



## USE RESOURCES WISELY

*Brenda Morris, Financial Services Director*

**Tracker**

MEASURES OF DEPARTMENTAL PERFORMANCE



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

RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT DRIVER:  
Steve Meystrik, Special Projects Coordinator

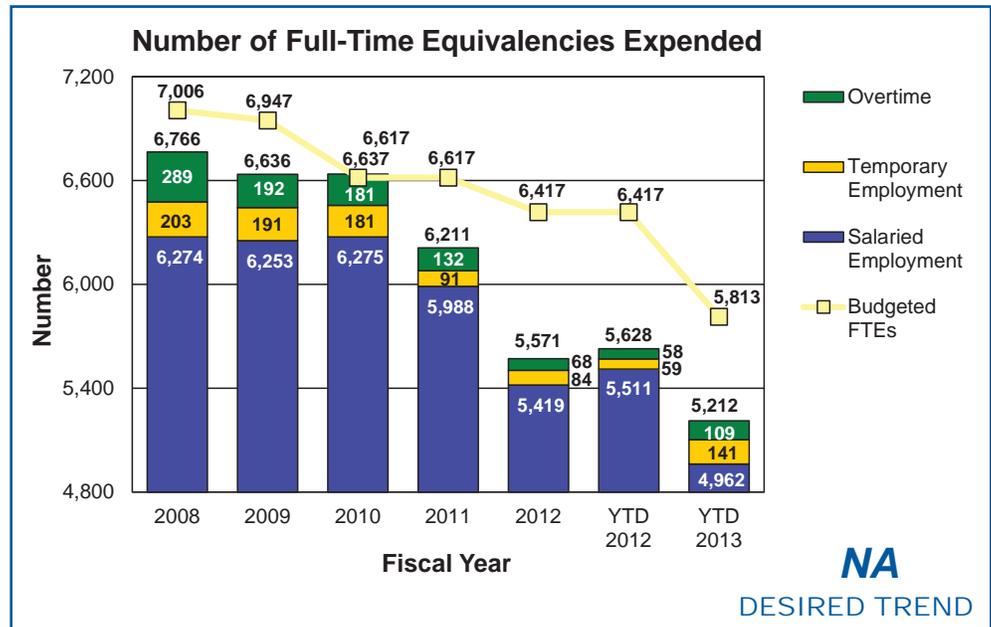
PURPOSE OF THE MEASURE:  
This measure tracks the change in the number of full-time equivalencies expended within the department and compares it to the number of FTEs in the legislative budget.

MEASUREMENT AND DATA COLLECTION:  
This measure converts the regular hours worked or on paid leave of temporary and salaried employees, as well as overtime worked (minus any hours that are flexed during the workweek), to FTEs. In order to convert these numbers to FTEs, the total number of hours worked or on paid leave is divided by 2,080. Salaried employment data is converted to an annual number for ease in comparison to previous years, whereas temporary employment and overtime data represent actual year-to-date calculations.

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

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

Most recently, temporary employment has increased with more seasonal and emergency employees being used to help field maintenance efforts especially during winter storms. Through the third quarter of fiscal year 2013, there were 98,822 more overtime hours spent on snow and ice removal than what was required for the same period last year.



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT  
DRIVER:  
Paul Imhoff,  
Compensation Manager

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

MEASUREMENT  
AND DATA  
COLLECTION:  
Employee satisfaction is  
measured with an annual  
employee survey. Em-  
ployees rate items related  
to their satisfaction with  
MoDOT using a five-point  
scale, with one indicating  
low satisfaction and five  
indicating high satisfaction.

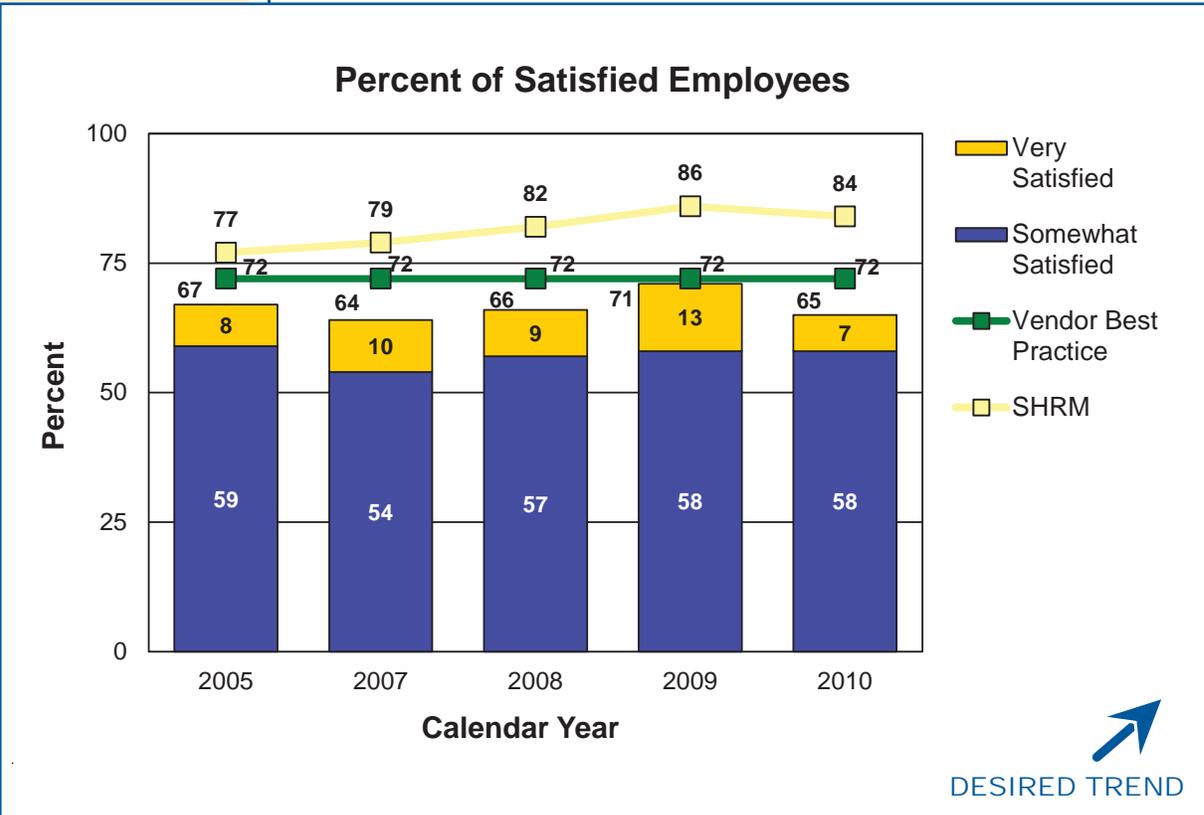
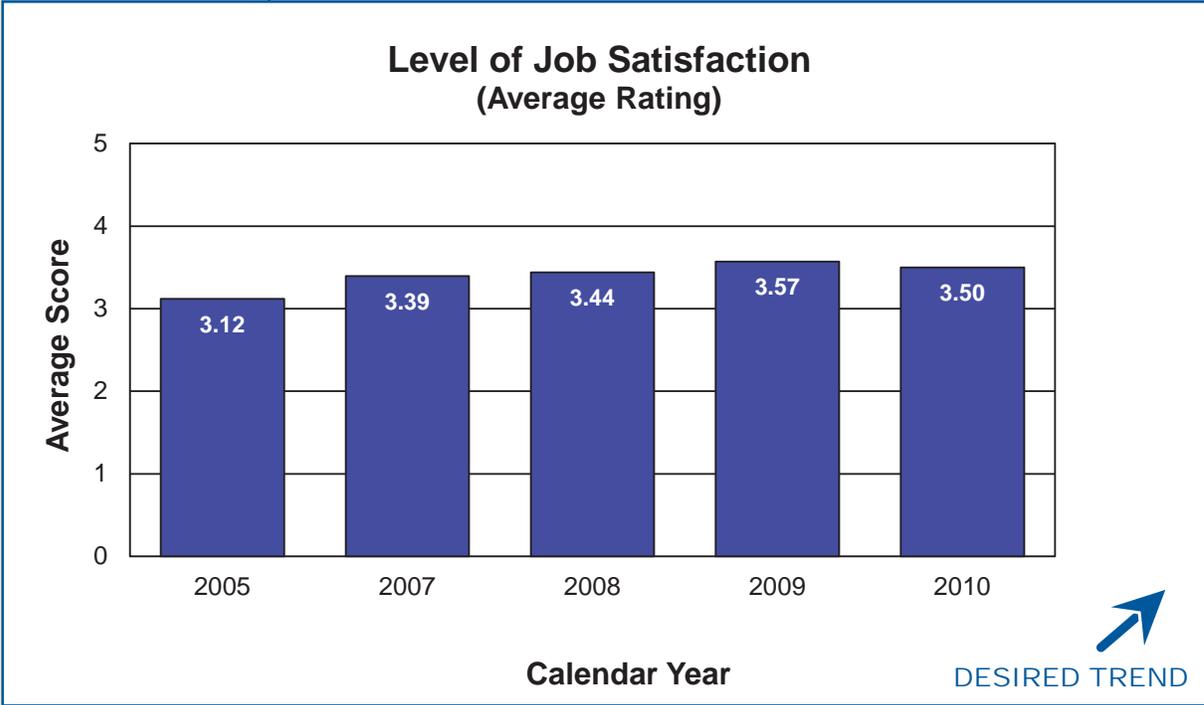
### *Level of job satisfaction-6b*

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

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

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





RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

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MEASUREMENT DRIVER:  
Aaron Kincaid,  
Employment Manager

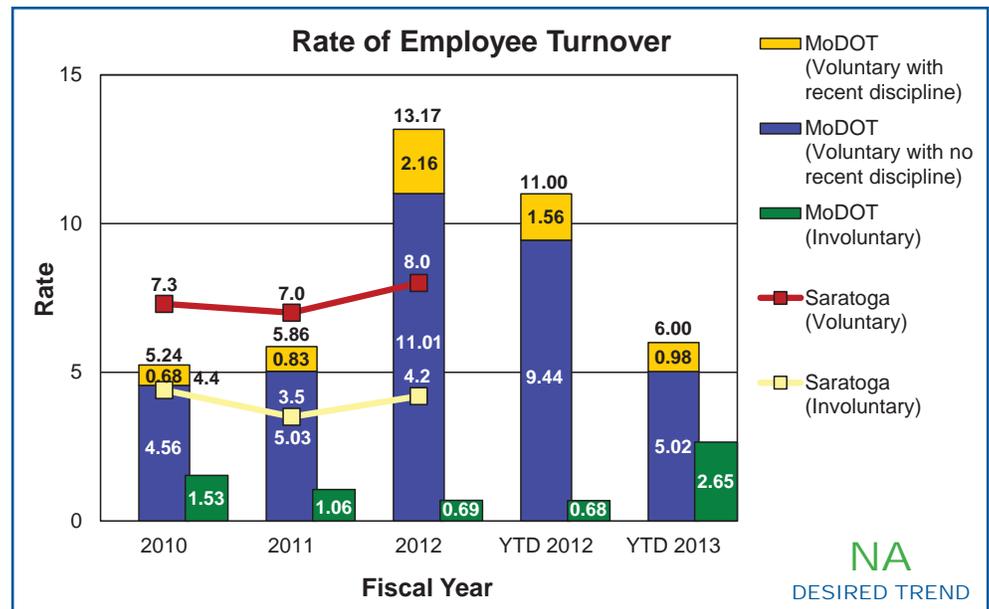
PURPOSE OF THE MEASURE:  
This measure tracks the percentage of employees who leave MoDOT annually and compares the department's voluntary and involuntary turnover rate to benchmarked data.

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

### Rate of employee turnover-6c

When an employee leaves MoDOT, the department loses a large investment in recruiting, hiring and training expenses. However, some turnover is good for the organization, such as releasing poor performers. Historically, MoDOT has had a relatively low employee turnover rate, which relates to the high percentage of employees who stay until retirement. However with recent staffing reduction efforts, employee turnover rates more than doubled in 2012.

The most recent quarter's data shows voluntary turnover rates returning to more normal rates. In contrast, involuntary turnover is high compared to historical levels. There were 132 involuntary separations in the first three quarters of fiscal year 2013, which is largely due to completion of the staffing portion of the Bolder Five-Year Direction.



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT  
DRIVER:  
Kelly Wilson,  
Resource Management  
Specialist

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

MEASUREMENT  
AND DATA  
COLLECTION:  
State revenue includes five  
major components: motor  
fuel taxes, motor vehicle  
and driver licensing fees,  
and motor vehicle sales and  
use taxes paid by highway  
users, interest earnings,  
and miscellaneous reve-  
nues. The measure pro-  
vides the cumulative, year-  
to-date percent variance of  
actual state revenue versus  
projected state revenue by  
state fiscal year.

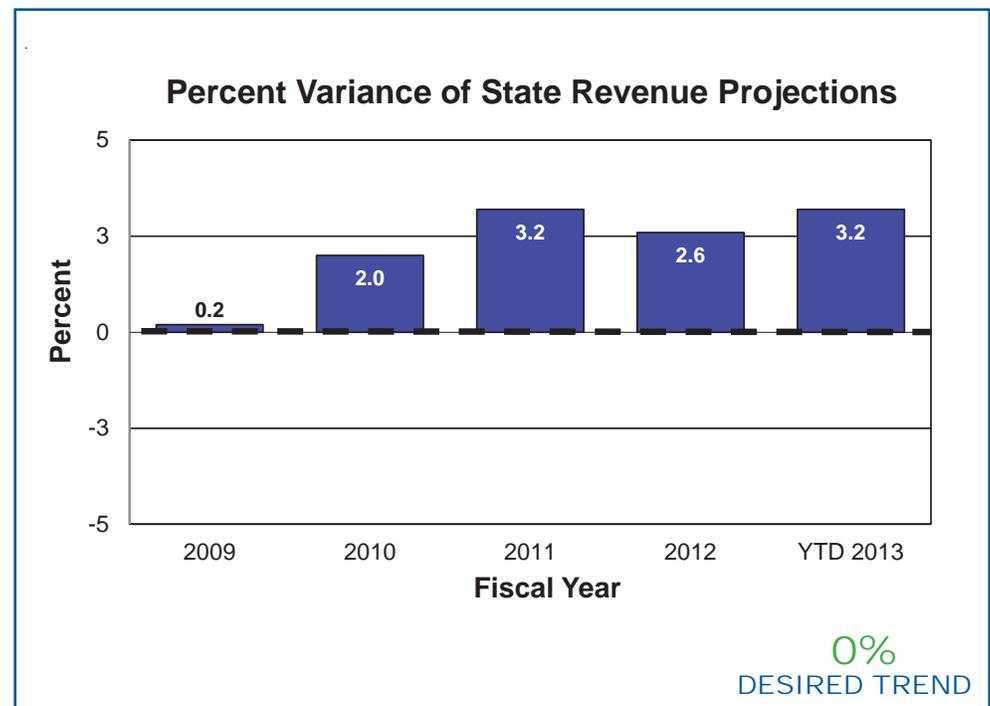
Federal revenue is the  
amount available to obligate  
in a federal fiscal year for  
formula apportionments.  
Formula apportionments  
are distributed to states via  
federal law. The measure  
provides the variance of ac-  
tual federal revenue versus  
projected federal revenue  
by federal fiscal year. State  
and federal revenue pro-  
jections are based on the  
department's current finan-  
cial forecast.

### State and federal revenue projections-6d

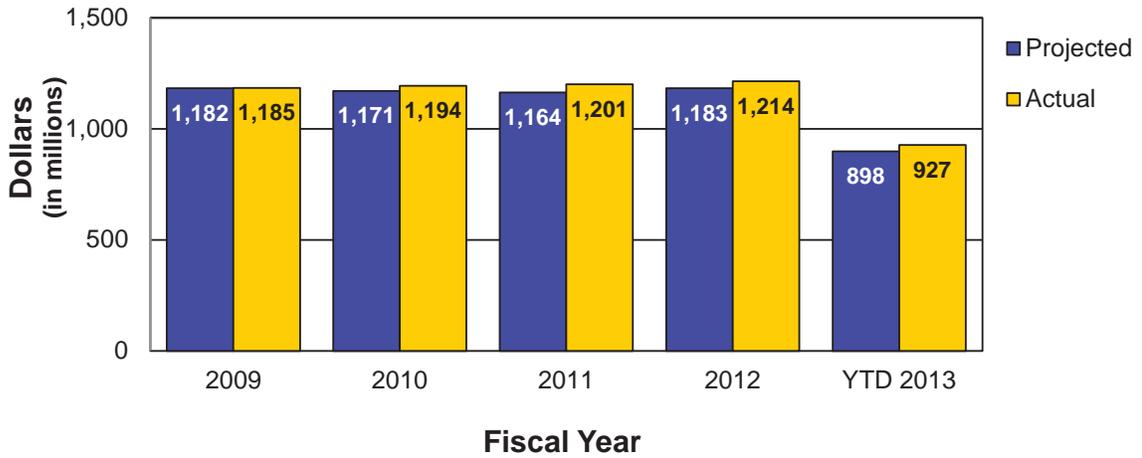
State and federal revenue projections help MoDOT staff do a better job of budgeting limited funds for its operations and capital program. The desired trend is for actual revenue to match projections with no variance. MoDOT staff adjusts future operating and capital budgets to account for these variances,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

While actual state revenue was greater than projected through the third quarter of fiscal year 2013, state revenue is relatively stagnant from year to year. The largest component of state revenue is motor fuel taxes. With people driving more fuel efficient vehicles and driving fewer miles, fuel tax-driven revenue streams are declining. Through the third quarter of fiscal year 2013, the decline in motor fuel tax receipts is offset by increasing motor vehicle sales and use tax receipts.

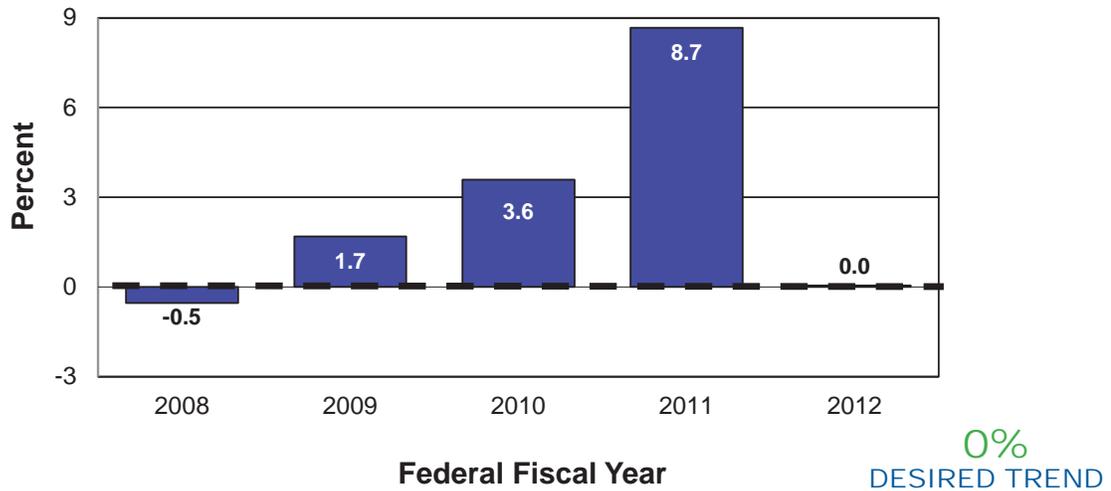
While actual federal revenue matched the projection for FFY 2012, federal funding is uncertain. In June 2012, Congress passed a new two-year federal transportation reauthorization act entitled Moving Ahead for Progress in the 21st Century Act. MAP-21 reduced the amount of funding for all state DOTs in an attempt to make the federal highway trust fund solvent in the near future. This has resulted in MoDOT receiving \$71 million less per year over the next two years.



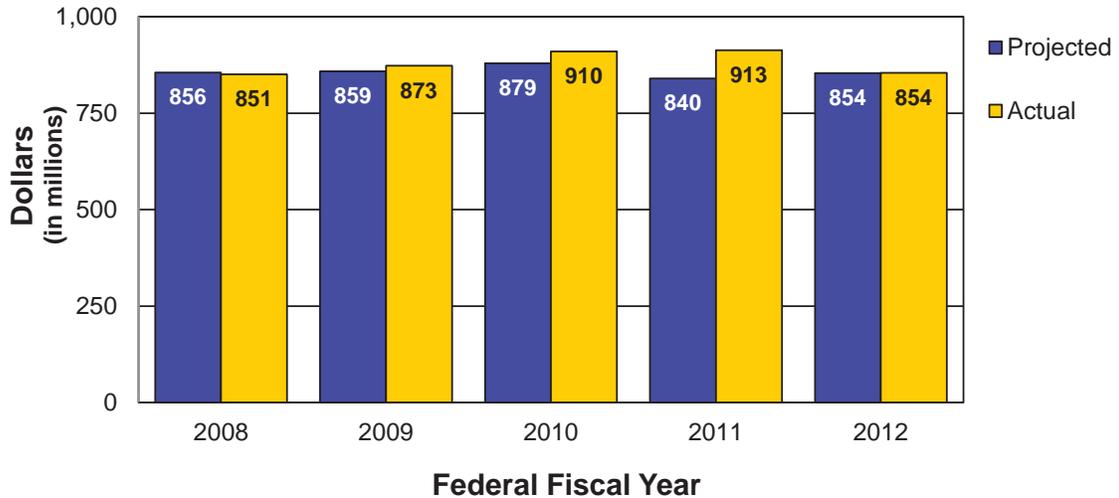
**Projected vs. Actual State Revenue Comparison**



**Percent Variance of Federal Revenue Projections**



**Projected vs. Actual Federal Revenue Comparison**



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT DRIVER:  
Todd Grosvenor,  
Financial Services Administrator

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

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

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

MoDOT works to build partnerships with local agencies to pool efforts and resources to accomplish projects that previously may have seemed unlikely. MoDOT allocated \$30 million in fiscal years 2009-2011 and \$37.5 million in fiscal year 2012 for cost-share projects.

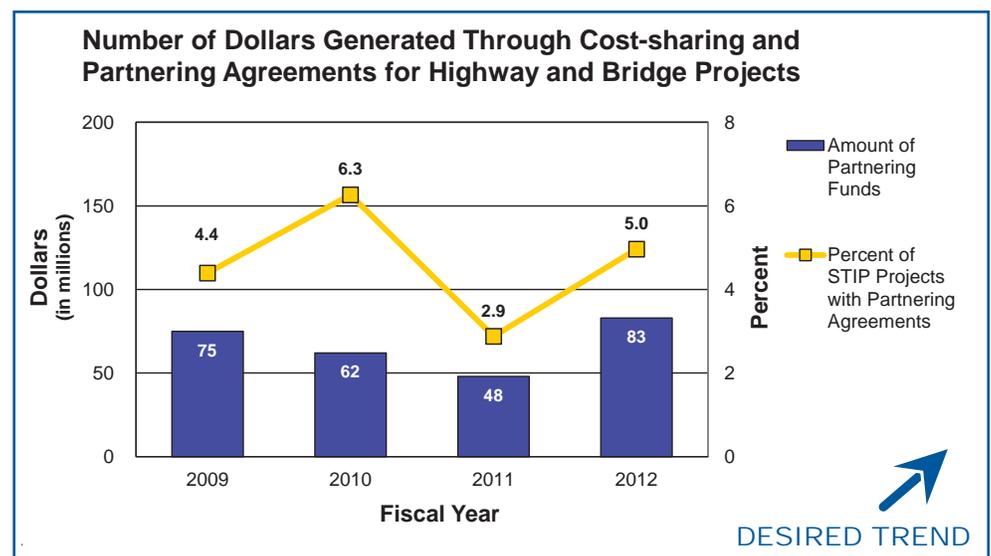
Highways and Bridges –The number and percent for fiscal year 2012 are above the four-year averages of \$67 million and 4.6 percent.

Railroads – The total investment for fiscal year 2012 of \$14.4 million is below the four-year average of \$15.7 million. The state invested \$9.8 million in railroads in FY 2012, but federal funds decreased by about \$900,000.

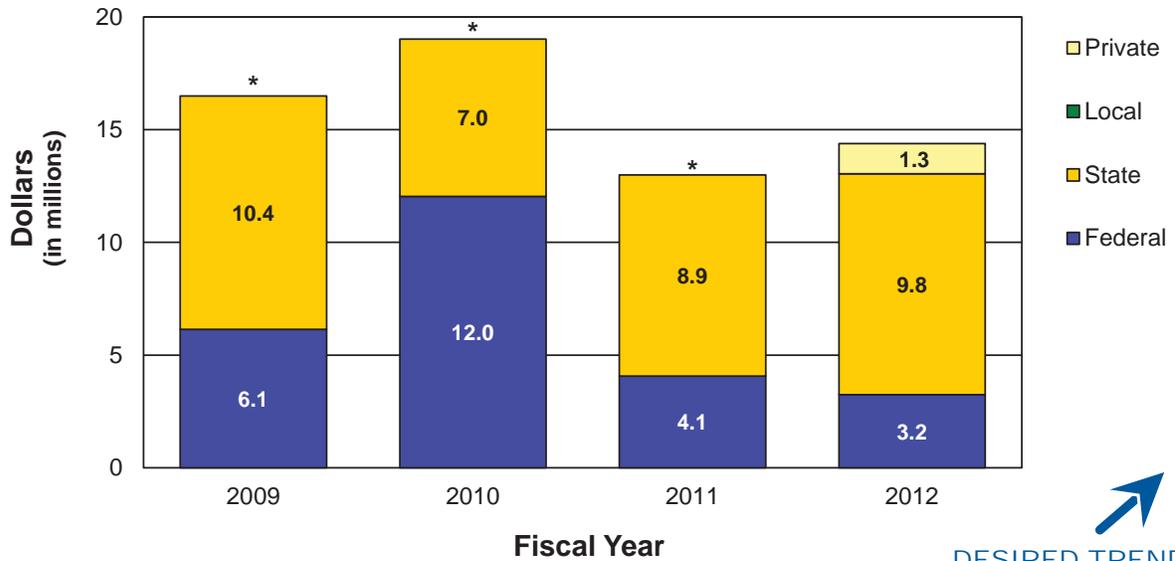
Transit –The total investment for fiscal year 2012 of \$48.6 million is below the four-year average of \$52.3 million. The FY 2012 expenditures were lower than FY 2010 due to reduced federal Recovery Act spending as well as elimination of state general revenue funding in the state transit program and the Missouri Elderly and Handicapped Transportation Assistance Program.

Aviation –The total investment for fiscal year 2012 of \$17.8 million is below the four-year average of \$26.6 million. There was a slight increase of about \$600,000 in federal investment in aviation in FY 2012, but state funds decreased by about \$3.2 million.

Waterways –The total investment for fiscal year 2012 of \$12.8 million is below the four-year average of \$20.7 million. For FY 2012, there were total expenditures of \$500,000 in state funds.

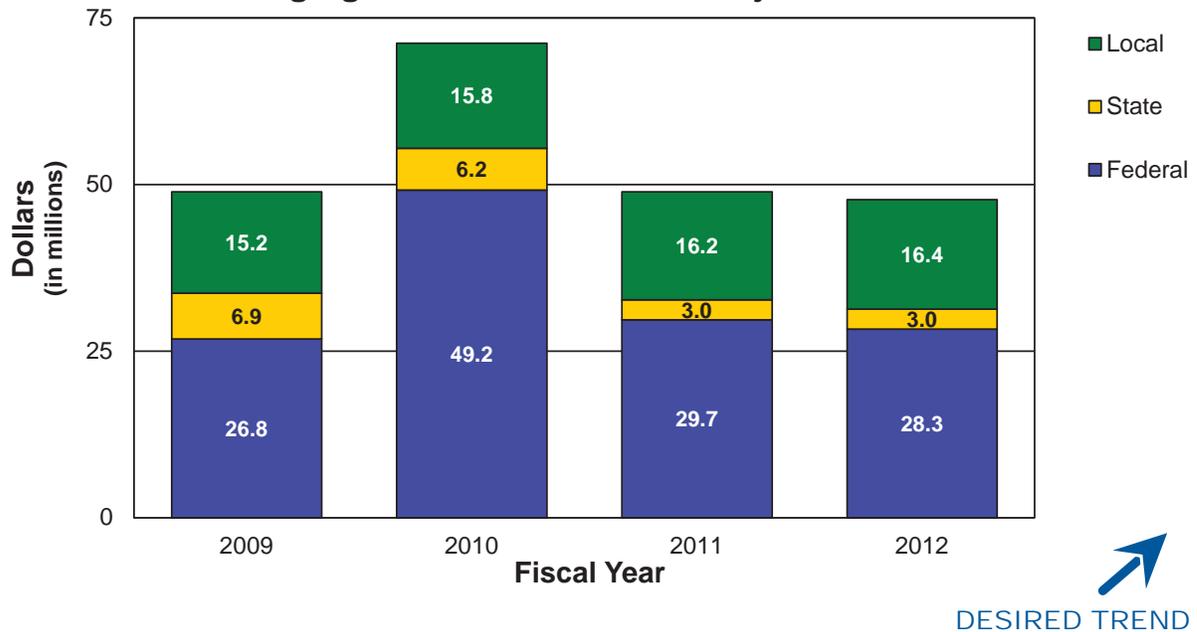


### Number of Dollars Generated Through Cost-sharing and Partnering Agreements for Railroad Projects and Services

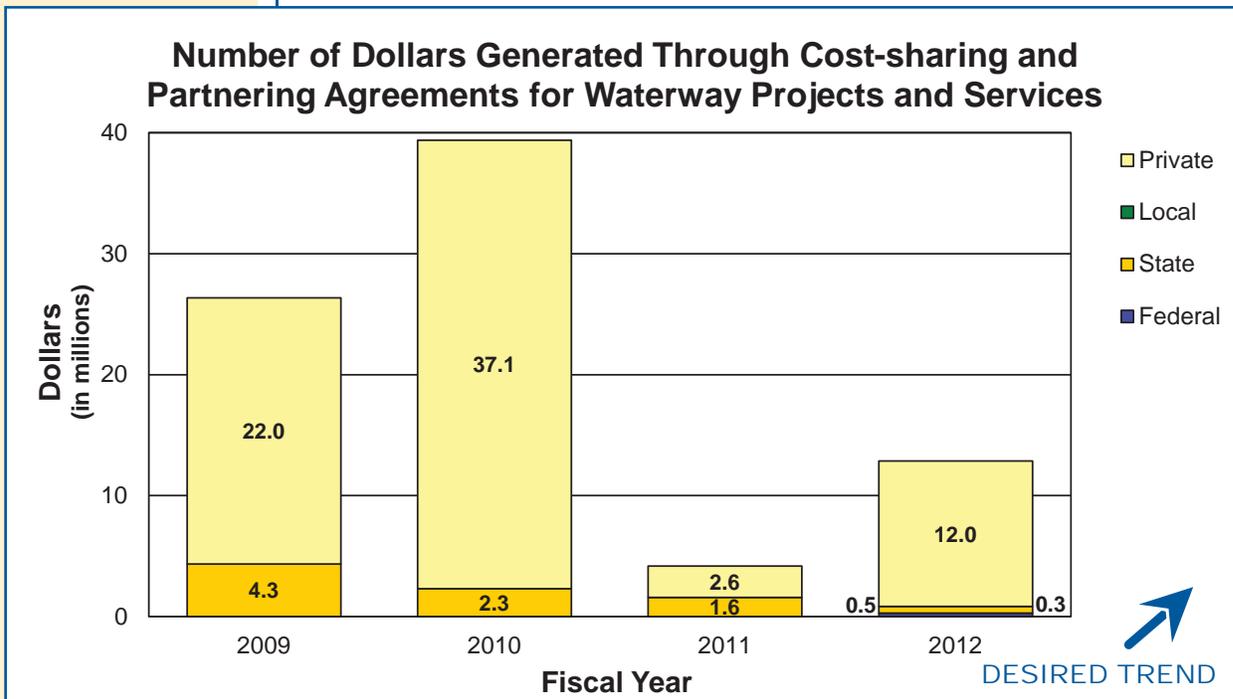
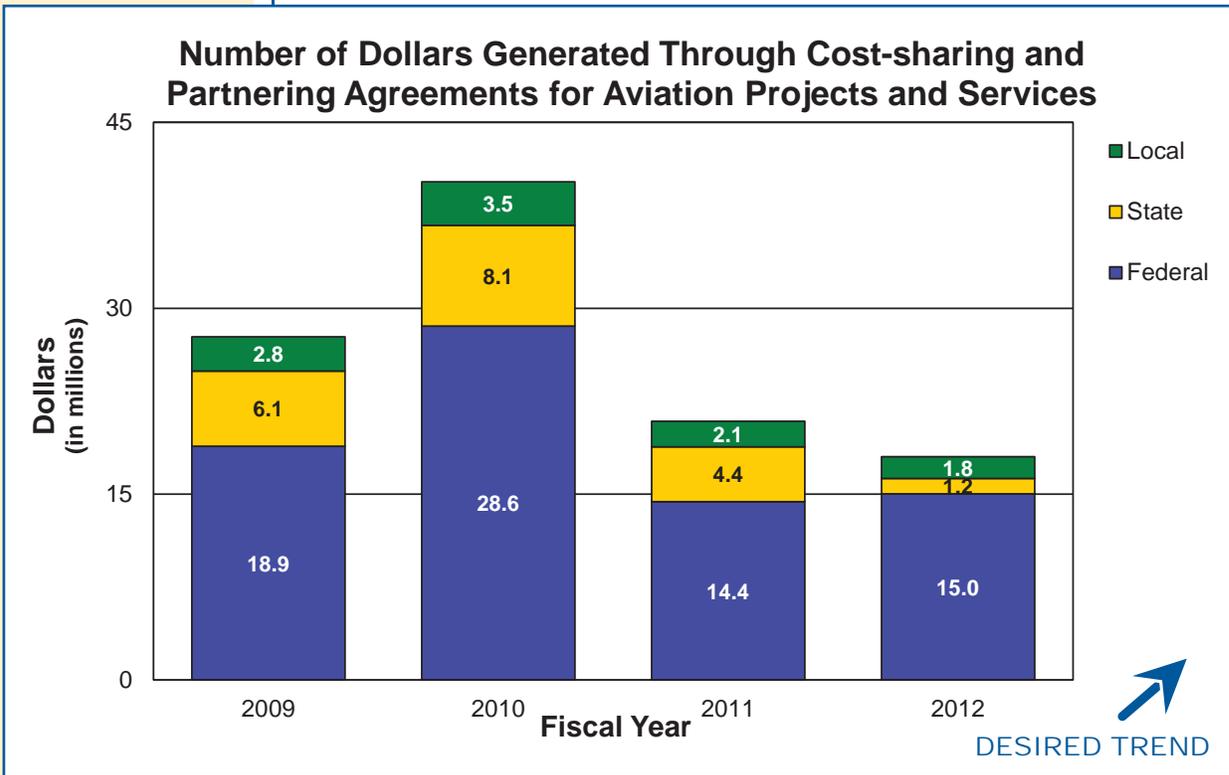


\*Private data was not available for FY 2009-2011.

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



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Brenda Morris,  
Financial Services Director

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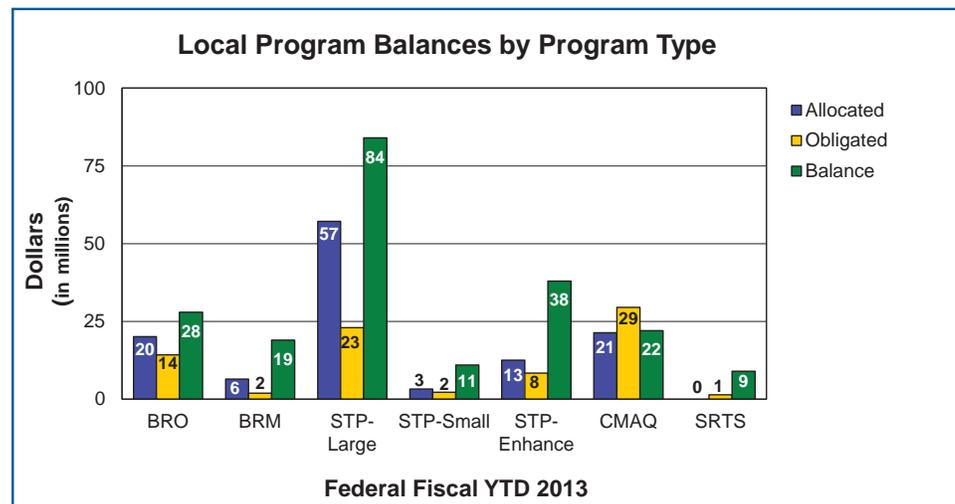
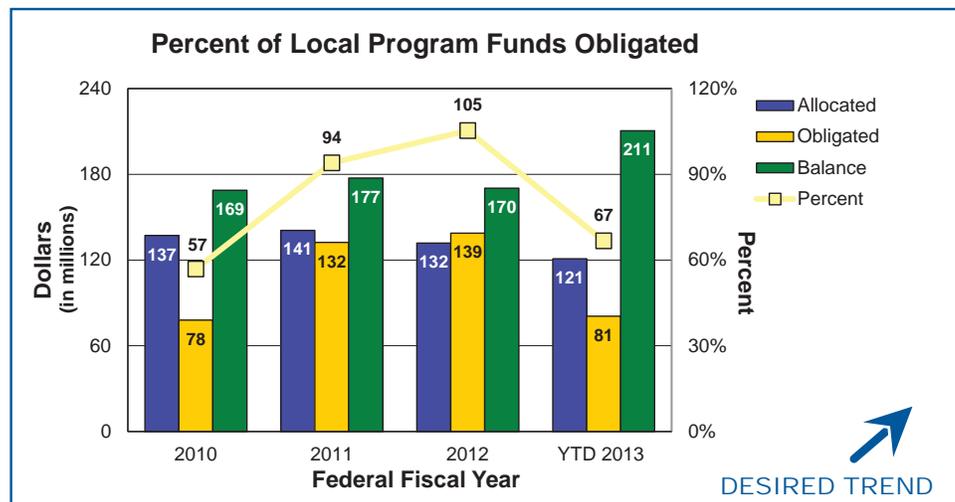
MEASUREMENT DRIVER:  
Kenny Voss,  
Local Program Administrator

PURPOSE OF THE MEASURE:  
This measure tracks the percent of available Local Program funds obligated (committed) for eligible project costs.

MEASUREMENT AND DATA COLLECTION:  
The data is obtained from FHWA's Fiscal Management Information System. The obligated amounts represent FHWA's legal commitment (promise) to pay or reimburse project sponsors for eligible costs. The allocated amounts represent the distributed federal program funds to local sponsors. Local Program funds carry over from year-to-year, which allows the percent of funds obligated in any one year to be more than 100 percent. The second chart shows the data by program type. The goal of this measure is to obligate 100 percent of the federal funds available to local sponsors.

### Percent of local program funds obligated-6f

Some of the federal funds MoDOT receives are passed through to local entities. Ideally, MoDOT would like to be able to commit all of its Local Program funds to local projects. However, for various reasons such as project schedule delays or having insufficient local funds to match the federal funds, local entities are unable to commit the funds allocated to them. As of the second quarter of federal fiscal year 2013, 67 percent of the allocated funds have been obligated. This represents a \$27 million increase in obligations compared to the previous year. Since 2010, the percentage of obligation has increased from 57 percent to 105 percent in FFY 2012 resulting in a decreasing local program balance. This increase in obligations has been a result of additional project status meetings and stronger enforcement of project schedules.



BRO=Off-system Bridges, BRM=Bridge Rehabilitation/Replacement Municipal, STP=Surface Transportation Program, CMAQ=Congestion Mitigation and Air-Quality, SRTS=Safe Routes to School

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

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**MEASUREMENT DRIVER:**  
Sunny Wilde,  
Resource Management Specialist

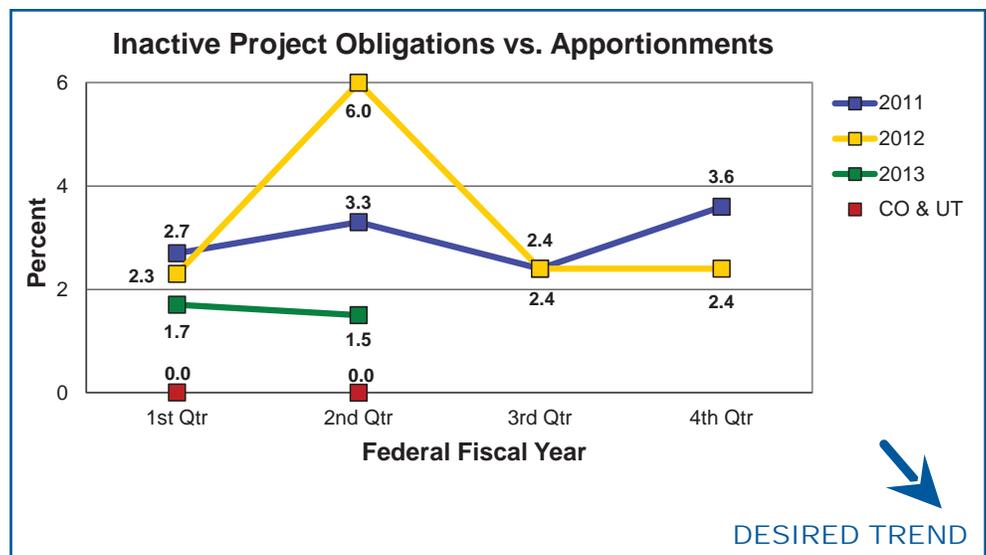
**PURPOSE OF THE MEASURE:**  
This measure tracks the percent of inactive federal project obligations versus annual apportionments.

**MEASUREMENT AND DATA COLLECTION:**  
The data is obtained from FHWA's quarterly inactive projects report and is based on the federal fiscal year from October 1 to September 30. The inactive report includes projects with unexpended balances greater than \$500,000 and no expenditure activity for more than one year; projects with unexpended balances between \$50,000 and \$500,000 and no expenditure activity for more than two years; and projects with unexpended balances less than \$50,000 and no expenditure activity for more than three years. An apportionment is the distribution of federal funds as prescribed by a statutory formula. Financial Services uses a tracking database to assist in the analysis and reporting of inactive project obligations.

### Inactive project obligations vs. apportionments-6g

Project funds must be spent for taxpayer to benefit from their transportation investments. However, this is not always possible due to project schedule delays or lags in receiving project invoices. When this happens, MoDOT analyzes projects to determine why there has been no activity, and actions are taken to accelerate project activity such as discussions with local project sponsors to ensure invoices are submitted on a timely basis. Inactive project obligations also may be moved to active projects.

Inactive project obligations during federal fiscal years 2011 through 2013 vary between 6.0 and 1.5 percent of annual apportionments. For the past three years, MoDOT remains below the national goal of 4 percent with the exception of the second quarter of FFY 2012. Various circumstances, such as the timing of federal aid billings, could impact the percentage. For the second quarter of FFY 2013, Missouri's inactive projects are 1.5 percent. This ranks 33rd in the nation, which is a slight decline compared to the previous quarter's ranking of 29th. Colorado and Utah rank first with 0 percent and Hawaii ranks last with 14.9 percent. The national average is 1.57 percent, which is less than the national goal of 4 percent. Missouri is slightly lower than the national average and much lower than the national goal. Missouri's inactive project obligations total \$18.57 million.



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Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT  
DRIVER:  
Todd Grosvenor,  
Financial Services  
Administrator

PURPOSE OF  
THE MEASURE:  
This measure tracks the  
amount of advance  
construction funds.

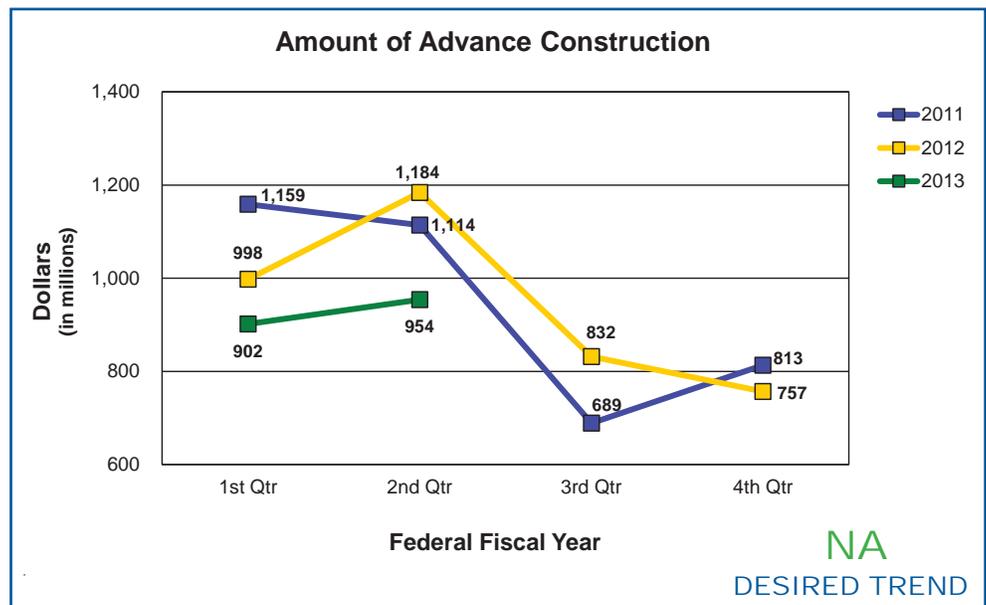
MEASUREMENT  
AND DATA  
COLLECTION:  
Financial Services collects  
this data from FHWA's  
Fiscal Management Infor-  
mation System (FMIS) and  
is based on the federal  
fiscal year from October 1  
to September 30.

### Amount of advance construction-6h

Advance construction is an innovative finance tool MoDOT uses to more efficiently manage its limited federal funds. As projects incur expenditures, state funds are used and are replenished as federal funds become available.

The amount of advance construction usually increases during the second quarter because few federal funds are available and a large amount of construction projects are awarded in the winter months. Congressional action resulted in only half of the annual federal funding being distributed during the first and second quarters of fiscal years 2012 and 2013. Historically, the amount decreases in the third quarter as full federal funding is made available.

The amount of advance construction is lower in the first and second quarters of FY 2013 compared to the prior years due to the decline in the construction program.



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT DRIVER:  
Kevin James,  
Assistant District Engineer

PURPOSE OF THE MEASURE:  
This measure identifies levels of under- and over-utilized fleet and reports levels of fuel usage and efficiency for the five vehicle classes that represent the majority of fleet expenditures and miles driven.

MEASUREMENT AND DATA COLLECTION:  
This measure is the result of data collected during the previous 12 months. Equipment is defined as operating at the ideal when it falls within 75 to 125 percent of the threshold. For example, a passenger car has a threshold of 15,000 miles per year. An underutilized passenger car is used less than 75 percent of 15,000 miles, or 11,250 miles. An over utilized passenger car is used more than 18,750 miles and a utilized passenger car is used between 11,250 to 18,750 miles.

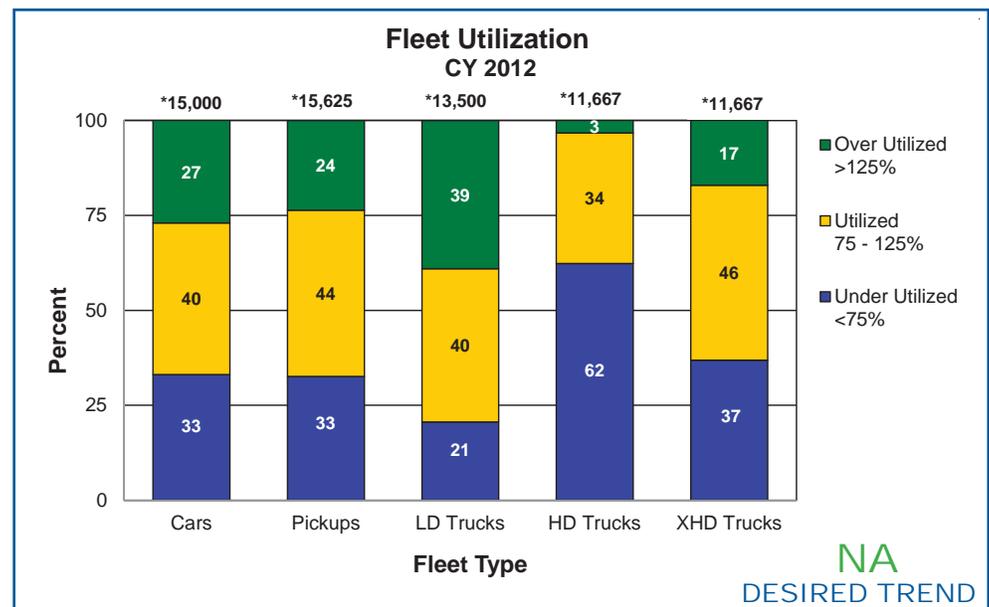
This measure also reports MoDOT's total fuel consumed and shows how fleet choices can affect fuel economy. The fuel data is collected in the statewide financial system. Mileage data is obtained from the FASTER fleet management system.

### Fleet utilization and fuel efficiency-6i

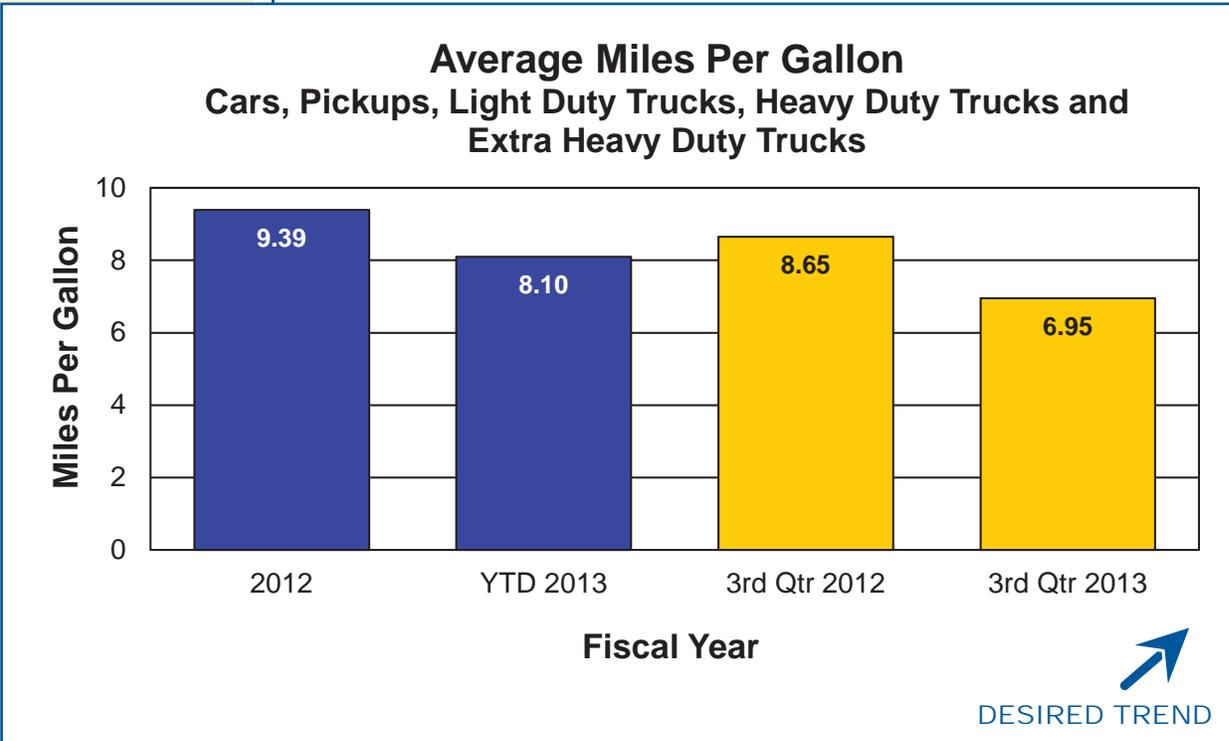
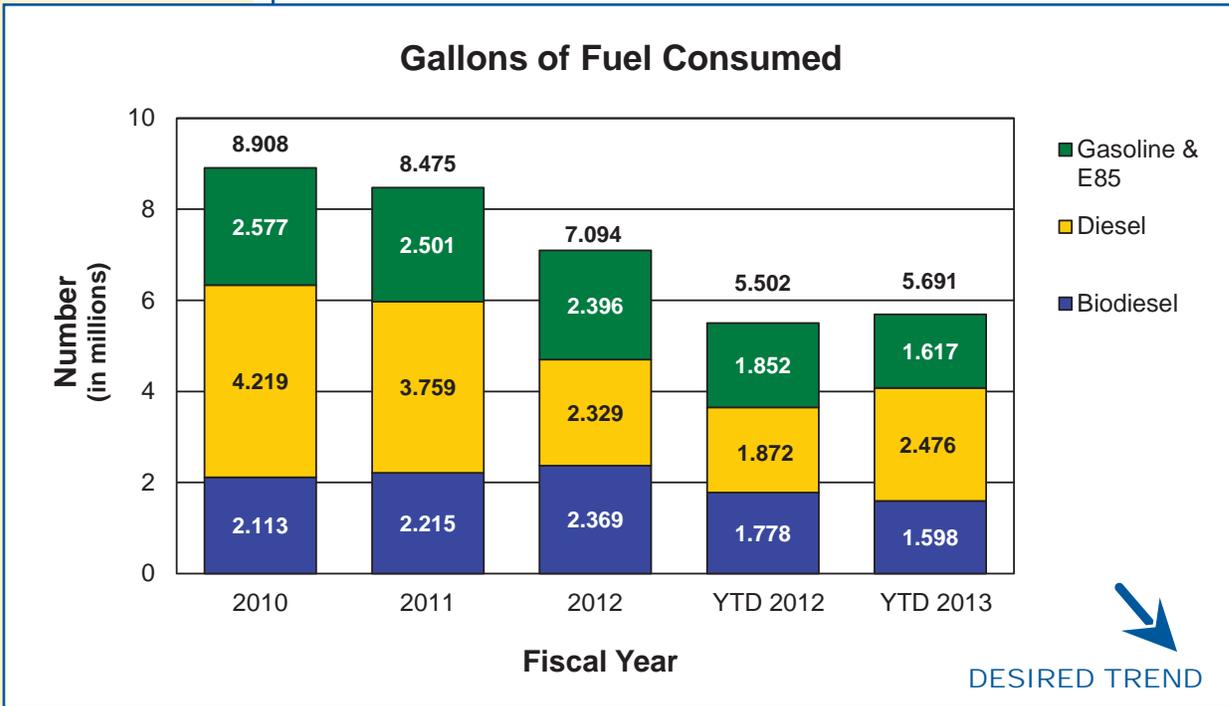
The people of Missouri trust MoDOT with their hard-earned dollars. They expect the agency to use each penny wisely. So it's important that big ticket items, such as vehicles, are used to the optimum. By managing equipment so that it reaches the ideal number of miles/service hours for its age, MoDOT gets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

The data collected for this measure helps MoDOT find opportunities to move underused vehicles to locations with greater mileage or service hour needs and vice versa. MoDOT can also identify opportunities to use more efficient vehicles for some work. For example, the chart shows that MoDOT's light-duty fleet is heavily used. When the department began collecting this data, MoDOT learned that many of the tasks performed with heavy-duty trucks could be handled with light-duty machines. Now, the charts indicate MoDOT's fleet plan - with an emphasis on light-duty and extra heavy-duty trucks – creates a better balance.

The most influential factor is uncontrollable Missouri weather. When snow and flood operations demand we use our largest equipment, the average miles per gallon for the entire fleet decreases. Compare diesel and biodiesel use in the third quarters of fiscal years 2012 and the snowier 2013 and note the impact to MoDOT's average miles per gallon. The increased use of light-duty trucks when possible helped keep the 2013 performance positive.



\*Miles considered utilized



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT  
DRIVER:  
Debbie Rickard,  
General Services Director

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

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

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

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



RESULT DRIVER:  
Brenda Morris,  
Financial Services Director

## USE RESOURCES WISELY

MEASUREMENT DRIVER:  
Jay Bestgen,  
Assistant State  
Construction and Materials  
Engineer

PURPOSE OF THE MEASURE:  
This measure tracks MoDOT's recycling efforts in construction projects and internal operations.

MEASUREMENT AND DATA COLLECTION:  
The recycled material used in construction projects is measured through MoDOT's SiteManager database, which tracks material incorporated into projects. Data is collected on an annual basis due to the seasonal nature of construction. Recycled material measurements for internal MoDOT operations, is captured from the annual Missouri State Recycling Program report and from the Maintenance division.

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

Recycling is vital for the health of the environment, but it has other benefits as well. When MoDOT reuses otherwise discarded pavement materials in new paving projects, it helps offset rising material costs. For example, 24 percent of a ton of new hot mix asphalt pavement was derived from recycled components in 2012. This saved MoDOT and taxpayers approximately \$12 per ton, or \$34 million overall versus the same mixture without recycled components on the 2.9 million tons of asphalt used last year.

The major components of MoDOT's internal recycling operations consists of 1.46 million pounds of rubber/tires, 5.53 million pounds of steel and over 354,000 pounds of motor oil in FY 2012.

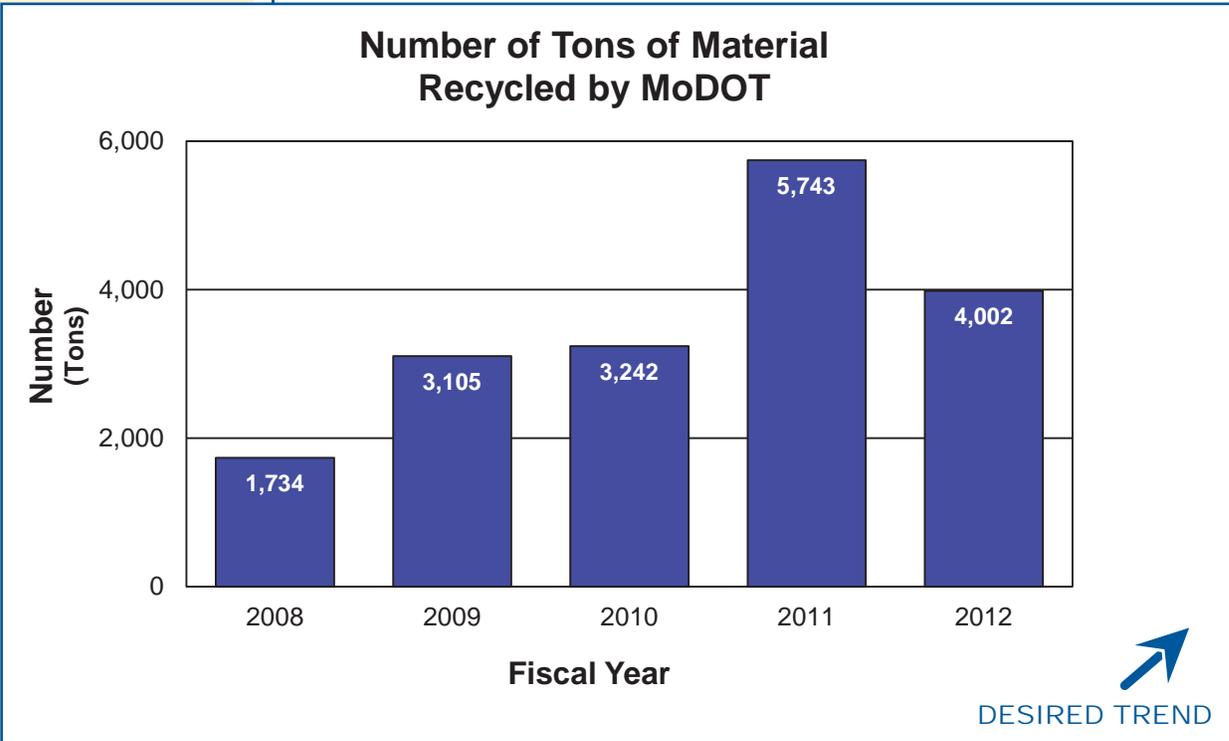
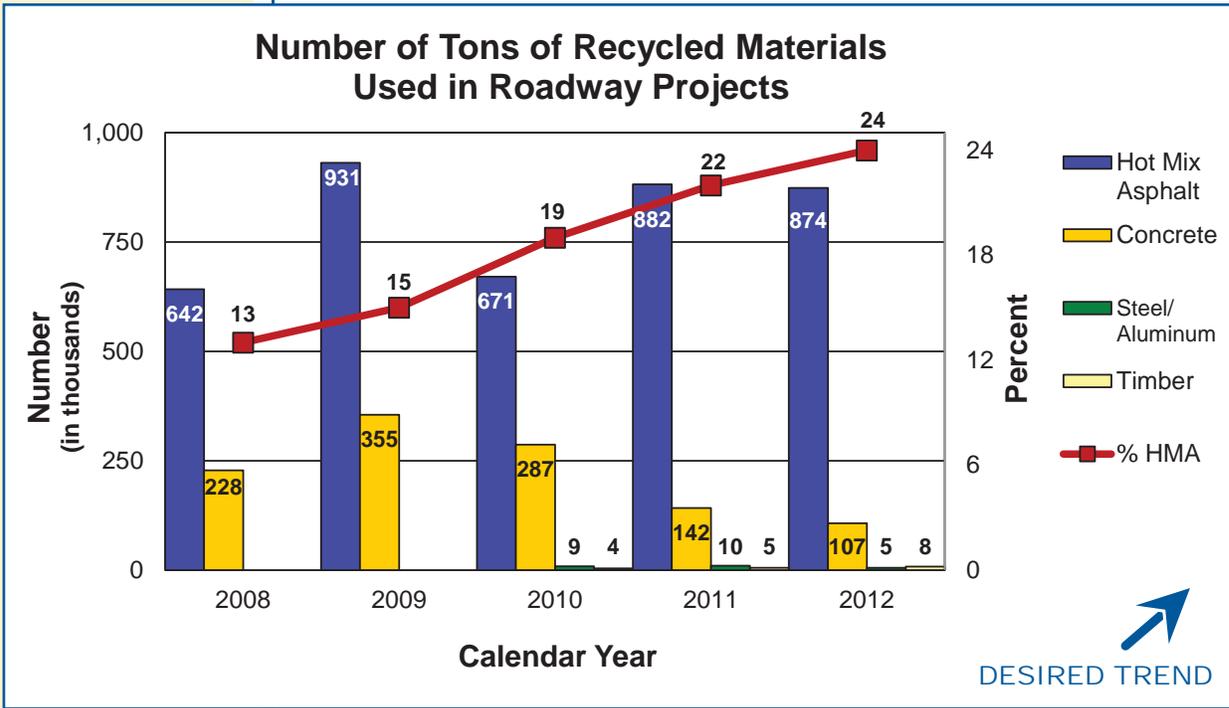
### **Roofs to Roads**

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



**Shingles are ground up and processed.**

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Brenda Morris,  
Financial Services Director

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MEASUREMENT  
DRIVER:  
Gayle Unruh,  
Environmental and  
Historic Preservation  
Manager

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

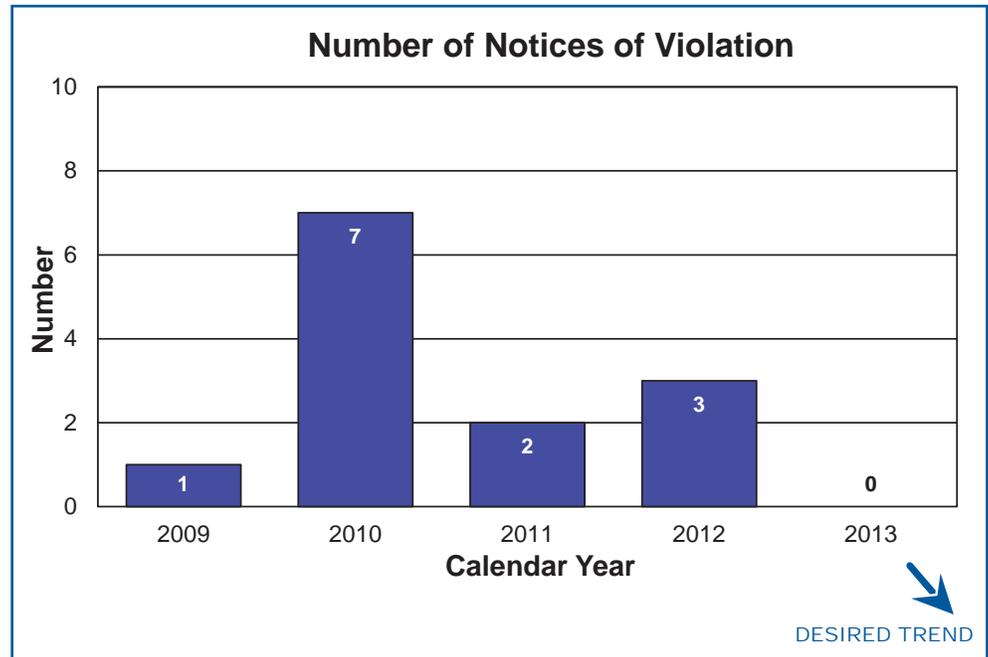
MEASUREMENT  
AND DATA  
COLLECTION:  
Notices of Violation are  
similar to a traffic ticket as  
they are written to indicate  
you are operating outside  
of legal limits. Issued by  
environmental regulatory  
agencies, NOVs are then  
collected by the design divi-  
sion and tracked by location  
and/or project. The chart is  
a report by calendar year  
of NOVs received by the  
department for any activity.

### Number of environmental violations – 61

MoDOT seeks to reduce its impact on Missouri natural resources by complying with environmental laws and regulations. The department feels a strong responsibility to protect human health, air, water, wildlife and ecosystems. Compliance with environmental laws and regulations helps to prevent and counteract possible damage posed by MoDOT activities.

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

The number of NOVs during the last five years ranged from one to seven. There do not appear to be any specific trends. However, in the past two years, closer management of actions with potential environmental impacts limited the number of NOVs received. During the first quarter of calendar year 2013, MoDOT received no NOVs.



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