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Greetings from MoDOT

When I came to MoDOT as director late last year, I was pleased to find in place a system of performance metrics that validate our commitment to the citizens of Missouri. MoDOT has a proud legacy of wisely managing our system and meeting challenges in order to delight our customers and promote a prosperous Missouri.

Whether managing floods, repairing roads and bridges or fighting snow, the men and women of MoDOT work tirelessly to keep our citizens and themselves safe as we maintain 34,000 miles of roads and 10,400 bridges. While this report highlights the measures used to monitor our commitment of a world-class transportation experience for Missourians, it is really a testament to the bold ingenuity of our employees who design, build, maintain and operate our $50 billion transportation assets.

Despite limited resources, MoDOT has been diligent about maintaining our system in the best condition we can for as long as we can. However, citizens have asked for more transportation options, and I believe they deserve more. It is critical to build a 21st century transportation system today in order to fuel our economy and retain our workforce.

With last year’s passage of the FAST Act, we have some degree of federal funding certainty for the next five years. But because those funds only come in a one-to-four match with state money, we must keep the effort alive to boost our level of state investment in transportation. Without additional revenues, we will be unable to tackle many of the projects that Missourians have told us they desire.

Instead, we’ll need to put every dollar into asset management, and even then, some of our districts will lose ground.

A healthy transportation infrastructure ensures businesses can operate and grow. It ensures the state can prosper and jobs can be created. Essentially, transportation is what keeps Missouri moving.

The pages that follow will highlight many innovations and improvements. But there is more to be done. I ask that you join me in making the transportation system in our great state all that it can and needs to be.

With warm regards,

Patrick K. McKenna

Mission

Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.
MoDOT VALUES

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.
<table>
<thead>
<tr>
<th>TABLE OF CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep Customers and Ourselves Safe – Mark Shelton</td>
</tr>
<tr>
<td>Number and rate of fatalities and serious injuries</td>
</tr>
<tr>
<td>Number of vulnerable roadway user fatalities and serious injuries</td>
</tr>
<tr>
<td>Number of fatalities and serious injuries resulting from the most frequent crash causes</td>
</tr>
<tr>
<td>Number of fatalities and serious injuries in work zones</td>
</tr>
<tr>
<td>Percent of seat belt/passenger vehicle restraint use</td>
</tr>
<tr>
<td>Number and rate of fatalities and serious injuries for commercial motor vehicle crashes</td>
</tr>
<tr>
<td>Total and rate of MoDOT recordable incidents</td>
</tr>
<tr>
<td>General liability claims and costs</td>
</tr>
<tr>
<td>Keep Roads and Bridges in Good Condition – Scott Marion</td>
</tr>
<tr>
<td>Percent of major highways in good condition</td>
</tr>
<tr>
<td>Percent of minor highways in good condition</td>
</tr>
<tr>
<td>Condition of state bridges</td>
</tr>
<tr>
<td>Percent of structurally deficient deck area on National Highway System</td>
</tr>
<tr>
<td>Provide Outstanding Customer Service – Fay Fleming</td>
</tr>
<tr>
<td>Percent of overall customer satisfaction</td>
</tr>
<tr>
<td>Percent of customers who view MoDOT as Missouri's transportation expert</td>
</tr>
<tr>
<td>Percent of customers who trust MoDOT to keep its commitments to the public</td>
</tr>
<tr>
<td>Percent of customers who feel MoDOT provides timely, accurate and understandable information</td>
</tr>
<tr>
<td>Percent of customers satisfied with MoDOT’s customer service</td>
</tr>
<tr>
<td>Customer communication engagement</td>
</tr>
<tr>
<td>Percent of customers who believe completed projects are the right transportation solutions</td>
</tr>
<tr>
<td>Deliver Transportation Solutions of Great Value – Eric Schroeter</td>
</tr>
<tr>
<td>Percent of programmed project cost as compared to final project cost</td>
</tr>
<tr>
<td>Percent of projects completed on time</td>
</tr>
<tr>
<td>Percent of change for finalized contracts</td>
</tr>
<tr>
<td>Innovative contracting methods</td>
</tr>
<tr>
<td>Value engineering</td>
</tr>
<tr>
<td>Average highway lane-mile and bridge construction costs</td>
</tr>
<tr>
<td>Keep a Reliable and Convenient Transportation System – Becky Allmeroth</td>
</tr>
<tr>
<td>Travel times and reliability on major routes</td>
</tr>
<tr>
<td>Cost and impact of traffic congestion</td>
</tr>
<tr>
<td>Average time to clear traffic incident</td>
</tr>
<tr>
<td>Traffic incident impacts on major interstate routes</td>
</tr>
<tr>
<td>Work zone impacts to the traveling public</td>
</tr>
<tr>
<td>Effectiveness of improving air quality</td>
</tr>
<tr>
<td>Time to meet winter storm event performance objectives</td>
</tr>
<tr>
<td>Bike/pedestrian and ADA transition plan improvements</td>
</tr>
<tr>
<td>Use of non-highway modes of transportation</td>
</tr>
<tr>
<td>Use Resources Wisely – Brenda Morris</td>
</tr>
<tr>
<td>Number of full-time equivalencies expended</td>
</tr>
<tr>
<td>Level of job satisfaction</td>
</tr>
<tr>
<td>Rate of employee turnover</td>
</tr>
<tr>
<td>State and federal revenue projections</td>
</tr>
<tr>
<td>Number of dollars generated through cost-sharing and partnering agreements for transportation</td>
</tr>
<tr>
<td>Percent of state funds invested in non-highway modes of transportation</td>
</tr>
<tr>
<td>Percent of local program funds committed to projects</td>
</tr>
<tr>
<td>Percent of inactive projects</td>
</tr>
<tr>
<td>Amount of advance construction</td>
</tr>
<tr>
<td>Fleet usage and fuel efficiency</td>
</tr>
<tr>
<td>Number of tons of recycled material</td>
</tr>
<tr>
<td>Number of environmental warnings and violations</td>
</tr>
<tr>
<td>Number of stormwater violations</td>
</tr>
</tbody>
</table>
### TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Date</th>
<th>Author</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic return from transportation investment</td>
<td>October</td>
<td>Eva Voss</td>
<td>7a</td>
</tr>
<tr>
<td>National infrastructure ranking</td>
<td>July</td>
<td>Ben Reeser</td>
<td>7b</td>
</tr>
<tr>
<td>National ranking in revenue per mile</td>
<td>July</td>
<td>Tona Bowen</td>
<td>7c</td>
</tr>
<tr>
<td>Goods movement competitiveness</td>
<td>January</td>
<td>Cheryl Ball</td>
<td>7d</td>
</tr>
<tr>
<td>Freight tonnage by mode</td>
<td>April/October</td>
<td>Bryan Ross</td>
<td>7e</td>
</tr>
<tr>
<td>Annual hours of truck delay</td>
<td>April</td>
<td>Aaron Hubbard</td>
<td>7f</td>
</tr>
<tr>
<td>Truck reliability index</td>
<td>April</td>
<td>Aaron Hubbard</td>
<td>7g</td>
</tr>
<tr>
<td>Jobs created by projects funded through the economic development program</td>
<td>July</td>
<td>Doug Hood</td>
<td>7h</td>
</tr>
<tr>
<td>Percent of minorities and females employed</td>
<td>Quarterly</td>
<td>Rebecca Brietzke</td>
<td>7i</td>
</tr>
<tr>
<td>Percent of disadvantaged business enterprise participation on construction and engineering projects</td>
<td>Quarterly</td>
<td>Missy Stuedle</td>
<td>7j</td>
</tr>
<tr>
<td>Expenditures made to certified minority, women and disadvantaged business enterprises</td>
<td>Quarterly</td>
<td>Debbie Rickard</td>
<td>7k</td>
</tr>
</tbody>
</table>
KEEP CUSTOMERS AND OURSELVES SAFE

Mark Shelton, District Engineer

Tracker
MEASURES OF DEPARTMENTAL PERFORMANCE
Safety is a daily commitment for all MoDOT employees. From design and construction to operations and maintenance of the state transportation system, the safety of our customers, partners, and employees is our top priority. We work with our safety partners to promote safe behavior for all users and modes of transportation so everyone goes home safe every day.
Traffic crash prevention is one of MoDOT’s highest priorities. In 2015, Missouri experienced 870 fatalities, resulting in a 14 percent increase over 2014. Of those fatalities, 63 percent were unbuckled when the crash occurred. This unbuckled trend has fluctuated from a high of 71 percent in 2013 to current levels.

Crash data from 2010 to 2014 showed the leading contributing circumstances that can be attributed to driver behavior were substance impaired driving, driving too fast for conditions, distraction/inattention, exceeding the speed limit, following too closely and fatigue. Crash statistics also showed impaired drivers had an unbuckled fatality rate of 87 percent. This group of drivers makes two deadly decisions: to drive impaired and unbelted. Once 2015 MSHP crash files are closed, more extensive analysis will be completed.

Unofficial reporting for the first three quarters of 2016 shows 677 fatalities on Missouri roadways, which is a 9 percent increase from the same time last year.
Due to a backlog of crash reports into STARS, the serious-injury measure only includes data derived from TMS. Third quarter 2016 data is not available on the MSHP radio reports and is incomplete in TMS.
In 2015, vulnerable roadway users were 24 percent of the total number of fatalities. Pedestrian fatalities increased in 2015 by 51 percent. Motorcycle fatalities increased by 6 percent and bicycle fatalities increased by 125 percent.

Motorcycle and bicycle serious injuries increased in 2015, meanwhile pedestrians decreased. Serious injury data for 2015 is incomplete.
Motorcycle Fatalities & Serious Injuries

- Fatalities
- Serious Injuries

Pedestrian Fatalities & Serious Injuries

- Fatalities
- Serious Injuries

Bicycle Fatalities & Serious Injuries

- Fatalities
- Serious Injuries

**DESIRED TREND**
Recording and monitoring crash data is an important part of improving safety for Missouri drivers. But without looking at the causes of these incidents, the data is nothing but numbers. Looking for the reasons why an incident occurs is MoDOT’s best approach to address the problem. With that approach, the department finds the most frequent causes continue to be a mix of engineering and behavioral issues.

The general trend for fatalities is no longer declining in Missouri, but instead beginning to increase. The serious injuries trend is beginning to level off. Comparing the number of fatalities in 2014 to 2015 shows large increases in unrestrained occupants (12 percent), aggressive driving (10 percent), alcohol and/or other drugs (10 percent), and intersection related (50 percent), moderate increases in run-off-road (3 percent) and an actual decrease in curve related (6 percent reduction). Comparing the number of serious injuries in 2014 to 2015 shows moderate decreases in unrestrained occupants (1 percent), run-off-road (5 percent), aggressive driving (4 percent), alcohol and/or other drugs (6 percent), curve related (9 percent) and intersection related (4 percent).

With increased traffic on Missouri roadways, it will be difficult to change the current trends for each of these causes. The primary current initiatives include adding shoulders and rumble strips to minor roads, installing high-friction surface treatments and improving intersection safety. While driver behavior is difficult to correct, MoDOT continues to focus on using funds to target locations and behaviors based on crash data analysis.
Número de Muertes

Número de Injurias graves

*Missouri Department of Transportation*
Missouri Department of Transportation

Work zone safety is at the center of MoDOT’s safety culture. It is a driving force in all maintenance and construction work. Just as MoDOT expects its crews to be safe and visible, it also expects contractors and utility companies to provide safe work zones and visible workers. This is demonstrated by the partnership MoDOT has with contractors and utility companies using the same personal protection equipment it uses. Staying safe in work zones also is a partnership the department shares with the driving public. MoDOT wants everyone to get home safely. While MoDOT makes every effort to work safely, motorists need to pay attention, slow down, move over, buckle up and drive without distractions.

Based on information currently available, there have been five work zone crashes that resulted in five fatalities in Missouri in 2016. Of these fatalities, three were unbuckled and one was a flagger. Two crashes involved large trucks and three crashes occurred on divided highways. One was a rear-end crash and two were head-on crashes.

**Number of Fatalities in Work Zones**

Based on information currently available, there have been five work zone crashes that resulted in five fatalities in Missouri in 2016. Of these fatalities, three were unbuckled and one was a flagger. Two crashes involved large trucks and three crashes occurred on divided highways. One was a rear-end crash and two were head-on crashes.

*YTD 2016 – Fatalities derived from TMS.*
**Number of Crashes in Work Zones**

*YTD 2016 – Due to a backlog of crash reports into STARS, these measures are not final and only illustrate data derived from TMS. Third quarter 2016 data is unavailable through the MSHP radio reports and is incomplete in TMS.
Seat belts save lives, but getting people to use them – even to protect their own lives – is a challenge. Public education is one way to keep the issue in front of motorists. Legislation is another. MoDOT supports each approach, attacking the problem with focused marketing campaigns and reinforcing it with hard facts to back legislative efforts. Several municipalities across the state are taking matters into their own hands enacting primary ordinances within city limits. Missouri currently has 53 municipalities and two counties that have adopted primary seat belt ordinances, representing 23.6 percent of the state’s population.

Based on 123,678 observations, the seat belt use in Missouri for 2016 was 81.4 percent. Jackson County was the lowest at 63 percent, and Montgomery County was the highest at 95.4 percent. The national average for seat belt use in 2015 was 88 percent. The 2016 data is not yet available. Missouri’s national ranking in 2015 was 43rd, with only seven states ranking lower in seat belt usage.

States with a primary seat belt law rank highest on seat belt use nationwide. States that have a secondary law continue to rate lowest in national rankings.

States with a primary seat belt law rank highest on seat belt use nationwide. States that have a secondary law continue to rate lowest in national rankings.
Commercial motor vehicles are the lifeblood of Missouri’s economy. They transport the goods and materials that keep the nation moving. Partnering with the Missouri State Highway Patrol and St. Louis and Kansas City police departments, MoDOT does everything in its power to keep CMV drivers safe and their vehicles on the road. By tracking the number of CMV crashes resulting in fatalities and serious injuries, MoDOT can target education and enforcement efforts, and also improve safety features such as highway signs, reflective pavement markings, guard cables, rumble strips and incident management alert signs.

Between 2011 and 2015, fatal crashes involving a CMV increased by 4.7 percent, and the fatality crash rate increased from 1.43 to 1.48 per 100 million CMV vehicle miles traveled. In 2015 the 111 fatality crashes Missouri experienced is 10 more than 2014 or a 9.9 percent increase. This resulted in a 2015 crash rate of 1.48 as compared to the 1.42 rate for 2014.

Serious-injury crashes involving a CMV decreased by 18.7 percent and the serious-injury crash rate dropped from 4.69 to 3.75 per 100 million CMV vehicle miles traveled between 2011 and 2015. The 282 serious-injury crashes Missouri experienced in 2015 is five fewer than reported for 2014 or a 1.7 percent decrease. This resulted in a 2015 crash rate of 3.75 as compared to the 3.74 rate for 2014.
Due to a backlog of crash reports into STARS, these measures will only illustrate data derived from TMS.
MoDOT is dedicated to employee safety. Getting home safely is the responsibility of every employee. To reinforce this value, the “Safety Begins with Me” program reminds all employees that safety is a personal responsibility. Additionally, an agreement is now in place to provide training on “behavior based safety” to employees. It is expected that implementation and practice of behavior based safety will result in fewer recordable incidents.

The number of recordable incidents and the rate of recordable incidents decreased for the first three quarters of 2016 compared to the same period in 2015. Leading causes of incidents during this reporting period were: slips, trips and falls at 19 percent; struck or injured by at 17 percent; cuts/punctures at 15 percent and strains or injuries at 13 percent. Based on the work activity the employee was doing at the time of the incident, 29 percent of these injuries were equipment related. Another 12 percent were related to mowing/brush cutting. Bridge maintenance activities had 10 percent.
KEEP CUSTOMERS AND OURSELVES SAFE

Total of MoDOT Recordable Incidents

Rate of MoDOT Recordable Incidents

* Texas DOT and OSHA private industry data is not yet available for 2015.
Keeping ourselves and the public safe is MoDOT’s top priority. Controlling damage to vehicles and reducing personal injury in work zones, on right of way and other areas under department control helps MoDOT accomplish this goal. Compared to the first three quarters of 2015, there was an 11 percent increase in the number of claims. The majority of claims for the first three quarters of 2016 are attributed to pavement defects. During the same timeframe, there was a 61 percent decrease in the amount paid. The decrease is attributed to fewer multiple large claims being settled the past three quarters. This quarter, payment was made on 151 claims against the department totaling $746,235.36.

Three claims accounted for 60 percent of this quarter’s payments. The department settled a claim occurring in 2009 where a vehicle encountered an icy patch, lost control and struck a bridge abutment causing severe injuries. This case was settled for $245,000 based on the allegation the bridge abutment should have been protected and the speed limit should have been reduced. The second claim occurred in 2014 when a tractor trailer ran off the road where there was a steep edge drop off. The driver overcorrected, returned to the road and crossed the centerline causing a second tractor trailer to skid in an effort to avoid the first tractor trailer. The second vehicle struck the first one, ran off the road and down an embankment resulting in disabling injuries to the driver. The first vehicle overturned resulting in a fatality. This case was settled for $100,000 based on the allegation of an edge drop off, narrow shoulder and a non-recoverable slope. The third claim occurred in 2014, when a vehicle ran off the roadway and struck a large rock pile that had been placed there by MoDOT crews. The vehicle overturned and the passenger was thrown from the vehicle and killed. The claimants alleged the lack of level shoulders, eroding culvert and placement of the rock pile contributed to the accident. The case was settled for $100,000.
KEEP ROADS AND BRIDGES IN GOOD CONDITION

Scott Marion, Motor Carrier Services Director
Missourians have said they want MoDOT to keep roads and bridges in good condition. Customers are looking for smooth pavements and bridges that can safely handle growing traffic demands. With 33,873 miles of highway and 10,394 bridges on the state system, the challenges are great; however, we are focused on using our limited resources to keep Missouri’s roads and bridges in good condition.
Missourians have repeatedly told MoDOT keeping roads smooth is a top priority. Over the years, MoDOT has been able to fund pavement improvement programs greatly improving pavement conditions on the thousands of miles of state highways. Currently, more than 90 percent of major highways are rated in good condition.
*Source data for Georgia comes from FHWA highway statistics. Full data sets are collected every two years. The data set for 2014 is not a full data set. Georgia data is based only on pavement smoothness (IRI) submitted as part of the Highway Performance Monitoring System.
Although minor roads are less traveled, Missourians still say keeping them in good condition is a priority. During the early 2000s, MoDOT’s focus was on improving major highways. This resulted in less work being done on minor roads and declining condition ratings. Over the past few years, success on major highways has allowed the department to focus more time and funding on improving minor highways.

Currently, 78 percent of Missouri’s minor highways are in good condition, which is slightly below 2014.

*Source data for Illinois comes from FHWA highway statistics. Data for 2015 is not available at the time of publication. Data is based on a combination of pavement condition and smoothness as submitted as part of the Highway Performance Monitoring System.
The public has indicated the condition of Missouri’s existing roadway system should be one of the state’s highest priorities. Currently, 1,898 (47 major) structures are in poor condition, 4,942 (107 major) structures are in fair condition and 3,554 (52 major) structures are in good condition.

Statewide, the number of structures in poor condition has steadily decreased over the last five years, but the rate of decline is slowing down. The number of structures in good condition peaked in 2011 and has been declining since. The gradual decrease in the number of poor condition structures is attributable to a significant focus in the STIP on taking care of the worst bridges with the limited funds available. The decline in good bridges demonstrates the fact that the construction program has slowed down with the number of bridges being taken care of within a year being fairly close to the number that are becoming poor condition. This is shown by comparing the drop in poor condition bridges of 310 to the drop in good condition bridges of 253 over the five-year period. The number in fair condition continues to significantly increase which is reflective of MoDOT’s aging bridge population with many structures at the point where they need minor maintenance or rehabilitation.

For major bridges, the number of structures in the poor category has generally been dropping over the last five years because of an aggressive focus on these structures in the STIP. However, despite a significant investment in major bridges, the number of structures in good condition generally dropped over the five-year period while the number in fair condition significantly increased. Work on major bridges is expensive with rehabilitations costing $10 - $20 million and replacements ranging from $20 - $200 million.
Statewide Condition of All Bridges
(10,394 Total Bridges for 2015)

<table>
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<tr>
<th>Calendar Year</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
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<tbody>
<tr>
<td>2011</td>
<td>3,807</td>
<td>4,390</td>
<td>2,208</td>
</tr>
<tr>
<td>2012</td>
<td>3,766</td>
<td>4,517</td>
<td>2,081</td>
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<tr>
<td>2013</td>
<td>3,719</td>
<td>4,686</td>
<td>1,966</td>
</tr>
<tr>
<td>2014</td>
<td>3,589</td>
<td>4,873</td>
<td>1,914</td>
</tr>
<tr>
<td>2015</td>
<td>3,554</td>
<td>4,942</td>
<td>1,898</td>
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Statewide Condition of Major Bridges
(206 Total Bridges for 2015)

<table>
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<tr>
<th>Calendar Year</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
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<tbody>
<tr>
<td>2011</td>
<td>67</td>
<td>89</td>
<td>57</td>
</tr>
<tr>
<td>2012</td>
<td>58</td>
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<tr>
<td>2014</td>
<td>62</td>
<td>99</td>
<td>48</td>
</tr>
<tr>
<td>2015</td>
<td>52</td>
<td>107</td>
<td>47</td>
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The public has indicated keeping Missouri’s existing roads and bridges in good condition should be one of the state’s highest priorities. The FAST Act established a 10 percent penalty threshold for states. When the threshold is exceeded, the state is required to focus money on bridges until they were back under 10 percent. The local system has 82 NHS structures (three SD) and the MoDOT system has 3,562 NHS structures (138 SD). Missouri currently falls below the penalty threshold with the total at 6.6 percent. This is attributable to the continued efforts at focusing on major bridges when funding is available as well as the increase focus on dealing with the critical condition bridges within the STIP.

Statewide, this measure also is heavily influenced by major bridges because one structure has the ability to impact this measure +/-0.5 percent. When looking at the local system, a large bridge can have a very dramatic impact because of the small number of local structures that are part of the NHS. This is evident in the dramatic change on the local system from 2014 to 2015, which was the result of one newly deficient large structure. The changes on the state system resulted from 48 structures with a large percentage of this change coming from nine structures. The roadways that are included on the NHS are still seeing some minor adjustments, but these changes should have insignificant impacts on the overall numbers.
Every MoDOT employee is responsible for delivering outstanding customer service. We strive to be respectful, responsive, and clear in all our communication. We want to build strong relationships with our transportation partners, our customers and each other.
PROVIDE OUTSTANDING CUSTOMER SERVICE

Fay Fleming, Communications Director

Tracker
MEASURES OF DEPARTMENTAL PERFORMANCE
Over the past few years, customer satisfaction has remained high. In 2015, 81 percent of Missourians surveyed said they were satisfied with the job MoDOT is doing, which is a 4 percent decline from 2013. There also was a 7 percent decline in very satisfied customers. Data compiled by the American Customer Satisfaction Index in 2015 shows Chick-fil-A having the highest customer satisfaction rate – 86 percent – out of the hundreds of companies and government agencies the ACSI scores.

The condition of our roads and bridges and customer satisfaction are closely tied together. In the 2015 Report Card from Missourians, customers told MoDOT the condition of roads and bridges were the most important transportation service to them. However, even with present system conditions remaining good, the department’s message of declining system conditions and limited funds to maintain it in the next few years potentially impacted customer perceptions and satisfaction scores.

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As the agency responsible for transportation in Missouri, MoDOT must hold its lead as an expert in the field. The department should serve as the frontrunner – representing the best transportation options for Missouri and partnering with state and national organizations and others to deliver a strong transportation system.

The 2015 survey shows an overwhelming majority of customers perceive the department as Missouri’s transportation expert. Ninety-two percent of those surveyed agreed MoDOT serves this role, a percentage the department has consistently maintained since 2009. Of the 92 percent, 54 percent of respondents “strongly agreed” and 38 percent “somewhat agreed” MoDOT serves as the state’s primary transportation expert.

The department continues to work on improving partnerships with all Missourians, including local government, legislators and other elected officials, and transportation-related groups and organizations. The suspension of the cost-share program coupled with Missouri’s long-term insufficient transportation funding issues mean these relationships will likely face further challenges.

### Percent of Customers Who View MoDOT as Missouri’s Primary Transportation Expert

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<thead>
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<th>Calendar Year</th>
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<th>Somewhat Agree</th>
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<td>93</td>
<td>39</td>
</tr>
<tr>
<td>2011</td>
<td>90</td>
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<tr>
<td>2012</td>
<td>91</td>
<td>74</td>
</tr>
<tr>
<td>2013</td>
<td>92</td>
<td>34</td>
</tr>
<tr>
<td>2015</td>
<td>92</td>
<td>54</td>
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**Desired Trend**

Missouri Department of Transportation 3b
Gaining and keeping the public’s trust is key to MoDOT’s overall success. The best way MoDOT can accomplish this is to deliver on the commitments it makes. The department’s annual construction program has steadily decreased in recent years, making it difficult to maintain and care for its system due to insufficient funding. Missourians tell MoDOT they want more from their transportation system, but the reality is they are going to get less – and what they have will get worse. MoDOT has spent years educating the public, legislators and media on the reality of transportation funding and what long-term insufficient funding means to Missouri’s system.

The 2015 survey results indicated 85 percent of the residents trust MoDOT to keep its commitments to the public compared to 87 percent in the previous survey. Although this is only a 2 percent decrease, it is the lowest score ever recorded on this measure. Furthermore, there is a continued five-year downward trend from 92 percent in 2010 that is statistically significant.

**Percent of customers who trust MoDOT to keep its commitments to the public – 3c**

**RESULT DRIVER:** Fay Fleming
Communications Director

**MEASUREMENT DRIVER:** Melissa Black
Communications Manager

**PURPOSE OF THE MEASURE:**
This measure tracks the percent of customers who trust MoDOT to keep its commitments. Public trust is an important component in building support for transportation issues.

**MEASUREMENT AND DATA COLLECTION:**
Data is collected through a biannual, in odd-numbered years, telephone survey of approximately 3,500 randomly selected Missourians.

**DESIRED TREND**

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>92</td>
</tr>
<tr>
<td>2011</td>
<td>90</td>
</tr>
<tr>
<td>2012</td>
<td>88</td>
</tr>
<tr>
<td>2013</td>
<td>87</td>
</tr>
<tr>
<td>2015</td>
<td>85</td>
</tr>
</tbody>
</table>

Missouri Department of Transportation 3c
PROVIDE OUTSTANDING CUSTOMER SERVICE

Percent of customers who feel MoDOT provides timely, accurate and understandable information – 3d

Just like well-maintained roads and bridges, MoDOT delivers information. The citizens of Missouri expect timely, accurate and understandable information from their department of transportation. Whether it’s a press release, e-update, text alert or a notice of a public meeting, MoDOT makes every effort to get the word out as quickly and as clearly as possible. The results of this effort are public trust and respect. With numbers consistently above 90 percent agreement for the past five years, this measure shows that the department meets our customers’ high expectations.

Missouri Department of Transportation 3d
**PROVIDE OUTSTANDING CUSTOMER SERVICE**

**Percent of Customers Who Feel MoDOT Provides Timely Information**

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
</tr>
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<tbody>
<tr>
<td>2010</td>
<td>50</td>
<td>41</td>
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<tr>
<td>2011</td>
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<td>2012</td>
<td>71</td>
<td>20</td>
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<td>2013</td>
<td>52</td>
<td>40</td>
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<tr>
<td>2015</td>
<td>47</td>
<td>45</td>
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**Percent of Customers Who Feel MoDOT Provides Accurate Information**

<table>
<thead>
<tr>
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<th>Strongly Agree</th>
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</tr>
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<tbody>
<tr>
<td>2010</td>
<td>51</td>
<td>41</td>
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<tr>
<td>2011</td>
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<td>2012</td>
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<td>52</td>
</tr>
<tr>
<td>2015</td>
<td>46</td>
<td>47</td>
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</table>

**Percent of Customers Who Feel MoDOT Provides Understandable Information**

<table>
<thead>
<tr>
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<th>Strongly Agree</th>
<th>Somewhat Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>49</td>
<td>43</td>
</tr>
<tr>
<td>2011</td>
<td>61</td>
<td>30</td>
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<td>2012</td>
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<td>73</td>
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<td>2013</td>
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<tr>
<td>2015</td>
<td>47</td>
<td>46</td>
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</table>
MoDOT actively seeks feedback from the customers it serves. In 2012, MoDOT created a statewide call system and enhanced its online call report system that enables customer service representatives to work across seven district boundaries in a one-team approach. Since implementation, customer perceptions of MoDOT's politeness, responsiveness and clarity increased, resulting in improved customer satisfaction.

When comparing third quarter responses of 2016 with third quarter of 2015 we had slight decreases in all categories except one. Overall customer satisfaction decreased to 81 percent from 83 percent. Customers who were satisfied with politeness of responses increased from 96 percent to 98 percent. Clarity of responses decreased from 87 percent to 85 percent. Satisfaction with responsiveness decreased from 89 percent to 87 percent. The average time to complete customer requests during this quarter decreased from 2.1 days to 2.0 days.

**Percent of customers satisfied with MoDOT's customer service – 3e**

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Very Satisfied</th>
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<tr>
<td>2012</td>
<td>80%</td>
<td>29%</td>
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<tr>
<td>2013</td>
<td>83%</td>
<td>30%</td>
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<tr>
<td>2014</td>
<td>83%</td>
<td>21%</td>
</tr>
<tr>
<td>2015</td>
<td>84%</td>
<td>20%</td>
</tr>
<tr>
<td>3rd Qtr 2015</td>
<td>83%</td>
<td>22%</td>
</tr>
<tr>
<td>3rd Qtr 2016</td>
<td>81%</td>
<td>19%</td>
</tr>
</tbody>
</table>

**RESULTS**: Fay Fleming, Communications Director

**MEASUREMENT DRIVER**: Melissa Black, Communications Manager

**PURPOSE OF THE MEASURE**: This measure shows how satisfied customers who contact MoDOT are with the politeness, clarity and responsiveness they receive.
PROVIDE OUTSTANDING CUSTOMER SERVICE

Customer Satisfaction with Politeness of Staff

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>3rd Qtr 2015</th>
<th>3rd Qtr 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent Very Satisfied</td>
<td>97</td>
<td>98</td>
<td>97</td>
<td>97</td>
<td>96</td>
<td>98</td>
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<tr>
<td>Percent Somewhat Satisfied</td>
<td>29</td>
<td>27</td>
<td>9</td>
<td>8</td>
<td>7</td>
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</table>

Customer Satisfaction with Clarity of Response

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>3rd Qtr 2015</th>
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<tr>
<td>Percent Very Satisfied</td>
<td>90</td>
<td>91</td>
<td>88</td>
<td>88</td>
<td>87</td>
<td>85</td>
</tr>
<tr>
<td>Percent Somewhat Satisfied</td>
<td>35</td>
<td>35</td>
<td>21</td>
<td>17</td>
<td>19</td>
<td>18</td>
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</table>

Customer Satisfaction with Responsiveness

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>3rd Qtr 2015</th>
<th>3rd Qtr 2016</th>
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<tbody>
<tr>
<td>Percent Very Satisfied</td>
<td>90</td>
<td>92</td>
<td>90</td>
<td>90</td>
<td>89</td>
<td>87</td>
</tr>
<tr>
<td>Percent Somewhat Satisfied</td>
<td>31</td>
<td>33</td>
<td>18</td>
<td>15</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>Days Average Days for Follow-Up</td>
<td>1.5</td>
<td>1.4</td>
<td>1.7</td>
<td>1.8</td>
<td>2.1</td>
<td>2.0</td>
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</tbody>
</table>
Good organizations share information with the people they serve. The best, most-trusted organizations engage customers in conversation. MoDOT often interacts with its customers through Internet-based social media networking websites and applications.

MoDOT’s social media accounts continue to attract followers. When comparing the first quarters of fiscal years 2016 and 2017, there was a growth of 59,483 followers on Facebook statewide and 23,981 additional followers to Twitter statewide. During the first quarter of FY 2017, the most popular post was a DMS message encouraging the use of turn signals with the wording “Did You Run Out Of Blinker Fluid?” The post reached 210,666 people with 23,600 separate engagements to the post including reactions, comments and shares. The second most popular post warned travelers to watch for deer while driving. The post reached 203,296 people with 15,100 separate engagements to the post including reactions, comments and shares.

MoDOT’s websites had 1.83 million sessions in first quarter FY 2017. In the last quarter, the top five pages on MoDOT’s website were:

- Traveler Information Map
- KC Scout Homepage
- MoDOT Homepage
- Job Listings
- Gateway Guide Homepage

MoDOT videos on YouTube were viewed 91,091 times in the first quarter of FY 2017. The top five videos viewed in the last quarter were:

- Tow Plow Action Missouri
- MoDOT Tow Plows in Action
- Road 2 Tomorrow – One Year Update
- All About a Roundabout
- Zipper Merge
PROVIDE OUTSTANDING CUSTOMER SERVICE

Social Media Followers

Fiscal Year

MoDOT Website and YouTube Visitors

Fiscal Year
One of the most prominent products MoDOT delivers to its customers is a highway construction project. While the department tries to involve local residents in planning and designing local projects, the real impact of the project isn’t known until people actually use the results of the project. The 2015 survey results continue to show most Missourians are very satisfied with local projects and believe that MoDOT provides the right transportation solutions.

The majority of respondents thought the project made the roadway: safer (90.7 percent), more convenient (83.7 percent), less congested (72.7 percent), easier to travel (86.7 percent), better marked (87.1 percent), and considered the project the right transportation solution (89.3 percent).

As part of the questionnaire, each respondent has the opportunity to provide comments about why the local project was – or was not – the right transportation solution. Each comment is shared with the local district for evaluation and to guide future projects.
DELIVER TRANSPORTATION SOLUTIONS OF GREAT VALUE

Eric Schroeter, State Design Engineer
MoDOT customers expect transportation solutions delivered on time and within budget. We manage our projects to get them completed quickly and at the best possible value. We work with our transportation partners to leverage innovation in improving our products and how we work. We pledge to honor our commitments and deliver the best, most cost-effective solutions.
Accurate program cost estimates help MoDOT deliver more timely improvements for taxpayers. As of September 30, 2016, 142 road and bridge projects were completed in fiscal year 2017 at a cost of $326.9 million. This represents a deviation of 3.8 percent (or $13 million) less than the programmed cost of $339.8 million. Of the 142 road and bridge projects completed, 46 percent were completed within or below budget. In comparison, 51 percent of projects were completed within or below budget as of the same date a year ago. The largest component of project savings comes from engineering at $5 million. Award savings were $4 million. Miscellaneous savings (right-of-way purchases, utilities and other costs) were $3 million. Construction-phase savings were $1 million.

In addition, 15 multimodal projects were completed at a cost of $3.4 million, 5.31 percent or $172,000 more than the programmed cost of $3.2 million. A total of 42 local public agency projects were completed at a cost of $26.4 million, 3.46 percent or $900,000 less than the programmed cost of $27.3 million.

There was a small adjustment to the final 2016 values, resulting in the road and bridge percentage changing from 2.65 to 2.64 percent.

MoDOT uses this historical data as a guide for programming future projects. Projects awarded in FY 2014 and 2015 were 1 percent higher and 2 percent lower, respectively, than programmed values. Consequently, the 2015-2019, 2016-2020 and 2017-2021 STIPs were developed assuming no significant award savings. Projects awarded in FY 2017 through September were 6.5 percent more than programmed values.
Positive numbers indicate the final (completed) cost was higher than the programmed cost. Comparative data is from Nebraska Department of Roads, one-year schedule of highway improvement projects. 2016 data is not yet available.

Negative numbers indicate savings. Miscellaneous includes right-of-way purchases, utilities and other costs.

Amounts include STIP road and bridge projects with 2 percent construction contingency applied.
MoDOT's customers expect transportation improvements to be completed 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. Completing projects on time helps maintain credibility with Missourians. Completing projects on time 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 quarter of fiscal year 2017, 68 percent of the closed-out projects were completed by their planned completion date.

Sometimes, unusual weather, additional work or a MoDOT directive necessitates an authorized extension of the completion date, without any financial assessment to the contractor. In the first quarter of fiscal year 2017, 87 percent of the closed-out projects were completed by the adjusted dates.

There also are times when a contractor misses the contract completion date and the contractor may be assessed damages. Of the road and bridge projects completed in first quarter of fiscal year 2017 that did not meet the original contract date, 37 percent were extended due to weather delays, 12 percent were extended due to extra work, 9 percent experienced utility delays, 21 percent were extended by MoDOT and 21 percent missed the completion date with damages assessed totaling $300,100.
* Damages assessed totaled $300,100 for YTD 2017.
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 quarter of fiscal year 2017 is 0.9 percent over ($2.3 million over the award amount of $264 million worth of projects completed) with 56 percent of the projects being completed below the original amount.

Many factors can affect the ability to complete a project within 2 percent of the award amount. These factors can include design changes, differing conditions, additional work items and administrative decisions.

For the first quarter of fiscal year 2017, MoDOT road and bridge projects were completed 0.7 percent over budget, the local public agency projects were completed 1.7 percent over budget and multimodal projects were completed 1.9 percent over budget.
MoDOT continues to partner with the public and private sectors to deliver projects that maximize available resources into collaborative solutions that achieve goals. This collaborative effort challenges the way projects are delivered with innovation, speed and efficiency as the driving force. MoDOT pushes the boundaries to execute projects of different size and complexity using these methods.

MoDOT evaluates project characteristics (risks) such as project size (cost), type (preservation, rehabilitation or reconstruction), and complexity (opportunity for innovation and speed) when determining project delivery methods. The advantages of MoDOT’s innovative contracting methods are as follows:

- **Design-Build (DB) contracts** include design and construction under one contract, which is procured using a two-phased, contractor-selection process. MoDOT scores proposals using a best-value or “build-to-budget” selection. Nationally, DB projects are completed 33 percent faster and six percent cheaper than conventional Design-Bid-Build projects.

- **Cost-plus-time bidding (A + B)** aims to expedite project completion through competitive bidding on construction time (days).

- **Alternate Technical Concepts (ATCs)** give the contractor the opportunity to provide a more cost-effective alternative design prior to the bid. ATC discussions are held in a confidential environment which maximizes competitive bidding. The low bid is awarded the contract.

Utilization of innovative contracting techniques to increase project value is increasing nationwide wide. Since 2002, design-build usage alone has grown 600 percent among state DOT’s. The 2017-2021 STIP provides new opportunities to grow this method of project delivery on the right projects.

Based on the STIP in fiscal year 2016, MoDOT delivered only two out of 288 projects statewide using innovative contracting methods. One of them was delivered as design-build and the other delivered using the A+B process. These two projects accounted for $25.8 million of the $698.6 million programmed budget.
Project Value by Contracting Method

*Reflects total number of projects for each innovative contract method.
The goal of value engineering is to build the right project at the right time, meeting the project need with appropriate project scope. MoDOT uses the VE program to ensure the public receives great value for every tax dollar invested in Missouri’s transportation system. MoDOT has been increasingly focused on smaller, maintenance-type projects that are not traditionally targeted by the VE program. Still, MoDOT must be innovative in utilizing the VE process to search for solutions to reduce project costs and provide additional value.

MoDOT uses design-phase value analysis to remove unnecessary scope, reduce project costs and improve project flexibility. For fiscal year 2016, 17 percent of projects underwent some form of value analysis during design. Programmatic value analysis studies associated with the level-course and chip-seal programs accounted for the largest portion of this percentage. Outreach continues in an effort to improve in this area and to find innovative approaches to grow this program.

MoDOT partners with industry to find more cost-effective solutions during the construction phase. Value Engineering Proposals engage contractor ideas to deliver improved projects. In fiscal year 2016, 31 VEPs were approved resulting in a MoDOT savings of $1,558,397. This represents an 89 percent approval rate. The new Post Award Value Engineering workshop concept is currently being piloted. Outreach continues in an effort to improve in this area and to find innovative approaches to grow the VEP program.

A successful VEP program incorporates approved VEPs into future projects, in order for MoDOT to realize all of the affiliated savings. To date, 243 approved VEPs have been reviewed resulting in five revisions to policy and 19 potential items still being investigated. Each approved VEP is reviewed for potential implementation and, if necessary, to determine the appropriate champion to oversee the resulting policy or standards development.
Deliver Transportation Solutions of Great Value

Percent of Awarded Projects with Value Analysis
Design Phase

Fiscal Year


Percent

0 10 20 30 40

Desired Trend

Value Engineering Proposals by Dollar and Number
Construction Phase

Fiscal Year


Dollars (in millions)

0 1 2 3 4 5

Approval

0 20 40 60 80 100

MoDOT Savings
Approval Percentage
Number Approved

Desired Trend
A great many factors affect the cost of road and bridge projects, some can be managed by MoDOT, and others are affected by the economy. For example, Missouri’s highway system has long depended on fuel taxes, but consumers are turning to smaller, more fuel-efficient vehicles, and when fuel prices are high, they look for ways to decrease their personal transportation costs by driving less. Many of these smaller vehicles cost less, meaning that sales taxes are lower and consequently so are transportation revenues. Meanwhile, inflation has increased the cost of projects, resulting in reduced purchasing power for MoDOT. Minor road asphalt resurfacing costs have increased in recent years due to a combination of fluctuating fuel and oil prices and increased material costs. Overall, the prices of asphalt, concrete and steel are double or triple what they were 20 years ago.

With MoDOT’s construction program having dropped from $1.3 billion in 2009 to $596 million in fiscal year 2016, few complex two- and four-lane projects have been available for contractors to bid. For the larger, more robust projects, MoDOT continues to partner with industry to allow flexibility and encourage innovation while strategically scheduling bid openings to spread out the amount of work and financial obligation for the bidders.
There were no two-lane projects bid in 2012, 2013, 2014 and 2015.

There were no four-lane projects bid in 2011, 2013, 2014 and 2015.

* There were no two-lane projects bid in 2012, 2013, 2014 and 2015.

**There were no four-lane projects bid in 2011, 2013, 2014 and 2015.
**Average Bridge Replacement Cost**

- **Cost to Replace**
- **Number Replaced**

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Average Bridge Replacement Cost (in thousands)</th>
</tr>
</thead>
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<td>682</td>
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<tr>
<td>2012</td>
<td>732</td>
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<tr>
<td>2013</td>
<td>655</td>
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<tr>
<td>2014</td>
<td>737</td>
</tr>
<tr>
<td>2015</td>
<td>760</td>
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</tbody>
</table>

**Average Bridge Redeck Cost**

- **Cost to Redeck**
- **Number Redecked**

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Average Bridge Redeck Cost (in thousands)</th>
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<tbody>
<tr>
<td>2011</td>
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<td>2014</td>
<td>338</td>
</tr>
<tr>
<td>2015</td>
<td>324</td>
</tr>
</tbody>
</table>
(This page is intentionally left blank for duplexing purposes.)
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Becky Allmeroth, State Maintenance Engineer
Missourians expect to get to their destinations on time, without delay regardless of their choice of travel mode. We coordinate and collaborate with our transportation partners throughout the state to keep people and goods moving freely and efficiently. We also maintain and operate the transportation system in a manner to minimize the impact to our customers and partners.
From July to September 2016, travel times in St. Louis and Kansas City were similar to the same period last year. In the third quarter of 2016, the average 10-mile travel time in St. Louis was 10.91 minutes during the morning and 12.29 minutes during the evening. For Kansas City, the average travel time was 10.81 minutes during the morning and 11.42 minutes during the evening. Overall, average speeds ranged between 49 and 56 mph.

The planning times account for unexpected delays and indicate how long customers needed to plan in order to arrive on time 95 percent of the time. In St. Louis, the average 10-mile planning times were 14.72 minutes during the morning and 18.38 minutes during the evening. This means customers in the St. Louis evening rush needed to plan eight minutes and 23 seconds more for a 10-mile trip than they would need in free-flow conditions. In Kansas City, the average planning times were 14.06 minutes during the morning and 15.06 minutes during the evening. Customers in the Kansas City evening rush needed to plan just over five minutes more for a 10-mile trip than they would need in free-flow conditions. The planning times in St. Louis and Kansas City represent average rush-hour speeds between 33 and 53 mph. Both planning and travel times during evening rush returned to first quarter 2016 levels after a significant spike in second quarter 2016.

Individual freeway segments within the regions experienced longer travel times than the regional averages as depicted in the maps. The maps also depict rush-hour conditions on selected arterial routes compared to normal traffic flow during non-peak traffic conditions.
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

Reliability of Travel Times for Freeways
St. Louis Metro Area

Morning Rush

Time to Travel 10 Miles (minutes)

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>95th Percentile Planning Time</td>
<td>14.65</td>
<td>14.38</td>
<td>14.69</td>
<td>14.72</td>
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<tr>
<td>Average Travel Time</td>
<td>10.44</td>
<td>10.81</td>
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<td>10.91</td>
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Calendar Year

Evening Rush

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<tr>
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<td>16.61</td>
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<td>18.38</td>
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<td>Average Travel Time</td>
<td>10.97</td>
<td>12.07</td>
<td>12.10</td>
<td>12.29</td>
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Reliability of Travel Times for Freeways
Kansas City Metro Area

Morning Rush

Time to Travel 10 Miles (minutes)

<table>
<thead>
<tr>
<th></th>
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<tbody>
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<td>95th Percentile Planning Time</td>
<td>12.98</td>
<td>13.62</td>
<td>13.73</td>
<td>14.06</td>
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<tr>
<td>Average Travel Time</td>
<td>10.37</td>
<td>10.79</td>
<td>10.82</td>
<td>10.81</td>
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Calendar Year

Evening Rush

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<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>95th Percentile Planning Time</td>
<td>13.99</td>
<td>15.09</td>
<td>14.97</td>
<td>15.06</td>
</tr>
<tr>
<td>Average Travel Time</td>
<td>10.69</td>
<td>11.48</td>
<td>11.62</td>
<td>11.42</td>
</tr>
</tbody>
</table>

Missouri Department of Transportation 5a2
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

A.M. Mobility

St. Louis Area

Kansas City Area

Springfield Area

Columbia Area

- > 80% of free-flow speed
- 70-80% of free-flow speed
- 60-70% of free-flow speed
- < 60% of free-flow speed
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

P.M. Mobility

St. Louis Area

- > 80% of free-flow speed
- 70-80% of free-flow speed
- 60-70% of free-flow speed
- < 60% of free-flow speed

Kansas City Area

Springfield Area

Columbia Area

Missouri Department of Transportation  5a4
Recurring congestion occurs at regular times, although the traffic jams are not necessarily consistent day-to-day. Nonrecurring congestion is an unexpected traffic crash or natural disaster that affects traffic flow. When either occurs, the time required for a given trip becomes unpredictable. This unreliability is costly for commuters and truck drivers moving goods, which results in higher prices to consumers.

While the desired trend for both costs is downward, challenges exist in Missouri’s metropolitan regions to continue toward this desired outcome. A comprehensive look at congestion is needed, looking beyond typical solutions of adding capacity. Using smarter technology to help guide motorists is a must. Still, the desired outcome is lower congestion costs and an indication that traffic is moving more efficiently.
Missouri Department of Transportation

Operate a Reliable and Convenient Transportation System

Cost of Congestion on State Roads

- Region/CORRIDOR
  - SL
  - KC
  - Rural I-70
  - Rural I-44

<table>
<thead>
<tr>
<th>Region/Corridor</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>SL</td>
<td>398</td>
<td>397</td>
<td>411</td>
</tr>
<tr>
<td>KC</td>
<td>222</td>
<td>198</td>
<td>223</td>
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<tr>
<td>Rural I-70</td>
<td>31</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td>Rural I-44</td>
<td>58</td>
<td>44</td>
<td>35</td>
</tr>
</tbody>
</table>

Traffic Volume on State Roads

<table>
<thead>
<tr>
<th>Region/Corridor</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>SL</td>
<td>10,821</td>
<td>10,772</td>
<td>10,872</td>
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<tr>
<td>KC</td>
<td>6,630</td>
<td>7,016</td>
<td>7,288</td>
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<tr>
<td>Rural I-70</td>
<td>1,405</td>
<td>1,385</td>
<td>1,394</td>
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<tr>
<td>Rural I-44</td>
<td>2,294</td>
<td>2,262</td>
<td>2,275</td>
</tr>
</tbody>
</table>

Desired Trend
A traffic incident is an unplanned event that blocks travel lanes and temporarily reduces the number of vehicles that can travel on the road. The speed of incident clearance is essential to the highway system returning back to normal conditions. Responding to and quickly addressing the incident (crashes, flat tires and stalled vehicles) improves system performance.

St. Louis recorded 2,552 incidents in the past quarter. The average time to clear traffic incidents was 25.3 minutes, a decrease of 8.6 percent compared to the third quarter of 2015.

Kansas City recorded 1,639 incidents in the past quarter. The average time to clear traffic incidents was 26.4 minutes, an increase of 8.6 percent from the third quarter of 2015.

No two incidents are the same, but Kansas City and St. Louis use communication, coordination and data to try reducing the average time to clear. St. Louis has used outreach for the ‘steer it clear’ law to educate the public and first responder partners. Kansas City and St. Louis have coordinated within district for traffic incident management training for those that may respond to an incident. Coordination continues to be a focus and both districts meet regularly to share and learn best practices from each other. Kansas City has recently used data and performance measures to adjust to a corridor emphasis during peak hours in lieu of a larger zone. Major incidents can have a drastic impact on the average time to clear, such as the tractor trailer incident on US 50 that lasted nearly six hours.

OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

**Average time to clear traffic incident – 5c**

RESULT DRIVER:
Becky Allmeroth
State Maintenance Engineer

MEASUREMENT DRIVER:
Randy Johnson
Traffic Center Manager

PURPOSE OF THE MEASURE:
This measure is used to determine the trends in incident clearance on the state highway system.

MEASUREMENT AND DATA COLLECTION:
Advanced transportation management systems are used by the Kansas City and St. Louis traffic management centers to record incident start time and the time when all lanes are declared cleared. Traffic incidents can be divided into three general classes of duration set forth by the Manual on Uniform Traffic Control Devices that include minor, intermediate and major. Each class has unique traffic control characteristics and needs.

**Missouri Department of Transportation 5c**
Average Time to Clear Traffic Incident
St. Louis

Number of Incidents

Calendar Year

Average Time to Clear Traffic Incident
Kansas City

Number of Incidents

Calendar Year

Desired Trend

Operate a Reliable and Convenient Transportation System
Interstates are the arteries that connect our nation and keep people and commerce flowing. When they shut down in Missouri, the country is cut in half. Keeping interstates free-flowing is a top priority for MoDOT, but sometimes vehicle crashes affect the department’s ability to keep the interstates moving.

The I-70 and I-44 charts give a comparison of the duration of the incidents and the actual delay experienced by the travelers as provided by the RITIS tool. Due to the ongoing integration of the systems used by our Traffic Management Centers (TMCs) in St. Louis and Kansas City with the MoDOT Traveler Information Map, the incident data is not available in an accurate form this quarter. These charts are shown as under development until the integration is complete and we are able to get consistent and accurate data. The final map provides a picture of where the incidents are occurring over a full year to see the areas with higher concentrations of incidents.

MoDOT continues to work with emergency response partners to minimize the delay caused by closures on the interstate system. This measure provides more information so staff can focus on the incidents with higher “real” impact to travelers. This information is used to develop and implement strategies and best practices to reduce the impacts to travelers.
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

**I-44 Traffic Impacts**

**I-70 Traffic Impacts**

*UNDER DEVELOPMENT*
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM
Motorists want to get through work zones with as little inconvenience as possible. MoDOT tries to minimize the travel impacts by shifting work to nighttime hours or during times when there are fewer impacts to the traveling public. To get a wider range of data and a better understanding of the impact work zones have on motorists, the department has increased the number of work zones it monitors each quarter.

MoDOT monitored 129 significant work zones this quarter, with 54 major impacts and 63 moderate impacts. The significant projects this quarter that accounted for the most impacts were Columbia I-70 Bridge Repairs, Missouri River Bridge painting in Jefferson City and I-70 bridge repairs in St. Louis. This brings the year-to-date totals to 343 work zones monitored with a total of 80 major impacts and 118 moderate impacts.

Based on work zone surveys received through this year, 45 percent of motorists are satisfied with timeliness when traveling in a work zone.
Operate a reliable and convenient transportation system

### Work Zone Impacts

- **Calendar Year**
  - 2013: 21, 50, 64
  - 2014: 38, 49, 39
  - 2015: 156, 116, 19
  - YTD 2015: 104, 40
  - YTD 2016: 80

- **Number**
  - Major Impacts (15 or more minutes)
  - Moderate Impacts (10 to 14 minutes)

**Desired Trend Impacts**

### Customer Satisfaction with Timeliness When Traveling in a Work Zone

- **Calendar Year**
  - 2013: 69
  - 2014: 57
  - 2015: 41
  - YTD 2015: 41
  - YTD 2016: 45

**Desired Trend**

Missouri Department of Transportation 5e2
MoDOT is committed to improving air quality through modifying its daily operations, incorporating employee actions and education, providing information to the public, leading air quality improvements, managing congestion to reduce emissions, providing alternative choices for commuters and promoting the use of environmentally friendly fuels and vehicles.

Effectiveness of Improving Air Quality

**MEASUREMENT AND DATA COLLECTION:**
MoDOT is still determining what pollutants to track and what concentration levels will align with the U.S. Environmental Protection Agency’s air quality standards. At this time, the department collects data on oxides of nitrogen, volatile organic compounds, fine particulate matter and carbon monoxide. Because this measure is part of the latest federal surface transportation act’s performance requirements, guidance for measurement and data collection will be established in 2016.
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 rate to winter events provides good customer service for the traveling public while keeping costs as low as possible.

The 2015-2016 winter was relatively light with less than average winter precipitation. It took an average of 3.3 hours to meet MoDOT’s objective for continuous operations routes, and an average of 4.7 hours for non-continuous routes. These numbers compare favorably with the type of storms received and our historical performance.

Winter operations, on average, cost about $46.8 million dollars per year. As of March 31, 2016, MoDOT has expended $22.9 million dollars responding to events this winter. The money and time spent on clearing the roads of snow and ice means funds are not available to maintain the roadways in the spring, such as surface improvements, sign repair, brush cutting and drainage work.
Average Time to Meet Winter Storm Event Performance Objectives

<table>
<thead>
<tr>
<th>Winter Season</th>
<th>Continuous Operations Routes</th>
<th>Non-Continuous Routes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>2.8</td>
<td>3.9</td>
</tr>
<tr>
<td>2012-13</td>
<td>3.9</td>
<td>4.2</td>
</tr>
<tr>
<td>2013-14</td>
<td>5.2</td>
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<td>2014-15</td>
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<tr>
<td>2015-16</td>
<td>3.3</td>
<td>4.7</td>
</tr>
</tbody>
</table>

Average Cost of Winter Operations

<table>
<thead>
<tr>
<th>Winter Season</th>
<th>Dollars (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>18.1</td>
</tr>
<tr>
<td>2012-13</td>
<td>46.1</td>
</tr>
<tr>
<td>2013-14</td>
<td>74.6</td>
</tr>
<tr>
<td>2014-15</td>
<td>51.1</td>
</tr>
<tr>
<td>2015-16</td>
<td>22.9</td>
</tr>
</tbody>
</table>

Missouri Department of Transportation 5g2
While MoDOT has improved more than $17.1 million of deficient ADA facilities in the right of way since 2008, additional work totaling more than $134.2 million is still necessary to complete the 2010 ADA Transition Plan inventory by August 2027. To meet the MHTC commitment, MoDOT needs to be improving more than $12.2 million of improvements each and every year until 2027.

MoDOT’s annual investment in pedestrian facilities for the first three quarters of 2016 totaled $5.9 million; however, in the third quarter the total awarded was only $701,172 of the total for the year so far. In 2014, the annual investment was an all-time high of $11.7 million. Since 2008, MoDOT has invested more than $60.7 million in pedestrian facilities statewide.

So far in calendar year 2016, a total of only $755,000 has been completed in right of way improvements.

In February 2016, the Commission increased funding available to the districts for use on correcting ADA transition plan items by $5 million annually. This new funding source is intended to be additional funding beyond current programmed amounts so districts can begin to make substantial progress toward meeting the 2027 commitment.

MoDOT has committed to complete the ADA transition plan improvements, including cross slope corrections, as work is being done on the adjacent roadway section or by standalone projects by August 2027.
Investment in Pedestrian Facilities
Based on Contract Awards

Calendar Year

Calendar Year

Progress Toward Completion of Transition Plan
Right of Way

Missouri Department of Transportation  5h2
Missouri Department of Transportation

Planes, trains, ferries and transit are vital means of transport for Missourians. Alternative modes of transportation connect Missourians to work, healthcare and other necessary activities. They also are used to grow Missouri’s economy and create jobs. Missouri’s current transportation funding for these modes is inadequate and unreliable. The state is unable to meet even the existing needs for these important transportation system components.

The number of ferryboat passengers for the first quarter of fiscal year 2017 totaled 12,916, a decrease of 785 from the 13,701 passengers for the same period last year. The Mississippi County ferry service saw an 18 percent increase in ridership, while the New Bourbon service saw a 27 percent decrease. New Bourbon’s ferry was closed for the month of July for repairs necessary for the ferry’s US Coast Guard inspection and recertification.

Ridership on Missouri River Runner trains declined slightly with 45,656 riders in first quarter FY 2017 compared 46,937 riders in first quarter FY 2016. Low gas prices and construction on the high-speed rail corridor between St. Louis and Chicago continue to impact ridership, but the effects appear to be leveling off, aided by 86 percent on-time performance.

Transit ridership (passenger boardings) showed a decrease from 62.8 million trips in FY 2015 to 59.1 million trips in FY 2016. Urban ridership, which accounts for more than 95 percent of the ridership totals for the state, decreased 6.1 percent in FY 2016, while rural ridership increased 1.1 percent in FY 2016. The overall decrease in ridership in FY 2016 can be attributed to low gas prices.

The number of airline passengers has remained fairly steady from 2011 to 2015, with a slight increase in passenger enplanements (boardings) for 2015. In July 2016, MoDOT issued air service grants to commercial service airports. These grants can be used for air service promotion and marketing and to study potential new routes. The ability to issue these grants is tied to the amount of revenue deposited in the state Aviation Trust Fund per calendar year. Due to declining revenues, it is possible air service grants will not be issued in FY 2018.
Number of Ferryboat Passengers

- **Fiscal Year 2013**: 38.3 thousand (4th Qtr: 9.9), 5.5 thousand (3rd Qtr: 5.0), 12.5 thousand (2nd Qtr: 12.5), 10.9 thousand (1st Qtr: 10.9)
- **Fiscal Year 2014**: 60.5 thousand (4th Qtr: 18.7), 11.3 thousand (3rd Qtr: 11.3), 25.0 thousand (2nd Qtr: 25.0), 5.0 thousand (1st Qtr: 5.0)
- **Fiscal Year 2015**: 40.5 thousand (4th Qtr: 11.2), 8.8 thousand (3rd Qtr: 3.2), 17.3 thousand (2nd Qtr: 17.3), 13.7 thousand (1st Qtr: 13.7)
- **Fiscal Year 2016**: 38.6 thousand (4th Qtr: 13.3), 8.3 thousand (3rd Qtr: 3.3), 8.8 thousand (2nd Qtr: 8.8), 12.9 thousand (1st Qtr: 12.9)
- **YTD 2017**: 12.9 thousand (4th Qtr), 12.9 thousand (3rd Qtr), 12.9 thousand (2nd Qtr), 12.9 thousand (1st Qtr)

Number of Rail Passengers on Missouri State-Sponsored Trains

- **Fiscal Year 2013**: 197.0 thousand (4th Qtr: 52.7), 44.7 thousand (3rd Qtr: 44.7), 49.1 thousand (2nd Qtr: 49.1), 50.5 thousand (1st Qtr: 50.5)
- **Fiscal Year 2014**: 189.2 thousand (4th Qtr: 46.6), 41.4 thousand (3rd Qtr: 41.4), 47.8 thousand (2nd Qtr: 47.8), 53.4 thousand (1st Qtr: 53.4)
- **Fiscal Year 2015**: 185.6 thousand (4th Qtr: 44.3), 38.9 thousand (3rd Qtr: 38.9), 48.8 thousand (2nd Qtr: 48.8), 53.6 thousand (1st Qtr: 53.6)
- **Fiscal Year 2016**: 172.0 thousand (4th Qtr: 35.4), 35.4 thousand (3rd Qtr: 35.4), 46.0 thousand (2nd Qtr: 46.0), 46.9 thousand (1st Qtr: 46.9)
- **YTD 2017**: 45.7 thousand (4th Qtr), 45.7 thousand (3rd Qtr), 45.7 thousand (2nd Qtr), 45.7 thousand (1st Qtr)
OPERATE A RELIABLE AND CONVENIENT TRANSPORTATION SYSTEM

### Number of Transit Passengers

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>MO Total Trips</th>
<th>WI Total Trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>66.7</td>
<td>74.9</td>
</tr>
<tr>
<td>2013</td>
<td>62.5</td>
<td>72.3</td>
</tr>
<tr>
<td>2014</td>
<td>63.1</td>
<td>65.1</td>
</tr>
<tr>
<td>2015</td>
<td>62.8</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>59.1</td>
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</table>

### Number of Airline Passengers

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>MO</th>
<th>MD</th>
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</thead>
<tbody>
<tr>
<td>2011</td>
<td>11.2</td>
<td>11.7</td>
</tr>
<tr>
<td>2012</td>
<td>11.3</td>
<td>11.6</td>
</tr>
<tr>
<td>2013</td>
<td>11.2</td>
<td>11.6</td>
</tr>
<tr>
<td>2014</td>
<td>11.1</td>
<td>11.7</td>
</tr>
<tr>
<td>2015</td>
<td>11.9</td>
<td></td>
</tr>
</tbody>
</table>
(This page is intentionally left blank for duplexing purposes.)
USE RESOURCES WISELY

Brenda Morris, Financial Services Director

Tracker

MEASURES OF DEPARTMENTAL PERFORMANCE
MoDOT has access to many resources including people, funding, supplies and equipment. Taxpayers trust MoDOT is a good steward of these limited resources while limiting the impact on our environment. We are accountable for everything we do.
Having the right number of employees to provide outstanding customer service and respond to the state’s transportation needs, especially during emergency situations, is an important part of MoDOT’s effort to use resources wisely.

During fiscal year 2017, the FTE levels for salaried employment have increased compared to the same time last fiscal year. FTEs for salaried employment have increased mainly due to overstaffing in field maintenance. FTEs for temporary employment, as well as overtime worked, have remained relatively consistent compared to the same time last fiscal year.

**Number of full-time equivalencies expended – 6a**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Number of Full-Time Equivalencies Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4,966 2014 5,037 2015 5,047 2016 5,021 2017 5,076</td>
</tr>
<tr>
<td>YTD 2016</td>
<td>4,990 5,042 202 139 88 15 17 38</td>
</tr>
<tr>
<td>YTD 2017</td>
<td>5,813 5,653 5,653 5,653 5,653 5,653 5,653 5,656</td>
</tr>
</tbody>
</table>

**RESULT DRIVER:** Brenda Morris
**Financial Services Director**

**MEASUREMENT DRIVER:** Aaron Kincaid
**Employment Manager**

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

**MEASUREMENT AND DATA COLLECTION:**
This measure converts the regular hours worked or on paid leave of temporary and salaried employees, as well as overtime worked (minus any hours that are flexed during the workweek), to FTEs. In order to calculate FTEs, the total number of hours worked or on paid leave is divided by 2,080. For comparison purposes, data for salaried employment is annualized, whereas temporary employment and overtime data represent actual year-to-date calculations. Salaried headcount is different than FTEs and is not included in the chart.
MoDOT wants employees to be satisfied with their work and workplace and feel like they are a good fit for their jobs. Employee satisfaction can be a driver of overall organizational performance. The more satisfied and engaged employees are with the workplace, the more discretionary effort they are willing to put forth on the job.

Between 2005 and 2010, the average employee satisfaction ratings and percent of satisfied employees both showed upward trends with peaks in 2009. Following a four-year break, the employee survey was conducted in the spring of 2014 and showed little change from the 2010 survey. Given the major organizational changes the department went through, the slight decline in job satisfaction from 3.5 in 2010 to 3.4 in 2014, and the slight decrease in the percentage of satisfied employees from 65 percent in 2010 to 64 percent in 2014 was seen as good. In fact, the percentage of very satisfied employees during that period increased from 7 percent in 2010 to 11 percent in 2014.

Following the 2014 survey, five employee-led teams worked to develop a series of recommendations to the concerns employees raised in the survey. The recommendations are in various stages of implementation.

The most recent employee survey was conducted in the spring of 2016. Overall job satisfaction increased from 3.40 in 2014 to 3.55 in 2016. The percentage of satisfied employees also increased from 64 percent in 2014 to 69 percent in 2016. The survey results also show the percentage of very satisfied employees increased from 11 percent in 2014 to 15 percent in 2016.

Areas of low satisfaction centered on not having acceptable opportunities for professional growth and not making MoDOT employees feel valued. The lack of salary increases was scored low on most surveys and dominated written comments as well. Areas of high satisfaction revolved around having a cooperative work unit and having supervisors support needs to balance work and family.
When employees leave MoDOT, the department loses a large investment in recruiting, hiring and training its workforce. While some turnover is appropriate, MoDOT needs to retain a great workforce that has the knowledge and specialized skills to deliver the department’s commitments and provide outstanding customer service.

The overall turnover rate, combining the voluntary and involuntary turnover, has increased slightly from 2.68 percent in the first quarter of fiscal year 2016 to 2.79 percent in the first quarter of FY 2017. In the first quarter of FY 2017, voluntary turnover rates (51 retirements and 78 resignations) showed a slight downward trend. Involuntary turnover has increased from 5 separations (dismissals) in the first quarter of FY 2016 to 12 involuntary separations in the first quarter of FY 2017.

The increase in overall turnover is linked to an increase in dismissals. Voluntary turnover rates are decreasing slightly which may be partly attributable to recent salary adjustments. First-year turnover remains high and is the focus for the department’s employee retention efforts through the onboarding program.
State and federal revenue projections help MoDOT staff do a better job of budgeting limited funds for its operations and capital program. The desired trend is for actual revenue to match projections with no variance.

The actual state revenue for road and bridge from motor fuel taxes, motor vehicle sales taxes, motor vehicle and driver licensing fees, and miscellaneous was 3.3 percent more than projected through the first quarter of fiscal year 2017. The majority of the increase is related to motor fuel taxes and motor vehicle sales taxes. The negative variance of 4.7 percent for non-highway modes is mostly attributable to the jet fuel sales tax.

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. In December 2015, Congress passed a five-year federal transportation reauthorization act entitled Fixing America’s Surface Transportation Act. The FAST Act increases the amount of road and bridge funding for all state transportation departments. 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 costs for materials and labor have doubled, and even tripled for some materials, in the same timeframe.
Projected vs. Actual Federal Revenue Comparison
Road and Bridge

Projected vs. Actual Federal Revenue Comparison
Non-highway Modes

Missouri Department of Transportation 6d3
MoDOT works with public agencies to leverage its limited resources to implement projects that might not otherwise be built. The Missouri Highways and Transportation Commission suspended MoDOT’s statewide Cost Share Program in January 2014, not awarding any funding beyond FY 2017. In addition to the Cost Share Program, MoDOT occasionally partners with other agencies to deliver transportation projects with district funds. MoDOT also competes for discretionary federal transportation funding to improve the state transportation system. In addition, MoDOT partners with developers and other private entities to make improvements to the state transportation system through the permitting process.

The amount of funds invested by partnering entities in MoDOT projects has generally been on a gradual decline – with the notable exception of FY 2015. During FY 2015, there were several large partnership projects including the Fairfax Bridge in Kansas City, cost shared with Kansas, as well as several significant local agency projects on the state system. By FY 2016, external partnering returned to an amount more in line with that occurring from FY 2012 to FY 2014. External partner investment in FY 2016 was $69 million, which is down significantly from $142 million in FY 2015, but much closer to the $76 million annual investment previously received in FY 2013 and FY 2014.

The percent of projects with funding participation from partnering agencies has also declined from 17.8 percent in FY 2015 to 9.4 percent in FY 2016. The percent of projects involving partnering funds is the same as FY 2012, but is below the average annual percentage of projects with partnering funds over the five-year period, which is 11.6 percent.

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

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

- **Amount of Partnering Funds**
- **Percent of STIP Projects with Partnering Agreements**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Dollars (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>83</td>
</tr>
<tr>
<td></td>
<td>9.4</td>
</tr>
<tr>
<td>2013</td>
<td>76</td>
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<td>7.9</td>
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<td>2014</td>
<td>76</td>
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<td>13.4</td>
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<td>2015</td>
<td>142</td>
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<td></td>
<td>17.8</td>
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<tr>
<td>2016</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>9.4</td>
</tr>
</tbody>
</table>

Missouri Department of Transportation 6e2
During the long-range planning process, “On the Move,” Missourians chose more transportation choices as a top priority. MoDOT works closely with its multimodal partners to provide more choices within the available funding amounts. In fiscal year 2016, state and federal expenditures for multimodal programs increased $4.2 million and $4.1 million, respectively.

Aviation – State expenditures increased from $6.5 million to $7.2 million and federal expenditures increased from $21 million to $28 million. In FY 2016, state funds were 20 percent of total funds invested. Federal Aviation Administration and State Aviation Trust funds require a minimum local match of 10 percent.

Rail – State expenditures increased from $11.7 million to $12.5 million, and federal expenditures decreased from $17.9 million to $16.3 million. In FY 2016, state funds were 43 percent of total funds invested.

Transit – State expenditures decreased from $4 million to $3.6 million, and federal expenditures decreased from $32.6 million to $31.4 million. In FY 2016, state funds were 10 percent of total funds invested. FTA funds require a local match of varying percentages depending on the program.

Waterways – State expenditures increased to 6.4 million in FY 2016 while federal expenditures remained at zero dollars. Local funds in FY 2016 totaled $1.2 million. The waterways capital improvement program requires a minimum local match of 20 percent.

Freight – State expenditures increased from $650,000 to $850,000 and federal expenditures were zero dollars. Local funds in FY 2016 totaled $170,000. The freight enhancement program requires a minimum local match of 20 percent.
USE RESOURCES WISELY

Percent of State Funds Invested in Non-Highway Modes of Transportation

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Percent State</th>
<th>Federal Expenditures</th>
<th>State Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>46.8</td>
<td></td>
<td>23.8</td>
</tr>
<tr>
<td>2013</td>
<td>66.7</td>
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<td>21.4</td>
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<tr>
<td>2014</td>
<td>71.3</td>
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<tr>
<td>2015</td>
<td>71.6</td>
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<td>26.9</td>
</tr>
<tr>
<td>2016</td>
<td>75.7</td>
<td></td>
<td>30.6</td>
</tr>
</tbody>
</table>

Dollars (in millions)

Fiscal Year

DESIRABLE TREND

Missouri Department of Transportation 6f2
Some of the federal funds MoDOT receives are required to be passed through to local entities, such as cities and counties. Available funds for local entities include those that are allocated this year and those that have not been committed in prior years. When local entities use federal funds, they provide the matching funds. Matching funds provided by local entities help MoDOT use all the transportation federal funding available to Missouri.

In federal fiscal year 2016, 102 percent ($145 million) of the available funds have been committed to local projects. This represents a 10 percent increase in commitments compared to FFY 2015. Since FFY 2013, the percent of local program funds committed to projects has increased from 58 percent to 102 percent. The local program was able to commit more than what was available by using a small portion of anticipated FFY 2017 funds. MoDOT has met its goal of committing 100 percent of local program funds to projects for FFY 2016.

**Percent of local program funds committed to projects – 6g**

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

**Desired trend percent**

<table>
<thead>
<tr>
<th>Federal Fiscal Year</th>
<th>Available Balance</th>
<th>Committed</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
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<td>187</td>
<td>187</td>
</tr>
<tr>
<td>2016</td>
<td>142</td>
<td>145</td>
</tr>
</tbody>
</table>

Missouri Department of Transportation  6g
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 often are used to ensure invoices are submitted on a timely basis.

MoDOT’s continued efforts have led to a decrease in the inactive projects since federal fiscal year 2013 when the inactive percent was 2.8 percent. For the fourth quarter of FFY 2016, inactive projects were 0.2 percent ($2.1 million). Missouri’s inactive projects continue to stay below FHWA’s national goal of 2 percent and below the national total inactive percentage of 2.1 percent. 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.

**Measurement and Data Collection:**
The data is obtained from Federal Highway Administration’s quarterly inactive projects report and is based on the federal fiscal year from Oct. 1 through Sept. 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.

**Result Driver:**
Brenda Morris
Financial Services Director

**Measurement Driver:**
Sunny Wilde
Financial Services Coordinator

**Purpose of the Measure:**
This measure tracks the percent of inactive federal projects.
Advance construction is an innovative finance tool MoDOT uses to more efficiently manage its limited resources. Advance construction provides states the ability to move forward with projects utilizing state resources, while preserving the ability to apply and receive federal reimbursement at a later date. Advance construction helps provide the 20 percent match required for federal funds. Without advance construction, MoDOT would have had difficulty matching federal funds in the last several years.
The fuel consumption measure shows a slight increase, and the fuel efficiency measure shows a decrease for the first quarter of fiscal year 2017 compared to the first quarter of FY 2016. Fuel consumption in FY 2017 has increased by 207,139 gallons compared to FY 2016. Mileage recorded for the five vehicle classes in FY 2017 has increased by 299,673 miles compared to FY 2016. During the first quarter of FY 2017, fewer gallons were used to perform flood restoration and drainage. For the same period, increases in gallons used for asphalt pavement repairs were also recorded. Increase in roadway work activities such as asphalt repairs resulted in a decrease in fuel efficiency of 0.6 miles per gallon compared to the same period last year.

The fleet threshold chart will be updated in January 2017.
Annual miles and/or hours threshold. Fleet threshold analysis based on life of vehicle.
Missouri Department of Transportation 6k

For more than a decade, MoDOT has incorporated recycled asphalt pavements and roof shingles into new asphalt pavements to help offset increasing costs. While the cost of rock, sand, liquid asphalt, labor, fuel and equipment have increased, recycling efforts have helped offset the cost increases. In 2015, 27 percent of the 3.8 million tons of new asphalt pavement constructed came from recycled components. Based on tonnages bid in 2015, this saved MoDOT and taxpayers about $7 per ton, or $15.5 million overall. The $15.5 million savings would be equivalent to improving more than 350 miles of a two-lane roadway with a thin overlay.

MoDOT also engages in internal recycling efforts. The amount of recycled materials has decreased steadily since 2011; however, in 2015 rose slightly compared to 2014. The majority of the recycled products come from aluminum, cardboard, office paper, scrap rubber/tires, scrap metal, motor oil and antifreeze. In fiscal year 2015, 1,900 tons of scrap metal made up the majority of the recycling, followed by 330 tons of motor oil (equivalent to more than 73,000 gallons) and 220 tons of rubber/tires (equivalent to about 20,000 passenger car tires). In FY 2015, it cost more than $236,000 to recycle some items, such as scrap rubber/tires and to shred documents. Other recycling efforts returned more than $456,000 in revenue. The result was slightly more than $220,000 in net revenue.

Recycling is good for the environment and helps continue to stretch available funds.

Missouri Department of Transportation 6k
MoDOT seeks to reduce its impact on Missouri natural resources by complying with environmental laws and regulations. The department is serious about protecting human health, air, water, wildlife and ecosystems. Compliance with environmental laws and regulations helps to prevent and counteract possible damage from MoDOT activities. In addition, violations with fines assessed against MoDOT result in less funding for transportation projects.

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

A Referral NOV (referred to enforcement) was issued in the third quarter of 2016 to MoDOT and its contractor for 12 points of failure in operating a large generator of hazardous waste for the Route 54/63 bridge over the Missouri River. The NOV included improper lead-based paint removal and disposal practices.

The other NOV for the year was from DNR for the cumulative past warnings of exceeding wastewater standards and related overdue monitoring reports for the Conway Welcome Center.

This same welcome center received a LOW in the third quarter of 2016 from DNR for exceedance of effluent limitations for total suspended solids established in the facilities operating permit.

Previously, DNR issued three LOWs and a letter of compliance with the Safe Drinking Water Law for the Conway Welcome Center. MoDOT received a LOW from DNR for not submitting an Operation and Maintenance Report for the erosion control permit. DNR also issued a letter of compliance for Long-Term Stewardship of the MoDOT Mulberry facility in Kansas City.

LOWs have ranged from three to 15 in the past five years. They have been significantly down the last two years.
There is no benchmark for this measure because MoDOT has a zero-tolerance policy toward NOVs. So regardless of what other states are doing, MoDOT’s desired results are zero NOVs.
MoDOT is committed to ensuring all land disturbance projects are in compliance with environmental laws through the use of adequate erosion and sediment control practices.

One consent decree violation occurred in the third quarter of 2016 for the 51 projects with greater than one acre of land disturbance. The current violation results from a post run-off report not being incorporated in the database within the required time because an employee was out due to illness. The violation has an anticipated stipulated penalty of $100. The importance of inspection backup personnel has been stressed to ensure future absences will not result in reporting violations.

The accumulated total violations equal two while total accumulated penalties paid equal zero dollars. The Environmental Protection Agency exercised their option to waive the stipulated penalty shown for the fourth quarter of 2015. The anticipated stipulated penalties shown for the third quarter of 2016 will be documented in the annual report to the EPA in March 2017, and any mandated payments will be determined after their evaluation of the report.

**Purpose of the Measure:**
This measure helps MoDOT track compliance with its stormwater permit and court ordered consent decree, which resulted from stormwater violations in 2010 and 2011. The consent decree established requirements for MoDOT projects where greater than one acre of land is disturbed.

**Measurement and Data Collection:**
A stormwater compliance database will be used to record the compliance of MoDOT and construction contractors with the following requirements:
- maintain personnel in stormwater oversight positions;
- obtain the required stormwater training;
- ensure timely stormwater inspections and;
- ensure the resulting stormwater control repairs are completed within the required time.

The database also tracks the fines that result from not meeting the requirements of the decree. The data reported in this measure will be both the number of failures to meet the requirements and the dollar amount of the stipulated penalties that result during each quarter of the calendar year for the next three years. Data collection began in the last quarter of 2015.

**Use Resources Wisely**

**Number of stormwater violations – 6m**

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(This page is intentionally left blank for duplexing purposes.)
Missouri’s transportation system has a direct impact on the state’s economy. Missouri businesses depend on our roadways, rail, waterways and airports to move their products and services both nationally and globally. An efficient, well-connected transportation system helps attract new businesses to our communities and helps existing businesses maintain a competitive edge with easy customer access, minimal shipping costs and strong links to a diverse workforce. We believe investments in transportation should create jobs and provide opportunities for advancement to all Missouri citizens. An investment in transportation should provide a positive economic impact on both the citizens we serve and the communities in which they live.
Investment in transportation improvements has long been held as a major economic engine that drives growth in job creation, personal income and new value added to Missouri’s economy.

Based on MoDOT’s 2017-2021 Statewide Transportation Improvement Program investment of $5.5 billion, the program is estimated to create 4,343 jobs – a 53 percent increase when compared to MoDOT’s 2016-2020 STIP. Transportation investments are expected to contribute $13 billion of economic output during the next 20 years, resulting in a $2.50 return on every $1 invested in transportation. This year’s return on investment, $2.50, is a 2 percent increase in comparison to last year’s STIP return of $2.44.

The increase in economic return is due to the increasing construction investment of highway and bridge improvements. Though these figures tell a powerful economic story, they also are a sign of missed opportunity. Current investments must focus on maintaining our current transportation system, rather than new major projects that offer a larger economic return.
Economic Return from Transportation Investments
Annual Employment Benefit

Number of Jobs Created

- 2013-2017: 6,780
- 2014-2018: 6,528
- 2015-2019: 3,946
- 2016-2020: 2,836
- 2017-2021: 4,343

Fiscal Years

Economic Return from Transportation Investments
20-Year Benefit Ratio for Every Dollar Invested

- 2013-2017: 3.64
- 2014-2018: 3.62
- 2015-2019: 2.97
- 2016-2020: 2.44
- 2017-2021: 2.50

Dollars

Fiscal Years

Missouri Department of Transportation 7a2
Transportation infrastructure leads to the attraction of new businesses and of employers looking to expand. These actions lead to new jobs, new opportunities and new revenue for states. A robust transportation infrastructure allows manufacturers to distribute their products quickly and inexpensively and allows citizens to get to work and to conduct business efficiently.

Prior to 2012, Missouri’s national rank in transportation infrastructure was in the top nine. In 2012, Missouri decreased to 20th in the national rankings as the measure added time it takes to commute to work. The ranking improved in 2013 as the measure changed to quantity of goods shipped instead of value. Missouri’s ranking declined beginning in 2014 as the measure changed back to value of goods shipped instead of quantity.

Missouri’s 2016 ranking for infrastructure is 9th best in the nation. Overall, infrastructure was Missouri’s highest rated area for the ten categories in the study, which included workforce, cost of doing business and quality of life. The overall ranking for Missouri is 31st best in the nation.

Missouri’s infrastructure ranking will be challenging to maintain without a solution to the state’s long-term insufficient transportation funding challenge.

**National Ranking of Transportation Infrastructure**

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Ranking</th>
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</thead>
<tbody>
<tr>
<td>2012</td>
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</tr>
<tr>
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<td>2015</td>
<td>9th</td>
</tr>
<tr>
<td>2016</td>
<td>5th</td>
</tr>
</tbody>
</table>

**Missouri Department of Transportation 7b**
2016 Transportation Infrastructure Scores by State

State
IN  TN  TX  GA  MN  ND  OH  KS  MO  FL  NV  UT  KY  NM  AZ  IA  IL  WI  NE  AL  AR  SC  MT  ID  OK  MI  SD  CO  CO  NC  MS  VA  CA  LA  PA  DE  AK  OR  WA  WV  VT  MA  NY  MD  NJ  HI  CT  ME  NH  RI

Score
0  50  100  150  200  250

Missouri Department of Transportation  7b2
Missouri Department of Transportation 7c

ADVANCE ECONOMIC DEVELOPMENT

National ranking in revenue per mile – 7c

MoDOT stretches transportation revenue as far as it can in order to put as much as possible into roads and bridges. The cost to build and maintain roads and bridges increased sharply during the past 10 years due to inflation.

In fiscal year 2014, the national average for revenue per mile was $216,533. Missouri’s revenue per mile of $50,766 currently ranks 47th in the nation. Missouri’s ranking has continually declined since FY 2011 when Missouri was ranked 40th.

Missouri’s state highway system, consisting of 33,873 centerline miles in FY 2014, is the seventh largest system in the nation. In addition, Missouri ranks sixth nationally in number of bridges with 10,394 bridges. New Jersey’s revenue per mile of $1,677,657 ranks first. However, its state highway system includes only 2,340 miles and 2,423 bridges.
Product transportation costs vary depending on the efficiency, reliability, safety and modal options in a state’s transportation system. Accumulation of the costs to transport in each step in the supply chain starting at product origination, to travel to the production facility and finally to market directly impacts the final cost and how competitive the product is in the global market. Transportation costs account for 9 - 14 percent of a product’s market price. Therefore, maintaining low transportation costs is critical to retain and expand current businesses in Missouri and attracting new businesses to create new employment.

The three key Missouri products (soybeans, finished motor vehicles and chemical manufacturing) analyzed on the accompanying graphs combined account for more than $8 billion in revenue annually while employing more than 300,000 Missouri workers. Missouri producers of these products compete with other states and other countries for customers. The graphs compare Missouri transportation costs to those of the closest domestic competitors. At this time, Missouri’s transportation cost is among the lowest of these competitors. Maintaining low transportation costs is critical for Missouri’s continued success in all markets.

Deterioration of any of the factors influencing transportation cost not only impacts the competitiveness of Missouri products in external markets, it also influences the cost to bring products into Missouri, which controls the prices at local stores.

MoDOT plays an active role in keeping costs low by working with existing businesses to identify transportation barriers that reduce their competitiveness regardless of transportation mode. These barriers can include bridges with load postings, closed bridges, rough pavement, at-grade rail crossings, congestion and inability to access a port or airport. MoDOT continually aims to find solutions for these barriers, but Missouri’s transportation funding does not allow the agency’s ability to fully respond to those needs.
CROP PROTECTION PRODUCTS (CHEMICALS)

The Route from Hannibal to Los Angeles by Truck

The Route from Competitor States to Los Angeles by Truck

The Cost of Shipping One Ton of Crop Protection Products to Los Angeles by Truck

- California: $38
- Texas: $141
- Missouri: $163
- Illinois: $199
- Ohio: $208
- New York: $262
Everything comes from somewhere. How it gets from place to place depends on a number of factors. These modes experience volume shifts from year to year, often based on the health of the national economy and shifts in consumer preferences. A key element to a healthy economy is a robust transportation system.

State funding cannot address transportation needs other than highways and bridges. Moving 900 million tons of freight a year requires thoughtful improvements of transportation facilities such as ports, railroads and airports. Yet many of these needs remain underfunded.

During the first half of 2016, Missouri experienced about a 5 percent decrease in freight movements as compared to the previous year. Coal shipments via rail continue to decline and are primarily responsible for the 10 percent decrease in railroad tonnage. Motor carriers continued to haul the most tonnage, which can be attributed to continued demand for durable goods shipments, which tend to move by truck. Ports experienced about an 11 percent increase in tonnage. Missouri’s public ports’ increased tonnage is attributed to agricultural exports in southeast Missouri and steel imports in St. Louis.

**ADVANCE ECONOMIC DEVELOPMENT**

Freight tonnage by mode – 7e

Missouri Department of Transportation 7e
Time is money. Delay impacts the cost of goods and reduces an organization’s ability to compete on a global basis. American businesses require more operators and equipment to deliver goods when delays lengthen shipping time. Businesses must hold more inventories in more distribution centers to deliver products quickly when lengthier trips are unreliable and slow. Slow traffic also affects the local economy by reducing the number of workers and job sites within easy reach of a location.

Growth in freight volumes is a major contributor to congestion in urban areas and on intercity routes. Long-distance freight movements are often a significant contributor to local congestion, and local congestion typically impedes freight to the detriment of local and distant economic activity. Unfortunately, Missouri’s long-term transportation funding is insufficient to address congestion factors.

On average, those shipping by truck can expect a delay of 13.3 minutes per trip on I-70, 29.2 minutes on I-44, 12.7 minutes on I-55 and 8.6 minutes on I-35. The annual cost of delay for the trucking industry on I-70 is $45.7 million, $58.1 million on I-44, $16.9 million on I-55, and $12.3 million on I-35.

*2013 data contains only July through December.
The reliable movement of goods by truck is critical to Missouri’s economy. Travel time reliability is the variation of travel time for the same trip from day to day. When the variability is large, the travel time is unreliable; and, vice versa, when there is little to no variability, the travel time is reliable. Variable or unpredictable travel times make it more difficult for motor carriers and shippers to plan their travel, often forcing them to add extra time to protect themselves against the uncertainty of arrival times. This uncertainty can lead to unproductive travel decisions that waste time and money. The map includes four freight-significant corridors: I-70, I-44, I-55 and I-35. The color green indicates the most reliable travel times; yellow slightly less reliable; and red the least reliable of travel times.

In calendar year 2015 Kansas City and St. Louis metropolitan areas both improved truck travel time reliability reducing previously identified red areas. Springfield and Joplin were unchanged. I-35 South improved in Clay County near Liberty from yellow to green. I-70 East improved in Lafayette County at both Odessa and Concordia from yellow to green. I-44 East improved in Pulaski County near Waynesville from red to yellow and Franklin County near St. Clair from yellow to green. I-55 South improved in New Madrid County near Marston from yellow to green and Pemiscot County near Caruthersville from red to yellow.

MoDOT continually seeks ways to deliver the infrastructure to support reliable trips for drivers and to help keep costs down and improve travel-time reliability.
The Cost Share/Economic Development Program builds partnerships with local entities to pool efforts and limited resources in order to deliver state highway and bridge projects. In the past, MoDOT allocated $45 million of Cost Share/Economic Development funds annually based on the funding distribution formula set by the Missouri Highways and Transportation Commission. Each year, a minimum of $5 million was set aside for projects that demonstrated economic development through job creation. MoDOT contributed up to 100 percent of the total cost for projects on the state highway system if the Missouri Department of Economic Development verified that the project created jobs. Retail development projects were not eligible.

The Missouri Highways and Transportation Commission suspended the Cost Share/Economic Development Program on Jan. 8, 2014. Projects already reviewed and approved by the cost share committee are eligible to move forward. However, no additional projects will be considered for funding.

In fiscal year 2016, Ford Motor Company created 256 verified new jobs in conjunction with interchange improvements at Interstate 35 and U.S. Route 69 in Clay County. Doyle Enterprises created 54 verified new jobs in conjunction with interchange improvements at U. S. Route 61 and County Road 334.
ADVANCE ECONOMIC DEVELOPMENT

Jobs Created by Projects Funded Through the Economic Development Program

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>2015</td>
<td>0</td>
</tr>
<tr>
<td>2016</td>
<td>310</td>
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Economic Development Projects Approved with Estimated Future Job Creation

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<thead>
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<th>Fiscal Year</th>
<th>Number</th>
</tr>
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<td>0</td>
</tr>
<tr>
<td>2016</td>
<td>0</td>
</tr>
</tbody>
</table>
By placing the right people in the right position, MoDOT can better serve its customers and help fulfill its responsibilities to taxpayers.

The number of minority employees increased by 6.6 percent (469 to 500) from the fourth quarter of fiscal year 2016 to the first quarter of FY 2017. The number of female employees increased by 0.5 percent from fourth quarter of FY 2016 to first quarter of FY 2017 (918 to 923). When compared to overall employment, the percent of females decreased (18.07 to 18.00) but is still above Missouri availability of 15.68 percent. The percent of minorities increased (9.23 to 9.75) and remains below Missouri availability of 11.77 percent. Total full-time employment during this quarter increased from 5,079 to 5,129.

During the first quarter of FY 2017, MoDOT has developed new relationships with organizations and universities that are geared toward minorities and females. MoDOT has expanded its partnership with Lincoln University to include employment preparedness training opportunities and increased presence in discipline-specific classrooms. These good-faith efforts will aid in increasing an applicant pool of qualified minorities and females.
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 year 2015 is 15.38 percent. The DBE participation for the first three quarters of FFY 2016 is 12.17 percent. This is a 0.58 percent increase from FFY 2015. Of the 12.17 percent utilization, 2.66 percent is participation from minority-owned DBE firms, 0.24 percent is participation from minority women-owned DBE firms and 9.27 percent is participation from women-owned DBE firms. The collective goals set for projects closed during this period amounted to 9.98 percent.
Ensuring MoDOT spending is reflected in all Missouri communities advances economic development for all business enterprises. Historical data helps identify opportunities for improvement. Improvement efforts include training staff who have procurement authority, outreach to MWDBE vendors in order to encourage them to become certified and focused inclusion efforts.

Fiscal year 2017 first quarter results show a decrease of $200,000 in MWDBE disbursements compared to the first quarter of FY 2016. Compared to first quarter FY 2016, the FY 2017 percentage of MWDBE expenditures spent decreased by 0.8.

This measure will continue to track the department’s efforts to ensure the vendor pool is representative of the business community as a whole.