchases throughout the fiscal year.

Measurement and Data Collection:
This data is collected through the Cloud Coach portfolio management tool.

Improvement Status:
The Discretionary Investment Fund balance at the end of the third quarter of Fiscal Year 2021 was $211,851.

Several adjustments were processed during the third quarter resulting in a decrease of funds. Due to changes resulting from the pandemic, adjustments were made to items already budgeted for FY21. During the 3rd quarter, supervisors completed a thorough review of remaining expenses to determine the amount of funds to return to the Discretionary Investment Fund. We also processed adjustments for ongoing maintenance items.

FY21 Quarterly Discretionary Investment Fund Balances

Quarter End Date	Balance
Q1 - 9/30/20	($33,539)
Q2 - 12/31/20	$436,266
Q3 - 3/31/21	$211,851
Q4 - 6/30/21	
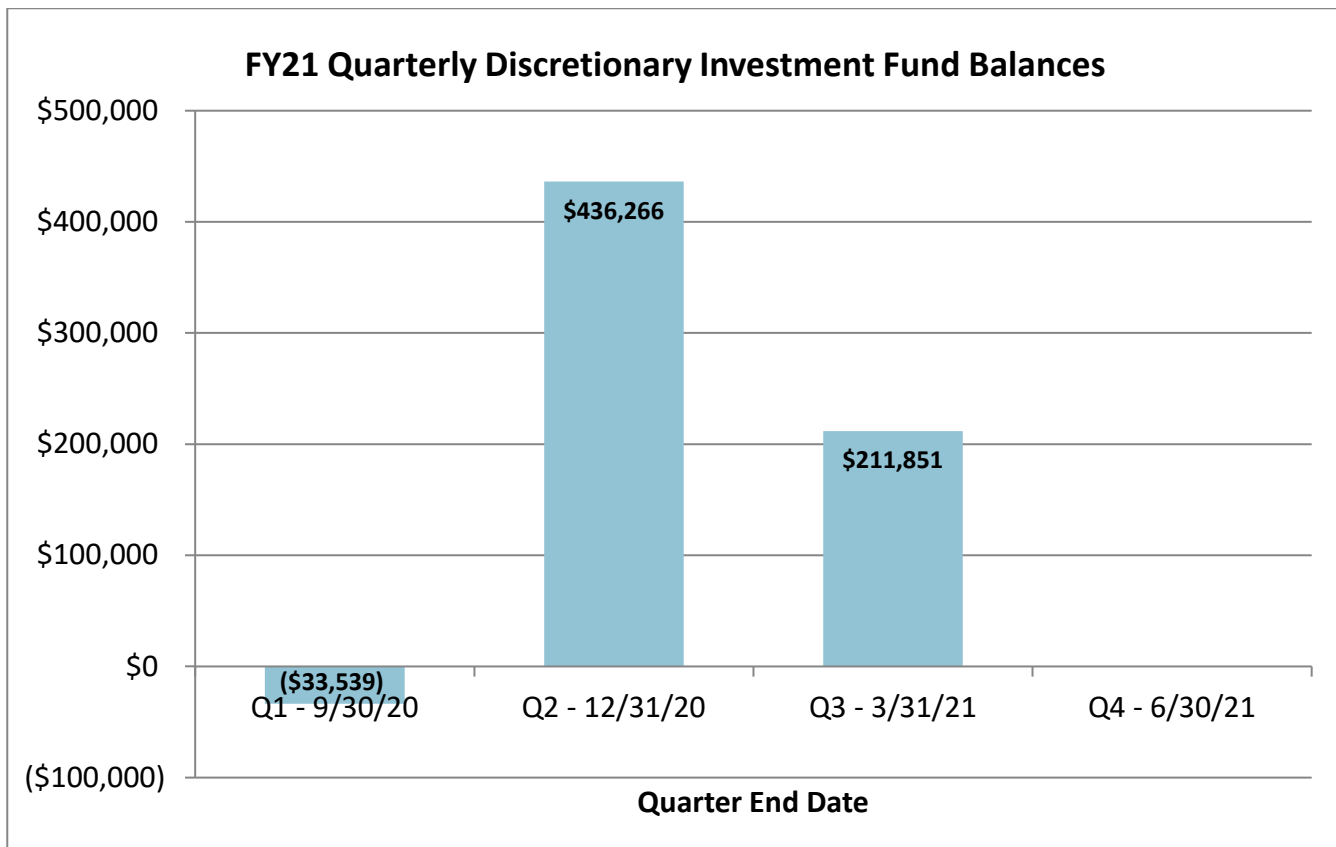
Stabilizing Resources and Engaging our Workforce

Total Information Systems' Staff

Result Driver: Beth Ring, Information Systems Director
Measurement Driver: Beth Ring, Information Systems Director

Purpose of the Measure:
This measure tracks the number of full-time and permanent part-time employees in the IS Division.

Measurement and Data Collection:
Information is collected from an HR report as of the end of each quarter.

Improvement Status:
Information Systems staff totals for central office decreased by one while districts decreased by two for this quarter.

Total Central Office IS Staff

Total District IS Staff

Total District IS Staff
By District
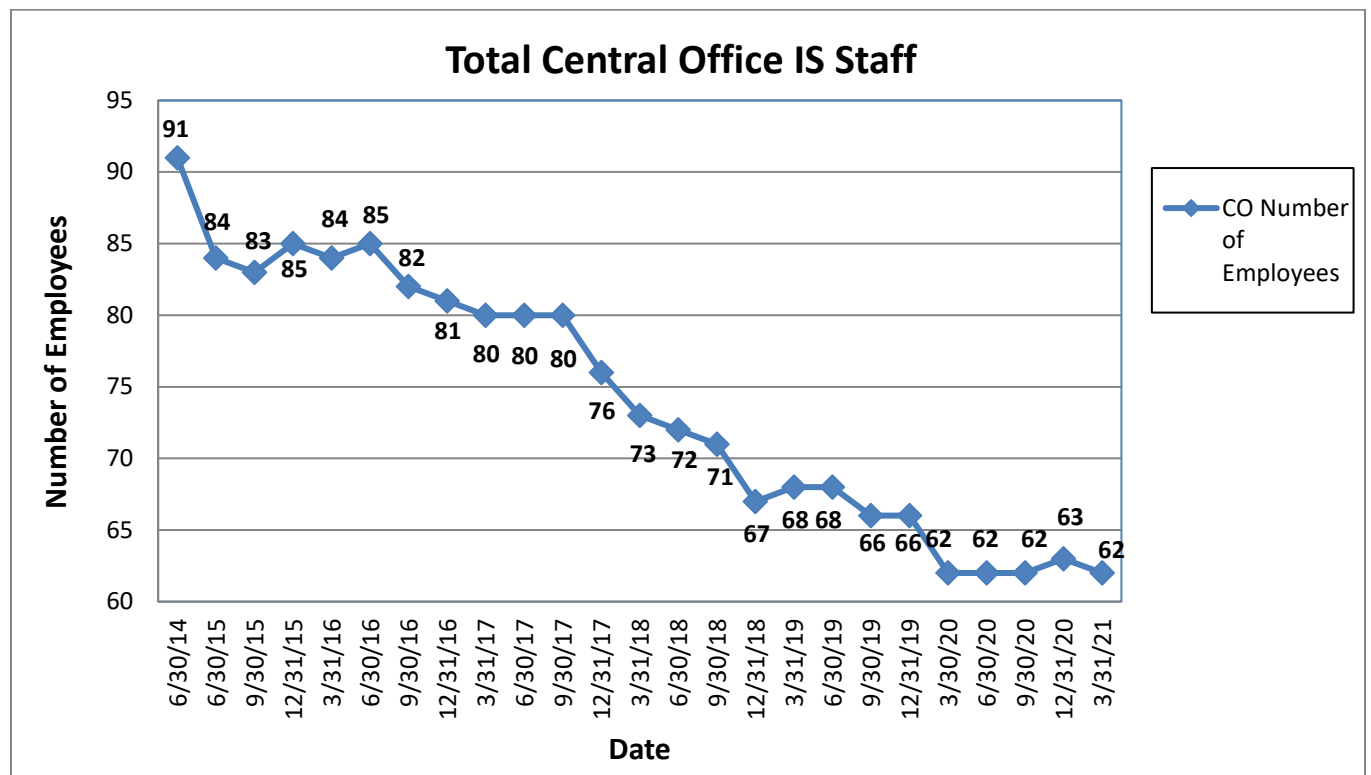
Staff Training for Each Area of IS

Result Driver: Beth Ring, Information Systems Director
Measurement Driver: Beth Ring, Information Systems Director

Purpose of the Measure:
This measure tracks the training of Information Systems Division's staff.

Measurement and Data Collection:
The definition of training for this measure would be those training items that are put into the MoDOTU but does not include required training such as the MoDOT Workplace Security training or the Reacting to an Active Shooter training. Examples would include certifications, technical training (classroom & on-line), Accelerated Leadership Development (ALD) Presentations, Diversity, etc. This does not include cross training sessions that go on within each group. These are considered outside training opportunities.

Improvement Status:
The desired trend for this measure is for each area of IS to have 100% participation in training during the fiscal year. The totals below do not include those employees in the NW and NE districts who are employees assigned to other divisions but perform IS duties.

Staff Training for Each Area of IS

Legend:
- Total Number of Employees as of 3/31/2021
- Number Attended Training as of 3/31/2021

Area	Total Number of Employees	Number Attended Training
Computing Systems	4	4
Network Management	8	8
Collaboration	9	9
Service Management Office	11	11
Application Development	3	3
Software Configuration	5	5
Data Service Management	7	6
Portfolio & Project Management	5	5
Administration	10	10
Northwest District	3	3
Northeast District	3	3
Kansas City District	6	6
Central District	3	2
St. Louis District	3	3
Southwest District	4	4
Southeast District	3	3

Desired Trend:

100%

Number of Cybersecurity Incidents

Result Driver: Beth Ring, Information Systems Director
Measurement Driver: Jason Volkart, Information Systems Assistant Director

Purpose of the Measure:
MoDOT Information Systems works to ensure that systems, data, and users are protected from potential IT security threats. In cooperation with the State of Missouri Office of Administration Information Technology Services Division (OAITSD), MoDOT has implemented various IT security measures to help reduce or eliminate any potential cybersecurity threats. This measure reports the top five state agencies with the highest total number of incidents. An incident is defined as any threat that standard anti-virus protection software can't detect.

Measurement and Data Collection:
Data for this measure is captured from Missouri Office of Administration Information Technology Services Division reporting website. The data is shown for the number of total incidents for a rolling four quarters.

Improvement Status:

Statewide, MoDOT maintains thousands of computer devices. Keeping those computers safe from outside threats is a 24-hour responsibility using the latest security measures.

Through the first three quarters of fiscal year 2020, there was a total of 47 incidents. During the first three quarters of fiscal year 2021, MoDOT reported 38 cybersecurity incidents, this is a reduction of 20%. All incidents were related to users accessing or attempting to access internet sites with malicious content. Malicious links are common in emails or on web pages.

The Information Systems Division manages a Proofpoint email relay and threat protection to combat cyber threats. During the third quarter of FY 2021, there were 3,802 email threats identified and thwarted. Of those threats 2,866 (75%) were internet links, 674 (17%) were attachments, 124 were hybrid (both links and attachments), and 138 were imposter threats.

New technology products and some policy changes are aiding to reduce the number of cybersecurity incidents. The new technology consists of a more robust tool to target and trap malicious email phishing campaigns. Along with this new tool, policy changes to increase the strength of user passwords have been implemented.

MoDOT continues to emphasize cybersecurity and to provide training for all department computer users. The cybersecurity oversite team works to define areas of vulnerability and deploy solutions to address risks. In addition, MoDOT utilizes the Office of Administration's network firewall service, endpoint cybersecurity detection and remediation services to provide increased cyber protection.

Total Cybersecurity Incidents

Legend: Q4, Q3, Q2, Q1

Agency #1
- FY20: Q1=12, Q2=14, Q3=8, Q4=35
- FY21: Q1=23, Q2=23, Q3=30

Agency #2
- FY20: Q1=5, Q2=6, Q3=9, Q4=3
- FY21: Q1=6, Q2=8, Q3=10

Agency #3
- FY20: Q1=25, Q2=34, Q3=31, Q4=30
- FY21: Q1=28, Q2=19, Q3=22

MoDOT
- FY20: Q1=13, Q2=25, Q3=9, Q4=9
- FY21: Q1=13, Q2=8, Q3=17

Agency #4
- FY20: Q1=9, Q2=16, Q3=7, Q4=1
- FY21: Q1=5, Q2=2, Q3=1

Cybersecurity Incidents by District

Legend: Q1, Q2, Q3, Q4

NW
- FY20: Q1=2, Q2=4, Q3=2, Q4=0
- FY21: 0

NE
- FY20: Q1=0, Q2=3, Q3=0
- FY21: Q1=1, Q3=0

KC
- FY20: Q1=2, Q2=5, Q3=0
- FY21: Q1=2, Q2=0, Q3=2

CD
- FY20: Q1=1, Q2=2, Q3=2, Q4=0
- FY21: Q3=1, Q4=0

SL
- FY20: Q1=1, Q2=2, Q3=2, Q4=3
- FY21: Q1=2, Q2=1, Q3=2

SW
- FY20: Q1=3, Q2=1, Q3=1, Q4=0
- FY21: Q3=2, Q4=0

SE
- FY20: Q1=0, Q2=2, Q3=2, Q4=1
- FY21: Q1=5, Q4=0

CO
- FY20: Q1=4, Q2=6, Q3=0, Q4=5
- FY21: Q1=3, Q2=7, Q3=9, Q4=1

April 2021 Information Systems TRACKER – Page 12b

MAINTENANCE DIVISION TRACKER

April 2021

PERFORMANCE DATA REPORT

Missouri Department of Transportation

General—1

1a. Pavement & Bridge Preservation & Maintenance	Annual/April	Mike Shea	1
1b. MoDOT Maintenance Dollar	Annual/Oct.	Mike Shea	2-6

Keep Customers & Ourselves Safe—2

2a. Most Frequent Incident Types Involving MoDOT Fleet	Annual	Todd Miller	7-11
2b. Geotab AVL/GPS (Draft)	TBD	Paul Denkler	
2c. MMS (Draft)	TBD	Michael Middleton	

Keep Roads & Bridges in Good Condition - 3

3a. Average Bridge Condition Ratings	Annual/July	Jerry Goodman	12-14
3b. Number of Bridges by Minimum Bridge Rating	Annual/July	Jerry Goodman	15-19
3c. Square Footage of Bridge Decks & Percentage of Bridge Decks Sealed Per Year—Districts	Annual/July	Mike Shea	20-24
3d. Low Volume Route Condition	Annual/July	Mike Shea	25

Provide Outstanding Customer Service—4

4a. Percent of Customers Satisfied with Snow & Ice Removal	Bi-Annual/July	Todd Miller	26-
4b. Roadside Operations Cost	Annual/ April	Todd Miller	27-31

Operate a Reliable & Convenient Transportation System—5

5a. Time to Meet Winter Storm Event Performance Objectives	Annual/April	Todd Miller	32

Use Resources Wisely—6

6a. Percent of Vendor Invoices Paid on Time	Quarterly	Julie Garrison	33

Links to Other Division Trackers

1b. *Pavement and Bridge Preservation and Maintenance*

Measurement Driver: Mike Shea, Maintenance Liaison Engineer

Purpose of the Measure:
In the modern expansion era of MoDOT, starting with the '92 plan, MoDOT's system has grown over four thousand lane miles. This is larger than the entire highway system in the District of Columbia. This large expansion of our system increases the burden of maintenance proportionately. With this five percent increase in the system over the last 25 years, resources must be identified to address the increased demand for maintenance. The lanemiles measured in 2017 thru 2020 remain relatively unchanged.

Measurement and Data Collection:
The lane miles are taken from the annual Transportation Planning state system mileage report and they are reduced by various roadway designations that were not measured in 1991 such as outer roads, ramps reversible lanes and alleys.

Improvement Status:
The Missouri Highways and Transportation Commission continues to be a strong advocate for transportation funding and has pursued additional funding resources through various tactics. These strategies include working with the State's executive and legislative branches to initiate increased funding through issuing general revenue bonds for transportation

Statewide Lanemiles

2017 75,017
2011 75,011
2025 75,025
2010 75,010
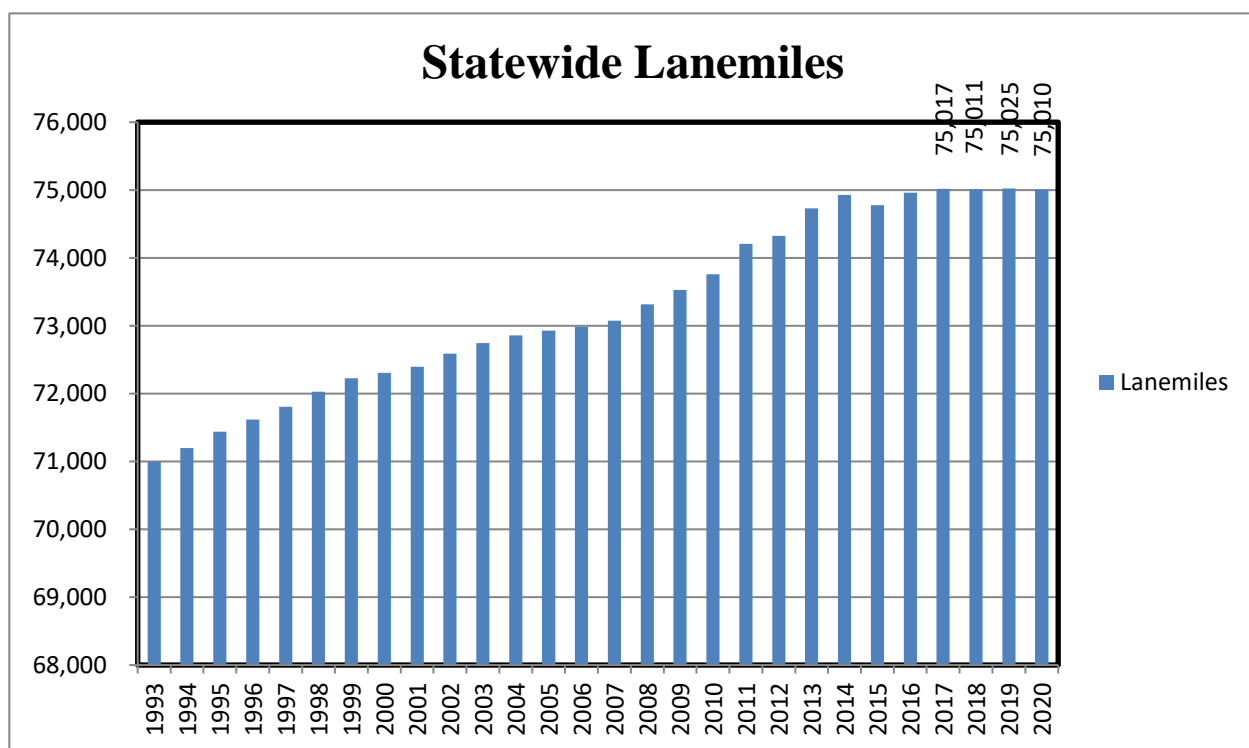
1a. MoDOT Maintenance Dollar

Measurement Driver: Mike Shea, Maintenance Liaison Engineer

Purpose of the Measure:
This measure was developed to illustrate the change in the investment profile of MoDOT's maintenance efforts over the last thirty-nine years and to identify yearly changes from 2013 on.

Measurement and Data Collection:
The information for this measure is taken annually from the Maintenance Division Financial Report and reported in October.

Improvement Status:
This measure illustrates that in relation to the 1981 Maintenance Dollar, current (2013 to present) Maintenance Dollars see a higher portion of maintenance costs applied to Traffic-related activities. The additional Traffic expenditures are expected as the transportation system has grown in the last three decades. Snow-Ice expenditures increased significantly from with 2018 levels. Below and on the following pages are the eight charts depicting the 1981 and 2013 through 2019 Maintenance Dollar breakdowns.

1981 Maintenance Dollar
$153 Million

- Bridges $0.03
- Snow-ice $0.08
- Roadside $0.12
- General Expenses $0.13
- Traffic $0.09
- Surface and Shoulders $0.55
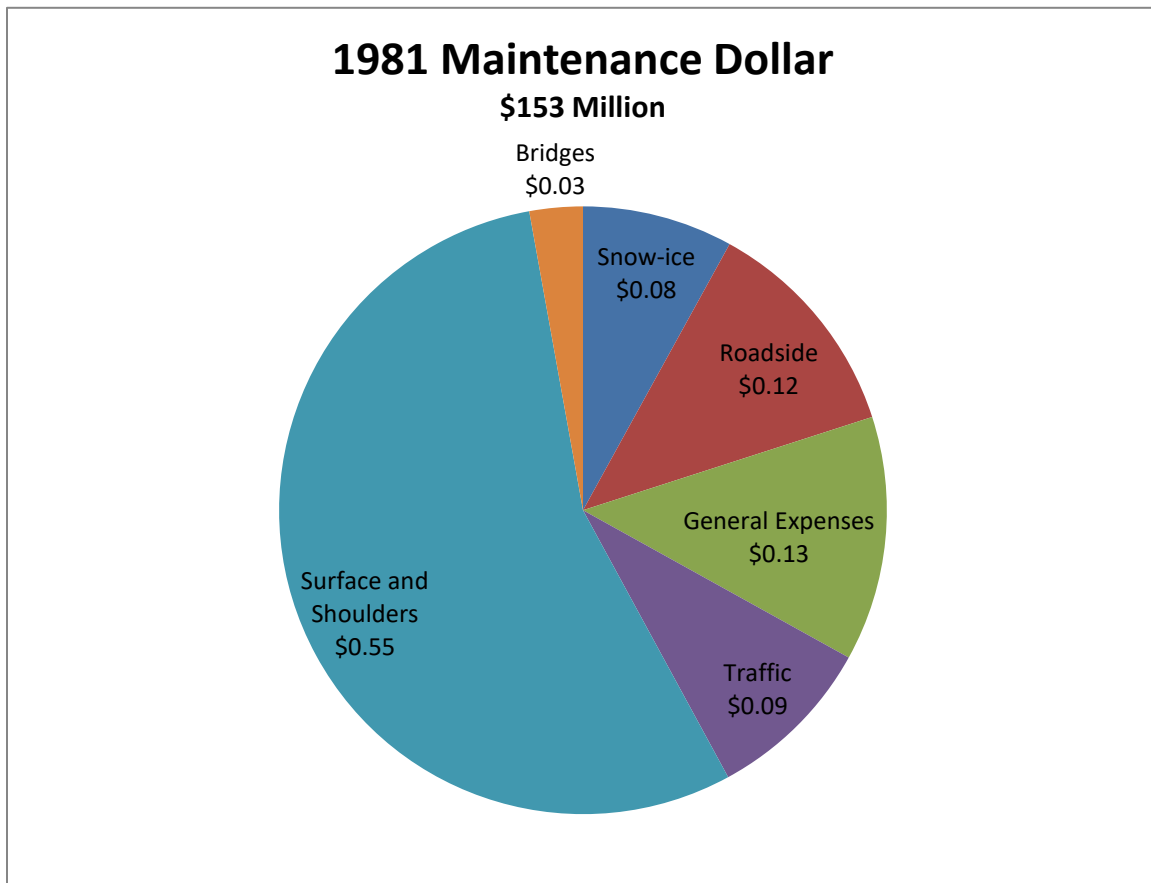
2013 Maintenance Dollar
$340 Million

- Bridges $0.05
- Snow-ice $0.14
- Roadside $0.10
- General Expenses $0.14
- Traffic $0.25
- Surface and Shoulders $0.33

2014 Maintenance Dollar
$395 Million

- Bridges $0.04
- Snow-ice $0.20
- Roadside $0.11
- General Expenses $0.13
- Traffic $0.24
- Surface and Shoulders $0.29
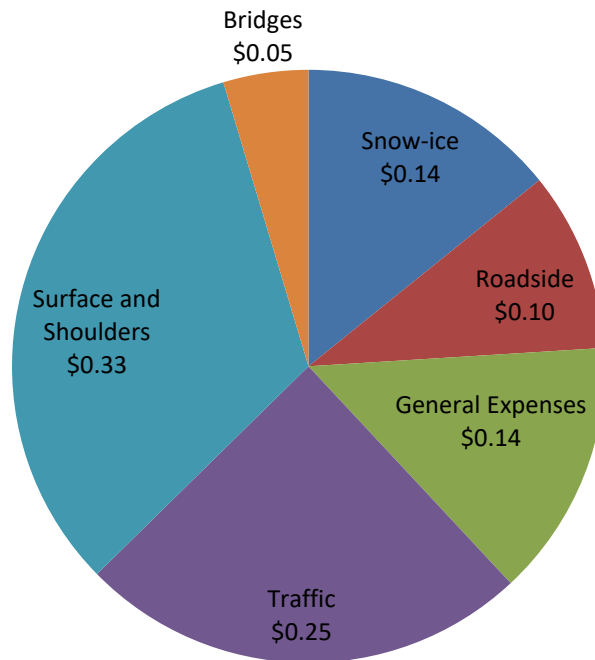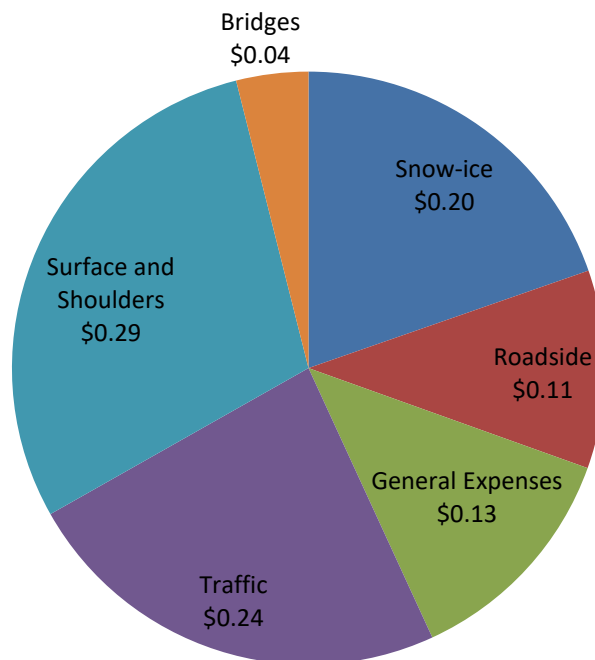
2015 Maintenance Dollar
$359 Million

- Bridges $0.04
- Snow-ice $0.15
- Roadside $0.11
- General Expenses $0.14
- Traffic $0.25
- Surface and Shoulders $0.31
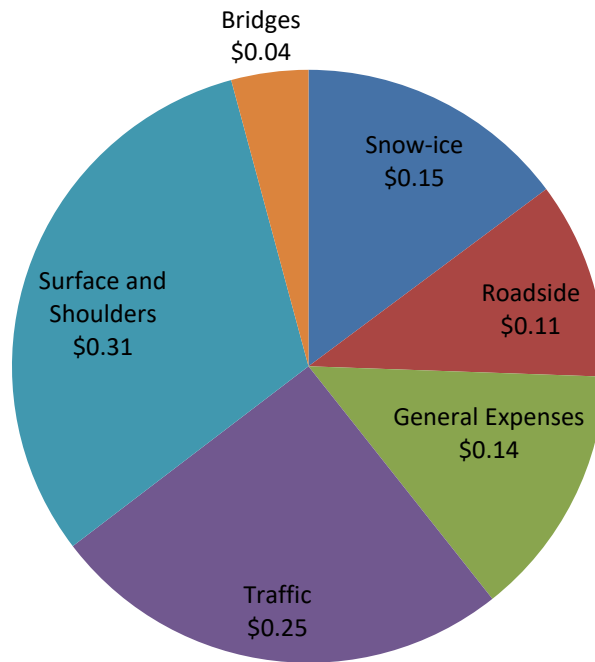
2016 Maintenance Dollar
$347 Million

- Bridges $0.04
- Snow-ice $0.07
- Roadside $0.11
- General Expenses $0.17
- Traffic $0.21
- Surface and Shoulders $0.39
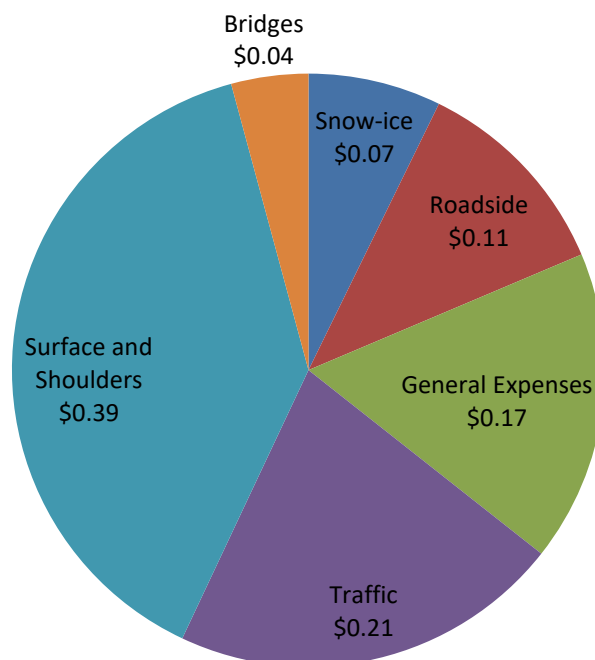
2017 Maintenance Dollar
$356 Million

Bridges
$ 0.04

Snow-Ice
$ 0.11

Roadside
$ 0.13

General Expenses
$ 0.10

Surface and
Shoulders
$ 0.40

Traffic
$ 0.22
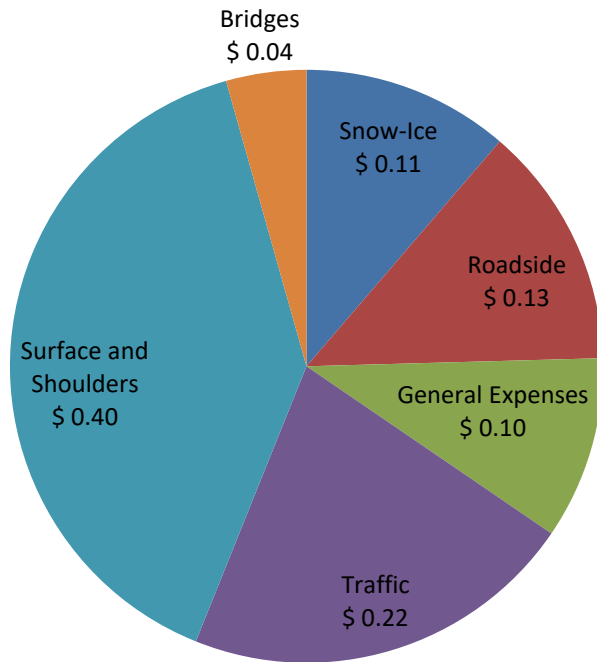
2018 Maintenance Dollar
$376 Million

Bridges
$ 0.04

Snow-Ice
$ 0.12

Roadside
$ 0.13

General Expenses
$ 0.10

Surface and
Shoulders
$ 0.38

Traffic
$ 0.22
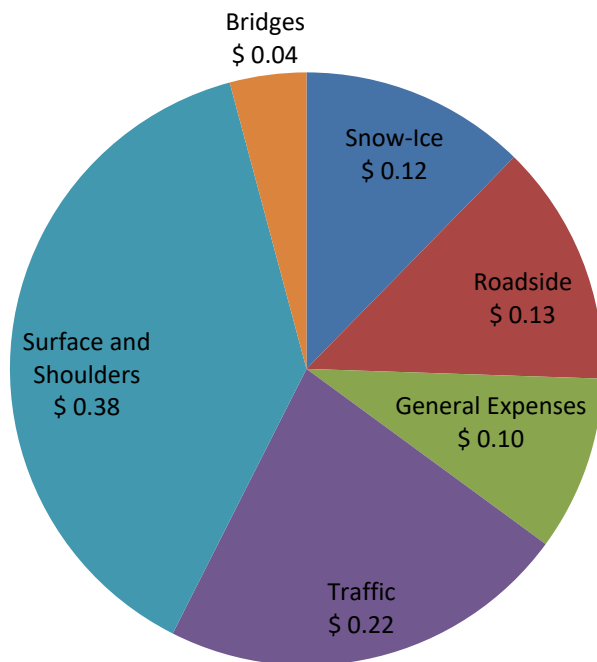
2019 Maintenance Dollar
$361 Million
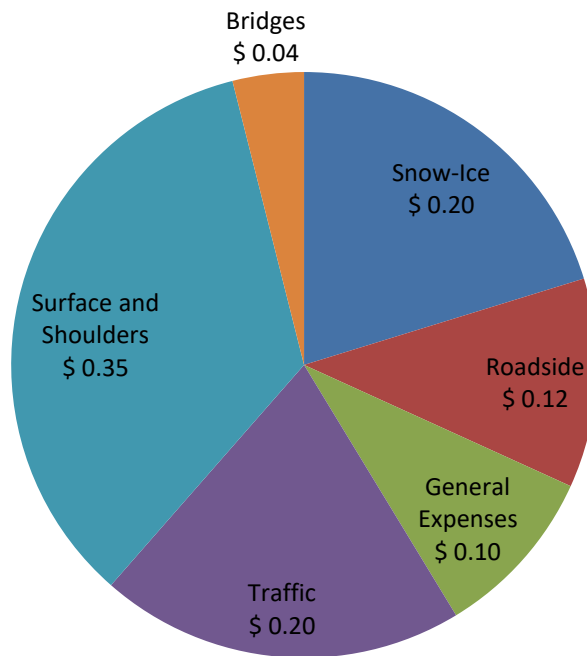
Bridges
$ 0.04

Snow-Ice
$ 0.20

Roadside
$ 0.12

General
Expenses
$ 0.10

Traffic
$ 0.20

Surface and
Shoulders
$ 0.35

2020 Maintenance Dollar
$395 Million

Bridges
$ 0.04

Snow-Ice
$ 0.20

Roadside
$ 0.12

General Expenses
$ 0.11

Traffic
$ 0.20

Surface and
Shoulders
$ 0.33
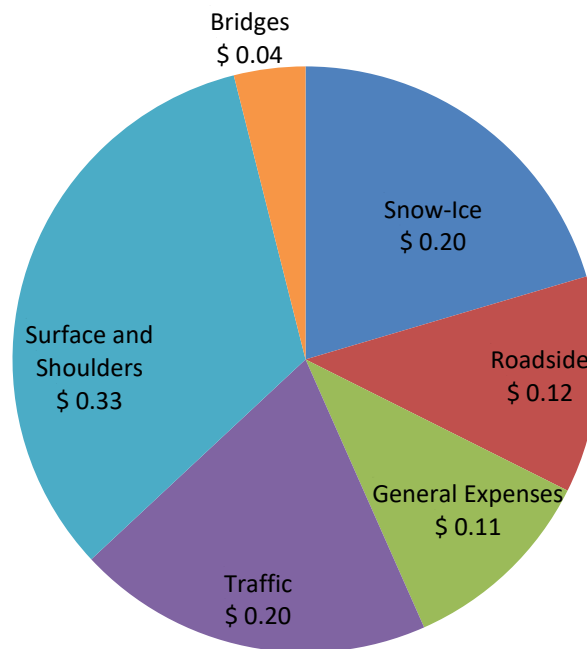
2a. Most Frequent Incident Types Involving MoDOT Fleet

Measurement Driver: Todd Miller, Maintenance Liaison Engineer

Purpose of the Measure:
This measure tracks MoDOT's fleet incidents based on type. Fleet is defined as any motorized vehicle or piece of equipment that can be driven on the roadway.

Measurement and Data Collection:
The incident data is collected from Riskmaster, claims administration software. This measure is updated quarterly.

Improvement Status:
Accidents were down substantially in calendar year 2020, most likely due to the pandemic, shared leave and the reduction in some operations. We do have a concern with the data being provided for this measure. Information provided for 2019 did not correlate with the previous year to date information that we had reported for 2019, thus the asterics on that year's information. With the development of the Safety and Emergency Management Team, data acquisition resources have changed so verification of consistency has been requested. Maintenance Division met with MoDOT's Chief Council office to discuss this measure and how we focused on upward trending incident types. They asked that we also focus on the higher incident levels such as driving slow/straight and mowing.

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment State

Legend: CY 2015, CY 2016, CY 2017, CY 2018, CY 2019*, CY 2020

Cause of Incident	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019*	CY 2020
Driving Slow/Straight	414	401	418	440	307	162
Mowing	370	358	327	379	248	170
Snow Removal/Plowing	223	160	49	163	280	42
Act of Parking/Parked	131	155	143	151	103	34
Backing	125	122	103	100	99	19
Slowing/Stopped	122	136	104	116	103	15
Chip Seal	3	21	78	39	16	3

Desired Trend: ↓

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment
Northwest District

Legend: CY 2015, CY 2016, CY 2017, CY 2018, CY 2019*, CY 2020

Cause of Incident	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019*	CY 2020
Driving Slow/Straight	43	44	52	53	39	16
Mowing	39	37	33	31	12	11
Snow Removal/Plowing	27	21	11	16	27	7
Act of Parking/Parked	7	5	5	20	12	2
Backing	15	23	11	18	20	1
Slowing/Stopped	14	20	4	4	6	1
Chip Seal	0	1	0	1	0	0

Desired Trend: ↘

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment
Northeast District

Legend: CY 2015, CY 2016, CY 2017, CY 2018, CY 2019*, CY 2020

Cause of Incident	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019*	CY 2020
Driving Slow/Straight	40	44	62	58	30	20
Mowing	36	22	31	25	26	10
Snow Removal/Plowing	34	19	10	16	35	6
Act of Parking/Parked	19	12	22	20	10	0
Backing	11	12	11	8	8	2
Slowing/Stopped	6	10	9	9	9	1
Chip Seal	2	3	18	24	0	0

Desired Trend: ↘

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment
Kansas City District

Legend:
- CY 2015
- CY 2016
- CY 2017
- CY 2018
- CY 2019*
- CY 2020

Number (y-axis): 0, 28, 56, 84, 112, 140, 168

Driving Slow/Straight: 53, 41, 38, 55, 35, 30
Mowing: 64, 47, 41, 75, 28, 8
Snow Removal/Plowing: 24, 37, 9, 39, 60, 4
Act of Parking/Parked: 1, 25, 13, 22, 1, 1
Backing: 19, 9, 13, 9, 12, 2
Slowing/Stopped: 36, 51, 37, 41, 39, 1
Chip Seal: 1, 0, 0, 0, 0, 0

Cause of Incident (x-axis)

Desired Trend: ↘

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment
Central District

Legend:
- CY 2015
- CY 2016
- CY 2017
- CY 2018
- CY 2019*
- CY 2020

Number (y-axis): 0, 30, 60, 90

Driving Slow/Straight: 56, 54, 50, 71, 58, 29
Mowing: 69, 74, 65, 69, 49, 44
Snow Removal/Plowing: 42, 25, 10, 43, 64, 8
Act of Parking/Parked: 16, 23, 19, 14, 11, 6
Backing: 17, 18, 22, 17, 23, 2
Slowing/Stopped: 16, 9, 12, 17, 15, 3
Chip Seal: 1, 17, 59, 2, 12, 0

Cause of Incident (x-axis)

Desired Trend: ↘

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment
St. Louis District

Legend: CY 2015, CY 2016, CY 2017, CY 2018, CY 2019*, CY 2020

Y-axis: Number (0–75)
X-axis: Cause of Incident

Cause of Incident	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019*	CY 2020
Driving Slow/Straight	64	61	56	72	42	35
Mowing	28	35	24	29	35	22
Snow Removal/Plowing	25	19	1	13	53	7
Act of Parking/Parked	16	16	12	21	16	18
Backing	17	21	11	19	12	8
Slowing/Stopped	23	25	26	23	19	3
Chip Seal						

Desired Trend: ↘

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment
Southwest District

Legend: CY 2015, CY 2016, CY 2017, CY 2018, CY 2019*, CY 2020

Y-axis: Number (0–175)
X-axis: Cause of Incident

Cause of Incident	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019*	CY 2020
Driving Slow/Straight	118	112	94	77	59	6
Mowing	83	83	83	98	73	42
Snow Removal/Plowing	48	20	1	26	24	4
Act of Parking/Parked	51	54	55	42	35	3
Backing	26	25	17	21	14	2
Slowing/Stopped	18	14	11	12	7	5
Chip Seal	0	0	0	0	3	3

Desired Trend: ↘

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment
Southeast District

Legend:
- CY 2015
- CY 2016
- CY 2017
- CY 2018
- CY 2019*
- CY 2020

Number (Y-axis): 0, 25, 50, 75, 100

Cause of Incident (X-axis): Driving Slow/Straight, Mowing, Snow Removal/Plowing, Act of Parking/Parked, Backing, Slowing/Stopped, Chip Seal

Data values:
- Driving Slow/Straight: 37, 43, 58, 46, 39, 25
- Mowing: 51, 60, 50, 52, 25, 33
- Snow Removal/Plowing: 23, 19, 7, 10, 17, 6
- Act of Parking/Parked: 19, 18, 11, 10, 2, 3
- Backing: 14, 13, 15, 6, 9, 2
- Slowing/Stopped: 6, 7, 4, 3, 5, 1
- Chip Seal: 0, 0, 1, 12, 1, 0

Desired Trend: (downward arrow)

Most Frequent Incident Types Causing Damages to or by MoDOT Fleet/Equipment
Central Office

Legend:
- CY 2015
- CY 2016
- CY 2017
- CY 2018
- CY 2019*
- CY 2020

Number (Y-axis): 0, 4, 8, 12

Cause of Incident (X-axis): Driving Slow/Straight, Mowing, Snow Removal/Plowing, Act of Parking/Parked, Backing, Slowing/Stopped, Chip Seal

Data values:
- Driving Slow/Straight: 3, 2, 8, 8, 5, 1
- Mowing: 0, 0, 0, 0, 0, 0
- Snow Removal/Plowing: 0, 0, 0, 0, 0, 0
- Act of Parking/Parked: 2, 2, 6, 2, 3, 1
- Backing: 6, 1, 3, 2, 1, 0
- Slowing/Stopped: 3, 0, 1, 7, 3, 0
- Chip Seal: 0, 0, 0, 0, 0, 0

Desired Trend: (downward arrow)

3a. Average Bridge Condition Ratings

Measurement Driver: Jerry Goodman, Bridge Maintenance Superintendent

Purpose of the Measure:
The 7,220 bridges on the state highway system constitute a major investment in transportation infrastructure. Therefore, it is important MoDOT maintain these structures in good condition to ensure they remain in service for as long as possible. MoDOT staff and contractor resources all play a vital role in inspecting, repairing, and maintaining these assets. This measure tracks how effective all contract and maintenance efforts are maintaining the condition of the State's bridges through an average bridge condition rating.

Measurement and Data Collection:
Bridge maintenance personnel inspect every bridge on the state highway system at least every other year. During the inspection, the inspector assigns condition ratings to the bridge deck, superstructure, and substructure. The condition ratings are 9 - excellent, 8 - very good, 7 - good, 6 - satisfactory, 5 - fair, 4 - poor, 3 - serious, 2 - critical, 1 - imminent failure, and 0 - closed. An average minimum bridge condition rating is calculated annually by adding the lowest of the three condition ratings of each bridge and dividing by the total number of bridges. Similarly, an average bridge condition rating is calculated for each of the three condition ratings by adding the respective condition rating of each bridge and dividing by the total number of bridges. These calculations are repeated for major bridges (those 1000 feet or more in length), bridges on major routes, and bridges on minor routes.

Improvement Status:
The general condition of the State's bridges has held it's own or slightly declined over the past several years, with the last significant increase in condition coming in large part due to MoDOT's bridge improvement program (a.k.a., Safe & Sound). Greater emphasis on bridge repairs and preventive maintenance performed by maintenance and contracted forces has held this decline to a minimum. Overall trend is slightly down, with greatest decline in major bridges and bridges on major routes, while minor route bridges stayed the same.

Average Condition Rating Per Year - All State Bridges

Average Min Cond
Average Deck Cond
Average Super Cond
Average Sub Cond

2010: Sub 6.87, Super 6.76, Deck 6.35, Min 6.04
2011: Sub 6.99, Super 6.87, Deck 6.50, Min 6.18
2012: Sub 7.01, Super 6.88, Deck 6.50, Min 6.19
2013: Sub 7.00, Super 6.87, Deck 6.48, Min 6.17
2014: Sub 6.96, Super 6.85, Deck 6.47, Min 6.15
2015: Sub 6.92, Super 6.83, Deck 6.46, Min 6.13
2016: Sub 6.88, Super 6.79, Deck 6.45, Min 6.10
2017: Sub 6.81, Super 6.74, Deck 6.44, Min 6.06
2018: Sub 6.77, Super 6.70, Deck 6.45, Min 6.04
2019: Sub 6.74, Super 6.68, Deck 6.44, Min 6.04

Avg Bridge Condition, Major Routes

MAJOR RTE Avg Min Cond
MAJOR RTE Avg Deck Cond
MAJOR RTE Avg Super Cond
MAJOR RTE Avg Sub Cond

2011: Sub 7.16, Super 7.02, Deck 6.69, Min 6.40
2012: Sub 7.13, Super 6.99, Deck 6.66, Min 6.36
2013: Sub 7.12, Super 6.98, Deck 6.63, Min 6.34
2014: Sub 7.08, Super 6.97, Deck 6.62, Min 6.32
2015: Sub 7.05, Super 6.94, Deck 6.61, Min 6.30
2016: Sub 6.97, Super 6.87, Deck 6.58, Min 6.26
2017: Sub 6.88, Super 6.79, Deck 6.54, Min 6.19
2018: Sub 6.82, Super 6.74, Deck 6.52, Min 6.16
2019: Sub 6.78, Super 6.71, Deck 6.52, Min 6.15

Average Bridge Condition - Minor Routes

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Avg Sub	6.87	6.93	6.92	6.88	6.84	6.81	6.76	6.73	6.72
Avg Super	6.77	6.81	6.80	6.77	6.76	6.74	6.70	6.68	6.66
Avg Deck	6.38	6.39	6.37	6.37	6.37	6.38	6.37	6.40	6.38
Avg Min	6.04	6.07	6.05	6.03	6.01	6.00	5.97	5.97	5.96

Average Bridge Condition, Major Bridges

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Average Sub Cond	6.69	6.65	6.62	6.62	6.63	6.60	6.54	6.43	6.35
Average Super Cond	6.65	6.62	6.68	6.69	6.61	6.50	6.45	6.36	6.40
Average Deck Cond	6.56	6.50	6.57	6.62	6.53	6.49	6.40	6.35	6.34
Average Min Cond	5.98	5.93	5.95	5.96	5.87	5.89	5.85	5.78	5.76

3b. Number of Bridges By Minimum Bridge Rating

Measurement Driver: Jerry Goodman , Bridge Maintenance Superintendent

Purpose of the Measure:
The 7,220 bridges on the state highway system constitute a major investment in transportation infrastructure. Therefore, it is important MoDOT maintain these structures in good condition to ensure they remain in service for as long as possible. MoDOT staff and contractor resources all play a vital role in inspecting, repairing, and maintaining these assets. This measure tracks how effective all contract and maintenance efforts are maintaining the condition of the State's bridges through an average bridge condition rating.

Measurement and Data Collection:
Bridge maintenance personnel inspect every bridge on the state highway system at least every other year. During the inspection, the inspector assigns condition ratings to the bridge deck, superstructure, and substructure. The condition ratings are 9 - excellent, 8 - very good, 7 - good, 6 - satisfactory, 5 - fair, 4 - poor, 3 - serious, 2 - critical, 1 - imminent failure, and 0 - closed. An average minimum bridge condition rating is calculated annually by adding the lowest of the three condition ratings of each bridge and dividing by the total number of bridges.

Improvement Status:
The general condition of the State's bridges has been in a slow, steady decline over past several years. However, the upward trend from 2009 through 2012 may be primarily attributed to the large volume of bridge improvements in MoDOT's bridge improvement program (a.k.a., Safe & Sound), in addition to the normal contruction and maintenance programs. The trend since 2012 has held relatively steady, with some increase in fair condition 5-6, some reduction in good condition 7-9, and a little change in poor condition 1-4. Emphasis on bridge repairs and preventive maintenance performed by maintenance and contracted forces enable MoDOT to hold our own on bridge ratings, while new construction and rehabilitation contracts are required to improve overall condition. These combined efforts has enabled us to raise condition ratings, where possible; keep good bridges in good condition; and defer more costly future maintenance/programming needs.

State Min Bridge Ratings

Year	POOR (1-4)	FAIR(5-6)	GOOD (7-9)	ALL DISTRICTS Total STBR
2011	857	3,317	3,081	7,255
2012	779	3,380	3,048	7,207
2013	792	3,373	3,051	7,216
2014	801	3,434	2,987	7,222
2015	815	3,460	2,963	7,238
2016	822	3,524	2,895	7,241
2017	839	3,595	2,790	7,224
2018	822	3,708	2,690	7,220
2019	799	3,796	2,637	7,232

NW Min Bridge Ratings

Year	POOR (1-4)	FAIR(5-6)	GOOD (7-9)
2011	187	395	432
2012	156	422	419
2013	170	418	412
2014	169	427	401
2015	174	432	393
2016	177	437	385
2017	179	449	369
2018	187	441	370
2019	176	483	346

NE Min Bridge Ratings

GOOD (7-9) line: 289, 313, 315, 320, 330, 337, 344, 344, 352

2-NE Dist FAIR(5-6) line: 243, 226, 224, 222, 229, 233, 235, 244, 244

2-NE Dist POOR (1-4) line: 151, 139, 139, 134, 124, 112, 100, 92, 85

Legend:
- 2-NE Dist POOR (1-4)
- 2-NE Dist FAIR(5-6)
- GOOD (7-9)

Years: 2011 2012 2013 2014 2015 2016 2017 2018 2019

KC Min Bridge Ratings

3-KC Dist GOOD (7-9) line: 583, 552, 549, 553, 539, 536, 499, 500, 495

3-KC Dist FAIR(5-6) line: 481, 496, 499, 516, 527, 548, 581, 600, 607

3-KC Dist POOR (1-4) line: 119, 133, 128, 119, 118, 101, 96, 75, 76

Legend:
- 3-KC Dist POOR (1-4)
- 3-KC Dist FAIR(5-6)
- 3-KC Dist GOOD (7-9)

Years: 2011 2012 2013 2014 2015 2016 2017 2018 2019

CD Min Bridge Ratings

Legend:
- POOR (1-4) — red
- FAIR (5-6) — green
- GOOD (7-9) — purple

FAIR (5-6): 384, 397, 388, 395, 401, 401, 413, 410, 415
GOOD (7-9): 341, 335, 338, 330, 333, 329, 324, 328, 323
POOR (1-4): 107, 90, 96, 96, 95, 95, 81, 82, 82

Years: 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019

SL Min Bridge Ratings

Legend:
- POOR (1-4) — red
- FAIR (5-6) — green
- GOOD (7-9) — purple

FAIR (5-6): 420, 438, 447, 463, 488, 502, 529, 594, 638
GOOD (7-9): 473, 462, 469, 440, 422, 399, 375, 318, 284
POOR (1-4): 48, 40, 41, 50, 44, 56, 54, 52, 38

Years: 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019

SW Min Bridge Ratings

POOR (1-4): 124, 101, 105, 107, 120, 141, 173, 185, 196

FAIR(5-6): 573, 564, 555, 554, 534, 536, 533, 568, 559

GOOD (7-9): 481, 499, 503, 509, 516, 497, 471, 419, 419

SE Min Bridge Ratings

POOR (1-4): 121, 120, 113, 126, 140, 140, 156, 149, 146

FAIR(5-6): 821, 840, 848, 857, 849, 867, 855, 851, 850

GOOD (7-9): 482, 465, 459, 434, 430, 412, 408, 411, 418

3c. Square Footage of Bridge Decks and Percentage of Bridge Decks Sealed Per Year

Measurement Driver: Mike Shea, Maintenance Liaison Engineer

Purpose of the Measure:
The 7,220 bridges on the state highway system constitute a major investment in transportation infrastructure. Therefore, it is important MoDOT maintain these structures in good condition to ensure they remain in service for as long as possible. Maintenance, more specifically bridge maintenance, plays a vital role in the longevity of these assets by performing preventative bridge maintenance tasks to keep these bridges in good condition.

Measurement and Data Collection:
The purpose of this measure is to track the growth of bridge deck area and area of bridge decks that are sealed per year. Data obtained from TMS Bridge Mgt System and FMS.

Improvement Status:
 MoDOT Maintenance plays a major role in keeping our bridge decks sealed either with in house forces or by contract. In order to "hold our own on bridges" on our structures a continued emphasis is needed to keep our bridge decks sealed. Different sealing systems have varying life cycles, and we typically target an overall 10-15% or better of bridge deck sealing each year. Based on data below, we are currently within this range statewide It is MoDOT's goal to have all districts continue with the deck sealing practices over the coming years.

Total SQ FT Bridge Deck with Percent Sealed

Legend:
- Total SQ FT Bridge Deck (Actual)
- Percentage of Bridge Decks Sealed (Actual)

Data labels (Percentage): 2010: 12%, 2011: 11%, 2012: 11%, 2013: 14%, 2014: 10%, 2015: 9%, 2016: 11%, 2017: 7%, 2018: 6%, 2019: 14%, 2020: 14%

NW SQ FT Bridge Deck with Percent Sealed

Legend:
- NW SQ FT Bridge Deck curb to curb
- Percentage of Bridge Deck Sealed

Data labels (Percentage): 2010: 14%, 2011: 8%, 2012: 11%, 2013: 24%, 2014: 6%, 2015: 9%, 2016: 15%, 2017: 9%, 2018: 0%, 2019: 19%, 2020: 26%

NE SQ FT Bridge Deck with Percent Sealed

Legend:
- NE SQ FT Bridge Deck curb to curb
- Percentage of Bridge Deck Sealed

Data labels (Percentage of Bridge Deck Sealed): 26%, 3%, 8%, 14%, 7%, 12%, 25%, 17%, 8%, 26%, 18%

Years: 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

KC SQ FT Bridge Deck with Percent Sealed

Legend:
- KC SQ FT Bridge Deck curb to curb
- Percentage of Bridge Deck Sealed

Data labels (Percentage of Bridge Deck Sealed): 2%, 6%, 0%, 1%, 1%, 2%, 0%, 0%, 4%, 6%, 7%

Years: 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

CD SQ FT Bridge Deck with Percent Sealed

Legend:
- CD SQ FT Bridge Deck curb to curb
- Percentage of Bridge Deck Sealed

Data labels (Percentage of Bridge Deck Sealed): 31%, 31%, 25%, 30%, 6%, 10%, 9%, 10%, 9%, 21%, 16%

SL SQ FT Bridge Deck with Percent Sealed

Legend:
- SL SQ FT Bridge Deck curb to curb
- Percentage of Bridge Deck Sealed

Data labels (Percentage of Bridge Deck Sealed): 11%, 10%, 11%, 11%, 14%, 9%, 15%, 7%, 8%, 11%, 14%

SW SQ FT Bridge Deck with Percent Sealed

SE SQ FT Bridge Deck with Percent Sealed
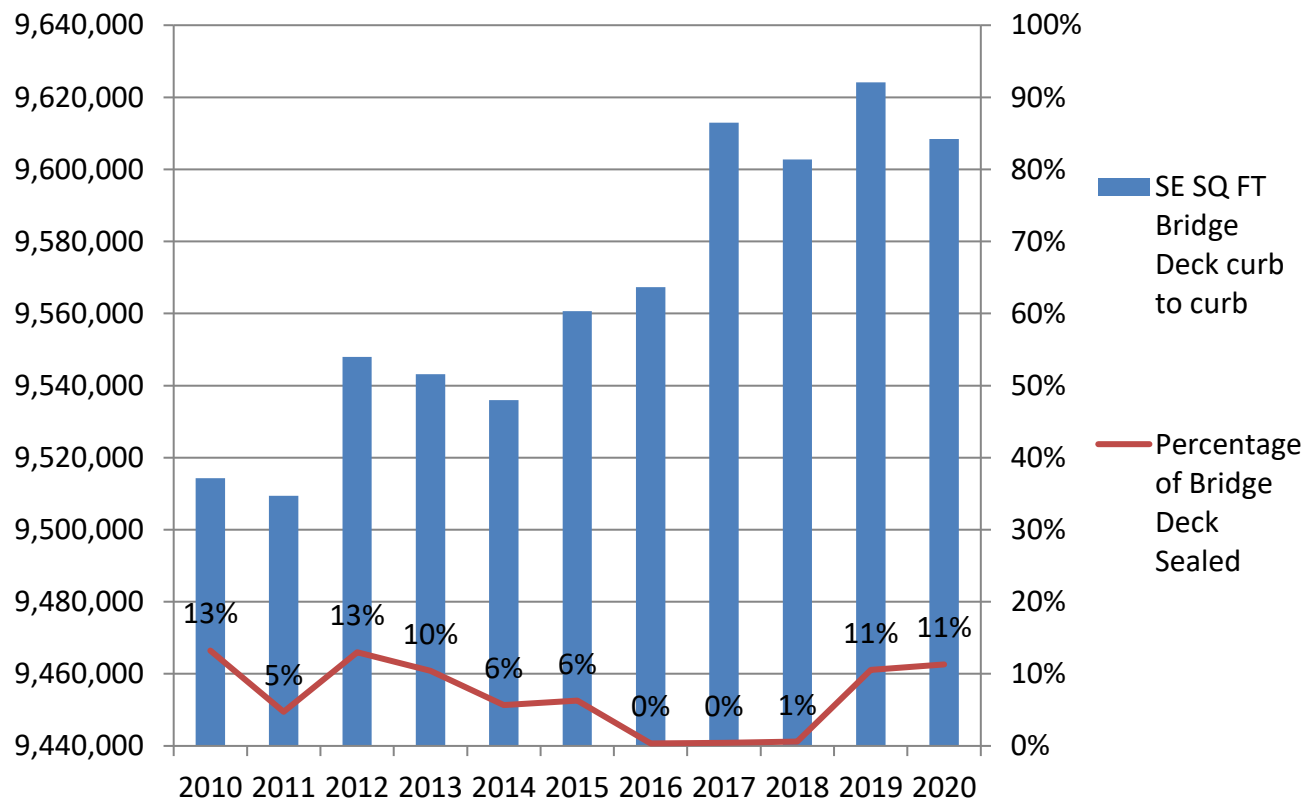
3d. Low Volume Route Condition

Measurement Driver: Mike Shea, Maintenance Liaison Engineer

Purpose of the Measure:
The purpose of this measure is to communicate the condition of the of the Low Volume Roads < 400 ADT. Typically MoDOT's low volume roads do not receive STIP funding so system preservation is dependent on MoDOT's "in house" Maintenance forces.

Measurement and Data Collection:
MoDOT's ARAN van collects IRI data on MoDOT's Low Volume Roads annually.

Improvement Status:
Over the past 2 years the condition of MoDOT's Low Volume Road network of 11,000 centerline miles has declined 2.5% to 70.5% good. Much of that decline is due to declining road conditions in the northern portion of the State. MoDOT staff is working with the Commission to develop a program to improve the condition of the Low Volume Roads in the northern portion of the State. More to come on this in the coming months.
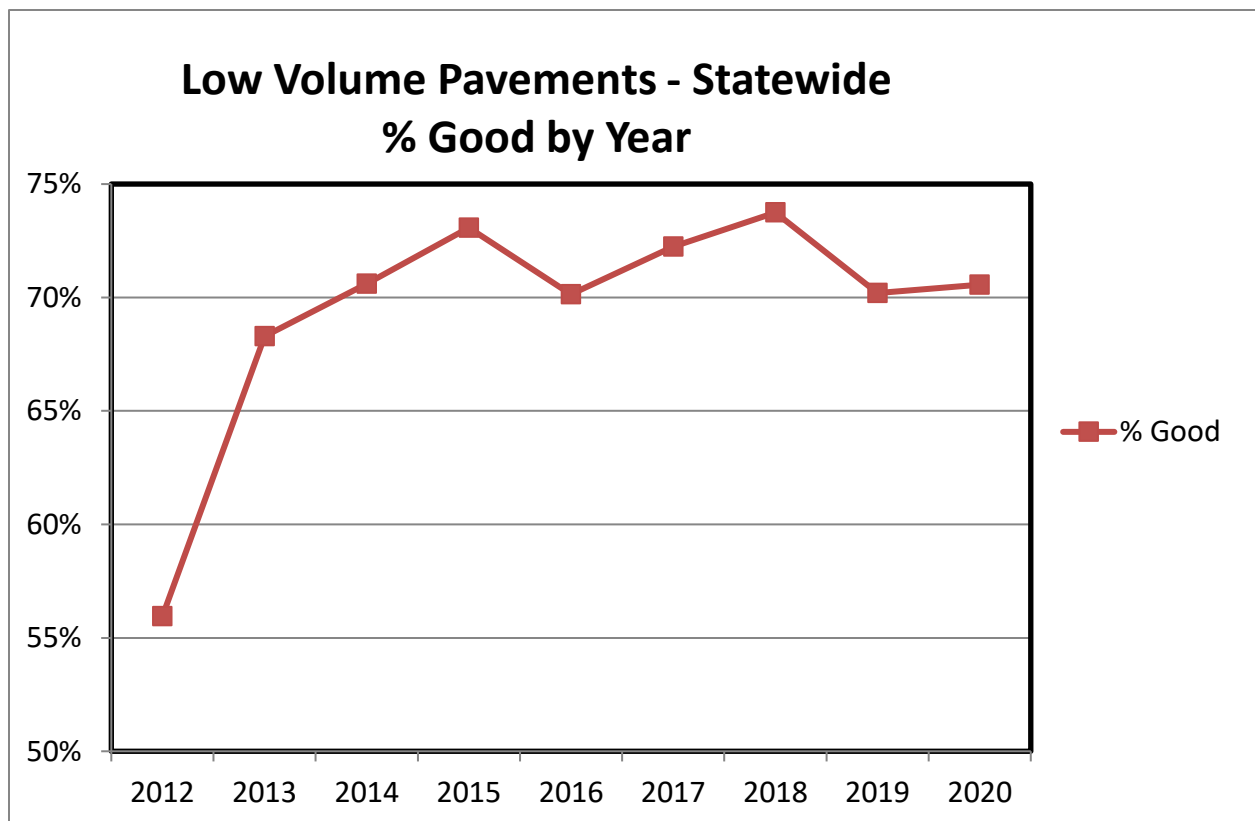
Low Volume Pavements - Statewide % Good by Year

4a. Percent of Customers Satisfied with Snow & Ice Removal

Measurement Driver: Todd Miller, Maintenance Liaison Engineer

Purpose of the Measure:
Snow and ice removal, and other winter operations are completed to provide safe and efficient movement of goods and people during winter. MoDOT's current objectives are to return continuous operations routes to a near normal condition and to plow non continuous operations routes to two way traffic and treat at critical areas, such as hills, curves and intersections as soon as practical after the storm. The effort required to meet these objectives and the speed at which they can be achieved is dependent on the amount of money spent on the operation. In order to ensure that we achieve a manageable balance between the cost of winter operations and customer satisfaction, we measure the customer satisfaction.

Measurement and Data Collection:
This data is collected through the annual "Report Card from Missourians" customer satisfaction survey. The question asked of the survey participant is "How satisfied are you with MoDOT's efforts to manage snow and ice on highways"? The chart below shows the percentage of respondents who answered "Satisfied" or "Very Satisfied".

Improvement Status:
MoDOT's overall customer satisfaction with our snow and ice control efforts decreased from 84 percent to 78 percent. This last winter was substantially above normal with regard to the number and impact of winter events and costs. Although MoDOT's response was successful, a higher than average winter impact will usually affect satisfaction.

Percent of Customers Satisfied with Snow and Ice Removal
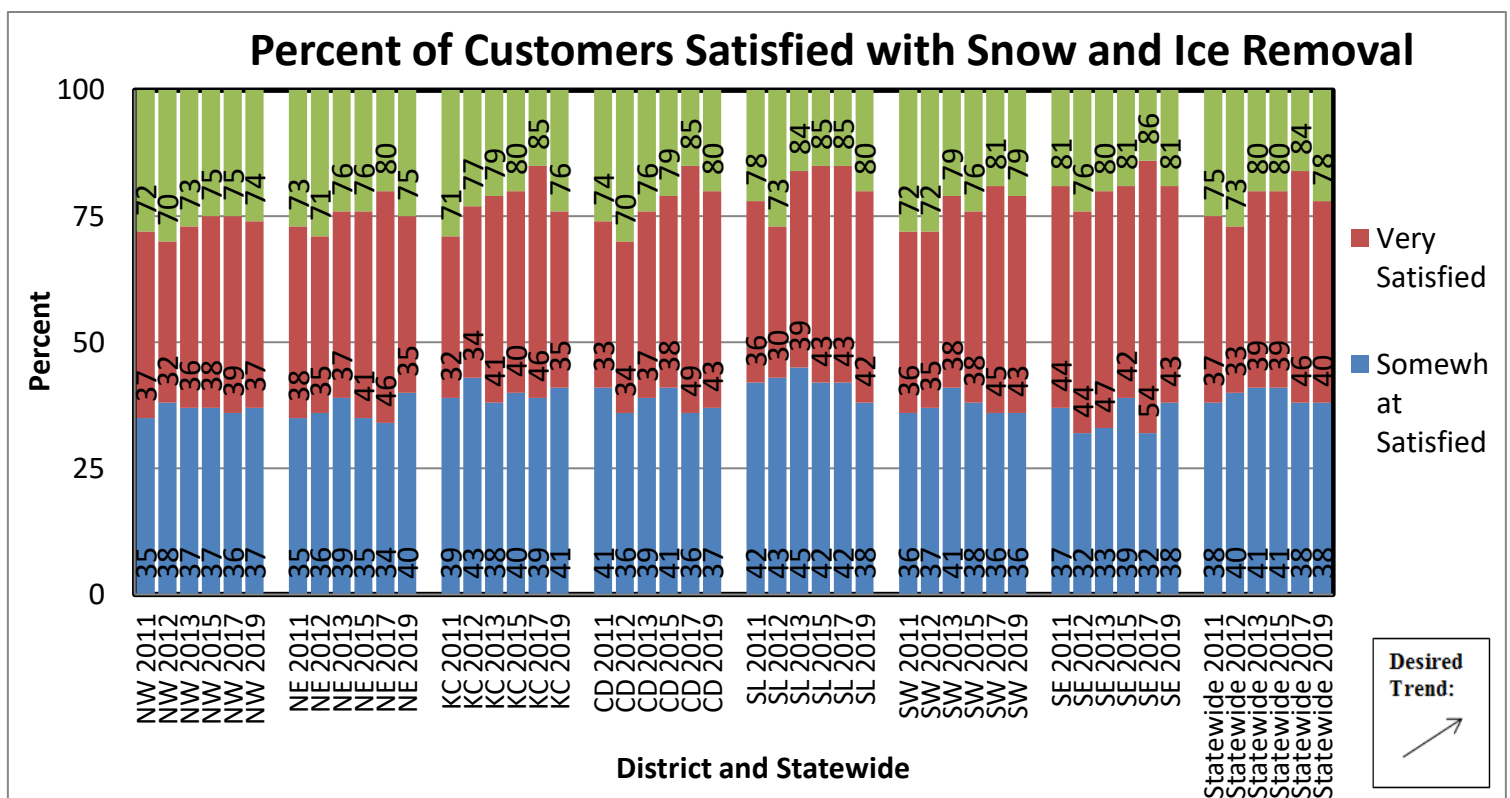
4b. Roadside Operations Costs

Measurement Driver: Todd Miller, Maintenance Liaison Engineer

Purpose of the Measure:
This measure is intended to provide total level of effort, with total production and unit cost in order to assist Districts in planning and balancing their roadside operations with other Maintenance activities. Total cost and performance are presented for mowing and non-mowing control measures. In addition, unit costs are provided for mowing. A total cost summary for all roadside activities is also provided to summarize costs for all roadside functions (mowing, contract mowing, non-mowing vegetation control, herbicide purchases, and litter).

Measurement and Data Collection:
Measurement is conducted and tabulated annually, at the end of each calendar year. Data is collected from the Financial Management System to record total costs and performance actuals for mowing, weed control, chemical inventory, brush control, total vegetation control, and litter pickup activities.

Improvement Status:
Mowing performance amounts were down slightly in 2020 which is expected since it is not a full mow out year but costs were up due to Covid19 restrictions. 2020 unit costs for mowing per shoulder mile were up due to the Covid 19 restrictions. This would also account for the low shoulder miles accomplished.
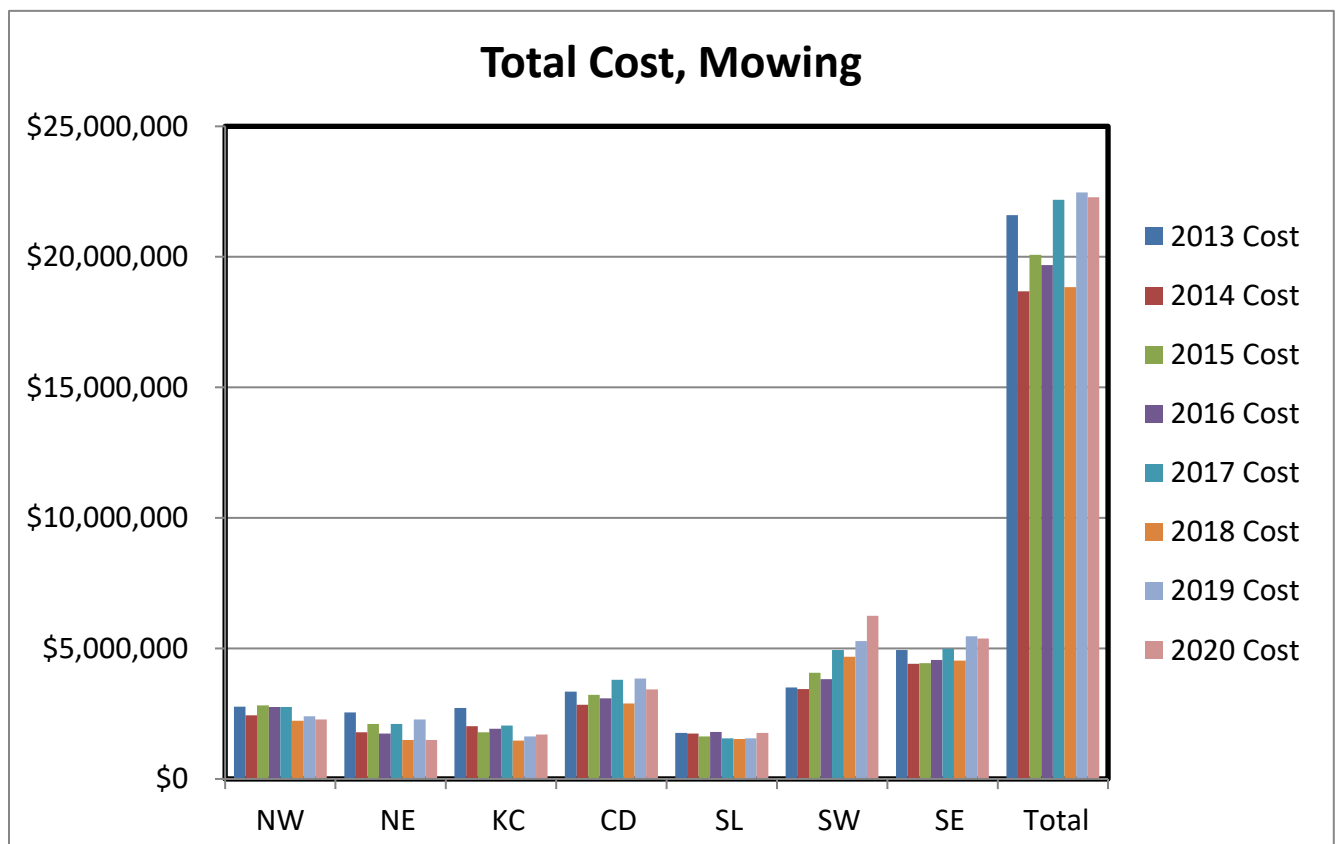
Performance Amount, Mowing
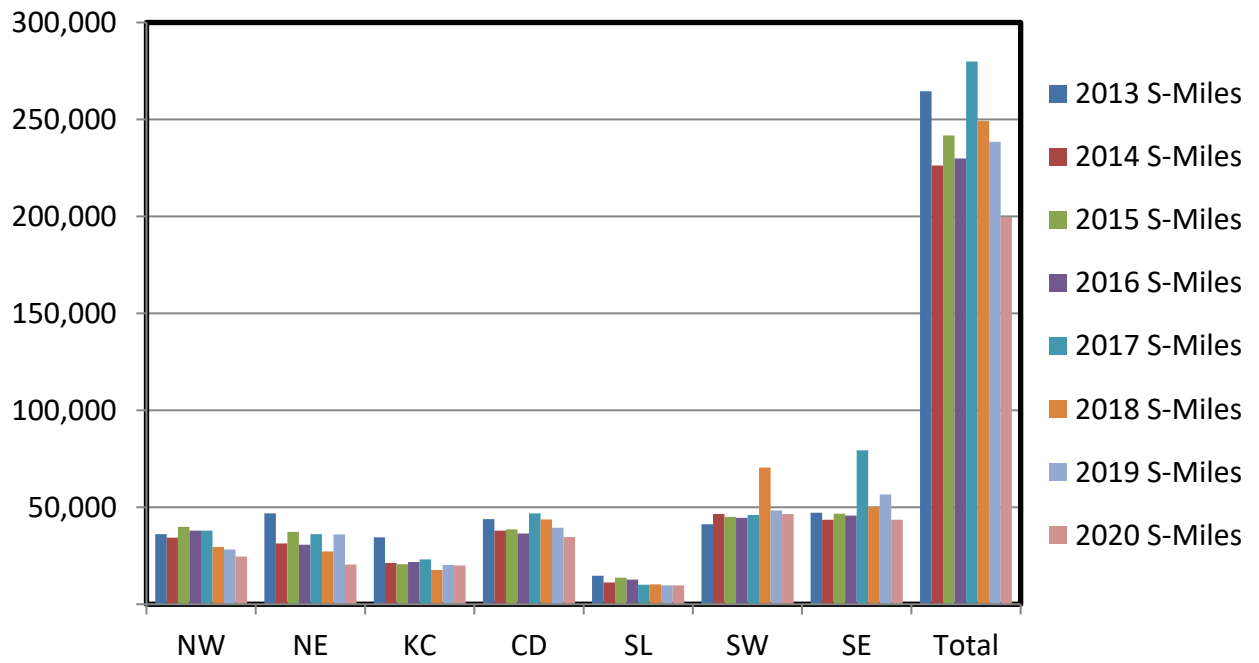
Cost/Shoulder Mile, Mowing
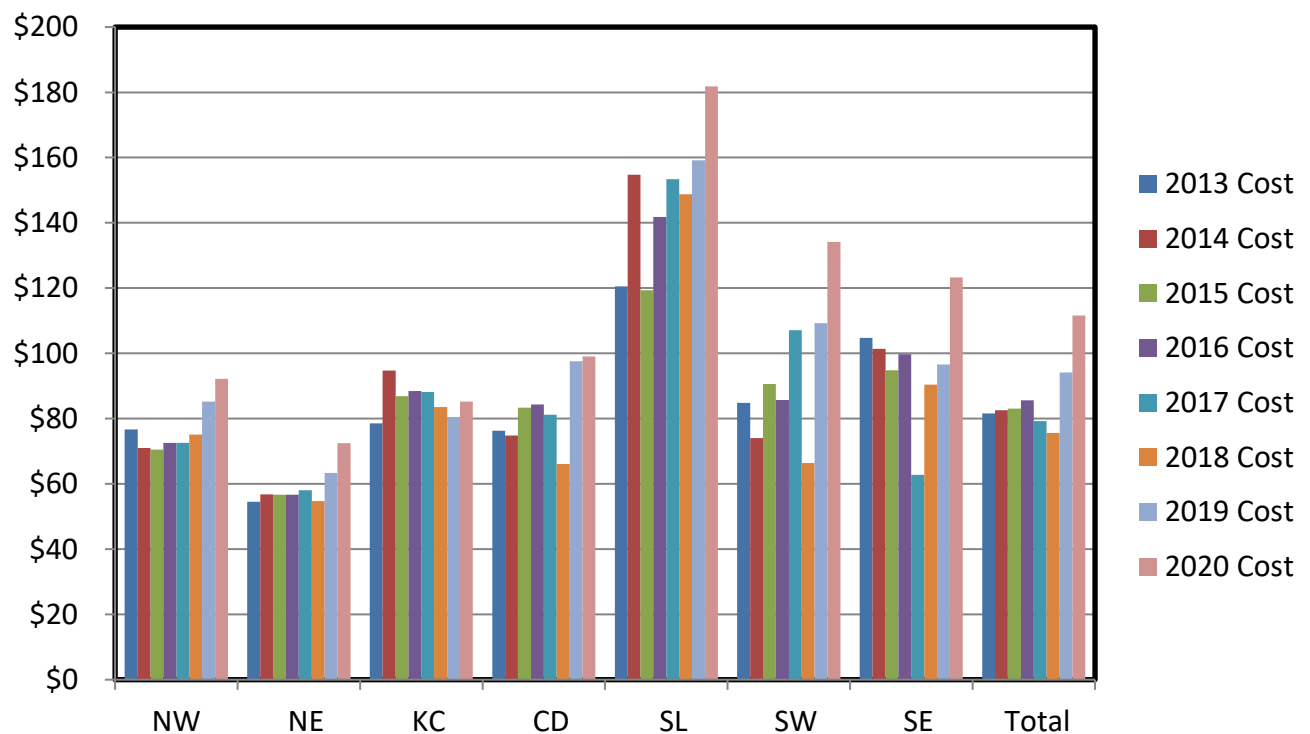
Total Cost, Contract Mowing

Legend:
- 2013 Cost
- 2014 Cost
- 2015 Cost
- 2016 Cost
- 2017 Cost
- 2018 Cost
- 2019 Cost
- 2020 Cost
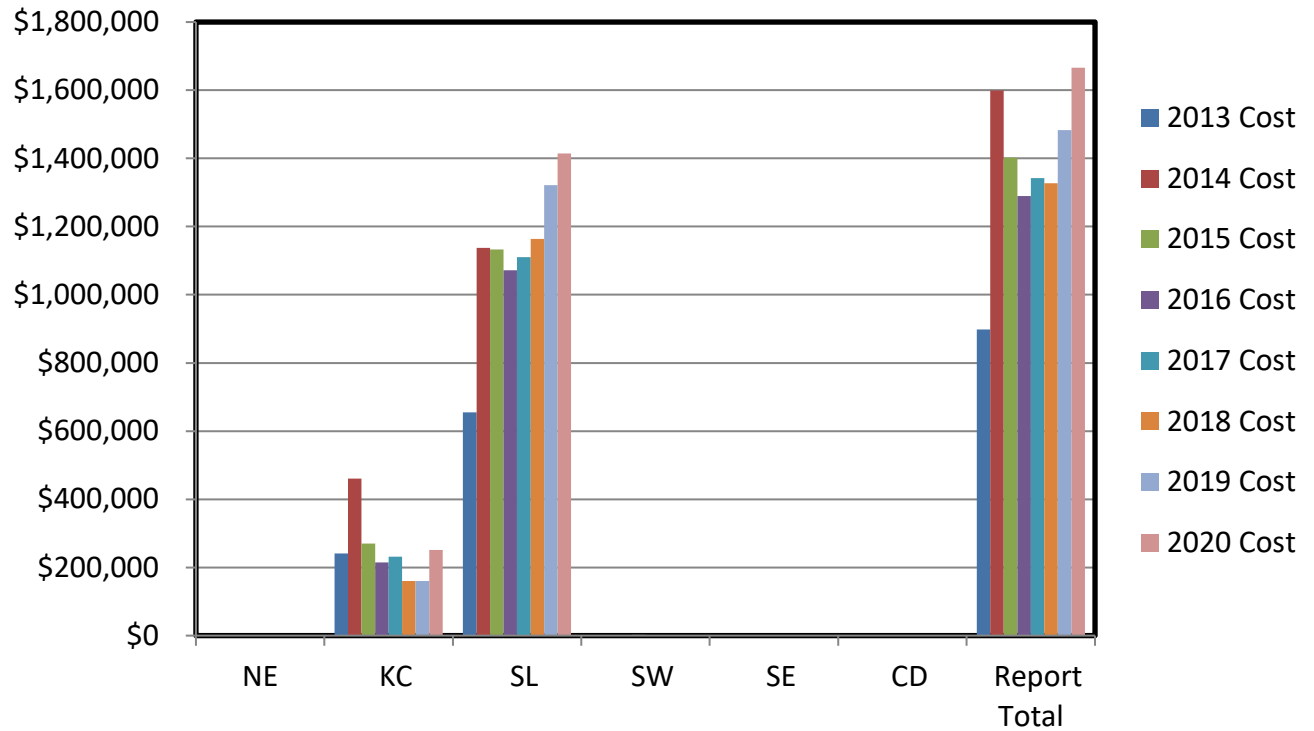
Performance Acres, Contract Mowing

Legend:
- 2013 Acres
- 2014 Acres
- 2015 Acres
- 2016 Acres
- 2017 Acres
- 2018 Acres
- 2019 Acres
- 2020 Acres
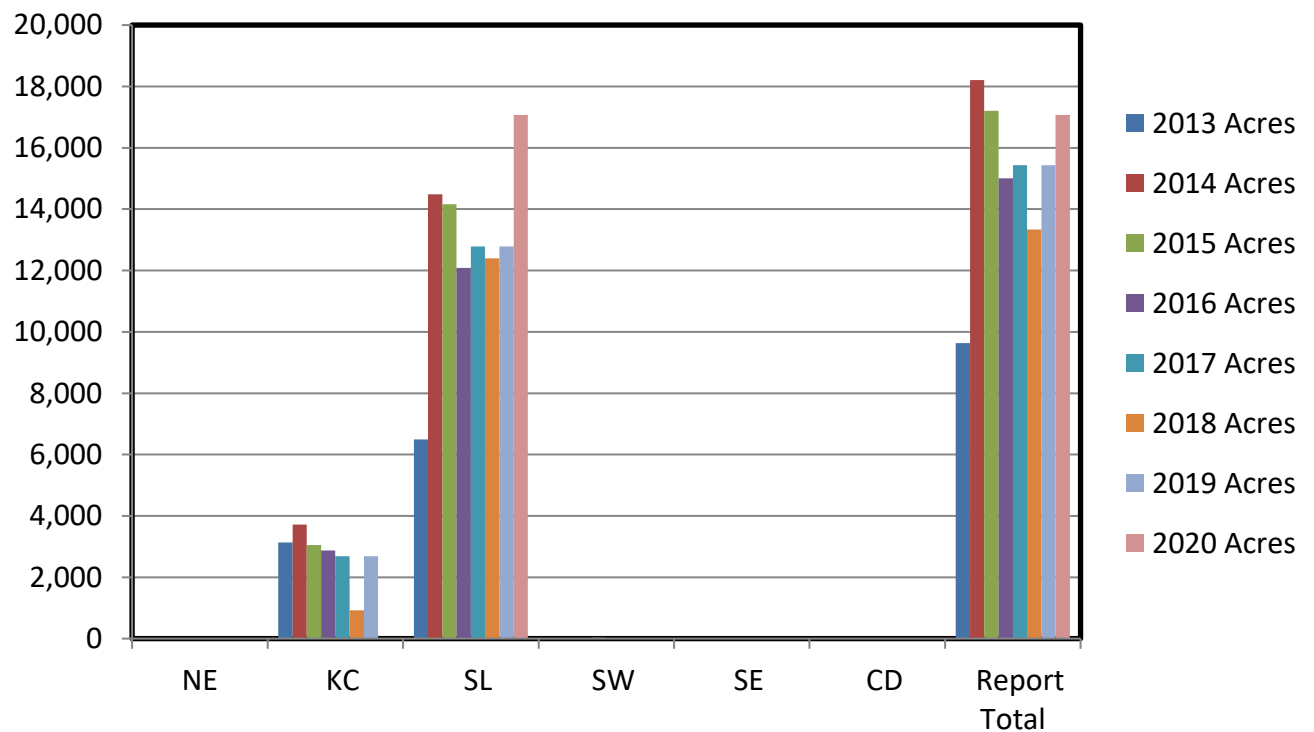
Cost/Acre, Contract Mowing

Legend:
- 2013 Cost/Acre
- 2014 Cost/Acre
- 2015 Cost/Acre
- 2016 Cost/Acre
- 2017 Cost/Acre
- 2018 Cost/Acre
- 2019 Cost/Acre
- 2020 Cost/Acre

X-axis: NE, KC, SL, SW, SE, CD, Report Total
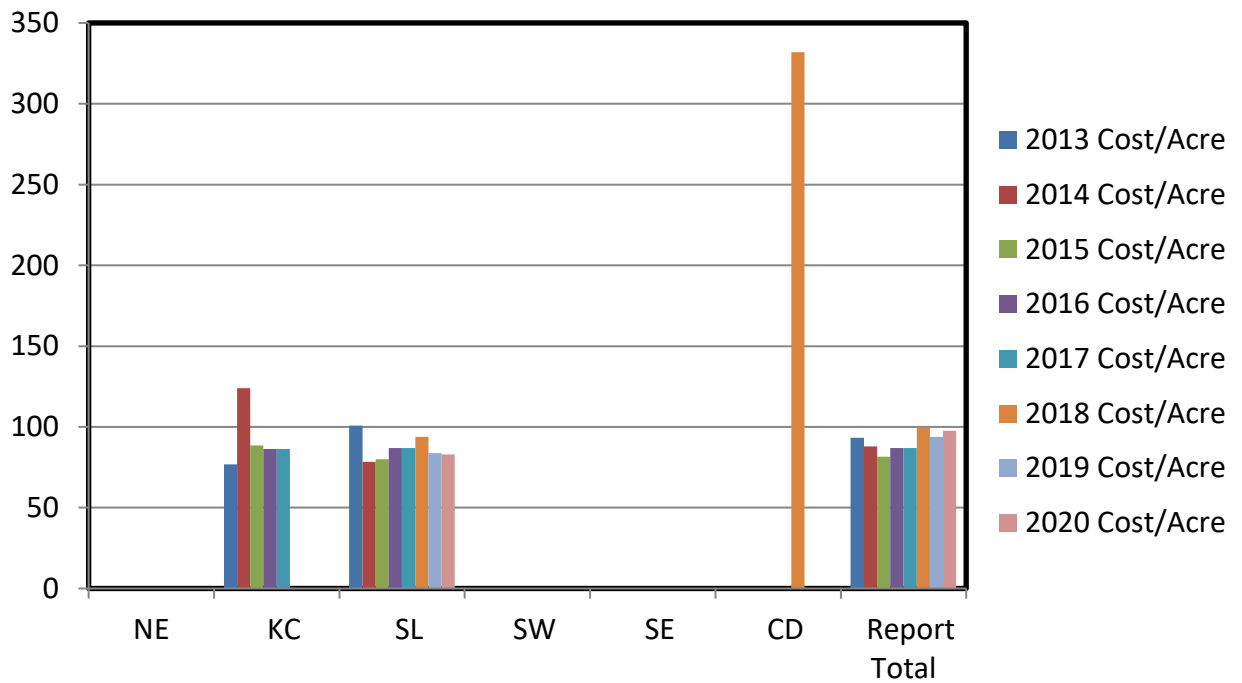
Total Roadside Costs, Non-Mowing

Legend:
- 2013 Sum Cost
- 2014 Sum Cost
- 2015 Sum Cost
- 2016 Sum Cost
- 2017 Sum Cost
- 2018 Sum Cost
- 2019 Sum Cost
- 2020 Sum Cost

X-axis: NW, NE, KC, CD, SL, SW, SE, Total
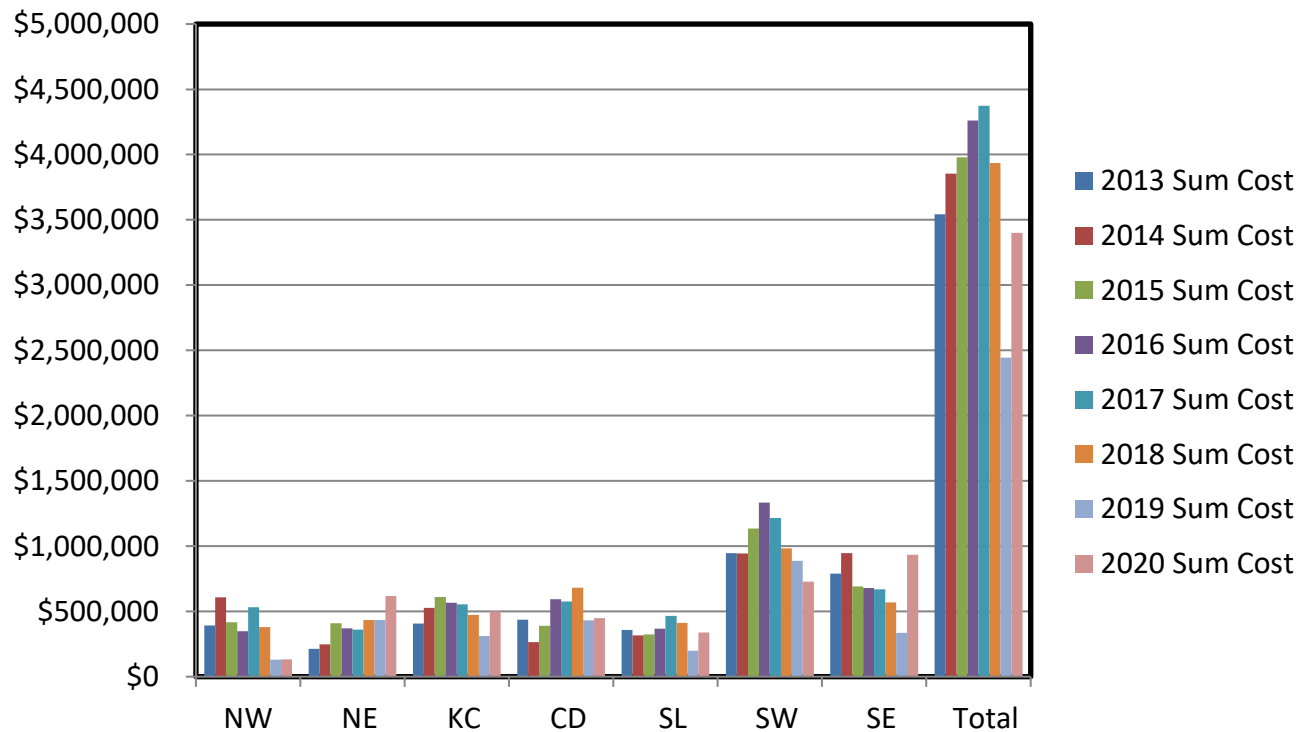
Total Non-Mowing Performance
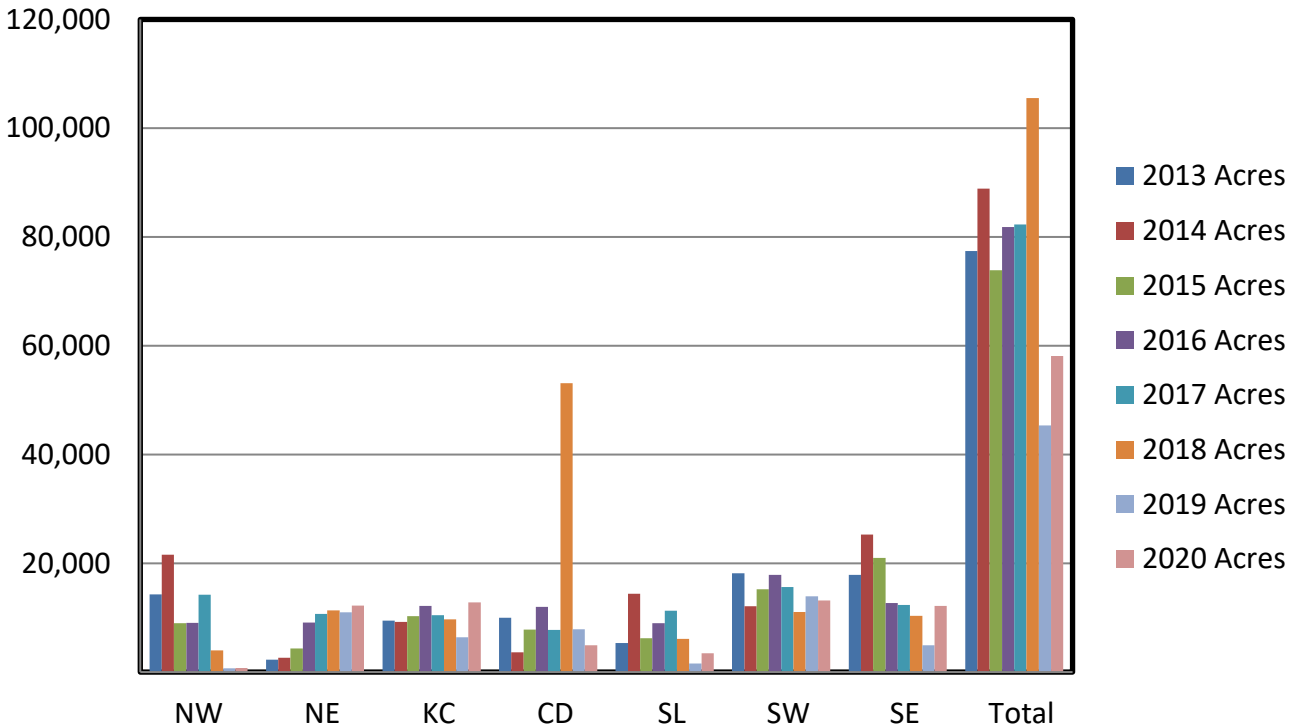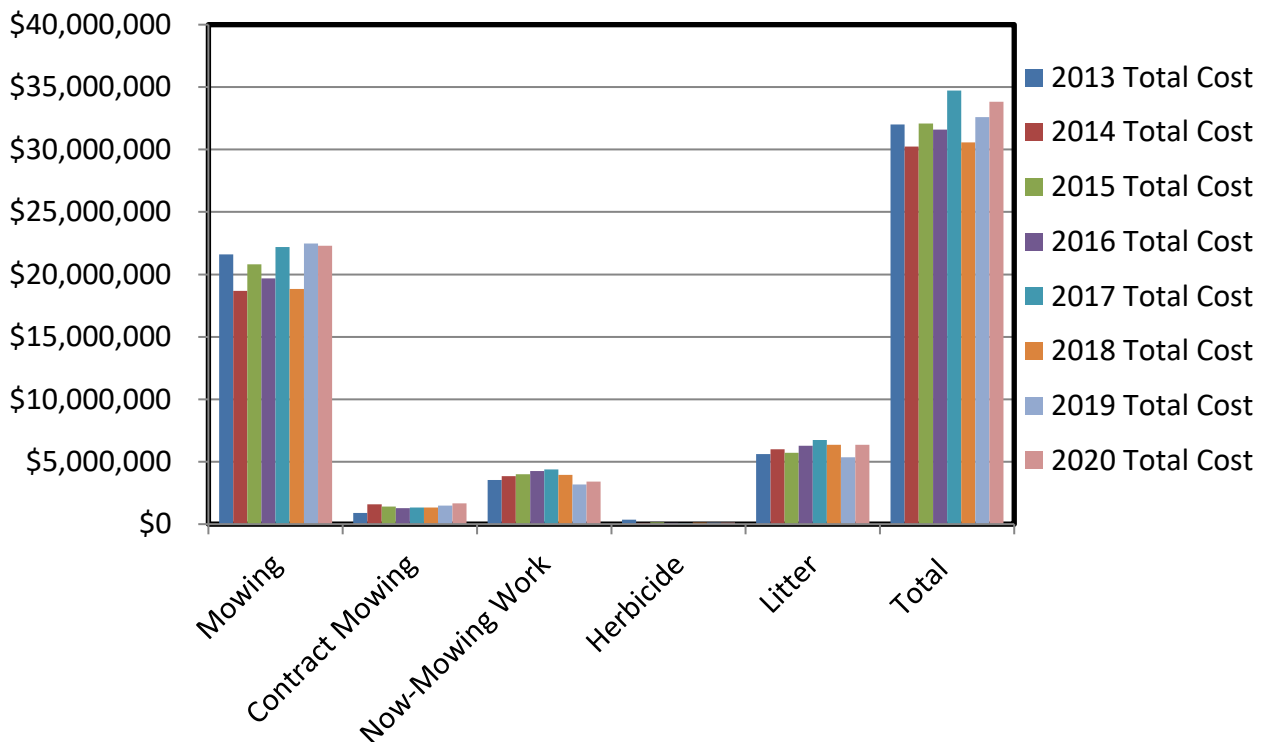
Legend:
- 2013 Acres
- 2014 Acres
- 2015 Acres
- 2016 Acres
- 2017 Acres
- 2018 Acres
- 2019 Acres
- 2020 Acres

Categories: NW, NE, KC, CD, SL, SW, SE, Total

Total Roadside Cost

Legend:
- 2013 Total Cost
- 2014 Total Cost
- 2015 Total Cost
- 2016 Total Cost
- 2017 Total Cost
- 2018 Total Cost
- 2019 Total Cost
- 2020 Total Cost

Categories: Mowing, Contract Mowing, Now-Mowing Work, Herbicide, Litter, Total

5a. *Time to Meet Winter Storm Event Performance Objectives*

Measurement Driver: Todd Miller, Maintenance Liaison Engineer

Knowing the time it takes to clear roads after a winter storm can help the department better analyze the costs associated with that work. MoDOT's response to winter events provides good customer service for the traveling public while keeping costs as low as possible. These efforts result in reduced traffic delays due to winter events and, more importantly, safer travel during these events. In recent years, MoDOT has been more aggressive in messaging the public urging them to travel only if necessary during winter events. This messaging is in the form of social media pushes and media releases. During the ongoing pandemic, millions of people have the ability for working remotely. This, along with MoDOT's response, resulted in no major traffic impacts for the 2020-2021 winter and a substantial amount of positive public feedback.

The 2020-2021 winter season started off very mild through the end of calendar year 2020; however, 2021 proved to be challenging starting on New Year's Eve. February had record low temperatures with multiple extended winter events spanning many operational periods. Several best management practices were developed and implemented to assure that employees were safe from the COVID-19 virus. MoDOT's time for meeting objectives for continuous operation routes was 4.4 hours and 5.5 hours for non-continuous routes.

On average, winter operations cost about $43 million per year. MoDOT expended $56.3 million for the 2020-2021 winter season.

Time to Meet Winter Storm Event Performance Objectives
Winter 2020-2021

District	Continuous Operations	Non-Continuous Operations
NW	6.6	8.2
NE	3.4	4.3
KC	5.7	5.4
CD	2.4	4.1
SL	2.4	2.1
SW	3.6	5.4
SE	4.4	5.4

Desired Trend N/A
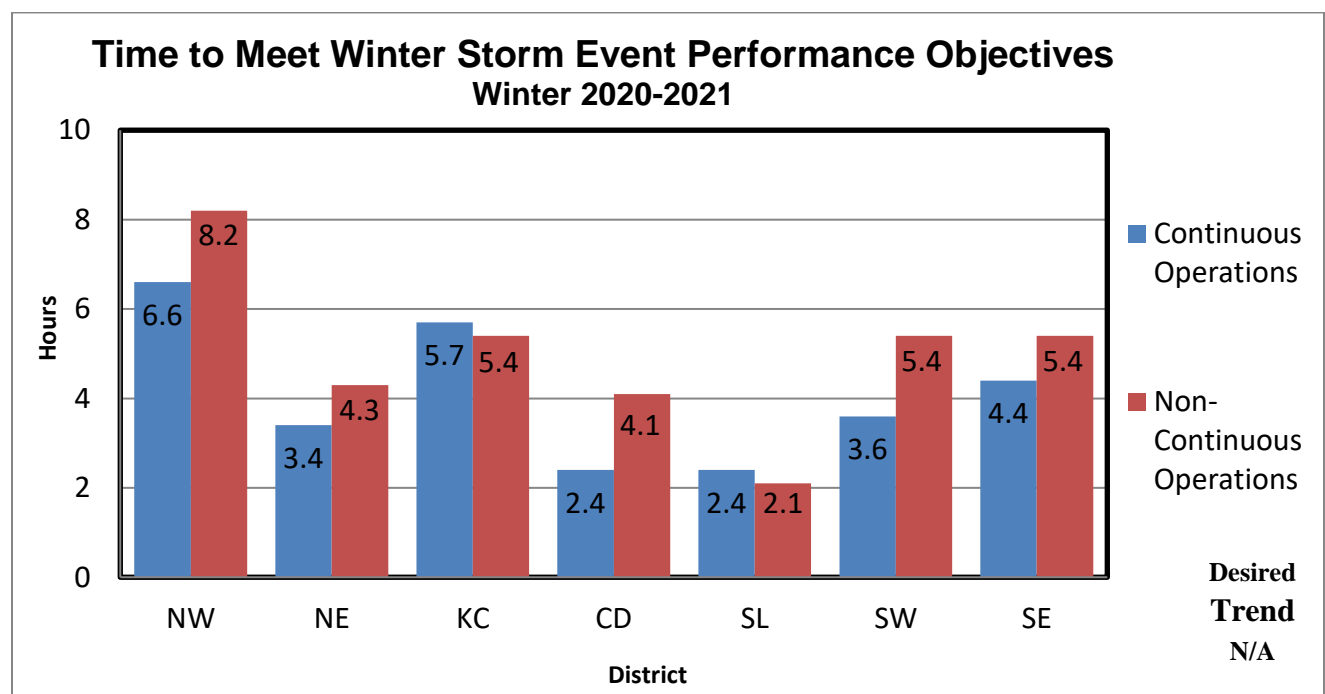
6a. *Percent of Vendor Invoices Paid on Time*

Measurement Driver: Julie Garrison, Senior System Management Specialist

Purpose of the Measure:
This measure tracks the division's timeliness in processing vendor payments.

Measurement and Data Collection:
The check date determines if the invoice payment is timely. Vendors age their receivables based on the date of the invoice; therefore, timely is defined as a check issued less than 31 days from the date of invoice. The percentage of vendor invoices paid on time should be greater than 90 percent and the goal is to achieve 95 percent or greater for the division.

Improvement Status:
During the 2nd quarter of fiscal year 2021, there were 133 invoices paid and 110 paid within the 31 day target. The graph indicates an increase for 3rd quarter of fiscal year 2021 with 137 invoices being paid and 132 paid within the 31 day period. The department's goal was reached by achieving 95 percent or greater for the division with a percentage of 96%.

The steps to further improve include: identify specific vendors experiencing delayed payment and work with those vendors to obtain timely, accurate invoices; identify processes contributing to the delayed payment; work with the division staff and district offices to ensure that notification of receipt of products and/or invoices are submitted to the division support group in a timely manner; and identify innovative solutions to receive invoices from the customer.

Percent of Vendor Invoices Paid on Time - Maintenance Division

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
FY18	96.8	96.0	96.1	96.0
FY19	96.4	90.8	91.9	94.8
FY20	78.4	96.0	96.7	90.7
FY21	94.1	82.7	96.4	

Desired Trend: ↗
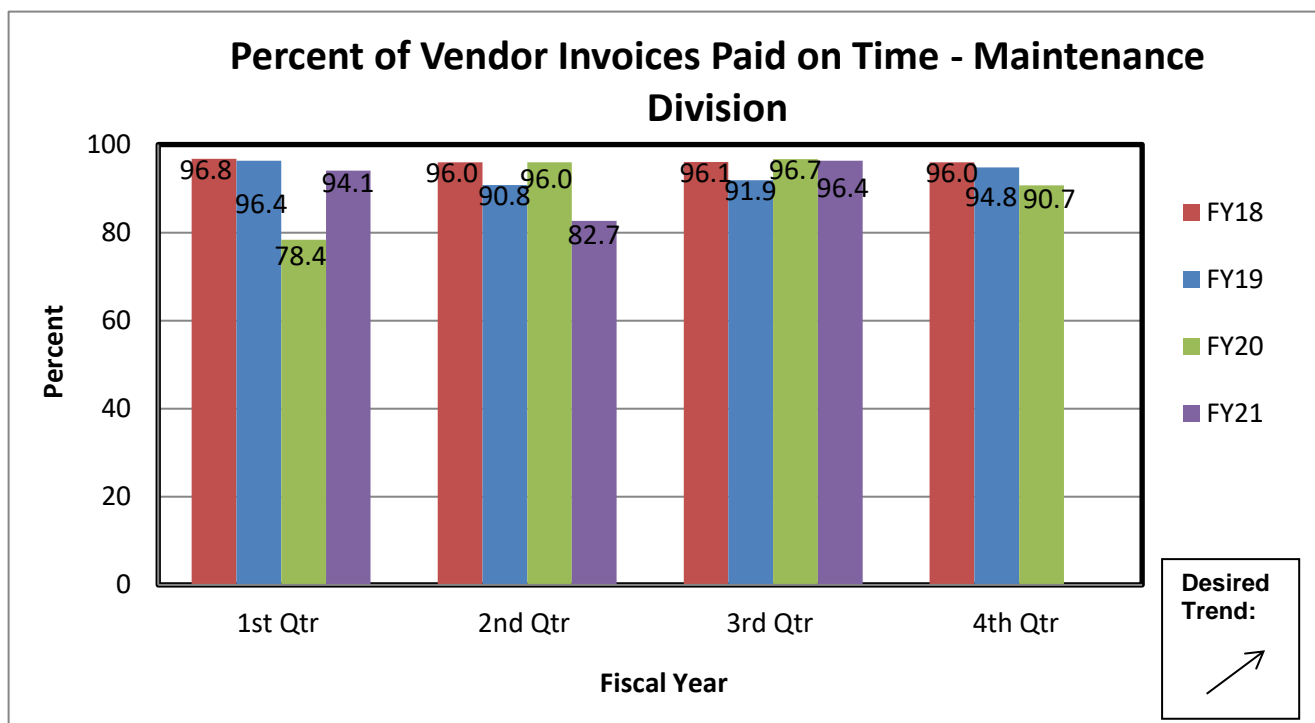
Links to Measures Tracked by Other Divisions

Communications
Percent of Customers Satisfied with Brightness of Striping on MoDOT Highways
Percent of Customers Satisfied with Debris Removal
Percent of Customers Satisfied with Mowing
Percent of Customers Satisfied with MoDOT Signs Along Highways that are Easy to Understand
Percent of Customers Satisfied with Brightness of MoDOT Signs
Percent of Customers Satisfied with Keeping Shoulders on Highways in Good Condition

Design
Bike/Pedestrian & ADA Transition Plan Improvements   *Updated*
Maintenance Facility Environmental Compliance   *Updated*

Equal Opportunity & Diversity
Percent of Females & Minorities Employed   *Updated*
Top Reasons for Separating from the Department   *Updated*

Financial Services
Budget to Actual   *Updated*
Percent of Vendor Invoices Paid on Time   *Updated*

General Services
Average Number of Days of Inventory on Hand
Fleet Utilization by Class
Fleet Inventory   *Updated*

Human Resources
Number of Employees by Location   *Updated*
Rate of Employee Turnover by Location   *Updated*

Risk & Benefits
Most Common Employee Injuries/Incidents by District   *Updated*
Total and Rate of MoDOT Recordable Incidents   *Updated*
Most Frequent Incident Types Involving MoDOT Fleet   *Updated*
Total Property Damage Collected/Written Off   *Updated*

Traffic & Highway Safety
Number of Fatalities and Injuries in Work Zones   *Updated*
Number of TMA Incidents   *Updated*
Percent of Customers Satisfied with Minimizing Travel Delays Caused by Work Zones
Percent of Customers Satisfied with Advance Warning Before Entering Work Zones

Transportation Planning
Percent of Major Highways in Good Condition   *Updated*
Percent of Minor Highways in Good Condition   *Updated*

Motor Carrier Services
Division Tracker

Measures of Divisional Performance

SAFETY

Be Safe

Be Accountable

SERVICE

Be Respectful

Be Inclusive

Be Bold

Be Better

STABILITY

Be One Team

So we can be a great organization

April 2021

TABLE OF CONTENTS

*Measure temporarily suspended due to COVID-19 restrictions

Moving Missourians Safely

Result Driver: Steff Mosby, Motor Carrier Services Administrator
Measurement Driver: Adam Kraus, Transportation Enforcement Investigations Supervisor
Measure Updated: Bi-Annually – January and July

Why is this important?
The total and rate of recordable incidents are tracked to measure the division's goal of fewer injuries. MoDOT's goal is for every employee to go home every night unharmed. Reporting injuries allows the division to arrange for prompt treatment and to learn from mistakes or remediate hazards.

A recordable incident is a work-related injury or illness that results in death, days away from work, or medical treatment resulting in a cost to MoDOT. The calculation for incidence rate is the number of recordable incidents multiplied by 200,000 hours divided by the number of hours worked. The 200,000 hours is calculated from 100 full-time workers working 40 hours per week for 50 weeks per year.

What does the data say?
Motor Carrier Services had zero recordable incidents in 2020. During the previous five years, Motor Carrier Services had a total of six incidents, including two cut/puncture/scrape injuries, an injury due to a vehicle incident, a strain injury, a slip/trip/fall injury and a striking against/stepping on injury.

With zero incidents for MCS in 2020, the division's rate of incidents for the year is less than the target rate of 1.21. The private industry construction rate data for 2020 is not yet available. In the past, this data updated within four months of the prior year's end.

What is MCS doing to improve results?
MCS views every safety incident as an opportunity to prevent future occurrences. Each incident is evaluated to determine what measures can be taken to prevent future incidents. MoDOT dedicates an entire day every year to promote safety with Stand Up For Safety day.

Moving Missourians Safely

Recordable Incidents in MCS

Incidents

Calendar Year	2016	2017	2018	2019	2020
Number	1	2	2	1	0

TARGET
0

Rate of Recordable Incidents in MCS

Rate
Texas DOT
Private Industry Construction
Target

Calendar Year	2016	2017	2018	2019	2020
Rate	1.28	2.54	2.67	1.34	0.00
Texas DOT	1.33	1.04	1.17	1.01	0.96
Private Industry Construction	3.2	3.1	3	2.8	
Target					1.21

TARGET
↓1.21
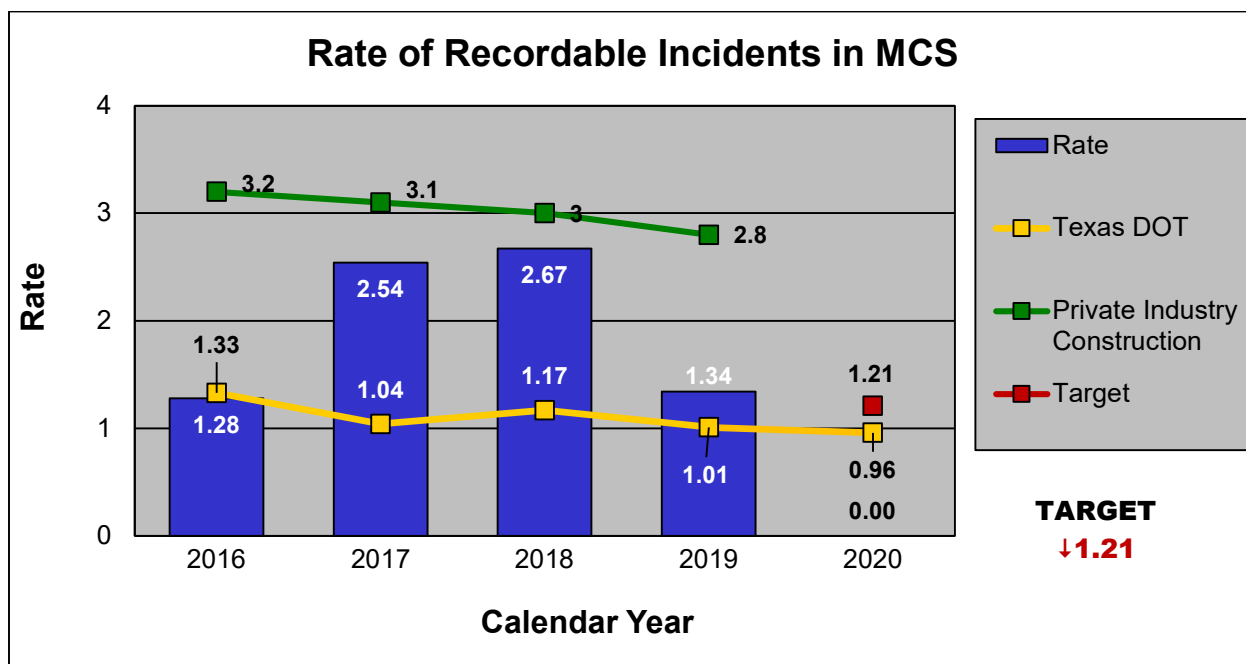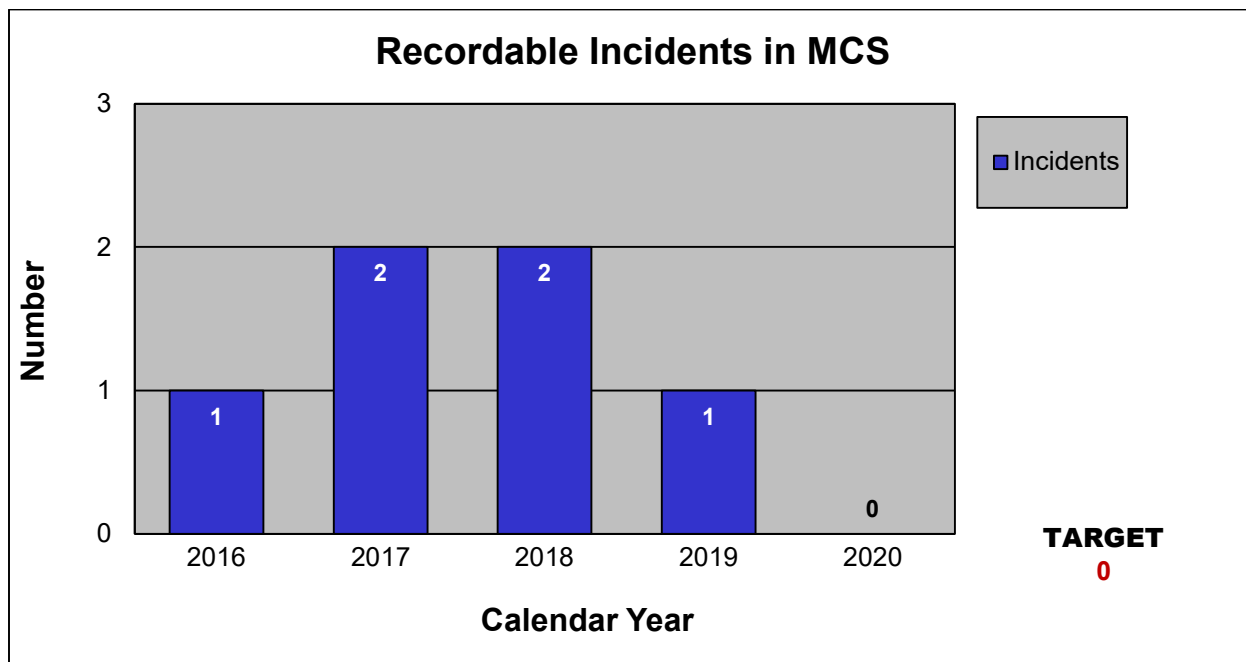
Keep Customers and Ourselves Safe

Percent of Motor Carrier Services employees certified in CPR/First Aid - 1b

Result Driver: Steff Mosby, Motor Carrier Services Administrator
Measurement Driver: Tara Spencer, Executive Assistant
Measure Updated: Biannually – January and July

Why is this important?
This measure tracks the number of employees in Motor Carrier Services certified in CPR/First Aid training. Having all employees trained in CPR and First Aid ensures a safer work environment as well as the safety and well-being of employees' families and the public.

What does the data say?

> **COVID-19 restrictions prevent CPR/First Aid training.**
> This measure is suspended until training resumes.

What is MCS doing to improve results?
An up-to-date list of employees' training anniversaries was created to monitor expiration dates. As employees' certification near the expiration date, reminders are sent to schedule training and ensure MCS meets the desired target of 100 percent certified.
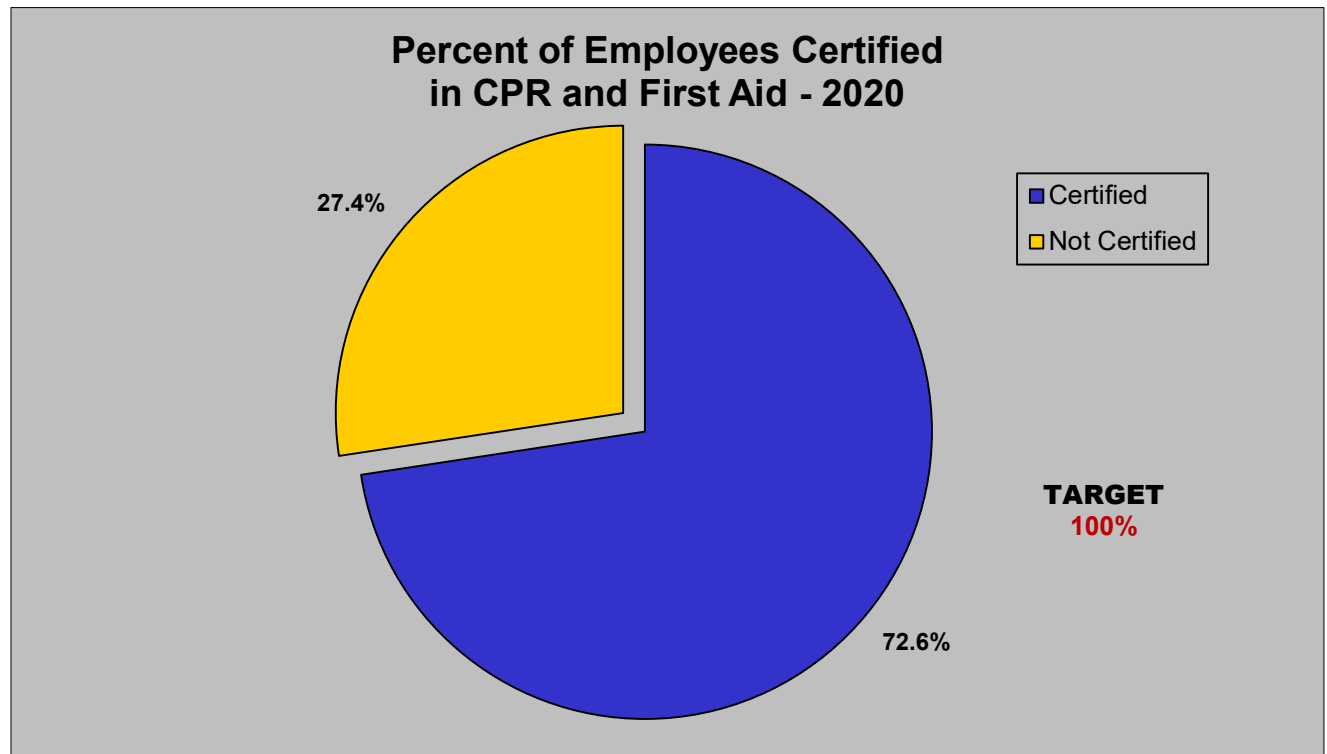
Percent of Employees Certified in CPR and First Aid - 2020

- 27.4% Not Certified
- 72.6% Certified
- TARGET 100%

Moving Missourians Safely

Result Driver: Steff Mosby, Motor Carrier Services Administrator
Measurement Driver: Rod Harpenau, Motor Carrier Investigations Supervisor
Measure Updated: Annually

Why is this important?
Commercial motor vehicles are an important part of the nation's economy and have a large presence on highways. All drivers should practice safe driving, which includes safety belt use. In the event of a crash, a safety belt can hold a driver in the best position to react and possibly prevent a secondary crash.

What does the data say?
Since 2015, there have been 66 fatal crashes involving CMV drivers of Missouri based carriers. Of these 66, two thirds were known to have a driver unbelted. Single power units with 2 or more axles, truck tractors, and pick-up trucks were the most common vehicle types to be involved in a fatal crash. Of the fatal crashes involving a single unit with 2 or more axles, 81% were unbuckled. For a truck tractor, the rate was 58% unbuckled. Lastly, the rate for a pick-up truck involved in a fatal crash is 67% unbuckled.

In 2019, all fatal crashes involving Missouri based carriers were either in a single unit with 2 or more axles or in a truck tractor. Speed and weight of the power unit are obvious factors, in addition to failure of seat belt usage. Of the 16 fatal crashes, 9 of the CMV drivers were known to be unbelted. Specifically, for the single power units with 2 or more axles, 5 of 6 involved drivers that were known to be unbelted.

What is MCS doing to improve results?
MCS actively promotes safety belt use using a multifaceted approach, including participating in MoDOT's Buckle Up, Phone Down educational campaign. The message is delivered through daily interactions with motor carriers, outreach presentations and focused letters to carriers when drivers receive roadside citations for failure to buckle up. The next CMV seat belt survey is scheduled to be conducted in the Fall of 2021.

	2015		2016		2017		2018		2019	
	Fatal Crashes	% Unbelted	Fatal Crashes	% Unbelted	Fatal Crashes	% Unbelted	Fatal Crashes	% Unbelted	Fatal Crashes	% Unbelted
1st Qtr	3	100%	1	100%	1	100%	3	67%	4	75%
2nd Qtr	3	67%	3	0%	5	100%	4	75%	4	33%
3rd Qtr	0	0%	3	67%	2	0%	7	71%	6	60%
4th Qtr	6	83%	4	67%	3	100%	2	100%	2	50%
Total	12	82%	11	56%	11	80%	16	75%	16	57%

Moving Missourians Safely

2019	Fatal Crashes	Belted	Unknown unbelted	Known unbelted	% Unbelted
Pick Up	0	0	0	0	0%
Single Unit - 2 axles, 6 tires	3	1	0	2	67%
Single Unit - 3 or more axles	3	0	0	3	100%
Truck Tractor - No Units	0	0	0	0	0%
Truck Tractor - One Unit	10	5	1	4	44%
Truck Tractor - 2 Units	0	0	0	0	0%
Truck Tractor - 3 Units	0	0	0	0	0%
Other Heavy Truck	0	0	0	0	0%
Cargo Van/Passenger Van	0	0	0	0	0%
Limousine	0	0	0	0	0%
School Bus	0	0	0	0	0%
Intercity Bus	0	0	0	0	0%
Transit / Commuter Bus	0	0	0	0	0%
Charter / Tour Bus	0	0	0	0	0%
Other Bus	0	0	0	0	0%

Moving Missourians Safely

Number and rate of fatalities involving commercial motor vehicles – 1d

Result Driver: Steff Mosby, Motor Carrier Services Administrator
Measurement Driver: Katie Morton, Transportation Enforcement Investigations Specialist
Measure Updated: Annually - July

Why is this important?
Commercial motor vehicles play a vital role in our nation's economy by transporting the products we need. By tracking the number of CMV-involved fatalities, MoDOT can target educational and enforcement efforts, as well as improve safety features along Missouri roadways. MoDOT partners with the Missouri State Highway Patrol, St. Louis Metropolitan Police Department, Kansas City Police Department and St. Louis County Police Department to keep people safe while traveling in and around CMVs.

What does the data say?
During the most recent five-year period, Missouri's measure of the number and rate of fatalities involving CMVs increased. Between 2015 and 2019, fatalities involving a CMV rose by 19.2 percent and the fatality rate slightly increased from 1.22 to 1.24 per 100 million CMV vehicle miles traveled.

However improvement is found when comparing year-to-year. In 2019, four fewer fatalities were recorded than in 2018. This resulted in a 2019 fatality rate of 1.24 compared to 1.33 for 2018. The target for 2019 was 128 fatalities and unfortunately the goal was not met.

What is MCS doing to improve results?
MoDOT MCS and the FMCSA consistently monitor carrier roadside performance within the CSA program to identify unsafe behavior patterns and non-compliance. MCS continuously works to prevent and reduce the number of crashes on Missouri's highways. Efforts toward this goal are made through conducting safety audits, investigations and outreach training with a strong emphasis on compliance education in each form of contact. MCS also offers easy access to information and experts through telephone and internet contact.

MCS strives to build trusting relationships with carriers by cultivating a culture of voluntary compliance versus compliance through enforcement – though enforcement means are used when necessary.

This measure is also reported as Tracker measure 1e.

Moving Missourians Safely

Number and Rate of Fatalities Involving
Commercial Motor Vehicles

Bar chart titled "Number and Rate of Fatalities Involving Commercial Motor Vehicles" with left axis "Number" (0–200), right axis "Rate" (0–5), and x-axis "Calendar Year."

Calendar Year	Fatalities	Crash Rate
2015	120	1.22
2016	130	1.29
2017	127	1.15
2018	147	1.33
2019	143	1.24

Legend: Fatalities, Crash Rate

2019 value marker: 128

2019 TARGET ↓128
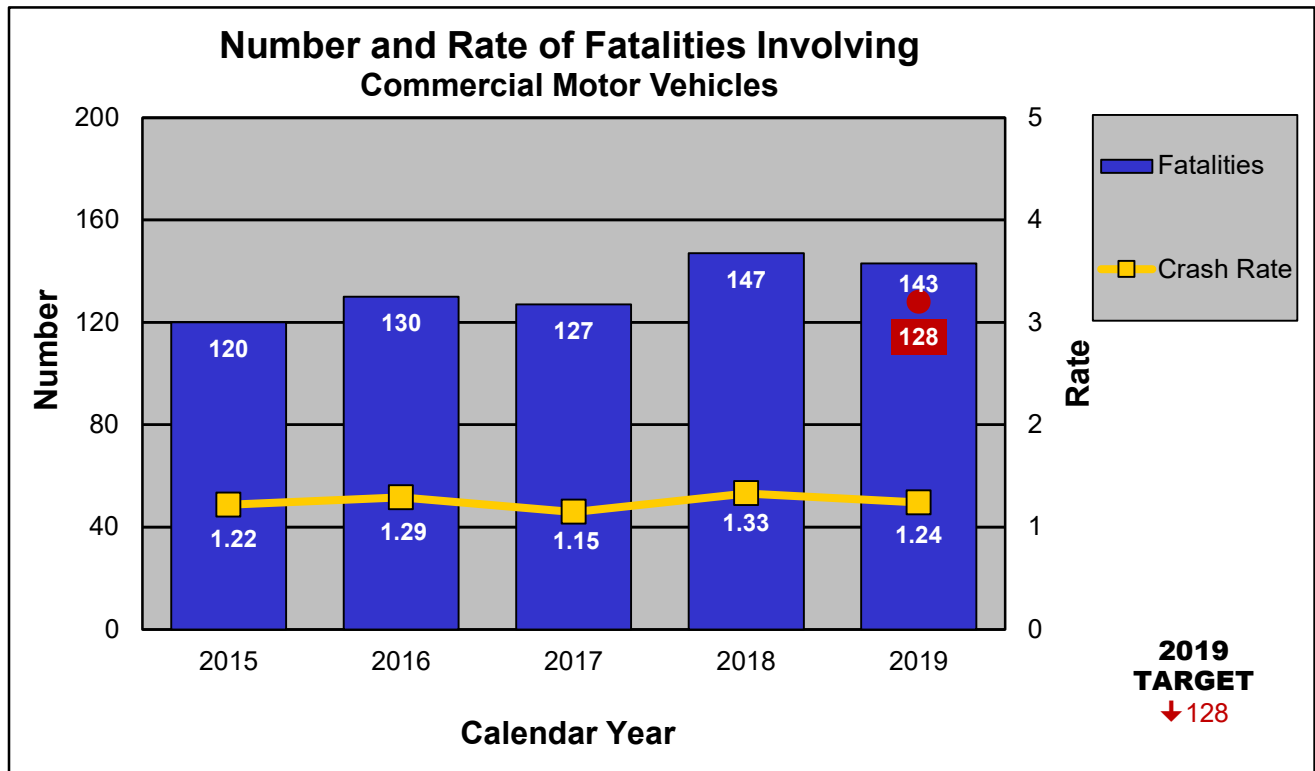
Due to a backlog of crash reports into STARS, these measures will only illustrate data derived from TMS.

Keep Customers and Ourselves Safe

Missouri Unified Carrier Registration compliance rate – 1e

Result Driver: Steff Mosby, Motor Carrier Services Administrator
Measurement Driver: Marisa Kling, Motor Carrier Systems and Training Analyst
Measure Updated: Quarterly

Why is this important?
The Unified Carrier Registration program is a federally required, state administered program for collection and disbursement of registration fees. The UCR Agreement requires that collected funds be used for motor carrier safety programs and enforcement or administration of the UCR Plan and Agreement. Missouri is entitled to $2.3 million of the fees collected nationwide in accordance with the UCR Agreement. The UCR program maintains two active registration years and FMCSA guidance suggests a compliance rate of at least 90 percent in active registration years. This measure tracks MCS' progress toward registration of at least 90 percent of Missouri's UCR population.

What does the data say?
Reports of first quarter 2021 data indicate the 2020 UCR compliance rate is now 87.3 percent. This is up from 83.9 percent last reported and keeps Missouri ahead of the 2020 national average collection rate of 82.6 percent.

At the close of first quarter 2021 the reports also indicate a compliance rate of 87.3 percent for the 2021 collection year.

The 2021 UCR year is the first full year of registration to start on time and solely use the National Registration System to file and pay. In addition, the 2021 enforcement date started on time as well.

What is MCS doing to improve results?
MCS sends postcard notifications after fees are published. Notifications and reminders are also included in MCS publications such as *News on Wheels*. Missouri uses the solicitation tools available through the NRS and runs calling campaings to notify carriers of fees due. Carriers can expect to receive reminders at least once a month until they comply with the UCR program.

Compliance with the UCR program is verified electronically through the NRS. The system updates the carrier's MCE account status appropriately. Effective December 1, 2020, MCS program credentials are not granted if the carrier is noncompliant with the UCR program. This is in line with the January 1, 2021 enforcement date.

Keep Customers and Ourselves Safe

2021 UCR Compliance

- Missouri
- National Average
- National Compliance Goal

TARGET 90%

Missouri: 1st Qtr 2021 = 87.3
National Average: 1st Qtr 2021 = 79.6
National Compliance Goal: 90 (all quarters)

X-axis: Calendar Year (1st Qtr 2021, 2nd Qtr 2021, 3rd Qtr 2021, 4th Qtr 2021)
Y-axis: Percent (0, 25, 50, 75, 100)

2020 UCR Compliance

- Missouri
- National Average
- National Compliance Goal

TARGET 90%

Quarter	Missouri	National Average	National Compliance Goal
1st Qtr 2020	54.1	50.6	90
2nd Qtr 2020	73.5	69.3	90
3rd Qtr 2020	81.4	76.3	90
4th Qtr 2020	83.9	78.7	90
*1st Qtr 2021	87.3	82.6	90

X-axis: Calendar Year
Y-axis: Percent (0, 25, 50, 75, 100)

*This data pertains only to 2020 fee collections and has no relation to the collection of 2021 fees.

Provide Outstanding Customer Service

Percent of satisfied motor carriers-2a

Result Driver: Aaron Hubbard, Motor Carrier Services Administrator
Measurement Driver: DeAnne Rickabaugh, Motor Carrier Project Manager
Measure Updated: Quarterly

Why is this important?
MCS finds that when customers feel understood, supported and listened to, they in turn express support for MCS. Supportive customers are thought more likely to comply with safety, financial and credentialing requirements. This measure tracks progress toward the goal of meeting the needs of the motor carrier industry and facilitating freight movement. The MCS team uses the data to identify opportunities to improve customer satisfaction.

What does the data say?
The customer satisfaction rating for the fourth quarter of 2020, provided by 384 survey participants, is 95.9 percent, down 2.1 points from the third quarter's 98 percent. The score is 0.8 points lower than the same quarter of 2019, when 96.7 percent of participants reported satisfaction with MCS. However, the ratio of "very satisfied" responses was 1.1 points higher in the fourth quarter of 2020 than the same time in 2019.

The comprehensive 2020 result of 96.2 percent satisfaction is 0.7 points lower than the 2019 measure and equal to that of 2018. A good response rate for an external survey ranges from 10 to 15 percent. The fourth quarter's 10.7 percent rate falls to the lower point of the range. The 2020 annual response rate is 13.5 percent.

What is MCS doing to improve results?
MCS' constant attention to customer care – including prompt response to customer requests and suggestions, and continuous process improvement – helps sustain exemplary levels of customer satisfaction. Examples include review of customer survey comments and other feedback to identify areas to improve and recent and coming improvements of online systems.

Percent of Satisfied Motor Carriers

Calendar Year	2018	2019	2020	4th Qtr 2019	4th Qtr 2020
Total	96.2	96.9	96.2	96.7	95.9
Very Satisfied	83.0	82.9	83.5	83.9	85.0
Satisfied	13.2	14.0	12.7	12.8	10.9

TARGET 100%

Legend: Very Satisfied, Satisfied
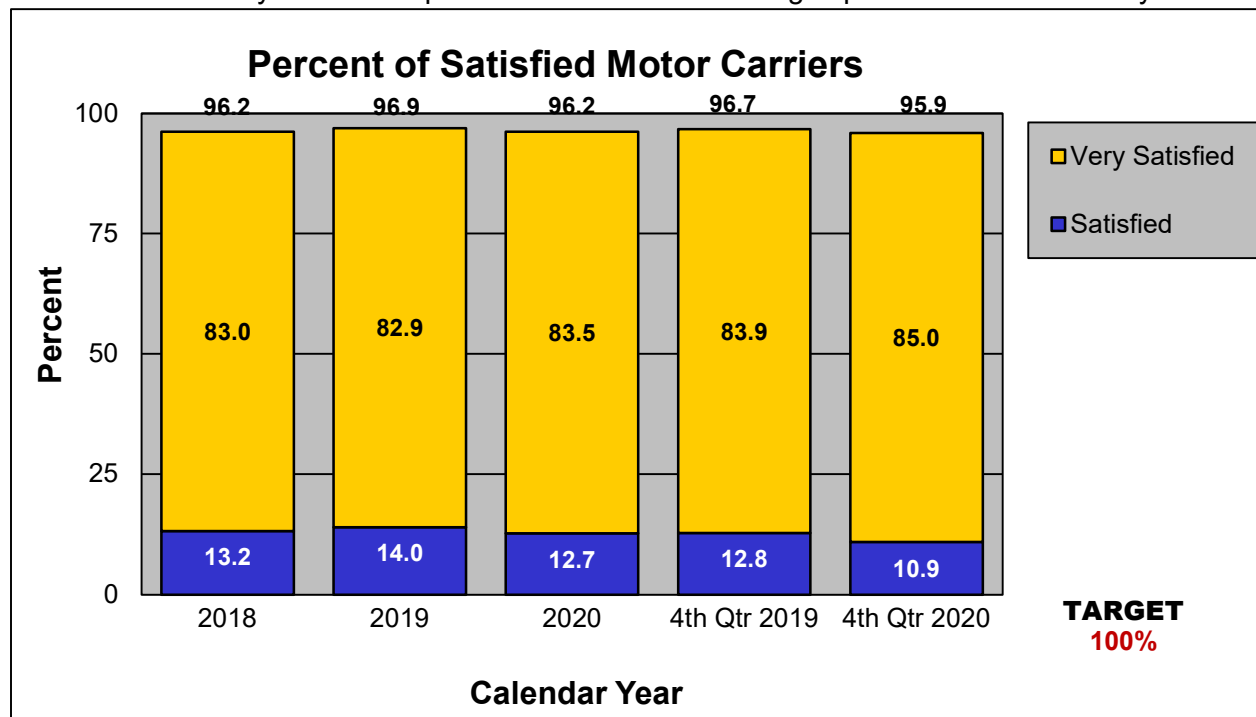
OUTSTANDING CUSTOMER SERVICE

Phone queue statistics – 2b

Result Driver: Aaron Hubbard, Motor Carrier Services Administrator
Measurement Driver: Brittany Falter, Motor Carrier Agent
Measure Updated: Quarterly

Why is this important?
This measure tracks the number of phone calls received and the length of time callers wait in the phone queue of the CISCO phone system for Motor Carrier Services programs, including the International Registration Plan, Oversize Overweight, Operating Authority, Unified Carrier Registration, International Fuel Tax Agreement and Receptionist. The desired trend is to reduce the initial time that a customer is on hold in the phone queue, while providing excellent customer service.

What does the data say?
Phone reports generated from the CISCO WebView Reporting System provide data from all program queues. Reports are reviewed and evaluated to help better manage personnel resources to ensure all customer service and MCS needs are met.

The first graph below shows the total number of phone calls per area within MCS by quarter. During the last five quarters, phone calls were consistent by program except for the Receptionist phone line. There were changes made to that phone line which are reflected in the total calls received.

The second graph shows the longest call wait time per quarter by area. The graph shows a decrease in all areas from the fourth quarter of 2020 to the first quarter of 2021.

The third graph details the weekly average number of phone calls per month and the average hold time of a call received by month for the IRP/IFTA area. This graph shows the average number of phone calls increased for the start of the 2021 year as the average hold time decreased.

What is MCS doing to improve results?
MCS focused on developing and utilizing user-friendly procedures and training plans to bridge the knowledge gap between new and seasoned agents.

MCS has developed the DRIVE program to help train agents in areas other than their speciality area. DRIVE stands for Development of staff, Retention of staff and staff knowledge, Involvement of staff in other programs, Variety of work tasks, Efficiency for MCS customers and staff. MCS is in the process of DRIVE training employees so that in times of need, additional agents can be pulled to phone queues with higher call volumes. By creating this flexibility customer hold times should decrease and the number of agents assisting customers in the most need should increase.

MCS encourages customers to use online processing to file documents electronically and order permits online through the automated process.

OUTSTANDING CUSTOMER SERVICE

Total Phone Calls

Legend:
- Fin
- IRP/IFTA
- OSOW
- Recpt
- OPA
- UCR

Number (Y-axis): 0, 5,000, 10,000, 15,000

Quarters by Calendar Year (X-axis)

1st Qtr 2020
- Fin: 559
- IRP/IFTA: 14,369
- OSOW: 9,646
- Recpt: 4,889
- OPA: 1,815
- UCR: 983

2nd Qtr 2020
- Fin: 430
- IRP/IFTA: 10,205
- OSOW: 9,292
- Recpt: 3,761
- OPA: 1,515
- UCR: 454

3rd Qtr 2020
- Fin: 737
- IRP/IFTA: 14,518
- OSOW: 10,072
- Recpt: 1,237
- OPA: 1,818
- UCR: 853

4th Qtr 2020
- Fin: 604
- IRP/IFTA: 14,294
- OSOW: 8,353
- Recpt: 1,212
- OPA: 1,992
- UCR: 853

1st Qtr 2021
- Fin: 671
- IRP/IFTA: 14,998
- OSOW: 8,741
- Recpt: 1,222
- OPA: 2,000
- UCR: 709

DESIRED TREND

OUTSTANDING CUSTOMER SERVICE

Longest Call Hold Times by Program

Time (hh:mm:ss) (y-axis)

Y-axis labels: 1:12:00, 1:04:48, 0:57:36, 0:50:24, 0:43:12, 0:36:00, 0:28:48, 0:21:36, 0:14:24, 0:07:12, 0:00:00

Legend: Fin, IRP/IFTA, OSOW, Recpt, OPA, UCR

1st Qtr 2020
- Fin: 0:43:07
- IRP/IFTA: 1:01:38
- OSOW: 0:28:55
- Recpt: 0:24:45
- OPA: 1:00:49
- UCR: 0:17:39

2nd Qtr 2020
- Fin: 0:11:35
- IRP/IFTA: 0:49:14
- OSOW: 0:33:39
- Recpt: 1:01:06
- OPA: 0:44:35
- UCR: 0:01:20

3rd Qtr 2020
- Fin: 0:06:45
- IRP/IFTA: 1:02:33
- OSOW: 0:39:32
- Recpt: 0:05:59
- OPA: 0:31:09
- UCR: 0:04:06

4th Qtr 2020
- Fin: 0:07:35
- IRP/IFTA: 1:01:55
- OSOW: 0:47:28
- Recpt: 0:00:00
- OPA: 0:34:38
- UCR: 0:02:37

1st Qtr 2021
- Fin: 0:05:56
- IRP/IFTA: 1:00:45
- OSOW: 0:16:46
- Recpt: 0:00:00
- OPA: 0:17:49
- UCR: 0:02:03

Quarters by Calendar Year (x-axis)

DESIRED TREND

OUTSTANDING CUSTOMER SERVICE

Average Weekly IRP/IFTA Phone Queue by Month

TARGET
15 min or fewer

---Data prior to April 2019 is not available.---

Operating a Reliable Transportation System

Result Driver: Aaron Hubbard, Motor Carrier Services Administrator
Measurement Driver: Nathan Fontaine, Motor Carrier Compliance Supervisor
Measure Updated: Quarterly

Why is this important?
Motor carriers that haul loads which exceed Missouri's legal size and weight requirements must obtain Oversize Overweight permits. OSOW permits outline specific routes and special requirements the carrier must follow when using the Missouri state highway system. OSOW permits ensure safety for carriers and travelers as well as protection to Missouri's infrastructure.

What does the data say?
Comparing the first quarter of 2020 and 2021, the number of superload permits decreased by 12.5 percent. The number of OSOW permits decreased by 5.6 percent. The decrease in superload and routine permits was anticipated as 2020 wind farm construction projects are largely complete. Superload permits are issued when loads exceed 16' in width, 150' in length, 16' in height, are more than 160,000 lbs. and/or are heavier than maximum permittable axle group weights. Single Trip permits are permitted for loads that exceed the legal size and weight limits but do not meet any of the superload thresholds.

Charts display the distribution of superload measurements by weight, width, height and length. Because a shipment could qualify as a superload based on one or more measurement, the totals listed in the individual factor pie charts, when added together, will not equal the number of superload permits issued.

Revenue collected in the first quarter of 2021 for OSOW permits was $2,244,837. Superload permit revenue totaled $621,080.

What is MCS doing to improve results?
MCS continually works on enhancements to ensure efficiency and productivity. The MCE system is available to customers to provide online issuance around the clock.

Operating a Reliable Transportation System

Oversize Overweight Permits Issued

Calendar Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2017	36,042	36,349	38,233	35,885
2018	35,965	39,213	39,008	37,706
2019	36,593	38,334	41,198	36,470
2020	36,915	34,649	37,809	37,796
2021	34,853			

DESIRED TREND

N/A

Superload Permits Issued

Calendar Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
2017	688	1,031	1,576	487	3,782
2018	800	679	464	653	2,596
2019	628	591	977	1,387	3,583
2020	986	2,757	2,703	1,658	8,104
2021	863				863

DESIRED TREND

N/A
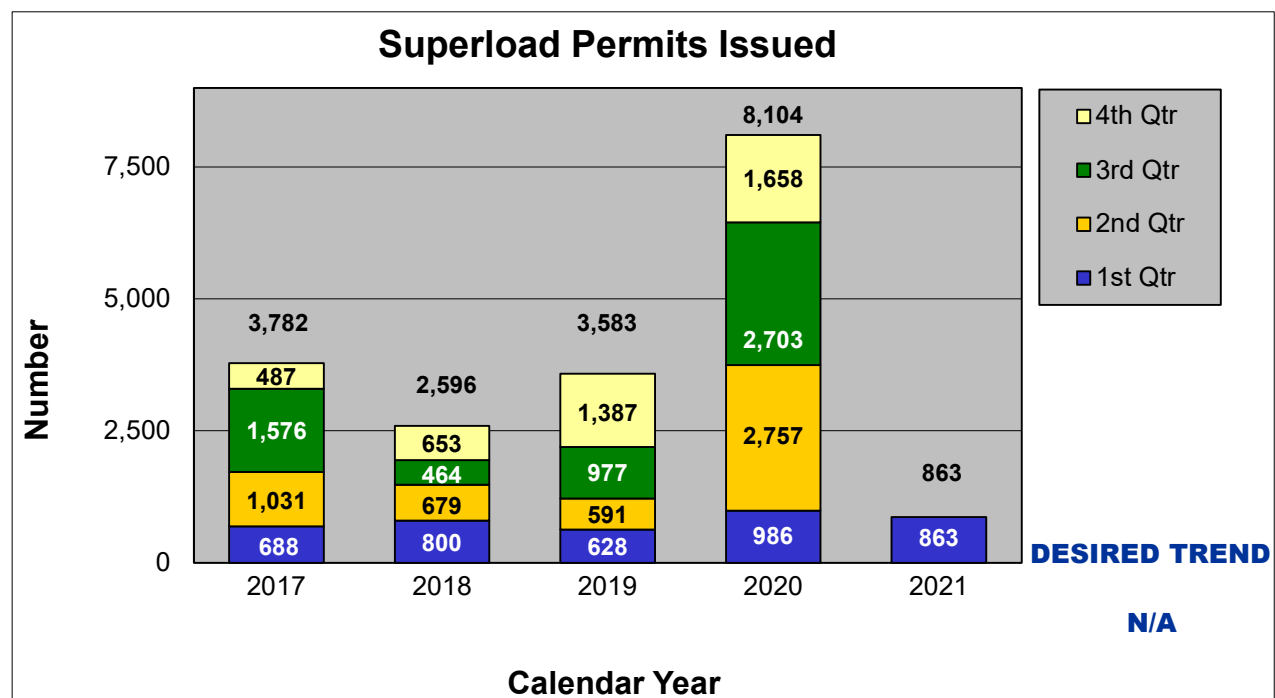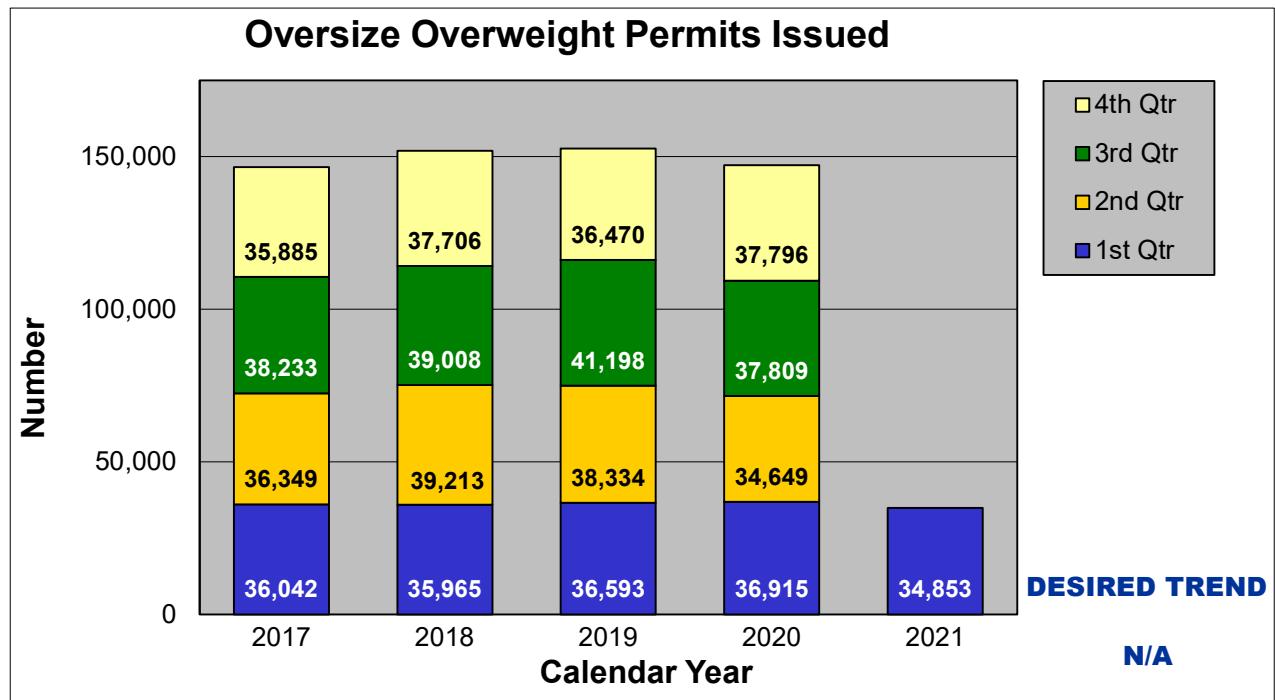
Operating a Reliable Transportation System

Number of Superload Permits Issued by Weight - 4Q 2020

5

308

302

Legend:
- 0 - 160,000
- 160,001 - 200,000
- 200,001 - 300,000
- 300,001 & Up

Total
862

247

DETAIL
400,001 – 500,000 lbs. - 1
500,001 – 600,000 lbs. - 3
600,001 & Up - 1
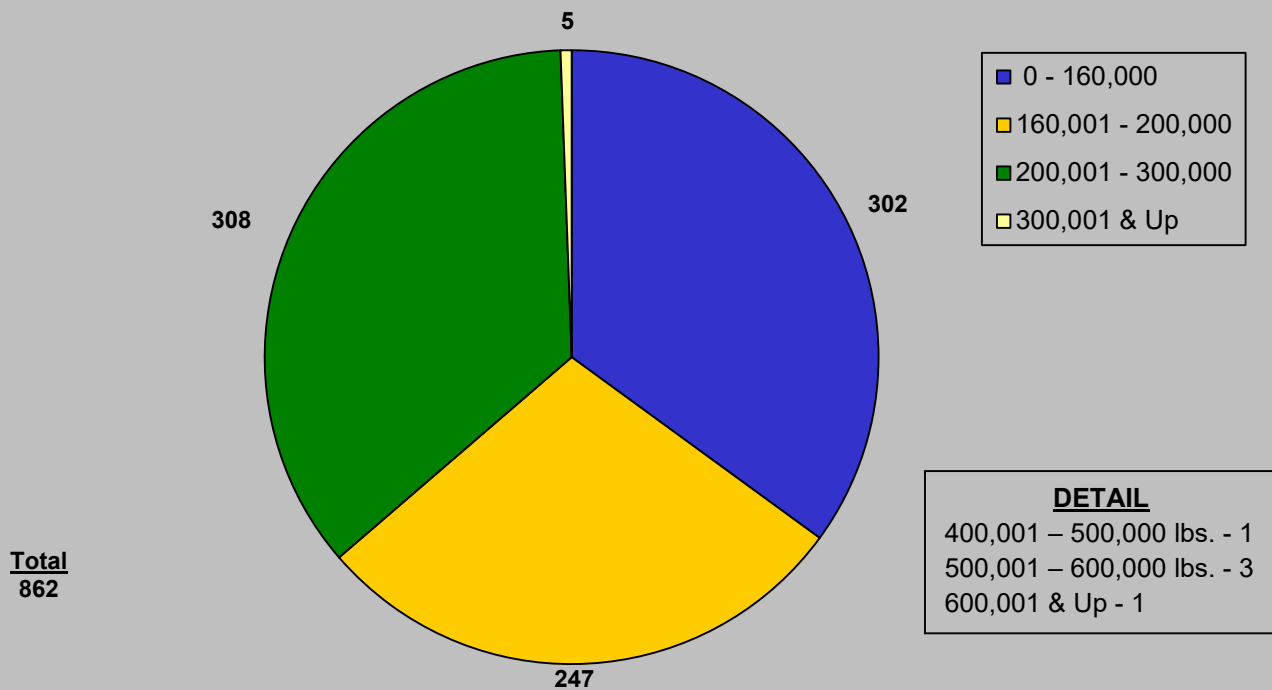
Number of Superload Permits Issued by Width - 4Q 2020

25

31

Legend:
- 16'1" - 17'
- 17'1" - 18'
- 18'1" - 19'
- 19'1 - 20'
- 20'1" - 21'
- 21'1" - 29'

3

9

5

20

Total
93
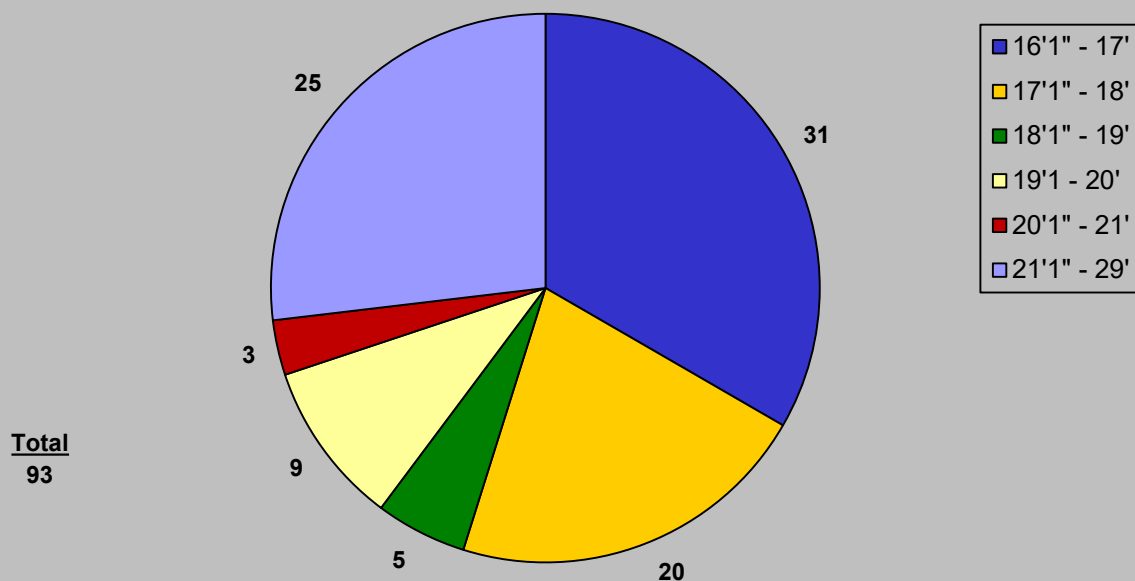
Operating a Reliable Transportation System

Number of Superload Permits Issued by Height - 4Q 2020

7

40

195

261

Total
503

Legend:
- 16'1" - 17'
- 17'1" - 18'
- 18'1" - 19'
- 19'1" - 23'
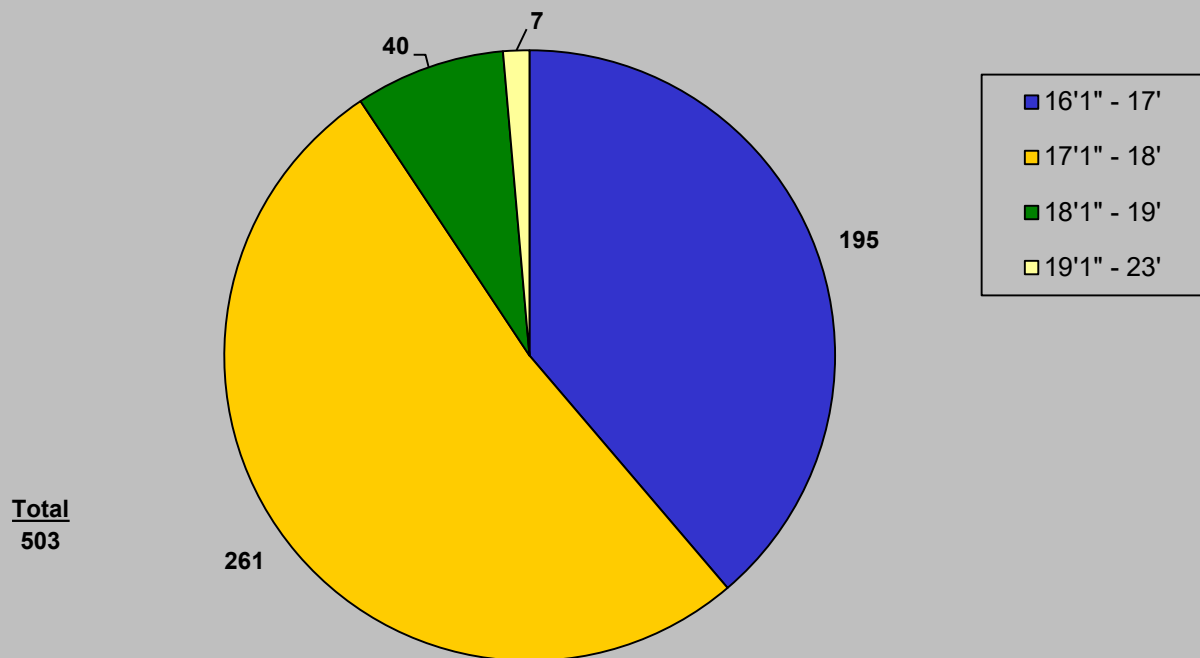
Number of Superload Permits Issued by Length - 4Q 2020
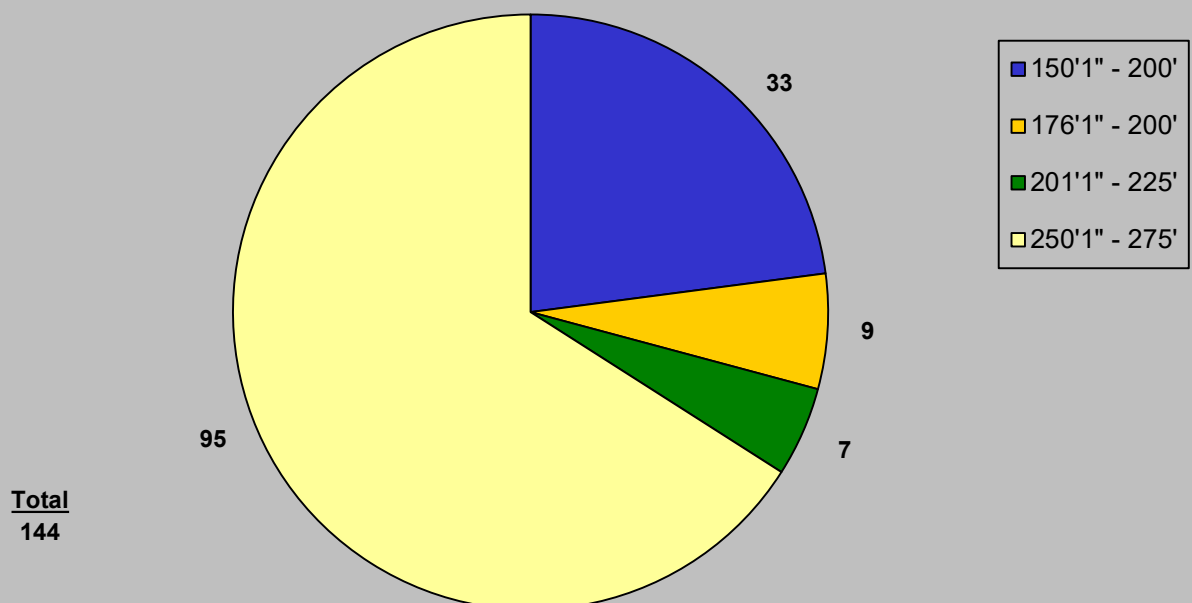
33

9

7

95

Total
144

Legend:
- 150'1" - 200'
- 176'1" - 200'
- 201'1" - 225'
- 250'1" - 275'

Stabilizing Resources and Engaging Our Workforce

Result Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Measurement Driver: Thomas Trusty, Motor Carrier System & Training Analyst
Measure Updated: Quarterly

Why is this important?

Revenue collected by Motor Carrier Services helps highways remain safe places to earn a living – while contributing millions of dollars to the highway and state road funds.

MCS serves approximately 47,000 customers annually and collects revenue through several activities, including:

- Issuing credentials (e.g., cab cards and apportioned license plates) to Missouri-based carriers in accordance with the International Registration Plan;
- Issuing credentials to for-hire Missouri-based carriers involved in intrastate operation;
- Issuing temporary permits (72-hour trip and hunter permits) to authorize one Missouri round-trip for vehicles traveling without an apportioned license plate;
- Issuing an annual fuel license and decals to Missouri-based carriers in accordance with the International Fuel Tax Agreement;
- Collecting fuel tax and registration revenue owed to Missouri by carriers based elsewhere, who traveled within Missouri in accordance with the IRP and IFTA; and
- Assessing and collecting enforcement penalties when Missouri-based carriers are found to have violated state statutes and federal motor carrier safety regulations.

MCS collects state and non-state funds. Collections and disbursements are recorded in the statewide financial accounting system for nine state funds and two non-state funds. Collections for the IRP and IFTA include both state and non-state funds. Collections for Intrastate Exempt/Intrastate Regulatory Authority, Hazardous Waste/Waste Tire Transporters, Unified Carrier Registration, Grade Crossing Safety Program, Public School Program, City and County Distributions, Titles and Oversize Overweight permits include only state funds. Cities, counties and St. Louis City receive a portion of these fees.

What does the data say?

Through the third quarter of fiscal year 2021, MCS collected a total of $154.8 million. This was $4.7 million more than MCS collected through the third quarter of FY20. Missouri disbursed $78.3 million to other jurisdictions, $900,000 less than what was disbursed through the third quarter of FY20. Disbursements due to other jurisdictions vary based on carrier mix and behavior and are out of MoDOT's control. Through the third quarter of FY21, MCS deposited $76.4 million in state accounts, an increase of $5.5 million compared to this time in FY20.

What is MCS doing to improve results?

Although market forces drive the actual amounts due, MCS attempts to maximize revenue collected by verifying compliance in each program and by educating carriers about the credentials and permits needed to start and continue trucking in Missouri. To encourage compliance and customer use of the MoDOT Carrier Express 24-hour online system, MCS offers credential training, technical assistance by telephone and online user guides. These

Stabilizing Resources and Engaging Our Workforce

efforts result in customers' timely and accurate contributions to the state road fund and disbursements to member jurisdictions.

MCS Total Collections, Disbursements and Deposits

Dollars (in millions)

Legend:
- Total Collections (blue)
- Disbursements (yellow)
- MO Deposits (green)

Fiscal Year	Total Collections	Disbursements	MO Deposits
2020	191.3	91.5	99.7
2021 YTD	154.8	78.3	76.4

DESIRED TREND

N/A

MCS Contributions/Deposit to Missouri Highway and State Road Fund

Dollars (in millions)

Legend:
- 4th Quarter (light yellow)
- 3rd Quarter (green)
- 2nd Quarter (yellow)
- 1st Quarter (blue)

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total
2016	18.7	27.1	19.4	29.3	94.5
2017	15.8	23.4	22.0	27.6	88.8
2018	16.8	23.4	25.8	29.5	95.5
2019	17.4	25.6	27.2	30.3	100.5
2020	22.0	27.5	21.2	29.0	99.7
2021 YTD	24.3	31.3	20.8		76.4

DESIRED TREND

N/A

Use Resources Wisely

Budget to actual expenditures for personal services and expense and equipment – 6b

Result Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Measurement Driver: Cindy Dworek, Motor Carrier Services Systems and Training Analyst
Measure Updated: Quarterly

Why is this important?
This measure tracks the total budgeted amount and expenditures by fiscal year for Motor Carrier Services. The data is used to analyze spending from year-to-year to develop accurate budgeting practices, along with projecting and improving fiscal year expenditures.

What does the data say?
The FY21 personnel services budget for MCS was $3,589,653. Due to the Shared Work Program, the MCS budget was reduced by $121,616 to $3,468,037. At the end of the third quarter of FY21, MCS expended $2,399,964. This is 6 percent under budget.

The FY21 E&E budget for MCS is $397,500. By the end of the third quarter of FY21, MCS expended $125,205 which is 44 percent under budget.

The overtime hours reported for the third quarter of FY21 equal 894 hours. The total overtime hours for third quarter of FY20 was 682.25 hours. MCS used 211.75 more overtime hours for the same period as last FY. This number is elevated due to the third quarter snow removal hours, along with CCC hitting busy season, and having a higher volume of documents needing worked.

What is MCS doing to improve results?
By tracking past spending practices along with day-to-day and large expenditures, MCS keeps a close watch on levels of spending to ensure sound usage of MCS's financial resources. MCS also continues the practice of flexing overtime as much as possible.

Use Resources Wisely

Personal Services Budget to Actual Expenditures

Total PS Dollars Spent →

| $3,185,348 | $3,299,379 | $3,229,077 | $3,219,871 | $3,225,019 | $2,399,964 |

	1st Qtr
	2nd Qtr
	3rd Qtr
	4th Qtr
	Budget

Chart values (Dollars in thousands):

Fiscal Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Budget
2016	795	804	794	793	$3,414,031
2017	805	813	838	844	$3,482,314
2018	805	800	811	813	$3,482,314
2019	793	790	836	802	$3,558,880
2020	790	777	844	814	$3,587,128
YTD 2021	707	832	861		$3,468,037

31% Remaining

2021 TARGET 25% Remaining

Expense and Equipment Budget to Actual Expenditures

Total E&E Dollars Spent →

| $322,469 | $334,646 | $246,306 | $306,763 | $245,584 | $125,205 |

	4th Qtr
	3rd Qtr
	2nd Qtr
	1st Qtr
	Budget

Chart values:

Fiscal Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Budget
2016	121	43	26	133	$484
2017	111	69	58	96	$420
2018	74	49	43	81	$420
2019	102	72	49	83	$420
2020	101	48	46	51	$398
YTD 2021	51	33	41		$398

69% Remaining

2021 TARGET 25% Remaining

Use Resources Wisely

Overtime Dollars and Hours

Total OT Dollars Spent ➡

| $11,766 | $28,427 | $30,002 | $40,086 | $31,945 | $25,940 |

Fiscal Year

Legend:
- OT Pay - S&C (blue)
- OT Pay - CCC (yellow)
- OT Hours - S&C (green)
- OT Hours - CCC (red)

Data values shown on chart:

Fiscal Year	OT Pay - S&C	OT Pay - CCC	OT Hours - S&C	OT Hours - CCC
2016	6,279	5,487	297	274
2017	14,274	14,153	702	669
2018	10,023	19,979	491	1,038
2019	14,008	26,078	674	1,385
2020	14,055	17,890	683	997
YTD 2021	8,568	17,284	401	841

DESIRED TREND ⬇

Stabilizing Resources and Engaging Our Workforce

Number of OSOW auto-issued vs. agent-issued transactions – 6c

Result Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Measurement Driver: Tonya Doyel, Motor Carrier System & Training Analyst
Measure Updated: Quarterly

Why is this important?
This measure tracks the number of Oversize Overweight permit transactions in the MoDOT Carrier Express system which are automatically issued without agent intervention, versus the number issued by MCS agents. Data is collected monthly from reports in MoDOT Carrier Express. Not all transactions produce a credential, therefore, auto and agent-issued transactions do not reflect the total number of transactions worked.

What does the data say?
During the first quarter of 2020, 73.4 percent of OSOW permits were issued without agent intervention. For the first quarter of 2021, the rate was 72.4 percent. Comparing the first quarter totals, the number of auto-issued permits in 2021 decreased by 1 percent.

What is MCS doing to improve results?
The desired trend is an increase in the number of auto-issued transactions. The MCE system is available at all times to assist in increasing online transactions. Detailed instructions and technical guidance provided by agents make online processes seamless for the customer and encourage its use.

Number of MCS OSOW Auto-Issued vs. Agent-Issued
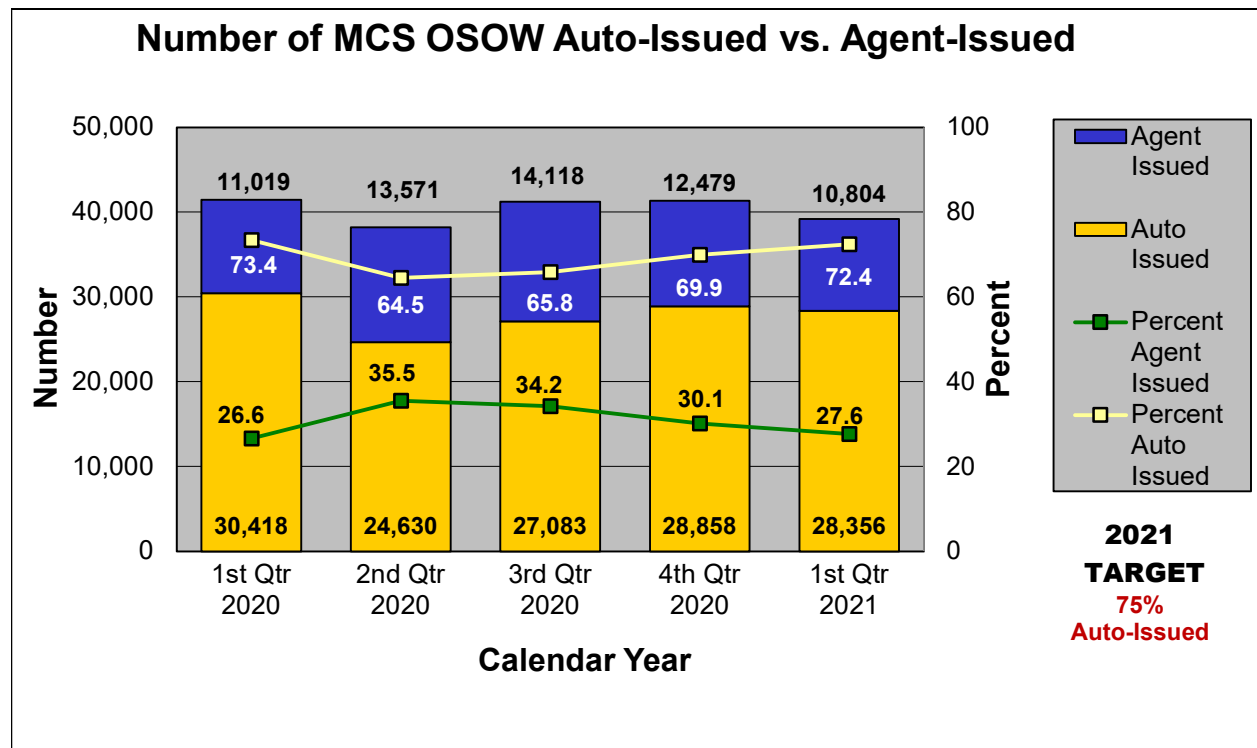
Stabilizing Resources and Engaging our Workforce

Number of cross-trained CCC agents – 6d

Result Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Measurement Driver: Tina Thurman, Motor Carrier Project Manager
Measure Updated: Biannually – April and October

Why is this important?
This measure tracks the number of Compliance Communication Center agents who are trained and cross-trained in the five major compliance registration programs Motor Carrier Services administers and the Financial section which provides support to each program. This data is important to help ensure coverage of all programs during peak volume times while not overstaffing during normal business operations.

Motor carrier system and training analysts and temporary part-time employees are not included as agents in this measure. For purposes of measuring, there are three designated agent expertise levels:

- An expert-level agent can perform all tasks and functions of the program. An expert agent independently solves complex issues and problems.
- An intermediate-level agent can perform routine tasks and functions of the program.
- A beginner-level agent can perform limited basic functions of a program.

MCS desires to have as many agents as possible at the intermediate level in multiple programs. This allows MCS to effectively utilize resources and provide outstanding customer service.

The expertise level assessment in this measure does equal current agent career ladder levels.

What does the data say?
At the time of measure development, there were 25 agents and two support staff counted in the charts below. One agent received a promotion to Training and System Analyst during this reporting period and one agent voluntarily separated from employment with MoDOT. There is currently one agent vacancy.

The data in the first chart shows the total number of core and cross trained agents by program. This information is valuable as it shows the quantity of resources available by program. The data shows Financial and OPA have gained additional resources through cross training efforts. The IRP program doesn't appear to have much cross training activity, however the IRP program has the largest number of agents. In order to provide coverage and a balanced training schedule that includes cross-training and new core agent training, only two agents from other sections had the opportunity to cross train in this rotation. During this reporting period, the IFTA program shows an increase in the overall core program resources and knowledge. This is a result of IFTA being designated as a core program to many of the IRP agents who already had significant knowledge within the program.

The data in the second chart shows the number of agents considered core within their program and their expertise level. This information is valuable as it shows where opportunities for training may exist. The data shows an increase in the core knowledge level of Financial, OPA, OSOW and UCR agents. The data for IRP appears to be unchanged. However, this program experienced the voluntary separation of an agent, and the start of two new agents. The new

Stabilizing Resources and Engaging our Workforce

agents are at the beginner level of expertise. The IFTA program experienced the most resource growth, because of the newly designated core agents.

The data in the third chart shows the total number of core and cross trained agents by program and their knowledge level within that program. This information is valuable as it shows where opportunities for cross training may exist. The data shows a high level of expertise within the OSOW program. The knowledge level within the other programs is more balanced between beginner and intermediate.

What is MCS doing to improve results?
MCS developed the DRIVE program to focus on agent development, engagement and retention.

D	Development of staff
R	Retention of staff and staff knowledge
I	Involvement of staff in other programs
V	Variety of work tasks
E	Efficiency for MCS customers and staff

A standard ciriculum was developed and DRIVE training began February, 2021. Training is held on a regular rotation schedule to include the IRP, IFTA, Financial, UCR and OPA programs, and the agents working in those programs. The OSOW program and agents will be considered in a later phase of DRIVE.

Supervisors continue to integrate cross training conversations into employee development discussions and career ladder promotion considerations.

Stabilizing Resources and Engaging our Workforce

Number of Core and Cross-Trained Compliance Communication Center Agents by Program

Percent

Legend:
- Core Agent (yellow)
- Cross Trained (blue)

Bar data by program and quarter:

Program / Quarter	Core Agent	Cross Trained
FIN 1Q 2020	4	
FIN 3Q 2020	3	
FIN 1Q 2021	3	5
IFTA 1Q 2020	1	8
IFTA 3Q 2020	1	8
IFTA 1Q 2021	8	6
IRP 1Q 2020	9	1
IRP 3Q 2020	9	2
IRP 1Q 2021	10	2
OPA 1Q 2020	3	4
OPA 3Q 2020	3	3
OPA 1Q 2021	3	5
OSOW 1Q 2020	9	
OSOW 3Q 2020	8	
OSOW 1Q 2021	9	
UCR 1Q 2020	3	20
UCR 3Q 2020	3	20
UCR 1Q 2021	3	20

CCC Program and Calendar Quarter

DESIRED TREND

N/A

Stabilizing Resources and Engaging our Workforce

Number of Compliance Communication Center <u>Core</u> Program Agents and Knowledge Level

CCC Program and Calendar Quarter

Legend:
- ■ Beginner (green)
- □ Intermediate (yellow)
- ■ Expert (blue)

DESIRED TREND

N/A

Stabilizing Resources and Engaging our Workforce

Number of Compliance Communication Center <u>Core and Cross-Trained</u> Program Agents and Knowledge Level

Legend: ■ Beginner ■ Intermediate ■ Expert

X-axis (CCC Program and Calendar Quarter):
FIN 1Q 2020, FIN 3Q 2020, FIN 1Q 2021, IFTA 1Q 2020, IFTA 3Q 2020, IFTA 1Q 2021, IRP 1Q 2020, IRP 3Q 2020, IRP 1Q 2021, OPA 1Q 2020, OPA 3Q 2020, OPA 1Q 2021, OSOW 1Q 2020, OSOW 3Q 2020, OSOW 1Q 2021, UCR 1Q 2020, UCR 3Q 2020, UCR 1Q 2021

DESIRED TREND

N/A

Stabilizing Resources and Engaging Our Workforce

Rate of Employee Turnover – 6e

Measurement Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Data Driver: Ryan Barnett, Transportation Enforcement Investigations Supervisor
Measure Updated: Quarterly

Why is this important?
This measure tracks the number of employees who leave employment from the Motor Carrier Services division annually. This measure does not include staff transferring from Motor Carrier Services to another division within MoDOT. Staff attrition includes voluntary turnover, resignations and retirements and involuntary turnover.

What does the data say?
Data is collected from the SAM II Advantage HR system and includes only salaried employees. Data is reported quarterly, with current year-to-date data included.

During the third quarter of FY21, MCS experienced two voluntary and one involuntary separation. Thus far in FY21, MCS experienced seven total separations (six voluntary and one involuntary). This resulted in an overall turnover rate of 9.86 percent, a voluntary seperation rate of 8.45 percent and an involuntary separation rate of 1.41 percent. MoDOT's overall turnover rate for the same period is 8.73 percent, the voluntary seperation rate is 7.71 percent and the involuntary turnover rate was 1 percent. MoDOT's annual turnover rate for FY21 is projected to be 11.64 percent.

MCS attrition and involuntary turnover by years of service, for FY21 to date, is as follows:
Less than 5 years of service – 5 voluntary and 1 involuntary separation.
6 to 10 years of service – 1 voluntary and 0 involuntary separations
11-15 years of service – 0 separations
16 to 25 years of service – 0 separations

During FY20, six CCC employees and three S&C employees left voluntarily, and two CCC employees and one S&C employee left involuntarily.

MCS turnover rate for calendar year 2020 was 11.11% while MoDOT's overall turnover rate was 12.02%.

What is MCS doing to improve results?
MCS is focused on enhancing employee engagement to minimize turnover within the division. Ensuring staff feel engaged in their careers, with their administration and peers is vitally important. MCS continues to work on onboarding and training procedures to assist new employees within the division. MCS is also in the midst of our D.R.I.V.E. program. This program is a combination of training, cross-training and process documentation so full-time employees can be well versed in multiple sections.

Stabilizing Resources and Engaging Our Workforce

Rate of Employee Turnover
FY21 YTD

Legend:
- MoDOT (Voluntary with recent discipline) — yellow
- MoDOT (Voluntary with no recent discipline) — blue
- MoDOT (Involuntary) — green

DESIRED TREND

N/A

Data by Location:
- NW: 0.42 / 9.05 / 1.05
- NE: 7.43 / 0.23
- KC: 0.49 / 10.51 / 1.97
- CD: 0.17 / 7.98 / 0.51
- SL: 1.30 / 6.38 / 2.46
- SW: 7.58 / 0.27
- SE: 0.41 / 5.26 / 0.97
- CO: 0.28 / 5.46 / 0.56

Central Office Rate of Employee Turnover (AI to FS)
FY21 YTD

Legend:
- MoDOT (Voluntary with recent discipline) — yellow
- MoDOT (Voluntary with no recent discipline) — blue
- MoDOT (Involuntary) — green

Data by Location:
- AI: 4.00 / 4.00
- BR: 7.50
- CC: 2.63 / 2.63
- CM: 8.97 / 1.49
- CR: 13.33
- CS: —
- DE: 3.75
- DO: —
- EC: 18.18
- EO: —
- FS: 2.00 / 2.00

Stabilizing Resources and Engaging Our Workforce

Central Office Rate of Employee Turnover (GR to TS) FY21 YTD

Rate

Legend:
- MoDOT (Voluntary with recent discipline) — yellow
- MoDOT (Voluntary with no recent discipline) — blue
- MoDOT (Involuntary) — green

Location	Value
GR*	—
GS	6.67
HR	4.55
HW	—
IS	3.33
MC	7.04 (blue), 1.41 (yellow), 1.41 (green)
MO	6.90
MT	7.69
SM	10.00
TP	1.92
TS	3.70

*Division/office size too small to report

Number of Separations by MCS Functional Unit

Number

Legend:
- Voluntary — blue
- Involuntary — yellow

Fiscal Year	Unit	Voluntary	Involuntary
2017	CCC	6	
2017	S&C	4	
2018	CCC	2	
2018	S&C	4	
2019	CCC	1	5
2019	S&C	6	1
2020	CCC	6	2
2020	S&C	3	1
YTD 2021	CCC	1	1
YTD 2021	S&C	5	

DESIRED TREND

Stabilizing Resources and Engaging Our Workforce

Number of IFTA auto-issued vs. agent-issued transactions – 6f

Result Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Measurement Driver: Ethan Aragon, Motor Carrier System & Training Analyst
Measure Updated: Annually - January

Why is this important?
This measure tracks the number of IFTA renewals in the MoDOT Carrier Express system which are automatically issued without agent intervention, versus the number issued by MCS agents. Data is collected on a federal fiscal year basis (October 1 – September 30) from reports in MCE. Only IFTA account renewals are tracked in this measure. In order to be automatically renewed for IFTA, a carrier must be compliant in all programs. This measure is based on carrier compliance and due to system limitations agents must renew non-apportioned plated carriers.

What does the data say?
During the federal fiscal year, the auto renewal process takes place from November to January while the agent-issued process runs throughout the year. Agents issued 1,004, or 14 percent of IFTA renewals for 2020. This is a 39 percent decrease in the number of agent-issued renewals compared to those of FFY19. The number of auto-issued carriers increased by 9 percent in 2020 compared to 2019. The auto-issued trend line reflects customer compliance with IFTA requirements at the time renewal information is drawn from MCE records.

What is MCS doing to improve results?
The desired trend is to increase the number of auto-issued transactions. MCS encourages customers to file in a timely manner to ensure inclusion in the auto renewal process. This communication includes postcard reminders, phone calls, newsletter notices and conversation.
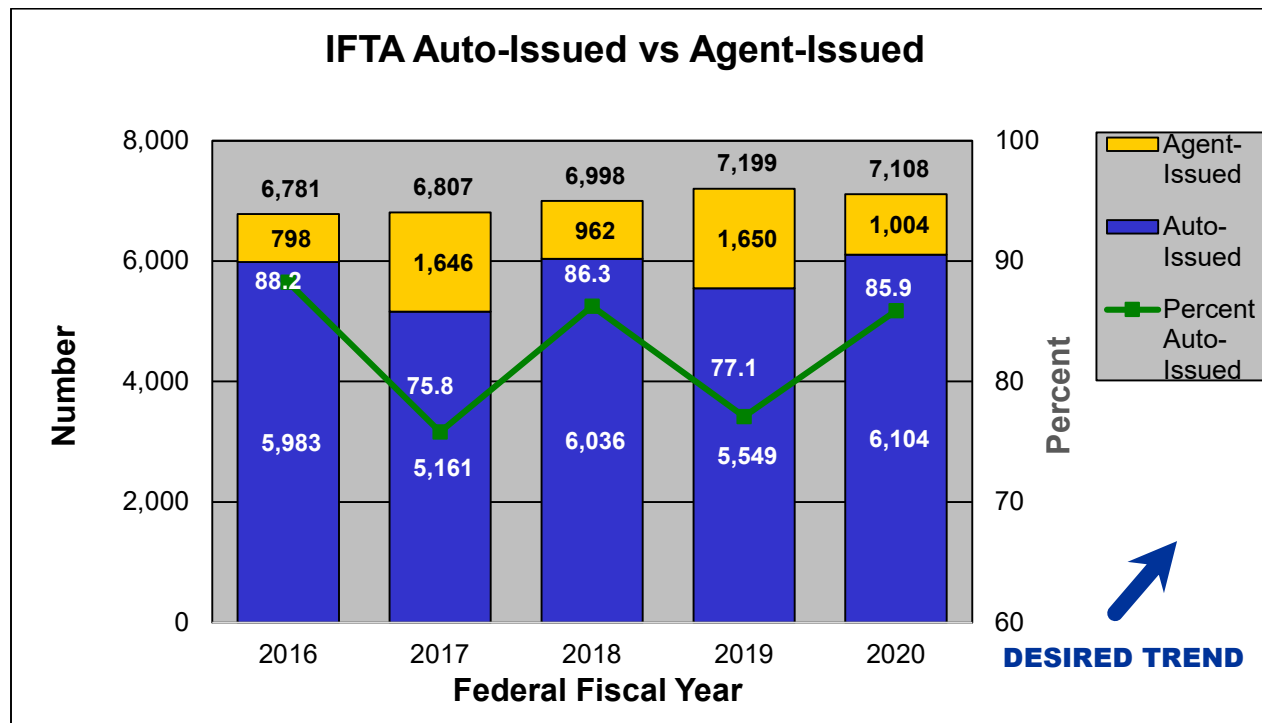
IFTA Auto-Issued vs Agent-Issued

Building a Prosperous Economy for All Missourians

Number and percent of minorities and women employed in MCS – 7a

Result Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Measurement Driver: Matt Kiefer, Motor Carrier Services Program Manager
Measure Updated: Quarterly

Purpose of the Measure
This measure tracks the number and percentage of minorities and women employed with Motor Carrier Services and compares the percentages to the target percentage obtained using the Missouri 2010 Census report data. The target percentage is the availability of minorities and women who currently possess the skills necessary to work with the division.

This measure also looks at the percentage of minorities and women within each job group in comparison to the availability of minorities and women for the specific jobs within that group. A job group is considered underutilized if the number of minorities or women within the group is less than 80% of the availability.

A diverse workforce fosters a more creative working environment by allowing a variety of perspectives to be shared within the team. Each team member brings their own unique personal circumstances and experiences to provide a variety of viewpoints on any given focus. The team is made stronger by harmonizing diverse ideas to form a resolution for any given task.

What does the data say?
Motor Carrier Services had three minority employees, making up 4.23 percent of the division's workforce during the third quarter of FY21. The number of minorities employed in the division remained the same as the third quarter of FY20.The number of minorities employed for the third quarter of FY21 also remains the same from last quarter.

The percentage of women employed in MCS during the third quarter of FY21 rose 1.4 points compared the third quarter of FY20. Motor Carrier Services had 35 women employed with the division for the third quarter in FY20 and increased to 36 in the third quarter of FY21.

The average percent of minorities and women employed in Motor Carrier Services over the previous four years is 3.66 percent and 48.83 percent, respectively.

The number of females employed in MCS is under utilized in job group 104 which is comprised of the MCS Program Manager, Transportation Enforcement Investigation Supervisors, and the Motor Carrier Compliance Supervisors. A total of 8 employees are staffed in these positions with only one being a female. The availability of women for this job group is 3.86. Job group 601 has 22 females employed which is slightly less than the availability of women which is 23.52. Job group 601 is primarily staffed with Motor Carrier Agents and also includes Office Assistants and the MCS Executive Assistant.

Minority employment is not under utilized in any of the job groups.

What is MCS doing to improve results?
MoDOT continues to conduct outreach to minority and women organizations, offers diversity training to internal employees and conducts on-boarding with new employees. MoDOT also hosts regional diversity and inclusion conferences in each district.

Building a Prosperous Economy for All Missourians

Minorities Employed in Motor Carrier Services

Legend: Number, Percent, Target

Data values:
- 2017: Number 2, Percent 2.96, Target 16.17
- 2018*: Number 2, Percent 2.73
- 2019: Number 4, Percent 4.76, Target 16.4
- 2020: Number 3, Percent 4.20, Target 16.33
- 3rd Qtr 2020: Number 3, Percent 4.23, Target 16.25
- 3rd Qtr 2021: Number 3, Percent 4.23, Target 16.29

X-axis: Fiscal Year

*Data for target percentage not available

Women Employed in Motor Carrier Services

Legend: Number, Percent, Target

Data values:
- 2017: Number 39, Percent 51.48, Target 61.27
- 2018*: Number 36, Percent 49.30
- 2019: Number 34, Percent 46.30, Target 61.23
- 2020: Number 35, Percent 48.25, Target 60.18
- 3rd Qtr 2020: Number 35, Percent 49.30, Target 61.11
- 3rd Qtr 2021: Number 36, Percent 50.70, Target 60.00

X-axis: Fiscal Year

*Data for target percentage not available

Building a Prosperous Economy for All Missourians
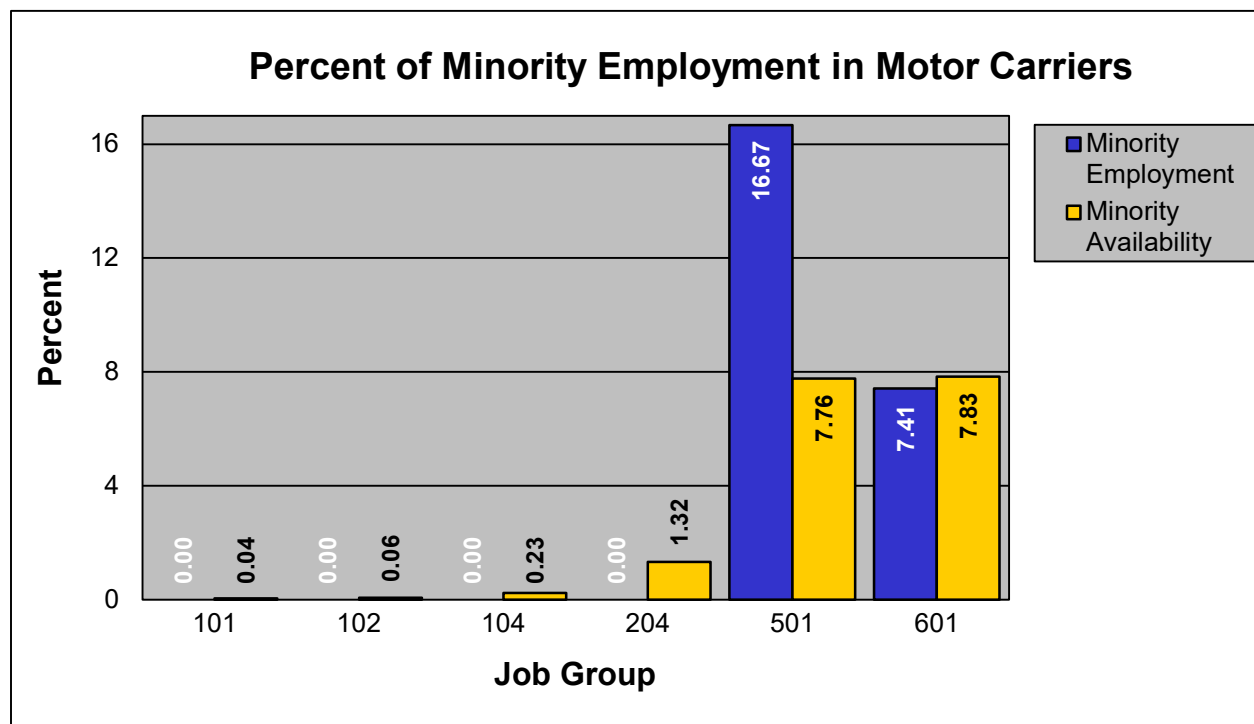
Percent of Minority Employment in Motor Carriers

Job Group legend:

101 – MCS Director
102 – Assistant MCS Director and MCS Administrators
104 – MCS Program Manager, Transportation Enforcement Investigations Supervisors and Motor Carrier Compliance Supervisors
204 – Motor Carrier Project Managers, Motor Carrier Investigations Specialists and Transportation Enforcement Investigators
501 – MCS System and Training Analysts and Senior Motor Carrier Technician
601 – Motor Carrier Agents, Executive Assistant and Senior Office Assistants

Job Group	Total Employed	Minority Employed	Availability
101	1	0	0
102	3	0	0
104	8	0	.02
204	26	0	.34
501	6	1	.47
601	27	2	2.11

Building a Prosperous Economy for All Missourians
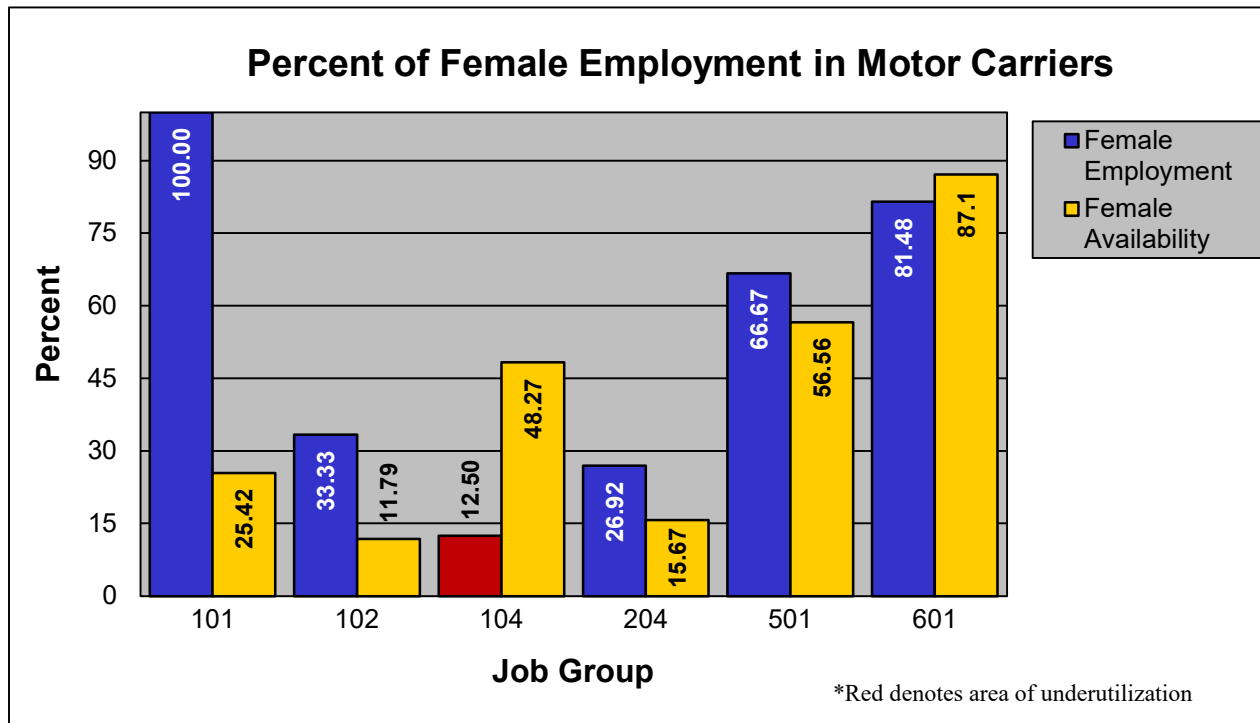
Percent of Female Employment in Motor Carriers

Legend:
- ■ Female Employment (blue)
- ■ Female Availability (yellow)

Job Group values (blue = Female Employment, yellow = Female Availability):
- 101: 100.00 / 25.42
- 102: 33.33 / 11.79
- 104: 12.50 (red) / 48.27
- 204: 26.92 / 15.67
- 501: 66.67 / 56.56
- 601: 81.48 / 87.1

X-axis: Job Group
Y-axis: Percent (0, 15, 30, 45, 60, 75, 90)

*Red denotes area of underutilization

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101 – MCS Director
102 – Assistant MCS Director and MCS Administrators
104 – MCS Program Manager, Transportation Enforcement Investigations Supervisors and Motor Carrier Compliance Supervisors
204 – Motor Carrier Project Managers, Motor Carrier Investigations Specialists and Transportation Enforcement Investigators
501 – MCS System and Training Analysts and Senior Motor Carrier Technician
601 – Motor Carrier Agents, Executive Assistant and Senior Office Assistants

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Job Group	Total Employed	Female Employed	Availability
101	1	1	.25
102	3	1	.35
104	8	1	3.86
204	26	7	4.07
501	6	4	3.39
601	27	22	23.52

Building a Prosperous Economy for All Missourians

Result Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Measurement Driver: Ethan Aragon, MCS System and Training Analyst
Measure Updated: Annually – April

Why is this important?
Commercial motor carrier freight movement in Missouri is critical for the efficient movement of goods in and through the state. The International Fuel Tax Agreement allows IFTA qualified motor carriers to obtain an IFTA license if they operate in two or more jurisdictions, at a registered weight exceeding 26,001 lbs or having more than two axles regardless of weight. There are nearly 7,800 IFTA customers registered in Missouri and thousands more that travel through the state. All IFTA customers file quarterly and annual tax returns which are processed to ensure each jurisdiction receives its fair share of fuel tax revenue.

What does the data say?
Total IFTA-qualified Missouri-based carriers traveled 1,029,662,279 miles in Missouri during the fourth quarter of 2020. This brings IFTA miles traveled by Missouri carriers up to more than 4.1 billion miles in 2020.

In addition, IFTA-qualified carriers based in other jurisdictions traveled 857,552,336 miles in Missouri during the fourth quarter, bringing the total for other jurisdictions to nearly 3.3 billion miles during 2020.

The combined total of IFTA qualified miles in Missouri in 2020 is 7.3 billion miles.

What is MCS doing to improve results?
Although market forces drive the number of miles traveled by carriers and the paths they take, MCS attempts to make IFTA renewal and compliance with program requirements as simple and convenient as possible. These efforts result in excellent customer service scores, and perhaps, influence carriers' route choices.

Building a Prosperous Economy for All Missourians
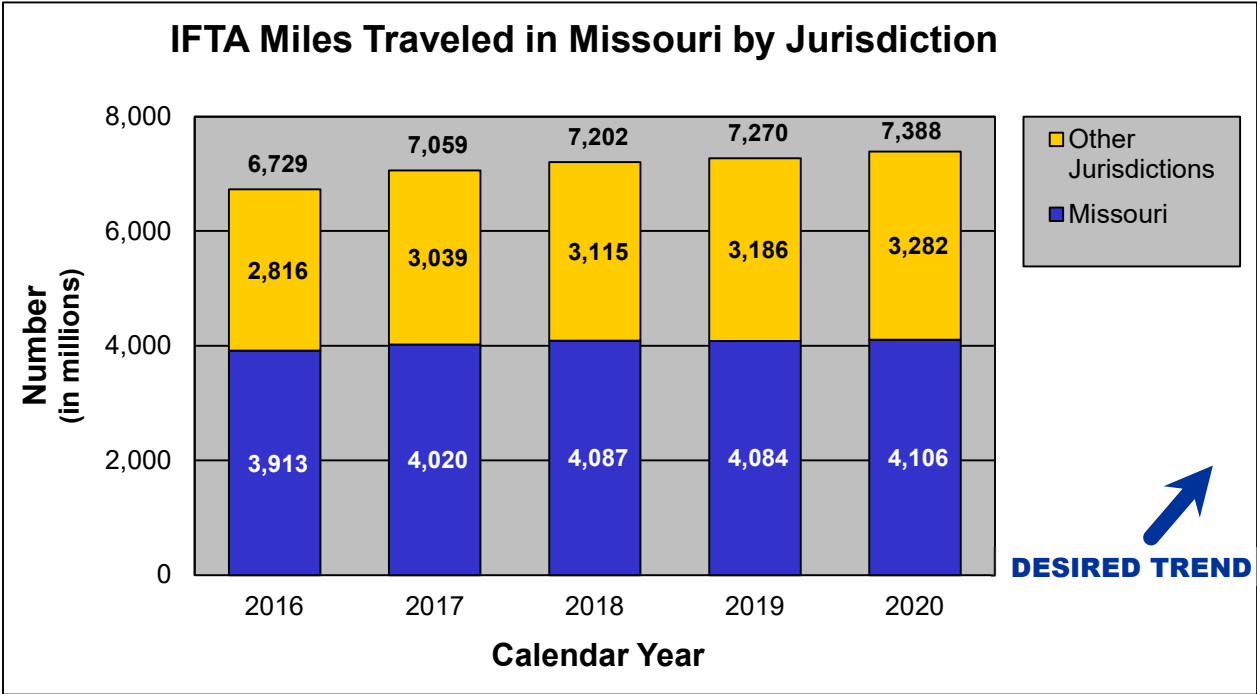
IFTA Miles Traveled in Missouri by Jurisdiction

Number (in millions) (vertical axis)

Year	Other Jurisdictions	Missouri	Total
2016	2,816	3,913	6,729
2017	3,039	4,020	7,059
2018	3,115	4,087	7,202
2019	3,186	4,084	7,270
2020	3,282	4,106	7,388

Legend:
- Other Jurisdictions
- Missouri

Calendar Year (horizontal axis)

DESIRED TREND

Building a Prosperous Economy for All Missourians

Result Driver: Eric Bernskoetter, Assistant Motor Carrier Services Director
Measurement Driver: Michael Yoder, Motor Carrier Compliance Supervisor
Measure Updated: Quarterly

Why is this important?
Knowing the number of power units and trailers registered to Missouri in the International Registration Plan helps Motor Carrier Services track industry trends and manage workload.

What does the data say?
The chart includes registration data from 2016 through third quarter of 2020 that was drawn from the IRP Inc., clearinghouse. The information originated from MoDOT Carrier Express entries made by carriers and MCS employees. In order to include data on late filers, this measure reports carriers' registration information as final one quarter following their registration.

During the fourth quarter of 2020, 8,642 power units and 1,822 trailers were registered. This is a 33 percent decrease from the fourth quarter of 2019, when 7,695 power units and 7,863 trailers were registered. In addition to new registrations and renewals, MCS staff continually maintain daily registration and account service for all Missouri IRP fleets.

The pie chart for fourth quarter of 2020 includes registration data from first, second and third quarters of 2020. This information was drawn from the IRP Inc., clearinghouse. The information provided for the fourth quarter by the clearinghouse originates from MCE entries made by carriers and MCS employees primarily during the fourth quarter of 2020 but also includes data from the third quarter of 2020, due to late filers.

Of the 10,464 units MCS registered in the fourth quarter of 2020, about 84 percent (8,837) were owned by 2,179 small-fleet companies. The medium-fleet companies, those who own 500 to 999 units, made up 0 percent of Missouri IRP-registered units. The remaining 16 percent (1627) of those registered, belong to one motor carrier companies with a large fleet of more than 1,000 units.

What is MCS doing to improve results?
MCS' IRP section continuously streamlines processes by cross training agents, incorporating daily workload tasks and providing excellent customer service to handle a vast number of vehicle and trailer registrations, ultimately advancing economic development in Missouri.

Building a Prosperous Economy for All Missourians

Power Units and Trailers Registered in IRP

Units (vertical axis)
Calendar Year (horizontal axis)

Legend:
- 2016
- 2017
- 2018
- 2019
- 2020

Total Power Units:
- 2016: 63,898
- 2017: 65,258
- 2018: 66,164
- 2019: 67,037
- 2020: 67,548

Total Trailers:
- 2016: 43,033
- 2017: 41,837
- 2018: 40,601
- 2019: 50,954
- 2020: 39,113

Total Units:
- 2016: 106,931
- 2017: 107,095
- 2018: 106,765
- 2019: 117,991
- 2020: 106,661

DESIRED TREND

N/A

Power Units and Trailers Registered in IRP
4Q 2020

Legend:
- 1 to 499 Units in Fleet
- 500 to 999 Units in Fleet
- 1,000 + Units in Fleet

1627 — 16%

8,837 — 84%

1 Motor Carrier Company

2,179 Motor Carrier Companies

Building a Prosperous Economy for All Missourians

Power Units and Trailers Registered in IRP
3Q 2020

Legend:
- ■ 1 to 499 Units in Fleet
- □ 500 to 999 Units in Fleet
- ■ 1,000 + Units in Fleet

5,870
42.2%

8,056
57.8%

2,291 Motor Carrier Companies

2 Motor Carrier Companies

Power Units and Trailers Registered in IRP
2Q 2020

Legend:
- ■ 1 to 499 Units in Fleet
- □ 500 to 999 Units in Fleet
- ■ 1,000 + Units in Fleet

8,333
47.6%

8,196
46.8%

983
5.6%

2,016 Motor Carrier Companies

3 Motor Carrier Companies

1 Motor Carrier Company

Building a Prosperous Economy for All Missourians

Power Units and Trailers Registered in IRP
1Q 2020

Legend:
- ■ 1 to 499 Units in Fleet (blue)
- ■ 500 to 999 Units in Fleet (yellow)
- ■ 1,000 + Units in Fleet (green)

- 26,285 / 40.6% — 3,963 Motor Carrier Companies
- 754 / 1.2% — 1 Motor Carrier Company
- 37,720 / 58.2% — 7 Motor Carrier Companies

Power Units and Trailers Registered in IRP
YTD CY 2020

Legend:
- ■ 1 to 499 Units in Fleet (blue)
- ■ 500 to 999 Units in Fleet (yellow)
- ■ 1,000 + Units in Fleet (green)

- 51,374 / 44.2% — 8,270 Motor Carrier Companies
- 1,737 / 1.8% — 2 Motor Carrier Companies
- 53,550 / 54% — 12 Motor Carrier Companies

April 2021

Multimodal Operations

Division Tracker Performance Report

Tracker

MoDOT VALUES

TANGIBLE RESULTS

SAFETY
Be Safe

Keep Customers and Ourselves Safe

SERVICE
Be Accountable
Be Respectful
Be Inclusive

Provide Outstanding Customer Service
Deliver Transportation Solutions of Great Value
Use Resources Wisely

STABILITY
Be Bold
Be Better
Be One Team

Keep Roads and Bridges in Good Condition
Operate a Reliable and Convenient Transportation System
Advance Economic Development

So we can be a great organization.

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*ADBA = As data becomes available

Multimodal Operations Division Tracker
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*ADBA = As data becomes available

RESULT DRIVER:
Amy Ludwig, Administrator of Aviation

MEASUREMENT DRIVER:
Andrew Hanks, Aviation Programs Manager

KEEP CUSTOMERS AND OURSELVES SAFE

Percent of airport runways pavement in good condition

PURPOSE OF THE MEASURE:
This measure tracks the condition of paved runways at Missouri's 102 public airports that are eligible to receive federal or state aviation funds. MoDOT places a high priority on maintaining good airport pavement conditions.

MEASUREMENT AND DATA COLLECTION:
This measure identifies the overall percentage of airport runway pavements at publicly-owned, public-use airports and reliever airports in the state that are in good condition. This measure also includes the percentage of business-capable runway pavements in Missouri that are in good condition. Business-capable airports are a subset of all public airports with runways of 5,000 feet or more. There are currently 36 in the state.

Pavement condition is determined using Federal Aviation Administration's guidelines and identified through physical inspection. A pavement inspection is completed at each airport at least once every three years. All data for this measure is collected by monitoring airport developments and FAA records. This is an annual measure reported in January.

Since 2013, runway pavement conditions have consistently held steady between 85 percent and 91 percent in good condition. This trend continued in 2020, with 90 percent of all Missouri public-use airport runways in good condition and 89 percent of business-capable runways (5000 feet +) in good condition. MoDOT has utilized pavement maintenance packages and pavement monitoring through Pavement Condition Index (PCI) studies to maintain pavement conditions. PCI study data helps MoDOT and communities stay informed of their pavement needs and program funds appropriately while coordinating with the FAA on major rehabilitation and reconstruction projects.

Maintaining a high percentage of runways in good condition remains a challenge due to significant airport needs and limited funding. Projects such as obstruction removal, safety equipment, airport expansion, hangars, terminals, and fuel facilities all compete with pavement projects for funding. Pavement conditions remain a high priority of MoDOT and the FAA, so efforts are made to time projects to meet other needs between maintenance and rehabilitation projects. This approach has proven successful in maintaining a high percentage of runways in good condition.

Percent of Public Airport Runway Pavements in Good Condition

All Public Airport Runways*: 79, 81, 85, 86, 88, 87, 87, 87, 85, 89 (2011–2020)

Business-Capable Airport Runways: 86, 86, 86, 91, 91, 89, 91, 89, 87, 90 (2011–2020)

X-axis: Calendar Year (2011–2020)

*Includes only public airports that are eligible to receive federal or state aviation funds

Desired Trend: ↗
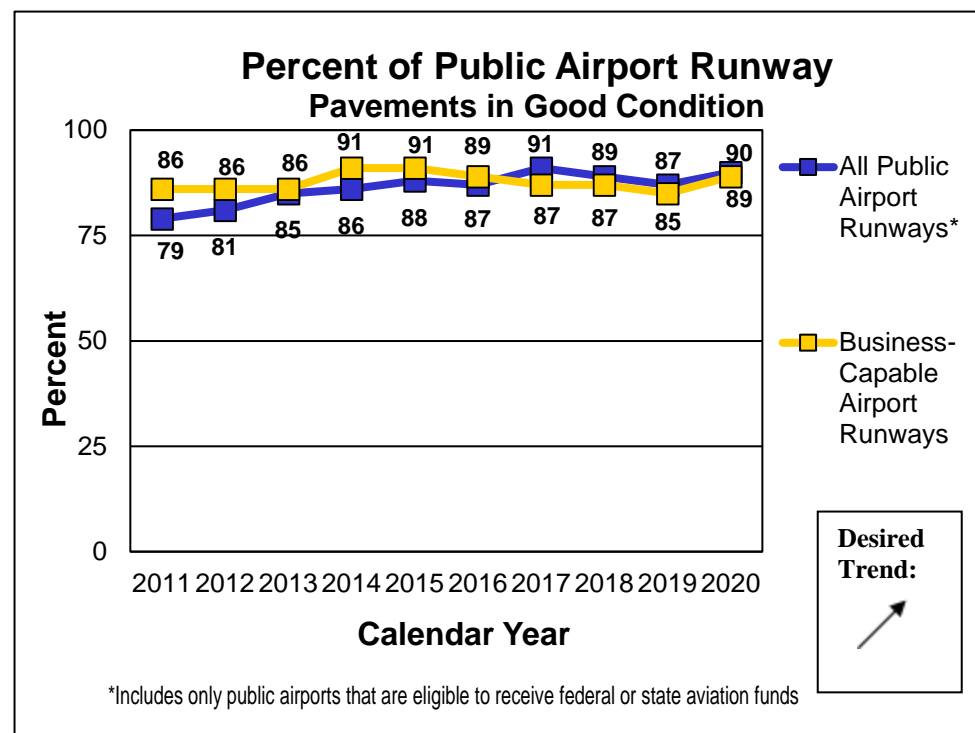
RESULT DRIVER:
Andrew Hanks, Aviation Programs Manager

MEASUREMENT DRIVER:
Kyle LePage, Senior Aviation Construction Inspector

PURPOSE OF THE MEASURE:
The purpose of this measure is to document MoDOT Aviation Section project managers' response time to Sponsors regarding comments generated during review of aviation design plans that are near 100% complete for bidding purposes.

MEASUREMENT AND DATA COLLECTION:
The date stamp on the design plan triggers the review date counting period, which ends upon the date the project manager sends review comments to the Sponsor. The project manager reviews the plans and provides comments indicating whether design plans are acceptable as submitted or explaining any necessary changes.

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Average number of days to review Airport Design Plans

The average Design Plan review time was 24 days this quarter. The shortest review period was 21 days, and the longest was 27 days. Two plan sets were reviewed. Both were general reviews with no full reviews conducted. The number of plans received for review is generally cyclical, as typically more plans are reviewed preparing for the traditional construction season in calendar year quarters one and two. This quarter had fewer plan reviews than is typical for the first quarter of the calendar year, but much like last year, this is likely due to project delays resulting from the COVID-19 pandemic.
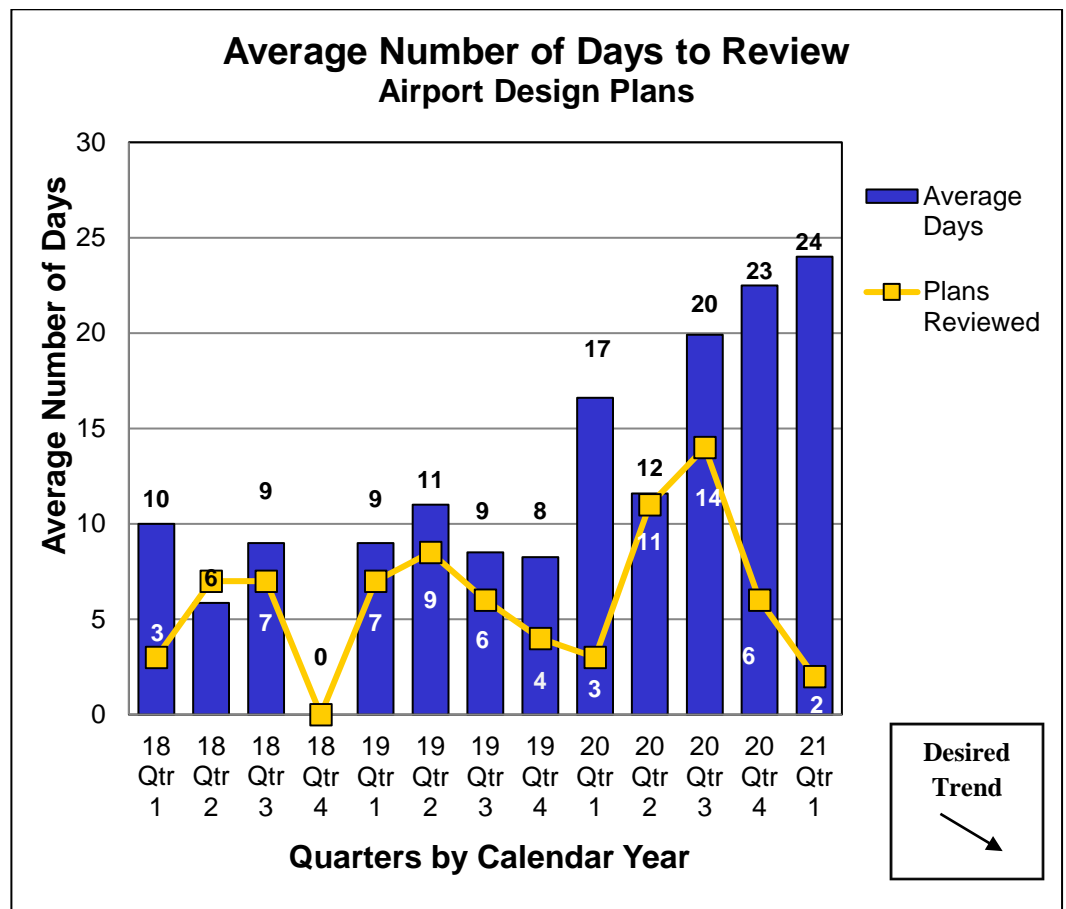
Average Number of Days to Review Airport Design Plans

PURPOSE OF THE MEASURE:

This measure tracks the number of airport safety inspection deficiencies corrected over a three-year period at each general aviation airport inspected. MoDOT does not have regulatory enforcement authority, but can provide federal and/or state grant funding to correct safety issues. This measure is updated annually.

MEASUREMENT AND DATA COLLECTION:

The current total of 114 non-commercial public-use airports are inspected over a three-year period. Approximately one-third of the airports are inspected each year. The 2020 inspection schedule was adjusted to accommodate travel restrictions imposed by COVID-19. This year's data compares the 38 airports inspected in 2020 to airports last inspected between 2017-2019.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Inspection-identified airport safety improvements

MoDOT performs safety inspections at all non-commercial public-use airports over a period of three years. This measure shows how MoDOT impacts public-use airports through airport safety inspections and provides an indication of how well airports are responding to inspection items through mitigation and safety enhancements.

The desired trend for this metric is to see an increase in the number of completed safety enhancements. However, there are many obstacles to safety compliance. Some of the design-related safety enhancements require more funding than is typically available to many general aviation airports. Projects to correct airport geometry may cost millions of dollars, making the typical 10 percent local match a challenge. The data is divided into federal and non-federal airports, because federal airports have more funding options available for safety improvements. The data over the last four years has fluctuated only slightly, indicating that the number of safety enhancements completed for both federally-funded and state-funded airports may have reached a plateau. In recent years, airport sponsors have been more proactive in addressing safety improvements on their own. As in past years, the 2020 inspections reflect a greater percentage of enhancements completed at airports eligible for federal funding as compared to airports that are not eligible for federal funds. Pavement maintenance package projects designed for airports without federal funding have resulted in many additional safety enhancements at these airports.

The Aviation Section staff works with airport sponsors on a continuing basis to identify ways to address critical safety needs, and encourages airport sponsors to identify and correct routine safety items.

Percent of Safety Enhancements Completed

Calendar Year	Non-Federal	Federal
2017	41	59
2018	41	54
2019	45	62
2020	42	61

Desired Trend ↗

MEASUREMENT DRIVER:
Brian Boehmer, Aviation Operations Manager

PURPOSE OF THE MEASURE:

The purpose of this measure is to track the fund balance of the State Aviation Trust Fund Account versus the amount obligated and tentatively allocated to ensure that the balances are spent down to fully utilize available funds.

MEASUREMENT AND DATA COLLECTION:

Multimodal receives a monthly statement from the Department of Revenue showing the amount deposited into the fund. Multimodal maintains an account spreadsheet on the fund and measures the amount in the fund as a quarterly measurement on the 1st of each quarter. Data was not collected for April 2020 due to COVID-19.

USE RESOURCES WISELY

State Aviation Trust Fund Balance vs. Amount Obligated and Tentatively Allocated Funds

The State Aviation Trust Fund continues to be aggressively programmed in an effort to deliver transportation solutions of great value. As shown on the following graph, obligated and tentatively allocated funds exceed the current fund balance, even with a substantial increase in deposits into the Fund in recent months.

When MoDOT and the airport sponsor enter into a grant agreement using Aviation Trust Funds, funds are not obligated for the project until a pay request is received. Therefore, about $1.3 million of the "tentatively allocated" funds are actual grant commitments that fall into this category.

The Aviation Trust Fund is currently experiencing a decline in revenues due to COVID-19 impacts upon the aviation industry. As a result, the Aviation Section will not authorize new projects utilizing Aviation Trust Funds until current project commitments can be met.

State Aviation Trust Fund Balance vs. Amount Obligated and Tentatively Allocated

Legend:
- Tentatively Allocated (yellow)
- Obligated (blue)
- Fund Balance (green line)

Desired Trend for Fund Balance ↘

Data by Date:

Date	Tentatively Allocated	Obligated	Fund Balance
Apr 1, 2019	$7,993	$1,528	$8,755
July 1, 2019	$12,185	$1,489	$9,360
Oct 1, 2019	$10,496	$1,788	$8,949
Jan 1, 2020	$10,174	$1,733	$8,486
July 1, 2020	$10,309	$2,146	$8,882
Oct 1, 2020	$7,396	$3,056	$8,305
Jan 1, 2021	$7,237	$3,097	$7,366
Apr 1, 2021	$7,094	$2,119	$5,756

State Aviation Trust Fund Balance

Chart showing the State Aviation Trust Fund Balance with Amount (in thousands) on the y-axis ranging from $0 to $15,000 and Date on the x-axis from Apr 1, 2017 to Apr 1, 2021.

Data labels shown: $8,739, $6,015, $8,755, $8,684, $5,756

Desired Trend (with downward arrow)

MEASUREMENT DRIVER:

Michelle Niles, Airport Project Technician

PURPOSE OF THE MEASURE:

The purpose of this measure is to track the fund balance of federal Airport Improvement Program funds received versus the amount obligated and tentatively allocated to ensure that the balances are spent down to fully utilize available funds.

MEASUREMENT AND DATA COLLECTION:

The federal Airport Improvement Program fund balances are tracked internally by MoDOT's Financial Services Division and by Multimodal. Multimodal measures the amount in the fund as a quarterly measurement on the 1st of each quarter. This information was not collected in April 2020 due to COVID-19.

USE RESOURCES WISELY

Federal Airport Improvement Program Fund Balance vs. Amount Obligated and Tentatively Allocated Funds

MoDOT continues to work with airport sponsors to move projects forward on an accelerated schedule. This includes earlier coordination with airport sponsors on projects to utilize expiring non-primary entitlements and condensed schedules for project initiation and completion.

Over the past quarter, the amount of allocated and tentatively allocated funds decreased, as did the overall federal fund balance. This is typical for this time of year, since many airports are now planning projects for the upcoming construction season. The balance is at a record high for this quarter due to the receipt of several supplemental appropriation and discretionary grants for airport projects this grant cycle. Sixty-five percent of the current federal fund balance has been obligated or tentatively allocated for airport projects. This percentage is lower than recent quarters because of the large amount of non-primary entitlement funding received in Federal Fiscal Year 2020. These funds were issued at a one hundred percent federal participation rate, and as a result all entitlement funds that had been or would have been banked with the Federal Aviation Administration were requested in this grant cycle. Airports are starting to utilize these funds, but it will be some time before most airports expend them.

Federal Airport Improvement Program
Fund Balance vs. Amount Obligated and Tentatively Allocated

Legend:
- Unobligated Funds
- Tentatively Allocated
- Obligated
- Fund Balance

Y-axis: Amount (in thousands)

X-axis: State Fiscal Year Quarterly Period

Data by quarter:

Period	Fund Balance	Unobligated Funds	Tentatively Allocated	Obligated
April 1, 2018	$49,273	$10,877	$22,250	$16,152
July 1, 2018	$38,009	$9,064	$24,122	$4,823
October 1, 2018	$52,361	$10,690	$21,813	$20,165
January 1, 2019	$51,163	$11,846	$15,929	$23,388
April 1, 2019	$48,329	$10,968	$16,336	$21,025
July 1, 2019	$38,623	$57_	$28,086	$13,812
October 1, 2019	$52,795	$6,116	$31,283	$15,396
January 1, 2020	$45,521	$10,417	$17,543	$17,561
July 1, 2020	$42,851	$8,298	$23,612	$10,941
Oct 1, 2020	$70,211	$12,080	$42,141	$15,990
Jan 1, 2021	$73,443	$22,771	$42,034	$8,638
Apr 1, 2021	$69,698	$24,715	$41,481	$3,502

Desired Trend

Federal Airport Improvement Fund Balance
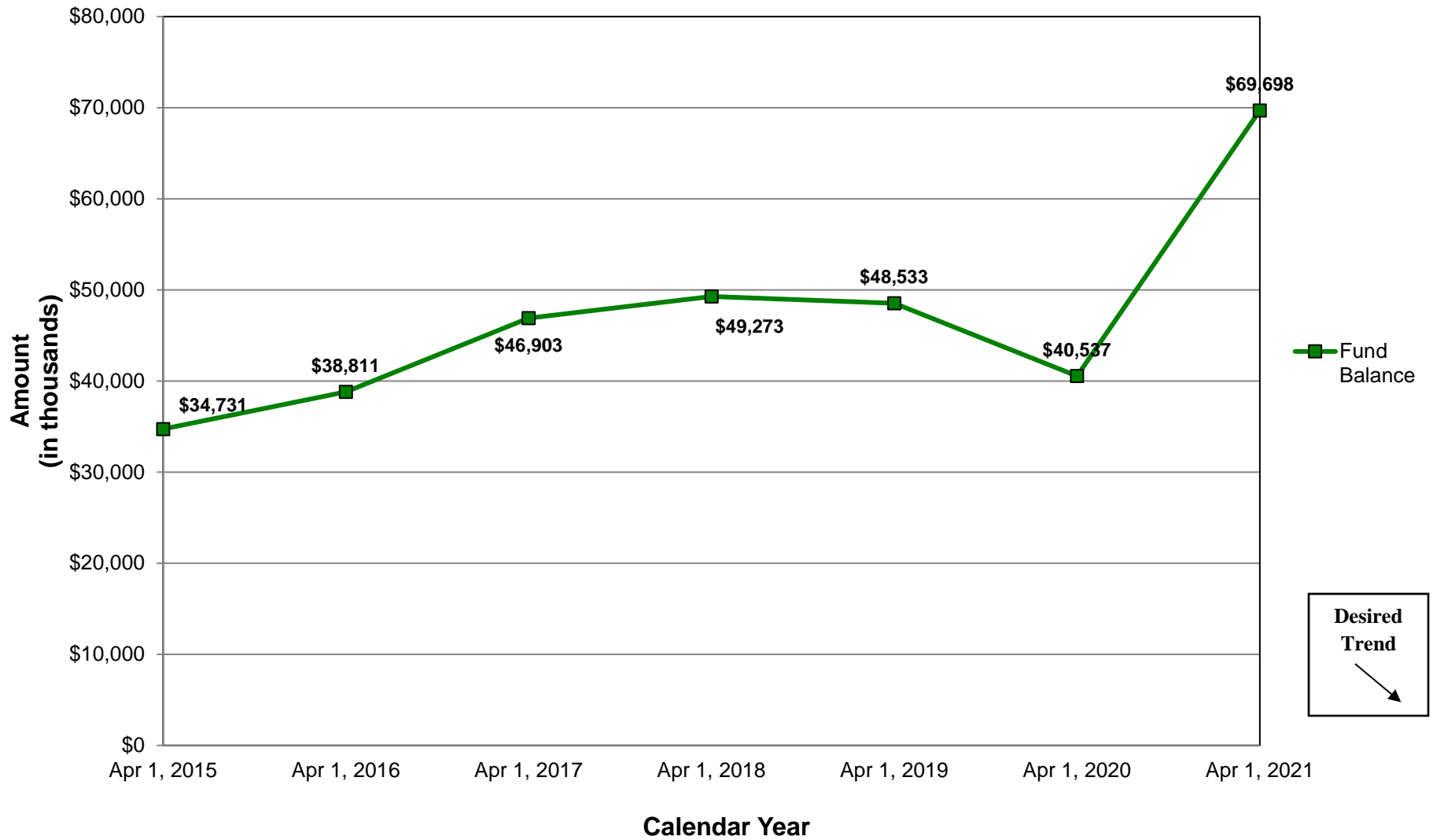
MEASUREMENT DRIVER:
Greg Leary, Railroad Projects Manager

PURPOSE OF THE MEASURE:
The purpose of this measure is to track the fund balance of the Grade Crossing Safety Program (federal and state) to help ensure the effectiveness of the program.

MEASUREMENT AND DATA COLLECTION:
Multimodal receives monthly statements from Department of Revenue and Federal Highway Administration detailing the amounts deposited in the Grade Crossing Safety Account (GCSA) and apportioned into the federal Section 130 Fund. These amounts are tracked by Multimodal and reported in this measure.

USE RESOURCES WISELY

Grade Crossing Safety Program (GCSA & Section 130) fund balances

The Grade Crossing Safety Program has expended approximately $4.6 million through the second quarter of 2021, and has $8.3 million obligated as shown in the charts below.

The end of the second quarter program balance is $26.1 million (GCSA - $3.3 million and Section 130 - $22.8 million). The GCSA fund has $1.9 million and the Section 130 fund has $16.0 million available to obligate to new projects.

Additional funds will be obligated in administering two FRA CRISI grants received. The 2017 grant will expend 1.7 million in GCSA funds and the 2020 grant will expend 1.5 million in GCSA and 4.0 million in Section 130 funds. The 2017 grant funds will be obligated in FY21 and the 2020 grant funds will be obligated in FY22. The actual expenditures will occur in FY21-25.

Section 130 and GCSA Expenditures

Fiscal Year	State GCSA	Federal 130	Total
2016	$2.8	$10.0	$12.8
2017	$1.4	$6.2	$7.6
2018	$1.3	$5.3	$6.6
2019	$0.9	$4.2	$5.1
2020	$1.2	$4.9	$6.1
2021	$0.9	$3.6	$4.6

Legend: ▪ Federal 130, ▪ State GCSA

Desired Trend ↗
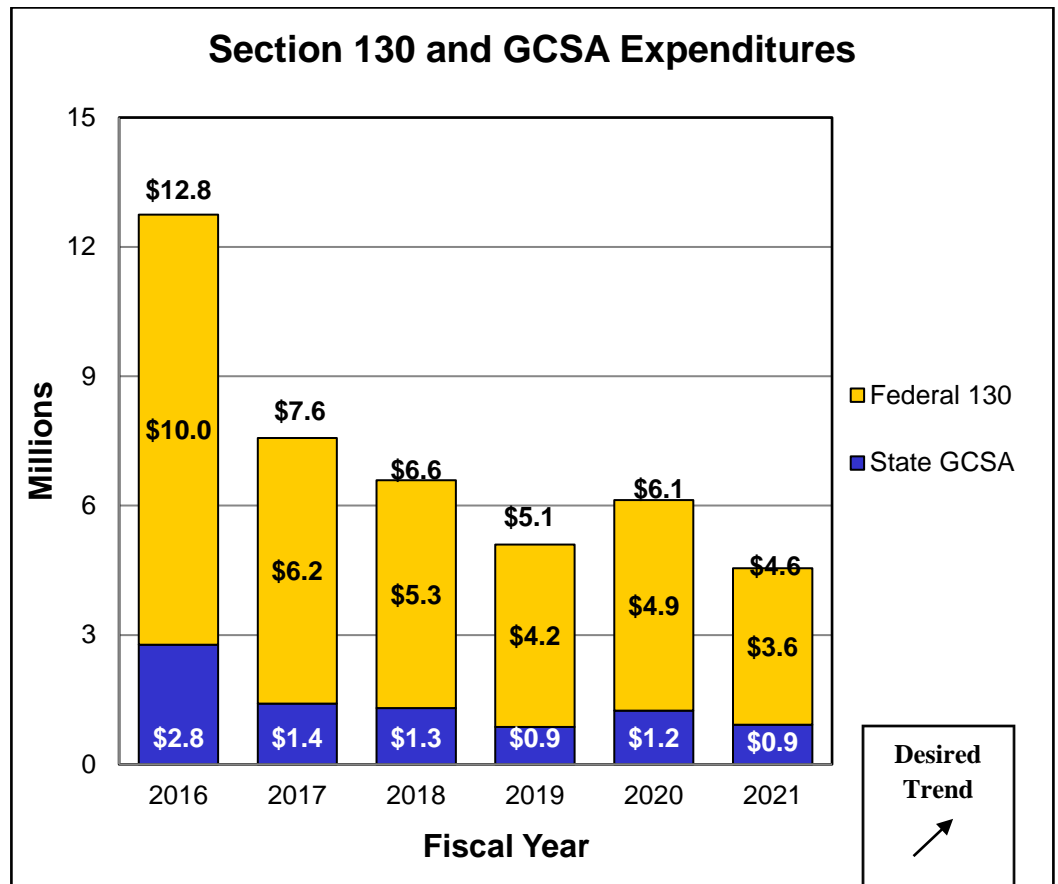
Grade Crossing Safety Account Balance
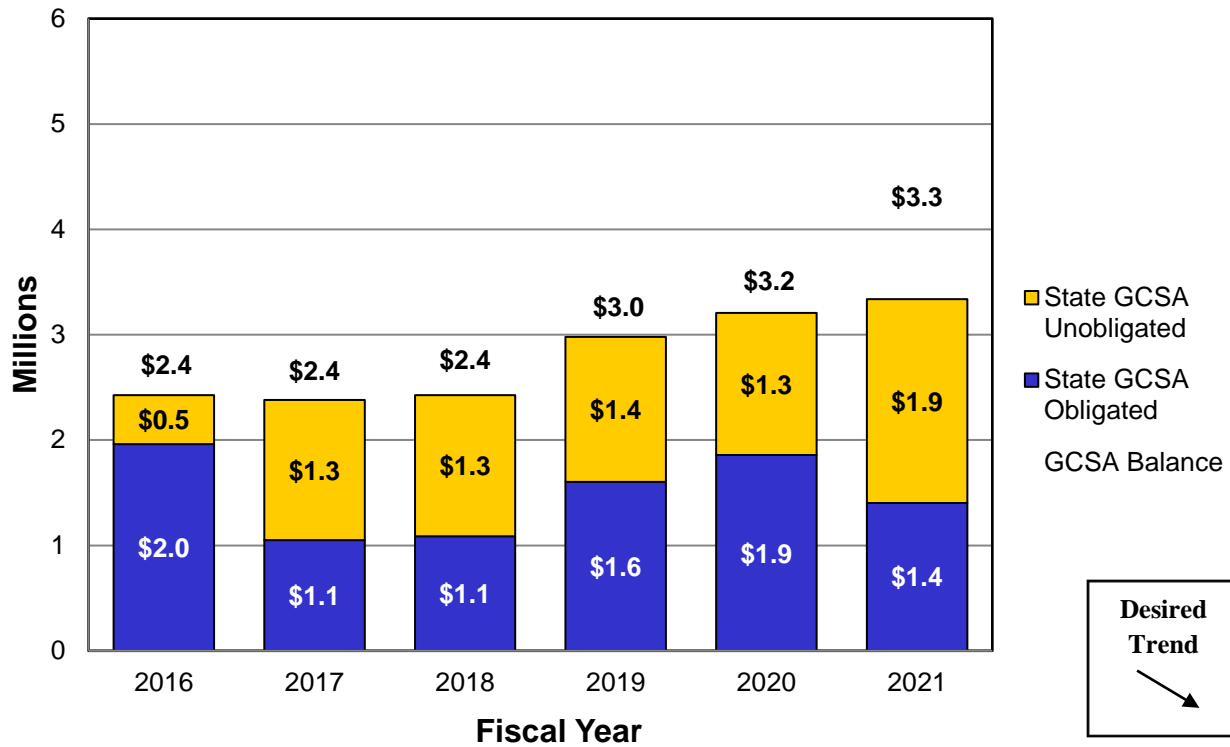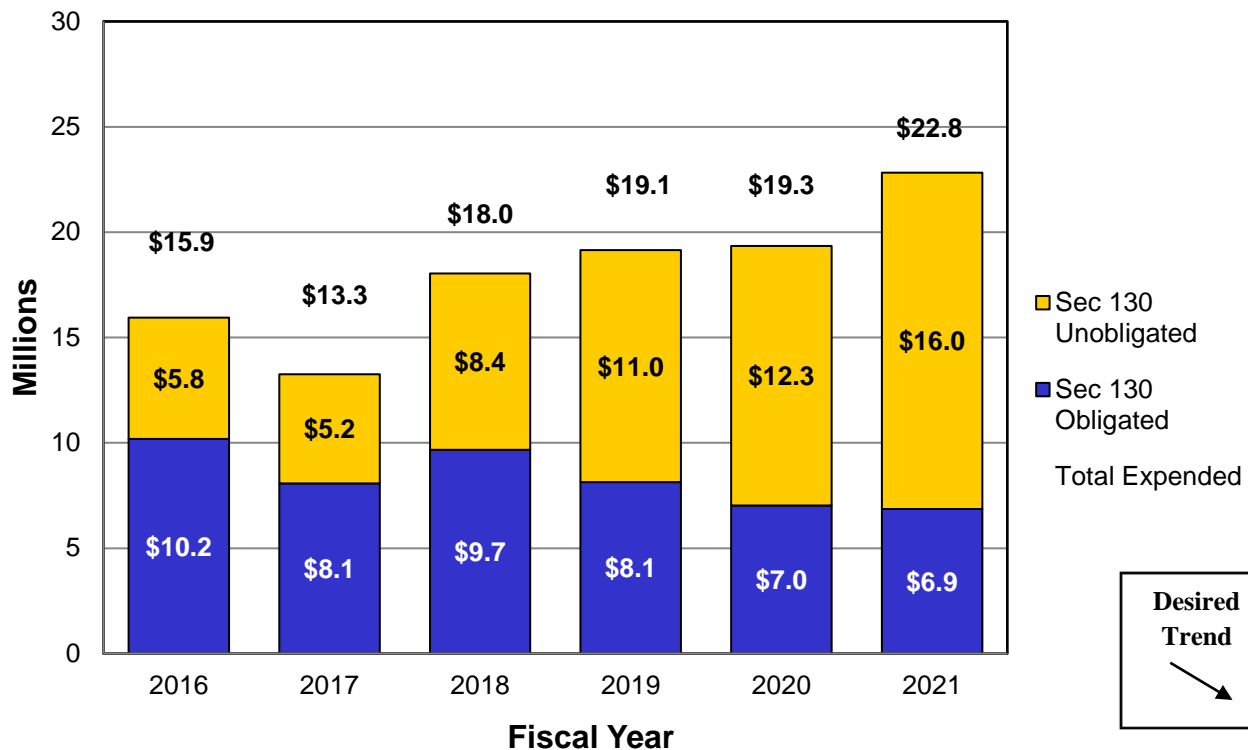
Chart: stacked bar chart, "Millions" (y-axis, 0 to 6) vs "Fiscal Year" (x-axis).

Legend:
- State GCSA Unobligated (yellow)
- State GCSA Obligated (blue)
- GCSA Balance

Fiscal Year	State GCSA Obligated	State GCSA Unobligated	Total
2016	$2.0	$0.5	$2.4
2017	$1.1	$1.3	$2.4
2018	$1.1	$1.3	$2.4
2019	$1.6	$1.4	$3.0
2020	$1.9	$1.3	$3.2
2021	$1.4	$1.9	$3.3

Desired Trend ↘

Section 130 Fund Balance

Chart: stacked bar chart, "Millions" (y-axis, 0 to 30) vs "Fiscal Year" (x-axis).

Legend:
- Sec 130 Unobligated (yellow)
- Sec 130 Obligated (blue)
- Total Expended

Fiscal Year	Sec 130 Obligated	Sec 130 Unobligated	Total
2016	$10.2	$5.8	$15.9
2017	$8.1	$5.2	$13.3
2018	$9.7	$8.4	$18.0
2019	$8.1	$11.0	$19.1
2020	$7.0	$12.3	$19.3
2021	$6.9	$16.0	$22.8

Desired Trend ↘

RESULT DRIVER:
Greg Leary, Railroad Projects Manager

MEASUREMENT DRIVER:
Greg Leary, Railroad Projects Manager

PURPOSE OF THE MEASURE:
This measure tracks the number of public highway-rail grade crossings that have been closed to vehicular traffic either as a result of outright closure or a cooperative project to upgrade an adjacent crossing.

MEASUREMENT AND DATA COLLECTION:
There are approximately 3,189 public crossings in Missouri. Of those crossings 1,696 are active crossings. An active crossing is equipped with some type of a warning device. The remaining 1,468 crossings are passive. A passive crossing is protected only with a sign. All passive crossings are equipped with cross buck signs but could also have a yield or stop sign displayed. Closures are usually achieved by closing a crossing and upgrading a nearby crossing. Another way to close multiple crossings is by building a grade separation.

KEEP CUSTOMERS AND OURSELVES SAFE

Number of public highway-rail crossing closures

In the second quarter of fiscal year 2021, there has not been a crossing closure.

Railroad project staff (RRP) is constantly pursuing crossing closures by attending city and county government sponsored meetings to discuss projects to improve overall grade crossing safety. Those corridor projects include upgrades to flashing lights and gates and cost share funding of local grade separated bridges in conjunction with the closure of redundant crossings.

Two new bridge projects are currently in the construction phase and should allow closure of two more crossings this fall.

For the rest of FY21, RRP has a corridor project containing four closures along the BNSF Cherokee Subdivision in the Southwest district.
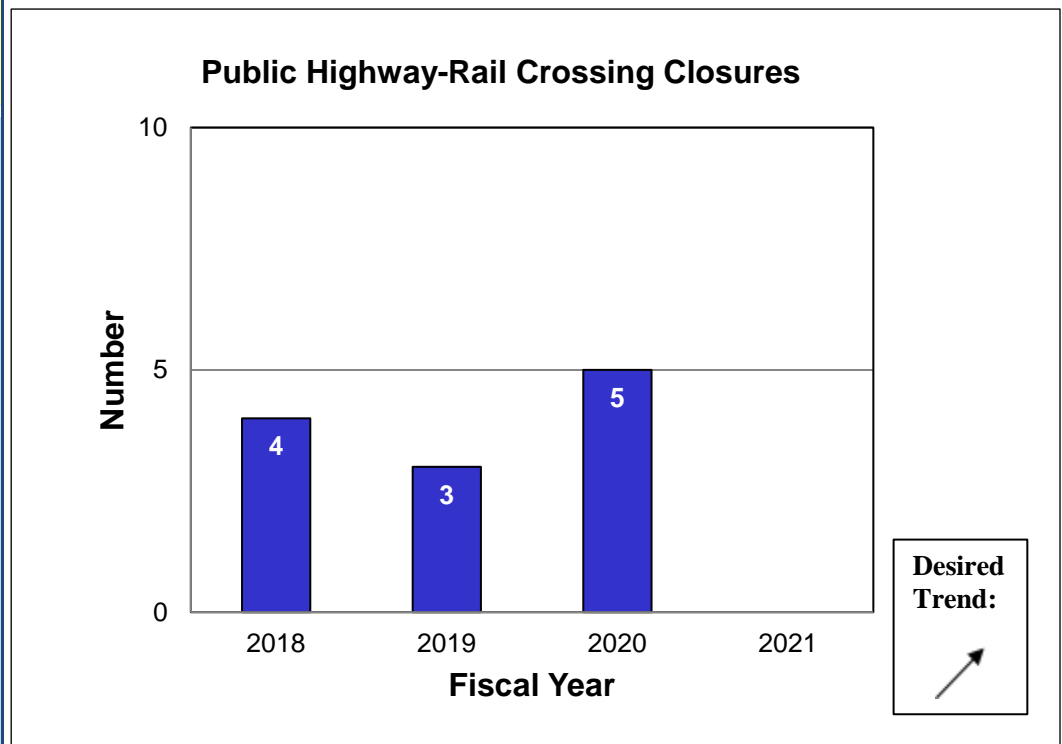
Public Highway-Rail Crossing Closures

Values: 2018: 4, 2019: 3, 2020: 5, 2021: (none)

Desired Trend: ↗

KEEP CUSTOMERS AND OURSELVES SAFE

Number of highway-rail crossing fatalities and collisions

RESULT DRIVER:
Troy Hughes, Administrator of Railroads

MEASUREMENT DRIVER:
Bryan J. Ross, Railroad Operations Manager

PURPOSE OF THE MEASURE:
This measure tracks annual trends in fatalities and collisions resulting from train-vehicle crashes at public railroad crossings in Missouri. This data drives the development and focus of a portion of the Missouri Highway Safety and Performance Plan.

MEASUREMENT AND DATA COLLECTION:
Railroad companies provide crash data directly to MoDOT as it occurs. Staff enters the data in a railroad safety information system, which also updates MoDOT's transportation management system. The data reported includes fatalities or collisions on railroad property strictly at public railroad crossings. Missouri is ranked with all other states using data from the Federal Railroad Administration, consisting of the numbers of collisions and fatalities in each state. However, FRA rankings lag several months behind state data. For this reason, the rankings only pertain to the previous year's data. Data is updated quarterly.

There were 6 highway-rail crossing collisions in the first quarter of calendar year 2021, down from the 9 which occurred in the first quarter of the previous year. These incidents resulted in one injury and two fatalities. Fatalities increased in the first quarter of 2021 from one to two.

Missouri is home to the 10th largest rail system in the nation, which carries the 5th largest rail tonnage in the U.S. Given Missouri is such a rail intensive state, MoDOT focuses on driving down the number of highway-rail crossing fatalities and collisions. To accomplish this, the MO-Railroad section inspects the statewide rail system, oversees several crossing safety upgrades annually and continues its public outreach and educational efforts through Missouri Operation Lifesaver presentations and events.

MoDOT continues working with cities and counties to improve heavily served railroad areas, evaluating each crossing and the area as a whole, and to investigate additional ways to improve public crossing safety.

Number of Highway-Rail Crossing Fatalities

Desired Trend: ↘

Number of Highway-Rail Crossing Collisions

Desired Trend: ↘

*Note: A smaller ranking number equates to more incidents relative to other states

2021 Collisions and Casualties by Crossing Type

Crossing Type	Collisions	Non-injury**	Injury**	Fatality**
Crossbuck/Stop/Yield	2 (33%)	1	0	1
Lights	0 (0%)	0	0	0
Lights and Gates	4 (67%)	2	1	1
Total	6	3	1	2

**May be multiple occupants involved in a collision.

Note: Statistics above are subject to change to reflect additional incidents reported late to the department.

KEEP CUSTOMERS AND OURSELVES SAFE

Number of trespasser incidents

RESULT DRIVER:
Bryan J. Ross, Railroad Operations Manager

MEASUREMENT DRIVER:
Bryan J. Ross, Railroad Operations Manager

PURPOSE OF THE MEASURE:
This measure tracks annual trends in trespassing incidents. Trespassing is a failure to properly use a designated highway-railroad or dedicated pedestrian-railroad crossing.

MEASUREMENT AND DATA COLLECTION:
Railroad companies provide crash data directly to MoDOT as it occurs. Staff enters the data in a railroad safety information system. The data reported includes incidents and fatalities along railroad right of way or other railroad property where it is illegal to be without permission. Data is updated biannually in January and July.

In calendar year 2020, there were 11 trespassing incidents, resulting in five fatalities. Both the number of trespassing incidents and fatalities have declined when compared with the previous four years.

Trespassing on a railroad's private property and along railroad rights of way is the leading cause of rail-related fatalities in the nation. More people are now fatally injured each year by trespassing than motor vehicle collisions with trains at highway-rail grade crossings.

MoDOT focuses on driving down the number of trespassing incidents in Missouri. To accomplish this, the MO-Rail section is involved in multiple safety actions annually including: installation of pedestrian crossings, public outreach and educational efforts through Missouri's Operation Lifesaver presentations and events, and encouraging enforcement of laws relating to trespass prevention.

Number of Trespassing Incidents

Number (y-axis)

Calendar Year	Total	4th Qtr	3rd Qtr	2nd Qtr	1st Qtr
2016	16	3	7	3	3
2017	12	2	3	3	4
2018	19	6	3	7	3
2019	16	5	5	2	4
2020	11	5	2	2	2

Legend: 4th Qtr, 3rd Qtr, 2nd Qtr, 1st Qtr

Desired Trend: ↘

Number of Trespassing Fatalities

Number (y-axis)

Calendar Year	Total	4th Qtr	3rd Qtr	2nd Qtr	1st Qtr
2016	6	1	4	0	1
2017	6	1	1	3	1
2018	7	3	3	0	1
2019	12	4	3	2	3
2020	5	2	2	0	1

Legend: 4th Qtr, 3rd Qtr, 2nd Qtr, 1st Qtr
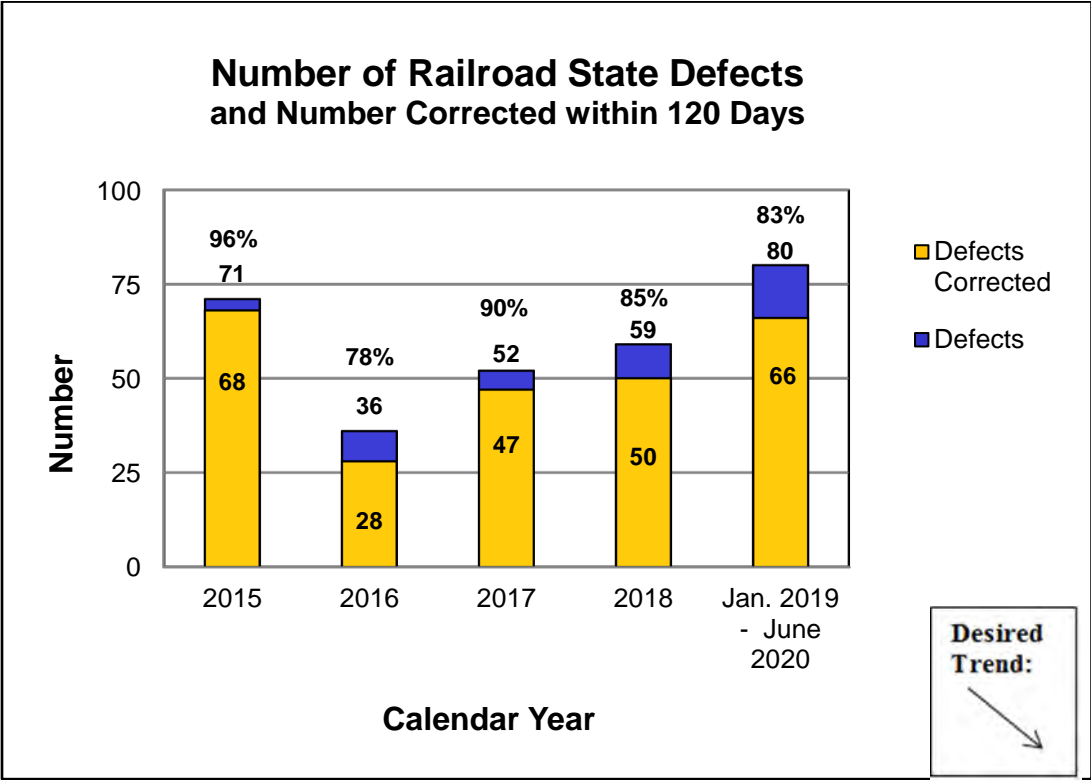
Desired Trend: ↘

KEEP CUSTOMERS AND OURSELVES SAFE

Number of federal inspections, defects and violations recorded by MoDOT Railroad Staff

In the second half of 2020, MoDOT inspectors performed 129 inspections: 63 federal track inspections, containing 961 defects and 3 violations; 6 federal operating practices inspections, with 0 defects and 0 violations; 17 federal signal inspections, with 5 defects and 0 violations, and Motive Power and Equipment (MPE) had 43 federal inspections with 236 defects and 6 violations.

Most track defects/violations were related to ballast conditions and turnouts (point at which a train can move from one track to another) on main tracks and yards. Signal defects/violations were due to misaligned lights or burned out. Most MPE defects/violations were due to brakes on equipment and various issues with locomotives.

This measure has changed to biannual reporting. The YTD for 2019 is the same reporting period for 2020, July through December. Numbers are down due to the restriction on travel due to COVID-19.

Number of Federal Inspections by MoDOT Railroad Staff

Desired Trend: ↗
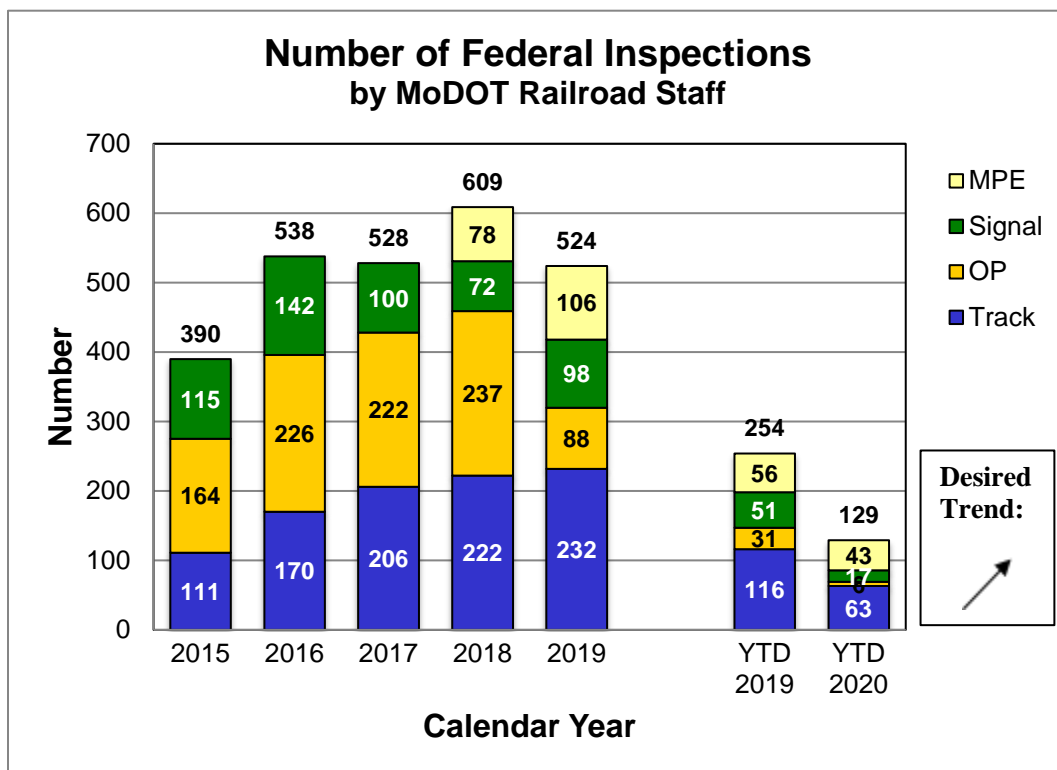
Number of Federally Certified Inspectors

2014	2015	2016	2017	2018	2019
2	4	5	5	6	5
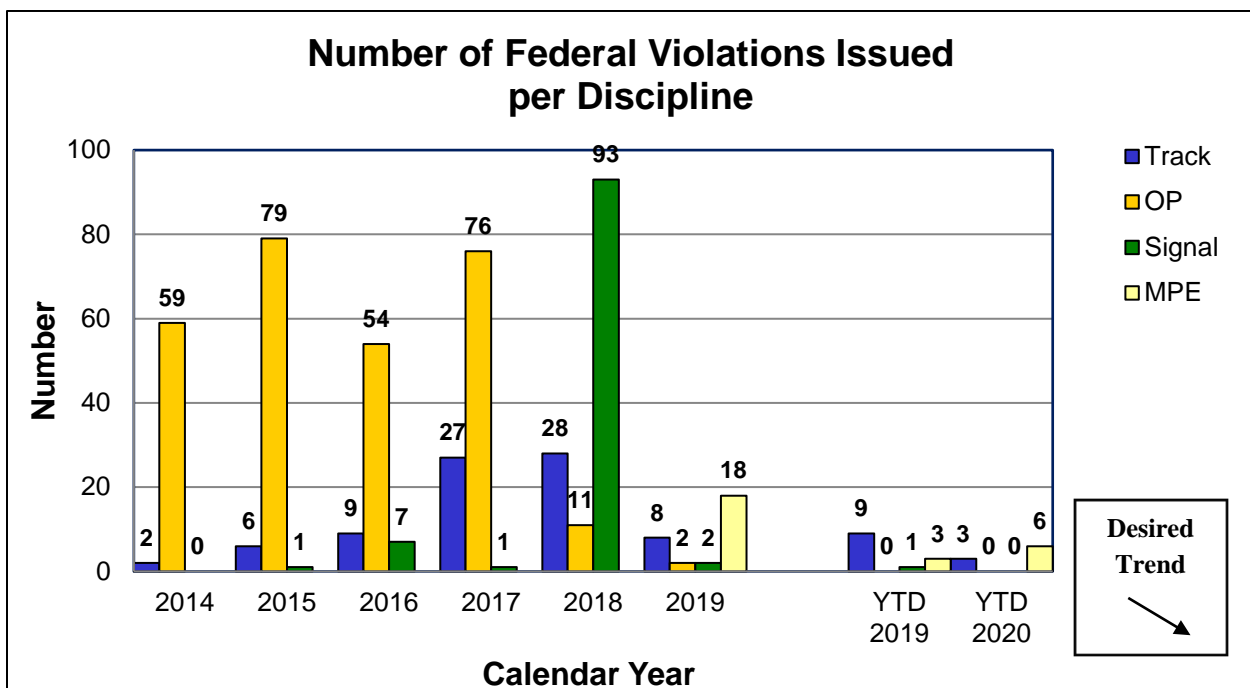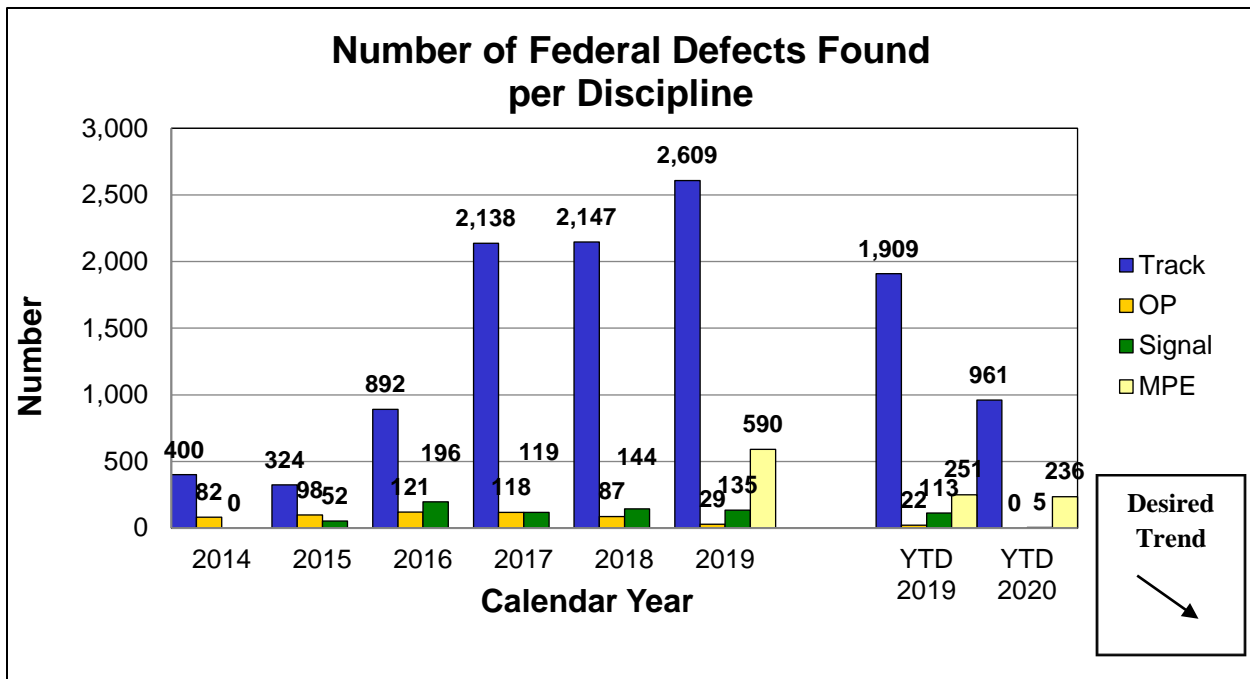
Number of Federal Defects Found per Discipline

Number (y-axis), Calendar Year (x-axis)

Legend: Track (blue), OP (yellow), Signal (green), MPE (light yellow)

Year	Track	OP	Signal	MPE
2014	400	82	0	
2015	324	98	52	
2016	892	121	196	
2017	2,138	118	119	
2018	2,147	87	144	
2019	2,609	29	135	590
YTD 2019	1,909	22	113	251
YTD 2020	961	0	5	236

Desired Trend ↘

Number of Federal Violations Issued per Discipline

Number (y-axis), Calendar Year (x-axis)

Legend: Track (blue), OP (yellow), Signal (green), MPE (light yellow)

Year	Track	OP	Signal	MPE
2014	2	59	0	
2015	6	79	1	
2016	9	54	7	
2017	27	76	1	
2018	28	11	93	
2019	8	2	2	18
YTD 2019	9	0	1	3
YTD 2020	3	0	0	6

Desired Trend ↘

**PURPOSE OF THE
MEASURE:**
This measure provides
information about the number
of state inspections performed
by MoDOT inspectors, as well
as the number of defects and
violations issued as a result of
these efforts to impact the
safety of Missouri's railroad
system. This measure also
evaluates the responsiveness
of railroads to correct state
defects.

**MEASUREMENT
AND DATA
COLLECTION:**
Data for state inspections is
collected through TMS, or
MoDOT's Transportation
Management System.
Inspectors enter reports after
each inspection. Data is then
pulled quarterly from the
MoDOT database to help
determine the efficiency of
Railroad Operations staff and
effectiveness in working with
railroads. The goal is for the
railroad to bring a defect into
compliance within 30 to 120
days. This measure is
updated biannually in January
and July.

KEEP CUSTOMERS AND OURSELVES SAFE

Number of state inspections, defects and violations recorded by MoDOT Railroad Staff

In the second half of 2020, MoDOT inspectors conducted 83 state inspections, issuing 38 defects. Fifteen violations were recommended with the majority being for rough crossing surfaces on the MNA Railroad. Inspection numbers are down due to restrictions on traveling and performing inspections from the ongoing COVID-19 pandemic.

From January 2019 to June 2020, state inspectors issued 80 defects of which 66, or 83 percent, were resolved within 120 days. Most defects were related to fences, rough crossing surfaces, poor condition signs and vegetation.

Staff continues to work hard to negotiate repairs with railroads within 30-60 days, with the ultimate goal of no more than 120 days. Follow up with roadmasters or their supervisors are key to repairs occurring in a timely manner.
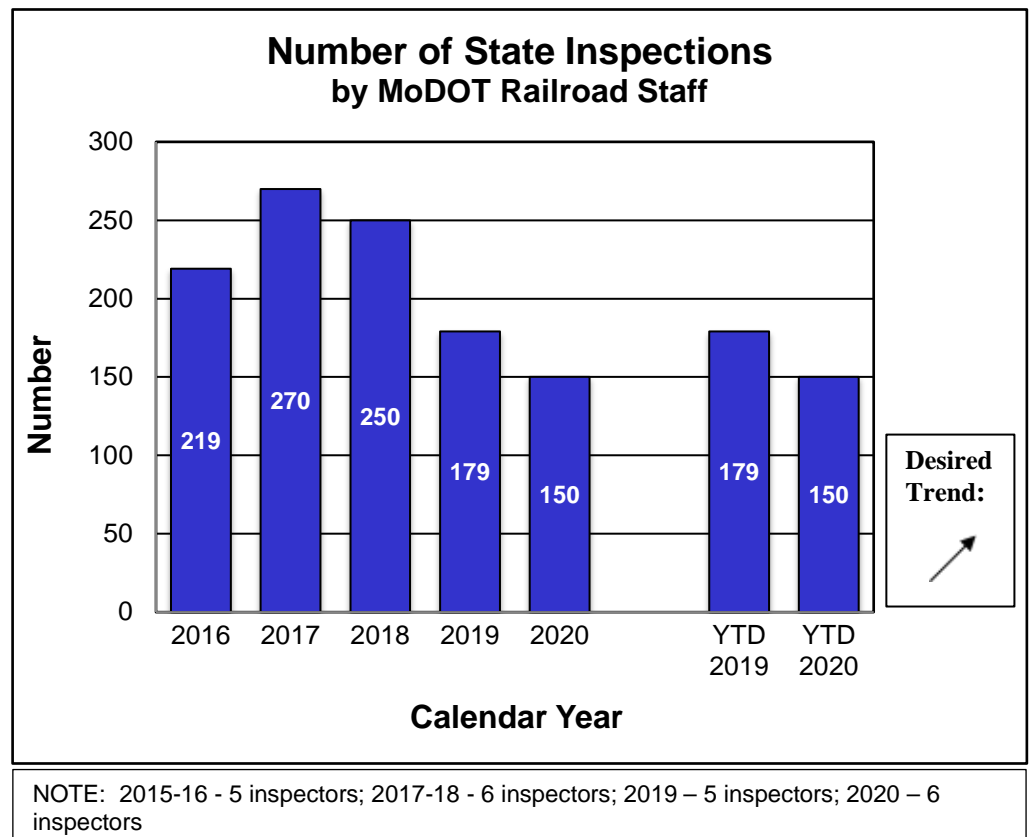
**Number of State Inspections
by MoDOT Railroad Staff**

Calendar Year	Number
2016	219
2017	270
2018	250
2019	179
2020	150
YTD 2019	179
YTD 2020	150

Desired Trend: ↗

NOTE: 2015-16 - 5 inspectors; 2017-18 - 6 inspectors; 2019 – 5 inspectors; 2020 – 6 inspectors

Number of Railroad State Defects
and Number Corrected within 120 Days

Bar chart showing Number (y-axis, 0 to 100) versus Calendar Year (x-axis).

Calendar Year	Defects Corrected	Defects	Percent
2015	68	71	96%
2016	28	36	78%
2017	47	52	90%
2018	50	59	85%
Jan. 2019 - June 2020	66	80	83%

Desired Trend: ↘

PURPOSE OF THE MEASURE:

This measure tracks the number of calls MoDOT Multimodal Operations Railroad staff receive during regular business hours and after hours. Incidents include hazardous material spills, derailments, collisions, Amtrak accidents and fatalities. It also evaluates the number of those after-hour calls requiring a response.

MEASUREMENT AND DATA COLLECTION:

MoDOT uses Professional Answering Service, a call center which reports railroad incidents occurring between 4 p.m. and 7:30 a.m. during the work week and on weekends and holidays. Calls are also received in the office during regular business hours from the railroad and the answering service. Staff generates a call report for each incident. These reports are used to tally calls. An inspector is required to respond to certain incidents as determined in the Railroad Incident Response Plan. If responding, the inspector generates an incident report, which is used to tally responses.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Number of railroad incident calls and responses

For the YTD 2021, Railroad staff received 22 calls. 15 calls were received after hours and seven were received during business hours. There were two incidents requiring an inspector to respond.

Missouri is home to the nation's 10th largest rail system and the second and third largest rail hubs in the country. There are over 4,000 miles of railroad track with over 3,800 public highway/rail crossings and at least 3,000 private rail crossings. Incidents can occur on the state's rail system any time of the day or night.

Number of Railroad Incident Calls and Responses by Railroad Inspectors

Calendar Year	2017	2018	2019	2020	YTD 2021
After Hours	95	117	101	69	15
Business Hours	65	53	56	25	7

Desired Trend: N/A
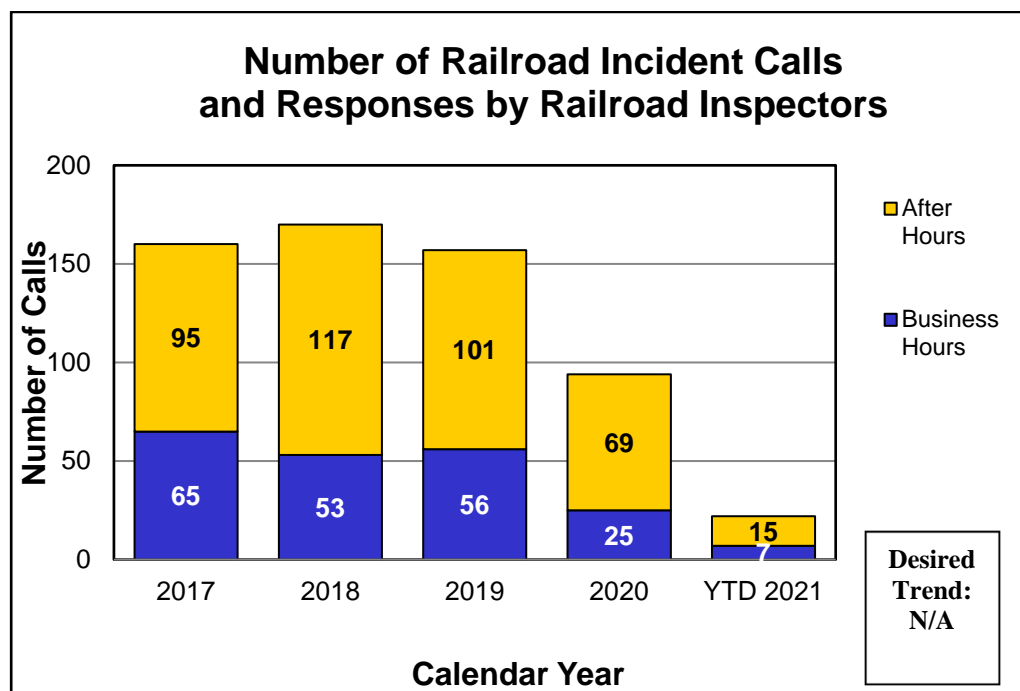
Calendar Year	Number of Calls Requiring a Response	
	After Hours	**Business Hours**
2017	5	6
2018	5	5
2019	3	7
2020	12	4
YTD 2021	1	1

RESULT DRIVER:
Bryan J. Ross, Railroad
Operations Manager

MEASUREMENT DRIVER:
Pat Moreland, Senior Railroad
Safety Inspector

PURPOSE OF THE MEASURE:
This measure tracks the number of complaints received by the Rail Section and our responsiveness to customers in getting them resolved within 120 days.

MEASUREMENT AND DATA COLLECTION:
Data is collected from the complaint application in TMS and is reported biannually by calendar year. Complaints are received from the public or MoDOT personnel. The most common are rough crossings, sight obstructions, signal failure, and walkway issues. Once a complaint is received, it is immediately assigned to an inspector who then contacts the customer and conducts an inspection within 10 days. If a defect is identified during inspection, a report is submitted within 24 hours to the appropriate railroad company, which then has from 30 to 120 days to bring the defect into compliance. A call or on site visit is made to verify the complaint has been resolved. If defects remain, a violation may be issued.

PROVIDE OUTSTANDING CUSTOMER SERVICE

Number of complaints and number of days to close

There were 35 complaints reported to the Railroad Operations staff in the 2020. This is decrease of one compared to the 2019, in which 36 complaints were received. Twenty-two of the complaints received were for rough grade crossing surfaces, three were for trains blocking crossings, four were for fence maintenance, five were for a drainage problem, and one regarding debris falling from a railroad bridge onto a motor vehicle was classified as other.

Of these 35 complaints, 20 have been closed. Fifteen complaints remain open.

Inspectors work to ensure that complaints are resolved expeditiously and satisfactorily. Issues which cause complaints to remain open longer than 120 days are usually caused by lack of funds or materials by smaller railroads, pending major track rehabilitation projects on larger railroads, and inclement weather. The COVID-19 pandemic has also hindered investigations, due to overnight travel being restricted and some areas having lengthy drive times for inspectors.

Number of Days to Close Complaints

Legend (Total):
- Over 1 Year
- 181-365 Days
- 121-180 Days
- 91-120 Days
- 61-90 Days
- 30 - 60 Days
- <30 days

2016 (Total 36): <30 days 2, 30-60 Days 31, 61-90 Days 1, 121-180 Days 1, 181-365 Days 1, Over 1 Year 0
2017 (Total 34): 30-60 Days 25, 61-90 Days 3, 91-120 Days 2, 121-180 Days 4, 181-365 Days 0, Over 1 Year 0
2018 (Total 39): <30 days 3, 30-60 Days 18, 61-90 Days 6, 91-120 Days 2, 121-180 Days 7, 181-365 Days 1, Over 1 Year 2
2019 (Total 36): <30 days 15, 30-60 Days 3, 61-90 Days 5, 91-120 Days 3, 121-180 Days 2, 181-365 Days 7, Over 1 Year 1
2020 (Total 20): <30 days 14, 30-60 Days 2, 91-120 Days 1, 121-180 Days 2, 181-365 Days 1, Over 1 Year 0

Desired Trend: ↘

Percentage of Complaints Closed
within 120 Days or Less

- 2020: <30 days 70%, Up to 120 Days 15%, 121 Days to 1 Year 15%
- 2019: <30 days 18%, Up to 120 Days 69%, 121 Days to 1 Year 13%
- 2018: <30 days 3%, Up to 120 Days 85%, 121 Days to 1 Year 12%
- 2017: <30 days 3%, Up to 120 Days 85%, 121 Days to 1 Year 12%, Over 1 Year 3%
- 2016: <30 days 3%, Up to 120 Days 91%, 121 Days to 1 Year 3%, Over 1 Year 3%
- 2015: Up to 120 Days 80%, 121 Days to 1 Year 20%

Legend: <30 days | Up to 120 Days | 121 Days to 1 Year | Over 1 Year

Next update: October 2021

KEEP CUSTOMERS AND OURSELVES SAFE

SSO - Reportable Event Notification and Incidents

RESULT DRIVER:
Troy Hughes,
Administrator of Railroads

MEASUREMENT DRIVER:
Justin Sobeck,
State Safety Oversight
Program Manager

PURPOSE OF THE MEASURE:
This measure tracks annual trends in reportable event notification and incidents on Missouri Rail Fixed Guideway Systems (RFGS). This data is collected from event notifications and monthly reports made by the respective RFGS, and reflects in annual reporting made to the Federal Transit Administration.

MEASUREMENT AND DATA COLLECTION:
RFGS provide reportable event data directly to MoDOT SSOA as it occurs. The data reported includes fatalities or collisions on Rail Fixed Guideway Public Transportation Systems routes or other events at system controlled facilities.

This measure will be updated biannually (spring and fall).

Even KC Streetcar masked up for COVID-19

MoDOT SSOA completed the required Federal Transit Administration 2020 Annual Reporting on March 12, 2021 – closing the books on what was probably the most interesting year of our program. KC Streetcar and Loop Trolley had zero reportable events in 2020, and MetroLink had 3 grade crossing related events on the Illinois part of their system in 2020. PTASP approval efforts have turned to the implementation of Safety Management Systems (SMS) within each system, and re-development of safety cultures.

Established reporting thresholds and virtual meetings are an important means through which the SSO and the transit agencies communicate, by sharing and reviewing data, verifying inspections of affected infrastructure or equipment, and discussion of SMS Implementation – all of which allow for continuous improvement. The SSOA team has adapted to the new virtual realm throughout the pandemic, as we work remotely to track and review events and hazards with our partner agencies to look for emerging trends and potential mitigations. We look forward to returning on site in 2021, in time to see expansion efforts underway at KC Streetcar along Main Street, and in Illinois as MetroLink expands towards the Mid-America Airport from the current end of the route at Shiloh-Scott.

In accordance with 49 CFR Part 674.27(7), the State Safety Oversight Agency (SSO) Program Standard Manual (PSM) identifies thresholds for events that require the Rail Fixed Guideway Systems (RFGS) to provide notification to SSO, or to conduct further investigation. The PSM must also address how the SSO will oversee or delegate an RFGS' internal investigation; the role of the SSO in supporting any investigation conducted, or findings and recommendations made by the National Transportation Safety Board (NTSB) or Federal Transit Administration (FTA) as a result of the investigation. Further, in accordance with 49 CFR 674.33 and the Appendix to 49 CFR 674, the RFGS are required to provide notification to SSO within two (2) hours of any event that meets specified criteria.

For Internal Use Only April 2021 Multimodal Operations Division Tracker - Page 24

RFGS Events Reported - by System

Legend:
- ■ Internal Cause
- ■ External Cause
- ■ Fatalities
- □ CAPs

Calendar Year 2020

MetroLink: External Cause 2, Fatalities 1, 0
KC Streetcar: Internal Cause 1, External Cause 1, 0, CAPs 2
Loop Trolley: 0, 0, 0

Desired Trend: ↘
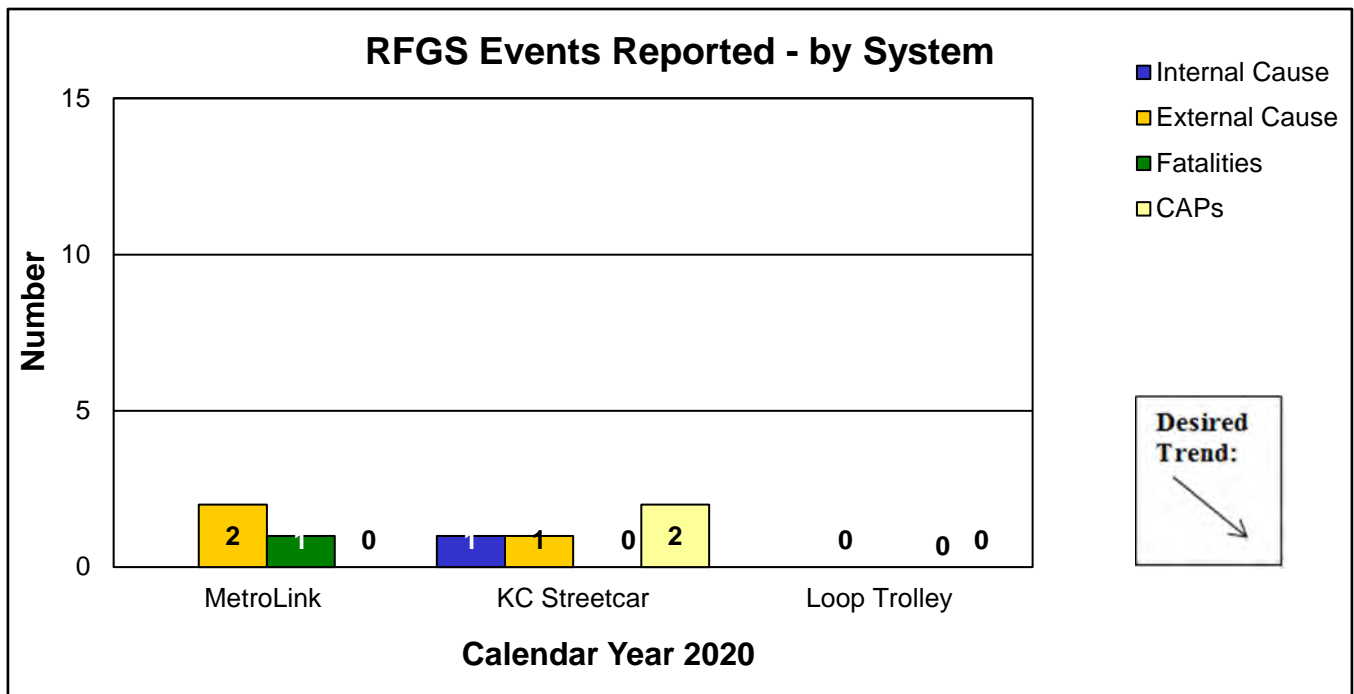
YTD 2021 Collisions and Casualties by System/Cause

Event Type	MetroLink	KC Streetcar	Loop Trolley	Total (all modes)
Internal Cause	0	1	0	1
External Cause	2	1	0	3
Fatalities	1*	0	0	0
CAPs Generated	0	2	0	2

Note: Statistics above are subject to change to reflect additional incidents that may have been reported late to the department or are subject to multiple criteria.

CAPs: Corrective Action Plans

Accidents – loss of life at the scene or within 30 days, serious injury, collision involving a transit vehicle, evacuation for life or safety reasons, any derailment.
Incidents – personal/non-serious injury, one or more requiring medical transport, damage to transit facilities, equipment or infrastructure that disrupts transit operations.
Occurrences – damage that does not disrupt transit operations, close calls/near miss, safety rule violations, vandalism or theft.

All of the above are collectively referred to as "events" under Part 674.

External Cause – events caused by users of or adjacent artifacts to the system.
Internal Cause – events caused by operators of or controlling parties to the system.
Fatalities – death of a party using or operating the system. *cause yet to be determined of expired patron.

RESULT DRIVER:
Troy Hughes,
Administrator of Railroads

MEASUREMENT DRIVER:
Bryan J. Ross, Railroad Operations Manager

PURPOSE OF THE MEASURE:
This measure tracks the number of people using the state-supported Amtrak Missouri River Runner service. It also demonstrates the overall average percentage on-time performance of the service. These trains carry people on two daily round trips on the St. Louis to Kansas City rail passenger corridor.

MEASUREMENT AND DATA COLLECTION:
Data for this measure comes directly from Amtrak and is reported on a quarterly basis. "On time" means any train arriving at a route end point within 15 minutes of its scheduled arrival time.

Number of rail passengers benchmark data is collected from the Michigan Department of Transportation. The benchmark On Time Performance data is reported to each state monthly by Amtrak.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Number of rail passengers and on-time performance

The number of people riding Missouri River Runner trains decreased 66 percent in the first three quarters of SFY 2021 (Michigan rail passenger data was not available at the time for a comparison). There were 37,669 passengers compared to 111,165 passengers in the same time period in the previous fiscal year. COVID-19 has affected ridership on Amtrak trains nationwide. While Missouri's numbers have decreased, the percent declines have been worse in several other states.

On-time performance (OTP) for CY YTD 2021 was 88 percent, an increase from 73 percent in 2020. The continued reduced schedule of daily round trip continues to help on-time performance.

MoDOT, Amtrak, and Union Pacific hold regular conference calls on performance concerns and to monitor upcoming maintenance work, which could have impact on-time delivery of trains. Amtrak and MoDOT also continue to promote the Missouri service with a wide variety of outreach efforts.

Number of Rail Passengers on Missouri State-Sponsored Trains
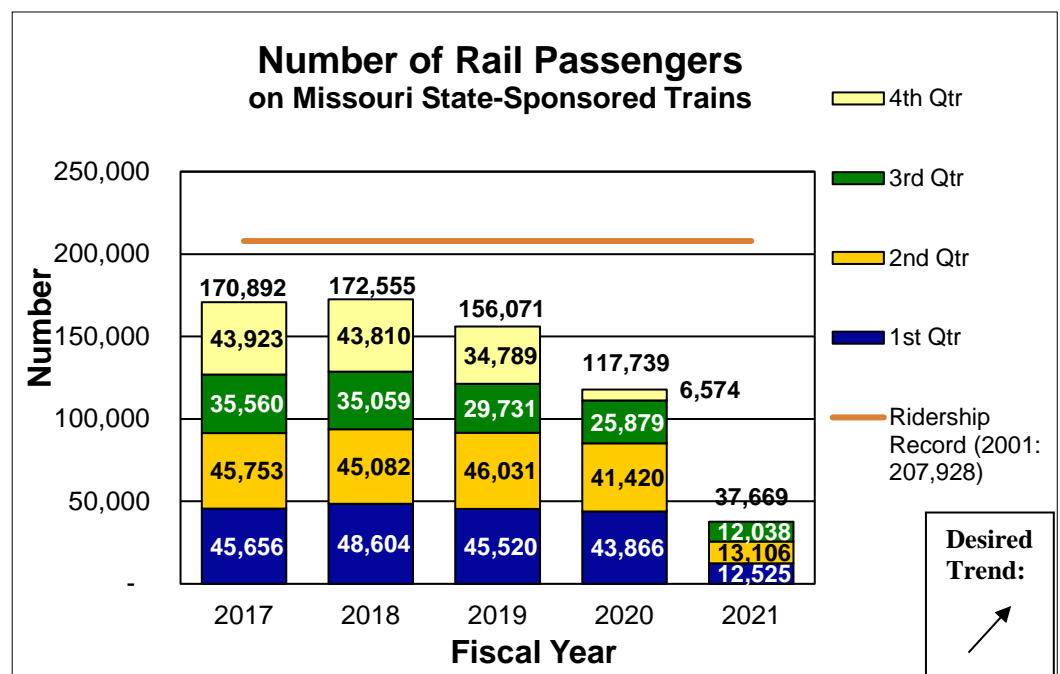
Michigan's State Supported *Blue Water* Passenger Rail Service				
2017	2018	2019	2020	2021 (Jul-Dec)
188,363	185,809	182,110	131,376	30,917

Percentage of Missouri River Runner Trains on Time

Legend:
- 1st Qtr
- 2nd Qtr
- 3rd Qtr
- 4th Qtr

Desired Trend: ↗
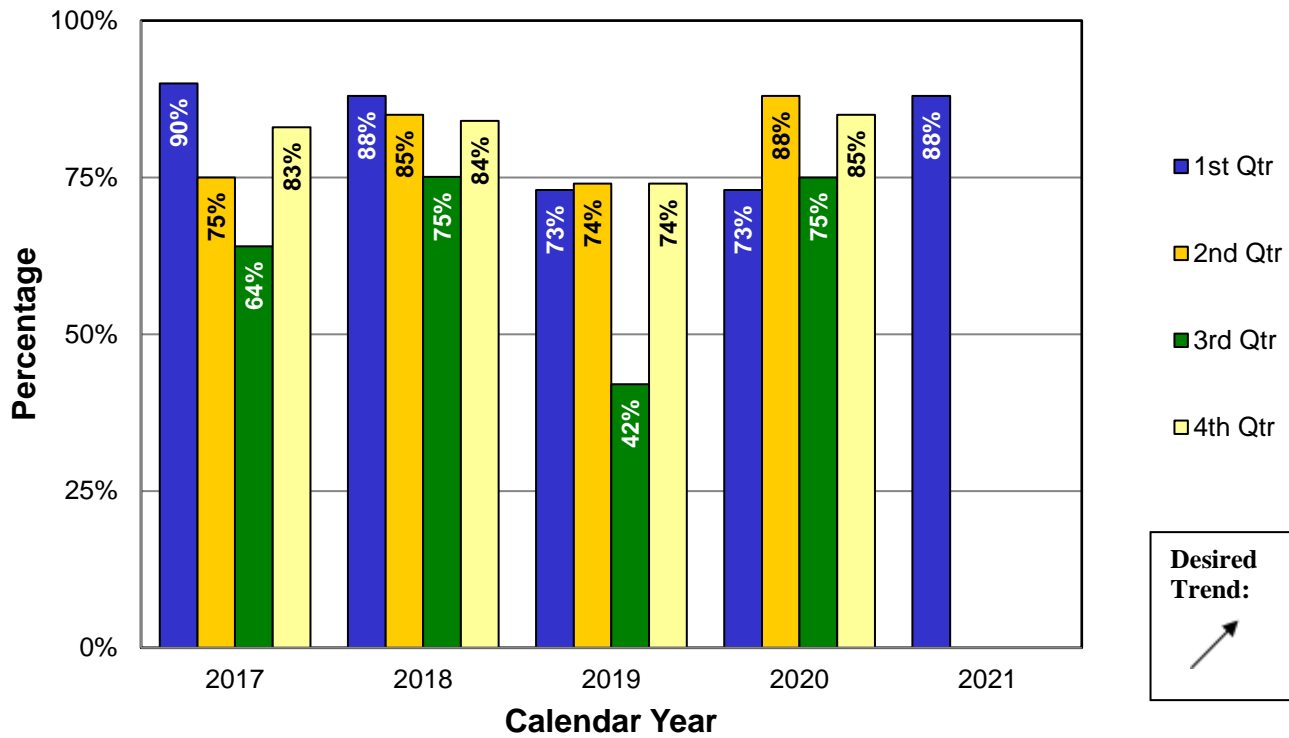
Annual On-Time Performance Benchmark
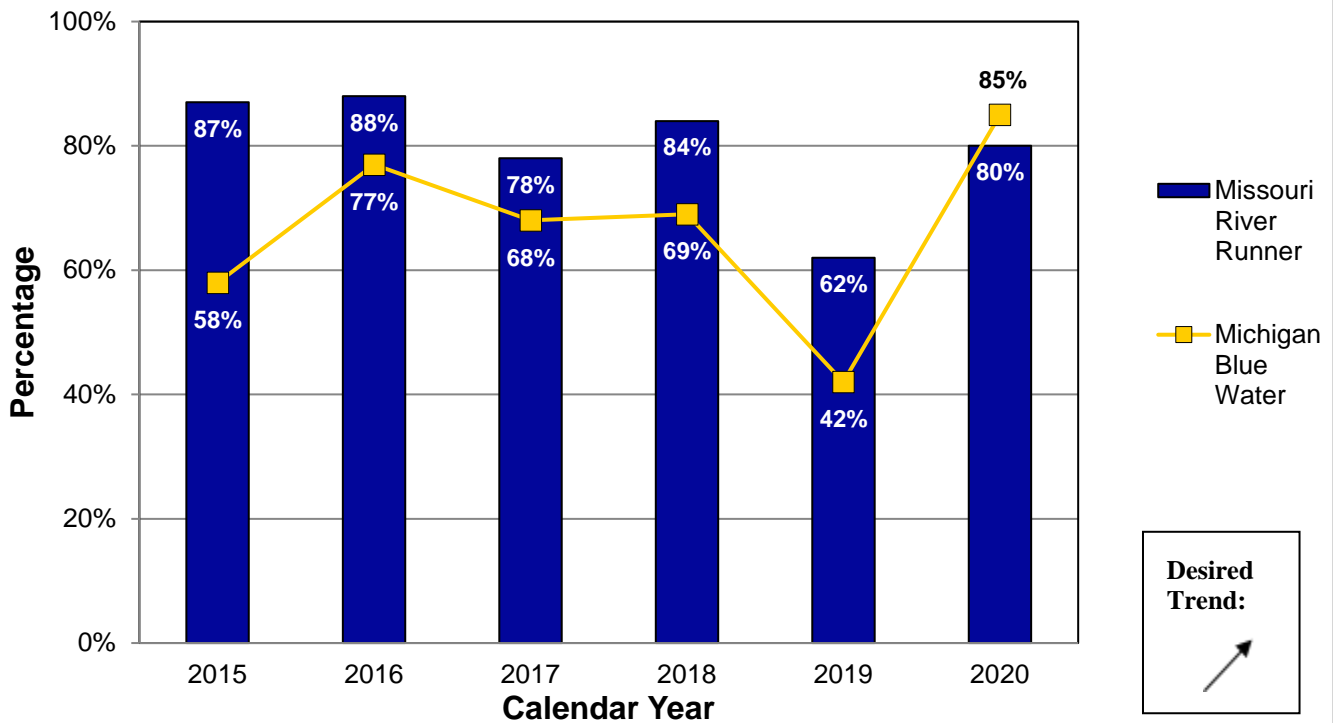
Legend:
- Missouri River Runner
- Michigan Blue Water

Desired Trend: ↗

RESULT DRIVER:
Troy Hughes, Administrator of
Railroads

**MEASUREMENT
DRIVER:**
Bryan J. Ross, Railroad
Operations Manager

PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of customers satisfied with Amtrak service

**PURPOSE OF THE
MEASURE:**
This measure demonstrates
the overall satisfaction of
passengers using the state-
sponsored Missouri River
Runner service on the St.
Louis to Kansas City rail
passenger corridor.

In the first two quarters of Amtrak's Fiscal Year 2020, the Missouri River Runner Service received a customer satisfaction score of 92.9 percent. Beginning in April, Amtrak suspended collection of Customer Satisfaction data due to low ridership resulting in sample sizes being too small. Current rankings are also unavailable at this time.

Metrics with the largest increase this period were air temperature on the train and availability of food items in the cafe (both +3 percent) while wi-fi/online services on the train had the largest decrease (-11 percent). Drivers having the greatest negative effect on the score were related to variety and availability of items in the café car, cleanliness of restroom facilities, and on-board wi-fi service. Passengers continue to be most pleased with safety, security, and the friendliness of train conductors.

**MEASUREMENT
AND DATA
COLLECTION:**
Amtrak conducts an ongoing
monthly electronic survey to
generate a Customer
Satisfaction Score for each of
its routes. The index rates
several categories including
value of price paid for service,
on-time performance,
security, communications and
announcements, comfort,
cleanliness, friendliness and
food service. Data for this
measure comes directly from
market research and analysis
provided by Amtrak. The
percentage reported is based
on customers who are very
satisfied with the service. It is
tracked by Amtrak's fiscal
year, which begins in October.

Missouri River Runner
Customer Satisfaction Index Scores

Amtrak Fiscal Year	Customer Satisfaction Percentage	National Ranking (of 28 state sponsored routes)
2015	87%	3
2016	90%	5
2017	88%	7
2018	88%	6
2019	90%	16
YTD 2020	93%	

Desired Trend: ↗

KEEP CUSTOMERS AND OURSELVES SAFE

Number of individuals receiving transit training

MoDOT has contracted with the Missouri University of Science and Technology (MST) to administer the Rural Transit Assistance Program (RTAP).

At the end of the first quarter of calendar year 2021, RTAP participant numbers were zero for Operation Lifesaver (OL), there was 1 class with 15 participants attending National Safety Council (NSC) courses on such topics as First Aid, CPR, and Defensive Driving. Additionally, there were 13 classes with 123 participants for MoDOT courses which include wheelchair securement, passenger assistance, vehicle backing, etc. These number are down due to COVID-19.
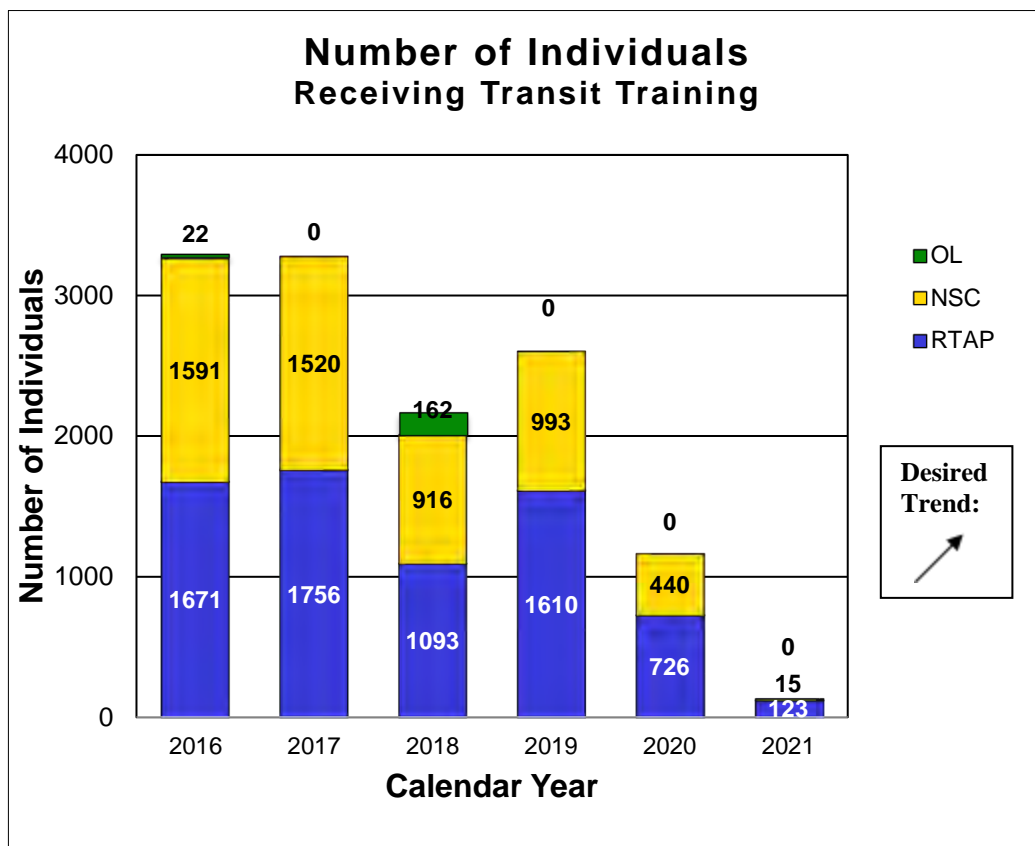
Number of Individuals Receiving Transit Training

Desired Trend: ↗

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Number of transit vehicles purchased

RESULT DRIVER:

Joni Roeseler, Administrator of Transit

MEASUREMENT DRIVER:

Janette Vomund, Sr. Multimodal Operations Specialist

PURPOSE OF THE MEASURE:

This measure tracks the number of transit vehicles procured and ordered by MoDOT's Transit Section primarily in support of Missouri's rural transit and specialized mobility providers.

MEASUREMENT AND DATA COLLECTION:

The number of transit vehicles ordered is measured by the number of transit vehicle units for which purchase orders have been placed by MoDOT's Transit Section into the SAM-II system. The annual totals are grouped by procurement cycle year, which runs from the time of bid awards until the next cycle, customarily in the fall of each year. This measure is updated annually.

For the fiscal year 2020 transit vehicle procurement cycle, 146 transit vehicles were ordered and delivered. The purchase orders were down compared to 249 transit vehicles ordered during the 2019 calendar year.
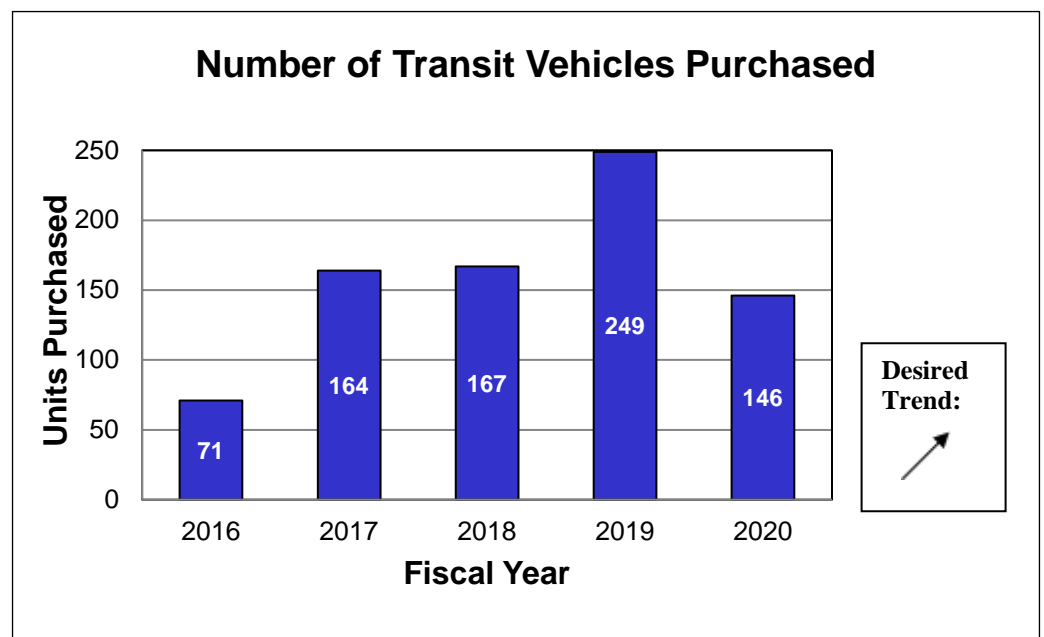
Number of Transit Vehicles Purchased

Fiscal Year	Units Purchased
2016	71
2017	164
2018	167
2019	249
2020	146

Desired Trend: ↗

MEASUREMENT DRIVER:
Janette Vomund, Senior Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
This measure tracks the funds expended by MoDOT's Transit Section from the Transit Vehicle Disposition Fund used to defray major component (engine replacement, transmission overhauls, etc.) vehicle repair costs in support of Missouri's rural and specialized transit service providers.

MEASUREMENT AND DATA COLLECTION:
The annual major repair expenditures are measured by totaling the dollars reimbursed to the rural and specialized transit service providers from the vehicle disposition fund by MoDOT's Transit Section. The annual report is based on the "State Fiscal Year", from July 1 through June 30 of each year.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Annual repair expenditures from Transit Vehicle Disposition Fund

The vehicle disposition fund assists rural, specialized and small transit service providers with repairs to keep Missouri's transit vehicles in a State of Good Repair. The demand for major repairs is related to the age of Missouri's transit fleet. As the fleet ages, major repair costs increase; as the fleet age decreases, repairs tend to decline.

In FY 2020, MoDOT Transit received a discretionary grant resulting in the addition of new transit vehicles to the transit fleet, creating a high demand for vehicle dispositions. With the disposition of aged vehicles, the repair expenditures declined in FY 2020 from FY 2019.

The major expenses for FY 2021 to date have been particularly for catalytic converters at 30 percent followed by major engine repairs at 25 percent with AC repairs at 22 percent. Accessibility and miscellaneous repairs are at 23 percent.

For FY 2021 to date there has been 174 approved repairs and 151 invoices submitted for payment. Specialized and small transit providers are currently receiving 26 percent of total reimbursements.
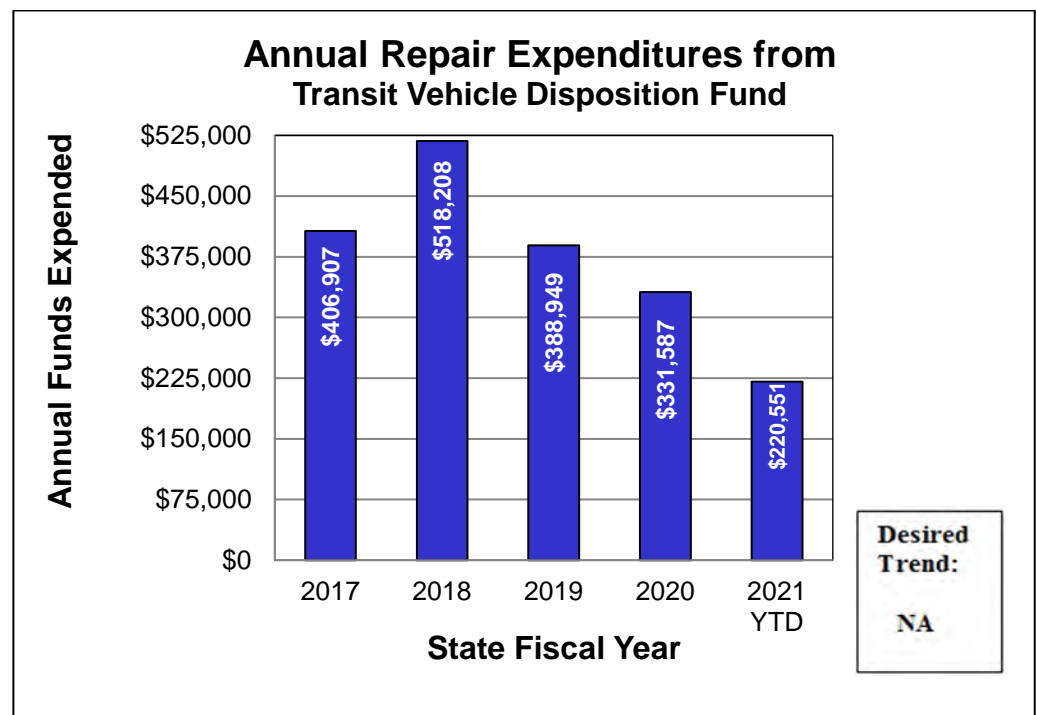
Annual Repair Expenditures from Transit Vehicle Disposition Fund

State Fiscal Year	Annual Funds Expended
2017	$406,907
2018	$518,208
2019	$388,949
2020	$331,587
2021 YTD	$220,551

Desired Trend: NA

RESULT DRIVER:
Joni Roeseler,
Administrator of Transit

MEASUREMENT DRIVER:
Janette Vomund, Senior Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
This measure tracks the number and age of federally funded vehicles used by Missouri's rural, specialized and small urban transit service providers that are supported by MoDOT's Transit Section.

MEASUREMENT AND DATA COLLECTION:
The number and age of MoDOT / Transit Fleet vehicles is collected from vehicles inventory data base. The data base is updated as new transit vehicles ordered and disposing of older vehicles to keep the list current. This measure is updated annually.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Number of MoDOT administered transit vehicles

For the CY 2020, 2,015 federally funded vehicles were in active service by Missouri's rural, specialized and small urban transit service providers.

The graph below indicates the number of federally funded transit vehicles in service and the percent of vehicles greater than 10 years old. The desired trend is to have less than 50 percent of active transit vehicles greater than 10 years old.

Regular maintenance and replacement of older vehicles helps the transit service vehicle fleet achieve and maintain a state of good repair. This is a key element for service reliability.

Number and Age of MoDOT Administered Transit Vehicles

Legend:
- # < 10 years (yellow)
- # > 10 years (blue)
- % > 10 years (green line)

Data:
- 2016: 1657 (<10), 467 (>10), 22%
- 2017: 1638 (<10), 304 (>10), 16%
- 2018: 1626 (<10), 444 (>10), 21%
- 2019: 1365 (<10), 668 (>10), 32%
- 2020: 1297 (<10), 718 (>10), 35%

Desired Trend for Vehicles > 10 years
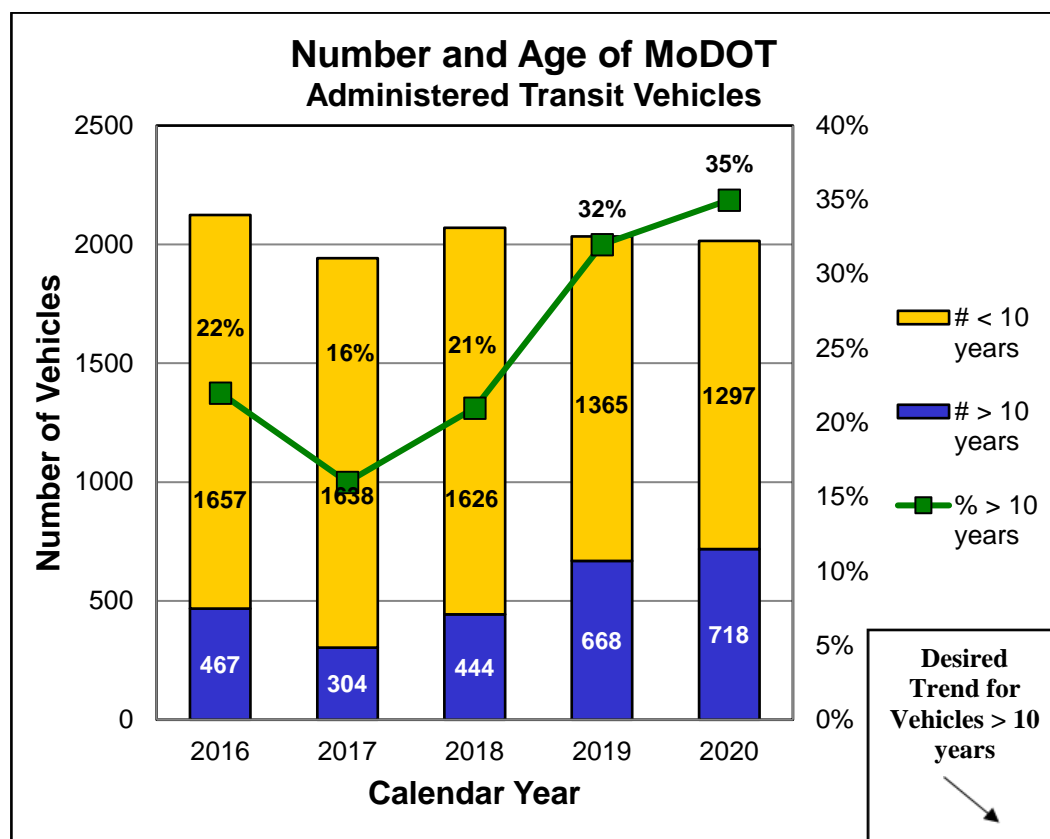
RESULT DRIVER:
Joni Roeseler, Administrator of Transit

MEASUREMENT DRIVER:
Kaleb Phillips, Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
This measure charts the ridership activities in the Missouri Elderly and Handicapped Transportation Assistance Program (MEHTAP).

MEASUREMENT AND DATA COLLECTION:
The data for this measure is collected on a quarterly basis, and updated annually. When recipients of MEHTAP funding submit their requests for payment, they are required to report the number of trips by elderly and disabled passengers, the number of miles driven for that month, and must identify the purpose of the trip being provided (medical, employment, etc.).

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Missouri Elderly and Handicapped Transportation Assistance Program (MEHTAP) Ridership

The MEHTAP ridership has decreased during State Fiscal Year (SFY) 2020. The number of one-way trips for older adults and persons with disabilities has decreased compared to SFY 2019. The decrease is a result of the impact from the COVID-19 pandemic during peak ridership season in spring and summer.

For SFY 2020, the MEHTAP program awarded grants to 141 agencies, this is a slight decrease from SFY 2019 due to the closing of a few programs within various organizations.

Ridership in the Missouri Elderly and Handicapped Transportation Assistance Program

Ridership (y-axis)

Fiscal Year (x-axis)

Legend:
- Elderly
- Persons w/ Disabilities
- Total

Fiscal Year	Elderly	Persons w/ Disabilities	Total
2016	1,462,142	3,015,985	4,478,127
2017	1,445,364	3,040,106	4,485,470
2018	1,368,536	2,812,237	4,180,773
2019	1,699,227	2,420,226	4,119,453
2020	1,180,878	2,213,753	3,394,631

Desired Trend: ↗

RESULT DRIVER:
Joni Roeseler, Administrator of Transit

MEASUREMENT DRIVER:
Janette Vomund, Senior Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
This measure gauges the use of public and specialized transit mobility services in Missouri. It also provides a historical perspective and trend of public transit service use in Missouri.

MEASUREMENT AND DATA COLLECTION:
The total number of transit passengers is measured by the annual total of one-way transit trips taken by passengers on public and specialized transit vehicles. Data is obtained from transit providers with Missouri Metro ridership data being recalibrated for Missouri trips only, rather than "system trips," that had included Illinois trips in the St. Louis area and Kansas trips in the Kansas City area. Small urban areas include the cities of Cape Girardeau, Columbia, Jefferson City, St. Joseph, Joplin, and Lee's Summit. This is an annual measure and is updated in October.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Number of transit passengers

Total transit ridership for the FY 2020 is 47.6 million trips statewide. Ridership is down fifteen percent compared to FY 2019, mainly due to the COVID-19 pandemic.

For FY 2020, sixty percent of ridership is within the large urban areas (Kansas City, Springfield, and St. Louis), followed by KC Streetcar and MetroLink at twenty-six percent. The small urbanized areas ridership carries three percent.

5311 rural ridership for FY 2020 carries four percent and MEHTAP at seven percent, which both has decreased from FY 2019.

Missouri's total transit ridership has decreased since March 2020, due to the COVID-19 pandemic. Many agencies have shortened their routes, times available or have temporarily closed their facility during this pandemic.
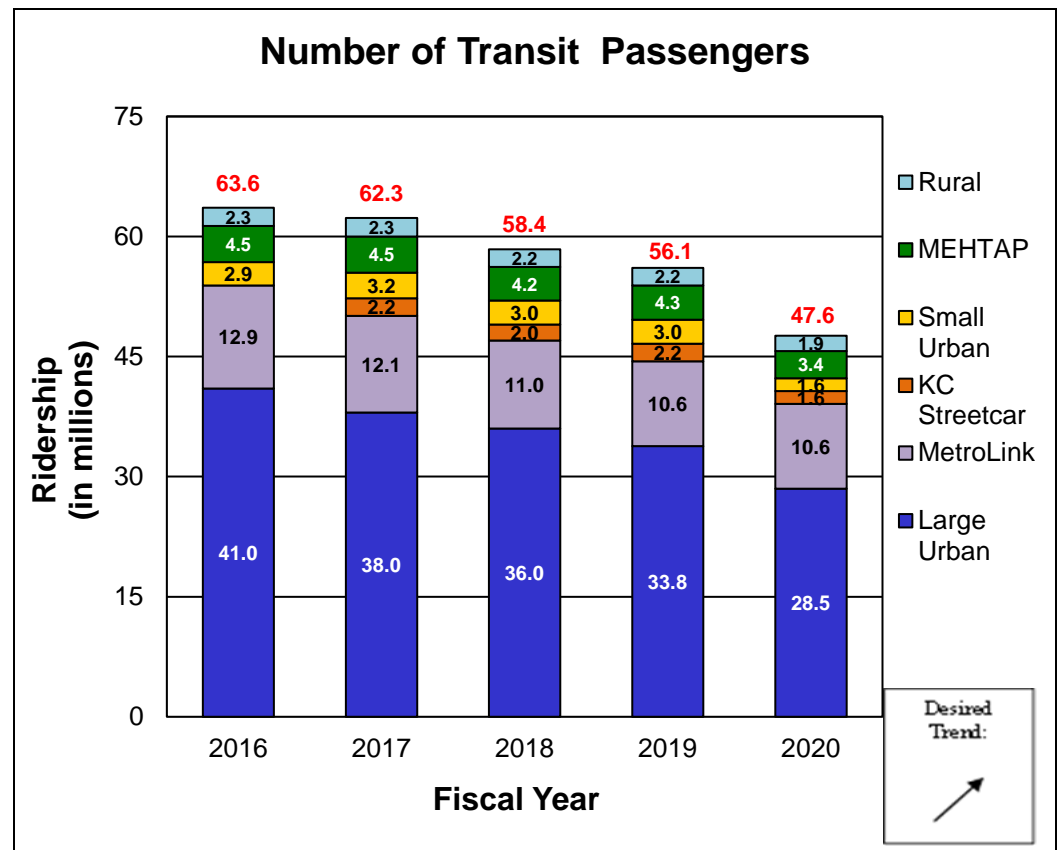
Number of Transit Passengers

Fiscal Year	Total	Large Urban	MetroLink	KC Streetcar	Small Urban	MEHTAP	Rural
2016	63.6	41.0	12.9		2.9	4.5	2.3
2017	62.3	38.0	12.1	2.2	3.2	4.5	2.3
2018	58.4	36.0	11.0	2.0	3.0	4.2	2.2
2019	56.1	33.8	10.6	2.2	3.0	4.3	2.2
2020	47.6	28.5	10.6	1.6	1.6	3.4	1.9

Desired Trend: ↗

RESULT DRIVER:
Joni Roeseler,
Administrator of Transit

MEASUREMENT DRIVER:
Bryan Heckman, Senior
Multimodal Operations
Specialist

PURPOSE OF THE MEASURE: This measure tracks the number of grant compliance site visits conducted of transit providers who receive funding from federal transit programs (Sections 5309, 5310, 5311 and 5316).

MEASUREMENT AND DATA COLLECTION:
This measure is based on the number of transit grant compliance site visits that have been conducted. This measure does not include visits to the transit grantees for other purposes such as training, board meetings, etc. Grantees may receive funding from more than one federal transit program. While the Sections 5309, 5311, and 5316 programs share many of the same grantees, separate records are kept on site visits.

USE RESOURCES WISELY

Site visits for transit grantees' compliance with federal requirements

In the past MoDOT had taken a "Goal-Based" approach to conducting grantee compliance site visits at a minimum of once every three years. To ensure the best value for every dollar spent, MoDOT is now taking a "Risk-Based" approach for its on-site visits of grantees. Annually, MoDOT's Transit Section will score each transit grant sub-recipients on the following risk factors: 1) Amount of FTA funds received in all transit programs; (25 percent) 2) Number of Grant Funded vehicles; (15 percent) 3) Recent replacement of key personnel; (30 percent) 4) New participation in programs or project types; (15 percent) and 5) Known concerns; (15 percent).

Of the sub-recipients selected for on-site visits, half will be chosen from the top of the ranking order, one quarter will be from those agencies that have not had a site visit in the past four years, and one quarter will be selected from those agencies with known concerns.

MoDOT has contracted with Milligan and Company, LLC to conduct the compliance reviews of MoDOT's FTA funded grant sub-recipients. At the end of the third quarter of State Fiscal Year 2021, Milligan and Company has completed 37 virtual reviews; 28 of them were 5310 sub-recipients, and 8 of them were 5311 sub-recipients and there was one 5309 sub-recipient. They have also conducted 5 workshops for transit agencies statewide. These numbers are down due to COVID-19. There are 28 virtual reviews scheduled for the next quarter.
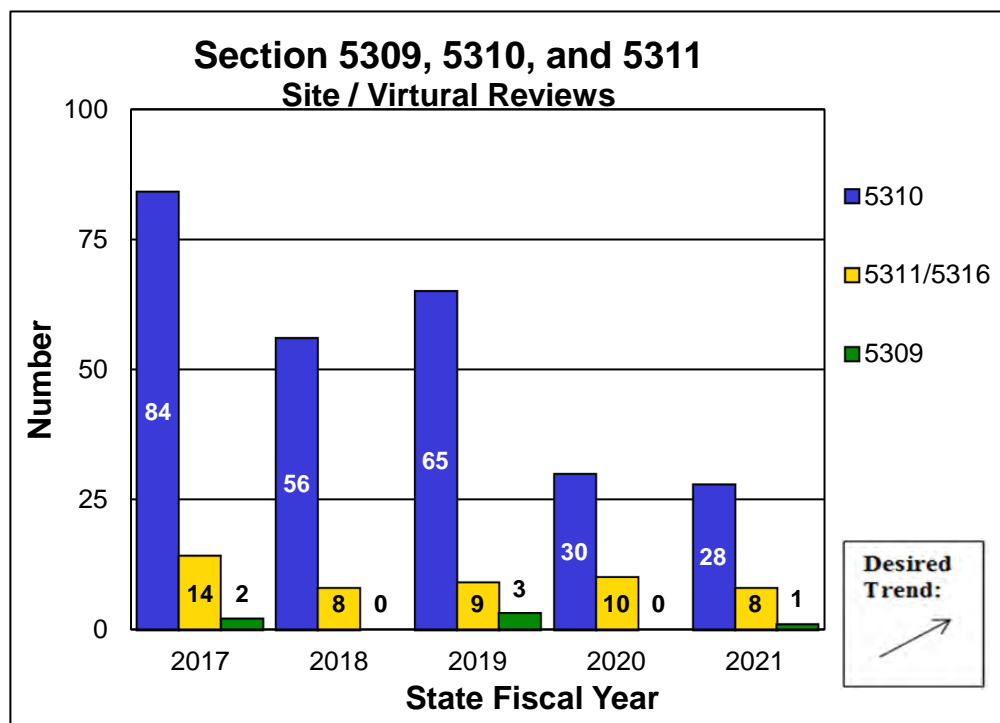
Section 5309, 5310, and 5311 Site / Virtural Reviews

RESULT DRIVER:
Joni Roeseler, Administrator of Transit

MEASUREMENT DRIVER:
Bryan Heckman, Senior Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
This measure identifies the average existing public transit service in rural Missouri by indicating the availability of rural mobility services for employment, medical appointments and necessary shopping.
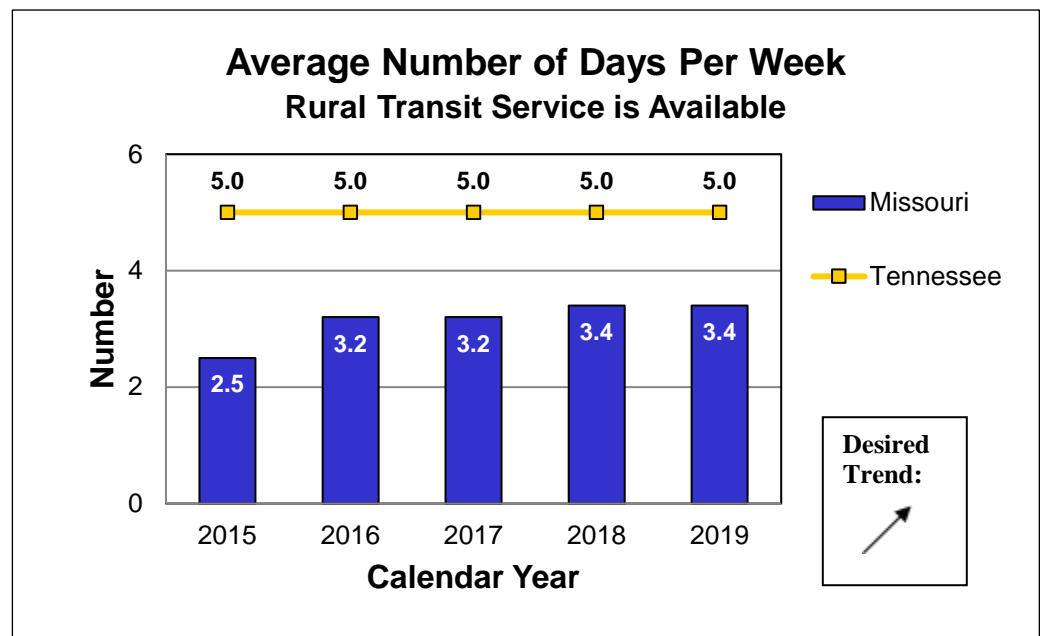
MEASUREMENT AND DATA COLLECTION:
To calculate the statewide average number of days per week rural transit service is available, MoDOT reviews published transit service schedules for each rural Missouri county. MoDOT then averages these daily frequencies within a week's schedule for available county-wide transit service. Rural transit agencies operate on an annual budget and customarily make transit service changes with the start of a new budget year. The measure is benchmarked to Tennessee, which has a comparable statewide population and some amount of transit service in every rural county as does Missouri. This is an annual measure updated in October.

ADVANCE ECONOMIC DEVELOPMENT

Average number of days per week rural transit service is available

Rural transit service in Missouri for 2019 averages 3.4 days a week statewide and is insufficient to support full-time employment for its riders. In 2015, Tennessee deployed more days of rural transit service with five days a week service, subject to available seating. Tennessee's rural transit agencies also use pure demand-response dispatching compared to a structure of designated daily corridors / areas used by OATS and other Missouri rural transit providers.

Missouri remained the same in the average number of days a week for rural public transit service from 3.4 days in 2018 and 3.4 days in 2019. For the most part, each district remained the same in the average number of days a week of rural public transit service with the Southeast district having just over five days a week service.

Average Number of Days Per Week — Rural Transit Service is Available. Bar chart (Missouri) with Tennessee benchmark line at 5.0 for all years. Missouri: 2015 = 2.5, 2016 = 3.2, 2017 = 3.2, 2018 = 3.4, 2019 = 3.4. Desired Trend: upward arrow.

RESULT DRIVER:
Cheryl Ball, Administrator of Freight and Waterways

MEASUREMENT DRIVER:
Stacey Fowler, Intermediate Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
The primary objective of the public ferry services is to provide a cost-effective alternative to constructing and maintaining major river bridges. This data demonstrates the cost effectiveness of the state supported ferry operations.

MEASUREMENT AND DATA COLLECTION:
Vehicle crossing data for this measure is collected by the ferry operators who are hired by the local port authorities. Vehicle crossing data is reported to MoDOT monthly.

Equivalent Bridge Cost is based on the cost of construction of the Bill Emerson Bridge in Cape Girardeau (adjusted for inflation) divided by the annual average vehicular traffic carried by each ferry over the five most recent fiscal years.

This measure is updated annually in July.

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Ferryboat Assistance Program Value

MoDOT supports two public ferries through the Ferry Boat Assistance Program. Because the ferries operate in lieu of a major river bridge, the ferry services at New Bourbon and Mississippi Counties each receive $88,000 in operating assistance from the State Road Fund. The funds are used for items such as fuel, insurance, crew salaries and maintenance. Without these ferry services, vehicles would currently be required to drive to the nearest bridge crossing, a one-way detour of 44 miles for New Bourbon and 82 miles for Mississippi County.

The value of this alternative transportation service can be measured in state dollars spent per vehicle utilizing the ferry. For SFY 2020 MoDOT spent $18.13 per vehicle for the Mississippi County ferry service and $28.17 per vehicle for the New Bourbon ferry service. This cost is significantly higher than what was spent in SFY 2018 and SFY 2019 and can be attributed to the extensive amount of time the ferry services were closed in SFY 2020 due to flooding and ferry boat repairs.

To replace either of these ferry services with a new bridge across the Mississippi River would amount to a cost of approximately $162.29 per vehicle each year for the expected 100 year life of the bridge.

Ferry Boat State Assistance Program Value
(Dollars/Vehicle)

Fiscal Year	Mississippi County	New Bourbon
2017	$9.68	$14.20
2018	$9.28	$8.16
2019	$14.74	$16.83
2020	$18.13	$28.17

Average Equivalent Bridge Cost: ~$162

Desired Trend: ↓

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

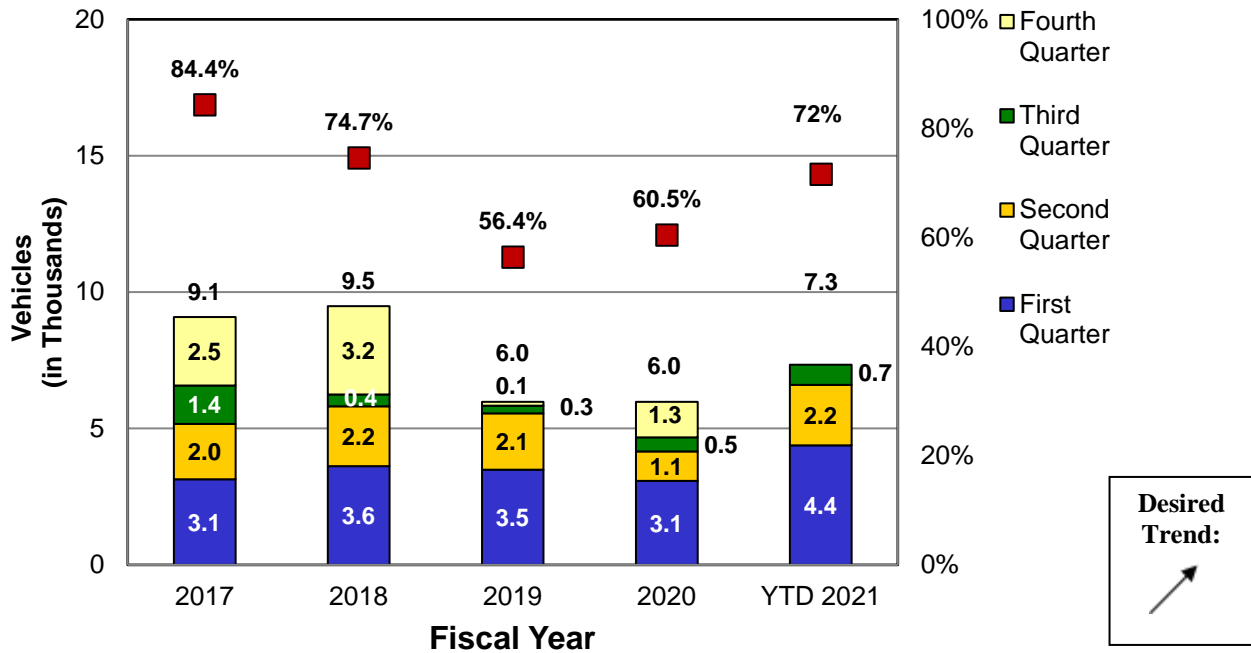## Number of ferry passengers and vehicles transported

Overall, usage of Missouri's two publicly supported ferry services have significantly increased for SFY 2021 as compared to SFY 2020. There have been 20,185 more passengers and 11,678 more vehicles in SFY 2021 compared to SFY 2020.

The Mississippi County ferry service had 5,120 more passengers, and 2,656 more vehicles for the first three quarters of SFY 2021 compared to the first three quarters of SFY 2020. The ferry was open for 197 days out of 275 days (72 percent) first three quarters SFY 2021, in SFY 2020 they were at 175.5 days (64 percent) which accounts for the majority of this increased use.
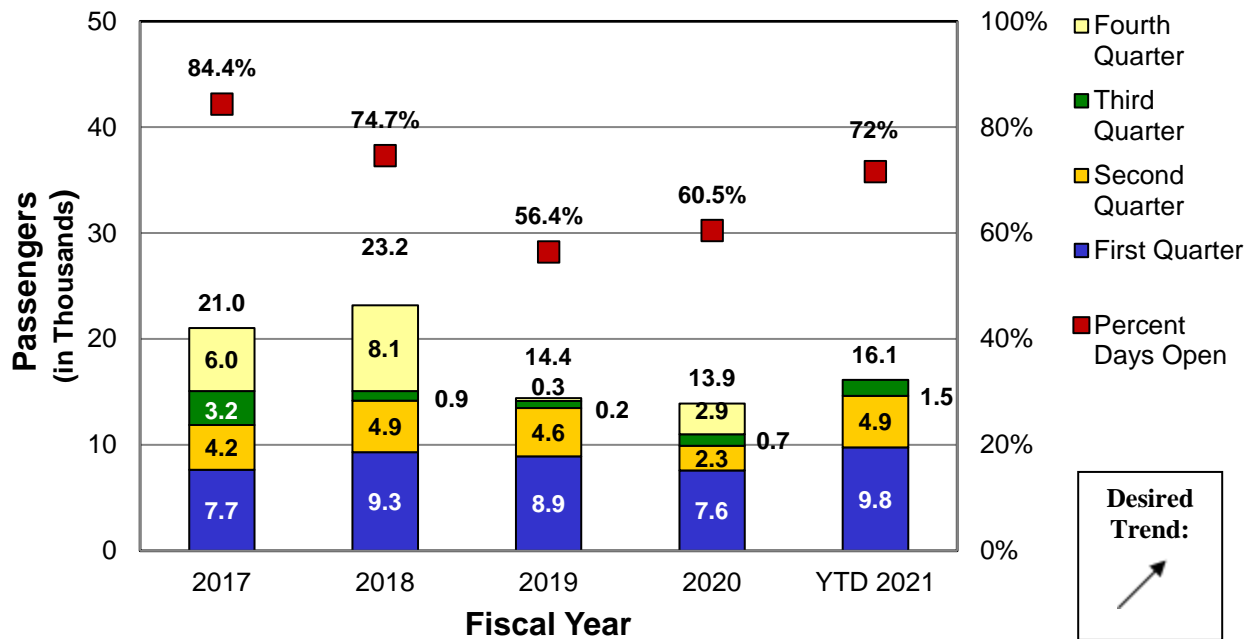
The New Bourbon ferry service had 10,643 more passengers and 4,600 more vehicles in the first three quarters SFY 2021 compared to SFY 2020. For the first three quarters of SFY 2021, the ferry boat was open 233.75 days out of 275 days (85 percent); in SFY 2020 the ferry was open 132 days out of 275 for the first three quarters (48 percent). The increase for the first three quarters is primarily due to more operating hours.
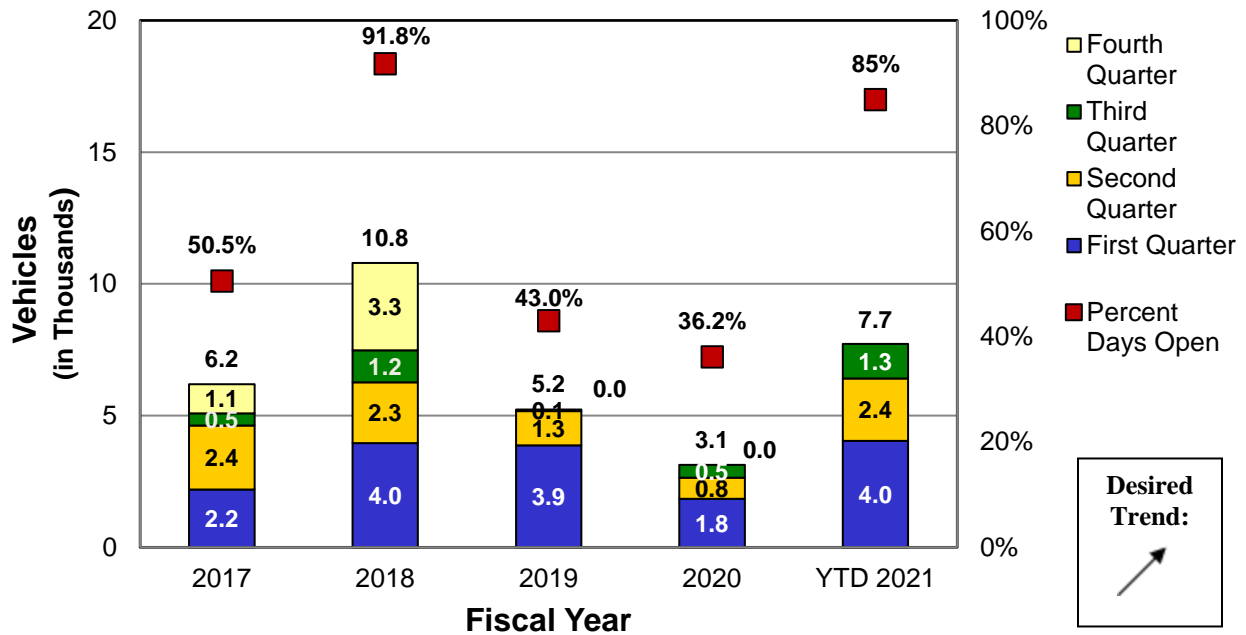
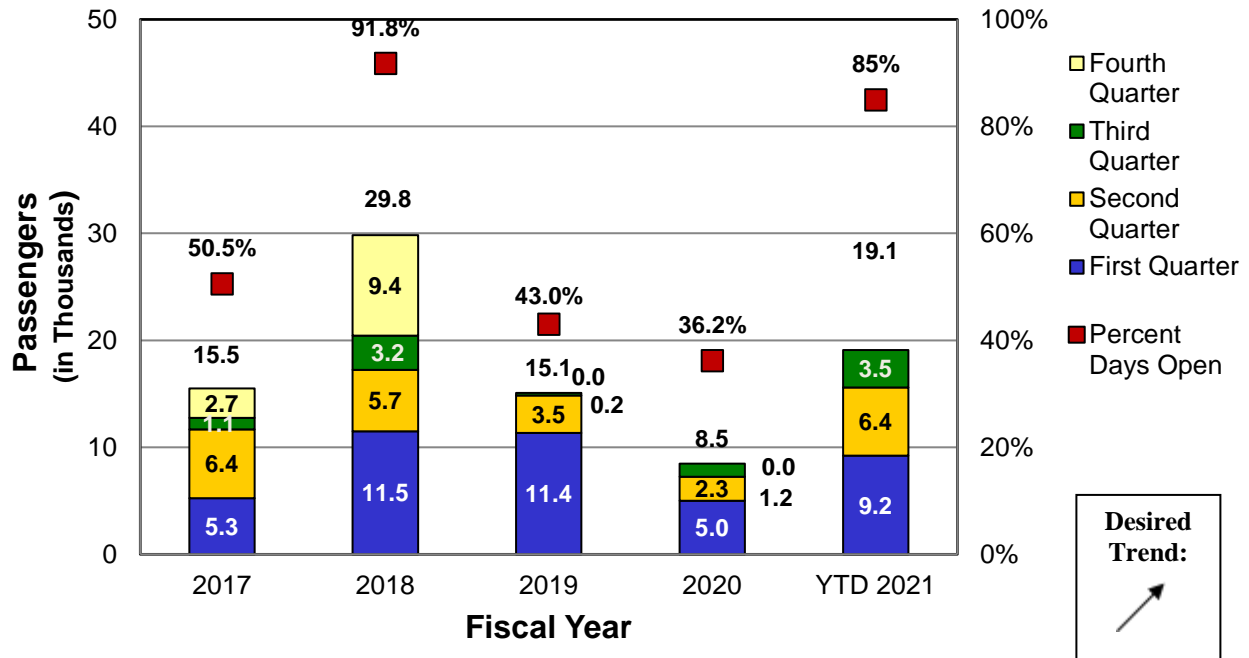# Number of Vehicles Transported by Ferry Boat
Mississippi County

Vehicles (in Thousands) / Fiscal Year

	2017	2018	2019	2020	YTD 2021
Percent Days Open	84.4%	74.7%	56.4%	60.5%	72%
Total	9.1	9.5	6.0	6.0	7.3
Fourth Quarter	2.5	3.2	0.1	1.3	0.7
Third Quarter	1.4	0.4	0.3	0.5	
Second Quarter	2.0	2.2	2.1	1.1	2.2
First Quarter	3.1	3.6	3.5	3.1	4.4

Desired Trend: ↗

Number of Passengers Transported by Ferry Boat
Mississippi County

Passengers (in Thousands) / Fiscal Year

	2017	2018	2019	2020	YTD 2021
Percent Days Open	84.4%	74.7%	56.4%	60.5%	72%
Total	21.0	23.2	14.4	13.9	16.1
Fourth Quarter	6.0	8.1	0.3	2.9	1.5
Third Quarter	3.2	0.9	0.2	0.7	
Second Quarter	4.2	4.9	4.6	2.3	4.9
First Quarter	7.7	9.3	8.9	7.6	9.8

Desired Trend: ↗

Number of Vehicles Transported by Ferry Boat
New Bourbon

Vehicles (in Thousands) vs **Fiscal Year**

Fiscal Year	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total	Percent Days Open
2017	2.2	2.4	0.5	1.1	6.2	50.5%
2018	4.0	2.3	1.2	3.3	10.8	91.8%
2019	3.9	1.3	0.1	0.0	5.2	43.0%
2020	1.8	0.8	0.5	0.0	3.1	36.2%
YTD 2021	4.0	2.4	1.3		7.7	85%

Desired Trend: ↗

Number of Passengers Transported by Ferry Boat
New Bourbon

Passengers (in Thousands) vs **Fiscal Year**

Fiscal Year	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total	Percent Days Open
2017	5.3	6.4	1.1	2.7	15.5	50.5%
2018	11.5	5.7	3.2	9.4	29.8	91.8%
2019	11.4	3.5	0.2	0.0	15.1	43.0%
2020	5.0	2.3	1.2	0.0	8.5	36.2%
YTD 2021	9.2	6.4	3.5		19.1	85%

Desired Trend: ↗

ADVANCE ECONOMIC DEVELOPMENT

New capital investment at public ports

MoDOT's Port Capital Improvement Program (CIP) does not have a dedicated funding source and relies on annual appropriations from the legislature and approval by the Governor. Three million dollars in CIP funds were appropriated annually by the legislature in SFYs 2015-2016, while appropriated funds in SFYs 2017 and 2018 were subjected to various gubernatorial restrictions. The SFY 2019 investment is $7.6 million with the 2020 investment being $9.4 million. SFY 2021 began with a $5.3 million investment but with $4.1 gubernatorial restrictions. However in October the Governor released the $4.1 restriction to SFY 2021 funds.

Ports use state funds to leverage investment by private industry. Since SFY 2015, private industry has invested more than $57.7 million in Missouri's public ports, versus $20.4 million in state funding, a 2.5:1 ratio. The greater private investment is typically for one or two large projects, while smaller projects often receive limited private investment. Tonnage shipped and port employment became stagnant, but tonnage is starting rise in SFY2021. At the same time last year the total tonnage was 3.3 million tons; as of October 1 the tonnage numbers are 3.6 million tons with one quarter left for reporting.

New Capital Investment at Public Ports

Chart: Stacked bar chart showing Amount Invested in Thousands (left axis, $0 to $24,000) and Port Tonnage Shipped in Millions (right axis, 0 to 4) by Fiscal Year.

Legend: Private (yellow), State (blue), Tonnage (green)

Fiscal Year	State	Private	Tonnage
2015	$3,000	$6,296	3.7
2016	$3,000	$3,856	3.9
2017	$4,055	$8,946	3.8
2018	$1,594	$15,544	3.9
2019	$5,155	$9,312	3.3
2020	$4,797	$17,473	3.6

Desired Trend: ↗
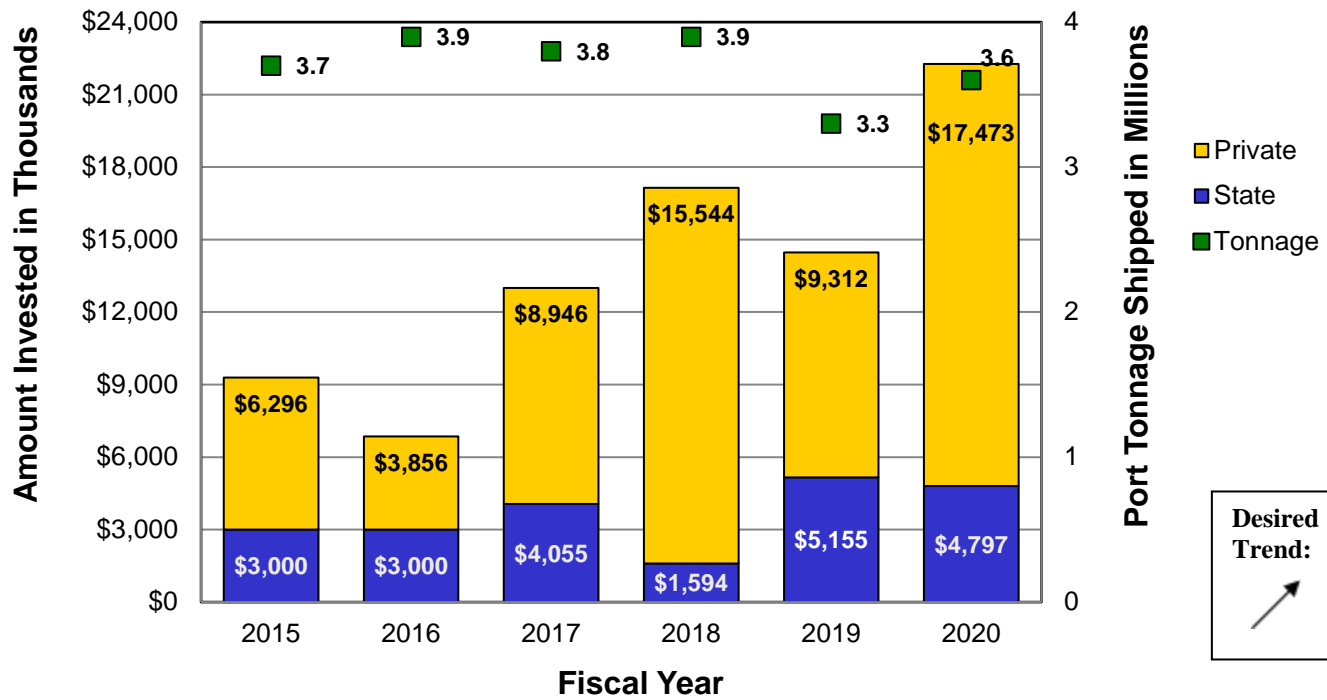
ADVANCE ECONOMIC DEVELOPMENT

Number of jobs at public port facilities

RESULT DRIVER:
Cheryl Ball, Administrator of Freight and Waterways

MEASUREMENT DRIVER:
Stacey Fowler, Intermediate Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
The primary objective of port development is to foster economic growth. This data provides a measure as to the level of success that capital improvement funds have in promoting job growth.

MEASUREMENT AND DATA COLLECTION:
Jobs data for this measure is collected by ports. The data is compiled from individual port tenants and submitted to MoDOT as a cumulative number where ports have multiple tenants. This measure is updated annually in April.
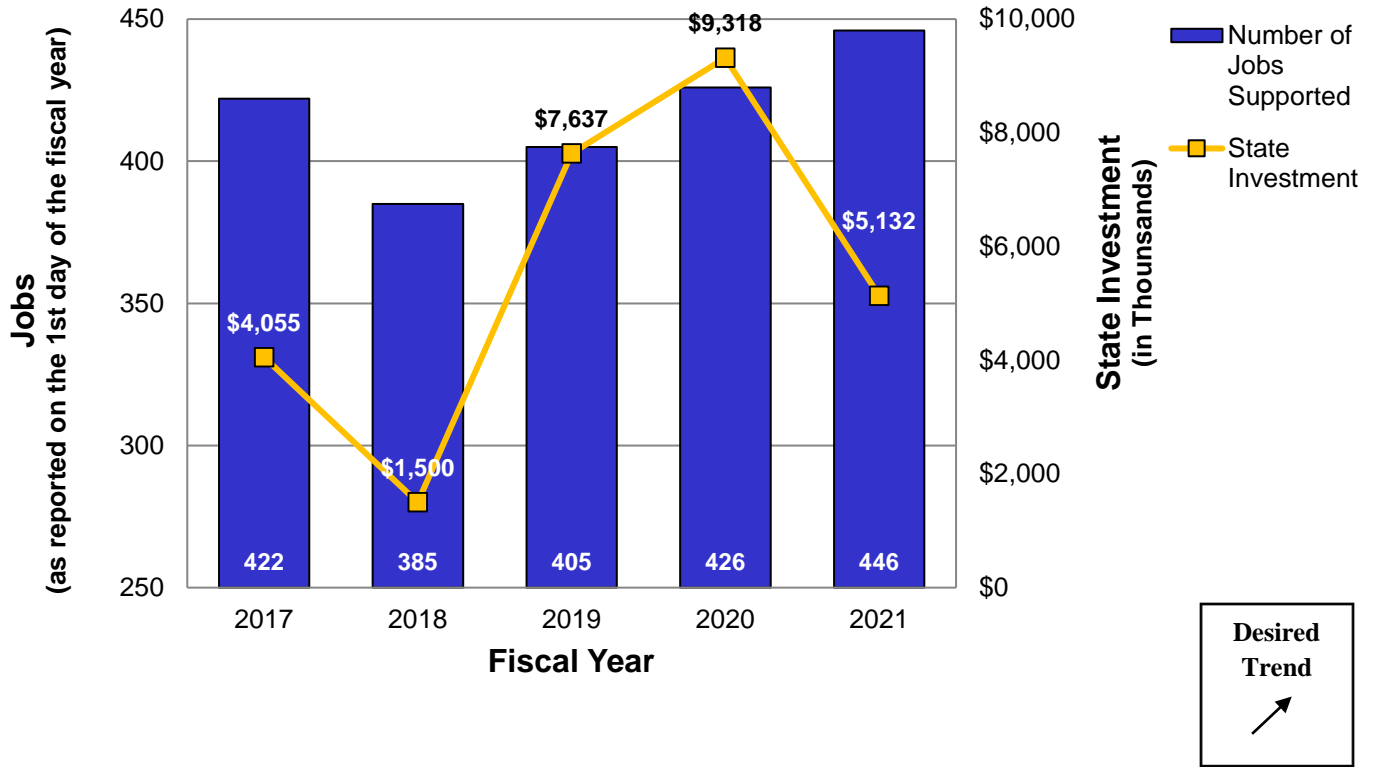
Public ports support nearly 290,000 Missouri jobs. This includes the jobs directly located at ports, at port-dependent businesses, at port-benefitted businesses, and those induced from all of those categories. Through these jobs, Missouri public ports support $15.7 billion in labor annually.

Ports reported 446 direct jobs as of January 1, 2021, up from 426 on the same date in 2020, a 4 percent increase. Job increase appears to be the result of investments made over the last two years and the stabilizing economy.

Included with this measure is the amount of state appropriated capital improvement funds for the corresponding fiscal year. As shown on the following graph, with the exception of the regional economy downturn noted above, consistent capital improvement funding over the past several years typically corresponded with a consistently higher employment at the public port facilities.

Number of Jobs
at Public Port Facilities

Chart: Number of Jobs Supported (blue bars, left axis "Jobs (as reported on the 1st day of the fiscal year)") and State Investment (yellow line, right axis "State Investment (in Thousands)") by Fiscal Year.

Fiscal Year	Number of Jobs Supported	State Investment
2017	422	$4,055
2018	385	$1,500
2019	405	$7,637
2020	426	$9,318
2021	446	$5,132

Legend: Number of Jobs Supported; State Investment

Desired Trend ↗

**PURPOSE OF THE
MEASURE:**
The primary objective of port
development is to foster
economic growth. This data
provides a measure as to the
level of success on a per
project basis.

**MEASUREMENT
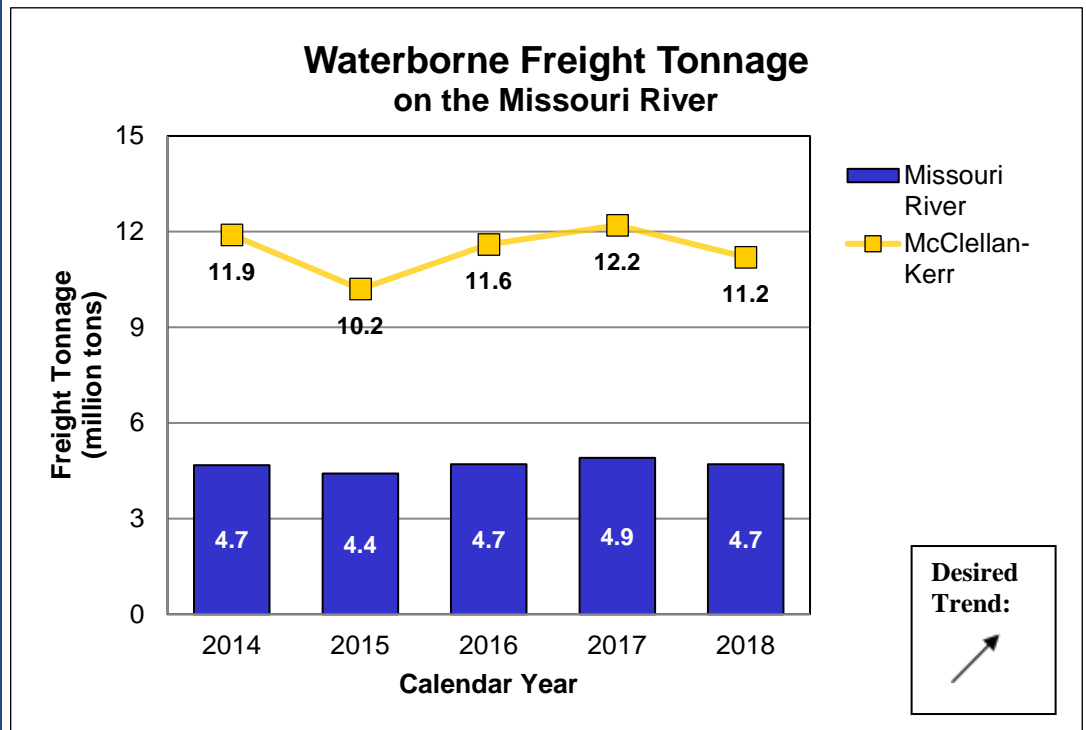AND DATA
COLLECTION:**
Data for this measure is
reported by the Waterborne
Commerce Statistics Center,
an office of the US Army
Corps of Engineers, and
represents total tonnage on
the entire river, and not strictly
products originating or
destined for Missouri. Data is
updated annually.

The Missouri River measure
is benchmarked to the
Arkansas River (officially
named the McClellan-Kerr
Navigation System). Both
rivers are west to east flowing
tributaries of the Mississippi
River and compete for traffic
originating in the MINK states
(Missouri, Iowa, Nebraska
and Kansas). The McClellan-
Kerr is a lock controlled river,
with year-round navigation,
whereas the Missouri River is
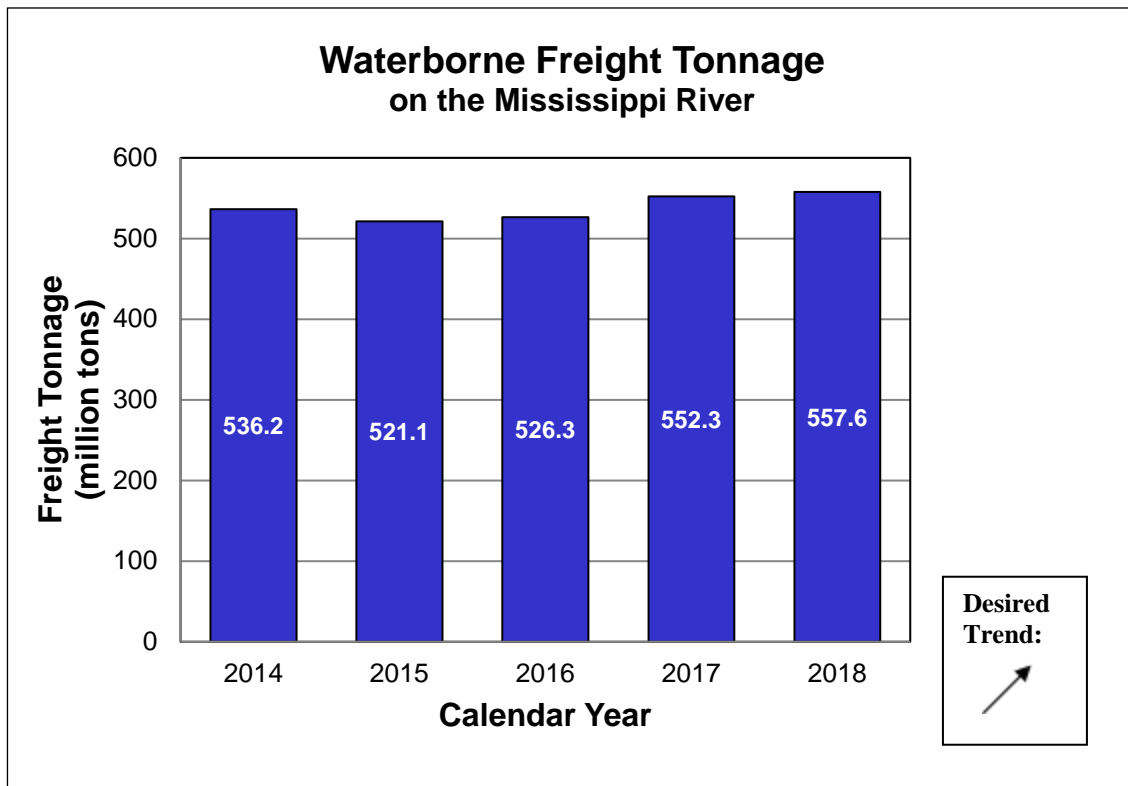a freeflowing river with only 9
months of navigation support.

ADVANCE ECONOMIC DEVELOPMENT

Waterborne Freight Tonnage on the Missouri and Mississippi Rivers

Freight tonnage on the Missouri River decreased slightly in 2018 to 4.7 million tons. The USACE has recognized that data is not necessarlly being reported correctly on the Missouri River and they are working with state, organizations, ports and transportation partners to improve the consistency. In the comparison to the McClellan Kerr river system which is reported through the lock and dam system, it appears that the Missouri River is very underutilized. The belief is the current initiative will show a more accurate picture of what is truly moving on the Missouri River.

Freight tonnage on the Mississippi River increased in 2018, rising to 557 million tons. Corn and soybeans are the most shipped product by weight on the Mississippi River totaling 134 million tons, and accounting for almost one quarter of the tonnage on the river.

Waterborne Freight Tonnage on the Missouri River

Calendar Year	Missouri River	McClellan-Kerr
2014	4.7	11.9
2015	4.4	10.2
2016	4.7	11.6
2017	4.9	12.2
2018	4.7	11.2

Desired Trend: ↗

Waterborne Freight Tonnage
on the Mississippi River

Calendar Year	Freight Tonnage (million tons)
2014	536.2
2015	521.1
2016	526.3
2017	552.3
2018	557.6

Desired Trend: ↗

RESULT DRIVER:
Michelle Kratzer, Multimodal Operations Director

MEASUREMENT DRIVER:
Wendy Werner, Senior Financial Services Specialist

PURPOSE OF THE MEASURE:
This measure provides the historical and current expenditures of Multimodal programs and appropriations as approved by the Missouri General Assembly by the separate modes. These modes are Aviation, Rail, Transit, Freight and Waterways.
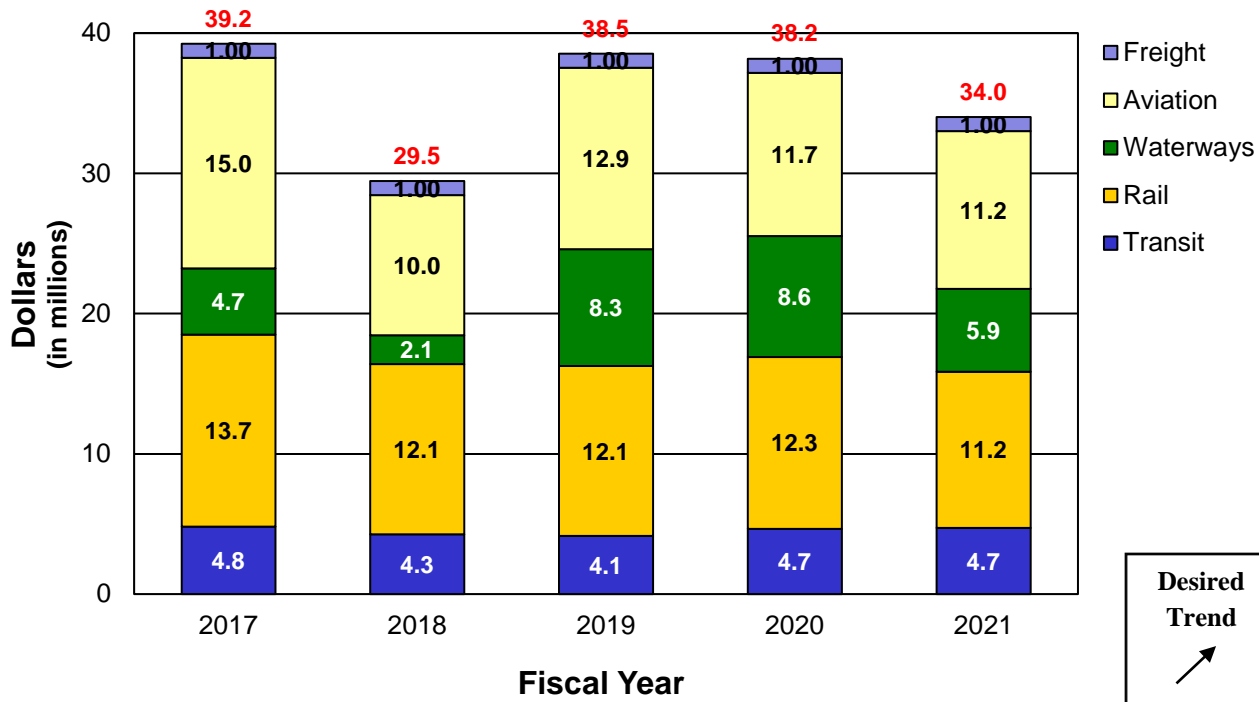
MEASUREMENT AND DATA COLLECTION:

Update

Investments in Multimodal programs represent the state and federal dollars spent on transit, rail, air and waterways. Federal investments in Multimodal programs represent the amount spent on MoDOT-administered programs only.

Investments are limited to the amounts appropriated by the state legislature each year. The appropriated amounts include only existing fund balances and annual revenues. As existing fund balances are spent, investments will be limited to annual revenues. This is a quarterly measure.

USE RESOURCES WISELY

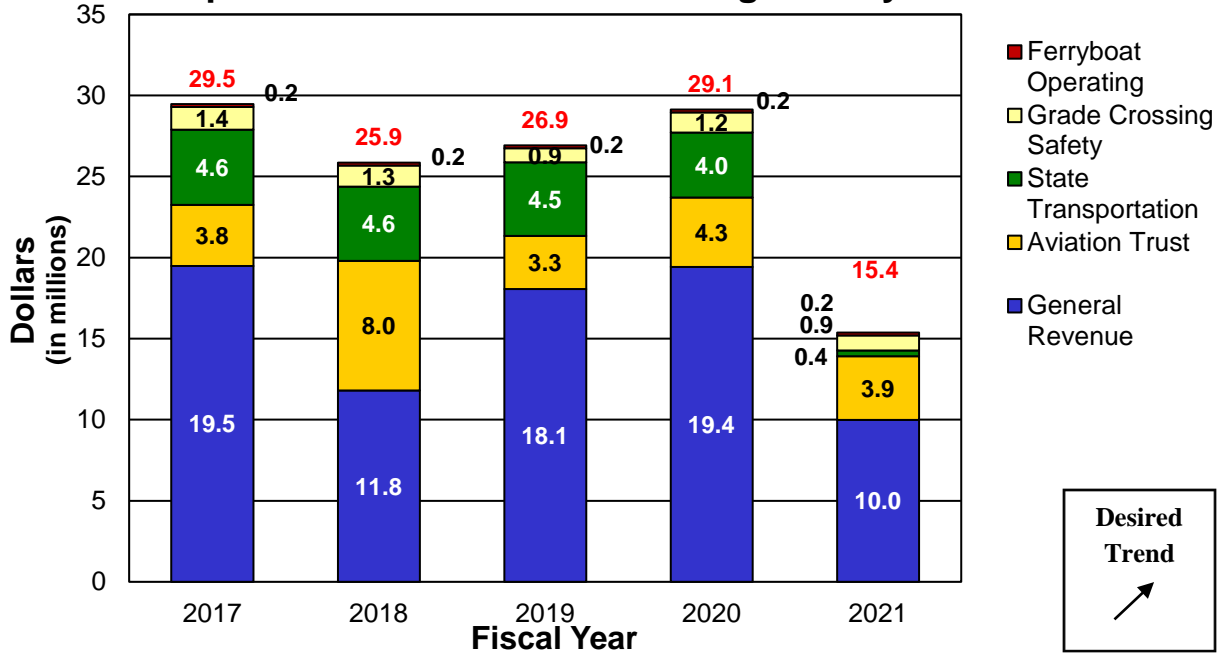## Funding for Multimodal programs
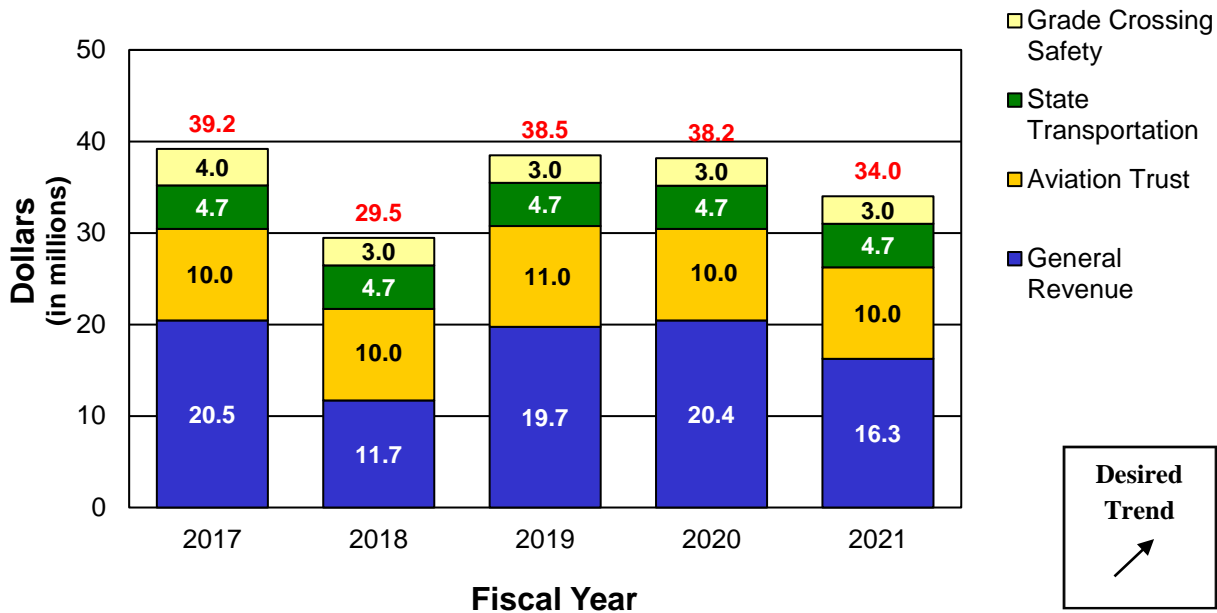
State Fiscal Year (SFY) 2021 Third Quarter update:
- SFY 2021 expenditures for State Apportioned Multimodal Programs YTD are $15.4 million.
- SFY 2021 expenditures for Apportioned Federal Funds are $34.0 million.

State Expenditures for Multimodal Programs

Dollars (in millions)

Legend:
- Freight
- Aviation
- Waterways
- Rail
- Transit

Fiscal Year	2017	2018	2019	2020	2021
Total	29.5	25.9	26.9	29.1	15.4
Freight	1.00	0.96	0.96	0.76	0.00
Aviation	8.5	8.0	3.3	4.8	4.0
Waterways	4.6	2.3	8.3	8.8	1.0
Rail	10.6	10.5	10.3	10.4	9.0
Transit	4.8	4.1	4.1	4.3	1.3

Desired Trend ↗

State Appropriations for Multimodal Programs

Dollars (in millions)

Legend:
- Freight
- Aviation
- Waterways
- Rail
- Transit

Fiscal Year	2017	2018	2019	2020	2021
Total	39.2	29.5	38.5	38.2	34.0
Freight	1.00	1.00	1.00	1.00	1.00
Aviation	15.0	10.0	12.9	11.7	11.2
Waterways	4.7	2.1	8.3	8.6	5.9
Rail	13.7	12.1	12.1	12.3	11.2
Transit	4.8	4.3	4.1	4.7	4.7

Desired Trend ↗

State Expenditures for Multimodal Programs by Source

Legend:
- Ferryboat Operating
- Grade Crossing Safety
- State Transportation
- Aviation Trust
- General Revenue

Fiscal Year	2017	2018	2019	2020	2021
Total	29.5	25.9	26.9	29.1	15.4
Ferryboat Operating	0.2	0.2	0.2	0.2	0.2
Grade Crossing Safety	1.4	1.3	0.9	1.2	0.9
State Transportation	4.6	4.6	4.5	4.0	0.4
Aviation Trust	3.8	8.0	3.3	4.3	3.9
General Revenue	19.5	11.8	18.1	19.4	10.0

Desired Trend ↗

State Appropriations for Multimodal Programs by Source

Legend:
- Grade Crossing Safety
- State Transportation
- Aviation Trust
- General Revenue

Fiscal Year	2017	2018	2019	2020	2021
Total	39.2	29.5	38.5	38.2	34.0
Grade Crossing Safety	4.0	3.0	3.0	3.0	3.0
State Transportation	4.7	4.7	4.7	4.7	4.7
Aviation Trust	10.0	10.0	11.0	10.0	10.0
General Revenue	20.5	11.7	19.7	20.4	16.3

Desired Trend ↗

Federal Expenditures for Multimodal Programs
(MoDOT administered programs only)

Dollars (in millions) (y-axis)

Legend:
- Aviation
- Waterways
- Rail
- Transit

Fiscal Year	2017	2018	2019	2020	2021
Total	69.7	67.7	63.9	57.3	39.1
Aviation	30.0	29.1	20.1	23.9	31.1
Waterways	0.0	0.0	0.0	0.0	0.0
Rail	13.9	8.2	16.8	5.1	3.8
Transit	25.9	30.4	27.0	28.2	4.2

Fiscal Year (x-axis)

Desired Trend ↗

Federal Fund Appropriation for Multimodal Programs
(MoDOT administered programs only)
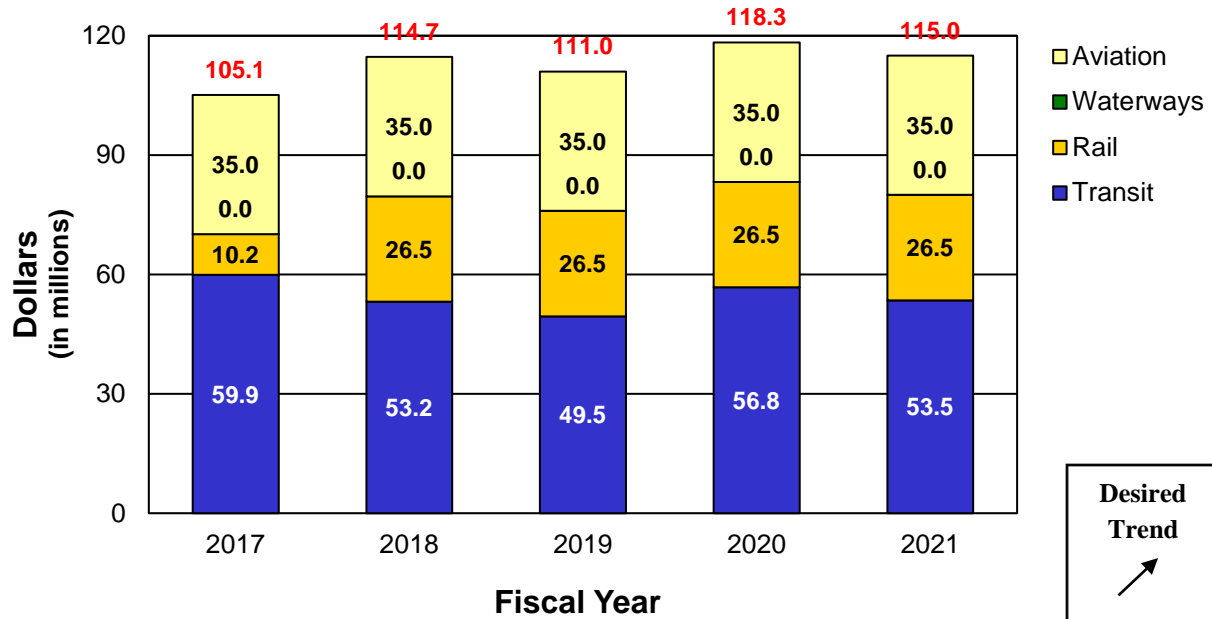
Dollars (in millions) (y-axis)

Legend:
- Aviation
- Waterways
- Rail
- Transit

Fiscal Year	2017	2018	2019	2020	2021
Total	105.1	114.7	111.0	118.3	115.0
Aviation	35.0	35.0	35.0	35.0	35.0
Waterways	0.0	0.0	0.0	0.0	0.0
Rail	10.2	26.5	26.5	26.5	26.5
Transit	59.9	53.2	49.5	56.8	53.5

Fiscal Year (x-axis)

Desired Trend ↗

RESULT DRIVER:
Michelle Kratzer, Multimodal Operations Director

MEASUREMENT DRIVER: Jenni Hosey, Senior Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
This measure tracks the division's timeliness in processing vendor payments.
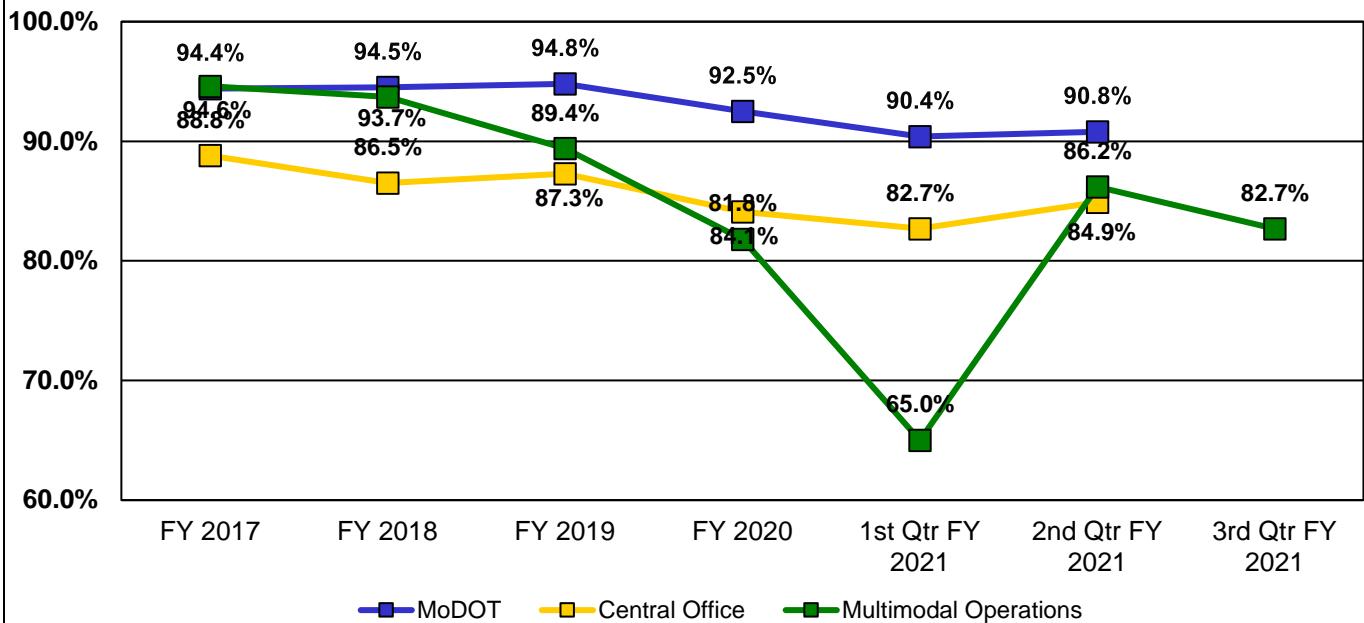
MEASUREMENT AND DATA COLLECTION:
The check date determines if the invoice payment is timely. Vendors age their receivables based on the date of the invoice; therefore, timely is defined as a check issued less than 31 days from the date of invoice. The department's measure is benchmarked to the U.S. General Services Administration (GSA), which is updated annually with the federal fiscal year calendar ending Sept. 30.

Percent of vendor invoices paid on time

This measure is populated by Financial Services and the Multimodal Operations specialist. The Division graph is populated by Financial Services. The Multimodal historical graph and Multimodal mode specific graphs are populated by Multimodal Operations staff.

In the third quarter of FY 2021, Multimodal processed 510 invoices at 82.7 percent on time. This is the same when compared to third quarter FY 2020. During the third quarter of FY 2020, Multimodal processed 614 invoices at 82.7 percent on time.

Percent of Vendor Invoices Paid on Time

Division	AI	BR	CC	CM	CR	CS	DE	DO	EC	EO	FS	GR	GS	HR	HW	IS	MC	MO	MT	SM	TP	TS
Total lines paid 2nd Qtr FY21	23	101	169	214	57	28	104	34	30	9	37	32	215	46	174	373	29	506	133	39	101	810

Percent of Invoices Paid On-Time

Invoices Paid on Time - Statewide

Legend:
- Number of Invoices Paid
- Percent of Invoices Paid on Time

Left axis (Percentage): 75.0%, 80.0%, 85.0%, 90.0%, 95.0%, 100.0%
Right axis: -, 25,000, 50,000, 75,000, 100,000, 125,000, 150,000, 175,000

Fiscal Year	Number of Invoices Paid	Percent of Invoices Paid on Time
FY 2017	171,066	94.4%
FY 2018	167,869	94.5%
FY 2019	170,878	94.8%
FY 2020	155,523	92.5%
1st Qtr 2021	32,910	90.4%
2nd Qtr 2021	34,940	90.8%
3rd Qtr 2021		

Invoices Paid On-Time - Central Office

Legend:
- Number of Invoices Paid
- Percent of Invoices Paid on Time

Left axis (Percentage): 50.0%, 60.0%, 70.0%, 80.0%, 90.0%, 100.0%
Right axis: 5,000, 10,000, 15,000, 20,000, 25,000, 30,000, 35,000

Fiscal Year	Number of Invoices Paid	Percent of Invoices Paid on Time
FY 2017	27,258	88.8%
FY 2018	26,963	86.5%
FY 2019	28,328	87.3%
FY 2020	29,200	84.1%
1st Qtr 2021	5,717	82.7%
2nd Qtr 2021	6,538	84.9%
3rd Qtr 2021		

Invoices Paid On-Time - Multimodal Operations

Legend:
- Number of Invoices Paid (blue bars)
- Percent of Invoices Paid on Time (yellow line)

Data:
Fiscal Year	Number of Invoices Paid	Percent of Invoices Paid on Time
FY 2017	2,864	94.6%
FY 2018	2,780	93.7%
FY 2019	2,351	89.4%
FY 2020	2,458	81.8%
1st Qtr 2021	512	65.0%
2nd Qtr 2021	506	86.2%
3rd Qtr 2021	506	82.7%

Multimodal Invoices Paid On Time

Legend:
- Invoices Paid Late (yellow)
- Total Invoices Paid (blue)
- Percent of Invoices Paid On Time by Mode (green line)

Desired Trend ↗

Fiscal Year 2021

Mode	Total Invoices Paid	Invoices Paid Late	Percent Paid On Time
Admin	12	3	75.0%
Transit	265	56	78.9%
Rail	52	27	48.1%
Aviation	159	1	99.4%
Water	19	0	100.0%
Freight	3	1	66.7%
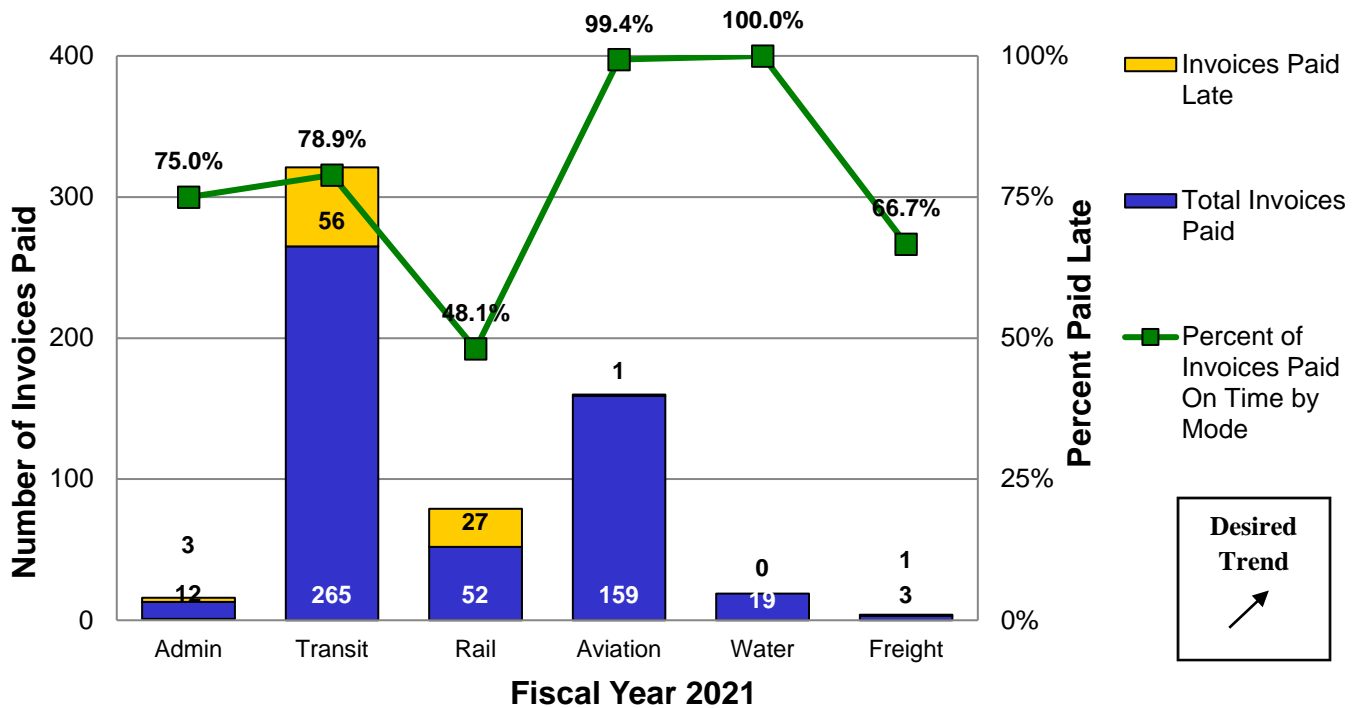
Administrative Invoices Paid On Time

	FY 17	FY 18	FY 19	FY 20	21 Q1	21 Q2	21 Q3
Invoices Paid Late	5	11	8	12	1	3	3
Total Invoices Paid	108	148	121	123	12	8	12
Percent of Invoices Paid On Time	95.4%	92.6%	93.4%	90.2%	91.7%	62.5%	75.0%

Desired Trend ↗
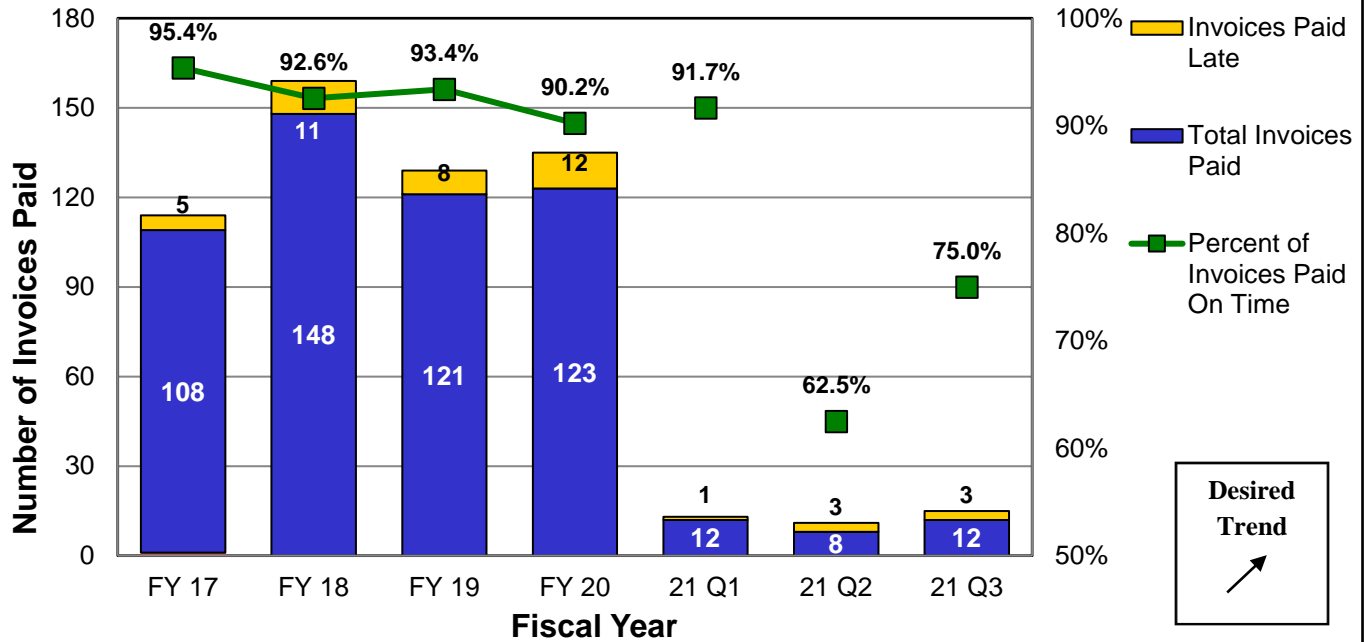
Aviation Invoices Paid On Time

	FY 17	FY 18	FY 19	FY 20	21 Q1	21 Q2	21 Q3
Invoices Paid Late	14	9	9	24	23	7	1
Total Invoices Paid	611	521	448	572	163	232	159
Percent of Invoices Paid On Time	97.7%	98.3%	98.0%	95.8%	85.9%	97.0%	99.4%

Desired Trend ↗

Rail Invoices Paid On Time

Fiscal Year	Total Invoices Paid	Invoices Paid Late	Percent of Invoices Paid On Time
FY 17	385	29	92.5%
FY 18	304	29	90.5%
FY 19	324	48	85.2%
FY 20	241	55	77.2%
21 Q1	96	61	36.5%
21 Q2	76	27	64.5%
21 Q3	52	27	48.1%

Desired Trend ↗
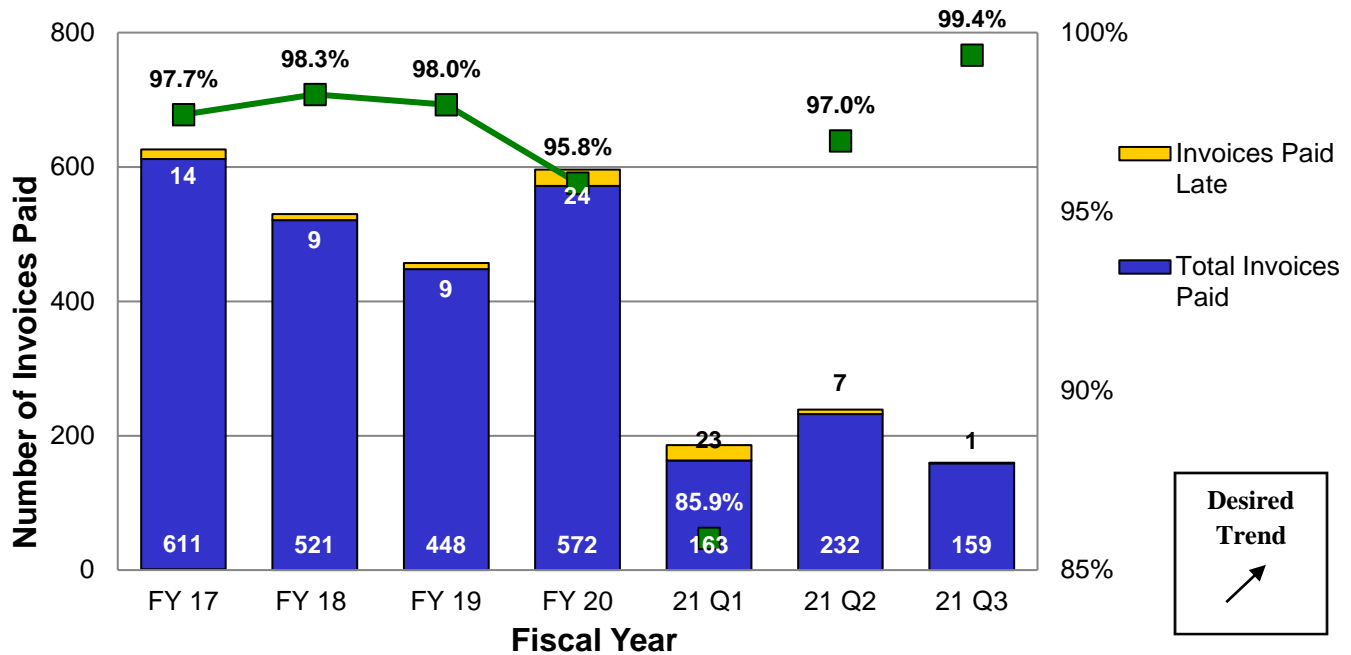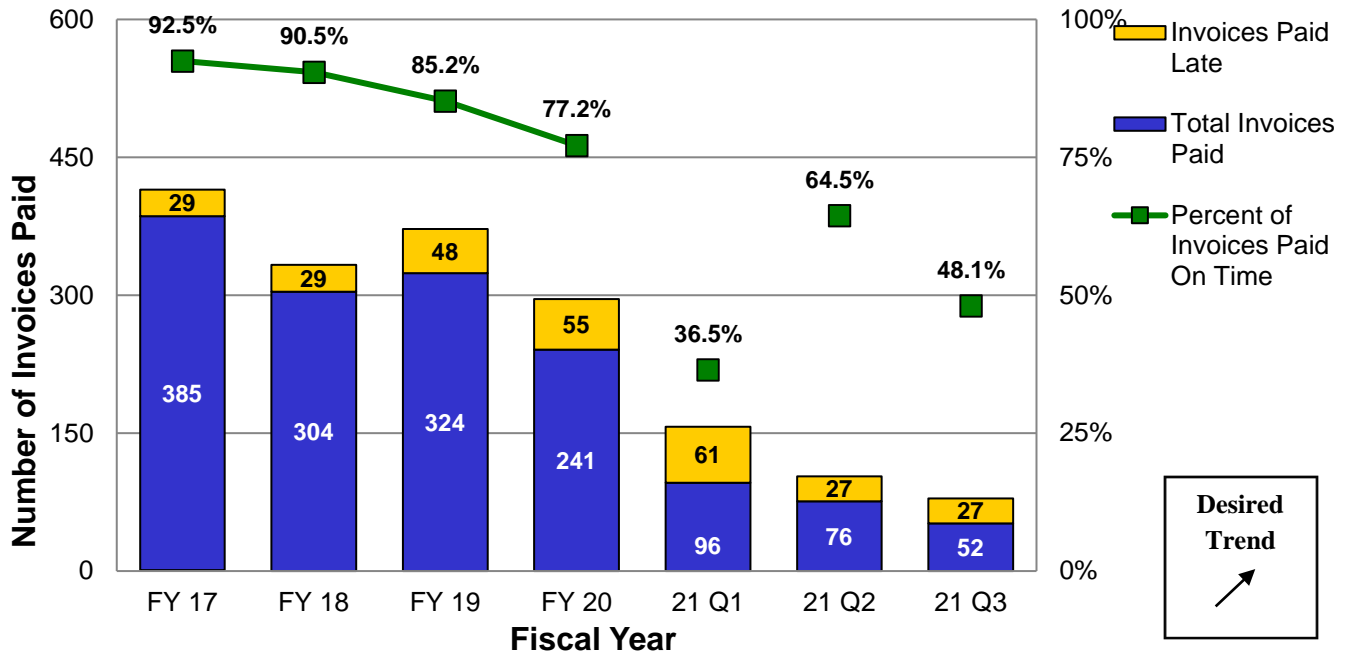
Transit Invoices Paid On Time

Fiscal Year	Total Invoices Paid	Invoices Paid Late	Percent of Invoices Paid On Time
FY 17	1557	91	94.2%
FY 18	1682	112	93.3%
FY 19	1423	181	87.3%
FY 20	1398	325	76.8%
21 Q1	241	94	61.0%
21 Q2	159	24	84.9%
21 Q3	265	56	78.9%

Desired Trend ↗

Waterway Invoices Paid On Time

Number of Invoices Paid (left axis) vs **Fiscal Year** (x-axis), **Percent of Invoices Paid On Time** (right axis)

Fiscal Year	Invoices Paid Late	Total Invoices Paid	Percent of Invoices Paid On Time
FY 17	17	164	89.6%
FY 18	8	96	91.7%
FY 19	20	143	86.0%
FY 20	29	119	75.6%
21 Q1	0	0	100.0%
21 Q2	7	27	74.1%
21 Q3		19	100.0% (0)

Legend:
- Invoices Paid Late
- Total Invoices Paid
- Percent of Invoices Paid On Time

Desired Trend ↗

Freight Invoices Paid On Time

Number of Invoices Paid (left axis) vs **Fiscal Year** (x-axis), **Percent of Invoices Paid On Time** (right axis)

Fiscal Year	Invoices Paid Late	Total Invoices Paid	Percent of Invoices Paid On Time
FY 17	0	39	100.0%
FY 18	0	28	100.0%
FY 19	1	11	90.9%
FY 20	5	5	0.0%
21 Q1	0	0	100.0%
21 Q2	2	4	50.0%
21 Q3	1	3	66.7%

Legend:
- Invoices Paid Late
- Total Invoices Paid
- Percent of Invoices Paid On Time

Desired Trend ↗

USE RESOURCES WISELY

Expense and Equipment (E&E) and Personal Services Budgets, Percent Expended

Multimodal Operations uses this measure to track funds spent versus funds remaining in the legislative and operating appropriations. Expense and Equipment (E&E) funds pay for almost everything outside of salaries such as travel, meals, equipment, publications, meetings, recognition awards, conferences. Personal Service funds pay for salaries and overtime.

The total of the Personal Services Legislative Appropriations is $2,024,517 and the Operating Budget $1,872,776 as of July 1, 2020 or the beginning of Fiscal Year 2021. During the third quarter FY2021, $1,370,001 was expended or 67.7 percent of the Legislative Budget or 73.2 percent of the Operations Budget.

The Fiscal Year 2021 E&E Legislative Appropriation and Operating Budget are the same. The total of the E&E Appropriations and Budget is $505,791. During third quarter FY2021, $44,549 was expended or 8.80 percent of the Operating Budget.

Personal Services
Appropriations 9939, 6174, 4660, 8901, and 7468

Legend:
- Unexpended
- Expended
- Percent Expended

Operating Budget:
- 73.2%
- 502,775 (Unexpended)
- 1,370,001 (Expended)

Legislative Budget:
- 67.7%
- 654,516 (Unexpended)
- 1,370,001 (Expended)

State Fiscal Year 2021 Third Quarter

Desired Trend: NA
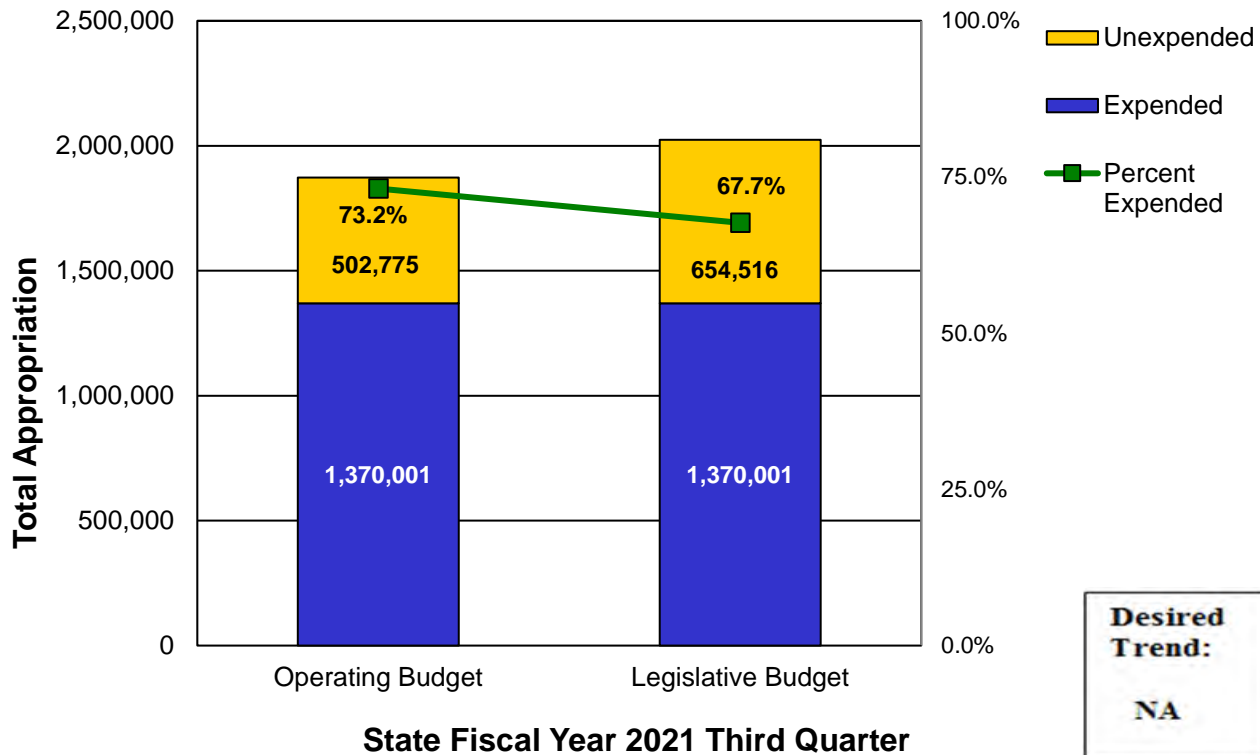
State Transportation Fund 0675
E&E Appropriation 2270

Legend:
- Unexpended
- Expended
- Percent Expended

Operating Budget:
- 19,925 (Unexpended)
- 25.6%
- 6,849 (Expended)

State Fiscal Year 2021 Third Quarter

Desired Trend: NA

Rail Expense Fund 0659
E&E Appropriation 6175

State Fiscal Year 2021 Third Quarter

Legend:
- Unexpended
- Expended
- Percent Expended

Chart values:
- 135,192 (Unexpended)
- 8.9%
- 13,236 (Expended)

Desired Trend: NA

Aviation Trust Fund 0952
E&E Appropriation 4661

State Fiscal Year 2021 Third Quarter

Legend:
- Unexpended
- Expended
- Percent Expended

Chart values:
- 20,692 (Unexpended)
- 22.2%
- 5,919 (Expended)

Desired Trend: NA

Federal Fund 0126
E&E Appropriation 8902

Total Appropriation (left axis)

- Unexpended
- Expended
- Percent Expended

261,394

3.4%

9,291

Operating Budget

State Fiscal Year 2021 Third Quarter

Desired Trend:

NA

State Road Fund 0320
E&E Appropriation 8904

Total Appropriation (left axis)

- Unexpended
- Expended
- Percent Expended

33,345

21.7%

9,253

Operating Budget

State Fiscal Year 2021 Third Quarter

Desired Trend:

NA

PURPOSE OF THE MEASURE:

This measure tracks the amount of additional supplemental and discretionary funding by mode and fiscal year.

MEASUREMENT AND DATA COLLECTION:

Information is updated and reported in the DTracker as it comes in. Modal administrators send the Multimodal Operations specialist amounts to report in the annual MoDOT Results document. An explanation of the funding amount and projects are provided in the narrative.

USE RESOURCES WISELY

Amount of Supplemental and Discretionary Funding by Mode and Fiscal Year

This measure tracks the additional amount of supplemental and discretionary funding by mode. Modal administrators provide information to the Multimodal Operations Specialist who populates the measure. This measure will be shared with the Design Division with the annual update of the MoDOT "Results" document." This additional funding allows critical safety and capacity projects to continue regardless of financial circumstances.

Aviation
- FY 2019 - $24.5 million Supplemental Appropriation
- FY 2020 - $2.357 million CARES Act
- FY 2020 - $23.2 million AIP
- FY 2020 - $10 million AIP Supplemental Appropriation
- FY 2021 - $3.087 million Malden Airport

Rail
- FY 2020 - $57.3 million CRISI (TRRA)
- FY 2021 - $10.4 million CRISI (Webster County)

Transit
- FY 2019 - $5.6 million (buses)
- FY 2020 - $5.12 million – OATS and SMTS facilities
- FY 2020 - $61.77 million CARES Act
- FY 2021 - $450,000 research grant

Supplemental and Discretionary Funding
by Mode and Fiscal Year
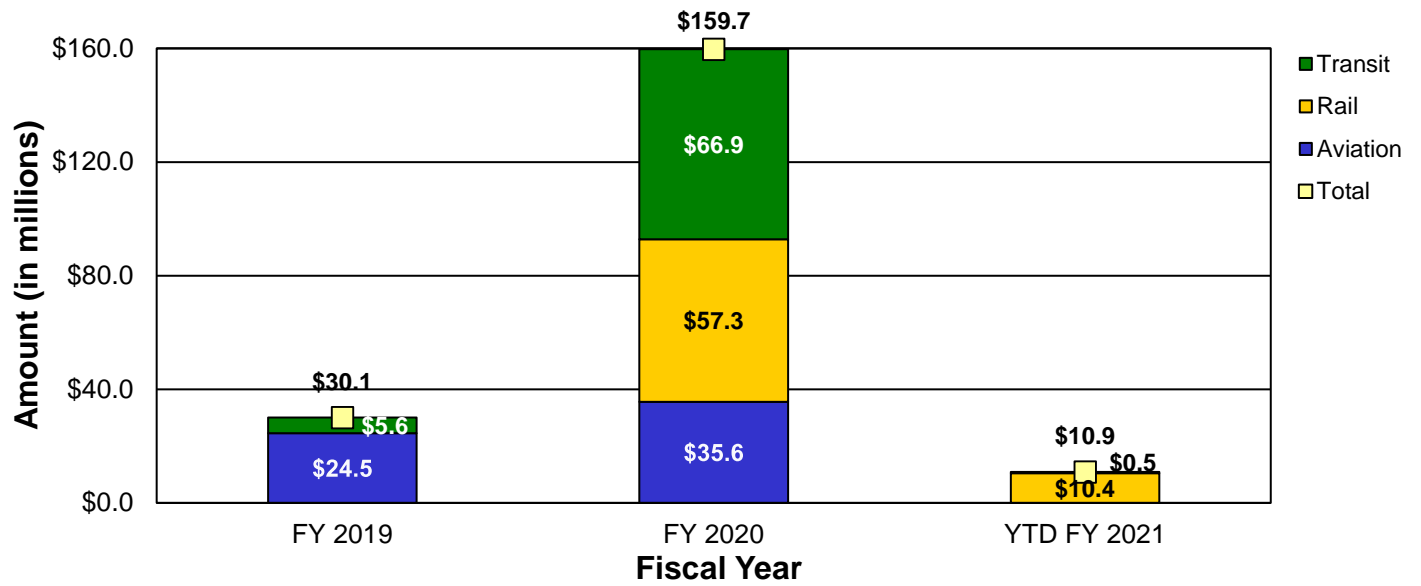
Amount (in millions) (y-axis)

Fiscal Year (x-axis)

Legend:
- ■ Transit
- ■ Rail
- ■ Aviation
- □ Total

FY 2019: $30.1 Total, $5.6 Transit, $24.5 Aviation

FY 2020: $159.7 Total, $66.9 Transit, $57.3 Rail, $35.6 Aviation

YTD FY 2021: $10.9 Total, $0.5, $10.4 Rail

MEASUREMENT DRIVER:
Andrew Hanks, Aviation Programs Manager

PURPOSE OF THE MEASURE:
This measure compares projected and actual project programming costs, project completion time, and construction cost management for aviation projects that receive federal or state funding through the Aviation Section.

MEASUREMENT AND DATA COLLECTION:
This information is part of Multimodal Operations' submission for the MoDOT Tracker for Measures 3a, 3b, and 3c.

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

AVIATION
- *Percent of programmed project cost as compared to final project cost – 3a*
- *Percent of change for finalized contracts – 3b*
- *Percent of projects completed on time – 3c*

Completing airport projects on time and within budget is important due to limited funding and in order to minimize impacts on the aviation community. However, there are situations where additional expenses or additional construction time is necessary. Liquidated damages for additional days are at the airport sponsor's discretion and are usually only enforced in the case of contractor delay or to cover additional construction phase services costs.

The primary reason that aviation projects exceed the contract period is weather. Airport projects are bid using calendar days as opposed to working days, so it is not uncommon for significant weather delays to cause projects to fall behind. Anticipated rain days are included in schedules, but these calculations are not always accurate. Other common reasons for delays include material and supply issues. Airport equipment can be very specialized and can require significant lead time.

The primary cause of aviation projects to be over budget is due to final quantity adjustments. Another common cause of budget adjustments are subgrade issues not found with initial borings

3a - *Percent of programmed project cost as compared to final project cost*
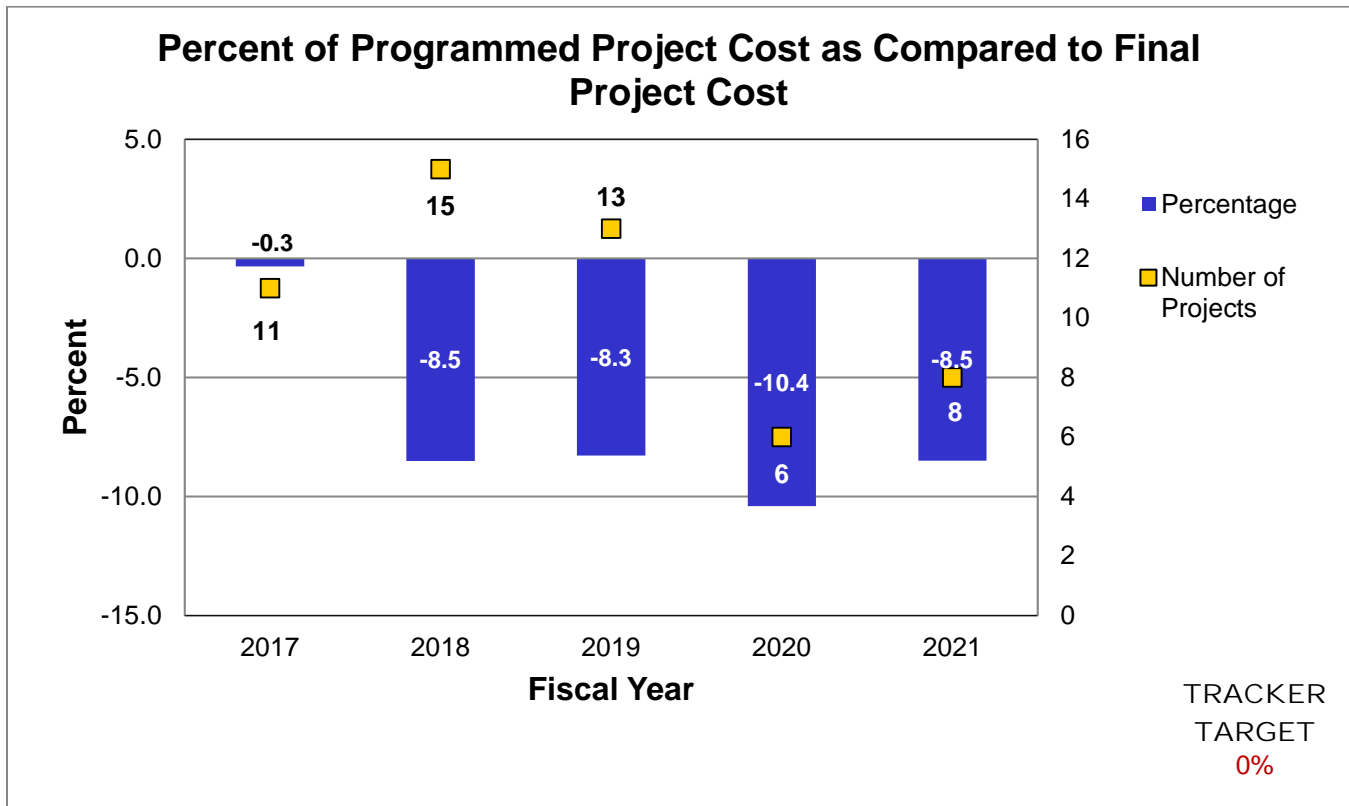
Percent of Programmed Project Cost as Compared to Final Project Cost

Legend:
- Percentage (blue bars)
- Number of Projects (yellow squares)

Fiscal Year values (Percentage / Number of Projects):
- 2017: -0.3 / 11
- 2018: -8.5 / 15
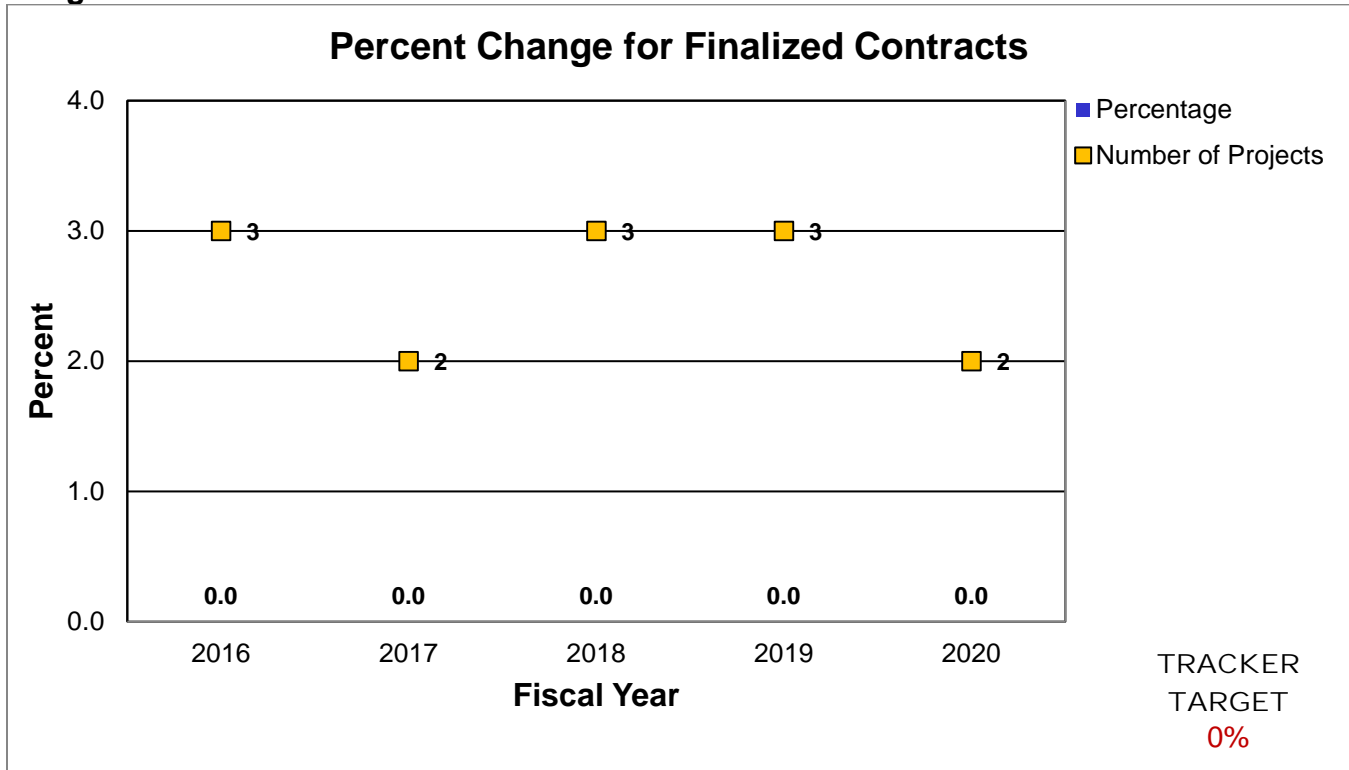- 2019: -8.3 / 13
- 2020: -10.4 / 6
- 2021: -8.5 / 8

TRACKER TARGET 0%

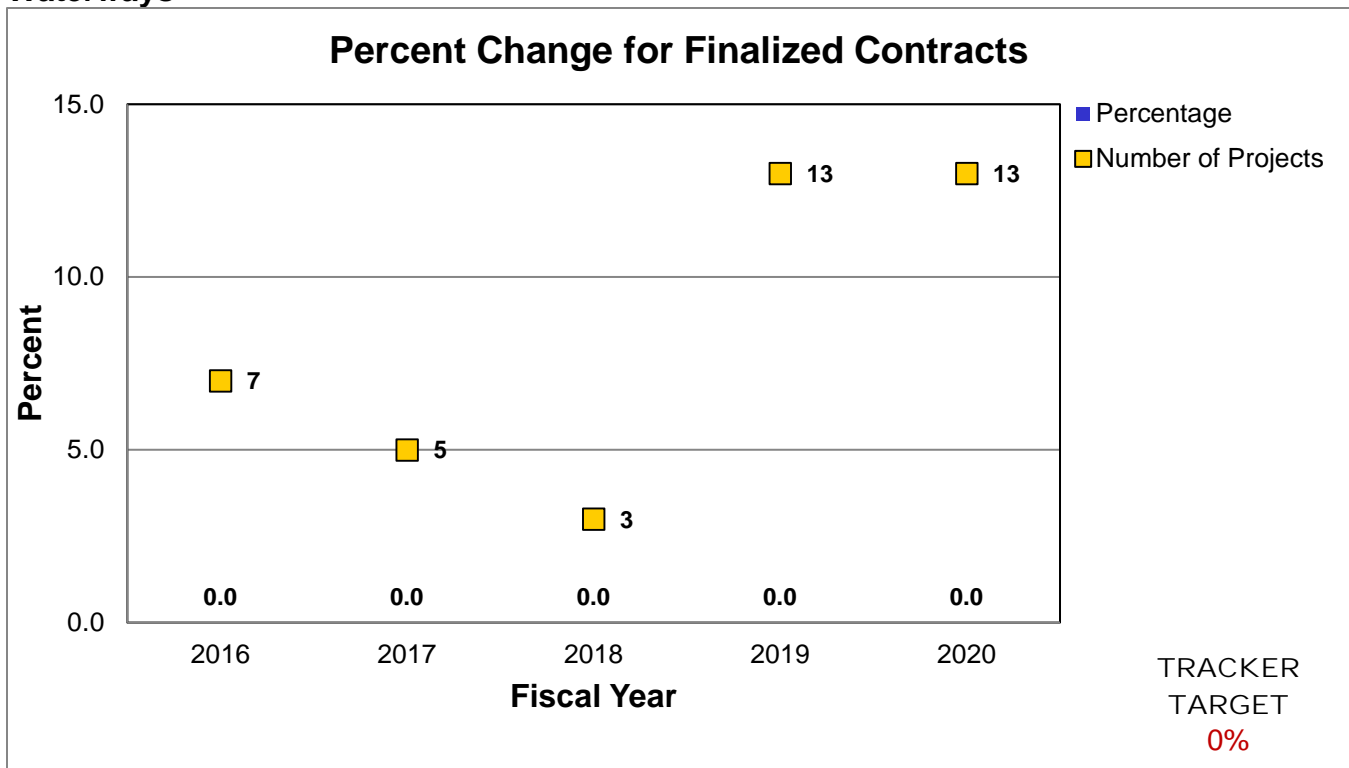* Positive numbers indicate (completed) cost was higher than the programmed cost.

3b – *Percent of change for finalized contracts*

Percent Change for Finalized Contracts

Legend:
- Percentage (blue bars)
- Number of Projects (yellow squares)

Fiscal Year values (Percentage / Number of Projects):
- 2017: -3.0 / 35
- 2018: -1.0 / 37
- 2019: -2.2 / 18
- 2020: 1.1 / 24
- 2021: -2.5 / 16

TRACKER TARGET 0%

3c - Percent of projects completed on time

Percent of Projects Completed on Time

Legend:
- ■ Percentage
- □ Number of Projects

TRACKER TARGET ↑95%

Chart data:
- 2017: Percentage 66, Number of Projects 35
- 2018: Percentage 76, Number of Projects 37
- 2019: Percentage 50, Number of Projects 18
- 2020: Percentage 58, Number of Projects 24
- 2021: Percentage 75, Number of Projects 16

X-axis: Fiscal Year
Left Y-axis: Percent (0–100)
Right Y-axis: (0–40)
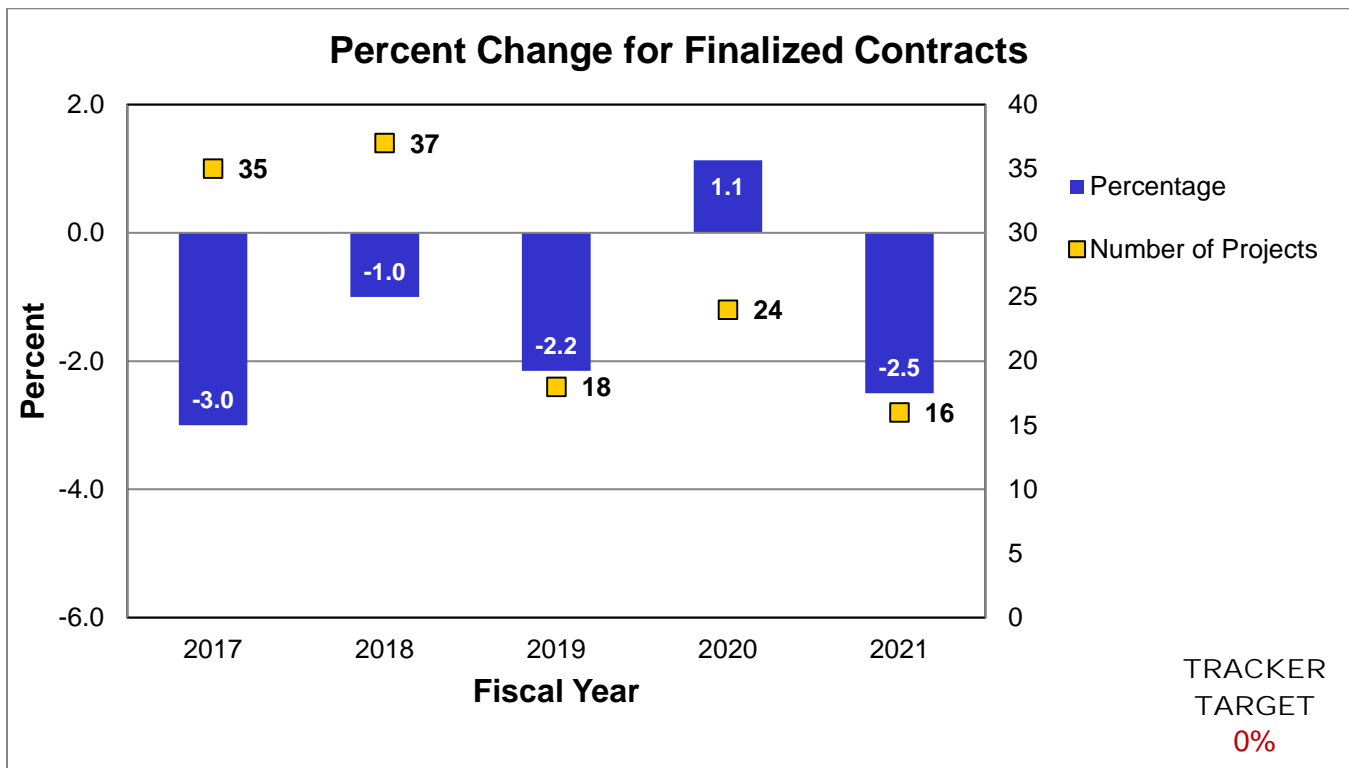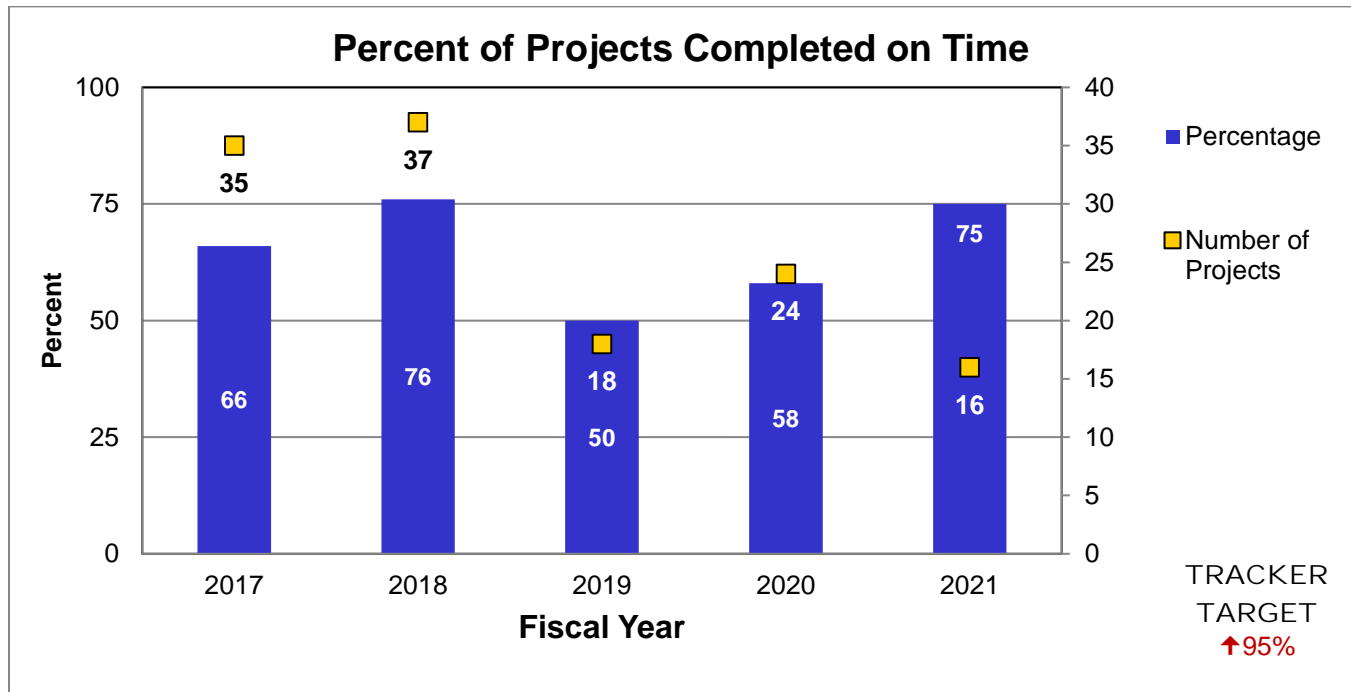
RESULT DRIVER:
Cheryl Ball, Administrator of Freight and Waterways

MEASUREMENT DRIVER:
Stacey Fowler, Intermediate Multimodal Operations Specialist

PURPOSE OF THE MEASURE:
This measure shows the MO Freight and Waterways division performance for project programming costs, project completion time, and construction cost management.

MEASUREMENT AND DATA COLLECTION:
This information is part of Multimodal Operations submission for the quarterly MoDOT Tracker for measures 3a, 3b, and 3c. For this measure, the project is considered complete when construction of the improvement or final procurement is made, rather than when MoDOT's portion is fiscally closed. This measure is updated annually in July.

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

FREIGHT & WATERWAYS
- *Percent of programmed project cost as compared to final project cost – 3a*
- *Percent of change for finalized contracts – 3b*
- *Percent of projects completed on time – 3c*

Funding for MoDOT's Freight Enhancement projects comes through legislatively appropriated State Transportation Funds. All project funds are fully expended annually, and the funding is capped at the amount approved by the legislature and cannot be exceeded. Therefore, Freight Enhancement final project costs equal programmed costs, and the percent change for finalized contracts is zero.

In SFY 2020 three projects were awarded, however, one project was later withdrawn. Therefore $236,820 was returned for the project since it was too late to award the funds to another applicant. The remaining two awarded projects were completed on time.

Funding for MoDOT's Waterways capital projects comes from legislatively appropriated General Revenue Funds. All project funds are fully expended annually, and the funding is capped at the amount approved by the legislature and cannot be exceeded. Therefore, Waterways final project costs equal programmed costs, and the percent change for finalized contracts is zero.

All SFY 2020 Waterways capital projects were closed at the end of June 2020.
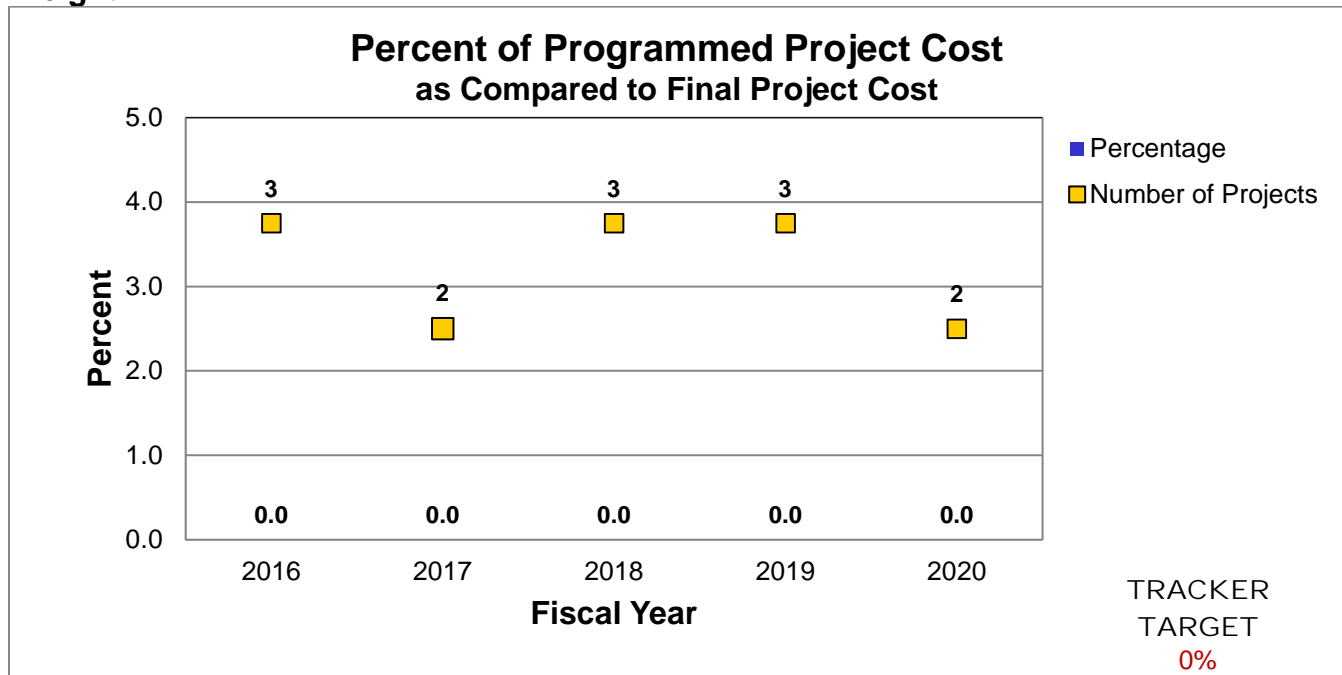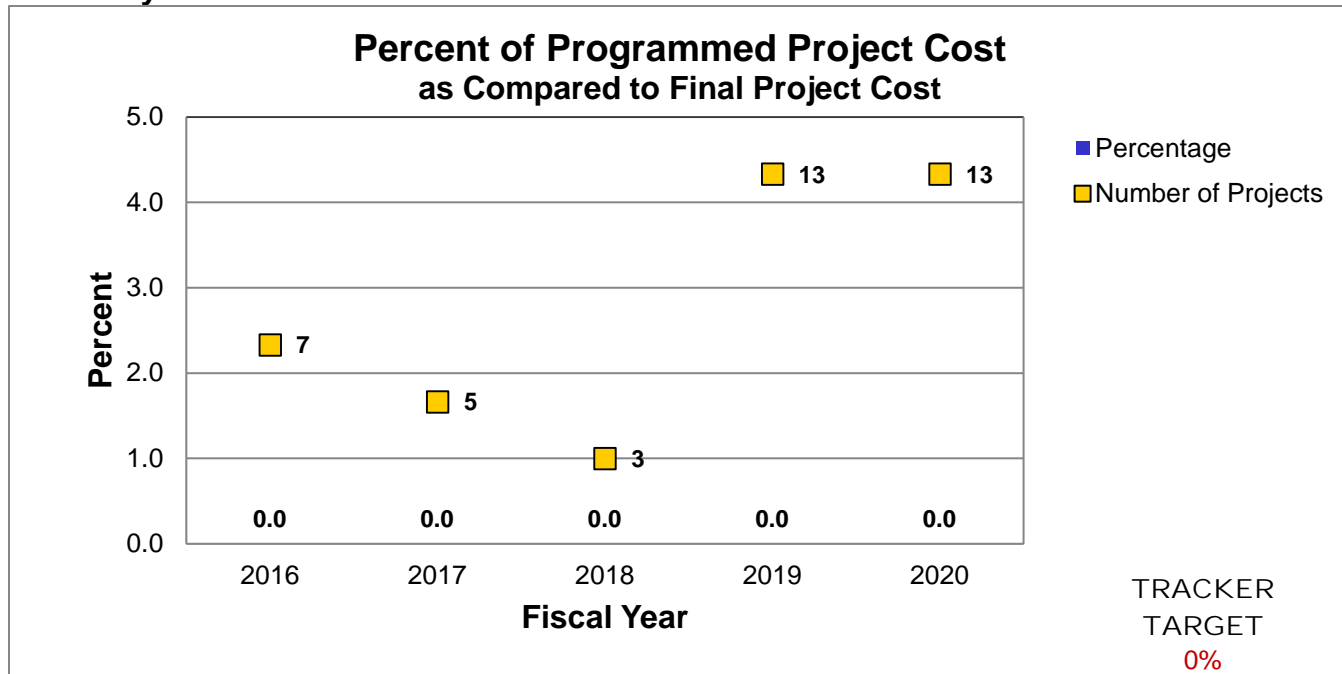
3a - Percent of programmed project cost as compared to final project cost

Freight

Percent of Programmed Project Cost
as Compared to Final Project Cost

- Percentage
- Number of Projects

TRACKER
TARGET
0%

Waterways

Percent of Programmed Project Cost
as Compared to Final Project Cost

- Percentage
- Number of Projects

TRACKER
TARGET
0%

* Positive numbers indicate (completed) cost was higher than the programmed cost.

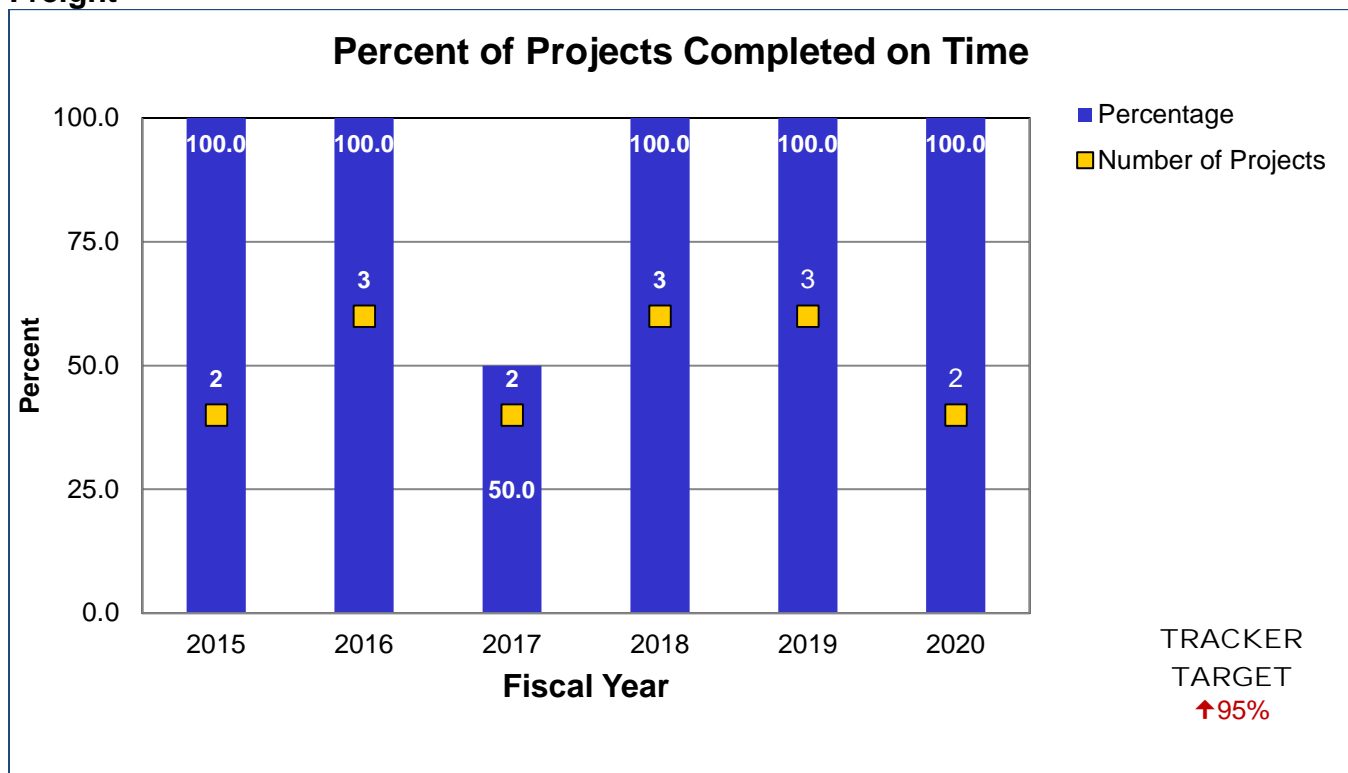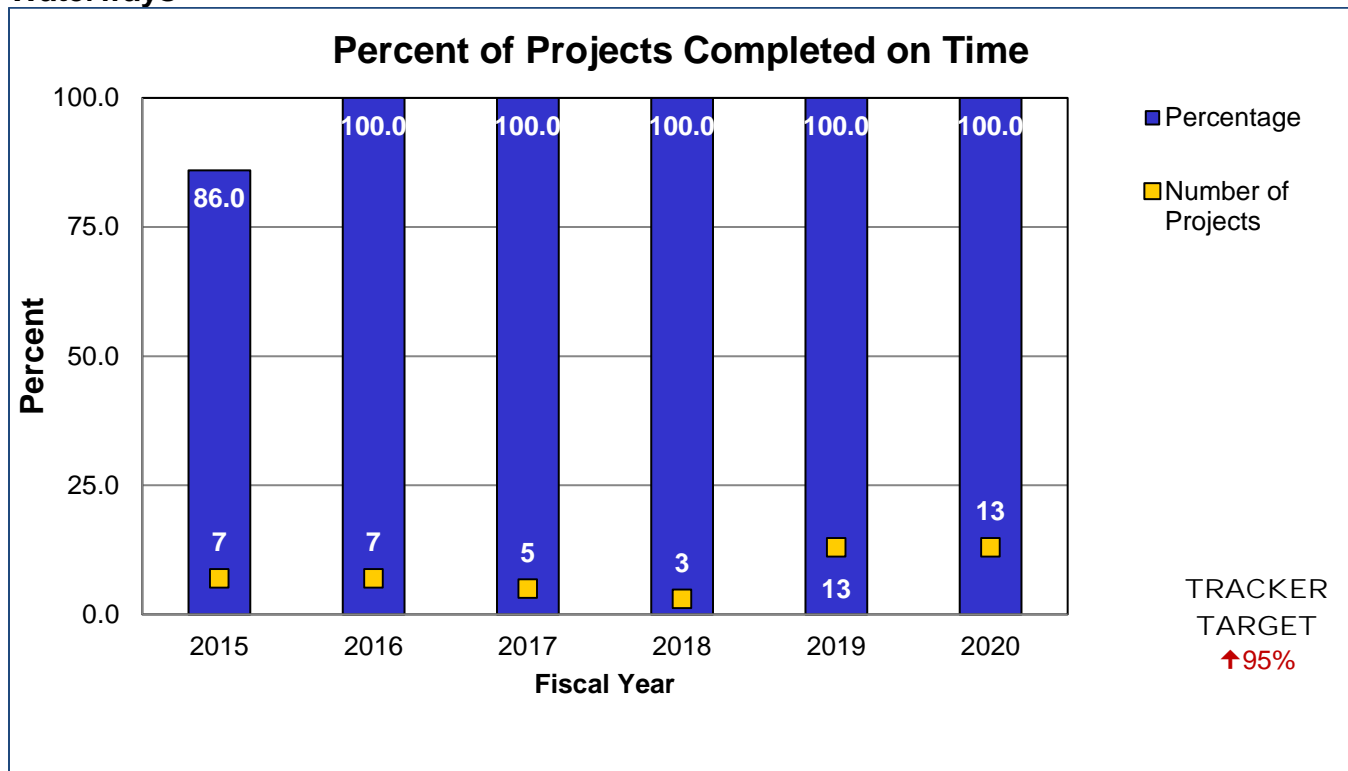## 3b – *Percent of change for finalized contracts*

Freight

Percent Change for Finalized Contracts

| Percentage |
| Number of Projects |

TRACKER
TARGET
0%

Waterways

Percent Change for Finalized Contracts

| Percentage |
| Number of Projects |

TRACKER
TARGET
0%

3c - *Percent of projects completed on time*

Freight

Percent of Projects Completed on Time

- Percentage
- Number of Projects

X-axis (Fiscal Year): 2015, 2016, 2017, 2018, 2019, 2020

Percentage values: 100.0 (2015), 100.0 (2016), 50.0 (2017), 100.0 (2018), 100.0 (2019), 100.0 (2020)

Number of Projects: 2 (2015), 3 (2016), 2 (2017), 3 (2018), 3 (2019), 2 (2020)

TRACKER TARGET
↑95%

Waterways

Percent of Projects Completed on Time

- Percentage
- Number of Projects

X-axis (Fiscal Year): 2015, 2016, 2017, 2018, 2019, 2020

Percentage values: 86.0 (2015), 100.0 (2016), 100.0 (2017), 100.0 (2018), 100.0 (2019), 100.0 (2020)

Number of Projects: 7 (2015), 7 (2016), 5 (2017), 3 (2018), 13 (2019), 13 (2020)

TRACKER TARGET
↑95%

MEASUREMENT DRIVER:
Greg Leary, Railroad Projects Manager

PURPOSE OF THE MEASURE:
This measure shows the MO Railroad division performance for project programming costs, project completion time, and construction cost management.

MEASUREMENT AND DATA COLLECTION:
This information is part of Multimodal Operations' submission for the quarterly MoDOT Tracker for measures 3a and 3c.

DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

RAILROADS
- *Percent of programmed project cost as compared to final project cost – 3a*
- *Percent of projects completed on time – 3c*

3a - Percent of programmed project cost as compared to final project cost

Accurate program cost estimates help maximize safety improvements funded by the MO-Rail Grade Crossing Safety Account (GCSA) and federal (Section 130) fund balances. The second quarter of FY21 experienced project costs 14.3 percent below the programmed amount.

When looking at individual project estimates versus actual cost, the overrun/underrun percentages fluctuate significantly. The Rail Projects staff will continue to diligently estimate program costs; however, due to the substantial variations of project costs experienced with every railroad partner, this measure is likely to significantly change from year to year.

Percent of Programmed Project Cost as Compared to Final Project Cost

(Bar chart showing Percentage and Number of Projects by Fiscal Year)

- 2017: Percentage 5.1, Number of Projects 46
- 2018: Percentage -9.7, Number of Projects 23
- 2019: Percentage -10.0, Number of Projects 21
- 2020: Percentage 2.4, Number of Projects 22
- 2021: Percentage -14.3, Number of Projects 2

TRACKER TARGET
0%
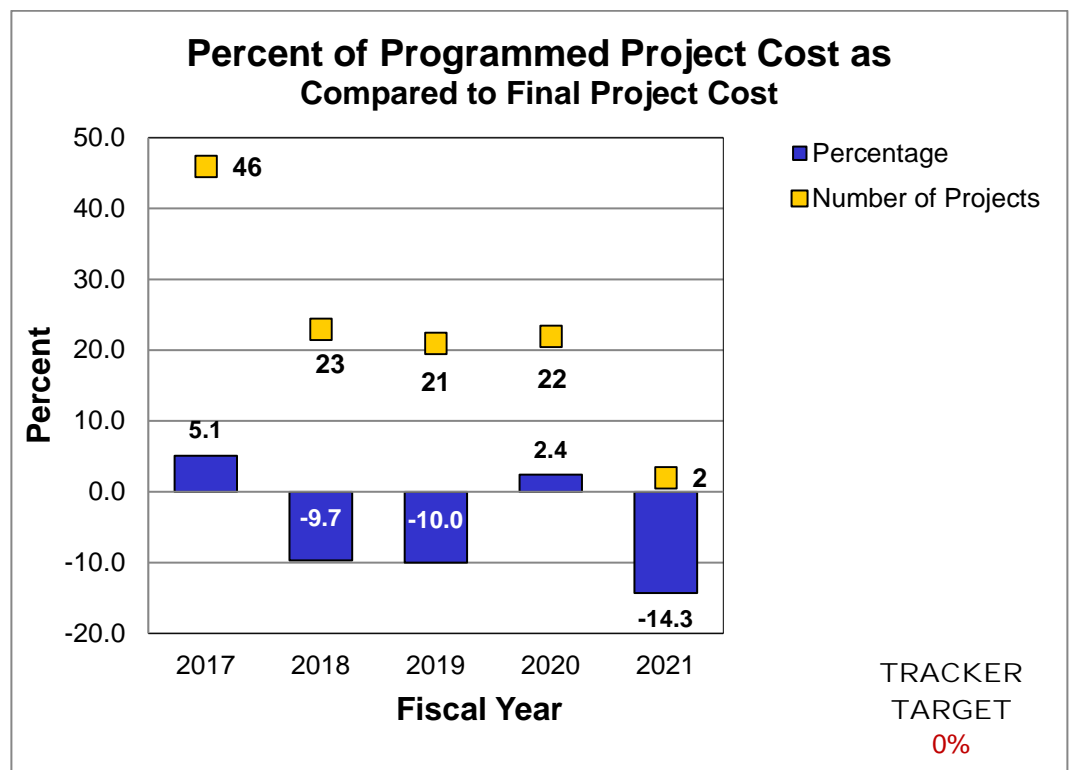
* Positive numbers indicate (completed) cost was higher than the programmed cost.

3c - Percent of projects completed on time

Delivering projects on time is the expectation and MoDOT's commitment to Missourians. Occasionally, MoDOT's rail partners will require more time than originally allowed for various reasons, such as: weather, operational constraints, or additional work. MO-Rail will amend the Administrative Order to grant time extensions for completion of the work when the project circumstances necessitate the extension. To help ensure the railroad projects are delivered on time, the MO-Rail projects team tracks the railroad project's progress and notifies the railroad if deadlines are approaching.

MO-Rail had two projects completed and they were both late. The projects were not completed on time due to material delivery and crew workload and or limited staff. Also one project required additional labor to deal with interconnected signals nearby.

Percent of Projects Completed on Time

- Percentage
- Number of Projects

Fiscal Year	Percentage	Number of Projects
2018	86.4	22
2019	38.9	18
2020	59.1	13
2021		2

TRACKER TARGET
↑95%

EXPLORE

Number of Vulnerable Roadway User Fatalities -1c

The ultimate goal is zero fatalities.

In 2020, there was an increase in the number of fatalities for vulnerable roadway users. Motorcycle and bicycle fatalities did decrease by 3%, however, pedestrian fatalities increased 14%.

Number of Vulnerable Roadway User Fatalities

Desired Trend: Decrease
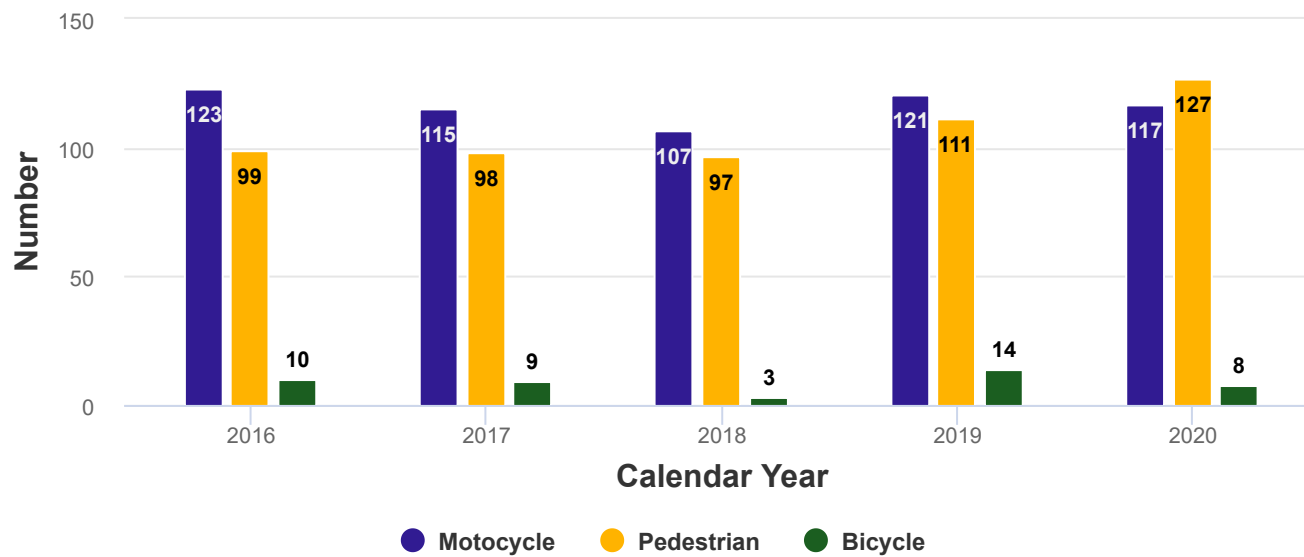
RESULTS DRIVER	MEASUREMENT DRIVER
Chris Redline	**Tonya Lohman**
District Engineer	Maintenance and Traffic Engineer
Northwest District	Northwest District
Email: Christopher.Redline@modot.mo.gov	Email: Tonya.Lohman@modot.mo.gov

− Write Up:

In 2020, there was an increase in the number of fatalities for vulnerable roadway users. Motorcycle and bicycle fatalities did decrease by 3%, however, pedestrian fatalities increased 14%.

In only two of the motorcycle incidents did both the driver and passenger die, but they were all older drivers. All age groups were represented evenly, from age 15 to 79. Districts were represented as well with rural districts having about a third of the fatalities seen in urban districts. Of the 117 fatalities, 19 were not wearing a helmet and 18 were wearing a non-DOT helmet.

Pedestrian fatalities occurred in every month and on every type of roadway. There were 25 fatalities on the interstate, six of those in October, although the remaining were spread throughout the year. Half of the fatalities on interstates were in the St. Louis district, with the remaining in Northwest, Kansas City, Central District and Southwest District. Pedestrians ranged from a toddler to age 89, but those in their 30's, 40's and 50's represented the highest numbers of fatalities. Of the 127 fatalities, 53 were in St. Louis.

Of the eight cyclists who died on Missouri roadways, five were in the Kansas City District, one in the Southwest District and two in in the Southeast District. Seven of the eight were not wearing helmets and seven were male. Two were teenagers, five were in their 40's and 50's and one was 84. Two fatalities occurred in the months of June, July and December, with one fatality each in April and October.

The only focus area seems to be targeting pedestrians to walk safely in St. Louis and to stay in their vehicles after crashes or breakdowns on the interstate. The remaining target would be to urge cyclists in Kansas City to wear helmets and follow road user rules when biking.

− Purpose:

The vulnerable roadway user measure tracks annual trends in fatalities of motorcyclists, pedestrians and bicyclists. These roadway users are at risk for death when involved in a motor-vehicle-related crash.

− Measurement and Data Collection:

Missouri law enforcement agencies submit a vehicle accident report form to the Missouri State Highway Patrol to be entered into a statewide traffic crash database. The database automatically updates MoDOT's crash database system, which is part of the Transportation Management System.
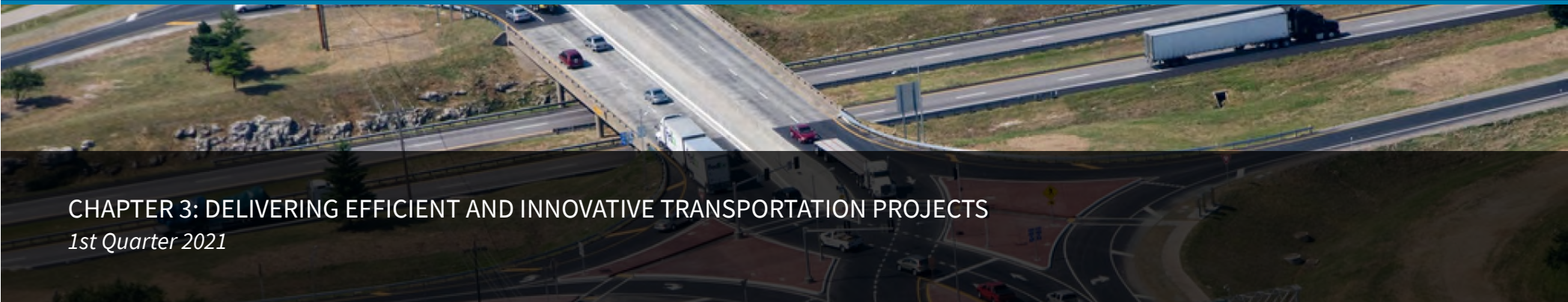
EXPLORE

Percent of Programmed Project Cost vs Award and Final - 3a

Accurate program cost estimates help MoDOT deliver more timely improvements for taxpayers.

Percent of Programmed Project Cost as Compared to Final Project Cost
MoDOT Roads and Bridges

- 2017: -0.54
- 2018: -6
- 2019: -4.1
- 2020: -9.2
- 2021: -4.2

Fiscal Year

Target: 0%

*Positive numbers indicate the final (completed) cost was higher than the programmed cost

Percent of Programmed Project Cost as Compared to Final Project Cost
Multimodal

Percent (y-axis) vs Fiscal Year (x-axis)
- 2017: 3.4
- 2018: -4.4
- 2019: -5.5
- 2020: 2.4
- 2021: -9.2

Target: 0%

*Positive numbers indicate the final (completed) cost was higher than the programmed cost

## Percent of Programmed Project Cost as Compared to Final Project Cost
Local Public Agency

Percent (y-axis) vs Fiscal Year (x-axis)
- 2017: 2.3
- 2018: -6.4
- 2019: -8
- 2020: -17.4
- 2021: -4.5
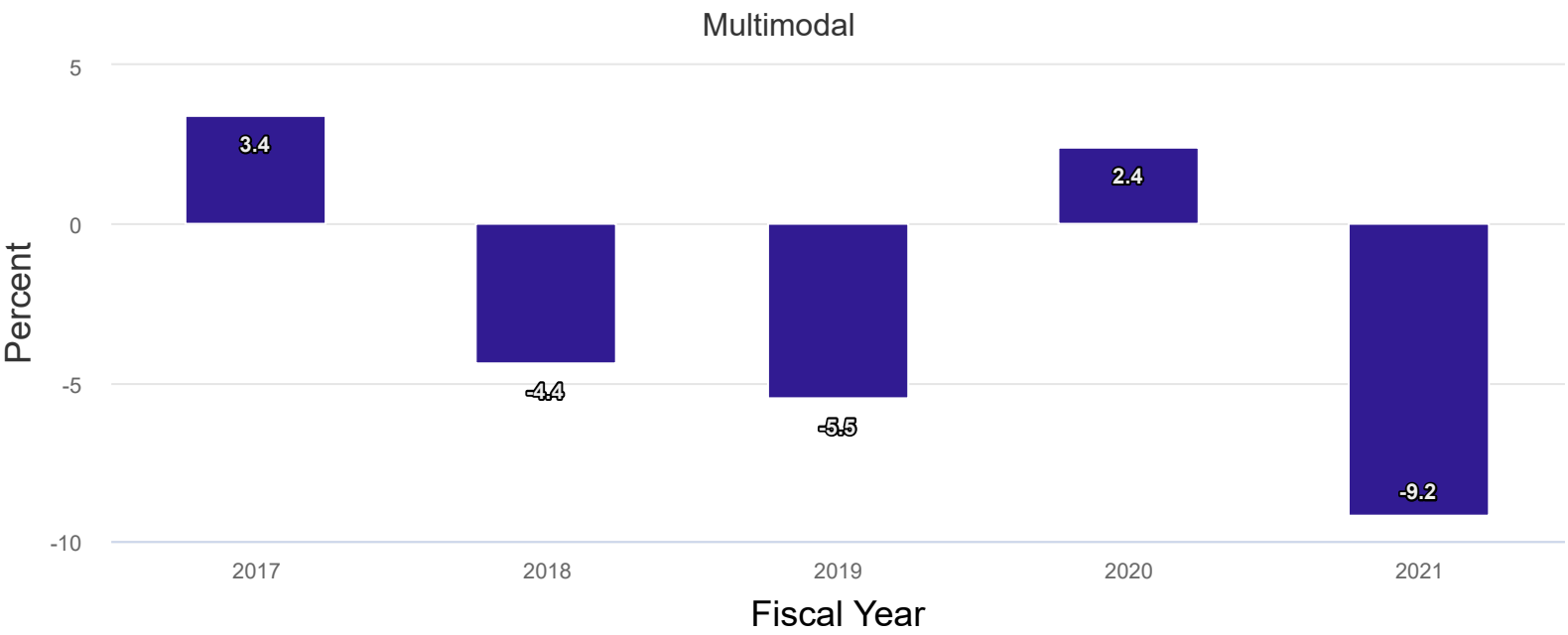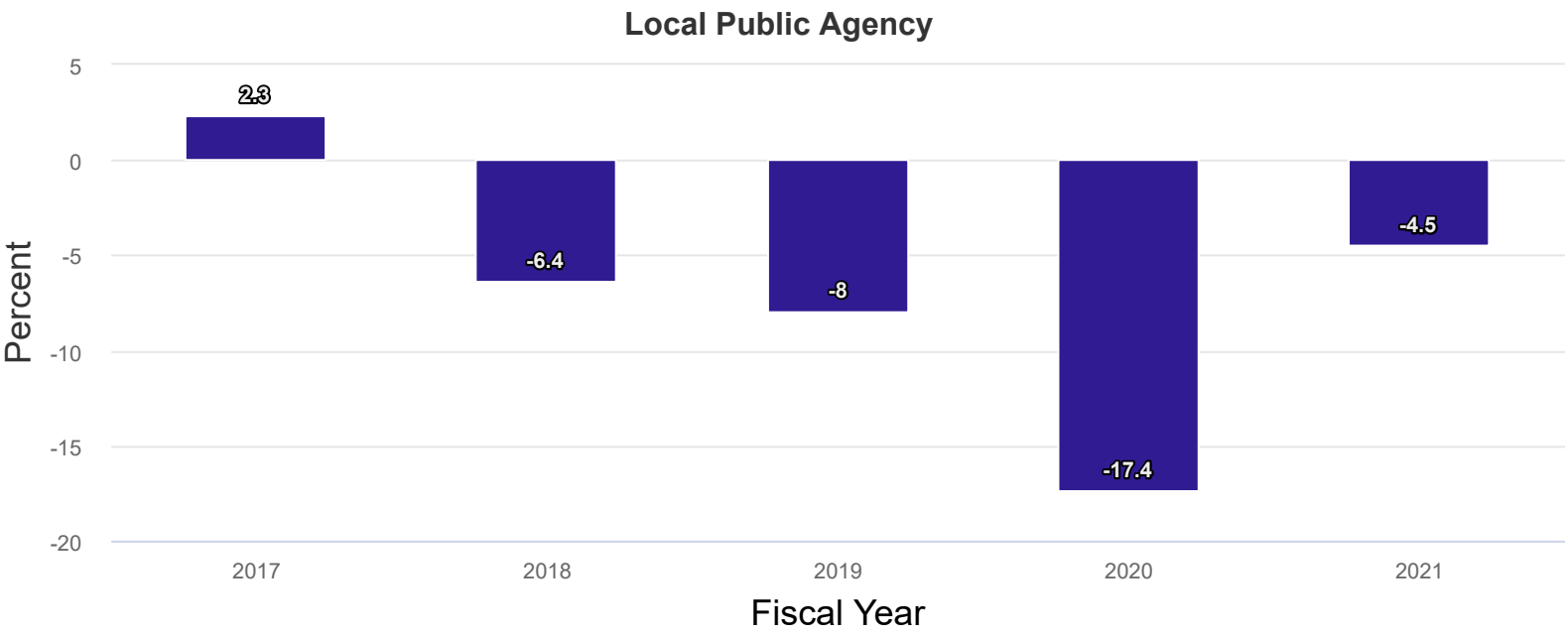
Target: 0%

*Positive numbers indicate the final (completed) cost was higher than the programmed cost

Final Project Cost Differences by Phase
STIP Road and Bridge Projects Only

Dollars (in millions) — Fiscal Year 2021
- Engineering: 0.6
- Miscellaneous: -9.9
- Award: -31.5
- Construction: 13.9

● Engineering ● Miscellaneous ● Award ● Construction
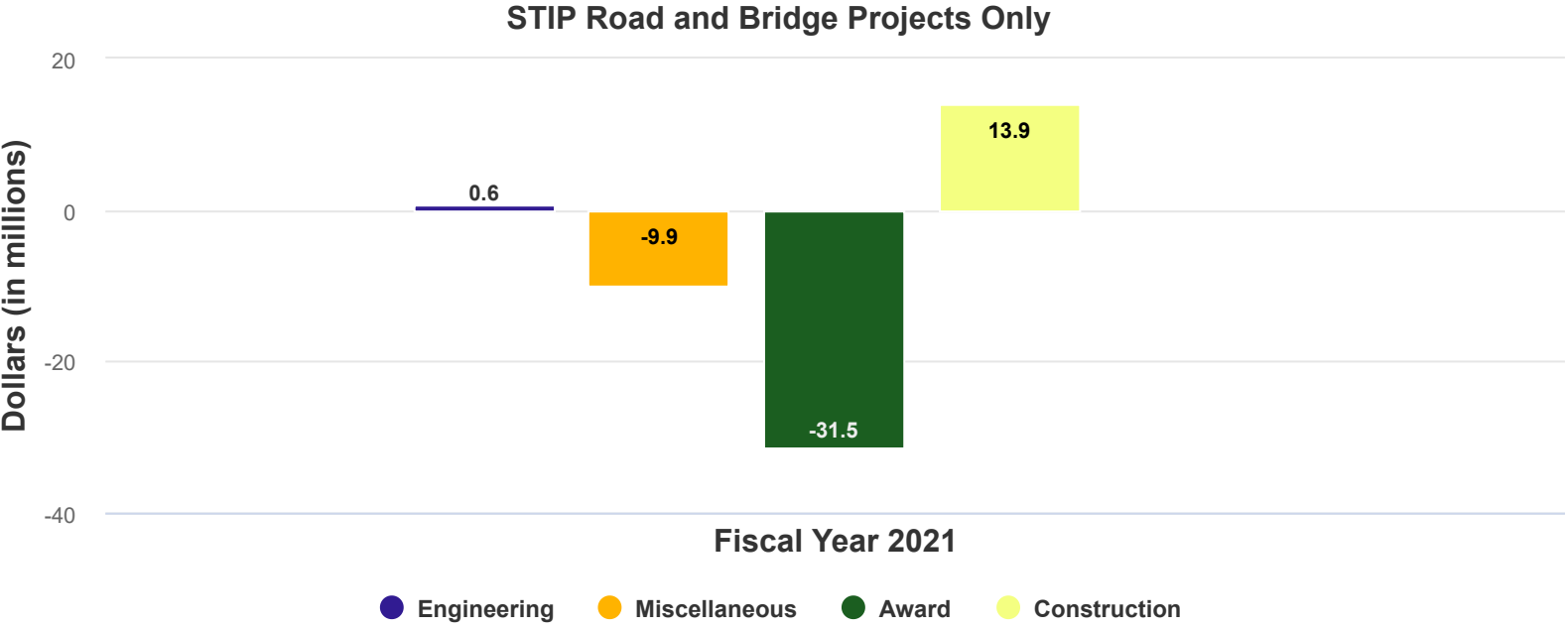
*Negative numbers indicate savings. Miscellaneous includes right-of-way purchases, utilities and other costs

Difference in Program vs. Award
STIP Road and Bridge Projects Only
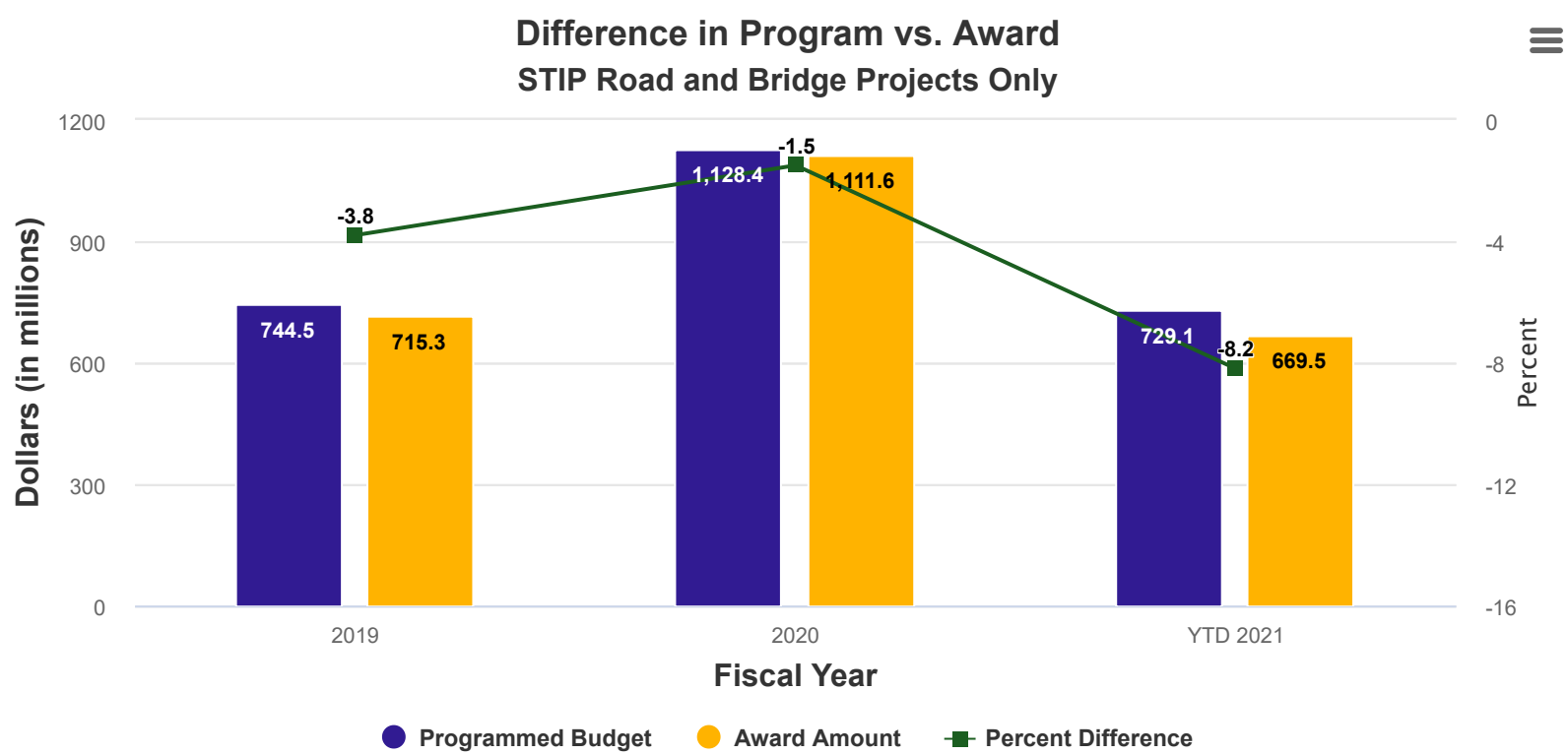
Target 0%

*Amounts include STIP road and bridge projects without 2% construction contingency applied

RESULTS DRIVER

Travis Koestner

State Design Engineer
Design
Email: Travis.Koestner@modot.mo.gov

Phone: (573) 526-0245

MEASUREMENT DRIVER

Amy Binkley

Planning and Programming Coordinator
Transportation Planning
Email: amy.binkley@modot.mo.gov

Phone: (573) 526-2575

– Write Up:

Accurate program cost estimates help MoDOT deliver more timely improvements for taxpayers. As of April 1, 2021, 275 road and bridge projects were completed in fiscal year 2021 at a cost of $615.8 million. This represents a deviation of 4.2% (or $26.9 million) less than the programmed cost of $642.7 million. Of the 275 road and bridge projects completed, 63% were completed within or below budget. In comparison, 63% were completed within or below budget as of the same date a year ago. There may be projects that have adjustments pending, which could cause a slight change in the final values.

In addition, 11 multimodal projects were completed at a cost of $10 million, 9.2% (or $1 million) less than the programmed cost of $11 million. A total of 95 local public agency projects were completed at a cost of $67 million, 4.5% (or $3 million) less than the programmed cost of $70 million.

The target is a 0% difference, indicating MoDOT is making timely use of available funds. Road and bridge, multimodal and local public agency projects were within -4.3% of the target in FY 2021. Program versus award numbers for FY 2021 reflect an award amount of -8.2% below the program estimate. MoDOT continues to monitor this throughout the year.
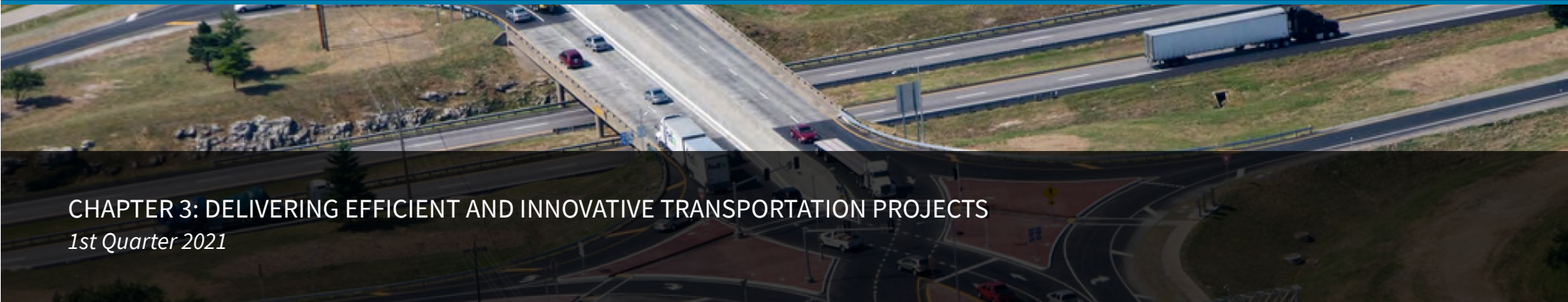
– Purpose of the Measure:

The measure determines how closely total project costs are compared to the programmed costs. The programmed cost is considered the project budget.

– Measurement and Data Collection:

Completed project costs are reported during the fiscal year in which a project is completed. Road and bridge project costs include design, right-of-way purchases, utilities, construction, inspection and other miscellaneous costs. The programmed cost is based on the amount included in the most recently approved Statewide Transportation Improvement Plan. Completed costs include actual expenditures. Multimodal and local public agency project costs typically reflect state and/or federal funds but not local funding contributed toward such projects.

The target for this measure is set by internal policy and will not change unless policy changes.

EXPLORE

Change Order Report -3b

By limiting overruns on contracts, MoDOT can continue to keep its maintenance and construction commitments. This emphasis, combined with the use of practical design and value engineering, has contributed to limiting overruns on contracts.

Percent of Change for Finalized Contracts - Total Contractor Payment vs. Award Amount
MoDOT Roads and Bridges
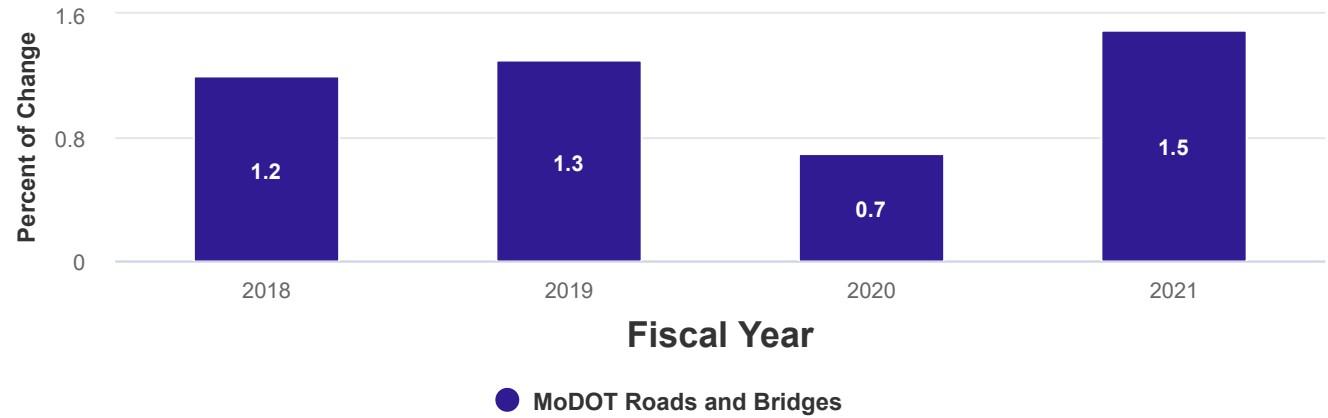
Fiscal Year	Percent of Change
2018	1.2
2019	1.3
2020	0.7
2021	1.5

● MoDOT Roads and Bridges

Target: 2% Change

Percent of Change for Finalized Contracts - Total Contractor Payment vs. Award Amount
Multimodal
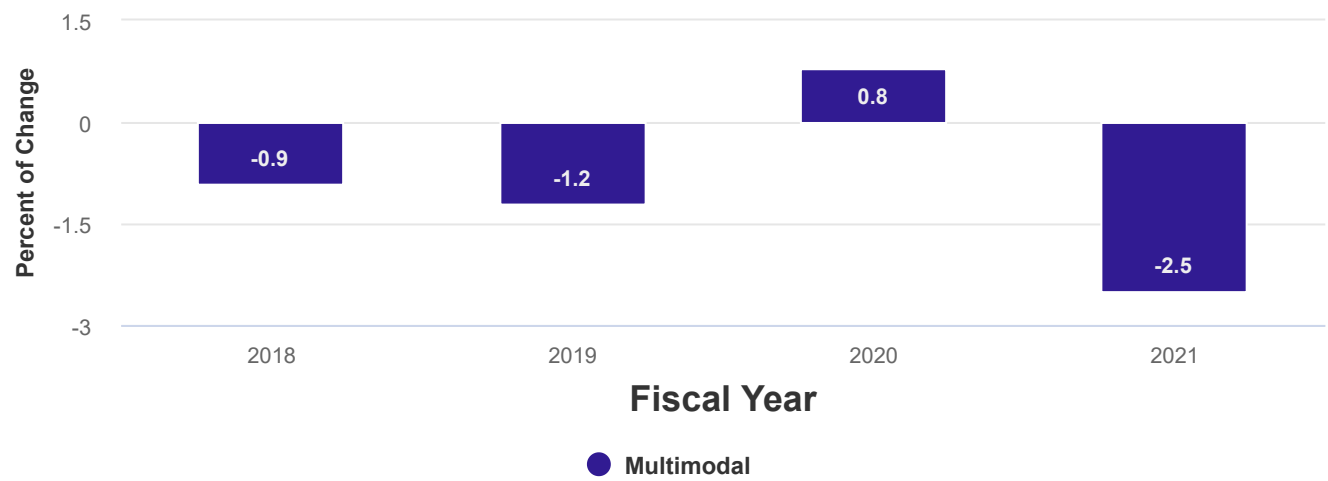
Percent of Change (y-axis)

- 2018: -0.9
- 2019: -1.2
- 2020: 0.8
- 2021: -2.5

Fiscal Year

● Multimodal

Target: 2% Change

Percent of Change for Finalized Contracts - Total Contractor Payment vs. Award Amount
Local Public Agency

Percent of Change (y-axis)

- 2018: 4
- 201: 2.7
- 2020: 2.5
- 2021: 2.5

Fiscal Year

● Local Public Agency

Target: 2% Change

Change Order Value by Reason
MoDOT Road and Bridge Projects Only
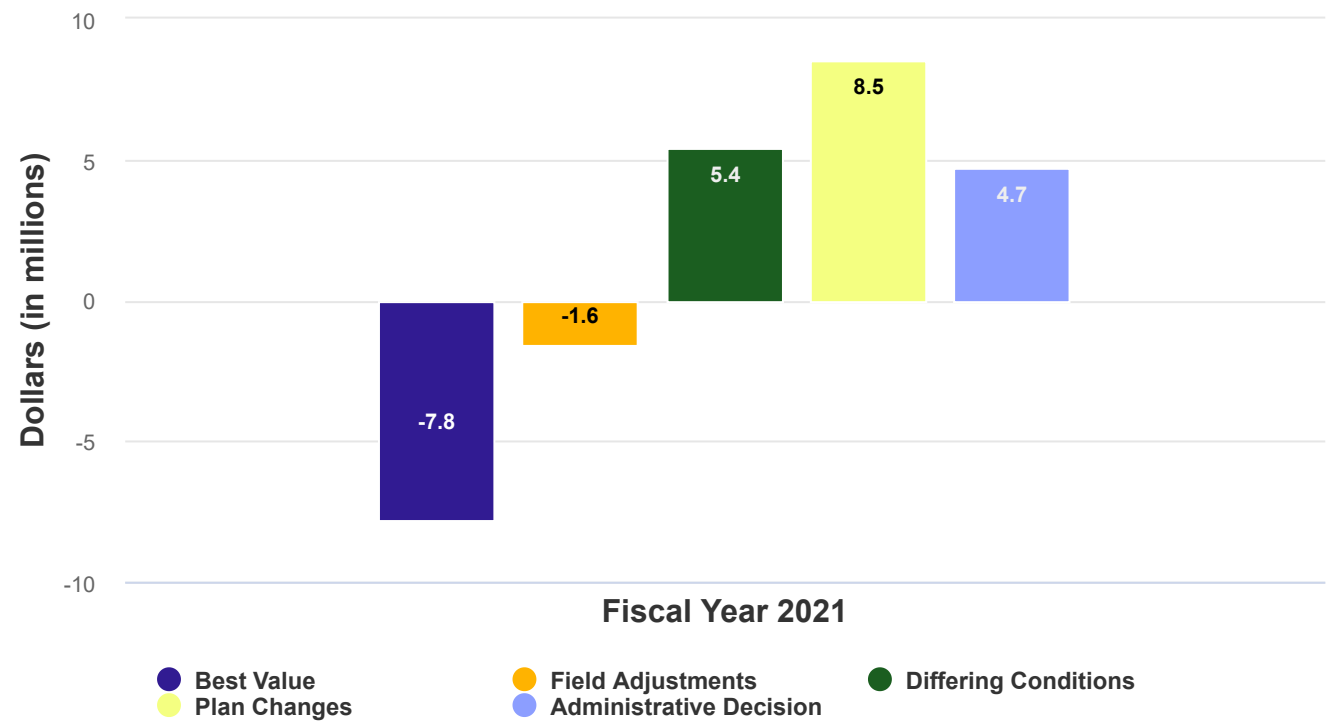
Dollars (in millions)

- Best Value: -7.8
- Field Adjustments: -1.6
- Differing Conditions: 5.4
- Plan Changes: 8.5
- Administrative Decision: 4.7

Fiscal Year 2021

● Best Value   ● Field Adjustments   ● Differing Conditions
● Plan Changes   ● Administrative Decision

RESULTS DRIVER

Travis Koestner

State Design Engineer
Design
Email: Travis.Koestner@modot.mo.gov

Phone: (573) 526-0245

MEASUREMENT DRIVER

Lori Greer

Assistant District Construction and Materials
Engineer
Central District
Email: Lori.Greer@modot.mo.gov

Phone: (573) 751-8490

– Write Up:

By limiting overruns on contracts, MoDOT can continue to keep its maintenance and construction commitments. This emphasis, combined with the use of practical design and value engineering, has contributed 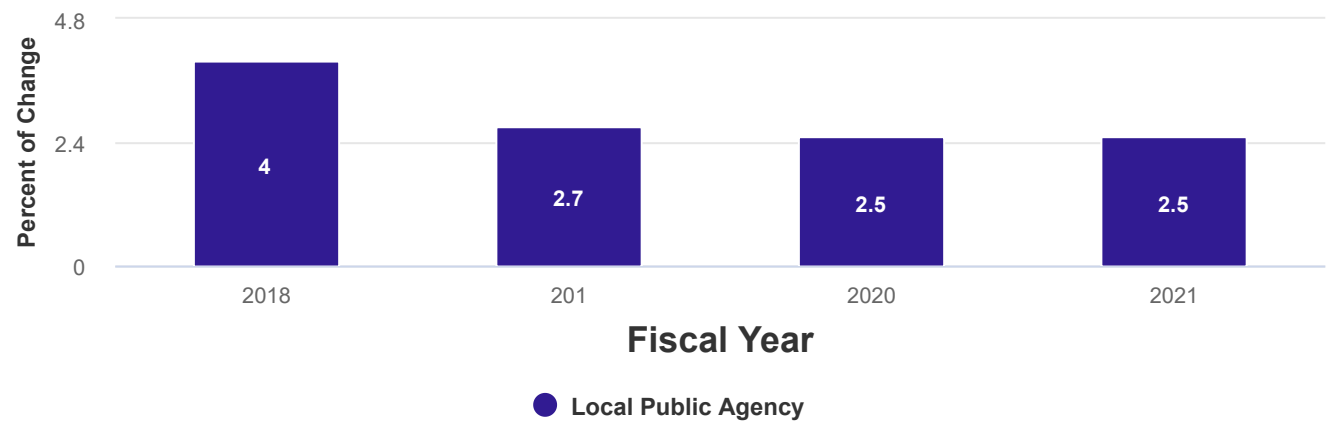to limiting overruns on contracts. MoDOT's performance in the first three quarters of fiscal year 2021 is 1.5% over the award amount ($10.5 million over the award amount of $691.8 million worth of projects completed) with 56% of the projects being completed below the original award amount.

Many factors can affect the ability to complete a project within the targeted 2% of the award amount. These factors can include design changes, differing conditions, additional work items and administrative decisions.

For the third quarter of FY 2021, MoDOT road and bridge projects were completed 1.5% over budget, multimodal projects were completed 2.5% under budget and local public agency projects were completed 2.5% over budget.

− Purpose of the Measure:

This measure tracks the percentage difference of total construction payouts to the original contract award amounts. This indicates how many changes are made on projects after they are awarded to the contractor for road, bridge, local public agency and multimodal projects – aviation, waterway and transit.

− Measurement and Data Collection:

For road and bridge projects, contractor payments are generated through MoDOT's SiteManager database and processed in the financial management system for payment. Change orders document the underrun/overrun of the original contract cost. Local public agencies and multimodal agencies use staff or consultant resources to set contract completion dates and track performance.

The target for this measure is set by internal policy and will not change unless policy changes.

EXPLORE

Projects Schedule Report -3c

MoDOT's customers expect transportation improvements to be completed and roadways opened quickly with minimal impact to their lives. Delivering projects by the contract completion date is the target for all projects and is considered a commitment to Missourians and drivers.
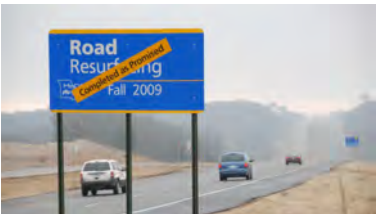
Percent of Projects Completed by the Contract Dates

Fiscal Year	MoDOT Roads and Bridges	Multimodal	Local Public Agency	Original Average	Adjusted Average
2018	75	85	71	76	
2019	75	57	76	74	
2020	76	70	73	74	
2021	73	69	60	80	86
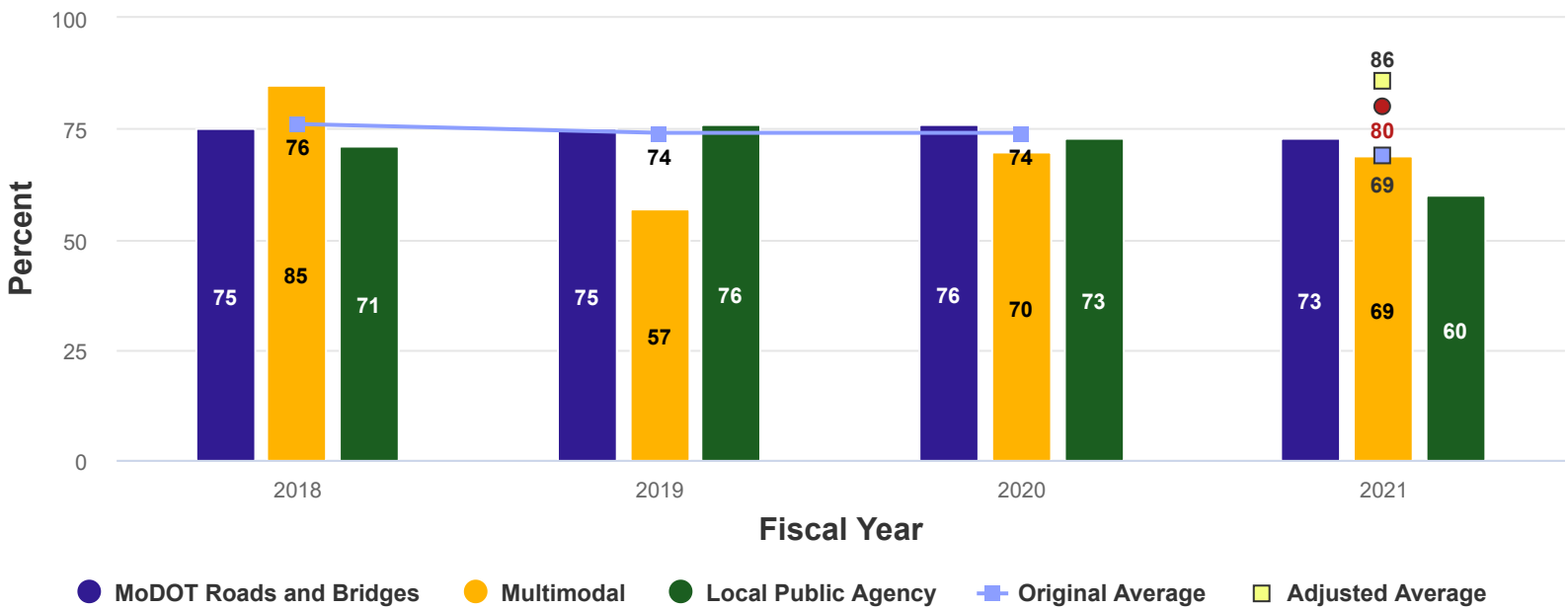
2021 Target: Above 80% Original

MoDOT Road and Bridge Projects Completed on Time
Original vs. Adjusted Contract Completion Date

Percent

Fiscal Year	Original	Adjusted
2018	75	93
2019	75	92
2020	76	88
2021	73	94

● Original   ● Adjusted

MoDOT Road and Bridge Projects
Reason for Date Extensions

Number

Fiscal Year	FY 2020	FY 2021
Weather	5	28
Extra Work	21	17
Utility Delay	1	6
MoDOT Decision	14	14
Damages Assessed ($930,900 for FY 2021)	27	21

● FY 2020   ● FY 2021

Total Number of Projects Completed

Number

Fiscal Year	MoDOT Roads and Bridges	Multimodal	Local Public Agency	Total
2018	346	100	140	586
201	317	47	131	495
2020	422	63	114	599
2021	306	16	92	414

● MoDOT Roads and Bridges   ● Multimodal   ● Local Public Agency
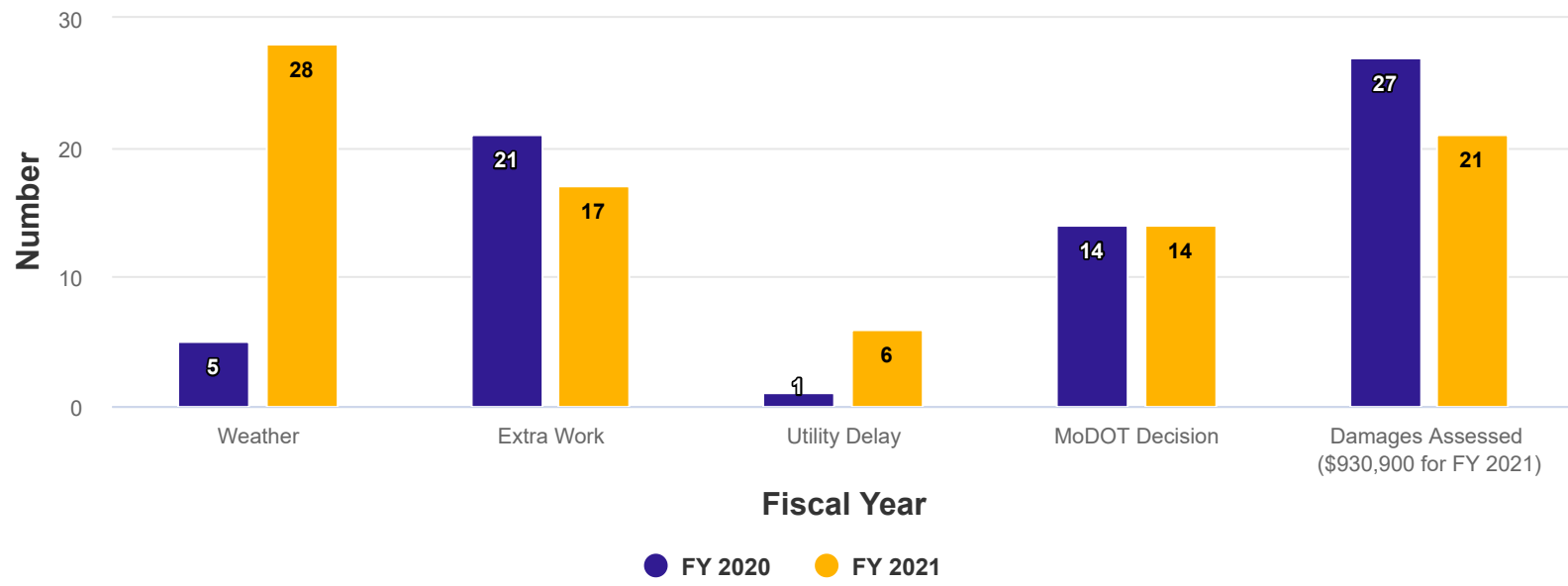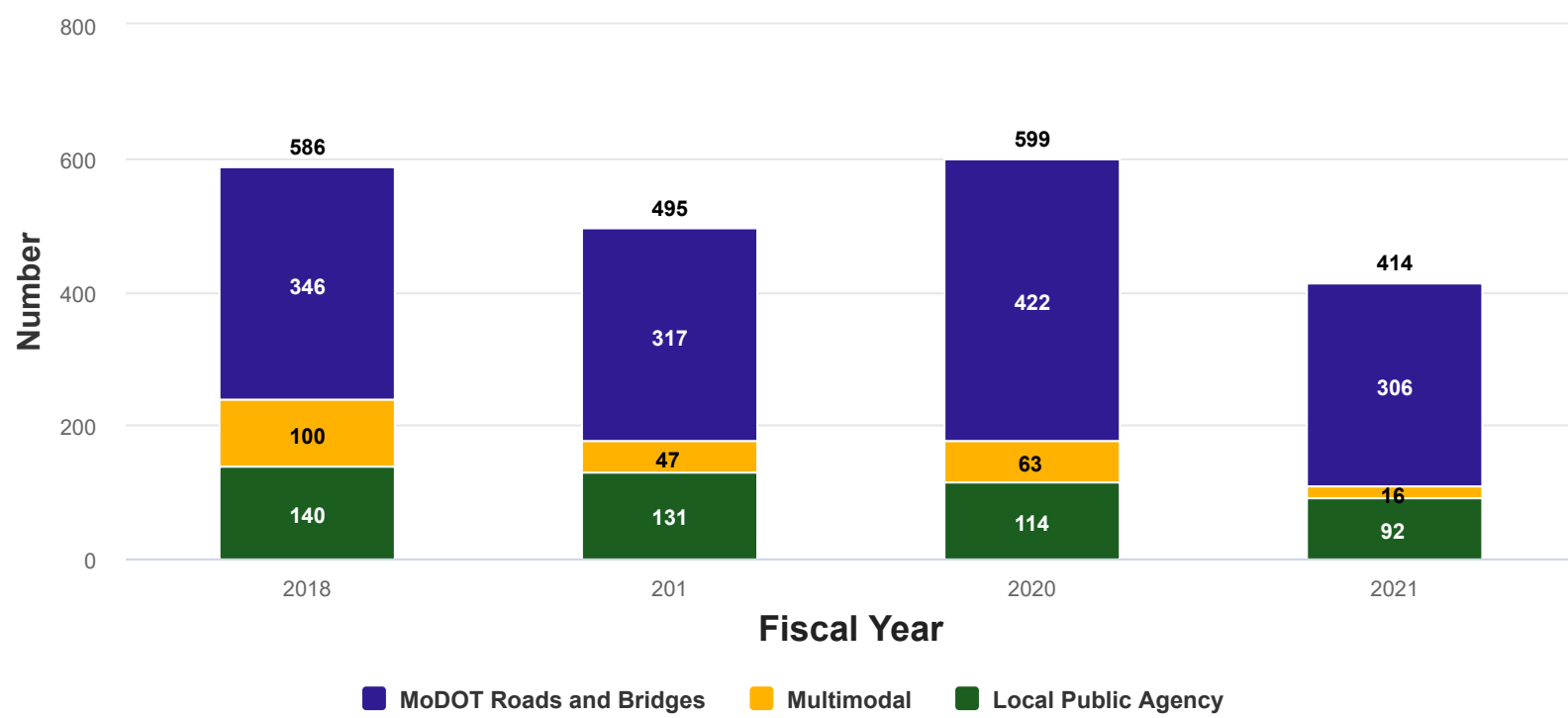
Average Number of Days Completed Before Original Date

Desired Trend: Increase

Average Number of Days Completed After Original Date
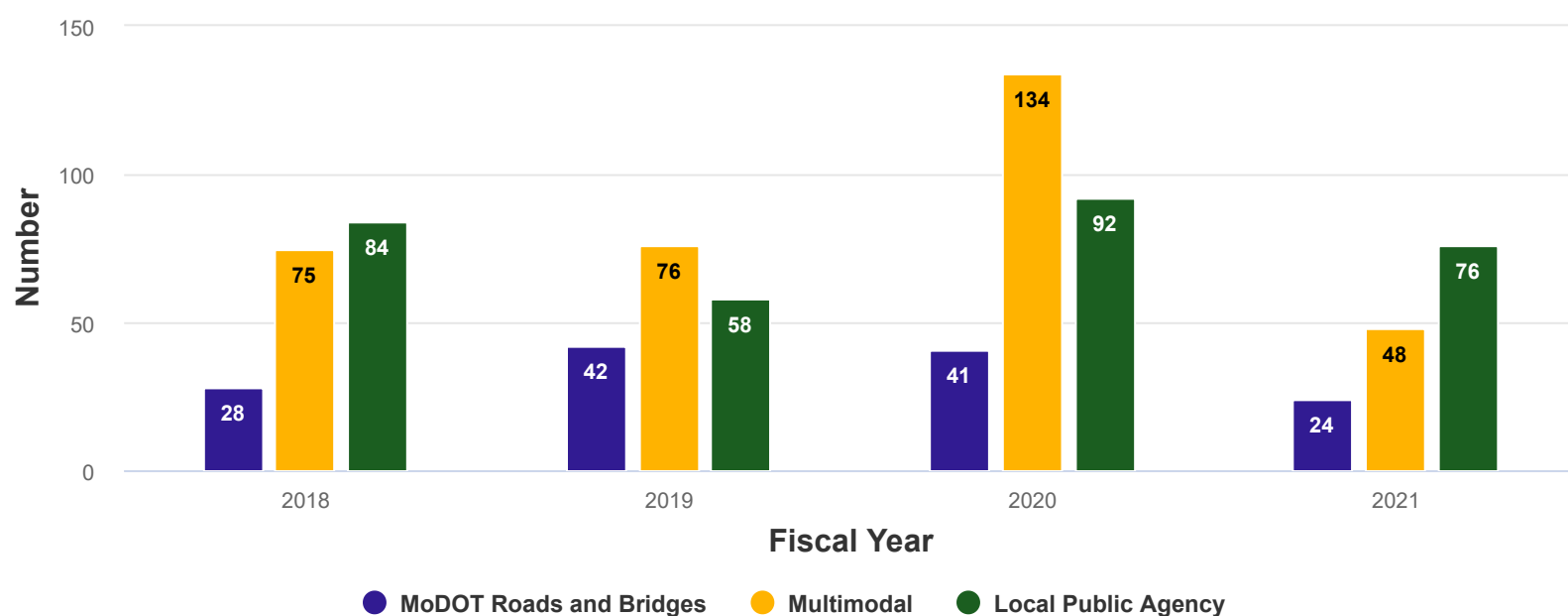
Desired Trend: Decrease

RESULTS DRIVER

Travis Koestner

State Design Engineer
Design
Email: Travis.Koestner@modot.mo.gov

Phone: (573) 526-0245

MEASUREMENT DRIVER
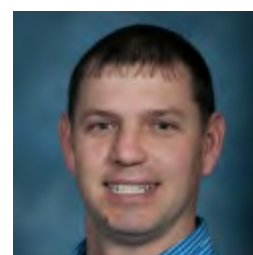
Dan Oesch

Resident Engineer
Construction and Materials
Email: Daniel.Oesch@modot.mo.gov

Phone: (573) 751-8608

– Write Up:

MoDOT's customers expect transportation improvements to be completed and roadways opened quickly with minimal impact to their lives. Delivering projects by the contract completion date is the target for all projects an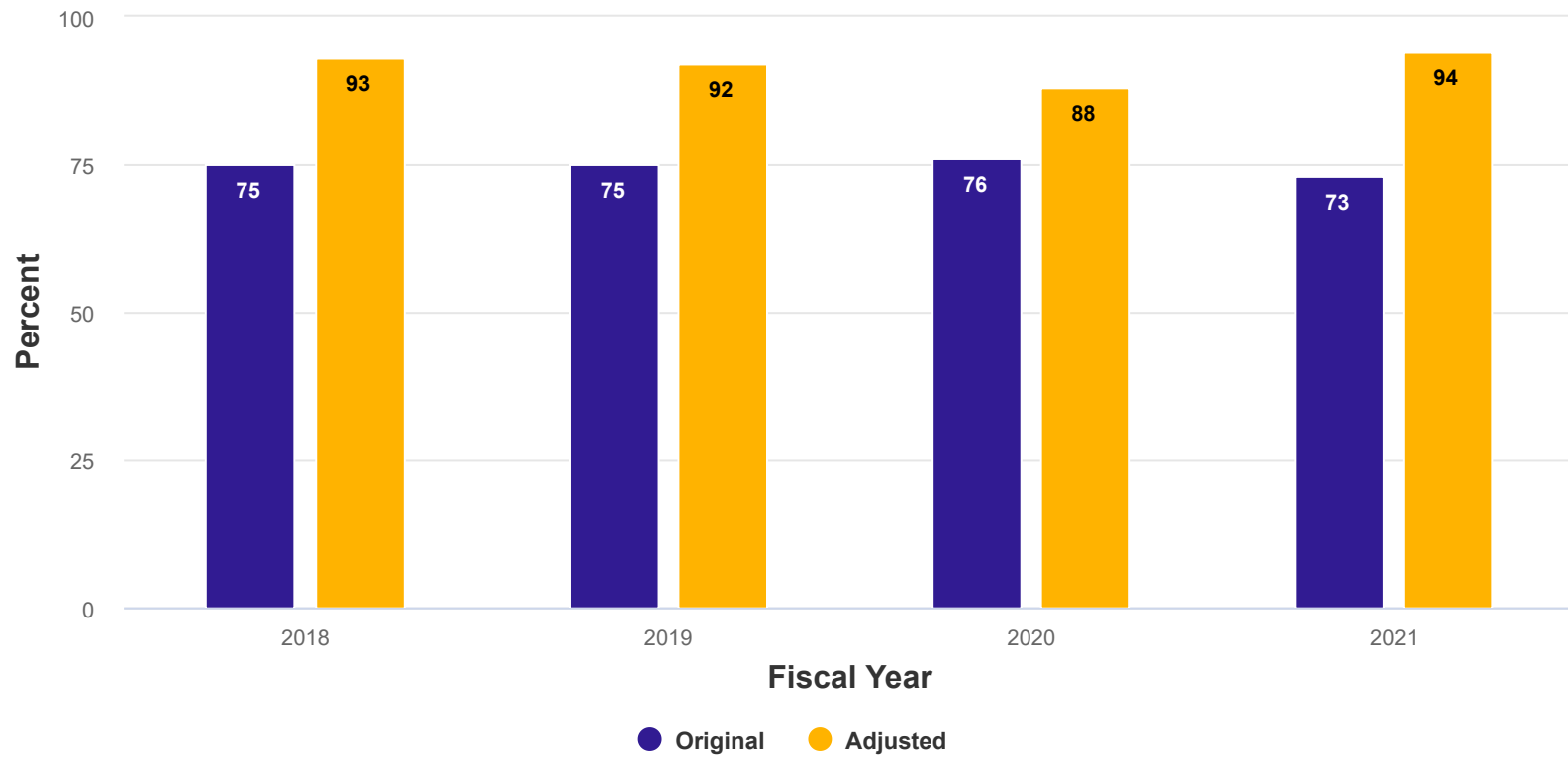d is considered a commitment to Missour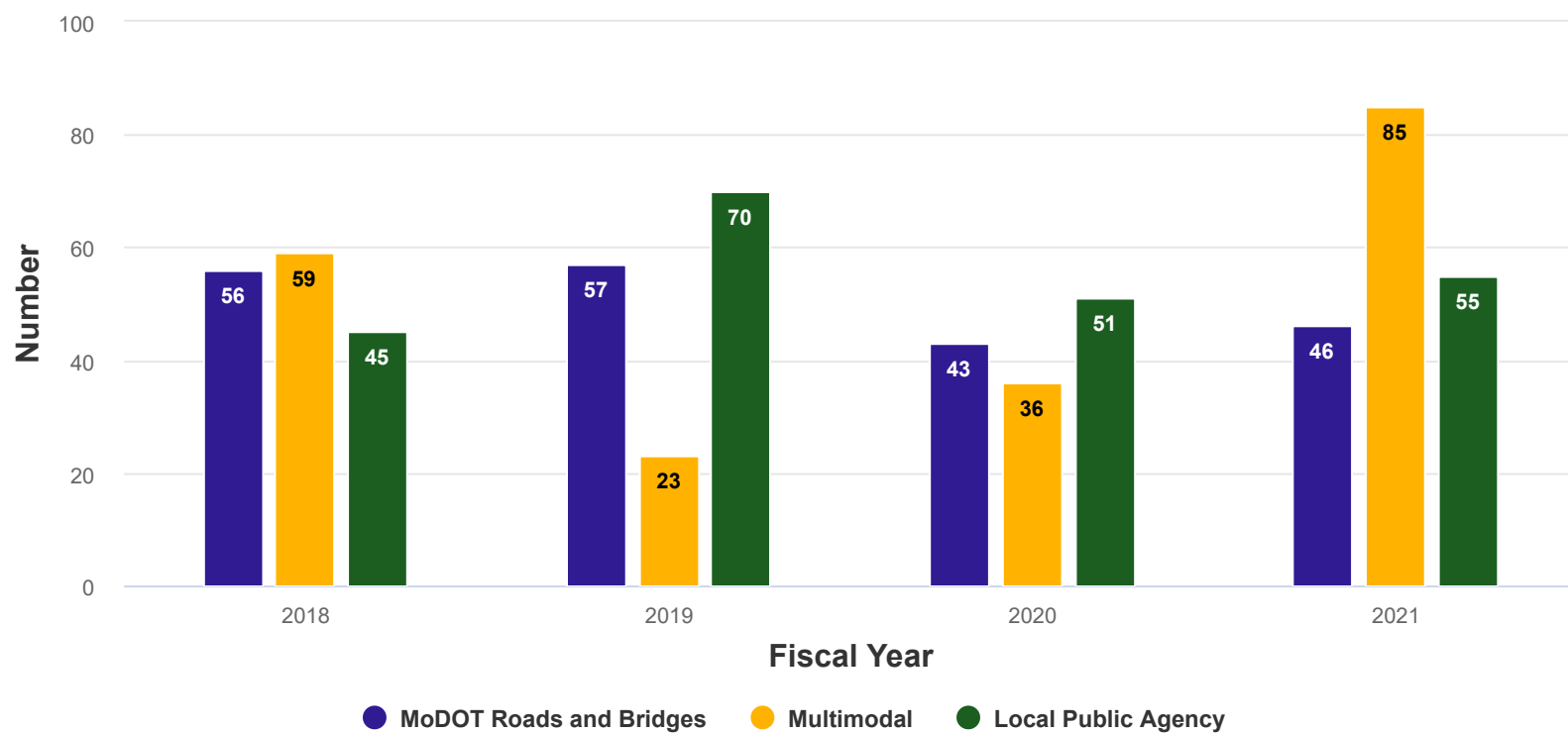ians and drivers. Completing projects on time helps maintain credibility with Missourians, minimizes drivers' exposure to work zones and provides facilities in good condition that improve safety and reduce vehicle maintenance costs.

MoDOT works to meet the initial contract completion date by preparing accurate plans and quantities, setting aggressive but reasonable completion dates and setting liquidated damages to reinforce completion dates without undue bid risks. In the first three quarters of fiscal year 2021, 72% of all closed out projects were completed by their planned completion dates.

Weather, additional work or a MoDOT directive sometimes necessitates an authorized extension of the completion date without any financial assessment to the contractor. In the three quarters of FY 2021, 88% of the closed-out projects were completed by the adjusted dates.

There are times when a contractor misses the contract completion date and the contractor is assessed damages. Of the road and bridge contracts completed in the first three quarters of FY 2021 that did not meet the original contract date, 17 were extended due to extra work, 14 were extended by MoDOT, 28 were extended due to weather and 21 missed the completion date with damages assessed totaling $930,900.

The target for this measure is to have at least 80% of projects completed by the original completion date. At the end of the first three quarters of FY 2021, the average number of all contracts completed by the original completion date was 72%.

– Purpose of the Measure:

This measure tracks the percentage of road and bridge projects opened by the commitment date established in the contract. This commitment also includes local public agency projects and multimodal projects (rail, aviation, waterway and transit).

– Measurement and Data Collection:

For road and bridge projects, the project manager collaborates with the project team to establish the project completion day which is specific to when the road or bridge project will be opened to the public so to eliminate a financial penalty. The resident engineer uses the SiteManager system to track and document the work. Local public agencies and multimodal agencies use staff or consultant resources to set contract completion dates and track performance.

The target for this measure was set by management directive.

Projects Schedule Report -3c
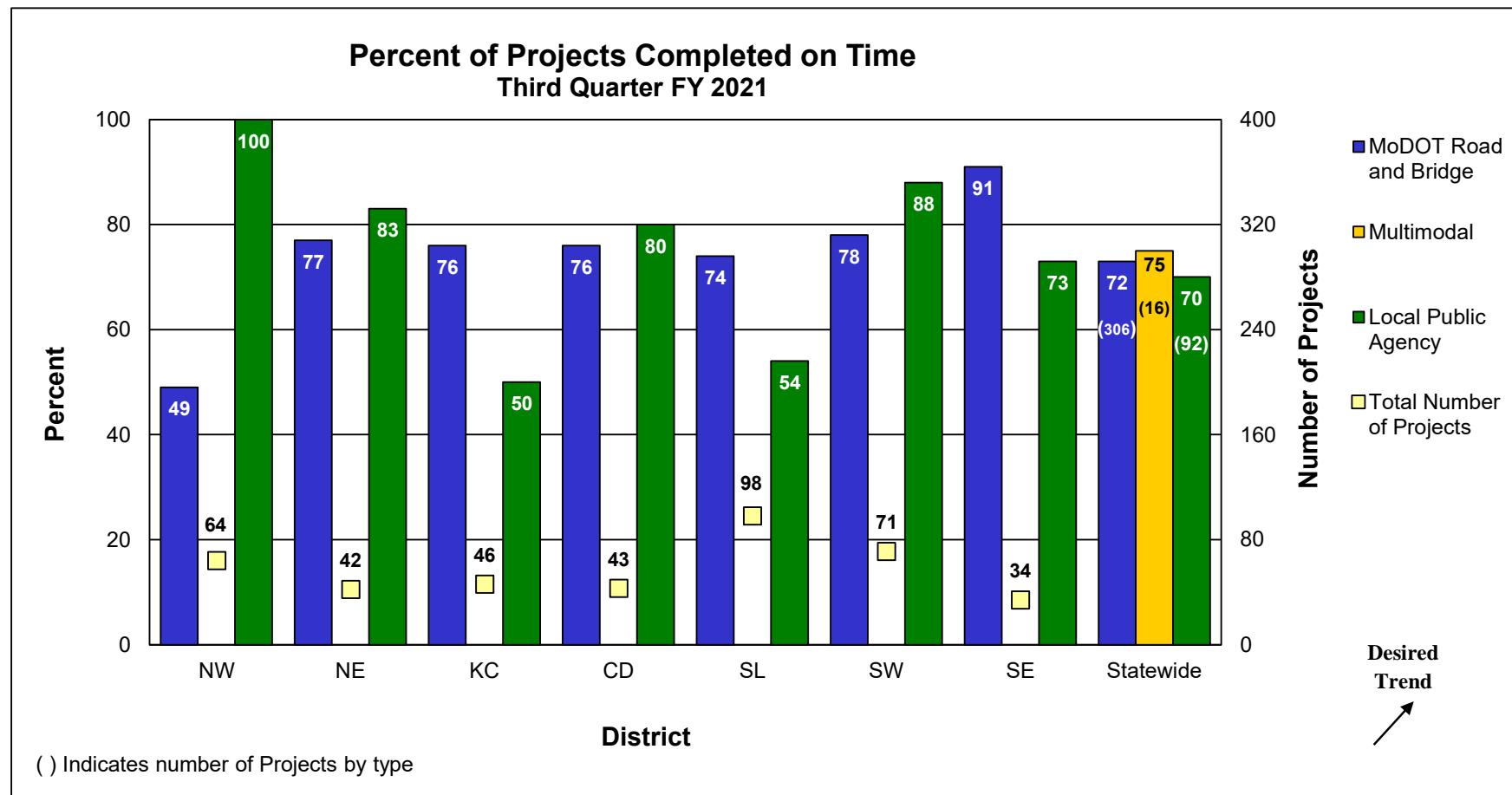
Percent of Projects Completed on Time
Third Quarter FY 2021

( ) Indicates number of Projects by type

Legend:
- ■ MoDOT Road and Bridge
- ■ Multimodal
- ■ Local Public Agency
- ■ Total Number of Projects

Desired Trend

Data values by District:

District	MoDOT Road and Bridge	Multimodal	Local Public Agency	Total Number of Projects
NW	49		100	64
NE	77		83	42
KC	76		50	46
CD	76		80	43
SL	74		54	98
SW	78		88	71
SE	91		73	34
Statewide	72 (306)	75 (16)	70 (92)	

EXPLORE

Bike/Pedestrian and ADA Transition Plan Improvements - 5d

MoDOT has identified 44,611 barriers within its right of way needing repaired or constructed to meet the requirements of the American with Disabilities Act. A transition plan was established to correct these barriers by August 2027.

Progress Toward Completion of Transition Plan
Right of Way

Number (left axis), Percent (right axis), Calendar Year (x-axis)

- 2016: Improvements Completed = 1,275; Cumulative Percent Completed = 18
- 2017: Improvements Completed = 1,535; Cumulative Percent Completed = 22
- 2018: Improvements Completed = 1,395; Cumulative Percent Completed = 25
- 2019: Improvements Completed = 1,065; Cumulative Percent Completed = 27; Target = 55
- 2020: Improvements Completed = 540; Cumulative Percent Completed = 28; Target = 61

● Improvements Completed Per Caledar Year   ■— Cumulative Percent Completed

2020 Target: Above 61%

Investment in Non-Motorized Facilities
Based on Contract Awards

Chart data:

- **Investment in Non-Motorized Facilities** (dollars in thousands): 2016: 6,411; 2017: 7,180; 2018: 9,047; 2019*: 14,979; 2020: 7,580; YTD 2021: 3,694
- **Programmed Amount**: 2019*: 15,249; 2020: 32,744; YTD 2021: 50,334
- **Percent of Total Awarded STIP Amount**: 2016: 1.26; 2017: 0.97; 2018: 1.16; 2019*: 2.1; 2020: 0.07; YTD 2021: 0.02
- YTD 2021 target marker: 15,000

2020 Target: $15 Million

Starting with FY19, ADA program data will be included in the measure
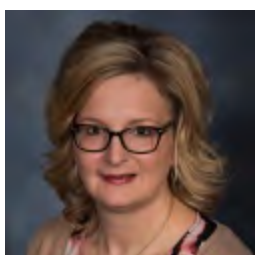
RESULTS DRIVER	MEASUREMENT DRIVER
Paula Gough District Engineer Northeast District Email: Paula.Gough@modot.mo.gov Phone: (573) 248-2499	**Sarah Kleinschmit** Policy and Innovations Engineer Design Email: sarah.kleinschmit@modot.mo.gov Phone: (573) 751-7412
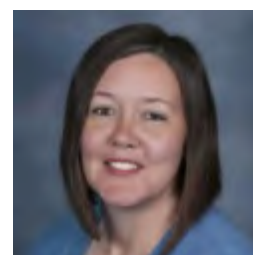
– Write Up:

MoDOT has identified 44,611 barriers within its right of way needing repaired or constructed to meet the requirements of the Americans with Disabilities Act. A transition plan was established to correct these barriers by August 2027. To meet the August 2027 transition plan deadline, a target of 61% was established for calendar year 2020. To date, MoDOT has completed 12,652 or 28% of the identified barriers.

In order to complete the transition plan at a steady pace, an annual investment target is approximately $15 million. Since 2009, the Missouri Highways and Transportation Commission has retained half of the Transportation Alternatives Program funding it receives each year. Approximately $9 million is reserved for the completion of the transition plan.

Since 2008, MoDOT has invested nearly $88.2 million towards the completion of the transition plan. The districts have projected to invest over $138 million towards the remainder of the ADA facility improvements over the next five years in the Statewide Transportation Improvement Program. That amount is expected to cover transition plan improvements and other ADA needs across the state.

– Purpose of the Measure:

This measure tracks MoDOT's investment in non-motorized facilities and progress toward removing barriers. Accessibility needs occur within the right of way, such as sidewalks and traffic signals. Removal of the barriers listed in MoDOT's 2010 ADA Transition Plan is required as part of the department's compliance with the ADA.

– Measurement and Data Collection:

MoDOT's investment in non-motorized facilities is determined from the awarded contract amounts for the 20 most common construction elements used on projects each year.

ADA Transition Plan progress is based upon completed work to correct deficient barriers identified in the ADA Transition Plan inventory.

A progress target line is included indicating MoDOT's progress towards completing the transition plan by 2027. Annual funding levels necessary to complete the transition plan by 2027 determine the target which is set in April of each year.

EXPLORE

Tracker Home

⌄ Chapter Home

State and Federal Revenue Budgets -6a

Full-Time Equivalencies Expended -6b

Rate of Employee Turnover -6c

Level of Job Satisfaction -6d

Reduce Number of Cybersecurity Incidents -6e

Local Entity Cash Leveraged for Cost Share Program -6f

Percent of Local Program Funds Committed to Projects -6g

Tracker Archive

State and Federal Revenue Budgets -6a

State and federal revenue budgets help MoDOT staff do a better job of budgeting limited funds for its operations and capital program.

Where is the money INVESTED?

Where is the Money Invested?
MoDOT does not receive the entire $2.6 billion of transportation revenue, or the $30 per month from the average Missouri driver. After allocations to cities, counties, other state agencies and debt payment, MoDOT received $1.6 billion of transportation revenues in fiscal year 2018 to invest in the state transportation system. That equates to about $18 of the $30 per month Missouri drivers are paying.

Budgeted vs. Actual State Revenue Comparison
Road and Bridge

State Fiscal Year	Budgeted	Actual	Percent Variance
2018	1,305	1,287	-1.4
2019	1,305	1,267	-2.9
2020	1,338	1,307	-2.3
YTD 2021	1,019	99...	-2.5

Legend: ● Budgeted ● Actual ─┼─ Percent Variance

Budgeted vs. Actual State Revenue Comparison
Non-Highway Modes

State Fiscal Year	Budgeted	Actual	Percent Variance
2018	27.8	29.5	6.1
2019	33.2	34.3	3.3
2020	36.9	34.1	-7.6
YTD 2021	22.1	19	-10.4

● Budgeted ● Actual ■ Percent Variance

Budgeted vs Actual Federal Revenue Comparison
Road and Bridge

Federal Fiscal Year	Budgeted	Actual	Percent Variance
2016	940	970	3.2
2017	961	959	-0.2
2018	982	990	0.8
2019	1,005	1,032	2.7
202	1,029		

● Budgeted ● Actual ■ Percent Variance

Budgeted vs Actual Federal Revenue Comparison
Non-Highway Modes

Federal Fiscal Year	Budgeted	Actual	Percent Variance
2016	75.5	64.2	-15
2017	91.6	61.7	-32.6
2018	87.5	60.2	-31.2
2019	101.4	58.8	-42
2020	118.3	55	-53.5

● Budgeted ● Actual ■ Percent Variance
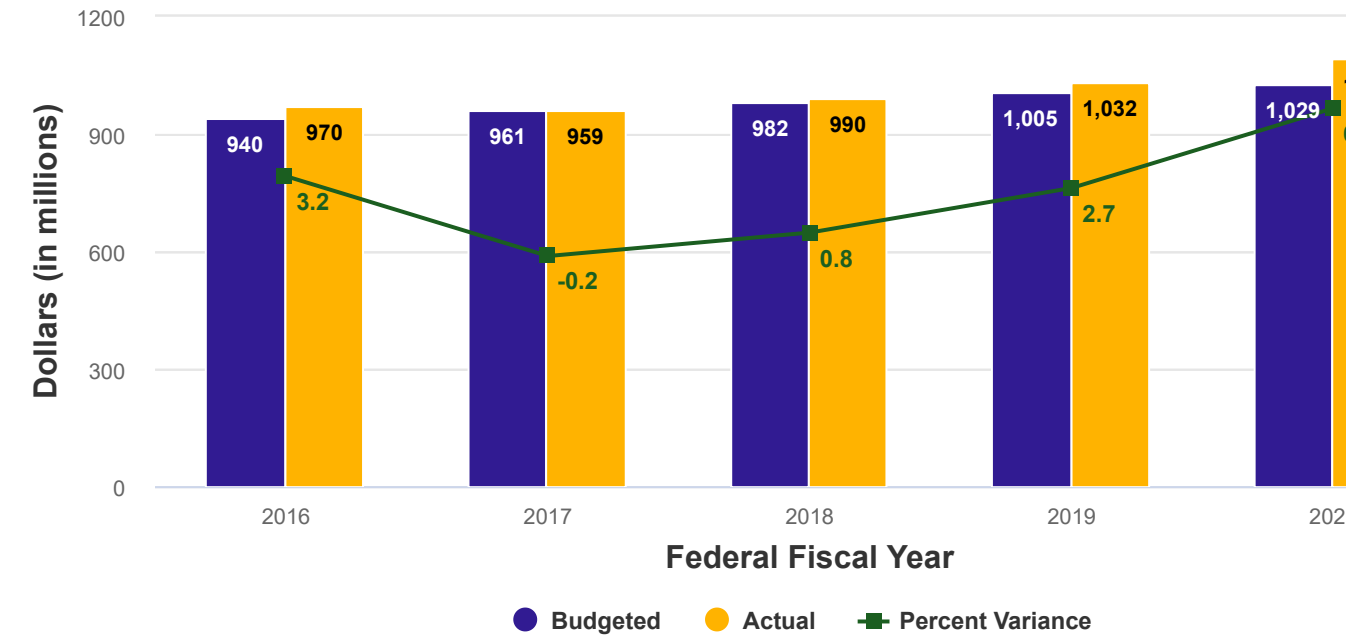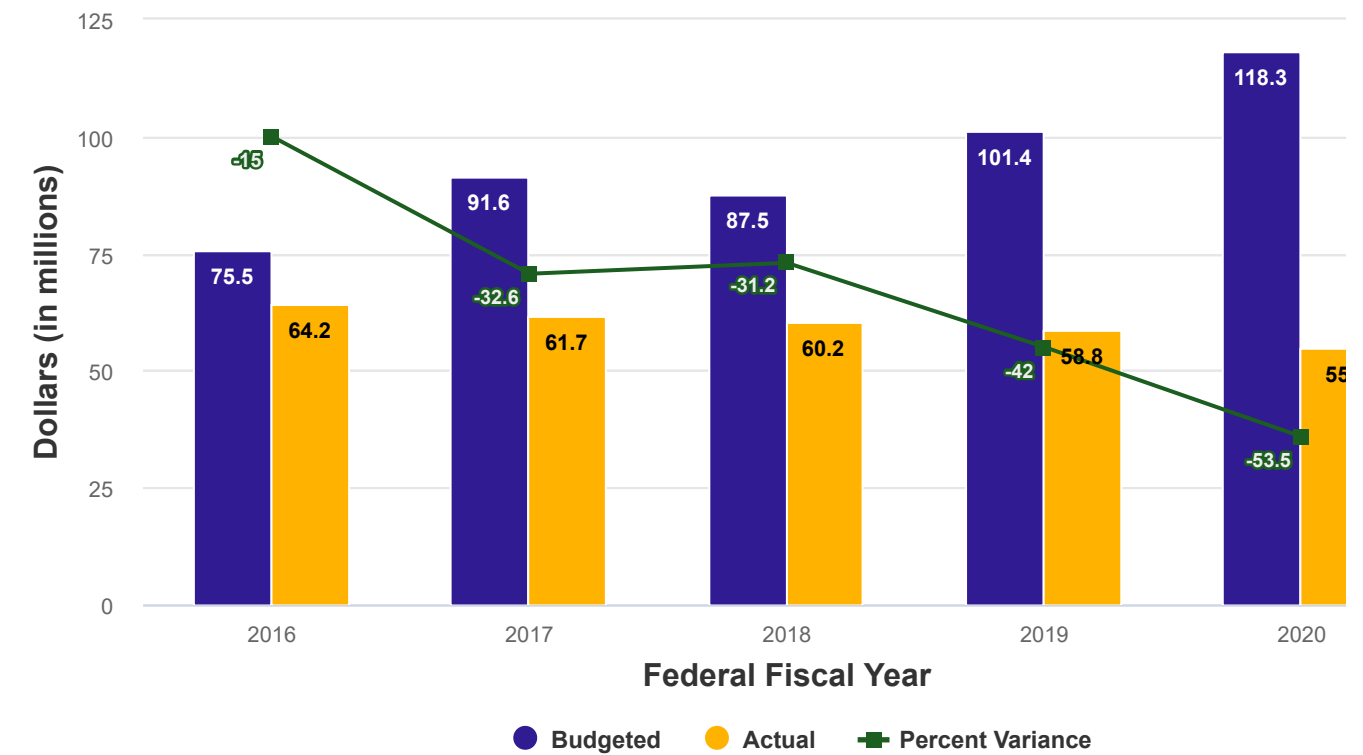
Beth Ring

Information Systems Director
Information Systems
Email: Elizabeth.Ring@modot.mo.gov

Phone: (573) 751-1345
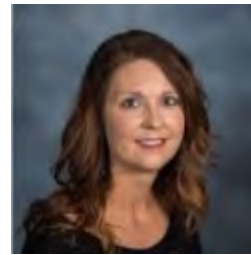
Janel Lueckenotte

Financial Services Administrator
Financial Services
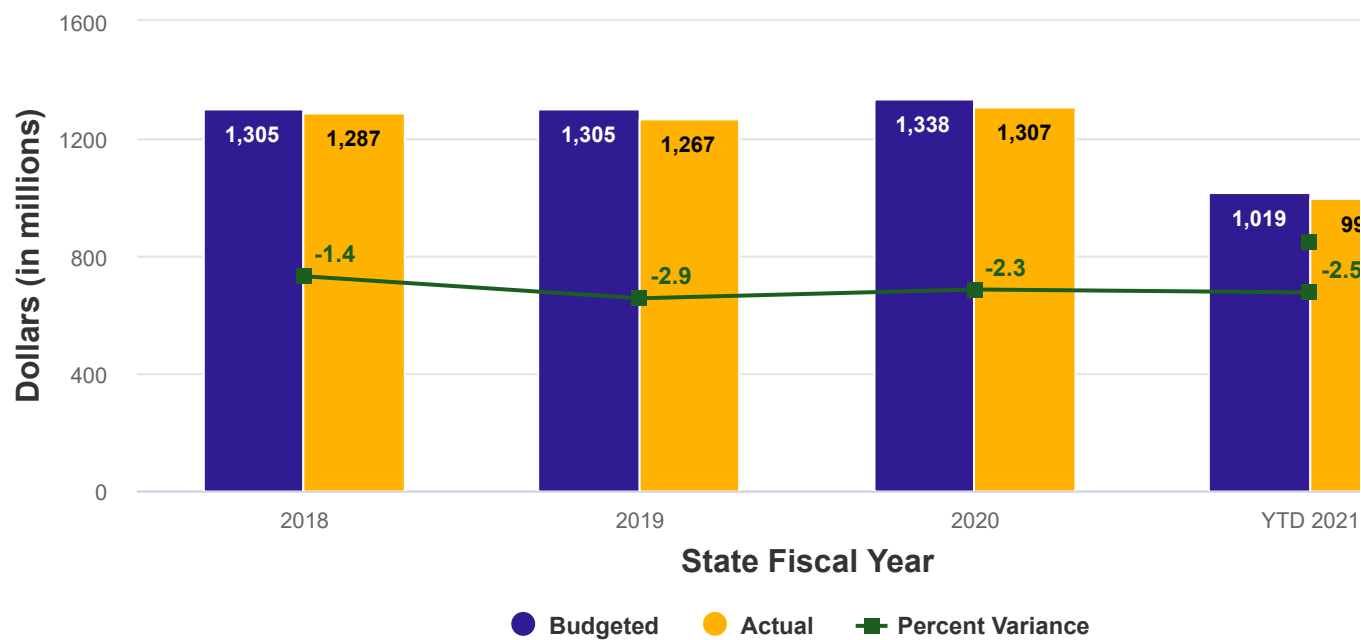Email: janel.lueckenotte@modot.mo.gov

Phone: 573-522-8099

– Write Up:

State and federal revenue budgets help MoDOT staff do a better job of budgeting limited funds for its operations and capital program. The target is for actual revenue to match budgets with no variance.
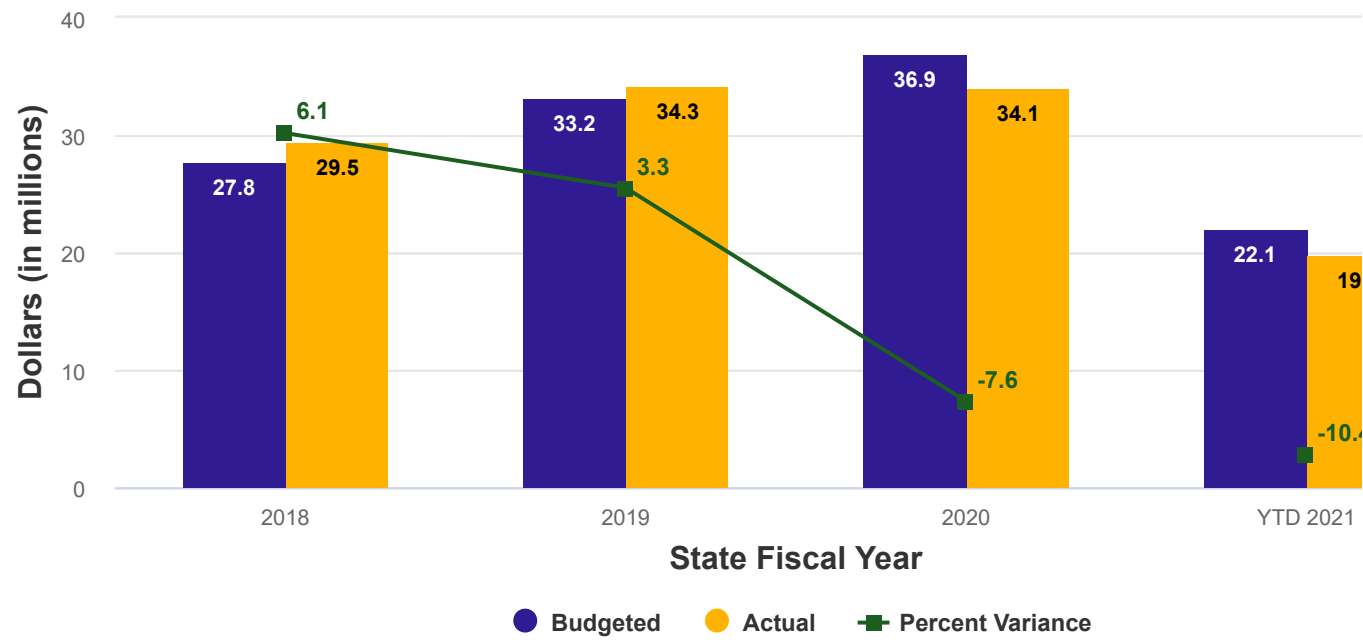
The actual state revenue for roads and bridges from motor fuel taxes, motor vehicle sales taxes, motor vehicle driver's licensing fees and miscellaneous fees was 2.5% less than budgeted through the third quarter of fiscal year 2021. Most of the variance is related to lower-than-projected revenue from motor fuel taxes. The negative variance of 10.4% for non-highway modes is attributed to lower-than-projected revenue from jet fuel sales tax.

The actual federal revenue for roads and bridges was 6.1% more than budgeted for federal FY 2020. The negative variance of 53.5% for non-highway modes is attributable to the timing of project expenditures.

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. The current transportation funding act, Fixing America's Surface Transportation Act, was passed by Congress in December 2015 and authorized federal programs for the five-year period from 2016 through 2020. The FAST Act expired Sept. 30, 2020 but was extended for another year by continuing resolution. Federal revenue for other modes is reliant on the timing of project expenditures.

The primary source of federal and state revenue is motor fuel tax. The motor fuel tax rates have not changed in more than 20 years, while the cost for materials and labor have doubled or even tripled in the same time frame.

– Purpose of the Measure:

This measure shows the precision of state and federal revenue budgets.

– Measurement and Data Collection:

State revenue for roads and bridges include motor fuel taxes, motor vehicle and driver licensing fees, motor vehicle sales taxes paid by highway users, interest earnings and miscellaneous revenues. State revenue for other modes includes motor vehicle sales taxes, aviation fuel taxes, jet fuel sales taxes, motor vehicle licensing fees, railroad assessments and appropriations from General Revenue and interest earnings. The measure provides the cumulative, year-to-date percent variance of actual state revenue versus budgeted state revenue by state fiscal year. Federal revenue for roads and bridges is the amount of federal funds available to commit in a federal fiscal year. Federal funds are distributed to states in accordance with federal law. Federal revenue for other modes is the amount reimbursed to MoDOT for expenses incurred in a state fiscal year.

The targets set for this measure are set by internal policy and will not change unless policy changes, regardless of performance.

Statewide FTE expenditures vs appropriated - 6b2

Statewide FTE Expenditures vs Appropriated - FY 2021
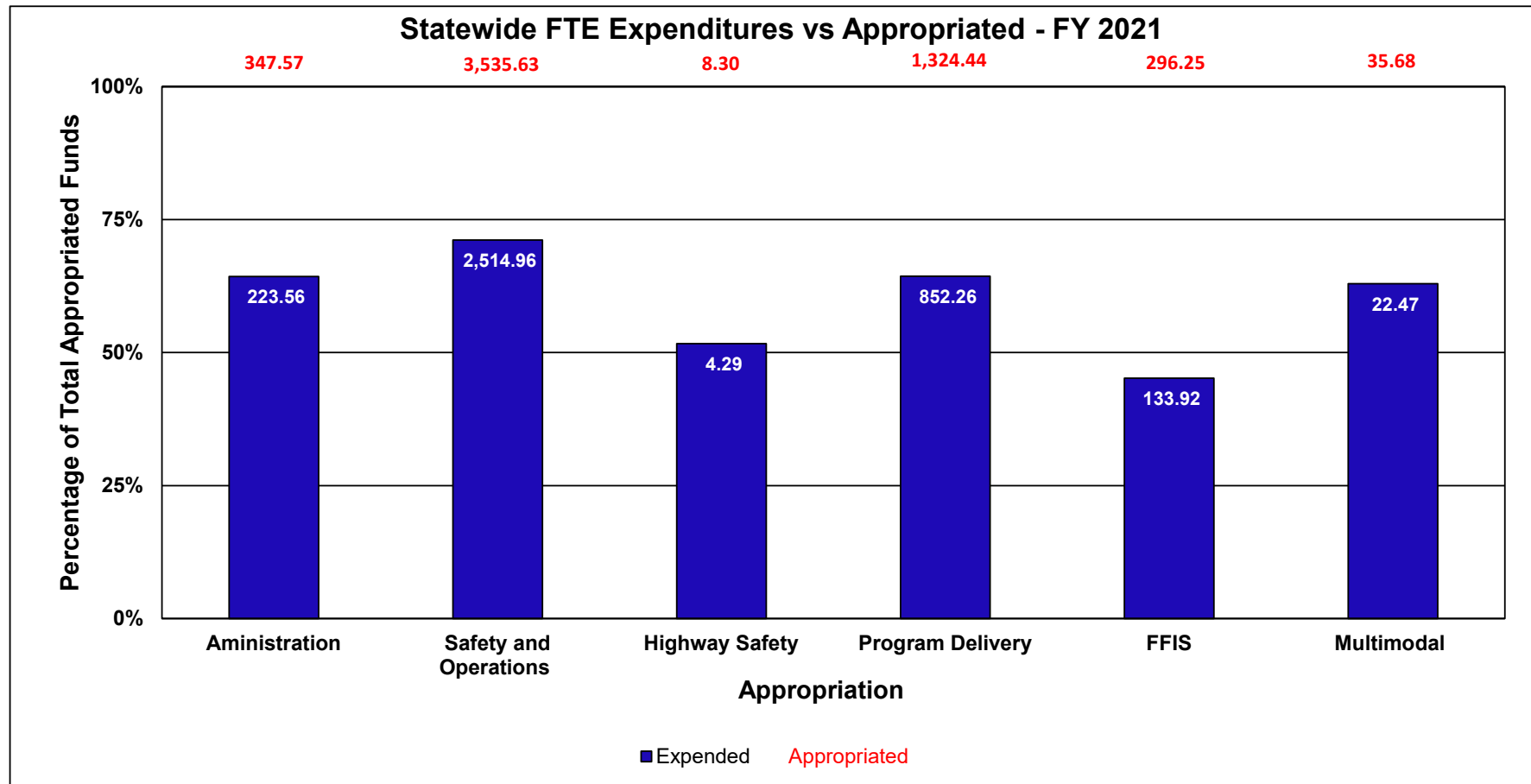
APPENDIX

Multimodal Operations Tracker Measures

3a - Programmed versus Total Project Cost

Mode	Total Number of New Programmed Projects	Total Programmed	Total Project Cost	(+/-) Final Cost	Percent Over
Aviation	8	$10,435,600	$9,545,100	-$890,500	-8.5%
Freight	0	$0	$0	$0	#DIV/0!
Rail	3	$552,000	$427,260	-$124,740	-22.6%
Waterways	0	$0	$0	$0	#DIV/0!
Total	11	$10,987,600	$9,972,360	-$1,015,240	-9.2%

3b - Percent Change for Finalized Contracts

Mode	Number of Completed Projects	Original Contract Price	Construction Cost	Amount Over	Percent Over
Aviation	16	$16,384,716	$15,979,448	-$405,268	-2.5%
Freight	0	$0	$0	$0	0.0%
Transit	0	$0	$0	$0	0.0%
Waterways	0	$0	$0	$0	0.0%
Total	16	$16,384,716	$15,979,448	-$405,268	-2.5%

3c - Projects Completed on Time

Mode	Total Number of Projects Completed	Number of Projects Completed On Time	Days Early	Days Late	Percent on Time
Aviation	16	12	85	48	75.0%
Freight	0	0	0	0	#DIV/0!
Rail	3	1	19	391	33.3%
Transit	0	0	0	0	0.0%
Waterways	0	0	0	0	#DIV/0!
Total	19	13	104	439	68.4%

AVIATION

3a - Programmed versus Total Project Cost

Total Number of New Programmed Projects	Total Programmed	Total Project Cost	(+/-) Final Cost	Percent Over
8	$10,435,600	$9,545,100	-$890,500	-8.53%

3b - Percent Change for Finalized Contracts

Number of Completed Projects	Original Contract Price	Construction Cost	Amount Over	Percent Over
16	$16,384,716	$15,979,448	-$405,268	-2.5%

3c - Projects Completed on Time

Total Number of Projects Completed	Number of Projects Completed On Time	Days Early	Days Late	Percent on Time
16	12	85	48	75%

RAIL

3a - Programmed versus Total Project Cost

Total Number of New Programmed Projects	Total Programmed	Total Project Cost	(+/-) Final Cost	Percent Over
3	$552,000	$427,260	-$124,740	-22.6%

3c - Projects Completed on Time

Total Number of Projects Completed	Number of Projects Completed On Time	Days Early	Days Late	Percent on Time
3	1	19	391	33.3%

FREIGHT

4a - Programmed versus Total Project Cost

Total Number of New Programmed Projects	Total Programmed	Total Project Cost	(+/-) Final Cost	Percent Over
0	$0	$0	$0	#DIV/0!

3b - Percent Change for Finalized Contracts

Number of Completed Projects	Original Contract Price	Construction Cost	Amount Over	Percent Over
0	$0	$0	0	#DIV/0!

3c - Projects Completed on Time

Total Number of Projects Completed	Number of Projects Completed On Time	Days Early	Days Late	Percent on Time
0	0	0	0	0%

WATERWAYS

4a - Programmed versus Total Project Cost

Total Number of New Programmed Projects	Total Programmed	Total Project Cost	(+/-) Final Cost	Percent Over
0	$0	$0	$0	#DIV/0!

3b - Percent Change for Finalized Contracts

Number of Completed Projects	Original Contract Price	Construction Cost	Amount Over	Percent Over
0	$0	$0	$0	0%

3c - Projects Completed on Time

Total Number of Projects Completed	Number of Projects Completed On Time	Days Early	Days Late	Percent on Time
0	0	0	0	0%

Aviation

				Measure:	3a			3b			3c				
			Totals:	$10,435,600	$9,545,100	-$890,500	$16,384,716	$15,979,448	-$405,268	$1,033	$996	-37	75%		
Project #	District	Sponsor	Brief Description	Programmed ($)	Total Project Cost	(+/-) Program vs Final Cost	Contract Award ($)	Contract Completed Cost ($)	(+/-) Final Cost	Days Allotted per Contract	Actual Days to Complete	(+/-) Contract Days	On Time?	Remarks
19-079C-1	SE	Kennett Memorial	Lighting Rehab, REILs, and PAPIs				$644,753	$624,520	-$20,233	55	55	0	Yes	
19-070A-1	SE	Piedmont Municipal	Pavement Maintenance				$174,871	$169,841	-$5,030	12	12	0	Yes	
AIR 186-057B-2	CD	Waynesville-St. Robert Regional	Existing Terminal Improvements	$900,000	$863,401	-$36,599	$436,890	$488,305	$51,415	30	18	-12	Yes	The overage on days were due to field changes made to the plans once the mobile buildings were actually on site.
18-064A-1	CD	Lebanon Floyd W. Jones	Taxilane Construction				$328,469	$309,147	-$19,321	35	43	8	No	Additional days were needed due to poor weather
18-046A-1	CD	Eldon Model Airpark	Construct Hangar Taxilanes				$604,165	$616,682	$12,517	67	66	-1	Yes	Additional expenses were due to poor subgrade encountered.
16-045B-1	CD	Camdenton	Apron overlay	$855,000	$769,435	-$85,565								Reported on this project for 4b and 4c in FY 2019 but final payment did not occur until FY 2020.
AIR 196-092A-1	SW	Springfield	Phase II General Aviation Apron	$1,000,000	$971,551	-$28,449								Reported on this project for 4b and 4c in FY 2020 but final payment did not occur until FY 2021.
16-012A-1	NE	Saint Joseph	Wildlife Fence	$1,440,000	$1,100,794	-$339,206								Reported on this project for 4b and 4c in FY 2020 but final payment did not occur until FY 2021.
17-015A-1	NW	Chillicothe Municipal	Reconstruct Runway 14/32				$3,343,746	$3,332,267	-$11,479	150	126	-24	Yes	
19-107B-1	KC	Mosby Clay Co. Regional (Midwest Nat'l Air Center)	Reconstruct T-Hangar Taxilanes C &D				$1,266,434	$1,248,143	-$18,292	90	90	0	Yes	
18-091B-1	SW	Aurora Jerry Sumners Sr. Municipal	Construct Hangar Taxilanes				$464,218	$472,054	$7,836	65	62	-3	Yes	Over on costs due to unsuitable soil encountered during construction.
18-065B-1	SE	Cabool Memorial	Taxilane Reconstruction, Pavement Maintenance , and Remark				$651,934	$637,437	-$14,497	60	60	0	Yes	
AIR 166-90A-2	SW	Joplin Regional	Taxilanes, Entrance Road				$919,067	$981,460	$62,393	60	60	0	Yes	Over on costs due to unsuitable soil encountered during construction and quantity adjustments.
18-096A-1	SW	Neosho Hugh Robinson Mem	Construct T Hangar				$355,000	$354,500	-$500	90	92	2	No	Construction was delayed due to materials being delivered later that anticipated. No LD's were charged.
19-066A-1	CD	Salem Memorial	Construct Taxilanes for T-Hangars Phase 1				$496,851	$506,560	$9,710	65	30	-35	Yes	Over on costs due to quantity adjustments.
AIR 166-113C	SL	St Louis Lambert	North Cargo Ramp Rehabilitation	$4,500,000	$3,942,418	-$557,582	$3,712,671	$3,482,633	-$230,038	120	155	35	No	The overage on days was due to hitting contaminated soils which required additional efforts to mitigate. Boeing was responsible for some of the mitigation costs which reduced the overall project costs.
16-045B-1	CD	Camdenton	Apron Overlay	$750,600	$769,037	$18,437								Reported on this project for 4b and 4c in FY 2019 but final payment did not occur until FY 2020. A final reimbursement request was initially anticipated, which is why this project was not reported on until FY 2021 for 4a.
16-111A-2	SL	St Charles County	Runway Lighting	$450,000	$426,666	-$23,334								Reported on this project for 4b and 4c in FY 2020 but final payment did not occur until FY 2021.
16-111A-1	SL	St Charles County	Apron Rehabilitation	$540,000	$701,798	$161,798								Reported on this project for 4b and 4c in FY 2020 but final payment did not occur until FY 2021.
18-064A-2	CD	Lebanon Floyd W. Jones	Runway Rehabilitation				$1,760,333	$1,532,676	-$227,657	21	24	3	No	Additional days were added to the project due to abnormally wet weather. No LD's were charged.
18-011A-1	NW	Trenton Municipal	Phase 2 Apron and Taxiway Reconstruction				$1,045,982	$1,042,282	-$3,701	92	92	0	Yes	
20-065B-1	SE	Cabool Memorial	Seal Coat and Remark Runway 3/21				$179,331	$180,941	$1,610	21	11	-10	Yes	Price increase is due to a quantity adjustment.

If there are adjusted dates on projects, report on modal ability to meet this adjusted criteria (utiltity delay, weather, extra work, MoDOT decision). Indicate if the contractor met the adjusted date or was charged LDs on the project.

8	Number of Programed Projects
16	Number of Paid Out Projects
4	Number Late Projects
12	Projects On time

Rail

				Measure:	3a			3b			3c				
			Totals:	$552,000	$427,260	-$124,740	$521,253	$427,260	-$93,993	1151	1523	$372	33%		
Project #	District	Sponsor	Brief Description	Programmed ($)	Final Project Cost ($)	(+/-) Program vs Final	Contract Award ($)	Contract Completed Cost ($)	(+/-) Final Cost	Days Allotted per Contract	Actual Days to Complete	(+/-) Contract Days	On Time?	Remarks
RRP-000S(590)	KC	MNA	Install FL/G-Pine St, Archie, URO-18-21	$250,000	$168,385	-$81,615	$191,535	$168,385	-$23,150	387	368	-19	Yes	
RRP-000S(513)	NE	KCS	Install FL/G-Gallaway Rd, Vandalia, URO-16-36	$250,000	$201,355	-$48,645	$268,200	$201,355	-$66,845	383	735	352	No	Material delays as well as crew workload and limited maintenance of way staff. Order was amended to give KCS more time.
RRP-000S(589)	SW	BNSF	Install FL/G/Cantilevers-Sherman Pkwy, Springfield, URO-18-09	$52,000	$57,520	$5,520	$61,518	$57,520	-$3,998	381	420	39	No	Scheduling conflicts with field crews; limited staff. Labor costs were higher than anticipated due to interconnected signals near by.

If there are adjusted dates on projects, report on modal ability to meet this adjusted criteria (utiltity delay, weather, extra work, MoDOT decision). Indicate if the contractor met the adjusted date or was charged LDs on the project.

3	Number of Programed Projects
3	Number of Paid Out Projects
2	Number Late Projects
1	Projects On time

Freight				Measure:	3a			3b			3c						0	Number of Programed Projects
				Totals:	$0	$0	$0	$0	$0	$0	$0	$0	$0	#DIV/0!			0	Number of Paid Out Projects
Project #	District	Sponsor	Brief Description	Programmed ($)	Award Amount ($)	(+/-) Program vs Award	Contract Award ($)	Contract Completed Cost ($)	(+/-) Final Cost	Days Allotted per Contract	Actual Days to Complete	(+/-) Contract Days	On Time?	Remarks			0	Number Late Projects	0	Projects On time

				Measure:		3a			3b			3c					
Waterway				Totals:		$0	$0	$0	$0	$0	$0	$0	$0	$0	#DIV/0!		
Project #	**District**	**Sponsor**	**Brief Description**	**Programmed ($)**	**Award Amount ($)**	**(+/-) Program vs Award**	**Contract Award ($)**	**Contract Completed Cost ($)**	**(+/-) Final Cost**	**Days Allotted per Contract**	**Actual Days to Complete**	**(+/-) Contract Days**	**On Time?**	**Remarks**			

April 2021

TP *TRACKER*

Transportation Planning Division Performance Data
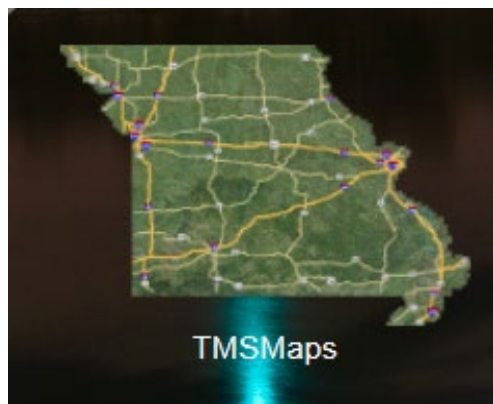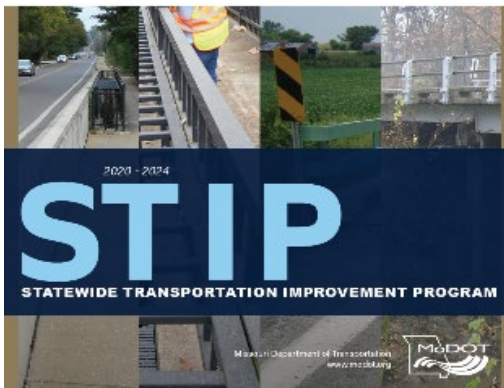
MISSOURI'S TRANSPORTATION Future LONG RANGE PLAN UPDATE

MODOT VALUES

SAFETY

Be Safe

Moving Missourians Safely

Be Accountable

SERVICE

Be Respectful

Be Inclusive

Providing Outstanding Customer Service

Delivering Efficient and Innovative Transportation Projects

Operating a Reliable Transportation System

Be Bold

Be Better

STABILITY

Be One Team

So we can be a great organization

Managing our Assets

Stabilizing Resources and Engaging our Workforce

Building a Prosperous Economy for all Missourians

Mission: *Our mission is to provide a world-class transportation system that is safe, innovative, reliable and dedicated to a prosperous Missouri.*

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Note: Tangible Results are not listed in order of importance.

Moving Missourians Safely

Result Driver: Brian Reagan, Assistant Transportation Planning Director
Measurement Driver: Gary Jahnsen, Transportation Planner
Update: October

Why is this important?
This measure tracks the programming of safety funds and actions needed to avoid losing federal safety funds. In prior years, the amount of the Statewide Transportation Improvement Program safety funds programmed have been less than the amount of STIP safety funds distributed and substantially less than federal safety funds made available to MoDOT. Safety funds expire (lapse) after three years and Open Container funds lapse at the end of each federal fiscal year. The desired outcome of this measure is to program safety funded projects to reduce federal safety balances and avoid lapsing.

What does the data say?
The first graph is based on state fiscal year, and the measure is updated through the first quarter of FY 2021. Safety funds programmed in the STIP meet or exceed allocation in the first three years, and when combined with the use of safety funds for striping and guardrail improvements, exceed annual federal funding, resulting in decreased carryover. Years 2024 and 2025 look to start building up some carryover. This is a result of not doing an annual update to the STIP this year. There will be more safety projects programmed with the next annual update to address this issue.

The second graph is monthly-based on state fiscal year. The purpose of the graph is to show Safety fund balances and the risk of lapsing. The dark blue bars show actual balances reported by Financial Services. The pale blue bars estimate monthly future balances. Safety funds will lapse if the blue bar surpasses the blue squares at the top of the graph. Safety funds are not at risk of lapsing.

The third graph is monthly-based on federal fiscal year. The purpose of the graph is to show Open Container fund balances and the risk of lapsing. The dark red bars show actual balances reported by Financial Services. The pale red bars estimate monthly future balances. Open Container funds will lapse if the red bars are above zero at the same time as the red diamonds on the bottom of the graph. Open Container funds are not at risk of lapsing.

The fourth graph shows safety funds per districts, as derived from balance sheets. Carryover balances for all years are included. Nearly all districts are programming all safety funds that are available to them.

What is TP doing to improve results?
Transportation Planning encourages districts to program safety funded projects. Transportation Planning staff work with other divisions and provide data for their use in encouraging programming and obligating safety funds. Federal safety funds are used for striping by operations and on projects which upgrade guardrails and safety end terminals. Transportation Planning provides data to traffic safety staff, who can follow up with districts on projects that might qualify for safety funding. Transportation Planning works with Financial Services, sharing data to assure safety funds are obligated as thoroughly as possible.

Safety Funds Programmed vs. Available

Dollars (in millions)

State Fiscal Year

	2021	2022	2023	2024	2025
New Federal	80	80	80	80	80
Federal Carryover	16	7	12	32	68
Programmed in STIP	47	41	28	11	3
Striping and Guardrails	33	33	33	33	33
STIP Distributed	47	45	50	49	46

Legend: ■New Federal ■Federal Carryover ■Programmed in STIP □Striping and Guardrails □STIP Distributed

2020 TARGET
0 Federal Carryover

Values are federal plus state match and include engineering and inflation.
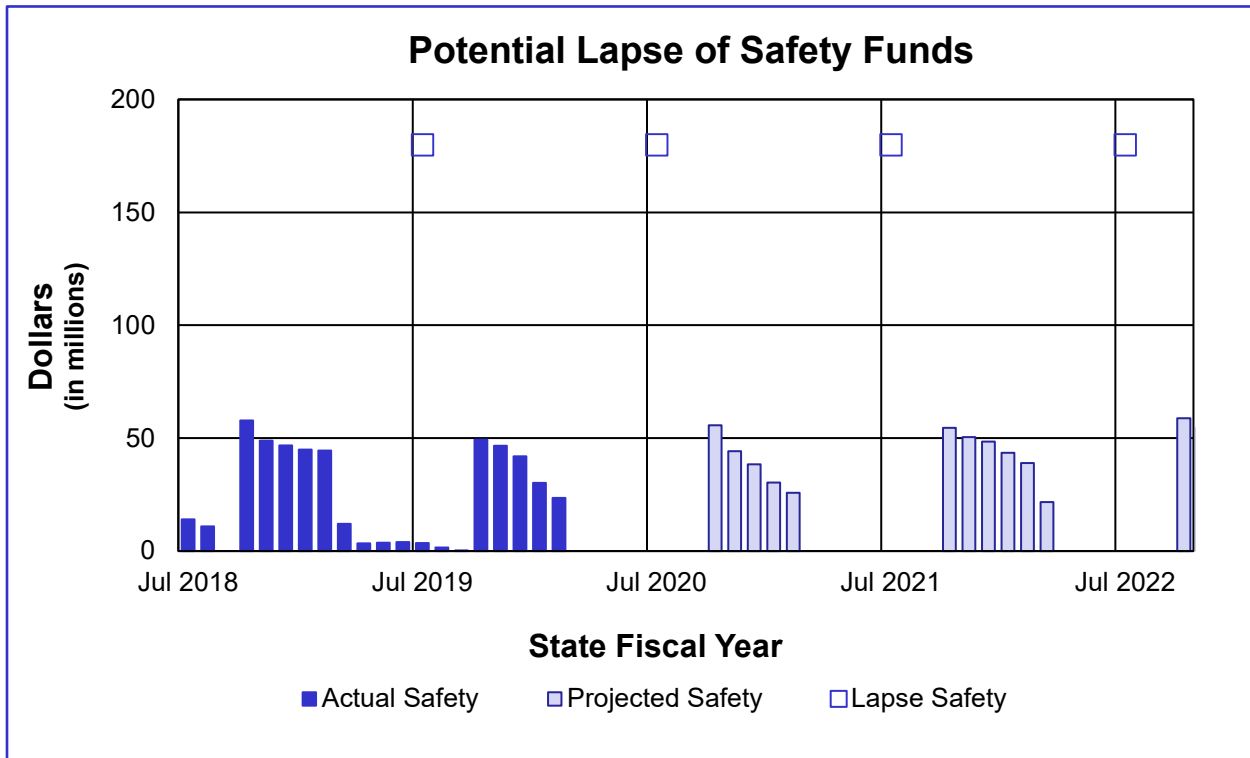
Potential Lapse of Safety Funds

Dollars (in millions)

State Fiscal Year (Jul 2018, Jul 2019, Jul 2020, Jul 2021, Jul 2022)

Legend: ■Actual Safety □Projected Safety □Lapse Safety

Values are federal actual balances and projected balances.

Potential Lapse of Open Container Funds

Values are federal actual balances and projected balances.
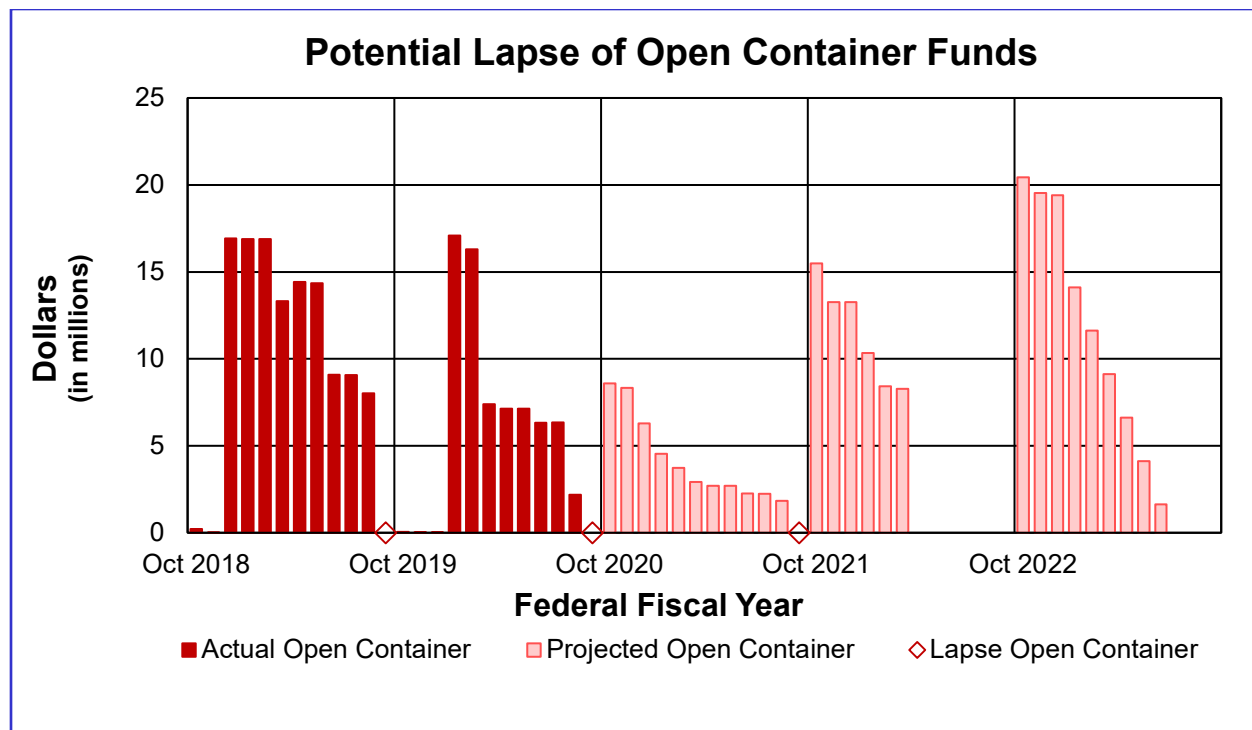
Safety Funds per District
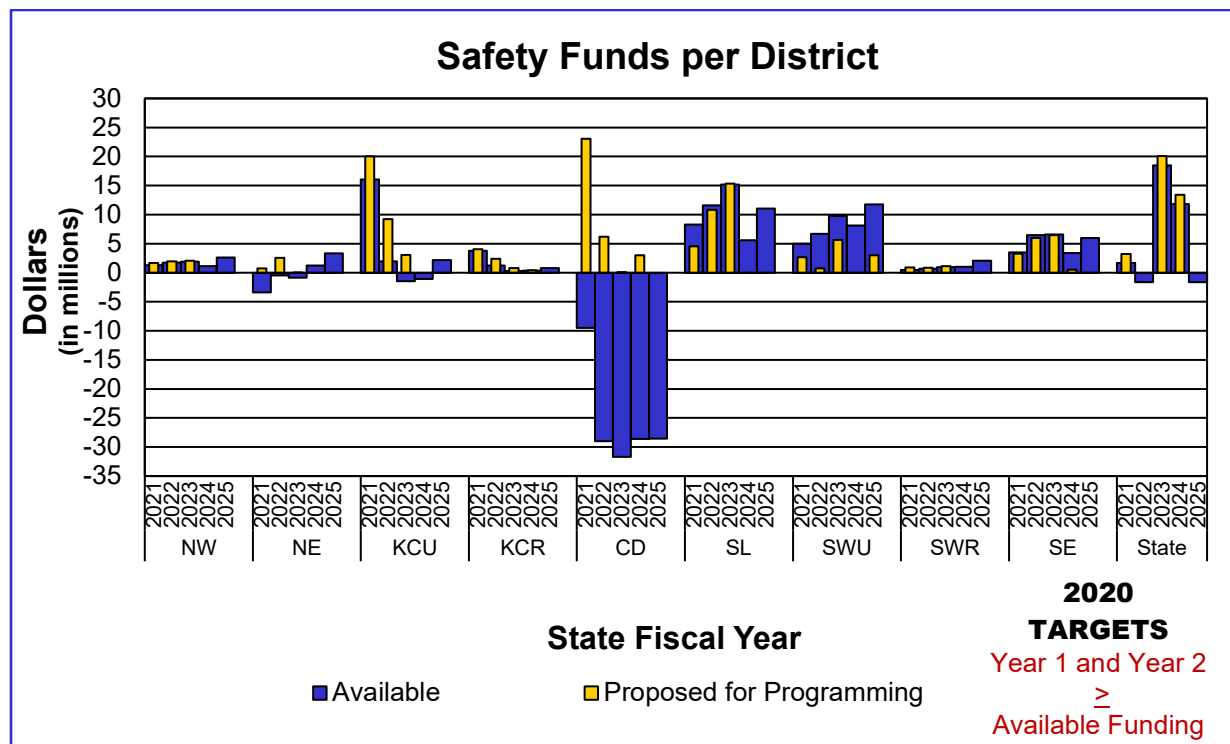
Values are from district balance sheets and exclude engineering and inflation.
KC and SW districts are broken out by urban and rural safety fund dollars per management request.

Providing Outstanding Customer Service

Percent of partner satisfaction-2a

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Kara LeCure, Organizational Performance Analyst
Update: July

Why is this important?
This measure tracks the level of partner satisfaction with MoDOT's planning process at the statewide and local levels. Each year, an online survey is sent to a list of partners generated by the Central Office and district planning staffs.

What does the data say?
The survey collects partner responses on overall satisfaction as well as ratings on 11 partnering components. The total percentage of satisfied partners (satisfied and very satisfied) in fiscal year 2020 increased by 3% from the previous year's survey to 94%. The number of partners responding to the survey decreased from 208 in FY 2019 to 91 in FY 2020.

Local satisfaction scores ranged from 84% in the Northwest District to 100% in four districts and Central Office. However, the analysis suggests that planning partners feel their concerns and needs are not always being considered before MoDOT makes decisions.

Partners rated information and resources available online (2.97), the guidance provided to the partners (3.08) and reasons associated with decisions (3.20) the lowest among the components.

The component items averaged 3.26 on a four-point scale compared to 3.15 in FY 2019. The partners rated the ability to ask questions at meetings (3.58) as the highest overall and online information (2.97) the lowest overall.

What is TP doing to improve results?
The survey results are communicated to district staff to allow an opportunity to understand their partners perception of MoDOT's strengths and offer an opportunity to address potential improvement areas.

Percent of Partner Satisfaction by Fiscal Year

	2016	2017	2018	2019	2020
Total	91	89	90	91	94
Very Satisfied	31	31	46	39	43
Satisfied	60	58	44	52	51

■ Satisfied □ Very Satisfied

TARGET
100%
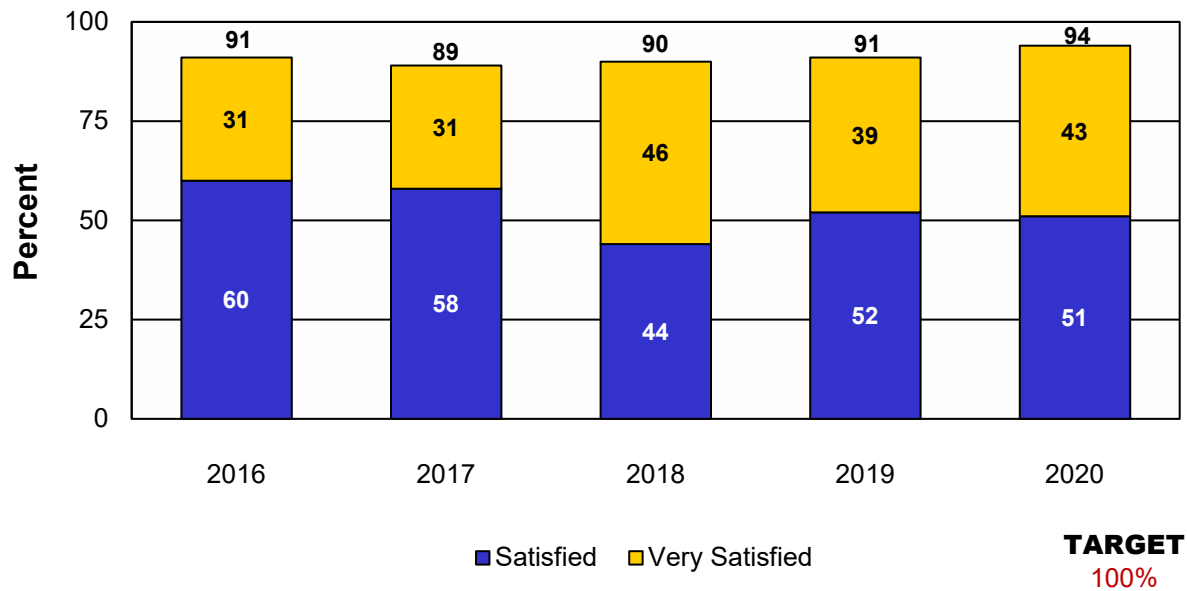
Percent of Partner Satisfaction by District and
Central Office

	Northwest (13)	Northeast (17)	Kansas City (11)	Central District (10)	St. Louis (6)	Southwest (14)	Southeast (7)	Central Office (13)
2020 Total	84	94	100	100	100	100	85	100
2020 Very Satisfied	38	29	36	70	67	50	71	54
2020 Satisfied	46	65	64	30	33	50	14	46
2019 Total	95	88	75	97	100	98	85	90

(Number of responses)

■ 2020 Satisfied □ 2020 Very Satisfied ■ 2019 Total

TARGET
100%

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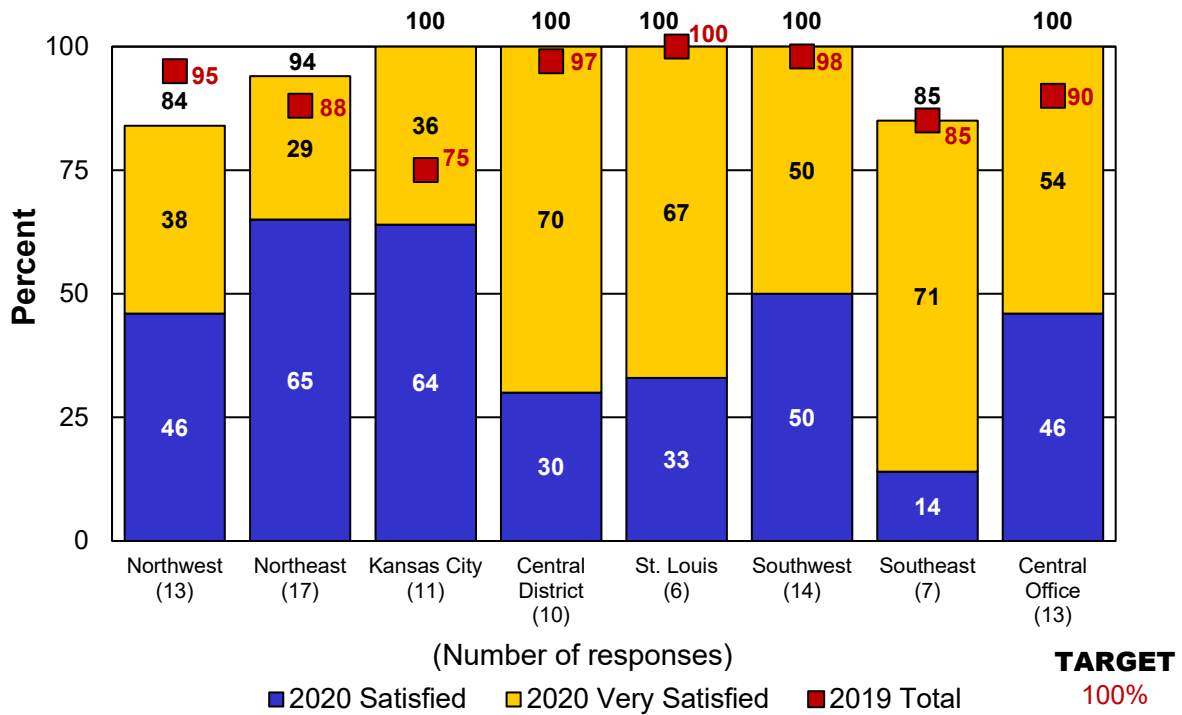
Percent of Partner Satisfaction by Partner Type

Legend:
- ■ 2020 Satisfied
- ■ 2020 Very Satisfied
- ■ 2019 Toal

City (28): 57, 39, total 96, 2019 = 88
RPC (16): 37, 63, total 100, 2019 = 96
County (13): 15, 85, total 100, 2019 = 95
Council-Chamber (4): 100, total 100, 2019 = 100
MPO (14): 36, 64, total 100, 2019 = 67
Elected Non-Metro (16): 63, 19, total 82, 2019 = 100

(Number of responses)

TARGET
100%
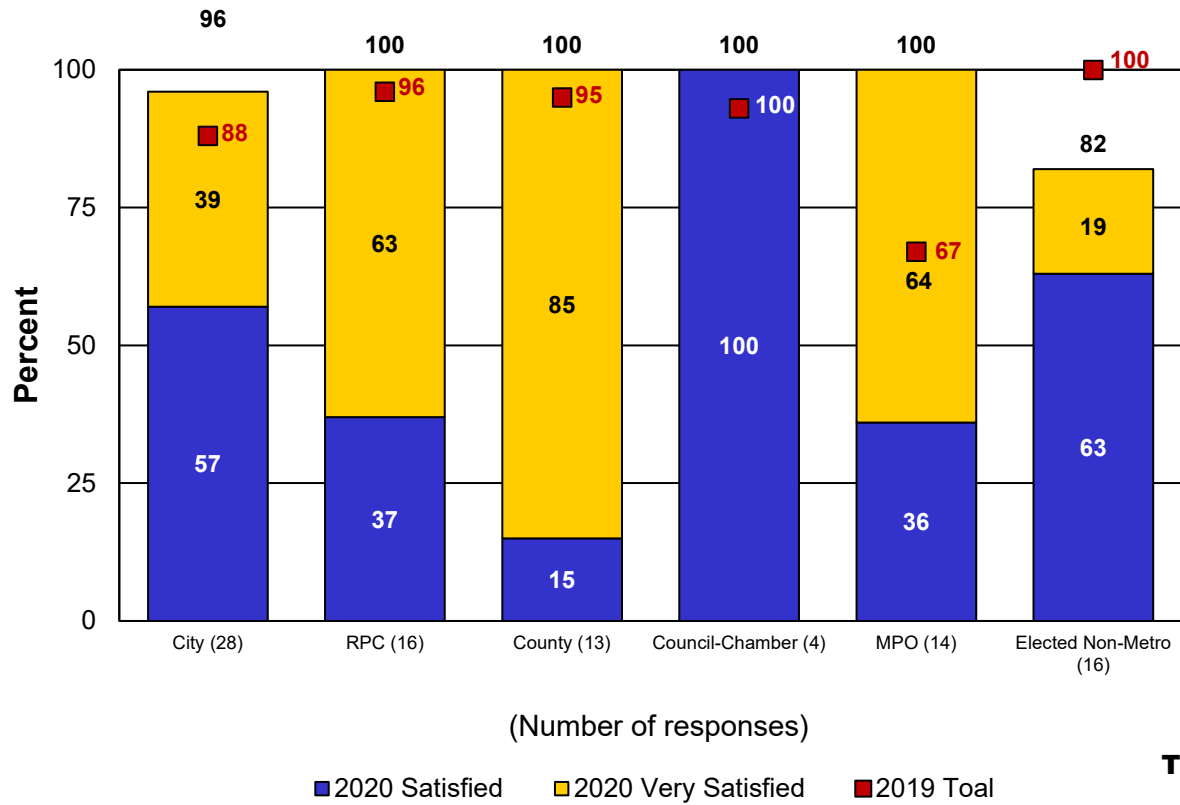
Partnering Component Items
Fiscal Year 2020

Component	Rate
Involvement	3.31
Activities	3.37
Ask Questions	3.58
Influence	3.23
Consistency	3.24
Reasons	3.20
Guidance	3.08
Flexibility	3.23
Timeliness	3.31
Informed	3.34
Online	2.97

Scale Average 3.26

Components
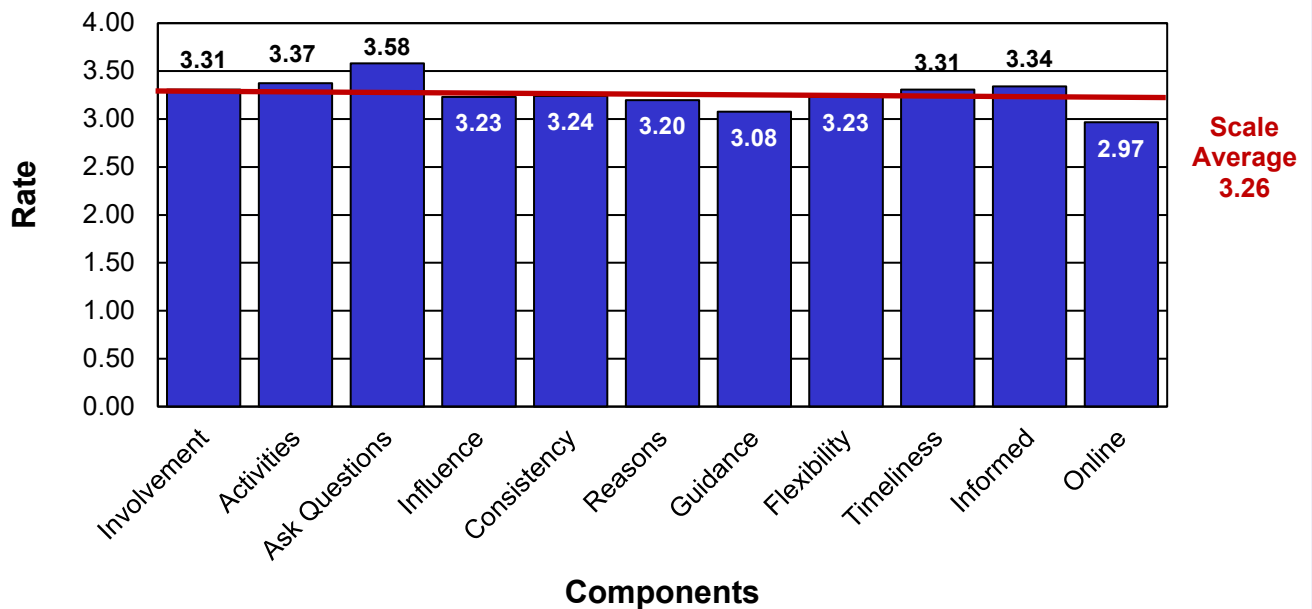
Providing Outstanding Customer Service

Percent of internal customer satisfaction-2b

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Kate Bax, Intermediate Organizational Performance Analyst
Update: July

Why is this important?
This measure tracks internal customer satisfaction with Transportation Planning staff. Each year, an online survey is sent to a group of internal customers that have worked with the Central Office Planning team that year. The survey collects customer responses on overall satisfaction as well as ratings on 10 customer service quality items. Timely customer service will ensure TP is providing internal customers what they want and avoid potential complaints.

What does the data say?
In fiscal year 2020, the total percentage of satisfied customers (satisfied and very satisfied) decreased 2% from the previous year's survey to 93%. The number of customers responding to the survey increased from 139 in FY 2019 to 279 in FY 2020. The customer service quality items received higher marks averaging 3.70 on a four-point scale. Staff respect (3.84) and courtesy (3.80) were the highest scoring items, while understandable (3.64) was rated the lowest.

What is TP doing to improve results?
Transportation Planning employee's complete detailed analyses of the survey results to build on internal customer satisfaction strengths and address improvement areas.

Percent of Internal Customer Satisfaction

Fiscal Year	Satisfied	Very Satisfied	Total
2016	49	47	96
2017	51	46	97
2018	51	43	94
2019	27	68	95
2020	33	60	93

■ Satisfied ■ Very Satisfied

TARGET
100%

Page 2b

Customer Service Quality Items
Fiscal Year 2020

Bar chart with y-axis labeled "Rate" ranging from 0.00 to 4.00, and x-axis labeled "Components".

Component	Rate
Availability	3.68
Listening	3.67
Tech Support	3.67
Problem Solving	3.69
Understandable	3.64
Consistency	3.66
Timeliness	3.66
One-Team	3.67
Respect	3.84
Courtesy	3.80

Scale Average 3.70

Delivering Efficient and Innovative Transportation Projects

Average number of days to obtain a Metropolitan Planning Organization work product approval-3a

Result Driver: Amy Binkley, Planning and Programming Coordinator
Measurement Driver: Mike Henderson, Transportation Planning Specialist
Update: July

Why is this important?
This measure tracks the average number of days to obtain approval of a Transportation Improvement Program or its amendments and an Unified Planning Work Program or its amendments. This measure helps Transportation Planning gain a better understanding of where and why inefficiencies occur in the approval process. Transportation Planning's goal is to obtain TIP or UPWP approval prior to the beginning of a new fiscal year or within a seven-day timeframe if it is an amendment. These efforts help meet established schedules in order to deliver projects.

What does the data say?
In FY 2020, the TIP processing time for Metropolitan Planning Organizations remains within the desired result. State processing time has been reduced but remains higher than the desired results. Federal processing time is higher than the desired results. Overall, TIP processing time for FY 2020 has decreased to 24 days. Streamlining the governor's approval portion of the process is the biggest reason for the positive results.

For FY 2020, the UPWP MPO submittal times, state processing times and federal processing times all remain within the desired results.

What is TP doing to improve the results?
To ensure planned activities start on time and stay on schedule, MoDOT staff share work product delivery checklists and status tracking sheets with partners during the UPWP approval process. In addition, staff maintains continuous contact with partners throughout the process.

Average Number of Days to Obtain Work Product Approval

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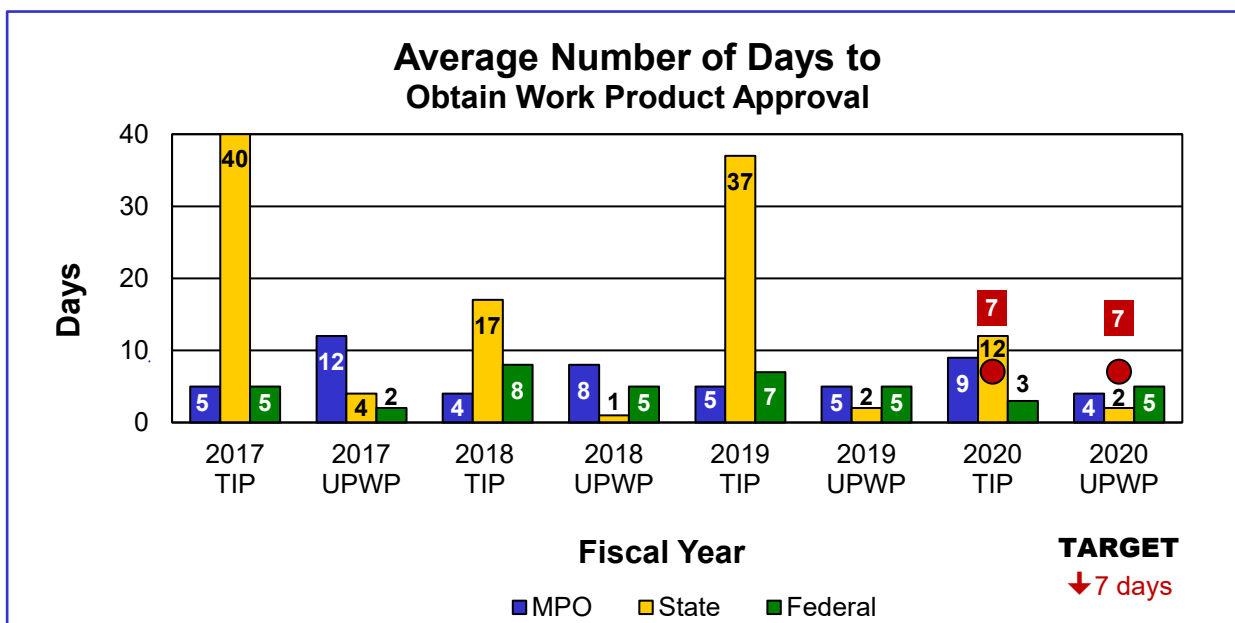
Delivering Efficient and Innovative Transportation Projects

Number of STIP revisions- 3b

Result Driver: Amy Binkley, Planning and Programming Coordinator
Measurement Driver: Curtis Owens, Senior Transportation Planner
Update: Quarterly

Why is this important?
This measure tracks the number of project changes to the Statewide Transportation Improvement Program and reflects how effectively MoDOT staff anticipates programming needs. Minimizing revisions must be balanced against maximizing productivity and maintaining flexibility. Revisions are classified on magnitude of change and level of approval required. Amendments are major changes; administrative amendments are moderate changes; and administrative modifications are minor changes.

What does the data say?
There were 567 cumulative revisions for third quarter of state fiscal year 2021. It is important to note that MoDOT did not develop a 2021-2025 STIP, but instead is amending the 2020-2024 STIP projects as needed. It is evident that the amount of amendment actions has and will continue to increase significantly for state fiscal year 2021. The reasons for revisions were:
- 147 - New or revised scoping projects
- 137 - Existing construction projects with modified budget, scope, funding, description or location
- 98 - Existing right-of-way or construction projects accelerated or delayed
- 65 - New construction or right-of-way projects
- 53 - Existing construction projects split or deleted or incorporated
- 20 - New urgent scoping projects for pavement or bridge repair
- 17 - New cost share, payment or payback projects
- 13 - Non-project-specific changes
- 11 - Existing projects for technical corrections
- 3 - New construction projects for pavement or drainage
- 2 - New construction projects for intersection or safety
- 1 - New urgent construction project for roadway

The cumulative 567 STIP revisions exceed the annual target of 239 STIP amendments and are significantly more than all other revisions in 2017, 2018, 2019 and 2020. The year to date STIP revisions by type for 2021 are significantly higher by 351 with major revisions higher by 92, moderate by 129 and minor by 130. The number and type of STIP revision shows Kansas City with 127, Northwest and Southwest with 91, St. Louis with 87, Northeast with 79, Central District with 52, Southeast with 29, and Central Office with 13.

What is TP doing to improve results?
Transportation Planning closely reviews each revision request. Projects requiring a revision are processed according to the guidelines and schedule. Revisions that can wait are processed as part of the annual update.

Number of STIP Revisions

Number of STIP Revisions — line chart. X-axis: Fiscal Year Quarter (1st Qtr, 2nd Qtr, 3rd Qtr, 4th Qtr). Y-axis: Number (0–600).

Series labels at 4th Qtr: 353, 322, 311, 289. Target: 239. 2021 series reaches 567 at 3rd Qtr.

Legend: 2017, 2018, 2019, 2020, 2021, Target

2021 TARGET ↓239

Number of STIP Revisions by Type

Number of STIP Revisions by Type — stacked bar chart. X-axis: Fiscal Year (2017, 2018, 2019, 2020, YTD 2020, YTD 2021). Y-axis: Number (0–600).

Fiscal Year	Major	Moderate	Minor	Total
2017	58	188	76	322
2018	112	145	96	353
2019	79	145	87	311
2020	66	105	118	289
YTD 2020	43	104	69	216
YTD 2021	135	233	199	567

Legend: Major, Moderate, Minor

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Number and Type of STIP Revisions
Year to Date 2021

Chart: Stacked bar chart showing Number (y-axis, 0 to 140) by Districts and Central Office (x-axis).

District	Major	Moderate	Minor	Total
NW	29	46	16	91
NE	13	27	39	79
KC	20	57	50	127
CD	7	20	25	52
SL	25	37	25	87
SW	27	34	30	91
SE	9	7	11	27
Central Office	5	5	3	13

Legend: ■ Major ■ Moderate ■ Minor
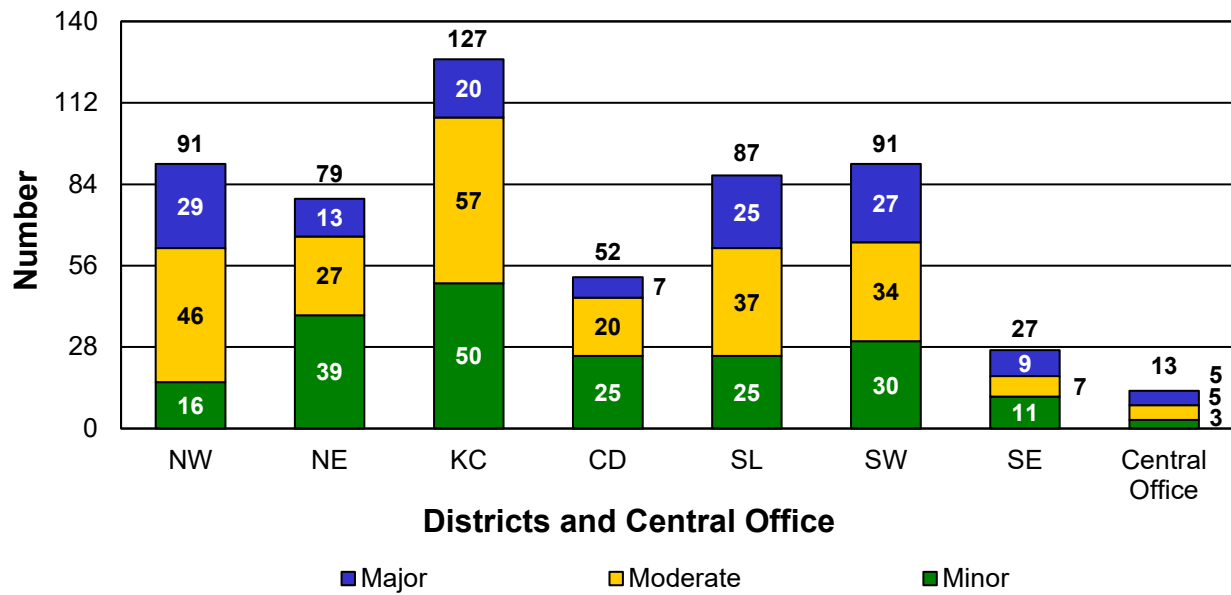
Delivering Efficient and Innovative Transportation Projects

Number of inactive projects and older annually recurring projects which remain open- 3c

Result Driver: Amy Binkley, Planning and Programming Coordinator
Measurement Driver: Jim Allison, Intermediate Transportation Planner
Update: January and July

Why is this important?
This measure identifies the number of older projects that remain open, which include inactive projects and annually recurring projects. The number of inactive projects is an annual measure updated in July, and the older annually recurring projects is a semi-annual measure updated in January and July.

What does the data say?
There are 16 inactive projects as of June 30, 2020. This is a 7% increase from 15 inactive projects in fiscal year 2019. There are four projects carried over from FY 2019. One hundred percent of inactive projects are payment or payment-type projects.

There are 48 older annually recurring projects remaining open as of Dec. 31, 2020 for the first half of FY 2021. This is 15 more than the second half of FY 2020. There were three projects carried over from the second half of FY 2020. The most common types of projects are those programmed for job order contracting and Intelligent Transportation System projects.

What is TP doing to improve results?
Transportation Planning's Statewide Programming Group provides each district a list of inactive and annually recurring projects and requests further research or action on those projects. Districts then work to close out projects as appropriate. The Statewide Transportation Improvement Program group continues to investigate ways to improve the process of closing projects. The Planning Division has been coordinating the process of closing out projects with the Financial Services Division.

Number of Inactive Projects

District	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
NW	7	1	1	0	0
NE	0	2	2	3	1
KC	9	2	0	2	5
CD	0	0	0	1	2
SL	4	6	4	5	4
SW	0	1	1	2	1
SE	1	0	2	2	3
2020 TARGET ↓45	21	12	10	15	16

2020 TARGET ↓45

Number of Open Annually Recurring Projects

District	1st half FY 2019	2nd half FY 2019	1st half FY 2020	2nd half FY 2020	1st half FY 2021
NW	1	1	9	4	4
NE	1	0	3	0	4
KC	12	5	12	9	15
CD	2	0	6	4	6
SL	5	2	10	10	4
SW	4	1	8	5	11
SE	3	1	2	1	4
Total	28	10	50	33	48

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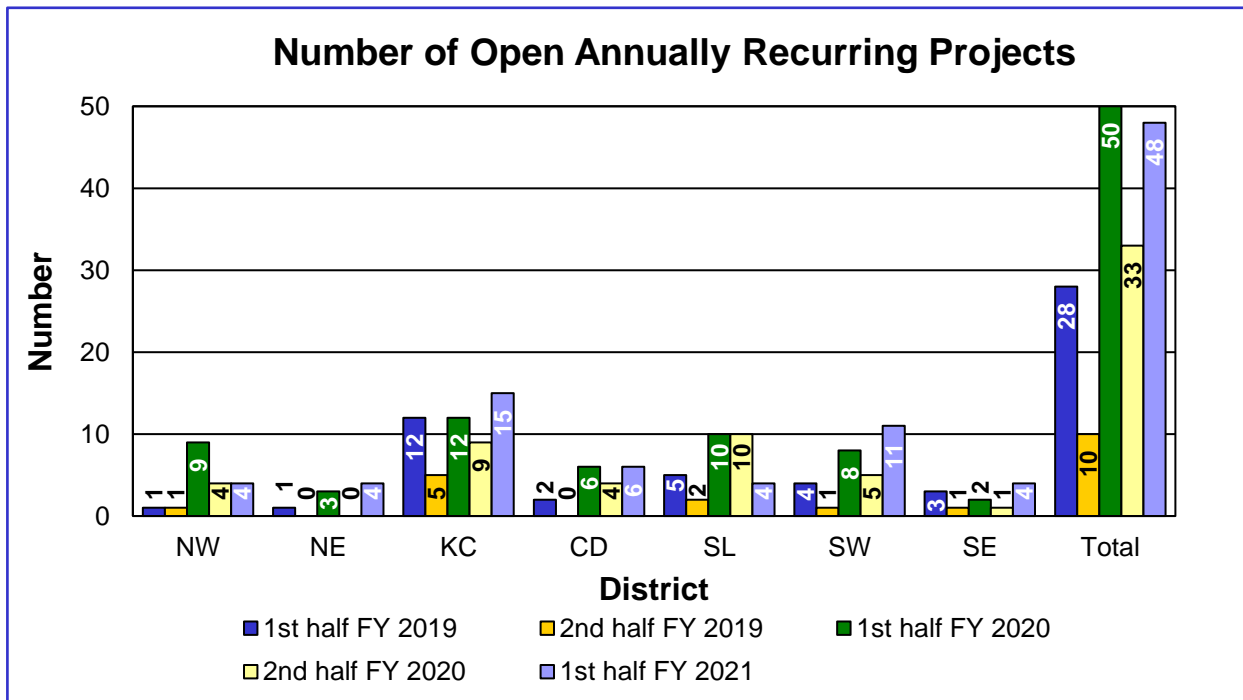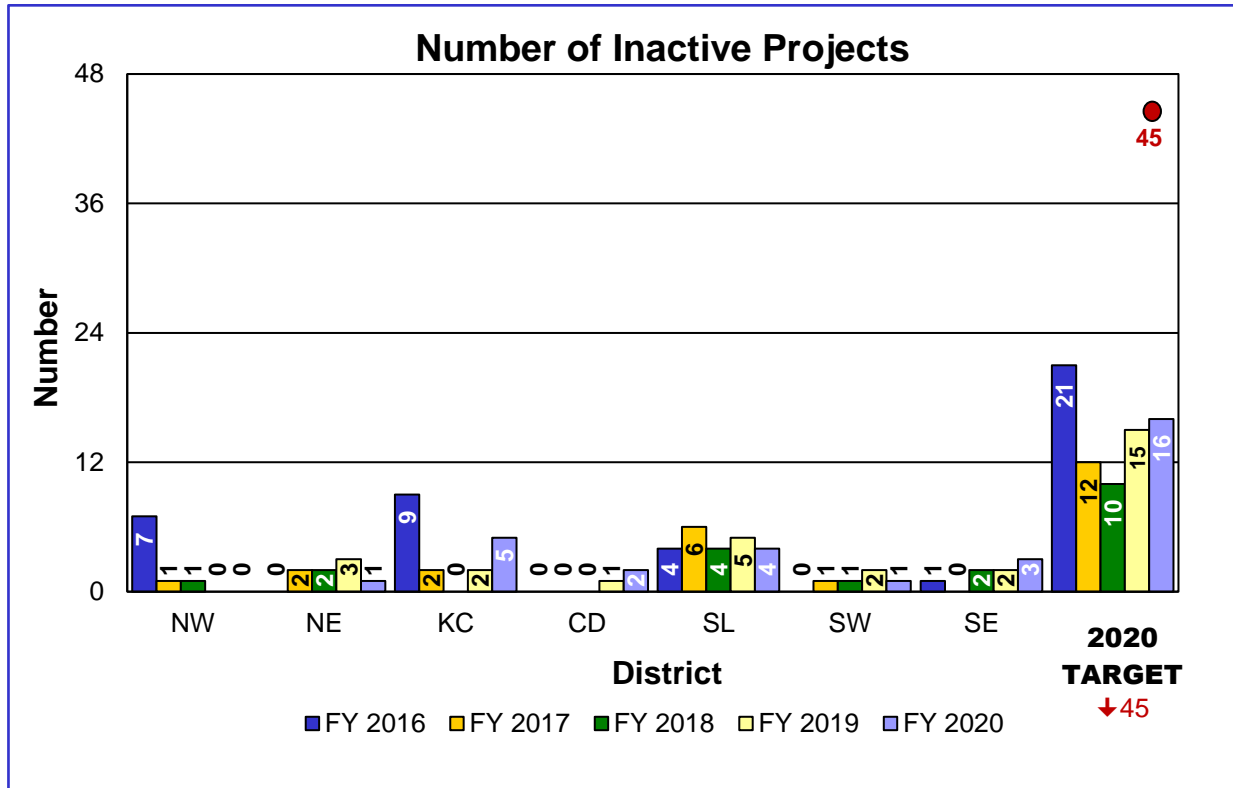
Operating a Reliable Transportation System

Number of roadway projects inventoried-4a

Result Driver: Brian Reagan, Assistant Transportation Planning Director
Measurement Driver: Megan Denkler, TMS Administrator
Update: Quarterly

Why is this important?
This measure tracks the amount of time it takes to enter roadway projects into the Transportation Management System after projects are opened to traffic or substantial work is completed.

What does the data say?
In the first quarter of 2021, Transportation Planning was notified that 54 projects were either opened to traffic or had substantial work completed. This is 37 more than the number reported in the first quarter of 2020. Of the 54 projects, 25 were processed within 30 days, 29 were greater than 30 days and none were pending or waiting to be processed.

It took an average of 84 days from open-to-traffic date until travelway lane data was added in TMS. The first quarter average increased by 29 days from that of the previous quarter. Some projects must go through a travelway maintenance cycle before they can be added to TMS, which can lengthen the processing time. One travelway maintenance occurred during the first quarter.

It took an average of 44 days during the fourth quarter for the districts to notify TP that a project was open, which is up six days from the previous quarter. The average time it took to add lane data to a project upon being notified that it was open to traffic was 31 days. This is up 17 days from the previous quarter.

What is TP doing to improve results?
Project open-to-traffic dates are continuously verified by staff in preparation for each travelway maintenance. Lane data entry has been prioritized to enter projects in the most efficient order.

Number of Roadway Projects Entered in TMS after
Receiving Notification of Open-to-Traffic

TARGET
↑ Entered
<30 days

Legend: ■ < 30 days ■ Pending ■ > 30 days

X-axis (Calendar Year):
- 1st Qtr 2020: 17 (13 / 1 / 3)
- 2nd Qtr 2020: 35 (26 / 9)
- 3rd Qtr 2020: 92 (72 / 17 / 3)
- 4th Qtr 2020: 221 (169 / 28 / 24)
- 1st Qtr 2021: 54 (25 / 29)
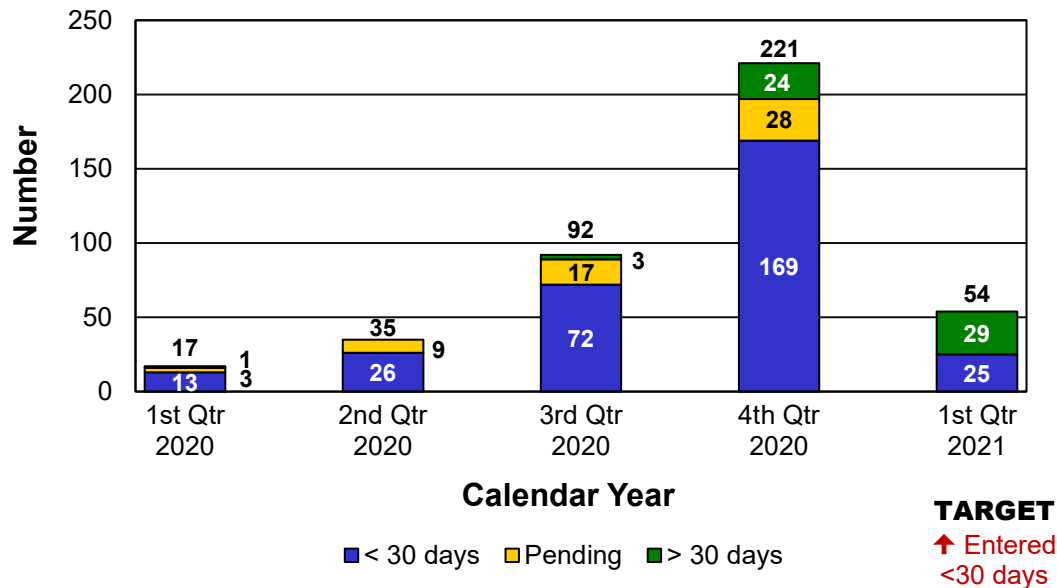
Average Number of Days from Open to Traffic Date
until Travelway Lane Data is Added in TMS

2021
TARGET
<30 Days

Legend: ▲ 2018 ▲ 2019 ▲ 2020 ▲ 2021

Data points: 84 (2021, 1st Qtr); 2020 line: 45, 22, 41, 55; 2019 line: 30, 25, 28, 34; 2018 line: 35, 9, 16, 26
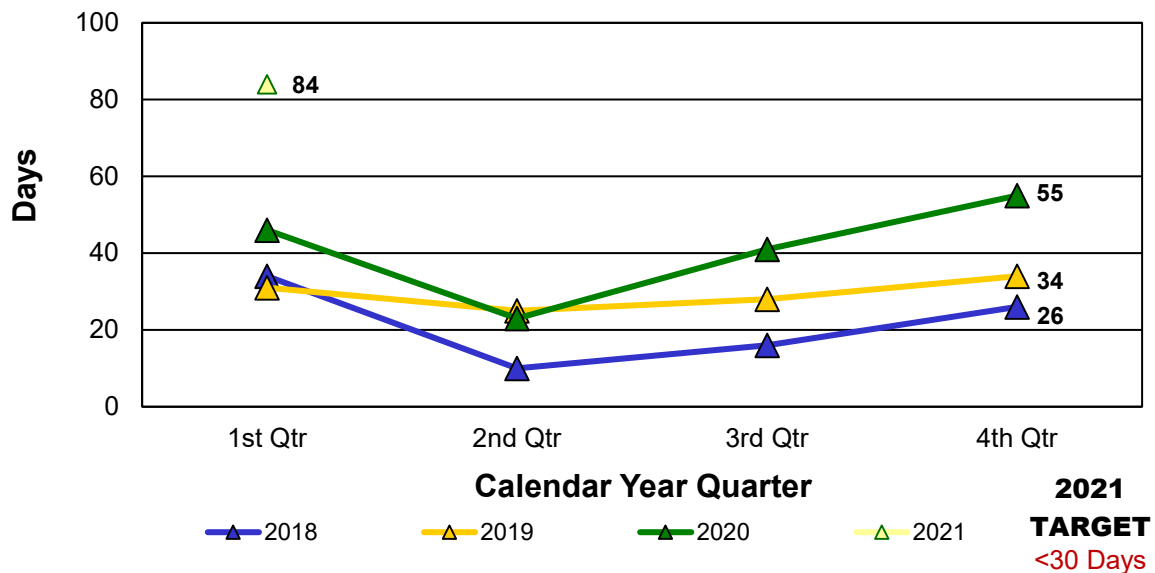
Operating a Reliable Transportation System

Number of portable traffic counts collected- 4b

Result Driver: Brian Reagan, Assistant Transportation Planning Director
Measurement Driver: Spencer Robinson,TMS Administrator
Update: Quarterly

Why is this important?

This measure tracks the number of portable counts performed by Transportation Planning staff. A class count is more detailed than a volume count. In addition to counting the number of vehicles, it also determines the types of vehicles crossing the count location. Traffic volume data is used to calculate the accident rate information of vehicle miles traveled and freight tonnage for the trucking industry.

What does the data say?

During the first quarter of 2021, 1,337 total counts were collected with 857 (64%) being class counts, which is significantly higher than the Federal Highway Administration recommendation of 30%. We have a significant number of counts from last year's count plan in Kansas City which we did not collect last year due to the high infection rate in this area.

What is TP doing to improve results?

Transportation Planning staff has employed 24 hour counts that increase production during holiday weeks. The 24 hour counts still produce reliable counts with approximately 50% potential 24-hour counts included. Transportation Planning has also developed a nine-year count cycle for counts functionally classified as Rural Minor Collector or Local. Transportation Planning has also changed the requirements for the three-year and six-year count cycles to match Federal standards. These changes have reduced the number of scheduled counts for 2020 and beyond from 5,500-6,000 counts per year to 4,200-4,400 counts per year.

Number of Portable Traffic Counts Collected

Calendar Year	Volume	Class	Total
2017	2,301	3,340	5,641
2018	2,610	3,594	6,204
2019	1,666	3,310	4,976
2020	856	3,086	3,942
YTD 2020	536	1,397	1,933
YTD 2021	480	857	1,337

2021 TARGET ↑4,300
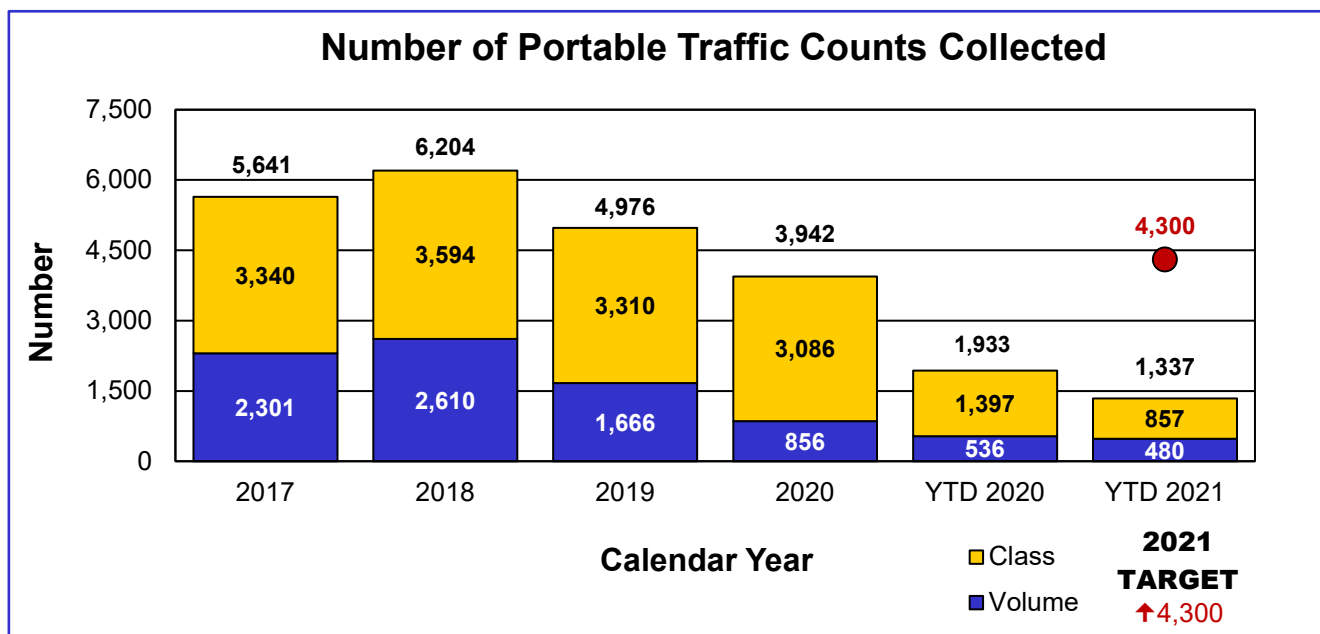
Operating a Reliable Transportation System

Number of counties in Transportation Management System with county road mileages approved by county commissions-4c

Result Driver: Brian Reagan, Assistant Transportation Planning Director
Measurement Driver: Pam Richter, Senior Planning Technician
Update: Quarterly

Why is this important?
This measure tracks the number of counties whose commissioners have approved their Transportation Management System county road mileages. MoDOT's processes for building and maintaining roadways, along with law enforcement and emergency services, all rely on an accurate, up-to-date road inventory. This not only improves data quality in TMS, but also improves working relationships between MoDOT staff and county officials.

What does the data say?
A total of 75 counties have officially approved mileages. None of those were approved in the first quarter of 2021. Seven counties were pending approval, and 32 were in the process of reviewing map books.

Five map books were sent out in the first quarter, three for review and two for approval. No linework edits were completed and three ownership reviews were completed.

What is TP doing to improve results?
Transportation Planning has various internal tools to assist tracking the lifecycle of a map book. Continuous interaction with law enforcement encourages them to notify MoDOT of issues in linework which results in an updated roadway network. Transportation Planning also continues to reach out to district contacts regarding pending/overdue map books.

Number of Counties in TMS with County Road Mileages
Approved by County Commissions

	Not sent to District	Sent to District	Received from District	Sent for Signature	Approved	Total
1st Qtr 2020	2	23	11	5	73	114
2nd Qtr 2020	2	23	11	5	73	114
3rd Qtr 2020		24	9	7	74	114
4th Qtr 2020		20	14	5	75	114
1st Qtr 2021		21	11	7	75	114

TARGET
114
Approved

Map Book Activity by Work Unit

	Map books sent out (Mapping & Customer Service Section)	County map book edits completed (Pavement Analysis & Application Development Section)	Counties with ownership review completed (Data Section)
1st Qtr 2020	3	3	3
2nd Qtr 2020	3	3	0
3rd Qtr 2020	7	2	2
4th Qtr 2020	0	0	0
1st Qtr 2021	5	0	3

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County TMS Status
as of April 6, 2021

NORTHWEST

Atchison, Worth, Mercer 3, Putnam, Schuyler, Scotland, Clark

Nodaway, Harrison, Gentry, Holt 3, Sullivan 2, Adair, Knox, Lewis

Andrew, Dekalb 3, Daviess 2, Grundy, Linn, Macon, Shelby, Marion

Buchanan, Caldwell 3, Livingston, **NORTHEAST**, Monroe, Ralls

Platte, Clinton, Carroll 3, Chariton 2, Randolph, Pike

Clay, Ray, Lafayette 3, Saline, Howard, Boone 2, Audrain, Lincoln, St. Charles 2

Jackson 2, **KANSAS CITY**, Cooper, Callaway, Montgomery, Warren, St. Louis 4, St. Louis City

Pettis 2, Johnson, Moniteau, Cole, Osage, Gasconade, Franklin 2, **ST. LOUIS**

Cass, Henry 2, Benton 1, Morgan 2, **CENTRAL**, Miller, Maries, Jefferson 2

Bates, St. Clair, Hickory, Camden, Pulaski 3, Phelps, Crawford, Washington 4, Ste. Genevieve 2

Vernon, Cedar, Polk, Dallas, Laclede, Dent, Iron, St. Francois, Perry

Barton 2, Dade, Greene 1, Webster 4, Wright, Texas, Reynolds, Madison, Bollinger, Cape Girardeau

Jasper 1, Lawrence 1, **SOUTHWEST**, Shannon, Wayne, **SOUTHEAST**, Scott

Newton 2, Christian 1, Douglas, Carter 2, Stoddard, Mississippi

Mcdonald, Barry 2, Stone, Taney 1, Howell, Ozark, Oregon, Ripley, Butler, New Madrid

Pemiscot, Dunklin

TMS Status

	Mapbook not sent to District
1	Mapbook sent to District
1	Mapbook received from District
	Sent to District for signature
	Mileage and Map Approved

* Number below county name indicates number of times mapbook has been sent to the District.

MoDOT

Managing our Assets

Percent Difference Between Asset Management Plans and the Statewide Transportation Improvement Program-5a

Result Driver: Brian Reagan, Assistant Transportation Planning Director
Measurement Driver: Jeffrey Cremer, Senior Transportation Planner
Update: July

Why is this important?
This measure tracks the link between asset management plans and the Statewide Transportation Improvement Program. Each district developed a 10-year asset management plan for pavements and bridges with the goal of maintaining current conditions. For MoDOT to be successful in this effort, asset management plans need to guide project programming decisions for the STIP.

What does the data say?
Although the 2021 – 2025 STIP was paused the consistency of years two and three of the existing STIP can be evaluated. For pavements, the number of miles being improved differs from asset management by -22% to 7%, meaning there are less miles being improved than the goals of the AMP. Costs programmed in the STIP vary from 8% to 30% compared to AMP goals for pavements, indicating that the programmed cost exceed the AMP cost goals for all categories.

The square foot of bridge replacements, re-decks, rehabs and preventative maintenance is more than adequate, exceeding the goals by plus or minus 5%. The costs for replacements, rehab and preventative maintenance are all coming in very near the goals.

Overall, the trends demonstrate that over the last four years most gaps have generally been narrowed and improved performance. However, there are still opportunities to make improvements to help the STIP program numbers mirror the asset management goals.

What is TP doing to improve results?
Transportation Planning works with districts and divisions to share information and update asset management plans to better align with STIP decisions. Transportation Planning also communicates the importance of linking the plans with STIP decisions.

Percent Difference Between Yrs 2&3 of STIP and AMP

Legend: ■ 2016 ◆ 2017 ▲ 2018 ○ 2019

TARGET
0%
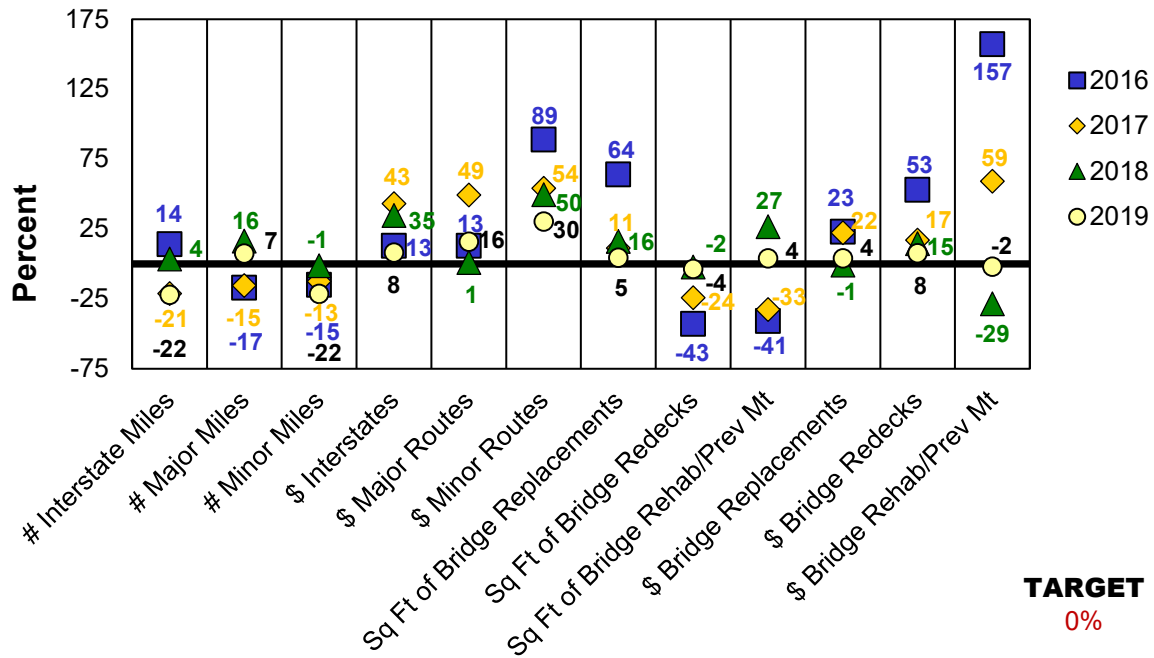
Annual Number of Lane Miles Improved

Legend: ■ Yr 2&3 20-24 STIP ■ Annual AMP Avg ◆ % Difference

Pavement Cost Per Lane Mile (uninflated)

Legend: ■ Yr 2&3 20-24 STIP   □ Annual AMP Avg Cost   ◆ % Difference

Data points:
- Interstate: 144,296 (STIP); 133,354 (AMP); 8 (% Difference)
- Major Routes: 130,125 (STIP); 112,231 (AMP); 16 (% Difference)
- Minor Routes: 51,657 (STIP); 39,648 (AMP); 30 (% Difference)

Annual Square Foot of Bridge Improvements

Legend: ■ Yr 2&3 20-24 STIP Avg   □ Annual AMP Avg   ◆ % Difference

Data points:
- Replacements: 358 (STIP); 343 (AMP); 5 (% Difference)
- Redecks: 226 (STIP); 234 (AMP); -4 (% Difference)
- Rehab / Prev Mt: 1,343 (STIP); 1,292 (AMP); 4 (% Difference)

Bridge Cost Per Square Foot (uninflated)

- Yr 2&3 20-24 STIP Avg
- Annual AMP Avg Cost
- % Difference

Category	Yr 2&3 20-24 STIP Avg	Annual AMP Avg Cost	% Difference
Replacements	279	268	4
Redecks	102	95	8
Rehab / Prev Mt	35	36	-2

Stabilizing Resources and Engaging our Workforce

Budget to actual expenditures for personal services and expense and equipment-6a

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Paige Boehm, Senior Transportation Planner
Update: Quarterly

Why is this important?
This measure tracks the total budgeted amount and expenditures by fiscal year for the Transportation Planning Division. The total budgeted amount includes all personal services and expense and equipment dollars. This is also included in the State Planning and Research budget submitted each fiscal year to the Federal Highway Administration and Federal Transit Administration for approval. The data is used to analyze spending from year-to-year to develop accurate budgeting practices.

What does the data say?
The FY 2021 personal services budget for TP is $2,994,608. At the end of the third quarter of FY 2021, TP expended approximately $1,982,086. This is 12% under the targeted budget. As of March 31, 2020, TP reported having 54 employees and one vacancy. The overtime hours reported for year to date 2021 are 260 hours, which is 40 hours more than the third quarter of 2020.

The FY 2021 expense and equipment budget for TP is $2,385,000. At the end of the third quarter of FY 2021, TP expended $1,126,177, which is 37% under the targeted budget. The expenses for FY 2021 include traffic counter supplies and equipment, Surface Transportation System Funding Alternatives grant, State Freight and Rail Plan, ARAN van service agreement, Midwest Rail Initiative, consultant expenditures for the economic analysis on the Statewide Transportation Improvement Program and a new mower/trailer for the Field Crew.

What is TP doing to improve results?
Transportation Planning understands the value of an accurate budget and continues to monitor the budget closely and flex overtime as much as possible to ensure committed funds are used appropriately.

Personal Services Budget to Actual Expenditures

Dollars (in thousands) vs **Percent**, by **Fiscal Year**

Fiscal Year	Budget	Actual
2017	2,799	2,641
2018	2,889	2,688
2019	2,908	2,714
2020	3,055	2,697
YTD 2020	2,291	2,010
YTD 2021	2,246	1,982

2021 Budget: 2,995
Remaining Budget: 12 (YTD 2020), 12 (YTD 2021)

2021 TARGET
± 3% Remaining

Legend: ■ Budget □ Actual ● 2021 Budget ▲ Remaining Budget

Overtime Dollars and Hours

Dollars vs **Hours**, by **Fiscal Year**

Fiscal Year	Overtime Pay Amount	Overtime Hours
2017	6,401	245
2018	8,297	310
2019	12,205	485
2020	6,432	234
2021	7,556	260

Desired Trend: ↓

Legend: ■ Overtime Pay Amount —▲— Overtime Hours

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Expense and Equipment Budget to Actual Expenditures

Fiscal Year

Legend: ■ Budget ■ Actual ● 2021 Budget ▲ Remaining Budget

Data values by fiscal year:
- 2017: Budget 2,233; Actual 2,041
- 2018: Budget 1,013; Actual 819
- 2019: Budget 816; Actual 710
- 2020: Budget 2,536; Actual 1,064
- YTD 2020: Budget 1,902; Actual 541; Remaining Budget ▲72
- YTD 2021: Budget 1,789; Actual 1,126; Remaining Budget ▲37; 2021 Budget ● 2,385

2021 TARGET
± 3% Remaining

Stabilizing Resources and Engaging our Workforce

State Planning and Research Program budget compared to actual expenditures-6b

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Jeff Cremer, Senior Transportation Planner
Update: Quarterly

Why is this important?
The State Planning and Research work program is an overview of the MoDOT planning and research activities. The plan is submitted each fiscal year to Federal Highway Administration and Federal Transit Administration for approval. The federal share of the cost of a project carried out with SPR funds is 80%.

This measure tracks the total SPR budgeted amounts versus the amount expended in fiscal years 2017-2021 and breaks down where the SPR funds are budgeted, spent and remaining. The budget and expended amounts are for personal services, fringe benefits, and expense and equipment. Percentages are based on full-dollar amounts.

What does the data say?
The FY 2021 SPR budget for MoDOT's statewide planning and research activities is $24,297,834. At of the end of the third quarter, MoDOT's SPR expenditures totaled $17,748,167. The targeted budget for FY 2021 third quarter was $18,223,376. Although expenditures are right on target for the FY 2021 budget, it should be noted that four of seven districts, & three of eight divisions have exceeded their targeted annual budget. No action is required at this time as MoDOT is still under the overall annual budget. However, Transportation Planning will begin to monitor the budget on a monthly basis for the remainder of the year to determine if an amendment to the budget becomes necessary.

What is TP doing to improve results?
Transportation Planning continues to educate other divisions and districts to identify expended state funds that qualify as SPR funds and to ensure staff is coding to an SPR number.

Page 6b

District SPR Budget Compared to Actual Expenditures
Fiscal Year 2021

Districts: NW, NE, KC, CD, SL, SW, SE

- NW: Budget 500, Actual 604, Remaining Annual Budget 9
- NE: Budget 633, Actual 534, Remaining Annual Budget 37
- KC: Budget 1,437, Actual 1,525, Remaining Annual Budget 20
- CD: Budget 1,262, Actual 1,213, Remaining Annual Budget 28
- SL: Actual 1,116, Budget 656
- SW: Budget 453, Actual 646
- SE: Budget 677, Actual 975

Legend: ■ Budget □ Actual ▲ Remaining Annual Budget

2021 TARGET — Within 3% Remaining

Division SPR Budget Compared to Actual Expenditures
Fiscal Year 2021

Divisions: TP, IS, FS, BR, DE, CR, CM-R*, RPC*

- TP: Budget 5,791, Actual 4,631, Remaining Annual Budget 40
- IS: Budget 1,610, Actual 2,147, Remaining Annual Budget 0
- FS: Budget 835, Actual 836, Remaining Annual Budget 25
- BR: Budget 148, Actual 491
- DE: Budget 418, Actual 362, Remaining Annual Budget 35
- CR: Budget 4, Actual 14
- CM-R*: Budget 2,767, Actual 2,108, Remaining Annual Budget 43
- RPC*: Budget 1,031, Actual 682, Remaining Annual Budget 50

Legend: ■ Budget □ Actual ▲ Remaining Annual Budget

2021 TARGET — Within 3% Remaining

*CM-R (Construction Materials Research)
*RPC (Regional Planning Commission)

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Stabilizing Resources and Engaging our Workforce

Fuel efficiency for Transportation Planning field data collection vehicles-6c

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Spencer Robinson, TMS Administrator
Update: Quarterly

Why is this important?
This measure tracks the use of fuel in Transportation Planning's field data collection fleet and is intended to focus on the total fuel consumed and how fleet choices can affect fuel economy. This helps ensure that TP is using its resources wisely and shows MoDOT's commitment to environmental responsibility.

What does the data say?
During the first quarter of 2021, the total gallons of gas and diesel fuel consumed was 4,109 gallons for the short-count vans and 160 gallons for the ARAN vans. The average mile per gallon through the first quarter of 2021 was 17.00 mpg for the short-count vans and 15.68 mpg for the ARAN vans.

What is TP doing to improve results?
Strategies that drive improvement in this measure include fleet planning, leaving vehicles at maintenance facilities, reducing idle time, timely maintenance and repairs, and carpooling when possible.

Gallons of Fuel Consumed

Gallons (Y-axis)

Calendar Year	Short-Count Vans	ARAN
2017	11,862	5,040
2018	10,032	5,310
2019	10,078	5,245
2020	16,333	2,635
YTD 2020	4,038	59
YTD 2021	4,109	160

Annual Short Count Target: 10,500
Annual ARAN Target: 5,200

Legend: Short-Count Vans, ARAN, Annual Short Count Target, Annual ARAN Target

2021 TARGETS
↓10,500 Short-Count
↓5,200 ARAN
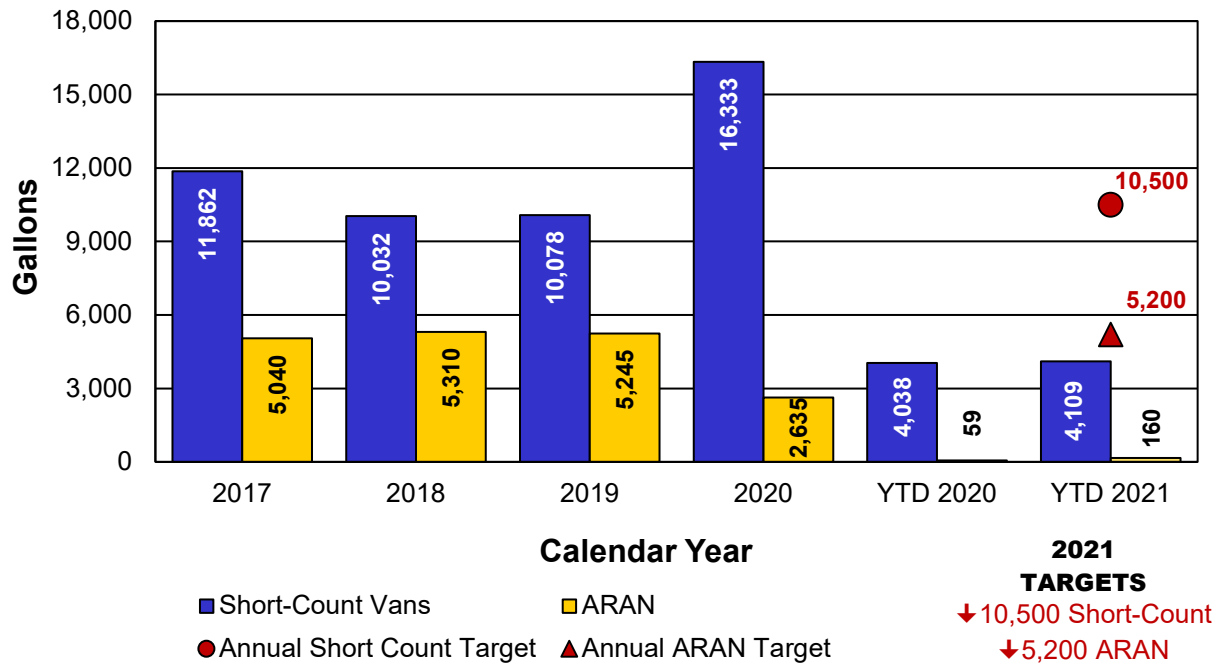
Average Miles per Gallon

Miles Per Gallon (Y-axis)

Calendar Year	Short-Count Vans	ARAN	Total
2017	15.05	15.40	15.19
2018	14.58	15.14	14.86
2019	14.69	15.20	14.87
2020	16.26	14.29	15.99
2020 YTD	14.63	15.06	15.05
2021 YTD	15.69	17.00	16.95

15.00 (target marker)

Legend: Short-Count Vans, ARAN, Total

2021 TARGET
↑15.00

Page 6c (2)
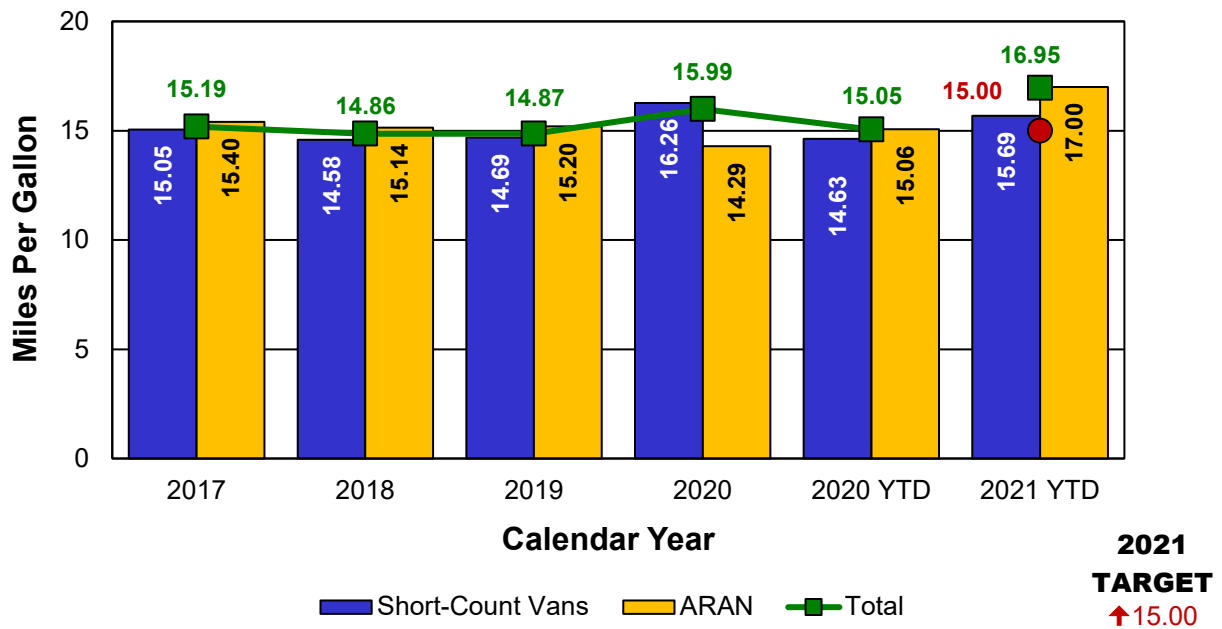
Stabilizing Resources and Engaging our Workforce

Percent of ARAN miles collected vs. miles driven-6d

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Spencer Robinson, TMS Administrator
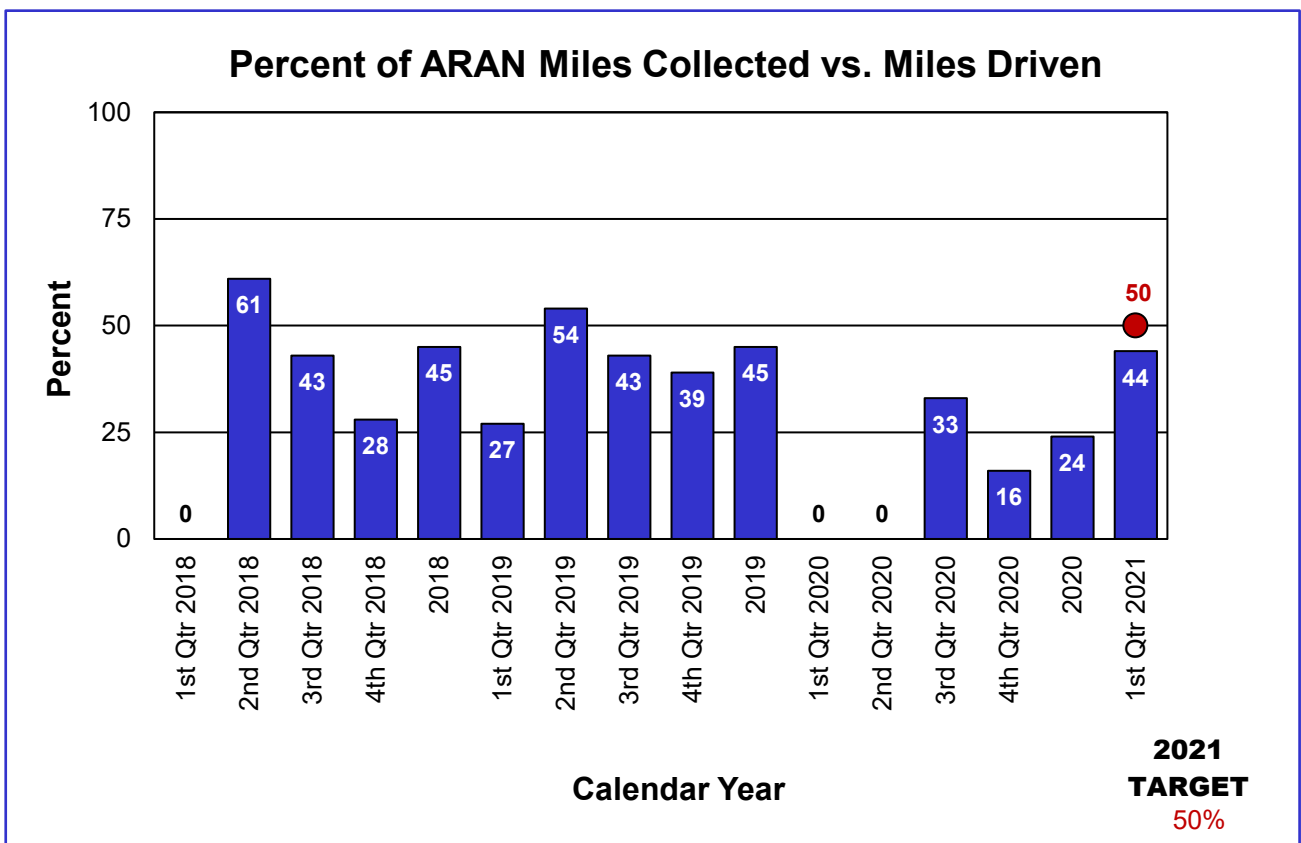**Update:** Quarterly

Why is this important?
This measure tracks progress toward better efficiency of how ARAN miles are collected. The intention is to focus on how wise choices impact miles driven, which ultimately reduces costs and increases efficiency.

What does the data say?
In the first quarter of 2021, 44% of total miles driven in ARAN vans were collected. MoDOT's annual preventative maintenance was done during February 2021, and Transportation Planning began collecting data during the last half of March. The previous three years of miles collected have been within 10% of the target.

What is TP doing to improve results?
ARAN vans are being parked at local sheds so crews don't have to come out of Jefferson City every day of the week. One van operates out of California and collects the west side of the state, and the other operates out of Linn and collects the east side of the state. There have also been ARAN drivers shuttled to other locations to limit miles on ARAN vans.

Percent of ARAN Miles Collected vs. Miles Driven

Quarter	Percent
1st Qtr 2018	0
2nd Qtr 2018	61
3rd Qtr 2018	43
4th Qtr 2018	28
2018	45
1st Qtr 2019	27
2nd Qtr 2019	54
3rd Qtr 2019	43
4th Qtr 2019	39
2019	45
1st Qtr 2020	0
2nd Qtr 2020	0
3rd Qtr 2020	33
4th Qtr 2020	16
2020	24
1st Qtr 2021	44

Calendar Year

2021 TARGET 50%

Stabilizing Resources and Engaging our Workforce

MPO Consolidated Planning Grant balances-6e

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Britni O'Connor, Transportation Planning Specialist
Update: Quarterly

Why is this measure important?
This measure tracks the balance of Metropolitan Planning Organizations' unspent Consolidated Planning Grant funds at the end of each fiscal year. The purpose of the measure is to strengthen an MPO's budgetary process, so they expend funds and decrease overall balances. Each federal fiscal year, the Federal Highway Administration and Federal Transit Administration allocate CPG funds to MoDOT. Each MPO develops a unified planning work program and contracts with MoDOT to conduct transportation planning activities, within its boundary, using CPG funds.

If an MPO does not expend all funds within its contract, a balance is carried forward to the next fiscal year. MoDOT policy requires allocated funds to be spent within five years of receipt. The five-year time frame was selected to allow MPOs to accumulate funds for larger projects, such as their Metropolitan Transportation Plans, every five years.

What does the data say?
The five-year trend for some of the small MPO balances is increasing, while the five-year trends for the large MPO balances are flat or declining. JATSO and SEMPO have balances close to reaching the five-year maximum balances. SJATSO and MARC have updated this quarter.

NWARPC is not included in the chart as they have historically spent their balance each year and are not at risk of exceeding their 5-year balance.

What is TP doing to improve results?
Transportation Planning liaisons work closely with MPOs to share this information, improve budgetary processes and decrease their balances.

The MPOs are required to provide a 20% match on the funds, but with limited funding, providing a match becomes a challenge that hinders their abilities to spend all allocated funds. Furthermore, MPOs may choose to carry funds forward to expend on larger projects in upcoming fiscal years.

Transportation Planning liaisons continue to monitor the balances and encourage timely submittals of expenditures.

Small MPO Total CPG Balance by Fiscal Year

Dollars (in thousands)

MPO	2016	2017	2018	2019	2020	2020 Target	Max Balance
CAMPO Jefferson City (10/31)	253	358	386	423	469	320	759
CATSO Columbia (9/30)	643	587	546	638	723	543	1,335
JATSO Joplin (10/31)	919	905	904	937	799	687	970
SJATSO St. Joseph (12/31)	551	565	559	566	685	476	962
SEMPO Cape (6/30)	445	527	586	638	686	494	725

Desired Trend: ↘

Legend: ■2016 ■2017 ■2018 ■2019 ■2020 ● 2020 Target — Max Balance

Large MPO Total CPG Balance by Fiscal Year

Dollars (in millions)

MPO	2016	2017	2018	2019	2020	2020 Target	Max Balance
EWGCOG St. Louis (6/30)	9	9	9	9	10	8	17
MARC Kansas City (12/31)	2	2	2	1	1	2	10
OTO Springfield (6/30)	1	1	1	1	1	1	3

Legend: ■2016 ■2017 ■2018 ■2019 ■2020 ● 2020 Target — Max Balance

Stabilizing Resources and Engaging our Workforce

Number of Innovations Challenge submissions and approved best practices-6f

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Kelly Backues, Transportation Planning Specialist
Update: October
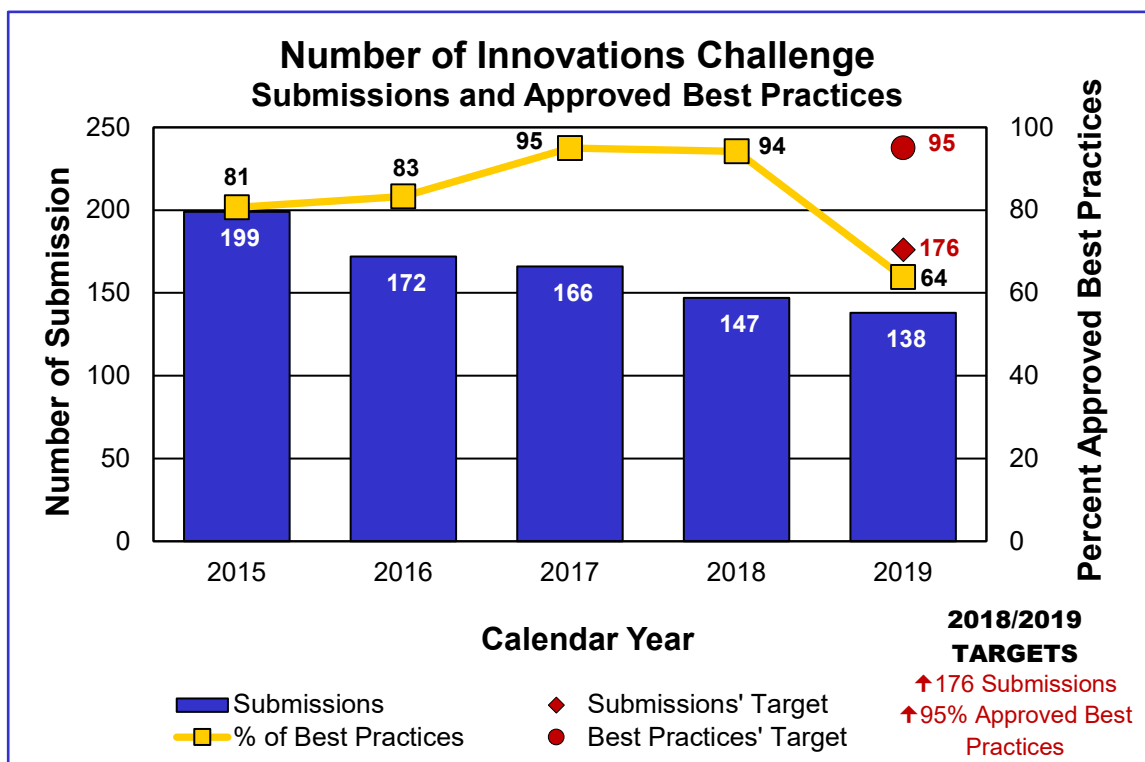
Why is this important?
As the primary department program for employee innovation, it is important to track how engaged employees are (submissions) and the quality of the innovations at the showcase (approved best practices).

What does the data say?
The percent of approved best practices fell to an all-time low of 64% in 2019 with 37 of the 58 showcase innovations making the best practices list. The decrease in percent is attributed to innovations being held for further studied by the Highway Safety and Traffic Division before they can be added to the best practice list, as well as work-specific innovations that are not transferable statewide. As the innovations being studied become approved, they can be added to the statewide best practices list.

What is TP doing to improve results?
The redesigned Innovations Challenge SharePoint site continues to serve as a great resource to MoDOT employees with easy to find documents and best practices database, as well as prior year virtual showcase videos. The statewide distribution of funds process to implement best practices was approved for the second year in a row, and 13 maintenance-related innovations were allotted funds to implement them statewide. Continuing the distribution of funds to implement best practices will continue to enhance the program's participation.

Number of Innovations Challenge
Submissions and Approved Best Practices

Calendar Year	Submissions	% of Best Practices
2015	199	81
2016	172	83
2017	166	95
2018	147	94
2019	138	64

Submissions' Target: 176
Best Practices' Target: 95

2018/2019 TARGETS
↑176 Submissions
↑95% Approved Best Practices

Legend:
- Submissions
- % of Best Practices
- Submissions' Target
- Best Practices' Target

Current and prior year number of submissions by location:

Location	Total 2018/2019 Challenge	Total 2017/2018 Challenge	Change +/-	Percentage Change +/-
Northwest District	23	13	+10	77%
Northeast District	18	20	-2	-10%
Kansas City District	15	14	+1	7%
Central District	9	11	-2	-18%
St. Louis District	5	17	-12	-70%
Southwest District	19	21	-2	-9%
Southeast District	28	20	+8	40%
Central Office	21	31	-10	-32%
Total Submissions	**138**	**147**	**-9**	**-6%**

2019 Approved Best Practices

- Auger Quick Connect* (SW)
- Board Position Indicator* (SW)
- Bridge Definition Summary Form (SW)
- Collapsible Stop Slow Paddle* (KC)
- Commercial Motor Vehicle Awareness (MCS)
- Cone Handle* (SW)
- Crash Prediction Tool (TP)
- High Friction Surface Treatment (CM)
- Divergabout (KC)
- Drive (SL)
- Electronic Inventory Count System (FS)
- eProjects Training Videos (DE)
- Gore Rumbles (KC)
- Hydraulic Hose Safety Chain* (NE)
- Impact Attenuator Reflectivity (SL)
- Lane Mile Calculator (KC)
- Lug Nut Indicators* (SW)

- Mobile Orbiting Sign Trailer (SW)
- Online E11 Form (KC)
- Panic Light Confirmation* (NW)
- Reflective Tab Replacement Tool* (NW)
- Reverse Guardrail Sprayer* (CD)
- School Bus Stop Ahead Sign (NW)
- Signal Timing Calculator (NW)
- Signal Warrants Analyzer (NW)
- Sign Post Foam (SW)
- Solar Gore Point Warning Flasher (KC)
- STIP Checker (NW)
- Tailgate Lever* (NE)
- Tie Down Bar* (NE)
- TMA Bed Pin Holders* (SE)
- Vacuum Breaker* (NW)
- Virtual Pre-Bid Meeting (DE)

* Indicates maintenance funds allocated to districts to implement the best practice.

Details on these innovations can be found at:
http://sp/sites/tp/planpol/SitePages/PriorSubmissions.aspx

Stabilizing Resources and Engaging our Workforce

Number of external awards received by MoDOT-6g

Result Driver: Llans Taylor, Planning and Programming Coordinator
Measurement Driver: Kara LeCure, Organizational Performance Analyst
Update: January

Why is this important?
This measure tracks the number of America Association of State Highway and Transportation Officials, Office of Administration and Federal Highway Administration awards submitted and received by the department. These awards display the department's dedication and efforts toward efficiency, innovation and quality throughout the organization. This information enables the department to measure progress and encourage further participation in award programs. It also provides opportunities for MoDOT to increase public awareness of department activities.

What does the data say?
There are 35 award competitions available; three awards are biennial due in even or odd years only. In 2020, Transportation Planning submitted 29 entries out of 33 potential competitions. Executive management paused submissions for the State Employee of the Month submissions mid-year due to staff workload therefore no SEOM submissions were submitted four months of the year. Of the 29 entries, four awards were received. The results of the Governor's Award for Quality and Productivity with three categories has not been released, which could add three awards earned in 2020. The decrease in the number of awards won in 2020 is attributed to factors beyond Transportation Planning's control. The magnitude of MoDOT projects differ each year and may not excel when compared to other states in the nation. In addition, opportunities for exemplary service by MoDOT employees differ each year.

What is TP doing to improve results?
Transportation Planning stays up to date on awards available and upcoming so that districts and divisions can be notified of available awards. Transportation Planning will continue to encourage all divisions and districts to submit nominations and applications for available awards.

Number of AASHTO, OA and FHWA Awards
Available, Submitted and Received by MoDOT
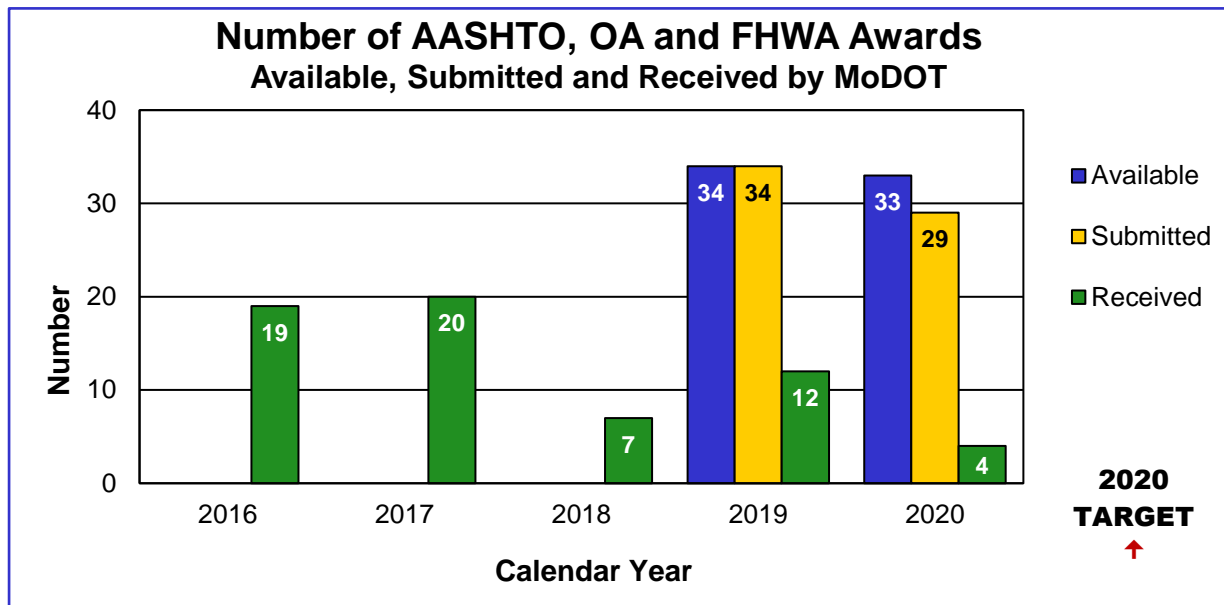
Note: 2016-2018 data for awards Available and Submitted is not available.

2020 Awards Received

Name of Award	Sponsor of Award	Recipient or Project
State Employee of the Month	Missouri Office of Administration	Robert Deters from the Northeast District
America's Transportation Award in the Quality of Life/Community Development category	American Association of State Transportation Officials	Champ Clark Bridge in the Northeast District
President's Award in Safety	American Association of State Transportation Officials	Buckle Up Phone Down
President's Award in Rail	American Association of State Transportation Officials	Rail Corridor Project

Building a Prosperous Economy for all Missourians

Number and percent of minorities and women employed in Transportation Planning - 7a

Result Driver: Amy Binkley, Planning and Programming Coordinator
Measurement Driver: Megan Denkler, TMS Administrator
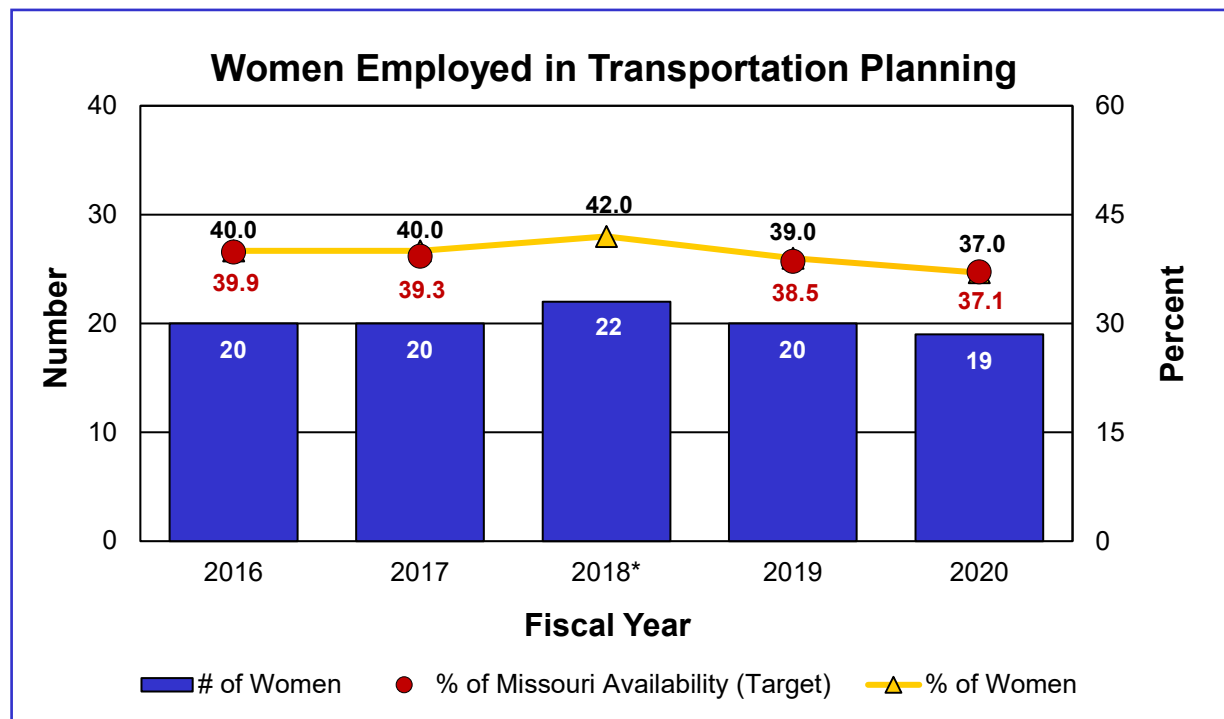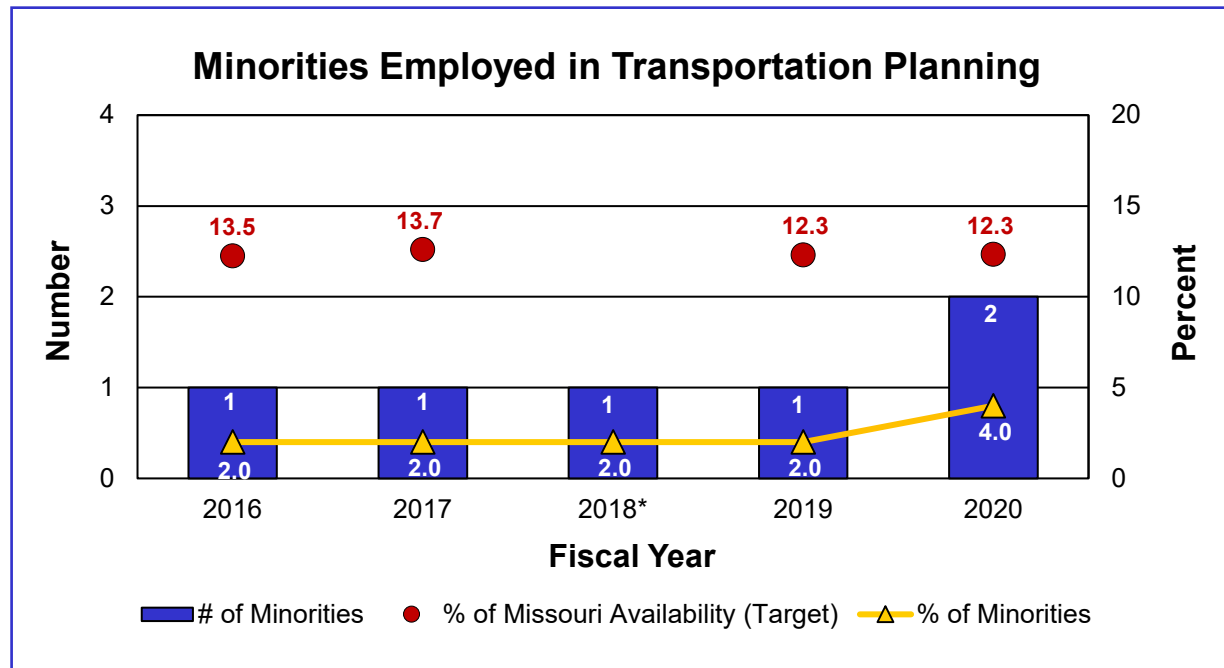**Update:** July

Why is this important?
This measure tracks minority and women employment in Transportation Planning and compares it with available data from the Missouri 2010 Census Report. Efficiently using human capital provides opportunities for the department to leverage transportation resources. By placing the right people in the right position, the department can better serve its customers and help fulfill its responsibilities to taxpayers.

What does the data say?
For fiscal year 2020, employment of minorities increased 2% compared to FY 2019, while employment for women decreased 2%. The 4% of TP minorities is substantially less than the 12.3% minority availability in Missouri. The 37% of TP women is nearly equal to the 37.1% women availability in Missouri. Employment at the end of FY 2020 totaled 52 employees.

What is TP doing to improve results?
MoDOT continues to conduct outreach at minority and women organizations, offers diversity training to internal employees and conducts on-boarding with new employees. MoDOT also hosts Regional Diversity and Inclusion conferences in each district around the state. In addition to traditional advertisement methods, TP has worked with the Human Resources Division to expand recent job vacancy announcements to the media to target minority populations.

Minorities Employed in Transportation Planning

Legend: # of Minorities | % of Missouri Availability (Target) | % of Minorities

Data values:
- 2016: Number = 1, % of Minorities = 2.0, Target = 13.5
- 2017: Number = 1, % of Minorities = 2.0, Target = 13.7
- 2018*: Number = 1, % of Minorities = 2.0
- 2019: Number = 1, % of Minorities = 2.0, Target = 12.3
- 2020: Number = 2, % of Minorities = 4.0, Target = 12.3

Women Employed in Transportation Planning

Legend: # of Women | % of Missouri Availability (Target) | % of Women

Data values:
- 2016: Number = 20, % of Women = 39.9, Target = 40.0
- 2017: Number = 20, % of Women = 39.3, Target = 40.0
- 2018*: Number = 22, % of Women = 42.0
- 2019: Number = 20, % of Women = 38.5, Target = 39.0
- 2020: Number = 19, % of Women = 37.1, Target = 37.0

*Data for Missouri Availability is not available for fiscal year of 2018

Building a Prosperous Economy for all Missourians

Cost Share Funds Balances-7b

Result Driver: Amy Binkley, Planning and Programming Coordinator
Measurement Driver: Paige Boehm, Senior Transportation Planner
Update: Quarterly

Why is this important?
This measure tracks the Cost Share funds programmed in the Statewide Transportation Improvement Program by fiscal year. The Missouri Highways and Transportation Commission approved funding allocation for $30 million in FY 2021, $35 million in FY 2022, $40 million in FY 2023 and $45 million in FY 2024. Projects should be programmed using these funds soon after applications are approved by the Cost Share Committee and agreements have been executed.

What does the data say?
For third quarter FY 2021, the amount of funds approved by the Cost Share Committee are:

- $2,024,000 in FY 2022

The Cost Share Committee approved the funding allocation of $45 million for FY 2025. However, this will not be available for programming until FY 2022-2026 annual update.

There were $14.5 million Cost Share funds programmed during third quarter FY 2021. This is reflected in FY 2021-2024 programmed funds.

The availability of funds decreases as specific projects are programmed with Cost Share funds.

What is TP doing to improve results?
Transportation Planning continues to monitor the Cost Share funds to ensure what is available and approved is fully programmed on specific projects.

Cost Share Funds FY 2021

Fiscal Year	Programmed Funds	Approved But Not Programmed	Available	Funding Allocated	Commission Allocation
2021	32.0	1.8	0.1		30
2022	34.9	11.0	2.9		35
2023	18.6	17.4	4.0		40
2024	18.4	1.6	25.0		45
2025				45.0	45

Legend:
- Programmed Funds
- Approved But Not Programmed
- Available
- Funding Allocated
- Commission Allocation

TARGET
100% Programmed

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